

# ANNUAL REPORT

## 2013



**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 20 countries and regions overseas. The established network enables Suzuki to operate as a global organization serving 200 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” minicar.

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 issuing our 2013 Annual Report, we wish to extend our greetings to you.

## Management Results of this Fiscal Year

The management environment of the Group for FY2012 was in a worrying situation with slowdown of economy in Asia in addition to economic stagnation in Europe. On the other hand, there is a growing expectation for economic recovery against a background of sign of economic recovery in the United States, easing of extreme yen appreciation and effect of economic stimulus measures in Japan.

Under these circumstances, the Japanese domestic net sales exceeded ¥1 trillion for the first time, which increased by ¥54.1 billion (5.5%) to ¥1,040.9 billion compared to the previous fiscal year. As for the overseas, the net sales increased by ¥12.0 billion (0.8%) to ¥1,537.4 billion year-on-year by covering the impact of the exchange conversion due to the yen appreciation, and the economic stagnation in Europe, such as with the increase of automobile sales in Asia. As a result, the consolidated net sales of the FY2012 (April 2012 to March 2013) increased by ¥66.1 billion (2.6%) to ¥2,578.3 billion year-on-year.

In terms of the consolidated income, the operating income increased by ¥25.3 billion (21.2%) to ¥144.6 billion year-on-year, and the ordinary income increased by ¥25.0 billion (19.2%) to ¥155.6 billion year-on-year. The Group was able to increase the operating income by covering the factors of income decrease such as the sales decrease in Europe and the impact of the exchange rate, with the factors of income increase such as the increase of automobile sales in Japan and Asia, and cost reduction. Net income became the highest ever, which increased by ¥26.5 billion (49.2%) to ¥80.4 billion year-on-year. Although there was loss on liquidation of subsidiaries and affiliates in connection with the winding down of automobile marketing business in the US, the Group was able to increase the net income by covering the loss.

The Company has decided to distribute year-end dividends amounting to ¥10.00 per share for this fiscal year (¥8.00 per share for the previous fiscal year). As a result, the annual dividends will be ¥18.00 per share and up by ¥3.00 per share from the previous fiscal year.

## Outstanding Issues

The Group set a basic policy of “We must use our knowledge and try harder to break out of the present situation” and is united as one to tackle following problems amid challenging condition.

### -Product development

The Group set “Create a Wow! Beyond customer expectations” as a vision for the Group in development of products. The Group will continue to develop products that would fulfill “driving pleasure”, “fun to use”, and “pride of ownership”.

### -Strengthening of research and development

The Group will make effort to strengthen its ability of research and development such as environment technology, fuel efficient technology, weight reduction technology and safety technology. Also, the Group will make effort to manufacture cars with lower cost by improving efficiency of development by integrating engine, powertrain and platform, and cost reduction.

### -Strengthening and expansion of sales network

To respond to intensifying competition at various regions and products, the Group will be expanding and strengthening its sales network both in Japan and overseas, and execute marketing activities in a close contact with the market.

### -Strengthening of manufacturing capability

Based on the concept of “local production for local consumption,” the Group will continue to strengthen manufacturing outside Japan. Especially in Asia, which has a growing demand for automobiles, the Group will strive to increase the ratio of in-house manufacturing, expand global procurement and enhance production capability at respective local markets. Moreover, along with the advancement of economic cooperation among different regions through FTA and the trend of the foreign currency market, the Group will also work to optimize the balance of manufacturing activities in and outside Japan.

## -Reconstruction of motorcycle business

In the Motorcycle business, the Group will be aiming at recovering its presence in the motorcycle market by uniting the planning, technology and sales functions and by developing new products that suit the market needs further. The Group will particularly be focusing on compact motorcycle business in Asia where growth potential is high, and at the same time, will be offering ASEAN-standard vehicles in wider areas, reducing cost by reducing the number of engines and engine integration and streamlining the development process. Furthermore, the Group will also be strengthening its lineup of middle and large-sized motorcycles

## -Commitment to global environmental problem

Concerning the environmental issues, the Group has been offering minivehicles in Japan and many types of compact vehicles that are highly fuel-efficient in places like India and other Asian countries. The Group believes that a spread of such compact vehicles would be one of the best ways to contribute to solving the environmental issues. In addition to enhancement of next generation environmental technology in "SUZUKI GREEN Technology", the Group will continue to tackle global environmental problem based on newly instituted "Suzuki Environmental Plan 2015" and "Suzuki Biodiversity Protection Guideline".

## -Disaster prevention

While the Group has been taking various measures to prevent anticipated damage caused by Tokai and Tonankai Earthquake, after experiencing the Great East Japan Earthquake, it has diversified production and research sites including overseas. Firstly, it acquired space in Miyakoda district in northern part of Hamamatsu City to relocate plants and facilities in Ryuyo region in Iwata City, Shizuoka Prefecture since massive tsunami damages are anticipated in the region. Also, the Group has diversified its production of engine for minivehicle, which was concentrated to Sagara plant, to Kosai plant to mitigate risk. Further, the Group is expanding its research facilities in India partly aimed at mitigating risk related to product development facility for automobile in Sagara test course. The Group will continue to enhance its preparedness against natural disasters.

The Group has carried out its operations on the basis of manufacturing of "value-packed products" to satisfy customers since its establishment with the motto "Develop products of superior value by focusing on the customer" in the first paragraph of its mission statement. The Group set "Create a Wow! Beyond customer expectations" as a vision for the Group and make effort to fulfill the motto.

The Group commits itself to make efforts to promote the "production of small and subcompact vehicles" and the "development of environmentally benign products" needed by customers, and "to be small, less, light, short and beautiful" on every side of organization, facilities, parts, environment and so on as well as production, with the slogan, "Small Cars for a Big Future", and has been working for the efficient, well-knit and healthy management.

