

Medium-Term Management Plan 2026 Progress Briefing

— Toward Sustainable Growth Beyond
Medium-Term Management Plan 2026 —

November 12, 2025

Nobuhisa Ikawa

President and

Representative Director



3	•————•	Executive Summary
4	•————•	Progress and Outlook of Medium-Term Management Plan 2026
6	•————•	Toward Sustainable Growth Beyond Medium-Term Management Plan 2026
11	•————•	Appendix: KPI Progress

With the progress of the company-wide strategy bringing Medium-term Management plan back on track, this fiscal year is expected to surpass the previous highest business profit

- This fiscal year, business profit is projected to reach ¥59.0 billion, supported by favorable market conditions for domestic chicken and Australian beef as well as solid growth in the ballpark business.
- To ensure the achievement of targets for the final year of the Medium-Term Management Plan, key initiatives have already been reviewed, and new KPIs have been added.
- Although some plans have been delayed in the North American Processed Foods Business and domestic brand strategies, corrective actions are underway to achieve the targets as planned.

NH Foods Group is moving to a new stage.

Achieving enhancement of corporate value through both continuous strengthening of earnings power and pursuit of an optimal capital structure

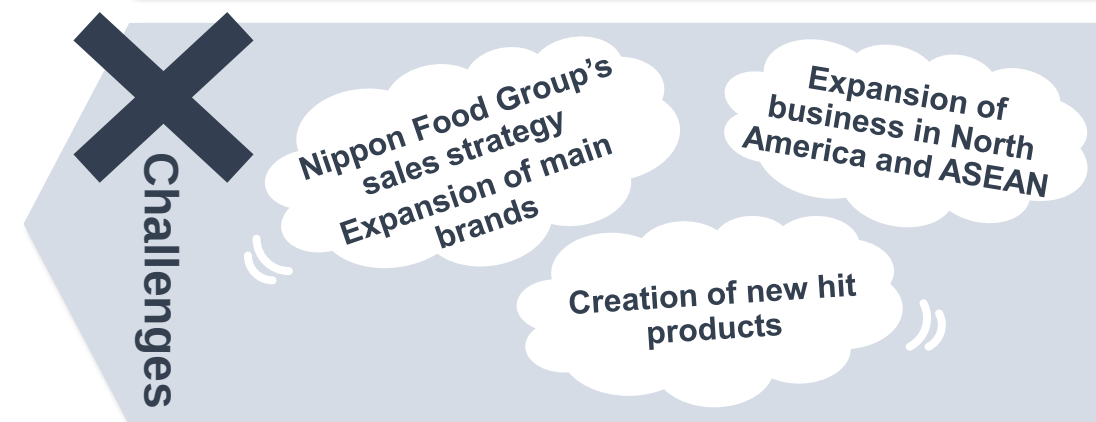
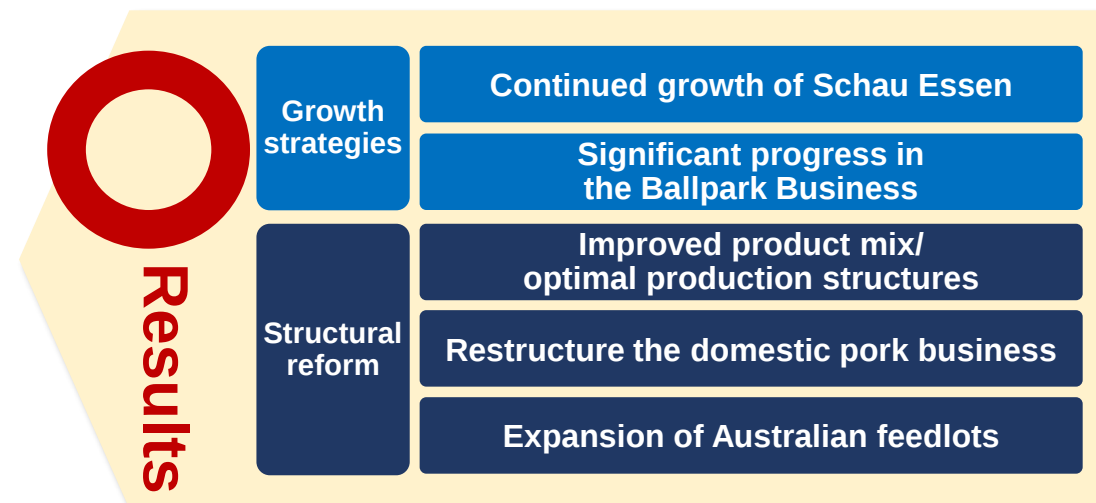
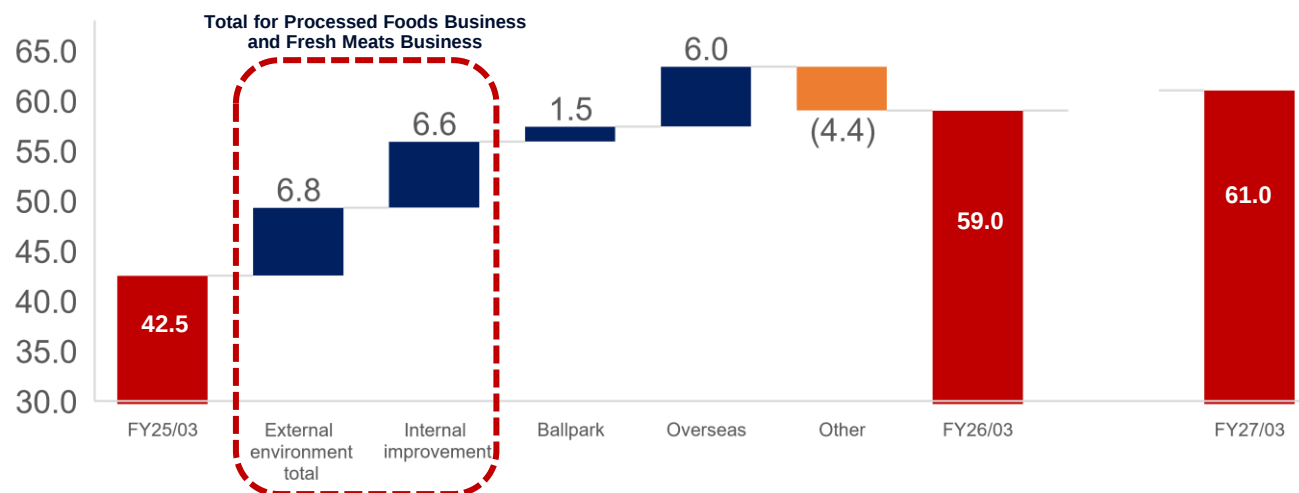
- To enhance corporate value, balance the social mission as a livestock infrastructure based on protein with establishing a sustainable revenue foundation both domestically and internationally
- While strengthening the profitability of existing businesses, carefully select new growth areas for capital investment to maximize earning power
- Continuously execute fast-paced portfolio transformation and strategic capital policy to improve capital efficiency
- To foster challenge and transformation, we will deepen cultural reforms, human capital strategies, and review our governance framework, while advancing the reconstruction of the value chain

