



ANNUAL REPORT 2026

YEAR ENDED MARCH 31, 2026

Toyo Suisan Kaisha, Ltd.

Smiles for All.

“Food that brings smiles to faces” —

is the message of the Maruchan logo and what the Toyo Suisan Group is all about:
delivering the finest quality, best-tasting food to dining tables everywhere.

Delicious food that brings smiles to faces, and with the same assurance of quality
every time.

“Smiles for All.” — in everything we do. That's the Toyo Suisan way.



Since its debut in 1962, the Maruchan logo has become widely recognized and loved as the symbol for Toyo Suisan's processed foods among every Japanese age group ranging from small children to the elderly. In 1972, Toyo Suisan established a local subsidiary in the United States and began manufacturing and selling products for North America. Accordingly, products featuring the Maruchan label are highly acclaimed for their flavor both domestically and overseas.

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Forward-looking Statements

In this annual report, statements other than historical facts are forward-looking statements that reflect our plans and expectations. These forward-looking statements involve risks, uncertainties and other factors that may cause our actual results and achievements to differ materially from those anticipated in these statements.

TO OUR SHAREHOLDERS

For the current medium-term management plan started in the fiscal year ended March 31, 2026 (FY2025), following our basic strategies of “Continuity and Succession” and “Transformation and Evolution,” we have set the following targets for FY2027: net sales of ¥600 billion, operating income of ¥82 billion, and ROE of 10% or higher. For FY2025, the first year of the plan, we worked to increase the sales volume and revise prices of our signature products centered around the Domestic Instant Noodles, Frozen and Refrigerated Foods, and Overseas Instant Noodles Segments. Net sales were ¥536.6 billion and operating income was ¥85.8 billion, enabling us to achieve a record performance. On behalf of the Toyo Suisan Group, I would like to thank all our employees for their hard work and express our gratitude to all our stakeholders for their support. Meanwhile, FY2026, the second year of the plan, is highly uncertain due to soaring raw material prices, personnel expenses, and logistics costs, in addition to factors such as increasing geopolitical risks. We will respond flexibly to changes in the external environment as needed and aim to achieve our plan.

In March 2026, we published our first Integrated Report. As we have done before, we will earnestly and steadily promote the strategies set forth in the medium-term management plan, and, going forward, we will carefully and sincerely convey our thoughts and ideal state, as well as our progress and achievements, to the stakeholders who support the Group over the medium to long term.



Operating results for the year ended March 2026

During the fiscal year ended March 31, 2026, the conditions in the Japanese economy gradually recovered. Looking ahead, although moderate recovery in the economy is expected to continue, in part due to the effect of various policies under an improving employment and income environment, it is necessary to closely monitor the impact of the situation in the Middle East, U.S. policy trends and fluctuations in financial and capital markets, etc.

Under these circumstances, the Toyo Suisan Group (hereafter, the “Group”) has remained committed to its mission “to contribute to society through our food” and “to provide safe and secure foods and services to customers” under the corporate slogan of “Smiles for All.” The Group continued to implement further cost reductions and promoted aggressive sales activities in its efforts to face an increasingly competitive sales environment.

As a result, net sales were ¥536,636 million (up 4.8% year on year), operating income was ¥85,800 million (up 12.1% year on year), ordinary income was ¥94,050 million (up 10.4% year on year), and income attributable to owners of parent was ¥70,189 million (up 9.9% year on year) for the current fiscal year.

June 2026

Noritaka Sumimoto
Representative Director and President

CONSOLIDATED FINANCIAL HIGHLIGHTS

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES
YEARS ENDED MARCH 31, 2025 AND 2026

		Millions of yen		Thousands of U.S. dollars (Note 1)
		2025	2026	2026
For the year:	Net sales	¥512,277	¥536,636	\$3,356,073
	Operating income	76,514	85,800	536,586
	Net income attributable to owners of parent	63,847	70,189	438,956
At year-end:	Total assets	¥594,978	¥642,878	\$4,020,500
	Total net assets	493,644	543,927	3,401,669
Per share of common stock: (in yen and U.S. dollars)	Net income	¥636.2	¥713.3	\$4.46
	Cash dividends	200.0	220.0	1.38

Dollar amounts represent translations at the rate of ¥159.90 = US\$1, the rate prevailing on March 31, 2026.

REVIEW OF OPERATIONS

Seafood Segment

Sales

32,739

million yen

In the Seafood Segment, sales volume increased mainly in products for restaurants due to proactive sales activities. As a result, segment sales were ¥32,739 million (up 7.9% year on year) and segment income was 1,467 million (up 71.6% year on year), supported mainly by an improved profit margin resulting from price revisions for some products and an increased mix of high-margin products, in addition to the sales volume increase.



Overseas Instant Noodles Segment

Sales

248,153

million yen

In the Overseas Instant Noodles Segment, in the U.S., price revisions were implemented in July 2025. Despite the continued economy-conscious consumer mindset following the price revisions, sales increased due to our efforts to propose sales promotions, such as new product launches and marketing activities, as well as the effects of the price revisions. In Mexico, sales of cup-type noodles and bag-type noodles both continued to perform well following the price revisions implemented in April 2025. As a result, segment sales were ¥248,153 million (up 6.1% year on year). Segment income was ¥63,607 million (up 14.6%

year on year) as the increase in raw material costs, etc. resulting from the shift to paper cups for packaging materials and higher imported raw material costs were offset by price revisions and other factors.



Domestic Instant Noodles Segment

Sales

104,424

million yen

In the Domestic Instant Noodles Segment, the entire Japanese-style cup-type noodle series, including our signature product *Akai Kitsune Udon* and the 45th anniversary *Midori no Tanuki Ten Soba*, performed well. Additionally, *Maruchan Yakisoba*, which became a staple product in March 2025, contributed to the resulting increase in sales. In bag-type noodles, sales increased with the steady performance of the *Maruchan Seimen* series. As a result, segment sales were ¥104,424 million (up 1.3% year on year). Segment income was ¥10,469 million (up 6.6% year on year) due to sales expansion and reduced advertising expenses and other factors.



Frozen and Refrigerated Foods Segment

Sales

61,543

million yen

In the Frozen and Refrigerated Foods Segment, as for fresh noodles, in addition to promoting sales of *Maruchan Yakisoba (Three-Meal Package)*, which marked the 50th anniversary of its launch, through campaigns, promotional events, etc., we launched limited-time products, resulting in a sales growth. In addition, sales also increased for the *Tama Udon Noodle (Three-Meal Package)* series due to expanding demand amid an economy-conscious consumer mindset. In frozen foods, we implemented price revisions for frozen prepared foods and frozen vegetable-related products in April 2025, and for frozen noodles in June 2025. For our mainstay frozen noodle products, we continue to focus on strengthening sales to industrial catering, restaurants and leisure

sectors. As a result, segment sales were ¥61,543 million (up 2.9% year on year). Segment income was ¥8,094 million (up 0.6% year on year) mainly due to sales expansion despite increases in depreciation and transportation costs.



Processed Foods Segment

Sales

23,378

million yen

In the Processed Foods Segment, usage opportunities for packaged cooked rice products increased against the backdrop of the rising need for convenience and time-saving options, as well as soaring rice prices. In this context, price revisions were implemented in June 2025 and February 2026. Efforts to stimulate demand for our mainstay product *Attaka Gohan* and other packaged cooked rice products such as *Genmai Gohan* (Brown rice), along with the effects of the price revisions, resulted in increased sales. Additionally, sales of freeze-dried products and other products remained strong, contributing to the increase in sales. As a result, segment sales were ¥23,378 million (up 5.5% year on year). Segment loss was ¥442 million (compared with a segment

income of ¥28 million in the previous fiscal year) due to an increase in raw material costs, depreciation, and other expenses, despite the effect of sales expansion.



Cold-Storage Segment

Sales

26,319

million yen

In the Cold-Storage Segment, the inventory level remained high throughout the year, and handling volumes for incoming and outgoing shipments increased due to brisk cargo movement, resulting in steady income from handling fees. Income from transportation fees increased due to higher handling volumes driven by growing demand, and overall sales, primarily in storage fee income, exceeded the previous fiscal year. As a result, segment sales were ¥26,319 million (up 3.8% year on year). Segment income was ¥2,823 million (up 24.1%

year on year) due to firm sales despite increases in personnel expenses and repair costs caused by rising prices and other factors.



Other Business Segment

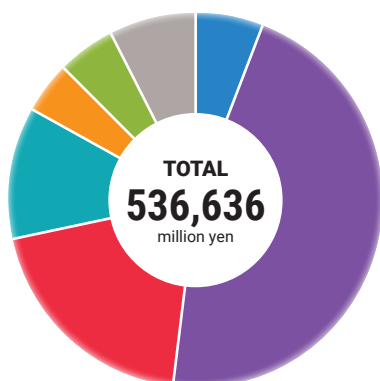
Sales

40,080

million yen

The Other Business Segment consists of mainly the packed lunch/deli food business. Segment sales were ¥40,080 million (up 6.6% year on year) and segment income was ¥944 million (up 15.8% year on year).

Net Sales by Segment



1	Seafood Segment	6.1%	32,739 million yen
2	Overseas Instant Noodles Segment	46.1%	248,153 million yen
3	Domestic Instant Noodles Segment	19.5%	104,424 million yen
4	Frozen and Refrigerated Foods Segment	11.5%	61,543 million yen
5	Processed Foods Segment	4.4%	23,378 million yen
6	Cold-Storage Segment	4.9%	26,319 million yen
7	Other Business Segment	7.5%	40,080 million yen

ENVIRONMENTAL AND SOCIAL CONTRIBUTION INITIATIVES

Response to Climate Change and Mitigation

We are working to reduce environmental burdens related to global warming, a major factor in climate change. In our business activities, we are working to promote the acquisition of ISO 14001 and other third-party certifications for our environmental management systems, as well as set targets based on the Toyo Suisan Group Environmental Policy to reduce greenhouse gas emissions.

Initiatives to reduce CO₂ emissions

Toyo Suisan Group promotes initiatives aimed at reducing CO₂ emissions. We have installed solar power generation equipment at the Saitama Factory, the Kanto Factory, and Fukushima Foods Co., Ltd., and in FY2025, we introduced an on-site PPA solar power generation system at the Yamagata Factory of Fresh Diner Corporation. Moreover, we use biomass power generation at Imari Toyo Co., Ltd. In addition, for our factories and refrigerated warehouses, we are switching from heavy oil to natural gas as boiler fuel and upgrading from chlorofluorocarbon (CFC) refrigerants to natural refrigerants (ammonia/CO₂) in a planned manner. In terms of logistics, we are working to reduce CO₂ emissions across the entire supply chain by optimizing transportation distances through the review of distribution sites, among other efforts.



Solar power generation system installed at Yamagata Factory, Fresh Diner Corporation

Introduction of EV trucks (electric vehicles)

At the Laguna Factory of MARUCHAN, INC., starting in June 2024, we switched from diesel vehicles to electric vehicles (EV) for our trucks used in trailer hauling within the factory yard, aiming to reduce CO₂ emissions in factory logistics. As a result, we are hauling approximately 18,000 trailers annually to the loading dock, aiming to reduce CO₂ emissions from fossil fuels in factory operations.

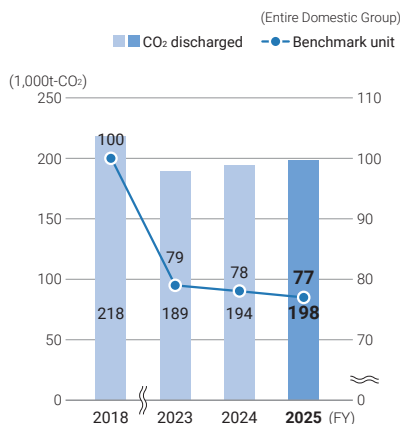


EV trucks for trailer hauling

Initiatives for reducing fluorocarbon leakage

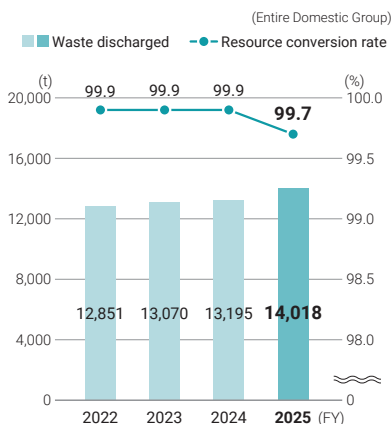
In the Cold-Storage Department, to reduce fluorocarbon leakage and enhance energy efficiency across all domestic refrigerated warehouses, we are conducting support activities for upgrading from fluorocarbon-based refrigeration systems to natural refrigerant systems and holding study sessions on these systems. Additionally, we are engaging in statutory and voluntary inspections of machinery and equipment, conducting maintenance activities that include periodic cleanings, and providing support for these implementations to balance stable operation of facilities with reduced environmental impact. In FY2025, we carried out upgrades from fluorocarbon-based refrigeration systems to natural refrigerant systems at the Higashiogishima Second Refrigerated Warehouse, Fukuoka Refrigerated Warehouse, and Suruga Toyo Kaisha, Ltd.

CO₂ discharged and per unit of sales



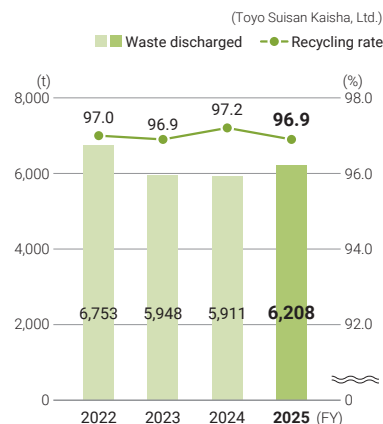
While emissions have increased due to higher production at factories and the operation of new factories, the emissions intensity improved due to increased sales and energy-saving efforts at each facility.

Industrial waste discharged and resource conversion rate



While emissions increased due to the growth in production volume from the operation of new factories and the disposal of stagnant sludge at some subsidiaries and associates, the resource conversion rate continued to remain at a high level of 99.7%.

Food waste discharged and recycling rate



Emissions increased due to the growth in production volume and manufacturing issues at some factories. However, the recycling rate continued to remain above our target level of 95%.

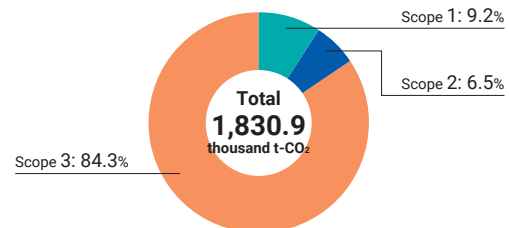
Sustainability Initiatives Topics

Addressing Climate Change Calculation of GHG emissions across the entire supply chain

As part of our initiative for disclosing information relating to sustainability, in December 2025, we disclosed Scope 3 greenhouse gas (GHG) emissions (FY2024) for overseas Group in addition to domestic Group. Scope 3 includes upstream items such as the production and transportation of raw materials, as well as downstream items such as transportation and cooking of products. Together with the Scope 1 and 2 emissions, which the Company is directly involved in, we calculate and disclose the total GHG emissions across the entire supply chain of the Company's operations. Regarding the Strategy pillar, one of the four disclosure items recommended by the TCFD framework, we have added a scenario analysis covering the Overseas Instant Noodles Segment, in addition to the Domestic Instant Noodles Segment and the Frozen and Refrigerated Foods Segment. We will continue advancing our consideration of response measures for identified risks and opportunities while working to enhance the disclosed information.

