

<Reference for FY2020 (The 155th Fiscal Year) > [Consolidated]

13 May 2021
SUZUKI MOTOR CORPORATION
(Billions of yen)

		FY2019			FY2020			
		April 2019- March 2020			April 2020- March 2021			
			Change	Ratio		Change	Ratio	
Net Sales		3,488.4	-383.1	-9.9%	3,178.2	-310.2	-8.9%	
Domestic Sales		1,179.5	-72.9	-5.8%	1,174.0	-5.5	-0.5%	
Suzuki brand		1,085.4	-57.4	-5.0%	1,083.9	-1.5	-0.1%	
OEM sales		94.1	-15.5	-14.1%	90.1	-4.0	-4.3%	
Overseas Sales		2,308.9	-310.2	-11.8%	2,004.2	-304.7	-13.2%	
Operating Profit		215.1	-109.3	-33.7%	194.4	-20.7	-9.6%	
Margin		6.2%			6.1%			
Ordinary Profit		245.4	-134.1	-35.3%	248.3	+2.9	+1.2%	
Margin		7.0%			7.8%			
Profit attributable to owners of parent		134.2	-44.6	-24.9%	146.4	+12.2	+9.1%	
Margin		3.8%			4.6%			
General View		Lower earnings on lower net sales			Lower operating profit on lower sales			
Factors of change in Operating Profit	Factors of Increase	Decrease of various expenses		+28.2	Decrease of various expenses		+73.4	
		Cost reduction		+24.7	Decrease of depreciation		+37.1	
		Decrease of R&D expenses		+10.0	Cost reduction		+19.7	
		Total		+62.9	Decrease of R&D expenses		+1.9	
		Total		+62.9	Total		+132.1	
	Factors of Decrease	Change in sales, model mix		-121.7	Change in sales, model mix		-108.5	
		Effect of ForEX rates		-29.7	Change in price of raw materials		-29.4	
		Increase of depreciation		-15.3	Effect of ForEX rates		-14.9	
		Change in price of raw materials		-5.5	Total		-152.8	
		Total		-172.2	Total		-152.8	
Foreign Exchange Rates and Effect on Operating Profit				Effect			Effect	
USD		109Yen	-2Yen	-1.8	106Yen	-3Yen	-1.8	
EUR		121Yen	-7Yen	-9.4	124Yen	+3Yen	+4.2	
INR		1.55Yen	-0.05Yen	-4.5	1.44Yen	-0.11Yen	-8.8	
100 IDR		0.77Yen	-0.01Yen	-0.3	0.73Yen	-0.04Yen	-0.3	
THB		3.51Yen	+0.08Yen	-0.1	3.42Yen	-0.09Yen	-0.1	
Capital Expenditures		236.4	-32.5		170.9	-65.5		
Depreciation Expenses		164.2	+15.3		136.5	-27.7		
R&D Expenses		148.1	-10.0		146.2	-1.9		
Interest-Bearing Debt balance		404.2	+28.8		770.8	+366.6		
Cash Flows	Operating Activities	171.5	-211.9		415.4	+243.9		
	Investing Activities	-297.0	-46.2		-233.0	+64.0		
	Financing Activities	80.7	+336.8		302.6	+221.9		
	Cash Balance	420.4	-52.7		924.4	+504.0		
Operating results by Segment	Auto	Sales	3,157.4	-375.1	-10.6%	2,876.6	-280.8	-8.9%
		Operating Profit	197.1	-106.7	-35.1%	172.0	-25.1	-12.7%
		Margin	6.2%			6.0%		
	Moto	Sales	242.6	-12.5	-4.9%	206.5	-36.1	-14.9%
		Operating Profit	0.7	-2.9	-80.9%	2.6	+1.9	+271.5%
		Margin	0.3%			1.2%		
	Marine	Sales	74.5	+1.5	+2.1%	83.4	+8.9	+11.9%
		Operating Profit	14.1	-0.4	-3.1%	17.1	+3.0	+21.1%
		Margin	18.9%			20.5%		
	Other	Sales	13.9	+3.0	+28.0%	11.7	-2.2	-16.1%
		Operating Profit	3.2	+0.7	+29.3%	2.7	-0.5	-14.7%
		Margin	22.7%			23.1%		
Operating results by Geographic Region	Japan	Sales	1,986.7	-155.8	-7.3%	1,900.5	-86.2	-4.3%
		Operating Profit	123.2	-27.6	-18.3%	118.4	-4.8	-3.9%
		Margin	6.2%			6.2%		
	Europe	Sales	567.4	-63.4	-10.0%	498.5	-68.9	-12.1%
		Operating Profit	17.7	-5.3	-23.1%	10.8	-6.9	-38.8%
		Margin	3.1%			2.2%		
	Asia	Sales	1,651.4	-235.7	-12.5%	1,395.3	-256.1	-15.5%
		Operating Profit	62.7	-81.5	-56.5%	56.0	-6.7	-10.7%
		Margin	3.8%			4.0%		
	Other	Sales	185.6	+2.5	+1.4%	180.4	-5.2	-2.8%
		Operating Profit	6.5	+0.4	+7.4%	8.6	+2.1	+32.3%
		Margin	3.5%			4.8%		
Number of Consolidated Subsidiaries		127	-3		120	-7		
Number of entities accounted for using equity method		28	±0		31	+3		
Number of Employees		68,499	+778		68,739	+240		

