FYE3/2026 Full-Year Results Briefing

May 8, 2026

FEED ONE CO., LTD.

TSE Prime Securities Code: 2060

Feed the world for the future, lives and smiles

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Highlights

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At the 10th anniversary of integration, profit hit record high at all profit levels, and we decided to increase the dividend.

Net Sales

¥290.6 billion

Lower Animal Feed selling prices, etc.

YoY -1.8%

vs. Forecast* -6.5%

Ordinary Profit

¥8.6 billion

Continued profitability enhancement promotion

YoY +26.9%

vs. Forecast +23.0%

Net Profit

¥6.3 billion

YoY +18.4%

vs. Forecast +22.6%

* The figure shows the difference from the initial target announced on May 8, 2025.

Shareholder returns

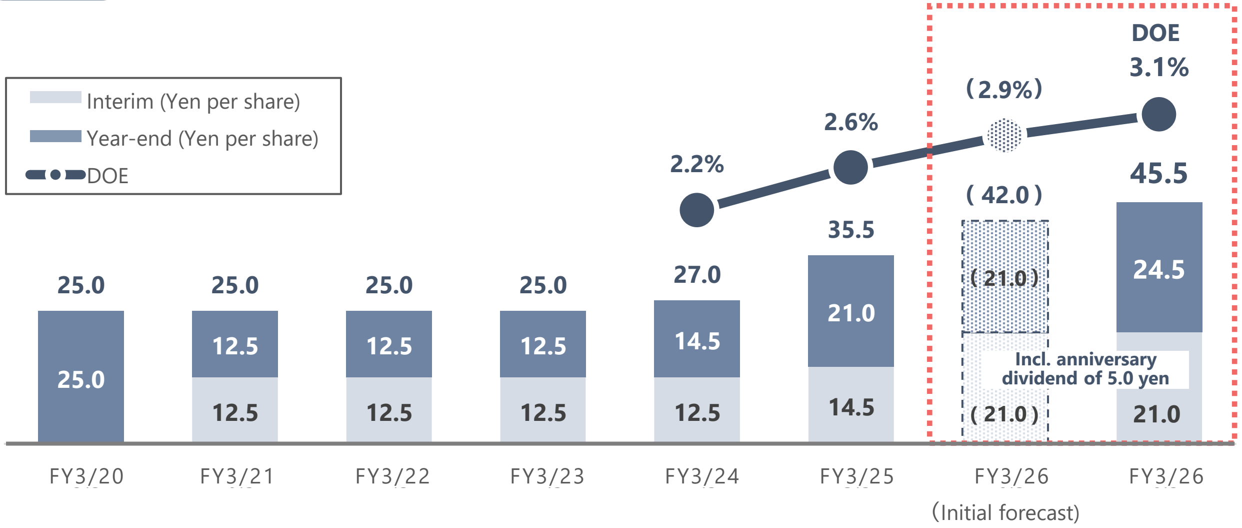
Dividend policy

We aim to achieve a **consolidated dividend on equity (DOE) of 3%**, based on the enhancement of retained earnings to strengthen our financial position as the foundation for long term development and **progressive dividend payments**.
We will use retained earnings effectively for maintaining and growing the competitiveness from now to the future.

Dividend per share

(Interim) We set **21.0 yen per share** including an ordinary dividend of 16.0 yen and the 10th complete integration anniversary dividend of 5 yen.

(Year-end) We increase our year-end dividend forecast to **24.5 yen per share** from 21.0 yen by 3.5 yen.



Results Summary (Consolidated)

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Although net sales decreased due to reduced animal feed selling prices and lower sales volume, profit hit record high at each profit level thanks to improved profitability.

(Millions of Yen)

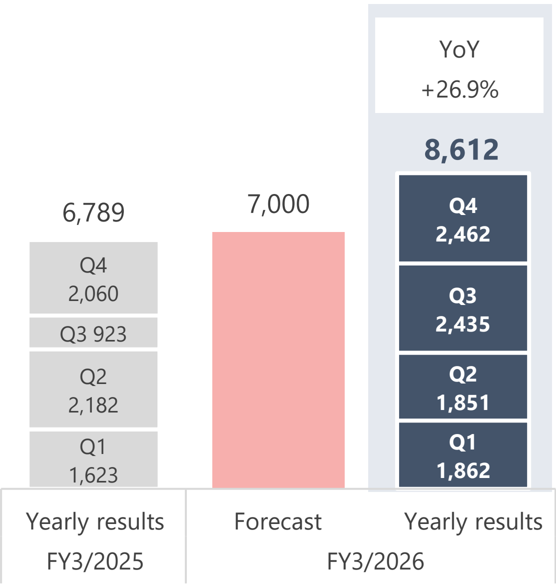
	FY3/2025	FY3/2026		
			YoY	Full-Year Forecast Progress
Net Sales	296,045	290,675	-1.8%	93.5%
Cost of Sales	264,171	256,828	-2.8%	–
Gross Profit	31,874	33,847	+6.2%	100.1%
SG&A Expenses	25,531	25,755	+0.9%	–
Operating Profit	6,343	8,091	+27.6%	119.0%
Ordinary Profit	6,789	8,612	+26.9%	123.0%
Profit attributable to owners of parent	5,387	6,377	+18.4%	122.6%

Ordinary Profit

¥8,612 million

Progress rate 123%

(Millions of Yen)

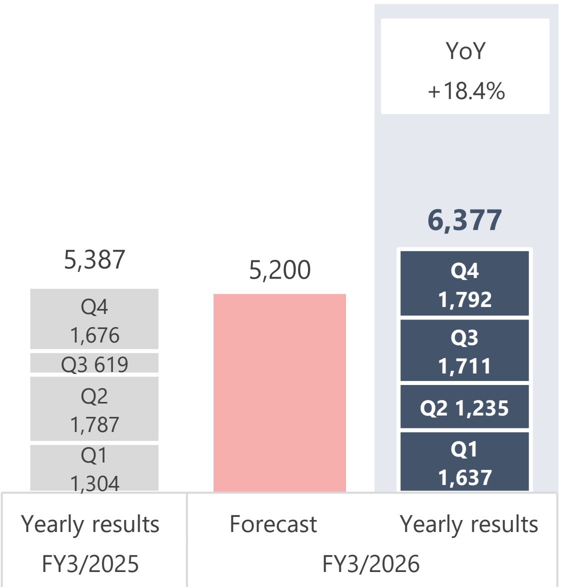


Net Profit

¥6,377 million

Progress rate 123%

(Millions of Yen)



Although sales volume decreased due to focusing on profitability in the sales strategy, profit hit record high at all profit levels.

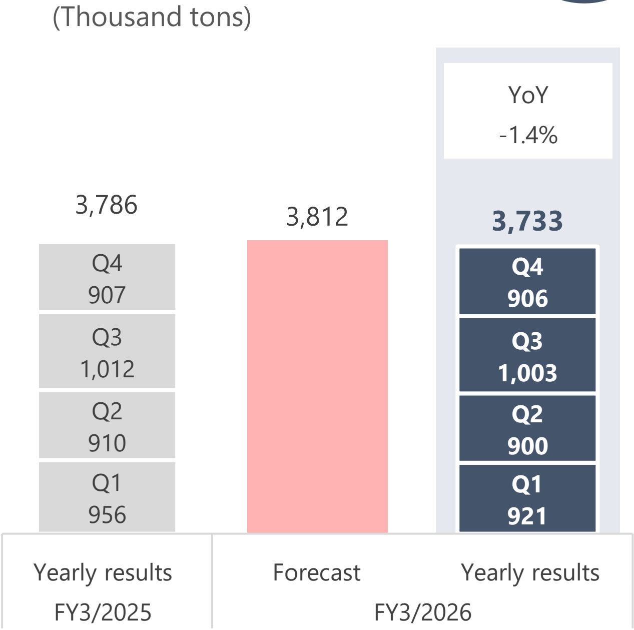
Key Management Indicators

Under the policy focusing on both volume and profitability, sales volume fell, but EBITDA rose. Investments are executed as planned.

