

Consolidated Financial Results for the Fiscal Year Ended March 2026 (April 2025-March 2026) (FY2025)

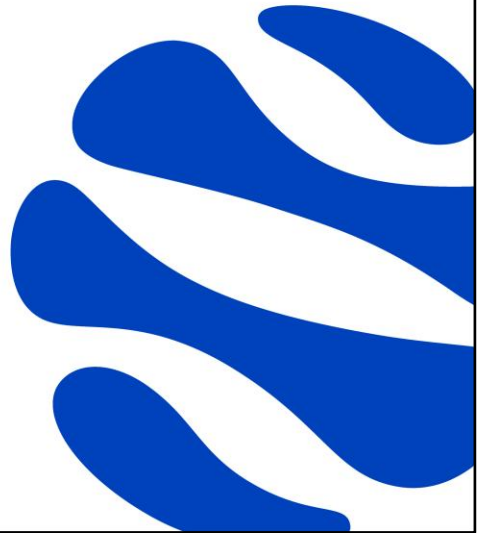
May 15, 2026

Umios Corporation (TSE:1333)



With the company's name change to Umios Corporation in March 2026, a new corporate character, "Umios," also made its debut - a charming and friendly character that symbolizes the company's new identity.

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A Message from Masaru Ikemi, Representative Director, Chairman



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My name is Masaru Ikemi. Before we begin the briefing, I would like to provide some background on the rationale and objectives behind our new leadership structure.

Effective April of this year, I assumed the role of Representative Director, Chairman and CEO, while President Yasuda was appointed Representative Director, President and COO. As greater speed in management execution is increasingly required amid a rapidly changing business environment, we determined that a dual leadership structure — with President Yasuda and myself jointly leading the Company — would be more effective than a single-leader structure in accelerating Umios's corporate transformation and enhancing corporate value. This decision reflects our strong conviction in that direction.

President Yasuda brings a deep understanding of our businesses, a strong commitment to frontline operations, and, above all, a genuine respect for people. Under the previous Mid-Term Management Plan (MTP), he served as Segment Director of the Foodstuff Distribution Business Segment, where he delivered a substantial improvement in operating income and strengthened the earnings base of the division. He has earned strong trust from employees, and I am confident that he will lead our Group toward becoming a stronger and more resilient organization going forward.

As COO, President Yasuda will be responsible for executing management strategies, overseeing business portfolio management, and making investment decisions. As CEO, I will focus on overseeing Group-wide management and strengthening corporate governance. By concentrating on our respective areas of responsibility, we aim to accelerate Umios's transformation with even greater speed and momentum than before.

The fundamental direction of the MTP remains unchanged. We will pursue growth investments totaling 140.0 billion yen to capture growth opportunities, while targeting ROIC of 5% and operating income of 40.0 billion yen through capital-efficient business operations.

Under our new leadership structure, we will further accelerate Umios's transformation to achieve sustainable growth and enhance corporate value.

We sincerely appreciate your continued support.



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Daisuke Yasuda
Umios Corporation
Representative Director, President

Career Summary

April 1985 Joined Taiyo Fishery Co., Ltd.

April 2020 Executive Officer of Maruha Nichiro Corporation
Unit Director of Institutional Foods Business Unit

April 2023 Managing Executive Director, Unit Director of Marine Products
Trading, Foodstuff Distribution, Meat and Products Units

April 2024 Managing Executive Director,
Segment Director of Foodstuff Distribution Segment

June 2025 Director & Senior Managing Executive Officer
Division Director of Overseas Strategy Division
and Marketing Division

April 2026 Representative Director, President of Umios Corporation
Chief Operating Officer (COO), Division Director of Marketing Division

Good afternoon, everyone. My name is Daisuke Yasuda.

By way of background, I joined the Company in 1985 and have spent many years engaged in the procurement and sales of marine products, including shrimp, crab, and frozen fish products.

In 2018, I served as General Manager of the Kyushu Branch. In 2020, I assumed responsibility for the Processed Foods and Institutional Foods business, and in 2024, I was appointed Segment Director of the Foodstuff Distribution Business Segment.

Most recently, last year, I served as the Division Director of the Overseas Strategy Division and the Marketing Division, where I focused on strengthening our value chain initiatives. Then, as introduced earlier, in April 2026, I was appointed Representative Director, President and COO, which brings me to my current role today.

FY2025 Results

- ▶ **Operating Income reached a record high of 31.2 bln. yen (YoY+2.7%)**
 - Increased in both net sales and operating income overall, driven by a significant earnings improvement in the Marine Resources Business Segment and strong performance of the European business (Foodstuff Distribution Business Segment).
 - Excluding one-time corporate transformation expenses of approx. 2.0 bln. yen^{*1}, **underlying operating income was 33.2 bln. yen.**
- ▶ **Profit Attributable to Owners of Parent was 22.2 bln. yen (YoY- 4.7%)**
 - Extraordinary income totaled 11.5 bln. yen, mainly from the reduction of cross-shareholdings and the sale of real estate and other assets. Extraordinary losses totaled 3.2 bln. yen, including headquarters relocation costs.
 - Based on the Mid-term Management Plan policy of maintaining a dividend payout ratio of 30% or more (progressive dividend policy), **the year-end dividend per share was further increased by 4 yen from the revised forecast of 24 yen announced on February 9, 2026, to 28 yen^{*2}. As a result, the annual dividend payout ratio will be 30.4%.**

FY2026 Forecast

- ▶ **Operating Income projected to reach 32.0 bln. yen (YoY +2.6%)**
 - Excluding one-time corporate transformation expenses of approx. 3.0 bln. yen, **underlying operating income target is 35.0 bln. yen.**
 - Focus on improving profitability through business structure reform, reviewing our product portfolio, and strengthening pet food sales.
- ▶ **Profit Attributable to Owners of Parent projected to reach 15.0 bln. yen**
 - Continued asset optimization to generate extraordinary gains/losses of approx. 2.0 bln. yen.
 - Annual dividend are forecast at 45 yen per share (Interim: 22 yen / Year-end: 23 yen) with a **projected dividend payout ratio of 45.4%.**

Next, I would like to briefly look back on the previous fiscal year.

Following a strong start in the first quarter, we revised our earnings forecast upward, and ultimately delivered results that exceeded even our revised projections. Frankly speaking, I believe we achieved a very strong start to the first year of our Mid-Term Management Plan.

Although profit attributable to owners of parent was slightly below the previous fiscal year's level, it significantly exceeded our initial forecast of 17.5 billion yen.

Regarding shareholder returns, we announced a dividend increase forecast on February 9th, and subsequently decided on an additional increase of 4 yen per share.

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Let me now walk you through the following three items on today's agenda.

1. Business Overview for the Fiscal Year ended March 2026 (FY2025)

I will begin with an overview of the fiscal year ended March 2026.

Financial Highlights: Consolidated Group



(Bln.JPY)	Mar/26	Mar/25	YoY		Mar/26 Forecast	Achievement vs. Forecast (%)
			Change	Change %		
Net Sales	1,105.9	1,078.6	+27.3	+2.5%	1,080.0	102%
Operating Income	31.2	30.4	+0.8	+2.7%	30.0	104%
(Excluding one-time Corporate Transformation Expenses)	33.2	30.4	+2.8	+9.2%	-	-
Operating Income Ratio	2.8%	2.8%	-	-	2.8%	-
Ordinary Income	31.3	32.3	- 1.0	- 3.1%	29.0	108%
Profit Attributable to Owners of Parent	22.2	23.3	- 1.1	- 4.7%	19.5	114%
EBITDA	53.1	51.6	+1.5	+2.9%	50.0	106%
ROE	9.3%	10.7%	- 1.4pt	-	7.5%	-
ROIC	4.1%	4.3%	- 0.2pt	-	4.0%	-
Net D/E Ratio	1.0x	1.0x	-	-	1.0x	-

Exchange Rate	Mar/26	Mar/25
USD	150.43 yen	151.44 yen
EUR	169.18 yen	163.80 yen
THB	4.57 yen	4.31 yen

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This slide shows our overall performance for the previous fiscal year. On a consolidated basis, we achieved both net sales and operating income growth.

In August 2025, we revised our operating income forecast upward from the initial target of 27.0 billion yen to 30.0 billion yen. Ultimately, we exceeded even that revised forecast and delivered operating income of 31.2 billion yen.

