



# A Message from the New President

January 31, 2023

Nobuhisa Ikawa

Representative Director and Vice President, Executive Vice President

NH Foods Ltd.



**Unleash new potentials for protein**

**NH Foods Group Vision 2030**

- 1. Message**
- 2. Strategies for the Next Fiscal Year**
- 3. Medium/Long-Term Strategies**
- 4. New Executive Team**
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**We are deeply concerned by the slowdown of our earning performance under the impact of dramatic changes in the external environment since we formulated Medium-Term Management Plan 2023.**

**We have been restructuring our business models, which were approaching their limits of growth, using an approach based on backcasting from 2030. However, we now recognize that we will not be able to achieve the desired improvements in our business and social value without urgent action guided by an order of priorities that matches the current environment.**

**We share our perceptions of the issues with stakeholders, and we are determined to become a sustainable company.**

**In the next fiscal year, we will pursue business strategies designed to maximize our advantages and restore our business profit to the ¥40.0 billion level.**

Processed Foods  
Business Division

We will accelerate **efficiency improvement strategies** in order to reduce costs.  
We will improve our profit ratios through the **recovery** of flagship brands and the **development** of new brands.

Fresh Meats  
Business Division

We will expand our profits by **further strengthening our advantage in food sales**. We aim to achieve major profit growth by expanding domestic production and enhancing our procurement structures for imported fresh meats.

Overseas  
Business Division

We will sell BPU and **centralize our beef business in Australia**.  
We expand our processed product sales in North America and work toward substantial growth.

Baseball Club  
Business and  
others

We will create **a new income model** following the opening of Hokkaido Ballpark F Village.

Group-wide  
strategy

We will create new specialized units to **market processed products** manufactured by Nippon Food sales and build **efficient logistics structures within the Group**.

### 3. Medium/Long-Term Strategies

**Ensure reliable supplies of protein through a continuing commitment to challenge of urgent and resolute action to transform business models.  
Achieve dramatic improvements in our social and business value.**



#### 4. New Executive Team—Management Structure as of Late June 2023 (planned)

**We will enhance the objectivity of the Board of Directors and strengthen its functionality by separating the roles of Chairperson and President.**

Management structure as of late June 2023 (planned)

Position	Name	Responsibilities
Chairperson and Director	Tetsuhiro Kito	Chairperson of the Board of Directors
President and Representative Director (President and CEO)	Nobuhisa Ikawa	
Director and Managing Executive Officer	Fumio Maeda	General Manager of Fresh Meats Business Division
Director and Managing Executive Officer	Masahito Kataoka	In charge of Accounting & Finance Department and Sustainability Department; General Manager of Tokyo Branch Office
Director and Managing Executive Officer	Kohei Akiyama	In charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public & Investor Relations Department and Secretarial Office
Director (Outside)	Yasuko Kono	
Director (Outside)	Hideo Arase	
Director (Outside)	Tokushi Yamasaki	

# 5. New Organization as of April 1, 2023

(As of April 1, 2023)

—Main changes—

- ① **Creation of the *Marketing Management Division***  
 → Stronger customer focus in marketing
- ② **Creation of the *Business Development & Strategy Division***  
 → Realization of marketing/logistics reform projects

