



FY2025 Third Quarter Financial Results



Indian Car of the Year (ICOTY) 2026 All-new SUV "VICTORIS"

February 5, 2026 SUZUKI MOTOR CORPORATION

(Note) Cover image : Indian Car of the Year (ICOTY) 2026
All-new "VICTORIS"

FY2025 Third Quarter Results

- Revenue grew up to 4,516.6 billion yen with decreased operating profit to 429.1 billion yen.
- Operating profit has decreased for the first time in 5 periods due to FX impact and rising raw material costs.
- Under continuing semiconductor supply constraints, impact on production has been minimized.
- Agile responses in production, logistics, sales and other areas were taken to the spiking demand after GST reform in India.

Forecast for the FY2025

- Full-year forecast was revised upward by reflecting FX rate change and fixed cost control.
- Revenue of 6,200 billion yen and Operating profit of 570 billion yen are forecasted.
- Year-end dividend forecast is revised upward by 1 yen per share and Annual dividend forecast is revised upward to 46 yen per share.
- To achieve Mid-term Management Plan, we will continue to prioritize growth investments and strengthen our earnings base.



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Let me explain the summary of the financial results for the third quarter of the fiscal year ending March 2026.

In this period, revenue was 4,516.6 billion yen and operating profit was 429.1 billion yen.

Although revenue increased, operating profit decreased for the first time in five periods for the third-quarter result, due to the impact of yen appreciation and rising raw material prices.

The risk of semiconductor supply constraints, which has continued since October 2025, still remains.

However, thanks to the cooperation of our business partners and the efforts of our procurement department, we are switching to alternative products and have so far managed to minimize the impact on production.

In India, demand surged due to the revision of GST.

We responded flexibly in production, logistics, and sales, and believe we were able to meet the expanding demand.

Regarding the full-year forecast, we have revised our assumptions for exchange rates and reflected efforts to control fixed costs, resulting in an upward revision of our previous forecast.

We now expect revenue of 6,200 billion yen and operating profit of 570 billion yen.

As for dividends, we plan to increase the year-end dividend forecast by 1 yen, raising the annual dividend forecast from 41 yen in the previous year to 46 yen, a 12.2% increase.

We will continue to prioritize growth investments aimed at realizing our mid-term management plan and work to strengthen our earnings base.

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FY2025 Third Quarter Results | Highlights

(Billions of Yen)		FY2025 3Q	FY2024 3Q	Change Ratio		Record
Consolidated Financial Results	Revenue	4,516.6	4,283.7	+232.9	+5.4%	Increased for the 5th consecutive period
	Operating profit (Margin)	429.1 (9.5%)	479.7 (11.2%)	-50.6	-10.6%	First decline in 5 periods
	Profit before tax (Margin)	520.9 (11.5%)	548.0 (12.8%)	-27.2	-5.0%	First decline in 5 periods
	Profit* (Margin)	306.4 (6.8%)	311.7 (7.3%)	-5.3	-1.7%	First decline in 5 periods
FX Rates	US Dollar	149 yen	153 yen	-4 yen	-2.8%	
	Euro	172 yen	165 yen	+7 yen	+4.1%	
	Indian Rupee	1.72 yen	1.83 yen	-0.11 yen	-6.0%	
Global Sales Volume (Thousand units)	Automobile	2,418	2,364	+54	+2.3%	Increased in India, Sub-compact and standard-sized vehicle in Japan, etc.
	Motorcycle	1,694	1,547	+146	+9.4%	Increased in India, Latin America etc.

* Profit attributable to owners of parent



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First, I will explain the results of this financial period.

Revenue increased by 232.9 billion yen year-on-year to 4,516.6 billion yen, due to higher sales volumes following the GST revision in India and growth in registered vehicles in Japan.

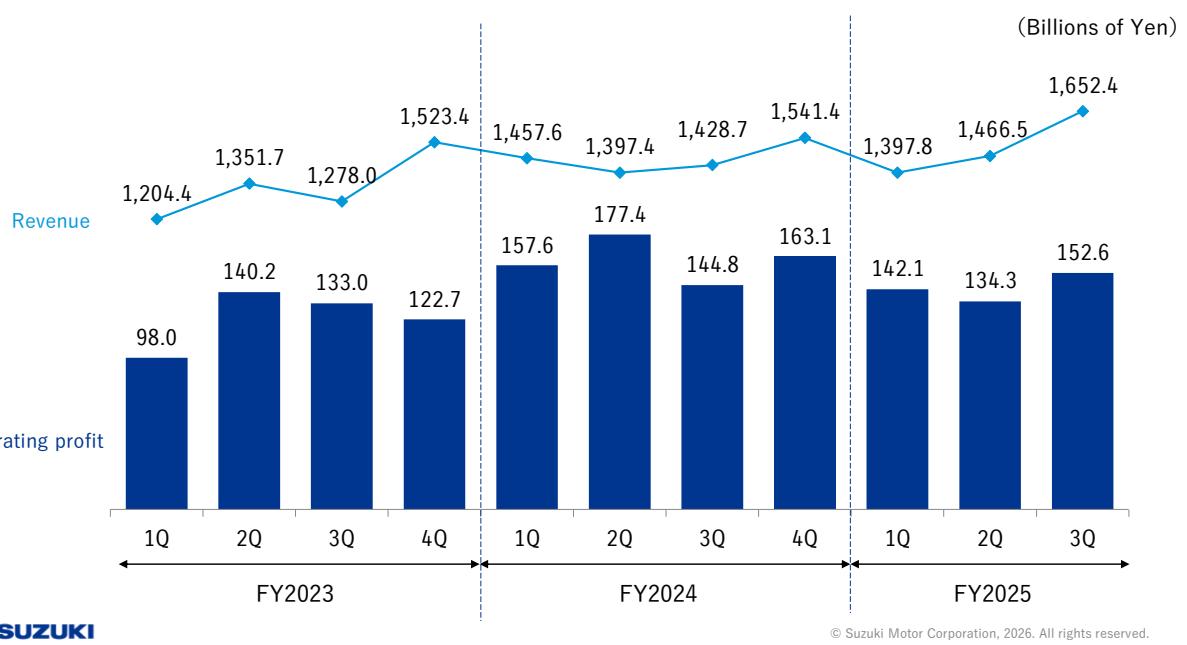
Operating profit decreased by 50.6 billion yen year-on-year to 429.1 billion yen, mainly due to the stronger yen in the first half compared to the previous year and rising raw material prices.

Profit before tax decreased by 27.2 billion yen year-on-year to 520.9 billion yen, and quarterly profit decreased by 5.3 billion yen year-on-year to 306.4 billion yen.

Sales of automobile increased in India and registered vehicles in Japan, resulting in a global sales increase of 54 thousand units.

