

# Domestic Instant Noodles Business

As the dominant market leader in the domestic instant noodle market, we will create new demand and expand the market, further increasing our market share and achieving medium- to long-term growth.

## Market Environment

- Demand for relatively low-priced instant noodles continues to be firm due to a growing awareness of the need to protect one's lifestyle in an inflationary environment and other factors. The instant noodle market is also seeing signs of downtrading, with consumers shifting toward lower-priced products.
- At the same time, consumer needs are diversifying against a backdrop of a declining birthrate and aging society, as well as a growing trend toward nuclear families. Furthermore, entertainment-oriented and health-conscious customers are emerging in addition to consumers who are seeking high-value-added products.

## 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 rise to the challenge of creating new food products.

### MYOJO FOODS

- Reliability and peace of mind backed by a long history and proven results.
- Well-loved brands *CHARUMERA* and *IPPEICHAN YOMISE NO YAKISOBA*.
- Unique noodle-making technology developed over many years.

## Goals and Strategies

Profit Growth Levels  
Outpacing Market Growth

**NISSIN Becomes a Century Brand Company**

## Key Measures Leading to Sustainable Growth

### Demand Development

- Implement consistent targeted marketing based on demographics and changes in consumer awareness.
- Maintain and expand our fan base while creating new demand (youth/senior/female/price conscious consumers).

### Brand Penetration

- Achieve advanced brand communication by developing measures that closely tie together TV commercials, social media, and in-store promotions.

### Market Development

- Seek new sales opportunities beyond existing channels and sales methods, seizing on macro trends as growth opportunities.

### Strengthen Supply Capacity

- Build an efficient system through standardization, sharing, and integration.
- Beyond responding to manufacturing and sole sourcing risks, we will strive to transition to a structure that generates profits in excess of associated cost increases.

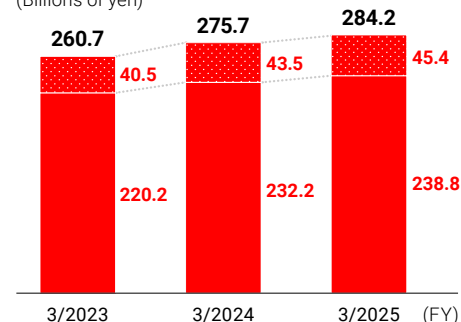


## FY 3/2025 Results and Initiatives

### Revenue

■ NISSIN FOOD PRODUCTS ■ MYOJO FOODS

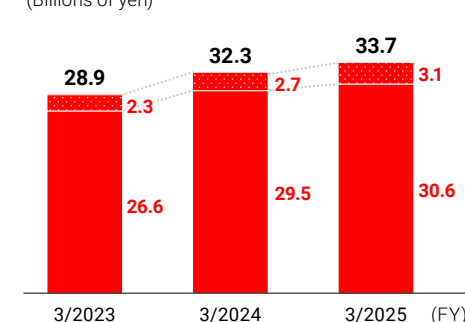
(Billions of yen)



### Core Operating Profit

■ NISSIN FOOD PRODUCTS ■ MYOJO FOODS

(Billions of yen)



### NISSIN FOOD PRODUCTS

- Concentrated marketing resources on core brands and achieved record-high sales of mainstay brands, including *CUP NOODLE*, *NISSIN DONBEI*, and *U.F.O.*
- Achieved strong results through developing unique, value-added products and conducting promotional activities, including in-store sales promotions. These promotions include the Big Ingredients Campaign for *CUP NOODLE BIG*, promotions for *NISSIN NO KIKI DONBEI* and *NISSIN YAKISOBA U.F.O. MEGA BARREL*, and *CHICKEN RAMEN* promotions to highlight the Egg Pocket, a depression in the noodle block to crack an egg into.

### MYOJO FOODS

- Achieved strong performance of core brands, including *MYOJO CHARUMERA* and *MYOJO IPPEICHAN YOMISE NO YAKISOBA*, while *BUBUKA ABURASOBA* and other value-added products also performed exceptionally well.

## FY 3/2026 Initiatives

### NISSIN FOOD PRODUCTS

- Focus marketing resources on core brands serving as the source of profits and aim to enhance existing brand value further.
- Strengthen product portfolio to meet diversifying consumer needs, including health-conscious and price-conscious products through our core brands, to enhance presence.

### MYOJO FOODS

- Strengthen the product lineup under the Five-Story Pagoda Strategy, which spans high-end, regular, low-priced premium, low-priced, and ultra-low-priced. Advance the MYOJO Soupless Noodles Expansion Strategy in response to prolonged summer heat, and expand the soupless product lineup by leveraging proprietary noodle-making technologies.

