FY2026 First Quarter Financial Results

All-new Compact SUV
“Brezza”

August 5, 2026

SUZUKI MOTOR CORPORATION

Financial Summary | FY2026 1Q Results, Full Year Forecast

- 1Q results: Higher revenue and profit, as improved earning power in Japan and other regions offset the impact of rising raw material costs.
- FY2026 forecast: The impact of the Middle East situation is incorporated, but we aim to further strengthen earning power.

FY2026 1Q Results

- Revenue: 1,705.8 billion yen; Operating profit: 158.0 billion yen; Operating profit margin: 9.3%
- Higher revenue and profit, as improved earning power, in Japan and other regions offset the impact of rising raw material costs.
- Revenue and all profit line items reached record highs

Forecast for the FY2026

- Revenue forecast revised upward by 100.0 billion yen to 6.9 trillion yen
- For operating profit, we have incorporated a negative impact of 110.0 billion yen resulting from the deterioration of the situation in the Middle East. At the same time, reflecting improvements in our earning power, we now forecast operating profit of 540.0 billion yen, representing a downward revision of 30.0 billion yen.
- Continue growth investments to achieve the Mid-Term Management Plan and further strengthen earning power.

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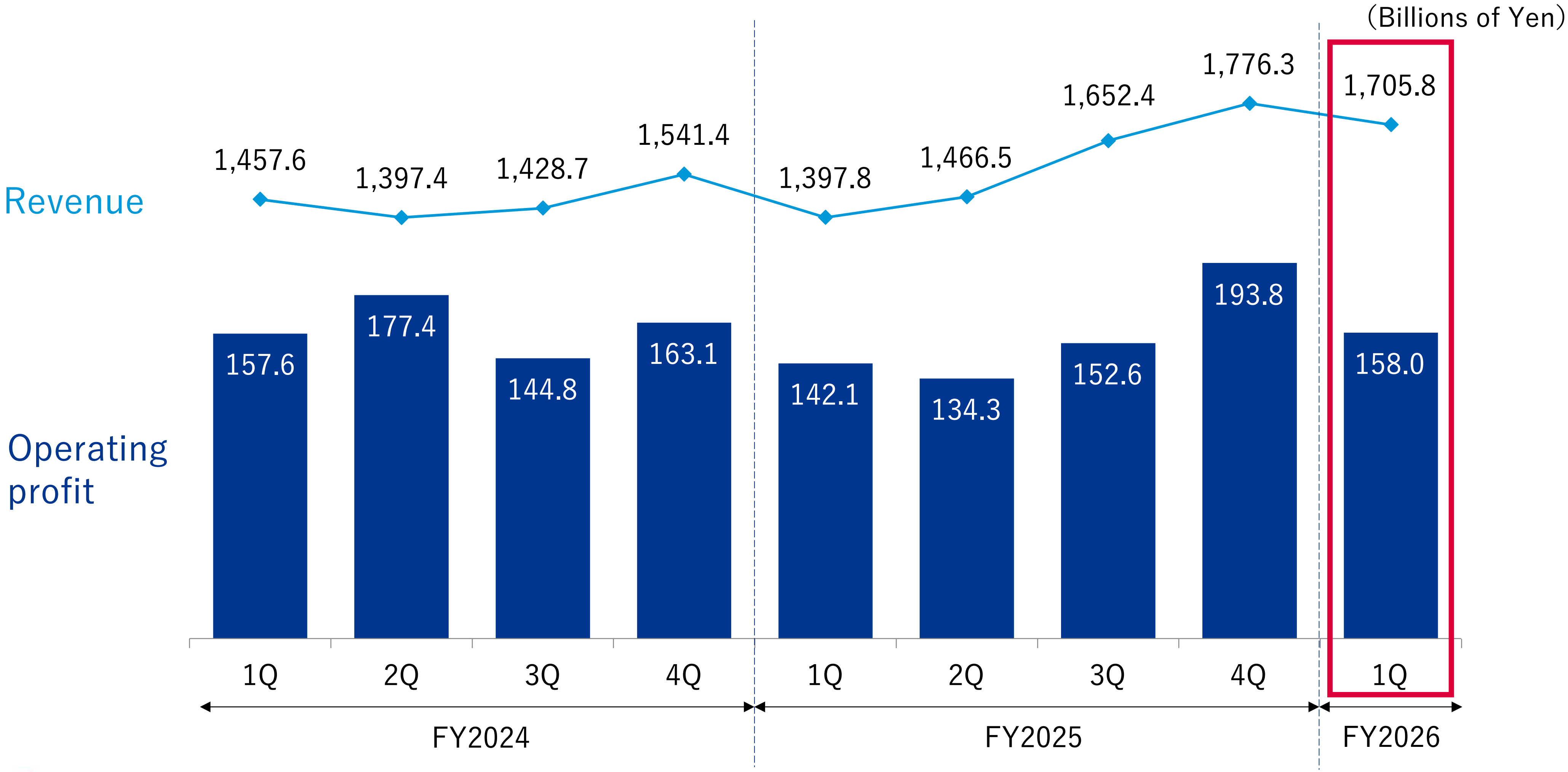
FY2026 First Quarter Results | Highlights

- Revenue increased due to higher sales volume and foreign exchange effects
- Operating profit increased as improved earning power in Japan and other regions offset the impact of rising raw material costs.
- Profit before tax and quarterly profit increased significantly due to gains on valuation of financial assets, etc.

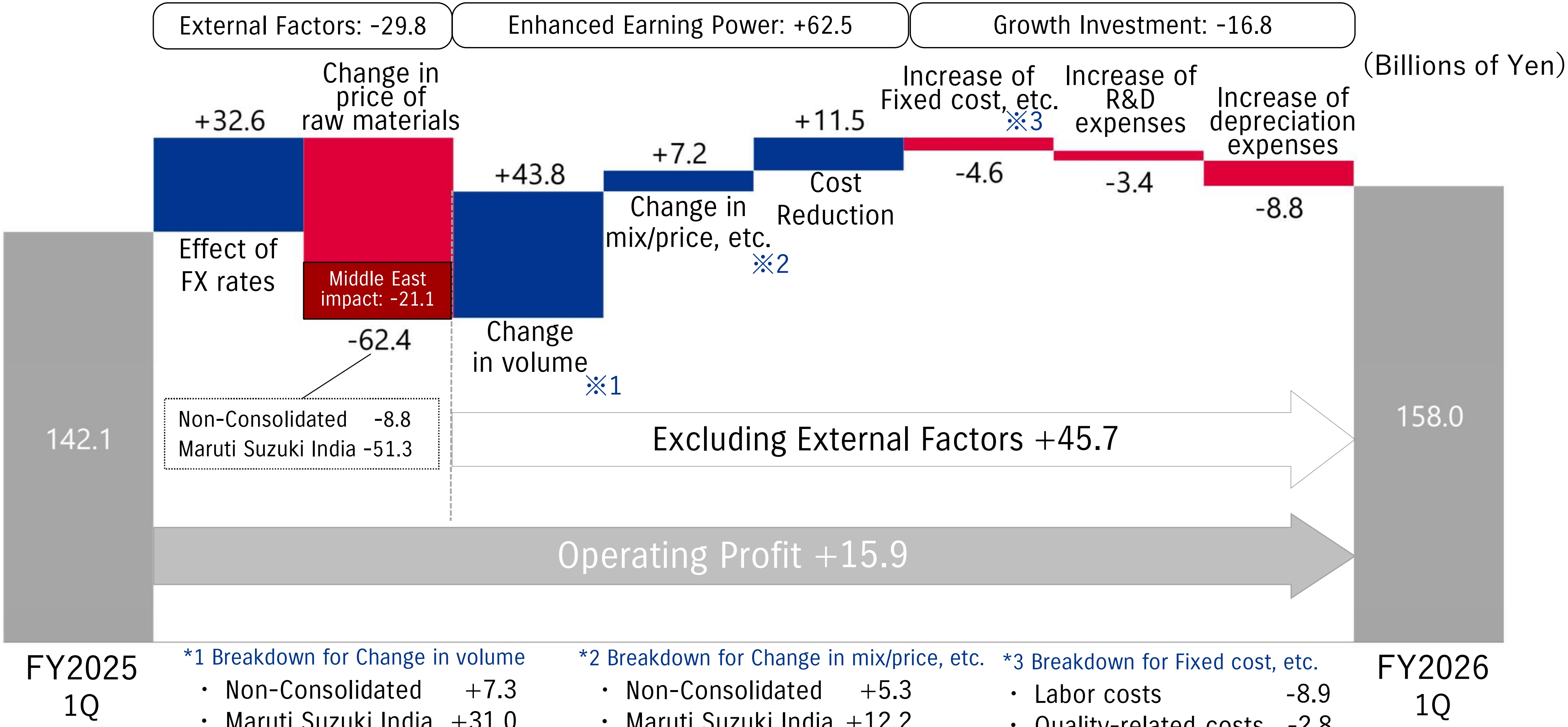
(Billions of yen)		FY2026 1Q	FY2025 1Q	Change	Ratio	Record
Consoli-dated Financial Results	Revenue	1,705.8	1,397.8	+308.0	+22.0%	Record-high, First increase in 2 periods
	Operating Profit (Margin)	158.0 (9.3%)	142.1 (10.2%)	+15.9	+11.2%	Record-high, First increase in 2 periods
	Profit before tax (Margin)	283.2 (16.6%)	175.7 (12.6%)	+107.5	+61.2%	Record-high, First increase in 2 periods
	Profit* (Margin)	183.6 (10.8%)	102.0 (7.3%)	+81.6	+80.0%	Record-high, First increase in 2 periods
FX Rates	US Dollar	160 yen	145 yen	+15 yen	+10.4%	
	Euro	185 yen	164 yen	+22 yen	+13.2%	
	Indian Rupee	1.70 yen	1.70 yen	-	-	
Global Sales Volume (Thousand units)	Automobile	897	754	+143	+19.0%	Increased in India, etc.
	Motorcycle	579	548	+31	+5.6%	Increased in India, Latin America, etc.