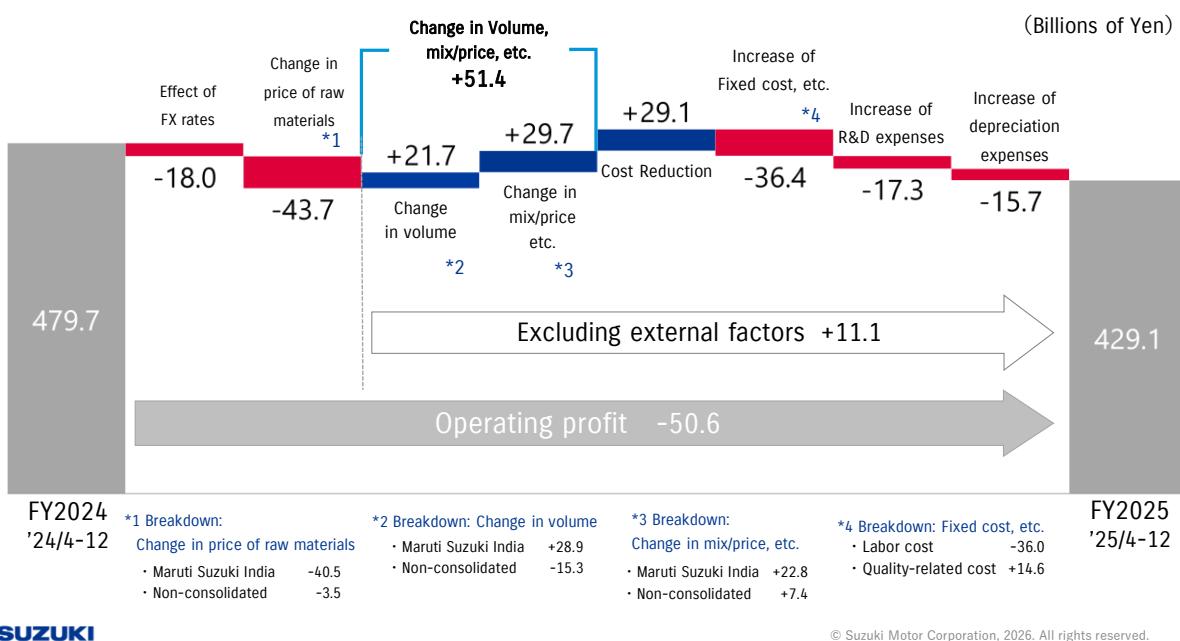
Sales of motorcycle increased in India, Latin America, and other regions, resulting in a global sales increase of 146 thousand units.

FY2025 Third Quarter Results | Quarterly Results



As you can see, our quarterly performance is as follows. For the October-December period, we achieved record highs with revenue of 1,652.4 billion yen and operating profit of 152.6 billion yen.

FY2025 Third Quarter Results | Factors of Change in Operating Profit



The factors behind the increase or decrease in operating profit compared to the same period last year are as shown.

As for external factors:

- Exchange rate fluctuations resulted in a 18 billion yen decrease in profit,
- Changes in raw material prices, mainly due to price increases in India, resulted in a 43.7 billion yen decrease in profit.

Excluding external factors, the following contributed to profit increases:

- An increase in sales volume led to a 21.7 billion yen profit increase,
- Changes in sales mix, etc., resulted in a 29.7 billion yen increase,
- Cost reductions contributed to a 29.1 billion yen increase.

The increase in sales volume was mainly due to higher sales by Maruti Suzuki.

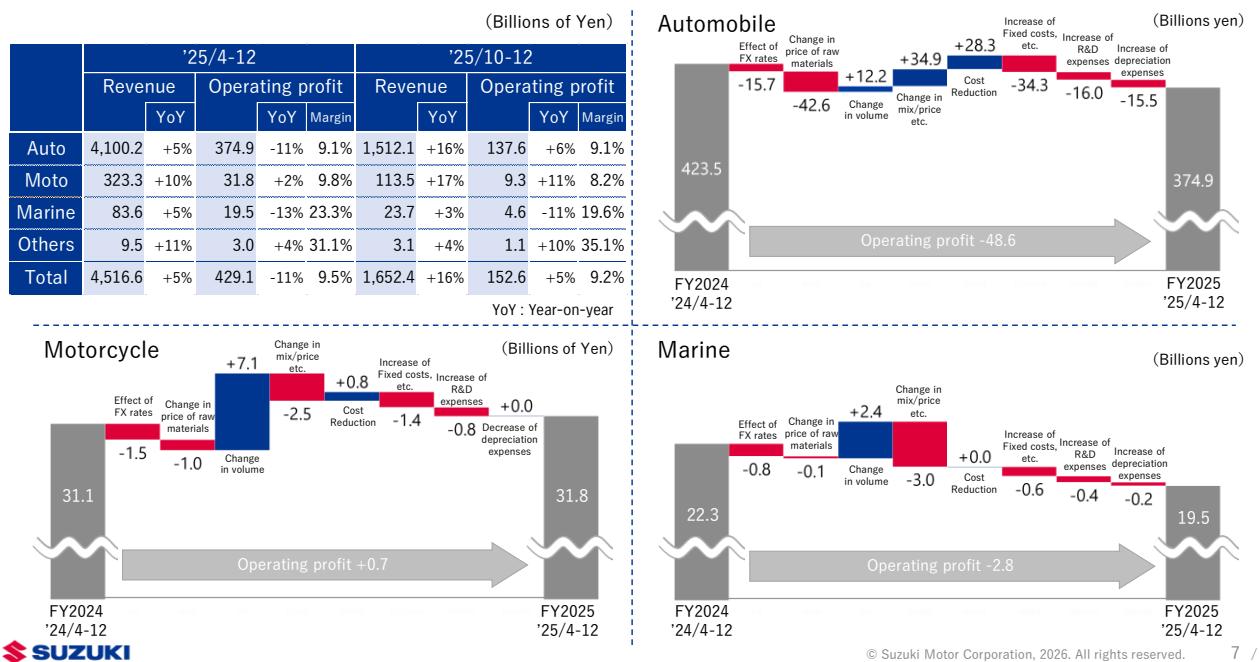
The change in sales mix/price etc. was mainly due to an increased ratio of sub-compact & standard-sized vehicle sales in Japan.

As for factors leading to a decrease in profit:

- An increase in fixed costs, etc., resulted in a 36.4 billion yen decrease,
- An increase in R&D expenses led to a 17.3 billion yen decrease,
- An increase in depreciation expenses resulted in a 15.7 billion yen decrease.

The increase in fixed costs, etc., was mainly due to investments in human resources aimed at strengthening earning power.

FY2025 Third Quarter Results | Operating Results by Segment



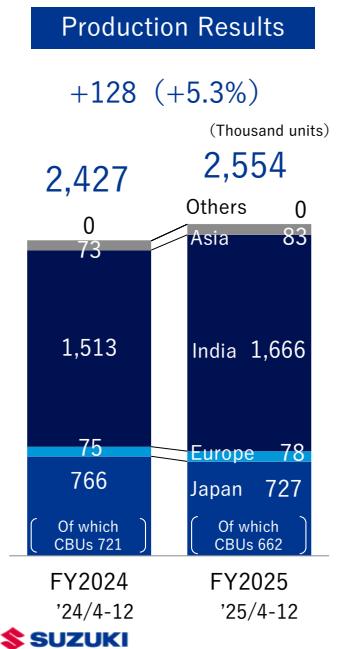
Next, I will explain the business performance by segment.

In the automobile business, although sales increased, profits decreased due to fluctuations in raw material prices and an increase in fixed costs related to growth investments.

In the motorcycle business, despite the impact of tariffs, profits increased due to factors such as higher sales volumes in India.

In the marine business, sales increased as sales grew along with inventory optimization in the North American market, but profits decreased due to the impact of tariffs and an increased sales ratio of smaller models.

Production and Sales Volume of Automobile | Global



● FY2025 Third Quarter global sales

	(Thousand units)	Volume	Year-on-year
Global Sales	2,418	+54	+2.3%
Japan	528	+11	+2.2%
Europe	135	-30	-18.1%
India	1,350	+49	+3.8%
Asia (excl. India)	154	+14	+10.4%
Pakistan	63	+12	+24.4%
Indonesia	50	-0	-0.7%
Philippines	17	+1	+3.5%
Others	251	+9	+3.9%
Latin America	93	-0	-0.0%
Africa	93	+15	+18.9%
Middle East	49	-0	-0.3%
Oceania	16	-5	-24.3%

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Next, I will explain the production and sales situation.

