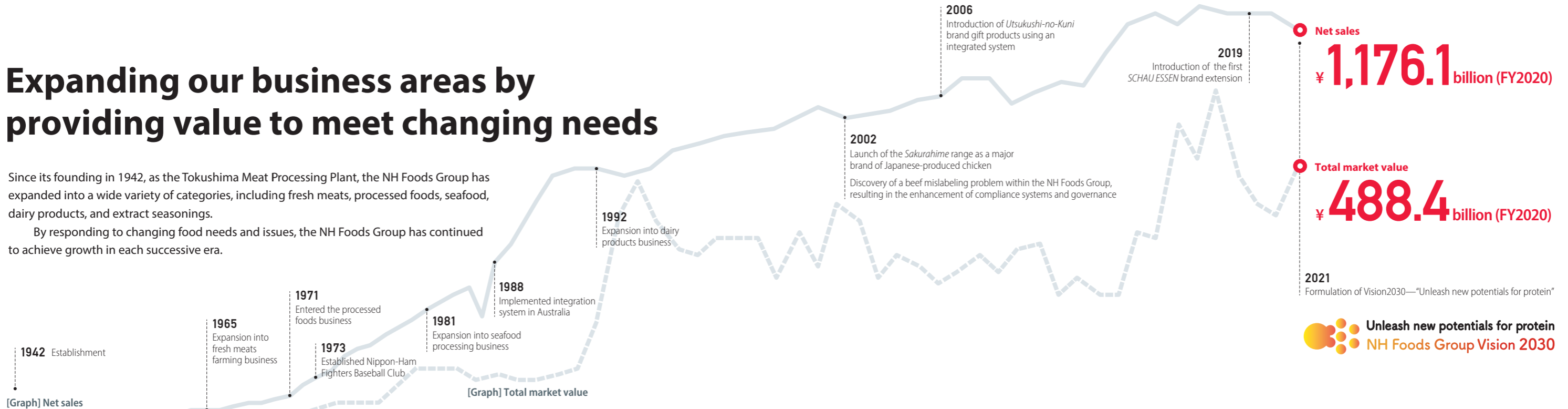


Expanding our business areas by providing value to meet changing needs

Since its founding in 1942, as the Tokushima Meat Processing Plant, the NH Foods Group has expanded into a wide variety of categories, including fresh meats, processed foods, seafood, dairy products, and extract seasonings.

By responding to changing food needs and issues, the NH Foods Group has continued to achieve growth in each successive era.



1940s- Supply of quality protein amid the food shortages of the postwar era	1970s- Contribution to the evolution of new food culture through expansion into new food categories and overseas markets	1990s- Expansion of product lineup in step with lifestyle diversification	2000s- Improvement of customer satisfaction through a management commitment to being number one in quality	2010s- Creation of new paths to the future of food through the introduction of high-added-value products	2020s- Focus on the future of food 10-20 years into the future
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No. 1 quality / safety and security

Delivery of "great tastes" to the dinner table

A stable supply of protein that makes up the body

Corporate philosophy
Joy of Eating

1940	1970	1990	2000	2010	2020
<ul style="list-style-type: none"> • Rapid economic growth • Westernization of the Japanese diet 	<ul style="list-style-type: none"> • Shift to nuclear family lifestyle • Growth of the restaurant industry 	<ul style="list-style-type: none"> • Liberalization of pork imports • Shift of women into the paid work force 	<ul style="list-style-type: none"> • Liberalization of imports of beef and oranges • Growth of the ready-made meal market 	<ul style="list-style-type: none"> • Growing consumer pressure for improved food safety and reliability • Japan's first BSE outbreak 	<ul style="list-style-type: none"> • UN Sustainable Development Summit • Signing of the Paris Agreement • COVID-19 pandemic

Innovative products and services >>>>

<p>1965 Fresh Meats Entry into the farming business, full-scale launch of the fresh meats business</p>	<p>1977 Overseas Start of overseas business expansion</p>	<p>1985 Processed Foods Launch of <i>SCHAU ESSEN</i> coarse-ground pork wieners for authentic sausage aficionados</p>	<p>1997 Processed Foods Launch of the <i>Apilight</i> range of allergen-free products</p>	<p>2002 Fresh Meats Launch of the <i>Sakurahime</i> Japanese chicken brand, expansion of brand meats business</p>	<p>2020 Processed Foods Responding to expanding demand for meat substitutes</p>
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Our vertical integration system is the key to the NH Foods Group's ability to supply safe, high-quality meats reliably. The farming business, which we launched in 1965, forms the upstream part of this system. We continued to expand the scale of this business until the 1990s, and today our chicken production company Nippon White Farm and our pork producer Interfarm both boast the highest production volumes in Japan.

In 1977, we commenced our overseas business expansion with the acquisition of the North American company Day-Lee Meats, Inc*. This company now plays an important role that encompasses local sales of processed meats, procurement of fresh meat for export to Japan, and exports to third countries. In 1987, we expanded into processing plant operation under a strategy that anticipated the liberalization of beef imports, and in 1988, we acquired Whyalla Feedlot in Australia, paving the way for the creation of an integration system for beef.

* Now Day-Lee Foods, Inc.

Schau Essen of pork wieners was developed in response to demand from consumers seeking authentic gourmet sausages. Using a German manufacturing method, we made the sausages by filling sheep casings with coarse-ground pork, which at the time was new to most Japanese consumers, and then smoking them. This totally new product became a major hit thanks to its unique crisp texture and soon claimed the biggest share of the market as a flagship brand for NH Foods Ltd.

In 1996 we began to research food allergies, and in 1997 we launched the *Apilight* range of allergen-free products. The creation of these products was inspired by comments received by our consumer support desk from people pleading with us to develop foods that could be given safely to children with food allergies. While expanding the product range, we have also developed test kits and continued to provide information.

With its translucent pink color, *Sakurahime* chicken contains over three times more vitamin E* and has a much fainter odor than standard chicken. Developed in 2002 under our vertical integration system, it has become a flagship brand for the NH Foods Group. We have continued to introduce our own meat brands, including *Mugikomachi* domestic pork.

* Based on a comparison with the 2015 value in the Standard Tables of Food Composition in Japan

Demand for meat substitutes is expanding for a variety of reasons, including concerns about food shortages, environmental awareness, and health consciousness. In 2020, the NH Foods Group launched a number of plant-based products under the *NatuMeat* brand. Made from soybeans and konjak instead of meat, the range includes sausages, ham, and hamburgers. We are also engaged in research and development in preparation of the future introduction of cultured meats.