FY2026 First Quarter Financial Results

All-new Compact SUV
“Brezza”

August 5, 2026
SUZUKI MOTOR CORPORATION

(Note) Cover image:
All-new Compact SUV “Brezza” (Launched on July 25)

First, regarding the Kumamoto Earthquake of 2026, which occurred last month, we would like to express our deepest condolences to those who lost their lives. We also extend our heartfelt sympathies to all those affected by the disaster and to their families.

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.

We would like to explain the summary of our financial results for the first quarter of FY2026.

For the quarter, we achieved higher revenue and profit. Although we were significantly affected by rising raw material prices resulting from the situation in the Middle East, we were able to absorb this impact through improved earning power at our operations in Japan and other locations around the world. As a result, revenue and all profit indicators reached record highs.

Regarding the full-year forecast, revenue has been revised upward by 100.0 billion yen from the previous forecast, to 6.9 trillion yen.
As for operating profit, the previous forecast of 570.0 billion yen did not include any impact from the situation in the Middle East.
Since then, the impact of the worsening situation in the Middle East has begun to materialize, and we have now incorporated a negative impact of 110.0 billion yen from raw material prices into our forecast.
Against the resulting level of 460.0 billion yen, we have reflected a total profit improvement effect of 80.0 billion yen, consisting of 70.0 billion yen from stronger earning power and 10.0 billion yen from foreign exchange effects.
As a result, we currently forecast operating profit of 540.0 billion yen.
We will continue our efforts to further strengthen earning power.

With regard to expenses, we will continue to thoroughly pursue simplicity, frugality, and careful prioritization.
At the same time, we will continue to make growth investments at the necessary pace with a view toward achieving the Mid-Term Management Plan.
To borrow our President’s words, it is about achieving both “frugality and thrift” and “bold investment.”

From this quarter onward, we will present key management topics in the latter part of the presentation.

Contents

SUZUKI

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	158.0	142.1	+15.9	+11.2%	Record-high, First increase in 2 periods
	(Margin)	(9.3%)	(10.2%)			
	Profit before tax	283.2	175.7	+107.5	+61.2%	Record-high, First increase in 2 periods
	(Margin)	(16.6%)	(12.6%)			
	Profit*	183.6	102.0	+81.6	+80.0%	Record-high, First increase in 2 periods
	(Margin)	(10.8%)	(7.3%)			
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

SUZUKI

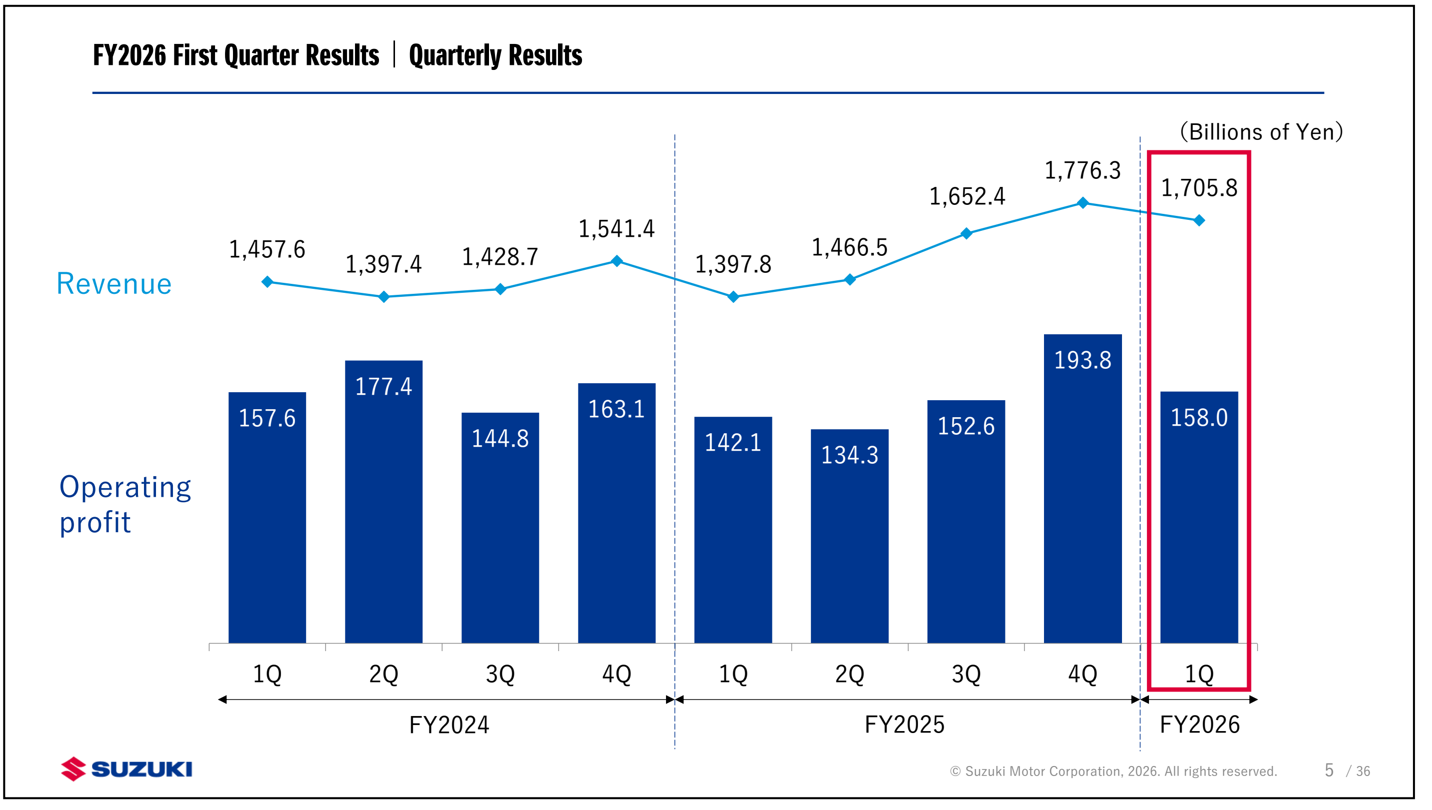
First, we would like to explain the overview of the financial results.

Revenue increased to 1,705.8 billion yen due to higher sales volume and foreign exchange effects, up 22% YoY.

Operating profit increased 11% YoY to 158.0 billion yen, as improved earning power at each business base, including Japan, offset the impact of rising raw material costs.

