

<Reference for FY2025 First Nine Months>

Feb. 5, 2026

SUZUKI MOTOR CORPORATION

(Billions of yen)

[Consolidated 1/2] <IFRS>

		3Q Results (Oct.-Dec.)				9 Months Results (Apr.-Dec.)				
		3Q of FY2024	3Q of FY2025			9M of FY2024	9M of FY2025			
			YoY		Change	Ratio	YoY		Change	Ratio
Revenue		1,428.7	1,652.4	+223.7	+15.7%	4,283.7	4,516.6	+232.9	+5.4%	
Domestic		368.7	392.9	+24.2	+6.6%	1,081.5	1,164.9	+83.4	+7.7%	
Overseas		1,060.1	1,259.6	+199.5	+18.8%	3,202.2	3,351.7	+149.6	+4.7%	
Operating Profit (Margin)		144.8 (10.1%)	152.6 (9.2%)	+7.9	+5.4%	479.7 (11.2%)	429.1 (9.5%)	-50.6	-10.6%	
Profit before tax (Margin)		171.6 (12.0%)	188.7 (11.4%)	+17.1	+10.0%	548.0 (12.8%)	520.9 (11.5%)	-27.2	-5.0%	
Profit attributable to owners of parent (Margin)		94.3 (6.6%)	113.6 (6.9%)	+19.4	+20.5%	311.7 (7.3%)	306.4 (6.8%)	-5.3	-1.7%	
Business Performance			Increased revenue and profit				Increased revenue, and decreased profit			
Factors of change in Operating Profit	External factors		Effect of FX rates +10.1				Effect of FX rates -18.0			
	Factors other than the above		Change in price of raw materials -19.8				Change in price of raw materials -43.7			
			Total		-9.7		Total		-61.7	
			Change in volume +23.9				Change in volume +21.7			
			Change in mix/price etc. +19.1				Change in mix/price etc. +29.7			
			Cost reduction +9.9				Cost reduction +29.1			
			Fixed cost, etc. -22.9				Fixed cost, etc. -36.4			
			R&D expenses -5.9				R&D expenses -17.3			
			Depreciation expenses -6.5				Depreciation expenses -15.7			
			Total		+17.6		Total		+11.1	
Foreign Exchange Rates and Effect on Operating Profit		USD	152Yen	154Yen	+2Yen	Effect +0.4	153Yen	149Yen	-4Yen	Effect -2.8
		EUR	163Yen	179Yen	+17Yen	+7.6	165Yen	172Yen	+7Yen	+9.2
		INR	1.81Yen	1.74Yen	-0.07Yen	-3.7	1.83Yen	1.72Yen	-0.11Yen	-22.1
Capital Expenditures			79.2	84.2	+5.0		247.3	254.2	+6.8	
Depreciation Expenses			49.3	55.8	+6.5		143.9	159.6	+15.7	
R&D Expenses			56.7	62.6	+5.9		180.2	197.6	+17.3	
Interest-Bearing Debt balance							753.2	746.5	+21.2 *	
Cash Flows	Operating Activities		146.5	181.6	+35.1		481.9	446.9	-35.0	
	Investing Activities		-252.0	-195.1	+57.0		-384.8	-319.0	+65.8	
	Financing Activities		-55.3	-38.7	+16.6		-156.1	-106.9	+49.1	
	Cash Balance						788.5	902.2	+59.5 *	
Operating results by Segment	Auto	Revenue	1,305.8	1,512.1	+206.3	+15.8%	3,900.4	4,100.2	+199.8	+5.1%
		Operating Profit (Margin)	130.1 (10.0%)	137.6 (9.1%)	+7.5	+5.7%	423.5 (10.9%)	374.9 (9.1%)	-48.7	-11.5%
		Revenue	97.0	113.5	+16.5	+17.0%	295.3	323.3	+28.1	+9.5%
	Moto	Operating Profit (Margin)	8.4 (8.7%)	9.3 (8.2%)	+0.9	+10.5%	31.1 (10.5%)	31.8 (9.8%)	+0.7	+2.3%
		Revenue	22.9	23.7	+0.8	+3.5%	79.5	83.6	+4.1	+5.2%
	Marine	Operating Profit (Margin)	5.2 (22.9%)	4.6 (19.6%)	-0.6	-11.5%	22.3 (28.0%)	19.5 (23.3%)	-2.8	-12.6%
		Revenue	3.0	3.1	+0.1	+4.2%	8.6	9.5	+0.9	+10.8%
Operating results by Geographic Region	Japan	Operating Profit (Margin)	1.0 (33.1%)	1.1 (35.1%)	+0.1	+10.4%	2.8 (33.1%)	3.0 (31.1%)	+0.1	+4.1%
		Revenue	727.7	812.9	+85.2	+11.7%	2,163.1	2,327.3	+164.2	+7.6%
		Operating Profit (Margin)	66.9 (9.2%)	85.7 (10.5%)	+18.8	+28.1%	223.8 (10.3%)	210.4 (9.0%)	-13.4	-6.0%
	Europe	Revenue	173.9	175.6	+1.7	+1.0%	595.8	511.0	-84.8	-14.2%
		Operating Profit (Margin)	0.0 (0.0%)	4.4 (2.5%)	+4.4	+11062.9%	8.3 (1.4%)	11.4 (2.2%)	+3.1	+37.7%
	Asia	Revenue	824.9	1,018.4	+193.6	+23.5%	2,401.3	2,655.3	+254.1	+10.6%
		Operating Profit (Margin)	72.8 (8.8%)	69.3 (6.8%)	-3.5	-4.8%	226.3 (9.4%)	205.8 (7.7%)	-20.5	-9.1%
	Other	Revenue	111.9	125.8	+13.9	+12.4%	338.2	350.0	+11.8	+3.5%
		Operating Profit (Margin)	2.5 (2.2%)	4.7 (3.7%)	+2.2	+89.0%	8.5 (2.5%)	14.8 (4.2%)	+6.2	+73.1%

