

FY2016 Financial Results



SWIFT (European specification)

SUZUKI MOTOR CORPORATION
12 May 2017

Full-Year Results

- **Consolidated Financial Results** ... **Higher earnings on lower sales, the highest ever each income** *1
 - Net Sales: 3,169.5 billion yen, -0.3% year-on-year, decreased for the first time in 5 periods
 - Operating Income: 266.7 billion yen, +36.5% year-on-year
 - Ordinary Income: 286.7 billion yen, +37.1% year-on-year
 - Net income *2: 160.0 billion yen, +37.1% year-on-year

(Extraordinary loss/income...accounted 47.8 billion yen as gain on sales of investment securities
39.9 billion yen as impairment loss) } increased for 2 consecutive periods
- **Worldwide Sales Volume of Automobiles** ... **2,918 thousand units (+2.0% year-on-year), the highest ever sales** *1
 - Increase in India, Europe, and other areas, despite decrease in China, Indonesia, and Pakistan
- **Worldwide Sales Volume of Motorcycles** ... **1,367 thousand units (-8.9% year-on-year)**
 - Decrease in areas including China, Indonesia, North America, and other areas, despite increase in India and the Philippines.

Cash dividends per share

- **Annual dividends 44 yen per share (+10 yen from forecast, +12 yen year-on-year), increased for 7 consecutive periods**
 - Applied 15% dividend payout ratio based on net income *2 excluding the gain on sales of investment securities, in consideration of decline in shareholder's equity ratio, as done so in the previous year.

*1 The highest ever since disclosing consolidated financial results from FY1977

*2 Net income means Net income attributable to owners of the parent

Next Year Forecasts

● Full Year Financial Forecasts ... Prospected for lower earnings on higher sales partly owing to expansion in investment (increase in development and research expenses and depreciation)

- Net Sales: 3,400.0 billion yen, +7.3% year-on-year
- Operating Income: 240.0 billion yen, -10.0% year-on-year
(-19.0 billion yen from increase in development and research expenses,
-17.0 billion yen from increase in depreciation)
- Ordinary Income: 255.0 billion yen, -11.1% year-on-year
- Net income * : 145.0 billion yen, -9.4% year-on-year

● Worldwide Sales Volume of Automobiles ...3,071 thousand units (+153 thousand units year-on-year)

- Targets to exceed 3 million units through sales expansion in India, ASEAN, and Europe
- India targets +8% year-on-year

● Worldwide Sales Volume of Motorcycles ...1,419 thousand units (+52 thousand units year-on-year)

- Prospects increase in sales in India and ASEAN, as well as increase in large displacement models in Japan, Europe, and North America

● Dividends Forecast ... Unchanged from the previous year

* Net income means Net income attributable to owners of the parent, year-on-year is a comparison to FY2016

Higher earnings on lower sales
the highest ever each income

(Billions of yen)	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	
				Ratio
Net Sales	3,169.5	3,180.7	-11.2	-0.3%
Japan	1,037.5	1,047.9	-10.4	-1.0%
Suzuki brand	948.8	944.7	+4.1	+0.4%
OEM	88.7	103.2	-14.5	-14.0%
Overseas	2,132.0	2,132.8	-0.8	-0.0%
Operating Income	266.7	195.3	+71.4	+36.5%
(Margin)	(8.4%)	(6.1%)		
Ordinary Income	286.7	209.1	+77.6	+37.1%
(Margin)	(9.0%)	(6.6%)		
Net income attributable to owners of the parent	160.0	116.7	+43.3	+37.1%
(Margin)	(5.0%)	(3.7%)		

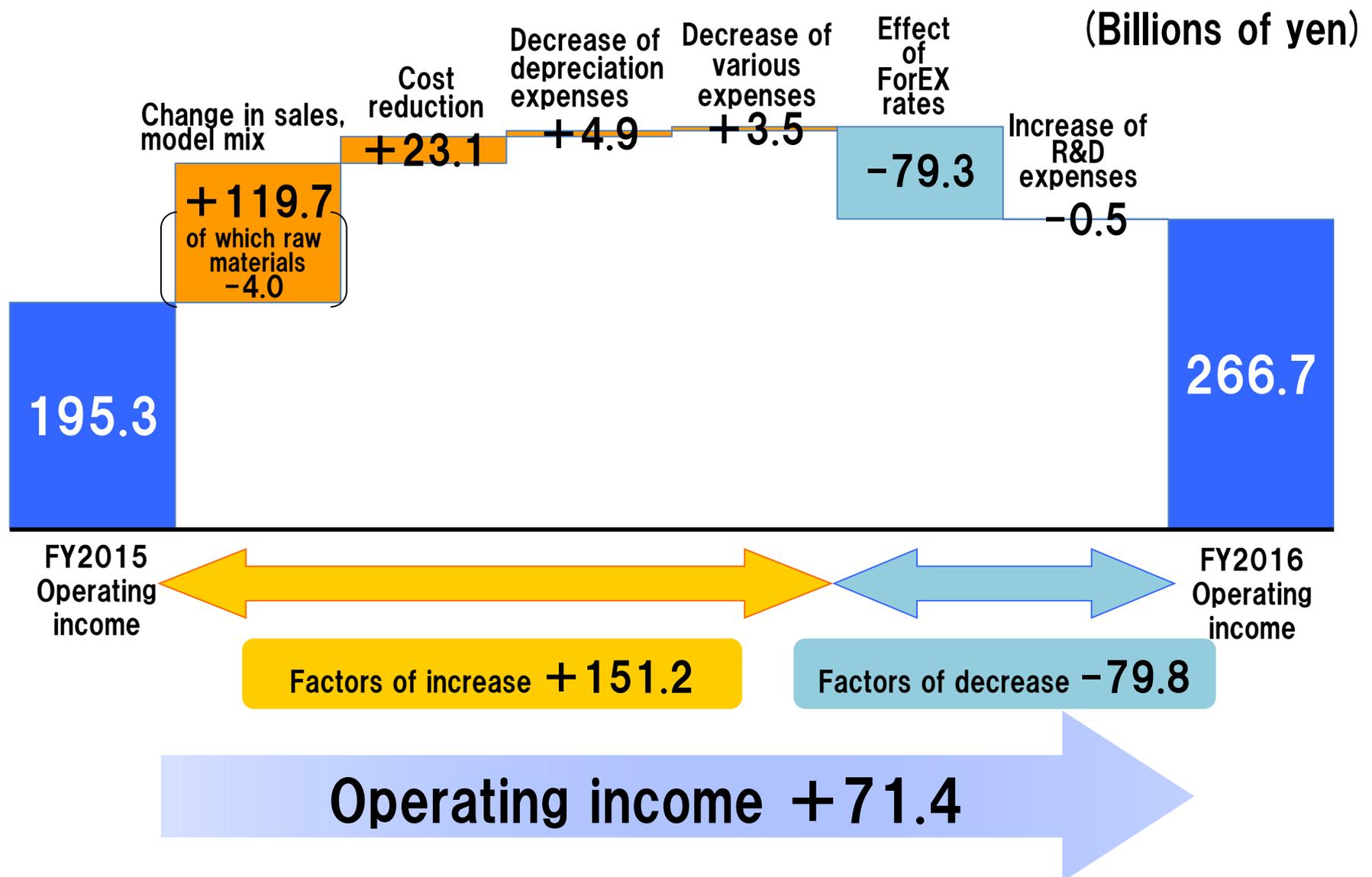
Lower sales owing to the impact of the exchange rate, etc.

