

# **FY2026 Interim Financial Results**



## **April 1, 2025–December 31, 2025**

February 6, 2026

ARIAKE JAPAN Co., Ltd. (Code number: 2815)

# Key Points of Interim Financial Results April 1, 2025–December 31, 2025

## □ Consolidated

Increases in net sales and profits (increases in net sales and profits on a currency-neutral basis as well). Both Ariake Japan and its subsidiaries saw increases in net sales and profits.

Net sales increased by 2.2% year on year. Operating profit increased by 7.2% year on year. Net profit increased by 14.6% year on year.

## □ Non-consolidated

Net sales and profits increased. Net sales increased by 1.3% year on year. Profit increased by 5.7% year on year.

Net sales for 3Q increased by 3.0% year on year, with growth in B2B2C products.

## □ Subsidiaries

Increases in net sales and profits (net sales decreased but profits increased on a currency-neutral basis).

Net sales increased by 4.7% year on year (decreased by 1.3% on a currency-neutral basis).

Operating profit increased by 11.2% year on year (increased by 4.9% on a currency-neutral basis).

The economic slowdown in Asia (China and Taiwan) was offset by increases in net sales and profits in Europe. Profit improvement in Europe advanced.

## □ Plan for Fiscal Year Ending March 31, 2026 (FY2026) (No change)

Consolidated net sales: ¥67.1 billion Consolidated operating profit: ¥12.2 billion

Consolidated operating profit to net sales ratio: 18.2%

We aim to achieve the plan by offsetting the sluggish performance in Asia with growth in Europe and increasing non-consolidated sales in the second half.

## Consolidated and Non-Consolidated Interim Financial Results April 1, 2025–December 31, 2025 (Year on Year)

Category	Results	FY2025	Year on year change	Year on year (%)
Consolidated net sales	<b>49.93</b>	<b>48.87</b>	<b>+1.06</b>	<b>+2.2%</b>
Consolidated operating profit	<b>8.77</b>	<b>8.17</b>	<b>+0.59</b>	<b>+7.2%</b>
Consolidated ordinary profit	<b>10.17</b>	<b>8.89</b>	<b>+1.27</b>	<b>+14.3%</b>
Consolidated profit	<b>6.89</b>	<b>6.01</b>	<b>+0.88</b>	<b>+14.6%</b>
Non-Consolidated net sales	<b>36.81</b>	<b>36.34</b>	<b>+0.47</b>	<b>+1.3%</b>
Non-Consolidated operating profit	<b>6.17</b>	<b>5.84</b>	<b>+0.33</b>	<b>+5.7%</b>
Non-Consolidated ordinary profit	<b>7.77</b>	<b>6.76</b>	<b>+1.01</b>	<b>+14.9%</b>
Non-Consolidated profit	<b>5.40</b>	<b>4.74</b>	<b>+0.66</b>	<b>+14.0%</b>

\* Unit: Billion yen, rounded to the nearest 10 million yen

Consolidated operating profit ratio: 17.6% (previous year: 16.7%, +0.9p)  
Non-Consolidated operating profit ratio: 16.8% (previous year: 16.1%, +0.7p)

## Consolidated and Non-Consolidated Interim Financial Results April 1, 2025–December 31, 2025 (Compared to the Plan)

Category	Results	Plan	Comparison with the plan	Comparison with the plan (%)
Consolidated net sales	<b>49.93</b>	<b>50.30</b>	<b>-0.37</b>	<b>-0.7%</b>
Consolidated operating profit	<b>8.77</b>	<b>9.22</b>	<b>-0.45</b>	<b>-4.9%</b>

Category	Results	Plan	Comparison with the plan	Comparison with the plan (%)
Non-Consolidated net sales	<b>36.81</b>	<b>37.08</b>	<b>-0.27</b>	<b>-0.7%</b>
Non-Consolidated operating profit	<b>6.17</b>	<b>6.44</b>	<b>-0.27</b>	<b>-4.2%</b>

\* Unit: Billion yen, rounded to the nearest 10 million yen

Consolidated operating profit ratio: 17.6% (Plan: 18.3%, -0.7p) Non-Consolidated operating profit ratio: 16.8% (Plan: 17.4%, -0.6p)
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## Results of Subsidiaries

### January 1, 2025–September 30, 2025 (Year on Year)

Category	Results	FY2025	Year on year change	Year on year (%)
Net sales	13.12 (12.37)	12.53	+0.59 (-0.17)	+4.7 (-1.3)
Operating profit	2.59 (2.45)	2.33	+0.26 (+0.11)	+11.2 (+4.9)

Operating profit ratio of the Subsidiaries: 19.8%  
(Previous year: 18.6%, +1.2p)

\* Unit: Billion yen, rounded to the nearest 10 million yen

**Figures in parentheses are currency-neutral.**

**For overseas subsidiaries, results are for the period from January to September 2025.**

[By Group] Net Sales April 1, 2025–December 31, 2025  
(Year on Year Comparison)

\* Subsidiaries' figures are after consolidation adjustments (Billions of yen)