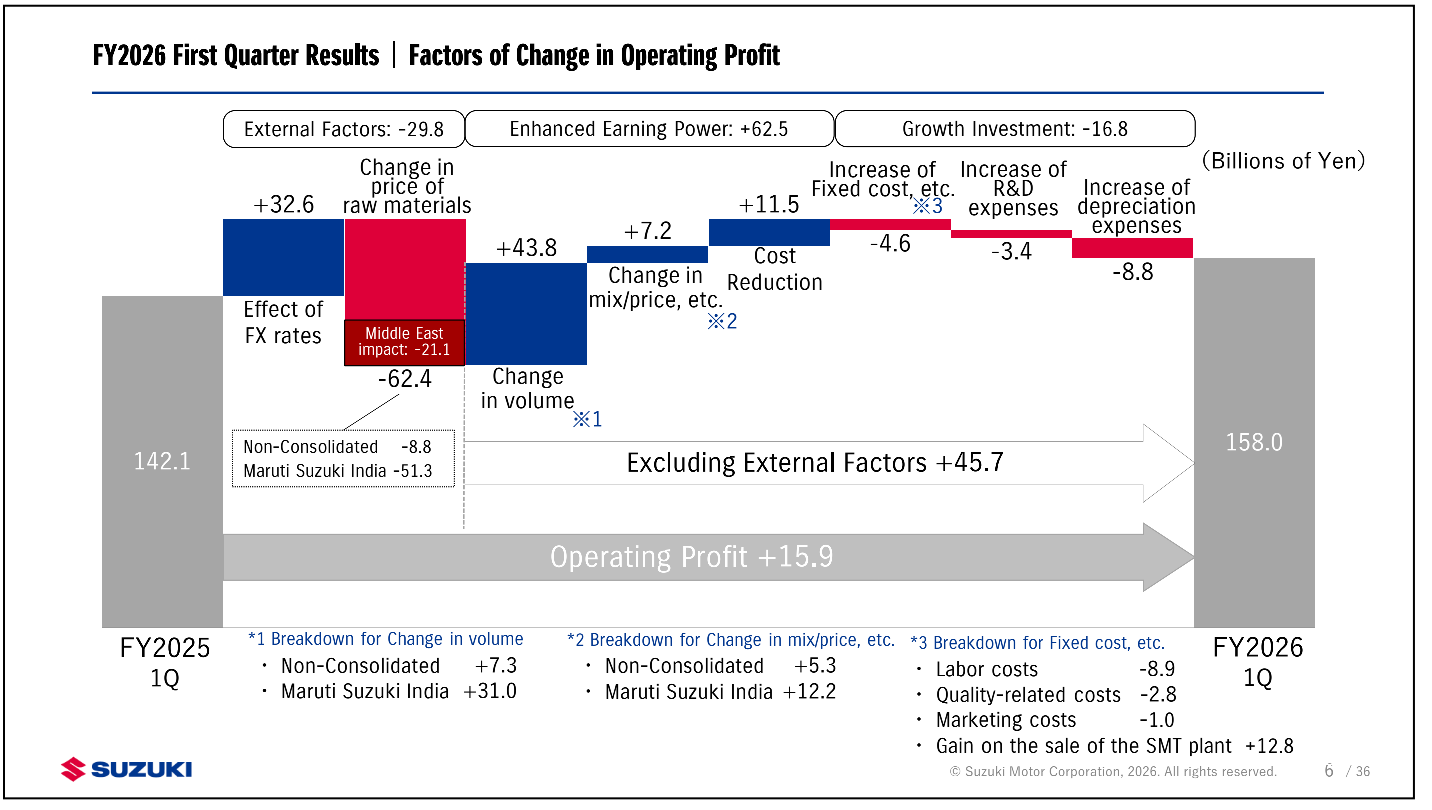
Profit before tax rose significantly to 283.2 billion yen, and quarterly profit increased to 183.6 billion yen, mainly due to gains on valuation of financial assets, etc.

Global automobile sales increased by 143 thousand units, mainly driven by growth in India.
Global motorcycle sales increased by 31 thousand units, mainly driven by growth in India and Latin America.



The quarterly performance is as shown.

For the April–June quarter, revenue reached 1,705.8 billion yen and operating profit amounted to 158.0 billion yen, representing record-high for the first quarter.



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

As for external factors,
- Foreign exchange effects contributed 32.6 billion yen to profit.
- Changes in raw material prices resulted in a 62.4 billion yen decrease in profit, mainly due to higher raw material prices in India.

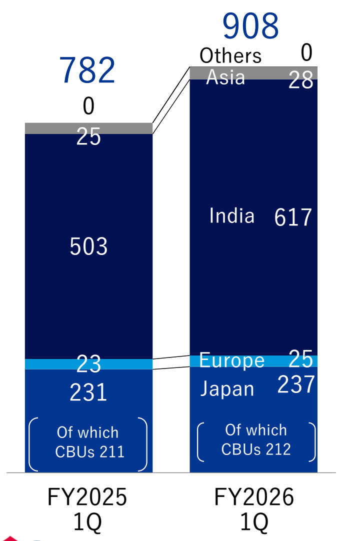
Excluding external factors, improvements in earning power contributed to profit growth:
- 43.8 billion yen increase from higher sales volume
- 7.2 billion yen increase from changes in sales mix and other factors
- 11.5 billion yen increase from cost reductions.

To support sustainable growth and achieve the Mid-Term Management Plan, we expanded investments, resulting in increases of:
- 4.6 billion yen in fixed costs and other expenses, mainly for human capital investments
- 3.4 billion yen in R&D expenses
- 8.8 billion yen in depreciation expenses.

Production and Sales Volume of Automobile | Global

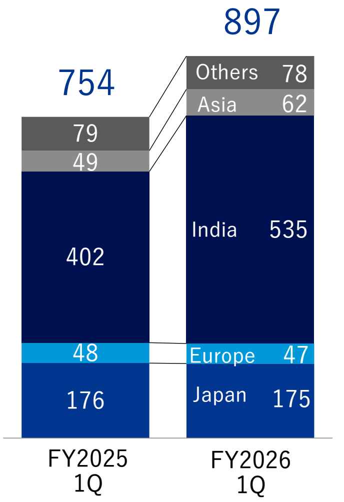
Production Results

+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%

SUZUKI

Next, I will explain the production and sales situation.

Regarding automobiles, production increased significantly in India, where new production lines started operation, reaching 908 thousand units globally, up 126 thousand units year-on-year.

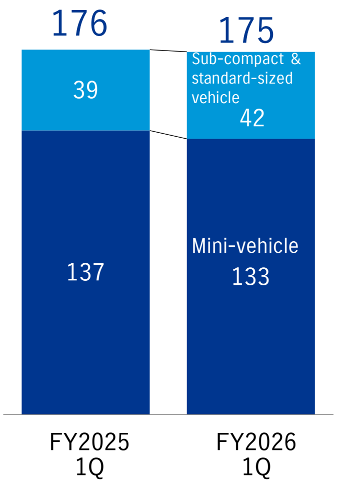
The second line of Kharkhoda Plant started operation in May, followed by the fourth line (D line) of Hansalpur Plant in July. As a result, production capacity increased by a total of 500 thousand units, bringing total production capacity in India to 2.9 million units.

Sales increased in India, where demand has remained strong since the GST revision last year, as well as in Pakistan, where demand continues to be robust.
As a result, global automobile sales totaled 897 thousand units, up 143 thousand units year-on-year.

