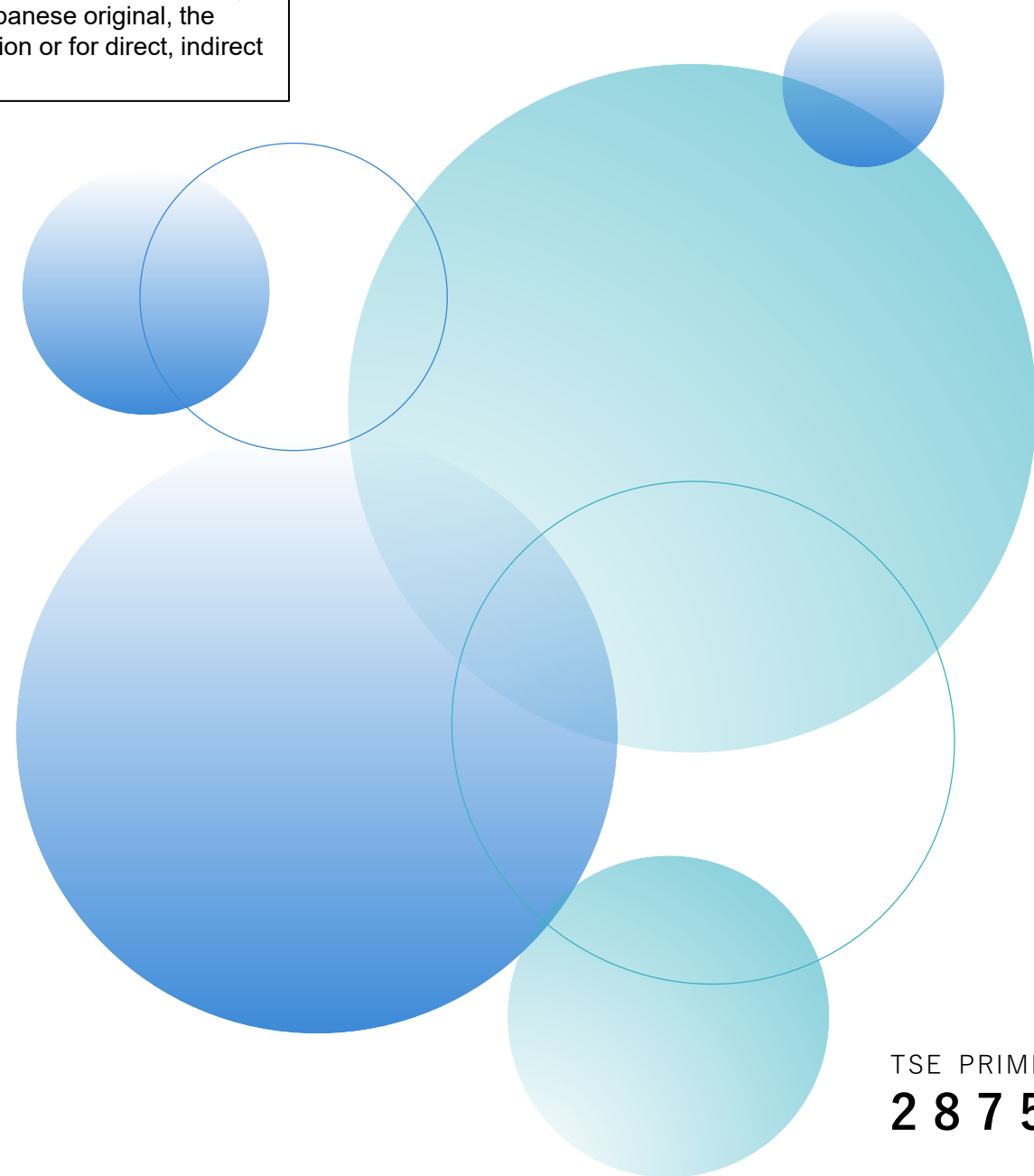


Financial Presentation Materials

for the Fiscal Year Ended
March 31, 2026

May15, 2026

Toyo Suisan Kaisha, Ltd.



Contents	01	Full-Year Consolidated Operating Results for.....	P.3
		the Fiscal Year Ended March 31, 2026	
	02	Full-Year Consolidated Financial Results Forecast for	P.7
		the Fiscal Year Ending March 31, 2027	
	02-1	Domestic Business (Domestic Instant Noodles and	P.12
		Frozen & Refrigerated Foods)	
	02-2	Overseas Instant Noodles	P.22
	03	Progress of the Three-Year Medium-Term Management	P.32
		Plan for the Fiscal Year Ended March 31, 2026 - March	
		31, 2028	
	04	Reference Materials	P.42

01

Full-Year Consolidated Operating Results

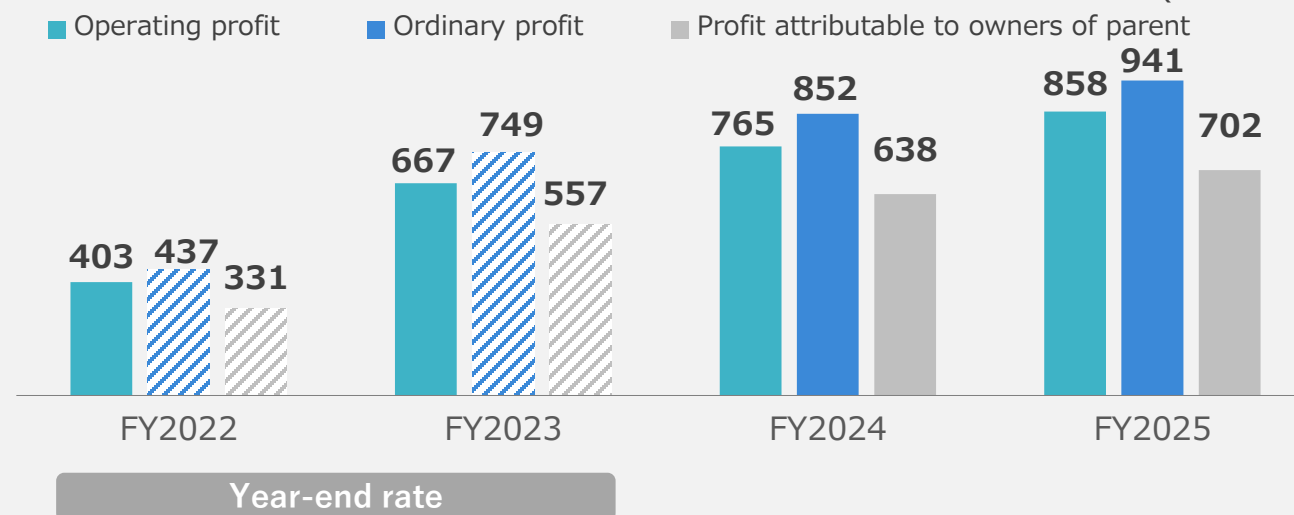
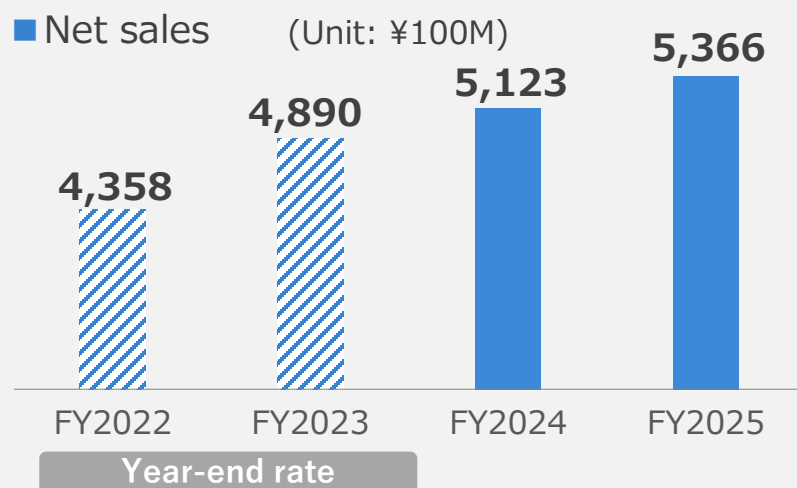
for the Fiscal Year Ended March 31, 2026



FY2025: Overview of Full-Year Consolidated Financial Results TOYO SUISAN

(Unit: ¥100M)	FY2024	FY2025	YoY Change	YoY (%)	October 31 Change vs Plan	October 31 vs Plan (%)
Net sales	5,123	5,366	+243	104.8%	+16	100.3%
Operating profit	765	858	+93	112.1%	+58	107.2%
Operating profit margin	14.9%	16.0%				
Ordinary profit	852	941	+89	110.4%	+66	107.5%
Profit attributable to owners of parent	638	702	+64	109.9%	+42	106.3%
Exchange rate (U.S. dollars/yen)	152.58	150.78				

(Figures for FY2024 have been retroactively converted to yen using the average exchange rate during the year.) (Unit: ¥100M)

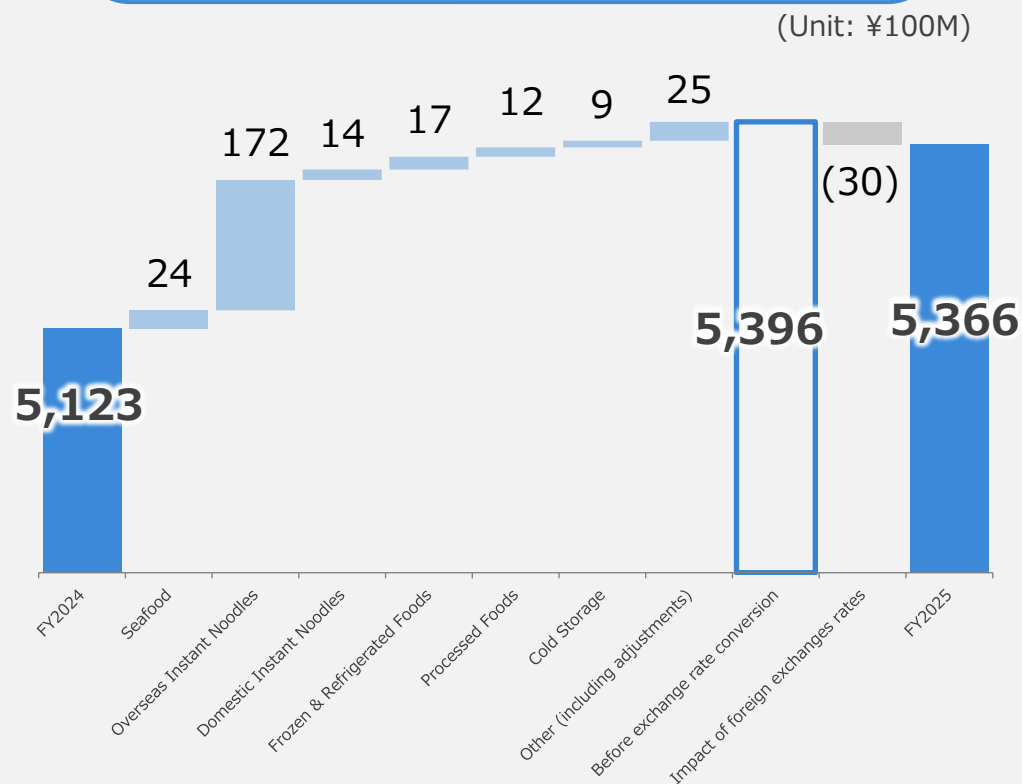


FY2025: Overview of Full-Year Consolidated Financial Results TOYO SUISAN (YoY comparison)

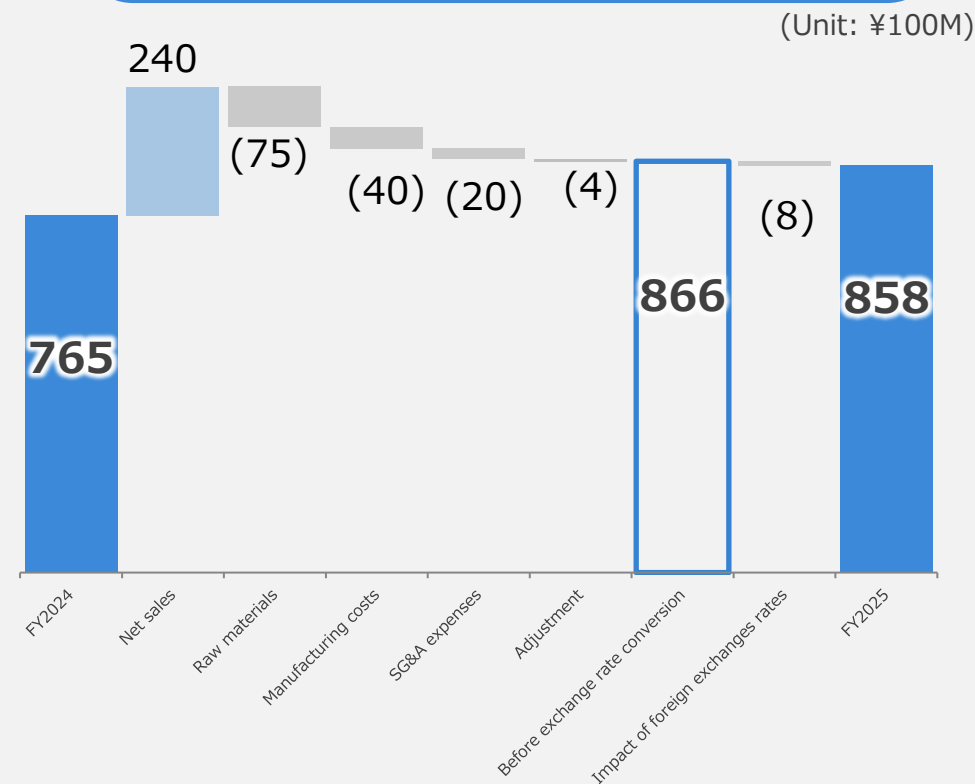
Net Sales ▶ Record-high net sales achieved across all segments, driven by higher volumes, price revisions, and other factors

Operating Profit ▶ Record-high operating profit achieved as higher sales absorbed ongoing cost increases in Japan and overseas

By Segment: Change in Net Sales



Consolidated: Factors Behind Change in Operating Profit



*Average exchange rate (USD/JPY): ¥152.58 at the end of FY2024 and ¥150.78 at the end of FY2025, a ¥1.80 appreciation year-on-year

FY2025: Overview of Net Sales and Operating Profit by Segment

Net sales

(Unit: ¥100M)	FY2024	FY2025	YoY Change
Consolidated net sales	5,123	5,366	+243
■ Seafood	303	327	+24
■ Overseas Instant Noodles (Millions of U.S. dollars)	2,340 1,533	2,482 1,646	+142 +113
■ Domestic Instant Noodles	1,030	1,044	+14
■ Frozen & Refrigerated Foods	598	615	+17
■ Processed Foods	222	234	+12
■ Cold Storage	254	263	+9
■ Other	376	401	+25
(Impact of foreign exchange rates)			(30)

Operating profit

(Unit: ¥100M)	FY2024	FY2025	YoY Change
Consolidated operating profit	765	858	+93
■ Seafood	9	15	+6
■ Overseas Instant Noodles (Millions of U.S. dollars)	555 364	636 422	+81 +58
■ Domestic Instant Noodles	98	105	+7
■ Frozen & Refrigerated Foods	80	81	+1
■ Processed Foods	0	(4)	(4)
■ Cold Storage	23	28	+5
■ Other	8	9	+1
Adjustment	(8)	(12)	(4)
(Impact of foreign exchange rates)			(8)

02

Full-Year Consolidated Financial Results Forecast

for the Fiscal Year Ending March 31, 2027



FY2026: Full-Year Consolidated Financial Results Forecast



(Unit: ¥100M)	FY2025 Actual Results	% of Net Sales	FY2026 Forecast	% of Net Sales	YoY (%)
Net sales	5,366	100.0%	5,600	100.0%	104.4%
Operating profit	858	16.0%	820	14.6%	95.6%
Non-Operating Profit (losses)	83	1.5%	65	1.2%	
Ordinary profit	941	17.5%	885	15.7%	94.1%
Extraordinary income (losses)	2	0.0%	0	0.0%	
Profit before income taxes	943	17.6%	885	15.7%	
Income taxes	(238)	(4.4%)	(227)	(4.0%)	
Profit	705	13.1%	658	11.7%	
Profit attributable to owners of parent	702	13.1%	656	11.7%	93.5%
Dividend per share	¥220		¥220		
Exchange rate (U.S. dollars/yen)	150.78		150.00		
Capital expenditures (payment basis)	463	8.6%	282	5.0%	
Depreciation	183	3.4%	211	3.8%	
FCF (Note 1)	422		585		
EBITDA (Note 2)	1,041	19.4%	1,031	18.4%	

(Note 1) FCF = Profit attributable to owners of parent + depreciation - capital expenditures

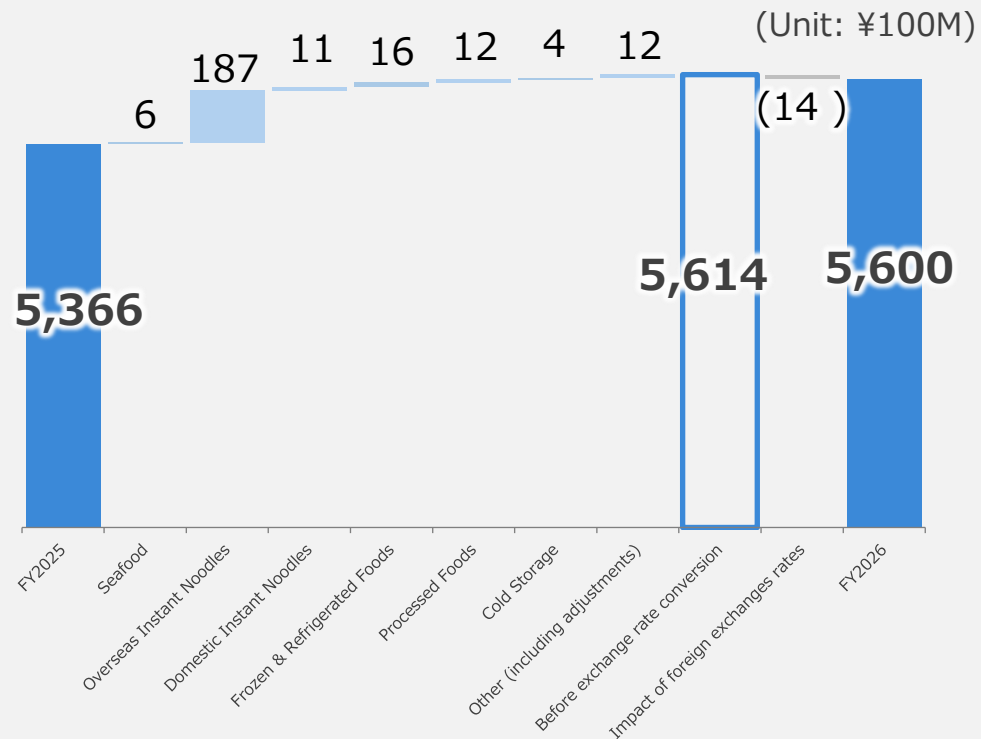
(Note 2) EBITDA = Operating profit + depreciation

FY2026: Overview of Full-Year Consolidated Financial Results Forecast (YoY)

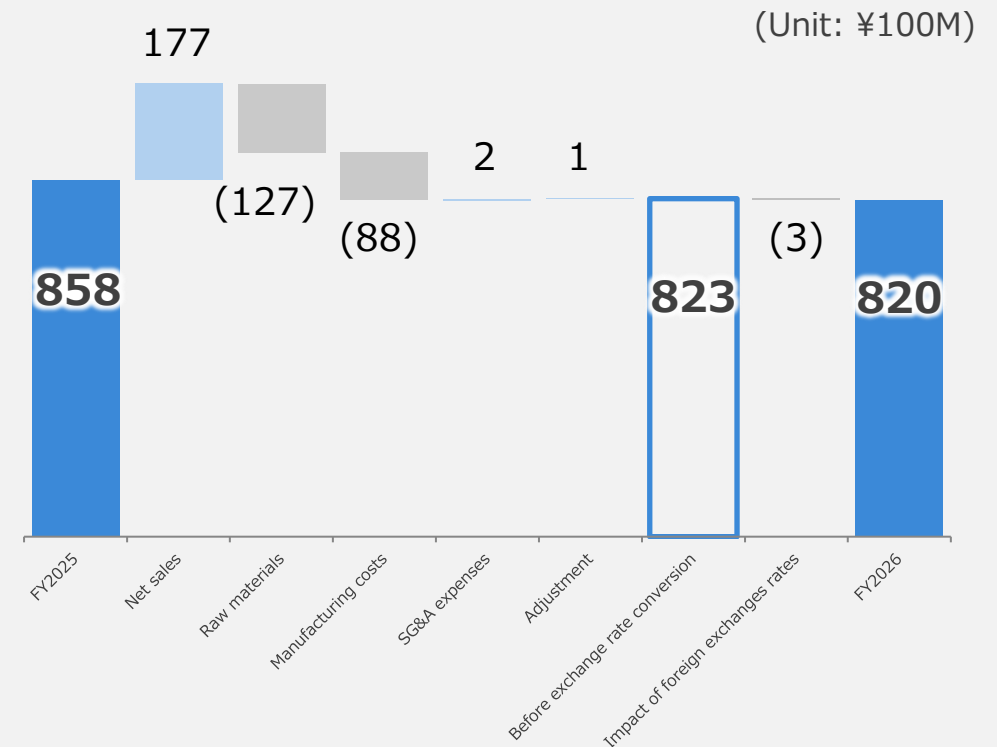
Net sales ▶ Sales are expected to increase across all segments due to a recovery in sales in the overseas instant noodle segment and the effect of price revisions in Japan and overseas.

