



# FY2025 Financial Results



The digest video of the Suzuki official Jimny fan event 'Jimny Day' (held on March 28, 2026) is now available on Suzuki Motor Corporation's official YouTube channel [Public Relations]

<https://www.youtube.com/watch?v=q-X8kaWcwPM>

May 14, 2026

SUZUKI MOTOR CORPORATION

(Note) Cover image:

The Suzuki official Jimny fan event 'Jimny Day' (held on March 28, 2026)

## Financial Summary | FY2025 Results, Full Year Forecast

### FY2025 Results

- Revenue: 6,293.0 billion yen; Operating profit: 622.9 billion yen
- Higher revenue but lower profit due to rising raw material costs and continued growth investments in people and technology.
- Fourth-quarter operating profit reached a record high for a single quarter.

### Forecast for the FY2026

- Revenue is expected to be 6,800.0 billion yen and operating profit 570.0 billion yen.
- Although automobile sales volume is projected to reach 3.55 million units (+7.1% YoY), higher raw material costs are expected to result in higher revenue but lower profit.
- The situation in the Middle East remains highly uncertain, and the associated risk impact has not been factored into the forecast.
- Estimated impact of approximately 100.0 billion yen for the full year if risks fully materialize.



Let me explain the summary of the financial results for the fiscal year ended March 2026.

In the current fiscal year, due to rising raw material costs and continued investments for growth in people and technology, revenue increased to 6,293.0 billion yen, while operating profit declined to 622.9 billion yen—resulting in higher revenue but lower profit.

For the next fiscal year, we forecast revenue of 6,800.0 billion yen and operating profit of 570.0 billion yen.

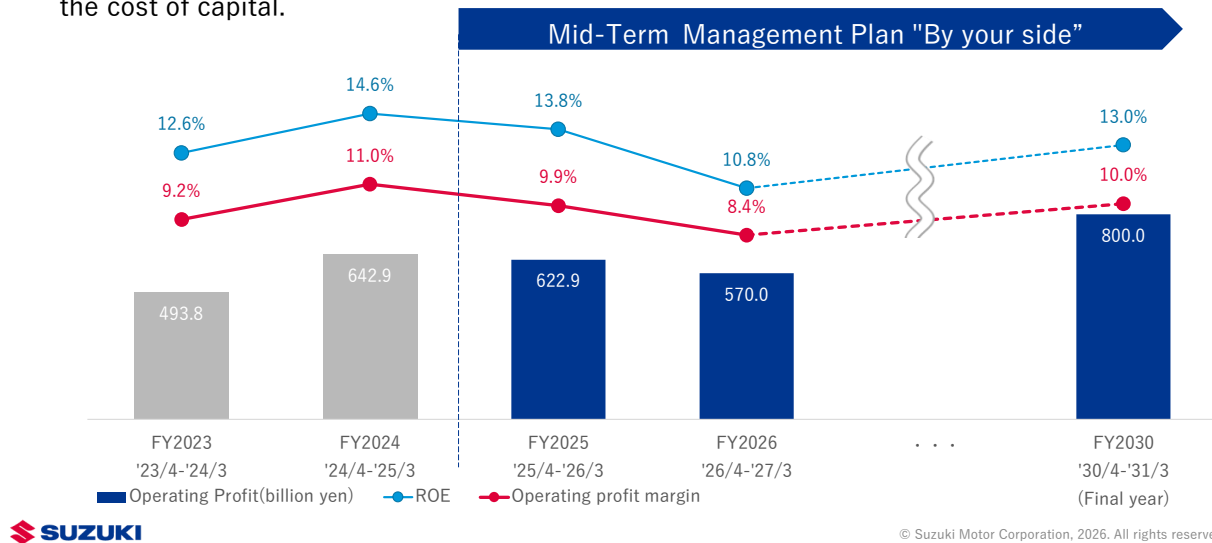
While sales volume is expected to grow, particularly in India, driven by increased production capacity resulting from capital investment in a new plant in India, the surge in raw material costs is anticipated to weigh on earnings.

The situation in the Middle East has been changing daily in recent times. Given the high level of uncertainty, making it difficult to set assumptions regarding the duration and impact, this has not been factored into our forecast for the next fiscal year.

At present, there has been no significant impact thanks to risk management measures. If the risks fully materialize, we estimate an impact of approximately 100.0 billion yen on operating profit for the full year. However, with the cooperation of our business partners and others, we will continue our efforts to ensure that we can deliver products to our customers.

## Progress of the Mid-Term Management Plan “By Your Side”

- The Mid-Term management plan targets are operating profit of 800.0 billion yen, operating profit margin of 10.0%, and ROE of 13.0%.
- Promote initiatives based on three pillars: “new vehicle earning,” “value chain earning,” and “fixed costs.”
- Implement ROIC-based management tailored to Suzuki’s business realities and work to reduce the cost of capital.



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Next, let me explain the progress of our mid-term management plan “By Your Side,” which commenced this fiscal year.

Under the mid-term management plan, we have set the following management targets: operating profit of 800.0 billion yen, operating profit margin of 10.0%, and ROE of 13.0%.

In the first year, the current fiscal year, performance showed a solid start, with operating profit of 622.9 billion yen, an operating profit margin of 9.9%, and ROE of 13.8%.

Going forward, while maintaining these levels of operating profit margin and ROE, we aim to expand both revenue and operating profit and achieve the targets set in the mid-term management plan.

To reach these goals, we are promoting initiatives based on three pillars: “new vehicle earning,” “value chain earning,” and “fixed costs.”

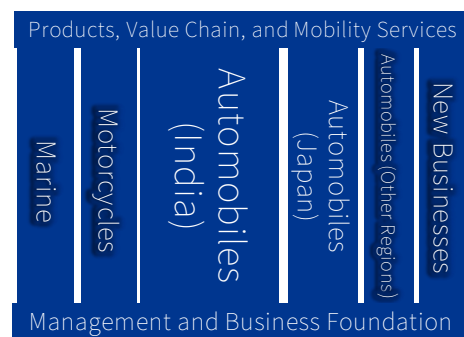
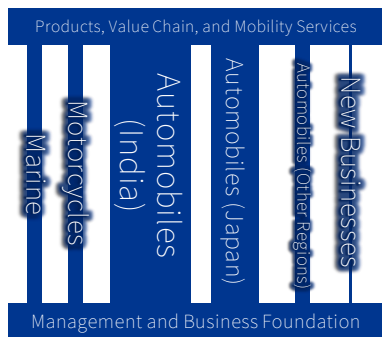
In addition, from the perspective of capital efficiency, we are referencing general ROIC management practices and adapting them to Suzuki’s business realities. Through these efforts, we will enhance capital efficiency

by managing the relationship between investment and returns for each project and ensuring appropriate control of working capital. At the same time, we will work to reduce the cost of capital through risk minimization and appropriate information disclosure.

Through these initiatives, we will strive to strengthen our earning power and reinforce our business foundation.

## Initiatives to Achieve the Mid-Term Management Plan | Strengthening the Business Foundation

- Practice Suzuki's Operating System that thoroughly stays close to customers under the concept of "By Your Side."
- Leverage the achievements and insights cultivated in Japan not only for the continuously growing Indian business, but also to drive growth in automobiles, motorcycles, marine products, and new businesses across each region.



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To achieve the goals of the mid-term management plan, we will once again embody our corporate slogan, "By Your Side." In other words, we will put into practice our corporate philosophy and action guidelines, and advance Suzuki's operating system globally—one that thoroughly stays close to our customers and resolves their challenges.

Furthermore, we will leverage the achievements and expertise cultivated in Japan not only to support our continuously growing business in India, but also to drive growth in automobiles, motorcycles, marine products, and new business areas across each region.

## Shareholder Return

Enhance corporate value through growth investments, and steadily implement a progressive dividend policy based on a DOE of 3.0% to meet the expectations of shareholders.

- FY2025('25/4-'26/3)
  - Annual dividend : **46** yen per share (up 5 yen from FY2024(+12.2%), DOE 3.0%)
  - Year-end dividend: **24** yen per share (up 3 yen from FY2024)
- Forecast for FY2026('26/4-'27/3)
  - Annual dividend: **51** yen per share (up 5 yen from FY2025(+10.9%), DOE 3.0%)

\*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

\*The company's estimate of DOE for FY2026



Next, let me explain our shareholder return policy.

