Interim Financial Results for the Fiscal Year Ending March 31, 2027 (FY2027) April 1, 2026–June 30, 2026

August 7, 2026

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

Summary of Interim Financial Results for the Fiscal Year Ending March 31, 2027 (FY2027) April 1, 2026–June 30, 2026

Ariake Group

Consolidated net sales	Consolidated operating profit	Operating profit ratio	Consolidated profit
¥15.99 billion	¥2.55 billion	15.9%	¥2.09 billion
Up 3.8% year on year Down 2.1% from the plan	Down 2.2% year on year Up 3.4% from the plan	Down 1.0 points year on year Up 0.8 points from the plan	Down 11.3% year on year Down 10.8% from the plan

☐Domestic sales were strong and exceeded the plan; however, sluggish performance in China led to consolidated net sales that, while showing year-on-year growth, fell short of our plan.

☐Year-on-year, both operating profit and operating profit margin declined, yet they still surpassed our plan.

☐The decrease in net profit resulted from lower operating profit and foreign exchange gains, as well as the tax implications of subsidiary dividends.

Summary of Interim Financial Results for the Fiscal Year Ending March 31, 2027 (FY2027)
April 1, 2026–June 30, 2026

Ariake Japan

Non-Consolidated net sales	Non-Consolidated operating profit	Operating profit ratio	Non-Consolidated profit
¥11.40 billion	**¥1.72 billion**	**15.1%**	**¥1.86 billion**
Up 2.5% year on year Up 1.3% from the plan	Down 4.7% year on year Up 9.4% from the plan	Down 1.1 point year on year Up 1.1 points from the plan	Down 8.7% year on year Up 20.3% from the plan

☐Domestic sales are performing well: up 2.5% year-on-year in the first quarter (compared to +1.4% for the full previous fiscal year) and 1.3% above plan.

☐Breakdown: sales volume increased by 1.6%, and unit price rose by 0.9%.

☐Food service (+2.4% YoY) and B2B2C (+7.9% YoY) are performing well; convenience store sales remain level with the previous year.

The increase in exports (+32% YoY) is attributable to a one-time factor specific to the current period.

☐Operating profit and operating profit margin are within the expected range; although profit declined, the results exceeded the plan.

Summary of Interim Financial Results for the Fiscal Year Ending March 31, 2027 (FY2027)
April 1, 2026–June 30, 2026

Subsidiaries

Net sales	Operating profit	Operating profit ratio	Consolidated profit
¥4.59 billion	**¥0.83 billion**	**18.1%**	**¥0.22 billion**
Up 7.2% year on year Down 9.7% from the plan	Up 3.6% year on year Down 7.0% from the plan	Down 0.6 points year on year Up 0.4 points from the plan	Down 28.2% year on year Up 71.7% from the plan

☐Revenue and profit increased—driven by strong performance in Europe offsetting the decline in China (caused by the ongoing real estate slump) and bolstered by currency effects—though results fell short of the plan.

☐Profitability in Belgium is improving steadily (up 76% year-on-year); the business returned to the black on a pre-consolidation adjustment basis.

☐France saw improvements in both operating profit (up 119% year-on-year) and operating profit margin (rising 16.8 percent year-on-year to 31.7%).

☐In the Netherlands, sales grew by 22.7% year-on-year, but operating profit margin dipped slightly to 18.7% (within the planned range) due to soaring raw meat costs.

☐In China, despite a drop in revenue, cost-cutting measures limited the decline in operating profit margin to a marginal drop from 21.0% in the previous period to 20.1%.

☐The decrease in net profit is attributable to consolidation adjustments (specifically, the impact of taxes on subsidiary dividends).

Earning Forecast and External Factors

Consolidated earnings forecast

- □No revision to the earnings forecast for the current period.
- □Strong performance in the domestic and European markets is offsetting sluggishness in Asia; sales are projected to meet the plan.
- □While the outlook regarding external factors—such as the situation in the Middle East and exchange rates—remains uncertain, operating profit is currently forecast to align with the plan.

