



Corporate Profile

ITOHAM YONEKYU HOLDINGS

ITOHAM YONEKYU HOLDINGS INC.

(TSE Prime : 2296)

Company Name	Itoham Yonekyu Holdings Inc. 伊藤ハム米久ホールディングス株式会社 Code: 2296 (TSE Prime)
Established	April 1, 2016
Head Office Location	1-6-21 Mita Meguro-ku Tokyo Japan
President & CEO	Hiroyuki Urata
Core Businesses	Production and Sales of Processed Meat Products Production and Sales of Prepared Foods and Deli Products Processing and Sales of Meat Products
Capital	30 Billion Yen
Consolidated Revenue	1,071 Billion Yen (Year Ended May 31, 2026)
Employees	17,669 employees (as of March 31 2026) *including temporary employees
Group Companies	30 consolidated subsidiaries

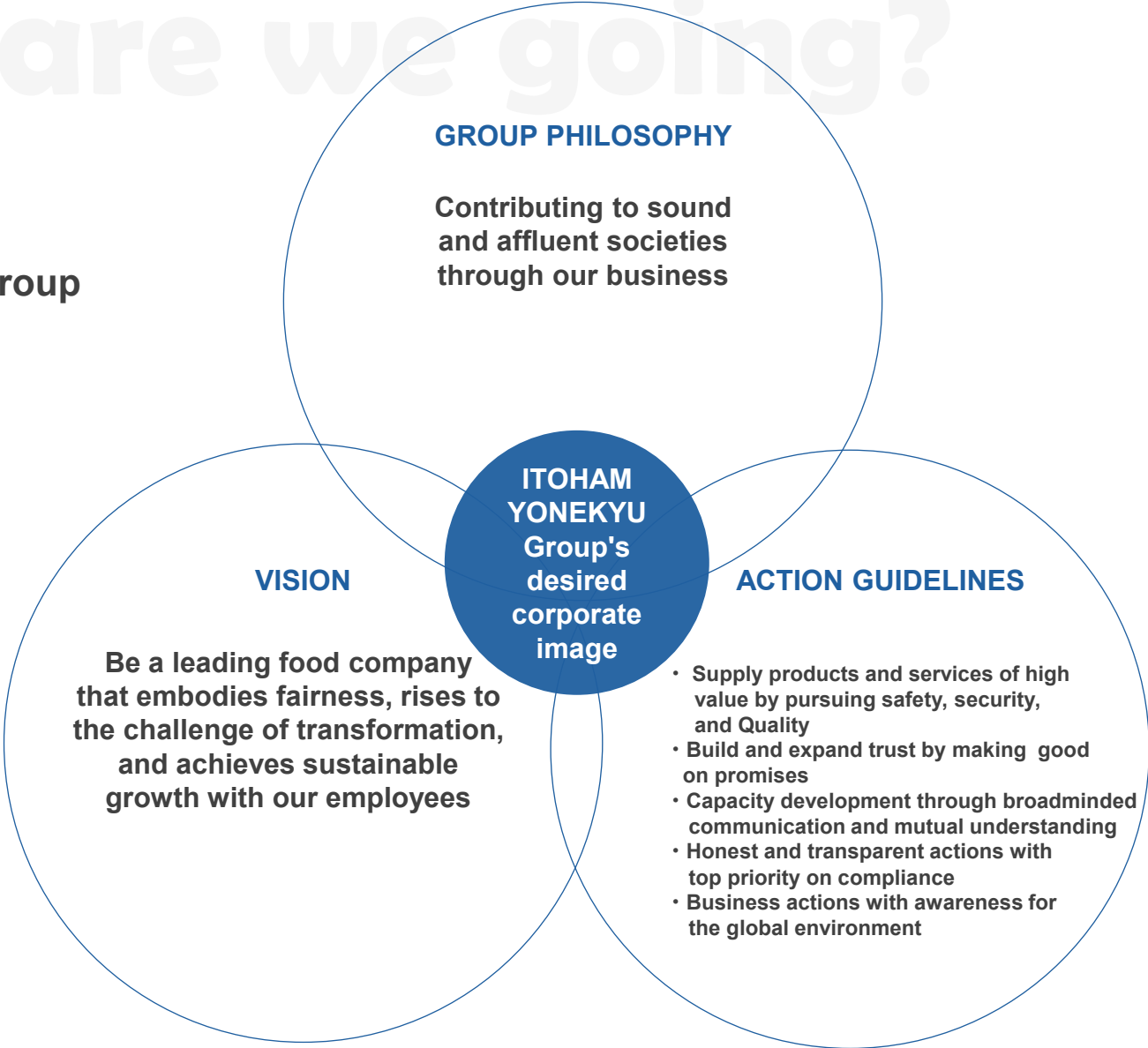


President & CEO
Hiroyuki Urata

Where are we going?

The Future Vision of the ITOHAM YONEKYU Group

Becoming
a leading
food company



*All figures are based on FY2025 results

Revenue

JPY **1,071**B

No. 9 food company in Japan by revenue
First-ever revenue above JPY 1T in FY2025

Ordinary Profit

JPY **30**B

Record-High Profit in FY2025

Key Management Indicators

ROE **7.0**%

ROIC **6.2**%

Brands

Processed Food Brands

13+



Many Long-Selling Brands Trusted for Over 30 Years
Expanding and Strengthening Meat Brands

Sales Network in Japan and Worldwide

Domestic Sales Offices | Global Sales Network

130+

80

Countries

Leveraging Diverse Sales Channels to Reach the Best Markets

27 Group Companies in Japan and 25 Overseas

Taste Without Compromise

Certified Ham, Sausage and Bacon Production
Technicians and Delicatessen Managers