* : compared to the end of FY2024

<Reference for FY2025 First Nine Months>

Feb. 5, 2026

SUZUKI MOTOR CORPORATION

[Consolidated 2/2] <IFRS>

(Billions of yen)

		Full-year				Change from Previous Forecast	
		FY2024 Results	FY2025 Forecast				
			YoY	Change	Ratio		
Revenue	5,825.2	6,200.0	+374.8	+6.4%		+100.0	
Domestic	1,491.0	1,550.0	+59.0	+4.0%			
Overseas	4,334.2	4,650.0	+315.8	+7.3%		+100.0	
Operating Profit (Margin)	642.9 (11.0%)	570.0 (9.2%)	-72.9	-11.3%		+70.0	
Profit before tax (Margin)	730.2 (12.5%)	680.0 (11.0%)	-50.2	-6.9%		+100.0	
Profit attributable to owners of parent (Margin)	416.1 (7.1%)	390.0 (6.3%)	-26.1	-6.3%		+70.0	
Business Performance		Increased revenue, and decreased profit					
Factors of change in Operating Profit	External factors		Effect of FX rates	-10.0	+70.0		
			Change in price of raw materials	-55.0	-20.0		
			Total	-65.0	+50.0		
	Factors other than the above		Change in volume	+40.0	-10.0		
			Change in mix/price etc.	+35.4	-20.0		
			Cost reduction	+35.0			
			Fixed cost, etc.	-70.0	+30.0		
			R&D expenses	-24.4	+10.0		
			Depreciation expenses	-23.9	+10.0		
			Total	-7.9	+20.0		
Foreign Exchange Rates and Effect on Operating Profit	USD	153Yen	149Yen	-4Yen	Effect -3.6	+9Yen	
	EUR	164Yen	174Yen	+10Yen	+16.9	+14Yen	
	INR	1.82Yen	1.70Yen	-0.12Yen	-37.2	+0.02Yen	
Capital Expenditures			380.0	+18.2			
Depreciation Expenses			220.0	+23.9		-10.0	
R&D Expenses			290.0	+24.4		-10.0	

<Reference for FY2025 First Nine Months>

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SUZUKI MOTOR CORPORATION

(Thousand units)

[Units (Production & Sales)]