Sales Volume

3,733 thousand tons

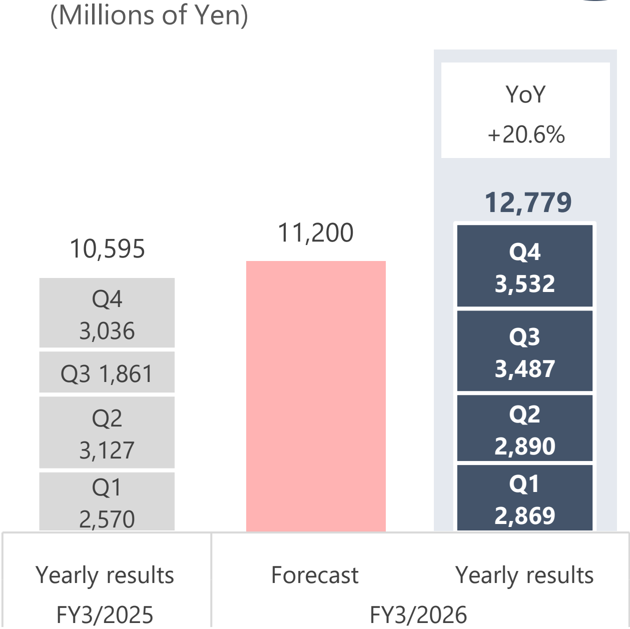
Progress rate 98%



EBITDA

¥12,779 million

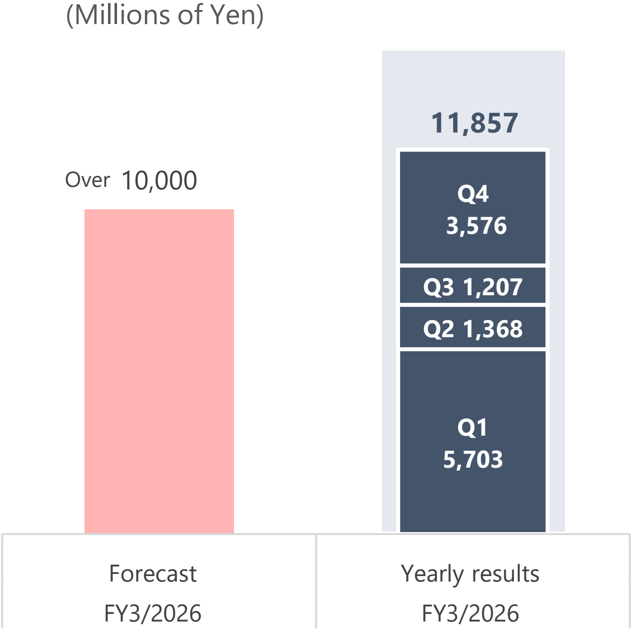
Progress rate 114%



Total Investment Amount

¥11,857 million

Progress rate 119%



△ Sales volume decreased YoY due to the shift of our focus more on profitability than volume, in addition to environmental factors such as high temperatures and livestock diseases.

○ EBITDA increased mainly driven by higher gross profit in the feed businesses. Depreciation rose 310 million yen YoY.

* EBITDA: Ordinary profit + Interest expenses – Interest income + Depreciation and amortization of goodwill

○ Safety measure and productivity improvement investments are being steadily executed, centered on a new aquatic feed factory.

Key Management Indicators

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Under the policy of profitability enhancement, ROE and ROIC remained stable. We secured higher cost of equity than the level expected in our medium-term management plan.

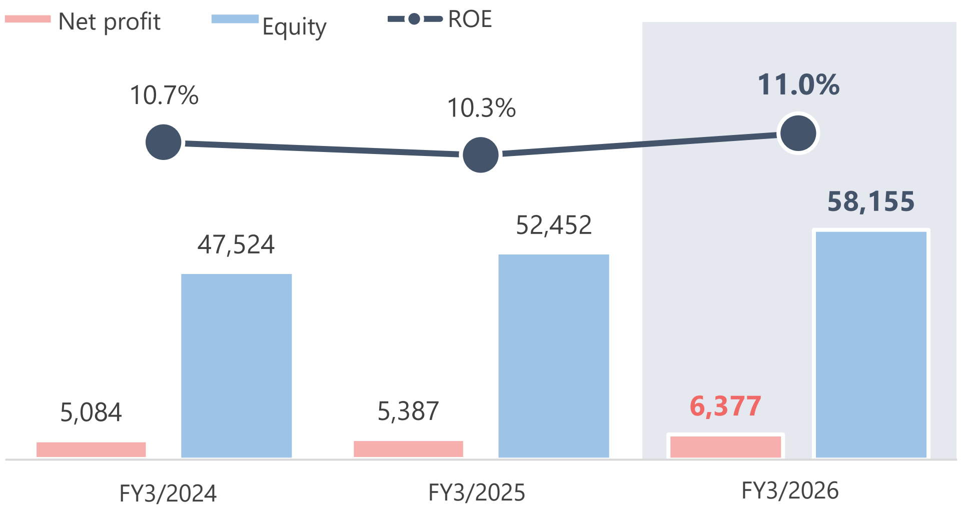
ROE

11.0%

(Medium-term management plan target: 8% or more)

Over 10% for 3 consecutive years

(Millions of Yen)



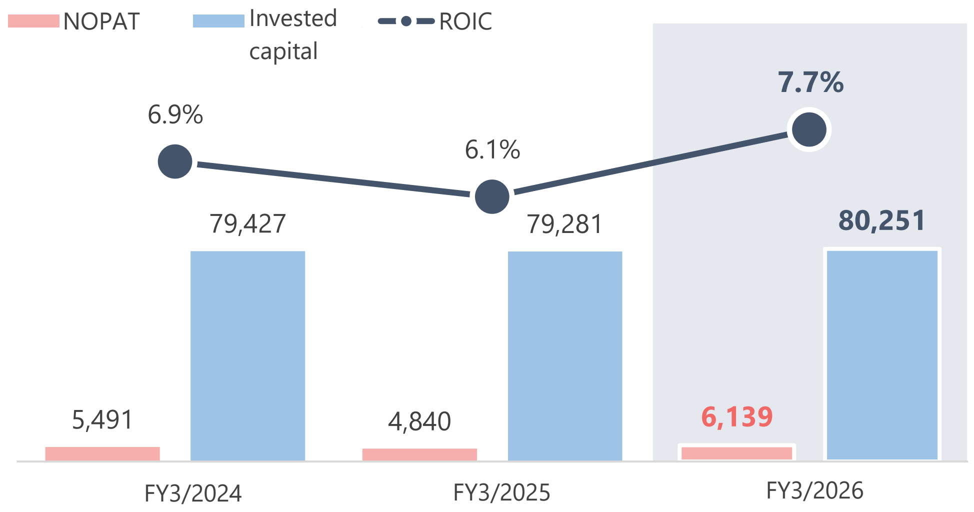
ROIC

7.7%

(Medium-term management plan target: 6% or more)

Over 6% for 3 consecutive years

(Millions of Yen)



* We assume **a cost of equity of 8% and a WACC of 6%** for the period of our medium-term management plan.

While equity increased due to record-high profit, profit growth exceeded the increase.

* ROE＝Profit / Average equity between the beginning and end of the prided

Working capital declined partly due to the establishment of ROIC management in addition to profit growth. Along with this, interest-bearing debt decreased, resulting higher efficiency of invested capital.

* ROIC ＝ NOPAT / invested capital　* NOPAT= (Ordinary profit ＋ Interest expenses – Interest income)×(1–Effective tax rate)
* Invested capital＝ Average of amounts of (interest-bearing debt ＋ shareholders' equity) at the beginning and the end of the period

Consolidated Financial Condition

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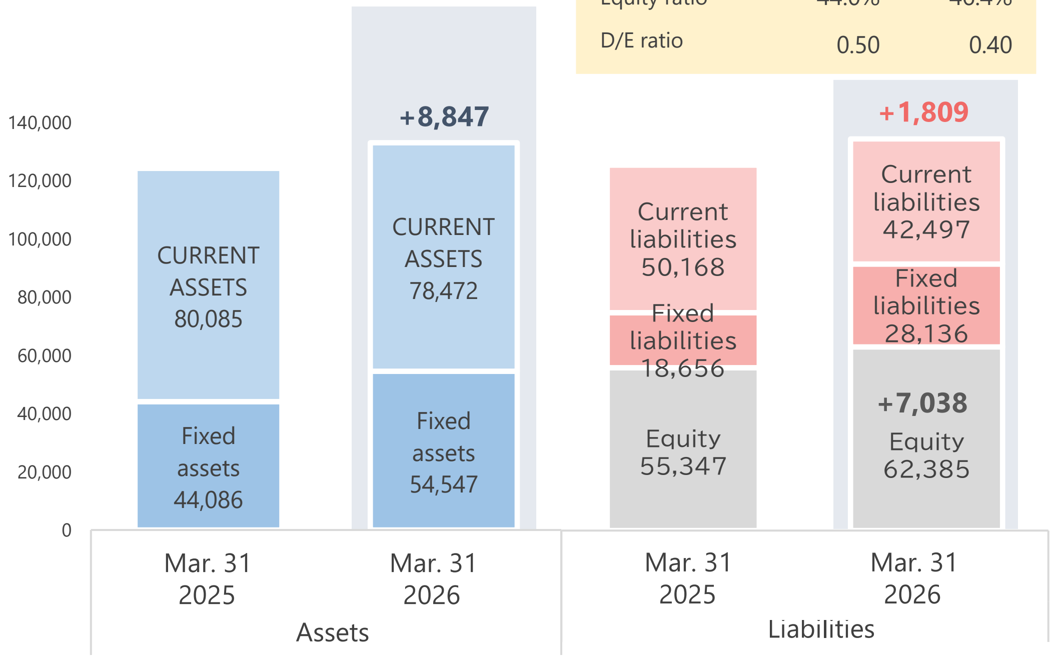
Amid ongoing growth investment, our financial position steadily improved due to strong cash generation.

