

Consolidated Financial Summary for FY2025 (April 1, 2025 – March 31, 2026)

[IFRS]

May 14, 2026

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Date of the Ordinary General Meeting of Shareholders : June 25, 2026
 Start of Payment of Cash Dividends : June 26, 2026
 Date of Filing Annual Securities Report : June 23, 2026
 Preparation of Supplementary Explanatory Materials : Yes
 Holding of Presentation Meeting on Financial Results : Yes

(Amounts less than one million yen are rounded down)

1. Consolidated Operating Results for FY2025 (April 1, 2025 – March 31, 2026)

(1) Consolidated Management Results

(Percentage indicates change from the previous fiscal year)

	Revenue		Operating profit		Profit before tax		Profit		Profit attributable to owners of parent		Comprehensive income	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
FY2025	6,292,967	8.0	622,909	(3.1)	730,744	0.1	543,886	2.7	439,267	5.6	595,298	42.8
FY2024	5,825,161	8.7	642,851	30.2	730,220	23.4	529,717	26.3	416,050	31.2	416,753	(43.6)

	Earnings per share attributable to owners of parent, Basic	Earnings per share attributable to owners of parent, Diluted	Ratio of profit to equity attributable to owners of parent	Ratio of profit before tax to total assets	Ratio of operating profit to revenue
	Yen	Yen	%	%	%
FY2025	227.69	227.66	13.8	11.6	9.9
FY2024	215.66	215.65	14.6	12.4	11.0

[Reference] Share of profit (loss) of investments accounted for using equity method: FY2025 ¥7,504 million FY2024 ¥11,996 million

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent to total assets	Equity attributable to owners of parent per share
	Millions of Yen	Millions of Yen	Millions of Yen	%	Yen
FY2025	6,636,815	4,153,109	3,382,083	51.0	1,753.03
FY2024	5,993,657	3,688,070	2,970,660	49.6	1,539.78

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
	Millions of Yen	Millions of Yen	Millions of Yen	Millions of Yen
FY2025	717,535	(499,543)	(127,287)	973,291
FY2024	669,784	(475,605)	(185,978)	842,710

2. Cash Dividends

	Cash dividends per share					Total amount (Annual)	Payout ratio (Consolidated)	Ratio of dividends to equity attributable to owners of parent (Consolidated)
	First quarter	Second quarter	Third quarter	Year-end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of Yen	%	%
FY2024	—	20.00	—	21.00	41.00	79,115	19.0	2.8
FY2025	—	22.00	—	24.00	46.00	88,763	20.2	2.8
FY2026 (Forecast)	—	25.00	—	26.00	51.00		25.9	

[Note] Regarding FY2025 and FY2026 (Forecast), please refer to “1. Summary of Management Results, etc. (5) Basic Dividend Policy and Dividends for Current and Next Fiscal Year” in the attachment.

3. Forecasts for Consolidated Operating Results of FY2026 (April 1, 2026 – March 31, 2027)

(Percentage indicates change from the previous fiscal year)

	Revenue		Operating profit		Profit before tax		Profit attributable to owners of parent		Earnings per share attributable to owners of parent, Basic
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Yen
Full year	6,800,000	8.1	570,000	(8.5)	660,000	(9.7)	380,000	(13.5)	196.97

* Notes

(1) Significant changes in the scope of consolidation during the period : None

(2) Changes in accounting principles and changes in accounting estimates

1) Changes in accounting principles required by IFRS : None

2) Changes in accounting principles other than 1) : None

3) Changes in accounting estimates : None

(3) Number of outstanding shares (common stock)

(Shares)

1) Number of outstanding shares at the end of period (including treasury shares)

FY2025	1,964,586,400	FY2024	1,964,586,400
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2) Number of treasury shares at the end of period

FY2025	35,312,503	FY2024	35,311,282
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3) Average number of outstanding shares during period