Operating profit ▶ Profit is expected to decrease due to soaring raw material prices in domestic and overseas operations and higher depreciation expenses associated with the startup of the new plant. The forecast does not factor in the impact of the situation in the Middle East since February 2026.

By Segment: Change in Net Sales



Consolidated: Factors Behind Change in Operating Profit



* Exchange rate (USD/JPY) ¥150. 78 in FY2025 and ¥150. 00 forecast for FY2026

FY2026: Full-Year Net Sales and Operating Profit Forecast by Segment

(Unit: ¥100M)	Net sales		Operating profit	
	FY2026 (Forecast)	YoY Change	FY2026 (Forecast)	YoY Change
T o t a l	5,600	+234	820	(38)
■ Seafood	333	+6	16	+1
■ Overseas Instant Noodles	2,655	+173	590	(46)
(Millions of U.S. dollars)	1,770	+124	393	(29)
■ Domestic Instant Noodles	1,055	+11	106	+1
■ Frozen & Refrigerated Foods	631	+16	72	(9)
■ Processed Foods	246	+12	2	+6
■ Cold Storage	267	+4	30	+2
■ Other	413	+12	14	+5
(Adjustment)	-	-	(10)	+2

Breakdown of first- and second-half results is provided in the reference materials section on pages 54–55.

Profit is expected to increase, supported by solid sales of core salmon, trout, and roe products, along with enhanced sales capabilities and accelerated development of new national-brand products.

We aim to drive sales volume growth by leveraging the startup of the new California plant to strengthen promotions for products in its main price ranges, stimulate demand for higher-priced products such as Yakisoba and Bowl, and expand product offerings targeting new customer segments. Despite volume recovery and the effects of price revisions in Mexico, profit is expected to decline due to paper-cup conversion costs and higher manufacturing expenses associated with the startup of the new plant.

Price revisions are scheduled to be implemented in July. We will strengthen promotional initiatives for its core Japanese-style cup-type noodles series and Maruchan Yakisoba, along with campaigns tied to the 15th anniversary of Maruchan Seimen bag-type noodles. Profit is expected to increase, with higher raw material costs offset by volume growth and price revision effects.

We expect volume growth across the overall yakisoba category through initiatives across three temperature categories, centered on its flagship Three-Meal Package Yakisoba. Despite the positive impact of higher sales, profit is expected to decline due to increased depreciation expenses associated with the startup of the new fresh noodle plant in December 2025.

Sales are expected to increase, supported by enhanced promotional activities, including new product launches for packaged rice products and freeze-dried soups, as well as the effects of rice product price revisions implemented in February 2026. Despite higher raw material costs, profit is expected to increase as depreciation expenses associated with the startup of the new freeze-drying plant normalize.

Sales are expected to increase, supported by solid demand for frozen foods and ice cream products and enhanced sales activities. Despite higher utility costs, profit is expected to increase as appropriate pricing gains further traction.

- Due to heightened tensions in the Middle East since February 2026, the following impacts on costs and procurement may affect earnings forecast for FY2026.
- We will continue to closely monitor the external environment and respond flexibly.

Cost Impact

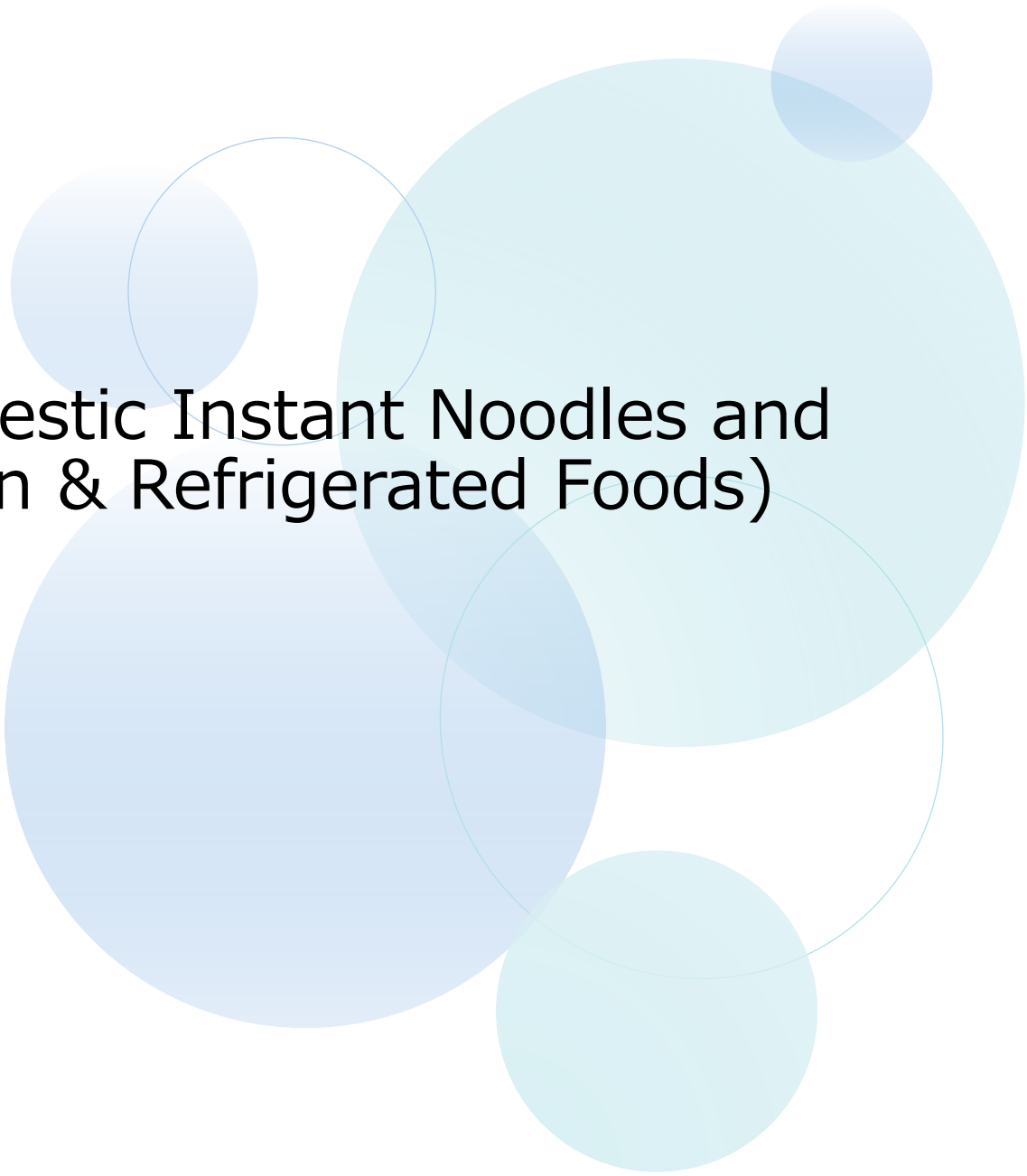
- The estimated impact of cost increases for packaging materials, utilities, logistics, and other items in FY2026 is approximately ¥8–10 billion, assuming such costs continue throughout the fiscal year.
- The impact on 1Q has been limited so far. Full-scale cost increases are expected from 2Q onward.
- Efforts to reduce costs through improved production efficiency and other measures will continue.
Price revisions will be considered for costs that cannot be fully absorbed.
- Not reflected in the full-year forecast at this time.

Impact on raw material procurement

- Packaging materials derived from naphtha are not affecting operations at this time; however, tight supply conditions could constrain procurement of packaging materials.
- We are responding through measures such as supplier diversification and inventory reallocation among plants.

02-1 **Domestic Businesses**

(Domestic Instant Noodles and
Frozen & Refrigerated Foods)



Domestic Instant Noodles Segment: FY2025 Performance Overview

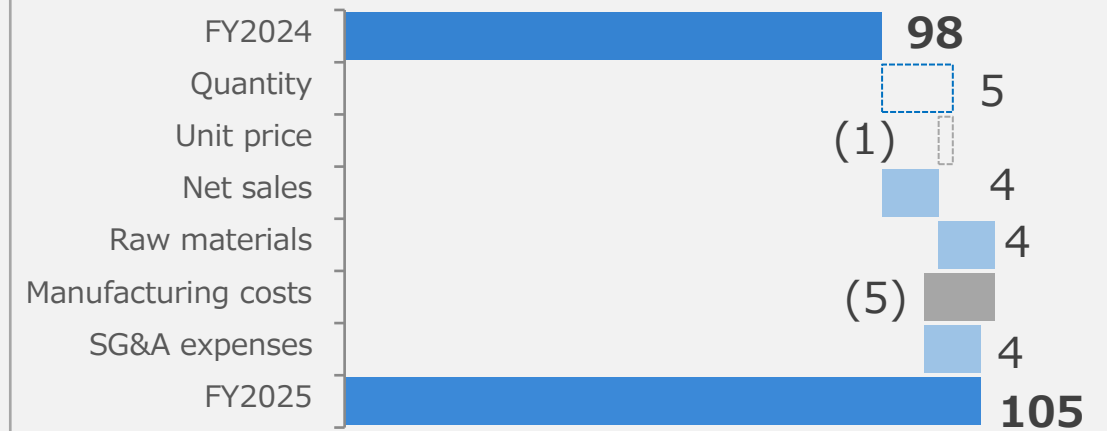
Trends in Net Sales and Operating Profit

(Unit: ¥100M)

(Unit: ¥100M)	1Q	2Q	3Q	4Q	Full-year	YoY Change
Net sales	237	227	338	242	1,044	+14
YoY (%)	106%	97%	102%	101%	101%	-
YoY Change	+14	(7)	+6	+1	+14	-
Operating profit	21	15	50	19	105	+7
YoY Change	0	(3)	+4	+6	+7	-
Operating profit margin	9.0%	6.8%	14.8%	7.4%	10.0%	+0.5%

Factors Behind Changes in Operating Profit

(Unit: ¥100M)



(Sales volume and unit price effects represent a breakdown of changes in net sales.)

	First Half	3Q	4Q	Full-year	October 31 Vs Plan
Net sales	+1	+2	+1	+4	(6)
Raw materials	+1	+1	+2	+4	+3
Manufacturing costs	(4)	0	(1)	(5)	+1
SG&A expenses	(1)	+1	+4	+4	+7
Total	(3)	+4	+6	+7	+5

(Figures in parentheses under manufacturing costs and SG&A expenses indicate the impact of an increase in expenses.)

Higher sales and profit driven by increased sales volumes of flagship brand products

Various initiatives implemented to expand sales of existing core products

We primarily focused on expanding sales of existing products to restore and expand sales volumes.

In addition to strengthening promotional support for established products centered on Akai Kitsune, Midori no Tanuki, Menzukururi and Maruchan Seimen (bag-type noodles), we also strengthened cross-promotional initiatives combining the new standard cup-type noodles product Maruchan Yakisoba with existing cup-type noodles products.

Akai Kitsune regional flavor series across Japan



45th anniversary of Midori no Tanuki



Promotional collaborations with popular anime titles (Akai Kitsune and Midori no Tanuki)



Menzukururi extra noodle campaign



Maruchan Seimen product promotion initiative



Cup-type noodles Maruchan Yakisoba launch



Instant Noodle Market in FY2025 (April~March)

Company unit sales [YoY % / sales mix]

	YOY (%)		Sales Mix	
	Toyo Suisan	Market	FY2025	YOY Change
Instant Noodles Total	101.4%	100.8%	20.5%	+0.1%
Cup-type noodles	101.0%	101.0%	23.3%	+0.0%
Bag-type noodles	102.6%	100.4%	14.8%	+0.3%

Unit sales by brand [YoY %]

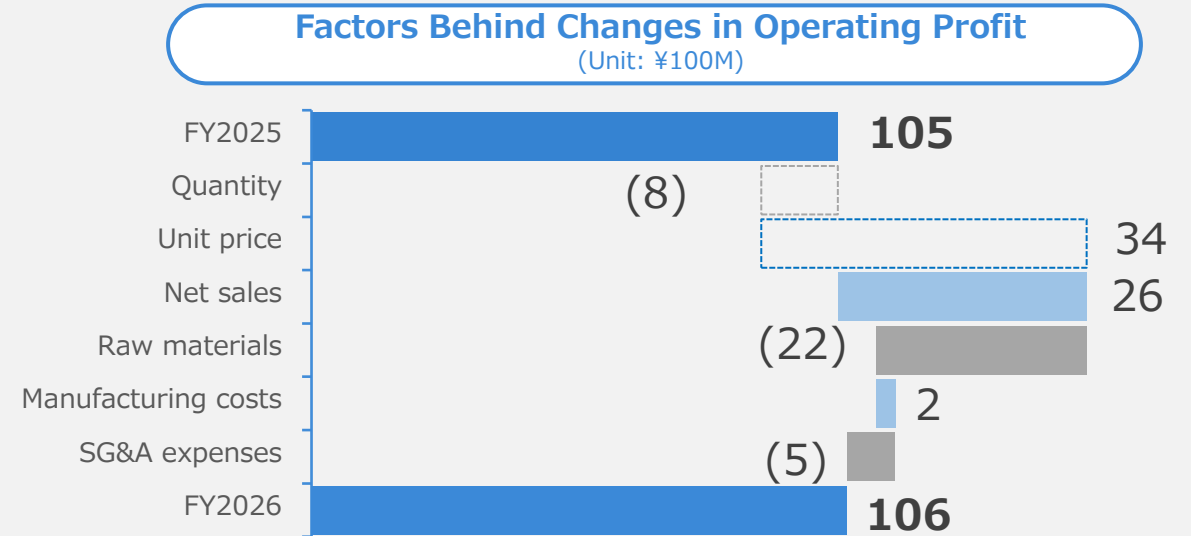
YoY (%)	103.4%	107.2%
YoY (%)	101.0%	105.4%

Intage SRI+ Instant Noodle Market (Nationwide) Estimated Sales Scale, Apr 2025--Mar 2026 (Volume / YoY change / Sales mix)

Generated additional sales through new products alongside strengthened sales of core products.

Domestic Instant Noodles Segment: Full-Year Earnings Forecast for FY2026

(Unit: ¥100M)	FY2025	FY2026	YoY Change
Net sales	1,044	1,055	+11
Bag-type noodles	170	175	+5
Cup-type noodles	874	880	+6
Operating profit	105	106	+1
Operating profit margin	10.0%	10.0%	0%



(Sales volume and unit price effects represent a breakdown of changes in net sales.)

Net sales

- Price revisions will be implemented for deliveries from July onward. Penetration of the new pricing will be promoted while strengthening brand-specific initiatives.
- For cup-type noodles, initiatives to expand sales of Maruchan Yakisoba will be strengthened alongside sales promotion for flagship National Brand (NB) products.
- For bag-type noodles, initiatives tied to the 15th anniversary of Maruchan Seimen will be strengthened. Overall sales volume growth in the bag-type noodle category will be pursued.

Operating profit

- Raw materials: The impact of imported flour price revision is expected to be limited, while palm oil and packaging material costs are expected to rise.
- Manufacturing costs: Expected to decrease, partly due to the normalization of depreciation expenses associated with the Kansai Plant, which began operations in 2016.
- SG&A expenses: Expected to increase due to soaring logistics costs, despite the implementation of more efficient promotional activities.

Strengthen initiatives to drive sales volume growth following the price revision

Domestic instant noodles price revision scheduled for July 2026

Implementation Date: Effective for deliveries from July 1, 2026

Applicable products: Instant cup-type noodles and instant wonton products

*No price revisions will be implemented for bag-type instant noodles and certain instant cup-type noodles.

Price revision rate: 4% to 11% increase in suggested retail prices

*For certain open-price products, shipment prices will be increased by 10%.

Sales promotion through a full product lineup

- Expand a full product lineup to address diverse consumer needs amid changing consumer trends.
- Expand its product lineup across higher- and lower-price ranges, centered on mid-price-range products with broad consumer appeal.

Higher price-range products

Products that offer value commensurate with their price



Mid-price-range products

Products that appeal to a wide range of consumers



Lower price-range products

Value-for-money products



Expand sales volume through a diverse product lineup centered on flagship brands.

Frozen & Refrigerated Foods Segment: FY2025 Performance Overview

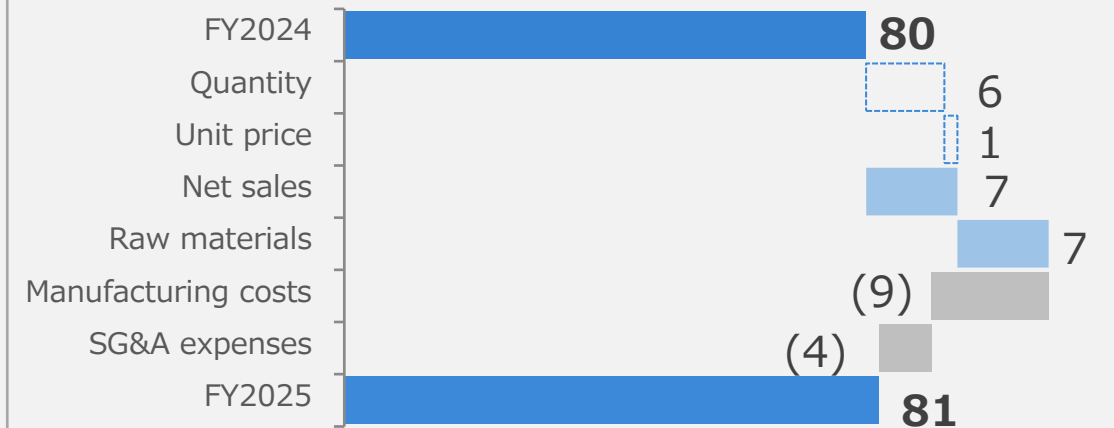
Trends in Net Sales and Operating Profit

(Unit: ¥100M)

(Unit: ¥100M)	1Q	2Q	3Q	4Q	Full-year	YoY Change
Net sales	161	164	147	143	615	+17
YoY (%)	105%	103%	102%	101%	103%	-
YoY Change	+8	+5	+3	+1	+17	-
Operating profit	23	24	19	15	81	+1
YoY Change	+2	+3	(1)	(3)	+1	
Operating profit margin	14.4%	14.9%	12.7%	10.3%	13.2%	+0.3%

Factors Behind Changes in Operating Profit

(Unit: ¥100M)



(Unit price effects and sales volume represent a breakdown of changes in net sales.)

