



October 8, 2026

Presentation for Analysts and Institutional Investors

NISSIN FOODS DO BRASIL LTDA.

Trajectory and Future Growth Strategy

NISSIN FOODS DO BRASIL LTDA.
President & Representative Director
Takayuki Suzuki

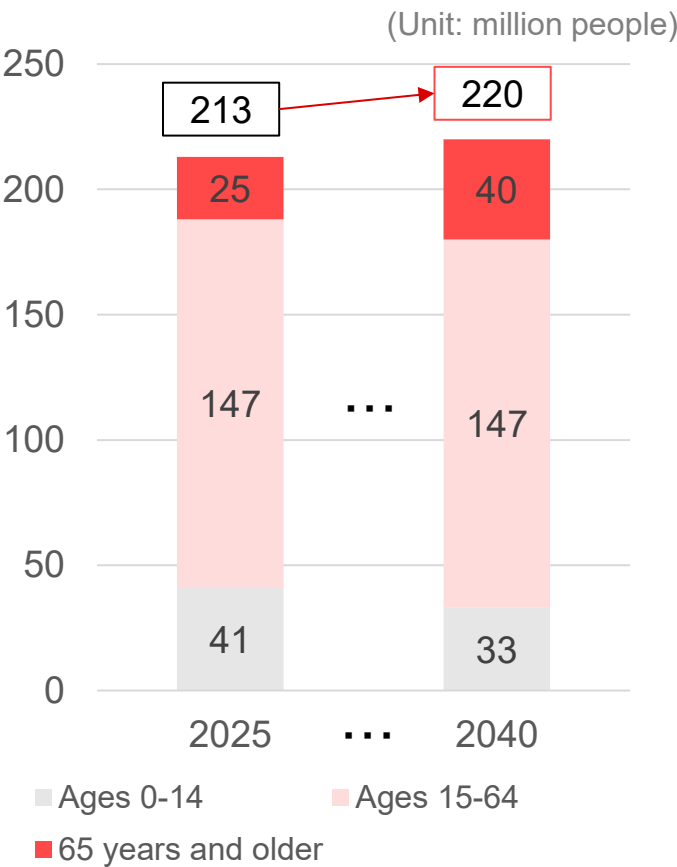
Agenda

1. Macro Environment
2. Company Overview
3. Our Strengths
4. Toward Further Growth

Brazil's Population Trends, Population Composition, and GDP

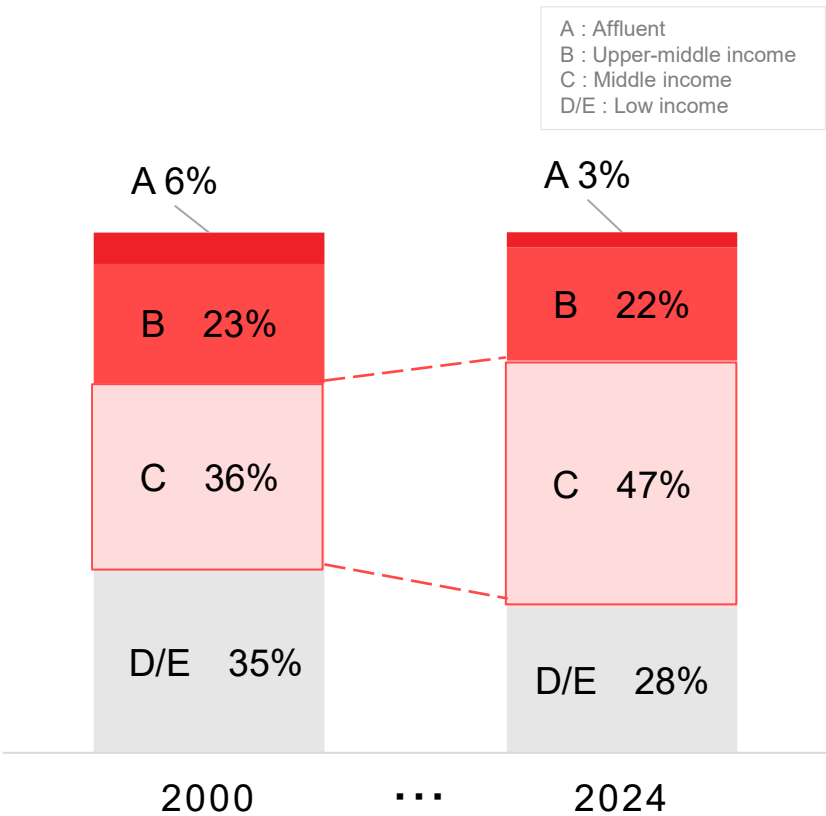
Expected Population Growth and Income Shifts, and Domestic Demand-Driven Economy with Household Consumption Accounting for 60% of GDP.

