

To the Shareholders:

Notice of the 81st Ordinary General Meeting of Shareholders

Please take notice that the 81st Ordinary General Meeting of Shareholders of NH Foods Ltd. (the “Company”) will be held as described below.

In convening this General Meeting of Shareholders, we have taken measures for electronic provision. Matters subject to measures for electronic provision have been published on the following websites.

Our company’s website: <https://www.nipponham.co.jp/corporate/ir/events/generalmeeting/>

TSE website: <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

The matters subject to measures for electronic provision are also posted on the website of the Tokyo Stock Exchange (TSE). Please access the TSE website (Listed Company Search) above, perform a search by entering “NH Foods Ltd.” for “Issue name (company name)” or “2282” for “Code,” and then select “Basic information” followed by “Documents for public inspection/PR information” to review the information.

You may exercise your voting rights via the Internet, etc. or in writing in lieu of attending the meeting in person. Please review the “Reference Document for the General Meeting of Shareholders” included in the matters subject to measures for electronic provision, and exercise your voting rights by 5:00 p.m. on Tuesday, June 23, 2026 (Japan Standard Time).

Yours very truly

Fumio Maeda
President and Representative Director

NH Foods Ltd.
4-9, Umeda 2-chome, Kita-ku, Osaka

Description

1. Date and time of the meeting:

10:00 a.m. on Wednesday, June 24, 2026 (Japan Standard Time)
(Reception is scheduled to start at 9:00 a.m.)

2. Place of the meeting:

Sankei Hall Breeze, 7F Breeze Tower,
4-9, Umeda 2-chome, Kita-ku, Osaka

3. Matters forming the objectives of the meeting:

Matters to be reported:

1. Report on the business report, the consolidated financial statements, and the financial statements for the 81st fiscal year (from April 1, 2025 to March 31, 2026)
2. Report on the results of audit of the consolidated financial statements for the 81st fiscal year by the Accounting Auditor and the Audit & Supervisory Board

Matters for resolution:

- Proposition No. 1: Election of 8 Directors
Proposition No. 2: Election of 2 Audit & Supervisory Board Members
- - - - -

Matters published on the websites pursuant to measures for electronic provision

- Among the matters subject to the measures for electronic provision, the following items are not included in a paper copy to be delivered to our shareholders who have requested the delivery of the paper copy, pursuant to the provisions of laws and regulations and Article 15 of the Articles of Incorporation of the Company. Please be noted that the following items are included in the documents audited by the Audit & Supervisory Board Members and the Accounting Auditor.
 - (1) “Establishment of the systems to secure the properness of business activities and the status of the implementation of such systems” and “Fundamental policy on corporate control” of the Business Report
 - (2) “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” of the Consolidated Financial Statements
 - (3) “Non-consolidated Statement of Changes in Net Assets” and “Notes to Non-consolidated Financial Statements” of the Non-consolidated Financial Statements
- Any revisions to the matters subject to the measures for electronic provision will be published on the above-listed websites.
 - Please kindly understand in advance that the results of resolutions will be posted on the Company’s website in lieu of delivering the notice of resolutions in writing.

To the Shareholders

On behalf of the NH Foods Group, I would like to express our sincere gratitude for your continued support.

On April 1 this year, I assumed the position of President and Representative Director.

Enclosed is a notice of the 81st Ordinary General Meeting of Shareholders of NH Foods Ltd.

Last fiscal year, the Group advanced initiatives toward a new stage of growth under the keywords of challenge and co-creation toward achieving Vision2030: “Unleash new potentials for protein,” while deepening collaboration with a range of domestic and international partners.

As lifestyles and values diversify and the role expected of food continues to change dramatically, we will fulfill our responsibility as a food infrastructure provider by continuing to deliver safe and secure protein reliably. At the same time, we will steer towards a proactive management approach that is not bound by conventional wisdom, in order to provide “health of mind and body” and “new food experiences” beyond that. Furthermore, we will steadily promote the three integral approaches of company-wide strategy set forth in the “Medium-Term Management Plan 2026”—structural reforms, growth strategies, and culture change—and strive to maximize value across the entire value chain, from production to sales.

Our goal is to be a unique entity that no one else can replicate, delivering value to society by leveraging our unparalleled strengths through food. The source of such value creation lies in the “challenging spirit” of each and every employee. We will continue fostering an environment in which diverse human resources can play active roles with motivation and pride, thereby leading to sustainable growth and enhanced corporate value.

Performance in the fiscal year ended March 31, 2026 significantly exceeded our targets, supported by progress in structural reforms in the Processed Foods Business, substantial growth in the Domestic Chicken Business and Australian Business in the Fresh Meats Business, and strong performance in the Ballpark Business.

In the fiscal year ending March 31, 2027, which marks the final year of the “Medium-Term Management Plan 2026,” we remain committed to achieving the targets we established.

We look forward to our shareholders’ ongoing support.

June 2026

Fumio Maeda
President and Representative Director

(Reference) Main points of the propositions

Proposition No. 1: Election of 8 Directors

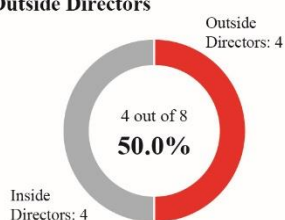
The term of office of all 8 Directors currently in office will expire at the closing of this General Meeting of Shareholders. In this regard, it is proposed that 8 Directors including 4 Outside Directors be elected.

Candidate No.	Name	Current title and responsibilities	Number of attendances at the Board of Directors meetings
1	Nobuhisa Ikawa (Reappointment)	Chairperson and Director, Chairperson of the Board of Directors	19/19 (100%)
2	Fumio Maeda (Reappointment)	President and Representative Director (President and CEO)	19/19 (100%)
3	Kohei Akiyama (Reappointment)	Director (Senior Managing Executive Officer), in charge of General Affairs Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project	19/19 (100%)
4	Tokushi Yamasaki (Reappointment) Outside Director (Independent Officer)	Outside Director	19/19 (100%)
5	Hiroko Miyazaki (Reappointment) Outside Director (Independent Officer)	Outside Director	19/19 (100%)
6	Masahiko Koyama (Reappointment) Outside Director (Independent Officer)	Outside Director	14/14 (100%)
7	Teruyuki Asayama (New appointment)	Executive Officer, in charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project	—
8	Hiroko Ohtani (New appointment) Outside Director (Independent Officer)		—

- (Note) 1. Regarding the number of attendances at the Board of Directors meetings for Mr. Masahiko Koyama, only the meetings of the Board of Directors held subsequent to his assumption of office on June 25, 2025 are counted.
2. Ms. Hiroko Ohtani's name in the family register is Hiroko Maeda, and Hiroko Ohtani is a name used in a professional capacity.

[Board Diversity]

■ Percentage of Outside Directors



■ Percentage of Female Directors



Proposition No. 2: Election of 2 Audit & Supervisory Board Members

Audit & Supervisory Board Member Nobuyuki Tazawa will retire, and the term of office of Audit & Supervisory Board Member Shigeru Nishiyama will expire at the closing of this General Meeting of Shareholders. Therefore, the Company proposes to elect 2 Audit & Supervisory Board Members. The Audit & Supervisory Board has given its prior consent to the submission of this proposal.

Name	Current title	Number of attendances at the Board of Directors meetings	Number of attendances at the Audit & Supervisory Board meetings
Shigeru Nishiyama (Reappointment) Outside Director Independent Officer	Outside Audit & Supervisory Board Member	19/19 (100%)	19/19 (100%)
Yoshitaka Hasegawa (New appointment)	Advisor	—	—

Reference Document for the General Meeting of Shareholders

Propositions and Reference Items

Proposition No. 1: Election of 8 Directors

The term of office of all 8 Directors currently in office will expire at the closing of this General Meeting of Shareholders. In this regard, it is proposed that 8 Directors, including 4 Outside Directors, be elected.

The candidates for Directors are as follows. Among the candidates for Directors, the candidates for Outside Directors satisfy the requirements for independent officer as stipulated by the Tokyo Stock Exchange. NH Foods Ltd. has determined that the candidates for Outside Directors are deemed to be independent of NH Foods Ltd., having checked them against the “Criteria for Independence of Outside Officers” described on page 25.

The candidates for Directors are selected based on the recommendation from the Executive Nomination Committee, a voluntary committee whose majority members consist of independent officers that is chaired by a Director who is an independent officer.

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
1	 <p data-bbox="347 696 549 1032">Nobuhisa Ikawa (April 5, 1961) <9,653 shares> (Reappointment) (8 years) (19 /19 100%)</p>	<p data-bbox="584 387 1417 539">April 1985 March 2007 Joined Nippon Meat Packers, Inc. General Manager of Food Services Policy Office, Food Services Division, Sales & Marketing Division, Processed Foods Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 551 1417 674">April 2008 General Manager of Food Services Planning Office, Food Services Division, Sales & Marketing Division, Processed Foods Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 685 1417 797">March 2013 General Manager of Kansai Food Services Division, Food Services Division, Sales & Marketing Division, Processed Foods Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 808 1417 920">January 2015 General Manager of Kansai Food Services Department and Kanto Food Services Department, Food Services Division, Sales & Marketing Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 931 1417 1021">April 2015 Executive Officer, General Manager of Food Services Division, Sales & Marketing Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1032 1417 1144">April 2016 Executive Officer, General Manager of Food Services Division and General Manager of Delicatessen Department, Sales & Marketing Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1155 1417 1245">April 2017 Executive Officer, General Manager of Food Services Division, Sales & Marketing Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1256 1417 1312">April 2018 Managing Executive Officer, General Manager of Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1323 1417 1402">June 2018 Director and Managing Executive Officer, General Manager of Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1413 1417 1503">April 2020 Representative Director and Senior Managing Executive Officer, General Manager of Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1514 1417 1626">April 2021 Vice President and Representative Director (Executive Vice President), General Manager of Processed Foods Business Division and in charge of new business development of NH Foods Ltd.</p> <p data-bbox="584 1637 1417 1783">April 2022 Vice President and Representative Director (Executive Vice President), General Manager of Corporate Planning Division and in charge of Research & Development Center, new business development and Hokkaido project of NH Foods Ltd.</p> <p data-bbox="584 1794 1417 1850">April 2023 President and Representative Director (President and CEO) of NH Foods Ltd.</p> <p data-bbox="584 1861 1417 1906">April 2026 Chairperson and Director, Chairperson of the Board of Directors of NH Foods Ltd., to date</p>

Reason for nomination as a candidate for Director

Mr. Nobuhisa Ikawa, since taking office as a Director of NH Foods Ltd., has held various roles within the Company. These include serving as General Manager of Processed Foods Business Division, Vice President and Representative Director, General Manager of Corporate Planning Division, and being in charge of Research & Development Center, new business development, and Hokkaido project of NH Foods Ltd. Since April 2023, he has led business operations as President and Representative Director. Furthermore, from April 2026, he has been serving as Chairperson of the Board of Directors in the role of Chairperson and Director. In addition to encouraging active involvement of Outside Directors and their opinions and suggestions, he has contributed to further development of the Group by overseeing various measures based on the “Medium-Term Management Plan 2026,” to realize the NH Foods Group “Vision2030,” a milestone for achieving the corporate philosophy, and has fulfilled his role as a Director.

We have deemed that he is the appropriate personnel to improve the corporate governance of the Group in the future by using his rich work experience and knowledge to strengthen the supervisory function as Chairperson and Director. Accordingly, we have continued to nominate him as a candidate for Director.


Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
2	 <p data-bbox="357 663 549 757">Fumio Maeda (November 30, 1965)</p> <p data-bbox="347 797 549 824"><10,116 shares></p> <p data-bbox="347 864 549 891">(Reappointment)</p> <p data-bbox="395 931 501 958">(6 years)</p> <p data-bbox="357 999 539 1025">(19 /19 100%)</p>	<p data-bbox="584 349 746 376">April 1988</p> <p data-bbox="762 349 1422 376">Joined Nippon Meat Packers, Inc.</p> <p data-bbox="584 383 746 409">October 2002</p> <p data-bbox="762 383 1422 477">Seconded to Suehiro Restaurant System Co., Ltd. President and Representative Director of Suehiro Restaurant System Co., Ltd.</p> <p data-bbox="584 483 746 510">March 2010</p> <p data-bbox="762 483 1422 577">General Manager of Domestic Pork Department, Domestic Fresh Meats Sales Division, Fresh Meats Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 584 746 611">March 2012</p> <p data-bbox="762 584 1422 701">General Manager of Domestic Pork Department and General Manager of Domestic Products Department, Domestic Fresh Meats Sales Division, Fresh Meats Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 707 746 734">June 2012</p> <p data-bbox="762 707 1422 891">General Manager of Domestic Pork Department, General Manager of Domestic Products Department and General Manager of Oil Feedstuff and Byproducts Department, Domestic Fresh Meats Sales Division, Fresh Meats Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 898 746 925">April 2013</p> <p data-bbox="762 898 1422 992">Executive Officer, General Manager of Domestic Fresh Meats Sales Division, Fresh Meats Business Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 999 746 1025">April 2016</p> <p data-bbox="762 999 1422 1093">Executive Officer, General Manager of Sales & Logistics Operations Division, Fresh Meats Business Division of NH Foods Ltd.</p> <p data-bbox="584 1099 746 1126">April 2017</p> <p data-bbox="762 1099 1422 1193">Executive Officer, General Manager of Hams & Sausages Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1200 746 1227">April 2018</p> <p data-bbox="762 1200 1422 1317">Executive Officer, General Manager of Hams & Sausages Division and General Manager of Deli & Processed Foods Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1323 746 1350">April 2019</p> <p data-bbox="762 1323 1422 1417">Executive Officer, General Manager of Product Management Division, Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1424 746 1451">April 2020</p> <p data-bbox="762 1424 1422 1518">Managing Executive Officer, General Manager of Corporate Planning Division and in charge of Research & Development Center of NH Foods Ltd.</p> <p data-bbox="584 1525 746 1552">June 2020</p> <p data-bbox="762 1525 1422 1619">Director and Managing Executive Officer, General Manager of Corporate Planning Division and in charge of Research & Development Center of NH Foods Ltd.</p> <p data-bbox="584 1626 746 1653">April 2021</p> <p data-bbox="762 1626 1422 1742">Director and Managing Executive Officer, General Manager of Corporate Planning Division and in charge of Research & Development Center and Hokkaido project of NH Foods Ltd.</p> <p data-bbox="584 1749 746 1776">April 2022</p> <p data-bbox="762 1749 1422 1843">Director and Managing Executive Officer, General Manager of Processed Foods Business Division of NH Foods Ltd.</p> <p data-bbox="584 1850 746 1877">April 2023</p> <p data-bbox="762 1850 1422 1944">Director and Managing Executive Officer, General Manager of Fresh Meats Business Division of NH Foods Ltd.</p>