* Profit attributable to owners of parent

FY2026 First Quarter Results | Quarterly Results



FY2026 First Quarter Results | Factors of Change in Operating Profit



*1 Breakdown for Change in volume
- Non-Consolidated +7.3
- Maruti Suzuki India +31.0

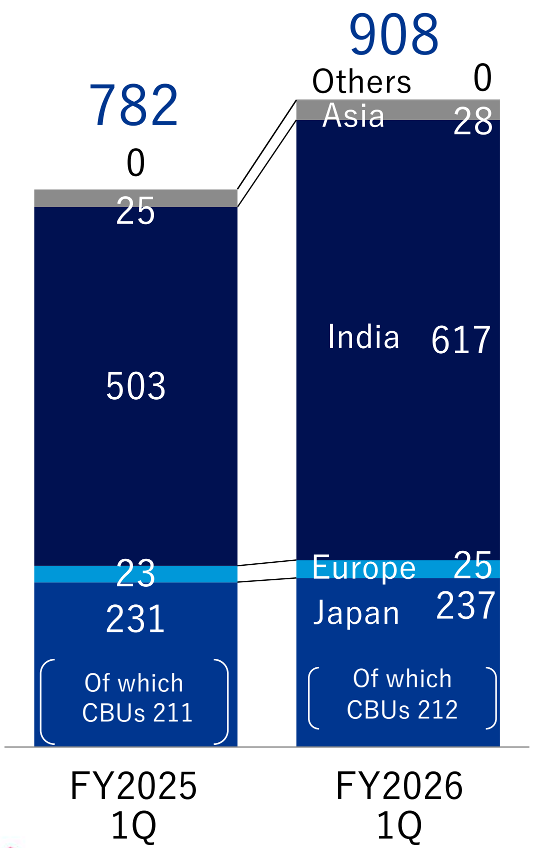
*2 Breakdown for Change in mix/price, etc.
- Non-Consolidated +5.3
- Maruti Suzuki India +12.2

*3 Breakdown for Fixed cost, etc.
- Labor costs -8.9
- Quality-related costs -2.8
- Marketing costs -1.0
- Gain on the sale of the SMT plant +12.8

Production and Sales Volume of Automobile | Global

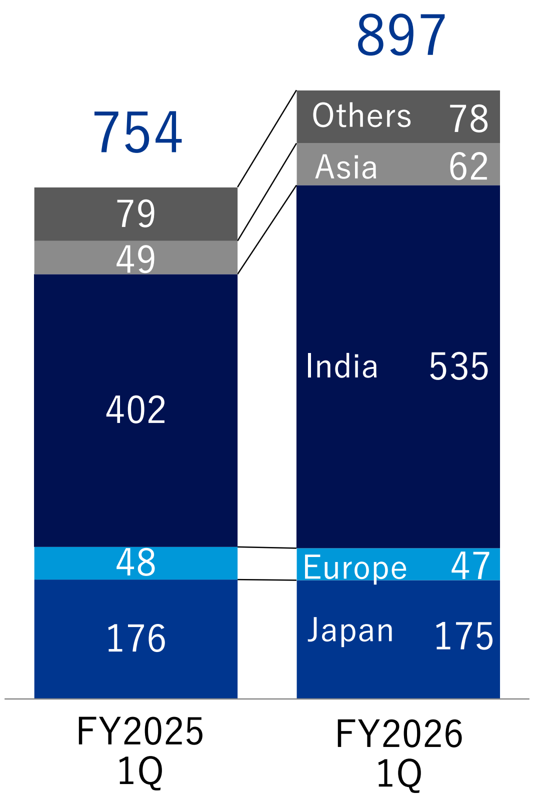
Production Results

+126 (+16.1%) (Thousand units)



Sales Results

+143 (+19.0%) (Thousand units)



FY2026 1Q Global sales

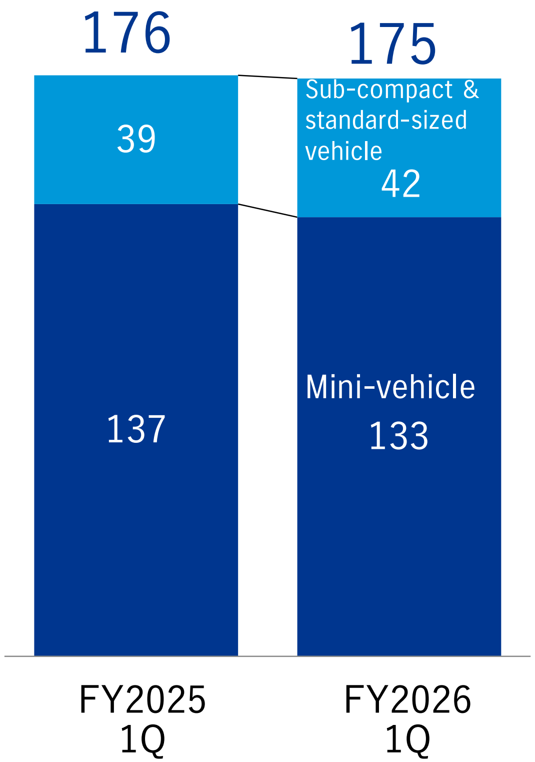
(Thousand units)

	Volume	Year-on-year	
Global Sales	897	+143	+19.0%
Japan	175	-1	-0.7%
Europe	47	-0	-1.0%
India	535	+133	+33.0%
Asia (excl. India)	62	+13	+27.7%
Pakistan	31	+9	+38.1%
Indonesia	18	+4	+33.4%
Philippines	4	-1	-18.5%
Others	78	-1	-1.6%
Africa	33	+2	+6.8%
Middle East	9	-6	-41.4%
Latin America	31	+3	+11.1%
Oceania	5	-0	-6.4%

Sales Volume of Automobile | Japan

Sales Result

-1 (-0.7%) (Thousand units)



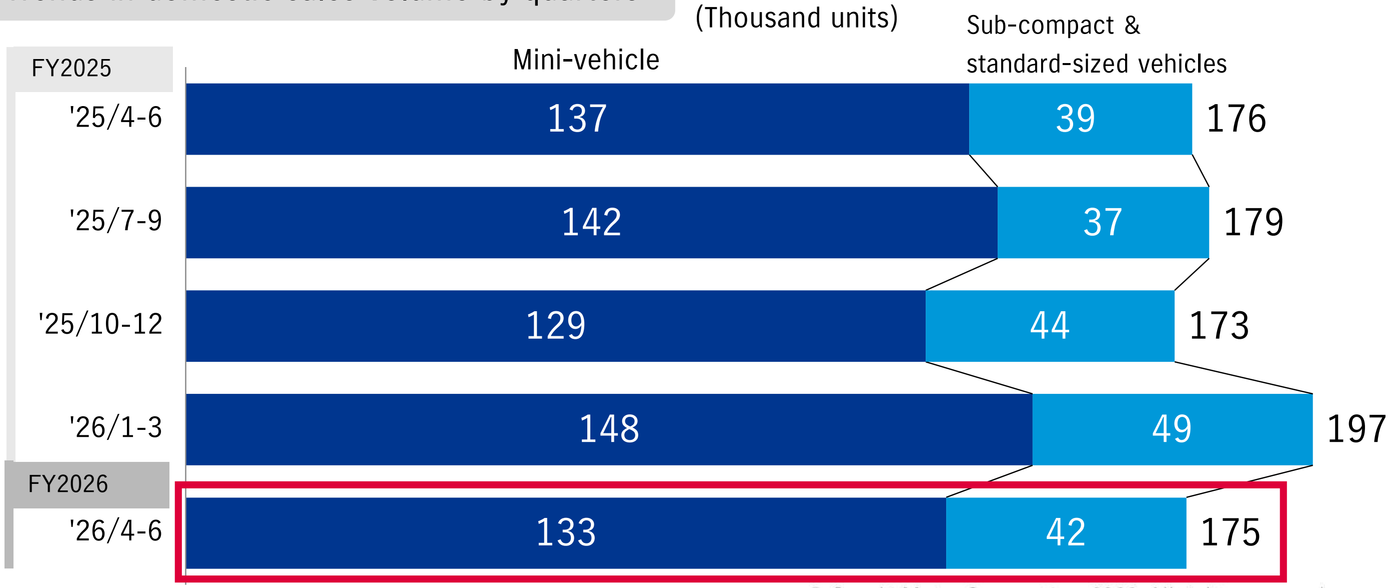
FY2026 1Q Domestic sales

- Combined sales of mini vehicles and sub-compact & standard-sized vehicles maintained the No. 2 market share position
- Sales of the facelifted mini vehicles “HUSTLER,” “CARRY,” and “EVERY” remained strong
- In the sub-compact & standard-sized vehicle segment, sales of the “XBEE” and “Jimny Nomade” increased

“HUSTLER"

“XBEE"

Trends in domestic sales volume by quarters



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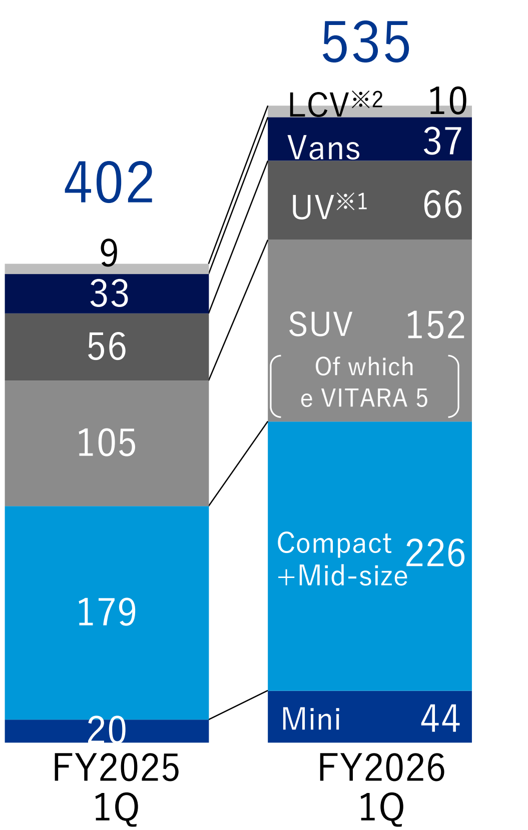
Sales Result

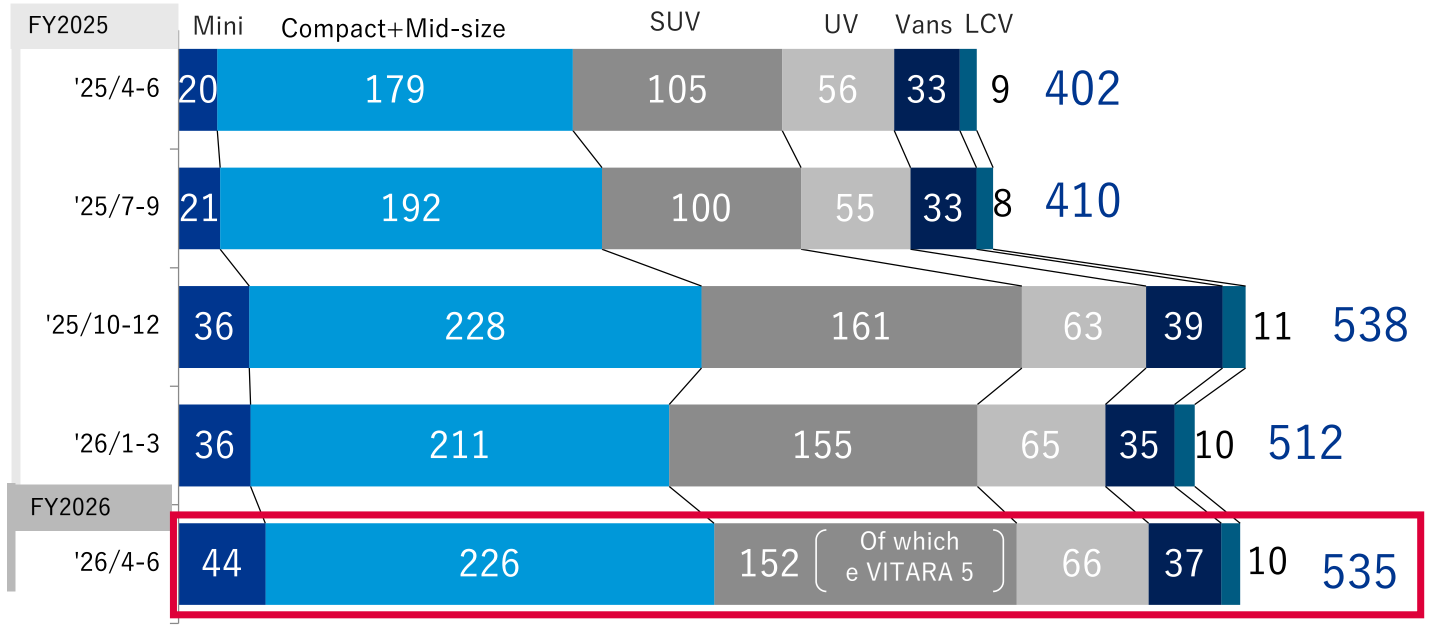


FY2026 1Q Sales in India

- Domestic wholesale sales increased to 535 thousand units (+33% YoY) supported by the tailwind from the GST revision
- Exports increased to 125 thousand units (+29% YoY)
- The second line of Kharkhoda Plant and the fourth line (D line) of Hansalpur Plant started operation and production volume will be gradually increased

