Annual Securities Report

The 160th Business Term

From April 1, 2025
To March 31, 2026

SUZUKI MOTOR CORPORATION

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The 160th Annual Securities Report

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[Document Title]	Annual Securities Report (Yukashoken Hokokusho)
[Applicable Law]	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act
[Place of Filing]	Director-General of the Kanto Local Finance Bureau
[Filing Date]	June 23, 2026
[Fiscal Year]	The 160th Fiscal Year (April 1, 2025 to March 31, 2026)
[Company Name]	Suzuki Kabushiki Kaisha
[Company Name in English]	SUZUKI MOTOR CORPORATION
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Part I Company Information

I. Overview of Company

1. Key Financial Data

(1) Consolidated financial data, etc.

Fiscal year		International Financial Reporting Standards			
		Transition date	FY2023	FY2024	FY2025
Year ended		As of April 1, 2023	March 31, 2024	March 31, 2025	March 31, 2026
Revenue	(Millions of yen)	–	5,357,523	5,825,161	6,292,967
Profit before tax	(Millions of yen)	–	591,713	730,220	730,744
Profit attributable to owners of parent	(Millions of yen)	–	317,017	416,050	439,267
Comprehensive income attributable to owners of parent	(Millions of yen)	–	566,519	330,639	506,548
Equity attributable to owners of parent	(Millions of yen)	2,294,186	2,719,773	2,970,660	3,382,083
Total assets	(Millions of yen)	4,861,513	5,757,656	5,993,657	6,636,815
Equity attributable to owners of parent per share	(Yen)	1,180.06	1,409.83	1,539.78	1,753.03
Earnings per share attributable to owners of parent, Basic	(Yen)	–	163.88	215.66	227.69
Earnings per share attributable to owners of parent, Diluted	(Yen)	–	163.88	215.65	227.66
Ratio of equity attributable to owners of parent to total assets	(%)	47.2	47.2	49.6	51.0
Ratio of profit to equity attributable to owners of parent	(%)	–	12.6	14.6	13.8
Price earnings ratio	(Times)	–	10.6	8.4	8.2
Cash flows from operating activities	(Millions of yen)	–	501,786	669,784	717,535
Cash flows from investing activities	(Millions of yen)	–	(477,399)	(475,605)	(499,543)
Cash flows from financing activities	(Millions of yen)	–	(92,898)	(185,978)	(127,287)
Cash and cash equivalents at end of period	(Millions of yen)	868,911	840,020	842,710	973,291
Number of employees [Average number of temporary employees]	(Persons)	70,012 [44,891]	72,372 [46,696]	74,077 [50,043]	76,889 (57,922)

Notes: 1. As of FY2024, the consolidated financial statements of the Company are prepared in accordance with International Financial Reporting Standards (IFRS).

2. The Company conducted a four-for-one stock split of its common stock as of April 1, 2024. “Equity attributable to owners of parent per share,” and “Earnings per share attributable to owners of parent, Basic and Diluted” are calculated on the assumption that the stock split was conducted at the beginning of FY2023.

Fiscal year		Japanese GAAP			
		FY2021	FY2022	FY2023	FY2024
Year ended		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Net sales	(Millions of yen)	3,568,380	4,641,644	5,374,255	5,843,087
Ordinary profit	(Millions of yen)	262,917	382,807	488,525	622,089
Profit attributable to owners of parent	(Millions of yen)	160,345	221,107	267,717	390,166
Comprehensive income	(Millions of yen)	289,176	309,945	722,062	381,925
Net assets	(Millions of yen)	2,263,672	2,508,620	3,138,397	3,407,147
Total assets	(Millions of yen)	4,155,153	4,577,713	5,385,618	5,585,683
Net assets per share	(Yen)	966.92	1,068.87	1,291.25	1,404.09
Profit per share	(Yen)	82.55	113.80	138.40	202.24
Profit per share, Diluted	(Yen)	82.54	113.80	138.39	202.23
Equity capital ratio	(%)	45.2	45.4	46.3	48.5
Return on equity	(%)	9.0	11.2	11.7	15.0
Price earnings ratio	(Times)	12.8	10.6	12.6	8.9
Cash flows from operating activities	(Millions of yen)	221,259	286,626	446,045	596,949
Cash flows from investing activities	(Millions of yen)	(153,515)	(302,674)	(433,855)	(419,630)
Cash flows from financing activities	(Millions of yen)	(154,624)	31,568	(81,225)	(171,108)
Cash and cash equivalents at end of period	(Millions of yen)	857,996	882,146	853,637	855,140
Number of employees [Average number of temporary employees]	(Persons)	69,193 [40,502]	70,012 [44,891]	72,372 [46,696]	74,077 [50,043]

Notes: 1. Figures for FY2024 have not been audited pursuant to the provisions of Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act.
2. The Company conducted a four-for-one stock split of its common stock as of April 1, 2024. “Net assets per share,” “Profit per share,” and “Profit per share, Diluted” are calculated on the assumption that the stock split was conducted at the beginning of FY2021.

(2) Financial data, etc. of the reporting company

Fiscal year		FY2021	FY2022	FY2023	FY2024	FY2025
Year ended		March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025	March 31, 2026
Net sales	(Millions of yen)	1,690,761	2,217,163	2,604,849	2,627,921	2,967,932
Ordinary profit	(Millions of yen)	93,071	169,821	257,228	238,975	284,389
Profit	(Millions of yen)	82,953	145,307	203,112	231,123	253,720
Share capital	(Millions of yen)	138,318	138,370	138,370	138,370	138,370
Total number of shares issued	(Shares)	491,122,300	491,146,600	491,146,600	1,964,586,400	1,964,586,400
Net assets	(Millions of yen)	834,410	932,882	1,146,488	1,236,257	1,426,869
Total assets	(Millions of yen)	2,222,479	2,392,415	2,595,577	2,627,846	2,869,570
Net assets per share	(Yen)	429.46	479.74	594.16	640.65	739.43
Dividend per share [of which, interim dividend per share]	(Yen)	91.00 [45.00]	100.00 [50.00]	122.00 [55.00]	41.00 [20.00]	46.00 [22.00]
Profit per share	(Yen)	42.70	74.78	104.98	119.78	131.49
Profit per share, Diluted	(Yen)	42.70	74.77	104.97	119.77	131.47
Equity capital ratio	(%)	37.5	39.0	44.2	47.0	49.7
Return on equity	(%)	10.4	16.4	19.5	19.4	19.1
Price earnings ratio	(Times)	24.7	16.1	16.6	15.1	14.3
Dividend payout ratio	(%)	53.3	33.4	29.1	34.2	35.0
Number of employees [Average number of temporary employees]	(Persons)	16,267 [2,178]	16,550 [2,730]	16,955 [3,242]	17,414 [3,109]	17,871 [3,053]
Total shareholder return	(%)	85.6	99.4	144.6	153.6	162.5
[TOPIX Net Total Return Index]	(%)	[102.0]	[107.9]	[152.5]	[150.2]	[202.2]
Highest share price	(Yen)	5,520.0	5,672.0	1,836.7 [7,347.0]	2,014.5	2,473.0
Lowest share price	(Yen)	3,516.0	3,593.0	1,131.5 [4,526.0]	1,300.0	1,463.0

Notes: 1. Of the 46 yen dividend per share, the year-end dividend of 24 yen is subject to approval at the Ordinary General Meeting of Shareholders scheduled for June 25, 2026.

2. The highest and lowest share prices are those on the First Section of the Tokyo Stock Exchange before April 3, 2022 and those on the Prime Market of the Tokyo Stock Exchange from April 4, 2022 onward. For the fiscal year ended March 31, 2024, the highest and lowest share prices after the stock split are shown, and the highest and lowest prices before the stock split are shown in brackets. In addition, “Dividend per share” for FY2021 to FY2023 is based on the amount before the stock split.

3. The Company conducted a four-for-one stock split of its common stock as of April 1, 2024. “Net assets per share,” “Profit per share,” and “Profit per share, Diluted” are calculated on the assumption that the stock split was conducted at the beginning of FY2021. In addition, the total shareholder return is calculated considering the impact of the stock split.

2. History

Month and year	Event
October 1909	Michio Suzuki founds Suzuki Loom Works in Tenjin-machimura, Hamana-gun (currently Chuo-ku, Hamamatsu -shi), Shizuoka.
March 1920	Established as Suzuki Loom Manufacturing Co. with a capital of 500,000 yen. Michio Suzuki is appointed as president.
September 1939	Construction of Takatsuka Plant is completed in Takatsuka, Kami-mura, Hamana-gun, Shizuoka (currently Takatsuka-cho, Chuo-ku, Hamamatsu-shi, Shizuoka)
May 1949	Suzuki lists its shares on the Tokyo, Osaka and Nagoya stock exchanges. (Delisted from the Osaka and Nagoya stock exchanges in March 2003.)
June 1952	Suzuki enters the motor-vehicle field. Auxiliary bicycle engine debuts.
May 1954	Suzuki lists its shares on the Fukuoka Stock Exchange. (Delisted in August 2002.)
June 1954	Company changes its name to Suzuki Motor Co., Ltd.
October 1955	Mini vehicle debuts helping to usher in Japan's mini vehicle age.
April 1961	Suzuki Loom Works Co. is established by separation of the loom division from the motor works.
September 1961	Suzuki builds a plant for production of lightweight trucks in Toyokawa-shi, Aichi, Japan.
August 1963	U.S. Suzuki Motor Corp. (American Suzuki Motor Corp.; liquidated in March 2013) is established as a direct sales subsidiary in Los Angeles.
April 1965	Suzuki enters the outboard motor field.
March 1967	Thai Suzuki Motor Co., Ltd. is established in Thailand. (Suzuki's first overseas motorcycle production plant)
August 1967	Construction of Iwata Plant (automobiles) is completed in Iwata-shi, Shizuoka, Japan.
January 1970	Construction of Osuka Plant (foundry operations) is completed in Osuka-cho, Ogasa-gun (currently Kakegawa-shi), Shizuoka, Japan.
April 1970	4x4 vehicle debuts.
October 1970	Construction of Kosai Plant (automobiles) is completed in Kosai-cho, Hamana-gun (currently Kosai-shi), Shizuoka, Japan.
October 1971	Construction of Toyokawa Plant (motorcycles) is completed in Toyokawa-shi, Aichi, Japan. (Transferred to Hamamatsu Plant in September 2018.)
April 1974	Suzuki enters the medical equipment field with the launch of a motorized wheelchair.
August 1974	Suzuki enters the housing field.
May 1975	Suzuki begins assembly for 4x4 vehicle in Pakistan. (the first overseas automobiles production)
May 1979	Commercial mini vehicle debuts.
March 1980	Machine Industry Fostering and Promoting Foundation (currently Suzuki Foundation) is established.
April 1980	Suzuki enters the generator business.
August 1981	Suzuki enters business alliance with General Motors Corp. (GM) and Isuzu Motors Ltd. (Isuzu) (with GM purchasing a 5.3% stake in Suzuki, terminated business alliance with Isuzu in March 1994).
April 1982	Suzuki and Maruti Udyog Ltd. (currently Maruti Suzuki India Ltd.), the Indian public sector, sign a basic agreement on joint production of Suzuki cars.
August 1983	Construction of Kosai Second Plant is completed for sub-compact vehicles in Kosai-shi, Shizuoka, Japan.
March 1987	Suzuki lists its shares on the Amsterdam Stock Exchange. (Delisted in May 1999.)
October 1990	Company changes its name to Suzuki Motor Corporation.
April 1991	Suzuki signs a joint venture contract for production of 4x4 vehicle in Hungary. Suzuki establishes Magyar Suzuki Corporation Ltd.
April 1993	Suzuki signs a joint venture contract for production of passenger cars and motorcycles in China. (The Company's investment in the joint venture is transferred in November 2018.)
November 1994	Full-scale production begins at the Sagara Plant (engine plant) in Sagara-cho (currently Makinohara), Haibara-gun, Shizuoka, Japan.
September 2000	Suzuki signs a new strategic alliance agreement with General Motors Corp. (General Motors Corp.'s equity stake increased from 10% to 20%, Capital alliance is dissolved in November 2008.)
September 2000	Suzuki signs MOU regarding a business alliance with Fuji Heavy Industries Ltd. (currently SUBARU CORPORATION).

October 2000	As the 80th anniversary project, Suzuki establishes the Suzuki Education and Culture Foundation (currently Suzuki Education & Culture Foundation).
May 2002	Suzuki acquires a majority of Maruti Udyog Ltd. (currently Maruti Suzuki India Ltd.) in India.
November 2002	Suzuki makes PT Indomobil Suzuki International in Indonesia (currently PT Suzuki Indomobil Motor), a joint venture of motorcycles and automobiles, a subsidiary.
July 2003	Suzuki lists Maruti Udyog Ltd. in India (currently Maruti Suzuki India Ltd.) on the Mumbai Stock Exchange (currently the Bombay Stock Exchange) and the National Stock Exchange of India.
July 2008	Production of automobiles begins at Sagara Plant (automobiles) in Makinohara-shi, Shizuoka, Japan.
December 2009	Suzuki signs Framework Agreement with Volkswagen Aktiengesellschaft.
November 2011	Suzuki notices the termination of the Framework Agreement with Volkswagen Aktiengesellschaft.
November 2012	US subsidiary American Suzuki Motor Corp. winds down its automobile marketing business. (The company is liquidated in March 2013.)
March 2014	Suzuki establishes Suzuki Motor Gujarat Private Ltd. in Ahmedabad, Gujarat, India. (Absorbed into Maruti Suzuki India Ltd. in November 2025.)
February 2017	Suzuki signs MOU for a business tie-up with Toyota Motor Corporation. (Enters capital alliance agreement in August 2019.)
August 2017	As a joint venture, Suzuki establishes Automotive Electronics Power Private Ltd. in India (currently TDS Lithium-Ion Battery Gujarat Private Ltd.).
September 2018	Construction of Hamamatsu Plant is completed in Kita-ku, Hamamatsu-shi (currently Hamana-ku, Hamamatsu-shi), Shizuoka, Japan, and begins motorcycle production.
March 2020	Suzuki celebrates its 100th Anniversary.
April 2022	Suzuki transfers its listing to the Prime Market following a review of the Tokyo Stock Exchange’s market divisions.
August 2022	Suzuki establishes Suzuki R&D Center India Private Ltd. in India.
October 2022	Suzuki establishes Suzuki Global Ventures, L.P. in the US.
March 2024	Suzuki establishes Next Bharat Ventures IFSC Private ltd. in India.
February 2025	Suzuki announces its Mid-Term Management Plan (FY2025-FY2030) “By Your Side.”
September 2025	Suzuki announces its technology strategy for the next 10 years.
September 2025	Suzuki announces its DX strategy.

3. Description of Business

The Group consists of the Company, 121 subsidiaries and 37 associates, and is engaged in the manufacturing and sale of automobiles, motorcycles, outboard motors, motorized wheelchairs, etc. in addition to the logistics services associated with these businesses and other service businesses.

The positioning of the Group's businesses and their relationships with reportable segments are as follows. The classifications shown below are the same as those described in "V. Financial Information, Notes to Consolidated Financial Statements 6. Segment information."

(Automobile Business)

The manufacture of automobiles is carried out by the Company, and overseas by its subsidiaries Magyar Suzuki Corporation Ltd. and Maruti Suzuki India Ltd., and others. In addition, the manufacture of some parts is conducted in Japan by Suzuki Auto Parts Mfg. Co., Ltd. and others, and overseas by Krishna Maruti Ltd., an associate, and others.

Sales are conducted domestically through sales distributors nationwide, including Suzuki Motor Sales Kinki Inc., a subsidiary, and overseas through sales distributors and manufacturing/sales companies, including Suzuki Italia S.p.A., a subsidiary. In addition, logistics services are provided by Suzuki Transportation & Packing Co., Ltd., a subsidiary.

(Motorcycle Business)

The manufacture of motorcycles is carried out by the Company, and overseas by Suzuki Motorcycle India Private Ltd., a subsidiary, and others. In addition, the manufacture of some parts is conducted by Suzuki Auto Parts Mfg. Co., Ltd., a subsidiary, and others.

Sales are conducted domestically through sales distributors, including Suzuki Motorcycle Sales Inc., a subsidiary, and overseas through sales distributors and manufacturing/sales companies, including Suzuki Motor USA, LLC, a subsidiary, and others.

(Marine Business)

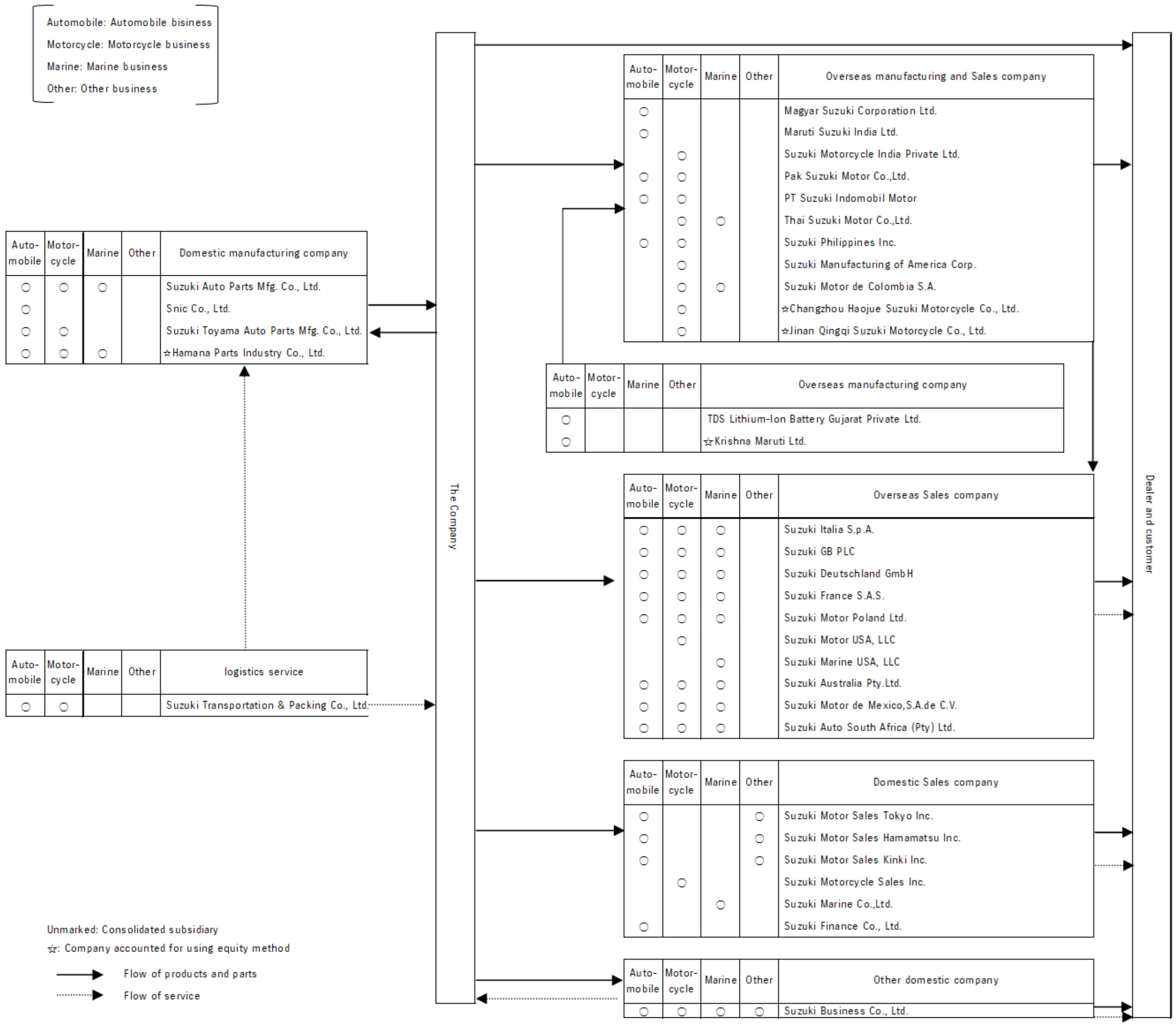
The manufacture of outboard motors is carried out by the Company, and overseas by Thai Suzuki Motor Co., Ltd., a subsidiary. Sales are conducted domestically through Suzuki Marine Co., Ltd., a subsidiary, and overseas through Suzuki Marine USA, LLC, another subsidiary, and other sales distributors and manufacturing/sales companies.

(Other Business)

In Japan, motorized wheelchairs are sold through Suzuki Motor Sales Kinki Inc., a subsidiary, and other sales distributors, and real estate sales are conducted by Suzuki Business Co., Ltd., a subsidiary.

The business structure is as follows: (only main companies and businesses are listed)

The diagram of the group's bisiness is as follows: (Only major companies and businesses are listed.)



Auto-mobile	Motor-cycle	Marine	Other	Domestic manufacturing company
○	○	○		Suzuki Auto Parts Mfg. Co., Ltd.
○				Snic Co., Ltd.
○	○			Suzuki Toyama Auto Parts Mfg. Co., Ltd.
○	○	○		☆Hamana Parts Industry Co., Ltd.

Auto-mobile	Motor-cycle	Marine	Other	logistics service
○	○			Suzuki Transportation & Packing Co., Ltd.

Auto-mobile	Motor-cycle	Marine	Other	Overseas manufacturing and Sales company
○				Magyar Suzuki Corporation Ltd.
○				Maruti Suzuki India Ltd.
	○			Suzuki Motorcycle India Private Ltd.
○	○			Pak Suzuki Motor Co.,Ltd.
○	○			PT Suzuki Indomobil Motor
	○	○		Thai Suzuki Motor Co.,Ltd.
○	○			Suzuki Philippines Inc.
	○			Suzuki Manufacturing of America Corp.
	○	○		Suzuki Motor de Colombia S.A.
	○			☆Changzhou Haojue Suzuki Motorcycle Co., Ltd.
	○			☆Jinan Qingqi Suzuki Motorcycle Co., Ltd.

Auto-mobile	Motor-cycle	Marine	Other	Overseas manufacturing company
○				TDS Lithium-Ion Battery Gujarat Private Ltd.
○				☆Krishna Maruti Ltd.

Auto-mobile	Motor-cycle	Marine	Other	Overseas Sales company
○	○	○		Suzuki Italia S.p.A.
○	○	○		Suzuki GB PLC
○	○	○		Suzuki Deutschland GmbH
○	○	○		Suzuki France S.A.S.
○	○	○		Suzuki Motor Poland Ltd.
	○			Suzuki Motor USA, LLC
		○		Suzuki Marine USA, LLC
○	○	○		Suzuki Australia Pty.Ltd.
○	○	○		Suzuki Motor de Mexico,S.A.de C.V.
○	○	○		Suzuki Auto South Africa (Pty) Ltd.

Auto-mobile	Motor-cycle	Marine	Other	Domestic Sales company
○			○	Suzuki Motor Sales Tokyo Inc.
○			○	Suzuki Motor Sales Hamamatsu Inc.
○			○	Suzuki Motor Sales Kinki Inc.
	○			Suzuki Motorcycle Sales Inc.
		○		Suzuki Marine Co.,Ltd.
○				Suzuki Finance Co., Ltd.

Auto-mobile	Motor-cycle	Marine	Other	Other domestic company
○	○	○	○	Suzuki Business Co., Ltd.

4. Subsidiaries and Other Affiliated Entities

(Consolidated subsidiaries)

Company name	Location	Capital or investment (Millions of yen)	Principal business	Ownership ratio of voting rights (%)	Description of relationship
Suzuki Auto Parts Mfg. Co., Ltd.	Hamana-ku, Hamamatsu-shi, Shizuoka	110	Automobile business Motorcycle business Marine business	100.0	・Manufacture of parts for products of the Company, Supervision of manufacturing subsidiaries ・Lease of land and buildings
Snic Co., Ltd.	Iwata-shi, Shizuoka	110	Automobile business	100.0	・Manufacture of parts for products of the Company ・Lease of land and buildings
Suzuki Toyama Auto Parts Mfg. Co., Ltd.	Oyabe-shi, Toyama	50	Automobile business Motorcycle business	100.0	・Manufacture of parts for products of the Company
Suzuki Motor Sales Tokyo Inc.	Suginami-ku, Tokyo	50	Automobile business Other business (motorized wheelchairs)	100.0	・Sale of products of the Company ・Lease of land and buildings
Suzuki Motor Sales Hamamatsu Inc.	Chuo-ku, Hamamatsu-shi, Shizuoka	50	Automobile business Other business (motorized wheelchairs)	100.0	・Sale of products of the Company ・Lease of land and buildings
Suzuki Motor Sales Kinki Inc.	Naniwa-ku, Osaka-shi, Osaka	50	Automobile business Other business (motorized wheelchairs)	100.0	・Sale of products of the Company ・Lease of land and buildings
Suzuki Motorcycle Sales Inc.	Chuo-ku, Hamamatsu-shi, Shizuoka	50	Motorcycle business	100.0	・Sale of products of the Company ・Lease of land and buildings
Suzuki Marine Co., Ltd.	Chuo-ku, Hamamatsu-shi, Shizuoka	50	Marine business	100.0	・Sale of products of the Company ・Lease of land and buildings
Suzuki Finance Co., Ltd.	Chuo-ku, Hamamatsu-shi, Shizuoka	99	Automobile business	95.9	・Financial services related to sale of products of the Company ・Loan transactions ・Lease of land and buildings
Suzuki Transportation & Packing Co., Ltd.	Chuo-ku, Hamamatsu-shi, Shizuoka	110	Automobile business Motorcycle business	100.0	・Transportation & packing of products of the Company ・Lease of land and buildings
Suzuki Business Co., Ltd.	Chuo-ku, Hamamatsu-shi, Shizuoka	110	Automobile business Motorcycle business Marine business Other business (real estate)	100.0	・Real estate brokerage, insurance agency, sale of oils and fats, sale of products of the Company ・Lease of land and buildings
Other domestic consolidated subsidiaries: 57 companies					
Total domestic consolidated subsidiaries: 68 companies					

Company name	Location	Capital or investment	Principal business	Ownership ratio of voting rights (%)	Description of relationship
Magyar Suzuki Corporation Ltd. *1	Esztergom, Hungary	EUR 212,828 thousand	Automobile business	97.5	・Manufacture and sale of products of the Company
Suzuki Italia S.p.A.	Torino, Italy	EUR 10,811 thousand	Automobile business Motorcycle business Marine business	100.0	・Sale of products of the Company ・Loan transactions
Suzuki GB PLC	Milton Keynes, United Kingdom	GBP 12,000 thousand	Automobile business Motorcycle business Marine business	100.0	・Sale of products of the Company
Suzuki Deutschland GmbH	Bensheim, Germany	EUR 50,000 thousand	Automobile business Motorcycle business Marine business	100.0	・Sale of products of the Company
Suzuki France S.A.S.	Trappes, France	EUR 20,000 thousand	Automobile business Motorcycle business Marine business	100.0	・Sale of products of the Company ・Loan transactions
Suzuki Motor Poland Ltd.	Warsaw, Poland	PLN 21,000 thousand	Automobile business Motorcycle business Marine business	100.0 (2.9)	・Sale of products of the Company
Maruti Suzuki India Ltd. *1, 2	New Delhi, India	INR 1,572,012 thousand	Automobile business	58.5	・Manufacture and sale of products of the Company ・Concurrent post of Directors/Company auditors: 1
TDS Lithium-Ion Battery Gujarat Private Ltd. *3	Ahmedabad, Gujarat, India	INR 1,163,000 thousand	Automobile business	50.0	・Manufacture of products of the Company
Suzuki Motorcycle India Private Ltd. *1	Gurugram, India	INR 17,815,532 thousand	Motorcycle business	100.0 (0.0)	・Manufacture and sale of products of the Company
Suzuki R&D Center India Private Ltd. *1	New Delhi, India	INR 23,999,000 thousand	Automobile business	100.0 (0.0)	・Development of products of the Company
Pak Suzuki Motor Co., Ltd.	Karachi, Pakistan	PKR 822,998 thousand	Automobile business Motorcycle business	99.1	・Manufacture and sale of products of the Company
PT Suzuki Indomobil Motor	Jakarta, Indonesia	USD 89,000 thousand	Automobile business Motorcycle business	94.9	・Manufacture and sale of products of the Company ・Concurrent post of Directors/Company auditors: 1
PT Suzuki Finance Indonesia *1	Jakarta, Indonesia	IDR 3,035,000,000 thousand	Automobile business Motorcycle business	93.0 (56.0)	・Financial services related to sale of products of the Company
Suzuki Motor (Thailand) Co., Ltd. *1	Bangkok, Thailand	THB 12,681,870 thousand	Automobile business	100.0	・Sale of products of the Company
Thai Suzuki Motor Co., Ltd.	Thanyaburi, Pathumthani, Thailand	THB 607,350 thousand	Motorcycle business Marine business	97.5	・Manufacture and sale of products of the Company ・Concurrent post of Directors/Company auditors: 1
Suzuki Philippines Inc.	Calamba, Philippines	PHP 3,838,550 thousand	Automobile business Motorcycle business	100.0	・Manufacture and sale of products of the Company
Suzuki Motor USA, LLC	Brea, California, United States	USD 51,761 thousand	Motorcycle business	100.0 (100.0)	・Sale of products of the Company

Company name	Location	Capital or investment	Principal business	Ownership ratio of voting rights (%)	Description of relationship
Suzuki Marine USA, LLC	Tampa, Florida, United States	USD 56,224 thousand	Marine business	100.0 (100.0)	・Sale of products of the Company
Suzuki Manufacturing of America Corp.	Rome, Georgia, United States	USD 30,000 thousand	Motorcycle business	100.0 (100.0)	・Manufacture and sale of products of the Company
Suzuki Motor de Colombia S.A.	Pereira, Colombia	COP 259,671 thousand	Motorcycle business Marine business	100.0	・Manufacture and sale of products of the Company
Suzuki Australia Pty. Ltd.	Laverton North, Victoria, Australia	AUD 22,400 thousand	Automobile business Motorcycle business Marine business	100.0	・Sale of products of the Company
Suzuki Motor de Mexico, S.A.de C.V.	Cuautitlán Izcalli, Mexico	MXN 1,001,079 thousand	Automobile business Motorcycle business Marine business	100.0 (0.0)	・Sale of products of the Company
Suzuki Auto South Africa (Pty) Ltd.	Sandton, South Africa	ZAR 1,218,000 thousand	Automobile business Motorcycle business Marine business	100.0	・Sale of products of the Company
Other overseas consolidated subsidiaries: 30 companies					
Total overseas consolidated subsidiaries: 53 companies					
Total consolidated subsidiaries: 121 companies					

(Companies accounted for using equity method)

Company name	Location	Capital or investment	Principal business	Ownership ratio of voting rights (%)	Description of relationship
Hamana Parts Industry Co., Ltd.	Kosai-shi, Shizuoka	JPY 198 million	Automobile business Motorcycle business Marine business	48.3	・Manufacture of parts for products of the Company
Krishna Maruti Ltd.	Gurugram, India	INR 42,410 thousand	Automobile business	45.0 (15.8)	・Manufacture of parts for products of the Company
Changzhou Haojue Suzuki Motorcycle Co., Ltd.	Changzhou, Jiangsu, China	CNY 880,000 thousand	Motorcycle business	40.0	・Manufacture and sale of products of the Company
Jinan Qingqi Suzuki Motorcycle Co., Ltd.	Jinan, Shandong, China	USD 24,000 thousand	Motorcycle business	50.0	・Manufacture and sale of products of the Company
Other companies accounted for using equity method: 33 companies					
Total companies accounted for using equity method: 37 companies					

Notes: 1. The “Principal business” column lists the names of businesses stated in Segment information. In the case of other businesses, the main products and services are indicated in parentheses to clarify the principal business.
2. *1 refers to specified subsidiaries.
3. None of the companies has filed a Securities Registration Statement or Annual Securities Report.
4. In the “Ownership ratio of voting rights (%)” column, figures in parentheses indicate the ratio of indirect voting rights held, included within the total.
5. *2 For Maruti Suzuki India Ltd., the ratio of revenue (excluding intercompany transactions between consolidated companies) to consolidated revenue exceeds 10%. For that company’s key information on profit or loss, please refer to “V. Financial Information, Notes to Consolidated Financial Statements 37. Major subsidiaries (2) Summarized financial information and other information about subsidiaries with material non-controlling interests.”
6. *3 Although the “Ownership ratio of voting rights (%)” is 50 % or less, the entity is considered a subsidiary as it has power through the ability to direct business activities and financial control.

II. Overview of Business

1. Management Policy, Business Environment, Issues to Address

Forward-looking statements in this document are determined by the Group as of the end of the current consolidated fiscal year. These statements have been appropriately considered by internal bodies such as the Board of Directors, based on reasonable grounds. Actual results may differ from these statements, and their achievement is not guaranteed.

Major Initiatives for FY2030

<Consolidated revenue target>

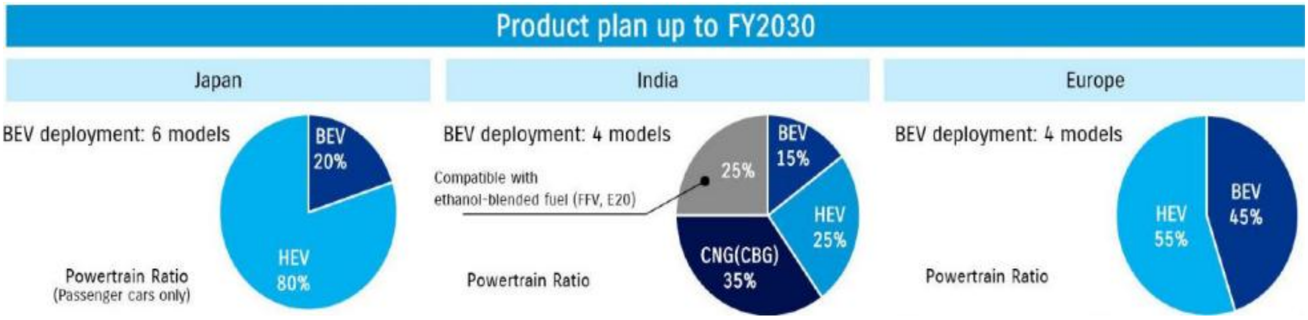
Our management targets are set at ¥8 trillion in revenue, ¥800 billion in operating profit with an operating profit margin of 10% and an ROE of 13% by FY2030. Despite the increasing BEV ratio, rising labor costs and soaring raw material prices, while steadily improving our earnings structure, with a view toward achieving an ROE of 15% in the first half of the 2030s, we will carry out the necessary investments.

<Businesses>

○Automobile Business

Considering the energy circumstances and other factors in each country and region, we will offer products such as battery electric vehicle (BEV), hybrid electric vehicle (HEV), compressed natural gas (CNG) and compressed biomethane gas (CBG) vehicles, and vehicles compatible with ethanol-blend fuels—flexible fuel vehicles (FFVs) and 20% ethanol-blended gasoline (E20)—allowing customers to choose products that best suit their needs.

*Powertrain Ratio is as of FY2030 (from Mid-Term Management Plan announced in February 2025)



Note: BEV: Battery EV

HEV: Total of combination of Mild Hybrid, Strong Hybrid, Series Hybrid and Plug-in Hybrid

CNG: Compressed Natural Gas; CBG: Compressed Biomethane Gas; FFV: Flexible Fuel Vehicles; E20: 20% ethanol-blended gasoline

Japan

Japan is still a growth market for Suzuki. We will increase sales of registered vehicles and enhance profitability.

Aiming to become a company needed by customers and society, we continue to support the daily lives of customers who use mini vehicles as their primary mode of transportation. Team Suzuki will carefully communicate the passion and dedication we put into our products, enhancing brand value and selling our products at fair prices that reflect their value. Through sales activities that stay close to our customers, we will increase profits by acquiring new customers, boosting replacements, and increasing service sales, growing together with our customers.

India

In India, our most critical market that continues to grow, we aim to achieve a 50% market share as a leading automobile company and become the number one in BEV production, sales, and exports. We will strengthen our product offerings in the SUV segment and the MPV segment. The Company will also focus on enhancing entry-level models to ensure that the increasingly growing middleclass customers choose Suzuki for their first car purchase.

We will offer customers options such as BEVs, HEVs, CNG, CBG and FFVs, tailored to the specific circumstances across different regions in India. To achieve this, we will enhance the product planning and development capabilities of Maruti

Suzuki in India, which is physically close to our customers, to provide products that align with Indian customer preferences in a timely manner.

Regarding sales, we will further refine our two channels by clearly defining the roles of NEXA for premium customers and ARENA for a broader customer base.

Europe

Europe is a market with extremely high-performance demands and advanced environmental and safety regulations. By supplying the vehicles that customers in Europe need, we will continue to refine Suzuki's technologies and products.

We will utilize models produced in India to ensure a comprehensive product lineup and maintain our sales and service networks. Additionally, we will strengthen our sales activities by leveraging digital tools.

Middle East and Africa

The Middle East and Africa markets hold significant growth potential. Given the geographical proximity to India and the similarity of customer needs such as road conditions, we will leverage Indian-made models to expand our presence and increase sales and profits. In countries where there is high demand for compact cars, which is Suzuki's specialty, we aim to increase sales by improving customer satisfaction.

Asia (excluding India)

We will restructure our ASEAN operations, focusing on Indonesia, to increase sales volumes. We will enhance the production and sales volume in Indonesia and establish a system to supply highly competitive products from Indonesia to other ASEAN countries.

Pakistan is a crucial market where Suzuki boasts a high market share. We are committed to further expanding our business scale there. Given the acceptance of Japanese mini vehicles, we will enhance our product lineup as a global hub for mini vehicles and leverage Suzuki's strong sales network to expand our market presence.

Latin America and Oceania

In Latin America, we will further expand the sales of compact SUVs. We plan to expand our lineup of Indian-made products to enhance our competitiveness in the market.

In Oceania, we will expand our range of fuel-efficient products. Considering the trends in fuel efficiency regulations in various countries, we will promote Suzuki's "compact and fuel-efficient" models to enhance our presence in the region.

○Motorcycle Business

We are committed to providing "valuable products" that meet customer needs through uncompromising product development and continue to earn the trust of our customers by conveying the passion of our creators. We will strengthen our product development, sales and service activities by segmenting our offerings into those used for leisure, primarily in Europe and the United States, and those used for daily transportation and work in growing markets like India.

○Marine Business

We will continue to provide durable and reliable products to customers worldwide, striving to be a dependable partner that supports both "pleasure" and "work" on the water. We will segment our product development, sales and service activities to cater to customers who use our products for "pleasure" and those who use them for "work."

We will also focus on activities that improve the environment of waterfront areas, which are important to our marine customers, such as implementing microplastic collection devices.

In terms of technology, we are committed to working towards carbon neutrality. Additionally, we will also advance the development and commercialization of technologies for integrated boat control and operational support, providing higher value that meets customer demands.

○New Business

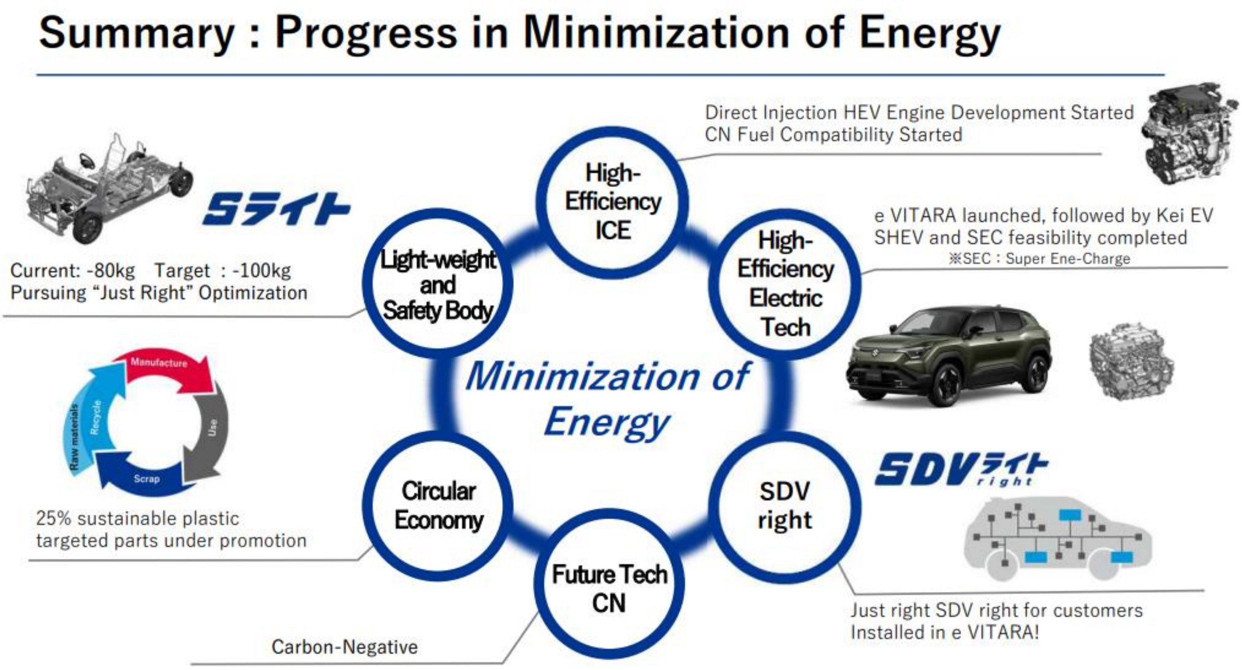
We aim to leverage the strengths of our existing businesses to launch new ventures in service mobility and energy, targeting expansion of business scale and the realization of profitable business. We will actively collaborate with other companies to acquire the technologies and expertise we lack.

Leveraging Suzuki's strengths, we are engaged in a biogas initiative aimed at solving social issues in India and fostering mutual growth. This initiative involves collecting cow dung, which emits methane, and refining it into biomethane and CBG. The refined CBG is then used for daily living and cooking in India's rural areas, where energy resources are scarce. Additionally, we promote the use of CBG as fuel for Suzuki's CNG vehicles, providing mobility solutions.

<Technology Strategies>

Guided by our technology philosophy of "technologies that minimize energy consumption," which is closely attuned to the planet, we will refine our technologies and, through technologies closely attuned to people, maximize the essential value of mobility, providing products and services that solve social issues in everyday mobility — By Your Side.

The technical strategies to achieve this goal are as follows: "Light-weight and safety body" that supports the whole as the basis of everything, "Lean-Battery BEV and HEV" with optimal materials in optimal place for the customer's demand, "Combination of high-efficiency ICE[*1] with CNF[*2]," "SDV[*3] right" that creates value with affordable system, "Easy recyclability and disassembly design" for the circular economy, and "'Carbon negative': the technologies to capture CO2." These are the six strategies of our technological development.

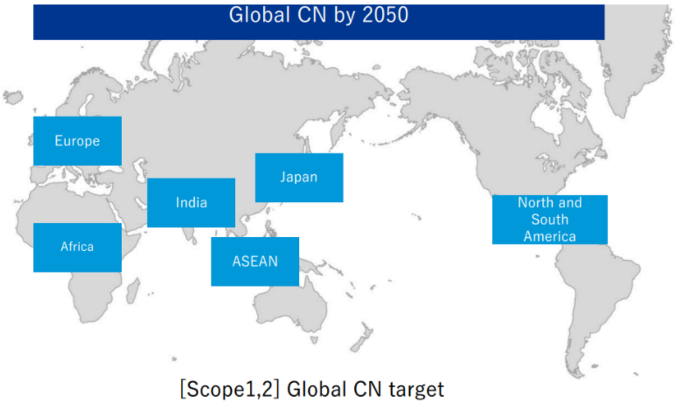


Notes:

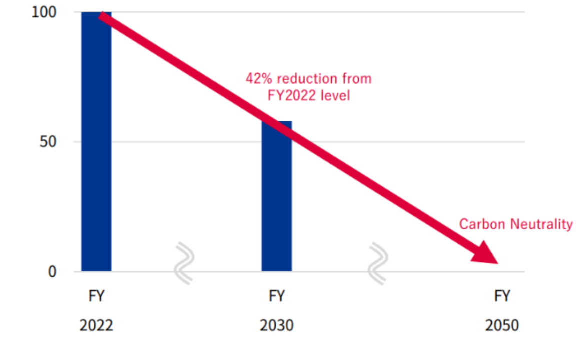
1. ICEs: Internal-combustion engines, which use gasoline or other types of fuel
2. CNF (carbon-neutral fuel): A technology to allow efficient burning of carbon-neutral fuels (e.g., bioethanol and CBG) in small amounts
3. SDV (for "software defined vehicle"): A type of vehicles that allow for increasing/replacing functions, even after sales, by adding or updating Software

<Carbon Neutrality>

With regard to CO_2 emissions from our business activities (Scopes 1 and 2), we aim to realize carbon neutrality globally (including India) by 2050. We are transitioning to targets aligned with the 1.5°C level of the Paris Agreement, with an interim goal of reducing total emissions by 42% by FY2030 compared to FY2022.



[Scope1,2] Global CN target



Global reduction target in [Scope1,2] total
(adopting targets aligned with the Paris Agreement's 1.5°C goal)

<Research and development expenses, capital expenditures>

We aim to improve profitability and efficiency, secure maximum investment funds and proactively carry out growth investments. To maximize corporate value, we will flexibly allocate the right management resources at the right places according to external conditions. Growth investment will be undertaken primarily in increasing production capacity to meet growing demand in India and technology development towards the minimization of energy consumption.

Specifically, for growth investment, we plan to invest ¥2 trillion for capital expenditures and ¥2 trillion for research and development by FY2030, for a total of ¥4 trillion. ¥1.2 trillion of the capital expenditures will be related to India, and ¥1.35 trillion of the research and development expenses will be for energy minimization.

2. Sustainability Policy and Initiatives

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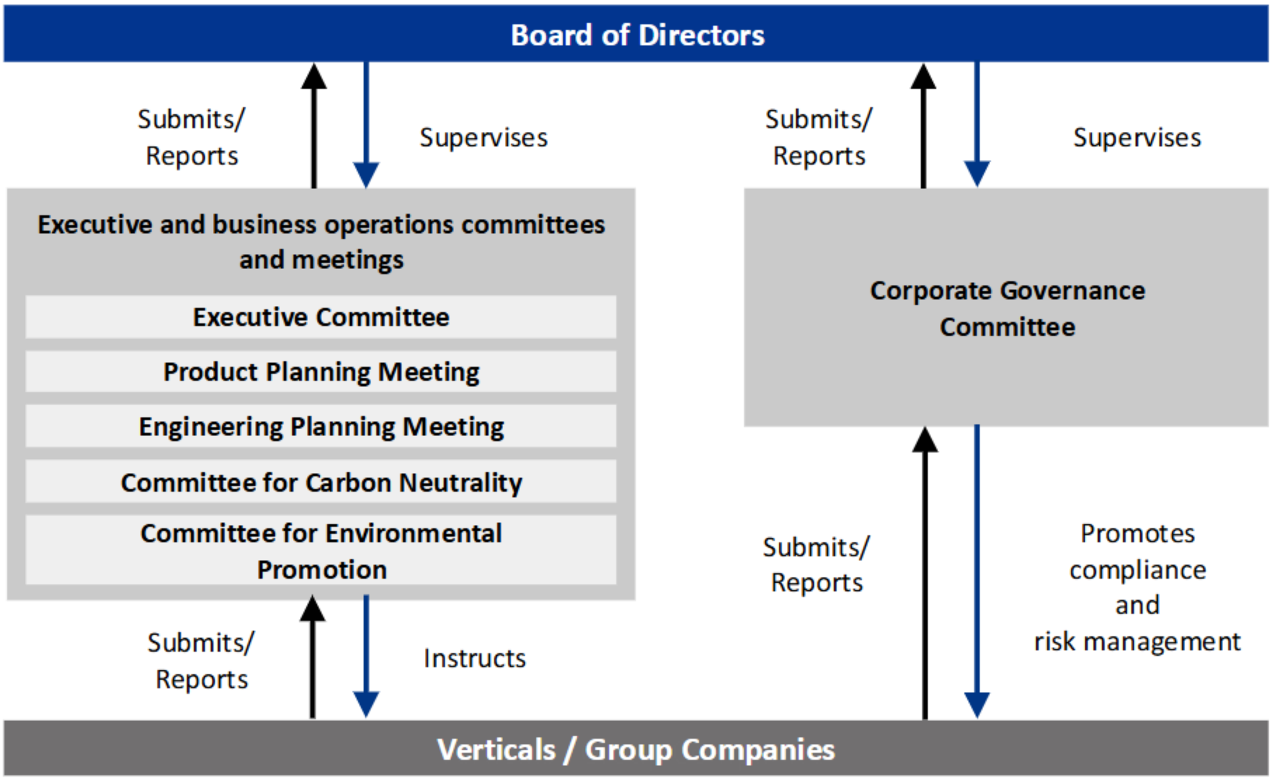
(1) General policy on sustainability

1) Governance

At executive and business operations committees and meetings and Corporate Governance Committee meetings attended by Representative Directors and related officers, issues, policies and measures concerning sustainability (environmental, social, governance) are discussed. Issues of particular importance are brought up and reported to the Board of Directors. Along with the management, the Company as a whole aims to promote viable, sustainable activities.

The dedicated department established within the Corporate Planning Department to promote sustainability takes the lead in cooperation among internal departments and Group companies in promoting cross-organizational initiatives to solve social issues.



2) Risk management

The Corporate Governance Committee deliberates on issues that arise or are recognized in each department and identifies and ascertains potential risks. For environment-related risks in particular, either the Committee for Carbon Neutrality or the Committee for Environmental Promotion conducts intensive examination depending on the theme and instructs or manages departments.

For details, please refer to “(2) Response to climate change 3) Risk management,” “(3) Initiatives related to human capital 3) Risk management,” and “II. Overview of Business 3. Business Risks’’, etc.”

3) Strategy

a. Defining materiality (key issues)

We have redefined the corporate materiality (key issues) in line with the formulation of the Mid-Term Management Plan announced in February 2025.

As stated in our corporate mission ''focusing on the customer'', we assessed materiality from both perspectives, which are the impact of our business activities on the environment and society, and the financial impact of environmental and social changes on our business. We gathered and assessed opinions from all divisions, with extensive discussions at the executive management level, and the results were approved by the Board of Directors.

We are promoting our initiatives by using the newly identified materiality as the basis of the Company's sustainability policy. We are planning to review corporate materiality periodically in light of changes in the business environment.

＜Newly identified Materiality＞

<table>
<tr><td rowspan="5">Contribution to the Environment and Society</td><td rowspan="3">Nature Stewardship</td><td>Climate change and energy</td></tr>
<tr><td>Efficient use of resources including circularity</td></tr>
<tr><td>Biodiversity conservation</td></tr>
<tr><td rowspan="2">People and Well-being</td><td>Respect for human rights</td></tr>
<tr><td>Product safety, quality and service quality</td></tr>
<tr><td rowspan="5">Enhancement of Sustainable Corporate Value</td><td rowspan="2">Human Capital Foundations</td><td>Human capital development and management</td></tr>
<tr><td>Occupational health and safety</td></tr>
<tr><td rowspan="3">Governance and Organizational</td><td>Corporate governance and compliance</td></tr>
<tr><td>Information security</td></tr>
<tr><td>Resilient supply chain</td></tr>
</table>

b. Sustainability strategy

In February 2025, we announced the Mid-Term Management Plan "By Your Side." As part of efforts to strengthen our management foundation, we will proactively work on carbon neutrality, human capital development and other issues. We will work on tackling various social issues by creating solutions unique to Suzuki based on our Mission Statement and Philosophy of Conduct and grow along with the operating countries and regions by developing products and services focused on the customer.

For details, please refer to "II. Overview of Business 1. Management Policy, Business Environment and Outstanding Issues to Address."

(2) Response to climate change

1) Governance

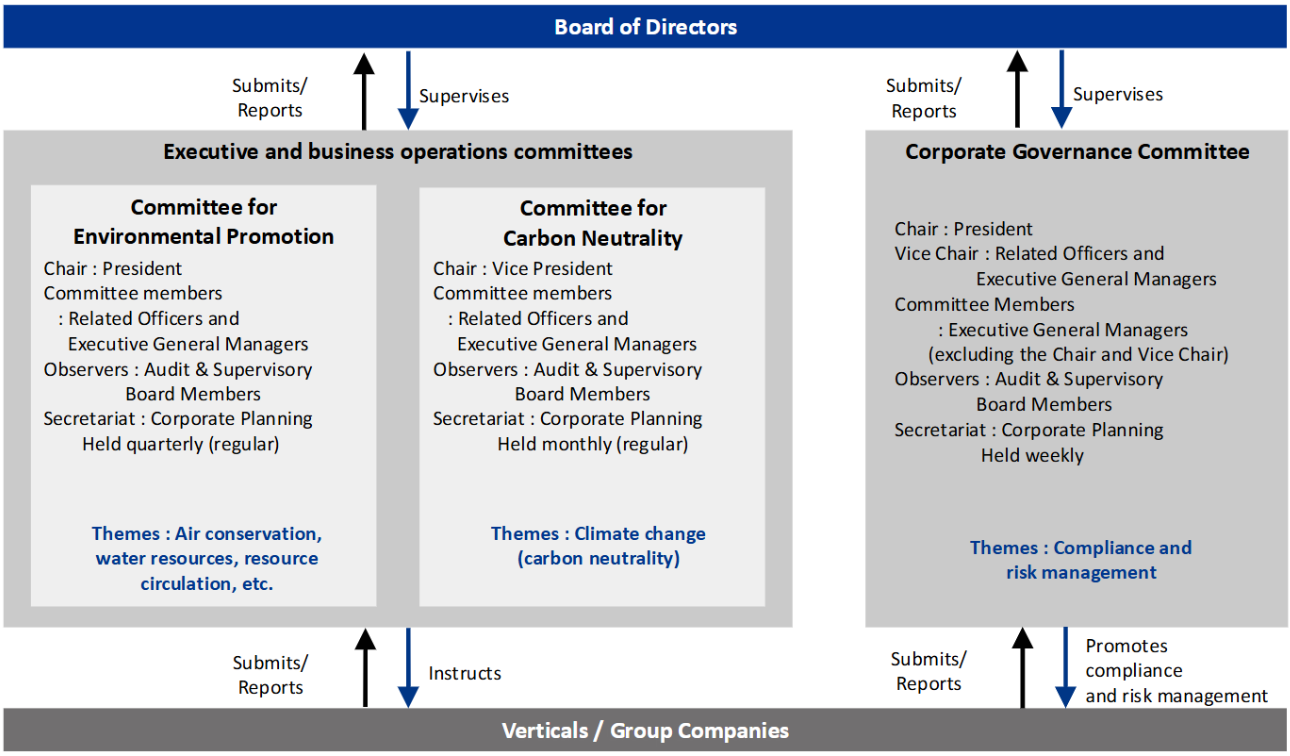
Suzuki has established the Committee for Carbon Neutrality and the Committee for Environmental Promotion, which are executive and business operations committees and the Corporate Governance Committee under the Board of Directors for the purpose of the Group's overall environmental management.

The Board of Directors instructs and supervises the Committee for Carbon Neutrality, Committee for Environmental Promotion and Corporate Governance Committee, and receives reports from the three committees and is the ultimate decision-making body.

The Committee for Carbon Neutrality focuses on the theme of climate change (carbon neutrality) and holds intensive monthly deliberations on decarbonization so the committee can operate more flexibly. The Committee for Environmental Promotion meets four times a year and discusses environment-related themes other than carbon neutrality, such as air conservation, water resources and resource circulation.

The Corporate Governance Committee considers matters related to comprehensive compliance and risk management, etc. and promotes measures and countermeasures for cross-organizational issues while coordinating with related divisions.

Clearly defining the themes of the three committees enhances their effectiveness and further accelerates decision-making toward decarbonization.



2) Strategy

a. Alignment with the TCFD's recommendations

In April 2020, Suzuki became a signatory to the Task Force on Climate-related Financial Disclosures (TCFD) in support of its intent. Along with promoting information disclosure in a manner easily comprehensible to stakeholders, we will work to improve the level of sophistication of our scenario analysis and enhance the content of information to be disclosed in order to further increase our resilience against climate change.

b. Climate-related risks and opportunities, scenario analysis

Suzuki has been identifying business risks and opportunities to promote business activities in a sustainable manner. Since the impact of climate change, in particular, is intrinsically uncertain, we believe that it is crucial to assess the degree of its impact on risks and opportunities from a broader future perspective and respond appropriately.

Based on this recognition, we have evaluated differences in the impact of climate change on risks and opportunities by using two scenarios. One is the "4 °C scenario" in which climate change causes marked physical effects, and the other is the "1.5 °C/2 °C scenario" in which mitigation measures are being implemented at an accelerated pace toward the realization of the Paris Agreement. We analyzed risks and their impacts from two perspectives of risk categories—'Transition Risks,' such as policy and regulatory changes, and 'Physical Risks,' such as natural disasters. In assuming these scenarios, we have referred to externally developed scenarios that are based on the scientific knowledge of the IEA*1, IPCC*2, and other organizations.

*1 IEA: International Energy Agency

*2 IPCC: Intergovernmental Panel on Climate Change

■ Suzuki's climate related risks and their impacts to our business

Transition Risks — Key risks expected to escalate under ''1.5 °C/2 °C scenario'' —

Categories	Risks	Impacts to Our Business
Policies, regulations and technologies	(1) More stringent CO_2 and fuel efficiency standards for automobiles	Payment of fines, loss of sales opportunities, etc.
	(2) Implementation or reinforcement of carbon tax and other systems	Increase in operating costs, etc.
Reputation	(3) Changes in consumer preference and investor behavior	Decline in corporate value, etc.

Physical Risks — Key risks expected to escalate under ''4 °C scenario'' —

Categories	Risks	Impacts to Our Business
Chronic	(4) Rise in the average temperature	Increase in energy costs, etc.
	(5) Changes in water resource risk	Disruptions in the supply chain, increase in production costs, etc.
Acute	(6) More frequent and intensifying natural disasters	Business sites sustaining disaster damage, suspension of business activities, etc.