* Auto: Automobile business Moto: Motorcycle business Marine: Marine business

Other: Motorized wheelchairs, Solar power generation, Real estate

<Reference for FY2020 (The 155th Fiscal Year) > [Units (Production & Sales)]

13 May 2021
SUZUKI MOTOR CORPORATION
(Thousand units)

	FY2019 (Apr.2019- Mar. 2020)	FY2020							
		(Apr.-Dec. 2020)	(January - March 2021)			(April 2020 - March 2021)			
			Change	Ratio	Change	Ratio			
<Automobiles>	Mini vehicles	551	400	140	+3	+2.2%	539	-12	-2.2%
	Sub-compact and standard-sized vehicles	115	74	26	-8	-22.8%	101	-14	-12.5%
	Export	184	144	59	+8	+15.3%	204	+19	+10.5%
	OEM	93	62	24	-1	-5.1%	86	-7	-7.5%
	Domestic production (Including CBU) (CBU only)	944	680	250	+2	+0.7%	930	-14	-1.5%
	Europe	160	75	36	-2	-5.1%	110	-49	-30.8%
	India	1,577	938	502	+89	+21.6%	1,440	-137	-8.7%
	Pakistan	84	34	14	-1	-5.3%	48	-36	-43.3%
	Indonesia	140	55	31	-10	-24.9%	86	-54	-38.6%
	Thailand	31	12	6	-0	-6.8%	18	-13	-41.8%
	Other	27	18	1	-5	-88.1%	19	-9	-31.5%
	Asia	1,858	1,057	552	+72	+15.1%	1,610	-249	-13.4%
	Other	2	1	0	-0	-19.0%	1	-1	-47.2%
	Overseas production	2,020	1,133	588	+71	+13.6%	1,721	-299	-14.8%
	Production Total	2,964	1,813	838	+72	+9.4%	2,651	-313	-10.6%
	Mini vehicles	554	371	169	+16	+10.3%	539	-15	-2.7%
	Sub-compact and standard-sized vehicles	118	73	35	+1	+1.7%	108	-10	-8.5%
	Domestic sales	672	443	204	+16	+8.7%	647	-25	-3.7%
	Europe	262	150	55	+8	+17.2%	206	-56	-21.5%
	India	1,436	884	440	+86	+24.4%	1,323	-113	-7.8%
Pakistan	90	46	28	+14	+104.8%	74	-16	-18.1%	
Indonesia	105	47	20	-6	-23.3%	66	-38	-36.5%	
Thailand	25	19	5	-1	-20.6%	24	-1	-2.3%	
Other	87	57	15	-3	-16.1%	72	-15	-17.1%	
Asia	1,742	1,052	508	+90	+21.7%	1,560	-183	-10.5%	
Other	175	111	48	+8	+20.6%	159	-16	-9.3%	
Overseas sales	2,179	1,313	611	+107	+21.2%	1,924	-255	-11.7%	
Sales Total	2,852	1,756	815	+123	+17.8%	2,571	-280	-9.8%	
OEM Sales (Not included in figures above)	118	89	45	+12	+37.7%	134	+16	+13.5%	

