

# **Financial Results for the Year Ended March 31, 2025**

**(For Analysts and Institutional Investors)**

**May 14, 2025**  
**Prima Meat Packers, Ltd.**  
**(TSE Prime: 2281)**

## Disclaimer

This document includes forecasts and other forward-looking statements. Such statements represent assumptions and suppositions based on information available at the time. They are subject to risk and uncertainties and do NOT represent guarantees of future performance.

Actual performance and other future eventualities may therefore diverse significantly from what the forward-looking statements suggest.

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<https://www.primaham.co.jp/ir/stock/inquiry/>

**1**

**Financial Results for the Year Ended March 31, 2025**

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**Medium-term Business Plan (Rolling Plan) from FYE  
March 2026 to FYE March 2028**

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**Appendix: Inter-Year Comparison in Performance**

# Financial Results for the Year Ended March 31, 2025:

## Consolidated Statements of Income



(hundred millions of yen, %)

	Previous year		FYE March 2025			
	Full-year	Net sales ratio	Full-year	Net sales ratio	% of comparative period	YoY change
Net sales	4,484	–	4,584	–	102.2	+99
Cost of sales	3,983	88.8	4,099	89.4	102.9	(116)
Gross profit	501	11.2	485	10.6	96.7	(17)
SG&A expenses	383	8.5	395	8.6	103.2	(12)
Operating income	118	2.6	89	2.0	75.7	(29)
Ordinary income	129	2.9	105	2.3	81.5	(24)
Extraordinary income	15	0.3	27	0.6	178.2	+12
Extraordinary loss	10	0.2	23	0.5	235.1	(13)
Income before income taxes	134	3.0	109	2.4	81.3	(25)
Net income	84	1.9	71	1.6	85.2	(12)
Net income attributable to non-controlling interests	9	0.2	1	0.0	6.4	+8
Net income attributable to owners of parent	75	1.7	71	1.5	94.5	(4)

### Net sales breakdown

Cost to sales ratio      0.6%pt worse (88.8%→89.4%)

Purchasing of raw materials and products:      0.4%pt worse

Production costs to sales ratio:      0.2%pt worse

Gross profit margin      0.6%pt worse (11.2% →10.6%)

SG&A ratio      0.1%pt worse (8.5%→8.6%)

Labor:      0.1%pt better

Admin:      0.2%pt worse

Operating margin:      0.7%pt worse (2.6%→2.0%)

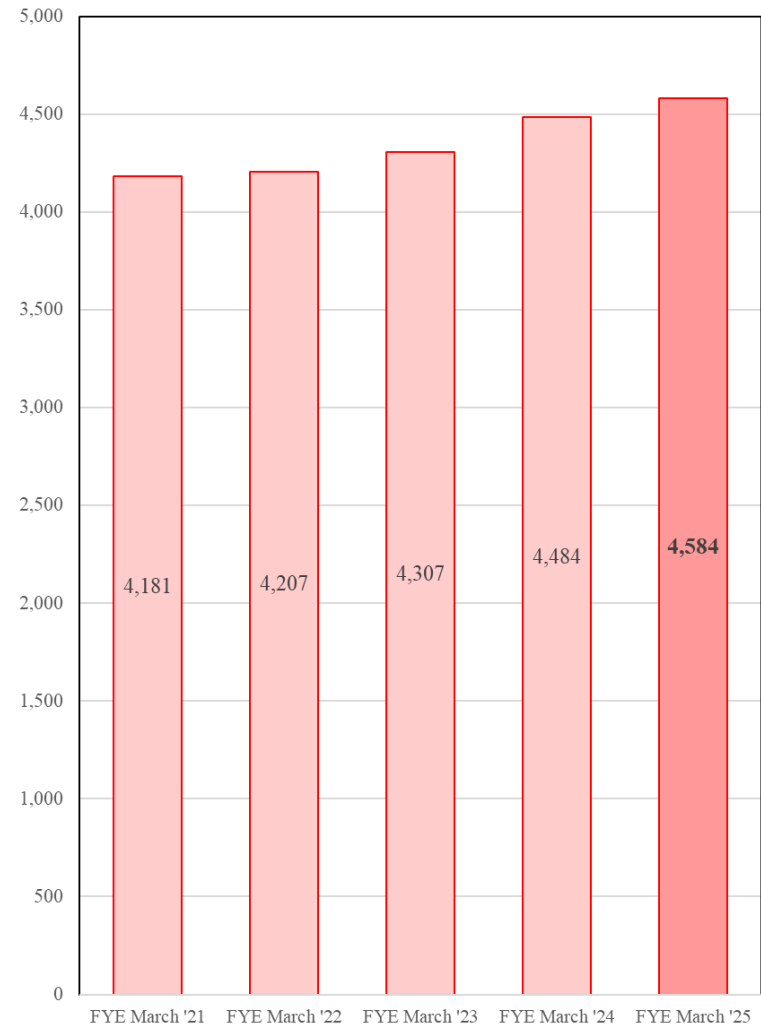
Comparison with forecasts for FYE March 2025 (as announced on Feb 3) (hundred millions of yen)

	Forecast announced on Feb 3	Result in FYE March 2025	Change	% change
Net sales	4,600	4,584	(16)	(0.4)
Operating income	95	89	(6)	(5.8)
Ordinary income	110	105	(5)	(4.5)
Net income attributable to owners of parent	80	71	(9)	(11.6)

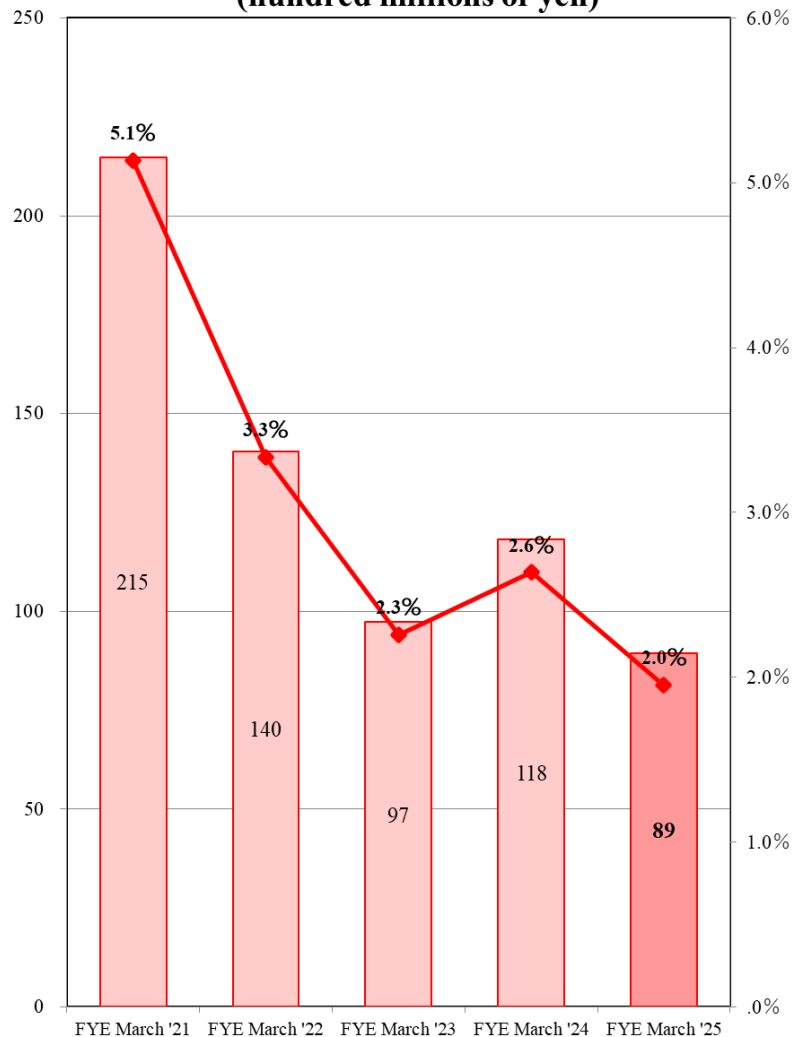
# Changes in Net Sales, Operating Income, Net Income



