

Notice of Convocation
of
the 152nd Ordinary General Meeting of Shareholders

(English translation of the rest of the cover is omitted)

To Our Shareholders

Thank you very much for your continued support.

Regarding consolidated results for the fiscal year, net sales, operating income, ordinary income and net income attributable to shareholders of the parent all reached record highs, owing to factors such as an increase in sales of automobiles in India, Europe and Japan.

Regarding the year-end dividends for the fiscal year, the Company proposes ¥44.00 per share at the 152nd Ordinary General Meeting of Shareholders. As a result, the annual dividends will be ¥74.00 per share, including the interim dividends of ¥30.00.

The automobile industry is undergoing a period of great transformation occurring perhaps once in a hundred years, and the Company is perpetually taking a long-term view, working to create products and offer services with value.

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

Toshihiro Suzuki, Representative Director and President

May 2018

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(Securities Code Number: 7269)

31 May 2018

To each Shareholder:

Suzuki Motor Corporation

300, Takatsuka-cho, Minami-ku, Hamamatsu-City,
Shizuoka-ken

Toshihiro Suzuki

Representative Director and President

Notice of Convocation of the 152nd Ordinary General Meeting of Shareholders

We appreciate very much your support always given to us.

Now, we would hereby like to inform you that the 152nd Ordinary General Meeting of Shareholders will be held as follows, and we would be grateful if you could attend the meeting.

If you are unable to attend the meeting in person, you are entitled to exercise your voting right by either of the following methods. We cordially request that you exercise your voting right by 5:00 p.m. of Wednesday, 27 June 2018 after studying the reference documents for the General Meeting of Shareholders below.

Regards,

[Exercise of voting right by mail]

Please indicate your approval or disapproval of the agenda in the enclosed voting right exercise form and return it so that it will be delivered to us within the exercise period mentioned above.

[Exercise of voting right by the Internet]

Please check “Exercising voting rights by the Internet” in P4 and “Guidance for exercising voting rights by the Internet” in P5 to P6, and enter approval or disapproval of the agenda.

Particulars

- 1. Date and Time:** 10:00 a.m., Thursday, 28 June 2018 (Registration: from 9:00 a.m.)
- 2. Place:** 1-3-1 Higashiiba, Naka-ku, Hamamatsu-City, Shizuoka-ken
Banquet Hall Otori, Grand Hotel Hamamatsu
(Please refer to the “Map of the venue of the General Meeting of the Shareholders” at the end.)

3. Matters of purpose

- Items to be reported:**
1. Report on Business Report, Consolidated Financial Statements, Results of the auditing of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 152nd fiscal year (from 1 April 2017 to 31 March 2018)
 2. Report on the Financial Statements for the 152nd fiscal year (from 1 April 2017 to 31 March 2018)

Items to be resolved:

- Agenda Item 1:** Disposal of surplus
- Agenda Item 2:** Partial Changes to the Articles of Incorporation
- Agenda Item 3:** Election of Eight (8) Directors

4. Decisions upon convocation

- (1) No indication of approval or disapproval of each agenda item in the voting right exercise form shall be regarded as having indicated approval.
- (2) The last one shall be regarded as the effective exercise of the voting right if the voting right is exercised for multiple times by the Internet.
- (3) The exercise of voting rights by the Internet shall be regarded as the effective exercise of the voting right if the voting right is exercised by both of the Internet and the voting right exercise form.

5. Other Matters for this Notice of Convocation

We have uploaded Notes to Consolidated Financial Statements and Notes to Non-Consolidated Financial Statements among the documents which are to be provided upon this Notice of Convocation, on our website (<http://www.suzuki.co.jp/ir/>) in accordance with the laws and regulations and Article 16 of the Articles of Incorporation, therefore they are not attached to this Notice of Convocation.

Therefore, “Consolidated Financial Statements” and “Non-Consolidated Financial Statements” included in the attached documents constitute only certain part of the entire consolidated financial statements and non-consolidated financial statements which have been audited by Audit & Supervisory Board Members and Accounting Auditors for preparing their respective Audit Reports.

- End -

Revisions of the reference documents for the General Meeting of Shareholders and/or the attached documents, if any, shall be immediately disclosed on our website on the Internet (<http://www.suzuki.co.jp/ir/>) in the revised form.

(For this English translation, the picture is omitted.)

Guidance for exercising voting rights

[For those who will attend the meeting]

Please submit the enclosed voting right exercise form to the reception when you attend the meeting. Please also submit the letter of attorney to the reception if the proxy attends the meeting. Further, the proxy shall be limited to another shareholder who has the voting right of the Company. (Proxies and escorts who are not shareholder may not attend the meeting.)

Date and Time: 10:00 a.m., Thursday, 28 June 2018

Place: Banquet Hall Otori, Grand Hotel Hamamatsu

[For those who will not attend the meeting]

< Exercising voting rights by mail >

Please express your approval or disapproval of the agenda in the enclosed voting right exercise form, and send the same by the deadline indicated below:

Deadline: 5:00 p.m., Wednesday, 27 June 2018

<Exercising voting rights by the Internet> (Please check the next page for details.)

Please access our voting right exercise website, and enter your approval or disapproval of the agenda by the deadline indicated below following instructions on the screen.

To exercise your voting right from a smartphone or tablet, please use Smart Vote.

Details on the next page.

Deadline: 5:00 p.m., Wednesday, 27 June 2018

(For this English translation, the picture is omitted.)

Guidance for exercising voting rights by the Internet

You can exercise voting rights by the Internet only by using our voting right exercise website below.

Deadline: 5:00 p.m., Wednesday, 27 June 2018

Voting Right Exercise Website: <http://www.web54.net>

You can use your smart phones, etc. if it equips QR code reader to read out the “QR code” shown next, and access the Voting Right Exercise Website. Please check the instruction manual of your smart phones, etc. for details of operation procedure. (“QR code” is the registered trademark of Denso Wave Incorporated.)

(For this English translation, the QR code is omitted.)

Smart Vote

Convocation Online offers easy access to Smart Vote by adding a camera button. You can scan the QR code with the button. (Convocation Online can be accessed by reading the QR code printed in the cover page.)

The website can be accessed by reading out the Voting Right Exercise Website login QR code for smartphones specified in the enclosed voting right exercise form without having to enter the voting right exercise code or the password.

*Voting right can be exercised using the above method only once.

(For this English translation, the picture is omitted.)

For detailed information, please see the enclosed leaflet

- You will need the voting right exercise code and the password specified in the right hand section of the voting right exercise form in exercising the voting rights by the Internet. The notified password for this occasion will be effective only for this General Meeting of Shareholders.
- We would like to request that you exercise your voting rights by the Internet by 5:00 p.m. of Wednesday, 27 June 2018 after studying the reference documents for the General Meeting of Shareholders.
- We will regard the last one as the effective exercise of the voting rights if the voting rights are exercised for multiple times by the Internet.
- We will regard the exercise of the voting rights by the Internet as the effective exercise of the voting rights if the voting rights are exercised by both of the Internet and the voting right exercise form.
- Please note that any expenses for accessing the voting right exercise website (internet access fee, telephone fee, packet fee, etc.) shall be borne by you.

(For this English translation, the picture is omitted.)

Inquiries for exercising the voting rights by the Internet

(1) Inquiries regarding operation of computers, smartphones, etc. to exercise voting rights by the Internet

Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Business Website Support exclusive number: 0120

(652) 031 (9:00–21:00)

(2) Other inquiries

Shareholders with an account with a securities company

Please inquire with your securities company.

Shareholders with no account with a securities company (shareholders with special accounts)

Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank, Limited

0120 (782) 031 (9:00–17:00; closed Saturdays, Sundays, and non-business days)

Institutional investors:

If you are a nominal owner (including a standing proxy) such as a management trust bank and you previously applied for the use of the voting right electronic exercise platform, you may use the said platform as a method to exercise your voting rights by electromagnetic method for the General Meeting of Shareholders of the Company.

REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS

MATTERS TO BE RESOLVED AND REFERENCE MATTERS

Agenda Item 1: Disposal of surplus

Under the Mid-Term Management Plan SUZUKI NEXT 100 (from FY2015 to FY2019), the Company prioritises investment for growth, and set the dividend payout ratio target to 15% or more.

The Company was able to achieve the FY2019 net sales target of ¥3,700 billion and operating income margin target of 7% in the fiscal year, which is ahead of schedule. On the other hand, improvement of shareholders' equity ratio remains an important issue.

Taking the above into consideration, the Company would like to apply the dividend payout ratio target of 15% to the annual dividends, which will be ¥74.00 per share, up by ¥30.00 per share from the previous fiscal year, and to the year-end dividends, which will be ¥44.00 per share.

The annual dividends of ¥74.00 per share will be the eighth consecutive increase in annual dividends.

1. Matters for year-end dividend

(1) Matters for distribution of dividend assets to shareholders and their total amount

¥44 per ordinary share of the Company

Total amount ¥19,439,285,052

(2) Effective date of distribution of surplus

29 June 2018

2. Matters for other disposals of the surplus

(1) Item and amount of the decreased surplus

Retained earnings brought forward ¥64,000,000,000

(2) Items and amount of the increased surplus

General Reserve ¥64,000,000,000

(For this English translation, the chart is omitted.)

Agenda Item 2: Partial Changes to the Articles of Incorporation

① Reasons for the change

(1) As one of the actions to enhance corporate governance in the Company and also to ensure transparency of the corporate management, the Board of Directors resolved to terminate the position of Corporate Advisors and Executive Counselors. In this respect, Article 27 in the Articles of Incorporation shall be deleted.

(2) Article 23 item 1 stipulates Senior Managing Director and Managing Director that no longer exist at the moment. Amendment shall be proposed to delete the positions, review contents to match the current management structure as well as forward the paragraph 2 before paragraph 1, as it is a mandatory item in the Companies Act. Proposal also includes deletion of Article 33 paragraph 2 stipulating Standing Audit & Supervisory Board Member that does not exist anymore.

(3) In the course of transition to a team management, and in order to restructure the management organization, the Board of Directors resolved not to place Chief Executive Officer and Chief Operating Officer. In this regard, Article 23 paragraph 3 shall be deleted. In order to align with the above change, convene of General Meeting of Shareholders as well as chairman of General Meeting of Shareholder in Articles 15 and 17 shall be amended accordingly.

② Details of the change

The details of the change are as given below.

(Underlined passages indicate changes.)

Current Articles of Incorporation	Proposed Changes
<p>Chapter III. General Meeting of Shareholders</p> <p>(Person to Convene General Meetings)</p> <p>Article 15 Unless otherwise provided for in laws or ordinances, the <u>Chief Executive Officer</u> shall convene a general meeting of shareholders in accordance with a resolution of the Board of Directors; provided, however, if the office of the <u>Chief Executive Officer</u> is vacant or if the <u>Chief Executive Officer</u> is unable to act, the other Directors shall act in his or her place in the order previously determined by a resolution of the Board of Directors.</p> <p>Article 16 [Text omitted]</p>	<p>Chapter III. General Meeting of Shareholders</p> <p>(Person to Convene General Meetings)</p> <p>Article 15 Unless otherwise provided for in laws or ordinances, the <u>President-Director</u> shall convene a general meeting of shareholders in accordance with a resolution of the Board of Directors; provided, however, if the office of the <u>President-Director</u> is vacant or if the <u>President-Director</u> is unable to act, the other Directors shall act in his or her place in the order previously determined by a resolution of the Board of Directors.</p> <p>Article 16[As current]</p>

Current Articles of Incorporation	Proposed Changes
<p>(Chairman of General Meetings)</p> <p>Article 17 The <u>Chief Executive Officer</u> shall act as chairman of general meetings of shareholders; provided, however, if the office of the <u>Chief Executive Officer</u> is vacant or if the Chief Executive Officer is unable to act, the other Directors shall act in his or her place in the order previously determined by a resolution of the Board of Directors.</p>	<p>(Chairman of General Meetings)</p> <p>Article 17 The <u>President-Director</u> shall act as chairman of general meetings of shareholders; provided, however, if the office of the <u>President-Director</u> is vacant or if the President-Director is unable to act, the other Directors shall act in his or her place in the order previously determined by a resolution of the Board of Directors.</p>
<p>Article 18 to Article 19 [Text omitted]</p>	<p>Article 18 to Article 19 [As current]</p>
<p>Chapter IV Directors and Board of Directors</p>	<p>Chapter IV Directors and Board of Directors</p>
<p>Article 20 to Article 22 [Text omitted]</p>	<p>Article 20 to Article 22 [As current]</p>
<p><u>(Directors with Specific Titles, Representative Directors, Chief Executive Officer and Chief Operating Officer)</u></p>	<p><u>(Representative Directors and Directors with Specific Titles)</u></p>
<p>Article 23</p> <p>1. The Board of Directors may, by its resolution, appoint one (1) Chairman of the Board of Directors, one (1) Vice Chairman of the Board of Directors, one (1) President-Director and several Vice-President-Directors, <u>Senior Managing Directors and Managing Directors.</u></p> <p>2. The Board of Directors shall, by its resolution, elect several Representative Directors.</p>	<p>Article 23</p> <p>1. The Board of Directors shall, by its resolution, elect several Representative Directors.</p> <p>2. The Board of Directors may, by its resolution, appoint one (1) Chairman of the Board of Directors, one (1) Vice Chairman of the Board of Directors, one (1) President-Director and several Vice-President-Directors <u>and other Directors with Specific Titles whom the Board of Directors deems necessary.</u></p> <p>[Change of the order of paragraph 1 and paragraph 2]</p>

Current Articles of Incorporation	Proposed Changes
<p>3. <u>The Board of Directors shall, by its resolution, appoint one (1) Chief Executive Officer and one (1) Chief Operating Officer from among the Representative Directors.</u></p>	<p>[Deleted]</p>
<p>Article 24 to Article 26 [Text omitted]</p>	<p>Article 24 to Article 26 [As current]</p>
<p><u>(Corporate Advisor and Executive Counselor)</u></p>	<p>[Deleted]</p>
<p>Article 27 <u>By a resolution of the Board of Directors, Corporate Advisors and Executive Counselors may be appointed.</u></p>	<p>[Deleted]</p>
<p>Article 28 to Article 29 [Text omitted]</p>	<p>Article 27 to Article 28 [Articles renumbered; Text is as current]</p>
<p>Chapter V Audit & Supervisory Board Members and Audit & Supervisory Board</p>	<p>Chapter V Audit & Supervisory Board Members and Audit & Supervisory Board</p>
<p>Article 30 to Article 32 [Text omitted]</p>	<p>Article 29 to Article 31 [Articles renumbered; Text is as current]</p>
<p><u>(Full-time Audit & Supervisory Board Members and Standing Audit & Supervisory Board Members)</u></p>	<p>(Full-time Audit & Supervisory Board Members)</p>
<p>Article 33.</p>	<p>Article 32.</p>
<p>1. [Text omitted]</p>	<p>1. [Article renumbered; Text is as current]</p>
<p>2. <u>The Audit & Supervisory Board may, by its resolution, appoint a Standing Audit & Supervisory Board Member or Members.</u></p>	<p>[Deleted]</p>
<p>Article 34 to Article 42 [Text omitted]</p>	<p>Article 33 to Article 41 [Articles renumbered; Text is as current]</p>

Agenda Item 3: Election of Eight (8) Directors

The term of office of each of the eight (8) current Directors are due to expire at the close of this General Meeting of Shareholders. It is proposed that eight (8) Directors be elected at the meeting.

The names and particulars of the candidates for the positions of Director are provided below.