<Motorcycles and ATVs>	Domestic	20	13	3	-2	-37.6%	16	-3	-16.8%
	Export	75	34	16	-6	-26.3%	50	-25	-33.1%
	Domestic production (Including ATVs) (ATVs only)	95	47	19	-8	-28.5%	67	-28	-29.7%
	North America	3	2	1	-0	-4.8%	3	-1	-19.4%
	India	798	379	221	+40	+22.3%	600	-199	-24.9%
	China	353	379	114	+46	+69.0%	493	+140	+39.7%
	Philippines	164	78	35	-2	-6.7%	112	-51	-31.4%
	Indonesia	106	47	20	-4	-17.7%	67	-38	-36.2%
	Other	150	68	31	-22	-41.7%	98	-52	-34.6%
	Asia	1,571	951	420	+58	+16.0%	1,371	-200	-12.7%
	Other	60	43	14	-0	-3.3%	57	-3	-5.7%
	Overseas production (Including ATVs) (ATVs only)	1,634	995	435	+57	+15.2%	1,430	-204	-12.5%
	Production Total (Including ATVs) (ATVs only)	1,729	1,042	455	+50	+12.3%	1,497	-232	-13.4%
	Domestic sales	49	39	12	+1	+5.8%	51	+2	+4.5%
	Europe	41	31	8	-1	-12.8%	39	-3	-6.5%
	North America	35	37	9	+2	+21.8%	46	+11	+32.4%
	India	692	377	180	+25	+16.0%	557	-135	-19.5%
	China	302	288	85	+32	+59.0%	374	+72	+23.7%
	Philippines	194	96	40	+1	+2.0%	136	-57	-29.6%
	Indonesia	62	21	6	-4	-41.3%	26	-36	-57.9%
Other	154	95	37	+1	+3.4%	132	-22	-14.6%	
Asia	1,404	877	348	+55	+18.6%	1,225	-179	-12.8%	
Other	180	133	41	-3	-7.0%	174	-6	-3.4%	
Overseas sales	1,661	1,078	406	+52	+14.6%	1,484	-177	-10.7%	
Sales Total (Including ATVs) (ATVs only)	1,709	1,117	418	+52	+14.3%	1,535	-175	-10.2%	
	17	18	4	+1	+30.2%	23	+5	+30.9%	

[Breakdown of Consolidated Net Sales]

(Amount: Billions of yen)

	FY2019		FY2020		Change				
	April 2019- March 2020		April 2020- March 2021		Unit		Amount		
	Unit	Amount	Unit	Amount	Change	Ratio	Change	Ratio	
Automobile business	Japan	742	1,142.1	710	1,139.0	-32	-4.3%	-3.1	-0.3%
	Overseas	2,186	2,015.3	1,960	1,737.6	-226	-10.3%	-277.7	-13.8%
	Europe	241	411.5	198	373.9	-42	-17.6%	-37.6	-9.1%
	North America		1.3		0.9			-0.4	-36.1%
	Asia	1,760	1,391.3	1,596	1,182.6	-165	-9.3%	-208.7	-15.0%
	(Of which India)	(1,461)	(1,058.7)	(1,362)	(915.7)	(-99)	(-6.8%)	(-143.0)	(-13.5%)
	Other	185	211.2	166	180.2	-19	-10.3%	-31.0	-14.7%
Total	2,927	3,157.4	2,670	2,876.6	-258	-8.8%	-280.8	-8.9%	
Motorcycle business	Japan	50	19.9	49	19.7	-0	-0.5%	-0.2	-0.7%
	Overseas	1,360	222.7	1,096	186.8	-264	-19.4%	-35.9	-16.1%
	Europe	39	35.8	33	30.9	-5	-14.2%	-4.9	-13.7%
	North America	33	30.1	26	24.1	-8	-23.8%	-6.0	-20.0%
	Asia	1,121	125.2	854	100.2	-267	-23.8%	-25.0	-20.0%
	Other	167	31.6	183	31.6	+16	+9.5%	-0.0	-0.0%
Total	1,410	242.6	1,145	206.5	-265	-18.8%	-36.1	-14.9%	
Marine business	Japan		3.6		3.6			+0.0	+1.9%
	Overseas		70.9		79.8			+8.9	+12.4%
	Europe		18.0		17.9			-0.1	-0.8%
	North America		35.6		43.1			+7.5	+21.1%
	Asia		7.2		10.4			+3.2	+44.3%
	Other		10.1		8.4			-1.7	-17.1%
	Total		74.5		83.4			+8.9	+11.9%
Other business (Domestic)		13.9		11.7			-2.2	-16.1%	
Total	Japan		1,179.5		1,174.0			-5.5	-0.5%
	Overseas		2,308.9		2,004.2			-304.7	-13.2%
	Europe		465.3		422.7			-42.6	-9.1%
	North America		67.0		68.1			+1.1	+1.5%
	Asia		1,523.7		1,293.2			-230.5	-15.1%
	Other		252.9		220.2			-32.7	-12.9%
	Total		3,488.4		3,178.2			-310.2	-8.9%

