

May 13, 2026

Consolidated Financial Results for the Nine Months Ended March 31, 2026 (Under Japanese GAAP)

Company name: Suzuki Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 6785
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 Scheduled date to commence dividend payments: -
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: None

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

1. Consolidated financial results for the nine months ended March 31, 2026 (from July 1, 2025 to March 31, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended								
March 31, 2026	29,616	20.7	4,444	39.2	4,656	48.1	2,986	46.0
March 31, 2025	24,535	21.8	3,193	37.6	3,143	29.8	2,044	39.8

Note: Comprehensive income For the nine months ended March 31, 2026: ¥6,097 million [196.0%]
 For the nine months ended March 31, 2025: ¥2,059 million [12.8%]

	Basic earnings per share		Diluted earnings per share	
	Yen		Yen	
Nine months ended				
March 31, 2026	208.01	-	-	-
March 31, 2025	142.51	-	-	-

(2) Consolidated financial position

	Total assets		Net assets		Equity-to-asset ratio	
	Millions of yen		Millions of yen		%	
As of						
March 31, 2026	47,138	66.4	32,461	66.4		
June 30, 2025	39,772	67.7	27,901	67.7		

Reference: Equity
 As of March 31, 2026: ¥31,310 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
	Yen				
Fiscal year ended					
June 30, 2025	-	40.00	-	45.00	85.00
Fiscal year ending					
June 30, 2026	-	45.00	-		
Fiscal year ending					
June 30, 2026 (Forecast)				60.00	105.00

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

Breakdown of year-end dividends for the fiscal year ending June 30, 2026 (forecast) Ordinary dividend 60.00 yen

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									
June 30, 2026	40,100	20.3	5,670	32.1	5,880	39.8	3,730	35.1	259.82

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 quarterly 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 March 31, 2026	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 March 31, 2026	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)

Nine months ended March 31, 2026	14,356,286 shares
Nine months ended March 31, 2025	14,349,567 shares

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

* 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. Please refer to “(3) Explanation on consolidated earnings forecasts and other forward-looking statements” of “1. Qualitative Information on Quarterly Financial Results” on page 3 of the attached materials for the conditions that form the assumptions for the earnings forecasts and cautions concerning the use thereof.

Quarterly consolidated balance sheet

(Thousands of yen)

	As of June 30, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	6,807,020	8,142,763
Notes and accounts receivable - trade, and contract assets	7,193,146	8,154,683
Merchandise and finished goods	397,556	468,371
Work in process	2,029,138	2,724,382
Raw materials and supplies	1,872,524	2,308,687
Other	1,164,550	1,389,253
Total current assets	19,463,936	23,188,141
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	8,967,425	8,549,890
Machinery, equipment and vehicles, net	5,502,794	5,503,193
Land	1,895,296	1,903,215
Other, net	967,635	1,308,893
Total property, plant and equipment	17,333,152	17,265,192
Intangible assets	147,109	220,925
Investments and other assets		
Investment securities	2,574,562	6,164,563
Other	255,075	301,050
Allowance for doubtful accounts	(1,060)	(1,060)
Total investments and other assets	2,828,577	6,464,554
Total non-current assets	20,308,839	23,950,672
Total assets	39,772,776	47,138,814

	As of June 30, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	5,809,233	7,710,726
Short-term borrowings	1,274,842	905,854
Current portion of long-term borrowings	601,200	549,100
Income taxes payable	687,258	826,553
Provision for bonuses	164,836	606,223
Provision for bonuses for directors (and other officers)	55,600	39,252
Other	1,207,777	1,254,012
Total current liabilities	9,800,748	11,891,722
Non-current liabilities		
Long-term borrowings	578,500	179,700
Long-term accounts payable - other	327,520	324,040
Deferred tax liabilities	203,047	1,330,142
Retirement benefit liability	953,584	944,097
Other	7,561	7,597
Total non-current liabilities	2,070,213	2,785,577
Total liabilities	11,870,962	14,677,300
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	22,501,170
Treasury shares	(49,835)	(43,716)
Total shareholders' equity	25,421,756	27,130,314
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,503,400	3,978,746
Foreign currency translation adjustment	(18,626)	202,333
Remeasurements of defined benefit plans	14,204	(567)
Total accumulated other comprehensive income	1,498,979	4,180,512
Non-controlling interests	981,078	1,150,687
Total net assets	27,901,814	32,461,514
Total liabilities and net assets	39,772,776	47,138,814

Quarterly consolidated statement of income

(Thousands of yen)