Summary of FY2024 Scope 1, 2, and 3 Calculation Results

- Breakdown of Scope 1, 2, and 3 emissions (entire domestic and overseas Group)



For details, please refer to the link below.
The Toyo Suisan Group's "Information Disclosure Based on TCFD Recommendations (FY2024)"
https://www.maruchan.co.jp/csr/environment/pdf/tcfid_recommendations_2024_260219.pdf



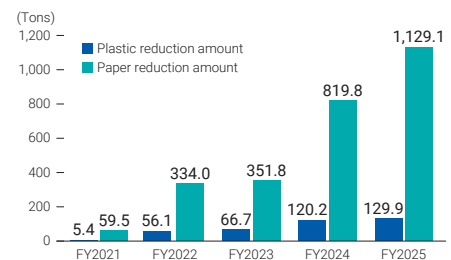
Procurement of Sustainable Materials Reduction of paper and plastic usage

To reduce the amount of paper and plastic used for product packaging materials, we are making efforts to reduce and optimize container size while maintaining the content amount and preservation quality. As an example, in FY2025, by eliminating the plastic tray used in the *Natsukashi Supa* fresh noodles series, we reduced our annual plastic usage by approximately 11 tons. We have also revised the material types and sizes for products' plastic packaging materials and cardboard cases for various products to reduce resource usage. Going forward, we will continuously work to reduce our environmental impact and promote resource recycling and conservation.



Natsukashi Supa Napolitan (Two-Meal Package)

- Reduction in the amount of plastic and paper used in product containers



* FY2020 as the base year

* Target segments: Domestic Instant Noodles, Frozen and Refrigerated Foods, and Processed Foods

Reduction of Food Loss

As a company responsible for handling food products, we promote initiatives aimed at reducing food loss. For example, in addition to effectively using raw materials, reducing loss in the manufacturing process, and improving accuracy in production and inventory management, we also undertake initiatives such as publishing recipes that contribute to reducing food loss in the home. Additionally, some of Toyo Suisan Group's facilities support activities by food banks and children's cafeterias by providing products that have been removed from the standard supply chain despite having no issues in quality. At each stage of product life cycle, from raw material procurement to disposal, we collaborate with stakeholders to contribute to the reduction of food loss.

Procurement of Sustainable Materials

We are advancing initiatives that consider the environment, society, and human rights throughout the entire supply chain, such as by using certified palm oil and materials certified with marine eco-labels (Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC)). We are also focusing on reducing resource usage and increasing efficiency. Going forward, we will continue to reduce our environmental impact.

Switching to RSPO* certified palm oil

Regarding the use of palm oil in the frying oil for instant noodles, considering the impact on the natural environment from plantation development and concerns about working conditions at plantations, we are advancing our switch to RSPO* certified palm oil, which is certified as being produced through sustainable methods. In the U.S., where usage is particularly high, we completed the switch to certified palm oil for all our usage in December 2020.

In Japan, the Hokkaido Factory newly obtained supply chain certification in December 2025, and began using certified oil. From FY2026 onward, we plan to systematically expand the number of facilities obtaining certification.

*RSPO: Roundtable on Sustainable Palm Oil (An international non-profit organization that promotes the sustainable production and use of palm oil)

- Facilities that obtained RSPO supply chain certification

Japan	USA
Hokkaido Factory	Laguna Factory (California)
Kanto Factory	Deere Factory (California)
Kansai Factory	Virginia Factory
Boso Factory of Shuetsu Co., Ltd.	Texas Factory

Promotion of Effective Usage of Resources and Waste Reduction and Recycling

Toyo Suisan Group promotes initiatives such as the effective usage of resources and waste reduction and recycling to contribute to the reduction of its environmental impact and realize a circular economy. Among these, “water” is an essential and important resource for business activities. Each factory continuously manages water usage and wastewater, and engages in the sustainable use of water resources through the promotion of water reuse and other efforts.

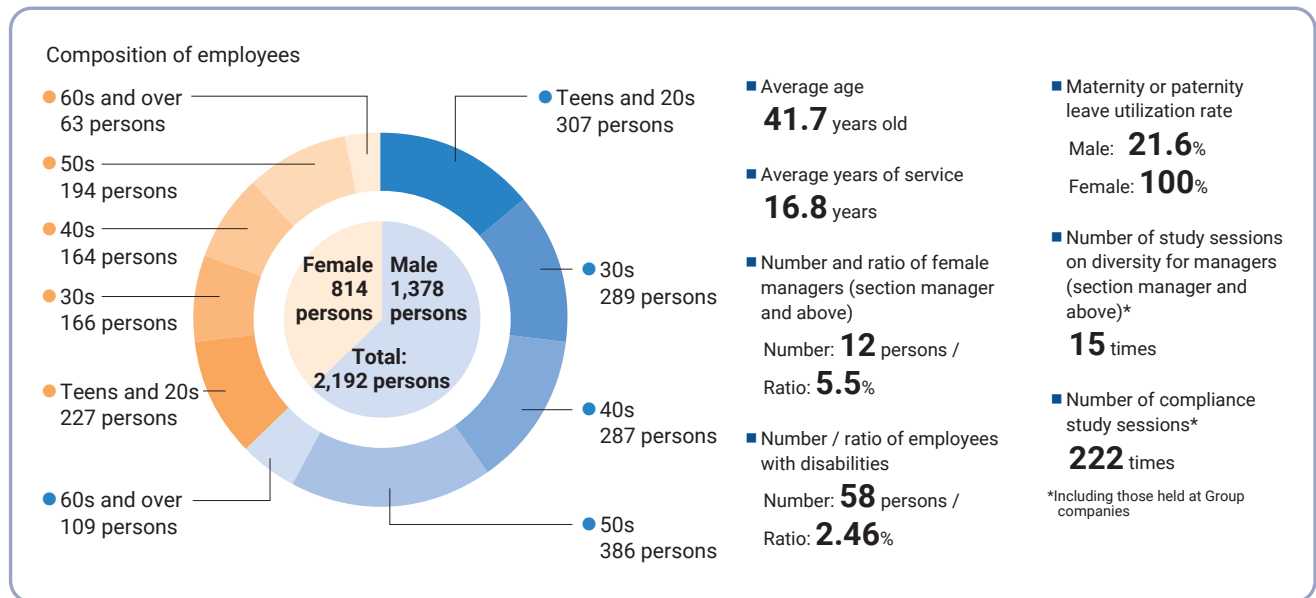
Reduction and reutilization of wastewater sludge

At Fukushima Foods Co., Ltd., we are making efforts to reduce the amount of dehydrated sludge produced by wastewater treatment equipment, aiming to effectively use resources and reduce industrial waste. Specifically, by installing warm air dryers and converting dehydrated sludge to dried sludge, we have achieved a significant reduction in volume and reduced the amount of sludge discharge. Furthermore, by establishing a resource circulation model that involves the sale of dried sludge as fertilizer, we have not only reduced waste but also reduced treatment costs.



Warm air dryers for sludge drying

Employee data (as of March 31, 2026) Toyo Suisan Kaisha, Ltd.



CORPORATE GOVERNANCE

»» Toyo Suisan's Basic Approach to Corporate Governance

The Toyo Suisan Group recognizes that accurate and swift corporate decision-making will determine the future growth of the Group.

We also recognize that strengthening and enhancing corporate governance is an important management issue, and believe it is important to clarify the responsibilities of directors and the accountability structure for individual businesses, as well as to strengthen compliance.

We will continue to promote management transparency and efficiency and aim to strengthen and enhance corporate governance.

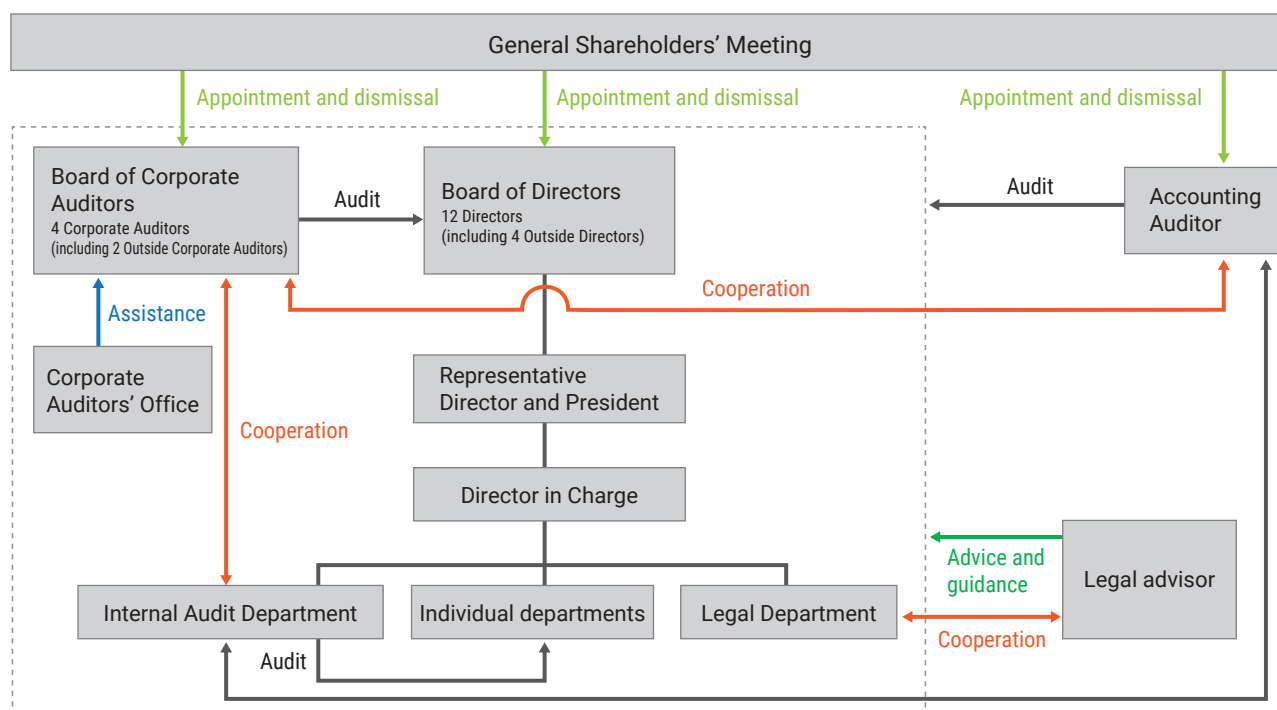
»» Board of Directors

The Board of Directors serves as the Company's decision-making body. The Board of Directors generally convenes once a month, and also as needed, and debates issues from the perspective of the group as a whole. The Board of Directors monitors the execution of duties, and decides on important matters, including those stipulated in the Companies Act.

»» Board of Corporate Auditors

The Company has adopted the corporate auditor system. Corporate Auditors maintain a close collaboration with the Accounting Auditor and Internal Audit Department, exchanging opinions and information to implement effective and efficient audits. Additionally, the Company has allocated staff (Corporate Auditors' Office) to enhance and strengthen audit functions, supporting the audit activities of Corporate Auditors.

CORPORATE GOVERNANCE STRUCTURE



* In addition, we have set up an internal reporting system called "Report Line" aimed at prevention and/or early detection and correction of legal violations and in-house fraud. This system, which is independent from top management, consists of an internal contact line (general inquiries, corporate auditor contact line), and an external contact line (handled by a lawyer).

CONSOLIDATED BALANCE SHEETS

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES
AS OF MARCH 31, 2025 AND 2026

ASSETS

		Millions of yen	Thousands of U.S. dollars (Note 1)
	2025	2026	2026
Current assets:			
Cash on hand and at banks (Notes 3 and 4)	¥ 257,471	¥ 261,784	\$ 1,637,173
Receivables (Note 4):			
Notes and accounts receivable - trade	63,959	63,314	395,960
Amounts due from unconsolidated subsidiaries and affiliates	363	294	1,839
Other	3,341	3,433	21,470
Less: Allowance for doubtful accounts	(812)	(642)	(4,015)
	66,851	66,399	415,254
Inventories (Note 7)	38,945	45,068	281,851
Other	3,454	4,391	27,461
Total current assets	366,721	377,642	2,361,739
Property, plant and equipment (Notes 8, 13, 18 and 20):			
Buildings and structures	186,793	206,989	1,294,490
Machinery and equipment	184,413	200,540	1,254,159
Leased assets	5,690	5,733	35,854
Other	7,798	8,445	52,814
	384,694	421,707	2,637,317
Less: Accumulated depreciation	(268,251)	(286,686)	(1,792,908)
	116,443	135,021	844,409
Land	35,813	35,972	224,966
Construction in progress	31,343	40,107	250,825
Total property, plant and equipment	183,599	211,100	1,320,200
Intangible assets:			
Goodwill (Note 20)	671	598	3,740
Software	1,762	2,210	13,821
Software in progress	2,882	5,254	32,858
Other	266	268	1,676
Total intangible assets	5,581	8,330	52,095
Investments and other assets:			
Investments in unconsolidated subsidiaries and affiliates (Notes 4 and 5)	4,889	5,108	31,945
Investment securities (Notes 4 and 5)	30,235	37,322	233,408
Deferred tax assets (Note 14)	1,052	765	4,784
Asset for retirement benefits (Note 10)	62	82	513
Other	2,839	2,529	15,816
Total investments and other assets	39,077	45,806	286,466
Total assets	¥ 594,978	¥ 642,878	\$ 4,020,500

