



Financial Result for FY2020



Nippon Suisan Kaisha, Ltd.

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TSE Cord: 1332

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<https://www.nissui.co.jp/english/index.html>

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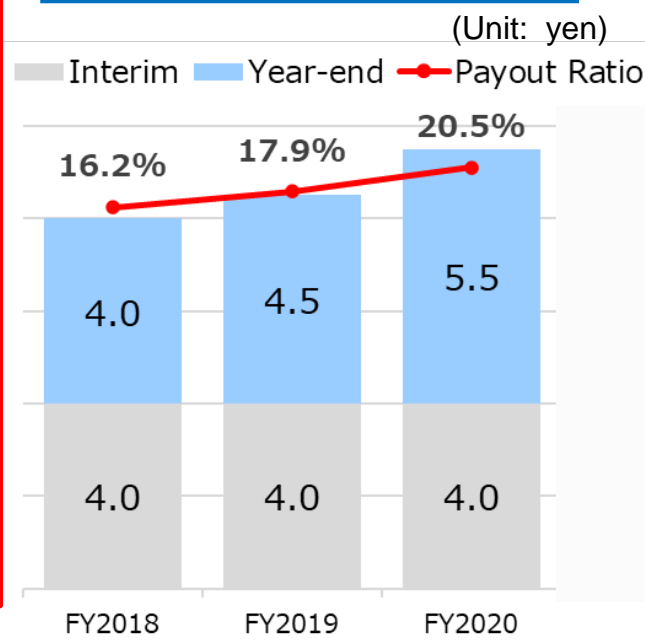
1. Overview of FY2020

Global demand for dine-out and tourism was declining due to the corona disaster. In addition to the deterioration of the fisheries market due to the decrease in demand, the business environment was severe due to the decrease in sales to domestic CVS, but improvements were seen from the second half of the year, and profit attributable to owners of parent remained at the same level as the previous year. The year-end dividend will be increased by 1 yen to 5.50 yen (annual dividend of 9.50 yen).

(Unit: 100 million yen)	FY2019	FY2020	Increase/Decrease	
				(%)
Net Sales	6,900	6,564	(335)	(4.9)
Operating Profit	228	180	(47)	(20.8)
Ordinary Profit	258	227	(30)	(11.8)
Profit attributable to owners of parent	147	144	(3)	(2.1)

Annual Plan revised on Nov. 5	Increase/Decrease
6,500	64
150	30
185	42
115	29

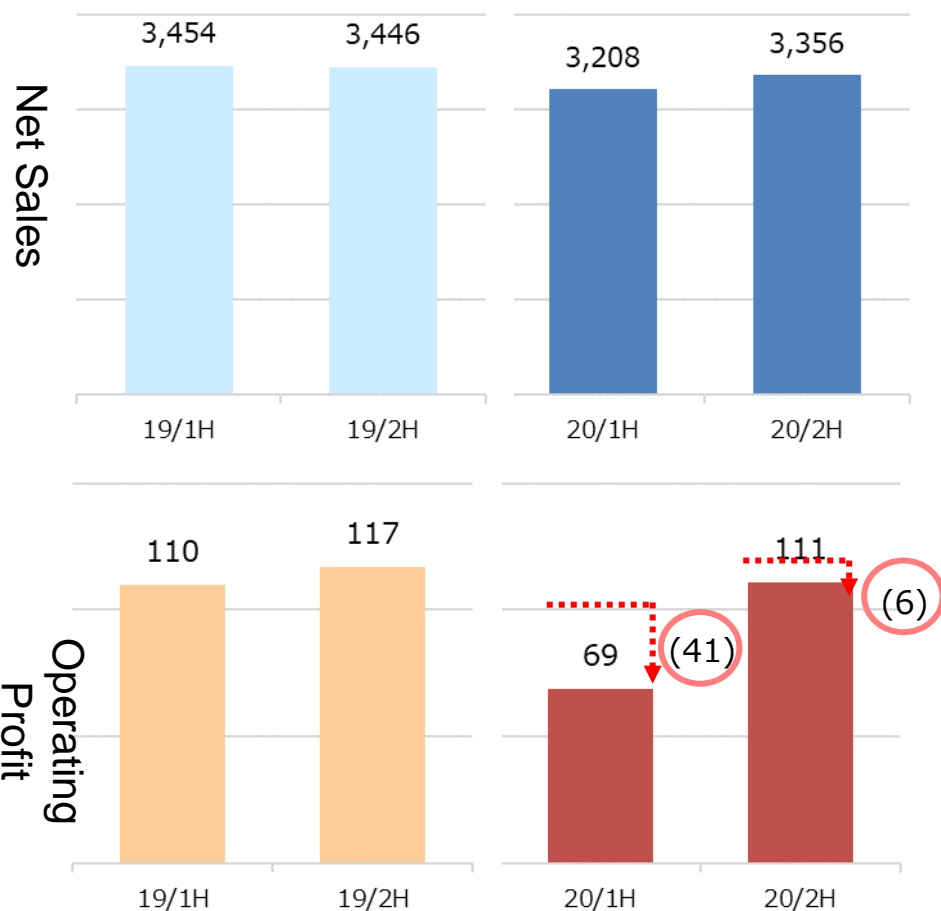
Dividend transition





Overseas marine products business continued to struggle in the second half. In addition to the strong sales of food products for household use, which has continued since the first half of the year, improvements for food service and CVS have also been seen.

(Unit: 100 million yen)



The status of the 2nd half

Domestic common (From Oct. 2020 to Mar. 2021)	Sales for food service and CVS which were weak during the first half has been gradually improving. Low fish price continued.
Food Products	Sales for household use remained strong, mainly for frozen foods. Sales for food service were on a recovery trend, and profits for CVS were about the same as the previous year due to cost reductions.
Marine Products	Although consumption for household use has increased and sales to mass retailers have been strong, fish prices continued to be sluggish.
Overseas common (From Jul. to Dec. 2020)	Food products business was firm. Marine products business struggled because of the reduced production of salmon/trout and poor whitefish processing yields.
Food Products North America and Europe	Profits for household use was secured thanks to the steady sales. Sales for food service was strong, mainly in takeout and delivery.
Marine Products South America	Revenue and income decreased in the salmon/trout aquaculture business as sales price went down and reduced production. Fishery business was severe due to the weak catch.
Marine Products North America and Europe	Profit decreased in North American processing due to lower selling prices of surimi and fillet, lower yields, and higher costs related to corona.

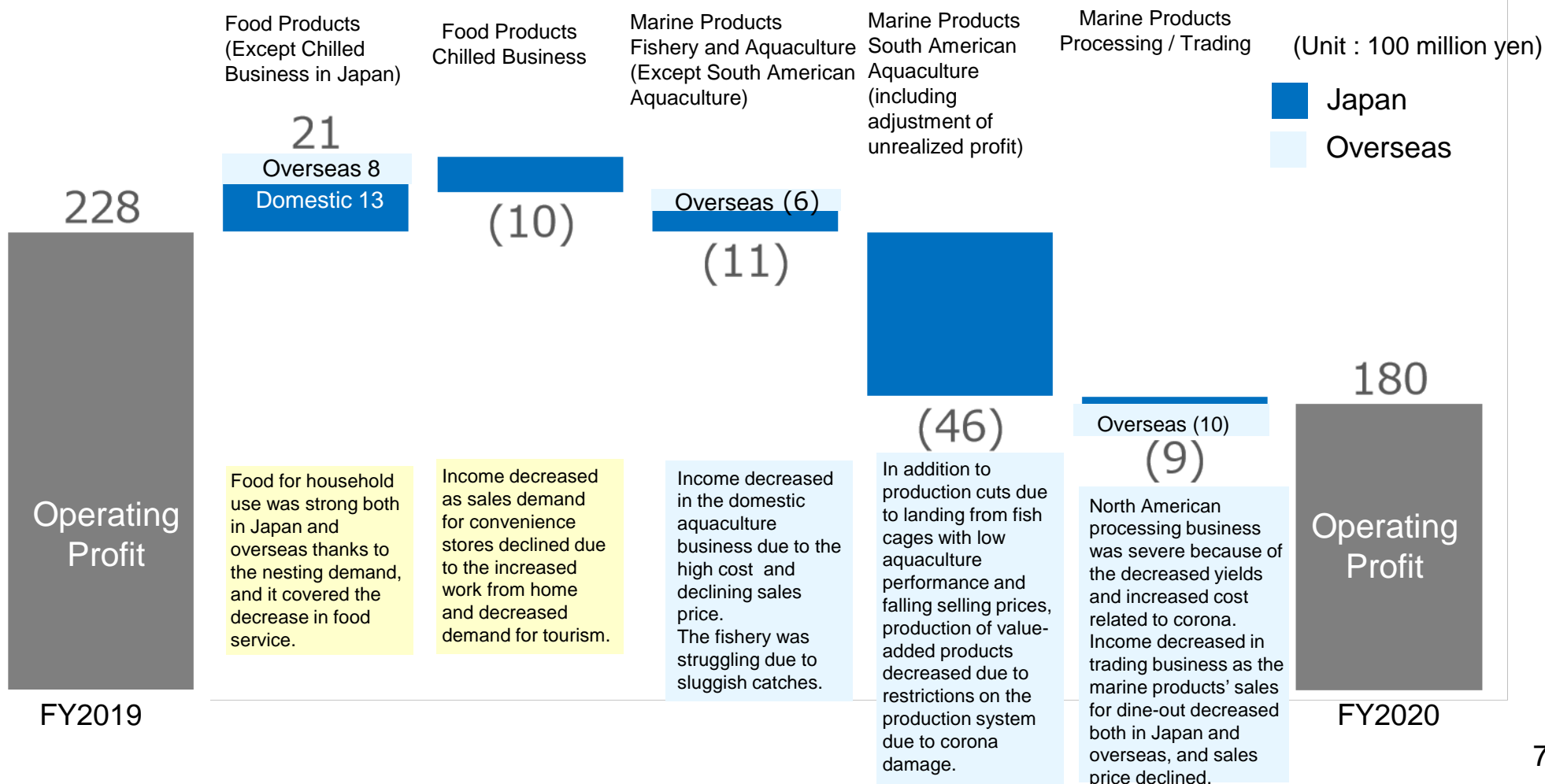
The impact on the Marine Products Business was large, such as a decrease in demand for dine-out and tourism and a deterioration in the fisheries market due to the decrease in demand. Sales decreased by 5% and operating profit decreased by 21%.

(Unit: 100 million yen)	FY2019	FY2020	Y-on-Y	
			(Amount)	(%)
Net Sales	6,900	6,564	(335)	(4.9)
Marine Products	2,895	2,621	(274)	(9.5)
Food Products	3,372	3,300	(72)	(2.1)
Fine Chemicals	270	264	(6)	(2.2)
General Logistics	165	166	0	0.5
Others	195	212	16	8.6
Operating Profit	228	180	(47)	(20.8)
Marine Products	118	59	(58)	(49.5)
Food Products	127	140	12	9.7
Fine Chemicals	25	23	(2)	(7.8)
General Logistics	19	22	2	10.9
Others	4	7	3	77.7
Common Costs	(67)	(72)	(4)	6.9
Ordinary Profit	258	227	(30)	(11.8)
Profit attributable to owners of parent	147	144	(3)	(2.1)

Main factors for increase/decrease in operating profit (Y-on-Y)



Sales for food products were strong both in Japan and overseas, but sales to CVS were struggling. In fisheries, profits declined due to sluggish fish prices, reduced production in the South American salmon/trout aquaculture business, and high costs in the domestic aquaculture business.



Equity ratio exceeded 35%, and financial structure was strengthened.