4 | Progress and Outlook of Medium-Term Management Plan 2026

In addition to the favorable external environment, the company-wide three-pillar strategy has largely proceeded steadily. In the first half of the year, record-high business profit of ¥36.3 billion was achieved, and forecast business profit for the full year was revised upward to ¥59.0 billion as a result. On the other hand, the results also indicate that challenges remain in the Processed Foods Business, both in Japan and overseas. To increase the certainty of achieving ¥61.0 billion in business profit, we will implement strict KPI management and drive progress in cash generation.

*Please refer to page 10 and beyond for the progress of KPIs.

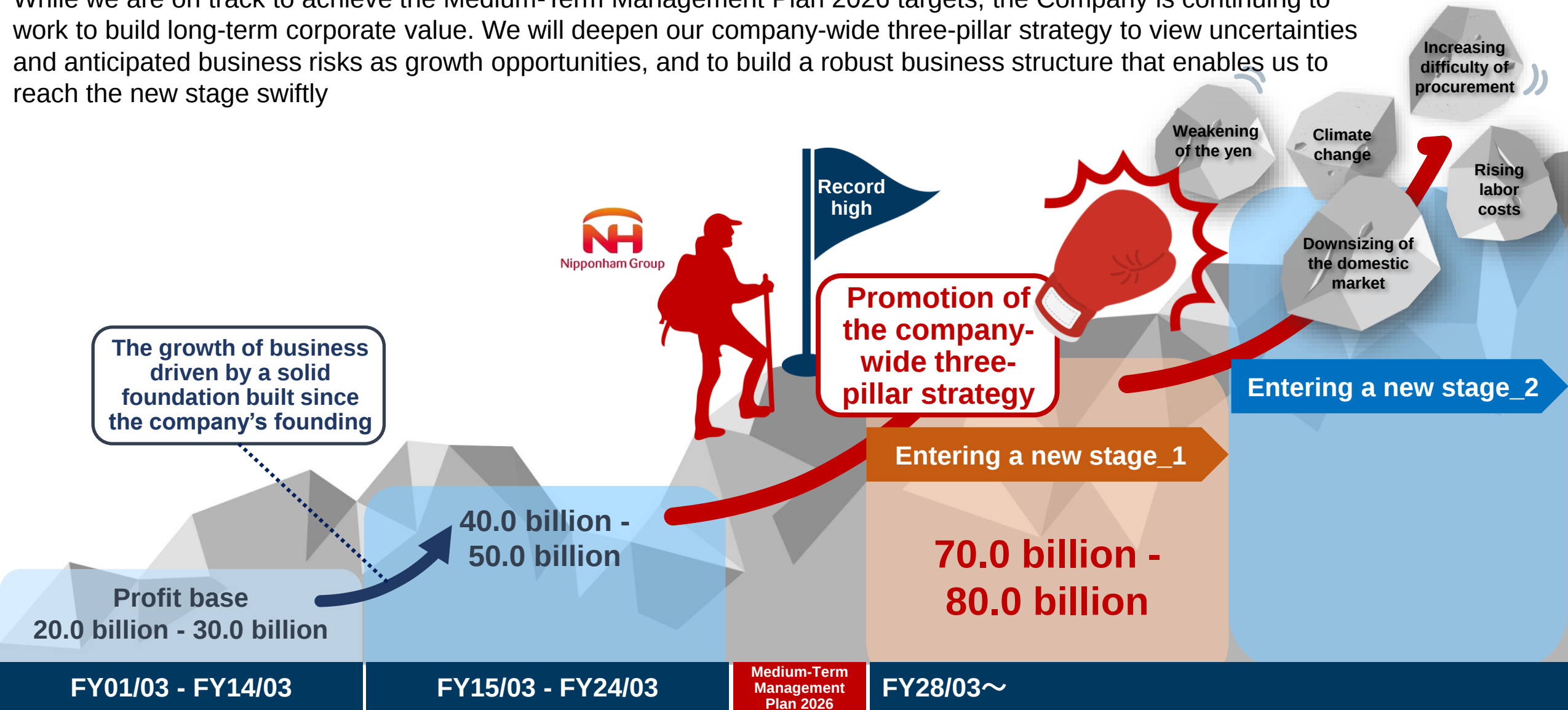
	FY2025/03 Results	FY2026/03 Forecasts	FY2027/03 Plan
Net sales (¥ billion)	1,370.6	1,430.0	1,450.0
Business profit (¥ billion)	42.5	59.0	61.0
Business profit ratio (%)	3.1	4.1	4.2
ROE (%)	5.1	6.6	7-8
ROIC (%)	4.9	5.3	5-6



3	•————•	Executive Summary
4	•————•	Progress and Outlook of Medium-Term Management Plan 2026
6	●————●	Toward Sustainable Growth Beyond Medium-Term Management Plan 2026
11	•————•	Appendix: KPI Progress

