

Philosophy

Corporate Philosophies

1. Under the basic theme of *Joy of Eating* our company creates a culture that marks an epoch and contributes to society.
2. Our company is a place where employees can feel truly happy and fulfilled.

Management Principles

1. Act with noble ideals and the determination to achieve them.
2. Learn from others, teach others, and be willing to be taught by others.
3. Create the times by meeting the needs of the times.
4. Expand relationships through quality and service, and take responsibility for all people with whom we have relationships.
5. Strive for a highly functional organization.

Vision 2030

Unleash new potentials for protein NH Foods Group Vision 2030

NH Foods Group will unleash new ideas beyond existing domains to expand new potentials for protein as the power of life.

We will endeavor to create diverse dietary lifestyles so people can experience the *Joy of Eating* more freely, while ensuring a stable supply of food with respect to the environment and society.

Aspirations expressed in our vision

The Vision is a milestone for the realization of our corporate philosophy. In addition to our continuing commitment to the values of safety, reliability, and deliciousness, Vision 2030 also encompasses two other aspirations.

- The continuing reliable supply of protein, combined with consideration for the environment and society.
- Continuing contribution to the day-to-day happiness of consumers through the use of free and innovative ideas to expand the potential of protein, leading to creation of diverse ways to enjoy food in step with changes in the social environment and lifestyles.

Our role as a supplier of protein

Protein makes up one-fifth of the human body and is an essential nutrient. Through its meat, fish, and dairy products, the NH Foods Group supplies around 6%* of the protein consumed by Japanese people. As one of Japan's biggest suppliers of protein, we will continue to fulfill our mission to ensure reliable access to this vital nutrient.

*Estimated by the NH Foods Group using data for the weight of products handled, and external data

The meaning of "unleash"

Lifestyle diversification is reflected in changing food needs. We will continue to help people to achieve happiness through their day-to-day dietary lives by expanding the potential of protein. We will achieve that by freely using new ideas to go beyond accepted wisdom in order to create and offer a wider range of food options that consumers can enjoy with greater freedom.



Corporate overview

Group companies and business sites



^{*1} Includes subsidiaries by the equity method (As of April 2021)
^{*2} The number of countries includes those where our representative offices are located.

Europe and the Middle East
United Kingdom, Turkey, Russia

Business operations in 19 countries and 569 regions worldwide^{*2}

The Americas
United States of America, Chile, Brazil, Mexico, Uruguay, Canada

Asia
Japan, China, Taiwan/Republic of China, Thailand, Vietnam, Singapore, Malaysia, Indonesia, South Korea

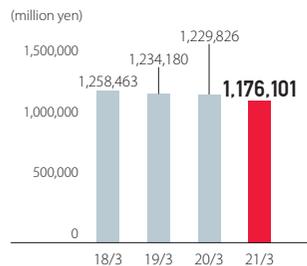
Australasia
Australia

| | |
|--|---|
| Company Name | NH Foods Ltd. |
| Headquarters | BREEZE TOWER, 4-9, Umeda 2-chome, Kita-ku, Osaka, Japan |
| President and Representative Director | Yoshihide Hata |
| Date of establishment | May 30, 1949 |
| Capital | ¥36,294 million (as of March 31, 2021) |
| Settlement period | End of March |
| Net sales | ¥772,313 million (March 2021 non-consolidated)/¥1,176,101 million (March 2021 consolidated) |
| Total number of shareholders | 26,202 (as of March 31, 2021) |

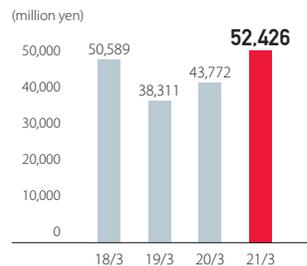
Number of business sites (Consolidated, as of April 2021)

| | Farms | Fish farming | Production facilities | Logistics offices | Sales offices | Research and testing facilities | Total |
|----------|-------|--------------|-----------------------|-------------------|---------------|---------------------------------|-------|
| Japan | 126 | 2 | 72 | 31 | 248 | 3 | 482 |
| Overseas | 31 | | 22 | 3 | 31 | | 87 |
| Subtotal | 157 | 2 | 94 | 34 | 279 | 3 | 569 |