The Italic and bold figures mean increase/decrease, compared to the end of FY2019.

(Unit : 100 million yen)

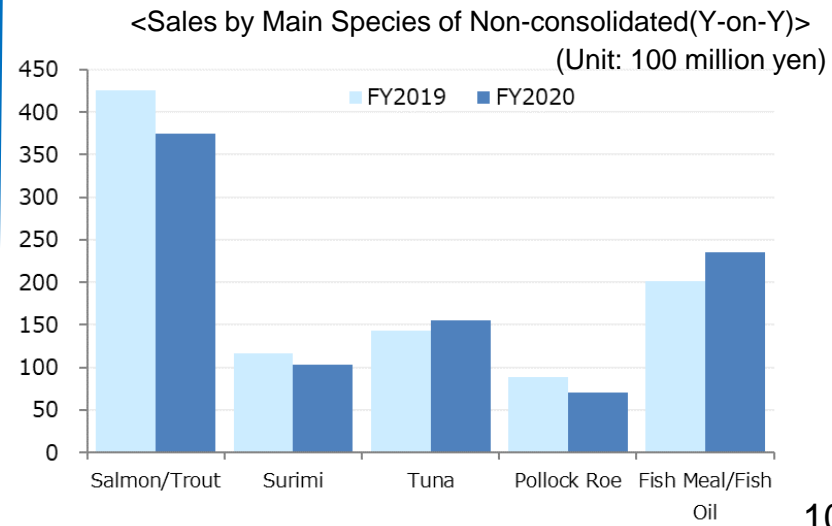
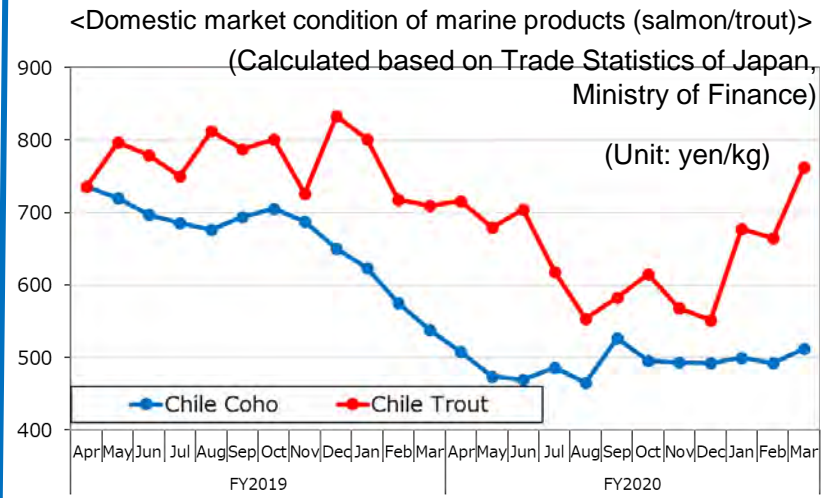
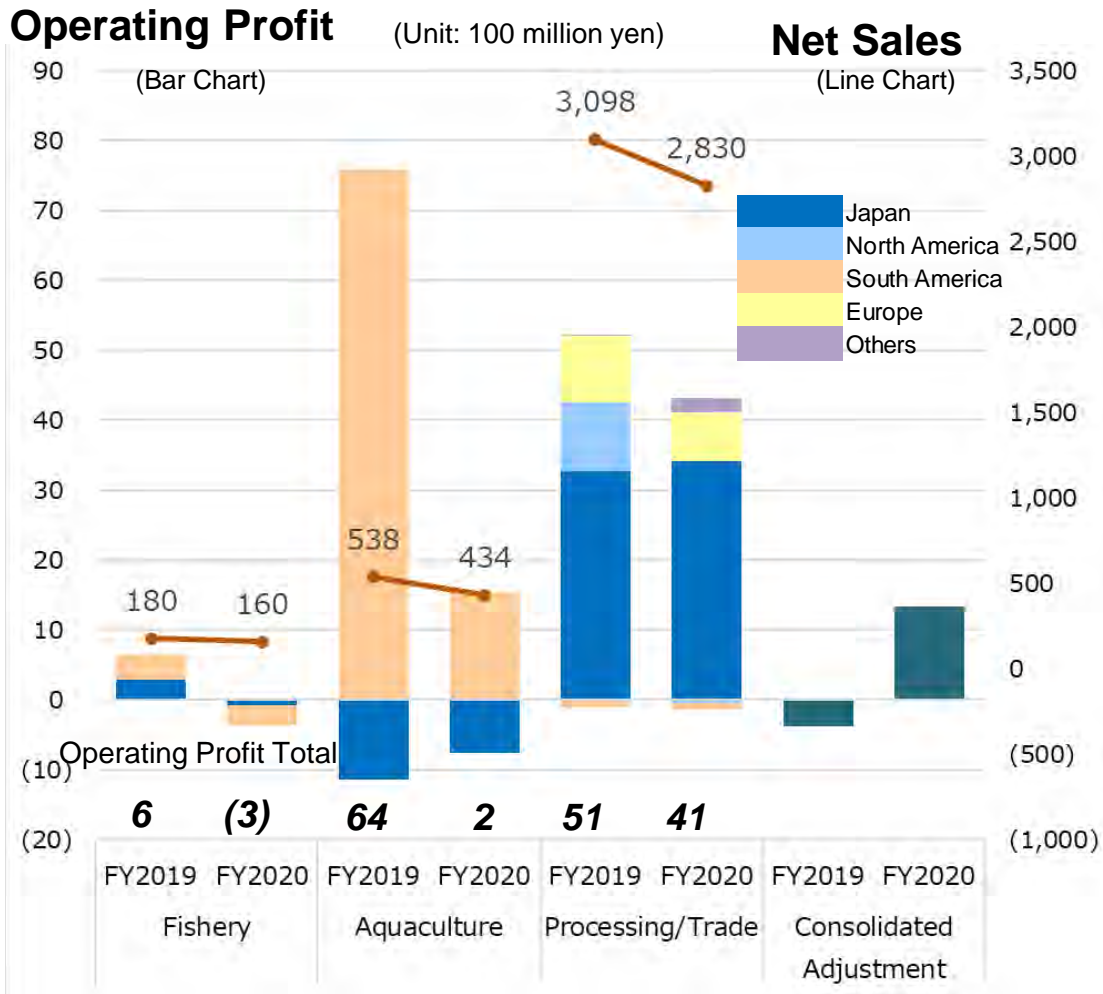
<p>Current Assets 2,317 (213)</p>		<p>Current Liabilities 1,534 (434)</p>	
<p>Cash and deposits 109 (163)</p>		<p>Notes and accounts payable 416 61</p>	
<p>Notes and accounts receivable 770 (28)</p>		<p>Short-term borrowings 685 (522)</p>	
<p>Inventory 1,279 (31)</p>		<p>Accrued expenses 230 (1)</p>	
<p>Non-current Assets 2,436 52</p>		<p>Non-current Liabilities 1,340 116</p>	
<p>Property, plant and equipment 1,474 (6)</p>		<p>Long-term borrowings 1,122 118</p>	
<p>Intangible assets 97 (5)</p>		<p>Net Assets 1,879 156</p>	
<p>Investment and other assets 864 64</p>		<p>Shareholder's equity 1,695 164</p>	
<p>Total Assets 4,754 (161)</p>		<p>Equity Ratio</p>	
		<p>As of March 2020: 31.2%</p>	
		<p>As of March 2021: 35.7%</p>	

Net cash provided by operating activities improved significantly.

(Unit: 100 million yen)	FY2019	FY2020	Y-on-Y
•Profit before income taxes	226	225	(1)
•Depreciation & Amortization	197	198	1
•Working Capital	(120)	98	218
•Income taxes paid	(80)	(38)	42
•Others	(34)	(25)	9
Net cash provided by operating activities	187	459	271
•Investment in (Purchase of) property, plant and equipment	(285)	(242)	43
•Others	(8)	62	70
Net cash provided by investing activities	(294)	(180)	114
•Increase (Decrease) in short-term borrowings	187	(492)	(680)
•Increase (Decrease) in long-term borrowings	114	91	(23)
•Others	(43)	(46)	(3)
Net cash provided by financing activities	259	(447)	(707)
Cash and cash equivalent at end of term	316	147	



Fisheries and aquaculture struggled due to production cuts and price slumps. In North America, profits of processing/trade declined due to increased costs and lower yields due to measures against coronavirus and downsizing of raw materials.



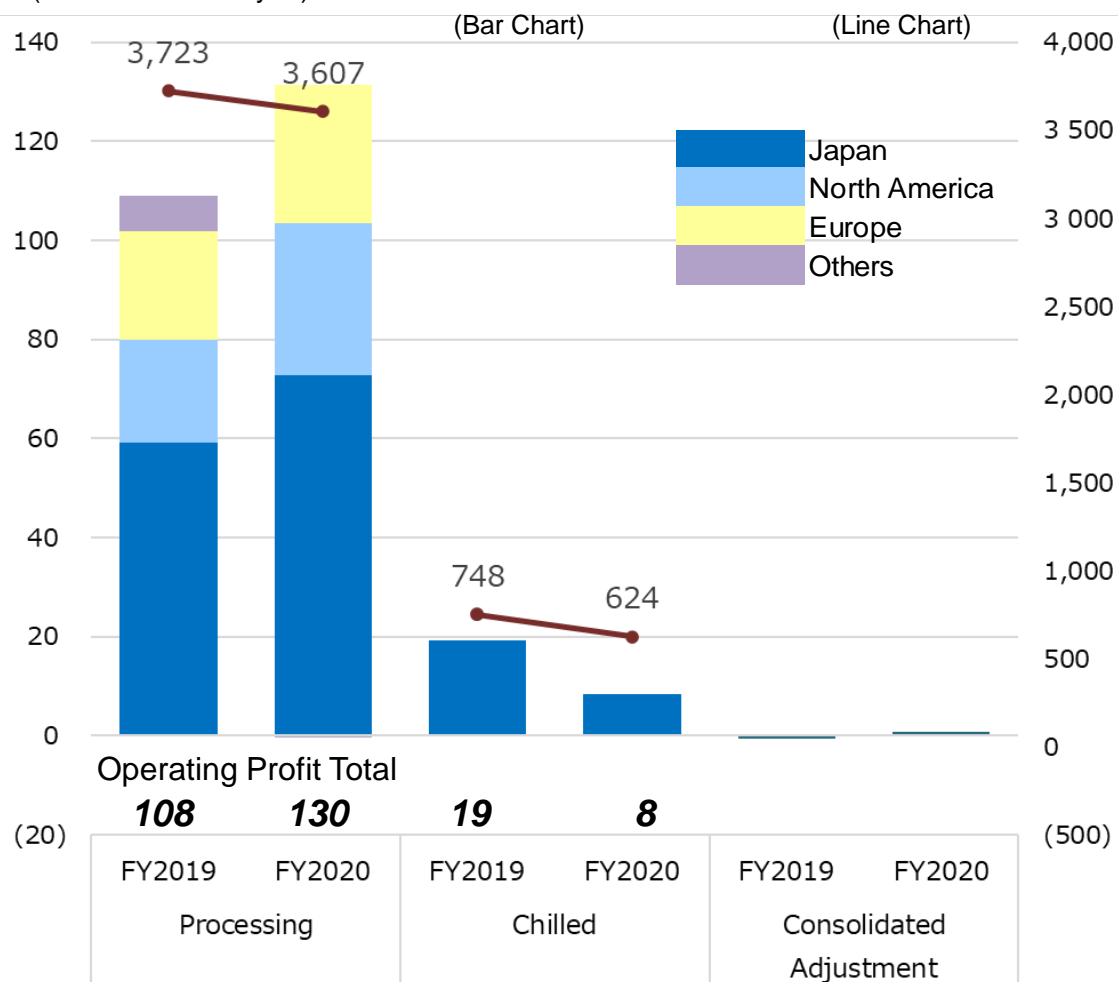
Food Products Business

Net Sales & Operating Profit (Y-on-Y)

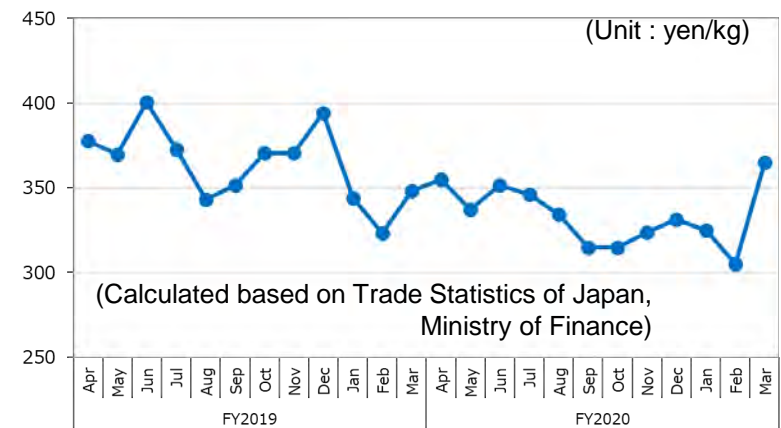


Sales of frozen foods to mass retailers were strong both in Japan and overseas. Revenue and income decreased in chilled business due to the decreased sales volume of cooked rice, salad, and deli-foods.

