

February 9, 2026

Consolidated Financial Results for the Six Months Ended December 31, 2025 (Under Japanese GAAP)

Company name: Suzuki Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 6785
 URL: <https://www.suzukinet.co.jp>
 Representative: Noriyoshi Suzuki, Representative Director and President
 Inquiries: Noriaki Sato, Executive Officer, Deputy General Manager, Administration Division
 Telephone: +81-26-251-2600
 Scheduled date to file semi-annual securities report: February 12, 2026
 Scheduled date to commence dividend payments: March 3, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

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

1. Consolidated financial results for the six months ended December 31, 2025 (from July 1, 2025 to December 31, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	19,267	18.6	2,858	18.6	3,031	29.5	1,889	25.8
December 31, 2024	16,247	24.0	2,408	59.8	2,342	40.3	1,501	45.4

Note: Comprehensive income For the six months ended December 31, 2025: ¥3,505 million [76.1%]
 For the six months ended December 31, 2024: ¥1,990 million [91.8%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
December 31, 2025	131.59	-
December 31, 2024	104.64	-

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
December 31, 2025	43,620	30,516	67.7
June 30, 2025	39,772	27,901	67.7

Reference: Equity
 As of December 31, 2025: ¥29,544 million
 As of June 30, 2025: ¥26,920 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
Fiscal year ended	Yen	Yen	Yen	Yen	Yen
June 30, 2025	-	40.00	-	45.00	85.00
Fiscal year ending	-	45.00			
June 30, 2026					
Fiscal year ending				50.00	95.00
June 30, 2026 (Forecast)					

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Forecast of consolidated financial results for the fiscal year ending June 30, 2026 (from July 1, 2025 to June 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending	37,456	12.4	4,796	11.7	4,969	18.1	3,115	12.9	217.07
June 30, 2026									

Note: Revisions to the earnings forecasts most recently announced: None

* **Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
 - (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None

(4) Number of issued shares (common shares)

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

As of December 31, 2025	14,404,400 shares
As of June 30, 2025	14,404,400 shares

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

As of December 31, 2025	45,117 shares
As of June 30, 2025	51,543 shares

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

Six months ended December 31, 2025	14,354,820 shares
Six months ended December 31, 2024	14,347,957 shares

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. However, the Company makes no guarantee that these forecasts will be achieved. Actual financial results, etc. may differ substantially due to various factors. For the conditions on which earnings forecasts are predicated and precautions for the use of earnings forecasts, please refer to Appendix P.3 "1. Qualitative Information on the Interim Financial Results (3) Explanation of Forward-Looking Information such as Consolidated Earnings Forecasts."

Semi-annual consolidated balance sheet

(Thousands of yen)

	As of June 30, 2025	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	6,807,020	7,460,739
Notes and accounts receivable - trade, and contract assets	7,193,146	8,096,984
Merchandise and finished goods	397,556	399,241
Work in process	2,029,138	2,406,641
Raw materials and supplies	1,872,524	2,038,581
Other	1,164,550	1,237,222
Total current assets	19,463,936	21,639,412
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	8,967,425	8,681,384
Machinery, equipment and vehicles, net	5,502,794	5,467,736
Land	1,895,296	1,892,656
Other, net	967,635	998,999
Total property, plant and equipment	17,333,152	17,040,777
Intangible assets	147,109	162,965
Investments and other assets		
Investment securities	2,574,562	4,521,587
Other	255,075	256,837
Allowance for doubtful accounts	(1,060)	(1,060)
Total investments and other assets	2,828,577	4,777,365
Total non-current assets	20,308,839	21,981,108
Total assets	39,772,776	43,620,520

	As of June 30, 2025	As of December 31, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	5,809,233	6,623,389
Short-term borrowings	1,274,842	848,378
Current portion of long-term borrowings	601,200	599,200
Income taxes payable	687,258	928,082
Provision for bonuses	164,836	191,360
Provision for bonuses for directors (and other officers)	55,600	25,402
Other	1,207,777	1,473,069
Total current liabilities	9,800,748	10,688,883
Non-current liabilities		
Long-term borrowings	578,500	279,900
Long-term accounts payable - other	327,520	324,040
Deferred tax liabilities	203,047	841,765
Retirement benefit liability	953,584	962,185
Other	7,561	7,585
Total non-current liabilities	2,070,213	2,415,476
Total liabilities	11,870,962	13,104,360
Net assets		
Shareholders' equity		
Share capital	2,442,450	2,442,450
Capital surplus	2,222,134	2,230,410
Retained earnings	20,807,007	22,050,147
Treasury shares	(49,835)	(43,716)
Total shareholders' equity	25,421,756	26,679,291
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,503,400	2,850,843
Foreign currency translation adjustment	(18,626)	14,746
Remeasurements of defined benefit plans	14,204	(435)
Total accumulated other comprehensive income	1,498,979	2,865,155
Non-controlling interests	981,078	971,713
Total net assets	27,901,814	30,516,160
Total liabilities and net assets	39,772,776	43,620,520