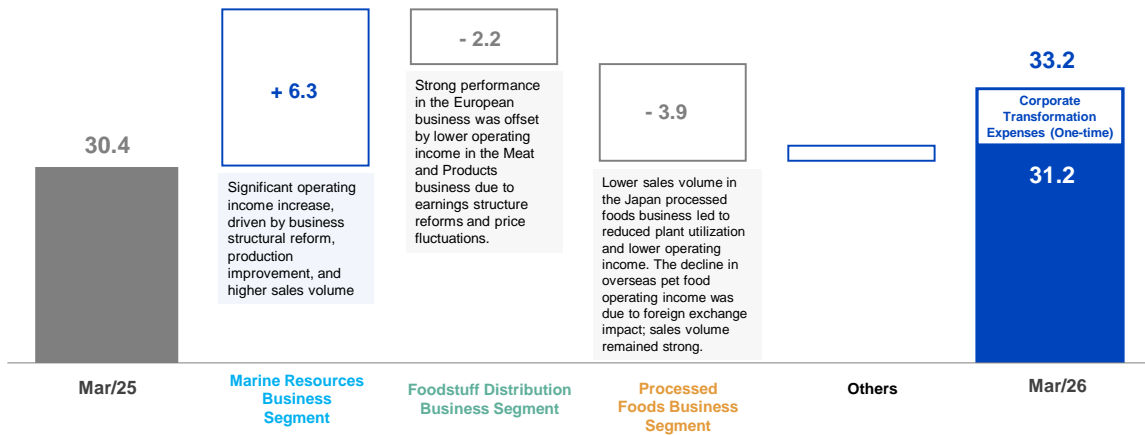
Excluding one-time corporate transformation expenses of 2.0 billion yen related to the corporate identity change, headquarters relocation, and packaging redesigns, operating income on a business basis was effectively 33.2 billion yen, representing an increase of 2.8 billion yen, or 9%, year-on-year.

Regarding profit attributable to owners of parent, we recorded a gain on sales of investment securities of 7.7 billion yen as extraordinary income as part of the reduction of cross-shareholdings. However, because gains of 10.9 billion yen had been recorded in the previous fiscal year, profit attributable to owners of parent declined slightly year-on-year to 22.2 billion yen.

Factors of Increase/Decrease in Operating Income (YoY)



(Bln. JPY)



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This slide breaks down the factors behind the increase and decrease in operating income by business segment.

As shown, the Foodstuff Distribution Business Segment and the Processed Foods Business Segment both recorded decreases in operating income. However, a significant earnings improvement in the Marine Resources Business Segment drove an overall increase in operating income for the Group.

In the Marine Resources Business Segment, the effects of the business structural reform initiatives outlined in the MTP - including improved operational efficiency and the withdrawal from unprofitable businesses in the Fishery Business Unit, as well as the consolidation of production sites in North America Operations Unit- materialized more strongly than initially expected, resulting in a significant year-on-year increase in operating income of 6.3 billion yen.

In the Foodstuff Distribution Business Segment, improved profitability of core products in the European operations of the Marine Products Trading Unit, together with earnings contributions from a subsidiary consolidated in May 2025, were more than offset by the impact of earnings structure reforms in the Agricultural Foods & Meat and Products Business Unit and price fluctuations, resulting in an overall decrease in operating income.

In the Processed Foods Business Segment, lower sales volumes in Japan led to reduced plant utilization rates and a decline in operating income.

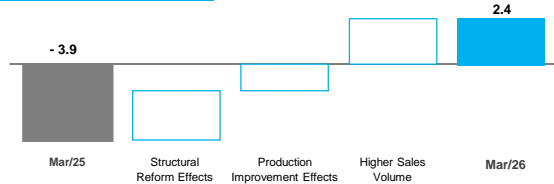
Overview: Marine Resources Business Segment



Significant operating income increase driven by business structural reform, production improvement, and higher sales volume.

(Bln.JPY)	Mar/26	Mar/25	YoY	
			Change	Change%
Net Sales	129.4	127.6	+1.7	+1.4%
Fishery Business	34.5	38.6	-4.1	-10.6%
Aquaculture Business	21.1	17.4	+3.8	+21.7%
N.America Operations	73.8	71.7	+2.1	+2.9%
Operating Income	2.4	-3.9	+6.3	-
Japan	0.1	-2.4	+2.6	-
Overseas	2.3	-1.5	+3.8	-
Operating Income Ratio	1.9%	-	-	-

Factors of Increase/Decrease



Overview by Business Unit

Fishery Business	Net Sales ↓	Operating Income ↑
Net sales declined due to lower skipjack tuna catches in Micronesian waters and weak fish prices. Meanwhile, operating income increased, driven by higher catches from improved operational efficiency and the withdrawal from unprofitable businesses.		
Aquaculture Business	Net Sales ↑	Operating Income ↑
Sales prices for yellowtail and amberjack remained firm. Despite continued high production costs (materials, labor, logistics, etc.), operating income increased, supported by higher net sales, increased exports, and improved yield.		
North America Operations	Net Sales ↑	Operating Income ↑
Market prices for Alaska pollock products remained firm. Operating income increased significantly, driven by cost reduction effects from production site consolidation and strong sales of imitation crab products.		

Structural Reform Effects	Withdrawal from unprofitable businesses in the Fishery Business; improved operational efficiency / Consolidation of North America production sites
Production Improvement Effects	High water temperature countermeasures in the Aquaculture Business (the introduction of submersible net cages and established underwater feeding methods) / Higher fillet production ratio in North American Alaska pollock operations
Higher Sales Volume	Higher per-unit sales prices for farmed fish; increased exports / Strong sales of North American imitation crab products

(Explanation omitted)

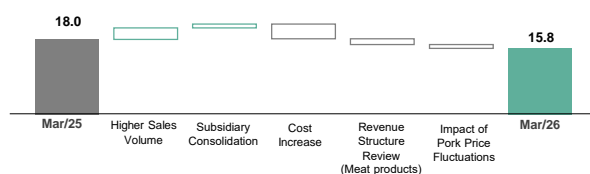
Overview: Foodstuff Distribution Business Segment



Strong performance in the European business was offset by lower operating income in the Meat and Products business due to earnings structure reforms and price fluctuations.

(Bln.JPY)	Mar/26	Mar/25	YoY	
			Change	Change%
Net Sales	769.9	751.1	+18.9	+2.5%
Marine Products Trading	442.6	418.4	+24.2	+5.8%
Foodstuff Distribution Business	248.7	240.5	+8.2	+3.4%
Agricultural Foods & Meat and Products	78.7	92.1	-13.5	-14.6%
Operating Income	15.8	18.0	-2.2	-12.5%
Japan	9.3	12.3	-3.0	-24.5%
Overseas	6.5	5.7	+0.8	+13.8%
Operating Income Ratio	2.0%	2.4%	-0.4pt	-

Factors of Increase / Decrease



Overview by Business Unit

Marine Products Trading ↗ Net Sales ↗ Operating Income ↗

(Japan) Sales of marine products overall, including scallops and shrimp, remained strong. **(Europe)** In addition to improved profitability of core products, the European subsidiary acquired in May 2025 also contributed.

Foodstuff Distribution Business ↗ Net Sales ↘ Operating Income ↘

Net sales increased through strengthened intra-Group collaboration, accurately capturing customer needs across business formats and expanding sales channels. However, despite efforts to improve operational efficiency and productivity, operating income declined as cost increases could not be fully offset.

Agricultural Foods & Meat and Products ↘ Net Sales ↘ Operating Income ↘

Decrease in both net sales and operating income due to the ongoing review of the earnings structure in the Meat and Products business, as well as the impact of price fluctuations resulting from supply-demand adjustments for imported frozen pork in the Japanese market.

Topic: Co-creation Case Study:

Expanding Sales to Institutional Food Service through Cross-Unit Collaboration

- In April 2025, a new Institutional Food Service Sales Division was established (within the Foodstuff Distribution Business Unit) to provide the Group's full product lineup.
- The division handles a wide range of products, including seafood, agricultural products, meat products, and mixed products.
- Collaboration with the Marine Products Trading Unit strengthened marine product sales, with both sales volume and sales value increasing by approximately 10% year on year.

(Explanation omitted)

Overview: Processed Foods Business Segment



Lower sales volume in the Japan processed foods business led to reduced plant utilization and lower operating income. The decline in overseas pet food operating income was due to foreign exchange impact; sales volume remained strong.

(Bln.JPY)	Mar/26	Mar/25	YoY	
			Change	Change%
Net Sales	185.8	179.8	+6.0	+3.3%
Processed Foods Business	177.4	171.9	+5.5	+3.2%
Fine Chemicals	8.3	7.9	+0.5	+5.9%
Operating Income	10.1	13.9	-3.9	-27.7%
Japan	3.4	5.3	-1.9	-36.0%
Overseas	6.7	8.6	-1.9	-22.6%
Operating Income Ratio	5.4%	7.7%	-2.3pt	-

Overview by Business Unit

Processed Foods Business

Net Sales

Operating Income

(Japan) Operating Income declined as sales volumes following price revisions fell short of forecast.
(Overseas) Pet food sales remained strong. However, operating income declined due to lower profit margins from foreign exchange impacts and persistently high raw material costs in the marine processing operations.