*Underlined items represent particularly significant risks

c. Climate-related risks and opportunities for Suzuki

As more stringent laws and regulations, including emission gas, CO_2 and fuel efficiency regulations, are being adopted as mitigation measures against climate change, the resulting increase in development expenses needed to comply with these regulations may greatly impact Suzuki's business performance. On the other hand, small cars, which are a strength of Suzuki, require less materials and energy to produce and emit less CO_2 while in use. We believe that we can create opportunities by leveraging such a unique strength of Suzuki and by handling risks appropriately.

Moreover, from FY2023, we have started financial impact analysis based on the scenario analysis related to climate change that we have disclosed. The purpose of this is to reduce and avoid natural disaster risks and enable us to continue our business through assessments of the impact of natural disaster risks such as typhoons, floods and high tides caused by global warming. We carried out our initial impact assessment on Company sites in Japan and India in addition to domestic primary suppliers.

We will continue to hold careful discussions to reduce or avoid risks caused by climate change, capture opportunities for the future, increase our competitive edge and incorporate the outcomes of these discussions into our business strategies.

■ Details of particularly significant risks, creation of opportunities and status of Suzuki's response

(1) More stringent CO_2 and fuel efficiency standards for automobiles	Risks	・Loss of market share due to being slow in adopting carbon-neutral technologies (electrification and others) and increasing costs ・Increase in investment in development of carbon-neutral technologies ・Increase in investment in production facilities for carbon-neutral technologies (batteries, etc.) ・Payment of fines and loss of sales opportunities due to regulatory non-conformance
	Opportunities	・Maintaining and reinforcing competitiveness and enhancing corporate value through small cars that emit less CO_2 throughout their life cycle ・Capturing sales opportunities by developing electrified vehicles and carbon-neutral fuel compatible vehicles at affordable prices ・Contributing to sustainable economic development by leading electrification and carbon-neutral fuel compatibility in India and emerging countries
	Status of Suzuki's response	・Intensively developing electrification technologies, increasing the number of models equipped with a hybrid system, and promoting development of mini and compact EVs ・Promoting electrification in India (releasing electrified vehicles, investing in a battery plant, etc.) ・Deepening alliance with Toyota Motor Corporation ・Launching a biogas demonstration project in India Two biogas plants which produce and sell Compressed Biogas (CBG) as a fuel for CNG vehicles, started from 2025
(2) Implementation or reinforcement of carbon tax and other systems	Risks	・Increase in investment in production facilities that implement carbon-neutral technologies ・Increase in operating costs due to carbon tax, emissions trading, Carbon Border Adjustment Mechanism, etc.
	Opportunities	・Offering energy-saving technologies that leverage the benefits of "Sho-Sho-Kei-Tan-Bi" to Group companies and business partners ・Contributing to sustainable economic development by leading the use of renewable energy in India and emerging countries
	Status of Suzuki's response	・Promoting ongoing CO_2 reduction measures ・Producing carbon-neutral energy ・Procuring renewable energy-derived electricity in India ・Head office and all plants, etc. in Shizuoka Prefecture use Shizuoka Green Denki, CO_2-free electricity derived from renewable energies. (All Suzuki sites in Shizuoka Prefecture use electricity free of CO_2 and have zero CO_2 emissions from electricity use)

(6) More frequent and severe natural disasters	Risks	・Business activities halted at business site due to disaster ・Parts procurement disrupted due to business partner’s disaster
	Opportunities	・Increased demand for electrified vehicles due to their use as a lifeline at a time of disaster
	Status of Suzuki’s response	・Start financial impact analysis based on the scenario analysis related to climate change First, conduct an impact assessment on Company sites in Japan and India, and for domestic primary suppliers (Assessed the impact on a global basis of natural disaster risks due to rising temperatures such as typhoons, floods and high tides to mitigate or avoid risks and continue business) Based on the results of the impact assessment, sites with high risk are quantitatively evaluated with respect to their fixed assets ・Review water damage measures based on the assumed flooding depth Review relocation plans and business continuity planning based on the assumed flooding depth, calculated based on the impact assessment, and start taking countermeasures, including installing water barriers Initiated the planning and management of disaster response headquarters training, and started revising action standards for business recovery measures

3) Risk management

a. Risk management system

The Corporate Governance Committee deliberates on issues that arise or are recognized in each department and identifies and ascertains potential risks, not limiting itself to just climate-related issues. For environment-related risks, either the Committee for Carbon Neutrality or the Committee for Environmental Promotion conducts intensive examination depending on the theme and instructs or manages departments.

Themes handled by respective meeting bodies

- Corporate Governance Committee
  Ascertains risks arising or recognized in each department, deliberates and issues instructions to the department to resolve the issue.
- Committee for Carbon Neutrality
  Of environment-related risks, deliberates the risks and opportunities related to climate change (carbon neutrality) and resolves and promotes them.
- Committee for Environmental Promotion
  Deliberates on environment-related risks and opportunities apart from climate change, such as water resources and biodiversity, and resolves and promotes them.

b. Envisaged risks related to climate change

For climate change-related risks, we assess risks and their impact under the two scenarios of the “1.5 °C/2 °C scenario” and the “4 °C scenario.” Regarding the types of risks, we observe risks and their impact from the viewpoints of two types: “transitional risks” from policies, regulations, etc., and “physical risks” from natural disasters, etc.

For details of risk, please refer to the list of the Company’s climate-related risks in “2) Strategy b. Climate-related risks and opportunities, scenario analysis.”

4) Metrics and targets

a. Environmental targets

Recently, irregular weather phenomena caused by global warming have been occurring more frequently. The Paris Agreement, which aims to limit the increase in global average temperature to less than 2 °C above pre-industrial levels and to achieve virtually zero greenhouse gas emissions in the second half of this century, was adopted to suppress the impact of this climate change.

Suzuki has for a long time continued to make products with lower CO_2 emissions during manufacture and during use in line with Suzuki’s manufacturing philosophy of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” and to achieve the so-called 1.5 °C target, it has set reduction targets aligned with climate science and promotes efforts with the awareness that CO2 emissions must be further reduced.

Moreover, emerging countries also need to think about economic growth and not just climate change measures. Suzuki will aim for growth together with emerging countries and promote climate change measures while working to enrich the lives of people in emerging countries.

Suzuki has set multiple climate-related targets and indicators and promotes them while managing their progress.

Indicators have been set in three broad areas — CO2 emissions and related energy, air conservation and water resource conservation — and we aim to achieve each target. Three major indicators have been set according to their timeframe, and we aim to achieve each target.

・ Long-term: Suzuki Environmental Vision 2050
・ Medium-term: Milestone 2030
  Growth Strategy for FY2030
・ Short-term: Suzuki Environmental Plan 2025

Each environmental target is scheduled to be updated at an appropriate time, considering the applicable target period.

■ Suzuki's environmental targets

■ Suzuki's environmental targets

Theme			Short-term target	Medium-term target	Long-term target
Climate change	Carbon Neutral (Suzuki's Growth Strategy for FY2030)	Products	First launch of battery EVs (Automobiles) First launch in Japan in FY2023, then first launches in Europe and India in FY2024 (Motorcycles) First launch for small and mid-sized motorcycles in FY2024 (Outboard motors) First launch in FY2024	Introduce multiple battery EVs (Automobiles) Expand to six models in Japan, five models in Europe and six models in India by FY2030 (Motorcycles) Expand to eight models by FY2030 (Outboard motors) Expand to five models by FY2030	Achieve carbon neutrality · Achieve by 2050 in Japan, Europe · Achieve by 2070 in India
		Manufacturing	Reduce CO_2 emitted from the painting plant of Kosai Plant by 30% compared to FY2016 by FY2025	Carbon neutrality of plants · Achieve at Hamamatsu Plant by FY2027 · Achieve in domestic plants by FY2035	
			Suzuki Environmental Plan 2025	Milestone 2030	Suzuki Environmental Vision 2050
	Product CO_2		CO_2 emitted from products (Automobiles) Reduce by 30% compared to FY2010 (Motorcycles) Reduce by 15% compared to FY2010 (Outboard motors) Reduce by 15% compared to FY2010	· Reduce CO_2 emitted from new automobiles by 40% on a Well-to-Wheel basis compared to FY2010 by 2030	· Reduce CO_2 emitted from new automobiles by 90% on a Well-to-Wheel basis compared to FY2010 by 2050
	CO_2 emitted from business activities		Reduce CO_2 from business activities (Production activities) Reduce by 25% compared to FY2016 (Logistics activities, etc.) Reduce CO_2 emission per sales unit by 9% compared to FY2016, etc.	· Reduce CO_2 from business activities per sales unit by 45% compared to FY2016 by 2030	· Reduce CO_2 from business activities per sales unit by 80% compared to FY2016 by 2050
Air conservation			· Controlling air pollution (Automobiles, Motorcycles, Outboard motors) Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each country and region's situation · Reducing VOCs (Production activities) Reduce VOC emissions per painted area by 50% or more compared to FY2000, etc.	· By 2030: – Reduce use of fossil fuels in business activities and expand use of renewable energies – Contribute to improving air pollution in each country/region by promoting development of clean products – Reduce volatile organic compounds (VOCs) from production and products	· Minimize air-polluting substances emitted from business activities and products by 2050
Water resource conservation			Water resource conservation (Production activities) · (Water consumption) Reduce water consumption per unit of global automobile production by 10% compared to FY2016 · (Water quality) Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements	· Implement reduction of water withdrawal and purification of discharged water at all production sites through specifying water risks surrounding Suzuki by 2030	· Realize sustainable use of water resources through minimizing load on water environment by 2050
Resource circulation			· Promotion of environmentally conscious design · Promotion of automobile recycling · Promotion of 3Rs (reduce, reuse, and recycle) for batteries · Waste reduction · Reduction of plastic packaging materials · Reduce plastic used in outboard motor-related materials by 12 tons compared to FY2020, etc.	· By 2030: – Globally expand automobile recycling system – Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electrified vehicles – Mitigate waste generation volume at global production sites – Reduce plastic packaging materials	· Promote reducing, recycling, and proper treatment of wastes from production activities and products through globally expanding recycling technologies and systems developed in Japan by 2050

b. Disclosure of GHG emissions in the entire value chain

Suzuki believes that for reducing greenhouse gas (GHG) emissions released through overall business activities, including procurement of materials/parts, manufacturing of vehicles and sale of final products, it is important to know and disclose the emissions from those activities. Therefore, we have been making efforts to quantify the emissions of GHG resulting not only from major business activities, but also from the entire value chain since FY2013.

GHG emissions generated through the entire value chain during FY2024 stood at 110.91 million t-CO_2, of which the emissions falling under Scope 3 (indirect emissions from other activities) were 110.01 million t-CO_2 that include 86.33 million t-CO_2 classified into Category 11 (Use of products sold by Suzuki) accounting for 77.8% of the total emissions through the overall value chain.

Recognizing that it is very important to reduce the CO_2 emissions released using our products for reducing the total GHG emissions in the entire value chain, we will make continuous efforts to emphasize the improvement of fuel efficiency during product development and improvement.

■ GHG emissions in the entire value chain Scope 1, 2, and 3 (10,000 t-CO_2)

	FY2022	FY2023	FY2024
Entire value chain (total of Scope 1, 2 and 3)	10,370	10,871	11,091
Direct emissions from corporate activities (Scope 1*1)	42	41	41
Domestic	15	15	14
Overseas	27	26	27
Indirect emissions from energies (Scope 2*1)	72	54	49
Domestic	28	11	3
Overseas	45	43	46
Emissions from corporate activities (total of Scope 1 and 2)	114	95	90
Emissions from use of products by users (Scope 3: Category 11) *2	8,270	8,558	8,633
Other emissions (other than Scope 3: category 11)	1,986	2,217	2,368
Other indirect emissions (total of Scope 3)	10,256	10,775	11,001

Calculation Conditions and Reporting Standards for FY2024 Emissions

*1 <Scope 1 and 2>

● Calculation range

－Domestic: Suzuki Motor Corporation and 68 domestic manufacturing and non-manufacturing subsidiaries

－Overseas: 37 overseas manufacturing and non-manufacturing subsidiaries

● Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)

● Calculation method: Scope 2 emissions are calculated using the market-based method of the GHG Protocol

● Emission coefficients

－Electricity: The most recent basic emission coefficient (FY2023 actuals, released on August 1, 2025) by electricity provider for Japan, and the 2022 values in IEA Emissions Factors 2024 for overseas

－Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (ver5.0) were used in Japan, and IPCC Guidelines 2006 were used overseas.
Unit calorific values for city gas are those released by suppliers.

*2 <Scope 3 Category 11>

● Calculation range: Suzuki Group

● Products subject to calculation: Automobiles, motorcycles, outboard motors, motorized wheelchairs and other Suzuki products

● Outline of calculation method

－Calculated by multiplying the estimated lifetime running distance of products sold in the fiscal year under review by the emissions intensity for each model.

－Annual running distance and years of use are based on published information, primarily the IEA SMP Model.

－Emissions intensity for each model is based on the certified values prescribed by the regulations of each country and converted to WTW (Well-to-Wheel).

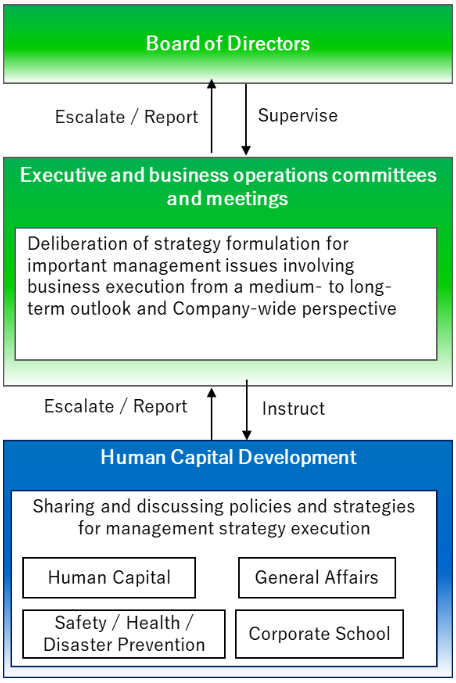
For details, please refer to "Sustainability" on the Company's website.

(3) Initiatives related to human capital

1) Governance

Under the supervision of the Board of Directors, issues, policies and measures concerning human capital are discussed at the Executive Committee, which is attended by Executive Directors and divisional responsible persons (Managing Officers and Executive General Managers). Issues of particular importance are discussed by the Board of Directors. Along with the management, the Company as a whole aim to promote viable activities.

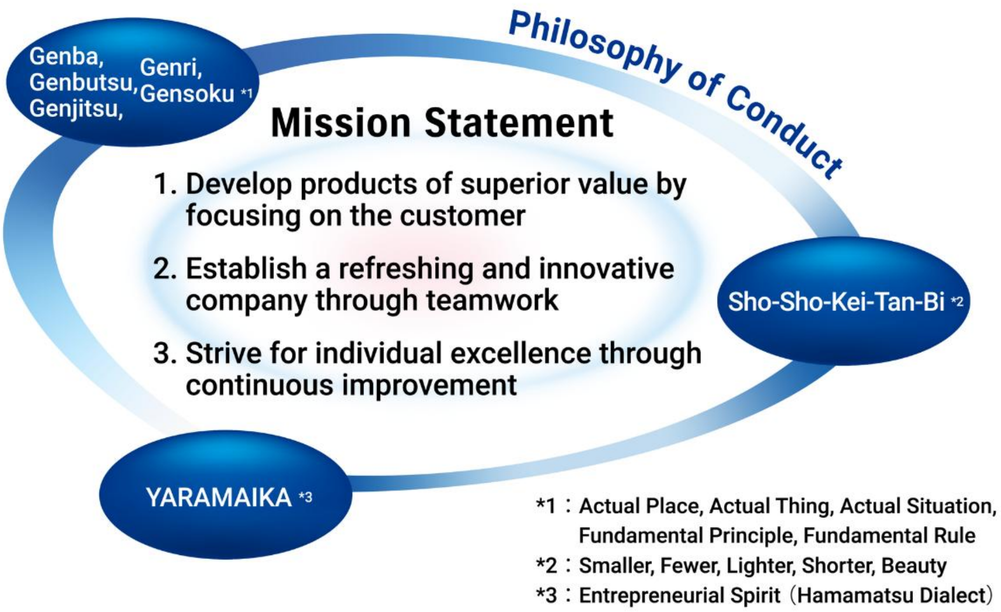
The Human Capital Department reports regularly to the President and conducts activities in close proximity to top management.



2) Strategy

<Basic operations>

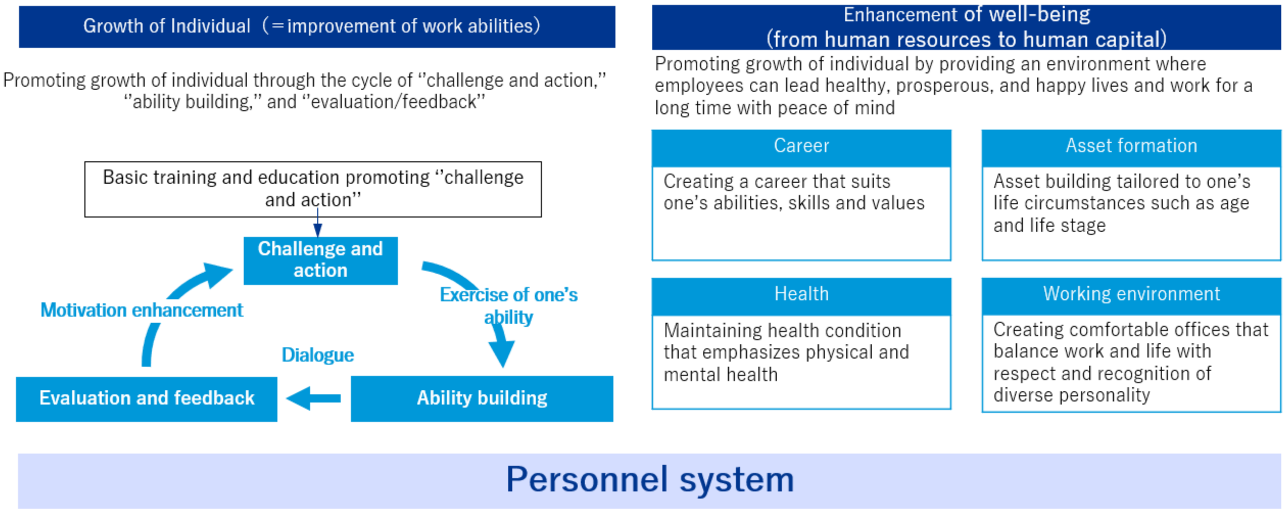
In accordance with our Mission Statement and Philosophy of Conduct: "Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual place, Actual thing, Actual situation, Fundamental Principle, Fundamental Rule)", "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," and "YARAMAIKA (Entrepreneurial Spirit)," we will encourage employees to demonstrate their potential and create value based on our human capital development policy and in-house environment creation policy. We will strive to be "a mobility as infrastructure closely connected with people's lives," aiming to play a necessary role for people and society.



<New Mid-Term Management Plan (FY2025-FY2030)＞

Efforts to strengthen the management foundation: human capital development

To enhance employees' professional capabilities, foster individual growth and promote well-being, we introduced a new personnel system in April 2024. We will continue to update our initiatives and systems as needed, creating an environment where each employee can practice our Mission Statement and Philosophy of Conduct while focusing on their individual growth.

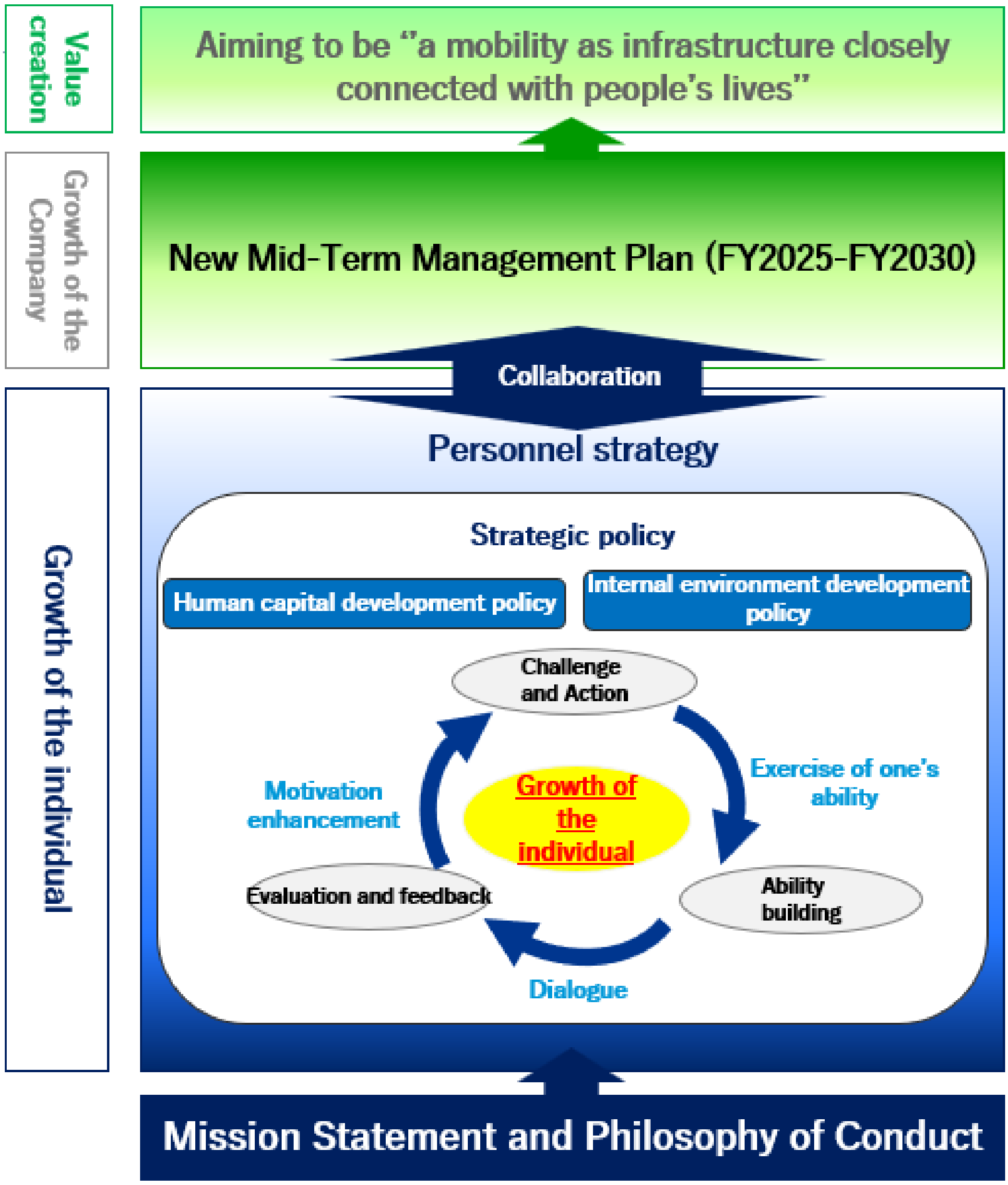


<Human capital development policy>

Our Mission Statement sets three goals for all employees of the Suzuki Group to understand and strive for: 1) a goal toward carrying out a company's social missions (product development), 2) a goal for the corporate organization that they belong to (building the Company) and 3) a goal for themselves (developing human capital), respectively. Based on the spirit of the Mission Statement and the Philosophy of Conduct for putting it into practice, the President is standing on the front line and leading various reforms related to human capital development in keeping with the belief that human capital development is the top priority of a company. In October 2022, the organizational structure was reshaped with the reorganization of the Human Capital/General Affairs into the Human Capital Development. The Company is focused on developing people unique to Suzuki who embody the Mission Statement and Philosophy of Conduct. Moreover, we seek to overcome major changes that cannot be fully dealt with in the form of a conventional automobile manufacturer, such as responding to a dramatic structural transformation in business required of the automotive industry known as CASE and realizing a carbon-neutral society, which is the Company's social mission. To do so, we will strive to recruit and develop diverse human capital who will look beyond our conventional operations and approaches and resolutely take on new challenges, who have diverse experiences and values for generating new ideas, who have a high degree of professional expertise, and who are able to work in a global context.

<Internal environment development policy>

Suzuki is working to build a company in which employees with unique personalities can demonstrate their abilities in working toward common goals, create outcomes of even higher added value and continue to work vigorously while feeling job satisfaction and purpose. This will be accomplished by encouraging staff to take on the challenge of achieving high goals and fostering a culture that values individual effort in line with the spirit of the Mission Statement. Going forward, Suzuki will continue to listen to the voices of employees more closely than ever, conduct thoughtful dialogue between labor and management, and advance reforms through various personnel and general affairs measures, such as drastic changes in the personnel system, bold revision and abolition of operations, workstyle reforms, improvements in working conditions, and the creation of a better work environment. Through these efforts, Suzuki aims to transform itself into a company that every employee is happy to work for.



For details about human capital and strategy, please refer to ''IV. Information about Reporting Company 5. Employees (1) Basic policy on Human Capital Strategy''.

3) Risk management

Stated in "II. Overview of Business, 3. Business Risks, etc. (1) Business-related risks 5) Human capital recruitment and development."

4) Indicators and targets

Indicators		FY2023	FY2024	FY2025	Target
Number of new graduate recruits (persons)		734	723	700	–
Number of mid-career recruits (persons)		181	262	221	–
Number of part-time and fixed-term contract recruits (persons)		164	180	111	–
Employment rate of people with disabilities (%)		2.35	2.45	2.5	2.7
Number of direct recruits of digital professionals in India (persons)		6	10	13	–
Rate of paid leave taken (%)		81	80.7	79.2	–
Number (persons) and ratio (%) of female managers		25 1.85	31 2.18	34 2.23	5.0% by 2030
Number (persons) and ratio (%) of female employees with job titles		182 3.49	223 3.98	268 4.58	–
Ratio of male employees taking childcare leave (%)		63.1	65.7	73.2	–
Gender wage gap (%)	All workers	64.5	64.5	66.0	–
	Full-time employees	64.4	65.1	66.8	–
	Part-time and fixed-term contract employees	61.2	55.3	56.0	–
Number of persons using childcare shortened working hours (persons)		346	394	445	–
Number of persons taking childcare leave (persons)		390	368	466	–
Number of persons using family-care shortened working hours (persons)		9	10	12	–
Number of persons taking family-care leave (persons)		5	4	2	–
Percentage of employees receiving regular health checkups (%)		100	100	–	100
Percentage of employees undergoing a thorough examination after a regular health check (%)		57.6	65.1	–	100
Specific health check implementation rate (%)		99.0	97.7	–	100
Specific health guidance implementation rate (%)		59.0	61.0	–	60

Regarding indicators related to policies on human capital development, including ensuring diverse human capital, and policies on improving the internal work environment, although the Company implements data management of the relevant indicators and specific initiatives, such initiatives are not being carried out by all companies in the consolidated group. Therefore, it is difficult to provide a description covering the entire consolidated group. As a result, the results for the above indicators are those of the reporting company that operates the core businesses within the consolidated group.

3. Business Risks

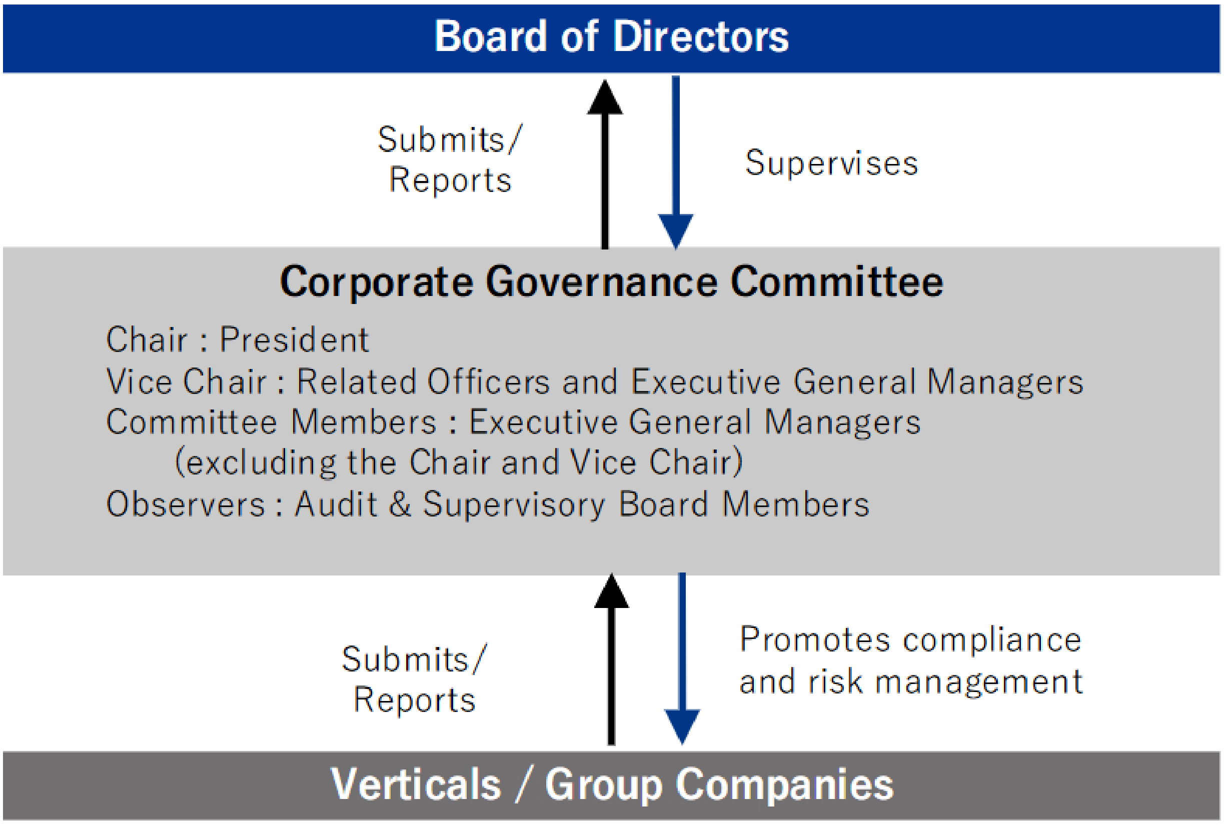
The following are the main Business Risks, etc. that may affect the Group's business performance, financial position, cash flows, etc., and may have a significant impact on investor decisions.

Forward-looking statements in this document are determined by the Group as of the end of the current consolidated fiscal year.

<Risk management system>

A Corporate Governance Committee has been established under the Board of Directors. The Corporate Governance Committee deploys measures for advancing thorough compliance and risk management and promotes efforts to address cross-organizational challenges in coordination with the relevant divisions.

For details, please refer to "IV. Information about Reporting Company 4. Corporate Governance, etc."



<Business risks, etc.>

(1) Business-related risks

1) Climate change and the transition to a decarbonized society

Climate change risks have been receiving increasing attention for their social and political implications, including regulatory measures, in Japan and other countries and regions worldwide. These risks include those associated with the transition to a low-carbon society and physical risks caused by climate change.

Among the risks associated with the transition to a low-carbon society, the Suzuki Group recognizes that risks of particular importance are the imposition of fines and lost sales opportunities due to increasingly stringent CO_2 and fuel efficiency standards for automobiles, the growing burden of research and development expenses to ensure regulatory compliance, and the increase in operating costs, etc. due to implementation or reinforcement of carbon tax and other systems. These risks may have a negative impact on the Suzuki Group's business performance and financial position. In addition, there is a possibility that corporate value may decline due to changes in customer preferences and investor behavior.

The physical risks from climate change include both the long-term impacts of climate change, such as increases in energy costs due to rising average temperatures and supply chain stagnation and higher production costs due to changes in water resource risks, as well as the impacts of sudden weather changes, such as damage to business locations and the suspension of business activities due to the increasing frequency and severity of natural disasters. In order to respond to sudden weather changes, we are working to formulate a BCP that focuses on flood disasters, but the physical risks from climate change may have an adverse effect on the business performance and financial position of the Suzuki Group.

For details, please refer to "II. Overview of Business 2. Sustainability Policy and Initiatives (2) Response to climate change."

2) Product development and introduction capabilities

The Suzuki Group is committed to continuous technological innovation and product development in order to rapidly respond to customer needs and changes in the automotive environment, and to bring to market attractive new products that satisfy our customers. This includes strengthening our development capabilities with an eye to the future, such as improving safety and environmental performance and introducing advanced technologies. We are also working on initiatives in a wide range of areas, such as securing and developing talented human capital, and building an efficient and sustainable parts procurement, production and logistics system to ensure a stable supply.

However, if we are unable to accurately grasp these environmental changes and develop and launch new products in a timely manner while ensuring their stable supply, our sales share and revenue may decline, which could have an adverse effect on our business performance and financial position.

3) Reliance on particular business or market

The Suzuki Group is working to improve profitability in each business and region with the aim of achieving continuous and stable profit growth.

However, for the consolidated fiscal year under review, revenue in India accounted for just over 40% of the Suzuki Group's consolidated revenue across our entire business, including the automobile business, motorcycle business, and other business segments. If demand, market conditions and competition with other companies in the same industry related to these businesses exceed predictable levels, this could have an adverse effect on our business performance and financial position.

4) Compliance

The Suzuki Group has established the Suzuki Group Code of Conduct to ensure that officers and employees perform their duties in a sound manner and is promoting overall compliance efforts that include laws and regulations related to business operations, corporate ethics and social responsibility. Specifically, we have established a Corporate Governance Committee, prepared business rules and manuals including approval and decision-making procedures and confirmation procedures by other departments, conducted compliance training and training on individual laws and regulations, and taken measures to prevent violations and promptly respond to any cases involving compliance issues through the establishment of a whistleblowing system (Suzuki Group Risk Management Hotline).

However, if unforeseen circumstances result in a violation of compliance or an inadequate response, it may have a significant impact on the Suzuki Group's credibility in society, which may have an adverse effect on the Group's business performance and financial position.

5) Human capital recruitment and development

The Suzuki Group values human capital who empathize with corporate Mission Statement and Philosophy of Conduct. We are actively recruiting more than ever before, not only in Japan but also in India, focusing on human capital in specialized fields such as bolstering electrification technology, advanced safety technology and digital technology. After hiring, we nurture employees through level-specific training, from new employees to management, as well as hands-on experience in the workplace, ensuring they can practice our corporate Mission Statement and Philosophy of Conduct.

In addition, in order to create an environment that increases the Company's creative value by increasing opportunities for each employee to learn, supporting them in new challenges and taking action, and improving their individual job capabilities, we have completely revamped our personnel system from April 2024. In particular, to enhance individual competencies, we leverage AI technology to advance initiatives aimed at improving operational efficiency and productivity among our employees. Furthermore, in order to enable employees with various personalities and values to fully demonstrate their individual capabilities, we respect diversity in terms of attributes such as gender, age, nationality, race, religion and disability, and strive to promote employees fairly and without discrimination, as well as work to create good working environments.

However, if we are unable to hire human capital due to a tight labor market or intensifying competition for talent, if our human capital training is insufficient, if we over-rely on AI technology causing detached decision-making from the actual workplace and preventing them from practicing the corporate Mission Statement and Philosophy of Conduct, or if we are unable to create working environments that respect the diversity among our employees, this may have an adverse effect on our business performance and financial position.

For details, please refer to "II. Overview of Business 2. Sustainability Policy and Initiatives (3) Initiatives related to human capital" and "IV. Information about Reporting Company 5. Employees etc."

6) Issues related to procuring parts from suppliers

Based on a comprehensive consideration of factors such as technological capabilities, quality, and price competitiveness, we are working toward the diversification of our parts suppliers.

However, depending on the parts, procurement may rely on specific suppliers, or even if the Suzuki Group has diversified its primary suppliers, the primary suppliers may depend on specific secondary or subsequent suppliers for parts procurement. If the Suzuki Group is unable to secure a continuous and stable supply of these parts due to fires, natural disasters, equipment failure, sudden changes in the supply and demand balance, economic security conditions, or the discovery of human rights violations, this could cause delays or suspensions in the Suzuki Group's production or increase costs. As a result, this could have an adverse effect on our business performance and financial position.

7) Respect for human rights

The Suzuki Group conducts business internationally and our operations are conducted based on the principle of respect for human rights in the supply chain.

However, the challenge is that it is difficult to fully manage the working environment and human rights situation not only of our Group companies, including our manufacturing and nonmanufacturing subsidiaries, and sales subsidiaries, but also of our entire global value chain, including our business partners and their secondary business partners and beyond. Human rights violations, such as child labor, forced labor, discriminatory labor practices and issues regarding the health and safety of workers, may not only result in economic losses such as legal liability, fines and liability for damages, but may also have a significant impact on the Suzuki Group's social credibility, including damage to our brand image and loss of trust from customers, and may have an adverse effect on the Group's business performance and financial position.

8) Quality assurance

The Group's highest priority is to provide customers with high-quality products, and we strive to improve quality by establishing appropriate management systems from development and manufacturing to sales and service.

However, quality requirements are becoming more complex and sophisticated in line with new technologies such as electrification and autonomous driving. If a large-scale recall were to occur due to an unexpected quality issue, not only would it result in significant quality-related costs, but it could also damage the Suzuki Group's brand image, which could have an adverse effect on our business performance and financial position.

9) Data security and cybersecurity

Throughout our entire portfolio of business activities, the Suzuki Group creates, processes, and accumulates electronic data for design development, production, sales, accounting and other activities, and these systems are updated and modified as necessary. In addition, various electronic control devices are built into our products, and these devices are essential for controlling vehicles and equipment.

Although security measures are implemented for these systems and devices, there are still risks, such as from cyberattacks by hackers or viruses, system failures and infrastructure shutdowns. In particular, the threat of cyberattacks is increasing as AI technology becomes increasingly sophisticated and, in the past, our overseas subsidiaries have been targeted. If a similar incident were to occur, it could result in business interruptions, data corruption or loss, and leaks of confidential information.

Furthermore, although the Suzuki Group strives to protect personal information and confidential information related to management, business and technology, there is a risk that such information may leak out or be used improperly due to unforeseen circumstances. In such cases, legal claims, lawsuits, liability for damages, payment of fines, etc. may occur, which may also have an adverse effect on our business performance and financial position.

10) Tie-ups with other companies

The Suzuki Group is engaged in various collaborative activities with other companies, including domestic and foreign automobile manufacturers, in areas such as research and development, production, sales and finance. However, factors beyond the Group's control, such as circumstances specific to individual partners, could have an adverse effect on our business performance and financial position.

11) Brand image

The Suzuki Group's brand image is an indication of the trust placed in us by our customers and society and is an extremely important aspect of the Group's sustainable growth. We strive to enhance our brand image through improved product quality, compliance, appropriate risk management and strengthened internal controls.

However, if our brand image were damaged due to unforeseen product defects, problems with service quality, compliance violations, or delays in disclosing such information, we could lose customer trust, which could lead to a decrease in sales and a decline in our competitiveness in the market. This could have an adverse effect on the Group's business performance and financial position.

(2) Market-related risks

1) Changes in economic conditions

Regarding the impact of changes in the economic situation on sales, unforeseen circumstances such as a prolonged economic downturn, a worsening global economy or financial crisis, or a sudden shift in economic conditions driven by rising geopolitical tensions could lead to a significant decline in demand for the Group's products, including automobiles, motorcycles and outboard motors. For example, a rise in interest rates may reduce customers' willingness to purchase, which could have an adverse effect on the Group's business performance and financial position.

Regarding the impact of changes in the economic situation on production, the Group operates in countries and regions around the world, and our dependence on overseas production plants, particularly in emerging countries in the Asian region, has been increasing over the years. In the event of unforeseen circumstances, such as sudden changes in the economic situation in each country and regions or unforeseen amendments or new applications of tax systems or monetary policies in each country and region, causing disruptions to our supply chain, preventing us from producing as planned, could have an adverse effect on the Group's business performance and financial position.

2) Intensification of competition with other companies

Although the Group is working on measures to maintain and improve its competitiveness, it is exposed to competition from other companies in the markets of each country and region in which it operates. As the globalization of the automobile, motorcycle and outboard motor industries continues to further progress and as companies from other industries increasingly enter the market, competition is likely to intensify. If the Group is no longer able to maintain a competitive position in various areas such as product quality, safety, price, environmental performance, the efficiency of product development and production systems, the establishment of sales and service systems, and sales financing, this could have an adverse effect on the Group's business performance and financial position.

(3) Financial and economic risks

1) Fluctuations in exchange rates and interest rates

The Suzuki Group exports automobiles, motorcycles, outboard motors and their parts from Japan to various countries and regions around the world and also exports these products and parts from its overseas production sites to multiple countries and regions. Currently, overseas revenue accounts for more than 70% of the Group's consolidated revenue. As the Group is highly dependent on overseas production plants, especially in emerging countries, it is particularly susceptible to foreign exchange rate fluctuations. To mitigate the risk of exchange rate fluctuations, the Group takes measures such as hedging through forward exchange contracts and optimizing global operations by decentralizing production sites. In addition, as the Group procures most of its funds in Japan, it takes similar measures to mitigate exchange rate and interest rate fluctuations.

However, it is not possible to hedge against all risks, and fluctuations in exchange rates and interest rates may have an adverse effect on the Group's business performance and financial position.

2) Fluctuations in raw materials and parts prices

The Group is taking steps to improve profitability, such as implementing cost reduction activities and optimizing product prices to take into account fluctuations in input costs due to fluctuations in raw materials prices and efforts to strengthen business partners' foundations.

However, if purchase prices of raw materials and parts increase sharply, and if these costs cannot be fully passed on to the sales prices of products, this could have an adverse effect on the Group's business performance and financial position.

(4) Risks related to politics, regulations, legal procedures, disasters, etc.

1) Government regulations, etc.

We collect information and conduct monitoring activities in order to respond to changes in the international situation. We are actively working on developing environmental technologies and improving our products to comply with stringent legal regulations regarding exhaust gases, fuel efficiency, noise, safety and the emission of pollutants from manufacturing plants. We are also strengthening our compliance system to comply with a wide range of domestic and international laws and regulations, including laws on consumer protection, labor and antitrust.

However, unforeseen changes in environmental regulations, trade policies, labor laws, etc. due to rapid changes in the international situation may affect our business environment. Furthermore, if regulatory revisions result in increased costs, this could have an adverse effect on the Group's business performance and financial position.

2) Protection of intellectual property

The Group has accumulated intellectual property, including technology and know-how, in order to differentiate its products from those of other companies, and has taken measures to protect this intellectual property as well as to prevent infringement of the intellectual property rights of third parties.

However, if the Group's intellectual property is illegally infringed, or if a third party alleges intellectual property infringement and this leads to litigation, the suspension of production and sales, or the payment of damages, this could have an adverse effect on the Group's business performance and financial position.

3) Legal procedures

To address the risk of litigation and legal proceedings, we respond promptly and appropriately to investigations based on relevant laws and regulations.

However, if an unfavorable judgment is made in ongoing litigation or future legal proceedings, resulting in fines or damages, this could have an adverse effect on the Group's business performance and financial position.

4) Business development in countries and regions around the world

The Group conducts business in various countries and regions throughout the world, and in some countries and regions it conducts joint ventures with local companies in accordance with the laws and other regulatory requirements of those countries and regions. These businesses are subject to various legal and other regulations in each country and region (including those related to taxation, tariffs, overseas investment, and repatriation of funds). Any changes in these regulations or in the management policies and business environments of joint venture partners could have an adverse effect on the Group's business performance and financial position.

In addition, many governments impose tariffs, price control regulations and foreign exchange control regulations. The Group has incurred and expects to continue to incur costs in order to comply with these regulations. The enactment of new laws or amendments to existing laws may also result in additional costs for the Group. Furthermore, unexpected changes or new applications of tax systems or economic measures in various countries and regions could have an adverse effect on the Group's business performance and financial position.

5) Impacts from natural disasters, pandemics, conflicts, terrorism, strikes, etc.

Japan is exposed to various risks, including natural disasters such as earthquakes, tsunamis, typhoons and floods, as well as unforeseen accidents at nuclear power plants. Many of our key facilities, including our head office, R&D centers and major production sites, are concentrated in Shizuoka Prefecture, an area with a high likelihood of experiencing periodic major earthquakes. In order to minimize the impact of natural disasters such as the Tokai and Tonankai earthquakes, the Group has implemented a range of measures including seismic reinforcement of buildings and facilities, fire prevention strategies, the formulation of business continuity plans, and enrollment in earthquake insurance. However, if the scale of disaster exceeds our expectations, this could have an adverse effect on the Group's business performance and financial position.

The Group also operates in various countries and regions around the world and is exposed to a variety of risks associated with overseas business operations.

These domestic and international risks include natural disasters, pandemics, wars, terrorism, riots, strikes and other risks arising from political or social instability and turmoil. Should any of these unforeseen events occur, delays or suspensions may arise in the procurement of raw materials and parts, as well as in production, sales, logistics and the provision of services. If such delays or suspensions occur and become prolonged, they could have an adverse effect on the Group's business performance and financial position.

4. Management Analysis of Financial Position, Operating Results and Cash Flows

Forward-looking statements in this document are determined by the Group as of the end of the current consolidated fiscal year. Actual results may differ from these statements, and their achievement is not guaranteed.

(1) Operating results

Regarding the operating results for the current consolidated fiscal year, revenue increased by ¥467.8 billion (8.0%) year on year (YoY) to ¥6,293.0 billion. This was due to increased sales through our timely response to demand. Specifically, in the market environment that intensified beyond expectations following revisions to India's Goods and Services Tax (GST), we flexibly restructured our production and logistics system.

Operating profit decreased by ¥19.9 billion (3.1%) YoY to ¥622.9 billion. Although the effect of increased revenue due to increased sales, an improved sales mix and cost reduction offset the rise in material prices, operating profit decreased due to expanded investments in human capital and technology aimed at sustainable growth.

Profit before tax increased by ¥0.5 billion (0.1%) YoY to ¥730.7 billion. An improvement in financial income, such as foreign exchange gains, partially offset the decline in operating income.

Profit attributable to owners of parent increased by ¥23.2 billion (5.6%) YoY to ¥439.3 billion.

Under our Mid-Term Management Plan, we aim to achieve sales of ¥8,000 billion, an operating profit margin of 10.0%, and an ROE of 13.0% in FY2030. In the current consolidated fiscal year, we recorded an operating profit margin of 9.9% and an ROE of 13.8%. As the first year of Mid-Term Management Plan, we are successfully on track with our targets.

Moving forward, we will continue our efforts to enhance mid- to long-term corporate value, while focusing on expanding sales and operating profit alongside capital efficiency.

Operating results by segment are as outlined below.

1) Automobile Business

Revenue increased by ¥401.2 billion (7.6%) YoY to ¥5,706.4 billion. Operating profit decreased by ¥20.0 billion (3.5%) YoY to ¥547.6 billion.

2) Motorcycle Business

Revenue increased by ¥56.4 billion (14.2%) YoY to ¥454.5 billion. Operating profit increased by ¥3.9 billion (9.7%) YoY to ¥44.8 billion. This was mainly attributable to sales expansion in India and Colombia.

3) Marine Business

Revenue increased by ¥9.8 billion (8.9%) YoY to ¥119.5 billion. Operating profit decreased by ¥4.0 billion (13.0%) YoY to ¥26.6 billion. This was mainly due to the impact of US tariffs.

4) Other Business

Revenue increased by ¥0.5 billion (3.9%) YoY to ¥12.6 billion. Operating profit increased by ¥0.1 billion (2.0%) YoY to ¥3.9 billion.

Production, orders and sales are as outlined below.

1) Production

Segment name	Current consolidated fiscal year (thousand units)	YoY comparison (%)
Automobile Business	3,533	+7.2
Motorcycle Business	1,765	+15.4
Marine Business	109	(0.4)

2) Orders

The Group mainly engages in forecast-based production; therefore, there are no applicable matters related to build-to-order production.

3) Sales

Segment name	Current consolidated fiscal year (Billions of yen)	YoY comparison (%)
Automobile Business	5,706.4	+7.6
Motorcycle Business	454.5	+14.2
Marine Business	119.5	+8.9
Other Business	12.6	+3.9
Total	6,293.0	+8.0

Note: Sales refer to sales to external customers.

(2) Financial position

With respect to the financial position at the end of the current consolidated fiscal year, total assets were ¥6,636.8 billion (increased by ¥643.2 billion from the end of the previous consolidated fiscal year).

Total liabilities were ¥2,483.7 billion (increased by ¥178.1 billion from the end of the previous consolidated fiscal year). As for the borrowings, the Company intends to maintain the current borrowing level for the time being due to the unstable global situation.

Total equity was ¥4,153.1 billion (increased by ¥465.0 billion from the end of the previous consolidated fiscal year).

As a result, ratio of equity attributable to owners of parent to total assets was 51.0% (49.6% at the end of the previous consolidated fiscal year).

(3) Analysis and review of cash flows, and information on sources of capital and liquidity of funds

1) Cash flows

The balance of cash and cash equivalents at the end of the current consolidated fiscal year amounted to ¥973.3 billion (increased by ¥130.6 billion from the end of the previous consolidated fiscal year). Cash flows for the current consolidated fiscal year are as follows.

(i) Cash flows from operating activities

Net cash provided by operating activities for the current consolidated fiscal year was ¥717.5 billion (¥669.8 billion was provided for the previous consolidated fiscal year). This was mainly due to profit before tax of ¥730.7 billion.

(ii) Cash flows from investing activities

Net cash used in investing activities for the current consolidated fiscal year was ¥499.5 billion (¥475.6 billion was used for the previous consolidated fiscal year). This was mainly due to purchase of property, plant and equipment of ¥377.4 billion.

(iii) Cash flows from financing activities

Net cash used in financing activities for the current consolidated fiscal year was ¥127.3 billion (¥186.0 billion was used for the previous consolidated fiscal year). This was mainly due to dividends paid to owners of parent of ¥83.0 billion and dividends paid to non-controlling interests of ¥30.6 billion.

2) Sources of capital and liquidity of funds

In the Mid-Term Management Plan announced in February 2025, the Suzuki Group presented its capital allocation for the six years from the fiscal year ending March 31, 2026 to the fiscal year ending March 31, 2031 (see the diagram below). Regarding the use of funds, the Group plans to allocate a total of ¥4.0 trillion mainly for capital expenditures and growth investments in research and development expenses, aimed at enhancing corporate value through the realization of the Mid-Term Management Plan. With regard to funding sources, the Group intends to raise funds mainly through cash obtained from operating activities. In terms of external financing, the Group is considering various methods from the perspective of diversifying financing sources and has established a bond issuance limit of ¥200.0 billion as one such option.

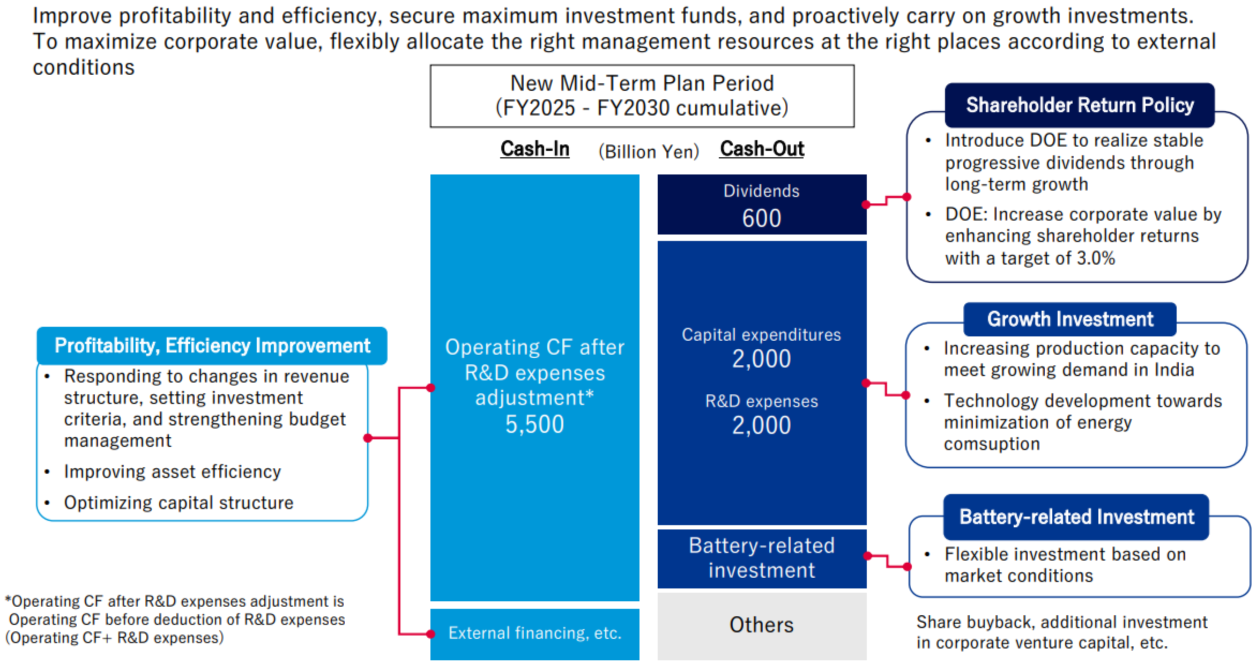
In managing the liquidity of the Group's funds, the policy is to maintain a certain level of liquidity on hand to be able to respond to sudden changes in the external environment. Additionally, in Japan and Europe, we have established a system that enables a flexible response within the Group through a cash pool system.

Furthermore, the Company has signed commitment line agreements with six banks for a total of ¥300.0 billion. As of the end of the current consolidated fiscal year, the commitment lines remain unused.

The Group's cash and cash equivalents at the end of the current consolidated fiscal year amounted to ¥973.3 billion (consolidated basis). In addition, separately from this, our subsidiary in India, Maruti Suzuki India Ltd. primarily manages cash obtained from operating activities through open-ended investment trusts. The balance of these investments is approximately ¥1.0 trillion, thereby ensuring sufficient liquidity. Future major capital expenditures will include investments to expand production capacity for automobiles in India, which we intend to implement using Maruti Suzuki India Ltd.'s own funds.

Furthermore, the Group has obtained a credit rating from Rating and Investment Information, Inc., a domestic credit rating agency. As of the filing date of this report, our rating is "Single A+ (Stable)."

(Reference) Mid-Term Management Plan Slide Materials p. 37 "Capital Allocation"



(4) Significant accounting estimates and assumptions used in estimates

The consolidated financial statements of the Suzuki Group are prepared in accordance with International Financial Reporting Standards (IFRS). Their preparation requires management's selection and application of accounting policies, the reported amounts of assets and liabilities and income and expenses and estimates that affect disclosure. Management makes reasonable judgements about these estimates, taking into account past performance and other factors. However, actual results may differ from these estimates due to the uncertainties inherent in such estimates.

Among the significant accounting estimates and the assumptions used in those estimates, the details and amounts of significant estimates are described in “V. Financial Information, Notes to Consolidated Financial Statements 4. Significant accounting estimates and judgments involving estimates.”

5. Critical Contracts, etc.

1.	February 2017	Suzuki signs MOU for a business tie-up with Toyota Motor Corporation. (Enters capital alliance agreement in August 2019)
2.	July 2021	Suzuki signs joint planning agreement regarding collaboration in commercial business with Toyota Motor Corporation, ISUZU MOTORS LIMITED., Hino Motors, Ltd. and DAIHATSU MOTOR CO., LTD.

6. Research and Development Activities

Under our motto to develop products of superior value by focusing on the customer, we are working on research and development as follows to deliver products and services that support the daily lives of customers worldwide while being eco-friendly, always accessible and dependable, as a lifestyle partner.

The Company is engaged in technology development aimed at realizing its Mission Statement and Philosophy of Conduct: “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” “Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual place, Actual thing, Actual situation, Fundamental Principle, Fundamental Rule)” and “YARAMAIKA (Entrepreneurial Spirit),” and minimizing energy consumption throughout the mobility life cycle. Based on this philosophy, we will create products that are optimal for countries and regions across the world, helping to realize a sustainable, carbon-neutral society and provide the joy of mobility to people throughout the world.

We announced the Mid-Term Management Plan (April 2025-March 2031) “By Your Side” in February 2025, which indicates that the vision of Team Suzuki is to be an infrastructure mobility closely connected with people’s lives. In addition, at the Technology Strategy Briefing 2025 held in September 2025, Suzuki announced its technology strategy as ‘’Right x Light Mobile Tech’’. Guided by our technology philosophy ‘’Minimization of Energy’’, which is closely connected with people’s lives through our technologies, we aim to maximize the essential value of mobility. Under our Corporate Slogan of ‘’By Your Side’’, we will continue to provide products and services that solve social daily mobility challenges.

In FY2025, research and development expenses of the entire Group amounted to ¥270.4 billion, and the breakdown of activities by segment is as shown below.

(1) Automobile Business

1) New product development

The Company has always prioritized the customer’s perspective to develop products that exceed their expectations, providing original products that are in line with customer needs. Going forward, we will continue to develop valuable products that meet customer needs through our manufacturing philosophy, “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty).” The situations in the domestic and overseas markets are as follows:

[Domestic market]

・In October 2025, we launched the new ‘’XBEE’’, a compact car. Based on the concept of ‘’a compact crossover that combines a unique design suited for active lifestyles with a spacious interior’’, it expands upon XBEE’s inherent strengths, such as a charming design and a spacious interior, while enhancing advanced safety features and comfort equipment, and significantly improving both driving performance and fuel efficiency. The exterior utilizes a rounded-square motif to evoke a sense of toughness and express SUV-like strength, and leather, a panel with stitching, and a two-tier center console (*1) are incorporated into the interior, expressing premium quality suitable for a compact car.