Sales Volume of Automobile | Japan

Sales Result

-1 (-0.7%) (Thousand units)



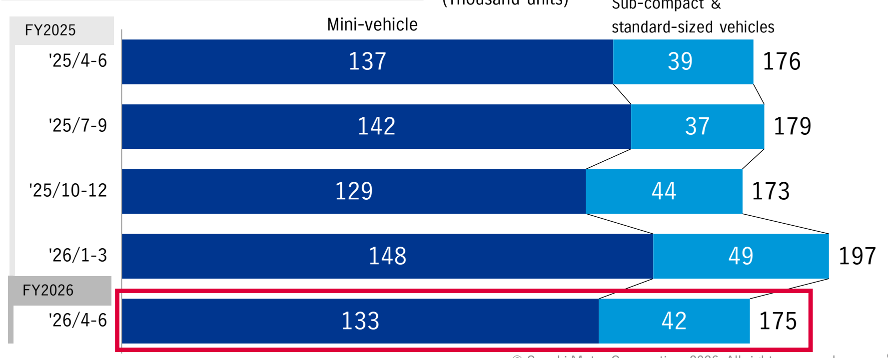
FY2026 1Q Domestic sales

- 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



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

In Japan, combined sales of mini vehicles and sub-compact & standard-sized vehicles maintained the No. 2 market share position.

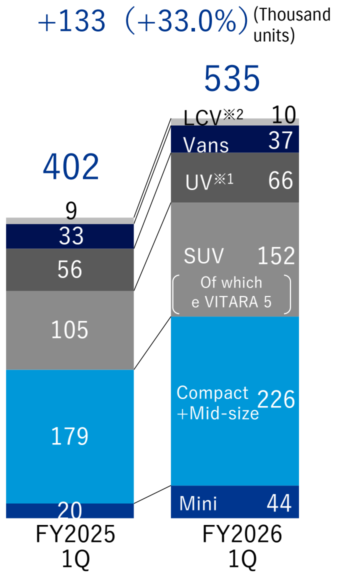
Sales of the facelifted "HUSTLER," "CARRY," and "EVERY" were strong in the mini vehicle segment, while sales of the "XBEE" and "Jimny Nomade" increased in the sub-compact & standard-sized vehicle segment.

In the sales results for June, both mini vehicles and sub-compact & standard-sized vehicles increased, surpassing the results of the same month last year.
Sub-compact & standard-sized vehicles recorded the highest sales ever for the month of June.

The number of customers switching from mini vehicles to sub-compact & standard-sized vehicles is also increasing, and we will continue our efforts to expand sales overall, without focusing solely on the distinction between mini and sub-compact & standard-sized vehicles.

Sales Volume of Automobile | India

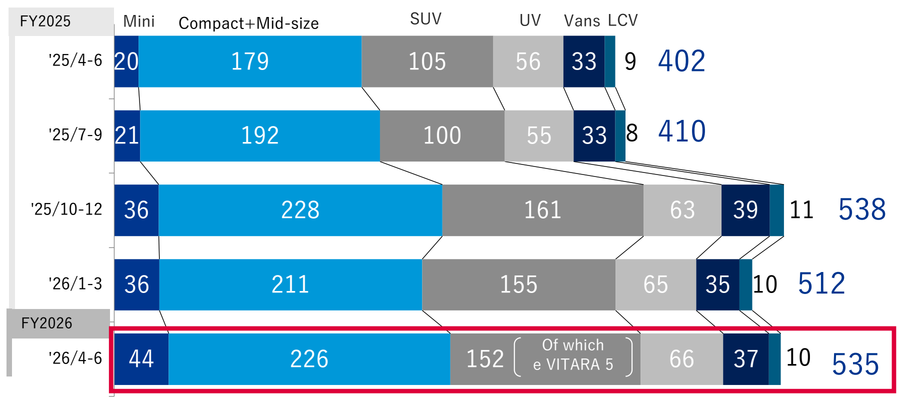
Sales Result



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

SUZUKI

Next, let me explain the automobile sales situation in India.

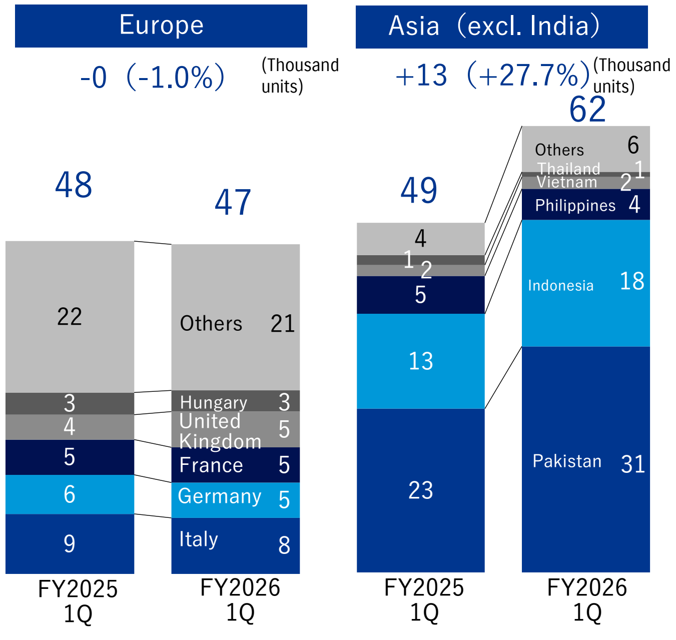
For the quarter, wholesale sales increased 33% year-on-year to 535 thousand units, supported by the continued tailwind from the GST revision.
In addition to the SUV segment, sales increased significantly in the compact car segment.

Exports increased 29% YoY to 125 thousand units.

The second line of Kharkhoda Plant and the fourth line (D line) of Hansalpur Plant started operation, and production volume is being gradually increased.

In the SUV segment, we launched the Brezza, now equipped with a newly introduced 1.0-liter Boosterjet engine, and will continue to expand our market share.

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”

SUZUKI

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

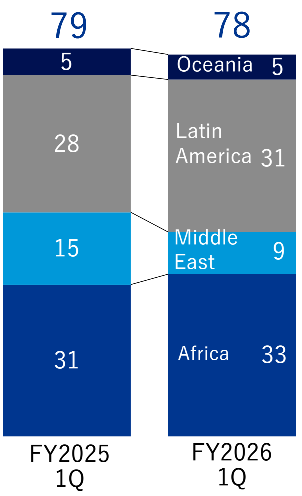
In Europe, sales were strong, particularly in the UK, where sales increased for three consecutive months.
In addition, the “Swift” continued to maintain strong sales across Europe.

In Pakistan, demand remained strong, and sales for the quarter increased 38.1% year-on-year to 31 thousand units.
Despite the impact of the situation in the Middle East and rising fuel prices, the “Alto”, which has been well received for its excellent fuel efficiency, led sales.
In addition, the “Fronx”, for which CKD production has started, also performed strongly.

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

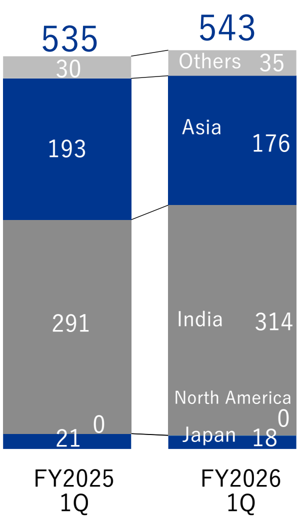
SUZUKI

Here is the sales status in Africa, the Middle East, Oceania, and Latin America.
In Africa, sales in Angola are performing well, rising 42.9% year-on-year and securing the top market share.
Sales in Latin America remain solid, with a significant increase in unit sales, particularly in Colombia.
In the Middle East, unit sales have declined due to the impact of the situation in Iran.

