Stock Code 6405

SUZUMO REPORT

66th Fiscal Year April 1, 2025 to March 31, 2026

Index

WE LOVE RICE SUZUMO

Top Message

We would like to express our sincere gratitude for your continued support and patronage.

Looking Back on the 66th Term

President, Representative Director and Executive Officer

Toru Taniguchi

For the 66th fiscal year, while net sales exceeded the previous fiscal year at 15,864 million yen (+1.9% year-on-year), in terms of profit, operating profit fell below the previous year to 1,009 million yen (Down 46.6%) and net income to 602 million yen (Down 58.8%). As a result, revenue increased but profit decreased year-on-year, and figures fell significantly short of the initial plan.

The breakdown of net sales by domestic and overseas markets was 10,033 million yen (Down 5.4%) for domestic sales and 5,831 million yen (+17.5%) for overseas sales.

In the domestic market, although there is a persistent need for labor-saving solutions due to labor shortages, the soaring price of rice and rising raw material costs have caused our customers' willingness to invest in capital equipment in the food service and retail industries to decline, resulting in stalled demand for machinery. On the other hand, the overseas market achieved increased sales, contributed by the large-scale introduction of Onigiri Making Machines in North America and sales expansion to Japanese restaurant chains in East Asia.

The decrease in profit was impacted by upfront investments for the operation of the new plant, increased manufacturing labor costs such as workforce expansion for business growth, base salary increases to address inflation, and outsourcing expenses to build our business foundation. Additionally, selling, general and administrative expenses increased due to legal fees related to the dissolution of a capital and business alliance and fees for acquiring treasury stock. Furthermore, temporary costs arose, including additional taxes and delinquent taxes from administrative guidance based on the transfer pricing taxation system. Although the short-term environment remains unpredictable,

Consolidated Net Sales by Domestic and Overseas

(Millions of yen, %)

	FY2025 (March 2025)	FY2026 (March 2026)	YoY Change (%)	Composition Ratio (%)
Domestic	10,605	10,033	-5.4%	63.2%
Overseas	4,962	5,831	+17.5%	36.8%
Total	15,568	15,864	+1.9%	

the global momentum behind Japanese cuisine remains strong, and we truly feel that the role our business must play is becoming increasingly significant.

Management Policy for the 67th Fiscal Year

We have defined the management policy for the fiscal year ending March 2027 as a “Year of Resolute Execution of Reforms toward Sustainable Corporate Management”. In terms of management reform, we will place greater emphasis on “Financial Capital Policy” and “Sustainability Management”. As business reforms, we will focus on “Strengthening the Value Chain” and “Transition to a Solution Provider”. For operational reforms, we will advance “Human Resource Development”, “Human Resource Placement”, “Operational Efficiency”, and "Digital Transformation (DX)”

Management Policy for the Fiscal Year Ending March 2027

“A year of decisive reform toward sustainable corporate management”

Management Reform	Business Reform	Operational Reform
Financial and capital policy Sustainability management	Strengthening the value chain Transformation into a solutions provider	HR development and recruitment Operational efficiency improvement and digitalization

[Building a Truly Global Corporate Structure] Commencement of Operations at the New Plant: Completed “As Planned”

As one of the key measures of the medium-term management plan “Next 2028”, the new plant in Tsurugashima, Saitama Prefecture, commenced operations on March 17, 2026, precisely on the initial schedule. Amidst a rapidly changing external environment, including soaring construction material costs and logistical disruptions, completing the investment within budget can be considered a major achievement.

This new plant goes beyond merely expanding production capacity. It is a “strategic hub for global supply” designed to immediately respond to the expanding demand of the global market. By introducing a production system that pursues efficiency, we aim to reduce manufacturing costs and shorten lead times.

Currently, we are concurrently advancing the revamping of our distributor sales network and strengthening the structure of our local subsidiaries. Particularly in North America, we have shifted to a structure that strengthens our direct approach to major chains. With the new plant, our “heart of supply”, now in motion, our sales frontlines around the world can move with greater confidence to secure large-scale projects. Now that the physical foundation to deliver our vision, “Delivering “Deliciousness” and “Warmth” to the world”, is complete, we believe we have entered the phase of growing into a truly global company.

