

NEWS RELEASE

June 5, 2025

Toward New Values and the Future of Proteins ***Proteininnovation*** **NH Foods Formulated R&D Strategy**

NH Foods Ltd. (Head Office: Kita-ku, Osaka City; President: Nobuhisa Ikawa; hereafter "NH Foods") has formulated a new R&D strategy called *Proteininnovation*, aimed at accelerating research and development centered on proteins, in line with its corporate philosophy and Vision 2030, which states, *Unleash new potentials for protein*.

Our group has been committed to the vital nutrient "protein" that is essential for human health since our founding. By ensuring a stable supply of protein, we create diverse food occasions and develop products and social contribution activities with creative and flexible ideas to enrich people's dietary lifestyles.

At the same time, proteins still hold many undiscovered possibilities. Pursuing these possibilities not only in the food domain we have traditionally engaged in but also in new fields will lead to meeting customer needs and solving societal challenges, contributing to the sustainable growth of the NH Foods Group.

Through the core concept of *Proteininnovation*, our R&D strategy aims to maximize the potentials of proteins using technology and innovation, creating new value and a bright future in both existing food businesses and new domains. In our existing businesses, R&D priorities include customer value creation and high productivity, focusing on four areas "Production DX (Digital Transformation)", "New protein development", "Deliciousness & Wellness" and "Global expansion". For new ventures, centered on healthcare and social issue solutions, the focus areas are "Healthcare/Medical domain" and "Upcycling domain".

By pursuing both "evolution of existing businesses" and "creation of new businesses," we aim to realize our corporate philosophy and Vision 2030.

■*Proteininnovation* Logo and Explanation

Proteininnovation = protein + innovation

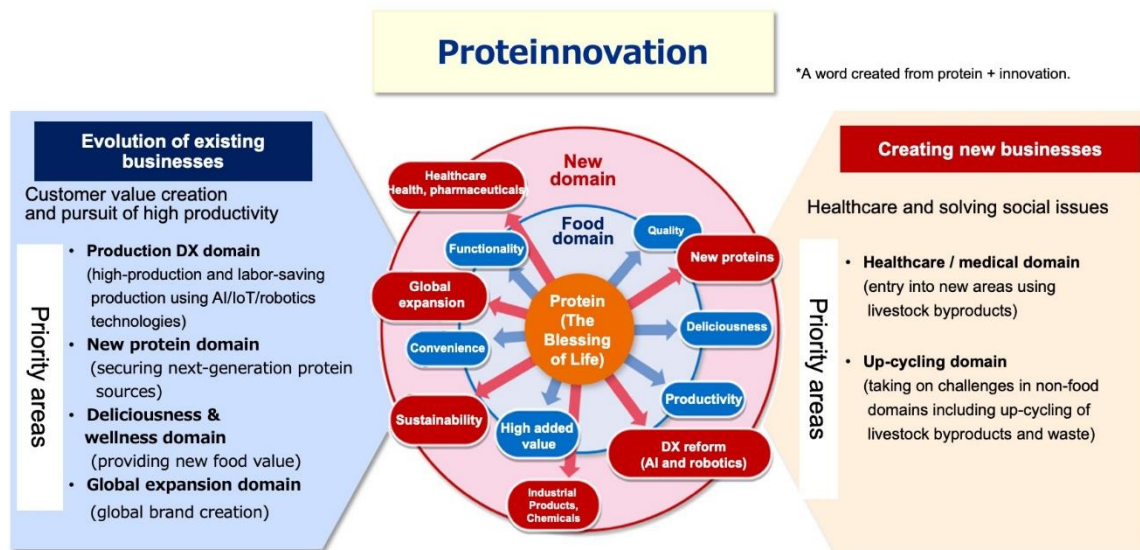
The logo emphasizes its connection to Vision 2030's *Unleash new potentials for protein*. It visualizes the image of new businesses continuously emerging from the protein (represented by the orange sphere on the right, symbolizing NH Foods' concept of a *Future Orange*).

The red sphere born on the left side of the orange symbolizes "evolution of existing businesses," while the green sphere on top represents "creation of new businesses."

* *Future Orange*, as imagined by NH Foods Group:

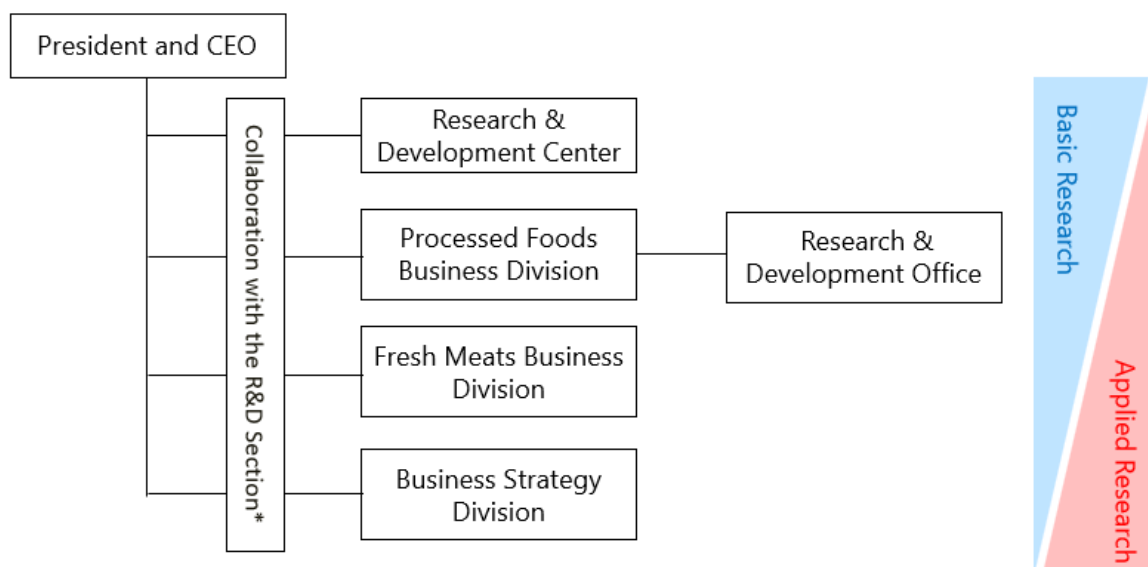
A bright orange signifies a bright future built by pioneering new possibilities in food.

■Outline of the R&D Strategy Based on the *Proteininnovation* Philosophy



■R&D Structure

Under this R&D strategy, we will strengthen collaboration across the NH Foods Group and accelerate commercialization of research outcomes.



* Corporate Departments (including Corporate Planning Department, VBM Promotion Office, Affairs Department, Sustainability Department, IT Strategy Department, etc.)