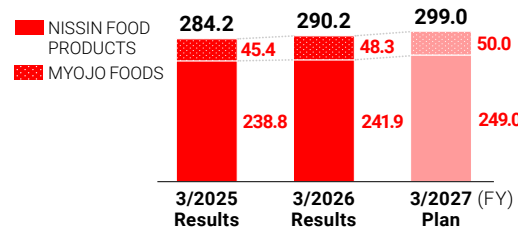


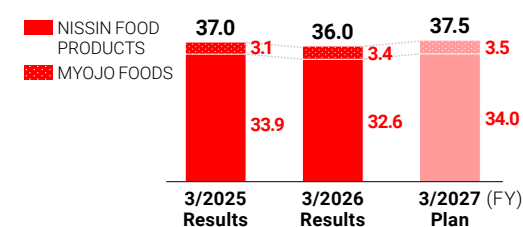
Domestic Instant Noodles Business

As the dominant market leader, we will create new demand and aim to expand market share and deliver medium- to long-term growth.

Revenue (Billions of yen)

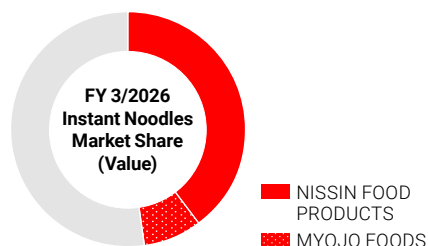


Core Operating Profit (Billions of yen)



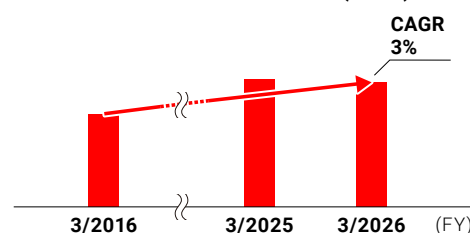
Market Environment

- Demand for instant noodles with excellent value for money remains strong, driven by consumers seeking value for money amid rising prices
- Consumer needs continue to diversify as growth in dual-income, single-person, and elderly households drives demand for convenience and healthier options, while prolonged extreme heat reshapes daily routines and eating habits



Source: INTAGE SRIH®, Instant Noodle Market
Apr. 2025–Mar. 2026 (nationwide, all categories)

Total Production Value and CAGR (Value)



Source: Japan Convenience Foods Industry Association

Business Strengths

NISSIN FOOD PRODUCTS

- Create demand by developing unique, value-added products that meet consumer needs, as well as by utilizing high-profile commercials, social networking services, and in-store sales promotions
- Leverage our proprietary food development technology in instant noodles to create Optimized Nutri-Dense Meals and food technology

MYOJO FOODS

- Well-loved brands *MYOJO CHARMERA*, *MYOJO IPPEICHAN YOMISE NO YAKISOBA*, and *MYOJO CHUKA ZANMAI*
- Unique noodle-making technology developed over many years
- A unique marketing strategy that accurately captures market conditions and consumer trends

FY 3/2026 Progress and Achievements

NISSIN FOOD PRODUCTS

- Increased volume share by strategically expanding sales of lower-priced products in response to consumers' growing preference for lower prices
- Achieved record-high sales of core brands, including *CUP NOODLE* and *NISSIN NO DONBEI*

MYOJO FOODS

- Expanded product lineup across price tiers under the Five-Story Pagoda Strategy, while the Soupless Noodles Expansion Strategy for prolonged hot weather proved successful. *MYOJO IPPEICHAN YOMISE NO YAKISOBA*, *MYOJO BUBUKA ABURASOBA*, and other products continued to perform well
- Saw sales growth for *MYOJO CHARMERA* and other bag-type instant noodles due to growing consumer acceptance of the *Men no Myojo: Noodles as a Staple Meal* value proposition campaign, which highlights taste, nutrition, portion size, and price

Future Challenges and Strategy Through FY 3/2027

NISSIN FOOD PRODUCTS

- Address consumer needs in an inflationary environment while creating new demand
- Balance value commensurate with price and volume retention as a leading instant noodles manufacturer, supported by a range of initiatives to mitigate the impact of price revisions

MYOJO FOODS

- Capture diversifying consumer needs, including those related to prolonged hot weather and growing demand for affordable premium offerings, by establishing Soupless Noodles as a year-round brand rather than a seasonal summer offering
- Maximize the benefits of price revisions by delivering value commensurate with price

- Focus marketing resources on *CUP NOODLE*, *NISSIN NO DONBEI*, and *NISSIN YAKISOBA U.F.O.*, our anniversary-year core brands, to enhance brand value and expand market share
- Develop distinctive products and create new demand through offerings such as *NISSIN KARA MYON* and *NISSIN FLUFFY KAMADAKI RICE*

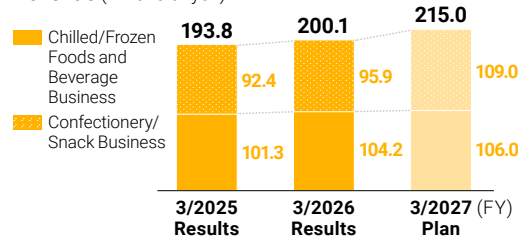
- Advance the New Five-Story Pagoda Strategy by expanding affordable premium offerings in response to evolving consumer needs. Continue the Noodles as a Staple Meal campaign
- Leverage the *MYOJO IPPEICHAN* brand to extend strengths cultivated in the cup-type yakisoba category into the bag-type instant noodle segment and create new consumption occasions



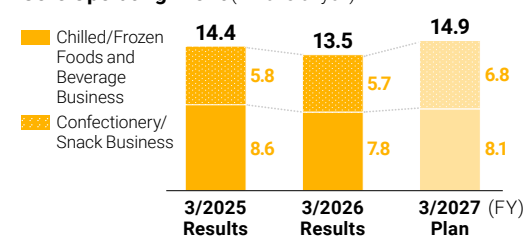
Domestic Non-Instant Noodles Business

Pursue group synergies and focus on added-value for business growth and improved earnings.