Production and Sales Volume of Motorcycle | Global

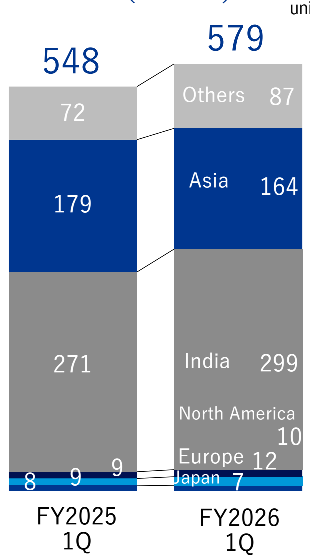
Production Results

+8（+1.5%） (Thousand units)



Sales Results

+31（+5.6%） (Thousand units)



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.

SUZUKI

Next, I will explain the situation regarding the motorcycles.

Regarding production volume, an increase in India drove the global total to 543 thousand units, an increase of 8 thousand units compared to the same period last year.

Sales volume reached 579 thousand units,
surpassing the figure from the same period last year by 31 thousand units.
Sales were particularly strong in India and Latin America,
and we also saw volume growth in Europe compared to the same period last year.

As a notable highlight, we once again participated in the Suzuka 8 Hours Endurance Road Race
under the banner of "Team Suzuki CN Challenge."
The team was composed of Suzuki employees selected through an internal recruitment process with the exception of the riders.
The team united to overcome unstable weather conditions;
despite competing in the Experimental Class - which utilizes carbon-neutral fuels and materials - we finished the race in 7th place, a significant improvement over our previous result.
We intend to leverage the insights and experience gained from this race
to provide technical feedback for future product development within Team Suzuki.

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	Change: Ratio	Record	Comparison with previous forecast: Previous forecast	Comparison with 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

SUZUKI

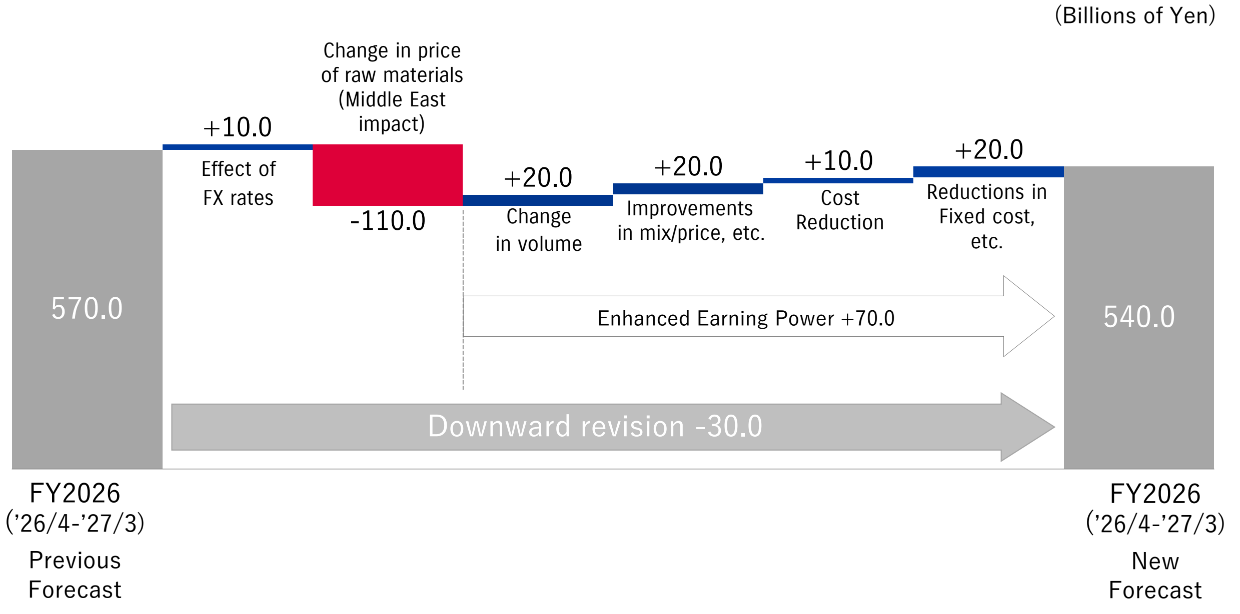
I will now explain our full-year earnings forecast.

Reflecting strong global sales, we have raised our revenue forecast 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.
We have also upwardly revised both profit before tax and profit for the period, incorporating the valuation gains on financial assets recorded in the first quarter.

Our exchange rate assumptions are 158 yen against the US dollar, 183 yen against the Euro, and 1.68 yen against the Indian Rupee.

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

Revised downward



SUZUKI

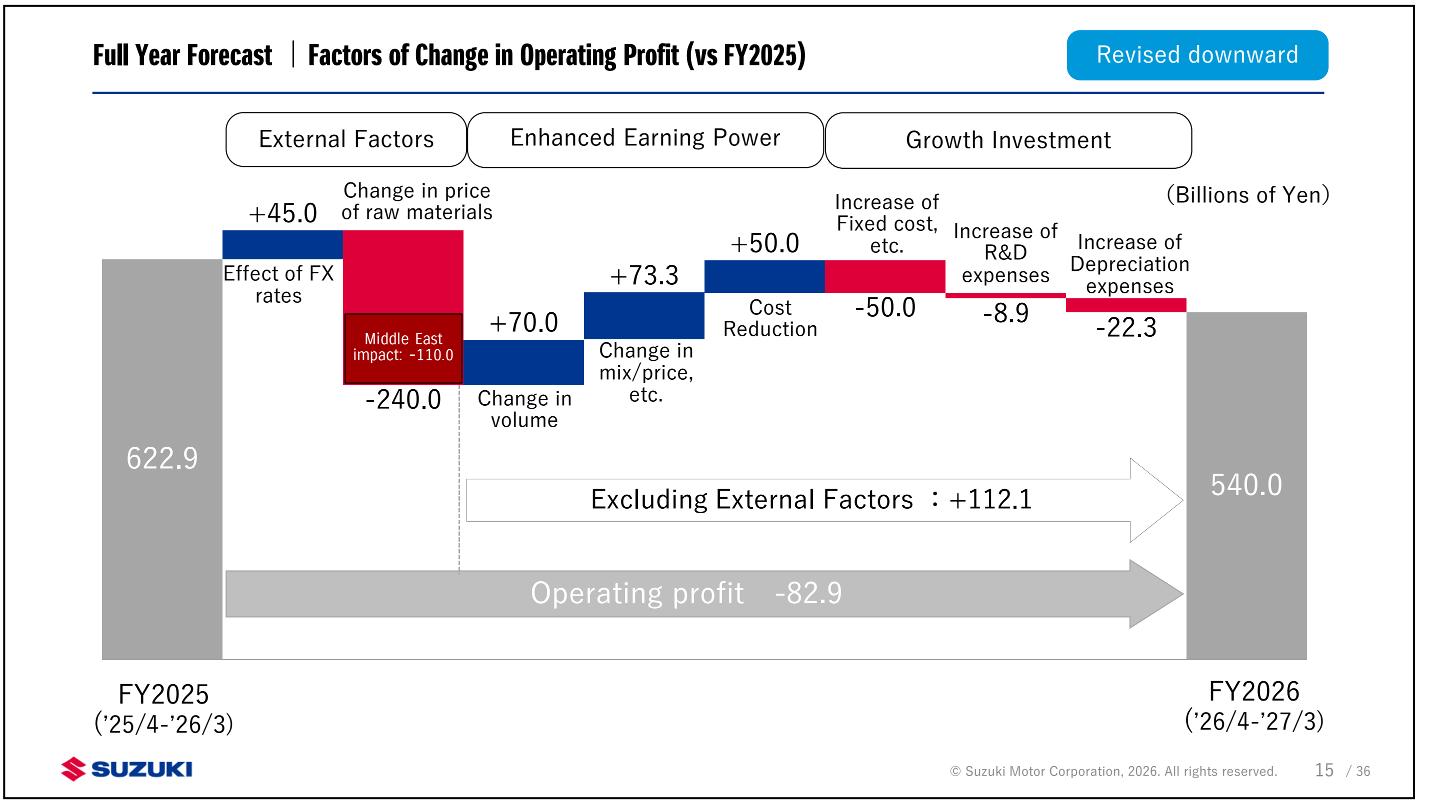
Let me explain the factors behind the 30.0 billion yen downward revision to the operating profit forecast from our previous outlook.