The impact of External Factors and Responses

- □Impact of the 2026 Kumamoto earthquake on the Kyushu plant's production and financial results (sales, operating profit, etc.) is minor.
- □Foreign exchange impact on AJ (standalone): An increase in direct raw material procurement costs of ¥400 million/year (vs. the previous year) has been factored in; 1Q impact was +¥120 million vs. the previous year. Increases in raw material procurement costs due to the weak yen are being mitigated through derivative transactions (recorded as non-operating income). 1Q impact on consolidated subsidiary performance: Sales +¥490 million, operating profit +¥80 million (difference from a currency-neutral scenario).
- □Packaging material costs for AJ have risen due to the situation in the Middle East. While the budget projected an increase of ¥800 million year-on-year, the actual rise in the first quarter was ¥50 million; costs for the full year are also expected to come in below budget. A decision on whether to pass these cost increases on to customers has not yet been made and will be determined based on industry trends.
- □Implementing sales initiatives anticipating the food consumption tax reduction starting April 2027:
  - Expanding sales of products for convenience store (CVS) prepared foods/fast food, supermarket deli sections, and takeout.
  - Expanding sales of B2B2C products.
  - Strengthening sales activities targeting food manufacturers.
  - Considering strategic measures through communication with foodservice customers.
- □Sluggish foodservice performance in China continues; offsetting this through non-foodservice channels.

Financial Results Forecast: Non-consolidated

Net sales

- □Securing new business in the foodservice sector is progressing well, with notable sales growth in Western Japan.
- □Convenience store (CVS) sales remain on par with the previous year; future efforts will focus on B2B2C channels and products for store-counter sales.
- □For food manufacturers, the impact of price hikes has leveled off; while 1Q sales dipped 0.2% year-on-year, processed food sales are expected to remain solid due to consumer frugality. Sales efforts are being intensified to drive revenue growth.
- □Regarding the new pet food business, the articles of incorporation were amended at the June general meeting; production lines are being set up, with manufacturing scheduled to begin in October. The company aims to expand ODM products and is actively making proposals to retailers and distributors.
- □Strengthening the product development framework has led to an increase in the number of approved projects and projected sales from approved products in existing business areas. Sales from approved projects are up 23% compared to 1Q of the previous fiscal year.
- □Performance from April to July has been strong, and sales for the first half of the fiscal year are projected to exceed the plan.

Improving profit

- □Sales profit improvements (price revisions, product renewals) achieved 74% of the projected ¥700 million contribution for the current fiscal year.
- □Cost reductions achieved through factory-level initiatives reached 40% of the ¥1.4 billion target.
- □Additional price revisions are being considered in light of rising raw material and packaging costs and industry trends.

Financial Results Forecast: Asia Group

China	□Sluggish sales in the food service industry, triggered by the real estate downturn that began in the second half of fiscal 2024, persist; a short-term recovery appears difficult. □Instant noodle sales remain strong due to consumer frugality; business with new local convenience store chains and membership-based supermarkets is expanding. □Considering offsetting the impact by expanding sales of pet food ingredients within the Chinese retail market and entering the South Korean market. □Mitigating the decline in profits through rigorous cost-cutting measures.
Taiwan	□Consumer spending remains sluggish due to the situation in the Middle East; combined with weak performance in certain dining-out segments, overall sales are lackluster. □While the ramen industry shows signs of market saturation, other sectors—such as family restaurants, yakiniku, udon, and hot pot—are growing, with Japanese-affiliated chains in these categories performing well. □Although packaging and raw material costs have risen slightly due to the Middle East situation, high operating profit margins are being maintained.
Indonesia	□While semi-product exports to Japan (AJ) and Taiwan have declined, domestic sales and exports remain strong. □There is significant interest from Japanese restaurant chains expanding into Muslim-majority regions, such as Malaysia and Dubai. □Export applications for Singapore have been approved, so sales efforts will be intensified. □Despite soaring costs for packaging materials and LNG, the operating profit margin is being maintained.

Financial Results Forecast: Europe Group

Belgium	□Strong sales within Europe; priority remains on expanding European sales, while shipments to AJ are being adjusted to match actual demand (resulting in lower exports). □Successful sales of organic broth; volume expected to rise in the second half (orders already secured). □For UHT products, retail adoption of the company's own brand is expanding; one contract secured for an ODM product, with negotiations ongoing with multiple other customers. □Profitability improved, and the business returned to the black (pre-consolidation adjustment) driven by increased sales and production volumes.
France	□Focusing on sales within Europe; adjusting shipments to AJ in line with actual demand (resulting in lower exports). □Operating profit (pre-consolidation adjustments) to decline due to lower production volume, but expected to remain stable after consolidation adjustments. □Strengthening sales structure by increasing headcount in the food service division (September)
Netherlands	□Sales of meat powder for industrial use remain solid. □Operating profit margins declined due to soaring beef raw material costs; however, price adjustments have been implemented, and the impact is within the planned scope. □Plans for a new factory are underway, targeting the start of operations in 2028.

