

NH Foods Group Profile 2026



Unleash new potentials for protein

NH Foods Group Vision 2030

Philosophy & Vision

Corporate Philosophies

1. Under the basic theme of 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.

NH Foods Group Vision2030



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.

Our history

Built on proteins and dedicated to the future of protein—The NH Foods Group

Corporate
Philosophies
Management
Principles

Reliable supply of
animal protein

Ham and sausages



Dairy products



Processed marine
products



Fresh meats



Processed foods



Halal-compliant
products



Reduced salt,
low-salt



Providing diversified
opportunities to
enjoy animal protein.

Food allergy-friendly
products



Soy meat



Cell-based foods



Creating and
providing new
protein choices

Malt



Vision2030
Unleash new
potentials for
protein

Create more
protein choices.

Enable people
to enjoy
protein more.

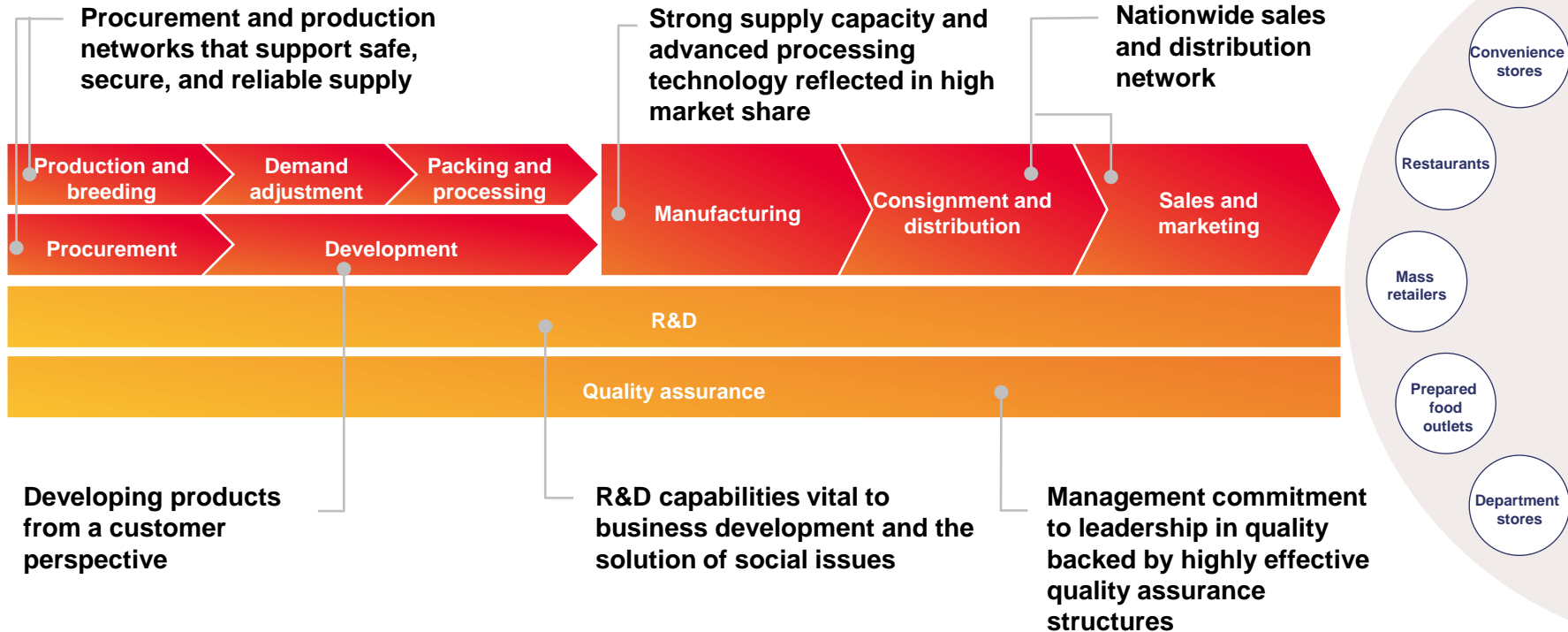
Fulfill our
responsibility to
help people
benefit more
from protein.