Population Trends



*Source: UN World Population Prospects 2024

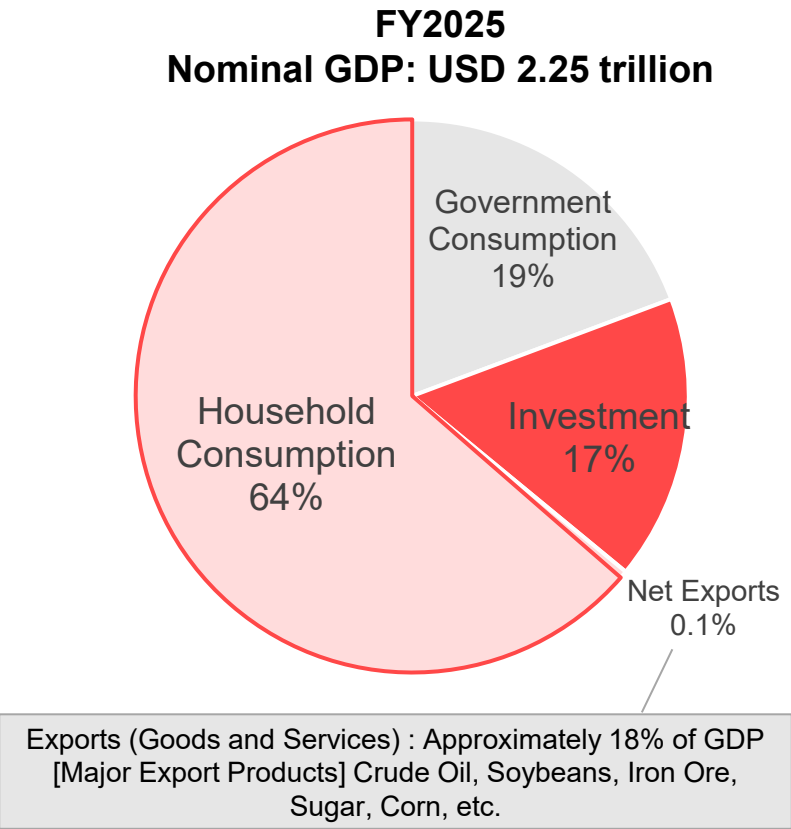
Population composition by income



*Source: ABEP, based on 2000 Metropolitan Area Data.

*Source: ABEP 2024 (Brazilian Association of Market Research Companies).

GDP composition



*Source: IBGE National Accounts, World Bank Data, IMF WEO (Export Data: MDIC/Comex Stat)

Brazilian Food Culture and the Japanese Community

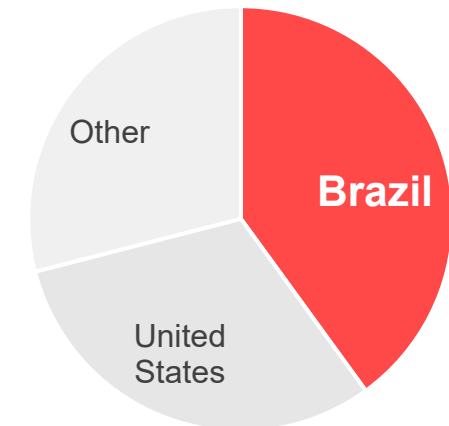
Brazil embraces diverse food cultures and is home to the world's largest Japanese-Brazilian community.

