

ANNUAL REPORT

2011



SUZUKI MOTOR CORPORATION

Profile

Suzuki Motor Corporation designs and manufactures passenger cars, commercial vehicles, motorcycles, all-terrain vehicles (ATVs), outboard motors, and other products. The company continuously and vigorously promotes technical cooperation through numerous joint ventures overseas, and its main production facilities are currently located in 22 countries and regions overseas. The established network enables Suzuki to operate as a global organization serving 198 countries and regions.

Suzuki Motor Corporation was first established as Suzuki Loom Manufacturing Co. in March 1920.

Suzuki then entered the motorcycle business with the introduction of “Power Free” motorized bicycle in 1952, and entered the automobile business in 1955 with the introduction of “Suzulight” mini car.

Suzuki is committed to use its amassed technological expertise and all other available resources to help raise the quality of human life in society by promoting corporate growth through manufacture and supply of socially demanded products.



Head Office & Takatsuka Plant
Headquarters, Engineering center and Motorcycle engines assembling plant

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A Message From the Management

In delivering our 2011 Annual Report, we wish to extend our greetings to you.

• Management results of this fiscal year

The management environment of the Group for FY2010 continues to be in a severe situation such as the continuation of high unemployment rates in Europe and the US, even though the global economy has gradually recovered because of the economic recoveries centering on Asia and economic stimulus measures by each government. The domestic economy had been picking up because of the expansion of the overseas economies, however we are now in the worrying situation of stagnation of economic activities by the Great East Japan Earthquake.

Under these circumstances, consolidated net sales of FY2010 increased by ¥139.1 billion (5.6%) to ¥2,608.2 billion year-on-year because of the increased sales of motorcycles and automobiles in Asia though the sales in Europe and North America were lower than the previous fiscal year. As for the consolidated income, the increased income by the sales increase and the cost reduction covered the reduced income by the exchange influences.

As a result, operating income increased by ¥27.5 billion (34.7%) to ¥106.9 billion, ordinary income increased by ¥28.7 billion (30.5%) to ¥122.5 billion and net income increased by ¥16.3 billion (56.2%) to ¥45.2 billion year-on-year.

As to FY2010, the Company was able to record profits over the previous fiscal year by vigorous cost reductions in every aspect despite the influence of the yen appreciation and the shutdown by the Great East Japan Earthquake occurred in March. Although the management environment is still expected to be grim, the Company plans to distribute this total annual cash dividends amounting to ¥13 per share for the fiscal year ended 31 March 2011, accordingly, year-end dividends will be ¥7.00 per share. As a result, this annual cash dividends will be an increase of ¥1.00 per share from the previous fiscal year.

• Outstanding issues

The Company has reviewed every aspect of our business and strengthened our management practices placing "Let's review the current practices and stay true to the basics in order to survive the competition." as our basic policy in promoting the growth strategy.

However, in addition to the influence of the global financial crises after the Lehman Shock and the further development of the yen appreciation, the Great East Japan Earthquake has made the management environment drastically changed and more and more severe.

To overcome this crisis, we would make concerted efforts as a group with the slogan of "Exert ourselves with new ideas to overcome the great difficulty." and "Restart in our all operations to get through this critical time."

As the specific measures, the Company has set up a new "Corporate Planning Committee" which compiles the important challenges and discusses issues about the Group and conducted a review of structure and organizations to realize quick extraction of challenges and decision-making for the management. Furthermore, we will continue to promote the establishment of system to ensure profits in the declining sales by "internal cost reduction" activities which each and every employee reduces every cost.

Next, as for the issues challenged by our major businesses of motorcycle business and automobile business, in motorcycle business, we will promote launching of products meeting the market needs, strengthening of sales forces and improving of the quality and productivity. Especially, we will strengthen the small motorcycle business in the Asian region which is expected further growth.

In automobile business, we will keep on promoting the development of the products and sales activities closely tied with both domestic and overseas markets. In the domestic markets, we will strengthen sales abilities and after sales activities in the Suzuki sales shops nationwide to promote the improvement

of the customer satisfaction. We will try to create sales shops loved by as many customers as possible in order to achieve a sales increase.

