

# Medium-Term Management Plan Next 2028

FY03/26 – FY03/28

May 13, 2025 | Suzumo Machinery Co., Ltd.

**SUZUMO**

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# 1 . What Suzumo Aims to Achieve

**Our Purpose and Role  
- Mission -**

**Realize a society where all  
can enjoy a diverse, rich  
diet**

**Our Envisioned Future  
- Long-term Vision -**

**Delivering “Deliciousness”  
and “Warmth” to the world**

**The Value We Have  
Upheld Since Our  
Founding  
- Value -**

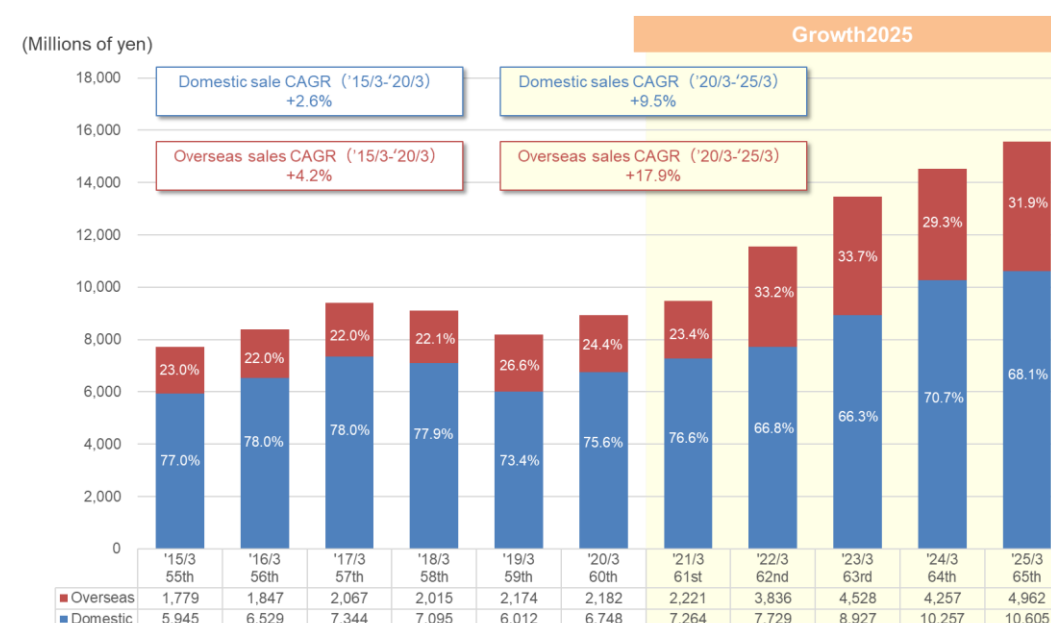
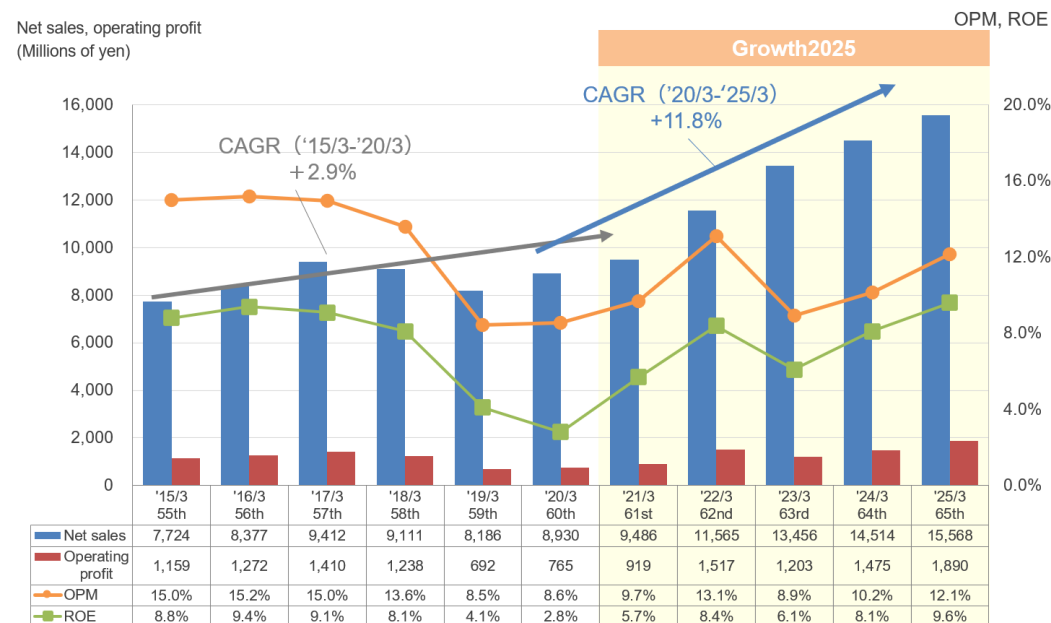
**Connect people through  
the value of food**

**We are committed to inheriting and advancing the DNA of our founder’s management vision:  
“Bringing rice-based food culture to the world.”**

- By popularizing sushi, we have contributed to enriching the food culture of not only businesses but also individuals in their daily lives.
- By collaborating with a wide range of partners, we have introduced the delicious flavors of Japanese rice-based food to markets worldwide.