We will work to enhance corporate value by making growth investments and expanding our business performance. At the same time, based on a DOE of 3.0%, we will steadily implement stable, continuous progressive dividends and respond to the expectations of our shareholders who support us.

Based on this policy, we plan to increase the annual dividend for the current fiscal year by 5 yen from the previous year, to 46 yen per share.

Regarding the dividend forecast for the next fiscal year, although the outlook remains uncertain, we plan to increase the dividend by 5 yen from the current fiscal year, to 51 yen per share.

This concludes my overall summary of the financial results.

Next, Mr. Okajima will provide a detailed explanation of the results.

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## FY2025 Results | Highlights

(Billions of yen)		FY2025 (‘25/4-‘26/3)	FY2024 (‘24/4-‘25/3)	Change		Record
					Ratio	
Consolidated Financial Results	Revenue	6,293.0	5,825.2	+ 467.8	+ 8.0%	Record-high, increased for the 5th consecutive period
	Operating Profit (Margin)	622.9 (9.9%)	642.9 (11.0%)	-19.9	-3.1%	First decline in 4 periods
	Profit before tax (Margin)	730.7 (11.6%)	730.2 (12.5%)	+0.5	+0.1%	Record-high, increased for the 6th consecutive period
	Profit* (Margin)	439.3 (7.0%)	416.1 (7.1%)	+23.2	+5.6%	Record-high, increased for the 6th consecutive period
Global Sales Volume (Thousand units)	Automobile	3,320	3,241	+79	+2.4%	Increased in India, Pakistan, Africa, etc.
	Motorcycle	2,261	2,064	+197	+9.5%	Increased in India, Latin America, etc.
Cash Dividends	Interim Cash Dividends Per Share	46 yen	41 yen	+5yen	+12.2%	Increased for the 6th consecutive period, Record-high dividend (Increased for the 7th consecutive period including commemorative dividend)
ROE	ROE	13.8%	14.6%		-0.7%	

\* Profit attributable to owners of parent



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First, let me explain the results for this fiscal year.

Revenue increased by 467.8 billion yen from the previous fiscal year to 6,293.0 billion yen, mainly due to higher unit sales.

Operating profit totaled 622.9 billion yen, a decrease of 19.9 billion yen from the previous fiscal year. Profit before tax came to 730.7 billion yen, an increase of 0.5 billion yen year on year, and profit for the period reached 439.3 billion yen, an increase of 23.2 billion yen.

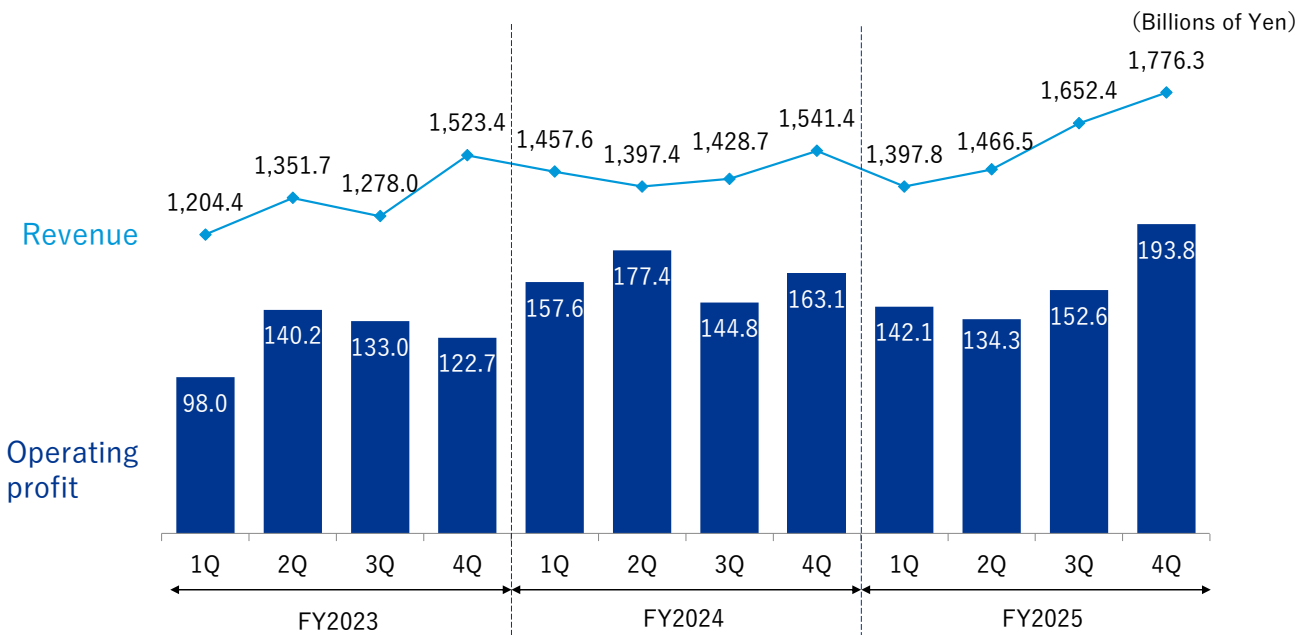
Revenue, profit before tax, and profit for the period each reached record highs.

Automobile sales increased in regions such as India, Pakistan, and Africa, resulting in a global sales increase of 79 thousand units.

Motorcycle sales rose in regions such as India and Latin America, resulting in a global sales increase of 196 thousand units.

ROE stood at 13.8%, maintaining the level targeted under the Mid-Term management plan.

**FY2025 Results | Quarterly Results**



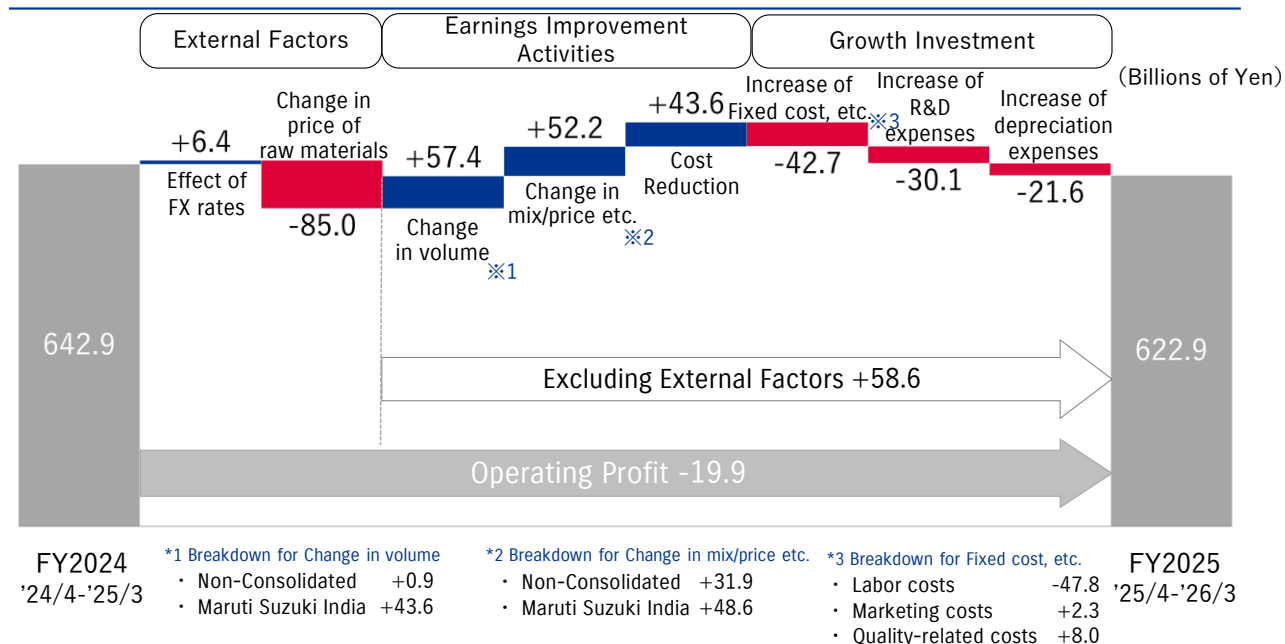
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The quarterly performance is as shown.

For the January–March quarter, revenue reached 1,776.3 billion yen and operating profit amounted to 193.8 billion yen, both representing record highs for a single quarter.

## FY2025 Results | Factors of Change in Operating Profit (Full-Year)



Note: From the current fiscal year, the increase/decrease in R&D expenses is presented based on the amount recorded in the income statement.



