

Consolidated Financial Summary for the First Nine Months Ended December 31, 2025

[IFRS]

February 5, 2026

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Start of Payment of Cash Dividends : —
 Preparation of Supplemental Explanation 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 first nine months (April 1 – December 31, 2025)

(1) Consolidated Management Results

(Percentage indicates change from the same period of 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 first nine months	4,516,641	5.4	429,103	(10.6)	520,859	(5.0)	385,350	(1.7)	306,395	(1.7)	503,797	17.4
FY2024 first nine months	4,283,717	11.7	479,720	29.2	548,013	25.9	392,063	25.3	311,703	31.5	429,160	(4.6)

	Earnings per share attributable to owners of parent, Basic	Earnings per share attributable to owners of parent, Diluted
	Yen	Yen
FY2025 first nine months	158.81	158.80
FY2024 first nine months	161.57	161.56

(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
	Millions of Yen	Millions of Yen	Millions of Yen	%
FY2025 third quarter	6,465,812	4,078,489	3,303,288	51.1
FY2024	5,993,657	3,688,070	2,970,660	49.6

2. Cash Dividends

	Cash dividends per share				
	First quarter	Second quarter	Third quarter	Year-end	Annual
	Yen	Yen	Yen	Yen	Yen
FY2024	—	20.00	—	21.00	41.00
FY2025	—	22.00	—		
FY2025 (Forecast)				24.00	46.00

[Note] Revision of the latest forecasts of cash dividends announced: Yes

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

(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	6,200,000	6.4	570,000	(11.3)	680,000	(6.9)	390,000	(6.3)	202.15

[Note] Revisions of the latest forecasts for consolidated operating results announced: Yes

*** 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 Q3	1,964,586,400	FY2024	1,964,586,400
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2) Number of treasury shares at the end of period

FY2025 Q3	35,312,366	FY2024	35,311,282
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3) Average number of outstanding shares during period
(First nine months)

FY2025 Q3	1,929,274,624	FY2024 Q3	1,929,213,817
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*** Review of the quarterly consolidated financial statements by a certified public accountant or audit firm : None**

*** 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 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 February 5, 2026.

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1. Summary of Management Results, etc.

(1) Explanation regarding management results

Regarding the management results for the first nine months ended December 31, 2025, revenue increased by ¥232.9 billion (5.4%) year-on-year (YoY) to ¥4,516.6 billion. Operating profit decreased by ¥50.6 billion (10.6%) YoY to ¥429.1 billion. Profit before tax decreased by ¥27.2 billion (5.0%) YoY to ¥520.9 billion. Profit attributable to owners of parent decreased by ¥5.3 billion (1.7%) YoY to ¥306.4 billion.

Regarding revenue, the market condition in India became 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, sales of both four-wheel and two-wheel vehicles remained strong. As a result, overall revenue expanded steadily, leading to an increase in revenue YoY.

On the other hand, operating profit decreased compared to the same period of the previous year, due to the continued challenging cost environment caused by foreign exchange impacts and rising raw material prices.

Operating results by Segment are as outlined below:

1) Automobile Business

Revenue increased by ¥199.8 billion (5.1%) YoY to ¥4,100.2 billion. Operating profit decreased by ¥48.7 billion (11.5%) YoY to ¥374.9 billion.

2) Motorcycle Business

Revenue increased by ¥28.1 billion (9.5%) YoY to ¥323.3 billion. Operating profit increased by ¥0.7 billion (2.3%) YoY to ¥31.8 billion.

3) Marine Business

Revenue increased by ¥4.1 billion (5.2%) YoY to ¥83.6 billion. Operating profit decreased by ¥2.8 billion (12.6%) YoY to ¥19.5 billion.

4) Other Business

Revenue increased by ¥0.9 billion (10.8%) YoY to ¥9.5 billion. Operating profit increased by ¥0.1 billion (4.1%) YoY to ¥3.0 billion.

(2) Explanation regarding financial positions

With respect to the financial positions at the end of the current quarterly consolidated fiscal year, total assets were ¥6,465.8 billion (increased by ¥472.2 billion from the end of the previous consolidated fiscal year).

