



Our mission is to contribute to a happy and healthy life by delivering the *joy of eating*.  
We formulated the NH Foods Group Vision2030 as a milestone toward fulfilling our corporate philosophy  
and identified the Materialities as the social issues to be addressed  
on a priority basis toward the realization of this vision.



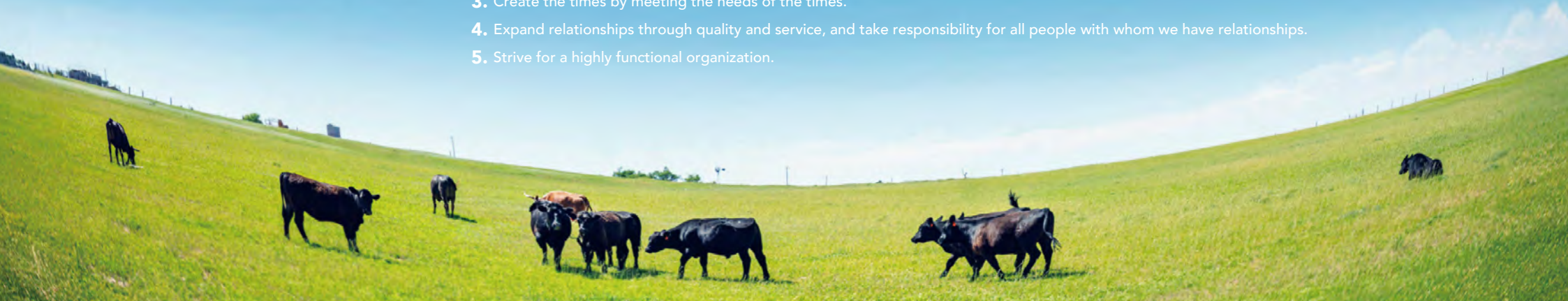
## Philosophy

### Corporate Philosophies

1. Under the basic theme of the *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.







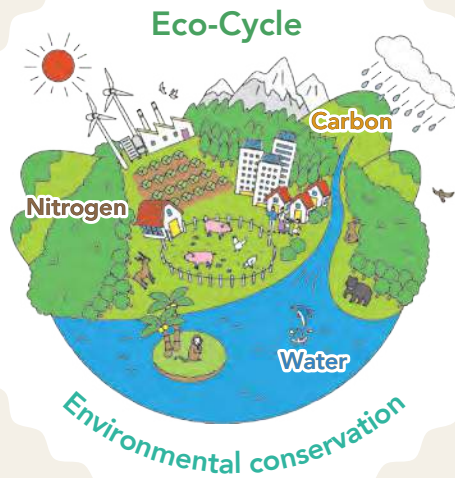
## Unleash new potentials for protein

### 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.

# Vision 2030



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Stakeholders can access a variety of information through our website.

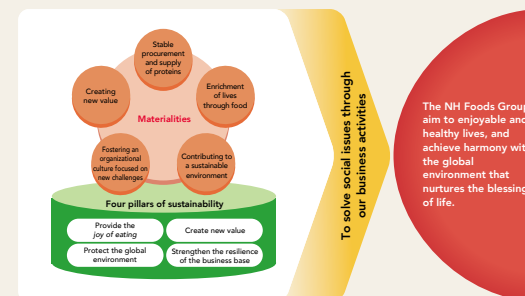
**NH Foods Ltd. website Sustainability page**  
<https://www.nipponham.co.jp/eng/csr/index.html>

**GRI Standards Content Index**  
<https://www.nipponham.co.jp/eng/csr/index/>



## Editorial policy

This report describes initiatives aligned with the NH Foods Group's sustainability strategy toward the realization of a sustainable society. It is published for the purpose of maintaining good communication with more of our stakeholders.



Sustainability strategy

## About the navigation button



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The NH Foods Group aim to enjoyable and healthy lives, and achieve harmony with the global environment that nurtures the blessings of life.



## Sustainability activities unique to the NH Foods Group for a better future

In addition to manufacturing and marketing ham, sausages and processed foods, the NH Foods Group is also engaged in livestock farming, making us a rare presence within the food industry. Our Group supplies approximately 6% of the proteins consumed in Japan\*. Given these unique qualities, we are committed to fulfilling our responsibility to the global environment and society through a wide range of sustainability activities centered on proteins.

Today, Japan's livestock industry faces serious challenges such as labor shortages, aging producers, and dilapidated facilities. To address these issues, we are optimizing our infrastructure through co-creation with the ZEN-NOH Group. We will also help the livestock industry to sustainably develop through the introduction of digital technologies reducing burden on livestock farmers.

Furthermore, we are working on the theme of "Proteininnovation" (protein innovation) as a new challenge toward the future of food. This is an initiative to increase future protein options and create more enriched food possibilities through research and development of plant-based meat substitutes and cell-based foods. Furthermore, in order to maximize the bounties of nature, we are taking on the challenge of creating new value in non-food fields such as cosmetics and medical products by utilizing by-products from the production of fresh meats.

A sustainability activity that is unique to our Group, where we contribute to the excitement of deliciousness and the joy of good health, is our contribution to the community through food and sports at the HOKKAIDO BALLPARK F VILLAGE. Since its opening in 2023, it has been not only a baseball

stadium, but also a venue for various events and enjoyment for many people. A new station is also scheduled to open there in 2028, and new urban area development is underway that will not only focus on food but also energize the body and mind with an approach integrating food, lodging, entertainment, and education.

Our commitment to sustainability comes from the daily activities of each and every employee. Activities connected to the environment are becoming more widespread within our Group, including the reduction of plastic packaging for mainstay products such as *Schau Essen* and *Chuka Meisai*, and the introduction of solar power generation at each of our sites to reduce CO<sub>2</sub> emissions. In addition, a new initiative to create a carbon neutral farm has been launched in Nanporo-cho, Hokkaido.

Furthermore, in order to firmly establish and promote sustainability activities, we have been working to foster a corporate culture that stimulates innovation through the introduction of systems and mechanisms that encourage challenge. One such mechanism is the Sustainability Award, a new part of our internal award system as of about four years ago to recognize outstanding activities.

We believe that each of us can achieve further growth and contribute to society by thinking and acting independently.

We will contribute to the realization of a sustainable society by looking ahead to the future and continuing to take on challenges without fear of change.

\* Estimates by NH Foods based on Company and external data (research as of 2019)



Nobuhisa  
Ikawa

President and  
Representative  
Director

# Message

from the Executive Officer  
in Charge of Sustainability

Atsushi  
Onishi

Executive Officer  
in charge of VBM  
Promotion Office  
and Sustainability  
Department

## Solving social issues through business activities and maximizing both social and economic value

### Importance and role of sustainability strategy

Sustainability is a key element to ensure a company's long-term and sustained growth. The NH Foods Group has positioned its sustainability strategy as an element of its company-wide strategy, alongside its business financial, and R&D strategies, based on the Medium-Term Management Plan 2026. By doing so, we aim to maximize both economic and social value while fulfilling our social responsibilities.

In April 2024, we formulated our strategy, establishing four activity pillars: Provide the *joy of eating*; Create new value; Protect the global environment; and Strengthen the resilience of the business base. Within these, particularly important themes have been positioned as materialities.

In the future, global population growth and climate change are increasing the likelihood that food demand will outstrip supply, and protein shortages are of particular concern. Amid this, we are not only striving to achieve sustainable protein supply, but also to solve social issues through our business activities, aiming for healthy lives for people and a sustainable future.

### Revision of medium- to long-term environmental targets and roadmap

The NH Foods Group believes that one of its social responsibilities is to safeguard the blessings of nature, to make effective use of limited resources, and to reduce its environmental impact. As global-scale environmental issues become increasingly severe, we have identified five major items where our Group's business activities have a significant impact on the environment. In addition, we have revised our medium- to long-term environmental targets for FY2030 and formulated a long-term roadmap toward FY2050. Based on this roadmap, we are aiming to harmonize with the global environment and contribute to the realization of a sustainable society through accelerating Group-wide initiatives to reduce environmental impact.



## Contributing to the sustainable development of Japan's livestock industry

Given our focus on the Fresh Meats Business, our Group sees the sustainability of Japan's livestock industry as one element of our social mission, and we are focusing our efforts to fulfill this mission. We are taking measures against livestock diseases, improving the rearing environment in consideration of animal welfare, and addressing the shortage of pig farmers through smart pig farming technology.

In addition, through a co-creation project with ZEN-NOH, we are contributing to the sustainable development of the livestock industry by creating standards for carbon neutral farming and improving domestic feed self-sufficiency ratio. Furthermore, to support the sustainable growth of not only the livestock field but the overall corporation, we aim to be an enterprise that is trusted by society by promoting respect for human rights and reducing human rights risks throughout our supply chain.

## Multifaceted contributions to greater mental and physical health for people

The Group's goal for health is to provide protein-centric experiences that promote physical function and mental wellness, as well as to build an environment in which society as a whole can lead better lives. In the area of protein supply, we are developing products meeting diverse needs and lifestyles under the *Mealin' Good* brand, which is based on the concept of "help people and the Earth to feel good and enjoy good times." We also develop and provide products that take into consideration food issues such as allergies, aiming to realize a society in which everyone can enjoy food with peace of mind.

Furthermore, we are focused on providing a variety of opportunities related to sporting events and food experiences. For example, in the Ballpark Business, we are taking on the challenge of creating an urban area that creates new value not only as a place to watch baseball games, but also as a space that offers a variety of entertainment. Additionally, we conduct various food

education activities, such as hands-on sausage-making workshops, decorative cutting classes, and lectures on protein for students. Through these activities, we will contribute to people's enriched minds and healthy bodies.

## Internal and external collaboration to realize a sustainable society

In order to solve the issues discussed so far, it is essential to cultivate and implement a sustainability strategy that transcends the boundaries of business units. Furthermore, we will not limit ourselves to utilizing only resources within the Group, but will also promote open innovation in collaboration with external stakeholders to create new value by synchronizing our sustainability strategy with our business, financial, and R&D strategies.

This initiative will not only enhance our corporate value, but will also contribute to improving Japan's food self-sufficiency ratio and food security. It also aims to save Japan's livestock industry from aging and other challenges and to transform the structure of this primary industry through advanced technologies such as smart livestock production, meat substitutes, and cell-based foods.