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

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



**Representative Director and Executive Vice President**

Yasuhito  
Harayama

Osamu  
Honda

**Chairman &  
CEO**  
Osamu Suzuki

Minoru  
Tamura

Toshihiro  
Suzuki



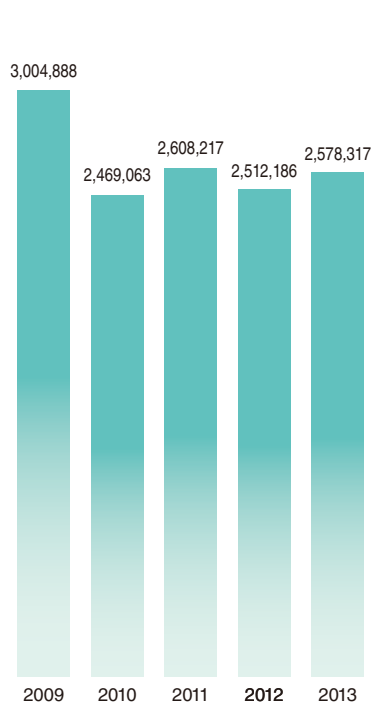
# Financial Highlights

SUZUKI MOTOR CORPORATION AND CONSOLIDATED SUBSIDIARIES Years ended March 31, 2013 and 2012	Millions of yen (except per share amounts)	Thousands of US dollars (except per share amounts)	
	2013	2012	2013
Net sales .....	<b>¥2,578,317</b>	¥2,512,186	\$27,414,326
Net income.....	<b>80,389</b>	53,887	854,752
Net income per share:			
Primary .....	<b>143.31</b>	96.06	1.52
Fully diluted .....	<b>131.67</b>	88.28	1.40
Cash dividends per share.....	<b>18.00</b>	15.00	0.19
Net assets .....	<b>1,298,553</b>	1,111,757	13,807,058
Total current assets.....	<b>1,560,218</b>	1,509,568	16,589,249
Total assets .....	<b>2,487,635</b>	2,302,439	26,450,133
Depreciation and amortization.....	<b>93,680</b>	103,117	996,074

Note: Yen amounts are translated into US dollars, for convenience only, at ¥94.05=US\$1, the prevailing exchange rate on March 29, 2013.

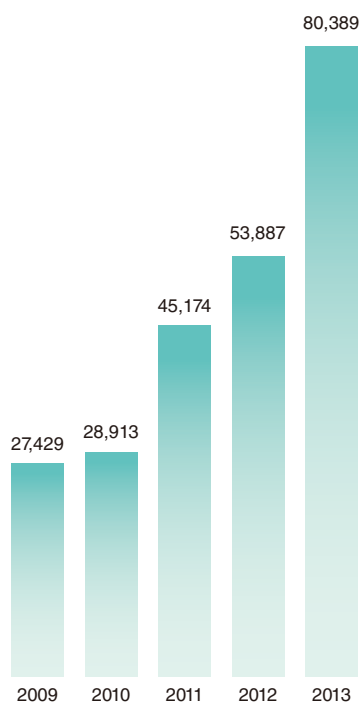
## Net Sales

Years ended March 31  
(Millions of yen)



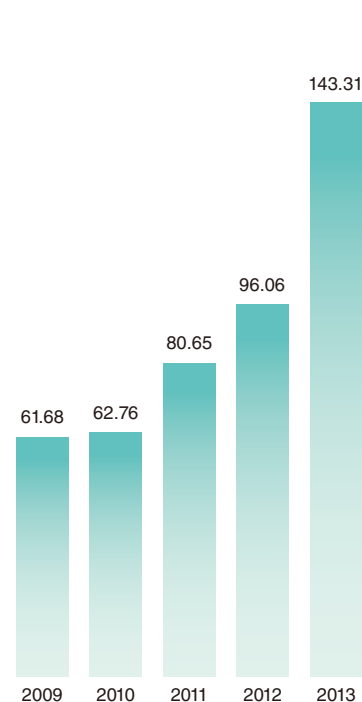
## Net Income

Years ended March 31  
(Millions of yen)



## Net Income Per Share

Years ended March 31  
(yen)



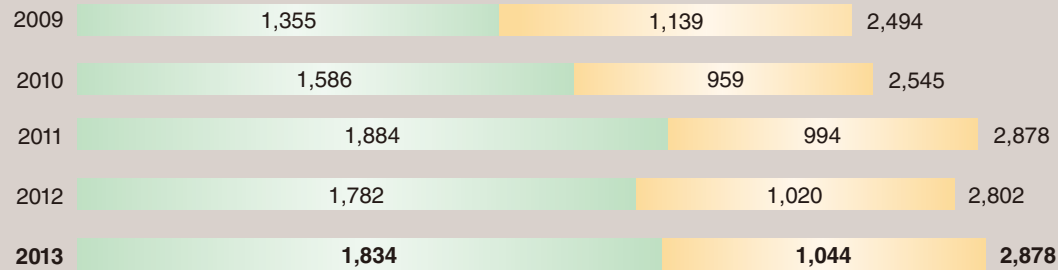
# Year in Review

## Automobile Production

Years ended March 31

(Thousand units)

Overseas Japan

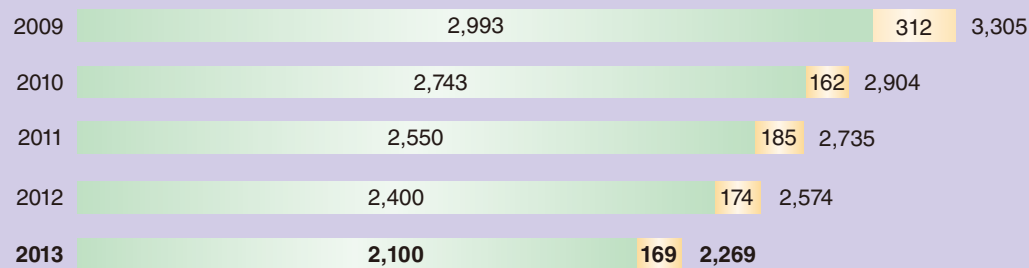


## Motorcycle Production

Years ended March 31

(Thousand units)  
(ATV included)