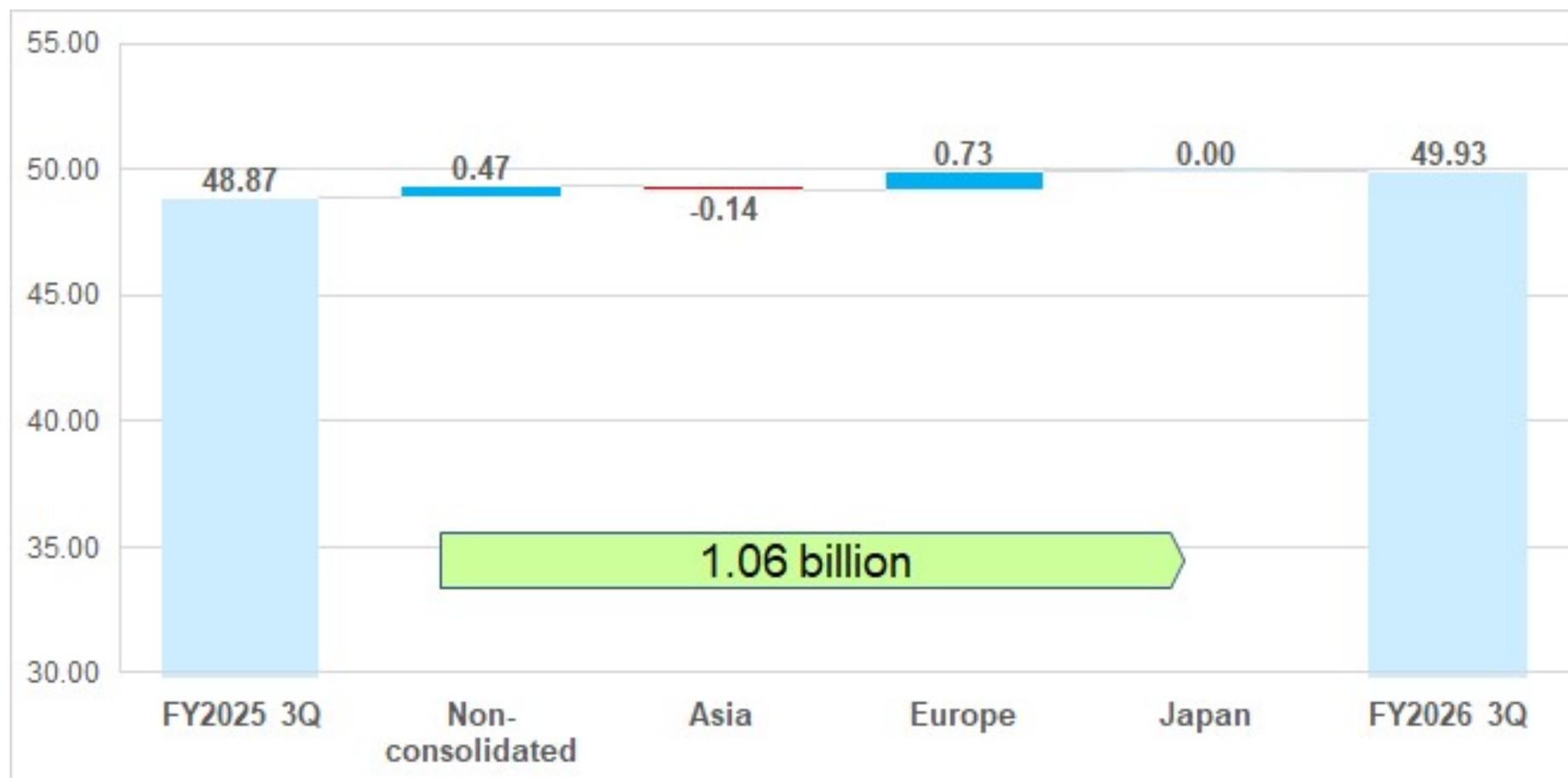
	FY2026 3Q (A)	FY2025 3Q (B)	Change (A-B)	Change	
				%	Currency neutral
Ariake Japan	36.81	36.34	0.47	1.3%	-
Subsidiaries total*	13.12	12.53	0.59	4.7%	-1.3%
Asia	7.04	7.18	-0.14	-1.9%	-5.4%
Europe	5.85	5.12	0.73	14.3%	4.4%
Japan	0.23	0.23	-0.00	-1.6%	-
Ariake Group	49.93	48.87	1.06	2.2%	0.6%

Exchange rate  
as of the end of  
September

EUR	174.47	159.43	15.04
RMB	20.88	20.46	0.42
TWD	4.88	4.51	0.37
IDR	0.0090	0.0095	- 0.0005

# [By Group] Net Sales April 1, 2025–December 31, 2025 (Year on Year Comparison)

(Billions of yen)

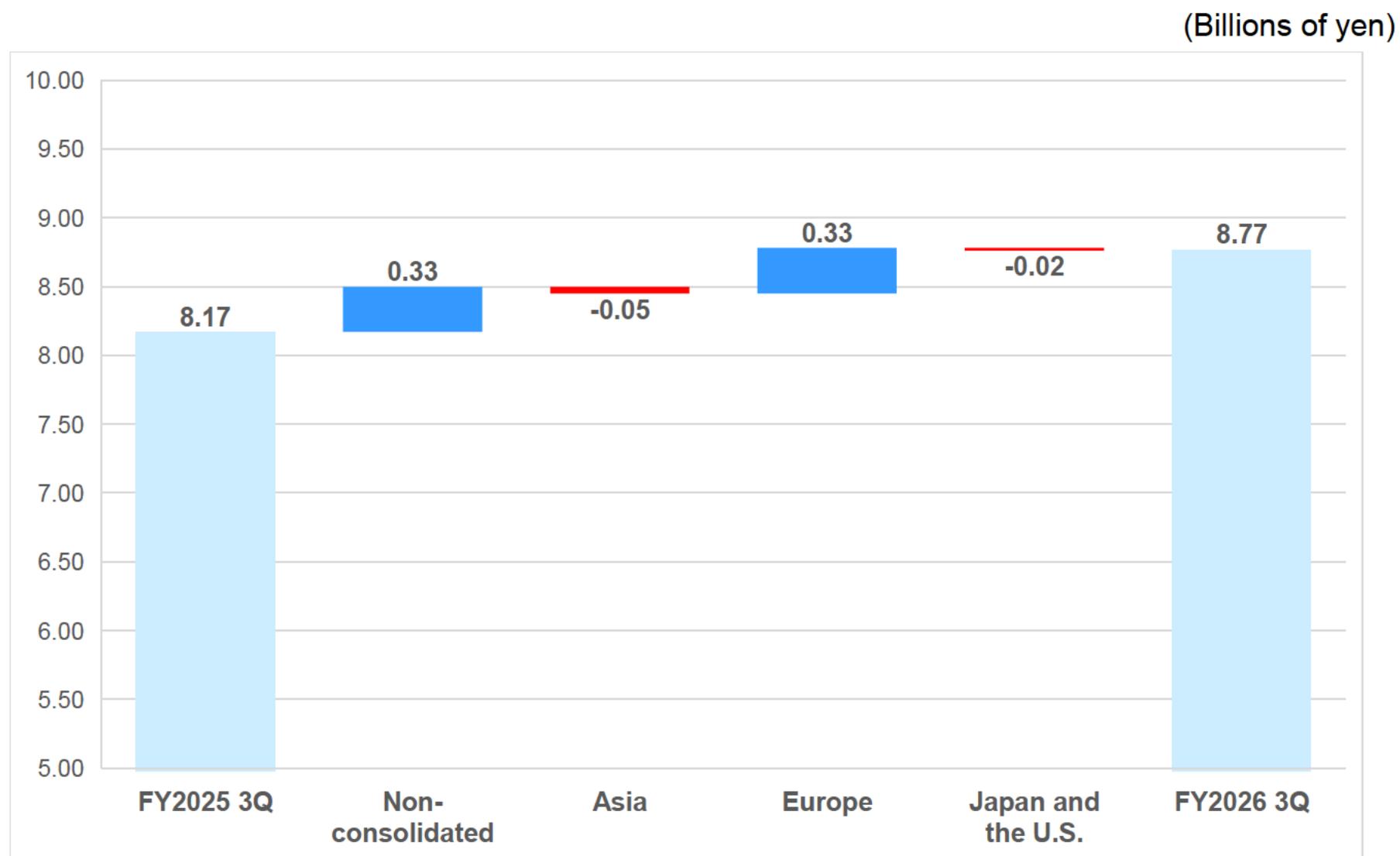


[By Group] Operating Profit April 1, 2025–December 31, 2025  
(Year on Year Comparison)

\* Subsidiaries' figures are after consolidation adjustments (Billions of yen)

	FY2026 3Q (A)	FY2025 3Q (B)	Change (A-B)	Currency neutral	
				%	
Ariake Japan	6.17	5.84	0.33	5.7%	-
Subsidiaries total*	2.59	2.33	0.26	11.2%	4.9%
Asia	1.71	1.76	-0.05	-2.6%	-6.7%
Europe	0.89	0.56	0.33	59.6%	45.9%
U.S.	-0.02	0.00	-0.02	-	-
Japan	0.01	0.01	-0.00	0.0%	-
Ariake Group	8.77	8.17	0.59	7.2%	5.4%

# [By Group] Operating Profit April 1, 2025–December 31, 2025 (Year on Year Comparison)



# [Non-consolidated] Key Points of Interim Financial Results

## April 1, 2025–December 31, 2025

### □ Net sales/Operating profit

Increases in net sales and profits.