Brazil's Diverse Food Culture



The world's largest Japanese-Brazilian Community

Approximately 40% of the world's population of Japanese descent (Approximately 2 million people) live in Brazil.

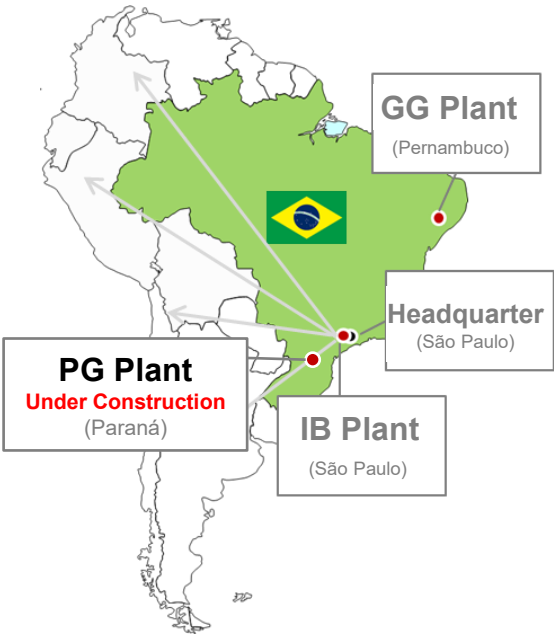


*Including Japanese nationals and Japanese descendants living abroad
/Source: Ministry of Foreign Affairs Blue Paper

*Regional classifications and food images were generated using AI.

NISSIN BRAZIL Company Overview

Company Name	NISSIN FOODS DO BRASIL LTDA. (NISSIN BRAZIL)
History	1965: Established (MIOJO PRODUTOS ALIMENTICIOS LTDA.) 1975: Nissin acquired an equity stake 2015: Became a wholly owned Nissin subsidiary
Number of employees	Approximately 3,500 employees
Business Operations and Performance	Manufactur and sale of instant noodles Sales in Brazil and exports to 10 other South American countries [FY2025 Results] Revenue: 59.3 billion yen, Core operating profit: 4.5 billion yen Revenue CAGR (FY2016-2025): 13.0% [FY2026 Plan] Revenue: 67.5 billion yen, Core operating profit: 5.4 billion yen *April–March 2025 1 reais = 27.76 yen, *April–March 2026 1 reais = 28 yen