Overseas Japan

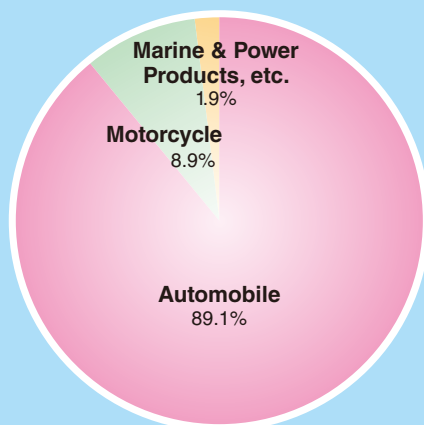


Production in overseas

Production in Japan

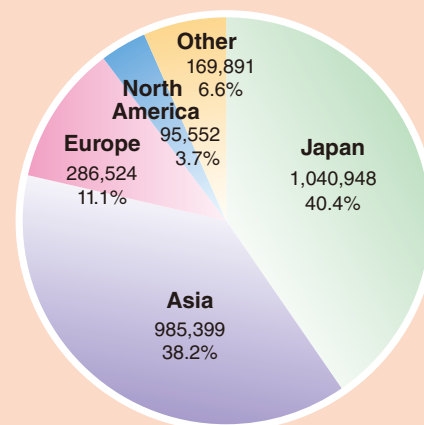
Total

## 2013 Net Sales By Products



(Year ended March 31, 2013)

## 2013 Net Sales By Market



(Year ended March 31, 2013, Millions of yen)

## Automobiles

### Suzuki's Worldwide Manufacturing and Sales

Total overseas automobile production for fiscal 2012 increased to 1,834,000 units, 102.9% compared to the previous fiscal year. Worldwide production, including Japan, also increased to 2,878,000 units, 102.7% compared to the previous fiscal year.

Sales of automobiles in overseas market increased to 1,989,000 units, 101.2% compared to the previous fiscal year, while total global sales, including Japan, also increased to 2,660,000 units, 103.9% compared to the previous fiscal year.

### Operating Results by Segment

In the automobile business, the operating income became the highest ever, which increased by ¥36.1 billion to ¥150.6 billion year-on-year, mainly due to the increase of income in India, ASEAN, and the Japanese domestic automobile business.

### The Japanese Market

#### 1. Overview of the Japanese Automobile Market

Total domestic automobile sales volume in fiscal 2012 surged by 10% year-on-year to 5,210,000 units. Government subsidies for purchases of environment-friendly models were in place through the first half of the fiscal year. These subsidies stimulated demand to such an extent that automobile sales volume exceeded five million units for the first time in five years. Sales of minivehicles showed a marked increase of 17% year-on-year to 1,973,000 units (the second-highest figure on record). Overall sales of registered vehicles rose by 6% year-on-year to 3,238,000 units.

#### 2. Suzuki Sales

Suzuki's domestic automobile sales volume in fiscal 2012 surged by 13% year-on-year to 672,000 units. Key factors supporting the sales growth were the government subsidies for purchases of environment-friendly models in the first half of the fiscal year and Suzuki's sales-promotion efforts for new models in the second half. Suzuki's sales of minivehicles grew by 14% year-on-year to 586,000 units. The launches of two new minivehicle models (the new Wagon R and the Spacia) in the second half supported the sales growth. Suzuki's sales of registered vehicles rose by 6% year-on-year to 85,000 units. They were up for the third year in a row. A marked increase in sales of the Swift was a key driver of growth in Suzuki's sales of registered vehicles.



New Wagon R

#### 3. Suzuki Topics in Fiscal 2012

- In September 2012, Suzuki became the first Japanese automaker to see its cumulative domestic sales of minivehicles reach 20 million units. Suzuki reached this milestone 56 years and 11 months after its October 1955 launch of the Suzulight.
- Also in September 2012, Suzuki launched the new, fifth-generation Wagon R. The new Wagon R is one of the most fuel-efficient models in its class owing partly to fuel-saving technologies such as the ENE-CHARGE regenerative braking system and partly to weight savings. Suzuki adopted a SUZUKI GREEN Technology package for the first time in the new Wagon R. The Automotive Researchers' and Journalists' Conference of Japan (RJC) chose SUZUKI GREEN Technology as the 2013 RJC Technology of the Year.
- Suzuki launched the Spacia (a tall miniwagon) in March 2013. The Spacia incorporates SUZUKI GREEN Technology. It is selling well thanks to its superior combination of roominess, fuel economy, safety, performance, and user-friendliness.
- In June 2012, Suzuki complemented the Solio compact passenger car with a strikingly styled new version named the Solio Bandit.



Spacia



## Overseas Markets

### 1. Overview of Overseas Automobile Markets

Sales of automobiles (passenger cars and multi-utility vehicles) in India in fiscal 2012 grew by 2.2% year-on-year to 2,686,000 units. The increase was small partly because fuel prices were rising and partly because interest rates on automobile loans remained high. Sales in China grew by a modest 6% year-on-year to 19,480,000 units. Sales in the five key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, and Malaysia) surged by 40% year-on-year to 3,643,000 units. Sales in Europe (the European Union and the European Free Trade Association) decreased by 8% year-on-year to 12,196,000 units owing mainly to the impact of the European financial crisis.

### 2. Suzuki Sales

Suzuki's overseas automobile sales volume in fiscal 2012 rose by 1.2% year-on-year to 1,989,000 units. Suzuki's sales in India grew by 4.4% year-on-year to 1,051,000 units owing largely to a series of model launches. Suzuki's sales in China declined by 14.6% year-on-year to 253,000 units. Suzuki's sales in the five key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, and Malaysia) surged by 56% year-on-year to 188,000 units owing largely to strong sales of the Ertiga (a new passenger car with three rows of seats) in Indonesia and to strong sales of the Swift in Thailand. By contrast, Suzuki saw its sales in Pakistan decline by 13% year-on-year to 86,000 units and its sales in Europe (the European Union and the European Free Trade Association) decline by 12% year-on-year to 149,000 units.

