

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (JGAAP)

May 13, 2026

Company name: Suzumo Machinery Co., Ltd.
 Listing: Tokyo Stock Exchange
 Stock code: 6405
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 Scheduled date to hold the ordinary general meeting of shareholders: June 27, 2026
 Scheduled date for dividend payment: June 29, 2026
 Scheduled date to file securities report: June 29, 2026
 Supplementary materials for financial statements: Yes
 Results briefing to be held: Yes (For analysts and institutional investors)

(Amounts of less than one million yen are rounded down)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated operating results (Percentages indicate year-on-year change)

| | Net sales | | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | |
|-------------------|-----------------|-----|------------------|--------|-----------------|--------|---|--------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Fiscal year ended | | | | | | | | |
| March 31, 2026 | 15,864 | 1.9 | 1,009 | (46.6) | 1,043 | (46.4) | 602 | (58.8) |
| March 31, 2025 | 15,568 | 7.3 | 1,890 | 28.1 | 1,947 | 30.0 | 1,462 | 28.2 |

(Note) Comprehensive income: Fiscal year ended March 31, 2026: 606 million yen (-66.1%)
 Fiscal year ended March 31, 2025: 1,786 million yen (42.1%)

| | Earnings per share | Diluted earnings per share | Return on equity | Ordinary profit to total assets | Operating profit to net sales |
|-------------------|--------------------|----------------------------|------------------|---------------------------------|-------------------------------|
| Fiscal year ended | Yen | Yen | % | % | % |
| March 31, 2026 | 50.91 | — | 4.2 | 5.4 | 6.4 |
| March 31, 2025 | 113.09 | — | 9.6 | 10.3 | 12.1 |

(Reference) Equity in earnings of affiliates: Fiscal year ended March 31 2026: 40 million yen
 Fiscal year ended March 31 2025: 27 million yen

(2) Consolidated financial position

| | Total assets | Net assets | Equity ratio | Net assets per share |
|----------------|-----------------|-----------------|--------------|----------------------|
| As of | Millions of yen | Millions of yen | % | Yen |
| March 31, 2026 | 19,101 | 12,956 | 67.6 | 1,157.75 |
| March 31, 2025 | 19,471 | 15,969 | 81.8 | 1,231.06 |

(Reference) Shareholders' equity: As of March 31, 2026: 12,917 million yen
 As of March 31, 2025: 15,929 million yen

(3) Consolidated cash flows

| | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|-------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| Fiscal year ended | Millions of yen | Millions of yen | Millions of yen | Millions of yen |
| March 31, 2026 | 433 | (1,985) | (1,092) | 2,960 |
| March 31, 2025 | 1,365 | (1,374) | (535) | 5,597 |

2. Dividends

| | Annual dividends | | | | | Total dividend paid | Payout ratio (Consolidated) | Dividends to net assets (Consolidated) |
|--|------------------|-----------------|-----------------|----------|-------|---------------------|-----------------------------|--|
| | 1st quarter-end | 2nd quarter-end | 3rd quarter-end | Year-end | Total | | | |
| Fiscal year ended | Yen | Yen | Yen | Yen | Yen | Millions of yen | % | % |
| March 31, 2025 | — | 15.00 | — | 19.00 | 34.00 | 439 | 30.1 | 2.9 |
| March 31, 2026 | — | 15.00 | — | 20.00 | 35.00 | 398 | 68.7 | 2.9 |
| Fiscal year ending March 31, 2027 (forecast) | — | 15.00 | — | 20.00 | 35.00 | | 62.0 | |

3. Consolidated earnings forecast for the fiscal year ending March 31, 2027 (April 1, 2026 to March 31, 2027)
(Percentages indicate year-on-year change)

| | Net sales | | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | | Earnings per share |
|--------------------------------------|-----------------|------|------------------|-------|-----------------|-------|---|-------|--------------------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % | Yen |
| Six months ending September 30, 2026 | 8,270 | 18.0 | 350 | 337.8 | 340 | 472.4 | 210 | 316.0 | 18.82 |
| Full-year | 17,580 | 10.8 | 1,000 | (0.9) | 1,060 | 1.5 | 630 | 4.5 | 56.46 |

Notes:

(1) Significant changes in the scope of consolidation during the period under review: Yes

Newly included: —

Excluded: One (1); Japan System Project Co., Ltd.

(Note) Japan System Project Co., Ltd. has been excluded from the scope of consolidation as it was dissolved through an absorption-type merger, effective September 1, 2025, in which the Company was the surviving entity.