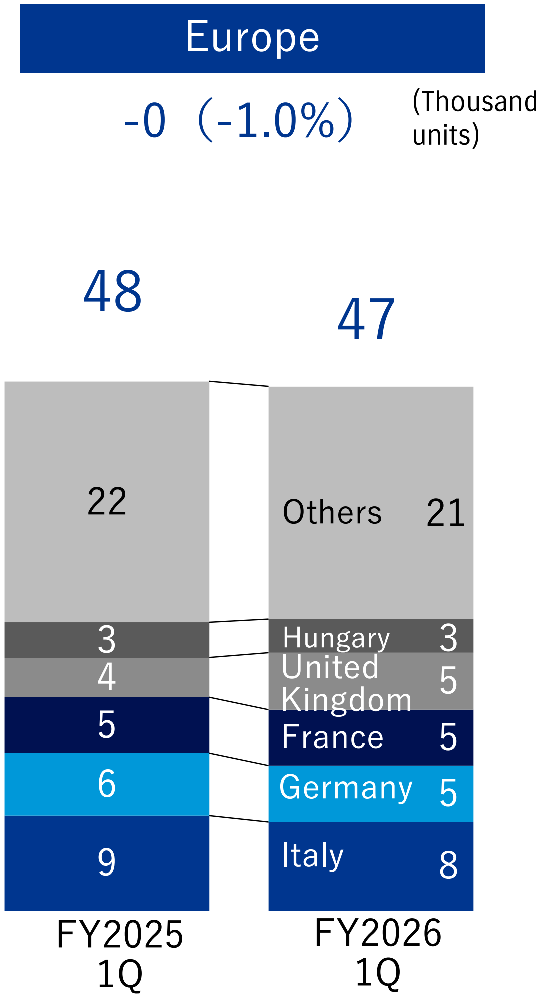
Domestic Wholesale Units

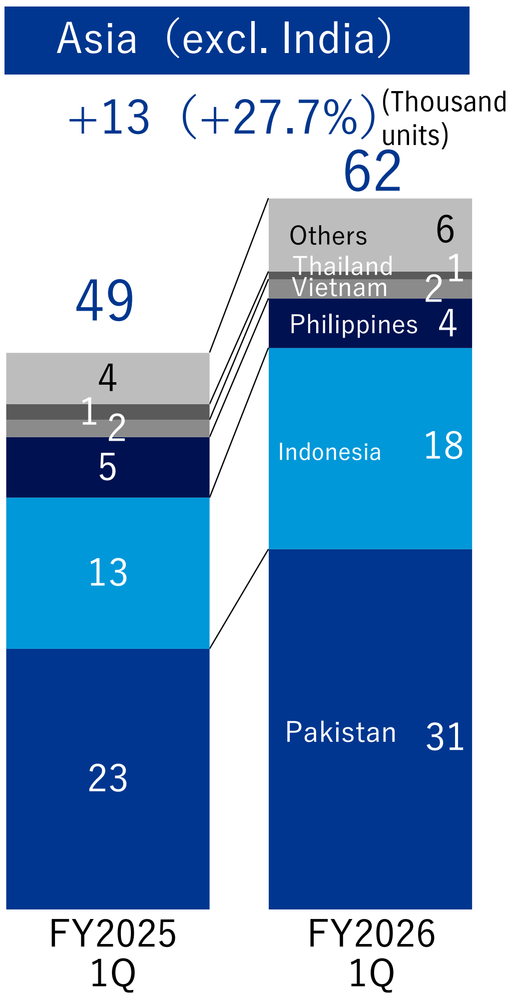
(Thousand units)



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

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





● FY2026 1Q Sales Results

◆ Europe

- Sales in the UK increased for three consecutive months
- “Swift” continued to achieve strong sales across Europe

◆ Pakistan

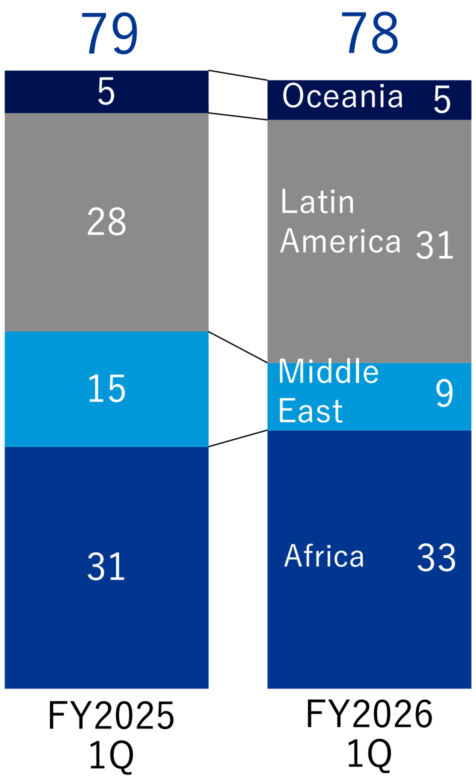
- Demand remained strong, with sales increasing to 31 thousand units, up 38.1% YoY
- Despite the impact of the situation in the Middle East and rising fuel prices, “Alto”, highly regarded for its fuel efficiency, led sales
- “Fronx”, for which CKD production has started, performed strongly

“Fronx"

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

Sales Results

-1 (-1.6%) (Thousand units)



Topics

- In Africa, sales in Angola performed strongly, rising 42.9% YoY and securing the top market share
- Sales in Latin America remained solid, with a particularly significant increase in sales volume in Colombia
- In the Middle East, sales volume declined due to the impact of the situation in Iran

Sales Results

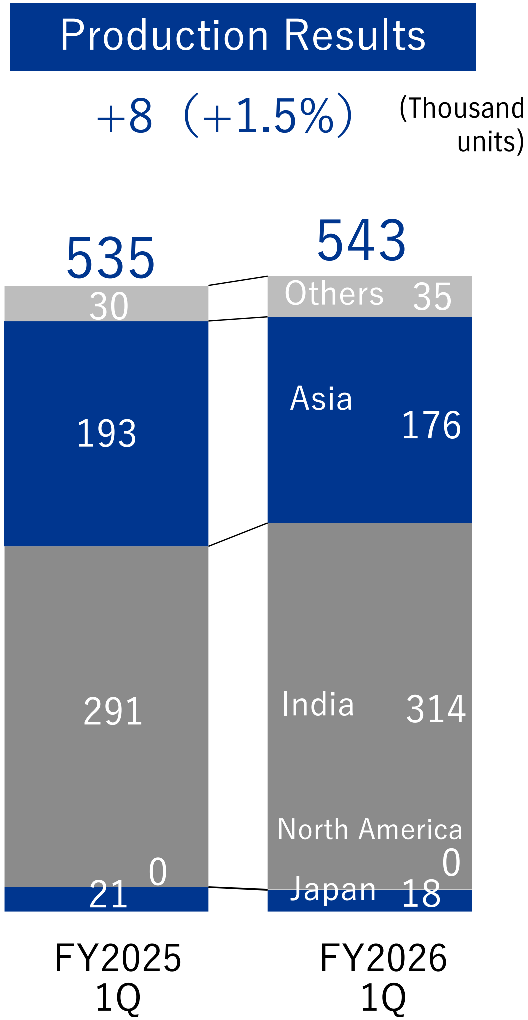
(Thousand units)

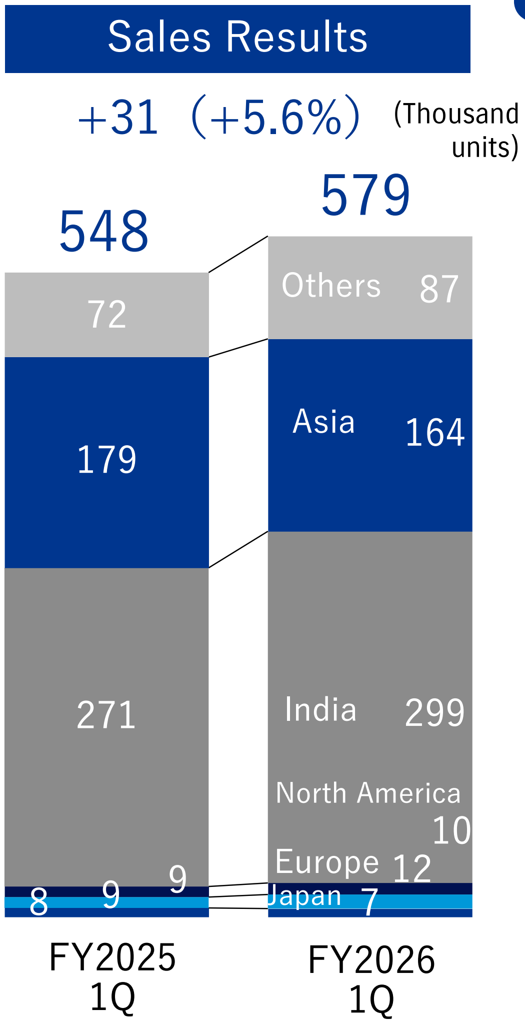
Africa	33	+2	+6.8%
South Africa	17	-0	-1.0%
Angola	6	+2	+42.9%
Middle East	9	-6	-41.4%
Saudi Arabia	7	-3	-30.0%
Latin America	31	+3	+11.1%
Mexico	7	-2	-21.3%
Chile	6	+1	+11.3%
Columbia	5	+2	+102.4%
Oceania	5	-0	-6.4%

“S-PRESSO" performing well in Angola

"Dzire" performing well in Colombia

Production and Sales Volume of Motorcycle｜Global





Topics

- Participated in the Suzuka 8 Hours Endurance Road Race from July 3 to 5 as "Team Suzuki CN Challenge," with a team roster - excluding the riders - comprised of Suzuki employees selected through an internal recruitment process.
- It was highly praised for expanding the use of sustainable components, aiming to achieve a high-level balance between further reducing environmental impact and enhancing riding performance.
- The team worked in unison to complete the race in 7th place, despite competing in the Experimental Class using carbon-neutral technologies.
- Suzuki will leverage the insights and experience gained from this race to provide technical feedback for future product development.

