

Stock Code 6405

SUZUMO REPORT

66th Fiscal Year April 1, 2025 to September 30, 2025

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Top Message

Overview of the First Half of the 66th Fiscal Year and Future Prospects

President,
Representative Director,
Board Member
Toru Taniguchi



Looking Back on the First Half of the 66th Term

For the first half of the fiscal year, net sales were 7,007 million yen (Down 11.0% year-on-year), operating profit was 79 million yen (Down 92.4% year-on-year), and net income was 50 million yen (Down 93.6% year-on-year). As a result, both revenue and profit declined year-on-year, and all figures fell materially below the initial forecast.

In the domestic market, while demand for labor-saving solutions remains strong due to sustained inbound tourism and worsening labor shortages, rising raw material, energy, and labor costs have squeezed operators' (restaurants and retailers) profits. This led to a noticeable increase in postponed equipment investment plans and heightened cost-control awareness. In particular, demand for additional installations of Sushi Machines in supermarkets, which had been progressing steadily, and replacement demand centered on major conveyor-belt sushi chains showed signs of a temporary pause. Consequently, domestic sales remained sluggish. Additionally, in overseas markets, the accounting impact of consolidated internal eliminations turned negative due to a reversal following a prior increase in shipments to North America from the fourth quarter of the previous fiscal year to the first quarter of the current fiscal year as a trade policy countermeasure. Furthermore,

Performance Trends

Net sales

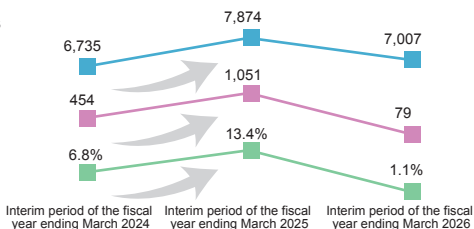
Unit: Millions of yen

Operating profit

Unit: Millions of yen

Operating profit margin

Unit: %



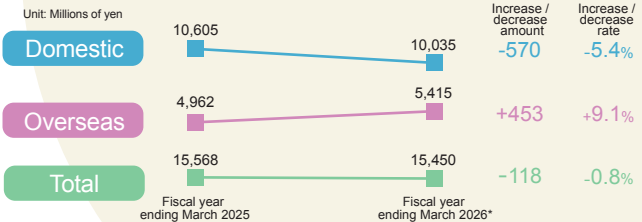
the delayed start of dealer restructuring in Europe affected performance. However, despite the challenges, we are steadily advancing step by step in our evolution as a solution provider supporting market development and our customers' businesses. This progress is evident in the new adoption of our Rice-Serving Machine Fuwarica by major hotel chains within Japan and the introduction of new products for new business ventures.

Medium- to Long-term Outlook and Implementation of “Next 2028”

For the full fiscal year, as stated in the “Notice Regarding Revision of Earnings Forecast” announced on October 31, 2025, both consolidated sales and profits are projected to fall below the previous fiscal year’s levels. Domestically, we will promote replacements with our new Sushi Machine product launched in September 2025 and pursue new customer acquisition with our Rice-Serving Machine Fuwarica. However, we do not currently expect a meaningful recovery in the second half of the fiscal year. Meanwhile, overseas sales in major regions such as North America, Europe, and East Asia are expected to exceed the previous fiscal year. In North America, while the introduction timing for Sushi Machines for in-store preparation at major supermarket chains continues to be delayed, the installation of Onigiri Making Machines for major takeout chains is expected to be completed within the year. In Europe, sales are also projected to exceed the previous fiscal year due to the expanded introduction of new Rice Sheet Machines to sushi takeout chains and the promotion of retailer restructuring.

Although the business environment remains unpredictable in the short term, the medium- to long-term trends surrounding our Group’s operations remain unchanged from our assessment at the time of formulating the new medium-term management plan “Next 2028”. We are confident that the global spread,

Breakdown of Forecast Net Sales for the Full-Year Consolidated Period (Domestic / Overseas)



*Based on the “Notice Regarding Revision of Earnings Forecast” announced on October 31, 2025

expansion, and deepening of Japanese cuisine, along with the persistence of inflation and labor shortages, will continue to be tailwinds that sustainably drive demand for labor-saving and mechanization solutions into the future.

We will continue to move forward and will thoroughly implement the core policies of “Next 2028”—namely, “Build a truly global corporate structure” and “Evolve into a value-creating company”—toward sustainable growth.