[Evolving into a Value-Creating Company] Taking on the Challenge of “Rice Cooking” to Fundamentally Change the Quality of Cooked Rice

Until now, our company has led the market with technology for the “processing and molding” of cooked rice. However, the true challenge for our customers lies in balancing the “improvement of the final product’s quality” with the “simplification of operations”. Our focused answer to this is the “rice cooking” domain, which is the source of rice solutions.

Specifically, we will accelerate the rollout of our new product, the “Commercial IH Rice Cooker”, in combination with products such as our Rice-Serving Machine Fuwarica and the Compact Sushi Ball Robot S-Cube. This is not merely a machine that cooks rice. With its "water volume correction function", it not only ensures the consistent cooking of delicious rice but also functions as a rice cooker capable of preparing vinegared sushi rice. By incorporating the "shari-kiri" (cutting and mixing of sushi rice and vinegar) step—which previously required highly skilled artisans—into the cooking process, anyone can produce the highest quality vinegared sushi rice. This is truly a problem-solving solution.

The market response has been highly encouraging. Particularly for supermarkets and hotels facing severe labor shortages, as well as businesses experiencing the Japanese food boom, the ability to "prevent over-reliance on individual workers without compromising quality" has been the deciding factor for implementation.

Previously recognized as a manufacturer of rice processing machines, moving forward, we will continue to provide added value that directly connects to improving our customers' operational challenges as a "solution provider" that designs the productivity of the entire store.

Special website now available

[Establishing a Corporate Foundation for Sustainable Growth] —A Year of Resolute Execution of Reforms—

For sustainable growth, a strong corporate constitution capable of flexibly responding to change is essential. To further accelerate our growth, we have completely revamped our conventional vertically segmented organization and established a new "General Business Department" to strengthen collaboration across the entire Group.

1. Overview of Organizational Changes

We will consolidate domestic and overseas sales and management structures to significantly improve operational efficiency.

Formation of the "Domestic Business Department": Integrates the Sales Division, the Factory Solutions Business Department, and the Solutions Supervisory Department.

Establishment of the "General Business Department": Unifies both the Domestic and Global Business Departments, taking cross-company command.

2. Aim of Organizational Changes: From Division to "Integration"

We will unify information and resources that were previously divided by region or product, speeding up optimal decision-making company-wide. The General Business Department is a platform to accelerate the "circulation of knowledge", gathering the expertise of the entire Group to propose optimal solutions for our customers' diverse challenges.

In addition to our investment in the new plant as a "hard" asset, we will also upgrade the "soft" side of our business—our organization and people—to secure sustained growth in corporate value over the medium to long term.

While there are challenging aspects to our current performance, we have no doubts about the direction we are heading.

With the operation of the new plant, our entry into the rice cooking domain, and our fundamental organizational reform—the pillars of "Next 2028" steadily taking shape—we are making preparations for further growth from the next term onward and a leap forward beyond that.

We kindly ask our shareholders for their continued and continued support.

Introduction of Promoted and Newly Appointed Executives

Newly Appointed

Executive Officer, Japan Business Department

Isamu Ito

I have been appointed as the head of the newly established Domestic Business Department, which integrates the Sales Division, the Factory Solutions Business Department, and the Solutions Supervisory Department. While our mission to solve the various challenges faced by users remains unchanged, this structural change aims to provide seamless and speedy support from user assistance to product development. Amidst a rapidly changing market environment and trends, we will strike a balance between a market-in mindset that analyzes the vast amount of information gathered daily, and a product-out mindset that utilizes our accumulated expertise. We will advance development and proposals along two main axes: strengthening our hardware products, primarily rice processing machines, and our software products, primarily AI. I will operate under the departmental motto of "Never forget your original intentions, and do not fear change or challenges". I look forward to your continued support.

Newly Appointed

Promoted

Executive Officer, Corporate Department

Akiyoshi Takeda

Currently, our Group is in a crucial period of transformation toward the sustainable growth set forth in our medium-term management plan, "Next 2028". On the other hand, although we saw growth in sales for the fiscal year ended March 2026, the issue of deteriorating profitability became apparent.
Given this situation, my mission is to optimize the three resources of "human, material, and financial capital" based on the further deepening of Group governance, and to realize a fundamental improvement in ROA and ROE. I will promote a tripartite reform centered on these management indicators to reconstruct a corporate division that balances both "offensive" and "defensive" strategies.
I am committed to striving to meet the expectations of all our stakeholders. We kindly ask for your continued guidance and support.