	First Half	3Q	4Q	Full-year	October 31 Vs Plan
Net sales	+5	+1	+1	+7	0
Raw materials	+4	+1	+2	+7	+1
Manufacturing costs	(2)	(2)	(5)	(9)	0
SG&A expenses	(2)	(1)	(1)	(4)	(1)
Total	+5	(1)	(3)	+1	0

(Figures in parentheses under manufacturing costs and SG&A expenses indicate the impact of an increase in expenses.)

Secure sales and profits by strengthening promotions centered on flagship yakisoba products

Strengthen promotional campaigns tied to the product's 50th anniversary

マルちゃん 焼そば

おかげさまで 50th ANNIVERSARY



Yakisoba series ambassador
Taka and Toshi

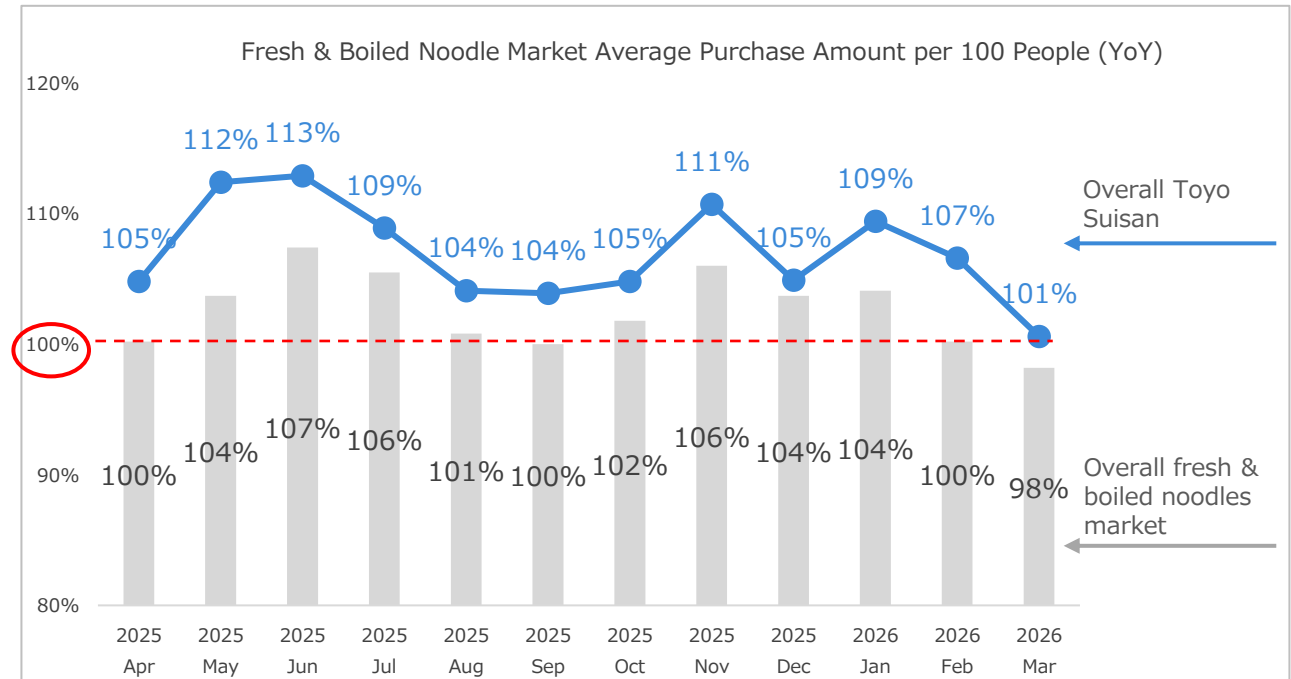


Continue creating consumer touchpoints and driving purchase intent through various initiatives.



Fresh Noodles Market Spending Trends in FY2025 (Apr–Mar)
[Overall Toyo Suisan / Overall Fresh and Boiled Noodle Market]

Intage SCI Fresh & Boiled Noodle Market
Nationwide Apr 2025–Mar 2026
Average Purchase Amount (Value, YoY)



In the market, sales of our fresh noodles remained strong throughout the year on a value basis.

In addition to yakisoba, expand sales of udon, ramen, and other products to support overall sales growth.

Frozen & Refrigerated Foods Segment: Full-Year Earnings Forecast for FY2026

(Unit: ¥100M)	FY2025	FY2026	YoY Change
Net sales	615	631	+16
Operating profit	81	72	(9)
Operating profit margin	13.2%	11.4%	(1.8%)

Factors Behind Changes in Operating Profit

(Unit: ¥100M)



(Sales volume and unit price effects represent a breakdown of changes in net sales.)

Net sales

- Promote product development that leads to more effective sales, centered on the mainstay Maruchan Yakisoba Three-Meal Package.
- Leverage increased supply capacity from the new plant to strengthen initiatives addressing demand driven by extreme heat and time-saving meal needs.
- Expect increased sales driven by the penetration of revised pricing in the frozen foods business and an expanded frozen noodles lineup.

Operating profit

- Raw materials: Although prices for packaging materials and seasonings increased, the impact of the imported wheat flour price revision was limited.
- Manufacturing expenses: Factoring in increased depreciation associated with the commencement of operations at the new plant in December 2025.
- SG&A expenses: Continuing impact from rising logistics costs. Advertising expenses: Expected to be generally in line with the previous fiscal year.

Frozen and Refrigerated Foods Segment: Initiatives for FY2026

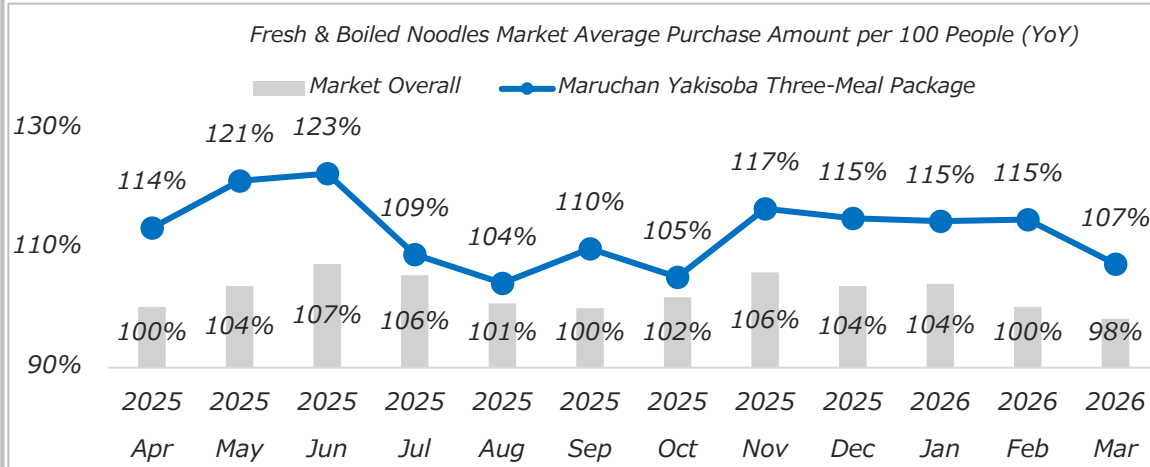
Strengthen sales of chilled noodles centered on the Maruchan Yakisoba series

Continue expanding sales of Maruchan Yakisoba, which continues to see growing consumer purchases



マルちゃん 焼そば

Purchase opportunities for yakisoba are expanding due to growing value-consciousness among consumers and increased demand for rice substitutes. We will continue focusing on sales expansion.



Intage SCI Fresh and Boiled Noodles Market (Nationwide): Average Purchase Size (Value, YoY), April 2025–March 2026

Strengthen sales of products designed to address increasingly severe extreme heat



Expanded fresh ramen production lines at the new chilled noodles plant. We are strengthening our supply system to meet growing demand.



Demand is increasing for noodles that only need to be loosened with water, offering convenience and ease of preparation during periods of extreme heat.



Tsuruyaka Brand Average Purchase Amount per 100 People (YoY)

<March 2025–August 2025>

108%

<New Products for 2026>

Intage SCI Fresh and Boiled Noodles Market (Nationwide), March–August 2024 and March–August 2025
Tsuruyaka Brand Average Purchase Size (Value, YoY)

Increase purchase frequency by responding to growing consumer value-consciousness, extreme heat, and demand for quick and convenient meal options.

Strengthen Cross-Category Promotions

“Instant Noodles, Packaged Rice, Freeze-Dried Soups, and Chilled Noodles”

Implement cross-category consumer campaigns

<Campaign Period: April 1, 2026 – June 30, 2026>

Through collaboration campaigns with content popular among a wide range of generations, from children to adults, we aim to create purchase opportunities and attract new users in addition to existing customers.



Strengthen the sales of the yakisoba category through cross-category initiatives spanning instant, chilled, and frozen noodles



Promote sales initiatives that position Maruchan as the top choice for yakisoba among consumers.

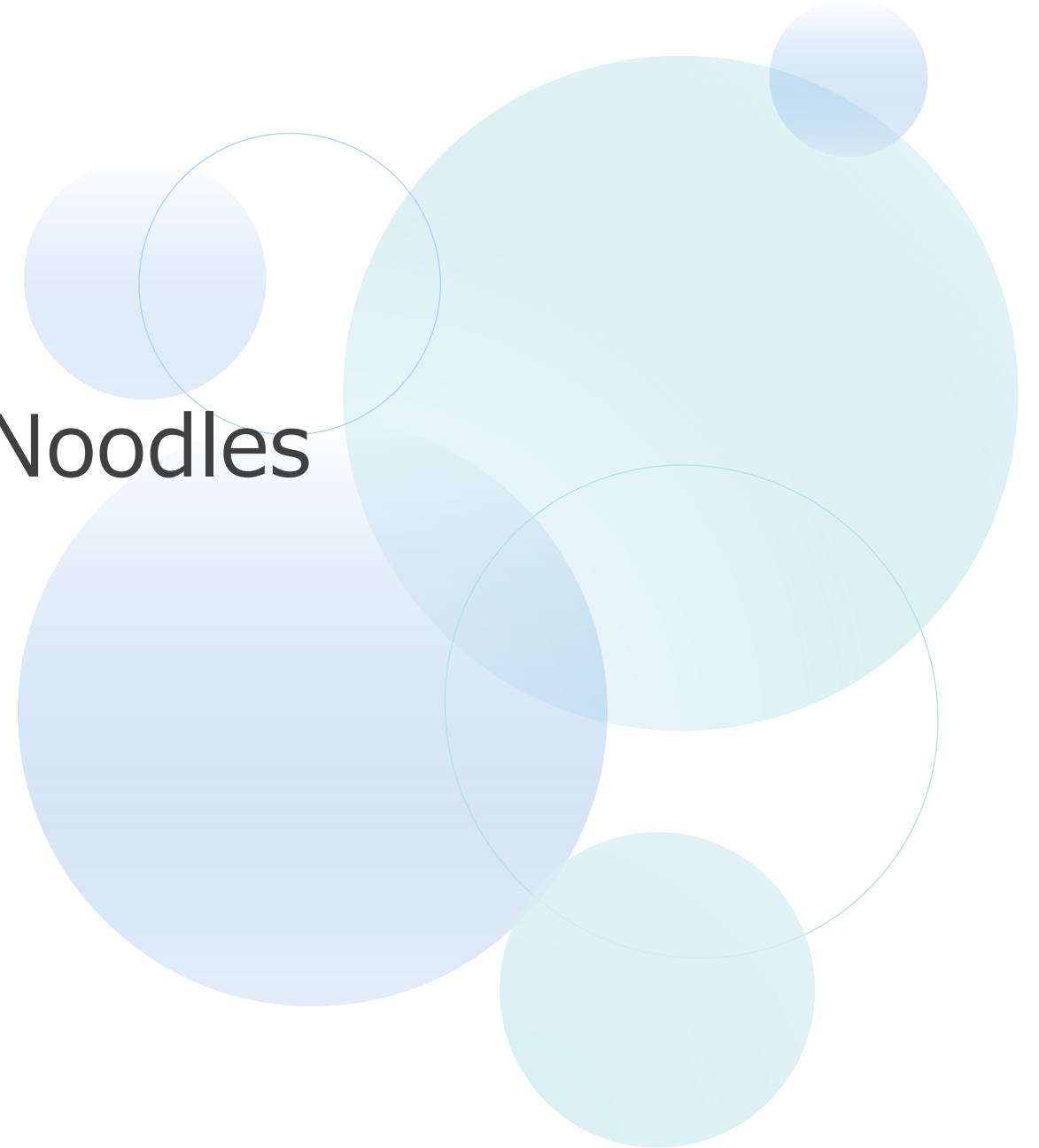


In FY2026, we will continue engaging in a variety of communication initiatives through yakisoba products.

August 8 is Maruchan Yakisoba Day “Yakisoba? It’s Maruchan!” 2025
< August 7 (Thu.)–8 (Fri.), 2025 at Tokyo Venue>

Increase consumer touchpoints and create more purchase opportunities.

02-2 Overseas Instant Noodles



Overseas Instant Noodles Segment: FY2025 Performance Overview

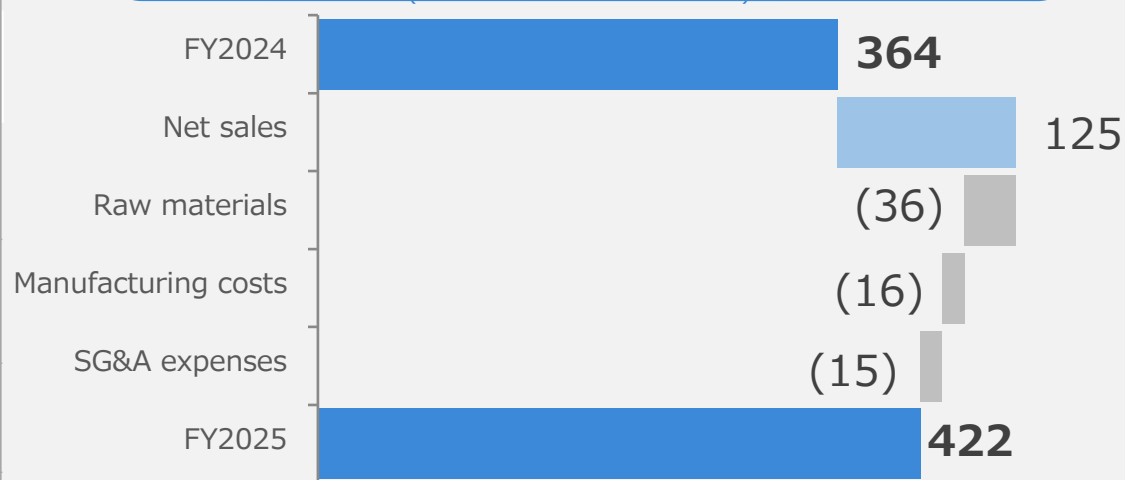
Trends in Net Sales and Operating Profit

(Unit: ¥100M)

(Unit: ¥100M)	1Q	2Q	3Q	4Q	Full-year	YoY Change
Net sales	557	601	653	671	2,482	+142
(Millions of U.S. dollars)	385	408	425	428	1,646	+113
YoY (%)	103%	102%	112%	113%	107%	-
YoY Change	+10	+9	+46	+48	+113	-
Operating profit	127	162	168	179	636	+81
(Millions of U.S. dollars)	88	110	109	115	422	+58
YoY Change	(4)	+10	+20	+32	+58	
Operating profit margin	22.9%	26.9%	25.8%	26.7%	25.6%	+1.9%

Factors Behind Changes in Operating Profit

(Unit: Millions of U.S. dollars)

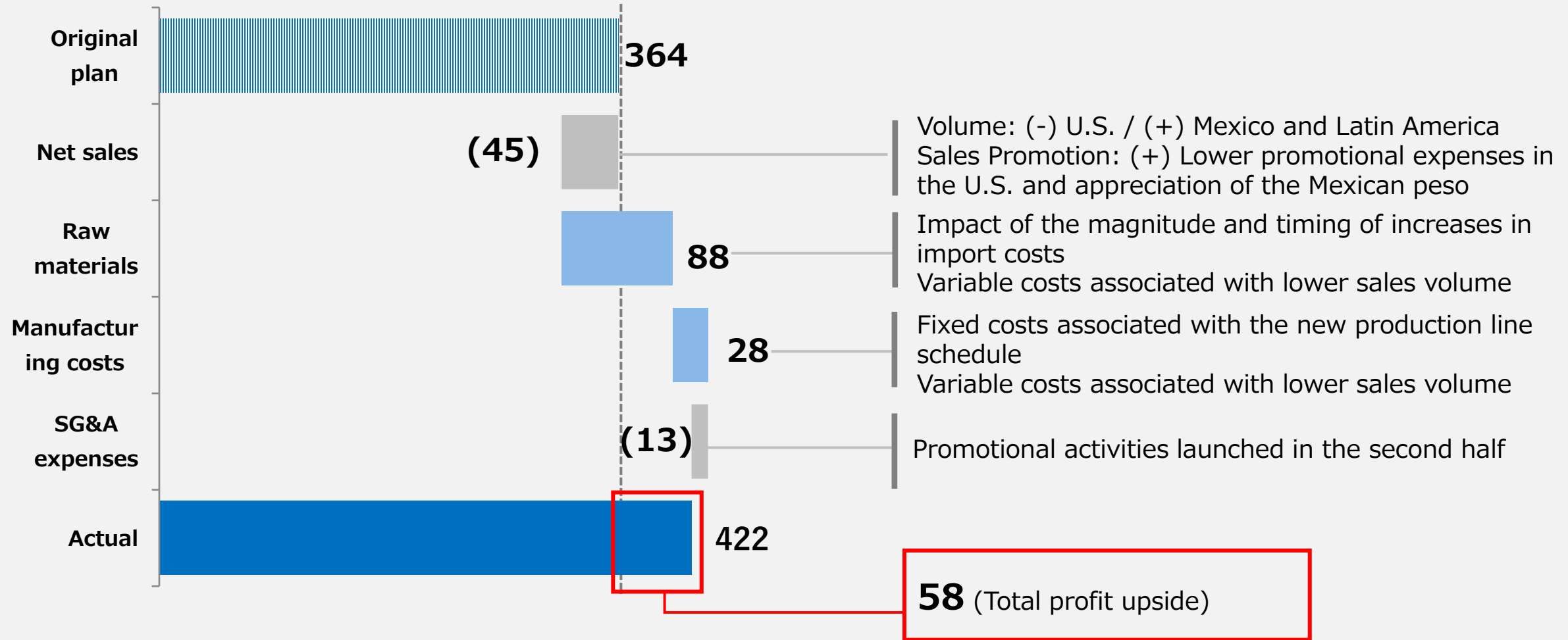


	First Half	3Q	4Q	Full-year	October 31 Vs Plan
Net sales	+34	+45	+46	+125	+3
Raw materials	(14)	(16)	(6)	(36)	+19
Manufacturing costs	(10)	(3)	(3)	(16)	+11
SG&A expenses	(4)	(6)	(5)	(15)	(1)
Total	+6	+20	+32	+58	+32

(Figures in parentheses under raw materials, manufacturing costs, and SG&A expenses indicate the impact of an increase in expenses.)