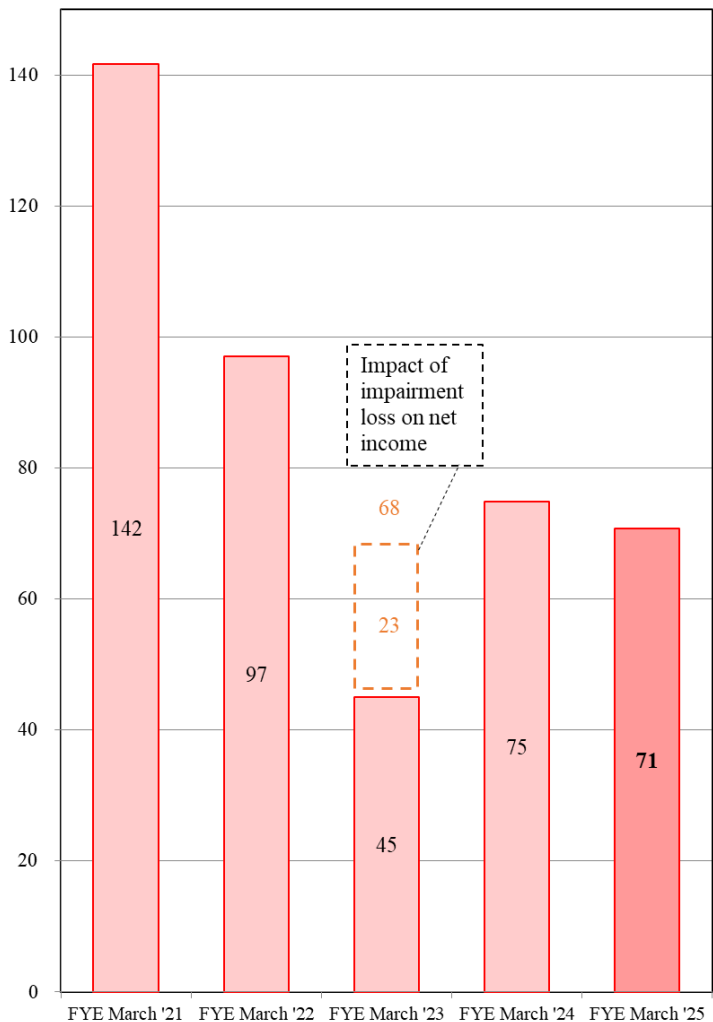
Consolidated net sales  
(hundred millions of yen)



Consolidated operating income/Operating margin  
(hundred millions of yen)



Consolidated net income  
(hundred millions of yen)



Notes: • In the year ended March 2022, we changed the way we present earnings to accord with the new revenue recognition standard and the revenue and expenses associated with the compound feed price stabilization system. The new revenue recognition standard has been retroactively applied to the year ended March 2021.

Net income refers to net income attributable to owners of parent.

# Financial Results for the Year Ended March 31, 2025:

## Segment Results



(hundred millions of yen, %)

		Result in comparative period	FYE March 2025		
			Full-year	% of comparative period	YoY change
Processed foods	Net sales	3,122	3,135	100.4	+13
	Operating income	111	79	71.3	(32)
	Operating margin (%)	3.6	2.5	–	(1.0% pt)
Fresh meat	Net sales	1,356	1,442	106.3	+85
	Operating income	8	12	142.8	+4
	Operating margin (%)	0.6	0.8	–	+0.2% pt
Others	Net sales	6	7	117.0	+1
	Operating income	3	3	–	+0
*Adjustment	Operating income	(4)	(5)	118.3	(1)
Consolidated Total	Net sales	4,484	4,584	102.2	+99
	Operating income	118	89	75.7	(29)
	Operating margin (%)	2.6	2.0	–	(0.7% pt)

\* Adjustment: This refers to general (organization wide) expenses not allocated to any particular segment.

### Net sales by product category

(hundred millions of yen, %)

	Result in comparative period	FYE March 2025		
		Full-year	% of comparative period	YoY change
Ham/sausage	1,121	1,185	105.7	+64
Processed foods	768	746	97.1	(22)
Prepared deli items (vendor subsidiary)	1,046	1,017	97.3	(29)
Fresh meat	1,513	1,607	106.2	+94
Total	4,484	4,584	102.2	+99

\* The fresh meat category includes fresh meat sales in the Processed Foods segment.

### Non-consolidated income statement (Prima Meat Packers)

(hundred millions of yen, %)

	Result in comparative period	FYE March 2025		
		Full-year	% of comparative period	YoY change
Net sales	3,219	3,345	103.9	+126
Operating income	69	62	89.7	(7)
Operating margin (%)	2.1	1.9	–	(0.3% pt)

#### Business environment

- **Inbound demand was brisk, with rising numbers of inbound visitors.**  
However, among the general public in Japan, consumer confidence continued to decrease amid further inflation (the consumer price index increased at least 3% YoY).
- **Manufacturing costs continued to increase amid the low yen, prompting many businesses in the industry and those in others to hike their prices on multiple occasions.**
- **The fresh meat industry faces headwinds such as high meat prices, high animal-feed prices, and disease outbreaks.**

# Processed Foods Business Performance

## 1. Ham/Sausage

### (1) Sales volume: All ham/sausage products

%

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025	% of total
Ham/Sausage	104	101	103	101	
・ Consumer Products	103	101	103	103	77.5
・ Commercial Products	110	102	104	93	21.7
・ Gift Products	98	97	83	84	0.8

### (2) Sales volume: Key consumer products

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
Koukun Sausage	110	107	107	105
Loin ham group	99	99	102	105
Bacon group	100	96	102	102
Tokachi Raw ham	98	92	97	104

□ Share of consumer market Ham/Sausage

YoY change **1.4%pt up** (SCI survey data for April 2024–March 2025)

### (3) YoY change in man-hours productivity

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
Ham/Sausage	+4.0%	+0.2%	(2.5%)	(1.9%)
Shrinkflation is taken into account		+2.0%	(0.7%)	(1.1%)

### (4) Net sales in vendor business (1 company)

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
Net sales	103	99	103	97

## 2. Other processed foods

### (1) Sales volume: All other processed foods products

%

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025	% of total
Processed Foods	102	99	100	92	
・ Consumer Products	94	103	97	102	32.8
・ Commercial Products	118	100	103	89	46.5
・ Seasoning raw meat	88	95	99	87	20.7

### (2) Sales volume: Key consumer products

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
Burgers	103	91	91	88
Meatballs	101	100	75	98
Chicken strips for salads (including ham/sausage)	85	95	101	102
Fried items for consumers	86	115	105	111

### (3) YoY change in man-hours productivity

	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
Processed Foods	0.0%	(1.6%)	(4.0%)	(8.4%)
Shrinkflation is taken into account		(1.0%)	(1.3%)	(7.8%)

### Ham/Sausage



### Processed Foods





# Actions Taken in Processed Foods Business

## Sales and marketing

○ For Koukun Sausage, we improved brand recognition and grew sales.



Twin-pack

Large-pack

◆ Koukun large pack:  
**Sales topped 100 million packs**  
Increased volume for limited period (Dec–Jan)

◆ Sep 2024:  
**Twin-pack made even smaller**  
(without reducing contents!)  
**38.5% less plastic per pack**  
(compared with FYE Mar 2022)

○ We organized TV advertising for the Smile Up! products, boosting brand recognition and sales.



Smile Up! ad campaign

○ We enlarged our audience through promo campaigns, events, and social media (e.g. X, Line).



Promo campaign offering gourmet course at Hotel New Otani



Private event at Tokyo Disneyland

Private theater shows (Takarazuka Revue)

○ We revised ham/sausage prices to absorb high manufacturing and distribution costs.

	Fifth price hike	Sixth price hike
Date	2024/4/1	2024/9/1
No. of products	c. 130	c. 200
Percentage increase in price	3–38%	3–28%

## Production

○ We strengthened supply continuity to accommodate market share growth

- We worked to increase production efficiency

Better production efficiency: Successive improvements in production lines, labor saving, streamlining, automation

- We increased production lines for loin ham

## Vendor subsidiaries

○ Demand for price concessions resulted in higher sales volume but lower profit. Among other mainstay items, sales volume decreased along with profit.

○ We continued developing new items and proactively supplying them in response to customer needs

## Other

○ Addressing the 2024 problem: Working group on chilled distribution launched in October

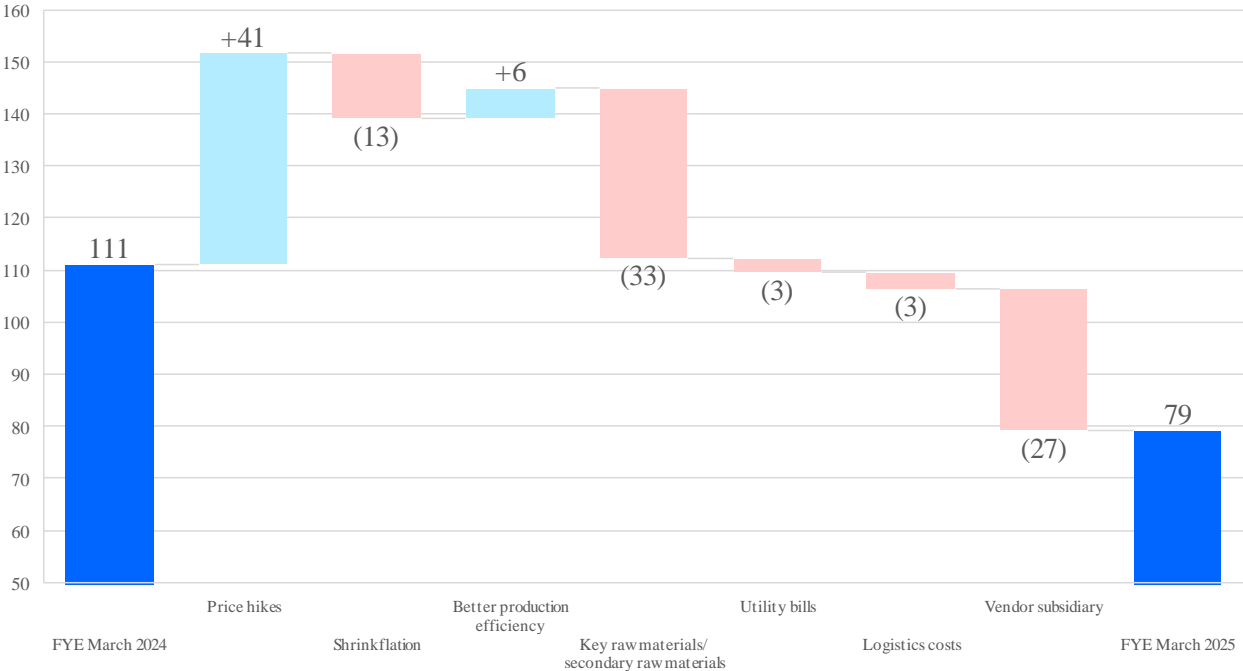


# Processed Foods Business: Factors of Change in Operating Income



(hundred millions of yen, %)