791

Meeting Evolving Consumer Needs Through
Advanced R&D and Manufacturing



Nationwide Sales Network	Regional Coverage	Strong Relationships in the Tokai Region
Strengths in Ham and Sausage Products	Processed Foods	Strengths in Deli Foods
Strength in B2C Products	Customer Base	Strength in B2B Products
Automated and Efficient Production	Production Capabilities	Niche and Differentiated Products
Strengths in Beef and Pork	Meat Products	Strengths in Poultry and Pork



1928

Denzo Ito established Ito Food Processing as a sole proprietorship

1934

Introduced the industry's first cellophane-packaged sausage
Now known as "POLE WINNER"

1979

Expanded its deli retail business
Established ITOHAM Food Solutions

1981

Strengthened its meat processing business
Established SANKYO MEAT

1988

The World's Smallest Sausage
Launched the "Pork Bits" brand

2015

Strengthened its international business
Increased its stake in ANZCO and made it a consolidated subsidiary (65%)

1965

Kiyokazu Shoji established YONEKYU Foods as a sole proprietorship

1981

Established the industry's first dedicated dry-cured ham production plant

1999

Expanded into the frozen foods business
Acquired YAMAKI Foods (now YONEKYU Delica Foods)

2006

Strengthened its poultry production business
Established YONEKYU TOHAKU (now YONEKYU OISHII TORI)

2010

Entered the pork production business
Established Taiyo Pork

2011

Strengthened its e-commerce business
Launched a dedicated e-commerce website (<https://www.yonekyu-eshop.jp/>)

ITOHAM YONEKYU HOLDINGS

2016

Established ITOHAM YONEKYU Holdings through a business integration
Combining complementary strengths to build a strong portfolio and create one of Japan's largest processed foods and meat companies

2017

Made ANZCO a wholly owned subsidiary

2020

Launched plant-based food products

2024

Commissioned the Towada Beef Plant Strengthened its beef sales business through IH Meat Packer

2026

ANZCO acquired shares in the Greenlea Group Accelerated the growth of its international business

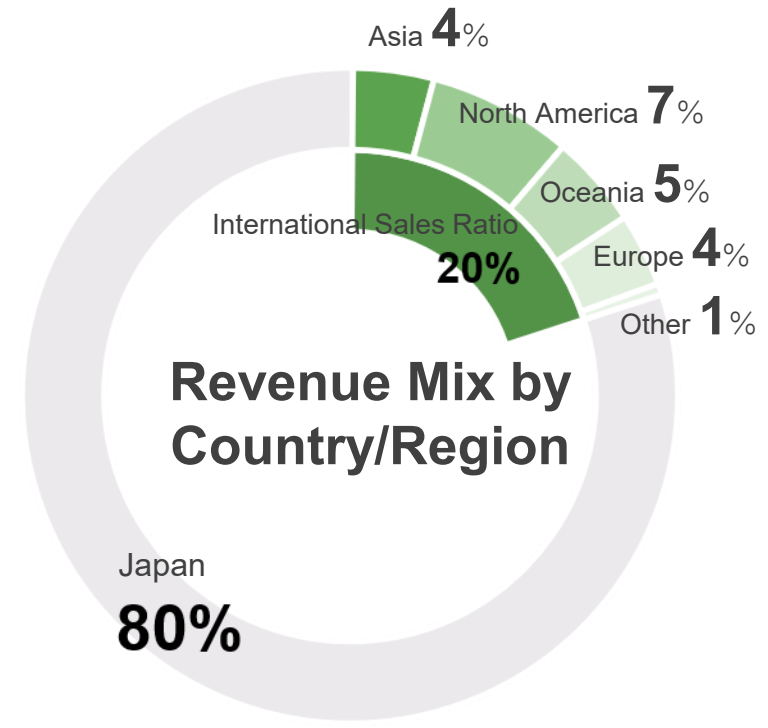
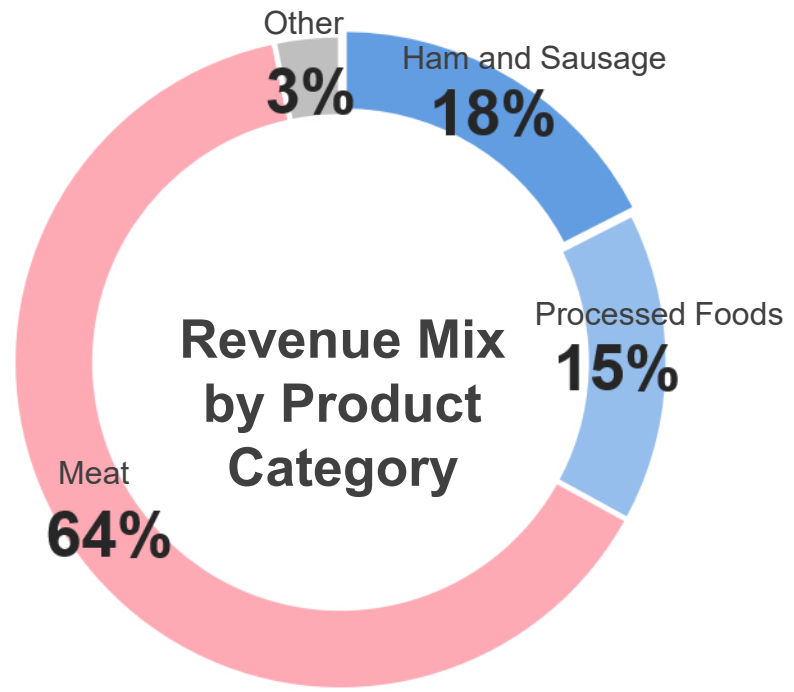
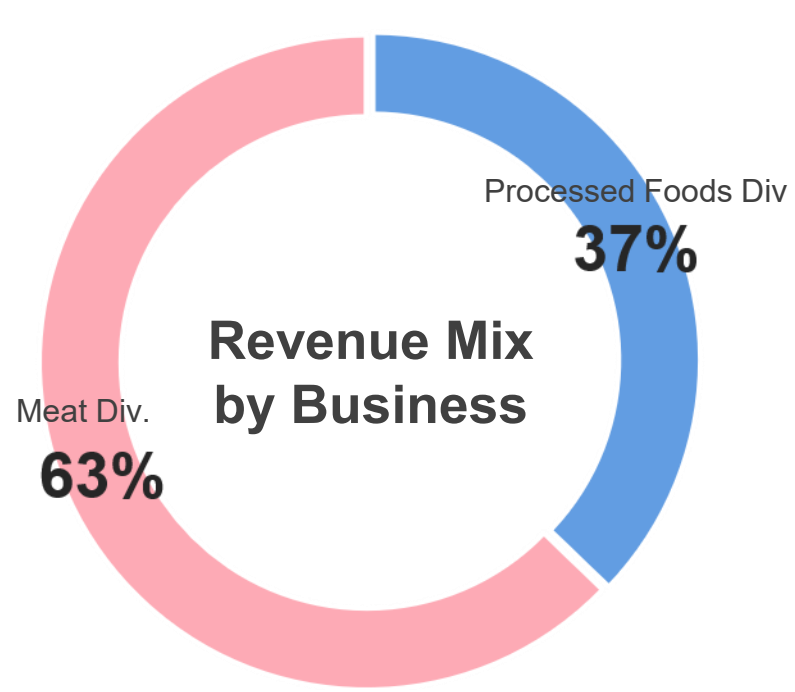
Started Operations at the Mishima Plant
Introduced a next-generation ham and sausage production line to improve efficiency and reduce costs (full-scale operations from FY2027).