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
		<p>April 2024 Director and Senior Managing Executive Officer, General Manager of Fresh Meats Business Division of NH Foods Ltd.</p> <p>April 2025 Vice President and Director (Executive Vice President), in charge of Corporate Planning Department, Accounting & Finance Department, and Growth Strategy Project of NH Foods Ltd.</p> <p>April 2026 President and Representative Director, President and CEO of NH Foods Ltd., to date</p>
<p>Reason for nomination as a candidate for Director</p> <p>Mr. Fumio Maeda, since taking office as a Director of NH Foods Ltd., has held various roles within the Company. These include serving as General Manager of Corporate Planning Division, being in charge Research & Development Center and Hokkaido project, and serving as General Manager of Processed Foods Business Division and General Manager of Fresh Meats Business Division of NH Foods Ltd. Since April 2025, as Vice President and Director, Executive Vice President, he was in charge in charge of Corporate Planning Department, Accounting & Finance Department, and Growth Strategy Project. Furthermore, from April 2026, he has led business operations as President and Representative Director. He has contributed to further development of the Group by implementing various measures based on the “Medium-Term Management Plan 2026,” to realize the NH Foods Group “Vision2030,” a milestone for achieving the corporate philosophy, and has fulfilled his role as a Director.</p> <p>We have deemed that he is the appropriate personnel to lead the sustainable improvement of NH Foods Ltd.’s corporate value through conducting structural reform, implementing growth strategies, and fostering a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026” by using his rich work experience and knowledge for management as a Director. Accordingly, we have continued to nominate him as a candidate for Director.</p>		

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
3	 <p data-bbox="352 663 544 725">Kohei Akiyama (June 21, 1964)</p> <p data-bbox="352 763 544 792"><8,529 shares></p> <p data-bbox="347 831 549 860">(Reappointment)</p> <p data-bbox="395 898 501 927">(3 years)</p> <p data-bbox="357 965 539 994">(19 /19 100%)</p>	<p data-bbox="584 349 730 412">April 1987 March 2010</p> <p data-bbox="762 349 1358 479">Joined Nippon Meat Packers, Inc. Assistant General Manager of Public and Investor Relations Department, Corporate Management Division of Nippon Meat Packers, Inc.</p> <p data-bbox="584 483 730 512">April 2015</p> <p data-bbox="762 483 1382 546">General Manager of Human Resources Department, Corporate Management Division of NH Foods Ltd.</p> <p data-bbox="584 551 730 580">April 2018</p> <p data-bbox="762 551 1331 640">Executive Officer, General Manager of Human Resources Department, Corporate Management Division of NH Foods Ltd.</p> <p data-bbox="584 645 730 674">April 2020</p> <p data-bbox="762 645 1358 775">Executive Officer, in charge of Human Resources Department, Legal Affairs Department, General Affairs Department and Secretarial Office of NH Foods Ltd.</p> <p data-bbox="584 779 730 808">April 2021</p> <p data-bbox="762 779 1362 931">Executive Officer, in charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public and Investor Relations Department, Secretarial Office and Corporate Communications of NH Foods Ltd.</p> <p data-bbox="584 936 730 965">April 2022</p> <p data-bbox="762 936 1410 1155">Managing Executive Officer, in charge of Human Resources Department, Legal Affairs Department, Public and Investor Relations Department, Secretarial Office, Audit Department and Compliance Department, General Manager of Group Audit & Supervisory Board Members' Office, and in charge of Corporate Communications of NH Foods Ltd.</p> <p data-bbox="584 1160 730 1189">April 2023</p> <p data-bbox="762 1160 1374 1312">Managing Executive Officer, in charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public and Investor Relations Department and Secretarial Office of NH Foods Ltd.</p> <p data-bbox="584 1317 730 1346">June 2023</p> <p data-bbox="762 1317 1422 1469">Director and Managing Executive Officer, in charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public and Investor Relations Department and Secretarial Office of NH Foods Ltd.</p> <p data-bbox="584 1473 730 1503">April 2025</p> <p data-bbox="762 1473 1422 1648">Director and Managing Executive Officer, in charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public Relations Department and Secretarial Office of NH Foods Ltd.</p> <p data-bbox="584 1653 730 1682">April 2026</p> <p data-bbox="762 1653 1390 1827">Director and Senior Managing Executive Officer, in charge of General Affairs Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project of NH Foods, Ltd., to date</p>
<p data-bbox="220 1845 810 1874">Reason for nomination as a candidate for Director</p> <p data-bbox="220 1879 1422 1995">Mr. Kohei Akiyama, since taking office as a Director of NH Foods Ltd., has led business operations as the person in charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public and Investor Relations Department, and Secretarial Office of NH Foods Ltd., and since April 2026, as Director and Senior Managing Executive Officer, in charge of General Affairs</p>		

Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project of NH Foods, Ltd. He has contributed to further development of the Group by implementing various measures based on the “Medium-Term Management Plan 2026,” to realize the NH Foods Group “Vision2030,” a milestone for achieving the corporate philosophy.


We have deemed that he is the appropriate personnel to lead the sustainable improvement of NH Foods Ltd.’s corporate value through conducting structural reform, implementing growth strategies, and fostering a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026” by using his rich work experience and knowledge for management as a Director. Accordingly, we have continued to nominate him as a candidate for Director.


Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
4	 <p>Tokushi Yamasaki (February 16, 1961)</p> <p>< – shares ></p> <p>(Candidate for Outside Director) (Independent Officer) (Reappointment)</p> <p>(4 years)</p> <p>(19 /19 100%)</p>	<p>April 1985 Joined Meiji Seika Kaisha, Ltd. (current Meiji Holdings Co., Ltd.)</p> <p>July 1989 Joined Daiwa Securities Research Institute (current Daiwa Institute of Research Ltd.) Analyst of Corporate Research Department</p> <p>April 2001 Analyst of Food Sector, Corporate Research Department of Daiwa Securities Research Institute</p> <p>January 2008 Analyst of Food Sector, Corporate Research Department of Daiwa Securities SMBC Co. Ltd. (current Daiwa Securities Co. Ltd.)</p> <p>February 2015 Strategist of Invest Strategy Department of Daiwa Securities Co. Ltd.</p> <p>October 2015 Product Manager of Equity Research Department of Daiwa Securities Co. Ltd.</p> <p>March 2019 Retired from Daiwa Securities Co. Ltd.</p> <p>June 2019 Outside Audit & Supervisory Board Member of NH Foods Ltd.</p> <p>June 2022 Outside Director of NH Foods Ltd., to date</p>
<p>Reason for nomination as a candidate for Outside Director and expected roles, etc.</p> <p>Mr. Tokushi Yamasaki, since taking office as a Director of NH Foods Ltd., has actively shared his opinions as chairperson of the Compensation Committee and a member of the Executive Nomination Committee and the Sustainability Committee, and has fulfilled his role as an Outside Director of NH Foods Ltd.</p> <p>He has professional knowledge and abundant experience as a securities analyst. Therefore, we expect him to provide us with valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026.”</p> <p>For these reasons, we have deemed him to be the appropriate personnel to oversee the execution of business as an independent Outside Director, and so have continued to nominate him as a candidate for Outside Director.</p> <p>Matters related to independence</p> <p>Mr. Tokushi Yamasaki satisfies the “Criteria for Independence of Outside Officers” described on page 25 and the requirements for independent officer as stipulated by the Tokyo Stock Exchange, and we have registered him as an independent officer with the Exchange.</p>		


Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
5	 <p>Hiroko Miyazaki (December 17, 1969)</p> <p><700 shares></p> <p>(Candidate for Outside Director) (Independent Officer) (Reappointment)</p> <p>(2 years)</p> <p>(19 /19 100%)</p>	<p>April 1996 Completed an apprenticeship at the Legal Training and Research Institute of the Supreme Court of Japan</p> <p>April 1996 Registered as an attorney at law Joined Showa Law Office (current Jones Day)</p> <p>December 2001 Joined Asahi Koma Law Office (current Nishimura & Asahi (Gaikokuho Kyodo Jigyo))</p> <p>September 2004 Joined Davis Wright Tremaine LLP, Seattle, USA</p> <p>January 2005 Registered as an attorney at law in New York State</p> <p>April 2006 Returned to Asahi Koma Law Office (current Nishimura & Asahi (Gaikokuho Kyodo Jigyo))</p> <p>May 2007 Head of Legal Department, Japan Lead Legal Counsel of Dell Inc.</p> <p>April 2013 Director of Legal and Compliance of Alcon Japan Ltd.</p> <p>April 2014 Part-time Lecturer of the Department of Law, the Faculty of Law, Keio University</p> <p>July 2017 Executive Officer, General Counsel of 3M Japan Limited</p> <p>June 2021 President and Representative Director of 3M Japan Limited</p> <p>January 2024 Counsel of GI&T Law Office, LC, to date</p> <p>June 2024 Outside Director of NH Foods Ltd., to date Outside Audit & Supervisory Board Member, Marubeni Corporation, to date</p> <p>June 2025 Outside Director (Audit & Supervisory Committee Member) of Dream Incubator Inc., to date</p> <p>(Important concurrent offices) Counsel of GI&T Law Office, LC Outside Audit & Supervisory Board Member of Marubeni Corporation (Scheduled to take office as Outside Member of the Board and Audit Committee Member on June 19, 2026) Outside Director (Audit & Supervisory Committee Member) of Dream Incubator Inc.</p>
<p>Reason for nomination as a candidate for Outside Director and expected roles, etc.</p> <p>Ms. Hiroko Miyazaki, since taking office as a Director of NH Foods Ltd., has actively shared her opinions as a member of the Executive Nomination Committee, the Compensation Committee, and the Risk Management Committee, and has fulfilled her role as an Outside Director of NH Foods Ltd.</p> <p>She has extensive experience in corporate management through serving as legal director and president and representative director at global companies. Therefore, we expect her to provide us with valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium- Term Management Plan 2026.” For these reasons, we have deemed her to be the appropriate personnel to oversee the execution of business as an independent Outside Director, and so have continued to nominate her as a candidate for Outside Director.</p> <p>Special note</p> <p>Although there is a business relationship between the Company and Marubeni Corporation, where Ms. Hiroko Miyazaki serves as an outside Audit & Supervisory Board member, it is minimal, accounting for less than 1% of each company’s consolidated net sales, and is not considered to affect her independence.</p>		

Matters related to independence

Ms. Hiroko Miyazaki satisfies the “Criteria for Independence of Outside Officers” described on page 25 and the requirements for independent officer as stipulated by the Tokyo Stock Exchange, and we have registered her as an independent officer with the Exchange.

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
6	 <p>Masahiko Koyama (April 9, 1956)</p> <p>< – shares ></p> <p>(Candidate for Outside Director) (Independent Officer) (Reappointment)</p> <p>(1 year)</p> <p>(14 /14 100%)</p>	<p>March 1979 Joined Prince Hotels Inc. (current SEIBU REAL ESTATE INC.)</p> <p>June 2018 Representative Director, CEO and President of Prince Hotels Inc.</p> <p>December 2021 Representative Director of Seibu Prince Hotels Worldwide Inc.</p> <p>April 2022 Representative Director, CEO and President of Seibu Prince Hotels Worldwide Inc.</p> <p>July 2024 Advisor to Field Management Inc., to date</p> <p>April 2025 President and Representative Director of NW Corporation Inc., to date</p> <p>June 2025 Outside Director of NH Foods Ltd., to date</p> <p>Councilor, The Japan Education Centre for the Hotel Industry, to date</p> <p>Councilor, The Ritsumeikan Trust, to date</p> <p>(Important concurrent offices)</p> <p>President and Representative Director of NW Corporation Inc.</p> <p>Advisor to Field Management Inc.</p> <p>Councilor, The Japan Education Centre for the Hotel Industry</p> <p>Councilor, The Ritsumeikan Trust</p>
<p>Reason for nomination as a candidate for Outside Director and expected roles, etc.</p> <p>Since taking office as Director of NH Foods Ltd., Mr. Masahiko Koyama has actively shared his opinions as a member of the Executive Nomination Committee, the Compensation Committee, and the Risk Management Committee, and has fulfilled his role as Outside Director of NH Foods Ltd.</p> <p>Mr. Masahiko Koyama has extensive corporate management experience, including serving as president and representative director in the hotel and leisure industry. We, therefore, expect him to provide us with valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium- Term Management Plan 2026.” For these reasons, we have deemed him to be the appropriate personnel to oversee the execution of business as an independent Outside Director, and so have continued to nominate him as a candidate for Outside Director.</p> <p>Matters related to independence</p> <p>Mr. Masahiko Koyama satisfies the “Criteria for Independence of Outside Officers” described on page 25 and the requirements for independent officer as stipulated by the Tokyo Stock Exchange, and we have registered him as an independent officer with the Exchange.</p>		

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
7	 <p data-bbox="331 696 560 898">Teruyuki Asayama (April 16, 1971) < 181 shares> (New appointment)</p>	<p data-bbox="587 383 1401 510">April 1996 April 2020 Joined Nippon Meat Packers, Inc. General Manager of Frozen Pork Department, Imported Fresh Meats Sales Division, Fresh Meats Business Division of NH Foods Ltd.</p> <p data-bbox="587 510 1401 607">April 2021 General Manager of Imported Products Department, Imported Fresh Meats Sales Division, Fresh Meats Business Division of NH Foods Ltd.</p> <p data-bbox="587 607 1401 703">April 2022 Seconded to Nippon White Farm Co., Ltd. President and Representative Director of Nippon White Farm Co., Ltd.</p> <p data-bbox="587 703 1401 799">April 2024 Seconded to NH Foods Australia Pty. Ltd. Vice President and Director of NH Foods Australia Pty. Ltd.</p> <p data-bbox="587 799 1401 896">April 2025 Executive Officer, General Manager of Australia Business Division, Fresh Meats Business Division of NH Foods, Ltd. Managing Director of NH Foods Australia Pty. Ltd.</p> <p data-bbox="587 896 1401 1048">April 2026 Executive Officer, in charge of Corporate Strategy Department, Accounting & Finance Department, and Medium-Term Management Plan Project of NH Foods, Ltd., to date</p>
<p data-bbox="215 1055 810 1084">Reason for nomination as a candidate for Director</p> <p data-bbox="215 1084 1426 1406">Mr. Teruyuki Asayama, in addition to having experience in domestic procurement and sales in the Fresh Meats Business, has over 10 years of overseas experience. From April 2025, as Executive Officer, General Manager of Australia Business Division, Fresh Meats Business Division of NH Foods, Ltd. and Managing Director of NH Foods Australia Pty. Ltd., he has acquired abundant experience on global business management. Furthermore, from April 2026, he has led business management, as Executive Officer in charge of Corporate Strategy Department, Accounting & Finance Department, and Medium-Term Management Plan Project of NH Foods, Ltd. He has contributed to further development of the Group by implementing various measures based on the “Medium-Term Management Plan 2026,” to realize the NH Foods Group “Vision2030,” a milestone for achieving the corporate philosophy.</p> <p data-bbox="215 1406 1426 1597">We have deemed that he is the appropriate personnel to lead the sustainable improvement of NH Foods Ltd.’s corporate value through conducting structural reform, implementing growth strategies, and fostering a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026” by using his rich work experience and knowledge for management as a Director. Accordingly, we have continued to nominate him as a candidate for Director.</p>		

