

Tokyo Stock Exchange, Standard Market
Stock code: 6405

Financial Results for the Fiscal Year Ended March 31, 2026



May 18, 2026 | Suzumo Machinery Co., Ltd.

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Overview of FY03/26 Consolidated Financial Results

FY03/26: Performance summary

<p>Net sales 15,864 million yen</p> <p style="text-align: right;">+1.9%</p>	<p>Domestic 10,033 million yen -5.4%</p> <p>Overseas 5,831 million yen +17.5%</p>	<p>Operating profit 1,009 million yen -46.6%</p> <p>OPM 6.4% -5.8pp</p>	<p>■ YoY change (%)</p>
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■ Net sales

- Domestic sales declined primarily due to the completion of the replacement cycle among major chains. This was despite steady progress in new customer development, including the full-scale rollout of the Rice-Serving Machine Fuwarica for major hotel chains beginning in Q2, as well as a recovery from the impact of elevated rice prices on operators, which had persisted since Q4 of the previous fiscal year.
- Overseas, although some large-scale projects for major chain operators in the US were delayed from the original schedule, demand increased due to the overseas expansion of Japanese companies, particularly major conveyor-belt sushi chains in East Asia.

■ Operating profit and OPM

- Although net sales increased, gross profit declined due to the impact of product mix and higher manufacturing labor costs associated with preparations for the operation of the new plant. SG&A expenses increased as a result of upfront spending centered on human capital, including workforce expansion to establish a business foundation under the medium-term management plan, Next 2028, and revisions to the HR system, as well as unexpected costs associated with the termination of the capital and business alliance, resulting in a significant decline in profit.