- Sales Mix: Processed Food Div. Approx. 40%, Meat Div. Approx. 60%
- Overseas Sales Ratio: 20%, Driven by ANZCO



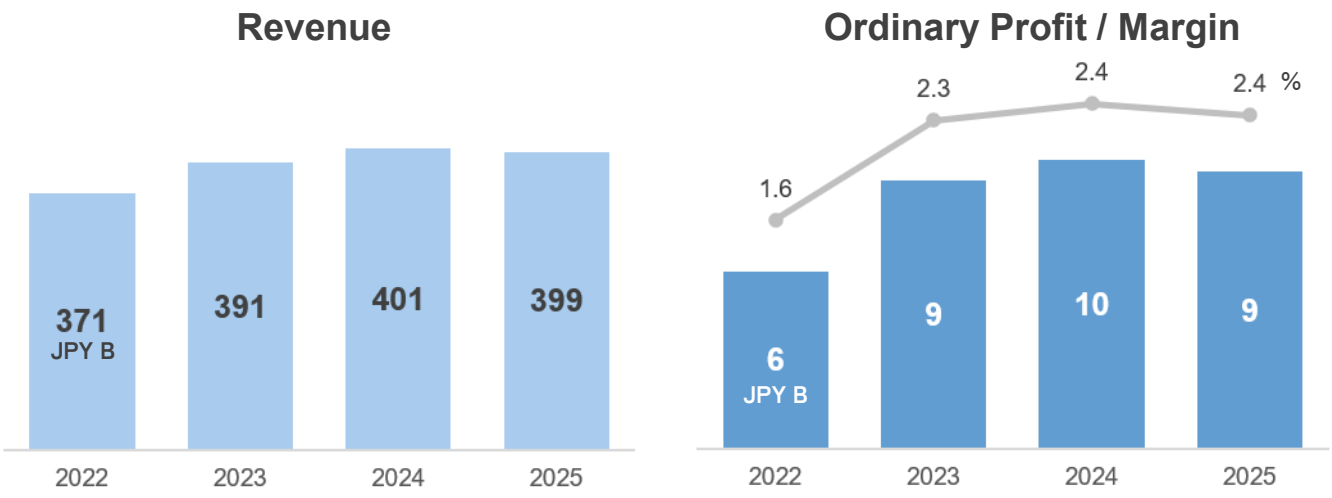
FY2025
Consolidated
Revenue

JPY **1,071** B



Note: ANZCO's FY2025 results reflect a 15-month reporting period due to a change in fiscal year-end

Financial Highlights



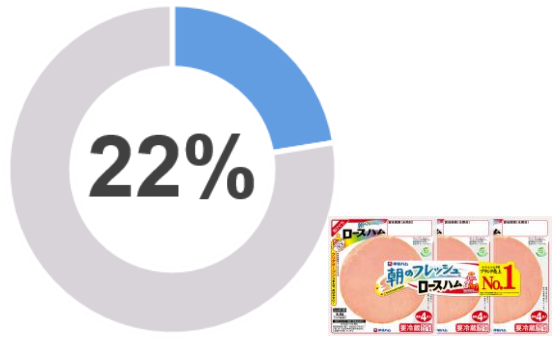
Strengths

- 1 An Integrated Supply Chain Covering Procurement, Production, Logistics, Sales, and Customer Service
- 2 Trusted ITOHAM and YONEKYU Brands with a Diverse Product Portfolio that Meets Evolving Consumer Needs
- 3 Advanced Production Technologies and Strict Hygiene Controls Ensure Safe, High-Quality Products