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The factors behind the increase and decrease in operating profit compared to the previous fiscal year are as shown.

Among external factors, foreign exchange had a positive impact of 6.4 billion yen, while fluctuations in raw material prices—mainly due to price increases in India—resulted in a negative impact of 85.0 billion yen.

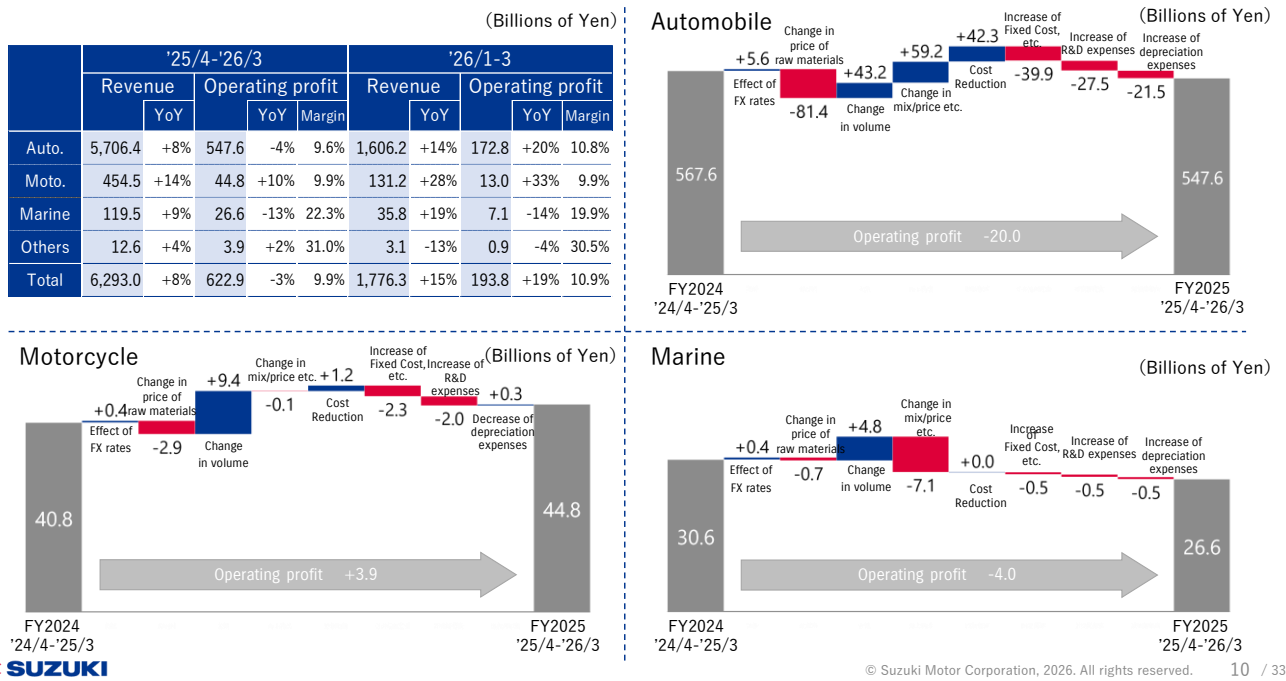
As for factors excluding external elements, reflecting the results of our initiatives to improve earning power, operating profit increased by 57.4 billion yen due to higher unit sales, by 52.2 billion yen due to changes in sales mix and other factors, and by 43.6 billion yen due to cost reductions.

The increase in unit sales was primarily driven by higher sales volumes in India. Changes in sales mix and other factors were attributable to the launch of the “Jimny Nomade” and the model change of the “XBEE” in Japan, as well as the introduction of the “VICTORIS” in India.

Although the business environment remains challenging, with soaring raw material prices, we expanded investments for sustainable growth, including:

- 42.7 billion yen in fixed costs, mainly for human capital investment,
- 30.1 billion yen in research and development expenses, and
- 21.6 billion yen in depreciation expenses.

## FY2025 Results | Operating Results by Segment



Next, let me explain the performance by business segment.

In the automobile business, the negative impact from rising raw material prices was more than offset by profit growth driven by improvements in earning power, such as increased sales volume, a better sales mix, and cost reductions.

However, due to expanded investments aimed at achieving sustainable growth, results for the current fiscal year showed a decline in profits.

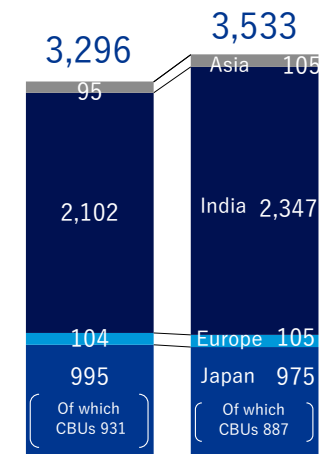
In the motorcycle business, revenue and profit increased, mainly due to higher sales in markets such as India and Colombia.

In the marine business, although unit sales increased in regions such as the United States, Latin America, and Europe, profit declined primarily due to the impact of U.S. tariffs.

## Production and Sales Volume of Automobile | Global

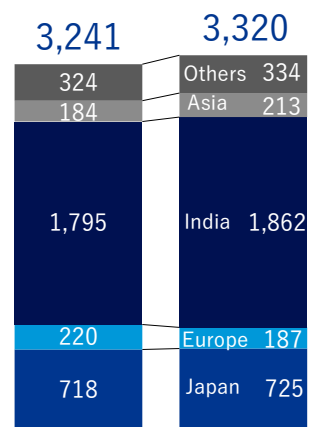
### Production Results

+237 (+7.2%) (Thousand units)



### Sales Results

+79 (+2.4%) (Thousand units)



### FY2025 Global sales

(Thousand units)

	Volume	Year-on-year	
Global Sales	3,320	+79	+2.4%
Japan	725	+7	+1.0%
Europe	187	-33	-15.1%
India	1,862	+66	+3.7%
Asia (excl. India)	213	+29	+15.6%
Pakistan	88	+20	+28.5%
Indonesia	69	+4	+6.3%
Philippines	21	+0	+0.4%
Others	334	+10	+3.1%
Latin America	124	+2	+1.6%
Africa	127	+17	+15.7%
Middle East	62	-2	-3.6%
Oceania	21	-7	-24.8%

FY2024 '24/4-'25/3  
 FY2025 '25/4-'26/3



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Next, I will explain the production and sales situation.

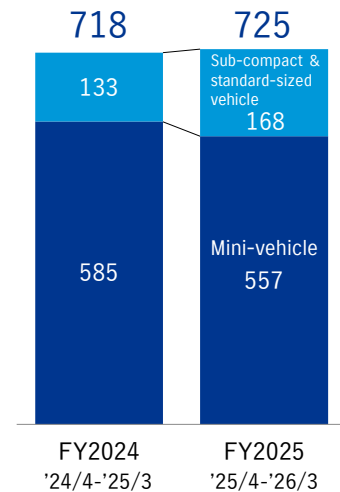
For automobiles, production volume increased in regions such as India—where new plants have begun operations—and Pakistan, where the economy is recovering. As a result, global production rose by 237 thousand units compared to the previous fiscal year, reaching a record high of 3.5 million units.

Sales volume increased in India, supported by the revision of the GST, as well as in Pakistan and Africa. As a result, global sales exceeded the previous fiscal year by 79 thousand units, totaling 3.3 million units.

## Sales Volume of Automobile | Japan

### Sales Result

+7 (+1.0%) (Thousand units)



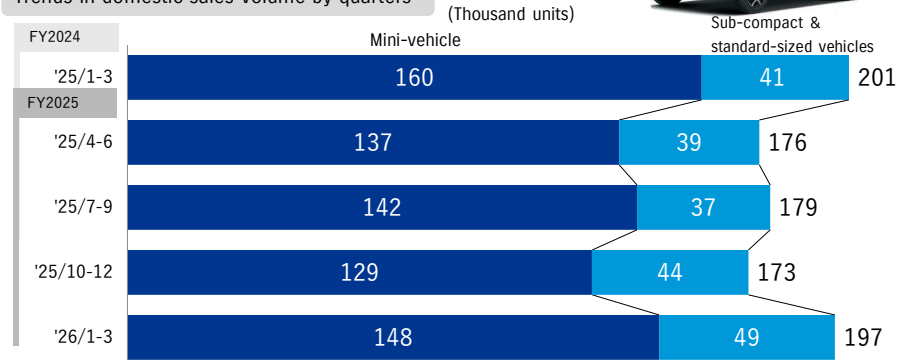
**SUZUKI**

### Domestic sales results

- No. 1 market share in mini-vehicle sales volume in FY2025 (33.0% share)
- No. 1 market share in domestic mini-vehicle sales volume for three consecutive years since FY2023
- Sub-compact & standard-sized vehicles sales reached 168 thousand units in FY2025 (record high)
- Combined sales share of mini vehicles and sub-compact & standard-sized vehicles ranked No. 2 for four consecutive years
- The "e VITARA" has made a steady start in sales



### Trends in domestic sales volume by quarters



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Next, let me explain the automobile sales performance in Japan.