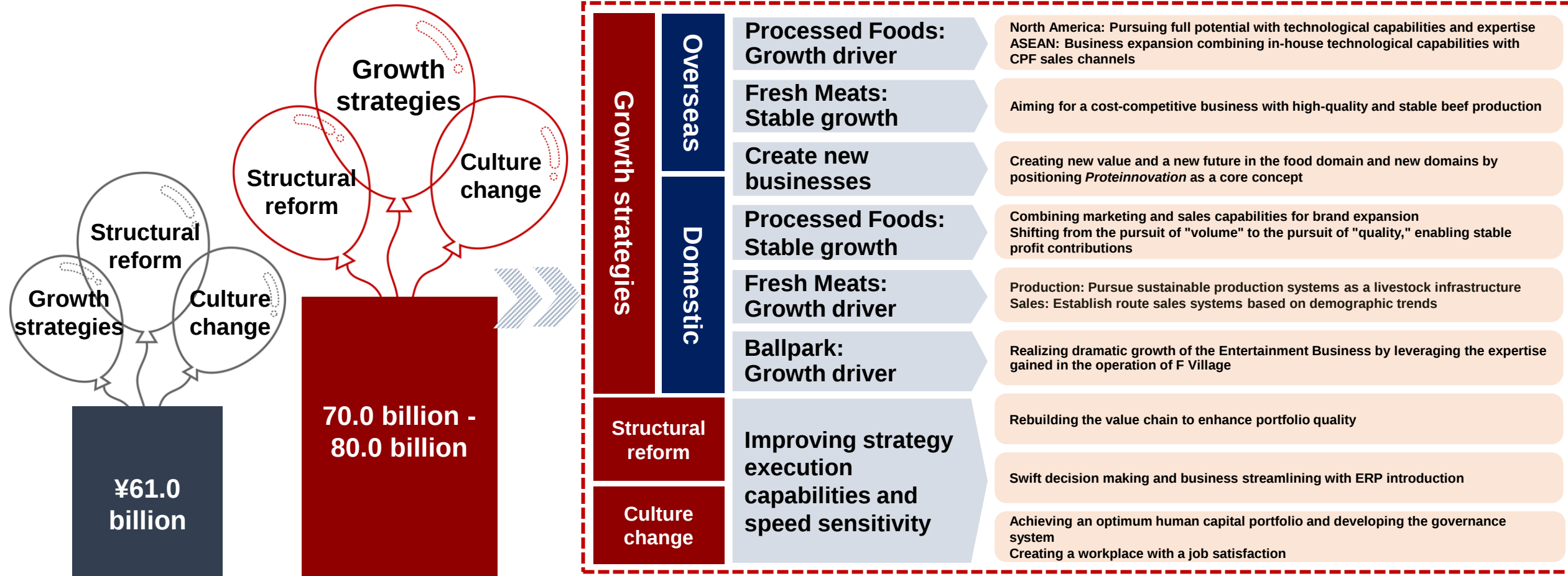
Toward Sustainable Growth Beyond Medium-Term Management Plan 2026

While we are on track to achieve the Medium-Term Management Plan 2026 targets, the Company is continuing to work to build long-term corporate value. We will deepen our company-wide three-pillar strategy to view uncertainties and anticipated business risks as growth opportunities, and to build a robust business structure that enables us to reach the new stage swiftly