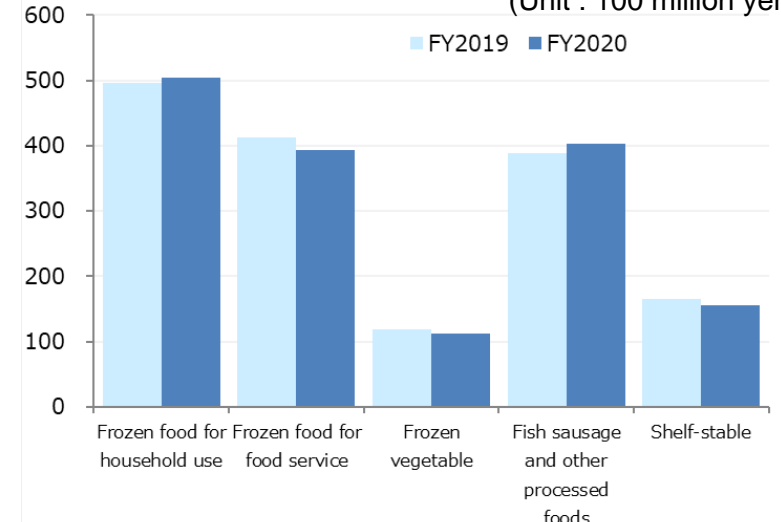
(Unit : 100 million yen) **Operating Profit** (Bar Chart) **Net Sales** (Line Chart)



<Transition of Import price of frozen surimi>



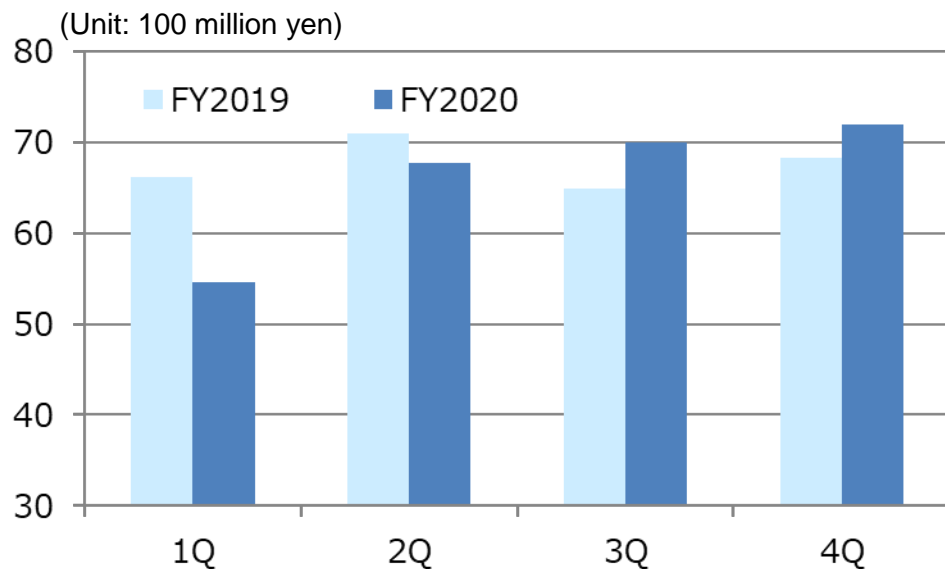
<Sales by Categories of Non-consolidated (Y-on-Y)> (Unit : 100 million yen)



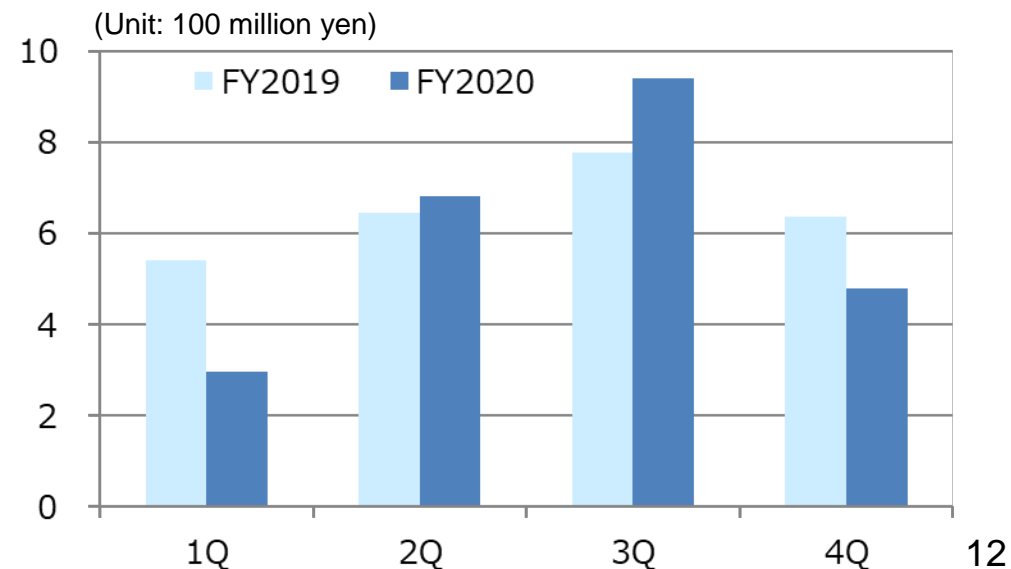
Sales of functional raw materials and functional foods were firm, but profits declined due to a decrease in sales of pharmaceutical raw materials and the sale of pharmaceutical sales companies.

(Unit: 100 million yen)	FY2019	FY2020	Y-on-Y	
			(Amount)	(%)
Net Sales	270	264	(6)	(2.2)
Operating Profit	25	23	(2)	(7.8)

Net Sales (Quarterly)



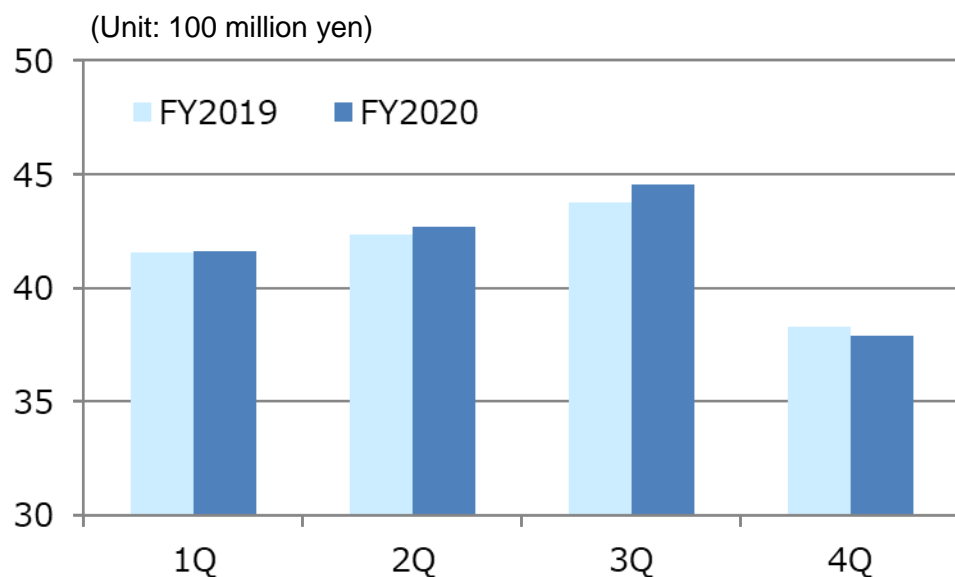
Operating Profit (Quarterly)



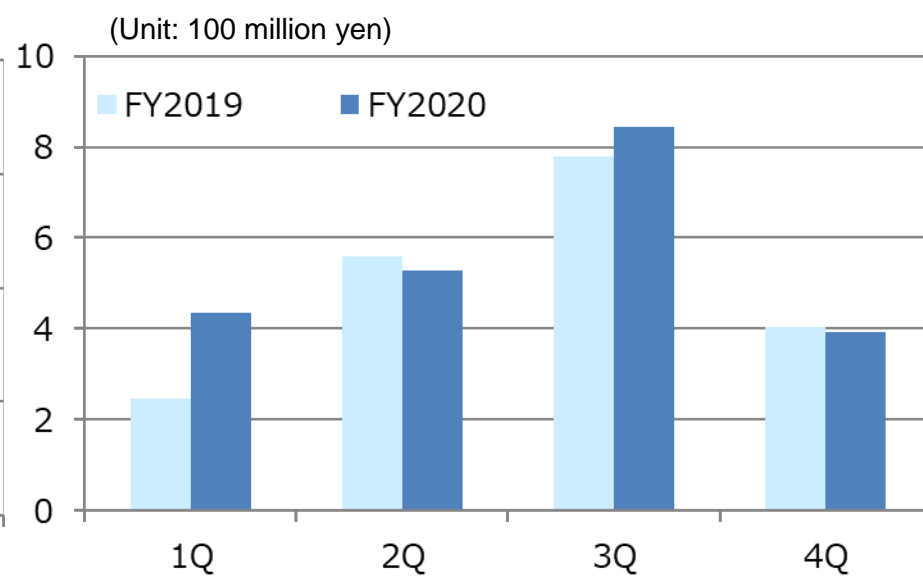
Although cargo movements of commercial customers continued to be sluggish and warehousing continued to decline, sales and profits increased thanks to the new operation of Osaka Maishima Logistics Center Building No. 2 and the effect of cost reduction.