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Full Year Forecast | Highlights

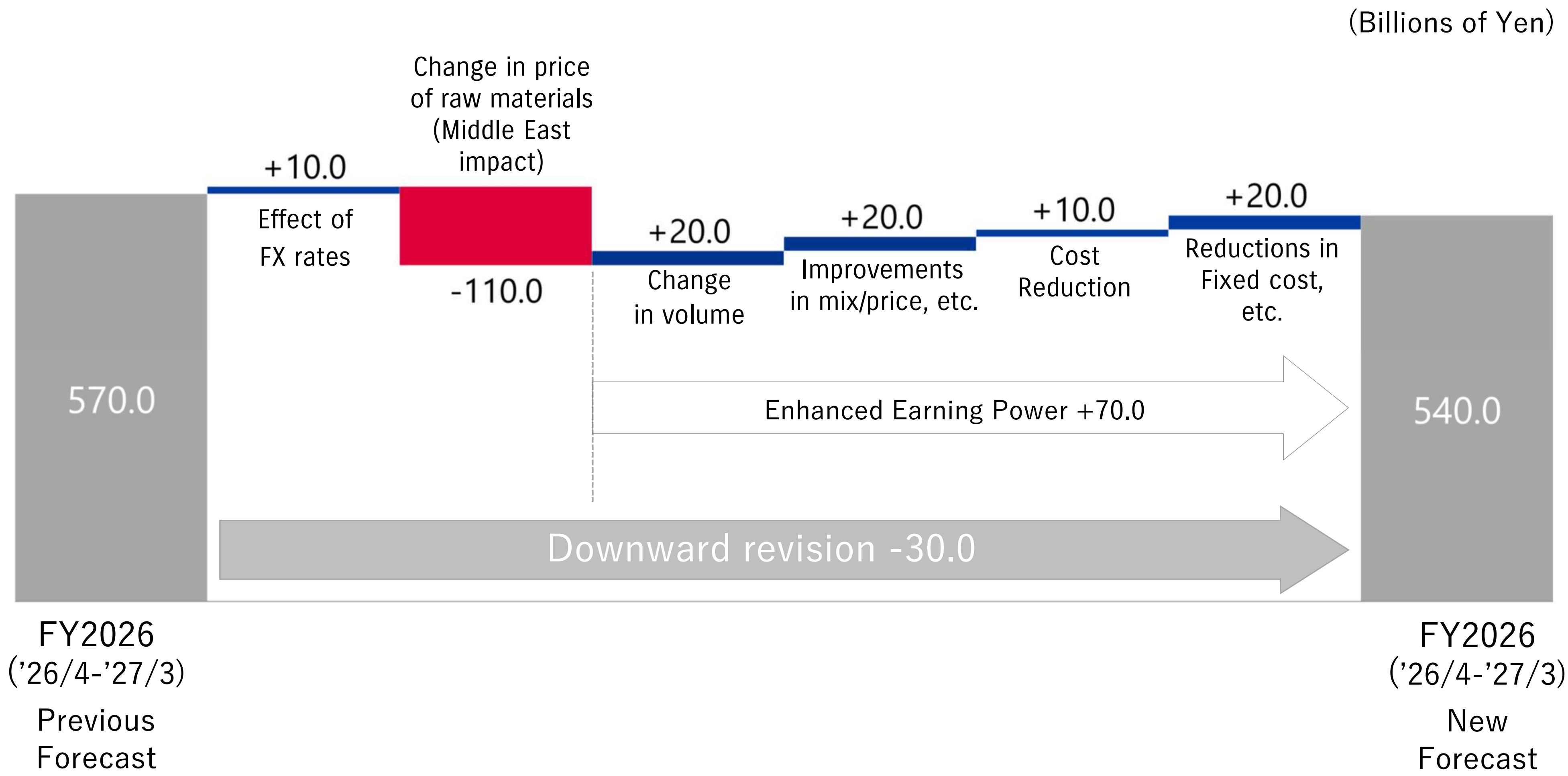
- Revenue forecast raised by 100 billion yen from the previous announcement to 6.9 trillion yen
- Regarding operating profit, we anticipate 540 billion yen, a downward revision of 30 billion yen, reflecting a 110 billion yen negative impact from the situation in the Middle East.
- Forecasts for profit before tax and profit for the period both raised to reflect valuation gains on financial assets recorded in the first quarter

(Billions of yen)		FY2026 ('26/4-'27/3)	FY2025 ('25/4-'26/3)	Change	Ratio	Record	Comparison with previous forecast: Previous forecast	Change
Consolidated Financial Results	Revenue	6,900.0	6,293.0	+607.0	+9.6%	Increase for the 6th consecutive period	6,800.0	+100.0
	Operating Profit (Margin)	540.0 (7.8%)	622.9 (9.9%)	-82.9	-13.3%	Decline for the 2nd consecutive period	570.0 (8.4%)	-30.0
	Profit before tax (Margin)	720.0 (10.4%)	730.7 (11.6%)	-10.7	-1.5%	First decline in last 7 periods	660.0 (9.7%)	+60.0
	Profit* (Margin)	420.0 (6.1%)	439.3 (7.0%)	-19.3	-4.4%	First decline in last 7 periods	380.0 (5.6%)	+40.0
FX Rates	US Dollar	158 yen	151 yen	+7 yen	+4.9%		155 yen	+3 yen
	Euro	183 yen	175 yen	+8 yen	+4.8%		180 yen	+3 yen
	Indian Rupee	1.68 yen	1.72 yen	-0.04 yen	-2.3%		1.70 yen	-0.02 yen
Global Sales Volume (Thousand units)	Automobile	3,579	3,320	+259	+7.8%		3,554	+25
	Motorcycle	2,337	2,261	+77	+3.4%		2,321	+16

* Profit attributable to owners of parent

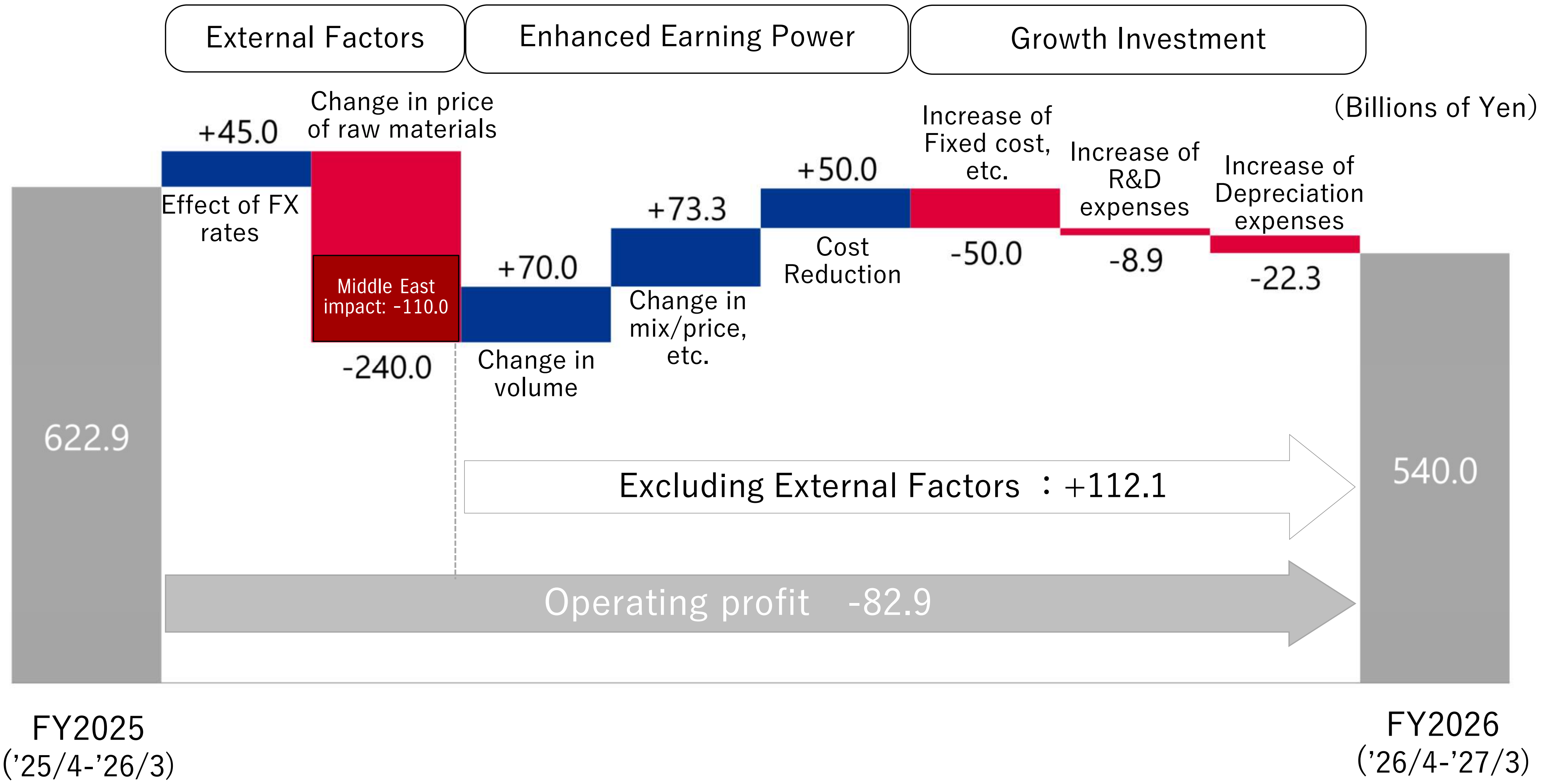
Full Year Forecast | Forecast of Change in Operating Profit (vs Previous forecast)

Revised downward



Full Year Forecast | Factors of Change in Operating Profit (vs FY2025)