# Domestic Non-Instant Noodles Business

Leverage growth and profitability improvement in each business, focusing on added value by pursuing group synergies on both the supply and demand sides.

## Market Environment

### Chilled Foods

- Market is expanding as demand for chilled noodles rises due to extreme heat and demand for rice alternatives amid shortages.

### Frozen Foods

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

### Beverages

- Lactobacillus beverage market remains strong, with expanding presence of functional foods against a backdrop of growing health consciousness among consumers.

### Confectioneries/Snacks

- Demand remains strong for confectioneries and snacks that are reasonably priced in relation to other food products due to consumption trends and other factors after the COVID-19 pandemic.
- Market is expanding as cereal demand rises amid rice shortages and extreme heat.

## Business Strengths

### Chilled Foods

- Branding power derived from *GYORETSU NO DEKIRU MISE NO RAMEN*, *TSUKEMEN NO TATSUJIN*, and other mainstay products.
- Marketing capabilities that develop new markets through shelf-life extension and ready-to-eat product offerings.
- Capability to develop environmentally friendly new products.

### Frozen Foods

- Ability to develop new products, such as ramen and pasta products, using advanced technology.

### Beverages

- Capability to develop health support products that meet consumer needs and functional foods backed by years of lactobacillus research.

### Confectioneries/Snacks

- Brand reliability of *BONCHI AGE*, *CISCORN*, and *KOIKE-YA POTATO CHIPS*.
- Ability to develop new products.

## Goals and Strategies

Profit Growth Levels  
High-Single-Digit

**Build a Second Profit Pillar Next to the Instant Noodles Business**

## Key Measures Leading to Sustainable Growth

Pursue Synergies	Brands	Realize value from diversifying dietary needs of customers by offering broad coverage in terms of customer segments and eating opportunities.
	R&D	Implement horizontal rollout of food technologies developed in the Instant Noodles Business; achieve strong competitive advantage in terms of functional value.
	Supply Chain Infrastructure	Overall optimization: Accelerate overseas business development, currently being undertaken mainly in China, with a view to not only jointly purchasing materials, but also commonizing everything from production to management.
Individual Growth	Confectionery/Snack Business	<ul style="list-style-type: none"> <li>Snack foods and cereals: Pursue scale expansion with profitability through flexible and ongoing development of leading-edge products and new categories.</li> <li>Capture white-space opportunities for rice cracker products through regional expansion.</li> </ul>
	Chilled/Frozen Foods and Beverage Business	<ul style="list-style-type: none"> <li>Focus on frozen foods and lactobacillus beverages, which are expected to continue to have high market potential.</li> <li>Drive sales in No. 1 segments based on increased production capacity, and expand user base.</li> </ul>

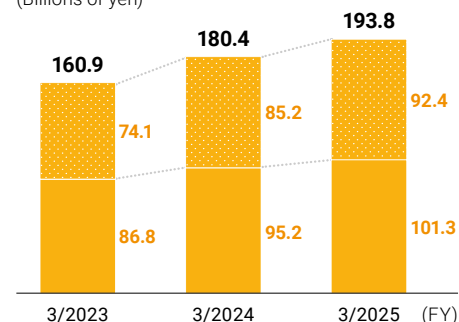


## FY 3/2025 Results and Initiatives

### Revenue

- Chilled/Frozen Foods and Beverage Business
- Confectionery/Snack Business

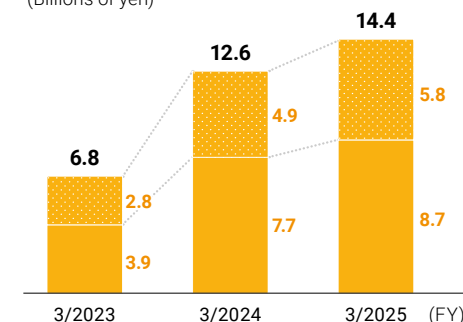
(Billions of yen)



### Core Operating Profit

- Chilled/Frozen Foods and Beverage Business
- Confectionery/Snack Business

(Billions of yen)