Overseas Instant Noodles Segment: FY2025 Operating Profit Variance vs. Original Plan

Factors Behind Variance from the Original Operating Profit Plan (Unit: Millions of U.S. dollars)



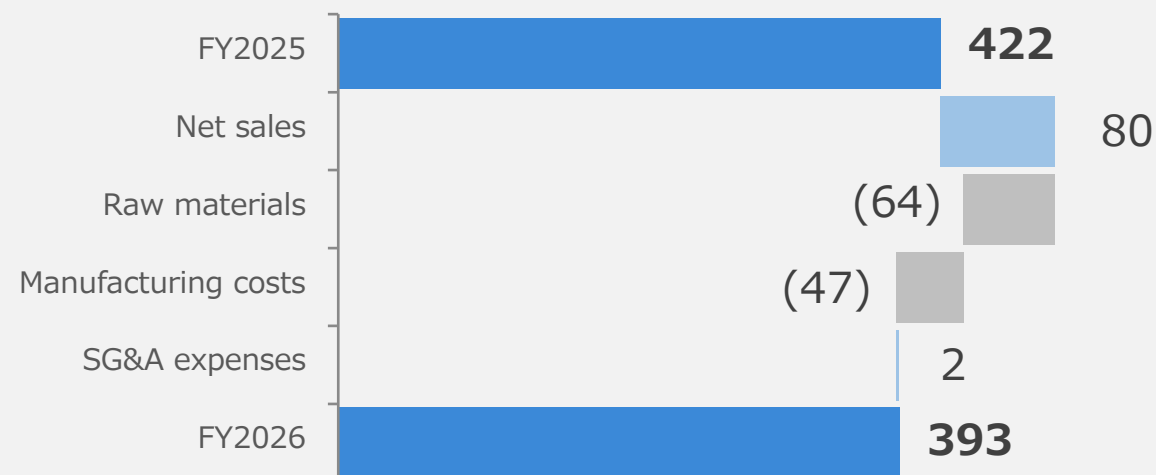
*The profit increase factors above include approximately USD 20 million in expenses deferred to FY2026. (Expected to be recorded as expenses in FY2026)

Overseas Instant Noodles Segment: Full-Year Earnings Forecast for FY2026

(Unit: ¥100M)	FY2025	FY2026	YoY Change
Net sales	2,482	2,655	+173
(Millions of U.S. dollars)	1,646	1,770	+124
Operating profit	636	590	(46)
(Millions of U.S. dollars)	422	393	(29)
Operating profit margin	25.6%	22.2%	-3.6%

Factors Behind Changes in Operating Profit

(Unit: Millions of U.S. dollars)



Net sales

- U.S.: Sales volumes are expected to recover through strengthened promotional and marketing activities targeting consumers and mass retailers.
- Mexico: Sales are expected to increase even after the price revision implemented in 1Q, mainly through further strengthening of bag-type noodles.
- Boost demand in the U.S. and Mexico by leveraging increased production capacity following the start-up of the new California plant.

Operating profit

- Raw materials: Reflecting measures such as the shift to paper cups and reinforced cartons and packaging materials in the U.S. and Mexico
- Manufacturing expenses: Increased depreciation associated with the start-up of the new California plant and higher labor costs due to increased sales volumes
- SG&A expenses: Higher logistics costs associated with increased sales volumes; marketing expenses expected to normalize in the second half, contributing positively to profit

Approach to the Overseas Instant Noodles Market



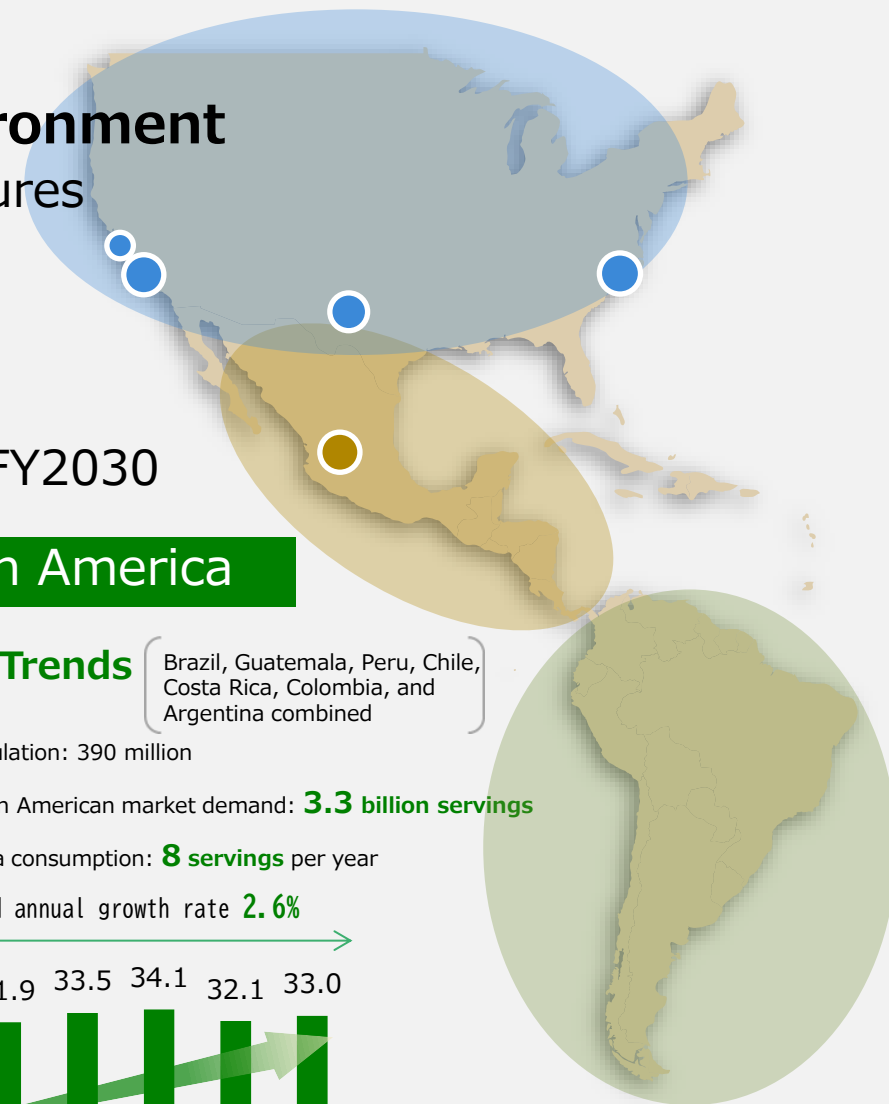
Response to changes in the U.S. market environment

Consumers, distribution channels, and competition measures
Create demand through enhanced product development



Strengthen bag-type noodles in Mexico

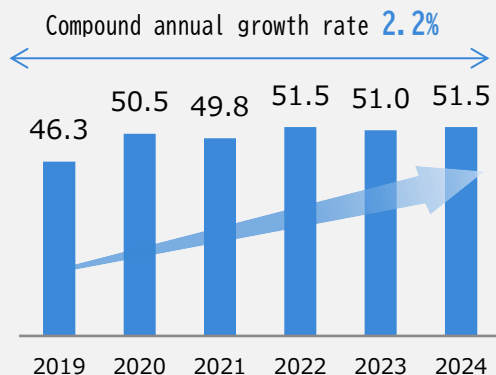
Aim for bag-type noodles to reach 20% of sales mix by FY2030



U.S.

Market Trends

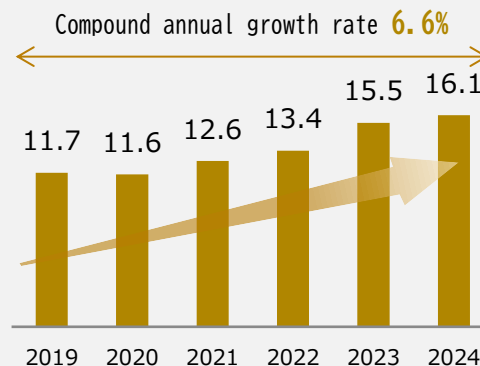
- Population 350 million
- Total U.S. market demand: **5.15 billion servings**
- Per-capita consumption: **15 servings** per year



Mexico

Market Trends

- Population: 130 million
- Mexico market demand: **1.61 billion servings**
- Per-capita consumption: **12 servings** per year

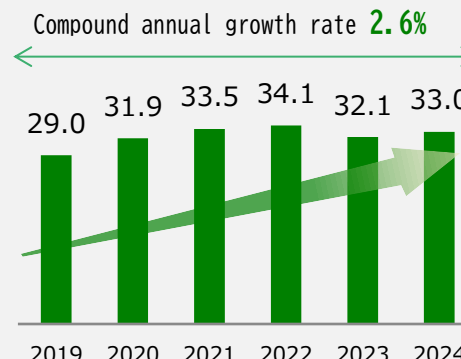


Latin America

Market Trends

(Brazil, Guatemala, Peru, Chile, Costa Rica, Colombia, and Argentina combined)

- Total population: 390 million
- Total Latin American market demand: **3.3 billion servings**
- Per-capita consumption: **8 servings** per year



Notes: Market size based on World Instant Noodles Association data
: Population data: United Nations statistics from 2024

Approach to Full-Year Sales Volume Forecast for FY2026

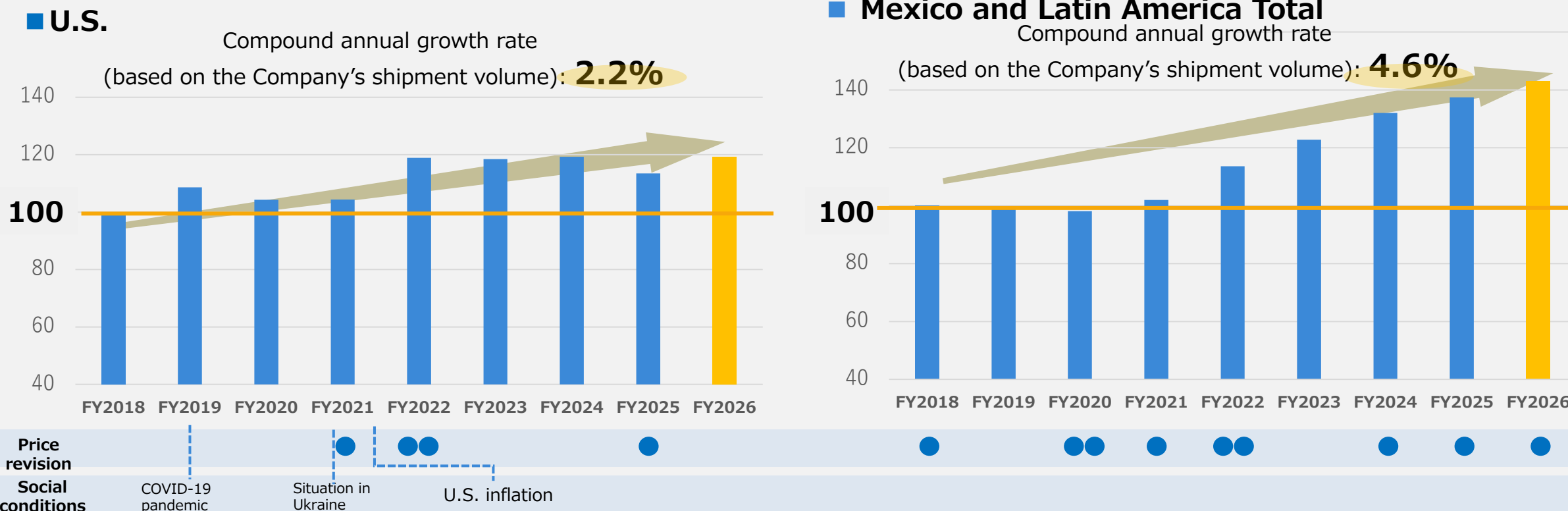
Put sales volumes on track for stable growth through aggressive sales expansion initiatives

- U.S.: Aim for sales volume recovery through promotional opportunities following the price revision and enhanced marketing of new products and other initiatives
- Mexico and Latin America: Aim for further growth through strengthening bag-type noodles in Mexico and implementing country-specific initiatives



New Laguna plant scheduled to begin operations in FY2026

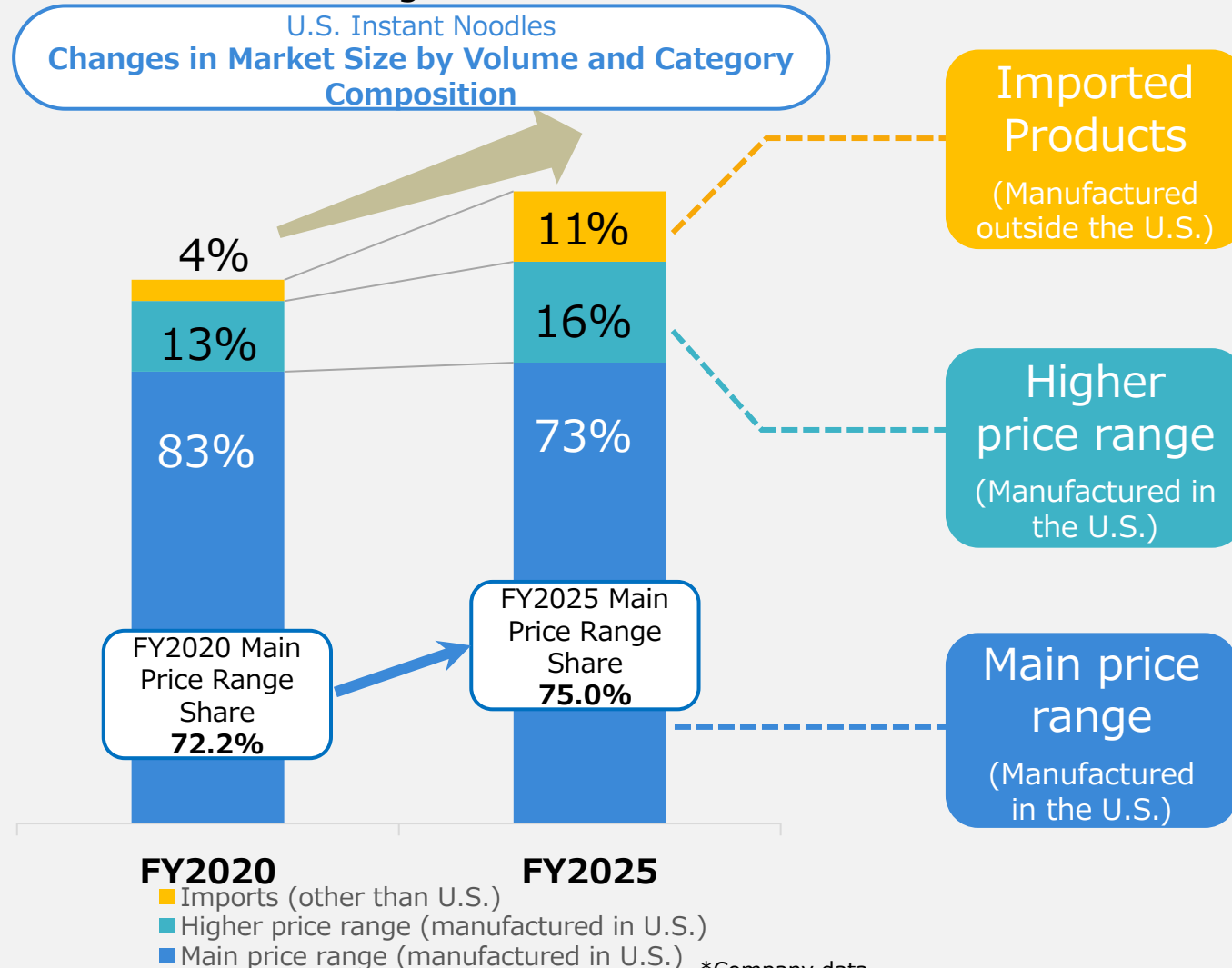
Trends in the Company's Shipment Volume (FY2018 = 100)



U.S. Instant Noodles: Recognition of Changes in the Market Environment



Respond to changes in the market through product offerings by price range and category while maintaining stable sales volume growth



- Maruchan Seimen for the U.S. market



- Yakisoba and Bowl series products positioned as satisfying meal options



- Bag-and cup-type noodles featuring affordable price ranges and a wide variety of flavors

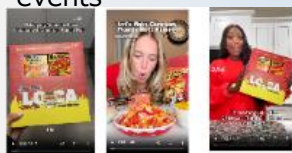


Response to Changes in the Market Environment

- Attracting younger consumers



Promoting new products at events



Utilizing influencers

- Collaboration initiatives



- Launch of new products

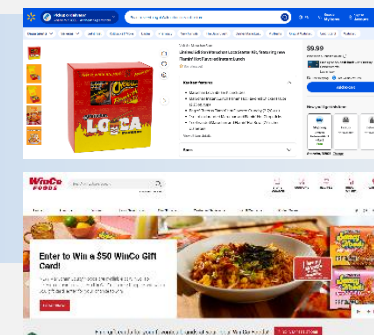
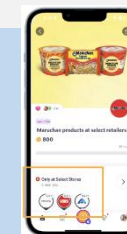


Key issues being addressed in the U.S. market



- Initiatives with distribution channels

Initiatives to expand e-commerce channels



- Conversion to paper cups
- Addressing distribution-related challenges

- Sampling activities



Product sampling activities at soccer stadiums



Sampling activities at universities

- Product offerings at affordable price ranges



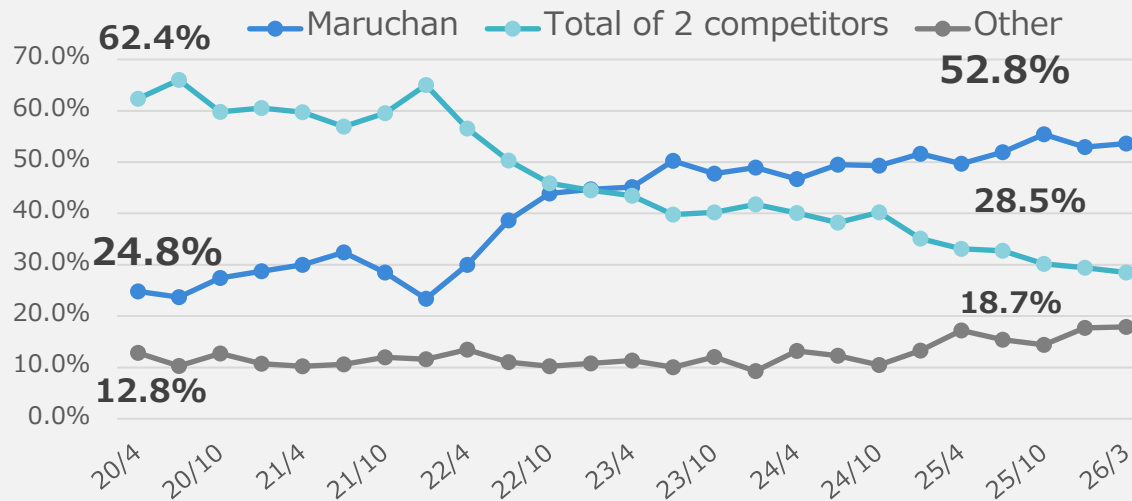
Strengthening Bag-Type Noodles in Mexico



Respond to continuing demand

- Aim to further drive sales volume growth through expansion of bag-type noodles

Comparison of Bag-type Noodle Market Share Trends (Volume)

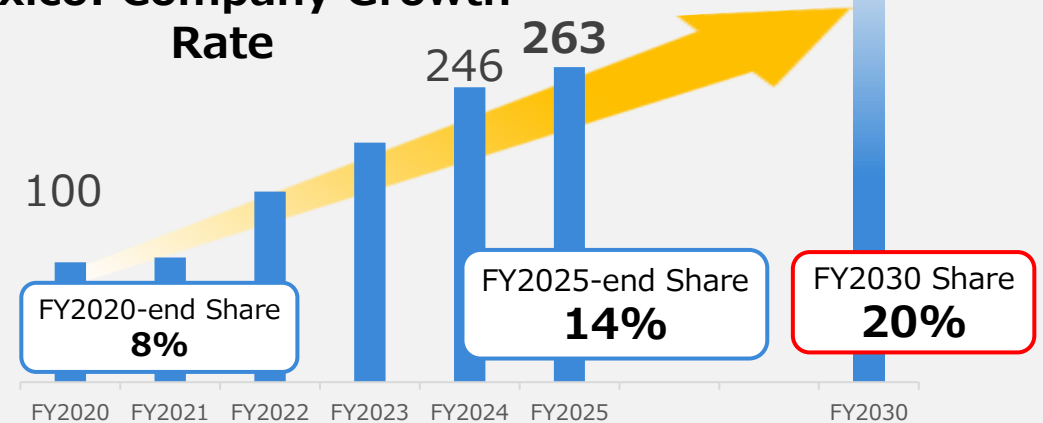


Response to external environment

- Implemented price revisions in April 2026 for the third consecutive year. Responding to cost increases associated with the conversion to paper cups and inflation
- Maintain year-on-year growth in sales volumes against a backdrop of stable exchange rates (17–20 pesos per U.S. dollar) and solid demand.

