



1H FY2/2027

Financial Results Briefing

(From March 1, 2026 to August 31, 2026)

Warabeya Nichiyo Holdings Co., Ltd.

(2918; Tokyo Stock Exchange, Prime Market)

■ Overview of Financial Results for 1H FY2/2027

■ Financial Forecast for FY2/2027

■ Initiatives for Improving Profitability and Growth

(Consolidated) Financial Results

Sales increased while profits fell YoY, all profits lower than forecast

(Millions of yen)	1H FY2/2026 Result	1H FY2/2027 Forecast	1H FY2/2027 Result	YoY Change		Vs. Forecast
				Amount	%	
Net sales	119,634	121,500	120,853	+1,218	+1.0%	(646)
Operating profit Operating profit margin	5,289 4.4%	4,350 3.6%	3,969 3.3%	(1,320)	(25.0)%	(380)
Ordinary profit	5,237	4,350	4,203	(1,034)	(19.7)%	(146)
Profit (attributable to owners of parent)	4,000	2,700	2,638	(1,362)	(34.1)%	(61)
EPS (yen)	229.53	155.93	151.96	(77.57)	-	(3.97)
US\$ Exchange rate (yen)	148.6	155.0	158.2			

Business Segments

Sales increased YoY in all business segments, but profits decreased due to increased costs

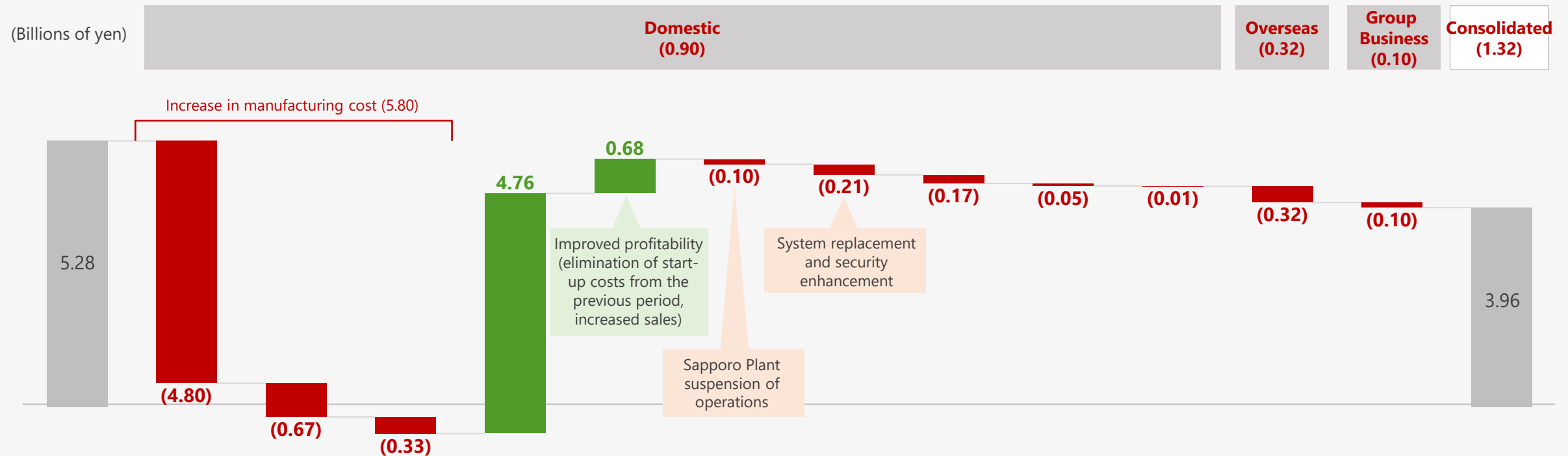
(Billions of yen)	Net sales				Operating profit			
	1H FY2/2026 Result	1H FY2/2027 Result	Change		1H FY2/2026 Result	1H FY2/2027 Result	Change	
			YoY	Vs. Forecast			YoY	Vs. Forecast
Food Production Business	107.5	108.6	+1.0	+0.6	4.95	3.72	(1.22)	(0.25)
Food Materials Business	5.7	5.8	+0.1	(0.8)	0.28	0.14	(0.14)	(0.07)
Logistics Business	6.3	6.3	+0.0	(0.3)	0.54	0.53	(0.00)	(0.09)
Adjustment	-	-	-	-	(0.49)	(0.44)	+0.04	+0.04
Total	119.6	120.8	+1.2	(0.6)	5.28	3.96	(1.32)	(0.38)

Drivers of YoY change

Food Production Business	Sales	Roughly the same as the prior-year period
	Profit	Despite improved earnings at the Ilesaki Plant, profits decreased due to higher raw material and labor costs as well as the suspension of operations at the Sapporo Plant
Food Materials Business	Sales	Sales increased due to an increase in sales of processed chicken products, etc.
	Profit	Profits decreased due to the impact of higher purchase prices, among other factors
Logistics Business	Sales/Profit	Roughly the same as the prior-year period

