

Consolidated Financial Results for the Nine Months Ended December 31, 2025 (Under IFRS)



February 12, 2026

Company name: ISUZU MOTORS LIMITED
 Listing: Tokyo Stock Exchange
 Securities code: 7202
 URL: <https://www.isuzu.co.jp/world/company/investor/>
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 Expected starting date for distribution of cash dividends: –
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for first nine months of FY2026 (April 1, 2025 through December 31, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before tax		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended December 31, 2025	2,511,521	5.3	172,456	(12.4)	195,568	(6.1)	150,258	(1.7)
December 31, 2024	2,384,525	–	196,788	–	208,300	–	152,798	–

	Profit attributable to owners of parent		Total comprehensive income		Basic earnings per share	Diluted earnings per share
	Millions of yen	%	Millions of yen	%	Yen	Yen
Nine months ended December 31, 2025	121,205	(1.1)	238,234	27.6	172.67	172.59
December 31, 2024	122,576	–	186,700	–	165.53	165.51

Note: Basic earnings per share and diluted earnings per share are calculated based on the amount of profit attributable to owners of parent.

(2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent to total assets
	Millions of yen	Millions of yen	Millions of yen	%
As of December 31, 2025	3,547,966	1,635,679	1,453,972	41.0
March 31, 2025	3,303,310	1,537,659	1,372,863	41.6

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
FY2025	–	46.00	–	46.00	92.00
FY2026	–	46.00	–	–	–
FY2026 (Forecast)	–	–	–	46.00	92.00

Note: Revision to the projected dividend for FY2026 most recently announced: None

3. Consolidated earnings forecasts for FY2026 (April 1, 2025 through March 31, 2026)

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before tax		Profit attributable to owners of parent	Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	Yen
FY2026	3,300,000	2.0	210,000	(8.5)	220,000	(10.2)	130,000	186.16

Notes: 1. Revision to consolidated earnings forecasts for FY2026 most recently announced: None

2. The Company is repurchasing its own shares based on a resolution at a meeting of its Board of Directors held on May 29, 2025. Basic earnings per share in the consolidated earnings forecasts takes into account the impact of the share repurchases as of December 31, 2025.

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: Yes
Newly included: 1 company (Isuzu Financial Services Australia Pty Ltd.)

- (2) Changes in accounting policies and changes in accounting estimates

- (i) Changes in accounting policies required by IFRS: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None

- (3) Number of issued shares (ordinary shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025	713,526,569 shares
As of March 31, 2025	713,526,569 shares

- (ii) Number of treasury shares at the end of the period

As of December 31, 2025	26,287,769 shares
As of March 31, 2025	1,522,493 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Nine months ended December 31, 2025	701,965,662 shares
Nine months ended December 31, 2024	740,523,810 shares

Note: “(ii) Number of treasury shares at the end of the period” includes shares owned by the Company and by the fund whose beneficiaries are directors of the Company. “(iii) Average number of shares outstanding during the period” does not include shares owned by the Company and by the fund whose beneficiaries are directors of the Company.

- * Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: None

- * Proper use of earnings forecasts, and other special matters

- The financial forecast and other descriptions of the future presented in this document are based on currently available information and assumptions which are deemed reasonable at present, and are not intended to be a promise by the Company that they will be achieved. Consequently, the actual financial performance may vary significantly from the forecast due to various factors. For such assumptions and notes with respect to earnings forecasts, please refer to “1. Overview of Financial Results and Financial Position, (3) Explanation of Consolidated Earnings Forecast and Other Forward-Looking Statements” of the attachments.
- The Company has posted its materials for the financial results meeting on its website on Thursday, February 12, 2026.

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1. Overview of Financial Results and Financial Position

(1) Overview of Consolidated Financial Results

As for the overview of financial results, please refer to the earnings report of FY2026 Third Quarter Financial Results (April-December 2025) posted on the Company's website (<https://www.isuzu.co.jp/world/company/investor/>) today (February 12, 2026).

(2) Overview of Consolidated Financial Position

(i) Assets, Liabilities and Equity

Total assets as of December 31, 2025 rose 244.7 billion yen from the end of previous fiscal year to 3,548.0 billion yen. This was mainly due to increases in inventories of 87.2 billion yen, cash and cash equivalents of 42.3 billion yen, and property, plant and equipment of 42.0 billion yen.