FY2025	1,929,274,468	FY2024	1,929,227,975
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[Reference] Summary of Non-consolidated Results**Non-consolidated Operating Results for FY2025 (April 1, 2025 – March 31, 2026)****(1) Non-consolidated Management Results**

(Percentage indicates change from the previous fiscal year)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
FY2025	2,967,932	12.9	224,121	19.2	284,389	19.0	253,720	9.8
FY2024	2,627,921	0.9	188,095	(7.8)	238,975	(7.1)	231,123	13.8

	Profit per share, Basic	Profit per share, Diluted
	Yen	Yen
FY2025	131.49	131.47
FY2024	119.78	119.77

(2) Non-consolidated Financial Position

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share
	Millions of Yen	Millions of Yen	%	Yen
FY2025	2,869,570	1,426,869	49.7	739.43
FY2024	2,627,846	1,236,257	47.0	640.65

[Reference] Shareholders' equity (Net assets excluding share acquisition rights):

FY2025 ¥1,426,827 million FY2024 ¥1,236,216 million

*** The consolidated financial summary is exempt from review by a certified public accountant or audit firm.***** Explanation regarding the appropriate use of forecasts for operating results, other information**

(Cautions for Forward-looking Statement)

The forward-looking statements 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 risk, economic conditions and the trend of demand in major markets, and the fluctuations of foreign exchange rates.

(Financial Results Supplementary Explanatory Materials)

Financial Results Supplementary Explanatory Materials are available on our website (<https://www.globalsuzuki.com>) on May 14, 2026.

Table of Contents

1. Summary of Management Results, etc.	2
(1) Summary of Management Results.....	2
(2) Summary of Financial Positions.....	2
(3) Summary of Cash Flows.....	3
(4) Forecasts for the Next Fiscal Year.....	3
(5) Basic Dividend Policy and Dividends for Current and Next Fiscal Year	4
2. Basic policy about the adoption of accounting standards	4
3. Consolidated Financial Statements and Significant Notes	5
(1) Consolidated Statement of Financial Position.....	5
(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income.....	7
Consolidated Statement of Income.....	7
Consolidated Statement of Comprehensive Income.....	7
(3) Consolidated Statement of Changes in Equity.....	8
(4) Consolidated Statement of Cash Flows.....	9
(5) Notes to Consolidated Financial Statements.....	10
(Assumption for Going Concern).....	10
(Segment Information).....	10
(Information about Per Share Amount).....	11
(Significant Subsequent Event).....	11

1. Summary of Management Results, etc.

(1) Summary of management results

Regarding the management results for this consolidated fiscal year, revenue increased by ¥467.8 billion (8.0%) year-on-year (YoY) to ¥6,293.0 billion. This was mainly influenced by the market condition in India becoming more active than initially anticipated following the revision of the Goods and Services Tax (GST). By flexibly adjusting our production and logistics systems and responding swiftly to the increase in demand, we maintained strong sales.

Operating profit decreased by ¥19.9 billion (3.1%) YoY to ¥622.9 billion. Although we achieved profit growth from our core operations by overcoming rising raw material costs with increases sales, an improved product mix, and cost efficiencies, our overall profit declined as we expanded strategic investments in our people and technology to secure long-term growth.

Profit before tax increased by ¥0.5 billion (0.1%) YoY to ¥730.7 billion. The decline in operating income was compensated for to a certain extent by growth in financial income, such as foreign exchange gains.

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

In our mid-term management plan, we have set a target of achieving revenue of ¥8,000 billion, ratio of operating profit to revenue of 10.0%, Return on Equity (ROE) of 13.0% by FY2030. For this consolidated fiscal year, ratio of operating profit to revenue was 9.9% and ROE was 13.8%. We believe this performance places us on track for the first year of the plan.

We remain committed to increasing our corporate value in the mid- to long-term, with a dual focus on profitability and capital efficiency.