In the overseas markets, we will try to improve SUZUKI brand image by using the slogan of “Way of life!” and promote local procurement, cost reduction activities, further improvement of quality and further progress in productivity, as well as sales enhancement. Because demands for automobiles are especially increasing in emerging markets such as Asia, we will make the further efforts to expand production capacity in such areas.

In research and development, the environmentally-friendly product development for protecting global environment such as reduced emission gas, improved fuel efficiency, resource saving and recycling has become more and more important.

The Company believes that the popularization of compact vehicles contribute to solve environmental issues. Therefore, regardless of domestic markets and overseas markets, the Company thinks that focusing on improvement of fuel efficiency of compact vehicles is the most urgent issue.

Suzuki has actual results of launching the mini vehicles with hybrid engine and direct-injection engine to markets. In India, about 70% of the SWIFT is diesel engine model.

Suzuki will continue to work to develop technology for more low-fuel consumption and low-emission electric vehicles such as range extender, hybrid vehicles, diesel engine vehicles and fuel-cell vehicles utilizing these experiences.

Under the slogan “Small Cars for a Big Future”, we are committed to promoting the “production of small vehicles” and the “development of environmentally friendly products” needed by our customers, and to be “Smaller, Fewer, Lighter, Shorter, and Neater” in all aspects of production, organization, facilities, parts, environment, etc. in order to promote a highly efficient, well-knit, and healthy business operation.

Also, our executive officers and employees will strictly adhere to all statutes, social norms, and in-house rules, etc., act fairly and with sincerity.

Under the experiences from the Great East Japan Earthquake occurred in March, we will further strengthen risk management and safety measures, and make efforts to recover the production as soon as possible in line with the actual situation of procurement of parts, etc.

We look forward to the continued support and encouragement of our stockholders.