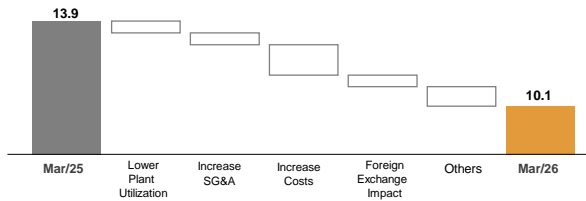
Fine Chemicals

Net Sales

Operating Income

Sales for pharmaceutical products remained solid.

Factors of Increase/Decrease



Lower Plant Utilization	Decreased plant utilization due to lower sales volumes of Japan processed foods following price revisions
Increase SG&A	Higher promotional expenses, including television advertising
Increase Costs	Higher costs, including raw material price increases both in Japan and overseas
Foreign Exchange Impact	Pet food business (Thailand); marine products processing business (Thailand)
Others	Package revision costs, etc.

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(Explanation omitted)

Overview of Corporate Transformation Expenses and Estimated Quarterly Expenditures

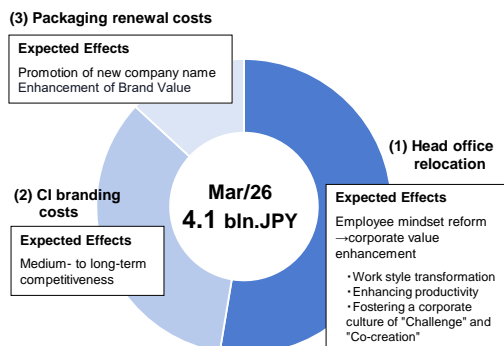


Corporate transformation expenses totaled 4.1 bln. yen (including 2.1 bln. yen recorded as extraordinary losses). Packaging renewal costs were recorded across each business segment.

Annual and Quarterly Expenditure Outlook by Item

		Mar/26		Mar/27	Mar/28
		Q3	Q4		
Total		4.1 bln. JPY (Including extraordinary losses: 2.1 bln.JPY)		Approx. 3.0 bln.JPY	Approx. 2.0 bln.JPY
S G & A	(1) Head office relocation (in March 2026)		→		
	(2) CI branding costs (Changed company name in March 2026)		→	→	→
	(3) Package renewal costs	→	→		
	Extraordinary losses (Head office relocation)	→	→		

Mar/26 Breakdown



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This slide shows the details of our corporate transformation expenses and the planned expenditure schedule going forward.

As the pace of change in our operating environment continues to accelerate, we are advancing corporate transformation initiatives - including the company name change and headquarters relocation - in preparation for the next century of growth. Our original plan called for 10.0 billion yen in SG&A expenditures over three years.

In the first year of the MTP (FY2025), we had initially planned to spend approximately 5.0 billion yen; the actual amount came in at 4.1 billion yen. The breakdown is shown in the pie chart on the right. For the current and next fiscal years, we plan to proceed as originally scheduled, with expenditures of approximately 3.0 billion yen and 2.0 billion yen, respectively.

We view these corporate transformation expenses as essential investments to support the Company's future growth. They also include investments in human capital, particularly in our employees. We would appreciate your understanding regarding the significance of these initiatives.

Consolidated Statement of Income



(Bln.JPY)	Mar/26	Mar/25	Change
Net Sales	1,105.9	1,078.6	+27.3
Cost of sales	951.9	933.0	+18.9
Gross profit	154.0	145.6	+8.4
Selling, general and administrative expenses	122.8	115.2	+7.6
Operating Income	31.2	30.4	+0.8
Non-operating income	5.4	6.9	① -1.5
Non-operating expenses	5.4	5.1	+0.3
Ordinary Income	31.3	32.3	- 1.0
Extraordinary income	11.5	11.9	② - 0.4
Extraordinary losses	3.2	2.2	+1.0
Profit before income taxes	39.5	41.9	- 2.4
Income taxes	11.3	12.1	- 0.9
Profit attributable to non-controlling interests	6.1	6.6	- 0.5
Profit Attributable to Owners of Parent	22.2	23.3	- 1.1

① **Non-operating income**
(YoY -1.5 bln.JPY)

• Foreign exchange gains:
0.3 bln.JPY (YoY -1.5 bln.JPY)

② **Extraordinary income**
(YoY -0.4bln.JPY)

• Gain on sale of non-current assets:
3.6 bln.JPY (YoY +2.9 bln.JPY)
• Gain on sale of investment securities:
7.7 bln.JPY (YoY -3.2 bln.JPY)

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(Explanation omitted)

Consolidated Balance Sheet



(Bln.JPY)	Mar/26	Mar/25	Change	Remarks (Year-end change)
Current Assets	457.5	414.6	+42.9	Cash & deposits +4.9, Notes & accounts receivable - trade, and contract assets +10.5, Inventories +26.7
Non-current Assets	294.2	266.6	+27.6	Property, plant and equipment +13.7 Intangible assets +2.0 Investment securities +3.8
Total Assets	751.7	681.2	+70.5	
Current Liabilities	281.3	236.9	+44.4	Notes & accounts payable - trade +9.1 Short-term borrowings +4.3 Commercial papers +24.0
Non-current Liabilities	178.9	168.9	+10.0	Long-term borrowings -10.3, Bonds payable +18.0
Total Liabilities	460.2	405.8	+54.4	
Shareholders' Equity	203.6	197.1	+6.5	Retained Earnings +16.6, Capital Surplus -10.2
Accumulated Other Comprehensive Income	43.7	32.5	+11.2	
Non-controlling Interests	44.3	45.8	-1.6	
Total Net Assets	291.5	275.4	+16.1	
Total Liabilities and Net Assets	751.7	681.2	+70.5	
Interest-bearing Debt	306.9	270.9	+36.0	
Net D/E Ratio	1.0x	1.0x	-	
Equity Ratio	32.9%	33.7%	- 0.8pt	

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(Explanation omitted)

Consolidated Cash Flows



(Bin.JPY)	Mar/26	Mar/25	Change	Main contents
Cash Flows from Operating Activities	① 24.8	39.2	- 14.4	<ul style="list-style-type: none"> · Profit before income taxes 39.5 · Depreciation and amortization (including goodwill) 20.1 · Loss (gain(-)) on sale of investment securities -7.7 · Decrease (Increase(-)) in trade receivables -5.9 · Decrease(Increase(-)) in inventories -19.4 · Increase(Decrease(-)) in trade payables 6.8 · Income taxes paid -12.1
Cash Flows from Investing Activities	-21.2	- 1.9	-19.3	<ul style="list-style-type: none"> · Purchase of property, plant and equipment -25.3 · Proceeds from sale and redemption of investment securities 10.9 · Interest and dividends received 2.1
Cash Flows from Financing Activities	-0.8	- 29.4	+28.5	<ul style="list-style-type: none"> · Net Increase(Decrease(-)) in short-term borrowings -5.4 · Net Increase(Decrease(-)) in long-term borrowings -4.5 · Net Increase(Decrease(-)) in commercial papers 24.0 · Purchase of shares of subsidiaries not resulting in change in scope of consolidation -15.4 · Proceeds from issuance of bonds 17.9 · Dividends paid -5.5
Cash and Cash Equivalents at End of Period	52.9	48.4	+4.5	-

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① Reasons for decline in Cash Flows from Operating Activities

(1) Increase in inventories:
 · Higher raw material costs
 · Higher product market prices

(2) Increase in trade receivables
 · Higher sales volume

(3) Decrease in profit before income taxes

(Explanation omitted)

2. Full-Year Forecast for the Fiscal Year ending March 2027 (FY2026)

I will now turn to the full-year forecast for the fiscal year ending March 2027.

Full-Year Forecast for the Fiscal Year Ending March 2027



Operating income is projected to increase for the third consecutive year to 32 bln. yen. Annual dividends are planned at 45 yen per share, with a projected payout ratio of 45%.

(Bln.JPY)	Mar/27 Forecast* (A)	Mar/26 Results (B)	Mar/28 MTMP Forecast	Change (A)-(B)	Change %
Net Sales	1,110.0	1,105.9	1,150.0	+4.1	+0.4%
Operating Income	① 32.0	31.2	40.0	+0.8	+2.6%
(Excluding one-time Corporate Transformation Expenses)	35.0	33.2	42.0	+1.8	+5.4%
Operating Income Ratio	2.9%	2.8%	3.5%	+0.1pt	-
Ordinary Income	30.0	31.3	-	② -1.3	-4.0%
Profit Attributable to Owners of Parent	15.0	22.2	-	-7.2	-32.4%
ROIC	4.3%	4.1%	5.0%	+0.2pt	-
Dividend Payout Ratio	③ 45.4%	30.4%	-	+15.0pt	-
DPS (Dividend per share)	99.22 yen	146.75 yen	-	-	-

- ① Corporate Transformation Expenses of approx. 3.0 bln. yen recorded under SG&A expenses (CI branding costs).
- ② In the previous fiscal year, extraordinary gains amounted to 11.5 bln. yen, of which approximately 7.7 bln. yen was recorded as gains on sale of investment securities. For the current fiscal year, extraordinary gains/losses of approximately 2.0 bln. yen are expected.
- ③ In line with progressive dividend policy, the annual dividend per share is planned to be maintained at 45 yen for the current fiscal year.