## 2. Looking Back On Growth 2025: Achievements (1)

Growth 2025 Basic Policy	Results
1. Promote the expansion and deepening of existing markets	Sales of rice processing machinery grew both in Japan and overseas, with overseas markets showing particularly strong expansion.
2. Build new growth fields and businesses	Through M&A and strategic alliances, we launched new development and business initiatives beyond the rice processing machinery field.
3. Actively execute investments that contribute to business growth	Executed focused investments in new plant construction, personnel, systems, and R&D.
4. Maximize corporate value through business growth and enhancement of social value	<div> Total market value As of November 12, 2019: ¥10.3 billion  As of March 31, 2025: ¥30.9 billion </div> <div> Approx. 3x </div>



## 2. Looking Back On Growth 2025: Achievements (2)

Domestic Business	Results
Deepen engagement in the sushi machine market	In the mature sushi machine market, demand for value-added products from existing customers grew, driving a sales expansion of approximately 1.3x—from around 4,300 units to about 5,500 units.
Expand the market for Fuwarica (rice-serving machine)	The customer base expanded beyond rice bowl chains and supermarkets to include new segments such as family restaurants, ramen shops, and yakiniku restaurants, driving a 2.2x increase in sales—from approximately 1,300 units to around 2,800 units.
Establish industry-leading products in the area of large-scale machines for food factories	Developed and marketed a product for a major convenience store vendor (multi rice container supply line with weighing device), earning high acclaim.

Overseas Business		Vs. FY03/20	Results
North America	Collaborate with external partners, including strategic alliances, expand sales and service bases, and propose new processed rice products	3.7x	Restructured the dealer network. In-store cooking operations similar to those in Japanese supermarkets were adopted by a major supermarket chain.
Asia	Promote support for Japanese companies expanding into the market and provide consulting services to local companies in areas such as product development and quality enhancement	1.6x	Greater China and Southeast Asia continued to show stable growth. Emerging markets for Japanese food (Vietnam, Indonesia, Philippines) show a consistent growth trend.
Europe	Expand the market with major local operators through the establishment of new bases and the restructuring of the dealer network	2.1x	Japanese food is diversifying, and the market is expanding from localized, fragmented markets to the whole of Europe.



## 2. Looking Back On Growth 2025: Challenges

**While certain growth and reforms were achieved, the results originally envisioned have yet to be realized**

### Active expansion of the overseas business

- Passive business expansion led by market demand
- Lack of sufficient strategic initiatives to capture latent demand

### Providing new added value

- Little change from a business structure centered on machine-based proposals
- Inadequate response to increasingly sophisticated customer challenges related to labor-saving and store operations

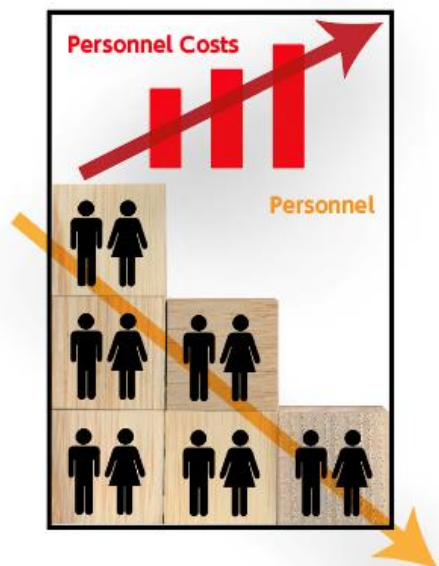
### Building a solid foundation for management and business operations

- Insufficient human resource development and management systems to support global business expansion
- Inadequately prepared value chain infrastructure (development, production, sales, logistics, delivery, and service) to support business expansion

### 3. Business Environment

**Rising demand for labor-saving solutions and continued expansion of the Japanese food market**

**Worsening labor shortage  
and rising wages**



**Rising complexity of  
challenges for restaurant  
and retail operators**



**Promotion and expansion  
of Japanese food**



**Accelerated overseas  
expansion by Japanese  
companies**



## 4 . Basic Policy and Performance: Positioning of Next 2028

**Next 2028 ▶ Implement transformation toward sustainable growth**





## 4 . Basic Policy and Performance

### Next 2028 Basic Policy

#### 1 . Build a truly global corporate structure

Develop integrated value chains across internal and external operations to deliver added value globally, with the aim of expanding overseas sales.

#### 2 . Evolve into a value-creating company

Promote the shift from machinery sales to a solutions provider, while seeking to expand sales beyond proprietary machinery.