FY03/26: Year-on-year performance

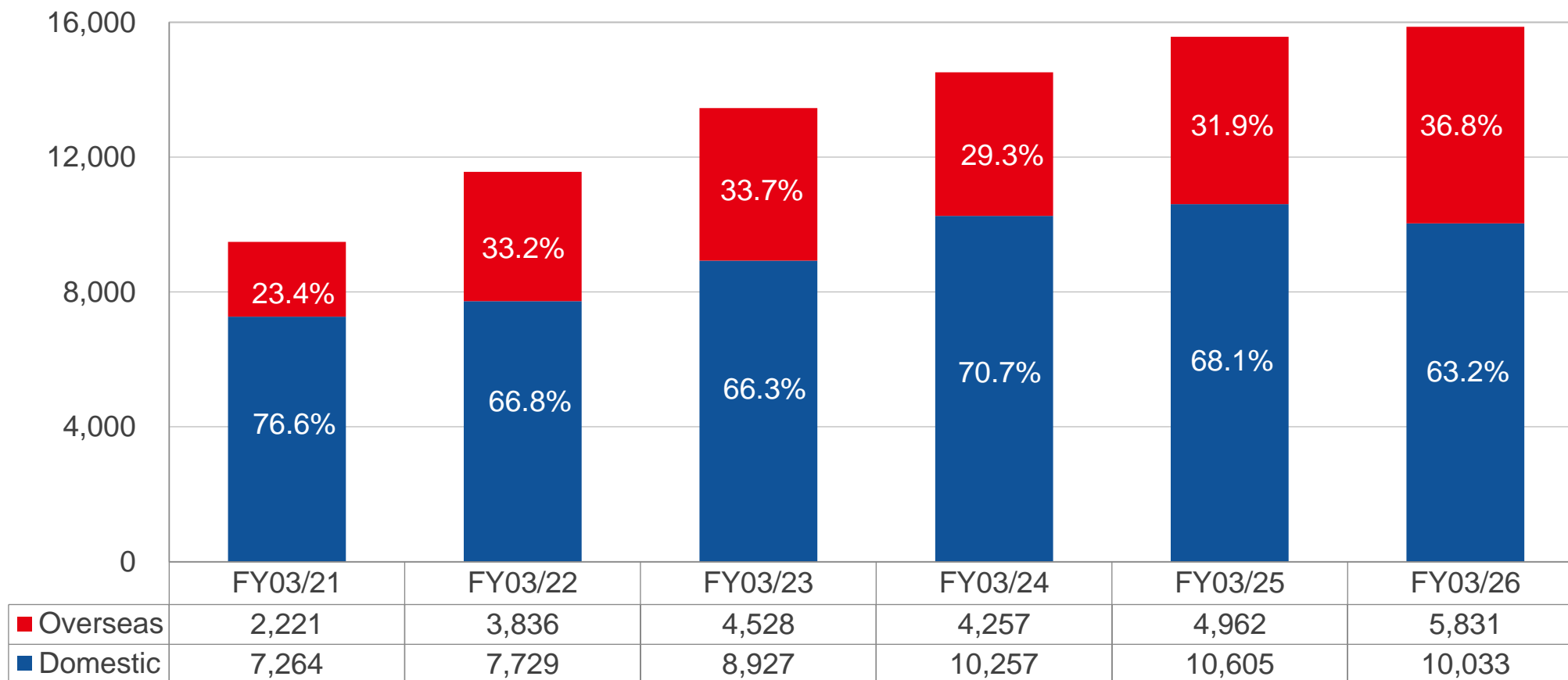
Millions of yen

	FY03/25	FY03/26		
	Results	Results	YoY change	YoY change (%)
Net sales	15,568	15,864	+296	+1.9%
Domestic	10,605	10,033	-572	-5.4%
Overseas	4,962	5,831	+868	+17.5%
Cost of sales	7,703	8,273	+569	+7.4%
Gross profit (Profit margin)	7,864 (50.5%)	7,590 (47.8%)	-273 (-2.7%)	-3.5%
SG&A expenses (SG&A ratio)	5,974 (38.4%)	6,581 (41.5%)	+607 (+3.1%)	+10.2%
Operating profit (Profit margin)	1,890 (12.1%)	1,009 (6.4%)	-880 (-5.8%)	-46.6%
Ordinary profit (Profit margin)	1,947 (12.5%)	1,043 (6.6%)	-903 (-5.9%)	-46.4%
Profit attributable to owners of parent (Profit margin)	1,462 (9.4%)	602 (3.8%)	-860 (-5.6%)	-58.8%

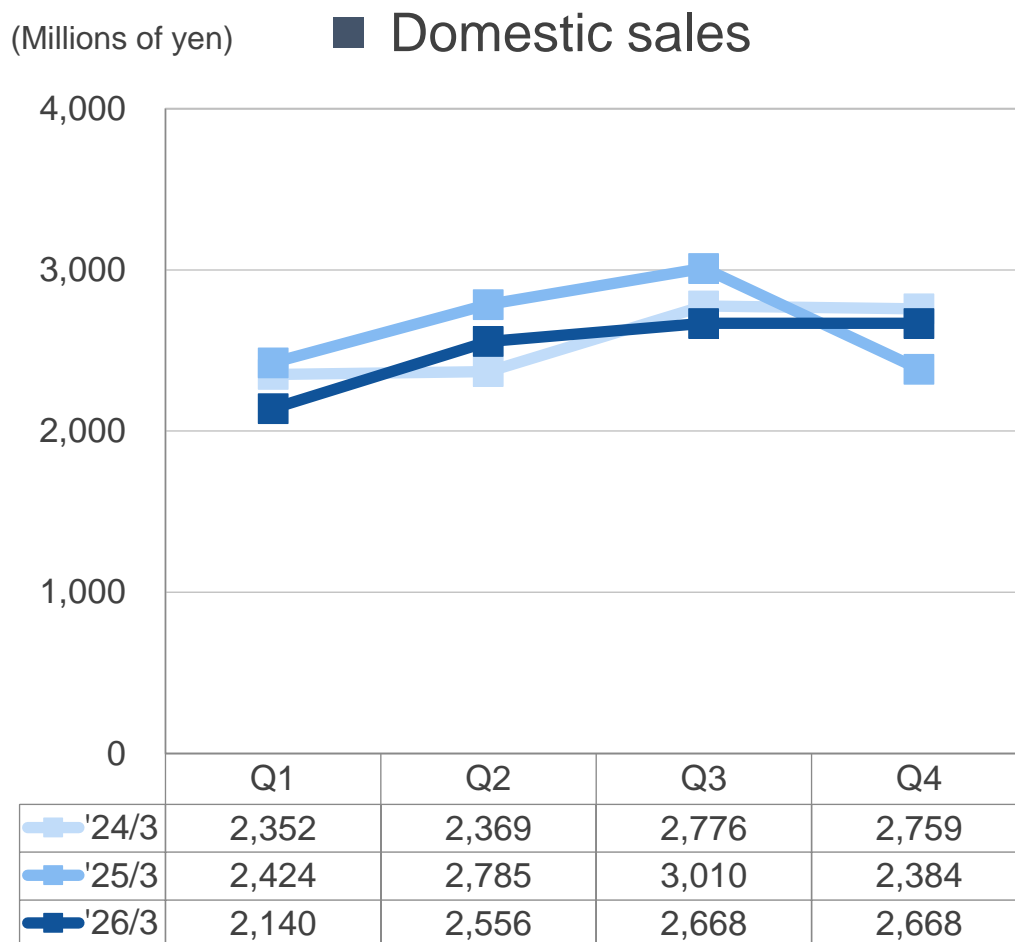
FY03/26: Breakdown of domestic and overseas sales

Net sales

(Millions of yen)



FY03/26: Domestic sales (quarterly results)



Overview of domestic operations

[External environment]