Exchange Rate		
	Mar/27 Forecast	Mar/26
USD	156.56 yen	150.43 yen
EUR	184.33 yen	169.18 yen
THB	4.97 yen	4.57 yen

*The full-year forecast does not incorporate the impact of the situation in the Middle East.

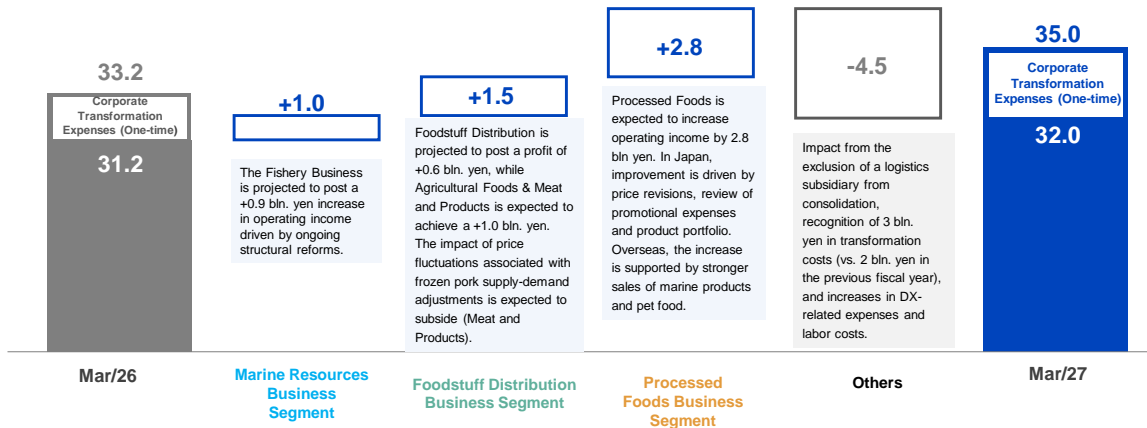
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We are planning operating income of 32.0 billion yen for the current fiscal year, representing the third consecutive year of operating income growth since the fiscal year ended March 2024. Excluding one-time corporate transformation expenses of approximately 3.0 billion yen, underlying operating income is expected to reach 35.0 billion yen.

Profit attributable to owners of parent is projected to decline year-on-year to 15.0 billion yen, mainly due to the absence of gains from the sale of investment securities recorded in the previous fiscal year.

Regarding shareholder returns, we plan to pay an annual dividend of 45 yen per share in line with our progressive dividend policy, representing a dividend payout ratio of 45%.

- Operating income is expected to increase by 5.4 bln. yen in total across 3 segments. After taking into account a decline in other factors, including one-time expenses, consolidated operating income is projected to increase by 0.8 bln. yen.
 - The impact of the situation in the Middle East has not been reflected at this stage. If it becomes prolonged, there is a possibility of a certain level of impact; however, the Company will respond by making efforts to contain costs through measures such as improving operational and production efficiency and diversifying procurement sources.



Next, I will explain the factors behind the year-on-year changes in our operating income plan for the current fiscal year. As shown, all three business segments are expected to achieve growth in operating income.

In the Marine Resources Business Segment, structural reform initiatives - particularly in the Fishery Business Unit- are expected to contribute an increase of 1.0 billion yen.

In the Foodstuff Distribution Business Segment, the Foodstuff Distribution Business Unit is expected to contribute an increase of 0.6 billion yen, while the Agricultural Foods & Meat Products Business Unit is projected to contribute an increase of 1.0 billion yen, resulting in a total segment increase of 1.5 billion yen.

In the Processed Foods Business Segment, price revisions and product portfolio optimization in the Japan processed foods business, together with strengthened sales overseas are expected to generate an overall increase of 2.8 billion yen.

Meanwhile, the Others category is expected to be a negative factor of 4.5 billion yen, reflecting the deconsolidation of the logistics subsidiary, the recognition of approximately 3.0 billion yen in corporate transformation expenses, and increases in DX-related expenses and labor costs.

Please note that the impact of the situation in the Middle East has not been incorporated into the current full-year forecast. If the situation becomes prolonged, there is a possibility of various impacts, including higher crude oil prices, logistics costs, and packaging material costs. However, at this stage, it is difficult to reasonably quantify the financial impact.

That said, in our fishing vessel operations - where the direct impact is expected to be greatest - we are working to contain costs by optimizing operating structures and improving operational efficiency. In our other businesses as well, we are promoting initiatives such as improving production efficiency and expanding procurement sources in order to mitigate cost increases.

Should the situation change materially going forward, we will provide updates at an appropriate time.

Full-Year Forecast: Marine Resources Business Segment



Fishery Business: +0.9 bln. yen increase in operating income driven by progress in structural reform.

(Bln.JPY)	Mar/27 Full Year Forecast	Mar/26	YoY	
			Change	Change%
Net Sales	121.5	116.1	+5.4	+4.7%
Fishery Business	34.1	34.5	- 0.4	-1.2%
Aquaculture Business*	10.2	9.8	+0.4	+4.1%
N.America Operations	77.2	71.8	+5.4	+7.5%
Operating Income	2.7	1.7	+1.0	+58.8%
Japan	-0.5	-0.6	+0.1	-
Overseas	3.2	2.3	+0.9	+39.1%
Operating Income Ratio	2.3%	1.5%	+0.8pt	-

* To strengthen sales capabilities, the aquaculture fish sales division has been reorganized into the Marine Products Trading Unit (Foodstuff Distribution Business Segment) in FY2026.

Business Outlook

Fishery Business	Monitor trends of fuel oil prices
Aquaculture Business	Further increases in production costs (materials, labor, logistics, etc.) are anticipated
N.America Operations	Market prices for core products are generally firm; imitation crab demand is expected to remain solid, although higher production costs are a concern

Key Initiatives by Business Unit

Fishery Business

- Promote early withdrawal from unprofitable businesses and focus on selected fishing vessels
- Improve operational efficiency through the introduction of new vessels
- Advance downstream strategy

Aquaculture Business

- Continue cost reduction measures including high water temperature countermeasures
- Strengthen production systems

North America Operations

- Aim to stabilize and enhance profitability through a higher production ratio of high-margin products
- Continue to reduce production costs

(Explanation omitted)

Full-Year Forecast: Foodstuff Distribution Business Segment



Foodstuff Distribution: +0.6 bln. yen. Agricultural Foods & Meat and Products: +1.0 bln. yen increase in operating income.
The impact of price fluctuations associated with frozen pork supply-demand adjustments is expected to subside.

(Bln.JPY)	Mar/27 Full Year Forecast	Mar/26	YoY	
			Change	Change%
Net Sales	770.0	783.2	-13.2	-1.7%
Marine Products Trading*	453.7	455.9	-2.2	-0.5%
Foodstuff Distribution Business	247.5	248.6	-1.1	-0.4%
Agricultural Foods & Meat and Products	68.7	78.7	- 9.9	-12.6%
Operating Income	17.9	16.4	+1.5	+9.1%
Japan	10.8	10.1	+0.6	+5.9%
Overseas	7.2	6.4	+0.8	+12.5%
Operating Income Ratio	2.3%	2.1%	+0.2pt	-

* To strengthen sales capabilities, the aquaculture fish sales division has been reorganized into the Marine Products Trading Unit within the Foodstuff Distribution Business Segment in FY2026.

Business Outlook	
Marine Products Trading	Product prices remain at elevated levels.
Foodstuff Distribution Business	Monitor trends in raw material and energy prices
Agricultural Foods & Meat and Products	High market prices for various meat products to remain at high levels

Key Initiatives by Business Unit

Marine Products Trading

- Further strengthen collaboration with upstream and downstream operations within the Group
- Target business expansion and expanded sales in Europe

Foodstuff Distribution Business

- Strengthen intra-group collaboration leveraging downstream functions; advance the Value Cycle
- Expand overseas operations

Agricultural Foods & Meat and Products

- Continue to review the earnings structure of the Meat and Products business

Topic: Integration of Fresh Fish Sales Division

Integration of the Marine Products Trading Unit and Aquaculture Business Unit sales divisions

- From April 2026, the aquaculture fish sales division has been transferred from the Aquaculture Business Unit to the Marine Products Trading Unit.
- Strengthening intra-Group collaboration in marine products distribution to enhance Profitability of farmed fish.
- Focusing on expanding exports to Europe, North America, and Asia.

(Explanation omitted)

Full-Year Forecast: Processed Foods Business Segment



Processed Foods Business: +2.8 bln. yen increase in operating income YoY, driven by price revisions in Japan, optimization of promotional expenses, and a review of the product portfolio. Overseas performance is supported by strengthened sales of seafood products and pet food.