Operating results by Segment are as outlined below:

1) Automobile Business

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

2) Motorcycle Business

Revenue increased by ¥56.4 billion (14.2%) YoY to ¥454.5 billion. Operating profit increased by ¥3.9 billion (9.7%) YoY to ¥44.8 billion. Strong sales in markets like India and Colombia led to an increase in both revenue and profit.

3) Marine Business

Revenue increased by ¥9.8 billion (8.9%) YoY to ¥119.5 billion. Operating profit decreased by ¥4.0 billion (13.0%) YoY to ¥26.6 billion. The decrease in profit was mainly due to the impact of U.S. tariffs.

4) Other Business

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

(2) Summary of financial positions

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

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

Total equity was ¥4,153.1 billion (increased by ¥465.0 billion from the end of the previous consolidated fiscal year). As a result, ratio of equity attributable to owners of parent to total assets was 51.0% (49.6% at the end of the previous consolidated fiscal year).

(3) Summary of cash flows

The balance of cash and cash equivalents at the end of this consolidated fiscal year was ¥973.3 billion (increased by ¥130.6 billion from the end of the previous consolidated fiscal year).

1) Cash flows from operating activities

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

2) Cash flows from investing activities

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

3) Cash flows from financing activities

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

(4) Forecasts for the Next Fiscal Year

Regarding the future business environment, in addition to conventional risk factors such as trends in the global economy, fluctuations in foreign exchange rates, and rising raw material prices, we are also closely monitoring the potential impact of the current instability in the Middle East.

We recognize the situation in the Middle East as a significant risk to our production. At present, our risk management is successfully preventing supply chain disruptions, and we are maintaining production. On the other hand, the outlook remains uncertain regarding rising raw material prices, increased logistics costs, transportation delays, and the impact on sales activities in some regions.

We remain committed to monitoring the situation and taking measures to minimize its impacts on our business operations. Due to significant uncertainty at this time, these effects have not been incorporated into our financial forecast for the next fiscal year. We will disclose information in a timely manner once we can reasonably assess the scope and sensitivity of the impact as the situation develops.

Under these business conditions, to realize sustainable growth and enhance corporate value in line with our mid-term management plan, we are committed to advancing targeted initiatives in three core pillars: New Vehicle Earning, Value Chain Earning, and Fixed Costs.

We also position continuous investment in our people as a key management priority, with a focus on enhancing “individual growth” and “individual earning power.” Our executives lead by example, demonstrating their commitment to continuous learning as a management practice, and we stress the importance of linking this to the autonomous learning and growth of our employees. When the management team continuously deepens its knowledge, it not only improves the quality of business decisions and discussions but also helps instill a culture of learning throughout the organization. Through this cycle of learning, we connect individual growth to the overall growth and increased earning power of the company.

Through this unified approach to learning and practice by both management and employees, we aim to expand the scope of operations we can handle in-house, thereby optimizing and minimizing costs, including outsourcing fees, and achieve sustainable growth and enhance our corporate value even in a rapidly changing business environment.

From a capital efficiency perspective, we are adopting the principles of general Return on Invested Capital (ROIC) management to fit our specific business conditions. We aim to improve our capital efficiency by managing the relationship between investment and return for each project and by properly managing our working capital. At the same time, we are working to reduce our cost of capital through risk minimization and appropriate information disclosure.

Through these initiatives, we are dedicated to enhancing our earning power and business foundation.

In terms of our business strategy, we will apply the successes and expertise we have cultivated in Japan not only to our growing business in India but also on a global scale. This will drive growth in our automobile, motorcycle, marine, and new businesses across each region.

(5) Basic Dividend Policy and Dividends for Current and Next Fiscal Year

The Company aims to provide returns to its mid- to long-term shareholders through enhancing corporate value and progressive dividends.

Specifically, the Company aims to enhance corporate value by actively making growth investments mainly in expanding production capacity to meet the increasing demand in India and technology development towards energy minimization, thereby realizing our mid-term management plan.