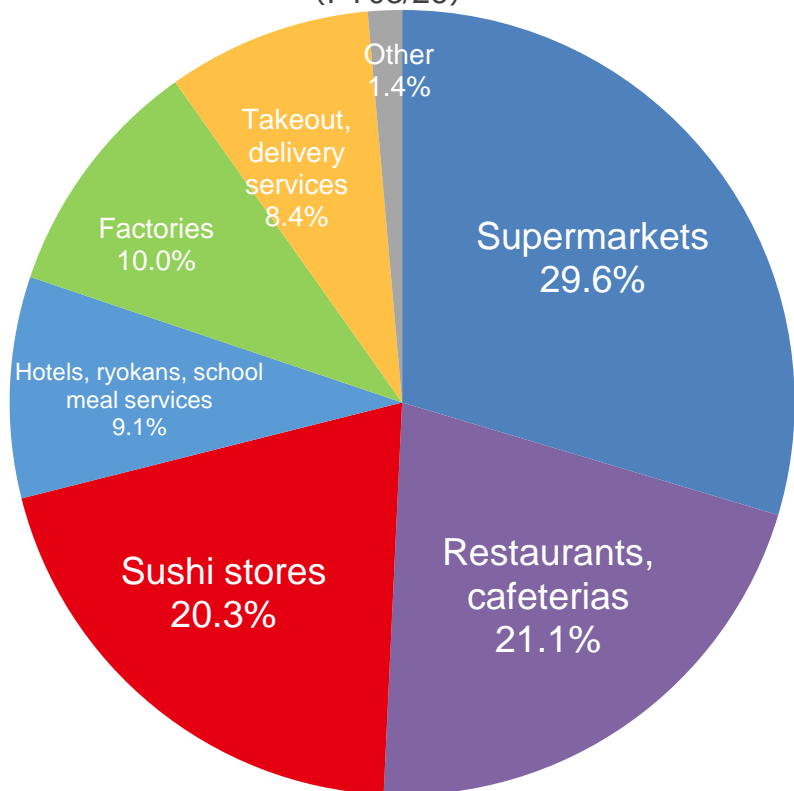
- Demand for labor-saving solutions remained strong amid growing inbound demand and labor shortages.
- Although soaring rice prices since Q4 of the previous fiscal year continued to disrupt customers' capital investment plans, including postponements, conditions recovered modestly in the second half.

[Sales trends]

- Sales declined despite progress in new customer development for the Rice-Serving Machine Fuwarica, due to the completion of the replacement cycle among major chains in the sushi and restaurant/cafeteria segments, as well as a slowdown in expansion demand in the supermarket segment.
- Sales of new products launched last year (replacement demand for sushi machines, commercial rice cookers, and solution products) are expected to contribute to earnings in the current fiscal year.

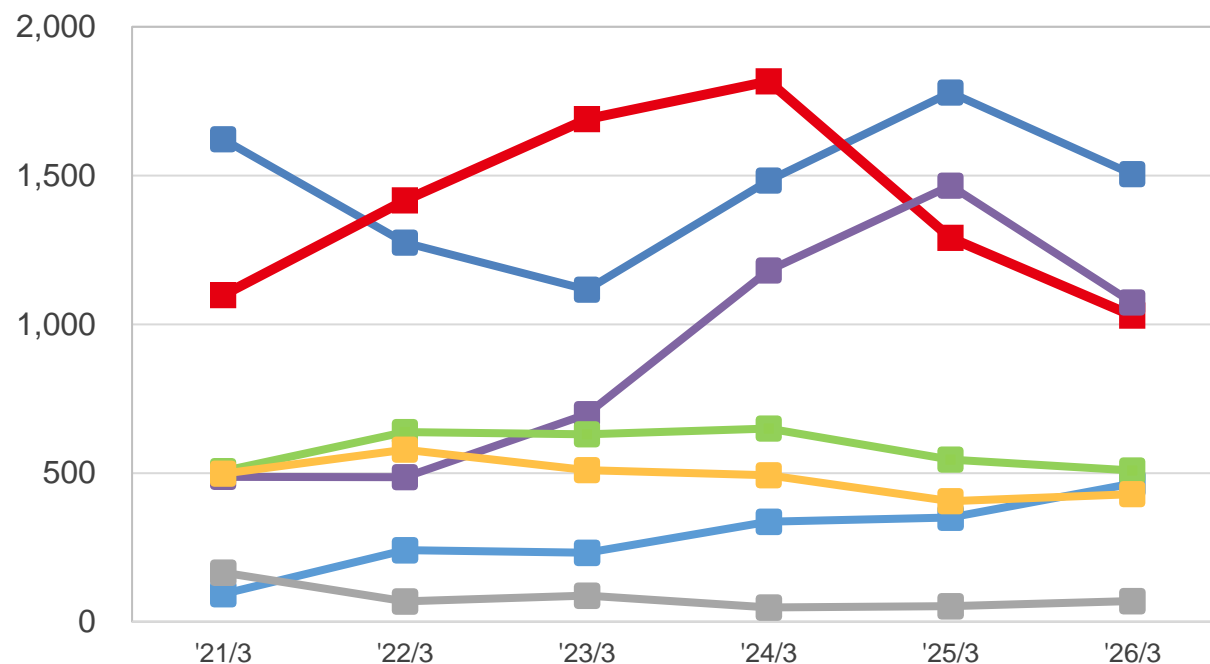
FY03/26: Domestic business Own-machine sales by customer category

■ Domestic business:
Sales breakdown by customer category
(FY03/26)



* Calculation of sales breakdown (%) by customer category is based on domestic own-machine sales.