LIABILITIES AND NET ASSETS

	Millions of yen		Thousands of U.S. dollars (Note 1)
	2025	2026	2026
Current liabilities:			
Short-term loans (Notes 4 and 9)	¥ 443	¥ 482	\$ 3,014
Lease liabilities (Notes 4 and 9)	289	310	1,939
Payables (Note 4):			
Notes and accounts payable - trade	33,661	31,151	194,816
Amounts due to unconsolidated subsidiaries and affiliates	1,299	1,084	6,779
Other	4,126	3,116	19,487
	39,086	35,351	221,082
Income taxes payable	4,089	6,279	39,268
Accrued expenses	27,120	27,900	174,484
Other	2,274	1,989	12,439
Total current liabilities	73,301	72,311	452,226
Non-current liabilities:			
Lease liabilities (Notes 4 and 9)	2,672	2,489	15,566
Deferred tax liabilities (Note 14)	5,558	10,012	62,614
Reserve for retirement benefits for directors and other officers	316	320	2,001
Liability for retirement benefits (Note 10)	15,808	9,910	61,976
Asset retirement obligations	199	200	1,251
Other	3,480	3,709	23,197
Total non-current liabilities	28,033	26,640	166,605
Total liabilities	101,334	98,951	618,831
Net assets (Notes 15 and 16):			
Shareholders' equity:			
Common stock—			
Authorized: 427,000,000 shares in 2025 and 2026			
Issued: 110,881,044 shares in 2025 and 2026	18,969	18,969	118,630
Capital surplus	22,940	22,942	143,477
Retained earnings	411,423	461,757	2,887,786
Treasury stock, at cost—			
Held by the Company:			
11,205,406 shares in 2025 and 13,489,660 shares in 2026			
Owned by consolidated subsidiaries and affiliates:			
49,018 shares in 2025 and 2026	(32,181)	(55,684)	(348,243)
Total shareholders' equity	421,151	447,984	2,801,650
Accumulated other comprehensive income:			
Net unrealized gain on investment securities, net of taxes (Note 5)	13,021	17,884	111,845
Net unrealized gain (loss) on hedging instruments, net of taxes (Note 6)	(3)	32	200
Foreign currency translation adjustments	45,909	59,781	373,865
Adjustments for retirement benefits, net of taxes (Note 10)	1,114	5,222	32,658
Total accumulated other comprehensive income	60,041	82,919	518,568
Non-controlling interests	12,452	13,024	81,451
Total net assets	493,644	543,927	3,401,669
Total liabilities and net assets	¥ 594,978	¥ 642,878	\$ 4,020,500

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF INCOME

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES
FOR THE YEARS ENDED MARCH 31, 2025 and 2026

	Millions of yen		Thousands of U.S. dollars (Note 1)
	2025	2026	2026
Net sales (Notes 11 and 20)	¥ 512,277	¥ 536,636	\$ 3,356,073
Cost of sales (Notes 7 and 12)	359,280	371,626	2,324,115
Gross profit	152,997	165,010	1,031,958
Selling, general and administrative expenses (Note 12)	76,483	79,210	495,372
Operating income (Note 20)	76,514	85,800	536,586
Non-operating income (expenses):			
Interest and dividend income	7,796	7,305	45,685
Interest expenses	(204)	(195)	(1,220)
Share of net income of equity-accounted investee	176	128	801
Foreign exchange gains	2	68	425
Provision of allowance for doubtful accounts	(13)	—	—
Gain on sales of investment securities (Note 5)	513	538	3,365
Loss on sales and disposal of property, plant and equipment, net	(357)	(68)	(425)
Impairment losses on fixed assets (Notes 13 and 20)	(22)	(295)	(1,845)
Subsidy received	187	49	306
Loss on write-down of investments in unconsolidated subsidiaries and affiliates (Note 5)	(381)	—	—
Other, net	895	938	5,866
Income before income taxes	85,106	94,268	589,544
Income taxes (Note 14):			
Current	20,541	23,413	146,423
Deferred	315	374	2,339
	20,856	23,787	148,762
Net income	64,250	70,481	440,782
Net income attributable to:			
Non-controlling interests	403	292	1,826
Owners of parent	¥ 63,847	¥ 70,189	\$ 438,956

	Yen		U.S. dollars (Note 1)
	2025	2026	2026
Amounts per share of common stock (Note 17):			
Net income	¥ 636.2	¥ 713.3	\$ 4.46
Cash dividends applicable to the year	200.0	220.0	1.38

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES
FOR THE YEARS ENDED MARCH 31, 2025 and 2026

		Millions of yen	Thousands of U.S. dollars (Note 1)
	2025	2026	2026
Net income	¥ 64,250	¥ 70,481	\$ 440,782
Other comprehensive income (loss) (Note 19):			
Net unrealized gain (loss) on investment securities, net of tax	(980)	5,065	31,676
Net unrealized gain (loss) on hedging instruments, net of tax	(50)	35	219
Foreign currency translation adjustments	(901)	13,872	86,754
Adjustments for retirement benefits, net of tax	151	4,214	26,354
Share of OCI of equity-accounted investee	(43)	124	776
Total other comprehensive income (loss)	(1,823)	23,310	145,779
Comprehensive income	¥ 62,427	¥ 93,791	\$ 586,561
Total comprehensive income attributable to:			
Owners of parent	¥ 62,023	¥ 93,068	\$ 582,039
Non-controlling interests	404	723	4,522

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES
FOR THE YEARS ENDED MARCH 31, 2025 and 2026

	Millions of yen											
	Shareholders' equity					Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity	Net unrealized gain on investment securities, net of taxes	Net unrealized gain (loss) on hedging instruments, net of taxes	Foreign currency translation adjustments	Adjustments for retirement benefits, net of taxes	Total accumulated other comprehensive income		
Balance at April 1, 2024	¥ 18,969	¥ 22,942	¥ 369,557	¥ (8,239)	¥ 403,229	¥ 14,026	¥ 47	¥ 44,033	¥ 982	¥ 59,088	¥ 12,218	¥ 474,535
Cumulative effects of changes in accounting policies	—	—	(2,777)	—	(2,777)	—	—	2,777	—	2,777	—	—
Restated balance	18,969	22,942	366,780	(8,239)	400,452	14,026	47	46,810	982	61,865	12,218	474,535
Net income attributable to owners of parent	—	—	63,847	—	63,847	—	—	—	—	—	—	63,847
Cash dividends paid	—	—	(19,204)	—	(19,204)	—	—	—	—	—	—	(19,204)
Change in ownership interest of parent due to transactions with non-controlling interests	—	(2)	—	—	(2)	—	—	—	—	—	—	(2)
Acquisition of treasury stock	—	—	—	(23,942)	(23,942)	—	—	—	—	—	—	(23,942)
Net changes in items except shareholders' equity	—	—	—	—	—	(1,005)	(50)	(901)	132	(1,824)	234	(1,590)
Balance at March 31, 2025	18,969	22,940	411,423	(32,181)	421,151	13,021	(3)	45,909	1,114	60,041	12,452	493,644
Net income attributable to owners of parent	—	—	70,189	—	70,189	—	—	—	—	—	—	70,189
Cash dividends paid	—	—	(19,855)	—	(19,855)	—	—	—	—	—	—	(19,855)
Change in ownership interest of parent due to transactions with non-controlling interests	—	2	—	—	2	—	—	—	—	—	—	2
Acquisition of treasury stock	—	—	—	(23,503)	(23,503)	—	—	—	—	—	—	(23,503)
Net changes in items except shareholders' equity	—	—	—	—	—	4,863	35	13,872	4,108	22,878	572	23,450
Balance at March 31, 2026	¥ 18,969	¥ 22,942	¥ 461,757	¥ (55,684)	¥ 447,984	¥ 17,884	¥ 32	¥ 59,781	¥ 5,222	¥ 82,919	¥ 13,024	¥ 543,927

	Thousands of U.S. dollars (Note 1)											
	Shareholders' equity					Accumulated other comprehensive income						
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity	Net unrealized gain on investment securities, net of taxes	Net unrealized gain (loss) on hedging instruments, net of taxes	Foreign currency translation adjustments	Adjustments for retirement benefits, net of taxes	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at March 31, 2025	\$ 118,630	\$ 143,465	\$ 2,573,002	\$ (201,257)	\$ 2,633,840	\$ 81,432	\$ (19)	\$ 287,111	\$ 6,967	\$ 375,491	\$ 77,874	\$ 3,087,205
Net income attributable to owners of parent	—	—	438,956	—	438,956	—	—	—	—	—	—	438,956
Cash dividends paid	—	—	(124,172)	—	(124,172)	—	—	—	—	—	—	(124,172)
Change in ownership interest of parent due to transactions with non-controlling interests	—	12	—	—	12	—	—	—	—	—	—	12
Acquisition of treasury stock	—	—	—	(146,986)	(146,986)	—	—	—	—	—	—	(146,986)
Net changes in items except shareholders' equity	—	—	—	—	—	30,413	219	86,754	25,691	143,077	3,577	146,654
Balance at March 31, 2026	\$ 118,630	\$ 143,477	\$ 2,887,786	\$ (348,243)	\$ 2,801,650	\$ 111,845	\$ 200	\$ 373,865	\$ 32,658	\$ 518,568	\$ 81,451	\$ 3,401,669

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES
FOR THE YEARS ENDED MARCH 31, 2025 and 2026

	Millions of yen		Thousands of U.S. dollars (Note 1)
	2025	2026	2026
Cash flows from operating activities:			
Income before income taxes	¥ 85,106	¥ 94,268	\$ 589,544
Depreciation and amortization	16,825	18,290	114,384
Impairment losses on fixed assets	22	295	1,845
Loss on write-down of investments in unconsolidated subsidiaries and affiliates	381	—	—
Amortization of goodwill	54	73	457
Share of net income of equity-accounted investee	(176)	(128)	(801)
Increase (decrease) in reserve for retirement benefits for directors and other officers	(9)	3	19
Increase (decrease) in allowance for doubtful accounts	13	(170)	(1,063)
Increase in liability for retirement benefits	130	239	1,495
Interest and dividend income	(7,796)	(7,305)	(45,685)
Interest expenses	204	195	1,220
Loss on sales and disposal of property, plant and equipment, net	357	68	425
Decrease in notes and accounts receivable - trade	947	1,138	7,117
Increase in inventories	(2,116)	(5,057)	(31,626)
Increase (decrease) in notes and accounts payable - trade	2,596	(3,150)	(19,700)
Increase in accrued expenses	340	459	2,871
Other, net	(3,086)	(1,875)	(11,727)
Subtotal	93,792	97,343	608,775
Interest and dividend income received	8,076	7,516	47,004
Interest expenses paid	(204)	(195)	(1,220)
Income taxes paid	(21,797)	(19,503)	(121,970)
Net cash provided by operating activities	79,867	85,161	532,589
Cash flows from investing activities:			
Payments for time deposits	(288,622)	(293,789)	(1,837,330)
Proceeds from maturities of time deposits	216,843	293,776	1,837,248
Proceeds from sales and redemption of securities	65,000	—	—
Payments for purchase of property, plant and equipment	(30,057)	(41,837)	(261,645)
Proceeds from sales of property, plant and equipment	26	416	2,602
Payments for purchase of intangible assets	(2,082)	(4,414)	(27,605)
Payments for purchase of investment securities	(516)	(31)	(194)
Proceeds from sales of investment securities	1,044	871	5,447
Payments for loans receivable	(1,601)	(1,814)	(11,345)
Proceeds from collection of loans receivable	1,597	1,840	11,507
Payments for purchase of investments in subsidiary resulting in change in scope of consolidation	(1,825)	—	—
Other, net	(171)	(52)	(324)
Net cash used in investing activities	(40,364)	(45,034)	(281,639)
Cash flows from financing activities:			
Proceeds from short-term loans	1,827	2,830	17,699
Repayments of short-term loans	(1,775)	(2,794)	(17,473)
Purchase of treasury stock	(23,942)	(23,503)	(146,986)
Cash dividends paid	(19,197)	(19,855)	(124,172)
Cash dividends paid to non-controlling interests	(135)	(153)	(957)
Other, net	(315)	(287)	(1,794)
Net cash used in financing activities	(43,537)	(43,762)	(273,683)
Effect of exchange rate changes on cash and cash equivalents	1,349	(60)	(375)
Net decrease in cash and cash equivalents	(2,685)	(3,695)	(23,108)
Cash and cash equivalents at beginning of year	42,067	39,382	246,291
Cash and cash equivalents at end of year (Note 3)	¥ 39,382	¥ 35,687	\$ 223,183

The accompanying notes are an integral part of these consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

TOYO SUISAN KAISHA, LTD. AND ITS SUBSIDIARIES

1 Basis of presentation of consolidated financial statements

The accompanying consolidated financial statements of Toyo Suisan Kaisha, Ltd. (the "Company") and its consolidated subsidiaries (collectively, the "Group") have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations, and in conformity with generally accepted accounting principles in Japan ("Japanese GAAP"), which are different in certain respects as to application and disclosure requirements from International Financial Reporting Standards.

The accompanying consolidated financial statements have been restructured and translated into English from the consolidated financial statements of the Company prepared in accordance with Japanese GAAP and filed with the appropriate Local Finance Bureau of the Ministry of Finance as required by the Japanese Financial

Instruments and Exchange Act. Certain supplementary information included in the statutory Japanese language consolidated financial statements is not presented in the accompanying consolidated financial statements. Certain reclassifications have been made to the prior year's consolidated financial statements to conform to the current year's presentation.

The translation of the Japanese yen amounts into U.S. dollar is included solely for the convenience of readers outside Japan, using the prevailing exchange rate at March 31, 2026, which was ¥159.90 to U.S. \$1. This convenience translation should not be construed as a representation that the Japanese yen amounts have been, could have been, or could be in the future, converted into U.S. dollar at this or any other rate of exchange.

2 Summary of significant accounting policies

(1) Scope of consolidation

The Company had 28 and 27 subsidiaries as of March 31, 2025 and 2026, respectively.

The accompanying consolidated financial statements include the accounts of the Company, and 24 and 23 subsidiaries as of March 31, 2025 and 2026, respectively. Significant subsidiaries are consolidated.

In the year ended March 31, 2026, Tokyo Commercial Co., Ltd. was excluded from the scope of consolidation since it was absorbed and merged into the absorbing company, Shinto Corporation.

The following are the Company's consolidated subsidiaries as of March 31, 2025 and 2026:

Name of subsidiary	Equity ownership percentage	
	2025	2026
Hachinohe Toyo Co., Ltd.	100.0%	100.0%
Kofu Toyo Co., Ltd.	100.0	100.0
Fukushima Foods Co., Ltd.	100.0	100.0
Miyagi Toyo Kaisha, Ltd.	100.0	100.0
Shuetsu Co., Ltd.	100.0	100.0
Shinto Corporation	100.0	100.0
Imari Toyo Co., Ltd.	100.0	100.0
Fresh Diner Corporation	100.0	100.0
Tokyo Commercial Co., Ltd.	100.0	—
Choshi Toyo Kaisha, Ltd.	100.0	100.0
Yutaka Foods Corporation	50.9	50.9
Mitsuwa Daily Co., Ltd.	100.0	100.0
Saihoku Toyo Kaisha, Ltd.	100.0	100.0
Shonan Toyo Kaisha, Ltd.	100.0	100.0
Suruga Toyo Kaisha, Ltd.	100.0	100.0
Maruchan, Inc. (*1)	100.0	100.0
Maruchan Virginia, Inc. (*1)	100.0	100.0
Maruchan Texas, Inc. (*1)	100.0	100.0
Maruchan de Mexico, S.A. de C.V. (*2)	100.0	100.0
Sanmaru de Mexico, S.A. de C.V. (*2)	100.0	100.0
Maruchan do Brasil Serviços Ltda. (*3)	100.0	100.0
Pac-Mar, Inc. (*1)	100.0	100.0
Shimaya Co., Ltd.	61.6	61.6
Tsukuba Foods Co., Ltd.	100.0	100.0

(*1) Incorporated in the U.S.A.