(Bln.JPY)	Mar/27 Full Year Forecast	Mar/26	YoY	
			Change	Change%
Net Sales	197.9	185.8	+12.1	+6.5%
Processed Foods Business	188.5	176.5	+12.1	+6.9%
Fine Chemicals	9.4	9.3	+0.1	+1.1%
Operating Income	12.9	10.1	+2.8	+27.7%
Japan	4.8	3.4	+1.4	+41.2%
Overseas	8.2	6.8	+1.4	+20.6%
Operating Income Ratio	6.5%	5.5%	+1.1pt	-

Key Initiatives by Business Unit

Processed Foods Business

- Strengthen competitive advantage through a differentiation strategy leveraging DHA and other functional nutrients
- Review production systems in response to changes in the Japanese domestic market
- Further strengthen the pet food business

Fine Chemicals

- Expand the Pharmaceutical API business
- Enhance added value of existing products through acquisition of functional nutrition claims, targeting sales growth
- Advance the Microalgae-derived DHA business

Business Outlook

Processed Foods Business	Pet food sales are expected to remain strong
Fine Chemicals	Monitor higher raw material costs and the trend toward strengthened regulation of health food products

(Explanation omitted)

3. Mid-term Management Plan (MTP): Details and Progress

I will now discuss the details and progress of the Mid-Term Management Plan.

Mid-Term Management Plan (MTP): Details and Progress



- Achieve operating income of 40.0 bln. yen in Mar/28, the final year of the MTP, and establish a foundation for the next stage of growth.
- Transform into a company that proposes and delivers solutions through the “provision of sustainable protein” and the “creation of health value.”

Mid-term Management Plan For the ocean, for life 2027

- ROIC: 5%
- Operating Income: 40.0 bln yen
- Growth Investments: 140.0 bln. JPY or more
- R&I Rating: Maintain A- Rating
- Dividend Payout Ratio: 30% or more (progressive dividend)
- PBR 1x or higher

Long-term Vision

- ROIC: 7 %
- Overseas Ordinary Income Ratio: 70 %
- Rank into the Top 10 of Global Meat and Seafood Protein Providers*

Actions to achieve the Long-term Vision



Value Cycle

x

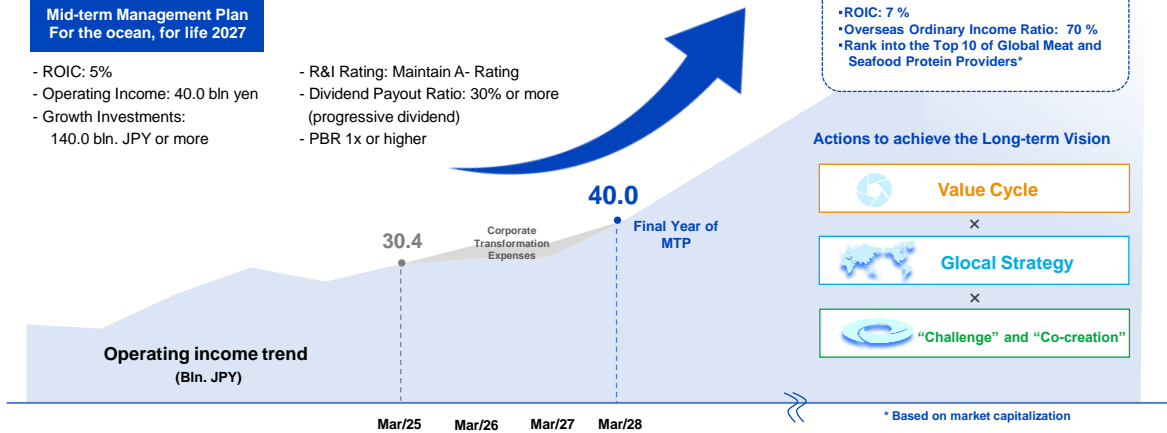


Glocal Strategy

x



“Challenge” and “Co-creation”



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Allow me to revisit the key objectives of our Mid-Term Management Plan (MTP) and Long-term Vision.

Under the MTP, we are advancing the Consumer-driven Value Cycle and our Glocal Strategy. In addition, through corporate transformation initiatives centered on “Challenge” and “Co-creation,” we are working to strengthen the mindset and actions of all employees, with the goal of achieving operating income of 40.0 billion yen in the fiscal year ending March 2028.

Looking further ahead, our Long-term Vision, which targets the next 10 years, sets the goals of achieving ROIC of 7%, increasing the overseas ordinary income ratio to 70%, and becoming one of the top 10 global seafood and protein companies by market capitalization.

Added further information to enhance transparency in response to feedback from investors.

- 1** Disclosure of specific measures to achieve the MTP target of 5% ROIC
- 2** Enhanced disclosure regarding the breakdown and objectives of the 140.0 billion yen growth investment plan
- 3** Clarification of the current business portfolio and its mid- to long-term direction

- 
- | | | | |
|--|--------|---|--------|
| (1) Measures to achieve a 5% ROIC target | (p.25) | (5) Progress in the first year of the MTP | (p.31) |
| (2) Segment-specific measures to improve ROIC | (p.27) | (6) Progress of the “Corporate Transformation” initiative | (p.32) |
| (3) Capital allocation policy and asset efficiency improvement | (p.28) | (7) Target Business Portfolio: Year 10 long-term vision | (p.33) |
| (4) 140.0 billion yen growth investment plan | (p.30) | | |

Since announcing the MTP in March last year, we have engaged in extensive dialogue with investors to deepen understanding of our growth strategy. We are pleased that the first year of the MTP concluded with results that exceeded even our revised forecast, and we intend to build on this momentum to accelerate further in year 2 and beyond.

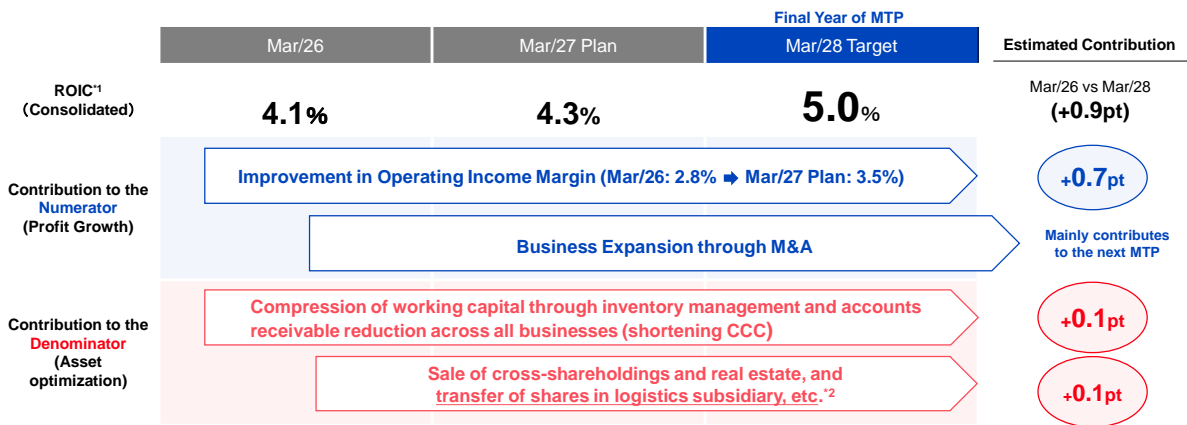
While investors have generally expressed a strong understanding of our growth strategy, we have also received many questions regarding the specific measures to achieve our ROIC target of 5%, as well as the breakdown of the 140.0 billion yen growth investment plan.

Today, in response to this feedback, we would like to provide additional information to further enhance the clarity and visibility of our plan.

(1) Measures to Achieve a 5% ROIC Target



Initiatives contributing to both the numerator and denominator are underway toward achieving ROIC of 5%, surpassing WACC of 4%.



¹The Company's ROIC formula = Ordinary Income ÷ Invested Capital (Working Capital + Fixed Assets) after tax and before interest payments

²Details are provided on the following page.

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First, I would like to explain the measures to achieve our ROIC target of 5%, broken down into numerator and denominator drivers.

Starting with the numerator, we believe the largest contributor will be improvement in operating income margin. In addition to enhancing productivity, we aim to achieve an operating income margin of 3.5% through transformation of our existing business models and the implementation of business structural reforms. As for business expansion through M&A, we expect its contribution to become more meaningful in the next MTP.

On the denominator side, there are two key initiatives.

The first is the reduction of working capital. We are now fully rolling out a working capital cap system across each business, following trial implementation in the previous fiscal year, with the aim of shortening the cash conversion cycle (CCC) and thereby improving ROIC.

Within our business portfolio, we believe a key factor will be how thoroughly we can manage working capital in the Foodstuff Distribution Business Segment, where inventory levels have a particularly significant impact on profitability.

The second initiative is asset optimization. Since the previous fiscal year, we have been progressing with the sale of cross-shareholdings and real estate assets, and most recently, we also announced the transfer of shares in our logistics subsidiary.