Help people
to live more
freely.

Create more
freedom to
take up new
challenges.

Our strengths

The vertical integration system, a world-leading business model

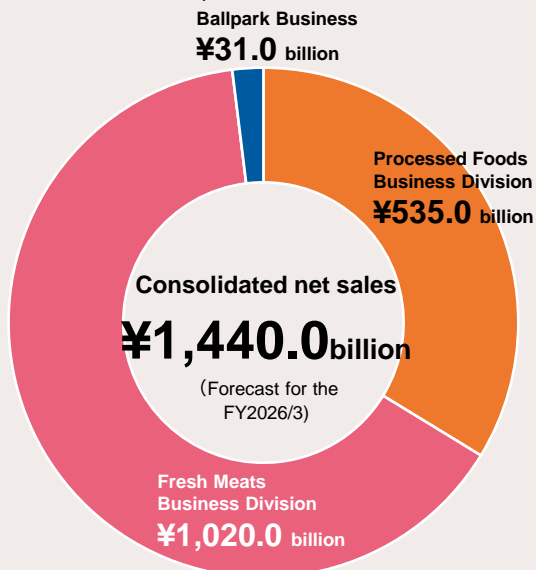


Overview

NH Foods Group has expanded into a wide variety of categories, including fresh meats, processed foods, dairy products, seafood, and extract seasonings.

Forecasted Group consolidated net sales for the FY2026/3

(Share of total net sales)



The sum of segment net sales does not match consolidated net sales because these figures have not been adjusted on a company-wide basis.

Supplies an average of about



of total protein consumed by the Japanese population

Shares of meat markets in Japan about

(Based on research by NH Foods Group, as of March 2025)



One in five meat meals consumed in Japanese homes supplied by NH Foods

Sales in the Japanese meat processing industry (FY2025/03)



Note: Estimated by the NH Foods Group using data for the weight of products handled, and external data

Segments — Processed Foods Business Division

Responding to diverse needs through product development from a consumer perspective

The Processed Foods Business Division develops, manufactures, and sells ham, sausages, processed foods, dairy products, seafood, and extract seasonings. It contributes to the enjoyment of food in many areas through the development of products with high market shares, including *Schau Essen*, *Chuka Meisai*, and *Ishigama Kobo*, and long-selling products, such as Vanilla Yogurt. Supplied not only to consumers, but also to convenience stores and restaurants, these products have achieved top market shares in a wide range of categories.



Main brands handled

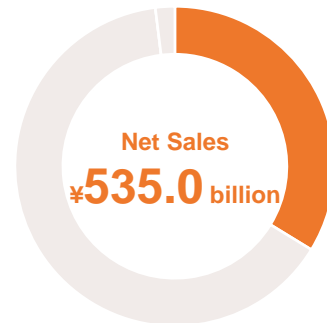


- ※1 Macromill, Inc. QPR Data: Vienna sausage category brand, No. 1 in Japan in purchase amount, April 2024 to March 2025, nationwide
- ※2 Macromill, Inc. QPR Data: Chilled Pizza Category Brand, No. 1 in Japan in Purchase Amount, April 2024 to March 2025, Nationwide
- ※3 No. 1 purchase in the Chinese prepared food category from January to December 2024 (according to CODE "Kailog")

Our advantages in each value chain



Forecast for the FY2026/3



Segments —Processed Foods Business Division

Overseas processed foods business

Roll-out of various products in multiple countries

Business sites (14 in multiple countries

companies) in 9 countries/regions

※ The number of countries/regions does not include Japan
Japan · North America · Southeast Asia ·
Greater China

**Projected benefits from business division
Integration(April 2025)**

- Transfer of fresh meat processing technology developed in Japan to North America and Asia
- Revitalization of human resource mobility



Top Priority Strategy in the Overseas processed Business

North America

Growth strategy based on own expansion

Expand in regions expected to have future population increases where there is a high interest in foods with Asian tastes