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
8	 <p>Hiroko Ohtani (Name recorded in family register: Hiroko Maeda) (November 25, 1964)</p> <p>< – shares ></p> <p>(Candidate for Outside Director) (Independent Officer) (New appointment)</p>	<p>April 1987 Joined Nippon Telegraph and Telephone Corporation (Current NTT, Inc.)</p> <p>September 2014 Executive Officer, Head of Marketing, Kellogg Japan G.K.</p> <p>March 2019 Deputy Senior Vice President, Deputy Division Director of Marketing Strategy Division, Lawson, Inc.</p> <p>March 2020 Senior Vice President, Deputy Division Director of Marketing Strategy Division, Deputy Division Director of Merchandising Division, Lawson, Inc.</p> <p>March 2022 Senior Vice President, General Manager of CS Promotion Office, Lawson, Inc.</p> <p>March 2023 Director and Vice President, Häagen-Dazs Japan, Inc. Managing Director Japan, General Mills, Inc.</p>
<p>Reason for nomination as a candidate for Outside Director and expected roles, etc.</p> <p>Ms. Hiroko Ohtani has extensive corporate management experience, including serving as Executive Officer in charge of marketing at a food company and a major convenience store chain, as well as Director and Vice President at a joint venture between a major U.S. food company and Japanese companies.</p> <p>We expect her to provide us with valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026” by using her extensive experience and deep insight. For these reasons, we have deemed her to be the appropriate personnel to oversee the execution of business as an independent Outside Director, and so have nominated her as a candidate for Outside Director.</p> <p>Matters related to independence</p> <p>Ms. Hiroko Ohtani satisfies the “Criteria for Independence of Outside Officers” described on page 25 and the requirements for independent officer as stipulated by the Tokyo Stock Exchange, and we have registered her as an independent officer with the Exchange.</p>		

- (Notes)
1. No candidates for Directors have a special relation of interest with NH Foods Ltd.
 2. The number of shares of NH Foods Ltd. held by each candidate represents the number of shares held at the end of the current fiscal year (March 31, 2026). The number of shares of NH Foods Ltd. held by Mr. Teruyuki Asayama refers to his holdings through the “Nipponham Group Officers’ Stock Ownership Plan.”
 3. Liability limitation agreement with Outside Directors:

NH Foods Ltd., to allow it to hire useful human resources as candidates for Outside Directors, provides in its Articles of Incorporation currently in effect that it may enter into an agreement with any Outside Directors to limit the liability to NH Foods Ltd. for any damages to a certain extent.

Accordingly, NH Foods Ltd. has entered into such a liability limitation agreement with candidates for Outside Directors Mr. Tokushi Yamasaki, Ms. Hiroko Miyazaki, and Mr. Masahiko Koyama. In addition, NH Foods Ltd. plans to enter into such a liability limitation agreement with Ms. Hiroko Ohtani, subject to the approval of her election under this proposition.

The outline of the content of such agreement is as follows:

 - If any Outside Director is liable to NH Foods Ltd. for any damages arising from a default in his/her duties, he/she shall be liable within the minimum liability amount as provided for in Article 425, paragraph 1 of the Companies Act of Japan.
 - The above-mentioned liability limitation shall apply only if and when the Outside Director is in good faith and with no gross negligence in the performance of his/her duties that caused such liability.
 3. Outline of details of a directors and officers liability insurance contract for the candidates for Directors as the insured:

NH Foods, Ltd. has entered into a directors and officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. In the event of a claim for damages submitted by a shareholder or a third party, etc., said insurance contract shall compensate for damages, including compensation for damages and legal expenses to be borne by the insured. All candidates for Directors will be included as the insured under said insurance contract. NH Foods, Ltd. plans to renew the insurance contract with the same terms at the time of the next renewal.

(Reference) Views on Composition and Necessary Skills of Board of Directors

- The Company sets delivering “*the joy of eating*” as our corporate philosophy and our goal is to establish a business model that aims to maximize the corporate value by integrating enhancement of the business value with resolutions of social issues such as the “global environment,” “food,” and “health,” which are essential for a sustainable stable supply cycle of proteins. The Board of Directors of the Company is responsible for appropriately overseeing the formulation and execution of the Company’s long-term vision (“Vision2030”) and business plans which aim to realize the above goal, from the viewpoint of stakeholders including consumers.
- For this reason, based on the long-term vision, the Medium-Term Management Plan and the NH Foods Group Fundamental Policy on Corporate Governance, etc., we plotted and visualized as a skill matrix, in addition to core and fundamental skills related to overall management, the skills and experience required for members of the Board of Directors as well as the Company’s unique skills for realizing its long-term vision, such as a “consumer viewpoint.” In addition, through deliberation by the Executive Nomination Committee, the Company selects human resources that satisfy the requirements of each skill item in a well-balanced manner and composes the Board of Directors accordingly with consideration of diversity as well.

Skill Matrix of Candidates for Directors

No.	Inside / Outside Director	Name	Experience / Expertise				
			Corporate management	International experience	Global environment / Sustainability	Consumer perspective / Marketing / R&D	Finance / Accounting / Risk management
1	Inside	Nobuhisa Ikawa	●			●	
2	Inside	Fumio Maeda	●		●	●	●
3	Inside	Kohei Akiyama	●				●
4	Outside	Tokushi Yamasaki			●		●
5	Outside	Hiroko Miyazaki	●	●			●
6	Outside	Masahiko Koyama	●			●	
7	Inside	Teruyuki Asayama	●	●			
8	Outside	Hiroko Ohtani	●	●		●	

[Board Diversity]

■ Percentage of Outside Directors



■ Percentage of Female Directors




Proposition No. 2: Election of 2 Audit & Supervisory Board Members

Audit & Supervisory Board Member Nobuyuki Tazawa will retire, and the term of office of Audit & Supervisory Board Member Shigeru Nishiyama will expire at the closing of this General Meeting of Shareholders. In this regard, it is proposed that 2 Audit & Supervisory Board Members be elected. With respect to the submission of this proposition, prior consent has been obtained from the Audit & Supervisory Board.

The candidates for Audit & Supervisory Board Members are as follows.

The candidates for Audit & Supervisory Board Member are selected based on the recommendation from the Executive Nomination Committee, a voluntary committee whose majority members consist of independent officers and chaired by a Director who is an independent officer.

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
1	 <p>Shigeru Nishiyama (October 27, 1961)</p> <p>< – shares ></p> <p>(Candidate for Outside Audit & Supervisory Board Member) (Independent Officer) (Reappointment)</p> <p>(4 years)</p> <p>(Number of attendances at the Board of Directors meetings: (19 /19 100%) (Number of attendances at the Audit & Supervisory Board meetings: (19 /19 100%)</p>	<p>April 1984 Joined Sanwa & Co. (current Deloitte Touche Tohmatsu LLC)</p> <p>March 1987 Registered as certified public accountant</p> <p>August 1995 Retired from Tohmatsu & Co. (current Deloitte Touche Tohmatsu LLC)</p> <p>April 2002 Associate Professor of Waseda University Graduate School</p> <p>April 2006 Professor of Waseda University Graduate School, to date</p> <p>June 2019 Substitute Audit & Supervisory Board Member of NH Foods, Ltd.</p> <p>June 2021 Outside Director of TOKYO ENERGY & SYSTEMS INC., to date</p> <p>June 2022 Audit & Supervisory Board Member of NH Foods Ltd., to date</p> <p>February 2026 External Corporate Auditor of Money Forward, Inc.</p> <p>(Important concurrent offices) Professor of Waseda University Graduate School Outside Director of TOKYO ENERGY & SYSTEMS INC. External Corporate Auditor of Money Forward, Inc.</p>

Reason for nomination as a candidate for Outside Audit & Supervisory Board Member

Since taking office as Audit & Supervisory Board Member of NH Foods Ltd., Mr. Shigeru Nishiyama has been actively sharing his opinions as an observer of the Sustainability Committee, and fulfilling his role as Outside Audit & Supervisory Board Member of NH Foods Ltd.

We have deemed him to be the appropriate personnel to contribute to strengthening the functions of the Audit & Supervisory Board of NH Foods Ltd., because of his professional standpoint and abundant experience as a certified public accountant and a college professor, and so have continued to nominate him as a candidate for Outside Audit & Supervisory Board Member.

Matters related to independence

Mr. Shigeru Nishiyama satisfies the “Criteria for Independence of Outside Officers” described on page 25 and the requirements for independent officer as stipulated by the Tokyo Stock Exchange, and we have registered him as an independent officer with the Exchange.

Candidate No.	Name (Date of birth) <Number of shares of NH Foods Ltd. held by candidate>	Brief history
2	 <p data-bbox="363 663 541 792">Yoshitaka Hasegawa (February 26, 1963)</p> <p data-bbox="355 831 549 860"><2,535 shares></p> <p data-bbox="331 898 572 927">(New appointment)</p>	<p data-bbox="584 349 727 412">April 1987 March 2009</p> <p data-bbox="759 349 1366 443">Joined Nippon Meat Packers, Inc. Assistant General Manager, Accounting & Finance Department of Nippon Meat Packers, Inc.</p> <p data-bbox="584 450 727 479">April 2016</p> <p data-bbox="759 450 1385 544">General Manager of Accounting & Finance Department, Corporate Management Division of NH Foods Ltd.</p> <p data-bbox="584 551 727 580">April 2021</p> <p data-bbox="759 551 1390 645">Executive Officer, General Manager, Accounting & Finance Department, in charge of the General Affairs Department of NH Foods Ltd.</p> <p data-bbox="584 651 727 680">April 2023</p> <p data-bbox="759 651 1398 768">Executive Officer, in charge of Audit Department and Compliance Department, General Manager of Group Audit & Supervisory Board Members' Office of NH Foods Ltd.</p> <p data-bbox="584 775 727 804">April 2024</p> <p data-bbox="759 775 1353 898">Managing Executive Officer, in charge of Audit Department and Compliance Department, General Manager of Group Audit & Supervisory Board Members' Office of NH Foods Ltd.</p> <p data-bbox="584 904 727 934">April 2026</p> <p data-bbox="759 904 1166 934">Advisor of NH Foods Ltd., to date</p>
<p data-bbox="213 965 1139 994">Reason for nomination as a candidate for Audit & Supervisory Board Member</p> <p data-bbox="213 999 1406 1155">Mr. Yoshitaka Hasegawa is mainly engaged in operations related to accounting, finance, and taxation, and since his appointment as Executive Officer of NH Foods Ltd., he has served as General Manager of Accounting & Finance Department, in charge of the General Affairs Department; in charge of Audit Department and Compliance Department, and General Manager of Group Audit & Supervisory Board Members' Office of NH Foods Ltd., with extensive experience and insight.</p> <p data-bbox="213 1160 1394 1245">For these reasons, we have deemed him to be the appropriate personnel to contribute to strengthening the functions of the Company's Audit & Supervisory Board, and have nominated him as a candidate for Audit & Supervisory Board Member.</p>		

- (Notes) 1. No candidate for Audit & Supervisory Board Member has a special relation of interest with NH Foods Ltd.
2. The number of shares of NH Foods Ltd. held by each candidate represents the number of shares held at the end of the current fiscal year (March 31, 2026).
3. Liability limitation agreement with Outside Audit & Supervisory Board Members:
NH Foods Ltd., to allow it to hire useful human resources as candidates for Outside Audit & Supervisory Board Member, provides in its Articles of Incorporation currently in effect that it may enter into an agreement with any Outside Audit & Supervisory Board Member to limit the liability to NH Foods Ltd. for any damages to a certain extent. Accordingly, NH Foods Ltd. has entered into such a liability limitation agreement with the candidate for Outside Audit & Supervisory Board Member, Mr. Shigeru Nishiyama.

The outline of the content of such agreement is as follows:

- If any Outside Audit & Supervisory Board Member is liable to NH Foods Ltd. for any damages arising from a default in his/her duties, he/she shall be liable within the minimum liability amount as provided for in Article 425, paragraph 1 of the Companies Act of Japan.
 - The above-mentioned liability limitation shall apply only if and when the Outside Audit & Supervisory Board Member is in good faith and with no gross negligence in the performance of his/her duties that caused such liability.
4. Outline of details of a directors and officers liability insurance contract for the candidate for Audit & Supervisory Board Member as the insured:
NH Foods, Ltd. has entered into a directors and officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. In the event of a claim for damages submitted by a shareholder or a third party, etc., said insurance contract shall compensate for damages including compensation for damages and legal expenses to be borne by the insured. The candidate for Audit & Supervisory Board Member will be included as the insured under said insurance contract. NH Foods Ltd. plans to renew the insurance contract with the same terms at the time of the next renewal.