#### 3 . Establish a corporate foundation for sustainable growth

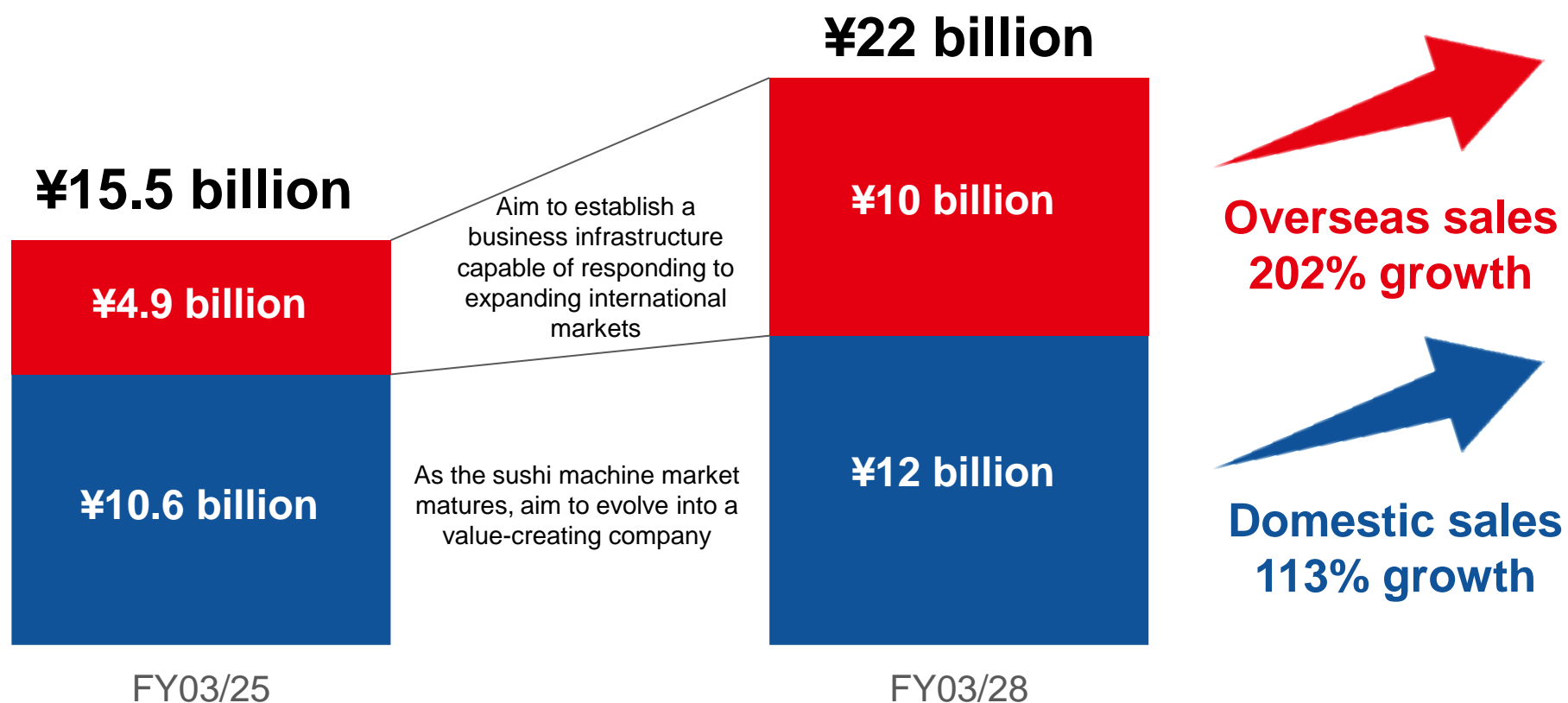
Develop human resources and establish a management system to support global business development  
Build a global value chain—spanning development, production, sales, logistics, delivery, and service—to support business expansion

#### Consolidated financial indicators for FY03/28

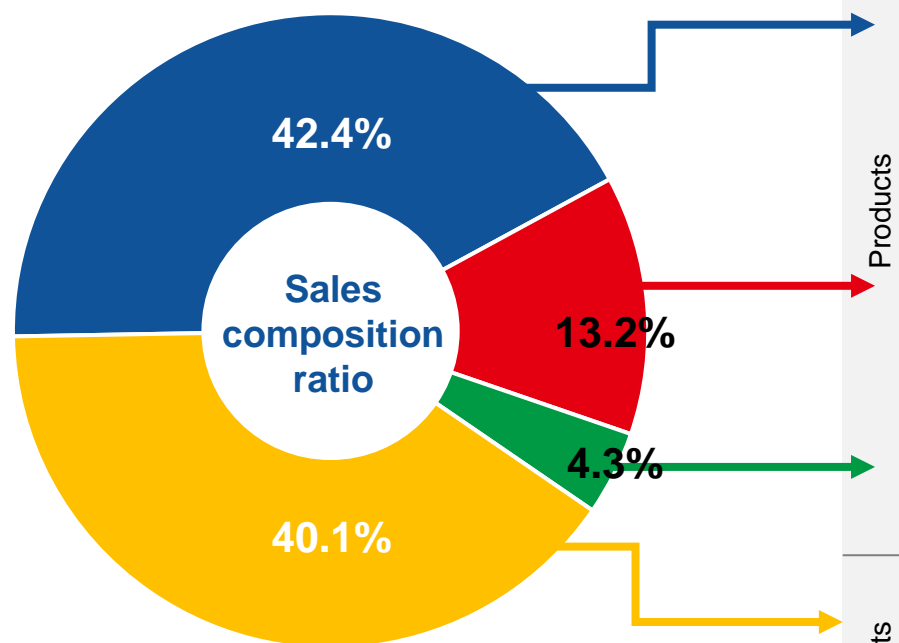
Net sales **¥22 billion** Operating profit **¥3 billion** ROE **12%**