Ultimately, the Group's mission is to save the Earth from a food crisis. We will continue to meet the needs of society while taking on the challenges of a sustainable future.





### Environmental conservation

□ P. 08-

## GOAL

To create enjoyable and healthy lives, and achieve harmony with the global environment that nurtures the blessings of life.

### Organizational culture focused on new challenges

□ P. 24-



### Sustainable livestock farming

□ P. 15-



### Healthier minds, healthier bodies

□ P. 19-



Good for the planet, good for us

## For a Sustainable Future

The NH Foods Group aims to create enjoyable and healthy lives, and achieve harmony with the global environment that nurtures the blessings of life. To achieve this goal, we are taking actions under the themes of environmental conservation, sustainable livestock farming, healthier minds, healthier bodies, and organizational culture focused on new challenges.

# Sustainability

at the NH Foods Group



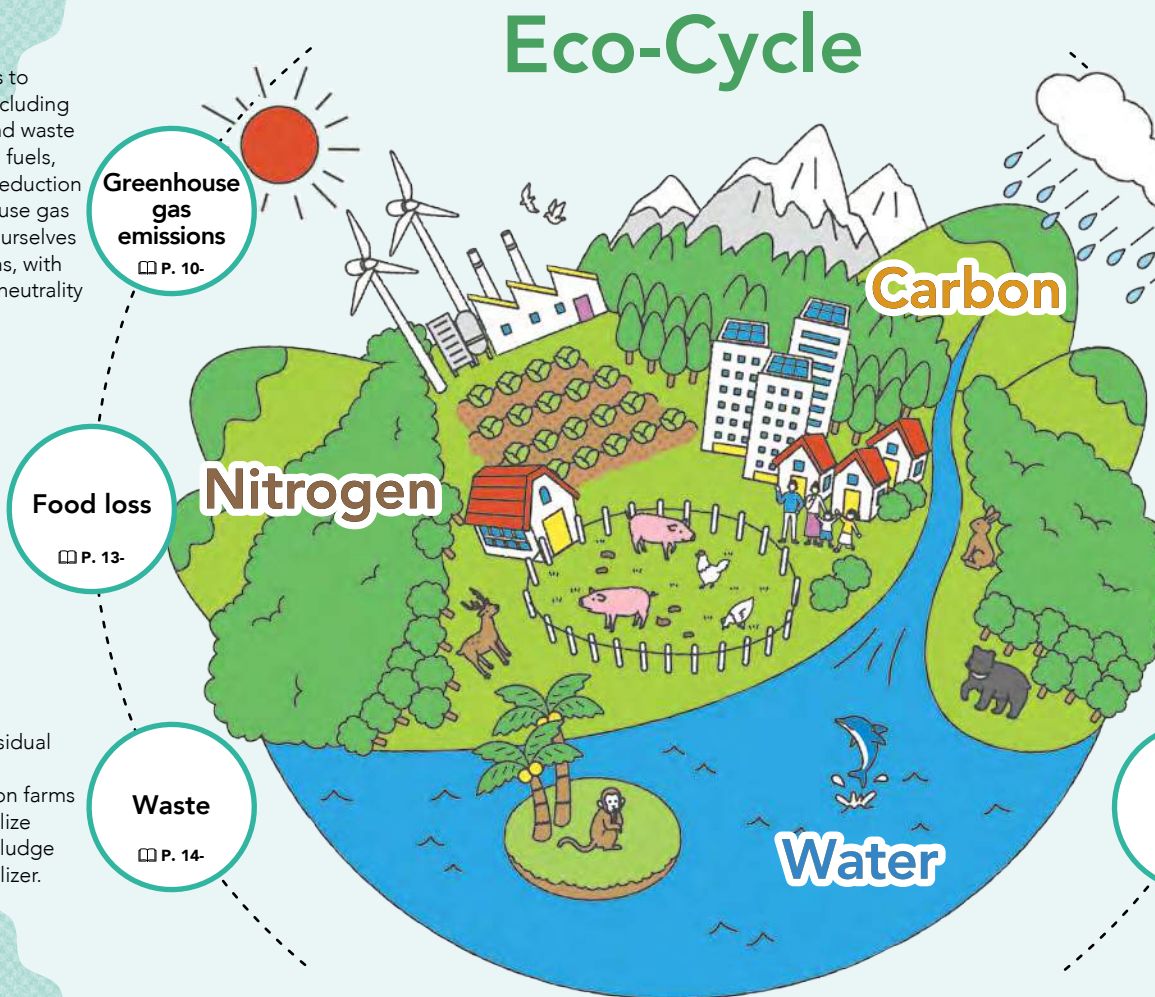
# Medium- to long-term environmental targets to create an "Eco-Cycle"

In April 2025, the NH Foods Group announced its vision for environmental conservation, in which it identified five key focus areas for its supply chain: greenhouse gases, plastic, water, food loss, and waste. Using this template, we are promoting initiatives to reduce environmental impact from a medium- to long-term perspective.

We are taking various actions to reduce greenhouse gases, including by introducing generation and waste cooking oil boilers, switching fuels, conducting research on the reduction of livestock-derived greenhouse gas emissions, and challenging ourselves to create carbon neutral farms, with the goal of achieving carbon neutrality by 2050.

We are working to reduce food loss by developing products that can be stored at room temperature for extended periods, effectively utilizing by-products generated during the manufacturing process, and collaborating with food banks.

We are working to recycle residual food waste, effectively utilize livestock excreta generated on farms as fertilizer or energy, and utilize food waste and wastewater sludge from factories as feed or fertilizer.



The Eco-Cycle consists of the carbon cycle, water cycle, and nitrogen cycle. For more details, please visit the NH Foods Sustainability website. (Japanese only)

<https://www.nipponham.co.jp/corporate/sustainability/environment/goal.html>

We have been taking actions to reduce packaging plastics for over 20 years, and we continue to take a multifaceted approach in this area, prioritizing product safety while reducing packaging materials and trays and using paper and biomass materials.

We are constantly reviewing and improving our water usage, including measures to address water risks, primarily at our production facilities. We are also working to recycle wastewater and promote sustainable water use.

# Roadmap to 2050

To achieve our vision for environmental conservation, we have established a long-term roadmap to fiscal 2050 in addition to our environmental targets for fiscal 2030.

Focus area	Priority item		FY2025	FY2026	...	FY2029	FY2030	...	FY2040	...	FY2050
Response to climate change	Greenhouse gas	Scope 1&2	• Promoting decarbonization of energy at our facilities (Introducing energy-efficient equipment, streamlining production processes and manufacturing methods, and advancing electrification and transition to renewable energy) • Promoting the reduction of livestock-derived greenhouse gas emissions (Conducting research and implementation of livestock management technologies, and collaborating with government agencies, universities, and other research institutions and businesses) • Local production and consumption of energy from unused resources generated in the production process (e.g., manure)								Aim for carbon neutrality
		Scope 3	• Scope 3 reduction through supplier communication (Surveying suppliers' decarbonization targets and utilizing primary data)								
Resource conservation and efficient use	Plastic	Product use	• Reducing petroleum-based plastic packaging materials (Adopting thinner packaging/non-tray packaging, and modifying packaging design) • Expanding environmentally friendly packaging materials (Using biomass plastics and recycled plastics)								Petroleum-based plastics minimization through the supply chain
		Waste	• Reducing petroleum-based plastic waste (Communicating with suppliers)								
	Water		• Minimize water consumption (Rationalizing, visualizing use, expanding water-saving activities, utilizing reclaimed water) • Risk reduction in water-stressed areas (Diagnosing water veins, expanding use of reclaimed water, conserving and replenishing water)								Minimize water use and reduce risk in water-stressed areas
											Addressing water risks in key supply chains
	Food loss		• Further improvement of food loss prevention technologies cultivated by the company (Improving product yield, extending shelf life, commercializing non-standard products) • Identifying issues in the supply chain and exploring mitigation measures with stakeholders								Food loss minimization through the supply chain
Circular use	Waste		• Reduction of resource input and final disposal (Shifting from final disposal to recycling) • Creation of a regional recycling model (Building circular agriculture and local production for local consumption businesses)								Sustainable development of circular use through regional collaboration

The contents of this roadmap will be reviewed as necessary in light of changes in circumstances and technological advances.



# Reducing greenhouse gases

The NH Foods Group recognizes that climate change is an urgent issue affecting everyday life and our business activities, and aims to achieve carbon neutrality by 2050.

01

## Greater growth of solar power generation

We are advancing the installation of solar power generation equipment within the grounds and on the roofs of our business sites. As of March 31, 2025, 40 solar power generation installations were in operation throughout Japan.

In order to achieve our targets for 2030, we will promote the introduction of renewable energy, including off-site models that use electricity from power generation from locations outside of our business sites.

### New solar carports at Nippon Pure Food, Inc.

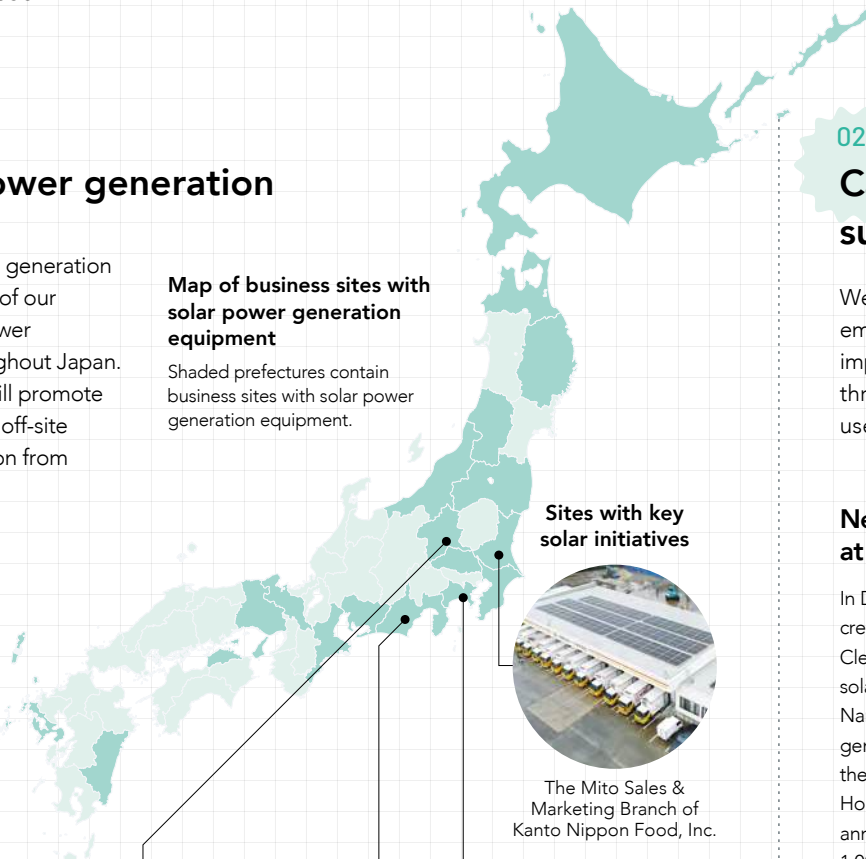
In fiscal 2024, Nippon Pure Food, Inc. introduced our Group's first carport solar power generation system at its Iseaki Plant. Solar carports are highly effective in terms of land utilization and provide heat shielding in hot weather and protection from the rain, thereby improving convenience for parking lot users.



