

CEO Message

**Our Changeless Origin, “Peace Will Come to the World
When There Is Enough Food (*Shoku-soku Se-hei*)”
Completing a Transformation in an Era of Structural Change**

Our Changeless Origin: *Shoku-soku Se-hei*

Peace will come when there is enough food (*Shoku-soku Se-hei*). This is one of the basic tenets embodying the unwavering founding spirit of the NISSIN FOODS Group. Since our founding, we have continually asked ourselves what we can do to serve people through food.

What we provide is not merely food to satisfy hunger. What we provide moves people’s hearts and delivers surprise and happiness. We have poured this conviction into each and every one of our business activities.

Our stance of contributing to society through food will remain unchanged going forward. And that stance is firm and unwavering at the very core of my management decisions.

**Two Guiding Themes:
Planetary Health and Human Well-Being**

The environment surrounding food is changing dramatically. Climate change, biodiversity, the destabilization of supply chains, nutritional challenges, and increasingly diverse consumer needs—the issues that food manufacturers must confront are broad and wide-ranging. Amid all these changes, our Group is taking on two global themes: “Planetary Health” and “Human Well-Being.”

Our reasons for pursuing these two themes are clear. The first is that our Group has the capabilities to provide solutions for these global themes. As a leading company that has driven the world’s instant noodle market, we have created new food options and delivered them to consumers around the globe. Supporting this market presence are our strengths in innovation, marketing, and branding. By leveraging these strengths, we

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can implement our efforts to reduce environmental impact and address nutritional challenges in the form of products and services, and deliver them widely to society.

The second reason is our mission—a sense of what we must accomplish. From upstream to downstream, the impact of our Group's activities on the environment and society is by no means small. That impact is precisely why we bear a responsibility to reduce environmental impact and respond to nutritional challenges at an industry-leading level. When we take a single step forward, the impact does not stay within our own company but ripples outward, driving behavioral change among suppliers, distributors, and consumers.

"Planetary Health" refers to our efforts toward coexistence with the global environment. For a food manufacturer, climate change and the loss of biodiversity are not merely social issues but also management issues that bear directly on raw material procurement and stable supply. In 2020, our Group launched "EARTH FOOD CHALLENGE 2030," a company-wide environmental strategy initiative, and we have steadily advanced it year after year, centered on efforts such as CO₂ reduction and sustainable procurement. In addition, toward reducing environmental impact and building sustainable food systems, we are advancing

research and development in plant-based foods and alternative proteins, thereby creating new options for passing a rich food culture on to the next generation. This is not merely the proposal of substitutes, but the creation of a new food culture suited to the society of the future.

"Human Well-Being" refers to our efforts to enhance people's sense of happiness. While diets have grown richer, particularly in developed countries, the challenges of overeating, unbalanced diets, and the coexistence of overnutrition and undernutrition exist side by side. Our Group confronts these health- and nutrition-related social issues head-on, and we are advancing "Optimized Nutri-Dense Meals" as a business. Utilizing the processing technologies we have cultivated through instant noodles, we pursue a balance of nutrition and great taste. This embodies "Eat wisely for beauty and health (*Bi-ken Ken-shoku*)," another of our founder's spirits.

We have no intention of treating these efforts to address social issues merely as "doing good because it is the right thing to do." Creating social value cultivates trust in our company and our brands, and this in turn leads to economic value over the medium to long term. I am truly determined to achieve both aims in full.

Leveraging Our Resilient Strengths in an Era of Structural Change

The current global business environment is in a period of significant upheaval, even by historical standards. The rise of geopolitical risks, the fragmentation of supply chains, shifts in inflation and interest rates, the polarization of consumption, and intensifying competition in the food market are all elements shaking the very assumptions of corporate management. There is no guarantee anywhere that the successes we enjoyed until yesterday will still hold true tomorrow.

I regard this environment not as a temporary headwind, but as structural change. What matters here is not to repeat

short-term fixes, but to discern change and steadily build up the measures needed for sustainable growth. The foundational support is our Group's resilient business structure: a business domain centered on instant noodles, brands we have built and strengthened in regions around the world, and a diversified portfolio across regions and businesses. By leveraging this structure to the fullest, we will confront the management challenges we must address.

A Year That Brought Challenges Into Focus: Rebuilding Our Global Growth Strategy

FY 3/2026 was a challenging year for the Group financially, affected by the normalization of demand following the earlier surge in instant noodle demand in the U.S. business, changes in consumer behavior, and company-wide cost increases. Of these challenges, the U.S. business is the issue I take most seriously. As preferences grow for lower prices and competition intensifies for premium products, our response was not sufficient.

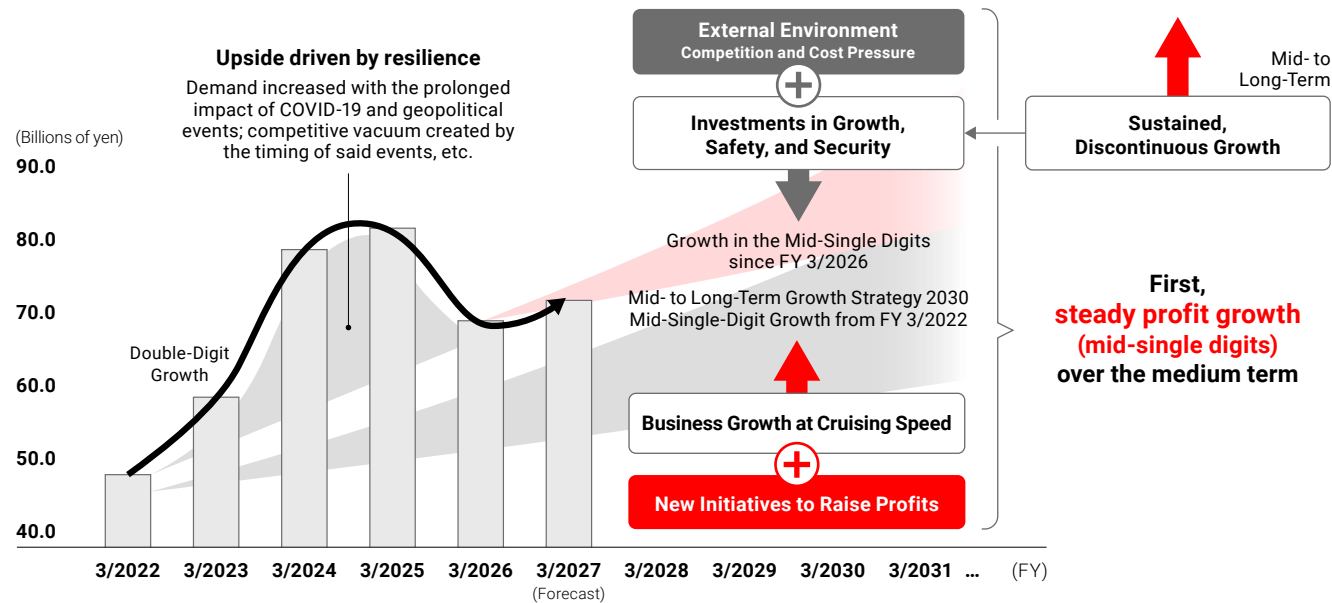
At the same time, the emergence of these challenges has clarified what we must work on to return to growth. At the core will be the rebuilding of our global growth strategy and the strengthening of the management foundation that supports this strategy. After a fundamental review of our brand strategy in the overseas business, we approach FY 3/2027 as a starting point for renewed growth, and our aim is to return to a profit growth trajectory in the mid-single digits. In Japan, too, a structural shift from deflation to inflation is progressing, giving rise to various cost-increase pressures. Even under such conditions, we intend to absorb cost increases through appropriate price revisions and maintain sustainable operations.

By further raising brand value through the various measures we have implemented to date, we will create value that keeps consumers choosing us. We will tackle the challenges head-on and see the transformation through to the end.

We see the U.S. market not merely as a large market, but

CEO Message

Sustainable Growth of Core Operating Profit of Existing Businesses



as a strategic market capable of driving our global growth. In our product strategy, we put forward a value proposition that lets consumers enjoy the quality of Japan's ramen restaurants easily and affordably at home, and, under the concept of **BOLD TASTES of TOKYO**, we are pursuing full-scale entry into the Japanese ramen category. Whereas instant noodles have until now been consumed as a snack, we will move beyond that framework and evolve instant noodles into something chosen as a complete meal. On the organizational side, we will make the fullest use of our Regional Headquarters of Americas to increase the speed of on-the-ground decision-making. We will transform ourselves into an agile structure that tries new ideas and corrects course immediately whenever something isn't working out.

Realizing global growth also makes strengthening our supply structure indispensable. In Japan, we are advancing the renovation of plant facilities to further improve quality and productivity and to reinforce our stable supply structure.

Overseas, we are advancing investments that anticipate future demand growth, including the launch of new production sites in the U.S., Brazil, Mexico, and elsewhere.

