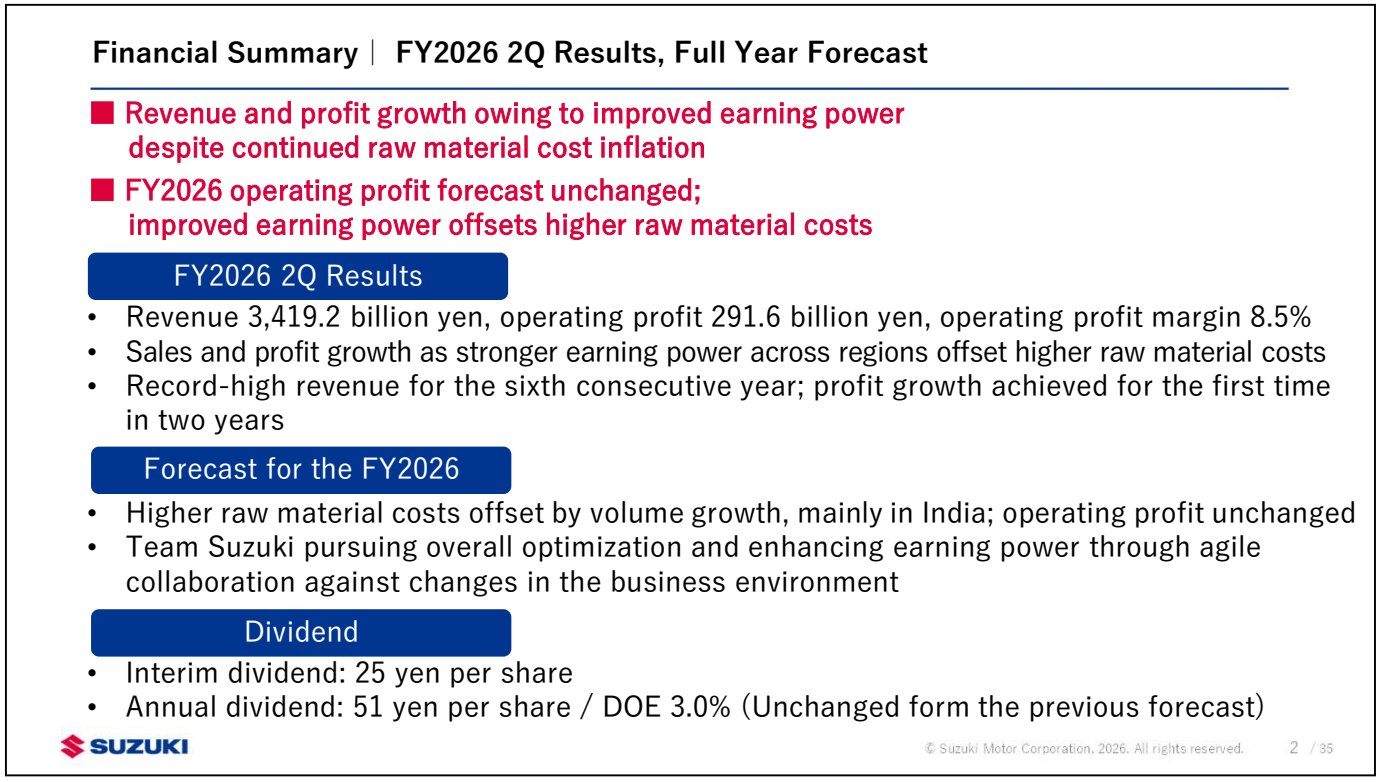
FY2026 Second Quarter Financial Results



November 10, 2026　SUZUKI MOTOR CORPORATION

(Note) Cover image; Launch event of All-new “e SKY” (October 6)



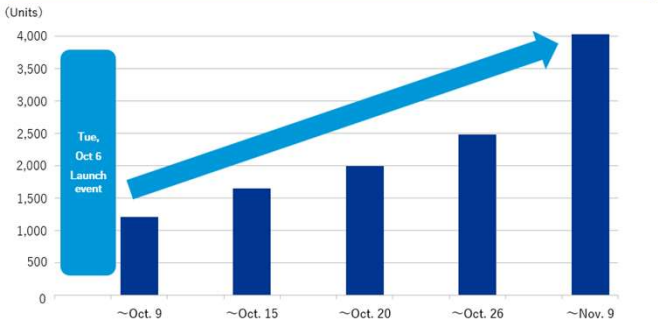
Let me begin with a summary of our financial results for the first half of FY2026.
Revenue reached 3,419.2 billion yen and operating profit totaled 291.6 billion yen, resulting in higher revenue and profit year on year.
While the impact of rising raw material costs, driven by the prolonged deterioration of the Middle East situation, continued to expand, we further strengthened our earnings power across our operations. This was supported by strong sales in India, driven by robust demand, as well as an improved sales mix.
As a result, revenue increased for the sixth consecutive fiscal year and reached a record high. Profit also increased for the first time in two years across all profit levels.
For the full-year forecast, we continue to expect revenue of 6.9 trillion yen and operating profit of 540 billion yen, unchanged from our previous forecast.
Higher raw material costs and other factors are expected to be offset by increased sales volume, primarily in India, and therefore our operating profit forecast remains unchanged.
Going forward, Team Suzuki will continue to pursue overall optimization, respond flexibly to changes in the business environment, and further enhance our earnings power.
Regarding dividend, interim dividend is 25 yen per share, unchanged from the previous forecast.
Going forward, we will make stable shareholder return based on a progressive dividend policy with DOE 3.0% as a guideline.

Topic 1：Initial Order Status of the All-new "e SKY"

- Suzuki's first mini passenger EV, the all-new "e SKY," to be launched on Nov. 16
- Receiving 4,036 orders in approximately one month, off to a strong start

●Launch of the All-new "e SKY" Mini Passenger EV

All-new "e SKY" Order Trend (Cumulative)



- "Easy to Switch" concept for a seamless transition from gasoline vehicles to EVs
- Lightweight and highly efficient, pursuing Suzuki's "Sho-Sho-Kei-Tan-Bi" philosophy
- 310 km range, best-in-class energy efficiency among passenger EVs in Japan, and smallest turning radius



All-new "e SKY"

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Next, I would like to highlight the first of four management topics, the All-new "e SKY."
As a recent topic, Suzuki unveiled the all-new "e SKY", our first mini passenger EV in October.

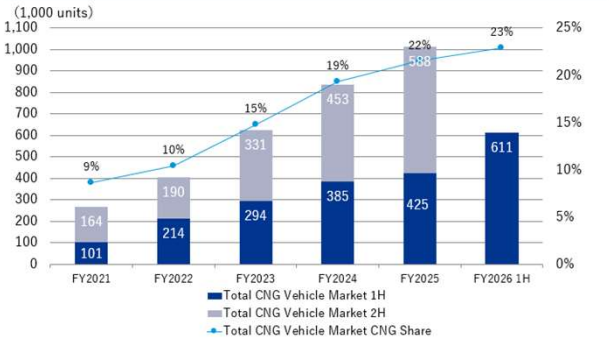
By pursuing Suzuki's philosophy of "Sho-Sho-Kei-Tan-Bi" and thoroughly optimizing vehicle weight and efficiency, the all-new "e SKY" achieves the best energy efficiency among passenger EVs in Japan.
Sales will commence its sales on November 16.

The vehicle has made a strong start, receiving 4,036 orders by November 9, approximately one month after order intake began.
We will continue to drive sales by expanding opportunities for customers to experience the "e SKY" at dealerships ahead of launch.

Topic 2-1 : CNG Market Trends and Suzuki's Initiatives

- Rapid growth in CNG vehicle sales and penetration in India's passenger vehicle market
- Maruti Suzuki's expanded CNG lineup drove over 70% market share in H1 FY2026

Indian Passenger Vehicle CNG Market



Maruti Suzuki CNG Passenger Vehicle Sales



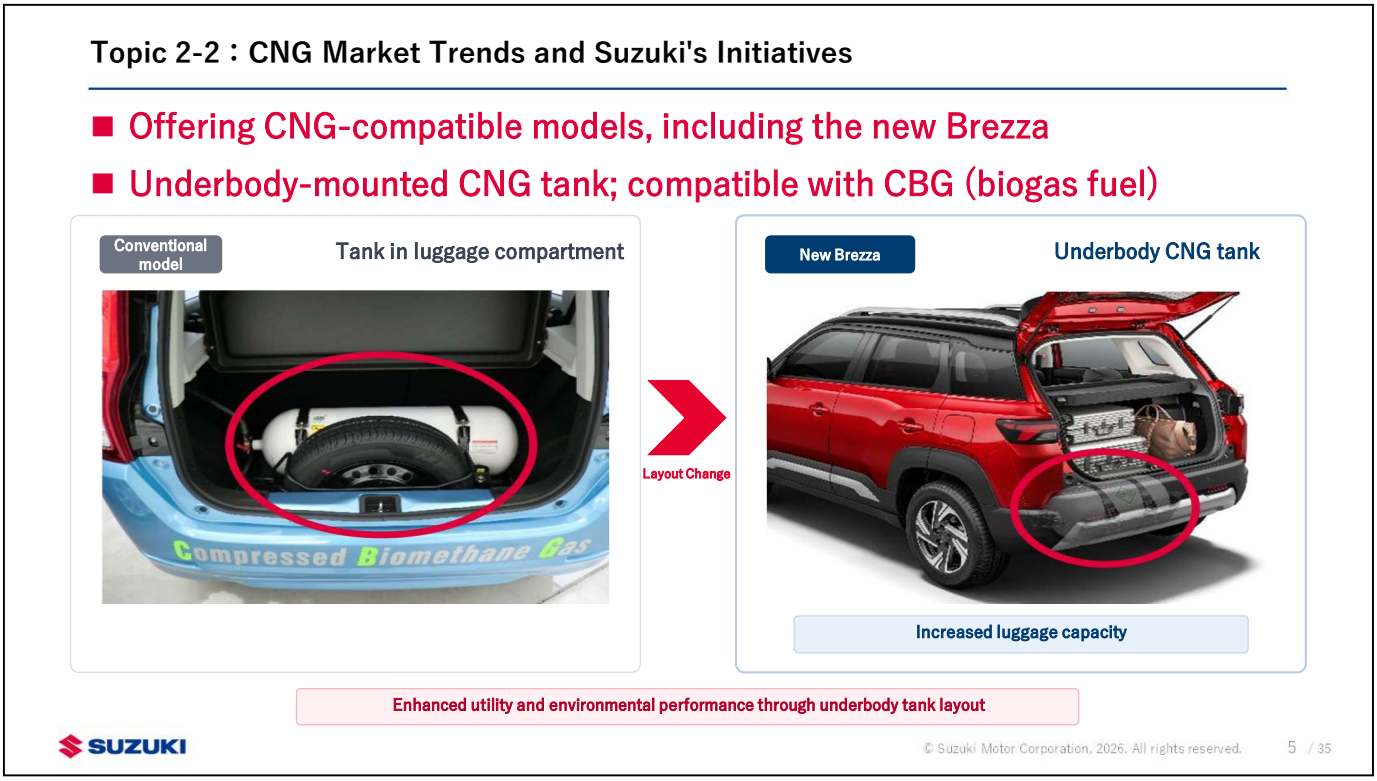
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Next, I will discuss trends in the CNG vehicle market and our initiatives.

