



FY2025 First Quarter Financial Results



August 5, 2025 SUZUKI MOTOR CORPORATION

(Note) Cover image: New "GSX-8T" (Right) and "GSX-8TT" (Left) street bikes announced on July 4

Financial Summary | FY2025 First Quarter Results, Full Year Forecast

FY2025 First Quarter Results

- Decreased revenue and profit, with revenue of 1,397.8 billion yen and operating profit of 142.1 billion yen.
- Decreased for the first time in five years as a result of lower unit sales in India and Europe, in addition to the impact of foreign exchange rates and higher raw material prices.
- Domestic automobile, motorcycle, and marine businesses were strong.
- In India, higher exports offset lower domestic sales.

Forecast for the FY2025

- Maintaining the previous full-year forecast
Despite the business environment remains severe and uncertain, we will actively invest in R&D, capital investment, and human capital to strengthen our earnings base in order to realize our mid-term management plan.
- In India, the market environment is expected to improve from the second half of the current fiscal year due to the policy interest rate reduction and income tax reduction.
The new SUV will be introduced along with the e VITARA in an attempt to catch up.



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2 / 17

We would like to explain the summary of our financial results for the first quarter of FY2025.

In the fiscal year under review, revenue and operating profit decreased to 1,397.8 billion yen and 142.1 billion yen, respectively.

In addition to the impact of the appreciation of the yen and rising raw material prices, lower unit sales in India and Europe resulted in the first decline in profit in five years.

Among them, the domestic automobile, motorcycle, and marine businesses were solid. In India, the increase in the number of units exported compensated for the decrease in domestic sales.

The full-year forecast remains unchanged from the previous announcement.

Although the business environment continues to be difficult and uncertain, we will actively invest in R&D, capital investment, and human capital to strengthen our earnings base in order to realize our mid-term management plan.

In India, market conditions are expected to improve from the second half of the current fiscal year, including the reduction of policy interest rates and the implementation of income tax cuts.

In addition to the e VITARA, we will launch a new SUV in an effort to regain our momentum.

Contents

Financial Summary 2

FY2025 First Quarter Results 4~13

 Highlights 4

 Quarterly Results 5

 Factors of Change in Operating Profit 6

 Operating Results by Segment 7

 Production and Sales Volume of Automobiles and Motorcycles 8~13

Full Year Forecast 14~17

 Highlights 14

 Factors of Change in Operating Profit 15

 Production and Sales Volume of Automobiles and Motorcycles 16~17

Appendix 18~26



FY2025 First Quarter Results | Highlights

| (Billions of yen) | | FY2025 1Q | FY2024 1Q | Change | | Record |
|--|-------------------------------|------------------|------------------|-----------|--------|---|
| | | | | | Ratio | |
| Consolidated Financial Results | Revenue | 1,397.8 | 1,457.6 | -59.9 | -4.1% | First decline in 5 periods |
| | Operating Profit (Margin) | 142.1 (10.2%) | 157.6 (10.8%) | -15.4 | -9.8% | First decline in 5 periods |
| | Profit before tax (Margin) | 175.7 (12.6%) | 189.5 (13.0%) | -13.8 | -7.3% | First decline in 3 periods |
| | Profit* (Margin) | 102.0 (7.3%) | 114.2 (7.8%) | -12.2 | -10.7% | First decline in 3 periods |
| FX Rates | US Dollar | 145 yen | 156 yen | -11 yen | -7.2% | |
| | Euro | 164 yen | 168 yen | -4 yen | -2.4% | |
| | Indian Rupee | 1.70 yen | 1.88 yen | -0.18 yen | -9.6% | |
| Global Sales Volume (Thousand units) | Automobile | 754 | 784 | -30 | -3.8% | Decreased in India, Europe, etc. |
| | Motorcycle | 548 | 522 | +26 | +4.9% | Increased in India, Latin America, etc. |

* Profit attributable to owners of parent



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4 / 17

First, we would like to explain the overview of the financial results.

Revenues decreased by 59.9 billion yen to 1,397.8 billion yen YoY mainly owing to the decrease in unit sales and the impact of foreign exchange rates.

Operating profit decreased by 15.4 billion yen to 142.1 billion yen YoY owing to the impact of lower sales and an increase in investment for growth.

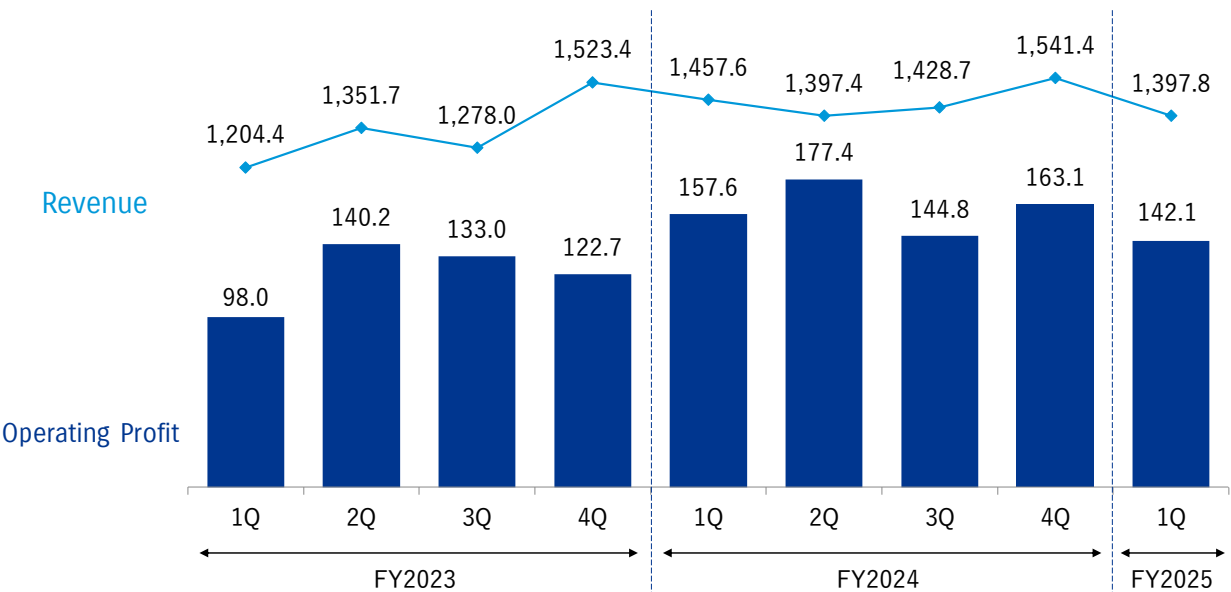
Profit before tax decreased by 13.8 billion yen to 175.7 billion yen, and profit decreased by 12.2 billion yen to 102 billion yen.

Global automobile sales decreased by 30 thousand units due to decreases in India and Europe.

Motorcycle sales increased in India, Latin America, and other regions, resulting in a total global sales increase of 26 thousand units.