(Consolidated) Breakdown of YoY Change in Operating Profit

Increase in manufacturing costs exceeded revised product standards (-¥1.04 billion)



	1H FY2/2026 Operating profit	Raw materials prices	Personnel expenses	Utility expenses , Logistics expenses	Changing product standards, Sales (Increase)	Isesaki Plant	Plant reorganization	Sapporo Plant	System	Maintenance costs	Other	Overseas	Group Business, etc*	1H FY2/2027 Operating Profit
1Q	2.24	(2.36)	(0.34)	(0.22)	2.28	0.58	(0.05)	(0.11)	(0.07)	(0.26)	-	(0.05)	0.00	1.65
2Q	3.04	(2.44)	(0.33)	(0.11)	2.48	0.10	(0.05)	(0.10)	(0.10)	0.21	(0.01)	(0.27)	(0.10)	2.31
1H	5.28	(4.80)	(0.67)	(0.33)	4.76	0.68	(0.10)	(0.21)	(0.17)	(0.05)	(0.01)	(0.32)	(0.10)	3.96

Note: Breakdown of Group Business, etc.: Food Materials Business, Logistics Business, Consolidation adjustment

(Consolidated) Non-operating profit/expenses and Extraordinary income/losses

(Millions of yen)	1H FY2/2026 Result	1H FY2/2027 Result	Change
Operating profit	5,289	3,969	(1,320)
Non-operating income	667	701	+34
Non-operating expenses	719	467	(252)
Ordinary profit	5,237	4,203	(1,034)
Extraordinary income	116	-	(116)
Extraordinary losses	37	187	+149
Profit before income taxes	5,316	4,016	(1,300)
Total income taxes	1,153	1,274	+121
Profit (loss) attributable to non-controlling interests	161	103	(58)
Profit (attributable to owners of parent)	4,000	2,638	(1,362)

Non-operating profit/expenses YoY +¥0.28 billion

Loss on disposal of fixed assets	+¥0.10 billion
Plant closure costs	+¥0.19 billion
Cost for idle operation (Sapporo Plant)	-¥0.17 billion

Extraordinary income/losses YoY -¥0.26 billion

	1H FY2/2026	1H FY2/2027
Extraordinary income		
Gain on reversal of asset retirement obligations	¥0.11 billion	-
Extraordinary losses		
Impairment losses	¥0.03 billion	¥0.18 billion

(Consolidated) Balance Sheets and Cash Flows

(Billions of yen)	End of FY2/2026	End of 1H FY2/2027	Change
Total assets	131.7	131.5	(0.1)
Current assets	36.6	35.7	(0.8)
Non-current assets	95.1	95.7	+0.6
Total liabilities	69.6	66.8	(2.7)
(Interest-bearing debt)	36.4	34.9	(1.5)
Current liabilities	31.6	35.9	+4.3
Non-current liabilities	37.9	30.8	(7.1)
Total net assets	62.1	64.7	+2.5
Equity ratio	45.1%	47.0%	+1.9pt

(Millions of yen)	1H FY2/2027
Cash flows from operating activities	5,076
Cash flows from investing activities	(5,394)
Cash flows from financing activities	(3,456)
Conversion differences for cash and cash equivalents	133
Net increase (decrease) in cash and cash equivalents	(3,641)
Cash and cash equivalents at the beginning balance	10,378
Cash and cash equivalents at the end of period	6,737

■ **Overview of Financial Results for 1H FY2/2027**

■ **Financial Forecast for FY2/2027**

■ **Initiatives for Improving Profitability and Growth**

Forecast – Consolidated Financial Results (FY2/2027)