・In January 2026, we launched the new ‘’e VITARA’’, the mini BEV car. Based on the concept of ‘’Emotional Versatile Cruiser’’, the model features a design that projects both the advanced feel of BEV and the toughness of SUV. It also incorporates a BEV powertrain that delivers nimble and sharp driving performance, the electric 4WD system ‘’ALLGRIP-e’’ that provides off-road drivability and more powerful driving, and the newly developed BEV-exclusive platform ‘’HEARTECT-e’’. The new ‘’e VITARA’’ won the 2026 RJC Car of the Year Special Award. In addition, ahead of the launch of the new ‘’e VITARA’’, the Company launched the ‘’Suzuki Charging Service’’ in December 2025, a convenient and affordable charging service for Suzuki’s EV users.

・In March 2026, we launched the new ‘’e EVERY’’(*2), the mini-commercial BEV van. The All-new ‘’e EVERY’’ is an electric mini commercial van equipped with a BEV system, jointly developed by three companies: Suzuki Motor Corporation, Daihatsu Motor Co., Ltd. and Toyota Motor Corporation. While maintaining the exceptional user-friendliness, it delivers the quiet yet powerful driving performance unique to EVs. It is also equipped with external power supply function, making it a model capable of contributing to local communities in times of emergency. The driving range per charge (*3) is 257km, ensuring sufficient capability for daily and business use, while achieving high levels of quietness and stability in addition to the powerful driving experience unique to EVs.

[Overseas markets]

- In September 2025, Suzuki's Indian subsidiary, Maruti Suzuki India Ltd. (hereinafter, ''Maruti Suzuki''), launched new ''VICTORIS'' in India. The new ''VICTORIS'' is the latest SUV that combines an advanced design with enhanced safety features and comfort equipment. The exterior incorporates sharp styling along with advanced and high-presence LED headlights and LED rear combination lights. The interior design blends modern styling with daily comfort, creating a stylish atmosphere through crafted instrument panel and a 64-color selectable LED lighting system. The new ''VICTORIS'' won the ''Indian Car of the Year (ICOTY) 2026'', India's premier car of the year award. This marks the third model and the fifth time overall for Maruti Suzuki to receive this honor. This model is scheduled to be exported to over 100 countries and regions, in addition to being sold in the Indian domestic market.
- In February 2026, Maruti Suzuki launched the new ''e VITARA'', the first battery EV (BEV) for Suzuki. To provide customers in India with total peace of mind when driving the ''e VITARA'', Maruti Suzuki is rolling out its ''e for me '' strategy. To enhance the charging network, we have installed over 2,000 Maruti Suzuki-exclusive chargers across more than 1,100 cities. By 2030, we plan to make more than 100,000 chargers accessible through dealerships and charging infrastructure operators. We also offer the ''e for me'' application, which allows users to search for charging stations and check their vehicle's charging status. Furthermore, we have designated 1,500 service plants capable of handling BEV repairs and maintenance and introduced mobile service vehicles. Through these initiatives, we will enhance convenience for BEV users and provide comprehensive support to ensure that the ''e VITARA'' can be used with confidence throughout India. The ''e VITARA'' is Suzuki's first global strategic BEV model and is scheduled to be exported to over 100 countries and regions worldwide.

2) Right X Light Mobile Tech (Minimization of Energy, Maximization of Essential Value)

Suzuki aims to be a company that consistently delivers the freedom of mobility to people around the world and will contribute to achieving the carbon neutral targets in each country by expanding the range of choices for our customers and providing products and services that meet local needs. We will improve the thermal efficiency of existing internal combustion engines and reduce CO_2 emissions by using carbon-neutral (CN) fuel, to meet the needs and usage styles of our customers. Furthermore, we are working on multi-pathway initiatives, such as developing carbon dioxide capture and storage technologies with the aim of achieving carbon negativity and researching and developing engines that use hydrogen fuel. Therefore, we will continue to develop electrification technologies by improving internal combustion engines and increasing the efficiency of hybrid electric vehicles (HEVs), as well as promoting the development and commercialization of battery electric vehicles (BEVs).

In addition, we are also working to produce safe and lightweight bodies with low CO_2 emissions using efficient energy. Specifically, we are promoting activities such as the development and practical application of "cold-forming technology for ultra-high tensile steel" that uses ultra-high tensile steel with a tensile strength of 1.5GPa and results in lower CO_2 emissions during production; the development of a "new mold structure method" that enables the forming of complex shapes in shorter processes; and the practical application of "welding current control technology" that monitors the quality of joints in high-strength materials. Based on these technologies, we will provide safe and eco-friendly mobility.

As a part of our initiatives to achieve ''Minimization of Energy'', we launched the "S Light Project" to reduce the weight of the Alto by 100 kg from FY2024. Currently, we are on track to achieve an 80 kg weight reduction, and we continue our initiatives to meet our final target. For weight reduction, by material replacement, miniaturization, and the functional integration of parts, we will work together as a company to achieve "lightweight and safety" by searching for the perfect package. In terms of mass-production technology development, we are advancing the development of forming technologies utilizing ultra-high tensile steel with a tensile strength of 1.5GPa. While utilizing existing facilities, we aim to expand the application of this material to difficult-to-form parts and achieve mass production. Furthermore, regarding the welding challenges associated with ultra-high tensile steel, we are optimizing welding conditions to balance both quality and productivity. By reducing weight, we will create a virtuous cycle that will lead to various benefits for the entire vehicle.

In our initiatives for EVs and HEVs, we are advancing the development of electrified vehicles with minimized energy consumption aligned with one of Suzuki's corporate philosophies of ''Sho, Sho, Kei, Tan, Bi'', through compact and highly efficient electric units as well as compact and lightweight batteries. For mass-production technology development, our capabilities span from 12V batteries to next-generation alternatives, expanding manufacturing processes for cells, modules and packs both in Japan and overseas. In motor production, we are accelerating the acquisition of mass-production expertise in partnership with our affiliates. In addition, by establishing assembly techniques for eAxles, we aim to fortify our global supply chain and maximize cost competitiveness.

In the area of BEVs, production of “e VITARA,” the Company’s first global strategic BEV model, started and sales are being progressively rolled out worldwide, starting with India, Europe and Japan. It is a battery-lean BEV that combines the advanced feel of an EV with the toughness of an SUV, while ensuring a sufficient driving range. In addition, Suzuki launched ‘‘e EVERY’’, a mini-commercial BEV van jointly developed by three companies: Suzuki Motor Corporation, Daihatsu Motor Co., Ltd. and Toyota Motor Corporation. Furthermore, at the Japan Mobility Show 2025, the Company exhibited the ‘‘Vision e-Sky’’, a mini-passenger BEV concept model designed to be ‘‘just right’’ to align with customers’ daily lives. We are currently advancing development with the aim of starting mass production within FY2026.

In the field of HEVs, at the Technology Strategy Briefing 2025 held in September 2025, the Company announced that it had completed the feasibility study for its new hybrid system and is moving forward to the next stage of development. Furthermore, the development of the series HEV is similarly progressing to the next step.

This is a hybrid system that utilizes Suzuki’s strengths in manufacturing small and lightweight vehicles. In addition, considering future compatibility with CN fuels, we are proactively promoting the development of electric vehicles to achieve an even greater minimization of energy consumption. In terms of mass-production technology development, the Company leverages its accumulated manual transmission manufacturing technologies in gear processing, heat treatment and assembly processes, aiming to ensure stable procurement and enhance cost competitiveness through in-house production. Furthermore, in response to regulatory trends and market needs in Japan and India, we are working to establish mass-production processes and strengthen quality assurance technologies.

Regarding improvements to internal combustion engine vehicles, the new Z12E engine and highly efficient new continuously variable transmission (CVT) equipped to the all-new Swift model, which was launched in December 2023, have also been installed in the new Solio, which was launched in January 2025, and the new XBEE, which underwent a minor change in October 2025, achieving a low fuel consumption of 22.8 km/L (2WD vehicle) in WLTC mode.

In terms of CNG (compressed natural gas) vehicles, which are gaining widespread popularity in India, the Company has added a new automatic transmission variant to the lineup. This initiative aims to expand our vehicle offerings with excellent environmental performance to meet diverse customer needs.

The cow dung-derived biogas production plant, which had been developed with the aim of starting operation in 2025, successfully commenced operation in 2025 and began the production of compressed biogas (CBG) for automotive fuel. Currently, we are promoting the development of CNG/CBG vehicles compatible with CBG fuels and the development of manufacturing technology to produce biogas fuel of stable quality.

Furthermore, we continue to establish biogas production plants based on two agreements reached in October 2024 with dairy cooperatives.

3) Development of safety and security technologies

Suzuki continues to develop preventive safety technologies to avoid accidents before they happen, as well as collision safety technologies to mitigate damage in the event of an accident. To ensure that people can enjoy driving with peace of mind, we are committed to further advancing and promoting our technologies with the aim of creating a future without accidents.

In particular, when it comes to preventive safety technologies, it is important to fully understand the road environments and driving conditions in each country, and to develop technologies that reliably support safe driving for customers. India, an important market for the Company, experiences severe traffic congestion and has unique driving habits, making it difficult to directly apply Japanese technologies as they are. Leveraging over 40 years of market experience in India, we plan to independently develop preventive safety technologies that function effectively even in Indian urban environments.

4) Development of information, communication and automation technologies

Following the introduction of connected technology to the new Spacia for the domestic market since December 2021, the new Baleno for India since February 2022 and the new S-Cross for Europe since August 2022, Suzuki is providing and enhancing the “Suzuki Connect” service to a total of 24 vehicle models. By utilizing connected technology, we provide our customers with a safer, more comfortable, and more convenient car life through features such as prompt and attentive customer support in emergencies, as well as remote functions that enable customers to check the status of their vehicle and operate it from a distance. Going forward, Suzuki plans to gradually expand the technology to other regions and equip it to other models, while also promoting quality improvements and design support through the use of connected data. In addition, we will advance the development of a new generation of connected technology by adopting next-generation communications technologies and implementing a connected navigation system and new functions for BEVs.

We will work to incorporate communications technology not only into automobiles but also into other products such as motorcycles, outboard motors and electric senior vehicles. We will also explore new products such as new electric mobility units and advanced IoT technologies to support carbon neutrality.

In addition to advancing the capabilities of individual vehicles, we are engaged in research and development of information and communication technologies and automation technologies. This is aimed at controlling and integrating multiple forms of mobility and robots with social infrastructure.

As part of this initiative, we are developing an "Infrastructure-Controlled Autonomous Driving System" that recognizes the surrounding environment in 3D by deploying sensors and computing capabilities within street infrastructure. By performing environment recognition and decision-making on the infrastructure side, we will achieve autonomous driving without the need to equip mobility units with sensors or processing power. Furthermore, we aim to implement safe and efficient operation management tailored to traffic and local conditions by cooperatively controlling multiple moving objects.

Concurrently, we are focusing on the research and development of a "Dynamic Spatial Data Cooperation Platform" that integrates and utilizes 3D real-time spatial data obtained from multiple LiDAR sensors used in the aforementioned autonomous driving system. This platform is designed to instantly digitize events occurring within a space and use that data as indicators for movement and operational decisions, while also aiming to optimize operations and improve services.

Furthermore, by developing and introducing electric mobility solutions that serve as the undercarriage for robots, such as the "MITRA" multipurpose electric cart, we are driving contributions to automation and labor-saving across various industrial sectors, including logistics, manufacturing, construction and agriculture. By combining these solutions with our communication and autonomous driving technologies, we enable the flexible construction of systems tailored to the specific challenges of each site.

By linking these technologies, we will initially promote their utilization in confined areas such as factories and logistics centers. Looking to the future, we will expand them into social infrastructure that supports entire cities, thereby contributing to improving logistics efficiency, enhancing working environments and reducing environmental impacts.

For “Software Defined Vehicle” (SDV), we are developing “SDV right” based on the following pillars: the best mix of wired and wireless (OTA) software updates; ECU integration that shares hardware to reduce the cost of parts; and a software platform that reuses software to reduce development costs. The ‘’SDV right’’ concept proposed by Suzuki is a means to achieve high-performance electrical and electronic components that are ‘’just right’’ for our customers. We do not over-develop features that would not be used, instead, our development focuses on achieving the ideal balance for practical needs.

As the first step, we applied the "SDV right" concept to the "e VITARA," which was announced in 2025. It delivers features—such as an integrated display system, a server-linked navigation system and the third-generation Suzuki Connect—that are "just right" for B-segment SUV customers.

Due to the aging and declining population, the shortage of drivers who support the movement of people and goods has become a social issue. We are taking on the challenge of putting autonomous driving technology into practical use to help solve this issue.

Regarding human mobility, we have been participating in a public-private joint project (Hamamatsu Automated Driving Yaramaika Project) since 2016 with the goal of “securing a mode of transportation for people who are at a disadvantage because they live in areas lacking public transportation.” To realize autonomous driving technologies and mobility services in line with our principle of manufacturing, “Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual place, Actual thing, Actual situation, Fundamental Principle, Fundamental Rule),” we conducted verification tests five times, and advance development by incorporating feedback from local residents and local governments. In June 2024, we entered into a capital and business alliance with TIER IV, Inc., establishing a framework to accelerate the development of technologies that support autonomous driving mobility services. In November 2025, under the fiscal 2025 demonstration and support project of the Ministry of Economy, Trade and Industry (METI), Suzuki Solio was used in TIER IV, Inc. 's autonomous driving demonstration for regular parliament shuttle services, and we provided technical support such as vehicle adaptation. Going forward, we will carefully examine and analyze the results of these evaluations leveraging the insights to drive the development of autonomous driving technologies that are in accordance with our Philosophy of Conduct.

Regarding the movement of goods, we are working with an Australian startup, Applied EV, to develop an autonomous electric cart for logistics utilizing the ladder frame of the Jimny. By combining our manufacturing strengths with the creativity and flexibility that are the strengths of the startup, we will create a versatile autonomous electric cart platform that can be used for various applications, leading to new value.

Suzuki aims to bring joy to everyone, not only through owner-driven cars, but also by enabling the movement of people and goods.

Research and development expenses for the Automobile Business in the current consolidated fiscal year amounted to ¥243.4 billion.

*1 Incorporated to HYBRID MZ
*2 The new ''e EVERY'' is a model supplied on an OEM basis by DAIHATSU MOTOR CO., LTD.
*3 WLTC mode value

(2) Motorcycle Business

In the Motorcycle Business, we are advancing the research and development of next-generation motorcycle technologies, including electrification and environmental compliance. At the same time, we are working to strengthen product planning and our technological foundation to adapt to the market characteristics of each region.

In July 2025, we executed a model change for our flagship sport model, the "GSX-R1000/R." While complying with the latest environmental regulations, we successfully maintained and enhanced its high driving performance and handling stability.

In the Indian market, driven by expanding demand for motorcycles, we worked to expand our business foundation by enhancing the competitiveness of our core models and advancing product rollouts that include environmental compliance.

In the fields of technology and environmental compliance, we are promoting product development tailored to market characteristics and social infrastructure, based on a multi-pathway approach that encompasses internal combustion engines, electrification and renewable fuels.

In the area of internal combustion engines, we are validating environmental technologies through initiatives such as making the "V-STROM 800/800DE" compatible with E10 fuel and participating in the Suzuka 8 Hours Endurance Road Race CN (Carbon Neutral) Challenge.

In the field of electrification, we introduced the "e-ACCESS" electric motorcycle to the Indian market, launching the deployment of eco-friendly products tailored to local usage environments.

Research and development expenses for the Motorcycle Business in the current consolidated fiscal year amounted to ¥21.0 billion.

(3) Marine Business

In the Marine Business, as a reliable partner supporting both “pleasure” and “work” on the water, we are committed to enhancing product and vehicle value, while contributing to the environment and society. For waterfront environments such as oceans, rivers and lakes, which are closely linked to people's daily lives, we emphasize creating multifaceted value tailored to various applications and purposes.

On the product front, we roll out the STEALTH LINE Series of outboard motors, which are highly acclaimed for their full matte black finishing. This series aims to enhance design aesthetics and brand value through its powerful and sophisticated appearance. We have expanded the lineup from the "DF9.9B" to the "DF350A," establishing a comprehensive 10-model structure.

On the technology front, as part of our initiatives to balance outboard motor performance with sustainable manufacturing, we have commercialized the mass production of "Suzuki Edge eCoat," a new anodizing technology for engine parts such as cylinder blocks, cylinder heads and crankcases. Following its initial adoption in certain specifications of the "DF140B" in August 2024, we expanded its application in September 2025 to all specifications of the "DF100C," "DF115B," "DF115BG," "DF140BG," and "DF140B." This technology not only strengthens product reliability by improving the corrosion resistance of engine cooling water passages, but it also reduces CO_2 emissions during manufacturing by approximately 50% compared to conventional surface treatments. This marks the world's first application of such technology to mass-produced outboard motor engine parts, and we will sequentially roll it out to newly developed outboard models moving forward.

In addition, as an initiative that directly contributes to improving waterfront environments, we are continuing and evolving the Suzuki Clean Ocean Project, which was launched in 2020. As part of our response to the microplastic issue, we commercialized the mass production of a Microplastic Collecting Device (MPC) in July 2022, which utilizes the return water used for cooling outboard motor engines. In March 2026, we made 34 related patents for this device available free of charge, driving initiatives to contribute to the improvement of waterfront environments across industries and regions.

Furthermore, under the Suzuki Clean Ocean Project, we are actively reducing the plastic packaging materials utilized for our outboard motors and marine accessories. Through the transition to paper-based and biodegradable alternative materials, we have successfully realized a cumulative reduction of more than approximately 170 tons of plastic consumption between October 2020 and January 2026.

By driving our marine business from these distinct dimensions, enhancing product value, advancing manufacturing technology, and conducting waterfront environmental conservation activities, we strive to contribute to the realization of SDGs Goal 14: "Life Below Water." We will remain committed to building a sustainable waterfront environment through both technological innovation and social partnerships moving forward.

Research and development expenses for the Marine Business in the current consolidated fiscal year amounted to ¥5.8 billion.

(4) Other Business

Other notable initiatives include development of electric mobility solutions that are utilized in a wide range of applications, from passenger mobility to industrial robots, by applying the electric wheelchair technologies we have cultivated over the years, and co-creation with startups to advance the technological development of public transportation services and work mobility.

Specifically, as proposals for new mobility solutions to serve as daily transportation for a wide range of generations from youth to the elderly, we exhibited several models at the Japan Mobility Show 2025. These included the "SUZU-RIDE2" prototype; the "MITRA Concept," designed to serve as the undercarriage for industrial robots across various fields; "Glydways," which achieves efficient transportation through small vehicles and simple infrastructure; "Applied EV," a work mobility solution equipped with a safe, high-efficiency vehicle control system; and "SkyDrive," an eVTOL aimed at mitigating urban traffic congestion and reducing environmental impacts. Many visitors experienced these technologies first-hand, and we received extremely high acclaim for our solutions as new mobility that addresses social challenges and changes the world.

Currently, we are energetically advancing verification tests and technological development toward market introduction in collaboration with numerous partner companies.

We will accelerate our development efforts to bring Suzuki’s infrastructure-linked mobility solutions, which are deeply embedded in everyone’s daily lives, to the market as quickly as possible.

Research and development expenses for the Other Business in the current consolidated fiscal year amounted to ¥0.3 billion.

III. Information about Facilities

1. Overview of Capital Expenditures

Capital expenditures in the current consolidated fiscal year amounted to ¥350,670 million, which included investment in production facilities, R&D facilities and sales facilities.

The breakdown by business segment is as follows.

Segment name	Investment amount (Millions of yen)	Contents of investments	Funding method
Automobile business	321,754	Production facilities, R&D facilities, sales facilities, etc.	Own funds and external financing
Motorcycle business	21,901	Same as above	Same as above
Marine business	5,649	Same as above	Same as above
Other business	1,364	Business equipment	Same as above
Total	350,670	–	

Notes: 1. Investment amounts are the combined total for the Company and its subsidiaries.
2. Contents of investment for each segment are as follows.

In the Automobile Business, the Company invested ¥94,303 million in capital equipment, mainly to expand production capacity and improve production quality. In addition, Maruti Suzuki India Ltd. invested ¥165,729 million in capital equipment, mainly to improve production facilities for new products and expand production capacity.

In the Motorcycle Business, the Company invested ¥10,604 million in capital equipment, mainly in production facilities. In addition, Suzuki Motorcycle India Private Ltd. invested ¥7,353 million in capital equipment, mainly in production facilities for new products.

In the Marine Business, the Company invested ¥3,862 million in capital equipment, mainly in production facilities.

2. Major Facilities

The major facilities in the Group are as follows.

(1) Reporting company

As of March 31, 2026

Name of business site (Location)	Segment name	Facility details	Carrying amount (Millions of yen)					Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land (thousand m²)	Total	
Head Office (Chuo-ku, Hamamatsu-shi, Shizuoka)	Automobile business Motorcycle business Marine business Other business	Head Office facilities	18,498	14,121	5,822	6,825 (236) [25]	45,268	7,739
Ryuyo Proving Ground (Iwata-shi, Shizuoka)	Motorcycle business	Product development and testing facilities	1,376	4,560	1,502	1,292 (754)	8,731	163
Marine Technical Center (Kosai-shi, Shizuoka)	Marine business	Product development and testing facilities	924	1,086	357	462 (13)	2,831	154
Kosai Plant and Parts Center (Kosai-shi, Shizuoka)	Automobile business Motorcycle business Marine business Other business	Production facilities	29,069	53,530	6,018	10,946 (1,272) [12]	99,564	3,402
Sagara Plant and Sagara Proving Ground (Makinohara-shi, Shizuoka)	Automobile business	Production facilities and product development and testing facilities	24,498	27,935	4,303	10,402 (1,975)	67,140	2,343
Iwata Plant (Iwata-shi, Shizuoka)	Automobile business	Production facilities	6,349	8,659	1,137	1,585 (297) [2]	17,731	1,165
Hamamatsu Plant [including Motorcycle Technical Center] (Hamana-ku, Hamamatsu-shi, Shizuoka)	Motorcycle business Other business	Production facilities and product development	13,463	8,399	1,410	5,828 (268)	29,101	1,592
Osuka Plant (Kakegawa-shi, Shizuoka)	Automobile business Motorcycle business Marine business	Foundry of parts production facilities	3,704	9,304	1,205	773 (151)	14,988	389
Distributors (Nationwide)	Automobile business Motorcycle business Marine business Other business	Sales facilities, etc.	33,741	137	833	84,613 (666) [3]	119,325	—

Notes: 1.“Head Office,” “Kosai Plant and Parts Center,” “Iwata Plant,” and “Distributors” lease part of their land from entities other than consolidated companies. Total rent amounts to ¥53 million. The areas of leased land are indicated in brackets [ ].

2.“Kosai Plant and Parts Center” and “Distributors” include land currently leased to consolidated companies.

3.“Distributors” includes land valued at ¥1,107 million (14,000 m^2) and buildings and structures, etc. valued at ¥596 million that are currently leased to entities other than consolidated companies.

4.Currently, there are no major facilities that are not in operation.

(2) Domestic subsidiaries

As of March 31, 2026

Company name (Primary location)	Segment name	Facility details	Carrying amount (Millions of yen)					Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land (thousand m^2)	Total	
Suzuki Auto Parts Mfg. Co., Ltd. (Hamana-ku, Hamamatsu-shi, Shizuoka)	Automobile business Motorcycle business Marine business Other business	Production facilities	3,073	7,965	1,104	2,708 (215) [6]	14,851	906
Suzuki Motor Sales Kinki Inc. and 54 other sales distributors (Nationwide)	Automobile business Motorcycle business Marine business Other business	Sales facilities	72,042	31,187	2,833	93,643 (1,119) [613]	199,707	12,527

Notes: 1. Suzuki Auto Parts Mfg. Co., Ltd., Suzuki Motor Sales Kinki Inc. and 54 other sales distributors lease part of their land, machinery, equipment and vehicles, etc. from entities other than consolidated companies. Total rent amounts to ¥2,464 million. The areas of leased land are indicated in brackets [ ].

2. Suzuki Auto Parts Mfg. Co., Ltd. includes tools, furniture and fixtures, etc. valued at ¥236 million that are currently leased to entities other than consolidated companies.

3. Suzuki Motor Sales Kinki Inc. and 54 other sales distributors include land valued at ¥1,263 million (16,000 m^2) and buildings and structures, etc. valued at ¥764 million that are currently leased to entities other than consolidated companies.

(3) Overseas subsidiaries

As of March 31, 2026

Company name (Primary location)	Segment name	Facility details	Carrying amount (Millions of yen)					Number of employees (persons)
			Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land (thousand m²)	Total	
Magyar Suzuki Corporation Ltd. (Esztergom, Hungary)	Automobile business	Production facilities, etc.	3,238	11,979	7,954	541 (592)	23,712	3,069
Suzuki Deutschland GmbH (Bensheim, Germany)	Automobile business Motorcycle business Marine business	Sales facilities	2,409	1,209	905	623 (44)	5,148	174
Maruti Suzuki India Ltd. (New Delhi, India)	Automobile business	Production facilities, etc.	117,916	248,910	95,824	109,048 (15,935)	571,700	26,198
Pak Suzuki Motor Co., Ltd. (Karachi, Pakistan)	Automobile business Motorcycle business	Production facilities, etc.	951	12,697	34	215 (125)	13,899	1,625
PT Suzuki Indomobil Motor (Jakarta, Indonesia)	Automobile business Motorcycle business	Production facilities, etc.	10,941	13,364	14,172	17,122 (2,171)	55,602	4,019
Suzuki Motorcycle India Private Ltd. (New Delhi, India)	Motorcycle business	Production facilities, etc.	1,149	3,422	4,688	5,123 (546)	14,383	1,807
TDS Lithium-Ion Battery Gujarat Private Ltd. (Ahmedabad, Gujarat, India)	Automobile business	Production facilities	13,241	34,488	431	– (–)	48,161	883

Notes: 1. Suzuki Deutschland GmbH, Maruti Suzuki India Ltd. and Pak Suzuki Motor Co., Ltd. lease part of their buildings and structures from entities other than consolidated companies. Total rent amounts to ¥239 million.

2. Maruti Suzuki India Ltd. includes land valued at ¥8,774 million (1,166,000 m²), and buildings and structures, etc. valued at ¥4,024 million that are currently leased to entities other than consolidated companies, and land that is currently leased to TDS Lithium-Ion Battery Gujarat Private Ltd.

3. Figures for Magyar Suzuki Corporation Ltd., Maruti Suzuki India Ltd. and PT Suzuki Indomobil Motor represent the consolidated financial results for each company.

3. Planned Addition, Retirement and Other Changes of Facilities

(1) Installation, etc. of major facilities

The Group's capital expenditures are planned by comprehensively taking into consideration demand forecasts, production plans, profit plans, cash flows and other factors in each market.

The capital expenditure plans for the one-year period following the current consolidated fiscal year amount to ¥380,000 million for the Company and its subsidiaries. The breakdown of the capital expenditure plans by the Company and each subsidiary is as follows.

Category	Amount planned (Millions of yen)
Reporting company	
Production facilities for automobiles, motorcycles, outboard motors, parts, etc.	62,800
R&D facilities	27,200
Sales facilities, etc.	9,600
Other (General administration facilities, information systems facilities, etc.)	10,400
Subtotal	110,000
Domestic subsidiaries (production and sales facilities, etc.)	20,000
Overseas subsidiaries (production and sales facilities, etc.)	250,000
Total	380,000

The breakdown by segment is as follows.

Segment name	Amount planned (Millions of yen)	Facility details	Funding method
Automobile business	357,000	Production facilities, R&D facilities, sales facilities, etc.	Own funds and external financing as required
Motorcycle business	17,000	Same as above	Same as above
Marine business	5,000	Same as above	Same as above
Other business	1,000	Business facilities	Same as above
Total	380,000	–	

(2) Retirement, etc. of major facilities

There are no plans for the retirement, etc. of major facilities other than for routine facility upgrades.

IV. Information about Reporting Company

1. Company's Shares, etc.

(1) Total number of shares, etc.

1) Total number of shares

Class	Total number of shares authorized (shares)
Common shares	6,000,000,000
Total	6,000,000,000

2) Total number of shares issued

Class	Number of shares issued as of the end of the fiscal year (shares) (March 31, 2026)	Number of shares issued as of the filing date (shares) (June 23, 2026)	Name of listed financial instruments exchange on which the Company is listed or name of the authorized financial instruments association where the Company is registered	Details
Common shares	1,964,586,400	1,964,586,400	Tokyo Stock Exchange Prime Market	The number of shares per unit is 100 shares.
Total	1,964,586,400	1,964,586,400	–	–

Notes: 1. The "number of shares issued as of the filing date" does not include the number of shares issued through the exercise of share acquisition rights from June 1, 2026, until the filing date of this Annual Securities Report.

(2) Information on share acquisition rights, etc.

1) Details of stock option plans

First Share Acquisition Rights

Date of resolution	June 28, 2012
Category and number of persons to whom share acquisition rights are granted (persons)	Directors of the Company (excluding Outside Directors): 10 Managing Officers not concurrently serving as Directors of the Company: 6
Number of share acquisition rights*	100
Class, details and number of shares that are the subject of share acquisition rights (shares)*	Common shares of the Company 40,000 (Note 1)
Amount to be paid upon the exercise of share acquisition rights*	1 yen per share
Period for the exercise of share acquisition rights*	From July 21, 2012 through July 20, 2042
Issue price of shares to be issued upon the exercise of share acquisition rights and amount of capitalization (Yen)*	Issue price 308 Amount of capitalization 154
Terms and conditions for the exercise of share acquisition rights*	(1) A person holding the share acquisition rights recorded in the share acquisition rights registry (hereinafter referred to as the "Person with Share Acquisition Rights") may exercise these share 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. (2) If any Person with Share Acquisition Rights dies, their heir may exercise the share acquisition rights.
Matters concerning the transfer of share acquisition rights*	The acquisition of share acquisition rights by transfer requires the approval of the Board of Directors.
Matters concerning the delivery of share acquisition rights in association with organizational restructuring*	(Note 2)

*Details are as at the end of the current fiscal year (March 31, 2026). There are no changes to these details as of the end of the month prior to the filing date (May 31, 2026).

Notes: 1. The number of shares that are the subject of each share acquisition right (hereinafter, the "Number of Shares to be Granted") shall be 400. If, after the date of allotment of the share acquisition rights, it becomes appropriate to make an adjustment to the Number of Shares to be Granted as a result of a stock split, allotment of shares without contribution, reverse stock split, or similar action taken by the Company, the Number of Shares to be Granted shall be adjusted in accordance with the following formula. The adjustment shall be made only to the share acquisition rights which have not been exercised at the relevant time, with any fraction of less than a whole share created as a result of the adjustment being rounded down.

Number of Shares to be Granted after the adjustment = Number of Shares to be Granted before the adjustment × ratio of stock split, allotment of shares without contribution, or reverse stock split

The adjusted Number of Shares to be Granted shall apply from the day following the record date of the stock split or allotment of shares without contribution in the case of a stock split or allotment of shares without contribution, and from the effective date in the case of a reverse stock split. However, if a stock split or allotment of shares without contribution is conducted on the condition that a proposal to reduce the amount of surplus and increase share capital or legal capital surplus is approved by the General Meeting of Shareholders of the Company, and the record date for the stock split or allotment of shares without consideration is a day before the closing date of said General Meeting of Shareholders of the Company, the adjusted Number of Shares to be Granted shall apply from the date following the closing date of said General Meeting of Shareholders.

Further, in the event that the Company undergoes an absorption-type merger or incorporation-type merger and assumes the share acquisition rights, or the Company enters into a share exchange or share transfer by which the Company becomes a wholly-owned subsidiary and the share acquisition rights are assumed, the Company shall have the right to make adjustments to the Number of Shares to be Granted as it finds necessary according to the merger ratio, etc.

2. In the event that the Company undergoes a merger (limited to cases where the Company is dissolved as a result of the merger), an absorption-type split or incorporation-type split (limited to cases where the Company is the splitting company), or a share exchange or share transfer (limited to cases where the Company becomes a wholly owned subsidiary) (hereinafter, collectively referred to as the "Organizational Restructuring"), the Company shall deliver share acquisition rights of the stock companies set forth in Article 236, Paragraph 1, Items 8 (a) to (e) of the Companies Act (hereinafter, the "Reorganized Company") in each case to holders of any remaining share acquisition rights (hereinafter, "Remaining Share Acquisition Rights") immediately prior to the effective date of the Organizational Restructuring (meaning, the effective date of the absorption-type merger in the case of an absorption-type merger; the date of establishment of the newly incorporated company in the case of an incorporation-type merger; the effective date of the absorption-type split in the case of an absorption-type split; the date of establishment of the newly incorporated company in the case of an incorporation-type split; the effective date of the share exchange in the case of a share exchange; and the date of establishment of the wholly owning parent company resulting from the share transfer in the case of a share transfer). However, such delivery shall be conditional upon stipulations being made in the absorption-type merger agreement, incorporation-type merger agreement, absorption-type split agreement, incorporation-type split plan, share exchange agreement, or share transfer plan to the effect that share acquisition rights of the Reorganized Company shall be delivered in accordance with the following terms and conditions.

(1) Number of share acquisition rights of the Reorganized Company to be delivered

The number of share acquisition rights to be allocated shall be equal to the number of Remaining Share Acquisition Rights held by each Person with Share Acquisition Rights.

(2) Class of shares of the Reorganized Company that are the subject of share acquisition rights

Common shares of the Reorganized Company

(3) Number of shares of the Reorganized Company that are the subject of share acquisition rights

To be determined in accordance with Note 1. above, considering the terms and conditions of Organizational Restructuring.

(4) Value of property to be contributed upon the exercise of share acquisition rights

1) The value of property to be contributed upon the exercise of each share acquisition right to be delivered shall be the amount obtained by multiplying the paid-in amount after reorganization by the number of shares of the Reorganized Company that are the subject of each share acquisition right, as determined in accordance with (3) above.

2) The paid-in amount after reorganization shall be ¥1 per share of the Reorganized Company that may be delivered upon the exercise of each share acquisition right to be delivered.

(5) Period during which share acquisition rights may be exercised

The period during which share acquisition rights may be exercised shall be from the latter of either the start date of the period during which the share acquisition rights may be exercised as stipulated in the "period for the exercise of share acquisition rights" above or the effective date of the Organizational Restructuring, to the expiration date of the period during which share acquisition rights may be exercised as stipulated in the "period for the exercise of share acquisition rights" above.

(6) Matters concerning the increase in share capital and legal capital surplus when shares are issued through the exercise of share acquisition rights

1) The amount of share capital to be increased when shares are issued through the exercise of share acquisition rights shall be the amount obtained by multiplying the maximum amount of increase in share capital, etc., calculated in accordance with Article 17, Paragraph 1 of the Regulation on Corporate Accounting by 0.5. Any fraction less than ¥1 resulting from the calculation shall be rounded up to the nearest yen.

2) When shares are issued through the exercise of share acquisition rights, the amount of share capital to be increased shall be the amount obtained by subtracting the amount of share capital to be increased described in 1) above from the maximum amount of increase in share capital, etc. described in 1) above.

(7) Restrictions on the acquisition of share acquisition rights by transfer

The acquisition of share acquisition rights by transfer shall require approval by a resolution of the Board of Directors of the Reorganized Company.

(8) Acquisition provisions for share rights acquisitions

In the event that any of the proposals 1), 2), 3), 4), or 5) below are approved by a General Meeting of Shareholders of the Company (or, in cases where a resolution at the General Meeting of Shareholders is not required, a resolution by the Board of Directors of the Company), the Company may acquire the share acquisition rights without consideration on a separately designated date determined by the Board of Directors.

1) A proposal to approve a merger agreement in which the Company will cease to exist as a result of the merger
2) A proposal to approve a split agreement or an incorporation-type split plan in which the Company will be the splitting company
3) A proposal to approve a share exchange agreement or a share transfer plan in which the Company will be a wholly owned subsidiary
4) A proposal to approve an amendment to the Articles of Incorporation to include a provision requiring the approval of the Company for the acquisition by transfer of all shares issued
5) A proposal to approve an amendment to the Articles of Incorporation to include a provision requiring the approval of the Company for the acquisition by transfer of shares that are subject to share acquisition rights, or a provision allowing the Company to acquire all such shares of that class by resolution of a General Meeting of Shareholders of the Company

(9) Other terms and conditions for exercising share acquisition rights

To be determined in accordance with "Terms and conditions for the exercise of share acquisition rights" stated above.

(10) Other matters

The Company conducted a four-for-one stock split of its common stock as of April 1, 2024. As a result, "Class, details and number of shares that are the subject of share acquisition rights (shares)" and "Issue price of shares to be issued upon the exercise of share acquisition rights and amount of capitalization (Yen)" have been adjusted.

Second Share Acquisition Rights

Date of resolution	June 27, 2013
Category and number of persons to whom share acquisition rights are granted (persons)	Directors of the Company (excluding Outside Directors): 7 Senior Managing Officers and Managing Officers not concurrently serving as Directors of the Company: 10
Number of share acquisition rights*	60
Class, details and number of shares that are the subject of share acquisition rights (shares)*	Common shares of the Company 24,000 (Note 1)
Amount to be paid upon the exercise of share acquisition rights*	1 yen per share
Period for the exercise of share acquisition rights*	From July 20, 2013 through July 19, 2043
Issue price of shares to be issued upon the exercise of share acquisition rights and amount of capitalization (Yen)*	Issue price 563 Amount of capitalization 281
Terms and conditions for the exercise of share acquisition rights*	(1) A Person with Share Acquisition Rights may exercise these share 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. (2) If any Person with Share Acquisition Rights dies, their heir may exercise the share acquisition rights.
Matters concerning the transfer of share acquisition rights*	The acquisition of share acquisition rights by transfer requires the approval of the Board of Directors.
Matters concerning the delivery of share acquisition rights in association with organizational restructuring*	(Note 2)

*Details are as at the end of the current fiscal year (March 31, 2026). There are no changes to these details as of the end of the month prior to the filing date (May 31, 2026).

Notes 1. to 2. are the same as the Notes for the First Share Acquisition Rights.

Third Share Acquisition Rights

Date of resolution	June 27, 2014
Category and number of persons to whom share acquisition rights are granted (persons)	Directors of the Company (excluding Outside Directors): 6 Managing Officers not concurrently serving as Directors of the Company: 6
Number of share acquisition rights*	53
Class, details, and number of shares that are the subject of share acquisition rights (shares)*	Common shares of the Company 21,200 (Note 1)
Amount to be paid upon the exercise of share acquisition rights*	1 yen per share
Period for the exercise of share acquisition rights*	From July 23, 2014 through July 22, 2044
Issue price of shares to be issued upon the exercise of share acquisition rights and amount of capitalization (Yen)*	Issue price 751 Amount of capitalization 376
Terms and conditions for the exercise of share acquisition rights*	(1) A Person with Share Acquisition Rights may exercise these share 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. (2) If any Person with Share Acquisition Rights dies, their heir may exercise the share acquisition rights.
Matters concerning the transfer of share acquisition rights*	The acquisition of share acquisition rights by transfer requires the approval of the Board of Directors.
Matters concerning the delivery of share acquisition rights in association with organizational restructuring*	(Note 2)

*Details are as at the end of the current fiscal year (March 31, 2026). There are no changes to these details as of the end of the month prior to the filing date (May 31, 2026).

Notes 1. to 2. are the same as the Notes for the First Share Acquisition Rights.

2) Details of rights plans

Not applicable.

3) Details of other share acquisition rights, etc.

Not applicable

(3) Exercise of moving strike convertible bonds, etc.

Not applicable

(4) Changes in total number of shares issued and share capital, etc.

Date	Increase (decrease) in total number of shares issued (shares)	Balance of the total number of shares issued (shares)	Increase (decrease) in share capital (Millions of yen)	Balance of share capital (Millions of yen)	Increase (decrease) in legal capital surplus	Balance of legal capital surplus (Millions of yen)
August 3, 2021 (Note 1)	24,000	491,122,300	55	138,318	55	144,668
August 2, 2022 (Note 2)	24,300	491,146,600	52	138,370	52	144,720
April 1, 2024 (Note 3)	1,473,439,800	1,964,586,400	–	138,370	–	144,720

Notes: 1. Pursuant to Article 370 of the Companies Act and Article 26 of the Articles of Incorporation of the Company, the Company issued 24,000 new shares as restricted stock compensation, with a payment date of August 3, 2021, in accordance with a resolution of the Board of Directors dated July 15, 2021.

Issue price ¥4,617
Amount of capitalization ¥2,308.5

2. Pursuant to Article 370 of the Companies Act and Article 26 of the Articles of Incorporation of the Company, the Company issued 24,300 new shares as restricted stock compensation, with a payment date of August 2, 2022, in accordance with a resolution of the Board of Directors dated July 12, 2022.

Issue price ¥4,290
Amount of capitalization ¥2,145

3. The Company conducted a four-for-one stock split of its common stock as of April 1, 2024. As a result, the total number of shares issued increased by 1,473,439,800 shares to 1,964,586,400 shares.

(5) Shareholder composition

As of March 31, 2026

Category	Status of shares (one unit: 100 shares)								Number of shares less than one unit (shares)
	National and local governments	Financial institutions	Financial instruments business operators	Other corporations	Foreign entities, etc.		Individuals and others	Total	
					Non-individuals	Individuals			
Number of shareholders (persons)	–	90	55	999	941	251	83,024	85,360	–
Number of shares held (units)	–	6,696,044	777,800	1,979,207	8,931,071	2,275	1,255,956	19,642,353	351,100
Percentage of shares Held (%)	–	34.089	3.959	10.076	45.468	0.011	6.394	100.00	–

Notes: 1. Of the 34,949,607 treasury shares, 349,496 units are included in "Individuals and others" and 7 shares are included in "Number of shares less than one unit."

2. "Other corporations" includes 44 units of shares registered in the name of Japan Securities Depository Center,

Incorporated.

3. In April 2025, the Company conducted a secondary offering of all the shares held by two financial institutions, Tokio Marine & Nichido Fire Insurance Co., Ltd. and Sompo Japan Insurance Inc., totaling 95,709,000 shares.

(6) Principal shareholders

As of March 31, 2026

Name	Address	Number of shares held (Thousand shares)	Percentage of shares held to the total number of shares issued (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	1-8-1, Akasaka, Minato-ku, Tokyo	290,925	15.08
Custody Bank of Japan, Ltd. (Trust Account)	1-8-12, Harumi, Chuo-ku, Tokyo	125,182	6.49
Toyota Motor Corporation	1 Toyota-cho, Toyota City, Aichi	96,000	4.98
MUFG Bank, Ltd.	1-4-5, Marunouchi, Chiyoda-ku, Tokyo	64,003	3.32
THE CHASE MANHATTAN BANK, N.A. LONDON S.L. OMNIBUS ACCOUNT (Standing Proxy) Settlement & Clearing Services Department, Mizuho Bank, Ltd.	WOOLGATE HOUSE, COLEMAN STREET LONDON EC2P 2HD, ENGLAND (Standing Proxy) Shinagawa Intercity A Block, 2-15-1, Konan, Minato-ku, Tokyo	58,178	3.01
Resona Bank, Ltd.	2-2-1, Bingo-machi, Chuo-ku, Osaka-shi, Osaka	52,000	2.69
The Shizuoka Bank, Ltd. (Standing Proxy) The Master Trust Bank of Japan, Ltd.	1-10, Gofuku-cho, Aoi-ku, Shizuoka-shi, Shizuoka (Standing Proxy) Akasaka Intercity AIR, 1-8-1, Akasaka, Minato-ku, Tokyo	46,402	2.40
State Street Bank and Trust Company 505001 (Standing Proxy) Settlement & Clearing Services Department, Mizuho Bank, Ltd.	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (Standing Proxy) Shinagawa Intercity A Block, 2-15-1, Konan, Minato-ku, Tokyo	37,344	1.94
JP Morgan Securities Japan Co., Ltd.	2-7-3, Marunouchi, Chiyoda-ku, Tokyo	28,912	1.50
State Street Bank and Trust Company 505223 (Standing Proxy) Settlement & Clearing Services Department, Mizuho Bank, Ltd.	P.O. BOX 351 BOSTON MASSACHUSETTS 02101 U.S.A. (Standing Proxy) Shinagawa Intercity A Block, 2-15-1, Konan, Minato-ku, Tokyo	26,959	1.40
Total	–	825,908	42.80

Notes: 1. In addition to the above, the Company holds 34,949 thousand treasury shares.

2. Of the 290,925 thousand shares held by The Master Trust Bank of Japan, Ltd. (Trust Account), 288,570 thousand shares are held by domestic institutional investors and public pension funds, consisting of 167,025 thousand shares in investment trusts, 3,453 thousand shares in pension trusts, and 118,092 thousand shares in managed securities. Of the 125,182 thousand shares held by Custody Bank of Japan, Ltd. (Trust Account), 124,656 thousand shares are held by domestic institutional investors and public pension funds, consisting of 83,867 thousand shares in investment trusts, 6,019 thousand shares in pension trusts, and 34,770 thousand shares in managed securities.

3. THE CHASE MANHATTAN BANK, N.A. LONDON S.L. OMNIBUS ACCOUNT, State Street Bank and Trust Company 505001 and State Street Bank and Trust Company 505223 mainly provide custodial services for shares held by institutional investors in Europe and the United States and also act as the registered holders of those shares on behalf of said institutional investors.

4. According to the Large Volume Holding Report (Change Report) submitted on November 8, 2022, Nomura Securities Co., Ltd. and its joint holders held 27,739 thousand shares as of October 31, 2022. The number of shares held by each company is stated in the report as follows; however, since the Company is unable to confirm the actual number of shares held as of March 31, 2026, they are not included in "Principal shareholders" above. Although the Company conducted a four-for-one stock split of its common stock as of April 1, 2024, the number of share certificates, etc. held described below represents the number of shares prior to the stock split.

Name	Number of share certificates, etc. held (Thousand shares)	Percentage of share certificates, etc. held (%)
Nomura Securities Co., Ltd.	779	0.16
Nomura Asset Management Co., Ltd.	24,973	5.08
NOMURA INTERNATIONAL PLC	1,986	0.40
Total	27,739	5.63

The above number of share certificates, etc. held includes 1,187 thousand potential shares due to the holding of bonds with share options.

5. According to the Large Volume Holding Report (Change Report) submitted on September 19, 2025, Sumitomo Mitsui Trust Bank, Limited and its joint holders held 104,405 thousand shares as of September 15, 2025. The number of shares held by each company is stated in the report as follows; however, since the Company is unable to confirm the actual number of shares held as of March 31, 2026, they are not included in “Principal shareholders” above.

Name	Number of share certificates, etc. held (Thousand shares)	Percentage of share certificates, etc. held (%)
Sumitomo Mitsui Trust Bank, Limited	7,643	0.39
Sumitomo Mitsui Trust Asset Management Co., Ltd.	49,326	2.51
Amova Asset Management Co., Ltd.	47,435	2.41
Total	104,405	5.31

6. According to the Large Volume Holding Report (Change Report) submitted on October 20, 2025, J.P. Morgan Asset Management (Japan) Limited and its joint holders held 75,852 thousand shares as of October 15, 2025. The number of shares held by each company is stated in the report as follows; however, since the Company is unable to confirm the actual number of shares held as of March 31, 2026, they are not included in “Principal shareholders” above.

Name	Number of share certificates, etc. held (Thousand shares)	Percentage of share certificates, etc. held (%)
JP Morgan Securities Japan Co., Ltd.	5,230	0.27
J.P. Morgan Investment Management Inc.	29,717	1.51
J.P. Morgan Asset Management (Japan) Limited	21,259	1.08
J.P Morgan SE	4,920	0.25
J.P Morgan Securities plc	3,815	0.19
J.P. Morgan Chase Bank, National Association	3,534	0.18
JP Morgan Asset Management (Asia Pacific) Limited	2,608	0.13
JP Morgan Asset Management (UK) Limited	2,418	0.12
J.P. Morgan Securities LLC	2,348	0.12
Total	75,852	3.86

7. According to the Large Volume Holding Report (Change Report) submitted on November 4, 2025, MUFG Bank, Ltd. and its joint holders held 115,806 thousand shares as of October 27, 2025. The number of shares held by each company is stated in the report as follows; however, since the Company is unable to confirm the actual number of shares held by five companies other than MUFG Bank, Ltd. as of March 31, 2026, they are not included in “Principal shareholders” above.

Name	Number of share certificates, etc. held (Thousand shares)	Percentage of share certificates, etc. held (%)
MUFG Bank, Ltd.	64,003	3.26
Mitsubishi UFJ Asset Management Co., Ltd.	27,078	1.38
Mitsubishi UFJ Trust and Banking Corporation	24,724	1.26
Total	115,806	5.89

8. According to the Large Volume Holding Report (Change Report) submitted on December 18, 2025, BlackRock Japan Co., Ltd. and its joint holders held 122,224 thousand shares as of December 15, 2025. The number of shares held by each company is stated in the report as follows; however, since the Company is unable to confirm the actual number of shares held as of March 31, 2026, they are not included in “Principal shareholders” above.

Name	Number of share certificates, etc. held (Thousand shares)	Percentage of share certificates, etc. held (%)
BlackRock Japan Co., Ltd.	30,065	1.53
BlackRock Fund Advisors	33,812	1.72
BlackRock Institutional Trust Company, N.A.	20,698	1.05
BlackRock Asset Management Ireland Limited	11,510	0.59
BlackRock Investment Management (UK) Limited	8,038	0.41
BlackRock Fund Managers Limited	6,258	0.32
BlackRock Investment Management LLC	6,171	0.31
BlackRock (Netherlands) BV	5,667	0.29
Total	122,224	6.22

9. In April 2025, the Company conducted a secondary offering of all 64,663 thousand shares held by Tokio Marine & Nichido Fire Insurance Co., Ltd. and all 31,046 thousand shares held by Sompo Japan Insurance Inc.

(7) Information on voting rights

1) Issued shares

As of March 31, 2026

Category	Number of shares (shares)	Number of voting rights	Details
Shares without voting rights	–	–	–
Shares with restricted voting rights (treasury shares, etc.)	–	–	–
Shares with restricted voting rights (other)	–	–	–
Shares with full voting rights (treasury shares, etc.)	(Treasury shares) Common shares 34,949,600	–	–
	(Crossholding shares) Common shares 588,900	–	–
Shares with full voting rights (other)	Common shares 1,928,696,800	19,286,968	–
Shares less than one unit	Common shares 351,100	–	Shares less than one unit (100 shares)
Total number of shares issued	1,964,586,400	–	–
Total number of shareholder voting rights	–	19,286,968	–

Notes: 1. "Shares with full voting rights (other)" includes 4,400 shares (44 voting rights) registered in the name of Japan Securities Depository Center, Incorporated.

2. "Shares less than one unit" includes 7 treasury shares held by the Company and 92 crossholding shares held by Hamana Parts Industry Co., Ltd.

2) Treasury shares, etc.

As of March 31, 2026

Name of shareholder	Address	Number of shares held under own name (shares)	Number of shares held under another entity's name (shares)	Total number of shares held (shares)	Percentage of shares held to total number of shares issued (%)
(Treasury shares) Suzuki Motor Corporation	300, Takatsuka-cho, Chuo-ku, Hamamatsu-shi, Shizuoka	34,949,600	–	34,949,600	1.78
(Crossholding shares) Hamana Parts Industry Co., Ltd.	933-1, Washizu, Kosai-shi, Shizuoka	588,900	–	588,900	0.03
Total	–	35,538,500	–	35,538,500	1.82

2. Acquisition and Disposal of Treasury Shares

[Class of shares] Acquisition of treasury shares pursuant to Article 155, Item 7 of the Companies Act

(1) Acquisition by resolution of the General Meeting of Shareholders

Not applicable.

(2) Acquisition by resolution of the Board of Directors

Not applicable.

(3) Details of acquisitions not based on a resolution of the General Meeting of Shareholders or a resolution of the Board of Directors

Category	Number of shares (shares)	Total value (Yen)
Treasury shares acquired in the current fiscal year	221	454,899
Treasury shares acquired during the current period	—	—

Notes: Treasury shares acquired during the current period do not include shares acquired due to the purchase of shares of less than one unit from June 1, 2026 until the filing date of this Annual Securities Report.

(4) Disposal of acquired treasury shares and number of treasury shares held

Category	Fiscal year ended March 31, 2026		Current period	
	Number of shares (shares)	Total disposal value (Yen)	Number of shares (shares)	Total disposal value (Yen)
Acquired treasury shares for which subscribers were solicited	–	–	–	–
Acquired treasury shares that were canceled	–	–	–	–
Acquired treasury shares that were transferred due to merger, share exchange, share issuance, or company split	–	–	–	–
Other	–	–	–	–
Number of treasury shares held	34,949,607	–	34,949,607	–

Notes: The number of treasury shares held during the current period does not include transactions conducted from June 1, 2026 until the filing date of this Annual Securities Report.

3. Dividend Policy

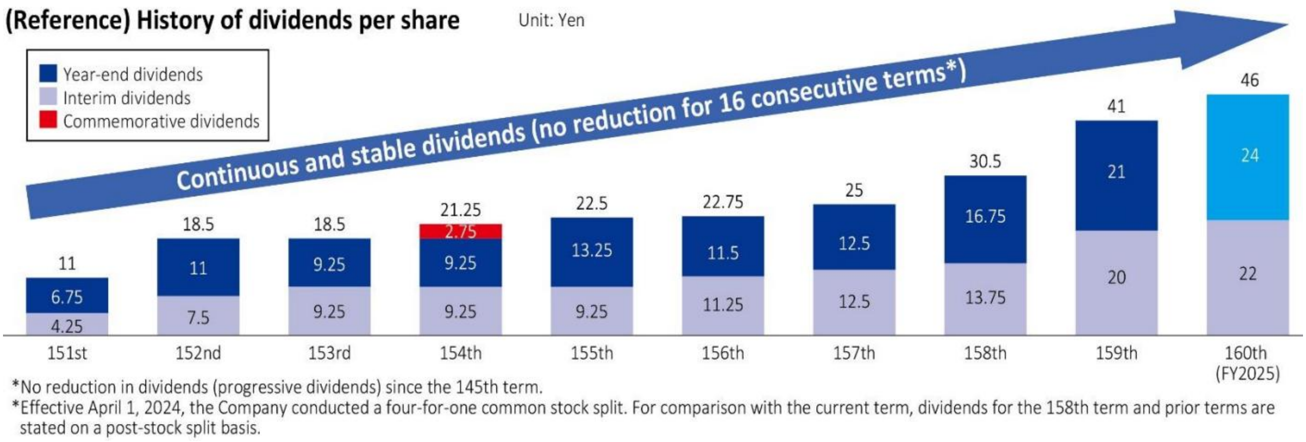
We are committed to providing returns to our shareholders who hold our shares for the medium to long term through the enhancement of corporate value and progressive dividends.

Specifically, we aim to enhance corporate value through the realization of our Mid-Term Management Plan by pursuing growth investments centered on expanding production capacity to meet the growing demand in India and developing technologies aimed at minimizing energy consumption. In terms of shareholder returns, our policy is to distribute dividends on a stable and continuous basis based on the principle of progressive dividends. Furthermore, as presented in Mid-Term Management Plan announced in February of last year, starting from the current fiscal year, the Company has newly adopted Dividend on Equity (DOE) as an indicator suitable for progressive dividends, and has raised the DOE target to 3.0% to strengthen shareholder returns.

For the fiscal year ended March 31, 2026, in line with this policy, we have set the year-end dividend per share at ¥24 and the annual dividend at ¥46. This annual dividend represents an increase of ¥5 (12.2%) compared to the previous year's dividend of ¥41.

The Company's basic policy is to pay dividends of surplus twice a year in the form of an interim dividend and year-end dividend. The decision-making bodies for dividends are the Board of Directors for interim dividends and the General Meeting of Shareholders for year-end dividends. The payment of interim dividends is provided for in the Articles of Incorporation of the Company.

* DOE= Cash dividends per share ÷ ((Equity attributable to owners of parent per share at the beginning of the period + Equity attributable to owners of parent per share at the end of the period) ÷ 2)
Equity attributable to owners of parent excludes other components of equity.



Note: Dividends of surplus with record dates falling in the fiscal year ended March 31, 2026, are as follows. The total amount of year-end dividends of 46,311 million yen and the dividend per share of 24 yen are subject to resolution at the Ordinary General Meeting of Shareholders scheduled to be held on June 25, 2026.

Date of resolution	Total amount of dividends (Millions of yen)	Dividend per share (Yen)
Resolution of the Board of Directors November 6, 2025	42,452	22
Resolution of the Ordinary General Meeting of Shareholders June 25, 2026	46,311	24

4. Corporate Governance

(1) Overview of corporate governance

1) Basic policy on corporate governance

Through fair and efficient corporate activities, the Company aims to earn the trust of our shareholders, customers, suppliers, local communities, employees and other stakeholders, and to make further contributions to the international community in order to continue to grow and develop as a sustainable company. To achieve this goal, the Company recognizes that continuous strengthening of corporate governance is essential, and as a top priority management issue, we are actively working on various measures.