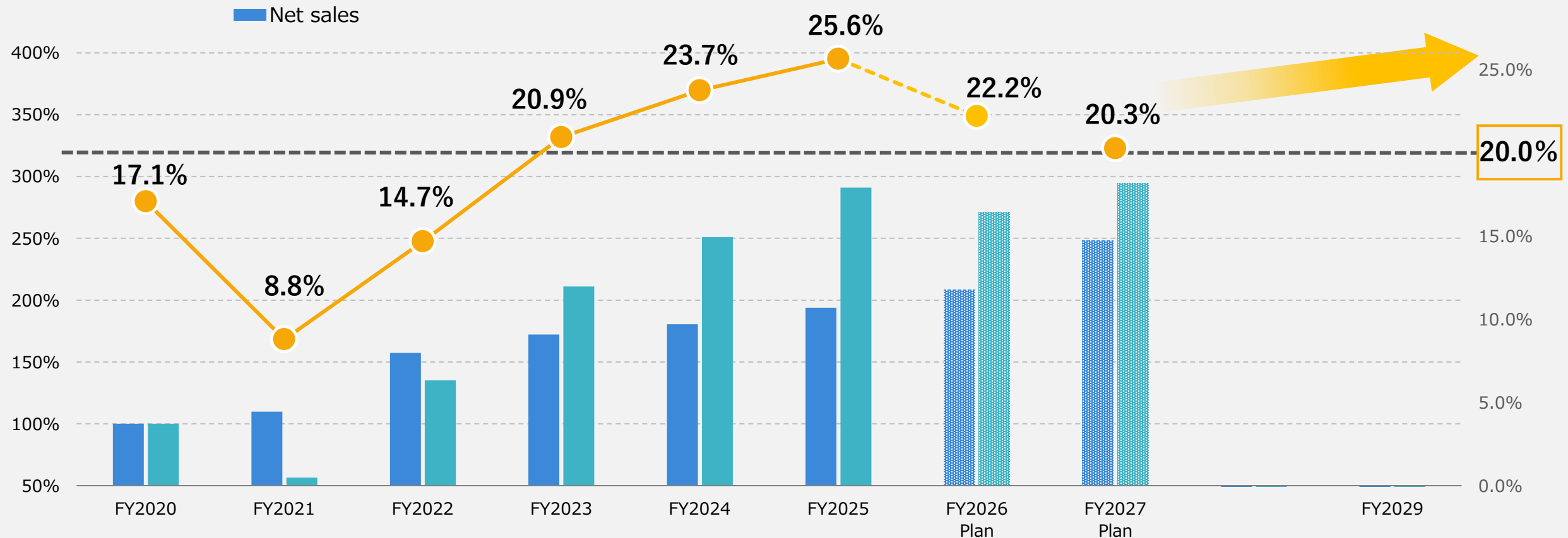


<Bag-Type Noodles> Mexico: Company Growth Rate



Sustainable Growth of the Overseas Instant Noodles Segment TOYO SUISAN

- Maintain a competitive advantage by leveraging strengths in main price ranges even in an uncertain environment
- Capture demand following price revisions through enhanced marketing and the launch of new products
- Sustain growth in Mexico while steadily advancing sales volume recovery initiatives in the U.S.
- Achieve both sustainable market expansion and profit growth over the medium to long term, centered on a 20% operating profit margin.



* Net sales and operating profit represent growth rates (in local currency) using FY2020 as the 100% baseline

03

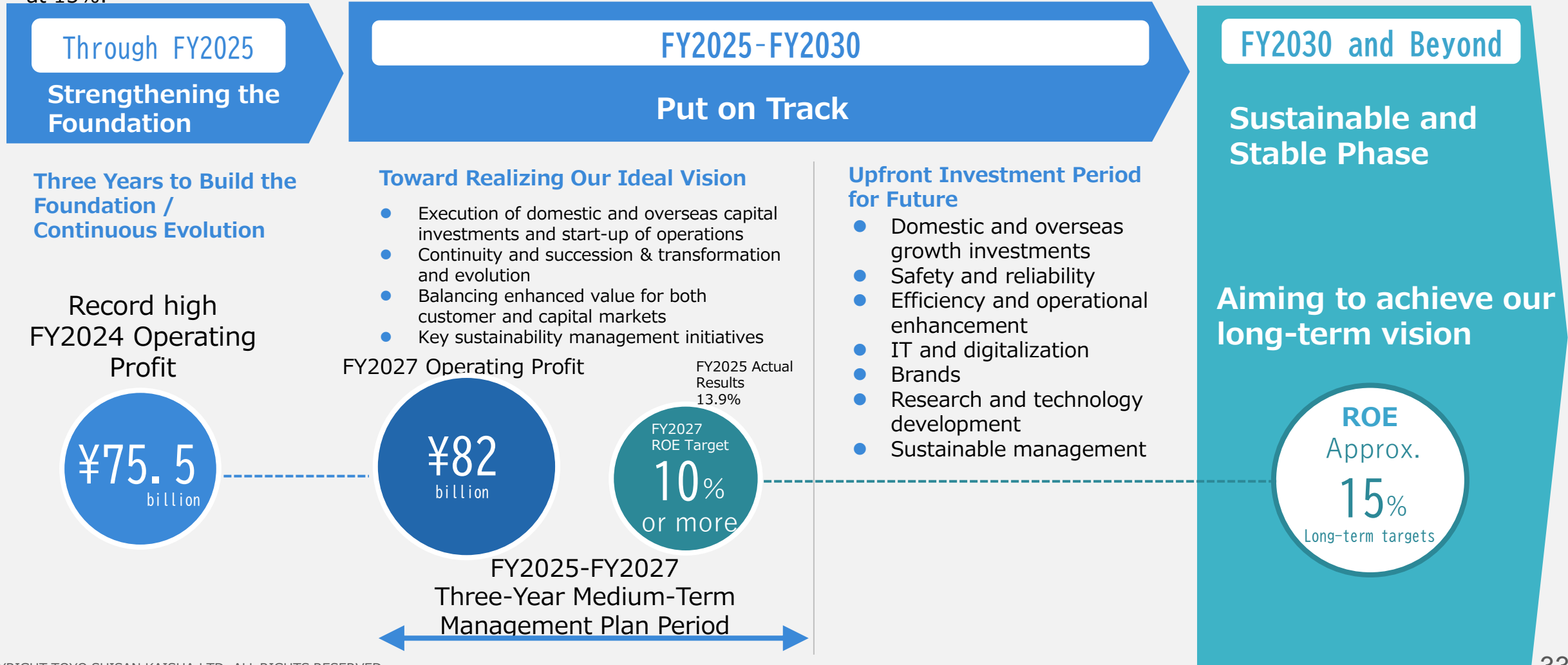
FY2025–FY2027

Progress of the Three-Year
Medium-Term Management Plan



Positioning of the Current Medium-Term Management Plan and the Path to 15% ROE

While aiming to achieve the targets of the medium-term management plan, we will steadily execute investments to strengthen its management foundation in addition to growth investments in areas such as the overseas instant noodle segment. As these investments become operational, depreciation expenses may increase in the short term and have a certain impact on earnings; however, progress in investment recovery is expected to strengthen profitability over the medium to long term and support sustainable growth with ROE at 15%.



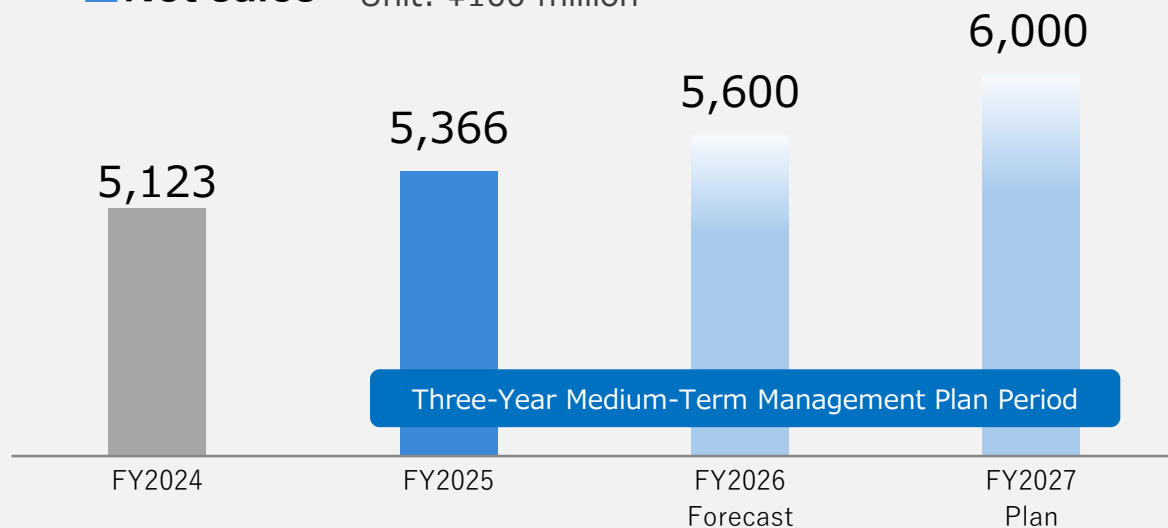
Progress of Consolidated Financial Results under the Current Medium-Term Management Plan

	FY2024	FY2025 Actual	FY2026 Forecast	FY2027 Plan
Net sales	¥512.3 billion	¥536.6 billion	¥560 billion	¥600 billion
Operating profit	¥76.5 billion	¥85.8 billion	¥82 billion	¥82 billion
Profit attributable to owners of parent	¥63.8 billion	¥70.2 billion	¥65.6 billion	¥67.5 billion
EBITDA*	¥93.2 billion	¥104.1 billion	¥103.1 billion	¥105 billion

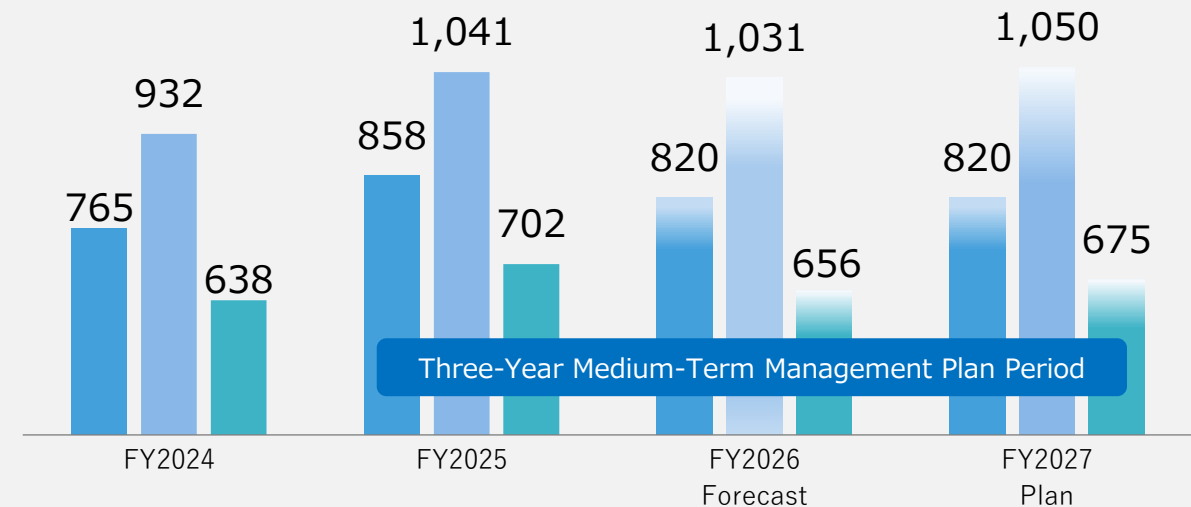
EBITDA represents the sum of operating profit and depreciation.

Figures for FY2024 have been retroactively converted to yen using the average exchange rate during the year.

■ Net sales Unit: ¥100 million



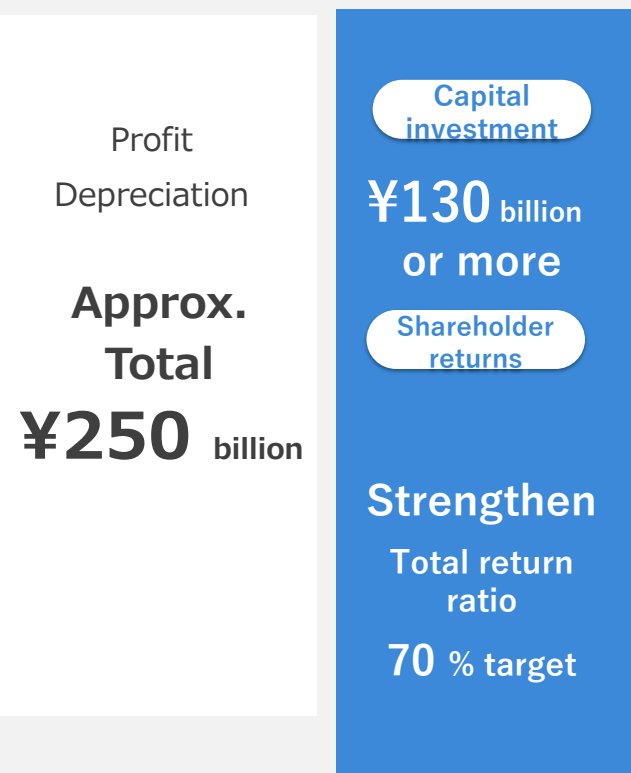
■ Operating profit



Capital Allocation under the Current Medium-Term Management Plan

During the medium-term management plan period, we will pursue both more aggressive investments and shareholder returns, while maintaining our current level of cash and cash equivalents.

Capital allocation plan over the next 3 years



Major capital investments

Growth investment

Overseas Instant Noodles

- California plant expansion (phase II and III)

Processed Foods

- Freeze-dried food plant expansion (phase II)

Overseas Instant Noodles

- Build new plant in Mexico

Investment to improve efficiency

Frozen & Refrigerated Foods

- Strengthen frozen food

Domestic Instant Noodles

- Enhance ingredient production equipment

Domestic Instant Noodles

- Reorganize instant and fresh noodle production plants

Refrigerated Foods

Cold Storage

- Switch to natural refrigerants

Other

Company-wide

- Upgrade core systems

Company-wide

- Investments in upgrades: approx. ¥30 billion (approx. ¥10 billion per fiscal year)

Shareholder returns

- Target a total return ratio of 70%
 - Dividends based on a dividend payout ratio of over 30%
 - Acquire treasury shares

FY2024
Cash and cash equivalents at fiscal year-end
¥257 billion

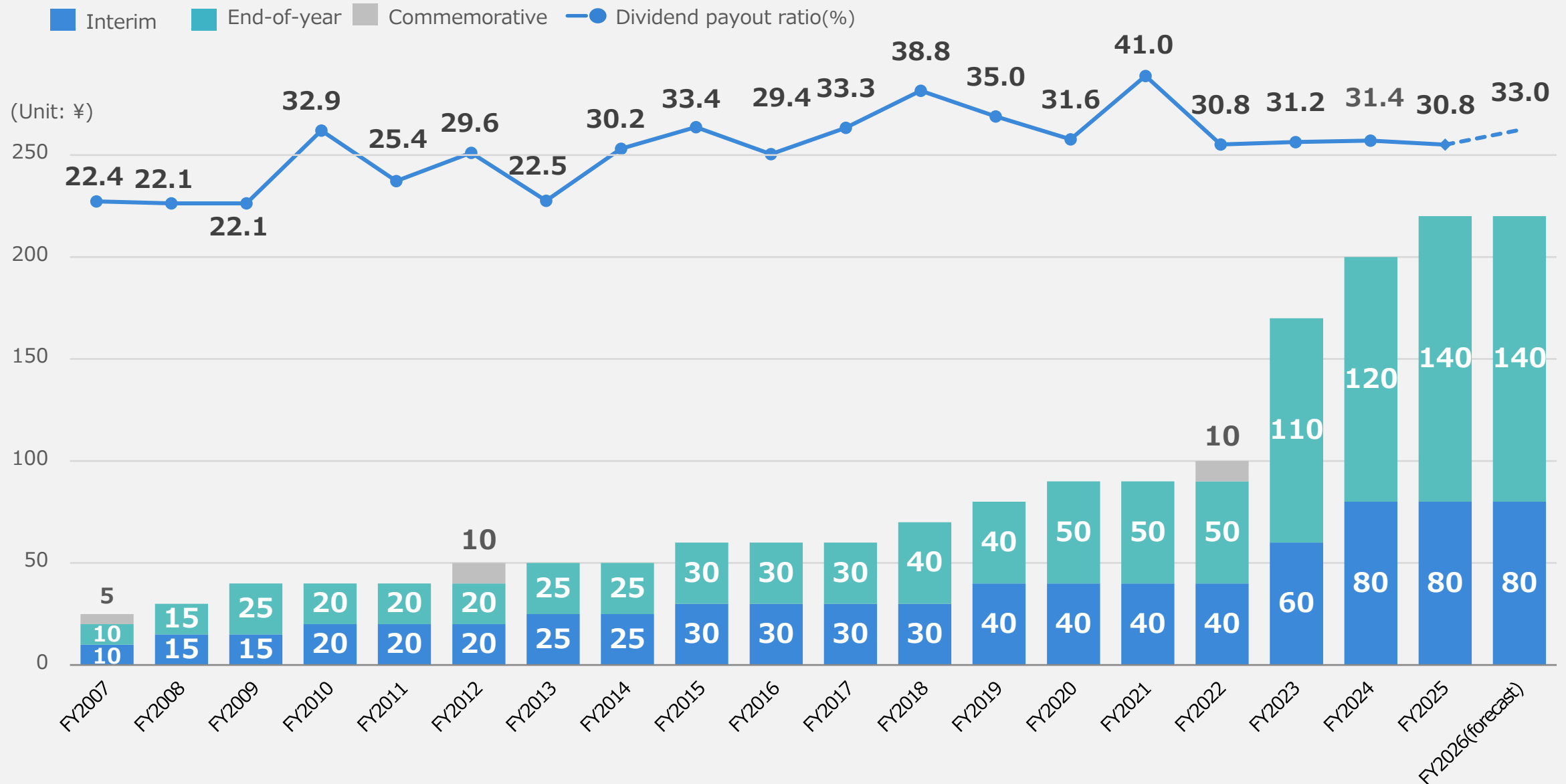
Approach to Business-Specific Investments and Efficiency Improvements under the Current Medium-Term Management Plan

- Domestic Instant Noodles: Focus mainly on investments aimed at business continuity and improving production efficiency based on plant age and location. Also promote supply chain improvements in response to the Act on the Efficiency of Distribution of Goods.
- Frozen & refrigerated foods: Implement investments to ensure stable supply and improve production efficiency based on the age and location of fresh and frozen noodle plants. Aim to expand sales volumes and improve profitability by capturing demand.
- Processed foods: Improve efficiency and productivity in addition to responding to growing demand for freeze-dried products. Aim for growth in both sales and profits, centered on packaged rice and freeze-dried products.
- Cold storage: Promote the switch to environmentally friendly natural refrigerants and improve warehouse operation efficiency. Aim to improve profitability through capturing demand for refrigerated logistics and implementing appropriate pricing.
- Seafood: Promote productivity improvements and efficiency enhancements through investments in upgrades. Improve capital efficiency through expanding sales centered on core fish species and reducing inventories.
- Overseas instant noodles: Further strengthen the earnings base through the establishment of an optimal production system based on growing demand and geopolitical risks. Also promote supply chain efficiency improvements in collaboration with customers.