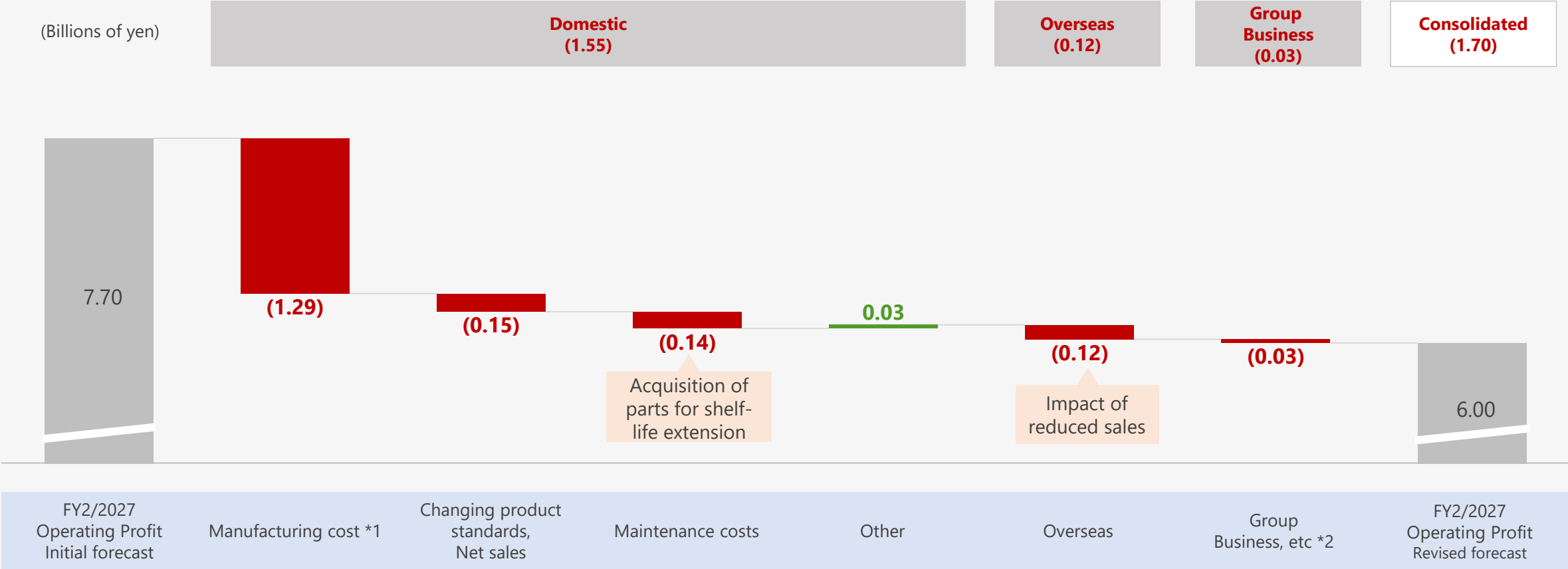
- Profits were revised downward from the initial forecast mainly due to the domestic Food Production Business
- Factored in an extraordinary loss of ¥700 million related to the Ohio Plant

(Millions of yen)	FY2/2026 Result	FY2/2027 Initial forecast	FY2/2027 Revised forecast	YoY Change		Initial forecast difference	
				Amount	%	Amount	%
Net sales	233,833	241,000	238,000	+4,166	+1.8%	(3,000)	(1.2)%
Operating profit Operating profit margin	7,441 3.2%	7,700 3.2%	6,000 2.5%	(1,441)	(19.4)%	(1,700)	(22.1)%
Ordinary profit	7,414	7,650	6,050	(1,364)	(18.4)%	(1,600)	(20.9)%
Profit (attributable to owners of parent)	5,339	4,800	3,500	(1,839)	(34.5)%	(1,300)	(27.1)%
EPS (yen)	307.34	277.20	201.34	(106.00)	-	(75.86)	-
ROE	9.2%	7.9%	5.8%	(3.4)pt	-	(2.1)pt	-
US\$ Exchange rate (yen)	149.7	155.0	155.0				

Exchange rate sensitivity (US dollar/yen, 1 yen depreciation): +15 million yen (estimate of the impact on operating profit for full-year FY2/2027)

Forecast – Breakdown of Initial forecast difference in Consolidated Operating Profit

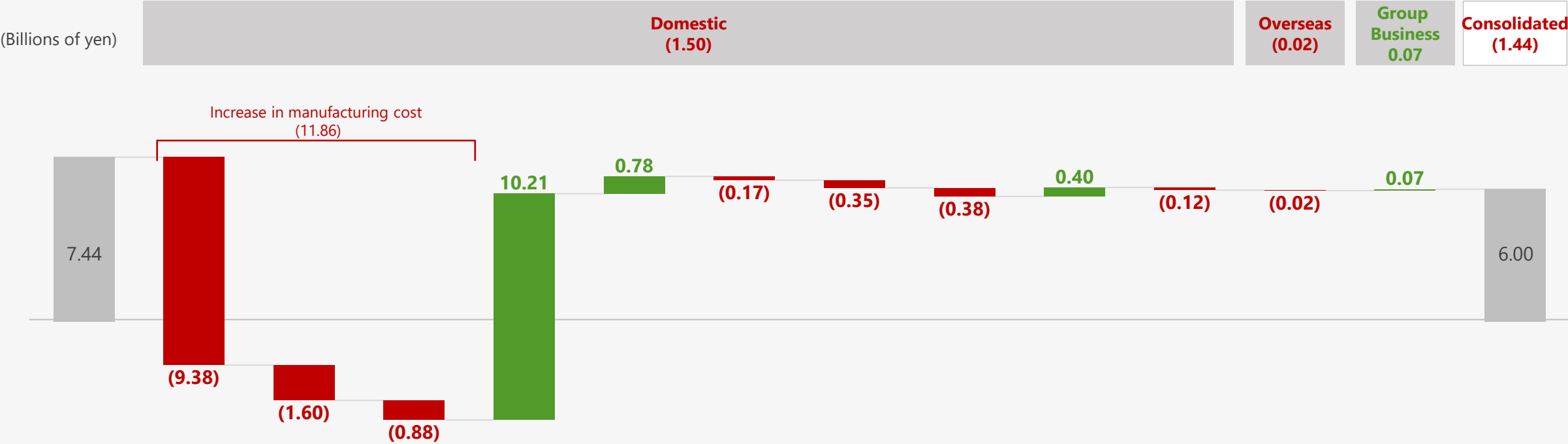
In addition to existing factors, manufacturing costs have further increased due to the impact of the situation in the Middle East, which has now been factored in