(2) Changes in accounting policies, changes in accounting estimates, and retrospective restatement

- | | |
|--|------|
| 1) Changes in accounting policies due to revision of accounting standards: | None |
| 2) Changes in accounting policies due to other reasons: | None |
| 3) Changes in accounting estimates: | None |
| 4) Retrospective restatement: | None |

(3) Total number of issued shares (common stock)

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

March 31, 2026: 12,960,000 shares

March 31, 2025: 12,960,000 shares

2) Total number of treasury shares at the end of the period:

March 31, 2026: 1,802,352 shares

March 31, 2025: 20,609 shares

3) Average number of shares outstanding during the period:

Fiscal year ended March 31, 2026: 11,844,162 shares

Fiscal year ended March 31, 2025: 12,936,609 shares

(Note) The number of treasury shares deducted in calculating the total number of treasury shares at the end of the period and the average number of shares outstanding during the period includes the Company's shares held by Custody Bank of Japan, Ltd. (Trust E Account) as trust assets under the stock grant trusts (BBT-RS and J-ESOP).

(Reference) Summary of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentage figures indicate year-on-year changes)

| Fiscal year ended | Net sales | | Operating profit | | Ordinary profit | | Profit | |
|-------------------|-----------------|-------|------------------|--------|-----------------|--------|-----------------|--------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| March 31, 2026 | 13,073 | (2.3) | 496 | (74.0) | 1,194 | (39.7) | 861 | (26.2) |
| March 31, 2025 | 13,379 | 13.5 | 1,911 | 71.8 | 1,980 | 56.6 | 1,167 | 14.6 |

| Fiscal year ended | Earnings per share | Diluted earnings per share |
|-------------------|--------------------|----------------------------|
| | Yen | Yen |
| March 31, 2026 | 72.73 | — |
| March 31, 2025 | 90.23 | — |

(2) Non-consolidated financial position

| As of | Total assets | Net assets | Equity ratio | Net assets per share |
|----------------|-----------------|-----------------|--------------|----------------------|
| | Millions of yen | Millions of yen | % | Yen |
| March 31, 2026 | 17,294 | 11,394 | 65.9 | 1,021.21 |
| March 31, 2025 | 17,166 | 14,149 | 82.4 | 1,093.54 |

(Reference) Shareholders' equity: Fiscal year ended March 31 2026: 11,394 million yen
Fiscal year ended March 31 2025: 14,149 million yen

2. Forecast for the fiscal year ending March 31, 2027 (April 1, 2026 to March 31, 2027)

The Company has omitted the disclosure of non-consolidated earnings forecasts from the fiscal year ended March 31, 2022.

* The financial statements are outside the scope of reviews by certified public accountants and auditing firms.

* Explanation of the proper use of financial results forecast and other notes

Forward-looking statements in this document, including outlook on future performance, are based on currently available information and certain assumptions that the Company regards as reasonable. Actual results may differ substantially from the projections herein depending on various factors. For the preconditions of and precautions in using the financial results forecast, please refer to "1. Summary of Business Results" on page 2 of the Attachment.

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1. Summary of Business Results

(1) Summary of Business Results for the Fiscal Year

During the fiscal year ended March 31, 2026 (April 1, 2025–March 31, 2026), the Japanese economy remained on a moderate recovery track, supported by improvements in the employment and income environment and growth in inbound demand, although consumer sentiment showed signs of weakness amid continued price increases. Meanwhile, the economic outlook remained uncertain due to heightened downside risks stemming from US trade policies, concerns about the future of the Chinese economy, and instability in the Middle East.

The Suzumo Group has adopted as its long-term vision “Delivering ‘deliciousness’ and ‘warmth’ to the world.” Under the three-year medium-term management plan “Next 2028”, which commenced in the fiscal year ended March 31, 2026, and based on its core policies of “Building a truly global corporate structure,” “Evolving into a value-creating company,” and “Establishing a corporate foundation for sustainable growth,” we are promoting various initiatives and striving to maximize corporate value through business growth and the enhancement of social value.

Under these circumstances, in Japan, although demand for labor-saving solutions remained firm in the restaurant and retail industries—our key customer sectors—supported by steady inbound demand and ongoing labor shortages, the business environment continued to be challenging due to rising raw material and energy prices as well as higher labor costs. In addition, the sharp rise in rice prices since the fourth quarter of the previous fiscal year disrupted customers’ capital investment plans, including postponements, resulting in sluggish demand for our products. By product category and business format, sales of sushi machines declined due to a slowdown in additional installation demand from supermarkets, as well as a temporary lull in replacement demand, particularly among major conveyor-belt sushi chains. Sales of rice-serving machines (*Fuwarica*) also decreased. Although progress was made in acquiring new customers, including installations at major hotel chains and supermarkets, sales were affected by the completion of the replacement cycle among major chain restaurants and cafeteria operators. As a result, domestic sales decreased compared with the previous fiscal year.