(Unit: 100 million yen)	FY2019	FY2020	Y-on-Y	
			(Amount)	(%)
Net Sales	165	166	0	0.5
Operating Profit	19	22	2	10.9

Net Sales (Quarterly)

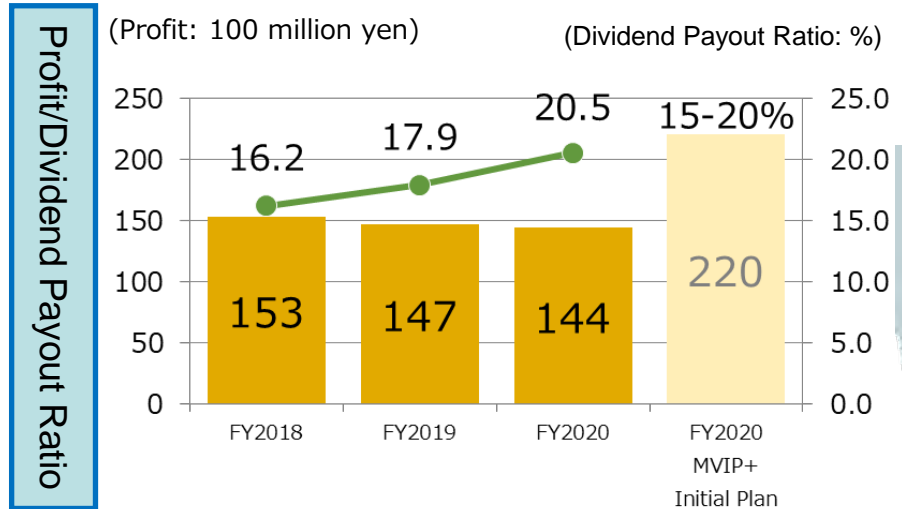
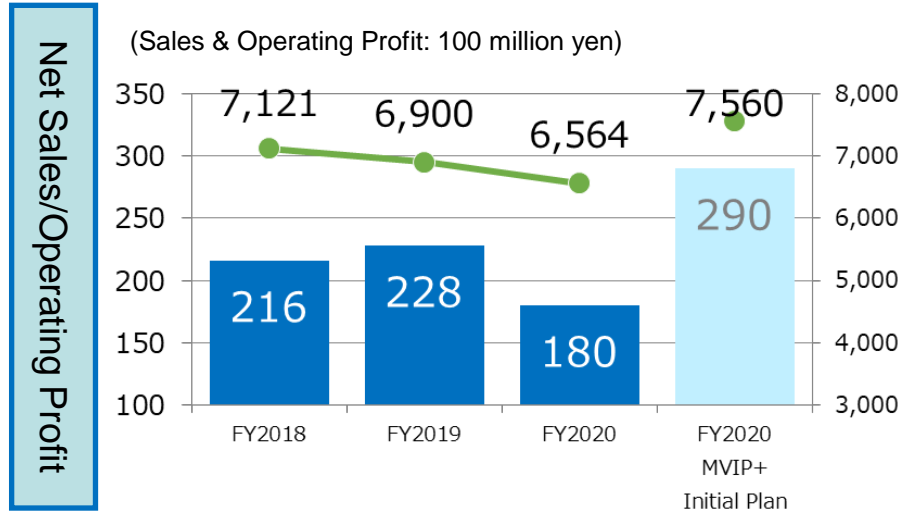


Operating Profit (Quarterly)



2. Overview of Mid-Term Business Plan (MVIP+2020)

Expanded production and sales bases in Europe and renewed production plant for fast food in Thailand. On the other hand, domestic aquaculture, fine chemicals and chilled businesses still have challenges. Achieved a payout ratio of 20%.



- Expansion of European business



UK: Acquired a fresh fish processing company. Build an efficient business structure by separating functions into frozen foods and marine products processing

France: Expanded product categories such as processed shrimp and reorganized and expanded production system

- Renewal of food processing factory in Thailand



Strengthened expansion to quick service restaurants and fast-food market

As an effort to solve social issues through our business, we continue to take on the challenge of advanced aquaculture (land aquaculture / DX), and have achieved certain results in employee work style reforms and health and productivity management.

Efforts for land-based aquaculture to reduce environmental impact



Mackerel circulation type land aquaculture

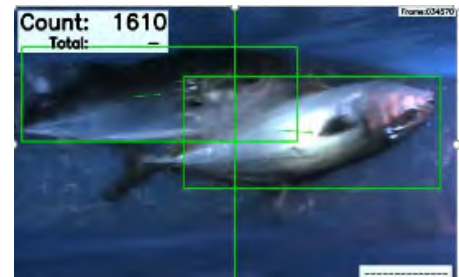


Vanamei shrimp closed circulation aquaculture



Atlantic salmon closed circulation aquaculture (Denmark)

Utilization of AI / IoT



Counting the number of fish using image analysis technology

Awarded "Health & Productivity Stock Selection" by Ministry of Economy, Trade and Industry for 3 consecutive years



We actively followed up on the physical and mental health under the new coronavirus infection, such as promoting employee health promotion using fish and EPA (Eicosapentaenoic acid), which are the pillars of our business, and holding smoking cessation measures and health UP seminars. These activities were evaluated.

[Health & Productivity Management]

- Utilization of EPA/AA ratio
- Smoking cessation aid
- Health + (plus) storage campaign
- Introduction of cafeteria plan "N Cafe"
- Introduction of telework work system



10,000 steps a day



Fish-centered diet



The domestic aquaculture, fine chemicals, and chilled businesses still have challenges.

Domestic aquaculture business

- Tuna: Artificial seedlings (completely farmed) tuna were costly. Natural disasters (red tide damage in 2018, typhoon damage in 2020).
- Coho salmon: A problem with acclimatization when moving from freshwater to the sea surface
- Amberjack: Decrease in demand for dine-out and excess fish in pond



Overseas expansion of pharmaceutical raw materials

- Factory inspection by US FDA is delayed due to corona influence.

Chilled business

- At the time of formulating the medium-term plan, we expected an increase in Olympic demand and the number of CVS stores, but the market environment has changed due to a review of 24-hour business, food waste loss, and a declining trend in the number of stores.





Strengthen efforts to grow and increase corporate value

Cashflow

- Create 120 billion yen by utilizing operating cash flow and cash and deposits → **Total 104.1 billion yen**

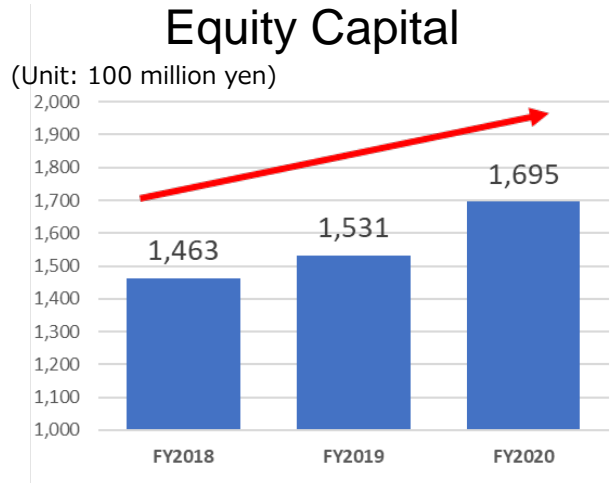
Growth Investment (including M&A)

- Investing about 90 billion yen (of which M&A and others are expected to be about 10 billion yen) over three years, centered on growth drivers

→ **Invested 87.6 billion yen in 3 years**

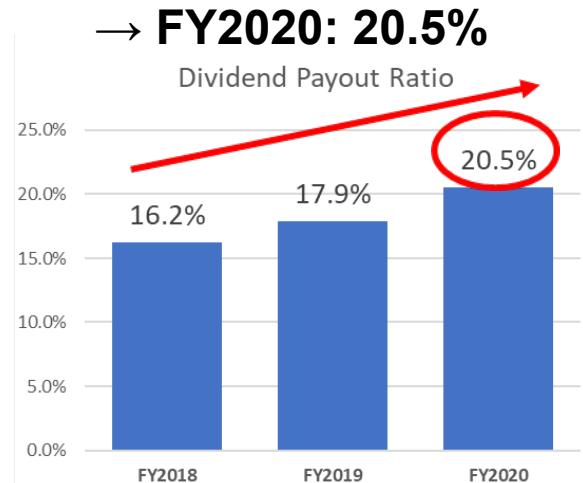
Capital Adequacy

- Raise equity capital up to about 200 billion yen in the future, and aim to improve risk responsiveness



Shareholder Return

- Target for the current medium-term management plan is a dividend payout ratio of 15% to 20%, aiming for a dividend payout ratio of 30% or more in the future.



Overview of Mid-Term Business Plan (MVIP+2020): Capital Investment



Invested 87.6 billion yen, assuming a growth investment of about 90 billion yen over three years

Marine Products



[Aquaculture] Expansion of new aquaculture species, maintenance and renewal of existing aquaculture farms



[Fishery] Construction of new vessels, remodeling of fishing vessels

Food Products



[New processing base] Thai cold food factory, domestic chilled factory



[Maintenance/update/expansion] Productivity improvement

General Logistics



[General Logistics] Osaka Maishima Logistics Center Building No. 2 newly established

M&A

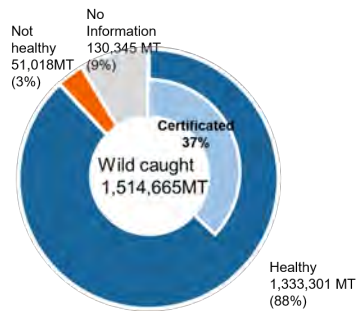
Expand M&A overseas.
Expand aquaculture bases and improve the efficiency of processing bases.



Practicing efforts to address social issues through business

Resource access considering sustainability	Maximum use of resources and minimization of product loss	Health and productivity management
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Sustainability of marine resources



Announcement of survey results on the resource status of marine products handled by the Group (September 28, 2018)



Participation in SeaBOS (Seafood Business for Ocean Stewardship)
Photo courtesy of Said Karlsson, Embassy of Sweden

CSR procurement

Promote "CSR procurement" with suppliers in consideration of respect for human rights when procuring raw materials/products

Reduction of food loss

Control disposal of products in the distribution process



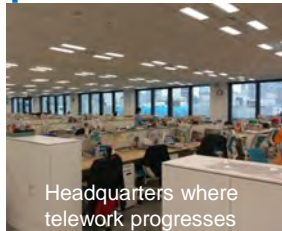
Changed the expiration date display of canned food from "year / month / day" to "year / month"

Extension of expiration date, year/month display



Extend the expiration date of long-selling fish sausages from 120 days to 150 days

Work style reform/ promotion of personal health



Supporting diverse work styles with the aim of supporting a balance with personal life and creating a more comfortable and rewarding workplace

Diversity



Through participation in 30% Club Japan, we refer to the efforts of leading companies for women's advancement and lead to concrete activities

In cooperation with the leaders and scientists of the fisheries industry of the world, seeking solutions to problems for sustainable marine products business

Task Force
I IUU and modern slavery Eradication of IUU fishery and Forced Labor
II Traceability Collaboration with GDST
III AMR (Antimicrobial Resistance) Reduction of use of antibiotics in aquaculture
IV Transparency and Governance Promotion of transparency, governance
V Plastics Marine plastic problem (Collaboration with GGGI)
VI Climate resilience Climate change issues

An example of efforts (marine plastic problem)