Candidate Number		Name	Current positions and areas in charge	Attendance at the Board
1	Reappointment	Osamu Suzuki	Representative Director & Chairman (Chairman of the Board)	19 times / 19 times (100%)
2	Reappointment	Yasuhito Harayama	Representative Director & Vice Chairman Supporting Chairman	19 times / 19 times (100%)
3	Reappointment	Toshihiro Suzuki	Representative Director & President (CEO&COO)	19 times / 19 times (100%)
4	Reappointment	Osamu Honda	Director & Senior Technical Executive	15 times / 15 times (after the appointment as Director on 29 June, 2017) (100%)
5	Reappointment	Masahiko Nagao	Director & Managing Officer Executive General Manager of Corporate Planning Office	19 times / 19 times (100%)
6	Reappointment	Hiroaki Matsuura	Director & Managing Officer Executive General Manager of Manufacturing	19 times / 19 times (100%)
7	Reappointment Outside Director Independent Director/Audit & Supervisory Board Member	Masakazu Iguchi	Director	19 times / 19 times (100%)
8	Reappointment Outside Director Independent Director/Audit & Supervisory Board Member	Sakutaro Tanino	Director	19 times / 19 times (100%)

Candidate No.1 Osamu Suzuki (Date of birth: 30 January 1930) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 566,800	<p>Apr. 1958 Joined the Company</p> <p>Nov. 1963 Director</p> <p>Dec. 1967 Managing Director</p> <p>Nov. 1973 Senior Managing Director</p> <p>Jun. 1977 Representative Director & Senior Managing Director</p> <p>Jun, 1978 Representative Director & President</p> <p>Jun. 2000 Representative Director & Chairman (CEO, Chairman of the Board)</p> <p>Dec. 2008 Representative Director & Chairman & President (CEO&COO, Chairman of the Board)</p> <p>Jun. 2015 Representative Director & Chairman (CEO, Chairman of the Board)</p> <p>Jun. 2016 Representative Director & Chairman (Chairman of the Board) (To the present)</p>
<Attendance at the Board> 19 times / 19 times (100%)	<p>Important concurrent office(s)</p> <p>Chairman of Suzuki Foundation</p> <p>Special interest between the candidate and the Company</p> <p>The Company pays fundamental property to Suzuki Foundation, for which Mr. Osamu Suzuki is appointed as Chairman.</p> <p>Reason to elect him as a candidate of Director</p> <p>Mr. Osamu Suzuki has been leading management of the Company for many years and has shown excellent management talent in establishment of mini vehicle segment business in the domestic market and promotion of global expansion of business (especially in India), etc., which are initiatives that founded the present status of the Company.</p> <p>The Company elected him as a candidate of Director again this time, because his ample management experience and knowledge are indispensable for the continuous growth of the Group in this period of great transformation for the automobile industry.</p>

Candidate No.2 Yasuhito Harayama (Date of birth: 22 June 1956) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 15,500	<p>Apr. 1979 Joined Ministry of International Trade and Industry (currently known as Ministry of Economy, Trade and Industry)</p> <p>Jul. 2009 Joined the Company Managing Officer</p> <p>Feb. 2010 Managing Officer & Executive General Manager of Global Alliance</p> <p>Jun. 2010 Director & Senior Managing Officer</p> <p>Apr. 2011 Director & Senior Managing Officer, Corporate Planning Committee Member, and Executive General Manager of Business Development</p> <p>Jun. 2011 Representative Director & Executive Vice President</p> <p>Oct. 2013 Representative Director & Executive Vice President, Supporting CEO and in charge of Business Development of the Company</p> <p>Jun. 2015 Representative Director & Vice Chairman, and Supporting Chairman (To the present)</p>
<Attendance at the Board> 19 times / 19 times (100%)	
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	<p>Reason to elect him as a candidate of Director:</p> <p>Having ample experience and knowledge as administrative official of Ministry of Economy, Trade and Industry, Mr. Yasuhito Harayama has been tackling various operational tasks of the Company since he joined the Company from a unique viewpoint as a Director who was not originally an employee of the Company. He has also been taking a lead in the Company since June 2011 as Representative Director and Executive Vice President, and since June 2015 as Representative Director and Vice Chairman.</p> <p>The Company elected him as a candidate of Director again this time, because his wide viewpoint is indispensable for the continuous growth of the Group in this period of great transformation for the automobile industry.</p>

Candidate No.3 Toshihiro Suzuki (Date of birth: 1 March 1959) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 68,300	<p>Jan. 1994 Joined the Company</p> <p>Apr. 2003 Executive General Manager of Product Planning Operations</p> <p>Jun. 2003 Director</p> <p>Jun. 2006 Director & Senior Managing Officer</p> <p>Apr. 2011 Director & Senior Managing Officer, Corporate Planning Committee Member and Executive General Manager of Corporate Planning Office</p> <p>Jun. 2011 Representative Director & Executive Vice President</p> <p>Oct. 2013 Representative Director & Executive Vice President, Supporting CEO, and in charge of Global Marketing</p> <p>Jun. 2015 Representative Director & President (COO)</p> <p>Jun. 2016 Representative Director & President (CEO&COO) (To the present)</p>
<Attendance at the Board> 19 times / 19 times (100%)	Important concurrent office(s)
	Chairman of Suzuki Education and Culture Foundation
	Special interest between the candidate and the Company
	The Company pays fundamental property to Suzuki Education and Culture Foundation, for which Mr. Toshihiro Suzuki is appointed as Chairman.
	<p>Reason to elect him as a candidate of Director:</p> <p>Having business experience in vast fields such as production, product planning, corporate planning and global marketing, Mr. Toshihiro Suzuki has been taking a lead in the Company as Representative Director & Executive Vice President since June 2011 and as Representative Director & President since June 2015.</p> <p>The Company elected him as a candidate of Director again this time, because his wide viewpoint and knowledge are indispensable as a leader in the team management being implemented by the Company for the continuous growth of the Group in this period of great transformation for the automobile industry.</p>

Candidate No.4 Osamu Honda (Date of birth: 6 October 1949) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 42,100	Apr. 1973 Joined the Company Jan. 2006 In charge of Powertrain Jun. 2006 Managing Officer May 2007 Senior Managing Officer Jun. 2009 Director & Senior Managing Officer
<Attendance at the Board> 15 times / 15 times (after the appointment as Director on 29 June, 2017) (100%)	Apr. 2011 Director & Senior Managing Officer, Corporate Planning Committee Member, and Executive General Manager of Automobile Engineering Jun. 2011 Representative Director & Executive Vice President Oct. 2013 Representative Director & Executive Vice President, Supporting CEO and in charge of Automobile Engineering, Development & Quality Jun. 2015 Representative Director & Executive Vice President, and in charge of Engineering Jun. 2016 Senior Technical Executive Jun. 2017 Director & Senior Technical Executive (To the present)
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	<p>Reason to elect him as a candidate of Director:</p> <p>Having ample business experience in the field of automobile engineering, Mr. Osamu Honda had been taking a lead in the Company as Representative Director and Executive Vice President since June 2011. When the improper activities in regards to fuel consumption and gas emission testing of the Company's automobiles were discovered in May 2016, he also took command and gave maximum effort to measures to prevent recurrence.</p> <p>The Company elected him as a candidate of Director again this time, because his ample experience and knowledge are indispensable in handling technical issues and other vital decisions to be made for the continuous growth of the Group in this period of transformation for the automobile industry.</p>

Candidate No.5 Masahiko Nagao (Date of birth: 4 January 1958) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 4,400	Apr. 1981 Joined Ministry of International Trade and Industry (currently known as Ministry of Economy, Trade and Industry)
<Attendance at the Board>	Sep. 2012 Joined the Company
19 times / 19 times (100%)	Apr. 2013 Managing Officer, and Executive General Manager of Corporate Planning Operations, Corporate Planning Office
	Oct. 2013 Managing Officer, and Executive General Manager of Corporate Planning Office
	Jun. 2015 Director & Managing Officer, and Executive General Manager of Corporate Planning Office (To the present)
	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	<p>Reason to elect him as a candidate of Director:</p> <p>Having ample administrative experience and knowledge from his career as official of Ministry of Economy, Trade and Industry, Mr. Masahiko Nagao has been engaged in improving the function of corporate planning of the Company since entering the Company, since April 2013 as Managing Officer, and since June 2015 as Director & Managing Officer.</p> <p>The Company elected him as a candidate of Director again this time, because his ample experience and knowledge are indispensable for maintaining our management base and for establishing new business strategies for the continuous growth of the Group in this period of great transformation for the automobile industry.</p>

Candidate No.6 Hiroaki Matsuura (Date of birth: 7 March 1960) [Reappointment]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 5,700	<p>Apr. 1982 Joined the Company</p> <p>Aug. 2008 In charge of Production Engineering, Production</p> <p>Apr. 2009 Managing Officer and Deputy Executive General Manager of Production</p> <p>May. 2014 Managing Officer, Executive General Manager of Production Engineering</p> <p>Jun. 2016 Director & Managing Officer, and Executive General Manager of Production Engineering</p> <p>Oct, 2017 Director & Managing Officer, and Executive General Manager of Manufacturing * (To the present) *Production Engineering and Manufacturing are integrated.</p>
<Attendance at the Board> 19 times / 19 times (100%)	Important concurrent office(s)
	None
	Special interest between the candidate and the Company
	None
	<p>Reason to elect him as a candidate of Director:</p> <p>Having ample business experience and knowledge in the field of production engineering, Mr. Hiroaki Matsuura has been engaged in strengthening the base of manufacturing as a whole, including related departments, since April 2009 as Managing Officer and since June 2016 as Director & Managing Officer.</p> <p>The Company elected him as a candidate of Director again this time, because there is a need to keep strengthening the base of manufacturing with a long-term outlook, including production response to new automobile technologies, for the continuous growth of the Group in this period of great transformation for the automobile industry. For this, his ample experience and knowledge are indispensable.</p>

Candidate No.7 Masakazu Iguchi (Date of birth: 22 November 1934) [Reappointment][Outside Director][Independent Director/Audit & Supervisory Board Member]	
<Portrait omitted>	Resume, current positions and areas in charge in the Company
Number of shares of the Company held: 2,000	<p>Feb. 1973 Professor of Faculty of Engineering, the University of Tokyo</p> <p>Apr. 1995 Professor emeritus of Faculty of Engineering, the University of Tokyo</p> <p>Jun. 1995 Executive Vice President & Head of Japan Automobile Research Institute</p> <p>May. 2003 Counselor of Japan Automobile Research Institute (To the present)</p> <p>Jun. 2012 Outside Director of the Company (To the present)</p>
<Attendance at the Board>	Important concurrent office(s)
19 times / 19 times (100%)	None
	Special interest between the candidate and the Company
	None
	<p>Matters concerning a candidate of Outside Director:</p> <p>Mr. Masakazu Iguchi is a candidate of Outside Director.</p> <p>In addition, the Company deems that he satisfies “The Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members” in P22, which was established by the Company. He has been filed as the independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc. and will, when elected according to this agenda, continue to be independent director/audit & supervisory board member.</p> <p>His term in office as Outside Director of the Company will be 6 years as of the close of this General Meeting of Shareholders.</p>
	<p>Reason to elect him as a candidate of Outside Director:</p> <p>Since his appointment as Outside Director, Mr. Masakazu Iguchi has been supervising the management of the Company from a neutral position and giving beneficial advice related to the management of the Company in the manufacturing industry, based on his ample academic expertise as doctor of engineering.</p> <p>Furthermore, with the aim such as increasing transparency and objectivity in selection of Director and decision-making for Director remuneration, he has served as a member of the “Advisory Committee on Personnel and Remuneration, etc.”, which was established as an advisory committee to the Board of Directors.</p> <p>In the 2017 fiscal year, he was extremely active in many ways including offering opinion and advice on management issues and changes in thinking with a long-term outlook; attending monthly status report meetings, planning meetings for new products, and meetings for formulating the business plan in addition to meetings of the Board of Directors; and interviewing and exchanging opinions with employees of various rank.</p> <p>The Company elected him as a candidate of Outside Director again this time, because he is able to perform the duties as Outside Director properly taking into account the above.</p>
	<p>Outline of Contract for Limitation of Liability with the candidate of Outside Directors:</p> <p>The Company concluded with Mr. Masakazu Iguchi the contract for limitation of liability which specifies his liability under Paragraph 1, Article 423 of the Companies Act as the</p>

	minimum amount of the limit for liability provided by the Act, according to the provision of Paragraph 1, Article 427 of the Act. If Mr. Masakazu Iguchi is elected as Outside Director subject to the approval in this agenda, the Company will continue with him the contract.
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Candidate No.8 Sakutaro Tanino (Date of birth: 6 June 1936) [Reappointment][Outside Director][Independent Director/Audit & Supervisory Board Member]															
<Portrait omitted>	Resume, current positions and areas in charge in the Company														
Number of shares of the Company held: 0	<table border="0"> <tr> <td>Apr. 1960</td> <td>Joined Ministry of Foreign Affairs</td> </tr> <tr> <td>Sep. 1995</td> <td>Ambassador of Japan to India</td> </tr> <tr> <td>Apr. 1998</td> <td>Ambassador of Japan to China</td> </tr> <tr> <td>Apr. 2001</td> <td>Exited from the Ministry</td> </tr> <tr> <td>Jun. 2002</td> <td>Vice Chairman of Japan-China Friendship Center</td> </tr> <tr> <td>Jun. 2012</td> <td>Counselor of Japan-China Friendship Center (To the present)</td> </tr> <tr> <td></td> <td>Outside Director of the Company (To the present)</td> </tr> </table>	Apr. 1960	Joined Ministry of Foreign Affairs	Sep. 1995	Ambassador of Japan to India	Apr. 1998	Ambassador of Japan to China	Apr. 2001	Exited from the Ministry	Jun. 2002	Vice Chairman of Japan-China Friendship Center	Jun. 2012	Counselor of Japan-China Friendship Center (To the present)		Outside Director of the Company (To the present)
Apr. 1960	Joined Ministry of Foreign Affairs														
Sep. 1995	Ambassador of Japan to India														
Apr. 1998	Ambassador of Japan to China														
Apr. 2001	Exited from the Ministry														
Jun. 2002	Vice Chairman of Japan-China Friendship Center														
Jun. 2012	Counselor of Japan-China Friendship Center (To the present)														
	Outside Director of the Company (To the present)														
<Attendance at the Board> 19 times / 19 times	<p>Important concurrent office(s)</p> <p>Outside Director of Alconix Corporation</p> <p>Special interest between the candidate and the Company</p> <p>None</p> <p>Matters concerning a candidate of Outside Director:</p> <p>Mr. Sakutaro Tanino is a candidate of Outside Director.</p> <p>In addition, the Company deems that he satisfies “The Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members” in P22, which was established by the Company. He has been filed as the independent director/audit & supervisory board member under the rules of the Tokyo Stock Exchange, Inc. and will, when elected according to this agenda, continue to be independent director/audit & supervisory board member.</p> <p>His term in office as Outside Director of the Company will be 6 years as of the close of this General Meeting of Shareholders.</p> <p>Reason to elect him as a candidate of Outside Director:</p> <p>Though Mr. Sakutaro Tanino has no experience of participating in company management in any other manner than being appointed as Outside Director, since his appointment as Outside Director, he has been supervising the management of the Company from a neutral position and giving beneficial advice related to the management of the Company from a global viewpoint, based on his ample experience and knowledge as a diplomat.</p> <p>Furthermore, with the aim such as increasing transparency and objectivity in selection of Director and decision-making for Director remuneration, he has served as a member of the “Advisory Committee on Personnel and Remuneration, etc.”, which was established as an advisory committee to the Board of Directors.</p> <p>In the 2017 fiscal year, he was extremely active in many ways including offering opinion and advice on issues such as the promotion of local talent in our businesses overseas; attending monthly status report meetings, planning meetings for new products, and meetings for formulating the business plan in addition to meetings of the Board of Directors; and interviewing and exchanging opinions with employees of various rank. The Company elected him as a candidate of Outside Director again this time, because he is able to perform the duties as Outside Director properly taking into account the above.</p>														

	Outline of Contract for Limitation of Liability with the candidate of Outside Directors:
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	The Company concluded with Mr. Sakutaro Tanino the contract for limitation of liability which specifies his liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided by the Act, according to the provision of Paragraph 1, Article 427 of the Act. If Mr. Sakutaro Tanino is elected as Outside Director subject to the approval in this agenda, the Company will continue with him the contract.
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Note:

In 2015, accounting irregularities were discovered at Toshiba Corporation, of which Mr. Sakutaro Tanino was an outside director from June 2014 to September 2015. Mr. Tanino was unaware of the matter, but had made regular statements in view of comprehensive strengthening of compliance before the facts were discovered at meetings of the Toshiba Corporation Board of Directors and at other such meetings. After the facts were discovered, Mr. Tanino made proposals for measures such as governance reform.