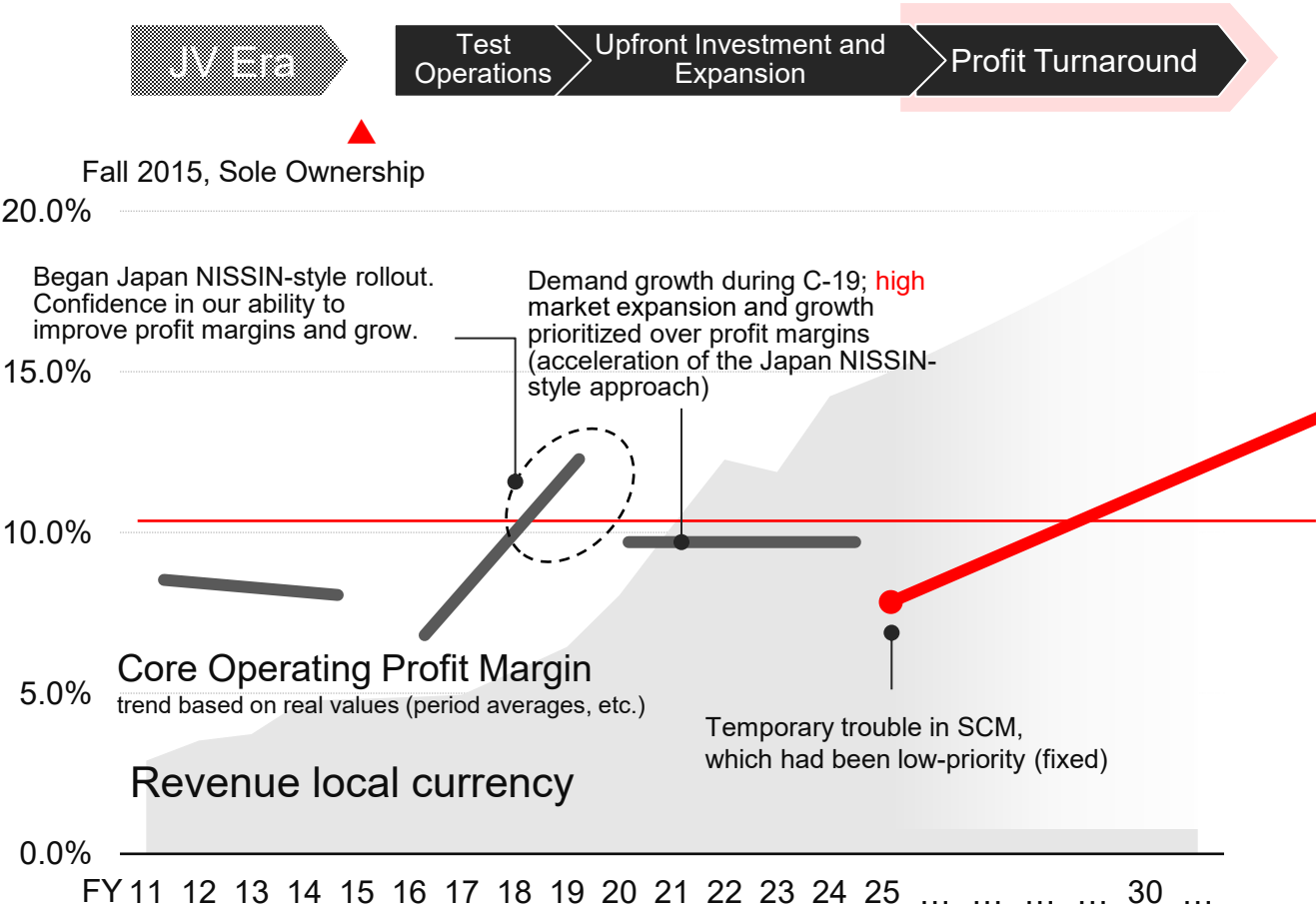


*IB: Ibiuna, GG: Gloria Dagoita, PG: Ponta Grossa

NISSIN BRAZIL Performance

Looking ahead to OPM in the high teens, we must first hit 10% core OPM within 3-4 years.

Growth in Net Sales and Core Operating Profit Margin



PJ System Under Direct Control of CSCO
→ Efforts Started Subsequent to Local DD

	Priority on Expansion (to Date)	Profit Turnaround
Material Procurement	Continue with existing suppliers, emphasizing stability and flexibility	Switch to price-competitive local suppliers
Production	Prioritize expansion of supply; insufficient BPR and automation	Full-scale launch of BPR Operation of southern plant
Logistics	Permit use of external-warehouses Low logistics efficiency in the south	Fixed through inventory control Operation of southern plant