Driving Market Share No. 1 with New Products to Promote Replacement

As a key measure for domestic demand recovery, we launched a new Sushi Machine product in September this year.



This new product, incorporating our technology honed over years of building the No. 1 market share, achieves even more “delicious”

rice shaping while improving operability and maintainability based on customer feedback. We will strongly promote replacement demand among existing customers to revitalize the domestic market.

Completion of New Plant Supporting Global Growth

As a crucial step toward achieving the fundamental policy of “Next 2028”—namely, “Establish a corporate foundation for sustainable growth”—we have completed construction of a new plant in Tsurugashima, Saitama Prefecture. Operations will commence as originally scheduled in March 2026, with investment progressing within budget. This new plant serves as a strategic hub to enhance production capacity and efficiency, meeting the growing overseas demand. We aim for it to become a solid foundation enabling all group employees, both domestic and international, to embody our management vision: “Delivering “Deliciousness” and “Warmth” to the world”.



Introduction of Executives at U.S. Subsidiary



Executive Officer
Global Business Department
President, Representative Director, Board Member
of Suzumo International Corporation

Kenji Nakamura

I have been appointed as the Representative Director of SIC, our consolidated subsidiary in the United States. SIC has one of the longest histories within our group companies, spanning approximately 20 years. In recent years, sushi sales at supermarkets have become standard in the U.S., and the expansion of major Japanese conveyor-belt sushi chains has been remarkable. Furthermore, the North American market holds immense potential, and SIC plays a significant role in the growth of the SUZUMO Group.

Moving forward, our mission is to collaborate with Japanese and local businesses to “spread delicious and exciting sushi and rice balls”. We look forward to working with our members on value-creating initiatives.



Global Business Department
Director of Suzumo International Corporation

Naoto Koike

I am deeply honored to have been appointed as a Director of SIC. Our Sushi Machine holds tremendous potential as a bridge between American food tech and Japanese culinary culture. I will dedicate myself to understanding local needs and ensuring both food safety and efficiency, while striving to drive business growth and maximize corporate value. Guided by our vision of “Delivering “Deliciousness” and “Warmth” to the world”, I will do my utmost to fulfill this mission.

I look forward to your guidance and encouragement.

SUZUMO FAIR 2025 Tokyo

Announcing a Commercial IH Rice Cooker Developed in Collaboration with Zojirushi Corporation



On October 22 and 23, 2025, we held the SUZUMO FAIR 2025 Tokyo. This year, under the theme “Linking Voices and Solutions”, we prepared numerous proposals showcasing how SUZUMO solutions respond to the voices from the field. Starting with the new product zone scheduled for release in 2026, highlights included collaborative exhibits with over 30 partner companies throughout the event. These featured zones for foodservice and retail operations, large-scale equipment for food factories, and a zone focused on the rapidly evolving “onigiri market”. Thanks in part to this effect, more than 490 companies and over 840 professionals involved in the food industry attended, marking the largest turnout ever and surpassing last year’s numbers. Notably, participation from our core client sectors—food service, prepared meals, and retail—increased by approximately 30% compared to last year. We believe this surge reflects their search for solutions and improvements to address pressing operational challenges, such as rising raw material costs (particularly rice) and labor shortages driving automation initiatives. Additionally, as a highlight of this event, we announced a commercial IH rice cooker developed in collaboration with Zojirushi Corporation. By adding a 1-shō (1.8 liters) rice cooker to our lineup, we can provide comprehensive support on-site, from cooking delicious white rice to serving it at its best. Furthermore, this rice cooker features an “Easy Sushi Rice Course”, allowing anyone to make sushi rice easily and with confidence. By turning previously impossible ideas into reality and proposing solutions to our customers’ challenges, we aim to deliver our vision, “Delivering “Deliciousness” and “Warmth” to the world”, to even more people.



◀ SUZUMO FAIR 2025
Media Presentation

Japan Market Department
General Manager of
Marketing Division
Ichiro Shirahige



Expo 2025 Report

Enjoy the Freshly Made Taste with Freshly Cooked Rice!!

Driven by a strong desire to “serve customers freshly cooked rice and the delicious taste of freshly made rice balls”, we challenged ourselves with a cook-to-order system at Zojirushi Corporation’s specialty store, “ONIGIRI WOW!”. Through the integration of our co-developed “Fluffy Onigiri Machine Musubi” and the order terminal, we achieved a daily peak of over 3,300 servings—far exceeding the projected 2,000—without keeping customers waiting. We have served over 320,000 onigiri to date. The ability to prepare food on demand within a compact space of just 4.5 tsubo (approximately 14.8 square meters) has opened up significant potential for more efficient store operations in the future.