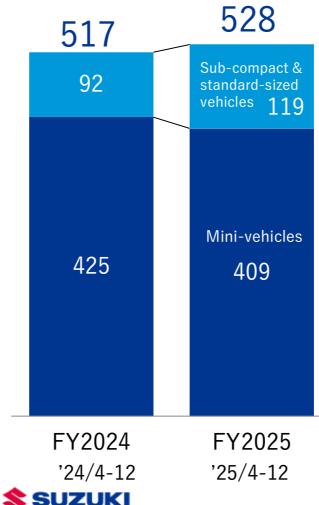
First, regarding automobile,
although production volume decreased in Japan, it increased in India,
Asia, and other regions,
exceeding the level of the same period last year.

As for sales volume,
although it decreased in Europe, it increased in India, Africa, and other
regions,
exceeding the level of the same period last year.

Sales Volume of Automobile | Japan

Third Quarter Result

+11 (+2.2%)
(Thousand units)



Domestic sales results

- Maintained the No.1 market share in mini vehicles (33.7%)
- "Fronx", "Jimny NOMADE" and "XBEE" are trending well
- Maintained the No.2 share in overall passenger vehicle market including mini vehicles and sub-compact & standard-sized vehicles



Trends in domestic sales volume by quarter



Resumed "Jimny NOMADE" orders

- Resumed "Jimny NOMADE" orders at local dealer from January 30th



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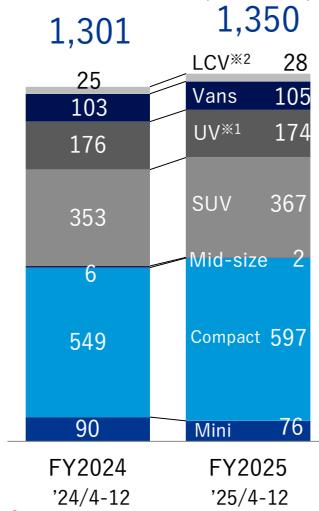
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Next, I will explain the sales performance of automobile in Japan. In sales for the current period, the market share of mini vehicles was 33.7%, maintaining the top position. Among sub-compact & standard-sized vehicles, models such as the "Fronx," "Jimny NOMADE," and "XBEE" performed well, resulting in increased sales volume. Additionally, when combining mini vehicles and sub-compact & standard-sized vehicles, the market share was 16.1%, maintaining the second position. Regarding the "Jimny NOMADE," we resumed accepting orders from January 30.

Sales Volume of Automobile | India

Domestic Wholesales

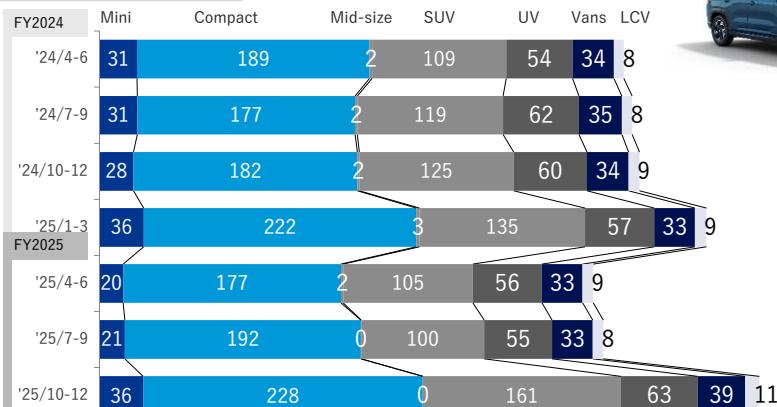
+49 (+3.8%)
(Thousand units)



Sales performance post-GST reforms

- CY2025 Indian automotive market (Passenger & Commercial) size reached 5.14 million units which was a record high and the third-largest market in the world next to China and U.S.A.
- Post-GST reforms after September 22nd, Passenger vehicles performed well mainly of compact cars and gained market share of 40.7% in its market
- All-new "VICTORIS" has been awarded the Indian Car of the Year (ICOTY) 2026

Domestic Sales



Note: The left graph shows wholesale sales including commercial vehicles (LCV) and excluding OEM.
*1 UV=Utility Vehicles (Ertiga, etc.) *2 LCV=Light Commercial Vehicles

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Next, here is the situation regarding automobile sales in India.

In the Indian market, a record high sales of 5.14 million units was achieved in the calendar year 2025, making it the third largest market in the world after China and the United States.

Since the GST revision, our company has increased sales mainly of compact cars, selling 526 thousand units in the October-December period, and achieving a passenger car market share of 40.7% during the same period.

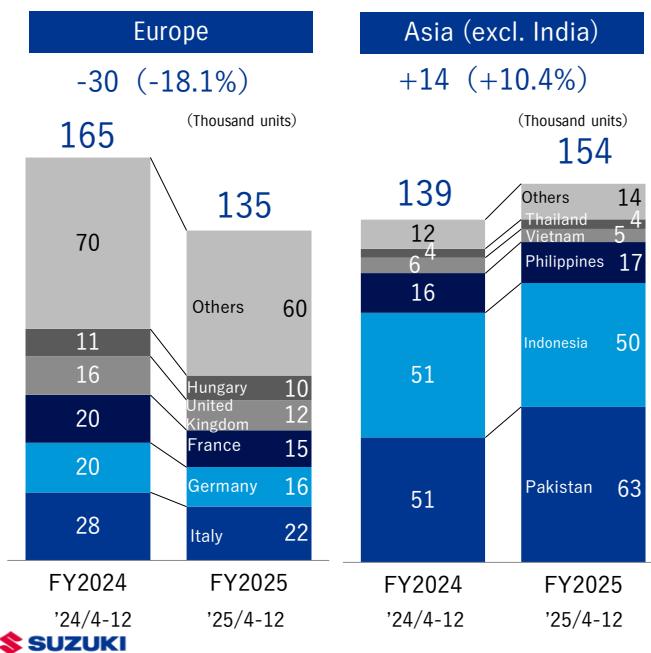
The new SUV "VICTORIS", which began sales in September, won the Indian Car of the Year (ICOTY) 2026 award.

This is our first win in seven years since the Swift won in 2019, and our fifth win overall.

(Reference) Indian market in calendar year 2025

Total: 5.14 million units ... Passenger: 4.48 million units + Commercial: 0.67 million units

Sales Volume of Automobile | Europe / Asia (excl. India)



Sales Results

◆ Europe

- Declined sales due to discontinuation of "Ignis" and "Jimny"
- Maintained the No.1 market share in the Hungarian passenger vehicle market for the second consecutive year in CY2025

◆ Asia

- Increased sales in Pakistan as its market showed stable recovery of economy



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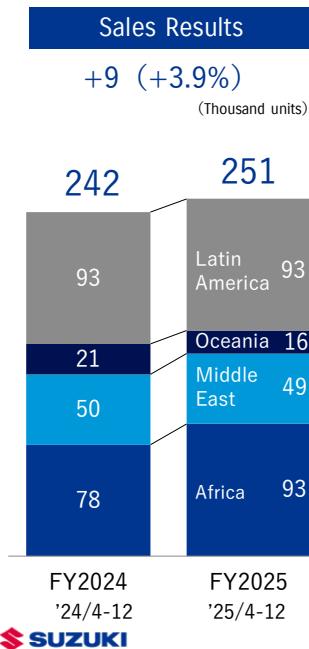
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Next, here is the sales situation in Europe and Asia.

In Europe, overall sales volume decreased due to the discontinuation of models such as the "Ignis" and "Jimny," but in the Hungarian passenger car market, we achieved the number one market share for the second consecutive year.

In Asia, sales volume increased in Pakistan along with a steady economic recovery.