Overseas, although the outlook remained uncertain due to developments in US trade policy and geopolitical risks in the Middle East, favorable market conditions continued, including the ongoing overseas expansion of Japanese companies in the restaurant and retail industries, increasing demand for labor-saving solutions amid worsening labor shortages and rising labor costs, and the growing popularity of Japanese cuisine. By region, in North America, the market continued to benefit from the growing popularity of Japanese cuisine, the expansion of Japanese companies, and strong demand for automation and labor-saving solutions. Although sales contributions from sushi machines for in-store food preparation at a major supermarket chain, which began to be introduced in the second half of the previous fiscal year, were more limited than initially expected, sales in North America increased, supported by the introduction of onigiri molding machines at a major takeout chain in line with the expansion of the onigiri market. In Europe, product demand continued to recover as a result of initiatives undertaken since two fiscal years ago to cultivate demand among local operators and support distributors, and sales remained generally flat year on year. In East Asia, although the economic slowdown in China affected customers’ capital investment plans, including postponements, demand for our products increased due to the continued expansion of major Japanese conveyor-belt sushi chains into the region, resulting in higher sales. As a result, overseas sales increased compared with the previous fiscal year.

As a result, net sales in the consolidated fiscal year ended March 31, 2026 totaled 15,864 million yen (+1.9% YoY). Of the total, domestic sales accounted for 10,033 million yen (-5.4% YoY), and overseas sales came to 5,831 million yen (+17.5% YoY).

Summary of results for the fiscal year ended March 31, 2026

| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) | | Amount of change | Percentage change |
|--|--|----------------|--|----------------|---------------------|----------------------|
| | Millions of yen | % of net sales | Millions of yen | % of net sales | Millions of yen | % |
| Net sales | 15,568 | 100.0 | 15,864 | 100.0 | 296 | 1.9 |
| Domestic | 10,605 | 68.1 | 10,033 | 63.2 | (572) | (5.4) |
| Overseas | 4,962 | 31.9 | 5,831 | 36.8 | 868 | 17.5 |
| Gross profit | 7,864 | 50.5 | 7,590 | 47.8 | (273) | (3.5) |
| Operating profit | 1,890 | 12.1 | 1,009 | 6.4 | (880) | (46.6) |
| Ordinary profit | 1,947 | 12.5 | 1,043 | 6.6 | (903) | (46.4) |
| Profit attributable to owners of parent | 1,462 | 9.4 | 602 | 3.8 | (860) | (58.8) |

Gross profit declined to 7,590 million yen (-3.5% YoY), despite higher net sales, primarily due to higher fixed costs, including increased manufacturing labor costs associated with workforce expansion in preparation for the commencement of operations at the new plant, as well as depreciation and other costs associated with the new plant. Operating profit decreased to 1,009 million yen (-46.6% YoY). In addition to the decline in gross profit, SG&A expenses increased due to higher personnel expenses associated with workforce expansion to support business growth, base salary increases in response to inflation, and revisions to the personnel system aimed at promoting employee development and revitalizing the organization. SG&A expenses also rose due to increased outsourcing costs related to strengthening the business foundation and higher exhibition expenses to enhance sales promotion activities. Further, unexpected costs were incurred, including legal fees associated with the dissolution of the capital and business alliance announced on August 8, 2025, and fees related to the acquisition of own shares. Ordinary profit also decreased to 1,043 million yen (-46.4% YoY).

Profit attributable to owners of parent totaled 602 million yen (-58.8% YoY), reflecting additional tax assessments, including penalties and delinquency taxes, recorded as income taxes for prior periods following guidance from tax authorities regarding transfer pricing taxation.

(2) Financial Condition During the Fiscal Year

Assets, Liabilities, and Net Assets

(Assets)

Total assets as of March 31, 2026 decreased by 370 million yen from March 31, 2025 to 19,101 million yen. This was mainly due to decreases of 2,623 million yen in cash and deposits and 1,083 million yen in construction in progress, partially offset by increases of 2,531 million yen in buildings and structures, net, 234 million yen in software in progress included in "Other" under intangible assets, 223 million yen in accounts receivable-trade, and 169 million yen in consumption taxes receivable included in "Other" under current assets.