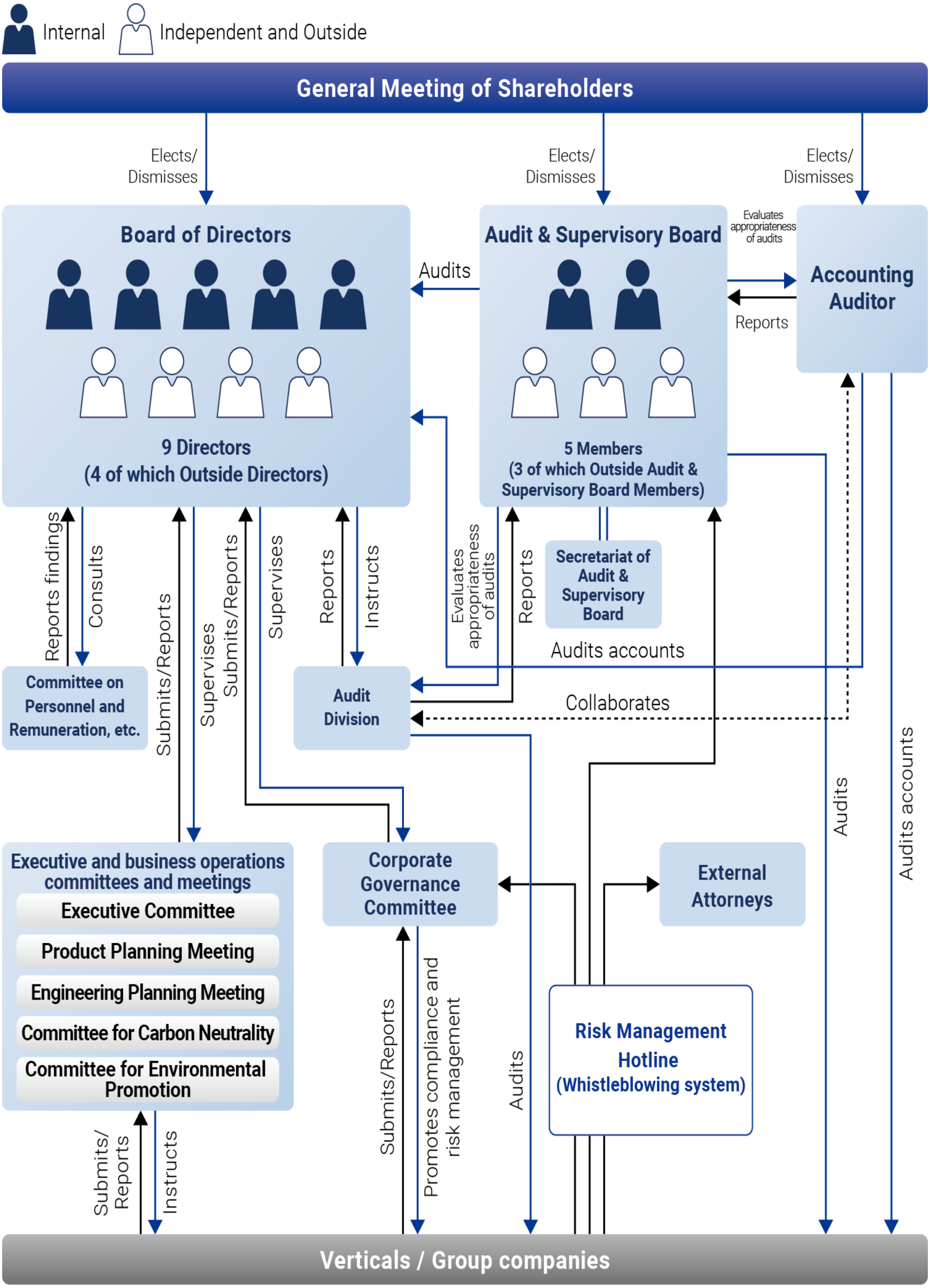
Also, in order to be trusted further by society and stakeholders, we will disclose information immediately in a fair and accurate manner prescribed by laws and regulations and actively disclose information that we consider is beneficial to deepen their understanding of the Company. Thus, we will further enhance the transparency of the Company.

2) Overview of corporate governance system and reasons for its adoption

With the Audit & Supervisory Board System as its foundation, Suzuki has adopted the current corporate structure based on the belief that appointing highly independent Outside Directors, and establishing an optional committee to handle the nomination of Director candidates and decisions on remuneration will enhance the Company's governance framework.

The corporate governance system is outlined below.

Corporate governance system



[Board of Directors]

The Company adopted a managing officer system in 2006 with the aim of speeding up decision-making at the Board of Directors, executing business flexibly and clarifying accountability, and has made progress in slimming the composition of the Board of Directors. Currently, there are nine Directors, and out of them, four Outside Directors are elected so that the Company can strengthen the Board's function to supervise business management and have Outside Directors offer useful suggestions, advice, etc. on the Company's business management, based on their respective experience and knowledge and from their diverse perspectives.

The term of office of each Director is set at one year.

In principle, the Board of Directors meets once a month, and otherwise as needed. It works to strengthen supervision by making decisions on basic management policies, management plans, important business execution matters, matters authorized by the General Meeting of Shareholders to the Board of Directors, and other matters stipulated by laws and regulations and the Articles of Incorporation based on sufficient discussion, including from the perspective of legal compliance and corporate ethics, as well as receiving reports on the execution of important business operations as appropriate.

Examples of Board of Directors main meeting agenda items in the fiscal year ended March 31, 2026:

	Examples of Board of Directors main meeting agenda items in the fiscal year ended March 31, 2026
Management strategies, policies, targets, and Management issues	・Strategies for automobile, motorcycle and marine businesses in major regions ・Progress on electrification, next-generation batteries and technology strategies ・Initiatives toward achieving revenue targets based on the Mid-Term Management Plan
Corporate governance and internal control	・Corporate governance system and committee operations ・Human rights policy, Information security, Intellectual property governance

[Audit & Supervisory Board]

The Audit & Supervisory Board determines the audit policies and plans of the Audit & Supervisory Board, as well as the auditing standards. These actions are taken with the aim of realizing the sound and sustainable growth of the Company and the Suzuki group, creating mid- to-long-term corporate value, and establishing a high-quality corporate governance system that responds to social trust.

As a stand-alone body, Audit & Supervisory Board Members conduct audits to ensure proper management conforming to the standards for Audit & Supervisory Board Members' audit established by the Audit & Supervisory Board and offer appropriate opinions to the management team. Details are described in "(3) Audits 1) Audits by Audit & Supervisory Board Members."

[Committee on Personnel and Remuneration, etc.]

To enhance transparency and objectivity in electing candidates for Directors and Audit & Supervisory Board Members, as well as deciding remuneration of Directors, the Company has established the Committee on Personnel and Remuneration, etc. as an optional committee. A majority of the members are Outside Directors.

The Committee on Personnel and Remuneration, etc. discusses issues such as election standards and adequacy of candidates for Directors and Audit & Supervisory Board Members, and the adequacy of the system and level of Directors' remuneration. The Board of Directors decides based on the results. Also, the Board of Directors delegates decisions on some matters to the Committee.

Decisions made by the Board of Directors for the election and remuneration of Senior Managing Officers are also based on the results of the Committee's deliberation.

The main issues reviewed in the current fiscal year were as follows:

・Appropriateness of policy for the determination of individual remuneration, etc. of Directors in the current fiscal year

・Determination of the specific details of basic remuneration for each individual Director in the current fiscal year (the Board of Directors has delegated this determination to the Committee on Personnel and Remuneration, etc.)

・Appropriateness of policy and procedures for determining the remuneration of Managing Officers in the current fiscal year

・Suitability of candidates for Directors and Audit & Supervisory Board Member to be proposed at the Ordinary General Meeting of Shareholders to be held in June 2026

・Appropriateness of the policy for the determination of individual remuneration, etc. of Directors after the Ordinary General Meeting of Shareholders to be held in June 2026

The Board of Directors, the Audit & Supervisory Board and the Committee on Personnel and Remuneration, etc. as of the filing date of this Annual Securities Report (June 23, 2026):

◎ indicates the chairperson or committee chairperson;○ indicates attending members.

		Board of Directors	Audit & Supervisory Board	Committee on Personnel and Remuneration, etc.
Representative Director and President	Toshihiro Suzuki	◎	–	◎
Representative Director and Executive Vice President	Naomi Ishii	○	–	○
Director and Executive Vice President	Katsuhiro Kato	○	–	–
Director and Senior Managing Officer	Aritaka Okajima	○	–	–
Director and Senior Managing Officer	Eiichi Muramatsu	○	–	–
Outside Director	Hideaki Domichi	○	–	○
Outside Director	Shun Egusa	○	–	○
Outside Director	Naoko Takahashi	○	–	○
Outside Director	Asako Aoyama	○	–	○
Full-time Audit & Supervisory Board Member	Taisuke Toyoda	○	◎	–
Full-time Audit & Supervisory Board Member	Shigeo Yamagishi	○	○	–
Outside Audit & Supervisory Board Member	Norihisa Nagano	○	○	○ (Observer)
Outside Audit & Supervisory Board Member	Mitsuhiro Fukuta	○	○	○ (Observer)
Outside Audit & Supervisory Board Member	Junko Kito	○	○	○ (Observer)

The Company has proposed ''Election of nine Directors'' and ''Election of two Audit & Supervisory Board Members'' as proposals for the 160th Ordinary General Meeting of Shareholders scheduled to be held on June 25, 2026. If these proposals are approved, the Board of Directors, the Audit & Supervisory Board and the Committee on Personnel and Remuneration, etc. are scheduled to be as follows:

◎ indicates the chairperson or committee chairperson;○ indicates attending members.

		Board of Directors	Audit & Supervisory Board	Committee on Personnel and Remuneration, etc.
Representative Director and President	Toshihiro Suzuki	◎	–	◎
Representative Director and Executive Vice President	Naomi Ishii	○	–	○
Director and Executive Vice President	Katsuhiro Kato	○	–	–
Director and Senior Managing Officer	Eiichi Muramatsu	○	–	–
Director and Senior Managing Officer	Kazuo Ichino	○	–	–
Outside Director	Hideaki Domichi	○	–	○
Outside Director	Shun Egusa	○	–	○
Outside Director	Naoko Takahashi	○	–	○

Outside Director	Asako Aoyama	○	–	○
Full-time Audit & Supervisory Board Member	Shigeo Yamagishi	○	◎	–
Full-time Audit & Supervisory Board Member	Ryo Kawamura	○	○	–
Outside Audit & Supervisory Board Member	Mitsuhiro Fukuta	○	○	○ (Observer)
Outside Audit & Supervisory Board Member	Junko Kito	○	○	○ (Observer)
Outside Audit & Supervisory Board Member	Naomi Muramatsu	○	○	○ (Observer)

Attendance at the Board of Directors, the Audit & Supervisory Board and the Committee on Personnel and Remuneration, etc. in the current fiscal year:

		Board of Directors	Audit & Supervisory Board	Committee on Personnel and Remuneration, etc.
Representative Director and President	Toshihiro Suzuki	13 times / 14 times	–	6 times / 6 times
Representative Director and Executive Vice President	Naomi Ishii	14 times / 14 times	–	6 times / 6 times
Director and Executive Vice President	Katsuhiro Kato	14 times / 14 times	–	–
Director and Senior Managing Officer	Shigetoshi Torii	3 times / 3 times (Note 1)	–	–
Director and Senior Managing Officer	Aritaka Okajima	14 times / 14 times	–	–
Director and Senior Managing Officer	Eiichi Muramatsu	11 times / 11 times (Note 2)	–	–
Outside Director	Hideaki Domichi	14 times / 14 times	–	6 times / 6 times
Outside Director	Shun Egusa	14 times / 14 times	–	6 times / 6 times
Outside Director	Naoko Takahashi	13 times / 14 times	–	6 times / 6 times
Outside Director	Asako Aoyama	11 times / 11 times (Note 3)	–	3 times / 3 times (Note 3)
Full-time Audit & Supervisory Board Member	Taisuke Toyoda	14 times / 14 times	13 times / 13 times	–
Full-time Audit & Supervisory Board Member	Shigeo Yamagishi	14 times / 14 times	13 times / 13 times	–
Outside Audit & Supervisory Board Member	Norihisa Nagano	14 times / 14 times	12 times / 13 times	6 times / 6 times
Outside Audit & Supervisory Board Member	Mitsuhiro Fukuta	13 times / 14 times	12 times / 13 times	6 times / 6 times
Outside Audit & Supervisory Board Member	Junko Kito	14 times / 14 times	13 times / 13 times	6 times / 6 times

Notes 1. The attendance of Mr. Shigetoshi Torii at meetings of the Board of Directors is those held before his retirement as Director on June 27, 2025.

2. The attendance of Mr. Eiichi Muramatsu at meetings of the Board of Directors is those held after his assumption of office as Director on June 27, 2025.

3. The attendance of Ms. Asako Aoyama at meetings of the Board of Directors and the Committee on Personnel and Remuneration, etc. is those held after her assumption of office as Outside Director on June 27, 2025.

[Executive Committee and other various meetings relating to business operation and management]

In order to speedily deliberate and decide on important management issues and measures, the Company holds the Executive Committee, attended by Executive Directors, Managing Officers, Executive General Managers and Audit & Supervisory Board Members, as well as meetings to report and share information on management and business execution on a regular and as-needed basis.

Also, various meetings are held periodically and whenever necessary to deliberate business plans, etc. and to receive reports on the operation of the Company, enabling the Company to appropriately plan, identify administrative issues at an early stage, and grasp the situation on execution of operation.

In such a way, the Company enhances the efficiency of decision-making at the meetings of the Board of Directors and the supervision of the execution of operations.

[Corporate Governance Committee]

The Corporate Governance Committee, which is attended by Executive Directors, Managing Officers, Executive General Managers and Audit & Supervisory Board Members, was established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies. The Committee also verifies the results of the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

3) Other matters related to corporate governance

Basic policies related to systems for ensuring appropriate execution of duties (internal control systems) resolved by the Board of Directors are as follows.

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

(i) 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.

(ii) A Corporate Governance Committee, chaired by the President, shall be established under the Board of Directors. The Corporate Governance Committee shall deploy measures for advancing thorough compliance and risk management and promote efforts to address cross-sectional challenges in coordination with the relevant sections.

(iii) 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.

(iv) 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.

(v) To prevent violations of laws and regulations 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.

b. System 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.

c. Rules and other systems relating to the management of the risk of loss

(i) Important matters regarding corporate management shall be decided after the Board of Directors, the Executive Committee and other relevant bodies deliberate and evaluate their risks through meetings, circular resolutions, or other systems in accordance with the standard for deliberation.

(ii) Executive General Managers shall establish work regulations and manuals that include preventive measures against risks that can be presumed in their responsible duties, and countermeasures in case of their occurrence. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, measures, etc.

(iii) To prepare for a large-scale disaster, action manuals and business continuity plans shall be formulated, and drills shall be carried out.

d. Systems to ensure efficient execution of duties by Directors

(i) Important matters regarding corporate management shall be deliberated at the Executive Committee and other meetings prior to decision-making.

(ii) The Board of Directors shall clarify responsibilities regarding the execution of Managing Officers' and Executive General Managers' duties and shall supervise their execution.

(iii) 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.

(iv) 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.

(v) The Audit Department, which directly reports to the 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 the correction of the issues and require reporting on results.

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

(i) 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 to achieve the mid-term plans.

(ii) 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 about 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 according to relevant rules.

(iii) 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 the 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 the correction of the issues and require reporting on results.

(iv) 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.

f. 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 the independence of such employees from the Directors; and matters for ensuring the efficiency of instructions given to the employees

(i) The Company shall establish the Secretariat of Audit & Supervisory Board in which staff are dedicated to executing their duties under the direction of Audit & Supervisory Board Members.

(ii) 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 a proper reason.

(iii) 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.

g. Systems for reporting to the Audit & Supervisory Board Members

(i) 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.

(ii) In addition 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.

(iii) 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.

(iv) The Audit Department, directly reporting to the President, shall report on the results of internal audits to the Audit & Supervisory Board.

(v) 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.

(vi) 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.

h. 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

i. 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.

j. 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.

k. Other system to ensure effective auditing by the Audit & Supervisory Board Members

l. 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 the operation of the basic policies related to the systems for ensuring the appropriate execution of duties:

a. Initiatives to ensure that the execution of duties by Directors and employees complies with laws and regulations and the Articles of Incorporation (compliance)

- The Corporate Governance Committee strives to raise employee awareness of compliance 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 as appropriate.
- In light of the improper sampling inspection of fuel efficiency and exhaust gas in 2016 and the improper conduct regarding final vehicle inspection in 2018, we are continuously implementing the following five initiatives in particular, to ensure such misconduct never occurs again.
  - President's workplace dialogue
    To facilitate communication between managers and their team as well as among colleagues and departments, and to foster a culture in which it is easy to report, communicate and consult their managers, the President has conducted workplace dialogues for all divisions, on a workplace-by-workplace basis.
  - "Remember 5.18" activities
    In addition to reviewing the above two misconduct acts, a comprehensive review of the legal compliance status of operations is conducted throughout the Suzuki Group, and a debriefing session on the results of the activities is held on or around May 18 every year.
  - Quality Education Room
    A Quality Education Room was established within the Company where all employees can look back on the above two misconducts. They visit this facility every year to learn about quality to prevent the problems from fading away and foster awareness of compliance.
  - Compliance Handbook
    Based on the spirit of the Mission Statement, the Philosophy of Conduct, and the Suzuki Group Code of Conduct, the Compliance Handbook outlines specific actions to be taken by Suzuki Group executives and employees from the perspective of compliance and is used for compliance-related activities in the workplace and for guidance from managers to their team members regarding compliance.
  - Daily compliance quiz
    To foster a culture of everyday awareness of compliance, an e-learning program that displays one compliance-related quiz question a day when employees and executives start up their work computers has been running daily.
- Trainings on compliance for executives including officers and employees are continuously conducted.
- The Suzuki Group whistleblowing system, "Suzuki Group Risk Management Hotline," is operated in accordance with the Whistleblower Protection Act. We continuously promote awareness through education, training and the display of awareness posters in all workplaces, striving for early detection and appropriate handling of compliance issues.

b. Measures relating to storage and management of information regarding execution of duties by Directors

- According to laws and regulations and internal rules, minutes of meetings of the Board of Directors as well as other documents and information regarding execution of duties by Directors are stored and managed appropriately. An information security system has been established to manage the security of information, and the system is reviewed regularly.

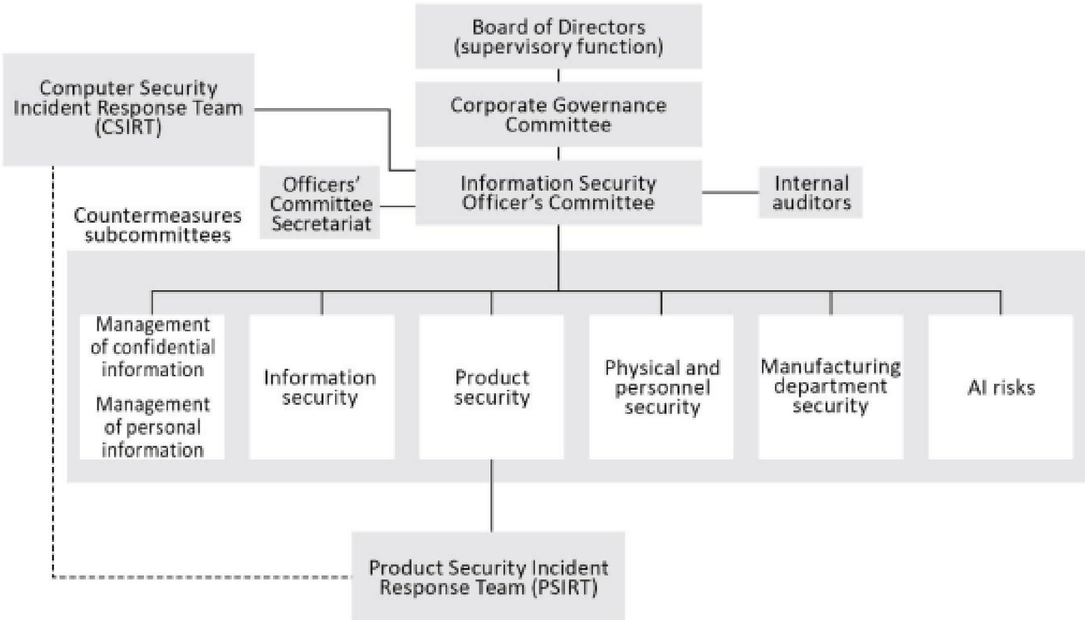
c. Measures relating to regulations, etc. on management of the risk of loss

・The Company has constructed a system in which issues occurring or recognized in any department are deliberated on promptly by the Executive Committee or the Corporate Governance Committee, depending on their urgency and severity. The Company checks concerns of the impact and measures from each headquarters every week at the Executive Committee to quickly grasp the impact of issues related to product quality, certifications, final vehicle inspections, etc., and issues of shortages of parts or raw materials on the business and make necessary management decisions.

・The Company is working to strengthen its system for prompt investigation of causes and implementation of countermeasures in response to quality issues, and the Company constantly keeps track of the latest status of quality issues at weekly and monthly meetings, which Executives attend. Market actions such as recalls are decided after deliberation by the Quality Assurance Committee, which is composed of related officers, Executive General Managers, General Managers, etc.

・To properly manage personal and confidential information, based on the Suzuki Basic Policy for Information Security, an information security officers' committee was established under the Corporate Governance Committee, which is directed and supervised by the Board of Directors to deal with information security in general including cyber security, and the Company is promoting the Suzuki Group's information security measures.

(Reference) Information security system



・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. We provide opportunities each year for all employees to review work procedures and make necessary improvements.

・In accordance with the Company's "Suzuki Sustainability Guidelines for Suppliers" to comply with laws and regulations, we are working with suppliers to fulfil our corporate responsibilities together, including respect for human rights and environmental preservation, with the principle of safety and quality first in our mind.

・In the event of emergencies such as natural disasters, the Company has formulated the Business Continuity Plan (BCP) to ensure business continuity and rapid recovery, and based on this, the Company has secured the necessary cash on hand and lines of credit. In preparation for various business disruption risks, we are working to strengthen our resilient operational framework in order to ensure employee safety and achieve business continuity and recovery.

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

- To allow the Board of Directors to make decisions on vital management issues efficiently and quickly, such issues are deliberated at the Executive Committee attended by the Representative Directors and other concerned Directors, Managing Officers and others before being put to the Board of Directors. Also, in order to allow sufficient time for the Board of Directors 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 meetings are distributed in advance.
- 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 and progress of business plans of each department including consolidated subsidiaries, 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.
- The Board of Directors receives regular updates from the persons responsible for each business segment including consolidated subsidiaries on the Mid-Term Management Plan to examine the progress of the plan and provide appropriate instructions.
- The Company clarifies who is responsible for executing new management issues as they arise, gives instructions as necessary and receives reports on the status of execution.
- The internal audit department audits the state of establishment and operation of internal controls, which are based on these basic policies, on a regular basis and reports the results of audits to the Board of Directors.

e. Measures to ensure appropriateness of duties of the Corporate Group consisting of the Company and subsidiaries

- 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 or to report to the Company.
- The Company has established a whistleblowing system in the Group and strives to identify compliance issues at subsidiaries.
- In accordance with the audit plan, through on-site and remote 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 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. The results of these audits are reported to the President, other concerned Directors and Audit & Supervisory Board Members each time an audit is conducted, and once every half period to the Board of Directors, and the internal audit department provides advice and guidance to the audited departments and audited subsidiaries based on audit results until the applicable improvements have been completed.
- For overseas subsidiaries that have an internal audit department, the Company's audit department checks the activities of those internal audit departments, receives reports on audit plans and results, and provides advice and guidance as needed.

f. Measures relating to audits by Audit & Supervisory Board Members

- The Company has established the Secretariat of the Audit & Supervisory Board, which is a full-time staff department independent from the chain of command of Directors, etc. to 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.
- By having Audit & Supervisory Board Members attend meetings of the Board of Directors, corporate governance meetings and the Executive Committee that are 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 and express their opinions.
- The decision documents concerning the business operations of the Company and its subsidiaries are provided to the Audit & Supervisory Board Members, and when necessary, the business and business conditions are explained as necessary.
- 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.
- In the whistleblowing system of the Suzuki Group, a contact point with Audit & Supervisory Board Members for whistleblowing is established. Additionally, all of the reports received at Corporate Planning Office as well as at external contact points are also reported to the Audit & Supervisory Board promptly so that information regarding various issues within the Company is shared with them.
- Expenses for the execution of duties of the Audit & Supervisory Board Members are independently budgeted and properly processed.

4) The outline of the directors' and officers' liability insurance contract

The Company has concluded with an insurance company a directors and officers liability insurance contract that insures all Directors, Audit & Supervisory Board Members, Managing Officers, Executive General Managers and other officers of the Company and its subsidiaries, as provided under Article 430-3, Paragraph 1 of the Companies Act. The insurance contract covers damages that may arise due to the insured assuming liability for the execution of their duties or receiving a claim for the pursuit of such liability. However, it specifies exemptions such as no compensation for liability arising from actions performed by the insured with intentional violation of laws in order not to impair the appropriateness of the execution of duties. The Company bears all insurance premiums.

5) Decision on exemption from liability of Directors and Audit & Supervisory Board Members

Pursuant to Article 426, Paragraph 1 of the Companies Act, the Articles of Incorporation of the Company stipulate that Directors (including former Directors) and Audit & Supervisory Board Members (including former Audit & Supervisory Board Members) may be exempted from liability for damages arising from the neglect of their duties, by resolution of the Board of Directors, to the extent permitted by laws and regulations. This provision is intended to enable Directors and Audit & Supervisory Board Members to fully fulfill their expected roles in the execution of their duties.

6) The outline of the status contract for limitation of liability

Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company concludes with each of Outside Directors and Outside Audit & Supervisory Board Members a contract for limitation of liability which specifies the liability under Article 423, Paragraph 1 of the Companies Act as the minimum amount of the limit for liability provided by Article 425, Paragraph 1 of the Act.

7) Number of Directors

The Articles of Incorporation of the Company stipulate that the number of Directors shall be 15 or less.

8) Requirements for resolutions to elect Directors

The Articles of Incorporation of the Company stipulate that resolutions to elect Directors shall be made by a majority vote at the General Meeting of Shareholders attended by shareholders holding at least one-third of total voting rights of shareholders who are entitled to exercise voting rights. The Articles of Incorporation also stipulate that resolutions to elect Directors shall not be by cumulative voting.

9) Decision-making body for acquisition of treasury shares

Pursuant to Article 165, Paragraph 2 of the Companies Act, the Articles of Incorporation of the Company stipulate that the Company may acquire treasury shares, by resolution of the Board of Directors. This provision is intended to enable the flexible implementation of the Company's capital policy in response to changes in the business environment.

10) Decision-making body for interim dividends

The Articles of Incorporation of the Company stipulate that the Company may, by resolution of the Board of Directors, pay interim dividends with September 30 of each year as the record date. This provision is intended to ensure the flexibility of the Company's capital policy.

11) Requirements for special resolutions of the General Meeting of Shareholders

The Articles of Incorporation of the Company stipulate that resolutions set forth in Article 309, Paragraph 2 of the Companies Act shall be adopted by at least two-thirds of the voting rights of shareholders in attendance who hold at least one-third of the total voting rights of shareholders who are entitled to exercise voting rights. This provision is intended to facilitate the smooth operation of the General Meeting of Shareholders by relaxing the quorum required for special resolutions of the General Meeting of Shareholders.

(2) Directors and Audit & Supervisory Board Members

1) List of Directors and Audit & Supervisory Board Members

a. As of the filing date of this Annual Securities Report (June 23, 2026), the Directors and Audit & Supervisory Board Members are as follows:

11 males, 3 females (21.0% of all Directors/Audit & Supervisory Board Members are females)

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Director & President (Representative Director) (Chairman of the Board of Directors)	Toshihiro Suzuki	March 1, 1959	Jan. 1994 Apr. 2000 Apr. 2001 Apr. 2003 Jun. 2003 Jun. 2006 Apr. 2011 Jun. 2011 Oct. 2013 Jun. 2015 Apr. 2019 Jun. 2020 Jun. 2021	Joined the Company Plant Manager of Iwata Plant, Manufacturing Delegated as resident officer at General Motors Corp. Executive General Manager of Product Planning Operations, Automobile Engineering Director Director & Senior Managing Officer Director & Senior Managing Officer, Corporate Planning Committee Member and Executive General Manager of Corporate Planning Office Representative Director & Executive Vice President Representative Director & Executive Vice President, Supporting CEO and in charge of Global Marketing Representative Director & President Representative Director & President, Executive General Manager of Motorcycle Company Representative Director & President Representative Director & President (Chairman of the Board of Directors) (To the present)	(Note 3)	704
Director & Executive Vice President (Representative Director)	Naomi Ishii	June 6, 1965	Apr. 1989 Oct. 2020 Apr. 2021 Jun. 2021 Jan. 2022 Apr. 2022 Jun. 2023 Apr. 2026	Joined Toyota Motor Corporation Joined the Company Managing Officer and Assistant to President Senior Managing Officer and Assistant to President Senior Managing Officer, Assistant to President and Executive General Manager of Corporate Planning Office Senior Managing Officer, Assistant to President, Responsible for Corporate Planning Office, New Mobility Service, EV Operations, Human Resources/General Affairs & Legal/IP, Finance and Global IT Executive General Manager of Corporate Planning Office Executive Vice President and Assistant to President Representative Director & Executive Vice President and Assistant to President Representative Director & Executive Vice President, Assistant to President, Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, Global Communications, Global Public Affairs and India Corporate Field (To the present)	(Note 3)	55

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Director & Executive Vice President	Katsuhiro Kato	January 20, 1964	Apr. 1986	Joined the Company	(Note 3)	20
			Apr. 2012	General Manager of Automobile Engines Design II, Automobile Engineering		
			May 2014	General Manager of Automobile Engines Design I, Automobile Engineering		
			Jul. 2015	Deputy Executive General Manager of Customer Quality Assurance and General Manager of Automobile Quality Research		
			Nov. 2016	Executive General Manager of Automobile Product & Cost Planning and General Manager of Automobile Product & Cost Planning		
			Jul. 2017	Managing Officer		
			Dec. 2020	Managing Officer, Executive General Manager of Customer Quality Assurance and Service		
			Oct. 2021	Managing Officer, Executive General Manager of Quality Assurance and Inspection and Chief Officer of Inspection Reform Committee		
			Apr. 2023	Senior Managing Officer, Responsible for Vehicle Regulations and Engineering Administration, Automobile Vehicle Engineering, Automobile Powertrain Engineering and Automobile Electrical/Electronic/EV Engineering Executive General Manager of Automobile Powertrain Engineering		
			Jan. 2024	Senior Managing Officer and Chief Technology Officer		
			Jun. 2024	Director & Senior Managing Officer		
			Apr. 2025	Director & Executive Vice President		
			Apr. 2026	Director & Executive Vice President, Chief Technology Officer, Responsible for Technology Strategy, Battery Development, Automobile Electric Engineering, Automobile Internal Combustion Powertrain Engineering, Automobile Electrical and Electronic Engineering, Automobile Body Engineering, Automobile Vehicle Dynamics Engineering, Regulations and Certification, Yokohama R&D Center and India Engineering (To the present)		

Director & Senior Managing Officer	Aritaka Okajima	October 29, 1960	Apr. 1983 Apr. 2005 May 2007 Apr. 2012 May 2019 Apr. 2021 Jul. 2022 Apr. 2024 Jun. 2024 Apr. 2025 Apr. 2026	Joined the Company Representative Director and President of Suzuki Motor Sales Shiga Inc. Representative Director and President of Suzuki Motor Sales Chubu Inc. General Manager of Public Relations, Corporate Planning Office Representative Director and President of Suzuki Motor Sales Kanagawa Inc. Branch Manager of Tokyo Branch Executive General Manager of Public Relations and Corporate Communications and Branch Manager of Tokyo Branch Managing Officer Director & Managing Officer, Executive General Manager of Public Relations and Corporate Communications and Branch Manager of Tokyo Branch, Responsible for Public Relations, Corporate Communications, IR/SR and India External Affairs and Public Relations and Corporate Communications Director & Senior Managing Officer, Branch Manager of Tokyo Branch, Responsible for Public Relations, Corporate Communications, IR/SR and India External Affairs and Public Relations and Corporate Communications Director & Senior Managing Officer Executive Fellow (Public Affairs and Corporate Communications) (To the present)	(Note 3)	13

Director & Senior Managing Officer	Eiichi Muramatsu	January 26, 1962	Apr. 1984 Apr. 2008 Apr. 2012 Feb. 2015 Apr. 2017 Apr. 2022 Apr. 2024 Apr. 2025 Jun. 2025 Apr. 2026	Joined the Company President and Representative Director, Suzuki Motor Sales Keiyo Inc. General Manager of Central Japan Marketing Div. and General Manager of Domestic Marketing Promotion Div., Domestic Marketing, the Company President and Representative Director, Suzuki Motor Sales Gunma Inc. President and Representative Director, Suzuki Motor Sales Chiba Inc. In charge of Domestic Marketing II, Domestic Marketing and General Manager of West Japan Marketing Div., the Company Managing Officer, Executive General Manager of Global Marketing Management Senior Managing Officer, Chief Global Marketing Management Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Marine Operations, Motorcycle Operations and Spare Parts and Accessories Director & Senior Managing Officer Director & Senior Managing Officer, Chief Global Marketing Management Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Spare Parts and Accessories and Global Financial Services (To the present)	(Note 3)	6
Director	Hideaki Domichi	December 14, 1948	Apr. 1972 Aug. 2003 Jun. 2004 Sep. 2007 Feb. 2011 Apr. 2012 Oct. 2016 Jun. 2017 Jun. 2020	Joined Ministry of Foreign Affairs Director-General of Middle Eastern and African Affairs Bureau of Ministry of Foreign Affairs Ambassador of Japan to Iran Ambassador of Japan to India and Kingdom of Bhutan Ambassador in Charge of Economic Diplomacy Executive Senior Vice President of Japan International Cooperation Agency Senior Managing Officer of Hotel Management International Co., Ltd. External Audit & Supervisory Board Member of Konoike Transport Co., Ltd. Outside Director of the Company (To the present)	(Note 3)	4
Director	Shun Egusa	January 20, 1958	Apr. 1985 Jul. 2017 Apr. 2019 Apr. 2020 Apr. 2021 Apr. 2022 Jun. 2022	Joined Toshiba Corporation Director of Toshiba Infrastructure Systems & Solutions Corporation Vice President of Battery Division of Toshiba Corporation Corporate Officer and Corporate Vice President of Battery Division of Toshiba Corporation Fellow of Toshiba Corporation Guest Senior Researcher/Guest Professor of Future Innovation Institute, Research Organization for Nano & Life Innovation and Visiting Professor of Research Council, Waseda University (To the present) Outside Director of the Company (To the present)	(Note 3)	3

Director	Naoko Takahashi	May 6, 1972	Sep. 2000 Oct. 2000 Jun. 2013 Nov. 2018 Mar. 2021 Jun. 2021 Jun. 2022 Jun. 2023	Won the gold medal in the women's marathon at the Sydney 2000 Olympics Received the People's Honor Award Director of Japan Association of Athletics Federations Executive Board Member of Japanese Olympic Committee Chairperson of Para-Sports Development Network of Japan (To the present) Director of The Tokyo Organizing Committee of the Olympic and Paralympic Games Executive Director of Japan Association of Athletics Federations Outside Director of Starts Corporation Inc. (To the present) Outside Director of the Company (To the present) Director of Japanese Para Sports Association (To the present)	(Note 3)	5
Director	Asako Aoyama	March 14, 1972	Apr. 1994 Apr. 1997 Sep. 2001 Oct. 2004 Mar. 2011 Jul. 2013 May 2017 Jun. 2018 Jan. 2020 Jun. 2020 Apr. 2022 Apr. 2023 Jun. 2025 Nov. 2025	Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Registered as a Certified Public Accountant Joined Merrill Lynch Japan Securities Co., Ltd. Joined Coca-Cola (Japan) Co., Ltd. Joined Tokyo Coca-Cola Bottling Co., Ltd. (currently Coca-Cola Bottlers Japan Inc.) serving as Director and CFO Senior Executive Officer, General Manager of Finance and Accounting, Coca-Cola East Japan Co., Ltd. Executive Officer, Coca-Cola Bottlers Japan Inc. Outside Audit & Supervisory Board Member, Taiyo Holdings Co., Ltd. Joined NEC Corporation Outside Director of Taiyo Holdings Co., Ltd. Executive Officer, NEC Corporation Corporate SVP, Head of FP&A Division and Head of Global Finance, NEC Corporation Outside Director of the Company (To the present) Joined TDK Corporation serving as CFO of Electronic Components BC (To the present)	(Note 3)	0
Full-time Audit & Supervisory Board Member	Taisuke Toyoda	August 6, 1957	Apr. 1980 Jul. 2008 Apr. 2011 Apr. 2013 Jul. 2013 Jun. 2019 Jun. 2021	Joined the Company General Manager of Audit Dept. Vice Executive General Manager of Administration Dept. Managing Officer and General Manager of Accounting Management Dept., Corporate Planning Office Managing Officer and Executive General Manager of Finance Managing Officer and Executive General Manager of Audit Full-time Audit & Supervisory Board Member (To the present)	(Note 4)	21

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Full-time Audit & Supervisory Board Member	Shigeo Yamagishi	January 26, 1964	Apr. 1988 Jun. 2013 May 2014 Apr. 2016 Jul. 2017 Jan. 2024 Jun. 2024	Joined Ministry of Transport (currently known as Ministry of Land, Infrastructure, Transport and Tourism) Joined the Company Vice Executive General Manager of Research & Development and General Manager of Development Planning Vice Executive General Manager of R&D/Global IT and General Manager of Element Technology Research Executive General Manager of Vehicle Regulations & Engineering Administration Managing Officer Managing Officer, Audit Full-time Audit & Supervisory Board Member (To the present)	(Note 4)	4
Audit & Supervisory Board Member	Norihisa Nagano	December 29, 1949	Apr. 1978 Oct. 1981 Apr. 1990 Jan. 2013 Jun. 2019	Registered as Attorney Joined Sugiyama Law Firm Established Norihisa Nagano Law Firm Vice Chairman of Shizuoka Bar Association Established Nagano Law Firm (To the present) Outside Audit & Supervisory Board Member of the Company (To the present)	(Note 4)	1
Audit & Supervisory Board Member	Mitsuhiro Fukuta	February 13, 1962	Jul. 1996 Apr. 2009 Apr. 2021 Jun. 2022 Apr. 2023	Assistant Professor of Faculty of Engineering, Shizuoka University (Currently known as National University Corporation Shizuoka University) Professor of Faculty of Engineering, National University Corporation Shizuoka University (To the present) Vice Dean of Faculty of Engineering, National University Corporation Shizuoka University Outside Audit & Supervisory Board Member of the Company (To the present) Dean of Faculty of Engineering, National University Corporation Shizuoka University (To the present)	(Note 4)	2
Audit & Supervisory Board Member	Junko Kito	October 26, 1964	Oct. 1990 Mar. 1994 Jun. 2004 Aug. 2007 Oct. 2022 Jun. 2023 Sep. 2023 Apr. 2024 Jun. 2024	Joined Ito Accounting Office Registered as a Certified Public Accountant Employee of ChuoAoyama Audit Corporation Employee of AZSA & Co. (currently known as KPMG AZSA LLC) Established Junko Kito Certified Public Accountant Office (To the present) Outside Auditor of The Gifu Shinkin Bank (To the present) Outside Director (Audit and Supervisory Committee Member) of Alpen Co., Ltd. (To the present) Outside Director (Audit and Supervisory Committee Member) of CROSS PLUS INC. (To the present) Outside Audit & Supervisory Board Member of the Company (To the present)	(Note 4)	1
Total						846

Notes: 1. Mr. Hideaki Domichi, Mr. Shun Egusa, Ms. Naoko Takahashi and Ms. Asako Aoyama are Outside Directors.
2. Mr. Norihisa Nagano, Dr. Mitsuhiro Fukuta and Ms. Junko Kito are Outside Audit & Supervisory Board Members.
3. One year from the conclusion of the Ordinary General Meeting of Shareholders held on June 27, 2025
4. Four years from the conclusion of the Ordinary General Meeting of Shareholders held on June 27, 2024
5. The Company has introduced a managing officer system. The Managing Officers as of the filing date of this Annual Securities Report (June 23, 2026), are the following 27 persons (excluding Managing Officers concurrently serving as Directors).

Name	Area in charge
Hisashi Takeuchi	Managing Director & CEO, Maruti Suzuki India Limited (based in India) and Executive Vice President of the Company
Kazuo Ichino	Senior Managing Officer, Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering, and India Quality, Procurement and Manufacturing
Takahiko Hashimoto	Senior Managing Officer, Responsible for New Business, Product Planning, Marine Operations and Motorcycle Operations
Hidetoshi Kumashiro	Senior Managing Officer, Executive General Manager of Battery Development and in charge of Motorcycle Technology
Yutaka Kikukawa	Managing Officer and Executive General Manager of Legal/IP
Masahiro Ikuma	Managing Director of Suzuki R&D Center India Private Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global R&D Project
Hisanori Takashiba	Managing Director of TDS Lithium-Ion Battery Gujarat Private Limited (based in India) and Managing Officer of the Company
Kenichiro Toyofuku	Supporting CEO of Maruti Suzuki India Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global Biogas Operations of the Company
Tatsuro Takeuchi	Managing Officer of the company and President of Suzuki Motor Sales Kinki Inc.
Ryo Kawamura	Managing Officer and assigned to Finance
Koichi Suzuki	Managing Officer and Executive General Manager of India Operations
Kazunari Yamaguchi	In charge of Manufacturing of Maruti Suzuki India Limited (based in India) and Managing Officer of the Company in charge of Manufacturing in India and in charge of manufacturing in Haryana, India
Masafumi Harano	Managing Officer and Executive General Manager of Automobile Marketing – Asia, Latin America and Oceania
Yusuke Kato	Managing Officer and Executive General Manager of Automobile Marketing (Europe, Middle East and Africa)
Takashi Ise	Managing Officer and Executive General Manager of Motorcycle Operations
Tetsuya Matsushita	Managing Officer and Executive General Manager of Automobile Body Engineering
Toshiya Miki	Managing Officer and Executive General Manager of Procurement Strategy
Junya Kumataki	Managing Officer, Executive General Manager of Corporate Planning and in charge of CJP Initiatives
Shuichi Mishima	Managing Officer and Executive General Manager of Marine Operations
Tsuyoshi Tanaka	Managing Officer and Executive General Manager of Quality Assurance and Inspection
Yoshitake Tamakoshi	Managing Officer and Executive General Manager of Japan Marketing
Tatsuhiko Fujii	Managing Officer and Executive General Manager of Automobile Vehicle Dynamics Engineering
Takashi Sunda	Managing Officer and Executive General Manager of Automobile Electrical and Electronic Engineering
Taku Sumino	Managing Officer and Executive General Manager of Technology Strategy
Akira Nonaka	Managing Officer and Executive General Manager of Global IT
Kazushige Muramatsu	Managing Officer and Executive General Manager of Product Planning
Hideki Takata	Responsible for Automobile Technology at Maruti Suzuki India Limited (based in India); and Managing Officer of the Company

b. The proposals for the ''Election of 9 Directors'' and ''Election of 2 Audit & Supervisory Board Members'' are scheduled to be presented in agenda items at the 160th Ordinary General meeting of Shareholders to be held on June 25, 2026. Subject to the approval of these proposals, the Directors and Audit & Supervisory Board Members are as follows:

10 males, 4 females (29.0% of all Directors/Audit & Supervisory Board Members are females)

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Director & President (Representative Director) (Chairman of the Board of Directors)	Toshihiro Suzuki	March 1, 1959	Jan. 1994 Apr. 2000 Apr. 2001 Apr. 2003 Jun. 2003 Jun. 2006 Apr. 2011 Jun. 2011 Oct. 2013 Jun. 2015 Apr. 2019 Jun. 2020 Jun. 2021	Joined the Company Plant Manager of Iwata Plant, Manufacturing Delegated as resident officer at General Motors Corp. Executive General Manager of Product Planning Operations, Automobile Engineering Director Director & Senior Managing Officer Director & Senior Managing Officer, Corporate Planning Committee Member and Executive General Manager of Corporate Planning Office Representative Director & Executive Vice President Representative Director & Executive Vice President, Supporting CEO and in charge of Global Marketing Representative Director & President Representative Director & President, Executive General Manager of Motorcycle Company Representative Director & President Representative Director & President (Chairman of the Board of Directors) (To the present)	(Note 3)	704
Director & Executive Vice President (Representative Director)	Naomi Ishii	June 6, 1965	Apr. 1989 Oct. 2020 Apr. 2021 Jun. 2021 Jan. 2022 Apr. 2022 Jun. 2023 Apr. 2026	Joined Toyota Motor Corporation Joined the Company Managing Officer and Assistant to President Senior Managing Officer and Assistant to President Senior Managing Officer, Assistant to President and Executive General Manager of Corporate Planning Office Senior Managing Officer, Assistant to President, Responsible for Corporate Planning Office, New Mobility Service, EV Operations, Human Resources/General Affairs & Legal/IP, Finance and Global IT Executive General Manager of Corporate Planning Office Executive Vice President and Assistant to President Representative Director & Executive Vice President and Assistant to President Representative Director & Executive Vice President, Assistant to President, Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, Global Communications, Global Public Affairs and India Corporate Field (To the present)	(Note 3)	55

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Director & Executive Vice President	Katsuhiro Kato	January 20, 1964	Apr. 1986	Joined the Company	(Note 3)	20
			Apr. 2012	General Manager of Automobile Engines Design II, Automobile Engineering		
			May 2014	General Manager of Automobile Engines Design I, Automobile Engineering		
			Jul. 2015	Deputy Executive General Manager of Customer Quality Assurance and General Manager of Automobile Quality Research		
			Nov. 2016	Executive General Manager of Automobile Product & Cost Planning and General Manager of Automobile Product & Cost Planning		
			Jul. 2017	Managing Officer		
			Dec. 2020	Managing Officer, Executive General Manager of Customer Quality Assurance and Service		
			Oct. 2021	Managing Officer, Executive General Manager of Quality Assurance and Inspection and Chief Officer of Inspection Reform Committee		
			Apr. 2023	Senior Managing Officer, Responsible for Vehicle Regulations and Engineering Administration, Automobile Vehicle Engineering, Automobile Powertrain Engineering and Automobile Electrical/Electronic/EV Engineering Executive General Manager of Automobile Powertrain Engineering		
			Jan. 2024	Senior Managing Officer and Chief Technology Officer		
			Jun. 2024	Director & Senior Managing Officer		
			Apr. 2025	Director & Executive Vice President		
			Apr. 2026	Director & Executive Vice President, Chief Technology Officer, Responsible for Technology Strategy, Battery Development, Automobile Electric Engineering, Automobile Internal Combustion Powertrain Engineering, Automobile Electrical and Electronic Engineering, Automobile Body Engineering, Automobile Vehicle Dynamics Engineering, Regulations and Certification, Yokohama R&D Center and India Engineering (To the present)		

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Director & Senior Managing Officer	Eiichi Muramatsu	January 26, 1962	Apr. 1984 Apr. 2008 Apr. 2012 Feb. 2015 Apr. 2017 Apr. 2022 Apr. 2024 Apr. 2025 Jun. 2025 Apr. 2026	Joined the Company President and Representative Director, Suzuki Motor Sales Keiyo Inc. General Manager of Central Japan Marketing Div. and General Manager of Domestic Marketing Promotion Div., Domestic Marketing, the Company President and Representative Director, Suzuki Motor Sales Gunma Inc. President and Representative Director, Suzuki Motor Sales Chiba Inc. In charge of Domestic Marketing II, Domestic Marketing and General Manager of West Japan Marketing Div., the Company Managing Officer, Executive General Manager of Global Marketing Management Senior Managing Officer, Chief Global Marketing Management Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Marine Operations, Motorcycle Operations and Spare Parts and Accessories Director & Senior Managing Officer Director & Senior Managing Officer, Chief Global Marketing Management Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Spare Parts and Accessories and Global Financial Services (To the present)	(Note 3)	6
Director & Senior Managing Officer	Kazuo Ichino	July 8, 1966	Apr. 1989 Oct. 2015 Jun. 2019 Oct. 2020 Oct. 2021 Apr. 2022 Apr. 2025 Apr. 2026 Jun. 2026	Joined the Company Plant Manager of Manesar Plant at Maruti Suzuki India Limited (based in India) Deputy Executive General Manager of Manufacturing and Department General Manager, Production Engineering Paint & Assembly Department Plant Manager of Kosai Plant, Manufacturing and in charge of Paint Executive General Manager of Manufacturing, in charge of Painting Plant in Manufacturing and Deputy Chief Officer, Inspection Reform Committee Senior Managing Officer Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing and India Quality, Procurement and Manufacturing Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering and India Quality, Procurement, and Manufacturing (To the present) Director & Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering, and India Quality, Procurement and Manufacturing (Prospective)	(Note 3)	12

Director	Hideaki Domichi	December 14, 1948	Apr. 1972 Aug. 2003 Jun. 2004 Sep. 2007 Feb. 2011 Apr. 2012 Oct. 2016 Jun. 2017 Jun. 2020	Joined Ministry of Foreign Affairs Director-General of Middle Eastern and African Affairs Bureau of Ministry of Foreign Affairs Ambassador of Japan to Iran Ambassador of Japan to India and Kingdom of Bhutan Ambassador in Charge of Economic Diplomacy Executive Senior Vice President of Japan International Cooperation Agency Senior Managing Officer of Hotel Management International Co., Ltd. External Audit & Supervisory Board Member of Konoike Transport Co., Ltd. Outside Director of the Company (To the present)	(Note 3)	4
Director	Shun Egusa	January 20, 1958	Apr. 1985 Jul. 2017 Apr. 2019 Apr. 2020 Apr. 2021 Apr. 2022 Jun. 2022	Joined Toshiba Corporation Director of Toshiba Infrastructure Systems & Solutions Corporation Vice President of Battery Division of Toshiba Corporation Corporate Officer and Corporate Vice President of Battery Division of Toshiba Corporation Fellow of Toshiba Corporation Guest Senior Researcher/Guest Professor of Future Innovation Institute, Research Organization for Nano & Life Innovation and Visiting Professor of Research Council, Waseda University (To the present) Outside Director of the Company (To the present)	(Note 3)	3

Director	Naoko Takahashi	May 6, 1972	Sep. 2000 Oct. 2000 Jun. 2013 Nov. 2018 Mar. 2021 Jun. 2021 Jun. 2022 Jun. 2023	Won the gold medal in the women's marathon at the Sydney 2000 Olympics Received the People's Honor Award Director of Japan Association of Athletics Federations Executive Board Member of Japanese Olympic Committee Chairperson of Para-Sports Development Network of Japan (To the present) Director of The Tokyo Organizing Committee of the Olympic and Paralympic Games Executive Director of Japan Association of Athletics Federations Outside Director of Starts Corporation Inc. (To the present) Outside Director of the Company (To the present) Director of Japanese Para Sports Association (To the present)	(Note 3)	5
Director	Asako Aoyama	March 14, 1972	Apr. 1994 Apr. 1997 Sep. 2001 Oct. 2004 Mar. 2011 Jul. 2013 May 2017 Jun. 2018 Jan. 2020 Jun. 2020 Apr. 2022 Apr. 2023 Jun. 2025 Nov. 2025	Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Registered as a Certified Public Accountant Joined Merrill Lynch Japan Securities Co., Ltd. Joined Coca-Cola (Japan) Co., Ltd. Joined Tokyo Coca-Cola Bottling Co., Ltd. (currently Coca-Cola Bottlers Japan Inc.) serving as Director and CFO Senior Executive Officer, General Manager of Finance and Accounting, Coca-Cola East Japan Co., Ltd. Executive Officer, Coca-Cola Bottlers Japan Inc. Outside Audit & Supervisory Board Member, Taiyo Holdings Co., Ltd. Joined NEC Corporation Outside Director of Taiyo Holdings Co., Ltd. Executive Officer, NEC Corporation Corporate SVP, Head of FP&A Division and Head of Global Finance, NEC Corporation Outside Director of the Company (To the present) Joined TDK Corporation serving as CFO of Electronic Components BC (To the present)	(Note 3)	0

Title	Name	Date of birth	Resume		Term of office	Number of shares of the Company held (thousand shares)
Full-time Audit & Supervisory Board Member	Shigeo Yamagishi	January 26, 1964	Apr. 1988	Joined Ministry of Transport (currently known as Ministry of Land, Infrastructure, Transport and Tourism)	(Note 4)	4
			Jun. 2013	Joined the Company Deputy Executive General Manager of Research & Development and General Manager of Development Planning		
			May 2014	Vice Executive General Manager of R&D/Global IT and General Manager of Element Technology Research		
			Apr. 2016	Executive General Manager of Vehicle Regulations & Engineering Administration		
			Jul. 2017	Managing Officer		
			Jan. 2024	Managing Officer, Audit		
			Jun. 2024	Full-time Audit & Supervisory Board Member (To the present)		
Full-time Audit & Supervisory Board Member	Ryo Kawamura	March 31, 1963	Apr. 1985	Joined the Company	(Note 5)	12
			Jul. 2012	Department Manager, Domestic Distributors Division, Audit Dept.		
			Nov. 2016	General Manager of Finance		
			Sep. 2019	Executive General Manager of Finance		
			Apr. 2022	Managing Officer		
			Apr. 2026	Managing Officer and assigned to Finance		
			Jun. 2026	Full-time Audit & Supervisory Board Member (Prospective)		
Audit & Supervisory Board Member	Mitsuhiro Fukuta	February 13, 1962	Jul. 1996	Assistant Professor of Faculty of Engineering, Shizuoka University (Currently known as National University Corporation Shizuoka University)	(Note 4)	2
			Apr. 2009	Professor of Faculty of Engineering, National University Corporation Shizuoka University (To the present)		
			Apr. 2021	Vice Dean of Faculty of Engineering, National University Corporation Shizuoka University		
			Jun. 2022	Outside Audit & Supervisory Board Member of the Company (To the present)		
			Apr. 2023	Dean of Faculty of Engineering, National University Corporation Shizuoka University (To the present)		
Audit & Supervisory Board Member	Junko Kito	October 26, 1964	Oct. 1990	Joined Ito Accounting Office	(Note 4)	1
			Mar. 1994	Registered as a Certified Public Accountant		
			Jun. 2004	Employee of ChuoAoyama Audit Corporation		
			Aug. 2007	Employee of AZSA & Co. (currently known as KPMG AZSA LLC)		
			Oct. 2022	Established Junko Kito Certified Public Accountant Office (To the present)		
			Jun. 2023	Outside Auditor of The Gifu Shinkin Bank (To the present)		
			Sep. 2023	Outside Director (Audit and Supervisory Committee Member) of Alpen Co., Ltd. (To the present)		
			Apr. 2024	Outside Director (Audit and Supervisory Committee Member) of CROSS PLUS INC. (To the present)		
			Jun. 2024	Outside Audit & Supervisory Board Member of the Company (To the present)		
Audit & Supervisory Board Member	Naomi Muramatsu	July 20, 1972	Oct. 2002	Registered as Attorney Joined Ishizuka Muramatsu Law Firm (To the present)	(Note 5)	—
			Feb. 2011	Outside Audit & Supervisory Board Member of SALA Corporation		
			Feb. 2020	Outside Director (Audit and Supervisory Committee Member) of SALA Corporation		
			Jun. 2022	Outside Director (Audit and Supervisory Committee Member) of ENSHU Limited (To the present)		
			Jun. 2023	Outside Director of Kawai Musical Instruments Mfg. Co., Ltd. (To the present)		

			Dec. 2024 Apr. 2025 Jun. 2026	Outside Director (Audit and Supervisory Committee Member) of Pi PHOTONICS, INC (To the present) Chairman of the Shizuoka Bar Association Outside Audit & Supervisory Board Member of the Company (Prospective)		
Total						834

Notes: 1. Mr. Hideaki Domichi, Mr. Shun Egusa, Ms. Naoko Takahashi and Ms. Asako Aoyama are Outside Directors.
2. Dr. Mitsuhiro Fukuta, Ms. Junko Kito and Ms. Naomi Muramatsu are Outside Audit & Supervisory Board Members.
3. One year from the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2026
4. Four years from the conclusion of the Ordinary General Meeting of Shareholders held on June 27, 2024
5. Two years from the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2026
6. The Company has introduced a managing officer system. The Managing Officers as of the filing date of this Annual Securities Report (June 23, 2026), are the following 25 persons (excluding Managing Officers concurrently serving as Directors).

Name	Area in charge
Hisashi Takeuchi	Managing Director & CEO, Maruti Suzuki India Limited (based in India) and Executive Vice President of the Company
Takahiko Hashimoto	Senior Managing Officer, Responsible for New Business, Product Planning, Marine Operations and Motorcycle Operations
Hidetoshi Kumashiro	Senior Managing Officer, Executive General Manager of Battery Development and in charge of Motorcycle Technology
Yutaka Kikukawa	Managing Officer and Executive General Manager of Legal/IP
Masahiro Ikuma	Managing Director of Suzuki R&D Center India Private Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global R&D Project
Hisanori Takashiba	Managing Director of TDS Lithium-Ion Battery Gujarat Private Limited (based in India) and Managing Officer of the Company
Kenichiro Toyofuku	Supporting CEO of Maruti Suzuki India Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global Biogas Operations of the Company
Tatsuro Takeuchi	Managing Officer of the company and President of Suzuki Motor Sales Kinki Inc.
Koichi Suzuki	Managing Officer and Executive General Manager of India Operations
Kazunari Yamaguchi	In charge of Manufacturing of Maruti Suzuki India Limited (based in India) and Managing Officer of the Company in charge of Manufacturing in India and in charge of manufacturing in Haryana, India
Masafumi Harano	Managing Officer and Executive General Manager of Automobile Marketing – Asia, Latin America and Oceania
Yusuke Kato	Managing Officer and Executive General Manager of Automobile Marketing (Europe, Middle East and Africa)
Takashi Ise	Managing Officer and Executive General Manager of Motorcycle Operations
Tetsuya Matsushita	Managing Officer and Executive General Manager of Automobile Body Engineering
Toshiya Miki	Managing Officer and Executive General Manager of Procurement Strategy
Junya Kumataki	Managing Officer, Executive General Manager of Corporate Planning and in charge of CJP Initiatives
Shuichi Mishima	Managing Officer and Executive General Manager of Marine Operations
Tsuyoshi Tanaka	Managing Officer and Executive General Manager of Quality Assurance and Inspection
Yoshitake Tamakoshi	Managing Officer and Executive General Manager of Japan Marketing
Tatsuhiko Fujii	Managing Officer and Executive General Manager of Automobile Vehicle Dynamics Engineering
Takashi Sunda	Managing Officer and Executive General Manager of Automobile Electrical and Electronic Engineering
Taku Sumino	Managing Officer and Executive General Manager of Technology Strategy
Akira Nonaka	Managing Officer and Executive General Manager of Global IT
Kazushige Muramatsu	Managing Officer and Executive General Manager of Product Planning
Hideki Takata	Responsible for Automobile Technology at Maruti Suzuki India Limited (based in India); and Managing Officer of the Company

2) Outside Directors and Outside Audit & Supervisory Board Members

As of the filing date of this Annual Securities Report (June 23, 2026), the Company elects four Outside Directors and three
Outside Audit & Supervisory Board Members.