FY2025 First Quarter Results | Quarterly Results

(Billions of yen)



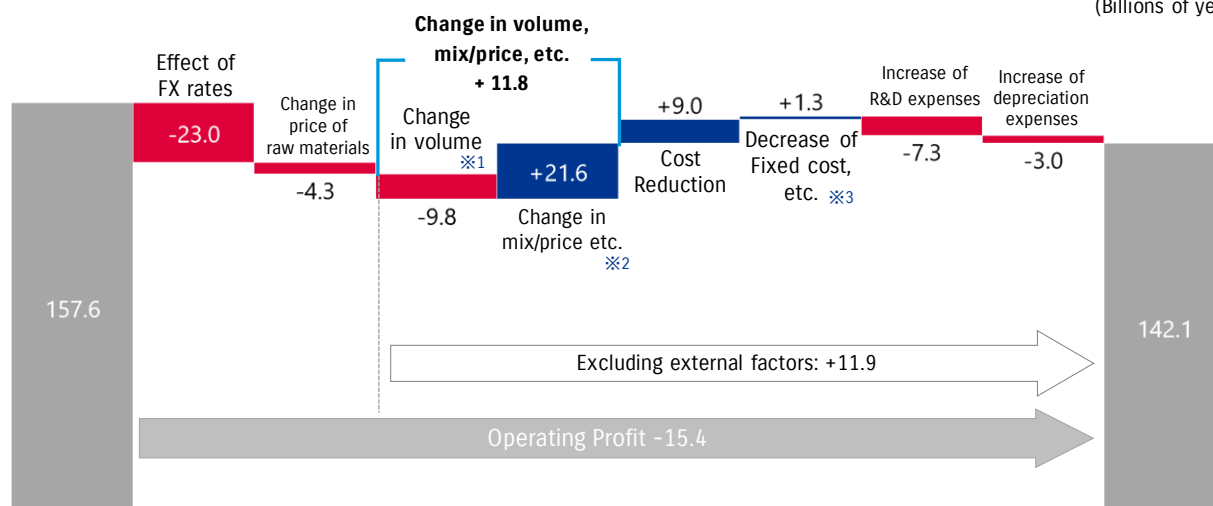
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5 / 17

Quarterly results are as shown.

FY2025 First Quarter Results | Factors of Change in Operating Profit

(Billions of yen)



FY2024
1Q

*1 Breakdown for Change in volume

- Non-Consolidated -12.1
- Maruti Suzuki India +2.7

*2 Breakdown for Change in mix/price etc.

- Non-Consolidated -5.7
- Maruti Suzuki India -1.4
- Unrealized profit +16.2

*3 Breakdown for Fixed cost, etc.

- Quality-related costs +7.9
- Marketing costs +4.4
- Labor costs -8.9

FY2025
1Q



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6 / 17

Factors behind the YoY changes in operating profit between April and June are as shown in the slide.

External factors include:

- Decreased by 23 billion yen due to the impact of FX rates
- Regarding changes in price of raw materials, profit decreased by 4.3 billion yen, mainly due to higher raw material prices in India.

Excluding external factors,

As a factor in the decline in earnings,

- Operating profit decreased by 9.8 billion yen due to changes in sales volume, mainly due to the decrease in exports on non-consolidated basis.
- As expenses related to growth investments,
 - Decrease of 7.3 billion yen due to increase in R&D expenses
 - Decrease of 3 billion due to increase in depreciation

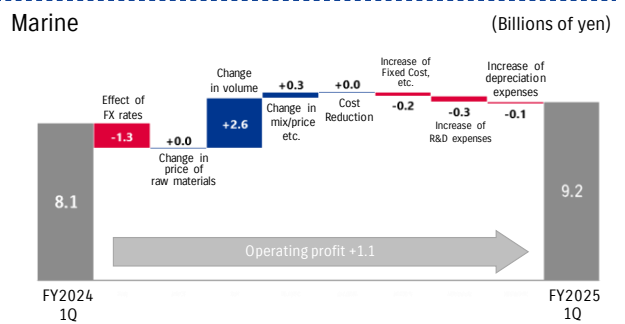
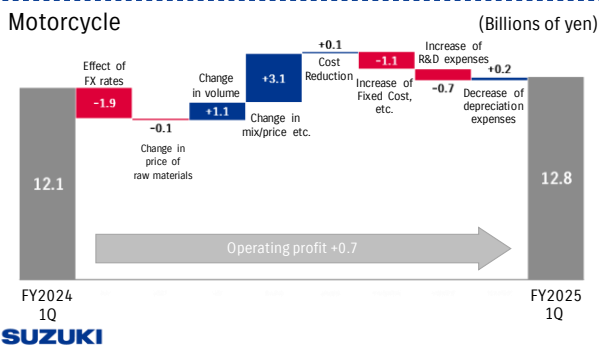
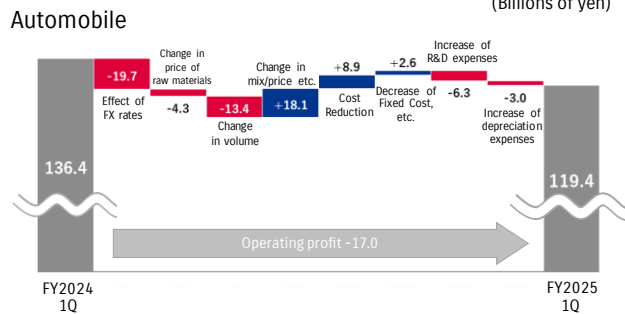
As a factor of profit increase,

- Increase of 21.6 billion yen due to change in mix/price etc.
- Increase of 9 billion yen due to cost reduction

FY2025 First Quarter Results | Operating Results by Segment

(Billions of yen)

| | FY2025 1Q | | | | |
|--------|-----------|------|------------------|------|--------|
| | Revenue | YoY | Operating profit | YoY | Margin |
| Auto | 1,257.8 | -5% | 119.4 | -12% | 9.5% |
| Moto | 104.8 | +0% | 12.8 | +5% | 12.2% |
| Marine | 31.9 | +6% | 9.2 | +13% | 28.8% |
| Others | 3.3 | +19% | 0.8 | -18% | 23.3% |
| Total | 1,397.8 | -4% | 142.1 | -10% | 10.2% |



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Next, we will explain the results by segment.

In the automobile segment, sales and profit decreased due to the impact of foreign exchange rates, a decrease in unit sales, and an increase in R&D expenses.

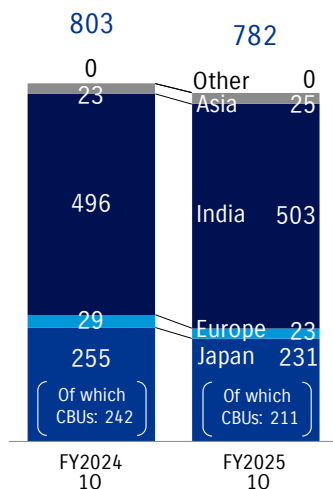
In the motorcycle segment, Despite the impact of the appreciation of the yen, sales and profit increased due to an increase in the number of units and improvements in the sales mix. The increase was mainly due to sales expansion in India.