Note1: Manufacturing costs include the impact of the Isesaki Plant (-¥0.2 billion)

Note2: Breakdown of Group Business, etc.: Food Materials Business, Logistics Business, Consolidation adjustment

Forecast – Breakdown of YoY Change in Consolidated Operating Profit



	FY2/2026 Operating profit	Raw materials prices	Personnel expenses	Utility expenses , Logistics expenses	Changing product standards, Sales (Increase)	Isesaki Plant	Plant reorganization	Sapporo Plant	System	Maintenance costs	Other	Overseas	Group Business, etc*	FY2/2027 Operating Profit
1H	5.28	(4.80)	(0.67)	(0.33)	4.76	0.68	(0.10)	(0.21)	(0.17)	(0.05)	(0.01)	(0.32)	(0.10)	3.96
2H	2.15	(4.58)	(0.93)	(0.55)	5.45	0.10	(0.07)	(0.14)	(0.21)	0.45	(0.11)	0.30	0.17	2.03
Full	7.44	(9.38)	(1.60)	(0.88)	10.21	0.78	(0.17)	(0.35)	(0.38)	0.40	(0.12)	(0.02)	0.07	6.00

Note: Breakdown of Group Business, etc.: Food Materials Business, Logistics Business, Consolidation adjustment

- **Overview of Financial Results for 1H FY2/2027**
- **Financial Forecast for FY2/2027**
- **Initiatives for Improving Profitability and Growth**

Priority Issues for 2H FY2/2027 and FY2/2028

1**Respond to rising costs****- Earnings recovery****2****Strengthen domestic business****- Product Development****3****Strengthen North American business****- Review of business strategies
- Product rollout****4****Group Business****- Provide added value**

1. Respond to Rising Costs - Toward Earnings Recovery

Eliminate factors contributing to the decline in profits for this fiscal year and build a foundation for profit growth for the next fiscal year and beyond

Changing product standards

Impact of the situation in the Middle East

Increasing prices for packaging materials such as containers and films and unit costs for utilities

Improved profit margin

Review product standards and strengthen cost management

Cost reductions

Reorganize production bases

Reduce fixed costs by consolidating production at Murayama Plant No. 2 to neighboring plants

Expand areas with two deliveries per day

Reduce the number of vehicles in operation and the number of manufacturing runs by reducing the frequency of deliveries and manufacturing from three times a day to two times a day

Concentrate production at the Virginia Plant

Consolidate planned production at the new plant to the Virginia Plant and absorb fixed costs by improving the utilization rate

Improved cost structure through domestic and overseas integration

Strengthen earnings structure by reducing fixed and logistics costs

2. Strengthen Domestic Business - Product Development

Create growth opportunities by expanding the scope of product proposals

Develop prepared foods and salads market

Expand product range

- Steam-cooking technology developed for Broccoli Chicken & Egg
- Expand the number of products using this technology
- Strengthen raw material procurement capabilities



Green and Yellow Vegetables: Spinach with Sesame Dressing



Broccoli Chicken & Egg

Value proposition across product categories

Product planning capability

- Shift consumption style from "eating" to "drinking"
- Design products that incorporate customer desire for Western sweets while remaining in the Japanese sweets category



Mix-it-up Sweets Matcha Latte with Warabi Mochi



Mix-it-up Sweets Daigakuimo (Candied Sweet Potato) Style Latte



Respond to demand at the register

Expand sales channels

- Developed the Company's first counter product
- Take advantage of sales opportunities at the register



Store-made Focaccheese (Trial sales in progress)



Store-made Kusa Dango and Mitarashi Dango (Trial sales in progress)

3. Strengthen North American Business - Review of Business Strategies

Optimize production systems in response to changes in the demand environment

Background

- As its food strategy evolves, our business partner plans to expand its hot food offerings
- Supply systems are shifting from area-based to wide-area coverage
- Heightened consumer interest in product selection and prices

Response

- Capitalize on hot food demand throughout North America with frozen products
- Concentrate production at the Virginia Plant, which has spare production capacity

Optimization effect



Absorbing of fixed costs by improving plant operating rates



Building a supply structure to serve all of North America



Improved profitability and strengthened competitiveness

**Positioning of the North American business remains unchanged.
Promote sustainable growth and strengthen earnings structure.**