Mr. Hideaki Domichi has a wealth of international experience as a diplomat and deep insight into world affairs and has been engaged in various issues such as the environment and society on a global scale. The Company has elected him as

Outside Director to provide useful suggestions, advice and supervision on our management based on this experience and knowledge. Mr. Hideaki Domichi was employed at Hotel Management International Co., Ltd. (HMI Hotel Group) from October 2016 to January 2019 after working for the Ministry of Foreign Affairs and Japan International Cooperation Agency. The Company has transactions with Grand Hotel Hamamatsu (currently Hamamatsu Marriott Hotel), an affiliate of HMI Hotel Group, regarding facility usage, etc., but these transactions have been ongoing since before February 2014, when the hotel became an affiliate of HMI Hotel Group. The annual payment from the Company to the hotel in the most recent fiscal year is less than 1% of the annual net sales of HMI Hotel Group and the consolidated revenue of the Group.

Mr. Shun Egusa has been involved for many years with the creation of new lithium-ion battery business and its expansion, and has high-level expertise on battery technology, and experience of serving as the director and corporate officer of private companies. The Company has elected him as Outside Director to provide useful suggestions, advice and supervision on our management based on this experience and knowledge. The Group has transactions including development of batteries for automobiles with Toshiba Corporation where Mr. Shun Egusa worked, but the annual payment from the Company to Toshiba in the most recent fiscal year is less than 1% of the consolidated net sales of the Toshiba Group and the consolidated revenue of our Group.

Ms. Naoko Takahashi won the gold medal in the Olympic marathon by executing target setting, daily practice and progress management to ensure target achievement, and building trust with stakeholders. After retiring as an athlete, she visited impoverished regions and environmentally contaminated regions in developing countries through a project she is dedicated to, and in her capacity as an Official Supporter of Japan International Cooperation Agency. She has been addressing activities related to social and environmental issues with thinking what she can do at all times by seeing the current situation for herself. The Company has elected her as Outside Director to provide useful suggestions, advice and supervision on our management based on this experience and knowledge. The Group does not have any transactions with Ms. Naoko Takahashi and Para-Sports Development Network of Japan, of which she is the Chairperson.

Ms. Asako Aoyama has held several important finance-related positions, such as chief financial officer of a company, following her experiences as a Certified Public Accountant, conducting accounting audits and assisting in strengthening internal controls, and in M&A advisory at a foreign securities firm. She also has experience serving as an outside director. The Company has elected her as Outside Director to provide useful suggestions, advice and supervision on our management based on this experience and insight. The Group has transactions with NEC Corporation and its subsidiaries, where Ms. Asako Aoyama was employed, including development of automotive software, but the annual payment from the Group to NEC Corporation and its subsidiaries in the most recent fiscal year accounts for less than 1% of the consolidated revenue of each of the NEC Group and our Group. Also, the Group does not have any transactions with TDK Corporation and its subsidiaries, where Ms. Asako Aoyama is employed.

Mr. Norihisa Nagano has ample experience and expertise as an attorney at law and was elected as an Outside Audit & Supervisory Board Member to appropriately audit the Company's management from an independent perspective. The Group does not have any transactions with Mr. Norihisa Nagano and Nagano Law Firm.

Dr. Mitsuhiro Fukuta has ample experience and expertise as a Doctor of Engineering and was elected as an Outside Audit & Supervisory Board Member to appropriately audit the Company's management from an independent perspective. The Company has transactions including joint research and development with the National University Corporation Shizuoka University, where Dr. Mitsuhiro Fukuta serves as Professor, but the annual payment from the Company to the university is less than 1% of the annual gross income of the university and the consolidated revenue of the Group.

Ms. Junko Kito has expertise in finance and accounting as a Certified Public Accountant and was elected as an Outside Audit & Supervisory Board Member to appropriately audit the Company's management from an independent perspective. The Group does not have any transactions with Ms. Junko Kito and Junko Kito Certified Public Accountant Office.

In addition, ''Election of 9 Directors'' and ''Election of 2 Audit & Supervisory Board Members'' have been proposed as proposals for the 160th Ordinary General Meeting of Shareholders scheduled to be held on June 25, 2026. If these proposals are approved, Mr. Norihisa Nagano will retire from the position of Outside Audit & Supervisory Board Member, and Ms. Naomi Muramatsu will assume the position of Outside Audit & Supervisory Board Member. As a result, the Company will have four Outside Directors and three Outside Audit & Supervisory Board Members.

Ms. Naomi Muramatsu has ample experience and expertise as an attorney at law as well as her experience as an

Outside Audit & Supervisory Board Member of listed company and was elected as an Outside Audit & Supervisory Board Member to appropriately audit the Company's management from an independent perspective. The Group does not have any transactions with Ms. Naomi Muramatsu and Ishizuka Muramatsu Law Firm.

There are no special interests between the Company and the abovementioned Outside Directors and Outside Audit & Supervisory Board Members. In addition, all of the abovementioned Outside Directors and Outside Audit & Supervisory Board Members have been filed as independent directors/audit & supervisory board members under the rules of the Tokyo Stock Exchange, Inc.

The independence of Outside Directors and Outside Audit & Supervisory Board Members is based on the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members," which was established in accordance with the criteria for independence set by the Tokyo Stock Exchange.

<The Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members>

The Company judges an independent person who does not fall under any of the following as an Outside Director or an Outside Audit & Supervisory Board Member:

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 (or an equivalent amount) 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 of 2% or more of the Group's consolidated revenue 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) Those who receive a large amount of remuneration:
In any of the business year in the past three years,
・a consultant or legal or accounting expert, etc. who receives annual compensation of ¥10 million or more other than remuneration as a Director/Audit & Supervisory Board Member as an individual
・a consultant or legal or accounting expert, etc. who belongs to an organization that receives annual compensation 2% or more of its annual total revenues

(Note 5) Those who receive a large amount of donation:
In any of the business year in the past three years,
・a person who receives annual donation of ¥10 million or more
・a person who belongs to an organization that receives annual donation of 2% or more of its annual total revenues and manages its activities which is the purpose of the donation

3) Coordination between supervision or audits by Outside Directors and Outside Audit & Supervisory Board Members and internal audits, audits by Audit & Supervisory Board Members, and audits by the Accounting Auditor and the relationship with internal audit divisions

Details are described in "(3) Audits 1) Audits by Audit & Supervisory Board Members and 2) Internal audits."

(3) Audits

1) Audits by Audit & Supervisory Board Members

a. Organization, personnel and procedures of audits by Audit & Supervisory Board Members

<Organization and personnel>

The Audit & Supervisory Board is comprised of five members, two Full-time Audit & Supervisory Board Members with executive experience and three Outside Audit & Supervisory Board Members with high expertise and extensive experience in areas such as finance and accounting, technology and legal affairs.

<Procedures for audits by Audit & Supervisory Board Members>

Audit & Supervisory Board Members' audit procedures conform to the auditing standards of the Audit & Supervisory Board, and according to the auditing policy and division of duties, Audit & Supervisory Board Members audit the proper execution of corporate management and communicate their opinions by attending meetings of the Board of Directors, Executive Committee and other important meetings, inspecting important decision documents, etc., and receiving reports and interviews from directors and employees on the status of operations.

b. Activities of the Audit & Supervisory Board

<Frequency of meetings of the Audit & Supervisory Board and attendance by Audit & Supervisory Board Members>

In principle, the Company holds meetings of its Audit & Supervisory Board once a month, and otherwise as needed. Details are described in "(1) Overview of corporate governance 2) Overview of corporate governance system, Attendance at the Board of Directors, the Audit & Supervisory Board and the Committee on Personnel and Remuneration, etc. in the current fiscal year.

<Main resolution matters, deliberation matters and reporting matters at the Audit & Supervisory Board meetings>

Main resolution matters, deliberation matters and reporting matters at the Audit & Supervisory Board meetings are as follows.

In order to verify the establishment and operation of an internal control system as our priority audit items for the current fiscal year, we audited the operation of the Corporate Governance Committee, the group governance system related to domestic automobile dealers, and the management conscious of the cost of capital.

In addition, a meeting to exchange opinions was held with the Representative Directors, Outside Directors, Managing Officers and Executive General Managers to discuss a wide range of topics, including management challenges and risk awareness. At the same time, exchanges of opinions with the management of subsidiaries were conducted to confirm the operational status of Group governance systems.

Further, Audit & Supervisory Board Members exchange opinions among themselves in advance regarding agenda items for the Board of Directors to ensure they can offer meaningful opinions as Audit & Supervisory Board Members.

	No. of matters	Details of main agenda items
Resolution matters	12	・Audit policies, audit plans and division of duties ・Evaluation and appointment/dismissal of Accounting Auditor ・Consent to audit remuneration of Accounting Auditor ・Agree on non-audit services provided by the Accounting Auditor ・Preparation of audit report
Discussion matters	34	・Audit policy and audit plans ・Status of establishment and operation of an internal control system ・Selection of key audit matters (KAM) with Accounting Auditor ・Appropriateness of methods and results of audits by Accounting Auditor

		・Evaluation of the effectiveness of the Audit & Supervisory Board
Reporting matters	54	・Audit plans from Accounting Auditor, report on results of interim review, status of implementation of annual audit, and initiatives for quality control of audit ・Audit plans and status of audits conducted by the Audit Division, which is an internal audit department, about the head office, major business sites and subsidiaries (Number of audits: 6 at head office, 11 at domestic subsidiaries and 12 at overseas subsidiaries) ・Status of financial reporting from the Finance Division ・Audit status and observations from each Audit & Supervisory Board Member

<Cooperation with the internal audit department and the Accounting Auditor>

The Audit & Supervisory Board holds regular meetings with the Audit Division, which is an internal audit department, to exchange information and opinions on matters such as the Audit Division's audit plans and audit results, as well as audit results from internal audit departments of subsidiaries, to ensure cooperation.

In addition, the Audit & Supervisory Board holds regular meetings with the Accounting Auditor to exchange information and opinions through hearing of reports on audit plans, audit results, interim reviews, the establishment and operation of the audit quality control system, and the exchange of opinions on key audit matters (KAM), thereby ensuring cooperation.

<Effectiveness evaluation of the Audit & Supervisory Board>

The Audit & Supervisory Board evaluates its effectiveness by having each member review their activities, conducting evaluations via a checklist, and providing opinions and suggestions by means of surveys. These are discussed and examined collectively by all Members, and the findings are reflected in the next audit plan as action items in an effort to continually improve effectiveness.

c. Activities of Audit & Supervisory Board Members

Audit & Supervisory Board Members conduct the following activities based on audit plans and division of duties.

In addition, Full-time Audit & Supervisory Board Members share information and exchange opinions with Outside Audit & Supervisory Board Members with the aim of improving the appropriateness of audit opinions by attending meetings of the Corporate Governance Committee and executive and business operations committees and meetings, reviewing important approval documents and reporting or explaining the status of daily audits to the Audit & Supervisory Board as necessary.

Details of activities	Full-time Audit & Supervisory Board Members	Outside Audit & Supervisory Board Members
・Communication with Directors, internal audit departments, other employees, etc.	○	○
・Attendance at Board of Directors meetings and other important meetings		
Board of Directors	○	○
Committee on Personnel and Remuneration, etc.		○
Corporate Governance Committee	○	○(Note)
Executive and business operations committees and meetings	○	○(Note)
・Inspection of important approval documents		
Approval documents such as circular resolutions	○	
Meeting materials and minutes	○	○
・Investigation of the status of operations and assets at the head office and major business sites	○	○
・Investigation of the status of operations and assets at subsidiaries		
Communication and information exchange with CEOs of subsidiaries	○	○
Confirmation of business reports, etc. from subsidiaries	○	

Note: For Corporate Governance Committee and executive and business operations committees and meetings, duties are assigned according to meeting content, etc.

2) Internal audits

a. Organization and personnel for internal audits

The Audit Division was established as an organization under the direct control of the President. Its 71 staff members (as of March 31, 2026) with expertise in various areas of the Company's operations regularly audit the Company's departments and domestic and overseas Group companies in accordance with the audit plan, while also providing advice and guidance on improvements regarding audit findings.

b. Internal audit procedures and relationship with internal control divisions

Audits include on-site, remote and paper audits to confirm the appropriateness and efficiency of overall operations, compliance with laws and regulations and internal rules, and the development and operation of internal controls, such as the management and maintenance of assets. The audit plan for each fiscal year is approved by the Board of Directors after hearing the opinions of the Audit & Supervisory Board. The audit results, along with proposals for improvement of matters pointed out, are reported to the President and the head of relevant divisions each time an audit is conducted. Audit results are also reported to the Audit & Supervisory Board and opinions are exchanged there, as well as to the Board of Directors once every six months. Advice and guidance are provided until improvements are completed to correct issues at an early stage.

In addition, the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act is conducted by the Corporate Governance Committee, and the results are reported by the Corporate Governance Committee to the Board of Directors and the Audit & Supervisory Board.

For subsidiaries with internal audit departments, the Company's internal auditing checks their activities, receives reports on their audit plans and results and provides advice and guidance as necessary.

c. Cooperation with accounting audits

Audit results are shared with the Accounting Auditor as needed, and opinions are exchanged to share information, enhance communication and maintain close cooperation.

3) Accounting audits

a. Name of accounting auditor

PricewaterhouseCoopers Japan LLC

b. Continuous audit period

Since 2025

c. Certified Public Accountants executing accounting audits

Kensuke Koda, Tatsuya Chiba, Koji Sugimoto and Daisuke Yamamoto

d. Composition of assistants involved in audit work

17 Certified Public Accountants and 42 other staff assisted in the accounting audit work.

e. Policy and reason for selection of the audit firm

Based on the “Determination Policy of Dismissal or Non-Reappointment of Accounting Auditor,” the Audit & Supervisory Board evaluated PricewaterhouseCoopers Japan LLC using evaluation criteria established by the Audit & Supervisory Board covering aspects such as quality control, independence and expertise of the audit team, level and content of audit remuneration, state of communication with Audit & Supervisory Board Members and management, the Group audit system, and response to fraud risk, and determined that appropriate auditing could be conducted.

<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 Article 340, Paragraph 1 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 to be proposed at the General Meeting of Shareholders, in case of necessity such as when the appropriate performance of duties of such Accounting Auditor is considered difficult.

f. Evaluation of the audit firm by Audit & Supervisory Board Members and the Audit & Supervisory Board

The Audit & Supervisory Board obtains the necessary materials and reports from relevant internal divisions (finance divisions and internal audit departments) and the Accounting Auditor and evaluates the audit firm in accordance with the evaluation criteria established by the Audit & Supervisory Board.

g. Change of audit firm

The audit firm of the Company has been changed as follows.

Consolidated financial statements and non-consolidated financial statements for the 159th fiscal year (April 1, 2024, to March 31, 2025)

Audit firm: Seimei Audit Corporation

Consolidated financial statements and non-consolidated financial statements for the 160th fiscal year (April 1, 2025, to March 31, 2026)

Audit firm: PricewaterhouseCoopers Japan LLC

Matters stated in the Extraordinary Report (March 13, 2025) are as follows.

(1) Names of the certified public accountants for audits, etc. involved in the change

(i) Name of the incoming certified public accountant for audits, etc.

PricewaterhouseCoopers Japan LLC

(ii) Name of the outgoing certified public accountant for audits, etc.

Seimei Audit Corporation

(2) Date of change

Scheduled for June 2025 (date of the 159th Ordinary General Meeting of Shareholders)

(3) Date on which the outgoing certified public accountant for audits, etc. was appointed to the role

December 1966

Satoru Imamura Accounting Firm, the predecessor of Seimei Audit Corporation, appointed as the Company's Accounting Auditor

(4) Matters regarding opinions, etc. in audit reports, etc. prepared by the outgoing certified public accountant for audits, etc. in the past three years

Not applicable.

(5) Reasons and background leading to the decision to change or the change

The term of Seimei Audit Corporation, Accounting Auditor of the Company, expired at the conclusion of the 159th Ordinary General Meeting of Shareholders held in June 2025. The Audit & Supervisory Board believes that the current Accounting Auditor's audits are being conducted appropriately. However, regulations concerning the independence of accounting firms, etc. were strengthened by the revision of the Code of Ethics of The Japanese Institute of Certified Public Accountants in July 2022, and if the dependence on remuneration continues to exceed 15% for five consecutive years, the Auditor must resign from the position after expressing an audit opinion for the fifth year. In addition, taking into consideration the fact that audits have continued for a long period of time, the Audit & Supervisory Board compared and examined multiple auditing firms, and newly selected PricewaterhouseCoopers Japan LLC (PwC Japan) as a candidate for Accounting Auditor of the Company.

The reason why the Audit & Supervisory Board selected PwC Japan as a candidate for Accounting Auditor is that the appointment of PwC Japan is expected to provide auditing from a new perspective, and in order to further improve the accounting governance in the Company group, the Audit & Supervisory Board has judged that PwC Japan is suitable as a result of a comprehensive review of the quality control system, the auditing system including global responses, auditing methods and independence.

(6) Opinions on the reasons and background stated in (5) above.

(i) Opinion of the outgoing certified public accountant for audits, etc.

The Company received a reply that there is no particular opinion.

(ii) Opinion of the Audit & Supervisory Board

The Company received a reply that they are appropriate.

h. Periodic Rotation and Re-engagement of the Accounting Auditor

In accordance with the regulations of audit firms based on the ''Certified Public Accountants Act'' and other applicable laws, the operations are conducted as follows:

(1) Engagement partners may not be involved in the Company's audit operations for more than seven fiscal years, and lead engagement partners may not be involved for more than five fiscal years.

(2) Rotated engagement partners may not be involved in the Company's audit operations for two fiscal years after rotation, and rotated lead engagement partners may not be involved for five fiscal years after rotation.

4) Details of remuneration, etc. for audits

a. Remuneration, etc. for certified public accountant for audits, etc.

Category	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
	Remuneration for audit attestation services (Millions of yen)	Remuneration for non-audit services (Millions of yen)	Remuneration for audit attestation services (Millions of yen)	Remuneration for non-audit services (Millions of yen)
Reporting company	200	4	225	13
Consolidated subsidiaries	3	–	9	–
Total	203	4	234	13

Note ・Remuneration for non-audit services for the reporting company for the previous fiscal year, are services for the preparation of confirmation reports related to numerical information other than financial statements.

・Remuneration for the Accounting Auditor of the reporting company for the current fiscal year includes remuneration of 52 million yen based on audit certification services and remuneration of 13 million yen based on non-audit services paid to Seimei Audit Corporation, the former Accounting Auditor. The details of non-audit services at the reporting company for the current fiscal year includes services regarding the preparation of a comfort letter related to the secondary offering of the Company's shares.

b. Remuneration for the same network as the certified public accountant for audits, etc. (excluding a.)

Category	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2026	
	Remuneration for audit attestation services (Millions of yen)	Remuneration for non-audit services (Millions of yen)	Remuneration for audit attestation services (Millions of yen)	Remuneration for non-audit services (Millions of yen)
Reporting company	–	–	–	22
Consolidated subsidiaries	–	–	224	154
Total	–	–	224	176

Note : The details of non-audit services at the reporting company for the current fiscal year includes tax advisory and guidance services, etc.

The details of non-audit services at the consolidated subsidiaries includes tax advisory and guidance services, etc.

Not applicable for the previous consolidated fiscal year.

c. Details of remuneration based on other significant audit attestation services

Not applicable.

d. Policy on determination of audit remuneration

Audit remuneration is appropriately determined with the consent of the Audit & Supervisory Board, taking into consideration the audit plans of the certified public accountant for audits, etc., the audit content and the number of days and hours for the audit, etc.

e. Reasons for the Audit & Supervisory Board consenting to the remuneration, etc. for the Accounting Auditor

The Audit & Supervisory Board consents to the remuneration, etc. for the Accounting Auditor upon confirming the status of the audit plan and results for the previous fiscal year by obtaining the necessary materials and reports from the relevant internal divisions and the Accounting Auditor, and by undertaking the necessary verification of the appropriateness of the audit plan and remuneration estimates for the current fiscal year.

(4) Remuneration, etc. of Directors and Audit & Supervisory Board Members

1) Matters relating to the policy for determining the remuneration, etc. of Directors and Audit & Supervisory Board Members for the current fiscal year and the calculation method thereof

a. Remuneration, etc. of Directors

Regarding the decision-making policy for individual remuneration, etc. of Directors (hereinafter, "Decision-making Policy"), the Committee on Personnel and Remuneration, etc., with a majority of the members as Outside Directors, is consulted on the appropriateness of the proposed policy. The Board of Directors deliberates and makes a resolution based on the report.

The Decision-making Policy for remuneration, etc. for the current fiscal year was determined by a resolution of the Board of Directors at a meeting held in May 2025, following consultation with the Committee on Personnel and Remuneration, etc. on the same day. The outline of the policy is as follows.

Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses as short-term incentives, and stock compensation as a medium- to long-term incentives, to function as an incentive for continuous improvement of the Company's corporate value. The ratio is generally set at 30% for basic remuneration, 35% for bonuses, and 35% for restricted stock compensation. Remuneration for Outside Directors shall be limited to basic remuneration in consideration of their duties.

The basic remuneration of Directors is fixed monthly remuneration, which is determined and paid in consideration of their duties and responsibilities, the standards of other companies, and the level of employee salaries. Bonuses are calculated based on a position-specific formula tied to consolidated operating profit and are paid at a fixed time each year. In addition, the content of stock compensation is determined based on position-specific criteria and is delivered at a fixed time each year. The determination of the specific details of basic remuneration for the current fiscal year was delegated to the Committee on Personnel and Remuneration, etc. based on a resolution of the Board of Directors held in April 2025.This delegation of authority is to improve transparency of the remuneration determination process.

Based on the above, the Board of Directors determined that individual remuneration, etc. for Directors in the current fiscal year is in line with the Decision-making Policy.

[Details of bonuses (performance-linked remuneration)]

Bonuses are paid to Directors (excluding Outside Directors) in order to raise awareness of the improvement of each fiscal year's performance and function as an incentive to achieve the management goals set forth in Mid-Term Management Plan ''By Your Side.'' The specific amount of remuneration for each individual is calculated by multiplying the performance indicators predetermined by the Board of Directors following consultation with the Committee on Personnel and Remuneration, etc. by a stipulated percentage and the multiplier based on position predetermined by the Board of Directors. The performance indicator is consolidated operating profit, the operating profit of the reporting company, and consolidated ROE from the perspective of company profitability. Targets for consolidated operating profit and operating profit of the reporting company are not set for the purpose of determining the amount of bonus payments. Consolidated ROE will be evaluated based on the management target of 13% in the Mid-Term Management Plan.

For the current fiscal year (current consolidated fiscal year), consolidated operating profit amounted to ¥622,909 million, operating profit of the reporting company amounted to ¥224,121 million, and consolidated ROE was 13.8%.

[Details of restricted stock compensation (non-monetary remuneration, etc.)]

Restricted stock compensation is paid to Directors (excluding Outside Directors) to function as an incentive for achieving the management goals set forth in the Mid-Term Management Plan "By Your Side" and to further promote shared value with shareholders. The specific number of shares to be granted to each individual is calculated by linking the achievement level of the financial and non-financial performance evaluation indicators for each fiscal year, which are established based on medium- to long-term management plans and management issues, etc., during the performance evaluation period (each fiscal year) to the standard number of shares to be granted in accordance with position and responsibilities, etc., determined in advance by the Board of Directors following consultation with the Committee on Personnel and Remuneration, etc. At a certain time after the end of the performance evaluation period each year, monetary compensation claims shall be paid in order to grant the shares, and each eligible Director shall receive the Company's common shares by paying all monetary compensation claims as in-kind contributions. The transfer restriction period shall be until the day of retirement from the position of Director of the Company, and the Company shall acquire the granted shares for no consideration in the event of certain circumstances, such as retirement for reasons other than those deemed valid by the Board of Directors.

The performance indicators for the current fiscal year are Company's TSR (*1), comparison with the TOPIX growth rate including dividends (*2), and consolidated operating profit per person.

The Company has established a malus and clawback clause under which if, during the transfer restriction period and after the removal of transfer restrictions, the Board of Directors of the Company determines that an eligible Director has committed an illegal act or violation of laws and regulations, etc., the Company may request the eligible Director to return all or part of the restricted shares or common shares of the Company for which transfer restrictions have been removed.

The Company TSR, the TOPIX growth rate including dividends, and consolidated operating profit per person for the current fiscal year are as follows:

$$(*1)\ \text{Company's TSR} = \frac{\text{Average closing share price in the last month of the Eligible Period (March)} + \text{total dividend for the Eligible Period}}{\text{Average closing price in the month prior to the start of the Eligible Period (March)}}$$

$$(*2)\ \text{TOPIX growth rate including dividends} = \frac{\text{Average closing price of TOPIX including dividends for the last month of the Eligible Period (March)}}{\text{Average closing price of TOPIX including dividends for the month prior to the start of the Eligible Period (March)}}$$

Performance indicators	Actual Results
Company's TSR	111.31% (Average closing share price in March 2025:1,835.67 yen, Average closing share price in March 2026: 1,997.45 yen, Total dividend for the current fiscal year:46 yen)
TOPIX growth rate including dividends	136.12% (Average closing price of TOPIX including dividends for March 2025:4,726.65, Average closing price of TOPIX including dividends for March 2026:6,434.27)
Consolidated operating profit per person	Previous Fiscal year : 8.67 million yen Current Fiscal Year : 8.01 million yen (excluding impact of foreign exchange)

b. Remuneration, etc. of Audit & Supervisory Board Members

The remuneration of Audit & Supervisory Board Members consists solely of fixed monthly remuneration (basic remuneration) and is determined and paid based on consultation among Audit & Supervisory Board Members.

c. Matters relating to resolutions at the General Meetings of Shareholders regarding remuneration, etc. for Directors and Audit & Supervisory Board Members for the current fiscal year

The annual amount of basic remuneration for Directors and bonuses for Directors excluding Outside Directors was resolved to be within ¥1,050 million (of which, the amount for Outside Directors is an annual amount of 150 million yen or less) at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. The number of Directors after the conclusion of such General Meeting of Shareholders was nine including four Outside Directors.

Separate from this framework of remuneration, it was resolved at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025 that the total amount of remuneration to be paid to Directors excluding Outside Directors for the purpose of granting of restricted stock (monetary compensation claims) shall be within the annual amount of ¥500 million, the total annual limit of the common shares to be granted shall be within 400,000 shares, and the transfer restriction period shall be from the date of allotment until the date of retirement from the position of Director. The number of Directors excluding Outside Directors after the conclusion of such General Meeting of Shareholders was five.

The annual amount of remuneration for Audit & Supervisory Board Members was resolved to be within ¥200 million at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. The number of Audit & Supervisory Board Members after the conclusion of such General Meeting of Shareholders was five.

2) Total amount of remuneration, etc. by officer classification, total amount by each type of remuneration, etc., and number of payees

Total amount of remuneration, etc. by officer classification, total amount by each type of remuneration, etc., and number of payees for the reporting company

Officer classification	Total amount of remuneration, etc. (Millions of yen)	Total amount of remuneration, etc. by type (Millions of yen)				Number of payees
		Basic remuneration	Remuneration linked to the Company's performance	Stock Compensation		
				RS	PSU	
Directors (excluding Outside Directors))	845	230	340	61	213	6
Outside Directors	65	65	-	-	-	4
Total	911	295	340	61	213	10
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members))	72	72	-	-	-	2
Outside Audit & Supervisory Board Members	52	52	-	-	-	3
Total	124	124	-	-	-	5

Notes: 1. The above "Remuneration linked to the Company's performance" are amounts reported as expenses for the current fiscal year.

2. The Company introduced performance-linked restricted stock compensation following a resolution approved at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. ''RS'' under the ''Stock Compensation'' mentioned above refers to the restricted stock compensation introduced prior to that. There were no grants during the current fiscal year, and the amounts stated above are the expenses recognized during the current fiscal year out of the portion granted in the previous fiscal year.

3. ''PSU'' under the ''Stock Compensation'' mentioned above refers to the performance-linked restricted stock

compensation introduced following a resolution approved at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. As of the filing date of this report, the number of shares to be actually granted and the amount of monetary compensation receivables to be provided are undetermined. Therefore, the amount of ''PSU'' under ''Stock Compensation'' stated above represents the expense recognized during the current fiscal year, calculated based on the number of shares assuming the highest degree of achievement of the performance evaluation indicators, multiplied by the closing price of the Company's common stock at the end of the current fiscal year.

4. The above remuneration for Directors (excluding Outside Directors) includes the amount paid to one person who retired due to the expiration of their term of office at the conclusion of the 159th Ordinary General Meeting of Shareholders held on June 27, 2025.

3) Total amount of consolidated remuneration, etc. for each Director and Audit & Supervisory Board Member

Name	Total amount of consolidated remuneration, etc. (Millions of yen)	Officer classification	Corporate classification	Amount of consolidated remuneration, etc. by type (Millions of yen)			
				Basic remuneration	Remuneration linked to the Company's performance	Stock Compensation	
						RS	PSU
Toshihiro Suzuki	315	Director	Reporting company	72	130	26	86
Naomi Ishii	186	Director	Reporting company	48	78	13	46
Katsuhiro Kato	130	Director	Reporting company	39	52	7	30
Aritaka Okajima	104	Director	Reporting company	34	39	6	24

Notes: 1. The above information is limited to those whose total consolidated remuneration, etc. is ¥100 million or more.

2. The above "Remuneration linked to the Company's performance" are amounts reported as expenses for the current fiscal year.

3. The Company introduced performance-linked restricted stock compensation following a resolution approved at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. ''RS'' under the ''Stock Compensation'' mentioned above refers to the restricted stock compensation introduced prior to that. There were no grants during the current fiscal year, and the amount stated above are the expense recognized during the current fiscal year out of the portion granted in the previous fiscal year.

4. ''PSU'' under the ''Stock Compensation'' mentioned above refers to the performance-linked restricted stock compensation introduced following a resolution approved at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025. As of the filing date of this report, the number of shares to be actually granted and the amount of monetary compensation receivables to be provided are undetermined. Therefore, the amount of ''PSU'' under ''Stock Compensation'' stated above represents the expense recognized during the current fiscal year, calculated based on the number of shares assuming the highest degree of achievement of the performance evaluation indicators, multiplied by the closing price of the Company's common stock at the end of the current fiscal year.

4) Matters relating to the policy for determining the remuneration, etc. of Directors and Audit & Supervisory Board Members as of the filing date of this Annual Securities Report and the calculation method thereof

a. Remuneration, etc. of Directors

The Company received approval at the 159th Ordinary General Meeting of Shareholders held on June 27, 2025 to revise the remuneration of Directors with the aim of further enhancing the incentive effect for achieving the management goals set forth in the Mid-Term Management Plan "By Your Side" announced on February 20, 2025 and improving the Company's medium- to long-term corporate value, and to increase shared values between eligible Directors and shareholders.

The policies relating to the determination of the content of remuneration, etc. of individual Directors (hereinafter, the "Decision-making Policy"), was established by resolution of the Board of Directors, following consultation with the Committee on Personnel and Remuneration, etc., a majority of whose members are Outside Directors.

Subject to the approval of the proposal for the election of Directors as originally proposed at the 160th Ordinary General Meeting of Shareholders scheduled to be held on June 25, 2026, and the subsequent appointment of the Representative Director and other Executive Directors as scheduled at the Board of Directors meeting to be held thereafter, the Board of Directors resolved in May 2026, after consultation with the Committee of Personnel and Remuneration, to continue the policy described in ''(1) Matters relating to the policy for determining the remuneration, etc. of Directors and Audit & Supervisory Board Members for the current fiscal year and the calculation method thereof.'' The outline of the policy is as follows.

Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses as short-term incentives, and share-based payment as medium- to long-term incentives, with the ratio generally set at 30% for basic remuneration, 35% for bonuses, and 35% for stock remuneration, so as to serve as an incentive for the sustainable improvement of the Company's corporate value. Remuneration for Outside Directors shall be limited to basic remuneration in consideration of their duties.

[Method for determining the amount of basic remuneration]

The basic remuneration of Directors shall be fixed monthly remuneration, which shall be determined and paid in consideration of their duties and responsibilities, the standards of other companies, and the level of employee salaries. The determination of the specific details of individual basic remuneration is delegated to the Committee on Personnel and Remuneration, etc. based on a resolution of the Board of Directors.

[Method for determining bonuses (performance-linked remuneration)]

Bonuses are paid to Directors (excluding Outside Directors) to raise awareness of improvement of each fiscal year's performance and function as an incentive to achieve the management goals set forth in the Mid-Term Management Plan "By Your Side." The specific amount of remuneration for everyone is calculated by multiplying the performance indicators predetermined by the Board of Directors following consultation with the Committee on Personnel and Remuneration, etc. by a stipulated percentage and the multiplier based on position predetermined by the Board of Directors, and is paid at a fixed time each year.

The performance indicator for the fiscal year ending March 31, 2027, is consolidated operating profit, the operating profit of the reporting company from the perspective of company profitability, and consolidated ROE from the perspective of awareness of the cost of capital. Targets for consolidated operating profit and operating profit of the reporting company are not set for the purpose of determining the payment amount. Consolidated ROE will be evaluated based on the management target of 13% in the Mid-Term Management Plan.

(Supplement)

Remuneration linked to the Company's performance (bonus) for Directors who fall under the category of "Executive Officer" pursuant to Article 34, Paragraph 1, Item 3 of the Corporation Tax Act is intended to be a performance-linked salary under the Corporation Tax Act. The calculation method for remuneration linked to the Company's performance (bonus) for Directors for the fiscal year ending March 31, 2027, is as follows.

1. Calculation method

Payment amount = consolidated operating profit for the fiscal year ending March 31, 2027, × multiplier based on the degree of achievement against consolidated ROE of 13% × 0.020% × multiplier based on position

Provided, however, that the following formula shall apply only if consolidated operating profit for the fiscal year ending March 31, 2027 is equal to or greater than consolidated operating profit for the fiscal year ended March 31, 2026, and operating profit of the reporting company for the fiscal year ending March 31, 2027 is less than operating profit of the reporting company for the fiscal year ended March 31, 2026.

Payment amount = 1) × multiplier based on the degree of achievement against consolidated ROE of 13% × 0.020% × multiplier based on position + 2) × multiplier based on the degree of achievement against consolidated ROE of 13% × operating profit of the reporting company for the fiscal year ending March 31, 2027 compared with that of the fiscal year ended March 31, 2026 (rounded down to two decimal places; however, in the event of an operating loss, this shall be 0) × 0.020% × multiplier by position

1) Portion of consolidated operating profit for the fiscal year ending March 31, 2027, up to the same amount as that for the fiscal year ended March 31, 2026
2) Portion of consolidated operating profit for the fiscal year ending March 31, 2027, that exceeds that for the fiscal year ended March 31, 2026

*Multiplier relative to consolidated ROE of 13%
1.05 if consolidated ROE for the fiscal year ending March 31, 2027, is 13% or more, and 0.95 if less than 13%

Notes: 1. The indicators for the profit status prescribed in Article 34, Paragraph 1, Item 3 (a) of the Corporation Tax Act shall be “consolidated operating profit”, “operating profit of the reporting company” and “consolidated ROE” for the fiscal year ending March 31, 2027.
2. “Consolidated operating profit” used in the above formula shall be the amount before the payment is accounted for as an expense.
3. Regarding the amount paid to each Director based on the above formula, amounts less than ¥100,000 shall be rounded down.

2. Multiplier based on position

Position	Multiplier	Number of persons
Representative Director & President	1.00	1
Representative Director & Executive Vice President	0.60	1
Director & Executive Vice President	0.40	1
Director & Senior Managing Officer	0.30	2

Note: The above “Number of persons” represents the number of Directors assuming that the proposal for election of Directors is approved as originally proposed at the 160th Ordinary General Meeting of Shareholders scheduled to be held on June 25, 2026, and Representative Director and other Executive Directors (“3. Eligible persons”) are subsequently appointed as scheduled at the Board of Directors meeting to be held thereafter.

3. Eligible persons

Refers only to Directors who fall under the category of "Executive Officer" pursuant to Article 34, Paragraph 1, Item 3 of the Corporation Tax Act. Outside Directors are excluded.

4. Defined amount

The "defined amount" prescribed in Article 34, Paragraph 1, Item 3 (a) 1. of the Corporation Tax Act is limited to ¥500 million.

If the total amount of bonus payments exceeds ¥500 million, each individual's bonus shall be calculated by multiplying ¥500 million by the ratio of that individual's bonus to the total amount of all bonuses (amounts less than ¥100,000 shall be rounded down).

5. Other

In the event that a Director resigns during the fiscal year, the payment amount shall be calculated by prorating the amount that would have been paid had they completed their full term of office, based on the number of months served (amounts less than ¥100,000 shall be rounded down).

[Method for determining performance-based restricted stock compensation (non-monetary remuneration, etc.)]

Restricted stock compensation is paid to Directors (excluding Outside Directors) in order to function as an incentive for achieving the management goals set forth in the Mid-Term Management Plan "By Your Side" and to further promote shared value with shareholders. The specific number of shares to be granted to each individual is calculated by linking the achievement level of the financial and non-financial performance evaluation indicators for each fiscal year, which are established based on medium- to long-term management plans and management issues, etc., during the performance evaluation period (each fiscal year) to the standard number of shares to be granted in accordance with position, determined in advance by the Board of Directors following consultation with the Committee on Personnel and Remuneration, etc. At a certain time after the end of the performance evaluation period each year, monetary compensation claims shall be paid in order to grant the shares, and each eligible Director shall receive the Company's common shares by paying all monetary compensation claims as in-kind contributions. The transfer restriction period shall be until the day of retirement from the position of Director of the Company, and the Company shall acquire the granted shares for no consideration in the event of certain circumstances, such as retirement for reasons other than those deemed valid by the Board of Directors.

The performance evaluation indicators for the fiscal year ending March 31, 2027 will be TSR, in consideration of the shareholder return policy in the Mid-Term Management Plan, and consolidated operating profit per person, in consideration of the growth of each employee. Targets for determining the payment amount have not been set; however, the evaluation basis for TSR will be a comparison with the TOPIX growth rate including dividends, and the evaluation basis for consolidated operating profit per person (excluding foreign exchange effects) will be the consolidated operating profit per person for the previous consolidated fiscal year.

The Company has established a malus and clawback clause under which if, during the transfer restriction period and after the removal of transfer restrictions, the Board of Directors of the Company determines that an eligible Director has committed an illegal act or violation of laws and regulations, etc., the Company may request the eligible Director to return all or part of the restricted shares or common shares of the Company for which transfer restrictions have been removed.

(Supplement)

A portion of the performance-based restricted stock compensation for Directors who fall under the category of “Executive Officer” pursuant to Article 34, Paragraph 1, Item 3 of the Corporation Tax Act (the portion equivalent to 90% of the number of shares to be granted to each individual in 1. (i) below) is intended to be performance-linked salary under the Corporation Tax Act. The calculation method for performance-based restricted stock compensation for the fiscal year ending March 31, 2027, which is the first performance evaluation period (hereinafter, the “Eligible Period”), is as follows.

1. Calculation method for the number of shares to be granted to each eligible Director

The number of shares to be granted to each individual shall be the sum of (i) and (ii) below, and the number of shares less than 100 shares shall be rounded down.

(i) Base number of shares to be granted (*1) × 90% × TSR evaluation factor (*2)
(Any fractional share less than one share shall be rounded down.)

(ii) Base number of shares to be granted (*1) × 10% × evaluation factor other than TSR (*3)
(Any fractional share less than one share shall be rounded down.)

*1 Base number of shares to be granted

Position	Number of shares	Number of persons
Representative Director & President	56,000	1
Representative Director & Executive Vice President	30,000	1
Director & Executive Vice President	20,000	1
Director & Senior Managing Officer	16,000	2

Note: The above “Number of persons” represents the number of Directors assuming that the proposal for election of Directors is approved as originally proposed at the 160th Ordinary General Meeting of Shareholders scheduled to be held on June 25, 2026, and Representative Director and other Executive Directors (“3. Eligible persons”) are subsequently appointed as scheduled at the Board of Directors meeting to be held thereafter.

*2 TSR evaluation factor

Company’s TSR ÷ TOPIX growth rate including dividends

$$\text{Company's TSR} = \frac{\text{Average closing share price in the last month of the Eligible Period (March) + total dividend for the Eligible Period}}{\text{Average closing price in the month prior to the start of the Eligible Period (March)}}$$

$$\text{TOPIX growth rate including dividends} = \frac{\text{Average closing price of TOPIX including dividends for the last month of the Eligible Period (March)}}{\text{Average closing price of TOPIX including dividends for the month prior to the start of the Eligible Period (March)}}$$

If *2 exceeds 110%, the maximum will be 110%, and if it falls below 90%, the minimum will be 90%.

*3 Evaluation factor other than TSR

Consolidated operating profit per person for the Eligible Period (excluding foreign exchange effects) ÷ consolidated operating profit per person for the fiscal year prior to the Eligible Period

Note: ‘’Consolidated operating profit’’ used in the calculation is the amount before the payment is recognized as an expense for tax purpose.

If *3 exceeds 110%, the maximum will be 110%, and if it falls below 90%, the minimum will be 90%.

2. Calculation method for monetary compensation claims to be paid to eligible Directors

The amount is obtained by multiplying the number of shares to be granted to each eligible Director (calculated in 1. above) by the closing price of the common shares of the Company on the Tokyo Stock Exchange on the business day immediately prior to the day of the resolution of the Board of Directors for the allocation of shares (or, if no trading was conducted on that day, the closing price on the immediately preceding trading day).

3. Eligible persons

Refers only to Directors who fall under the category of “Executive Officer” pursuant to Article 34, Paragraph 1, Item 3 of the Corporation Tax Act. Outside Directors are excluded.

4. Defined amount

The “defined amount” prescribed in Article 34, Paragraph 1, Item 3 (a) 1. of the Corporation Tax Act is limited to ¥500 million. In addition, the maximum “defined number” shall be 400,000 shares.

If the total amount of monetary compensation claims to be paid to eligible Directors exceeds ¥500 million, the amount of monetary compensation claims to be paid to each eligible Director shall be calculated by dividing the amount paid to each individual by the total amount to be paid to all Directors, and then multiplying this ratio by ¥500 million (amounts less than ¥100,000 shall be rounded down).

If the total number of shares to be granted to eligible Directors exceeds 400,000 shares, the number of shares to be granted to each individual shall be calculated by dividing the number of shares to be granted to each Director by the total number of shares to be granted to all Directors, and then multiplying the result by 400,000 shares (any shares less than 100 shares shall be rounded down).

5. Requirements for allocation

Upon the conclusion of the Eligible Period, and providing that the following allocation requirements are met, each eligible Director shall be paid monetary compensation claims and receive shares by contributing all of the monetary compensation claims in kind.

1) The eligible Director must have continuously held the position of a Director of the Company during the term of office for which the shares are to be allocated (the period from the date of the Ordinary General Meeting of Shareholders for the previous fiscal year to the day before the date of the Ordinary General Meeting of Shareholders for the relevant fiscal year)
2) The eligible Director must not have committed any certain acts of misconduct as determined by the Board of Directors of the Company
3) The eligible Director must satisfy other requirements deemed necessary by the Board of Directors

6. Treatment in the event that an eligible Director retires before shares are granted

1) In the event that a Director of the Company retires from their position as Director for reasons such as the expiration of their term of office or other reasons deemed valid by the Board of Directors, the Company may, in lieu of granting the shares, pay the Director an amount of cash calculated by multiplying the amount of monetary compensation claims determined in accordance with 2. above by a coefficient obtained by dividing the number of months the Director served (any period less than one month shall be rounded up to one month) since the most recent General Meeting of Shareholders at which the Director was elected (including reappointment) by 12 months (amounts less than ¥100,000 shall be rounded down).
2) In the event that a Director of the Company retires from their position as Director for reasons of death, the Company may, in lieu of granting the shares, pay the heirs of said Director an amount of cash calculated by multiplying the amount of monetary compensation claims determined in accordance with 2. above by a coefficient obtained by dividing the number of months the Director served (any period less than one month shall be rounded up to one month) since the most recent General Meeting of Shareholders at which the Director was elected (including reappointment) by 12 months (amounts less than ¥100,000 shall be rounded down).

b. Remuneration, etc. of Audit & Supervisory Board Members

The remuneration of Audit & Supervisory Board Members consists solely of fixed monthly remuneration (basic remuneration) and is determined and paid based on consultation among Audit & Supervisory Board Members.

(5) Shareholdings

1) Standards and policies for the classification of investment shares

Regarding the classification of investment shares held for pure investment purposes and investment shares held for purposes other than pure investment, the Company classifies shares held solely for the purpose of receiving profits through fluctuations in share values or through dividends as investment shares held for pure investment purposes and classifies all other investment shares as investment shares held for purposes other than pure investment.

2) Investment shares held for purposes other than pure investment

a. Method for verifying the shareholding policy and rationale of shareholdings, and details of verifications by the Board of Directors, etc. regarding the appropriateness of holding individual stocks

The Company will hold shares of business partners and others for realizing sustainable growth and enhancing its mid- and long-term corporate value when we determine that such shareholdings will contribute to the creation of business opportunities, business alliances as well as establishment, retention, reinforcement, etc. of stable transactions and cooperative relations.

Appropriateness of individual cross-shareholdings is examined by the Board of Directors every year. The Company makes a comprehensive judgment on the accompanying benefits, risks, and other factors of holdings taking into consideration the nature, scale, and other factors of transactions and setting qualitative criteria including aspect of enhancement of corporate value as well as quantitative criteria including comparison with capital costs. The Company will then reduce cross-shareholdings in the stocks it has decided to sell.

b. Number of cross-shareholdings and amounts posted on the balance sheet

	Number of stocks (Stock names)	Total amounts posted on the balance sheet (Millions of yen)
Unlisted stocks	43	19,621
Stocks other than unlisted stocks	31	187,162

(Stocks whose number of shares increased in the current fiscal year)

	Number of stocks (Stock names)	Total acquisition cost for increased shares (Millions of yen)	Reason for increase in number of shares
Unlisted stocks	2	90	Investment in infrastructure development for electric motorcycles, investment in regional co-creation
Stocks other than unlisted stocks	–	–	–

(Stocks whose number of shares decreased in the current fiscal year)

	Number of stocks (Stock names)	Total sale amount for decreased shares (Millions of yen)
Unlisted stocks	3	506
Stocks other than unlisted stocks	17	18,924

Notes: 1. Stocks for which the number of shares increased do not include changes due to the stock split.

2. Stocks whose number of shares decreased do not include changes due to reclassification to share of subsidiaries and affiliates.

<Trends in the number of cross-shareholdings>

	End of March 2019	End of March 2020	End of March 2021	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Unlisted stocks	41	42	44	44	48	46	47	43
Stocks other than unlisted stocks	88	80	64	60	60	58	45	31

(Total amounts posted on the balance sheet and their ratio to the consolidated total equity: 5.0%)

c. Information on the number of shares and amounts posted on the balance sheet for each stock for specified investment shares and deemed shareholdings

Specified investment shares

Stock name	Fiscal year ended March 31, 2026 Number of shares (shares) Amount posted on balance sheet (Millions of yen)	Fiscal year ended March 31, 2025 Number of shares (shares) Amount posted on balance sheet (Millions of yen)	Purpose of holding, outline of business alliance, etc., quantitative effect of holding, and reasons for increase in number of shares	Shareholding in the Company
Toyota Motor Corporation	30,948,300	30,948,300	Held for the purpose of maintaining and developing the business alliance. The two companies began discussing a business alliance and engaging in collaborative efforts in 2016 with the aim of contributing to the resolution of social issues and the sound and sustainable development of the automotive society. In 2019, while continuing as competitors, the two companies entered into a capital alliance with the goal of building and promoting a long-term partnership to pursue collaboration in new fields.	Yes
	97,858	80,960		
Mitsubishi UFJ Financial Group, Inc.	9,931,630	9,931,630	Held primarily for the purpose of maintaining and strengthening the business relationship, including financing.	Yes (Note 2)
	25,822	19,972		
Shizuoka Financial Group, Inc.	7,000,800	7,000,800	Held primarily for the purpose of maintaining and strengthening the business relationship, including financing.	Yes (Note 3)
	17,939	11,362		
Subros Ltd.	7,800,000	7,800,000	Held primarily for the purpose of maintaining and strengthening the business relationship in automotive-related parts in India. Invested in the company when it was established in 1985 as a joint venture.	No
	8,472	7,693		
Sumitomo Realty & Development Co., Ltd.	1,816,000	1,362,000	Held primarily for the purpose of maintaining and strengthening the business relationship in the leasing of event facilities and brokerage for business base locations. (Partially sold during the current fiscal year. The increase in the number of shares is due to the stock split.)	No
	7,975	7,617		
Mizuho Financial Group, Inc.	1,107,701	1,107,701	Held primarily for the purpose of maintaining and strengthening the business relationship, including financing.	Yes (Note 4)
	6,742	4,487		
Resona Holdings, Inc.	2,313,450	2,313,450	Held primarily for the purpose of maintaining and strengthening the business relationship, including financing.	Yes (Note 5)
	3,984	2,977		
NOK CORPORATION	1,012,300	1,012,300	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	2,834	2,216		

Stock name	Fiscal year ended March 31, 2026 Number of shares (shares) Amount posted on balance sheet (Millions of yen)	Fiscal year ended March 31, 2025 Number of shares (shares) Amount posted on balance sheet (Millions of yen)	Purpose of holding, outline of business alliance, etc., quantitative effect of holding, and reasons for increase in number of shares	Shareholding in the Company
Taikisha Ltd.	835,800	417,900	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities. (The increase in the number of shares is due to the stock split.)	Yes
	2,749	1,910		
YUSHIRO INC. (Note 6)	549,000	549,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	1,649	1,057		
UNIVANCE CORPORATION	1,937,200	1,937,200	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	1,569	738		
Makita Corporation	283,800	283,800	Held primarily for the purpose of maintaining and strengthening the business relationship relating to work tools and creating new opportunities.	Yes
	1,440	1,397		
Sumitomo Mitsui Trust Group, Inc.	292,500	292,500	Held primarily for the purpose of maintaining and strengthening the business relationship, including financing.	Yes (Note 7)
	1,433	1,088		
Sanoh Industrial Co., Ltd.	1,600,000	1,600,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	1,075	1,056		
Tokai Tokyo Financial Holdings, Inc.	1,118,090	1,118,090	Held primarily for the purpose of maintaining and strengthening the relationship in financial transactions, etc.	Yes
	796	541		
Yorozu Corporation	800,000	800,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	724	808		
YAMATO HOLDINGS CO., LTD.	348,080	348,080	Held primarily for the purpose of maintaining and strengthening the business relationship relating to logistics operations and creating new opportunities.	Yes
	607	682		
Ahresty Corporation	565,767	565,767	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	444	366		
Futaba Industrial Co., Ltd.	459,000	459,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	439	357		
HI-LEX CORPORATION	154,187	154,187	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	427	242		
ispace, inc.	873,960	873,960	Held for the purpose of contributing to the company's initiatives through technologies we have cultivated in automobile development, and to enhance our own technologies.	No
	380	659		

Stock name	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Purpose of holding, outline of business alliance, etc., quantitative effect of holding, and reasons for increase in number of shares	Shareholding in the Company
	Number of shares (shares)	Number of shares (shares)		
	Amount posted on balance sheet (Millions of yen)	Amount posted on balance sheet (Millions of yen)		
MIKUNI CORPORATION	1,007,365	1,007,365	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	379	306		
TOPY INDUSTRIES, LIMITED.	109,621	109,621	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	317	233		
NPR-RIKEN CORPORATION	72,000	120,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	267	299		
NISHIKAWA RUBBER CO., LTD.	61,500	30,750	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities. (The increase in the number of shares is due to the stock split.)	Yes
	217	150		
TODA CORPORATION	124,185	124,185	Held primarily for the purpose of maintaining and strengthening the business relationship relating to the construction of facilities and bases and creating new opportunities.	Yes
	179	109		
Chuo Spring Co., Ltd.	38,484	38,484	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	Yes
	140	64		
Kawai Musical Instruments Manufacturing Co., Ltd.	47,000	47,000	Held for the purpose of maintaining and strengthening the relationship with the regional economy.	Yes
	132	134		
Akebono Brake Industry Co., Ltd.	1,050,600	1,751,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to automotive parts and materials and creating new opportunities.	No
	122	187		
The Shimizu Bank, Ltd.	11,248	11,248	Held for the purpose of maintaining and strengthening the relationship with the regional economy.	Yes
	27	16		
Dynamic Map Platform Co., Ltd.	10,000	10,000	Held primarily for the purpose of maintaining and strengthening the business relationship relating to the development of autonomous driving technology and creating new opportunities.	No
	6	14		

Stock name	Fiscal year ended March 31, 2025 Number of shares (shares) Amount posted on balance sheet (Millions of yen)	Fiscal year ended March 31, 2024 Number of shares (shares) Amount posted on balance sheet (Millions of yen)	Purpose of holding, outline of business alliance, etc., quantitative effect of holding, and reasons for increase in number of shares	Shareholding in the Company
Sumitomo Mitsui Financial Group, Inc.	–	478,656	–	Yes (Note 8)
	–	1,816		
KYB Corporation	–	540,040	–	No
	–	1,587		
IBIDEN CO., LTD.	–	386,100	–	No
	–	1,540		
STANLEY ELECTRIC CO., LTD.	–	518,364	–	Yes
	–	1,454		
NSK Ltd.	–	1,702,650	–	No
	–	1,086		
Sompo Holdings, Inc.	–	157,500	–	No
	–	712		
EXEDY Corporation	–	127,050	–	No
	–	557		
AISIN CORPORATION	–	300,000	–	Yes (Note 9)
	–	486		
KOITO MANUFACTURING CO., LTD.	–	200,000	–	Yes
	–	367		
TOKAI RIKA CO., LTD.	–	50,000	–	Yes
	–	111		
Toyoda Gosei Co., Ltd.	–	38,573	–	No
	–	103		
OKAYA & CO., LTD.	–	14,400	–	Yes
	–	100		
RYOBI LIMITED	–	44,000	–	Yes
	–	98		
NICHIAS Corporation	–	6,050	–	Yes
	–	27		

Notes: 1. Since it is difficult to state the quantitative effects, the method used to verify the rationality of the shareholding is stated.
For the current fiscal year, the staff department compiled information on the history and purpose of acquisition of each individual stock, the status of transactions with the issuing company, the performance trends of the issuing company, the acquisition price and market value, criteria such as dividend yield, and the benefits and risks of holding the stock, and this information was verified firstly by the Executive Committee and then by the Board of Directors.
2. Mitsubishi UFJ Financial Group, Inc. does not hold shares in the Company but a subsidiary of the company does.
3. Shizuoka Financial Group, Inc. does not hold shares in the Company but a subsidiary of the company does.
4. Mizuho Financial Group, Inc. does not hold shares in the Company but a subsidiary of the company does.
5. Resona Holdings, Inc. does not hold shares in the Company but a subsidiary of the company does.
6. YUSHIRO INC. changed its name from Yushiro Chemical Industry Co., Ltd. On April 1, 2025.
7. Sumitomo Mitsui Trust Group, Inc. does not hold shares in the Company but a subsidiary of the company does.
8. Sumitomo Mitsui Financial Group, Inc. does not hold shares in the Company but a subsidiary of the company does.
9. AISIN CORPORATION does not hold shares in the Company but a subsidiary of the company does.

3) Investment shares held for pure investment purposes

Not applicable.

5. Employees etc.

(1) Basic policy on Human Capital Strategy

1) Human Capital and Talent Strategies Aligned with Management Strategy

I) Suzuki's Philosophy on Human Capital

Following the 155th Ordinary General Meeting of Shareholders held on June 25, 2021, the Company transitioned from a management structure led by Former Chairman Mr. Osamu Suzuki to a collective management structure centered around President Mr. Toshihiro Suzuki. Under this new structure, we have ''further strengthened while preserving'' our management approach, while simultaneously ''updating it to keep pace with the evolution of the times''.

What we have ''further strengthened while preserving'' is Suzuki's operating system which comprises our Mission Statement and Philosophy of Conduct: ''3-Gen and 2-Gen (*)'', ''Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)'' and ''YARAMAIKA (Entrepreneurial Spirit)''. On the other hand, what we have ''updated to keep pace with the evolution of the times'' is the enhancement of Suzuki's management quality and competitiveness, benchmarked against the 83 principles of the Corporate Governance Code, which was majorly revised at the same timing as our leadership transition.

Under the new management structure, we implemented various activities to build an organization capable of continuing to evolve in accordance with Suzuki's OS and management principles, thereby enhancing our management quality and competitiveness. In November 2021, we launched the ''President's workplace dialogues'' to further evolve and deepen the Suzuki-style management, where the top management directly identifies and resolves issues on-site. Through these activities, we were able to review and realize the Company's strengths and challenges. In the following month, December, we strengthened our intellectual property governance in terms of both manufacturing and value creation. In January 2022, we introduced an ''Executive Oversight'' system with the aim of pursuing the ''3-Gen'' principle and achieving company-wide optimization. Furthermore, in March of the same year, we reviewed the agenda-setting and operations of the Board of Directors, which enabled us to examine risks and opportunities from diverse perspectives and to more deeply reflect external expertise into our management. Since then, we have continuously striven to enhance our management quality and competitiveness, and in April 2024, as a culmination of these efforts, we established a new personnel system to reinforce our human capital.