(Billions of yen)	Automobile			Motorcycle			Marine & Power products, etc.			Total			of which effect of ForEX rates conversion
	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	
Japan total	1,002.6	1,011.0	-8.4	19.3	21.3	-2.0	15.6	15.6	-0.0	1,037.5	1,047.9	-10.4	
Suzuki brand	913.9	907.8	+6.1	19.3	21.3	-2.0	15.6	15.6	-0.0	948.8	944.7	+4.1	
OEM	88.7	103.2	-14.5							88.7	103.2	-14.5	
Overseas total	1,893.0	1,867.5	+25.5	187.0	212.6	-25.6	52.0	52.7	-0.7	2,132.0	2,132.8	-0.8	-266.7
Europe	374.2	347.8	+26.4	36.9	41.7	-4.8	14.2	15.3	-1.1	425.3	404.8	+20.5	-59.9
N. America	2.2	4.2	-2.0	29.9	39.0	-9.1	24.0	23.8	+0.2	56.1	67.0	-10.9	-6.1
Asia	1,302.1	1,299.4	+2.7	86.1	90.8	-4.7	4.8	4.5	+0.3	1,393.0	1,394.7	-1.7	-175.4
India	987.0	948.8	+38.2	31.6	31.6	+0.0	0.2	0.3	-0.1	1,018.8	980.7	+38.1	-130.9
Others	315.1	350.6	-35.5	54.5	59.2	-4.7	4.6	4.2	+0.4	374.2	414.0	-39.8	-44.5
Others	214.5	216.1	-1.6	34.1	41.1	-7.0	9.0	9.1	-0.1	257.6	266.3	-8.7	-25.3
Grand total	2,895.6	2,878.5	+17.1	206.3	233.9	-27.6	67.6	68.3	-0.7	3,169.5	3,180.7	-11.2	-266.7
of which effect of ForEX rates conversion			-240.3			-22.0			-4.4				-266.7

*North America...United States and Canada
Automobile in North America...sales of parts and accessories



Consolidated: Factors of Change in Operating Income



	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	Effect of ForEX rates in operating income
U.S. Dollar	108 yen	120 yen	-12 yen	-6.3bln yen
Euro	119 yen	133 yen	-14 yen	-14.8bln yen
Indian Rupee	1.63 yen	1.85 yen	-0.22 yen	-27.7bln yen
100 Indonesian Rupiah	0.82 yen	0.89 yen	-0.07 yen	-2.5bln yen
Thai Baht	3.08 yen	3.44 yen	-0.36 yen	+3.6bln yen
Others	—	—	—	-31.6bln yen *
Total				-79.3bln yen

*GB Pound -13.8bln yen, Mex. Peso -5.6bln yen, Pak. Rupee -3.8bln yen, Aus. Dollar -2.3bln yen, etc.

(Billions of Yen)

	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change
(Non-consolidated)	67.2	66.0	+1.2
(Subsidiaries)	131.6	105.5	+26.1
Capital Expenditures	198.8	171.5	+27.3
Depreciation Expenses	163.4	168.3	-4.9
R&D Expenses	131.5	131.0	+0.5

	FY2016	FY2015		FY2016 Q3	
	('17/3)	('16/3)	Change	('16/12)	Change
Interest-Bearing Debt balance	639.9	529.3	+110.6	670.3	-30.4

First time in eight years, and the fourth win for Suzuki

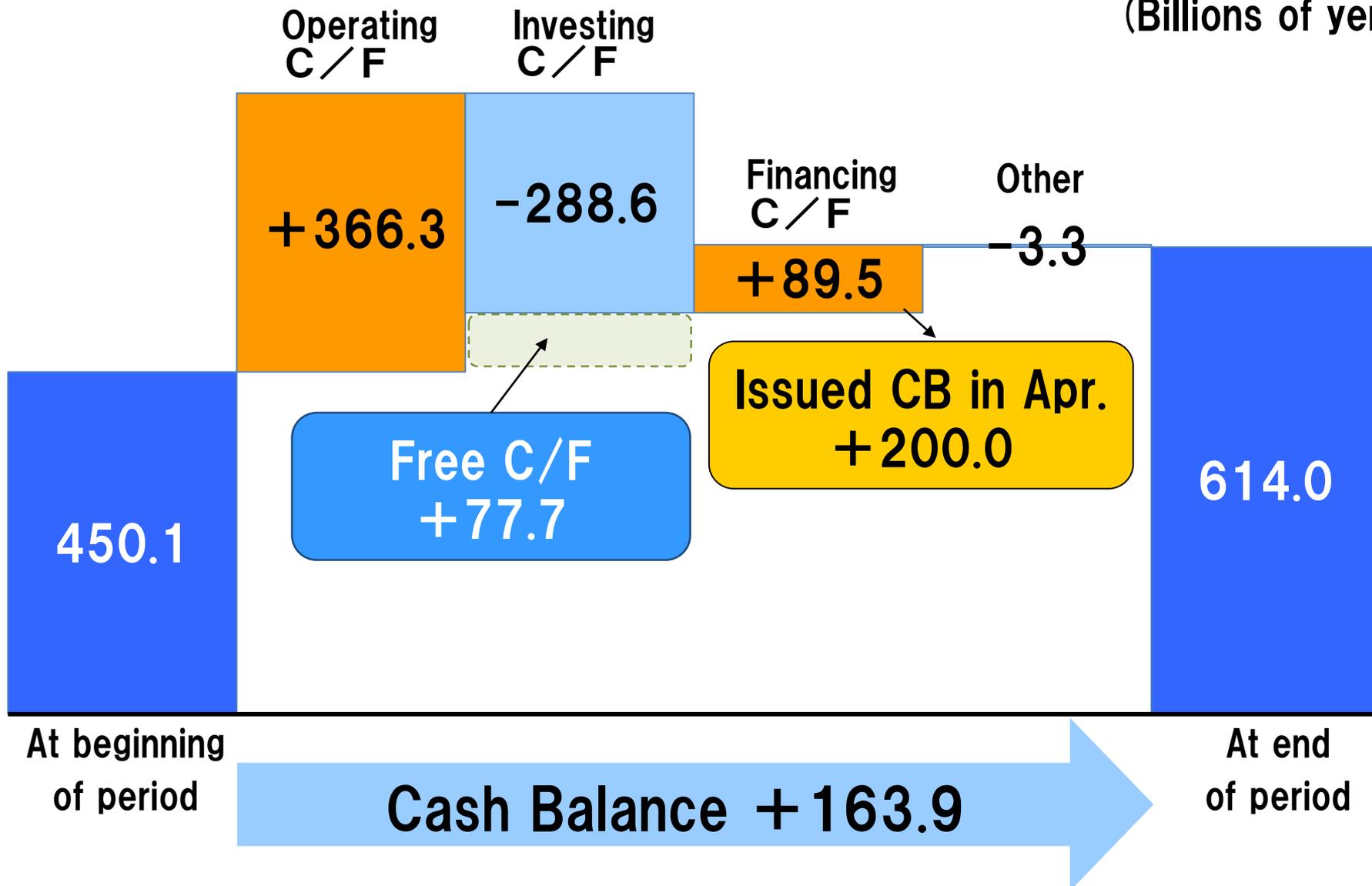
- Developed a bio-polycarbonate resin material that satisfies such requirements as high-gloss surface appearance and durability to sunlight, heat, and impact. Valued for developing and putting in practical use of this material in car interior parts by combining this material with technologies of material pre-colouring and structure design
- Realised pre-coloured components with high quality glossy surface comparable to painted parts
- Also contributes in suppressing environmental load such as reduction of volatile organic compounds