In the Indian passenger vehicle market, CNG vehicle sales grew nearly fourfold over the four years from approximately 270,000 units in FY2022 to approximately 1.01 million units in FY2026. The share of CNG vehicles in the market also expanded rapidly from 9% to 22% during the same period.

Maruti Suzuki has also expanded its CNG vehicle lineup in recent years. CNG vehicle sales increased from approximately 210,000 units in FY2022 to approximately 710,000 units in FY2026, while the CNG sales mix rose from 16% to 39%.Maruti Suzuki's market share in the CNG vehicle segment exceeds 70%.



Models including the new Brezza launched in July feature an underbody-mounted CNG tank.

The image on the left shows a tank mounted in the luggage compartment of a conventional model, while the image on the right illustrates the underbody-mounted tank of the new Brezza.

By adopting an underbody packaging layout for the CNG tank, the new model offers greater luggage capacity and improved practicality and convenience, supporting the further expansion of CNG vehicle adoption.

Topic 3 : Energy Domain Initiatives: Biogas Business and Environmental Benefits of CBG

- Two new biogas plants in Gujarat to start operations from 2027
- TERI Report: CBG has the potential to be carbon-neutral or carbon-negative

●Groundbreaking ceremony held for two new biogas plants

- Foundation stone ceremonies held for two additional biogas plants in Gujarat under the presence of Prime Minister Modi in October; part of the plan to set up nine biogas plants in Gujarat through Suzuki's wholly owned subsidiary, SRDI.
- Operations scheduled to begin from 2027 onward
- Supporting deployment of 1,000 biogas plants under the Japan-India CBG Initiative
- Contributing to regional economic development through effective use of local rural resources



Source: Press Information Bureau (PIB), Government of India

●TERI Report: Environmental benefits of CBG

- In September, TERI (The Energy and Resources Institute)* published a report on fuel policy.
- The report assesses that CBG has the potential to be carbon-neutral or even carbon-negative on a lifecycle basis, depending on feedstock and production conditions.

*TERI (The Energy and Resources Institute), established in 1974, is one of India's leading research institutions in energy, environment, and sustainable development, and is described as a "leading think tank" by the Government of India's Science & Technology portal.
TERI: Innovative Solutions for Sustainable Development - India

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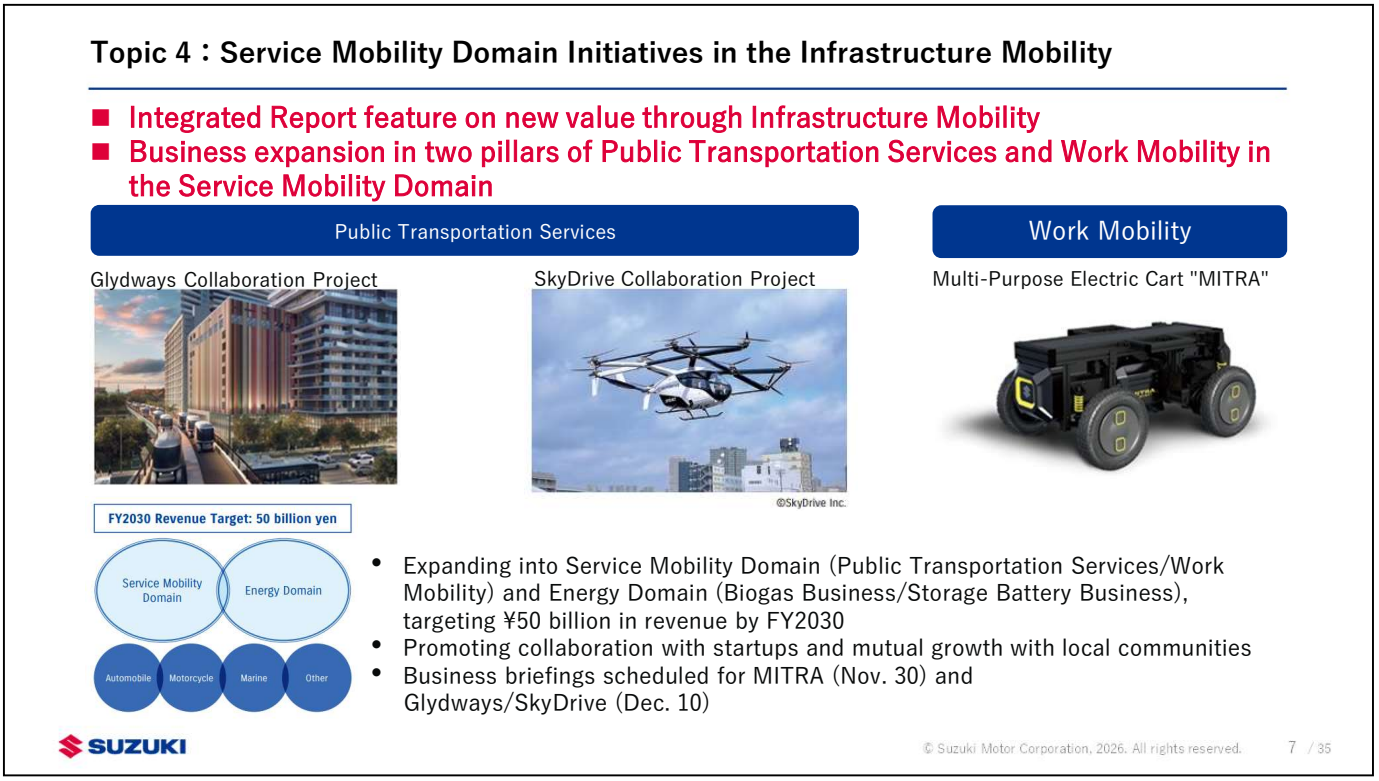
Next, I would like to discuss our biogas business and the environmental benefits of CBG as part of our initiatives in the energy sector.

As part of our "Infrastructure Mobility" strategy, we are expanding our biogas business in the energy domain.

In October, the foundation stone ceremony for two new biogas plants to be constructed in Gujarat by Suzuki's wholly owned subsidiary, SRDI, was held in the presence of Prime Minister Modi. Both plants are scheduled to commence operations in and after 2027. This is a part of the plan to set up nine biogas plants in Gujarat through SRDI.
We will also continue our efforts under the Japan-India CBG Initiative toward the introduction of 1,000 biogas plants. Through our biogas business, we aim to make effective use of resources abundant in rural India and contribute to local economic development.

In September, TERI (The Energy and Resources Institute) published a report on fuel policy, assessing that CBG can be carbon-neutral or even carbon-negative on a lifecycle basis.

Suzuki will promote both wider adoption of CNG vehicles and the development of CBG infrastructure, supporting decarbonization through an integrated vehicle and fuel approach.



Next, I would like to discuss our "Infrastructure Mobility" initiative.

At the end of September, we published the 2026 edition of our Integrated Report on our website. The report highlights our vision of "Infrastructure Mobility" and the new value we aim to create for society.

Leveraging the strengths developed through our existing businesses, we are expanding into two new areas: energy, which I discussed on the previous slide, and service mobility.

In the service mobility domain, we will create new value through two pillars: Public Transportation Services, including our collaboration with Glydways to develop autonomous small electric vehicles operating on dedicated lanes and our collaboration with SkyDrive to provide transportation using eVTOL aircraft; and Work Mobility, including the development of the multipurpose electric platform MITRA.
Business briefings are scheduled for November 30 for MITRA and December 10 for Glydways and SkyDrive.

To acquire the knowledge and technologies needed to expand into these new business areas and to strengthen ties with local communities, we will continue collaborating with startups and promoting mutual growth with regional partners.

I will now hand over to Mr. Ishii, who will explain the details of our financial results.

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FY2026 Second Quarter Results | Highlights

- Revenue increased mainly due to higher sales volume in India
- Operating profit increased as improved earning power offset the impact of higher raw material prices
- Profit before tax and profit for the period increased, mainly due to valuation gains on financial assets

(Billions of yen)		FY2026 2Q	FY2025 2Q	Change	Ratio	Record
Consolidated Financial Results	Revenue	3,419.2	2,864.2	+555.0	+19.4%	Record-high, Increased for the 6th consecutive period
	Operating Profit	291.6	276.5	+15.1	+5.5%	First increase in 2 periods
	(Margin)	(8.5%)	(9.7%)			
	Profit before tax	401.4	332.2	+69.2	+20.8%	Record-high, First increase in 2 periods
	(Margin)	(11.7%)	(11.6%)			
	Profit*	253.7	192.8	+60.9	+31.6%	Record-high, First increase in 2 periods
	(Margin)	(7.4%)	(6.7%)			
FX Rates	US Dollar	159 yen	146 yen	+13 yen	+8.9%	
	Euro	184 yen	168 yen	+16 yen	+9.5%	
	Indian Rupee	1.69 yen	1.70 yen	-0.01 yen	-0.6%	
Global Sales Volume (Thousand units)	Automobile	1,824	1,522	+302	+19.9%	Increased in India, Pakistan, etc.
	Motorcycle	1,167	1,111	+56	+5.0%	Increased in India, Colombia, etc.

