

Performance Highlights (Fiscal year ended March 31, 2018)

Financial Highlights

(US GAAP)

OPERATING INCOME

¥ **49.2** billion

NET INCOME ATTRIBUTABLE TO NH FOODS LTD.

¥ **37.1** billion

OVERSEAS NET SALES

¥ **125.2** billion*

* Net sales to external customers

RATIO OF OPERATING INCOME TO NET SALES

3.9 %

ROE

8.8 %

PAYOUT RATIO

30.4 %

ROIC

6.2 %

CAPITAL EXPENDITURES/ DEPRECIATION AND AMORTIZATION

¥ **41.5** billion/
¥ **21.2** billion

Business Highlights

DOMESTIC MARKET SHARE



Hams and sausages **18.4** %

(SCI data from INTAGE Inc.)

DOMESTIC MARKET SHARE



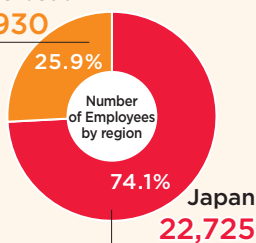
Fresh meats **20.5** %

Note: See page 49 for livestock species market shares.
(Based on NH Foods data)

NUMBER OF EMPLOYEES BY REGION

30,655

Overseas
7,930



(As of March 31, 2018)

NUMBER OF QUALITY ASSURANCE MANAGERS

Japan **788**

Overseas **226**

Total **1,014**



(As of March 31, 2018)

INTERACTION WITH CUSTOMERS

Introduced Consumer Delegate Committee System in **1969**

Total meetings held **584**

Total Consumer Delegate Committee Members **1,950**

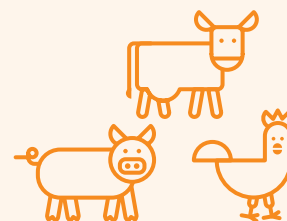


(As of March 31, 2018)

NUMBER OF OWN FARMS

Japan **122**

Overseas **27**



(As of April 1, 2018)

ECO HEART®-REGISTERED VEHICLES

Approx. **4,100**



Note: The Group's proprietary system to aggregate and share fuel and other information relating to the environment

INTERACTION WITH STAKEHOLDERS ON THE TOPIC OF FOOD EDUCATION

Number of participants in wiener sausage making workshops

25,236



(Fiscal 2015 – 2017)

RATIO OF FEMALE EMPLOYEES IN SUPERVISORY AND LEADERSHIP POSITIONS (GROUP)



10.8 %

(As of March 31, 2018)

NUMBER OF DOMESTIC PRODUCTION BASES



71

(As of April 1, 2018)