Newly Appointed

Executive Officer, Sustainability and Business Innovation Manager

Sadato Nagamoto

Until March of the previous term, I managed the domestic sales front and dedicated myself to generating results, while simultaneously recognizing the company-wide challenges we face. In this unpredictable era of VUCA, I believe our company must thoroughly consider and execute sustainable management.
In order for our stakeholders to continuously recognize our corporate purpose— "To realize a society where people can enjoy a rich and diverse diet"—at a high level, it will be crucial to implement initiatives for necessary future adaptations.
We will begin these efforts under the current medium-term plan, "Next 2028," continue them in the next plan, and remain committed to enhancing corporate value. I will sincerely dedicate myself to this important role, and I humbly request your redoubled support and encouragement.

Topics

Shareholder Survey Pick Up Corner!

North America: Large-Volume Orders from Retailers for Onigiri Hand Presses

Suzumo International Corporation,
Executive Vice President,
Tomoyuki Takiguchi

In the U.S., the recognition and demand for onigiri have been steadily increasing in recent years, and we have recently secured a large-scale order for Onigiri Making Machines from a major business operator.

This company is the industry's largest operator, running approximately 4,200 sushi corners (kiosks) primarily inside North American supermarkets (SM), and has continuously promoted the appeal of onigiri through exhibitions and events. As a result, it was decided that onigiri would be sold in over 3,000 stores of a major SM chain.

In addition to solving the critical issue of maintaining uniform quality across chain operations, the company began considering the Onigiri Hand Press machine previously proposed by Suzumo International Corporation (SIC) to achieve space-saving operations in kiosks operating in just 2 to 4 tsubo (approximately 71 to 142 square feet) per store. Based on the company's philosophy of “wanting consumers to eat a lot of rice”, there was a demand for a large 140 g size, compared to the general onigiri size (100 g to 110 g) distributed in the U.S. In response to this, the SUZUMO Group leveraged the expertise cultivated in Japan to propose multiple molds. Furthermore, SIC's service structure was highly evaluated, ultimately leading to a bulk order for 3,300 units.

The response after securing the order was not easy, but by enhancing production capacity at our headquarters and plant in response to the company's speedy rollout plan, we were able to supply the products without delay. Additionally, when the unanticipated tariffs implemented during the Trump administration were introduced, we were able to gain their understanding regarding passing on the tariff costs through repeated, careful explanations.

Currently, some stores sell more than 50 pieces per day, and the company is actively engaged in developing new menus and streamlining operations to continuously stimulate demand. Once the rollout in supermarket stores is complete, there are plans to expand to on-campus stores and supermarket chains outside the U.S., with a steady volume of orders expected in the 2026 fiscal year as well.

The expansion of Japanese businesses into North America is already in full swing and is expected to accelerate further. As a member of the SUZUMO Group, SIC will strengthen our response to customer needs and challenges by proposing not only sushi but also onigiri and other rice products, as well as offering “software” proposals such as operational improvements, thereby contributing to the further expansion of rice culture in North America.

Onigiri displayed in the store

Onigiri Hand Press

Pick Up News

Relieving Congestion at Hotel Breakfasts The Implementation of Fuwarica Takes Root

In the accommodation industry, where labor shortages persist, our Rice-Serving Machine Fuwarica is taking root as a solution to relieve congestion at breakfast venues. Hotels that have actually implemented it have praised the smoothing of operations, and there are emerging cases of multiple units being installed. Its application is not limited to breakfast; it is also being used in tandem for dinner buffets, broadening its scope of use as “standard equipment” essential for hotel management. We will continue to build a solid track record of implementation in the accommodation sector and seek to cultivate the market further.

Nikko Kinugawa Spa Hotel Mikazuki

Okudōgo Ichiyu no Mori

Case Studies of Fuwarica Implementation in Hotels
↓

“SUZUMO Kids Creator 2026 Spring” Held

On March 27, we held a hands-on event in collaboration with an NPO. The participating children, aged 7 to 12, completed uniquely individualized introductory videos through observing our robots. It was also a valuable opportunity for the employees who participated across departments to gain many insights from the children's perspectives. Based on our vision of “Delivering “Deliciousness” and “Warmth” to the world”, we will continue to provide new value and learning opportunities through food to the children who will lead the next generation.

