

Performance Highlights (Fiscal 2018)

Financial Highlights (IFRS)

BUSINESS PROFIT

¥ **38.3** billion

PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT

¥ **19.6** billion

OVERSEAS NET SALES

¥ **128.5** billion

* Net sales to external customers

BUSINESS PROFIT RATIO

3.1 %

ROE

4.8 %

DOE

2.3 %

ROIC

4.9 %

CAPITAL EXPENDITURES/ DEPRECIATION AND AMORTIZATION

¥ **47.8** billion/
¥ **22.4** billion

Business Highlights

DOMESTIC MARKET SHARE



Hams and sausages **18.9** %

(SCI data from INTAGE Inc.)

DOMESTIC MARKET SHARE



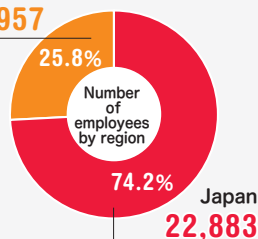
Fresh meats **20.1** %

Note: See page 4 for livestock species market shares.
(Based on NH Foods data)

NUMBER OF EMPLOYEES BY REGION

30,840

Overseas
7,957



(As of March 31, 2019)

NUMBER OF GLOBAL OFFICES

Japan **489**

Overseas **91**

Total **580**



(As of April 1, 2019)

NUMBER OF QUALITY ASSURANCE MANAGERS

Japan **810**

Overseas **152**

Total **962**



(As of March 31, 2019)

INTERACTION WITH CONSUMERS

Introduced Consumer Delegate Committee System in **1969**

Total meetings held **608**

Total Consumer Delegate Committee Members **1,990**



(As of March 31, 2019)

NUMBER OF EXTERNALLY CERTIFIED BUSINESS SITES BASED ON OBJECTIVE APPRAISAL OF SAFETY



161

(As of March 31, 2019)

RATE OF PROGRESS ON CSR PROCUREMENT



Approx. **60** %

(As of March 31, 2019, percentage of procurement costs from domestic primary suppliers)

INTERACTION WITH STAKEHOLDERS ON THE TOPIC OF FOOD EDUCATION

Number of participants in wiener sausage making workshops

26,624



(Fiscal 2005–2018)

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



12.3 %

(As of March 31, 2019)