Consolidated Balance Sheet

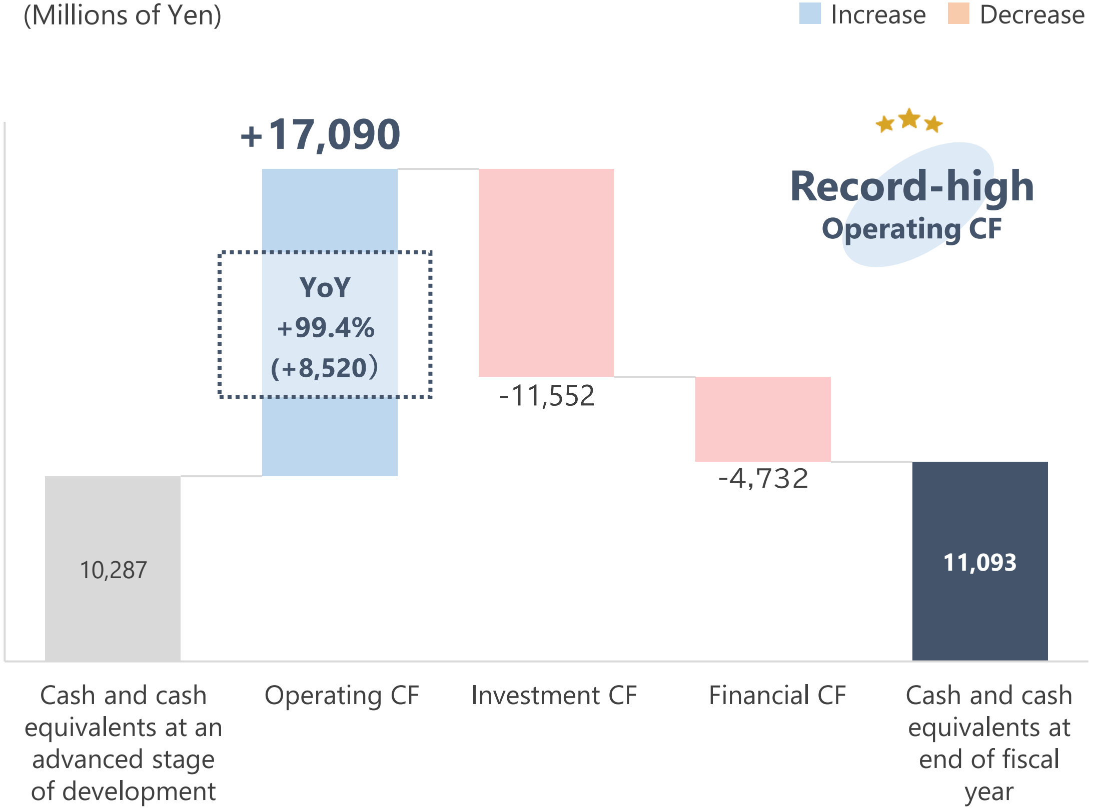
(Millions of Yen)

	Mar. 31 2025	Mar. 31 2026
Equity ratio	44.0%	46.4%
D/E ratio	0.50	0.40



Consolidated Statement of Cash Flows

(Millions of Yen)



Fixed assets related to the construction of a new aquatic feed factory increased (construction in progress).
Long-term borrowings increased from the H1 syndicated loan, while short-term borrowings decreased.

* Equity ratio = Equity/Total assets *D/E ratio = Interest-bearing debt/Equity

Operating CF: Profit before income taxes 8,603 million yen; depreciation 3,932 million yen
Amount of working capital improved +¥4,279 million (YoY)
Investing CF: Expenditures for the construction of a new aquatic feed factory, etc.

* Working capital = Trade receivables + Inventories – Trade payables

Performance by Segment

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Despite a decrease in sales volume due to thoroughly promoting sales that focuses on profitability, both Animal and Aquatic Feed Businesses hit record highs.

(Millions of Yen)

Segment		FY3/2025	FY3/2026			
				YoY Difference	YoY	Full-Year Forecast Progress
Animal Feed Business	Net Sales	232,259	223,744	-8,514	-3.7%	93.6%
	Segment profit	8,533	10,243	+1,710	+20.0%	116.4%
	EBITDA	11,073	12,987	+1,914	+17.3%	112.9%
Aquatic Feed Business	Net Sales	25,640	24,863	-776	-3.0%	88.8%
	Segment profit	1,164	1,426	+262	+22.6%	118.9%
	EBITDA	1,679	2,005	+325	+19.4%	111.4%
Food Business	Net Sales	38,131	42,053	+3,922	+10.3%	95.6%
	Segment profit	284	163	-120	-42.4%	81.9%
	EBITDA	457	398	-58	-12.8%	99.7%
Other/ Adjustments	Net Sales	14	13	-1	-9.1%	–
	Segment profit	-3,193	-3,221	-28	–	–

* Segment profit: Ordinary profit basis
* EBITDA: Ordinary profit + Interest expenses – Interest income + Depreciation and amortization of goodwill
* Other: overseas business, real estate rental business, etc. *Adjustments = Corporate expenses not allocated to business segments

Performance by Segment/Animal Feed Business

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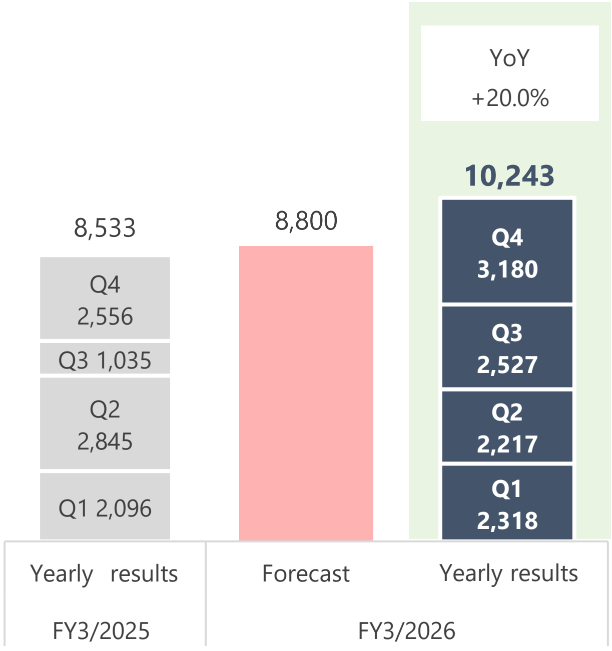
Promoting both the scale and profitability led to segment profit of over 10.0 billion yen for the first time since the integration.