Column: EXPO 2025—Challenges and Achievements ▶

On the SUZUMO website, we are expanding our offerings beyond news updates to include case studies and columns. We encourage you to explore these details as well.



“Sushi Machine” Capsule Toys Make a Huge Splash!

Building SUZUMO Brand Fans and Expanding Recognition

The capsule toy “Sushi Machine”, developed through a corporate collaboration with capsule toy manufacturer TOYS CABIN Co, Ltd, was released nationwide in August 2025. Throughout the period, the official Instagram follower count increased by +39%, contributing to expanded brand recognition. On social media, posts featuring assembly videos and playtime with the toy were shared, demonstrating high interest in SUZUMO products. We will continue exploring initiatives to grow the SUZUMO brand’s fanbase.



SUZUMO Official Instagram ▶

We actively post product videos and more on Instagram. We encourage you to visit our website for further details.

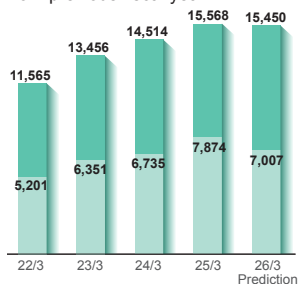


■ End of fiscal year
■ Interim

Sales (Millions of yen)

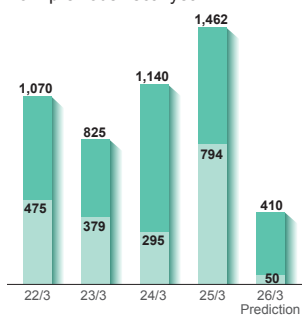
7,007 million yen

11.0% decrease
from previous fiscal year

Profit Attributable
to owners of parent (Millions of yen)

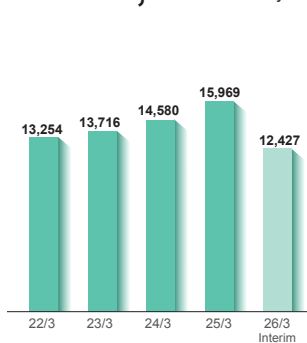
50 million yen

93.6% decrease
from previous fiscal year



Net Asset (Millions of yen)

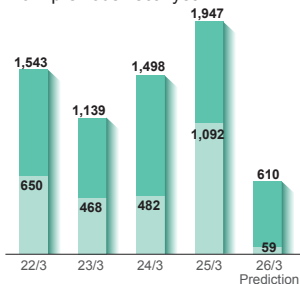
12,427 million yen



Ordinary Profit (Millions of yen)

59 million yen

94.6% decrease
from previous fiscal year



Earnings per Share (Yen)

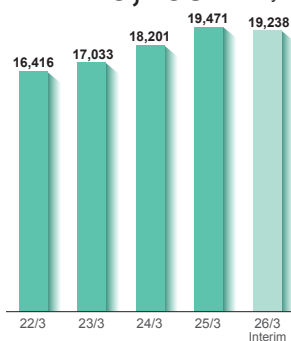
4.06 yen



*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)

19,238 million yen



Overview of the Consolidated Financial Statements

*Amounts less than one million yen are rounded down

Consolidated Balance Sheet

(Millions of yen)

Items	Previous Period As of March 31, 2025	Second Quarter of the Current Fiscal Year As of September 30, 2025
Assets		
Current assets	10,841	9,739
Cash and deposits	5,597	4,461
Notes and accounts receivable	1,537	1,379
Electronically recorded monetary claims	501	436
Inventories	2,819	3,017
other	385	443
Non-current assets	8,630	9,498
Total assets	19,471	19,238
Liabilities		
Current liabilities	2,007	3,103
Non-current liabilities	1,494	3,707
Total liabilities	3,502	6,810
Net assets		
Shareholders' equity	15,423	12,048
Accumulated other comprehensive income	505	343
Minority interest	39	35
Total net assets	15,969	12,427
Total liabilities and net assets	19,471	19,238

Consolidated Statement of Income

(Millions of yen)