Solar carports at the Iseaki Plant of Nippon Pure Food, Inc.

### Map of business sites with solar power generation equipment

Shaded prefectures contain business sites with solar power generation equipment.



### Sites with key solar initiatives



The Mito Sales & Marketing Branch of Kanto Nippon Food, Inc.



The Iseaki Plant of Nippon Pure Food, Inc.



The Shizuoka Factory of Nipponham Factory Ltd.



The Rolf Yamato Factory of Hoko Co., Ltd.

02

## Carbon neutral farming to realize a sustainable livestock industry

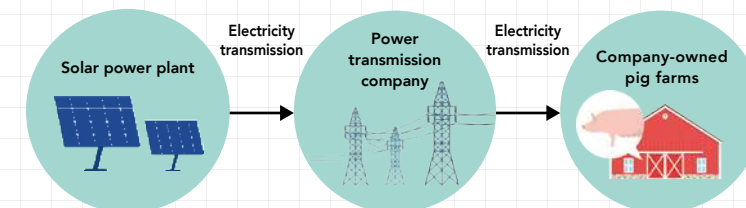
We aim to operate farms with zero net greenhouse gas emissions (from fuel, livestock, and electricity). In addition to improving and streamlining energy self-sufficiency through solar power generation, we are considering the use of credits related to livestock and agriculture.

### New solar power generation at Nippon Clean Farm Ltd.

In December 2024, as the first step toward creating a carbon neutral farm, Nippon Clean Farm Ltd. began operating a new solar power generation facility on land in Nanporo Town, Hokkaido. The electricity generated by this facility is transmitted to the company's own pig farms within Hokkaido. This initiative aims to reduce annual CO<sub>2</sub> emissions by approximately 1,000 tons across all of the company's pig farms in Hokkaido.



Solar power facility in Nanporo Town built by Nippon Clean Farm Ltd.



# Reducing plastic use

Plastic is lightweight, durable, and convenient, but it also leads to environmental issues such as marine plastic pollution. The NH Foods Group uses plastic in various situations, and we are therefore working to reduce and recycle plastic, as well as use environmentally friendly packaging materials, while prioritizing product safety.

01

## Reducing plastic use in *Kiwamiyaki* product series packaging

Our Group believes that it is important to effectively utilize resources and reduce environmental impact to preserve the natural environment that forms the foundation of our business. One such initiative is to reduce plastic usage by revising our packaging. For example, in the *Kiwamiyaki* series of products, we eliminated the inner pouch used to package hamburger steak by adjusting the manufacturing process. When combined with other plastic reductions from changing other packaging materials, we successfully reduced annual plastic use by 49.5%, equivalent to approximately 69 tons\* (versus previous packaging materials).

We will continue to develop and improve our products with a focus on environmental and resource conservation.

Plastic use reduced  
by approx.

49.5%



Kiwamiyaki Hamburg Steak  
with Demi-glaze Sauce

\* Calculated based on sales data from April 1, 2023 to March 31, 2024



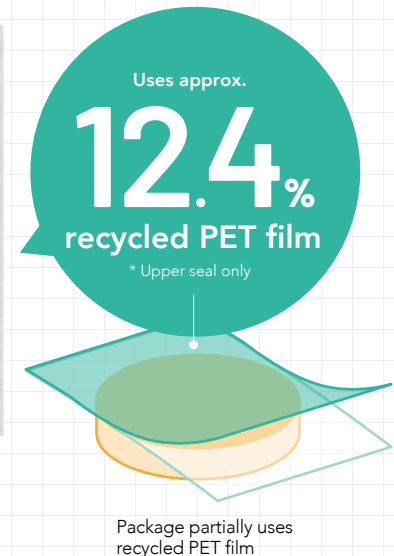
Entier Lemon & Parsley

02

## Using recycled PET film in packaging for the *Entier* series of products

The *Entier* series of products actively incorporates environmentally friendly packaging materials. In particular, some products such as *Entier Lemon & Parsley* use recycled PET (polyethylene terephthalate) film for part of the upper seal, helping our effort to recycle plastic resources.

Additionally, the Group is working to use thin films as the base packaging for *Entier* products. This use of thinner materials not only reduces the amount of packaging materials used but also contributes to reducing CO<sub>2</sub> emissions throughout the supply chain.





# Pursuing water sustainability

The NH Foods Group is engaged in water conservation activities, introducing water-efficient equipment, utilizing recycled water, and utilizing rainwater at its domestic and overseas sites.

In areas with high water risk, we are particularly working to mitigate risk by collaborating with local governments and stakeholder organizations.

01

## Efficient water use through conserving food processing water

Nippon Food Packer, Inc. has significantly reduced its water consumption by identifying locations with high water usage, improving refrigerator defrosting devices, modifying cleaning nozzles, and raising employee awareness.



Inspections and adjustments achieve more efficient cleaning

02

## Utilizing rainwater to reduce environmental impact

Nipponham Southwest Ltd. has introduced rainwater filtration equipment to collect and reuse rainwater.

This water is primarily used for automatic cleaning of sludge dehydrating equipment in wastewater treatment facilities and for dissolving chemicals, contributing to the effective use of water resources. Currently, this equipment does not operate on sunny days, but in the future, the company aims to increase the reuse of water by recovering cooling water on days without rain to improve operational efficiency.



Rainwater filtration equipment

03

## Reusing wastewater as irrigation water

At Oakey Beef Exports Pty. Ltd., which packs and processes beef cattle, wastewater from its fields is treated using biomass technology (anaerobic and aerobic treatment) at a treatment facility. The purified water is returned to farmland as irrigation water for feed grains.



Irrigation equipment reusing water on a farm

04

## Introduction of water reclamation equipment

At the Ayutthaya Factory of Thai Nippon Foods Co., Ltd., efforts to reuse water have been ongoing for some time. In November 2024, the company introduced water reclamation equipment to enhance recycling capacity, enabling approximately 30% of wastewater to be reused. The reclaimed water is utilized as cooling water for the cooling system and for flushing toilets within the facility.



Water reclamation equipment at the Ayutthaya Factory

# Reducing food loss

The NH Foods Group is committed to fully enabling the bounty of nature to flourish and to building a sustainable society through upcycling, providing food products to Kodomo Shokudou, and providing food products in cooperation with food banks.

## 01 Reusing byproducts from the manufacturing process

With a focus on the upcycling, or the effective use of byproduct raw materials, Kamakura Ham Tomioka Co., Ltd. has sliced and dried byproducts from ham and sausage manufacturing, then reprocessed them into a new type of snack product.



HAMSORE

## 02 Extending shelf life through improvements in product preservation methods and packaging technology

The NH Foods Group is working to extend shelf life by improving ingredient formulations, reducing damage by simplifying processes, and other methods. In fiscal 2025, the reduction of food loss has been added to its medium- to long-term environmental targets, with the goal of minimizing food loss throughout the supply chain by 2050.



Products with extended shelf lives

## 03 Providing food products to Kodomo Shokudou (children's dining rooms) to support healthy development for children

Nippon Pure Food, Inc. actively provides food products to local *Kodomo Shokudou* facilities and social welfare organizations. Since December 2024, the company's Iseaki Plant has been providing ingredients to these facilities through the Iseaki City Social Welfare Council's Iseaki Food Network Project. The Funabashi Plant has been continuing similar efforts since 2019, and the Nishinomiya Plant began similar efforts in fiscal 2024. All of these efforts have met with great appreciation from receiving institutions.



A special Christmas donation of NH Foods Group products

## 04 Partnering with food banks as a supplier

Japan Food Corporation has been donating food to food banks and other organizations since fiscal 2022. These foods include items that were partially tested for import customs inspections or have damaged outer packaging and are not suitable for general distribution, but all are within their expiration dates and safe to eat.

These donations have elicited kind words of gratitude from recipients.



# Resource recycling

Our business is dependent on the earth's great natural bounty and the various blessings of life. To effectively use limited resources, we are working to reduce the generation of by-products and develop technologies for their effective utilization.

01

## New products from unused parts

### Developing value-added products

Focusing on chicken liver, which is not fully utilized during periods of low demand, we have used unique production methods to recreate the rich flavor and smooth texture of foie gras, a less accessible food item in recent years, into the product known as *Gras Foie*.

Gras Foie

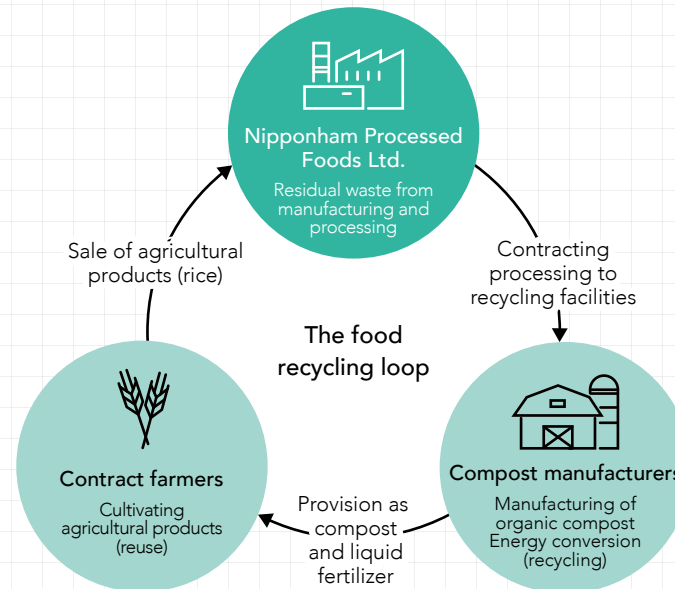


### R&D for better health

At NH Foods Ltd. Research & Development Center, we extract functional ingredients such as collagen, chondroitin sulfate, and placenta extract from underutilized pig and chicken cartilage and pig placentas, scientifically evaluate their safety and efficacy, and commercialize them as products.