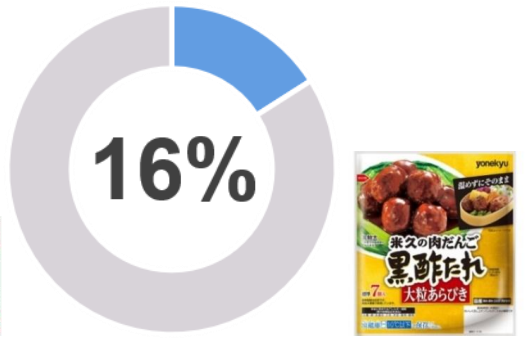
Products and Market Share

Source: QPR™ Panel Data (Ages 15-79), FY2025

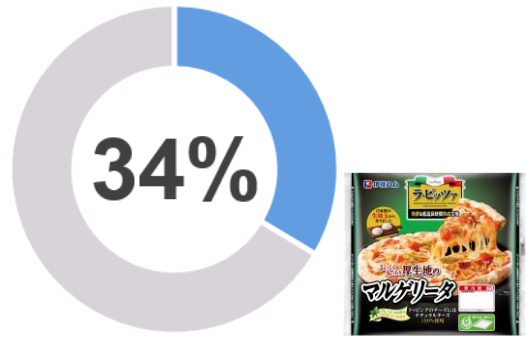
Ham and Sausage



Cooked Meat Products



Pizza and Snack



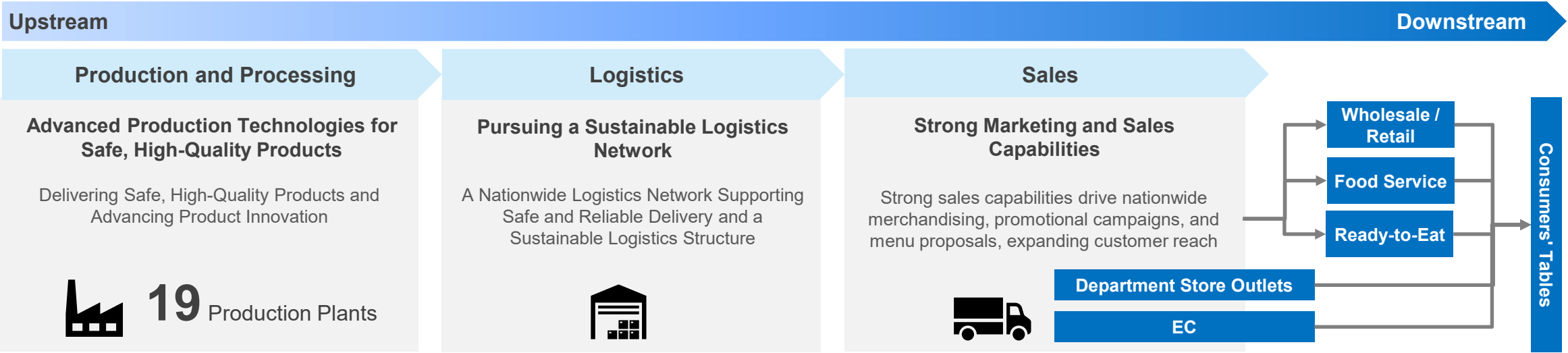
Noodles



Cheese



Value Chain



Revenue Mix

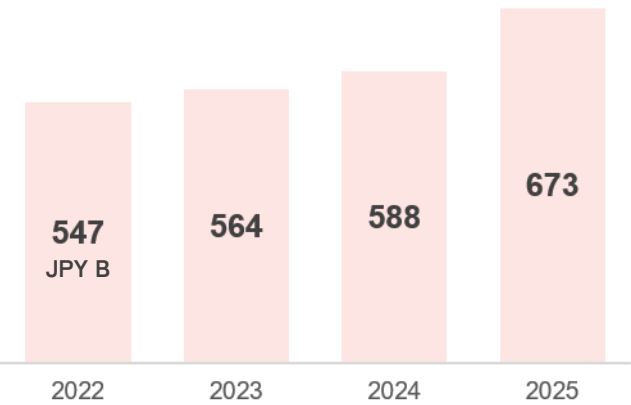




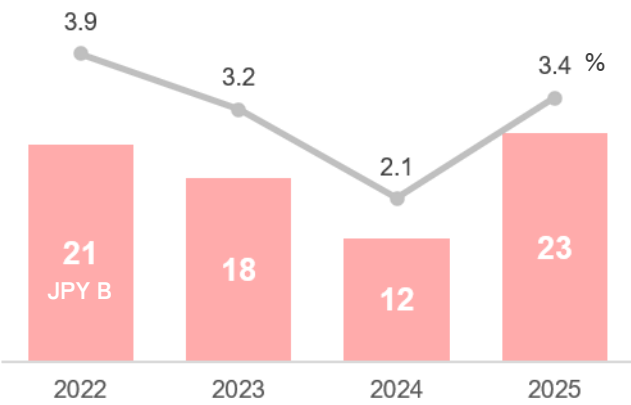
Financial Highlights

* Including Overseas Operations

Revenue



Ordinary Profit / Margin



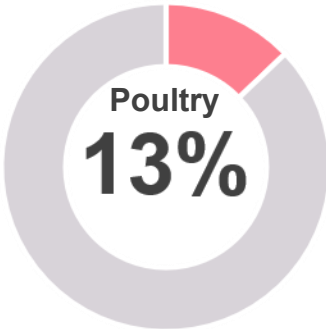
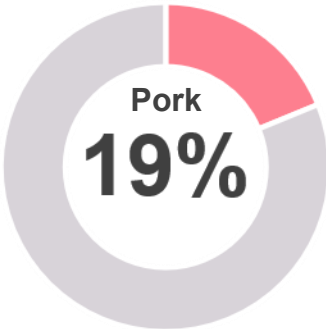
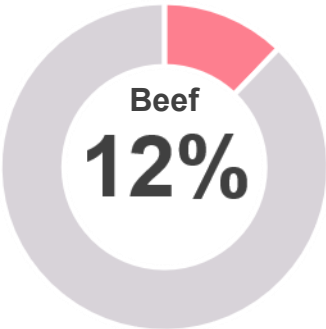
Strengths