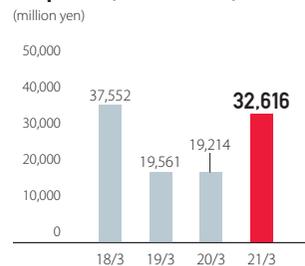
Net sales (consolidated)



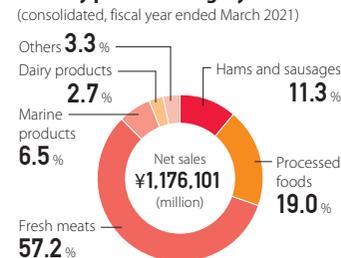
Business profit (consolidated)



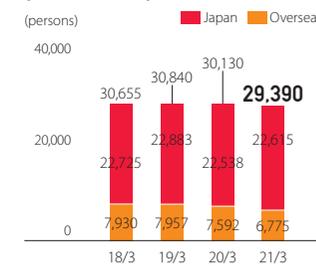
Profit attributable to owners of the parent (consolidated)



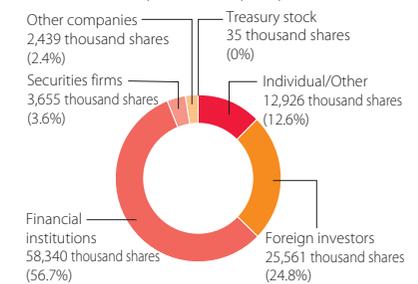
Sales by product category



Number of employees (consolidated)



Shareholders (as of March 31, 2021)



Note: Including the average number of temporary employees

Products

Our expanding range of food categories



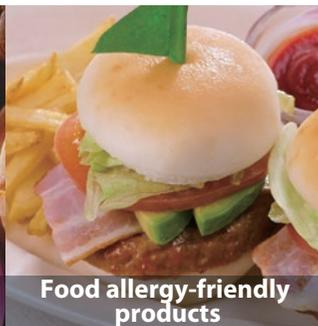
Fresh meats



Hams and sausages



Processed foods



Food allergy-friendly products



Seafoods



Fermented milk, lactic acid probiotic beverages



Cheese



Freeze-dried foods



Frozen foods



Extract seasonings



Health foods



Convenience store foods



Food inspections



Business activities and strengths

Developing our own supply chains to support value creation

Our Vertical Integration System



The NH Foods Group's mission is to provide highquality fresh meats and processed foods with exceptional added value, by looking closely at the bounty of nature and listening to customers. We have developed a Vertical Integration System encompassing operations under the NH Foods Group umbrella, including production, breeding, processing, and packaging at our farms and factories in Japan and overseas, through to acceptance, logistics, and sales.

We leverage the full potential of our group strengths to create our own fresh meat brands, including *Omugi-Gyu* beef, *Sakurahime* chicken, and *Mugikomachi* pork, as well as a wide range of high-value-added ham and sausage products made from pork produced at our own farms in Japan. We also manufacture and sell products made from secondary livestock resources, including seasoning extracts and functional ingredients, such as collagen.



Pork produced at our own farms in Japan is used in the *Utsukushi-no-Kuni* range of gift products.

Fresh Meats Business



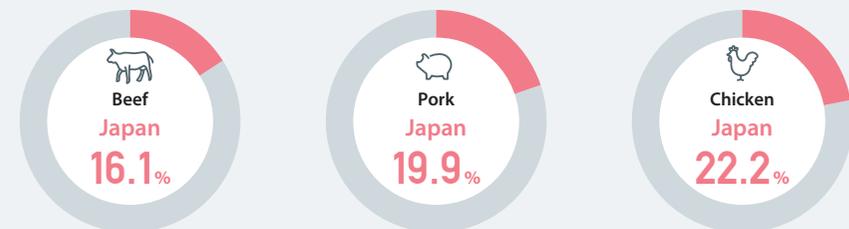
Top share of fresh meat sales in Japan. The NH Foods Group is a dependable and timely supplier of safe, high-quality fresh meats.