3. Strengthen North American Business - Product Rollout (1)

Supplementing the limitations of fresh food with frozen products

Advantages of freezing

Logistics

Reduce logistics load through systematic deliveries

Price

Cost containment through planned production and automation

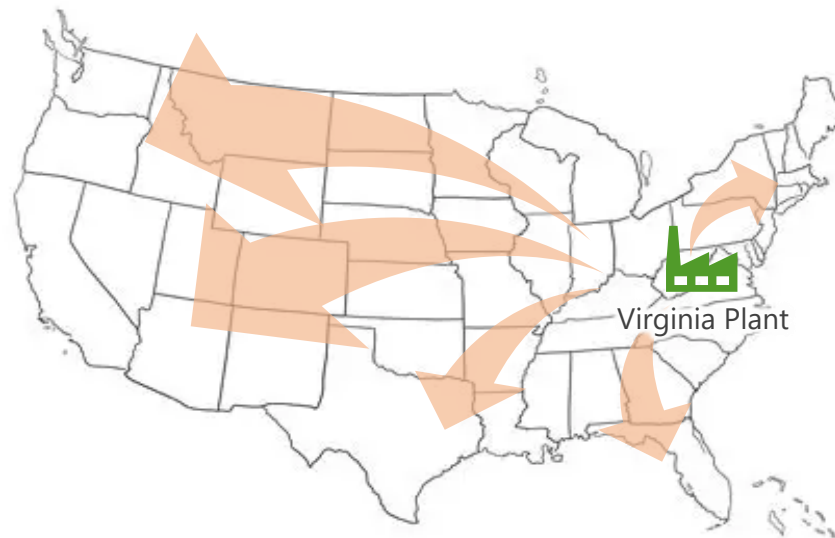
Storefront

Optimize orders and secure product assortment by reducing concerns about food loss and waste

System for supplying frozen products

Supply all of North America from the Virginia Plant

Start of full-scale rollout in spring 2027 (planned)



Overview of Ookii-Bun rollout



Approx. 10,000 stores

(Planned number of stores for full-scale rollout)

Rolling out with three items

In addition to the two prepared food items, "Apple Pie" will be introduced as a sweet (\$3.49 each)

The aim behind apple pie

Capitalize not only on demand for meals but also on demand for snacks and desserts



Apple Pie



Sloppy Joe



Japanese Curry Bread

3. Strengthen North American Business - Product Rollout (2)

Strengthen product appeal by improving quality and freshness and expanding new product lineups

Fresh food

Increase attractiveness

- Review quality and value

Product design tailored to usage situations and a commitment to deliciousness

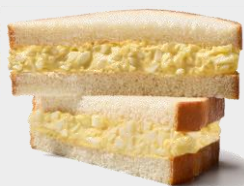
Honey Butter Chicken Biscuit Sandwich

A combination of chicken prepared in-house and popular honey butter



Japanese-Style Egg Salad Sandwich

Made with milk bread in a Japanese-style recipe. Received the Innovative Product Award from Convenience Store News magazine.



Extension of expiration dates

- We are considering approaches that are in line with product characteristics
- Ingredient innovations (ESL)
- Modified Atmosphere Packaging

Frozen products

Strengthen lineup

- Introduce new products to capture breakfast demand
- Available in stores from September 2026
- Build on strong sales performance to bolster product lineup



Bacon, Egg, and Cheese Croissant Sandwich



Sausage, Egg, and Cheese Croissant Sandwich



Sausage Biscuit Sandwich

New category

- Rice products with potential in the North American market (under development)

By freezing rice products, which were difficult to commercialize as fresh food due to the distance to demand areas and limited sales volumes, they are now available across a wide area



Spam Musubi

4. Group Business - Provide Added Value

Food materials - Fish products that can be eaten down to the bone

Processing technology and integrated production

Integrated handling from raw material processing to cooking, packaging, and freezing

Expanding product lineup

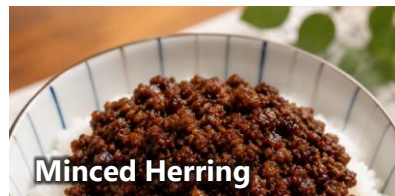
Leverage plant functions and locations to expand types of fish and product categories

(Manufacturing)
Nichiyo Fresh Kushiro Plant

Meeting health needs

- Responding to an aging society and increasing health consciousness
- High protein, high calcium, low salt

Example products developed



Exhibited at FOOD STYLE JAPAN 2026

We participated in an exhibition held at Tokyo Big Sight for three days from September 30. We confirmed a high level of interest in marine products centered on salmon

Logistics - Automated freezer warehouse

Sodegaura Bay Frozen Center

- A logistics site with storage facilities for two temperature zones (frozen and refrigerated)
- One-stop solution that includes sorting to meet diverse logistics needs