In addition, regarding shareholder returns, the Company will provide stable and consistent dividends based on the concept of progressive dividends. As announced in the mid-term management plan released in February last year, the Company will newly adopt DOE as an appropriate indicator for progressive dividends from FY2025, and the Company will strengthen shareholder returns by raising DOE level to 3.0%.

Based on this policy, the year-end dividend for FY2025 has been set at ¥24 per share, with the annual dividend of ¥46 per share. The annual dividend increased by ¥5 (12.2%) compared to ¥41 for FY2024.

Accordingly, the annual dividend forecast for FY2026 has been set at ¥51 per share. This represents an increase of ¥5 (10.9%) from FY2025, and DOE will be 3.0%.

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

Equity attributable to owners of parent excludes other components of equity. Therefore, it does not correspond with ratio of dividends to equity attributable to owners of parent (Consolidated) stated on the cover of the consolidated financial summary.

2. Basic policy about the adoption of accounting standards

The Group has voluntarily adopted IFRS to the Group's consolidated financial statements effective from the first quarter of FY2024, instead of the Japanese Generally Accepted Accounting Principles.

3. Consolidated Financial Statements and Significant Notes

(1) Consolidated Statement of Financial Position

(Millions of Yen)

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

(Millions of Yen)

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

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

[Consolidated Statement of Income]

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

[Consolidated Statement of Comprehensive Income]

	(Millions of Yen)	
	FY2024 (April 1, 2024 – March 31, 2025)	FY2025 (April 1, 2025 – March 31, 2026)
Profit	529,717	543,886
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	(724)	271
Financial assets measured at fair value through other comprehensive income	(19,837)	33,381
Share of other comprehensive income of investments accounted for using equity method	(16)	32
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	(91,670)	13,454
Cash flow hedges	88	—
Share of other comprehensive income of investments accounted for using equity method	(802)	4,271
Total other comprehensive income	(112,963)	51,411
Comprehensive income	416,753	595,298
Comprehensive income attributable to		
Owners of parent	330,639	506,548
Non-controlling interests	86,114	88,749
Comprehensive income	416,753	595,298

(3) Consolidated Statement of Changes in Equity

FY2024 (April 1, 2024 – March 31, 2025)

(Millions of Yen)

	Equity attributable to owners of parent						Non-controlling interests	Total equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total		
As of April 1, 2024	138,370	67,988	2,241,744	(39,300)	310,971	2,719,773	664,654	3,384,427
Comprehensive income								
Profit			416,050			416,050	113,667	529,717
Other comprehensive income					(85,411)	(85,411)	(27,552)	(112,963)
Total comprehensive income	—	—	416,050	—	(85,411)	330,639	86,114	416,753
Transfer to retained earnings			32,801		(32,801)	—		—
Transactions with owners								
Dividends of surplus			(70,912)			(70,912)	(30,075)	(100,987)
Purchase of treasury shares				(6)		(6)		(6)
Disposal of treasury shares		105		141		246		246
Purchase of shares of consolidated subsidiaries		(9,080)				(9,080)	(3,270)	(12,350)
Other						—	(12)	(12)
Total transactions with owners	—	(8,974)	(70,912)	134	—	(79,752)	(33,358)	(113,110)
As of March 31, 2025	138,370	59,013	2,619,684	(39,166)	192,758	2,970,660	717,410	3,688,070

FY2025 (April 1, 2025 – March 31, 2026)

(Millions of Yen)