Initiatives to Enhance Corporate Value
Looking Ahead to FY2031, Starting with Our 60th Anniversary in 2026

Basic Policy

- ☐ Enhancing ROE sustainably and improving PBR
  FY2029: ROE 8.1%; FY2031: ROE Above 9%
- ☐ Establishing a clear growth strategy and improving PER
- ☐ Striving to increase net sales while maintaining profit margin to accumulate profits

Business Strategy

- ☐ FY2031: Aim to achieve consolidated net sales of ¥100 billion
- ☐ Expanding into pockets in untapped markets: Challenges for Ariake 4.0
- ☐ Timely and appropriate investment
- ☐ Strengthening development capabilities: Implementing systems for fostering innovation and intellectual property strategies
- ☐ Enhancing product value: Refining competitive advantages
- ☐ Improving productivity through DX

Business Strategy: Specific Targets

☐ The following will be added to the existing plan:	Total of ¥11 billion yen in FY2031
☐ Getting the pet food business on track:	Net sales target: ¥3 billion in FY2031 The construction of a dedicated factory is contingent upon achieving this target.
☐ Increasing net sales of existing and adjacent products:	Net sales target: ¥4 billion in FY2031
☐ For China, offsetting the decline in sales in existing businesses with the South Korean market, retail products, and the petfood-related business:	Net sales target: ¥2 billion in FY2031
☐ Exploring the Southeast Asian market: Starting with exports	Net sales target: ¥2 billion in FY2031

Initiatives to Enhance Corporate Value
Looking Ahead to FY2031, Starting with Our 60th Anniversary in 2026

Optimizing Capital Strategy

- ☐ Strengthening shareholder returns
- ☐ Raising the DOE to 4% or higher: Ensuring stable dividends through a progressive dividend policy(*): Curbing capital accumulation (* excluding commemorative dividends)
- ☐ Reducing capital through flexible share buybacks
- ☐ Considering a reduction in strategic shareholdings (Target: 10% or less in FY2029)

Improving Governance

- ☐ FY2026: Establishing a voluntary nomination and compensation committee
- ☐ FY2027: Six internal directors (including two newly appointed) and six outside directors (including two newly appointed)
  Starting a new management structure with three female directors out of 12 (25%)
- ☐ Targets to be achieved by FY2031: Outside directors will constitute a majority; female directors will account for at least 30%

Human Capital and Sustainability

- ☐ Implementing a human resources strategy aligned with our business strategy
- ☐ Reforming our organizational culture through internal branding, starting with our 60th anniversary
- ☐ Promoting sustainability management
- ☐ Strengthening communication outreach to internal and external stakeholders (IR activities, integrated reports, etc.)

Pet Food Business: Jointly developing pet food by combining expertise in food and health

7Days Food Puree, a treat for dogs, is scheduled for launch

Through a joint development initiative with Anicom Pafe, Inc., we plan to launch 7Days Food Puree, a new series under the Anicom Group's food brand.
By combining the Anicom Group's expertise in health with Ariake Japan's food technology, we have developed dog treats made with a savory broth that brings out the deliciousness of the ingredients.
Designed in a stick shape that's easy to add as a topping to daily meals, these treats offer seven different protein sources that can be rotated for variety. We support your dogs' health through daily meals featuring a variety of tasty protein sources.

* As this product is currently under development, its specifications, design, and other details are subject to change.

Expertise in Health

- Initiatives to nurture animals' immune systems through their diet by leveraging our expertise accumulated from the perspectives of both insurance and preventive care
- A cross-group service platform that supports all aspects of living with pets

anicom

Food Technology

- Natural stock extraction technology cultivated over 60 years
- Design and seasoning expertise that brings out the deliciousness of natural ingredients
- Integrated production and a quality management system based on FSSC/HACCP

アリアケジャパン株式会社

We plan to launch a new series that provides new value as a bridge between food and health to support the daily well-being of dogs and cats.

Financial Results Data

Interim Financial Results for the Fiscal Year Ending March 31, 2027 (FY2027) April 1, 2026–June 30, 2026 (Net Sales/Profit)

Category	Results	Fiscal year ended March 31, 2026	Year on year change	Year on year (%)	Plan	Change compared to plan	Change compared to plan (%)
Consolidated net sales	15.99	15.41	+0.58	+3.8%	16.33	-0.35	-2.1%
Consolidated operating profit	2.55	2.61	-0.06	-2.2%	2.47	+0.08	+3.4%
Consolidated ordinary profit	2.98	3.26	-0.28	-8.5%	3.19	-0.21	-6.6%
Consolidated profit	2.09	2.35	-0.27	-11.3%	2.34	-0.25	-10.8%
Non-Consolidated net sales	11.40	11.12	+0.27	+2.5%	11.25	+0.15	+1.3%
Non-Consolidated operating profit	1.72	1.80	-0.08	-4.7%	1.57	+0.15	+9.4%
Non-Consolidated ordinary profit	2.67	2.92	-0.25	-8.6%	2.22	+0.45	+20.2%
Non-Consolidated profit	1.86	2.04	-0.18	-8.7%	1.55	+0.35	+20.3%

* Unit: Billions of yen, rounded to the nearest 10 million yen. Year on year changes and changes compared to plan are shown in %.