* Profit attributable to owners of parent

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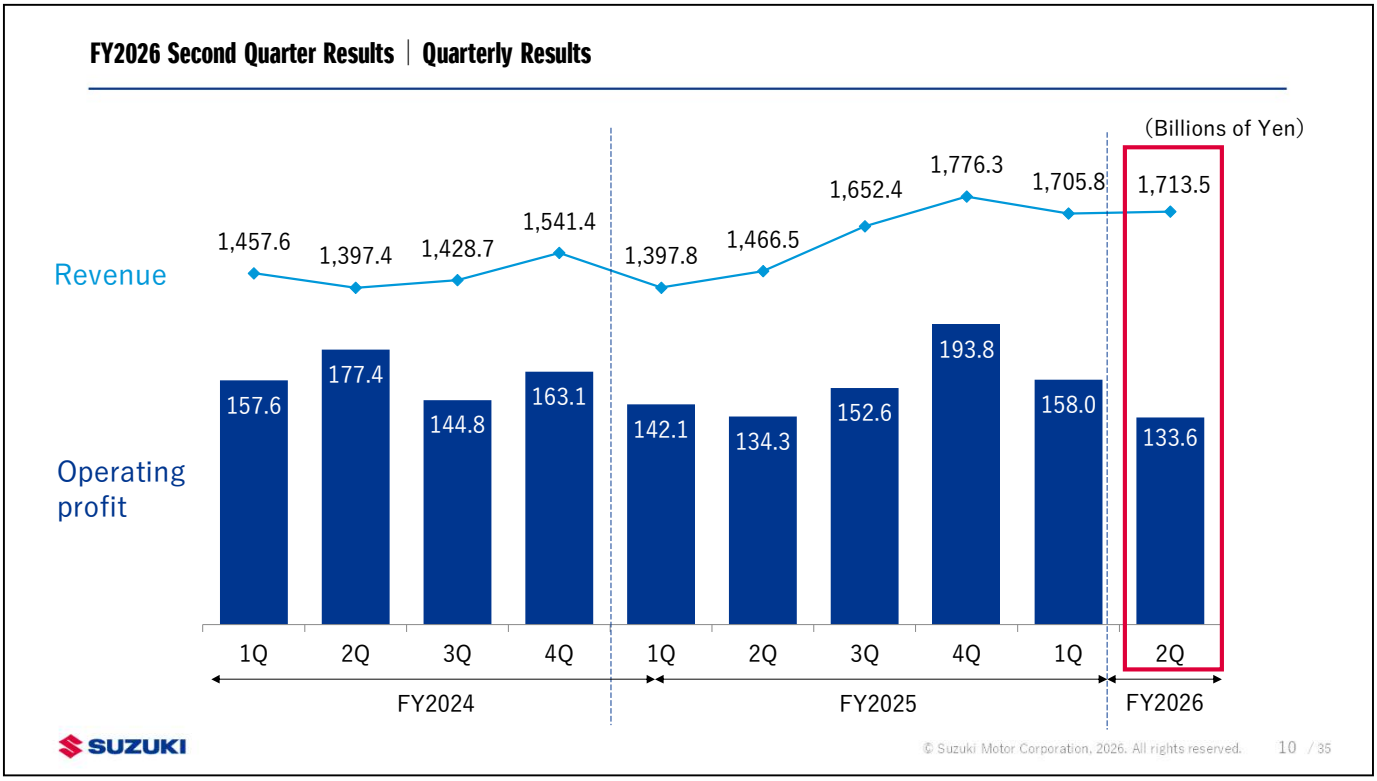
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First, we would like to explain the overview of the financial results.
Revenue was 3,419.2 billion yen, mainly due to an increase in sales volume in India.
This was a 19% increase year on year, achieving revenue growth for the sixth consecutive period,
and also reaching a record high.

Operating profit was 291.6 billion yen,
as the impact of rising raw material prices was absorbed by improvements in earning power,
resulting in a 5.5% increase.
Due to valuation gains on financial assets and other factors,
profit before tax was 401.4 billion yen, and profit for the interim period was 253.7 billion yen,
both increasing year on year.

Automobile sales increased mainly in India, Pakistan, and other markets, and total global sales increased by 302 thousand units.

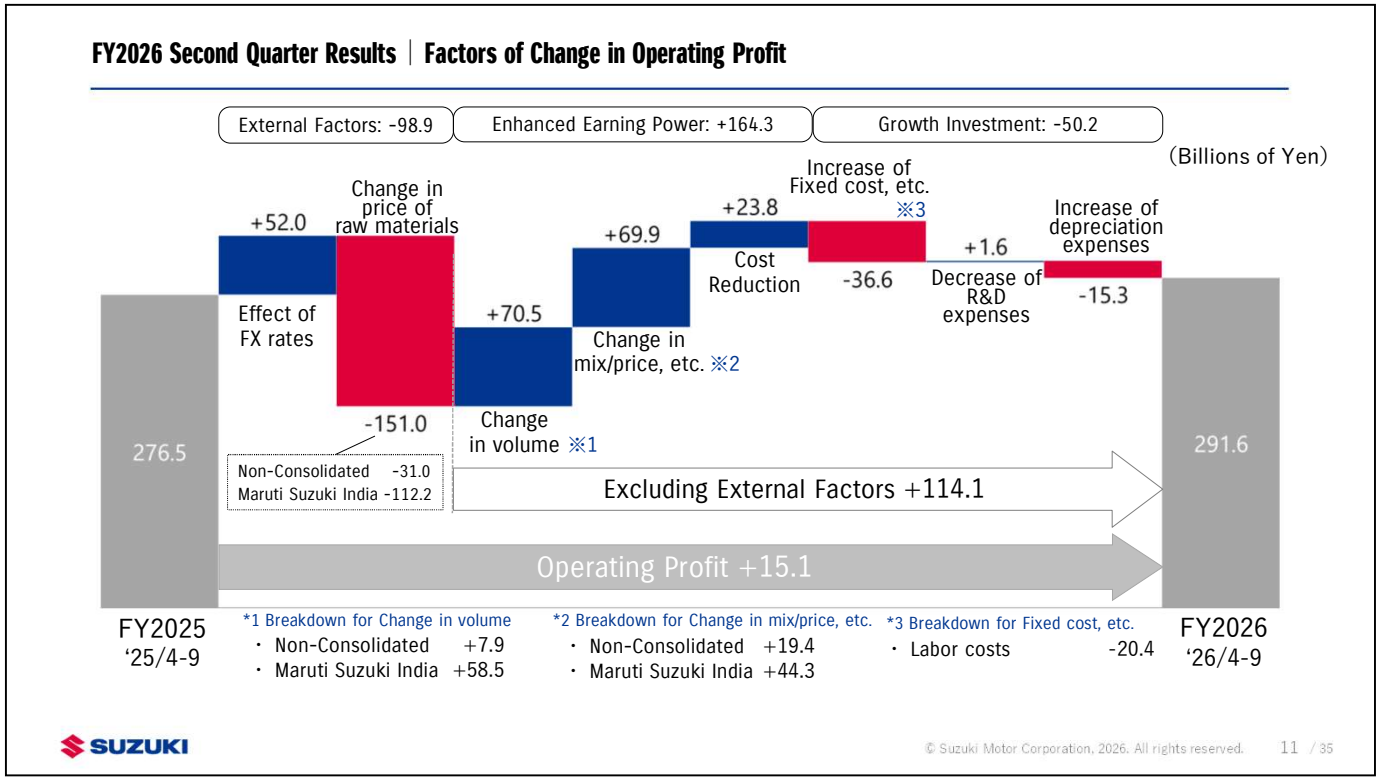
Motorcycle sales increased mainly in India, Colombia, and other markets, and total global sales increased by 56 thousand units.



The quarterly performance is as shown.

Revenue was 1,713.5 billion yen,
marking a record high for the second quarter.

Operating profit was 133.6 billion yen,
remaining at the same level as the previous year.



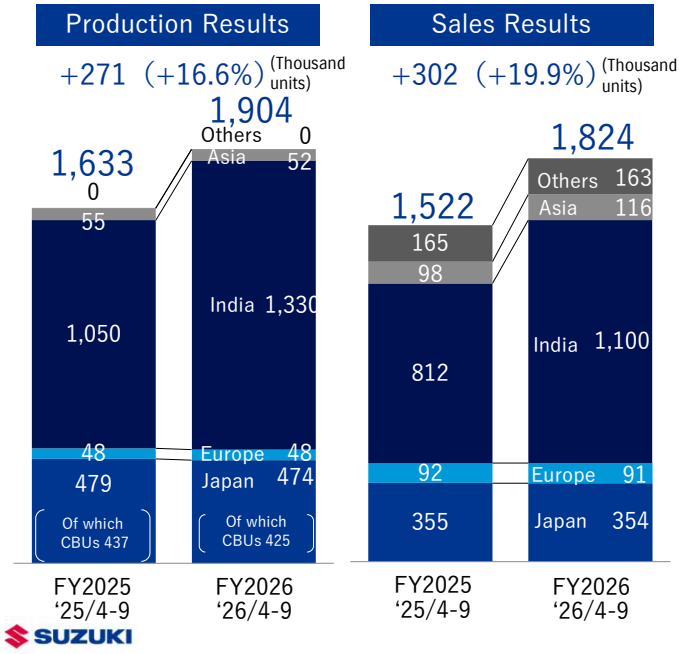
The factors of change in operating profit compared to the previous fiscal year are as shown.