Scheduled to start operation in spring 2027

Shareholder Return

Dividend Policy

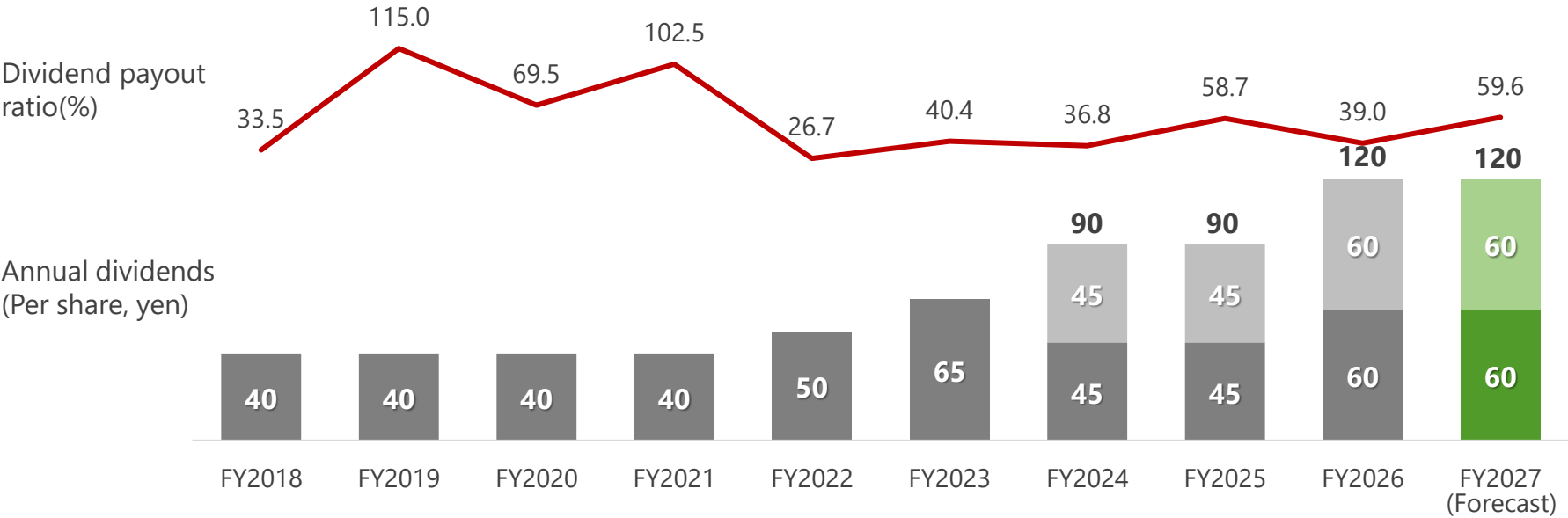
The Company’s basic policy is to pay stable and continual dividends, targeting a consolidated dividend payout ratio of 40%, while taking into consideration consolidated results, internal reserves for investments for future business expansion, etc.

Dividends forecast

(FY2/2027)

Annual dividends 120 yen
Dividend payout ratio 59.6%

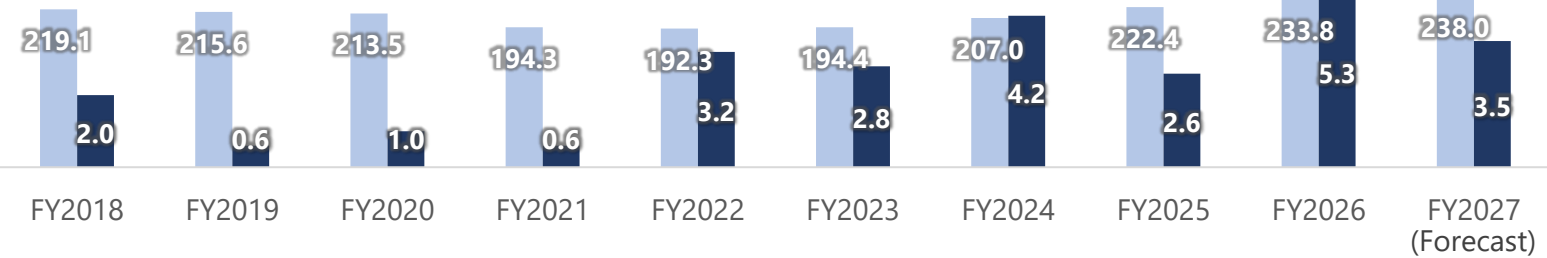
Dividend



Financial Results

(Billions of yen)

■ Net sales ■ Profit(attributable to owners of parent)



Appendix

Segment information (1)