Consolidated operating profit to net sales ratio: 15.9%
Down 1.0 points year on year Up 0.8 points from the plan
Non-Consolidated operating profit to net sales ratio: 15.1%
Down 1.1 points year on year Up 1.1 points from the plan

[By Group] Net Sales April 1, 2026–June 30, 2026 (Comparison with FY2026 1Q Results)

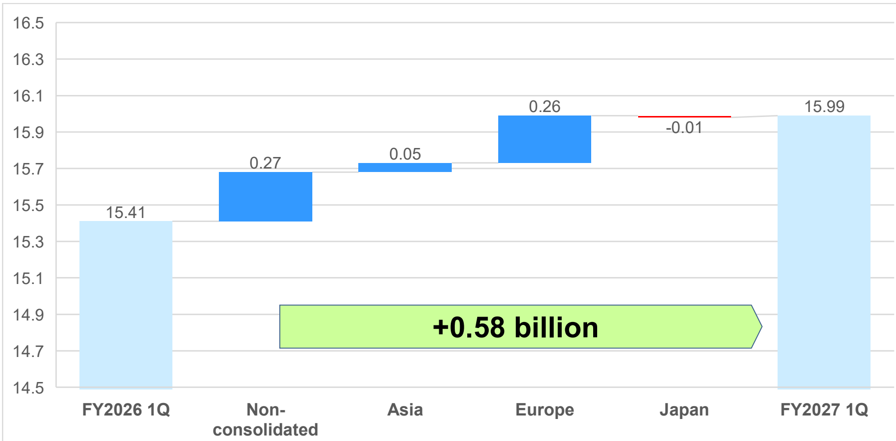
* Subsidiaries' figures are after consolidation adjustments (Billions of yen)

	FY2027 1Q (A)	FY2026 1Q (B)	Change (A-B)	%	Currency neutral
Ariake Japan	11.40	11.12	0.27	2.5%	2.5%
Subsidiaries total*	4.59	4.29	0.30	7.2%	-4.3%
Asia	2.32	2.28	0.05	2.1%	-8.3%
Europe	2.20	1.93	0.26	13.6%	0.4%
Japan	0.07	0.08	-0.01	-5.6%	-5.6%
Ariake Group	15.99	15.41	0.58	3.8%	0.6%

EUR	183.41	162.08	21.33
RMB	23.11	20.59	2.52
TWD	4.99	4.51	0.48
IDR	0.0094	0.0091	0.0003

[By Group] Net Sales April 1, 2026–June 30, 2026
(Comparison with FY2026 1Q Results)

(Billions of yen)

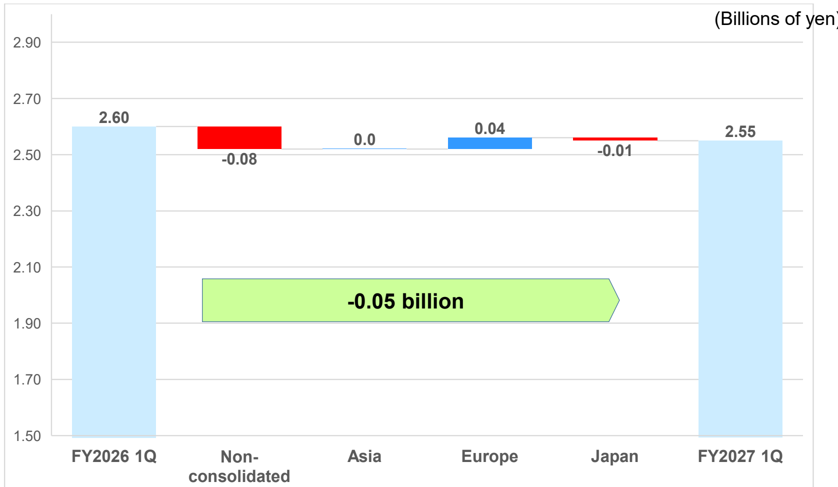


[By Group] Operating Profit April 1, 2026–June 30, 2026
(Comparison with FY2026 1Q Results)