Chilled/ Frozen Foods and Beverage Business	Chilled Foods	In addition to strong sales of chilled Chinese noodles in the summer, the market has been revitalized by products that leverage the power of our brands, including <i>NISSIN YAKISOBA U.F.O.</i> and <i>NISSIN SPA OH</i> .
	Frozen Foods	Sales were strong for souplless ramen products, including <i>REITO NISSIN CHUKA SHIRU NASHI TANTAN MEN OHMORI</i> and <i>REITO NISSIN MAZEMENTE! TAIWAN MAZESOBA</i> . <i>REITO NISSIN SPA OH KISSATEN</i> and other new products also contributed to strong performance.
	Beverages	Strengthened the <i>PILKUL</i> and <i>TOKACHI NOMU YOGURT</i> brands through TV commercials and other initiatives, and launched new <i>PILKUL</i> products. Both brands saw sales growth.
Confectionery/ Snack Business	Confectioneries/ Snacks	Price and volume revisions for regular products of <i>KOIKE-YA</i> , <i>NISSIN CISCORN</i> , and <i>BonChi</i> . <i>NISSIN CISCORN</i> launched limited-time and renewed products under the <i>GOROGURA</i> brand, contributing to revitalization and growth of the granola market.

## FY 3/2026 Initiatives

Chilled/ Frozen Foods and Beverage Business	Chilled Foods	Strengthen core value-added brands, including <i>GYORETSU NO DEKIRU MISE NO RAMEN</i> , and differentiate using the <i>NISSIN</i> brand.
	Frozen Foods	Leverage strengths in frozen noodle production technology to proactively expand channels, strengthen promotions, and reach new customer segments.
	Beverages	Expand the customer base through active advertising and new product launches under the <i>PILKUL</i> and <i>TOKACHI NOMU YOGURT</i> brands. Increase production capacity through expansion of production lines.
Confectionery/ Snack Business	Confectioneries/ Snacks	Expand sales of high-value-added products and increase recognition by investing in marketing.

# Domestic Topics

## Domestic Instant Noodles Business

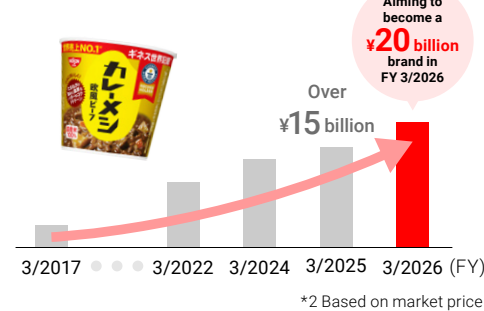
### New Cup Rice Genre

#### Capturing Rice Demand to Drive Continued Growth

Our product development and marketing capabilities have driven increased sales of *CURRY MESHI*. Sales of *CURRY MESHI* surpassed 15 billion yen at market prices in FY 3/2025 due to increased demand driven by rice shortages and other factors. We expect continued growth going forward. Guinness World Records™ recognized the *NISSIN CURRY MESHI* series as the world's best-selling flavored instant cup rice brand\*1 in July 2025.

\*1 Best-selling flavoured instant cup rice brand – current. Record year: 2023. Guinness World Records™ certified by cumulative units sold of the *NISSIN CUP MESHI* series.

### CURRY MESHI Series Sales\*2



### Innovative Logistics Reforms at NISSIN FOODS\*3

#### Received Gold Award at CLO of the Year 2025

The Company received the Gold Award at the inaugural Nikkei Business CLO of the Year 2025, which rewards outstanding logistics reform initiatives. This award recognizes our efforts to address social issues through an organizational structure directly under top management, as well as our strategic alliances and proactive information sharing.

\*3 Refer to p.55 of the VALUE REPORT 2024, our integrated report, for further details on our logistics reform initiatives.



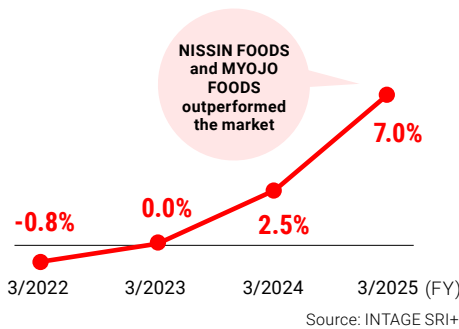
## Domestic Business

### Soupless Noodles Combining Group Technologies

#### The Expanding Soupless Noodles Category and Groupwide Initiatives

Soupless noodles offer a stronger sense of noodle texture and flavor. The soupless cup-type instant noodles market grew 7% year on year in FY 3/2025. *IPPEICHAN YOMISE NO YAKISOBA* and *BUBUKA ABURASOBA* from MYOJO FOODS led growth within the Group. The Group continues to energize the market by offering a wide range of products not only the Instant Noodles Business but also chilled and frozen categories.