(Reference) Policy and procedures for nominating candidate of Directors and candidate of Audit & Supervisory Board Members

The standard for electing Directors includes that they must have a great deal of experience and knowledge in their respective fields, that they must be capable and qualified managers, and that they must have a wide-ranging view of global business management.

For candidate of Outside Directors, the Company looks for people who have a broad range of knowledge, experience and sufficient achievements in their field of origin, and who satisfy the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members" in order to strengthen their ability to supervise management.

For candidate of Audit & Supervisory Board Members, the election standard includes that the candidate must possess a high level of knowledge and proficiency in auditing all fields of the Company's business, including auditing accounts.

For candidate of Outside Audit & Supervisory Board Members, the Company looks for people who have a high level of specialist knowledge and a great deal of experience in finance, accounting, technology, business management, etc, and who satisfy the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members" in order to strengthen the neutrality of the auditing system.

Furthermore, for both candidate of Directors and candidate of Audit & Supervisory Board Members, the Company seeks to actively introduce distinguished personnel from both within and without the Company, and does not consider gender or nationality.

The suitability of candidate of Directors and candidate of Audit & Supervisory Board Members is deliberated by the "Advisory Committee on Personnel and Remuneration, etc.", of which Outside Directors / Audit & Supervisory Board Members make up half or more of the membership, and based on the result of this deliberation, and with the assent of the Audit & Supervisory Board in the case of candidate of Audit & Supervisory Board Members, the Board of Directors then decides on the candidates to propose for election as an agenda item for the General Meeting of Shareholders.

(Reference) The Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members

The Company never elect any person who falls under any of the followings as a candidate of Outside Director or a candidate of Outside Audit & Supervisory Board Member in order to ensure the independence:

1. Persons concerned with the Company and its subsidiaries ("the Group")

- (1) With regard to Outside Directors, any person who is or was a person executing business (Note 1) of the Group at present or in the past,
- (2) With regard to Outside Audit & Supervisory Board Members, any person who is or was a Director, Managing Officer or employee of the Group at present or in the past, or
- (3) A spouse or a relative within the second degree of kinship of the present Director or Managing Officer of the Group.

2. Persons concerned such as business partners or major shareholders, etc.

- (1) Any person who is a person executing business of any of the followings:
 - 1) A company of which major business partner is the Group (Note 2)
 - 2) A major business partner of the Group (Note 3)
 - 3) A major shareholder having 10% or more of total voting rights of the Company
 - 4) A company for which the Group has 10% or more of total voting rights
- (2) A person who is or was a representative partner or a partner of the Group's Accounting Auditor at present or in the past five years
- (3) A person who receives a large amount of remuneration from the Group other than remuneration for Director/Audit & Supervisory Board Member (Note 4)
- (4) A person who receives a large amount of donation from the Group (Note 5)
- (5) A spouse or a relative within the second degree of kinship of the person who falls under category from (1) through (4) above

(Note 1) A person executing business:

A director executing business, an executive officer, a managing officer or an employee

(Note 2) A company of which major business partner is the Group:

A company which belongs to the group of the business partner who receives 2% or more of its consolidated net sales in the latest business year ended of the group from the Group in any of the business year in past three years

(Note 3) A major business partner of the Group:

A company which belongs to the group of the business partner who makes payment 2% or more of the Group's consolidated net sales or provides the Group with 2% or more of loans of its consolidated total assets in the latest business year ended of the Group in any of the business year in past three years

(Note 4) A person who receives a large amount of remuneration:

A consultant or legal or accounting expert who receives annual compensation 10 million yen or more (for the organization, 2% or more of its annual total revenues) in any of the business year in past three years

(Note 5) A person who receives a large amount of donation:

A person who receives annual donation 10 million yen or more (for the organization, a person directly involved in activities which is the purpose of the donation) in any of the business year in past three years

-End-

[Memo]

ATTACHED DOCUMENTS

BUSINESS REPORT

(From 1 April 2017 to 31 March 2018)

1. Matters relating to the Current Situation of the Group

① Outline and Result of Business

- Management results of FY2017

With respect to the management environment of the Group for FY2017, the economy is recovering moderately as a whole. On the other hand, there are concerns about the influence of the US tariff policy, uncertainties about prospects for the economy of China and developing countries in Asia, and others. In India, an important market for the Group, the economy is expanding mainly owing to increase of domestic consumption. Also in Japan, the economy is recovering moderately on the back of various measures introduced by the government.

Under these circumstances, the consolidated net sales of the fiscal year (April 2017 to March 2018) increased by ¥587.7 billion (18.5%) to ¥3,757.2 billion compared to the previous fiscal year. The Japanese domestic net sales increased by ¥79.2 billion (7.6%) to ¥1,116.7 billion year-on-year mainly owing to increase in automobile sales. The overseas net sales increased by ¥508.5 billion (23.8%) to ¥2,640.5 billion year-on-year mainly owing to increase in automobile and motorcycle sales in markets including India and Europe.

In terms of the consolidated income, the operating income increased by ¥107.5 billion (40.3%) to ¥374.2 billion year-on-year mainly owing to improvement in profit in Asia, Japan, and Europe. The ordinary income increased by ¥96.1 billion (33.5%) to ¥382.8 billion year-on-year. The net income attributable to shareholders of the parent increased by ¥55.7 billion (34.9%) to ¥215.7 billion year-on-year.

(Automobile) (91.4% of total net sales)

The Japanese domestic automobile net sales increased year-on-year mainly owing to sales contribution of new models Spacia and XBEE (cross-bee) launched in December, in addition to WagonR and Swift launched in the previous fiscal year. The overseas automobile net sales increased year-on-year mainly owing to increase in sales in markets including India, which launched the new Dzire and Swift, as well as Europe. Consequently, the net sales of the automobile business increased by ¥540.2 billion (18.7%) to ¥3,435.8 billion year-on-year. The operating income increased by ¥100.0 billion (39.2%) to ¥355.1 billion year-on-year mainly owing to improvement in profit in Asia, Japan and Europe.

(For this English translation, the pictures and the charts are omitted.)

(Motorcycle) (6.6% of total net sales)

The net sales increased by ¥40.1 billion (19.4%) to ¥246.4 billion year-on-year mainly owing to sales contribution of scooters in India and large displacement models in developed countries. The operating loss of ¥0.9 billion in the previous fiscal year improved to an operating income of ¥4.6 billion.

(For this English translation, the pictures and the chart are omitted.)

(Marine Business, etc.) (2.0% of total net sales)

Note) From this fiscal year, the segment name “Marine Business, etc.” was changed from “Marine and Power products, etc.”.

The net sales increased by ¥7.4 billion (11.0%) to ¥75.0 billion year-on-year mainly owing to sales contribution of new outboard motor DF350A in North America and Europe. The operating income increased by ¥2.0 billion (15.9%) to ¥14.5 billion year-on-year..

(For this English translation, the pictures and the chart are omitted.)

Breakdown of Consolidated Net Sales

		FY2016 (1 April 2016 – 31 March 2017)		FY2017 (1 April 2017 – 31 March 2018)		Change			
						Unit		Amount	
		Unit	Amount	Unit	Amount	Change	Ratio	Change	Ratio
Automobile Business	Japan	709	1,002.6	754	1,081.3	+44	+6.3%	+78.7	+7.9%
	Overseas	2,167	1,893.0	2,492	2,354.5	+325	+15.0%	+461.5	+24.4%
	Europe	239	374.2	263	449.5	+24	+10.0%	+75.3	+20.1%
	North America	-	2.2	-	1.5	-	-	-0.7	-32.8%
	Asia [Of which India]	1,739 (1,445)	1,302.1 (987.0)	2,019 (1,654)	1,654.7 (1,259.8)	+281 (+209)	+16.1% (+14.5%)	+352.6 (+272.8)	+27.1% (+27.6%)
	Others	190	214.5	210	248.8	+21	+10.8%	+34.3	+16.0%
	Total	2,877	2,895.6	3,246	3,435.8	+369	+12.8%	+540.2	+18.7%
Motorcycle Business	Japan	62	19.3	59	20.8	-2	-3.7%	+1.5	+7.3%
	Overseas	986	187.0	1,183	225.6	+198	+20.1%	+38.6	+20.7%
	Europe	46	36.9	48	44.0	+2	+4.1%	+7.1	+19.4%
	North America	34	29.9	36	33.0	+2	+5.5%	+3.1	+10.5%
	Asia	743	86.1	943	112.7	+200	+26.9%	+26.6	+30.8%
	Others	163	34.1	157	35.9	-6	-3.6%	+1.8	+5.4%
	Total	1,047	206.3	1,243	246.4	+195	+18.7%	+40.1	+19.4%
Marine Business, etc.	Japan		15.6	-	14.6			-1.0	-6.0%
	Overseas		52.0	-	60.4			+8.4	+16.0%
	Europe		14.2	-	17.1			+2.9	+19.8%
	North America		24.0	-	28.0			+4.0	+16.3%
	Asia		4.8	-	5.8			+1.0	+21.9%
	Others		9.0	-	9.5			+0.5	+6.3%
	Total		67.6	-	75.0			+7.4	+11.0%
Total	Japan		1,037.5		1,116.7			+79.2	+7.6%
	Overseas		2,132.0		2,640.5			+508.5	+23.8%
	Europe		425.3		510.6			+85.3	+20.1%
	North America		56.1		62.5			+6.4	+11.3%
	Asia		1,393.0		1,773.2			+380.2	+27.3%
	Others		257.6		294.2			+36.6	+14.2%
	Total		3,169.5		3,757.2			+587.7	+18.5%

(Unit: Thousand, Amount: Billions of yen)

[Notes]

1. Consolidated Sales are counted based on the location of external customers.
2. North America...United States and Canada
Automobile in North America...Sales of parts and accessories, etc.

② Situation of Capital Investments

Total capital investment amount in the fiscal year is ¥213,376 million, being used for investments for production facilities, R&D facilities, sales facilities and so on.

Breakdown by business segment is as follows.

Business Segment	Investment Amount	Contents of investments
Automobiles Business	¥198,731 million	Production facilities, R&D facilities, sales facilities, etc. for automobiles
Motorcycles Business	¥13,502 million	Production facilities, R&D facilities, sales facilities, etc. for motorcycles
Marine Business, etc.	¥1,142 million	Production facilities, R&D facilities, sales facilities, etc. for outboard motors
Total	¥213,376 million	—

Note: The investment amount is the total of the Company and its subsidiaries.

③ Situation of Financing

None.

④ Property and Financial Results

1) Consolidated

	FY2014 (Apr. 2014 – Mar. 2015)	FY2015 (Apr. 2015 – Mar. 2016)	FY2016 (Apr. 2016 – Mar. 2017)	FY2017 (Apr. 2017 – Mar. 2018)
Net Sales	¥3,015,461 million	¥3,180,659 million	¥3,169,542 million	¥3,757,219 million
Operating income	¥179,424 million	¥195,308 million	¥266,685 million	¥374,182 million
Ordinary income	¥194,318 million	¥209,109 million	¥286,693 million	¥382,787 million
Net income attributable to shareholders of the parent	¥96,862 million	¥116,660 million	¥159,956 million	¥215,730 million
Net income per share(Note)	¥172.67	¥234.98	¥362.54	¥488.86
Total assets	¥3,252,800 million	¥2,702,008 million	¥3,115,985 million	¥3,340,828 million
Net assets(Note)	¥1,701,390 million	¥1,187,703 million	¥1,387,041 million	¥1,595,227 million
Net assets per share(Note)	¥2,641.99	¥2,170.73	¥2,538.12	¥2,937.35

(For this English translation, the charts are omitted.)

2) Non-Consolidated

	FY2014 (Apr. 2014 – Mar. 2015)	FY2015 (Apr. 2015 – Mar. 2016)	FY2016 (Apr. 2016 – Mar. 2017)	FY2017 (Apr. 2017 – Mar. 2018)
Net Sales	¥1,663,147 million	¥1,609,065 million	¥1,687,836 million	¥1,852,766 million
Operating income	¥69,127 million	¥51,801 million	¥106,396 million	¥124,705 million
Ordinary income	¥74,651 million	¥76,151 million	¥120,210 million	¥137,112 million
Net income	¥51,248 million	¥78,593 million	¥87,671 million	¥104,849 million
Net income per share(Note)	¥91.34	¥158.28	¥198.68	¥237.56
Total assets	¥2,096,545 million	¥1,519,889 million	¥1,749,592 million	¥1,774,498 million
Net assets(Note)	¥937,767 million	¥452,701 million	¥507,810 million	¥588,547 million
Net assets per share(Note)	¥1,671.03	¥1,025.52	¥1,150.47	¥1,331.87

Note: For the 150th fiscal year, through repurchase from Volkswagen AG, the Company acquired 119,787,000 treasury stocks, the total cost for acquisition is 460,281 million Yen.

As the result, the average number of shares during the fiscal year has decreased by 64,500,693, which is the calculation basis for the net income per share, and the net asset value has decreased by 460,281 million Yen, which is the calculation basis for the net asset value per share. The impact of those changes per share shall be as follows:

	The Group	The Company
Net income per share	+ ¥27.02	+ ¥18.19
Net asset per share	-¥356.98	-¥601.45

(For this English translation, the charts are omitted.)

⑤ Outstanding Issues

(1) Basic Policy of Company Management

The Group has the motto “Develop products of superior value by focusing on the customer” as its foremost mission statement. We will continue to strive to manufacture products with true value which provide joy for customers.

We are committing ourselves to making efforts to promote the production of small and subcompact vehicles and the development of environmentally benign products needed by customers, with the slogan “Small Cars for a Big Future.”

We are making efforts to promote the “to be small, less, light, short and beautiful” slogan in every field, and we have been working for efficient, lean, and healthy management.

(2) Outstanding Issues

The automobile industry is undergoing a period of great transformation occurring perhaps once in a hundred years, and R&D for environmental performance and safety with a long-term outlook is becoming necessary, along with speeding up growth investment with a focus on India.

Amidst such conditions, the Company is addressing the following issues.

<Quality>

Customer safety and security is the top priority for the Group, and we are working to develop and produce high-quality products which customers can use safely and securely and to provide after-sales services.

In the future, while accurately ascertaining the quality needs of customers, the Group will maintain a high level of quality awareness in all departments and will continue to make the utmost effort to ensure that customers can use our products safely and securely .

<Products and R&D>

As for products, the Group will continue to introduce unique products with value exceeding customer expectations.