Net sales: ¥36.81 billion (+1.3% year on year, -0.7% compared to the plan; Achievement rate of the full-year plan: 75.1%)

Operating profit: ¥6.17 billion (+5.7% year on year, -4.2% compared to the plan; Achievement rate of the full-year plan: 73.2%)

Operating profit to net sales ratio: 16.8% (+0.7 points year on year, -0.6 points to the plan)

Both net sales and operating profit increased year on year, but were slightly lower than the plan due to the impact of a decrease in sales of products to CVS, despite the strong performance of B2B2C products and growth in products for manufacturers and those for the restaurant industry.

### □ Ordinary profit/Profit

Ordinary profit: ¥7.77 billion (+14.9% year on year)

Profit: ¥5.40 billion (+14.0% year on year)

### □ Plan for Fiscal Year Ending March 31, 2026 (FY2026) (No change)

Net sales: ¥49.0 billion    Operating profit: ¥8.43 billion

Operating profit to net sales ratio: 17.2%

## [Non-consolidated] Net Sales and Profit April 1, 2025–December 31, 2025

### □ Net sales

- Sales of products for CVS decreased (-5.5% year on year) due to the impact of sluggish sales at CVS.
- Sales to restaurants increased (+1.9% year on year) due to an increase in the number of our proposals being adopted.
- Sales to processed food manufacturers increased (+3.7% year on year) due to frugality, steady demand for rice substitutes, and the effect of price revisions.
- Sales to B2B2C (CVS, discount warehouses, etc.) saw steady growth (+10.5% year on year) mainly due to an increase in new products being adopted and sales promotions.

### □ Operating Profit

- Operating profit to net sales ratio improved by 0.7 points year on year, as cost-down initiatives through VA and process improvements at plants absorbed cost-increasing factors, and sales initiatives (price revisions and renewals) further contributed to the improvement.
- Operating profit to net sales ratio fell 0.6 points below the plan due to an increase in the fixed cost ratio resulting from adjusting production volume based on sales, a slightly higher-than-planned raw material cost ratio, and a decrease in the work-in-process inventory.
- As for the cost reduction plan at plants, we achieved a reduction of approximately ¥2.3 billion (approximately 114%) against the planned target of approximately ¥2 billion per year.  
As for profit improvement in sales, we achieved an improvement of approximately ¥1.48 billion (approximately 97%) against the planned target of ¥1.5 billion per year, of which ¥1.17 billion was achieved through price revisions.
- The sales unit price in the first nine months of the fiscal year rose by 2.9% year on year, while sales volume decreased by 1.6%.

[Non-consolidated] Sales Ratio by Category and Changes in Sales by Category  
 April 1, 2025–December 31, 2025

<b>Category</b>	<b>Sales ratio</b>	<b>YoY change</b>
<b>Food manufacturers</b>	<b>19.9%</b>	<b>+3.7%</b>
<b>Restaurants</b>	<b>40.1%</b>	<b>+1.9%</b>
<b>CVS, ready-made meal operators, supermarkets</b>	<b>26.3%</b>	<b>-5.5%</b>
<b>B2C (B2B2C)</b>	<b>11.9%</b>	<b>+10.5%</b>
<b>Export (Taiwan/ Korea, etc.)</b>	<b>1.8%</b>	<b>+5.7%</b>
<b>Total</b>	<b>100%</b>	<b>+1.3%</b>

## [Non-consolidated] Factors in Profit Fluctuation April 1, 2025–December 31, 2025 (Year on Year Comparison)

■ **Operating profit: ¥6,171 million** Year-on-year increase of ¥330 million (+5.7%)

(Millions of yen)



■ **Ordinary profit: ¥7,770 million** Year-on-year increase of ¥1,006 million (+14.9%)

(Millions of yen)

Increase factors	Increase in operating profit	330
	Dividend income, etc.	282
	Decrease in loss on valuation of derivatives	156
	Foreign exchange gains	103
	Other	135
Decrease factors	Provision of allowance for doubtful accounts	1006
	Total	1006

## [Non-consolidated] Full-Year Forecast for the Fiscal Year Ending March 2026

### ▣ Net sales

- Net sales will not achieve the plan, although sales will recover through B2B2C products adopted for distribution channels, refined existing products for CVS, proposals of B2C products, etc. Net sales are expected to fall below the plan by slightly over 1%.
- Net sales increased by 2.7% year on year in 1Q, decreased by 2.0% year on year in 2Q, increased by 3.0% year on year in 3Q, and are expected to increase by 2.5–3.5% year on year in 4Q.
- We are working on new projects for the next fiscal year.

### ▣ Operating profit

- We will continue to pursue cost reductions through VA and process improvement at plants, along with profit improvement through sales initiatives (price revisions and renewals). Additionally, we will raise prices of low-margin products.
- Operating profit to net sales ratios: 16.2% in 1Q, 14.9% in 2Q, and 18.8% in 3Q (achieved by the effect of increased sales)
- The euro's appreciating beyond expectations is a worrisome factor that may raise costs. Raw material and operating costs will be further reduced.
- Both the amount of operating profit and the operating profit to net sales ratio are expected to be slightly lower than the plan because growth in net sales is anticipated to fall below the plan.

## [Subsidiaries] Key Points of Interim Financial Results January 1, 2025–September 30, 2025

### □ Net sales/Operating profit

Increases in net sales and profits. Net sales decreased, but profits increased on a currency-neutral basis.

Decreased net sales and profits in Asia due to sluggish consumption were covered by the strong performance in Europe.

Net sales: ¥13.12 billion (+4.7% year on year, -0.7% compared to the plan)

Operating profit: ¥2.59 billion (+11.2% year on year, -6.6% compared to the plan)

Operating profit to net sales ratio: 19.8% (+1.2 points year on year, -1.2 points compared to the plan)

### □ Situation by country

- As for Asia, net sales and profits decreased due to sluggish consumption in China and Taiwan.
- As for Europe, strong performance was maintained overall, with increases in net sales and profits.
- As for France, sales to Japan increased while sales within Europe decreased. Net sales increased, but profits decreased due to consolidation adjustments.
- As for Belgium, net sales and profits increased due to improved profitability, but a slight operating loss was recorded.
- As for Netherlands, sales and profits increased steadily. Operating profit to net sales ratio also improved.

## [Subsidiaries] Full-Year Forecast for the Fiscal Year Ending March 2026

### □ Net sales

- We continue to aim to achieve the annual plan by covering the sluggishness in Asia with business in Europe.
- The sluggish consumption in China and Taiwan persists. We intend to cover decreased sales through acquiring new customers and increasing new products being adopted.
- Europe continues to perform well. We will offset a decrease in local sales in France by acquiring new customers.
- Demand for Japanese food (ramen and curry) is strong, so we will strengthen sales initiatives primarily targeting Japanese wholesalers and Japanese companies.