Segment Profit

¥10,243 million

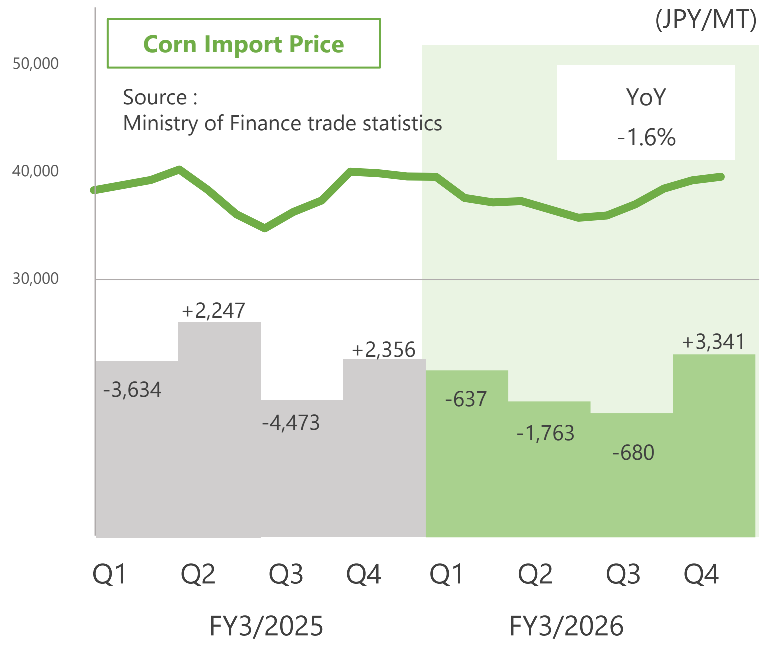
Progress rate 116%

(Millions of Yen)

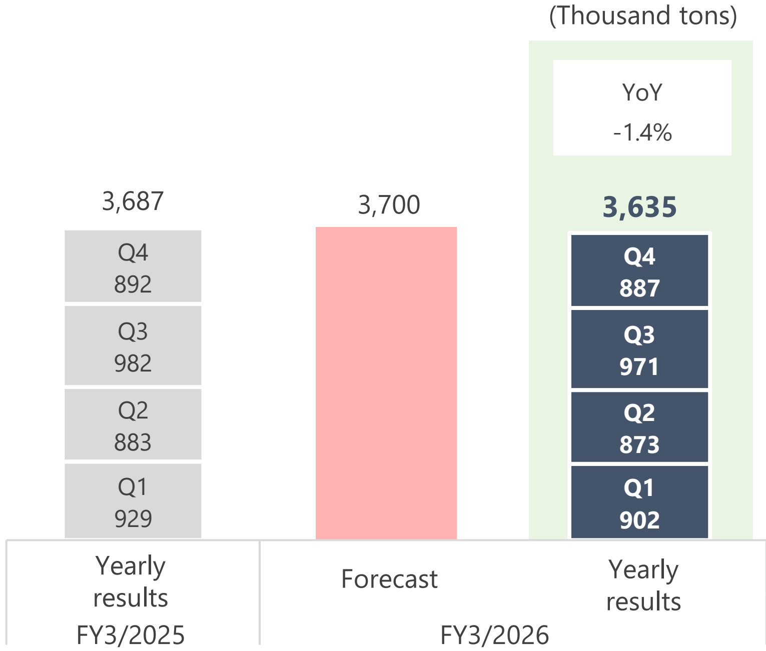


Despite a sales volume decrease, steady profit was posted in each quarter thanks to further profitability improvement.

Corn Import Price and Animal Feed Selling Price



Sales Volume



- Segment profit (up 1,710 million yen YoY): a decrease of 377 in sales volume, increases of 2,001 in gross profit and equity-method income of 268, etc.
- Sales volume (down 52,000 tons YoY): sales volume decreased YoY and fell short of its forecast due to prioritizing the enhancement of medium- to long-term continuous profitability. Meanwhile, dairy cattle feed sales volume increased YoY partly due to heat-resistant feed and the effect of new product launch, remaining at the level of the full-year forecast

(Reference) Nationwide animal feed sales volume: down 0.9% YoY (FEED ONE research)

Performance by Segment/Aquatic Feed Business

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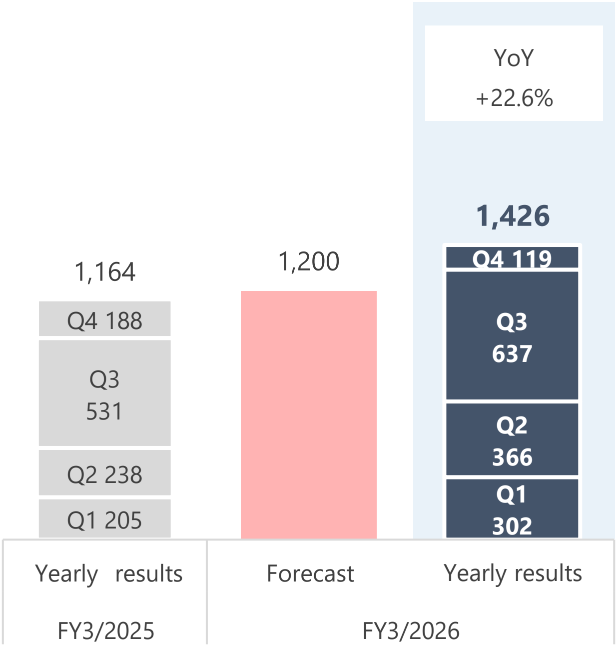
Amid profitability-focused sales strategy, segment profit hit record high, partly as raw material market prices served as a tail wind.

Segment Profit

¥1,426 million

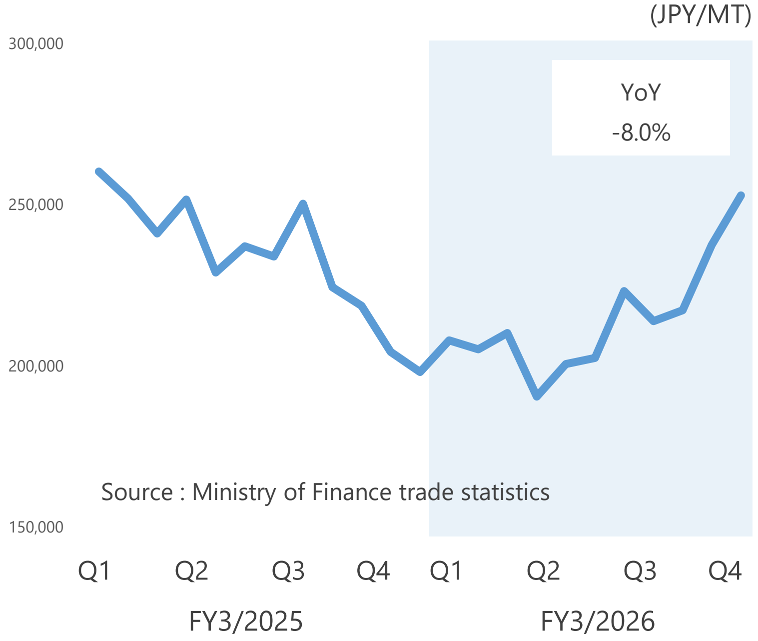
Progress rate 119%

(Millions of Yen)

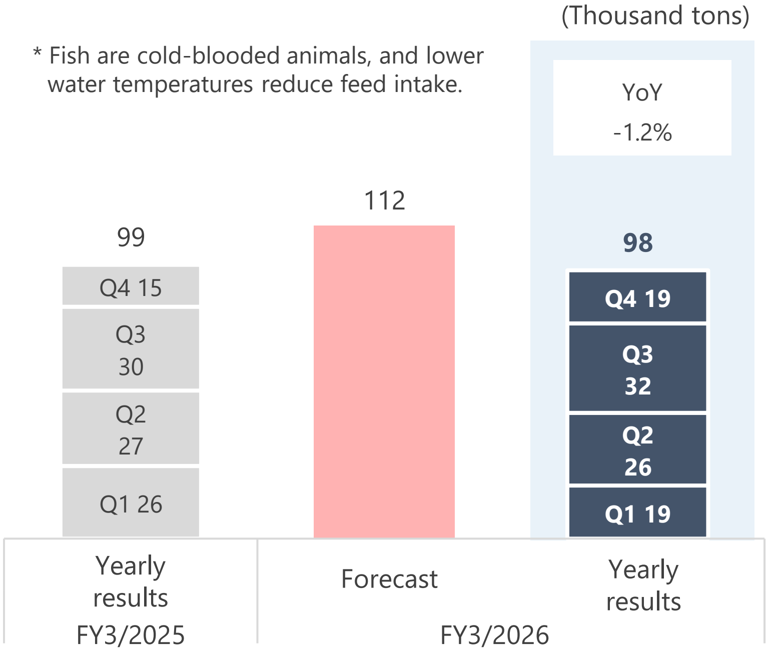


While leveraging the tailwind of raw material market conditions, profitability improved, resulting in profit growth.

Fishmeal Import Price



Sales Volume



- Segment profit (up 262 million yen YoY): a decrease of 36 in sales volume, an increase of 380 in gross profit, etc.
- Sales volume (down 1,000 tons YoY): due to better aquaculture environment* and expanded sales to yellowtail and greater amberjack farming, H2 sales increased 15% YoY. However, this did not fully offset the H1 decline caused by high water temperatures.