As for research and development, all corporations are expected to consider the environment. We will work on environmental technology and low fuel consumption technology such as by improving the thermal efficiency of engines, optimizing hybrid vehicles, and developing EVs. The environment surrounding automobiles continues to change. Further, in addition to safety technology, we will work on information communications technology such as connected technology.

<Production>

As for production, the Group will work to improve manufacturing quality and to construct an optimal global production system while strengthening education, installation of safety facilities, and other factors necessary for achieving “Safety First” factories.

In India, in particular, we will continue to expand our production capacity to meet the high demand, such as at the Gujarat Plant.

<Sales and Service>

The Group will reinforce the sales network and service network globally.

As for sales of automobile in Japan, we will advance the strengthening of the direct sales and expansion of the distribution network.

In India, although we have acquired the majority share in the passenger car sector, we will further reinforce the sales network and service network while avoiding false confidence.

<Automobile Business>

The Group has positioned Japan at the center of global automobile development, the base of production.

Our strategy for products in this sector is to concentrate on the mini vehicle, A, and B segments to match the growing compact car market worldwide.

As for our regional strategy, we will continue to reinforce our operation base with a focus on Asia, such as Japan, India, Indonesia, and Pakistan.

<Motorcycle Business>

While focusing on the 150cc and up, backbone, and sport categories, the Group is strengthening the consistency of the Suzuki brand by ranging the series from large engine displacement motorcycles to small engine displacement motorcycles.

Other reforms include reinforcing the scooter category in the growing market of India, improving operation rate by expanding ASEAN-produced models within and outside the market, and consolidating development, production, and sales at the Hamamatsu Plant. The Group will aim to maintain its profitable structure through continuously remaining vigilant with such management reforms.

<Marine Business>

The Group will reinforce and expand its large four-stroke outboard lineup and cultivate the business and leisure markets to build the world's top four-stroke outboard brand under the brand slogan "THE ULTIMATE4-STROKE OUTBOARD."

<Further ESG (Environmental, Social, and Governance) Initiatives>

As for environment, the Group will apply the Suzuki Environmental Plan 2020 and work for the development and adoption of environmental technologies and to reduce CO₂ emissions.

As for society, we will address human rights issues, increasingly demanded by society, in addition to product safety and quality, contribution to the community, investment in people, development of human resources, and work safety, so that we can respond to expectations by the stakeholders.

As for governance, we will advance our corporate governance and compliance systems and strengthen our initiatives on management systems and legal compliance.

The Group will actively take on environmental, social, and governance issues and strive to become a group worthy of the love and confidence of customers around the world.

The Group will continue to take a long-term view and steadily advance initiatives for increasing corporate value while achieving a balance between investing for growth and reinforcing the management base.

⑥ Main Business

The Group is mainly engaged in manufacture and sale of automobiles, motorcycles, and outboard motors, motorized wheel chairs and houses.

Business Segment	Main Products
Automobiles Business	Mini vehicles, Sub-compact vehicles, Standard-sized vehicles
Motorcycles Business	Motorcycles, All terrain vehicles
Marine Business, etc.	Outboard motors, Motorized Wheel Chairs, Houses

⑦ Main Business Bases, etc. and Important Subsidiaries

1) Main Business Facilities and Plant of the Company

Facility and Plant	Location	Facility and Plant	Location
Head Office	Hamamatsu, Shizuoka	Sagara Plant	Makinohara, Shizuoka
Motorcycle Technical Center	Iwata, Shizuoka	Iwata Plant	Iwata, Shizuoka
Outboard Motor Technical Center	Kosai, Shizuoka	Toyokawa Plant (Note)	Toyokawa, Aichi
Tokyo Branch	Minato-ku, Tokyo	Osuka Plant	Kakegawa, Shizuoka
Kosai Plant	Kosai, Shizuoka	Takatsuka Plant (Note)	Hamamatsu, Shizuoka

Note: The manufacturing of motorcycles in “Toyokawa Plant” and the manufacturing of engines of motorcycles in “Takatsuka Plant” will be terminated in July 2018 and will be transferred to “Hamamatsu Plant” (Hamamatsu, Shizuoka).

2) Important Subsidiaries

Name of Subsidiaries	Location	Ordinary Share	Shareholding Ratio	Main Business
Suzuki Auto Parts Mfg. Co., Ltd.	Hamamatsu, Shizuoka	¥110 million	100.0%	Manufacture of parts for automobiles, motorcycles and outboard motors
Suzuki Motor Sales Kinki Inc.	Osaka, Osaka	¥50 million	100.0%	Sale of automobiles
Magyar Suzuki Corporation Ltd.	Hungary	€212 million	97.5%	Manufacture and sale of automobiles
Suzuki Deutschland GmbH	Germany	€50 million	100.0%	Sale of automobiles, motorcycles and outboard motors
Maruti Suzuki India Limited	India	INR 1,510 million	56.2%	Manufacture and sale of automobiles
Suzuki Motor Gujarat Private Limited	India	INR 85.8 billion	100.0%	Manufacture of automobiles
Pak Suzuki Motor Co., Ltd.	Pakistan	PKR 822 million	73.1%	Manufacture and sale of automobiles and motorcycles

P.T. Suzuki Indomobil Motor	Indonesia	US\$89 million	94.9%	Manufacture and sale of automobiles and motorcycles
Suzuki Motor (Thailand) Co., Ltd.	Thailand	THB 12,681 million	100.0%	Manufacture and sale of automobiles

Note: 1. Consolidated subsidiaries are 131 companies and companies in the application of the equity method are 31 companies.

③ Employees

1) Consolidated

Business Segment	Number of employees (person)	Increase(+)/Decrease(-) from the previous fiscal year (person)
Automobiles Business	53,840	+2,570
Motorcycles Business	9,181	-431
Marine Business, etc.	1,380	+28
Common	778	+20
Total	65,179	+2,187

Note: 1. The above are the number of the persons working in the Group and do not include the number of the employees who are in leave of absence or seconded outside the Group.

2. "Common" is the administrative section which cannot be divided into any specific business segment.

3. In addition to the above, there are 27,886 (average during the fiscal year) temporary employees.

2) Non-consolidated

Number of employees	Increase/Decrease from the previous fiscal year	Average age	Average working years
15,269	+131	39 years, 9 months	17 years, 3 months

Note: 1. The above are the number of the persons working in the Company and do not include the number of the employees who are in leave of absence or seconded outside the Company.

2. In addition to the above, there are 419 (average during the fiscal year) temporary employees.

⑨ Main Borrowing Institutes and Borrowing Amount

1) Borrowing Amount remaining at the end of the Fiscal Year from each Bank

(Group)

Main Borrowing Institutes	Outstanding Balance of Loan Amount
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	126,555 Million Yen
The Shizuoka Bank, Ltd.	66,136 Million Yen
Mizuho Bank, Ltd.	57,243 Million Yen
Syndicated Loan Institutes	36,172 Million Yen
Sumitomo Mitsui Trust Bank, Limited	31,573 Million Yen
Resona Bank, Ltd.	27,513 Million Yen
Sumitomo Mitsui Banking Corporation	23,723 Million Yen

Note: 1. The above outstanding balance of loan amount includes overseas subsidiaries, etc. of each institute.

2. The syndicated loan institutes are created by the following groups:

- 6 banks, Mizuho Bank, Ltd. being the main arranger; and
- 15 banks, Development Bank of Japan Inc. being the main arranger.

2) Situation of the Commitment Contracts

The Company has the commitment contracts with 6 banks for effective financing. The outstanding balance of the contracts at the end of the fiscal year is as follows:

Commitment contracts total	250,000 Million Yen
<u>Actual loan balance</u>	<u>— Million Yen</u>
Variance	250,000 Million Yen

(Contents of the commitment contracts)

Borrowing Bank	Contract Amount	Actual Loan Balance	Outstanding balance
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	100,000 Million Yen	—	100,000 Million Yen
The Shizuoka Bank, Ltd.	38,000 Million Yen	—	38,000 Million Yen
Resona Bank, Ltd.	38,000 Million Yen	—	38,000 Million Yen
Sumitomo Mitsui Trust Bank, Limited	27,000 Million Yen	—	27,000 Million Yen
Mizuho Bank, Ltd.	27,000 Million Yen	—	27,000 Million Yen
Sumitomo Mitsui Banking Corporation	20,000 Million Yen	—	20,000 Million Yen
Total	250,000 Million Yen	—	250,000 Million Yen

2. Matters relating to the Shares of the Company

- ① **Total Number of Authorized Shares** 1,500,000,000 shares
- ② **Total Number of Shares Issued** 491,018,100 shares (including 49,216,167 treasury stocks)
- ③ **Number of Shareholders** 28,374 shareholders (+1,826 compared with the end of the previous fiscal year)
- (For this English translation, the chart is omitted.)

④ Principal Shareholders

Name	Number of Shares Held	Shareholding Ratio
The Master Trust Bank of Japan, Ltd. (Trust Account)	37,146 thousand shares	8.4%
Japan Trustee Services Bank, Ltd. (Trust Account)	23,507 thousand shares	5.3%
Tokio Marine & Nichido Fire Insurance Co., Ltd.	17,961 thousand shares	4.1%
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	16,000 thousand shares	3.6%
The Shizuoka Bank, Ltd.	13,600 thousand shares	3.1%
Resona Bank, Ltd.	13,000 thousand shares	2.9%
JP Morgan Chase Bank 380055	12,859 thousand shares	2.9%
Sompo Japan Nipponkoa Insurance Inc.	7,761 thousand shares	1.8%
Nippon Steel & Sumitomo Metal Corporation	7,759 thousand shares	1.8%
Japan Trustee Services Bank, Ltd. (Trust Account 5)	7,573 thousand shares	1.7%

Note: 1. Number of shares disregards and rounds off figures of less than 1,000 shares.

2. Shareholding ratio is calculated eliminating treasury stocks held by the Company.

3. Matters Concerning the Company's Stock Acquisition Rights, etc.

① Status of the stock acquisition rights granted to Directors/ Audit & Supervisory Board Members as remuneration for the execution of their duties at the end of the fiscal year

Description of the terms of the stock acquisition rights held by Directors (excluding Outside Directors)

Name (date of resolution of issuance)	Class and number of shares that are the subject of stock acquisition rights	Issue price of shares to be issued upon the exercise of stock acquisition rights	Amount to be paid upon the exercise of stock acquisition rights	Period for the exercise of stock acquisition rights	Number of stock acquisition rights and number of holders of stock acquisition rights	Terms and conditions for the exercise of stock acquisition rights
Suzuki Motor Corporation - First Stock Acquisition Rights (28 June 2012)	Ordinary Share 35,000 shares	1,227 yen per share (Note) 1.	1 yen per share	From 21 July 2012 through 20 July 2042	350 3 people	(Note) 2.
Suzuki Motor Corporation - Second Stock Acquisition Rights (27 June 2013)	Ordinary Share 18,000 shares	2,248 yen per share (Note) 1.	1 yen per share	From 20 July 2013 through 19 July 2043	180 3 people	(Note) 2.
Suzuki Motor Corporation - Third Stock Acquisition Rights (27 June 2014)	Ordinary Share 10,600 shares	3,001 yen per share (Note) 1.	1 yen per share	From 23 July 2014 through 22 July 2044	106 2 people	(Note) 2.

Note:

1. The issue price is calculated by adding the fair value per share of the stock acquisition rights on the allotment date and the amount to be paid per share upon exercise of the stock acquisition rights. In addition, the persons who are allotted the stock acquisition rights have set off the amount to be paid upon exercise of the stock acquisition rights against their remuneration receivables from the Company.

2. (i) A person holding the stock acquisition rights recorded in the stock acquisition rights registry (hereinafter referred to as the “Person with the Stock Acquisition Rights”) may exercise these stock acquisition rights only up until the 10th day (the next business day if the 10th day falls on a non-business day) from the day immediately following the date of resignation as the Company’s Director as well as Senior Managing Officer or Managing Officer without the role of Director being served concurrently.
- (ii) If any person with Stock Acquisition Rights dies, his/her heir may exercise the stock acquisition rights.

② Other Important Matters concerning the stock acquisition rights

The details of the Bonds with stock acquisition rights for which the resolution of issuance is made on 7 March, 2016 as of 31 March 2018 are as follows:

Name	Amount of the bonds with stock acquisition rights	Number of stock acquisition rights	Class of shares for which stock acquisition rights are exercised	Period for the exercise of stock acquisition rights	Amount for the exercise of stock acquisition rights
Euro Yen Zero Coupon (subject to the maximum number of shares to be delivered) Convertible Bonds due 2021 with stock acquisition rights, <i>tenkanshasaigata shinkabu yoyakuen-tsuki shasai</i>	94,261 Million Yen	9,398	Ordinary Share	From 15 April 2016 through 17 March 2021	4,116.3 Yen
Euro Yen Zero Coupon (subject to the maximum number of shares to be delivered) Convertible Bonds due 2023 with stock acquisition rights, <i>tenkanshasaigata shinkabu yoyakuen-tsuki shasai</i>	99,950 Million Yen	9,995	Ordinary Share	From 15 April 2016 through 17 March 2023	4,116.3 Yen

4. Matters relating to Directors/ Audit & Supervisory Board Members

① Directors and Audit & Supervisory Board Members (As of 31 March, 2018)

Name	Position and Area in charge, Important Concurrent Offices
Osamu Suzuki	* Director & Chairman (Chairman of the Board) Chairman of Suzuki Foundation
Yasuhito Harayama	* Director & Vice Chairman Supporting Chairman
Toshihiro Suzuki	* Director & President (CEO&COO) Chairman of Suzuki Education and Culture Foundation.
Osamu Honda	Director, & Senior Technical Executive
Masahiko Nagao	Director & Managing Executive General Manager of Corporate Planning Officer Office
Hiroaki Matsuura	Director & Managing Executive General Manager of Manufacturing Officer
Masakazu Iguchi	Director
Sakutaro Tanino	Director Outside Director of Alconix Corporation
Kunio Nakamura	Full-Time Audit & Supervisory Board Member
Eiji Mochizuki	Full-Time Audit & Supervisory Board Member
Norio Tanaka	Audit & Supervisory Board Member Certified Public Accountant Outside Audit & Supervisory Board Member of ASTI Corporation
Yasuhiro Yamazaki	Full-Time Audit & Supervisory Board Member
Nobuyuki Araki	Audit & Supervisory Board Member

Note:

1. “*” denotes the representative directors of the Company.
2. Mr. Masakazu Iguchi and Mr. Sakutaro Tanino, both of whom are Director, are outside director as stipulated in Article 2, Item 15 of the Companies Act of Japan. Also, the Company reported both of them as independent director/audit & supervisory board member to the Tokyo Stock Exchange, Inc.
3. Mr. Norio Tanaka, Mr. Yasuhiro Yamazaki and Mr. Nobuyuki Araki, all of whom are Audit & Supervisory Board Member, are outside audit & supervisory board member as stipulated in Article 2, Item 16 of the Companies Act of Japan. Also, the Company reported all of them as independent director/audit & supervisory board member to the Tokyo Stock Exchange, Inc.
4. Mr. Kunio Nakamura, Audit & Supervisory Board Member, had been engaged in accounting and finance of the Group for a long period, Mr. Norio Tanaka, Audit & Supervisory Board Member, has ample experience as Certified Public Accountant, and Mr. Yasuhiro Yamazaki, Audit & Supervisory Board Member, has a long experience of accounting and financial department in local administration, and they have enough knowledge and experiences in relation to finance and accounting.
5. As of 31 March, 2018, Senior Managing Officers and Managing Officers who are not concurrently Director are as follows.