(*2) Incorporated in Mexico

(*3) Incorporated in Brazil

The remaining four unconsolidated subsidiaries as of March 31, 2025 and 2026 whose combined assets, net sales, net income and retained earnings are insignificant to the consolidated financial statements have not been consolidated.

The following are the major unconsolidated subsidiaries of the Company as of March 31, 2025 and 2026:

Yaizu Shinto Co., Ltd.

Towa Estate Co., Ltd.

(2) Accounting for investments in unconsolidated subsidiaries and affiliates

The Company had four affiliates as of March 31, 2025 and 2026.

The equity method has been applied to the following affiliate for the years ended March 31, 2025 and 2026:

Name of affiliate	Equity ownership percentage	
	2025	2026
Semba Tohka Industries Co., Ltd.	26.4%	26.4%

The investments in the four unconsolidated subsidiaries as of March 31, 2025 and 2026 and three affiliates (Higashimaru International Corporation and other two affiliates) as of March 31, 2025 and 2026 were carried at cost. If the equity method of accounting had been applied to the investments in these companies, the effect on the accompanying consolidated financial statements would not be material.

(3) Consolidation principles

The balance sheet date of the following consolidated subsidiaries is different from that of the Company.

Name of subsidiary	Balance sheet date
Maruchan de Mexico, S.A. de C.V.	December 31
Sanmaru de Mexico, S.A. de C.V.	December 31
Maruchan do Brasil Serviços Ltda.	December 31

Financial statements provisionally prepared by the above consolidated subsidiaries as of the balance sheet date of the Company have been used for consolidation purposes.

(4) Foreign currency translation

Foreign currency monetary receivables and payables are translated into Japanese yen at the exchange rates prevailing at the balance sheet date. Resulting gains and losses are included in net income for the period.

The balance sheet accounts of overseas subsidiaries are translated into Japanese yen at the exchange rates prevailing at the balance sheet date except for the components of net assets, which are translated into Japanese yen at their historical rates. Differences arising from such translation are presented as foreign currency translation adjustments in net assets. Revenue and expense accounts are translated into Japanese yen at the average exchange rates during the year.

(5) Cash and cash equivalents

Cash and cash equivalents in the consolidated statements of cash flows consist of cash on hand, cash at banks which can be withdrawn on demand, and short-term investments with original maturities of three months or less that are readily converted into cash and subject to insignificant risk of changes in value.

(6) Securities

Marketable available-for-sale securities are stated at fair value with unrealized gains and losses, net of applicable taxes, reported as a component of accumulated other comprehensive income. The cost of securities sold is determined by the moving-average method. Nonmarketable available-for-sale securities are stated at cost determined by the moving-average method.

(7) Derivative financial instruments

The Group enters into derivative transactions in order to manage market risk of fluctuations in foreign currency exchange rates. Derivative financial instruments are carried at fair value with changes in unrealized gain or loss charged or credited to income, except for those which meet the criteria for deferral hedge accounting under which unrealized gain or loss is deferred as a component of net assets.

Deferral hedge accounting is applied to derivatives which qualify as hedges, under which unrealized gain or loss is deferred. Hedging instruments are foreign exchange forward contracts, and hedged items are monetary receivables and payables denominated in foreign currencies and forecast transactions denominated in foreign currencies. The Group assesses the effectiveness of its hedging activities by comparing the changes in the foreign exchange rate of the hedged item against the changes in the foreign exchange rate of the hedging instrument. Hedge effectiveness of foreign exchange forward contracts is not assessed because the Group enters into a foreign exchange forward contract with the same amount in a foreign currency and the same maturity date as the underlying hedged item in accordance with the Company's risk management policies and therefore the foreign exchange rate of the hedged item is effectively correlated with that of the hedging instrument. For forecast transactions, the Group assesses the feasibility.

(8) Allowance for doubtful accounts

To provide for possible credit losses, allowance for doubtful accounts

is provided based on past experience for general receivables and on an individual assessment of the collectability of the account for doubtful receivables.

(9) Inventories

Inventories are stated at the lower of cost, principally determined by the monthly moving-average method, or net realizable value.

(10) Property, plant and equipment (excluding leased assets)

Depreciation of property, plant and equipment (excluding leased assets) is mainly computed using the declining balance method based on the estimated useful lives of the assets. The Company and its domestic consolidated subsidiaries, however, apply the straight-line method to buildings (excluding facilities attached to buildings) acquired on or after April 1, 1998 and facilities attached to buildings and structures acquired on or after April 1, 2016.

The ranges of useful lives are as follows:

Buildings and structures	15–50 years
Machinery and equipment	4–12 years

(11) Intangible assets (excluding leased assets)

Amortization of intangible assets is computed by the straight-line method. Software for internal use owned by the Company and its domestic consolidated subsidiaries is amortized over its expected useful life (five years) by the straight-line method.

(12) Accounting for leases

Leased assets under finance lease arrangements which transfer ownership of the assets to the lessee are depreciated by the same method as the one applied to property, plant and equipment.

Leased assets under finance lease arrangements which do not transfer ownership of the assets to the lessee are depreciated over the lease term by the straight-line method with no residual value.

(13) Retirement benefits

(a) Retirement benefits for employees

Retirement benefit obligations are attributed to periods on a benefit formula basis. Past service costs that are yet to be recognized are amortized by the straight-line method over periods (mainly 10 years), no longer than the average remaining years of service of the employees. Actuarial gains and losses that are yet to be recognized are amortized by the straight-line method over periods (mainly 10 years), no longer than the average remaining years of service of the employees, commencing from the following year.

Certain domestic consolidated subsidiaries apply the simplified method where the amount required for voluntary retirement at the balance sheet date is treated as the retirement benefit obligations in order to calculate their liability for retirement benefits and retirement benefit costs.

(b) Retirement benefits for directors and other officers

To provide for expenditures on retirement benefits for directors and other officers, reserve for retirement benefits for directors and other officers is recorded by certain domestic consolidated subsidiaries at an amount that would be required to be paid in accordance with their internal regulations if all eligible directors and other officers resign their positions at the balance sheet date.

(14) Basis for recognizing revenue and expenses

The following are the details of main performance obligations and the general timing of revenue recognition in the Group's major businesses.

(a) Seafood

The Seafood business mainly purchases, processes and sells seafood in and outside Japan.

Under a sales contract with a customer, the business has an obligation to transfer finished goods ordered by the customer, and such performance obligation is satisfied generally when promised goods are transferred. For transactions in Japan, however, the business recognizes revenue upon shipment applying paragraph 98 Treatment of recognition upon shipment and other base in the "Implementation Guidance on Accounting Standard for Revenue Recognition" because it takes about a few days from when ordered goods are shipped out to when the control of the goods is transferred to customers.

The business's revenue is calculated by deducting estimated discounts and rebates from prices in contracts and recognized only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Consideration payable to customers is deducted from net sales.

For some transactions where the Group is an agent or a consignee for the provision of goods or services to customers, the business recognizes revenue on a net basis (the net amount of consideration that the Group retains after paying the supplier the consideration received from the customer).

The Group needs not adjust the promised amount of consideration for the effects of a significant financing component as consideration in sales contracts is collected within about one year after the control of promised goods was transferred to customers.

(b) Overseas Instant Noodles

The Overseas Instant Noodles business manufactures and sells instant noodles in the Americas, mainly in the U.S.A. and Mexico.

Under a sales contract with a customer, the business has an obligation to transfer finished goods ordered by the customer, and such performance obligation is satisfied generally when promised goods are transferred. Accordingly, the business generally recognizes revenue upon acceptance.

The business's revenue is calculated by deducting estimated discounts and rebates from prices in contracts and recognized only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Consideration payable to customers is deducted from net sales.

The Group needs not adjust the promised amount of consideration for the effects of a significant financing component as consideration in sales contracts is collected within about one year after the control of promised goods was transferred to customers.

(c) Domestic Instant Noodles, Frozen and Refrigerated Foods, and Processed Foods

The Domestic Instant Noodles business mainly manufactures and sells instant noodles in Japan, the Frozen and Refrigerated Foods business mainly manufactures and sells frozen and refrigerated foods in Japan, and the Processed Foods business mainly manufactures and sells processed foods in Japan.

Under a sales contract with a customer, each business has an obligation to transfer finished goods ordered by the customer, and

such performance obligation is satisfied generally when promised goods are transferred. The businesses, however, recognize revenue upon shipment applying paragraph 98 Treatment of recognition upon shipment and other base in the "Implementation Guidance on Accounting Standard for Revenue Recognition" because it takes about a few days from when ordered goods are shipped out to when the control of the goods is transferred to customers.

These businesses' revenue is calculated by deducting estimated discounts and rebates from prices in contracts and recognized only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Consideration payable to customers is deducted from net sales.

The Group needs not adjust the promised amount of consideration for the effects of a significant financing component as consideration in sales contracts is collected within about one year after the control of promised goods was transferred to customers.

(d) Cold-Storage

The Cold-Storage business stores goods entrusted by customers in refrigerated or frozen storage facilities mainly in Japan.

Under a contract for the cold storage service with a customer, the business has an obligation to store goods entrusted by the customer in refrigerated or frozen storage facilities. The business determines that the customer simultaneously receives and consumes the benefits provided as the business provides the cold storage service, so its performance obligation is satisfied over time. Accordingly, the business recognizes revenue based on the number of days the storage service is provided during the reporting period.

For some transactions where the Group is an agent for the provision of services to customers, revenue is recognized on a net basis (the net amount of consideration that the Group retains after paying another party concerned the consideration received from the customer).

The Group needs not adjust the promised amount of consideration for the effects of a significant financing component as consideration in contracts for the cold storage service is collected within about one year after the satisfaction of a performance obligation over a time period corresponding to the number of days the storage service was provided.

(e) Other

In the other businesses, the Group mainly makes and sells packed lunches and deli foods in Japan.

Under a sales contract with a customer, the Group has an obligation to transfer finished goods ordered by the customer, and such performance obligation is satisfied generally when promised goods are transferred. Accordingly, the Group generally recognizes revenue upon acceptance.

The businesses' revenue is calculated by deducting estimated discounts and rebates from prices in contracts and recognized only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Consideration payable to customers is deducted from net sales.

For some transactions where the Group is an agent for the provision of goods or services to customers, revenue is recognized on a net basis (the net amount of consideration that the Group retains after paying the supplier the consideration received from the customer).

The Group needs not adjust the promised amount of consideration for the effects of a significant financing component as consideration

in sales contracts is collected within about one year after the control of promised goods was transferred to customers.

(15) Net income and cash dividends per share of common stock

Net income per share of common stock is based on the weighted-average number of shares of common stock outstanding during the year.

Cash dividends per share presented in the accompanying consolidated statements of income are dividends applicable to the respective years, including dividends to be paid after the end of the year.

(16) Significant accounting estimates

Impairment loss on property, plant and equipment

(a) Amounts recognized in consolidated financial statements

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Property, plant and equipment	¥ 183,599	¥ 211,100	\$ 1,320,200
Property, plant and equipment in packaged cooked rice business	6,725	6,007	37,567
Proportion of total assets (%)	1.1%	0.9%	—

(b) Information on details of significant accounting estimate of identified item

The Company was required to make a judgment as to whether an impairment loss should be recognized on property, plant and equipment used in the packaged cooked rice business within the Processed Foods Segment. This judgment was based on the fact that an impairment indicator was identified as the business posted consecutive operating losses mainly due to a low increase in sales quantity and rising production costs such as raw materials in recent months in addition to the initial capital expenditures.

The Company determined that this asset group did not need to recognize an impairment loss, because the estimated undiscounted future cash flows expected to be generated from this asset group, based on the mid-term business plan, exceeded the carrying amount.

The undiscounted future cash flows, which were used to determine whether an impairment loss should be recognized, were estimated based on the mid-term business plan that utilizes the growth of the packaged cooked rice market and forecasts of rice prices as key assumptions. The mid-term business plan was developed based on management's assessment on the future business outlook and the previous years' results, and by using information available from external and internal sources.

Regarding the assumptions that were used for estimating the undiscounted future cash flows, if the undiscounted future cash flows decrease due to the difference between the actual growth of the packaged cooked rice market and/or rice prices and the forecasted figures, an impairment loss may be recognized in the consolidated financial statements for the year ending March 31, 2027.

(17) Changes in accounting policies

Change in method of translating revenue and expense accounts of overseas subsidiaries into Japanese yen

The revenue and expense accounts of overseas subsidiaries were previously translated into Japanese yen at the exchange rates prevailing at the balance sheet date. In the year ended March

31, 2026, the method was changed to use the average exchange rates during the year. As the significance of overseas subsidiaries has been increasing, this change was made to mitigate the effects on income or loss of temporary changes in exchange rates and to more appropriately reflect the business performance of the overseas subsidiaries in the consolidated financial statements.

The accounting policy change was retrospectively applied, and therefore the consolidated financial statements for the year ended March 31, 2025 have been adjusted for the retrospective application.

As a result, compared to the unadjusted consolidated financial statements for the year ended March 31, 2025, net sales, operating income, income before income taxes, and net income attributable to owners of parent increased by ¥4,676 million (\$29,243 thousand), ¥1,025 million (\$6,410 thousand), ¥1,246 million (\$7,792 thousand), and ¥980 million (\$6,129 thousand), respectively, and net income per share increased by ¥9.8 (\$0.06).

Furthermore, retained earnings as of April 1, 2024 decreased by ¥2,777 million (\$17,367 thousand), and foreign currency translation adjustments as of April 1, 2024 increased by the same amount, since the cumulative effects were reflected in net assets as of the beginning of the year ended March 31, 2025.

(18) Accounting standards issued but not yet adopted

- "Accounting Standard for Leases" (Accounting Standards Board of Japan ("ASBJ") Statement No. 34, issued on September 13, 2024);
- "Implementation Guidance on Accounting Standard for Leases" (ASBJ Guidance No. 33, issued on September 13, 2024); and other pronouncements

(a) Overview

As part of efforts to make Japanese accounting standards aligned with international ones, the ASBJ made deliberations on the basis of international accounting standards to develop an accounting standard for leases under which assets and liabilities are recognized for all leases by lessees and consequently issued the above accounting standard for leases and other pronouncements. While the accounting standard and other pronouncements were developed on the basis of a single accounting model under IFRS 16 as basic policy, they are simple and useful because they incorporated only major provisions of IFRS 16 instead of all the provisions. They were also designed so that no adjustments are generally required for non-consolidated financial statements even if they are prepared in accordance with the provisions under IFRS 16.

For lessees' accounting for lease expenses, the accounting standard provides a single accounting model that requires lessees to depreciate a right-of-use asset and recognize interest expense on a lease liability for all leases, regardless of whether the lease is a finance lease or an operating lease as is the case in IFRS 16.

(b) Scheduled date of adoption

The Company and its domestic consolidated subsidiaries expect to adopt the standard and other pronouncements at the beginning of the year ending March 31, 2028.

(c) Effects of adopting the standard and other pronouncements

The Company is currently evaluating the effects of adopting the standard and other pronouncements on its consolidated financial statements.