## 4. Basic Policy and Performance: Performance indicators





**Concentrate management resources to drive overseas business growth**



## 5. Business Strategy: Products—Market conditions



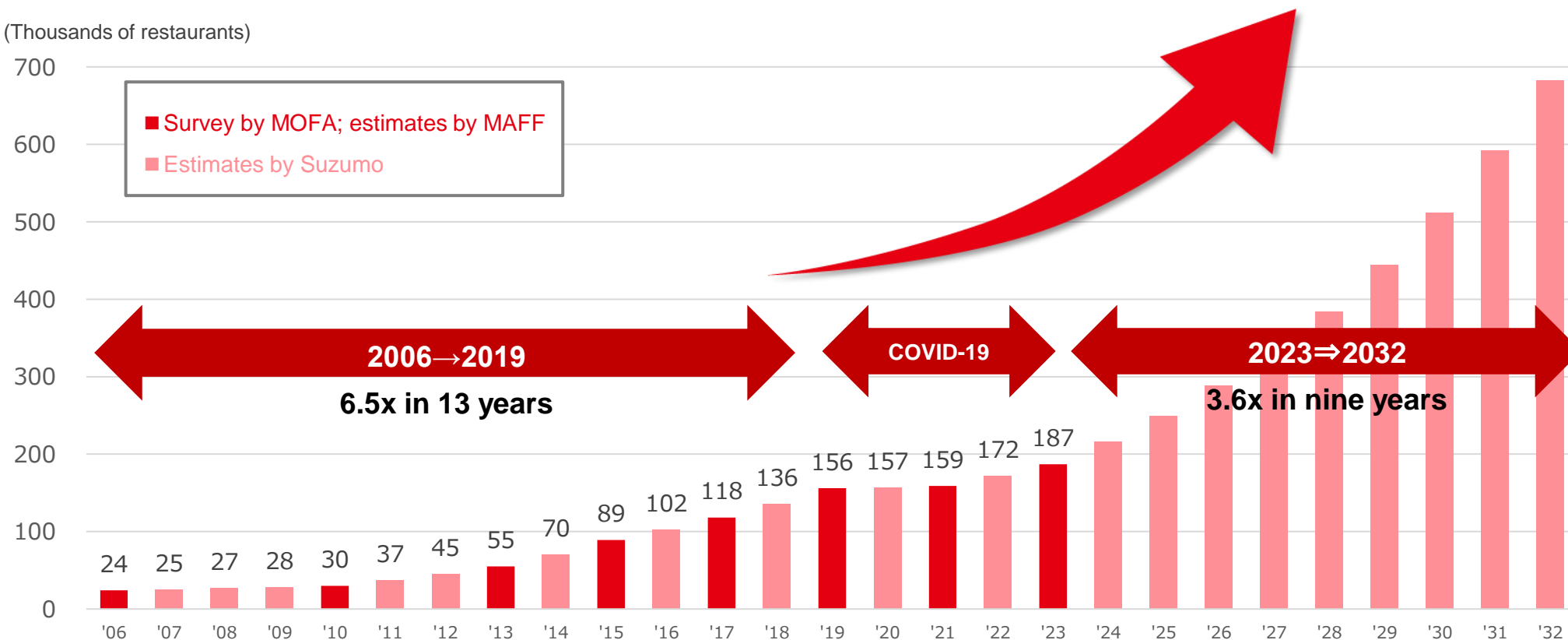
\* Results for FY03/25

	Products	Domestic	Overseas
Products	Small-scale machines Sushi machines 	<ul style="list-style-type: none"> <li>Market share: approx. 80%</li> <li>Market centered on replacement demand</li> </ul>	<ul style="list-style-type: none"> <li>Market share: approx. 40%</li> <li>A high-potential market centered on new demand</li> </ul>
	Small-scale machines Rice serving machines 	<ul style="list-style-type: none"> <li>Domestic: approx. 90% market share</li> <li>The market base is expanding beyond rice bowls and supermarkets</li> </ul>	<ul style="list-style-type: none"> <li>Currently driven mainly by Japanese companies</li> <li>A high-potential market centered on new demand</li> </ul>
	Large-scale machines (for food factories) 	<ul style="list-style-type: none"> <li>Market share: approx. 10%</li> <li>The food factory market is growing due to labor shortages</li> </ul>	<ul style="list-style-type: none"> <li>As Japanese food gains popularity, demand for sushi, rice balls, and bento boxes is rising and expected to continue growing</li> </ul>