In fiscal year 2025, we were able to achieve the No. 1 position in domestic mini-vehicle sales volume, thanks to your support. Our market share was 33%. In addition, we have maintained the No. 1 position in domestic mini-vehicle sales for three consecutive fiscal years since FY2023.

Furthermore, sales of registered vehicles also reached a record high of 168 thousand units.

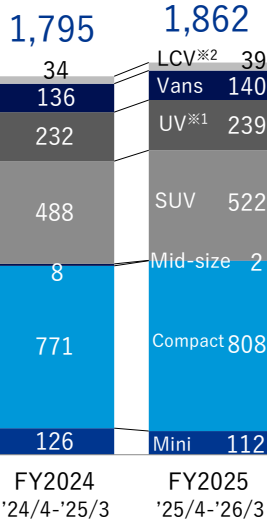
As a result of increased sales, primarily driven by models such as the "Jimny Nomade" and "XBEE," we maintained the No. 2 position in domestic market share for total automobile sales (mini vehicles plus Sub-compact & standard-sized vehicles) for the fourth consecutive year.

Additionally, the "e VITARA," which was launched in January, has made a steady start.

## Sales Volume of Automobile | India

### Sales Result

+67 (+3.7%) (Thousand units)



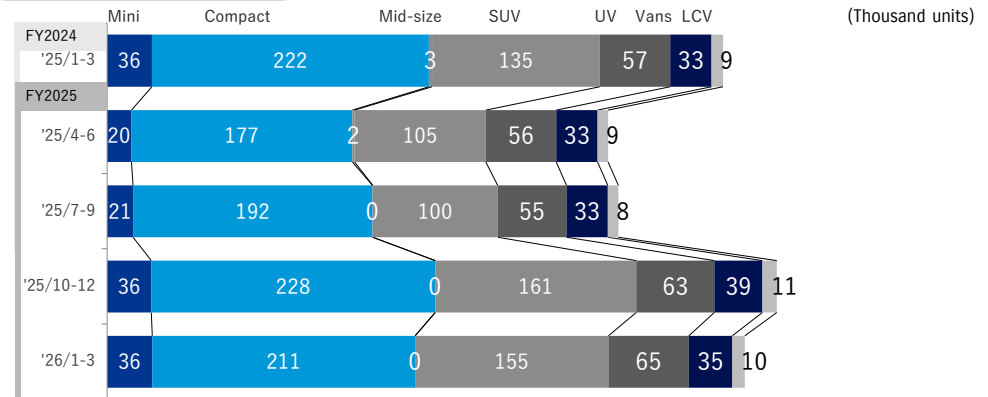
### FY2025 Sales in India

- Wholesale sales volume in FY2025 reached 1,862 thousand units (up 3.7% year-on-year), setting a new record high.
- Export volume achieved a record high of 448 thousand units (up 34.6% year-on-year).
- Two new production lines are scheduled to begin operation at the Kharkhoda plant and the Hansalpur plant during the first half of FY2026.

### Production capacity of each plant in India

Plant	Current production capacity	Capacity expansion in FY2026	Total
Gurgaon	500		500
Manesar	900		900
Hansalpur	750	+250	1,000
Kharkhoda	250	+250	500
<b>Total</b>	<b>2,400</b>	<b>+500</b>	<b>2,900</b>

### Domestic Wholesale Units (Thousand units)



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, let me explain the automobile sales situation in India.

In the current fiscal year, wholesale sales reached a record high of 1,862 thousand units, exceeding the previous year by 3.7%, mainly due to the launch effect of the new SUV 'Victoris.'

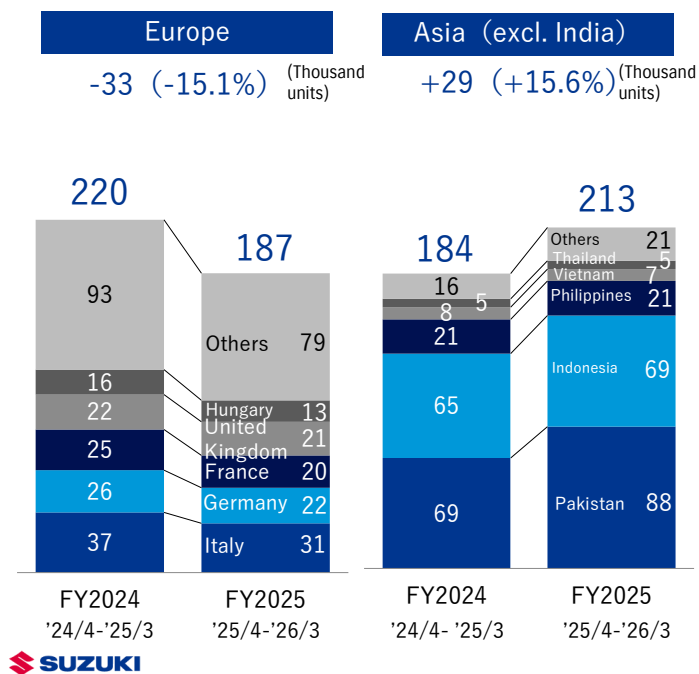
Export volume increased by 34.6% year on year, reaching a record high of 448 thousand units.

Since the GST revision in September last year, demand has been recovering not only in the popular SUV segment but also in small cars, which have benefited significantly from the tax reduction.

Two new production lines with a combined annual capacity of 500,000 units are scheduled to begin operation at the Kharkhoda and Hansalpur plants during the first half of FY2026, in order to meet rapidly expanding demand. As a result, total annual production capacity in India is expected to reach 2.9 million units.

Regarding the Gurugram plant, although its original production capacity was 700,000 units, it is currently set at 500,000 units in consideration of logistical constraints in the surrounding area.

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



### ● Sales Results

#### ◆ Europe

- The “e VITARA” was launched in September last year.
- The “Swift” continues to deliver steady sales
- Overall sales volume declined due to factors such as the discontinuation of the “Ignis” and “Jimny”



#### ◆ Asia

- Sales volumes in Pakistan increased in line with the steady recovery of the economy.



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Next, let me explain the sales situation in Europe and Asia.

In Europe, the “e VITARA” was launched in September last year, and the “Swift” achieved steady sales.

On the other hand, overall sales volume declined due to factors such as the discontinuation of the “Ignis” and “Jimny.”

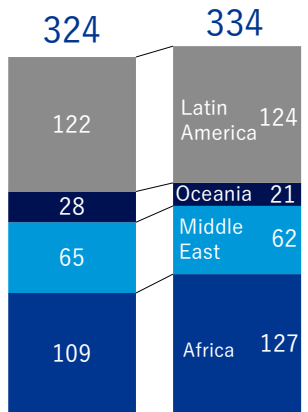
In Asia, sales increased in Pakistan, driven mainly by the popular “Alto,” against the backdrop of a steady economic recovery.

In addition, the expansion of “Swift” exports to Europe and CKD parts exports to Pakistan has contributed to maintaining and enhancing domestic production.