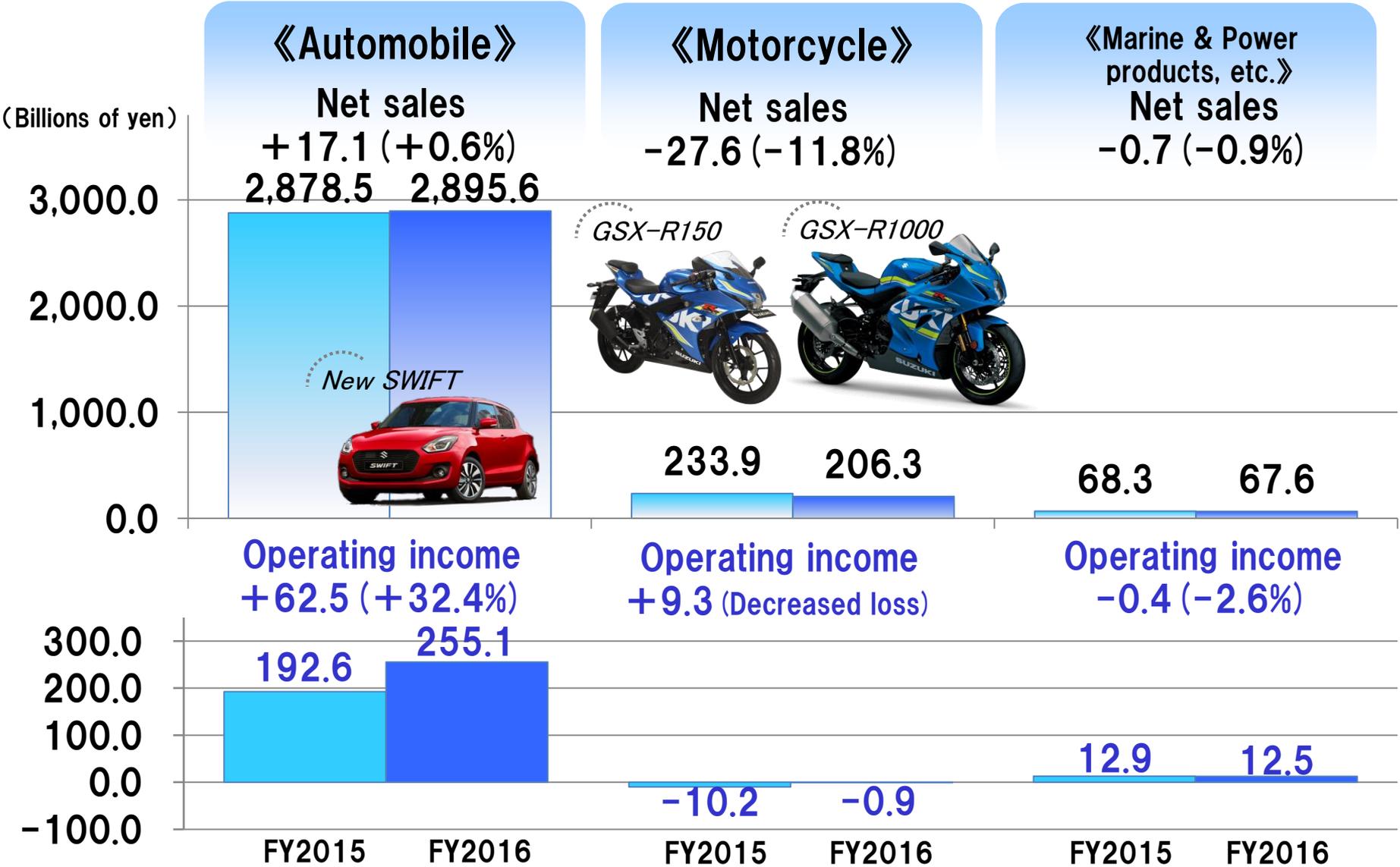


List of recent awards won by Suzuki technologies

	FY2015-FY2016
Ichimura Prizes in Industry	Development of Resin Material with Superb Appearance and Application to Pre-coloured Interior Parts
New JSPMI Prizes	Development of AMT with Enhanced Drivability and User-Friendliness
JSAE Prize	Anti-Corrosion Surface Treatment Technology for Aluminium Parts
Shizuoka Prize for Promotion of Science and Technology	Injection Molding Fuel Tank for Motorcycles
	Direct Intake System for Outboard Motors
	Anti-Corrosion Surface Treatment Technology for Aluminium Parts
Energy Conservation Grand Prize	Energy and Labour Conservation through Introduction of Infra-Red Die Heater at the Foundry

(Billions of yen)



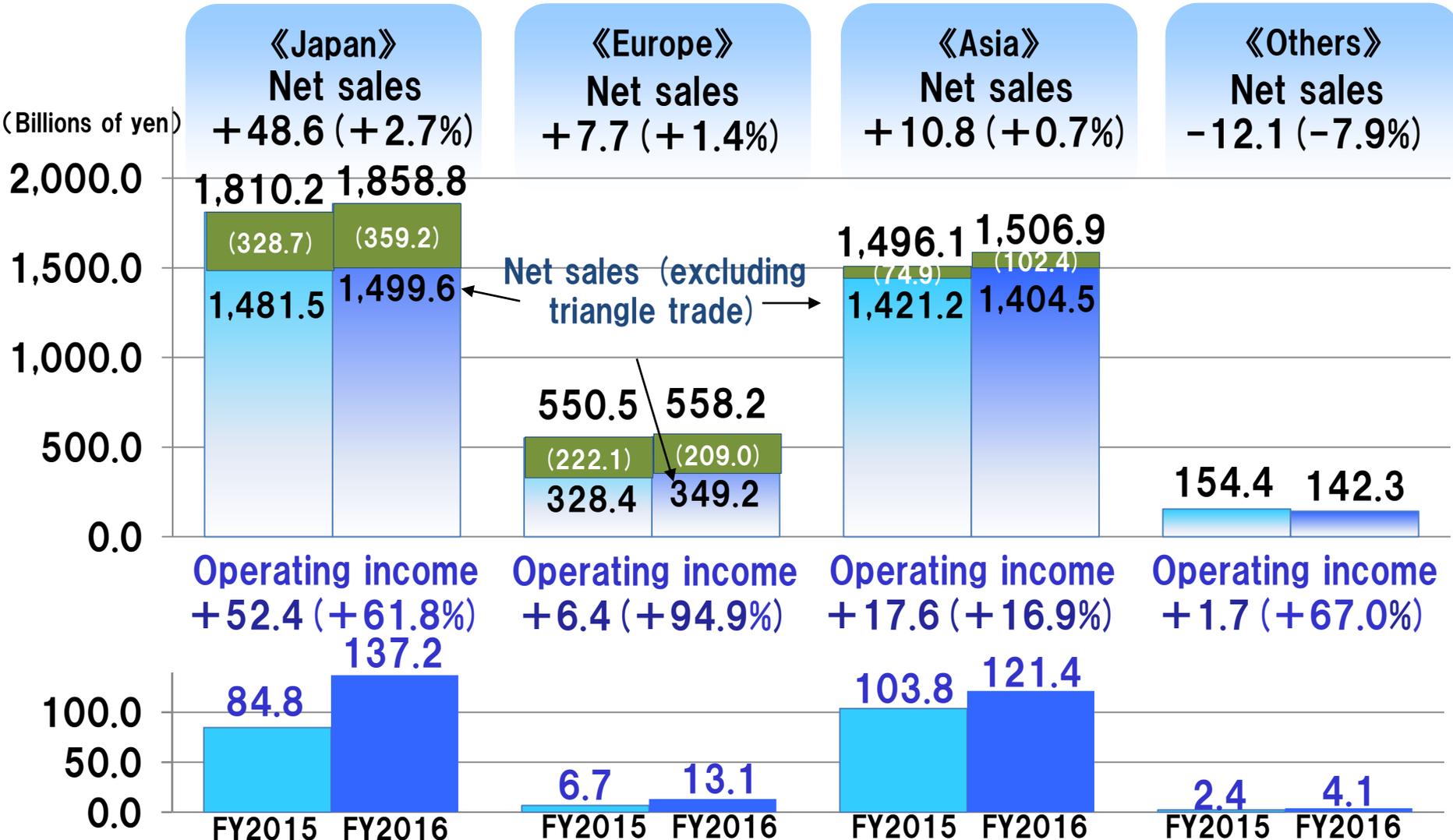


*FY2016...from April 2016 to March 2017, FY2015...from April 2015 to March 2016



Consolidated:

Operating Results by Geographical Areas (Net sales, Operating income)



Note about triangle trade
Conventionally, net sales of Hungary production models for European subsidiaries were eliminated as they were intraregional subsidiary trade. But because trade type was changed to triangle trade via Japan, and net sales to Japan and net sales from Japan to Europe are not eliminated, net sales of Japan and Europe are shown larger. The same trade is also applied in Asia.