(Liabilities)

Liabilities as of March 31, 2026 increased by 2,641 million yen from March 31, 2025 to 6,144 million yen. This primarily reflected increases of 1,500 million yen in long-term borrowings and 1,147 million yen in the current portion of long-term borrowings.

(Net assets)

Net assets as of March 31, 2026 decreased by 3,012 million yen from March 31, 2025 to 12,956 million yen. This was largely attributable to an increase of 3,223 million yen in treasury stock resulting from share repurchases, despite

an increase of 186 million yen in retained earnings.

(3) Cash Flows for the Fiscal Year

Cash and cash equivalents (referred to as "funds" below) as of March 31, 2026 decreased 2,636 million yen from March 31, 2025 to 2,960 million yen.

(Cash flows from operating activities)

Cash flows from operating activities for the fiscal year ended March 31, 2026 resulted in a net increase of 433 million yen in funds (down 931 million yen compared with the previous fiscal year). This was primarily due to increases in funds from profit before income taxes of 1,035 million yen, depreciation of 471 million yen, and an increase in the provision for bonuses of 119 million yen, despite decreases in funds resulting from increases in trade receivables of 208 million yen and inventories of 182 million yen, as well as income taxes paid of 838 million yen.

(Cash flows from investing activities)

Cash flows from investing activities for the fiscal year ended March 31, 2026 resulted in a net decrease of 1,985 million yen in funds (down 610 million yen from the previous fiscal year), mainly due to decreases in funds from 1,702 million yen for the purchase of property, plant and equipment and 233 million yen for the purchase of intangible assets.

(Cash flows from financing activities)

Cash flows from financing activities for the fiscal year ended March 31, 2026 resulted in a net decrease of 1,092 million yen in funds (down 556 million yen compared with the previous fiscal year). This mainly reflected 3,228 million yen used for the purchase of treasury stock, 952 million yen for the repayment of long-term borrowings, and 416 million yen for dividend payments, despite proceeds of 3,600 million yen from long-term borrowings.

(4) Outlook

The future economic environment is expected to remain uncertain. Heightened geopolitical risks in the Middle East are raising concerns over their impact on energy costs and potential difficulties in procuring naphtha-derived raw materials, which could significantly affect the global economy. In addition, economic risks such as concerns over the outlook for the Chinese economy, economic slowdowns associated with global monetary tightening, and financial instability will continue to require close monitoring.

In the restaurant and retail industries, the Group's key customer sectors, the business environment is expected to remain challenging due the global rise in raw material and energy prices. Nevertheless, we expect demand for labor saving and automation solutions to continue increasing amid ongoing labor shortages.

Under these circumstances, in Japan, we will continue to focus on developing new market segments for rice-serving machines (*Fuwarica*), including hotels, ramen restaurants, ryokan inns, employee cafeterias, and hospitals, against the backdrop of worsening labor shortages, rising wages, continued inbound demand, and growing awareness of hygiene and food loss reduction. We will also work to expand sales of newly launched commercial IH rice cookers equipped with sushi rice cooking functions, and increase sales per customer by promoting solution-based proposals that address customer challenges beyond rice-processing machinery.

Overseas, we expect the continued expansion of Japanese companies, particularly in North America, East Asia, and Southeast Asia; continued demand for automation and labor-saving solutions in the restaurant and retail industries, primarily in Europe and the US, driven by worsening labor shortages and rising labor costs; and the further global expansion of Japanese cuisine. To capture demand in the overseas markets, we will continue to expand sales to major supermarket and restaurant operators, strengthen support for the overseas expansion of Japanese companies, and reinforce and review our sales structure. In addition, we will continue efforts to build our overseas brand presence, primarily in Europe and the US. In particular, we will position North America, where market expansion has been especially significant, as a focus area, and strengthen the structure of our local subsidiary to enhance sales activities targeting major chain operators, as well as training and support for distributors.

Regarding profits, although we expect increases in costs associated with the transition to the personnel system introduced in the previous fiscal year to strengthen our business foundation, higher labor costs resulting from workforce expansion, and higher fixed costs such as additional staffing and depreciation expenses associated with the commencement of operations at the new plant, we aim to increase profits through higher net sales.

As a result, for the fiscal year ending March 31, 2027, we forecast net sales of 17,580 million yen (+10.8% YoY), operating profit of 1,000 million yen (-0.9% YoY), ordinary profit of 1,060 million yen (+1.5% YoY), and profit attributable to owners of parent of 630 million yen (+4.5% YoY).