At the same time, we are refining our business portfolio anew. While the domestic instant noodle business continues to sharpen competitiveness as the core source of cash generation, we are nurturing the non-instant-noodle domain and new businesses as the next growth engines. There, the key will be to roll out laterally the winning pattern we have cultivated, namely innovative products × bold communication. As needed, we will also draw on M&A and alliances as options, while capturing growth opportunities at home and abroad. It is also important to build a growth model with reproducibility across the Group, while clarifying synergies with our existing businesses.

We are also undertaking reform of the cost structure across the Group. We are making our cost structure visible on a global basis and advancing optimization across the whole

company. By identifying areas with room for improvement and rebuilding a lean operating structure, we will lift our profit level and strengthen the cash-generating capability that makes our next growth investments possible.

To Our Stakeholders

As the pioneer that created the world's first instant noodles and the world's first cup noodle, we have always invented the Next Big Thing. What is called for now is not to compete on price alone, but to keep providing value that exceeds the expectations of our consumers. We will integrate the many facets of value that food holds—taste, convenience, peace of mind, and also the environment and nutrition—and elevate these values into products and services that help solve social issues.

Since our founding, we have grown with creativity as our driving force. What is needed now is to return to our origins while facing reality head-on without fear of change and continuing to take on challenges. By contributing to society through food and helping to build a sustainable society, we will achieve the enhancement of our corporate value over the long term. We ask for your continued support.



Value Creation Process

Building on our founder's spirit, the NISSIN FOODS Group harnesses our six management capitals and excels in branding, marketing, and innovation to craft captivating products that generate economic value and social value. By iterating on this sequence of actions, we personify the ideals of our founder, setting our sights on sustainable growth—this process is our Group value creation process.

Creating Social Value

- Promoting Health and Mitigating Early Health Concerns Among Consumers » p. 55
- Improving Employee Engagement » pp. 56–58
- Handing a Bountiful Planet to Future Generations » pp. 47–51

Creating Economic Value » p. 37

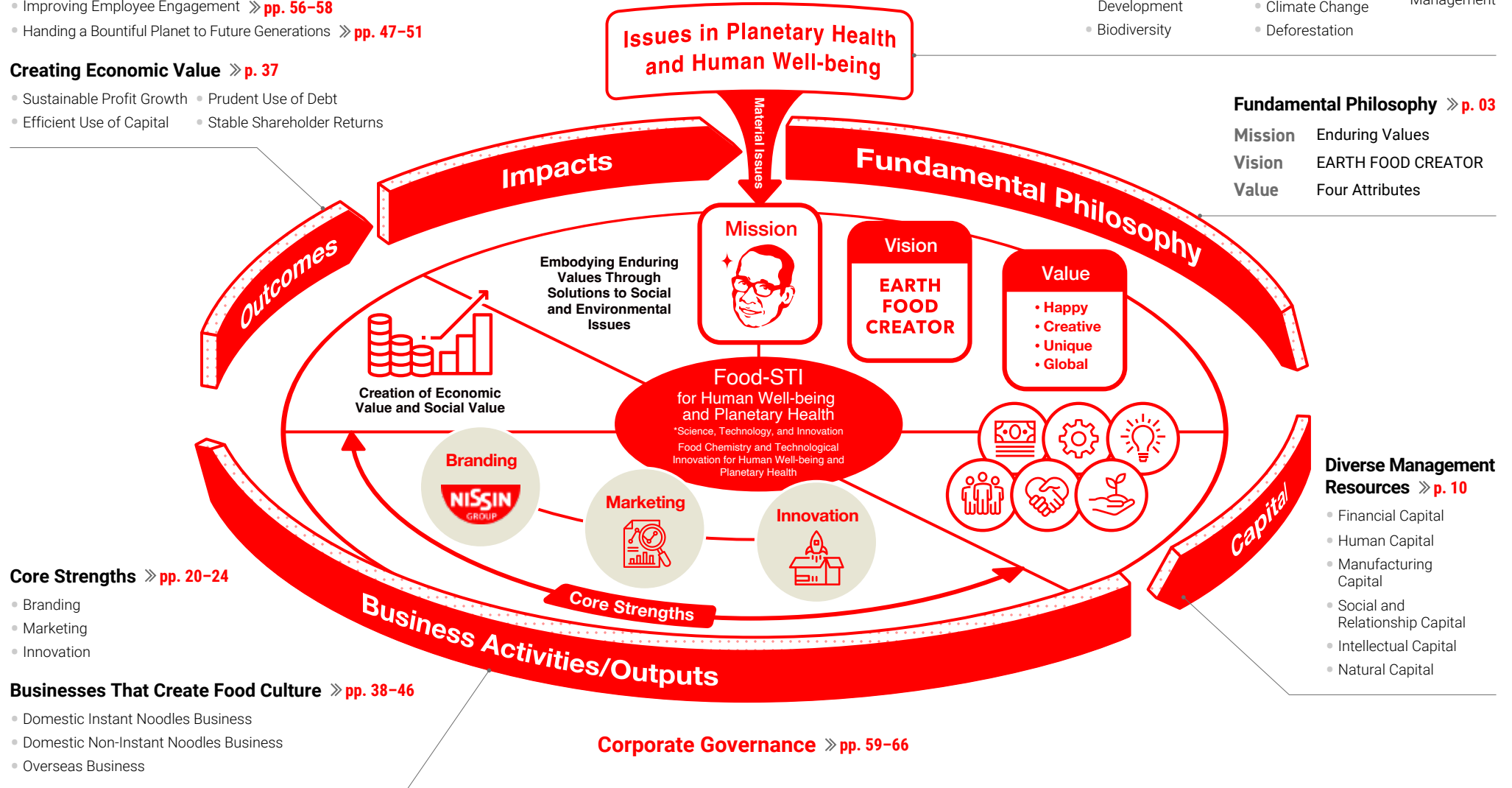
- Sustainable Profit Growth • Prudent Use of Debt
- Efficient Use of Capital • Stable Shareholder Returns

Main Social Issues to Address » pp. 11–12

- Health and Nutrition
- Human Resources Development
- Biodiversity
- Product Safety and Security
- Climate Change
- Deforestation
- Sustainable Value Chain Management

Fundamental Philosophy » p. 03

Mission	Enduring Values
Vision	EARTH FOOD CREATOR
Value	Four Attributes



Six Capitals of NISSIN

The NISSIN FOODS Group business activities are supported by six types of capital, from financial capital to human resources, as an EARTH FOOD CREATOR and superior brand power. We create new food culture and achieve sustainable growth for the Group by growing these capitals and identifying and maximizing their appropriate allocation in an uncertain social environment.

Capital Characteristics	Financial Capital	Social and Relationship Capital	Intellectual Capital	Human Capital	Manufacturing Capital	Natural Capital
						
	Sound Financial Position and High Profitability The NISSIN FOODS Group has built a strong financial foundation by accumulating steady profits from our solid business base as a leading instant noodles manufacturer. We continue to make active investments in growth areas, including in the Overseas Business, to strengthen our earnings base further.	Brand Strength Nurtured by Superior Marketing Expertise The NISSIN FOODS Group aims to become a branding corporation made up of leading brands by fostering brand growth and maximizing our value. Our brand communication combines TV commercials, in-store promotions, and social media engagement to raise mindshare ^{*1} among target audiences and build strong brand loyalty.	R&D Bases Supporting Technological Innovation and Investments in New Businesses The NISSIN FOODS Group developed proprietary technologies to reproduce the delicious signature flavors of NISSIN in the instant noodles category and holds a broad portfolio of food-related intellectual property. We also develop cutting-edge food and production technologies founded in food safety and security using our processing techniques cultivated to date.	An EARTH FOOD CREATOR Supporting Group Businesses The NISSIN FOODS Group carries out a medium-term human capital strategy guided by our founder's spirit and our belief that human capital is the source of corporate value. Under this strategy, we work to strengthen our management structure and reinforce our global and domestic human capital foundations. We also enhance engagement and foster a strong sense of personal growth among diverse employees through various initiatives, including training and support for self-directed career development through NISSIN ACADEMY, embedding our Mission, Vision, and Values, and initiatives that advance DE&I, well-being, and health management.	Manufacturing Bases and Outstanding Quality Supporting Global Business Activities The NISSIN FOODS Group operates manufacturing bases in Japan and overseas, enabling a highly efficient production framework and a high level of quality control. We also continue to make proactive capital investments to support food safety and security while responding to strong demand.	Initiatives to Address Resources and Climate Change Through Our Unique Environmental Strategy The NISSIN FOODS Group is a global company that supports the food of people around the world. To this end, we position stronger environmental action as a key management priority and established the environmental strategy EARTH FOOD CHALLENGE 2030 as part of our mid- to long-term growth strategy. We take on the challenge to protect the global environment surrounding natural resources and to use those resources more efficiently.
Key Indicators	ROE level: 9% → Targets: Over 10% by 2030 15% over the long term Net debt/EBITDA 0.9x High external ratings JCR AA R&I AA-	High recognition of <i>CUP NOODLES</i> Domestic instant noodles market No. 1 share Number of countries where <i>CUP NOODLES</i> are sold 100+ Number of <i>CUP NOODLES</i> sold 2.3 billion meals/year Localization	Number of NISSIN FOODS Group patents 618 in Japan; 914 overseas R&D-to-sales ratio 1.6% Investments in new businesses 5%–10% of core operating profit of existing businesses Technology to create Optimized Nutri-Dense Meals	Consolidated number of employees 17,988 Percentage of overseas employees 63.4% Percentage of female managers 10% Employee alignment with our Mission, Vision, and Values 77%	Group manufacturing bases 33 in Japan; 24 overseas ^{*2} Kansai Plant defective product rate Less than 1 in 1 million Capital investment ¥96.8 billion	Water withdrawal (domestic and overseas) 8.9 m³ per million yen of sales CO ₂ emissions 367 thousand t-CO₂ Sustainable palm oil procurement ratio 52.3% Implementation of sustainability surveys for business partners

*1 Share of interest in the minds of the target audience *2 As of March 31, 2026

Our Material Issues

The NISSIN FOODS Group considers changes in society and our business environment and identifies material issues directly linked to our business and which affect the enhancement of the Group's medium- and long-term corporate value.