### Expanding Soupless Cup-Type Instant Noodles Market (YoY, Value Basis)



### NISSIN FOODS Group Initiatives

#### Instant Noodles Business

**U.F.O.**  
FY 3/2025  
Record sales!



**IPPEICHAN YOMISE NO YAKISOBA**

Loved for 30 years  
Strong sales through sales promotions and renewals!



**BUBUKA ABURASOBA**

Sales are booming due in part to the buzz on social media!



#### Non-Instant Noodles Business

**NISSIN YAKISOBA U.F.O.**  
The chilled version turned out to be as delicious as we expected  
Sales were 1.4x the plan!



#### NISSIN FROZEN FOODS

**NISSIN CHUKA SHIRUNASHI TANTANMEN OMORI**  
No. 1 in Japan for TANTANMEN sales!  
Addictive flavor drives strong sales!



## Domestic Non-Instant Noodles Business

### Positive Circle Created by Enhancing Brand Value

#### Leveraging Stable Profits for Further Product Development and Capital Investment

We generate stable profits backed by strong brand value, creating a virtuous cycle that enables continued product development and capital investment.

#### NISSIN YORK

Enhanced brand value through product development that anticipates latent consumer needs

#### KOIKE-YA

Pursued quality with a focus on ingredients sourced in Japan; established a new KOIKE-YA brand starting with the back-to-basics *PRIDE POTATO* line

#### PILKUL Series

Developed and launched high-value-added products tailored to health needs, including sleep and knee care



#### High-Value-Added Potato-Based Products

Launched products that highlight the flavor of potatoes grown in Japan



- Make capital investment to increase production
- Developed new mainstay products



- Launched Chubu Plant operations (FY 3/2026)
- Introduced products in new strategic areas



Superior marketing and product development capabilities

Enhanced brand value

Capital investment and entry into new businesses

Market share growth and improved profitability

- Expanded overall PILKUL brand sales
- Invested in TOKACHI NOMU YOGURT marketing



- Expanded sales of long-selling products
- Achieved strong sales even after price revisions



FY 3/2020 - FY 3/2025  
Sales of both companies approximately doubled  
Operating profit also grew substantially

#### NISSIN YORK

Revenue

Approx. 2x

Core Operating Profit

Approx. 10x

#### KOIKE-YA

Revenue

Approx. 2x

Operating Profit

Approx. 6x

## Overseas Business

Develop brand strategies into operational strategies tailored to each stage of the market and business to expand the *CUP NOODLES* brand and our high-value-added bag-type noodles globally.

### Market Environment

#### U.S.

- Robust demand for affordable instant noodles in an uncertain consumption environment.
- High-value-added market expanding rapidly. Retail shelf space for premium instant noodles also expanding.

#### China and Asia

- In markets where the instant noodle culture has taken root, demand remains firm. Steady increase in demand for instant noodles, including premium bag-type and cup-type instant noodles, due to rising income levels and other factors.
- GEKI* brand experiencing an expanding horizontal rollout across Asian countries as the market for hot and spicy foods grows.

#### Brazil, Mexico and EMEA

- Number of people eating instant noodles increasing, following an accelerating growth trend.

### Business Strengths

- Global expansion of *CUP NOODLES* brand.
- Leveraging product development and marketing expertise to create distinctive regional flavors.
- Management teams with extensive local knowledge.

## Goals and Strategies

Profit Growth Levels  
High-Single to Double-Digit

The Leading Company in  
the High-Value-Added Market

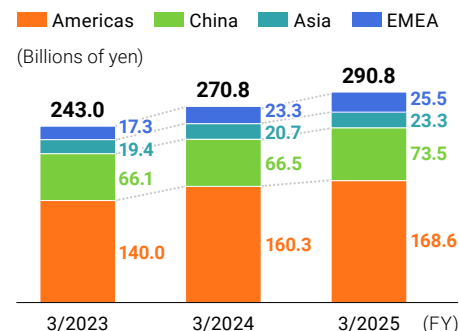
### Key Measures Leading to Sustainable Growth