In this way, we aim to achieve sustainable improvements in ROIC not only through earnings growth, but also through the efficient management and reduction of invested capital.

Case Study: Share Transfer of Umios Logistics Corporation



- 51% of the issued shares of Umios Logistics Corporation (formerly Maruha Nichiro Logistics), a wholly owned subsidiary, will be transferred to SENKO Group Holdings Co., Ltd.
- As a result, total assets of approx. 50.0 bln. yen and interest-bearing debt of approx. 30.0 bln. yen are expected to be deconsolidated from the balance sheet (Umios Logistics Corporation will become an equity-method affiliate).

- Background to the Share Transfer

The logistics industry is experiencing significant changes in its operating environment, including labor shortages and rising energy costs

In order to enhance the sustainability of its logistics functions, we have determined that it is essential to leverage the know-how and management resources of a specialized logistics company

With respect to logistics quality, storage capabilities, and transportation for value-added processed products, we believe that SENKO Group is the most suitable partner and is confident that Umios Logistics Corporation's capabilities can be further maximized through this partnership.

- Post-Transfer

Even after the transfer to SENKO Group Holdings Co., Ltd., Umios Logistics Corporation will continue to provide stable and sustainable logistics services as a core logistics function of the Umios Group.



I will now elaborate on the share transfer of our logistics subsidiary, which I mentioned earlier.

We have resolved to transfer 51% of the issued shares of Umios Logistics Corporation, one of our consolidated subsidiaries, to SENKO Group Holdings Co., Ltd., a comprehensive logistics company. As a result, Umios Logistics Corporation will become an equity-method affiliate.

The background and rationale for this transaction are shown on the slide. Through this partnership, we aim not only to enhance the sustainability of our logistics functions, but also to improve the Company's capital efficiency.

(2) Segment-specific Measures to Improve ROIC



Concrete initiatives are being implemented to achieve ROIC targets by business segment.

	Marine Resources			Foodstuff Distribution			Processed Foods		
	Mar/26	Mar/27 Plan	Mar/28 Target	Mar/26	Mar/27 Plan	Mar/28 Target	Mar/26	Mar/27 Plan	Mar/28 Target
ROIC	2.0%	2.6%	3.8%	4.7%	5.1%	5.5%	7.3%	7.4%	8.8%
Mar/26 Initiatives	Structural Reform Fishery : Withdrawal from unprofitable businesses Aquaculture : High water temperature countermeasures North America : Consolidation of production sites			Business Expansion & Collaboration Enhancement - M&A in Europe - Strengthened intra-Group collaboration in Japan - Reform of low-margin meat distribution business			Sales Expansion - Expansion of pet food sales - Enhancement of profitability of retail frozen foods in Japan		
Outlook	Structural Reform & Sales Enhancement Fishery : Continued withdrawal from unprofitable businesses Aquaculture : Strengthening production systems North America : Production cost reduction and sales enhancement			Business Expansion & Collaboration Enhancement Europe : (1) Expansion of business domain (2) Strengthening Downstream operations through Marine Resources + Foodstuff Distribution collaboration Japan : Strengthened collaboration between Wholesale business and Foodstuff Distribution Business			Structural Reform & Business Expansion - Structural reform of Japan processed foods business (including production systems) - Expansion of pet food business - Expansion of oil and fat business (including DHA)		

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This slide outlines the segment-specific initiatives to improve ROIC.

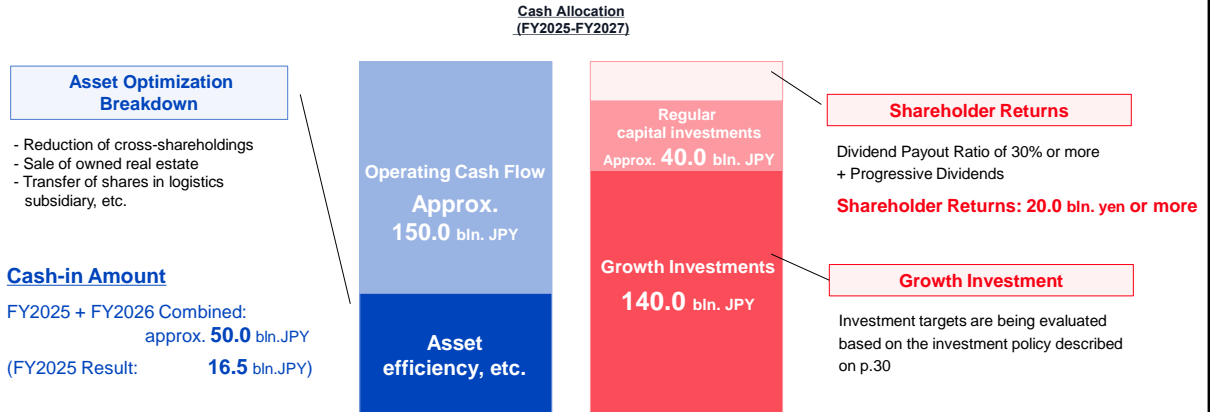
As explained earlier, the initiatives shown here further break down the measures to improve operating income margin - a key contributor to the numerator of ROIC - by business segment.

For these initiatives, we will continue promoting a stronger awareness of capital efficiency across the entire Group and enhance our execution capabilities at the company-wide level.

(3) Capital Allocation Policy and Asset Efficiency Improvement



- **Capital Allocation Policy: Balance allocation across three initiatives - routine capital investment, growth investment, and shareholder returns.**
- **Asset optimization through the reduction of cross-shareholdings, sale of real estate, and business divestitures is being implemented steadily.**



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This slide outlines our capital allocation policy and the breakdown of our asset optimization initiatives.

Our capital allocation policy remains unchanged. We will continue to balance capital allocation across three priorities: regular capital investments, growth investments, and shareholder returns.

Regarding asset optimization, we are steadily progressing with the reduction of cross-shareholdings, the sale of owned real estate, and the transfer of shares in our logistics subsidiary. In the fiscal year ended March 2026, these initiatives generated approximately 16.5 billion yen in cash proceeds. Including the outlook for the current fiscal year, we expect total cash-in of approximately 50.0 billion yen over the two-year period.

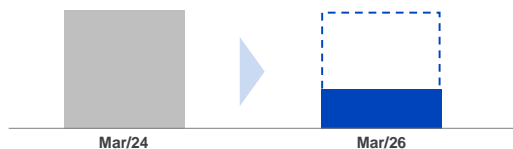
In this way, alongside the steady accumulation of operating cash flow, we will continue advancing asset optimization initiatives to generate cash and allocate capital in the most effective and value-accretive manner.

Progress in Reducing Cross-shareholdings and Dividend



Cross-shareholdings

- The Company continues to reduce its cross-shareholdings from the perspective of capital efficiency.
- The target of reducing the outstanding balance to two-thirds, announced during the FY ended March 2025, has been achieved (on an acquisition cost basis compared with FY ended March 2024).



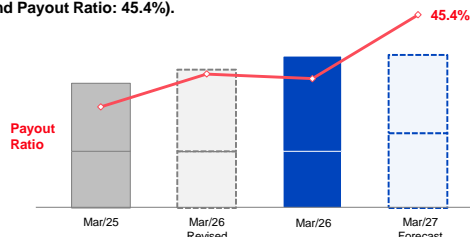
Policy

- In principle, the policy is to continue reducing cross-shareholdings.
- Holdings are limited to cases where they are deemed to contribute to strategic initiatives with business partners and to the mid- to long-term enhancement of the Group's corporate value.
- The rationale for holding each shareholding will be reviewed annually, and any shareholdings that fail to meet the relevant criteria will be reduced.
- Progress will be disclosed every fiscal year.

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Dividend *

- The year-end dividend per share for FY2025 has been increased by 4 yen from the revised forecast of 24 yen announced on February 9, 2026, to 28 yen. As a result, the annual dividend per share (after reflecting the stock split) is 44.67 yen, with a dividend payout ratio of 30.4%.
- The annual dividend per share for FY2026 is expected to be 45 yen (Dividend Payout Ratio: 45.4%).



Interim	16.67 yen	16.67 yen	16.67 yen	22 yen
Year-end	20 yen	24 yen	28 yen	23 yen
Dividend Payout Ratio	23.8%	31.5%	30.4%	45.4%

*The Company conducted a 3-for-1 stock split of its common shares with an effective date of January 1, 2026. The above per-share dividend amounts are presented on a post-split basis.

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I will now provide an update on progress in reducing cross-shareholdings, as well as our dividend track record and forecast.

Regarding cross-shareholdings, we have achieved our target of reducing holdings by two-thirds on an acquisition cost basis, as set out in the MTP. Going forward, our basic policy will remain the continued reduction of cross-shareholdings, and we intend to disclose progress on an annual basis.

Regarding shareholder returns, our dividend policy is to maintain progressive dividends with a payout ratio of 30% or higher. In line with this policy, we have steadily implemented dividend increases beginning from the first year of the MTP.