Revenue (Billions of yen)



Core Operating Profit (Billions of yen)

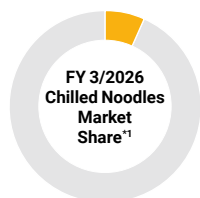
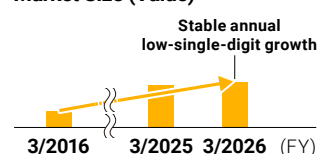


Chilled/Frozen Foods and Beverage Business

Market Environment

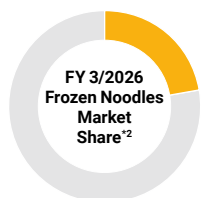
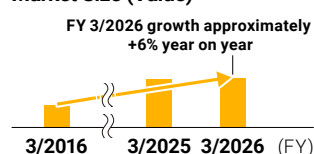
Chilled Noodles

- Change in consumer needs due to extreme heat
- Increased demand due to rising cost consciousness

Market Size (Value)^{*1}

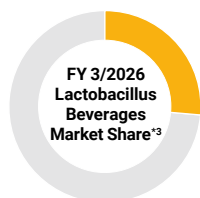
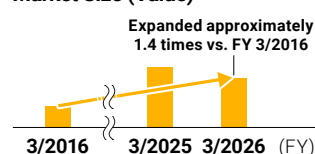
Frozen Noodles

- Market is expanding as consumers increasingly recognize the convenience and taste of frozen noodles

Market Size (Value)^{*2}

Lactobacillus Beverages

- Consumer health consciousness remains strong; however, the market is showing signs of contraction as the sleep boom tops out

Market Size (Value)^{*3}

*1 NISSIN CHILLED FOODS estimate *2 NISSIN FROZEN FOODS estimate *3 NISSIN YORK estimate (excluding home delivery)

Business Strengths

NISSIN CHILLED FOODS

- Capacity to develop added-value products (extended shelf life, premium quality, etc.) and marketing skills



NISSIN FROZEN FOODS

- Promotions that leverage food technology for added value and group synergies



NISSIN YORK

- Capacity to develop functional products, backed by years of lactobacillus research



FY 3/2026 Progress and Achievements

NISSIN CHILLED FOODS

- Strong performance from flagship brands, including *MEN NO TATSUJIN* and *SOUP NO TATSUJIN*; contribution from prepared noodles sold via convenience stores

NISSIN FROZEN FOODS

- Strong performance from *NISSIN SPA OH KISSATEN* and *NISSIN CHUKA*; contribution from increased convenience store sales and the impact of price revisions

NISSIN YORK

- Sales of *PILKUL MIRACLE CARE* declined as sleep boom topped out; two new product launches in fall were not enough to make up for the decline

Future Challenges and Strategy Through FY 3/2027

NISSIN CHILLED FOODS

- Improve the profitability of existing products
- Create new demand and develop new channels
- Create demand and enhance brand value through added value (e.g., authenticity, convenience, and eco-friendliness)

NISSIN FROZEN FOODS

- Optimize product portfolio to improve profitability
- Expand into B2B
- Focus marketing resources on our strength in the ramen category to improve brand value and profitability

NISSIN YORK

- Revitalize the lactobacillus beverages market
- Gain a solid foothold for new products launched in 2025
- Create demand through value-added products; expand customer base through promotions and in-store initiatives

Launching a Study Group for Sustainable Chilled Logistics

Chilled foods encompass specific challenges, including short shelf life. In October 2024, relevant companies^{*4} came together to launch a study group to address these challenges. The NISSIN FOODS Group has revised delivery conditions and commercial practices to improve supply chain efficiency and reduce the burden on drivers.

^{*4} Ten member companies of the Chilled Logistics Research Group: ITOHAM YONEKYU HOLDINGS, NISSIN CHILLED FOODS, NISSIN YORK, NH Foods, Prima Meat Packers, Marudai Food, Meiji, MORINAGA MILK INDUSTRY, MEGMILK SNOW BRAND, and Ezaki Glico



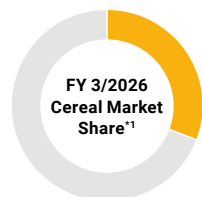
Domestic Non-Instant Noodles Business

Confectionery/Snack Business

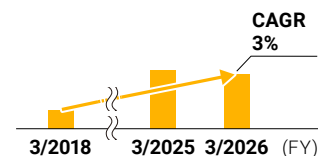
Market Environment

Cereal

- Market growth has paused following rapid gains due to rice shortages and extreme heat; demand for health-related products remains solid



Market Size, Annual Growth Rate^{*1}



*1 Source: INTAGE SRI+ Cereal, FY2017–FY2025 estimated sales volume (value) across all retail channels (market share estimates by NISSIN CISCO) (includes certain private-brand products)