- Switching to a float with a low risk of marine plastic spillage

From conventional Styrofoam floats to polyethylene-coated floats

- Prevention of outflow of fishing nets and gear to the ocean

Auto-troll winch prevents damage to trawl nets and outflow of floats

- Beach cleanup

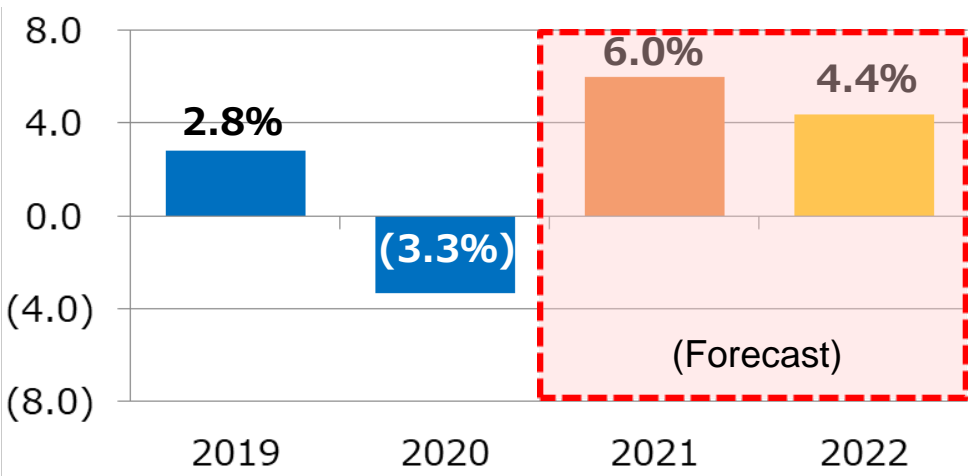
Cleanup activities along the coast (volunteer by employees)

3. Plan for FY2021

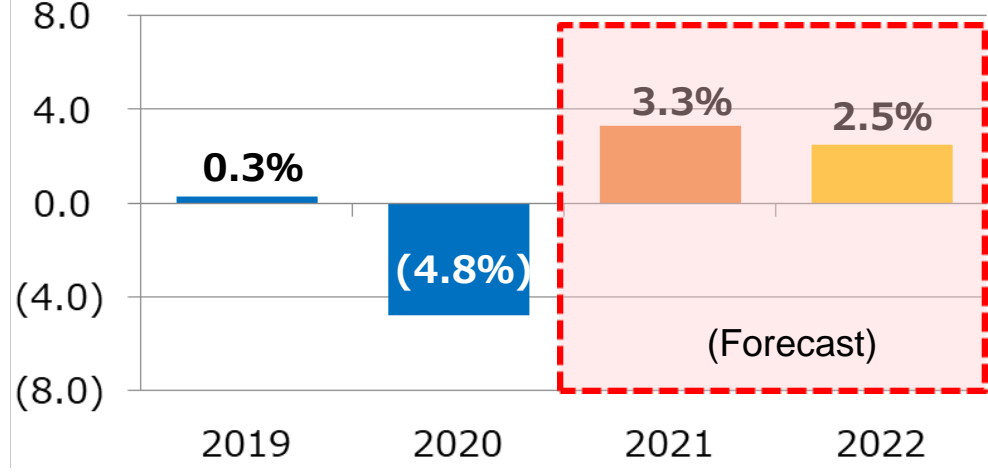


IMF has revised its global economic growth rate in 2021 to + 6.0% year-on-year and 2022 to + 4.4% year-on-year, and each country expects a recovery from 2021.

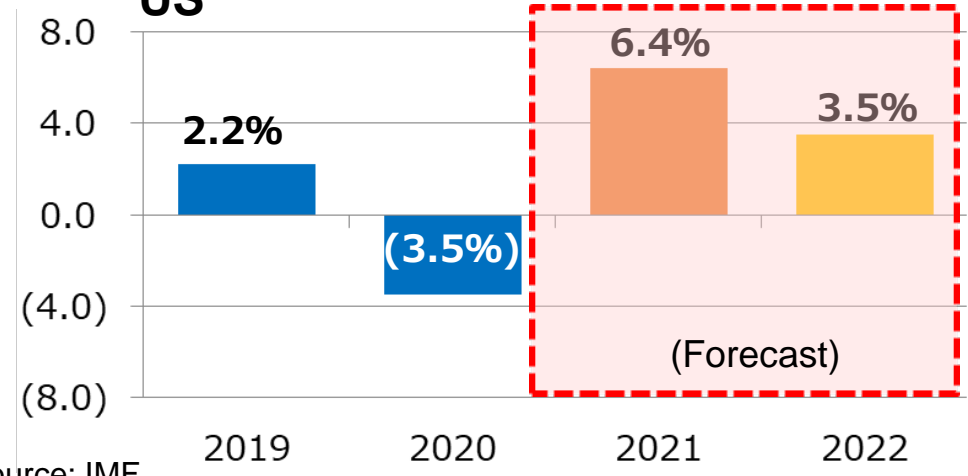
World Total



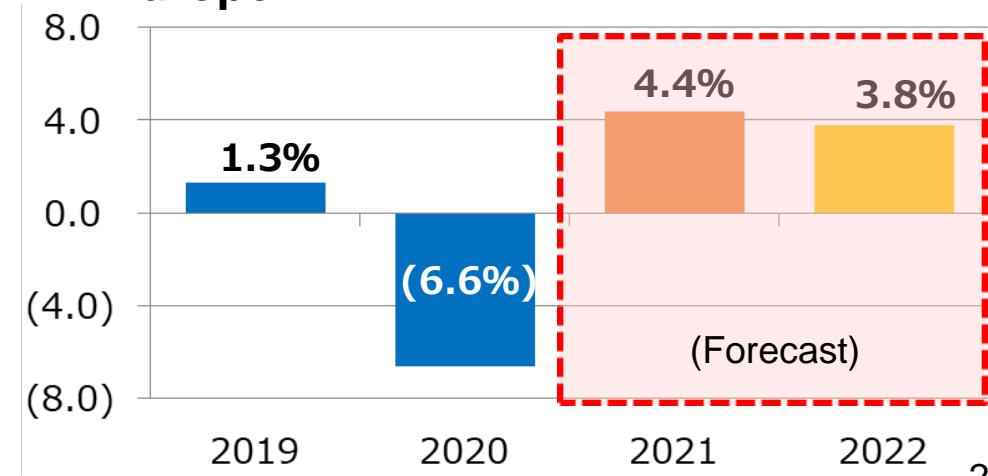
Japan



US



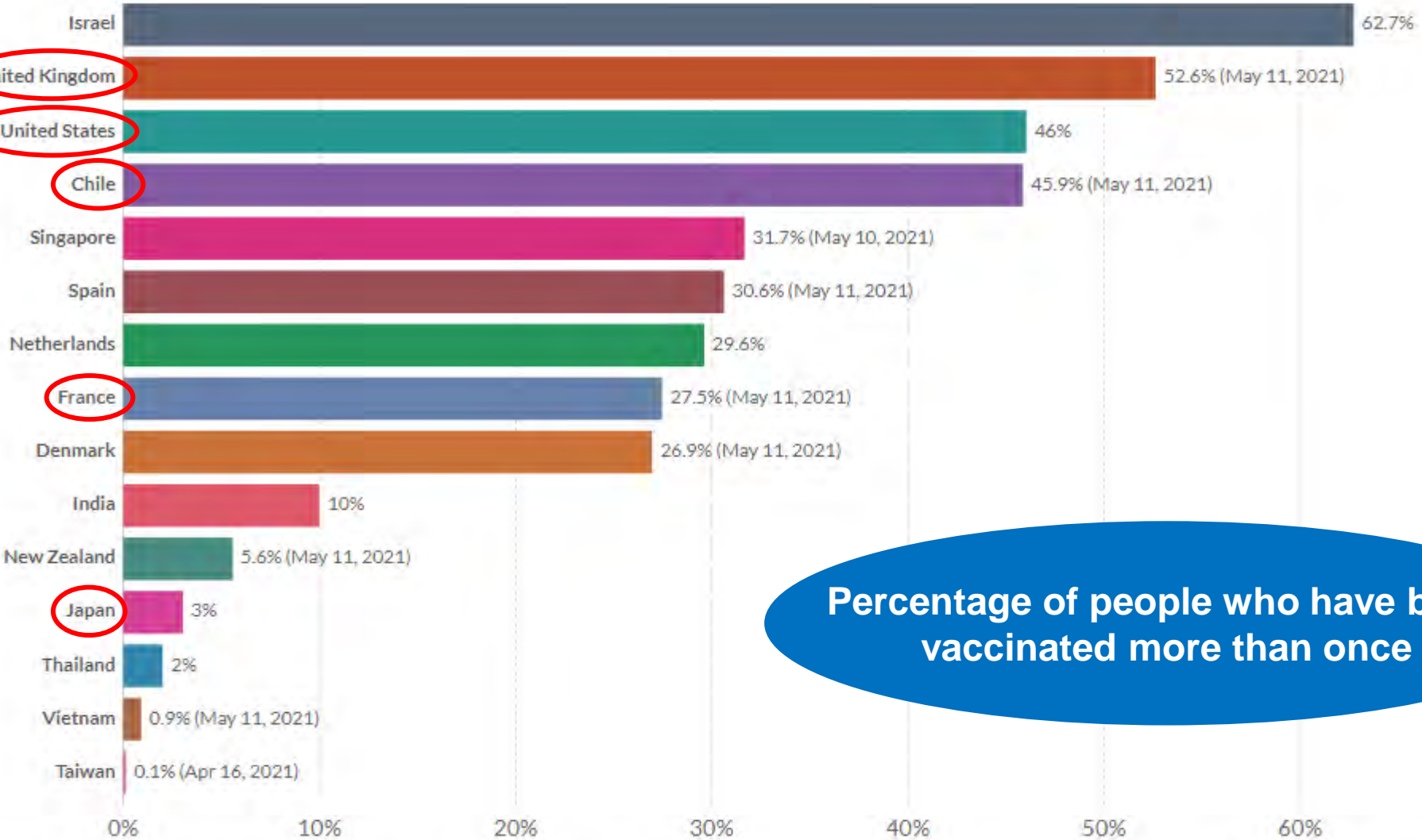
Europe



Source: IMF



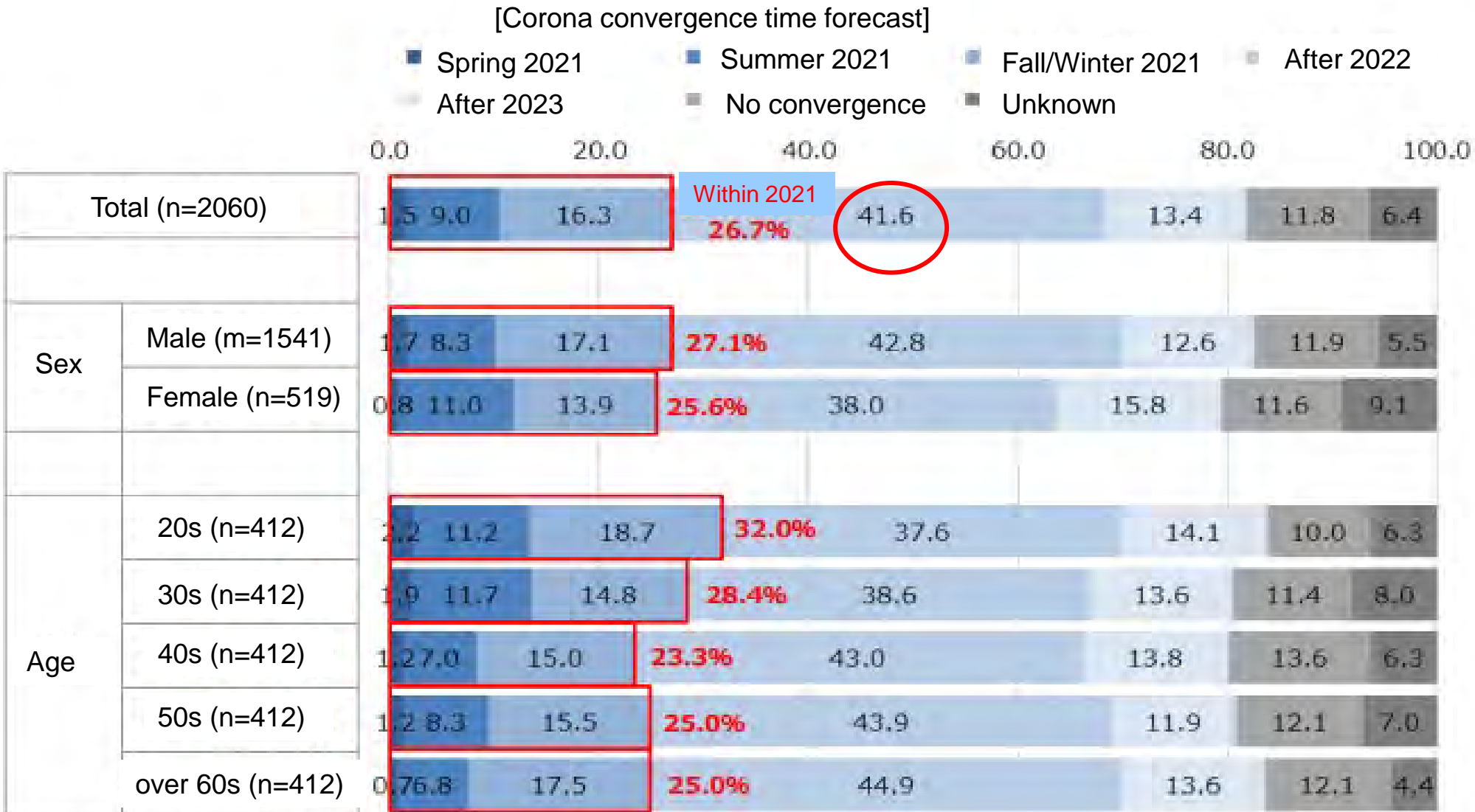
Coronavirus vaccination rates continue to vary around the world. It will take some time for vaccination to spread, and the impact is expected to continue for some time.