- 1 Integrated Value Chain Covering Meat Production, Processing, Manufacturing, and Sales
- 2 Extensive Domestic and International Sales Network and Diverse Product Portfolio
- 3 Global Meat Procurement Capabilities Built Through Relationships Across Multiple Countries
- 4 Expanding Beef Exports, Including Wagyu



Market Share

Source: Company research (including products for processing use), FY2025



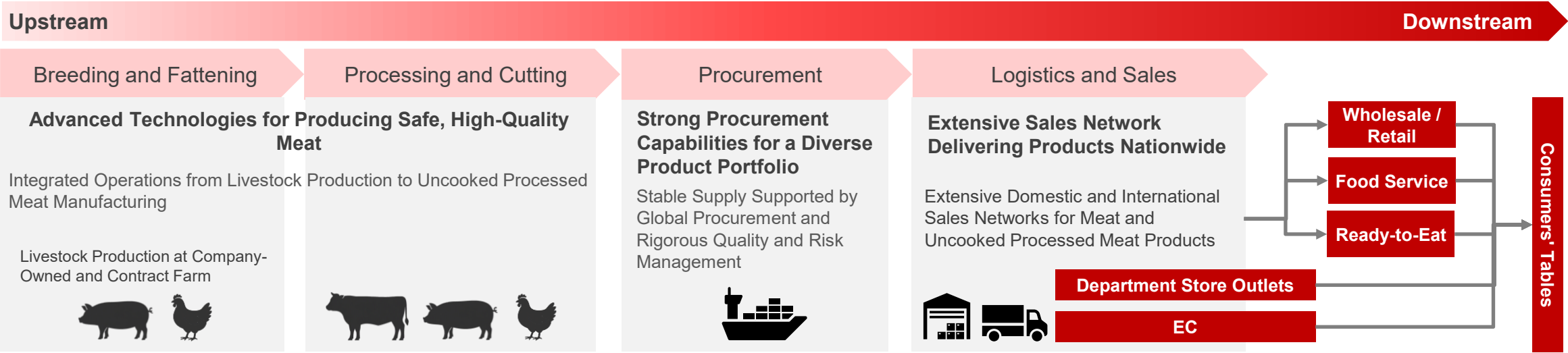
Branded Meats

Developing Branded Meats and Enhancing Added Value

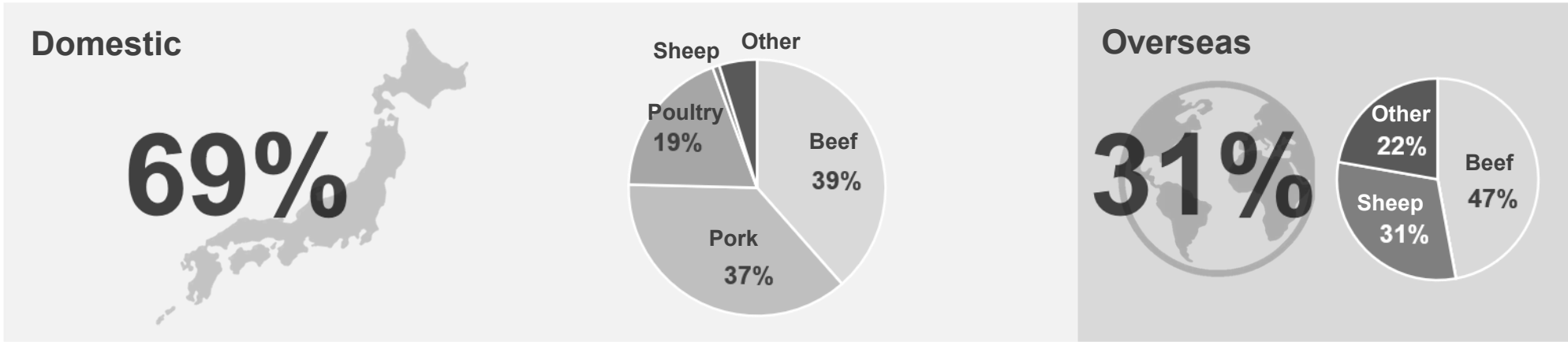




Value Chain (Domestic)



Revenue Mix



- A Global Network of 10 Locations Across Nine Countries and Regions, Anchored by ANZCO
- Supplying Beef and Lamb Products to More Than 80 Countries and Regions Worldwide



Note: ANZCO's FY2025 results reflect a 15-month reporting period due to a change in fiscal year-end