Items	First Half of the Previous Fiscal Year April 1 2024 - September 30 2024	First Half of the Current Fiscal Year April 1 2025 - September 30 2025
Net sales	7,874	7,007
Operating profit	1,051	79
Ordinary profit	1,092	59
Profit attributable to owners of parent	794	50

Consolidated Statement of Cash Flows

(Millions of yen)

Items	First Half of the Previous Fiscal Year April 1 2024 - September 30 2024	First Half of the Current Fiscal Year April 1 2025 - September 30 2025
Cash flows from operating activities	954	95
Cash flows from investing activities	-99	-887
Cash flows from financing activities	-270	-272
Effect of exchange rate changes on cash and cash equivalents	159	-83
Net increase (decrease) in cash and cash equivalents	744	-1,147
Cash and cash equivalents at beginning of period	6,017	5,597
Cash and cash equivalents at the end of the interim period	6,761	4,449

Company Information (As of September 30, 2025)

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	1,154,418 thousand yen
Business Contents	Manufacture and sale of rice processing machines such as Sushi Machines and Rice-Serving Machines
Number of Employees	540 (as of the end of September 2025)
URL	https://www.suzumo.co.jp/

Directors and Corporate Auditors (As of September 30, 2025)

Status	Name	Responsibilities and Important Concurrent Positions
Chairman, Representative Director, Board Member	Minako Suzuki	Outside Director, Board Member of Chikaranomoto Holdings Co., Ltd.
President, Representative Director, Board Member	Toru Taniguchi	
Director, Managing Executive Officer, Board Member	Junko Koshino	Outside Director, Board Member of Rikei Corporation / Outside Director, Board Member of Kanto Denka Kogyo Co., Ltd.
Outside Director, Board Member	Masami Takahashi	President, Representative Director of Royal Medical Club Co., Ltd. / Advisor of Eco's Co., Ltd.
Outside Director, Board Member	Akio Takahashi	Outside Director, Board Member of Biomass Fuel Co., Ltd. / Outside Director, Board Member of Kobayashi Pharmaceutical Co., Ltd.
Audit & Supervisory Board Member	Jun Kono	
Outside Audit & Supervisory Board Member	Junya Murai	Murai Law and Accounting Office Lawyer and Certified Public Accountant
Outside Audit & Supervisory Board Member	Takamasa Nakashima	Professor of Miss Paris Academy Professional University of Beauty & Wellness

●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

Stock Status (As of September 30, 2025)

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

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

Number of Shareholders..... **8,829**

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%
The Master Trust Bank of Japan Ltd. (Trust account)	650,400	5.71%
Suzumo Machinery Trading Partners Shareholding Association	639,680	5.62%
Tachibana Securities Co., Ltd.	250,200	2.20%
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	232,200	2.04%
Custody Bank of Japan Ltd. (Trust E-account)	231,900	2.04%
Shoji Iwamoto	205,000	1.80%
Custody Bank of Japan Ltd. (Trust account)	153,400	1.35%

(Note 1) Equity ownership is rounded to two decimal places.

(Note 2) Equity ownership is calculated excluding treasury stock (1,570,409 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	Electric Announcement (https://www.suzumo.co.jp/ir/) (However, if an electric announcement is not possible due to an accident or other unavoidable reason, the announcement will be published in the Nihon Keizai Shimbun.)

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 Interim Dividend

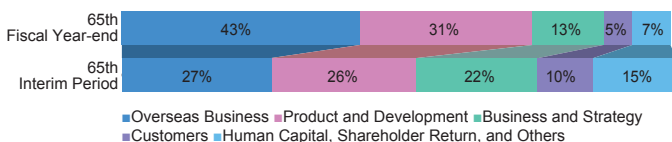
As with shareholders who have designated a bank account for dividend payments, a "Statement of Interim Dividend" is also enclosed for shareholders who receive dividends by "Interim Dividend Receipt". This can be used as a reference document after you have received your dividend.

Survey Report

As a result of our request for your cooperation in the last issue of the SUZUMO REPORT (65th year-end 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



Opinions and Requests (Excerpts)

- ☐ I would like to know about SUZUMO's performance at the Expo 2025.
- ☐ I would like to know why customers choose to implement SUZUMO products.
- ☐ I would like to know the background of product development.
- ☐ I would like to know the vision for what kind of company SUZUMO will be in 10 years.
- ☐ I would like you to report on the significant growth in North American sales.

65th Fiscal Year-End Cover City Name Quiz Correct answer: Hawaii



Suzumo Machinery Co., Ltd.

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/>