	FY2025 ¥46.3 billion *Cash flow from investing activities (total capital expenditures for tangible and intangible fixed assets)	FY2026 onward
■ Domestic Instant Noodles		Ingredient plant renewal (efficiency improvement + BCP) West Japan plant renewal (efficiency improvement + BCP)
■ Frozen & Refrigerated Foods	Renewal of new fresh noodle factory (efficiency improvement + BCP): approx. ¥8.4 billion	Frozen food plant renewal (growth + BCP) West Japan plant renewal (efficiency improvement + BCP)
■ Processed Foods	Expansion of new freeze-drying plant (growth): approx. ¥2.6 billion	Freeze-drying facility (Phase II) expansion (growth)
■ Cold Storage	Switch to natural refrigerants (efficiency improvement + environment): approx. ¥1.2 billion	Switch to natural refrigerants (efficiency + environment)
■ Seafoods		
■ Overseas Instant Noodles	California plant expansion construction: approx. ¥18.4 billion	California plant expansion (growth) Mexico plant (growth + risk mitigation) Carton specification changes (logistics/SCM)
■ Company-wide / Other	Vendor plant renewal (efficiency improvement + BCP): approx. ¥1.8 billion	Pallet size changes (logistics/SCM)
	Core system upgrade PJ (business improvement): approx. ¥3.7 billion	Core system upgrade PJ (business improvement)

*Amounts shown for investment projects are based on actual payments for FY2025 only and do not represent total project costs.

Dividends and Dividend Payout Ratio by Fiscal Year



Shareholder Returns: Acquisition of Treasury Shares and Total Return Ratio

- To enhance shareholder returns and improve capital efficiency, we plan to acquire treasury shares in addition to providing dividends.
- We will aim for a total shareholder return ratio of around 70% during the medium-term management plan period.

FY2025 • Net income ¥70.2 billion

• Total shareholder returns ¥49 billion

Acquisition of treasury shares (implemented flexibly)

Acquisition of treasury shares

¥27.5billion(maximum)

*Resolved at the Board of Directors
meeting in May 2026

- 3 million shares
(maximum)
- From May 18, 2026
to December 30

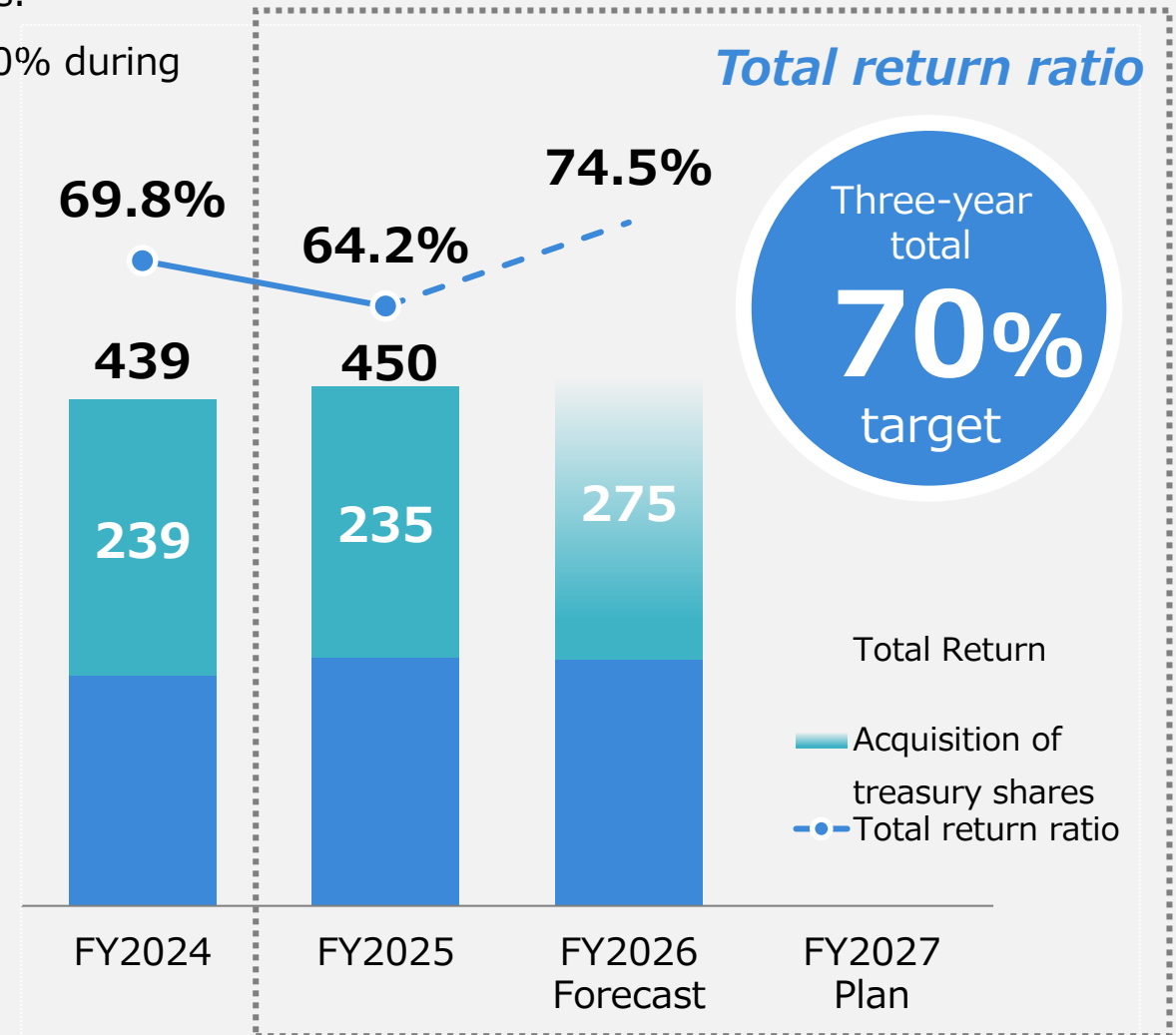
Dividends (payout ratio of 30% or higher)

Total

¥21.5billion

*Proposal for an increase in the year-end dividend to be
submitted to the General Meeting of Shareholders

- Interim dividend ¥80
- Year-end dividend
*¥140
- Full-year dividend ¥220



*The total return ratio for a single fiscal year varies depending on the level of profits and the timing of share buybacks.

Reorganization of Materiality (Key Issues)

Publish Integrated Report and disclose seven materialities.

Five Smiles		Materialities	
Business	Smiles to our customers		Contributing to healthy, enriched diets
People	Smiles to our employees		Promoting and developing a diverse workforce
Society	Smiles to the next generations		Nurturing and supporting the next generations
	Smiles to society		Sustainable procurement
Environment	Smiles to the Earth		Addressing climate change
			Biodiversity conservation
			Promoting resource circulation

Based on the review of materiality, implement specific measures in the four priority areas of resource circulation, supply chain, climate change, and human capital.

Shift to paper cups in overseas instant noodles

Logistics and supply chains in Japan and overseas

Greenhouse gases (GHG)

Human capital



**Toyo Suisan Group
Integrated Report 2025**

First issue on
March 25, 2026

For details on financial and non-financial information, please also refer to the Integrated Report.

<https://www.maruchan.co.jp/en/ir/>

Key Initiatives Directly Contributing to Sustainable Business Growth

1. Shift to paper cups in overseas instant noodles

Environmentally Friendly



- Completed conversion to paper cups for Mexican products.
- Also introducing paper cups in the U.S. from the second half of the current fiscal year

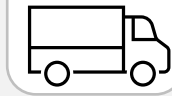


Considering converting to paper cups during 2027.

⇒ Respond to environmental regulations and strengthening brand value

2. Logistics and supply chains in Japan and overseas

Regulatory Compliance
Customer Response



- Japan: Continue improvements in response to the Act on the Efficiency of Distribution of Goods. Currently formulating an implementation plan for reviewing pallet specifications.
- Overseas: Improve carton strength and revising printing specifications.

⇒ Optimize and improve efficiency across the entire supply chain in collaboration with distribution partners

3. Greenhouse gases (GHG)

Environmentally Friendly

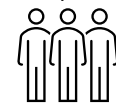


- Reduced by 22% versus FY2018 (2030 target achieved ahead of schedule)
- Disclose Scope 3 for the entire Group (from FY2024 onward)
- Preparing to obtain third-party assurance (SSBJ compliance)
- Considering the establishment of new environmental targets (reduction targets)

⇒ Medium- to long-term business risk management with the transition to a net-zero society in mind

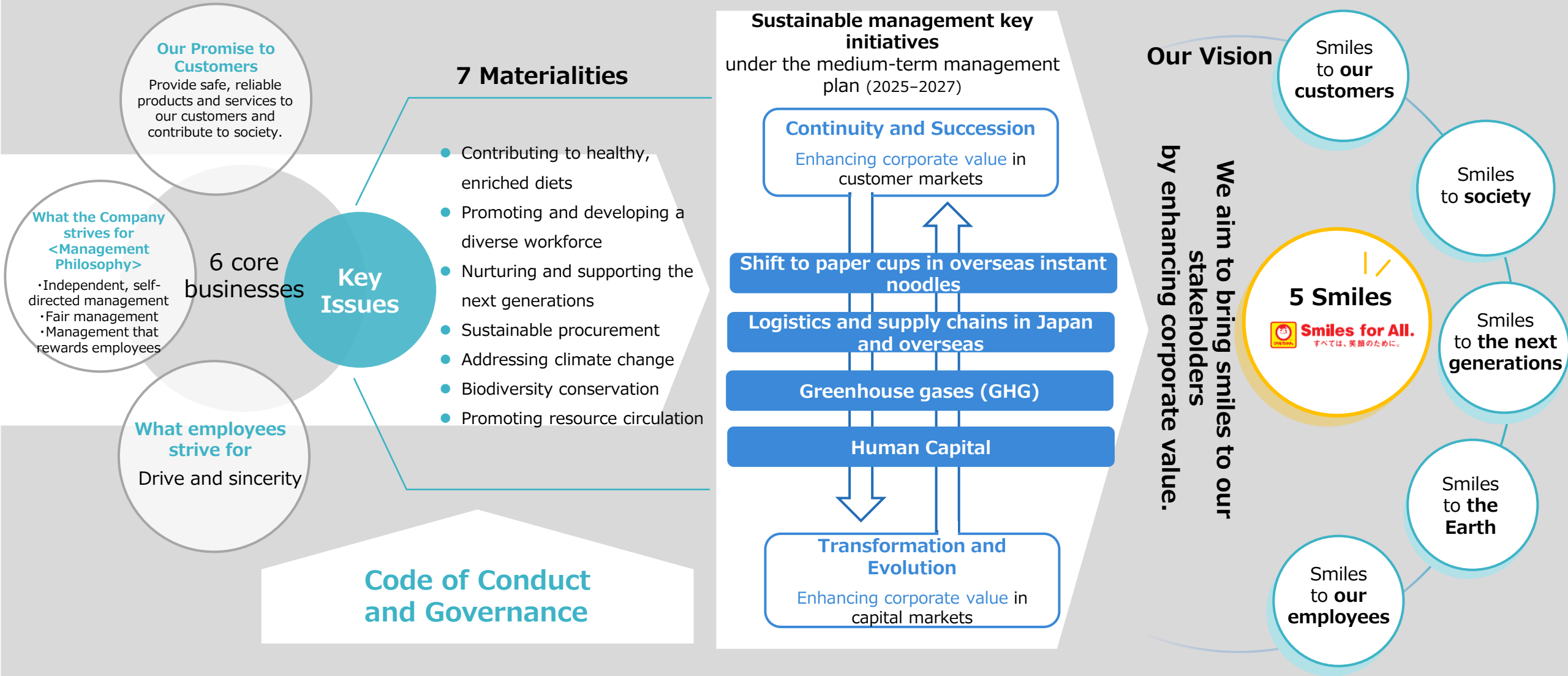
4. Human capital

Human Capital



- Currently providing a 10% subsidy for the employee stock ownership plan
- Considering an increase in the subsidy rate to strengthen investment in human capital

⇒ Create an environment in which employees can continue working with peace of mind



04

Reference Materials



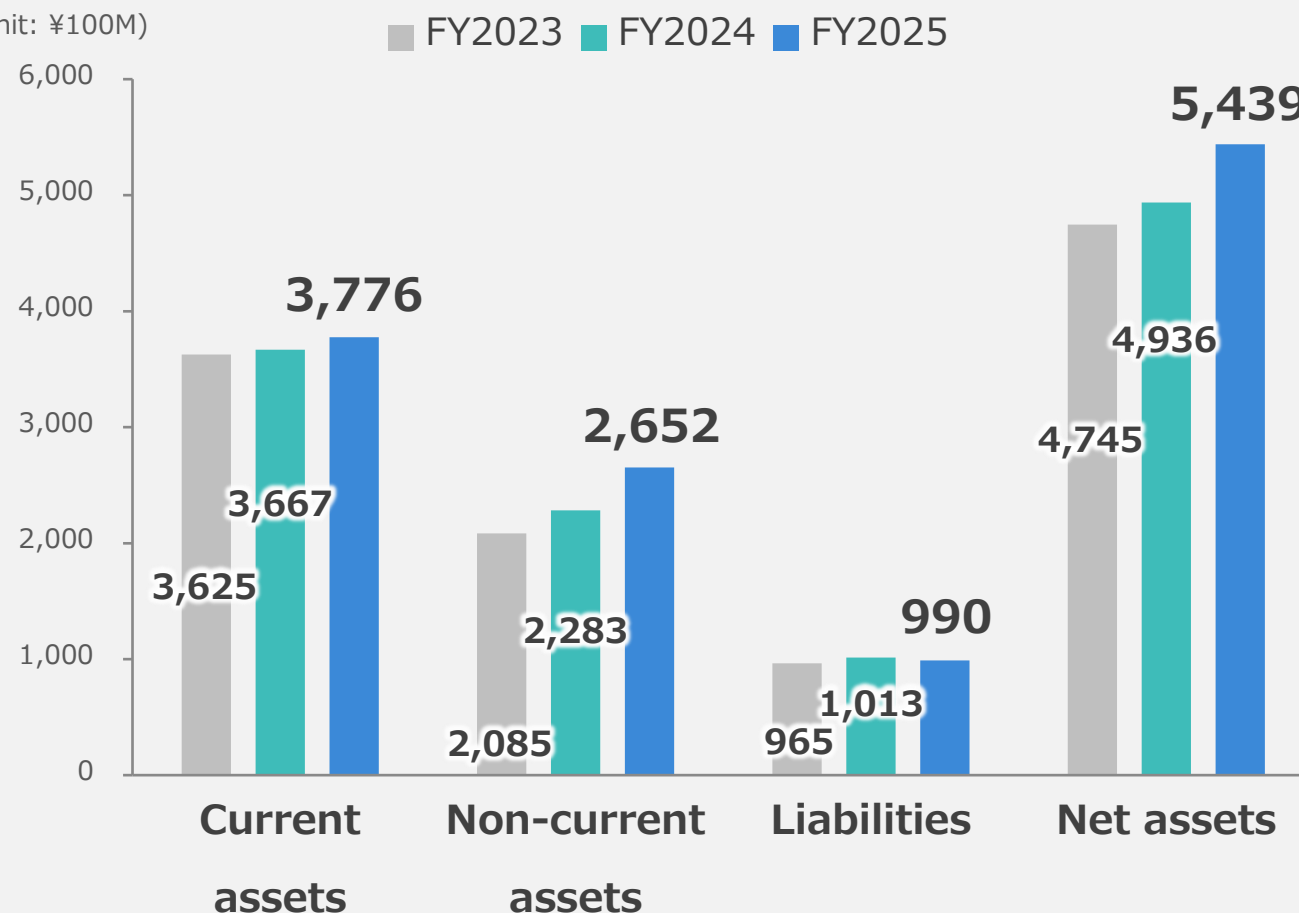


FY2025: Consolidated Financial Results

(balance sheets, statements of income,
statement of cash flows)

Total assets of the Group **increased by ¥47,899 million (8.1%)** compared with the end of the previous consolidated fiscal year to **¥642,877 million**.

(Unit: ¥100M)



■ Comparison with FY2024

Current assets

+10.9 billion yen Cash and deposits +43
Accounts receivable (7)

Non-current assets

+37 billion yen Construction in progress +88
Investment securities +73

Liabilities

(2.4) billion yen Retirement benefit liabilities (59)
Notes and accounts payable-trade (27)

Net assets

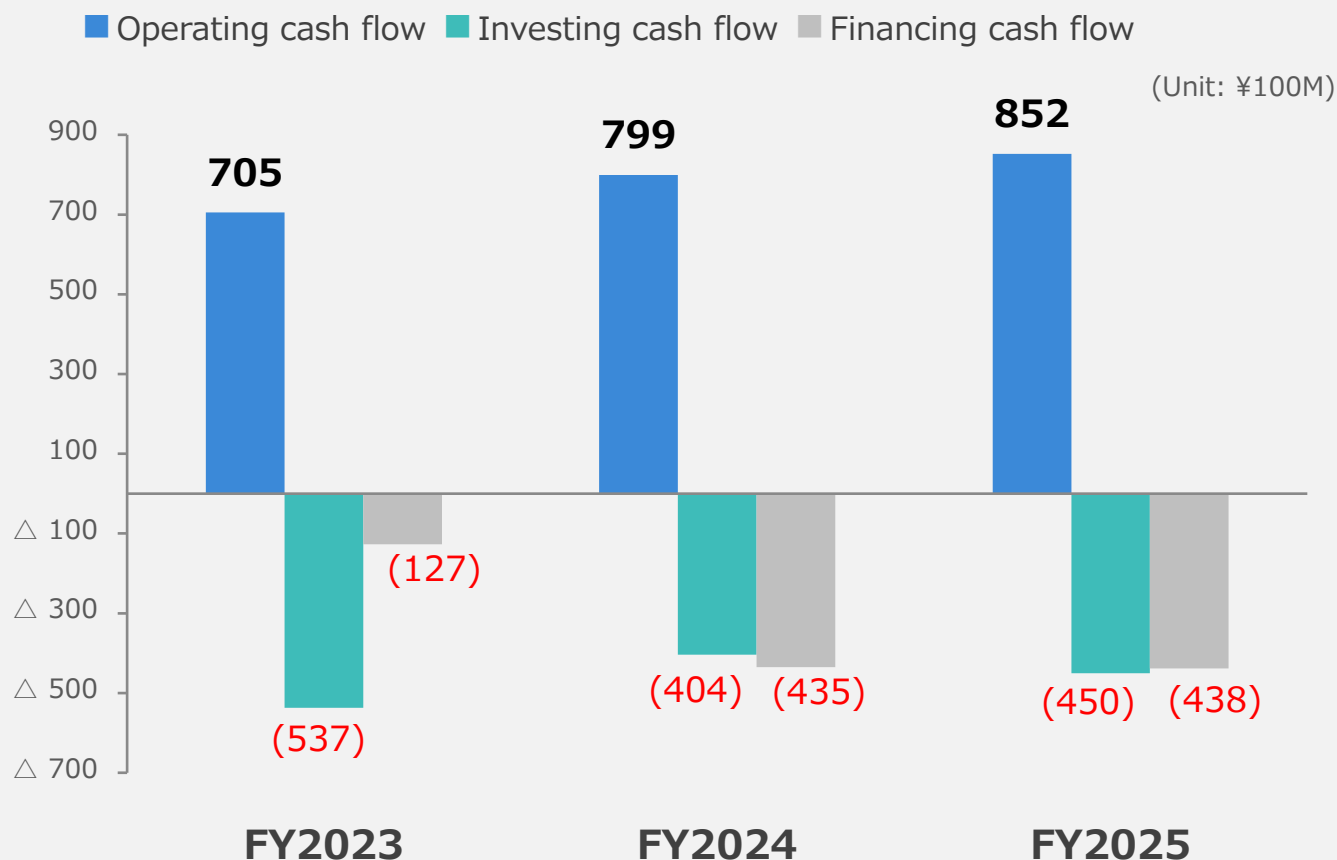
+50.3 billion yen Retained earnings +503
Foreign currency translation adjustments +139

FY2025: Key Points Such As Extraordinary Income (Loss)

(Millions of yen)	FY2024	FY2025	Difference	Key Factors
Operating profit	76,513	85,799	9,286	
Non-operating income	9,071	8,710	(361)	
Non-operating expenses	418	460	42	
Ordinary profit	85,166	94,050	8,884	
Extraordinary gains				
Gain on sale of non-current assets	14	286	272	Gain on sale of land by a consolidated subsidiary
Gain on sale of investment securities	512	538	26	
Subside income	186	48	(138)	
Total extraordinary gains	713	874	161	
Extraordinary losses				
Loss on sale of non-current assets	370	353	(17)	
Impairment losses	21	294	273	
Other	0	8	8	
Total extraordinary losses	773	657	(116)	
Profit before income taxes	85,106	94,267	9,161	
Income taxes – current	20,541	23,413	2,872	Previous term: 24.5% Current term: 25.2%
Income taxes – deferred	315	373	58	
Total income taxes	20,856	23,786	2,930	
Profit	64,250	70,481	6,231	
Profit attributable to non-controlling interests	402	292	(110)	
Profit attributable to owners of parent	63,847	70,188	6,341	

FY2025: Consolidated Cash Flows

Cash and cash equivalents as of the end of the year **deceased by ¥3,694 million** from the end of the previous fiscal year **to ¥35,687 million**.