			3Q Results (Oct-Dec.)			9 Months Results (Apr.-Dec.)			Full-year			Change from Previous Forecast	
			3Q of FY24		3Q of FY25		9M of FY24	9M of FY25		FY24	FY25 Forecast		
					YoY			Change	Ratio		YoY	Change	
<Automobiles>	Domestic production	Mini vehicles	155	142	-13	-8.3%	441	428	-13	-3.0%	580		
		Compact vehicles	31	30	-1	-4.5%	90	83	-7	-7.5%	116		
		Export	53	54	+1	+2.5%	167	152	-14	-8.6%	213		
		OEM	22	22	-0	-1.3%	68	63	-4	-6.4%	86		
		Domestic production (CBU only)	262	248	-13	-5.1%	766	727	-39	-5.0%	995	975	-20
			244	225	-20	-8.0%	721	662	-59	-8.2%	931	886	-44
		Europe	22	30	+8	+35.2%	75	78	+4	+5.2%	104	109	+5
		India	503	615	+112	+22.3%	1,513	1,666	+153	+10.1%	2,102		
		Pakistan	3	1	-2	-71.4%	12	8	-4	-33.0%	15		
		Indonesia	17	26	+8	+46.8%	55	71	+17	+30.2%	71		
	Overseas production	Other	3	1	-2	-70.4%	7	4	-3	-48.1%	9		
		Asia	527	643	+116	+22.0%	1,586	1,748	+162	+10.2%	2,197	2,438	+241
		Other	0	0	+0	-	0	0	+0	+76.2%	0	0	+0
		Overseas production	549	673	+124	+22.5%	1,661	1,827	+166	+10.0%	2,301	2,547	+246
	Production Total		811	921	+110	+13.6%	2,427	2,554	+128	+5.3%	3,296	3,521	+226
	Overseas sales	Mini vehicles	141	129	-12	-8.2%	425	409	-16	-3.8%	585		
		Compact vehicles	33	44	+11	+33.1%	92	119	+27	+29.8%	133		
		Domestic sales	174	173	-1	-0.4%	517	528	+11	+2.2%	718	727	+9
		Europe	48	43	-4	-8.6%	165	135	-30	-18.1%	220	189	-31
		India	440	537	+98	+22.2%	1,301	1,350	+49	+3.8%	1,795		
		Pakistan	19	21	+2	+9.9%	51	63	+12	+24.4%	69		
		Indonesia	18	20	+2	+10.5%	51	50	-0	-0.7%	65		
		Other	13	15	+2	+11.9%	38	40	+2	+6.4%	50		
		Asia	490	593	+103	+21.0%	1,440	1,503	+63	+4.4%	1,979	2,064	+85
		Latin America	32	34	+1	+4.5%	93	93	-0	-0.0%	122		
	Overseas sales	Africa	28	30	+2	+7.3%	78	93	+15	+18.9%	109		
		Other	25	22	-3	-11.7%	71	65	-5	-7.5%	92		
		Other	86	86	+1	+0.6%	242	251	+9	+3.9%	324	334	+10
		Overseas sales	624	723	+99	+15.9%	1,847	1,890	+43	+2.3%	2,523	2,587	+64
	Sales Total		797	896	+99	+12.4%	2,364	2,418	+54	+2.3%	3,241	3,314	+73
	OEM Sales (Not included above)			60	67	+7	+11.7%	170	194	+23	+13.6%		
<Motorcycles and ATVs>	Domestic production	Domestic	5	1	-4	-74.2%	15	6	-9	-59.5%	21	9	-12
		Export	18	20	+2	+11.5%	51	57	+6	+12.5%	70	75	+5
		Domestic production	24	22	-2	-7.9%	66	63	-3	-3.8%	91	84	-7
		India	267	338	+71	+26.6%	828	962	+133	+16.1%	1,130		
		China	97	102	+5	+5.2%	318	319	+1	+0.2%	397		
		Philippines	32	27	-5	-14.7%	109	110	+1	+0.7%	144		
		Indonesia	8	19	+11	+135.0%	23	33	+10	+44.5%	31		
		Other	28	39	+11	+40.3%	93	116	+23	+25.1%	135		
		Asia	432	525	+93	+21.6%	1,372	1,540	+168	+12.3%	1,836	1,987	+151
		Other	29	33	+4	+12.4%	83	97	+14	+16.9%	115	130	+16
	Overseas production	Overseas production	461	558	+97	+21.1%	1,454	1,637	+182	+12.5%	1,951	2,118	+167
		Production Total	485	580	+95	+19.7%	1,520	1,700	+180	+11.8%	2,042	2,201	+160
		(ATVs only)	3	2	-1	-40.8%	10	8	-2	-21.8%	13	10	-2
		Domestic sales	9	5	-4	-41.5%	27	19	-8	-29.8%	35	26	-9
	Overseas sales	Europe	11	5	-6	-56.0%	34	21	-12	-36.4%	40	31	-8
		North America	6	6	+0	+0.5%	24	21	-2	-9.9%	30	29	-1
		India	283	327	+44	+15.4%	779	893	+114	+14.6%	1,048		
		China	66	69	+4	+5.7%	260	248	-12	-4.6%	331		
		Philippines	42	39	-2	-5.8%	112	115	+3	+2.5%	150		
		Other	36	45	+9	+24.4%	118	130	+12	+10.2%	167		
		Asia	426	480	+54	+12.6%	1,270	1,386	+116	+9.2%	1,695	1,807	+112
		Latin America	66	82	+15	+23.3%	176	232	+56	+31.6%	242		
	Overseas sales	Other	6	4	-2	-31.1%	17	13	-3	-19.1%	22		
		Other	73	86	+14	+18.6%	193	245	+52	+27.2%	264	333	+69
		Overseas sales	516	577	+61	+11.8%	1,520	1,674	+154	+10.1%	2,029	2,200	+172
		Sales Total	525	582	+57	+10.9%	1,547	1,694	+146	+9.4%	2,064	2,227	+163
	(ATVs only)	(ATVs only)	3	3	+0	+0.6%	9	8	-0	-4.0%	11	11	-0