2. Approach to Selection of Accounting Standards

For the time being, our group policy is to prepare its consolidated financial statements according to Japanese generally accepted accounting principles (JGAAP) in order to facilitate comparability of the accounts between financial periods and companies.

The Company's policy is to apply International Financial Reporting Standards (IFRS) when appropriate, taking into consideration conditions in Japan and overseas.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheet

| | (Thousands of yen) | |
|---|---|---|
| | Fiscal year ended March 31, 2025 (as of March 31, 2025) | Fiscal year ended March 31, 2026 (as of March 31, 2026) |
| Assets | | |
| Current assets | | |
| Cash and deposits | 5,597,109 | 2,973,241 |
| Notes and accounts receivable - trade | 1,537,216 | 1,713,065 |
| Electronically recorded monetary claims - operating | 501,823 | 542,201 |
| Inventories | 2,819,411 | 2,981,522 |
| Other | 385,716 | 547,082 |
| Allowance for doubtful accounts | — | (80) |
| Total current assets | 10,841,277 | 8,757,033 |
| Non-current assets | | |
| Property, plant and equipment | | |
| Buildings and structures | 4,098,054 | 6,752,648 |
| Accumulated depreciation | (2,190,919) | (2,314,033) |
| Buildings and structures, net | 1,907,135 | 4,438,614 |
| Machinery, equipment and vehicles | 168,611 | 270,958 |
| Accumulated depreciation | (88,099) | (112,262) |
| Machinery, equipment and vehicles, net | 80,512 | 158,696 |
| Tools, furniture and fixtures | 2,347,764 | 2,433,627 |
| Accumulated depreciation | (1,992,842) | (2,004,593) |
| Tools, furniture and fixtures, net | 354,921 | 429,033 |
| Land | 3,522,922 | 3,522,922 |
| Construction in progress | 1,094,977 | 11,606 |
| Other | 113,032 | 127,305 |
| Accumulated depreciation | (45,498) | (78,795) |
| Other, net | 67,533 | 48,510 |
| Total property, plant and equipment | 7,028,002 | 8,609,384 |
| Intangible assets | | |
| Software | 473,480 | 373,672 |
| Other | 44,997 | 279,860 |
| Total intangible assets | 518,477 | 653,532 |
| Investments and other assets | | |
| Investment securities | 47,229 | 51,826 |
| Shares of subsidiaries and associates | — | 25,954 |
| Deferred tax assets | 760,210 | 720,509 |
| Other | 284,371 | 290,885 |
| Allowance for doubtful accounts | (7,680) | (7,680) |
| Total investments and other assets | 1,084,132 | 1,081,495 |
| Total non-current assets | 8,630,612 | 10,344,413 |
| Total assets | 19,471,890 | 19,101,446 |

| | (Thousands of yen) | |
|---|---|---|
| | Fiscal year ended March 31, 2025 (as of March 31, 2025) | Fiscal year ended March 31, 2026 (as of March 31, 2026) |
| Liabilities | | |
| Current liabilities | | |
| Accounts payable - trade | 504,535 | 578,393 |
| Current portion of long-term borrowings | 50,968 | 1,197,996 |
| Accounts payable - other | 317,222 | 268,889 |
| Accrued expenses | 111,077 | 161,020 |
| Income taxes payable | 377,075 | 57,012 |
| Accrued consumption taxes | 29,564 | 17,914 |
| Provision for bonuses | 240,603 | 360,441 |
| Asset retirement obligations | — | 60,000 |
| Other | 376,859 | 341,335 |
| Total current liabilities | 2,007,907 | 3,043,004 |
| Non-current liabilities | | |
| Long-term borrowings | 102,892 | 1,603,340 |
| Provision for retirement benefits for directors (and other officers) | 4,560 | 5,400 |
| Provision for employee share-based compensation | — | 22,593 |
| Provision for directors' share-based compensation | — | 22,591 |
| Retirement benefit liability | 1,119,801 | 1,139,704 |
| Asset retirement obligations | 151,645 | 103,116 |
| Deferred tax liabilities | 463 | — |
| Other | 115,581 | 204,870 |
| Total non-current liabilities | 1,494,943 | 3,101,617 |
| Total liabilities | 3,502,851 | 6,144,621 |
| Net assets | | |
| Shareholders' equity | | |
| Share capital | 1,154,418 | 1,154,418 |
| Capital surplus | 1,013,545 | 1,036,768 |
| Retained earnings | 13,265,188 | 13,451,489 |
| Treasury shares | (9,592) | (3,232,928) |
| Total shareholders' equity | 15,423,560 | 12,409,747 |
| Accumulated other comprehensive income | | |
| Foreign currency translation adjustment | 461,003 | 460,509 |
| Remeasurements of defined benefit plans | 44,599 | 47,473 |
| Total accumulated other comprehensive income | 505,602 | 507,982 |
| Non-controlling interests | 39,875 | 39,094 |
| Total net assets | 15,969,038 | 12,956,824 |
| Total liabilities and net assets | 19,471,890 | 19,101,446 |