[Reference] Criteria for Independence of Outside Officers (Based on the resolution at the meeting of the Board of Directors held on December 14, 2018)

“Criteria for Independence of Outside Officers”

NH Foods Ltd. determines that an Outside Officer or a candidate for Outside Officer of NH Foods Ltd. is independent of NH Foods Ltd. in cases where said Outside Officer or said candidate is deemed not to fall under any of the following:

1. A person who is or was a director (excluding outside director), executive, executive officer, or employee (the “executor of business”) of NH Foods Ltd., its subsidiary or its equity method affiliate (the “Group”);
2. A major shareholder of NH Foods Ltd. (Note 1) or the executor of business thereof, or the executor of business of an entity of which the Group is a major shareholder in the past five fiscal years including the current fiscal year;
3. A principal business partner (Note 2) of the Group or the executor of business thereof, in the past five fiscal years including the current fiscal year;
4. A recipient of a donation of 10 million yen or more in a fiscal year from the Group in the past five fiscal years including the current fiscal year (in cases where said recipient is a corporation, association, or any other organization, this shall mean a person who belongs to such organization);
5. An attorney at law, certified public accountant, consultant of various types, or any other professional service provider who received a fee of 10 million yen or more in a fiscal year from the Group, apart from the executive compensation, in the past five fiscal years including the current fiscal year (in cases where said service provider is a corporation, association, or any other organization, this shall mean a person who belongs to such organization);
6. (i) In the case of determining the independence of an Outside Director, a spouse or relative within the third degree of kinship of any person of material importance (Note 3) among those that fall under any of the above 1. through 5.;
- (ii) In the case of determining the independence of an Outside Audit & Supervisory Board Member, a spouse or relative within the third degree of kinship of any person of material importance (Note 3) among those that fall under any of the above 1. through 5., or a spouse or relative within the third degree of kinship of a person who is or was a director (including an outside director) or accounting advisor of the Group; and
7. The executor of business of an entity in a relationship of reciprocal appointment of outside officers (Note 4) with NH Foods Ltd.

- (Notes)
1. “Major shareholder” refers to a direct or indirect holder of voting rights accounting for no less than 10% of all voting rights.
 2. “Principal business partner” refers to a company whose amount of payment or receipt in transactions with the Group accounts for 2% or more of the consolidated net sales of the Group or the business partner.
 3. “Person of material importance” refers to an executive director, executive, executive officer, or employee in the position of General Manager or higher in the case of 1. through 4. above, while referring to a certified public accountant belonging to each accounting firm, or attorney at law belonging to each law firm in the case of 5. above.
 4. “Reciprocal appointment of outside officers” refers to accepting as outside officer of NH Foods Ltd. an executor of business of a company in which the executor of business of the Group currently serves as an outside officer.

(Attached document)

BUSINESS REPORT

(For the period from April 1, 2025 to March 31, 2026)

1. Matters concerning the situations of the Group (NH Foods Ltd. and its subsidiaries):

(1) Business trends and achievements:

In the food industry in the fiscal year under review, companies were compelled to raise prices against a backdrop of the continuing depreciation of the yen, persistently high raw material and fuel costs, rising logistics and labor costs, but inbound demand shored up the recovery in consumption. However, the frugal mindset among consumers prevailed, and the trend of selective spending continued. Moreover, concerns about U.S. protectionist trade policies (the so-called “Trump tariffs”) have cast a shadow over financial markets and trade, leading to a persistently difficult earnings environment.

In the fiscal year ending March 31, 2027, personal consumption is expected to gradually recover, supported by the steady improvement in the income environment and various economic policy measures. However, in addition to concerns over a global economic slowdown triggered by trends in U.S. trade policies, soaring crude oil prices precipitated by the prolonged and extensive conflict in the Middle East will become major risk factors. As a result, there are concerns that raw material and fuel costs, as well as logistics costs, will be pushed even further and become a major source of concern that could inhibit a robust economic recovery.

Amid such conditions, the fiscal year under review marked the second year of our “Medium-Term Management Plan 2026.” With co-creation and challenge as our key concepts, we steadily pursued “structural reforms,” “growth strategies,” and “culture change” to reinforce our earnings base and improve capital efficiency, while striving to enhance corporate value and evolve into a company capable of achieving sustainable growth. Furthermore, we integrated the Overseas Business Division into the Processed Foods Business Division and Fresh Meats Business Division, thereby accelerating our commitment to “maximizing value across our value chain” from a company-wide perspective and “global strengthening.”

As a result of these efforts, consolidated net sales for the year ended March 31, 2026 increased by 86,838 million yen (up 6.3%) from the previous fiscal year to 1,457,391 million yen, thanks to the growth in sales volume in the Domestic Chicken Business and strong beef production and sales in the Australia Business Division.

Business profit increased by 25,802 million yen (up 60.7%) from the previous fiscal year to 68,342 million yen, mainly because of an improved product mix and optimized production in the Processed Foods Business, as well as the significant growth in the Domestic Chicken and Australia Beef Businesses, and the dramatic growth of the Ballpark Business. Profit before tax increased by 17,347 million yen (up 46.6%) from the previous fiscal year to 54,545 million yen and profit attributable to owners of the parent increased by 8,481 million yen (up 31.9%) from the previous fiscal year to 35,066 million yen.

(Note) Business profit is calculated by deducting cost of goods sold and selling, general and administrative expenses from net sales, and accounting for foreign exchange gains and losses determined by the Group, while excluding adjustments in accordance with IFRS Accounting Standards and non-recurring items.

Processed Foods Business Division

Percentage of total net sales: 36.4%

Net sales

- Sales of hams and sausages decreased 4.8% from the previous year due to the discontinuation of unprofitable products despite the robust growth in sales volume of “*SCHAU ESSEN.*”
- Sales of deli products decreased 2.9% from the previous year due to a delayed recovery in sales of our mainstay brands, such “*Chuka Meisai*” and “*Chikichiki Bone,*” despite the strong sales of pizza.
- Overseas sales increased by 5.0% due to an increase in manufacturing volume as a result of the acquisition of a manufacturing plant in North America and an increase in local sales in the ASEAN markets.

Business profit

- Business profit decreased by 2,800 million yen from the previous fiscal year. This is attributable to the one-time increase in costs in domestic processing and sluggish factory operating rates in the Overseas Business, despite increased profitability as a result of establishing an optimized production system in Japan.

Fresh Meats Business Division

Percentage of total net sales: 71.0%

Net sales

- Driven by robust domestic demand, the unit price for domestic chicken rose; likewise, the unit price of Australian beef also rose with the increase in headcount of Australian beef cattle and the high levels of global demand for beef. In the domestic sales sections, we were able to set appropriate prices and maintain sales volume. As a result, net sales increased.

Business profit

- In addition to improving the productivity and increasing the headcount of Australian beef cattle, we were successful in implementing sales measures that focused on identifying optimal markets commensurate with demand. The production sections were also able to secure profit amid the rising market price of domestic chicken. As a result, business profit increased.

Ballpark Business

Percentage of total net sales: 2.1%

Net sales and Business profit

- Due to the strong performance of the team and having provided various services to raise customer satisfaction, on both game and non-game days, we achieved a record number of visitors to the stadium.
- As a result of the large number of visitors, ticket and restaurant revenues increased, leading to increases in both net sales and business profit.

(2) Net sales of the Group by segment:

Category	Amount (Millions of yen)	Year on year (%)	Component ratio (%)
Processed Foods Business Division	530,339	99.4	36.4
Fresh Meats Business Division	1,034,133	108.1	71.0
Ballpark Business	31,027	115.0	2.1
Eliminations, adjustments and others	(138,108)	–	(9.5)
Total	1,457,391	106.3	100.0

(Note) In April 2025, the Overseas Business Division was discontinued, and the business divisions were reorganized into a two-business division system consisting of the Processed Foods Business Division and the Fresh Meats Business Division. In conjunction with this change, all overseas subsidiaries and affiliates that had been under the Overseas Business Division were transferred to either the Processed Foods Business Division or the Fresh Meats Business Division. Additionally, segment information for the previous fiscal year has been reclassified into the reporting segments after the change.

(For reference) Net sales by product category:

Category	Amount (Millions of yen)	Year on year (%)	Component ratio (%)
Hams and sausages	122,224	93.6	8.4
Processed foods	265,966	109.0	18.2
Fresh meats	952,710	107.3	65.4
Dairy products	41,046	102.7	2.8
Others	75,445	110.9	5.2
Total	1,457,391	106.3	100.0

(3) State of capital expenditures:

The Group has created an integration system that covers all aspects of its operations—from farming to processing, production, distribution and sales—and invests in fixed assets as necessary to enhance, rationalize, and strengthen this system.

These investments totaled approximately 33.3 billion yen (including software) for the fiscal year. The principal investments are as described below.

Business division	Amount invested (millions of yen)	Nature and objective of capital expenditures
Processed Foods	12,516	To upgrade and expand production facilities for hams and sausages, and processed foods To upgrade production facilities for dairy products
Fresh Meats	13,376	To upgrade, refurbish and newly establish production and breeding facilities and processing facilities for fresh meats To improve sales facilities
Ballpark	4,487	To expand and enhance facilities related to the Ballpark Business
Others	2,969	To promote DX (digital transformation)

(4) State of financing:

The Company borrowed ¥43.0 billion from financial institutions to appropriate the funds for working capital and to fund the acquisition of treasury stock, among others.

(5) Changes in the state of financial position and income and loss:

(Unit: millions of yen, except where noted)

Category	IFRS Accounting Standards			
	78th (from April 1, 2022 to March 31 2023)	79th (from April 1, 2023 to March 31 2024)	80th (from April 1, 2024 to March 31 2025)	81st (from April 1, 2025 to March 31 2026)
Net sales	1,259,792	1,303,432	1,370,553	1,457,391
Profit before tax	22,162	40,599	37,198	54,545
Profit attributable to owners of the parent	16,637	28,078	26,585	35,066
Earnings per share (basic) (yen)	162.44	273.70	263.05	361.13
Earnings per share (diluted) (yen)	162.42	—	—	—
Total assets	937,155	958,237	949,272	997,477
Total equity attributable to owners of the parent	492,913	527,503	524,293	536,940
Total equity attributable to owners of the parent per share (yen)	4,808.70	5,138.81	5,299.55	5,704.03

- (Notes) 1. The Company classified the beef business relating to Breeders & Packers Uruguay S. A. as discontinued operations in the 78th and 79th fiscal years.
2. “Earnings per share (basic)” is computed on the basis of the weighted-average number of common shares outstanding during the year. “Earnings per share (diluted)” is computed on the basis of the sum of the weighted-average number of common shares outstanding plus the dilutive effect of shares issuable through stock options and convertible bonds. “Total equity attributable to owners of the parent per share” is calculated on the basis of the total number of common shares outstanding as of the end of the year. The weighted-average number of common shares outstanding during the year and the total number of common shares outstanding as of the end of the year are calculated by excluding the number of shares of treasury stock. The number of shares of treasury stock include the shares of NH Foods Ltd. held by the officers compensation BIP Trust, due to the adoption of the performance-based stock compensation plan for officers.
3. From the 79th fiscal year, “Earnings per share (diluted)” is not stated because no potential shares with dilutive effect existed.

(6) Main businesses (as of March 31, 2026):

Category	Business
Hams and sausages	Production and sales of hams and sausages
Processed foods	Production and sales of processed foods
Fresh meats	Production and farming of livestock, and processing, packing, import and sales of fresh meats
Dairy products	Production and sales of yogurts, cheese, etc.
Others	Ballpark business, cold and freezing warehouse business, transportation business, and production and sales of processed marine products

(7) Main business offices and factories (as of March 31, 2026)

Head office of NH Foods Ltd.	4-9, Umeda 2-chome, Kita-ku, Osaka
Branch office of NH Foods Ltd.	1-1, Osaki 2-chome, Shinagawa-ku, Tokyo
Laboratory	Research & Development Center (Ibaraki)
Production sites of NH Foods Ltd.	Isahaya Plant (Nagasaki)
Other domestic production sites	Nippon White Farm Co., Ltd. (Aomori), Nippon Clean Farm Ltd. (Aomori), Nipponham Processed Foods Ltd. (Mie), Nipponham Factory Ltd. (Shizuoka), Nipponham Delicatessen Ltd. (Niigata), Nippon Food Packer, Inc. (Aomori), Nipponham Southwest Ltd. (Miyazaki), Nipponham Northeast Ltd. (Yamagata), Nipponham Hokkaido Factory Ltd. (Hokkaido)
Other domestic production and sales sites	Hoko Co., Ltd. (Tokyo), Nippon Pure Food, Inc. (Tokyo), Nippon Luna, Inc. (Kyoto)
Domestic sales sites of NH Foods Ltd.	Tokyo, Osaka
Other domestic sales sites	Nishi Nippon Food, Inc. (Fukuoka), Higashi Nippon Food, Inc. (Hokkaido), Kanto Nippon Food, Inc. (Tokyo), Naka Nippon Food, Inc. (Osaka), NH Foods marketing, Ltd. (Tokyo), Japan Food Corporation (Tokyo)
Overseas production sites	Ege-Tav Ege Tarım Hayvancılık Yatırım Ticaret ve Sanayi Anonim Şirketi (Turkey), Whyalla Beef Pty. Ltd. (Australia) Thai NipponFoods Co., Ltd. (Thailand) Thomas Borthwick & Sons (Australia) Pty. Ltd. (Australia) Oakey Beef Exports Pty. Ltd. (Australia)
Overseas sales sites	NH Foods Australia Pty. Ltd. (Australia) Day-Lee Foods, Inc. (U.S.A.)

(8) State of employees (as of March 31, 2026):

Number of employees		Increase (decrease) from the end of the previous fiscal year
Processed Foods Business	7,502	+66
Fresh Meats Business Division	7,356	-21
Ballpark Business	159	+10
Other/Group-wide (common)	773	+3
Total	15,790	+58

- (Notes) 1. The number of employees represents the number of those actually at work (such number excludes employees of the Group seconded to any non-group company, but includes employees of any non-group company seconded to the Group).
2. The number of employees does not represent temporary employees (10,083 employees on average during the period).
3. The number of employees (representing the number of those actually at work) of NH Foods Ltd. was 1,198, a decrease of 35 from March 31, 2025.