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

	FY2027 1Q (A)	FY2026 1Q (B)	Change (A-B)	%	Currency neutral
Ariake Japan	1.72	1.80	-0.08	-4.7%	-4.7%
Subsidiaries total*	0.83	0.80	0.03	3.6%	-6.2%
Asia	0.54	0.54	0.00	0.3%	-9.9%
Europe	0.30	0.25	0.04	15.5%	2.1%
Japan	-0.01	0.01	-0.01	-	-
Ariake Group	2.54	2.60	-0.05	-1.6%	-4.6%

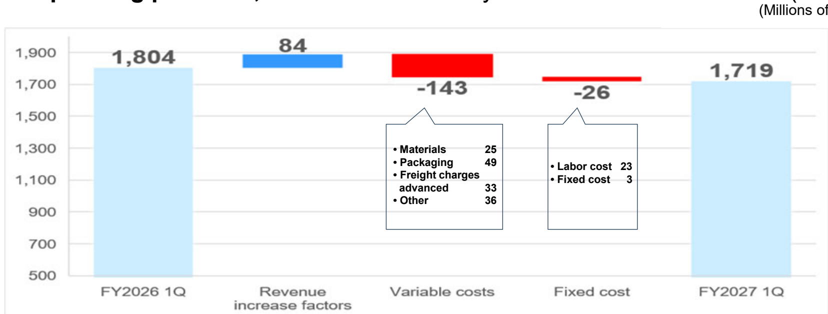
[By Group] Operating Profit April 1, 2026–June 30, 2026 (Comparison with FY2026 1Q Results)



[Comparison with FY2026 Results] Non-consolidated Business Summary [Profit Change Factors]

- **Operating profit: ¥1,719 million** Year-on-year decrease of ¥85 million (-4.7%)

(Millions of yen)



- **Ordinary profit: ¥2,667 million** Year-on-year decrease of ¥251 million (-8.6%)

(Millions of yen)

Increase factors	Decrease in loss on valuation of derivatives	103
	Interest on securities and other	46
	Dividends	62
Decrease factors	Decrease in operating profit	-84
	Decrease in foreign exchange gains	-374
	Other	-4
	Total	-251

[Non-consolidated] Sales Ratio and Changes in Sales by Category
April 1, 2026–June 30, 2026

Category	Sales ratio FY2027 1Q	YoY change	Sales ratio FY2026 1Q
Food manufacturers	19.7%	-0.2%	20.2%
Restaurants	41.3%	+2.4%	41.3%
CVS, ready-made meal operators, supermarkets	25.2%	+0%	25.8%
B2C (B2B2C)	11.3%	+7.9%	10.8%
Export (Taiwan/Korea, etc.)	2.5%	+32.0%	1.9%
Total	100%	+2.5%	100%

Net Sales and Operating Profit of Subsidiaries
for the Fiscal Year Ending March 31, 2027 (FY2027)
April 1, 2026–June 30, 2026

Company name	Net sales (Billions of yen)	Year on year (%)	Operating profit (Billions of yen)	Year on year (%)	Operating profit ratio (%)	Year on year (points)
China	1.42	-5.2%	0.29	-9.7%	20.1	-0.9p
Taiwan	0.82	+17.7%	0.25	+16.1%	30.0	-0.4p
Indonesia	0.09	+5.0%	0.01	-11.6%	16.6	-3.1p
Asia subtotal	2.32	+2.1%	0.54	+0.3%	23.4	-0.5p
France	0.19	+2.8%	0.06	+118.8%	31.7	+16.8p
Belgium	0.69	+2.2%	-0.01	+76.2%	-1.5	+4.9p
Netherlands	1.32	+22.7%	0.25	-9.3%	18.7	-6.6p
Europe subtotal	2.20	+13.6%	0.30	+15.5%	13.4	+0.2p
Japan and others	0.07	-5.6%	-0.01	-31.8%	4.1	-2.3p
Totals of subsidiaries	4.59	+7.2%	0.83	+3.6%	18.1	-0.6p

* Unit: Billions of yen, rounded to the nearest 10 million yen, Year on year changes is shown in %.