In the marine segment, sales increased in North America, despite the impact of tariffs, resulting in higher sales and profit.

Production and Sales Volume of Automobiles | Global

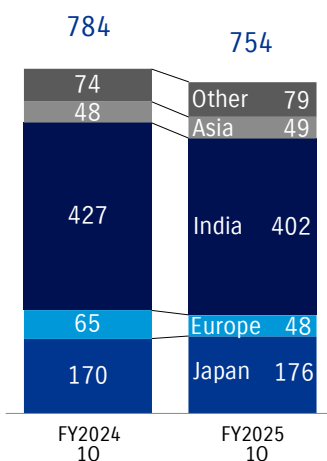
Production Result

-21 (-2.7%)
(Thousand units)



Sales Result

-30 (-3.8%)
(Thousand units)



FY2025 global sales

| (Thousand units) | Volume | Year-on-year | |
|--------------------|--------|--------------|--------|
| Global Sales | 754 | -30 | -3.8% |
| Japan | 176 | +6 | +3.6% |
| Europe | 48 | -17 | -26.5% |
| India | 402 | -25 | -5.8% |
| Asia (excl. India) | 49 | +1 | +2.1% |
| Pakistan | 23 | +4 | +20.3% |
| Indonesia | 13 | -3 | -18.4% |
| Philippines | 5 | +0 | +0.6% |
| Others | 79 | +5 | +7.2% |
| Latin America | 28 | -1 | -4.2% |
| Africa | 31 | +7 | +27.4% |
| Middle East | 15 | +2 | +11.3% |
| Oceania | 5 | -2 | -23.1% |

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8 / 17

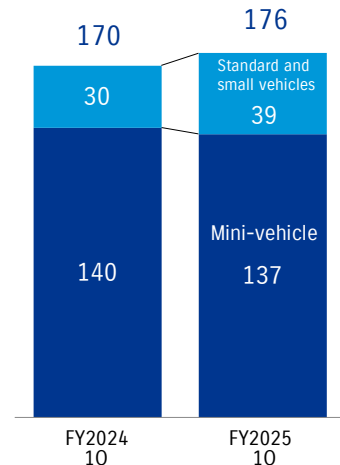
Next, we will explain the status of production and sales.

Regarding automobiles, although unit sales increased in countries including Japan, Africa, and Pakistan, both production and sales decreased YoY due to lower unit sales in India and Europe.

Sales Volume of Automobiles | Japan

Sales Result

+6 (+3.6%)
(Thousand units)



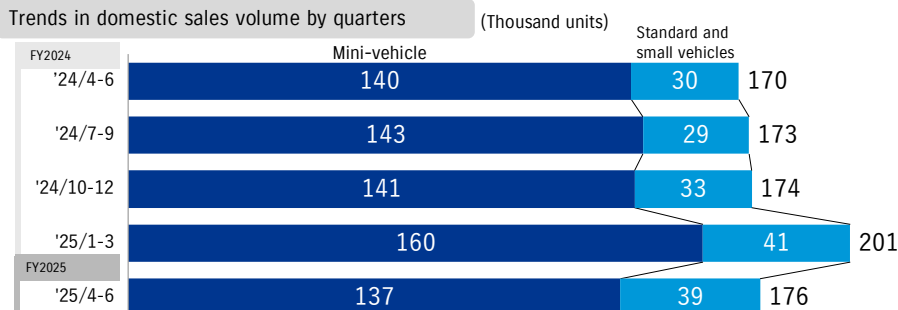
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FY2025 Domestic Sales

- No. 1 share of mini-vehicle (35.1% share).
- Standard and small vehicle sales: 39 thousand units (+30.4% YoY).
- Sales expansion centered on Solio and Fronx.



Trends in domestic sales volume by quarters



New “e VITARA” teaser site released on July 10

- Suzuki's first BEV. Scheduled to be introduced in Japan during FY2025.
- A design that combines the innovation and sophistication of an EV with the strength of an SUV.
- Adopts “ALLGRIP-e”, which provides powerful driving, and “HEARTECT-e”, a newly developed platform exclusively for BEVs.



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9 / 17

Next, we will explain the automobile sales in Japan.

Mini-vehicle sales resulted in #1 share, with 35.1%.

Sales of standard and small vehicles also increased by 30.4% to 39 thousand units. In addition to Solio, the introduction of the Fronx and Jimny Nomade models produced in India contributed to the increase in sales.

On July 10, we unveiled a teaser site for the all-new e VITARA, Suzuki's first battery-powered EV.

The design combines the innovation and sophistication of an EV with the strength of an SUV.

In addition, the SUV adopts “ALLGRIP-e”, an electric 4WD that offers not only driving performance on rough roads but also powerful driving, and “HEARTECT-e”, a newly developed platform exclusively for battery EVs.

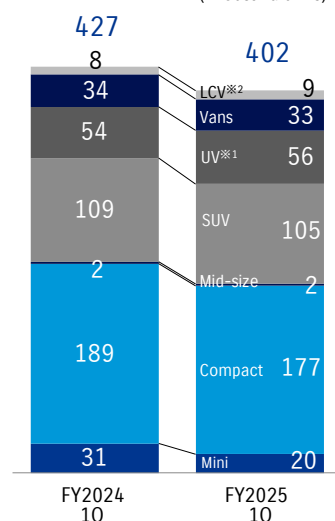
It is scheduled to be introduced in Japan during FY2025.

We will update the information on the teaser site as needed, so please wait for a while until it goes on sale.

Sales Volume of Automobiles | India

Wholesales Result

-25 (-5.8%)
(Thousand units)



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Note: Wholesale results including commercial vehicles (LCV), excluding OEM
*1 UV=Utility Vehicles (Ertiga, etc.) *2 LCV=Light Commercial Vehicles

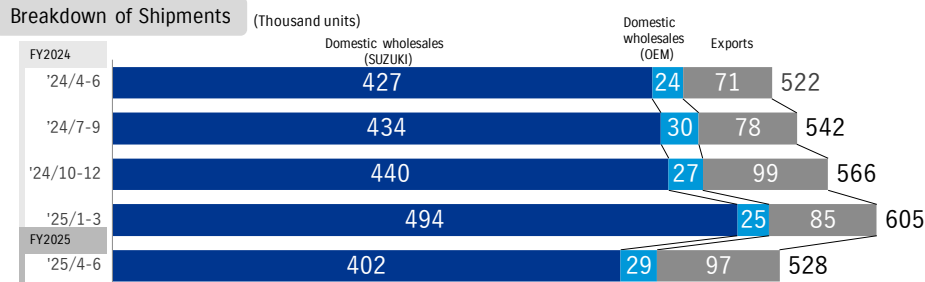
FY2025 Sales in India

- Total shipments, including domestic wholesales and exports, increased to 528 thousand units (+1.1% YoY).
- Domestic wholesales decreased to 402 thousand units (-5.8% YoY) due to severe market conditions.
- On the other hand, sales are growing in markets outside India, and exports in the current fiscal year grew significantly to 97 thousand units (+37.4% YoY).
- Expand global exports, particularly in the Middle East, Africa, Latin America and Japan.