- Strengthening of manufacturing capacity and reciprocal use of sales channels due to the acquisition of three companies in North America
- Development of new products leveraging development technologies cultivated in Japan, and brand strengthening

ASEAN

Expansion through co-creation with other companies

Expand the business in a speedy fashion by collaborating with local companies that have excellent management resources

- Expansion of *Schau Essen* in the ASEAN region
- Rebuilding the Value Chain with Japan. Strengthening of the supply chain in ASEAN markets through co-creation with other companies
- Channel (CVS, FS) strategy utilizing the value chain of the joint venture partner

Segments — Fresh Meats Business Division

Supporting dietary lifestyles through the development of a sustainable value chain

The Fresh Meats Business Division has built a vertical integration system covering all stages from the production of fresh meats through to sales, together with fresh meat procurement networks and the Nippon Food companies' sales networks in Japan and overseas. We currently handle approximately 20% of all meat sold in Japan in volume terms



Three major brands



Sakurahime Domestically produced chicken



Mugikomachi Domestically produced pork



Australian-produced Omugi Beef ANGUS

Main brands



Kitanokomekokko brand of chicken produced in Hokkaido



Domestically produced beef GENMAI GYU



America-produced Toumorokoshi Buta

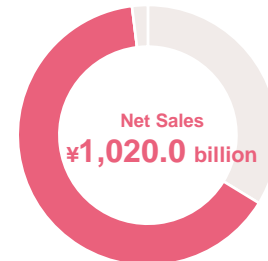


Thai-produced Herb Soiku Chicken



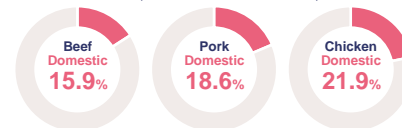
Australian-produced Suffolk-Cross Lamb

Forecast for the FY2026/3



Share of the fresh meats market

As of March 2024 (based on NH Foods research)



Our strengths in each value chain

1. Production and breeding

By operating our own farms in Japan and Australia, we are able to ensure reliability of supply and stringent quality management.

2. Packing and processing

We satisfy customer needs by supplying extremely fresh meats processed at our own plants to meet a variety of requirements.

3. Consignment

Our product lineup covers a full range of meat types sourced from various locations in Japan and overseas. We deploy expert personnel to support reliable procurement and adjust supply and demand.

4. Logistics

We have established a just-in-time delivery system based on Japan's largest meat distribution centers.

5. Sales

We combine a nationwide sales network with customer-focused marketing.

6. External customers

Volume retailers, food stores, butchers, fresh meat wholesalers, processed food sellers, restaurant operators, food manufacturers

Segments — Fresh Meats Business Division

Overseas fresh meats business

Business sites (12 companies)

in 7 countries/regions

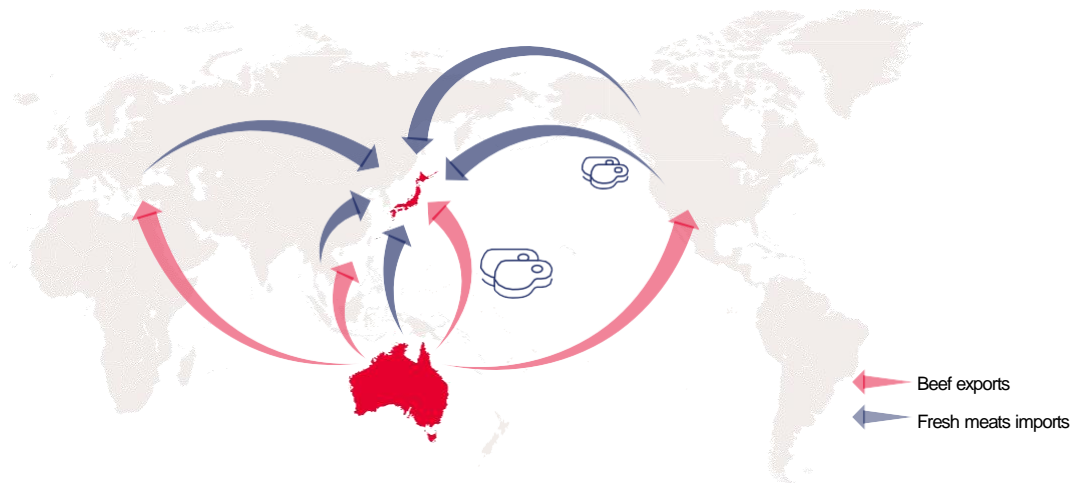
※ The number of countries/regions does not include Japan