3 Cash flow information

Cash and cash equivalents in the consolidated statements of cash flows for the years ended March 31, 2025 and 2026 are reconciled to cash on hand and at banks in the consolidated balance sheets as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Cash on hand and at banks	¥ 257,471	¥ 261,784	\$ 1,637,173
Time deposits with maturities of more than 3 months	(218,089)	(226,097)	(1,413,990)
Cash and cash equivalents	¥ 39,382	¥ 35,687	\$ 223,183

4 Financial instruments

(1) Outline of financial instruments

(a) Policy for financial instruments

The Group manages their funds only using short-term deposits, short-term loans receivable from group companies (cash management system), and other equivalent instruments and raises funds primarily through short-term loans from group companies (cash management system). Derivative transactions are not used for speculative purposes, but to hedge the market risk of fluctuations in foreign currency exchange rates associated with monetary receivables and payables denominated in foreign currencies.

(b) Details of financial instruments and related risks

Notes and accounts receivable - trade are exposed to customer credit risk. Investment securities are exposed to market price fluctuation risk.

Notes and accounts payable - trade are due within one year. Short-term loans are primarily comprised of short-term loans from group companies (cash management system). Lease liabilities under finance leases are mainly for the purpose of financing for capital investments.

Derivative transactions consist of foreign exchange forward contracts for the purpose of hedging foreign currency exchange risk associated with trade receivables and payables denominated in foreign currencies. Information about hedge accounting is as stated in the note "2. Summary of significant accounting policies, (7) Derivative financial instruments."

(c) Risk management for financial instruments

a. Credit risk management (customers' default risk)

The Company manages its credit risk associated with trade receivables by monitoring due dates and outstanding balances for each customer and monitoring the creditworthiness of its main customers semiannually in accordance with internal regulations. In addition, the Company is making efforts to identify and mitigate risks of bad debts from customers who are having financial difficulties. The Company's consolidated subsidiaries manage their risk in line with the Company's internal regulations.

The Group enters into derivative contracts only with highly rated financial institutions in order to reduce the risk of counterparty default.

b. Market risk management (risk of fluctuations in foreign currency exchange rates and market prices)

The Company and some of its consolidated subsidiaries enter into foreign exchange forward contracts to hedge the foreign currency exchange risk on trade receivables and payables denominated in foreign currencies.

Investment securities are managed by monitoring market values and the financial position of issuers, customers and suppliers, on a regular basis.

Each derivative transaction is conducted by the department requiring the transaction in accordance with the Company's internal regulations. The department confirms the contract and reconciles the balances as well as reports them to the general manager of the accounting department. Some of the Company's consolidated subsidiaries manage their risk in line with the Company's internal regulations.

c. Liquidity risk management and fundraising (risk that the Group may not be able to meet its contractual obligations on due dates)

The accounting department of the Company prepares short-term and long-term financing plans on a timely basis based on reports from departments and holds an adequate volume of liquid assets to manage liquidity risk. The Company's consolidated subsidiaries use a cash management system for efficient fund management in order to manage their liquidity risk.

(d) Supplementary explanation for fair values of financial instruments

Since various assumptions and factors are reflected in estimating the fair value, different assumptions and factors could result in different fair value. The contract amounts of derivative transactions in the note "6. Derivative financial instruments" are not necessarily indicative of the market risk involved in derivative transactions.

(e) Concentration of credit risk

As of March 31, 2026, 38.0% of total trade receivables are from the Group's major customers.

(2) Fair values of financial instruments

The carrying amounts of financial instruments on the consolidated balance sheets as of March 31, 2025 and 2026 and their fair values are shown in the following table. The following table does not include nonmarketable equity securities (see (b) below).

2025				Millions of yen
	Carrying amount	Fair value	Unrealized gain (loss)	
(1) Investments in unconsolidated subsidiaries and affiliates	¥ 3,340	¥ 2,164	¥ (1,176)	
(2) Investment securities: Available-for-sale securities	29,705	29,705	—	
Assets total	¥ 33,045	¥ 31,869	¥ (1,176)	
(1) Lease liabilities (*1)	¥ 2,961	¥ 2,695	¥ (266)	
Liabilities total	¥ 2,961	¥ 2,695	¥ (266)	
Derivative transactions (*2)	¥ (3)	¥ (3)	¥ —	

2026				Millions of yen
	Carrying amount	Fair value	Unrealized gain (loss)	
(1) Investments in unconsolidated subsidiaries and affiliates	¥ 3,559	¥ 2,167	¥ (1,392)	
(2) Investment securities: Available-for-sale securities	36,793	36,793	—	
Assets total	¥ 40,352	¥ 38,960	¥ (1,392)	
(1) Lease liabilities (*1)	¥ 2,799	¥ 2,464	¥ (335)	
Liabilities total	¥ 2,799	¥ 2,464	¥ (335)	
Derivative transactions (*2)	¥ 46	¥ 46	¥ —	

2026				Thousands of U.S. dollars
	Carrying amount	Fair value	Unrealized gain (loss)	
(1) Investments in unconsolidated subsidiaries and affiliates	\$ 22,258	\$ 13,552	\$ (8,706)	
(2) Investment securities: Available-for-sale securities	230,100	230,100	—	
Assets total	\$ 252,358	\$ 243,652	\$ (8,706)	
(1) Lease liabilities (*1)	\$ 17,505	\$ 15,410	\$ (2,095)	
Liabilities total	\$ 17,505	\$ 15,410	\$ (2,095)	
Derivative transactions (*2)	\$ 288	\$ 288	\$ —	

(*1) Current portion of lease liabilities is included in (1) Lease liabilities.

(*2) The value of assets and liabilities arising from derivative transactions is shown at net value, and the net liability position is shown in parentheses.

Notes:

(a) Since cash on hand and at banks, notes and accounts receivable - trade, notes and accounts payable - trade, and short-term loans are settled in a short period of time, their carrying amount approximates fair value. Accordingly, information about these items is not disclosed.

(b) Carrying amounts of nonmarketable equity securities

	Millions of yen		Thousands of U.S. dollars
	2025	2026	2026
Unlisted equity securities	¥ 529	¥ 529	\$ 3,308
Investments in unconsolidated subsidiaries and affiliates	1,549	1,549	9,687

The above items are excluded from "(1) Investments in unconsolidated subsidiaries and affiliates and (2) Investment securities – Available-for-sale securities."

(c) Maturity analysis for monetary receivables at March 31, 2025 and 2026

2025

Millions of yen				
	Due in 1 year or less	Due after 1 year through 5 years	Due after 5 years through 10 years	Due after 10 years
Cash on hand and at banks	¥ 257,471	¥ —	¥ —	¥ —
Notes and accounts receivable - trade	63,959	—	—	—
Total	¥ 321,430	¥ —	¥ —	¥ —

2026

Millions of yen				
	Due in 1 year or less	Due after 1 year through 5 years	Due after 5 years through 10 years	Due after 10 years
Cash on hand and at banks	¥ 261,784	¥ —	¥ —	¥ —
Notes and accounts receivable - trade	63,314	—	—	—
Total	¥ 325,098	¥ —	¥ —	¥ —

2026

Thousands of U.S. dollars				
	Due in 1 year or less	Due after 1 year through 5 years	Due after 5 years through 10 years	Due after 10 years
Cash on hand and at banks	\$ 1,637,173	\$ —	\$ —	\$ —
Notes and accounts receivable - trade	395,960	—	—	—
Total	\$ 2,033,133	\$ —	\$ —	\$ —

(d) Annual maturities of lease liabilities

See the note “9. Short-term loans and lease liabilities.”

(3) Fair values of financial instruments by level

The fair values of financial instruments are categorized into the following three levels depending on the observability and the significance of inputs used in the fair value measurements.

Level 1 Fair Values: Of observable inputs used in fair value measurement, fair values measured at quoted prices in active markets for identical assets or liabilities

Level 2 Fair Values: Of observable inputs used in fair value measurement, fair values measured using inputs other than Level 1 inputs

Level 3 Fair Values: Fair values measured using unobservable inputs

When using more than one input that is significant to fair value measurement, the Group categorizes the fair value on the basis of the lowest priority level input.

(a) Financial instruments measured at fair value in the consolidated balance sheet

2025

Millions of yen				
	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities:				
Available-for-sale securities	¥ 29,705	¥ —	¥ —	¥ 29,705
Derivative transactions	—	(3)	—	(3)

2026

Millions of yen				
	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities:				
Available-for-sale securities	¥ 36,793	¥ —	¥ —	¥ 36,793
Derivative transactions	—	46	—	46

2026

Thousands of U.S. dollars

	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities: Available-for-sale securities	\$ 230,100	\$ —	\$ —	\$ 230,100
Derivative transactions	—	288	—	288

(b) Financial instruments not measured at fair value in the consolidated balance sheet

2025

Millions of yen

	Fair value			
	Level 1	Level 2	Level 3	Total
Investments in unconsolidated subsidiaries and affiliates	¥ 2,164	¥ —	¥ —	¥ 2,164
Assets total	¥ 2,164	¥ —	¥ —	¥ 2,164
Lease liabilities	¥ —	¥ 2,695	¥ —	¥ 2,695
Liabilities total	¥ —	¥ 2,695	¥ —	¥ 2,695

2026

Millions of yen

	Fair value			
	Level 1	Level 2	Level 3	Total
Investments in unconsolidated subsidiaries and affiliates	¥ 2,167	¥ —	¥ —	¥ 2,167
Assets total	¥ 2,167	¥ —	¥ —	¥ 2,167
Lease liabilities	¥ —	¥ 2,464	¥ —	¥ 2,464
Liabilities total	¥ —	¥ 2,464	¥ —	¥ 2,464

2026

Thousands of U.S. dollars

	Fair value			
	Level 1	Level 2	Level 3	Total
Investments in unconsolidated subsidiaries and affiliates	\$ 13,552	\$ —	\$ —	\$ 13,552
Assets total	\$ 13,552	\$ —	\$ —	\$ 13,552
Lease liabilities	\$ —	\$ 15,410	\$ —	\$ 15,410
Liabilities total	\$ —	\$ 15,410	\$ —	\$ 15,410

Note: Valuation techniques used to measure fair value and inputs used in fair value measurement

Investment securities and Investments in unconsolidated subsidiaries and affiliates

The fair values of listed equity securities are estimated based on quoted market prices for the securities. Listed equity securities are traded in active markets, and therefore the fair values are categorized within Level 1 Fair Values.

Derivative transactions

The fair values of foreign exchange forward contracts are measured using observable inputs such as foreign currency exchange rates and are categorized within Level 2 Fair Values.

Lease liabilities

The fair values of lease liabilities are measured by the Discounted Cash Flow Method using interest rates adjusted for the remaining lease term and the credit risk and are categorized within Level 2 Fair Values.

(1) Information about available-for-sale securities

2025

	Millions of yen		
	Carrying amount	Acquisition cost	Difference
Securities whose carrying amount exceeds their acquisition cost: Equity securities	¥ 29,626	¥ 10,530	¥ 19,096
Securities whose carrying amount does not exceed their acquisition cost: Equity securities	79	98	(19)
	¥ 29,705	¥ 10,628	¥ 19,077

2026

	Millions of yen		
	Carrying amount	Acquisition cost	Difference
Securities whose carrying amount exceeds their acquisition cost: Equity securities	¥ 36,730	¥ 10,243	¥ 26,487
Securities whose carrying amount does not exceed their acquisition cost: Equity securities	63	79	(16)
	¥ 36,793	¥ 10,322	¥ 26,471

2026

	Thousands of U.S. dollars		
	Carrying amount	Acquisition cost	Difference
Securities whose carrying amount exceeds their acquisition cost: Equity securities	\$ 229,706	\$ 64,059	\$ 165,647
Securities whose carrying amount does not exceed their acquisition cost: Equity securities	394	494	(100)
	\$ 230,100	\$ 64,553	\$ 165,547

Note: Unlisted equity securities (carrying amount as of March 31, 2025 and 2026 was ¥529 million and ¥529 million (\$3,308 thousand), respectively) are not included in the above table because they do not have a quoted market price.

(2) Sales of available-for-sale securities and the aggregate gain and loss

2025

	Millions of yen		
	Sales proceeds	Aggregate gain	Aggregate loss
Equity securities	¥ 1,044	¥ 513	¥ 0

2026

	Millions of yen		
	Sales proceeds	Aggregate gain	Aggregate loss
Equity securities	¥ 871	¥ 538	¥ 4

2026

	Thousands of U.S. dollars		
	Sales proceeds	Aggregate gain	Aggregate loss
Equity securities	\$ 5,447	\$ 3,365	\$ 25

(3) Write-down of investments in unconsolidated subsidiaries and affiliates and investment securities

During the year ended March 31, 2025, the Group recognized losses on write-down of investment securities of ¥0 million for available-for-sale securities and ¥381 million for investments in unconsolidated subsidiaries and affiliates. There is no applicable information to be disclosed for the year ended March 31, 2026.

The Group recognizes losses on write-down of investments in unconsolidated subsidiaries and affiliates and investment securities based on the following criteria:

- (a) For marketable securities, when the year-end fair values decline by 50% or more compared to their acquisition costs, such securities are written down to the fair values. When the fair values decline by 30% to 50% compared to their acquisition costs, the Group, for an individual stock, comprehends gaps between its fair values and carrying amount on the basis of its market price trend and comprehensively assesses financial ratios and other factors in the financial statements published by the issuer and then writes down unrecoverable securities to their fair values.
- (b) For nonmarketable securities, when the values significantly decline due to the deteriorated financial position of the issuer or other factors, the Group recognizes an impairment loss for the amount it considers necessary taking into consideration their recoverability and other factors.

6

Derivative financial instruments

Summarized below are the contract amounts and the fair values of derivative instruments as of March 31, 2025 and 2026, for which hedge accounting has been applied:

2025

Millions of yen

Transaction type	Major hedged item	Contract amount	Contract amount due over one year	Fair value
Foreign exchange forward contracts: Buying U.S. dollar	Forecast transactions (purchases) denominated in foreign currency	¥ 1,080	¥ —	¥ (3)
Foreign exchange forward contracts: Buying U.S. dollar (Note)	Accounts payable - trade	103	—	—
Total		¥ 1,183	¥ —	¥ (3)

2026

Millions of yen

Transaction type	Major hedged item	Contract amount	Contract amount due over one year	Fair value
Foreign exchange forward contracts: Buying U.S. dollar	Forecast transactions (purchases) denominated in foreign currency	¥ 1,044	¥ 0	¥ 46
Foreign exchange forward contracts: Buying U.S. dollar (Note)	Accounts payable - trade	81	—	—
Total		¥ 1,125	¥ 0	¥ 46

2026

Thousands of U.S. dollars

Transaction type	Major hedged item	Contract amount	Contract amount due over one year	Fair value
Foreign exchange forward contracts: Buying U.S. dollar	Forecast transactions (purchases) denominated in foreign currency	\$ 6,529	\$ 0	\$ 288
Foreign exchange forward contracts: Buying U.S. dollar (Note)	Accounts payable - trade	507	—	—
Total		\$ 7,036	\$ 0	\$ 288

Note: As foreign exchange forward contracts that meet certain criteria are accounted for with accounts payable - trade as hedged items, the fair values of such foreign exchange forward contracts are included in the fair value of the accounts payable - trade.