	Result in comparative period	FYE March 2025		
		Full-year	% of comp period	YoY change
Net sales	3,122	3,135	100.4	+13
Operating income	111	79	71.3	(32)
Operating margin (%)	3.6	2.5	–	(1.0%pt)



- Profitability improvements **+¥34 hundred million**  
We implemented successive price hikes (5th round of price hikes in April 2024, 6th round in September 2024). We struggled with sales volume for processed foods.
- Cost increases **(¥39 hundred million)**  
Manufacturing costs (including key raw materials/secondary raw materials) remained high

Factors of YoY change		Full-year	Q1	Q2	Q3	Q4
FYE March 2024 operating income		111	33	30	33	16
Profitability improvements <b>+34</b>	Price hikes	+41	+11	+9	+9	+11
	Shrinkflation	(13)	(6)	+0	(1)	(6)
	Better production efficiency	+6	+1	+1	+3	+1
	Subtotal	+34	+5	+11	+11	+7
Cost increases <b>(39)</b>	Key raw materials/secondary raw materials	(33)	(4)	(9)	(14)	(6)
	Utility bills	(3)	(0)	(1)	(1)	(1)
	Logistics costs	(3)	(1)	(1)	(1)	(1)
	Subtotal	(39)	(4)	(11)	(16)	(8)
Vendor subsidiary		(27)	(3)	(4)	(11)	(9)
FYE March 2025 operating income		79	32	26	16	6
YoY change		(32)	(2)	(4)	(17)	(10)
Profitability improvements – Cost increases		(5)	+1	+0	(5)	(1)

# Actions Taken in Fresh Meat Segment



## Purchasing, sales

- We made trading terms reflect market conditions (better trading terms)
- We worked to increase sales volume
  - ▶ Original brands: Expanded sales, provided training
    - Kurobuta pork: Kagoshima pork brand, with production management integrated across Prima Meat Packers Group
    - Three Herb Pork: Canadian pork brand from HyLife Foods LP (Canada’s largest pork producer)
    - Delicious Grape finished beef: Australian brand of long grain-fed beef
    - Limestone Coast Black Angus: Angus beef brand from South Australia
  - ▶ Coordinated with processed food sales teams to market to food service industry
  - ▶ Forged new sales channels
- We tailored our purchasing and product development activities to the needs of consumers and downstream clients
  - ▶ Acquired wide range of downstream clients (new local manufacturers and packers)
  - ▶ Developed gift range
- We reduced procurement loss and tightened inventory management



## Outcomes

YoY comparison in sales	
	Net sales: % of comp period
Beef	94%
Pork	106%
Poultry	107%
Total	104%

Pig shipments	
Year ended	Shipments
2023	440 k
2024	460 k
2025	460 k

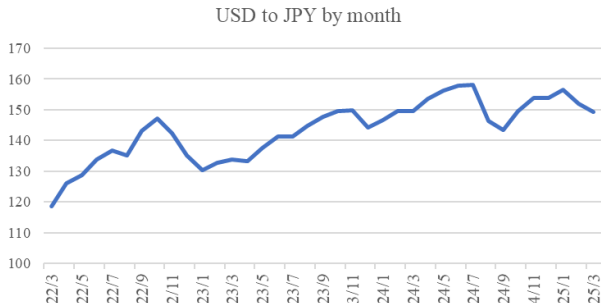
FYE March 2025: 101% of comparative period

## Hog farming

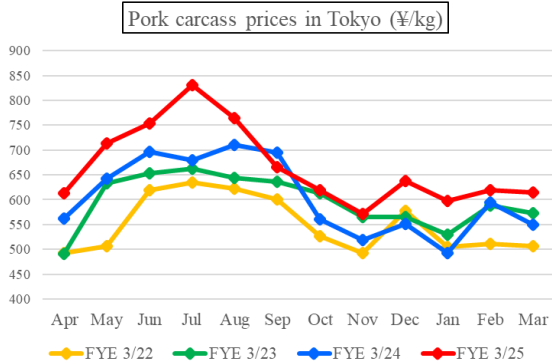
- We increased pig shipments
- Older farms improved their productivity and meat quality
- We worked to improve animal welfare
  - Established Prima Meat Packers Group Animal Welfare Policy (July 2024)
  - Farms applied our in-house animal welfare standards in line with WOA standards

## External environment

### ○ Exchange rate



### ○ Japanese pork markets



### ○ Animal feed prices

JA animal feed prices (national average)

FYE March 2023	¥14,750 up
FYE March 2024	¥3,900 down
FYE March 2025	¥4,500 down

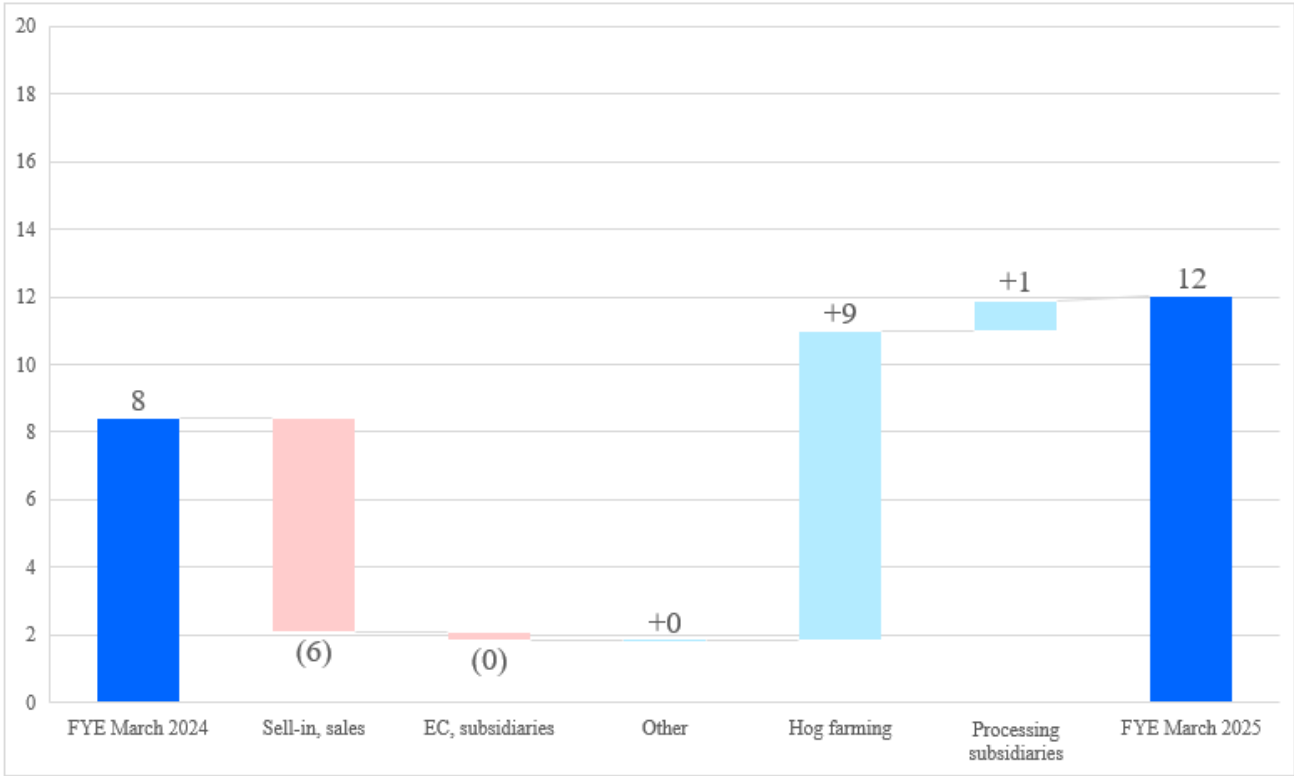
Q1 FYE March 2025	¥4,600 down
Q2 FYE March 2025	¥2,200 up
Q3 FYE March 2025	¥4,850 down
Q4 FYE March 2025	¥2,750 up

# Fresh Meat Business: Factors of Change in Operating Income



(hundred millions of yen, %)

	Result in comparative period	FYE March 2025		
		Full-year	% of comp period	YoY change
Net sales	1,356	1,442	106.3	+85
Operating income	8	12	142.8	+4
Operating margin (%)	0.6	0.8	—	+0.2%pt



- Sales **(¥6 hundred million)**  
With meat prices in Japan declining in H2 but remaining higher than last year’s level, revenue was similar to last year, while sales volume increased YoY.
- Hog farming **+¥10 hundred million**  
Although feed prices remained high, operating income increased YoY amid favorable meat prices.