*FY2016...from April 2016 to March 2017, FY2015...from April 2015 to March 2016

	FY2016	FY2015		FY2016 Q3	
	('17/3)	('16/3)	Change	('16/12)	Change
Consolidated Subsidiaries	136	136	±0	136	±0
Equity Method Affiliates	32	33	-1	32	±0
Employees	62,992	61,601	+1,391	62,652	+340

Lower earnings on higher sales

(Billions of yen)

	Full Year			Six Months		
	Forecast	FY 2016 Results	Change	Forecast	FY 2016 Results	Change
Net sales	3,400.0	3,169.5	+230.5	1,600.0	1,499.0	+101.0
Operating income (Margin)	240.0 (7.1%)	266.7 (8.4%)	-26.7	120.0 (7.5%)	115.5 (7.7%)	+4.5
Ordinary income (Margin)	255.0 (7.5%)	286.7 (9.0%)	-31.7	125.0 (7.8%)	121.8 (8.1%)	+3.2
Net income* (Margin)	145.0 (4.3%)	160.0 (5.0%)	-15.0	70.0 (4.4%)	99.9 (6.7%)	-29.9
Capital Expenditures	220.0	198.8	+21.2			
Depreciation Expenses	180.0	163.4	+16.6			
R&D Expenses	150.0	131.5	+18.5			

*Net income attributable to owners of the parent

«Factors of Change in Operating Income»

factors of increase		factors of decrease	
Cost reduction	+27.0	Increase of various expenses	-40.0
Change in sales, model mix	+22.3	Increase of R&D expenses	-19.0
		Increase of depreciation expenses	-17.0
factors of increase total	+49.3	factors of decrease total	-76.0
		Balance	-26.7

«ForEX Rates and Effects»

	Full Year			Effect of ForEX rates in operating income
	Forecast	FY 2016 Results	Change	
U.S. Dollar	110 yen	108 yen	+2yen	+1.0
Euro	115 yen	119 yen	-4yen	-4.6
Indian Rupee	1.65 yen	1.63 yen	+0.02yen	+2.6
100 Indonesian Rupiah	0.85 yen	0.82 yen	+0.03yen	+1.4
Thai Baht	3.10 yen	3.08 yen	+0.02yen	-0.1
	Others			-0.3
	Effect of ForEX rates total			±0.0

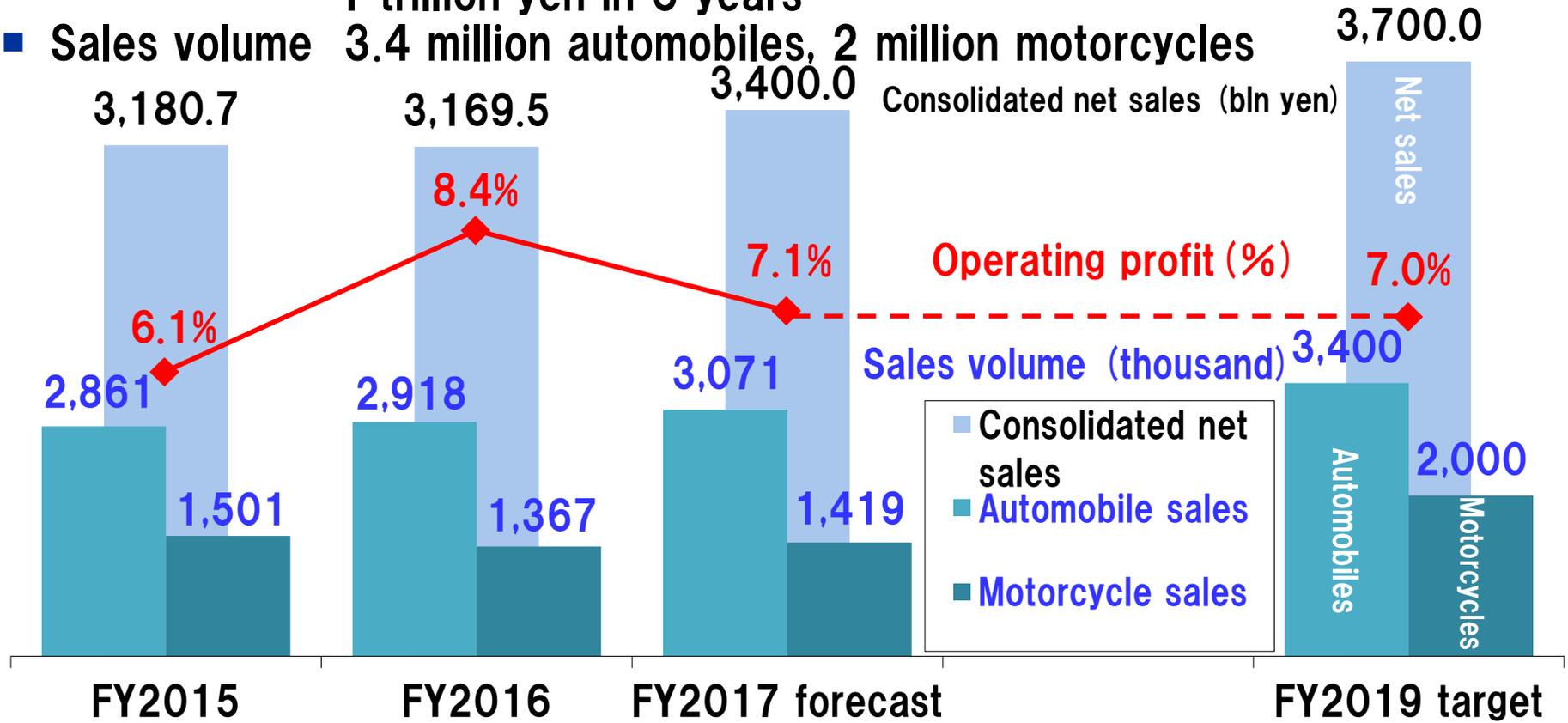


Current Status of New Mid-Term Management Plan SUZUKI NEXT 100 (from FY2015 to FY2019)

Mid-term Target (FY2019)

- Target Net sales: 3,700 billion yen, Operating income margin 7%
- Ex rate JPY115/USD, JPY125/Euro, JPY1.85/INR
- Shareholder return ROE 10%, payout ratio \geq 15%
- Investment 200 billion yen on R&D, capital investment of 1 trillion yen in 5 years
- Sales volume 3.4 million automobiles, 2 million motorcycles

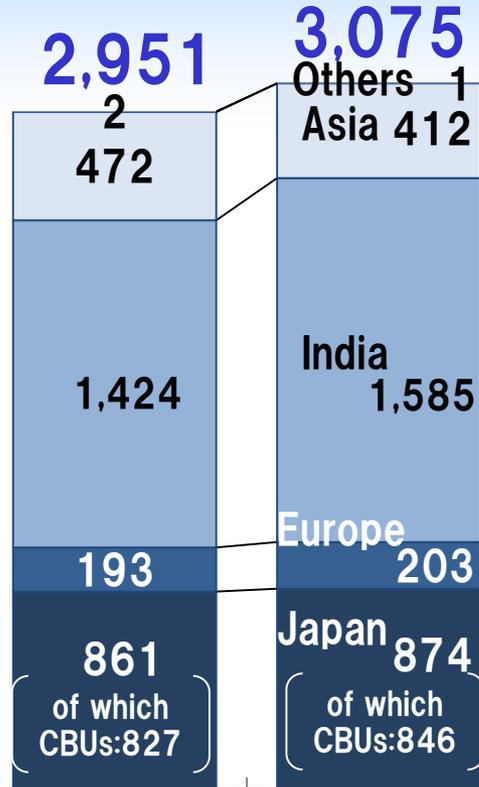
«Target»