Revised downward



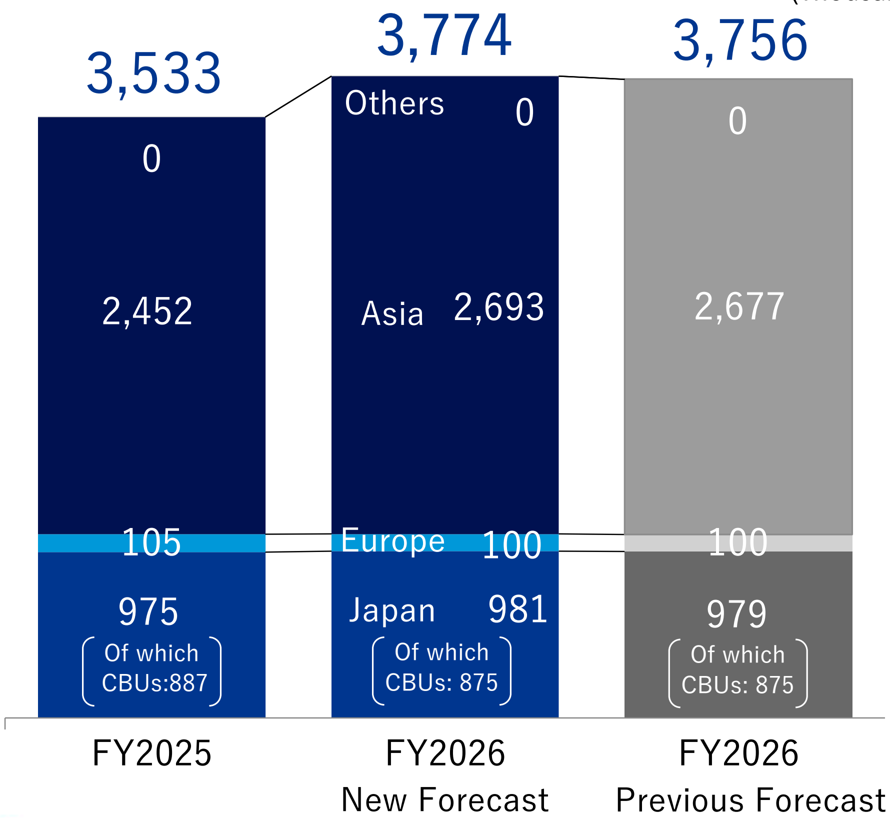
Full Year Forecast | Production and Sales Volume of Automobile

Production volume

3,774

Year-on-year	+241 (+6.8%)
vs Previous Forecast	+18 (+0.5%)

(Thousand units)

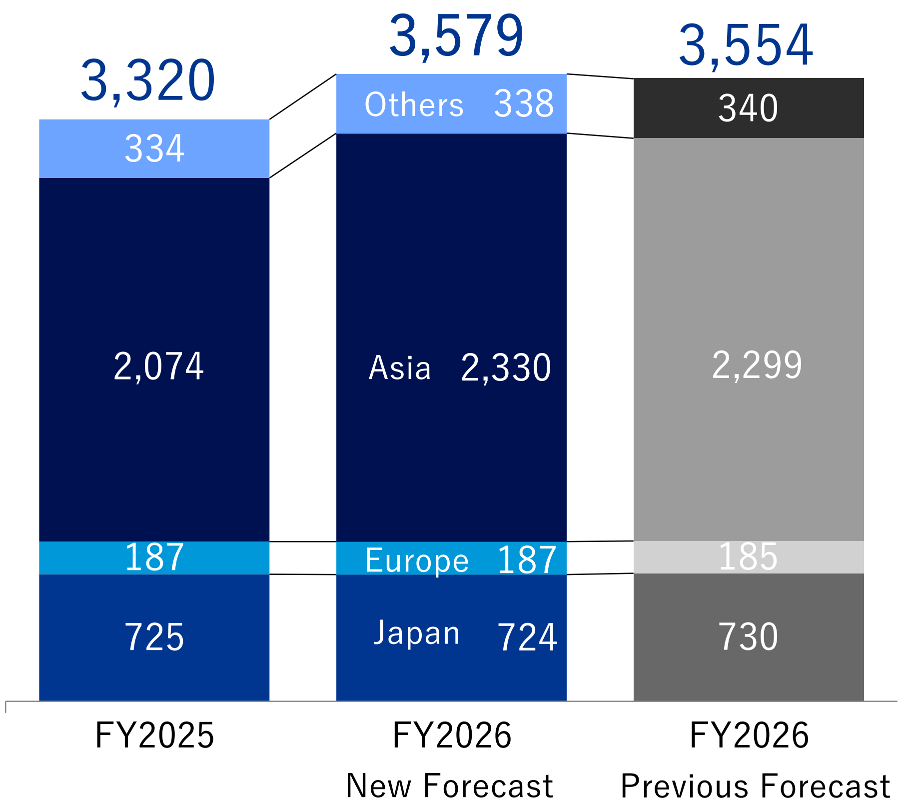


Sales volume

3,579

Year-on-year	+259 (+7.8%)
vs Previous Forecast	+25 (+0.7%)

(Thousand units)



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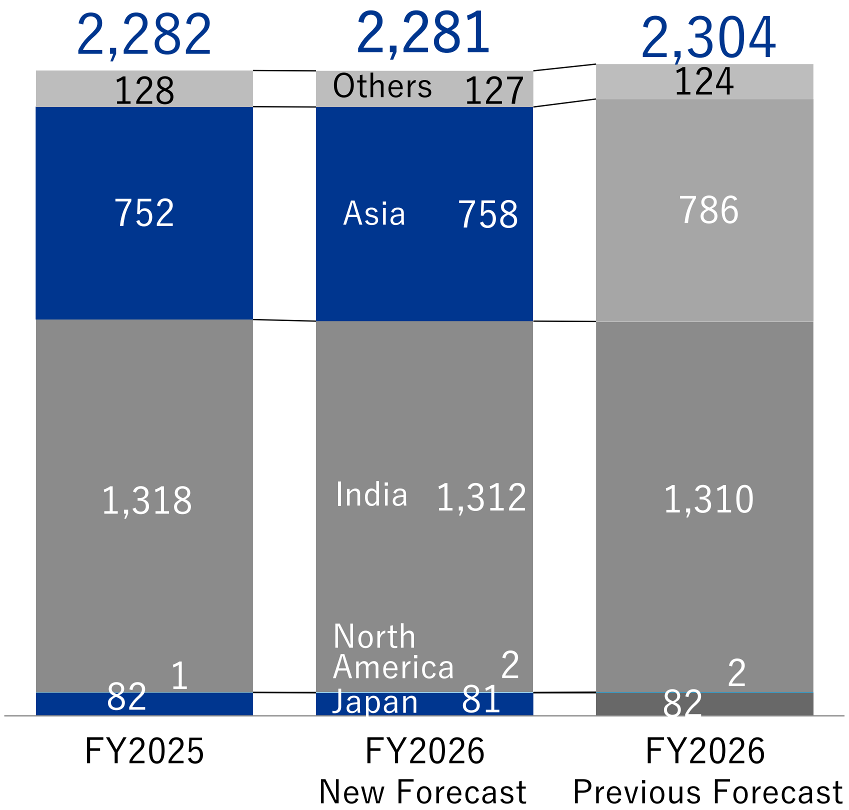
Full Year Forecast | Production and Sales Volume of Motorcycle

Production volume

2,281

Year-on-year	-1 (-0.1%)
vs Previous Forecast	-24 (-1.0%)

(Thousand units)

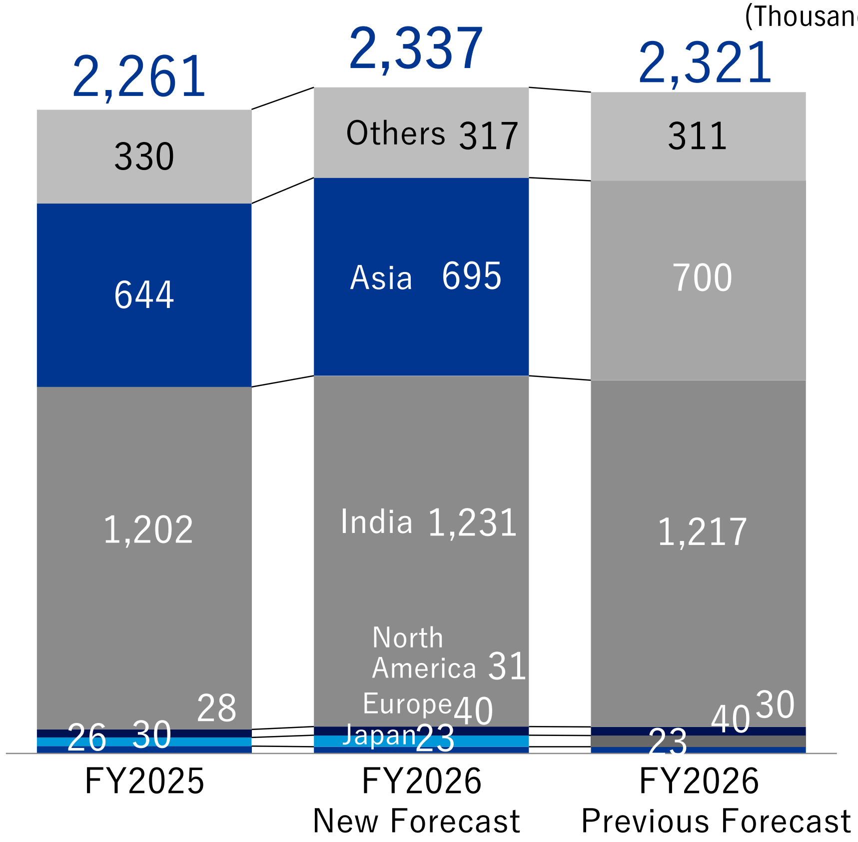


Sales volume

2,337

Year-on-year	+77 (+3.4%)
vs Previous Forecast	+16 (+0.7%)

(Thousand units)



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Topics

Topic 1 : India - Connecting with the Next Billion people (NBV)

- Through Next Bharat Ventures (NBV), Suzuki's wholly owned subsidiary, promoting job creation and middle-class growth in rural areas
- Invested US$200 million in the second fund in July 2026 to support SMEs

Through NBV, nurturing a community of great entrepreneurs to connect with the next billion people in India and drive inclusive growth.

Next Bharat
A SUZUKI INITIATIVE

Fostering a rural middle class by creating 100-200 SMEs instead of a few unicorns

Established SME-focused funds to foster rural entrepreneurship and middle-class growth

Fund I: US$40 million (2024)

Fund II: US$200 million (2026)

⇒ Enhanced the incomes of <u>approximately 2 million</u> people to date

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Topic 2 : India - Connecting with the Next Billion people (Biogas Plants)

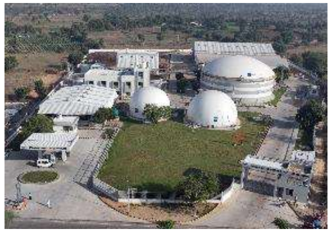
- Promoting the biogas business to support carbon neutrality and rural economic growth
- Suzuki R&D Center India Private Limited (SRDI), Suzuki's wholly owned subsidiary, signed an MoU for a biogas plant project in Assam

● Biogas Business Expansion Supported by the Governments of India and Japan

- Japan-India Summit Meeting (July 1-3)
- Agreement to launch the Japan-India CBG Initiative for 1,000 biogas plants
- Creating new growth opportunities through increased demand for CNG vehicles and related sectors

● Suzuki's Biogas Business in India

- Partnering with Indian dairy cooperatives since 2023 to develop cattle manure-based biogas plants
- Second plant began operations in Gujarat in January 2026
- Nine plants currently planned
- SRDI signed an MoU in July for a new biogas plant in Assam, separate from the above nine plants



● Growing Adoption of CNG Vehicles in India

- CNG vehicles represent 23% of India's passenger vehicle market; Suzuki holds ~70% share
- Expanding the lineup with CNG models, including the new Brezza
- Equipped with underfloor CNG tanks and can run on biogas produced at Suzuki's plants

Image of the underfloor CNG tank

Topic 3 : Suzuki's Approach to ROIC Management and ROE

- Enhancing capital efficiency through Suzuki-style ROIC Management and investment in high-profitability models
- Aiming to improve ROE through profit growth.