Factors of YoY change		Full-year	Q1	Q2	Q3	Q4
FYE March 2024 operating income		8	3	3	3	(1)
Sales (6)	Sell-in, sales	(6)	(4)	(2)	(0)	+1
	EC, subsidiaries	(0)	+0	+0	(0)	(0)
	Other	+0	+0	(1)	+0	+0
	Subtotal	(6)	(4)	(3)	(0)	+1
Hog farming +10	Hog farming	+9	+2	+2	+3	+2
	Processing subsidiaries	+1	+1	+0	(0)	(0)
	Subtotal	+10	+3	+2	+3	+2
FYE March 2025 operating income		12	2	3	5	2
YoY change		+4	(1)	(0)	+2	+3

# Consolidated Balance Sheets

(hundred millions of yen)

	FYE March 2024	FYE March 2025	Change in closing balance
<b>Current assets</b>	1,032	996	(36)
Cash and deposits	133	123	(10)
Deposits	21	1	(20)
Notes and accounts receivable	526	484	(42)
Inventory	320	355	+35
Other	33	33	+0
<b>Noncurrent assets</b>	1,416	1,400	(16)
Tangible fixed assets	990	970	(20)
Intangible fixed assets	124	142	+19
Investment and other assets	303	288	(15)
<b>Noncurrent assets</b>	2,448	2,396	(52)

	FYE March 2024	FYE March 2025	Change in closing balance
<b>Total liabilities</b>	1,146	1,094	(52)
Current liabilities	852	817	(34)
Noncurrent liabilities	294	277	(18)
<b>Total net assets</b>	1,302	1,302	+0
Total shareholders' equity	1,083	1,111	+28
Capital + Capital reserve	181	181	+0
Retained earnings	906	934	+28
Treasury stock	(4)	(4)	+0
Accumulated other comprehensive income	110	83	(28)
Minority interests	109	108	(1)
<b>Total liabilities and net assets</b>	2,448	2,396	(52)

(hundred millions of yen, %)

	FYE March 2024	FYE March 2025	Change in closing balance
Equity ratio	48.7	49.8	+1.1

YoY change was affected by the period-end date (March 31, 2025) falling on a public holiday.

	FYE March 2024	FYE March 2025	Change in closing balance
Interest-bearing debt	217	221	+4
Net interest-bearing debt	64	97	+33
Net DER (fold change)	0.05	0.08	+0.03

Note: For interest-bearing debt and net interest-bearing debt, parenthesized amounts indicate a decrease.

## Segment assets

(hundred millions of yen)

	FYE March 2024	FYE March 2025	Change
Processed Foods segment	1,719	1,709	(10)

	FYE March 2024	FYE March 2025	Change
Fresh Meat segment	483	425	(58)

# Consolidated Cash Flow Statements

(hundred millions of yen)

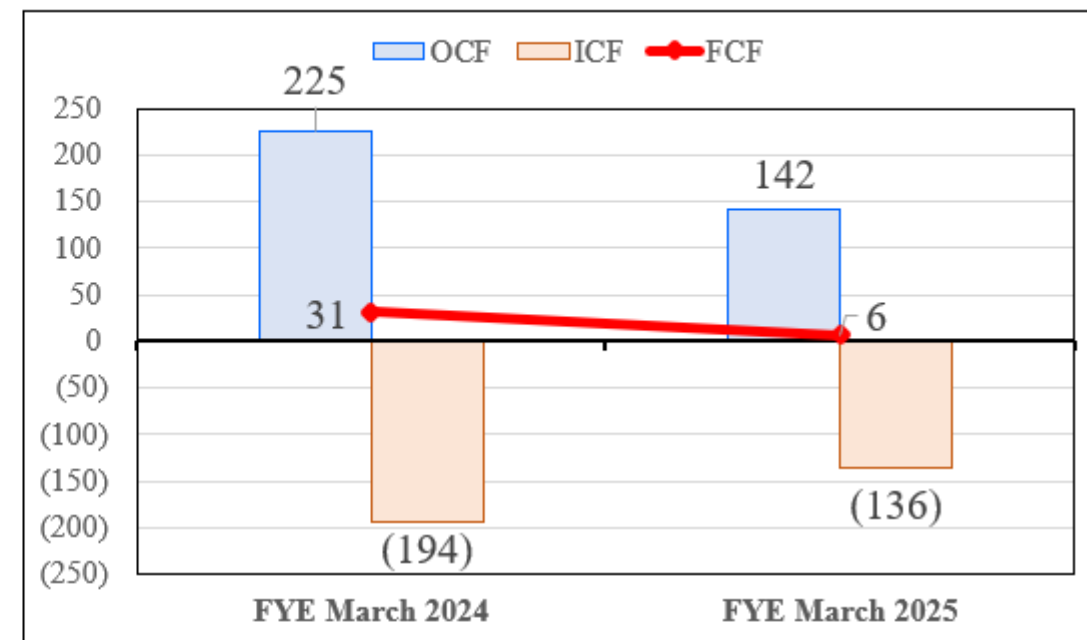
	FYE March 2024	FYE March 2025	
	Full-year	Full-year	Change
<b>1. Cash flows from operating activities</b>	<b>225</b>	<b>142</b>	<b>(83)</b>
Income before income taxes	134	109	(25)
Depreciation/amortization	113	115	+1
Decrease (increase) in notes and accounts receivable-trade	(61)	43	+103
Decrease (increase) in inventory assets	(50)	(34)	+16
Increase (decrease) in notes and accounts payable-trade	96	(17)	(112)
Other	(7)	(73)	(66)
<b>2. Cash flows from investing activities</b>	<b>(194)</b>	<b>(136)</b>	<b>+58</b>
Spending on property, plant and equipment	(104)	(92)	+13
Spending on intangible assets	(62)	(29)	+33
Other	(28)	(15)	+12

<b>Free cash flow (1+2)</b>	<b>31</b>	<b>6</b>	<b>(25)</b>
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<b>3. Cash flows from financing activities</b>	<b>(76)</b>	<b>(42)</b>	<b>+34</b>
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<b>4. Cash and cash equivalents at end of period</b>	<b>98</b>	<b>63</b>	<b>(35)</b>
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YoY change was affected by the period-end date (March 31, 2025) falling on a public holiday.



## Capital expenditures, depreciation/amortization

(hundred millions of yen)

	FYE March 2024	FYE March 2025	
	Full-year	Full-year	YoY change
Capital expenditures	147	130	(17)
CapEx for digital transformation	46	24	(23)
Depreciation/amortization	113	115	(1)

FYE March 2025 opening balance	
Target	Variance from target
257	(127)
113	(89)
115	+0

\*Capital expenditures include software.

# Performance in Financial KPIs



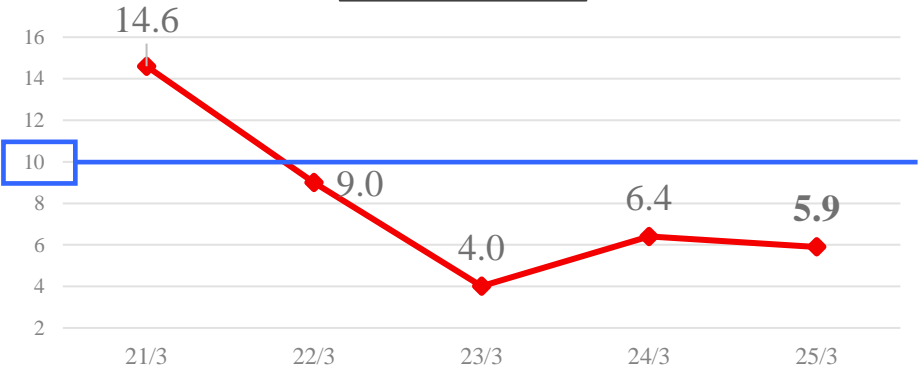
Target

ROE 10% or higher

	FYE March 2021	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
ROE (%)	14.6	9.0	4.0	6.4	5.9
ROIC (%)	13.2	8.7	3.3	5.9	4.6
ROA (%)	6.9	4.5	2.0	3.2	2.9
Capital cost (%)	5.1	4.9	4.9	4.6	5.0
WACC (%)	4.6	4.3	4.0	3.9	4.2
Equity ratio (%)	48.3	50.5	49.2	48.7	49.8
Stock price at end of period (JPY)	3,490	2,202	2,201	2,303	2,222
PBR (fold change)	1.69	0.99	0.98	0.97	0.94
TSR	146%	96%	99%	105%	105%

Note: PBR is based on stock price at the end of the period under review.  
Note: TSR in FYE March 2020 is scaled at 100.