Some of NH Foods Ltd.'s healthcare products featuring unused parts



02

## Reuse of residual food waste from production

Residual food waste from production at Nipponham Processed Foods Ltd.'s Kuwana Plant is made into compost at DAIEI KOGYO CORPORATION. The compost is then used to cultivate rice, which is served in the plant's employee cafeteria.

This initiative has been certified by the Minister of Agriculture, Forestry and Fisheries and the Minister of the Environment as a Recycling Business Plan (Food Recycling Loop).

03

## A new demonstration test with biochar made from livestock excreta

TOWING Co., Ltd. and NH Foods Ltd. have jointly launched a demonstration test using high-performance biochar at a farm owned by the NH Foods Group. This test will also verify the effectiveness of using carbonized chicken manure for crop cultivation and reducing greenhouse gas emissions in the composting process of pig manure. By incorporating livestock manure into raw materials, this initiative is expected to significantly contribute to the achievement of sustainable livestock farming.

Demonstration test in progress at a farm



### What are the benefits of biochar?

- (1) It improves soil moisture and fertilizer retention, promotes crop growth, and regulates the pH of acidic soils.
- (2) By capturing carbon in the soil instead of releasing it into the atmosphere, it reduces carbon dioxide emissions and contributes to global warming countermeasures.
- (3) It adsorbs harmful substances and excess nutrients, contributing to water purification.

### Greenhouse gas emissions

Greenhouse gas emitted in livestock farming are largely caused by methane from cattle and pigs. The Group is conducting joint research with universities and other organizations on methods to reduce methane emissions from livestock.



### Livestock excreta

We effectively utilize livestock excreta, which is the most abundant and environmentally impacting waste product within our Group, as a resource by converting it into compost and biofuel.



### Disease control

To prevent the outbreak and spread of livestock diseases, the NH Foods Ltd. Research and Development Center has developed an antigen detection kit, contributing to the promotion of the livestock industry and a stable supply of fresh meats.

### Animal welfare

We have eliminated the use of gestation crates to reduce stress on pigs, and are also improving the breeding environment to reduce stress in cattle and chickens.

## Various challenges faced by the Japanese livestock industry

To achieve sustainable livestock farming, the NH Foods Group is conducting research on methane reduction to cut greenhouse gas emissions, developing carbon neutral farming, and improving animal welfare. Additionally, we are supporting efforts to address labor shortages and disease control across the entire livestock industry.

### Labor shortages

Amidst increasingly serious labor shortages in the livestock industry, our Group provides a smart pig farming system for livestock farmers and offers comprehensive management guidance.





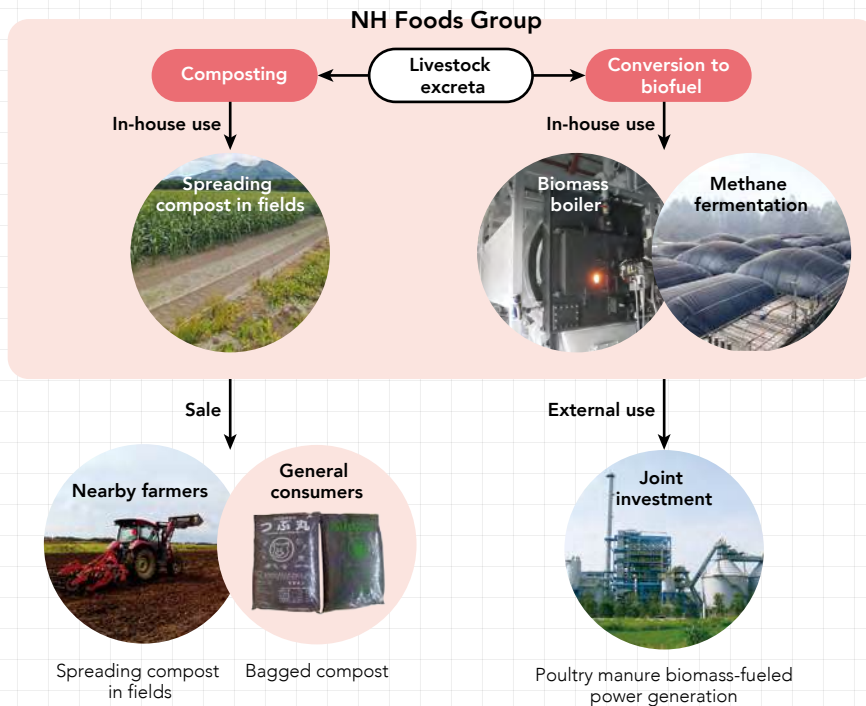
# Environmentally conscious livestock farming

Specific environmental issues in livestock farming include the disposal of livestock excreta and greenhouse gas emissions. The NH Foods Group is working to reduce these environmental impacts through research and initiatives such as effective utilization, with the aim of achieving sustainable livestock farming.

## 01

## Converting livestock excreta to biofuel and compost

We have consistently engaged in the production, rearing, and sale of pigs and chickens in Japan and cattle in Australia. Our Group effectively utilizes all manure produced when raising livestock by converting it into compost or biofuel depending on its intended use, and treats urine to purity levels beyond standards set by wastewater regulations before discharging it into rivers and the sea.



## 02

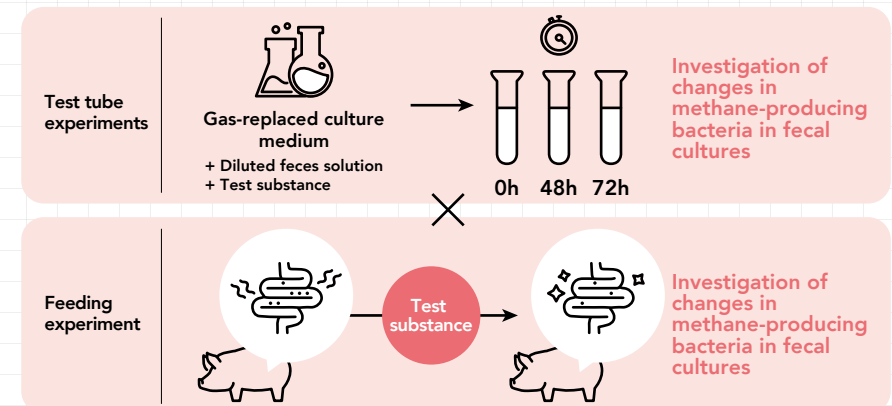
## Research on reducing livestock-derived greenhouse gas emissions

The NH Foods Group is conducting research on methane, an area of rising global attention, in collaboration with Hokkaido University and Tokushima University, each focusing on specific themes.

In partnership with Hokkaido University, we are studying methods to suppress methane production in bovine rumen. With Tokushima University, we conducted research on the effectiveness of reducing methane from pigs through in vitro verification and actual feeding experiments with pigs. This research with Tokushima University delivered certain results in fiscal 2024, and has therefore been deemed complete for now, with an eye to scaling up and expanding research going forward.

### Research on the relationship between intestinal microbiota and reduction of greenhouse gas emissions in pigs in collaboration with Tokushima University

Culturing pig feces, conducting comprehensive analyses in test tubes, and conducting feeding experiments with pigs to study the reduction of greenhouse gas emissions from the digestive tract



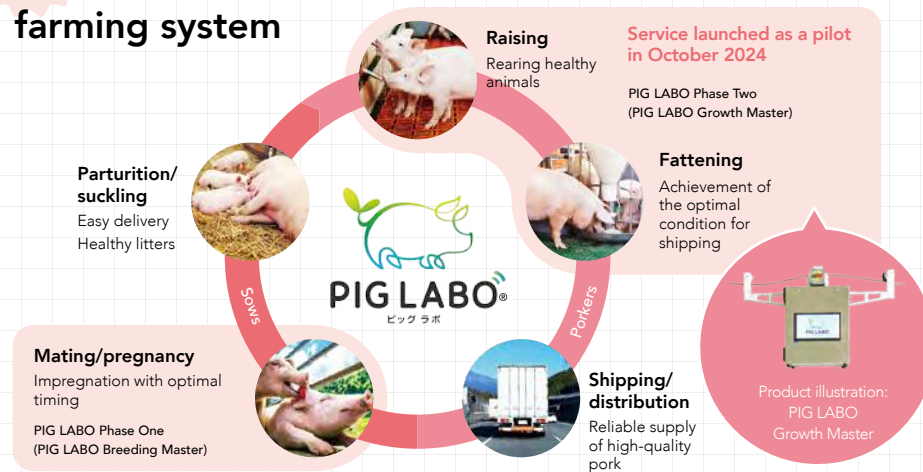
# Addressing labor shortages

The NH Foods Group has developed the AI-driven PIG LABO smart pig farming system, provides technical support to local contract farmers, and helps to cultivate the next generation of agricultural talent.

Through these efforts, we aim to improve productivity and grow the industry as a whole.

01

## PIG LABO smart pig farming system



Pig rearing involves many tasks that require skills and experience of veteran farmers, making the transfer of skills to future generations a major focus of concern. To address this issue, the NH Foods Group has developed the PIG LABO system, which provides comprehensive support from sow breeding to piglet rearing and shipment. As the first phase, we developed an AI-based estrus detection system called PIG LABO Breeding Master and introduced it at Nippon Clean Farm Ltd.'s Raiman Farm in December 2023.

Since October 2024, we have also launched pilot sales of the second phase, PIG LABO Growth Master, developed in collaboration with a research group from the University of Miyazaki's Faculty of Engineering. This system uses 3D cameras mounted on cables installed within pig pens to capture images, which are then analyzed by AI to estimate pig weight, calculate the weight distribution of the herd, and determine the average weight. Since there is no need to move pigs during weight measurement, stress on the pigs is reduced, contributing to both animal welfare and improved productivity.