Toward Sustainable Growth Beyond Medium-Term Management Plan 2026

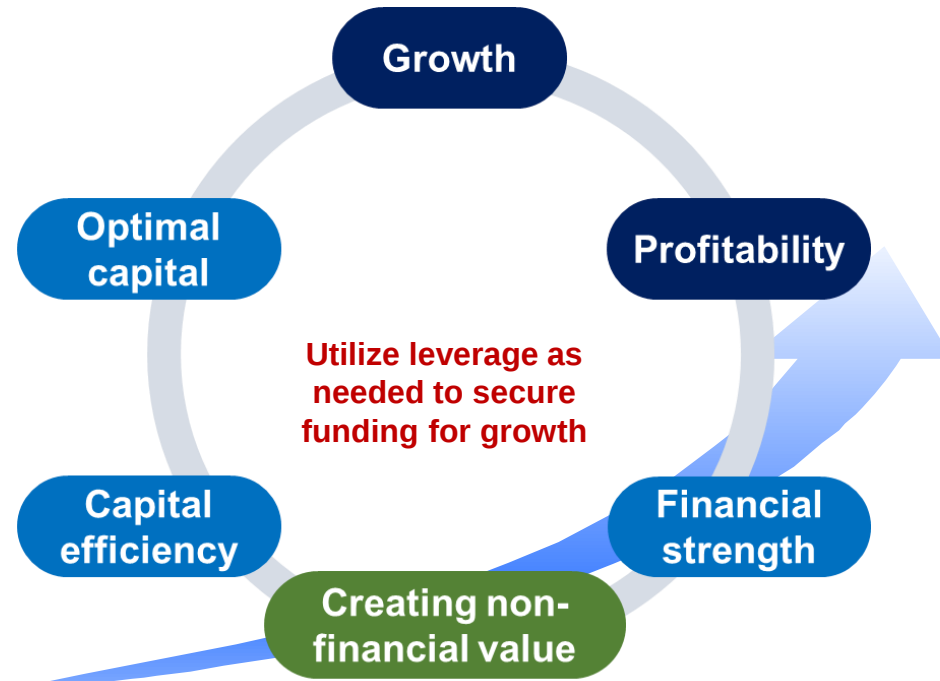
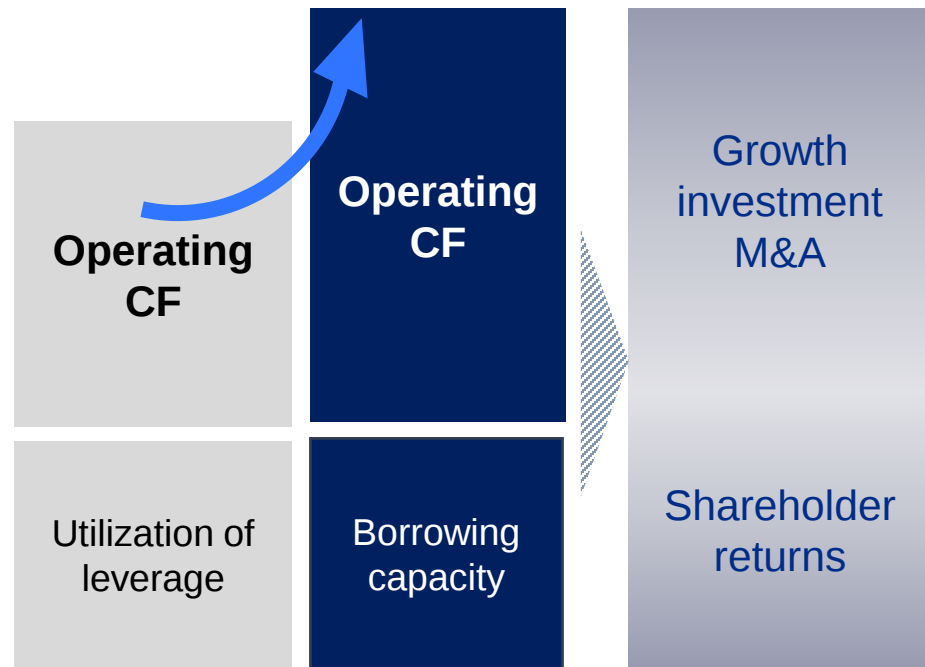
In the Medium-Term Management Plan 2029, we will shift to a stage that **maximizes the deepening of continuous structural reforms and the realization of growth strategy impacts**. For overseas business, we will leverage our developed processing technologies to accelerate growth in the North America and ASEAN markets, creating new profits. For domestic business, achieve high profit levels through strong marketing capabilities and optimized regional sales strategies



The company will enhance its cash generation capacity through autonomous growth, thereby expanding the resources for growth and returns. While prioritizing growth investments that contribute to future growth and value creation beyond the next medium-term management plan, we will support our business foundation with a financial strategy that balances stability and shareholder returns

Raise Operating CF by 10% or more

Cash OUT



- Accelerate the investment cycle for further growth
- Expand investment in human capital
- Pursue the maximization of shareholder value



Expanding financing capacity by enhancing CF through autonomous growth and strengthening the revenue base

Carefully selecting investments that will produce a positive cycle of value creation



A financial strategy that balances growth and financial stability by allocating capital based on company-wide and segment-specific cost of capital, while closely monitoring ROE and the debt-equity (D/E) ratio

Expand cash flow generation capabilities and execute bold strategies for the new stage

Medium-Term Management Plan 2029

2030~

3	•————•	Executive Summary
4	•————•	Progress and Outlook of Medium-Term Management Plan 2026
6	•————•	Toward Sustainable Growth Beyond Medium-Term Management Plan 2026
11	•————•	Appendix: KPI Progress