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

**Sales Results**

+10 (+3.1%) (Thousand units)



FY2024 '24/4-'25/3      FY2025 '25/4-'26/3



**Sales Results**

(Thousand units)

	Volume	Year-on-year	
Africa	127	+17	+15.7%
South Africa	72	+9	+14.8%
Angola	18	+6	+56.1%
Middle East	62	-2	-3.4%
Saudi Arabia	37	+1	+3.3%
Oceania	21	-7	-24.8%
Latin America	124	+2	+1.9%
Mexico	38	-5	-12.3%
Chile	22	+1	+2.5%

- Sales expanded across the African region
- Recorded growth of approximately 15% in South Africa and about 56% in Angola

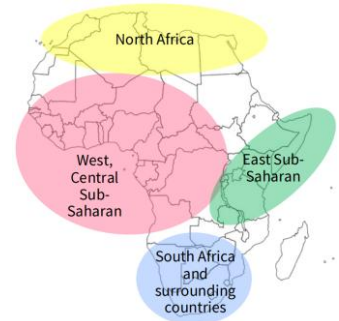


New "ACROSS" \*\*"VICTORIS" in India

**Topic: Africa Automobile Business Briefing Held**

- An Africa automobile business briefing was held on April 15
- Please refer to the presentation materials from the link below

[https://www.globalsuzuki.com/ir/library/financialpresentation/pdf/2026/africa\\_20260415.pdf](https://www.globalsuzuki.com/ir/library/financialpresentation/pdf/2026/africa_20260415.pdf)



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

In South Africa, sales increased by 15% following the launch of the new "ACROSS," while Angola recorded a 56% increase.

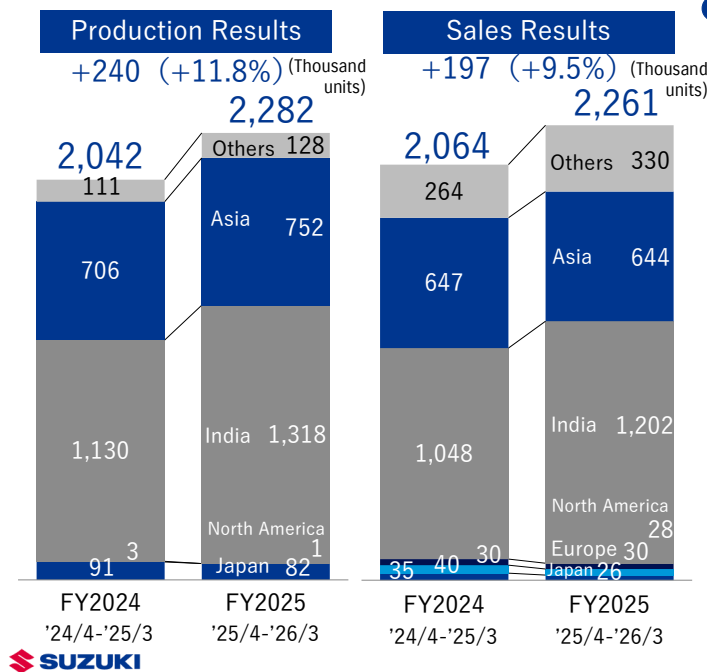
As a topic of note, we held an Africa business briefing on the 15th of last month, where we provided an overview of the current situation, sales performance, and business strategy in Africa.

Please refer to the link at the bottom of the slide for the presentation materials.

The diagram on the lower right shows how we categorize Africa into four regions as part of our business strategy.

We plan to introduce products tailored to each region and market, taking into account their respective unique market characteristics.

## Production and Sales Volume of Motorcycle | Global



### Topics

- Suzuki Motorcycle India Private Limited, Suzuki's wholly owned two-wheeler subsidiary in India, marks its 20th anniversary this year since it began motorcycle production in 2006 at its plant in Gurugram, Haryana.



- In the AMA Supercross, the world's premier motocross racing series held in the United States, Ken Roczen, riding a Suzuki machine (the "RM-Z450"), won the series championship.



Ken Roczen riding the "RM-Z450"

Next, let me explain the motorcycle sales situation.

Production and sales both exceeded the previous year worldwide. In particular, in India, sales grew mainly driven by the popular "ACCESS" scooter, surpassing the growth of the overall Indian market and reaching a record high of 1.2 million units.

As a topic of note, Suzuki Motorcycle India Pvt. Ltd., Suzuki's wholly owned motorcycle subsidiary in India, is celebrating the 20th anniversary of the start of its production this year.

In addition, in the AMA Supercross Championship—one of the world's premier motocross racing series held in the United States—Ken Roczen won the series championship riding the "RM-Z450".

## The Next Year Forecast | Highlights

(Billions of yen)		FY2026 ('26/4-'27/3)	FY2025 ('25/4-'26/3)	Change		Record
					Ratio	
Consolidated Financial Results	Revenue	6,800.0	6,293.0	+ 507.0	+ 8.1%	Increase for the 6th consecutive period
	Operating Profit (Margin)	570.0 (8.4%)	622.9 (9.9%)	-52.9	-8.5%	Decline for the 2nd consecutive period
	Profit before tax (Margin)	660.0 (9.7%)	730.7 (11.6%)	-70.7	-9.7%	First decline in last 7 periods
	Profit* (Margin)	380.0 (5.6%)	439.3 (7.0%)	-59.3	-13.5%	First decline in last 7 periods
FX Rates	US Dollar	155yen	151yen	+ 4yen	+2.9%	
	Euro	180yen	175yen	+ 5yen	+3.1%	
	Indian Rupee	1.70yen	1.72yen	-0.02yen	-1.2%	
Global Sales Volume (Thousand units)	Automobile	3,554	3,320	+ 234	+ 7.1%	
	Motorcycle	2,321	2,261	+ 61	+ 2.7%	
Dividend	Annual Dividends Per Share	51yen	46yen	+ 5yen	+ 10.9%	
Capital Efficiency	ROE	10.8%	13.8%		-3.1%	

\* Profit attributable to owners of parent



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Let me now explain the forecast for the next fiscal year's performance.

We expect revenue of 6,800.0 billion yen and operating profit of 570.0 billion yen.

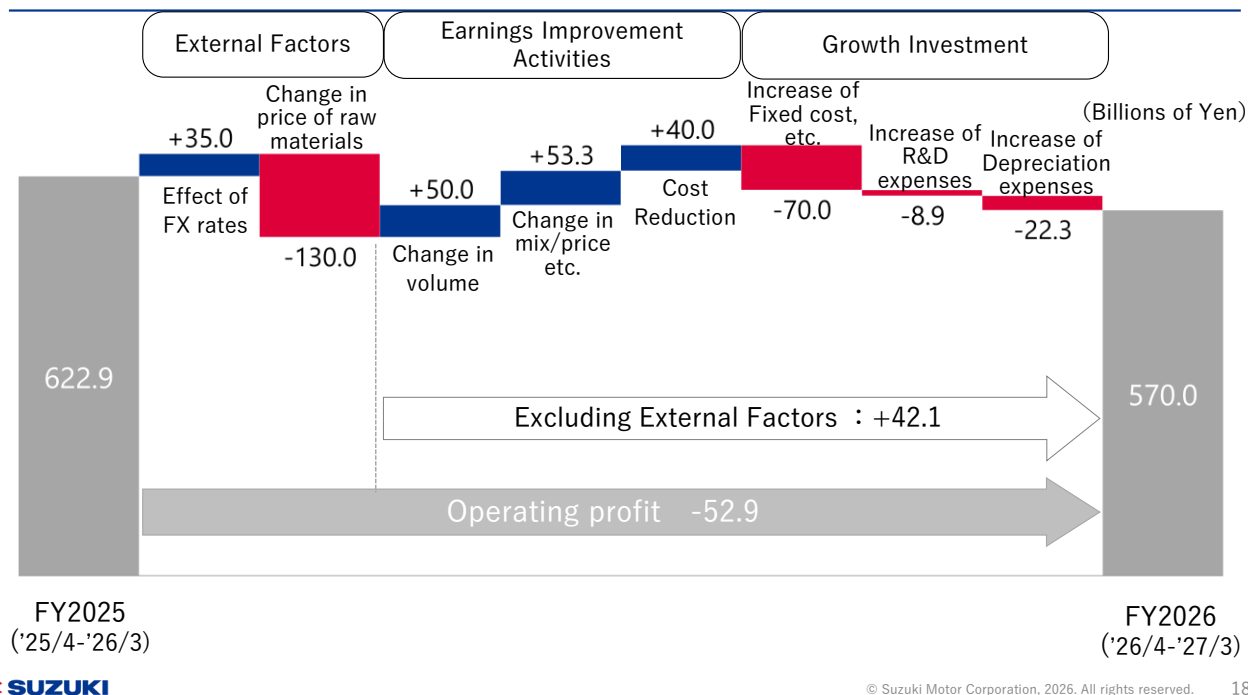
The assumed exchange rates are 155 yen per U.S. dollar, 180 yen per euro, and 1.70 yen per Indian rupee.

We expect to increase the dividend by 5 yen.