ROE over the years



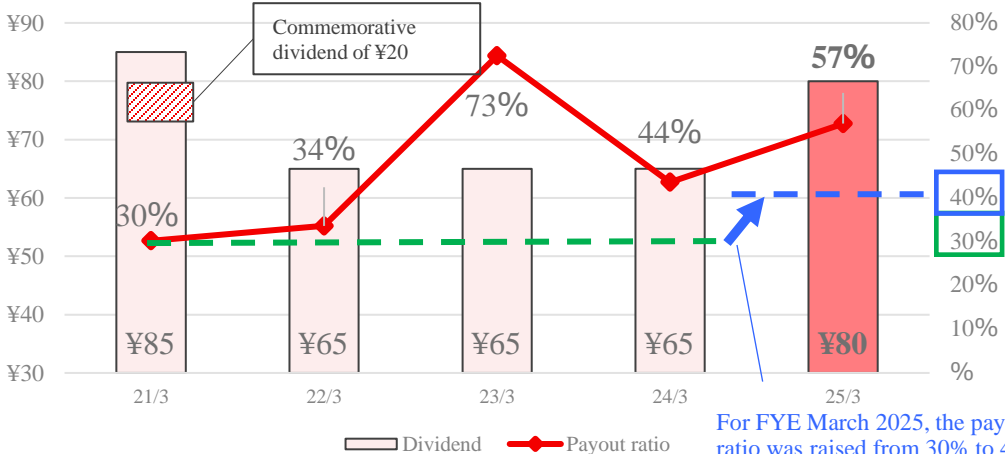
Dividend policy for FYE March 2025

Stable dividend with payout ratio of 40% or higher

		FYE March 2021	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025
Cash dividend per share	Mid-year	20	20	20	20	40
	Year-end	*1 65	45	45	45	40
	Annual	85	65	65	65	80
Payout ratio (%)		30	34	73	44	57
Dividend yield *2 (%)		3.5	1.9	3.0	3.0	3.5
Previous year-end dividend		2,453	3,490	2,202	2,201	2,303

Note 1: Includes commemorative dividend of ¥20  
Note 2: Dividend yield is based on stock price as of the end of the previous fiscal year.

Dividend and payout ratio



For FYE March 2025, the payout ratio was raised from 30% to 40%.

**1**

Financial Results for the Year Ended March 31, 2025

**2**

**Medium-term Business Plan (Rolling Plan) from FYE  
March 2026 to FYE March 2028**

**3**

Appendix: Inter-Year Comparison in Performance



**Mission**

**Contribute to food culture and society  
through great taste and excitement**



**Medium-Term Business Plan (FYE March 2026 to FYE March 2028):  
Basic Policy**

**We will hone our sales capacity, development, and merchandising expertise to increase and strengthen sales and profits while promoting sustainability management, to be a company that customers always love and support**

**Priority  
policies**

- 1. Make business foundation more sustainable**
- 2. Adapt earnings base to changes in external environment**
- 3. Create business and develop globally in order to capture growing markets**

### 1. Make business foundation more sustainable

- ▶ Be mindful of cost of capital and stock price
- ▶ Acquire talent and provide training to transform workplace culture
- ▶ Take action related to the carbon transition and circular economy

### 2. Adapt earnings base to changes in external environment

- ▶ Improve earnings base in existing businesses
- ▶ Strengthen operating foundations and prepare stepping stones toward future
- ▶ Build a sustainable supply chain

### 3. Create business and develop globally in order to capture growing markets

- ▶ Start implementing Prima Next Project (PNP) and make business processes more efficient
- ▶ Business development in Japan and abroad based on collaboration with ITOCHU Corporation
- ▶ Penetrate growing markets, achieve digital transformation, develop and introduce new technology

# Rolling Medium-Term (FYE March 2026 to FYE March 2028): Targets for Consolidated Income (1)



(hundred millions of yen, %)

	FYE March 2025	FYE March 2026	% of comparative period	YoY change	FYE March 2027	FYE March 2028
<b>Net sales</b>	4,584	<b>4,800</b>	<b>104.7</b>	<b>+ 216</b>	<b>5,100</b>	<b>5,400</b>
Previous medium-term business plan	4,700	5,000			5,100	-
<b>Operating income</b>	89	<b>120</b>	<b>134.1</b>	<b>+ 31</b>	<b>120</b>	<b>150</b>
Previous medium-term business plan	160	155			175	-
<b>Ordinary income</b>	105	<b>130</b>	<b>123.8</b>	<b>+ 25</b>	<b>130</b>	<b>160</b>
Previous medium-term business plan	170	165			185	-
<b>Net income attributable to owners of parent</b>	71	<b>80</b>	<b>113.1</b>	<b>+ 9</b>	<b>80</b>	<b>100</b>
Previous medium-term business plan	100	100			115	-
<b>Operating margin</b>	2.0%	<b>2.5%</b>	-	<b>+0.5%<sup>opt</sup></b>	<b>2.4%</b>	<b>2.8%</b>
<b>Capital expenditures</b>	130	<b>272</b>	209.7	+142	<b>114</b>	<b>108</b>
CapEx for digital transformation	24	<b>119</b>			<b>12</b>	<b>8</b>
Previous medium-term business plan	257	123			105	-
<b>Depreciation/amortization</b>	115	<b>120</b>	104.8	(5)	<b>120</b>	<b>124</b>
Previous medium-term business plan	115	133			134	-

# Rolling Medium-Term (FYE March 2026 to FYE March 2028): Targets for Consolidated Income (2) (metrics and targets)



(hundred millions of yen, %)					
		FYE March 2025	FYE March 2026	FYE March 2027	FYE March 2028
ROE		5.9 <sup>0</sup> %	6.7%	6.5%	7.8%
	Previous medium-term business plan	8.3%	7.8%	8.5%	-
ROIC		4.6 <sup>0</sup> %	6.6%	6.2%	7.1%
	Previous medium-term business plan	8.3%	7.6%	8.4%	-
ROA		2.9 <sup>0</sup> %	3.2%	3.1%	3.9%
	Previous medium-term business plan	4.1%	4.0%	4.5%	-
Capital cost		5.0 <sup>0</sup> %	5.0%	5.0%	5.0%
	Previous medium-term business plan	4.6%	4.6%	4.6%	-
WACC		4.2 <sup>0</sup> %	4.2%	4.2%	4.2%
	Previous medium-term business plan	3.9%	3.9%	3.9%	-
Interest-bearing debt (hundred millions of yen)		221	304	300	263
Net interest-bearing debt (hundred millions of yen)		97	220	214	174
Net D/E ratio (fold change)		0.08	0.16	0.15	0.12
Cash dividend per share (JPY)*		80	80	80	80
Payout ratio (%)		57%	50%	50%	40%

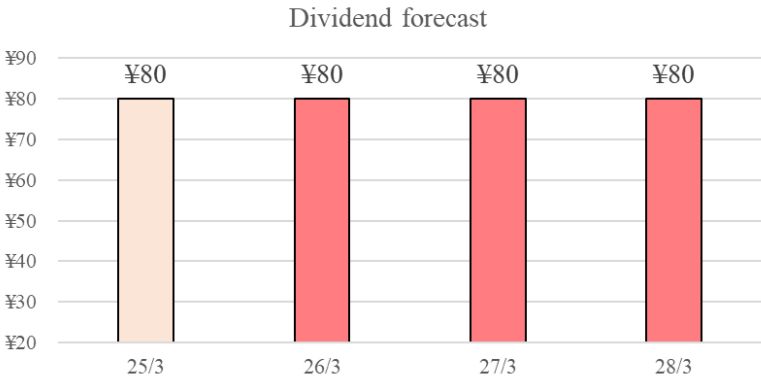
\*Projected cash dividend per share is based on the targets in the current medium-term plan (FYE March 2026 to FYE March 2028).

## Financial KPIs

ROE: 10% or higher

## Dividend policy

Stable dividend with payout ratio of 40% or higher



Projected cash dividend per share (Yen)

	FYE March 2025 (actual)	FYE March 2026	FYE March 2027	FYE March 2028
Mid-year	40	40	40	40
Year-end	40	40	40	40
Annual	80	80	80	80

Strategic investments for building a foundation for growing existing businesses and to driving long-term growth

Cash in: Total of ¥69 billion	Cash out: Total of ¥69 billion		
<div>Funding (borrowing): ¥14 bn</div>		Driving long-term growth: ¥33 bn	<div>● Strategic investments (e.g. global expansion) ● Digital transformation ● R&amp;D ● Further integrating the domestic pork business</div>
<div>OCF: ¥55 bn</div>	<div>Investments: ¥57 bn</div>	Building a foundation for growing existing businesses: ¥24 bn	<div>● Purchasing of PPE to improve production efficiency and capacity ● Environment related ● Upgrading/replacing aging PPE</div>
	<div>Shareholder returns: ¥12 bn</div>	Dividends: ¥12 bn	<div>● Dividend per share: ¥80 (¥4 bn per year)</div>

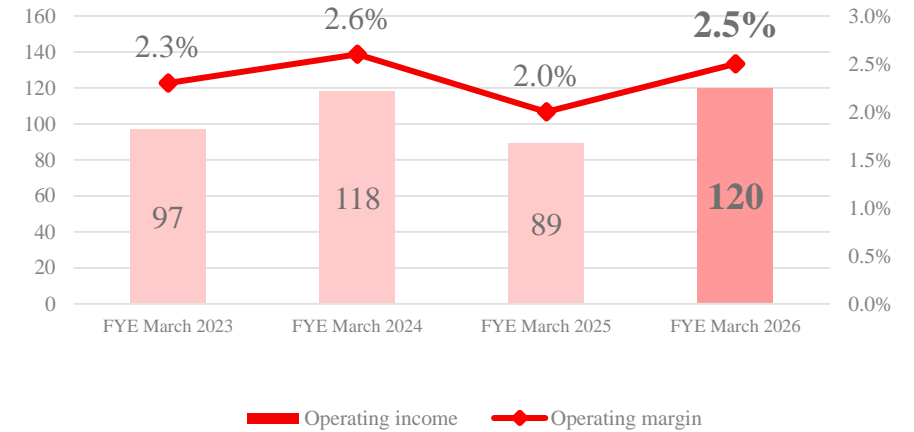
# Targets for FYE March 2026

## Consolidated results

(hundred millions of yen, %)

	Result in comparative period	Consolidated forecasts for FYE March 2026		
		Full-year	% of comparative period	YoY change
Net sales	4,584	<b>4,800</b>	104.7	+216
Operating income	89	<b>120</b>	134.1	+31
Ordinary income	105	<b>130</b>	123.8	+25
Net income attributable to owners of parent	71	<b>80</b>	113.1	+9
Operating margin (%)	2.0	<b>2.5</b>	—	+0.5%pt

Operating income and operating margin compared with three preceding years (hundred millions of yen, %)



Projected cash dividend per share is based on the performance targets for FYE March 2026.