As for external factors, foreign exchange effects have been revised upward by 10.0 billion yen.

On the other hand, the impact of changes in raw material prices has been revised downward by 110.0 billion yen, reflecting higher raw material prices reflecting the situation in the Middle East.

Excluding external factors, we have revised our forecast upward by 20.0 billion yen from sales volume, 20.0 billion yen from improvements in mix/price etc., 10.0 billion yen from cost reductions, and 20.0 billion yen from reductions in fixed cost, etc.

Going forward, we will continue to improve profitability by responding agilely to changes in the business environment, leveraging the strengths of our SME-style management, which keeps management and frontline operations closely connected.

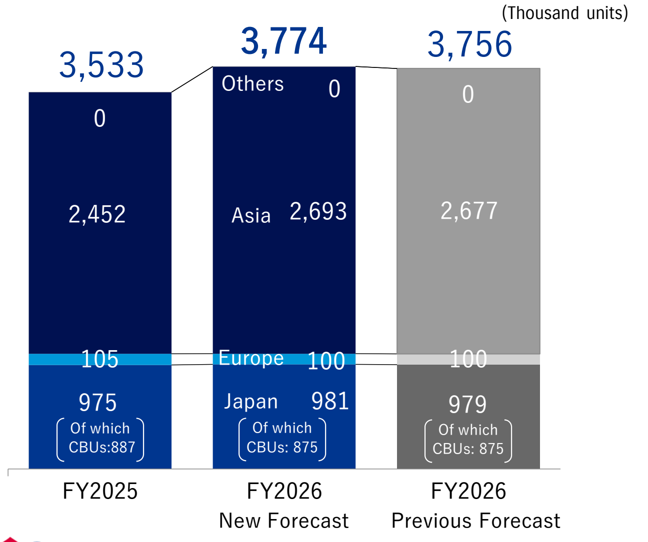


As a result of our review, the factors affecting the increase or decrease in operating profit compared to the previous period are as shown.

Full Year Forecast | Production and Sales Volume of Automobile

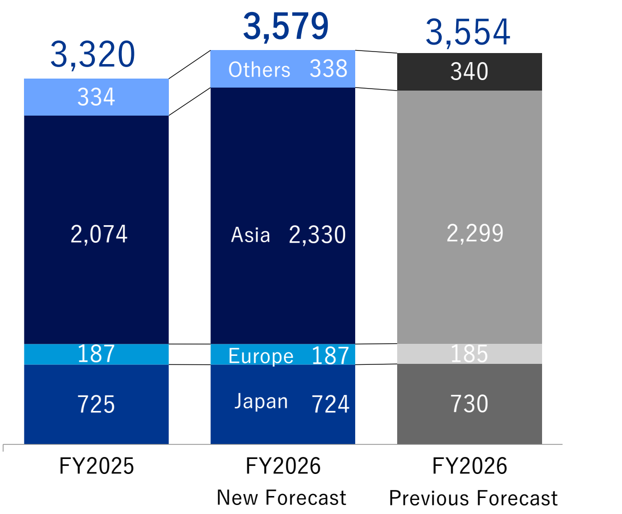
Production volume

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)



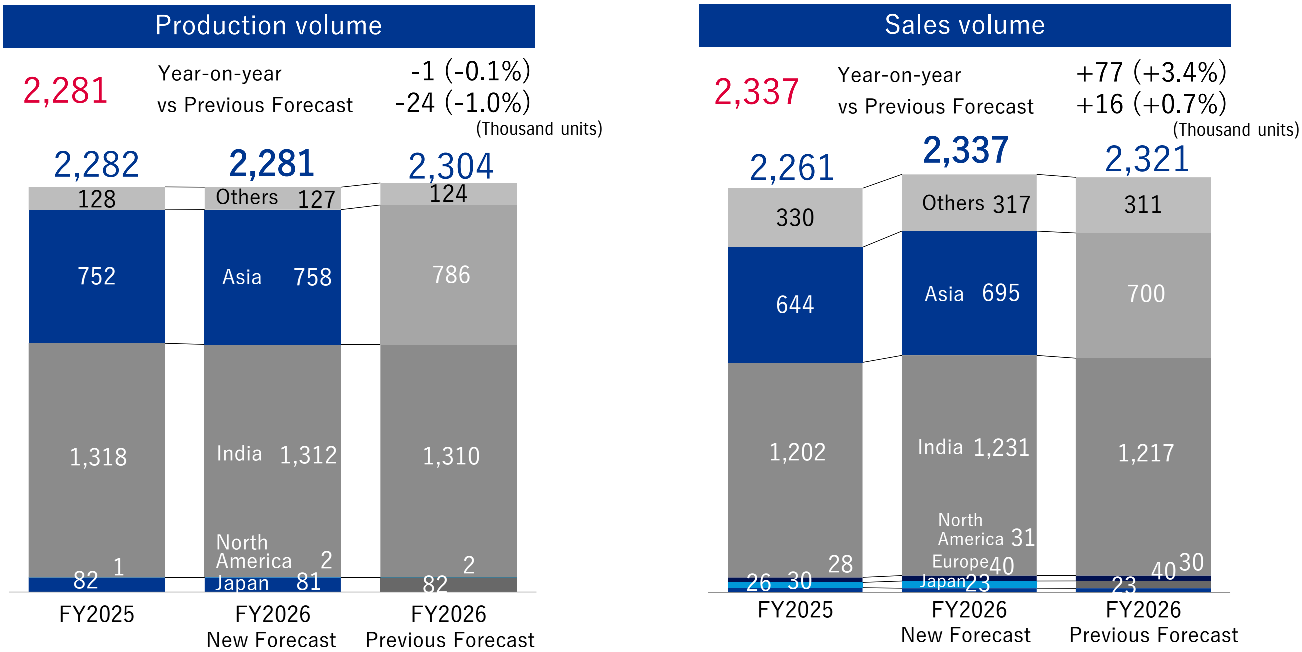
SUZUKI

Regarding automobile sales, we have revised our forecast upward by 25 thousand units globally.