As for external factors:
Foreign exchange effects increased profit by 52.0 billion yen.
Changes in raw material prices decreased profit by 151.0 billion yen, mainly due to increases in raw material prices in India.

For items excluding external factors,
as a result of improvements in earning power,
Increase in sales volume increased profit by 70.5 billion yen.
Changes in mix/price, etc. increased profit by 69.9 billion yen.
Cost reductions increased profit by 23.8 billion yen.

As a result of expanding investments toward sustainable growth and the achievement of the Mid-Term Management Plan,
Fixed costs and other expenses, mainly human capital investment, increased by 36.6 billion yen.
Depreciation expenses increased by 15.3 billion yen.
R&D expenses decreased by 1.6 billion yen,
but from the second half onward, we will proceed with investments as planned.

Production and Sales Volume of Automobile | Global



FY2026 First Half Global sales

(Thousand units)

	Volume	Year-on-year	
Global Sales	1,824	+302	+19.9%
Japan	354	-1	-0.3%
Europe	91	-0	-0.4%
India	1,100	+288	+35.4%
Asia (excl. India)	116	+18	+18.6%
Pakistan	54	+11	+26.7%
Indonesia	35	+5	+17.8%
Philippines	9	-2	-19.5%
Others	163	-2	-1.4%
Africa	66	+4	+5.8%
Latin America	64	+4	+7.6%
Middle East	23	-9	-28.8%
Oceania	10	-1	-11.7%

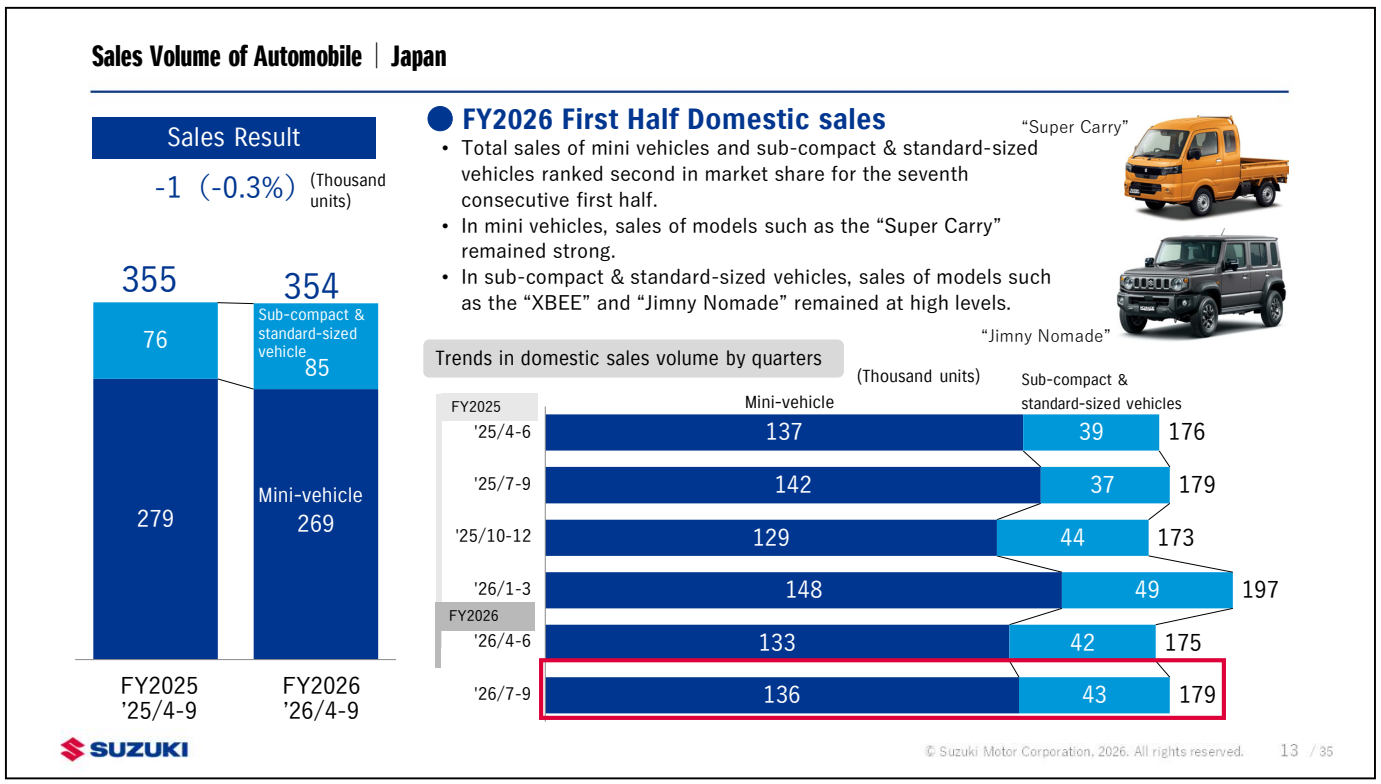
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Next, I will explain the production and sales situation.

Regarding automobile production, production increased significantly in India,
where new production lines began operations,
and global production increased by 271 thousand units year on year to 1,904 thousand units.

The second line at Kharkhoda started operations in May,
and the fourth line at Hansalpur started operations in July.
As a result, total production capacity in India increased by 500 thousand units to 2,900 thousand units.

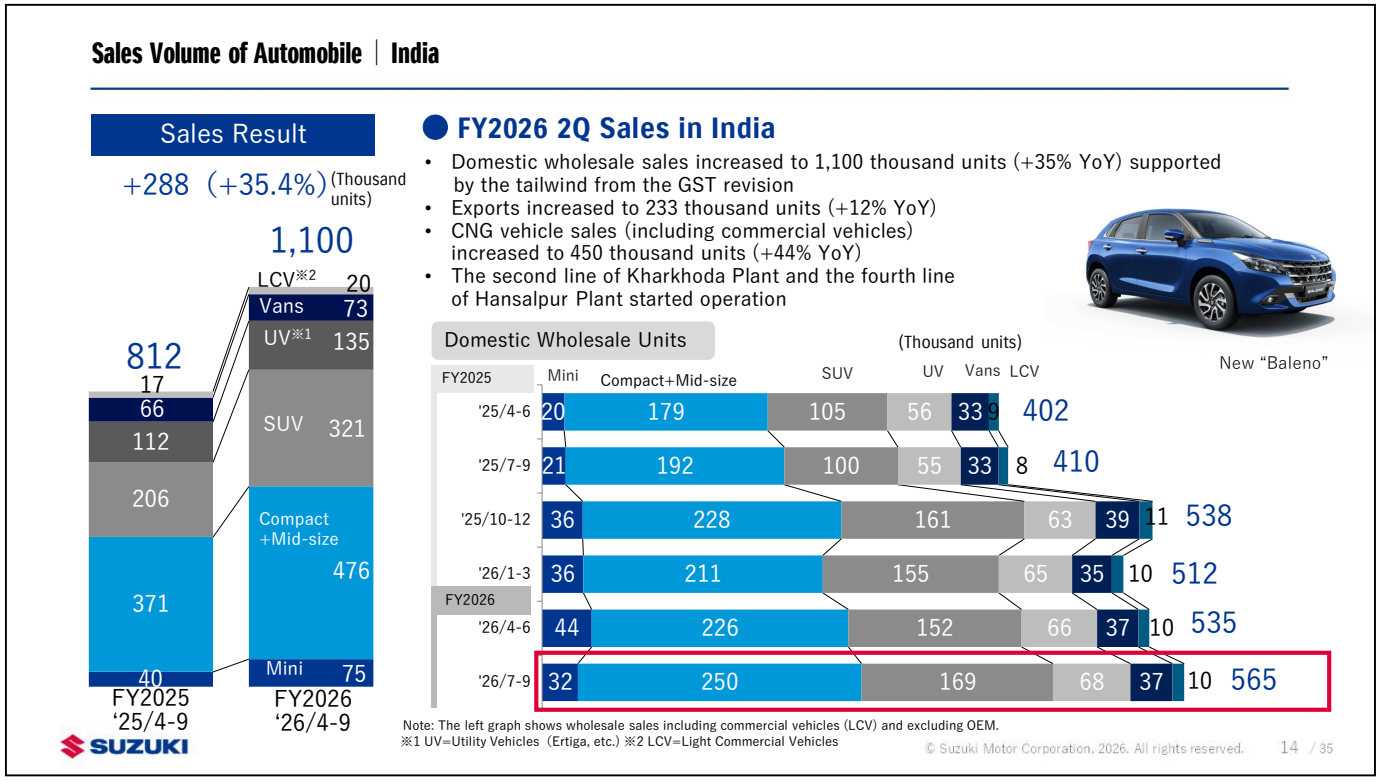
Sales volume increased in India,
where strong demand has continued since last year's GST revision,
as well as in Pakistan, where sales have been strong,
and increased by 302 thousand units year on year to 1,824 thousand units.



Next, I will explain our automobile sales results in Japan.

In the first half of the fiscal year,
our combined sales of mini vehicles and sub-compact & standard-sized vehicles ranked second
in market share for the seventh consecutive first half.

Sales of the "Super Carry" among mini vehicles,
and the "XBEE" and "Jimny Nomade" among sub-compact & standard-sized vehicles, remained strong.