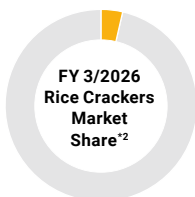
*2 Source: All Nippon Kashi Association (ANKA), Rice Crackers Production Value, FY2015–FY2025

*3 Market share source: INTAGE SRI-M (FY2017 and earlier) and SRI+ (FY2018 and later) Snacks Market Share FY2015-FY2025, estimated sales (value) across all retail formats

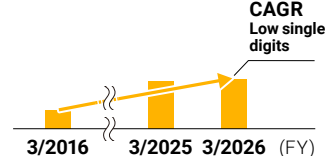
*4 Market size source: ANKA, Snack Production Value, FY2015–FY2025

Rice Crackers

- Price revisions across all companies have resulted in higher sales year on year; however, the polarization of consumer spending is intensifying, and demand continues to shift toward retail goods perceived as offering good value

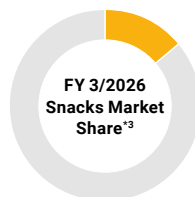


Market Size, Annual Growth Rate^{*2}

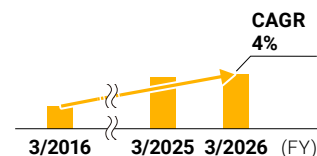


Snack Foods

- Demand remains strong for snack foods that are relatively reasonably priced. Market has returned to a growth trajectory after emerging from a period of stagnation caused by issues related to raw materials



Market Size, Annual Growth Rate^{*4}



Business Strengths

NISSIN CISCO

- Offers products in cereal and confectionery by leveraging grains, proprietary development and manufacturing technologies
- Stable revenue base through several well-known brands (e.g. *CISCORN*, *GOROGURA*, *COCONUT SABLE*, *CHOCO FLAKES*)



BonChi

- Several well-known flagship brands (e.g., *BONCHI AGE*, *PEANUT AGE*, *KARASHI MENTAICO OGATA AGESEN*)
- Offers a wide range of high-value-added and reasonably priced products through product development capabilities that leverage proprietary frying technology



KOIKE-YA

- Leading the market through a commitment to using 100% domestically grown potatoes, combined with a long-standing tradition and a relentless drive for innovation
- Growing at a rate above the market average—with sales rising across growth channels—driven by an organization-wide



dedication to high-value-added management

FY 3/2026 Progress and Achievements

NISSIN CISCO

- Sales increased with strong performance of *GOROGURA* and *CISCORN*, as well as sales of *COCONUT SABLE* (confectionery). Higher profits and greater profitability generated through the efficient use of selling expenses and improvements in logistics, etc.

BonChi

- Price revisions several times during the year in response to rising raw rice prices. Reducing costs through revised production systems and packaging materials. Collaboration product for Expo 2025 Osaka, Kansai, Japan, *BONCHI AGE Pickled Ginger Tempura Flavor (BENISHOGATEN AJI)* contributed to sales

KOIKE-YA

- Sales limited somewhat due to the poor domestic potato harvest, but increased overall with strong performance in corn-related products. Overseas Business posted record-high sales and profits through successful business structuring efforts in each country

Future Challenges and Strategy Through FY 3/2027

NISSIN CISCO

- Maintain momentum despite a lull in the cereal market; grow sales in the Confectionery/Snack Business (already sound profit structure), strengthen SCM infrastructure

- Refine core brands and unveil new value propositions to accelerate growth in cereal and confectionery

BonChi

- Address rising raw materials costs, restore sales volume following price revisions, and improve efficiency across the supply chain

- Strengthen core brands and develop mainstay products with new textures/forms to achieve sales growth and improved profitability

KOIKE-YA

- Address risks related to the raw materials supply to ensure the stable market entrenchment of flagship brands; accelerate the growth of Overseas Business further

- Secure sustainable growth in Japan and overseas by refreshing core brands and exploring new growth areas

Transitioned Ice Cream Manufacturer SERIA ROILE Into a Subsidiary —Leveraging Group Strengths to Develop New Brand Products

In February 2026, NISSIN FOODS HOLDINGS acquired an approximately 68% stake in SERIA ROILE Co., Ltd., an ice cream manufacturer headquartered in Asakura City, Fukuoka Prefecture, making the ice cream manufacturer a subsidiary.

Founded in 1955, SERIA ROILE has a strong track record not only in private-label products and contract manufacturing, but also in the production of a wide variety of ice cream products, including *BLACK THUNDER ICE* and a well-known mousse dessert provided with school lunches.

In April 2026, the company launched *KANZEN MEAL FROZEN ACAI BOWL*.

The NISSIN FOODS Group is building a stronger revenue base by diversifying the Domestic Non-Instant Noodles Business and shifting the business toward high-value-added products. Ice cream sales in Japan surpass 600 billion yen annually, representing a promising market growing at an average annual rate of 6% over the past several years. This transaction combines SERIA ROILE development and manufacturing capabilities with the marketing, brands, and sales network of the NISSIN FOODS Group, which we expect will lead to synergies across our entire organization.