### 3. Suzuki Topics in Fiscal 2012

- Cumulative worldwide sales of the Swift (one of Suzuki's world strategic cars) reached three million units in January 2013. Sales of the Swift outside Japan totalled about 2,610,000 units. Suzuki launched the Swift in Europe in 2005 and has since sold it in more than 120 countries and regions.
- In April 2012, Suzuki launched the Ertiga in India and Indonesia. And in March 2013, Suzuki unveiled the new SX4 (the Company's first C-segment crossover) at the Geneva motor show.
- Suzuki gained permission from the government of Myanmar to establish a completely Suzuki-owned automobile production subsidiary. The Company established the subsidiary in February 2013 and began factory operations in May 2013.
- Maruti Suzuki's sales volume in India exceeded one million units for the third fiscal year in a row, and its net sales reached a record high.
- In November 2012, Suzuki's US subsidiary announced its decision to withdraw from automobile sales and focus its business on motorcycles, ATVs, and outboard motors. Suzuki consequently established a new company on April 1, 2013.



Iwata Plant  
Multi-purpose vehicle and commercial vehicle assembling



Kosai Plant  
Passenger car and automobile engines assembling



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



ERTIGA



New SX4



SWIFT



## Motorcycles

### Suzuki's Worldwide Manufacturing and Sales

Total overseas motorcycle production (including ATVs) in fiscal 2012 decreased to 2,100,000 units, 87.5% compared to the previous fiscal year. Worldwide production, including production in Japan, also decreased to 2,269,000 units, 88.1% compared to the previous fiscal year.

Sales of motorcycle (including ATVs) in overseas market decreased to 2,236,000 units, 89.1% compared to the previous fiscal year, while total global sales, including Japan, also decreased to 2,312,000 units, 89.3% compared to the previous fiscal year.

### Operating Results by Segment

In the motorcycle business, there was operating loss of ¥11.9 billion due to decrease of sales in Europe and Asia. Although the situation continues to be grim in terms of the income, the Company will continue with its R&D as well as facility investments in markets such as India and ASEAN by standing in the medium term viewpoint.

### The Japanese Market

#### 1. Overview of Japanese Motorcycle Market

The total domestic motorcycle sales (factory shipments) of the four Japanese manufacturers in fiscal 2012 were roughly flat on the year, declining by 1% to 402,000 units. Demand for models with engine displacements up to 125cm<sup>3</sup> declined; sales were down 5% year-on-year at 335,000 units. Demand for models with engine displacements of 126cm<sup>3</sup> and higher increased; sales grew by 23% year-on-year to 68,000 units.

#### 2. Suzuki Sales

Suzuki saw an increase in its sales (factory shipments) of models with engine displacements of 126cm<sup>3</sup> and higher. It saw a decrease in its sales of models with engine displacements up to 125cm<sup>3</sup>. The Company's total sales declined by 3% year-on-year to 72,600 units. Sales of models with engine displacements up to 50cm<sup>3</sup> fell by 9% year-on-year to 46,500 units. Sales of models with engine displacements from 51cm<sup>3</sup> to 125cm<sup>3</sup> were flat on the year at 16,500 units. Combined sales of models with engine displacements up to 125cm<sup>3</sup> were down 7% year-on-year at 63,000 units. Sales of models with engine displacements from 126cm<sup>3</sup> to 250cm<sup>3</sup> grew by 45% year-on-year to 6,800 units. Sales of models with engine displacements of 251cm<sup>3</sup> and higher grew by 1% year-on-year to 2,700 units. Combined sales of models with engine displacements of 126cm<sup>3</sup> and higher grew by 29% year-on-year to 9,600 units.

#### 3. Suzuki Topics in Fiscal 2012

- Demand in Japan for models with engine displacements up to 125cm<sup>3</sup> is trending downward. At the same time, demand for models with engine displacements of 126cm<sup>3</sup> and higher is trending upward. Suzuki launched the GSR250 (a totally new model made in China) in Japan in July 2012. A surge in purchases by young customers who were new to motorcycling supported strong growth in sales of models with engine displacements from 126cm<sup>3</sup> to 250cm<sup>3</sup>.
- Suzuki began devoting greater effort to boosting its sales of models with engine displacements of 126cm<sup>3</sup> and higher. Such models are highly profitable. Suzuki launched the V-Strom 650 ABS (a totally new model) in December 2012; the new Skywave650LX (the result of a model change) in January 2013; and the GSR750 (a totally new model) in March 2013.



GSR250



GSR750ABS



V-Strom 650 ABS



SKYWAVE650LX

## Overseas Markets

### 1. Overview of Overseas Motorcycle Markets

Sales of motorcycles in Europe fell by 14% year-on-year to 824,000 units owing to an economic slowdown brought about by the financial crisis. Sales of motorcycles (including ATVs) in North America declined by a more modest 2% year-on-year to 760,000 units. Sales in the six key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, Malaysia, and Cambodia) fell by 6% year-on-year to 13,810,000 units. Sales in China fell by 9% year-on-year to 12,389,000 units. Sales in India grew by 3% year-on-year to 13,797,000 units.



Toyokawa Plant  
Motorcycles and outboard motors assembling

### 2. Suzuki Sales

Suzuki's overseas motorcycle sales fell by 11% year-on-year to 2,236,000 units. Suzuki's sales fell by 29% year-on-year to 47,000 units in Europe and by 9% year-on-year to 44,000 units in North America. Suzuki's sales in the six key ASEAN countries (Indonesia, Thailand, Vietnam, the Philippines, Malaysia, and Cambodia) fell by 15% year-on-year to 651,000 units owing partly to Indonesia's introduction of minimum down payments for motorcycle loans. Suzuki's sales in China fell by 12% year-on-year to 802,000 units. By contrast, Suzuki's sales in India grew by 22% year-on-year to 414,000 units. Scooters accounted for most of Suzuki's sales growth in India.



Let's (Indonesia)



BURGMAN 650 Executive



Satria F150 (Indonesia FU150)



INTRUDER C1500T



### 3. Suzuki Topics in Fiscal 2012

- In September 2012, the Suzuki Endurance Racing Team won the FIM Endurance World Championship for the third time in a row and the 12th time in total. In the same month, cumulative production of the GSX-R series reached one million units.
- In October 2012, Suzuki announced a number of new models: the Hayabusa, INTRUDER C1500T, and BURGMAN 650/Executive for Europe and North America; and the Let's scooter for Indonesia.
- In November 2012, Suzuki held an opening ceremony for its new motorcycle plant in the Philippines.
- In January 2013, cumulative production of the sport-underbone FU150 reached one million units.