(Reference) Nationwide aquatic feed sales volume: up 5.2% YoY (FEED ONE research)
Reference: FEED ONE result up 0.6% on a production volume basis

* An increase in feed demand due to improvement of high water temperature environment and growth of fish introduced at the beginning of the fiscal year

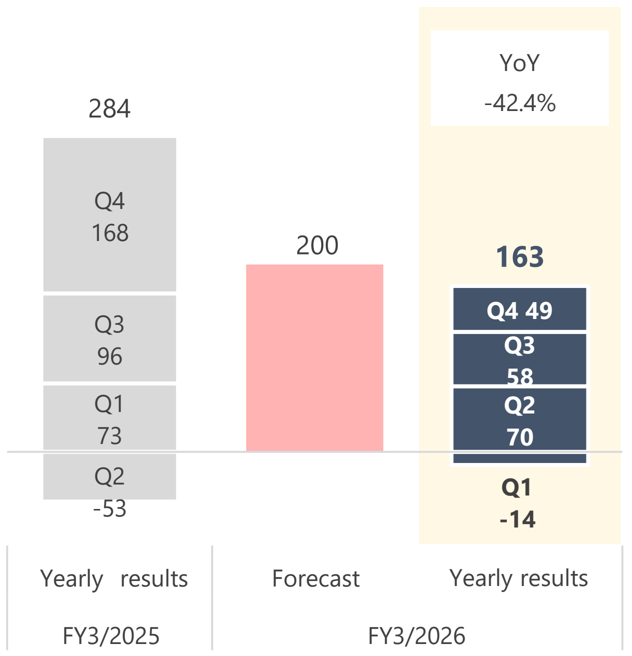
Performance by Segment/Food Business

Although segment profit was below that of the previous year due to market price impact, tolerance for market price fluctuations steadily improved driven by structural reforms.

Segment Profit

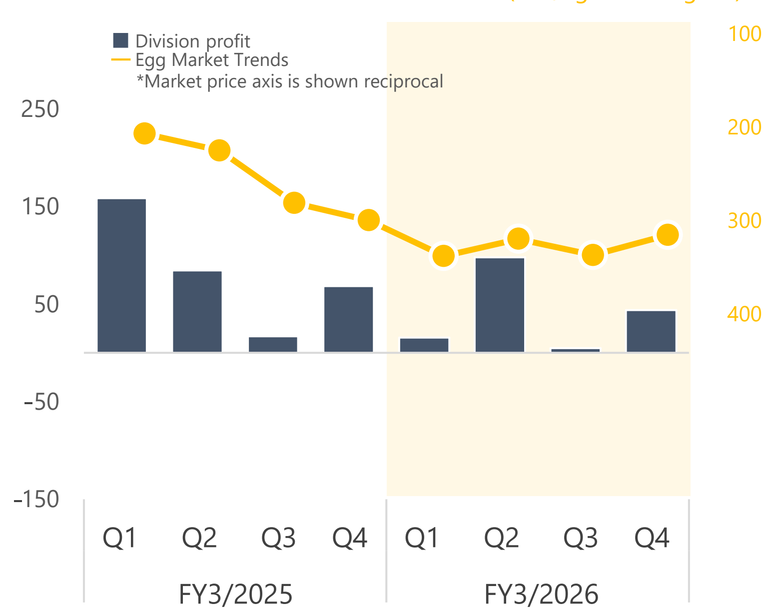
¥163 million

Progress rate 82%

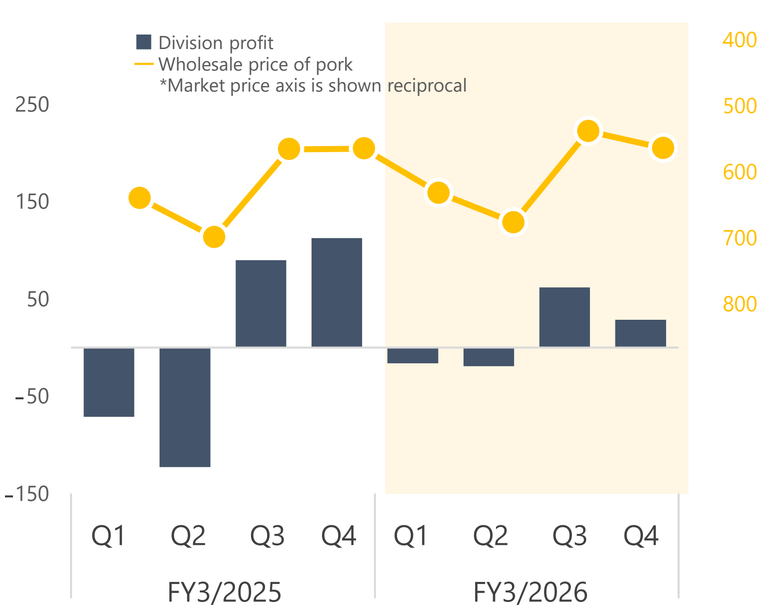


While profit increased in the meat division, profit decreased in the egg division due to the market prices remaining high, resulting in a profit decline in the Food Business as a whole.

Egg Division: Quarterly Profit and Egg Market Trends



Meat Division: Quarterly Profit and Wholesale Price of Pork Carcass



- The egg division posted a YoY decline in profit, as egg market prices remained high due to extreme heat and avian influenza impact, procurement cost rose, and depreciation expenses increased due to the operation of the new factory.*1 Structural reforms*2 progressed, and the division avoided making loss even in a phase of rising market prices.
- The meat division posted a YoY increase in profit thanks to the stability of continuous profitability. Market prices of meat remained flat YoY, and we have avoided making significant loss in a phase of market price fluctuations.

*1 The new Magic Pearl factory began operations on March 31, 2025. *2 Revision of selling prices (e.g., timing of price adjustments) and sales methods, etc.

FY3/2027 Full-Year Earnings Forecast

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Impact of Geopolitical Developments in the Middle East

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Although uncertainty remains, we currently expect the impact on earnings to be limited, supported by price pass-through and total consulting covering both feed and husbandry.

Impact on production sites

- Worsening business conditions for producers
- Lower consumption of livestock and aquatic products

→ **Lower sales**
- Lower sales volume
- Intensified competition

Higher grain prices

- Higher biofuel demand
- Higher fertilizer prices
- Higher ocean freight rates

→ **Higher COS**
- Higher raw material prices
- Higher manufacturing overhead

Higher energy costs

- Higher transportation costs
- Higher factory fuel costs

→ **Higher SG&A**
- Higher feed transportation costs
- Higher fund contributions

Countermeasures

Lower sales
- Support producers with products that improve performance and help increase income
- Expand market share through comprehensive consultative sales, including proposals on husbandry management technologies

Higher COS
- Pass higher costs on to selling prices
  (Note) Animal feed selling prices are revised once per quarter in response to changes in raw material prices.
- Contain costs by improving manufacturing efficiency

Higher SG&A
- Pass higher costs on to selling prices
  (Note) The impact is limited, as customers often collect feed directly from our factories.
- Improve transportation efficiency through DX initiatives

Full-Year Earnings Forecast

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In the final year of the medium-term management plan, we expect to put the finishing touches on the plan and achieve record-high net sales and profit.

(Millions of Yen)

	FY3/2026	FY3/2027		
			YoY change	YoY change %
Net Sales	290,675	317,000	+26,325	+9.1%
Cost of Sales	256,828	281,600	+24,772	+9.6%
Gross Profit	33,847	35,400	+1,553	+4.6%
SG&A Expenses	25,755	26,900	+1,145	+4.4%
Operating Profit	8,091	8,500	+409	+5.1%
Ordinary Profit	8,612	8,800	+188	+2.2%
Profit Attributable to Owners of Parent	6,377	6,500	+123	+1.9%

Management Indicators

Figures in parentheses indicate the Medium-Term Management Plan targets (through the fiscal year ending March 2027).

Sales volume	EBITDA	ROE	ROIC	Investment amount
3.81 mn MT	¥13.0 bn	10%	7%	Over ¥7.5 bn
(3.90mn MT)	(¥11.5 bn)	(over8%)	(over6%)	(–)*

* No Medium-Term Management Plan targets are included.

Dividend Forecast

Annual dividend

¥52.0/share

(YoY: +¥6.5)

Interim: ¥26.0/share

Year-end: ¥26.0/share

DOE

3.3%

(YoY:+0.2pt)

Segment Forecasts

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We aim to steadily increase profit in each segment even in a challenging business environment.