Liabilities increased by 146.6 billion yen from the end of the previous fiscal year to 1,912.3 billion yen. This was mainly because of an increase interest-bearing liabilities of 137.2 billion yen, partially offset by a decrease in trade and other payables of 3.4 billion yen.

Equity increased by 98.0 billion yen from the end of the previous fiscal year to 1,635.7 billion yen. This was mainly due to the recording of 121.2 billion yen in profit attributable to owners of parent and an increase in other components of equity of 73.5 billion yen mainly due to an increase in exchange differences on translation of foreign operations, partially offset by a decrease in retained earnings of 64.9 billion yen as a result of dividend payments and purchase of treasury shares of 50.0 billion yen.

The ratio of equity attributable to owners of parent to total assets stood at 41.0%, compared with 41.6% at the end of the previous fiscal year.

Interest-bearing liabilities increased by 137.2 billion yen from the end of the previous fiscal year to 896.1 billion yen.

(ii) Overview of Cash Flows

Cash and cash equivalents (hereinafter referred to as “funds”) as of December 31, 2025 increased by 42.3 billion yen from the end of the previous fiscal year to 401.0 billion yen as a result of the use of funds provided by operating activities for investing activities and financing activities.

The situation of each type of cash flow during the nine months ended December 31, 2025 and the contributing factors are as follows:

[Cash Flow from Operating Activities]

Funds provided by operating activities amounted to 137.7 billion yen, up 20.3% compared to the same period of the previous fiscal year.

This was mainly due to inflows of funds of 195.6 billion yen and 113.5 billion yen recorded for profit before tax and depreciation and amortization, respectively, partially offset by outflows of funds of 56.3 billion yen from an increase in inventories and 48.2 billion yen from income taxes paid.

[Cash Flow from Investing Activities]

Funds used in investing activities amounted to 100.6 billion yen, down 21.2% compared to the same period of the previous fiscal year.

This was mainly due to outflows of funds of 111.4 billion yen from purchase of property, plant and equipment.

[Cash Flow from Financing Activities]

Funds used in financing activities amounted to 28.1 billion yen, up 86.8% compared to the same period of the previous fiscal year.

This was mainly due to outflows of funds of 55.8 billion yen from a decrease in short-term borrowings, 90.2 billion yen from repayments of long-term borrowings, 50.0 billion yen from purchase of treasury shares, 64.3 billion yen from dividends paid, and 25.8 billion yen from dividends paid to non-controlling interests, partially offset by an inflow of 232.1 billion yen from execution of long-term borrowings.

(3) Explanation of Consolidated Earnings Forecast and Other Forward-Looking Statements

There has been no change to the full-year consolidated earnings forecast released on May 14, 2025.

- * The Company calculated this forecast for the fiscal year ending March 31, 2026 by consolidating the information available at this moment of various markets around the world to figure out the expected timing of demand recovery. The forecast also includes risks and uncertainties such as global economic and market trends and exchange rate fluctuations. The Company's actual consolidated financial results may differ considerably from the forecast above, which therefore should not be the sole basis for any investment decisions.

2. Condensed Quarterly Consolidated Financial Statements and Major Notes

(1) Condensed Quarterly Consolidated Statement of Financial Position

	(Millions of yen)	
	As of March 31, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and cash equivalents	358,711	400,979
Trade and other receivables	660,512	679,856
Other financial assets	29,910	30,305
Inventories	681,798	768,992
Income taxes receivable	7,978	5,854
Other current assets	73,124	83,001
Subtotal	1,812,036	1,968,991
Assets held for sale	3,306	9,745
Total current assets	1,815,343	1,978,736
Non-current assets		
Property, plant and equipment	838,723	880,676
Goodwill	15,213	15,213
Intangible assets	133,401	146,745
Right-of-use assets	108,696	106,609
Investments accounted for using equity method	132,763	125,344
Other financial assets	196,013	228,023
Retirement benefit asset	12,876	12,153
Deferred tax assets	45,987	48,725
Other non-current assets	4,291	5,739
Total non-current assets	1,487,966	1,569,230
Total assets	3,303,310	3,547,966