7 Inventories

Inventories as of March 31, 2025 and 2026 consisted of the following:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Merchandise and finished goods	¥ 18,455	¥ 19,845	\$ 124,109
Work in progress	461	489	3,058
Raw materials and supplies	20,029	24,734	154,684
Total	¥ 38,945	¥ 45,068	\$ 281,851

Valuation losses (reversals) due to declines in profitability included in cost of sales for the years ended March 31, 2025 and 2026 were ¥66 million and ¥(75) million (\$ (469) thousand), respectively.

8 Investment and rental properties

The Company and some of its consolidated subsidiaries own rental properties and idle properties in Tokyo and other areas of Japan. Profit from such rental properties (lease revenue is mainly included in net sales, and lease expenses are mainly included in cost of sales) for the years ended March 31, 2025 and 2026 were ¥296 million and ¥315 million (\$1,970 thousand), respectively.

The carrying amount, net changes during the year and the fair value of such rental properties as of March 31, 2025 and 2026 were as follows:

Millions of yen			
Carrying amount			Fair value
Balance at April 1, 2024	Increase / (Decrease)	Balance at March 31, 2025	March 31, 2025
¥ 2,329	¥ 12	¥ 2,341	¥ 9,416

Millions of yen			
Carrying amount			Fair value
Balance at April 1, 2025	Increase / (Decrease)	Balance at March 31, 2026	March 31, 2026
¥ 2,341	¥ (72)	¥ 2,269	¥ 9,388

Thousands of U.S. dollars			
Carrying amount			Fair value
Balance at April 1, 2025	Increase / (Decrease)	Balance at March 31, 2026	March 31, 2026
\$ 14,640	\$ (450)	\$ 14,190	\$ 58,712

Notes:

- (a) The carrying amount represents the acquisition cost less accumulated depreciation and accumulated impairment.
- (b) The fair value is mainly calculated internally based on the road rating for tax purposes.

The weighted-average interest rates on short-term loans at March 31, 2025 and 2026 were 0.740% and 0.958%, respectively.

Lease liabilities as of March 31, 2025 and 2026 consisted of the following:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Lease liabilities at a weighted-average interest rate of 7.392% for 2025 and 2026	¥ 2,961	¥ 2,799	\$ 17,505
Less: Current portion	(289)	(310)	(1,939)
Lease liabilities	¥ 2,672	¥ 2,489	\$ 15,566

The aggregate annual maturities of lease liabilities as of March 31, 2026 were as follows:

	Millions of yen	Thousands of U.S. dollars
2027	¥ 310	\$ 1,939
2028	308	1,926
2029	297	1,857
2030	295	1,845
2031 and thereafter	1,589	9,938
Total	¥ 2,799	\$ 17,505

The Company and its consolidated subsidiaries have funded and unfunded defined benefit plans covering substantially all employees.

Funded defined benefit pension plans provide lump-sum or pension payments based on the current basic salary and the length of service of employees. Unfunded lump-sum severance payment plans provide lump-sum payments based on points. Certain domestic consolidated subsidiaries apply the simplified method where the amount required for voluntary retirement at the balance sheet date is treated as the retirement benefit obligations in order to calculate their liability for retirement benefits and retirement benefit costs.

The tables below include plans to which the simplified method has been applied.

The changes in retirement benefit obligations for the years ended March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Balance at beginning of year	¥ 39,023	¥ 39,433	\$ 246,610
Service cost	1,783	1,750	10,944
Interest cost	350	359	2,245
Actuarial gains	(67)	(5,859)	(36,641)
Benefits paid	(1,698)	(1,806)	(11,295)
Increase due to inclusion of subsidiary in consolidation	42	—	—
Balance at end of year	¥ 39,433	¥ 33,877	\$ 211,863

The changes in plan assets for the years ended March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Balance at beginning of year	¥ 23,214	¥ 23,687	\$ 148,136
Expected return on plan assets	4	6	38
Actuarial losses	(169)	(3)	(19)
Employer contributions	1,737	1,601	10,013
Benefits paid	(1,099)	(1,242)	(7,768)
Balance at end of year	¥ 23,687	¥ 24,049	\$ 150,400

Reconciliation between retirement benefit obligations and plan assets and the amounts recognized in the consolidated balance sheets was as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Funded retirement benefit obligations	¥ 30,863	¥ 25,773	\$ 161,181
Plan assets	(23,687)	(24,049)	(150,400)
	7,176	1,724	10,781
Unfunded retirement benefit obligations	8,570	8,104	50,682
Net liability for retirement benefits in the consolidated balance sheet	¥ 15,746	¥ 9,828	\$ 61,463
Liability for retirement benefits	¥ 15,808	¥ 9,910	\$ 61,976
Asset for retirement benefits	(62)	(82)	(513)
Net liability for retirement benefits in the consolidated balance sheet	¥ 15,746	¥ 9,828	\$ 61,463

The components of retirement benefit costs for the years ended March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Service cost	¥ 1,783	¥ 1,750	\$ 10,944
Interest cost	350	359	2,245
Expected return on plan assets	(4)	(6)	(38)
Amortization of actuarial losses	337	300	1,876
Retirement benefit costs	¥ 2,466	¥ 2,403	\$ 15,027

The components of adjustments for retirement benefits recognized in other comprehensive income (before income taxes and income tax effects) for the years ended March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Actuarial gains	¥ (236)	¥ (6,157)	\$ (38,505)
Total	¥ (236)	¥ (6,157)	\$ (38,505)

The components of adjustments for retirement benefits recognized in accumulated other comprehensive income (before income taxes and income tax effects) as of March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Unrecognized actuarial gains	¥ (1,676)	¥ (7,833)	\$ (48,987)
Total	¥ (1,676)	¥ (7,833)	\$ (48,987)

The components of plan assets as of March 31, 2025 and 2026 were as follows:

	2025	2026
Cash on hand and at banks	88%	88%
Life insurance general accounts	12	12
Other	0	0
Total	100%	100%

The expected long-term rate of return on plan assets is determined considering the current and expected allocation of plan assets and the current and expected long-term rates of return derived from various assets constituting plan assets.

Assumptions used for the years ended March 31, 2025 and 2026 were as follows:

	2025	2026
Discount rate	1.0–1.6%	2.4–2.6%
Expected long-term rate of return on plan assets	0–1.2%	0–1.8%

*Salary increase index by age determined based on the number of points each job earns is used as an expected salary increase rate.

Net sales include revenue from contracts with customers and other revenue. In addition, net sales are mostly comprised of revenue from contracts with customers, and revenue from other sources is insignificant.

(1) Disaggregated revenue from contracts with customers

Revenue from contracts with customers is disaggregated as in the note “20. Segment information.”

(2) Information to enable users to understand revenue from contracts with customers

Information to enable users to understand revenue from contracts with customers is as stated in the note “2. Summary of significant accounting policies, (14) Basis for recognizing revenue and expenses.”

(3) Relationship between the satisfaction of performance obligations in contracts with customers and cash flows arising from the contracts as well as the amount and timing of revenue expected to be recognized in future periods from existing contracts with customers at March 31, 2025 and 2026

(a) Contract balances

The following table presents the balances of receivables from contracts with customers. There were no contract assets or contract liabilities.

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Receivables from contracts with customers at beginning of year	¥ 65,031	¥ 63,991	\$ 400,194
Receivables from contracts with customers at end of year	63,991	63,336	396,098

Note: Receivables from contracts with customers are comprised of (i) notes and accounts receivable - trade and (ii) accounts receivable from unconsolidated subsidiaries and affiliates, which are included in amounts due from unconsolidated subsidiaries and affiliates in the consolidated balance sheet. Accounts receivable from unconsolidated subsidiaries and affiliates as of March 31, 2025 and 2026 are ¥32 million and ¥22 million (\$138 thousand), respectively.

(b) Transaction price allocated to the remaining performance obligations

The Group does not have any significant transactions with an original expected contract duration of more than one year. All significant consideration from contracts with customers is included in the transaction price.

Research and development expenses for the years ended March 31, 2025 and 2026 were ¥1,778 million and ¥1,776 million (\$11,107 thousand), respectively.

For the years ended March 31, 2025 and 2026, the Company and its consolidated subsidiaries recognized impairment losses on fixed assets for the following groups of assets.

2025

			Millions of yen
Use	Type of assets	Business	2025
Business assets	Buildings and structures	Processed Foods	¥ 9
	Machinery and equipment	Processed Foods, and Frozen and Refrigerated Foods	10
	Other	Other	3
			¥ 22

2026

			Millions of yen	Thousands of U.S. dollars
Use	Type of assets	Business	2026	2026
Business assets	Buildings and structures	Processed Foods and Other	¥ 62	\$ 388
	Machinery and equipment	Processed Foods, Frozen and Refrigerated Foods, and Other	15	94
	Other	Processed Foods and Other	11	69
Corporate assets	Software in progress	—	206	1,288
Idle assets	Buildings and structures	—	1	6
			¥ 295	\$ 1,845

The Company and its consolidated subsidiaries group their business assets by business and idle assets by property. Assets that are not clearly relevant to any specific business are grouped as corporate assets.

The carrying amounts of impaired business assets were reduced to their recoverable amounts due to reduced profitability. The recoverable amounts were based on value in use. Value in use was determined to be the memorandum value because the future cash flows were expected to be negative.

In the year ended March 31, 2026, some software in progress included in corporate assets was not expected to be used in the future because of the restructuring of a project. The recoverable amount of such software in progress was based on value in use, and the carrying amount was reduced to the recoverable amount.

In the year ended March 31, 2026, the carrying amount of an idle asset that was not expected to be used in the future was reduced to its recoverable amount. The recoverable amount was based on net selling value determined to be the memorandum value.

Income taxes applicable to the Company and its domestic consolidated subsidiaries consist of (1) corporation tax, (2) enterprise tax (excluding value added base and capital base) and (3) inhabitants tax which, in the aggregate, resulted in an effective statutory tax rate of approximately 30.6% for the years ended March 31, 2025 and 2026.

The main components of deferred tax assets and liabilities as of March 31, 2025 and 2026 were as follows:

	Millions of yen		Thousands of U.S. dollars
	2025	2026	2026
Deferred tax assets:			
Liability for retirement benefits	¥ 4,999	¥ 3,139	\$ 19,631
Loss on write-down of investments in unconsolidated subsidiaries and affiliates	484	485	3,033
Impairment losses on fixed assets	1,284	1,265	7,911
Accrued bonuses	1,128	1,241	7,761
Lease liabilities	475	389	2,433
Accrued sales promotion expenses	501	464	2,902
Enterprise tax payable	253	325	2,033
Tax loss carryforwards (a)	897	1,390	8,693
Other	2,794	2,562	16,022
Gross deferred tax assets	12,815	11,260	70,419
Valuation allowance for tax loss carryforwards (a)	(884)	(1,346)	(8,418)
Valuation allowance for deductible temporary differences	(2,886)	(2,942)	(18,399)
Less: Total valuation allowance	(3,770)	(4,288)	(26,817)
Total deferred tax assets	9,045	6,972	43,602
Deferred tax liabilities:			
Net unrealized gain on investment securities	(5,787)	(8,115)	(50,750)
Special reserves for deferred gains on fixed assets	(3,063)	(2,939)	(18,380)
Depreciation by overseas consolidated subsidiaries	(3,230)	(3,593)	(22,470)
Valuation differences of subsidiaries' assets in consolidation	(93)	(93)	(582)
Leased assets	(474)	(386)	(2,414)
Other	(905)	(1,093)	(6,836)
Total deferred tax liabilities	(13,552)	(16,219)	(101,432)
Net deferred tax liabilities	¥ (4,507)	¥ (9,247)	\$ (57,830)

Note:

(a) The expiration of tax loss carryforwards, the related valuation allowance and the resulting net deferred tax assets as of March 31, 2025 and 2026 were as follows:

2025							Millions of yen
	Within 1 year	After 1 year through 2 years	After 2 years through 3 years	After 3 years through 4 years	After 4 years through 5 years	After 5 years	Total
Deferred tax assets relating to tax loss carryforwards (*1)	¥ —	¥ —	¥ —	¥ 1	¥ —	¥ 896	¥ 897
Less: Valuation allowance for tax loss carryforwards	—	—	—	—	—	884	884
Net deferred tax assets relating to tax loss carryforwards	—	—	—	1	—	12	(*2) 13

2026

Millions of yen

	Within 1 year	After 1 year through 2 years	After 2 years through 3 years	After 3 years through 4 years	After 4 years through 5 years	After 5 years	Total
Deferred tax assets relating to tax loss carryforwards (*1)	¥ —	¥ —	¥ 1	¥ —	¥ 8	¥ 1,381	¥ 1,390
Less: Valuation allowance for tax loss carryforwards	—	—	—	—	7	1,339	1,346
Net deferred tax assets relating to tax loss carryforwards	—	—	1	—	1	42	(*2) 44

2026

Thousands of U.S. dollars

	Within 1 year	After 1 year through 2 years	After 2 years through 3 years	After 3 years through 4 years	After 4 years through 5 years	After 5 years	Total
Deferred tax assets relating to tax loss carryforwards (*1)	\$ —	\$ —	\$ 6	\$ —	\$ 50	\$ 8,637	\$ 8,693
Less: Valuation allowance for tax loss carryforwards	—	—	—	—	44	8,374	8,418
Net deferred tax assets relating to tax loss carryforwards	—	—	6	—	6	263	(*2) 275

(*1) Deferred tax assets relating to tax loss carryforwards represent the amounts calculated by multiplying the effective statutory tax rate.

(*2) Deferred tax assets of ¥13 million and ¥44 million (\$275 thousand) were recognized in relation to tax loss carryforwards of ¥897 million and ¥1,390 million (\$8,693 thousand) (the amounts calculated by multiplying the effective statutory tax rate) as of March 31, 2025 and 2026, respectively, which are expected to be recoverable based on the estimated future taxable income.

The following table summarizes the main differences between the effective statutory tax rate and the actual effective tax rates reflected in the consolidated statements of income for the years ended March 31, 2025 and 2026.

	2025	2026
Effective statutory tax rate	30.6%	30.6%
Permanently non-deductible expenses, including entertainment expenses	0.1	0.1
Permanently non-taxable income, including dividend income	(0.1)	(0.1)
Per capita inhabitants tax	0.1	0.1
Special deduction for corporation tax	(0.6)	(0.1)
Changes in valuation allowance	0.5	0.4
Lower income tax rates applicable to income in certain foreign countries	(6.8)	(6.6)
Other, net	0.7	0.8
Actual effective tax rate	24.5%	25.2%

15 Net assets

Under the Japanese Companies Act (the "Act"), the entire amount paid for new shares is required to be designated as common stock. However, a company may, by resolution at the board of directors' meeting, designate an amount not exceeding one-half of the price of new shares as additional paid-in capital, which is included in capital surplus.