Sales Volume of Automobile | Africa / Middle East / Oceania / Latin America



Topics

- Africa maintained strong performance particularly in South Africa
- In South African market growing with lowered policy interest rate and price stability, popular "Fronx" led sales performance
- Sales of "Eeco" is increasing in Saudi Arabia



Sales Results

	(Thousand units)	Volume	Year-on-year
Africa	93	+15	+18.9%
South Africa	54	+9	+20.1%
Middle East	49	-0	-0.3%
Saudi Arabia	30	+2	+9.0%
Oceania	16	-5	-24.3%
Latin America	93	-0	-0.0%
Mexico	29	-4	-12.4%
Chile	16	+1	+5.5%



Suzuki Signs Sponsorship Agreement with Confederation of African Football
Suzuki will serve as Official Global Partner until 2027

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This is the sales situation in Africa, the Middle East, Oceania, and Latin America.

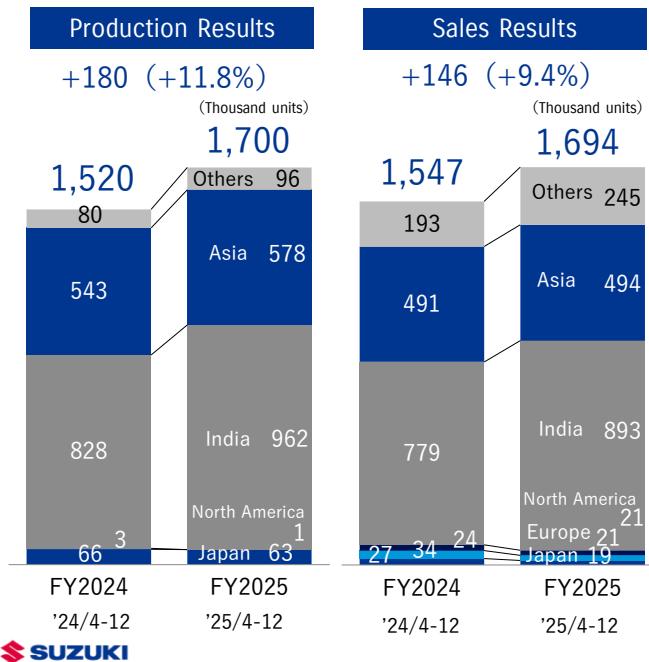
We are maintaining strong performance, especially in the African region, with South Africa at the center.

In South Africa, main models such as "Fronx," "Ertiga," and "Swift" are driving sales, and we have maintained the second largest market share in the cumulative total from April to December.

Through a sponsorship agreement with the Confederation of African Football, Suzuki will continue to enhance its brand recognition and expand its business in the African market.

Meanwhile, in Saudi Arabia, sales of the "Eeco" to small delivery companies are increasing, contributing to the growth in the number of units sold.

Production and Sales Volume of Motorcycle | Global



● Cumulative production of 10 million units in India

- Suzuki Motorcycle India started its production in February 2006
- This milestone came 20 years after the start of production in India
- The ten-millionth motorcycle produced was the popular “ACCESS” with its daily usability & strong performance



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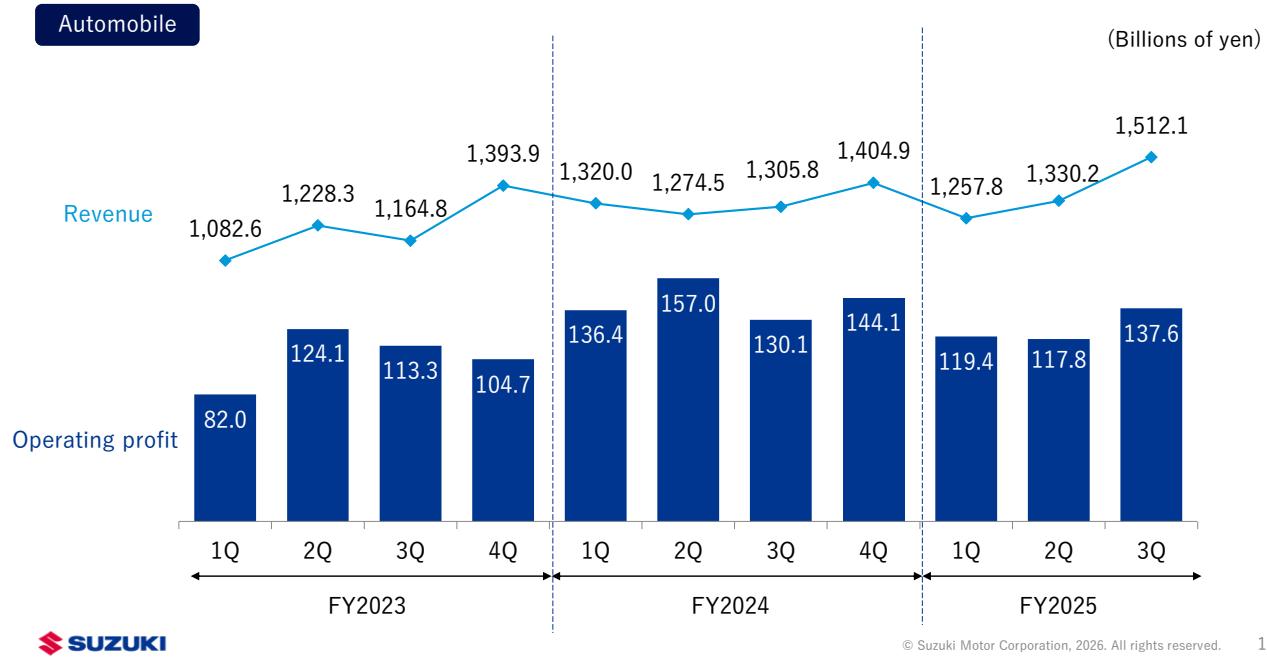
Next, I will explain the sales situation of motorcycles.

Mainly due to market expansion and the tailwind from the GST revision, sales in India increased, resulting in both production and sales exceeding the same period last year.

As a topic, on January 8, Suzuki Motorcycle India reached a cumulative motorcycle production of 10 million units.

Last May, the company held a groundbreaking ceremony for a new factory in Kharkhoda, Haryana, and is working to increase production capacity in response to growing demand.

Quarterly Results | Automobile segment



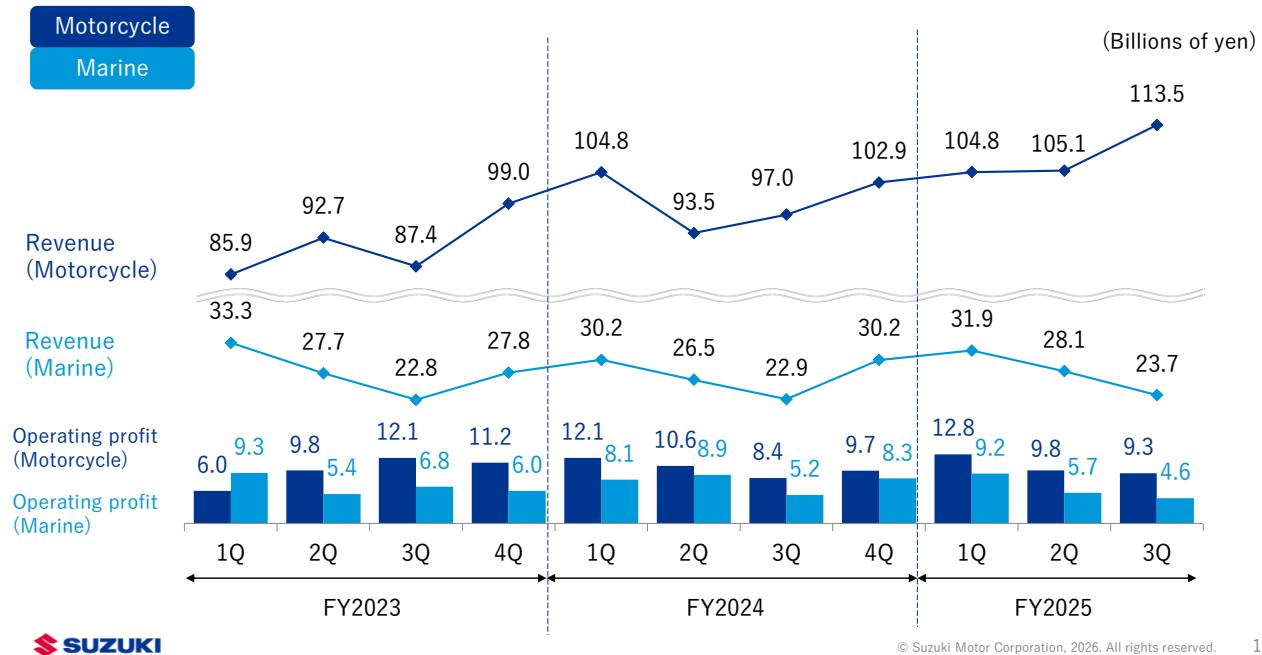
Next, I will explain the quarterly performance trends by business segment.