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income
Consolidated Statement of Income

| | (Thousands of yen) | |
|---|--|--|
| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) |
| Net sales | 15,568,092 | 15,864,553 |
| Cost of sales | 7,703,970 | 8,273,957 |
| Gross profit | 7,864,122 | 7,590,596 |
| Selling, general and administrative expenses | 5,974,012 | 6,581,148 |
| Operating profit | 1,890,109 | 1,009,448 |
| Non-operating income | | |
| Interest income | 4,302 | 2,683 |
| Dividend income | 37 | 34 |
| Foreign exchange gains | 24,771 | 7,399 |
| Share of profit of entities accounted for using equity method | 27,572 | 40,540 |
| Other | 11,204 | 22,019 |
| Total non-operating income | 67,888 | 72,676 |
| Non-operating expenses | | |
| Interest expenses | 5,357 | 23,402 |
| Restricted stock-related expenses | 285 | — |
| Operating compensation | 4,724 | 1,222 |
| Taxes and dues | — | 12,852 |
| Other | 28 | 823 |
| Total non-operating expenses | 10,395 | 38,300 |
| Ordinary profit | 1,947,602 | 1,043,824 |
| Extraordinary income | | |
| Gain on sale of non-current assets | 4 | — |
| Gain on sale of businesses | 25,869 | — |
| Total extraordinary income | 25,873 | — |
| Extraordinary losses | | |
| Loss on retirement of non-current assets | 805 | 3,122 |
| Loss on valuation of telephone subscription right | — | 659 |
| Loss on sale of businesses | — | 3,000 |
| Impairment losses | 2,460 | 1,500 |
| Other | 45 | — |
| Total extraordinary losses | 3,311 | 8,282 |
| Profit before income taxes | 1,970,164 | 1,035,541 |
| Income taxes - current | 643,366 | 213,540 |
| Income taxes for prior periods | — | * 181,993 |
| Income taxes - deferred | (140,755) | 37,902 |
| Total income taxes | 502,611 | 433,436 |
| Profit | 1,467,553 | 602,105 |
| Profit (loss) attributable to non-controlling interests | 4,554 | (887) |
| Profit attributable to owners of parent | 1,462,998 | 602,992 |

Consolidated Statement of Comprehensive Income

(Thousands of yen)

| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) |
|---|--|--|
| Profit | 1,467,553 | 602,105 |
| Other comprehensive income | | |
| Foreign currency translation adjustment | 189,434 | 72 |
| Remeasurements of defined benefit plans, net of tax | 124,803 | 2,874 |
| Share of other comprehensive income of entities accounted for using equity method | 4,547 | 1,033 |
| Total other comprehensive income | 318,785 | 3,980 |
| Comprehensive income | 1,786,338 | 606,086 |
| (Breakdown) | | |
| Comprehensive income attributable to owners of parent | 1,778,850 | 605,372 |
| Comprehensive income attributable to non-controlling interests | 7,487 | 713 |

(3) Consolidated Statements of Changes in Net Assets

For the fiscal year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

(Thousands of yen)

| | Shareholders' equity | | | | | Accumulated other comprehensive income | | | Non-controlling interests | Total net assets |
|--|----------------------|-----------------|-------------------|----------------|----------------------------|---|---|--|---------------------------|------------------|
| | Capital stock | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | | |
| Balance at beginning of period | 1,154,418 | 1,001,696 | 12,216,103 | (15,975) | 14,356,242 | 269,954 | (80,204) | 189,750 | 34,814 | 14,580,807 |
| Changes during period | | | | | | | | | | |
| Dividends of surplus | | | (413,912) | | (413,912) | | | — | | (413,912) |
| Profit attributable to owners of parent | | | 1,462,998 | | 1,462,998 | | | — | | 1,462,998 |
| Purchase of treasury stock | | | | (93) | (93) | | | — | | (93) |
| Disposal of treasury stock | | 11,849 | | 6,477 | 18,326 | | | — | | 18,326 |
| Net changes of items other than shareholders' equity | | | | | — | 191,048 | 124,803 | 315,852 | 5,061 | 320,913 |
| Total changes during period | — | 11,849 | 1,049,085 | 6,383 | 1,067,317 | 191,048 | 124,803 | 315,852 | 5,061 | 1,388,231 |
| Balance at end of period | 1,154,418 | 1,013,545 | 13,265,188 | (9,592) | 15,423,560 | 461,003 | 44,599 | 505,602 | 39,875 | 15,969,038 |