The children’s masterpieces and scenes from the day are available on the special page of the SUZUMO’s website. Please visit and take a look.

Marketing Division,
Saki Komada

Children engrossed in the demonstration and focusing on filming

Special page
↓

65th Anniversary Special Website Launched

Starting from our journey as a pioneer in Sushi Machines, and as the “first-call company for global food businesses” that we strive to be, the site features our trajectory to date and our message for the future of the SUZUMO Group, which continues to evolve in harmony with global food cultures. Please visit and take a look.

Super Compact Sushi Machine S-Cube

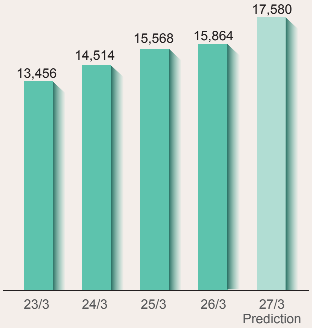
Won the 2025 Nikkei Excellent Products and Services Award in the Trend Category

It was selected from a total of 201 items for its highly evaluated original planning and development capabilities. It achieves a smaller, lighter design and a lower price, enabling the provision of sushi menus in all types of business formats. It has already acquired overseas certifications and will continue to drive the popularization of rice-based diets in the global market.

Sales (Millions of yen)

15,864 million yen

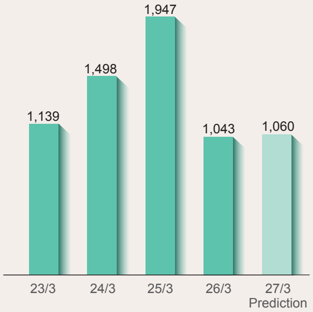
1.9% increase from previous fiscal year



Ordinary Profit (Millions of yen)

1,043 million yen

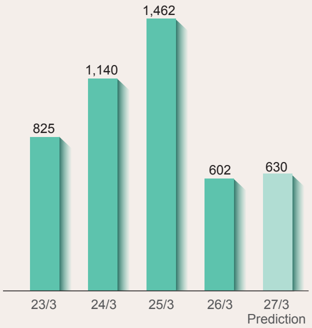
46.4% decrease from previous fiscal year



Profit Attributable to Owners of Parent (Millions of yen)

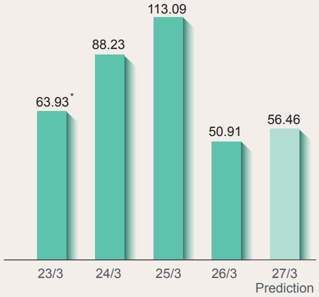
602 million yen

58.8% decrease from previous fiscal year



Earnings per Share (Yen)

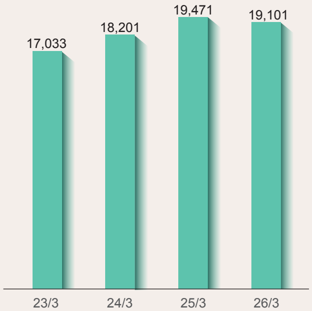
50.91 yen



* On 1 August 2022, the Company carried out a 2-for-1 share split of its ordinary shares. The net profit per share has been adjusted retrospectively to take account of this share split.

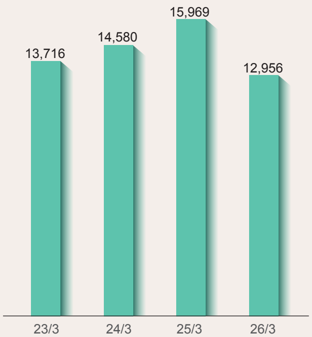
Total Asset (Millions of yen)

19,101 million yen

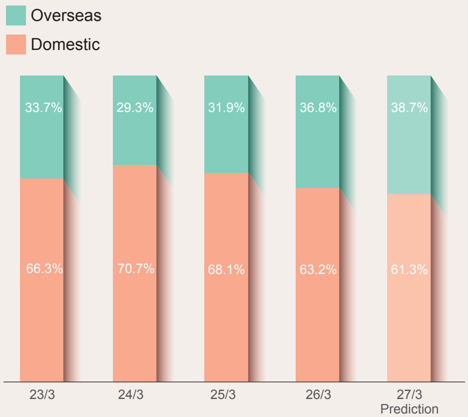


Net Asset (Millions of yen)