Non-products	Systems (AI, POS, etc.) Other companies' machines Materials Parts Services 	<ul style="list-style-type: none"> <li>Further labor-saving is required in both stores (halls and kitchens) and factories</li> <li>The integration of hardware, systems, and software is advancing, with unprecedented product expansion anticipated</li> <li>New players—including venture firms and overseas companies—are entering the market</li> </ul>	<ul style="list-style-type: none"> <li>With the overseas expansion of Japanese companies, there is a growing demand for operations and systems tailored to local conditions, leading to the expansion of new requirements</li> </ul>

## 5. Business Strategy: Overseas—Market conditions

### The number of Japanese restaurants overseas continues to expand

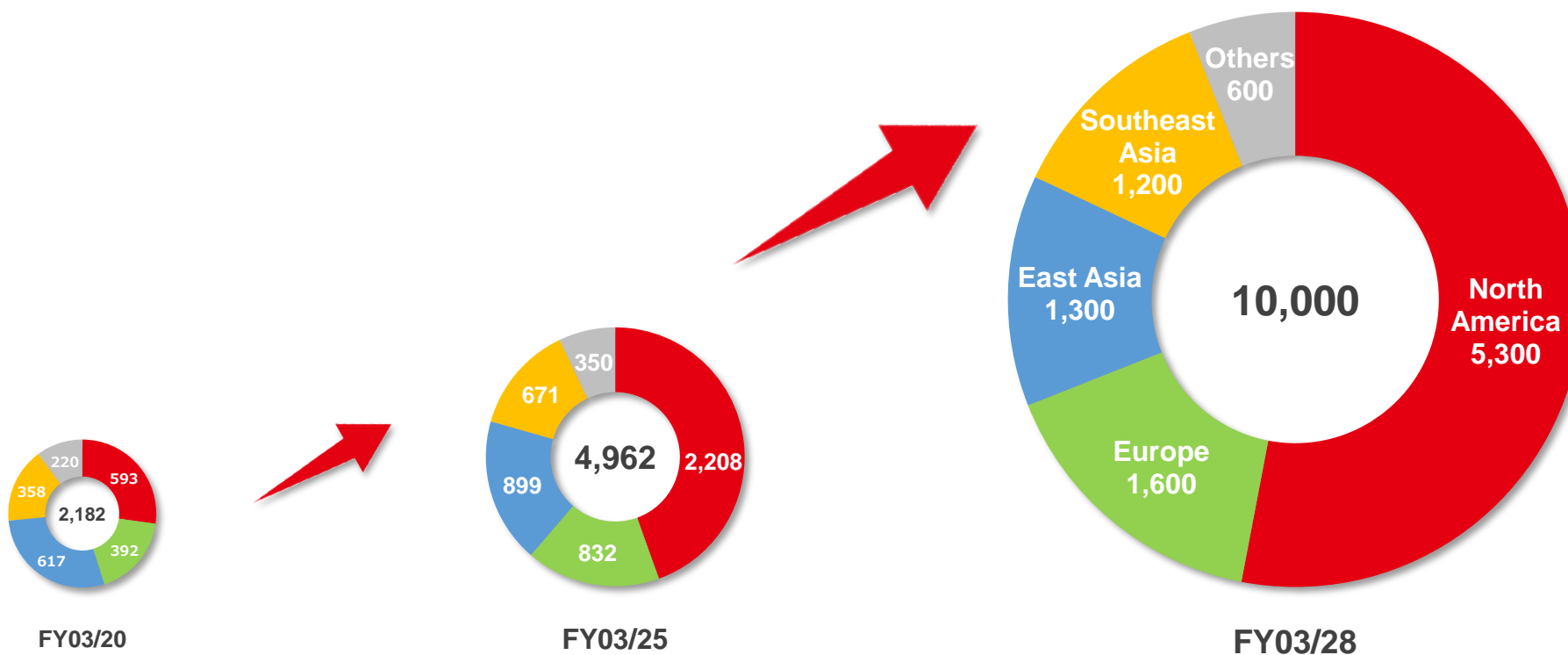
(Thousands of restaurants)



## 5. Business Strategy: Overseas—Sales plans for each region

**Significant sales growth in each region, particularly in North America**

(Millions of yen)