We believe that generating economic and social value through our own businesses is essential to achieve the sustainable growth of the Group. To achieve this, we approach materiality not merely as a risk response, but as an opportunity to strengthen the foundation of our existing businesses, expand profits (economic value), and create social value. We will embody the philosophy of the founder by working continuously on the identified material issues while taking on the challenge of Planetary Health and Human Well-being, which are social issues for the Group.



External Environment	Key Risks	Key Opportunities	Material Issues	Relation to Key Mid- to Long-Term Growth Strategies
• Growing demand to extend healthy life expectancy • Obesity caused by excessive caloric intake and hidden malnutrition caused by incorrect dieting methods • Hunger and chronic food shortages • Growing societal demand for reducing food loss • Stricter regulations on food labeling and traceability	• Risk of reduction in market purchasing power brought about by health and nutrition issues such as the double burden of malnutrition • Risk of higher costs necessary for responding to tighter regulations for improvement of nutrition issues	• Higher sales revenue from development and sales of products with higher nutritional value for health-conscious consumers • Market expansion from providing diverse products according to the various consumer needs and preferences • Enhanced brand loyalty by providing consistently high-quality products	Health and Nutrition Product Safety	Human Well-being Strengthen Cash Generation Capabilities of Existing Businesses Pursue New Businesses EFC2030
• Labor shortages and increasing difficulty in securing talent • Rising expectations for diversity and inclusion • Growing demand to improve work environments and implement workstyle reforms • Heightened importance of reskilling and talent development	• Risk of disruption to business activities from inability to recruit or secure human capital across the Group due to a shortage of human capital in the labor market • Risk of a shortage of future management human capital if the global planned development of next-generation leaders does not progress as intended	• Creation of innovation and improvement of competitiveness through obtaining and developing diverse human capital	Human Resources Development	
• Higher temperatures and frequency of extreme weather events • Increase in production and logistics risks due to more severe natural disasters • Higher volatility in raw material and energy prices • Stricter regulations aimed at achieving carbon neutrality	• Risk of penalties and fines arising from non-compliance with environmental laws and regulations • Risk of higher costs for complying with tighter environmental laws and regulations • Risk of lawsuits related to environmental issues within the supply chain • Risk of difficulty in procuring raw materials and supplying products due to the impacts of climate change	• Development and use of plant-derived food alternatives using food technology • Stable raw material procurement due to strengthening of supplier management • Increase in demand as stockpile products for disaster preparedness due to frequent occurrences of large-scale natural disasters	Climate Change	
• Destruction of ecosystems due to excessive resource use • Weakened production base from soil degradation and water resource depletion • Demand for human rights due diligence for stakeholders across the supply chain • Stricter environmental laws and regulations	• Risk of lawsuits arising from non-compliance with environmental laws and regulations • Higher costs for complying with tighter environmental laws and regulations • Risk of lawsuits related to environmental issues in the supply chain • Risk of disruptions to raw material procurement due to impacts such as biodiversity loss	• Development and use of plant-derived food alternatives using food technology • Stable raw material procurement due to strengthening of supplier management	Biodiversity Deforestation Sustainable Value Chain Management	
			Planetary Health	

Our Material Issues

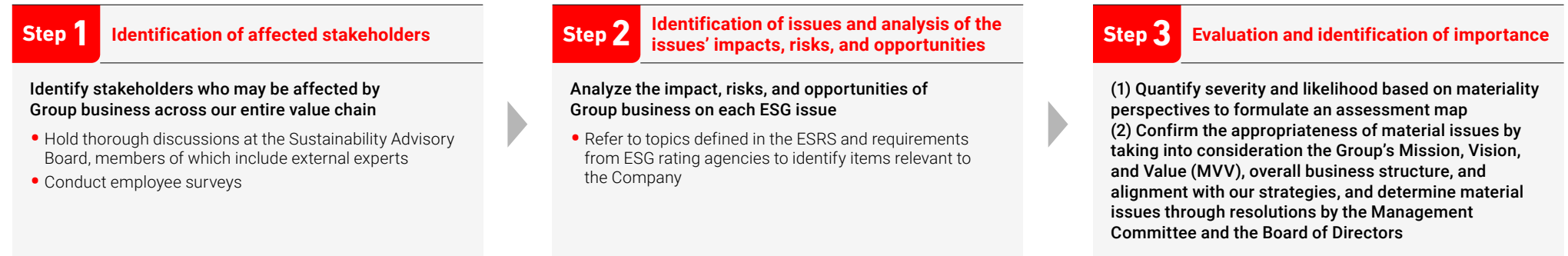
Reviewing and Determining Materiality

Based on the ESG-related topics stipulated by CSRD/ESRS^{*1}, we analyze both the impacts our business activities have on changes in the environment and society (impact materiality), and the impacts those changes have on our business (financial materiality). We then identify our material issues based on this analysis. Beginning in FY 3/2026, performance evaluations for officer remuneration, including directors, reflect the degree of achievement of targets for the material issues of climate change, sustainable procurement, and human capital development^{*2}.

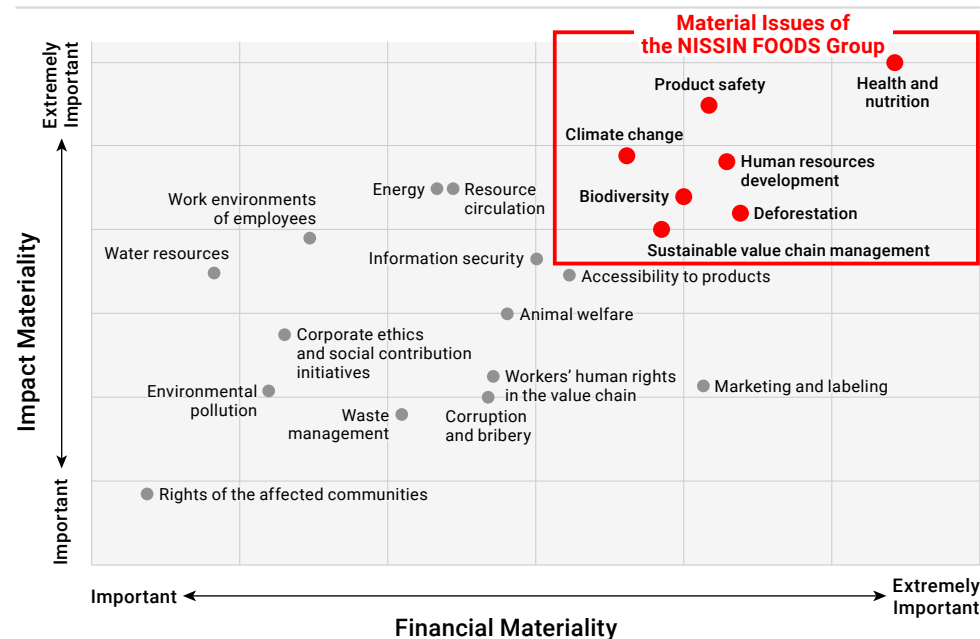
^{*1} Corporate Sustainability Reporting Directive/European Sustainability Reporting Standards

^{*2} The performance-linked basic remuneration for directors fluctuates from 0 to 50%, while that for executive officers fluctuates within a maximum range of 40%, from -20% to +20%. The weight of the evaluation of ESG-related objectives differs for each officer.

Identification Process



Materiality Map



Major Metrics and Initiatives by Materiality

Refer to the corresponding website for more details.