Endurance World Championship



Hayabusa



GSX-R1000 1 Million Commemorative Edition



## Marine Products

### Operating Results by Segment

In the marine and power products, etc. business, although the net sales increased year-on-year owing to the increased sales of the outboards, the operating income decreased year-on-year.

### Overview of Marine Products

Suzuki's domestic sales of outboard motors in fiscal 2012 were roughly flat on the year, growing by 3% in unit terms and by 2% in financial terms. Export sales grew by 9% year-on-year in unit terms owing to increased demand for small models in emerging markets. Growth in demand for small models was particularly marked in Russia. At the same time, the economic slowdown in Europe caused a decrease in demand for large models. Suzuki's export sales fell by 4% year-on-year in financial terms.

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).

Suzuki was selected as the official supplier of outboard motors to the 2012 London Olympic and Paralympic games. Suzuki's outboard motors were used on the support boats at aquatic events. Also, 55 Suzuki outboards powered boats in Queen Elizabeth's Thames Diamond Jubilee Pageant.



DF20A



The Queen's Diamond Jubilee Pageant



DF140A



DF2.5

## Others

### Environmental Initiatives

As a manufacturer of automobiles, motorcycles, outboard motors, and other items, Suzuki acts in consideration of the environment at all product stages from development to disposal.

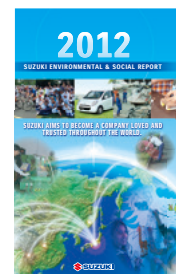
In product development, our environmental initiatives include improving fuel economy, reducing exhaust emissions, developing clean-energy vehicles, and reducing noise. In manufacturing, our efforts include reducing environmental risk, reducing energy requirements, and promoting the use of alternative 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 programmes in local communities.

### Suzuki Topics in Fiscal 2012

- Suzuki published the 2012 Suzuki Environmental and Social Report. We have published a report about our environmental initiatives every year since fiscal 1999.
- In September 2012, Suzuki announced its SUZUKI GREEN Technologies initiative, under which it is developing eco-focused technologies and deploying them in products to realize benefits such as higher fuel economy and lower weight.
- In March 2013, Suzuki launched the most fuel-efficient non-hybrid, two-wheel-drive, petrol-engine vehicle in Japan\*: the Alto Eco minicar. Fuel-saving technologies help the Alto Eco deliver fuel economy of 33km/L in the JC08 test cycle\*\*.
- In March 2013, Suzuki worked in line with the Suzuki Global Environment Charter (in force since 2002) to establish the Suzuki 2015 Environmental Plan and the Suzuki Biodiversity Protection Guideline. The Suzuki 2015 Environmental Plan covers the Company's environmental initiatives from fiscal 2012 through fiscal 2015. The Suzuki Biodiversity Protection Guideline guides our efforts to protect biodiversity and make sustainable use of it.
- In March 2013, Suzuki adopted the SUZUKI GREEN brand as a clear expression of its determination to pursue environmental policies, next-generation environmental technologies, and environmental activities in line with the Suzuki Global Environment Charter.

\*Based on Suzuki research in June 2013.

\*\*Verified by Japan's Ministry of Land, Infrastructure, Transport and Tourism.



2012 SUZUKI ENVIRONMENTAL & SOCIAL REPORT

**SUZUKI GREEN**  
Technology



Alto Eco

### Suzuki's Cooperation with Other Automobile Manufacturers (as of July 2013)

Suzuki has been cooperating with both Japanese and non-Japanese automobile manufacturers.

Suzuki and Nissan have been supplying each other with vehicles in Japan and overseas on an original-equipment-manufacturer (OEM) basis since 2002. Suzuki has been supplying minivehicles to Mazda in Japan on an OEM basis since 1989 and began supplying vehicles to Mazda in Indonesia on an OEM basis in April 2013. Suzuki has been supplying vehicles to Mitsubishi Motors in Japan on an OEM basis since 2011.

With regard to non-Japanese manufacturers, Suzuki has been supplying vehicles on an OEM basis in Europe to Fiat since 2005 and to Opel since 2000. Suzuki has been sourcing diesel engines from Fiat since 2005 and from Renault since 2003. In addition, Suzuki has been producing diesel engines in India since 2006, using technologies acquired from Fiat.

Suzuki will continue working with other automobile manufacturers in order to make efficient use of its business resources and increase its sales and profit.

Suzuki formed an alliance with Volkswagen by entering into a framework agreement with Volkswagen in December 2009. The companies even established a capital relationship between them in order to develop their cooperation. However, the result was that Suzuki was compelled to terminate the said framework agreement before any projects were realized. Currently, Suzuki is engaged in proceedings at the International Court of Arbitration with a view to securing the return of its shares.

# Topics

April 2012

## Launch of Three-Row Compact Vehicle Ertiga in Indonesia

Suzuki's subsidiary in Indonesia, PT. Suzuki Indomobil Motor, has launched a three-row compact vehicle Ertiga. By launching Ertiga to the Multi-Purpose Vehicle (MPV) category, which covers approximately 60% of passenger vehicles in Indonesia, Suzuki will meet many customers' needs.

Ertiga has been awarded "Auto Bild Award 2012 -The best compact MPV" accolade in Indonesia for its reasonable pricing, comfortable cabin space, driving performance, and fuel efficiency while being well equipped.



May 2012

## Release of Fuel-Efficient Outboard Motor DF250AP



Suzuki has released a new four-stroke, large outboard motor DF250AP, which shares the same technology and design with Suzuki's flagship outboard motor DF300AP. By newly adopting the Suzuki Lean Burn Control, it realized low fuel consumption. DF250AP has been launched in Australia, Europe, North America, Japan, etc. from the summer of 2012 to meet variety of usage from marine leisure to commercial use.