(Millions of Yen)

Segment		FY3/2026	FY3/2027		
				YoY change	YoY change %
Animal feed Business	Net Sales	223,744	240,000	+16,255	+7.3%
	Segment Profit	10,243	10,400	+156	+1.5%
	EBITDA	12,987	13,200	+212	+1.6%
Aquatic feed Business	Net Sales	24,863	31,000	+6,136	+24.7%
	Segment Profit	1,426	1,500	+73	+5.1%
	EBITDA	2,005	2,100	+94	+4.7%
Food Business	Net Sales	42,053	46,000	+3,946	+9.4%
	Segment Profit	163	300	+136	+83.1%
	EBITDA	398	500	+101	+25.4%

Sales volume	FY3/2026 (thousand MT)	FY3/2027 (thousand MT)	YoY change %	Supplementary information
Animal feed	3,635	3,700	+1.8%	Expand sales mainly of differentiated products, including heat protection products
Aquatic feed	98	115	+17.7%	Expand sales of fishmeal-free and low-fishmeal feed

Business environment outlook

Rising uncertainty, limited impact

Profit growth expected through expanded sales of differentiated products and price revisions, despite concerns over higher imported raw material prices due to the situation in the Middle East

Profit growth expected through a stronger competitive advantage from expanded fishmeal-free feed, amid fishmeal prices at record highs since statistics began

Profit growth expected, supported by prior-year earnings structure improvements, amid expectations that market prices for livestock products will remain high

Reference Materials

Company Profile

Company name	FEED ONE CO., LTD.
Head office	5-1-2, Minatomirai, Nishi-ku, Yokohama-shi, Kanagawa
Representative	Hidehiro Shoji
Established	October 1, 2014
Share capital	10 billion yen
Number of employees	935 (as of March 31, 2026, on a consolidated basis)
Major shareholder	Mitsui & Co., Ltd.
Business activities	Production and marketing of compound feed. Procurement, sale, production and processing of meat, egg and seafood, etc. Other businesses ancillary to the above (farm-management consulting, management of veterinary examination and treatment facilities, etc.)

Hidehiro Shoji

President and Representative Director

PURPOSE

Feed the world for the future, lives and smiles

Business Performance Trends

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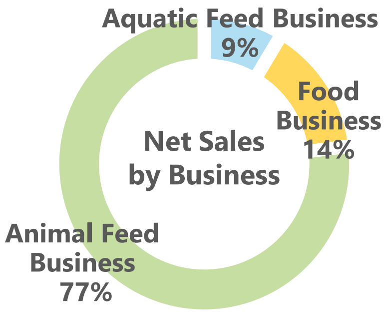
-FY3/2026 -

Net Sales **¥290.6** billion

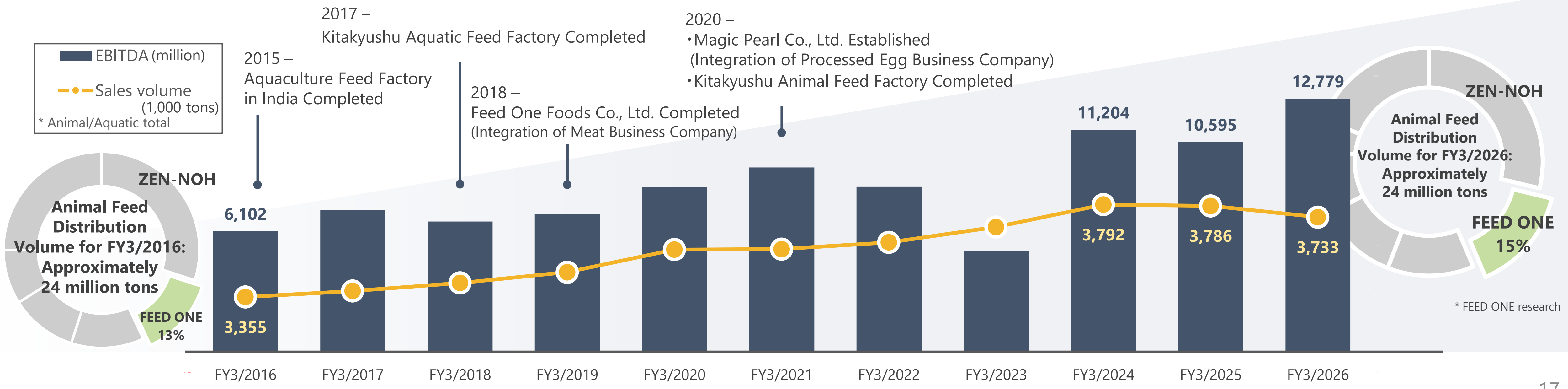
Ordinary Profit **¥8.6** billion

Sales Volume **3.73** million tons

ROE **11.0**%



The Animal Feed Business is our core business, accounting for approximately 80% of net sales.
The Aquatic Feed Business accounts for about 10%, reflecting the smaller market size—roughly one-sixth that of the animal feed market.



Long-term Vision

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With an unchanging mission of ensuring a stable supply of feed, FEED ONE creates products that meet the needs of society and enhance corporate value.

Phase 2 FY3/2025–FY3/2034

- Continuous enhancement of profitability; renewal, expansion of the production framework -

Phase 1

FY3/2016–FY3/2024

Business integration

Establishing a business foundation through integration

EBITDA (yen):
6.1 billion→11.2 billion
(FY3/2016) (FY3/2024)

Sales volume (tons):
3.36 million→3.79 million
(FY3/2016) (FY3/2024)

1st stage

FY3/2025–FY3/2027

EBITDA 11.5 billion yen
ROE 8% or more
ROIC 6% or more
(FY3/2027 plan)

2nd stage

FY3/2028–FY3/2030

3rd stage

FY3/2031–FY3/2033

FY3/2034

Animal feed market share
Sales volume 20% or more
EBITDA 16.0 billion yen or more
ROE 10% or more
ROIC 8% or more

Total investment amount: 60.0 billion yen
(FY3/2025–FY3/2030)

Total investment amount: 80.0 billion yen
((FY3/2025– FY3/2034)

Business Characteristics

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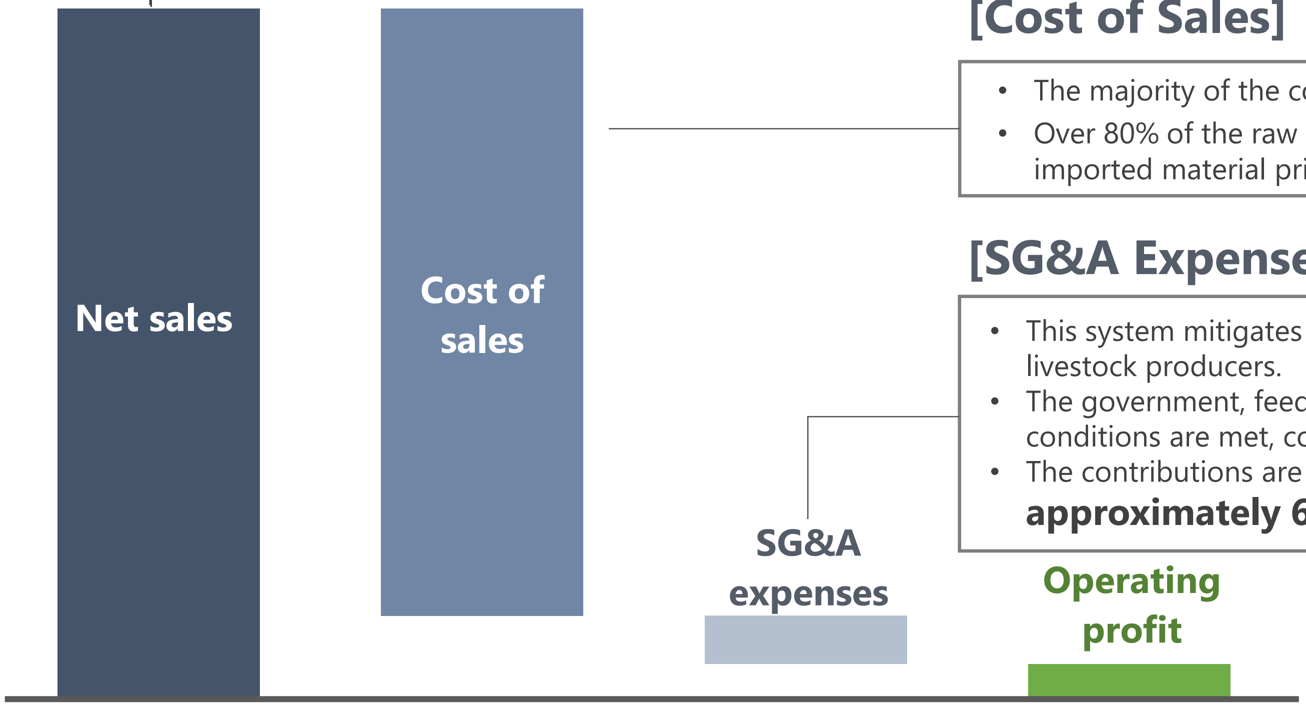
The revenue structure is heavily influenced by our core business, the Animal Feed Business; therefore, net sales alone are not a reliable indicator of overall performance.