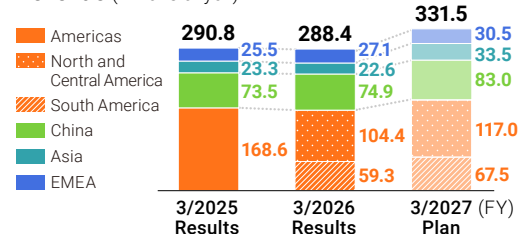


KANZEN MEAL FROZEN ACAI BOWL

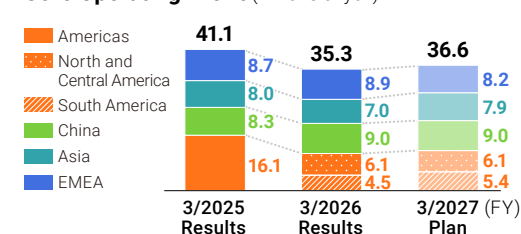
Overseas Business

We tailor operating strategies to each market from a core brand strategy.
We take on the global markets as the leading company in high-value-added instant noodles.

Revenue (Billions of yen)



Core Operating Profit (Billions of yen)



Market Environment

Global demand for instant noodles has expanded from approximately 97.5 billion servings in 2015 to about 120 billion servings today, with continued growth anticipated over the medium to long term. In particular, the market continues to expand in regions with large populations and where annual per-capita consumption of instant noodles is high: China/Hong Kong, Indonesia, India, and the Americas. At the same time, per-capita consumption remains low in the United States, Brazil, and Mexico, even as these markets are viewed as growth markets with significant potential for further penetration. Amid growing demand and the potential for growth in various regions, the NISSIN FOODS Group continues to build a stronger presence in the global market.

Annual Per-Capita Consumption of Instant Noodles^{*1}

Japan	48.3	China/Hong Kong	30.6
United States	15.3	Indonesia	51.1
Brazil	12.4	Vietnam	80.6
Mexico	11.9	India	6.6
United Kingdom	7.8	Philippines	37.9
Germany	5.4	Thailand	59.6
France	2.2	Singapore	17.2

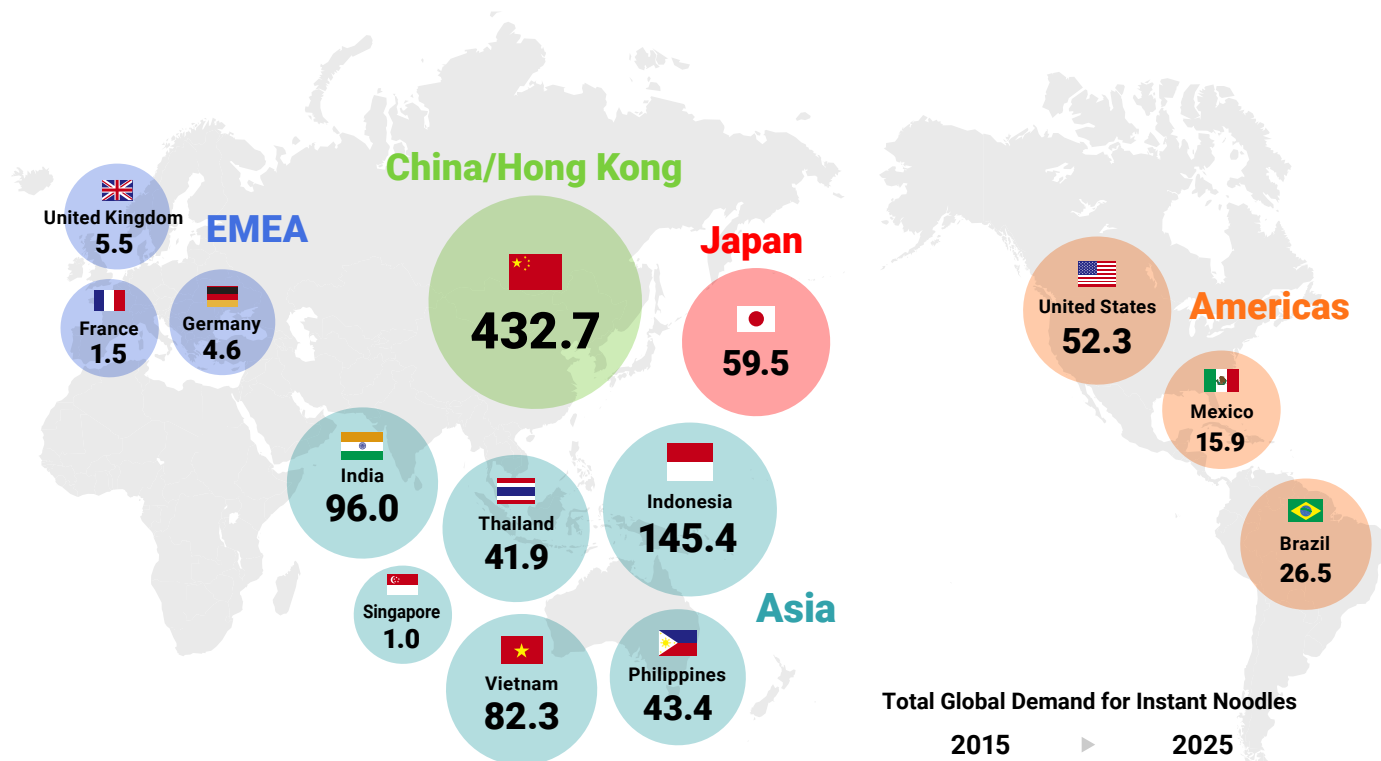
^{*1} Calculations based on population and total demand for instant noodles in 2025

Business Strengths

In overseas markets where demand for instant noodles is growing, we pursue sustainable growth and improved profitability, primarily in high-value-added segments, leveraging our brand strength and product lineup tailored to local needs.