FY25

FY26B

+0.5 pts

7.5%

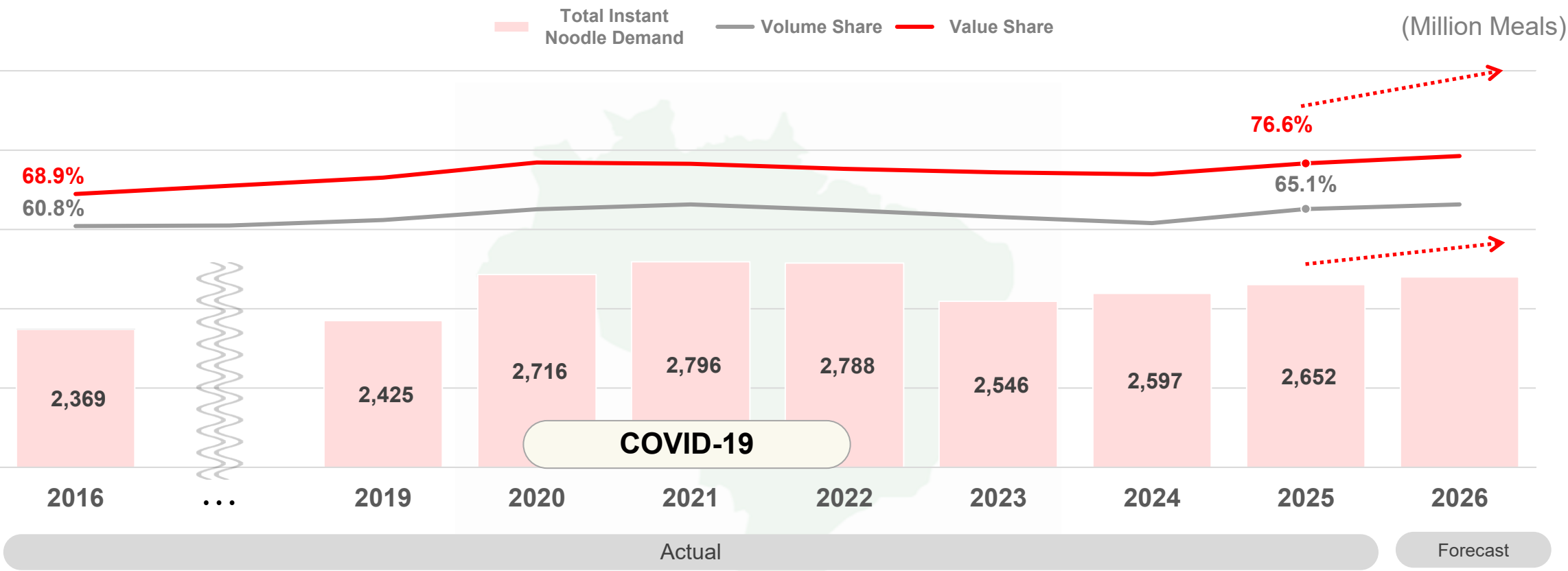
8.0%

- Impact of price revisions (equal to inflation) made in January '26 across periods
- Reduced materials costs, noodle loss and disposal, temporary suspension of external warehousing, etc.
- Offsetting one-time costs to start up the southern plant

Instant Noodle Market Share

Aim to further increase our current value share of 76.6% and drive growth in total instant noodle demand.

Trends in Total Demand for Instant Noodles and Nissin Brazil Market Share



Source (Total Demand): WINA (World Ramen Association)
Source (Share): NISSIN BRAZIL estimates based on Nielsen and Kantar data

A Brand Equity Symbolizing Brazil's Instant Noodle Category

We own the brands that symbolize Brazil's instant noodle category in both bag and cup noodles. Achieve a value share exceeding volume share while continuing growth.

**No.1 Instant Noodle Brand
NISSIN**



BRAZIL NISSIN's Instant Noodle Market Share
Volume: 65.1% Value: 76.6%

**No.1 Bag-Type Instant Noodle Brand
NISSIN LÁMEN**



**Bag-Type Instant Noodle Category Share,
Including Other Brands**
Volume: 62.7% Value: 72.0%

**No.1 Cup-Type Instant Noodle Brand
CUP NOODLES**



**Cup-Type Instant Noodle Category Share,
Including U.F.O.**
Volume: 99.5% Value: 99.6%

Localize Nissin's Winning Formula in Japan for the Brazilian market

Localize Nissin's approach to brand-building to fit Brazil's culture, distribution structure, and retail channels

Leverage strong our brand equity to expand our user base, create new consumption occasions, and drive the value-added product mix expansion.

Iconic Brand
Strong Brand Equity



Nissin's Winning Formula from Japan
Brazil-Specific Business Foundation



Next-Generation
Creating Next Demand

High-impact Brand Communication
Continuous consumer touchpoints
(digital and in-store)



Translate NISSIN's brand identity into Brazilian culture while maintaining brand freshness

Adapt Nissin's distinctive, proven approach in Japan to Brazil's unique cultural context.
Maintain the freshness of long-selling products to give consumers reasons to try our products.