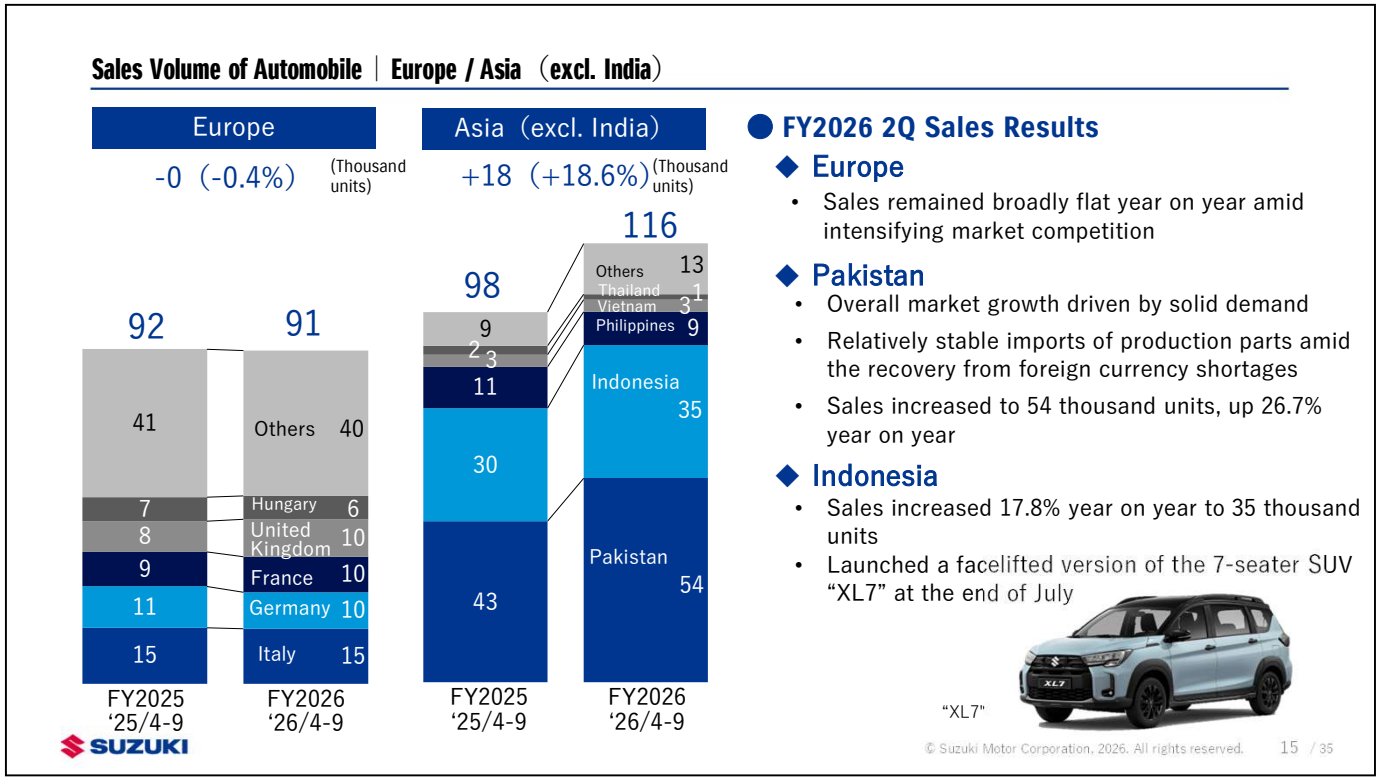
Next, let me explain the automobile sales situation in India.

For the first half, wholesale sales increased 35% year-on-year to 1,100 thousand units, reflecting the low base in the same period of the previous year due to customers holding off on purchases, as well as the continued tailwind from the GST revision.
In addition to the SUV segment, sales increased significantly in the compact car segment.

Exports increased 12% YoY to 233 thousand units.

CNG vehicle sales, including commercial vehicles, remained strong, increasing 44% year on year to 450 thousand units.

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



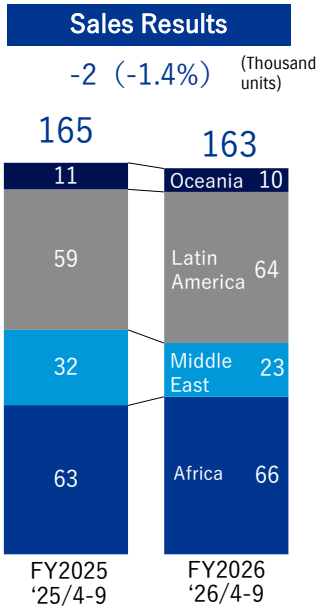
Next, let me explain the sales situation in Europe and Asia.

In Europe, amid intensifying market competition, sales remained at the same level as the previous year.

In Pakistan, the overall market expanded against the backdrop of stable economic conditions. In addition, imports of production parts remained relatively stable as foreign currency shortages eased. As a result, sales for the period increased by 26.7% year on year to 54 thousand units.

In Indonesia, we introduced a facelifted version of seven-seater SUV "XL7" at the end of July.

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



Sales Results

(Thousand units)

	Volume	Year-on-year	
Africa	66	+4	+5.8%
South Africa	36	+0	+0.3%
Angola	11	+2	+21.8%
Middle East	23	-9	-28.8%
Saudi Arabia	16	-3	-18.0%
Latin America	64	+4	+7.6%
Mexico	14	-4	-22.5%
Chile	11	+0	+0.4%
Colombia	10	+3	+48.5%
Oceania	10	-1	-11.7%

Topics

- In Africa, sales in Angola remained strong, increasing 21.8% year on year and achieving the No. 1 market share (75.1%)
- Sales remained solid in Latin America, with particularly strong growth in Colombia
- Sales in the Middle East declined due to the impact of the situation in Iran

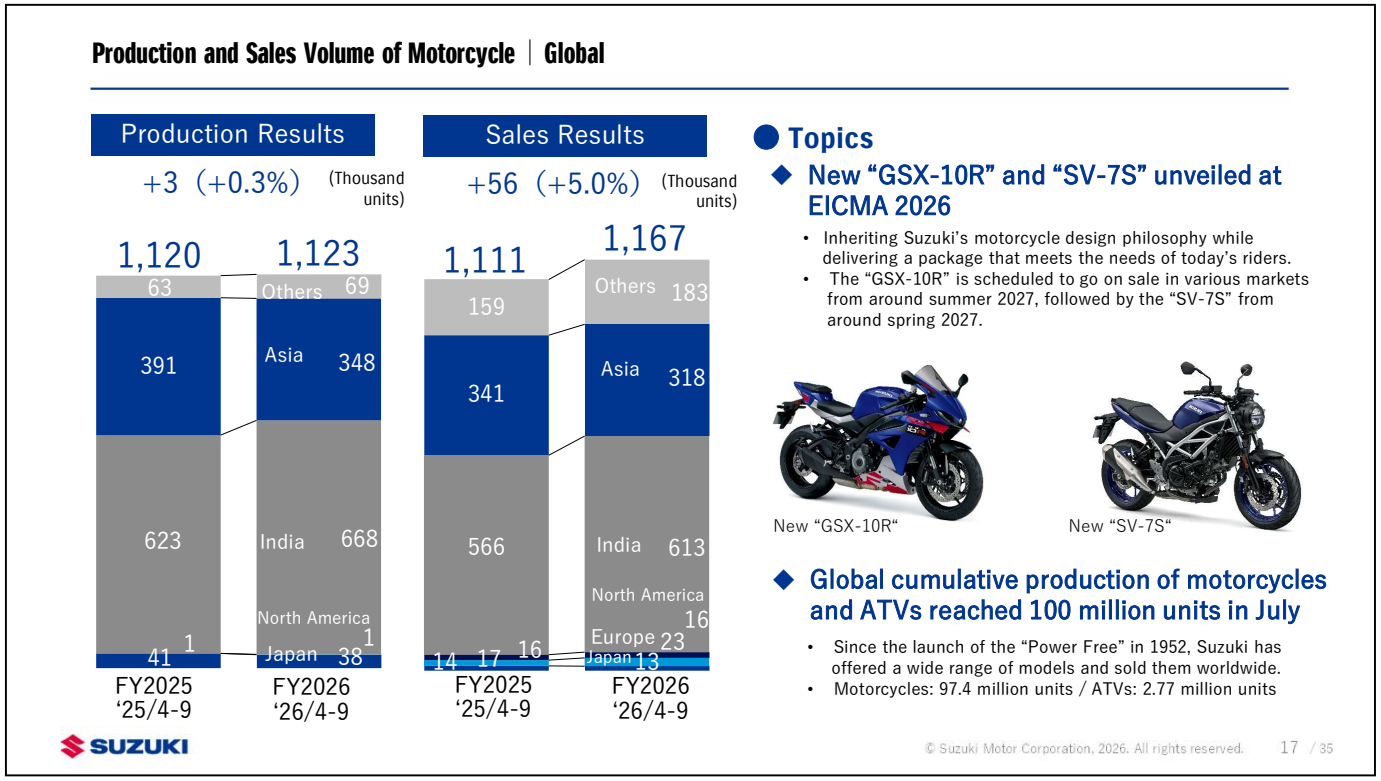
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Here is the sales status in Africa, the Middle East, Latin America, and Oceania.

In Africa, sales in Angola remained strong, increasing by 21.8% year on year and maintaining the No.1 market share of 75.1%.

In Latin America, sales remained solid. In Colombia in particular, as the overall market expanded amid currency stability, hybrid models such as the “Fronx” and “Swift” were well received, driving significant sales growth.

In the Middle East, sales declined due to the impact of the situation in Iran.



Next, I will explain our motorcycle sales performance.

Both production and sales exceeded the levels of the same period last year, mainly driven by increased sales in India.
In Europe, the market recovery provided a tailwind, while the expansion of our lineup through the introduction of new models contributed to strong sales across the region.

As a recent topic, at EICMA 2026, the international motorcycle show held in Milan last week, we unveiled the new "GSX-10R" and "SV-7S".
The "GSX-10R" is scheduled to go on sale from around summer 2027, while the "SV-7S" is scheduled to go on sale from around spring 2027 in various markets.