Percentage of people who have been vaccinated more than once



The most common answer was "after 2022", which was 41.6%.



[Source] JR Tokai Agency Co., Ltd. Business Person Survey on "Big Forecast after Corona" 2020 * Survey target is 2,060 male and female business persons aged 20 to 69

[Current recognition regarding economic activity]

Europe

- The UK will recover at an early stage due to the vaccination effect.
- France is expected to recover from the second half (July to December) of the year due to the lockdown situation in April.

Japan

- Vaccination is expected to continue until 2022, and the corona effect will continue within the year. As a result, a gradual recovery from the second half (October to March) is expected.

US

- Recovery has been seen since April, and it is expected that it will recover at a considerable level in the second half (July to December) thanks to the effect of vaccination.

[Assumptions for FY2020 plan]

Economic activity is expected to recover from the second half of the year, but the plan for FY2021 does not strongly anticipate a recovery because it depends on the spread of mutant strains.

This fiscal year will be a year of strengthening foundation, overcoming weaknesses and reinforcing our strengths, which will lead to the next medium-term management plan. Since it will take time to normalize the world economy, the plan includes risks to some extent. Dividend remains unchanged.

(Unit: 100 million yen)

	FY2020 Actual (Note 1) (New standard base)	FY2021 Annual Plan (Note 1) (New standard base)	Increase/Decrease		FY2020 Actual (Old standard base)	Increase/Decrease compared to the new standard (Note 2)
				(%)		
Net Sales	6,148	6,420	271	4.4	6,564	(416)
Operating Profit	179	200	20	11.3	180	(1)
Ordinary Profit	226	230	3	1.6	227	(1)
Profit attributable to owners of parent	143	150	6	4.4	144	(0)

(Note 1) "Accounting Standards for Revenue Recognition" have been applied since the beginning of FY2021. The above consolidated earnings forecast for FY2021 and the actual results for FY2020 are the amounts after the relevant accounting standards have been applied.

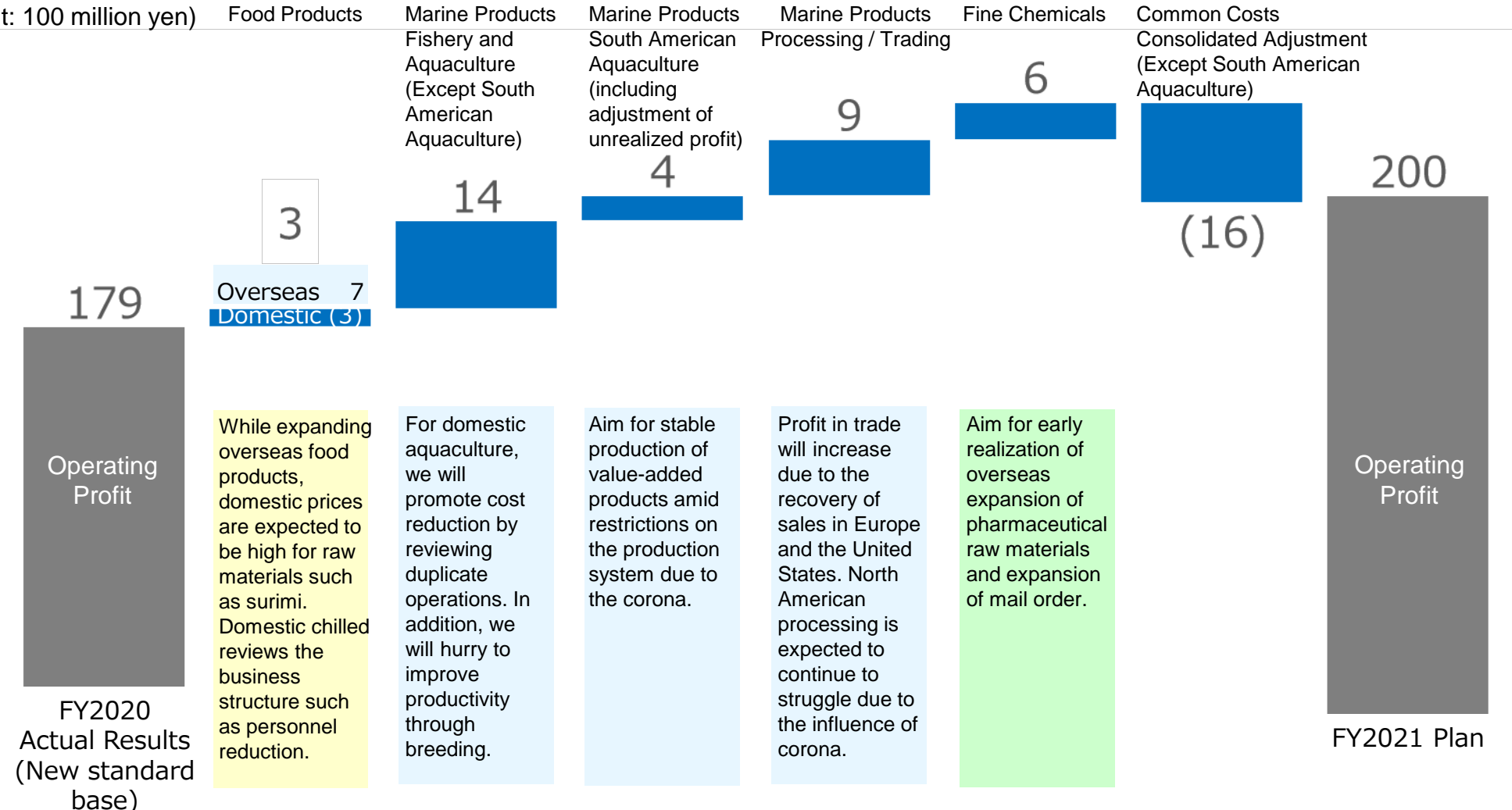
(Note 2) The difference between the new standard and the old standard is due to the fact that the consideration paid to customers such as rebates, which was used as selling expenses, was deducted from sales.



Main factors for increase/decrease in operating profit (compared to the new standard)

We expect that the domestic aquaculture and chilled business will be improved, the salmon/trout aquaculture in South America will be restored, and the vaccination will be expanded overseas.

(Unit: 100 million yen)





Domestic aquaculture business aims to improve profitability by reducing costs and improving productivity.



Tuna: Reduction of artificial seedlings and expansion of livestock

Yellowtail: Switching to large cages, development of offshore fishing grounds, acceleration of artificial seedlings and breeding

Coho salmon: Productivity improvement through breeding, etc.



Sakaiminato Coho Salmon

Amberjack: Introduction of artificial seedlings and improvement of feed



Amberjack



Kurose Yellowtail



Pursuing a balance between expansion of aquaculture business and sustainability

Europe

Atlantic salmon farming

Stable supply of closed-circulation land-based aquaculture



Vanamei shrimp closed circulation aquaculture



Japan

Build future growth strategies with feasibility studies

Salmon farming commercialization test



South America

Trout salmon farming

Stabilize and maximize profits in the salmon aquaculture business



Mackerel closed-circulation land-based aquaculture



Aim for early realization of overseas expansion of pharmaceutical raw materials and expansion of mail order.

We are preparing to respond to inquiries from the US FDA and remote inspections, and we are in contact with them.



As a manufacturer of high-purity EPA raw materials, we will expand our business all over the world by taking advantage of our strengths: (1) cost competitiveness (2) supply stability (= raw material access).

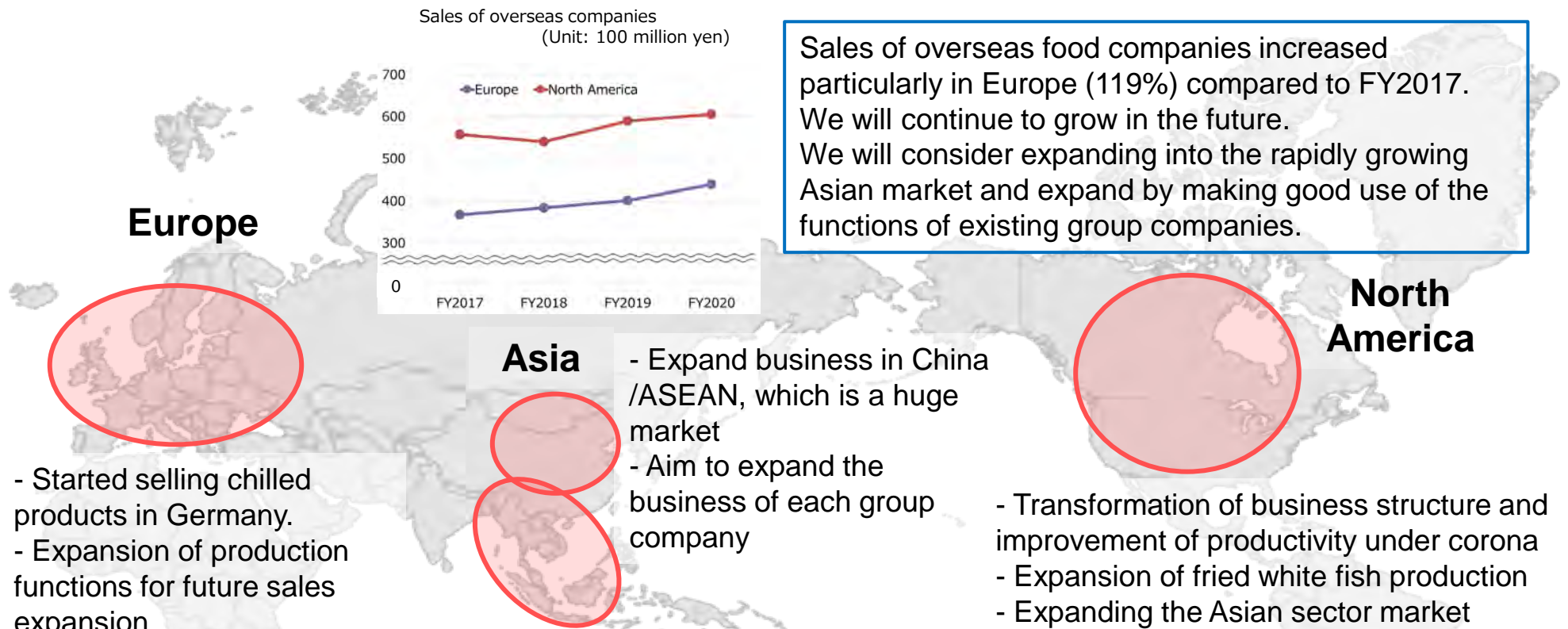
In the chilled business, we will review the business structure such as personnel adjustment and aim to enter new categories.