Record-high global production at 3.08 million units

« Full Year Comparison »

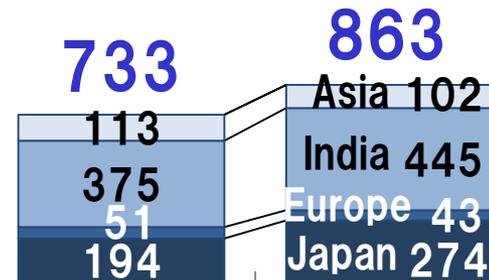
+124 (+4.2%)



FY2015 '15/4-'16/3
FY2016 '16/4-'17/3

« Of Which Three Months Comparison »
+130 (+17.7%)

(Thousand units)

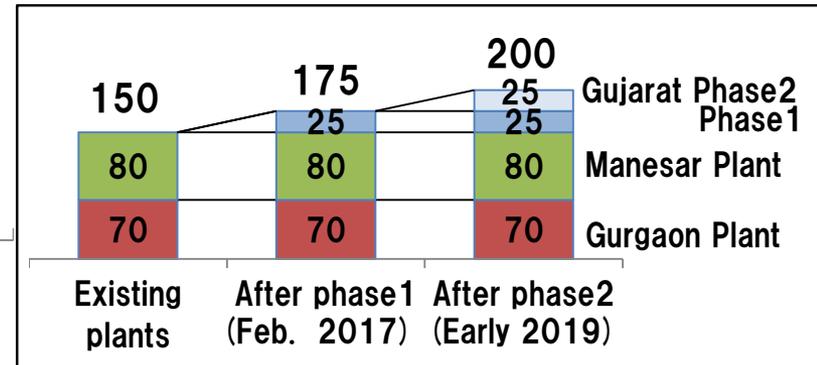


FY2015 4th Quarter '16/1-3
FY2016 4th Quarter '17/1-3

● FY2016 global production

- Record-high at 3,075 thousand units (+4.2% year-on-year)
- Increase in India (+11.3% year-on-year) and Europe (+5.4% year-on-year)
- Decrease in China (-15.1% year-on-year), Indonesia (-14.9% year-on-year), etc.
- Gujarat Plant started operation from February (produced 12 thousand units)

Automobile production ability in India (two shifts, 10,000 units)

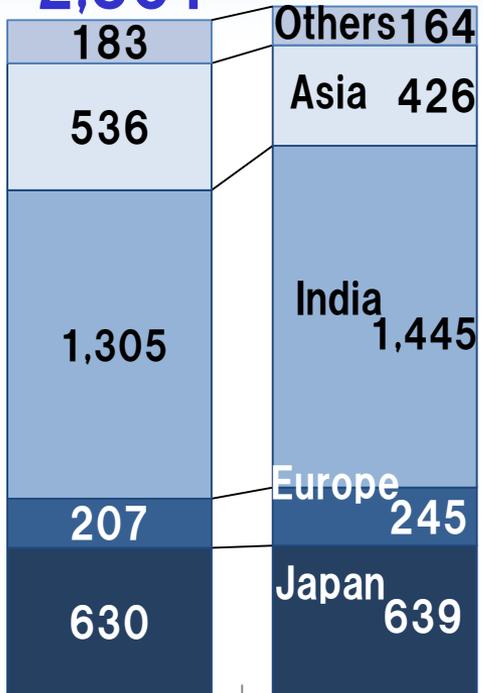


Record-high global sales at 2.92 million units

« Full Year Comparison »

+57 (+2.0%)

2,861 **2,918**

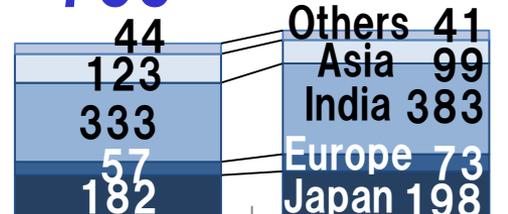


« Of Which Three Months Comparison »

+54 (+7.3%)

(Thousand units)

739 **793**



● FY2016 global sales

- Record-high at 2,918 thousand units (+2.0% year-on-year)
- Increase in India (+10.7% year-on-year) and Europe (+18.3% year-on-year)
- Decrease in China (-20.2% year-on-year), Indonesia (-23.2% year-on-year), etc.

FY2015

FY2016

'15/4-'16/3

'16/4-'17/3

FY2015

FY2016

4th Quarter

4th Quarter

'16/1-3

'17/1-3

TOP 3 IN THE WORLD in the 2017 World Urban Car

- Suzuki Ignis was selected as TOP 3 IN THE WORLD in the 2017 World Urban Car among World Car Awards hosted by WCA
- World Urban Car is a newly introduced award to choose the car most suitable in design for everyday use in an urban environment
(Criteria) economy, environmental performance, safety, quietness, amenity, driving performance, manoeuvrability and utility
- 7 models were nominated in the shortlist, including Suzuki Baleno and Ignis



IGNIS

- Manoeuvrable stylish and compact crossover car
- Marketed in 42 destinations around the globe including Japan, Europe, and India

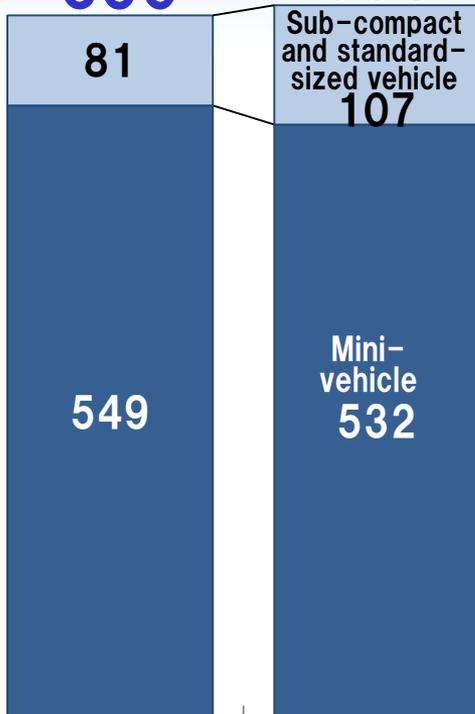


Exceeded the previous year owing to sales expansion of compact cars

« Full Year Comparison »

+9 (+1.4%)

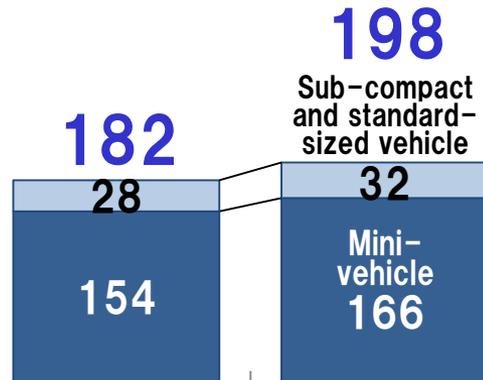
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« Of Which Three Months Comparison »

+16 (+8.8%)

(Thousand units)