	(Millions of yen)	
	As of March 31, 2025	As of December 31, 2025
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	684,051	680,607
Bonds and borrowings	262,484	330,894
Lease liabilities	24,437	22,923
Other financial liabilities	9,266	18,760
Income taxes payable	22,302	11,418
Provisions	44,179	44,521
Other current liabilities	89,204	77,086
Total current liabilities	1,135,926	1,186,212
Non-current liabilities		
Bonds and borrowings	381,829	452,680
Lease liabilities	90,094	89,579
Other financial liabilities	1,195	1,107
Retirement benefit liability	86,750	87,197
Provisions	51,020	55,073
Deferred tax liabilities	10,647	28,387
Other non-current liabilities	8,188	12,048
Total non-current liabilities	629,724	726,075
Total liabilities	1,765,651	1,912,287
Equity		
Share capital	40,644	40,644
Capital surplus	42,160	42,456
Treasury shares	(2,364)	(52,351)
Retained earnings	1,162,408	1,220,584
Other components of equity	128,215	201,707
Accumulated other comprehensive income associated with assets held for sale	1,797	931
Total equity attributable to owners of parent	1,372,863	1,453,972
Non-controlling interests	164,796	181,707
Total equity	1,537,659	1,635,679
Total liabilities and equity	3,303,310	3,547,966

(2) Condensed Quarterly Consolidated Statement of Profit or Loss and Condensed Quarterly Consolidated Statement of Comprehensive Income

Condensed quarterly consolidated statement of profit or loss

	(Millions of yen)	
	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Revenue	2,384,525	2,511,521
Cost of sales	1,881,094	2,018,846
Gross profit	503,430	492,674
Selling, general and administrative expenses	304,841	320,764
Other income	4,384	4,830
Other expenses	6,184	4,283
Operating profit	196,788	172,456
Finance income	15,592	16,436
Finance costs	10,096	6,049
Share of profit of investments accounted for using equity method	6,016	12,724
Profit before tax	208,300	195,568
Income tax expense	55,502	45,309
Profit	152,798	150,258
Profit attributable to		
Owners of parent	122,576	121,205
Non-controlling interests	30,221	29,053
Profit	152,798	150,258
Earnings per share		
Basic earnings per share (yen)	165.53	172.67
Diluted earnings per share (yen)	165.51	172.59

Condensed quarterly consolidated statement of comprehensive income

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Profit	152,798	150,258
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Net change in fair value of financial assets measured at fair value through other comprehensive income	(16,003)	23,569
Remeasurements of defined benefit plans	(83)	32
Share of other comprehensive income of investments accounted for using equity method	(3)	(45)
Total	(16,090)	23,556
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	50,080	64,734
Cash flow hedges	(88)	(314)
Total	49,992	64,419
Other comprehensive income, net of tax	33,901	87,975
Comprehensive income	186,700	238,234
Comprehensive income attributable to		
Owners of parent	147,438	195,652
Non-controlling interests	39,261	42,582
Comprehensive income	186,700	238,234

(3) Condensed Quarterly Consolidated Statement of Changes in Equity

Nine months ended December 31, 2024

	(Millions of yen)					
	Equity attributable to owners of parent				Other components of equity	
	Share capital	Capital surplus	Treasury shares	Retained earnings	Exchange differences on translation of foreign operations	Cash flow hedges
Balance as of April 1, 2024	40,644	44,383	(53,133)	1,213,034	46,150	(60)
Profit	—	—	—	122,576	—	—
Other comprehensive income	—	—	—	—	41,133	(88)
Total comprehensive income	—	—	—	122,576	41,133	(88)
Purchase of treasury shares	—	—	(62,022)	—	—	—
Disposal of treasury shares	—	48	1,388	—	—	—
Cancellation of treasury shares	—	(49,990)	49,990	—	—	—
Dividends of surplus	—	—	—	(70,754)	—	—
Transfer from retained earnings to capital surplus	—	49,990	—	(49,990)	—	—
Share-based payment transactions	—	(1,236)	—	—	—	—
Loss of control of subsidiaries	—	—	—	—	—	—
Changes in ownership interest in subsidiaries	—	(1,058)	—	—	(413)	—
Transfer from other components of equity to retained earnings	—	—	—	972	—	—
Reclassification of accumulated other comprehensive income associated with assets held for sale	—	—	—	—	1,058	—
Balance as of December 31, 2024	40,644	42,136	(63,776)	1,215,838	87,928	(149)