Health and Nutrition	Increase the percentage of products with improved nutritional value through NISSIN Nutrient Profiling System (NISSIN-NPS[®]) to 50% (compared to 2020) by 2030
Product Safety	>> Health and Nutrition NISSIN FOODS Group
Human Resources Development	- Achieve 10% or higher for the percentage of female managers by the end of FY 3/2026 - Achieve 15% or higher for the percentage of female managers by the end of FY 3/2031 - Achieve 200% of the current level of immediate successors for key global positions by the end of FY 3/2029 Achieved FY 3/2026 target
Climate Change	Reduce Scope 1+2 emissions by 42% (vs. 2020) and Scope 3 emissions by 25% (vs. 2020) by FY 3/2031 >> EARTH FOOD CHALLENGE 2030
Biodiversity	
Deforestation	Achieve 100% for the Group-wide procurement ratio of sustainable palm oil by FY 3/2031
Sustainable Value Chain Management	>> Sustainable Procurement

^{*3} Our own nutritional profiling system, "NISSIN-NPS," which scores the nutritional value of products

COO Message

Taking the Winning Formula From Japan to the World

Two Slogans: *Century Brand Company* and *Beyond Instant Foods*

Throughout my time leading NISSIN FOOD PRODUCTS, I have kept asking myself how we can achieve discontinuous growth across the entire NISSIN FOODS Group.

The answer I reached is to relentlessly execute one simple fundamental: multiply *branding and marketing by innovation*. Whenever a company truly leaps forward, that leap is always accompanied by the birth of a new normal. I believe the driving force behind creating such a new normal lies in multiplying these two elements together.

When I became President of NISSIN FOOD PRODUCTS in 2015, I established two slogans. The first, aimed at *maximizing the value we have today*, was the *Century Brand Company* concept for deepening our existing businesses. The second, aimed at *creating value that does not yet exist*, was *Beyond Instant Foods* for exploring new businesses. In a shrinking domestic market, sustainable growth is not something the Instant Noodles Business can deliver on its own. That is exactly why we thoroughly polish our existing businesses while creating, with our own hands, the next businesses that lie beyond a straight-line extension. That is the resolve I poured into these words.

The Winning Formula at NISSIN FOOD PRODUCTS

The year 2026 marks major milestones: the 55th anniversary of *CUP NOODLE* and the 50th anniversaries of *NISSIN NO DONBEI* and *NISSIN YAKISOBA U.F.O.* The branding and marketing × innovation we have perfected in the domestic market is far more than a mere technique; it is management itself, forged through repeated trial and error. At the foundation lie the values we have cherished since our founding: Creative, Unique, Happy, and Global. Generating original value through new ideas, delivering joy to people, and spreading it around the world—this philosophy is our starting point.

For nearly 70 years since we created the world's first *CHICKEN RAMEN*, we have devoted ourselves to the Instant Noodles Business. Throughout, we have consistently pursued products that redefine what a category can be. *CUP NOODLES*, eaten in more than 100 countries, is not merely an instant noodle; it is a brand that gives shape to the very experience of life with *CUP NOODLES*. We create one-of-a-kind tastes and worldviews, turning the combination into a memorable brand. Our brand-building always starts with this approach.

The same is true of *NISSIN CURRY MESHI*. When it launched, many asked whether a ramen company could really make curry. Yet by proposing the new concept of snack-style curry, we pioneered the cup-rice market. As a result, the *NISSIN CURRY MESHI* series has grown into a brand worth 20.0 billion yen and is still expanding. Shift the normal just

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slightly—but never retreat into a niche. Aim squarely for the center of the mass market from the very start. I believe this design philosophy determines the vector of a brand's growth.

What expands that value all at once is bold and efficient communication. In Japan's consumer-goods market, the brand that comes to mind first at the store shelf tends to be the one that is chosen by the consumer. We have consistently pursued communication that is highly memorable and makes people want to buy.

Despite a relatively small media spend, our commercials have earned high brand recognition, winning the CM Research Institute's BRAND OF THE YEAR for two consecutive years in 2024 and 2025. Behind the promotions that appear too edgy at first glance lies a meticulous design that deliberately incorporates affinity with the brand's worldview, enough impact to avoid being buried among other commercials, and gimmicks that spark the urge to buy and try. Rather than overpowering the market through sheer ad spend, our strength is the breakout power to stay memorable with minimal effort.

This winning formula is beginning to be shared with our domestic Group companies, and promising new brands are starting to grow. NISSIN YORK's *PILKUL MIRACLE CARE* and

KOIKE-YA's *PRIDE POTATO*, which have grown to a scale of several billion yen, are representative examples. The question now is how to implement this winning formula on a global scale. We are entering the next phase of this challenge.

Expanding Our Domestic Strengths Overseas: *The BOLD SIDE of JAPAN*

In recent years, the global business environment has grown increasingly uncertain, with geopolitical risks, extreme weather, and currency volatility. In the instant noodles market as well, the emergence of new players is beginning to change the very structure of the market. Globally, too, sustainable growth is hard to achieve by doing things the same way as before. That is why I believe that leveraging overseas the branding and marketing × innovation we perfected at home will be the driver of our next stage of growth.

In Brazil and Europe, measures based on the winning formula cultivated in Japan are starting to bear fruit. In Brazil, our brand image is so well established that whenever we run a promotion, people naturally start talking, joking that Nissin is at it again with another crazy commercial. Through initiatives, such as the viral spread of a commercial that self-parodies Japan's *CHICKEN RAMEN*, Nissin is recognized as a company that is strong in marketing. In Europe, our Japanese-style yakisoba products, marketed under the *Soba* brand, are beginning to take hold as one of the main categories on the shelf. With the rising popularity of Japanese cuisine as a tailwind, products that recreate authentic Japanese flavors are winning support even in the premium price range.

What matters is not engaging in simple price competition with makers from other countries. What matters is capturing the tailwind of an expanding Asian food market while competing with a Japanese style that only we can offer. The concept that accelerates this global expansion is *The BOLD SIDE of JAPAN*. Overseas, Japan is often described as refined and delicate. But we go beyond delicate, adding other facets

of Japan's appeal—authentic, bold, and rich—to present a worldview that only NISSIN can deliver. By combining Japanese-style flavors in the instant noodle format with promotions built on Japan's globally popular pop culture, we will drive straight into the core of the mass market. This is the backbone of our global strategy going forward. We plan to roll out *The BOLD SIDE of JAPAN* across three regions in 2026: the United States, Brazil, and Europe.

KANZEN MEAL and Food Tech: Another Growth Engine

Separately from the Instant Noodles Business, we are working to build another axis of growth: the Optimized Nutri-Dense Meals business that we have pursued under *Beyond Instant Foods*.

Society has changed dramatically since our founding in 1958. We have moved from an era of hunger and malnutrition to an era of overabundance and health challenges. Even as society has grown affluent enough that food loss has become a social issue, new challenges have emerged. These



Planned rollout across three regions: the United States, Brazil, and Europe

COO Message

challenges include excess calorie intake, hidden malnutrition, and frailty. If the times have changed this much, then perhaps the very role of a food manufacturer should evolve as well. Our own answer to that question is Optimized Nutri-Dense Meals.

What I aim for in this domain is a reframing of food and health. There is a common perception in society that instant foods are unhealthy, as well as a widely held belief that staying healthy requires self-denial. By launching instant foods that offer new value, we want to overturn those perceptions. We want to create a world in which people can naturally become healthier without greatly changing their lifestyles, all while honoring their appetite. And ultimately, we are aiming for a world in which people say that the healthiest meal on earth is *CUP NOODLES*.

The concept itself—obtaining needed nutrients in a single meal—is simple. Yet there is a reason this concept had never

been achieved: vitamins and minerals carry strong bitterness and harshness, and adding these compounds to an ordinary meal spoils the taste. Forcing people to endure something merely because it is good for them never lasts. Against this challenge, we pursued a complete balance between 33 nutrients and great taste in *KANZEN MEAL*.

Drawing on the many food technologies we cultivated while continually refining instant noodles—calorie-reduction technology, salt-reduction technology, fat-reduction technology, taste-reproduction technology, advanced masking, and decay simulation—we combined and applied them to achieve sophisticated nutritional design. We design on the very premise that nutrients change over time, and still make the product viable in the end. I am convinced that, at present, ours is the only company in the world able to reconcile nutrition and taste at this level. This Optimized Nutri-Dense Technology can be extended not only to noodles

but to a wide range of categories, including rice, bread, and prepared foods. We are expanding not a single product, but the possibilities of food itself.

As a business, too, we are beginning to feel real traction. *KANZEN MEAL* sales exceeded 10.0 billion yen (converted to market prices) in FY 3/2026, and cumulative domestic servings sold reached 74 million as of the end of July 2026. Notably, sales at mass retailers have begun to surpass those at convenience stores. Products with a new concept are first embraced by early adopters and then permeate the daily lives of the majority. Moving beyond the convenience-store-centered trial phase, the shift to mass-retail sales—which signals repeat purchasing—is, I believe, proof that *KANZEN MEAL* is transitioning from a talked-about product to an everyday food. *KANZEN MEAL* is now steadily moving up from Phase 1 of market penetration to Phase 2 of scale expansion.