Localize Successful Nissin Japan Commercials for Brazil

From "Add an Egg" to "Add Your Favorite Topping"



Reactions on Social Media Brand Associations Similar to NISSIN Japan

In addition to reactions of surprise, humor, and relatability, some viewers have noted similarities with Nissin's commercials in Japan. As a result, NISSIN Brazil is building an image that is approachable, quirky, and entertaining, much like NISSIN Japan.

This feels just like a Japanese commercial!

This ad is seriously stuck in my head 🤔

Thanks for bringing Japan's crazy commercials to Brazil lol

NISSIN Brazil's commercials are hilarious 😂😂

Wait, everyone needs to see this lol

Consistently award-winning Customer
Service
Grand Prix in multi-brand categories



Sell-out Sales
Outperformed the
Prior-Year Period
Throughout the
Campaign

É PERFEITO IO JO

Last Mile (1): Long-term partnerships with 84 wholesalers nationwide

Long-term partnerships with 84 leading wholesalers enable distribution to approximately 200,000 retail outlets across Brazil.

Multi-level relationships, from senior management to in-store personnel, support nationwide execution of new product launches, promotions, and in-store merchandising.

Direct Contact with Senior Management
at All Wholesalers
**Nationwide Wholesaler Conferences
and Product Launch Events**

Product Briefings and
Merchandising Training
for Sales Representatives and In-Store
Merchandising Personnel

Reach approximately
**200,000 retail outlets
across Brazil**



Last Mile (2): Creating Demand through Multi In-store Placements

Expanding beyond the standard instant noodle shelf to multiple areas within each stores.

Creating purchase opportunities by connecting products with relevant eating occasions, not just increasing product visibility.

Large and island displays:
campaign launch points



Convenience: frozen food and rice sections



Impulse buying: In front of the register, next to the register, on display



Cross-purchase: Snack and beverage sections



Meal pairing: Egg section



New value: Asian foods section



Last Mile (3): Lowering purchase barriers to new brand through large-scale sampling

Providing tasting opportunities to 6.5 million consumers annually through food trucks at store entrances and promotional display areas.

Product tasting encourages first-time purchases of new products and brands.

Store entrance (using food trucks)



Promotional display corner inside the store



Expanding Croc Choco Sampling in São Paulo and southern Brazil



NISSIN's winning formula:

Create interest → Discover → Trial → Purchase → Repeat Purchase

Further Growth Strategy: Expanding the category on the foundation of a strong market position

Per-capita annual instant noodle consumption is approximately 12 servings in Brazil, about one-quarter of Japan's level, while cup-type noodles account for only around 7% of the market. Expanding the market by creating new demand through deepening existing brands and new products / brands.

opportunity
Increase per capita annual
consumption

48.4
servings

Japan

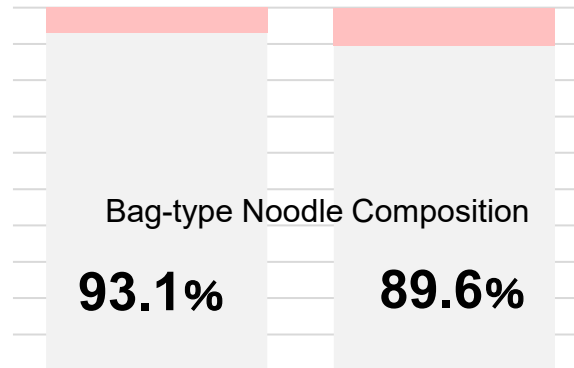
12.3
servings

Brazil

opportunity
Expansion of cup-type noodle
composition
NISSIN is leading the shift to cup-type
noodles

Cup-type Noodle Composition

6.9% 10.4%



Brazil
market

NISSIN
BRAZIL

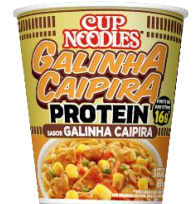
Reference: Estimated from Nielsen Kantar data and our sell-out data.