Total liabilities were ¥2,387.3 billion (increased by ¥81.7 billion from the end of the previous consolidated fiscal year). As for the borrowings, we intend to maintain the current borrowing level for the time being due to the unstable global situation.

Total equity was ¥4,078.5 billion (increased by ¥390.4 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 51.1% (49.6% at the end of the previous consolidated fiscal year).

(3) Explanation regarding cash flows

The balance of cash and cash equivalents at the end of the current quarterly consolidated fiscal year was ¥902.2 billion (increased by ¥59.5 billion from the end of the previous consolidated fiscal year).

1) Cash flows from operating activities

Net cash provided by operating activities for the nine months ended December 31, 2025 was ¥446.9 billion (¥481.9 billion was provided for the same period of the previous fiscal year). This was mainly due to profit before tax of ¥520.9 billion.

2) Cash flows from investing activities

Net cash used in investing activities for the nine months ended December 31, 2025 was ¥319.0 billion (¥384.8 billion was used for the same period of the previous fiscal year). This was mainly due to purchase of property, plant and equipment of ¥290.1 billion.

3) Cash flows from financing activities

Net cash used in financing activities for the nine months ended December 31, 2025 was ¥106.9 billion (¥156.1 billion was used for the same period of the previous 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) Explanation regarding future forecasts such as forecasts for consolidated operating results

The forecasts for consolidated operating results announced in the “Consolidated Financial Summary for FY2024 (April 1, 2024 – March 31, 2025)” dated May 12, 2025 have been revised as follows. This revision reflects changes in foreign exchange assumptions as well as measures to control fixed costs.

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

	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
Previous Forecast (A)	6,100,000	500,000	580,000	320,000	165.87
Revised Forecast (B)	6,200,000	570,000	680,000	390,000	202.15
Change (B-A)	100,000	70,000	100,000	70,000	36.28
Change (%)	1.6	14.0	17.2	21.9	21.9
Previous results	5,825,161	642,851	730,220	416,050	215.66

2. Condensed Quarterly Consolidated Financial Statements and Significant Notes

(1) Condensed Quarterly Consolidated Statement of Financial Position

(Millions of Yen)

	FY2024 (As of March 31, 2025)	FY2025 third quarter (As of December 31, 2025)
Assets		
Current assets		
Cash and cash equivalents	842,710	902,169
Trade and other receivables	590,303	556,812
Inventories	571,468	704,787
Income taxes receivable	7,748	17,590
Other financial assets	331,252	345,049
Other current assets	179,605	192,600
Subtotal	2,523,089	2,719,009
Asset held for sale	5,591	8,992
Total current assets	2,528,681	2,728,001
Non-current assets		
Property, plant and equipment	1,673,471	1,785,249
Right-of-use assets	50,009	52,207
Intangible assets	178,162	180,653
Investments accounted for using equity method	115,563	126,249
Other financial assets	1,344,493	1,477,338
Deferred tax assets	63,742	72,033
Other non-current assets	39,533	44,077
Total non-current assets	3,464,976	3,737,810
Total assets	5,993,657	6,465,812

	FY2024 (As of March 31, 2025)	FY2025 third quarter (As of December 31, 2025)
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	422,142	464,350
Bonds and borrowings	297,834	316,428
Income taxes payable	52,789	65,678
Other financial liabilities	99,457	83,183
Provisions	165,340	147,841
Other current liabilities	564,992	566,274
Total current liabilities	1,602,557	1,643,758
Non-current liabilities		
Bonds and borrowings	427,465	430,108
Other financial liabilities	52,113	55,558
Retirement benefit liability	46,259	51,649
Provisions	23,332	24,805
Deferred tax liabilities	91,587	122,812
Other non-current liabilities	62,270	58,630
Total non-current liabilities	703,029	743,564
Total liabilities	2,305,586	2,387,322
Equity		
Equity attributable to owners of parent		
Share capital	138,370	138,370
Capital surplus	59,013	59,138
Retained earnings	2,619,684	2,848,636
Treasury shares	(39,166)	(39,168)
Other components of equity	192,758	296,311
Total equity attributable to owners of parent	2,970,660	3,303,288
Non-controlling interests	717,410	775,200
Total equity	3,688,070	4,078,489
Total liabilities and equity	5,993,657	6,465,812