	Equity attributable to owners of parent						
	Other components of equity			Accumulated other comprehensive income associated with assets held for sale	Total	Non- controlling interests	Total equity
	Net change in fair value of financial assets measured at fair value through other comprehensive income	Remeasure- ments of defined benefit plans	Total				
Balance as of April 1, 2024	89,293	—	135,382	1,630	1,381,942	153,792	1,535,735
Profit	—	—	—	—	122,576	30,221	152,798
Other comprehensive income	(16,100)	(82)	24,862	—	24,862	9,039	33,901
Total comprehensive income	(16,100)	(82)	24,862	—	147,438	39,261	186,700
Purchase of treasury shares	—	—	—	—	(62,022)	—	(62,022)
Disposal of treasury shares	—	—	—	—	1,437	—	1,437
Cancellation of treasury shares	—	—	—	—	—	—	—
Dividends of surplus	—	—	—	—	(70,754)	(29,978)	(100,732)
Transfer from retained earnings to capital surplus	—	—	—	—	—	—	—
Share-based payment transactions	—	—	—	—	(1,236)	—	(1,236)
Loss of control of subsidiaries	—	—	—	—	—	(3,021)	(3,021)
Changes in ownership interest in subsidiaries	—	—	(413)	—	(1,471)	7,772	6,300
Transfer from other components of equity to retained earnings	(1,054)	82	(972)	—	—	—	—
Reclassification of accumulated other comprehensive income associated with assets held for sale	572	—	1,630	(1,630)	—	—	—
Balance as of December 31, 2024	72,710	—	160,489	—	1,395,332	167,826	1,563,159

Nine months ended December 31, 2025

(Millions of yen)

	Equity attributable to owners of parent					
	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity	
					Exchange differences on translation of foreign operations	Cash flow hedges
Balance as of April 1, 2025	40,644	42,160	(2,364)	1,162,408	65,797	162
Profit	—	—	—	121,205	—	—
Other comprehensive income	—	—	—	—	51,167	(314)
Total comprehensive income	—	—	—	121,205	51,167	(314)
Purchase of treasury shares	—	—	(50,007)	—	—	—
Disposal of treasury shares	—	6	20	—	—	—
Dividends of surplus	—	—	—	(64,850)	—	—
Share-based payment transactions	—	288	—	—	—	—
Establishment of subsidiary with non-controlling interests	—	—	—	—	—	—
Transfer from other components of equity to retained earnings	—	—	—	1,821	—	—
Reclassification of accumulated other comprehensive income associated with assets held for sale	—	—	—	—	(931)	—
Balance as of December 31, 2025	40,644	42,456	(52,351)	1,220,584	116,034	(152)

	Equity attributable to owners of parent						
	Other components of equity						
	Net change in fair value of financial assets measured at fair value through other comprehen- sive income	Remeasure- ments of defined benefit plans	Total	Accumulated other comprehen- sive income associated with assets held for sale	Total	Non- controlling interests	Total equity
Balance as of April 1, 2025	62,255	—	128,215	1,797	1,372,863	164,796	1,537,659
Profit	—	—	—	—	121,205	29,053	150,258
Other comprehensive income	23,531	61	74,446	—	74,446	13,529	87,975
Total comprehensive income	23,531	61	74,446	—	195,652	42,582	238,234
Purchase of treasury shares	—	—	—	—	(50,007)	—	(50,007)
Disposal of treasury shares	—	—	—	—	27	—	27
Dividends of surplus	—	—	—	—	(64,850)	(25,824)	(90,675)
Share-based payment transactions	—	—	—	—	288	—	288
Establishment of subsidiary with non-controlling interests	—	—	—	—	—	153	153
Transfer from other components of equity to retained earnings	(1,759)	(61)	(1,821)	—	—	—	—
Reclassification of accumulated other comprehensive income associated with assets held for sale	1,797	—	866	(866)	—	—	—
Balance as of December 31, 2025	85,825	—	201,707	931	1,453,972	181,707	1,635,679

(4) Condensed Quarterly Consolidated Statement of Cash Flows

(Millions of yen)