■ Domestic business:
Sales by customer category
(Millions of yen)

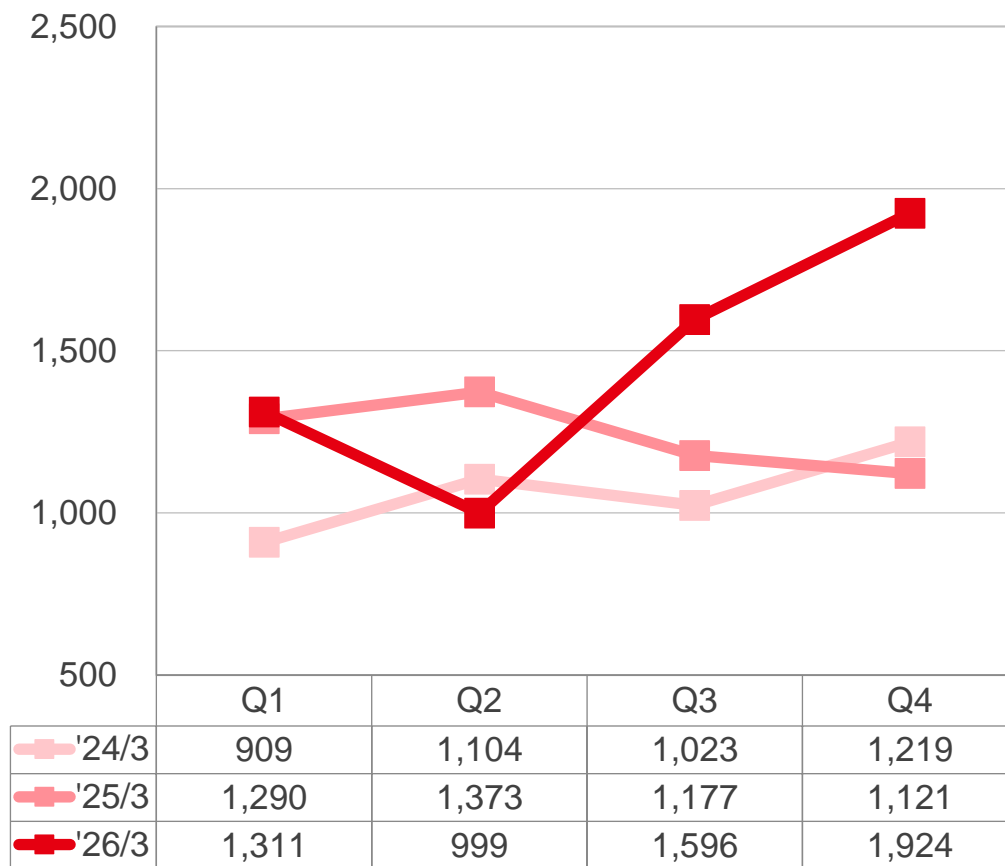


- Supermarkets
- Sushi stores
- Restaurants, cafeterias
- Hotels, ryokans, school meal services
- Factories
- Takeout, delivery services
- Other

FY03/26: Overseas sales (quarterly results)

(Millions of yen)

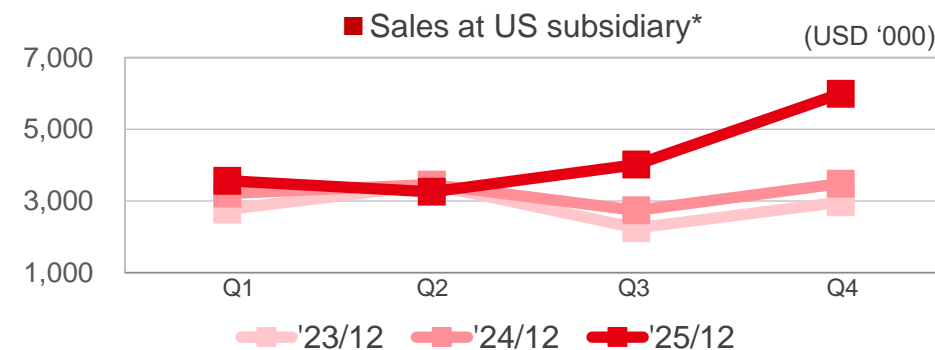
■ Overseas sales



Overview of overseas operations

[Regional trends]

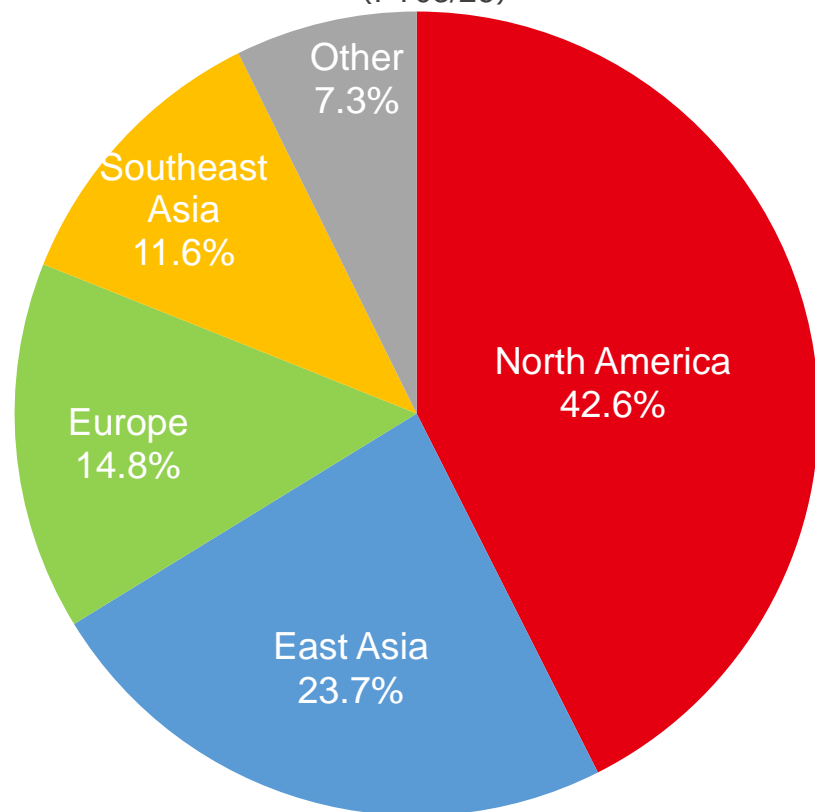
- In North America, demand for automation and labor-saving solutions remained strong, and some large-scale projects for major chain operators that had been delayed from the original schedule were largely completed in Q4, contributing to sales growth.
- In other regions, sales in East Asia increased driven primarily by an increase in new store openings by Japanese conveyor-belt sushi chains, while in Southeast Asia, Japanese companies continued to expand their operations.
- In Europe, sales initiatives associated with distributor restructuring are expected to begin contributing to results from the current fiscal year.