Review and optimize personnel and production systems



Promote localization to strengthen and expand the food business rooted in the area.



Sales of overseas food companies increased particularly in Europe (119%) compared to FY2017. We will continue to grow in the future. We will consider expanding into the rapidly growing Asian market and expand by making good use of the functions of existing group companies.

Europe

- Started selling chilled products in Germany.
- Expansion of production functions for future sales expansion

Asia

- Expand business in China /ASEAN, which is a huge market
- Aim to expand the business of each group company

North America

- Transformation of business structure and improvement of productivity under corona
- Expansion of fried white fish production
- Expanding the Asian sector market



Salmon flakes and candied sweet potatoes in Asia





Respond to global immediate/convenient needs and health consciousness

Challenge to alternative meat market



Image

Collaborate with Nissui's R&D department
Aim to expand sales channels

The alternative meat market is expanding in the US as well. Considering sales at a North American food company.



Strengthen of health appeal products



Strengthen expansion into quick service restaurants and CVS market in Asia



Strengthening health appeal products



Products that you can enjoy authentic taste at home



Expanding easy-cooking products for various industries



Providing foodstuffs in all temperature ranges and health foods through e-commerce by integrating each business

Expanding the e-commerce business to solve problems such as "shopping refugees" and "refraining from going out".

Integrate and streamline the sales system, which is divided into a mall-type shop and an in-house mail-order site. Strengthen the product lineup.

Reduce costs and improve profitability by standardizing operations and improving system efficiency

Provide comprehensive food proposals and healthy lifestyles to address social issues such as corona sickness and declining birthrate and aging population.

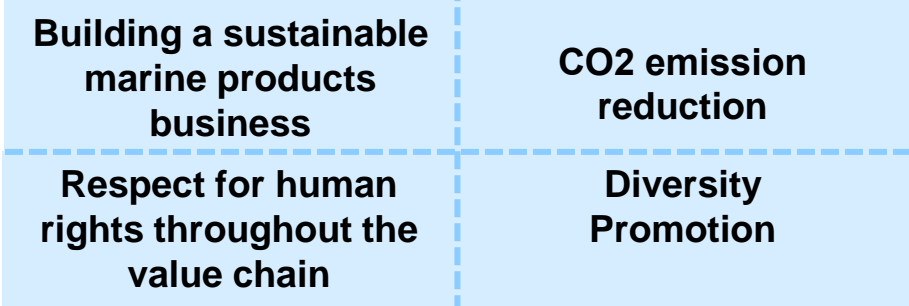


Products that were previously sold only on our own mail-order site are now available at mall-type shops

We will work to solve social issues through our business, aiming to build a sustainable society and increase corporate value.

Key Initiative Themes for FY2021

- Business construction and procurement considering the sustainability of marine resources
- Examination of methods for ensuring traceability of marine products



- Setting specific targets for reducing CO2 emissions
- Extraction of climate change risks and opportunities / Information disclosure



- Build a system to promote respect for human rights, promote employee understanding and raise awareness
- Implementation of human rights due diligence



By participating in 30% Club Japan, we set specific goals by referring to the efforts of leading women's advancement companies.



The environment will continue to be difficult to expect, but it will be a year in which we will firmly work to strengthen our foundation for growth.

Disclaimer regarding forward-looking statements

This presentation contains forward-looking statements regarding Nissui's business projections for the current term and future terms. All forward-looking statements are based on rational judgment of management derived from the information currently available to it, and the Company provides no assurances that these projections will be achieved.

Please be advised that the actual business performance may differ from these business projections due to changes of various factors. Significant factors which may affect the actual business performance includes but are not limited to the changes in the market economy and product demand, foreign exchange rate fluctuations, and amendments to various international and Japanese systems and laws.

Accordingly, please use the information contained in this presentation at your own discretion. The Company assumes no liability for any losses that may arise as a result through use of this presentation.

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May 21, 2021

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Appendix

Consolidated Income Statement (Y-on-Y)



(Unit : 100 million yen)	FY2019	FY2020	Y-on-Y	Main causes of fluctuations
Net sales	6,900	6,564	(335)	
Gross profit	1,337	1,271	(66)	
SGA Expenses	1,109	1,090	(18)	
Operating profit	228	180	(47)	
Non-operating profit	51	61	9	Subsidy income 5
Non-operating expenses	21	14	(7)	Interest expense (3)
Ordinary profit	258	227	(30)	
Extraordinary profit	2	22	19	Gain on sale of investment securities 18
Extraordinary losses	34	24	(9)	Loss on valuation of investment securities (16) Loss on disaster 5
Profit before income taxes	226	225	(1)	
Income taxes - current	69	66	(3)	
Income taxes - deferred	3	7	3	
Profit	152	152	(0)	
Profit attributable to non-controlling interests	5	7	2	
Profit attributable to owners of parent	147	144	(3)	

Impact on net sales by foreign exchange and exchange rate



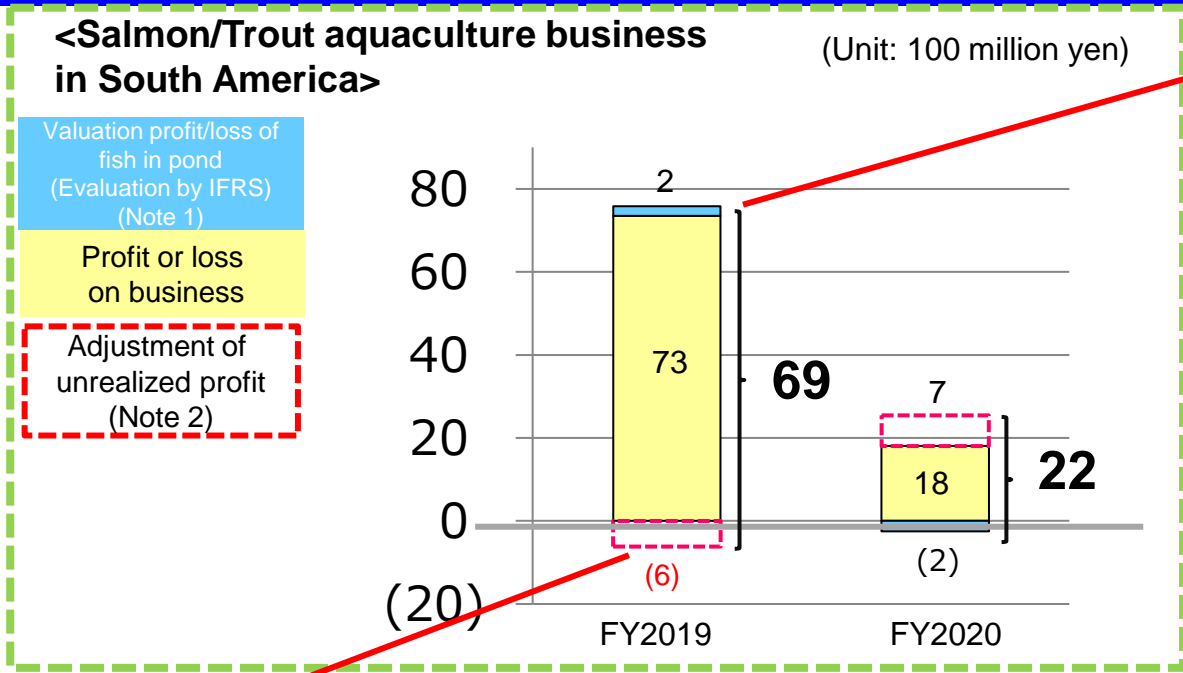
Exchange rate among overseas subsidiaries	FY2019		FY2020		Increase/Decrease		Breakdown (Unit: 100 million yen)	
	Local Currency	JPY (100 million)	Local Currency	JPY (100 million)	Local Currency	JPY (100 million)	Impact other than exchange rate	Impact of exchange rate
USD (million)	1,261	1,378	1,179	1,255	(82)	(122)	(89)	(32)
EUR (million)	304	371	331	405	27	33	33	0
DKK (million)	2,924	478	2,665	436	(258)	(41)	(42)	0
Other Currencies	–	231	–	210	–	(21)	(15)	(5)
Total		2,459		2,308		(151)	(114)	(36)

<Ref. Foreign Exchange rate>

Note) The foreign exchange rate on the right table is the average rate during the 4th Quarter.

	4Q of FY2019	4Q of FY2020	variation
USD	109.33 yen	104.00 yen	(4.9%)
EUR	121.53 yen	124.49 yen	2.4%
DKK	16.26 yen	16.73 yen	2.8%

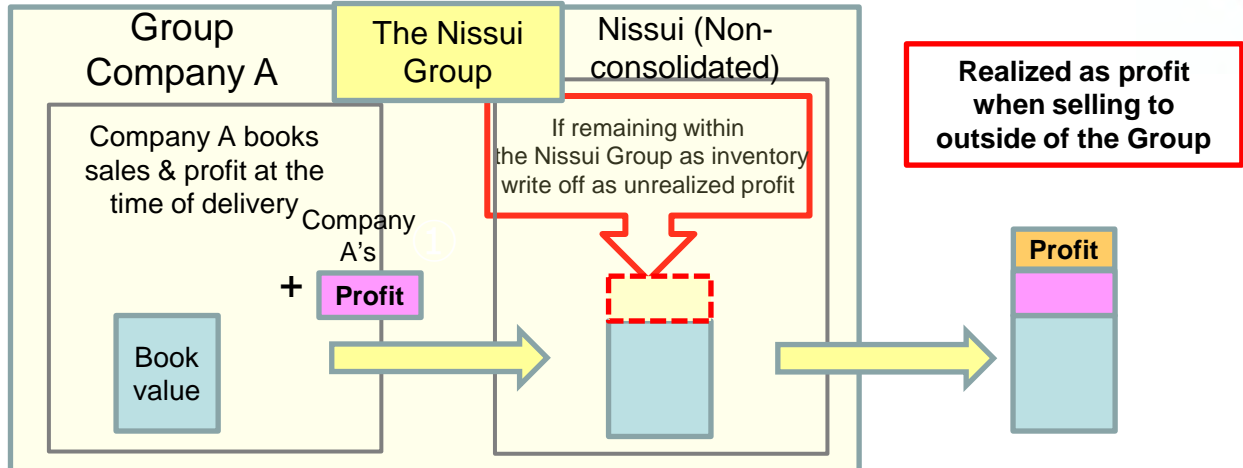
Real profit/loss of salmon/trout aquaculture in South America decreased by 4.6 billion yen from the previous year.