(4) 140.0 Billion Yen Growth Investment Plan

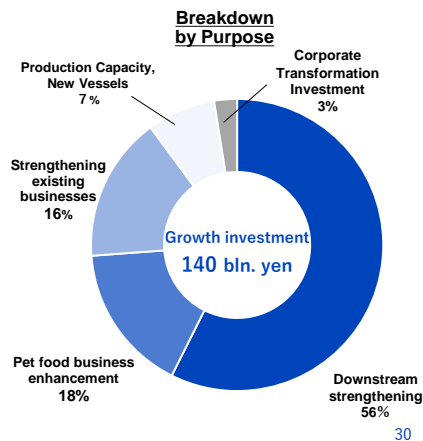


- Target projects have been substantially identified for nearly the entire 140.0 bln.yen allocated for growth investment, including timing and purpose; concrete evaluation is underway.
- Approximately 56% is planned for downstream strengthening, primarily in North America, and 18% for enhancement of the pet food business.

Investment Policy

- (1) Prerequisite: Maintain financial discipline
- (2) Set a hurdle rate equal to WACC plus an appropriate risk premium (approx. several percent) reflecting business characteristics and risk
- (3) Prioritize improvement of business-level ROIC post-investment

Region	Purpose	Overview	Investment Period (Planned)		
			Mar/26	Mar/27	Mar/28
Europe	Downstream strengthening	Acquisition of seafood processing company (VDL Group)			
	Strengthening existing businesses	Additional investment in existing subsidiaries			
North America	Downstream strengthening	M&A in processing and distribution			
	Production capacity expansion	Expansion of production capacity at existing subsidiaries			
Asia	Downstream strengthening	M&A in processing and distribution			
	Pet food business enhancement	M&A in production and sales / Expansion of production capabilities			



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This slide provides a visualization, to the extent possible, of the areas and objectives of our planned 140.0 billion yen growth investments.

The table on the left outlines the types of investments we are considering by region, purpose, and timing, while the chart on the right shows the breakdown by investment purpose.

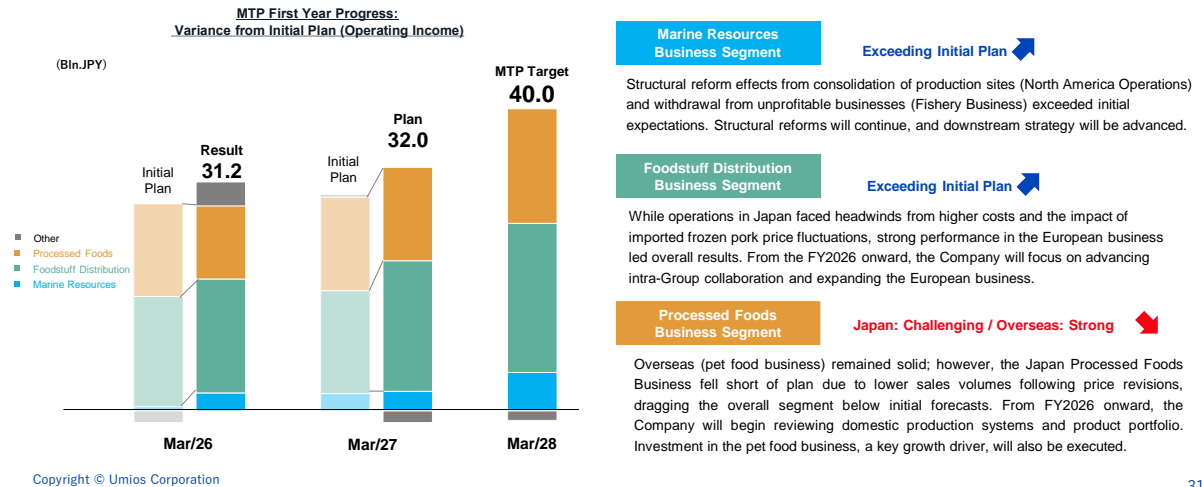
Fundamentally, in order to leverage our core strength in procurement capabilities more effectively, we are considering allocating approximately 56% of total investments toward strengthening downstream operations. In addition, approximately 18% is being considered for the expansion of the pet food business, which continues to perform strongly.

While we are not in a position to disclose specific transaction details at this stage, for the investment areas shown here, we have already narrowed down potential counterparties to a certain extent and are proceeding with concrete evaluations and discussions.

(5) Progress in the First Year of the MTP



Marine Resources and Foodstuff Distribution Business Segments are progressing on track toward MTP targets. However, challenges have emerged in the Japan Processed Foods Business. Corrective measures will be implemented promptly.



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I will now explain the first-year progress of the Mid-Term Plan (MTP) and the outlook ahead, based on operating income.

As shown, on a consolidated basis, both the actual results for the fiscal year ended March 2026 and the plan for the fiscal year ending March 2027 are exceeding the original MTP targets, and overall progress is tracking well. However, progress varies somewhat by segment.

As indicated in the table on the right, both the Marine Resources Business and the Foodstuff Distribution Business are outperforming the initial plan. In contrast, the domestic processed foods business is facing a more challenging operating environment that requires additional measures, and is currently slightly below the initial plan.

Going forward, in the Processed Foods Business Segment, we aim to recover the shortfall by reviewing our domestic production structure and by continuing to invest in the fast-growing pet food business (Thailand), which remains strong.

(6) Progress of the “Corporate Transformation” Initiative



As part of investment in human capital and toward the achievement of ROIC targets and the realization of the Long-term Vision, “Corporate Transformation” is being advanced on multiple fronts.

Revision of Human Resource Evaluation System (April 2025)

- Transitioned to an evaluation framework that emphasizes “Challenge” and “Co-creation”
- Supports the cultivation of a mindset of “Challenge” and “Co-creation” to promote cross-divisional collaboration



Headquarters Relocation (March 2026)

- Promotes cross-divisional collaboration and work style reform
- Encourages innovation through external partnerships

マルハニチロは、
Umiosへ。



Company Name Change (March 2026)

- Communicates the Company's commitment to transformation and future vision both internally and externally
- Drives awareness and adoption of the new corporate identity

Formulation of “Values” and Promotion of Philosophy Training (from March 2026)

JOY
PIONEER
SUSTAINABILITY
SINCERITY
EXPERIENCE

- Established Group-wide “Values” to create a shared foundation for action
- Promotes cultural integration through philosophy training, cultivating a corporate culture of “Challenge” and “Co-creation”.

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I will now share some specific details on our “Corporate Transformation” initiatives aimed at achieving our ROIC targets and realizing our Long-term Vision.

As previously announced across various forums, these include the company name change and headquarters relocation. In parallel with these visible structural changes, we are also advancing a range of initiatives designed to transform employee mindset and behavior. These include the revision of our Human Resource Evaluation System, as well as the development of a unified management philosophy framework incorporating the Group’s shared values.

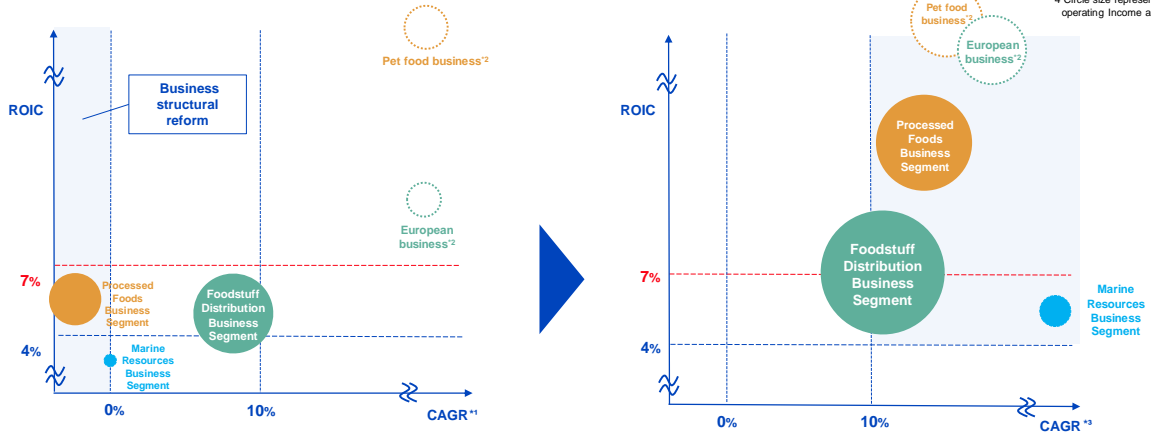
We believe that aligning the entire organization around a common direction is the most critical factor in translating our strategy and management policies into tangible results. Through these initiatives, we aim to further enhance the certainty and effectiveness of execution.

(7) Target Business Portfolio: Year 10 Long-Term Vision



The Company aims to enhance growth potential and capital efficiency through improvements in existing business profitability, M&A, and business structural reform.