Net Sales and Operating Profit of Subsidiaries for the Fiscal Year Ending March 31, 2027 (FY2027) April 1, 2026–June 30, 2026 (currency-neutral)

Company name	Net sales (Billions of yen)	Year on year (%)	Operating profit (Billions of yen)	Year on year (%)	Operating profit ratio (%)	Year on year (points)
China	1.27	-15.5%	0.25	-19.5%	20.1	-0.9p
Taiwan	0.74	+6.3%	0.22	+5.0%	30.0	-0.4p
Indonesia	0.08	+1.7%	0.01	-14.4%	16.6	-3.1p
Asia subtotal	2.09	-8.3%	0.49	-9.9%	23.4	-0.5p
France	0.16	-9.2%	0.05	+93.4%	31.7	+16.8p
Belgium	0.61	-9.7%	-0.01	+79.0%	-1.5	+4.9p
Netherlands	1.17	+8.4%	0.22	-19.8%	18.7	-6.6p
Europe subtotal	1.94	+0.4%	0.26	+2.1%	13.4	+0.2p
Japan and others	0.07	-5.6%	-0.01	-31.8%	4.1	-2.3p
Totals of subsidiaries	4.10	-4.3%	0.75	-6.2%	18.1	-0.6p

* Unit: Billions of yen, rounded to the nearest 10 million yen, Year on year changes is shown in %.

Overseas Group Companies (Before Consolidation Adjustments)

Financial results of affiliated companies [before consolidation adjustments] (April 1, 2026–June 30, 2026)

		Net sales		Operating profit		Profit		Capital expenditures		Depreciation	
		FY2027	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	FY2026
QINGDAO ARIAKE FOODSTUFF CO., LTD.	(Exchange rate)	(@23.11)	(@20.59)								
	Thousands of yuan	64,780	78,168	11,736	15,784	9,741	10,788	225	259	2,569	2,664
	Millions of yen	1,497	1,609	271	325	225	222	5	5	59	55
TAIWAN ARIAKE FOOD CO., LTD.	(Exchange rate)	(@4.99)	(@4.51)								
	Thousands of yuan	185,397	178,102	51,153	50,575	43,560	42,589	609	840	8,765	8,900
	Millions of yen	925	803,241	255	228	217	192	3	4	44	40
F.P. Natural Ingredients SAS	(Exchange rate)	(@183.41)	(@162.08)								
	Thousands of euros	3,643	3,395	360	487	401	507	12	361	261	199
	Millions of yen	668	550	66	79	74	82	2	59	48	32
Ariake Europe NV	(Exchange rate)	(@183.41)	(@163.24)								
	Thousands of euros	6,029	6,056	36	-157	49	-692	302	493	657	756
	Millions of yen	1,106	982	7	-25	9	-112	55	80	120	123
Henningsen Nederland BV	(Exchange rate)	(@183.41)	(@163.24)								
	Thousands of euros	7,202	6,645	1,343	1,675	1,050	1,318	114	79	169	16
	Millions of yen	1,321	1,077	246	272	193	214	21	13	31	3
PT. Ariake Europe Indonesia	(Exchange rate)	(@0.0091)	(@0.0091)								
	Millions of rupiah	20,764	18,084	1,878	620	1,787	756	1	1	2	2
	Millions of yen	195	165	18	6	17	7	12	7	17	16

- **France** Net sales not subject to consolidation adjustments (intra-EU transactions): up 11% year on year (in euros)
- **Belgium** Net sales not subject to consolidation adjustments (intra-EU transactions): up 6% year on year (in euros)

* For both France and Belgium, purchases by AJ are eliminated in consolidation, and the adjustment amount has increased due to timing differences.

Plan for Fiscal Year Ending March 31, 2027

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

	Net sales				Operating profit			
	FY2027 Plan (A)	FY2026 Results (B)	Change (A-B=C)	Change rate (C/B)	FY2027 Plan (A)	FY2026 Results (B)	Change (A-B=C)	Change rate (C/B)
Ariake Japan	49.10	48.21	0.89	1.9%	7.60	8.21	-0.61	-7.4%
Subsidiaries total*	20.13	18.75	1.38	7.4%	3.65	3.58	0.07	2.0%
Asia	10.73	9.99	0.74	7.4%	2.52	2.43	0.09	3.7%
Europe	9.10	8.46	0.64	7.6%	1.12	1.14	-0.02	-1.8%
Japan	0.30	0.30	0.00	0.0%	0.01	0.01	-0.00	0.0%
Ariake Group	69.23	66.96	2.27	3.4%	11.25	11.78	-0.53	-4.5%