(Note 1) Valuation profit/loss of fish in pond
Evaluate pre-shipment fish in cages based on estimated shipping prices



(Note 2) Adjustment of unrealized profit in the inventory



Consolidated cumulative net sales by Segment Matrix (Y-on-Y)



(Unit: 100 million yen)

	Japan	North America	South America	Asia	Europe	Sub Total	Consolidated Adjustment	Grand Total
Marine Products	2,219 (208)	433 (36)	216 (102)	61 (11)	494 (32)	3,425 (392)	(804) 117	2,621 (274)
	2,428	469	319	73	527	3,818	(922)	2,895
Food Products	3,136 (271)	605 16		51 (20)	438 36	4,231 (239)	(931) 167	3,300 (72)
	3,407	589		72	401	4,471	(1,098)	3,372
Fine Chemicals	289 (4)			5 0		294 (4)	(30) (1)	264 (6)
	293			4		298	(28)	270
General Logistics	322 (0)					322 (0)	(156) 1	166 0
	323					323	(157)	165
Others	280 (20)			1 (0)		282 (20)	(70) 37	212 16
	301			1		303	(107)	195
Sub Total	6,248 (506)	1,039 (20)	216 (102)	120 (32)	933 3	8,557 (657)		
	6,755	1,059	319	152	929	9,214		
Consolidated Adjustment	(1,589) 213	(146) 10	(158) 64	(85) 30	(11) 2		(1,992) 322	
	(1,803)	(157)	(223)	(116)	(14)		(2,314)	
Grand Total	4,659 (292)	892 (9)	57 (37)	34 (1)	921 6			6,564 (335)
	4,951	901	95	36	915			6,900

- The upper columns indicate the result of FY2020 and the lower columns indicate that of FY2019. The Italic and bold figures mean increase/decrease.
- Consolidated adjustment include elimination between the group companies.

Consolidated cumulative operating profit by Segment Matrix (Y-on-Y)



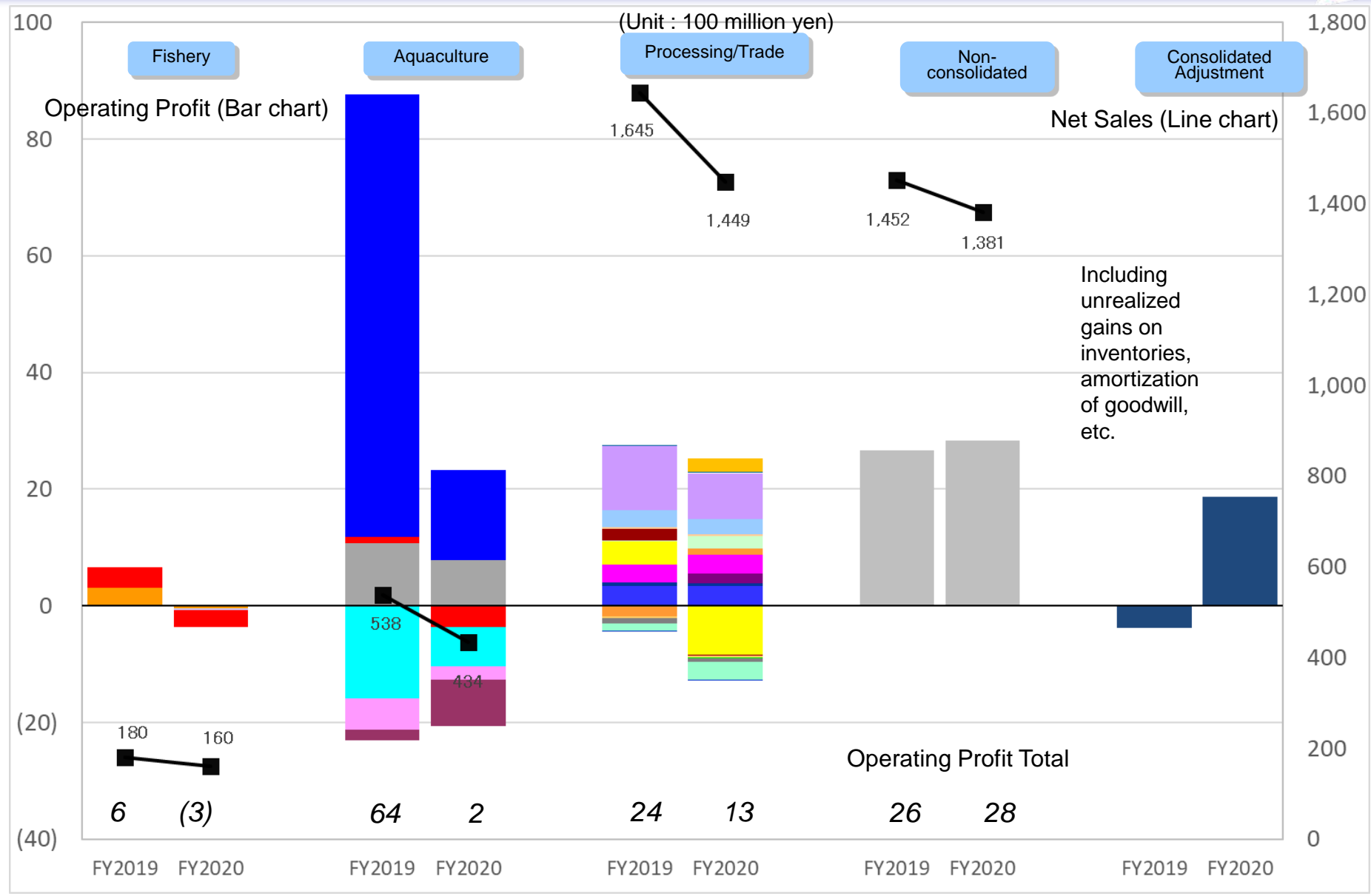
(Unit: 100 million yen)

	Japan	North America	South America	Asia	Europe	Common Costs	Sub Total	Consolidated Adjustment	Grand Total	Ratio of operating profit to net sales (%)
Marine Products	20 (3)	(0) (10)	11 (66)	2 2	6 (2)		41 (81)	18 22	59 (58)	2.3 (1.8)
	24	9	78	0	9		122	(3)	118	4.1
Food Products	81 2	30 9		(0) (7)	28 6		139 11	0 1	140 12	4.2 0.5
	78	20		7	21		128	(0)	127	3.8
Fine Chemicals	22 (2)			0 (0)			23 (2)	0 0	23 (2)	9.1 (0.5)
	24			0			25	0	25	9.6
General Logistics	22 3						22 3	(0) (0)	22 2	13.2 1.2
	19						19	0	19	12.0
Others	6 1			0 0			7 2	0 1	7 3	3.5 1.3
	4			0			5	(0)	4	2.1
Common Costs						(72) (4)	(72) (4)	0 0	(72) (4)	
						(67)	(67)	0	(67)	
Sub Total	153 2	30 (0)	11 (66)	2 (5)	34 3	(72) (4)	160 (71)			
	151	30	78	8	31	(67)	232			
Consolidated Adjustment	11 6	2 1	7 14	0 1	(2) 0	(0) 0		20 24		
	5	1	(6)	(0)	(3)	(0)		(4)		
Grand Total	165 8	32 0	19 (52)	3 (3)	32 3	(73) (4)			180 (47)	2.8 (0.6)
	157	31	72	7	28	(68)			228	3.3

- The upper columns indicate the result of FY2020 and the lower columns indicate that of FY2019. The Italic and bold figures mean increase/decrease.
- Consolidated adjustment includes amortization of goodwill and unrealized income in inventory, etc.

Marine Products Business

Net Sales & Operating Profit (Y-on-Y)



* The Italic figures in the lower part of this chart show the accumulation of the bar (Operating Profit)

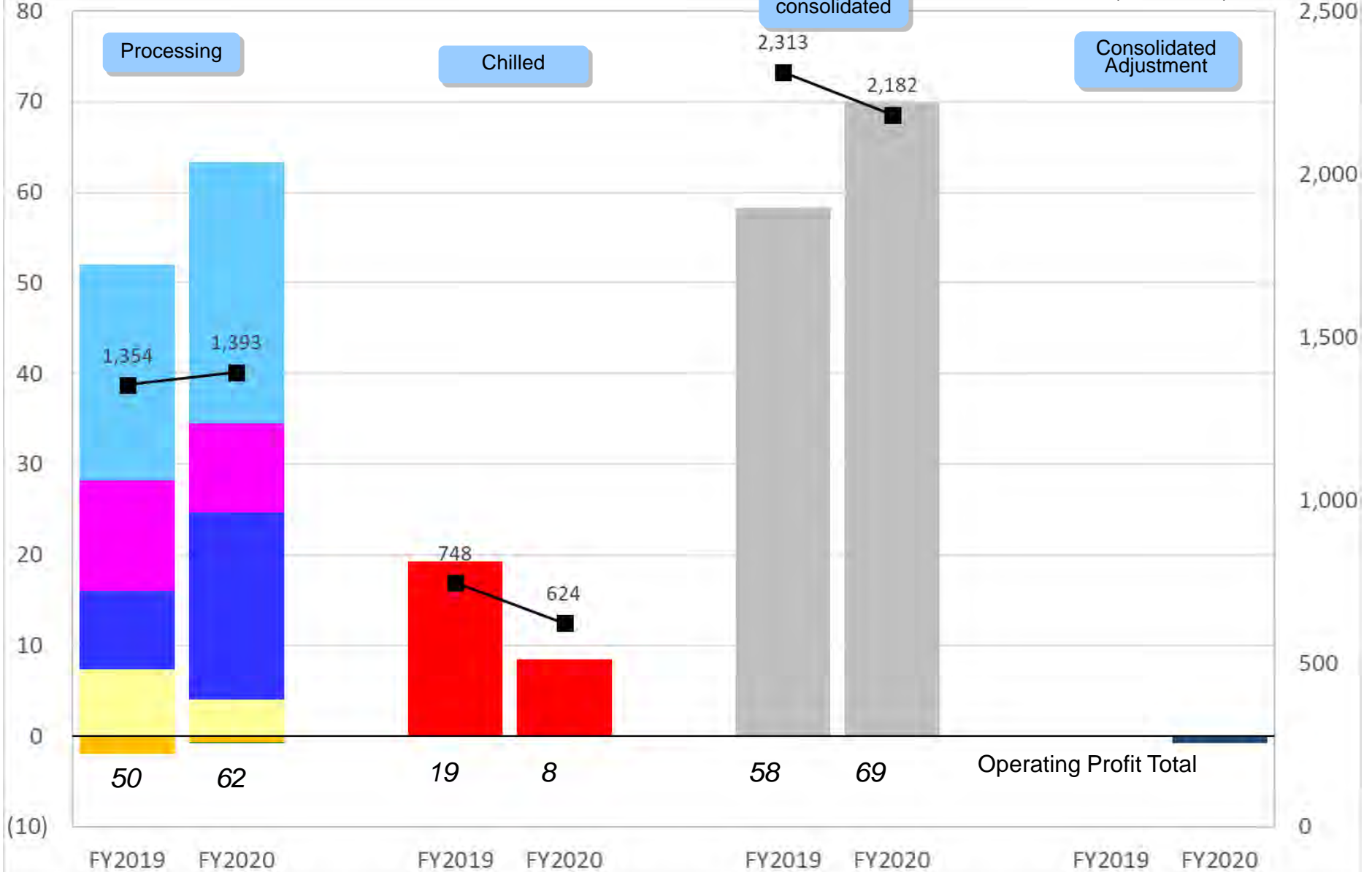
Food Products Business Net Sales & Operating Profit (Y-on-Y)



Operating Profit (Bar chart)

(Unit : 100 million yen)

Net Sales (Line chart)



* The Italic figures in the lower part of this chart show the accumulation of the bar (Operating Profit).