Semi-annual consolidated statement of income

(Thousands of yen)

	Six months ended December 31, 2024	Six months ended December 31, 2025
Net sales	16,247,920	19,267,504
Cost of sales	12,616,157	15,048,395
Gross profit	3,631,762	4,219,109
Selling, general and administrative expenses	1,222,900	1,361,037
Operating profit	2,408,861	2,858,072
Non-operating income		
Interest income	6,273	11,691
Dividend income	6,514	26,839
Rental income	5,307	5,977
Gain on sale of scraps	6,232	8,323
Foreign exchange gains	-	105,374
Other	8,114	31,191
Total non-operating income	32,441	189,398
Non-operating expenses		
Interest expenses	21,573	15,182
Foreign exchange losses	77,726	-
Other	-	537
Total non-operating expenses	99,300	15,719
Ordinary profit	2,342,003	3,031,750
Extraordinary income		
Gain on sale of non-current assets	13,024	1,836
Gain on sale of investment securities	33,568	13,627
Subsidy income	58,800	-
Total extraordinary income	105,392	15,463
Extraordinary losses		
Loss on sale of non-current assets	13	300
Loss on retirement of non-current assets	1,645	17,714
Loss on tax purpose reduction entry of non-current assets	49,666	-
Loss on sale of investment securities	-	3,522
Total extraordinary losses	51,325	21,537
Profit before income taxes	2,396,070	3,025,676
Income taxes - current	703,925	868,494
Income taxes - deferred	(20,660)	24,938
Total income taxes	683,264	893,433
Profit	1,712,805	2,132,243
Profit attributable to non-controlling interests	211,491	243,224
Profit attributable to owners of parent	1,501,314	1,889,018

Semi-annual consolidated statement of comprehensive income

(Thousands of yen)

	Six months ended December 31, 2024	Six months ended December 31, 2025
Profit	1,712,805	2,132,243
Other comprehensive income		
Valuation difference on available-for-sale securities	279,997	1,347,443
Foreign currency translation adjustment	(3,065)	40,483
Remeasurements of defined benefit plans, net of tax	544	(14,639)
Total other comprehensive income	277,477	1,373,287
Comprehensive income	1,990,282	3,505,530
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,781,367	3,255,195
Comprehensive income attributable to non-controlling interests	208,915	250,334

Semi-annual consolidated statement of cash flows

(Thousands of yen)

	Six months ended December 31, 2024	Six months ended December 31, 2025
Cash flows from operating activities		
Profit before income taxes	2,396,070	3,025,676
Depreciation	1,213,353	1,220,802
Increase (decrease) in provision for bonuses	23,409	25,664
Increase (decrease) in provision for bonuses for directors (and other officers)	(24,150)	(30,198)
Increase (decrease) in retirement benefit liability	15,389	(12,446)
Interest and dividend income	(12,787)	(38,531)
Interest expenses	21,573	15,182
Loss (gain) on sale of property, plant and equipment	(13,010)	(1,536)
Loss on retirement of property, plant and equipment	1,645	17,714
Loss (gain) on sale of investment securities	(33,568)	(10,104)
Subsidy income	(58,800)	-
Loss on tax purpose reduction entry of non-current assets	49,666	-
Decrease (increase) in trade receivables	143,391	(882,487)
Decrease (increase) in inventories	(1,002,502)	(533,290)
Increase (decrease) in trade payables	1,212,085	803,991
Other, net	(455,633)	136,169
Subtotal	3,476,133	3,736,607
Interest and dividends received	14,724	42,325
Interest paid	(21,810)	(15,547)
Income taxes paid	(487,500)	(636,228)
Net cash provided by (used in) operating activities	2,981,546	3,127,157
Cash flows from investing activities		
Payments into time deposits	(182,465)	(500,000)
Proceeds from withdrawal of time deposits	182,463	-
Purchase of property, plant and equipment	(1,370,828)	(796,507)
Proceeds from sale of property, plant and equipment	11,188	2,366
Purchase of investment securities	(10,421)	-
Proceeds from sale of investment securities	37,018	28,058
Income from subsidies	59,600	-
Other, net	(73,137)	(36,548)
Net cash provided by (used in) investing activities	(1,346,582)	(1,302,631)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	328,279	(430,767)
Repayments of long-term borrowings	(300,600)	(300,600)
Dividends paid	(658,569)	(676,972)
Purchase of treasury shares	-	(165)
Dividends paid to non-controlling interests	(275,870)	(259,700)
Net cash provided by (used in) financing activities	(906,760)	(1,668,205)
Effect of exchange rate change on cash and cash equivalents	16,188	(2,600)
Net increase (decrease) in cash and cash equivalents	744,391	153,718
Cash and cash equivalents at beginning of period	5,723,241	6,157,020
Cash and cash equivalents at end of period	6,467,633	6,310,739