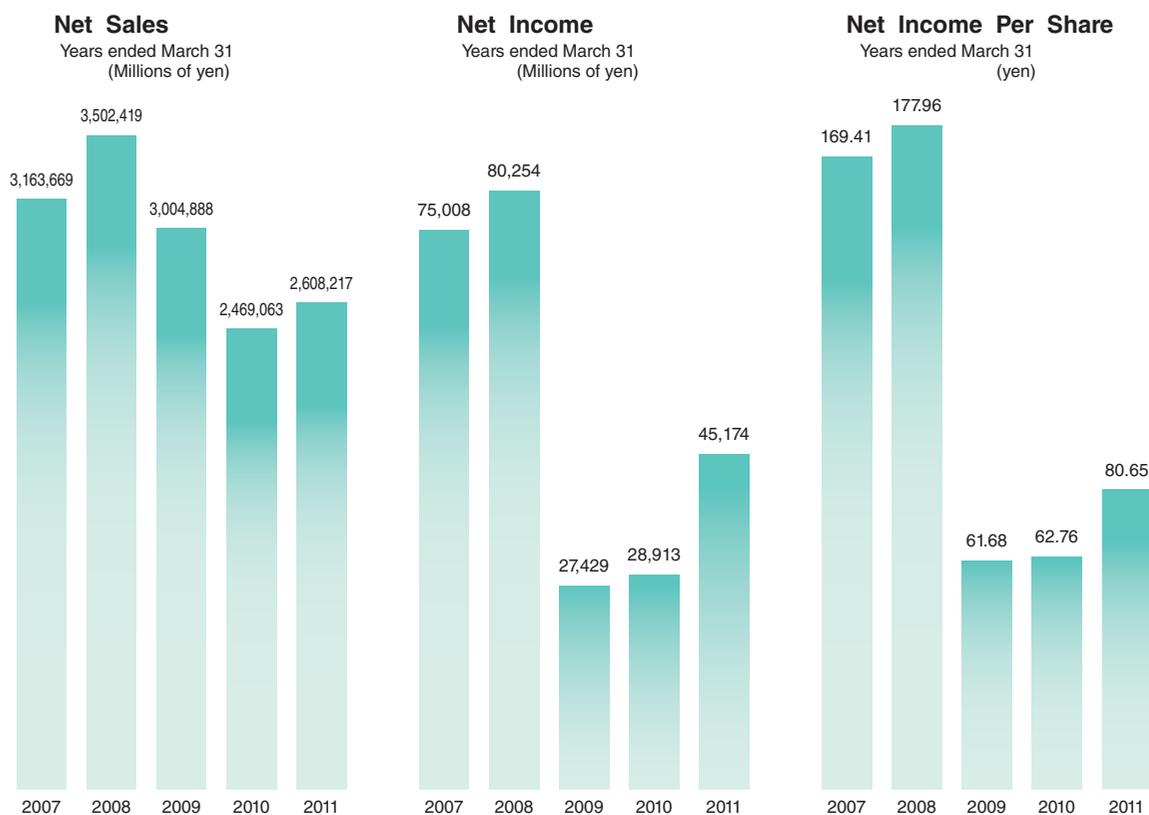
Osamu Suzuki
Chairman & CEO

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Financial Highlights

SUZUKI MOTOR CORPORATION AND CONSOLIDATED SUBSIDIARIES Years ended March 31, 2011 and 2010	Millions of yen (except per share amounts)		Thousands of U.S. dollars (except per share amounts)
	2011	2010	2011
Net sales	¥2,608,217	¥2,469,063	\$31,367,622
Net income.....	45,174	28,913	543,283
Net income per share:			
Primary	80.65	62.76	0.96
Fully diluted	74.11	55.26	0.89
Cash dividends per share.....	13.00	12.00	0.15
Net assets	1,106,999	1,089,757	13,313,285
Total current assets.....	1,372,885	1,479,336	16,510,954
Total assets	2,224,344	2,381,314	26,750,988
Depreciation and amortization.....	138,368	141,846	1,664,088

Note: Yen amounts are translated into U.S. dollars, for convenience only, at ¥83.15= US\$1, the prevailing exchange rate on March 31, 2011.



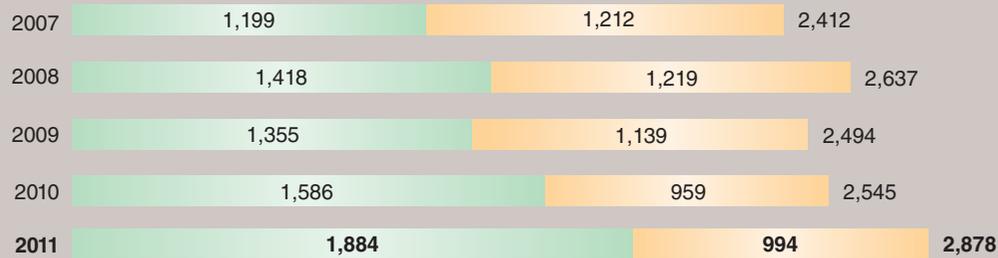
Year in Review

Automobile Production

Years ended March 31

(Thousand units)

Overseas Japan

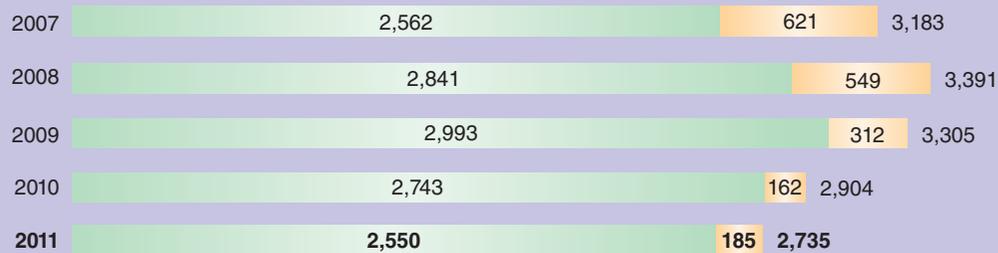


Motorcycle Production

Years ended March 31

(Thousand units)
(ATV included)

Overseas Japan

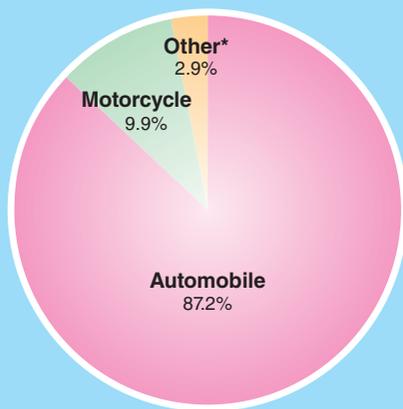


Production in overseas

Production in Japan

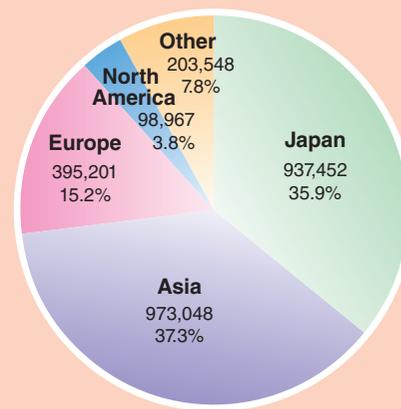
Total

2011 Percentage of Net Sales By Business



(Year ended March 31, 2011)