### □ Operating profit

- We expect to achieve the plan by covering the sluggishness in Asia with business in Europe as is the case with net sales.
- We will advance profit improvement in Belgium. The final results will exceed the plan, but are not expected to be in the black on a full fiscal year basis.
- Profit improvement is expected to advance across Europe due to the strong performance in the Netherlands.

## [Asia] Overseas Group Companies

### □ China

- The subsidiary in China was significantly impacted by the sluggish performance across the entire food industry due to the economic downturn persisting from the previous period. It maintained a high operating profit to net sales ratio by reducing costs and expenses.
- It will offset a decrease in existing customers with new products being adopted by processed food manufacturers and restaurants, as well as new B2C products being adopted.
- It will increase sales of B2C products and products offered in the Korean market (for Chinese restaurants) going forward.

### □ Taiwan

- The subsidiary in Taiwan was impacted by the performance of the subsidiary's customers. Their performance was divided into two groups; one group grew due to store expansion, while the other stagnated due to poor quality and high prices. The ramen industry became increasingly competitive and saturated due to fierce competition for market share among the subsidiary's customers.
- The high operating profit to net sales ratio was maintained by reducing costs and expenses and promoting other measures.
- The subsidiary in Taiwan will focus its sales efforts on restaurants besides ramen restaurants including hot-pot restaurants, noodle restaurants, and family restaurants, as well as processed food manufacturers.

### □ Indonesia

- Exports to Japan increased, while exports to ASEAN countries decreased. Domestic sales in Indonesia were strong in both the restaurant and manufacturing industries with strong demand.
- Sales ratio between within the Group (Japan, Taiwan) and outside the Group: 57:43
- Demand is increasing accompanying the overseas expansion of Japanese restaurants (Demand within Indonesia and demand from Asia, Middle East, etc.)
- The subsidiary in Indonesia started to export halal products (three types of ramen soup) to Japan in 2026.

# [Topic] Halal Certified Ramen Soup (Produced at the Indonesian Plant)



MISO RAMEN SOUP ( AI-9103 )			
名称	スープ		
原材料名	味噌野菜ペースト(味噌、パーム油、チキンエキス、もやし、キャベツ、玉ねぎ、にんにく)、パーム油、味噌野菜風味オイル(パーム油、味噌、その他)、チキンエキス、フライドオニオンガーリックオイル、食塩、砂糖、ケチャップマニス、フライドオニオンガーリックペースト、香辛料/調味料(アミノ酸等)、カラメル色素、(一部に小麦・大豆・鶏肉を含む)		
内容量	1 kg		
賞味期限	2026.12.15	LOT.No.	25121501
保存方法	高温、高湿、直射日光を避け保存してください		
原産国名	インドネシア共和国		
輸入者	アリアケジャパン株式会社 東京都渋谷区恵比寿南三丁目2番17号		

SHOYU RAMEN ( AI-9154 )			
名称	スープ		
原材料名	しょうゆ、食塩、チキンエキス、パーム油、香味油、砂糖、塩麩、オニオンエキス、ガーリックエキス、白こしょう、チリソース調味料/調味料(アミノ酸等)、カラメル色素、増粘剤(グァーガム)、酸化防止剤(V.E)、(一部に小麦・大豆・鶏肉を含む)		
内容量	1 kg		
賞味期限	2026.12.05	LOT.No.	25120501
保存方法	高温、高湿、直射日光を避け保存してください		
原産国名	インドネシア共和国		
輸入者	アリアケジャパン株式会社 東京都渋谷区恵比寿南三丁目2番17号		

TANTANMEN TARE ( AI-9061 )			
名称	スープ		
原材料名	ごまペースト、ピーナッツペースト、砂糖、食塩、ごま油、チリソース調味料、しょうゆ、香味油、にんにく、野菜えびペースト、えびペースト、唐辛子/調味料(アミノ酸等)、パプリカ色素、酸化防止剤(V.E)、(一部にえび・小麦・落花生・ごま・大豆を含む)		
内容量	1 kg		
賞味期限	2026.12.12	LOT.No.	25121201
保存方法	高温、高湿、直射日光を避け保存してください		
原産国名	インドネシア共和国		
輸入者	アリアケジャパン株式会社 東京都渋谷区恵比寿南三丁目2番17号		



**We sell in Japan halal-certified ramen soup produced at the Indonesian plant.**

**Three flavors are available: shoyu, miso and tantanmen.**

**This is intended to meet the demand from Muslim communities in and inbound tourists visiting Japan.**

**We started to import the products in January 2026 on a trial basis.**

## [Europe] Overseas Group Companies

### ▣ France

- Exports to Japan increased. Although net sales decreased due to decreased orders from some customers in Europe, operating profit improved significantly due to increased production absorbing fixed costs and improved utility costs.
- The subsidiary in France continued to export steadily to Japan, while offsetting decreased sales in Europe by acquiring new customers (with some confirmed newly adopted products).  
As for the industrial sector, it will expand its sales of organic products (organic certified).
- It has started operations of spray powder products (Europe and Japan) and have tentatively confirmed adoption in the industrial sector in Europe for the next fiscal year.
- It will promote sales of infusion bouillon (dashi packs) in conjunction with UHT products (dedicated shelf space for Ariake).

### ▣ Belgium

- Export to Japan increased, and the number of customers in Europe also grew. The subsidiary in Belgium has achieved significant year on year profit improvement through the absorption of fixed costs and reduced utility costs. As for the next fiscal year, it expects to achieve profitability for the full year.
- There is strong demand for Japanese food, especially ramen, which is a future growth factor. The subsidiary in Belgium leverages the advantages of local production to expand sales. It will strengthen ties with Japanese wholesalers. (Sales of Japanese food increased 16% year on year. Its sales have doubled over the past four years.)
- As for UHT products, the subsidiary in Belgium is expanding sales, primarily in Paris. It is strengthening sales, taking a long-term approach. It is also considering OEM production.
- As for the industrial sector, the subsidiary in Belgium will expand sales of organic products as is the case in France (organic certified).

### ▣ The Netherlands (Henningesen)

- Sales are strong, particularly to the industrial sector in Europe. The positive trend has continued.