(9) Important subsidiaries, etc. (as of March 31, 2026):

(i) Important subsidiaries

Company	Capital	Ratio of voting rights held by NH Foods Ltd.	Main business
Ege-Tav Ege Tarım Hayvancılık Yatırım Ticaret ve Sanayi Anonim Şirketi	TL1,003,100,000	100.0%	Farming and breeding, packing and sales of livestock
NH Foods Australia Pty. Ltd.	A\$106,500,000	100.0%	Sales of fresh meats and others
Hoko Co., Ltd.	¥3,040 million	100.0%	Production and sales of processed marine products, canned foods, and dairy products
Day-Lee Foods, Inc.	US\$17,320,000	100.0%	Sales of fresh meats and others, and production and sales of processed foods
Nippon White Farm Co., Ltd.	¥1,560 million	100.0%	Farming and breeding, and packing of livestock
Nippon Clean Farm Ltd.	¥1,301 million	100.0%	Farming and breeding of livestock
Nipponham Factory Ltd.	¥1,000 million	100.0%	Production of hams and sausages
Nipponham Processed Foods Ltd.	¥1,000 million	100.0%	Production of processed foods
Nipponham Delicatessen Ltd.	¥489 million	100.0%	Production of processed foods
Nishi Nippon Food, Inc.	¥480 million	100.0%	Sales of fresh meats and others
Nippon Food Packer, Inc.	¥470 million	100.0%	Processing, packing and sales of livestock
Higashi Nippon Food, Inc.	¥450 million	100.0%	Sales of fresh meats and others
Kanto Nippon Food, Inc.	¥450 million	100.0%	Sales of fresh meats and others
Naka Nippon Food, Inc.	¥450 million	100.0%	Sales of fresh meats and others
Nippon Pure Food, Inc.	¥410 million	100.0%	Processing and sales of livestock
Nippon Luna, Inc.	¥397 million	100.0%	Production and sales of lactic acid probiotic beverages
Nipponham Southwest Ltd.	¥360 million	100.0%	Production of hams and sausages, and processed foods
NH Foods marketing, Ltd.	¥307 million	100.0%	Sales of hams and sausages, and processed foods
Japan Food Corporation	¥40 million	100.0%	Import and sales of fresh meats and others
Fighters Sports & Entertainment Co., Ltd.	¥12,000 million	67.1%	Ballpark operations, management of the entire ballpark, professional baseball related entertainment

(Note) The ratio of voting rights held by NH Foods Ltd. in Fighters Sports & Entertainment Co., Ltd. includes the ratio of 34.2% held indirectly through its subsidiaries.

(ii) Results of business combinations

The number of consolidated subsidiaries is 65 (including the above 20 important companies). The number of equity-method companies is 7, as a result of an increase of 2 companies due to new establishment and a decreased of 1 company due to sales of shares.

(10) Main lenders (as of March 31, 2026):

Lender	Amount of loan outstanding
Sumitomo Mitsui Banking Corporation	43,114 million yen
The Norinchukin Bank	15,000 million yen
The Hyakujushi Bank, Ltd.	14,000 million yen
MUFG Bank, Ltd.	11,666 million yen

(11) Issues to be addressed:

[Medium- to long-term corporate strategy]

To continue to deliver our corporate philosophy of “*the joy of eating*” the Group formulated the “Medium-Term Management Plan 2026” in April 2024 toward achieving our ideals for 2030: NH Foods Group “Vision2030”: “Unleash new potentials for protein.”

In its “Medium-Term Management Plan 2026”, the Group declares the theme of “Working together to create value through protein.” To reach the new stage described in the Group’s “Vision2030”, the Group has positioned the three years of the plan as a period to address the challenges to business model transformation identified by backcasting from this vision. This will be accomplished by pursuing three integral approaches of structural reforms, growth strategies and culture change, thereby facilitating our evolution into a company that creates value.

In addition, in light of changes that have occurred since 2021 to the business environment surrounding the Group and the expectations of stakeholders with regard to sustainability, we have also made revisions to our materialities. In addition to ensuring the stable supply of proteins as a company responsible for food infrastructure to date, we will endeavor to solve social issues by joining forces with various partners and working to create new value through protein.

Furthermore, we will also make every effort to enhance our corporate value by pursuing returns that surpass the cost of capital, and by promoting capital optimization measures such as enhanced shareholder returns.

Through the initiatives described above, in the fiscal year ending March 31, 2027, which is the final year of “Medium-Term Management Plan 2026,” we will aim to achieve business profit of 61.0 billion yen, ROE of 7.2%, and ROIC of 5.3%.

Theme for the NH Foods Group Medium-Term Management Plan 2026

Working together to create value through protein.

The world is changing, consumer outlooks are advancing.
As we break free from conventional wisdom and customs,
we create new value, meeting the needs of consumers, society, and the world.

Combining in-house strengths with those of our partners,
we continually maximize the power of protein we have been exploring
and the potential of nature’s bounty.

Taking on challenges and making change happen,
the NH Foods Group works together to create value through protein.

Overall Concept of the NH Foods Group Medium-Term Management Plan 2026



Company-wide Strategy of Medium-Term Management Plan 2026

In the “Medium-Term Management Plan 2026,” in which we embrace co-creation and challenge as key concepts toward a new stage, we will gain the ability to respond to environmental changes and generate higher value through structural reforms, growth strategies, and culture change.

Under structural reforms, we will gain the competitiveness needed to survive in an uncertain environment through efforts to develop “optimal production structures,” “review low-profit businesses” and “improve the product mix.”

Under growth strategies, we will strive to cultivate and strengthen intangible assets that represent the source of value through efforts to “strengthen the brand,” “strengthen globally,” “strengthen cross-business,” and “strengthen R&D.”

To “Fostering an organizational culture focused on new challenges,” which we aim to do by transforming our culture, we will build the foundations for generating value by working to “train and recruit innovative leaders,” and by “championing the success of a diverse range of human resources.”

Theme for Medium-Term Management Plan 2026: Working together to create value through protein



Policy for the fiscal year ending March 31, 2027

As for the economic outlook for the fiscal year ending March 31, 2027, in Japan, personal consumption is expected to remain firm due to the improving income environment. However, overseas, mounting geopolitical risks in the Middle East are becoming a major source of disruption to the global economy. The record surge in energy prices, in particular, resulting from the effective blockade of the Strait of Hormuz, has raised logistics costs and precipitated a resurgence in global inflation, exacerbating the volatility of raw material and fuel prices. Compounded with the uncertainty caused by U.S. trade policies, the environment surrounding the entire food supply chain remains more unpredictable than ever.

Under these circumstances, the Group will continue to steadily pursue three integral approaches to achieve structural reforms, growth strategies, and culture change as declared in the “Medium-Term Management Plan 2026.” We will fully leverage our unique strengths and pursue aggressive management focused on the next stage, thereby forging a new future while building the foundations for growth that will propel us toward the future.

In addition, starting in the fiscal year ending March 31, 2027, we have established the “Sports & Entertainment Business Division” to accelerate the growth of the Ballpark Business. Accordingly, we will aim to further advance urban development centered on the F VILLAGE community, create greater value by integrating food and sports, and work toward the sustainable improvement of corporate value.

In the Processed Foods Business, profitability improved thanks to the improvement in the product mix through structural reforms initiated in the previous fiscal year. However, a declining top line (net sales) has been hindering the increase in profit. In the fiscal year ending March 31, 2027, the Group will focus on top-line growth and drive growth by bolstering the priority categories as well as by creating new products through collaboration between manufacturing and sales. We will also surely capitalize on the benefits of streamlining our product lines and implementing core systems, while, in our overseas operations, we will work to increase sales and ensure profitability by improving the operations of the LJD Holdings Group in North America and deepening our co-creation initiatives with CP Foods in the ASEAN markets.

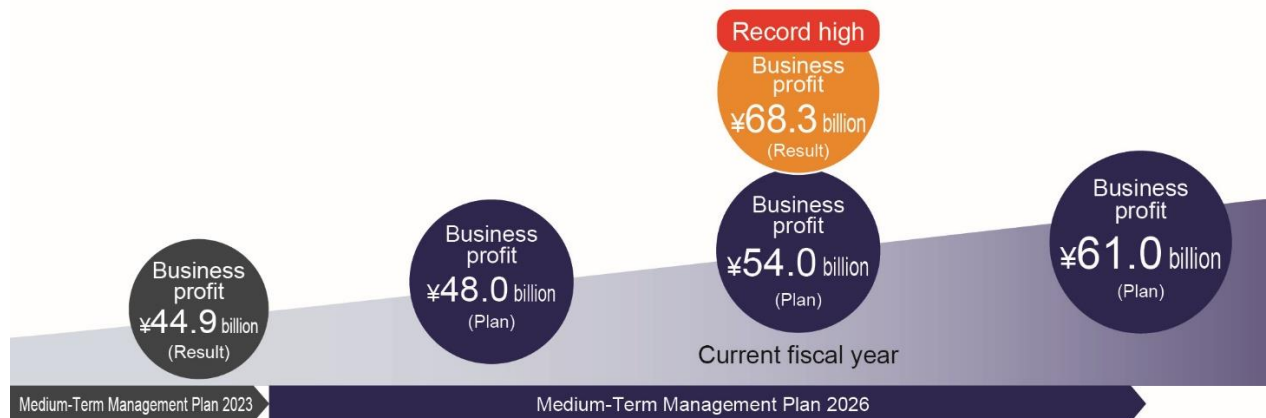
In the Fresh Meats Business, the Group will work on restructuring an organization that can adapt to the external environment and maximize value chain profits. To expand production volume through company-wide efforts, we will ensure stable production and expanded sales of our branded meat products (“*Sakurahime*,” “*Mugikomachi*,” and “*Omugi Beef ANGUS*”) and establish a competitive edge in sales and logistics by leveraging our nationwide network. In terms of domestic chicken, the shortage in supply caused by the fire at the Shiretoko Plant of Nippon White Farm Co., Ltd. will be supplemented by increased production at other plants and procurement from outside sources. As for domestic pork, we intend to improve productivity and collaborate with partners, including Japan Agricultural Cooperatives (JA). For imported meat, we will shift to a more aggressive strategy through strategic procurement and branding, while aiming to stabilize and further expand the earnings from the robust the Australia Business.

In terms of the Sports & Entertainment Business, we will elevate the traditional Ballpark Business and create “experiential value” that goes beyond merely watching a baseball game. The opening of the new station in 2028 and the relocation of the farm team will serve as growth drivers, as well as encourage the pursuit of synergistic benefits through the collaboration of the Processed Foods and Fresh Meats Businesses to maximize the Group’s unique corporate value.

Furthermore, as part of our growth strategy for the future, we will aim to create new value in the food domain and new emerging domains through our R&D strategy, “Proteinnovation.” At the same time, we will also drive digital transformation and operational reforms by upgrading our core systems and through AI utilization.

In the fiscal year ending March 31, 2027, we will achieve the targets set for the final year of “Medium-Term Management Plan 2026” and bring the plan to fruition. We will also commence preparations for the next Medium-Term Management Plan and formulate a long-term “Vision” and growth roadmap to embark on a new stage.

Through the above efforts, the Group aims to achieve net sales of 1,500 billion yen and business profit of 61 billion yen (business profit margin of 4.1%) for the fiscal year ending March 31, 2027.



2. Matters concerning the shares (as of March 31, 2026):

- (1) Total number of shares authorized: 285,000,000 shares
- (2) Total number of shares issued
(including 4,862,946 shares of treasury stock) 99,095,004 shares
- (Note) The number of shares decreased by 4,850,004 due to the cancellation of treasury stock conducted on April 30, 2026.
- (3) Number of shareholders 49,209

Category of owners	Number of shares held (Thousand shares)	Number of shareholders
Financial institutions	40,425	51
Foreign investors	30,550	419
Individual/Other	14,739	48,295
Other companies	1,994	405
Securities firms	6,522	37
Treasury stock	4,862	1
National/local governments	0	1

- (4) State of major shareholders:

Name of shareholder	Number of shares held (thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	18,555	19.69
Custody Bank of Japan, Ltd. (Trust account)	7,132	7.57
STATE STREET BANK AND TRUST COMPANY 505001	5,241	5.56
The Hyakujushi Bank, Ltd.	3,708	3.94
Meiji Yasuda Life Insurance Company	3,677	3.90
Nippon Life Insurance Company	2,785	2.96
JPMorgan Securities Japan Co., Ltd.	1,634	1.73
Kyoei Fire & Marine Insurance Company, Limited	1,613	1.71
Morgan Stanley MUFG Securities Co., Ltd.	1,399	1.48
JP MORGAN CHASE BANK 385781	1,390	1.48

(Note) The Company holds 4,862,946 shares of treasury stock, but the Company has been excluded from the above major shareholders. The shareholding ratios are calculated by disregarding the number of shares of treasury stock.

- (5) Status of shares delivered to the officers of NH Foods Ltd. as consideration for the execution of their duties during the fiscal year under review

Category	Number of shares	Number of eligible officers
Directors (excluding Outside Directors)	2,398	1
Executive Officers	6,940	5

(Note) The details of stock compensation of the Company are described in “4. (2) Compensation, etc., for Directors and Audit & Supervisory Board Members.”

(6) Other important matters concerning shares

The Company repurchased shares of treasury stock based on the resolution of the Board of Directors meeting held on May 9, 2025, and subsequently cancelled them based on the resolution of the Board of Directors meeting held on April 13, 2026. The details are as follows.

- (i) Acquisition period: July 22, 2025 – March 24, 2026
- (ii) Total number of shares acquired: 4,850,000 shares
- (iii) Total acquisition cost of shares: 29,999,549,000 yen
- (iv) Date of retirement: April 30, 2026
- (v) Total number of shares retired: 4,850,004 shares

3. Matters concerning the stock acquisition rights:

There were no applicable items.

4. Matters concerning the Officers of NH Foods Ltd.:

(1) Names of Directors and Audit & Supervisory Board Members, etc. (as of March 31, 2026):

Title	Name	Assignment and concurrent holding of important offices
Chairperson and Director	Tetsuhiro Kito	Chairperson of the Board of Directors
President and Representative Director (President and CEO)	Nobuhisa Ikawa	
Vice President and Director (Executive Vice President)	Fumio Maeda	In charge of Corporate Planning Department, Accounting & Finance Department, and Growth Strategy Project
Director (Managing Executive Officer)	Kohei Akiyama	In charge of Human Resources Department, Legal Affairs Department, General Affairs Department, Public and Investor Relations Department and Secretarial Office
Director	Yasuko Kono	Chairperson of Consumers' Smile Fund (NPO) Director of Japan Consumers' Association (General Incorporated Foundation) Member of Financial System Council, Financial Services Agency Member of Forestry Policy Council, Forestry Agency Member of the Cultural Council, Agency for Cultural Affairs, Government of Japan
Director	Tokushi Yamasaki	
Director	Hiroko Miyazaki	Counsel of GI&T Law Office, LC Outside Audit & Supervisory Board Member of Marubeni Corporation Outside Director (Audit & Supervisory Committee Member) of Dream Incubator Inc.
Director	Masahiko Koyama	President and Representative Director of NW Corporation Inc. Advisor to Field Management Inc. Councilor, The Japan Education Centre for the Hotel Industry Councilor, The Ritsumeikan Trust

Title	Name	Assignment and concurrent holding of important offices
Full-time Audit & Supervisory Board Member	Nobuyuki Tazawa	Chairperson of the Audit & Supervisory Board
Full-time Audit & Supervisory Board Member	Nobuo Oda	
Audit & Supervisory Board Member	Masayuki Kitaguchi	Chief of Kitaguchi Certified Public Accountant Office Head of Showa Law Office
Audit & Supervisory Board Member	Shigeru Nishiyama	Professor of Waseda University Graduate School Outside Director of TOKYO ENERGY & SYSTEMS INC. External Corporate Auditor of Money Forward, Inc.
Audit & Supervisory Board Member	Katsumi Nakamura	Partner at T. Kunihiro & Co. Attorneys-at-Law Outside Audit & Supervisory Board Member of Japan Novel Corporation Outside Director, Audit and Supervisory Committee Member of UMC Electronics Co., Ltd. Outside Audit & Supervisory Board Member of WILL GROUP, INC.