[Net Sales] Adjusted in accordance with changes in imported material prices

- Sales prices of animal feed are revised quarterly based on fluctuations in imported material prices.
- Because net sales are significantly affected by these price revisions, they do not serve as a reliable indicator of business performance.

[Cost of Sales] Raw materials account for the majority of cost of sales

- The majority of the cost of sales for compound feed consists of raw material costs.
- Over 80% of the raw material costs are attributable to imported raw materials, so fluctuations in imported material prices directly impact the cost of sales.

[SG&A Expenses] Recorded contribution to the Compound Feed Price Stabilization Fund

- This system mitigates the impact of sudden rises in imported raw material prices on the operations of livestock producers.
- The government, feed manufacturers, and producers contribute to the fund, and when certain conditions are met, compensation is paid to producers.
- The contributions are tax-deductible and recorded as SG&A expenses; **approximately 6.5 billion yen** was recorded for FY3/2026.

Because the Animal Feed Business adjusts selling prices in response to fluctuations imported raw materials costs, profit remains stable despite temporary fluctuations in net sales.

Material Procurement in Animal Feed Industry

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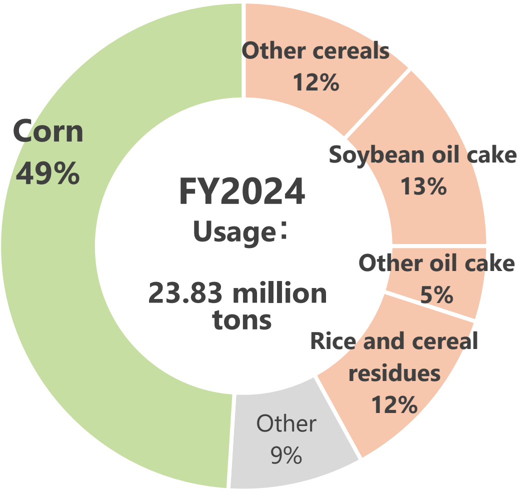
Most feed grains are procured through imports, with a particularly high dependence on the U.S. and Australia.

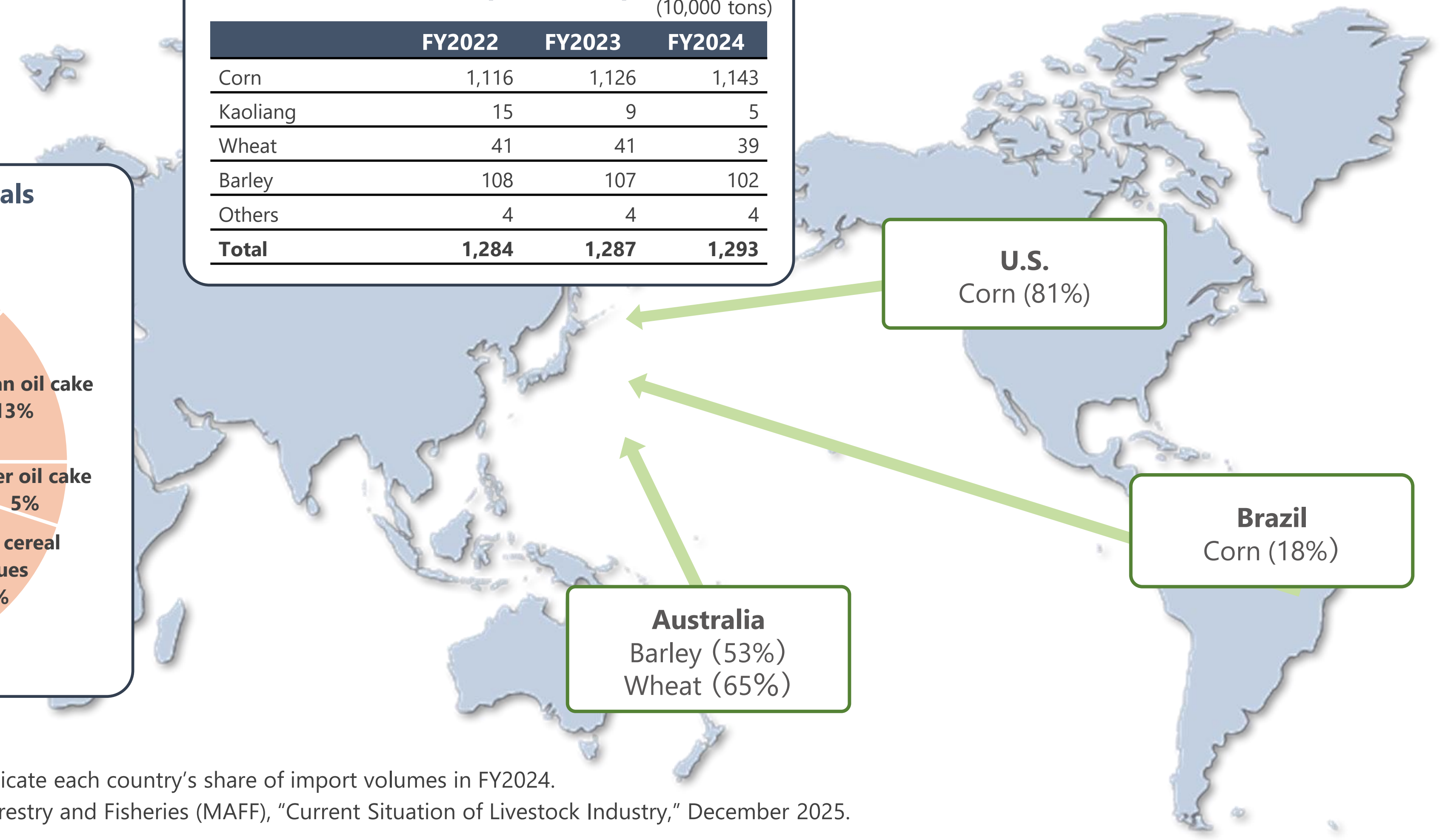
Breakdown of raw materials in compound feed



Feed Grain Imports in Japan

(10,000 tons)

	FY2022	FY2023	FY2024
Corn	1,116	1,126	1,143
Kaoliang	15	9	5
Wheat	41	41	39
Barley	108	107	102
Others	4	4	4
Total	**1,284**	**1,287**	**1,293**

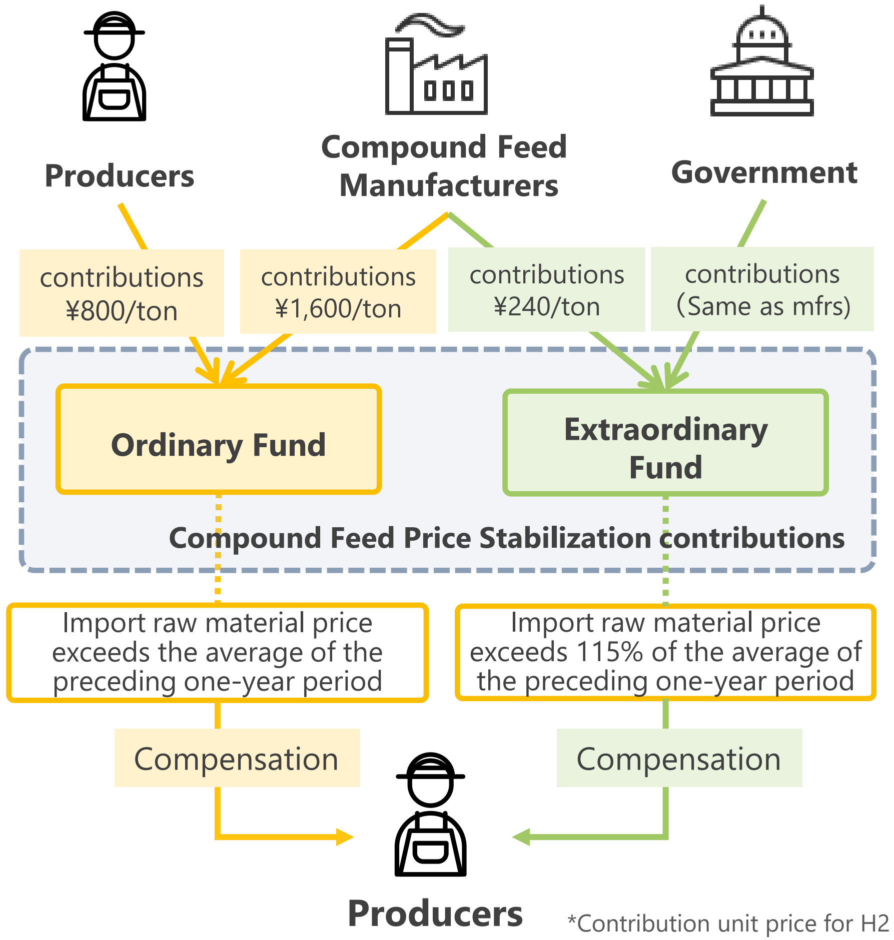


Note: Percentages in parentheses indicate each country’s share of import volumes in FY2024.
Reference: Ministry of Agriculture, Forestry and Fisheries (MAFF), “Current Situation of Livestock Industry,” December 2025.