Sales outlook for FY2025

- Expect improvement in the market environment from the second half of the current fiscal year through policy measures such as lowering policy interest rates and reducing income tax.
- We plan to introduce 2 SUV models including e VITARA in FY2025.
- Focusing on sales promotion activities toward the festival season (Diwali: late October).

Breakdown of Shipments



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10 / 17

This is the status of automobile sales in India.

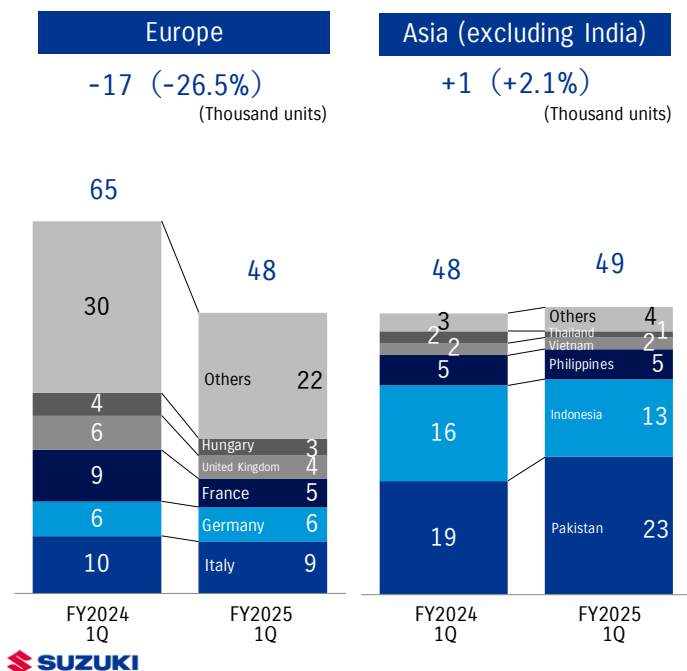
For the current fiscal year,
total shipments, including domestic wholesales and exports,
were 528 thousand units, up 1.1% YoY.
Domestic wholesales decreased by 5.8% YoY to 402 thousand units
due to severe market conditions.

On the other hand, sales are growing in markets outside India,
and the number of units exported during the period under review was 97 thousand units,
up 37.4% YoY.

We will continue to expand our global exports,
particularly in the Middle East, Africa, Latin America and Japan.

As for the future,
the market environment is expected to improve
from the second half of the current fiscal year through policy measures
such as lowering policy interest rates and reducing income tax.
Our company plans to introduce 2 SUVs, including the e VITARA, during FY2025.
We will also focus on sales promotion activities in preparation for the Diwali festival,
which starts in late October.

Sales Volume of Automobiles | Europe / Asia (excluding India)



● FY2025 Sales

◆ Europe

- Sales of Swift remain strong.
- Total sales volume decreased due to discontinuation of Ignis and Jimny.

◆ Pakistan

- FY2025 sales: 23 thousand units (+ 20.3% YoY)
- Sales were suppressed due to logistics disruptions in April and May.
→ It then returned to normal and recovered in June.
- The announcement of tax hikes from July onward triggered a rush of demand for Alto.

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11 / 17

Next is the sales situation in Europe and Asia.

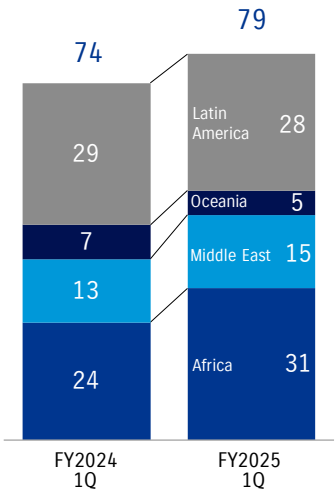
In Europe,
although sales of the Swift remained strong,
overall unit sales declined due to the discontinuation of Ignis and Jimny.

In Pakistan,
sales for the fiscal year under review were 23 thousand units, up 20.3% from YoY.
Logistics were disrupted from April to May and sales were suppressed,
but the situation returned to normal and recovered in June.
The increase in unit sales was also affected by a last-minute surge
in demand for Alto vehicles following the announcement of tax increases starting in July.

Sales Volume of Automobiles | Other Regions

Sales Result

+5 (+7.2%)
(Thousand units)



● Topics

- Maintained strong performance in both Africa and the Middle East.
- South Africa maintained second place (for the sixth consecutive month) with a 11.0% share in June alone.
Indian models such as Swift, Fronx, and Ertiga led sales.
- In Saudi Arabia, the new Dzire contributed to sales growth.

● FY2025 sales

| (Thousand units) | Volume | Year-on-year | |
|------------------|--------|--------------|--------|
| Africa | 31 | +7 | +27.4% |
| South Africa | 17 | +3 | +25.8% |
| Middle East | 15 | +2 | +11.3% |
| Saudi Arabia | 9 | +2 | +32.1% |
| Oceania | 5 | -2 | -23.1% |
| Latin America | 28 | -1 | -4.2% |
| Mexico | 9 | -1 | -12.0% |
| Chile | 5 | +1 | +10.5% |



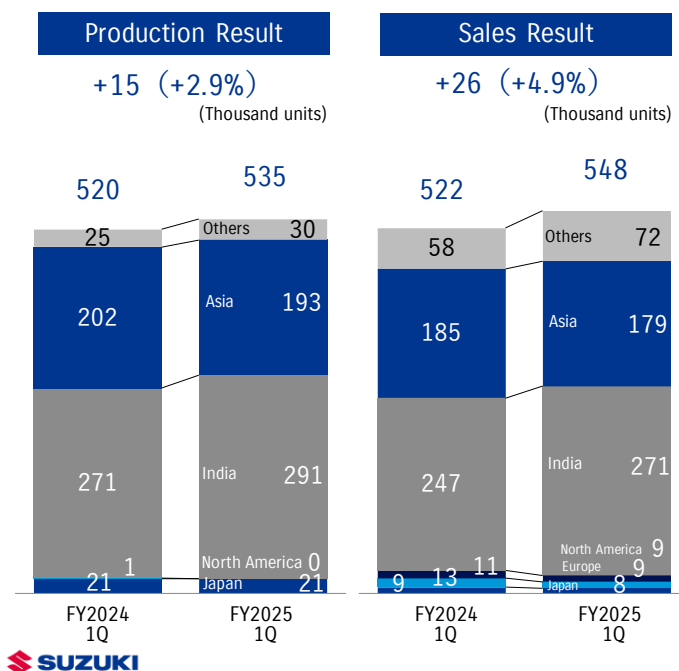
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12 / 17

This is the sales situation in other regions.
Sales in Africa and the Middle East remained strong.

In South Africa,
sales were driven by Indian-made models such as the Swift, Fronx and Ertiga,
which maintained second place for the sixth consecutive month with a 11.0% market
share
in June.
In Saudi Arabia, the new Dzire contributed to an increase in unit sales.