We are also gaining solid feedback on the overseas expansion we began in FY 3/2026. In the United States, the high nutrient density of *KANZEN MEAL* drew attention from a fresh perspective, with media coverage featuring the series as a meal for GLP-1* users. In Europe as well, *KANZEN MEAL* is winning support as a product with a high nutrition score, despite having a premium price. Overseas buyers have responded even more enthusiastically than those at home, and I see great potential in this market.

At the same time, overseas markets present challenges different from Japan, including production, logistics, and sales networks. Rather than clinging needlessly to a do-it-all-ourselves approach, we will use every option available—including partnerships and M&A—to find the optimal solution with a strong sense of speed.

Our aim is to achieve profitability in Japan first, targeting around FY 3/2029, and then to pursue profitability business by business while raising the ratio of investment overseas. We will make every necessary investment. We will grow the

*GLP-1 (Glucagon-Like Peptide-1): a gastrointestinal hormone involved in appetite suppression and blood-sugar control.

Optimized Nutri-Dense Technology



COO Message

Optimized Nutri-Dense Meals business into a new pillar of business on par with the Instant Noodles Business.

What we are ultimately aiming for is a world in which the paradox of being junk yet healthy becomes the norm—a world where existing brands and Optimized Nutri-Dense Meals do not stand in opposition, but merge across boundaries; a world where consumers can eat what they like, when they like, as much as they like, and still be fine. Just as our founder created a new food culture in instant noodles, we will go on to create the next food culture.

People Are the Starting Point of Corporate Growth

Indispensable to realizing the strategy I have described so far are our people and our organization.

I do not believe creativity refers only to design or commercials. Product development, promotion, business design, and even organizational design are all creative. Our strength arises when these elements are not left as isolated optimizations, but are linked organically.

One embodiment of this is the establishment of the new Global Strategy Division.

This organization serves as the core for deploying the marketing we have perfected in Japan across the Group and to the world. We positioned the division within the Corporate Planning Platform so that it can operate as one with our management strategy, corporate management, and M&A functions. By not severing strategy formulation from execution, we are raising the speed of both decision-making and implementation.

Drawing up a strategy alone is meaningless. The real question is how to build the people and organization that can see the strategy through. I will continue to grapple with that question going forward.

To Make the NISSIN FOODS Group a Company That Endures for 300 Years

I want to make the NISSIN FOODS Group an organization that endures for 300 years. Of course, the number itself has no inherent meaning; it is symbolic. But in an era of rapid change, maintaining the status quo is nothing but regression, and such companies will inevitably decay.

We must not cling to past successes. We have to keep updating ourselves through repeated cycles of creation and destruction. We should not fear change, but rather enjoy it. Better yet, we can generate change ourselves.

That is the DNA of the NISSIN FOODS Group and the essence of the NISSIN spirit.

The innovations that moved history share something in common.

Nothing heavier than air can fly.

The invention of the airplane shattered that assumption.

Infectious diseases cannot be cured.

Penicillin shattered that one.

Amplifying an electrical signal requires physical space.

The transistor shattered that assumption.

Information can travel only one way.

Now we have the internet.



AI is beginning to rewrite even the assumption that only humans can create.

Innovation does not mean technological breakthroughs alone. Its essence, I believe, lies in the power to rewrite premises. Branding and marketing are what have the power to root those rewritten premises in people's daily lives and elevate them into a new normal.

No matter how much the times change, people will never stop eating. That is why we want to rewrite the assumptions that remain unchanged in the world of food, and expand the possibilities of food even further.

What we envision is not a future of ramen alone, but the future of food. We will go on creating new value and new food cultures for the world.

Strong Individuals Build a Strong Organization— Becoming a Group Known as *The NISSIN FOODS Group Is Powered by its People.*

Resonating With Values and Integrity, Convinced of Their Own Boundless Potential

I have recently been appointed CHRO. Throughout my career I have served as CHRO at several global companies, leading the human capital strategies that drive business growth. I understand this appointment reflects the NISSIN FOODS Group's need for global talent who can drive the growth of the people who will bring our vision of becoming an EARTH FOOD CREATOR to life, together with the mechanisms to support these people. I believe that my expertise can contribute here.

Honored as I was by the offer, I at first felt some hesitation because the food industry was unfamiliar territory to me. Yet as I came to know it as an industry that identifies closely with the consumer and where employees experience the meaning of their work by encountering the company's own products in daily life, that hesitation faded. Above all, within a business model that turns changes at dining tables around the world into a driver of growth, employee growth translates directly into corporate value. I felt this was a place where I, as an HR professional, could truly make a difference.

Three reasons ultimately led to my decision. First, through dialogue with the management team, I sensed a strong determination to focus even more on people, which aligned with my own belief that strong individuals build a strong organization. Second, I felt a warm and sincere character in every employee and became convinced that, with these people, we could achieve transformation. Third, I saw limitless potential in a culture rooted in our founder's spirit

and in the future of a business expanding across the world.

Developing people takes time before results become visible. That is precisely why engaging with each employee's growth from a long-term perspective is the mission of a CHRO. I feel the weight of that responsibility and, with it, an exciting sense of purpose.

Building on the Founder's DNA to Tackle the Challenges of Further Growth

In the six months since I joined the NISSIN FOODS Group*, I have felt the fine character of our employees in many situations. Skills and knowledge can be acquired later, but the disposition and sensitivity that lie beneath such character are not easily cultivated, and I regard this character as a great asset of our Group.

I believe this character stems from the founder's spirit having taken root as our DNA. The four Missions begin with Peace will come to the world when there is enough food (*Shoku-soku Se-hei*). Together with the NISSIN 10 Rules, the philosophy expresses the founder's spirit in clear, powerful messages that connect to the daily actions of our employees.

At the same time, we face challenges ahead: building mechanisms to instill this DNA in employees across the world; securing both the quantity and the quality of talent to match our pace of growth; fully developing HR measures suited to globalization; and establishing structures that keep the organization functional and competitive even amid rising uncertainty, such as geopolitical risk. These are the priorities



Makiko Hamase

Senior Managing Executive Officer and CHRO
NISSIN FOODS HOLDINGS CO., LTD.

CHRO Message

I will address as CHRO.

*Ms. Hamase joined the NISSIN FOODS Group on October 1, 2025.

HR Takes the Driver's Seat, Steering Together With Management

Traditionally, HR may have carried a strong image of "defense," building systems and enforcing rules. Going forward, I believe the "offense" matters just as much. How can we draw out the full potential of each employee and multiply that potential within teams to drive organizational growth?

I describe this way of practicing HR as sitting in the driver's seat. In the past, HR mainly supported the field from the passenger seat or provided backup from the back seat. Today, HR should sit in the driver's seat, from the same

Integration of Management Strategy and Human Capital Strategy



perspective as management and frontline employees, showing the direction to take and moving forward. This, in my view, is what HR should be.

This does not, of course, mean HR acts on its own. Holding the wheel from the same perspective as management and the business front lines, HR serves as the guide that draws out the potential of employees and the organization. To do so, we must go beyond expertise in HR systems and regulations. Through an understanding of and involvement in the business and management, we must integrate management strategy with human capital strategy.

I also hold to a policy of not denying the past. Rather than wiping the slate clean of the many HR systems and measures our Group has built up, we should carefully discern what is working and what is not, and then evolve these systems into more effective forms—dynamically and with a consistent story. That stance, I believe, is what leads to true reform.

Enhancing the Effectiveness of Measures and KPIs and Making the Talent Portfolio Visible

As we advance institutional reform, we must be careful that measures do not become ends in themselves, causing us to lose sight of their original purpose. As CHRO of the NISSIN FOODS Group, my first task is to prevent this shortcoming, clarifying for each measure what the reform is for and how the measures connect to one another. In this way, we will convey the information to employees as an easy-to-understand story. In other words, it is essential to make initiatives more concrete and clear so that every employee can understand them as something personally relevant.

As the organization expands globally, it becomes harder to keep every team and every employee in view. We will therefore make active use of digital transformation (DX) and AI to make more rational decisions and speedier execution based on detailed data, achieving finely tuned organizational management.

To drive this reform, we have formulated a three-year Medium-Term Human Capital Strategy starting in FY 3/2027. The strategy is built on three themes: (1) developing a



management structure that supports our growth strategy; (2) upgrading our human capital management system to support global management; and (3) strengthening our domestic business organization and human capital base further. By improving the organizational capability and internal environment that underpin these themes, we will strengthen our human capital base and advance our growth strategy.

We have also reviewed our HR-related KPIs. Here too, as with our systems and measures, we place importance not on abolishing existing KPIs, but on raising their precision. For key posts, for example, we will measure the fill rate not only overall but post by post, bringing visibility to our human capital situation, including vacancies and issues. Through this development of KPIs, our goal over three years is to build a rich talent pool for key positions and create a clear overall view of our talent portfolio to fill key positions when needed.