(Unit : Thousand)

[Breakdown of Non-Consolidated Net Sales]

(Amount: Billions of yen)

	FY2019		FY2020		Change					
	April 2019- March 2020		April 2020- March 2021		Unit		Amount			
	Unit	Amount	Unit	Amount	Change	Ratio	Change	Ratio		
Automobile	Domestic	Mini Vehicle	643	677.1	621	678.4	-21	-3.3%	+1.3	+0.2%
		Sub-compact and Standard-sized	125	186.4	109	167.1	-16	-12.8%	-19.3	-10.3%
		Total	768	863.5	731	845.5	-37	-4.8%	-18.0	-2.1%
	Export	General trade	182	369.3	206	362.2	+24	+13.2%	-7.1	-1.9%
		Triangle trade		276.3		220.7			-55.6	-20.2%
		Total	182	645.6	206	582.9	+24	+13.2%	-62.7	-9.7%
		(Of which Overseas production parts)		(175.2)		(128.1)			(-47.1)	(-26.9%)
Total	950	1,509.1	937	1,428.4	-13	-1.4%	-80.7	-5.4%		
Motorcycle	Domestic	General trade	48	12.4	50	13.3	+2	+4.4%	+0.9	+7.5%
		Triangle trade	77	52.9	50	35.3	-27	-35.4%	-17.6	-33.3%
		Total	77	70.4	50	55.4	-27	-35.4%	-15.0	-21.3%
	Export	(Of which Overseas production parts)		(7.7)		(6.3)			(-1.4)	(-18.3%)
		General trade	8	3.4	7	2.6	-1	-17.0%	-0.8	-22.5%
		Triangle trade		0.4		0.4			-0.0	-10.0%
		Total	8	3.8	7	3.0	-1	-17.0%	-0.8	-21.1%
(Of which Overseas production parts)		(0.9)		(0.5)			(-0.4)	(-37.7%)		
Total	126	82.8	101	68.7	-25	-20.1%	-14.1	-17.0%		
Marine	Export	Domestic		1.4		1.5			+0.1	+4.7%
		General trade		44.5		44.0			-0.5	-1.2%
		Triangle trade		7.2		6.8			-0.4	-4.8%
	Total		51.7		50.8			-0.9	-1.7%	
Total		53.1		52.3			-0.8	-1.6%		
Other business (Domestic)		4.0		3.9			-0.1	-2.3%		
Spare parts and others	Domestic		104.3		116.4			+12.1	+11.6%	
	Export (General trade)		39.5		37.4			-2.1	-5.1%	
	Total		143.8		153.8			+10.0	+7.0%	
Total	Export	Domestic		985.6		980.6			-5.0	-0.5%
		General trade		506.2		478.9			-27.3	-5.4%
		Triangle trade		301.0		247.6			-53.4	-17.8%
		Total		807.2		726.5			-80.7	-10.0%
	Total		1,792.8		1,707.1			-85.7	-4.8%	

<Reference for FY2020 (The 155th Fiscal Year)> [Non-Consolidated]