Production and Sales Volume of Motorcycles | Global



● Participated in the Suzuka 8-Hours Endurance Road Race

- From August 1 to 3, we participated in the Suzuka 8-Hours Endurance Road Race as "Team SUZUKI CN CHALLENGE" with a team composed of Suzuki employees recruited from within the company, except for riders.
- We completed the race in 33rd place by overcoming an accident through teamwork of Team Suzuki.
- Adoption of 100% sustainable fuel and other sustainable items aimed at further reducing environmental impact.
- We will continue to brush up our environmental technologies and aim toward meeting societal and customer expectations as Team Suzuki.



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13 / 17

Next, we will explain the motorcycle business.

Although there was a slowdown in Europe and North America, in India, strong growth in scooters, including the Access 125, led to higher production and sales. Production and sales of all motorcycles increased YoY.

Topic:

We participated in the Suzuka 8-Hours Endurance Road Race as "Team Suzuki CN Challenge" with a team composed of Suzuki employees recruited from within the company, except for riders.

We completed the race in 33rd place by overcoming an accident of turnover through teamwork of Team Suzuki.

As in the previous year, we used sustainable fuel to accelerate the development of environmental technologies. We will continue to brush up our environmental technologies through this activity and aim toward meeting societal and customer expectations as Team Suzuki.

Full-Year Forecast | Highlights

Previous forecast
unchanged

| (Billions of yen) | | FY2025 ('25/4-'26/3) | FY2024 ('24/4-'25/3) | Change | | Record |
|--|-------------------------------|-------------------------|-------------------------|----------|--------|--|
| | | | | | Ratio | |
| Consoli- dated Financial Results | Revenue | 6,100.0 | 5,825.2 | +274.8 | +4.7% | Increase for the 5th consecutive period |
| | Operating Profit (Margin) | 500.0 (8.2%) | 642.9 (11.0%) | -142.9 | -22.2% | First decline in 4 periods |
| | Profit before tax (Margin) | 580.0 (9.5%) | 730.2 (12.5%) | -150.2 | -20.6% | First decline in 6 periods |
| | Profit* (Margin) | 320.0 (5.2%) | 416.1 (7.1%) | -96.1 | -23.1% | First decline in 6 periods |
| FX Rates | US Dollar | 140 yen | 153 yen | -13yen | -8.3% | |
| | Euro | 160 yen | 164 yen | -4yen | -2.4% | |
| | Indian Rupee | 1.68 yen | 1.82 yen | -0.14yen | -7.7% | |
| Global Sales Volume (Thousand units) | Automobile | 3,324 | 3,240 | +83 | +2.6% | |
| | Motorcycle | 2,078 | 2,064 | +14 | +0.7% | |

* Profit attributable to owners of parent



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14 / 17

We would like to explain the full year earnings forecast.

The business environment remains uncertain due to the impact of tariffs and FX rates. For this reason, revenue, profit, FX rates, and global sales volume are unchanged from the previous announcement.

Revenue is expected to increase to 6.1 trillion yen, and operating profit is expected to decrease to 500 billion yen.

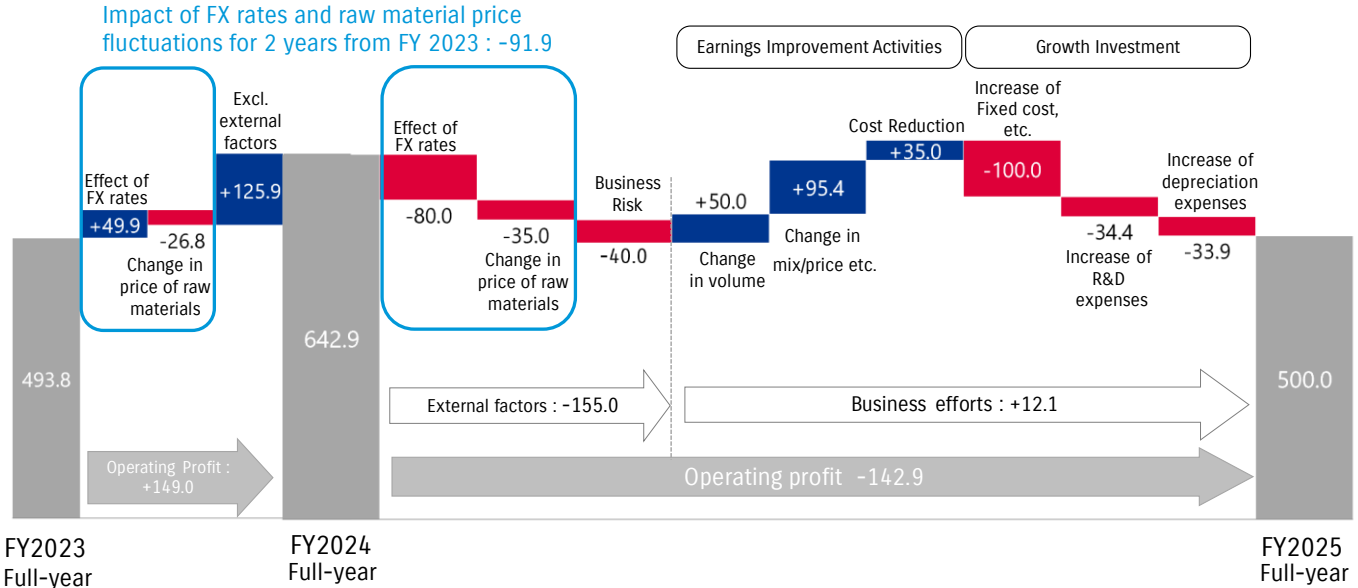
We expect FX rates of 140 yen for US Dollar, 160 yen for Euro, and 1.68 yen for the Indian Rupee.

We expect sales volume of automobile to increase by 83 thousand units from the previous fiscal year, and sales volume of motorcycles to increase by 14 thousand units from the previous fiscal year.

Full-Year Forecast | Factors of Change in Operating Profit · Compared with FY2024

Previous forecast unchanged

(Billions of yen)



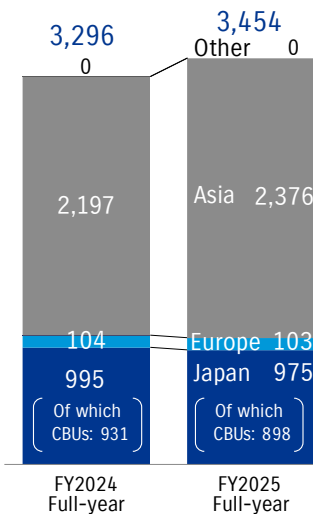
As you can see, the breakdown of factors for changes in operating profit from the previous fiscal year remains unchanged from the previous forecast.