(Notes on segment information, etc.)

Segment Information

I. Previous interim consolidated accounting period (July 1, 2024 to December 31, 2024)

(1) Information on sales and the amount of profit or loss for each reported segment, as well as information on the breakdown of earnings

(Thousands of yen)

	Reportable segments					Adjustment amount (Note) 1	Interim Consolidated Statements of Income (Note)2
	Die	Parts	Machinery and appliances	Rental	Total		
Net sales (Note)3							
Japan	551,207	6,870,079	3,101,036	2,751	10,525,075	-	10,525,075
China	-	2,614,355	2,823	-	2,617,179	-	2,617,179
Thailand	-	2,539,647	-	-	2,539,647	-	2,539,647
other	-	546,087	19,030	-	565,118	-	565,118
Revenue generated from customer contracts	551,207	12,570,169	3,122,890	2,751	16,247,020	-	16,247,020
Other Earnings	-	-	-	900	900	-	900
Revenues from external customers	551,207	12,570,169	3,122,890	3,651	16,247,920	-	16,247,920
Transactions with other segments	483,606	(437,703)	230,958	177,000	453,861	(453,861)	-
Total	1,034,814	12,132,466	3,353,849	180,651	16,701,781	(453,861)	16,247,920
Segment Profit	140,063	2,606,619	366,995	42,936	3,156,614	(747,753)	2,408,861

Note: 1. Segment profit adjustment of (747,753) thousand yen includes inter-segment transaction elimination (28,812) thousand yen, company-wide expenses (656,361) thousand yen not allocated to each reporting segment, inventory adjustment (45,801) thousand yen, and other impacts (16,779) thousand yen. Corporate expenses are general and administrative expenses and research and development expenses that are not primarily attributable to the reporting segment.

2. Segment profit is adjusted to operating income in the interim consolidated statements of income.

3. Sales are based on the location of the customer and are categorized by country or region.

II. Interim Consolidated Accounting Period (July 1, 2025 to December 31, 2025)

(1) Information on sales and the amount of profit or loss for each reported segment, as well as information on the breakdown of earnings

(Thousands of yen)

	Reportable segments					Adjustment amount (Note) 1	Interim Consolidated Statements of Income (Note)2
	Die	Parts	Machinery and appliances	Rental	Total		
Net sales (Note)3							
Japan	714,519	8,267,397	3,548,330	2,887	12,533,134	-	12,533,134
China	-	4,092,839	84	-	4,092,924	-	4,092,924
Thailand	16,269	2,067,330	-	-	2,083,600	-	2,083,600
other	-	534,014	22,930	-	556,945	-	556,945
Revenue generated from customer contracts	730,788	14,961,582	3,571,345	2,887	19,266,604	-	19,266,604
Other Earnings	-	-	-	900	900	-	900
Revenues from external customers	730,788	14,961,582	3,571,345	3,787	19,267,504	-	19,267,504
Transactions with other segments	338,321	(253,749)	113,917	180,000	378,488	(378,488)	-
Total	1,069,109	14,707,832	3,685,263	183,787	19,645,993	(378,488)	19,267,504
Segment Profit	153,003	3,009,803	413,923	47,496	3,624,227	(766,154)	2,858,072

Note: 1. Segment profit adjustment of (766,154) thousand yen includes (30,493) thousand yen for inter-segment transaction elimination, (738,085) thousand yen for company-wide expenses not allocated to each reporting segment, and 2,424 thousand yen for other impacts. Corporate expenses are general and administrative expenses and research and development expenses that are not primarily attributable to the reporting segment.

2. Segment profit is adjusted to operating income in the interim consolidated statements of income.

3. Sales are based on the location of the customer and are categorized by country or region.