## 5. Business Strategy: Overseas—Priority initiatives

Expand sales to major global supermarkets and restaurant chains



Review and improve the dealership structure



Enhance support for Japanese companies looking to expand overseas



Overseas branding



**Review and strengthen the overseas business foundation**

Reinforce the overseas business organizational structure

Leverage domestic business know-how and resources

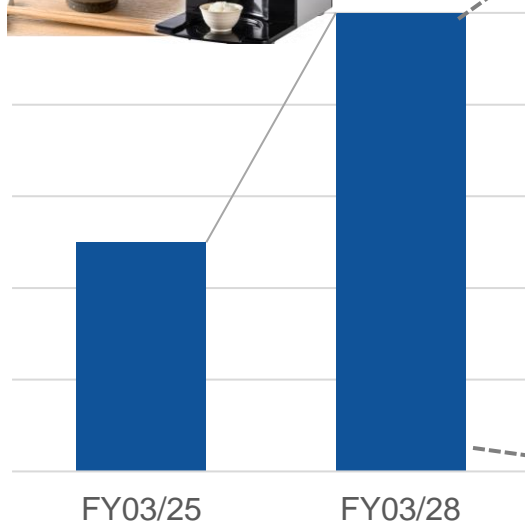
Optimize overseas value chains

## 5. Business Strategy: Domestic—Rice serving machine Fuwarica

**The market for the rice-serving robot Fuwarica is expanding**

☑ A lowering hurdle for achieving return on investment in labor-saving initiatives

☑ Adoption is progressing in self-service formats at restaurants, hotels, and similar establishments



New markets

Target markets for  
Fuwarica



All business operators that  
handle rice

Existing markets

Beef bowl restaurant chains, etc.  
Food supermarkets



Developing new business  
formats such as hotels,  
ramen shops, employee cafeterias,  
school cafeterias, and hospitals

**Expanding the  
customer base**



**Demand for  
replacements and new  
store openings**

## 5. Business Strategy: Domestic—Solution sales

**Advance the resolution of client business issues**  
**Expand the lineup of proposed products and services beyond rice processing equipment**

### ● Rice processing equipment

From upstream (rice washing and cooking) to downstream (processing)

In-house product



Competitor's product



### ● Food equipment and automation equipment

Automatic processing equipment other than for rice

In-house development



Competitor's product



### ● Labor-saving system for stores

From the hall (reception, ordering, POS) to the kitchen

In-house development



Joint development



### ● Materials

Consumables such as hygiene and packaging materials

In-house product

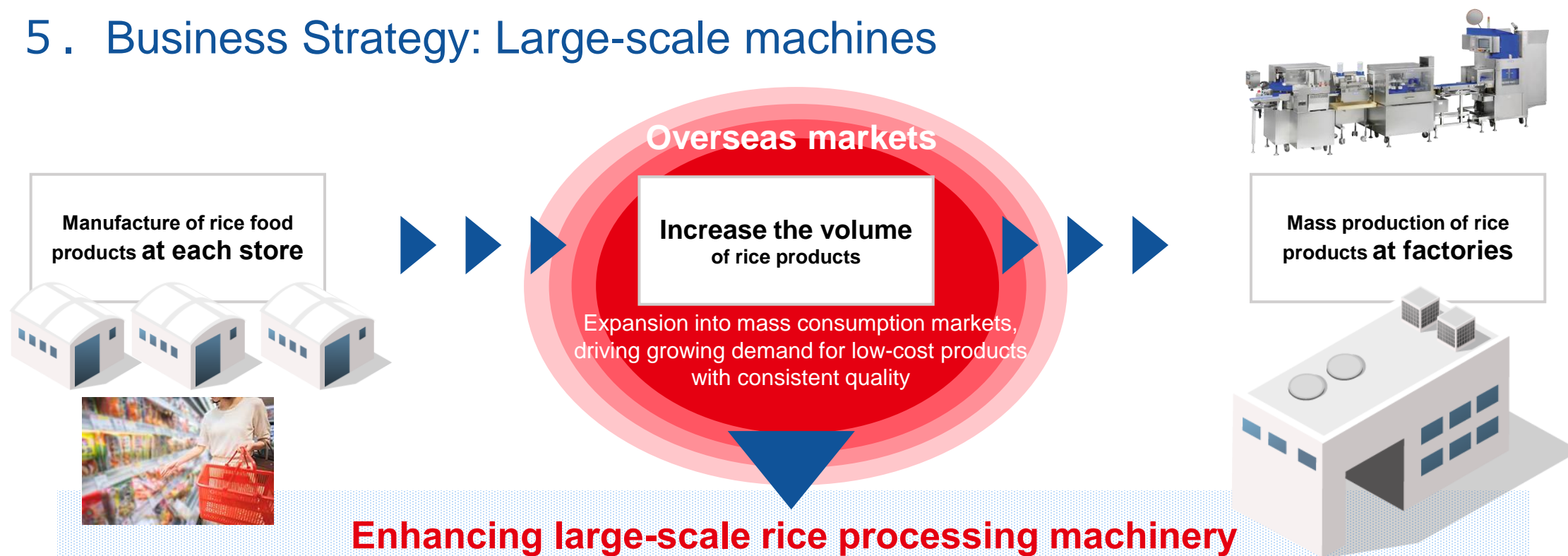


Competitor's product



Expanding the scope of  
value-added offerings per  
project (customer)

## 5. Business Strategy: Large-scale machines



### Enhancing large-scale rice processing machinery

In overseas markets, the number of Japanese and local convenience stores and supermarkets handling rice products is on the rise.