Full-Year Forecast | Production and Sales Volume of Automobiles

Previous forecast
unchanged

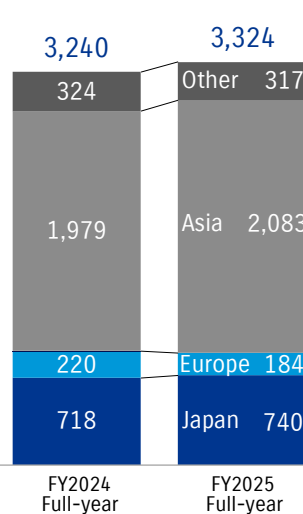
Production

+158 (+4.8%)
(Thousand units)



Sales

+83 (+2.6%)
(Thousand units)



Production Volume

| (Thousand units) | FY2024 | FY2025 | Change | Ratio |
|------------------|--------|--------|--------|---------|
| Total | 3,296 | 3,454 | +158 | +4.8% |
| Japan | 995 | 975 | -20 | -2.0% |
| Europe | 104 | 103 | -1 | -1.0% |
| Asia | 2,197 | 2,376 | +179 | +8.1% |
| Others | 0 | 0 | +0 | +101.9% |

Sales Volume

| (Thousand units) | FY2024 | FY2025 | Change | Ratio |
|------------------|--------|--------|--------|--------|
| Total | 3,240 | 3,324 | +83 | +2.6% |
| Japan | 718 | 740 | +22 | +3.1% |
| Europe | 220 | 184 | -36 | -16.4% |
| Asia | 1,979 | 2,083 | +104 | +5.3% |
| Others | 324 | 317 | -7 | -2.2% |



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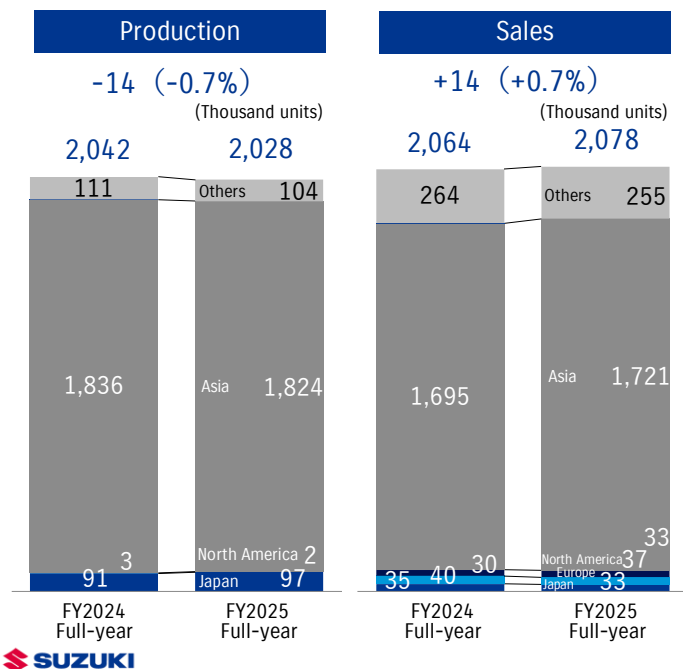
16 / 17

The full-year forecast for production and sales volume of automobiles remains unchanged from the previous forecast.

Production volume of automobiles is expected to increase by 158 thousand units over the previous fiscal year.
Global sales volume are expected to increase by 83 thousand units.

Full-Year Forecast | Production and Sales Volume of Motorcycles

Previous forecast
unchanged



● Production Volume

| (Thousand units) | FY2024 | FY2025 | Change | Ratio |
|------------------|--------|--------|--------|--------|
| Total | 2,042 | 2,028 | -14 | -0.7% |
| Japan | 91 | 97 | +7 | +7.4% |
| North America | 3 | 2 | -2 | -48.0% |
| Asia | 1,836 | 1,824 | -12 | -0.7% |
| Others | 111 | 104 | -7 | -6.2% |

● Sales Volume

| (Thousand units) | FY2024 | FY2025 | Change | Ratio |
|------------------|--------|--------|--------|--------|
| Total | 2,064 | 2,078 | +14 | +0.7% |
| Japan | 35 | 33 | -3 | -8.4% |
| Europe | 40 | 37 | -3 | -7.1% |
| North America | 30 | 33 | +3 | +11.1% |
| Asia | 1,695 | 1,721 | +26 | +1.5% |
| Others | 264 | 255 | -9 | -3.5% |

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17 / 17

With regard to the full-year forecast of motorcycles, production and sales volumes remain unchanged from the previous forecasts.

Production volume of motorcycle is expected to decrease by 14 thousand units and sales volume are expected to increase by 14 thousand units compared with previous fiscal year.

This concludes my explanation of the financial results for the first quarter of FY2025. Thank you for your attention.

Appendix



FY2025 First Quarter Results | Revenue

| (Billions of yen) | Automobile | | | Motorcycle | | | Marine | | | Others | | | Total | | | Factors of Change | |
|--------------------|------------|---------|--------|------------|-------|--------|--------|------|--------|--------|------|--------|---------|---------|--------|-------------------|------------------|
| | FY25 | FY24 | Change | FY25 | FY24 | Change | FY25 | FY24 | Change | FY25 | FY24 | Change | FY25 | FY24 | Change | FX rates | Change in volume |
| Japan total | 375.9 | 347.0 | +28.9 | 4.1 | 4.7 | -0.6 | 0.9 | 0.8 | +0.0 | 3.3 | 2.8 | +0.5 | 384.2 | 355.3 | +28.9 | | -6.5 |
| Suzuki brand | 350.0 | 318.9 | +31.1 | 4.1 | 4.7 | -0.6 | 0.9 | 0.8 | +0.0 | 3.3 | 2.8 | +0.5 | 358.2 | 327.2 | +31.0 | | |
| OEM | 26.0 | 28.1 | -2.1 | | | | | | | | | | 26.0 | 28.1 | -2.1 | | |
| Overseas total | 881.9 | 973.0 | -91.1 | 100.7 | 100.0 | +0.6 | 31.0 | 29.3 | +1.7 | | | | 1,013.6 | 1,102.3 | -88.8 | -87.8 | -50.7 |
| Europe | 117.4 | 166.1 | -48.8 | 12.6 | 15.2 | -2.6 | 6.3 | 5.5 | +0.8 | | | | 136.2 | 186.8 | -50.6 | -3.2 | -44.7 |
| N. America | 0.1 | 0.1 | -0.0 | 11.1 | 11.5 | -0.4 | 16.1 | 15.7 | +0.3 | | | | 27.3 | 27.3 | -0.1 | -2.2 | +1.2 |
| Asia | 606.0 | 643.2 | -37.2 | 54.5 | 54.0 | +0.5 | 2.9 | 3.6 | -0.7 | | | | 663.4 | 700.9 | -37.4 | -66.4 | -26.0 |
| India | 524.2 | 563.6 | -39.4 | 36.6 | 35.5 | +1.1 | 0.3 | 0.3 | +0.0 | | | | 561.1 | 599.3 | -38.3 | -58.9 | -31.1 |
| excl. India | 81.7 | 79.6 | +2.2 | 18.0 | 18.6 | -0.6 | 2.6 | 3.3 | -0.7 | | | | 102.3 | 101.5 | +0.8 | -7.6 | +4.7 |
| Others | 158.5 | 163.5 | -5.0 | 22.4 | 19.3 | +3.1 | 5.7 | 4.5 | +1.2 | | | | 186.7 | 187.3 | -0.7 | -16.0 | +18.9 |
| Grand total | 1,257.8 | 1,320.0 | -62.1 | 104.8 | 104.8 | +0.0 | 31.9 | 30.2 | +1.7 | 3.3 | 2.8 | +0.5 | 1,397.8 | 1,457.6 | -59.9 | -87.8 | -57.2 |
| effect of FX rates | | | -76.8 | | | | -9.0 | | | -2.0 | | | | | | -87.8 | |