	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Cash flows from operating activities		
Profit before tax	208,300	195,568
Depreciation and amortization	111,068	113,527
Impairment losses	594	73
Loss on measurement to fair value less costs to sell of disposal groups held for sale	—	468
Finance income	(14,936)	(13,475)
Finance costs	3,540	5,030
Share of loss (profit) of investments accounted for using equity method	(6,016)	(12,724)
Loss (gain) on sale and retirement of fixed assets	2,282	899
Loss (gain) on sale of investments accounted for using equity method	—	(1,425)
Decrease (increase) in inventories	(29,742)	(56,266)
Decrease (increase) in trade and other receivables	27,943	19,798
Increase (decrease) in trade and other payables	(85,238)	(28,765)
Increase (decrease) in provisions and employee benefit liability	(10,088)	(15,021)
Other	(20,827)	(21,863)
Subtotal	186,882	185,823
Income taxes paid	(72,468)	(48,150)
Net cash provided by (used in) operating activities	114,413	137,673
Cash flows from investing activities		
Proceeds from sale of investments accounted for using equity method	—	2,412
Purchase of other investments	(4,806)	(4,373)
Proceeds from sale of other investments	1,904	3,892
Payments for acquisition of subsidiaries	(469)	—
Expenditure from loss of control of subsidiaries	(10,947)	—
Payments for long-term loans receivable	(438)	(186)
Collection of long-term loans receivable	220	219
Net decrease (increase) in short-term loans receivable	(1)	49
Purchase of property, plant and equipment	(119,754)	(111,420)
Proceeds from sale of property, plant and equipment	7,599	12,872
Purchase of intangible assets	(31,695)	(29,380)
Net decrease (increase) in time deposits	10,324	7,048
Interest received	9,455	6,469
Dividends received	12,224	13,077
Other	(1,231)	(1,257)
Net cash provided by (used in) investing activities	(127,615)	(100,577)

	(Millions of yen)	
	Nine months ended December 31, 2024	Nine months ended December 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	22,100	(55,800)
Net increase (decrease) in commercial papers	77,000	53,000
Proceeds from long-term borrowings	127,430	232,136
Repayments of long-term borrowings	(71,990)	(90,236)
Repayments of lease liabilities	(24,297)	(22,878)
Proceeds from issuance of bonds	19,910	—
Capital contribution from non-controlling interests	—	153
Purchase of treasury shares	(62,021)	(50,005)
Dividends paid	(70,206)	(64,320)
Dividends paid to non-controlling interests	(29,978)	(25,824)
Interest paid	(2,992)	(4,333)
Net cash provided by (used in) financing activities	(15,044)	(28,109)
Effect of exchange rate changes on cash and cash equivalents	19,599	33,281
Net increase (decrease) in cash and cash equivalents	(8,647)	42,267
Cash and cash equivalents at beginning of period	389,227	358,711
Cash and cash equivalents at end of period	380,579	400,979

(5) Notes to Condensed Quarterly Consolidated Financial Statements

Notes on premise of going concern

Not applicable.

Segment information, etc.

Nine months ended December 31, 2024

The Group is composed of a single business segment, primarily engaged in the manufacture and sale of vehicles, vehicle components, and industrial engines. Therefore, this information has been omitted.

Nine months ended December 31, 2025

The Group is composed of a single business segment, primarily engaged in the manufacture and sale of vehicles, vehicle components, and industrial engines. Therefore, this information has been omitted.

Own shares

Repurchase and cancellation of own shares

The Company resolved at a meeting of its Board of Directors held on May 29, 2025 to repurchase its own shares in accordance with Article 156 of the Companies Act (the “Act”) applicable pursuant to Article 165, paragraph (3) of the Act and to cancel the repurchased shares in accordance with Article 178 of the Act.

(1) Reason for repurchase and cancellation

The Company implements shareholder returns based on profits earned in each fiscal year and to purchase treasury shares flexibly, comprehensively taking into account a balance between securing funds for growth investments and enhancing internal reserves for the purpose of maintaining financial soundness. The Company aims to repurchase 50,000 million yen (maximum repurchase amount) of its own shares for the purpose of further improving capital efficiency with awareness of appropriate capital levels. All shares repurchased will be cancelled.

(2) Details of the repurchase

- | | |
|--|---|
| 1) Class of shares to be repurchased | Ordinary shares |
| 2) Total number of shares to be repurchased | Up to 35,000,000 shares
(Represents 4.9% of the total number of issued shares (excluding treasury shares)) |
| 3) Total purchase price for repurchase of shares | Up to 50,000 million yen |
| 4) Period of repurchase | From June 18, 2025 to March 31, 2026 |
| 5) Method of repurchase | Market purchases based on a discretionary transaction contract |

(3) Results of purchase of treasury shares

- | | |
|--|---|
| 1) Class of shares repurchased | Ordinary shares |
| 2) Total number of shares repurchased | 24,774,800 shares |
| 3) Total purchase price for repurchase of shares | 49,999 million yen |
| 4) Period of repurchase | From June 18, 2025 to December 23, 2025 |

(4) Cancellation of own shares

- | | |
|---|---|
| 1) Class of shares to be cancelled | Ordinary shares |
| 2) Total number of shares to be cancelled | 24,774,800 shares
(Represents 3.5% of the total number of issued shares before cancellation) |
| 3) Total number of shares issued after cancellation | 688,751,769 shares |
| 4) Planned date of cancellation | February 13, 2026 |

Significant events after reporting period

Not applicable.