Vice President	Kenichi Ayukawa	Managing Officer	Toshiaki Suzuki
Senior Managing Officer	Ichizo Aoyama	Managing Officer	Hideki Yamashita
Senior Managing Officer	Toshiaki Hasuike	Managing Officer	Kinji Saito
Managing Officer	Kazuo Hakamata	Managing Officer	Ichiro Onishi

Managing Officer	Masato Kasai	Managing Officer	Keiji Miyamoto
Managing Officer	Izumi Oishi	Managing Officer	Kazuhiko Ayabe
Managing Officer	Taisuke Toyoda	Managing Officer	Shinichi Imaizumi
Managing Officer	Hirofumi Nagao	Managing Officer	Naoki Suzuki
Managing Officer	Keiichi Asai	Managing Officer	Kazunobu Hori
Managing Officer	Syuji Oishi	Managing Officer	Katsuhiro Kato
Managing Officer	Kazuki Yamaguchi	Managing Officer	Shigeo Yamagishi
Managing Officer	Shigeyuki Yamamura		

② Amount of remuneration, etc. for Directors and Audit & Supervisory Board Members for the fiscal year

Classification of Directors/Audit & Supervisory Board Members	Total amount of remuneration, etc.	Amount of each type of remuneration, etc				Number of Payees (Directors/Audit & Supervisory Board Members)
		Basic remuneration	Bonus	Remuneration as the form of share acquisition	Stock Options	
Directors (excluding Outside Directors)	¥582 million	¥226 million	¥271 million	¥74 million	¥ 11 million	7 people
Outside Directors	¥27 million	¥27 million	-	-	-	2 people
Total	¥609 million	¥253 million	¥271 million	¥74 million	11 million	9 people
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	¥55 million	¥55 million	-	-	-	2 people
Outside Audit & Supervisory Board Members	¥27 million	¥27 million	-	-	-	3 people
Total	¥83 million	¥83 million	-	-	-	5 people

Notes:

1. The amount of remuneration for Directors (basic remuneration and bonus) has been resolved to be 750 million yen or less per year (of which 36 million yen or less per year is for Outside Directors). In addition to this, the amount of remuneration for Directors not including Outside Directors for granting restricted stock has been resolved to be 300 million yen or less per year. (Both: the 151st Ordinary General Meeting of Shareholders held on 29 June 2017)
2. The amount of remuneration for Audit & Supervisory Board Members has been resolved to be less than 120 million yen or less per year. (the 151st Ordinary General Meeting of Shareholders held on 29 June 2017)
3. The above-mentioned “bonus” and “remuneration as restricted stock” are amounts reported as expenses for the fiscal year, and “remuneration as the form of share acquisition” is the amount paid in the fiscal year before implementation of the restricted stock remuneration system.
4. The above includes one Director who retired at the closure of the 151st Ordinary General Meeting of Shareholders held on 29 June 2017.

③ Policy on determining the amount of remuneration, etc. for Directors/ Audit & Supervisory Board Members

[Remuneration of Directors]

Remuneration of Directors (excluding Outside Directors) consists of a basic remuneration for each position (a fixed amount), a bonus as a short-term incentive remuneration linked to the Company's performance of each fiscal year, and a restricted stock remuneration as a mid- to long-term incentive remuneration to serve as remuneration which functions as an incentive for continuous growth of the Company. Remuneration of Outside Directors is solely a basic remuneration (at the fixed amount).

Also, remuneration of Directors will be decided by the Board of Directors based on the deliberation results of "the Advisory Committee on Personnel and Remuneration, etc.," more than half of which is Outside Directors/ Outside Audit & Supervisory Board Members, on the policy regarding the decision of Director's remuneration, standards, remuneration system and adequacy of the remuneration level.

Basic remuneration and bonus will be paid within the range of the amount of remuneration limit (750 million yen or less per year (of which 36 million yen or less per year is for Outside Directors) approved at a General Meeting of Shareholders, and the amount of remuneration for each Director will be determined and paid in consideration of the duties, responsibilities, etc. of each Director. Bonuses will be paid based on a calculation method stipulated by the Company, linked to progress indicators of consolidated results and other factors.

Restricted stock remuneration will be paid within the range of the amount of remuneration limit (300 million yen or less per year) and the maximum number of stock (100 thousand stocks or less per year) approved at a General Meeting of Shareholders with the aim of functioning as an incentive for continuous increase of corporate value and of increasing shared values between Directors and Shareholders.

[Remuneration of Audit & Supervisory Board Members]

Remuneration of Audit & Supervisory Board Members shall be solely basic remuneration (at fixed amount), and the amount shall be decided and paid in the discussion among Audit & Supervisory Board Members within the range of the amount of remuneration limit (yearly amount within 120 million) approved at a General Meeting of Shareholders.

④ Matters concerning Outside Directors/ Audit & Supervisory Board Members

1. Relationship to the Company of important concurrent offices

Name	Concurrent offices	Relationship to the Company of concurrent offices
Sakutaro Tanino	Outside Director of Alconix Corporation.	The Company has transactions with Alconix Corporation, however the amount of such transactions is less than 0.1% of the consolidated sales of the Company and is also less than 0.4% of those of Alconix Corporation.
Norio Tanaka	Outside Audit & Supervisory Board Member of ASTI Corporation	The Company has transactions with ASTI Corporation, however the amount of such transactions is less than 0.1% of the consolidated sales of the Company and is also less than 0.4% of those of ASTI Corporation.

2. The status of major activities in the fiscal year

Outside Directors/ Outside Audit & Supervisory Board Members

Name	Attended Meeting	The status of major activities
Masakazu Iguchi	Meetings of the Board of Directors: nineteen (19) out of nineteen (19)	Based on his ample academic expertise as doctor of engineering, he has expressed his opinions which have beneficial effect to management of the Company in the manufacturing industry. He is also a member of “the Advisory Committee on Personnel and Remuneration, etc.”, which aims the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration.
Sakutaro Tanino	Meetings of the Board of Directors: nineteen (19) out of nineteen (19)	Based on his ample experience and knowledge as diplomat, from the global perspective, he has expressed his opinions which have beneficial effect to management of the Company. He is also a member of “the Advisory Committee on Personnel and Remuneration, etc.”, which aims the improvement of transparency and objectivity, etc., in election of candidates of Directors and decision of remuneration.

Outside Audit & Supervisory Board Members

Name	Attended Meetings	The status of major activities
Norio Tanaka	Meetings of the Board of Directors: nineteen (19) out of nineteen (19) The Meeting of the Audit & Supervisory Board: thirteen (13) out	Based on his ample experience and knowledge as certified public accountant, he has expressed his opinions which have beneficial effect in the Board of Directors and the Audit & Supervisory Board. He is also a member of “the Advisory Committee on Personnel and Remuneration, etc.”, which aims the improvement of transparency and objectivity, etc. in

	of thirteen (13)	election of candidates of Directors and decision of remuneration.
Yasuhiro Yamazaki	Meetings of the Board of Directors: nineteen (19) out of nineteen (19) The Meeting of the Audit & Supervisory Board: thirteen (13) out of thirteen (13)	Based on his ample experience and expertise of the local administration etc., he has expressed his opinions which have beneficial effect in the Board of Directors and the Audit & Supervisory Board.
Nobuyuki Araki	Meetings of the Board of Directors: nineteen (19) out of nineteen (19) The Meeting of Audit & Supervisory Board: thirteen (13) out of thirteen (13)	Based on his ample academic expertise as doctor of engineering, he has expressed his opinions which have beneficial effect in the Board of Directors and the Audit & Supervisory Board.

3. The outline of the status contract for limitation of liability

The Company concludes with each of Outside Directors and Outside Audit & Supervisory Board Members a contract for limitation of liability which specifies his liability under Paragraph 1, Article 423 of the Companies Act as the minimum amount of the limit for liability provided by the Act, according to Paragraph 1, Article 427 of the Act.

5. Accounting Auditor

① Name of Accounting Auditor

Seimei Audit Corporation

② Accounting Auditor Remuneration, Etc. for the Fiscal Year

- | | |
|---|--------------|
| 1) Amount of Remuneration, etc. | ¥102 million |
| 2) Total amount of monetary and other property profit
to be paid by the Company and its subsidiaries | ¥105 million |

Note:

1. Through obtaining the documents and reporting from relevant departments of the Company and the Accounting Auditor, checking the audit plans and performance for the previous fiscal year and conducting necessary assessment for adequacy of the audit plans and estimation for remuneration, etc. of the fiscal year, the Audit & Supervisory Board makes consent to remuneration, etc. of the Accounting Auditor under Paragraph 1, Article 399 of the Companies Act.
2. Because the remuneration amount for the audit under the Companies Act of Japan and for the audit under the Financial Instruments and Exchange Act of Japan is not divided in the auditing agreement between the Company and the Accounting Auditor and is not able to be actually divided, the amount described in 1) specifies the total of these remuneration amount.
3. Magyar Suzuki Corporation Ltd., Suzuki Deutschland GmbH, Maruti Suzuki India Limited, Suzuki Motor Gujarat Private Limited, Pak Suzuki Motor Co., Ltd. P.T. Suzuki Indomobil Motor and Suzuki Motor (Thailand) Co., Ltd., which are the important subsidiaries of the Company, are audited by financial audit companies other than the Accounting Auditor of the Company (including entities having foreign qualifications corresponding thereto) (limited to the audit under the Companies Act of Japan and the Financial Instruments and Exchange Act of Japan (including foreign laws corresponding to these Acts)).

③ Determination Policy of Dismissal or Non-Reappointment of Accounting Auditor

The Audit & Supervisory Board shall dismiss the Accounting Auditor upon consent of all the Audit & Supervisory Board Members when the Accounting Auditor seems to fall under any of the items of Paragraph 1, Article 340 of the Companies Act of Japan.

In addition, the Audit & Supervisory Board may decide an agenda regarding the dismissal or non-reappointment of the Accounting Auditor(s) to be proposed at the General Meeting of Shareholders, in case of necessity such as when appropriate performance of duties of such Accounting Auditor(s) is considered difficult.

6. Overview of Systems for ensuring appropriate execution of duties and their Status

Basic policies related to the development of systems for ensuring appropriate execution of duties. These policies were resolved by the Board of Directors based on the Companies Act and the Order for Enforcement of the Companies Act.

① Systems to ensure that Directors' and employees' execution of their duties complies with laws and regulations and the Articles of Incorporation

1. The Board of Directors shall formulate the "Suzuki Group Code of Conduct" to ensure Directors and Managing Officers and employees in the Company and the Group (Suzuki Group) execute their duties in a healthy manner as well as shall oversee the state in which the Code is fully disseminated throughout the Group.
2. A Corporate Governance Committee, chaired by the Director and Managing Officer in charge of corporate planning, shall be established under the Board of Directors. The Corporate Governance Committee shall deploy measures for advancing thorough compliance and promote efforts to address cross-sectional challenges in coordination with the relevant sections.
3. Executive General Managers shall clearly define the division of work among their responsible sections and establish work regulations and manuals that include compliance with laws and regulations related to their responsible duties, approval and decision procedures, and rules for the confirmation process by other sections. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, rules, etc.
4. The Human Resources Department shall hold seminars about compliance and individual laws/regulations for executives and employees in a continuous manner in cooperation with the Corporate Planning Office, Legal Department, Engineering Department and other related departments.
5. To prevent violations of laws and regulation and take corrective measures at an early stage, a whistleblowing system (Suzuki Group Risk Management Hotline) that has both internal and external contact points, shall be established to allow executives and employees of the Suzuki Group to report on breach of laws and regulations or their possibility without any disadvantageous treatment to the whistleblower.

The Corporate Planning Office shall strive to make the whistleblowing system fully known and to promote its use.

② Systems relating to the storage and administration of the information in relation to Directors' execution of their duties

The minutes of meetings of the Board of Directors and other information related to Directors' execution of their duties shall be retained and administered by responsible sections pursuant to laws, regulations and internal regulations, and shall be made available to Directors and Audit & Supervisory Board members for examination when the need arises.

③ Rules and other systems relating to management of the risk of loss

1. Important matters regarding corporate management shall be decided after meetings of the Board of Directors, the Executive Committee, circular resolutions and other systems deliberate and evaluate their risks in accordance with the standard for deliberation.
2. Executive General Managers shall establish work regulations and manuals that include preventive measures against risks that can be presumed in their responsible duties, and counter-measures in case of their occurrence. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, measures, etc.
3. To prepare for a large-scale disaster, action manuals and business continuity plans shall be formulated, and drills shall be carried out.

④ Systems to ensure efficient execution of duties by Directors

1. Important matters regarding corporate management shall be deliberated at the Executive Committee and other meetings prior to decision-making.
2. The Board of Directors shall clarify responsibilities regarding the execution of Managing Officers' and Executive General Managers' duties, and shall supervise their execution.
3. The Board of Directors shall receive reporting from the person responsible for the execution of the duties, as necessary, on how the matters, which were decided at meetings of the Board of Directors, the Executive Committee and other meetings, are executed. In response to reports, the Board of Directors shall give necessary instructions.
4. The Board of Directors shall formulate mid-term management plans that include consolidated subsidiaries and regularly verify the progress of business plans for fiscal years as made by Executive General Managers in order to achieve the mid-term plan.
5. The Audit Department, which directly reports to President, shall audit the state of establishment and operation of internal controls, which are based on the basic policies, on a regular basis and shall report on the outcome to the Board of Directors.

The Board of Directors shall make Managing Officers and Executive General Managers attend meetings of the Board of Directors, if necessary, and ask them to explain or report on issues that were detected in activities such as internal audits and whistleblowing. Accordingly, the Board of Directors shall give instructions for correction of the issues and require reporting on results.

⑤ Systems to ensure appropriateness of duties of the Corporate Group consisting of the Company and subsidiaries

1. The Board of Directors shall formulate mid-term management plans that include consolidated subsidiaries, and the presidents of the subsidiaries shall make business plans in the fiscal years in order to achieve the mid-term plans.
2. The Company shall set forth regulations for managing subsidiaries, which clarify the departments that are responsible for administering the subsidiaries, and receive reporting from subsidiaries on the situation of their business on a regular basis and on matters set forth in the regulations. Important matters related to the corporate management of subsidiaries shall be subject to prior approval from the Company.
3. The Corporate Governance Committee shall deploy thorough compliance and measures for risk management, which include consolidated subsidiaries, to the presidents of subsidiaries as well as give them necessary assistance in coordination with the relevant departments.

The Audit Department, directly reporting to President, shall regularly audit the state of dissemination of "the Suzuki Group Code of Conduct", compliance, risk management and the state of establishment of a whistleblowing system as well as report the results to the Board of Directors.

The Board of Directors shall make the presidents of subsidiaries attend meetings of the Board of Directors, if necessary, and ask them to explain or report on issues that were detected in activities such as internal audits and whistleblowing. Accordingly, the Board of Directors shall give instructions for correction of the issues and require reporting on results.

4. The Corporate Planning section shall create awareness for the "Suzuki Group Risk Management Hotline" at subsidiaries to allow the Directors, Managing Officers and employees of subsidiaries to report directly to the Company on violations or possible violations of laws and regulations.

⑥ Matters for employees to support the business of the Audit & Supervisory Board Members when the Audit & Supervisory Board Member seeks appointment of the employees; matters for independence of such employees from the Directors; and matters for ensuring the efficiency of instructions given the employees

1. The Company shall establish the Secretariat of Audit & Supervisory Board in which staff is dedicated to executing their duties under the direction of Audit & Supervisory Board Members.
2. Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints can ask a change of their staff anytime, and Directors shall not refuse the requests without proper reason.
3. Transfers, treatments, disciplinary punishments, etc. of the staff in the Secretariat of Audit & Supervisory Board shall be subject to approval from Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints. Evaluation of personnel shall be conducted by Audit & Supervisory Board Members as appointed by the Audit & Supervisory Board.