First, let me explain about the automobile business.

Market revitalization triggered by the revision of GST in India and an increase in the ratio of sub-compact & standard-sized vehicle sales in Japan led to both revenue and profit exceeding the same period of the previous year, marking a record high for the October-December quarter.

The cumulative operating profit margin for the period was 9.1%.

Quarterly Results | Motorcycle and Marine segment



Next is the performance trend of the motorcycle and marine businesses.

The motorcycle business has steadily increased its revenue by capturing strong demand in emerging countries, including India. The cumulative operating profit margin for the period is 9.8%.

The marine business, after a period of inventory adjustment following the surge in demand during the COVID-19 pandemic, has steadily recovered sales since the second half of last year.

The cumulative operating profit margin for the period is 23.3%.

Full Year Forecast | Highlights

Revised upward

(Billions of yen)		FY2025 ('25/4-'26/3)	FY2024 ('24/4-'25/3)	Change		Record	Comparison with previous forecast	
				Ratio	Change		Previous forecast	Change
Consolidated Financial Results	Revenue	6,200.0	5,825.2	+ 374.8	+ 6.4%	Increase for the 5th consecutive period	6,100.0	+ 100.0
	Operating profit (Margin)	570.0 (9.2%)	642.9 (11.0%)	-72.9	-11.3%	First decline in last 4 periods	500.0 (8.2%)	+ 70.0
	Profit before tax (Margin)	680.0 (11.0%)	730.2 (12.5%)	-50.2	-6.9%	First decline in last 6 periods	580.0 (9.5%)	+ 100.0
	Profit* (Margin)	390.0 (6.3%)	416.1 (7.1%)	-26.1	-6.3%	First decline in last 6 periods	320.0 (5.2%)	+ 70.0
FX Rates	US Dollar	149 yen	153 yen	-4 yen	-2.4%		140 yen	+9 yen
	Euro	174 yen	164 yen	+10 yen	+6.2%		160 yen	+14 yen
	Indian Rupee	1.70 yen	1.82 yen	-0.12 yen	-6.6%		1.68 yen	+0.02 yen
Global Sales Volume (Thousand units)	Automobile	3,314	3,241	+73	+ 2.2%		3,324	-10
	Motorcycle	2,227	2,064	+163	+ 7.9%		2,078	+149

*Profit attributable to owners of parent



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Let me explain the full-year forecast.

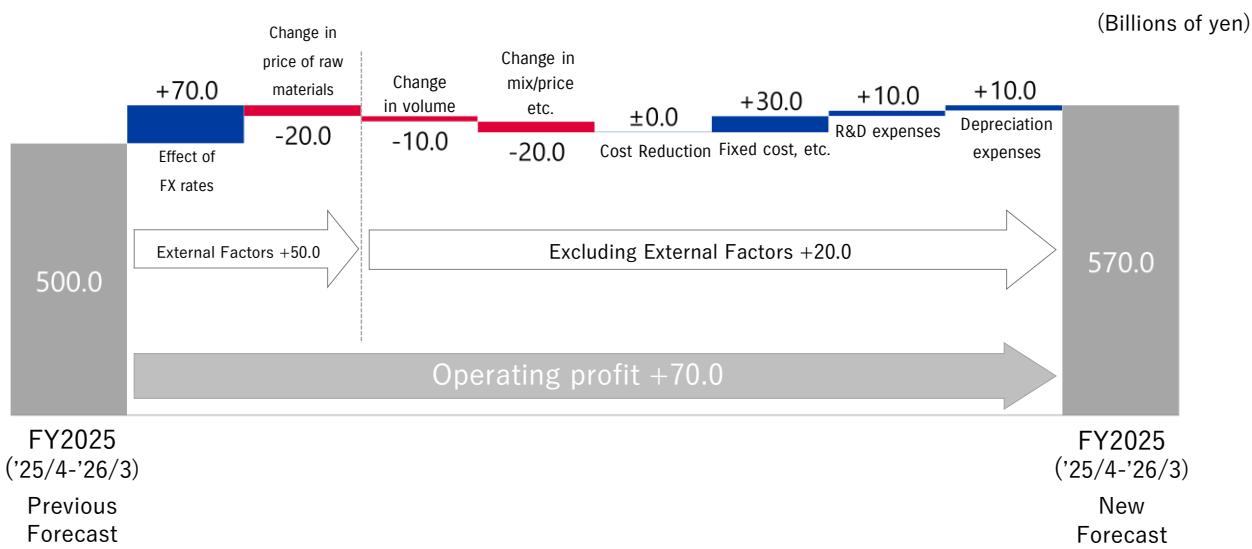
At the time of the first-half financial results announcement, we maintained our initial outlook due to concerns such as semiconductor supply constraints.

However, taking into account the results up to the third quarter and the current business environment, we have revised our earnings forecast upward.

We have raised our revenue forecast by 100 billion yen to 6.2 trillion yen, and our operating profit forecast by 70 billion yen to 570 billion yen.

Full Year Forecast | Factors of Change in Operating Profit (vs Previous forecast)

Revised upward



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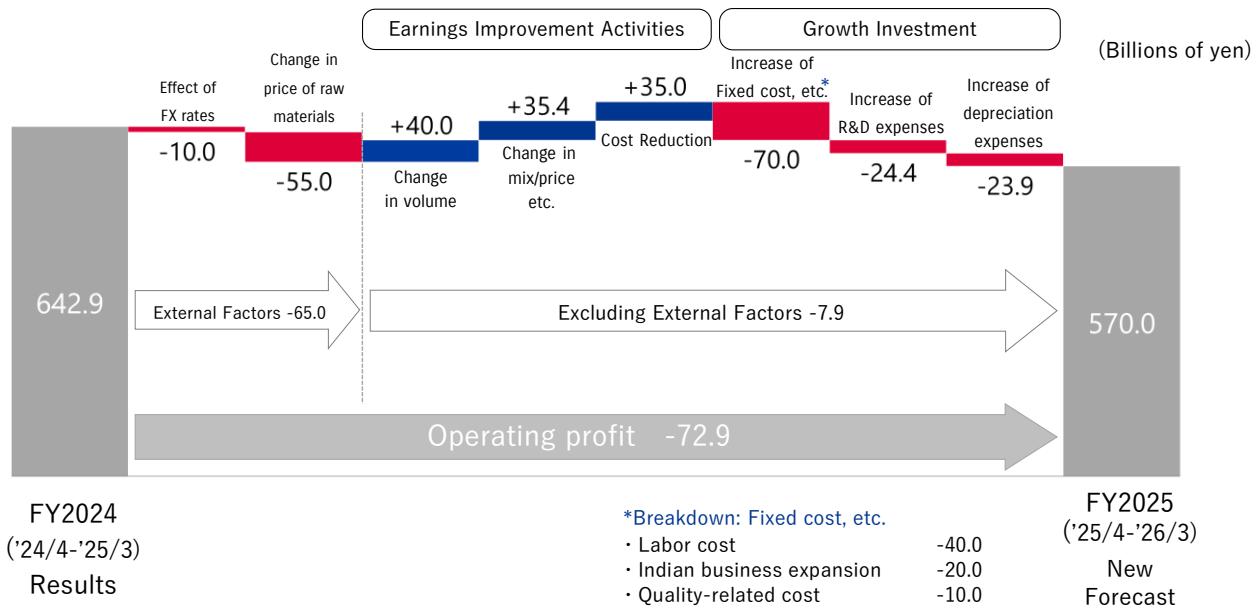
Regarding operating profit, I will explain the breakdown of the 70 billion yen upward revision compared to the previous forecast.