*The fiscal year of the US subsidiary ends in December.

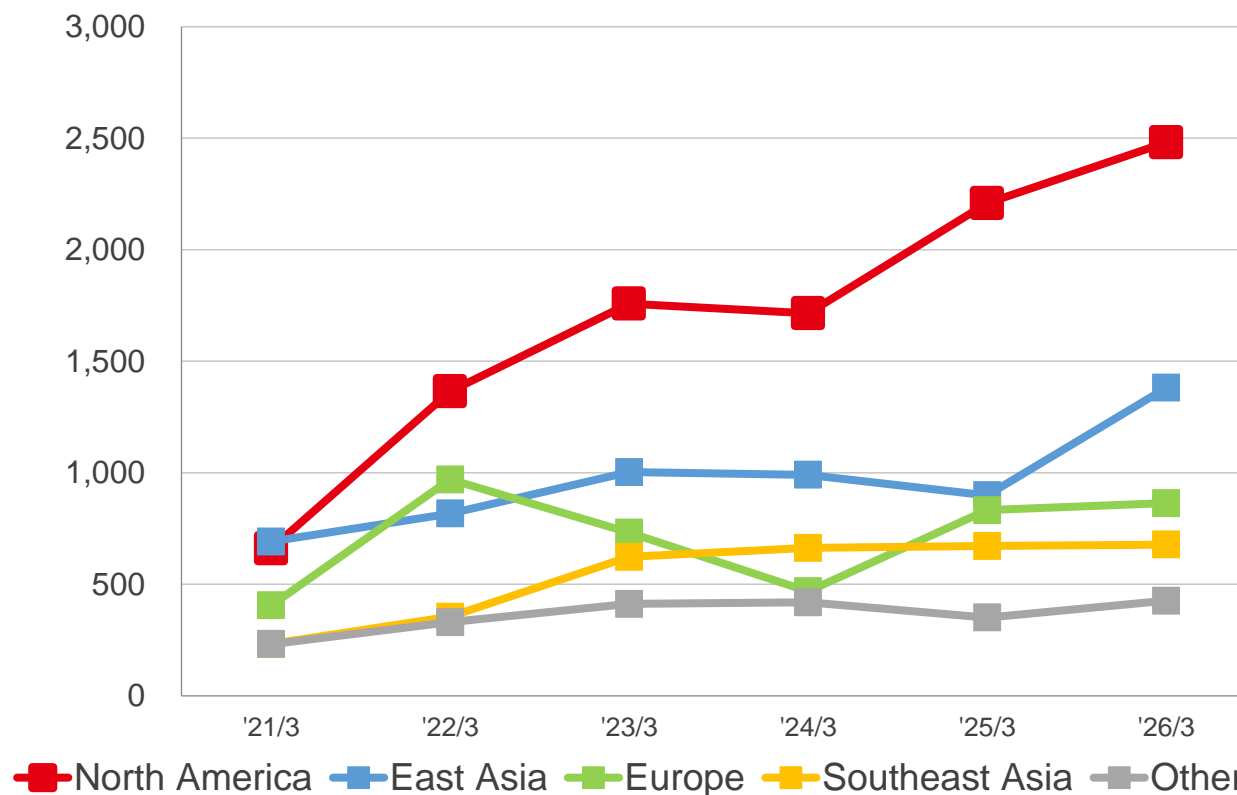
FY03/26: Overseas business Sales by region

Overseas business:
Sales breakdown by region
(FY03/26)