## Processed Foods segment

(hundred millions of yen, %)

	Result in comparative period	Targets for FYE March 2026		
		Full-year	% of comparative period	YoY change
Net sales	3,135	<b>3,350</b>	106.9	+215
Operating income	79	<b>112</b>	141.4	+33
Operating margin (%)	2.5	<b>3.3</b>	—	+0.8%pt

	Year end	Target	Change
Segment assets	1,709	<b>1,773</b>	+64

## Fresh Meat segment

(hundred millions of yen, %)

	Result in comparative period	Targets for FYE March 2026		
		Full-year	% of comparative period	YoY change
Net sales	1,442	<b>1,450</b>	100.6	+8
Operating income	12	<b>24</b>	199.3	+12
Operating margin (%)	0.8	<b>1.7</b>	—	+0.8%pt

	Year end	Target	Change
Segment assets	425	<b>434</b>	+9

## Sales

### ○ Efforts to increase market share

- ▶ Increase sales volume of Koukun Sausage
- ▶ Increase Smile Up! sales volume, developed brand
- ▶ Develop foods for diverse culinary needs
  - Launch new products with clear target audience
- ▶ Improve chilled foods and prepared deli items



Guilty Sausage



Food with Function Claims:  
Steamed chicken strips

### ○ Profitability improvements

- ▶ Implement successive price hikes
- ▶ Work with production team to lobby for changes to push for further changes to industry standards

### ○ Strengthened food services business

- ▶ Food services: Transform organizational structure to put business on firmer footing
  - Develop new sales routes, develop new business with existing business partners
- ▶ Target wholesalers

### ○ Enlarge audience through TV ads, promo campaigns, and social media



TV ad



Private theater shows (Yoshimoto)



Enhanced sales promotions on official social media account

### ○ Revise ham/sausage prices to absorb high manufacturing and distribution costs

Date: Seventh price hike: April 2025

Products: Approx 200 ham/sausage products and other processed foods (consumer and commercial)

Percentage increase in price: 2–26%

## Production

### ○ Strengthen supply continuity to accommodate market share growth

- ▶ Make production more efficient and boost production capacity
- ▶ Use automation to save labor and improve quality

### ○ Brushing up existing products

- ▶ Make products tastier
- ▶ Upgrade or replace PPE to improve quality and yield rate

### ○ Environmental efforts

- ▶ Switch to natural coolant, CFC alternatives, and renewable energy

## Vendor subsidiaries

### ○ Develop more new products to meet the needs of customers and actively supply them to the market.

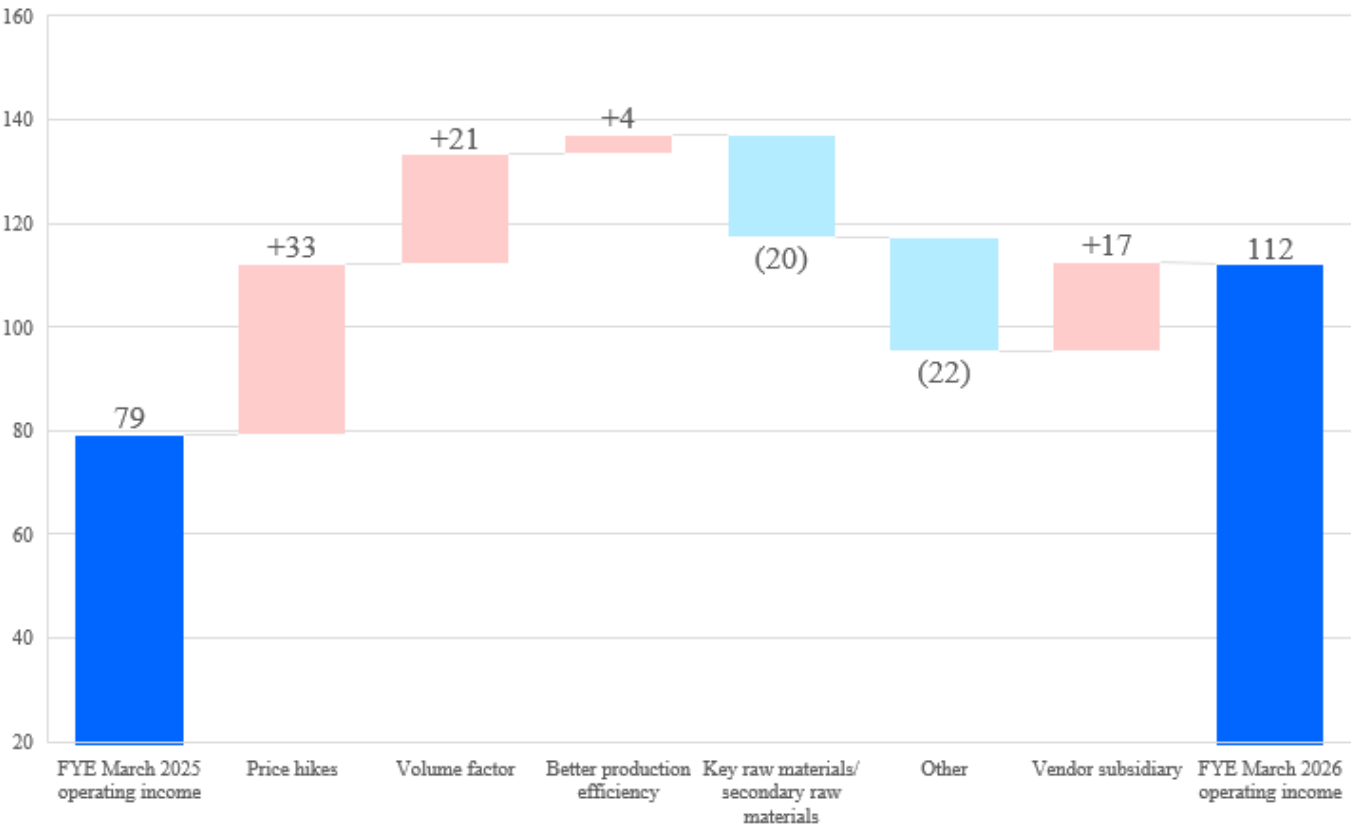


# Processed Foods: FYE March 2026 Operating Income Targets—Change Factors









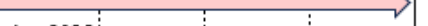
(hundred millions of yen, %)

	Result in comparative period  Full-year	FYE March 2026 target		
		Full-year	% of comparative period	YoY change
Net sales	3,135	3,350	106.9	+215
<b>Operating income</b>	<b>79</b>	<b>112</b>	<b>141.4</b>	<b>+33</b>
Operating margin (%)	2.5	3.3	—	+0.8%pt



Factor		Full-year target
FYE March 2025 operating income		79
Profit improvements +58	Price hikes	+33
	Volume factor	+21
	Better production efficiency	+4
	Subtotal	+58
Cost increases (42)	Key raw materials/secondary raw materials	(20)
	Other	(22)
	Subtotal	(42)
Vendor subsidiaries		+17
FYE March 2026 operating income		112
YoY change		+33

# Processed Foods: Price Hikes

	FYE March 2022	FYE March 2023					FYE March 2024				FYE March 2025				FYE March 2026				Coverage	Range of % increase	Approx no. of items
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1st																		Consumer products Commercial products	5%–12%	200	
2nd																			Consumer products: 5%–20% Commercial products: 5%–30%	400	
3rd																	Consumer products: 5%–15% Commercial products: 5%–25%		400		
4th																			3%–20%	200	
5th																			3%–38%	130	
6th																			3%–28%	200	
7th																			2%–27%	200	