Total Demand for Instant Noodles^{*2} (100 Million servings)



Total Global Demand for Instant Noodles

2015	2025
97.49 billion servings/year	124.21 billion servings/year

^{*2} World Instant Noodles Association (WINA), 2025

Overseas Business – North and Central America: United States

Strengthening competitiveness in the market through new products based on consumer insights and optimized business structures

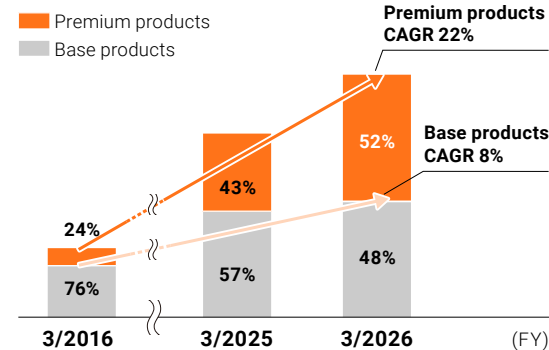


Market Environment

- Shift toward low-price channels amid inflation-influenced changes in consumer behavior
- Steady performance in the Asian food and high-value-added product categories
- Growing demand for food that balances convenience with health and premium quality

Market Growth

Market Size (Value), Annual Growth Rate



Source: Circana (formerly IRI), Dollar Sales, Total U.S. Multi-Outlet, 2015–2025.

Future Challenges and Medium- to Long-Term Initiatives Beginning FY 3/2027

- Expand the premium product category in response to changing consumer needs
- Diversify strategically through an expanded product portfolio
- Deal with declining profitability of base products due to promotional activities, fluctuations in raw material and logistics costs
- Build an organizational framework capable of responding to rapidly changing markets

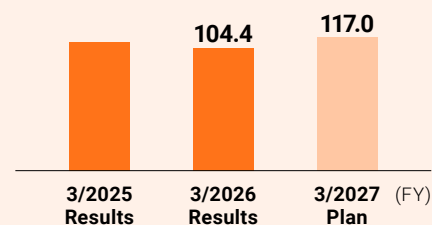
- Launch **BOLD TASTES of TOKYO** (Japanese-style instant noodle product)
- Optimize product portfolio, select and focus on priority brands
- Review costs for base products, improve profitability
- Establish an integrated management system at RHQ-Americas for product strategy and value chain

FY 3/2026 Progress and Achievements

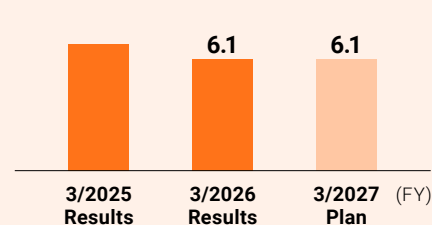
- Redesign of *CUP NOODLES* and expanded premium lineup
- Expanded sales territories through focused investment in key channels
- Launched RHQ-Americas to establish an integrated management structure for product strategy and value chain



Revenue (Billions of yen)



Core Operating Profit (Billions of yen)

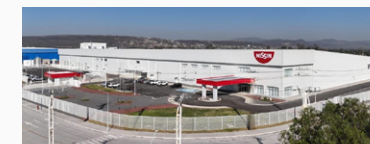


Notes 1: Including Mexico

2: Change in categorization beginning FY 3/2027; results for FY 3/2025 not presented

Strengthening the Supply System to Support Growth in the Mexican and Central American Markets

We began operations at our second plant in Mexico in the spring of 2026 to meet growing demand in Mexico and Central America. We intend to use this plant to expand production capacity for *CUP NOODLES* and other mainstay brands, as well as beginning local production of bag-type instant noodles—a first in Mexico—to strengthen our supply system for Mexico and Central American countries. In this way, we plan to increase the proportion of locally produced goods and shorten logistics lead times, helping us to respond flexibly to fluctuations in demand and improve profitability. In the future, we will develop new markets and expand our product lineup with the aim of establishing a foundation for sustainable growth in Mexico and Central America.



The Apaseo Plant began operations in spring 2026

TOPICS

Overseas Business — South America: Brazil

We hold the overwhelming No. 1 market share in Brazil, where we are responding to growing demand while improving profitability

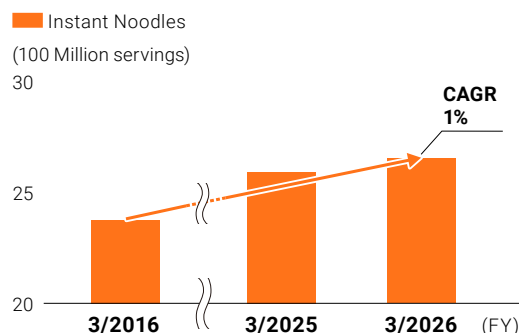


Market Environment

- Expanding instant noodle and processed food market, driven by Brazil's population growth and an increase in consumption frequency
- Growing demand for a diverse range of products and price points, reflecting the varying preferences across regions and income levels
- Changes in the business environment for retail and wholesale amid high interest rates and inflation