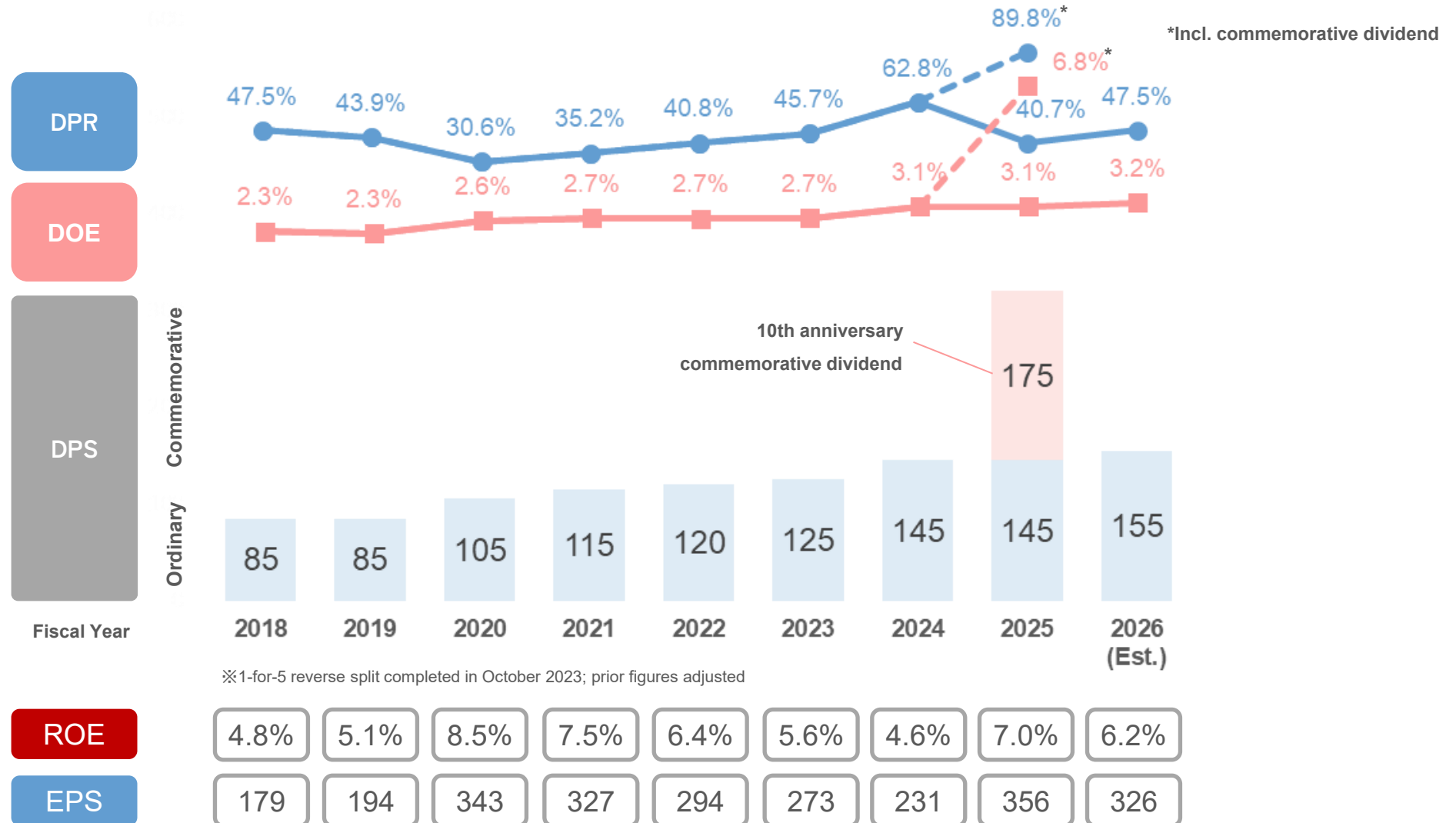
- Established Seven Materialities in FY2021 and KPIs in FY2022
- Advancing Initiatives Across All Materialities