	Equity attributable to owners of parent						Non-controlling interests	Total equity
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total		
As of April 1, 2025	138,370	59,013	2,619,684	(39,166)	192,758	2,970,660	717,410	3,688,070
Comprehensive income								
Profit			439,267			439,267	104,619	543,886
Other comprehensive income					67,281	67,281	(15,870)	51,411
Total comprehensive income	—	—	439,267	—	67,281	506,548	88,749	595,298
Transfer to retained earnings			10,729		(10,729)	—		—
Transactions with owners								
Dividends of surplus			(82,974)			(82,974)	(30,599)	(113,573)
Purchase of treasury shares				(2)		(2)		(2)
Purchase of shares of consolidated subsidiaries		(12,362)				(12,362)	(4,604)	(16,966)
Change in scope of consolidation						—	69	69
Share-based payment transactions		213				213		213
Total transactions with owners	—	(12,148)	(82,974)	(2)	—	(95,125)	(35,134)	(130,259)
As of March 31, 2026	138,370	46,864	2,986,707	(39,168)	249,310	3,382,083	771,025	4,153,109

(4) Consolidated Statement of Cash Flows

(Millions of Yen)

	FY2024 (April 1, 2024 – March 31, 2025)	FY2025 (April 1, 2025 – March 31, 2026)
Cash flows from operating activities		
Profit before tax	730,220	730,744
Depreciation and amortization	249,856	277,781
Impairment losses (reversals of impairment losses)	335	(2,605)
Finance income and finance costs	(91,243)	(109,931)
Share of loss (profit) of investments accounted for using equity method	(11,996)	(7,504)
Decrease (increase) in trade and other receivables	(8,841)	(10,839)
Increase (decrease) in trade and other payables	(4,592)	107,804
Decrease (increase) in inventories	(16,214)	(85,212)
Increase (decrease) in liabilities related to provisions and employee benefits	(10,948)	(5,297)
Other	(14,510)	(45,352)
Subtotal	822,064	849,587
Dividends received	6,893	11,638
Interest received	26,991	29,670
Interest paid	(10,951)	(12,688)
Income taxes paid	(175,213)	(160,673)
Net cash provided by (used in) operating activities	669,784	717,535
Cash flows from investing activities		
Net decrease (increase) in time deposits	(44,507)	10,252
Purchase of property, plant and equipment	(344,687)	(377,403)
Proceeds from sale of property, plant and equipment	7,239	7,110
Purchase of intangible assets and expenditure on internally generated intangible assets	(57,856)	(46,466)
Proceeds from sale of intangible assets	31	198
Payments for loans receivable	(2,745)	(459)
Collection of loans receivable	285	624
Purchase of other financial assets	(1,424,865)	(1,870,785)
Proceeds from sale or collection of other financial assets	1,391,500	1,777,276
Other	—	107
Net cash provided by (used in) investing activities	(475,605)	(499,543)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(41,501)	(10,395)
Proceeds from long-term borrowings	294,500	207,000
Repayments of long-term borrowings	(311,016)	(180,178)
Repayments of lease liabilities	(14,870)	(13,165)
Purchase of treasury shares	(1)	(0)
Dividends paid to owners of parent	(70,899)	(82,957)
Dividends paid to non-controlling interests	(29,897)	(30,623)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(12,291)	(16,966)
Net cash provided by (used in) financing activities	(185,978)	(127,287)
Effect of exchange rate changes on cash and cash equivalents	(5,510)	39,877
Net increase (decrease) in cash and cash equivalents	2,689	130,581
Cash and cash equivalents at beginning of period	840,020	842,710
Cash and cash equivalents at end of period	842,710	973,291

(5) Notes to Consolidated Financial Statements
(Assumption for Going Concern)

None

(Segment Information)

1. Outline of Reportable Segment

The reportable segment of the Group are the components of the Group business for which discrete financial information is available, and whose operating results are regularly reviewed by our decision-making body such as Board of Directors to make decisions about resources to be allocated to the segment and to assess its performance.

The Group has four reportable segments of “Automobile business”, “Motorcycle business”, “Marine business” and “Other business” based on the form of management organization and nature of products and services.

Main products and services of each segment are as follows:

Segment	Main products and services
Automobile business	Mini vehicles, Sub-compact vehicles, Standard-sized vehicles
Motorcycle business	Motorcycles, All terrain vehicles
Marine business	Outboard motors
Other business	Motorized wheelchairs, Solar power generation, Real estate

2. Information about Reportable Segment

Information by reportable segment for the Group is as follows.

