

Suzuki Financial Performance (Full Year)

(Unit : million yen unless otherwise stated)

		FY2011 (2011/4-2012/3)	FY2012 (2012/4-2013/3)	FY2013 (2013/4-2014/3)	FY2014 (2014/4-2015/3)	FY2015 (2015/4-2016/3)	FY2016 (2016/4-2017/3)	FY2017 (2017/4-2018/3)	FY2018 (2018/4-2019/3)	FY2019 (2019/4-2020/3)	FY2020 (2020/4-2021/3)	Rank	
Consolidated	Net Sales	2,512,186	2,578,317	2,938,314	⑨ 3,015,461	⑤ 3,180,659	⑦ 3,169,542	② 3,757,219	① 3,871,496	④ 3,488,433	⑥ 3,178,209	6th	
	Domestic	⑩ 986,774	⑧ 1,040,948	④ 1,132,732	⑥ 1,094,611	⑦ 1,047,884	⑨ 1,037,547	⑤ 1,116,764	① 1,252,447	② 1,179,523	③ 1,174,034	3rd	
	Overseas	1,525,411	1,537,368	1,805,581	⑩ 1,920,849	⑥ 2,132,775	⑦ 2,131,995	① 2,640,454	② 2,619,049	④ 2,308,910	⑨ 2,004,174	9th	
	Operating Profit (Margin)	⑩ 119,304 (4.7%)	⑩ 144,564 (5.6%)	⑦ 187,747 (6.4%)	⑧ 179,424 (6.0%)	⑤ 195,308 (6.1%)	③ 266,685 (8.4%)	③ 374,182 (10.0%)	② 324,365 (8.4%)	④ 215,069 (6.2%)	⑤ 194,432 (6.1%)	⑦ 194,432 (6.1%)	6th
	Ordinary Profit (Margin)	⑩ 130,553 (5.2%)	⑩ 155,593 (6.0%)	⑦ 197,842 (6.7%)	⑧ 194,318 (6.4%)	⑥ 209,109 (6.6%)	③ 286,693 (9.0%)	① 382,787 (10.2%)	② 379,530 (9.8%)	⑤ 245,414 (7.0%)	④ 248,255 (7.8%)	④ 248,255 (7.8%)	4th
Profit attributable to owners of parent (Margin)	53,887 (2.1%)	⑨ 80,389 (3.1%)	⑦ 107,484 (3.7%)	⑧ 96,862 (3.2%)	⑥ 116,660 (3.7%)	③ 159,956 (5.0%)	① 215,730 (5.7%)	② 178,759 (4.6%)	⑤ 134,222 (3.8%)	④ 146,421 (4.6%)	④ 146,421 (4.6%)	4th	
Segment- wise	Auto- mobile	Net Sales	2,208,969	2,297,814	⑨ 2,615,664	⑧ 2,701,942	⑤ 2,878,516	④ 2,895,619	② 3,435,802	① 3,532,532	③ 3,157,434	⑥ 2,876,601	6th
		Op. Profit (Margin)	⑩ 114,571 (5.2%)	⑨ 150,613 (6.6%)	⑥ 179,296 (6.9%)	⑧ 171,827 (6.4%)	⑤ 192,619 (6.7%)	③ 255,060 (8.8%)	① 355,027 (10.3%)	② 303,731 (8.6%)	④ 197,100 (6.2%)	⑦ 172,066 (6.0%)	⑨ 172,066 (6.0%)
	Motor- cycle	Net Sales	254,761	230,290	⑩ 266,602	250,485	233,889	206,289	246,362	255,071	242,561	206,530	22nd
		Op. Profit (Margin)	-2,433 (-)	-11,946 (-)	105 (0.0%)	-675 (-)	-10,198 (-)	-930 (-)	4,606 (1.9%)	3,631 (1.4%)	693 (0.3%)	2,575 (1.2%)	13th
	Marine, etc.	Net Sales	48,455	50,212	56,046	63,033	⑧ 68,253	⑨ 67,633	⑤ 75,053	③ 83,894	② 88,437	① 95,077	1st
		Op. Profit (Margin)	7,167 (14.8%)	5,896 (11.7%)	8,346 (14.9%)	8,272 (13.1%)	⑥ 12,888 (18.9%)	⑦ 12,555 (18.6%)	④ 14,548 (19.4%)	③ 17,004 (20.3%)	② 17,275 (19.5%)	① 19,791 (20.8%)	① 19,791 (20.8%)
Location- wise	Japan	Net Sales	1,546,145	1,552,050	1,701,667	1,764,970	⑩ 1,810,169	⑦ 1,858,809	④ 2,028,672	② 2,142,449	⑤ 1,986,733	⑥ 1,900,526	6th
		Op. Profit (Margin)	⑧ 79,575 (5.1%)	⑦ 102,516 (6.6%)	④ 134,513 (7.9%)	⑧ 90,718 (5.1%)	⑩ 84,812 (4.7%)	③ 137,240 (7.4%)	① 161,044 (7.9%)	② 150,768 (7.0%)	⑤ 123,188 (6.2%)	⑥ 118,373 (6.2%)	6th
	Europe	Net Sales	306,686	258,287	376,466	436,139	⑧ 550,465	⑦ 558,242	④ 619,840	③ 630,795	⑥ 567,414	⑨ 498,526	9th
		Op. Profit (Margin)	2,213 (0.7%)	-1,062 (-)	4,154 (1.1%)	5,116 (1.2%)	⑥ 6,721 (1.2%)	⑥ 13,101 (2.3%)	③ 17,174 (2.8%)	① 22,981 (3.6%)	② 17,678 (3.1%)	⑦ 10,823 (2.2%)	⑧ 10,823 (2.2%)
	Asia	Net Sales	869,198	⑨ 981,012	⑧ 1,175,355	⑦ 1,306,230	⑤ 1,496,116	④ 1,506,909	① 1,906,030	② 1,887,096	③ 1,651,377	⑥ 1,395,297	6th
