

# Overseas Strategy for the Processed Foods Business Division

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**Unleash new potentials for protein**

NH Foods Group Vision 2030



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# 1

## **Approach to Implementing the 2026 Medium-Term Management Plan in the Processed Foods Business Division**

# Domestic Strategies for the 2026 Medium-Term Management Plan



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## Aiming for a business profit margin of 4% by the final year of the 2026 Medium-Term Management Plan

with structural reform and growth strategy to maximize earnings

### Structural reform

¥8 billion

#### Product mix improvement

Steady progress toward achieving  
a key category ratio of 70%

#### Production efficiency improvement

Proceeding according to plant closure  
and production line consolidation plans,  
towards reducing the number of  
production lines by 20%

### Growth Strategy

¥1 billion

#### Brand enhancement

*Schau Essen* (106% year on year)  
Performing strongly on the way to ¥90 billion

#### Core categories cultivation

Reduced sales of deli products



Strengthen product development and  
marketing systems

Continuously introducing new products based on manufacturing lines in key categories  
to improve operational utilization and profitability.

# Change to the Organizational Structure



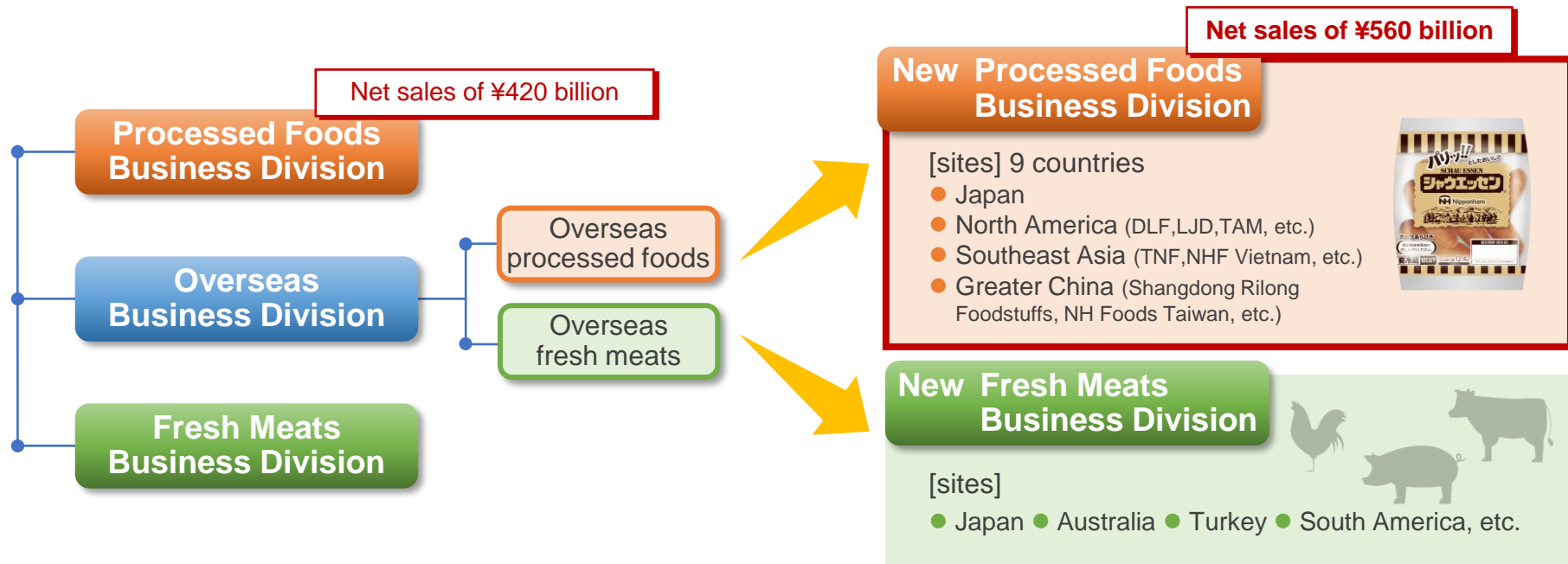
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To achieve the growth strategies laid out in the 2026 Medium-Term Management Plan, we will adopt a company-wide perspective to accelerate the maximization of the value chain and global strengthening

~ FY2025/3

FY2026/3 ~



## Accelerate the growth strategies of the processed foods business by expanding into overseas markets

### Domestic processed foods

- Strengthen the brand further and turn into a business that produces stable earnings with a lean production system
  - Turn core brands into flagships, and expand sales
  - Create new categories
  - Take on the challenge of new markets

- ◆ *Schau Essen* net sales: ¥90 billion(2026)
- ◆ Business profit margin: 4%



Tasks to be accomplished in 2026

### Overseas processed foods

- Turning into a growth business by expanding in growing overseas markets and rolling out brands globally
  - Establish a world-class brand
  - Develop area-specific business strategies
  - Laterally deploy human resources and expertise