June 2012

## Maruti Suzuki India Ltd. Signs an Agreement with the Gujarat State for Land Purchase

Suzuki's subsidiary in India, Maruti Suzuki India Ltd. has signed an agreement with the Gujarat state, located in western India, to purchase land approximately 2.8 million m<sup>2</sup> (700 acres) for the new automobile plant. The land purchase is in line with the long-term management strategy to strengthen the production capacity of Maruti Suzuki to meet the growing automobile market in India. The location of the new plant is suited for Maruti Suzuki's production and export hub, with approximately 300km away from the Mundra port, a major exporting port in Gujarat. Maruti Suzuki plans to start the construction and operation of the new plant in Gujarat by looking at the market situation. The initial production capacity of the plant is expected to be 250,000 units.

## Appointment of Outside Directors and Outside Auditors

Suzuki appointed two outside directors and three outside auditors after gaining approval at an ordinary general meeting of shareholders on June 28, 2012. An increasingly challenging business environment prompted the company to make these appointments. The outside directors and auditors are able to use their knowledge and experience to offer valuable advice on ways to make Suzuki's business stronger.

July 2012

## Launch of GSR250 Sportbike

Suzuki launched the GSR250—a sporty new road bike with bold, striking styling and a rider-friendly engine-in Japan. The GSR250 is easy to handle even for first-timer riders, and it accommodates riding situations ranging from city streets to longer-distance tours. Suzuki strove especially to ensure that the GSR250 is easy to ride and attractively priced. The GSR250 is produced in China by the joint-venture company Changzhou Haojue Suzuki Motorcycle Co., Ltd. It is also sold in China, Europe, and Central and South America as GW250/INAZUMA.



September 2012

## Launch of New Wagon R with SUZUKI GREEN Technology

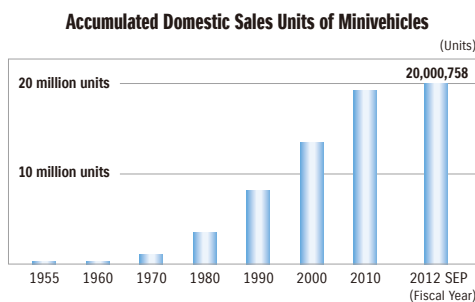
Suzuki launched a new-generation Wagon R that incorporates fuel- and weight-saving advances from the SUZUKI GREEN Technologies environmental initiative. The new Wagon R reflects Suzuki's desire to create the most fuel-efficient miniwagon (a minicar with an overall height of at least 1,550mm) in Japan and offer customers even greater convenience and enjoyment. Suzuki is forging ahead with the SUZUKI GREEN Technologies initiative with a view to developing new eco-focused technologies and deploying them in products to realize benefits such as higher fuel economy and lower weight.





## Domestic Minivehicle Sales Reach 20 Million Units

Suzuki became the first automaker to see its cumulative sales of minivehicles in Japan reach 20 million units. The company entered the minivehicle market in October 1955 with the Suzulight and has since led developments in the market and advances in minivehicle design and technology. Strong support from customers enabled Suzuki to reach the 20-million-unit milestone in 56 years and 11 months. The company continues to develop innovative minivehicles that represent genuine value for customers.



## November 2012

### Decision to Wind Down Automobile Marketing Business in the US

Suzuki's subsidiary in the US, American Suzuki Motor Corporation, which distributes automobiles, motorcycles, ATVs, marine products and related parts/accessories in the US (excluding Hawaii), resolved to commence a reorganization proceeding under Chapter 11 of the US Bankruptcy Code on November 5, 2012 (local time). As a result, Suzuki's distribution of its automobiles in the continental US was discontinued.

From April 1, 2013, Suzuki's business in the US was assumed by the newly established Suzuki Motor of America, Inc., which specializes in motorcycle/ATV and outboard motor businesses for their sales expansion. As for the automobile business, supply of parts and service is succeeded.

### SUZUKI GREEN Technologies Win RJC Technology of the Year Award

The Automotive Researchers' and Journalists' Conference of Japan (RJC) chose SUZUKI GREEN Technology as the 2013 RJC Technology of the Year. Suzuki was the first automaker to gain the accolade for technological advances in a minivehicle (the new Wagon R). The RJC judges gave high marks to the ENE-CHARGE regenerative braking system, to a new Engine Auto Stop Start System, and to the ECO-COOL climate-control system, each of which Suzuki adopted for the first time in the new Wagon R. They also praised the new Wagon R's light, impact-absorbent Total Effective Control Technology (TECT) body structure and the measures Suzuki took to heighten powertrain efficiency and suppress running resistance.



## December 2012

### Announcement of DF60AV Outboard Motor at Paris Boat Show

Suzuki told visitors to the Paris Motor Show about its plans to produce the DF60AV—a new, high-thrust four-stroke outboard motor. The DF60AV is based on the light, compact DF60A, which has an overall displacement of 941cm<sup>3</sup> and maximum output of 44.1kW (60PS). It has a bigger propeller and a newly optimized final drive ratio for easier operation at low and mid-range speeds.



## January 2013

### Sales of New Cars in India Top One Million Units for First Time in Two Years

Suzuki's Indian subsidiary, Maruti Suzuki India, reported that its wholesale sales had grown by 6.6% year-on-year to 1,063,599 units in 2012. The company's annual wholesale sales topped one million units for the first time in two years. Maruti Suzuki India stopped production in July 2012 following an outbreak of violence. The company restarted production in August. Production was back at year-before levels by the end of October. The company subsequently benefited from strong demand for the Ertiga, from growing sales of diesel versions of models such as the Swift Dzire, and from the launch of the Alto 800. Suzuki will continue to play part in India's economic development through car production.



### Launch of Skywave650LX Scooter

Suzuki's flagship scooter, the Skywave650 (BURGMAN 650 in overseas market), earned an excellent reputation from customers in Japan as well as Europe, the United States, and other markets owing to its relaxing ride and high-quality equipment. In January 2013, Suzuki launched an extensively updated model, the Skywave650LX in Japan (BURGMAN 650/Executive in overseas market). The new model is characterized by a look of dignity and refinement. Plus, enhancements in the engine and in the control technologies for the continuously variable transmission yield superior environmental performance; the new model offers fuel economy of 32km/L\*.