Achieving these goals requires a solid execution structure. The first element is building a cross-organizational structure on a global basis. Because HR work inevitably demands responses to immediate, unexpected matters, reform initiatives tend to be pushed back. We are developing an execution structure to achieve these initiatives. The second element is building a structure that does not stop at siloed, function-by-function operation, but advances priority themes across the whole of HR from an overall perspective. Each measure is staffed by members with the necessary

functions and expertise participating across organizational lines, and we are advancing reform with the entire HR function conscious of carrying out the Group-wide human capital strategy. The third is strengthening the HRBP (HR Business Partner) function. By strengthening the HRBP structure in Japan and overseas, we will further link HR strategy with business strategy and support the growth of each business and the maximization of organizational capability.

Balancing Centripetal and Centrifugal Forces to Build a Global One Organization

An indispensable theme in considering our Group's HR systems is building an organization that functions globally. My basic approach is not to think in terms of a Japan-versus-overseas confrontation, but to run the team as one, centered on shared values. I call this Global One.

To share and demonstrate globally the strengths our Group has cultivated—such as our founder's spirit and intellectual property—the traditional approach of sending people and information from Japan to the rest of the world will remain necessary. However, to become a group on par with the world's top food manufacturers, we must heighten not only the centripetal force emanating from Japan, but also the centrifugal force that employees active around the world exercise autonomously. While cherishing our shared Group



values, we must respect the characteristics and cultures of each region and pursue the optimal product lineups and sales approaches for each, demonstrating centripetal and centrifugal forces in good balance.

With this in mind, we will instill our Mission, Vision, and Value (MVV)—beginning with our founding principles as a common language for all employees in Japan and overseas. At the same time, we will promote optimal placement and development from a Global One perspective, aiming to realize an organization with a true sense of unity.

True Diversity Arises from Psychological Safety and Fairness

In pursuing our development as a global company, discussions of diversity tend to focus on surface-level attributes such as nationality, gender, and age. What I consider essential, however, is building a culture and climate in which people who act well and make good proposals are fairly recognized regardless of attributes—and this climate should connect directly to organizational growth.

What I emphasize is not surface-level diversity of attributes but deeper diversity: the values and sensibilities cultivated through experience. Precisely because our business—food—is so closely tied to culture and daily life, securing talent with diverse backgrounds is a source of deeper consumer understanding and of innovation. Moreover, for such diversity to truly function, an organizational culture is essential—one with the psychological safety that lets employees state their views with confidence regardless of attributes, and the fairness that guarantees this safety. This, I believe, is the essence of the Diversity, Equity, and Inclusion (DE&I) our Group should pursue.

We do, of course, set numerical targets as objective indicators. But if achieving the numbers becomes the goal itself, we risk the contradiction of moving the figures while the organization's reality stays the same. In raising the ratio of female managers, for example, a target carries meaning only when backed by our own logic—that, at a minimum,

approaching a gender ratio internally that mirrors the market for our products strengthens our ability to understand consumers and thus drives the business. We design measures by working backward from the purpose, and the numbers follow as a result. Creating such mechanisms is, I believe, what matters.

In the HR strategy described above as well, DE&I is not an end in itself but is positioned as a necessity for realizing our vision. We advance each measure from the logic that enhancing DE&I raises employee engagement and, as a result, enables a Global One organization.

Investing Continuously in Our People, With a Five- to Ten-Year Perspective

It would be wonderful if the phrase, "The NISSIN FOODS Group is powered by its people," held true in both name and substance. I want to realize the best and strongest organization—one in which each employee exercises their strengths while the team creates the greatest value together. Nothing would bring me greater joy as an HR professional than for our Group to become an organization that employees themselves take pride in, and that stakeholders, such as customers, business partners, and shareholders and investors, recognize for having people who are truly different.

Human capital is not a theme that shows results in the short term. Yet over a medium- to long-term span of five or ten years, it is nothing less than the invisible asset that supports our Group's sustainable growth. We will treat the three-year Medium-Term Human Capital Strategy starting in FY 3/2027 as the first stage and, building on its results, develop it into the next stage. Guided by the conviction that people are everything, we will make the NISSIN FOODS Group a stronger and more resilient company through the development of our people and our organization. I would be grateful for your continued support from a medium- to long-term perspective.

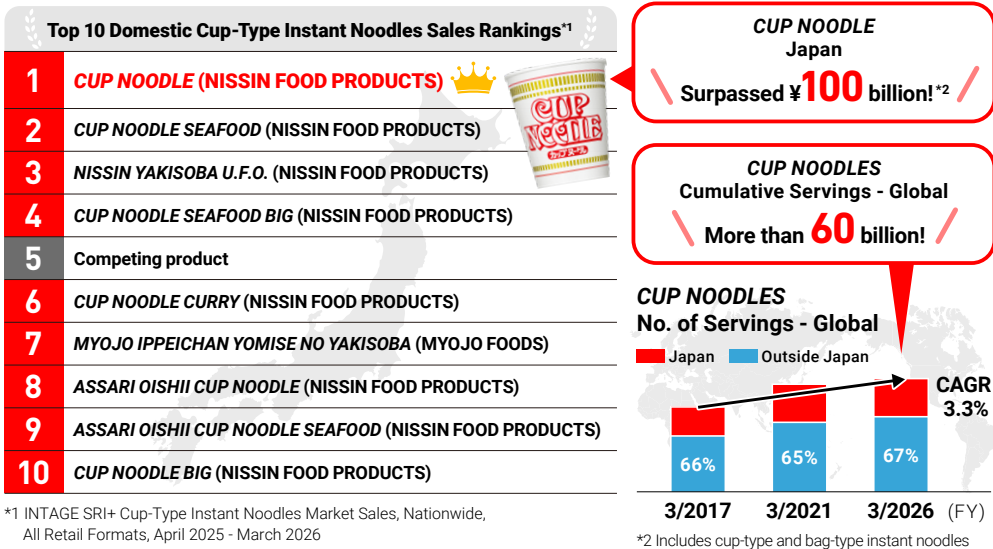
NISSIN Core Strengths 1 Branding and Marketing

NISSIN FOODS Group has established an overwhelming position in the domestic instant noodles market, driven by our branding and marketing efforts. We launch brands consistently with sales in the billions of yen. The branding and marketing strategies that have given rise to these brands have earned high praise from external entities and serve as the source of our earning power.

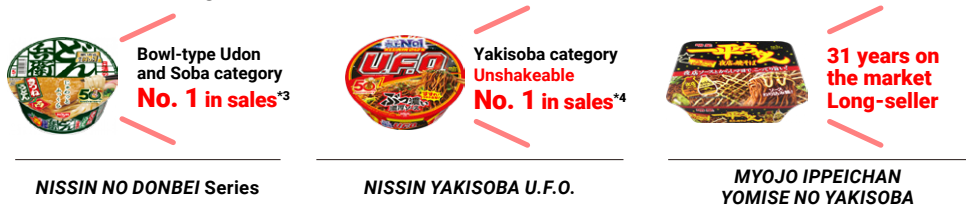
Overwhelming Brand Strength

NISSIN FOODS Brands Take the Market by Storm

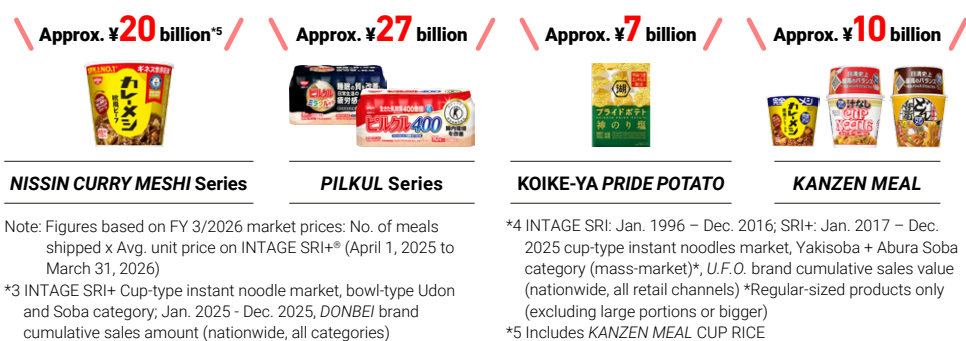
An overwhelming presence in the domestic instant noodles market!



Market-Leading Brands



Growth Brands That Create New Markets



External Evaluations That Support Our Brand Strength

CUP NOODLE Wins Brand of the Year 2025!

CUP NOODLE was voted No. 1 in consumer appeal at the BRAND OF THE YEAR 2025 awards hosted by the CM Soken Consulting. This award follows on the heels of CHICKEN RAMEN winning in the previous year—making NISSIN FOOD PRODUCTS the first consecutive winner in the food industry. During the post-awards discussion, our COO spoke to an audience of over 400 people about our approach to branding.



NISSIN FOOD PRODUCTS Ranks 7th in Brand Japan 2026!