For the fiscal year ended March 31, 2026 (From April 1, 2025 to March 31, 2026)

(Thousands of yen)

| | Shareholders' equity | | | | | Accumulated other comprehensive income | | | Non-controlling interests | Total net assets |
|--|----------------------|-----------------|-------------------|----------------|----------------------------|---|---|--|---------------------------|------------------|
| | Capital stock | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | | |
| Balance at beginning of period | 1,154,418 | 1,013,545 | 13,265,188 | (9,592) | 15,423,560 | 461,003 | 44,599 | 505,602 | 39,875 | 15,969,038 |
| Changes during period | | | | | | | | | | |
| Dividends of surplus | | | (416,692) | | (416,692) | | | — | | (416,692) |
| Profit attributable to owners of parent | | | 602,992 | | 602,992 | | | — | | 602,992 |
| Purchase of treasury stock | | | | (3,228,363) | (3,228,363) | | | — | | (3,228,363) |
| Disposal of treasury stock | | 23,222 | | 5,028 | 28,250 | | | — | | 28,250 |
| Net changes of items other than shareholders' equity | | | | | — | (494) | 2,874 | 2,379 | (781) | 1,598 |
| Total changes during period | — | 23,222 | 186,300 | (3,223,335) | (3,013,812) | (494) | 2,874 | 2,379 | (781) | (3,012,214) |
| Balance at end of period | 1,154,418 | 1,036,768 | 13,451,489 | (3,232,928) | 12,409,747 | 460,509 | 47,473 | 507,982 | 39,094 | 12,956,824 |

(4) Consolidated Statement of Cash Flows

| | (Thousands of yen) | |
|---|--|--|
| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) |
| Cash flows from operating activities | | |
| Profit before income taxes | 1,970,164 | 1,035,541 |
| Depreciation | 449,045 | 471,712 |
| Impairment losses | 2,460 | 1,500 |
| Increase (decrease) in allowance for doubtful accounts | (8,733) | 80 |
| Increase (decrease) in provision for bonuses | 18,714 | 119,837 |
| Increase (decrease) in retirement benefit liability | 91,295 | 24,046 |
| Increase (decrease) in provision for employee share-based compensation | — | 22,593 |
| Increase (decrease) in provision for directors' share-based compensation | — | 22,591 |
| Increase (decrease) in provision for retirement benefits for directors (and other officers) | 840 | 840 |
| Interest and dividend income | (4,339) | (2,717) |
| Interest expenses and loss on sale of notes receivable - trade | 5,380 | 23,573 |
| Share of loss (profit) of entities accounted for using equity method | (27,572) | (40,540) |
| Loss (gain) on sale of businesses | (25,869) | 3,000 |
| Loss (gain) on sale of property, plant and equipment | (4) | — |
| Loss on disposal of property, plant and equipment | 805 | 3,122 |
| Decrease (increase) in trade receivables | (170,091) | (208,164) |
| Decrease (increase) in inventories | (185,566) | (182,248) |
| Increase (decrease) in trade payables | (97,293) | 79,015 |
| Increase (decrease) in accrued expenses | (100,624) | 49,842 |
| Increase (decrease) in consumption tax payable | (83,776) | (16,391) |
| Decrease (increase) in consumption tax receivable | (77,321) | (169,010) |
| Other, net | 81,204 | (3,527) |
| Subtotal | 1,838,717 | 1,234,698 |
| Interest and dividends received | 4,339 | 2,717 |
| Interest paid | (4,026) | (22,031) |
| Payments for sale of notes receivable - trade | (23) | (171) |
| Income taxes refund | 57,338 | — |
| Income taxes paid | (543,675) | (838,034) |
| Dividends received from entities accounted for using equity method | 12,563 | 56,652 |
| Net cash provided by (used in) operating activities | 1,365,234 | 433,831 |