Americas	U.S.	Breaking out of the commodity category of our base product <i>CUP NOODLES</i> towards sophisticated, appealing products. Aiming to accelerate sales of innovative premium products by strengthening things from a marketing and sales perspective.
	Brazil	In addition to further expanding our Instant Noodles Business through the operation of a new plant, aiming to achieve further improve profits by pushing multi-category expansion and business growth in South America.
China		Expanding not only the <i>CUP NOODLES</i> market but also the premium instant noodles market in China by increasing sales of high-priced bag-type instant noodles.
		Diversifying into the Non-Instant Noodles Category, such as frozen foods, confectionery, and beverages. Increasing cost competitiveness through in-house production of materials, such as packaging and ingredients, and vertical integration of the wholesale business and other areas.
Asia	East Asia	Improving earnings by increasing sales of the <i>GEKI</i> brand of premium bag-type instant noodles. Promoting dissemination of our expertise within the region and sharing development and support operations.
	India	Improving earnings by increasing sales of <i>CUP NOODLES</i> and the <i>GEKI</i> brand of high-priced bag-type instant noodles.
EMEA		Accelerating sales in more than 36 European countries with the operation of our bag-type and cup-type instant noodle production lines, and implementing a brand strategy based on high quality, high value-added products, all under the Authentic Asia concept.

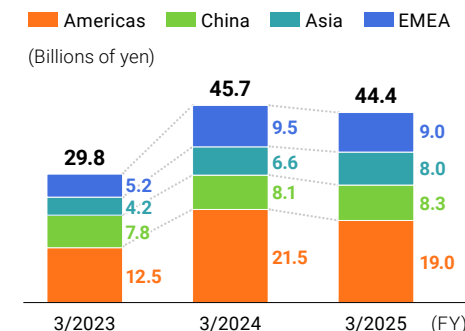


## FY 3/2025 Results and Initiatives

### Revenue



### Core Operating Profit



Americas	U.S.	Expanded on a nationwide basis, including in the West South Central and South Atlantic States, despite the number of big box distribution outlets decreasing in the Western States. In addition, developed other sales channels.
	Brazil	Increased production by stabilizing production lines in FY 3/2025, which led to double-digit growth.
China	Hong Kong and others	Despite Hong Kong residents' increased northbound consumption, both the continued strong performance of our mainstay <i>DEMAE ICCHO</i> instant noodles range and the expansion of our business portfolio through M&A in the surrounding areas resulted in stable business growth.
	Mainland China	Strengthened <i>CUP NOODLES</i> (Hé Wèidào in Mandarin Chinese) sales network, expanded coverage by developing inland areas, in addition to continued aggressive development of high-priced bag-type instant noodles.
Asia		Aggressively developed high-value-added bag-type instant noodles, with a focus on the <i>GEKI</i> brand. Generated higher sales and profits in India with successful shift to premium products.
EMEA		Began operating new bag-type instant noodles production line. Continued double-digit top-line growth with the acquisition of new customers.

## FY 3/2026 Initiatives

Americas	U.S.	Increase sales volume with innovative products and sales promotions and reestablish our presence in western retail outlets. Release unique, limited-edition products that appeal to young people to promote our premium products.
	Brazil	Aim to expand total demand by leveraging our market leadership. Launch <i>CROC CHOCO</i> , a new product for our Non-Instant Noodles Category in Brazil. Proceed with planned construction of third Brazilian plant.
China		Expand sales of <i>CUP NOODLES</i> and high-priced bag-type instant noodles, as well as strengthen sales structure in inland China.
Asia		Increase sales of <i>GEKI</i> and <i>CUP NOODLES</i> and expand sales into areas such as Halal markets.
EMEA		Develop high-value-added cup- and bag-type instant noodle markets under the Authentic Asia concept.





## Become the market leader in the U.S. through innovation and brand value enhancement

### Instant noodle market and NISSIN FOODS U.S.A. to date Driving growth in the premium market with diverse product offerings

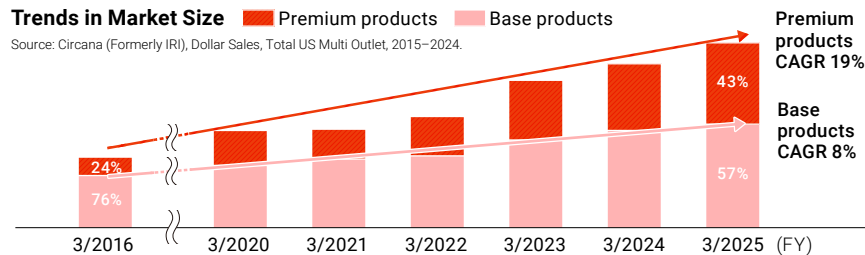
In 2004, NISSIN FOODS U.S.A. was one of the first companies to introduce premium products to the instant noodles market, which at the time was dominated by low-priced products selling for a dollar or less. Since then, we have developed products that clearly cater to consumer needs and have definitely added new value to instant noodles. From 2015 onward, the premium market has grown at an average annual rate of 19%. We have been a force behind this growth, and in so doing, we have driven up the value of the instant noodles market in the U.S.