- (Notes)
1. Directors Ms. Yasuko Kono, Mr. Tokushi Yamasaki, Ms. Hiroko Miyazaki, and Mr. Masahiko Koyama are Outside Directors.
 2. Audit & Supervisory Board Members Messrs. Masayuki Kitaguchi, Shigeru Nishiyama, and Katsumi Nakamura are Outside Audit & Supervisory Board Members.
 3. NH Foods Ltd. has designated Outside Directors Ms. Yasuko Kono, Mr. Tokushi Yamasaki, Ms. Hiroko Miyazaki, and Mr. Masahiko Koyama, and Outside Audit & Supervisory Board Members Messrs. Masayuki Kitaguchi, Shigeru Nishiyama, and Katsumi Nakamura, as independent officers as stipulated by the Tokyo Stock Exchange and has filed notices thereof to the Exchange. NH Foods Ltd. has determined that all Outside Officers are independent of NH Foods Ltd., as a result of checking them against the “Criteria for Independence of Outside Officers” described on page 25.
 4. Audit & Supervisory Board Members Messrs. Masayuki Kitaguchi and Shigeru Nishiyama, who are qualified as certified public accountants, have considerable knowledge of financing and accounting.
 5. The following changes were made to Directors and Audit & Supervisory Board Members during the year ended March 31, 2026.
 - (1) Appointment
 - (i) Mr. Masahiko Koyama was newly elected as Director at the 80th Ordinary General Meeting of Shareholders held on June 25, 2025, and assumed his post.
 - (ii) Mr. Nobuo Oda was newly elected as Audit & Supervisory Board Member at the 80th Ordinary General Meeting of Shareholders held on June 25, 2025, and assumed his post.
 - (2) Retirement
 - (i) Messrs. Masahito Kataoka and Hideo Arase retired from their posts of Director at the conclusion of the 80th Ordinary General Meeting of Shareholders held on June 25, 2025.
 - (ii) Mr. Sadanori Miyagai retired from his post of Audit & Supervisory Board Member at the conclusion of the 80th Ordinary General Meeting of Shareholders held on June 25, 2025.

(Reference)

Management Structure as of April 1, 2026 is as follows:

Title	Name	Assignment and concurrent holding of important offices
Chairperson and Director	Nobuhisa Ikawa	Chairperson of the Board of Directors
President and Representative Director (President and CEO)	Fumio Maeda	
Director (Senior Managing Executive Officer)	Kohei Akiyama	In charge of General Affairs Department, Public Relations & Sustainability Department, Secretarial Office, Corporate Communication Project and Ideal Management Structure Project
Director	Tetsuhiro Kito	
Director	Yasuko Kono	Chairperson of Consumers' Smile Fund (NPO) Director of Japan Consumers' Association (General Incorporated Foundation) Member of Financial System Council, Financial Services Agency Member of Forestry Policy Council, Forestry Agency Member of the Cultural Council, Agency for Cultural Affairs, Government of Japan
Director	Tokushi Yamasaki	
Director	Hiroko Miyazaki	Counsel of GI&T Law Office, LC Outside Audit & Supervisory Board Member of Marubeni Corporation Outside Director (Audit & Supervisory Committee Member) of Dream Incubator Inc.
Director	Masahiko Koyama	President and Representative Director of NW Corporation Inc. Advisor to Field Management Inc. Councilor, The Japan Education Centre for the Hotel Industry Councilor, The Ritsumeikan Trust
Full-time Audit & Supervisory Board Member	Nobuyuki Tazawa	Chairperson of the Audit & Supervisory Board
Full-time Audit & Supervisory Board Member	Nobuo Oda	
Audit & Supervisory Board Member	Masayuki Kitaguchi	Chief of Kitaguchi Certified Public Accountant Office Head of Showa Law Office
Audit & Supervisory Board Member	Shigeru Nishiyama	Professor of Waseda University Graduate School Outside Director of TOKYO ENERGY & SYSTEMS INC. External Corporate Auditor of Money Forward, Inc.

Title	Name	Assignment and concurrent holding of important offices
Audit & Supervisory Board Member	Katsumi Nakamura	Partner at T. Kunihiro & Co. Attorneys-at-Law Outside Audit & Supervisory Board Member of Japan Novel Corporation Outside Director, Audit and Supervisory Committee Member of UMC Electronics Co., Ltd. Outside Audit & Supervisory Board Member of WILL GROUP, INC.

(Executive Officers who are not concurrently serving as Directors)

Title	Name	Assignment and concurrent holding of important offices
Managing Executive Officer	Nobuhiro Hosoya	General Manager of Fresh Meats Business Division
Managing Executive Officer	Akio Wakita	General Manager of Processed Foods Business Division
Managing Executive Officer	Seiji Inatomi	General Manager of Overseas Fresh Meats Business Division, and Australia Business Division, Fresh Meats Business Division
Executive Officer	Takao Seki	General Manager of Sales Management Division, Processed Foods Business Division
Executive Officer	Hirohide Fujiwara	In charge of IT/DX Promotion Department; President and Representative Director of Nipponham System Solutions Ltd.
Executive Officer	Yasuyuki Oishi	In charge of Audit Department and Risk Management Department; General Manager of Group Audit & Supervisory Board Members' Office
Executive Officer	Masashi Kabayama	General Manager of Administrative Division, Processed Foods Business Division
Executive Officer	Atsushi Onishi	In charge of VBM Promotion Office
Executive Officer	Takashi Kamiya	General Manager of Domestic Red Meat Division, Fresh Meats Business Division
Executive Officer	Kenji Takasaki	General Manager of Overseas Processed Foods Business Division, Processed Foods Business Division
Executive Officer	Teruyuki Asayama	In charge of Corporate Strategy Department, Accounting & Finance Department and Medium-Term Management Plan Project
Executive Officer	Takeshi Fukushima	General Manager of Sales Management Division, Fresh Meats Business Division
Executive Officer	Tatsuro Hishinuma	In charge of Human Resources Department and Legal Affairs Department
Executive Officer	Masaru Komura	Sports & Entertainment Business Division; President and Representative Director of Hokkaido Nipponham Fighters Co., Ltd.
Executive Officer	Kiyoshi Anjiki	General Manager of Product Management Division, Processed Foods Business Division
Executive Officer	Kiyoshi Iwama	General Manager of Quality Assurance Department; in charge of Customer Service Department and Research & Development Center
Executive Officer	Toshimitsu Ito	General Manager of Administrative Division, Fresh Meats Business Division

- (2) Compensation, etc., for Directors and Audit & Supervisory Board Members:
- (i) Policy of determination of the compensation, etc., for Directors and Audit & Supervisory Board Members:

Basic policy on Director and Audit & Supervisory Board Member compensation

The Company established the policy for determining details of compensation etc. of individual Directors at the Board of Directors meeting held on February 12, 2021 (as partially amended after the Board of Directors meeting held on April 8, 2024).

The Director and Audit & Supervisory Board Member compensation system of NH Foods Ltd. is designed to select, train and appoint talented human resources as management, to give a clearer idea to individual Executive Directors and Executive Officers about the linkage between Directors' and Audit & Supervisory Board Members' compensations, the business performance of NH Foods Ltd. and shareholder value, and to provide incentives to encourage enhancement of the corporate value over the medium- and long-term in order to realize the corporate philosophy of NH Foods Ltd.

The system development, compensation levels, system operation, etc., shall be deliberated by the Compensation Committee, where an independent Outside Director acts as chairman, with the final decision made by the Board of Directors.

The reasonableness of the level of compensation for each position is verified each year, using for referencing the investigation results, etc., by a third party organization.

Procedures at the Compensation Committee

The purpose of the Compensation Committee is to enhance the transparency and objectivity of decisions on the compensation for Directors and Audit & Supervisory Board Members (including Executive Officers), and to improve the supervisory function of the Board of Directors. The majority members of the Compensation Committee consist of independent officers and the meeting is held at least twice a year. The Board of Directors select the members of the Compensation Committee, where an Outside Director acts as chairman.

The process used by the Compensation Committee to decide on Directors' and Audit & Supervisory Board Members' compensations shall involve the examination of business results in comparison to annual targets set for each fiscal year by Executive Directors and Executive Officers and the deliberation on Directors' and Audit & Supervisory Board Members' compensations for the following fiscal year to be proposed, and recommendations are submitted to the Board of Directors. The Board of Directors shall respect the recommendations of the Compensation Committee and decide on Directors' and Audit & Supervisory Board Members' compensations for the following fiscal year accordingly. The Company believes that the aforementioned process ensured that the details of the compensation, etc., for individual Directors for the fiscal year under review were in line with the policy for determining the details of the compensation, etc., for individual Directors.

Summary of compensation for the Directors:

Compensation for Directors (excluding Outside Directors) shall comprise monetary compensation (a basic compensation and appraisal compensation) and performance-based stock compensation. The composition ratio (if the standard attainment level of the business performance is 100%) is 55% for the basic compensation, 28% for the appraisal compensation and 17% for the performance-based stock compensation. On the other hand, compensation for each Outside Director shall be a basic compensation only in consideration of his/her role. No retirement gratuity shall be paid to any of the Directors.

- (1) Monetary compensation shall comprise a basic compensation and appraisal compensation. The basic compensation shall be a monthly fixed compensation, and determined according to the position. The appraisal compensation shall be a variable compensation (paying a fixed amount on a monthly basis). Depending on the annual business performance (consolidated net sales, consolidated business profit, ROE and ROIC) and individually established goal attainment level with respect to management issues, the appraisal compensation shall vary within the range of 0-200%, assuming the standard attainment level of the business performance is 100%.

Appraisal shall be made in accordance with the following three items: (i) company-wide performance, (ii) segmental performance (business divisions and departments) and (iii) management issues, and each item of the business performance shall be appraised independently. With regard to performance appraisal indicators, NH Foods Ltd. has adopted consolidated net sales for sustainable growth of the top line, consolidated business profit for sustainable growth of the core business, and since the fiscal year ended March 31, 2013, ROE for improvement in the capital efficiency, as the company-wide performance. NH Foods Ltd. also has adopted ROIC for enhancement of the efficiency of invested capital since the fiscal year ended March 31, 2016, as performance of business divisions.

- (2) Based on the resolution at the 75th Ordinary General Meeting of Shareholders held on June 25, 2020 (with 22 Officers as of this resolution), NH Foods Ltd. introduced the performance-based stock compensation plan (hereinafter the “Plan”) for Directors (excluding Outside Directors) and Executive Officers, with August 3, 2020 as its starting date. In the Plan, the shares, etc. of NH Foods Ltd. are delivered and paid (hereinafter collectively the “Delivery, etc.”) to them, in accordance with attainment of the medium- to long-term business performance. The Company has maintained this plan as partially amended based on the resolution at the 79th Ordinary General Meeting of Shareholders held on June 25, 2024 (with 19 Officers as of this resolution). The performance-based stock compensation is designed as incentives to encourage enhancement of the corporate value over the medium- and long-term. Under this concept, the Plan shall grant points to Directors (excluding Outside Directors) and Executive Officers, according to the degree of achievement of performance targets in the medium-term management plan of the Company (consolidated net sales, consolidated business profit and ROE), the Company’s TSR evaluation (relative to TOPIX), and their position, etc. During their term of office and at the time of their retirement, the number of the shares of NH Foods Ltd. equivalent to the number of points granted shall be delivered to them. Such shares shall not be transferred until one year has passed since their retirement.

The performance-based stock compensation of NH Foods Ltd. includes

malus (reduction of the amount after rights granted yet to be determined) and clawback (return of the amount after determination) provisions. These provisions can be exercised in the event of one of the predetermined triggers that include certain wrongdoings, such as serious breach of duties and material violation of the internal rules. The stock-based compensation subject to return under these provisions shall be the whole or a part of compensation for the fiscal year in which such wrongdoing takes place.

The Plan shall grant points to Directors and Executive Officers in June each year, according to the degree of target achievement of performance indicators in the medium-term management plan, the Company's TSR evaluation (relative to TOPIX), and their position, etc. for the fiscal year ending March 31 of the same year. Such points shall be accumulated during their term of office (hereinafter the "Accumulated Points").

The number of points to be granted shall vary within the range of 0–150%, assuming the standard attainment level of the business performance is 100%. The Delivery, etc. of the shares, etc. of NH Foods Ltd. to Directors and Executive Officers shall be made around July immediately after the last day of the final fiscal year of the medium-term management plan of NH Foods Ltd., in terms of the portion equivalent to 70% of the Accumulated Points. With respect to the portion equivalent to 30% of the Accumulated Points, the Delivery, etc. of the shares, etc. of NH Foods Ltd. shall be made after the retirement or at the time of death of Directors or Executive Officers. In case of death of any of Directors or Executive Officers, all of the shares of NH Foods Ltd. equivalent to the Accumulated Points at the time of death shall be sold in the stock market, and the heir of such deceased Directors or Executive Officers shall receive payment of money equivalent to the conversion price to cash. In addition, one point shall represent one share of NH Foods Ltd., and fractions of less than one point shall be rounded down. However, in the event of a share split or share consolidation for the shares of NH Foods Ltd. during the trust period, the number of shares of NH Foods Ltd. for one point as well as the maximum number of the total number of points (shares) to be granted to Directors and Executive Officers per fiscal year shall be adjusted according to the split ratio, consolidation ratio, etc.

The stock-based compensation under the Plan shall be calculated based on the following method to determine the number of individual points (shares) to be granted to Directors and Executive Officers per fiscal year.