\* Measured on level ground at 60km/h. Reported to Japan's Ministry of Land, Infrastructure, Transport and Tourism. Actual fuel economy may differ depending on variables such as the weather, the road surface, the motorcycle's specifications, the manner in which the motorcycle is ridden, and the motorcycle's maintenance.



## Worldwide Sales of Suzuki Swift Reach Three Million Units

Cumulative worldwide sales of Suzuki's compact car Swift, which was launched as a world strategic model in 2004, reached three million units in eight years and two months since the start of sales in 2004. It was first produced and sold in Japan as a world strategic model in November 2004, followed by countries including Hungary, India, and China. In March 2012, production and distribution also began in Thailand. Today, the Swift is favoured in more than 120 countries and regions around the world to reach three million units of cumulative worldwide sales.

Of the three million units, approximately 13% were sold in Japan, 45% were sold in India, and 23% were sold in Europe.



February 2013

## Establishment of 100% Invested Subsidiary in Myanmar

By achieving Myanmar government's approval, Suzuki has established a new 100% invested subsidiary, Suzuki (Myanmar) Motor Co., Ltd., aiming to resume automobile production in Myanmar, where Suzuki had been stopping its operation since 2010.

By producing compact truck Carry at an existing plant located in Yangon while proceeding with the development of human resources, it is planned to expand its automobile production and sales in Myanmar, as the infrastructure development advances in line with the economic liberalization.

## Announcement of the Alto Eco—the Most Fuel-Efficient Petrol Car in Japan

Suzuki equipped the Alto Eco minicar with next-generation environmental advances in the form of a SUZUKI GREEN Technology package, thereby achieving fuel economy of 33km/L\* (the highest of any non-hybrid petrol car in Japan\*\*) with two-wheel drive and 30.4km/L\* with four-wheel drive (a new addition to the Alto equipment range). Environmental advances in the Alto Eco include the ENE-CHARGE regenerative braking system, a new Engine Auto Stop Start System, and measures to minimize weight, heighten powertrain efficiency, and suppress running resistance. The Alto Eco's superior fuel economy means all variants qualify for eco-car tax breaks in Japan\*\*\*.

\*Measured in the JC08 test cycle and verified by Japan's Ministry of Land, Infrastructure, Transport and Tourism.

\*\*Based on Suzuki research in June 2013.

\*\*\*The tax breaks are designed to promote adoption of eco-friendly vehicles. They consist of reductions in automobile acquisition tax and automobile weight tax.



## Launch of a Roomy, Convenient, and Fuel-Efficient Height-Class Miniwagon Spacia

Suzuki has launched the Spacia miniwagon, which has a roomy cabin with the longest cabin length in its class\*, in addition to various user-friendly utilities, taking into account the drivability and user-friendliness of a female driver, while realizing the highest fuel economy in its class\* of 29.0km/L\*\*, as well as the nimble driving performance.

All variants of the Spacia qualify for eco-car tax breaks in Japan\*\*\*. Suzuki will seek sales expansion in the height-class miniwagon market, which is expanding, centered on female drivers.

\*Based on Suzuki research in July 2013 on height-class two-box mini passenger cars with overall heights of 1,700mm or more.

\*\*Measured in JC08 cycle and verified by Japan's Ministry of Land, Infrastructure, Transport and Tourism (G, X 2WD).

\*\*\*The tax breaks are designed to promote adoption of eco-friendly vehicles. They consist of reductions in automobile acquisition tax and automobile weight tax.



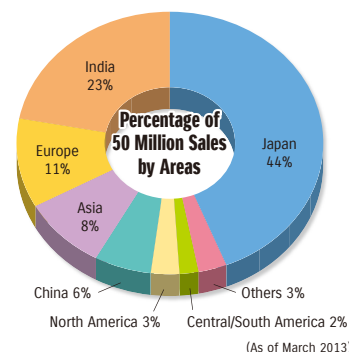
March 2013

## Release of the Suzuki 2015 Environmental Plan. Institution of the Suzuki Biodiversity Protection Guideline

In order to pass on to the next generation a clean environment and bountiful society, Suzuki has instituted the Suzuki 2015 Environmental Plan, an effort for environmental preservation from FY2012 to FY2015, and the Suzuki Biodiversity Protection Guideline, a guideline of effort for protection and sustainable utilization of "biodiversity" under Suzuki's business activities.

## Suzuki Achieves Accumulated Worldwide Automobile Sales of 50 Million Units

Ever since the launch of the Suzulight minicar in October 1955, Suzuki has sold 21.95 million units in Japan (20.28 million minivehicles, 1.66 million registered vehicles) and 28.05 million units in overseas, a total of 50 million units. Up to this date, Suzuki production bases are located in Japan, as well as 13 automobile production bases in 12 countries overseas including India, Hungary, and Indonesia. Suzuki automobiles are favoured in 181 countries and regions worldwide. Suzuki will not only further improve the various vehicle performances, but will also continuously provide products of superior value by focusing on the customers worldwide.





# Corporate Data, Executives and Overseas Subsidiaries

## Corporate Data

### SUZUKI MOTOR CORPORATION

#### Head Office:

300 Takatsuka-Cho, Minami-Ku, Hamamatsu-shi, Shizuoka, Japan  
postal code: 432-8611

#### Mailing Address:

Hamamatsu-Nishi, P.O.Box 1  
Naka-ku, Hamamatsu-shi, Shizuoka, Japan  
postal code: 432-8611

(as of June 27, 2013)

## Executives

#### [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

Naoki Aizawa  
Eiji Mochizuki

##### Director

Masakazu Iguchi\*  
Sakutaro Tanino\*  
(\*Mr. Iguchi and Mr. Tanino are the Outside Director.)

#### [Senior Managing Officers]

Shinzo Nakanishi\*  
Toyokazu Sugimoto\*  
Masanori Atsumi\*  
Kenichi Ayukawa  
(\*Scheduled to become the Executive Counselor on October 1, 2013.)