In July, cumulative global production of motorcycles and ATVs reached 100 million units. Since the launch of the "Power Free" in 1952, we have stayed close to our customers, offering a diverse lineup of products around the world. This milestone was achieved 74 years after the launch of the "Power Free".
Of the 100 million units produced, 97.4 million were motorcycles and 2.77 million were ATVs.

Business performance by segment is provided in the supplementary materials.
Both the motorcycle business and the marine business achieved increases in revenue and profit.

Full Year Forecast | Highlights

- Operating profit forecast maintained as higher sales volume, mainly in India, offsets rising raw material costs
- Forecast for profit before tax revised downward by 30 billion yen, while forecast for the period maintained

(Billions of yen)		FY2026 ('26/4-'27/3)	FY2025 ('25/4-'26/3)	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	6,900.0	
	Operating Profit (Margin)	**540.0** (7.8%)	622.9 (9.9%)	-82.9	-13.3%	Decline for the 2nd consecutive period	540.0 (7.8%)	
	Profit before tax (Margin)	**690.0** (10.0%)	730.7 (11.6%)	-40.7	-5.6%	First decline in last 7 periods	720.0 (10.4%)	**-30.0**
	Profit* (Margin)	**420.0** (6.1%)	439.3 (7.0%)	-19.3	-4.4%	First decline in last 7 periods	420.0 (6.1%)	
FX Rates	US Dollar	159 yen	151 yen	+8 yen	+5.5%		158 yen	+1 yen
	Euro	181 yen	175 yen	+6 yen	+3.6%		183 yen	-2 yen
	Indian Rupee	1.68 yen	1.72 yen	-0.04 yen	-2.3%		1.68 yen	
Global Sales Volume (Thousand units)	Automobile	3,702	3,320	+382	+11.5%		3,579	+122
	Motorcycle	2,398	2,261	+137	+6.1%		2,337	+60

* Profit attributable to owners of parent

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Next, I will explain our full-year earnings forecast.

We have maintained our operating profit forecast at 540.0 billion yen, as the negative impact of rising raw material prices is expected to be offset by higher sales volume, primarily in India.

For profit before tax, we now expect 690.0 billion yen, a decrease of 30.0 billion yen from the previous forecast, reflecting valuation losses on financial assets recognized in the July-September quarter.

Profit for the year is expected to remain unchanged at 420.0 billion yen, as we anticipate factors including a decline in profit attributable to non-controlling interests.

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

(Billions of Yen)



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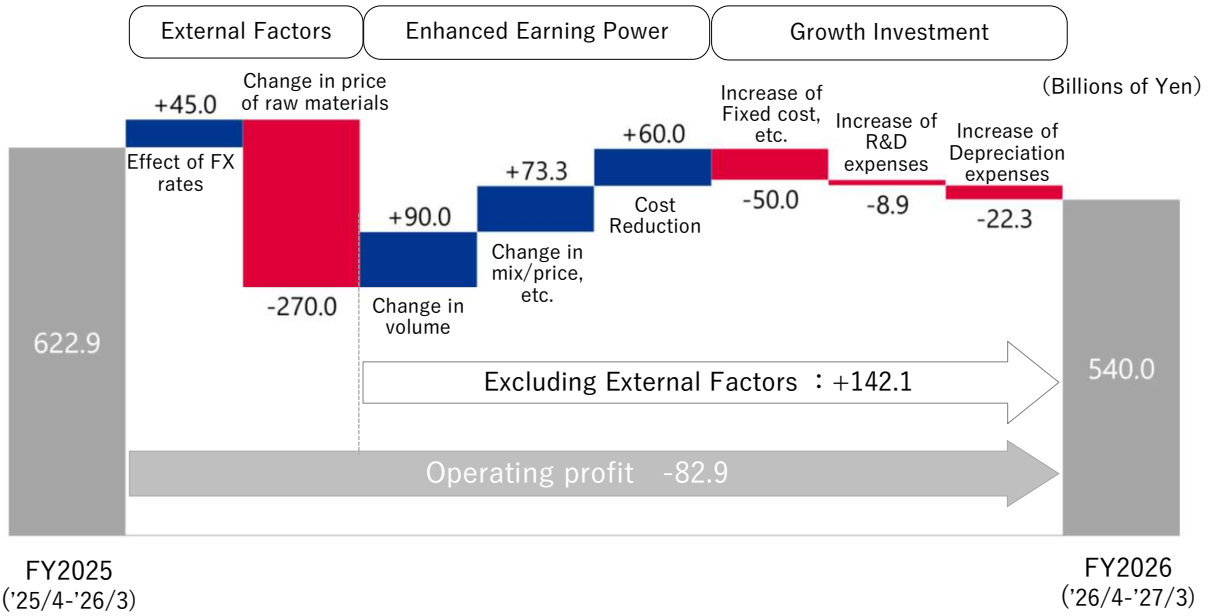
Let me explain the factors behind our decision to maintain the previous operating profit forecast.

While operating profit is expected to increase by 20 billion yen due to volume effects and by 10 billion yen through cost reduction initiatives, these gains are expected to be offset by a 30 billion negative impact, reflecting higher raw material costs in India.

As a result, our overall operating profit forecast remains unchanged from the previous forecast.

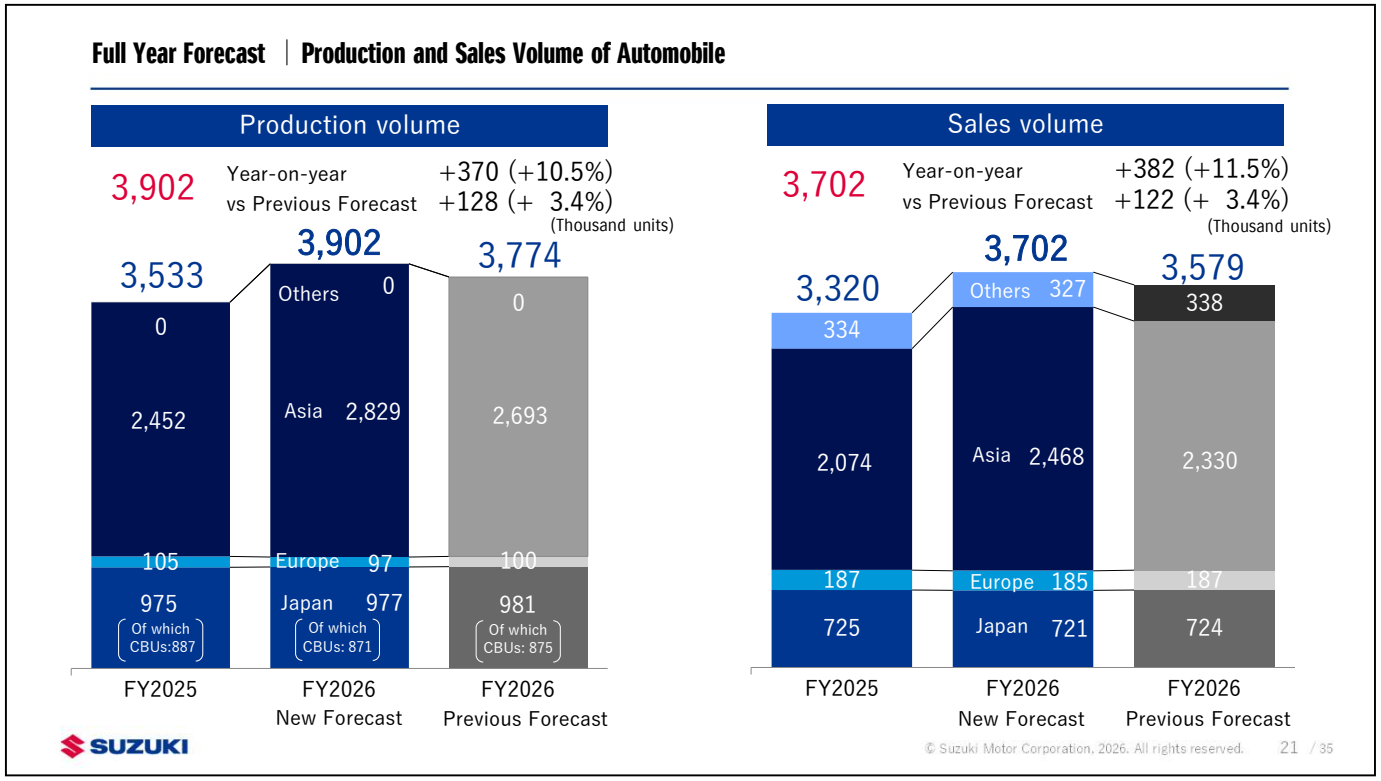
Going forward, we will continue to pursue overall optimization across Team Suzuki, respond flexibly to changes in the business environment through close collaboration, and further strengthen our earning power.