2011 Net Sales By Market



(Year ended March 31, 2011, Millions of yen)

*Marine & Power Products, etc. and Financial Services.

Automobiles

Suzuki's Worldwide Manufacturing and Sales

Total overseas automobile production for fiscal 2010 increased to 1,884,000 units, 118.8% compared to the previous year. Worldwide production, including Japan, also increased to 2,878,000 units, 113.1% compared to the previous year.

Sales of automobiles in overseas markets increased to 2,053,000 units, 118.8% compared to the previous year, while total global sales, including Japan, also increased to 2,642,000 units, 112.4% compared to the previous year.

The Japanese Market

1. Market Overview

Total domestic automobile sales volume in fiscal 2010 was down 6% year-on-year at 4.6 million units. It was below 5 million units for the third fiscal year in a row. Domestic automobile sales volume rose 17% year-on-year in the first half owing partly to eco-car purchase subsidies. However, it fell 24% year-on-year in the second half owing partly to the end of eco-car purchase subsidies and partly to the Great East Japan Earthquake, which caused a big drop in sales in March (typically the month when demand is highest).

2. Suzuki Sales

Suzuki's domestic automobile sales volume in fiscal 2010 was down 5% year-on-year at 588,000 units. It was down year-on-year for the fifth fiscal year in a row. Suzuki was number four among Japan's 12 automakers in terms of domestic automobile sales volume.

Suzuki's domestic sales of minivehicles were down 6% year-on-year at 521,000 units. They were down year-on-year for the fifth fiscal year in a row. They rose 9% year-on-year in the first half owing to eco-car purchase subsidies. Despite the launch of the new MR Wagon, they fell 19% year-on-year in the second half due to the end of eco-car purchase subsidies.

Suzuki's domestic sales of registered vehicles were up 1% year-on-year at 68,000 units. They were up year-on-year for the first time in three fiscal years. Thanks partly to the launch of the new Solio in January, Suzuki was the only Japanese automaker to see its domestic sales of registered vehicles grow year-on-year in volume terms.

3. Suzuki Topics in Fiscal 2010

- In September 2010, Suzuki launched a new, comprehensively improved generation of the Swift compact passenger car. In November 2010, the Automotive Researchers' and Journalists' Conference of Japan (RJC) gave the new Swift the 2011 RJC Car of the Year award in recognition of its high levels of driving performance and environmental performance.
- Suzuki launched the new Solio compact passenger car in January 2011. Customers welcomed the new Solio's combination of compact body and roomy cabin, its low fuel consumption, and its great manoeuvrability. Within two months of the new Solio's launch, orders exceeded 10,000 units (five times Suzuki's forecast).



SOLIO

- The Wagon R mini passenger car was the number-one minivehicle model in terms of number of registered units for the eighth fiscal year in a row. Cumulative domestic sales of the Wagon R reached 3.5 million units in December 2010.



WAGON R

- Suzuki launched the comprehensively improved, third generation of the MR Wagon mini passenger car in January 2011. The third-generation MR Wagon has a distinctive design and a new engine that highlight its identity as a new type of vehicle.

Overseas Markets

1. Market Overview

Automobile sales volume in Europe in fiscal 2010 was down by 8% year-on-year at 13,709,000 units owing partly to the end of purchase subsidies that had been offered by national governments. By contrast, there was significant market growth in India, where sales grew by 29% year-on-year to 2,520,000 units. Other markets also saw sales growth: Sales in China were up 18% year-on-year at 18,435,000 units. Sales in North America were up 12% year-on-year at 12,104,000 units. And sales in the five key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, and Malaysia) were up 30% year-on-year at 2,594,000 units.