The Act requires that an amount equal to 10% of dividends must be appropriated as a legal earnings reserve (a component of retained earnings) or as additional paid-in capital (a component of capital surplus), depending on the equity account charged upon payment of such dividends, until the aggregate amount of the legal earnings reserve and additional paid-in capital equals 25% of common stock.

All additional paid-in-capital and legal earnings reserve may be transferred to other capital surplus and retained earnings, respectively, which are potentially available for dividends by resolution passed by the shareholders.

The maximum amount that a company can distribute as dividends is calculated based on the stand-alone financial statements of the company in accordance with Japanese laws and regulations.

At the general meeting of shareholders to be held on June 25, 2026, the Company's shareholders will approve cash dividends amounting to ¥13,635 million (\$85,272 thousand). These cash dividends have not been accrued in the consolidated financial statements as of March 31, 2026 because such appropriations are recognized in the period in which they are approved by the shareholders.

16 Notes to the consolidated statements of changes in net assets

(1) Type and number of shares

	Thousands of shares	
Common stock issued	2025	2026
Balance at beginning and end of year	110,881	110,881

	Thousands of shares	
Treasury stock	2025	2026
Balance at beginning of year	8,754	11,254
Increase due to acquisition resolved by the Board of Directors	2,500	2,284
Increase due to purchase of odd lot shares	0	1
Balance at end of year	11,254	13,539

(2) Dividends

(a) Dividends paid in the year ended March 31, 2026

The following were approved at the Company's general meeting of shareholders held on June 26, 2025:

Dividends on common stock

- a. Total amount of dividends ¥11,961 million (\$74,803 thousand)
- b. Dividend per share ¥120.0 (\$0.75)
- c. Record date March 31, 2025
- d. Effective date June 27, 2025

The following were approved at the Company's Board of Directors' meeting held on October 31, 2025:

Dividends on common stock

- a. Total amount of dividends ¥7,900 million (\$49,406 thousand)
- b. Dividend per share ¥80.0 (\$0.50)
- c. Record date September 30, 2025
- d. Effective date December 5, 2025

(b) Dividends with a record date in the year ended March 31, 2026 but an effective date in the year ending March 31, 2027

The following will be approved at the Company's general meeting of shareholders to be held on June 25, 2026:

Dividends on common stock

- a. Total amount of dividends ¥13,635 million (\$85,272 thousand)
- b. Funds for dividends Retained earnings
- c. Dividend per share ¥140.0 (\$0.88)
- d. Record date March 31, 2026
- e. Effective date June 26, 2026

17

Per share information

The basis of the calculation of per share data was as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Net income attributable to owners of parent	¥ 63,847	¥ 70,189	\$ 438,956
Net income attributable to owners of parent related to common stock	63,847	70,189	438,956

	2025	2026
Weighted-average number of shares of common stock (unit: thousands of shares)	100,361	98,405

Information on diluted net income per share is not disclosed because there were no potentially dilutive shares of common stock outstanding during the years ended March 31, 2025 and 2026.

Cash dividends per share are dividends applicable to the respective years, including dividends to be paid after the end of the year.

As stated in 2. Summary of significant accounting policies, (17) Changes in accounting policies, the revenue and expense accounts of overseas subsidiaries were previously translated into Japanese yen at the exchange rates prevailing at the balance sheet date. In the year ended March 31, 2026, the method was changed to use the average exchange rates during the year, and therefore the information for the year ended March 31, 2025 has been adjusted for the retrospective application to reflect the accounting policy change. As a result, net income per share for the year ended March 31, 2025 increased by ¥9.8 (\$0.06), compared to the unadjusted net income per share.

18

Leases

(1) Finance leases

(a) Finance leases which transfer ownership of leased assets to the lessee

Leased assets include warehouse facilities (buildings and structures, and machinery and equipment) for the Cold-Storage business.

(b) Finance leases which do not transfer ownership of leased assets to the lessee

Leased assets mainly consist of communication devices and office equipment (other).

(2) Operating leases

Future minimum lease payments under non-cancelable operating leases as of March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Due within one year	¥ 25	¥ 474	\$ 2,964
Due after one year	170	3,203	20,032
	¥ 195	¥ 3,677	\$ 22,996

19 Other comprehensive income

(1) Reclassification adjustments on other comprehensive income for the years ended March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Net unrealized gain (loss) on investment securities:			
Gains (losses) arising during the year	¥ (670)	¥ 7,927	\$ 49,575
Reclassification adjustments	(512)	(534)	(3,340)
	(1,182)	7,393	46,235
Net unrealized gain (loss) on hedging instruments:			
Gains (losses) arising during the year	(71)	50	313
	(71)	50	313
Foreign currency translation adjustments:			
Adjustments arising during the year	(901)	13,872	86,754
	(901)	13,872	86,754
Adjustments for retirement benefits:			
Adjustments arising during the year	(101)	5,857	36,629
Reclassification adjustments	337	300	1,876
	236	6,157	38,505
Share of OCI of equity-accounted investee:			
Gains (losses) arising during the year	(43)	124	776
	(43)	124	776
Amount before Income taxes and income tax effects	(1,961)	27,596	172,583
Income taxes and income tax effects	138	(4,286)	(26,804)
Total other comprehensive income (loss), net of tax	¥ (1,823)	¥ 23,310	\$ 145,779

(2) Income taxes and income tax effects on other comprehensive income for the years ended March 31, 2025 and 2026 were as follows:

		Millions of yen	Thousands of U.S. dollars
	2025	2026	2026
Net unrealized gain (loss) on investment securities:			
Amount before income taxes and income tax effect	¥ (1,182)	¥ 7,393	\$ 46,235
Income taxes and income tax effect	202	(2,328)	(14,559)
Amount, net of tax	(980)	5,065	31,676
Net unrealized gain (loss) on hedging instruments:			
Amount before income taxes and income tax effect	(71)	50	313
Income taxes and income tax effect	21	(15)	(94)
Amount, net of tax	(50)	35	219
Foreign currency translation adjustments:			
Amount before income taxes and income tax effect	(901)	13,872	86,754
Income taxes and income tax effect	—	—	—
Amount, net of tax	(901)	13,872	86,754
Adjustments for retirement benefits:			
Amount before income taxes and income tax effect	236	6,157	38,505
Income taxes and income tax effect	(85)	(1,943)	(12,151)
Amount, net of tax	151	4,214	26,354
Share of OCI of equity-accounted investee:			
Amount before income taxes and income tax effect	(43)	124	776
Income taxes and income tax effect	—	—	—
Amount, net of tax	(43)	124	776
Total other comprehensive income (loss)			
Amount before income taxes and income tax effects	(1,961)	27,596	172,583
Income taxes and income tax effects	138	(4,286)	(26,804)
Amount, net of tax	¥ (1,823)	¥ 23,310	\$ 145,779

(1) Description of reportable segments

The reportable segments of the Group are components for each of which discrete financial information is available and whose respective operating results are regularly reviewed by the Company's Board of Directors to make decisions about resources to be allocated among the Group and assess their performance.

The Group has business units by type of product and service, and each business unit plans a comprehensive strategy for its products and services and engages in business activities. "Overseas Instant Noodles" business is composed of overseas subsidiaries, each of which plans a comprehensive strategy for its products and engages in business activities.

Accordingly, the Group consists of segments by type of product and geographical area based on the business units and overseas subsidiaries and has identified six reportable segments: "Seafood," "Overseas Instant Noodles," "Domestic Instant Noodles," "Frozen and Refrigerated Foods," "Processed Foods," and "Cold-Storage."

The "Seafood" purchases, processes and sells seafood. The "Overseas Instant Noodles" manufactures and sells instant noodles overseas. The "Domestic Instant Noodles" manufactures and sells instant noodles in Japan. The "Frozen and Refrigerated Foods" manufactures and sells frozen and chilled foods. The "Processed Foods" manufactures and sells processed foods excluding instant noodles, and frozen and chilled foods. The "Cold-Storage" refrigerates or freezes and stores food in cold storage warehouses.

(2) Basis of measurement of net sales, income or loss and other items for each reportable segment

The accounting policies of each reportable segment are consistent with those described in the note "2. Summary of significant accounting policies." Segment income or loss corresponds to the Group's operating income. Intersegment sales or transfers are determined taking into consideration the market prices and other factors.

In addition, as stated in 2. Summary of significant accounting policies, (17) Changes in accounting policies, in the year ended March 31, 2026, the Company changed to a method of translating the revenue and expense accounts of overseas subsidiaries at the average exchange rates during the year. The information for the year ended March 31, 2025 has been adjusted for the retrospective application.

(3) Information about net sales, income or loss and other items for each reportable segment and disaggregated revenue

2025		Millions of yen									
	Reportable segment							Others (a)	Total	Adjustments (b)	Consolidated (c)
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage	Subtotal				
Net sales:											
Japan	¥ 30,010	¥ —	¥ 103,034	¥ 59,831	¥ 22,151	¥ 25,367	¥ 240,393	¥ 37,400	¥ 277,793	¥ —	¥ 277,793
Americas	—	233,953	—	—	—	—	233,953	—	233,953	—	233,953
Other	324	—	—	—	—	—	324	207	531	—	531
Net sales (d)	¥ 30,334	¥ 233,953	¥ 103,034	¥ 59,831	¥ 22,151	¥ 25,367	¥ 474,670	¥ 37,607	¥ 512,277	¥ —	¥ 512,277
Net sales to outside customers	¥ 30,334	¥ 233,953	¥ 103,034	¥ 59,831	¥ 22,151	¥ 25,367	¥ 474,670	¥ 37,607	¥ 512,277	¥ —	¥ 512,277
Intersegment sales or transfers	1,138	—	100	12	1	1,155	2,406	28	2,434	(2,434)	—
Total	¥ 31,472	¥ 233,953	¥ 103,134	¥ 59,843	¥ 22,152	¥ 26,522	¥ 477,076	¥ 37,635	¥ 514,711	¥ (2,434)	¥ 512,277
Segment income	¥ 855	¥ 55,521	¥ 9,824	¥ 8,045	¥ 28	¥ 2,274	¥ 76,547	¥ 815	¥ 77,362	¥ (848)	¥ 76,514
Segment assets	¥ 20,159	¥ 221,737	¥ 61,095	¥ 32,100	¥ 22,467	¥ 46,377	¥ 403,935	¥ 20,038	¥ 423,973	¥ 171,005	¥ 594,978
Other items:											
Depreciation and amortization	¥ 362	¥ 5,973	¥ 2,971	¥ 1,019	¥ 1,459	¥ 3,588	¥ 15,372	¥ 863	¥ 16,235	¥ 590	¥ 16,825
Amortization of goodwill	—	—	54	—	—	—	54	—	54	—	54
Increase in property, plant and equipment and intangible assets	237	16,217	2,409	5,100	3,477	1,595	29,035	2,741	31,776	2,812	34,588

2026

Millions of yen

	Reportable segment							Others (a)	Total	Adjustments (b)	Consolidated (c)
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage	Subtotal				
Net sales:											
Japan	¥ 32,353	¥ —	¥ 104,424	¥ 61,367	¥ 23,378	¥ 26,319	¥ 247,841	¥ 39,902	¥ 287,743	¥ —	¥ 287,743
Americas	—	248,153	—	—	—	—	248,153	—	248,153	—	248,153
Other	386	—	—	176	—	—	562	178	740	—	740
Net sales (d)	¥ 32,739	¥ 248,153	¥ 104,424	¥ 61,543	¥ 23,378	¥ 26,319	¥ 496,556	¥ 40,080	¥ 536,636	¥ —	¥ 536,636
Net sales to outside customers	¥ 32,739	¥ 248,153	¥ 104,424	¥ 61,543	¥ 23,378	¥ 26,319	¥ 496,556	¥ 40,080	¥ 536,636	¥ —	¥ 536,636
Intersegment sales or transfers	1,108	—	110	11	1	1,161	2,391	48	2,439	(2,439)	—
Total	¥ 33,847	¥ 248,153	¥ 104,534	¥ 61,554	¥ 23,379	¥ 27,480	¥ 498,947	¥ 40,128	¥ 539,075	¥ (2,439)	¥ 536,636
Segment income (loss)	¥ 1,467	¥ 63,607	¥ 10,469	¥ 8,094	¥ (442)	¥ 2,823	¥ 86,018	¥ 944	¥ 86,962	¥ (1,162)	¥ 85,800
Segment assets	¥ 23,672	¥ 254,952	¥ 62,116	¥ 38,565	¥ 22,823	¥ 43,966	¥ 446,094	¥ 19,906	¥ 466,000	¥ 176,878	¥ 642,878
Other items:											
Depreciation and amortization	¥ 349	¥ 6,005	¥ 3,062	¥ 1,659	¥ 1,948	¥ 3,482	¥ 16,505	¥ 1,164	¥ 17,669	¥ 621	¥ 18,290
Amortization of goodwill	—	—	73	—	—	—	73	—	73	—	73
Increase in property, plant and equipment and intangible assets	313	25,579	1,616	9,075	2,728	1,962	41,273	2,379	43,652	3,041	46,693

2026

Thousands of U.S. dollars

	Reportable segment							Others (a)	Total	Adjustments (b)	Consolidated (c)
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage	Subtotal				
Net sales:											
Japan	\$ 202,333	\$ —	\$ 653,058	\$ 383,784	\$ 146,204	\$ 164,597	\$ 1,549,976	\$ 249,543	\$ 1,799,519	\$ —	\$ 1,799,519
Americas	—	1,551,926	—	—	—	—	1,551,926	—	1,551,926	—	1,551,926
Other	2,414	—	—	1,100	—	—	3,514	1,114	4,628	—	4,628
Net sales (d)	\$ 204,747	\$ 1,551,926	\$ 653,058	\$ 384,884	\$ 146,204	\$ 164,597	\$ 3,105,416	\$ 250,657	\$ 3,356,073	\$ —	\$ 3,356,073
Net sales to outside customers	\$ 204,747	\$ 1,551,926	\$ 653,058	\$ 384,884	\$ 146,204	\$ 164,597	\$ 3,105,416	\$ 250,657	\$ 3,356,073	\$ —	\$ 3,356,073
Intersegment sales or transfers	6,929	—	688	69	6	7,261	14,953	300	15,253	(15,253)	—
Total	\$ 211,676	\$ 1,551,926	\$ 653,746	\$ 384,953	\$ 146,210	\$ 171,858	\$ 3,120,369	\$ 250,957	\$ 3,371,326	\$ (15,253)	\$ 3,356,073
Segment income (loss)	\$ 9,174	\$ 397,792	\$ 65,472	\$ 50,619	\$ (2,764)	\$ 17,655	\$ 537,948	\$ 5,905	\$ 543,853	\$ (7,267)	\$ 536,586
Segment assets	\$ 148,043	\$ 1,594,446	\$ 388,468	\$ 241,182	\$ 142,733	\$ 274,959	\$ 2,789,831	\$ 124,490	\$ 2,914,321	\$ 1,106,179	\$ 4,020,500
Other items:											
Depreciation and amortization	\$ 2,183	\$ 37,555	\$ 19,149	\$ 10,375	\$ 12,183	\$ 21,776	\$ 103,221	\$ 7,279	\$ 110,500	\$ 3,884	\$ 114,384
Amortization of goodwill	—	—	457	—	—	—	457	—	457	—	457
Increase in property, plant and equipment and intangible assets	1,957	159,969	10,106	56,754	17,061	12,270	258,117	14,878	272,995	19,018	292,013

Notes:

(a) "Others" represent operating segments that are not included in the reportable segments and include the packed lunches and deli foods business.