Market Growth

Market Size (Servings), Annual Growth Rate

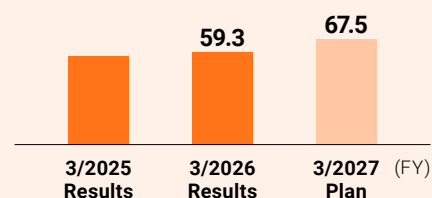


Source: World Instant Noodles Association (WINA)

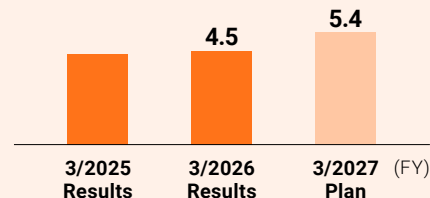
FY 3/2026 Progress and Achievements

- Achieved revenue growth by strengthening sales of mainstay brands and Japanese-style marketing
- Implemented appropriate pricing strategies in an inflationary environment to secure profitability
- Met demand through a stable supply while maintaining appropriate inventory levels

Revenue (Billions of yen)



Core Operating Profit (Billions of yen)



Note: Change in categorization beginning FY 3/2027; results for FY 3/2025 not presented

Future Challenges and Medium- to Long-Term Initiatives Beginning FY 3/2027

- Accurately assess changes in the social and economic environment to expand the Brazilian instant noodle market by creating and capturing latent demand
- Strengthen operations with a focus on profitability

- Leverage Japan NISSIN-style marketing, execute on new medium-term product strategy, and release products under *The BOLD SIDE of JAPAN* concept to expand our customer base and increase per-capita consumption
- Improve profitability through stabilized production systems, as well as cost management for production and raw materials procurement
- Looking ahead to core operating profit margin in the high-teens; first, transition to a revenue structure to achieve a double-digit core operating profit margin over the next three to four years



Respond to Increased Demand via New Plant Operations and Strengthen the Foundation for Growth

We are constructing a third plant in Ponta Grossa, Paraná State, to meet the growing demand for instant noodles in Brazil. As a new facility following the existing Ibiuna and Gloria do Goita plants, construction on the new plant began in June 2024, with operations scheduled to commence in 2027. This investment will expand production capacity for bag- and cup-type instant noodles, strengthen the production of products for export, and broaden our product lineup to include categories beyond instant noodles—all factors contributing to increased profits. Through coordination with the two existing plants, the additional plant will improve production and distribution efficiency, helping us build a stable supply system throughout Brazil.



Ponta Grossa Plant under construction (rendering)

TOPICS

Overseas Business – China (Incl. H.K.)

Strong performance driven by the brand strength of mainstay products and expanding sales channels; accelerating entry into untapped markets



Market Environment

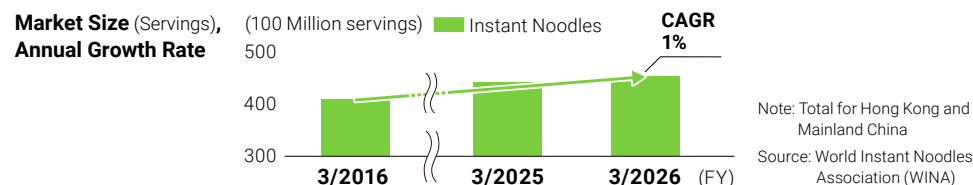
Hong Kong

- Recovery in passenger traffic driven by a rebound in inbound tourism, amid continued spending by Hong Kong residents in mainland China ("northbound consumption")
- The instant noodle market is expected to remain robust in FY 3/2026 amid a recovery in demand, primarily in the retail and foodservice sectors, and a gradual economic recovery

Mainland China

- Government stimulus measures in a deflationary environment are producing signs of a recovery in plant capacity utilization rates in coastal areas and a partial recovery in the flow of people from the suburbs to urban centers; consumers are becoming increasingly selective in spending
- Sales channels are diversifying to include not only traditional supermarkets and e-commerce, but also membership-based retailers and discount stores

Market Growth



FY 3/2026 Progress and Achievements

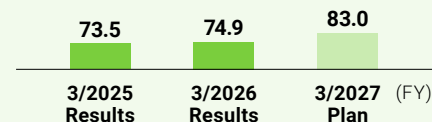
Hong Kong and Other*

- Grew sales of *CUP NOODLES* and launched new products; engaged in IP collaborations and digital marketing to promote brands and expand sales channels
- Expanded instant noodle sales in Taiwan and Vietnam, among other regions; continued to strengthen sales infrastructure and make growth investments in the South Korean confectionery business and Australian frozen foods business to drive medium- to long-term earnings growth

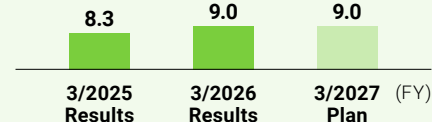
Mainland China

- Sales grew in response to efforts to revitalize the existing sales network and expand sales channels into inland areas, led by the *CUP NOODLES* brand line and *DEMAE ICCHO* brand bag-type instant noodles
- Increased proportion of high-margin products through a higher share of products from our mainstay brands

Revenue (Billions of yen)



Core Operating Profit (Billions of yen)



Future Challenges and Medium- to Long-Term Initiatives Beginning FY 3/2027

Hong Kong and Other*

- Continued northbound consumption and maturing Hong Kong market mean potential for volume growth is limited
- Optimize supply chain management to improve profitability

- Strengthen high-value-added products to improve profitability
- Expand growth through inorganic growth opportunities outside Hong Kong and in markets other than instant noodles