ROE Breakdown (DuPont Analysis)

$$\text{ROE}\ \frac{\text{Net Income}}{\text{Equity}} = \text{Net Income Margin}\ \frac{\text{Net Income}}{\text{Revenue}} \times \text{Asset Turnover}\ \frac{\text{Revenue}}{\text{Total Assets}} \times \text{Financial Leverage}\ \frac{\text{Total Assets}}{\text{Equity}}$$

Increase overall profitability by improving efficiency at the model level
Reduce working capital to maximize cash generation and fund growth investments

Improve capital efficiency while advancing growth investments

Suzuki-style ROIC Management

$$\frac{\text{Operating Income} - \text{Taxes}}{\text{Working Capital} + \text{Fixed Assets}}$$

③ ＞Cost of Capital

WACC（Cost of Debt, Cost of Equity)

Monitor Trends

② WCE
Working Capital Efficiency

$$\frac{\text{Marginal Income}}{\text{AR + Inventory - AP}}$$

Monitor monthly working capital balances by company

① PIE
Product wise Investment Efficiency

$$\frac{\text{Total Marginal Income}}{\text{R\&D + CapEx + Die \& Mold}}$$

Reviewed at each investment approval and post-investment review for each model

Capital Strategy

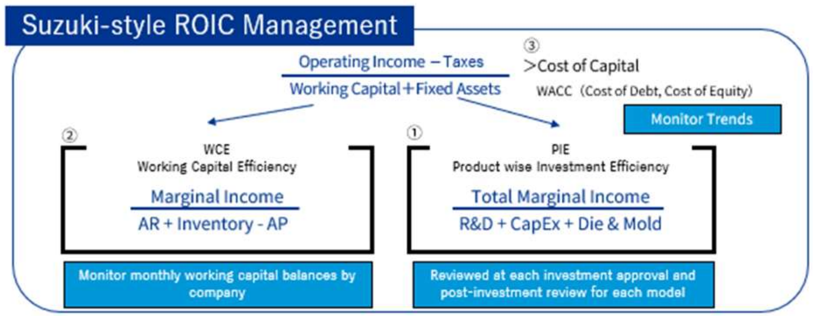
Equity Story

- Strategic roadmap based on a long-term growth vision toward becoming a top company over the next 20 years
- **Capital Structure:** Leverage both debt and equity to support growth investments
- **Shareholder Returns:** Deliver appropriate returns to shareholders through profit growth

Topic 3 : Improving Corporate Value through Suzuki-style ROIC Management

- Introduced Suzuki-style ROIC Management to enhance capital efficiency
- Executing Suzuki's philosophy and management principles : "3 Gen・2 Gen", "Sho-Sho-Kei-Tan-Bi", and "YARAMAIKA (SME-style management)"
- Combining the fields of corporate finance, AI, and geopolitics, which will become increasingly necessary in the future

Suzuki-style ROIC Management



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Fields that are expected to become increasingly necessary in future management

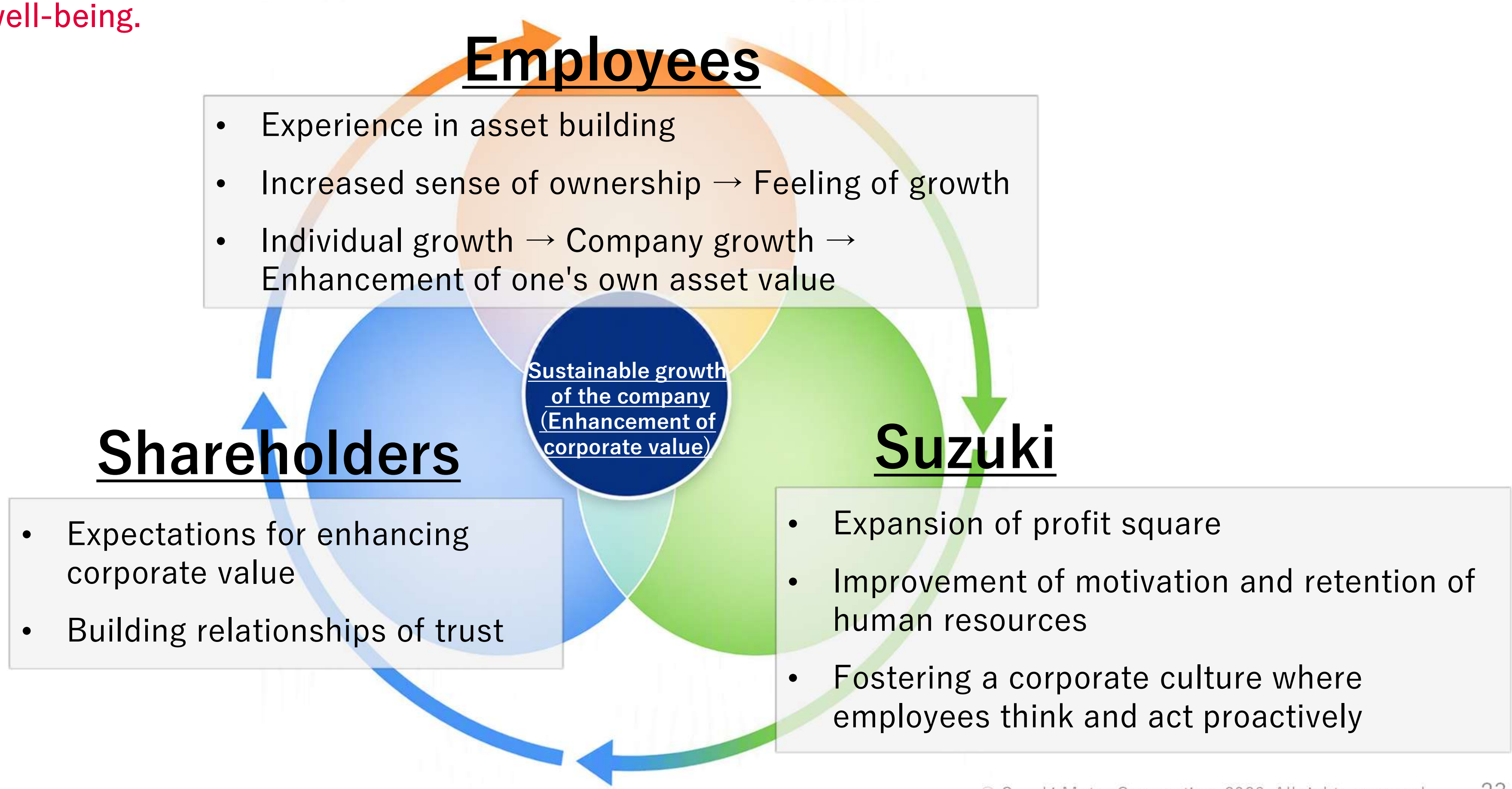
Corporate Finance

AI

Geopolitics

Topic 4 : Launch of Employee RS Program

- During the period of the Mid-Term Management Plan, a certain number of restricted stock (RS) will be granted free of charge to employees.
- Enhance corporate value by increasing employees’ sense of participation in management and strengthening financial well-being.



Appendix

FY2026 First Quarter Results | Revenue

(Billions of yen)	Automobile			Motorcycle			Marine			Others			Total			Factors of Change	
	FY26	FY25	Change	FY26	FY25	Change	FY26	FY25	Change	FY26	FY25	Change	FY26	FY25	Change	FX rates	Change in volume
Japan total	386.6	375.9	+10.6	4.8	4.1	+0.7	0.9	0.9	-0.0	2.8	3.3	-0.5	395.1	384.2	+10.9		-16.0
Suzuki brand	359.9	350.0	+9.9	4.8	4.1	+0.7	0.9	0.9	-0.0	2.8	3.3	-0.5	368.4	358.2	+10.2		
O E M	26.6	26.0	+0.7										26.6	26.0	+0.7		
Overseas total	1,155.1	881.9	+273.2	119.6	100.7	+18.9	36.0	31.0	+5.0				1,310.7	1,013.6	+297.1	+55.2	+246.8
Europe	195.2	117.4	+77.8	15.5	12.6	+2.9	6.6	6.3	+0.3				217.3	136.2	+81.1	+20.1	+55.6
N. America	0.1	0.1	+0.1	11.2	11.1	+0.1	21.1	16.1	+5.0				32.4	27.3	+5.1	+3.0	-0.3
Asia	779.6	606.0	+173.6	58.8	54.5	+4.3	2.9	2.9	-0.1				841.2	663.4	+177.8	+8.8	+188.3
India	667.3	524.2	+143.0	47.0	36.6	+10.4	0.3	0.3	-0.0				714.5	561.1	+153.4	+0.0	+165.1
excl. India	112.3	81.7	+30.6	11.8	18.0	-6.2	2.6	2.6	-0.0				126.7	102.3	+24.4	+8.8	+23.2
Others	180.2	158.5	+21.7	34.1	22.4	+11.7	5.4	5.7	-0.3				219.8	186.7	+33.1	+23.3	+3.1
Grand total	1,541.7	1,257.8	+283.9	124.4	104.8	+19.6	36.8	31.9	+5.0	2.8	3.3	-0.5	1,705.8	1,397.8	+308.0	+55.2	+230.8
Effect of FX rates			+42.2			+9.5			+3.5						+55.2		

Note:
FY26 : Apr. 2026-June 2026 FY25 : Apr. 2025-June 2025
North America : United States and Canada Automobile in North America : Sales of parts and accessories

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FY2026 First Quarter Results | Operating Results by Segment / Factors of Change in Operating Profit

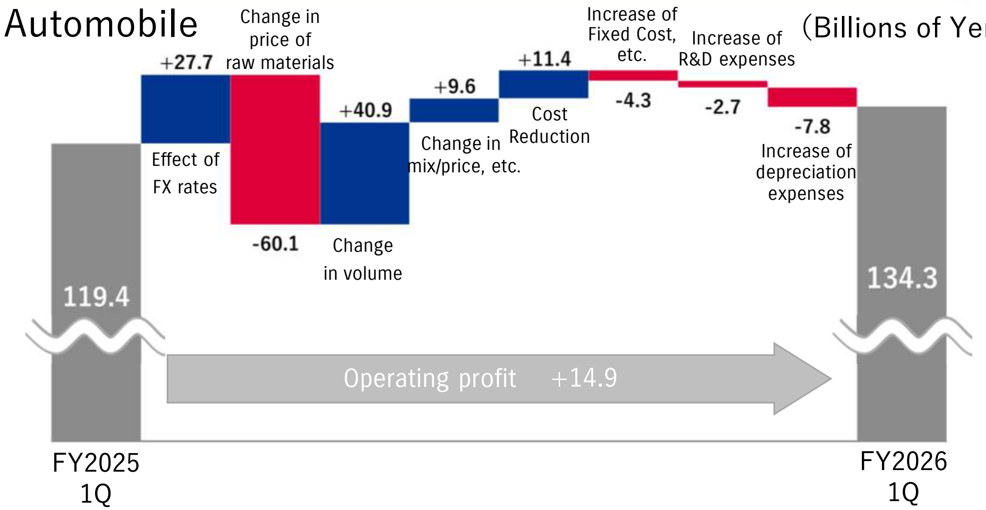
Performance by Business Segment

(Billions of Yen)