2. Suzuki Sales

Suzuki's overseas automobile sales volume in fiscal 2010 was up 19% year-on-year at 2,053,000 units. Suzuki saw significant sales growth in its key markets, India and China. Suzuki's sales in India were up 30% year-on-year at 1,133,000 units thanks partly to new models. They exceeded one million units in a single fiscal year for the first time. Suzuki's sales in China were up 11% year-on-year at 290,000 units owing to growth in the market. Suzuki's sales also grew significantly in other markets: They were up 33% year-on-year at 83,000 units in Pakistan and up 51% year-on-year at 96,000 units in the five key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, and Malaysia). By contrast, Suzuki saw its sales in Europe fall by 14% year-on-year to 243,000 units and saw its sales in the United States fall by 14% year-on-year to 25,000 units.

3. Suzuki Topics in Fiscal 2010

- Cumulative worldwide sales of the Swift (Suzuki's first world strategic model, which was launched in 2005) reached two million units in February 2011. Cumulative sales of the Swift outside Japan stood at about 1,720,000 units.
- Suzuki launched the second generation of the Swift (world strategic model).
- Suzuki's flagship sedan, the Kizashi, won 17 awards in eight countries owing mainly to its performance and handling.
- Maruti Suzuki India achieved cumulative production volume of 10 million units in March 2011. The company reached this milestone 27 years and three months after starting to produce the Maruti 800 in 1983. In anticipation of further growth in the Indian market, Maruti Suzuki India plans to increase its annual production capacity from the current to 1.2 million units to as much as 1.7 million units by 2013.



Kosai Plant
Passenger car assembling



Iwata Plant
Multi-purpose vehicle and commercial vehicle assembling



Sagara Plant
Passenger car and automobile engines assembling,
foundry of engine components, machining



KIZASHI



SWIFT



SX4



SPLASH
(manufactured at Magyar Suzuki Corporation Ltd. in Hungary)



JIMNY



ALTO
(manufactured at Maruti Suzuki India Limited in India)

Motorcycles

Suzuki's Worldwide Manufacturing and Sales

Total overseas motorcycle production (including ATVs) in fiscal 2010 decreased to 2,550,000 units, 93.0% compared to the previous year. Worldwide production, including production in Japan, decreased to 2,735,000 units, 94.2% compared to the previous year.

Sales of motorcycle (including ATVs) in overseas market decreased to 2,616,000 units, 89.0% compared to the previous year, while total global sales, including Japan, were 2,695,000 units, 89.3% compared to the previous year.

The Japanese Market

1. Market Overview

The total domestic motorcycle sales (factory shipments) of the four Japanese manufacturers in fiscal 2010 were up 1% year-on-year at 380,000 units after demand stopped falling. Sales of models with engine displacements up to 50cc were down 2% year-on-year at 235,000 units. Sales of models with engine displacements from 51cc to 125cc were up 20% year-on-year at 93,000 units. Sales of models with engine displacements from 126cc to 250cc were down 25% year-on-year at 26,000 units. Sales of models with engine displacements of 251cc or more were up 12% year-on-year at 25,000 units.

2. Suzuki Sales

Suzuki's domestic motorcycle sales (factory shipments) in fiscal 2010 reflected the overall domestic market situation by growing year-on-year after demand stopped falling; they were up 4% year-on-year at 73,200 units. Sales of models with engine displacements up to 50cc were flat year-on-year at 45,500 units. Sales of models with engine displacements from 51cc to 125cc were up 17% year-on-year at 21,000 units. Sales of models with engine displacements from 126cc to 250cc were down 11% year-on-year at 3,500 units. Sales of models with engine displacements of 251cc or more were up 14% year-on-year at 3,200 units.

3. Suzuki Topics in Fiscal 2010

The Great East Japan Earthquake caused delays in production and distribution such that sales volume in March was down 11% year-on-year. However, strong sales through February meant that sales volume for the whole fiscal year were up year-on-year. New models made a major contribution to the strong sales. The Address V125S helped to realize the significant year-on-year growth in sales of models with engine displacements from 51cc to 125cc. The Bandit 1250F ABS helped to realize the year-on-year growth in sales of models with engine displacements of 251cc or more.