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



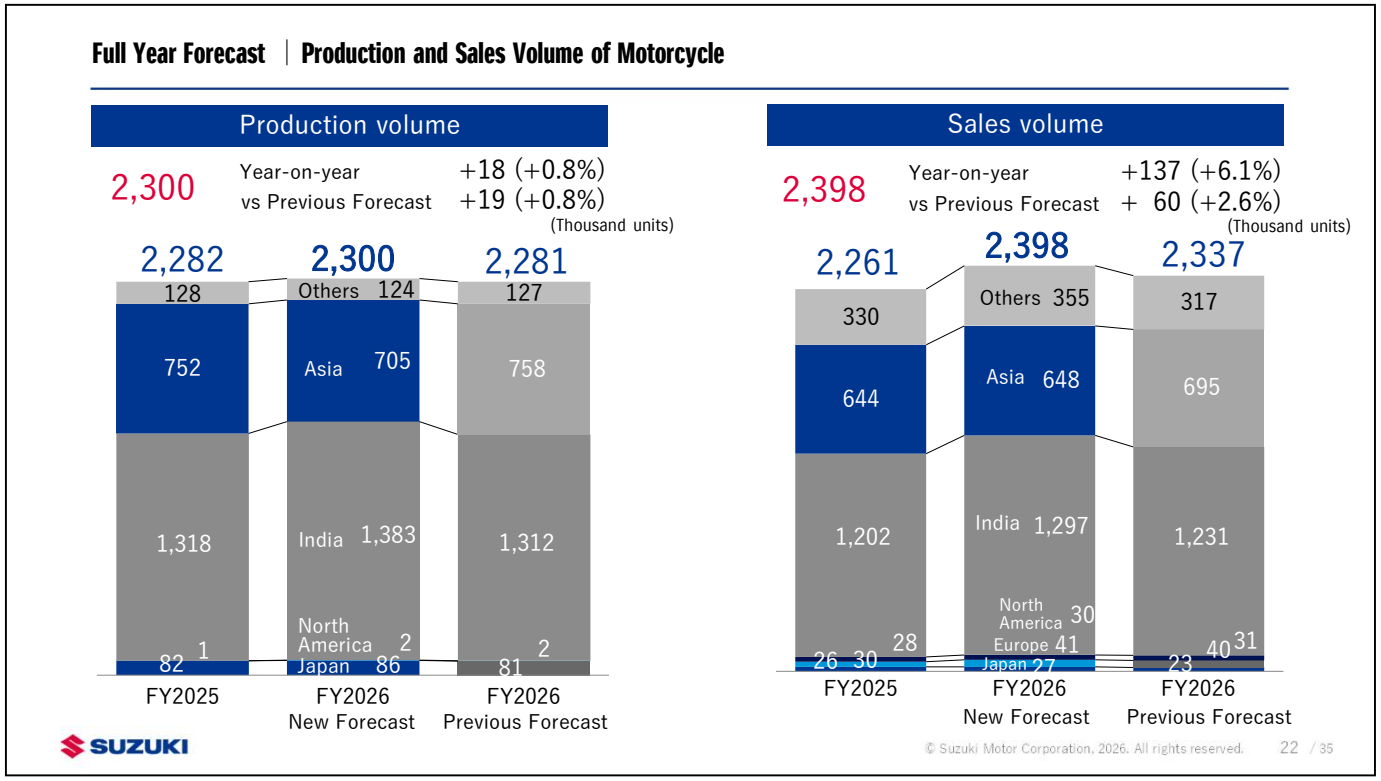
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As a result of our review, the factors of change in operating profit compared to the previous period are as shown.



Regarding automobile sales volume, we have revised our global sales forecast upward by 122 thousand units from the previous forecast, representing an increase of 382 thousand units compared with the previous fiscal year.
This revision is primarily driven by strong demand in India.
Going forward, we will continue to expand production capacity as planned and capture growing demand in the market.

In line with the higher sales outlook, we have also revised our global production forecast upward by 128 thousand units from the previous forecast, representing an increase of 370 thousand units compared with the previous fiscal year.



Turning to motorcycle sales volume, we have revised our global sales forecast upward by 60 thousand units, driven by expanded sales primarily in India and Colombia.
As a result, sales volume is expected to increase by 137 thousand units year on year.

Regarding production volume, reflecting strong demand in India, we have revised our global production forecast upward by 19 thousand units, representing an increase of 18 thousand units year on year.

This concludes our presentation on the financial results for the second quarter of FY2026.
The following pages contain supplementary information, including a breakdown of revenue and other details. We invite you to review these materials as well.

Thank you very much for your attention.

Appendix

FY2026 Second 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	792.6	755.8	+36.8	9.4	8.2	+1.1	1.7	1.7	+0.0	5.7	6.3	-0.7	809.3	772.1	+37.3		-12.9
Suzuki brand	736.8	703.2	+33.6	9.4	8.2	+1.1	1.7	1.7	+0.0	5.7	6.3	-0.7	753.5	719.4	+34.1		
O E M	55.8	52.6	+3.2										55.8	52.6	+3.2		
Overseas total	2,297.0	1,832.3	+464.7	246.6	201.6	+44.9	66.4	58.2	+8.1				2,609.9	2,092.2	+517.7	+86.6	+432.4
Europe	346.0	266.5	+79.5	29.3	22.3	+7.0	11.3	10.6	+0.7				386.7	299.5	+87.2	+29.8	+49.8
N. America	0.3	0.2	+0.1	17.4	21.0	-3.6	37.3	30.0	+7.3				55.0	51.1	+3.8	+4.6	-4.8
Asia	1,599.0	1,246.1	+352.9	120.6	110.3	+10.3	6.1	6.0	+0.1				1,725.7	1,362.4	+363.3	+5.7	+386.9
India	1,390.7	1,079.0	+311.7	91.3	75.0	+16.2	0.7	0.5	+0.2				1,482.7	1,154.5	+328.2	-8.8	+350.0
excl. India	208.3	167.1	+41.2	29.4	35.3	-5.9	5.3	5.5	-0.1				243.0	207.9	+35.1	+14.5	+36.9
Others	351.6	319.5	+32.2	79.2	48.0	+31.2	11.7	11.7	+0.0				442.5	379.1	+63.4	+46.6	+0.5
Grand total	3,089.6	2,588.1	+501.5	255.9	209.8	+46.1	68.1	60.0	+8.2	5.7	6.3	-0.7	3,419.2	2,864.2	+555.0	+86.6	+419.5
Effect of FX rates			+62.5			+18.4			+5.8						+86.6		

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

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

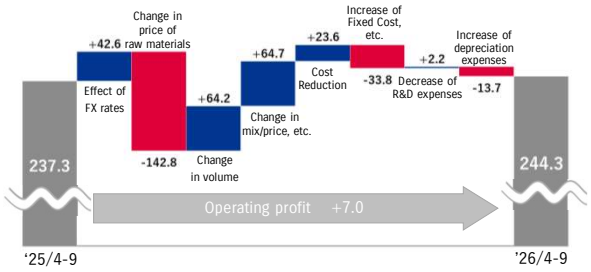
Performance by Business Segment

(Billions of Yen)

	'26/4-9					'26/7-9				
	Revenue		Operating profit			Revenue		Operating profit		
		YoY		YoY	Margin		YoY		YoY	Margin
Auto.	3,089.6	+19%	244.3	+3%	7.9%	1,547.9	+16%	109.9	-7%	7.1%
Moto.	255.9	+22%	28.3	+26%	11.1%	131.5	+25%	13.9	+42%	10.6%
Marine	68.1	+14%	17.5	+18%	25.7%	31.3	+11%	8.9	+58%	28.6%
Others	5.7	-11%	1.5	-20%	26.3%	2.8	-8%	0.8	-28%	27.4%
Total	3,419.2	+19%	291.6	+5%	8.5%	1,713.5	+17%	133.6	-1%	7.8%

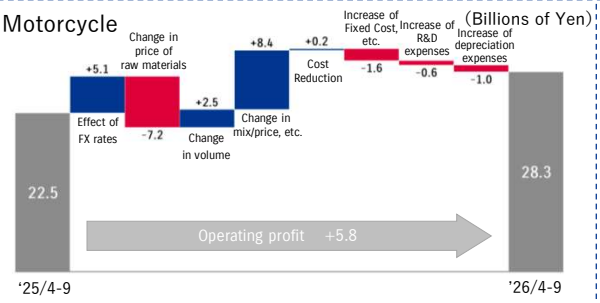
Automobile

(Billions of Yen)



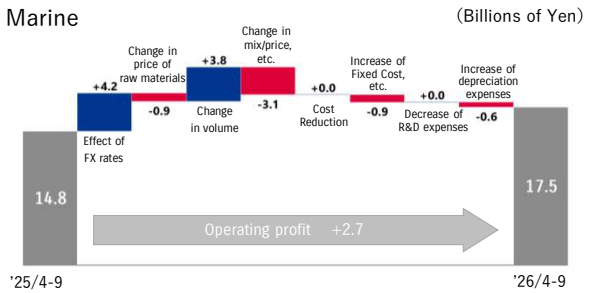
Motorcycle

(Billions of Yen)



Marine

(Billions of Yen)



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

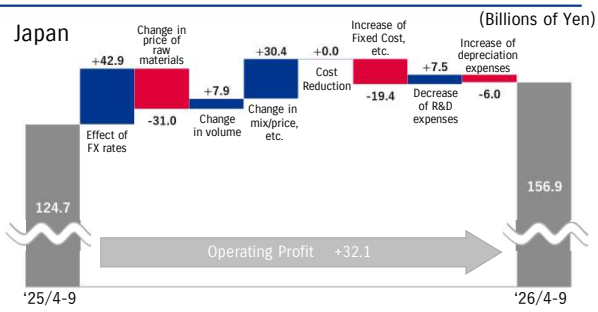
Performance by Geographic Region

(Billions of Yen)

	'26/4-9					'26/7-9				
	Revenue		Operating profit			Revenue		Operating profit		
		YoY		YoY	Margin		YoY		YoY	Margin
Japan	1,696.0	+12%	156.9	+26%	9.2%	835.8	+5%	66.7	+11%	8.0%
Europe	381.6	+14%	3.6	-49%	0.9%	180.7	+1%	0.6	-85%	0.4%
Asia	2,076.7	+27%	111.0	-19%	5.3%	1,049.8	+23%	57.6	-22%	5.5%
Others	264.9	+18%	21.6	+114%	8.2%	130.5	+13%	12.8	+139%	9.8%
Total	3,419.2	+19%	291.6	+5%	8.5%	1,713.5	+17%	133.6	-1%	7.8%

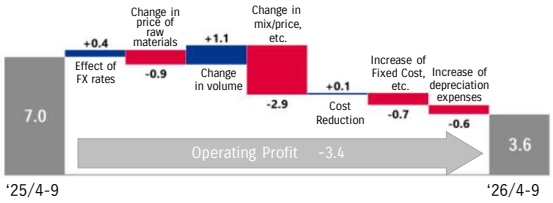
Japan

(Billions of Yen)