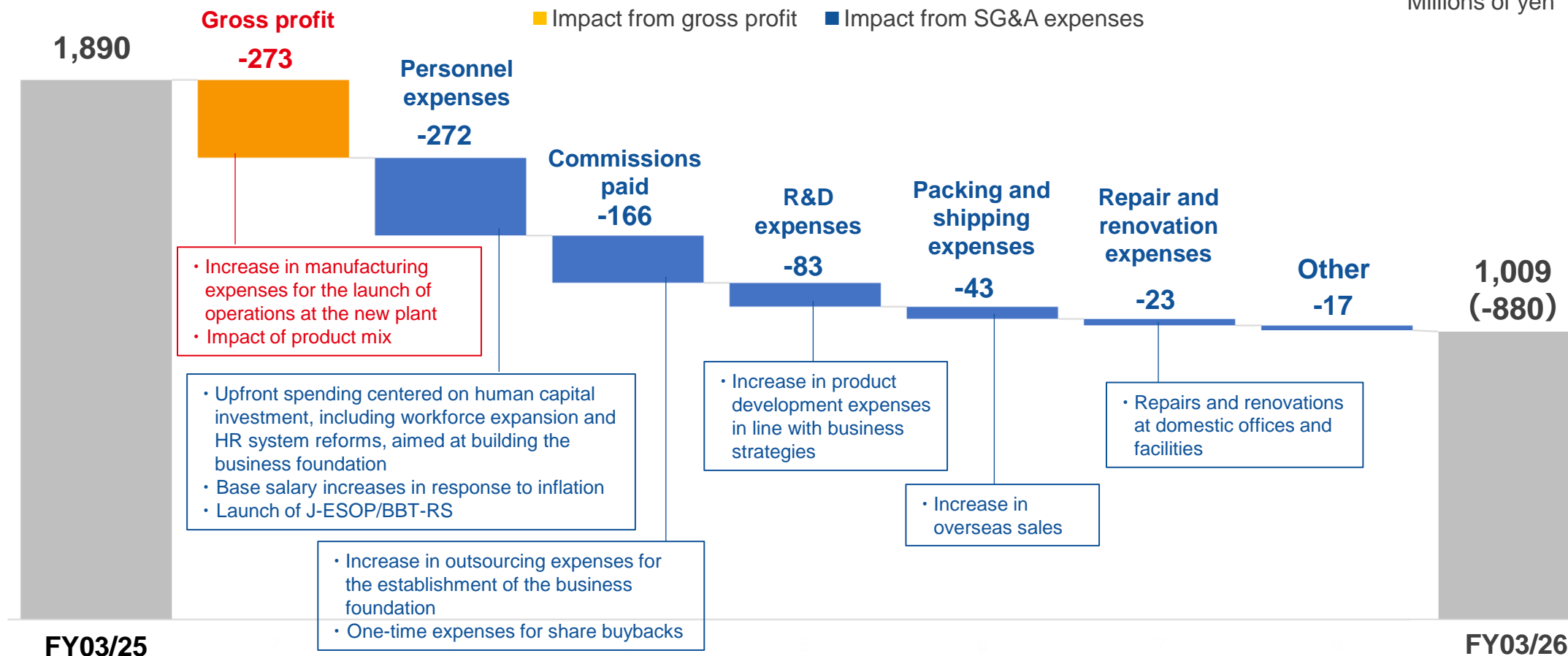
Overseas business:
Sales by region

(Millions of yen)



FY03/26: Year-on-year change in operating profit

Millions of yen

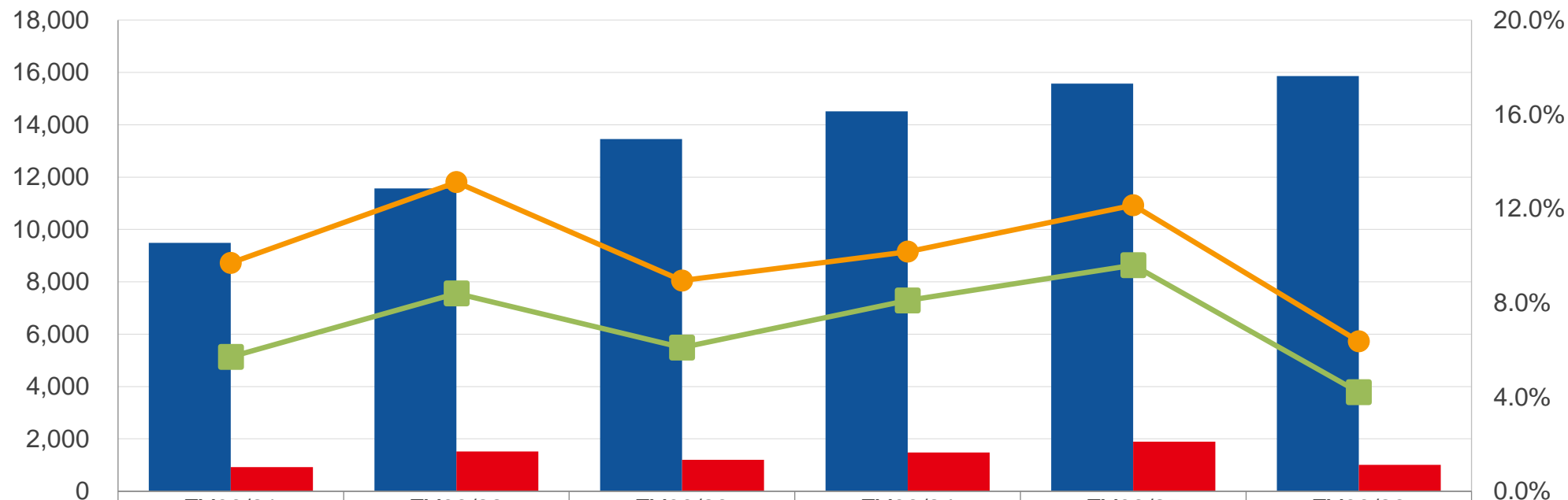


FY03/26: Net sales, operating profit, and ROE

Net sales, operating profit

(Millions of yen)