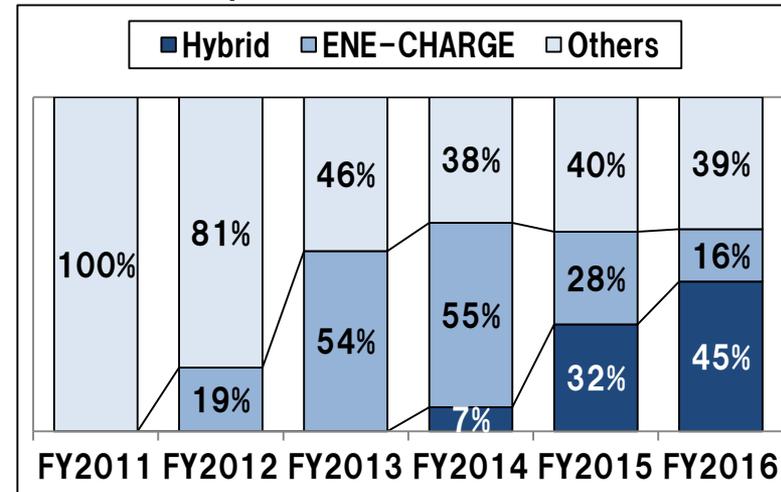
● FY2016 Japan sales

- Minivehicles -3.1% year-on-year
- Compact cars +31.8% year-on-year and achieved 100,000 units for the first time in fiscal year (107 thousand units)

● Topics

- Vehicles equipped with lithium-ion batteries account 61% of Japan sales, and hybrid vehicles have expanded to 45%

Trends in Japan sales mix



Note. Hybrids include S-ENE CHARGE

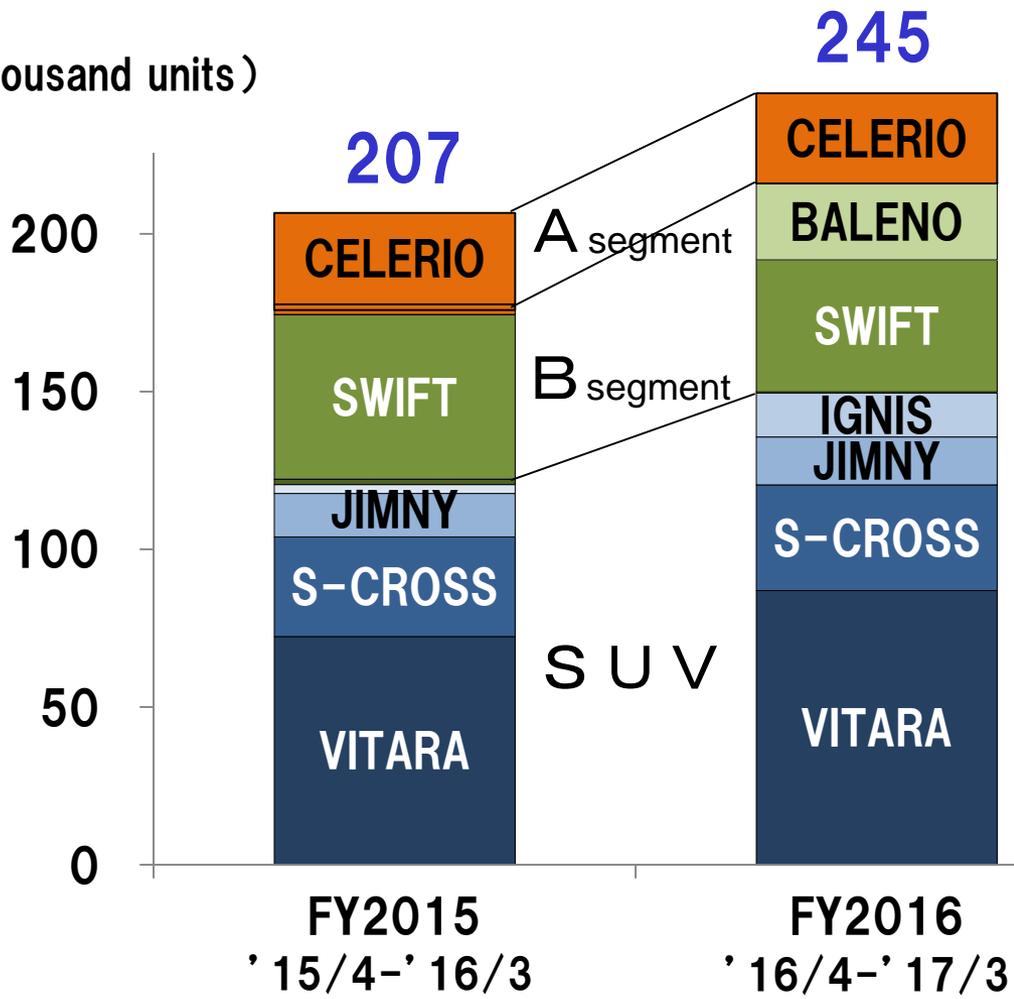
FY2015 '15/4-'16/3
FY2016 '16/4-'17/3

FY2015 4th Quarter '16/1-3
FY2016 4th Quarter '17/1-3

Sales Volume of Automobiles by Geographical Areas (Europe)

Improvement in sales mix owing to increase in sales of the Vitara and the Baleno

(Thousand units)



Retail price: 9,690~11,590 Euro



Retail price: 13,790~19,490 Euro



Retail price: 17,990~29,590 Euro

*Retail price are those offered in Germany.

Record-high sales volume in India

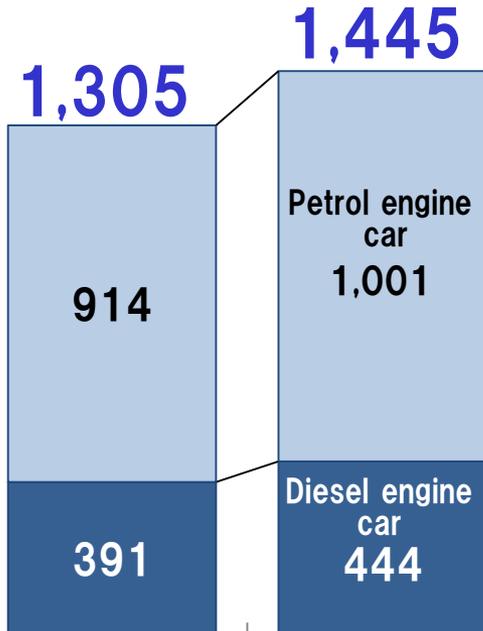
« Full Year Comparison »

+139 (+10.7%)

Percentage of Diesel engine cars

30%

31%



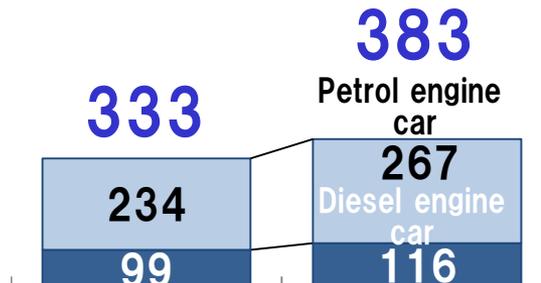
« Of Which Three Months Comparison »

+49 (+14.8%)

Percentage of Diesel engine cars

30%

30%



(Thousand units)

● FY2016 India sales

- Record-high at 1,445 thousand units (+10.7% year-on-year) mainly owing to strong sales of the Baleno and the Vitara Brezza



● Topics

- Entered in high performance segment by introducing the Baleno RS in March



- Transferred sales of the Ciaz to the NEXA channel from April 2017

FY2015 '15/4-'16/3 FY2016 '16/4-'17/3

FY2015 4th Quarter '16/1-3 FY2016 4th Quarter '17/1-3

Establish joint venture company between Suzuki, Toshiba, and Denso

- Establishment ... Within 2017
- Participation ratio ... Suzuki 50%, Toshiba 40%, Denso 10%
- Capital amount ... Approx. 2 billion yen
- Capital expenditure ... Approx. 20 billion yen (initial)
- Start of production ... Earliest possible timing
- Background ... Higher attention paid to environment in India
Introduce sustainable technology suitable for affordable cars
Realise stable supply of lithium-ion battery packs in India



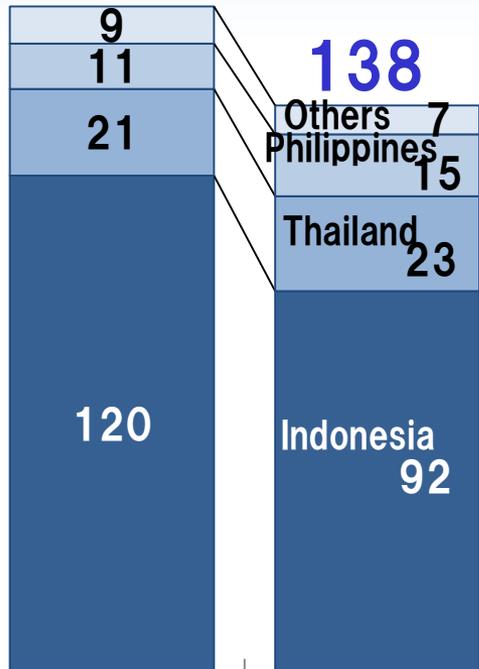
Promote sustainable cars in India
Contribute to “Make in India” initiative by the Indian Government

Fell below the previous year owing to decrease in sales in Indonesia, etc.