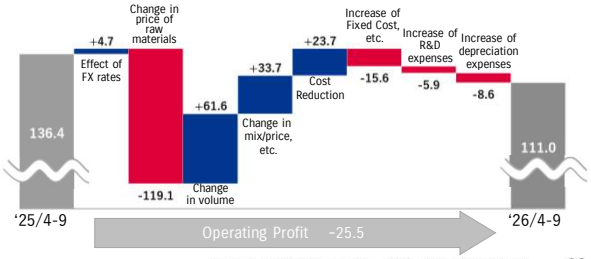
Europe

(Billions of Yen)



Asia

(Billions of Yen)



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FY2026 Second Quarter Results | Highlights of Maruti Suzuki India

		Rupees (Billions of Rupees)*1			Yen Conversion (Billions of yen)		
		FY2026 ('26/4-9)	FY2025 ('25/4-9)	Change	FY2026 ('26/4-9)	FY2025 ('25/4-9)	Change
Consolidated	Revenue※2	1,005.8	767.6	+238.2	1,699.8	1,305.0	+394.8
	Operating profit※3 (Margin)	54.4 (5.4%)	64.5 (8.4%)	-10.1	91.9 (5.4%)	109.6 (8.4%)	-17.7
	Profit before taxes (Margin)	76.6 (7.6%)	92.8 (12.1%)	-16.2	129.5 (7.6%)	157.8 (12.1%)	-28.3
	Profit after taxes (Margin)	59.1 (5.9%)	71.4 (9.3%)	-12.3	99.9 (5.9%)	121.4 (9.3%)	-21.5
	FX rates	1.69 yen	1.70 yen	-0.01yen			
Wholesales (Thousand units)	Domestic※4	1,147	871	+275			
	Exports※4	233	207	+25			
	Total	1,379	1,079	+301			

※1 Results shown in Rupees are consolidated results announced by Maruti Suzuki India on Oct. 27.

※2 Revenue = Sale of products

※3 Operating Profit is calculated by using the following formula: Operating Profit = Total Revenue from operations - Total Expenses + Finance costs

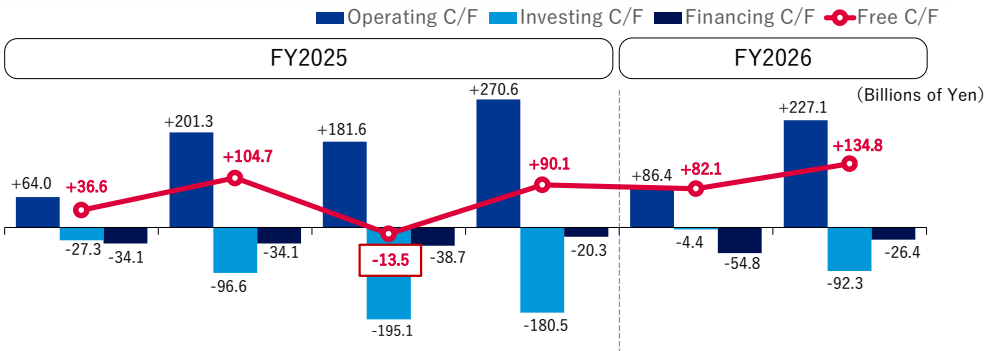
※4 Domestic and exports include OEM units

Note. The above figures are for reference purpose only as financial results of Maruti Suzuki India are based on IndAS (Indian IFRS).

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FY2026 Second Quarter Results | Cash Flows (Quarterly trends)



	FY2025				FY2026	
	1Q	2Q	3Q	4Q	1Q	2Q
Free C/F	+36.6	+104.7	-13.5	+90.1	+82.1	+134.8
Financing C/F	-34.1	-34.1	-38.7	-20.3	-54.8	-26.4
(of which dividend payout)*1	(-40.6)	(-30.1)	(-42.9)	(+0.0)	(-46.4)	(-31.3)
Effect of FX rate	+4.0	+10.1	+24.3	+1.4	+6.1	-16.4
Net change in cash	+6.6	+80.8	-27.9	+71.1	+33.4	+92.0
Cash balance	849.3	930.0	902.2	973.3	1,006.6	+1,098.7
Net cash	113.6	194.1	155.6	224.7	254.2	+335.0
(Monthly sales ratio)*2	(0.2 months)	(0.4 months)	(0.3 months)	(0.4 months)	(0.4 months)	(0.6 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

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FY2026 Second Quarter Results | Capital Expenditures, etc.

	FY2026 ('26/4-9)	FY2025 ('25/4-9)	Change
Capital Expenditures	215.1bln yen	170.0bln yen	+45.1bln yen
Non-consolidated	51.3bln yen	51.5bln yen	-0.2bln yen
Subsidiaries	163.8bln yen	118.5bln yen	+45.3bln yen
(of which India)	(137.0bln yen)	(89.5bln yen)	(+47.6bln yen)
Depreciation Expenses	119.1bln yen	103.8bln yen	+15.3bln yen
R&D Expenses	130.0bln yen	131.6bln yen	-1.6bln 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	
	Sep. 2026	Sep. 2025	Change	March 2026	Change
Interest-Bearing Debt balance	763.7 bln yen	736.0 bln yen	+27.7 bln yen	748.6 bln yen	+15.1 bln yen
Consolidated Subsidiaries etc.	120	124	-4	121	-1
Entities accounted for using equity method	37	36	+1	37	+0
Employees	80,298	76,819	+3,479	76,889	+3,409

*Lease liabilities are not included in the results above.

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FY2026 Second Quarter Results | Foreign Exchange Rates

	FY2026 ('26/4-9) (yen)	FY2025 ('25/4-9) (yen)	Change from FY2025 (yen)	Change from FY2025 (%)	Effect of FX rates in operating profit: Exchange sensitivity※ (bln yen)	Effect of FX rates in operating profit: Impact amount (bln yen)
Euro	184	168	+16	+9.7%	+1.0	+16.2
South African Rand	9.74	8.13	+1.61	+19.8%	※ +0.6	+9.8
US Dollar	159	146	+13	+9.2%	+0.5	+6.3
Mexican Peso	9.21	7.66	+1.55	+20.2%	※ +0.4	+6.0
Pakistani Rupee	0.58	0.52	+0.06	+11.5%	※ +0.7	+4.4
Australian Dollar	113	95	+18	+19.4%	+0.2	+4.0
Colombian Peso	0.047	0.036	+0.012	+32.5%	※ +2.3	+2.7
Indian Rupee	1.69	1.70	-0.01	-0.6%	※ –	+2.5
Others	–	–	–	–		+0.1
Effect of FX rates total						+52.0

* Exchange sensitivity...The impact of 1 yen depreciation on operating profit.
However, for South African Rand and Mexican Peso, the impact of a move of 0.1 yen on operating profit.
For Pakistani Rupee, Colombian Peso and Indian Rupee, the impact of a move of 0.01 yen on operating profit.

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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.

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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	181	175	+6	+3.6%		+1.8	+11.7
South African Rand	9.62	8.71	+0.91	+10.4%	※1	+1.2	+10.9
Mexican Peso	8.96	8.16	+0.80	+9.8%	※1	+0.8	+6.2
US Dollar	159	151	+8	+5.5%		+0.9	+7.3
Australian Dollar	111	100	+12	+11.8%		+0.4	+4.7
Pakistani Rupee	0.58	0.54	+0.04	+7.4%	※1	+1.5	+6.0
Colombian Peso	0.048	0.039	+0.01	+24.4%	※1	+4.2	+3.9
Sterling Pound	212	202	+10	+4.8%		+0.2	+1.7
Indian Rupee	1.68	1.72	-0.04	-2.3%	※1	+2.8	-7.5
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 and Mexican Peso, the impact of a move of 0.1 yen on operating profit.
For Pakistani Rupee, Colombian Peso and Indian Rupee, the impact of a move of 0.01 yen on operating profit.
※2 Total includes the impact of other currencies.

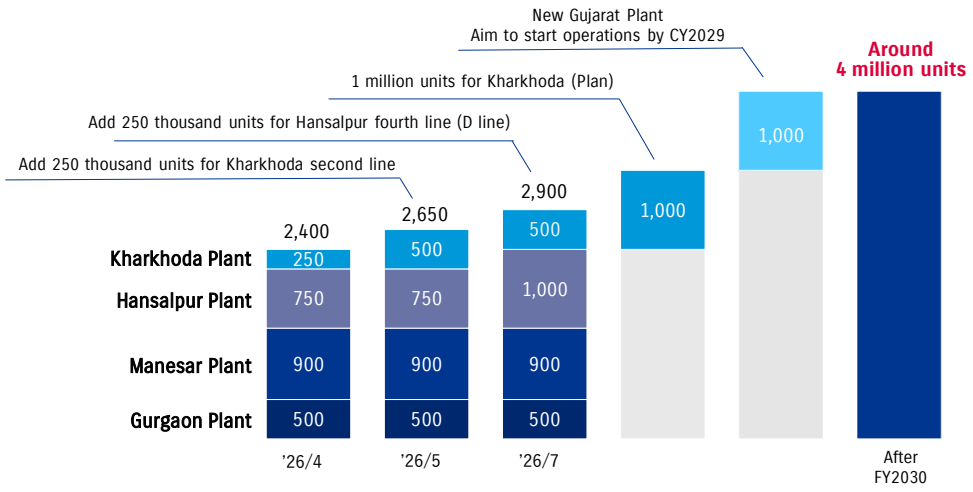
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India | Strengthen Production Base

Roadmap of Automobile Production Capacity in India

(2 shifts, 1,000 units)



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FY2026 Second Quarter Financial Results



November 10, 2026　SUZUKI MOTOR CORPORATION

(Note) Back cover image:
A scene from Suzuki's official fan event, "GSX-S/R Meeting 2026," held on October 11, 2026.
(2,512 motorcycles and 3,087 people participated in the event)



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]