[Topic] Ready-Made Ramen Soup for Professional Use  
(Produced at the Belgium Plant)



**Our ramen soup is now on sale at Metro (Cash & Carry) outlets in France in three flavors: miso, shoyu and tonkotsu. It is concentrated and contained in an aluminum pouch with a screw cap, and can be kept at normal room temperature.**

**We hope that our products will gain popularity as a pioneer in the market.**

[Topic] B2C Sales Expansion in France  
(Involving Businesses in France and Belgium)



**A new B2C manager was hired by the sales office in Europe (Paris branch). In line with the sales expansion of UHT products produced in Belgium, we have secured dedicated shelf spaces for Ariake products at certain retailers in France, and are also expanding sales of existing infusion bouillon (dashi packs) at the same time.**

## [Supplementary Information] Overseas Group Companies (Before Consolidation Adjustments)

### Financial results of affiliated companies [before consolidation adjustments]

		Net sales		Operating profit		Profit		Capital expenditures		Depreciation	
		FY2026 3Q	FY2025 3Q	FY2026 3Q	FY2025 3Q	FY2026 3Q	FY2025 3Q	FY2026 3Q	FY2025 3Q	FY2026 3Q	FY2025 3Q
QINGDAO ARIAKE FOODSTUFF CO., LTD.	(Exchange rate)	(@20. 88)	(@20. 46)								
	Thousands of yuan	224, 604	232, 253	45, 708	46, 730	35, 074	39, 704	1, 871	4, 510	7, 753	6, 997
	Millions of yen	4, 690	4, 752	954	956	732	812	39	92	162	143
TAIWAN ARIAKE FOOD CO., LTD.	(Exchange rate)	(@4. 88)	(@4. 51)								
	Thousands of yuan	563, 756	562, 704	154, 600	159, 230	128, 916	130, 620	4, 149	116	26, 670	24, 014
	Millions of yen	2, 751	2, 538	754	718	629	589	20	1	130	108
F. P. Natural Ingredients SAS	(Exchange rate)	(@174. 47)	(@159. 43)								
	Thousands of euros	10, 660	8, 432	1, 512	133	1, 587	195	459	238	712	586
	Millions of yen	1, 860	1, 344	264	21	277	31	80	38	124	93
ARIAKE EUROPE NV	(Exchange rate)	(@174. 47)	(@159. 43)								
	Thousands of euros	17, 476	13, 953	-356	-1, 838	1, 261	-159	979	328	2, 235	2, 155
	Millions of yen	3, 049	2, 224	-62	-293	220	-25	171	52	390	344
Henningsen Nederland BV	(Exchange rate)	(@174. 47)	(@159. 43)								
	Thousands of euros	19, 491	17, 968	5, 380	4, 537	4, 167	3, 611	587	42	77	136
	Millions of yen	3, 401	2, 865	939	723	727	576	100	7	13	22
PT. Ariake Europe Indonesia	(Exchange rate)	(@0. 0090)	(@0. 0095)								
	Millions of rupiah	58, 369	53, 499	4, 282	2, 933	4, 006	2, 005	1	2	6	5
	Millions of yen	525	508	39	28	36	19	12	16	50	48

#### ❑ France (before consolidation adjustments)

Net sales +26.4% year on year    Operating profit +1037% year on year

#### ❑ Belgium (before consolidation adjustments)

Net sales +25.2% year on year    Operating profit +80.6% year on year

## [Other] Overseas Group Companies

### □ Update of the U.S. subsidiary

- We established Ariake U.S.A., Inc. on July 1, 2024, with capital of \$10 million. We have selected a 53,000 m<sup>2</sup> candidate site in Chesapeake City, Virginia, on the East Coast. Although due diligence and feasibility studies for the land, as well as due diligence for the real estate, had been completed, we temporarily terminated the contract.
- Construction and equipment costs have increased significantly beyond our expectations. We are currently reviewing the business plan.

### □ Dissolution of Rizhao Ariake in China

- We dissolved Rizhao Ariake on July 2, 2025. At this stage, we have withdrawn the request for Qingdao Ariake to vacate the site. We are currently considering a new factory construction site within Shandong Province.
- Until FY2028 (ending March 31, 2028), the last fiscal year covered by the medium-term three-year plan, we can respond by enhancing existing facilities in Qingdao Ariake.

## Plan for FY2026

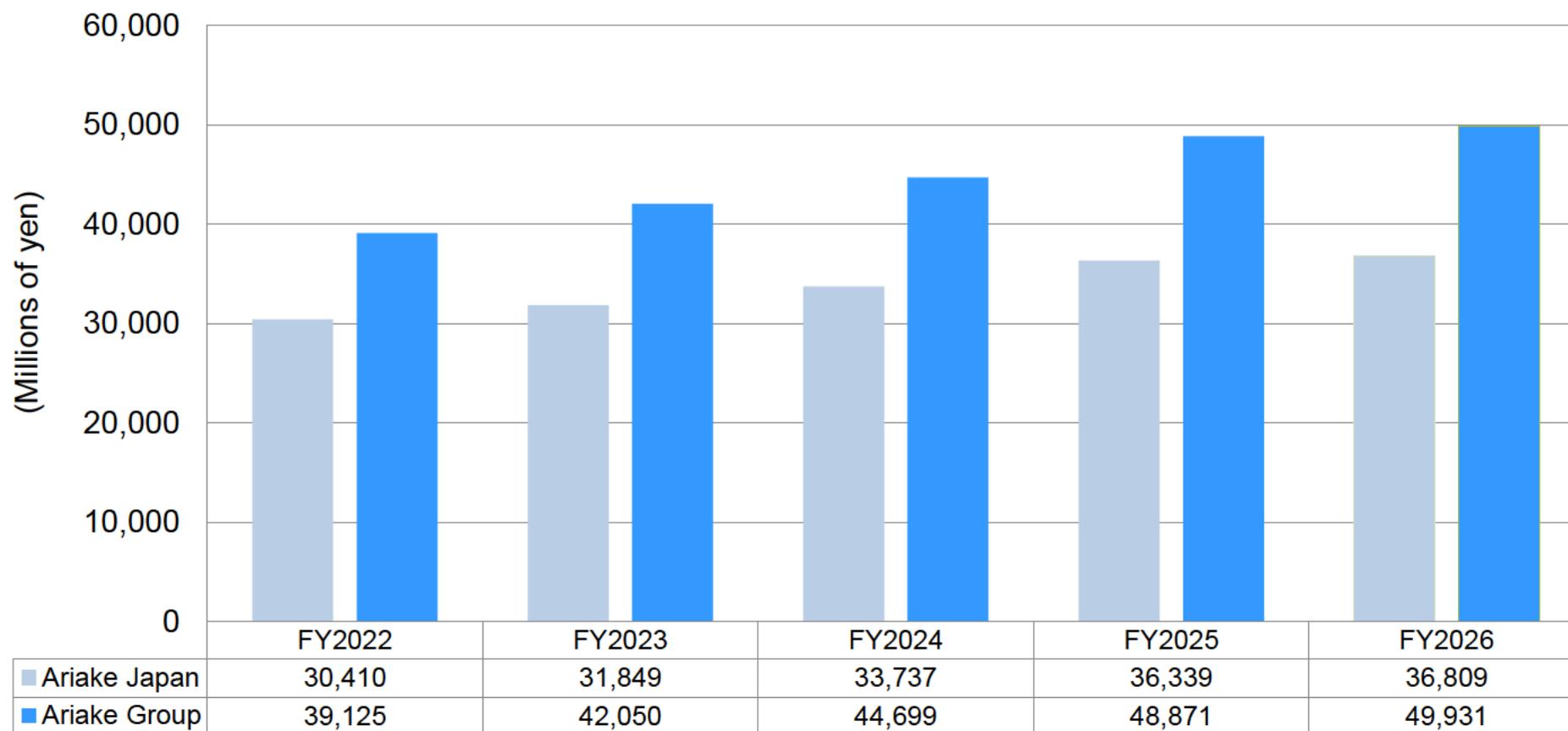
\* Subsidiaries' figures are after consolidation adjustments (Billions of yen)