Business segment		(Millions of yen)														
		FY2/2024				FY2/2025				FY2/2026				FY2/2027		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	Change
Net sales	Food Production Business	43,777	90,487	134,868	180,608	48,804	101,247	150,985	198,430	51,638	107,546	159,641	209,984	52,323	108,636	+1,090
	Food Materials Business	2,694	5,973	8,523	11,362	2,719	5,997	8,696	11,377	2,720	5,781	8,580	11,197	2,806	5,892	+111
	Logistics Business	3,271	6,507	9,749	12,895	3,196	6,390	9,601	12,658	3,141	6,306	9,510	12,651	3,223	6,323	+16
	Other	43	43	43	2,143	-	-	-	-	-	-	-	-	-	-	-
	Consolidated	49,786	103,011	153,184	207,009	54,720	113,636	169,283	222,467	57,501	119,634	177,731	233,833	58,354	120,853	+1,218
Operating profit	Food Production Business	2,300	4,328	5,223	5,929	2,185	4,077	5,107	4,245	2,115	4,950	6,951	7,000	1,516	3,729	(1,220)
	Food Materials Business	52	163	245	323	59	262	421	510	123	289	462	483	57	147	(142)
	Logistics Business	216	419	615	704	206	388	561	681	250	542	890	935	309	538	(4)
	Other	(12)	(24)	(36)	173	-	-	-	-	-	-	-	-	-	-	-
	Adjustment	(188)	(394)	(582)	(751)	(232)	(472)	(738)	(922)	(241)	(492)	(728)	(978)	(231)	(446)	+46
	Consolidated	2,369	4,491	5,464	6,380	2,219	4,256	5,351	4,515	2,247	5,289	7,575	7,441	1,653	3,969	(1,320)

Net sales by product (Food Production Business - Domestic)		(Millions of yen)														
		FY2/2024				FY2/2025				FY2/2026				FY2/2027		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	Change
Cooked Rice Products		29,912	61,444	90,968	119,838	28,786	58,028	87,402	115,627	30,160	62,591	94,250	124,185	30,630	62,452	(138)
	Bento Meal Boxes	5,930	11,469	16,483	21,149	4,575	9,248	13,731	18,022	4,345	8,166	11,680	15,098	3,263	6,508	(1,658)
	Chilled Bento Meal Boxes	7,185	15,377	23,409	31,788	7,783	15,144	22,938	30,236	7,742	16,403	25,506	34,586	8,601	17,497	+1,093
	Onigiri Rice Balls	13,765	28,396	42,127	54,848	13,997	28,567	43,148	57,021	15,414	32,341	48,570	62,816	15,976	32,675	+334
	Sushi	3,030	6,199	8,948	12,052	2,429	5,067	7,583	10,347	2,658	5,679	8,492	11,684	2,788	5,771	+91
Bread Products(Chilled Bread)		4,263	8,612	12,606	16,190	3,852	7,819	11,409	14,676	3,626	7,267	10,617	13,631	3,269	6,681	(585)
Side Dishes and Cooked Noodles		3,092	6,698	10,299	13,662	4,899	11,736	17,420	22,476	5,677	13,360	19,838	25,792	6,969	15,303	+1,943
Chilled Japanese Sweets		2,369	5,045	7,275	9,478	2,363	4,991	7,147	9,143	2,183	4,499	6,673	8,879	2,381	5,021	+521
Others *		1,067	2,267	3,524	4,774	2,144	4,675	6,958	9,144	3,148	5,874	8,227	10,611	2,487	5,664	(210)
Total		40,704	84,068	124,674	163,945	42,045	87,252	130,339	171,069	44,797	93,593	139,608	183,101	45,737	95,122	+1,529
Number of stores to supply (Stores)		18,035	18,060	18,076	18,121	18,129	18,174	18,176	18,273	18,264	18,296	18,324	18,415	18,428	18,457	+161

* "Other" includes Soups, Stand-Up Pouch Deli Items, Smoothies, and Baked breads.

Overseas																
		FY2/2024				FY2/2025				FY2/2026				FY2/2027		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	Change
U.S.	Sales Yen-based (Millions of yen)	3,047	6,394	10,169	16,633	6,758	13,995	20,645	27,351	6,841	13,953	20,033	26,876	6,586	13,514	(439)
	\$-based (Thousand \$)	23,027	47,420	73,635	118,338	45,477	91,926	136,465	180,444	44,832	93,900	135,148	179,525	41,989	85,434	(8,465)
	Number of stores to supply (Stores)	830	831	2,179	2,163	2,158	2,156	2,273	2,210	2,212	2,193	2,171	2,167	2,146	2,107	(86)
The exchange rate U.S.\$1 * (Yen)		132.3	134.9	138.1	140.6	148.6	152.3	151.3	151.6	152.6	148.6	148.2	149.7	156.9	158.2	-

* The exchange rates for foreign subsidiaries are the average rate during the fiscal period.

Note : Financial results of overseas subsidiaries - End of December

Segment information (2)

Consolidated Financial Results

(Millions of yen)