EUR	184.33	184.33	0.00
RMB	22.36	22.36	0.00
TWD	4.98	4.98	0.00
IDR	0.009	0.009	0.000

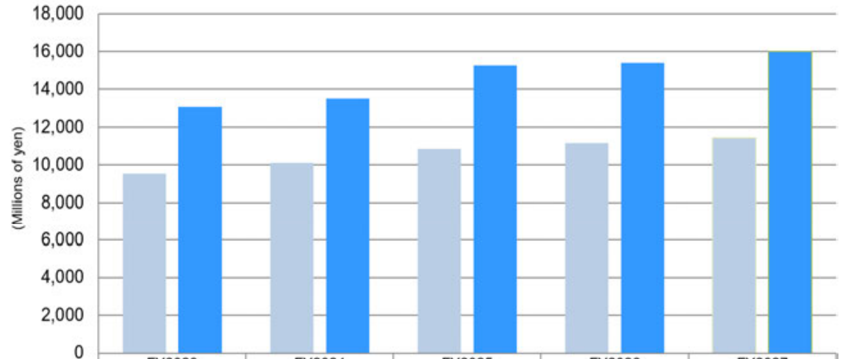
Consolidated operating profit to net sales ratio: 16.2% (previous year: 17.6%, -1.4p)
Non-Consolidated operating profit to net sales ratio: 15.5% (previous year: 17.0%, -1.5p)

Consolidated ordinary profit: ¥13.16 billion (-4.4% year-on-year)
Profit: ¥9.55 billion (+1.0% year-on-year)

Non-Consolidated ordinary profit: ¥8.88 billion (-12.0% year-on-year)
Profit: ¥6.20 billion (-14.2% year-on-year)

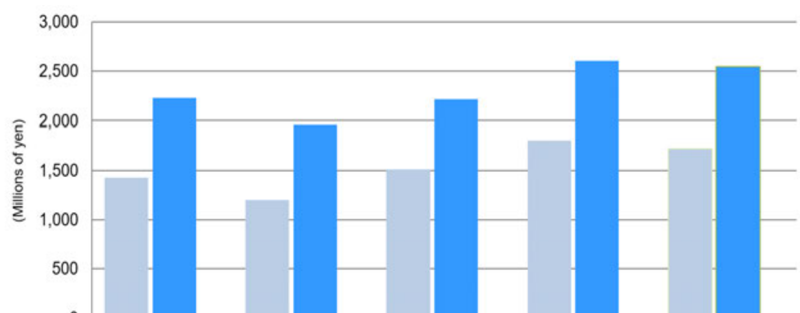
Annual Data (5 Years)

Consolidated and Non-consolidated Net Sales
April 1, 2026–June 30, 2026



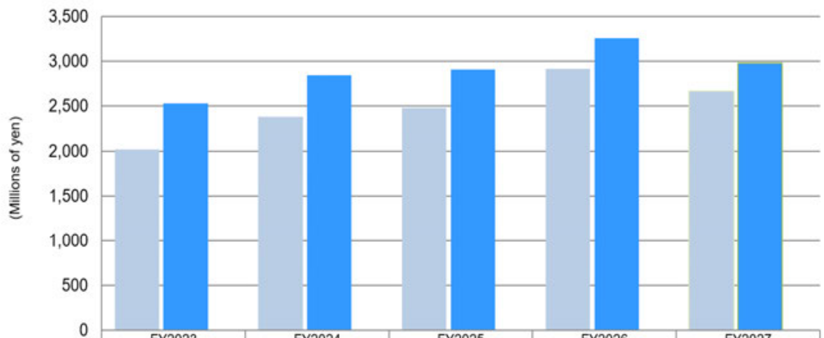
	FY2023	FY2024	FY2025	FY2026	FY2027
Ariake Japan	9,533	10,098	10,829	11,123	11,397
Ariake Group	13,099	13,503	15,289	15,409	15,990

Consolidated and Non-consolidated Operating Profit
April 1, 2026–June 30, 2026



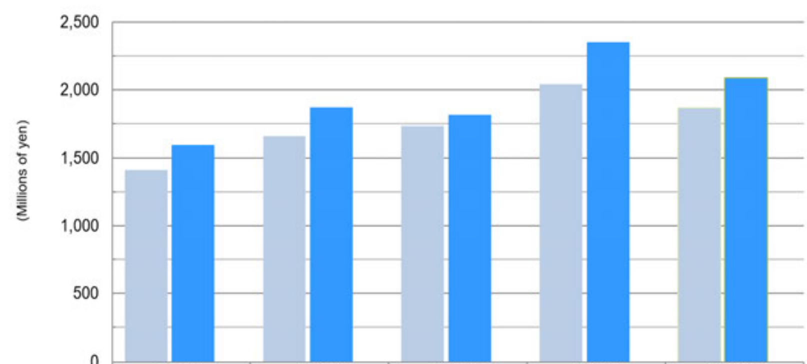
	FY2023	FY2024	FY2025	FY2026	FY2027
Ariake Japan	1,426	1,198	1,510	1,804	1,719
Operating profit to net sales ratio	15.0%	11.9%	13.9%	16.2%	15.1%
Ariake Group	2,230	1,957	2,217	2,606	2,550
Operating profit to net sales ratio	17.0%	14.5%	14.5%	16.9%	15.9%