As for external factors,
the impact of exchange rates has been revised upward by 70 billion yen,
reflecting the current situation.
The impact of raw material price fluctuations has been revised downward by 20 billion yen.

Excluding external factors,
the impact of sales volume has been revised downward by 10 billion yen,
reflecting the outlook for automobile sales.
As for fixed costs and others, reflecting efforts to control expenses,
we have made an upward revision of 30 billion yen.

Full Year Forecast | Factors of Change in Operating Profit (vs FY2024)

Revised upward

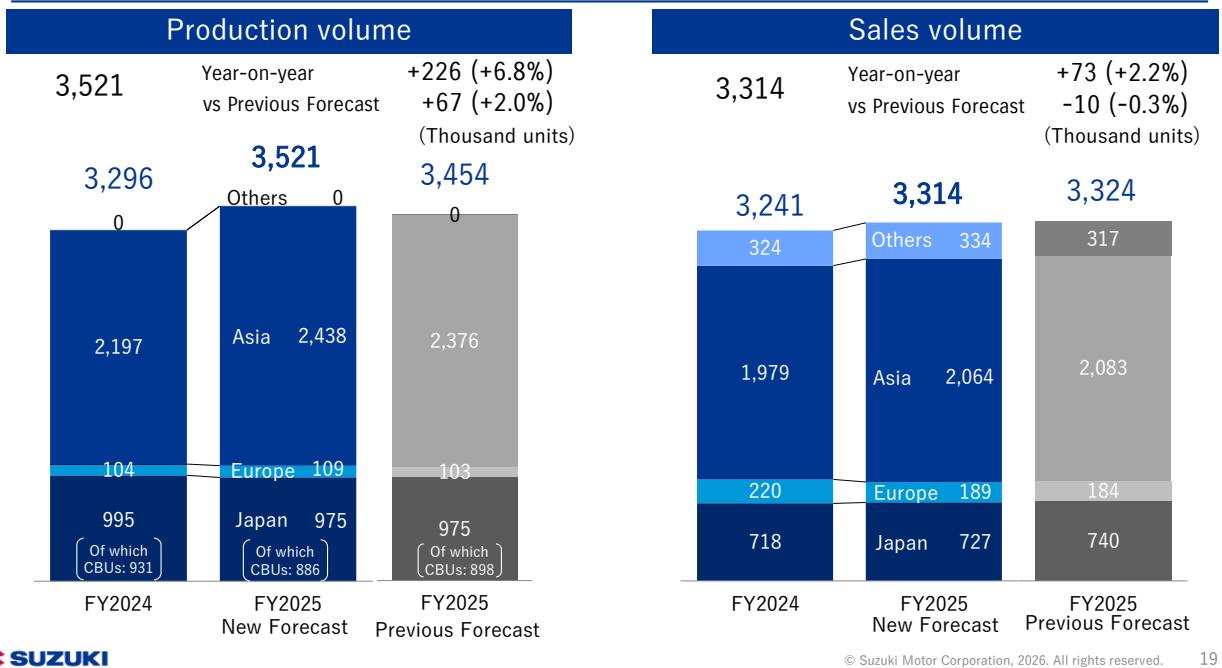


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The breakdown of factors affecting the year-on-year change in operating profit for the full-year earnings forecast is as shown.

Full Year Forecast | Production and Sales Volume of Automobile



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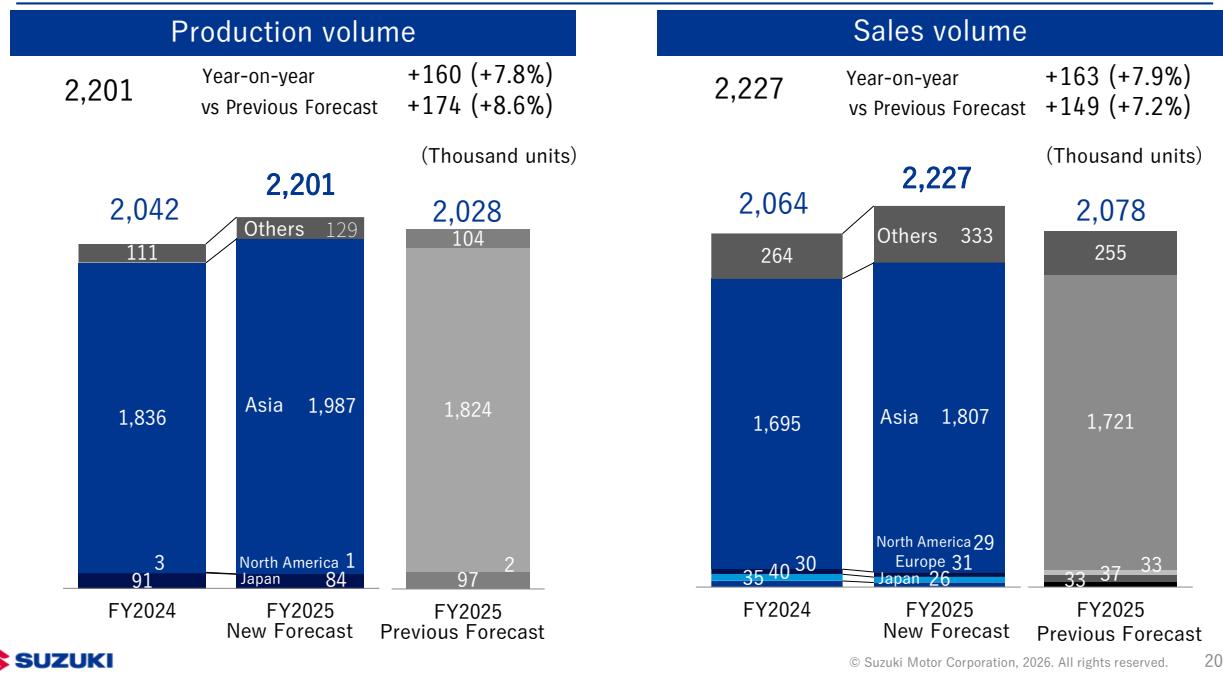
Next, I will explain the outlook for production and sales.

First, regarding automobile,
the production volume has increased by 67 thousand units from the previous forecast, reflecting growth in India, Europe, and other regions.

As for sales volume,
it has decreased by 10 thousand units from the previous forecast,
reflecting a decline in mini vehicles in Japan, changes in market
conditions in ASEAN, and a greater-than-expected drop in purchases in
India prior to the GST revision.

Meanwhile, current sales in India remain strong, partly due to the
positive impact of the GST revision.

Full Year Forecast | Production and Sales Volume of Motorcycle



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Next, regarding motorcycles,
the production volume increased by 174 thousand units from the
previous forecast, reflecting increased production in India.

As for sales volume,
mainly due to revisions in actual results and outlook in India,
it increased by 149 thousand units from the previous forecast.