Operating profit margin (OPM) / ROE



	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25	FY03/26
Net sales	9,486	11,565	13,456	14,514	15,568	15,864
Operating profit	919	1,517	1,203	1,475	1,890	1,009
OPM	9.7%	13.1%	8.9%	10.2%	12.1%	6.4%
ROE	5.7%	8.4%	6.1%	8.1%	9.6%	4.2%

FY03/26: Consolidated balance sheet: Assets

Millions of yen

	As of March 31, 2025		As of March 31, 2026		YoY	
	Amount	% of total	Amount	% of total	YoY change	YoY change (%)
Current assets	10,841	55.7%	8,757	45.8%	-2,084	-19.2%
Cash and deposits	5,597	28.7%	2,973	15.6%	-2,623	-46.9%
Trade receivables	2,039	10.5%	2,255	11.8%	+216	+10.6%
Inventories	2,819	14.5%	2,981	15.6%	+162	+5.7%
Other	385	2.0%	547	2.9%	+161	+41.8%
Non-current assets	8,630	44.3%	10,344	54.2%	+1,713	+19.9%
Property, plant and equipment	7,028	36.1%	8,609	45.1%	+1,581	+22.5%
Intangible assets	518	2.7%	653	3.4%	+135	+26.0%
Investments and other assets	1,084	5.6%	1,081	5.7%	-2	-0.2%
Total assets	19,471	100.0%	19,101	100.0%	-370	-1.9%

FY03/26: Consolidated balance sheet: Liabilities and net assets

Millions of yen

	As of March 31, 2025		As of March 31, 2026		YoY	
	Amount	% of total	Amount	% of total	YoY change	YoY change (%)
Total liabilities	3,502	18.0%	6,144	32.2%	+2,641	+75.4%
Current liabilities	2,007	10.3%	3,043	15.9%	+1,035	+51.6%
Non-current liabilities	1,494	7.7%	3,101	16.2%	+1,606	+107.5%
Total net assets	15,969	82.0%	12,956	67.8%	-3,012	-18.9%
Shareholders' equity	15,423	79.2%	12,409	65.0%	-3,013	-19.5%
Total accumulated other comprehensive income	505	2.6%	507	0.2%	+2	+0.4%
Non-controlling interests	39	0.2%	39	0.2%	-1	-2.0%
Total liabilities and net assets	19,471	100.0%	19,101	100.0%	-370	-1.9%

FY03/27 Consolidated Performance Forecast

FY03/27 Consolidated performance forecast

Millions of yen

	FY03/26 Full year		FY03/27					
	Amount	% of net sales	1H			Full year		
			Plan	% of net sales	YoY change (%)	Plan	% of net sales	YoY change (%)
Net sales	15,864	100.0%	8,270	100.0%	+18.0%	17,580	100.0%	+9.5%
Domestic	10,033	63.2%	5,155	62.3%	+9.8%	10,785	61.3%	+7.5%
Overseas	5,831	36.8%	3,115	37.7%	+34.8%	6,795	38.7%	+13.1%
Operating profit	1,009	6.4%	350	4.2%	+337.8%	1,000	5.7%	-0.9%
Ordinary profit	1,044	6.6%	340	4.1%	+472.4%	1,060	6.0%	+1.5%
Profit attributable to owners of parent	603	3.8%	210	2.5%	+316.0%	630	3.6%	+4.5%

FY03/27 Dividend forecasts

	FY03/25	FY03/26	FY03/27
	Results	Results	Forecast
Basic earnings per share	¥113.09	¥50.94	¥53.19
Dividends (total)	¥34.00	¥35.00	¥35.00
2nd quarter-end	¥15.00	¥15.00	¥15.00
Year-end	¥19.00	¥20.00	¥20.00
Dividend payout ratio	30.1%	64.7%	62.0%
Total payout ratio	30.1%	*599.8%	62.0%

* Impact of the repurchase of 1,797,500 own shares on August 12, 2025

Note: Calculated based on the total number of shares outstanding at the end of the fiscal year.

Acquisition costs related to JESOP/BBTRS are not included in total payout ratio.

FY03/27 Management policy

A year of decisive reform toward sustainable corporate management



FY03/27 Business environment

	Risks	Opportunities	Products
Japan	<ul style="list-style-type: none"> ● Geopolitical risks ● Soaring raw material prices ● Difficulty procuring raw materials ● Inflation ● FX volatility ● Concerns over an economic slowdown 	<ul style="list-style-type: none"> ● Continued inbound demand ● Severe labor shortages ● Rising labor costs 	<ul style="list-style-type: none"> ● Broadening of Fuwarica use cases ● Growth in commercial rice cooker sales ● Sushi machines (replacement demand for new models) ● Expansion of solution product sales ● Sales of new large-scale machines
Overseas		<ul style="list-style-type: none"> ● Expansion of Japanese cuisine ● Overseas expansion of Japanese companies ● Rising labor costs 	<ul style="list-style-type: none"> ● North America: Acquisition of major chain customers ● East Asia: Expansion of Japanese companies ● Europe: Major KIOSK operators

Key Highlights

Highlights: Operations commenced in March 2026 at Tsurugashima Tech Plant (new plant)