⑦ Systems for reporting to the Audit & Supervisory Board Members

1. Audit & Supervisory Board Members may attend the Executive Committee, other important meetings and various committees in addition to meetings of the Board of Directors to ask questions and express their opinions.
2. In additions to delivering circular resolutions and other important documents to Audit & Supervisory Board Members, the Board of Directors, departments and the presidents of subsidiaries shall submit necessary information and report on the state of business and duties at the request of Audit & Supervisory Board Members.
3. Upon finding a fact that can cause serious damage to the Suzuki Group, the Board of Directors shall report on the fact to the Audit & Supervisory Board immediately.
4. The Audit Department, directly reporting to President, shall report on the results of internal audits to the Audit & Supervisory Board.
5. One of the contacts of the “Suzuki Group Risk Management Hotline” shall be Audit & Supervisory Board Members. In addition, the state of whistleblowing activities outside that of Audit & Supervisory Board Members shall be reported to Audit & Supervisory Board Members on a regular basis.
6. The Company shall not engage in disadvantageous treatment against those who reported to Audit & Supervisory Board Members, and shall ask the subsidiaries to treat them in the same way.

⑧ Matters regarding procedures for prepayment or redemption of expenses arising from the execution of duties of Audit & Supervisory Board Members and processing of other expenses or liabilities arising from the execution of such duties

The Company shall budget a certain amount of funds each year to pay expenses, etc. caused by the execution of Audit & Supervisory Board Members' duties. When Audit & Supervisory Board Members claim an advance payment of expenses and others related to the execution of their duties, the Company shall process the claim without delay.

⑨ Other System to ensure effecting auditing by the Audit & Supervisory Board Members

Audit & Supervisory Board Members may seek advice, etc. from lawyers and other external experts, if necessary, at the expense of the Company.

The following is an overview of operation of the above basic policies related to the systems for ensuring appropriate execution of duties.

① Measures relating to compliance

1. The Company is integrating lessons on compliance without fail in training for all levels such as for managerial position and the annual training for employees after joining the Company. Training on laws, regulations, etc. concerning safety and environment is provided for engineers to sufficiently understand laws, regulations, etc. with which they are required to comply in carrying out their work. Further, E-learning and other formats are being used to raise awareness toward compliance related to business activities.
2. Education, training, and urging posters at all worksites are some methods being used to ensure awareness of the “Suzuki Group Risk Management Hotline” in an effort to discover compliance issues early and to respond appropriately.
3. The Corporate Governance Committee engages in enhancement of compliance awareness by employees and urges caution for individual legal compliance throughout the Company. Furthermore, if compliance issues arise, the Committee conducts deliberation for each issue, formulates required measures, and reports the details to the Board of Directors and the Audit & Supervisory Board Member as appropriate.

We presented a report to the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) on 8 June 2016 of measures to prevent recurrence as our response to the improper activities concerning fuel consumption and gas emission testing of the Company’s automobiles. Our progress on the measures is published on our website (<http://www.suzuki.co.jp/corporate/mlitreport/>).

② Measures relating to risk management

1. The Company has constructed a system in which issues occurring or recognized in any department are deliberated on promptly by the Corporate Governance Committee or the Executive Committee, depending on their urgency and severity.
2. Further, since smooth communication of information within the Group is effective for early discovery of problems, the top level of management is directly supervising the thorough application of these basic rules of information communication by all Directors, officers and employees: “Immediately give reports to your manager. Immediately contact your manager. Think for yourself, then consult;” and “Observe the actual site or object to plan measures and take action.”
3. In regard to risks of legal violations, the Company is continuously identifying laws and regulations related to operations of the Company, domestic subsidiaries, and overseas subsidiaries. In addition to confirming the status of compliance, the Company is constructing corrective measures as necessary.
4. Internal rules are constantly being developed in each department. The Company is working to strengthen systems for efficient and appropriate operations in compliance with laws, regulations, etc. In particular, the appropriateness of each operation is reviewed twice a year as an opportunity to apply necessary improvements.
5. In accordance with the Company’s “CSR Guidelines for Suppliers”, we are working with suppliers to fulfil our corporate responsibilities together, including safety and quality, human rights and labor, environment, and compliance with laws, regulations, etc.
6. As part of measures to prepare for natural disasters, the Company held two trainings for tsunami evacuation assuming the occurrence of the Nankai Trough Megaquake. The Company also reviewed issue in our Business Continuity Plan (BCP) and made necessary revisions.

③ Measures relating to efficiency improvements in Directors' execution of their duties

1. In order to allow sufficient time to deliberate important issues related to management, meetings of the Board of Directors are operated to secure ample time in schedule and materials for the meeting are distributed in advance. Further, to allow Directors to efficiently oversee the progress in operations, efforts are made to clearly assign an executor to new management issues as they arise.
2. The Company is aiming to improve efficiency and speed in decision-making by the Board of Directors through certain measures such as by delegating decisions on individual matters to Directors or Managing Officers through the approval system, by receiving monthly reports on the state of operations of each department, the state of progress of each department's plans. etc., and by holding meetings of the Executive Committee attended by the Representative Directors and other concerned Directors, Managing Officers and others periodically and as the need arises to deliberate and make decisions on vital management issues and measures quickly.

④ Measures for ensuring appropriate execution of duties at the Group

1. The Company has defined the Rules of Business Control Supervision for Affiliated Companies and established departments responsible for the management of each of its subsidiaries. Subsidiaries are managed and supervised to ensure regular provision of status reports and reports on other matters as defined by these Rules, and to ensure the receipt of approval from the Company ahead of any significant matters.
2. Through the Suzuki Group Risk Management Hotline, the Company strives to identify compliance issues at subsidiaries.
3. In accordance with the audit plan, through on-site auditing and investigation of written documentation, etc., the Company's internal audit department with personnel thoroughly familiar with the various fields of the Company's operation periodically audits the state of establishment and operation of internal controls, including the appropriateness and efficiency of business at departments of the Company and at domestic/overseas subsidiaries, the state of compliance with laws/regulations and internal rules, and the state of management/maintenance for assets. Based on audit results, the audit department provides advice and guidance for making reforms until they are complete.

⑤ Measures related to audits by Audit & Supervisory Board Members

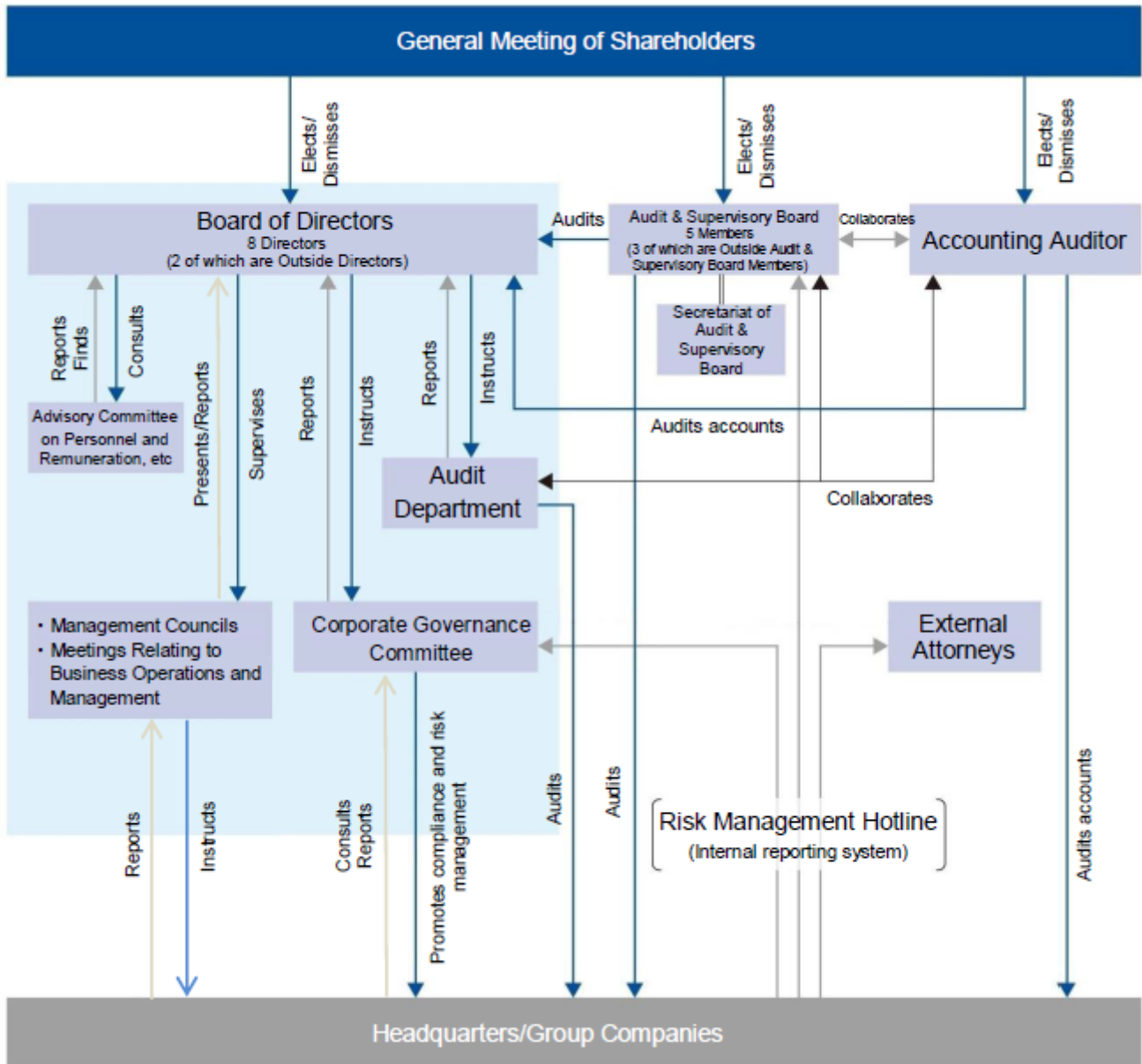
1. By having Audit & Supervisory Board Members attend meetings of the Board of Directors, the Executive Committee, corporate governance meetings, and other meetings related to business operations and management, the Company makes it possible for Audit & Supervisory Board Members to verify the decision-making process and receive any necessary reports.
2. To enable receipt of information by Audit & Supervisory Board Members, Audit & Supervisory Board Members are allowed to view documents related to decisions, etc. pertaining to the business operations of the Company and its subsidiaries. Additionally, circumstances are explained as necessary.
3. The Suzuki Group Risk Management Hotline serves as a contact point with Audit & Supervisory Board Members for whistleblowing. Additionally, all of the reports received for other contacts are also reported to the Audit & Supervisory Board promptly so that information regarding various issues within the Company is shared with them.
4. The internal audit department properly reports results of audits to Audit & Supervisory Board Members, allowing for more efficient auditing to be carried out in joint collaboration between Audit & Supervisory Board Members and the internal audit department.
5. The Company has established the Secretariat of the Audit & Supervisory Board as a full-time staff department independent from the chain of command of Directors, etc., thus strengthening the systems that support the duties of Audit & Supervisory Board Members. Merit Rating of staff at the Secretariat of the Audit & Supervisory Board shall be performed by Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints, and approval from Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints shall be obtained in advance of personnel transfers, etc.

(Reference) Corporate governance system

Holding fair and efficient business activities as a main principle, the Company hopes to continue to earn the trust of its shareholders and its various stakeholders, such as customers, partners, local communities, and employees, as well as to further contribute to international society and continue to develop as a company. To realize this goal, the Company recognizes strengthening of corporate governance as one of the most vital tasks of its business, and the Company will continue to actively take various measures toward this end.

(As of the end of March 2018)

Corporate Governance System



Consolidated Balance Sheets

(Amount: Millions of yen)

Account Title	FY2017 (As of 31 March 2018)	(Reference) FY2016 (As of 31 March 2017)
Assets		
Current assets	1,941,081	1,955,973
Cash and deposits	690,418	693,952
Notes and accounts receivables-trade	388,973	349,224
Short-term investment securities	256,695	338,756
Merchandise and finished goods	253,999	234,730
Work in process	48,954	40,537
Raw materials and supplies	49,962	56,847
Deferred tax assets	122,092	113,845
Other	135,237	133,428
Allowance for doubtful accounts	(5,252)	(5,349)
Noncurrent assets	1,399,747	1,160,012
Property, plant and equipment	804,265	756,344
Buildings and structures, net	160,990	154,843
Machinery, equipment and vehicles, net	199,051	267,951
Tools, furniture and fixtures, net	56,962	24,195
Land	280,866	261,130
Construction in progress	106,393	48,223
Intangible assets	2,556	2,683
Goodwill	237	339
Other	2,319	2,343
Investments and other assets	592,925	400,984
Investment securities	543,485	335,787
Long-term loans receivable	758	798
Assets for retirement benefits	42	44
Deferred tax assets	23,471	21,140
Other	25,692	43,631
Allowance for doubtful accounts	(402)	(399)
Allowance for investment loss	(124)	(18)
Total assets	3,340,828	3,115,985

Account Title	FY2017 (As of 31 March 2018)	(Reference) FY2016 (As of 31 March 2017)
Liabilities		
Current liabilities	1,242,270	1,188,121
Accounts payable-trade	443,916	428,063
Electronically recorded obligations	68,322	83,070
Short-term loans payable	97,598	96,643
Current portion of long-term loans payable	93,157	119,958
Accrued expenses	215,335	191,068
Income taxes payable	40,598	31,863
Deferred tax liabilities	929	55
Provision for product warranties	105,106	76,995
Provision for directors' bonuses	70	372
Other	177,234	160,030
Noncurrent liabilities	503,330	540,822
Bonds with subscription rights to shares	194,211	200,400
Long-term loans payable	192,943	222,870
Deferred tax liabilities	1,175	1,384
Provision for directors' retirement benefits	1,161	1,164
Provision for disaster	1,914	1,976
Provision for product liabilities	4,529	3,443
Provision for recycling expenses	7,804	6,372
Liabilities for retirement benefits	65,224	63,099
Other	34,364	40,110
Total liabilities	1,745,601	1,728,943
Net assets		
Shareholders' equity	1,340,047	1,149,548
Capital stock	138,064	138,014
Capital surplus	143,868	144,035
Retained earnings	1,247,242	1,058,549
Treasury stock	(189,126)	(191,051)
Accumulated other comprehensive income	(42,511)	(29,683)
Valuation difference on available-for-sale securities	108,528	98,827
Deferred gains or losses on hedges	22	1,269
Foreign currency translation adjustment	(140,136)	(119,236)
Accumulated adjustment for retirement benefit	(10,925)	(10,543)
Subscription rights to shares	126	126
Non-controlling interests	297,564	267,049
Total net assets	1,595,227	1,387,041
Total liabilities and net assets	3,340,828	3,115,985

[Note] Amounts less than one million yen are rounded down.