Brand Japan^{*6} is Japan's largest brand value assessment survey. NISSIN FOOD PRODUCTS has climbed eight spots since the 2025 Business Person ranking, placing our company among the leading Japanese brands.

^{*6} Largest brand value evaluation survey conducted in Japan. The survey involves 58,000 consumers and businesspeople evaluating a total of 1,500 brands related to companies, products, and services.

1	Toyota Motor Corporation
2	SONY
3	SoftBank
4	Nintendo
5	JR East
6	Disney
7	NISSIN FOOD PRODUCTS
8	Panasonic
9	SUNTORY
10	McDonald's Japan

Source: Brand Japan, Nikkei BP Consulting, Inc.

NISSIN FOODS DO BRASIL LTDA. Wins Bronze at Effie Latin America!

The global Effie Awards are marketing awards known for a high level of exclusivity. NISSIN FOODS DO BRASIL LTDA. won Bronze in two categories, receiving high praise for the marketing impact, sales performance, and creativity of mainstay brands, Nissin Lámen and Nissin Yakissoba U.F.O.



NEWS & TOPICS

NISSIN Core Strengths ① Branding and Marketing

Branding and marketing are a core strength of NISSIN FOODS Group, and these activities are supported by a corporate culture that encourages taking on challenges and systems that put these efforts into action. Through rapid decision-making, a structure that holds the brand accountable, and the seamless integration of marketing, development, and creative efforts, NISSIN FOODS Group has created numerous strong brands and advertising campaigns.

Corporate Culture and Structures That Foster Strong Brands

NISSIN 10 Rules

The NISSIN 10 Rules play a major role in driving the growth of NISSIN FOODS. We use this unique code of conduct as the basis for NISSIN FOODS Group-style decisions whenever we face difficulties or are unsure of our decisions, ensuring we act in line with our company vision.

1. Cultivate brand ownership to the fullest.
2. Aim for first entry and strive to be number one in every category.
3. Create with your own hands. Restructure it if someone is to overcome it.
4. Draw on wisdom from the outside to accelerate the business.
5. Diversity is powerful. Embrace our differences to thrive.
6. Strive for new experiences and wisdom. The future is bright for those who constantly challenge themselves.
7. Forge ahead in the face of uncertainty. Turn back immediately if you notice mistakes.
8. Lead and persuade through accountability, not through authority.
9. Challenge the impossible, and break through barriers.
10. It's our job to make work fun. This will accelerate growth.

Brand Manager System

Each brand has an appointed mini-president who is responsible for everything from product development to sales. This system fosters a corporate culture that leads to strong brands by creating internal competition among brands to deliver more innovative products and brand promotions.

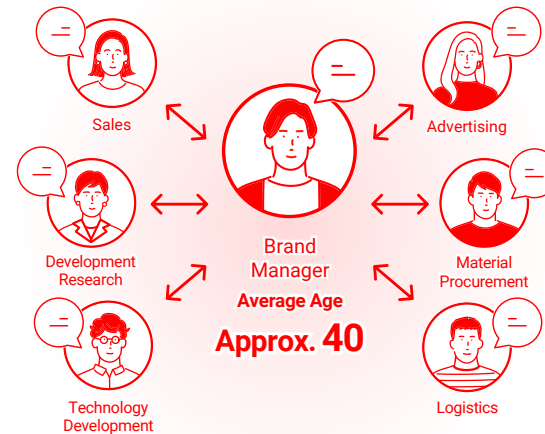
Regular Marketing Meeting

The Marketing Division holds a regular meeting to discuss strategies, products, and initiatives for each brand. Discussions involve the president directly to speed decision-making on matters from product development to communications. Issues related to key topics are escalated to the publicity meeting as necessary.

The Integration of Marketing and Innovation

Innovation is essential for developing products that surprise and delight.

» p. 23 New Food Technology Creation



Regular Publicity Meeting

Meetings on advertising and communication strategies involve the president, who makes final decisions directly. This structure fosters speedy decision-making based on the NISSIN-style of business and the perspective of the consumer.



In-House Design

The NISSIN FOODS Group emphasizes that advertising design and creative direction are performed in-house, building brand identity through internal leadership. In this way, we shape brand identity, creating value that is both consistent and unique.

Group Synergy Leveraging Strengths Cultivated in Japan

Bold Communication Leveraging IP

Overseas NISSIN FOODS Group entities collaborate with Japanese IP. For example, NISSIN FOODS in Hong Kong and China has used Hatsune Miku and other characters, while NISSIN FOODS U.S.A. launched collaborations featuring characters from Attack on Titan. These collaborations strengthen unique brand identity and worldview.



Innovative Products That Redefine Categories

NISSIN FOODS Group has gone beyond the boundaries of existing product categories to create new markets through innovative value propositions.

World's First Cup-Type
Instant Noodles
CUP NOODLE



A Third Curry: Neither
Roux nor Ready-to-Eat
NISSIN CURRY MESHI



Japanese-Style
Instant Noodles
THE BOLD SIDE of
JAPAN



Leveraging Brand Assets Across the Group

The NISSIN FOODS Group leverages brand assets across the group, including CHILLED NISSIN YAKISOBA U.F.O., FROZEN NISSIN NO DONBEI, and FROZEN NISSIN CHICKEN RAMEN KIN-NO-CHAHAN. We maximize brand value and create synergies by applying these strategies to business operations and communications in each market.



CHILLED NISSIN
YAKISOBA U.F.O.



FROZEN NISSIN NO
DONBEI SANUKI UDON



FROZEN NISSIN CHICKEN
RAMEN KIN-NO-CHAHAN

NISSIN Core Strengths 2 Innovation

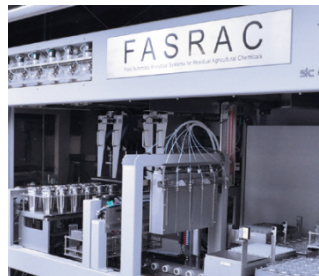
The NISSIN Global Food Safety Institute, which is responsible for quality assurance in the NISSIN FOODS Group, obtained ISO/IEC 17025 accreditation, an international standard that recognizes the accuracy of testing laboratories. The institute verifies the safety of raw materials used in the Group while using advanced analytical technologies to improve the quality control department technologies of Group company plants.

Product Safety Initiatives

FASRAC* Automatic Pre-Treatment Device for Residual Pesticides Developed by NISSIN (Patent No. 5395847)

Pesticide residue analysis requires pre-treatment to extract pesticides from products and raw materials. FASRAC is the first device in the world to automate this pre-treatment process. While pre-processing has historically required manual operation, FASRAC more than triples processing capacity. The ability to test for pesticides is six times greater than before as a result of this improvement, which also reduced the risk of contamination significantly. As a result, FASRAC can analyze more than 1,000 pesticide samples per year.

*FASRAC: Food Automatic Analytical Systems for Residual Agricultural Chemicals



Robotic Arms to Support the Expansion of Optimized Nutri-Dense Meals (Patent No. 7551721)

The Group introduced a dual-arm robot to establish an analytical system for Optimized Nutri-Dense Meals. While conventional automatic preanalytical equipment has a fixed sequence of operations, robotic arms possess a high degree of freedom. Using these robotic arms, NISSIN increased the number of analysis items supported. Testing for Optimized Nutri-Dense Meals must guarantee that a variety of nutrients are contained in the product in question, increasing the number of nutrient items to analyze. However, robotic arms doubled the pre-processing capacity of this analysis. While we have reached our goal to automate pre-processing for the 10 items, we will continue to support the growing need for Optimized Nutri-Dense Meals from a quality perspective.

Impact of Robotic Arms

- Improved processing capabilities (20 specimens per day with manual labor → 40 specimens per day with robots)
- Ensured the same level of technical competence as proficient analysts
- Achieved pre-processing automation for 10 items
- Reduced annual costs by approx. 36 million yen
- Ensured flexibility to adapt to changing analytical trends in the future



New Test Method for Food Allergens to Ensure Food Safety

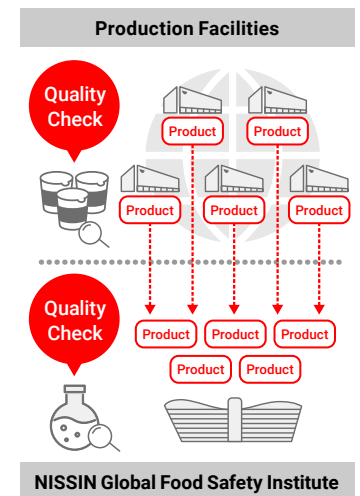
We stated our commitment to food allergen testing at the 2021 Tokyo Nutrition for Growth Summit, and we are dedicated to engaging with food safety issues.

Food labeling standards were revised in April 2026 to include cashew nuts in allergy label requirements. Following the adoption of our walnut test method in 2023, we developed a PCR method for detecting cashew nut-derived DNA and an LC-MS/MS method for detecting cashew nut protein-derived peptides. Both of these methods have also been adopted as official testing methods. We also developed a simultaneous quantitative testing method for the 20 allergens recommended for labeling that do not have official testing methods, and use the method to test our products for allergens.