02

## Technical support for contract farmers

To promote the sustainability of local small-scale farmers, we are supporting the improvement of their livestock farming skills. At Nippon White Farm Co., Ltd.'s Miyazaki Business Division, we provide guidance on a wide range of management tasks from breeding to temperature control, including sanitation and feed programs, for contracted farmers.

Additionally, we offer practical support services such as poultry house cleaning, repairs, and preparation for receiving chicks.



Top-left: Inside a poultry house  
Top-right: Poultry house cleaning  
Bottom: Meeting with a contracted farmer

03

## Supporting the next generation of human resources

In December 2017, the Group signed a comprehensive cooperation agreement with the Obihiro University of Agriculture and Veterinary Medicine to contribute to the training of future generations of farmers and the development of the livestock industry. Since 2018, the Group has been providing on-site practical training and university lectures for teaching staff and veterinary medical students at the university. This program offers more practical education with hands-on experience in animal health management, disease prevention, and food sanitation, providing knowledge that cannot be gained through university classes alone. We are also contributing to the realization of next-generation human resources development, the rejuvenation of the livestock industry and the fostering of livestock technicians who can work internationally by sharing information so that research findings can be used in society.

In our practical training programs in 2018 and 2019, participants joined observation tours of Group farms and processing lines so they could learn about some of the workflows involved. However, since 2020, we have been holding lectures remotely in consideration of measures to control outbreaks of communicable diseases such as avian influenza and swine fever.



# Animal welfare and disease control

The NH Foods Group promotes sustainable livestock farming with an emphasis on animal welfare and disease control. We are working to reduce stress on animals, including by eliminating gestation crates for pregnant sows and improving the rearing environment for cattle and chickens. In addition, we develop and provide livestock disease testing kits to prevent the occurrence and spread of disease, supporting a stable supply of fresh meats.

01

## Reducing stress on pigs by eliminating gestation crates

Nippon Clean Farm Ltd., which handles the Group's pig rearing business for fresh meat production, is working to help sows be as close to their natural behavior as possible at its Oshamambe Chirai and Oshamambe Ayame Farms in Hokkaido Prefecture and Raiman Farm in Aomori Prefecture by eliminating gestation crates. We are also installing cameras at all farms and processing plants with the goal of enhancing the environment for and quality of rearing livestock.

In addition, we are conducting research on enrichment, which involves creating a rearing environment suited to the natural habits of pigs, and are making improvements based on our findings regarding methods, effects, and impacts.



A free-range sow gestation house  
(Nippon Clean Farm Ltd.)



Raiman Farm

02

## Reducing stress in cattle and chickens with better rearing environments

In order to cope with recent extreme heat during summers, we are working to improve the rearing environment for each type of livestock.

For chickens, we have installed fine misting devices in the chicken coops to alleviate heat stress. In addition, we use cameras installed in poultry houses alongside direct inspections to observe chicken conditions on a daily basis.

For cattle, we have installed sunshades to protect them from direct sunlight and are providing water and feed in a way that takes into account safety and sanitation.



Top-left: A poultry house  
Top-right: A chicken farm at Nippon White Farm Co., Ltd.  
Bottom: Installation of a sunshade for cattle

03

## Developing detection kits for livestock disease control

To ensure a stable supply of fresh meats, livestock disease controls are crucial. Even if a livestock disease occurs, establishing a system for preventing outbreaks early on can minimize damage.

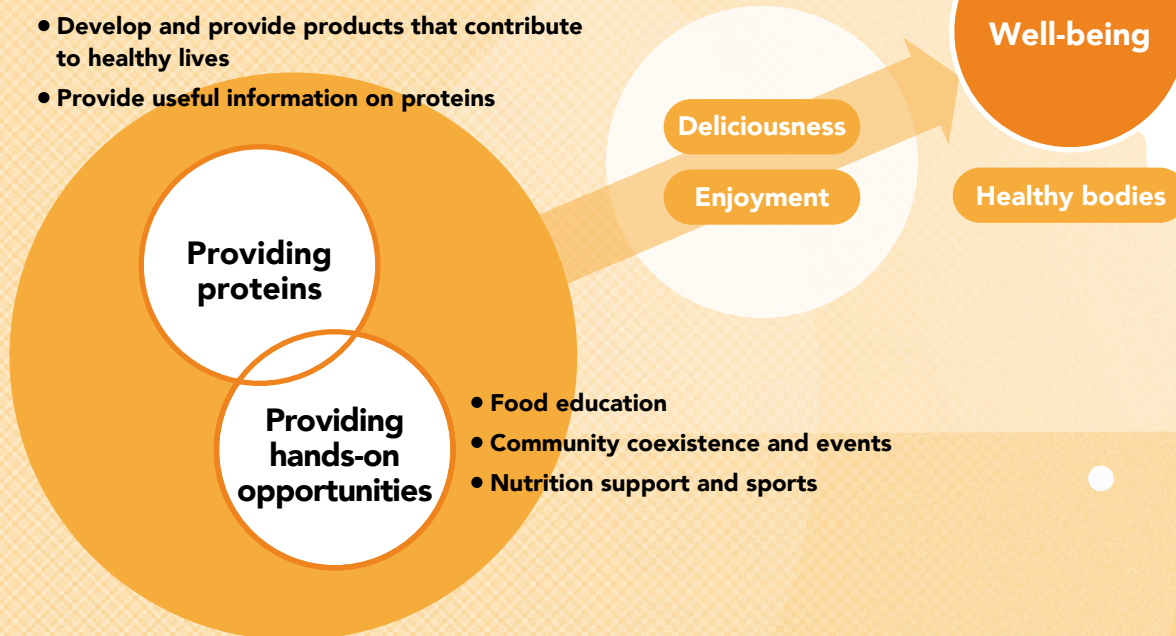
The NH Foods Ltd. Research & Development Center, in collaboration with the National Institute of Animal Health, National Agriculture and Food Research Organization, conducted research aimed at developing a simple and rapid foot-and-mouth disease (FMD) antigen detection kit for use at cattle production sites. In 2019, we launched NH Immunostick FMD, the first FMD antigen detection kit in Japan. In 2020, we received the Minister of Agriculture, Forestry and Fisheries Private Sector Research & Development Achievement Award in recognition of the kit's significant contributions to initial prevention of FMD. Since 2023, we have been supplying the further improved NH Immunodetect FMD across Japan, developed under the Strategic Surveillance and Diagnostic System Improvement Promotion Commissioned Project implemented by the Ministry of Agriculture, Forestry and Fisheries.



The NH Immunodetect  
FMD detection kit

# Contributing to healthy lives

- Provide proteins that meet diverse needs
- Develop and provide products that contribute to healthy lives
- Provide useful information on proteins



# Well-being



# Providing proteins

The NH Foods Group offers proteins in diverse forms to promote physical and mental well-being, empowering people to lead fulfilling lives. By supporting nutritious and enjoyable meals, we contribute to creating a healthier and more supportive environment for everyone.

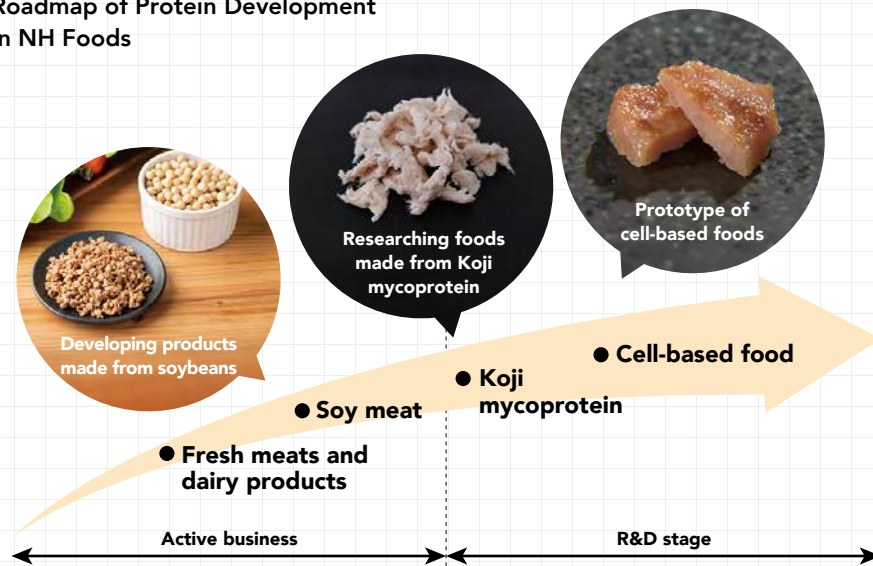
## 01 Providing diverse protein sources

### Development of alternative proteins

As one of the largest protein suppliers in Japan, NH Foods Group will harness its creativity, free from conventional thinking, to develop and deliver diverse and innovative ways to consume protein.

For example, we have developed foods made from soybeans, which are sometimes described as “meat from the soil” because of their high protein content. We offer a wide range of products, including fried chicken, hamburgers and seafood substitutes. Furthermore, we are conducting research to develop future protein sources, with a particular focus on koji mycoprotein and animal cells.

### Roadmap of Protein Development in NH Foods



### Table for All wellness website

As one of its activities to support people’s everyday happy lives, the Group offers food allergy-care and healthcare products on its comprehensive wellness website, Table for All.

In food allergy-care service, we aim to more closely meet the needs of people with food allergies and their families by providing useful information supervised by physicians who specialize in allergies, free nutritional counseling by food allergy dietitians, and products, such as rice flour bread, that are free from specified allergen ingredients. In healthcare, we aim to extend the healthy lifespan and improve the quality of life (QOL) of people around the world by providing health foods to society based on our research on the health functions of livestock resources.



Table for All (Japanese only)  
<https://www.food-allergy.jp>

Food allergy-friendly products sold on Table for All (designed to avoid specified allergen ingredients)



### Development of a food allergen test kit

In the course of developing food allergy-friendly products, the NH Foods Ltd. Research & Development Center has established food allergen testing technology, developing the FASTKIT ELISA Series testing kit based on this technology. Officially recognized as a test method in 2002, it has now evolved into Ver. III and is widely used by food companies and public laboratories.