	Net Sales			Operating profit		
	FY2026 Plan (A)	FY2025 Results (B)	Change (A-B)	FY2026 Plan (A)	FY2025 Results (B)	Change (A-B)
Ariake Japan	49.0	47.5	1.5	8.4	7.8	0.6
Subsidiaries total*	18.1	17.9	0.2	3.8	3.3	0.5
Asia	10.6	10.3	0.3	2.7	2.5	0.2
Europe	7.3	7.3	0.0	1.1	0.8	0.3
Japan	0.3	0.3	0.0	0.0	0.0	0.0
Ariake Group	67.1	65.4	1.7	12.2	11.1	1.1

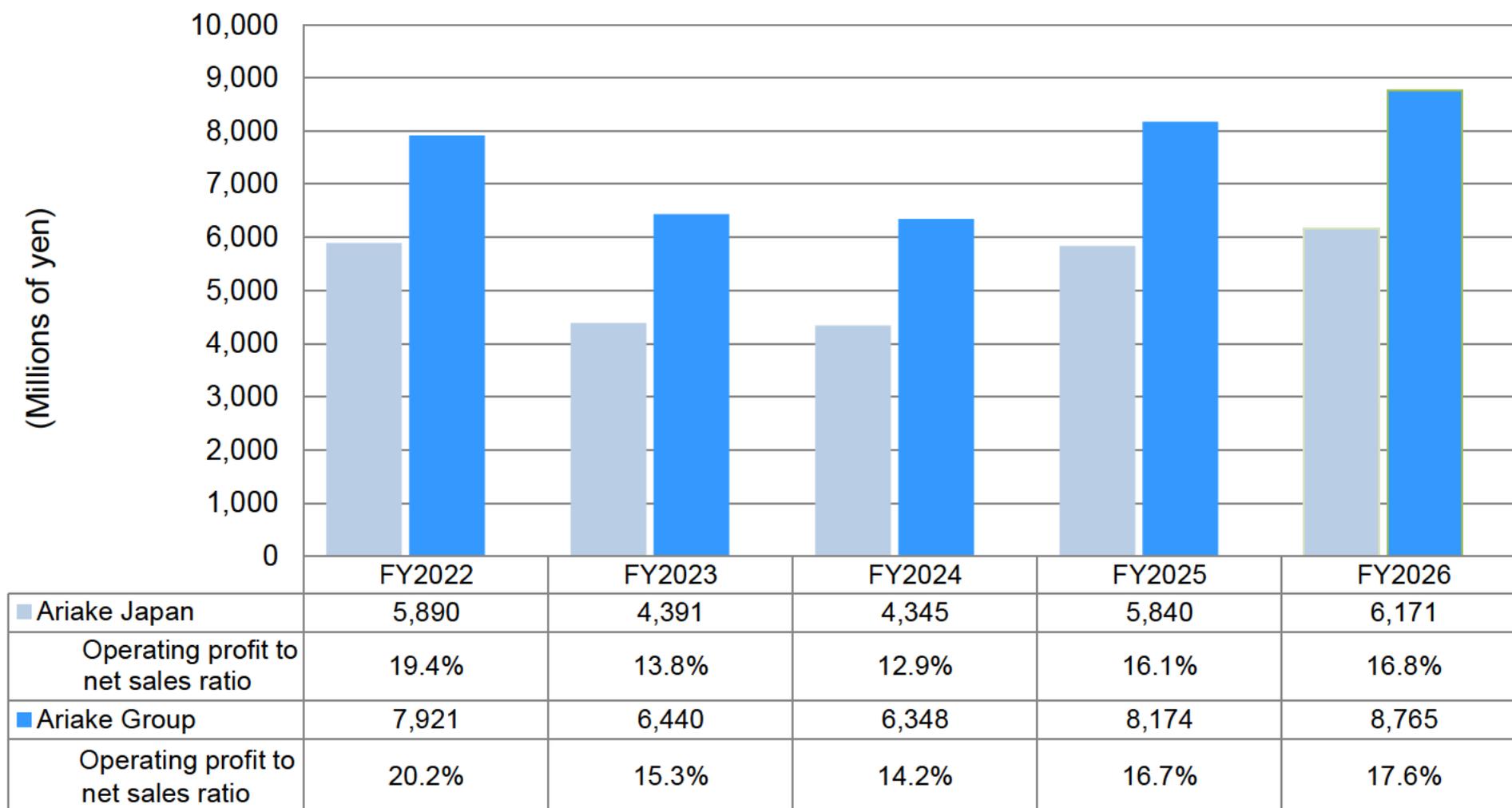
Exchange rate	As of the end of March 2025	As of the end of December 2024	
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EUR	162.08	164.92	-2.84
RMB	20.59	21.67	-1.08
TWD	4.51	4.84	-0.33
IDR	0.009	0.010	-0.001

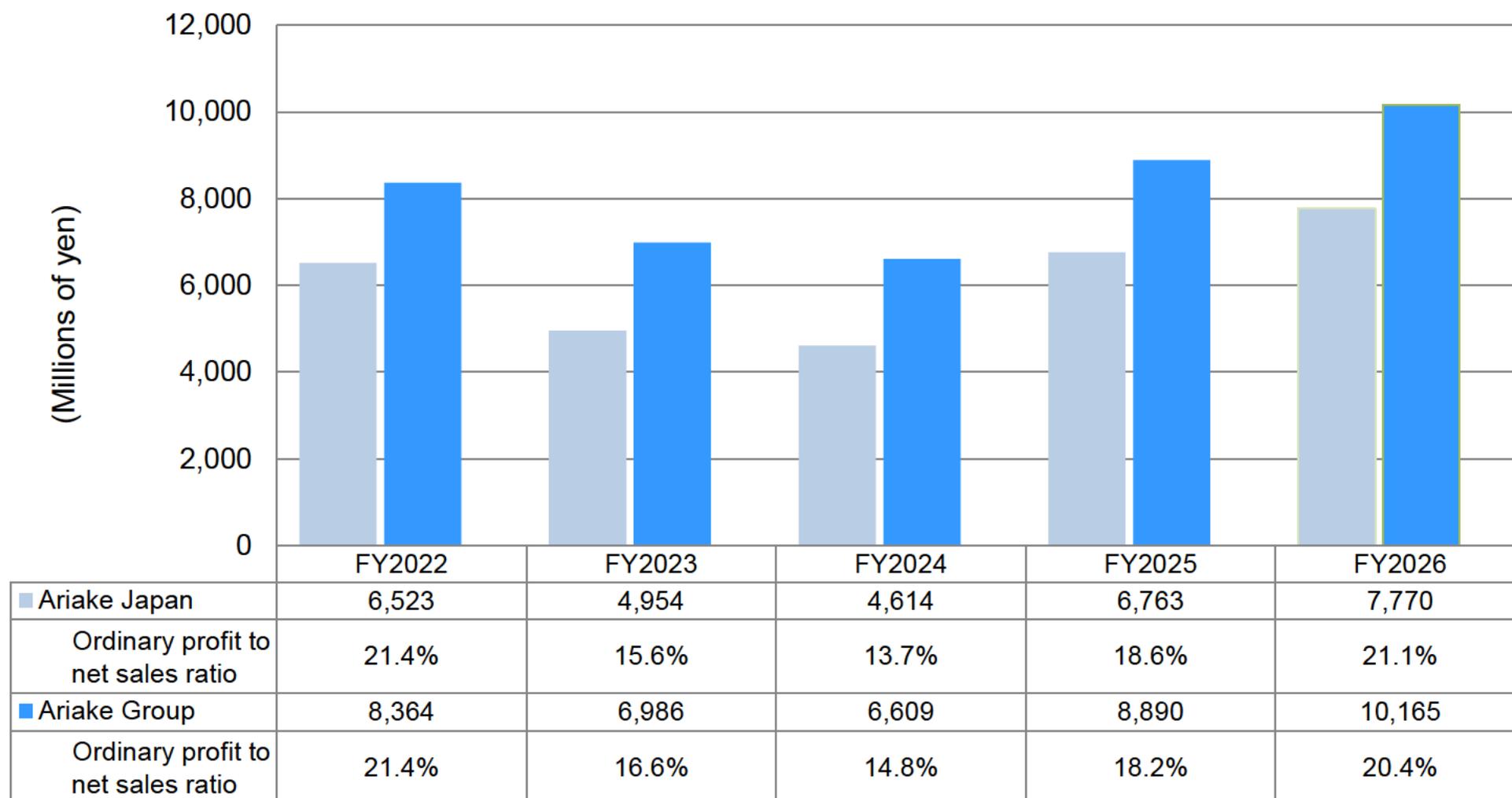
## Consolidated and Non-consolidated Net Sales April 1, 2025–December 31, 2025