« Full Year Comparison »

-24 (-14.6%)

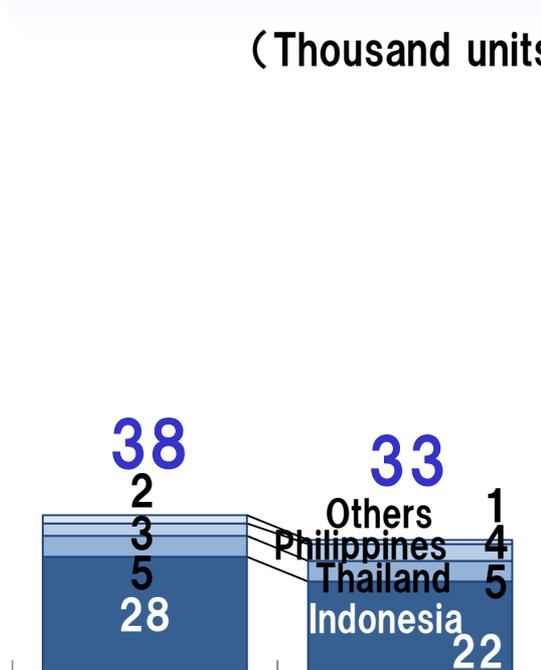
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« Of Which Three Months Comparison »

-5 (-14.2%)

(Thousand units)



● FY2016 ASEAN

- Indonesia -23.2% year-on-year owing to decrease in sales of commercial vehicles
- Thailand +7.5% year-on-year owing to increase in sales of the Ciaz



- The Philippines largely increased +37.2% year-on-year owing to increase in sales of the Celerio, the Ertiga, etc.

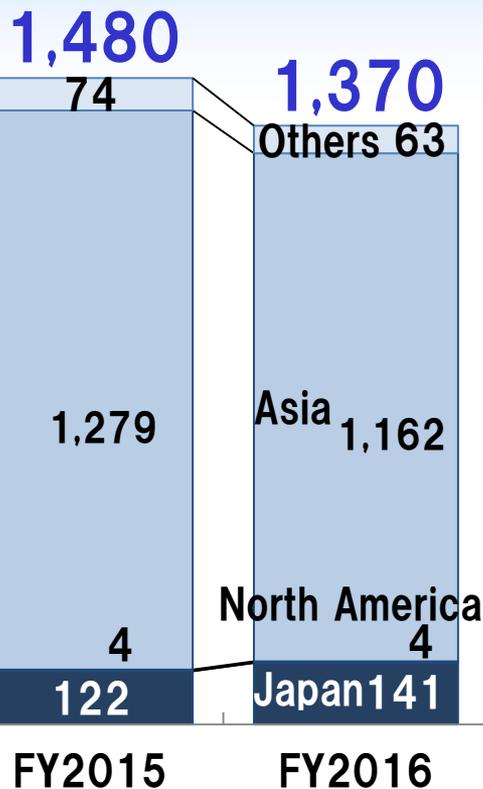
FY2015 '15/4-'16/3
FY2016 '16/4-'17/3

FY2015 4th Quarter '16/1-3
FY2016 4th Quarter '17/1-3

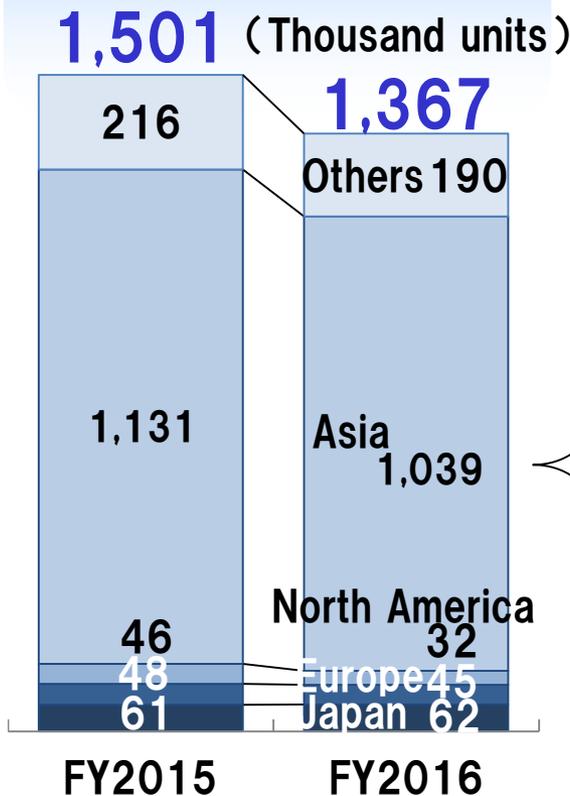
※ASEAN; Total of 5 countries - Indonesia, Malaysia, Thailand, the Philippines and Vietnam

Production and sales both fell below the previous year

«Full Year Prod.»
-110 (-7.4%)



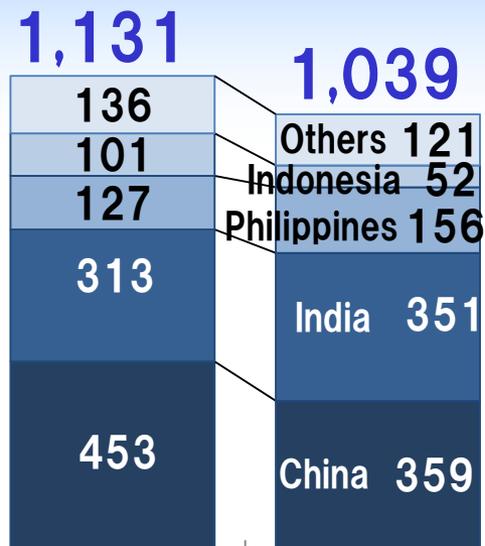
«Full Year Sales»
-133 (-8.9%)



●FY2016 Motorcycles

- Production and sales fell below the previous year with -110 thousand units and -133 thousand units year-on-year respectively, owing to decrease in China, Indonesia, etc., despite increase in India, etc.