13 May 2021
SUZUKI MOTOR CORPORATION
(Billions of yen)

		FY2019			FY2020				
		April 2019- March 2020			April 2020- March 2021				
			Change	Ratio		Change	Ratio		
Net Sales		1,792.8	-147.4	-7.6%	1,707.1	-85.7	-4.8%		
Domestic Sales		985.6	-64.6	-6.2%	980.6	-5.0	-0.5%		
Overseas Sales		807.2	-82.8	-9.3%	726.5	-80.7	-10.0%		
General trade		506.2	-68.8	-12.0%	478.9	-27.3	-5.4%		
Triangle trade		301.0	-14.0	-4.4%	247.6	-53.4	-17.8%		
Operating Profit		72.7	-24.0	-24.9%	65.1	-7.6	-10.5%		
Margin		4.1%			3.8%				
Ordinary Profit		97.0	-20.2	-17.2%	88.3	-8.7	-9.0%		
Margin		5.4%			5.2%				
Profit		78.1	+35.7	+84.2%	80.4	+2.3	+3.0%		
Margin		4.4%			4.7%				
General View		Lower operating profit on lower sales (*Higher profit owing to extraordinary losses in FY2018 for recall campaign)			Lower operating profit on lower sales (*Higher profit owing to gain on sale of investment securities)				
Factors of change in Operating Profit	Factors of Increase		Decrease of various expenses	+29.2	Decrease of various expenses	+30.0			
			Decrease of R&D expenses	+7.9	Decrease of depreciation	+13.3			
			Cost reduction	+3.1	Cost reduction	+2.3			
					Decrease of R&D expenses	+0.4			
			Total	+40.2	Total	+46.0			
	Factors of Decrease		Change in sales, model mix	-34.2	Change in sales, model mix	-42.5			
			Effect of ForEX rates	-19.6	Effect of ForEX rates	-6.4			
			Change in price of raw materials	-7.6	Change in price of raw materials	-4.7			
			Increase of depreciation	-2.8					
			Total	-64.2	Total	-53.6			
Foreign Exchange Rates and Effect on Operating Profit		USD	109 Yen	-2 Yen	-1.6	106 Yen	-3 Yen	-1.7	
		EUR	121 Yen	-7 Yen	-8.4	124 Yen	+3 Yen	+3.9	
Capital Expenditures		63.0	+4.6		56.0	-7.0			
Depreciation Expenses		48.3	+2.8		35.0	-13.3			
R&D Expenses		134.2	-7.9		133.8	-0.4			
Interest-Bearing Debt balance		201.2	+17.2		579.1	+377.9			
Cash Dividends per Share		Interim		37 Yen	±0 Yen	37 Yen	±0 Yen		
		Year-end		Ordinary	37 Yen	±0 Yen	(Plan) 53 Yen	+16 Yen	
				Commemorative	11 Yen	+11 Yen		-11 Yen	
				Total	48 Yen	+11 Yen	(Plan) 53 Yen	+5 Yen	
		Annual		85 Yen	+11 Yen	(Plan) 90 Yen	+5 Yen		

*1. [Consolidated], [Units (Production & Sales)], [Breakdown of Consolidated Net Sales], [Breakdown of Non-Consolidated Net Sales], [Non-Consolidated]

- "Change" and "Ratio" are the amounts compared to the same period of previous fiscal year.

*2. [Units (Production & Sales)]

- Domestic production: CBU + CKD. Overseas production: Units completed at overseas factories(excluding CKD from Japan).

- "Sales" means retail sales of SUZUKI brand vehicles (some are wholesales), including license-built vehicles in part.

- OEM Sales means sales of OEM in Japan and India.

- FY2020 is included preliminary figures.

*3. [Breakdown of Consolidated Net Sales]

- Units are wholesales based on consolidated net sales.

- Classification is based on the location of external customers.

North America...United States and Canada, Automobile in North America...Sales of parts and accessories, etc.

*4. [Consolidated], [Units (Production & Sales)]

- The forecasts are based on currently available information and assumptions, contain risks and uncertainty, which 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 rate (mainly US dollar/Yen rate, Euro/Yen rate and Indian Rupee/Yen rate).