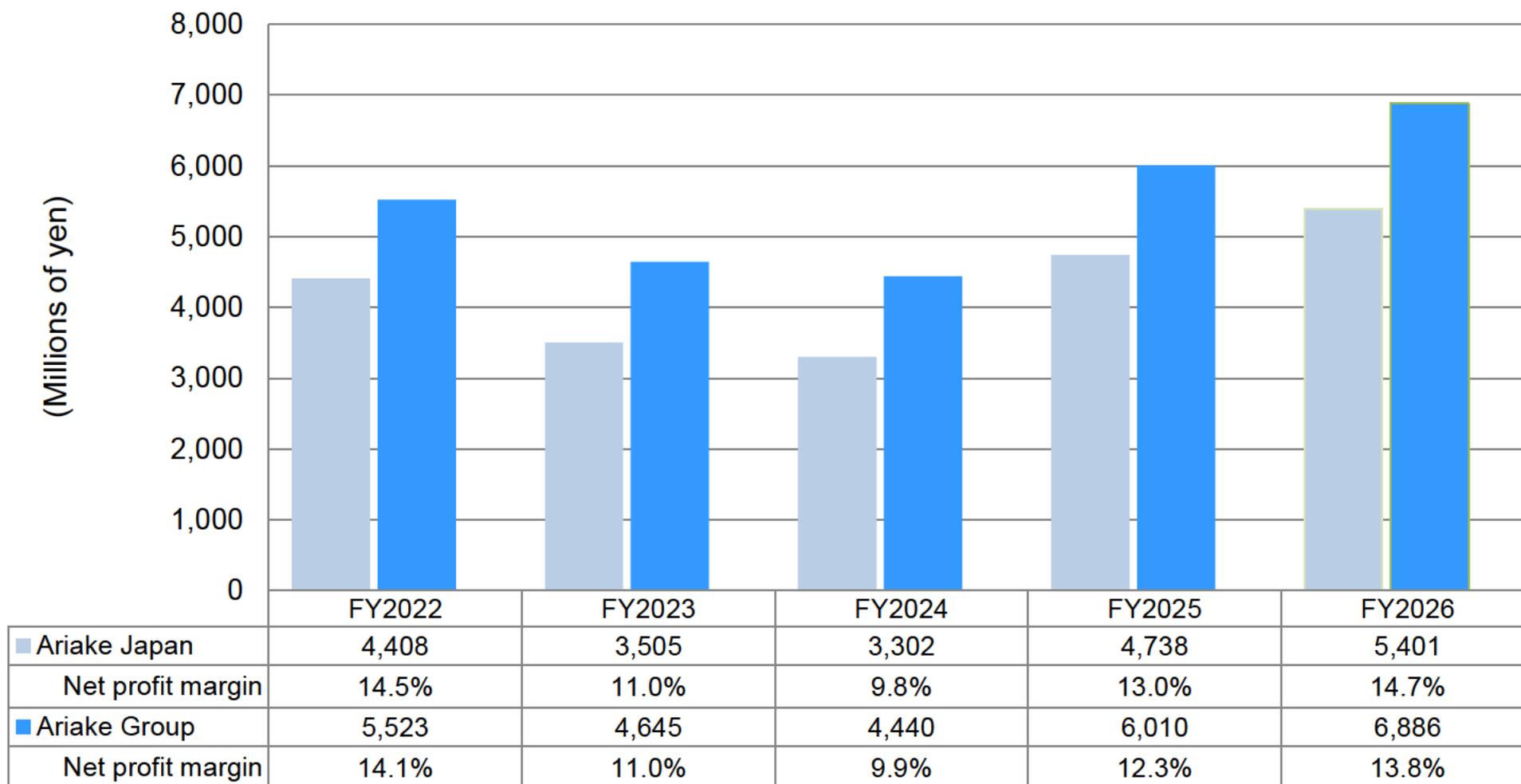
## Consolidated and Non-consolidated Operating Profit April 1, 2025–December 31, 2025