This revision is mainly driven by India, where we will capture rapidly expanding demand through increased production capacity.

Accordingly, we have also revised our production forecast upward by 18 thousand units globally.

Full Year Forecast | Production and Sales Volume of Motorcycle



SUZUKI

Regarding motorcycle sales, we have revised our global sales forecast upward by 16 thousand units, mainly reflecting expanded sales in India.

Meanwhile, we have revised our global production forecast downward by 24 thousand units, mainly due to reduced production in the Philippines and other factors.

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 approximately 2 million people to date

SUZUKI

This time, I will talk about four management topics.

First, I would like to explain our efforts to build connections with the next one billion people in India.

Of India's population of 1.4 billion people, there are still around one billion people with whom we have yet to build a relationship as an automobile manufacturer.
Through Next Bharat Ventures (NBV), a wholly owned subsidiary of Suzuki, we aim to create employment opportunities in rural areas and help foster the growth of the middle-income population.

Through NBV, we have established funds to support SMEs and entrepreneurs.
Rather than creating a small number of unicorn companies, our objective is to help create 100 to 200 SMEs in rural areas, leading to the formation of a future middle-income population and helping address the social issue of widening income disparity in India.

In 2024, we invested in the first fund, and last month announced a further investment of USD 200 million in the second fund. Through these initiatives, we have helped improve the incomes of approximately 2 million people to date.

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

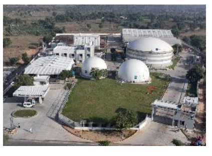
- Promoting the biogas business to support carbon neutrality and rural economic growth
- Suzuki R&D Center India Private Limited (SRDI), Suzuki's wholly owned subsidiary, signed an MoU for a biogas plant project in Assam

● 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

SUZUKI

Secondly, I would like to explain our biogas business.

From July 1 to 3, Prime Minister Takaichi and Prime Minister Modi met in New Delhi for the Japan-India Summit Meeting and agreed to launch the “Japan-India CBG Initiative,” a government-to-government framework aimed at introducing 1,000 biogas plants across India.

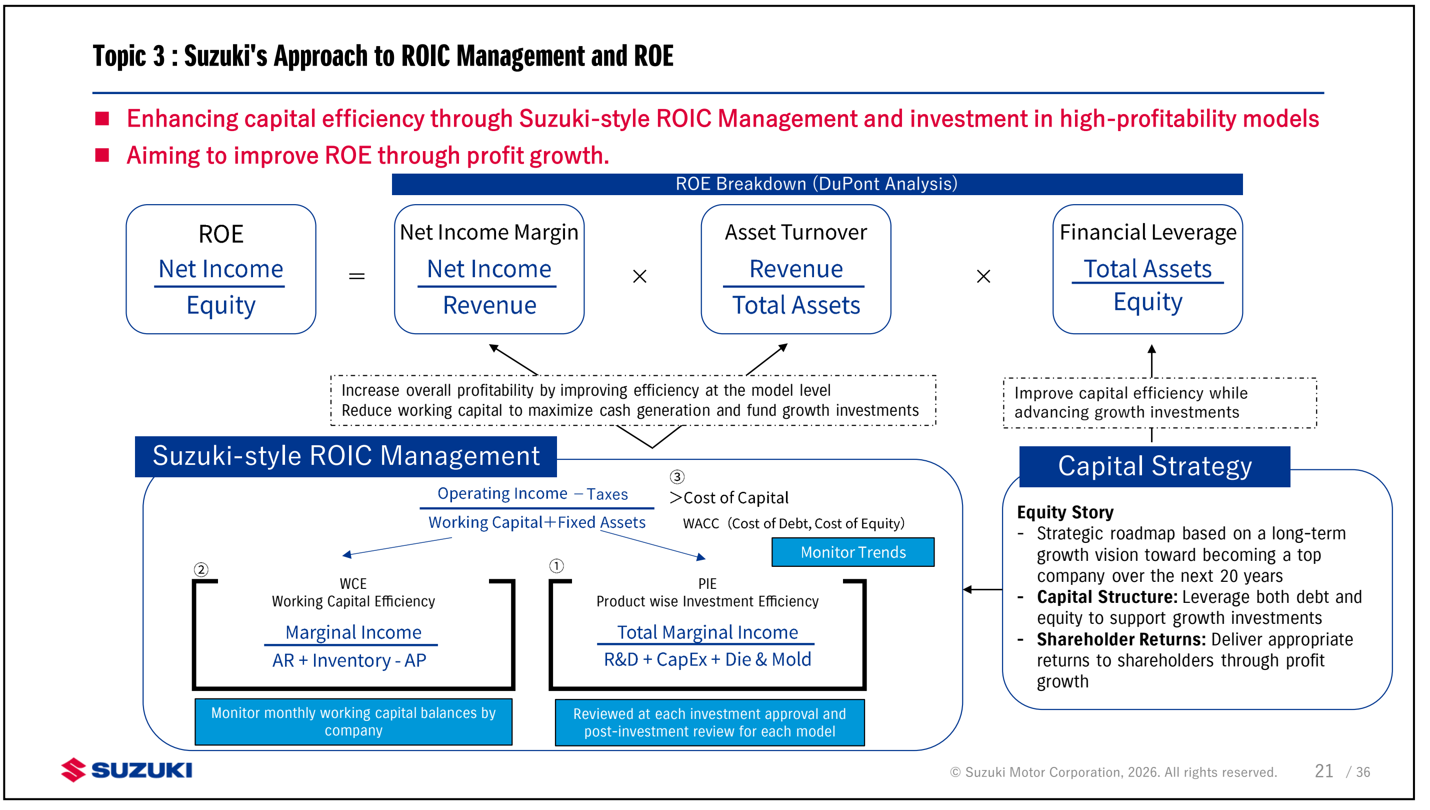
In the future, the expanded adoption of CNG vehicles powered by biogas is expected to create new growth opportunities for Japanese companies, including those in the automotive industry.

Since last year, Suzuki has been working to establish nine biogas production plants in India. In January this year, the second plant commenced operations in the state of Gujarat.

In line with the commitment of both the Japanese and Indian governments to promote biogas plants, Suzuki R&D Center India Private Limited, a wholly owned subsidiary of Suzuki, signed an MOU on July 2 for a new tenth biogas plant project in the state of Assam.

The CNG vehicle segment has expanded in recent years and now represents 23% of the Indian passenger vehicle market. Within this segment, Suzuki commands approximately 70% market share.

The newly introduced Brezza and other models in the Indian market are equipped with tanks mounted underneath the vehicle and can also run on biogas produced at biogas plants. Through these vehicles, we will further promote the spread of CNG vehicles.



The third topic.