(Formula for calculating points)

Number of points to be granted (*1) =

(Standard stock-based compensation for each position (*2) ÷ Share prices for calculating points (*3)) × Performance-based coefficient (*4)

(*1) Rounded down to the nearest whole number

(*2) Standard stock-based compensation for each position shall be the amount of compensation that serves as a standard for the stock-based compensation as predetermined by NH Foods Ltd for each position.

(*3) Share prices for calculating points shall be the average acquisition unit price (rounded to the nearest whole number) of the shares of NH Foods Ltd., to be acquired by the officers compensation BIP Trust (hereinafter the "Trust") to be established in order to implement the Plan. If the trust period of the Trust is extended for the purpose of continuing the Plan, the share prices for calculating points shall be the average acquisition

unit price (rounded to the nearest whole number) of the shares of NH Foods Ltd., newly acquired by the Trust, following the extension of the trust period.

- (*4) The performance-based coefficient shall vary within a range of 0% to 150%, based on the degree of target achievement of the performance indicators for each fiscal year set forth in the medium-term management plan, and the degree to which the Company's TSR exceeds that of the TOPIX. The target values of each indicator used to measure the degree of achievement of performance indicators shall be the quantitative targets disclosed each fiscal year under the Company's Medium-Term Management Plan.

Summary of compensation for the Audit & Supervisory Board Members:

Compensation for each Audit & Supervisory Board Member shall be a basic compensation only in consideration of his/her role. No retirement gratuity or performance-based stock compensation shall be paid.

- (ii) Aggregate amount of compensation, etc., and number of Directors and Audit & Supervisory Board Members:

Category	Number	Aggregate amount of compensation, etc. (Millions of yen)	Amount of compensation, etc., by type (millions of yen)		
			Basic compensation	Appraisal compensation	Performance-based stock compensation
Directors	10	291	197	56	38
(o/w Outside Directors)	(5)	(53)	(53)	(-)	(-)
Audit & Supervisory Board Members	6	89	89	-	-
(o/w Outside Audit & Supervisory Board Members)	(3)	(39)	(39)	(-)	(-)
Total	16	380	286	56	38
(o/w Outside Officers)	(8)	(92)	(92)	(-)	(-)

- (Notes) 1. The maximum amounts of compensation (basic compensation and appraisal compensation) for Directors are 42 million yen per month (as resolved at the 51st Ordinary General Meeting of Shareholders held on June 27, 1996), and the number of Directors was 25 at the time of this resolution.

Meanwhile, NH Foods Ltd. partially amended, by the resolution at the 79th Ordinary General Meeting of Shareholders held on June 25, 2024, the performance-based stock compensation plan for Directors (excluding Outside Directors) and Executive Officers of NH Foods Ltd., separately from the aforementioned maximum amounts of compensation, etc., for Directors. Under the Plan, NH Foods Ltd. shall contribute trust funds not exceeding 220 million yen per fiscal year for fiscal years covered by the medium-term management plan of NH Foods Ltd. The shares of NH Foods Ltd. shall be acquired through the trust, and the Delivery, etc. of the shares, etc. of NH Foods Ltd. shall be made through such trust, in accordance with the degree of target achievement of the performance indicators in the medium-term management plan, the Company's TSR evaluation (relative to TOPIX), and their position, etc. The number of Directors was five at the time of the aforementioned resolution.

The aggregate amount of the performance-based stock compensation in the above table represents the amount recorded as expenses, etc., related to the share delivery points that the

estimated amount to be granted for the fiscal year under review was clarified based on the Plan.

2. The appraisal compensation shall be monetary compensation that varies according to the annual business performance (consolidated net sales, consolidated business profit, ROE and ROIC) of NH Foods Ltd. and individually established goal attainment level with respect to management issues, with the aim of providing incentives to encourage enhancement of the corporate value over the medium- and long-term. The performance-based stock compensation is a plan in which points shall be granted based on the degree of achievement of the performance target (consolidated net sales, consolidated business profit and ROE) set forth in the medium-term management plan of NH Foods Ltd., the Company's TSR evaluation (relative to TOPIX), and their position, etc. with the aim of providing incentives to encourage enhancement of the corporate value over the medium- and long-term. Then, the number of shares of NH Foods Ltd. equivalent to the number of points granted shall be delivered during the term of office and at the time of retirement. With respect to actual annual business performance for the fiscal year ended March 31, 2026, consolidated net sales amounted to 1,457,391 million yen, consolidated business profit amounted to 68,342 million yen and ROE amounted to 6.6%. While ROIC figures are not disclosed as they are segmental indicators that are not disclosed externally, the figure for the Processed Foods Business deteriorated, but those for the Fresh Meats Business and the Ballpark Business improved compared to last year's results.
3. The maximum amounts of compensation, etc., for Audit & Supervisory Board Members are 8 million yen per month (as resolved at the 53rd Ordinary General Meeting of Shareholders held on June 26, 1998), and the number of Audit & Supervisory Board Members was five at the time of this resolution.

(3) Overview of the Directors and Officers Liability Insurance Contract

NH Foods Ltd. has entered into a directors and officers liability insurance contract stipulated in Article 430-3, paragraph 1 of the Companies Act with an insurance company to insure the Company's and the Group's Directors, Audit & Supervisory Board Members, and Executive Officers, etc. In the event of a claim for damages submitted by a shareholder or a third party, etc., said insurance contract shall compensate for damages including compensation for damages and legal expenses to be borne by the insured. The insurance premiums are fully paid by the Company.

(4) Matters concerning the Outside Officers:

(i) Major activities during the year ended March 31, 2026:

Category	Name	Number of attendances at the Board of Directors meetings (Number of attendance/number of meetings)	Number of attendances at Audit & Supervisory Board meetings (Number of attendances/number of meetings)	Main activities
Director	Yasuko Kono	19/19 (100%)	–	Ms. Kono, from time to time, expressed valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026” from her abundant experience and knowledge of consumer affairs. She also served as the chairperson of the Executive Nomination Committee, the chairperson of the Board of Independent Outside Officers, and a member of the Compensation Committee and the Sustainability Committee.
	Tokushi Yamasaki	19/19 (100%)	–	Mr. Yamasaki, from time to time, expressed valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026,” based on his professional standpoint as a securities analyst and abundant experience. He also served as Chairperson of the Compensation Committee and a member of the Executive Nomination Committee and the Sustainability Committee.
	Hiroko Miyazaki	19/19 (100%)	–	Ms. Miyazaki, from time to time, expressed valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium-Term Management Plan 2026,” based on her broad experience as an attorney at law firms in Japan and abroad and in corporate management through serving as legal director and president and representative director at global companies. She also served as a member of the Executive Nomination Committee, the Compensation Committee, and the Compliance Committee.

Category	Name	Number of attendances at the Board of Directors meetings (Number of attendance/number of meetings)	Number of attendances at Audit & Supervisory Board meetings (Number of attendances/number of meetings)	Main activities
Director	Masahiko Koyama	14/14 (100%)	–	<p>Mr. Koyama, from time to time, expressed valuable suggestions regarding promotion and implementation of structural reform and growth strategies, and fostering of a challenging organizational culture to transform the Company under the theme of “working together to create value through protein” for the “Medium- Term Management Plan 2026,” based on his extensive corporate management experience, including serving as president and representative director in the hotel and leisure industry.</p> <p>He also served as a member of the Compliance Committee, the Executive Nomination Committee, and the Compensation Committee.</p>

Category	Name	Number of attendances at Board of Directors meetings Number of attendance/number of meetings)	Number of attendances at Audit & Supervisory Board meetings Number of attendance/number of meetings)	Main activities
Audit & Supervisory Board Member	Masayuki Kitaguchi	19/19 (100%)	19/19 (100%)	Mr. Kitaguchi, from time to time, expressed his opinions toward ensuring the legality and appropriateness of group management from his professional standpoint as an attorney at law who advises on a wide range of legal affairs, as well as a certified public accountant, and abundant experience with fairness and objectivity. He also served as a member of the Executive Nomination Committee.
	Shigeru Nishiyama	19/19 (100%)	19/19 (100%)	Mr. Nishiyama, from time to time, expressed his opinions toward ensuring the legality and appropriateness of group management from his professional standpoint as a certified public accountant and a professor of a graduate school, and abundant experience with fairness and objectivity. He also served as an observer of the Sustainability Committee.
	Katsumi Nakamura	19/19 (100%)	19/19 (100%)	Mr. Nakamura, from time to time, expressed his opinions toward ensuring the legality and appropriateness of group management from his professional standpoint as an attorney at law with expertise in the fields of risk and crisis management and compliance and abundant experience with fairness and objectivity. He also served as an observer of the Compliance Committee.

(Note) Regarding the number of attendances at the Board of Directors meetings for Ms. Masahiko Koyama, only the meetings of the Board of Directors held subsequent to her assumption of office on June 25, 2025 are counted.

(ii) Outline of the content of liability limitation agreements

NH Foods Ltd., to allow it to hire useful human resources as Outside Officers, provides in its Articles of Incorporation currently in effect that it may enter into an agreement with any Outside Officer to limit the liability for any damage to NH Foods Ltd. to a certain extent. Accordingly, NH Foods Ltd. has entered into such liability limitation agreements with Outside Directors Ms. Yasuko Kono, Mr. Tokushi Yamasaki, Ms. Hiroko Miyazaki, and Mr. Masahiko Koyama, and Outside Audit & Supervisory Board Members Messrs. Masayuki Kitaguchi, Shigeru Nishiyama, and Katsumi Nakamura.

The outline of the content of such agreements is as follows:

- (a) If any Outside Director or Outside Audit & Supervisory Board Member is liable to NH Foods Ltd. for any damage arising from a default in his/her duties, he/she shall be liable within the minimum liability amount as provided for in Article 425, paragraph 1 of the Companies Act of Japan.
- (b) The above-mentioned liability limitation shall apply only if and when the Outside Director or Outside Audit & Supervisory Board Member is in good faith and with no gross negligence in the performance of his/her duties that caused such liability.

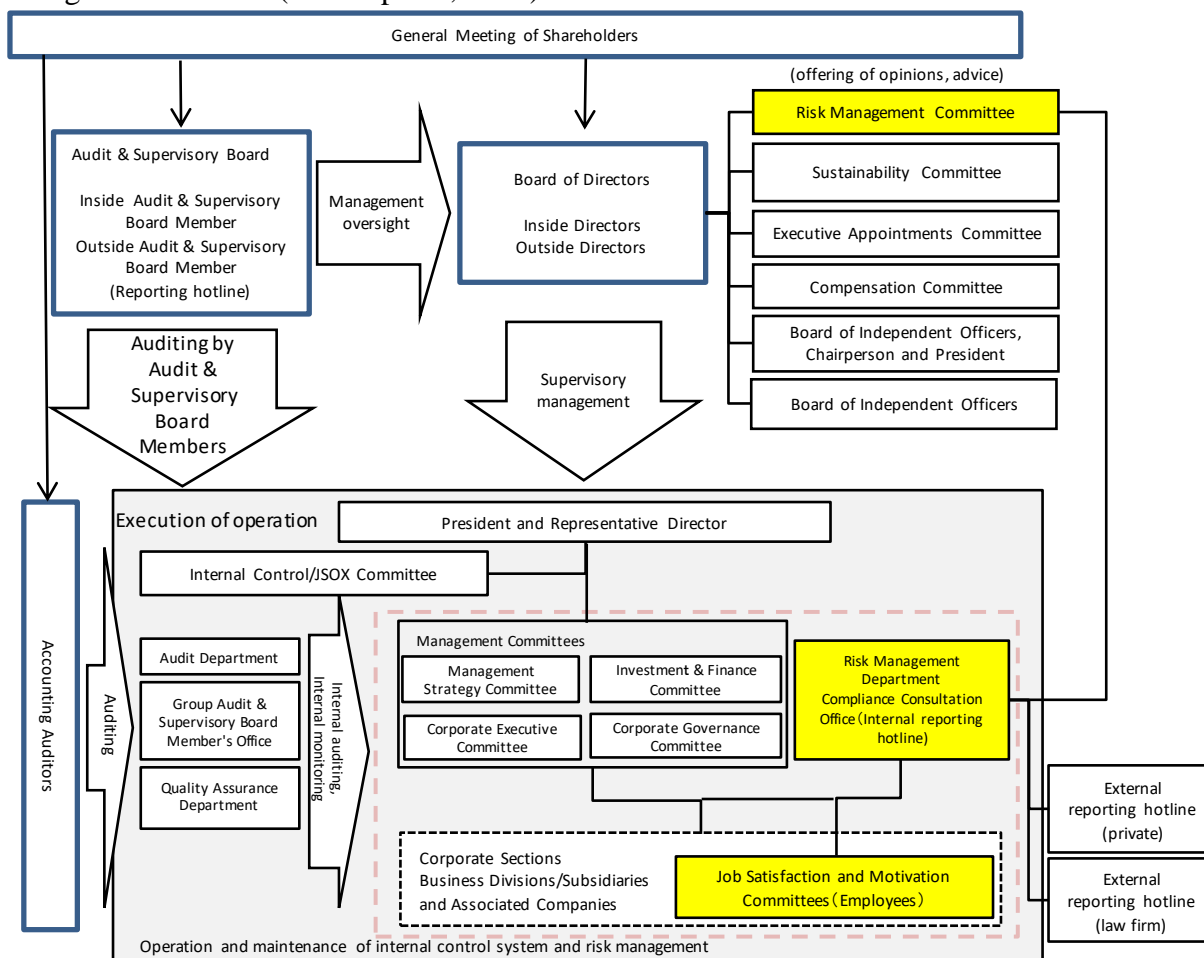
(Reference) Corporate Governance System of NH Foods Ltd.

1. Basic views on corporate governance

The Company has established the most appropriate corporate governance system based on the “NH Foods Group Fundamental Policy on Corporate Governance” in order to exercise social responsibility of the Group and realize the Group’s corporate philosophy.

The principles of operations are to enhance its management transparency and efficiency, to ensure timely and proper decision-making as well as appropriate business operations, to enable proactive and courageous business judgments and to clarify its responsibility.

2. Organization chart (as of April 1, 2026)



3. Optional committees

In order to supplement the functions of the Board of Directors for the realization of higher transparency of management, the Company has established the following six voluntary committees.