Consolidated Statements of Income

(Amount: Millions of yen)

Account Title	FY2017 (1 April 2017 – 31 March 2018)	(Reference) FY2016 (1 April 2016 – 31 March 2017)
Net sales	3,757,219	3,169,542
Cost of sales	2,651,473	2,261,914
Gross profit	1,105,745	907,627
Selling, general and administrative expenses	731,563	640,942
Operating income	374,182	266,685
Non-operating income	47,709	29,660
Interest income	32,559	13,186
Dividends income	3,073	3,640
Rent income on noncurrent assets	1,708	1,493
Foreign exchange gains	-	198
Equity in earnings of affiliates	-	2,327
Other	10,367	8,813
Non-operating expenses	39,104	9,652
Interest expenses	8,152	4,771
Loss on valuation of securities	352	0
Depreciation of assets for rent	362	461
Provision of allowance for doubtful accounts	97	6
Provision of allowance for investment loss	106	97
Foreign exchange losses	8,401	-
Equity in losses of affiliates	13,870	-
Other	7,761	4,316
Ordinary income	382,787	286,693
Extraordinary income	4,079	48,798
Gain on sales of noncurrent assets	2,797	1,022
Gain on sales of investment securities	1,281	47,775
Extraordinary loss	2,833	40,291
Loss on sales of noncurrent assets	247	355
Impairment loss	2,585	39,936
Income before income taxes etc.	384,033	295,200
Income taxes-current	121,527	92,263
Income taxes-deferred	(12,933)	5,319
Income taxes	108,593	97,583
Net income	275,439	197,616
Net income attributable to non-controlling interests	59,709	37,660
Net income attributable to owners of the parent	215,730	159,956

[Note] Amounts less than one million yen are rounded down.

Consolidated Statements of Changes in Net Assets (1 April 2017– 31 March 2018)

(Amount: Millions of yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of current fiscal year	138,014	144,035	1,058,549	(191,051)	1,149,548
Changes of items during the period					
Issuance of new shares	49	49			98
Dividends from surplus			(25,153)		(25,153)
Net income attributable to owners of the parent			215,730		215,730
Purchase of treasury stock				(6)	(6)
Disposal of treasury stock		(1,912)		1,930	18
Transfer to capital surplus from retained earnings		1,912	(1,912)		-
Capital increase of consolidated subsidiaries		(216)			(216)
Change of scope of equity method			28		28
Net changes of items other than shareholders' equity					
Total changes of items during the period	49	(166)	188,692	1,924	190,498
Balance at end of current fiscal year	138,064	143,868	1,247,242	(189,126)	1,340,047

	Accumulated other comprehensive income					Subscription rights to shares	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Accumulated adjustment for retirement benefit	Total accumulated other comprehensive income			
Balance at beginning of current fiscal year	98,827	1,269	(119,236)	(10,543)	(29,683)	126	267,049	1,387,041
Changes of items during the period								
Issuance of new shares								98
Dividends from surplus								(25,153)
Net income attributable to owners of the parent								215,730
Purchase of treasury stock								(6)
Disposal of treasury stock								18
Transfer to capital surplus from retained earnings								-
Capital increase of consolidated subsidiaries								(216)
Change of scope of equity method								28
Net changes of items other than shareholders' equity	9,700	(1,246)	(20,900)	(381)	(12,828)	-	30,514	17,686
Total changes of items during the period	9,700	(1,246)	(20,900)	(381)	(12,828)	-	30,514	208,185

*(This is an English translation of the original Notice in the Japanese language mailed to shareholders in Japan and is for reference purpose only.
If there are any discrepancies between this document and the original Japanese Notice, the original Japanese Notice prevails.)*

Balance at end of current fiscal year	108,528	22	(140,136)	(10,925)	(42,511)	126	297,564	1,595,227
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[Note] Amounts less than one million yen are rounded down.

Non-Consolidated Balance Sheets

(Amount: Millions of yen)

Account Title	FY2017 (As of 31 March 2018)	(Reference) FY2016 (As of 31 March 2017)
Assets		
Current assets	897,847	929,598
Cash and deposits	434,516	497,960
Notes receivable-trade	2,205	1,287
Accounts receivable-trade	164,701	164,516
Short-term investment securities	30,000	30,000
Merchandise and finished goods	46,361	43,234
Work in process	20,451	22,416
Raw materials and supplies	10,357	9,803
Prepaid expenses	819	1,039
Deferred tax assets	95,150	85,830
Other	95,407	76,085
Allowance for doubtful accounts	(2,125)	(2,576)
Noncurrent assets	876,651	819,993
Property, plant and equipment	251,146	250,556
Buildings, net	56,637	52,799
Structures, net	10,735	9,655
Machinery and equipment, net	38,033	44,355
Vehicles, net	710	1,228
Tools, furniture and fixtures, net	8,149	10,316
Land	128,457	125,528
Construction in progress	8,423	6,672
Intangible assets	269	295
Right of using facilities	269	295
Investments and other assets	625,235	569,141
Investment securities	161,033	132,369
Stocks of subsidiaries and affiliates	415,575	367,597
Investments in capital	695	3
Investments in capital of subsidiaries and affiliates	22,615	30,291
Long-term loans receivable	367	466
Long-term loans receivable from subsidiaries and affiliates	1,914	17,548
Long-term prepaid expenses	296	366
Deferred tax assets	21,633	19,883
Other	1,241	1,233
Allowance for doubtful accounts	(13)	(185)
Allowance for investment loss	(124)	(433)
Total assets	1,774,498	1,749,592

Account Title	FY2017 (As of 31 March 2018)	(Reference) FY2016 (As of 31 March 2017)
Liabilities		
Current liabilities	816,976	826,411
Accounts payable-trade	309,821	326,267
Electronically recorded obligations	68,322	83,070
Short-term loans payable	57,311	48,084
Current portion of long-term loans payable	44,000	76,000
Accounts payable-other	9,212	10,060
Accrued expenses	73,414	68,604
Income taxes payable	25,023	24,995
Advances received	6,597	6,838
Deposits received	133,839	110,493
Provision for product warranties	87,923	62,376
Provision for directors' bonuses	-	288
Other	1,511	9,331
Noncurrent liabilities	368,975	415,370
Bonds with subscription rights to shares	194,211	200,400
Long-term loans payable	116,172	160,172
Long-term loans payable to subsidiaries and affiliates	11,300	11,300
Provision for retirement benefits	21,107	20,507
Provision for directors' retirement benefits	1,161	1,161
Provision for disaster	1,478	1,540
Provision for product liabilities	4,529	3,443
Provision for recycling expenses	7,804	6,372
Asset retirement obligations	446	257
Other	10,764	10,214
Total liabilities	1,185,951	1,241,781
Net assets		
Shareholders' equity	541,002	461,195
Capital stock	138,064	138,014
Capital surplus	144,414	144,364
Legal capital surplus	144,414	144,364
Retained earnings	447,608	369,824
Legal retained earnings	8,269	8,269
Other Retained earnings		
Reserve for special depreciation	1,038	1,253
Reserve for advanced depreciation of noncurrent assets	6,417	6,265
General reserve	332,000	261,000
Retained earnings brought forward	99,882	93,035
Treasury stock	(189,084)	(191,008)
Valuation and translation adjustments	47,418	46,488
Valuation difference on available-for-sale securities	47,287	45,731
Deferred gains or losses on hedges	131	756
Subscription rights to shares	126	126
Total net assets	588,547	507,810
Total liabilities and net assets	1,774,498	1,749,592

[Note] Amounts less than one million yen are rounded down.

Non-Consolidated Statements of Income

(Amount: Millions of yen)

Account Title	FY2017 (1 April 2017 – 31 March 2018)	(Reference) FY2016 (1 April 2016 – 31 March 2017)
Net sales	1,852,766	1,687,836
Cost of sales	1,383,387	1,272,197
Beginning finished goods	38,329	30,417
Cost of products manufactured	1,387,558	1,282,335
Total	1,425,887	1,312,753
Transfer to other account	1,269	2,226
Ending finished goods	41,230	38,329
Gross profit	469,378	415,639
Selling, general and administrative expenses	344,673	309,242
Selling expenses	210,237	179,351
General and administrative expenses	134,436	129,891
Operating income	124,705	106,396
Non-operating income	30,501	20,347
Interest income	1,186	889
Interest on securities	139	4
Dividends income	24,726	14,125
Reversal of loss for doubtful accounts	83	195
Rent income on noncurrent assets	2,767	2,816
Foreign exchange gains	-	43
Miscellaneous income	1,598	2,273
Non-operating expenses	18,094	6,533
Interest expenses	647	663
Loss on valuation of securities	5,112	181
Depreciation of assets for rent	1,592	1,666
Provision of allowance for investment loss	2,934	1,018
Foreign exchange losses	4,965	-
Miscellaneous expenses	2,842	3,004
Ordinary income	137,112	120,210
Extraordinary income	2,400	48,034
Gain on sales of noncurrent assets	1,118	260
Gain on sales of investment securities	1,281	47,773
Extraordinary loss	2,077	40,367
Loss on sales of noncurrent assets	27	30
Impairment loss	2,049	5,590
Loss on valuation of investments in capital and shares of subsidiaries and affiliates	-	34,747
Income before income taxes etc.	137,435	127,876
Income taxes-current	44,050	35,680
Income taxes-deferred	(11,464)	4,525
Income taxes	32,585	40,205
Net income	104,849	87,671

[Note] Amounts less than one million yen are rounded down.

Non-Consolidated Statements of Changes in Net Assets

(1 April 2017 – 31 March 2018)

(Amount: Millions of yen)	Shareholders' equity					
	Capital stock	Capital surplus			Retained earnings	
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings
					Reserve for special depreciation	
Balance at beginning of current fiscal year	138,014	144,364	-	144,364	8,269	1,253
Changes of items during the period						
Issuance of new shares	49	49		49		
Reversal of reserve for special depreciation						(215)
Provision of reserve for advanced depreciation of noncurrent assets						
Reversal of reserve for advanced depreciation of noncurrent assets						
Provision of general reserve						
Dividends from surplus						
Net income						
Purchase of treasury stock						
Disposal of treasury stock			(1,912)	(1,912)		
Transfer to capital surplus from retained earnings			1,912	1,912		
Net changes of items other than shareholders' equity						
Total changes of items during the period	49	49	-	49	-	(215)
Balance at end of current fiscal year	138,064	144,414	-	144,414	8,269	1,038

(Amount: Millions of yen)

	Shareholders' equity						
	Retained earnings					Treasury stock	Total shareholders' equity
	Other retained earnings			Total retained earnings			
	Reserve for advanced depreciation of noncurrent assets	General reserve	Retained earnings brought forward				
Balance at beginning of current fiscal year	6,265	261,000	93,035	369,824	(191,008)	461,195	
Changes of items during the period							
Issuance of new shares						98	
Reversal of reserve for special depreciation			215	-		-	
Provision of reserve for advanced depreciation of noncurrent assets	366		(366)	-		-	
Reversal of reserve for advanced depreciation of noncurrent assets	(214)		214	-		-	
Provision of general reserve		71,000	(71,000)	-		-	
Dividends from surplus			(25,153)	(25,153)		(25,153)	
Net income			104,849	104,849		104,849	
Purchase of treasury stock					(6)	(6)	
Disposal of treasury stock					1,930	18	
Transfer to capital surplus from retained earnings			(1,912)	(1,912)		-	
Net changes of items other than shareholders' equity							
Total changes of items during the period	152	71,000	6,846	77,783	1,924	79,806	
Balance at end of current fiscal year	6,417	332,000	99,882	447,608	(189,084)	541,002	

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	Valuation and translation adjustments			Subscription rights to shares	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments		
Balance at beginning of current fiscal year	45,731	756	46,488	126	507,810
Changes of items during the period					
Issuance of new shares					98
Reversal of reserve for special depreciation					-
Provision of reserve for advanced depreciation of noncurrent assets					-
Reversal of reserve for advanced depreciation of noncurrent assets					-
Provision of general reserve					-
Dividends from surplus					(25,153)
Net income					104,849
Purchase of treasury stock					(6)
Disposal of treasury stock					18
Transfer to capital surplus from retained earnings					-
Net changes of items other than shareholders' equity	1,555	(625)	930	-	930
Total changes of items during the period	1,555	(625)	930	-	80,736
Balance at end of current fiscal year	47,287	131	47,418	126	588,547

[Note] Amounts less than one million yen are rounded down.

AUDIT REPORTS

Copy of Report of Accounting Auditor on Consolidated Financial Statements

Report of Independent Auditor

8 May 2018

To the Board of Directors of
Suzuki Motor Corporation

Seimei Audit Corporation
Ryo Imamura (seal)
Designated and Engagement Partner
Certified Public Accountant
Akira Iwama (seal)
Designated and Engagement Partner
Certified Public Accountant
Takashi Imamura (seal)
Designated and Engagement Partner
Certified Public Accountant

We have audited the accompanying consolidated financial statements of Suzuki Motor Corporation and its subsidiaries, which comprise the consolidated statement of financial position as at 31 March 2018, the consolidated statement of income, the consolidated statements of changes in equity and the notes to consolidated financial statements, for the consolidated fiscal year from 1 April 2017 to 31 March 2018 in accordance with Article 444 (4) of the Companies Act of Japan.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Suzuki Motor Corporation and its consolidated subsidiaries as at 31 March 2017, and the consolidated results of their operations for the year then ended, in accordance with accounting principles generally accepted in Japan.

No Interest

There is no interest between Suzuki Motor Corporation and our firm or engagement partners which should be disclosed in accordance with the provisions of the Certified Public Accountants Law of Japan.

- End -

Copy of Report of Accounting Auditor

Report of Independent Auditor

8 May 2018

To the Board of Directors of
Suzuki Motor Corporation

Seimei Audit Corporation
Ryo Imamura (seal)
Designated and Engagement Partner
Certified Public Accountant
Akira Iwama (seal)
Designated and Engagement Partner
Certified Public Accountant
Takashi Imamura (seal)
Designated and Engagement Partner
Certified Public Accountant

We have audited the accompanying financial statements of Suzuki Motor Corporation, which comprise the statement of financial position as at 31 March 2018, the statement of income, the statement of changes in equity and the notes to financial statements, as well as their supplementary schedules, for the 152nd fiscal year from 1 April 2017 to 31 March 2018 in accordance with Article 436 (2) (i) of the Companies Act of Japan.

Management's Responsibility for the Financial Statements, etc.

Management is responsible for the preparation and fair presentation of these financial statements and their supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation and fair presentation of the financial statements and their supplementary schedules that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements and their supplementary schedules based on our audit. We conducted our audit in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements and their supplementary schedules are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements and their supplementary schedules. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements and their supplementary schedules, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the equity's preparation and fair presentation of the financial statements and their supplementary schedules in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements and their supplementary schedules. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements and their supplementary schedules referred to above present fairly, in all material respects, the financial position of Suzuki Motor Corporation as at 31 March 2017, and the results of its operations for the year then ended, in accordance with accounting principles generally accepted in Japan.

No Interest

There is no interest between Suzuki Motor Corporation and our firm or engagement partners which should be disclosed in accordance with the provisions of the Certified Public Accountants Law of Japan.