- ◆ Expansion of *Mandarin Orange Chicken* and reliable launches of the three acquired companies
- ◆ Expansion of *Schau Essen* in the ASEAN region



\* Overseas processed foods strategy is explained on a separate slide

- (1) Extend the Nippon Ham(NH Foods) brand to dining tables around the world
- (2) Creation of stable revenue unaffected by volatility

# 2

## **Status of the Overseas Processed Foods Business**

## Global sites

# 9 countries, 14 companies





# Establish Brands That Will Become Pillars of the Global Business



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## Top brands

### Weiner

"ARABIKI" products have been developed for each country, leading to different brands



## Top brands

### Weiner

Redefine *Schau Essen* with a focus on the ASEAN region, evolving it into a brand that can compete globally

## Developing brands

### Processed chicken products

Crazy Cuizine has only been released in North America



## Developing brands

### Processed chicken products

Roll out brands cultivated in North America globally



# Before

# After

Develop them into brands recognized as part of



## Development of strategies tailored to the markets in each country



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	Site	Main Business	Direction
Americas	US Mexico	<ul style="list-style-type: none"> <li>◆ Manufacturing and sales of processed meat products</li> <li>◆ Local sales (wholesale)</li> <li>◆ Procurement and export of fresh meats</li> </ul>	Segmentation of products and customers
ASEAN	Thailand	<ul style="list-style-type: none"> <li>◆ Manufacturing and sales of processed foods</li> </ul>	Review of sales channel strategies, including Japan
	Vietnam Indonesia		Expansion of consumer products
	Singapore	<ul style="list-style-type: none"> <li>◆ Wholesale of fresh meats</li> <li>◆ Planning, development, sales and export of processed foods</li> </ul>	Business expansion through third-country trade
Greater China	China / Taiwan	<ul style="list-style-type: none"> <li>◆ Manufacturing and sales of processed foods, extracts and freeze-dried products</li> </ul>	Establishment of local sales channels



## Growth strategy based on own expansion

Expand in regions expected to have future population increases where there is a high interest in foods with Asian tastes

US



Strengthening of manufacturing capacity and reciprocal use of sales channels due to the acquisition of three companies in North America  
Development of new products leveraging development technologies cultivated in Japan, and brand strengthening



## Expansion through co-creation with other companies

Expand the business in a speedy fashion by collaborating with local companies that have excellent management resources

Thailand



Strengthening of the supply chain in ASEAN markets through co-creation with other companies. Rebuilding of the value chain with Japan

Indonesia



Channel (CVS, FS) strategy utilizing the value chain of the joint venture partner

# Launch of a task team through the integration of overseas businesses



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## Exports (Japan → Overseas)

- ◆ *Schau Essen*  
[processed meat product]
- ◆ Pizza [via wholesalers]
- ◆ Pudding [JF export]

## Imports (Overseas → Japan)

- ◆ **Strategic overseas products**  
→ Sales to Japan, such as CPF and TNF

Co-creation

Lateral  
deployment of  
human resources  
and expertise

## Sales support

### Local domestic sales, Japanese companies

- ◆ Commercial customers (sushi restaurants, etc.)
- ◆ Development of products for domestic sale

## Development support

### Lateral deployment of expertise with local manufacturing technologies

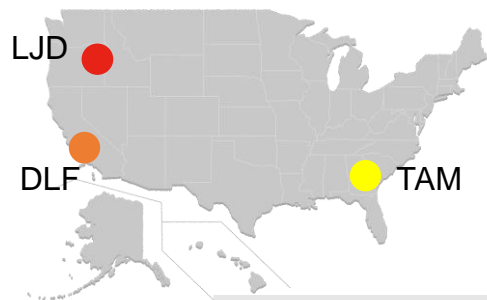
- ◆ Sausages for domestic sale
- ◆ Improved yield and productivity