This concludes the explanation of the financial results for the third
quarter of the fiscal year ending March 2026.
Supplementary materials, such as the breakdown of sales, are provided
on the following pages, so please refer to them as well.

Thank you for your attention.

Appendix



FY2025 Third 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	1,140.6	1,056.6	+84.0	12.4	13.9	-1.5	2.5	2.5	-0.0	9.5	8.6	+0.9	1,164.9	1,081.5	+83.4		+5.5
Suzuki brand	1,059.8	971.9	+87.9	12.4	13.9	-1.5	2.5	2.5	-0.0	9.5	8.6	+0.9	1,084.1	996.9	+87.2		
OEM	80.8	84.7	-3.9										80.8	84.7	-3.9		
Overseas total	2,959.6	2,843.8	+115.8	310.9	281.4	+29.6	81.2	77.0	+4.1				3,351.7	3,202.2	+149.6	-125.9	+83.1
Europe	421.0	432.5	-11.5	30.2	33.6	-3.4	14.5	12.8	+1.8				465.6	478.8	-13.2	+16.7	-54.9
N. America	0.3	0.3	-0.1	30.3	29.3	+1.0	42.2	39.4	+2.8				72.8	69.0	+3.8	-2.0	+1.9
Asia	2,053.6	1,928.5	+125.1	172.8	159.7	+13.1	8.8	9.1	-0.3				2,235.2	2,097.3	+137.9	-133.3	+93.9
India	1,785.4	1,689.9	+95.5	116.8	107.5	+9.3	0.8	0.9	-0.1				1,903.0	1,798.3	+104.7	-121.3	+75.1
excl. India	268.2	238.6	+29.6	55.9	52.2	+3.7	8.0	8.2	-0.2				332.1	299.0	+33.2	-12.0	+18.8
Others	484.7	482.4	+2.3	77.7	58.8	+18.9	15.7	15.8	-0.2				578.1	557.0	+21.1	-7.3	+42.2
Grand total	4,100.2	3,900.4	+199.8	323.3	295.3	+28.1	83.6	79.5	+4.1	9.5	8.6	+0.9	4,516.6	4,283.7	+232.9	-125.9	+88.5

effect of FX rates -115.8 -9.0 -1.1 -125.9

Note:

FY25 : Apr. 2025-Dec. 2025 FY24 : Apr. 2024-Dec. 2024

North America : United States and Canada Automobile in North America : Sales of parts and accessories

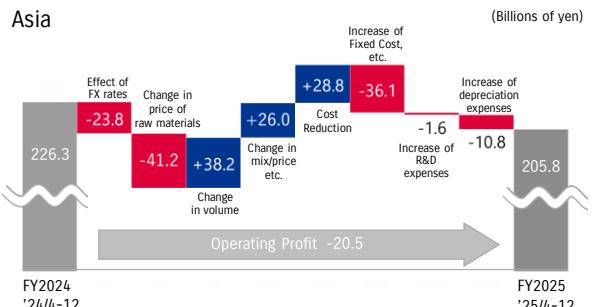
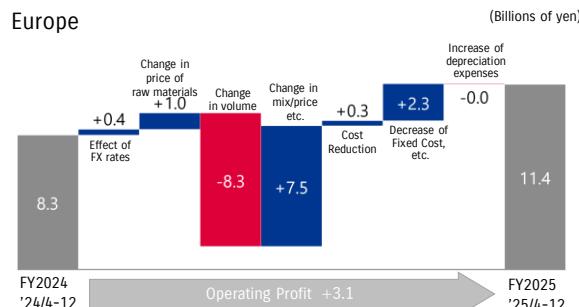
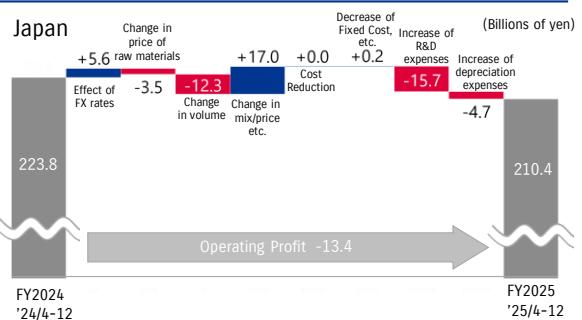
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FY2025 Third Quarter Results | Operating Results by Geographic Region / Factors of Change in Operating Profit

	'25/4-12				'25/10-12					
	Revenue		Operating profit		Revenue		Operating profit			
	YoY	Margin	YoY	Margin	YoY	Margin	YoY	Margin		
Japan	2,327.3	+8%	210.4	-6%	9.0%	812.9	+12%	85.7	+28%	10.5%
Europe	511.0	-14%	11.4	+38%	2.2%	175.6	+1%	4.4	+11063%	2.5%
Asia	2,655.3	+11%	205.8	-9%	7.7%	1,018.4	+23%	69.3	-5%	6.8%
Others	350.0	+3%	14.8	+73%	4.2%	125.8	+12%	4.7	+89%	3.7%
Total	4,516.6	+5%	429.1	-11%	9.5%	1,652.4	+16%	152.6	+5%	9.2%

YoY : Year-on-year



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FY2025 Third Quarter Results | Highlights of Maruti Suzuki India

	Rupees (Billions of Rupees) ^{*1}			Yen Conversion (Billions of yen)		
	FY2025 ('25/4-12)	FY2024 ('24/4-12)	Change	FY2025 ('25/4-12)	FY2024 ('24/4-12)	Change
Consolidated	Net Sales ^{*2}	1,243.0	1,062.7	+180.3	2,138.0	1,944.7
	Operating profit ^{*3} (Margin)	102.9 (8.3%)	111.6 (10.5%)	-8.7	177.0 (8.3%)	204.2 (10.5%)
	Profit before taxes (Margin)	142.0 (11.4%)	147.0 (13.8%)	-5.0	244.2 (11.4%)	269.1 (13.8%)
	Profit after taxes (Margin)	110.2 (8.9%)	105.9 (10.0%)	+4.3	189.6 (8.9%)	193.8 (10.0%)
	FX rates	1.72 yen	1.83 yen	-0.11 yen		
Whole- sales (Thousand units)	Domestic ^{*4}	1,436	1,382	+54		
	Exports ^{*4}	311	247	+63		
	Total	1,747	1,630	+117		

*1 Results shown in Rupees are consolidated results announced by Maruti Suzuki India on Jan. 28.

*2 Revenue from sale of products, excluding other operating revenues.

*3 Operating Profit is calculated by using the following formula:
Operating Profit = Sales of product + Other operating revenues - Total Expenses + Finance costs

*4 Domestic and exports include OEM units

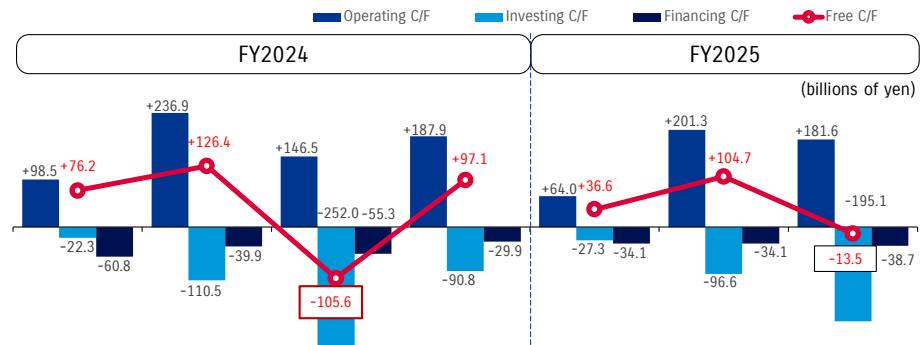
Note. The above figures are for reference purpose only as financial results of Maruti Suzuki India are based on IndAS (Indian IFRS).