(Thousands of yen)

| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) |
|---|--|--|
| Cash flows from investing activities | | |
| Purchase of property, plant and equipment | (1,228,932) | (1,702,395) |
| Proceeds from sale of property, plant and equipment | — | 318 |
| Purchase of intangible assets | (148,896) | (233,788) |
| Proceeds from collection of loans receivable | 1,662 | 1,662 |
| Proceeds from sale of businesses | 26,000 | — |
| Payments for transfer of businesses | — | (7,170) |
| Payments of guarantee deposits | (2,097) | (5,138) |
| Proceeds from refund of guarantee deposits | 5,818 | 2,913 |
| Purchase of insurance funds | (1,751) | (1,751) |
| Payments for acquisition of shares of unconsolidated subsidiaries | — | (25,954) |
| Proceeds from sale of golf club membership | — | 400 |
| Other, net | (26,208) | (14,312) |
| Net cash provided by (used in) investing activities | (1,374,407) | (1,985,219) |
| Cash flows from financing activities | | |
| Repayments of long-term borrowings | (56,109) | (952,524) |
| Payments for placement of restricted deposits | — | (12,005) |
| Payments for redemption of bonds | (6,000) | (3,000) |
| Repayments of lease liabilities | (59,863) | (79,959) |
| Dividends paid | (413,912) | (416,692) |
| Purchase of treasury shares | (93) | (3,228,363) |
| Proceeds from long-term borrowings | — | 3,600,000 |
| Net cash provided by (used in) financing activities | (535,978) | (1,092,545) |
| Effect of exchange rate change on cash and cash equivalents | 124,844 | 7,535 |
| Net increase (decrease) in cash and cash equivalents | (420,307) | (2,636,398) |
| Cash and cash equivalents at beginning of period | 6,017,416 | 5,597,109 |
| Cash and cash equivalents at end of period | 5,597,109 | 2,960,711 |

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

There is no relevant information.

(Segment information, etc.)

(Segment information)

Our group operates in a single segment, the cooked-rice processing equipment business, so segment data are omitted.

(Notes in the event of significant changes in shareholders' equity)

Based on a resolution of the Board of Directors dated June 21, 2025, the Company disposed of 15,800 shares of treasury stock on July 9, 2025, as restricted stock compensation for directors and executive officers.

In addition, pursuant to a resolution of the Board of Directors dated August 8, 2025, the Company repurchased 1,797,500 shares of its own stock on August 12, 2025, and subsequently disposed of 231,900 shares of treasury stock on August 25, 2025 through a third-party allotment in connection with the introduction of the stock grant trusts (BBT-RS and J-ESOP). As a result, including increases in treasury stock resulting from the purchase of fractional shares, capital surplus increased by 23,222 thousand yen and treasury stock increased by 3,223,335 thousand yen during the fiscal year under review. As of March 31, 2026, capital surplus stood at 1,036,768 thousand yen and treasury stock at 3,232,928 thousand yen.

(Notes to consolidated statement of income)

*Income taxes for prior periods

For the fiscal year ended March 31, 2026 (April 1, 2025–March 31, 2026)

As a result of a tax audit conducted by the Tokyo Regional Taxation Bureau, the Company received administrative guidance under transfer pricing taxation rules with respect to transactions with its US consolidated subsidiary. Accordingly, the Company recorded 181,993 thousand yen in income taxes for prior periods, representing additional tax assessments, including penalties and delinquency taxes.

(Per-share information)

| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) |
|---|--|--|
| Shareholders' equity per share (yen) | 1,231.06 | 1,157.75 |
| Earnings per share (yen) | 113.09 | 50.91 |

Notes: 1. Diluted earnings per share is omitted because there are no dilutive shares outstanding.

2. The Company's shares held by Custody Bank of Japan, Ltd. (Trust E Account) as trust assets under the stock grant trust (BBT-RS and J-ESOP) are included in treasury stock deducted from the total number of issued shares at the end of the period for the purpose of calculating shareholders' equity per share. Such shares are also included in treasury stock deducted in the calculation of the average number of shares outstanding during the period for the purpose of calculating earnings per share.

3. The basis for calculating earnings per share is as follows.

| | Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025) | Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026) |
|--|--|--|
| Earnings per share (yen) | | |
| Profit attributable to owners of parent (thousands of yen) | 1,462,998 | 602,992 |
| Profit not attributable to shareholders of common stock (thousands of yen) | — | — |
| Profit attributable to shareholders of common stock of parent (thousands of yen) | 1,462,998 | 602,992 |
| Average number of shares of common stock during period | 12,936,609 | 11,844,162 |

(Subsequent material events)

There is no relevant information.