	Nine months ended March 31, 2025	Nine months ended March 31, 2026
Net sales	24,535,722	29,616,841
Cost of sales	19,353,475	23,059,592
Gross profit	5,182,247	6,557,249
Selling, general and administrative expenses	1,988,703	2,112,900
Operating profit	3,193,544	4,444,348
Non-operating income		
Interest income	10,893	21,328
Dividend income	6,514	26,839
Rental income	8,351	9,144
Gain on sale of scraps	9,405	12,093
Foreign exchange gains	-	123,820
Other	12,282	40,678
Total non-operating income	47,447	233,905
Non-operating expenses		
Interest expenses	38,530	21,570
Foreign exchange losses	58,618	-
Other	-	543
Total non-operating expenses	97,148	22,114
Ordinary profit	3,143,843	4,656,139
Extraordinary income		
Gain on sale of non-current assets	16,448	9,888
Gain on sale of investment securities	33,568	13,627
Subsidy income	60,030	-
Total extraordinary income	110,047	23,515
Extraordinary losses		
Loss on sale of non-current assets	5,381	313
Loss on retirement of non-current assets	1,572	18,134
Loss on tax purpose reduction entry of non-current assets	49,666	-
Loss on sale of investment securities	588	3,522
Total extraordinary losses	57,209	21,970
Profit before income taxes	3,196,680	4,657,684
Income taxes - current	965,466	1,331,938
Income taxes - deferred	(136,574)	(53,873)
Total income taxes	828,892	1,278,064
Profit	2,367,788	3,379,619
Profit attributable to non-controlling interests	322,808	393,410
Profit attributable to owners of parent	2,044,979	2,986,209

Quarterly consolidated statement of comprehensive income

(Thousands of yen)

	Nine months ended March 31, 2025	Nine months ended March 31, 2026
Profit	2,367,788	3,379,619
Other comprehensive income		
Valuation difference on available-for-sale securities	(371,974)	2,475,346
Foreign currency translation adjustment	62,392	256,858
Remeasurements of defined benefit plans, net of tax	1,332	(14,772)
Total other comprehensive income	(308,250)	2,717,432
Comprehensive income	2,059,538	6,097,051
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,727,783	5,667,742
Comprehensive income attributable to non-controlling interests	331,754	429,309

(Notes on segment information, etc.)

Segment Information

I. The nine months of the previous fiscal year (July 1, 2024 to March 31, 2025)

Information on sales and the amount of profit or loss for each reported segment, as well as revenue breakdown information

(Thousands of yen)

	Reportable segments					Adjustment amount (Note) 1	Quarterly Consolidated Statements of Income (Note)2
	Die	Parts	Machinery and appliances	Rental	Total		
Net sales (Note)3							
Japan	837,091	10,423,209	4,725,532	3,876	15,989,710	-	15,989,710
China	-	4,398,508	2,823	-	4,401,332	-	4,401,332
Thailand	12,320	3,279,509	-	-	3,291,829	-	3,291,829
other	-	832,388	19,112	-	851,500	-	851,500
Revenue generated from customer contracts	849,412	18,933,615	4,747,468	3,876	24,534,372	-	24,534,372
Other Earnings	-	-	-	1,350	1,350	-	1,350
Revenues from external customers	849,412	18,933,615	4,747,468	5,226	24,535,722	-	24,535,722
Transactions with other segments	746,236	(601,772)	259,374	267,000	670,837	(670,837)	-
Total	1,595,648	18,331,843	5,006,842	272,226	25,206,560	(670,837)	24,535,722
Segment Profit	174,212	3,634,664	549,359	64,798	4,423,035	(1,229,490)	3,193,544

Note: 1. Segment profit adjustment of (1,229,490) thousand yen includes inter-segment transaction elimination (44,685) thousand yen, company-wide expenses (1,118,295) thousand yen not allocated to each reporting segment, inventory adjustment (31,204) thousand yen, and other impacts (35,306) 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 quarterly consolidated statements of income.

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

II. The nine months of the current fiscal year (July 1, 2025 to March 31, 2026)

Information on sales and the amount of profit or loss for each reported segment, as well as revenue breakdown information

(Thousands of yen)

	Reportable segments					Adjustment amount (Note) 1	Quarterly Consolidated Statements of Income (Note)2
	Die	Parts	Machinery and appliances	Rental	Total		
Net sales (Note)3							
Japan	1,088,282	13,091,684	5,130,886	4,170	19,315,023	-	19,315,023
China	-	6,410,037	594	-	6,410,631	-	6,410,631
Thailand	16,269	2,944,032	-	-	2,960,301	-	2,960,301
other	-	848,216	81,318	-	929,535	-	929,535
Revenue generated from customer contracts	1,104,551	23,293,970	5,212,798	4,170	29,615,491	-	29,615,491
Other Earnings	-	-	-	1,350	1,350	-	1,350
Revenues from external customers	1,104,551	23,293,970	5,212,798	5,520	29,616,841	-	29,616,841
Transactions with other segments	600,173	(646,614)	278,322	270,000	501,881	(501,881)	-
Total	1,704,724	22,647,356	5,491,121	275,520	30,118,723	(501,881)	29,616,841
Segment Profit	252,739	4,621,121	659,890	71,251	5,605,003	(1,160,654)	4,444,348

Note: 1. Segment profit adjustment of (1,160,654) thousand yen includes inter-segment transaction elimination of (17,974) thousand yen, company-wide expenses (1,162,479) thousand yen and other impacts of 19,799 thousand yen, which are not allocated to each reporting segment. 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 quarterly consolidated statements of income.

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