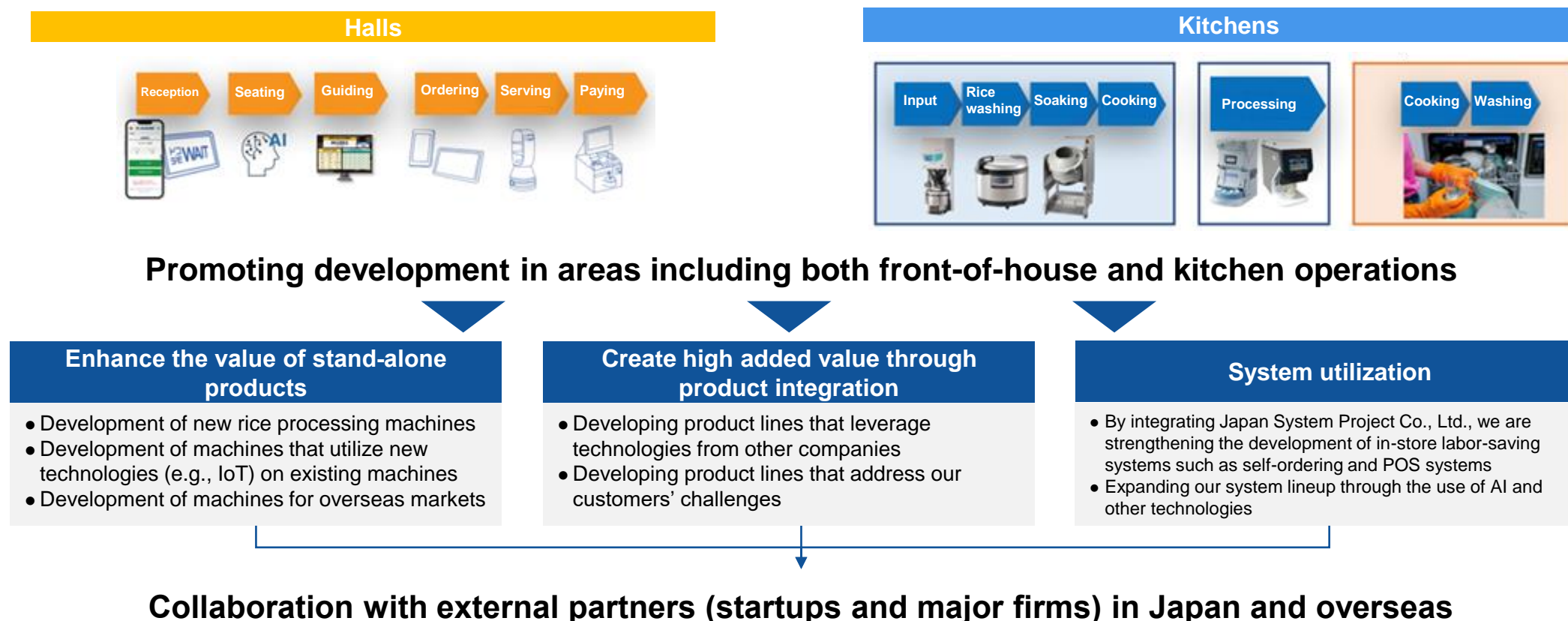
In parallel with domestic sales, we are leveraging our domestic market expertise to strengthen sales in overseas markets.

We are expanding collaboration with external companies and conducting proposal activities that extend beyond joint development and in-house equipment.



## 6. Development Strategy

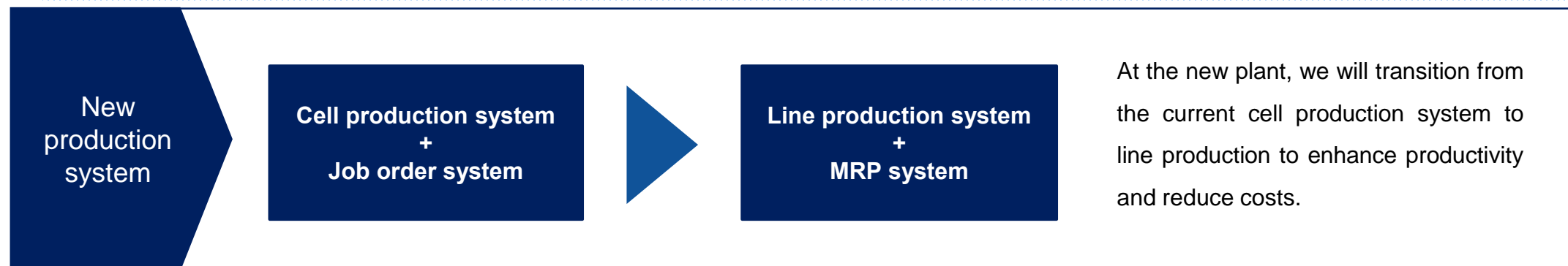
**Strengthen development to address increasingly sophisticated customer challenges in labor-saving and store expansion**