Dual Quality Control at Production Facilities and Research Laboratories—Collecting and Analyzing Finished Products from Around the World

The NISSIN Global Food Safety Institute analyzes products from group companies in Japan and overseas, compiles the results, and reports analysis results to each company. The institute promptly analyzes new and reformulated products sent directly from factories and related facilities immediately after the initial production batch. Furthermore, the institute established a system to analyze mainstay products on a regular basis and analyzes approximately 1,500 product samples from across the Group each year.

These efforts enable dual quality control, with production facilities maintaining strict quality control throughout the manufacturing process, from materials to finished products, while the institute analyzes finished products to confirm ingredient composition and detect harmful microorganisms and allergens. Maintaining such comprehensive quality control of finished products is one way the NISSIN FOODS Group demonstrates our commitment to product safety and quality.



Skill Assessment for All Inspection Personnel at Production Facilities

Our skill assessments require inspection personnel at each production facility to analyze test samples to verify that target components have been correctly detected. Shipment inspections at production facilities are directly linked to product quality, making competency assessments an important means of verifying the accuracy of inspection results.



NISSIN Core Strengths 2 Innovation

Food technology has attracted global attention as interest in addressing food loss, plastic waste, and other social issues continues to grow. The NISSIN FOODS Group develops a wide range of food technologies to help solve social challenges as an EARTH FOOD CREATOR that contributes to society and the Earth by bringing people everywhere the pleasure and delight that food can provide.

New Food Technology Creation

A Source of Innovation—the WAVE

The WAVE is the NISSIN FOODS Group's technology, development, and research center, consisting of the Global Innovation Research Center and NISSIN Global Food Safety Institute. The mission of the WAVE is to create the most advanced wave of food technology, emanating powerful vibrations across the globe. Based on our founder's spirit, we conduct research and development to fulfill our mission of achieving technological innovation and food safety and reliability. We take on the challenge to co-create foods of the future with food science, forging ahead in creating new kinds of food culture.



Proprietary Technologies for Innovation

The Global Innovation Research Center creates new technologies that drive the growth of the NISSIN FOODS Group. We create future technologies at this research center, developing not only instant noodles, but also chilled, frozen, rice, confectionery, and lactobacillus beverage products. Our efforts integrate various technologies that transcend the boundaries of different genres.

Great Taste Without Frying Fat Reduction Technology

Controls fat through a proprietary process that delivers the taste and texture of fried foods

Maximum Flavor With Less Salt Salt Reduction Technology

Research based on approximately 170 varieties of salt collected from around the world

Enabled by Sugar Control Calorie Reduction Technology

Controls sugars and dietary fiber while preserving flavor and texture

Pursuit of Great Taste Flavor Recreation Technology

Includes flavor masking, three-layer noodles, and enhanced saltiness

The Evolution of Optimized Nutri-Dense Technologies

Extensive Data Assets Nutrient Database

A proprietary database with broader coverage than the Standard Tables of Food Composition in Japan, including ingredients not yet listed

Advanced Flavor Masking Advanced Masking

Eliminates nutrient-derived off-flavors to achieve the ideal taste

Time-Based Analysis Degradation Simulation

A detailed analysis simulates nutrient degradation behavior during processing and storage

Food Technologies Brought to Life by the NISSIN FOODS Group

Tech 1 Great-Tasting Rice Prepared With Hot Water

Unlike microwave cooking, which provides consistent heating, using hot water to prepare rice is difficult, given that water temperatures continue to drop after poured. As a result, achieving delicious, properly rehydrated rice with just hot water requires new technology. To overcome this challenge, we drew on the drying technologies developed through the Instant Noodle Business to optimize the rice for preparation with hot water. These efforts enable consumers to prepare fluffy rehydrated rice with just hot water.



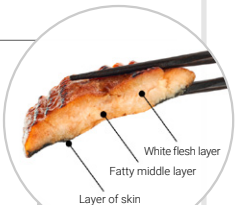
Tech 2 Products That Deliver Great Taste With Less Sodium

The NISSIN FOODS Group establishes salt reduction targets for each region based on the food culture of each country. We continue to improve recipes and review raw materials. We also leverage the *Properly Salty!* less sodium method that combines unique patented technology to intensify salt flavor and technology to suppress the bitterness and harsh off-flavors that tend to arise from increasing saltiness. Leveraging such methods enables us to balance great taste with reduced salt.



Tech 3 Plant-Based Mystery Eel

We developed a plant-based eel that uses no animal-derived ingredients while closely replicating the texture, appearance, and flavor of grilled eel. We launched *Plant-Based Eel Nazo-unagi* as a limited-quantity product in response to strong demand for commercialization. In developing this product, we created a three-layer structure that recreates the soft texture of eel and the rich layer of fat beneath the skin. We also reproduced the authentic grilled appearance using molds cast from real eel. Following the product launch, we improved the quality of this product by visiting eel farms and processing facilities and consulting with industry experts. Through continued refinement, the product now delivers an even more authentic taste by reducing the characteristic aroma of soybeans while enhancing the distinctive flavor and richness of eel.



NISSIN Core Strengths 2 Innovation

The NISSIN FOODS Group quantifies and visualizes the nutritional value of our products and works to develop and improve products that balance health and great taste.

Balancing Health and Great Taste

Using NISSIN-NPS

In recent years, the world has begun facing overnutrition (obesity due to excessive calories), low nutrition (lack of calories and nutrients due to incorrect diets), and other health issues. Health and nutrition represent one of the NISSIN FOODS Group’s materialities. To ensure that consumers receive adequate nutrition through our products, the Group developed a proprietary nutrition profiling system, NISSIN-NPS (NISSIN Nutrient Profiling System). We began using this system, which scores the nutritional value of products, in February 2024. We developed NISSIN-NPS in line with the Health Star Rating System (HSR), one of the most widely used NPSs in the world. We also evaluate vitamins and minerals not used in HSR to calculate the score. Using NISSIN-NPS, we evaluate and compare the nutritional value of products and quantitatively assess improvements in nutritional factors.

In addition, we were selected as one of the constituents of the ATNi Global Index*, an index that evaluates the efforts of the world’s 30 largest food companies in addressing nutrition issues. We were the second-highest-rated Japanese company of the four Japanese companies selected for ranking (announced November 2024). The NISSIN FOODS Group will continue efforts to improve nutrition in light of domestic and international developments.

*An index published by the Access to Nutrition Foundation (ATNF), a Dutch non-governmental organization. The index evaluates the efforts of 30 global food and beverage companies in addressing nutrition challenges.

Targets by 2030 Developed Using NISSIN-NPS

- Increase the percentage of products with improved nutritional value to 50% (compared to 2020)
- Market 150 nutritious products that meet established standards

Nutrients Evaluated by NISSIN-NPS

NISSIN-NPS Target Nutrients

HSR Target Nutrients

• Energy

• Saturated fatty acids

• Sugars

• Na

• Dietary fiber

• Protein

• Vegetables

• Fruit

• Nuts

• Vitamins

• Minerals

trademarks across the Group’s entire line of products. We protect and utilize new technologies and designs we create through research and development as patents and registered designs, and the number of patents we hold grows every year. We now own more than 3,000 trademarks in Japan and 2,000 overseas, which contribute to strengthening brand protection.

NISSIN FOODS Group Patents

	FY 3/2025		FY 3/2026
Japan	584	↗	618
Overseas	854	↗	914*

*Overseas refers to the total number of countries in which patent rights have been granted

Patent Positioning Map of Major Food Manufacturers in Japan

Instant Noodles

Salt Reduction

Note: As of March 31, 2026. Compiled based on Company research using Orbit Intelligence from Questel (©Questel). Patent Score refers to the Technology Impact metric used by Orbit Intelligence. The metric calculates the score based on the number of times the analyzed patent family has been cited in other patent examinations and similar contexts. Scores are also adjusted to account for patent age and technology field.

Winner of the 22nd Industry Achievement Award From the Intellectual Property Association of Japan
NISSIN FOODS HOLDINGS CO., LTD. received the 22nd Industry Achievement Award from the Intellectual Property Association of Japan. This award recognizes our efforts to leverage intellectual property not only to protect technologies and brands, but also to advance the industry as a whole. The Association specifically recognized our proactive use of new types of trademarks, such as position and color trademarks, in recent years to strengthen the distinctiveness of key brands. We also received commendations for our multilayered intellectual property strategy that combines multiple forms of intellectual property, including patents, registered designs, and trademarks, to differentiate our technologies, designs, and brands.

Our Superior Strengths in Intellectual Property in Japan and Overseas

One advantage of the NISSIN FOODS Group is our competitiveness as a Food Tech Company based on the processing technologies we have cultivated over many years. Underpinning this competitiveness is our intellectual property, which includes patents, registered designs, and

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