In recent years, the business environment has been changing rapidly, and the difficulty of judgment and operations required on-site has intensified. As a result, it is becoming difficult to sustain growth through current practices. To remain a close and dependable partner for our customers and society, we will pursue growth by not only expanding our existing businesses or updating our current practices, but also by undertaking new initiatives, embracing discontinuous challenges, and driving transformative growth.

As stated in the basic policy for management targets in our Mid-Term Management Plan, ''By Your Side'', we will achieve sustainable growth by strengthening our talent through investments in human capital, and work as one ''Team Suzuki'' to enhance our corporate value. We believe that people are the driving force toward 2030, and the new personnel system established in April 2024 represents our commitment to genuinely investing in each employee. It reflects our desire to co-create a company with our employees where every individual can truly shine.

*In September 2025, to pursue more fundamental problem-solving, we expanded our ''3-Gen'', which stands for ''Genba, Genbutsu, Genjitsu (Actual Place, Actual Thing, Actual Situation)'', by incorporating ''Genri, Gensoku (Fundamental Principle, Fundamental Rule)'', thereby evolving it into the ''3-Gen and 2-Gen''. ''Fundamental Principles'' represent the laws of nature, and we have not necessarily reached their ultimate core. However, as technological advancements heighten the resolution with which we capture the ''Actual Place, Actual Thing, Actual Situation'', we believe that exploring them more deeply than ever before will allow us to move closer to these ''Fundamental Principle'' step by step. We practice the ''3-Gen and 2-Gen'' to elevate the level of our problem-solving, by continuously undertaking efforts to organize the ''Fundamental Principle'' revealed through this process in light of the times and surrounding circumstances, and updating them as our new ''Fundamental Rules''.

II) Human Capital driving the execution of Suzuki's Management Strategy

In our Mid-Term Management Plan, ''By Your Side'', the Company has established ''an infrastructure Mobility closely connected with people's lives'' as our vision for the mid-to-long-term. To realize this vision, we have outlined our management targets alongside specific strategies and initiatives to achieve them.

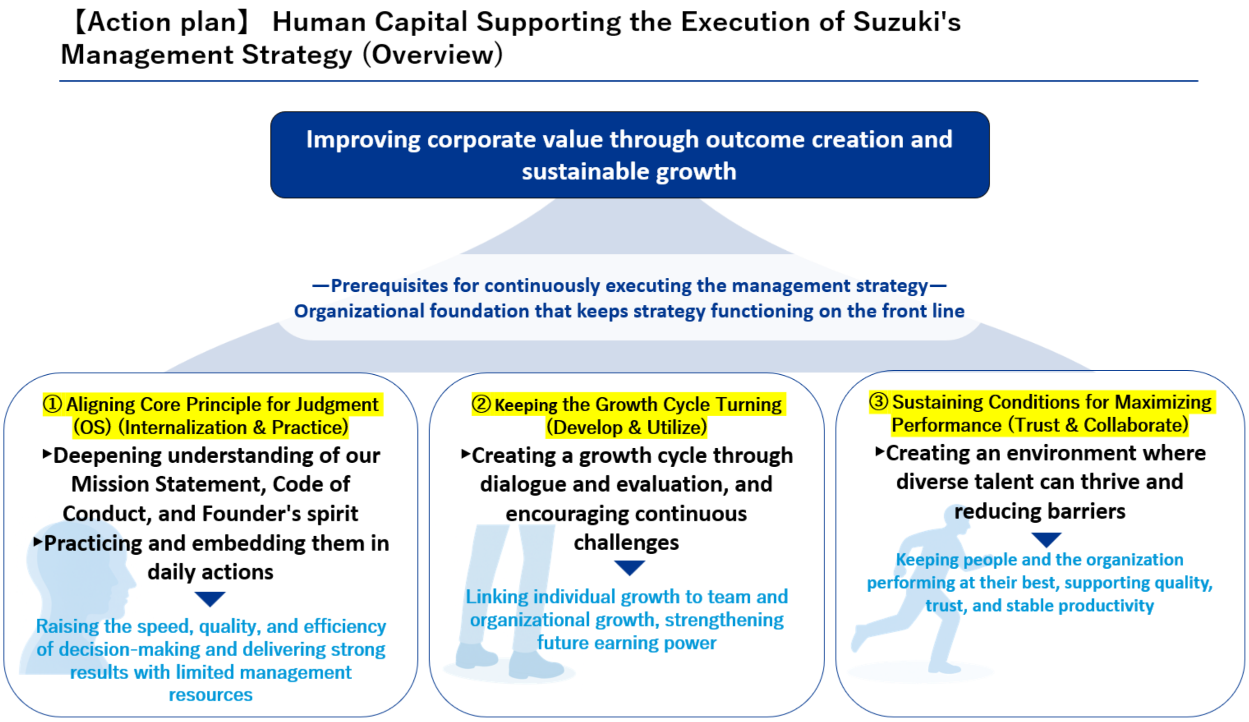
Such business strategies cannot be achieved simply by defining them; these can be achieved only through sustainable execution on-site by individuals and organizations that understand and act upon them. Furthermore, we believe that communicating the details and intentions of our business strategy throughout the entire organization is a crucial initiative for making it function on-site, as it enables employees to recognize their respective roles and fosters proactive learning.

In addition, we place great importance on our executives and general managers engaging in continuous self-improvement to demonstrate ongoing enhancement in the human competitiveness of our management team, which in turn inspires proactive learning and growth among our employees. Deepening the knowledge of senior management on a continuous basis not only elevates the quality of management decisions and discussions, but also helps embed a culture of learning throughout the entire organization. Through this chain of learning, we will connect individual growth to the overall growth of the Company and strengthen our power to earn revenue.

III) The Positioning of Human Capital

Foundational Requirements for Continuously Executing Business Strategies

Basic Structure of Human Capital Supporting Business Strategy



Rather than viewing human capital as a short-term measure to directly boost business performance, we recognize it as a prerequisite and foundation for our business strategy to function effectively on the ground and operate continuously, thereby expanding growth investments, improving capital efficiency and ultimately enhancing corporate value.

Behind our positioning of human capital as a prerequisite for our business strategy is the recognition that a lack of aligned standards for judgment and action leads to a decline in the speed, quality and efficiency of decision-making, impeding our ability to maximize outcomes with limited management resources. Furthermore, without a mechanism that drives a cycle of employee challenge, learning, and growth, it is impossible to sustainably improve individual and organizational capabilities, failing to link to future profitability. In addition, if the environment that allows people and organizations to fully exert their capabilities is compromised, organizational performance becomes unstable, which negatively impacts quality, trust and ultimately business continuity and productivity. A deficiency in any single one of these factors could become a barrier to executing our business strategy.

With this understanding, we treat human capital as the foundation for delivering strategic results, and we are committed to its continuous development and enhancement throughout the organization.

IV) Three Focus Areas of Human Capital Supporting Business Strategy

i) Aligning Core Principle for Judgment and Action (Internalization & Practice)

Our Mission Statement, Philosophy of Conduct, and the spirit of our founder are the core foundations of our decision-making and behavior. Functioning as ''the Suzuki OS'', they serve as the basic criteria for judgement to execute our business strategy on the ground.

We do not share these principles as a mere abstract concept or mindset; we position them as the operational framework for judgment and action to maximize outcomes within our available management resources. Consequently, we place high priority on implementing and embedding them into our daily decision-making and actions.

Specifically, we deepen our understanding through dialogues and sharing case studies based on the history of Suzuki and its founding background. At the same time, top management continuously holds dialogues across all headquarters and on-sites to share perspectives and issues, striving to enhance the quality of judgment and behavior across the organization. Furthermore, in bodies such as the Management Committee, we operate under an autonomous awareness of strengthening Suzuki, striving for effective discussions that integrate a company-wide perspective with the actual conditions of the frontline. As our organizational judgment becomes aligned through these efforts, we minimize inter-departmental coordination and rework, improving the speed, quality, and efficiency of decision-making while boosting execution capabilities to deliver high results with limited management resources. Consequently, this allows us to concentrate our limited management resources on higher-priority areas, which contributes to increasing corporate value through the improved quality of resource allocation.

ii) Operating the Mechanism for Growth (Nurturing & Utilizing Capabilities)

Recently, with changes in the business environment, the difficulty of our operations and the standards required for judgment have increased remarkably, creating situations where it is difficult for individuals and the organization to demonstrate their true potential under traditional methods. To sustainably execute our management strategy, a system that continuously brings out individual growth and connects those outcomes to organizational power is indispensable. We work to improve the quality of both ability and actions driven by taking on challenges, and by separating short-term outcomes from mid-to-long-term capability demonstration, we manage our system to encourage ongoing challenge and growth.

We work to create a cycle where employees autonomously challenge themselves, learn and grow by aligning expectations and roles with their supervisors, considering their strengths and values through goal setting and dialogue, and to provide continuous feedback. We believe that the accumulation of individual growth leads to the growth of teams and the entire organization, resulting in the improvement of our overall ability to generate outcomes.

We believe that it is essential to continuously run this growth framework to enhance our adaptability to change and ability to generate outcomes, minimizing the risk of missed opportunities while leading to improved future profitability. We recognize that this will strengthen the foundation for sustainable value creation, thereby contributing to the improvement of our corporate value over the mid-to-long term.

iii) Sustaining Conditions for Maximizing Organizational and Individual Performance (Trust & Collaboration)

To keep executing our management strategy based on this growth cycle, it is important that individuals and the organization are in a condition where they can demonstrate their inherent abilities with a sense of security and maintain high motivation. This ''condition of maximizing one's potential'' refers to a condition where employees can focus on the high-priority work right in front of them, without being held back by anxieties or distracting factors. We recognize that maintaining this state leads to improving the quality of our products and services and building trust with our customers, which in turn strengthens our management foundation.

At Suzuki, we define this condition of maximizing the potential of our people and organization through our concept of ''Suzuki Well-being''. This signifies a condition in which every single employee can work securely over the long term and fully demonstrate their abilities.

Within our well-being framework, we position safety as a crucially important element. We are working to re-emphasize our safety culture from both the perspectives of discipline (thorough compliance with rules, procedures, and safety confirmations) and morals (thorough safety awareness and action). In addition, we aim to prevent workplace accidents by making it a daily practice for employees to speak up to one another and correct unsafe actions or conditions.

Furthermore, we consider it important to arrange workplace and operational environments where diverse talent can demonstrate their capabilities while their respective backgrounds and values are respected, and to maintain a condition where they can face their work without excessive anxiety about the future. These conditions function as an organizational power for the first time only when there is a relationship of trust between people and the organization, as well as a relationship of mutual cooperation that goes beyond differences in positions and roles.

V) Approach to Progress Management and Operational Effectiveness

Regarding our initiatives on human capital, we continuously track and inspect how each focus area is functioning in the workplace by using leading indicators, in addition to their connection to management strategy outcomes.

Specifically, we assess changes in judgment and actions, the actual practice of dialogue and development, and the condition in which people and the organization can fully demonstrate their abilities, through internal surveys etc. By reviewing our initiatives as necessary, we continuously maintain and reinforce our human capital as a prerequisite and foundation for our management strategy.

VI) Specific Initiatives for Human Capital Strategy

The initiatives described below are intended to function sequentially from management to front-line employees to elevate the behavior, capabilities, and overall condition of the entire organization. Our goal is to reinforce the overall foundation through basic initiatives applied broadly across the company, while at the same time spreading the insights and actions gained through initiatives for specific roles and responsibilities within the organization, thereby expanding the impact to everyone.

a. Initiatives for ''Aligning Core Principle for Judgment and Action''

Each initiative outlined below aims to raise the baseline of actions, capabilities, and conditions across the organization by functioning in a linked manner from management to the frontline. By strengthening the overall foundation through basic initiatives applied widely across the organization, and by deploying and sharing the insights and behaviors gained from initiatives targeted at specific roles and responsibilities, we intend to expand these positive outcomes throughout the company.

i) Embedding and Sharing Our Core Judgment Criteria

<u>Promoting the Mission Statement and Philosophy of Conduct</u>

To ensure continued customer satisfaction and trust in Suzuki, we encourage all employees to reaffirm our founding spirit and manufacturing spirit, and to always practice our Mission Statement and Philosophy of Conduct, which are Suzuki's Operating System (OS), in their work. We do this through rank-specific training for all employees, from new recruits to employees with job titles, and through practical work at each worksite.

Furthermore, to enable consistent management decision-making globally based on the ''Suzuki OS'', we conduct specialized training programs for executives at our overseas subsidiaries to deepen their understanding of our Mission Statement and Philosophy of Conduct.

<u>President's workplace dialogue</u>

To facilitate communication between managers and their team as well as among colleagues and departments, and to create an environment in which it is easy to report, communicate, and consult their managers, the President has conducted workplace dialogues for all 31 divisions, on a workplace-by-workplace basis, since 2021. During these workplace dialogues, the President personally conveys his thoughts directly to employees, and employees express their daily concerns and opinions in the course of engaging in dialogue. This is an opportunity, particularly for younger and mid-career employees, to directly convey their thoughts to the President in their own words. In addition, sharing the contents of these workplace dialogues with all employees on the Company intranet helps further stimulate workplace dialogues, boost employee motivation, and align employees toward a common direction.

ii) Elevating the Quality of Judgment and Action

Executive development programs

The primary value of this program is to build a foundation for our executives and general managers to enhance their management literacy, construct and discuss hypotheses by themselves, and lead transformation in a period of uncertainty. Breaking away from past precedents to acquire a higher-level perspective that cuts to the essence of change is an indispensable prerequisite for leading during this transformative period in the automotive industry and pursuing a non-linear growth.

The training covers the basics of our company history and legal affairs, while including recent essential topics such as AI, geopolitics, and corporate finance, continuously evolving through an interactive improvement cycle. In addition, we introduced a ''recommended book system'' in April 2024 as part of the training. By disclosing the selected books, the underlying intentions, and everyone's reading progress on the internal website to the entire company, we visualize the leadership's commitment to continuous learning. This enables us to instill a culture of self-driven growth across the company and strengthen our collaborative identity as ''Team Suzuki''.

In addition, we have initiated an introductory training program for mid-career hires. Executives who embody our Mission Statement and Philosophy of Conduct act as lecturers to verbalize the ''Suzuki OS'' in their own words. By directly passing down practical behaviors that define the essence of Suzuki, they support building a solid foundation for mid-career hires to play an active role as a member of ''Team Suzuki'' at an early stage.

We will continue to deepen this training program as a core initiative that drives sustainable improvement of corporate value and takes on challenges for non-linear growth.

Developing diverse values and implementing reality-based workplace training

We bring together participants from different divisions to think and discuss from various perspectives, aiming to generate new ideas and develop diverse values.

In addition to gaining these diverse perspectives, we implement position-based training built upon a foundational understanding of our Mission Statement and Philosophy of Conduct, enabling each employee to make appropriate judgments and actions.

In our rank-based training, we emphasize connecting learning to daily practice. Beyond simply realigning employees with the expected roles and viewpoints of each organizational level, these programs leverage dialogues and practical exercises centered on actual workplace challenges to ensure immediate application in daily operations.

Furthermore, regarding rank-based training, which was previously limited to certain roles or years, we are enhancing our systems to ensure that employees can obtain learning suited to their respective roles. We are achieving this by expanding the flexibility of training timing, reviewing the content, and making continuous improvements based on the challenges and opinions captured from each workplace.

b. Initiatives for ''Operating the Mechanism for Growth''

i) Human Capital Development

On the job training (All employees)

With changes in the business environment, the difficulty of our work and the level of judgment required are increasing, making it essential to continuously bring out individual growth. For this reason, we place high value on development through daily operations and are working to operate mechanisms where each employee can autonomously learn and grow.

Specifically, we strive to acquire specialized knowledge and skills through Off the Job Training (OFF-JT) through internal training and external seminars as well as On the Job Training (OJT). In our technology and production technology departments, we utilize skill maps to visualize the capabilities required for duties and conduct planned development. Furthermore, we support autonomous learning by providing an on-demand learning environment available to all employees. In the digital field, centered around the IT department, we are conducting DX management training for executives and managers. For all employees, providing initiatives such as fostering and supporting citizen developers, education of data analysis, and establishing a utilization foundation for generative AI. Currently, about

14,500 employees are utilizing generative AI, and more than 1,000 applications have been developed by citizen developers, showing that the reinforcement of our company-wide digital utilization capability is steadily progressing.

Through these initiatives, we are raising the baseline of core capabilities required to meet increasing operational complexities, while creating a cycle of proactive growth, thereby leading to the improvement of execution and result-generation capabilities of the entire organization.

Opportunities for growth through cross-boundary experiences (selected employees)

In a rapidly changing business environment, we offer our employees growth opportunities in cross-border environments that go beyond the framework of their past experiences and values.

Specifically, through dispatching employees to high-growth startups such as SkyDrive, we provide opportunities to engage in practical problem-solving within a fast-paced business environment. In India, we have established an activity base within a local university to undertake initiatives aimed at resolving issues rooted in Indian society. In addition, through visits to rural villages and startups, participants deeply engage with the realities on the ground in India, aiming to grow together with India beyond the framework of our mobility business. Furthermore, in our Silicon Valley training, participants learn from the practices of local startups that embody our Mission Statement of ''focus on the customer'', thereby deepening their understanding of customer-driven value creation.

Through these initiatives, we broaden our employees' perspectives and break traditional intellectual boundaries, while developing a proactive willingness to take on new challenges. This leads to the enhancement of the transformational power of the entire organization.

ii) Personnel System Transformation

Job system and ability qualification

We fully implemented a new Personnel System in April 2024. Suzuki has revised ability qualifications in each occupation and rank, and introduced an ability qualification system, which clearly defines the roles, abilities, and activity requirements needed to fulfill job duties. The Company has clearly defined the knowledge, skills, know-how, and experience necessary for work in each division and simultaneously organized the work content required for each occupation, enabling both managers and their team members to engage in their duties through a shared understanding based on mutual communication. As a result, Suzuki will effectively enhance occupational ability.

Evaluation

Previously, performance evaluations and ability evaluations were conducted together. However, Suzuki has decided to separate these evaluations, with short-term performance reflected in bonuses, and occupational ability reflected in salary raises and promotions. This change enables us to accurately assess the abilities required for each occupation and rank and fosters an environment that encourages further Challenge and Action. In addition to the existing Goal Challenge System, in which targets are set for each half-year period and performance evaluations are determined based on the degree of achievement, Suzuki has also introduced the Professional Development System. Based on the evaluation items (ability criteria) defined for each qualification, we evaluate how employees have demonstrated and improved their abilities over the course of a year and are promoting a human capital development cycle that encourages individual growth through mutual communication between managers and their team members.

Wages

Suzuki has revised the wage structure and wage grade to foster Challenge and Action according to each occupational qualification, while accurately reflecting the demonstration and improvement of individual abilities in wages. The Company provides training for each occupational ability and offers pay raises based on required roles and abilities, rather than on years of service. By doing so, Suzuki will foster further growth of the individual.

Re-employment system

Suzuki has revised the re-employment system to allow employees who wish to continue working after the age of 60 to maintain the same duties as full-time employees, as well as the same level of pay they received at the age of

60. The new system aims to support these employees in pursuing Challenge and Action, regardless of age. In addition, Suzuki has realized personnel assignments optimized to match individual work abilities through Company-wide human capital matching and retraining, thereby creating an environment where personnel can work vibrantly.

iii) Talent Allocation and Deployment

Talent Management

We are engaged in talent management with the objective of placing the right person in the right place required for the execution of our business strategies, thereby maximizing the strength of the entire organization. In addition to visualizing information such as each employee's values, experience, expertise, capabilities, and career goals, we utilize this data for examining placements and transfers in each department, as well as for nurturing talent with an eye toward the future.

Specifically, we have established a talent pool of those at the executive and managerial levels, allowing for flexible assignment of these individuals in key management positions within the organization. By determining promotions at meetings of the Executive Committee, where the President and other executives exchange opinions based on the list of successor candidates, the Company is working to develop a succession plan for next-generation leaders (officers, Executive General Managers, Division Managers)

Through these initiatives, we are bringing out the maximum capabilities of everyone, developing talent to lead our future management, and placing the right people in the right place. This enables us to strengthen the execution capabilities of our organization to respond flexibly to environmental changes.

Departments with human resources function

To respond more accurately and promptly to on-site issues closer to the field, a new department-specific human capital function, independent of the Human Capital Development Division, was established within the Automobile Engineering and Manufacturing fields in 2023, and Japan sales division in 2025. We are promoting the enhancement of our workplace environment and talent development.

Gathering feedback from the field, we work together to solve individual employee concerns and issues, reporting issues that cannot be resolved within the department to the Human Capital Development Division to drive workplace improvements and problem solving. These efforts aim to boost employee motivation so that employees can work vibrantly, leading to an increase in retention rates.

iv) Workforce Mobility

Mid-career recruitment

In a society of accelerating talent mobility and labor shortages, we are dedicated to creating a company and workplace environment where employees find working at Suzuki attractive and leads to their individual growth.

Under these conditions, we are pursuing career recruitment through various channels to secure the talent necessary for executing our business strategies and to improve talent mobility. In addition to actively recruiting individuals with knowledge and experience in new fields, we utilize previous relationships through alumni and referral recruitment, thereby leading to the recruitment of talent who possess both fresh external viewpoints and an understanding of our company.

Through these initiatives, we bring talent with diverse experiences and values, thereby revitalizing the organization and leading to the strengthening of our competitiveness.

Recruitment of digital professionals for next-generation technology development

Securing digital professionals necessary for the development of next-generation technologies, including CASE, has become an urgent priority. Amid the shortage of digital professionals in Japan, we have been focusing on India, which has produced many talents in this field, and have been recruiting directly from the Indian Institutes of Technology Hyderabad since 2018. (A cumulative total of 39 employees has been hired as of March 2026.) In the Indian market, which is one of Suzuki's strengths, we are working together with our subsidiary Maruti Suzuki India Ltd. to improve our competitiveness through the exchange of human capital.

c. Initiatives for ''Sustaining Conditions for Maximizing Organizational and Individual Performance''

i) Health and Safety

Health management

We view the health of each employee as an important management resource and are committed to health management. Guided by our health declaration, with the catchphrase ''Happy customers are created by happy employees!'', we actively embed this culture across the organization. To improve employees' health literacy, we hold and broadcast discussions on health management between executives and employees focused on health management. For mental well-being, we deliver self-care and line-care education and provide comprehensive consulting services accessible to employees and their families, working to enhance support systems both inside and outside the company. In addition, to establish exercise habits, the Suzuki Athlete Club pioneered ideas to develop the ''Suzuki Original Calisthenics'' program and continues to provide instructional guidance, actively promoting daily wellness.

Through these ongoing initiatives, Suzuki has been certified as a Health and Productivity Management Outstanding Organization every year since 2021, and 2025 and 2026 were recognized as a ''KENKO Investment for Health'' White 500 corporation. We will continue to engage in health management initiatives in order to continue ensuring happy customers and happy employees.

Safety and health

Led by the Central Safety and Health Committee and individual workplace safety committee, we actively drive risk assessment initiatives, workplace inspections, and safety education to instill our Basic Safety Concept, ''Make Safety the first priority. (Safety First)'', ''All accidents are preventable'', and ''Safety is everyone's responsibility''.

Through these initiatives, we aim to prevent accidents before they occur, establish safety awareness, and enhance workplace environments where employees can work safely and with peace of mind.

ii) Engagement

Assessing and enhancing employee engagement

We regularly conduct employee satisfaction surveys (engagement surveys) to work on improving engagement and understanding organizational issues. This survey quantitatively captures employee awareness from the perspectives of job content, workplace environment, and career, enabling us to improve our Personnel systems, and to revitalize the organization.

We are promoting the ''Future R&D Project'' with the objective of enhancing human capital value by improving the vitality and passion of our organization in the technology development area, which supports our manufacturing. This initiative aims to foster an organizational culture where new challenges and values are continuously born by increasing organizational energy, starting with a transformation in the mindset and actions of each individual engaged in R&D. Driven mainly by young and mid-career employees, with management watching over and supporting their activities, we are advancing the creation of opportunities for each individual to act proactively while expanding interpersonal connections and incorporating diverse values and perspectives.

While continuously executing this cycle of ''investigation, analysis, improvement, and verification'', we will increase organizational energy through individual initiatives and spread it throughout the company, thereby leading to the assessment and enhancement of employee engagement as well as the sustainable growth of the organization.

iii) Diversity

Promoting participation by women

Suzuki respects the individuality and will of each employee, regardless of gender, age, nationality, human rights, religion, or disability, and is committed to creating an environment and culture in which every employee can fully realize their potential and enhance their abilities through diverse work styles, while maintaining a balance between work and life, and above all, we consider promoting participation by women to be the first step of these initiatives.

To further create workplaces where women can work successfully, since FY2020, the Company has set a target to triple the number of female employees with job titles in FY2025 compared with the number in FY2015, and it is working to increase the number of female employees with job titles who are managers in administrative positions or candidates. As a result of these efforts, this target was achieved ahead of schedule, with the number of female employees with job titles reaching 223 in FY2024, which was 4.2 times more than in FY2015. Meanwhile, the number of female managers was 34 as of the end of FY2025 (ratio of female managers: 2.23%). In order to bring the ratio of female managers to the same level as the ratio of female employees in the future, we will first aim to increase the ratio of female managers to 5.0% by FY2030 and will work not only to support a good work-life balance but also career development.

System for supporting work and family balancing

We are creating a working environment where employees with motivation and ability can continue working through a system that enables employees to choose from various working styles. To support the balance between work and childcare or family-care, we provide short working hours system and leave/leave of absence system, supporting flexible workstyles corresponding to diverse life stages. As a part of these efforts, we are promoting men's participation in childcare. In FY2025, the childcare leave acquisition rate for male employees reached 73.2%, showing that the development of our workplace culture is steadily progressing. In addition, we are continuously working to create an environment where employees can work with peace of mind by enhancing support systems for employees and their families, such as holding information sharing seminar for employees taking childcare leave and providing online consultation service for pediatrics and obstetrics-gynecology. In recognition of these efforts, we obtained the ''Platinum Kurumin'' certification in 2024. We will continue to raise awareness of work-life balance throughout the entire workplace and promote the creation of a comfortable work environment.

Enhancing the support system for global talent

As we expand our business globally, talent from 23 diverse countries and regions is actively participating in our organization.

In order for diverse talent to collaborate and lead to new value creation while leveraging their respective characteristics and values, we are expanding opportunities for talent with different cultures and values to work together. This includes cross-border talent exchanges with overseas bases such as India, as well as direct recruitment from the Indian Institutes of Technology and the Indian Institutes of Management, thereby working to create business value that leverages each individual's strengths. In addition, to ensure our global talent can work with peace of mind, we are focusing on improving both the workplace and living environments. For example, as a consideration for the dietary environment, we provide Indian vegetarian dishes co-developed with a local company at our headquarters' employee cafeteria, demonstrating our collaboration with local governments and local companies.

LGBTQ

In addition to prohibiting harassment and discriminatory language and behavior related to sexual orientation and gender identity in our employment regulations, we are working to foster a culture of understanding and acceptance of sexual diversity among our employees, including addressing the issue of outing someone in the Compliance Handbook distributed to all employees to raise awareness. In addition, we have standardized uniforms for men and women and added gender-neutral restrooms.

Employment of people with disabilities

Suzuki strives to create a working environment where people with disabilities can continue to work at ease. We appoint a specialist in charge of employing people with disabilities, as well as a psychiatric social worker in the Human Capital Division to provide individual consultations periodically and assign a vocational life consultant for persons with disabilities to each workplace to care for their problems.

Suzuki Support Co., Ltd., a special subsidiary company established in February 2005. As of the end of March 2026, 98 employees with disabilities, including those with severe disabilities, are performing janitorial services at Suzuki's head office, employee dormitories and related facilities and stationery management services, as well as farm work at Suzuki's farm together with supervisors. They have built positive relationships with their colleagues and play an active role as members of the organization. At Suzuki, we will continue our efforts to ensure that people with disabilities can feel happiness through working and to grow as people through social participation.

iv) Labor practices

Welfare and benefits

To enhance our employees' overall well-being and cultivate a highly supportive workplace environment, we are dedicated to continuously strengthening our employee benefits and welfare programs. As part of our employee welfare program, we have implemented an employee stock purchase plan, enables employees to hold stock in their own company, so when the Company's results improve, the stock price goes up and their own asset value increases as a result. Also, we have raised the incentive grant rate for its employee shareholders' association from the previous 5.6% to 100% (maximum incentive of ¥10,000) as part of its human capital investment initiatives since April 2023. Furthermore, we have introduced a selective welfare system to provide diverse support that meets specific needs of each employee. We are also focused on enhancing daily workplace comfort by upgrading our employee cafeteria and introducing food trucks.

These efforts collectively allow us to enhance employee satisfaction and create a more comfortable working environment.

Labor-management relations

We are working to build relationships that emphasize dialogue between labor and management. Reviewing the traditional framework of the Shunto labor-management wage negotiation, we have transitioned to ''Spring Labor-Management Dialogues'' since 2022, aiming to deepen mutual understanding and resolve issues through dialogue. This dialogue serves as a forum where the company communicates future-oriented initiatives to the union, shares challenges, and discusses solutions while aligning vectors between labor and management regarding efforts toward ''Individual growth (improvement of job competencies, etc.)''.

It is crucial for not only union members but also managers to engage in dialogue as one. To this end, we are promoting initiatives that unite management and the frontlines, such as issuing messages from the President addressed to managers. In 2026, we also worked to facilitate company-wide sharing and understanding by live-broadcasting the contents of these dialogues, including the President's message, to all employees.

Furthermore, by implementing measures based on the outcomes of these dialogues and continuously conducting improvement activities at the workplace, we ensure that these efforts do not remain temporary. Through these initiatives, we strengthen the relationship of trust between labor and management, leading to the enhancement of overall organizational execution capabilities and sustainable growth.

v) Compliance

Ensuring compliance

To ensure that the memory of the 2016 fuel economy and emissions testing issues, as well as the 2018 final inspection issues, is never forgotten, we conduct the annual ''Remember 5.18'' initiative. Led by the President and executives, this program involves all employees, fostering a workplace culture designed to prevent misconduct by enhancing compliance awareness and open communication. Starting in FY2023, we launched a comprehensive company-wide inventory of all business operations against legal regulations. This review enables us to assess daily operations for any potential risks and resolve underlying issues while they are still minor.

In addition, we distribute the ''Compliance Handbook'', which specifies the Code of conduct that employees should observe in their daily duties, to all employees. We also deliver one compliance-related quiz every day, striving to create a culture where employees remain continuously aware of compliance in their daily routines.

Through these initiatives, we establish compliance awareness throughout the entire organization, leading to the promotion of appropriate business activities and the securing of trust from society.

2)Policy for determining employee compensation and benefits

Policy for determining employee compensation and benefits (investment to individuals)

We recognize that investment in human capital is crucial for the execution of our management strategies and the maintenance and enhancement of mid- to long-term corporate value. Under this concept, our basic policy for employee compensation is to provide treatment according to individuals' roles and abilities, for the purpose of securing and fostering talent.

In 2024, we revised our compensation structure and wage grading systems to reflect employees' performance and growth in their compensation, based on the roles and expected capabilities corresponding to each qualification level. At the same time, we continuously implement development measures such as training tailored to the knowledge and skills required for each job function.

With regard to salary increases, we do not base decisions uniformly across all employees solely on their years of service but rather determine them by considering the roles they undertake and the job competencies they demonstrate. The objective of this system is to encourage employees to take a proactive approach to their own capability development.

Salary revisions are determined by taking into account our talent development policy based on the human resources strategy, considering expectations for the improvement of employees' job competencies and qualities necessary for duty execution, and after going through the Spring Labor-Management Dialogues.

Note that the content of these policies and measures may be reviewed as necessary, taking into consideration the future management environment and the condition of business operation.

(2) Employees

1) Consolidated companies

As of March 31, 2026

Segment name	Number of employees (persons)
Automobile business	66,660 (52,100)
Motorcycle business	7,380 (5,149)
Marine business	1,464 (229)
Other business	358 (325)
Common	1,027 (119)
Total	76,889 (57,922)

Notes: 1. The number of employees is the number of employed persons (excluding those on leave of absence or seconded outside the Group). The number of temporary employees (fixed-term contract employees, employees dispatched from human resource agencies, part-time employees, etc.) is the annual average number of employees and is shown in parentheses.

2. Employees stated as "Common" are those persons assigned to the administrative section which cannot be divided into any specific segment.

(2) Reporting company

As of March 31, 2026

Number of employees (persons)	Average age	Average years of employment	Average annual salary (Yen)	Year-on-Year change in average annual salary (%)
17,871 (3,053)	41 years 6 months	18 years 6 months	8,276,061	+5.4

Segment name	Number of employees (persons)
Automobile business	14,428 (2,577)
Motorcycle business	1,777 (260)
Marine business	623 (94)
Other business	16 (3)
Common	1,027 (119)
Total	17,871 (3,053)

Notes: 1. The number of employees is the number of employed persons (excluding those on leave of absence or seconded to other companies). The number of temporary employees (fixed-term contract employees, employees dispatched from human resource agencies, part-time employees, etc.) is the annual average number of employees and is shown in parentheses.

2. The average annual salary includes bonuses and extra wages.

3. Employees stated as “Common” are those persons assigned to the administrative section which cannot be divided into any specific segment.

(3) Labor unions

Labor-management relations are stable, and there are no significant matters to report.

(4) Percentage of female workers in managerial positions, percentage of male workers taking childcare leave, and differences in wages between male and female workers

1) Reporting company

Fiscal year ended March 31, 2026				
Percentage of female workers in managerial positions (%) (Note 1)	Percentage of male workers taking childcare leave (%) (Note 2)	Differences in wages between male and female workers (%) (Note 1)		
		All workers	Regular workers	Part-time and temporary employees
2.2	73.2	66.0	66.8	56.0

Notes: 1. Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

2. In accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), the percentage of workers who took childcare leave, etc. is calculated pursuant to Article 71-6, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991).

2) Consolidated subsidiaries

Fiscal year ended March 31, 2026					
Name of subsidiary	Percentage of female workers in managerial positions (%) (Note 1)	Percentage of male workers taking childcare leave (%) (Note 2)	Differences in wages between male and female workers (%) (Note 1)		
			All workers	Regular workers	Part-time and temporary employees
Suzuki Auto Parts Mfg. Co., Ltd.	0.0	54.5	73.5	73.7	71.6
Snic Co., Ltd.	0.0	92.3	74.7	75.8	72.0
SHINKYO GIKEN CO., LTD.	0.0	–	70.1	66.0	123.2
Suzuki Akita Auto Parts Mfg. Co., Ltd.	0.0	100.0	74.9	77.4	53.4
Suzuki Toyama Auto Parts Mfg. Co., Ltd.	0.0	100.0	81.9	79.8	99.6
Suzuki Transportation & Packing Co., Ltd.	0.0	–	77.6	82.2	54.6
Suzuki Delivery and Maintenance Center Co., Ltd.	0.0	60.0	80.1	82.3	64.1
Suzuki Business Co., Ltd.	0.0	66.7	54.1	68.1	53.9
Suzuki Engineering Co., Ltd.	0.0	100.0	83.4	86.6	—
RT. WORKS co., ltd.	0.0	–	60.4	60.4	—
Suzuki Finance Co., Ltd.	0.0	0.0	65.7	70.6	28.9
Suzuki Marine Co., Ltd.	0.0	50.0	82.3	84.3	74.0
Suzuki Motor Sales Hokkaido Inc.	4.9	40.0	66.9	76.6	37.5
Suzuki Motor Sales Aomori Inc.	6.5	80.0	67.7	72.0	58.4
Suzuki Motor Sales Touhoku Akita Inc.	–	100.0	77.7	81.3	94.5
Suzuki Motor Sales Iwate Inc.	0.0	55.6	78.5	76.4	–
Suzuki Motor Sales Yamagata Inc.	10.0	0.0	77.1	73.4	112.4
Suzuki Motor Sales Miyagi Inc.	0.0	42.9	85.6	83.3	81.3
Suzuki Motor Sales Fukushima Inc.	4.5	53.8	77.8	83.4	58.2
Suzuki Motor Sales Ibaraki Inc.	3.6	87.5	72.2	79.3	26.6

Fiscal year ended March 31, 2026					
Name of subsidiary	Percentage of female workers in managerial positions (%) (Note 1)	Percentage of male workers taking childcare leave (%) (Note 2)	Differences in wages between male and female workers (%) (Note 1)		
			All workers	Regular workers	Part-time and temporary employees
Suzuki Motor Sales Tochigi Inc.	0.0	11.1	68.1	76.1	40.4
Suzuki Motor Sales Gunma Inc.	0.0	40.0	67.0	71.2	60.0
Suzuki Motor Sales Saitama Inc.	3.1	81.8	72.2	84.0	51.8
Suzuki Motor Sales Kanto Inc.	6.7	0.0	54.5	73.1	38.5
Suzuki Motor Sales Nishisaitama Inc.	0.0	46.2	66.9	74.0	64.0
Suzuki Motor Sales Chiba Inc.	0.0	80.0	65.7	72.6	48.1
Suzuki Motor Sales Keiyo Inc.	0.0	100.0	70.6	69.1	53.9
Suzuki Motor Sales Tokyo Inc.	3.4	25.0	56.3	74.7	26.3
Suzuki Motor Sales Minami Tokyo Inc.	3.3	57.1	79.8	80.9	52.6
Suzuki Motor Sales Kanagawa Inc.	4.3	50.0	80.0	77.2	50.3
Suzuki Motor Sales Syonan Inc.	5.7	25.0	72.0	74.2	38.5
Suzuki Motor Sales Niigata Inc.	0.0	75.0	71.9	76.0	67.1
Suzuki Motor Sales Shizuoka Inc.	9.4	20.0	78.2	72.8	118.0
Suzuki Motor Sales Hamamatsu Inc.	2.8	29.4	78.7	77.7	50.6
Suzuki Motor Sales Chubu Inc.	3.0	44.4	66.2	68.5	30.5
Suzuki Motor Sales Tokai Inc.	0.0	10.0	68.5	69.4	43.5
Suzuki Motor Sales Mie Inc.	3.8	100.0	75.7	81.5	33.6
Suzuki Motor Sales Nagano Inc.	2.4	66.7	66.0	69.7	45.6
Suzuki Motor Sales Toyama Inc.	7.1	14.3	77.1	74.0	104.7
Suzuki Motor Sales Hokuriku Inc.	4.2	50.0	76.8	73.3	78.8
Suzuki Motor Sales Shiga Inc.	4.8	14.3	68.5	66.0	89.3
Suzuki Motor Sales Kyoto Inc.	5.3	40.0	69.9	71.3	45.3
Suzuki Motor Sales Kinki Inc.	3.3	43.8	70.2	72.1	29.0
Suzuki Motor Sales Kansai Inc.	0.0	66.7	71.2	74.1	28.9
Suzuki Motor Sales Hyogo Inc.	8.0	17.9	81.2	79.2	113.3
Suzuki Motor Sales Nara Inc.	0.0	100.0	54.0	64.7	30.4
Suzuki Motor Sales Wakayama Inc.	0.0	100.0	64.5	74.8	44.4
Suzuki Motor Sales Kagawa Inc.	10.5	75.0	70.0	77.6	55.0
Suzuki Motor Sales Tokushima Inc.	0.0	33.3	81.9	77.1	91.8

Fiscal year ended March 31, 2026					
Name of subsidiary	Percentage of female workers in managerial positions (%) (Note 1)	Percentage of male workers taking childcare leave (%) (Note 2)	Differences in wages between male and female workers (%) (Note 1)		
			All workers	Regular workers	Part-time and temporary employees
Suzuki Motor Sales Matsuyama Inc.	0.0	33.3	68.0	68.1	62.2
Suzuki Motor Sales Kochi Inc.	7.1	40.0	74.9	80.8	51.3
Suzuki Motor Sales Tottori Inc.	0.0	28.6	89.9	90.1	23.7
Suzuki Motor Sales Shimane Inc.	5.9	50.0	78.8	77.7	66.0
Suzuki Okayama Motor Sales Inc.	5.6	75.0	78.4	75.5	82.2
Suzuki Motor Sales Hiroshima Inc.	0.0	100.0	77.6	79.0	38.0
Suzuki Motor Sales Yamaguchi Inc.	10.5	100.0	77.5	82.8	49.2
Suzuki Motor Sales Fukuoka Inc.	4.8	35.7	67.8	83.6	68.7
Suzuki Motor Sales Saga Inc.	0.0	100.0	79.3	76.7	80.7
Suzuki Motor Sales Nagasaki Inc.	5.0	66.7	74.5	74.8	61.2
Suzuki Motor Sales Kumamoto Inc.	5.7	15.0	70.8	74.1	65.2
Suzuki Motor Sales Ohita Inc.	0.0	66.7	74.3	77.5	68.3
Suzuki Motor Sales Miyazaki Inc.	0.0	57.1	68.6	66.8	79.9
Suzuki Motor Sales Kagoshima Inc.	7.1	83.3	74.6	71.2	96.2
Suzuki Motor Sales Okinawa Inc.	0.0	20.0	81.6	77.9	169.9
Suzuki Motorcycle Sales Inc.	0.0	66.7	65.6	81.1	37.4

Notes: 1. Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

2. In accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), the percentage of workers who took childcare leave, etc. is calculated pursuant to Article 71-6, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991).

V. Financial Information

1. Basis of preparation of the consolidated financial statements and the non-consolidated financial statements
   (1) The consolidated financial statements of the Company are prepared in accordance with International Financial Reporting Standards (IFRS) as prescribed in Article 312 of the Regulation on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements (Ministry of Finance Order No. 28 of 1976, hereinafter referred to as the “Regulation on Consolidated Financial Statements”).
   (2) The non-consolidated financial statements of the Company are prepared in accordance with the Regulation on Terminology, Forms, and Preparation Methods of Financial Statements (Ministry of Finance Order No. 59 of 1963, hereinafter referred to as the “Regulation on Financial Statements”).
   Moreover, the Company is qualified as a special company submitting financial statements and prepares non-consolidated financial statements pursuant to Article 127 of the Regulation on Financial Statements.

2. Audit Certification
   Pursuant to Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act, the Company’s consolidated financial statements for the consolidated fiscal year (from April 1, 2025 to March 31, 2026) and non-consolidated financial statements for the fiscal year (from April 1, 2025 to March 31, 2026) were audited by PricewaterhouseCoopersJapan LLC.
   The Company’s auditing firm has been changed as follows:
   The 159th fiscal year: Seimei Audit Corporation
   The 160th fiscal year: PricewaterhouseCoopersJapan LLC

3. Specific Efforts to Ensure the Appropriateness of the Consolidated Financial Statements, etc.
   In order to ensure the appropriateness of the Company’s consolidated financial statements, the Company has joined the Financial Accounting Standards Foundation. Using the information obtained from the foundation, the Company has built and maintained a system to properly understand the corporate accounting standards, etc., and to appropriately handle revisions to the corporate accounting standards, etc. The Company also participates in training programs conducted by accounting standard setters and specialized accounting organizations.

4. Development of a System to Properly Prepare the Consolidated Financial Statements, etc. in Accordance with IFRS
   The Company obtains press releases and standards issued by the International Accounting Standards Board as needed to understand the latest standards. In addition, the Company develops a system to properly prepare the consolidated financial statements in accordance with IFRS by preparing the Group’s internal accounting instruction manual based on IFRS.

1. Consolidated Financial Statements and other information

(1) Consolidated Financial Statements

1) Consolidated Statement of Financial Position

(Millions of Yen)

	Notes	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Assets			
Current assets			
Cash and cash equivalents	7	842,710	973,291
Trade and other receivables	8, 28	590,303	612,892
Inventories	9	571,468	692,677
Income taxes receivable		7,748	15,764
Other financial assets	17	331,252	414,319
Other current assets	10	179,605	196,123
Subtotal		2,523,089	2,905,069
Assets held for sale	11	5,591	8,026
Total current assets		2,528,681	2,913,096
Non-current assets			
Property, plant and equipment	12	1,673,471	1,802,113
Right-of-use assets	14	50,009	57,684
Intangible assets	13	178,162	185,449
Investments accounted for using equity method	16	115,563	141,790
Other financial assets	17, 35	1,344,493	1,423,447
Deferred tax assets	18	63,742	71,228
Other non-current assets	10	39,533	42,005
Total non-current assets		3,464,976	3,723,719
Total assets		5,993,657	6,636,815

(Millions of Yen)

	Notes	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Liabilities and equity			
Liabilities			
Current liabilities			
Trade and other payables	19	422,142	538,288
Bonds and borrowings	20	297,834	263,394
Income taxes payable		52,789	66,375
Other financial liabilities	21, 35	99,457	85,073
Provisions	22	165,340	134,298
Other current liabilities	24	564,992	589,472
Total current liabilities		1,602,557	1,676,902
Non-current liabilities			
Bonds and borrowings	20	427,465	485,229
Other financial liabilities	21, 35	52,113	60,437
Retirement benefit liability	23	46,259	49,608
Provisions	22	23,332	27,607
Deferred tax liabilities	18	91,587	126,801
Other non-current liabilities	24	62,270	57,117
Total non-current liabilities		703,029	806,803
Total liabilities		2,305,586	2,483,705
Equity			
Equity attributable to owners of parent			
Share capital	26	138,370	138,370
Capital surplus	26	59,013	46,864
Retained earnings	26	2,619,684	2,986,707
Treasury shares	26	(39,166)	(39,168)
Other components of equity	26	192,758	249,310
Total equity attributable to owners of parent		2,970,660	3,382,083
Non-controlling interests		717,410	771,025
Total equity		3,688,070	4,153,109
Total liabilities and equity		5,993,657	6,636,815

2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

[Consolidated Statement of Income]

(Millions of Yen)

	Notes	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Revenue	28	5,825,161	6,292,967
Cost of sales		(4,256,502)	(4,688,619)
Gross profit		1,568,659	1,604,347
Selling, general and administrative expenses	29	(944,341)	(1,012,493)
Other income	30	26,516	39,506
Other expenses	30	(7,982)	(8,451)
Operating profit		642,851	622,909
Finance income	31	118,813	129,618
Finance costs	31	(43,440)	(29,288)
Share of profit (loss) of investments accounted for using equity method	16	11,996	7,504
Profit before tax		730,220	730,744
Income tax expense	18	(200,503)	(186,857)
Profit		529,717	543,886
Profit attributable to			
Owners of parent		416,050	439,267
Non-controlling interests		113,667	104,619
Profit		529,717	543,886
Earnings per share attributable to owners of parent			
Basic (Yen)	33	215.66	227.69
Diluted (Yen)	33	215.65	227.66

[Consolidated Statement of Comprehensive Income]

(Millions of Yen)

	Notes	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Profit		529,717	543,886
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Remeasurements of defined benefit plans		(724)	271
Financial assets measured at fair value through other comprehensive income	17	(19,837)	33,381
Share of other comprehensive income of investments accounted for using equity method	16	(16)	32
Items that may be reclassified to profit or loss			
Exchange differences on translation of foreign operations		(91,670)	13,454
Cash flow hedges		88	—
Share of other comprehensive income of investments accounted for using equity method	16	(802)	4,271
Total other comprehensive income	26, 32	(112,963)	51,411
Comprehensive income		416,753	595,298
Comprehensive income attributable to			
Owners of parent		330,639	506,548
Non-controlling interests		86,114	88,749
Comprehensive income		416,753	595,298

3) Consolidated Statement of Changes in Equity

FY2024 (April 1, 2024–March 31, 2025)

(Millions of Yen)

	Notes	Equity attributable to owners of parent						Non-controlling interests	Total equity
		Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total		
As of April 1, 2024		138,370	67,988	2,241,744	(39,300)	310,971	2,719,773	664,654	3,384,427
Comprehensive income									
Profit				416,050			416,050	113,667	529,717
Other comprehensive income	26					(85,411)	(85,411)	(27,552)	(112,963)
Total comprehensive income		–	–	416,050	–	(85,411)	330,639	86,114	416,753
Transfer to retained earnings	26			32,801		(32,801)	–		–
Transactions with owners									
Dividends of surplus	27			(70,912)			(70,912)	(30,075)	(100,987)
Purchase of treasury shares					(6)		(6)		(6)
Disposal of treasury shares			105		141		246		246
Purchase of shares of consolidated subsidiaries			(9,080)				(9,080)	(3,270)	(12,350)
Other							–	(12)	(12)
Total transactions with owners		–	(8,974)	(70,912)	134	–	(79,752)	(33,358)	(113,110)
As of March 31, 2025		138,370	59,013	2,619,684	(39,166)	192,758	2,970,660	717,410	3,688,070

FY2025 (April 1, 2025–March 31, 2026)

(Millions of Yen)

	Notes	Equity attributable to owners of parent						Non-controlling interests	Total equity
		Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total		
As of April 1, 2025		138,370	59,013	2,619,684	(39,166)	192,758	2,970,660	717,410	3,688,070
Comprehensive income									
Profit				439,267			439,267	104,619	543,886
Other comprehensive income	26					67,281	67,281	(15,870)	51,411
Total comprehensive income		–	–	439,267	–	67,281	506,548	88,749	595,298
Transfer to retained earnings	26			10,729		(10,729)	–		–
Transactions with owners									
Dividends of surplus	27			(82,974)			(82,974)	(30,599)	(113,573)
Purchase of treasury shares					(2)		(2)		(2)
Purchase of shares of consolidated subsidiaries			(12,362)				(12,362)	(4,604)	(16,966)
Change in scope of consolidation							–	69	69
Share-based payment transactions			213				213		213
Total transactions with owners		–	(12,148)	(82,974)	(2)	–	(95,125)	(35,134)	(130,259)
As of March 31, 2026		138,370	46,864	2,986,707	(39,168)	249,310	3,382,083	771,025	4,153,109

4) Consolidated Statement of Cash Flows

(Millions of Yen)

	Notes	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Cash flows from operating activities			
Profit before tax		730,220	730,744
Depreciation and amortization		249,856	277,781
Impairment losses (reversals of impairment losses)		335	(2,605)
Finance income and finance costs		(91,243)	(109,931)
Share of loss (profit) of investments accounted for using equity method		(11,996)	(7,504)
Decrease (increase) in trade and other receivables		(8,841)	(10,839)
Increase (decrease) in trade and other payables		(4,592)	107,804
Decrease (increase) in inventories		(16,214)	(85,212)
Increase (decrease) in liabilities related to provisions and employee benefits		(10,948)	(5,297)
Other		(14,510)	(45,352)
Subtotal		822,064	849,587
Dividends received		6,893	11,638
Interest received		26,991	29,670
Interest paid		(10,951)	(12,688)
Income taxes paid		(175,213)	(160,673)
Net cash provided by (used in) operating activities		669,784	717,535
Cash flows from investing activities			
Net decrease (increase) in time deposits		(44,507)	10,252
Purchase of property, plant and equipment		(344,687)	(377,403)
Proceeds from sale of property, plant and equipment		7,239	7,110
Purchase of intangible assets and expenditure on internally generated intangible assets		(57,856)	(46,466)
Proceeds from sale of intangible assets		31	198
Payments for loans receivable		(2,745)	(459)
Collection of loans receivable		285	624
Purchase of other financial assets		(1,424,865)	(1,870,785)
Proceeds from sale or collection of other financial assets		1,391,500	1,777,276
Other		—	107
Net cash provided by (used in) investing activities		(475,605)	(499,543)
Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	34	(41,501)	(10,395)
Proceeds from long-term borrowings	34	294,500	207,000
Repayments of long-term borrowings	34	(311,016)	(180,178)
Repayments of lease liabilities	34	(14,870)	(13,165)
Purchase of treasury shares		(1)	(0)
Dividends paid to owners of parent		(70,899)	(82,957)
Dividends paid to non-controlling interests		(29,897)	(30,623)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation		(12,291)	(16,966)
Net cash provided by (used in) financing activities		(185,978)	(127,287)
Effect of exchange rate changes on cash and cash equivalents		(5,510)	39,877
Net increase (decrease) in cash and cash equivalents		2,689	130,581
Cash and cash equivalents at beginning of period		840,020	842,710
Cash and cash equivalents at end of period	7	842,710	973,291

Notes to Consolidated Financial Statements

1. Reporting entity

Suzuki Motor Corporation (hereinafter the "Company") is a public company domiciled in Japan.

The consolidated financial statements consist of the accounts of the Company and its consolidated subsidiaries (hereinafter, the "Group") and the Group's interests in its associates and joint ventures.

The Group primarily manufactures and sells automobiles, motorcycles, and outboard motors (Refer to "6. Operating segment").

2. Basis of preparation

(1) Compliance with IFRS

The consolidated financial statements have been prepared in accordance with IFRS as prescribed in Article 312 of Ordinance on Consolidated Financial Statements as they satisfy the requirement of a "Specified Company" set forth in Article 1-2 (i) of Ordinance on Consolidated Financial Statements.

The publication of these consolidated financial statements was approved by Toshihiro Suzuki, Representative Director and President of the Company on June 23, 2026.

(2) Basis of measurement

The consolidated financial statements are prepared in accordance with the accounting policies described in "3. Material Accounting Policy Information." Balances of assets and liabilities are measured based on cost, unless otherwise stated.

(3) Functional currency and presentation currency

The consolidated financial statements are presented in Japanese yen, the Company's functional currency, rounded down to the nearest million yen.

3. Material Accounting Policy Information

The following accounting policies have been applied to all periods covered in these consolidated financial statements.

(1) Basis for consolidation

1) Subsidiaries

A subsidiary refers to an entity controlled by the Group. The Group determines that it controls an investee entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Consolidation of a subsidiary begins from the acquisition date, which is the date when the Group obtains control of the subsidiary, and continues until the date when it loses control of the subsidiary.

If any accounting policies applied by a subsidiary differ from those applied by the Group, adjustments are made to the subsidiary's financial statements where needed. The intra-group balances of receivables and payables and transactions as well as unrealized gains or losses arising from the intra-group transactions are eliminated when preparing the consolidated financial statements.

Any changes in ownership interest in a consolidated subsidiary that do not result in a loss of control are accounted for as equity transactions. If the Group loses control over a subsidiary, it recognizes the gain or loss resulting from such loss of control in profit or loss.

Comprehensive income of subsidiaries is attributed to owners of parent and non-controlling interests even if this results in a negative balance in non-controlling interests.

2) Associates and joint ventures

An associate refers to an entity over which the Group has significant influence in respect of decision-making on the financial and management policies of the entity, but does not have control or joint control over the entity.

A joint venture is an entity that is jointly controlled by two or more parties, including the Company, by a contractual arrangement and whose financial and management decisions regarding its activities require the unanimous agreement of the parties sharing control.

Investments in associates and joint ventures are accounted for using the equity method. If any accounting policies adopted by associates or joint ventures differ from those adopted by the Group, adjustments are made to the financial statements of the entities where needed.

(2) Foreign exchange translation

1) Foreign currency transactions

Each entity of the Group has a designated functional currency, and transactions of each entity are measured in the respective functional currency. Foreign currency transactions are translated into the functional currencies using the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currencies using the exchange rates at the consolidated account closing date. Exchange differences arising from the translation and settlement are recognized as profit or loss. However, exchange differences arising from financial assets measured at fair value through other comprehensive income and those from cash flow hedges are recognized as other comprehensive income.

2) Foreign operations

Assets and liabilities of foreign operations are translated into Japanese yen using the exchange rates at the account closing dates, whereas revenue and expenses of foreign operations are translated into Japanese yen using average exchange rates for the corresponding periods, unless exchange rates fluctuate significantly.

Exchange differences arising from such translation are recognized in other comprehensive income. On the disposal of a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation are recognized in profit or loss for the period in which the foreign operation is disposed of.

(3) Financial instruments

1) Financial assets

(i) Initial recognition and measurement

The Group initially recognizes financial assets when it becomes party to the contract, and classifies non-derivative assets into, and financial assets measured at amortized cost, financial assets measured at fair value through other comprehensive income, and financial assets measured at fair value through profit or loss.

Financial assets, except for those measured at fair value through profit or loss, are measured at fair value plus transaction costs that are directly attributable to the financial assets. Trade receivables that do not contain a significant financing component are initially recognized at their transaction price.

A regular way purchase or sale of financial assets is recognized or derecognized on the trade date.

・Financial assets measured at amortized cost

Financial assets are classified into those measured at amortized cost if they meet both of the following conditions.

(a) The assets are held within a business model whose objective is to hold financial assets in order to collect contractual cash flows.

(b) The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

・Equity financial assets measured at fair value through other comprehensive income

Equity instruments, for which the Group has made an irrevocable election at initial recognition to present subsequent changes in the fair value in other comprehensive income, are classified as equity financial assets measured at fair value through other comprehensive income.

・Financial assets measured at fair value through profit or loss

Financial assets that do not fall into the above categories are classified as financial assets measured at fair value through profit or loss.

(ii) Subsequent measurement

After the initial recognition, financial assets are measured as follows, depending on their respective classifications.

- Financial assets measured at amortized cost

Financial assets measured at amortized cost are measured at amortized cost using the effective interest method.

- Equity financial assets measured at fair value through other comprehensive income

Subsequent changes in the fair value of such financial assets are recognized in other comprehensive income. If such financial assets are derecognized or the fair value decreased significantly, such changes are transferred to retained earnings.

Dividends from such financial assets are recognized in profit or loss for the relevant fiscal year.

- Financial assets measured at fair value through profit or loss

Subsequent changes in the fair value of such financial assets are recognized in profit or loss.

(iii) Impairment of financial assets

Loss allowance are recognized for expected credit losses on financial assets measured at amortized cost and lease receivables. The Group assesses, at each reporting date, whether credit risk of the financial assets has increased significantly since the initial recognition. If the credit risk has not increased significantly since the initial recognition, loss allowance for the financial assets is measured at an amount equal to expected credit losses for 12 months. If the credit risk has increased significantly since the initial recognition, loss allowance for the financial assets is measured at an amount equal to lifetime expected credit losses.

However, loss allowance for trade and lease receivables is always measured at an amount equal to lifetime expected credit losses.