Note:

FY25 : Apr. 2025-Jun. 2025

FY24 : Apr. 2024-Jun. 2024

North America : United States and Canada

Automobile in North America : Sales of parts and accessories

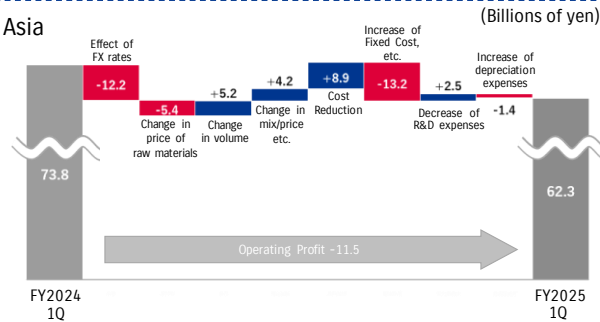
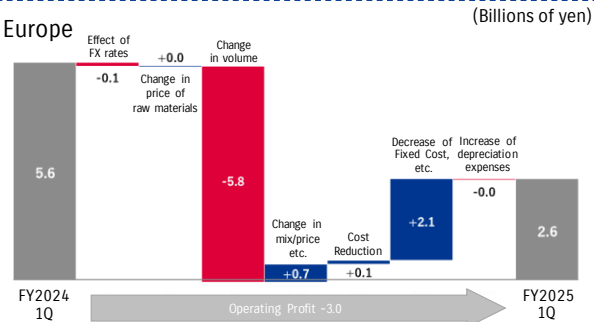
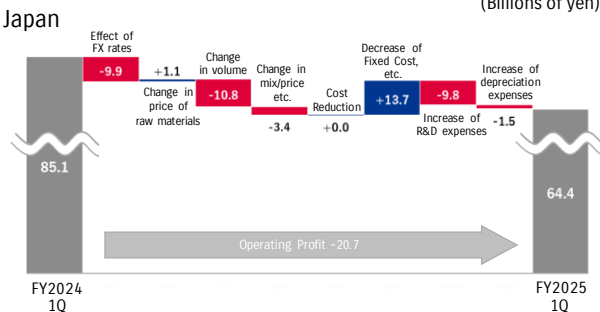


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19 / 28

FY2025 First Quarter Results | Operating Results by Geographic Region / Factors of Change in Operating Profit

| | (Billions of yen) | | | | |
|--------|-------------------|------|------------------|------|--------|
| | FY2025 1Q | | | | |
| | Revenue | | Operating profit | | |
| | | YoY | | YoY | Margin |
| Japan | 716.3 | -1% | 64.4 | -24% | 9.0% |
| Europe | 156.7 | -31% | 2.6 | -54% | 1.6% |
| Asia | 783.3 | -0% | 62.3 | -16% | 8.0% |
| Others | 109.2 | -6% | 4.8 | +62% | 4.4% |
| Total | 1,397.8 | -4% | 142.1 | -10% | 10.2% |



FY2025 First Quarter Results | Highlights of Maruti Suzuki India

| | | Rupees (Billions of Rupees) ^{*1} | | | Yen Conversion (Billions of yen) | | |
|--|--|---|-----------------|-----------|----------------------------------|-----------------|--------|
| | | FY2025 1Q | FY2024 1Q | Change | FY2025 1Q | FY2024 1Q | Change |
| Consoli- dated | Revenue ^{*2} | 366.2 | 338.8 | +27.5 | 622.6 | 636.9 | -14.3 |
| | Operating Profit ^{*3} (Margin) | 30.7 (8.4%) | 37.7 (11.1%) | -7.1 | 52.1 (8.4%) | 71.0 (11.1%) | -18.8 |
| | Profit before taxes (Margin) | 49.4 (13.5%) | 48.4 (14.3%) | +1.1 | 84.0 (13.5%) | 90.9 (14.3%) | -6.9 |
| | Profit after taxes (Margin) | 37.9 (10.3%) | 37.6 (11.1%) | +0.3 | 64.5 (10.4%) | 70.7 (11.1%) | -6.2 |
| | FX rate | 1.70 yen | 1.88 yen | -0.18 yen | | | |
| Whole- sales (Thousand units) | Domestic ^{*4} | 431 | 451 | -20 | | | |
| | Exports ^{*4} | 97 | 71 | +26 | | | |
| | Total | 528 | 522 | +6 | | | |

^{*1} Results shown in Rupees are consolidated results announced by Maruti Suzuki India on July 31.

^{*2} Revenue = Sale of products

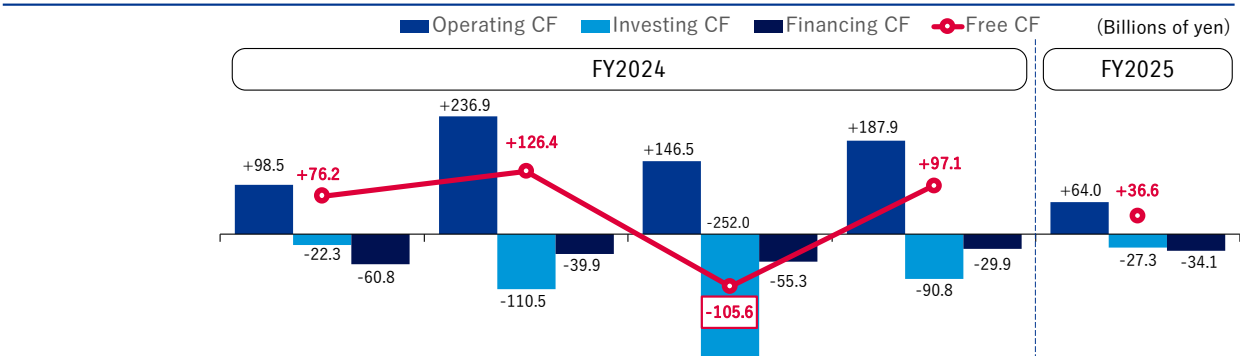
^{*3} Operating Profit is calculated by using the following formula:
Operating Profit = Sale of products + Other operating revenues - Total Expenses + Finance costs

^{*4} Domestic and exports include OEM units

Note. The above figures are for reference purpose only as financial results of Maruti Suzuki India are based on IndAS (Indian IFRS).