7 Materiality Issues

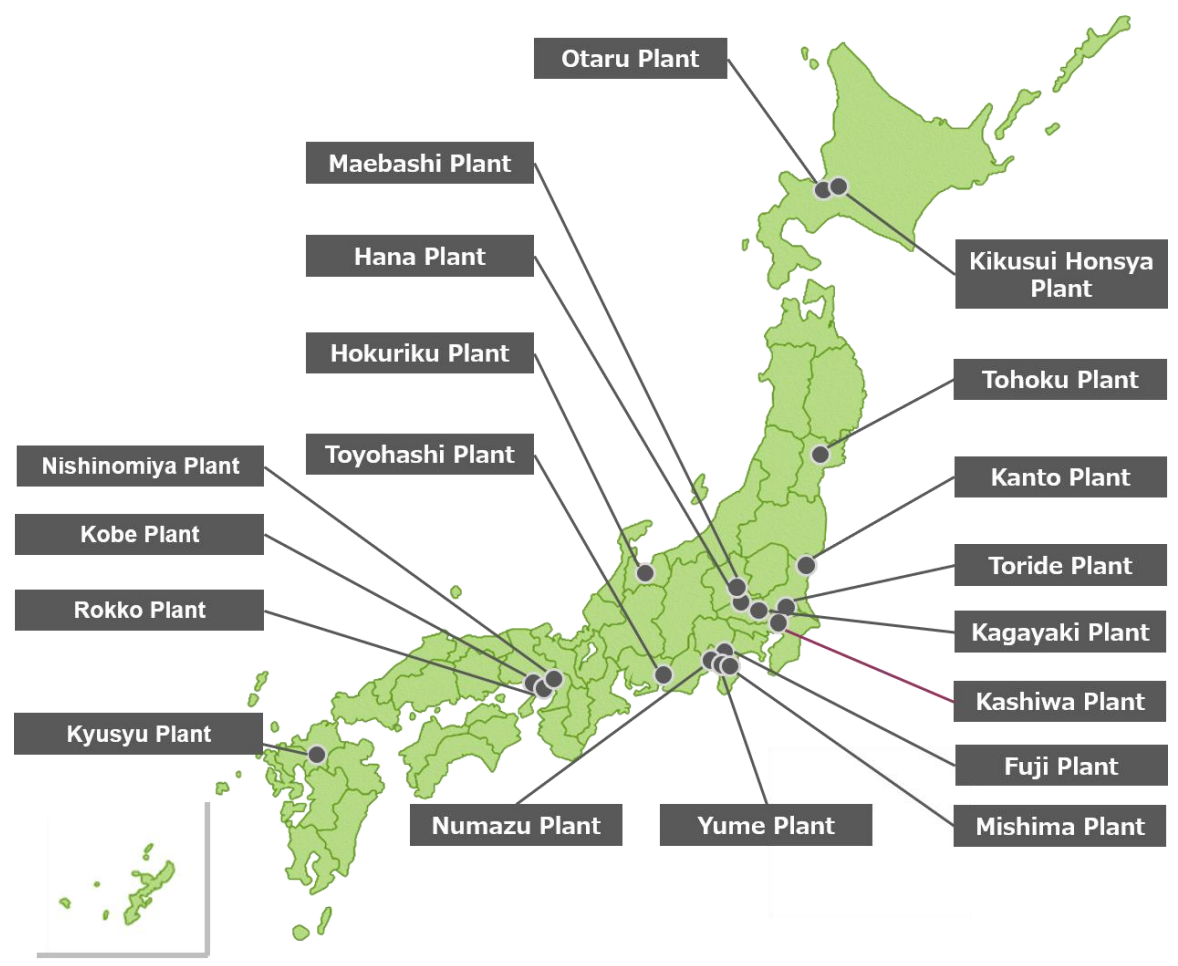


KPIs (Targets)			FY2024	FY2023	FY2024	
Frozen Food Sales FY2026 : JPY 20.0 B			JPY B	15.3	16.7	17.8
GHG Emissions (CO2 Equivalent) 50% reduction from the FY2016 level by FY2030, net zero by 2050 FY2016 375,000 t, FY2030 187,000 t CO2			%	-3.3	-5	-12.7
Energy and Service Water Use (per unit) 1% reduction each year, 3% reduction over 3 years, from FY2021 levels	Energy	%	-2.5	-1.8	-8.2	
	Water	%	-3.5	-2	-0.8	
Waste Emissions (Per Unit) 1% reduction each year, 3% reduction over 3 years, from FY2021 levels			%	-3.4	-9.6	-6.1
Engagement Score FY2026 : 60%+			%	52.0	-	48.0
Percentage of Women in Management Positions (Domestic subsidiaries) FY2030 : 10%			%	5.4	6.0	7.1
Percentage of Women in Chief Positions (Domestic subsidiaries) FY2030 : 20%			%	11.5	11.8	14.0
Paid Leave Usage Rate (Per Employee per Year) FY2025 : 70%			%	69.7	70.9	67.9
Animal Waste Recycling Rate Maintain 100%			%	100	100	100
Sales of Healthcare Business FY2025 : AUD 105 M			AUD M	54	97	104
Supplier Survey Coverage Rate Conducted Annually Since FY2022, Covering 80% of Procurement Spending			Suppliers	155 (80%+)	163 (80%+)	162 (80%+)
Elimination of Gestation Stalls (for Swine) New and renovated gestation barns use group housing or free-stall systems instead of gestation stalls			No Construction or Renovation	No Construction or Renovation	No Construction or Renovation	
Number of Sites Certified by a Third Party for Food Safety Maintain 100%			%	98	100	100

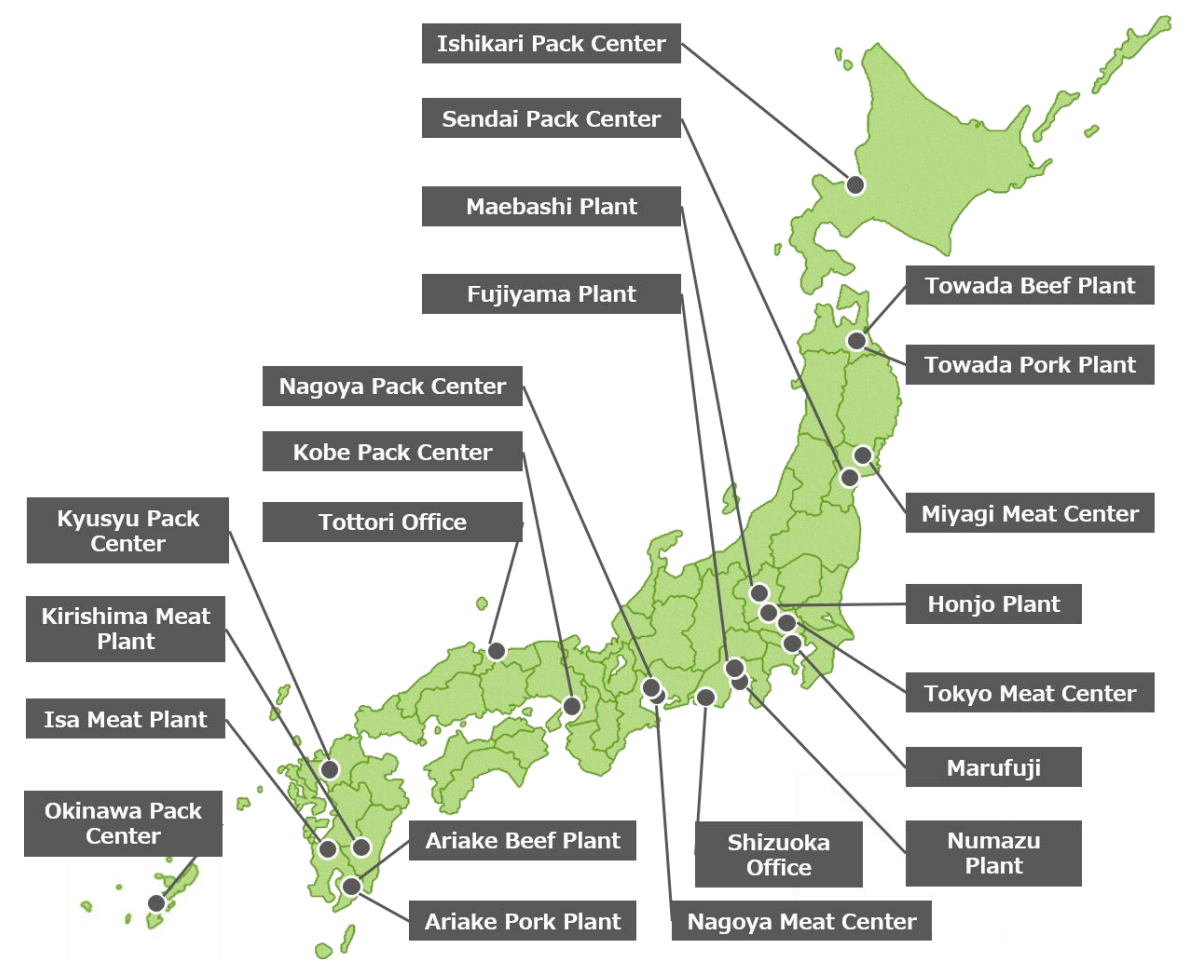
- Medium-Term Management Plan 2026: Adopted DOE to Support Stable Shareholder Returns
- DOE 3.0%+ and Progressive Dividends