ADDRESS V125S



GLADIUS 400 ABS



BANDIT1250F ABS

Overseas Markets

1. Market Overview

The European and North America motorcycle markets remained stagnant in fiscal 2010; sales in Europe were down 13% year-on-year at 1,043,000 units, and sales in the North America were down 11% year-on-year at 502,000 units. Sales in China were down 13% year-on-year at 15,239,000 units. By contrast, sales in the six key ASEAN countries grew 19% year-on-year to 13,743,000 units. And sales in the growing Indian market were up 26% year-on-year at 11,791,000 units.



Toyokawa Plant
Motorcycles and outboard motors assembling

2. Suzuki Sales

Suzuki's motorcycle marketing activities in Europe and the United States in fiscal 2010 reflected a priority on reducing inventories; Suzuki's motorcycle sales volume fell by 22% year-on-year to 81,000 units in Europe and by 36% year-on-year to 50,000 units in North America. Suzuki's sales in China were down 32% year-on-year at 1,074,000 units owing to the introduction of tighter emission regulations (Euro 3) and a resulting slowdown in demand. By contrast, Suzuki's sales in the six key ASEAN countries rose by 15% year-on-year to 759,000 units. And Suzuki's sales in India rose by 49% year-on-year to 281,000 units thanks to demand for scooters and to increased production capacity.



GSX-R750



GSX-R600



GSR750



KINGQUAD 500AXi 4x4



Hayate 125



Shogun AXELO 125



SlingShot Plus

3. Suzuki Topics in Fiscal 2010

In 2010, Suzuki made a good showing in MotoGP and in the MX1 and MX2 classes of the FIM Motocross World Championship. Suzuki also performed well in major races for production models in Europe and the United States; Suzuki's GSX-R models won the Endurance World Championship, and Suzuki's RM-Z models won the AMA Supercross Championship.

In 2011, Suzuki launched the GSX-R600, GSX-R750, and GSR750 in Europe and North America. It launched two scooters and three backbone models in China. And it pursued sales growth by launching the Shogun underbone motorcycle and Hayate scooter in ASEAN countries and the underbone SlingShot in India.



Suzuki Endurance Racing Team, World Championship



Alvaro Bautista , MotoGP



AMA Supercross

Marine Products

Suzuki's exports of outboard motors (completely built units to all markets plus knockdown units to Thai Suzuki Motor in fiscal 2010) grew by 33% year-on-year in unit terms and by 37% year-on-year in turnover owing to worldwide demand recovery. Domestic sales declined by 10% year-on-year in unit terms and by 2% year-on-year in turnover.

Suzuki's four-stroke outboard motors range from the DF2 (the lowest-power model, which delivers 1.49kW/2PS) to the DF300 (the highest-power model, which delivers 220.7kW/300PS).

Two new models with Suzuki's fuel-saving Lean Burn Control technology (the DF40, which delivers 29.4kW/40PS, and the DF50, which delivers 36.8kW/50PS) won the Technical Innovation Award at the Miami International Boat Show in February 2011.



DF50



DF300



DF40/50 outboards win the 2011 NMMA Award for Innovation at the Miami International Boat Show



DF40

DF50

DF300

Other Topics

Environmental Initiatives

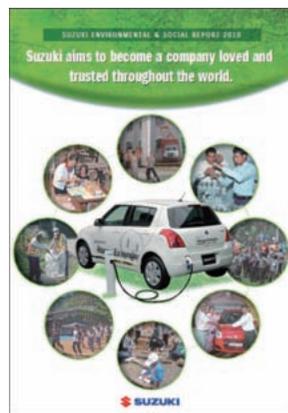
As a manufacturer of automobiles, motorcycles, out-board motors, and other items, Suzuki addresses environmental conservation at all product stages from development to disposal.

In product development, our environmental initiatives include improving fuel economy, reducing exhaust emissions and noise, and developing clean-energy vehicles. In manufacturing, our efforts include reducing environmental risk, reducing energy requirements, and promoting the use of alternative energy sources. In distribution, we focus on improving the operational efficiency and energy efficiency of transportation and on promoting the three Rs (reducing, reusing, and recycling). In marketing, we promote environmental management among our dealers and strive to ensure proper disposal of end-of-life products.

We also pursue environmental initiatives that are not directly related to our products. For instance, we promote energy savings and green purchasing in our offices, give our workers environmental education, and support social action programs in local communities.