FY2025 First Quarter Results | Cash Flows (Quarterly trends)



| | FY2024 | | | | FY2025 |
|------------------------------|-------------|-------------|-------------|-------------|-------------|
| | 1Q | 2Q | 3Q | 4Q | 1Q |
| Free C/F | +76.2 | +126.4 | -105.6 | +97.1 | +36.6 |
| Financing C/F | -60.8 | -39.9 | -55.3 | -29.9 | -34.1 |
| (of which dividend payout)*1 | (-32.4) | (-30.1) | (-38.5) | (+0.2) | (-40.6) |
| Effect of FX rate | +19.8 | -31.3 | +19.0 | -13.0 | +4.0 |
| Net change in cash | +35.2 | +55.2 | -141.9 | +54.2 | +6.6 |
| Cash balance | 875.2 | 930.4 | 788.5 | 842.7 | 849.3 |
| Net cash | 102.7 | 173.2 | 35.2 | 117.4 | 113.6 |
| (Monthly revenue ratio*2) | (0.2months) | (0.4months) | (0.1months) | (0.2months) | (0.2months) |

*1 Including dividends paid to non-controlling interests

*2 Monthly revenue ratio is calculated based on the average monthly revenue of the full-year revenue for each fiscal year.



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22 / 28

FY2025 First Quarter Results | Capital Expenditures, etc.

| (Billions of yen) | FY2025 1Q | FY2024 1Q | Change |
|-----------------------------------|----------------|----------------|----------------|
| Capital Expenditures | 82.7 | 83.1 | -0.4 |
| Non-consolidated | 24.3 | 25.0 | -0.7 |
| Subsidiaries (of which India*) | 58.4 (47.2) | 58.1 (45.0) | +0.4 (+2.2) |
| Depreciation Expenses | 50.4 | 47.5 | +3.0 |
| R&D Expenses | 63.1 | 55.7 | +7.3 |

*India is total of 6 subsidiaries (Maruti Suzuki India (Including SMG), SMIP, TDSG, SRDI, Suzuki Digital, NBV).

*Leases, capex & amortization for intangible assets are not included in the results above.

*Research and development activity related costs incurred during the reporting period are written.

| | FY2025 June 2025 | FY2024 | | FY2024 | |
|--|---------------------|---------------|---------------|---------------|---------------|
| | | June 2024 | Change | March 2025 | Change |
| Interest-Bearing Debt balance | 735.7 bln yen | 772.5 bln yen | -36.8 bln yen | 725.3 bln yen | +10.4 bln yen |
| Consolidated Subsidiaries | 122 | 121 | +1 | 122 | ±0 |
| Entities accounted for using equity method | 36 | 34 | +2 | 35 | +1 |
| Employees | 75,983 | 73,414 | +2,569 | 74,077 | +1,906 |

*Lease liabilities are not included in the results above.



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23 / 28

FY2025 First Quarter Results | Foreign Exchange Rates

| | FY2025 1Q (yen) | FY2024 1Q (yen) | Change from FY2024 (yen) (%) | | Effect of FX rates in operating profit | |
|--------------------------|-------------------------|-------------------------|--|--------|---|------------------------------|
| | | | | | Exchange sensitivity*2 (bln yen) | Impact amount (bln yen) |
| Indian Rupee | 1.70 | 1.88 | -0.18 | -9.6% | +1.2 | -11.4 |
| Mexican Peso | 7.41 | 9.06 | -1.65 | -18.2% | +0.2 | -2.9 |
| US Dollar | 145 | 156 | -11 | -7.2% | +0.4 | -2.6 |
| Euro | 164 | 168 | -4 | -2.4% | +0.5 | -1.3 |
| Pakistani Rupee | 0.52 | 0.56 | -0.04 | -7.1% | +0.2 | -1.3 |
| South African Rand | 7.91 | 8.39 | -0.48 | -5.7% | +0.2 | -1.2 |
| Australian Dollar | 93 | 103 | -10 | -9.9% | +0.1 | -0.5 |
| Sterling Pound | 193 | 197 | -4 | -1.9% | +0.1 | -0.2 |
| Others*1 | — | — | — | — | +0.2 | -1.5 |
| Effect of FX rates total | | | | | +3.0 | -23.0 |

*1 Others... Of the impact amount -1.5 billion yen: Colombian Peso -0.5 billion yen, Vietnamese dong -0.3 billion yen, etc.

*2 Exchange sensitivity... Represents the impact on operating profit when the rate of each currency increased by 1% yen from the previous FY2024 1Q



Full-Year Forecast | Foreign Exchange Rates

Previous forecast
unchanged

| | FY2025 Forecast (yen) | FY2024 Result (yen) | Change from FY2024 | | Effect of FX rates in operating profit | |
|--------------------------|-----------------------------|---------------------------|-----------------------|--------|---|-------------------------------|
| | | | (yen) | (%) | Exchange sensitivity*1 (bln yen) | Impact amount (bln yen) |
| Indian Rupee | 1.68 | 1.82 | -0.14 | -7.7% | +6.1 | -46.8 |
| US Dollar | 140 | 153 | -13 | -8.3% | +1.7 | -14.0 |
| Mexican Peso | 7.10 | 8.02 | -0.92 | -11.5% | +0.9 | -9.8 |
| South African Rand | 7.53 | 8.37 | -0.84 | -10.0% | +0.8 | -8.1 |
| Euro | 160 | 164 | -4 | -2.4% | +2.9 | -7.0 |
| Australian Dollar | 89 | 100 | -11 | -10.6% | +0.3 | -3.3 |
| Pakistani Rupee | 0.52 | 0.55 | -0.03 | -5.5% | +0.6 | -3.2 |
| Sterling Pound | 188 | 195 | -7 | -3.5% | +0.7 | -2.4 |
| Polish Zloty | 38 | 38 | -1 | -1.7% | +0.3 | -0.4 |
| Effect of FX rates total | | | | | +14.7 | -80.0 |

*1 Exchange sensitivity... Represents the impact on operating profit when the rate of each currency increased by 1% yen from FY2024



| (Billions of yen) | FY2025 Forecast | FY2024 | Change |
|-----------------------|-----------------|--------|--------|
| Capital Expenditures | 380.0 | 361.8 | +18.2 |
| Depreciation Expenses | 230.0 | 196.1 | +33.9 |
| R&D Expenses | 300.0 | 265.6 | +34.4 |

*Leases, Capex & Amortization for intangible assets are not included in the results and forecast above.
*Research and development activities related costs incurred during the reporting period are written.



FY2025 First Quarter Financial Results



August 5, 2025 SUZUKI MOTOR CORPORATION

(Note) Cover image: A send-off of the Suzuka 8-Hour Endurance Road Race



Caution with respect to Forward-Looking Statements

- The forward-looking statements mentioned in this presentation are based on currently available information and assumptions, contain risks and uncertainty and do not constitute guarantees of future achievement.
- Please note that the future results may greatly vary by the changes of various factors.
- Those factors, which may influence the future results, include economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates.

[English translation from the original Japanese language document]