# Providing proteins

02

## Develop and provide products that contribute to healthy lives

### Quality Policy and Quality Assurance Regulations as the axis of product development that also addresses social issues

The NH Foods Group's definition of quality includes not only safety (quality of safety) and taste (quality of appeal), which are essential for food products, but also the perspective of contributing to solving social issues (social quality). These are clearly stated as our Quality Policy and serve as the basis for product development. Based on this policy, specific perspectives and criteria are defined in the Quality Assurance Regulations, and social quality is incorporated into product development from the three perspectives of health, environment, and usability.

On the health side, we not only increase the intake of protein and other desirable nutrients, but also take into consideration the reasons for hesitating to eat, and design developments and provide information to achieve a better dietary balance.

### Examples of health-conscious development design and information provision

- Supply of protein-rich foods
- Supply of products that offset potential nutritional deficiencies
- Introduction of more products to meet the needs of people with food allergies and diverse values
- Supply of products with reduced salt and fats, etc.



Zero carbs,  
high-protein



With added  
calcium



High-protein,  
non-fat



Contains bifidobacterium lactis  
HN019, with calcium and iron



With dietary  
fiber

03

## Provide useful information on proteins

### Established the NH Foods Map for the Future of Protein

We have launched the NH Foods Map for the Future of Protein website as information media for everyone to think about the future of protein. This website introduces our efforts to provide diverse proteins product and research that expands the possibilities of protein beyond food, and also includes content that allows you to check the amount of protein you need with a self-service calculator.



NH Foods Map for the Future of Protein (Japanese only)  
<https://www.nipponham.co.jp/tanpaku-mirai/>



Let's Enjoy Delicious Meat! (Japanese only)  
<https://www.nipponham.co.jp/recipes/meat/>

### Provide expertise and basic knowledge of cooking with meat

This new website is designed on the theme of "Let's Enjoy Delicious Meat!" to help more people enjoy good, fresh meat with high quality protein. It includes pages with expertise about cooking with meat and basic knowledge about fresh meat.

### Provide a variety of recipes

This site publishes a diverse set of approximately 1,500 recipes and suggests recipes to users seeking protein intake, featuring special seasonal recipes depending on the time of year.



NH Foods Ltd. website: Recipe page (Japanese only)  
<https://www.nipponham.co.jp/recipes/>



# Providing hands-on opportunities

In addition to providing proteins, the NH Foods Group creates a variety of opportunities such as sporting events and food experiences. Through these efforts, we aim to contribute to people's enriched minds and healthy bodies, and to help them lead richer and more fulfilling lives.

## 01 Food education

### Decorative cutting classes

Nipponham Customer Communications Ltd. holds cooking classes that use products such as ham and sausages and decorative cutting classes. This company has an expansive repertoire of more than 100 types of food, such as flowers made with ham and animals and vehicles made with sausage. In classes, content of food education lectures and practical education levels are adapted to the participants and convey the importance of appreciating the bounty of nature cultivated in the natural world. These activities aim to provide students with opportunities to enjoy and develop a liking for food through experiences that engage all five senses and to help them to make everyday meals and lunch boxes more decorative.



Presentation by the winning team

## 02 Community coexistence and events

### Student-designed menu items sold in the HOKKAIDO BALLPARK F VILLAGE

The Department of Health and Nutrition at Hokkaido Bunkyo University and NH Foods Ltd. collaborated to develop menu items for sale at tower eleven foodhall by Nipponham, the Group's directly managed food hall at HOKKAIDO BALLPARK F VILLAGE, as part of a class project. The final judging to determine the grand prix winner from among the menu items devised by the students involved actual cooking and presentations in the food hall. The grand prix-winning *Sour Cream Onion Dog* was sold at HOTDOG FUN in the food hall and was well received by many people.



## 03 Provide frailty prevention programs for the elderly

Frailty is a condition that occurs as bodily and mental functions decline with age, and it is often one of the final steps before an individual starts needing nursing care. We are collaborating with Kansai Medical University, Heiwado Co., Ltd., and Koga Software Inc. and since 2023, we have been implementing a program to prevent frailty in old people, which involves holding seminars on health improvement methods with the potential to reduce physical age by five years.

This program is open to elderly people who use Heiwado services and is held in local community spaces operated by Heiwado. It encourages practical lifestyle changes by combining guidance on protein-rich diets and exercise with the aim of contributing to keeping elderly people healthy and improving their quality of life.



Health Improvement Class to Reduce Physical Age by Five Years Program to prevent frailty

Total classes held  
**869**  
Total number of participants  
**21,450**  
\*As of March 31, 2025

About decorative cutting classes (Japanese only)  
[https://www.nipponham.co.jp/kazarigiri\\_kyoshitsu/](https://www.nipponham.co.jp/kazarigiri_kyoshitsu/)



A decorative cutting class

# Providing hands-on opportunities

The NH Foods Group helps people to stay mentally and physically healthy through food and support for sports activities and creates new value through food and sports, contributing to the advancement of communities and society and the promotion of sports.

## Sports nutrition support



01

## Certified sports nutritionists support the development of professional athletes from the perspective of food

As part of efforts to develop athletes playing for the Hokkaido Nippon-Ham Fighters (baseball), Cerezo OSAKA, and the Cerezo OSAKA Academy (both soccer), certified sports nutritionists and registered dietitians affiliated with NH Foods Ltd. are providing nutritional support tailored to the needs of individual athletes and teams. This support includes nutritional education provided through lectures and individual counseling based on the results of assessments covering body composition, dietary status, knowledge of nutrition, day-to-day condition checks, and other factors. Furthermore, to enhance the effects of this nutritional education, we are creating good dietary environments by providing support to coaches, guardians, and staff handling food preparation.



Management by a certified sports nutritionist



Lecture on nutrition at Cerezo OSAKA Academy

02

## Leveraging nutritional support for professional athletes to disseminate nutrition management information to communities and society

Certified sports nutritionists and registered dietitians affiliated with NH Foods Ltd. are appearing at courses and seminars at local government facilities, schools, and other venues to convey the joy and importance of eating to children engaged in sports, as well as their supporters, including coaches and guardians, by discussing episodes regarding nutritional support. We are also supporting the development of future generations by conducting on-site lectures that convey the realities of sports nutrition guidance to students of dietician training courses and sports coaches.



An external lecture





# Organizational culture focused on new challenges

The NH Foods Group is taking actions to foster an organizational culture focused on new challenges to realize Vision2030. We have established an environment in which each and every employee can work on creating new values by encouraging them to actively take on challenges in their daily work, including the Annual Innovation Contest, a yearly contest for young development staff to introduce innovative ideas.

**Taking on challenges is what happens in a rewarding workplace.  
Doing so will lead us towards the realization of Vision2030.**

## Fostering an organizational culture focused on new challenges

The needs of society and consumers are changing on a daily basis, and only those companies that take on the challenge of creating new value ahead of the changing times will be able to continue to grow. To this end, it is important for each and every employee to question and change the status quo. First of all, we are promoting mindfulness toward stepping beyond accepted practices, starting with our daily work.

## Creating a rewarding workplace

To create an organizational culture focused on new challenges, we must have a workplace that has a pleasant foundation and is rewarding. Respect for each other's human rights and personalities and cooperation with each other leads to a pleasant working environment. Furthermore, to provide a more rewarding workplace, we focus on creating an environment and mechanisms that allow employees to tangibly feel their growth and contributions through their daily work.

# Tackling the challenge of creating sustainable urban areas

Creating an innovative ballpark like never before.

In this interview, Ken Maezawa, Managing Director of Fighters Sports & Entertainment Co., Ltd. that has been driving our Ballpark Business, spoke to us about the past and future challenges of creating an urban area through the ballpark.

For more details, please see our website.

NH Foods Map for the Future of Protein  
(Japanese only)  
<https://www.nipponham.co.jp/tanpaku-mirai/challenge/02/>

## 01

### Creating a ballpark the world has never seen. HOKKAIDO BALLPARK F VILLAGE

The HOKKAIDO BALLPARK F VILLAGE, which opened in March 2023 after a series of bold challenges, was created not only to be a place to watch baseball games, but also a co-creative community where people of all ages and nationalities can gather, interact, and form a community. When the project first began, we said, **"Maintaining the status quo is risky. We will steer toward discontinuous growth."** In other words, rather than settling for stable growth at Sapporo Dome, it was necessary to boldly steer toward discontinuous and significant growth in order to contribute to the future of baseball and Hokkaido, as well as to create significant value for the NH Foods Group. Our posture was also one of unflagging resolve, where we would **not neglect even the slightest hitch**. Some questioned the relocation to the relatively low-population Kitahiroshima City in Hokkaido, but with thorough case studies and logical explanations, we were able to transform their concerns about the project into confidence. However, even after the official opening, the urban area is still only about 30% complete. Therefore, we still have much further to go. Though it may be obvious, we consider this project to be one where we **"set goals, not dreams."** To "dream" is a wonderful thing, but all it gives us is excuses if we don't achieve them. However, we believe that this project is a "goal" that must be reached.

After the opening, we established an "Uncle F VILLAGE" hashtag on social media to hear visitors' opinions, making more than 100 improvements in the first year. However, being mindful of **flexibility and keeping an edge**, the core concept of "ease of getting around" that allows visitors to circulate and enjoy souvenir shopping, meals, and other amenities without stress was not compromised. In addition, in order to **create an**



- ① Steady progress in urban development, including the opening of a new station in 2028
- ② Various events other than baseball are held in the F VILLAGE
- ③ Visitors can enjoy many activities even on days without a ballgame
- ④ SUNNY TERRACE, a new dining and commercial facility

**environment of unshackled freedom**, we have built a culture in which young employees can make proposals and decisions beyond the scope of their positions. We also believe that **business is not a game of two sides—nine on nine**—but instead a collaborative effort with many partners, including government agencies, universities, and other companies. Furthermore, within the Group, we place importance on **being genuine and straightforward, and even blunt** with each other. In working with the NH Foods head office, we built relationships of trust by honestly communicating negative information, including not being able to open the station on time.

In June 2025, three years since the opening of F VILLAGE opened a new dining and commercial facility, SUNNY TERRACE. In 2028, F VILLAGE will welcome the opening of a new station and the transfer of university facilities, continuing to evolve as a sustainable urban area that integrates food, lodging, entertainment, and education. We, too, will continue to pursue value and take on challenges so that people will say, "The Fighters get it done!" You only live once, and there is no such thing as a life without challenges.