FY2024 (April 1, 2024 – March 31, 2025)

(Millions of Yen)

	Reportable Segment				Total	Adjustment ¹	Total
	Automobile business	Motorcycle business	Marine business	Other business			
Revenue							
Revenue from external customers	5,305,217	398,131	109,684	12,128	5,825,161	—	5,825,161
Total	5,305,217	398,131	109,684	12,128	5,825,161	—	5,825,161
Operating profit	567,634	40,822	30,568	3,825	642,851	—	642,851
Finance income							118,813
Finance costs							(43,440)
Share of profit (loss) of investments accounted for using equity method							11,996
Profit before tax							730,220
Segment assets	4,632,197	380,629	93,646	19,411	5,125,885	867,771	5,993,657
Other items							
Depreciation and amortization ²	209,513	13,355	3,158	308	226,335	—	226,335
Impairment losses	135	200	—	—	335	—	335
Investments accounted for using equity method	89,829	24,938	766	29	115,563	—	115,563
Capital expenditures ²	394,766	17,555	6,851	526	419,699	—	419,699

FY2025 (April 1, 2025 – March 31, 2026)

(Millions of Yen)

	Reportable Segment					Total	Adjustment ^{*1}	Total
	Automobile business	Motorcycle business	Marine business	Other business	Total			
Revenue								
Revenue from external customers	5,706,420	454,488	119,456	12,601	6,292,967	—	6,292,967	
Total	5,706,420	454,488	119,456	12,601	6,292,967	—	6,292,967	
Operating profit	547,632	44,770	26,605	3,900	622,909	—	622,909	
Finance income							129,618	
Finance costs							(29,288)	
Share of profit (loss) of investments accounted for using equity method							7,504	
Profit before tax							730,744	
Segment assets	5,066,943	419,115	123,252	40,564	5,649,875	986,940	6,636,815	
Other items								
Depreciation and amortization ^{*2}	241,204	10,341	5,407	332	257,285	—	257,285	
Impairment losses	(2,605)	0	0	0	(2,605)	—	(2,605)	
Investments accounted for using equity method	93,640	30,117	827	17,204	141,790	—	141,790	
Capital expenditures ^{*2}	362,933	24,731	8,094	1,376	397,136	—	397,136	

[Notes] *1. For segment assets, unallocated company assets (¥867,771 million in FY2024 and ¥986,940 million in FY2025) included in “Adjustment” are mainly cash and cash equivalents and financial assets measured at fair value through other comprehensive income of the Company.

*2. Depreciation and capital expenditures for right-of-use assets are not included.

(Information about Per Share Amount)

(1) Earnings per share, Basic

Earnings per share attributable to owners of parent, Basic is calculated as follows.

	FY2024 (April 1, 2024 – March 31, 2025)	FY2025 (April 1, 2025 – March 31, 2026)
Profit attributable to owners of parent (Millions of Yen)	416,050	439,267
Average number of common stock during period (Shares)	1,929,227,975	1,929,274,468
Earnings per share attributable to owners of parent, Basic (Yen)	215.66	227.69

(2) Earnings per share, Diluted

Earnings per share attributable to owners of parent, Diluted is calculated as follows.

	FY2024 (April 1, 2024 – March 31, 2025)	FY2025 (April 1, 2025 – March 31, 2026)
Profit used in calculating earnings per share attributable to owners of parent, Diluted (Millions of Yen)	416,050	439,267
Average number of common stock during period (Shares)	1,929,227,975	1,929,274,468
Effects of dilutive potential common stock (Shares)	85,151	199,007
After adjustment for dilutive effect (Shares)	1,929,313,126	1,929,473,475
Earnings per share attributable to owners of parent, Diluted (Yen)	215.65	227.66

(Significant Subsequent Event)

None