Beginning this fiscal year, we launched “Suzuki-style ROIC Management” as part of our efforts to incorporate greater awareness of capital costs. This approach has been tailored to align with Suzuki’s on-the-ground, field-driven management style.
In addition to our traditional focus on sales and profit management, we have practically incorporated the perspective of how to generate returns commensurate with the total investment amount, both at the project planning stage and after project implementation.

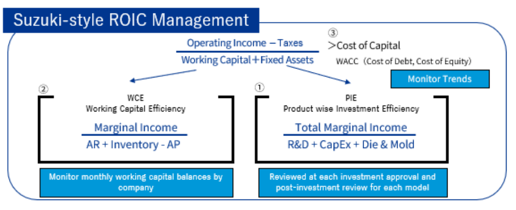
Our automobile business is not structured in a way where each vehicle model is developed and manufactured as a completely independent and self-contained project. Engines, transmissions, safety equipment, and other specifications are set across multiple models and generations, and are introduced across countries with diverse customer needs.
In addition, the vast majority of our components, parts, and raw materials are sourced from business partners around the world.
By optimizing these resources from an overall perspective, we generate profits while achieving mutual growth and prosperity with our stakeholders.
For this reason, we believe that the conventional ROIC management approach, which focuses on allocating capital to businesses with the highest profitability, is not well suited to Suzuki's business model.
Accordingly, while embracing the ROIC principle of "capital efficiency in generating profits", we have decided to develop and implement our own "Suzuki-style ROIC Management" approach.

Under Suzuki-style ROIC Management, we will monitor two key indicators.
The first is PIE, a model-based investment efficiency indicator that measures efficiency by comparing total marginal income with aggregate investments in development, facilities, and die & mold.
The second is WCE, a working capital efficiency indicator that measures the efficiency of accounts receivable, inventories, and accounts payable, in other words, working capital.

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



Suzuki OS

Fields that are expected to become increasingly necessary in future management

- Corporate Finance
- AI
- Geopolitics

The key point of Suzuki-style ROIC Management is to break down the conventional concept of ROIC into a form that can be utilized at the frontline level.
We believe that Suzuki-style ROIC Management is an approach that is possible precisely because Suzuki practices the Suzuki OS.

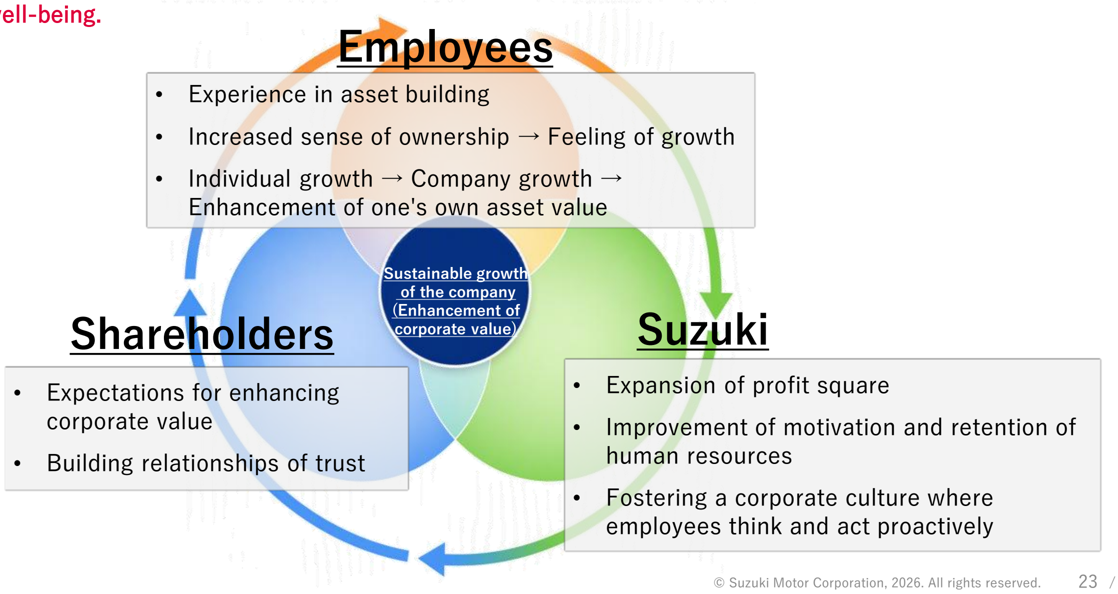
This is not merely a financial management metric. Rather, it is a tool that is combined with the Suzuki OS (our corporate principles and values) ,and is used to practice what is "just right" for our customers, and discuss and pursue overall optimization by Team Suzuki, to ensure that our limited resources, people, assets, and capital are concentrated where they can create the greatest value.

In addition, we will integrate disciplines that are becoming increasingly important in management, namely corporate finance, AI, and Geopolitics.
Through the combination of these elements, we will continue our efforts to enhance corporate competitiveness.

(Note)
※"3 Gen・2 Gen (Three Actuals, Two Principles)"
・・・"Genba (Actual Place), Genbutsu (Actual thing), Genjitsu (Actual Situation), Genri (Fundamental Principle), Gensoku (Fundamental Rule)"

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.



Lastly, I would like to explain our Employee Restricted Stock (RS) Program.

Under this program, during the period of the Mid-Term Management Plan, employees will receive a certain number of Suzuki shares with transfer restrictions free of charge each year.
The program aims to enhance corporate value by strengthening employees' sense of participation in management and improving their financial well-being.

As shown in the diagram, the program provides benefits to employees, the Company, and shareholders alike, and is designed to create a virtuous cycle that supports the Company's sustainable growth.

We believe this is a distinctly Suzuki-style initiative, well suited to Team Suzuki management, which is driven by our 20 thousand employees.

This concludes the explanation of the financial results for the first quarter of FY2026. Supplementary materials, such as the breakdown of sales, are provided on the following pages, so please refer to them as well.

Thank you for your attention.

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

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

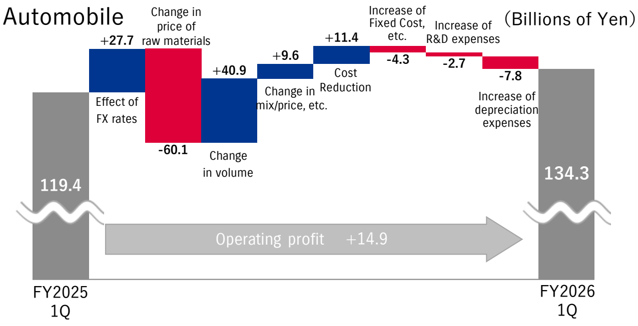
Performance by Business Segment

(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%

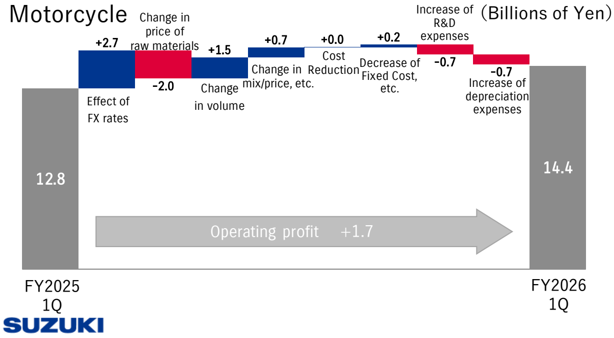
Automobile

(Billions of Yen)