The Group assesses whether the credit risk on a financial asset has increased significantly since the initial recognition by comparing the risk of default at the initial recognition with that at each reporting date. When making the assessment, the Group incorporates and considers reasonable and supportable forward-looking information available.

Gains or losses on the measurement are recognized in profit or loss.

(iv) Derecognition

The Group derecognizes financial assets when the contractual rights to cash flows from that have been expired or when almost all of the risks and rewards of ownership have been transferred.

2) Financial liabilities

(i) Initial recognition and measurement

The Group initially recognizes financial liabilities when it becomes party to the contract and classifies non-derivative financial liabilities as financial liabilities measured at amortized cost. They are also measured by deducting transaction costs directly attributable at initial recognition.

(ii) Subsequent measurement

After initial recognition, financial liabilities measured at amortized cost are measured by using the effective interest method. Gains and losses resulting from the amortization under the effective interest method and derecognition are recognized in profit or loss as part of finance income or finance costs.

(iii) Derecognition

Financial liabilities are derecognized when they have been expired, that is, when the obligation specified in the contract is discharged or cancelled or expires.

3) Offsetting of financial instruments

Financial assets and financial liabilities are carried on a net basis in the consolidated statement of financial position only when the Group currently has a legally enforceable right to set off the recognized amounts and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

4) Derivatives and hedge accounting

The Group uses derivatives including forward exchange contracts and interest rate and currency swaps to hedge risks arising from future fluctuations in foreign exchange and interest rates. These derivatives are initially measured at fair value and subsequently measured at fair value after the initial recognition.

Some derivatives are designated as cash flow hedges. At the inception of the hedge, the Group documents the relationship between hedging instruments and hedged items, as well as risk management objective and strategy for undertaking the hedge. In addition, the Group assesses at the inception of the hedge and on an ongoing basis, whether the hedging instrument is highly effective in offsetting changes in the cash flows of the relevant hedged items.

Changes in the fair value of derivatives, for which hedge accounting is not applied, are recognized in profit or loss.

(Cash flow hedges)

The portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognized in other comprehensive income, while the ineffective portion is immediately recognized in profit or loss.

The amounts accumulated in other components of equity are reclassified to profit or loss as reclassification adjustments at the time the hedged transaction affects profit or loss.

The Group discontinues hedge accounting prospectively when the hedging instrument expires or is sold, or ceases to meet the qualifying criteria for hedge accounting.

(4) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, demand deposits, and short-term investments with maturities not exceeding three months from the acquisition date, which are readily convertible into cash and subject to an insignificant risk of changes in value.

(5) Inventories

Inventories are measured at the lower of acquisition cost or net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary for sale. The acquisition cost is determined principally by the weighted average method, and comprises costs of purchase, processing costs and all other costs incurred in bringing the inventories to their present location and condition.

(6) Property, plant and equipment

The Group uses the cost model to measure property, plant and equipment, and that is carried at its acquisition cost less any accumulated depreciation and any accumulated impairment losses.

The acquisition cost of an asset includes any costs directly attributable to acquiring the asset, the costs of dismantling and removing the asset and the restoration costs.

Except for non-depreciable assets such as land, each asset is depreciated on a straight-line basis over its useful life. The useful lives of major asset items are as follows:

Buildings and structures: 3 to 75 years

Machinery, equipment and vehicles : 3 to 15 years

Tools, furniture and fixtures : 2 to 20 years

The useful lives, residual values, and depreciation method etc. are subject to review at the end of each fiscal year, and any changes to them are prospectively applied as a change in an accounting estimate.

(7) Intangible assets

The Group uses the cost model to measure intangible assets, and that is carried at its acquisition cost less any accumulated amortization and any accumulated impairment losses. The useful life and amortization method is subject to review at the end of each fiscal year, and any changes to them are prospectively applied as a change in an accounting estimate.

There are no intangible assets with an indefinite useful life.

1) Development assets

Expenditures for product development are recognized as intangible assets only when it is technically and commercially feasible for the Group to complete the development, the Group has the intention, ability, and sufficient resources to use the outcome, it is highly probable that the Group receives future economic benefits, and the cost of the asset can be measured reliably.

Development assets are amortized using the straight-line method over their estimated model lifecycle of the developed product (five years). Expenditures related to research and development that do not satisfy the above requirements for recognition are recognized as expense as incurred.

2) Other intangible assets

Other intangible assets of the Group primarily consist of software, which is amortized using the straight-line method over its useful life (2 to 5 years).

(8) Leases

At inception of a contract, the Group assesses whether the contract is a lease, includes a lease, or is not a lease. A contract is determined to be, or to contain, a lease if the contract transfer the right to control the use of an identified asset for a period of time in exchange for consideration.

1) Lessee

The Group recognizes a right-of-use asset and a lease liability at the commencement date of a lease. The right-of-use asset is measured at acquisition cost, which is the amount of the initial measurement of the lease liability, adjusted for any lease payments made at or before the commencement date, etc. After the commencement date, the Group applies the cost model to measure a right-of-use asset, which is carried at acquisition cost less any accumulated depreciation and any accumulated impairment losses. The straight-line method is used for depreciation.

If the ownership of the underlying asset transfers to the lessee by the end of the lease term, or if the acquisition cost of the right-of-use asset reflects the exercise of the lessee's purchase option, the right-of-use asset is depreciated from the commencement date to the end of the useful life of the underlying asset. Otherwise, the right-of-use asset is depreciated from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is measured at the present value of the lease payments that are not paid as of the commencement date. After the commencement date, the carrying amount of lease liability is increased or reduced to reflect interest on the lease liability or the lease payments made. A lease liability is measured at amortized cost using the effective interest method.

For short-term leases with a lease term of 12 months or less, and leases for which the underlying asset is of low value, the Group does not recognize right-of-use assets and lease liabilities, but recognizes the total lease payments in profit or loss over the lease term using the straight-line method.

2) Lessor

The Group classifies a contract that consists of lease as a finance lease if it transfers substantially all the risks and economic value incidental to ownership of the asset to a lessee. Otherwise, a lease is classified as an operating lease.

Receivables from customers on finance leases are recognized at the present value of the gross investment discounted at the interest rate implicit in the lease, and included in trade and other receivables.

Assets leased as operating leases are measured at acquisition cost at initial recognition and depreciated to the estimated residual value using the straight-line method over the period defined in the lease agreement.

Subleases, in which the Company is an intermediate lessor, are classified by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying asset.

(9) Impairment of non-financial assets

The Group determines, at the account closing date of each reporting period, whether there is any indication of impairment of non-financial assets excluding inventories, deferred tax assets, and retirement benefit assets. If any such indication exists, the Group estimates the recoverable amount of the asset.

Investments accounted for using the equity method are tested for impairment with the carrying amount of the entire investment as a single asset when there is objective evidence of impairment.

The recoverable amount is determined at the higher of either the fair value of an asset or a cash-generating unit less costs of disposal and its value in use. In determining the value in use, estimated future cash flows are discounted to the present value using the pre-tax discount rate that reflects current market assessment of the time value of money, the risks specific to the asset, etc.

In determining the fair value less costs of disposal, the Group uses an appropriate valuation model supported by available indicators of the fair value.

An impairment loss is recognized in profit or loss when the carrying amount of an asset or cash-generating unit exceeds the recoverable amount.

The Group assesses, at the account closing date of each reporting period, whether there is any indication that an impairment loss for an asset other than goodwill may have decreased or may no longer exist. If any such indication exists, and there has been a change in the estimates used to determine the asset's recoverable amount, an impairment loss for the asset is reversed. The reversal of impairment losses shall be limited to an amount not exceeding the carrying amount of the asset net of necessary amortization or depreciation that would have been determined had no impairment loss been recognized.

(10) Employee benefits

1) Short-term employee benefits

With regards to the amount of short-term employee benefits such as salaries, bonuses, and paid annual leave, the Group recognizes an amount expected to be paid in exchange for the service as an expense when the employee has rendered the service.

2) Post-employment benefits

The Group operates defined contribution and defined benefit plans as employee retirement benefit plans.

(a) Defined contribution plans

With regards to defined contribution plans, contributions to the defined contribution plans are recognized as expenses when the employee provides related service.

(b) Defined benefit plans

The present value of the defined benefit obligation and the current service cost are determined for each plan using the projected unit credit method.

The discount rate is determined by reference to the market yields of high-quality corporate bonds at the account closing date of the period corresponding to the discount period, which is based on the period through the expected date of benefit payments in each future fiscal year.

The liabilities or assets related to defined benefit plans are determined by deducting the fair value of plan assets from the present value of the defined benefit obligation.

If a defined benefit plan is overfunded, the asset ceiling is the present value of the economic benefits available in the form of refunds or reductions in future contributions to the plan.

Net interests on the net amount of service costs and the defined benefit assets or liabilities are recorded in profit or loss.

The remeasurements of the defined benefit assets or liabilities, such as actuarial gains and losses, are recognized in other comprehensive income for the period in which they arise, and immediately transferred to retained earnings.

Past service cost is recognized in profit or loss at the earlier of the period in which the plan amendment or curtailment occurs, or when related restructuring costs or termination benefits are recognized.

(11) Provisions and contingent liabilities

The Group recognizes a provision when it has a present obligation (legal or constructive) as a result of a past event, it is highly probable that the settlement of the obligation is expected to result in an outflow of resources embodying economic benefits, and a reliable estimate can be made of the amount of the obligation.

When the effect of the time value of money is material, the amount of a provision is measured at the present value of the expenditures expected to be required to settle the obligation. In determining the present value, the Group uses a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Obligations that may occur as of the end of the reporting period but cannot be confirmed as obligations as of the end of the reporting period or that do not meet the criteria for recognition of provisions are stated in the notes as contingent liabilities, unless it is judged that the possibility of outflow of resources embodying economic benefits due to the performance of the obligations is remote.

(12) Revenue

1) Revenue from contracts with customers

The Group is primarily engaged in manufacturing and sale of automobiles, motorcycles, outboard motors, electric wheelchairs, etc., and also operates the logistics and other services associated with these businesses. The Group recognizes revenue when control of the promised goods or services is transferred to the customer in the amount expected to be received in exchange for those goods or services. Such amounts exclude the amount of consumption tax and value added tax levied on behalf of tax authorities. For contracted considerations with customers, which include variable consideration, the Group includes variable consideration in the transaction price only to the extent that it is highly probable that a significant reversal will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

Variable consideration mainly consists of sales rebates, and calculated based on past transactions using the most likely amount method.

The Group recognizes revenue when it satisfies performance obligation identified in the contract with customers over time or at a point in time. As for the sale of vehicles, the revenue is recognized at the delivery of the products, since the performance obligation is considered to be satisfied at the time when the products are delivered and the control of such products is obtained by the customers. If the Group provides services other than the warranty that the finished goods comply with the agreed-upon specifications, such as a customer-paid extended warranty covering longer than the standard period of time, revenue from such services is recognized over the duration of the warranty in proportion to expenses to be incurred to satisfy performance obligations under the contract. The Group receives consideration mainly as advance payment during the period from the time of receipt of a purchase order until the satisfaction of the performance obligation, or within one year after the satisfaction of the performance obligation. No significant financing component is included in such transaction.

2) Revenue related to finance lease transactions

Revenue and corresponding cost of sale and selling profit or loss are recognized at the commencement date of the lease for the portion considered to be a sale of goods.

Finance income related to finance leases is recognized by reflecting a certain periodic rate of return in the Group’s net investment in the lease.

3) Revenue related to operating lease transactions

Revenue from operating leases is recognized over the lease term using the straight-line method.

4) Revenue from interest

Interest income is recognized using the effective interest method.

(13) Government grants

Income from government grants is measured and recognized at fair value when the Group satisfies the conditions for the grant and there is a reasonable basis for receiving the grant.

Grants for expenses incurred are recorded as revenue in the same fiscal year as the expenses are incurred.

Grants for the purchase of an asset are recorded in other income on a systematic basis over the useful life of the asset, and unearned government grant income is recorded in liabilities as deferred income.

(14) Income taxes

Income taxes comprise current and deferred taxes. The Group recognizes these taxes in profit or loss, except for taxes arising from items directly recognized in other comprehensive income or equity, and those arising from business combinations.

1) Current tax

The current taxes are measured at the amount expected to be paid to or recovered from taxation authorities. The tax rates and tax laws used to determine the amount of taxes are those that have been enacted or substantively enacted by the account closing date.

2) Deferred tax

Deferred taxes are determined based on temporary differences between the tax base of an asset or liability and its accounting carrying amount, unused tax credits carryforward, and unused tax losses carryforward at the account closing date. Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available for the recovery of the deductible temporary difference, unused tax credits carryforward, and unused tax losses carryforward. Deferred tax liabilities are, in principle, recognized for taxable temporary differences. The Group does not recognize deferred tax assets or liabilities for the following temporary differences:

・temporary difference arising from the initial recognition of an asset or liability in a transaction which is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss);

・deductible temporary difference associated with its investments in subsidiaries and associates, and its interests in joint arrangements if it is not probable that the temporary difference will reverse in the foreseeable future, or if it is not probable that future taxable profits will be available against which the temporary difference can be utilized; and

・taxable temporary difference associated with its investments in subsidiaries and associates, and its interests in joint arrangements if the timing of the reversal of the temporary difference can be controlled, and if it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are measured at the tax rates that are expected to be applied during the fiscal year when the asset is realized or the liability is settled, based on tax rates that have been enacted or substantively enacted by the account closing date.

The Group offsets deferred tax assets and deferred tax liabilities when the Group has a legally enforceable right to set off current tax liabilities and current tax assets, and income taxes are levied by the same taxation authority to the same taxable entity.

The Group reflects the effect of uncertainty in its financial statements when it concludes it is not probable that the taxation authority will accept the Group's tax treatment.

In accordance with IAS 12 Income Taxes, the Group applies recognition and disclosure exceptions to deferred tax assets and deferred tax liabilities relating to tax laws enacted or substantially enacted to implement the Pillar 2 Model Rules issued by the OECD.

(15) Equity

1) Share capital and capital surplus

Equity instruments issued by the Company are recognized at the issue price in share capital and capital surplus. Transaction costs that are directly attributable to the issue are deducted from the capital surplus.

2) Treasury shares

Treasury shares are valued at acquisition cost and deducted from equity. The Group does not recognize gains or losses on the purchase, sale, or cancellation of treasury shares of the Company.

The difference between the carrying amount and the consideration received at the time of sale is recognized as equity.

(16) Earnings per share

Basic earnings per share is calculated by dividing profit or loss attributable to ordinary shareholders of parent by the weighted average number of ordinary shares issued, adjusted for the number of treasury shares for the period concerned. Diluted earnings per share is calculated, adjusted for the effect of all dilutive potential shares.

4. Significant accounting estimates and judgments involving estimates

In preparing the consolidated financial statements in accordance with IFRS, the Company uses judgments, accounting estimates, and assumptions that affect the application of accounting policies, the measurement of assets, liabilities, revenue and expenses, and the disclosure of contingent assets and liabilities. These estimates and assumptions are based on the management's best judgment, taking into consideration past performance and various factors that are considered reasonable as of the balance sheet date.

However, due to their nature, future results may differ from these estimates and assumptions.

Estimates and assumptions are continually reviewed by the management. The effects of these revised estimates and assumptions are recognized in the period in which the estimates and assumptions are revised and in subsequent periods.

Judgments made in applying accounting policies that have a significant effect on the consolidated financial statements are as follows:

・Scope of consolidated subsidiaries, associates, and joint ventures (Note 3, (1))
・Recognition of intangible assets arising from development (Note 3, (7))

Information about accounting estimates and assumptions that could have a significant impact on the consolidated financial statements is as follows:

・Impairment of non-financial assets (Notes 3, (9) and 15)
・Retirement benefit liability (Notes 3, (10) and 23)
・Fair value of financial instruments (Notes 3, (3) and 35)
・Provisions (Notes 3, (11), 22, and Changes in Accounting Estimates)
・Potential future outflows of economic resources related to contingent liabilities (Notes 3, (11) and 38, (3))
・Recoverability of deferred tax assets (Notes 3, (14) and 18)

(Changes in Accounting Estimates)

Effective from the current consolidated fiscal year, the Company modified the method for estimating the provision for product warranties ''The cost of free repairs resulting from notification to the competent authorities and related actions'' (Note 22). Previously, the provision was measured primarily based on individual estimates for each notification, with comprehensive estimates used additionally as a supplement. However, the Company has modified this to a comprehensive measurement method utilizing historical performance data.

This change was made to reflect the ongoing implementation of quality control improvements initiated in the past, which have led to a decreasing trend in repair costs in recent years. Furthermore, the Company has accumulated sufficient historical data required to apply a new estimation method that incorporates the effects of these improvement measures, thereby enabling a more reasonable estimate that accurately reflects the actual economic conditions.

Specifically, the provision for product warranties is measured by estimating the expected repair cost per unit based on historical actual data and multiplying it by the historical number of units sold.

The estimated repair cost per unit is calculated based on actual expenses incurred and the number of units sold over a certain historical period, which is determined by the actual number of years elapsed from product sale to notification to the competent authorities, etc. Since this estimated amount is measured based on historical performance, variances may arise between actual and the estimated repair cost per unit, and the amount of the provision for product warranties could be adjusted in future reporting periods.

In addition to the provision for product warranties measured on a comprehensive basis, the provision is measured individually for specific notifications if a comprehensive measurement is considered inappropriate in light of their nature, scale, etc., and provided that the outflow of resources is probable and the amount can be reasonably estimated.

As a result of this change in accounting estimates, the provision for product warranties decreased by ¥10,961 million at the end of current consolidated fiscal year. This decrease is included in selling, general and administrative expenses, primarily in the automobile business.

5. Published standards and interpretations not yet adopted

The main new standards and interpretations that were newly established or revised by the date of approval of the consolidated financial statements and have not been early adopted by the Group in the current fiscal year are listed below. The impact of the newly adopted IFRS on the Group is still under consideration and cannot be estimated at this time.

Standards	Titles	Effective date (fiscal year beginning on or after)	Date of adoption by the Group	Outline of new/revised standards
IFRS 9 IFRS 7	Financial Instruments Financial Instruments: Disclosure	January 1, 2026	FY2026	Clarification of classification of financial assets including ESG interlocking elements and clarification of the date of derecognition in the settlement of financial instruments through electronic funds transfer systems Targeted modifications to help companies better report natural power contracts
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	FY2027	Improving comparability and transparency of information on business performance and statement of income

6. Operating segment

(1) Overview of reportable segment

The Company's reportable segments are the components of the Company for which discrete financial information is available, and whose operating results are regularly reviewed by the Board of Directors as the decision-making bodies to make decisions about resources to be allocated and to assess their performance.

The Company has four reportable segments of Automobile business, Motorcycle business, Marine business, and Other business, based on the form of management organization and the nature of products and services.

The main products and services of each reportable segment are as follows:

Reportable segment	Main products and services
Automobile business	Mini vehicles, sub-compact vehicles, standard-sized vehicles
Motorcycle business	Motorcycles, all-terrain vehicles
Marine business	Outboard motors
Other business	Motorized wheelchairs, solar power generation, real estate

(2) Segment revenues and results

The accounting policies for reportable segments are the same as those described in "3. Material Accounting Policy Information".

Information by the Group reportable segment is as follows:

FY2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	Reportable segments					Adjustment (Note 1)	Consolidated
	Automobile business	Motorcycle business	Marine business	Other business	Total		
Revenue							
Revenue from external customers	5,305,217	398,131	109,684	12,128	5,825,161	—	5,825,161
Total revenue	5,305,217	398,131	109,684	12,128	5,825,161	—	5,825,161
Operating profit	567,634	40,822	30,568	3,825	642,851	—	642,851
Finance income							118,813
Finance costs							(43,440)
Share of profit (loss) of investments accounted for using equity method							11,996
Profit before tax							730,220
Segment assets	4,632,197	380,629	93,646	19,411	5,125,885	867,771	5,993,657
Other items							
Depreciation and amortization (Note 2)	209,513	13,355	3,158	308	226,335	—	226,335
Impairment losses	135	200	—	—	335	—	335
Investments accounted for using equity method	89,829	24,938	766	29	115,563	—	115,563
Capital expenditures (Note 2)	394,766	17,555	6,851	526	419,699	—	419,699

FY2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	Reportable segments					Adjustment (Note 1)	Consolidated
	Automobile business	Motorcycle business	Marine business	Other business	Total		
Revenue							
Revenue from external customers	5,706,420	454,488	119,456	12,601	6,292,967	–	6,292,967
Total revenue	5,706,420	454,488	119,456	12,601	6,292,967	–	6,292,967
Operating profit	547,632	44,770	26,605	3,900	622,909	–	622,909
Finance income							129,618
Finance costs							(29,288)
Share of profit (loss) of investments accounted for using equity method							7,504
Profit before tax							730,744
Segment assets	5,066,943	419,115	123,252	40,564	5,649,875	986,940	6,636,815
Other items							
Depreciation and amortization (Note 2)	241,204	10,341	5,407	332	257,285	–	257,285
Impairment losses	(2,605)	0	0	0	(2,605)	–	(2,605)
Investments accounted for using equity method	93,640	30,117	827	17,204	141,790	–	141,790
Capital expenditures (Note 2)	362,933	24,731	8,094	1,376	397,136	–	397,136

Notes: 1. The elimination or corporate item of assets includes the amount of corporate assets (¥867,771 million in the previous fiscal year, and ¥986,940 million in the current fiscal year). Corporate assets consist mainly of cash and cash equivalents at the Company and financial assets measured at fair value through other comprehensive income.

2. Depreciation for right-of-use assets and capital expenditures are not included.

(3) Information about products and services

This information is omitted because the product and service categories are the same as those of the reportable segments.

(4) Information about geographical regions

Non-current assets and revenues from external customers by geographical region for each year are as follows:

Non-current assets

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Japan	937,580	1,024,430
India	856,553	898,482
Other	146,943	164,126
Consolidated	1,941,077	2,087,039

Note: Non-current assets are based on the location of assets and do not include financial instruments, deferred tax assets, and retirement benefit assets.

Revenue from external customers

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Japan	1,491,008	1,598,010
India	2,447,563	2,678,516
Other	1,886,589	2,016,441
Consolidated	5,825,161	6,292,967

Note: Revenue is classified by country based on the location of customers.

(5) Information about major customers

This information is omitted because no external customer accounts for 10% or more of revenue in the consolidated statement of income.

7. Cash and cash equivalents

The breakdown of cash and cash equivalents is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Cash and deposits	807,710	938,291
Cash equivalents	35,000	35,000
Total	842,710	973,291

Cash and cash equivalents are classified as financial assets measured at amortized cost.

Cash equivalents held by the Group are primarily negotiable deposits.

Cash and cash equivalents are consistent with cash and cash equivalents in the consolidated statements of cash flows.

8. Trade and other receivables

The breakdown of trade and other receivables is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Notes and accounts receivable - trade	303,911	305,001
Installment receivables	274,434	295,263
Other	18,920	20,600
Loss allowance	(6,961)	(7,972)
Total	590,303	612,892

Trade and other receivables other than lease receivables are classified as financial assets measured at amortized cost.

9. Inventories

The breakdown of inventories is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Merchandise and finished goods	415,621	483,982
Work in progress	73,576	97,708
Raw materials and supplies	82,270	110,987
Total	571,468	692,677

The amounts of write-downs of inventories recognized as expenses for the previous consolidated fiscal year and the current consolidated fiscal year were ¥7,363 million and ¥8,132 million, respectively.

10. Other assets

The breakdown of other current assets and other non-current assets is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Tax receivable	106,213	119,202
Prepaid expenses	27,563	31,284
Returned goods assets	17,600	21,128
Advance payments to suppliers	16,700	21,709
Other	51,061	44,803
Total	219,139	238,128
Other current assets	179,605	196,123
Other non-current assets	39,533	42,005
Total	219,139	238,128

11. Assets held for sale and liabilities directly associated with assets held for sale

The breakdown of assets held for sale and liabilities directly associated with assets held for sale is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Assets held for sale		
Property, plant and equipment	5,591	8,026
Total	5,591	8,026

Assets held for sale in the previous consolidated fiscal year, and the current consolidated fiscal year related to the closure of the plant of Suzuki Motor (Thailand) Co., Ltd., a consolidated subsidiary of our company, in the automobile business.

The assets are categorized as assets held for sale due to the extremely high possibility of asset transfer in the previous consolidated fiscal year.

In the current consolidated fiscal year, the Company recognized a reversal of impairment loss of ¥2,769 million on the assets, which is included in ''Other income'' in the consolidated statements of income.

Furthermore, the sale of the assets was completed in April 2026.

12. Property, plant and equipment

Changes in acquisition cost, accumulated depreciation and impairment loss and carrying amount of property, plant and equipment are as follows:

These include assets under operating leases as lessors. For details, please refer to ''14. Leases''

Acquisition Cost

(Millions of yen)

	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land	Construction in progress (Note 1)	Total
Balance as of April 1, 2024	669,808	1,787,577	864,960	413,121	240,062	3,975,530
Purchase (Note 2)	14,196	54,806	20,161	5,121	267,556	361,843
Disposal	(5,637)	(44,665)	(21,464)	(1,297)	(185)	(73,251)
Transfer to assets held for sale	(13,416)	(38,532)	(8,071)	(2,807)	(666)	(63,494)
Exchange difference	(7,657)	(36,193)	(16,629)	(5,698)	(7,904)	(74,084)
Other (Note 3)	75,495	163,080	32,519	8,080	(275,804)	3,371
Balance as of March 31, 2025	732,788	1,886,072	871,475	416,519	223,058	4,129,914
Purchase (Note 2)	10,952	32,746	30,062	9,653	268,257	351,672
Disposal	(3,218)	(43,014)	(47,645)	(438)	(15)	(94,331)
Exchange difference	1,676	(5,618)	18,599	(2,068)	(3,481)	9,108
Other (Note 3)	53,768	129,698	71,290	4,346	(250,733)	8,370
Balance as of March 31, 2026	795,969	1,999,883	943,783	428,011	237,086	4,404,734

Notes: 1. Construction in progress includes the expenditure related to property, plant, and equipment under construction.

2. For commitments related to the purchase of property, plant, and equipment, refer to “38. Commitments and contingencies.”

3. The amount included in ''Other'' mainly consists of transfer from construction in progress to other property, plant, and equipment.

Accumulated depreciation and impairment loss

(Millions of yen)

	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land	Construction in progress	Total
Balance as of April 1, 2024	(352,693)	(1,333,611)	(737,576)	(5,955)	—	(2,429,836)
Depreciation (Note 4)	(23,094)	(120,072)	(52,929)	—	—	(196,096)
Impairment losses	—	(200)	—	(135)	—	(335)
Disposal	3,743	39,887	21,211	295	—	65,138
Transfer to assets held for sale	12,558	37,638	7,744	—	—	57,941
Exchange difference	2,282	23,449	13,216	—	—	38,948
Other	(987)	4,210	4,573	—	—	7,797
Balance as of March 31, 2025	(358,190)	(1,348,697)	(743,759)	(5,795)	—	(2,456,443)
Depreciation (Note 4)	(25,879)	(129,062)	(62,776)	—	—	(217,719)
Impairment losses	—	—	—	(164)	—	(164)
Disposal	2,828	36,764	46,760	—	—	86,354
Exchange difference	(3,194)	442	(19,043)	—	—	(21,796)
Other	(49)	10,514	(3,316)	—	—	7,148
Balance as of March 31, 2026	(384,486)	(1,430,039)	(782,135)	(5,960)	—	(2,602,620)

Notes: 4. Depreciation is included in “Cost of sales” and “Selling, general and administrative expenses” in the consolidated statement of income.

Carrying amount

(Millions of yen)

	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land	Construction in progress	Total
Balance as of March 31, 2025	374,598	537,374	127,716	410,723	223,058	1,673,471
Balance as of March 31, 2026	411,483	569,844	161,647	422,051	237,086	1,802,113

13. Intangible assets

(1) Changes in acquisition cost, accumulated amortization and impairment losses and carrying amount of intangible assets are as follows:

Acquisition cost

(Millions of yen)

	Capitalized development costs	Other	Total
Balance as of April 1, 2024	185,696	42,056	227,752
Purchase	–	13,992	13,992
Internally generated	49,346	–	49,346
Disposal	(28,691)	(1,902)	(30,593)
Exchange difference	–	(520)	(520)
Other	–	(491)	(491)
Balance as of March 31, 2025	206,351	53,135	259,486
Purchase	–	15,842	15,842
Internally generated	31,310	–	31,310
Disposal	(18,948)	(3,101)	(22,049)
Exchange difference	–	1,503	1,503
Other	–	102	102
Balance as of March 31, 2026	218,712	67,482	286,195

Accumulated amortization and impairment loss

(Millions of yen)

	Capitalized development costs	Other	Total
Balance as of April 1, 2024	(55,309)	(24,742)	(80,052)
Amortization (Note)	(24,792)	(5,446)	(30,239)
Disposal	27,022	1,630	28,652
Exchange difference	–	252	252
Other	–	62	62
Balance as of March 31, 2025	(53,080)	(28,244)	(81,324)
Amortization (Note)	(31,956)	(7,622)	(39,579)
Disposal	18,948	2,888	21,837
Exchange difference	–	(1,683)	(1,683)
Other	–	4	4
Balance as of March 31, 2026	(66,088)	(34,658)	(100,746)

Note: Amortization of intangible assets is included in “Cost of sales” or “Selling, general and administrative expenses” in the consolidated statement of income.

Carrying amount

(Millions of yen)

	Capitalized development costs	Other	Total
Balance as of March 31, 2025	153,271	24,890	178,162
Balance as of March 31, 2026	152,624	32,824	185,449

(2) Research and development expenses

The breakdown of research and development expenses is as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Research and development expenditure incurred during the period	265,571	270,435
Amount capitalized	(49,346)	(31,310)
Amortization of capitalized development costs	24,792	31,956
Total	241,018	271,082

14. Leases

(1) Leases as lessee

1) Nature of leasing activity

The Group mainly leases tools for production, stores of subsidiaries, and real estate including land as lessee.

Some real estate contracts include an extension option, and if it is reasonable to exercise the option, the payment obligation for the lease period to be extended is included in lease liabilities.

2) The breakdown of profit or loss and cash flows relating to the leases as lessee

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Depreciation charge for right-of-use assets		
Land	1,506	1,626
Buildings and structures	3,251	4,466
Machinery, equipment and vehicles	198	263
Tools, furniture and fixtures	18,564	14,138
Total	23,520	20,496
Interest expense on lease liabilities	624	832
Short-term lease expenses	1,186	485
Expenses relating to leases of low-value assets (excluding those of short-term leases of low-value assets)	443	936
Total cash outflow for leases	22,404	21,638

Income from subleasing right-of-use assets and variable lease payments not included in the measurement of lease liabilities are not material.

3) The breakdown of the carrying amount of right-of-use assets

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Land	22,234	22,135
Buildings and structures	12,177	20,926
Machinery, equipment and vehicles	557	855
Tools, furniture and fixtures	15,039	13,767
Total	50,009	57,684

The increase in right-of-use assets for the previous consolidated fiscal year and the current consolidated fiscal year were ¥22,934 million and ¥31,604 million, respectively.

4) Maturity analysis of lease liabilities

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Carrying amount	32,539	39,424
Contractual cash flows	39,940	47,065
Within 1 year	11,190	11,017
Over 1 to 2 years	5,184	6,344
Over 2 to 3 years	2,643	3,070
Over 3 to 4 years	1,870	2,582
Over 4 to 5 years	1,660	2,142
Over 5 years	17,390	21,907

(2) Leases as lessor

The Group mainly leases vehicles as lessor. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. All other leases are classified as operating leases.

The Group determines the contractual residual value of a leased vehicle by estimating its future resale price at the beginning of the lease. This estimate considers actual residual values from prior leases as well as information from third-party organizations. At the end of the lease period, returned leased vehicles are primarily sold at auctions.

There is a risk that the sale price of a returned leased vehicle may fall below its contractual residual value, leading to a loss.

1) Income from leases

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Finance leases		
Finance income relating to net investment in leases	198	208
Operating leases		
Lease income	19,751	24,353

2) Maturity analysis of lease payments receivable

(a) Finance leases

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within 1 year	1,635	1,662
Over 1 to 2 years	1,312	1,363
Over 2 to 3 years	1,013	1,056
Over 3 to 4 years	714	843
Over 4 to 5 years	518	601
Over 5 years	174	168
Total	5,369	5,696
Unearned finance income	495	467
Discounted unguaranteed residual value	523	463
Net investment in the lease	5,397	5,692

(b) Operating leases

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within 1 year	13,718	12,671
Over 1 to 2 years	3,077	2,363
Over 2 to 3 years	2,519	1,944
Over 3 to 4 years	2,214	2,019
Over 4 to 5 years	2,031	1,952
Over 5 years	19,498	15,955
Total	43,059	36,906

3) Assets covered by operating leases

Property, plant and equipment accounted for as operating leases consists of the following:

These are included in "Property, plant and equipment" in the consolidated statement of financial position.

Acquisition Cost

(Millions of yen)

	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land	Total
Balance as of April 1, 2024	8,737	54,862	685	14,261	78,547
Balance as of March 31, 2025	9,321	58,809	753	16,156	85,041
Balance as of March 31, 2026	11,841	62,773	1,056	21,526	97,198

Accumulated depreciation and impairment

(Millions of yen)

	Buildings and structures	Machinery, equipment and vehicles	Tools, furniture and fixtures	Land	Total
Balance as of April 1, 2024	4,939	7,239	493	376	13,049
Balance as of March 31, 2025	4,493	8,088	517	404	13,502
Balance as of March 31, 2026	6,205	8,264	649	407	15,526

15. Impairment of non-financial assets

(1) Cash-generating unit

The Group allocates non-financial assets into cash-generating units based on the smallest identifiable group of assets that generates cash inflows that are largely independent. In principle, the Group identifies cash-generating units based on the business categories used for management purposes.

(2) Impairment losses

The Group recognizes impairment losses when the recoverable value of an asset falls below its carrying amount. Impairment losses are included in “Other expenses” in the consolidated statement of income.

For a breakdown of impairment losses by segment, please refer to “6. Operating segments.”

The breakdown of impairment losses is as follows:

(Millions of yen)

		FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Property, plant and equipment	Machinery, equipment and vehicles	200	—
	Land	135	164
	Total	335	164

Assets are grouped mainly by business office, with operating assets and assets for rent being separated. Furthermore, the need for impairment is determined on an individual basis for assets that have been decided to be disposed of, idle assets that are not expected to be used in the future, and comparable assets.

The recoverable amount is determined at fair value less costs of disposal, with the fair value measured mainly based on the appraisal value of real estate. The fair value hierarchy is classified as Level 3.

16. Investments accounted for using equity method

The carrying amount of investments in equity method affiliates is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Associates	99,812	124,176
Joint ventures	15,750	17,613
Total	115,563	141,790

The amounts included in profit (loss) and other comprehensive income of affiliates accounted for by the equity method are as follows.

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Associates		
Profit	11,646	6,777
Other comprehensive income	(617)	3,168
Comprehensive income	11,028	9,946
Joint ventures		
Profit	350	726
Other comprehensive income	(201)	1,135
Comprehensive income	148	1,862

No investments accounted for using equity method are individually material for the previous consolidated fiscal year and the current consolidated fiscal year.

17. Other financial assets

(1) Components of other financial assets

The components of other financial assets are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Financial assets measured at amortized cost		
Time deposits	167,367	154,754
Guarantee deposits	49,197	52,668
Other	22,631	30,146
Financial assets measured at fair value through profit or loss		
Mutual funds	1,091,885	1,229,366
Derivative financial assets	613	1,065
Other debt instruments	106,330	110,101
Financial assets measured at fair value through other comprehensive income		
Equity securities	237,721	259,664
Total	1,675,746	1,837,766
Current assets	331,252	414,319
Non-current assets	1,344,493	1,423,447
Total	1,675,746	1,837,766

(2) Equity financial assets measured at fair value through other comprehensive income

The Group designates equity securities and other financial assets held over the long term to maintain and strengthen relationships with business partners, thereby expanding its earnings base as equity financial assets measured at fair value through other comprehensive income.

1) Major stock name and fair value

The major stock names and fair values of equity financial assets measured at fair value through other comprehensive income are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Toyota Motor Corporation	80,960	97,858
Asahi India Glass Ltd.	28,611	36,264
Total	109,572	134,123

2) Derecognized equity financial assets measured at fair value through other comprehensive income

The fair value and cumulative gains or losses (before tax effects) of equity financial assets measured at fair value through other comprehensive income derecognized during the year at the derecognition date are as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Fair value	59,284	29,693
Cumulative gains or losses	42,752	17,416

Note: The Company disposed of by sale and derecognized certain equity financial assets measured at fair value through other comprehensive income in the previous and current fiscal years, primarily to review its business relationships.

18. Income taxes

(1) Deferred tax assets and deferred tax liabilities

The components by major factor of deferred tax assets and deferred tax liabilities are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Deferred tax assets		
Impairment losses and excess depreciation	26,405	31,717
Provisions	56,810	48,522
Unrealized profits of inventories	31,000	35,904
Accrued expenses	66,547	74,826
Other	76,374	79,218
Subtotal	257,138	270,189
Deferred tax liabilities		
Capitalized development costs	48,418	48,214
Other financial assets	70,760	93,099
Undistributed profits of consolidated subsidiaries, etc.	126,449	142,704
Other	39,355	41,743
Subtotal	284,983	325,762
Net deferred tax assets (liabilities)	(27,845)	(55,573)

Changes in deferred tax assets and deferred tax liabilities recognized as income tax expense in the consolidated statement of income are as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Impairment losses and excess depreciation	(5,490)	(5,688)
Provisions	6,292	8,760
Unrealized profits of inventories	8,098	(4,904)
Accrued expenses	(1,929)	(8,127)
Capitalized development costs	8,376	(204)
Other financial assets	22,694	12,047
Undistributed profits of consolidated subsidiaries, etc.	12,425	16,264
Other	(3,516)	2,468
Total	46,952	20,617

(2) Deductible temporary differences and other items for which no deferred tax assets is recognized

Deductible temporary differences, carryforward of unused tax losses and carryforward of unused tax credit for which no deferred tax asset is recognized are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Deductible temporary differences	24,450	21,459
Unused tax losses	9,948	11,688
Tax credit carryforwards	3,332	—
Total	37,732	33,147

Carryforward of unused tax losses for which no deferred tax asset is recognized will expire as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within 1 year	1,403	579
Over 1 to 5 years	2,233	4,787
Over 5 years	6,312	6,321
Total	9,948	11,688

Carryforward of unused tax credit for which no deferred tax asset is recognized will expire as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within 1 year	1,454	–
Over 1 to 5 years	1,877	–
Over 5 years	–	–
Total	3,332	–

(3) Deductible temporary differences for which no deferred tax liabilities is recognized

Not applicable.

(4) The components of income tax expense

The components of income tax expense are as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Current tax expense	153,551	166,240
Deferred tax expense	46,952	20,617
Total income tax expense	200,503	186,857

Deferred tax expense includes the benefits arising from a previously unrecognized tax loss, tax credit or temporary difference of a prior period, as well as the deferred tax expense resulting from write-downs of deferred tax assets or reversals of previously recognized write-downs. This amount was a decrease of ¥1,243 million and a decrease of ¥197 million for the previous consolidated fiscal year and the current consolidated fiscal year, respectively.

(5) Reconciliation between the statutory income tax rate and the average effective tax rate

Reconciliation between the statutory income tax rate and the average effective tax rate is as follows:

(%)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Statutory income tax rate	30.7	30.7
Statutory income tax rates difference from consolidated subsidiaries	(3.0)	(3.6)
Income and expense not taxable and deductible for tax purpose	1.2	0.4
Tax credit	(2.9)	(3.9)
Undistributed earnings of consolidated subsidiaries	1.7	2.1
Other	(0.3)	(0.2)
Average effective tax rate	27.5	25.6

The statutory income tax rate for the previous fiscal year and the current fiscal year was calculated at 30.7% based on Japanese corporate income tax, inhabitant tax and enterprise tax.

19. Trade and other payables

The breakdown of trade and other payables is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Accounts payable - trade	412,182	528,890
Accounts payable - other	9,960	9,397
Total	422,142	538,288

Trade and other payables are classified as financial liabilities measured at amortized cost.

20. Bonds and borrowings

(1) The breakdown of bonds and borrowings

The breakdown of bonds and borrowings is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)	Average interest rate	Maturity
Short-term borrowings	122,095	117,986	2.24	
Current portion of long-term borrowings	175,738	145,408	0.27	
Long-term borrowings	427,465	485,229	0.98	Apr.2027- Jan.2033
Total	725,300	748,624		

Notes: 1. Bonds and borrowings are classified as financial liabilities measured at amortized cost. The Group has no loans in default.

2. For the balance of bonds and borrowings by due date, please refer to “35. Financial instruments.”

3. The average interest rate is the weighted average rate on the balance of borrowings as of March 31, 2026.

(2) Assets pledged as collateral

Assets pledged as collateral and corresponding liabilities are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Assets pledged as collateral		
Trade and other receivables	–	1,555
Inventories	–	9,251
Property, plant and equipment	1,897	2,037
Total	1,897	12,844
Liabilities corresponding to assets pledged as collateral		
Short-term borrowings	–	8,105
Current portion of long-term borrowings	176	189
Long-term borrowings	653	568
Total	829	8,863

21. Other financial liabilities

The components of other financial liabilities are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Financial liabilities measured at amortized cost		
Accounts payable - facilities	66,767	48,228
Guarantee deposits received	28,910	36,656
Other	22,547	20,232
Financial liabilities measured at fair value through profit or loss		
Derivative financial liabilities	805	970
Lease liabilities (Note)	32,539	39,424
Total	151,570	145,511
Current liabilities	99,457	85,073
Non-current liabilities	52,113	60,437
Total	151,570	145,511

Note: For information on lease liabilities, please refer to “14. Leases” and “34. Cash flow information.”

22. Provisions

The breakdown and changes of provisions are as follows:

(Millions of yen)

	Provision for product warranties	Other(Note)	Total
Balance as of March 31, 2025	165,340	23,332	188,673
Increase during the period	6,087	4,621	10,709
Decrease during the period (intended use)	(19,559)	(330)	(19,890)
Decrease during the period (reversed)	(18,594)	(16)	(18,610)
Other	1,023	—	1,023
Balance as of March 31, 2026	134,298	27,607	161,905

Note: Other includes Provision for recycling expenses etc.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Current liabilities	165,340	134,298
Non-current liabilities	23,332	27,607
Total	188,673	161,905

Provision for product warranties

The Group sets aside a provision for product warranties for future product warranty-related expenses.

The costs related to product warranties include the following:

(i) The cost of free repairs covered under product warranties

(ii) The cost of free repairs resulting from notification to the competent authorities and related actions

(i) The provision for the cost of free repairs covered under product warranties is recognized at the time of the sale. (ii) The provision for the cost of free repairs resulting from notification to the competent authorities and related actions is measured on a comprehensive basis by estimating the expected repair cost per unit based on currently available information, such as historical repair records and past experience regarding product defects and multiplying it by the historical number of units sold. In addition to the provision for product warranties measured on a comprehensive basis, the provision is measured individually for specific notifications if a comprehensive measurement is considered inappropriate in light of their nature, scale, etc., and provided that the outflow of resources is probable and the amount can be reasonably estimated.

23. Employee benefits

(1) Post-employment benefits

The Group has adopted funded and unfunded defined benefit plans and defined contribution plans for post-employment benefits. The amount of defined benefits is determined based on the payout rate at the time of retirement, the number of years of service, the final average salary before retirement, and other specific conditions. The relevant obligation is included in retirement benefit liability, determined by the actuarial present value of that obligation. Additional retirement benefits may be paid to employees who retire before reaching the normal retirement date.

Funded defined benefit plans are managed either by the Group or a legally separate pension fund in accordance with the law. The Group or the pension fund’s board of trustees and the pension fund management company are legally obligated to act in the best interests of the plan participants. They are responsible for managing plan assets according to established policies.

The investment policy for the Company’s plan assets seeks to achieve stable earnings over the medium to long term, ensuring that future obligations of the defined benefit plan are met according to internal regulations.

The Group’s major defined benefit plans are subject to various actuarial risks, including investment risk, interest rate risk, inflation risk, and longevity risk.

(2) Defined benefit

1) Defined benefit obligations and plan assets

The changes in the present value of defined benefit obligation and the changes in the fair value of plan assets are as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)		FY2025 (April 1, 2025–March 31, 2026)	
	Japan	Overseas	Japan	Overseas
The present value of defined benefit obligations				
Beginning balance	149,007	88,815	138,533	100,052
Current service cost	7,421	5,918	6,840	6,315
Past service cost	—	(200)	—	5,536
Interest expense	2,361	6,553	3,275	6,968
Contributions from employees	—	6,180	—	6,619
Changes due to remeasurement				
Actuarial gains and losses arising from changes in demographic assumptions	(302)	34	(53)	(278)
Actuarial gains and losses arising from changes in financial assumptions	(13,581)	665	(14,661)	(1,647)
Other actuarial gains or losses	4,894	2,150	4,524	1,674
Benefit payments	(11,267)	(9,598)	(9,254)	(9,036)
Exchange differences on translation of foreign operations and others	—	(467)	—	(1,777)
Ending balance	138,533	100,052	129,205	114,424
The fair value of plan assets				
Beginning balance	134,941	85,827	134,543	94,291
Interest income	2,133	6,209	3,165	6,545
Changes due to remeasurement				
The return on plan assets, excluding amounts included in interest income	(1,214)	1,512	2,064	(3,016)
Contributions from employers (Notes 2 and 3)	7,275	5,413	7,326	6,536
Contributions from employees	—	6,180	—	6,619
Benefit payments	(8,592)	(8,027)	(7,016)	(8,261)
Exchange differences on translation of foreign operations or other increase(decrease)	—	(2,823)	—	(2,324)
Ending balance	134,543	94,291	140,083	100,390
Effect of the asset ceiling	33,564	2,846	46,200	38
Net defined benefit liabilities (assets) presented in the consolidated statement of financial position	37,554	8,606	35,321	14,073

Notes: 1. Retirement benefit assets included in net defined benefit liabilities (assets) for the previous consolidated fiscal year and the current consolidated fiscal year are ¥98 million, ¥213 million, respectively, and are included in other non-current assets in the consolidated statement of financial position.

2. In accordance with laws and regulations, the Group and the Pension Fund conduct periodic financial reviews and recalculate contributions in order to allocate funds for future benefits and to maintain pension finance balance in the event of a shortfall.

3. The Group plans to contribute ¥15,371 million in installments in FY2026.

4. Weighted average durations of defined benefit obligation were 13 years in Japan and 13 years overseas for the previous consolidated fiscal year, and 13 years in Japan and 13 years overseas for the current consolidated fiscal year.

2) Reconciliation of effect of the asset ceiling

The changes in the effect of the asset ceiling are as follows:

	FY2024 (April 1, 2024–March 31, 2025)		FY2025 (April 1, 2025–March 31, 2026)	
	Japan	Overseas	Japan	Overseas
Beginning balance	25,809	2,334	33,564	2,846
Interest expense	387	169	794	191
Changes due to remeasurement				
Changes in the effect of asset ceilings (excluding amounts included in the limit on interest income)	7,367	452	11,841	(2,934)
Exchange differences on translation of foreign operations	—	(109)	—	(64)
Ending balance	33,564	2,846	46,200	38

3) The breakdown of plan assets

The breakdown of the fair value of plan assets by major category in each year is as follows:

FY2024 (As of March 31, 2025)

(Millions of yen)

	Japan (Note 3)			Overseas		
	Quoted price in an active market		Total	Quoted price in an active market		Total
	Available	Not available		Available	Not available	
Equity securities	—	12,509	12,509	7,495	—	7,495
Bonds	—	46,493	46,493	68,832	—	68,832
General account for life insurance (Note 1)	—	43,817	43,817	—	15,893	15,893
Other (Note 2)	—	31,723	31,723	—	2,070	2,070
Total	—	134,543	134,543	76,327	17,964	94,291

FY2025 (As of March 31, 2026)

(Millions of yen)

	Japan (Note 3)			Overseas		
	Quoted price in an active market		Total	Quoted price in an active market		Total
	Available	Not available		Available	Not available	
Equity securities	―	16,069	16,069	9,048	―	9,048
Bonds	―	44,596	44,596	72,510	―	72,510
General account for life insurance (Note 1)	―	45,152	45,152	―	18,084	18,084
Other (Note 2)	―	34,265	34,265	746	―	746
Total	―	140,083	140,083	82,305	18,084	100,390

Notes: 1. For general accounts for life insurance, life insurance companies guarantee a specific crediting rate and principal.
2. Other includes real estate funds, etc.
3. Domestic equity and debt securities are primarily managed through pooled investment funds and do not have quoted market prices in an active market. Until the previous fiscal year, the disclosure was based on the nature of the underlying diversified investments of the pooled investment funds. However, effective from the current fiscal year, the Company has changed the disclosure method to base it on the nature of the pooled investment funds themselves. This change in the disclosure method has no impact on the Company's consolidated financial statements.

4) Matters concerning actuarial assumptions

The significant actuarial assumptions for each fiscal year are as follows:

(%)

	FY2024 (As of March 31, 2025)		FY2025 (As of March 31, 2026)	
	Japan	Overseas	Japan	Overseas
Discount rate	2.37	6.90	3.43	7.68

The sensitivity of changes in the major base rates to the present value of the defined benefit obligation in each year is as follows:

(Millions of yen)

		FY2024 (As of March 31, 2025)		FY2025 (As of March 31, 2026)	
		Japan	Overseas	Japan	Overseas
Discount rate	1% increase	(10,604)	(2,226)	(9,265)	(2,489)
	1% decrease	12,704	2,665	11,023	3,172

Note: The measurement of defined benefit obligations includes an assessment of future uncertain events. The sensitivity for each fiscal year is based on the assumption that other variables are not changed, but in reality, they may not necessarily change independently. A negative figure represents a decrease and a positive figure represents an increase in the present value of the defined benefit obligation.

(3) Defined contribution plans

The required contributions to the defined contribution plans for the previous consolidated fiscal year and the current consolidated fiscal year are ¥2,800 million and ¥3,186 million, respectively. Additionally, contributions to the Employees' Pension Insurance are accounted for in the same manner as defined contribution plans and are included in employee benefit expenses.

(4) Employee benefit expenses

The employee benefit expenses included in “Cost of sales” and “Selling, general and administrative expenses” in the consolidated statement of income for the previous consolidated fiscal year and the current consolidated fiscal year are ¥513,562 million and ¥572,625 million, respectively.

24. Other liabilities

The breakdown of other current liabilities and other non-current liabilities is as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Accrued expenses	297,483	300,074
Advances received	193,102	214,631
Accrued paid absences	38,382	50,121
Accrued consumption tax etc.	32,852	13,867
Other	65,440	67,895
Total	627,262	646,589
Other current liabilities	564,992	589,472
Other non-current liabilities	62,270	57,117
Total	627,262	646,589

Note: Other includes government subsidies received for the purchase of property, plant and equipment.
For details, refer to "25. Government Grants."

25. Government grants

(1) Grants for assets

The amounts of government grants related to assets recognized as deferred income in the consolidated statements of financial position are as follows:

This is mainly due to the exemption of import duties in India and is subject to export sales within a certain period.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Other current liabilities	4,261	3,565

(2) Government grants on earnings

This is mainly on the condition of capital investment and vehicle sales in Gujarat, India.

¥8,070 million and ¥8,217 million were recognized in profit or loss for the previous consolidated fiscal year and the current consolidated fiscal year, respectively.

26. Equity and other components of equity

(1) Capital management

The Group invests in capital investment and research and development to enhance corporate value through global growth. In order to meet these funding needs, capital management takes into account an appropriate balance between debt and capital related to funding.

The key indicators used by the Group in capital management are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Equity	2,970,660	3,382,083
Equity ratio	49.6%	51.0%

Note: Equity means total equity attributable to owners of parent.

Equity ratio means Equity / total liabilities and equity.

The Group does not have significant capital requirements(excluding general provisions such as the Companies Act, etc.)

(2) Number of shares authorized and number of shares issued (fully paid-up)

Changes in the number of shares authorized and the number of shares issued are as follows:

(Shares)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Number of shares authorized		
Ordinary shares (Note 2)	6,000,000,000	6,000,000,000
Number of shares issued		
Beginning balance	491,146,600	1,964,586,400
Increase during the period (Note 3)	1,473,439,800	—
Decrease during the period	—	—
Ending balance	1,964,586,400	1,964,586,400

Notes: 1. The shares issued by the Company are ordinary shares with no par value that have no restrictions on any rights. The shares issued have been fully paid up.

2. At the meeting of the Board of Directors held on December 13, 2023, the Company approved a four-for-one share split of ordinary shares effective April 1, 2024. As a result of the amendment to the Articles of Incorporation, the total number of shares authorized to be issued increased by 4,500,000,000 to 6,000,000,000.

3. The increase in the number of shares issued during the previous fiscal year was 1,473,439,800, resulting from the above-mentioned share split.

(3) Treasury shares

Changes in the number of treasury shares are as follows:

(Shares)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Beginning balance	8,858,399	35,311,282
Increase during the period (Note 1, 2)	26,579,183	1,221
Decrease during the period (Note 3, 4)	126,300	—
Ending balance	35,311,282	35,312,503

Notes: 1. The increase of 26,579,183 shares in treasury shares of ordinary shares during FY2024 consists of 26,575,197 shares due to the share split, 778 shares increased by purchase of less than one unit, and 3,208 shares attributable to the Company of treasury shares (the Company shares) acquired by a company accounted for using equity method.

2. The increase of 1,221 shares in treasury shares of ordinary shares during FY2025 consists of 221 shares increased by purchase of less than one unit, and 1,000 shares attributable to the Company of treasury shares (the Company shares) acquired by a company accounted for using equity method.

3. The decrease of 126,300 shares in treasury shares of ordinary shares during FY2024 was due to restricted share compensation.

4. As of April 1, 2024, the Company conducted four-for-one ordinary shares split.

(4) Description and purpose of surplus

1) Capital surplus

The Companies Act of Japan (the “Companies Act”) provides that at least 50% of the contribution for issuing shares must be credited to share capital, with the remainder credited to legal capital surplus within capital surplus. The Companies Act also provides that legal capital surplus may be credited to share capital pursuant to a resolution at the shareholders meeting.

2) Retained earnings

The Companies Act provides that 10% of the deduction from surplus resulting from the payment of relevant dividends shall be appropriated as legal capital surplus or as legal retained earnings until the combined total of the legal capital surplus and the legal retained earnings equals 25% of share capital. Accumulated legal retained earnings can be used to cover losses. The Companies Act also states that the legal retained earnings can be reversed by a resolution of the general meeting of shareholders.

3) Other components of equity

(a) Exchange differences on translation of foreign operations

They are differences arising from translating financial statements of foreign operations into Japanese yen, the presentation currency.

(b) Cash flow hedges

They represent the fair value of forward exchange contracts and interest rate swaps, which are used to mitigate the risk of future planned transactions.

(c) Financial assets measured at fair value through other comprehensive income

They represent the difference between the cost of financial assets measured at fair value through other comprehensive income and their fair value at end of period.

(d) Remeasurements of the net defined benefit liability (asset)

Remeasurements of the net defined benefit liability (asset) comprise: actuarial gains and losses; the return on plan assets excluding amounts included in net interest on the net defined benefit liability (asset); and any change in the effect of the asset ceiling, excluding amounts included in interest on the net defined benefit liability (asset). Actuarial differences represent increases or decreases in the present value of the defined benefit obligation because of experience adjustments—differences between initial actuarial assumptions and actual outcomes—and changes in actuarial assumptions. These are recognized in other comprehensive income when they arise and are subsequently reclassified from other components of equity to retained earnings.

(e) Stock acquisition rights

The Company has share options and issues stock acquisition rights in accordance with the Companies Act.

(5) Other components of equity

Changes in other components of equity are as follows:

(Millions of yen)

	Remeasurements of defined benefit plans	Financial assets measured at fair value through other comprehensive income	Exchange differences on translation of foreign operations	Cash flow hedges	Share acquisition rights	Total
Balance as of April 1, 2024	—	142,884	168,119	(73)	41	310,971
Other comprehensive income	(283)	(20,083)	(65,118)	73	—	(85,411)
Transfer to retained earnings	283	(33,084)	—	—	—	(32,801)
Balance as of March 31, 2025	—	89,716	103,000	—	41	192,758
Other comprehensive income	49	30,566	36,666	—	—	67,281
Transfer to retained earnings	(49)	(10,680)	—	—	—	(10,729)
Balance as of March 31, 2026	—	109,602	139,666	—	41	249,310

27. Dividends

(1) Dividends paid

FY2024 (April 1, 2024–March 31, 2025)

Resolution	Type of shares	Total amount of dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 27, 2024	Common shares	32,319	67.00	March 31, 2024	June 28, 2024
Board of Directors meeting held on November 8, 2024	Common shares	38,592	20.00	September 30, 2024	November 29, 2024

Note: The Company executed a four-for-one stock split of its common stock as of April 1, 2024. The dividend per share is the amount prior to the stock split.