#### [Managing Officers]

Ichizo Aoyama  
Toshiaki Hasuike  
Hiroyasu Uchida  
Takashi Iwatsuki  
Kazuo Hakamata  
Hiroaki Matsuura  
Seiichi Furusho  
Tsuneo Ohashi  
Tadashi Kondo  
Motoo Murakami  
Masato Kasai  
Izumi Oishi  
Taisuke Toyoda  
Masahiko Nagao  
Tatsuyoshi Okusa  
Tomoyoshi Aiso  
Akira Kato  
Hirofumi Nagao

#### [Auditors]

##### Company Auditor

Tamotsu Kamimura  
Kunio Nakamura

##### Company Auditor- non full-time

Shin Ishizuka  
Masataka Osuka  
Norio Tanaka

## 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 Handels G.m.b.H
Poland	Suzuki Motor Poland SP.Z.O.O.

#### [AMERICA]

USA	Suzuki Motor of America, Inc.
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
Myanmar	Suzuki (Myanmar) Motor Co., Ltd.

#### [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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## Corporate Group

### 1. The Outline of the Corporate Group

The corporate group of the Company consists of subsidiaries of 136 companies and affiliates of 37. The main businesses are manufacturing and marketing of motorcycles, automobiles, marine & power products, motorized wheelchairs, electro senior vehicles and houses, further developing the businesses of logistics and other services related to the respective operations.

The position of the group companies in relation to the segmentation is as follows.

#### Motorcycle

Motorcycles are manufactured by the Company as well as in overseas, 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 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 by 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 and manufacturing & 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 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, Suzuki International Europe GmbH and other marketing companies and manufacturing & marketing companies. The business of logistics services is conducted by a subsidiary, Suzuki Transportation & Packing Co., Ltd.

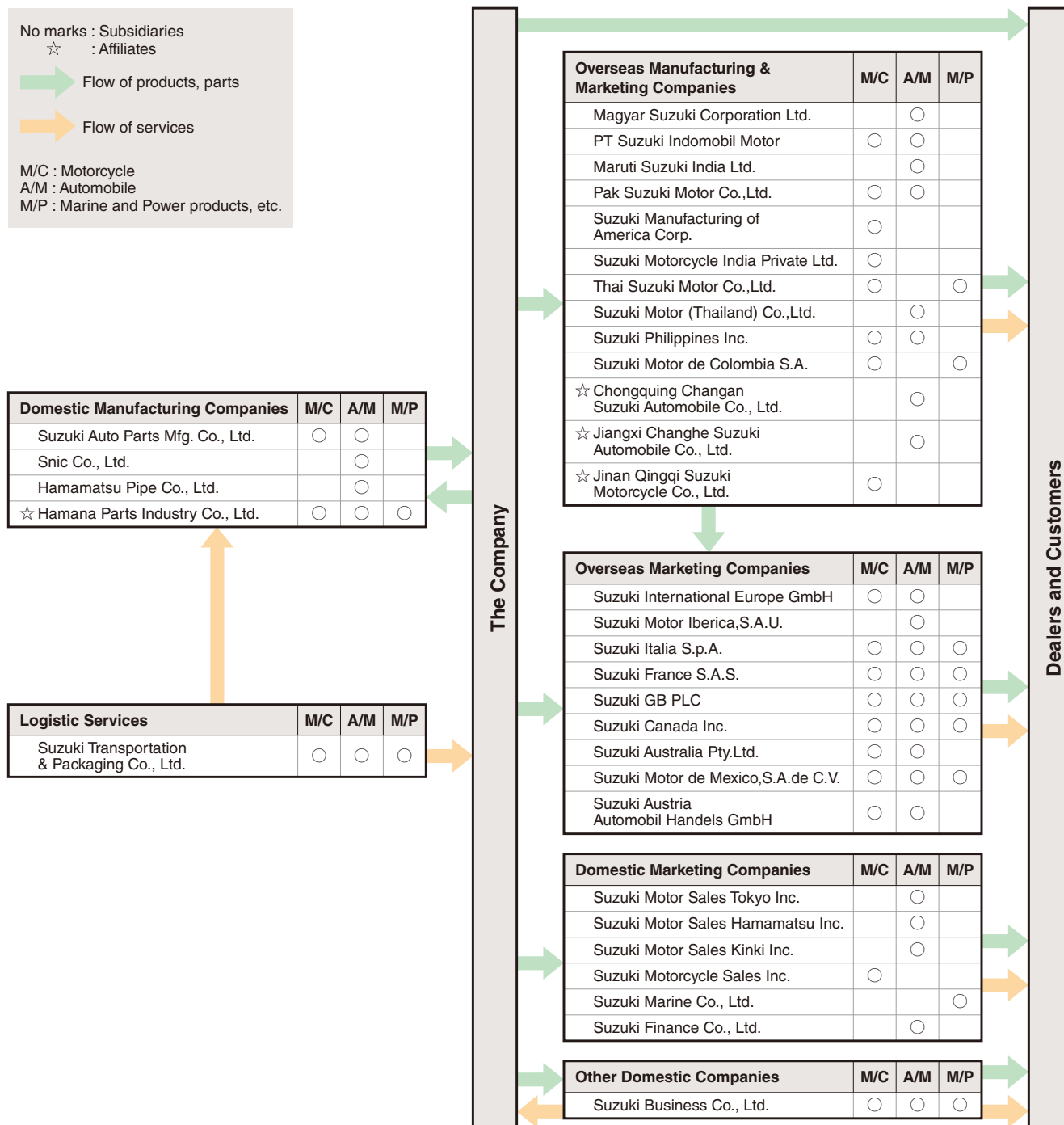
#### Marine and Power products, etc.

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 are conducted by a subsidiary, Suzuki Motor Sales Kinki Inc. and others, and the marketing of houses is conducted by a subsidiary, Suzuki Business Co., Ltd.

## 2. Operation Flow Chart

Operation flow chart is as follows ( Major companies only)





**Way of Life!**

**SUZUKI MOTOR CORPORATION**

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