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FY2025 Third Quarter Results | Cash Flows (Quarterly trends)



	FY2024				FY2025		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Free C/F	+76.2	+126.4	-105.6	+97.1	+36.6	+104.7	-13.5
Financing C/F (of which dividend payout)*1	-60.8 (-32.4)	-39.9 (-30.1)	-55.3 (-38.5)	-29.9 (+0.2)	-34.1 (-40.6)	-34.1 (-30.1)	-38.7 (-42.9)
Effect of FX rate	+19.8	-31.3	+19.0	-13.0	+4.0	+10.1	+24.3
Net change in cash	+35.2	+55.2	-141.9	+54.2	+6.6	+80.8	-27.9
Cash balance	+875.2	+930.4	+788.5	+842.7	+849.3	+930.0	+902.2
Net cash	+102.7	+173.2	+35.2	+117.4	+113.6	+194.1	+155.6
(Monthly sales ratio*2)	(0.2 months)	(0.4 months)	(0.1 month)	(0.2 months)	(0.2 months)	(0.4 months)	(0.3 months)

*1 Including dividends paid to non-controlling interests

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

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FY2025 Third Quarter Results | Capital Expenditures, etc.

	FY2025 ('25/4-12)	FY2024 ('24/4-12)	Change
Capital Expenditures	254.2 bln yen	247.3 bln yen	+ 6.8 bln yen
Non-consolidated	77.4 bln yen	63.5 bln yen	+ 13.9 bln yen
Subsidiaries (of which India)	176.8 bln yen (131.0 bln yen)	183.8 bln yen (139.4 bln yen)	- 7.0 bln yen (- 8.4 bln yen)
Depreciation Expenses	159.6 bln yen	143.9 bln yen	+ 15.7 bln yen
R&D Expenses	197.6 bln yen	180.2 bln yen	+ 17.3 bln yen

*India is total of 6 subsidiaries (Maruti Suzuki India (Including SMG), SMIPPL, 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 end of '25/12	FY2024		FY2024	
		end of '24/12	Change	end of '25/3	Change
Interest-Bearing Debt balance	+746.5 bln yen	+753.2 bln yen	-6.7bln yen	+725.3 bln yen	+21.2 bln yen
Consolidated Subsidiaries	121	120	+1	122	-1
Entities accounted for using equity method	36	33	+3	35	+1
Employees	76,960	74,212	+2,748	74,077	+2,883

*Lease liabilities are not included in the results above.



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FY2025 Third Quarter Results | Foreign Exchange Rates

	FY2025 ('25/4-12)	FY2024 ('24/4-12)	Change from FY2024		Effect of FX rates in operating profit		
			(yen)	(yen)	(yen)	(%)	Impact amount (bln yen)
Indian Rupee	1.72	1.83	-0.11	-6.0%	* ²	+2.0	-22.1
US Dollar	149	153	-4	-2.6%		+0.7	-2.8
Pakistani Rupee	0.53	0.55	-0.02	-3.6%	* ²	+0.8	-1.5
Mexican Peso	7.92	8.19	-0.27	-3.3%	* ²	+0.1	-1.5
Australian Dollar	97	101	-4	-4.0%		+0.1	-0.5
Sterling Pound	199	195	+3	+1.8%		+0.3	+1.1
Euro	172	165	+7	+4.2%		+1.3	+9.2
Others* ¹	—	—	—	—		—	+0.2
Effect of FX rates total							-18.0

*1 Others... Of the impact amount +0.2 billion yen: Indonesian rupiah +0.6 billion yen, Vietnamese Dong -0.4 billion yen, etc.

*2 Exchange sensitivity...The impact of a yen depreciation on operating profit.

However, for Indian Rupee, Pakistani Rupee, and Mexican Peso, the impact of a move of 0.01 yen on operating profit.



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	FY2025 Forecast			FY2024 (yen)	Change from FY2024 (yen) (%)		Effect of FX rates in operating profit	
	(yen)	'26/1 - 26/3 (yen)	Previous Forecast (yen)		(yen)	(%)	Exchange sensitivity* ¹ (bln yen)	Impact amount (bln yen)
Indian Rupee	1.70	1.65	1.68	1.82	-0.12	-6.6%	* ¹ +3.1	-37.1
US Dollar	149	150	140	153	-4	-2.4%	+1.0	-3.6
Pakistani Rupee	0.54	0.56	0.52	0.55	-0.01	-1.8%	* ¹ +1.2	-1.2
Australian Dollar	98	102	89	100	-2	-1.6%	+0.3	-0.5
Polish Zloty	41	43	38	38	+3	+6.9%	+0.5	+1.2
South African Rand	8.59	9.09	7.53	8.37	+0.22	+2.6%	* ¹ +0.1	+2.1
Sterling Pound	201	206	188	195	+6	+3.2%	+0.4	+2.2
Euro	174	180	160	164	+10	+6.2%	+1.7	+16.9
Effect of FX rates total								-10.0

*1 Exchange sensitivity... The impact of a yen depreciation on operating profit.

However, for Indian Rupee, Pakistani Rupee, and South African Rand, the impact of a move of 0.01 yen on operating profit.

(Billions of yen)	FY2025 Forecast	FY2024	Change	Previous Forecast	Change
Capital Expenditures	380.0	361.8	+18.2	380.0	± 0
Depreciation Expenses	220.0	196.1	+23.9	230.0	-10.0
R&D Expenses	290.0	265.6	+24.4	300.0	-10.0

*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.

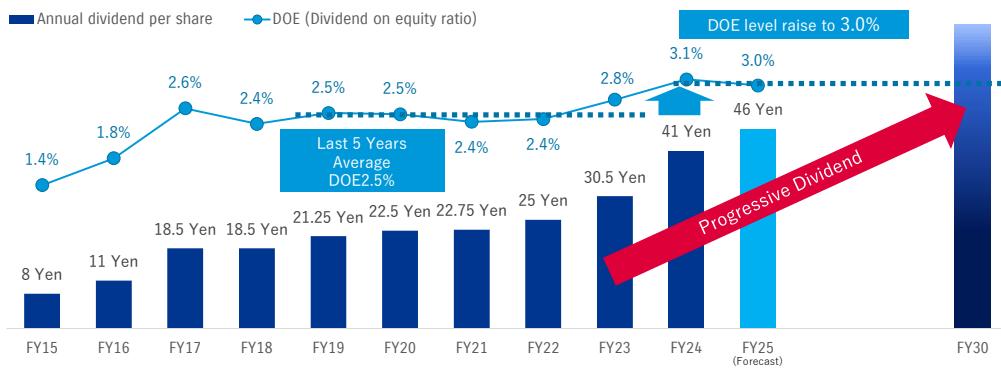
Shareholder Return Policy



To respond to long-term shareholders of Suzuki, especially Suzuki fans who support the challenge for FY2030, we focus our shareholder returns on dividends and strengthen returns through dividends

- Dividend policy: Progressive dividend ... Stable and continuous dividend, not profit linked
- Dividend indicator: Adoption of new DOE ...DOE level raised to 3.0%

Share buybacks will be decided after comprehensive consideration of capital efficiency (ROE), stock price level (PBR), etc.



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

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FY2025 Third Quarter Financial Results



All-new "SUPER CARRY" (Japanese Domestic Model)



All-new "SUPER CARRY" X-limited (Japanese Domestic Model)
equipped with "HARD CARGO" SUZUKI SELECT PLUS Accessories

February 5, 2026 SUZUKI MOTOR CORPORATION

(Note) Back cover image:

(Left) All-new "SUPER CARRY"

(Right) All-new "SUPER CARRY" X-limited

equipped with "HARD CARGO" SUZUKI SELECT PLUS
Accessories



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]