FY2025 (April 1, 2025–March 31, 2026)

Resolution	Type of shares	Total amount of dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 27, 2025	Common shares	40,522	21.00	March 31, 2025	June 30, 2025
Board of Directors meeting held on November 6, 2025	Common shares	42,452	22.00	September 30, 2025	November 28, 2025

(2) The dividend with a record date in the current fiscal year but an effective date in the following fiscal year

FY2025 (April 1, 2025–March 31, 2026)

Resolution	Type of shares	Source of dividends	Total amount of dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 25, 2026	Common shares	Retained earnings	46,311	24.00	March 31, 2026	June 26, 2026

28. Revenue

(1) Breakdown of revenue

The breakdown of revenue by key products and services, along with its relation to reporting segments, is as follows:

FY2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	Reportable segments				Total
	Automobile business	Motorcycle business	Marine business	Other business	
Japan	1,429,590	18,399	3,247	12,128	1,463,366
Europe	579,767	43,607	18,622	―	641,996
Asia	2,613,848	216,543	11,581	―	2,841,974
Other	649,255	119,497	76,224	―	844,977
Revenue from contracts with customers	5,272,461	398,047	109,676	12,128	5,792,314
Revenue recognized from other sources (Note 1)	32,755	83	7	―	32,846
Revenue from external customers	5,305,217	398,131	109,684	12,128	5,825,161

FY2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	Reportable segments				Total
	Automobile business	Motorcycle business	Marine business	Other business	
Japan	1,535,771	17,565	3,229	12,601	1,569,167
Europe	617,943	43,908	22,259	―	684,111
Asia	2,870,751	222,862	11,546	―	3,105,160
Other	648,489	170,117	82,415	―	901,022
Revenue from contracts with customers	5,672,956	454,453	119,450	12,601	6,259,461
Revenue recognized from other sources (Note 1)	33,463	35	6	―	33,505
Revenue from external customers	5,706,420	454,488	119,456	12,601	6,292,967

Notes: 1. Revenue recognized from other sources is lease income etc. in accordance with IFRS 16 "Leases."

2. Countries and regions are classified by physical proximity.

3. Major countries or regions that belong to categories other than Japan are as follows:

(1) Europe ・・・・・・ Hungary, Italy, UK, Germany

(2) Asia ・・・・・・ India, Pakistan, Indonesia, Thailand

(3) Other regions ・・・・・・ United States, Australia, Mexico, Colombia, South Africa, Saudi Arabia

4. Categorization is based on customer locations.

(2) Contract balances

The breakdown of receivables from contracts with customers and contract liabilities is as follows:

(Millions of yen)

	Transition date (As of April 1, 2024)	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Receivables from contracts with customers			
Trade and other receivables	529,699	548,582	569,521
Contract liabilities			
Other current liabilities	120,074	133,683	158,634
Other non-current liabilities	57,858	59,419	55,996

Notes: 1. Contract liabilities are mainly related to advances received from customers. For the previous consolidated fiscal year and the current consolidated fiscal year, ¥100,435 million and ¥107,905 million of recognized revenue, respectively, were included in the balance of contract liabilities at the beginning of the period.

2. The amount of revenue recognized from performance obligations that were fulfilled (or partially fulfilled) in prior periods was not material for the previous consolidated fiscal year and the current consolidated fiscal year.

(3) Transaction price allocated to the remaining performance obligations

The total transaction price allocated to the remaining performance obligations and the time frame in which the Group expects to recognize the amount as revenue are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within 1 year	39,547	43,088
Over 1 year	80,838	80,040
Total	120,385	123,128

Notes: 1. Remaining performance obligations mainly consist of extended guarantee income and maintenance income. These remaining performance obligations are expected to be satisfied primarily within six years.

2. The Group has applied the practical expedient of IFRS 15, paragraph 121 (a) and does not include contracts with an initial expected term of one year or less in the total transaction price allocated to the remaining performance obligations.

3. There is no material amount that is not included in the transaction price as consideration arising from the contract with the customer.

29. Selling, general and administrative expenses

The breakdown of selling, general and administrative expenses is as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Research and development expenses	241,018	271,082
Shipment expenses	201,107	206,960
Employee benefit expenses	205,295	215,993
Selling expenses	67,209	84,378
Advertising expense	79,310	75,684
Other	150,399	158,394
Total	944,341	1,012,493

30. Other income and expenses

The breakdown of other income is as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Government grants	8,483	15,130
Rental income	3,620	3,593
Reversal of impairment loss (Note)	—	2,769
Other	14,412	18,011
Total	26,516	39,506

Note: Details of Reversal of impairment loss are described in “11. Assets held for sale and liabilities directly associated with assets held for sale.”

The breakdown of other expenses is as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Loss on sales of property, plant and equipment	1,668	3,023
Impairment losses (Note)	335	164
Other	5,977	5,263
Total	7,982	8,451

Note: Details of impairment losses are described in “15. Impairment of non-financial assets.”

31. Finance income and finance costs

The breakdown of finance income and finance costs is as follows:

(1) Finance income

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Gain on valuation of securities		
Financial assets measured at fair value through profit or loss	80,009	80,273
Interest income		
Financial assets measured at amortized cost	28,055	25,254
Dividend income		
Financial assets measured at fair value through other comprehensive income	6,893	7,957
Foreign exchange gain	—	9,132
Other	3,854	7,000
Total	118,813	129,618

(2) Finance costs

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Interest expenses		
Financial assets measured at amortized cost	13,321	16,332
Loss on valuation of securities		
Financial assets measured at fair value through profit or loss	12,431	12,953
Foreign exchange loss	17,687	—
Other	—	2
Total	43,440	29,288

32. Other comprehensive income

Reclassification adjustments and tax effects by component of other comprehensive income are as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Items that will not be reclassified to profit or loss:		
Remeasurements of defined benefit plans		
Amount arising during the period	(1,094)	518
Tax effects	369	(246)
After tax effects	(724)	271
Financial assets measured at fair value through other comprehensive income		
Amount arising during the period	(31,912)	46,282
Tax effects	12,075	(12,900)
After tax effects	(19,837)	33,381
Share of other comprehensive income of investments accounted for using equity method		
Amount arising during the period	(16)	32
After tax effects	(16)	32
Total of items	(20,578)	33,685
Items that may be reclassified to profit or loss:		
Exchange differences on translation of foreign operations		
Amount arising during the period	(91,670)	13,454
After tax effects	(91,670)	13,454
Net change in fair value of cash flow hedges		
Amount arising during the period	124	–
Reclassification adjustments	(13)	–
Before tax effects	111	–
Tax effects	(23)	–
After tax effects	88	–
Share of other comprehensive income of investments accounted for using equity method		
Amount arising during the period	(802)	4,271
After tax effects	(802)	4,271
Total of items	(92,385)	17,725
Total other comprehensive income:	(112,963)	51,411

33. Earnings per share

(1) Basis for calculation of basic earnings per share

Basic earnings per share and the basis for its calculation are as follows:

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Profit attributable to common shareholders of parent		
Profit attributable to owners of parent (Millions of Yen)	416,050	439,267
Profit not attributable to common shareholders of parent (Millions of Yen)	—	—
Profit used for calculating basic earnings per share attributable to owners of parent (Millions of Yen)	416,050	439,267
Average number of common shares during the period	1,929,227,975	1,929,274,468
Basic earnings per share attributable to owners of parent (Yen)	215.66	227.69

(2) Basis for calculation of diluted earnings per share

Diluted earnings per share and the basis for its calculation are as follows:

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Diluted profit attributable to common shareholders		
Profit used for calculating basic earnings per share attributable to owners of parent (Millions of Yen)	416,050	439,267
Profit adjustments (Millions of Yen)	—	—
Profit used for calculating diluted earnings per share attributable to owners of parent (Millions of Yen)	416,050	439,267
Average number of common shares during the period	1,929,227,975	1,929,274,468
Effect of dilutive potential ordinary shares		
The number of dilutive potential common shares	85,151	85,157
Performance-based restricted share compensation plan	—	113,850
After adjustment for dilutive effects	1,929,313,126	1,929,473,475
Diluted earnings per share attributable to owners of parent (Yen)	215.65	227.66

34. Cash flow information

Changes in liabilities from financing activities are as follows:

FY2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	April 1, 2024	Cash flows	Non-cash changes			March 31, 2025
			New contracts	Exchange rate changes	Other	
Short-term borrowings	166,543	(41,501)	—	(2,946)	—	122,095
Long-term borrowings	619,354	(16,516)	—	366	—	603,204
Lease liabilities	41,738	(14,870)	14,314	(164)	(8,478)	32,539
Total	827,636	(72,888)	14,314	(2,744)	(8,478)	757,839

FY2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	April 1, 2025	Cash flows	Non-cash changes			March 31, 2026
			New contracts	Exchange rate changes	Other	
Short-term borrowings	122,095	(10,395)	—	6,286	—	117,986
Long-term borrowings	603,204	26,821	—	611	—	630,637
Lease liabilities	32,539	(13,165)	19,110	386	553	39,424
Total	757,839	3,260	19,110	7,284	553	788,048

35. Financial instruments

(1) Financial risk management

The Group is exposed to various financial risks (credit risk, liquidity risk and market risk) in the course of its business activities. To avoid or mitigate such risks, the Group regularly monitors financial risks and takes actions as necessary in accordance with the internal management rules and other relevant rules.

The Group does not enter into derivatives transactions for speculative purposes.

1) Credit risk

The Group assumes the risk of financial loss on financial assets held by the Group due to the default of the counterparty on its contractual obligations.

With regard to trade receivables, other receivables and other financial assets, in accordance with the receivables management rules, the Group periodically monitors the status of each business partner, manages due dates and outstanding balances, and strives to promptly identify and mitigate collection concerns due to deterioration in financial conditions and other factors.

Based on internal control rules, the Group considers a significant period of overdue maturity or bankruptcy as a debt default. The Group determines that credit impairment has occurred when there is evidence of impairment, such as a debtor's default or significant financial hardship. The Group directly amortizes the carrying amount of financial assets when future collections are not reasonably expected. The amount collected is recorded in profit or loss.

The risks associated with derivatives and banking transactions are limited because these transactions are entered into only with highly rated financial institutions.

There is no significant credit risk exposure to specific counterparties and no excessive concentration of credit risk that requires special management.

The maximum exposure to credit risk as of the end of the reporting period is the carrying amount of financial assets, net of impairment. Regarding guarantee obligations, the balance of guarantee obligations shown in "38. Commitments and Contingencies" represents the maximum exposure to credit risk of the Group.

The Group holds products sold for trade receivables and guarantee deposits received as collateral. Guarantee deposits received are recorded in other financial liabilities in the consolidated financial statements.

Changes in loss allowance are as follows:

(Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses			Total
		Financial assets other than credit-impaired financial assets	Credit-impaired financial assets	Trade receivables and lease assets	
Balance as of April 1, 2024	879	1,108	3,597	1,961	7,547
Increase during the period	136	324	429	0	890
Decrease during the period (intended use)	–	–	(646)	–	(646)
Decrease during the period (reversed)	(3)	–	(17)	(290)	(311)
Other increase (decrease)	(49)	(70)	(14)	(43)	(178)
Balance as of March 31, 2025	963	1,361	3,347	1,628	7,300
Increase during the period	208	306	150	521	1,186
Decrease during the period (intended use)	–	–	(221)	–	(221)
Decrease during the period (reversed)	(38)	(174)	(68)	(0)	(282)
Other increase (decrease)	55	108	6	113	283
Balance as of March 31, 2026	1,187	1,601	3,213	2,262	8,266

There were no significant changes in the aggregate carrying amount that would affect the changes in loss allowance for the fiscal years ended March 31, 2025 and 2026.
In addition, there were no material financial assets that were directly amortized but still under collection activities as of March 31, 2025 and 2026.

2) Liquidity risk
Since the Group finances for its operations mainly through borrowings from financial institutions and the issuance of bonds, it assumes the risk of failure to fulfill its payment obligations due to deterioration in the financing environment and other difficulties. To address this risk, the Group ensures a certain level of liquidity on hand in accordance with its cash management plan and maintains cash management by centralizing the cash management operations at the Company.
In addition, the Group has secured sufficient liquidity by entering into commitment agreements with several financial institutions.

Total commitment lines and drawn balance are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Total commitment lines	300,000	300,000
Drawn balance	–	–
Undrawn balance	300,000	300,000

(Maturity analysis for financial liabilities)

The balances of financial liabilities (including derivative financial instruments) by due date are as follows:

FY2024 (As of March 31, 2025)

(Millions of yen)

	Contractual cash flows	Within 1 year	Over 1 to 2 years	Over 2 to 3 years	Over 3 to 4 years	Over 4 to 5 years	Over 5 years
Non-derivative financial liabilities							
Trade and other payables	422,142	422,142	–	–	–	–	–
Bonds and borrowings	732,601	301,414	137,008	52,942	110,871	130,251	113
Subtotal	1,154,744	723,557	137,008	52,942	110,871	130,251	113
Derivative financial liabilities							
Forward exchange contracts	788	788	–	–	–	–	–
Commodity futures transactions	17	17	–	–	–	–	–
Subtotal	805	805	–	–	–	–	–
Total	1,155,550	724,363	137,008	52,942	110,871	130,251	113

FY2025 (As of March 31, 2026)

(Millions of yen)

	Contractual cash flows	Within 1 year	Over 1 to 2 years	Over 2 to 3 years	Over 3 to 4 years	Over 4 to 5 years	Over 5 years
Non-derivative financial liabilities							
Trade and other payables	538,288	538,288	–	–	–	–	–
Bonds and borrowings	764,098	267,361	88,937	154,435	180,004	73,074	285
Subtotal	1,302,386	805,649	88,937	154,435	180,004	73,074	285
Derivative financial liabilities							
Forward exchange contracts	370	370	–	–	–	–	–
Commodity futures transactions	599	599	–	–	–	–	–
Subtotal	970	970	–	–	–	–	–
Total	1,303,357	806,619	88,937	154,435	180,004	73,074	285

3) Market risk

(a) Foreign exchange rate risk

In the course of its global operations, the Group assumes the risk of foreign exchange rate fluctuations affecting profit or loss and cash flows from foreign currency denominated receivables, payables and financial transactions. To reduce the risk of foreign exchange rate fluctuations, the Group uses derivative transactions such as forward exchange contracts, currency options and cross-currency interest rate swaps in accordance with the derivative transaction management rules.

(Foreign exchange rate sensitivity analysis)

If the Japanese yen had appreciated 1.0% against each currency, with all other variables unchanged, for foreign currency denominated receivables, payables and financial transactions held by the Group as of March 31, 2025 and 2026, the impact on "Profit before tax" in the consolidated statement of income would be as follows: The exposure to foreign exchange rate fluctuations of any other currency is not material.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
USD	(664)	(715)
EUR	(55)	(463)
INR	(186)	126

(b) Interest rate risk

The Group uses financial instruments subject to interest rate fluctuation risk in the procurement of operating capital and capital expenditures and the management of short-term surplus funds. To reduce the risk of interest rate fluctuations, the Group in principle uses derivative transactions such as interest rate swaps to fix interest payments on long-term borrowings with floating interest rates.

As a result, the Group does not perform interest rate sensitivity analysis because the impact of interest payments on the Group is considered small and interest rate risk is not material to the Group.

(c) Price risk

The Group is exposed to the risk of share price fluctuations of equity instruments through its holdings of listed shares for the purpose of expanding its revenue base by maintaining and strengthening relationships with business partners. The Group regularly reviews its holdings of these equity instruments to determine their fair value and the financial condition of the issuers.

In addition, the Group invests part of its surplus funds in debt schemes of mutual funds and is exposed to the risk of bond price fluctuations.

(Market price sensitivity analysis)

If share prices had increased by 10%, with all other variables unchanged, for listed shares held by the Group as of March 31, 2025 and 2026, the impact on other comprehensive income (before tax effects) would be as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Impact on other comprehensive income (before tax effects)	19,222	22,728

If base values had increased by 1%, with all other variables unchanged, for listed debt mutual funds held by the Group as of March 31, 2025 and 2026, the impact on "Profit before tax" in the consolidated statement of income would be as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Impact on profit before tax	10,828	12,189

(2) Definition of fair value hierarchy

1) Classification by level of financial instruments measured at fair value

The Group defines the levels of the fair value hierarchy as follows:

Level 1: Fair value measured using quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Fair value measured using inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly or indirectly

Level 3: Fair value measured using significant unobservable inputs for the assets or liabilities.

If multiple inputs are used that has a significant impact on the fair value measurement, the Group classifies the fair value as the lowest priority level for determining fair value of each input.

The Group also recognizes transfers between levels of the fair value hierarchy on the date of an event or change in circumstances occurs that caused the transfer.

2) Measurement methods for fair value

The Group determines the fair value of its assets and liabilities using relevant market information and appropriate valuation methods.

The methods and assumptions used to measure the fair value of assets and liabilities are as follows:

(Cash and cash equivalents, time deposits, trade and other receivables and trade and other payables)

Their fair values approximate their carrying amount because they are settled in a short period of time.

However, the Group estimates the fair value of installment receivables by discounting future cash flows to present value at an interest rate that reflects periods of maturities and credit risks, such as expected credit losses. Therefore, since unobservable inputs are used, they are classified as Level 3.

(Mutual funds and other debt instruments)

Other debt instruments include bonds and investments in investment partnerships.

The fair value of mutual funds with active markets is classified as Level 1 because it is measured based on their fair value in the market.

The fair value of leasehold deposits is determined by discounting future cash flows that reflect collectability to their present value using government bond yield, etc., and is classified as Level 3.

The fair value of bonds and mutual funds as debt instruments without active markets is classified as Level 2 because it is measured using reference inputs for pricing models adopted by financial institutions and other parties.

The fair value of other mutual funds and investments in investment partnerships is classified as Level 3 because it is measured based on the Company's share of the fair value of the investee's equity, which is calculated by measuring the fair value of financial instruments held by the investee using a market approach such as the comparable company method.

(Equity securities)

The fair value of listed shares is classified as Level 1 because it is measured based on their quoted prices in the markets.

The fair value of unlisted shares is classified as Level 3 because it is measured using the market approach, such as the comparable companies' analysis.

The significant unobservable inputs for the fair value measurement of investments in investment partnerships and unlisted shares classified as Level 3 are the price book value ratio (PBR) of comparable companies and the liquidity discount (30%). A higher (lower) PBR increases (decreases) the fair value, and a higher (lower) liquidity discount decreases (increases) the fair value.

(Derivatives)
Derivatives include forward exchange contracts, currency options, interest rate and currency swaps, etc.
Their fair values are classified as Level 2 because they are measured based on observable market inputs such as prices, exchange rates and interest rates provided by financial institutions.

(Borrowings)
The fair value of short-term borrowings approximates the carrying amount because it is settled in a short period of time.
The fair value of long-term borrowings is classified as Level 2 because it is measured by discounting future cash flows using currently available interest rates applicable to obligations with similar terms and remaining maturities.

Recurring fair value measurements classified as Level 3 are performed by the finance division in accordance with the Group's valuation policies and procedures, using valuation models that most appropriately reflect the individual asset characteristics, features and risks of financial instruments. In addition, the finance division examines on an ongoing basis movements in key indicators that could affect changes in fair value.
When the results of the examination indicate that the fair value of financial instruments is significantly impaired, the department manager's review and approval is performed.
For financial instruments classified as Level 3, changes in fair value resulting from changes in unobservable inputs to reasonable alternative assumptions are immaterial.

The breakdown of financial assets and liabilities measured at fair value on a recurring basis by level of the fair value hierarchy is as follows:

FY2024 (As of March 31, 2025)

(Millions of yen)

	Level 1	Level 2	Level 3	Total
Financial assets				
Financial assets measured at fair value through profit or loss				
Mutual funds	1,082,821	7,212	1,851	1,091,885
Derivative financial assets	—	613	—	613
Other debt instruments	—	48,308	58,021	106,330
Financial assets measured at fair value through other comprehensive income				
Equity securities	192,222	—	45,499	237,721
Total	1,275,043	56,134	105,372	1,436,550
Financial liabilities				
Financial liabilities measured at fair value through profit or loss				
Derivative financial liabilities	—	805	—	805
Total	—	805	—	805

FY2025 (As of March 31, 2026)

(Millions of yen)

	Level 1	Level 2	Level 3	Total
Financial assets				
Financial assets measured at fair value through profit or loss				
Mutual funds	1,218,978	7,496	2,890	1,229,366
Derivative financial assets	－	1,065	－	1,065
Other debt instruments	－	44,110	65,991	110,101
Financial assets measured at fair value through other comprehensive income				
Equity securities	227,280	－	32,383	259,664
Total	1,446,259	52,672	101,265	1,600,197
Financial liabilities				
Financial liabilities measured at fair value through profit or loss				
Derivative financial liabilities	－	970	－	970
Total	－	970	－	970

3) Reconciliation of financial instruments classified as Level 3

Changes in Level 3 financial instruments measured at fair value on a recurring basis are as follows:

FY2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	Mutual funds	Other debt instruments	Equity securities	Total
Beginning balance	1,092	49,863	29,913	80,869
Gains or losses				
Profit or loss (Note 1)	12	(639)	–	(626)
Other comprehensive income (Note 2)	–	–	12,504	12,504
Purchases	754	8,802	3,513	13,070
Sales	–	(5)	(291)	(296)
Transfers from Level 3 (Note 3)	–	–	(4)	(4)
Other	(8)	–	(137)	(145)
Ending balance	1,851	58,021	45,499	105,372
Unrealized gains or losses on assets held at the end of the reporting period included in profit or loss (Note 1)	12	(643)	–	(630)

FY2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	Mutual funds	Other debt instruments	Equity securities	Total
Beginning balance	1,851	58,021	45,499	105,372
Gains or losses				
Profit or loss (Note 1)	254	10,890	–	11,144
Other comprehensive income (Note 2)	–	–	(7,547)	(7,547)
Purchases	726	2,432	90	3,248
Sales	(1)	(20)	(521)	(543)
Conversion to equity securities	–	(5,547)	5,547	–
Other (Note 4)	59	215	(10,683)	(10,408)
Ending balance	2,890	65,991	32,383	101,265
Unrealized gains or losses on assets held at the end of the reporting period included in profit or loss (Note 1)	257	10,739	–	10,996

Notes: 1. Gains or losses included in profit or loss are presented in "Finance income" and "Finance costs" in the consolidated statements of income.

2. Gains or losses recognized in other comprehensive income are presented in “Financial assets measured at fair value through other comprehensive income” in the consolidated statement of comprehensive income.

3. The transfer from Level 3 in the previous fiscal year is due to the listing of the investee.

4. Other for the current consolidated fiscal year includes transfers to investments accounted for using the equity method.

4) Financial instruments measured at amortized cost

The breakdown of financial assets and liabilities measured at amortized cost is as follows: Financial instruments whose carrying amount and fair value closely approximate each other are not included in the following table.

(Millions of yen)

	FY2024 (As of March 31, 2025)		FY2025 (As of March 31, 2026)	
	Carrying amount	Fair value	Carrying amount	Fair value
Trade and other receivables				
Installment receivables	274,434	267,037	295,263	290,892
Bonds and borrowings				
Long-term borrowings (including current portion)	603,204	593,705	630,637	620,823
Other financial assets				
Guarantee deposits	–	–	52,668	49,744

Note: In the fair value hierarchy for financial assets and financial liabilities measured at amortized cost above, Installment Receivables and guarantee deposits are classified as Level 3, and Long-term borrowings are classified as Level 2.

(3) Offsetting financial assets and financial liabilities

There are no material financial instruments offset in the consolidated statement of financial position at the transition date, the previous fiscal year and the current fiscal year.

In addition, there are no material financial instruments recognized with respect to the same counterparty that are subject to enforceable master netting or similar agreements but have not been offset by failure to meet some or all of the requirements for offsetting financial assets and financial liabilities.

(4) Hedge accounting

The Group uses cross-currency interest rate swaps as hedging instruments to hedge the risk of fluctuation in interest rate and foreign exchange rate associated with foreign currency denominated borrowings, which are designated as cash flow hedges. The hedge ratio is appropriately determined based on the volume of hedged items and the volume of hedging instruments at the inception of the hedge transaction, which is set to be a one-to-one relationship in principle. Therefore, the ineffective portion of the hedges is not material.

There were no balances of hedging instruments designated as hedges as of the end of the previous and current consolidated fiscal years.

36. Related parties

(1) Remuneration for key management personnel

Remuneration for the Company's key management personnel is as follows:

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Remuneration and bonuses	683	760
Share-based payment	227	275
Total	910	1,035

(2) Related party transactions

The Company and its consolidated subsidiaries purchase raw materials, parts and services from affiliated companies and sell products, production parts, equipment and services.

The balance of receivables and payables to affiliated companies as of the end of the previous consolidated fiscal year and the end of the current consolidated fiscal year are as follows.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Trade and other receivables	1,151	5,808
Trade and other payables	26,482	40,269

The amount of transactions with affiliated companies in the previous fiscal year and the current fiscal year is as follows.

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Revenue	74,340	83,025
Cost of sales (Purchased)	232,428	293,297

37. Major subsidiaries

(1) Major subsidiaries

The status of major subsidiaries as of March 31, 2026 is as follows:

Name	Location	Reportable segments	Ownership ratio of voting rights (%)
Suzuki Auto Parts Mfg. Co., Ltd.	Japan	Automobile business Motorcycle business Marine business	100.0
Snic Co., Ltd.	Japan	Automobile business	100.0
Suzuki Toyama Auto Parts Mfg. Co., Ltd.	Japan	Automobile business Motorcycle business	100.0
Suzuki Motor Sales Tokyo Inc.	Japan	Automobile business Other business (motorized wheelchairs)	100.0
Suzuki Motor Sales Hamamatsu Inc.	Japan	Automobile business Other business (motorized wheelchairs)	100.0
Suzuki Motor Sales Kinki Inc.	Japan	Automobile business Other business (motorized wheelchairs)	100.0
Suzuki Motorcycle Sales Inc.	Japan	Motorcycle business	100.0
Suzuki Marine Co., Ltd.	Japan	Marine business	100.0
Suzuki Finance Co., Ltd.	Japan	Automobile business	95.9
Suzuki Transportation & Packing Co., Ltd.	Japan	Automobile business Motorcycle business	100.0
Suzuki Business Co., Ltd.	Japan	Automobile business Motorcycle business Marine business Other business (real estate)	100.0
Magyar Suzuki Corporation Ltd.	Hungary	Automobile business	97.5
Suzuki Italia S.p.A.	Italy	Automobile business Motorcycle business Marine business	100.0
Suzuki GB PLC	United Kingdom	Automobile business Motorcycle business Marine business	100.0
Suzuki Deutschland GmbH	Germany	Automobile business Motorcycle business Marine business	100.0
Suzuki France S.A.S.	France	Automobile business Motorcycle business Marine business	100.0
Suzuki Motor Poland Ltd.	Poland	Automobile business Motorcycle business Marine business	100.0 (2.9)
Maruti Suzuki India Ltd.	India	Automobile business	58.5
TDS Lithium-Ion Battery Gujarat Private Ltd. (Note 1)	India	Automobile business	50.0

Name	Location	Reportable segments	Ownership ratio of voting rights (%)
Suzuki Motorcycle India Private Ltd.	India	Motorcycle business	100.0 (0.0)
Suzuki R&D Center India Private Ltd.	India	Automobile business	100.0 (0.0)
Pak Suzuki Motor Co.,Ltd.	Pakistan	Automobile business Motorcycle business	99.1
PT Suzuki Indomobil Motor	Indonesia	Automobile business Motorcycle business	94.9
PT Suzuki Finance Indonesia	Indonesia	Automobile business Motorcycle business	93.0 (56.0)
Suzuki Motor (Thailand) Co.,Ltd.	Thailand	Automobile business	100.0
Thai Suzuki Motor Co.,Ltd.	Thailand	Motorcycle business Marine business	97.5
Suzuki Philippines Inc.	Philippines	Automobile business Motorcycle business	100.0
Suzuki Motor USA, LLC	United States	Motorcycle business	100.0 (100.0)
Suzuki Marine USA, LLC	United States	Marine business	100.0 (100.0)
Suzuki Manufacturing of America Corp.	United States	Motorcycle business	100.0 (100.0)
Suzuki Motor de Colombia S.A.	Colombia	Motorcycle business Marine business	100.0
Suzuki Australia Pty. Ltd.	Australia	Automobile business Motorcycle business Marine business	100.0
Suzuki Motor de Mexico, S.A. de C.V.	Mexico	Automobile business Motorcycle business Marine business	100.0 (0.0)
Suzuki Auto South Africa (Pty.) Ltd.	South Africa	Automobile business Motorcycle business Marine business	100.0

Notes: 1. TDS Lithium-Ion Battery Gujarat Private Ltd. is a subsidiary although the Company owns 50% or less of the voting rights in the investee. This is because the Company has power over the investee through contractual arrangements.

2. The figures in parentheses in the column for "Ownership ratio of voting rights (%)" indicate the percentage of indirect ownership.

(2) Summarized financial information of the Company's subsidiaries with material non-controlling interests

The summarized financial information of the Company's subsidiaries with material non-controlling interests is as follows: The summarized financial information is the amount before elimination of transactions in the Group.

Maruti Suzuki India Ltd. (Maruti Suzuki India Ltd. and its subsidiaries)

1) General information

(Millions of yen)

Type	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Non-controlling interests ratio (%)	41.7	41.5
Cumulative amount of non-controlling interests (Millions of yen)	702,705	756,003

(Millions of yen)

Type	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Profit or loss allocated to non-controlling interests	111,988	105,413
Dividends paid to non-controlling interests	32,036	30,457

2) Summarized financial information

(Millions of yen)

Type	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Current assets	519,840	665,215
Non-current assets	1,803,449	1,880,036
Total assets	2,323,289	2,545,251
Current liabilities	538,630	623,254
Non-current liabilities	90,712	89,705
Total liabilities	629,343	712,959
Total equity	1,693,946	1,832,292

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Revenue	2,725,360	3,087,382
Profit before tax	357,046	328,779
Profit	264,023	252,282
Other comprehensive income	(90,099)	(40,932)
Total comprehensive income	173,924	211,350

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Net cash provided by (used in) operating activities	296,426	324,161
Net cash provided by (used in) investing activities	(268,233)	(252,437)
Net cash provided by (used in) financing activities	(72,690)	(73,781)
Effect of exchange rate changes on cash and cash equivalents	(375)	(81)
Net increase (decrease) in cash and cash equivalents	(44,872)	(2,139)
Cash and cash equivalents at beginning of period	48,157	3,285
Cash and cash equivalents at end of period	3,285	1,146

38. Commitments and contingencies

(1) Commitments for acquisition of assets

Commitments for acquisition of assets are as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Property, plant and equipment	411,589	406,638

(2) Guarantee obligations

The Group guarantees bank loans, etc. from companies accounted for using equity method, etc., as follows:

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Amount of guarantees for companies other than consolidated subsidiaries	2,088	1,914

(3) Other contingencies

The Group has various outstanding tax issues with tax authorities, mainly overseas. These relate primarily to the interpretation and application of the law. Given the existence of multiple legal issues, the Group believes that it is difficult to predict the outcome at this time.

In addition, the Environment Protection (End-of-Life Vehicles) Rules, 2025 (The ''ELV Rules'') came into effect in India on April 1, 2025. Under the ELV Rules, automobile manufacturers are subject to Extended Producer Responsibility (EPR) obligations for the disposal of end-of-life vehicles, which will be fulfilled by acquiring EPR certificates from dismantlers. However, because the implementation framework is still in the process of being established, the Company considers it difficult to reasonably estimate the amount of its impact at this stage.

(2) Other

Semi-annual information for the current fiscal year, etc.

	FY2025 first six months (April 1, 2025–September 30, 2025)	FY2025 (April 1,2025-March 31, 2026)
Revenue (Millions of Yen)	2,864,227	6,292,967
Profit before tax (Millions of Yen)	332,195	730,744
Profit attributable to owners of parent (Millions of Yen)	192,788	439,267
Earnings per share attributable to owners of parent, Basic (Yen)	99.93	227.69

2. Non-Consolidated Financial Statements and Other Information

(1) Non-consolidated financial statements

1) Non-consolidated balance sheets

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Assets		
Current assets		
Cash and deposits	539,270	632,594
Notes receivable - trade	1,125	955
Accounts receivable - trade	*1 278,266	*1 353,087
Securities	35,000	35,000
Merchandise and finished goods	51,551	60,984
Work in process	25,760	24,496
Raw materials and supplies	21,130	21,788
Prepaid expenses	1,313	2,702
Other	*1 148,540	*1 131,471
Allowance for doubtful accounts	(5,862)	(6,619)
Total current assets	1,096,097	1,256,463
Non-current assets		
Property, plant and equipment		
Buildings, net	81,655	97,327
Structures, net	20,038	20,356
Machinery and equipment, net	81,127	111,074
Vehicles, net	820	796
Tools, furniture and fixtures, net	18,404	19,734
Land	144,550	148,414
Construction in progress	22,022	20,746
Total property, plant and equipment	368,619	418,450
Intangible assets		
Right to use facilities	671	601
Total intangible assets	671	601
Investments and other assets		
Investment securities	276,650	289,751
Shares of subsidiaries and associates	622,888	656,717
Bonds of subsidiaries and associates	15,000	6,621
Investments in other securities of subsidiaries and associates	22,239	22,240
Investments in capital	13	9
Investments in capital of subsidiaries and associates	19,248	19,248
Long-term loans receivable	1	—
Long-term loans receivable from subsidiaries and associates	2,023	2,367
Long-term prepaid expenses	623	970
Prepaid pension costs	30,643	30,812
Deferred tax assets	122,566	111,279
Other	50,561	54,037
Allowance for doubtful accounts	(2)	(2)
Total investments and other assets	1,162,458	1,194,055
Total non-current assets	1,531,748	1,613,107
Total assets	2,627,846	2,869,570

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	*1 166,601	*1 219,249
Short-term borrowings	81,500	58,500
Current portion of long-term borrowings	133,000	105,000
Accounts payable - other	*1 18,955	*1 13,433
Accrued expenses	*1 119,855	*1 119,427
Income taxes payable	11,650	24,479
Advances received	*1 9,338	*1 14,457
Deposits received	*1 293,659	*1 310,401
Provision for product warranties	153,270	118,140
Other	900	537
Total current liabilities	988,731	983,625
Non-current liabilities		
Long-term borrowings	341,000	392,000
Provision for retirement benefits	22,202	22,402
Provision for retirement benefits for directors	16	16
Provision for product liabilities	5,354	8,615
Provision for recycling expenses	17,289	18,290
Asset retirement obligations	411	408
Other	16,581	17,343
Total non-current liabilities	402,856	459,075
Total liabilities	1,391,588	1,442,701
Net assets		
Shareholders' equity		
Share capital	138,370	138,370
Capital surplus		
Legal capital surplus	144,720	144,720
Other capital surplus	1,716	1,716
Total capital surplus	146,436	146,436
Retained earnings		
Legal retained earnings	8,269	8,269
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	12,784	12,768
Provision of reserve for promoting open innovation	412	1,231
General reserve	684,000	832,000
Retained earnings brought forward	229,613	251,554
Total retained earnings	935,079	1,105,825
Treasury shares	(39,069)	(39,070)
Total shareholders' equity	1,180,816	1,351,562
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	55,423	75,265
Deferred gains or losses on hedges	(23)	—
Total valuation and translation adjustments	55,399	75,265
Share acquisition rights	41	41
Total net assets	1,236,257	1,426,869
Total liabilities and net assets	2,627,846	2,869,570

2) Non-consolidated statements of income

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Net sales	*1 2,627,921	*1 2,967,932
Cost of sales	*1 2,007,350	*1 2,293,838
Gross profit	620,571	674,093
Selling, general and administrative expenses	*1*2 432,475	*1*2 449,971
Operating profit	188,095	224,121
Non-operating income		
Interest income	5,852	5,567
Interest on securities	1,836	3,124
Dividend income	61,379	68,501
Rental income from non-current assets	4,175	5,116
Foreign exchange gain	—	5,196
Miscellaneous income	4,461	2,377
Total non-operating income	*1 77,704	*1 89,883
Non-operating expenses		
Interest expenses	3,623	5,703
Loss on valuation of securities	2,392	18,995
Depreciation of assets for rent	2,540	2,759
Foreign exchange losses	16,653	—
Miscellaneous expenses	1,615	2,156
Total non-operating expenses	*1 26,825	*1 29,615
Ordinary profit	238,975	284,389
Extraordinary income		
Gain on sale of non-current assets	*3 491	*3 31
Gain on sale of investment securities	42,646	14,927
Total extraordinary income	43,137	14,958
Extraordinary losses		
Loss on sale of non-current assets	*4 923	*4 0
Loss on sale of investment securities	155	—
Impairment losses	18	154
Total extraordinary losses	1,097	154
Profit before income taxes	281,016	299,193
Income taxes - current	47,008	43,012
Income taxes - deferred	2,883	2,461
Total income taxes	49,892	45,473
Profit	231,123	253,720

3) Non-consolidated statement of changes in net assets

FY2024 (April 1, 2024–March 31, 2025)

(Millions of yen)

	Shareholders' equity							
		Capital surplus			Retained earnings			
						Other retained earnings		
	Share capital	Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Reserve for tax purpose reduction entry of non-current assets	Reserve for promoting open innovation	General reserve
Balance at the beginning of current fiscal year	138,370	144,720	1,611	146,331	8,269	12,942	412	552,000
Changes during period								
Provision of reserve for tax purpose reduction entry of non-current assets						337		
Reversal of reserve for tax purpose reduction entry of non-current assets						(496)		
Provision of general reserve								132,000
Dividends of surplus								
Provision of reserve for promoting open innovation								
Profit								
Purchase of treasury shares								
Disposal of treasury shares			105	105				
Net changes in items other than shareholders' equity								
Total changes during period	–	–	105	105	–	(158)	–	132,000
Balance at the end of current fiscal year	138,370	144,720	1,716	146,436	8,269	12,784	412	684,000

(Millions of yen)

	Shareholders' equity				Valuation and translation adjustments				
	Retained earnings		Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments	Share acquisition rights	Total net assets
	Other retained earnings: Retained earnings brought forward	Total retained earnings							
Balance at the beginning of current fiscal year	201,242	774,867	(39,209)	1,020,359	126,173	(86)	126,087	41	1,146,488
Changes during period									
Provision of reserve for tax purpose reduction entry of non-current assets	(337)	–		–					–
Reversal of reserve for tax purpose reduction entry of non-current assets	496	–		–					–
Provision of general reserve	(132,000)	–		–					–
Dividends of surplus	(70,912)	(70,912)		(70,912)					(70,912)
Provision of reserve for promoting open innovation		–		–					–
Profit	231,123	231,123		231,123					231,123
Purchase of treasury shares			(1)	(1)					(1)
Disposal of treasury shares			141	246					246
Net changes in items other than shareholders' equity					(70,750)	62	(70,688)	–	(70,688)
Total changes during period	28,370	160,211	139	160,457	(70,750)	62	(70,688)	–	89,768
Balance at the end of current fiscal year	229,613	935,079	(39,069)	1,180,816	55,423	(23)	55,399	41	1,236,257

FY2025 (April 1, 2025–March 31, 2026)

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
						Other retained earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Reserve for tax purpose reduction entry of non-current assets	Reserve for promoting open innovation	General reserve
Balance at the beginning of current fiscal year	138,370	144,720	1,716	146,436	8,269	12,784	412	684,000
Changes during period								
Provision of reserve for tax purpose reduction entry of non-current assets						42		
Reversal of reserve for tax purpose reduction entry of non-current assets						(58)		
Provision of general reserve								148,000
Dividends of surplus								
Provision of reserve for promoting open innovation							819	
Profit								
Purchase of treasury shares								
Disposal of treasury shares								
Net changes in items other than shareholders' equity								
Total changes during period	–	–	–	–	–	(15)	819	148,000
Balance at the end of current fiscal year	138,370	144,720	1,716	146,436	8,269	12,768	1,231	832,000

(Millions of yen)

	Shareholders' equity				Valuation and translation adjustments			Share acquisition rights	Total net assets
	Retained earnings		Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Total valuation and translation adjustments		
	Other retained earnings	Total retained earnings							
	Retained earnings brought forward								
Balance at the beginning of current fiscal year	229,613	935,079	(39,069)	1,180,816	55,423	(23)	55,399	41	1,236,257
Changes during period									
Provision of reserve for tax purpose reduction entry of non-current assets	(42)	–		–					–
Reversal of reserve for tax purpose reduction entry of non-current assets	58	–		–					–
Provision of general reserve	(148,000)	–		–					–
Dividends of surplus	(82,974)	(82,974)		(82,974)					(82,974)
Provision of reserve for promoting open innovation	(819)	–		–					–
Profit	253,720	253,720		253,720					253,720
Purchase of treasury shares			(0)	(0)					(0)
Disposal of treasury shares				–					–
Net changes in items other than shareholders' equity					19,842	23	19,866	–	19,866
Total changes during period	21,941	170,745	(0)	170,745	19,842	23	19,866	–	190,611
Balance at the end of current fiscal year	251,554	1,105,825	(39,070)	1,351,562	75,265	–	75,265	41	1,426,869

Notes to Non-Consolidated Financial Statements

(Significant Accounting Policies)

1. Valuation Standards and Valuation Methods of Assets

(1) Securities

1) Stocks of subsidiaries and associates

Cost method by the moving average method

2) Investments in other securities of subsidiaries and associates

Investments in partnerships like Investment Limited Partnership (which are regarded as securities under Article 2-2 of the Financial Instruments and Exchange Act) are recorded on a net basis equivalent to the equity interest based on the most recent financial statements available on the reporting date stipulated in the contract.

3) Available-for-sale securities

Items other than equity securities for which market values are unavailable:

Fair value method (The evaluation differences shall be reported as a component of net assets, and costs of securities sold shall be calculated mainly by the moving average method.)

Equity securities for which market values are unavailable:

Cost method by the moving average method

(2) Derivatives

Fair value method

(3) Inventories

Cost method mainly by the gross average method (Figures on the balance sheet are determined by writing down the book value based on the reduction of profitability.)

2. Method of Depreciation and Amortization of Non-Current Assets

(1) Property, plant and equipment (excluding lease assets)

Declining-balance method

(2) Intangible assets (excluding lease assets)

Straight-line method

(3) Lease assets

1) Lease assets related to finance leases which transfer ownership

The same method as depreciation and amortization of self-owned non-current assets

2) Lease assets related to finance leases which do not transfer ownership

Straight-line method with the lease period as the useful lives. With regard to lease assets with guaranteed residual value under lease agreement, remaining value is the guaranteed residual value. And with regard to other lease assets, remaining value would be zero.

3. Accounting Treatment for Deferred Assets

Expensed as incurred.

4. Allowances and Provisions

(1) Allowance for doubtful accounts

In order to allow for loss from bad debts, estimated uncollectible amount based on actual ratio of bad debt is provided as to general receivable. With regard to specific receivable with higher default possibility, possibility of collection is estimated respectively and estimated uncollectible amount is provided.

(2) Provision for product warranties

The provision is provided into this account based on the warranty agreement, laws and past experience in order to allow for expenses related to the maintenance service of products sold.

(3) Provision for retirement benefits

In order to allow for payment of employees' retirement benefits, provision is recognized based on estimated amount of retirement benefits liabilities and pension assets at the end of current fiscal year.

1) Method of attributing expected benefit to periods

With regard to calculation of retirement benefit liability, benefit formula basis was used to attribute expected benefit to period up to the end of this fiscal year.

2) Method to recognize actuarial gains or losses and past service costs as expenses

With regard to past service costs, they are treated as expense on a straight-line basis over the certain years within the period of average length of employees' remaining service years at the time when it occurs.

With regard to the actuarial gains or losses, the amounts, prorated on a straight-line basis over the certain years within the period of average length of employees' remaining service years in each year in which the differences occur, are respectively treated as expenses from the next term of the year in which they arise.

(4) Provision for retirement benefits for directors

The amount to be paid at the end of year had been posted pursuant to the Company's regulations on the retirement allowance of directors and audit & supervisory board members. However, the Company's retirement benefit system for them was abolished at the closure of the ordinary general shareholders' meeting held on June 29, 2006. And it was approved at the shareholders' meeting that reappointed directors and audit & supervisory board members were paid their retirement benefit at the time of their retirement, based on their years of service. Estimated amount of such retirement benefits is appropriated.

(5) Provision for product liabilities

With regards to the products exported to North American market, to prepare for the payment of compensation not covered by "Product Liability Insurance," the anticipated amount to be borne by the Company is computed and provided on the basis of actual results in the past.

(6) Provision for recycling expenses

The provision is recorded for an estimated expense related to the recycle of products of the Company based on number of vehicles owned in the market, etc.

5. Recognition Criteria for Revenue and Expenses

The Company is engaged in manufacturing and sale of automobiles, motorcycles, outboard motors, electric wheelchairs, etc. in addition to the logistics services associated to these businesses and other service businesses. The Company recognizes revenue from sale of the above goods at the time when it satisfies a performance obligation by transferring control of the goods or services to a customer in an amount that the Company expects to be entitled to in exchange for those goods and services.

Such amounts exclude the amount of consumption tax and value added tax levied on behalf of tax authorities.

For contracted prices with customers, which include the variable consideration, the Company includes variable consideration in the transaction price only to the extent that it is highly probable that there will be no significant reversal when the uncertainty associated with the variable consideration is subsequently resolved.

Variable consideration mainly consists of sales rebates calculated based on past transactions using the most likely amount method.

The Company recognizes revenue from sale of automobiles when it satisfies performance obligation mainly at a point in time. As for the sale of automobiles, since the performance obligation is considered fulfilled at the point in time when the products are delivered and the control of such products is acquired by the customers, the revenue is recognized at the delivery of the products.

The Company receives consideration mainly as advance payment during the period from the time of receipt of a purchase order until the fulfillment of the performance obligation or within one year after the fulfilment of the performance obligation. No significant financing component is included in such transaction.

6. Standards for Translation of Significant Assets and Liabilities in Foreign Currencies into the Japanese Currency

Receivable and payable in foreign currencies are translated into yen on the spot exchange rate of the account settlement date, and the translation difference shall be processed as gain or loss.

7. Method of Significant Hedge Accounting

Deferred hedge accounting is applied in principle.

8. Other Significant Matters for Preparing Financial Statements

(1) Accounting for retirement benefits

The accounting methods for unrecognized actuarial gains and losses and unrecognized past service costs related to retirement benefits differ from these accounting methods in the consolidated financial statements.

(2) Application of group tax sharing system

The group tax sharing system is applied.

(Significant Accounting Estimates)

1. Provision for Product Warranties

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Provision for Product Warranties	153,270	118,140

(2) Information regarding the details of the accounting estimate for the identified item

The details are the same as described in "(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, 22. Provisions."

2. Prepaid Pension Costs and Provision for Retirement Benefits

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Prepaid pension costs	30,643	30,812
Provision for retirement benefits	22,202	22,402

(2) Information regarding the details of the accounting estimate for the identified item

The details are the same as described in "(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, 23. Employee benefits."

3. Deferred Tax Assets

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Deferred tax assets	122,566	111,279

(2) Information regarding the details of the accounting estimate for the identified item

The details are the same as described in "(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, 3. Material Accounting Policy Information, (14) Income taxes."

(New Accounting Standards Not Yet Adopted)

- Accounting Standard for Leases (ASBJ Statement No. 34, September 13, 2024)
- Implementation Guidance on Accounting Standard for Leases (ASBJ Guidance No. 33, September 13, 2024)

Revisions to relevant accounting standards, implementation guidelines on accounting standard, practical response reports, and transfer guidelines.

(1) Outline

The aforementioned accounting standards and guidance provide for the recording of assets and liabilities for all leases of lessees in the same manner as international accounting standards.

(2) Scheduled date of application

Scheduled to be applied from the beginning of FY2027.

(3) Effect of application of the accounting standards

The effect of the application of the aforementioned accounting standards and guidance on the Company's financial statements is under evaluation.

(Changes in Accounting Estimates)

Provision for product warranties.

The details are the same as described in "(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, 4. Significant accounting estimates and judgments involving estimates"

(Non-Consolidated Balance Sheets)

1. *1 Receivables from and payables to subsidiaries and associates are as follows.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Short-term receivables	330,254	362,274
Short-term payables	355,727	393,028

2. Contingent liabilities

The Company guarantees the other companies' borrowings from financial institutions.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Suzuki Thilawa Motor Co., Ltd.	690	935
Other	255	—
Total	946	935

3. The Company has the commitment line contract with six banks for effective financing. The outstanding balance of the contract is as follows.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Commitment line contract total	300,000	300,000
Actual loan balance	—	—
Undrawn balance	300,000	300,000

(Non-Consolidated Statements of Income)

1. *1 This includes the amounts of transactions with subsidiaries and associates as follows.

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Amount of operating transactions		
Amount of net sales	1,910,960	2,115,542
Amount of purchase	647,787	829,860
Amount of other operating transactions	162,438	139,819
Amount of transactions other than operating transactions	73,659	77,146

2. *2 Major items and amounts of selling, general and administrative expenses are as follows.

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Shipment expenses	94,181	97,893
Depreciation	2,279	2,293
Provision of allowance for doubtful accounts	876	757
Provision for product warranties	2,827	(17,202)
Retirement benefit expenses	1,044	1,150
Provision for product liabilities	1,126	3,503
Provision for recycling expenses	1,727	1,040
Research and development expenses	256,254	259,820
Approximate proportion		
Selling expenses (%)	35	36
General and administrative expenses (%)	65	64

3. *3 The breakdown of gain on sale of non-current assets is as follows.

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Machinery and equipment	15	13
Land	365	8
Tools, furniture and fixtures	0	6
Vehicles	23	3
Building	81	—
Other	5	—
Total	491	31

4. *4 The breakdown of loss on sale of non-current assets is as follows.

(Millions of yen)

	FY2024 (April 1, 2024–March 31, 2025)	FY2025 (April 1, 2025–March 31, 2026)
Tools, furniture and fixtures	—	0
Vehicles	—	0
Buildings	814	—
Machinery and equipment	95	—
Other	12	—
Total	923	0

(Securities)

Stocks of subsidiaries and associates

FY2024 (As of March 31, 2025)

(Millions of yen)

Classification	Carrying amount on the non-consolidated balance sheets	Market value	Difference
Stocks of subsidiaries	260,551	3,716,052	3,455,500
Stocks of associates	36	1,632	1,596
Total	260,588	3,717,685	3,457,097

Note: Carrying amount of equity securities for which market values are unavailable and other securities not included in the above

(Millions of yen)

Classification	FY2024
Stocks of subsidiaries	350,126
Stocks of associates	12,173
Investments in other securities of subsidiaries and associates	22,239
Total	384,539

FY2025 (As of March 31, 2026)

(Millions of yen)

Classification	Carrying amount on the non-consolidated balance sheets	Market value	Difference
Stocks of subsidiaries	277,489	3,872,075	3,594,585
Stocks of associates	36	2,602	2,565
Total	277,525	3,874,677	3,597,151

Note: Carrying amount of equity securities for which market values are unavailable and other securities not included in the above

(Millions of yen)

Classification	FY2025
Stocks of subsidiaries	354,681
Stocks of associates	24,510
Investments in other securities of subsidiaries and associates	22,240
Total	401,432

(Tax Effect Accounting)

1. Breakdown of deferred tax assets and deferred tax liabilities by their major causes

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
(Deferred tax assets)		
Impairment losses and excess depreciation	49,712	52,466
Various reserves	61,281	53,531
Loss on valuation of securities	47,788	53,135
Others	67,414	70,667
Sub-total deferred tax assets	226,196	229,800
Valuation allowance	(63,965)	(69,928)
Total deferred tax assets	162,231	159,871
(Deferred tax liabilities)		
Valuation difference on available-for-sale securities	(24,621)	(33,437)
Prepaid pension costs	(9,407)	(9,478)
Others	(5,635)	(5,676)
Total deferred tax liabilities	(39,665)	(48,591)
Deferred tax assets, net	122,566	111,279

2. Details of differences which cause important differences between statutory tax rate and the effective tax rate after application of tax effect accounting

(%)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Statutory income tax rate	29.9	29.9
(Adjustment)		
Tax credit	(7.2)	(9.1)
Non-taxable dividend income	(5.7)	(6.1)
Valuation allowance	(1.1)	1.9
Effect of tax rate change	(0.3)	(1.1)
Others	2.2	(0.3)
Effective tax rate after application of tax effect accounting	17.8	15.2

3. Accounting for corporate tax and local corporate tax and accounting for the tax effect related thereto

The Company has applied the group tax sharing system. Accounting and disclosure for income taxes, local income taxes, and tax effect accounting are in accordance with the “Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System” (Practical Solution No. 42, August 12, 2021).

4) Supplementary schedules

Property, plant and equipment, etc.

(Millions of yen)

Classification	Assets	Beginning balance	Increase during the period	Decrease during the period	Depreciation during the period	Ending balance	Accumulated depreciation
Property, plant and equipment							
	Buildings	249,367	22,950	732	7,187	271,585	174,258
	Structures	73,471	3,330	207	2,992	76,594	56,237
	Machinery and equipment	622,340	63,995	14,935	34,002	671,400	560,325
	Vehicles	4,434	583	322	579	4,696	3,899
	Tools, furniture and fixtures	194,266	13,778	11,137	12,229	196,907	177,173
	Land	144,550	4,112	247 (154)	—	148,414	—
	Construction in progress	22,022	107,475	108,751	—	20,746	—
	Total	1,310,453	216,226	136,334 (154)	56,991	1,390,344	971,893
Intangible assets							
	Right to use facilities	1,040	—	—	69	1,040	439
	Total	1,040	—	—	69	1,040	439

Notes: 1. "Beginning balance" and "Ending balance" are based on the purchase price.

2. The main items of increase and decrease during the period are as follows:

(1) Increase

Machinery and equipment	Industrial machinery	¥19,329 million
Construction in progress	Machinery and equipment	¥64,492 million

(2) Decrease

Construction in progress	Machinery and equipment	¥63,995 million

3. The figures in parentheses in the "Decrease during the period" column indicate the decrease in purchase price related to impairment losses.

Allowances and provisions

(Millions of yen)

Item	Beginning balance	Increase during the period	Decrease during the period	Ending balance
Allowance for doubtful accounts	5,864	757	—	6,621
Provision for product warranties	153,270	—	35,130	118,140
Provision for retirement benefits for directors	16	—	—	16
Provision for product liabilities	5,354	3,503	243	8,615
Provision for recycling expenses	17,289	1,040	40	18,290

(2) Major assets and liabilities

Information is omitted because consolidated financial statements are prepared.

(3) Other

Not applicable.

VI. Outline of Share-Related Administration of Reporting Company

Fiscal year	April 1 to March 31
Ordinary General Meeting of Shareholders	June
Record date	March 31
Record dates for dividends of surplus	September 30 and March 31
Number of shares constituting one unit	100 shares
Purchase or sale of shares less than one unit	
Location	(Special account) 3-15-33, Sakae, Naka-ku, Nagoya Stock Transfer Agency, Sumitomo Mitsui Trust Bank, Limited
Shareholder registry administrator	(Special account) 1-4-1, Marunouchi, Chiyoda-ku, Tokyo Sumitomo Mitsui Trust Bank, Limited
Agent	–
Purchasing and selling fee	Amount separately specified as the equivalent of commission fees pertaining to the sale and purchase of shares
Method of public notice	Electronic public notices. However, in the event of accidents or any unavoidable circumstances that make electronic public notices impossible, the Company's public notices shall be given in the Nihon Keizai Shimbun published in Tokyo. URL for public notices: https://www.globalsuzuki.com/ir/
Special benefits for shareholders	None

Note: In accordance with the provisions of the Articles of Incorporation of the Company, shareholders with shares less than one unit are not entitled to other than the following rights: the rights stipulated in each item of Article 189, Paragraph 2 of the Companies Act; the right to make a demand under Article 166, Paragraph 1 of the Companies Act; the right to receive an allotment of offered shares and offered share acquisition rights in proportion to the number of shares held; and the right to request the sale of shares less than one unit.

VII. Reference Information of Reporting Company

1. Information about Parent of Reporting Company

The Company has no parent company as stipulated in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2. Other Reference Information

The Company has filed the following documents during the period from the start of the fiscal year ended March 31, 2026, to the filing date of this Annual Securities Report.

(1)	Annual Securities Report, attached documents, and Confirmation Letter	(Fiscal year: April 1, 2024, to March 31, 2025) (159th fiscal year)	Filed on June 27, 2025 with the Director-General of the Kanto Local Finance Bureau
(2)	Internal Control Report	(Fiscal year: April 1, 2024, to March 31, 2025) (159th fiscal year)	Filed on June 27, 2025, with the Director-General of the Kanto Local Finance Bureau
(3)	Semi-Annual Report and Confirmation Letter	(April 1, 2025, to September 30, 2025) (During the 160th fiscal year)	Filed on November 13, 2025, with the Director-General of the Kanto Local Finance Bureau

(4) Extraordinary Report

Extraordinary Report pursuant to Article 19, Paragraph 2, Item 1 (Offering of common shares of the Company in overseas markets) of the Cabinet Office Order on Disclosure of Corporate Affairs	Filed on April 7, 2025, with the Director-General of the Kanto Local Finance Bureau
Extraordinary Report pursuant to Article 19, Paragraph 2, Item 2-2 (Issuance of new shares as performance-linked restricted stock compensation) of the Cabinet Office Order on Disclosure of Corporate Affairs	Filed on June 27, 2025, with the Director-General of the Kanto Local Finance Bureau
Extraordinary Report pursuant to Article 19, Paragraph 2, Item 9-2 (Results of the exercise of voting rights at a general meeting of shareholders) of the Cabinet Office Order on Disclosure of Corporate Affairs	Filed on July 1, 2025, with the Director-General of the Kanto Local Finance Bureau
Extraordinary Report pursuant to Article 19, Paragraph 2, Item 12 (Matters that have a material impact on financial position, operating results, and cash flows) of the Cabinet Office Order on Disclosure of Corporate Affairs	Filed on September 2, 2025, with the Director-General of the Kanto Local Finance Bureau

(5) Amendment to Extraordinary Report

Amended Report (Amendment to Extraordinary Report in (4) above) Amendment to Extraordinary Report filed on April 7, 2025	Filed on April 14, 2025 with the Director-General of the Kanto Local Finance Bureau

(6) Amended Shelf Registration Statement

Filed on April 7, 2025, with
the Director-General of
the Kanto Local Finance Bureau

Filed on April 14, 2025, with
the Director-General of
the Kanto Local Finance Bureau

Filed on June 27, 2025, with the
Director-General of
the Kanto Local Finance Bureau

Filed on July 1, 2025, with
the Director-General of
the Kanto Local Finance Bureau

Filed on September 2, 2025, with
the Director-General of
the Kanto Local Finance Bureau

Part II Information about Reporting Company's Guarantor, etc.

Not applicable.