- Aim to achieve more than double the production capacity of the current plant
- Reduce production costs by shifting to a line production system and improving productivity
- Assigned approx. 80 employees to the plant as of May 2026
- The new plant will primarily manufacture the mainstay compact machines and establish a mass production structure
- The existing plant will mainly produce non-core compact machines and large-scale machines
- Will consider construction of the next facility based on future demand trends and financial conditions
- Plan to hold plant tours for investors in the future

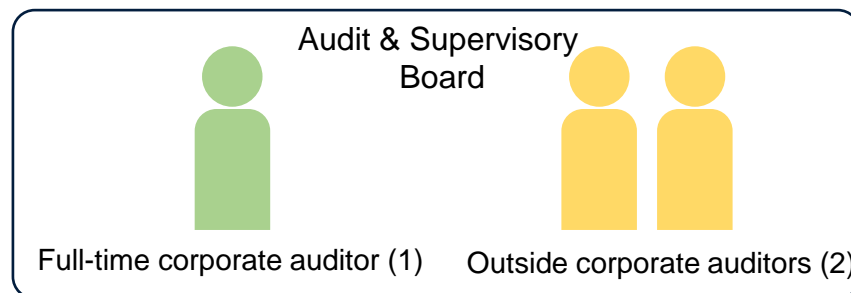
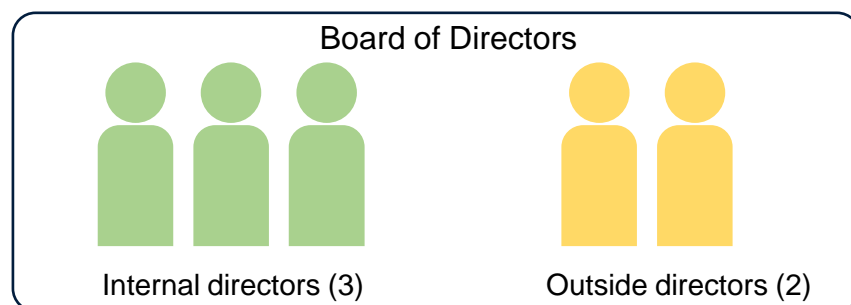
Location	Ota-gaya area, Tsurugashima, Saitama Prefecture (next to Ken-o-Tsurugashima interchange)
Site area	36,137.78sqm
Total floor area	8,237.63sqm (steel frame structure/two stories above ground)
Investment amount	Approx. 2.7 billion yen (building) *Completed within budget
Funding plan	Internal funds
Start of operations	March 2026 (commenced operations as scheduled) *Construction began in November 2024, completed in October 2025, and operations commenced in March 2026

Highlights: Change in corporate governance structure

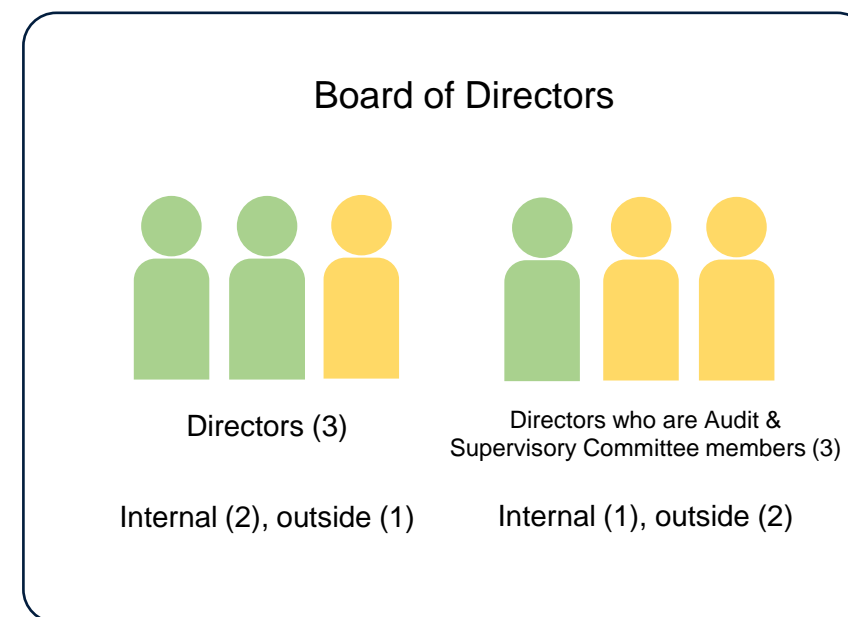
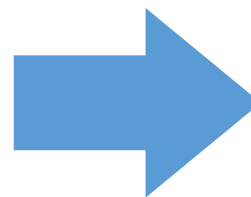
Transition to a company with an Audit & Supervisory Committee

Subject to approval of the proposed amendments to the Articles of Incorporation at the 66th Annual General Meeting of Shareholders, the Company will transition to a **company with an Audit & Supervisory Committee**.

Objective: By granting directors who are Audit & Supervisory Committee members voting rights at Board of Directors meetings, the Company aims to strengthen the Board's supervisory and audit functions and further enhance its corporate governance framework.



Before change



After change

SUZUMO

**For inquiries regarding investor relations, media appointments, etc.,
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Forward-looking statements in this document, including outlook on future performance and other projections, reflect the Company's assessment based on currently available information, and may be affected by latent risks and uncertainties. Therefore, actual results may differ significantly due to changes in various factors.