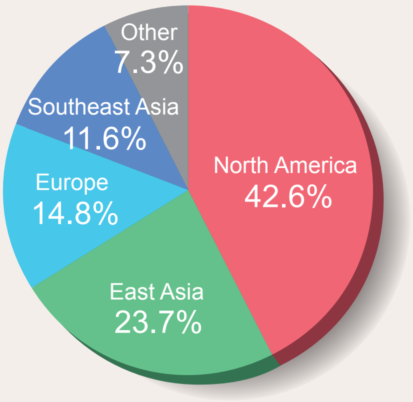
12,956 million yen



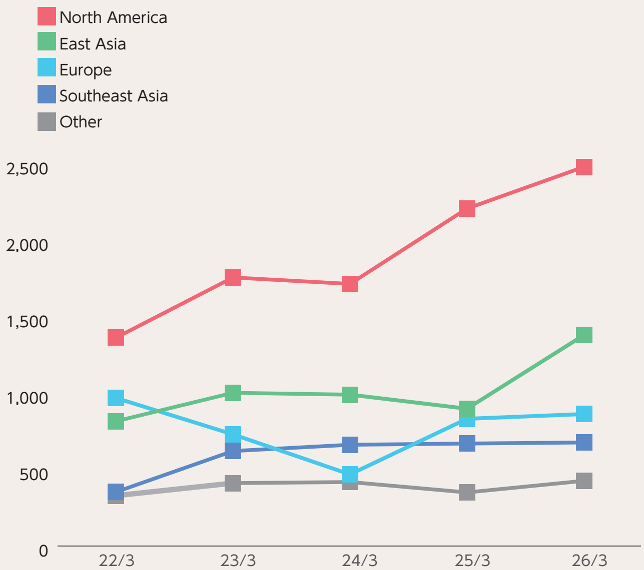
Domestic and Overseas Sales Ratio



Overseas Sales Ratio by Region



Overseas Sales Trends by Region (Millions of yen)



Overview of the Consolidated Financial Statements

*Amounts less than one million yen are rounded down

Consolidated Balance Sheet

(Millions of yen)

Subject	Current Period As of March 31, 2026	Previous Period As of March 31, 2025
Assets		
Current assets	8,757	10,841
Cash and deposits	2,973	5,597
Notes and accounts receivable	1,713	1,537
Electrically recorded monetary claims	542	501
Inventories	2,981	2,819
Other	547	385
Non-current assets	10,344	8,630
Total assets	19,101	19,471
Liabilities		
Current liabilities	3,043	2,007
Non-current liabilities	3,101	1,494
Total liabilities	6,144	3,502
Net Assets		
Shareholders' equity	12,409	15,423
Accumulated other comprehensive income	507	505
Minority interest	39	39
Total net assets	12,956	15,969
Total liabilities and net assets	19,101	19,471

Consolidated Statement of Income

(Millions of yen)

Subject	Current Period April 1, 2025 - March 31, 2026	Previous Period April 1, 2024 - March 31, 2025
Net sales	15,864	15,568
Operating profit	1,009	1,890
Ordinary profit	1,043	1,947
Profit attributable to owners of parent	602	1,462

Consolidated Statement of Cash Flows

(Millions of yen)

Subject	Current Period April 1, 2025 - March 31, 2026	Previous Period April 1, 2024 - March 31, 2025
Cash flows from operating activities	433	1,365
Cash flows from investing activities	-1,985	-1,374
Cash flows from financing activities	-1,092	-535
Effect of exchange rate changes on cash and cash equivalents	7	124
Net increase (decrease) in cash and cash equivalents	-2,636	-420
Cash and cash equivalents at beginning of period	5,597	6,017
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	–	–
Cash and cash equivalents at end of period	2,960	5,597

Company Information (As of March 31, 2026)

Trade Name	Suzumo Machinery Co., Ltd.
Established	January 13, 1961
Headquarters	6th Floor, Nakano Central Park East, 4-10-1 Nakano, Nakano-ku, Tokyo 164-0001 +81-3-3993-1371 (main number)
Capital	1,154 million yen
Business Contents	Manufacture and sale of rice processing machines such as Sushi Machines and Rice-Serving Machines
Number of Employees	Consolidated: 526 Non-consolidated: 491 (as of March 31, 2026)
URL	https://www.suzumo.co.jp/