ROE is expected to be 10.8%, down from the previous fiscal year due to the forecasted decline in profits.

We will promote initiatives based on three pillars—"new vehicle earning," "value chain earning," and "fixed costs"—and aim to achieve the mid-term management plan target of 13.0% ROE by strengthening our earning power.

## The Next Year Forecast | Factors of Change in Operating Profit(vs FY2025)



The breakdown of factors affecting the increase and decrease in operating profit for the next fiscal year is as shown.

Compared with the current fiscal year, operating profit is expected to decrease by 52.9 billion yen overall, mainly due to the significant negative impact of external factors such as fluctuations in raw material prices.

As for external factors, foreign exchange effects are expected to contribute an increase of 35.0 billion yen, while changes in raw material prices are projected to have a negative impact of 130.0 billion yen.

In response to these challenging external conditions, we will further accelerate initiatives to enhance our earning power, and expect increases in operating profit of:

- 50.0 billion yen from higher unit sales,
- 53.3 billion yen from changes in sales mix and other factors, and
- 40.0 billion yen from cost reductions.

On the other hand, in order to sustain growth and achieve the mid-term management plan, we will expand growth investments, including:

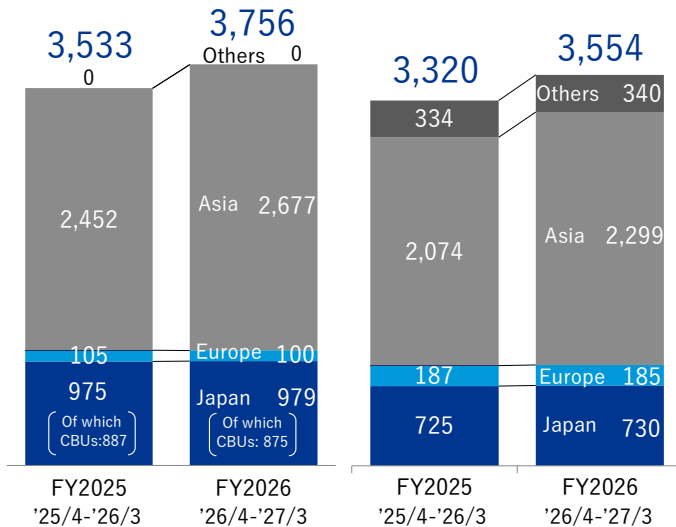
- 70.0 billion yen in fixed costs such as human capital investment and expansion of the India business,
- 8.9 billion yen in research and development expenses, and
- 22.3 billion yen in depreciation.

For the next fiscal year forecast, the impact of the current situation in the Middle East has not been factored in. However, if the risks fully materialize, we estimate that the impact on operating profit could amount to approximately 100.0 billion yen for the full year.

## The Next Year Forecast | Production and Sales Volume of Automobile

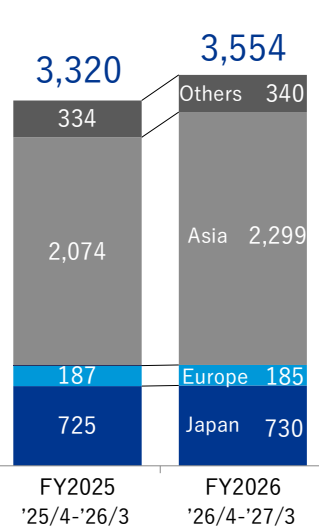
### Production volume

+223 (+6.3%) (Thousand units)



### Sales volume

+234 (+7.1%) (Thousand units)



### ● Production Volume

(Thousand units)	FY2025	FY2026	Change	Ratio
Total	3,533	3,756	+223	+6.3%
Japan	975	979	+4	+0.4%
Europe	105	100	-6	-5.3%
Asia	2,452	2,677	+225	+9.2%
Others	0	0	-0	-82.8%

### ● Sales Volume

(Thousand units)	FY2025	FY2026	Change	Ratio
Total	3,320	3,554	+234	+7.1%
Japan	725	730	+5	+0.8%
Europe	187	185	-1	-0.8%
Asia	2,074	2,299	+224	+10.8%
Others	334	340	+6	+1.8%



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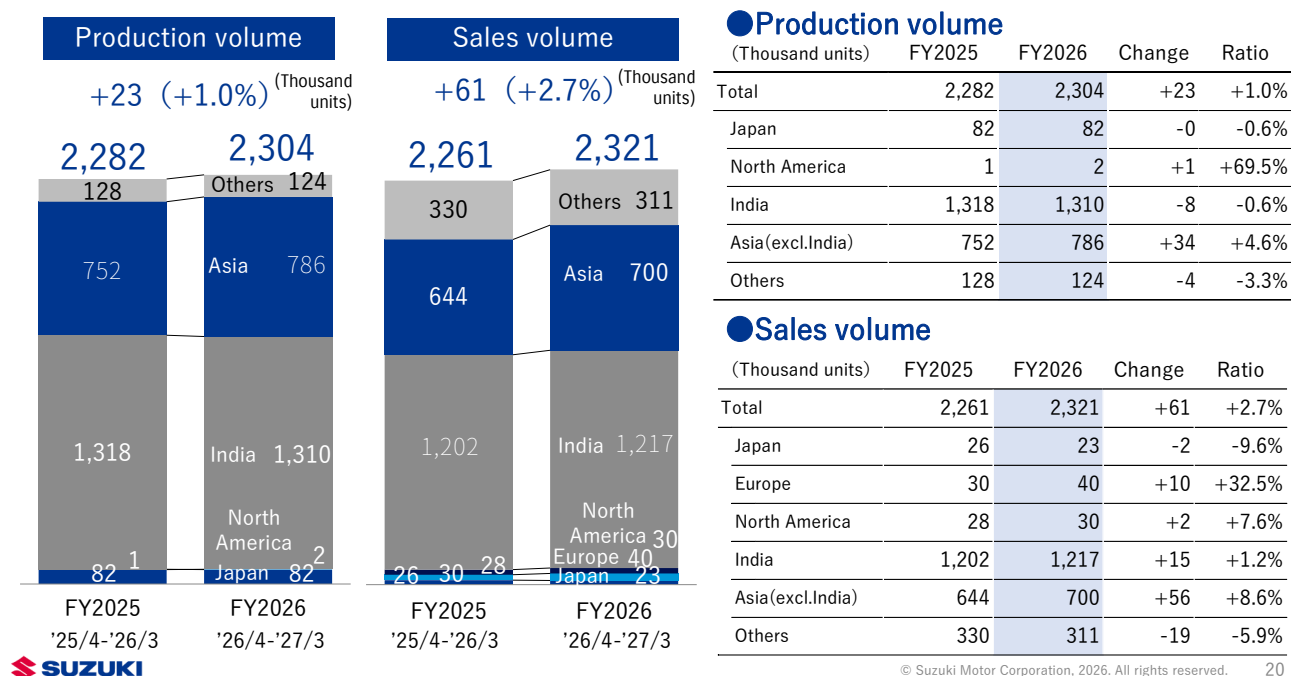
Production volume of automobiles will increase in India with the start of operations of two new production lines: the second line at the Kharkhoda plant and the fourth line at the Hansalpur plant, which together have an annual production capacity of 500 thousand units.

As a result of this capacity expansion, global production volume is expected to increase by 223 thousand units.

Global sales volume is projected to increase by 234 thousand units.

Of this, sales in India are expected to grow by approximately 10% year-on-year, mainly by capturing rapidly expanding demand through increased production capacity.

## The Next Year Forecast | Production and Sales Volume of Motorcycle



Production volume for motorcycles is expected to increase in the Asian region, with global production projected to rise by 23 thousand units.

Sales volume is expected to increase by 61 thousand units worldwide, driven by expanded sales in India and other parts of Asia.

This concludes the presentation of the financial results for the fiscal year ended March 2026.

Additional reference materials, including a breakdown of revenue, are provided on the following pages, so please refer to them as well.

Thank you for your attention.