	FY2026 1Q				
	Revenue		Operating profit		
		YoY		YoY	Margin
Auto.	1,541.7	+23%	134.3	+12%	8.7%
Moto.	124.4	+19%	14.4	+13%	11.6%
Marine	36.8	+16%	8.5	-7%	23.2%
Others	2.8	-14%	0.7	-7%	25.2%
Total	1,705.8	+22%	158.0	+11%	9.3%

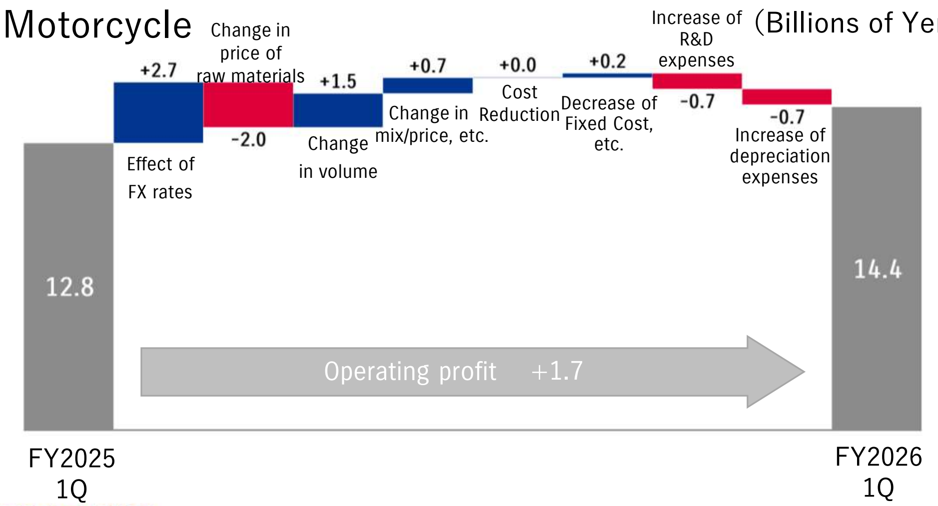
Automobile

(Billions of Yen)



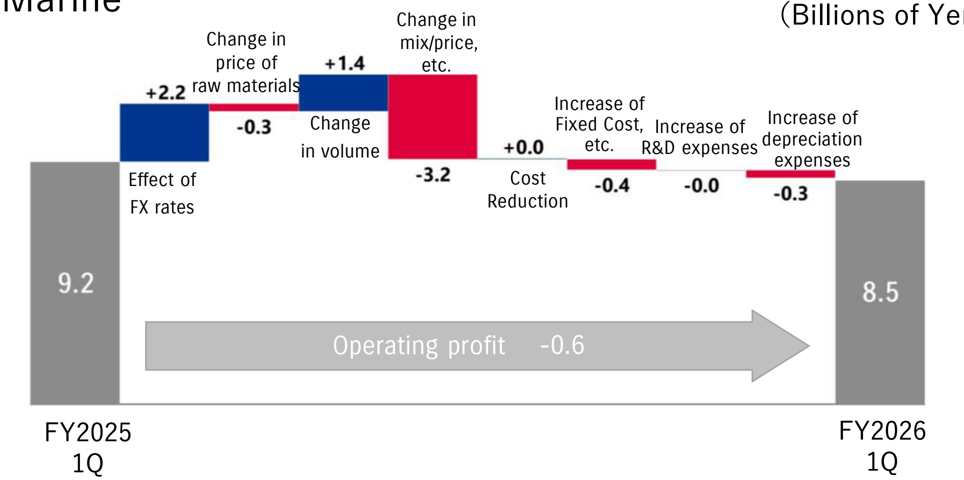
Motorcycle

(Billions of Yen)



Marine

(Billions of Yen)

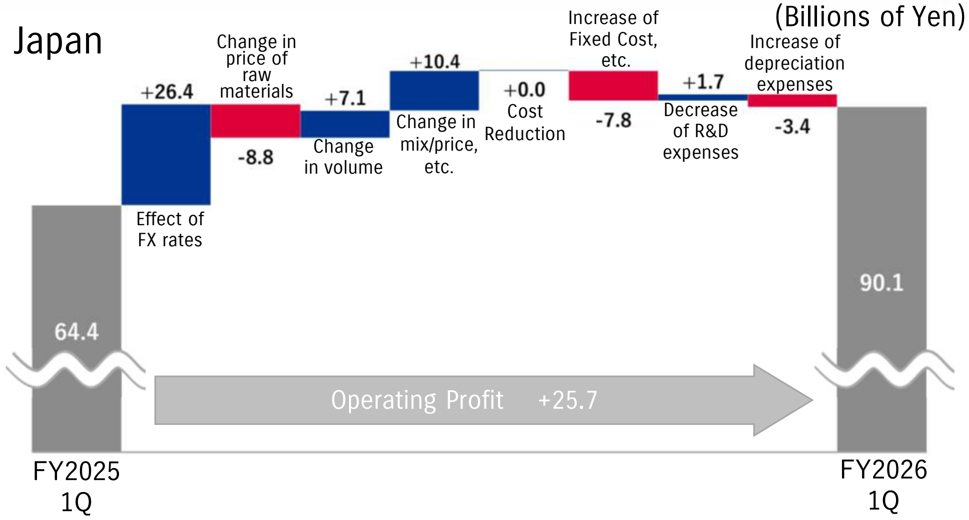


Performance by Geographic Region

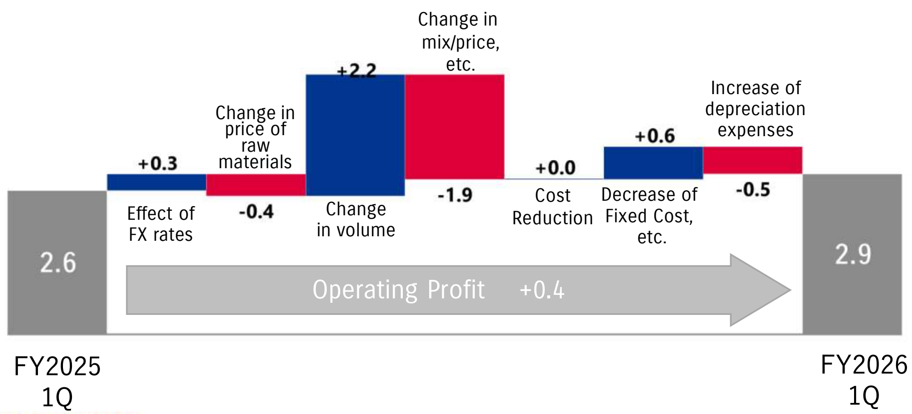
(Billions of Yen)

	FY2026 1Q				
	Revenue		Operating profit		
		YoY		YoY	Margin
Japan	860.2	+20%	90.1	+40%	10.5%
Europe	200.9	+28%	2.9	+15%	1.5%
Asia	1,026.9	+31%	53.4	-14%	5.2%
Others	134.4	+23%	8.8	+85%	6.5%
Total	1,705.8	+22%	158.0	+11%	9.3%

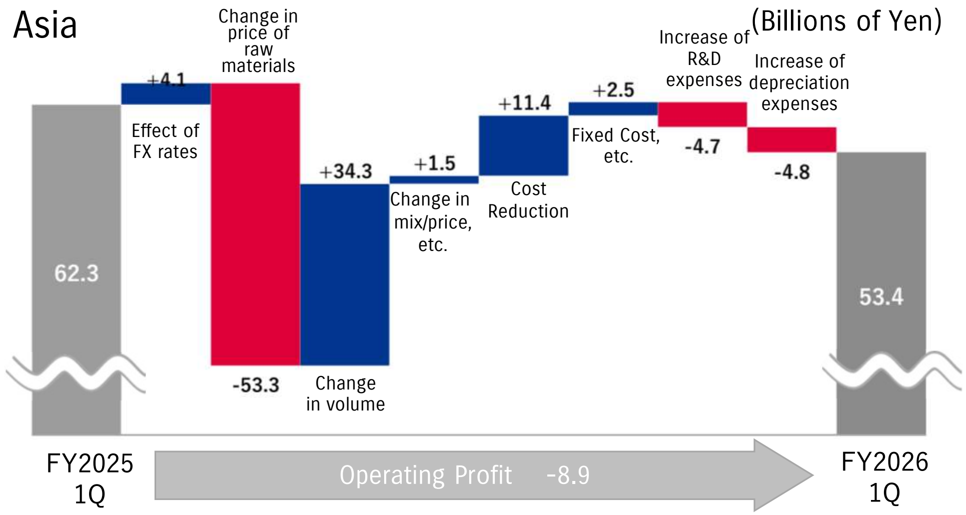
Japan



Europe



Asia



FY2026 First Quarter Results | Highlights of Maruti Suzuki India

		Rupees (Billions of Rupees)*1			Yen Conversion (Billions of yen)		
		FY2026 1Q	FY2025 1Q	Change	FY2026 1Q	FY2025 1Q	Change
Consoli-dated	Revenue※2	499.6	366.2	+133.4	849.4	622.6	+226.8
	Operating profit※3 (Margin)	25.3 (5.1%)	30.7 (8.4%)	-5.3	43.1 (5.1%)	52.1 (8.4%)	-9.1
	Profit before taxes (Margin)	44.4 (8.9%)	49.4 (13.5%)	-5.0	75.5 (8.9%)	84.0 (13.5%)	-8.5
	Profit after taxes (Margin)	34.5 (6.9%)	37.9 (10.4%)	-3.5	58.6 (6.9%)	64.5 (10.4%)	-5.9
	FX rates	1.70 yen	1.70 yen	-			
Whole-sales (Thousand units)	Domestic※4	558	431	+127			
	Exports※4	125	97	+28			
	Total	683	528	+155			

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 July 31.