### NISSIN FOODS U.S.A. FY 3/2026 — Mid- to long-term initiatives

### Promoting consumer trend-driven product development and strengthening our business base

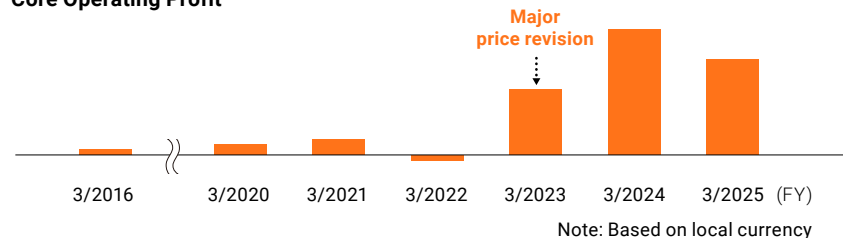
In the U.S., demand for instant noodles among younger generations such as Generation Z and Millennials is increasing, and there is a clear trend showing they expect convenience, nutrition, and a variety of flavors. In response to this trend, NISSIN FOODS U.S.A. is expanding both base and premium products. In addition, with regard to utilizing different sales channels, we will jointly plan limited-edition products with retailers to strengthen our relationships with them. Furthermore, we intend to establish a Regional Headquarters of Americas and transfer regional group platform functions to this HQ. We will accelerate the development and sharing of marketing and innovative technologies honed over our many years in the domestic instant noodles business in Japan, while strengthening our flexible strategic planning and operational capabilities to establish a solid foundation for mid- to long-term growth.

U.S. Instant Noodles Market



#### Rollout of Premium Products

#### Core Operating Profit



#### U.S. Instant Noodle Consumer Needs



#### Mid- to Long-term Initiatives

Maximize brand value of base products

Develop premium products that meet consumer needs

Foster stronger communication with consumers and retailers

Enhance platform functions

#### FY 3/2026 Initiatives

##### Convenience

Microwaveable (since 2024)  
Packaging reduction  
(outer sleeves eliminated)



##### Health consciousness

High protein



##### Globalization

Asian flavors with  
Gen Z in mind



3D electronic billboards  
in Times Square



In-region consolidation of  
group platform functions and  
decision-making for North and  
Central America



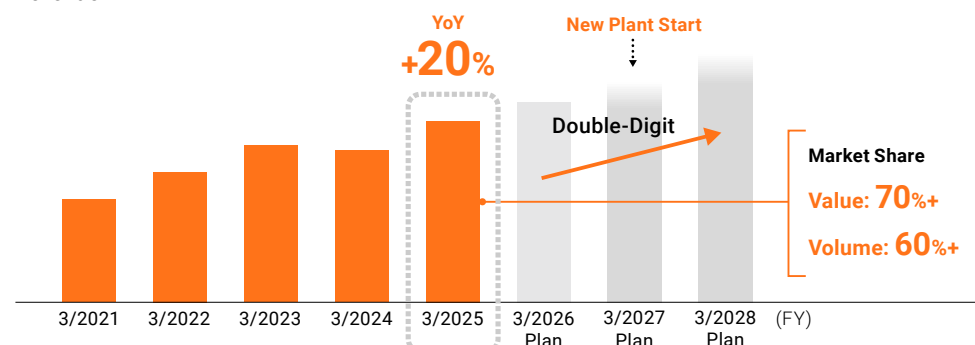
NISSIN FOOD PRODUCTS U.S. Business



## Accelerating growth with new plant and multi-category strategy

NISSIN FOODS DO BRASIL LTDA., which boasts a dominant share of the Brazilian instant noodle market, is aiming for growth with a multi-category strategy. This will involve entering the Non-Instant Noodles Business. We will also bring a new plant online and expand our exports to other countries in South America. In FY 3/2025, we strengthened our supply system to meet growing demand for instant noodles, and stimulated consumer interest by diversifying our cup-type products with the introduction of new flavors. Furthermore, our branding initiatives combining commercials and in-store promotions have been very successful, achieving double-digit growth in sales by both volume and value.