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

[Condensed Quarterly Consolidated Statement of Income]

	(Millions of Yen)	
	FY2024 first nine months (April 1 - December 31, 2024)	FY2025 first nine months (April 1 - December 31, 2025)
Revenue	4,283,717	4,516,641
Cost of sales	(3,115,615)	(3,363,034)
Gross profit	1,168,102	1,153,607
Selling, general and administrative expenses	(701,543)	(743,725)
Other income	19,735	25,661
Other expenses	(6,573)	(6,439)
Operating profit	479,720	429,103
Finance income	87,101	94,330
Finance costs	(27,793)	(11,004)
Share of profit (loss) of investments accounted for using equity method	8,984	8,429
Profit before tax	548,013	520,859
Income tax expense	(155,949)	(135,508)
Profit	392,063	385,350
Profit attributable to		
Owners of parent	311,703	306,395
Non-controlling interests	80,360	78,954
Profit	392,063	385,350
Earnings per share attributable to owners of parent		
Basic (Yen)	161.57	158.81
Diluted (Yen)	161.56	158.80

[Condensed Quarterly Consolidated Statement of Comprehensive Income]

	(Millions of Yen)	
	FY2024 first nine months (April 1 - December 31, 2024)	FY2025 first nine months (April 1 - December 31, 2025)
Profit	392,063	385,350
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	(1,704)	(1,714)
Financial assets measured at fair value through other comprehensive income	(3,517)	48,178
Share of other comprehensive income of investments accounted for using equity method	0	(3)
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	40,500	68,585
Cash flow hedges	88	—
Share of other comprehensive income of investments accounted for using equity method	1,729	3,401
Total other comprehensive income	37,096	118,447
Comprehensive income	429,160	503,797
Comprehensive income attributable to		
Owners of parent	333,556	415,479
Non-controlling interests	95,603	88,317
Comprehensive income	429,160	503,797

(3) Condensed Quarterly Consolidated Statement of Changes in Equity

FY2024 first nine months (April 1 – December 31, 2024)

(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			311,703			311,703	80,360	392,063
Other comprehensive income					21,853	21,853	15,242	37,096
Total comprehensive income	—	—	311,703	—	21,853	333,556	95,603	429,160
Transfer to retained earnings			2,559		(2,559)	—		—
Transactions with owners								
Dividends of surplus			(70,912)			(70,912)	(30,239)	(101,151)
Purchase of treasury shares				(6)		(6)		(6)
Disposal of treasury shares		105		141		246		246
Purchase of shares of consolidated subsidiaries		(9,061)				(9,061)	(3,206)	(12,267)
Other						—	179	179
Total transactions with owners	—	(8,955)	(70,912)	135	—	(79,732)	(33,266)	(112,998)
As of December 31, 2024	138,370	59,032	2,485,095	(39,165)	330,265	2,973,597	726,991	3,700,588

FY2025 first nine months (April 1 – December 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, 2025	138,370	59,013	2,619,684	(39,166)	192,758	2,970,660	717,410	3,688,070
Comprehensive income								
Profit			306,395			306,395	78,954	385,350
Other comprehensive income					109,084	109,084	9,362	118,447
Total comprehensive income	—	—	306,395	—	109,084	415,479	88,317	503,797
Transfer to retained earnings			5,530		(5,530)	—		—
Transactions with owners								
Dividends of surplus			(82,974)			(82,974)	(30,589)	(113,564)
Purchase of treasury shares				(2)		(2)		(2)
Disposal of treasury shares						—		—
Purchase of shares of consolidated subsidiaries		(6)				(6)	(23)	(29)
Other		131				131	85	216
Total transactions with owners	—	124	(82,974)	(2)	—	(82,851)	(30,527)	(113,378)
As of December 31, 2025	138,370	59,138	2,848,636	(39,168)	296,311	3,303,288	775,200	4,078,489