Formula Feed Price Stabilization contributions

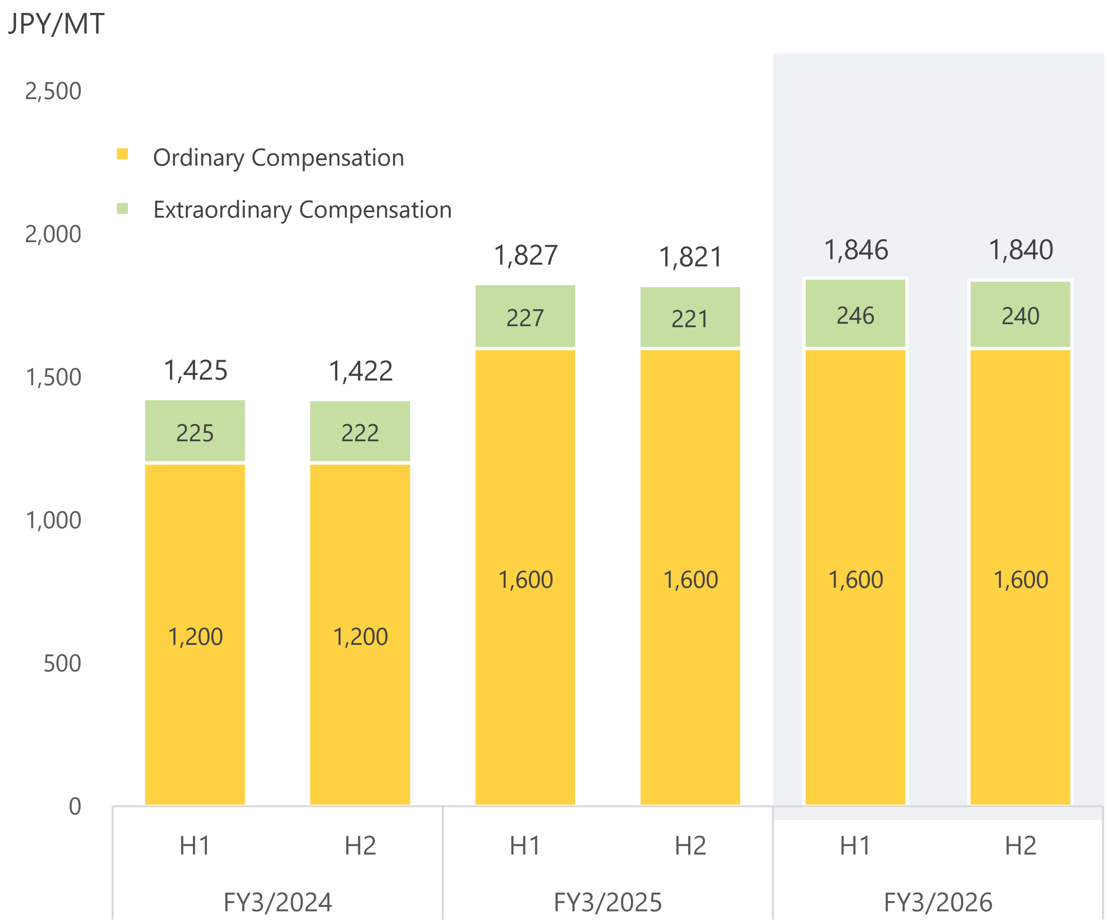
This system mitigates the impact of sudden rises in imported raw material prices on the operations of livestock producers. (*Only for animal feed)

[Mechanism of the System]



*Contribution unit price for H2 FY2026

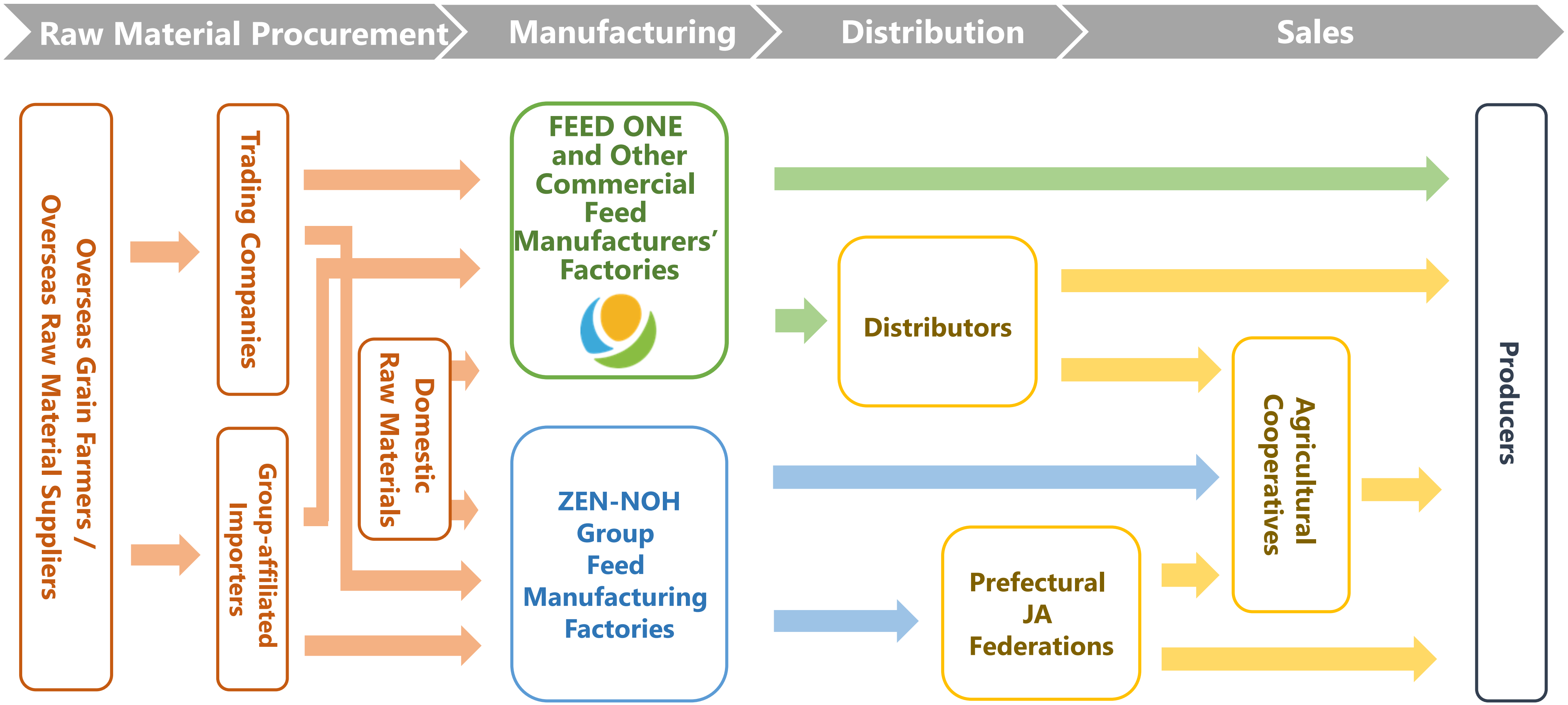
[Compound Feed Manufacturers' Contributions]



Industry Info

Feed Distribution Structure

Distribution channels from feed manufacturers to producers include direct sales, distributors, and agricultural cooperatives.



Reference Information – Linked Resources

FEED ONE Investor Relations Top Page

https://www.feed-one.co.jp/english/ir/

FEED ONE Integrated Report 2025

https://www.feed-one.co.jp/english/ir/integrated_report/

FEED ONE Company Research and Analysis Report

https://www.feed-one.co.jp/english/ir/sponsored_research_report/

The opinions and forecasts contained in this document are based on the company's judgment at the time the document was prepared, and the accuracy of such information is not guaranteed. Please be aware that actual performance and results may differ due to changes in various factors.

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For questions or inquiries regarding this material, don't hesitate to get in touch with our IR representative at ir@feed-one.co.jp .