Directors and Corporate Auditors

(As of June 27, 2026)

Status	Name	Responsibilities and Important Concurrent Positions
Chairman, Representative Director, Board Member	Minako Suzuki	Representative Member of AN Corporation LLC / Outside Director of Chikaranomoto Holdings Co., Ltd.
President, Representative Director and Executive Officer	Toru Taniguchi	
Outside Director, Board Member	Akio Takahashi	Outside Director, Board Member of Kobayashi Pharmaceutical Co., Ltd.
Director, Full-Time Audit & Supervisory Committee Board Member	Jun Kono	
Outside director, Audit & Supervisory Committee Board Member	Junya Murai	Murai Law and Accounting Office Lawyer and Certified Public Accountant
Outside director, Audit & Supervisory Committee Board Member	Hitomi Yamamoto	Outside Director, Board Member of Kyusyu Railway Company / Advisor of ANA Strategic Research Institute Co., Ltd.

Domestic Bases

Group Companies
SEH Japan Co., Ltd.

Overseas Network

Group Companies

US subsidiary	SUZUMO INTERNATIONAL CORPORATION
Singapore joint venture	SUZUMO SINGAPORE CORPORATION PTE. LTD.
Taiwan subsidiary	SUZUMO TAIWAN CORPORATION
UAE equity method affiliate	Bluefin Trading LLC

Stock Status

(As of March 31, 2026)

Total Number of Authorized Shares **32,000,000**

Total Number of Issued Shares **12,960,000**

Number of Shareholders **9,433**

Number of Shares Per Unit **100**

Major Shareholders

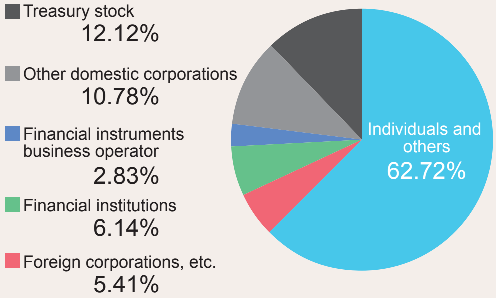
Name	Number of Shares Held	Equity Ownership
Minako Suzuki	1,626,000	14.28%
Akiko Suzuki	1,626,000	14.28%
AN Corporation LLC	1,237,480	10.87%
Suzumo Machinery Trading Partners Shareholding Association	651,980	5.72%
The Master Trust Bank of Japan Ltd. (Trust account)	397,500	3.49%
Tachibana Securities Co., Ltd.	269,100	2.36%
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	245,600	2.16%
Custody Bank of Japan Ltd. (Trust account)	231,900	2.04%
Shoji Iwamoto	205,000	1.80%
Suzumo Machinery Group Employees Shareholding Association	153,240	1.35%

(Note 1) Equity ownership is rounded to two decimal places.
(Note 2) Equity ownership is calculated excluding treasury stock (1,570,452 shares).

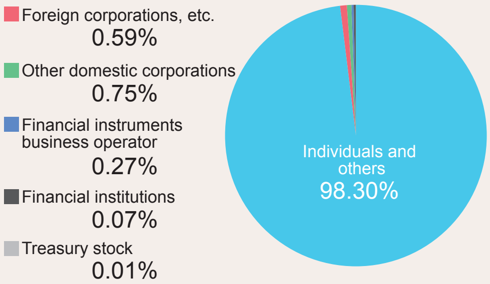
Shareholder Memo

Fiscal Year	From April 1 to March 31 of the Following Year
Reference Date	Year-end Dividend March 31 Interim Dividend September 30 Ordinary General Meeting Of Shareholders March 31
Ordinary General Meeting of Shareholders	Every June
Account Management Institution of Shareholder Registry Administrator Special Account	Mitsubishi UFJ Trust and Banking Corporation
Contact Details	Mitsubishi UFJ Trust and Banking Corporation, Stock Transfer Agency Department 1-1, Nikko-cho, Fuchu-shi, Tokyo +81-120-232-711 Mailing address 137-8081 Shin-Tokyo Post Office P.O. Box No. 29 Mitsubishi UFJ Trust and Banking Corporation, Stock Transfer Agency Department
Listed Market	Tokyo Stock Exchange (Standard market)
Method of Announcement	Electronic Announcement (https://www.suzumo.co.jp/ir/) However, if an electronic announcement is not possible due to an accident or other unavoidable reason, the announcement will be published in the Nihon Keizai Shimbun.

