

IR DAY Part 3: VBM (Value-Based Management) in the NH Foods

Date and Time: June 18, 2025, 11:10 - 12:00

Speaker:

Atsushi Onishi, Executive Officer, in charge of VBM Promotion Office

Q1. What are the challenges for enhancing NH Foods' corporate value?

A1. Our business is based on a strong value chain built in the past. Because of this, we have grown through individual optimizations, which has prevented us from making broader changes. Furthermore, to improve PBR in the future, we need to advance differentiation from other companies through investments in intangible assets and other measures. Specifically, investments in solving social issues that contribute to economic value and in R&D are necessary.

Q2. How will NH Foods implement VBM management to effectively reflect business challenges from the operational sites into corporate management?

A2. It is essential to further raise awareness of integrated PL/BS management across the entire company. Those responsible for BS control having options like KPIs such as ROIC and EVA to focus on improving corporate value. Enhancing management capabilities toward VBM and activities to raise awareness at the operational level are crucial.

Q3. What are the authority and timeline for the deployment of the VBM Promotion Office?

A3. Improving current profitability and planning for the future require close cooperation with top management and business divisions. We want to create an organization where the VBM Promotion Office leads and facilitates consensus-building from the perspective of overall optimality. By the first half of this fiscal year, we plan to develop a broad framework to visualize value across the entire company, and in the second half, we will initiate activities.