Vietnam

Accelerate growth by capturing demand from younger consumers in high-growth markets, expand sales channels, new products

Taiwan

Reinforce sales structure and expand sales channels through our Taiwan sales subsidiary

South Korea

Accelerate overseas expansion through Gaemi Food (snack foods business) and sales channels in Southeast Asia and Greater China



Australia

Grow sales of ABC Pastry (frozen foods business) and expand sales network to capitalize on demand for Asian foods



Mainland China

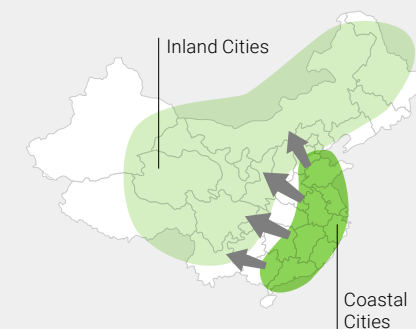
- Selective consumption and channel diversification are gaining momentum amid a gradual recovery in domestic demand
- Expand into new sales channels and tap into demand in inland cities

- Stimulate demand through social media and in-store promotions; expand sales of mainstay brands (*CUP NOODLES*, etc.) and high-end bag-type instant noodles



- Expand production capacity with a view to medium- to long-term growth
- Capture demand through deeper engagement in existing markets, new channels, and expansion into untapped areas

Expansion in Mainland China (Conceptual Map)



*Including Vietnam, Taiwan, South Korea, and Australia

Overseas Business — Asia

Products tailored to the local food culture, including hot and spicy *GEKI* brand



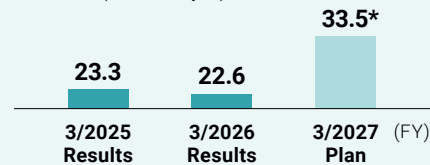
Market Environment

- Demand continues to grow over the medium to long term, driven by population growth and rising incomes
- As the preference for convenience grows, particularly among younger consumers, demand for cup-type instant noodles and high-value-added products is emerging

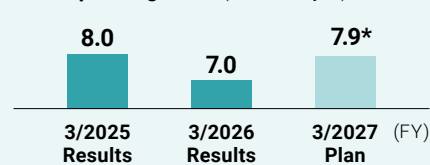
FY 3/2026 Progress and Achievements

- Despite new products under mainstay brands and expanded sales channels, revenue and profits declined across Asia, mainly due to changes in the market environment and intensifying competition

Revenue (Billions of yen)



Core Operating Profit (Billions of yen)



Note: Includes companies accounted for using the equity method
*N-URC scheduled to become a consolidated subsidiary

Future Challenges and Medium- to Long-Term Initiatives Beginning FY 3/2027

- Solidify our position in the premium segment by expanding our lineup of high-value-added bag-type instant noodles, such as *GEKI*

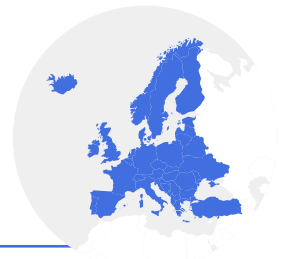
Launch of *GEKI*

The *GEKI* brand of flavored instant noodles originated in Thailand. While the scale of sales is still limited, margins are good, and further expansion of sales of *GEKI* instant noodles will be key to our future growth.



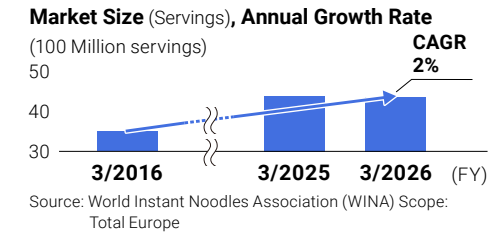
Overseas Business — EMEA

Pioneering the market for high-value-added cup- and bag-type instant noodles across more than 36 countries in Europe



Market Environment

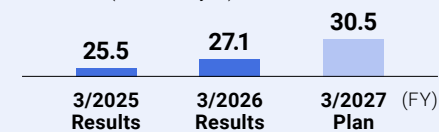
- The European market is trending upward; per capita consumption remains low, leaving room for growth
- Demand for convenience foods and Asian cuisine is on the rise; premium segment is expanding



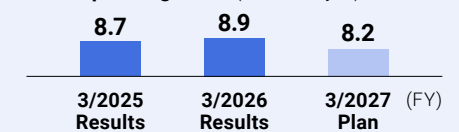
FY 3/2026 Progress and Achievements

- Successful promotions, leading to recovery in sales volume; revenue increased on a yen basis, and profit rose due in part to contributions from equity-method affiliates
- Released *Soba* and other high-value-added cup-type instant noodles and bag-type instant noodles under the banner of Authentic Asia; expanded market share through lineup tailored to market characteristics by country
- Double-digit CAGR sales growth over the past 10 years. Secured market share in a fragmented market consisting of numerous global manufacturers, ranking between 1st and 3rd across multiple countries; became No.2 player in Europe as a whole

Revenue (Billions of yen)



Core Operating Profit (Billions of yen)



Note: Includes companies accounted for using the equity method

Future Challenges and Medium- to Long-Term Initiatives Beginning FY 3/2027

- Launch new cost-competitive products that are appealing to consumers, strengthening our presence in the high-price segment and returning to our medium- to long-term target pace (mid-single digits or higher) as quickly as possible

Creating Growth Drivers in EMEA Through a Subsidiary in Türkiye

We established a new subsidiary in the Republic of Türkiye to create growth drivers in EMEA. We will use our subsidiary in Türkiye as a production and sales hub, developing demand for instant noodles in neighboring countries, including countries in the Middle East and North Africa. We plan to establish a system to develop and supply halal-certified products that comply with local regulations and culinary cultures. In this way, we will enhance our presence in the Islamic world and strengthen the base supporting medium- to long-term business foundation.