#### Ken Maezawa

Managing Director and General Manager of the Development Headquarters of Fighters Sports & Entertainment Co., Ltd.

He holds an M.B.A. from Chuo University's Chuo Graduate School of Strategic Management. After working for Pasona Inc., as Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd.'s Business Promotion Department General Manager, for Pacific League Marketing Corporation., and as Yokohama DeNA BayStars Baseball Club, Inc.'s Director and Business Division General Manager, he returned to work for Hokkaido Nippon-Ham Fighters in 2015. He also serves as Director of Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd.





# Pioneering the future of logistics

The 2024 logistics problem of worker shortages due to overtime caps has become a social issue, partly due to revisions to work style reform-related laws. It has also become an urgent issue for the NH Foods Group as well.

By working to improve transportation efficiency, we are strengthening our logistics infrastructure, an area of strength for us.

01

## Taking on the challenge of palletization to break with long-standing practices

The Group is working to build a sustainable logistics infrastructure to address logistics issues. In the past, drivers were responsible for incidental work such as loading and unloading, which could take up to two and a half or three hours, a long-standing practice that has made it difficult to sustain logistics.

To address this, Nippon Chilled Logistics, Inc. and Nippon Logistics Center, Inc. have taken on the challenge of a drastic reform called "palletization." In this practice, cargo is organized and stacked on pallets, saving drivers' time and allowing them to concentrate on their primary transportation duties. In the beginning, it was difficult to codify loading expertise and other information, which traditionally relied on a driver's many years of experience. However, through trial and error, we established the best possible operating rules. As a result, the companies succeeded in reducing loading time by approximately two to three hours, expanding delivery capacity and significantly reducing the physical burden on drivers. This has made it easier for inexperienced partner companies to enter the market and has greatly broadened the pool of workers.

Source: Rotary 2025, Spring Edition (Japanese only)

[https://www.nipponham.co.jp/corporate/group/rotary/pdf/all\\_202503.pdf](https://www.nipponham.co.jp/corporate/group/rotary/pdf/all_202503.pdf)

### Vertical integration system



### Becoming the partner of choice for transportation operators

#### Kazuya Ishibashi

Chief, Tokyo Office,  
East Japan Division  
Nippon Chilled Logistics, Inc.



Palletization was a major challenge to change decades-old transportation practices. Initially, those in the field were perplexed by the decision to assign another person to be in charge of manual loading and unloading, which had been the driver's responsibility. However, they all felt a great sense of accomplishment when they realized that loading time had been reduced, driver workloads were lightened, and deliveries could now be made to distant locations.

In the future, we will contribute to a sustainable future for the entire logistics industry by becoming the partner of choice for transportation operators, for example, by creating a simpler system that allows drivers inexperienced in working with us to deliver goods to their destinations with easy instructions.

### Building palletization rules to accommodate a variety of stacking methods

#### Masato Furukawa

Chief, Storage Operations Section,  
Operations Department,  
Tokyo Office Nippon Logistics Center, Inc.



We began by getting warehouse workers to understand the 2024 problem in logistics and to take ownership of the issue. The most difficult part of the palletization test operation was setting the rules for stacking goods on pallets. For each truck standard, we determined in detail the loading height and protrusion allowances. In practice, unexpected problems occurred, but each time we reviewed the rules and continued to optimize the process. Going forward, it is expected that small-lot, high-mix deliveries will increase and that loading methods will become even more complex. We will make thorough preparations for warehouses, including improvements to working environments, such as manpower and location.

# The FY2024 Annual Innovation Contest

The Annual Innovation Contest is a competition in which young development staff compete with new product ideas with the aim of creating new value through out-of-the-box thinking, strengthening the product development capabilities of the next generation of staff who will lead the future, and creating a climate that encourages them to take on the challenges of the future.

## 01 Young development staff take on the challenge of creating new value in deliciousness

Our Annual Innovation Contest began in FY2018 and has commercialized 27 products in 12 series by FY2024. In FY2024, the seventh year of the program, 25 young development staff won qualifying rounds in their respective areas, earning their participant slots. The participants proposed a variety of ingenious products, such as snacks that are healthy and environmentally friendly, easy protein breakfast products, and easy lunch box products.



### Gras Foie

This product uses chicken liver to reproduce the rich flavor and smooth texture of foie gras, one of the world's three greatest delicacies. The name *Gras Foie* was derived from the idea of flipping the conventional wisdom of foie gras.



**Mizuki Ueno**

Technology Development Office,  
Product Management Division,  
Processed Foods Business Division  
NH Foods Ltd.

### Developer comments

#### Q1. Background and motivation for product development

One is that an increasing number of countries and regions are banning the production of foie gras in the interest of animal welfare, and we were concerned that this food culture might eventually be lost. Second, we considered effective ways to utilize chicken liver, which is not fully utilized as food during off-demand periods. These two conditions inspired the idea of a foie gras substitute utilizing chicken liver.

#### Q2. Notable difficulties and trial and error in the development process

The most difficult task was to achieve both a smooth mouthfeel and a good appearance after cooking. After repeated trial and error, we achieved the perfect balance of not melting when cooked, but butter-smooth mouthfeel.

#### Q3. The most impressive reaction after commercialization

Our customers often resonate with our consideration of social issues. I am very happy that we developed this product with that intention. Some customers have also told us that, even though they don't like liver, they enjoyed *Gras Foie*, and we hope that this will become more widespread as a new value offered by chicken liver.

#### Q4. Experiences and lessons gained through the Annual Innovation Contest

For the first time, I was involved from the planning stage to the start-up of manufacturing, and learned both the difficulties and the sense of accomplishment of commercialization. I am still working on my product development experience through the Annual Innovation Contest.



### BOOST NOODLE

The ultimate on-the-go ramen that can be eaten with one hand. The spout pouch contains noodles, char-siu pork, pickled bamboo shoots, and a jelly-like thick seafood and pork bone broth, putting an authentic taste in the palm of your hands.



**Shinnosuke Teraoka**

Food Service Development and Sales  
Department  
Processed Foods Business Division  
NH Foods Ltd.

### Developer comments

#### Q1. Background and motivation for product development

I myself am a gamer, and when I get caught up in a game, it's a hassle to put a meal together, so I often end up eating something easy, but I've been wanting something a little more like a proper meal. There were a few safe bets I had in mind, but my boss told me that I should show more of my personality. I figured it would be interesting if gamers could slurp down a pouch of ramen, one of their favorite foods, with just one hand.

#### Q2. Notable difficulties and trial and error in the development process

We struggled to create a tasty, ramen-like product that was designed to be sold at room temperature. The ingredients and the size of the container were carefully selected through trial and error to make it easy to eat with one hand. It was also difficult to communicate points that would stick with the target audience because there was a project handover in the middle of development.

#### Q3. The most impressive reaction after commercialization

There were mixed reviews, but the most impressive thing was pro gamers calling out the product as cool and interesting. We were very happy to have reached our target audience.

#### Q4. Experiences and lessons gained through the Annual Innovation Contest

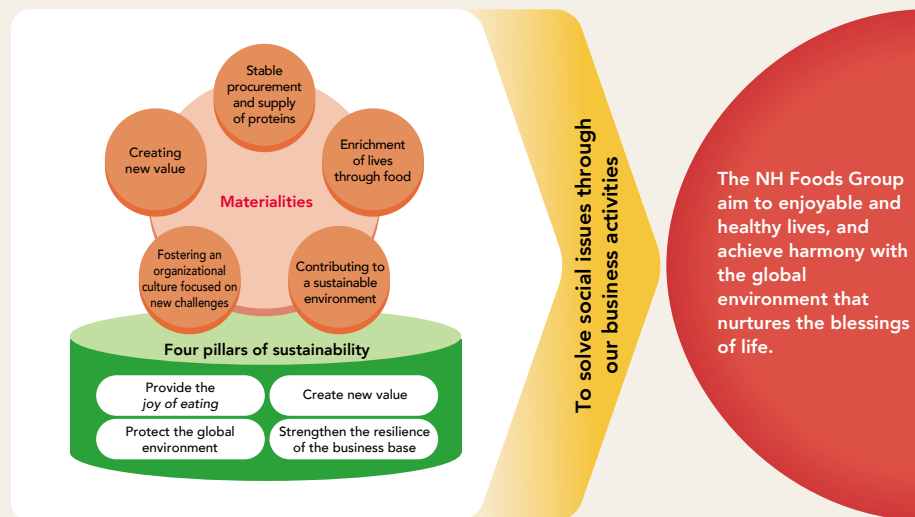
I felt like anything could be turned into useful experience. It actually surprised me that gaming, something I thought would only be a personal hobby, has led to a new product. I realized the importance of trying everything, and developed an awareness of the importance of gaining a variety of experiences.



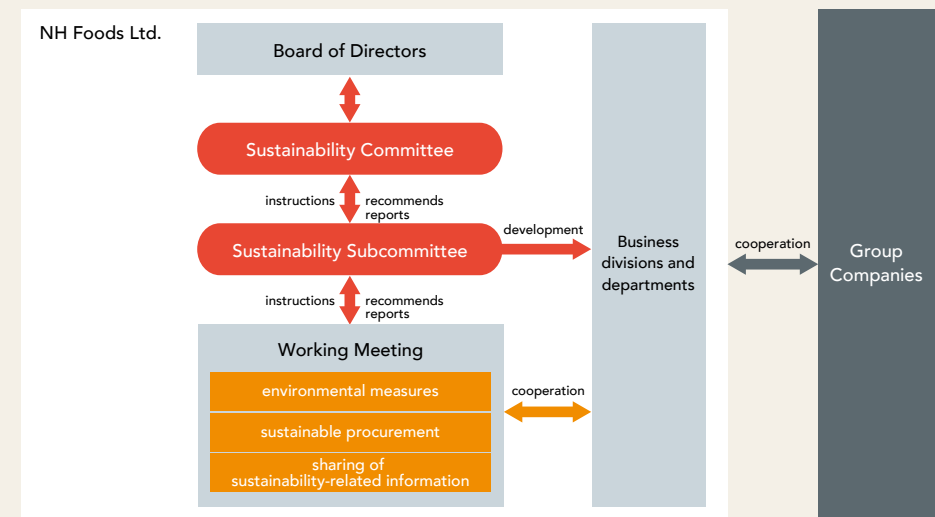
# Sustainability promotion framework

The NH Foods Group has established a Sustainability Committee with the chairperson of the Board of Directors of NH Foods Ltd. serving as chair. In principle, the committee meets at least once every quarter in order to hear the opinions of external experts and outside directors who have expertise in ESG matters and to carry out activities such as formulating sustainability policies and strategies, and checking the progress being made by each Group company. The details of these discussions are reported to the Board of Directors, which makes decisions if necessary. The Sustainability Subcommittee operates under the committee and comprises

the director in charge of sustainability and the heads of major departments and divisions. It has been tasked with formulating specific strategies that correspond to discussions by the committee and developing measures to be carried out by business divisions. We have also established a Working Meeting to manage environmental measures, sustainable procurement, and the sharing of sustainability-related information, primarily among corporate units. This organization incorporates specific measures and manages progress in cooperation with each business division.