	FYE March 2023	FYE March 2024	FYE March 2025	FYE March 2025 target	Total
Profit improvements	+¥6.3 bn	+¥7.0 bn	+¥3.4 bn	+¥5.8 bn	+¥22.5 bn
Cost increases	-¥9.3 bn	-¥7.7 bn	-¥3.9 bn	-¥4.2 bn	-¥25.1 bn
Difference	-¥3.0 bn	-¥0.7 bn	-¥0.5 bn	+¥1.6 bn	-¥2.6 bn
Cumulative	-¥3.0 bn	-¥3.7 bn	-¥4.2 bn	-¥2.6 bn	-¥2.6 bn
% of cumulative difference transferred in price hikes	68%	78%	80%	90%	90%
Avg exchange rate for fiscal year	¥136/\$	¥145/\$	¥153/\$	¥150/\$	—

## Purchasing, sales

○ Make trading terms reflect market conditions (better trading terms)

○ Increase sales volume

- ▶ Develop and expand original brands
- ▶ Expand sales routes among food service companies and wholesalers  
Coordinate with processed food sales teams
- ▶ Improve sales of byproducts
- ▶ Expand sales of Prima Meat Packers Group's domestic pork



○ Tailor product development activities to the needs of consumers and downstream clients

- ▶ Establish new packers overseas
- ▶ Establish local packing and individual wrapping
- ▶ Develop new products such as seasoned products

○ Enforce robust profitability management for each client and product category

○ Enforce robust inventory management and reduce lost sales

## Hog farming

○ Increase pig shipments

○ Improve coordination between upstream and downstream businesses to integrate domestic pork production

- ▶ In a process of organizational reform, establish a department to manage efforts to improve coordination

○ Older farms: Improve productivity and meat quality

○ Improve efficiency of livestock rice operations

○ Improve animal welfare

- ▶ Apply in-house animal welfare standards in line with WOA H standards



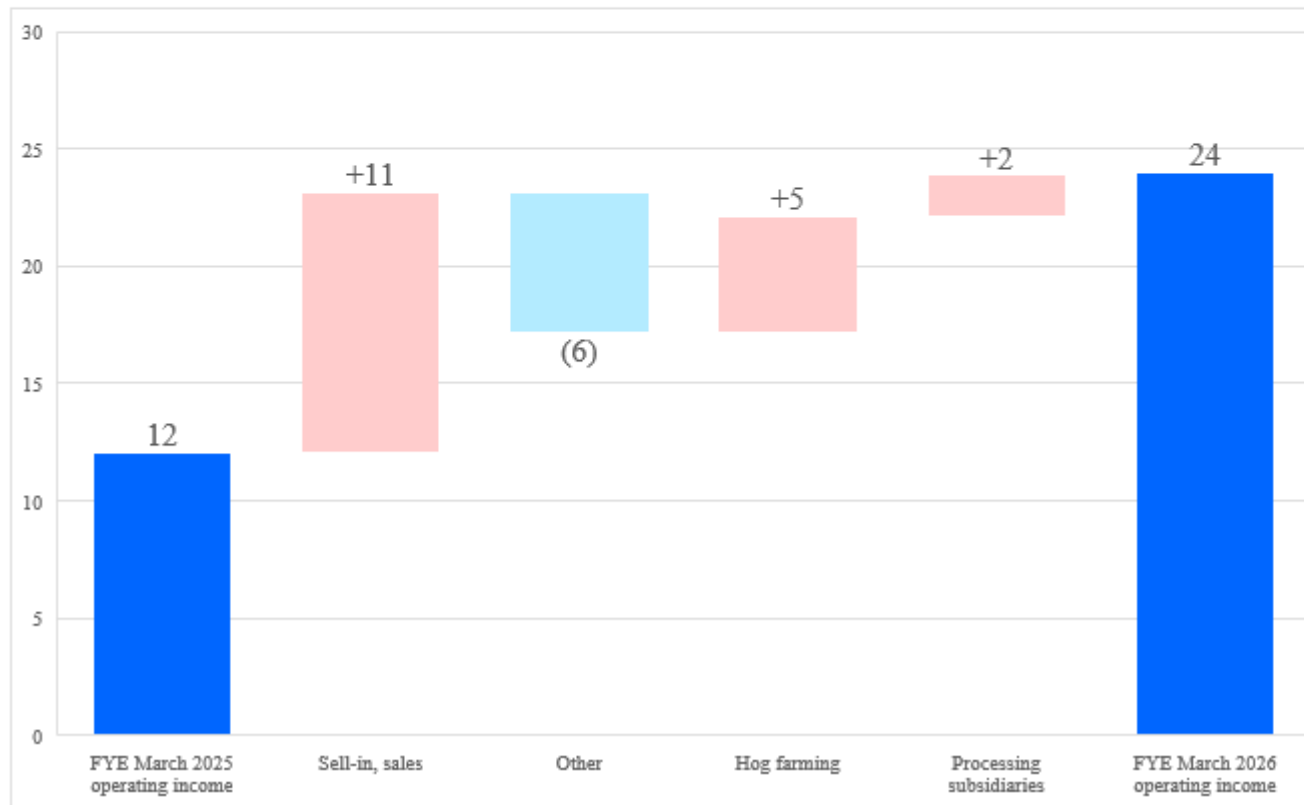
Breeding site (Watari) in Miyagi

# Fresh Meat: FYE March 2026 Operating Income Targets—Change Factors



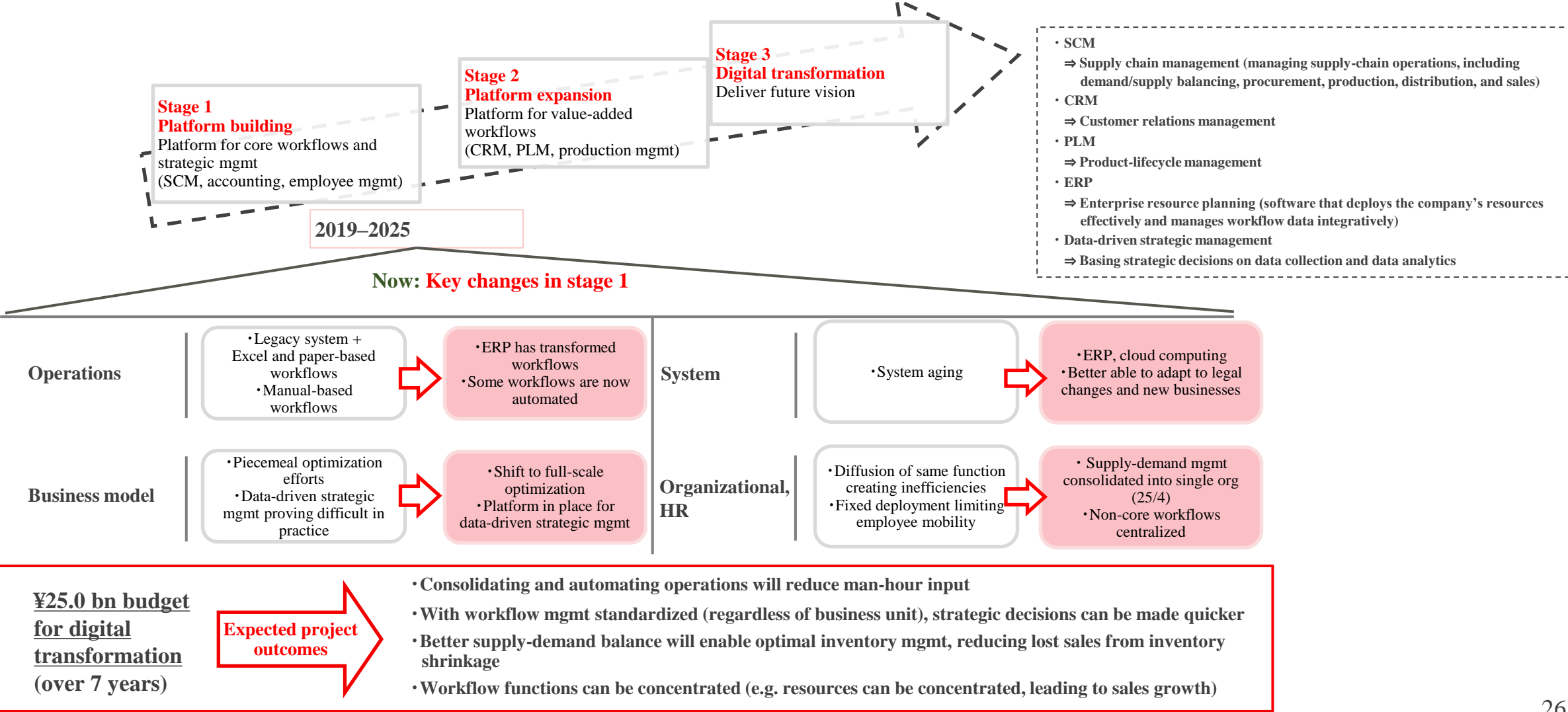
(hundred millions of yen, %)

	Result in comparative period	FYE March 2026 target		
		Full-year	% of comparative period	YoY change
Net sales	1,442	1,450	100.6	+8
<b>Operating income</b>	<b>12</b>	<b>24</b>	<b>199.3</b>	<b>+12</b>
Operating margin (%)	0.8	1.7	—	+0.8%pt



Factor		Full-year target
FYE March 2025 operating income		12
Sales +5	Sell-in, sales	+11
	Other	(6)
Hog farming +7	Hog farming	+5
	Processing subsidiaries	+2
FYE March 2026 operating income		24
YoY change		+12

- **Prima Next Project (a project for digital transformation) is ongoing.**
- **Purpose is to transform systems and transform workstyle (standardize workflows, enabling replication.)**  
**End user training is underway. Stage 1 will end in FYE March 2026.**



❑ April 2025: We announced our endorsement o the Taskforce on Nature-related Financial Disclosures (TNFD)\*



Taskforce on Nature-related Financial Disclosures

\*The TNFD is an international initiative officially founded in June 2021 by the United Nations Environment Program Finance Initiative (UNEP FI), the United Nations Development Program (UNDP), Global Canopy, and the World Wildlife Fund (WWF). Its purpose is to develop and provide a framework for companies to disclose the nature-related impacts of their business activities.