# Appendix



## FY2025 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	Change in mix, etc.
Japan total	1,564.6	1,457.2	+107.4	17.6	18.4	-0.8	3.2	3.2	-0.0	12.6	12.1	0.5	1,598.0	1,491.0	+107.0		+10.7	+96.3
Suzuki brand	1,454.8	1,348.8	+106.0	17.6	18.4	-0.8	3.2	3.2	-0.0	12.6	12.1	0.5	1,488.2	1,382.6	+105.6			
O E M	109.9	108.4	+1.4										109.9	108.4	+1.4			
Overseas total	4,141.8	3,848.0	+293.8	436.9	379.7	+57.2	116.2	106.4	+9.8				4,695.0	4,334.2	+360.8	-117.0	+211.4	+266.4
Europe	617.9	579.8	+38.2	43.9	43.6	+0.3	22.3	18.6	+3.6				684.1	642.0	+42.1	+37.0	-34.6	+39.7
N.America	0.4	0.4	-0.0	51.1	39.8	+11.3	58.4	55.0	+3.3				109.8	95.3	+14.5	-1.3	+15.1	+0.7
Asia	2,875.4	2,619.0	+256.4	222.9	216.6	+6.3	11.6	11.6	-0.0				3,109.8	2,847.2	+262.6	-162.0	+158.8	+265.8
India	2,516.2	2,301.5	+214.7	161.3	144.8	+16.4	1.0	1.2	-0.2				2,678.5	2,447.6	+231.0	-152.3	+103.6	+279.6
excl.India	359.1	317.4	+41.7	61.6	71.8	-10.2	10.6	10.4	+0.1				431.3	399.6	+31.7	-9.7	+55.2	-13.8
Others	648.1	648.8	-0.7	119.0	79.7	+39.4	24.1	21.2	+2.9				791.2	749.7	+41.5	+9.3	+72.1	-39.9
Grand total	5,706.4	5,305.2	+401.2	454.5	398.1	+56.4	119.5	109.7	+9.8	12.6	12.1	0.5	6,293.0	5,825.2	+467.8	-117.0	+222.1	+362.7
effect of FX rates			-111.2			-6.3			+0.5									

Note:

FY25 : Apr. 2025-Mar. 2026

FY24 : Apr. 2024-Mar. 2025

North America : United States and Canada

Automobile in North America : Sales of parts and accessories

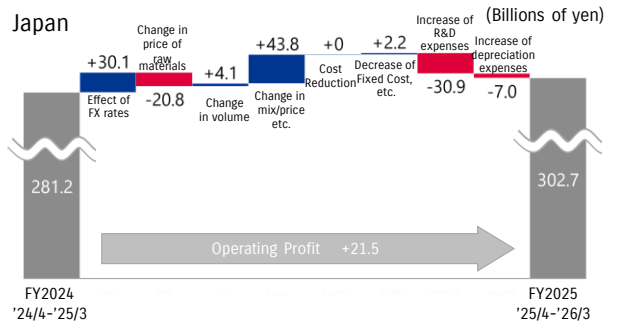


# FY2025 Results | Operating Results by Geographic Region / Factors of Change in Operating Profit

## Performance by Geographic Segment

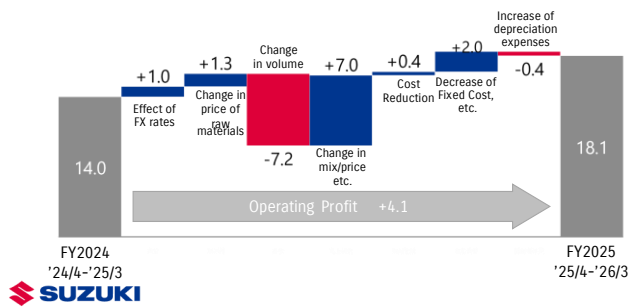
(Billions of yen)

	'25/4-'26/3					'26/1-3				
	Revenue		Operating profit			Revenue		Operating profit		
	YoY		YoY	Margin		YoY		YoY	Margin	
Japan	3,249.5	+12%	302.7	+8%	9.3%	922.2	+24%	92.3	+61%	10.0%
Europe	735.0	-8%	18.1	+29%	2.5%	224.0	+10%	6.6	+17%	3.0%
Asia	3,709.7	+13%	292.4	-4%	7.9%	1,054.3	+21%	86.7	+11%	8.2%
Others	491.9	+8%	20.4	+55%	4.2%	141.8	+19%	5.6	+21%	4.0%
<b>Total</b>	<b>6,293.0</b>	<b>+8%</b>	<b>622.9</b>	<b>-3%</b>	<b>9.9%</b>	<b>1,776.3</b>	<b>+15%</b>	<b>193.8</b>	<b>+19%</b>	<b>10.9%</b>



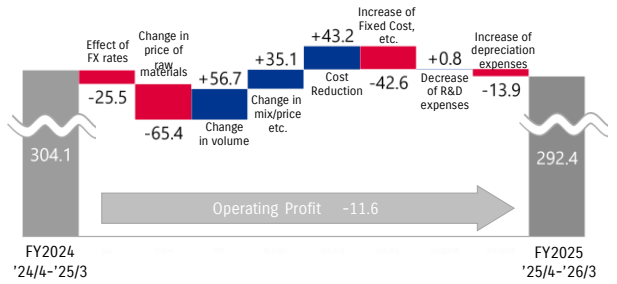
### Europe

(Billions of yen)



### Asia

(Billions of yen)



## Non-Consolidated | Financial Summary

(Billions of yen)	FY2025 (‘25/4-‘26/3)	FY2024 (‘24/4-‘25/3)	Change		Record
				Ratio	
Net Sales	2,967.9	2,627.9	+ 340.0	+ 12.9%	Record high, Increased for the 4th consecutive period
Japan	1,297.6	1,197.2	+ 100.4	+ 8.4%	
Overseas	1,670.4	1,430.7	+ 239.7	+ 16.8%	
General trade	824.4	785.3	+ 39.1	+ 5.0%	
Triangle trade	846.0	645.4	+ 200.6	+ 31.1%	
Operating Profit (Margin)	224.1 (7.6%)	188.1 (7.2%)	+ 36.0	+ 19.2%	Record high, First Increased in last 2 periods
Ordinary Profit (Margin)	284.4 (9.6%)	239.0 (9.1%)	+ 45.4	+ 19.0%	Record high, First Increased in last 2 periods
Profit (Margin)	253.7 (8.5%)	231.1 (8.8%)	+ 22.6	+ 9.8%	Record high, Increased for the 7th consecutive period

## FY2025 Results | Highlights of Maruti Suzuki India

		Rupees (Billions of Rupees)* <sup>1</sup>			Yen Conversion (Billions of yen)		
		FY2025 (‘25/4-‘26/3)	FY2024 <sup>※4</sup> (‘24/4-‘25/3)	Change	FY2025 (‘25/4-‘26/3)	FY2024 (‘24/4-‘25/3)	Change
Consolidated	Net Sales	1,743.8	1,451.1	+ 292.7	2,999.4	2,641.0	+ 358.4
	Operating profit <sup>※2</sup> (Margin)	147.1 (8.4%)	145.5 (10.0%)	+ 1.7	253.1 (8.4%)	264.8 (10.0%)	-11.7
	Profit before taxes (Margin)	191.2 (11.0%)	196.2 (13.5%)	-5.0	328.8 (11.0%)	357.1 (13.5%)	-28.2
	Profit after taxes (Margin)	146.8 (8.4%)	145.0 (10.0%)	+ 1.8	252.5 (8.4%)	263.9 (10.0%)	-11.4
	FX rates	1.72yen	1.82yen	-0.10yen			
Whole-sales (Thousand units)	Domestic <sup>※3</sup>	1,975	1,902	+ 73			
	Exports <sup>※3</sup>	448	333	+ 115			
	Total	2,423	2,234	+ 188			

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

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

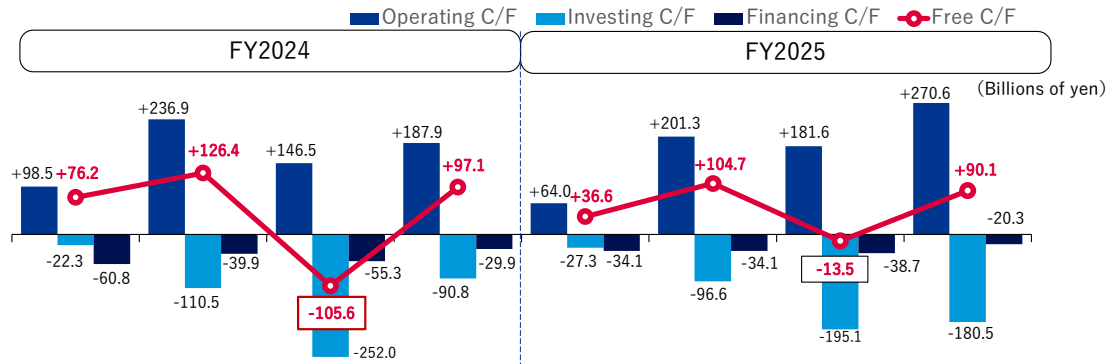
※2 Operating Profit is calculated by using the following formula:  
Operating Profit = Sale of products + Sale of services + Other operating revenues - Total Expenses + Finance costs

※3 Domestic and exports include OEM units

※4 Results for the same period of the previous fiscal year are recalculated based on the assumption that SMG is consolidated from the beginning of the previous fiscal year for comparison with the current fiscal year.