Fresh meats account for 50% of the sales of NH Foods Group. We create wide-ranging value under our Vertical Integration System, including not only the production of high-added-value meats at our own farms to meet market needs, but also the ability to supply products reliably while avoiding infectious diseases and other risks.

In addition to meats produced in our own facilities, we also use meat sourced externally to develop and sell an extensive range of original-brand fresh meats. We account for around 20% of all fresh meats sold in Japan. Our advanced marketing systems have helped us to build strong relationships with suppliers, further enhancing our competitiveness in the market.

Shares of meat markets

No. 1 share of fresh meat sales in Japan



Based on research carried out by NH Foods Ltd. in March 2021

Original-brand logos for fresh meats



Business activities and strengths

Processed Foods Business



We create numerous hit products by offering new value that matches consumer needs.

Processed food manufacturing was the original business domain of the NH Foods Group. By reflecting consumer perspectives in our highly effective development systems, we continually create hit products that bring delicious new taste experiences to the dining table while providing value to match changing lifestyles and food needs. Evidence of our advantage in the processed foods business includes many products that are number one in their categories and have remained the preferred choice of consumers for many years.

Today our processed foods business has expanded into many categories, with a particular focus on proteins, including ham, sausages, processed foods, seafood, dairy products, and seasoning extracts. We will continue to work through this wide-ranging business domain to create new *Joy of Eating* experiences.

Main products

| | | | |
|---|--|--|---|
| <p>Number one in the wiener sausage category for 29 straight years*</p>  <p>SCHAU ESSEN</p> | <p>Number one in the chilled pizza category for 19 straight years*</p>  <p>Ishigama Kobo</p> | <p>Number one in the chilled pre-cooked category for 11 straight years*</p>  <p>Chuka Meisai</p> |  <p>Sutamina-en</p> |
|  <p>Vanilla Yogurt</p> |  <p>ROLF Smoked Cheese</p> |  <p>Garotto Salmon Bowl</p> | <p>*Source: Intage Inc., SCI Data</p> |

Overseas Business



Bring the *Joy of Eating* to people everywhere. We will continue to contribute to healthy living, using knowledge and technology developed in Japan.

We began to build our overseas business in the United States in 1977. Today we have 87 overseas business operations in 18 countries and regions. We produce, breed, process, and sell beef and chicken and manufacture and sell hams, sausages, and processed foods to meet the diverse needs of people everywhere. Our extensive product range also includes seafood, seasoning extracts, and vegetables.

We aim to be the world's leading provider of the *Joy of Eating*, and to help people around the world to enjoy pleasurable and healthy food experiences through products that reflect the world's many diverse food traditions, values, and preferences.

Main businesses



[Australia] Whyalla Beef Pty. Ltd.
Whyalla Beef has built a beef production and fattening business at Australia's biggest cattle station.



[Turkey] Ege-Tav Ege Tarım Hayvancılık Yatırım Ticaret ve Sanayi Anonim Şirketi
This company has developed a business based on the integrated production, breeding, processing, packing, and sales of chicken.



[Uruguay] BPU*
This company processes and packs beef using state-of-the-art facilities in a rich natural environment.



[Chile] NH Foods Chile Y Compania Limitada
In Chile we produce and process sea urchins and other seafood and procure and sell pork.



[USA] Day-Lee Foods, Inc.
Day-Lee Foods manufactures and sells processed foods, especially Crazy Cuisine brand products. It also exports and imports fresh meats and other products.



[Thailand] Thai Nippon Foods Co., Ltd.
In Thailand we manufacture processed foods made mainly from chicken. In addition to sales in Thailand, the products are also exported to Japan.
* Breeders & Packers Uruguay