## 7. Production Strategy


**Enhance production capacity and improve productivity through the introduction of a new production method and the construction of a new plant**



### New plant construction

- Aim to more than double the production capacity of the current plant
- Establish a mass production system, focused on manufacturing mainstay compact models
- The current plant will primarily manufacture non-mainstay compact models and large models
- Will consider future plant construction based on demand trends and financial conditions

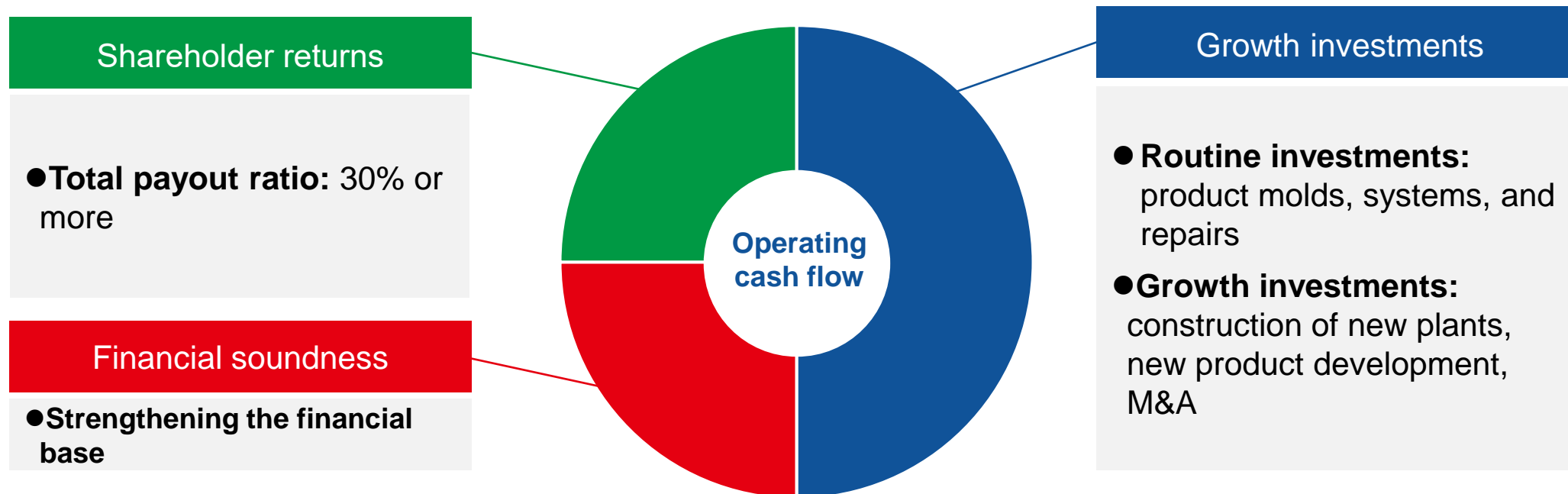
Location	Tsurugashima City, Saitama Prefecture (adjacent to Ken-O-Tsurugashima Interchange)
Area	Site area: 36,137 m <sup>2</sup> / Total floor area: 8,237 m <sup>2</sup> (Steel structure/ 2 floors above ground)
Investment amount (estimate)	Approx. ¥2.7 billion (building) *Self-financed
Operation start	March 2026 (scheduled)



## 8. Capital and Financial Strategy

**Implement strategic investments to improve capital efficiency and drive business growth**

1. Invest in future business growth and productivity enhancement
2. Increase dividends and maintain a total return ratio of 30% or higher





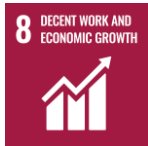



## 9. Sustainability

### The SUZUMO Group's sustainability

To help realize a society where people around the world can enjoy rich and diverse diets, we will collaborate with businesses that support the food industry and contribute to the sustainable growth of producers and other stakeholders.

**We will explore and develop specific initiatives related to the following themes.**

Themes	Activity items	Activity details	Relevant SDGs
Initiatives as a manufacturer 	Pursuit of technical capabilities	Development of products that meet market needs	 
	Commitment to food safety	Pursuit of universal design	
		Development of products with a focus on food safety	
Initiatives as a company engaged in the food industry 	Preserving and passing on Japanese food culture	Expansion of delicious rice products	 
	Addressing the issue of food loss	Supporting the business expansion of food service providers in Japan and overseas	
		Reducing waste generated by businesses and consumers	



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