❑ April 2025: We released our first report based on the TNFD framework

Details: <https://www.primaham.co.jp/sustainability/environment/tnfd.html>



❑ Preliminary report on GHG emissions in FYE March 2025

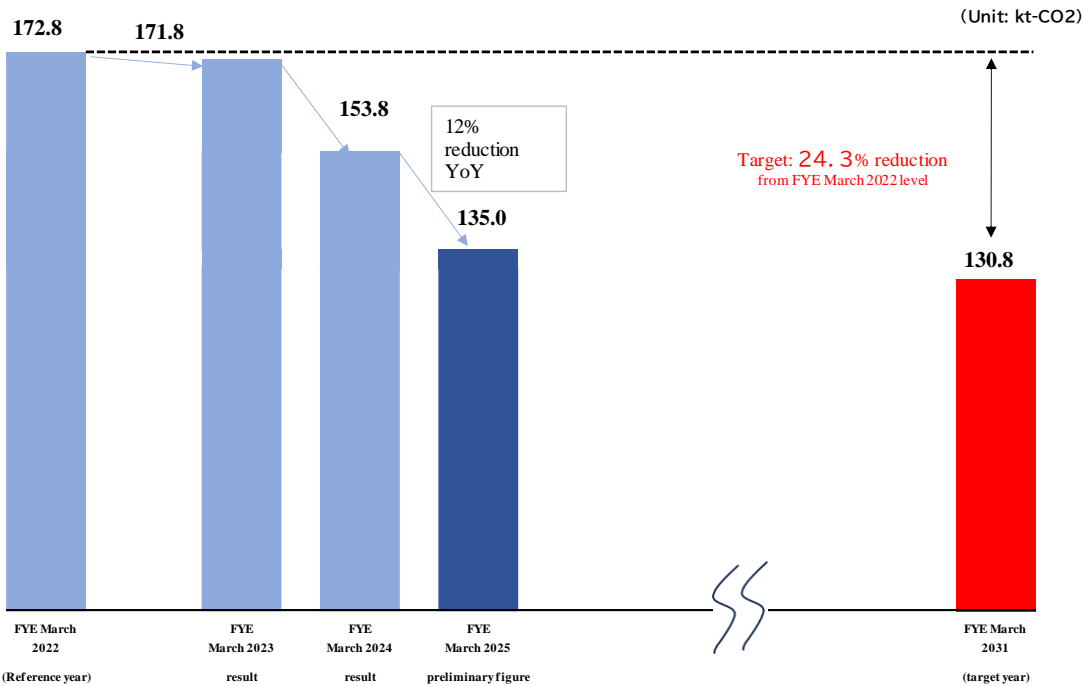
Total emissions at scopes 1 and 2

(excludes emissions from overseas sources and from livestock)

FYE March 2025 preliminary result
135,000
22% reduction from FYE March 2022 level

FYE March 2031 target
130,794
24.3% reduction from FYE March 2022 level

Total emissions at scopes 1 and 2 (excludes emissions from overseas sources and from livestock)



1

Financial Results for the Year Ended March 31, 2025

2

Medium-term Business Plan (Rolling Plan) from FYE  
March 2026 to FYE March 2028

3

**Appendix: Inter-Year Comparison in Performance**



# Reference: Consolidated Statements of Income (FYE March 2021 to FYE March 2025)

	Segment	FYE March 2021			FYE March 2022			FYE March 2023			FYE March 2024			FYE March 2025		
		H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year
Net sales	Processed foods	1,375	1,423	2,798	1,422	1,434	2,856	1,484	1,522	3,007	1,571	1,551	3,122	1,579	1,556	3,135
	Fresh meat	669	709	1,378	677	669	1,347	630	665	1,296	653	703	1,356	712	730	1,442
	Other	2	3	5	2	2	5	3	3	5	3	3	6	3	3	7
	Total	2,046	2,135	4,181	2,102	2,106	4,207	2,117	2,190	4,307	2,227	2,257	4,484	2,294	2,289	4,584
Cost of sales		1,760	1,842	3,602	1,827	1,853	3,680	1,871	1,959	3,830	1,968	2,015	3,983	2,040	2,058	4,099
Gross profit		286	293	580	275	252	527	246	232	478	259	242	501	254	231	485
SG&A expenses		175	190	365	191	180	371	191	189	380	191	192	383	192	203	395
Operating income		111	103	215	84	56	140	55	43	97	68	50	118	62	28	89
Non-operating income (loss)		3	6	9	4	4	8	4	4	8	6	5	11	6	9	16
Ordinary income		115	110	224	89	60	149	58	47	105	74	55	129	68	37	105
Extraordinary income (loss)		(3)	(2)	(5)	1	1	2	(1)	(45)	(46)	(5)	11	5	8	(4)	4
Income before income taxes		111	108	219	89	62	151	58	1	59	69	65	134	76	33	109
Net income attributable to owners of parent		70	72	142	53	44	97	37	8	45	39	36	75	43	28	71
Operating margin (%)		5.4	4.8	5.1	4.0	2.7	3.3	2.6	1.9	2.3	3.1	2.2	2.6	2.7	1.2	2.0

# Reference: Net Sales by Product Category (FYE March 2021 to FYE March 2025)



(hundred millions of yen)

		FYE March 2021			FYE March 2022			FYE March 2023			FYE March 2024			FYE March 2025		
	Segment	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year
Net sales	Ham/Sausage	481	493	974	491	488	979	510	529	1,039	559	562	1,121	588	597	1,185
	Processed foods, other	315	350	665	336	338	674	364	368	731	387	381	768	366	380	746
	Prepared deli items (vendor subsidiary)	487	510	997	514	508	1,021	506	510	1,016	535	511	1,046	537	480	1,017
	Fresh meat	745	760	1,505	746	752	1,498	722	759	1,481	728	785	1,513	791	816	1,607
	Other	18	22	40	15	19	34	16	25	41	18	17	36	12	16	28
Total		2,046	2,135	4,181	2,102	2,106	4,207	2,117	2,190	4,307	2,227	2,257	4,484	2,294	2,289	4,584

Net sales when vendor business discounted	1,559	1,626	3,185	1,588	1,598	3,186	1,611	1,680	3,291	1,692	1,746	3,438	1,757	1,809	3,566
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Reference: Vendor subsidiary (1 company)

	FYE March 2021			FYE March 2022			FYE March 2023			FYE March 2024			FYE March 2025		
	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year	H1	H2	Full-year
Net sales	487	510	997	514	508	1,021	506	510	1,016	535	511	1,046	537	480	<b>1,017</b>
Operating income	20	17	36	16	5	21	6	5	11	24	6	30	17	(14)	<b>3</b>
Operating margin (%)	4.0	3.3	3.6	3.2	1.0	2.1	1.2	1.0	1.1	4.5	1.2	2.9	3.2	-	<b>0.3</b>

# Reference: Consolidated Balance Sheets (FYE March 2021 to FYE March 2025)



(hundred millions of yen)

	FYE March 2021		FYE March 2022		FYE March 2023		FYE March 2024		FYE March 2025	
	H1	Year-end	H1	Year-end	H1	Year-end	H1	Year-end	H1	Year-end
Current assets	934	987	961	958	989	953	1,052	1,032	999	996
Noncurrent assets	1,129	1,158	1,213	1,259	1,308	1,346	1,395	1,416	1,426	1,400
Total assets	2,063	2,145	2,173	2,217	2,296	2,299	2,448	2,448	2,425	2,396

Current liabilities	710	720	744	717	743	749	872	852	799	817
Noncurrent liabilities	288	278	260	275	306	318	308	294	298	277
Total liabilities	998	998	1,004	992	1,049	1,067	1,179	1,146	1,097	1,094
Shareholders' equity	910	972	992	1,028	1,042	1,040	1,056	1,083	1,103	1,111
Accumulated other comprehensive income	51	65	60	91	97	91	105	110	112	83
Non-controlling interests	104	111	118	107	109	100	107	109	113	108
Total net assets	1,064	1,148	1,170	1,226	1,248	1,232	1,268	1,302	1,328	1,302
Total liabilities and net assets	2,063	2,145	2,173	2,217	2,296	2,299	2,448	2,448	2,425	2,396

Equity capital	960	1,036	1,051	1,119	1,139	1,132	1,161	1,193	1,214	1,194
Equity capital ratio (%)	46.6%	48.3%	48.4%	50.5%	49.6%	49.2%	46.2%	48.7%	50.1%	49.8%