Processed Food **19** Locations



Meat **22** Locations



Company Name	Region	Business Overview	Business Segments				
			Fattening	Meat	Processed	Sales	Other
ITOHAM YONEKYU HOLDINGS INC.	JAPAN	Procurement and Sales of Meat and Food Products, and Group Company Management				●	●
ITOHAM FOODS INC.	JAPAN	Sales of Processed Meat, Deli Foods, Fresh Meat, and Other Food Products				●	
YONEKYU CORPORATION	JAPAN	Sales of Processed Meat, Deli Foods, Fresh Meat, and Other Food Products				●	
ITOHAM SALES INC.	JAPAN	Sales of Processed Meat, Deli Foods, Fresh Meat, and Other Food Products				●	
ITOHAM FOOD SOLUTION INC.	JAPAN	Sales of Processed Meat, Deli Foods, Fresh Meat, and Other Food, and Store Operations				●	
ITOHAM MEAT SALES EAST INC.	JAPAN	Sales of Processed Meat, Deli Foods, Fresh Meat, and Other Food Products				●	
ITOHAM MEAT SALES WEST INC.	JAPAN	Sales of Processed Meat, Deli Foods, Fresh Meat, and Other Food Products				●	
ITO FRESH SALAD INC.	JAPAN	Procurement of Salads and Deli Foods			●	●	
ITOHAM YONEKYU PLANT INC.	JAPAN	Manufacturing of Processed Meat, Deli Foods Products			●		
ITOHAM YONEKYU FOODS INC.	JAPAN	Manufacturing of Processed Meat, Deli Foods Products			●		
YONEKYU KAGAYAKI CO., LTD.	JAPAN	Manufacturing of Processed Meat, Deli Foods Products			●		
YONEKYU DELICA FOODS CORP.	JAPAN	Manufacturing of Deli Foods Products			●		
ROYAL DELICA CO., LTD.	JAPAN	Manufacturing & Sales of Processed Meat, Deli Foods, and Other Food Products			●	●	
ASAKUSA HAM CO., LTD.	JAPAN	Manufacturing & Sales of Processed Meat, Deli Foods Products			●	●	
KIKUSUI CO., LTD.	JAPAN	Manufacturing and Sales of Noodles and Other Food Products			●	●	
IH MEAT PACKER INC.	JAPAN	Beef and Pork Processing		●			
IH MEAT SOLUTION INC.	JAPAN	Meat Processing		●			
SANKYOMEAT INC.	JAPAN	Beef and Pork Processing		●			
MARUFUJI CORP.	JAPAN	Beef Processing		●			
I-PORK CORP.	JAPAN	Pork Processing		●			
YONEKYU OISHII TORI CORP.	JAPAN	Poultry Production and Processing	●	●			
TAIYO PORK CORP.	JAPAN	Pork Sales				●	
EASTERN HIROSHIMA PIG FARMER COOP.	JAPAN	Pig Production	●				
IH LOGISTICS SERVICE INC.	JAPAN	Logistics Management of Processed Meat, Deli Foods, Fresh Meat, and Other Food					●
ITOHAM BUSINESS SUPPORT INC.	JAPAN	Administrative Support and Consulting Services for Sales Operations					●
ITOHAM YONEKYU HUMAN SERVICE CO., LTD.	JAPAN	HR, General Affairs, Administrative Support and Consulting Services					●
ITOHAM YONEKYU SYSTEM INC.	JAPAN	Support Services for IT Development, Maintenance, Operations, and User Support					●
ANZCO FOODS LTD.	New Zealand	Meat Production, Processing, Sales and Exports	●	●	●	●	
ITOHAM AMERICA INC.	USA	Meat Processing, Sales and Import/Export		●		●	
ITOHAM BETAGRO FOODS CO. LTD	THAILAND	Manufacturing, Export and Sales of Processed Meat and Other Food Products			●		●
ITO FOODS TRADING (SHANFHA) CO., LTD	CHINA	Import, Export and Sales of Processed Meat Products				●	



Long-T Management Strategy 2035 & Mid-T Management Plan 2026 Mid-T Management Plan 2026 Progress Report

<https://www.itoham-yonekyu-holdings.com/english/ir/library/irlngmidt.html>



Integrated Report FY2025

<https://www.itoham-yonekyu-holdings.com/english/ir/library/annual.html>



Data Book

<https://www.itoham-yonekyu-holdings.com/ir/library/factbook.html>

Contact Information

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You can also contact us from the company website.

<https://www.itoham-yonekyu-holdings.com/english/>



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These forecasts are not historical facts; they are our judgment based on currently available information.

We do not guarantee these forecast business results, and they contain elements of risk and uncertainty.

The purpose of this presentation is not to solicit investment, but to give all investors a deeper understanding of Itoham Yonekyu Holdings.

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