10 | Appendix: KPI Progress

Structural reform	Division	FY27/03 KPI	Progress in FY2026/3 1st Half
Improvement of product mix	Processed foods	Improve the product mix for ham, sausages and deli products Key category ratio: 70% * Percentage of branded products in consumer sales of ham, sausages, and deli	Reduced low-profit products; key category ratio up from 64% (FY24/3) to 67%
Optimal production structures / Low-profit business review		Optimize the production structure (restructure production sites) for ham, sausages and deli products: Review low profit lines in the marine products, dairy products, extracts, and primary processed products businesses: Production lines : 20% reduction	Implement reductions as scheduled, including the closure of 2 plants, to achieve the plan.
Profit maximization (Introduction of new products and associated increase in line utilization rate)		Improve utilization ratio of priority lines (Priority lines: lines with high contribution to earnings) Optimal production volume target ratio by priority line: 100% (109% of production volume in FY2024/3)	The sales volume of deli products, including <i>Chuka Meisai</i> and pre-fried items, fell short of the plan due to a slow recovery. Efforts are underway to improve operating rates through strategic products
		New product launches (highly profitable new/renewed products) External sales: ¥24.0 billion (estimated retail basis)	Showing solid progress toward the achievement of the target
Improvement of product mix	Fresh meats	Stabilize profits by strengthening sales of branded beef Branded beef ratio: 60%	Achieved 62% by selecting appropriate sales countries in a high-demand environment
Optimal production system		Restructuring of the domestic pork business: Impact over ¥1.0 billion	In addition to increasing shipments at the new farm, sales at appropriate prices have been made more stable, and steady progress has been achieved across the entire value chain
Value chain optimization		Build an efficient organization through enhancing internal and external co-creation and system optimization (Stabilization of imported fresh meat profits, introduction of SAP, productivity improvement through VC optimization) (STEP 1: Medium-Term Management Plan 2026) • Stabilize profits from imported fresh meats - Strengthen collaboration with overseas Group companies and establish a stable and robust procurement and sales structure. - Set KPI for inventory turnover days and execute procurement in accordance with market needs.	Progress made in management to maximize the profitability of the imported fresh meats business Inventory turnover days reduced, and procurement structure aligned with market demand

11 | Appendix: KPI Progress

Growth strategies	Division	FY27/03 KPI	Progress in FY2026/3 First Half
Brand enhancement	Processed foods	Increase sales of flagship brand products: <i>Schau Essen</i> : ¥90.0 billion * Based on estimated retail sales (NH Foods research)	Up 102% YoY, but below the plan due to limited promotions Extension-based sales strategies progressing steadily
Global strengthening		Expand the processed foods business in North America and ASEAN: External sales target (Processed Foods + Fresh Meats): ¥200.0 billion (* KPI to be reviewed next fiscal year)	Overseas growth remains challenging, but efforts are underway to expand sales through the global rollout of <i>Schau Essen</i>
Strengthening business in the Americas		Maximize operation acquired factory in the Americas: Factory operating rate: 100%	Launch of new plant delayed and domestic specialists deployed early—structure expected to be in place within the year
Growth of ASEAN business		Improve profitability of the ASEAN business: Profit improvement in ASEAN area Profit improvement: +1.0 bn yen (vs. FY2024/3)	Establishment of joint venture with CPF * Building sales strategies utilizing CPF's ASEAN distribution network
Brand enhancement	Fresh meats	Increase sales of flagship brand products (<i>Sakurahime</i>) : <i>Sakurahime</i> sale volume target: 120%	Although sales volume fell short of the plan amid rising market prices, sales efforts will be accelerated in the 2nd half of the year
Cross-segment sales		Expand sales of processed products: Processed product sales target: ¥30.0 billion	Progress made in initiatives at Nippon Food companies, including consumer products
Domestic chicken business expansion		Expansion of domestic chicken production and external procurement: Nippon White Farm volume: 103% NH Foods' Consignment Division external procurement volume: 110%	Increased output by improving productivity External procurement volume increased, supported by strong sales despite high market prices
Strengthening sales force in the fresh meat business		Route sales strategy based on demographics: Nippon Food companies route sales volume: 103%	Accelerating urban and regional sales strategies to achieve targets
R&D expansion	R&D	Business creation through R&D strategy (<i>Proteininnovation</i>) : Co-creation proposals in the R&D area: 5	Invested in CoreTissue BioEngineering Inc. Exploring additional investments and initiatives to enhance the value of protein
Ballpark	BP	Further enhance the attractiveness of the ballpark and strengthen the team: Visitor numbers over 4 million	Strong performance supported by favorable team results and the enhanced attractiveness of the Ballpark