Sustainability promotion framework



Activities by Meeting Body

Meeting Body		Role	Organization	Planned meetings
Sustainability Committee		<ul style="list-style-type: none"> <li>Considers and formulates the Group's sustainability policy and strategy</li> <li>Supervises ESG-related initiatives, including key themes based on the environmental policy*</li> </ul>	<ul style="list-style-type: none"> <li>Directors</li> <li>General managers of business divisions</li> <li>Outside directors</li> <li>Outside experts</li> <li>Audit &amp; Supervisory Board members</li> </ul>	4 times / year
Sustainability Subcommittee		<ul style="list-style-type: none"> <li>Applies strategies decided by upper-level management committee meetings to business divisions and Group companies</li> </ul>	<ul style="list-style-type: none"> <li>Director in charge of sustainability</li> <li>Business division general managers</li> <li>Heads of departments and sections</li> </ul>	4 times / year
Working Meeting	Environmental measures	<ul style="list-style-type: none"> <li>Discusses, recommends, and manages targets related to key themes based on the environmental policy*</li> <li>Addresses environmental information-related disclosure regulations (TCFD, TNFD, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Heads and personnel in charge of related departments</li> </ul>	12 times / year
	Sustainable procurement	<ul style="list-style-type: none"> <li>Enhances the sustainability of procurement activities and the effectiveness of sustainable procurement</li> </ul>	<ul style="list-style-type: none"> <li>Managers and personnel in charge of related departments</li> </ul>	4 times / year
	Sharing of sustainability-related information	<ul style="list-style-type: none"> <li>Shares information among corporate related departments to prevent business risk and to build resilient systems</li> <li>Addresses human rights due diligence</li> </ul>	<ul style="list-style-type: none"> <li>Corporate departments</li> </ul>	4 times / year

\* Key themes based on the environmental policy: Climate change, plastic reduction, risk and usage reduction, food loss reduction, waste reduction, biodiversity

# Materiality targets and progress

Materialities	Issues	Measures	Our vision	FY2024
Stable procurement and supply of proteins	Ensure the stable procurement and supply of meat	<ul style="list-style-type: none"> <li>Expansion of stable supply of livestock meat</li> <li>Continued efforts to prevent the outbreak of diseases</li> </ul>	Domestic meat product sales volume growth rate 104% compared to FY2023 (FY2026)	103%
	Achieve sustainable livestock production	<ul style="list-style-type: none"> <li>Support and co-create with farmers</li> <li>Provide technical guidance for PIG LABO and the poultry production business</li> <li>Develop and utilize new technologies such as smart livestock farming</li> </ul>		
Enrichment of lives through food	Address diversifying lifestyles and value sets	<ul style="list-style-type: none"> <li>Develop and provide products that meet diverse needs</li> <li>Provide food experiences that bring about smiles</li> <li>Spread the knowledge gained in Japan to other countries and regions</li> </ul>	<ul style="list-style-type: none"> <li>50% of the main consumer products in the ham and sausage, processed food category, including <i>Mealín'Good</i>*1 products. (FY2026)</li> </ul>	19.5%
	Contribute to solutions for food issues	<ul style="list-style-type: none"> <li>Develop and provide products that contribute to the development of healthy bodies</li> </ul>	<ul style="list-style-type: none"> <li>Overseas processed product business sales growth rate: 200% compared to FY2013 (FY2026)</li> </ul>	112.8%
Contributing to a sustainable environment	Climate change response	<ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emissions from fossil fuels (Scope 1, 2)</li> </ul>	Domestic: -29% compared to FY2013 (FY2026)	-24.1%
			Domestic: -46% compared to FY2013 (FY2030)	
			Overseas: -17% compared to FY2021 (FY2026)	-5.7%
			Overseas: -24% compared to FY2021 (FY2030)	
	Promotion of resource conservation	<ul style="list-style-type: none"> <li>Reducing livestock-derived greenhouse gas emissions</li> <li>Implementation of measures at our own farms</li> </ul>	—	Joint research <ul style="list-style-type: none"> <li>Cattle methane gas (Hokkaido University)</li> <li>Pig methane gas (Tokushima University)</li> </ul>
			Domestic: -20% compared to FY2013 (FY2030)	
Creating new value	Provide new value through food and sports	<ul style="list-style-type: none"> <li>Plan urban area centered on the food and sports businesses around HOKKAIDO BALLPARK F VILLAGE</li> </ul>	Increase the number of visitors and permanent residents by enhancing facilities and services in the F VILLAGE (FY2030)*2	Number of visitors: Approximately 4.19 million people Resident population: —
	Create businesses that expand the potential of protein	<ul style="list-style-type: none"> <li>Create value by strengthening R&amp;D</li> <li>Explore various possibilities for protein</li> </ul>	Launch and monetize businesses (FY2030)	Formulate a company-wide R&D strategy linked to business strategy.
			Establish technology for commercialization (FY2030)	Promoting research into koji (mycoprotein) and cell-based foods
Fostering an organizational culture focused on new challenges	Develop and acquire transformational management personnel	<ul style="list-style-type: none"> <li>Review executive evaluation items and enhance the management succession plan</li> </ul>	Progress of transformation, challenge, and employee engagement initiatives (FY2030)	1. Strategic recruitment, selection, and training <ul style="list-style-type: none"> <li>Formation of candidate pool</li> <li>Strengthening of selection and training systems</li> </ul>
	Promote the participation of a diverse range of human resources	<ul style="list-style-type: none"> <li>Reinforce and embed systems that encourage and recognize each individual's efforts</li> <li>Creating an environment in which a diverse range of individuals are respected and can thrive</li> </ul>	Progress of priority management items (FY2030)	2. Promotion of individual growth <ul style="list-style-type: none"> <li>Appropriate evaluation and treatment according to results</li> <li>Career autonomy and career enrichment</li> <li>Partial revision of overseas personnel system</li> </ul>

\*1 *Mealín'Good* is a brand that combines "Feeling Good" with "Meal" to convey our commitment to "a comfortable and better everyday life for both people and the planet."

\*2 Number of visitors is calculated on a calendar year basis. Resident population is for Kitahiroshima City in FY2030 (vs. October 2023).



# NH Foods Group products

Our business began with the manufacturing of ham and sausages. It has since expanded to cover a wide range of food categories, including fresh meats, processed foods, processed marine products, and dairy products, and we now deliver the joy of eating to people in all kinds of places.



# Corporate data

Business operations in  
**16** countries and regions  
worldwide\*<sup>1</sup>



**Company name**  
NH Foods Ltd.

**Headquarters**  
BREEZE TOWER, 4-9, Umeda 2-chome,  
Kita-ku, Osaka, Japan

**President and Representative Director**  
Nobuhisa Ikawa

**Date of establishment**  
May 30, 1949

**Capital**  
¥36,294 million (as of March 31, 2025)

**Settlement period**  
End of March

**Net sales**  
¥ 848,916 million  
(March 2025, non-consolidated)/  
¥ 1,370,553 million  
(March 2025, consolidated)

**Total number of shareholders**  
56,591 (as of March 31, 2025)

The vertical integration system, a world-leading business model



The vertical integration system, a system in which the entire production process, from livestock breeding and rearing through to packing and processing and then sale is conducted within the Group, is our greatest strength. It enables us to deliver high value-added fresh meat, ham and sausages, as well as carry out a variety of other operations, such as manufacturing and selling products including seasoning extracts made from secondary livestock resources, and functional ingredients, such as collagen.

Group Companies\*<sup>2</sup> **72** | 46 in Japan, 26 overseas

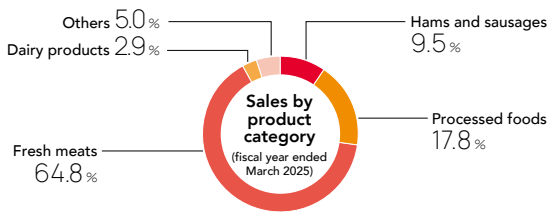


Group employees\*<sup>3</sup> **25,947** | 20,476 in Japan, 5,471 overseas



Group consolidated net sales

¥ **1,370.5** billion



\*<sup>1</sup> The number of countries includes those where our representative offices are located. (As of April 1, 2025)  
\*<sup>2</sup> Includes subsidiaries by the equity method (As of April 1, 2025)  
\*<sup>3</sup> Includes the annual average number of contract employees (As of March 31, 2025)



## Coverage

NH Foods Ltd. and its 72 consolidated subsidiaries in Japan and overseas (as of March 31, 2025).

## Period covered

April 1, 2024–March 31, 2025

Some of the information contained in this report refers to times before or after this period.

## Publication date

October 2025

## For further information

Sustainability Department, NH Foods Ltd.

## Disclaimer concerning forward-looking statements

Forward-looking statements in this report are based on certain assumptions as reasonably determined using information available at the time of publication. Actual outcomes may vary significantly due to various factors.



Unleash new potentials for protein  
**NH Foods Group Vision 2030**



## Related information

Stakeholders can access a variety of information through our website.



### NH Foods Ltd. website Sustainability page

<https://www.nipponham.co.jp/eng/csr/index.html>



### Integrated Report

<https://www.nipponham.co.jp/eng/ir/library/annual/>



### Data Book

<https://www.nipponham.co.jp/eng/csr/report/>