Consolidated and Non-consolidated Ordinary Profit
April 1, 2026–June 30, 2026



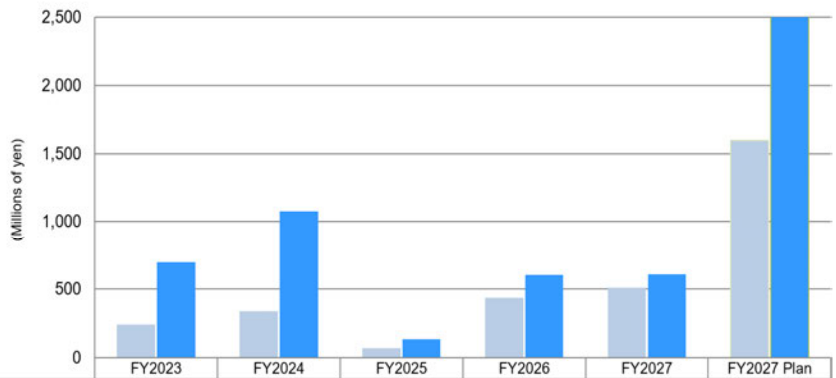
	FY2023	FY2024	FY2025	FY2026	FY2027
Ariake Japan	2,026	2,381	2,479	2,918	2,667
Ordinary profit to net sales ratio	21.3%	23.6%	22.9%	26.2%	23.4%
Ariake Group	2,530	2,844	2,912	3,256	2,979
Ordinary profit to net sales ratio	19.3%	21.1%	19.0%	21.1%	18.6%

Profit Attributable to Owners of Parent (on a Consolidated Basis) and
Profit (on a Non-consolidated Basis)
April 1, 2026–June 30, 2026



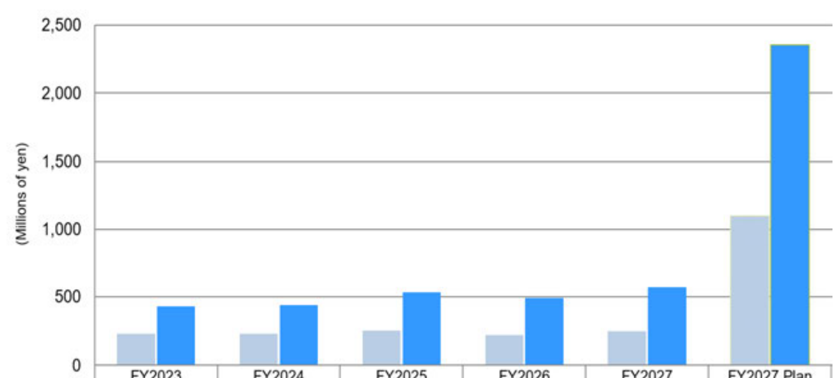
	FY2023	FY2024	FY2025	FY2026	FY2027
Ariake Japan	1,411	1,663	1,735	2,041	1,863
Net profit margin	14.8%	16.5%	16.0%	18.3%	16.3%
Ariake Group	1,595	1,870	1,815	2,352	2,086
Net profit margin	12.2%	13.9%	11.9%	15.3%	13.0%

Consolidated and Non-consolidated Capital Expenditures
April 1, 2026–June 30, 2026



	FY2023	FY2024	FY2025	FY2026	FY2027	FY2027 Plan
Ariake Japan	242	344	68	438	513	1,600
Ariake Group	699	1,075	133	605	612	2,633

Consolidated and Non-consolidated Depreciation
April 1, 2026–June 30, 2026



	FY2023	FY2024	FY2025	FY2026	FY2027	FY2027 Plan
Ariake Japan	232	232	256	224	253	1,098
Ariake Group	432	441	536	493	572	2,355

- This presentation material is a tool for understanding our business and is not intended to solicit investment.
- Descriptions regarding the future, including financial forecasts contained in this material, are based on certain information currently available to the Company and particular assumptions, which are, at the discretion of the Company, deemed to be reasonable. They contain various uncertain factors, such as foreign exchange and interest rates, the international situation, market trends and economic conditions, competition, production capacity, future sales, profitability, and capital expenditure, the situation for other financial indicators, the legal, political, and regulatory situation, and the impact of epidemics and health issues, which may cause the actual results to differ from the contents in this presentation. The Company does not give any assurances to the accuracy and completeness of such information.