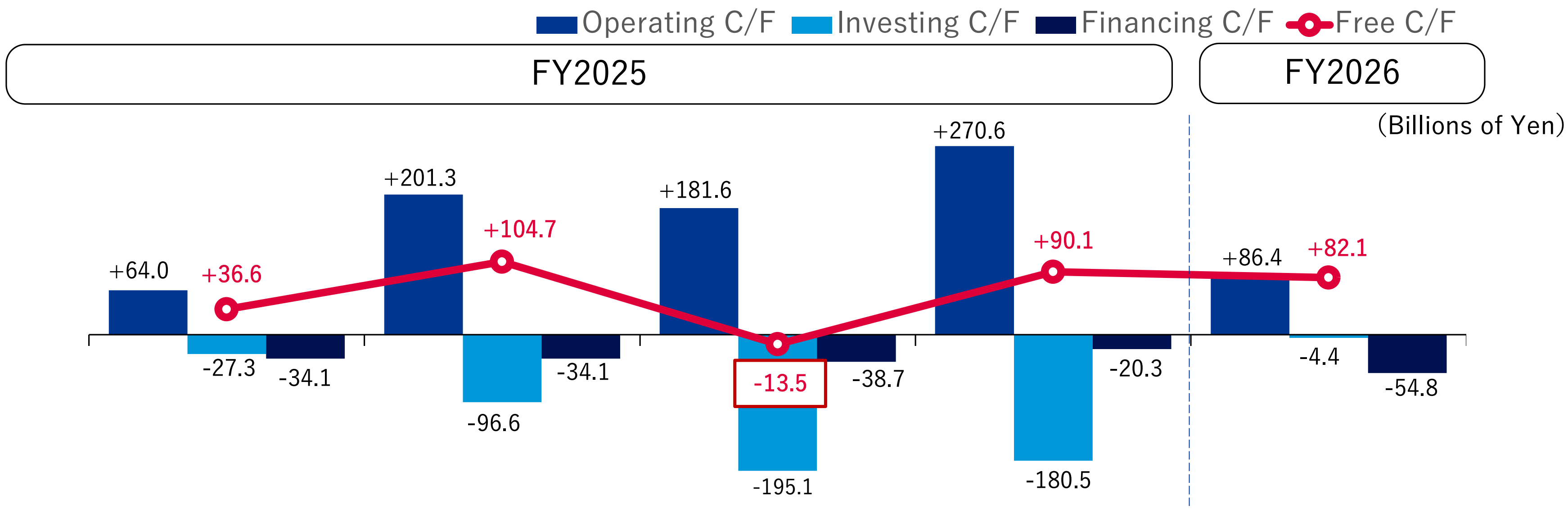
※2 Revenue = Sale of products

※3 Operating Profit is calculated by using the following formula:

Operating Profit = Sale of products + Sale of services + Other operating revenues - Total Expenses + Finance costs

※4 Domestic and exports include OEM units

FY2026 First Quarter Results | Cash Flows (Quarterly trends)



	FY2025				FY2026
	1Q	2Q	3Q	4Q	1Q
Free C/F	+36.6	+104.7	-13.5	+90.1	+82.1
Financing C/F	-34.1	-34.1	-38.7	-20.3	-54.8
(of which dividend payout)*1	(-40.6)	(-30.1)	(-42.9)	(+0.0)	(-46.4)
Effect of FX rate	+4.0	+10.1	+24.3	+1.4	+6.1
Net change in cash	+6.6	+80.8	-27.9	+71.1	+33.4
Cash balance	849.3	930.0	902.2	973.3	1,006.6
Net cash	113.6	194.1	155.6	224.7	254.2
(Monthly sales ratio)*2	(0.2 months)	(0.4 months)	(0.3 months)	(0.4 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 for each fiscal year.

FY2026 First Quarter Results | Capital Expenditures, etc.

	FY2026 1Q	FY2025 1Q	Change
Capital Expenditures	135.4bln yen	82.7bln yen	＋52.7bln yen
Non-consolidated	25.7bln yen	24.3bln yen	＋1.4bln yen
Subsidiaries	109.7bln yen	58.4bln yen	＋51.3bln yen
(of which India)	(96.6bln yen)	(47.2bln yen)	(＋49.4bln yen)
Depreciation Expenses	59.2bln yen	50.4bln yen	＋8.8bln yen
R&D Expenses	65.5bln yen	62.1bln yen	＋3.4bln yen

*India is total of 6 subsidiaries (Maruti Suzuki India, SMIPL, TDSG, SRDI, Suzuki Digital, NBV).
*CapEx & amortization for intangible assets are not included in the results above.

	FY2026	FY2025		FY2025	
	June 2026	June 2025	Change	March 2026	Change
Interest-Bearing Debt balance	752.4 bln yen	735.7 bln yen	+16.7 bln yen	748.6 bln yen	+3.8 bln yen
Consolidated Subsidiaries etc.	121	122	-1	121	±0
Entities accounted for using equity method	37	36	+1	37	+0
Employees	78,867	75,983	+2,884	76,889	+1,978

*Lease liabilities are not included in the results above.

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FY2026 First Quarter Results | Foreign Exchange Rates

	FY2026 1Q (yen)	FY2025 1Q (yen)	Change from FY2025 (yen)	Change from FY2025 (%)	Effect of FX rates in operating profit: Exchange sensitivity※2 (bln yen)	Effect of FX rates in operating profit: Impact amount (bln yen)
Euro	185	164	+22	+13.2%	+0.5	+11.4
South African Rand	9.69	7.91	+1.78	+22.5%	※2 +0.03	+4.8
Mexican Peso	9.18	7.41	+1.77	+23.9%	※2 +0.02	+3.7
US Dollar	160	145	+15	+10.4%	+0.2	+3.4
Australian Dollar	113	93	+21	+22.2%	+0.1	+2.5
Pakistani Rupee	0.58	0.52	+0.06	+11.5%	※2 +0.4	+2.4
Sterling Pound	214	193	+21	+10.9%	+0.1	+1.2
Indian Rupee	1.7	1.7	–	–	–	–
Others※1	–	–	–	–		+3.1
Effect of FX rates total						+32.6

*1 Others… Of the impact amount +3.1 billion yen: Thai baht +1.2 billion yen, Colombian peso +1.2 billion yen, etc.
*2 Exchange sensitivity…The impact of 1 yen depreciation on operating profit.
However, for South African Rand, Mexican Peso, and Pakistani Rupee, the impact of a move of 0.01 yen on operating profit.

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

Previous forecast unchanged

(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	280.0	271.1	+8.9

*CapEx & amortization for intangible assets are not included in the results above.

Full Year Forecast | Foreign Exchange Rates

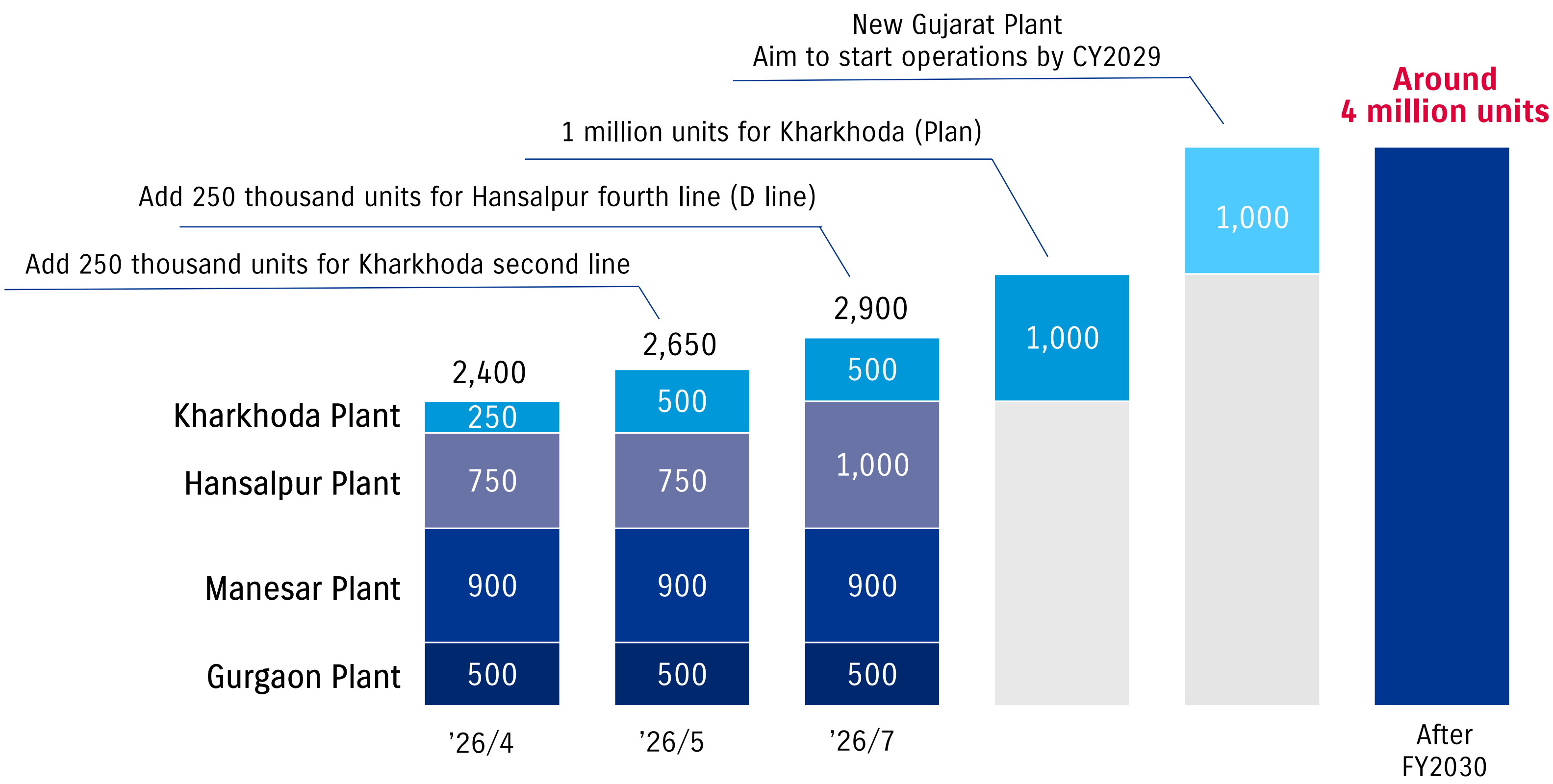
	FY2026 Forecast (yen)	FY2025 Result (yen)	Change from FY2025 (yen)	Change from FY2025 (%)	Effect of FX rates in operating profit: Exchange sensitivity*1 (bln yen)	Effect of FX rates in operating profit: Impact amount (bln yen)
Euro	183	175	+8	+4.8%	+1.9	+16.3
South African Rand	9.60	8.71	+0.89	+10.2%	※1 +0.1	+9.4
Mexican Peso	9.10	8.16	+0.94	+11.5%	※1 +0.1	+7.3
US Dollar	158	151	+7	+4.5%	+0.9	+6.2
Australian Dollar	113	100	+13	+13.2%	+0.4	+5.4
Pakistani Rupee	0.58	0.54	+0.04	+7.4%	※1 +1.3	+5.0
Sterling Pound	213	202	+12	+5.7%	+0.2	+2.4
Indian Rupee	1.68	1.72	-0.04	-2.3%	※1 +4.0	-16.0
Effect of FX rates total※2						+45.0

※1 Exchange sensitivity…The impact of 1 yen depreciation on operating profit.
However, for South African Rand, Mexican Peso, Pakistani Rupee, and Indian Rupee, the impact of a move of 0.01 yen on operating profit.
※2 Total includes the impact of other currencies.

India | Strengthen Production Base

Roadmap of Automobile Production Capacity in India

(2 shifts, 1,000 units)



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FY2026 First Quarter Financial Results

The new supersport bike
"GSX-R1000R"

August 5, 2026　SUZUKI MOTOR CORPORATION

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]