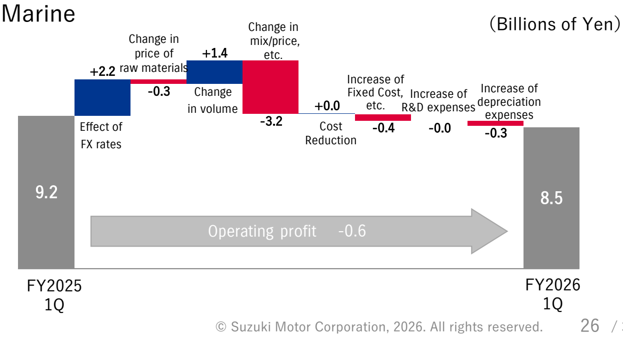
Motorcycle

(Billions of Yen)



Marine

(Billions of Yen)



SUZUKI

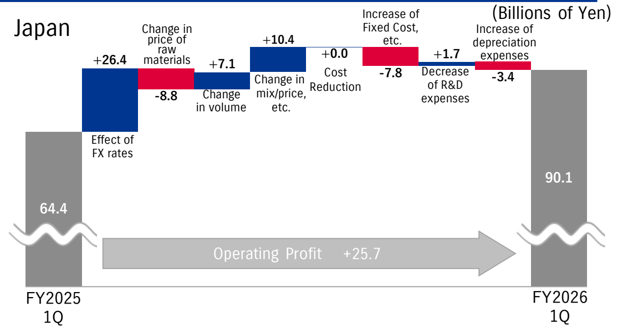
FY2026 First Quarter Results | Operating Results by Geographic Region / Factors of Change in Operating Profit

Performance by Geographic Region

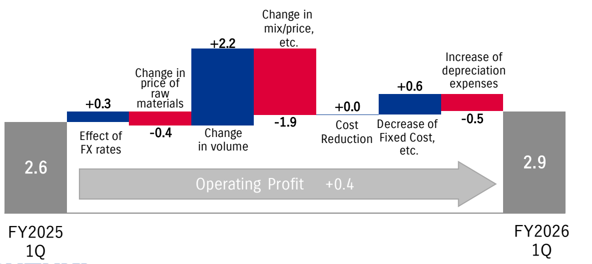
(Billions of Yen)

	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%

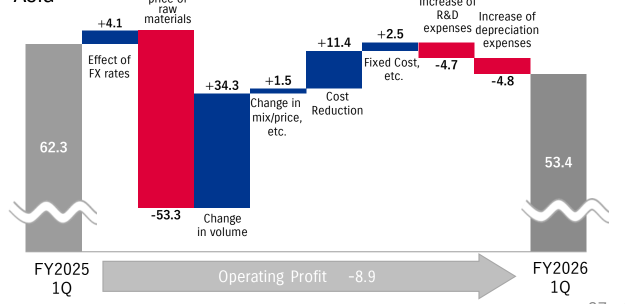
Japan



Europe



Asia



SUZUKI

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).

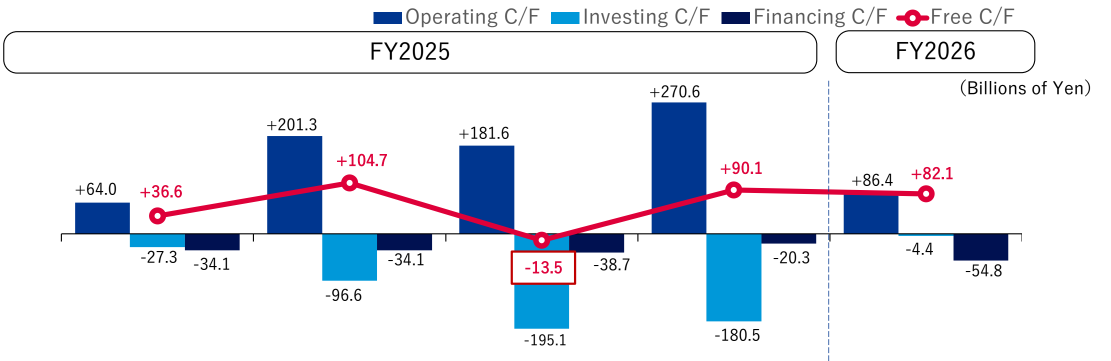
※1 Results shown in Rupees are consolidated results announced by Maruti Suzuki India on July 31.

※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.

SUZUKI

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.

SUZUKI

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.

SUZUKI

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.

SUZUKI

Full Year Forecast | Foreign Exchange Rates

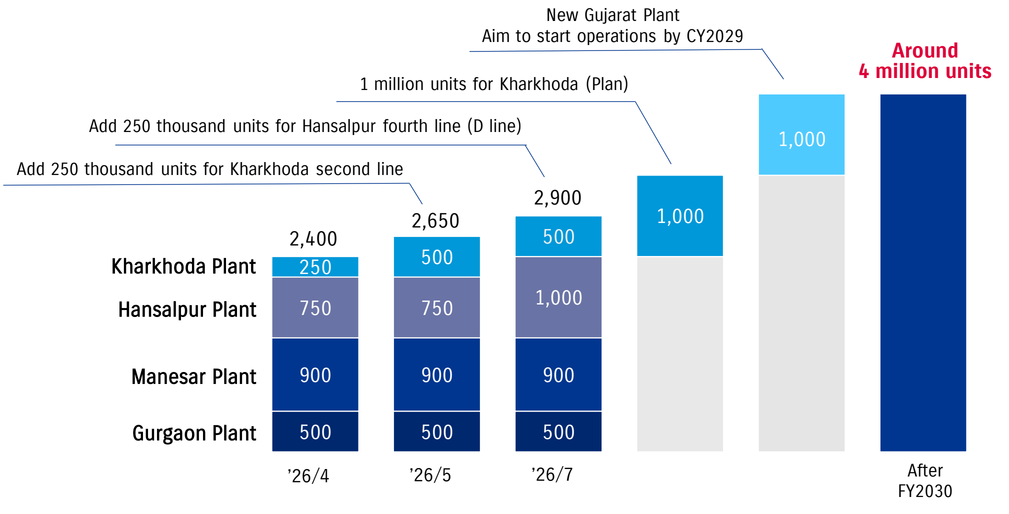
	FY2026 Forecast (yen)	FY2025 Result (yen)	Change from FY2025 (yen)	Change from FY2025 (%)	Effect of FX rates in operating profit: Exchange sensitivity*1 (bln yen)	Effect of FX rates in operating profit: Impact amount (bln yen)
Euro	183	175	+8	+4.8%	+1.9	+16.3
South African Rand	9.60	8.71	+0.89	+10.2%	※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.

SUZUKI

Roadmap of Automobile Production Capacity in India

(2 shifts, 1,000 units)



SUZUKI

FY2026 First Quarter Financial Results

The new supersport bike
"GSX-R1000R"

August 5, 2026　SUZUKI MOTOR CORPORATION

(Note) Back cover image:

The new supersport bike "GSX-R1000R" released on July 17.

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]