Japan · Australia · Asia · Europe · Americas

Projected benefits from business division Integration (April 2025)

- Creation of imported meat procurement and sales structures tailored to market conditions
- Stabilization of profits through enhanced sales of branded fresh meats in the Japanese market
- Revitalization of human resource mobility

Exporting of beef from Australia to Japan and other countries
Importing of fresh meats from various countries into Japan



Top Priority Strategy in the Overseas Meat Business

Australia

Production and fattening of cattle at Australia's one of the biggest cattle station

Reducing Volatility through Internal Improvements

- Stabilize earnings through feedlot expansion and an increase in the branded meat ratio
- Selection of Optimal Export Destinations Amid Global Increase in Demand for Australian Beef
- Strengthening Sales within Australia

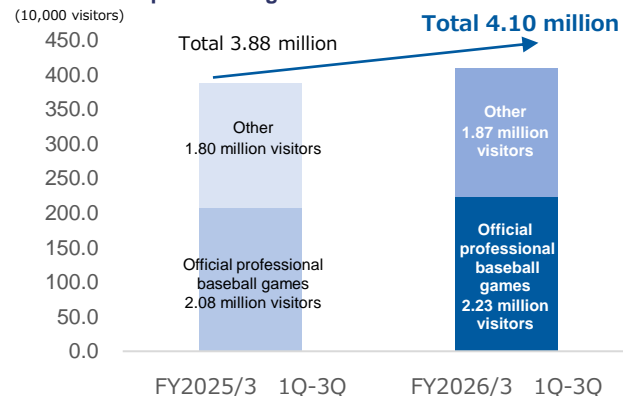
Segments —Ballpark Business

We worked to enhance the value of F Village as an entertainment space by deepening tourist facility and community development.

The Ballpark Business are involved in the management of the Hokkaido Nippon-Ham Fighters, a professional baseball team. Through the Hokkaido Ballpark F Village scheme, we are creating a new community based on a business model that combines sport value with Hokkaido value.

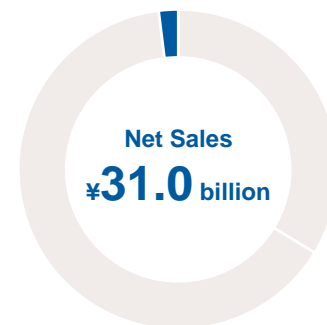


Hokkaido Ballpark F Village Visitors



* Spectators at the Climax Series are included in other visitors

Forecast for the FY2026/3



Using the opening of the new station in 2028 as the second growth cornerstone
(Image of Area Development)



Attracting university campuses, offices, hotels, and food and commercial facilities to further promote the urbanization and tourist destination development of F Village. Aiming for an annual visitor count of 7 million by 2028.

Research and Development —R&D Strategy

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.



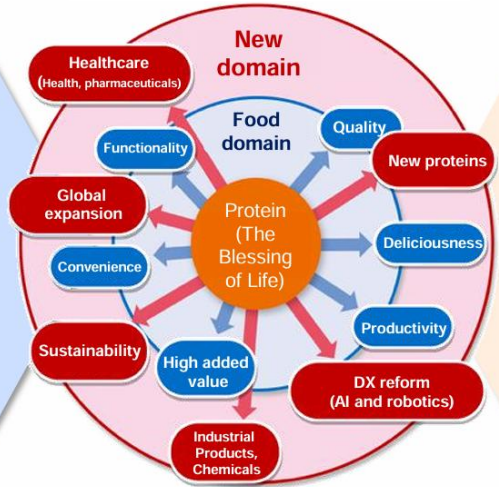
*A word created from protein + innovation.