### Revenue



### Mid- to Long-term Initiatives

#### Respond to Increased Demand via New Plant Operations

- 3-billion-serving market by 2030
- Construction of third Brazilian plant to meet growing demand (scheduled to begin operations during FY 3/2027)



#### Expand South American Exports

- Export business to South American markets expanding rapidly
- Colombia, Argentina: Aiming for No. 1 market share



#### Grow the Non-Instant Noodle Category

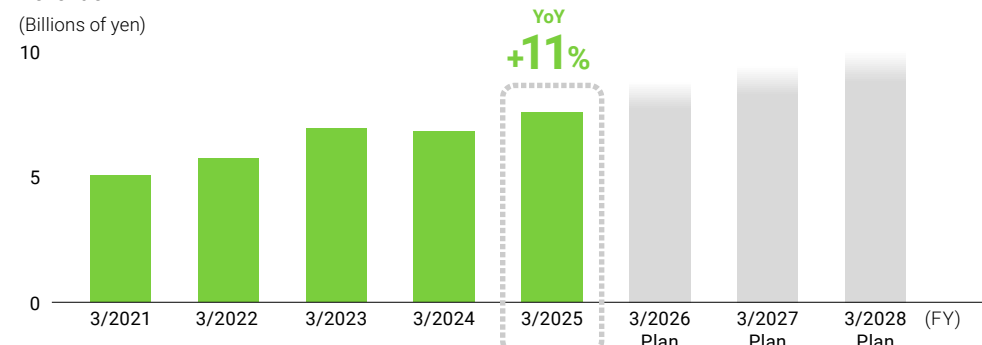
- Develop the multi-category business with products such as CROC CHOCO



## CUP NOODLES, high-priced bag-type instant noodles, area expansion for sustainable growth

In China (including Hong Kong), we are aiming for sustainable growth by expanding our sales channels and implementing regional strategies. This involves strengthening our mainstay brands such as CUP NOODLES, boosting sales of high-priced bag-type instant noodles, and diversifying our portfolio through M&A. In FY 3/2025, sales of cup-type instant noodles, led by CUP NOODLES B/G, grew in mainland China, while sales of bag-type instant noodles were strong in Hong Kong. The overall result was that we achieved double-digit growth compared to the previous year. In addition to the increase in instant noodles sales, the impact of M&A has also contributed to our revenue growth.

### Revenue



### Mid- to Long-term Initiatives

#### Mainland China

##### Strengthen the CUP NOODLES Sales Network and Increase Sales of High-Priced Bag-Type Instant Noodles

- Wholesalers: Strengthen cooperation, expand inland coverage
- The Japanese ramen experience at home



#### Hong Kong

##### Grow Sales of High-Priced Bag-Type Instant Noodles and Non-Instant Noodles

- Focus on expanding sales of high-priced bag-type instant noodles
- Support frozen and wholesale business, etc.



#### Neighboring Regions

##### Expand Portfolio Inorganically

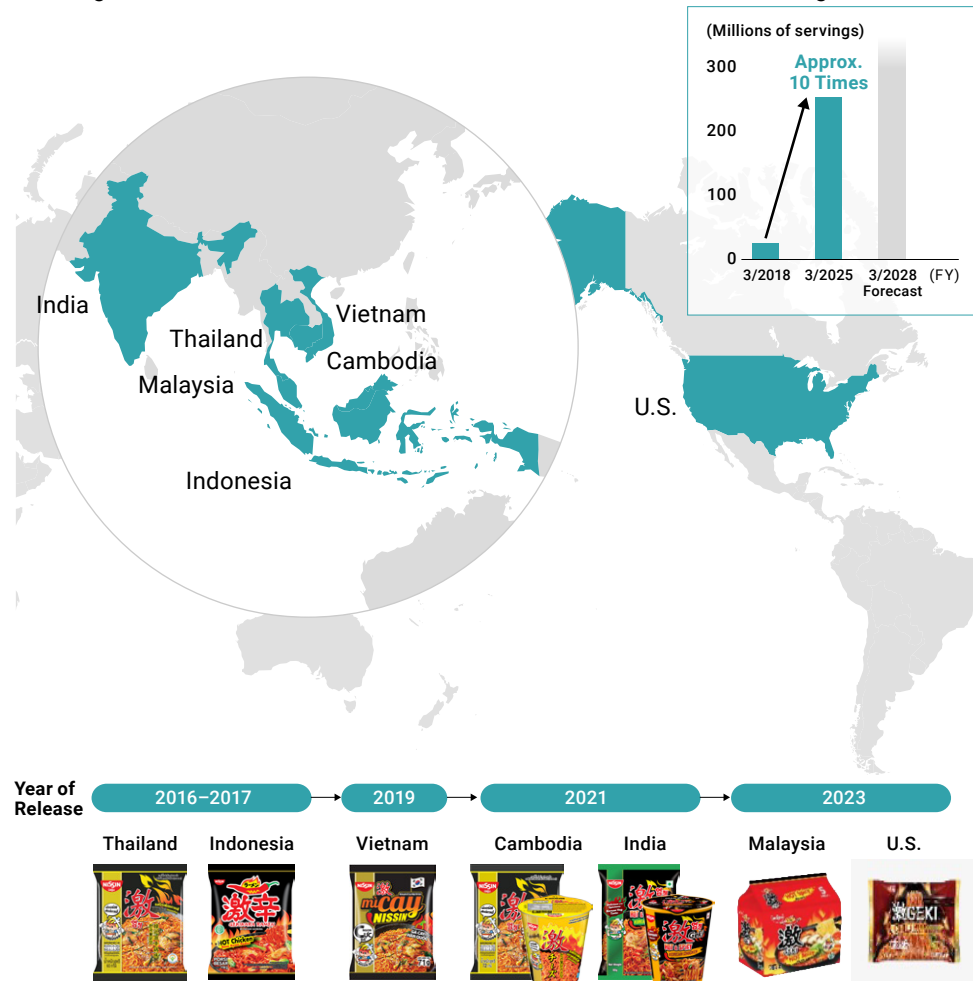
- Korea: Snacks (Gaemi Food Co., Ltd.)
- Australia: Frozen gyoza and soup dumplings (ABC Pastry Holdings Pty Ltd.)