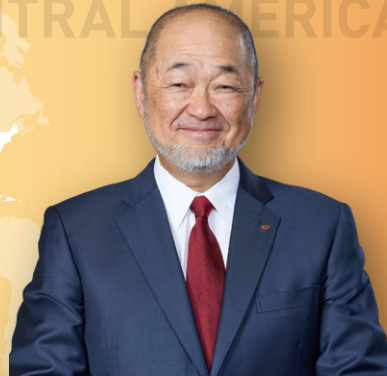
Overseas Business — Messages from the RHQ Leaders

North and Central America

Powered by Both Growth-Driving Premium Products and Refined Base Products to Return the U.S. Business to a Growth Trajectory

Yukio Yokoyama

Managing Executive Officer,
Chief Representative, Americas
NISSIN FOODS HOLDINGS CO., LTD.
President and CEO, NISSIN FOODS (U.S.A.) CO., INC.



The United States is a rare market worldwide in that its population continues to grow even though it is a developed country. Instant noodles already have a certain presence there, but there is still substantial room for growth, and I believe that whether we can win decisively here will shape the future of the NISSIN FOODS Group. Frankly, the U.S. business did not achieve fully satisfactory results in FY 3/2026. This performance is precisely why we will put the U.S. business back on a growth track, centered on the Regional Headquarters of Americas (RHQ-Americas), which we established in FY 3/2026. As a command center close to the front lines, RHQ-Americas will manage everything from product strategy to sales in an integrated manner, further raising the speed and quality of decision-making.

Since joining the company in 2008, I have been involved in management in various capacities. Since October 2025, I have also served as chairperson of NISSIN FOODS (U.S.A.), placing myself on the ground in the United States. I have held repeated discussions with members of our plants and our production and supply chain teams, and I have also visited stores to see firsthand how our products are displayed and how shoppers respond to them. Furthermore, from FY 3/2027 I will also serve as president and CEO of NISSIN FOODS (U.S.A.), standing at the forefront to lead the entire organization.

The key to achieving growth in the United States is clear: how broadly and powerfully we can roll out premium products that leverage our unique strengths. In the future, we will raise the premium product share of sales to more than 50%. At the same time, we will thoroughly review the cost structure of our base products to improve the profitability of the entire portfolio. Powered by both aggressive premium products and refined base products, we will further strengthen our business foundation. FY 3/2027 is an extremely important year for achieving this policy. First, we will accelerate the expansion of premium products, starting with *BOLD TASTES of TOKYO* and other products. In addition, we will steadily advance the stable operation of the Greenville Plant to strengthen our production and supply systems. At the same time, we will continue to invest in our people, because the driving force that moves the business and generates growth ultimately is our people.

I took on this position with the resolve to steer the U.S. business myself. Making the most of the functions of RHQ-Americas and NISSIN FOODS HOLDINGS, I will steadily execute the measures necessary. On that basis, we aim to capture the No. 1 position in the U.S. premium instant noodles market.

China and East Asia

Toward Sustainable Profit Growth Through Stronger Product Competitiveness and Optimized SCM

Kiyotaka Ando

Managing Executive Officer,
Chief Representative, China,
Chief Representative, East Asia
NISSIN FOODS HOLDINGS CO., LTD.



The China Region and East Asia businesses have advanced product development tailored to the characteristics of each market and are cultivating new markets. Since becoming responsible for the management of NISSIN FOODS (Hong Kong) in 2009, I have driven not only the growth of the Instant Noodles Business in China and East Asia but also the diversification into areas such as beverages, confectionery, and frozen foods. In particular, we have strengthened our business foundation through vertical integration, from the procurement and in-house production of raw materials and packaging materials all the way through wholesale.

In the China Region, we strengthened our management base and accelerated growth investment through our 2017 listing on the Hong Kong Stock Exchange. In East Asia, meanwhile, we established the Regional Headquarters of Asia in 2020 and are systematically expanding management-service functions for each country. Building on these foundations, in FY 3/2026 we improved profitability by expanding sales of high-value-added products for future growth. While the economies of Hong Kong and mainland China were supported by external demand, the recovery in domestic demand, as with consumer spending, was gradual. Nevertheless, by diversifying our sales channels and expanding into inland China, and by growing sales of our flagship brands centered on *CUP NOODLES*, we achieved sales growth and improved profitability.

In East Asia, even as geopolitical and other risks continue to rise, we are solidifying our foundation for growth. In addition to reviewing the sales structure in Thailand, a core market, we are rolling out premium products such as *GEKI* in various countries. Furthermore, we will strengthen East Asia's business foundation by making N-URC* in the Philippines a consolidated subsidiary.

For FY 3/2027, we expect growth despite an environment with a high risk of cost increases. In addition to cost management and operational efficiency, we will advance our priority themes of strengthening product competitiveness and optimizing the supply chain, aiming to improve profitability and achieve sustainable profit growth.

*Nissin-Universal Robina Corporation