<Reference for FY2025 First Nine Months>

Feb. 5, 2026

SUZUKI MOTOR CORPORATION

[Breakdown of Consolidated Revenue]

(Unit : Thousand, Amount : Billions of yen)

		9M of FY2024		9M of FY2025		YoY			
		Unit	Amount	Unit	Amount	Change	Ratio	Change	Ratio
Automobile	Japan	571	1,056.6	576	1,140.6	+5	+0.9%	+84.0	+7.9%
	Overseas	1,951	2,843.8	2,009	2,959.6	+58	+3.0%	+115.8	+4.1%
	Europe	148	432.5	132	421.0	-16	-10.9%	-11.5	-2.7%
	North America		0.3		0.3			-0.1	-18.3%
	Asia (Of which India)	1,530 (1,385)	1,928.5 (1,689.9)	1,589 (1,436)	2,053.6 (1,785.4)	+59 (+51)	+3.9% (+3.7%)	+125.1 (+95.5)	+6.5% (+5.7%)
	Other	273	482.4	288	484.7	+15	+5.5%	+2.3	+0.5%
Total		2,522	3,900.4	2,585	4,100.2	+63	+2.5%	+199.8	+5.1%
Motorcycle	Japan	26	13.9	18	12.4	-9	-32.9%	-1.5	-10.9%
	Overseas	1,252	281.4	1,423	310.9	+171	+13.6%	+29.6	+10.5%
	Europe	28	33.6	22	30.2	-6	-22.6%	-3.4	-10.2%
	North America	22	29.3	23	30.3	+1	+6.5%	+1.0	+3.4%
	Asia	1,005	159.7	1,128	172.8	+123	+12.2%	+13.1	+8.2%
	Other	198	58.8	251	77.7	+53	+26.7%	+18.9	+32.2%
Total		1,279	295.3	1,441	323.3	+162	+12.7%	+28.1	+9.5%
Marine	Japan		2.5		2.5			-0.0	-1.2%
	Overseas		77.0		81.2			+4.1	+5.4%
	Europe		12.8		14.5			+1.8	+13.8%
	North America		39.4		42.2			+2.8	+7.2%
	Asia		9.1		8.8			-0.3	-3.2%
	Other		15.8		15.7			-0.2	-1.0%
Total			79.5		83.6			+4.1	+5.2%
Other (Domestic)			8.6		9.5			+0.9	+10.8%
Total	Japan		1,081.5		1,164.9			+83.4	+7.7%
	Overseas		3,202.2		3,351.7			+149.6	+4.7%
	Europe		478.8		465.6			-13.2	-2.8%
	North America		69.0		72.8			+3.8	+5.5%
	Asia		2,097.3		2,235.2			+137.9	+6.6%
	Other		557.0		578.1			+21.1	+3.8%
Total			4,283.7		4,516.6			+232.9	+5.4%

*1. [Units (Production & Sales)]

- Domestic production: CBU + CKD. Overseas production: Units completed at overseas factories (excluding CKD from Japan).
- "Sales" means retail sales of SUZUKI brand vehicles (some are wholesale sales), including license-built vehicles in part.
- "OEM Sales" means sales of OEM in Japan and India.
- 3Q of FY2025 includes preliminary figures.

*2. [Breakdown of Consolidated Revenue]

- Units are wholesale sales based on consolidated revenue.
- Classification is based on the location of external customers.

North America: United States and Canada. Automobile in North America: Revenue of parts and accessories, etc.

*3. [Consolidated], [Units (Production & Sales)]

- The forecasts are based on currently available information and assumptions, contain risks and uncertainty, which 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 rate.

*4. [Consolidated], [Units (Production & Sales)], [Breakdown of Consolidated Revenue]

- "Other" is the sum of four regions: Africa, Middle East, Oceania, and Latin America.