## GEKI From Local to Global

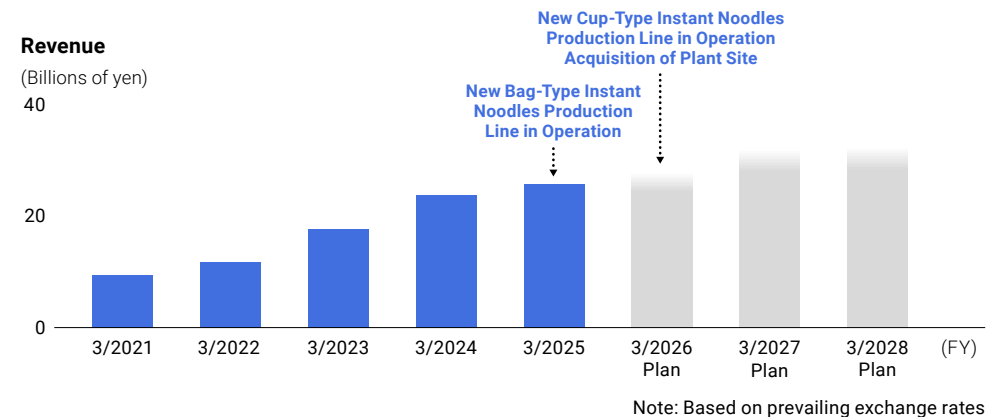
Hot and spicy flavored *GEKI* instant noodles expanded from Thailand to seven countries, with the number of servings growing about ten-fold over the past seven years. Going forward, we will strengthen our product development and marketing—tailored to regional characteristics—to establish a position in the premium instant noodle market. 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.

### GEKI Regional Sales



## Further Sales Acceleration With New Production Lines

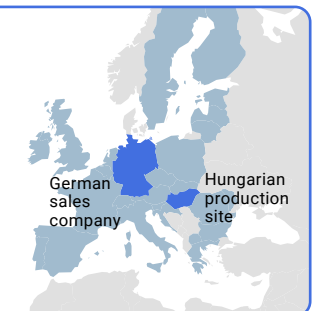
NISSIN FOODS Europe has continued growing steadily since the launch of our Authentic Asia concept in FY 3/2020. We have consistently increased our market presence by establishing a brand concept and working with the UK-based company Premier Foods. In the U.K., the combined market share of both companies has reached a level that rivals that of our leading competition. Our efforts have resulted in increased sales and profits. To meet the strong demand, a new production line for bag-type instant noodles started operation in FY 3/2025, and this will be followed by a new line for cup-type instant noodles, scheduled to start operation during FY 3/2026. These two lines will further accelerate our expansion of sales in more than 36 European countries.



### Mid- to Long-term Initiatives

#### Strategies to Expand Market Share by Area Attributes

- Create new opportunities and increase consumption frequency in Western Europe with new high/mid-priced products
- Penetrate the market in Eastern Europe through a focus on general-priced products



#### Restructure Sales Model

- Build relationships with big box retailers that have influence throughout Europe
- Establish sales model suitable to country-specific channels (direct sales, wholesale)