Evolution of existing businesses

Customer value creation and pursuit of high productivity

Priority areas

- **Production DX domain** (high-production and labor-saving production using AI/IoT/robotics technologies)
- **New protein domain** (securing next-generation protein sources)
- **Deliciousness & wellness domain** (providing new food value)
- **Global expansion domain** (global brand creation)



Creating new businesses

Healthcare and solving social issues

Priority areas

- **Healthcare / medical domain** (entry into new areas using livestock byproducts)
- **Up-cycling domain** (taking on challenges in non-food domains including up-cycling of livestock byproducts and waste)

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.

HAMSCOBE

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

Sustainability Strategy

Stable procurement and supply of proteins

- Maximize the reliable supply of meat.
- Support co-creation with livestock farmers.



Creating new value

- Develop the F-Village community
- Explore diverse potentials for protein.



Fostering an Organizational Culture Focused on New Challenges

- Strengthen and embed systems to encourage and support new challenges.
- Review executive remuneration items.



Materialities

Enrichment of lives through food

- Develop products that contribute to good health.



Contributing to a sustainable environment

- Reduce emissions of CO2 and livestock-derived GHGs.
- Reduce the use of plastics.



Four pillars of sustainability

Provide the joy of eating.

Create new value.

Protect the global environment.

Strengthen the resilience of the business base.

Solving social issues through business activities

The NH Foods Group will help people everywhere to enjoy happier, healthier lives by working in harmony with the global environment, which produces the bounties of nature.

Initiatives Addressing the Materialities—Environment



Targets focused on contribution to a sustainable environment.

Priority issue		Target	Scope
Responding to climate change	Reducing CO2 emissions	Reduction of fossil fuel-derived CO2 emissions in Japan by at least 46% (compared to FY2013 levels: Japan) *	All business sites in Japan
		Reduction of fossil fuel-derived CO2 emissions overseas by at least 24% (compared to FY2021 levels) *	Overseas
Saving and recycling resources	Reducing waste discharge	Reduction of waste emissions per unit of production in Japan by 5% (compared with FY2019 levels: emissions per unit of production) *	All processing and production sites in Japan (55 sites)
	Increasing the waste recycling rate	Achievement of a waste recycling ratio of 92% or higher in Japan *	All business sites in Japan
	Reduce water consumption	Reduction of water use per unit of production in Japan by 5% (compared with the 2019 level: emissions per unit of production) *	All processing and production sites in Japan (55 sites)
		Reduction of overseas water use by 5% (compared with the 2021 level) *	Overseas
Addressing biodiversity	Expanding the handling of certified goods	Achievement of an RSPO-certified palm oil utilization ratio of 100% (including book and claim utilization) *	Certified palm oil business sites in Japan and overseas

* Target year: fiscal 2030

TOPIC

Changing packaging to reduce plastic use

We have changed the packaging for the *Schau Essen* series from a drawstring-style bag to eco-friendly pillow-type packaging. We have also switched to non-tray packaging for the *Chuka Meisai* series. These packaging changes are part of our ongoing efforts to reduce the amount of plastic used.



The removal of the "topknot" from the old package will reduce plastic use by **248 tons per year**.



21% reduction in the quantity of plastic used

Reducing water usage through modifications to factory facilities and equipment

The Shikoku Plant of Nippon Food Packer, Inc. ships approximately 170,000 pigs per year. By improving freezer defrosting systems and modifying the nozzles on washing systems, the company achieved a 23.7% reduction in water usage over a one-year period starting in May 2023.

Initiatives Addressing Our Materialities—Human resources

We aim to realize our corporate philosophy by ensuring that the NH Foods Group is a place where employees can feel truly happy and fulfilled, thereby enhancing our corporate value.