## FY2025 Results | Cash Flows (Quarterly trends)



	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Free C/F	+76.2	+126.4	-105.6	+97.1	+36.6	+104.7	-13.5	+90.1
Financing C/F	-60.8	-39.9	-55.3	-29.9	-34.1	-34.1	-38.7	-20.3
(of which dividend payout)*1	(-32.4)	(-30.1)	(-38.5)	(+0.2)	(-40.6)	(-30.1)	(-42.9)	(+0.0)
Effect of FX rate	+19.8	-31.3	+19.0	-13.0	+4.0	+10.1	+24.3	+1.4
Net change in cash	+35.2	+55.2	-141.9	+54.2	+6.6	+80.8	-27.9	+71.1
Cash balance	+875.2	+930.4	+788.5	+842.7	+849.3	+930.0	+902.2	+973.3
Net cash	+102.7	+173.2	+35.2	+117.4	+113.6	+194.1	+155.6	+224.7
(Monthly sales ratio)*2	(0.2 months)	(0.4 months)	(0.1 months)	(0.2 months)	(0.2 months)	(0.4 months)	(0.3 months)	(0.4 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 of the fiscal year.



## FY2025 Results | Capital Expenditures, etc.

	FY2025 ( <sup>'25/4</sup> - <sup>'26/3</sup> )	FY2024 ( <sup>'24/4</sup> - <sup>'25/3</sup> )	Change
Capital Expenditures	350.7bln yen	361.8bln yen	-11.2bln yen
Non-consolidated	108.8bln yen	91.3bln yen	+17.5bln yen
Subsidiaries	241.8bln yen	270.5bln yen	-28.7bln yen
(of which India)	(175.3bln yen)	(197.5bln yen)	(-22.1bln yen)
Depreciation Expenses	217.7bln yen	196.1bln yen	+21.6bln yen
R&D Expenses (P/L Basis)	271.1bln yen	241.0bln yen	+30.1bln yen
R&D Expenses (Cash Out Basis)	270.4bln yen	265.6bln yen	+4.9bln yen

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

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

\*From 4Q of FY2025, the Company presents research and development expenses based on the amounts recognized in the consolidated statement of profit or loss. This does not represent a change in accounting policy. Research and development expenses recognized in the period represent the total amount of R&D-related expenses charged to profit or loss for the period, and may not necessarily equal the amount of cash expenditures incurred for research and development activities.

	FY2025 end of <sup>'26/3</sup>	FY2024	
		end of <sup>'25/3</sup>	Change
Interest-Bearing Debt balance	748.6bln yen	725.3bln yen	+23.3bln yen
Consolidated Subsidiaries	121	122	-1
Entities accounted for using equity method	37	35	+2
Employees	76,889	74,077	+2,812



\*Lease liabilities are not included in the results above.

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## FY2025 Results | Change in Presentation of R&D Expenses

(Billions of yen)

		1Q	2Q	3Q	4Q	Total
FY2025	R&D Expenses (P/L Basis)	62.1	69.6	68.0	71.4	271.1
	R&D Expenses (Cash Out Basis)	63.1	71.9	62.6	72.9	270.4
	Differences	-1.0	-2.3	+5.4	-1.4	+0.6
FY2024	R&D Expenses (P/L Basis)	59.1	54.6	56.6	70.8	241.0
	R&D Expenses (Cash Out Basis)	55.7	67.8	56.7	85.3	265.6
	Differences	+3.4	-13.2	-0.1	-14.6	-24.6
YoY	R&D Expenses (P/L Basis)	+3.0	+15.0	+11.4	+0.7	+30.1
	R&D Expenses (Cash Out Basis)	+7.3	+4.1	+5.9	-12.5	+4.9
	Differences	-4.4	+10.9	+5.5	+13.1	+25.2

\*From 4Q of FY2025, the Company presents research and development expenses based on the amounts recognized in the consolidated statement of profit or loss. This does not represent a change in accounting policy. Research and development expenses recognized in the period represent the total amount of R&D-related expenses charged to profit or loss for the period, and may not necessarily equal the amount of cash expenditures incurred for research and development activities.

## FY2025 Results | Foreign Exchange Rates

	FY2025 (*25/4-'26/3) (yen)	FY2024 (*24/4-'25/3) (yen)	Change from FY2024 (yen) (%)		Effect of FX rates in operating profit	
					Exchange sensitivity**2 ( bln yen )	Impact amount ( bln yen )
Euro	175	164	+ 11	+6.6%	+ 1.9	+ 20.7
Sterling Pound	202	195	+ 7	+3.7%	+ 0.4	+ 3.1
South African Rand	8.71	8.37	+ 0.34	+4.1%	**2 + 0.1	+ 3.0
Mexican Peso	8.16	8.02	+ 0.14	+1.7%	**2 + 0.1	+ 1.5
Polish Zloty	41	38	+ 3	+7.3%	+ 0.5	+ 1.3
Pakistani Rupee	0.54	0.55	-0.01	-1.8%	**2 + 1.2	-1.2
US Dollar	151	153	-2	-1.3%	+ 0.9	-1.6
Indian Rupee	1.72	1.82	-0.10	-5.5%	**2 + 2.2	-22.2
Others**1	-	-	-	-		+ 1.9
Effect of FX rates total						+ 6.4

\*1 Others... Of the impact amount +1.9 billion yen: Australian dollar +0.8 billion yen, Indonesian rupiah +0.6 billion yen, Taiwan dollar +0.6 billion yen, Chilean peso +0.5 billion yen, New Zealand dollar -0.2 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, South African Rand, the impact of a move of 0.01 yen on operating profit.



## Full Year Forecast | Foreign Exchange Rates

	FY2026 Forecast ( yen )	FY2025 Result ( yen )	Change from FY2025		Effect of FX rates in operating profit	
			( yen )	( % )	Exchange sensitivity <sup>*1</sup> ( bln yen )	Impact amount ( bln yen )
Euro	180	175	+5	+3.1%	+1.9	+10.3
South African Rand	9.46	8.71	+0.75	+8.6%	※1 +0.1	+7.7
Mexican Peso	8.84	8.16	+0.68	+8.3%	※1 +0.1	+5.9
US Doller	155	151	+4	+2.9%	+1.0	+4.2
Australian Doller	108	100	+8	+8.3%	+0.4	+3.2
Pakistani Rupee	0.56	0.54	+0.02	+3.7%	※1 +1.4	+2.8
Sterling Pound	208	202	+6	+3.0%	+0.3	+1.7
Indian Rupee	1.70	1.72	-0.02	-1.2%	※1 +3.5	-6.9
Effect of FX rates total						+35.0

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

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



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## Full Year Forecast | Capital Expenditures, Depreciation Expenses, R&D Expenses

(Billions of yen)	FY2026 Forecast	FY2025	Change
Capital Expenditures	380.0	350.7	+ 29.3
Depreciation Expenses	240.0	217.7	+ 22.3
R&D Expenses (PL Basis)	280.0	271.1	+ 8.9
R&D Expenses (Cash Out Basis)		270.4	+ 9.6

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

\*From 4Q of FY2025, the Company presents research and development expenses based on the amounts recognized in the consolidated statement of profit or loss. This does not represent a change in accounting policy. Research and development expenses recognized in the period represent the total amount of R&D-related expenses charged to profit or loss for the period, and may not necessarily equal the amount of cash expenditures incurred for research and development activities.



## FY2025 Financial Results



Hayabusa Tuned by JURI

May 14, 2026  
SUZUKI MOTOR CORPORATION

(Note) Back cover image:

The second collaboration motorcycle with the popular game 'Street Fighter 6' (CAPCOM CO., LTD.), 'Hayabusa Tuned by JURI.'



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 geopolitical uncertainty, 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]