		Op. Profit (Margin)	31,596 (3.6%)	38,071 (3.9%)	⑦ 59,419 (5.1%)	⑤ 81,607 (6.2%)	④ 103,823 (6.9%)	③ 121,396 (8.1%)	① 191,315 (10.0%)	② 144,214 (7.6%)	⑥ 62,671 (3.8%)	⑩ 55,957 (4.0%)	⑩ 55,957 (4.0%)
	Others	Net Sales	④ 177,354	⑤ 169,097	⑨ 150,975	⑦ 159,181	⑧ 154,399	⑩ 142,267	⑥ 165,766	② 183,133	① 185,621	③ 180,357	3rd
		Op. Profit (Margin)	⑧ 2,563 (1.4%)	⑥ 3,052 (1.8%)	⑩ 241 (0.2%)	⑦ 2,620 (1.6%)	⑨ 2,431 (1.6%)	⑤ 4,060 (2.9%)	④ 5,101 (3.1%)	③ 6,083 (3.3%)	② 6,531 (3.5%)	① 8,641 (4.8%)	① 8,641 (4.8%)
Non- Consolidated	Net Sales	1,383,269	1,422,595	1,498,853	⑩ 1,663,147	1,609,065	⑧ 1,687,836	④ 1,852,766	② 1,940,224	⑤ 1,792,834	⑥ 1,707,133	6th	
	Operating Profit (Margin)	50,100 (3.6%)	⑤ 76,431 (5.4%)	③ 97,009 (6.5%)	⑦ 69,127 (4.2%)	51,801 (3.2%)	② 106,396 (6.3%)	① 124,705 (6.7%)	④ 96,747 (5.0%)	⑥ 72,702 (4.1%)	⑨ 65,061 (3.8%)	⑩ 65,061 (3.8%)	9th
	Ordinary Profit (Margin)	49,875 (3.6%)	⑦ 76,748 (5.4%)	④ 99,322 (6.6%)	⑨ 74,651 (4.5%)	⑧ 76,151 (4.7%)	② 120,210 (7.1%)	① 137,112 (7.4%)	③ 117,223 (6.0%)	⑤ 97,046 (5.4%)	⑥ 88,291 (5.2%)	⑦ 88,291 (5.2%)	6th
	Profit (Margin)	15,846 (1.1%)	⑧ 36,405 (2.6%)	⑥ 67,219 (4.5%)	⑦ 51,248 (3.1%)	④ 78,593 (4.9%)	② 87,671 (5.2%)	① 104,849 (5.7%)	⑨ 42,414 (2.2%)	⑤ 78,110 (4.4%)	③ 80,431 (4.7%)	④ 80,431 (4.7%)	3rd
Foreign exchange rates (Cons.) (Yen)	US dollar	79円	83円	100	110	120	108	111	111	109	106		
	Euro	109円	107円	134	139	133	119	130	128	121	124		
	Indian Rupee	1.68円	1.54円	1.68	1.81	1.85	1.63	1.73	1.60	1.55	1.44		
	100 Indonesian Rupiah	0.91円	0.88円	0.93	0.91	0.89	0.82	0.83	0.78	0.77	0.73		
	Thai Baht	2.60円	2.62円	3.18	3.38	3.44	3.08	3.36	3.43	3.51	3.42		
Capital Expenditures (Bil. Yen)	Consolidated	126.7	169.3	213.6	194.5	171.5	198.8	213.4	268.9	236.4	170.9		
	Non-Cons.	26.9	46.8	48.2	50.2	66.0	67.2	53.6	58.4	63.0	56.0		
Depreciation Exp. (Bil. Yen)	Consolidated	103.1	93.7	117.2	134.4	168.3	163.4	150.9	148.9	164.2	136.5		
	Non-Cons.	38.5	35.6	33.6	37.4	40.9	49.2	49.1	45.5	48.3	35.0		
R&D Exp. (Bil. Yen)	Consolidated	109.8	119.3	127.1	125.9	131.0	131.5	139.4	158.1	148.1	146.2		
	Non-Cons.	94.2	99.2	113.3	108.1	113.0	115.7	119.3	142.1	134.2	133.8		
Shareholders' equity ratio	Consolidated	42.9%	46.1%	46.2%	45.6%	35.4%	35.9%	38.8%	40.9%	44.5%	41.8%		
	Non-Cons.	44.0%	46.4%	46.4%	44.7%	29.8%	29.0%	33.2%	34.1%	38.8%	33.7%		
ROE	Consolidated	5.5%	7.5%	8.7%	6.9%	9.6%	15.4%	17.9%	13.3%	9.3%	9.2%		
	Non-Cons.	2.3%	5.0%	8.3%	5.7%	11.3%	18.3%	19.1%	7.2%	12.2%	11.0%		
Cash Balance (Bil. Yen)	Consolidated	710.5	661.1	710.6	932.3	450.1	614.0	600.8	473.1	420.4	924.4		
Cash dividends	per (Yen) share	Annual	15	18	24	27	32	44	74	74	85	90	
		Year-end	8	10	14	17	17	27	44	37	48	53	
	Payout ratio	15.6%	12.6%	12.5%	15.6%	13.6%(17.3%)	12.1%(15.2%)	15.1%	18.7%	29.7%	29.8%		

※Rank...ranking since start of disclosure (Cons.:FY1977, Segment-wise:FY1998, Japan&Europe:FY1997, Asia:FY2001, Non-Cons.:FY1975). Ranking of Others as of FY2011 when reclassified.

※()...Dividend payout ratio excluding gains from portfolio securities