«Breakdown of Sales Volume in Asia»
-92 (-8.1%)



Targets for sales expansion of both automobiles and motorcycles

(Thousand units)	Production				Sales			
	Forecast (FY2017)	FY2016 Results			Forecast (FY2017)	FY2016 Results		
		(FY2016)	Change	Ratio		(FY2016)	Change	Ratio
<Automobile>								
Japan	980	874	+106	+12.2%	645	639	+6	+1.0%
Europe	161	203	-42	-20.8%	267	245	+22	+9.1%
Asia	2,139	1,997	+142	+7.1%	1,983	1,870	+113	+6.0%
Others	2	1	+1	+51.3%	176	164	+12	+7.1%
Total	3,282	3,075	+207	+6.7%	3,071	2,918	+153	+5.2%
<Motorcycle>								
Japan	158	141	+17	+12.2%	67	62	+5	+8.1%
Europe	—	—	—	—	53	45	+8	+18.1%
N.America	5	4	+1	+13.2%	40	32	+8	+25.5%
Asia	1,180	1,162	+18	+1.5%	1,073	1,039	+34	+3.3%
Others	56	63	-7	-10.9%	186	190	-4	-1.9%
Total	1,399	1,370	+29	+2.1%	1,419	1,367	+52	+3.8%

Higher earnings and sales

(Billions of Yen)

	FY2016 ('16/4-'17/3)	FY2015 ('15/4-'16/3)	Change	
				Ratio
Net Sales	1,687.8	1,609.1	+78.7	+4.9%
Japan	866.5	846.8	+19.7	+2.3%
Overseas	821.3	762.3	+59.0	+7.7%
General trade	462.1	433.7	+28.4	+6.6%
Triangle trade	359.2	328.6	+30.6	+9.3%
Operating Income (margin)	106.4 (6.3%)	51.8 (3.2%)	+54.6	+105.4%
Ordinary Income (margin)	120.2 (7.1%)	76.2 (4.7%)	+44.0	+57.9%
Net Income (margin)	87.7 (5.2%)	78.6 (4.9%)	+9.1	+11.6%



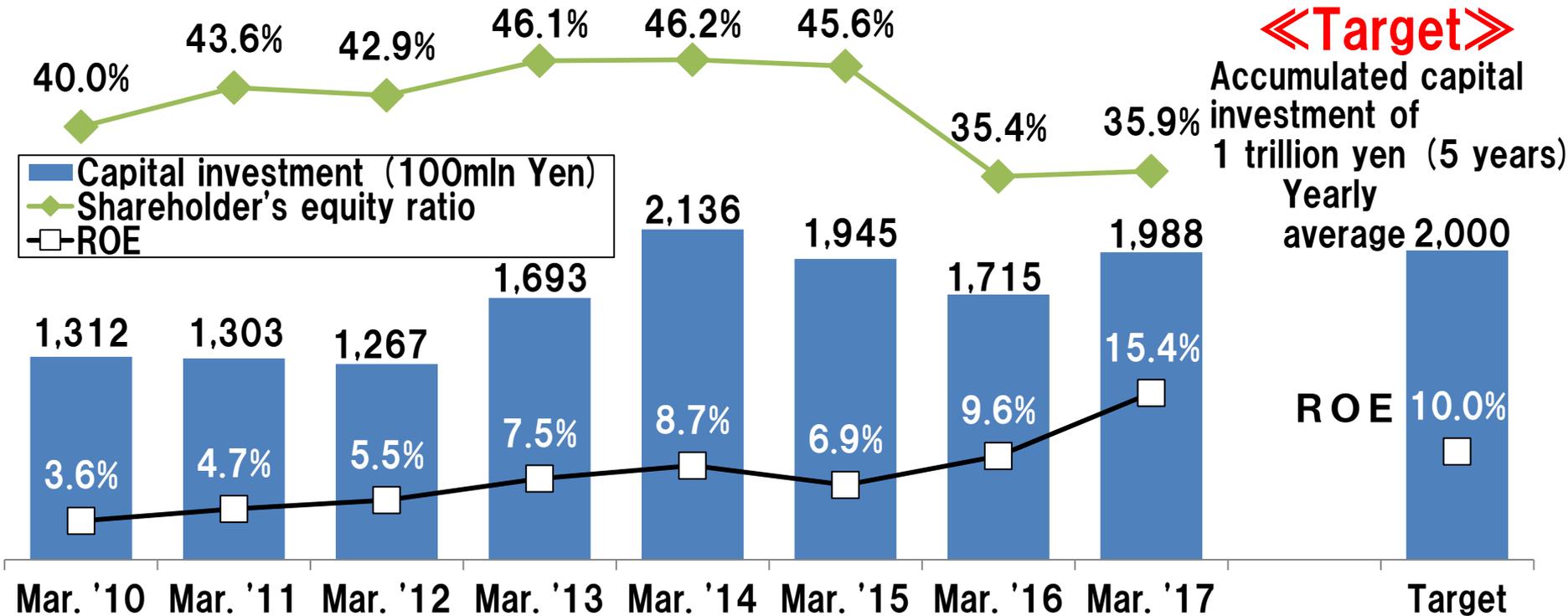
Capital Efficiency and Shareholder Return

- Active investments are planned in the New Mid-Term Management Plan
 - Accumulated capital investment of 1 trillion yen over the 5-year period, research and development expenses of 200 billion yen for FY2019
 - Prioritise investment for growth centred in India
- Shareholder's equity ratio declined to 35% level owing to acquisition of treasury shares in the previous fiscal year

Dividend payout ratio target of 15% or more

Quickly improve

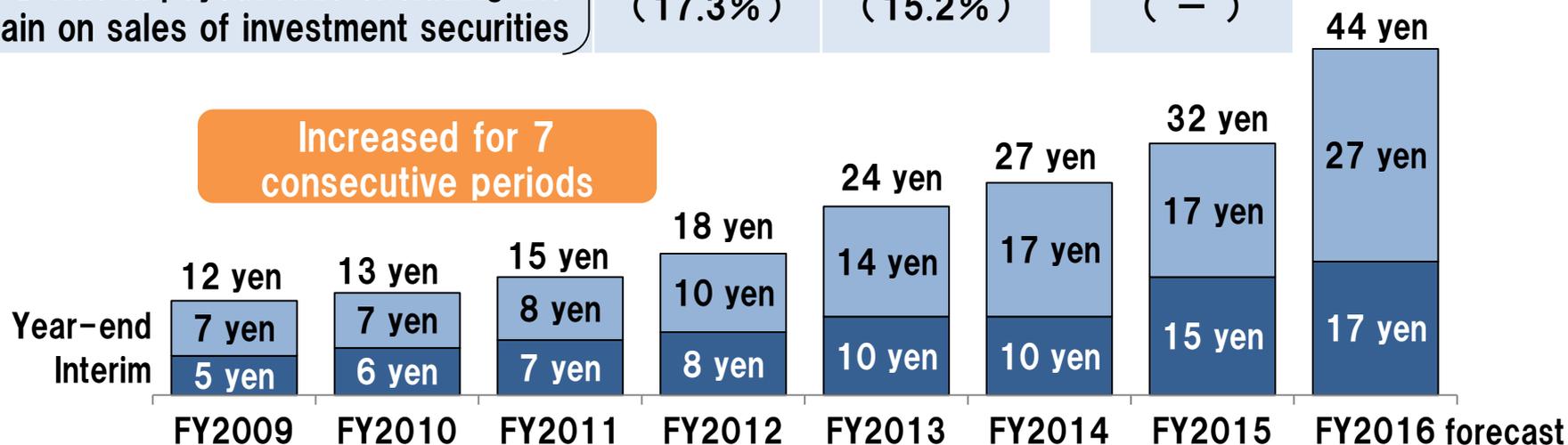
Trends in Capital Investment, Shareholder's equity ratio , and ROE



**FY2016 dividends...Annual 44 yen per share (year-end 27 yen),
+10 yen from the forecasts, +12 yen year-on-year**

- Resolved based on net income excluding the gain on sales of investment securities, as done so in the previous year
- The next year forecast remain unchanged

	FY2015	FY2016	Next Year Forecast
Annual dividends per share	32 yen	44 yen	44 yen
Dividend payout ratio	13.6%	12.1%	13.4%
Dividend payout ratio excluding the gain on sales of investment securities	(17.3%)	(15.2%)	(—)



FY2016 Financial Results

STINGRAY
WAGONR



SUZUKI MOTOR CORPORATION

Caution with respect to Forward-Looking Statements

The forward-looking statements mentioned in this presentation are based on currently available information and assumptions, contain risks and uncertainty and do not constitute guarantees of future achievement.

Please note that the future results may greatly vary by the changes of various factors.

Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates

(mainly U.S. dollar/Yen rate, Euro/Yen rate, Indian Rupee/Yen rate).

[English translation from the original Japanese language document]