3. Supplementary Information

(1) Revenue Condition

Consolidated revenue results

		Nine months ended December 31, 2024		Nine months ended December 31, 2025		Change	
		Volume (units)	Amount (millions of yen)	Volume (units)	Amount (millions of yen)	Volume (units)	Amount (millions of yen)
	Japan	27,734	329,339	29,816	369,201	2,082	39,861
	North America	2,636	32,234	351	4,087	(2,285)	(28,147)
	Asia	14,893	85,636	14,501	83,320	(392)	(2,315)
	others	22,405	173,894	22,404	167,428	(1)	(6,465)
	Overseas	39,934	291,765	37,256	254,835	(2,678)	(36,929)
HD/MD CV		67,668	621,104	67,072	624,036	(596)	2,932
	Japan	28,024	134,186	29,451	143,036	1,427	8,849
	North America	19,625	153,784	13,160	104,455	(6,465)	(49,328)
	Asia	41,985	86,588	41,420	89,944	(565)	3,355
	others	60,279	187,677	81,565	246,824	21,286	59,146
	Overseas	121,889	428,050	136,145	441,223	14,256	13,173
LD CV		149,913	562,237	165,596	584,259	15,683	22,022
	North America	—	—	—	—	—	—
	Asia	47,683	153,776	57,870	180,303	10,187	26,526
	others	117,328	390,818	130,202	406,177	12,874	15,359
	Overseas	165,011	544,595	188,072	586,480	23,061	41,885
LCV		165,011	544,595	188,072	586,480	23,061	41,885
	Japan	55,758	463,526	59,267	512,237	3,509	48,710
	North America	22,261	186,019	13,511	108,542	(8,750)	(77,476)
	Asia	104,561	326,001	113,791	353,568	9,230	27,566
	others	200,012	752,389	234,171	820,430	34,159	68,040
	Overseas	326,834	1,264,410	361,473	1,282,540	34,639	18,130
Total vehicles		382,592	1,727,937	420,740	1,794,777	38,148	66,840

		Nine months ended December 31, 2024		Nine months ended December 31, 2025		Change	
		Volume (units)	Amount (millions of yen)	Volume (units)	Amount (millions of yen)	Volume (units)	Amount (millions of yen)
	Japan	—	39,600	—	42,165	—	2,564
	North America	—	5,641	—	6,730	—	1,088
	Asia	—	29,751	—	39,886	—	10,134
	others	—	1,903	—	3,590	—	1,687
	Overseas	—	37,297	—	50,207	—	12,910
Industrial Engines		—	76,898	—	92,373	—	15,474
	Japan	—	415,531	—	442,241	—	26,709
	North America	—	33,905	—	33,745	—	(160)
	Asia	—	57,396	—	62,932	—	5,535
	others	—	72,855	—	85,450	—	12,594
	Overseas	—	164,157	—	182,128	—	17,970
Other		—	579,689	—	624,369	—	44,680
	Japan	—	918,659	—	996,644	—	77,985
	North America	—	225,566	—	149,017	—	(76,548)
	Asia	—	413,150	—	456,387	—	43,236
	others	—	827,149	—	909,471	—	82,322
	Overseas	—	1,465,866	—	1,514,876	—	49,010
Revenue amount		—	2,384,525	—	2,511,521	—	126,995

- Notes: 1. CV and LCV stand for commercial vehicles (trucks and buses) and pickup trucks and variant models, respectively.
2. Overseas revenue and unit represent the revenue and unit raised by the Company and its consolidated subsidiaries in countries and regions other than Japan.
3. The classification of countries and regions is determined by the degree of geographical proximity.
4. Major countries and regions in each category:
- (1) North America: USA
 - (2) Asia: Thailand, China, Indonesia and the Philippines
 - (3) Other regions: Australia, Saudi Arabia, Mexico, UAE and Colombia