- End -

Copy of Report of the Audit & Supervisory Board

Audit Report

With respect to the Directors' performance of their duties during the 152nd fiscal year from 1 April 2017 to 31 March 2018, the Audit & Supervisory Board has prepared this audit report after deliberations based on the audit reports prepared by Audit & Supervisory Board Member, and hereby report as follows:

1. Method and Contents of Audit by Audit & Supervisory Board Members and the Audit & Supervisory Board
 - (1) The Audit & Supervisory Board has established the audit policies, assignment of duties, etc. and received a report from Audit & Supervisory Board Members regarding the status of implementation of their audits and results thereof. In addition, the Audit & Supervisory Board has received reports from the Directors, etc. and the Accounting Auditor regarding the status of performance of their duties, and requested explanations as necessary.
 - (2) In accordance with the standards for Audit & Supervisory Board Members' audit established by the Audit & Supervisory Board and following the audit policies, assignment of duties, etc., Audit & Supervisory Board Members endeavored to facilitate a mutual understanding with the Directors, the Audit Department and other employees, etc., and to collect information and maintain and improve the audit environment, and conducted the audit by following manners:
 - ① Audit & Supervisory Board Members attended the meetings of the Board of Directors and other important meetings, received reports on the status of performance of duties from the Directors and other employees and requested explanations as necessary, examined important approval/decision documents, and inspected the status of the corporate affairs and assets at the head office and other principal business locations. With respect to the subsidiaries, Audit & Supervisory Board Members received from the subsidiaries reports on their respective business, endeavored to facilitate a mutual understanding and exchanged information with the directors etc. of each of the subsidiaries, and betake oneself to the subsidiaries as necessary to survey subsidiaries' business operation and financial position.
 - ② Audit & Supervisory Board Members periodically received reports from the Directors and other employees, requested explanations as necessary and expressed opinions about the status of (a) the contents of the Board of Directors' resolutions regarding the development and maintenance of the system to ensure that the Directors' performance of their duties complied with all laws, regulations and the Articles of Incorporation of the Company and other systems that are set forth in Article 100 (1) and (3) of the Ordinance for Enforcement of the Company Act of Japan as being necessary for ensuring the appropriateness of the corporate affairs of the corporate group comprised of a joint stock company (kabushiki kaisha) and its subsidiaries as mentioned in the business report, and (b) the systems (internal control systems) based on such resolutions.
 - ③ Audit & Supervisory Board Members monitored and verified whether the Accounting Auditor maintained its independence and properly conducted its audit, received a report from the Accounting Auditor on the status of its performance of duties, and requested explanations as necessary. Audit & Supervisory Board Members were notified by the Accounting Auditor that it had established a "system to ensure that the performance of the duties of the Accounting Auditor was properly conducted" (the matters listed in the items of Article 131 of the Company Accounting Regulations) in accordance with the "Quality Control Standards for Audits" (Business Accounting Council on 28 October 2005), and requested explanations as necessary.

Based on the above-described methods, Audit & Supervisory Board Members examined the business report and the supplementary schedules thereto, the financial statements (the balance sheet, the statement of income, the statement of changes in net assets and the note to financial statements) and the supplementary schedules thereto, and the consolidated financial statements (the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the note to consolidated financial statements), for the fiscal year under consideration.

2. Results of Audit
 - (1) Results of Audit of Business Report, etc.
 - ① We acknowledge that the business report and the supplementary schedules thereto fairly present the status of the Company in conformity with the applicable laws and regulations and the Articles of Incorporation of the Company.
 - ② We acknowledge that no misconduct or material fact constituting a violation of any law or regulation or the Articles of Incorporation of the Company was found with respect to the Directors' performance of their duties.
 - ③ We acknowledge that the Board of Directors' resolutions with respect to the internal control systems are appropriate. We did not find any matter to be mentioned with respect to the contents of the business report and the Directors' performance of their duties concerning the internal control systems.
 - (2) Results of Audit of Financial Statements and their Supplementary schedules
We acknowledge that the methods and results of audit performed by the Accounting Auditor, Seimei Audit Corporation, are appropriate.
 - (3) Results of Audit of Consolidated Financial Statements
We acknowledge that the methods and results of audit performed by the Accounting Auditor, Seimei Audit Corporation, are appropriate.

9 May 2018

Audit & Supervisory Board of Suzuki Motor Corporation
Audit & Supervisory Board Member (Full-time): Kunio Nakamura (seal)
Audit & Supervisory Board Member (Full-time): Eiji Mochizuki(seal)
Audit & Supervisory Board Member (Outside): Norio Tanaka (seal)
Audit & Supervisory Board Member (Outside(Full-time)): Yasuhiro Yamazaki (seal)
Audit & Supervisory Board Member (Outside): Nobuyuki Araki (seal)

-End-

(reference) TOPICS

(For English Translation, the pictures and the chart are omitted.)

April 2017

Awards for Suzuki's Zero Coupon Convertible Bonds with stock acquisition rights

Zero coupon convertible bonds due 2021 and 2023 issued by the Company in April 2016 totaling 200 billion yen were awarded DEALWATCH 2016 Equity-linked Product of the Year by Thomson Reuters Markets KK. The same bonds were also awarded Capital Eye Awards BEST DEAL OF 2016 by Capital Eye Limited.

The 200 billion yen procured by these bonds has been allocated for constructing a new plant in India as well as developing sustainability and safety technologies as a part of strategic investments for strengthening the Company's competitiveness.

May 2017

All-New DZIRE launched in India

The Company's Indian subsidiary Maruti Suzuki India Limited launched the all-new Dzire compact sedan in India.

Dzire is one of the main models of Maruti Suzuki India Limited, with accumulated sales of approximately 1.58 million units* in India as a compact sedan for entry-level and step-up users.

It shares the same new HEARTECT platform as the all-new Swift being sold in Japan, Europe, and other countries since 2017. Thanks to its lightweight and highly rigid body, it strikes a balance between running performance and fuel efficiency while meeting the new safety regulations introduced in India.

* Source: Suzuki, as at end of March 2018

May 2017

Fully improved sport adventure tourer V-Strom series launched

The sport adventure tourer V-Strom series, comfortable for the city or for long-distance touring on highways and mountain passes, was fully improved and relaunched. The initial engine lineup was composed of two types, 1,000 cc and 650 cc, with 250 cc added in June. The style common to all models in the series harks back to DR800S (DR-BIG), the wild, bold sports adventure tourer launched in 1988.

The Company will continue in its efforts to improve the revenue of the motorcycle business by actively offering new sporty products to expand the products on offer.

July 2017

Suzuki Education and Culture Foundation FY2017 bursary recipients selected

The Suzuki Education and Culture Foundation selected 25 high school students and 5 university students as

bursary recipients for FY2017 and held a certificate presentation ceremony. Including these new students, the Foundation is currently funding 57 high school students and 15 university students with bursaries, for a total of 72.

The Foundation is a public interest incorporated foundation established in 2000 to mark the Company's 80th anniversary. The full amount of the fund was deposited by the Suzuki Group. The Foundation provides bursaries as aids which do not need to be paid back to students who have a desire to learn but are unable to focus on their studies due to economic reasons. Students of high schools in Shizuoka Prefecture and university students who graduated from high schools in Shizuoka Prefecture are eligible. From its establishment to the previous fiscal year, the Foundation has supported a total of 318 students with a gross amount of approximately 250 million yen.

August 2017

Suzuki's Japan-India Institute for Manufacturing (JIM) opened in India

Maruti Suzuki JIM (Japan-India Institute for Manufacturing), an industrial training institute which was being prepared by the Company in Mehsana, Gujarat of India, was approved as the first Japan-India Institute for Manufacturing by Japan's Ministry of Economy, Trade and Industry in June 2017 and opened in August of the same year.

The institute is operated as an Indian ITI (Industrial Training Institute) by Maruti Suzuki India Limited, who supplies state-of-the-art educational facilities and human resources. It offers eight practical training courses including Motor Mechanic, Mechanic Diesel, Mechanic Auto Body Repair, Mechanic Auto Body Paint Repair, and Welder, and plans to produce approximately 400 graduates annually.

September 2017

Ceremonies for opening of Gujarat Plant and cornerstone-laying of lithium-ion battery plant

Ceremonies were held for the opening of the Suzuki Motor Gujarat Private Limited's plant and for the cornerstone-laying of a lithium-ion battery plant to be set up by a joint venture with Toshiba Infrastructure Systems & Solutions Corporation and Denso Corporation in an event that took place at the Mahatma Mandir, an international convention center located in Gandhinagar, Gujarat, India.

The Company continues to cooperate with the Make in India and Skill India policies of the government of India and to work for the development of the Indian automobile industry.

September 2017

IBEX Innovation Award for Suzuki DF350A

The Company's new flagship maximum 350-horsepower four-stroke outboard motor DF350A released in July 2017 received an Innovation Award at the International Boat Builder's Exhibition & Conference (IBEX) held in the U.S.A. These awards are considered the highest honors in marine technology. This is the eighth Innovation Award won by the Company, the most by any outboard motor manufacturer, and is a testament to the Company's sophisticated technology.

The DF350A is a new four-stroke V6 engine which boasts a 4,390-cm³, high-output engine. High running performance and directional stability were made possible by the adoption of the Suzuki Dual Prop System, the first time contra-rotating propellers used for Suzuki outboard motors.

October 2017

The 45th Tokyo Motor Show 2017

The 45th Tokyo Motor Show 2017 (organized by the Japan Automobile Manufacturers Association) was held, and the Company showcased many reference exhibits under the theme “EXCITEMENT for Everyone, in Everywhere.”

Headlined by e-SURVIVOR, a compact SUV for the future with an electric motor which the Company proposes for the coming 100 years, the Company exhibited a new neo-retro motorcycle SV650X ABS, outboard motors, and the preventative safety technologies of Suzuki Safety Support, as well as its technologies for the future, including electrification.

November 2017

2018 RJC Car of the Year Award for Swift

The Company's Swift compact car series won the 2018 RJC Car of the Year award, presented by the Automotive Researchers' and Journalists' Conference of Japan (RJC). The award-winning Swift is the third generation model since its launch in 2004, and the third consecutive generation to win the award. The Swift series was applauded for its variety, from sports to hybrid, made available to suit a wide range of users.

Swift is rated highly worldwide. In March 2018, it was rated in the top three of the 2018 World Urban Car category in the World Car Awards (WCA), established by automotive journalists from around the world.

November 2017

Memorandum on EV introduction in India concluded by Toyota and Suzuki

The Company and Toyota Motor Corporation (Toyota) have agreed to consider a cooperative structure with the aim of introducing electric vehicles (EVs) into the Indian market around 2020.

The Company is to produce EVs for the Indian market with Toyota's technical support, and supply such vehicles to Toyota. Additionally, both companies will comprehensively study the installation of charging stations, development of human resources including the training of after-service technicians within the sales network, establishment of an appropriate processing system for end-of-use batteries, and activities which would contribute to the wide adoption and longevity of EVs in India.

Further, in March 2018, the companies came to a basic agreement to mutually supply hybrid vehicles and other products in the Indian market. Both companies will continue to consider further cooperation with the goal of attaining a society of sustainable mobility.

December 2017

Suzuki Environmental Plan 2020 established

The Company newly established and announced the Suzuki Environmental Plan 2020 presenting the direction and initiatives of business operations relating to the environment up to FY2020. New goals were set, including a 28% reduction in CO₂ emissions due to automobile use by 2020*¹ and a 10% reduction in CO₂ emissions from all production centers of the Suzuki Group, in Japan and overseas, by 2020*².

The details of the Environmental Plan 2020 is available in the latest Suzuki CSR & Environmental Report 2017. The report features ESG (environmental, social, and governance) initiatives and data receiving increased attention from stakeholders, including the environment, human rights, labor, and compliance.

*¹ Compared with FY2005. *² Compared with FY2010.

December 2017

All-new Spacia and Spacia Custom launched in Japan

The market for tall miniwagons is expanding year after year and is central to the mini vehicle market. Safety features are what have recently been drawing the attention of customers who choose the tall miniwagon.

The all-new Spacia and Spacia Custom, which have been fully improved, come with the Back-up Brake Support collision-mitigating system for backing-up, a first for a mini vehicle, and collision-mitigating brakes for the front and rear are standard equipment for all grades. Also installed are functions that support safe driving, including a heads-up display that displays no-entry road signs and vehicle information in color on the front windshield and 3D View that lets the driver see the vehicle's 360-degree surroundings in a three-dimensional view. Both are firsts for a mini vehicle.

December 2017

All-new XBEE launched in Japan

The Company launched the all-new XBEE (cross-bee), a completely new genre of compact crossover wagon that matches the lifestyles of a wide range of users, from those who like driving in the city to those love leisure, such as outdoor activities and sports. In addition to the spacious cabin and daily convenience expected of a wagon, it has a distinctive, lovable design and strong driving performance on rough roads such as snow, also possessing the practicality of an SUV.

The number of cars sold and registered in Japan in FY2017 was a record, exceeding 110 thousand.

January 2018

GSX series expanded with all-new compact models

A new 125 cc model was launched for the light, high-performance super sports bike GSX-R series: GSX-R125 ABS. A new model sharing its engine and its light, compact body, GSX-S125 ABS, was also launched in October 2017 for the GSX-S series, the street sport bike series which is known for its aggressive styling. The Company is offering a variety of entry-level models to encourage newcomers and young people to enjoy sport bikes.

This is a global model, produced at our Indonesian subsidiary P.T. Suzuki Indomobil Motor and sold in Japan as well as worldwide.

February 2018

TSE Corporate Value Improvement Award of Excellence for Suzuki

The Company was selected for an Excellence Award in the 6th Corporate Value Improvement Award presented by the Tokyo Stock Exchange (TSE). The Corporate Value Improvement Award is an initiative to reward listed companies who attain improved corporate value through management practices that demonstrate a keen awareness of the viewpoint of investors, including the capital cost.

As a recipient of an Excellence Award, the Company was recognized as engaging in management practices toward improving corporate value at a high level, making use of management indexes such as ROE with the aim of creating corporate value exceeding the capital cost.

February 2018

FY2017 funding by the Suzuki Foundation

The Suzuki Foundation was established in March 1980 to mark the Company's 60th anniversary. In FY2017, the Foundation funded 36 scientific technology and proposed subject research initiatives and provided other financial assistance, worth a total of 100.57 million yen.

This round of financial assistance for research is the 38th. Since its establishment, the Foundation has aided and assisted the development of mechanical industry technologies. It has also provided financial assistance to universities and research institutions throughout Japan, accepted and assisted foreign research students, and in other ways encouraged and supported youth burning with ambition to take part in this field. The Foundation has supported 1,581 scientific research projects with financial assistance worth a total of 1,817.17 million yen since its establishment.

Memo for the shareholders

Ordinary General Meetings of Shareholders	In June	
Record Date	Ordinary General Meetings of Shareholders	31 March
	Year-End Dividends	31 March
	Interim Dividends	30 September
	In case it is necessary, we shall give public notices in advance.	
The method of public notices	Electronic public notices provided, however, in the event of accidents or any unavoidable circumstances which makes electronic public notices impossible, the Company's public notices shall be given in the Nihon Keizai Shimbun published in Tokyo-to. http://www.suzuki.co.jp/ir/index.html	
Stock Code	7269	
Transfer Agent (The institute managing the special bank account)	〒100-8233 1-4-1 Marunouchi, Chiyoda-ku, Tokyo-to Sumitomo Mitsui Trust Bank Ltd.	
Place to contact for the above matter	〒460-8685 3-15-33 Sakae, Naka-ku, Nagoya-shi Sumitomo Mitsui Trust Bank Ltd. Department of Stock Agent	
Place to send mails (call)	〒168-0063 2-8-4 Izumi, Suginami-ku, Tokyo-to Sumitomo Mitsui Trust Bank Ltd. Stock Agent Center Call Free: 0120-782-031 (Opening hours: 9:00~17:00 / Monday-Friday)	
Place to contact for the above matter	Sumitomo Mitsui Trust Bank Ltd. Any branch in Japan	

About any procedure for stocks	
About contact points for changing address, selling or purchasing shares less than one unit, etc.	About outstanding dividend payment
① Shareholders who use stock company Please contact your stock company.	Please contact Sumitomo Mitsui Trust Bank Ltd., which is the Transfer Agent.
② Shareholders for whom the special bank account was opened, not having bank account in stock company Please contact Sumitomo Mitsui Trust Bank Ltd., which is the institute managing the special account.	

Map of the venue of the General Meeting of the Shareholders

(English Translation Omitted)