■ Comparison with FY2024

Operating cash flow +5.3 billion yen

Increase in profit before income taxes +92

Investing cash flow (4.7) billion yen

Payments into time deposits (52)

Financing cash flow (0.2) billion yen

Dividends paid (7)

	FY2023	FY2024	FY2025
Capital investment	19.5 billion yen	31.8 billion yen	46.3 billion yen

(Capital expenditure = total expenditure for the acquisition of tangible and intangible fixed assets)



FY2025 First Half / Second Half

**Net Sales and Operating Profit Results
by Segment**

FY2025: Actual Consolidated Net Sales (YoY)

(Unit: ¥100M/YoY: %)	FY2024	FY2025 (actual)					
	Full Year (actual)	First Half (actual)		Second Half (actual)		Full Year (actual)	
Consolidated net sales	5,123	2,561	101%	2,805	108%	5,366	105%
■ Seafood	303	158	104%	169	111%	327	108%
■ Overseas Instant Noodles	2,340	1,158	98%	1,324	114%	2,482	106%
(Millions of U.S. dollars)	1,533	793	103%	853	112%	1,646	107%
■ Domestic Instant Noodles	1,030	463	102%	581	101%	1,044	101%
Bag-type noodles	166	74	100%	96	104%	170	102%
Cup-type noodles	864	389	102%	485	101%	874	101%
■ Frozen & Refrigerated Foods	598	325	104%	290	101%	615	103%
■ Processed Foods	222	108	101%	126	110%	234	106%
■ Cold Storage	254	135	107%	128	101%	263	104%
Other(including adjustments)	376	214	108%	187	105%	401	107%

FY2025: Actual Consolidated Operating Profit (YoY)

(Unit: ¥100M/YoY: %)	FY2024	FY2025 (actual)					
	Full Year (actual)	First Half (actual)		Second Half (actual)		Full Year (actual)	
Consolidated operating profit	765	398	100%	460	126%	858	112%
■ Seafood	9	9	165%	6	183%	15	172%
■ Overseas Instant Noodles	555	289	99%	347	132%	636	115%
(Millions of U.S. dollars)	364	198	103%	224	130%	422	116%
■ Domestic Instant Noodles	98	37	92%	68	116%	105	107%
■ Frozen & Refrigerated Foods	80	48	111%	33	89%	81	101%
■ Processed Foods	0	(6)	↓	2	↑	(4)	↓
■ Cold Storage	23	16	135%	12	113%	28	124%
■ Other	8	9	117%	0	143%	9	116%
(Adjustment)	(8)	(4)	-	(8)	-	(12)	-

FY2025: Factors Behind Changes in Profit by Business Segment (Actual)

FY2025	Domestic Instant Noodles (Unit: ¥100M)			Frozen & Refrigerated Foods (Unit: ¥100M)			Overseas Instant Noodles (Unit: Millions of U.S. dollars)		
	FY2024	FY2025	YoY Change	FY2024	FY2025	YoY Change	FY2024	FY2025	YoY Change
Net sales	1,030	1,044	+14	598	615	+17	1,533	1,646	+113
Operating profit	98	105	+7	80	81	+1	364	422	+58

Factors Behind Changes in Profit	Domestic Instant Noodles (Unit: ¥100M)			Frozen & Refrigerated Foods (Unit: ¥100M)			Overseas Instant Noodles (Unit: Millions of U.S. dollars)		
	First Half	Second Half	Full-year	First Half	Second Half	Full-year	First Half	Second Half	Full-year
Net sales	+1	+3	+4	+5	+2	+7	+34	+91	+125
Raw materials	+1	+3	+4	+4	+3	+7	(14)	(22)	(36)
Manufacturing costs	(4)	(1)	(5)	(2)	(7)	(9)	(10)	(6)	(16)
SG&A expenses	(1)	+5	+4	(2)	(2)	(4)	(4)	(11)	(15)
T o t a l	(3)	+10	+7	+5	(4)	+1	+6	+52	+58

FY2025: Consolidated Statements of Income by Quarter

(Millions of yen)	FY2024 (after retroactive application of the average exchange rate)					FY2025				
	1 Q	2 Q	3 Q	4 Q	Full-year	1 Q	2 Q	3 Q	4 Q	Full-year
Exchange rate (USD)	155.89	152.63	152.57	152.58	152.58	144.60	146.04	148.75	150.78	150.78
Net sales	124,769	128,514	135,499	123,495	512,277	125,803	130,271	146,562	134,000	536,636
Gross profit	37,954	38,980	41,394	34,669	152,997	36,520	40,750	46,355	41,384	165,009
Operating profit	19,803	20,025	21,050	15,635	76,513	18,300	21,472	24,796	21,231	85,799
Ordinary profit	22,381	21,847	23,303	17,635	85,166	20,565	23,219	27,028	23,238	94,050
Profit before income taxes	22,870	21,705	23,236	17,295	85,106	20,487	23,887	27,007	22,886	94,267
Profit attributable to owners of parent	17,212	16,312	17,352	12,971	63,847	15,251	18,074	20,105	16,758	70,188
(YoY (%))										
Net sales	-	-	-	-	-	100.8%	101.4%	108.2%	108.5%	104.8%
Operating profit	-	-	-	-	-	92.4%	107.2%	117.8%	135.8%	112.1%
Ordinary profit	-	-	-	-	-	91.9%	106.3%	116.0%	131.8%	110.4%
Profit attributable to owners of parent	-	-	-	-	-	88.6%	110.8%	115.9%	129.2%	109.9%
(vs. Net Sales)										
Net sales	30.4%	30.3%	30.5%	28.1%	29.9%	29.0%	31.3%	31.6%	30.9%	30.7%
Operating profit	15.9%	15.6%	15.5%	12.7%	14.9%	14.5%	16.5%	16.9%	15.8%	16.0%
Ordinary profit	17.9%	17.0%	17.2%	14.3%	16.6%	16.3%	17.8%	18.4%	17.3%	17.5%
Profit attributable to owners of parent	13.8%	12.7%	12.8%	10.5%	12.5%	12.1%	13.9%	13.7%	12.5%	13.1%

FY2025: Quarterly Results by Segment

(Millions of yen)	FY2024 (after retroactive application of the average exchange rate)					FY2025				
	1 Q	2 Q	3 Q	4 Q	Full-year	1 Q	2 Q	3 Q	4 Q	Full-year
Exchange rate (USD)	155.89	152.63	152.57	152.58	152.58	144.60	146.04	148.75	150.78	150.78
Net sales	124,769	128,514	135,499	123,495	512,277	125,803	130,271	146,562	134,000	536,636
Seafood	8,068	7,052	8,054	7,159	30,333	7,884	7,901	9,294	7,659	32,738
Overseas Instant Noodles	58,462	59,671	57,741	58,079	233,953	55,698	60,141	65,281	67,033	248,153
(Millions of U.S. dollars)	375	399	379	381	1,533	385	408	425	428	1,646
Domestic Instant Noodles	22,255	23,413	33,251	24,114	103,033	23,686	22,656	33,791	24,290	104,423
Frozen & Refrigerated Foods	15,257	15,932	14,375	14,267	59,831	16,080	16,402	14,686	14,375	61,543
Processed Foods	5,049	5,698	5,966	5,438	22,151	5,328	5,502	6,852	5,696	23,378
Cold Storage	6,145	6,523	6,662	6,037	25,367	6,703	6,810	6,714	6,091	26,318
Other	9,530	10,224	9,451	8,401	37,606	10,420	10,859	9,945	8,856	40,080
Operating profit	19,803	20,025	21,050	15,635	76,513	18,300	21,472	24,796	21,231	85,799
Seafood	260	283	249	62	854	425	473	432	137	1,467
Overseas Instant Noodles	14,329	14,963	13,653	12,576	55,521	12,730	16,175	16,813	17,889	63,607
(Millions of U.S. dollars)	92	100	89	82	364	88	110	109	115	422
Domestic Instant Noodles	2,120	1,855	4,624	1,225	9,824	2,131	1,534	4,999	1,804	10,468
Frozen & Refrigerated Foods	2,127	2,164	1,908	1,845	8,044	2,311	2,443	1,859	1,480	8,093
Processed Foods	186	133	27	(319)	27	(392)	(170)	119	2	(441)
Cold Storage	602	545	688	439	2,274	824	728	837	433	2,822
Other	331	438	141	(95)	815	296	600	168	(121)	943
Adjustment	(155)	(355)	(242)	(96)	(848)	(26)	(310)	(433)	(392)	(1,161)
Operating profit margin	15.9%	15.6%	15.5%	12.7%	14.9%	14.5%	16.5%	16.9%	15.8%	16.0%
Seafood	3.2%	4.0%	3.1%	0.9%	2.8%	5.4%	6.0%	4.6%	1.8%	4.5%
Overseas Instant Noodles	24.5%	25.1%	23.6%	21.7%	23.7%	22.9%	26.9%	25.8%	26.7%	25.6%
Domestic Instant Noodles	9.5%	7.9%	13.9%	5.1%	9.5%	9.0%	6.8%	14.8%	7.4%	10.0%
Frozen & Refrigerated Foods	13.9%	13.6%	13.3%	12.9%	13.4%	14.4%	14.9%	12.7%	10.3%	13.2%
Processed Foods	3.7%	2.3%	0.5%	(5.9%)	0.1%	(7.4%)	(3.1%)	1.7%	0.0%	(1.9%)
Cold Storage	9.8%	8.4%	10.3%	7.3%	9.0%	12.3%	10.7%	12.5%	7.1%	10.7%
Other	3.5%	4.3%	1.5%	(1.1%)	2.2%	2.8%	5.5%	1.7%	(1.4%)	2.4%



FY2026 First Half / Second Half **Net Sales and Operating Profit Forecast by Segment**

FY2026: Consolidated Net Sales Forecast (YoY)

(Unit: ¥100M/YoY: %)	FY2025	FY2026 (forecast)					
	Full Year (actual)	First Half (forecast)		Second Half (forecast)		Full Year (forecast)	
Consolidated net sales	5,366	2,745	107%	2,855	102%	5,600	104%
■ Seafood	327	163	104%	170	100%	333	102%
■ Overseas Instant Noodles	2,482	1,305	113%	1,350	102%	2,655	107%
(Millions of U.S. dollars)	1,646	870	110%	900	106%	1,770	108%
■ Domestic Instant Noodles	1,044	472	102%	583	100%	1,055	101%
Bag-type noodles	170	77	104%	98	102%	175	103%
Cup-type noodles	874	395	103%	485	100%	880	101%
■ Frozen & Refrigerated Foods	615	334	103%	297	102%	631	103%
■ Processed Foods	234	116	107%	130	104%	246	105%
■ Cold Storage	263	136	101%	131	102%	267	101%
Other (including adjustments)	401	219	103%	194	103%	413	103%

FY2026: Consolidated Operating Profit Forecast (YoY)

(Unit: ¥100M/YoY: %)	FY2025	FY2026 (forecast)					
	Full Year (actual)	First Half (forecast)		Second Half (forecast)		Full Year (forecast)	
Consolidated operating profit	858	420	106%	400	87%	820	96%
■ Seafood	15	10	109%	6	115%	16	111%
■ Overseas Instant Noodles	636	313	108%	277	80%	590	93%
(Millions of U.S. dollars)	422	208	105%	185	82%	393	93%
■ Domestic Instant Noodles	105	37	101%	69	101%	106	101%
■ Frozen & Refrigerated Foods	81	39	82%	33	100%	72	89%
■ Processed Foods	(4)	(2)	↑	4	386%	2	↑
■ Cold Storage	28	15	100%	15	114%	30	107%
■ Other	9	13	145%	1	213%	14	148%
(Adjustment)	(12)	(5)	-	(5)	-	(10)	-

FY2026: Factors Behind Changes in Profit by Business Segment (Forecast)

FY2026	Domestic Instant Noodles (Unit: ¥100M)			Frozen & Refrigerated Foods (Unit: ¥100M)			Overseas Instant Noodles (Unit: Millions of U.S. dollars)		
	FY2025	FY2026	YoY Change	FY2025	FY2026	YoY Change	FY2025	FY2026	YoY Change
Net sales	1,044	1,055	+11	615	631	+16	1,646	1,790	+124
Operating profit	105	106	+1	81	72	(9)	422	393	(29)

Factors Behind Changes in Profit	Domestic Instant Noodles (Unit: ¥100M)			Frozen & Refrigerated Foods (Unit: ¥100M)			Overseas Instant Noodles (Unit: Millions of U.S. dollars)		
	First Half	Second Half	Full-year	First Half	Second Half	Full-year	First Half	Second Half	Full-year
Net sales	+10	+16	+26	+3	+2	+5	+59	+21	+80
Raw materials	(8)	(14)	(22)	(2)	(1)	(3)	(26)	(38)	(64)
Manufacturing costs	+1	+1	+2	(9)	0	(9)	(20)	(27)	(47)
SG&A expenses	(3)	(2)	(5)	(1)	(1)	(2)	(2)	+4	+2
T o t a l	0	+1	+1	(9)	0	(9)	+11	(40)	(29)

FY2025-FY2027

**Initiatives Under the Three-Year
Medium-Term Management Plan**

Domestic Instant Noodles Segment: Three-Year Initiatives

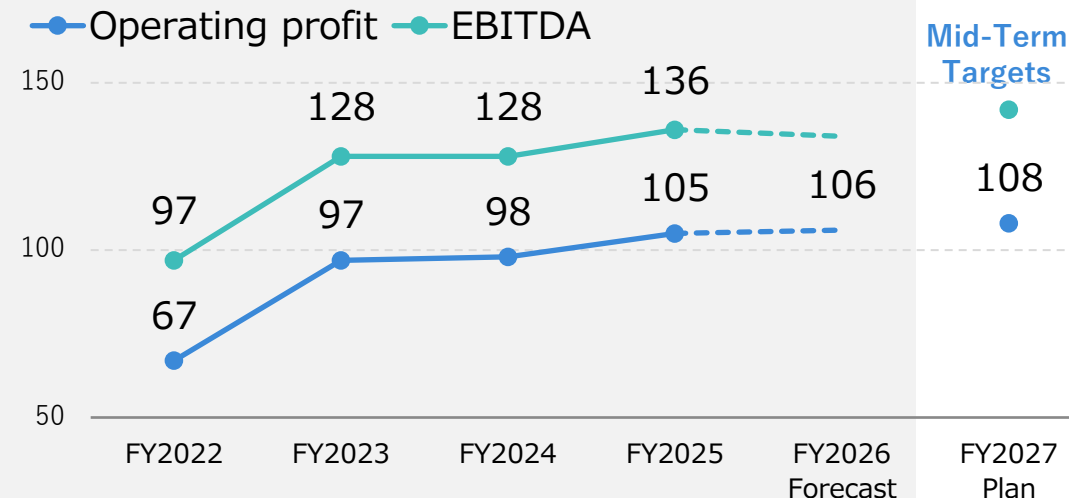
Initiatives Under the Three-Year Plan

- **Enhance the value of core brands**
 - Strengthen planning and promotion for Akai Kitsune, Midori no Tanuki, Menzukuri, and Maruchan Seimen.
- **Strengthen and establish brand promotion**
 - Actively promote product planning and marketing for MARUCHAN QTTA and Maruchan ZUBAAN!
- **Initiatives for Maruchan Yakisoba**
 - Further nurture the Maruchan Yakisoba brand
 - Strengthen exposure across three temperature categories



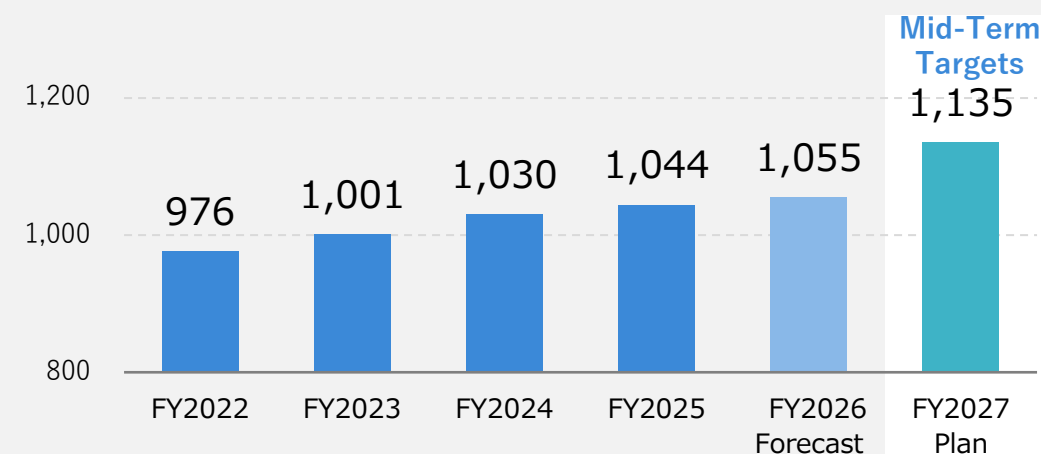
Operating Profit and EBITDA

(Unit: ¥100M)



Net Sales Trends

(Unit: ¥100M)



Frozen & Refrigerated Foods Segment: Three-Year Initiatives

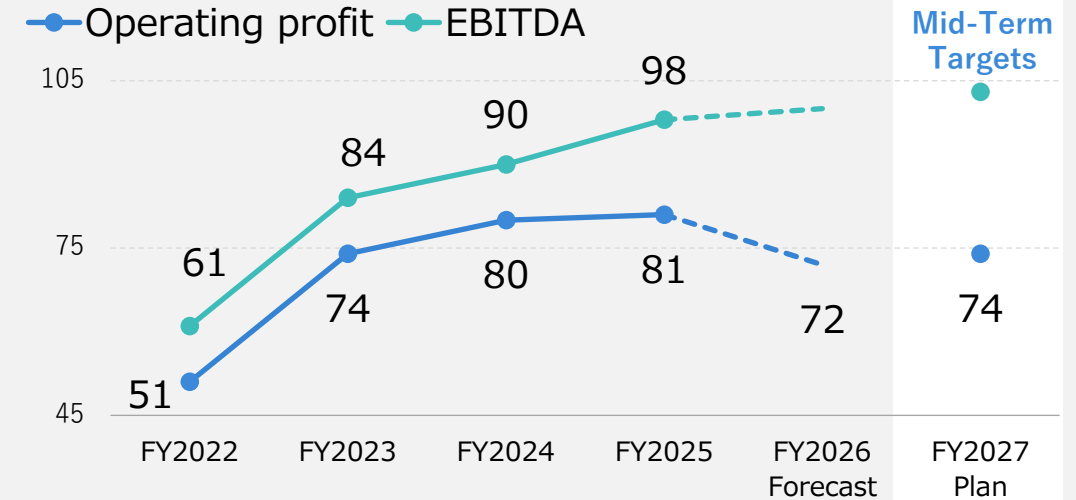
Initiatives Under the Three-Year Plan

- **Enhance the value of existing brands**
 - Strengthen product planning and promotion for Maruchan Yakisoba Three-Meal Package series and Paripari Mugen series
- **Develop value-driven products**
 - Strengthen promotion for the premium Koku no Itteki series.
- **Respond to diversification of eating habits, including convenience and single-serving meals**
 - Establish Tsuruyaka, Mukashinagara no Chuka Soba, and Kokou no Ippai series as core product lines
- **Initiatives for Maruchan Yakisoba**
 - Develop frozen noodles Maruchan Yakisoba (Two-Meal Package)