Suzuki Topics in Fiscal 2010

- Suzuki published the Suzuki 2010 Environmental and Social Report. We have published a report about our environmental initiatives every year since fiscal 1999.
- In May 2010, the Suzuki Swift Range Extender gained type approval from the Japanese Ministry of Land, Infrastructure, Transport and Tourism. In autumn 2010, it began undergoing trials with dealers throughout Japan and playing a part in an experiment organized by Hamamatsu City.
- In September 2010, Suzuki registered the e-Let's electric scooter as a moped with the local authorities. Since autumn 2010, the e-Let's has been playing a part in an experiment organized by Hamamatsu City.
- In March 2011, the Burgman Fuel-Cell Scooter became the first fuel-cell vehicle of any kind to earn Whole Vehicle Type Approval in the European Union. Suzuki and British company Intelligent Energy, which developed the Burgman Fuel-Cell Scooter's fuel-cell system are participating in trials of the scooter on public roads under the aegis of the British government's Technology Strategy Board.



Suzuki 2010 Environmental and Social Report



SWIFT Range Extender



e-Let's electric scooter



Burgman Fuel-Cell Scooter

Suzuki's business collaborations with other automotive manufacturers

(as of end of July, 2011)

In December 2009, Suzuki and Volkswagen AG signed a partnership agreement as mutually independent and equal partners. Since then, the companies have proactively exchanged information and achieved a certain degree of mutual understanding. However, the relationship reflecting the agreed fundamental principle of mutually independent and equal partners is yet to be established, the companies are in discussion on this issue.

Meanwhile, Suzuki cooperates with a number of other automakers. In Europe, Suzuki supplies vehicles to Fiat Group Automobiles S.p.A., Adam Opel AG, and Nissan Motor Co., Ltd (Nissan) on an OEM basis. Some Suzuki vehicles equip engines supplied by Fiat Powertrain Technologies S.p.A (FPT) and Renault S.A. In India where Suzuki regards as one of its key markets, Suzuki produces diesel engines with technology from FPT and uses them in a number of models. In Japan, Suzuki supplies vehicles on an OEM basis to Nissan, Mazda Motor Corporation, and Mitsubishi Motors Corporation. Both in Japan and overseas, Suzuki receives OEM supplies of vehicles from other automakers.

Suzuki will continue its cooperation with any automaker as mutually independent partner in pursuit of mutual benefit. Through such cooperation, Suzuki aims to make efficient use of its business resources and achieve continued commercial success.



SX4
(manufactured at Magyar Suzuki in Hungary and supplied to Fiat)



SPLASH
(manufactured at Magyar Suzuki in Hungary and supplied to Opel)



EQUATOR
(manufactured by Nissan and supplied to Suzuki for U.S. market)



MR WAGON
(manufactured at Kosai plant, Japan and supplied to Nissan)



ALTO
(manufactured at Kosai plant, Japan and supplied to Mazda)

Corporate Data, Executives and Overseas Subsidiaries

Corporate Data

SUZUKI MOTOR CORPORATION

Head Office:

300 Takatsuka-Cho, Minami-Ku, Hamamatsu City,
Japan 432-8611

Mailing Address:

Hamamatsu-Nishi, P.O.Box 1
Naka-ku, Hamamatsu, Shizuoka 432-8611, Japan

Executives (As of June 29, 2011)

[Representative Directors]

Chairman & CEO

Osamu Suzuki

Representative Director and Executive Vice President

Minoru Tamura
Osamu Honda
Toshihiro Suzuki
Yasuhito Harayama

[Directors]

Director and Senior Managing Officer

Shinzo Nakanishi
Toyokazu Sugimoto
Masanori Atsumi
Naoki Aizawa
Eiji Mochizuki

[Senior Managing Officer]

Takeo Shigemoto

[Managing Officer]

Shigeaki Hamada
Sadayuki Inobe
Masafumi Yayoshi
Ichizo Aoyama
Toshiaki Hasuike
Hiroyasu Uchida
Takashi Iwatsuki
Kaoru Sato
Kazuo Hakamata
Hiroaki Matsuura
Seiichi Furusho
Tsuneo Ohashi
Kenichi Ayukawa

[Auditors]