	FY2/2022	FY2/2023	FY2/2024	FY2/2025	FY2/2026
Net sales	192,326	194,416	207,009	222,467	233,833
Operating profit	4,441	4,985	6,380	4,515	7,441
Ordinary profit	5,035	4,628	6,824	4,898	7,414
Profit attributable to owners of parent	3,264	2,810	4,273	2,679	5,339
Share capital	8,049	8,049	8,049	8,049	8,049
Number of issued shares (shares)	17,625,660	17,625,660	17,625,660	17,625,660	17,625,660
Total assets	82,184	92,684	101,960	120,924	131,735
Net assets	47,901	51,529	54,309	59,124	62,131
Interest-bearing debt	9,315	15,154	21,667	34,247	36,478
Interest coverage ratio * (times)	93.2	63.9	57.8	35.7	42.5
Cash flows from operating activities	8,106	7,433	9,372	12,478	16,960
Cash flows from investing activities	(3,963)	(7,541)	(13,542)	(20,670)	(13,482)
Cash flows from financing activities	(3,546)	692	845	8,255	(1,864)
Net increase (decrease) in cash and cash equivalents	725	1,518	(3,067)	328	1,928
Cash and cash equivalents at the end of period	9,671	11,189	8,122	8,450	10,378
Capital expenditures	4,918	9,591	14,691	22,848	15,718
Depreciation	5,178	4,654	4,970	7,502	7,317
Earnings per share (EPS) (Yen)	186.98	160.94	244.71	153.41	307.34
Net assets per share (Yen)	2,723.51	2,891.48	3,051.98	3,244.20	3,431.29
Equity ratio (%)	57.9	54.5	52.3	46.9	45.1
Return on equity (ROE) (%)	7.1	5.7	8.2	4.9	9.2
Return on assets (ROA) (%)	6.1	5.3	7.0	4.4	5.9
Annual dividend per share (Yen)	50	65	90	90	120
Dividend payout ratio (%)	26.7	40.4	36.8	58.7	39.0
Number of employees (persons)	1,961	1,875	1,948	2,024	1,960
Average number of temporary employees (persons)	7,722	7,670	7,756	7,951	7,874

* Interest Coverage Ratio = Cash Flows / Interest Payments
(Note) Capital expenditures do not include right-of-use assets.

Business segment

(Millions of yen)

	FY2/2022	FY2/2023	FY2/2024	FY2/2025	FY2/2026
Net sales					
Food Production Business	162,502	169,552	180,608	198,430	209,984
Food Materials Business	13,393	11,394	11,362	11,377	11,197
Logistics Business	13,260	12,962	12,895	12,658	12,651
Other	3,170	507	2,143	-	-
Consolidated	192,326	194,416	207,009	222,467	233,833
Operating profit					
Food Production Business	4,289	5,042	5,929	4,245	7,000
Food Materials Business	271	87	323	510	483
Logistics Business	615	643	704	681	935
Other	(53)	(76)	173	-	-
Adjustment	(681)	(711)	(751)	(922)	(978)
Consolidated	4,441	4,985	6,380	4,515	7,441

Net sales by product (Food Production Business - Domestic)

(Millions of yen)

	FY2/2022	FY2/2023	FY2/2024	FY2/2025	FY2/2026
Cooked Rice Products	111,472	114,118	119,838	115,627	124,185
Bento Meal Boxes	28,536	25,595	21,149	18,022	15,098
Chilled Bento Meal Boxes	25,607	27,283	31,788	30,236	34,586
Onigiri Rice Balls	46,656	49,673	54,848	57,021	62,816
Sushi	10,672	11,566	12,052	10,347	11,684
Bread Products(Chilled Bread)	16,272	16,263	16,190	14,676	13,631
Side Dishes and Cooked Noodles	12,684	12,715	13,662	22,476	25,792
Chilled Japanese Sweets	9,320	10,265	9,478	9,143	8,879
Others *	3,343	4,081	4,774	9,144	10,611
Total	153,094	157,444	163,945	171,069	183,101
Number of stores to supply (Stores)	17,998	18,037	18,121	18,273	18,415

* "Other" includes Soups, Stand-Up Pouch Deli Items, Smoothies, and Baked breads.

Overseas

	FY2/2022	FY2/2023	FY2/2024	FY2/2025	FY2/2026
U.S. Sales Yen-based (Millions of yen)	9,308	12,063	16,633	27,351	26,876
\$-based (Thousand \$)	80,932	90,905	118,338	180,444	179,525
Number of stores to supply (Stores)	813	827	2,163	2,210	2,167
The exchange rate U.S.\$1 * (Yen)	115.0	132.7	140.6	151.6	149.7

* From FY2/2024, the exchange rates for foreign subsidiaries have been changed to the average rate during the fiscal period (was previously the rate at the end of the fiscal year).

Note : Financial results of overseas subsidiaries - End of December



Group Philosophy

We contribute to the healthy, abundant dietary lives of our customers by providing “safety” together with “products and services of value.”

Management Principles

We pursue customer needs and encourage innovation.

We aspire to a company that earns the trust of society by practicing compliance and engaging in highly transparent management.

We aspire to a company that provides opportunities for employee growth, ensures work is rewarding, and is environmentally friendly.



This document contains “forward-looking statements” based on the Company’s plans, forecast, business strategies and policies at the time of preparation.

These statements include the Company’s managerial judgments and assumptions made based on information available before its announcement, and actual results may differ materially from those anticipated in the statements due to changes in various factors.

Therefore, the Company undertakes no obligation to guarantee that these “forward-looking statements” including earnings forecast described in this document will be valid in the future.