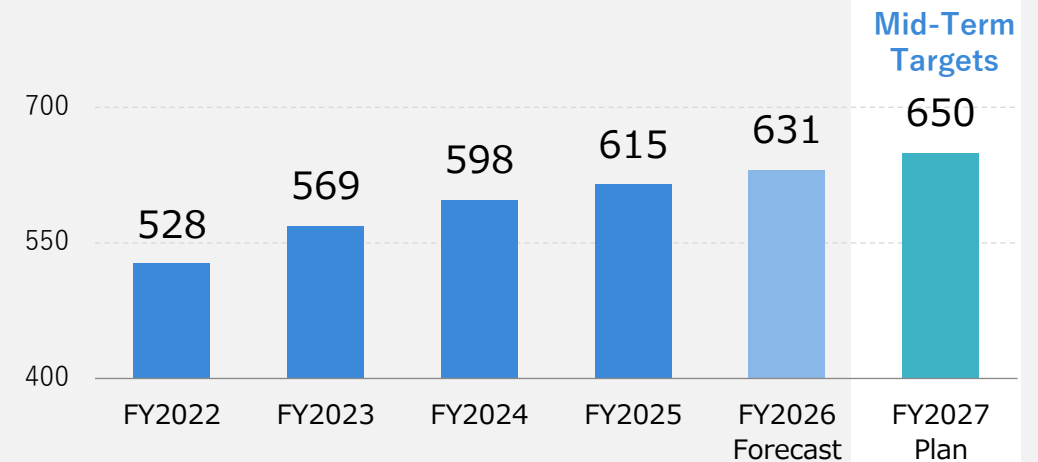
Operating Profit and EBITDA

(Unit: ¥100M)



Net Sales Trends

(Unit: ¥100M)



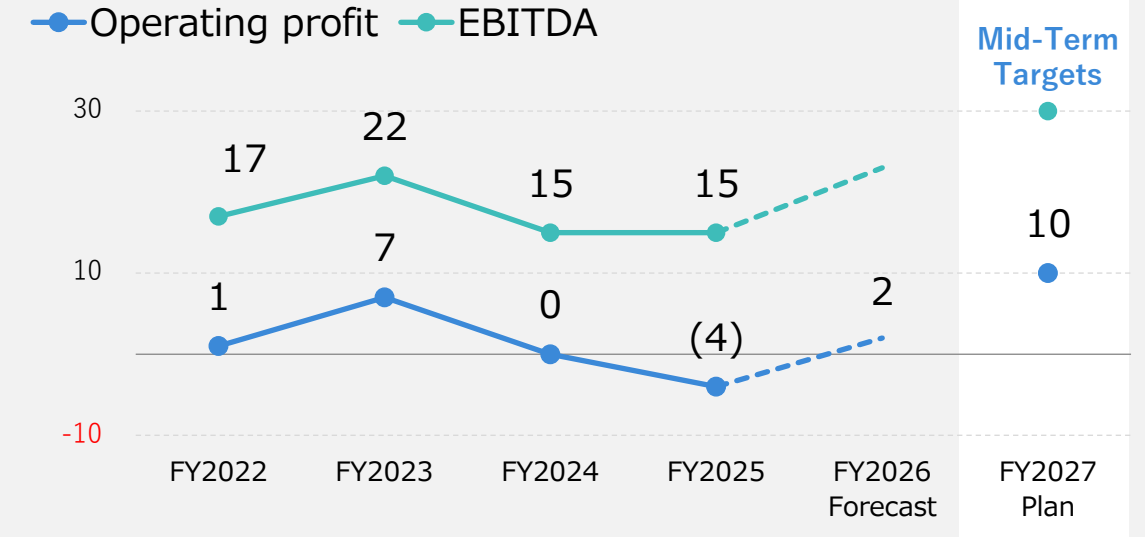
Processed Foods Segment: Three-Year Initiatives

Initiatives Under the Three-Year Plan

- **Enhance the value of core brands**
 - Strengthen product planning for the Attaka Gohan and Sozai no Chikara series.
- **Develop products emphasizing health value**
 - Develop Genmai Gohan, Mugi Gohan, and MCT Osakana Sausage series.
- **Respond to diversification of demand for quick and easy meal options**
 - Strengthen product planning for O Nabe Ni Pon and Chahan no Moto.

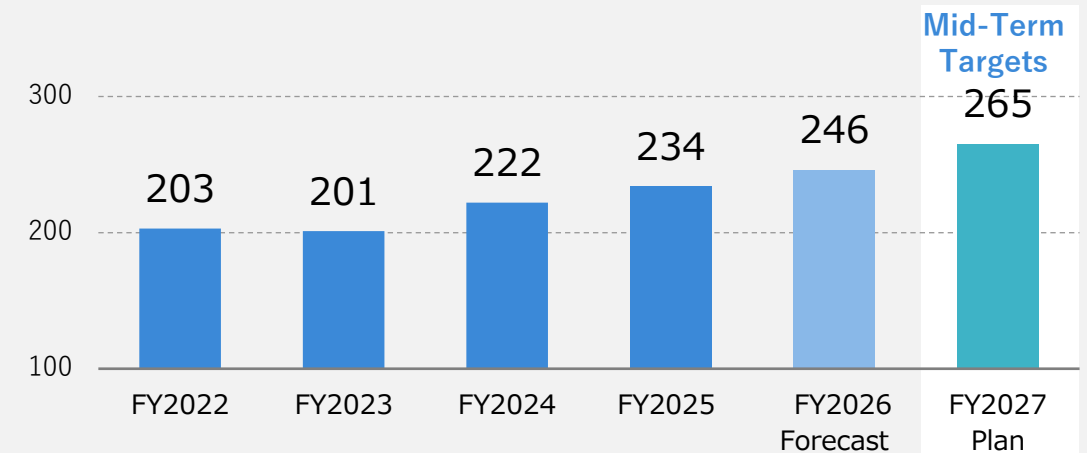
Operating Profit and EBITDA

(Unit: ¥100M)



Net Sales Trends

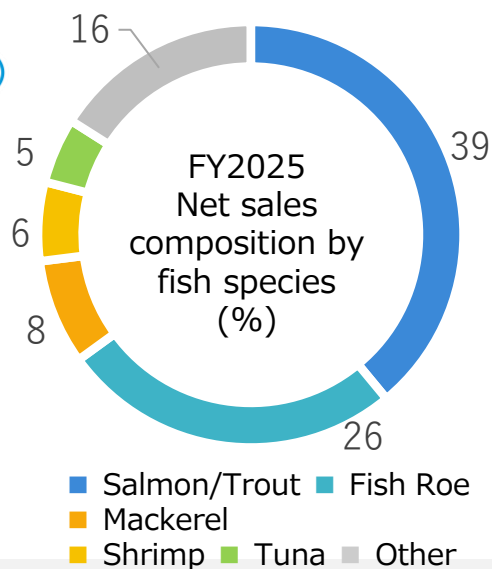
(Unit: ¥100M)



Seafood Segment: Three-Year Initiatives

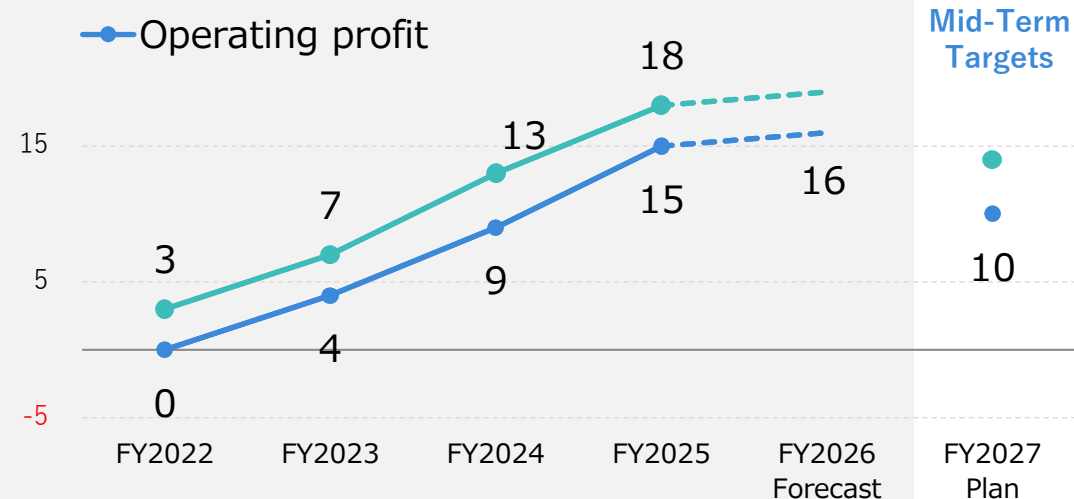
Initiatives Under the Three-Year Plan

- **Further growth and expansion of core fish species**
 - Strengthen product planning for salmon/trout, fish roe, mackerel, shrimp and tuna, which accounts for about approx. 80% of net sales.
- **Create new demand for seafood consumption**
 - Strengthen and develop the retail frozen food Choi Fish series.
- **Enhance cooperation and efficiency within the seafood group to improve profitability**
 - Promote smoother information sharing across domestic and overseas group companies to strengthen competitiveness and reduce costs.



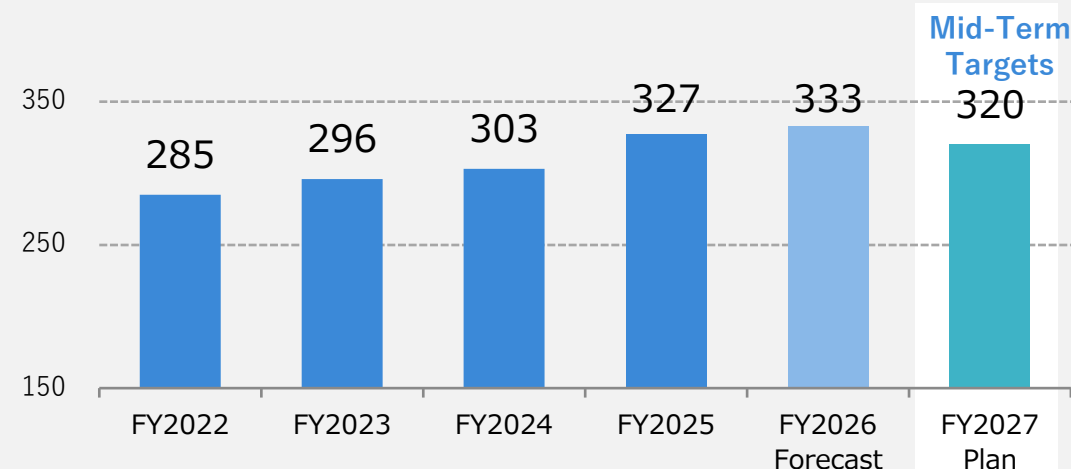
Operating Profit and EBITDA

(Unit: ¥100M)



Net Sales Trends

(Unit: ¥100M)



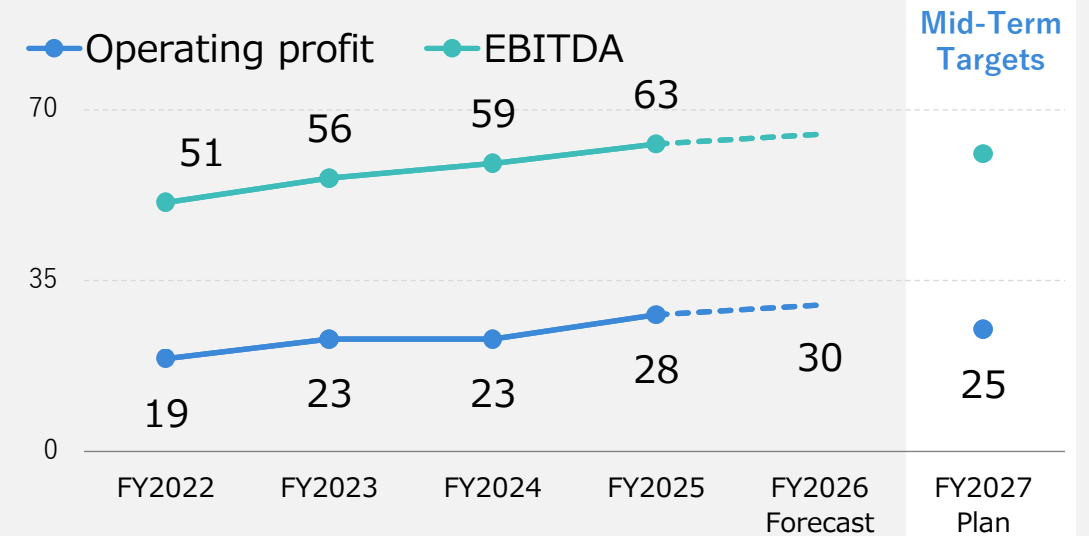
Cold Storage Segment: Three-Year Initiatives

Initiatives Under the Three-Year Plan

- **Strengthen responsiveness to customer needs**
 - Build a framework that enhances safety, efficiency, and profitability while strengthening problem-solving capabilities thereby expanding the customer base beyond food-related items
- **Create synergies within the Group**
 - Improve the efficiency of storage and distribution for frozen-temperature products in the frozen & refrigerated foods and seafood segments targeted for future expansion.
- **Address social issues**
 - Execute planned investments to transition to natural refrigerants

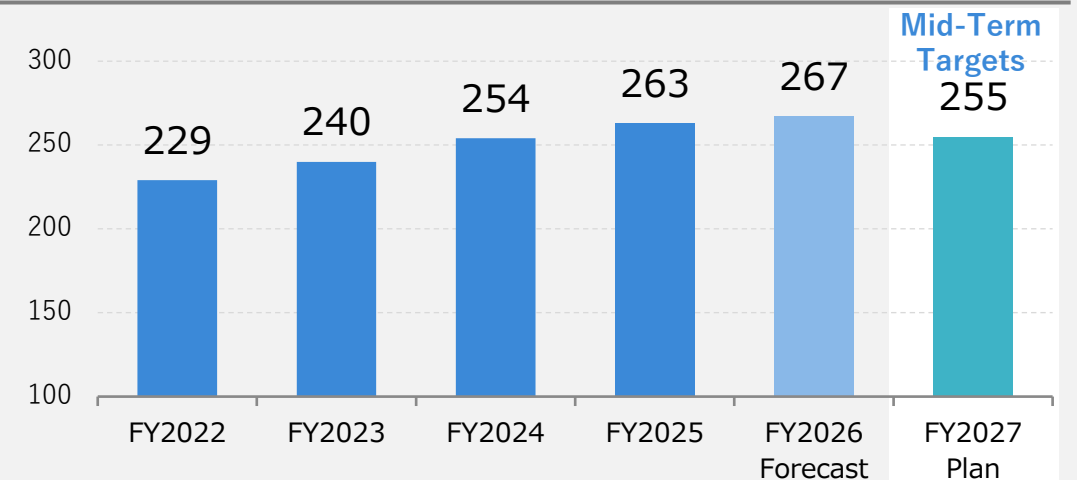
Operating Profit and EBITDA

(Unit: ¥100M)



Net Sales Trends

(Unit: ¥100M)



Overseas Instant Noodle Segment: Three-Year Initiatives

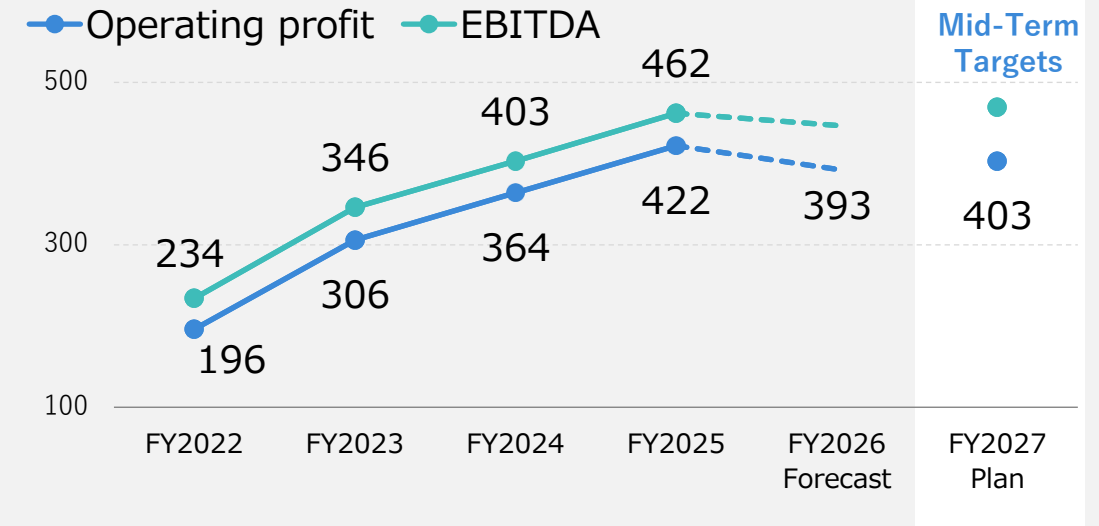
Initiatives Under the Three-Year Plan

- **Further growth of core products**
 - Strengthen promotions for the Ramen and Instant Lunch series by region, channel, and generation.
- **Create demand through strengthened product development**
 - In addition to the Yakisoba, Bowl, and Maruchan GOLD series, launch new products that capture emerging needs arising from changes in the environment.
- **Strengthen production framework**
 - Launch operations at new California plant and maximize impact.



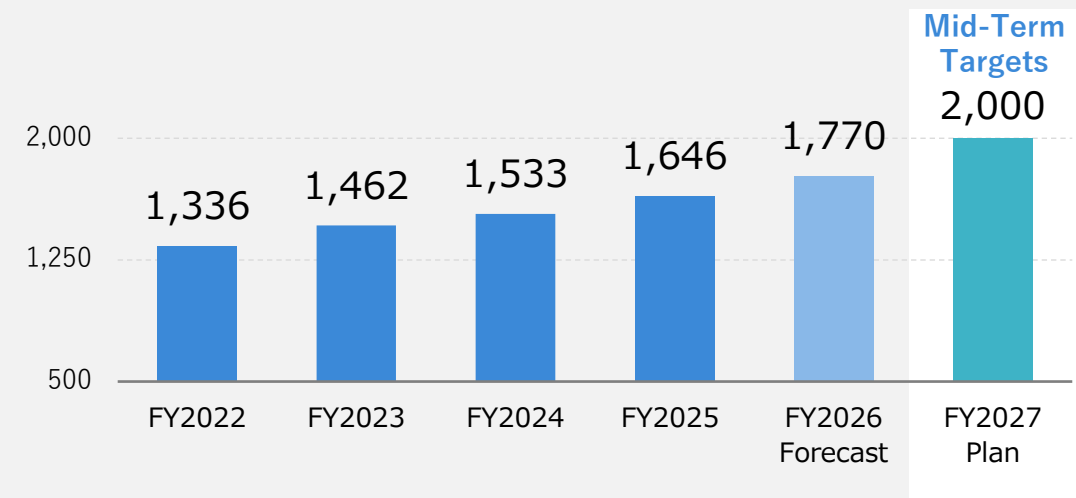
Operating Profit and EBITDA

(Unit: Millions of U.S. dollars)



Net Sales Trends

(Unit: Millions of U.S. dollars)





Smiles for All.

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Forward-Looking Statements

The plans, forecasts, and other statements contained in this document, other than historical facts, are all forward-looking statements and include various uncertainties.

Please be aware that actual results may differ from these forecasts due to various factors.

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