Growth Drivers

Deepening existing brands × new products
and brands

(1) Deepening existing brands

CUP NOODLES Protein 16g
- launching in Oct. 2026



(2) New Brands



THE BOLD SIDE OF JAPAN: Aiming to establish a new value proposition

Mobilizing all of NISSIN BRAZIL's capabilities, including brand building, nationwide wholesale distribution, in-store merchandising, and sampling.

Introducing new flavors and Japanese-inspired experiences to create new consumption occasions for instant noodle consumers.

Cup type: scheduled for launch in Oct. 2026
Bag type: scheduled for launch in Nov. 2026

From major retailers to Asian food retailers
Driving trial through intensive in-store exposure and sampling.



Trade and Consumer Feedback During the Initial Launch Phase

Receiving positive feedback for its taste, value, and novelty, in addition to strong interest in Japanese-style ramen.

Rollout is progressing across major retailers and Japanese/Asian retail stores.

Wholesalers

The much-anticipated Japanese ramen has finally arrived!
Many retailers will want to carry it.



More affordable and convenient than Liberdade (Japantown) or ramen shops.



The distinctive spice notes feel fresh and truly Japanese. And it is easy for Brazilians to eat.

Retailers

A taste Brazilians find easy to enjoy.
Let's promote it with tastings.



Different from miso soup or soy sauce - it feels like a new Japanese flavor.
We'd like to introduce it as soon as possible.



Consumers

A cool, distinctly Japanese design.
The brush lettering looks great.



The wide white noodles (udon) have great texture and pair well with the rich broth.

Being able to buy this easily nearby is convenient, and far better value than a restaurant.

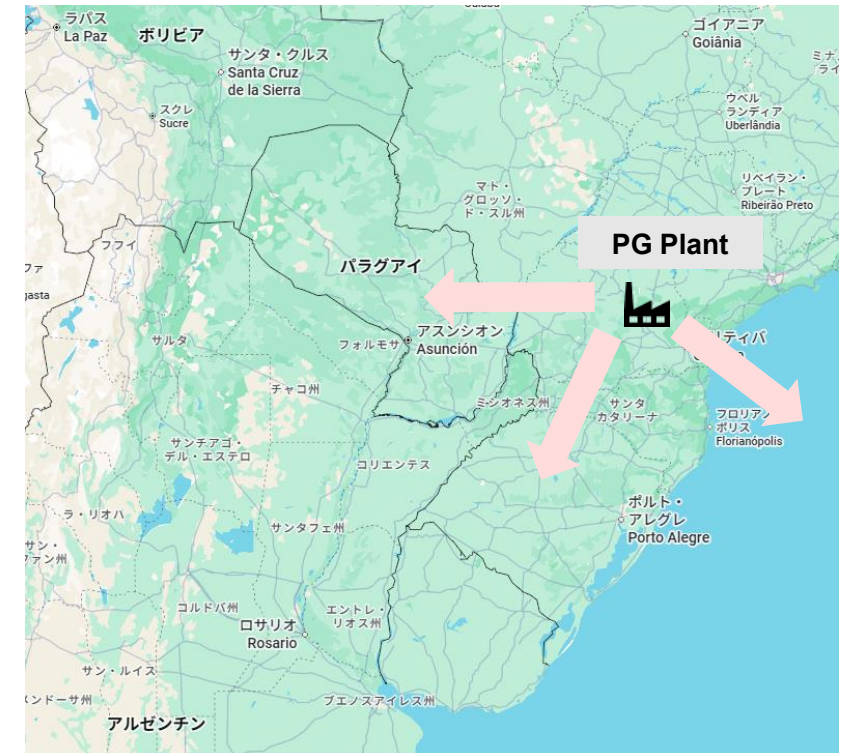
New Southern Plant to Strengthen Supply Capacity and Market Access for Growing Demand

Establishing a new supply and logistics base in southern Brazil, which accounts for approximately 20% of the country's instant noodle.

Supporting future growth through stable supply of major brands, accelerated new product launches and future export capabilities.

By combining brand demand creation with a stronger supply foundation,
NISSIN BRAZIL is entering its next stage of growth.

Total investment
In PG Plant : R\$1.1Bil. (30.6 Bil. Yen)
(1real=27.76yen)



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