(4) Condensed Quarterly Consolidated Statement of Cash Flows

(Millions of Yen)

	FY2024 first nine months (April 1 – December 31, 2024)	FY2025 first nine months (April 1 – December 31, 2025)
Cash flows from operating activities		
Profit before tax	548,013	520,859
Depreciation and amortization	183,705	202,905
Impairment losses (reversals of impairment losses)	—	(2,769)
Finance costs (income)	(67,997)	(93,367)
Share of loss (profit) of investments accounted for using equity method	(8,984)	(8,429)
Decrease (increase) in inventories	(54,681)	(92,423)
Decrease (increase) in trade and other receivables	86,039	46,021
Increase (decrease) in trade and other payables	7,962	26,410
Increase (decrease) in liabilities related to provisions and employee benefits	(22,084)	(25,605)
Other	(65,241)	(30,729)
Subtotal	606,730	542,872
Dividends received	6,726	5,739
Interest received	19,730	23,164
Interest paid	(8,608)	(8,741)
Income taxes paid	(142,715)	(116,129)
Net cash provided by (used in) operating activities	481,863	446,906
Cash flows from investing activities		
Net decrease (increase) in time deposits	(35,019)	35,432
Purchase of property, plant and equipment	(258,800)	(290,053)
Proceeds from sale of property, plant and equipment	3,816	4,135
Purchase of intangible assets and expenditure on internally generated intangible assets	(34,412)	(30,431)
Proceeds from sale of intangible assets	24	150
Payments for loans receivable	(2,526)	(275)
Collection of loans receivable	247	557
Purchase of other financial assets	(979,911)	(1,391,775)
Proceeds from sale or collection of other financial assets	921,747	1,353,143
Other	—	107
Net cash provided by (used in) investing activities	(384,833)	(319,010)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(14,401)	(15,415)
Proceeds from long-term borrowings	280,000	136,500
Repayments of long-term borrowings	(297,616)	(105,229)
Repayments of lease liabilities	(10,867)	(9,189)
Purchase of treasury shares	(1)	(0)
Dividends paid to owners of parent	(70,911)	(82,973)
Dividends paid to non-controlling interests	(30,072)	(30,609)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(12,208)	(29)
Net cash provided by (used in) financing activities	(156,077)	(106,946)
Effect of exchange rate changes on cash and cash equivalents	7,515	38,509
Net increase (decrease) in cash and cash equivalents	(51,533)	59,459
Cash and cash equivalents at beginning of period	840,020	842,710
Cash and cash equivalents at end of period	788,487	902,169

(5) Notes to Condensed Quarterly 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 first nine months (April 1 – December 31, 2024)

							(Millions of Yen)
	Reportable Segment				Total	Adjustment	Total
	Automobile business	Motorcycle business	Marine business	Other business			
Revenue							
Revenue from external customers	3,900,353	295,261	79,532	8,570	4,283,717	—	4,283,717
Total	3,900,353	295,261	79,532	8,570	4,283,717	—	4,283,717
Operating profit	423,535	31,073	22,271	2,839	479,720	—	479,720
Finance income							87,101
Finance costs							(27,793)
Share of profit (loss) of investments accounted for using equity method							8,984
Profit before tax							548,013

FY2025 first nine months (April 1 – December 31, 2025)

							(Millions of Yen)
	Reportable Segment				Total	Adjustment	Total
	Automobile business	Motorcycle business	Marine business	Other business			
Revenue							
Revenue from external customers	4,100,181	323,316	83,647	9,495	4,516,641	—	4,516,641
Total	4,100,181	323,316	83,647	9,495	4,516,641	—	4,516,641
Operating profit	374,873	31,802	19,472	2,955	429,103	—	429,103
Finance income							94,330
Finance costs							(11,004)
Share of profit (loss) of investments accounted for using equity method							8,429
Profit before tax							520,859