Corporate Auditor

Tamotsu Kamimura
Yoshitaka Suzuki

Corporate Auditor- non full-time

Nobuyasu Horiuchi
Katsuhiko Kume
Shin Ishizuka

Major Overseas Subsidiaries

[EUROPE]

Germany	Suzuki International Europe GmbH
Spain	Suzuki Motor España, S.A.U.
Spain	Suzuki Motor Iberica, S.A.U.
Italy	Suzuki Italia S.p.A.
France	Suzuki France S.A.S.
Hungary	Magyar Suzuki Corporation Ltd.
UK	Suzuki GB PLC
Austria	Suzuki Austria Automobil Handeles G.m.b.H
Poland	Suzuki Motor Poland SP.Z.O.O.

[AMERICA]

USA	American Suzuki Motor Corporation
USA	Suzuki Manufacturing of America Corporation
Canada	Suzuki Canada Inc.
Mexico	Suzuki Motor de Mexico S.A. DE C.V.
Colombia	Suzuki Motor de Colombia S.A.

[ASIA]

India	Maruti Suzuki India Ltd.
India	Suzuki Motorcycle India Private Limited
Pakistan	Pak Suzuki Motor Co., Ltd.
Indonesia	PT. Suzuki Indomobil Motor
Thailand	Thai Suzuki Motor Co., Ltd.
Thailand	Suzuki Motor (Thailand) Co., Ltd.
Malaysia	Suzuki Motorcycle Malaysia SDN.BHD.
Philippines	Suzuki Philippines Inc.
Cambodia	Cambodia Suzuki Motor Co., Ltd.
China	Suzuki Motor (China) Investment Co., Ltd.
Vietnam	Vietnam Suzuki Corporation
Taiwan	Taiwan Suzuki Automobile Corporation

[OCEANIA]

Australia	Suzuki Australia Pty. Ltd.
New Zealand	Suzuki New Zealand Ltd.

[AFRICA]

South Africa	Suzuki Auto South Africa (Pty) Ltd.
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The Status of the Corporate Group

1. The outline of the corporate group

The corporate group of the Company consists of subsidiaries of 138 companies and affiliates of 38. The main businesses are manufacturing and marketing of motorcycles, automobiles, marine & power products, motorized wheelchairs, electro senior vehicles and houses, and financial services, further developing the businesses of logistics and other services related to the respective operations. The position of the group companies in relation to the business segmentation is as follows.

Motorcycle

Motorcycles are manufactured by the Company. In overseas, they are manufactured by a subsidiary, Thai Suzuki Motor Co., Ltd. and an affiliate, Jinan Qingqi Suzuki Motorcycle Co., Ltd. and others. Some of parts are manufactured by a subsidiary, Suzuki Toyama Auto Parts Mfg. Co., Ltd. and others, and those parts are purchased by the Company. The marketing of the motorcycles is conducted in the domestic market through a subsidiary, Suzuki Motorcycle Sales Inc. and other marketing companies, and in overseas markets through a subsidiary, Suzuki International Europe GmbH and other marketing companies.

Automobile

Automobiles are manufactured by the Company as well as in overseas, by subsidiaries, Magyar Suzuki Corporation Ltd., Maruti Suzuki India Limited and by an affiliate, Chongqing Changan Suzuki Automobile Co.,Ltd. and others. Some of parts are manufactured by Suzuki Hamamatsu Auto Parts Mfg. Co., Ltd. and others, and they are purchased by the Company. The marketing of automobiles is carried out in the domestic market by a subsidiary, Suzuki Motor Sales Kinki Inc. and other marketing companies throughout the market, and in overseas markets, by a subsidiary, American Suzuki Motor Corp. and other marketing companies. The business of logistics services is conducted by a subsidiary, Suzuki Transportation & Packing Co., Ltd.

Marine and Power products, etc

Outboard motors are manufactured mainly by the Company and marketed by a subsidiary, Suzuki Marine Co., Ltd. and others.

In the domestic market, the marketing of motorized wheelchairs and electro senior vehicles is conducted by subsidiaries such as Suzuki Motor Sales Kinki Inc. and others, and the marketing of houses is conducted by a subsidiary, Suzuki Business Co.,Ltd.

Financial services

Financial services are conducted by a subsidiary, Suzuki Finance Co., Ltd.. and others.

2. Operation flow chart

As of March 31, 2011