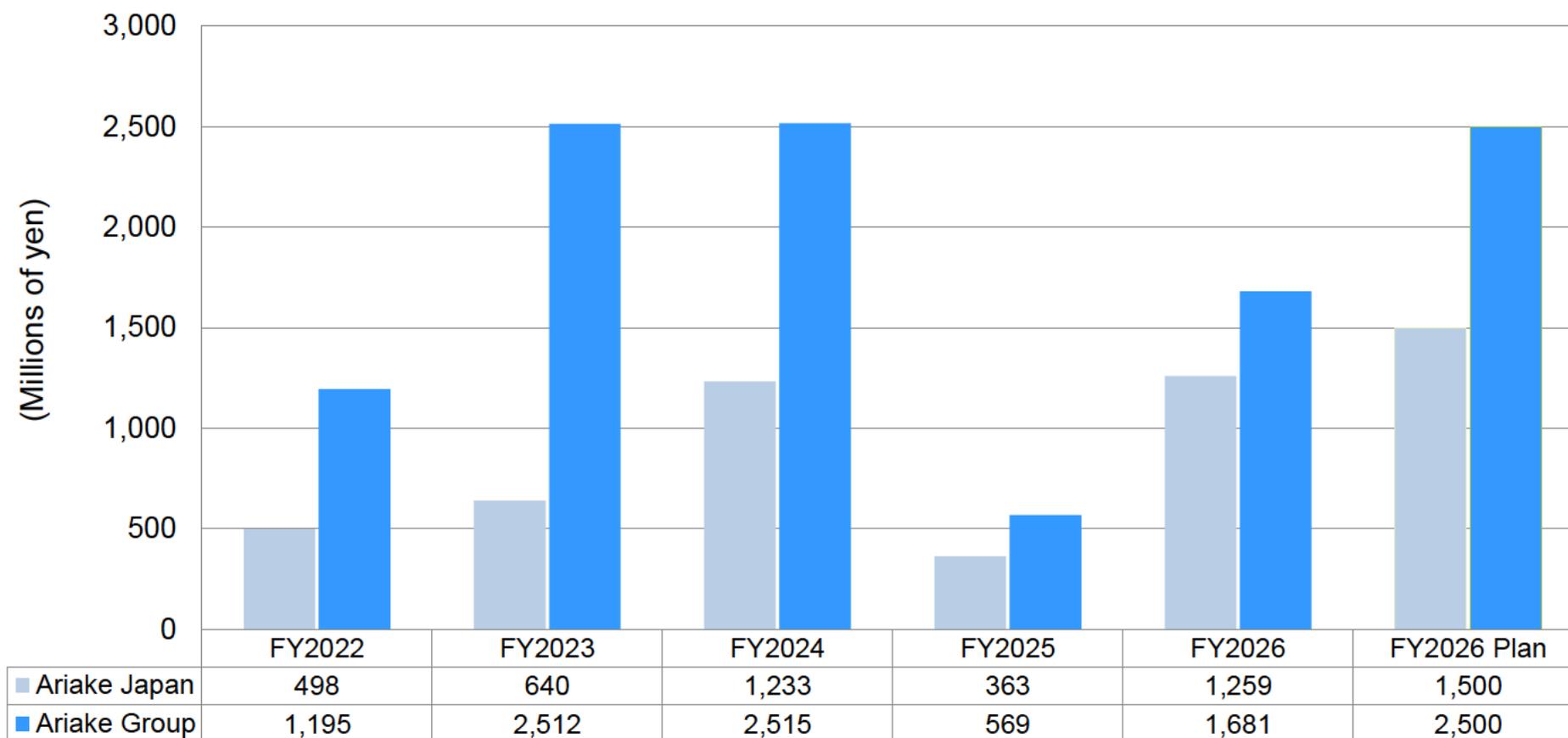
## Consolidated and Non-consolidated Ordinary Profit April 1, 2025–December 31, 2025



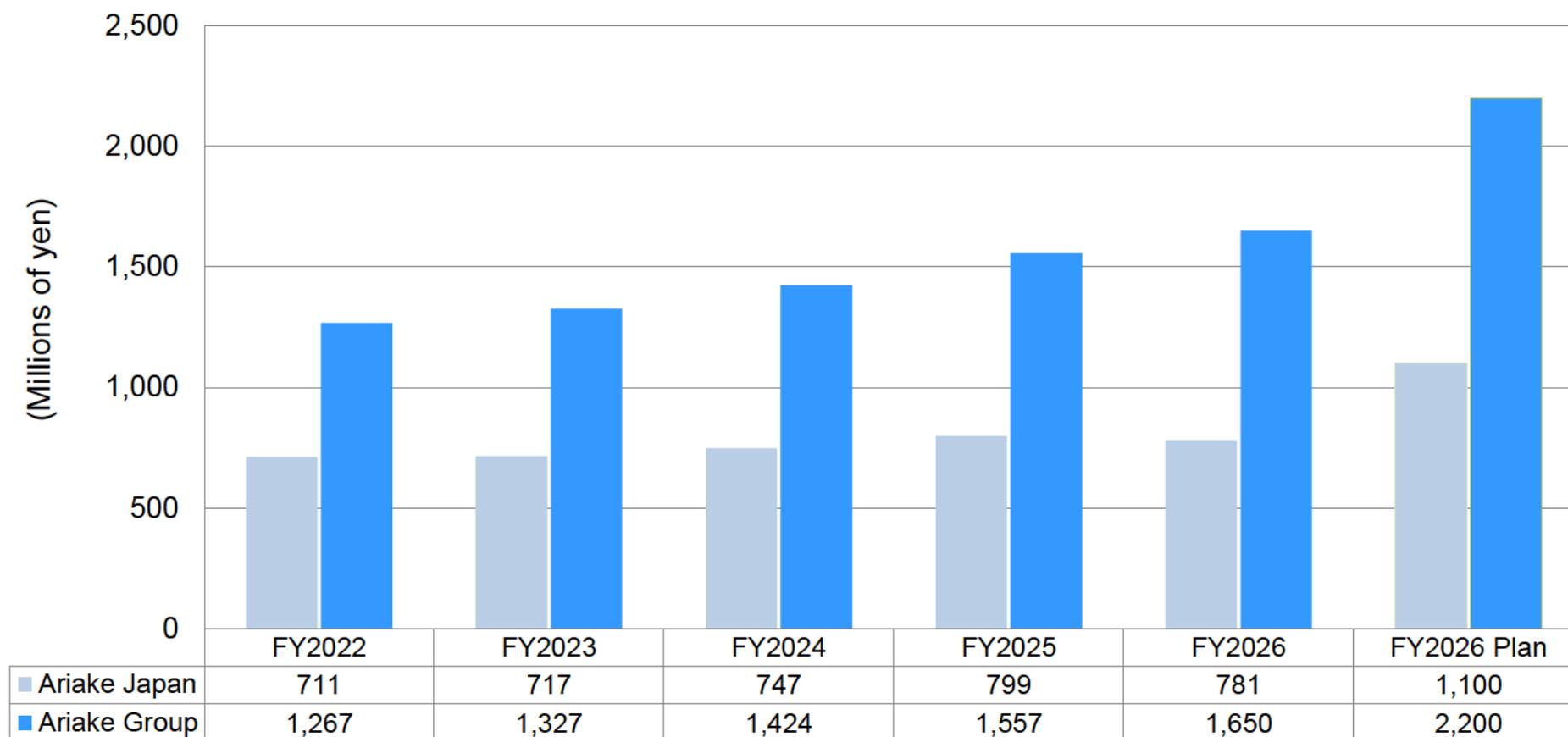
# Profit Attributable to Owners of Parent (on a Consolidated Basis) and Profit (on a Non-consolidated Basis) April 1, 2025–December 31, 2025



## Consolidated and Non-consolidated Capital Expenditures April 1, 2025–December 31, 2025



## Consolidated and Non-consolidated Depreciation April 1, 2025–December 31, 2025



# Ariake Group's Global Seven-Pillar System



Henningsen Nederland B.V.



QINGDAO ARIAKE FOODSTUFF CO., LTD.



Ariake Europe NV

F. P. Natural Ingredients SAS



ARIAKE JAPAN CO., LTD.

TAIWAN ARIAKE FOOD CO., LTD.



PT. Ariake Europe Indonesia



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