*1 vs. FY2023
 *2 Reference values
 *3 vs. FY2025
 *4 Circle size represents operating income amount



Current Position (FY2025)

- Overseas Foodstuff Distribution Business and Processed Foods Business are driving overall growth through high growth and high efficiency.
- Marine Resources Business and Japan Processed Foods Business are focused on improving ROIC.

Year 10 Vision (Final Year of Long-term Vision)

- Foodstuff Distribution Business and Processed Foods Business will expand their profit scale** through overseas business expansion and stable growth in the domestic market.
- Marine Resources Business to promote business structure reforms and strengthen downstream operations.

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As the final topic of today's presentation, I would like to discuss our target business portfolio.

The chart on the left shows the business portfolio as of the previous fiscal year, while the chart on the right illustrates the portfolio we aim to achieve in the final year of our Long-term Vision.

In addition to the three core business segments, we have separately highlighted the European business and the pet food business (Thailand), given their significant contribution to operating income. This presentation is intended to more clearly reflect their strategic importance.

As shown, both the European business and the pet food business are delivering strong profit growth and high ROIC, and are serving to lift the overall ROIC of their respective segments. In contrast, the three core segments still present certain ROIC-related challenges, which we will continue to address going forward.

Our ambition is to achieve a Group-wide ROIC of 7% and sustainable growth over the next ten years. We recognize that this cannot be achieved through M&A-driven growth alone, but will require steady progress in transforming business models and restructuring existing operations.

Management and frontline teams will work as one to design and execute optimal initiatives - both at the individual business level and from a Group-wide optimization perspective - in order to build a business portfolio that maximizes corporate value.

We appreciate your continued support as we work toward delivering the Mid-term Management Plan and laying the foundation for sustainable growth beyond it.

4. Appendix

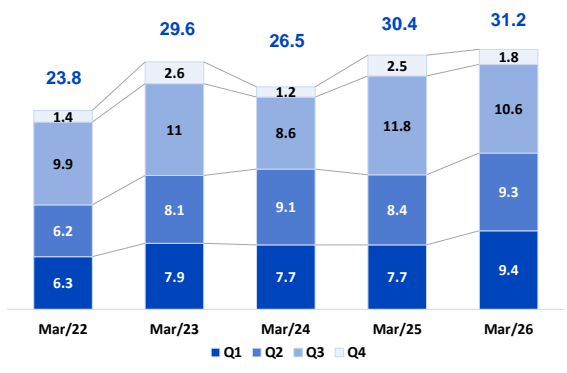
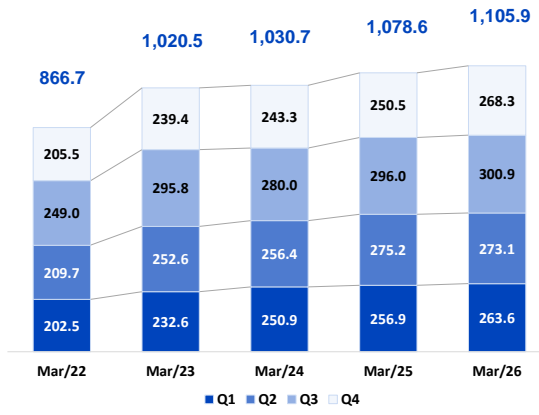
Quarterly Results



Net Sales

Operating Income

(Bln.JPY)



Quarterly Results by Business Segment and Business Unit (FY 2025 Organization)



(Excel format of historical segment/unit results available for download)

(Bln.JPY)	Mar/26										
	Net Sales					Operating Income					
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	
Fishery Business Unit	8.0	8.2	9.9	8.3	34.5	0.0	0.1	1.0	-0.7	0.4	
Aquaculture Business Unit	4.5	5.0	6.3	5.3	21.1	0.1	0.1	0.2	0.4	0.8	
North America Operations Unit	16.3	19.5	17.4	20.5	73.8	0.4	0.3	0.2	0.3	1.3	
Marine Resources Business Segment Total	28.9	32.7	33.6	34.1	129.4	0.6	0.4	1.4	0.0	2.4	
(Japan)	14.4	15.7	19.0	14.9	63.9	-0.2	-0.2	0.8	-0.2	0.1	
(Overseas)	14.5	17.1	14.6	19.3	65.5	0.8	0.7	0.6	0.2	2.3	
Marine Products Trading Unit	102.3	106.7	125.2	108.4	442.6	3.2	3.4	3.8	1.2	11.6	
Foodstuff Distribution Business Unit	61.0	61.5	68.0	58.2	248.7	1.4	1.1	1.7	0.1	4.4	
Agricultural Foods & Meat and Products Unit	19.4	19.9	21.4	17.9	78.7	0.2	-0.1	0.0	-0.3	-0.2	
Foodstuff Distribution Business Segment Total	182.7	188.0	214.7	184.5	769.9	4.8	4.4	5.6	0.9	15.8	
(Japan)	152.8	155.2	179.4	142.4	629.8	3.3	2.8	3.9	-0.8	9.3	
(Overseas)	30.0	32.8	35.2	42.1	140.2	1.4	1.6	1.7	1.7	6.5	
Processed Foods Business Unit	44.8	45.1	45.0	42.4	177.4	3.7	3.4	1.9	0.1	9.1	
Fine Chemicals Unit	2.0	2.0	2.1	2.3	8.3	0.2	0.2	0.3	0.3	1.0	
Processed Foods Business Segment Total	46.8	47.1	47.1	44.7	185.8	3.8	3.6	2.2	0.4	10.1	
(Japan)	30.3	30.9	32.1	28.0	121.3	1.2	1.3	1.0	-0.1	3.4	
(Overseas)	16.4	16.2	15.1	16.8	64.5	2.7	2.3	1.2	0.5	6.7	
Others	5.2	5.2	5.4	5.0	20.8	0.2	0.8	1.4	0.5	2.9	
Total	263.6	273.1	300.9	268.3	1,105.9	9.4	9.3	10.6	1.8	31.2	
(Japan)	202.3	206.6	235.5	189.7	834.2	4.5	4.5	6.8	-0.9	14.8	
(Overseas)	61.3	66.5	65.4	78.6	271.7	4.9	4.8	3.9	2.8	16.4	

Quarterly Results by Business Segment and Business Unit (FY2026 Organization)



(Excel format of historical segment/unit results available for download)

(Bln.JPY)	Mar/26									
	Net Sales					Operating Income				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Fishery Business Unit	8.0	8.2	9.9	8.3	34.5	0.0	0.1	1.0	-0.7	0.4
Aquaculture Business Unit	1.8	2.2	3.3	2.5	9.8	0.3	0.1	-0.2	-0.1	0.0
North America Operations Unit	16.2	19.1	16.6	19.9	71.8	0.5	0.3	0.2	0.3	1.3
Marine Resources Business Segment Total	26.0	29.5	29.9	30.7	116.1	0.8	0.5	0.9	-0.4	1.7
(Japan)	11.5	12.5	15.3	11.4	50.6	-0.0	-0.2	0.3	-0.7	-0.6
(Overseas)	14.5	17.1	14.6	19.3	65.5	0.8	0.7	0.6	0.2	2.3
Marine Products Trading Unit	105.2	109.9	129.0	111.9	455.9	3.0	3.4	4.3	1.7	12.4
Foodstuff Distribution Business Unit	61.0	61.4	68.0	58.2	248.6	1.4	1.1	1.7	0.2	4.3
Agricultural Foods & Meat and Products Unit	19.4	19.9	21.4	17.9	78.7	0.2	-0.1	0.0	-0.3	-0.2
Foodstuff Distribution Business Segment Total	185.6	191.2	218.4	188.0	783.2	4.6	4.4	6.0	1.4	16.4
(Japan)	155.6	158.4	183.2	145.8	643.1	3.2	2.8	4.4	-0.3	10.1
(Overseas)	29.9	32.8	35.2	42.1	140.0	1.4	1.6	1.6	1.7	6.4
Processed Foods Business Unit	44.6	44.9	44.8	42.2	176.5	3.7	3.4	1.9	0.1	9.0
Fine Chemicals Unit	2.2	2.2	2.4	2.5	9.3	0.2	0.3	0.3	0.3	1.2
Processed Foods Business Segment Total	46.8	47.2	47.2	44.7	185.8	3.9	3.6	2.3	0.4	10.1
(Japan)	30.3	30.9	32.1	27.9	121.3	1.2	1.3	1.0	-0.1	3.4
(Overseas)	16.5	16.2	15.1	16.8	64.6	2.7	2.3	1.3	0.5	6.8
Others	5.2	5.2	5.4	5.0	20.8	0.2	0.8	1.4	0.5	2.9
Total	263.6	273.1	300.9	268.3	1,105.9	9.4	9.3	10.6	1.8	31.2
(Japan)	202.3	206.6	235.5	189.7	834.2	4.5	4.5	6.8	-0.9	14.8
(Overseas)	61.3	66.5	65.4	78.6	271.7	4.9	4.8	3.9	2.8	16.4

*Figures for FY2026 are reference values.

Thank You

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