1 Personal growth — Career autonomy support

By introducing various career development support systems, we have created an environment in which employees can actively design their own careers. We also offer work and life career planning seminars for people in each age group and encourage workers to acquire specialized skills.

Age	Content
I 29	<ul style="list-style-type: none"> ● Life career ● Work career
II 39	
III 49	Both points covered in accordance with employee level
IV 54	

2 Organizational growth — Building value creation capacity

In regard to employee education, in addition to offering a variety of training programs for each level of employee, NH Foods Ltd. is also enhancing Purpose-Based Human Resource Development Training in order to encourage individuals to self-direct their careers.

Training, etc.

- Training programs for each level of employee
- Training programs with specific objectives (voluntary)
- Training programs for promotion
- Training programs for next generation executive development



Workplaces

- OJT (practical experience at workplaces)
- Management by objectives (MBO)
- Career counselling
- Self-reporting system

3 Realization of diversity, equity, and inclusion

In order to create workplaces where anyone can work comfortably and a more diverse range of human resources can participate fully, we are transforming workstyles that enable a work-life balance to raise creativity and realize diversity to expand the variety of talent available.

Percentage of female managers
NH Foods Ltd.

12.0%
(+1.3% year-on-year)

Annual actual working hours
NH Foods Ltd.

1,948times
(-20 times year-on-year)

Stress check examination rate

NH Foods Ltd.

96.7%
(-1.1% year-on-year)

NH Foods Group in Japan

94.1%
(-1.4% year-on-year)

Corporate data

Corporate name	NH Foods Ltd.
Established	May 30, 1949
Capital	¥36,294 million
President	Fumio Maeda
Main businesses	<ul style="list-style-type: none"> • Manufacture and sale of processed meats (hams and sausages, etc.) and cooked foods (retort-packed foods, pre-prepared foods, etc.) • Breeding of livestock, and processing and sale of fresh meats • Production and sale of dairy products and marine products
Head office	Breezé Tower, 4-9, Umeda 2-chome, Kita-ku, Osaka 530-0001, Japan
Telephone	+81-6-7525-3026

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 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^{*1}

72

46 in Japan, 26 overseas

Includes NH Foods Ltd.



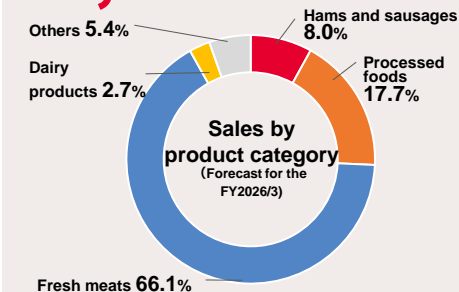
Group employees^{*2}

25,947

20,476 in Japan, 5,471 overseas

Forecasted Group consolidated net sales for the FY2026/3

¥ 1,440.0 billion



^{*1} Includes subsidiaries by the equity method (As of April 1, 2025)

^{*2} Includes the annual average number of contract employees (As of March 31, 2025)

Global network

The NH Foods Group is developing businesses in many parts of the world. Currently we have production, livestock breeding, processing, packaging, manufacturing, and sales operations in 15 overseas countries and regions.

Number of business sites (April 1, 2025)

463



Reference material



NH Foods Map for the Future of Protein(Japanese only)

An introduction to the various initiatives being implemented by the NH Foods Group to support the future of food in Japan by supplying and enhancing the value of a wide range of proteins.



Integrated Report

A communication tool created to foster understanding and encourage dialogue about the management policies and growth strategies of the NH Foods Group.



Table for All Food Allergy Care (Japanese only)

A website with a food allergy perspective that provides the latest information gathered from ongoing research and easy-to-understand meal ideas based on our unique insights as a food manufacturer.



Rotary

An online magazine sharing the latest information from the NH Foods Group, while also exploring food from a variety of angles, such as trending food topics and recipes, and the relationship between food and health.



 Unleash new potentials for protein
NH Foods Group Vision 2030