Number of Shares by Owner



Shareholder Distribution Status by Owner



●Notices

1. Notes on Various Procedures

(1) In principle, any changes to shareholders' addresses, requests for purchase, or other various procedures are to be handled by the account management institution (brokerage firm, etc.) where the account was opened. Please note that the shareholder register administrator (Mitsubishi UFJ Trust and Banking Corporation) cannot handle these matters.

(2) To designate a bank account for dividend payments, please submit the "Dividend Payment Transfer Designation Form" via your account management institution. For more information on the procedure for designating a bank account for dividend payments, please contact your account management institution.

(3) For various procedures related to shares recorded in special accounts, please contact Mitsubishi UFJ Trust and Banking Corporation, the account management institution for special accounts, as it is the account management institution for special accounts. In addition, each branch of Mitsubishi UFJ Trust and Banking Corporation nationwide will also handle your inquiries.

(4) For dividends that have not been received, payment will be made at the head office and branches of Mitsubishi UFJ Trust and Banking Corporation.

2. Statement of Year-end Dividend

As with shareholders who have designated a bank account for dividend payments, a "Statement of Year-end Dividend" is also enclosed for shareholders who receive dividends by "Year-end Dividend Receipt". This can be used as a reference document after you have received your dividend.

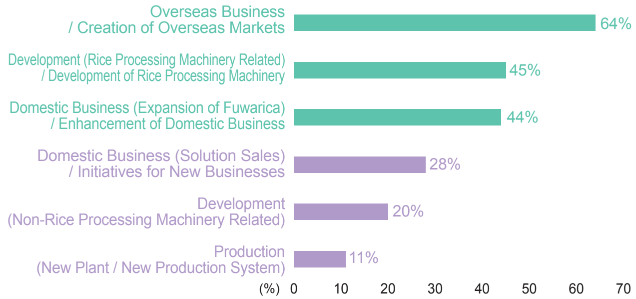
Survey Report

As a result of our request for your cooperation in the last issue of the SUZUMO REPORT (66th interim period), we received many responses from our shareholders. Thank you very much for your cooperation. We will use your feedback to improve our future management. The following are excerpts from the responses.

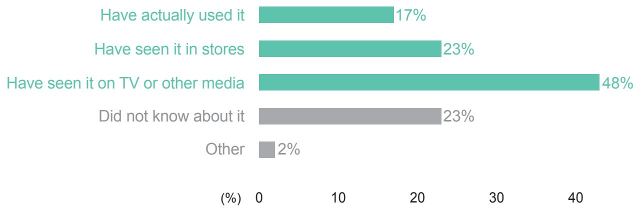
IR Activities Based on Shareholder Surveys

We have continued to include topics focusing on overseas business, which is of high interest in the surveys, as well as case studies of the implementation of our Rice-Serving Machine Fuwarica, which is becoming increasingly widespread.

●Areas of Interest Regarding Businesses and Initiatives (Multiple Responses)



●Awareness of Fuwarica (Multiple Responses)



Opinions and Requests (Excerpts)

- I found it interesting to be able to access content via the QR codes provided on each page.
- Please feature interviews with employees who are playing an active role in the company.
- Your products are easy to visualize, making this report enjoyable to look through. I will continue to support you moving forward.
- I would like to see a report on how and in which regions our products are being utilized overseas.
- Please introduce any collaborations with other companies, such as our ventures into new fields or the topics featured in this fiscal year.
- I would like to know what kind of places your products are being used in. I have never seen Fuwarica and would like to see it.

We will continue to plan special features based on shareholders' opinions and requests.

66th Interim Period Cover City Name Quiz Correct answer: Osaka

6th Floor, Nakano Central Park East,
4-10-1 Nakano, Nakano-ku, Tokyo (164-0001)
+81-3-3993-1371 (main number) URL: https://www.suzumo.co.jp/

WE LOVE RICE SUZUMO Suzumo Machinery Co., Ltd.