**Fully utilizing the NH Foods Group's resources,  
leading to expansion of the overseas business**

# 3

## **Business Strategies in North America**

# North American Processing and Manufacturing Sites

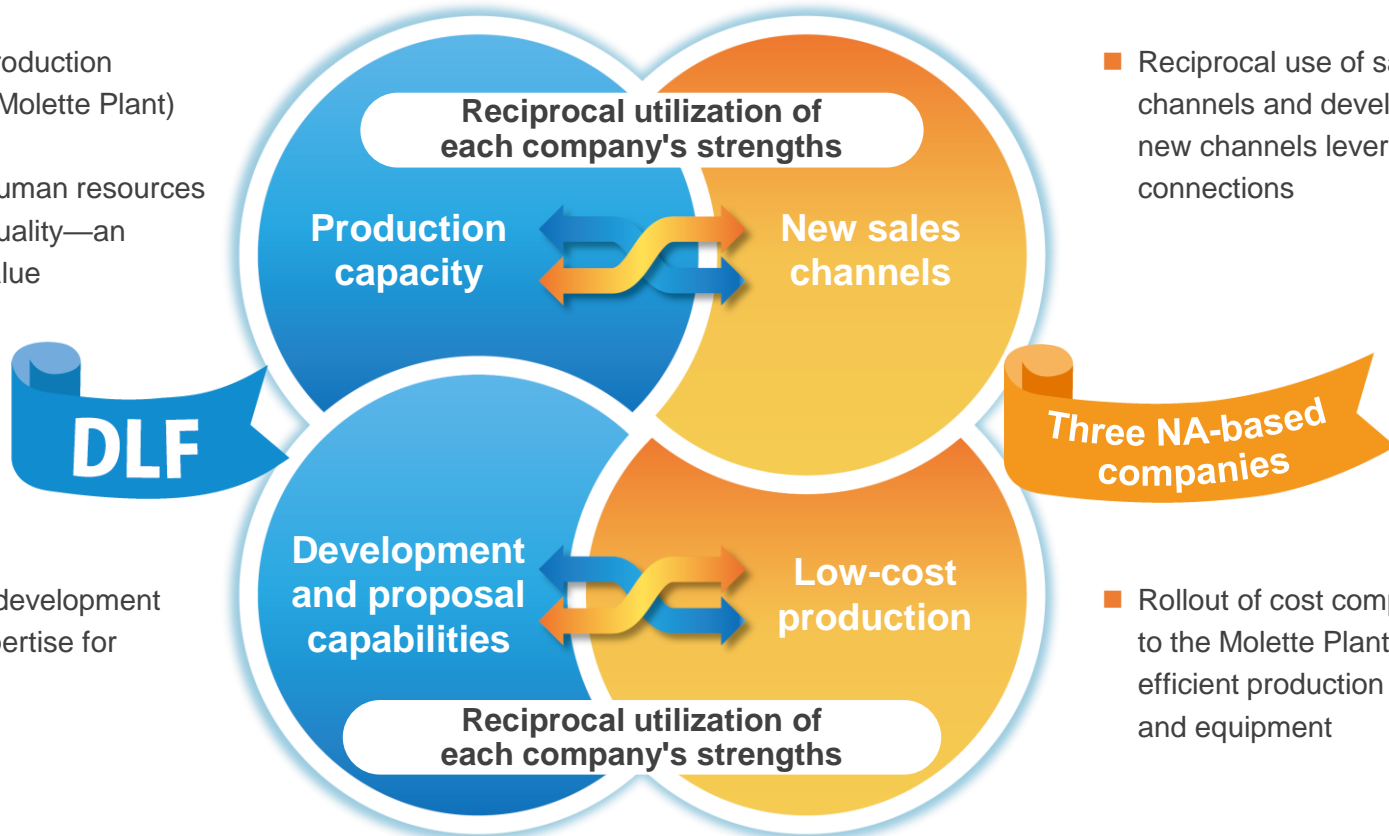


	Day-Lee Foods 〔DLF〕  California	Three companies acquired through M&A	
		LJD Holding, Inc Mountain View Packaging 〔LJD〕 Idaho	TamarackFoods 〔TAM〕 Georgia
	Manufacturing of national brand products	Manufacturing of OEM products	Manufacturing of OEM products
Strengths	Maintains strong connections with key customers on the West Coast, where many food trends originate from	Strong technological expertise enabling a wide range of OEM manufacturing from retailers and manufacturers	Advantages in terms of logistics costs due to its location close to poultry production areas and consumption areas. Owns high-capacity production facilities
Costs	High personnel expenses and environmental costs	Low	Low
Operating status	Full operation	Full operation	Expected to reach full operation by the end of the fiscal year
Initiatives in the current fiscal year	<ul style="list-style-type: none"> <li>Implement price increases</li> <li>Reduce downtime</li> <li>Reduce logistics costs</li> </ul>	<p>Continue to implement PMI (integration of NH's corporate culture, policies and business practices, development of IT systems, employee training, improved communication, and all other integration tasks)</p> <ul style="list-style-type: none"> <li>Implement price increases</li> <li>Expand sales capabilities to develop new customers</li> </ul>	<ul style="list-style-type: none"> <li>Reach full-scale operation as early as possible</li> <li>Human resource development</li> <li>Expand market share on the East Coast</li> </ul>
Medium- to Long-term Initiatives	Establish brands through strengthening marketing functions	Building an optimal production system made up of the three manufacturing sites	

# Synergy effects due to acquisitions

- Restrictions on production capacity at DLF (Molette Plant) removed
- Equipment and human resources able to achieve quality—an aspect of NH's value

- Utilizing product development and branding expertise for new products



- Reciprocal use of sales channels and development of new channels leveraging connections

- Rollout of cost competitiveness to the Molette Plant through efficient production expertise and equipment



**We will realize growth in the processed foods business by investing more management resources overseas**

We will make the NH Foods Group a global brand, driving the business expansion of both domestic and overseas operations as integral parts of our strategy





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