(b) The details of "Adjustments" are as follows:

- 1) The adjustments for segment income of ¥(848) million and ¥(1,162) million (\$ (7,267) thousand) for the years ended March 31, 2025 and 2026 include corporate expenses not allocable to each reportable segment of ¥(930) million and ¥(1,125) million (\$ (7,036) thousand), adjustments for inventories of ¥62 million and ¥(41) million (\$ (256) thousand), and other adjustments of ¥20 million and ¥4 million (\$ (25) thousand), respectively. The corporate expenses mainly consist of general and administrative expenses which are not attributable to a specific reportable segment. Other adjustments mainly comprise the offsetting against non-operating transactions.
- 2) The adjustments for segment assets of ¥171,005 million and ¥176,878 million (\$1,106,179 thousand) as of March 31, 2025 and 2026 include corporate assets not allocable to each reportable segment of ¥169,192 million and ¥175,676 million (\$1,098,662 thousand), and other adjustments of ¥1,813 million and ¥1,202 million (\$ (7,517) thousand), respectively. The corporate assets mainly consist of cash on hand and at banks of the Company and assets related to administrative departments. The corporate assets as of March 31, 2025 and 2026 include software in progress for system integration of ¥2,509 million and ¥5,169 million (\$ (32,326) thousand), respectively. After its completion, it will be allocated mainly to the Domestic Instant Noodles, the Frozen and Refrigerated Foods and the Processed Foods. Other adjustments mainly resulted from the application of the equity method.
- 3) The adjustments for depreciation and amortization of ¥590 million and ¥621 million (\$ (3,884) thousand) for the years ended March 31, 2025 and 2026 include corporate expenses not allocable to each reportable segment of ¥551 million and ¥593 million (\$ (3,709) thousand), and other adjustments of ¥39 million and ¥28 million (\$ (175) thousand), respectively. The corporate expenses mainly consist of general and administrative expenses which are not attributable to a specific reportable segment. Other adjustments mainly comprise the depreciation of idle assets recorded in non-operating expenses.
- 4) The adjustments for increase in property, plant, and equipment and intangible assets of ¥2,812 million and ¥3,041 million (\$ (19,018) thousand) for the years ended March 31, 2025 and 2026 consist of corporate assets not allocable to each reportable segment. The increase in the corporate assets during the year ended March 31, 2025 and 2026 includes an increase in software in progress for system integration of ¥2,323 million and ¥2,866 million (\$ (17,924) thousand), respectively. After its completion, it will be allocated mainly to the Domestic Instant Noodles, the Frozen and Refrigerated Foods and the Processed Foods.

(c) Segment income or loss is reconciled with operating income on the consolidated statements of income.

(d) Net sales primarily consist of revenue from contracts with customers, and revenue from other sources is insignificant.

(4) Information by geographical area**(a) Net sales****2025**

Millions of yen

	Japan	Americas (U.S.A)	Others	Total
Net sales	¥ 277,793	¥ 233,953 (¥ 147,059)	¥ 531	¥ 512,277

2026

Millions of yen

	Japan	Americas (U.S.A)	Others	Total
Net sales	¥ 287,743	¥ 248,153 (¥ 150,797)	¥ 740	¥ 536,636

2026

Thousands of U.S. dollars

	Japan	Americas (U.S.A)	Others	Total
Net sales	\$ 1,799,519	\$ 1,551,926 (\$ 943,071)	\$ 4,628	\$ 3,356,073

Notes:

1) Net sales are disaggregated by country or geographical area based on the location of customers.

2) The following are major countries or geographical areas included in "Americas" and "Others":

AmericasU.S.A. and Mexico

Others.....Taiwan and Australia (2026)

(b) Property, plant and equipment

2025

Millions of yen

	Japan	Americas (U.S.A)	Total
Property, plant and equipment	¥ 121,974	¥ 61,625 (¥ 61,617)	¥ 183,599

2026

Millions of yen

	Japan	Americas (U.S.A)	Total
Property, plant and equipment	¥ 126,072	¥ 85,028 (¥ 85,021)	¥ 211,100

2026

Thousands of U.S. dollars

	Japan	Americas (U.S.A)	Total
Property, plant and equipment	\$ 788,443	\$ 531,757 (\$ 531,714)	\$ 1,320,200

(5) Information about major customers

2025

Millions of yen

Name of customer	Net sales	Related reportable segment
MITSUI & CO., LTD.	¥ 129,035	Domestic Instant Noodles and other
Walmart Inc.	51,313	Overseas Instant Noodles

2026

Millions of yen Thousands of U.S. dollars

Name of customer	Net sales		Related reportable segment
MITSUI & CO., LTD.	¥ 132,279	\$ 827,261	Domestic Instant Noodles and other
Walmart Inc.	57,526	359,762	Overseas Instant Noodles

(6) Information about impairment losses on fixed assets for each reportable segment

2025

Millions of yen

	Reportable segment						Others	Adjustments and eliminations	Total
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage			
Impairment losses	¥ —	¥ —	¥ —	¥ 4	¥ 16	¥ —	¥ 2	¥ —	¥ 22

2026

Millions of yen

	Reportable segment						Others	Adjustments and eliminations	Total
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage			
Impairment losses	¥ —	¥ —	¥ 1	¥ 0	¥ 7	¥ —	¥ 81	¥ 206	¥ 295

2026

Thousands of U.S. dollars

	Reportable segment						Others	Adjustments and eliminations	Total
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage			
Impairment losses	\$ —	\$ —	\$ 6	\$ 0	\$ 44	\$ —	\$ 507	\$ 1,288	\$ 1,845

(7) Information about amortization and unamortized balance of goodwill and gain on bargain purchase for each reportable segment

2025

Millions of yen

	Reportable segment						Others	Adjustments and eliminations	Total
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage			
Amortization	¥ —	¥ —	¥ 54	¥ —	¥ —	¥ —	¥ —	¥ —	¥ 54
Unamortized balance at end of year	—	—	671	—	—	—	—	—	671

2026

Millions of yen

	Reportable segment						Others	Adjustments and eliminations	Total
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage			
Amortization	¥ —	¥ —	¥ 73	¥ —	¥ —	¥ —	¥ —	¥ —	¥ 73
Unamortized balance at end of year	—	—	598	—	—	—	—	—	598

2026

Thousands of U.S. dollars

	Reportable segment						Others	Adjustments and eliminations	Total
	Seafood	Overseas Instant Noodles	Domestic Instant Noodles	Frozen and Refrigerated Foods	Processed Foods	Cold-Storage			
Amortization	\$ —	\$ —	\$ 457	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 457
Unamortized balance at end of year	—	—	3,740	—	—	—	—	—	3,740

There is no applicable information to be disclosed about gain on bargain purchase for the years ended March 31, 2025 and 2026.

Acquisition of treasury stock

The Board of Directors of the Company passed a resolution about the acquisition of the Company's own shares at the Board of Directors' meeting held on May 15, 2026 pursuant to the provisions set forth in Article 156 of the Companies Act of Japan, which are applied following the deemed replacement of terms pursuant to the provisions of Article 165, paragraph (3) of the same act, as follows:

(1) Reason for acquisition of own shares

The Company decided to acquire its own shares to implement its capital policy flexibly, taking into consideration comprehensively its business environment, financial positions and other factors in the years ended March 31, 2026 and ending March 31, 2027.

(2) Details of acquisition

(a) Type of shares to be acquired	Common stock
(b) Total number of shares to be acquired	Up to 3,000,000 shares (proportion of the shares to common stock shares outstanding: 3.08%)
(c) Total acquisition price	Up to ¥27,500 million (\$171,982 thousand)
(d) Period during which shares can be acquired	From May 18, 2026 to December 30, 2026
(e) Method of acquisition	Acquisition through a discretionary investment account during regular trading sessions on the Tokyo Stock Exchange



Independent auditor's report

To the Board of Directors of Toyo Suisan Kaisha, Ltd.:

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Toyo Suisan Kaisha, Ltd. ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), which comprise the consolidated balance sheets as at March 31, 2026 and 2025, the consolidated statements of income and comprehensive income, changes in net assets and cash flows for the years then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2026 and 2025, and its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Appropriateness of the Company's judgment as to whether an impairment loss should be recognized on property, plant and equipment used in the packaged cooked rice business within the Processed Foods Segment

The key audit matter	How the matter was addressed in our audit
As described in Note 2 (16), "Significant accounting estimates" to the consolidated financial statements, the Company recognized	The primary procedures we performed to assess whether the Company's judgment with respect to the recognition of an impairment loss on property, plant

property, plant and equipment used in the packaged cooked rice business within the Processed Foods Segment of ¥6,007 million in the consolidated balance sheet for the current fiscal year, which accounted for approximately 0.9% of the total assets in the consolidated balance sheet.

While these assets are depreciated in a systematic manner, they are tested for impairment whenever there is an impairment indicator. The impairment test is performed by comparing the undiscounted future cash flows that are expected to be generated from the asset groups with their carrying amounts. If the recognition of an impairment loss is deemed necessary, the carrying amount is reduced to the recoverable amount, and the resulting decrease in the carrying amount is recognized as an impairment loss.

For the packaged cooked rice business within the Processed Foods Segment, an impairment indicator was identified as the operating profit remained negative for some consecutive years primarily due to stagnant sales quantity and rising production costs such as raw material in recent months, in addition to the initial capital expenditures. Accordingly, the Company made a judgment as to whether an impairment loss should be recognized for the current fiscal year. The undiscounted future cash flows, which were used to make this judgment, were estimated based on the mid-term business plan of the packaged cooked rice business prepared by management. In developing this mid-term business plan, the forecasted growth of the packaged cooked rice market and rice prices in the future were identified as key assumptions. Accordingly, the mid-term business plan involved a high degree of uncertainty and management's judgment thereon had a significant effect on the estimated undiscounted future cash flows.

We, therefore, determined that our assessment of the appropriateness of the Company's judgment as to whether an impairment loss should be recognized on property, plant and equipment used in the packaged cooked rice business within the Processed Foods Segment was of most significance in our audit of the consolidated financial statements for the current fiscal

and equipment used in the packaged cooked rice business within the Processed Foods Segment was appropriate included the following:

(1) Internal control testing

We tested the design and operating effectiveness of certain of the Company's internal controls relevant to the Company's judgment with respect to the recognition of an impairment loss on property, plant and equipment used in the packaged cooked rice business within the Processed Food Segment.

(2) Assessment of the appropriateness of the estimated undiscounted future cash flows expected to be generated from the packaged cooked rice business within the Processed Foods Segment

In order to assess the appropriateness of the key assumptions used for estimating the undiscounted future cash flows, we evaluated the accuracy of the mid-term business plans of the packaged cooked rice business within the Processed Foods Segment that formed the basis for estimating undiscounted future cash flows by comparing the historical mid-term business plans with the actual results. In addition, based on the result of this evaluation, we inquired of management and of personnel responsible for the packaged cooked rice business within the Processed Foods Segment about the basis for the key assumptions utilized for developing the mid-term business plan. In addition, we:

- performed a trend analysis of the forecasted growth of the packaged cooked rice market in the future by comparing them with the previous years' results for each major product group and assessed the consistency with the forecasts published by external analysts;
- performed a trend analysis of the forecasted rice prices by comparing them with the historical trend of rice prices and assessed the appropriateness of the assumptions of the future projections included in the mid-term business plan; and
- evaluated the alternative assumptions used by management in the scenario for estimating the undiscounted future cash flows and their impact, and assessed the appropriateness of management's evaluation of the uncertainty in the estimates.

year, and accordingly, a key audit matter.	
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Other Information

The other information comprises the information included in the ANNUAL REPORT 2026, but does not include the consolidated financial statements, the financial statements, and our auditor's reports thereon. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise

professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with corporate auditors and the board of corporate auditors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Fee-related Information

Fees paid or payable to our firm and to other firms within the same network as our firm for audit and non-audit services provided to the Company and its subsidiaries for the current year are 246 million yen

and 46 million yen, respectively.

Convenience Translation

The U.S. dollar amounts in the accompanying consolidated financial statements with respect to the year ended March 31, 2026 are presented solely for convenience. Our audit also included the translation of yen amounts into U.S. dollar amounts and, in our opinion, such translation has been made on the basis described in Note 1 to the consolidated financial statements.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which are required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Toshiyuki Nishida

Designated Engagement Partner

Certified Public Accountant

Takuo Tanabe

Designated Engagement Partner

Certified Public Accountant

KPMG AZSA LLC

Tokyo Office, Japan

June 19, 2026

CORPORATE DATA

AS OF MARCH 31, 2026

Head Office	13-40, Konan 2-chome, Minato-ku, Tokyo 108-8501, Japan Tel.: +81-3-3458-5111
Date of Establishment	March 25, 1953
Number of Factories	7
Number of Sales Offices	30
Number of Refrigerated Warehouses	16
Number of Subsidiaries and Affiliates	31
Number of Employees (Consolidated)	4,717
Consolidated Net Sales	¥536,636 million
Common Stock	Total Number of Shares Issuable: 427,000,000 shares Total Number of Shares Issued and Outstanding: 110,881,044 shares Paid-in Capital: ¥18,969 million
Number of Shareholders	15,334
Stock Exchange Listing	Tokyo (#2875)
Stock Transfer Agent	Sumitomo Mitsui Trust Bank, Limited, in Tokyo
General Shareholders' Meeting	The General Shareholders' Meeting is usually held before the end of June in Tokyo.

CORPORATE PROFILE

Since its beginnings at Tokyo's Tsukiji Market in 1953, where Toyo Suisan began its business of exporting frozen tuna, the company has grown into a diversified food products manufacturer, currently engaged not only in the business of seafood products, but in cold-storage and food processing businesses as well. We have always striven to generate new value.

We have created many long-selling products such as *Maruchan Yakisoba* fresh noodles, launched in 1975; *Akai Kitsune Udon*, launched in 1978; and *Midori no Tanuki Ten Soba*, launched in 1980. *Maruchan Seimen*, which was launched in 2011, has

received high acclaim for creating new value in bag-type noodles.

In 1972, we established Maruchan, Inc. in Los Angeles, U.S.A. as our local subsidiary and today have four factories in the U.S. that produce instant noodles and a structure to supply North America.

We formulated the slogan "Smiles for All. Everything for a smile." in 2009, in the course of our development. The Toyo Suisan Group remains united in wanting to put a smile on the face of each of our shareholders and stakeholders through providing safe and delicious products and impeccable service.