<p>Risk Management Committee To centrally manage all company-wide risks of the Group (risk management and compliance) and to report to and advise the Board of Directors and management committees.</p>	<p>Sustainability Committee To consider the Group's initiatives towards sustainability in a comprehensive manner and to report to and advise the Board of Directors.</p>
<p>Executive Nomination Committee To enhance the transparency and objectivity of decisions on candidates for Representative Directors/Directors/Audit & Supervisory Board Members, as well as on the dismissal of President and Representative Director along with the senior management team (comprising Executive Directors and Executive Officers) and the deliberation on such dismissal, and to improve the supervisory function of the Board of Directors.</p>	<p>Compensation Committee To enhance the transparency and objectivity of decisions on the compensation for the Corporate Officers (including the Executive Officers), and to improve the supervisory function of the Board of Directors.</p>
<p>Board of Independent Officers, Chairperson and President To improve the Group's corporate value and to provide a venue for proposing reformation of corporate culture through free and open discussions among the Independent Officers, Chairperson, and President.</p>	<p>Board of Independent Officers To exchange information and to share understandings between Independent Officers from an independent and objective perspective.</p>

Composition of Voluntary Committees (As of April 1, 2026)

Title	Name	Risk Management Committee	Sustainability Committee	Executive Nomination Committee	Compensation Committee	Board of Independent Officers, Chairperson and President	Board of Independent Officers
Chairperson and Director	Nobuhisa Ikawa	◎	◎			○	
President and Representative Director	Fumio Maeda	○	○		○	○	
Director	Kohei Akiyama	○	○	○	○		
Director	Tetsuhiro Kito						
Director (Outside)	Yasuko Kono*		○	◎	○	○	◎
Director (Outside)	Tokushi Yamasaki*		○	○	◎	○	○
Director (Outside)	Hiroko Miyazaki*	○		○	○	○	○
Director (Outside)	Masahiko Koyama*	○		○	○	○	○
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi*			○		○	○
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama*		Observer			○	○
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura*	Observer				○	○

◎ Chairperson ○ Member * Independent Director

5. Matters concerning the Accounting Auditor:

(1) Name of the Accounting Auditor: Deloitte Touche Tohmatsu LLC

(2) Amount of compensation, etc., of the Accounting Auditor:

(i)	Amount of compensation, etc.	235 million yen
(ii)	Total amount of money and other proprietary benefits payable by NH Foods Ltd. and its subsidiaries	449 million yen

- (Notes)
1. The amount of auditing compensation under the Companies Act of Japan and the amount of auditing compensation under the Financial Instruments and Exchange Act of Japan are not specifically separated in the audit contract between NH Foods Ltd. and the Accounting Auditor and cannot be separated practically. Hence, the aggregate of the amounts is set forth in item (i) above.
 2. Among the important subsidiaries of NH Foods Ltd., NH Foods Australia Pty. Ltd. and Day-Lee Foods, Inc. are subject to audits by the audit firm other than the Accounting Auditor of NH Foods Ltd.
 3. As a result of conducting the necessary verification on the contents of the audit plan of the Accounting Auditor, the evaluation and analysis of the performance of their duties in the previous fiscal year, and the appropriateness of the calculation basis of their estimated compensation, the Audit & Supervisory Board agreed to the amount of compensation, etc. of the Accounting Auditor.

(3) Content of services other than auditing:

NH Foods Ltd. has paid compensation to the Accounting Auditor for the preparation of a comfort letter in conjunction with a secondary offering of shares and advisory services concerning the adoption of revised accounting standards on leases, which are not covered by Article 2, paragraph 1 of the Certified Public Accountant Act of Japan.

(4) Policy on determination of dismissal and non-reappointment:

If the Audit & Supervisory Board determines that the circumstances set forth in any item of Article 340, paragraph 1 of the Companies Act of Japan apply to the Accounting Auditor, it shall dismiss the Accounting Auditor subject to the unanimous consent of Audit & Supervisory Board Members.

If the Audit & Supervisory Board deems it necessary to change the Accounting Auditor, such as in case where it is considered difficult for the Accounting Auditor to perform their duties properly after conducting comprehensive evaluation in accordance with the Accounting Auditor's qualification, expertise, independence from NH Foods Ltd. and other evaluation criteria, it shall determine the content of a proposition related to the dismissal or non-reappointment of the Accounting Auditor to be submitted to the General Meeting of Shareholders.

6. Systems and policies of NH Foods Ltd.

- (1) Establishment of the systems to secure the appropriateness of business activities and the status of the implementation of such systems:

This item is posted on our website

(<https://www.nipponham.co.jp/corporate/ir/events/generalmeeting/>).

- (2) Fundamental policy on corporate control:

This item is posted on our website

(<https://www.nipponham.co.jp/corporate/ir/events/generalmeeting/>).

- (3) Matters concerning the distribution of retained earnings, etc.:

- (i) Policy on determination of the distribution of retained earnings, etc.

The Company considers the return of profits to shareholders to be an important management issue. The Company's policy regarding the determination on dividends of surplus, etc. is based on the payment of stable dividends and is positioned as part of the Company's capital policy to achieve an optimal capital composition for the purpose of improving medium- to long-term corporate value.

Under this basic policy, for dividends of surplus, the Company targets to improve the dividend on equity ratio (DOE) to a 3% level during the period of this medium-term management plan to enhance the return of profits to shareholders on a consistent basis. At the same time, the Company will strive to raise a payout ratio of 40% or above.

In addition, to achieve an optimal capital structure, the Company considers the level of debt to equity ratio (D/E ratio) that can balance the reduction of cost of capital and the maintenance of creditworthiness required for financing. Under this policy, the Company will conduct the acquisition of own shares in a flexible manner and optimize the level of shareholders' equity to what we deem most efficient from a cost of capital perspective, thereby enhancing our corporate value.

- (ii) Status of distribution of retained earnings

With regard to dividends for the year ended March 31, 2026, NH Foods Ltd. will pay a dividend of 160 yen per share (with DOE of 2.8% and the payout ratio of 44.3%) based on the abovementioned policy.

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- (Note) In this business report, amounts are indicated by rounding fractions of a half or more of the indicated unit upward and the rest downward, and percentages and other figures are indicated by rounding fractions of a half or more of the indicated unit upward and the rest downward; however, the number of shares is indicated by discarding any fraction of the indicated unit.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
(as of March 31, 2026)

(Millions of Yen)

Assets:

Current Assets:

Cash and cash equivalents	68,679
Trade and other receivables	157,430
Inventories	153,504
Biological assets	38,291
Other financial assets	7,337
Other current assets	13,061
Total Current Assets	438,302

Non-current Assets:

Property, plant and equipment	376,092
Right-of-use assets	44,946
Biological assets	1,412
Intangible assets and goodwill	39,074
Investments accounted for using the equity method	12,448
Other financial assets	31,868
Deferred tax assets	28,429
Other non-current assets	24,906
Total Non-current Assets	559,175

Total Assets	997,477
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(Note) Figures are given by rounding fractions of a half or more of one million yen upward and the rest downward.

(Millions of Yen)

Liabilities and Equity:

Current Liabilities:

Interest-bearing liabilities	47,949
Trade and other payables	114,173
Income taxes payable	15,514
Other financial liabilities	11,185
Other current liabilities	58,245
Total Current Liabilities	247,066

Non-current Liabilities:

Interest-bearing liabilities	180,599
Retirement benefit liabilities	11,568
Other financial liabilities	1,227
Deferred tax liabilities	344
Other non-current liabilities	4,981
Total Non-current Liabilities	198,719

Total Liabilities 445,785

Equity:

Common stock	36,294
Capital surplus	70,326
Retained earnings	414,070
Treasury stock, at cost	(30,542)
Accumulated other comprehensive income	46,792
Total Equity Attributable to Owners of the Parent	536,940
Non-controlling Interests	14,752
Total Equity	551,692

Total Liabilities and Equity 997,477

(Note) Figures are given by rounding fractions of a half or more of one million yen upward and the rest downward.

CONSOLIDATED STATEMENT OF INCOME

(from April 1, 2025 to March 31, 2026)

(Millions of Yen)

Net Sales	1,457,391
Cost of Goods Sold	1,206,807
Selling, General and Administrative Expenses	192,984
Other Income	16,839
Other Expenses	18,320
Financial Income	4,079
Financial Costs	4,333
Share of Loss in Investments Accounted for Using the Equity Method	1,320
Profit before Tax	54,545
Income Tax Expense	17,627
Profit	36,918
Profit Attributable to:	
Owners of the Parent	35,066
Non-controlling Interests	1,852
Profit	36,918

(Note) Figures are given by rounding fractions of a half or more of one million yen upward and the rest downward.

NON-CONSOLIDATED BALANCE SHEET

(as of March 31, 2026)

(Millions of Yen)

Assets:

Current Assets:	358,597
Cash on hand and in banks	20,612
Accounts receivable – trade	103,827
Merchandise and finished goods	42,408
Work-in-process	161
Raw materials and supplies	14,511
Short-term loans receivable	14,965
Short-term loans receivable from subsidiaries and associates	149,478
Accounts receivable – other	10,385
Other current assets	2,253
Allowance for doubtful accounts	(3)
Fixed Assets:	252,777
Property, Plant and Equipment	26,624
Buildings	7,176
Structures	1,085
Machinery and equipment	3,441
Vehicles and transportation equipment	29
Tools, furniture and fixtures	906
Land	13,816
Leased assets	80
Construction in progress	91
Intangible Assets	27,485
Software	24,880
Software in progress	2,585
Other intangible assets	20
Investments and Other Assets	198,668
Investment securities	22,841
Shares of subsidiaries and associates	60,501
Long-term loans receivable	106,390
Long-term prepaid expenses	90
Prepaid pension expenses	11,586
Other investments	3,246
Allowance for doubtful accounts	(5,986)
Total Assets	611,374

(Note) Figures are given by rounding fractions of a half or more of one million yen upward and the rest downward.

(Millions of Yen)

Liabilities:

Current Liabilities:	250,576
Notes payable – trade	39
Accounts payable – trade	126,905
Short-term loans payable	33,820
Current portion of long-term debt	2,500
Lease obligations	20
Accounts payable – other	2,276
Accrued expenses	10,672
Income taxes payable	1,773
Deposits received	167
Deposits received from subsidiaries and associates	72,335
Other current liabilities	69
Long-term Liabilities:	148,663
Corporate bonds	75,000
Long-term debt	73,000
Lease obligations	60
Long-term accounts payable – other	6
Deferred tax liabilities	178
Other long-term liabilities	419
Total Liabilities	399,239

Net Assets:

Shareholders' Equity:	201,337
Common stock	36,294
Capital surplus	55,212
Capital reserve	55,212
Retained earnings	140,373
Appropriated for legal reserve	6,041
Unappropriated	134,332
Reserve for deferral of capital gain on property	499
Reserve for promotion of open innovation	37
General reserve	95,000
Net retained earnings forwarded	38,796
Treasury stock, at cost	(30,542)
Valuation and Translation Adjustments:	10,798
Unrealized gains on other marketable securities	10,798
Total Net Assets	212,135
Total Liabilities and Net Assets	611,374

(Note) Figures are given by rounding fractions of a half or more of one million yen upward and the rest downward.

(TRANSLATION)

NON-CONSOLIDATED STATEMENT OF INCOME

(from April 1, 2025 to March 31, 2026)

(Millions of Yen)

Net Sales		864,637
Cost of Goods Sold		804,712
Gross Profit		59,925
Selling, General and Administrative Expenses		58,850
Operating Income		1,075
Non-operating Income		
Interest and Dividend Income	21,311	
Reversal of Allowance for Doubtful Accounts	87	
Other Non-operating Income	1,145	22,543
Non-operating Expenses		
Interest Expense	3,064	
Other Non-operating Expenses	618	3,682
Ordinary Income		19,936
Extraordinary Income		
Gain on Sales of Fixed Assets	2,104	
Gain on Sales of Investment Securities	2,741	
Gain on Sales of Golf Club Memberships	11	
Other Extraordinary Income	250	5,106
Extraordinary Losses		
Loss on Sales of Fixed Assets	64	
Loss on Disposal of Fixed Assets	315	
Impairment Losses	68	
Loss on Sales of Investment Securities	0	447
Profit before Tax		24,595
Current Income Taxes	1,470	
Deferred Income Taxes	565	2,035
Profit		22,560

(Note) Figures are given by rounding fractions of a half or more of one million yen upward and the rest downward.

(TRANSLATION)

INDEPENDENT AUDITOR'S REPORT

May 7, 2026

To the Board of Directors of
NH Foods Ltd.:

Deloitte Touche Tohmatsu LLC
Osaka office

Designated Engagement
Partner,
Certified Public Accountant:

Takashige Ikeda

Designated Engagement
Partner,
Certified Public Accountant:

Naoki Kawai

Designated Engagement
Partner,
Certified Public Accountant:

Yuya Minobe

Opinion

Pursuant to the fourth paragraph of Article 444 of the Companies Act, we have audited the consolidated financial statements of NH Foods Ltd. and its subsidiaries (the “Group”), namely, the consolidated statement of financial position as of March 31, 2026, and the consolidated statement of income and consolidated statement of changes in equity for the fiscal year from April 1, 2025 to March 31, 2026, and the related notes.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of March 31, 2026, and its consolidated financial performance for the year then ended in accordance with accounting standards prescribed pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting that omit a part of the disclosures required under Designated IFRS Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

(TRANSLATION)

We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, including the ethical requirements that are relevant to audits of the financial statements of public interest entities, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the other information. The other information comprises the information included in the Business Report and the accompanying supplemental schedules.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting standards prescribed pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting that omit a part of the disclosures required under Designated IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting standards prescribed pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting that omit a part of the disclosures required under Designated IFRS Accounting Standards.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and

(TRANSLATION)

to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the overall presentation and disclosures of the consolidated financial statements are in accordance with accounting standards prescribed pursuant to the provisions of the second sentence of the first paragraph of Article 120 of the Ordinance on Company Accounting that omit a part of the disclosures required under Designated IFRS Accounting Standards, as well as the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board members and the Audit & Supervisory Board

(TRANSLATION)

with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Readers of Independent Auditor's Report

This is an English translation of the independent auditor's report as required by the Companies Act of Japan for the conveniences of the reader. The other information in “the Business Report and the accompanying supplemental schedules” referred to in the “Other Information” section of this English translation is not translated.

(TRANSLATION)

INDEPENDENT AUDITOR'S REPORT

May 7, 2026

To the Board of Directors of
NH Foods Ltd.:

Deloitte Touche Tohmatsu LLC
Osaka office

Designated Engagement
Partner,
Certified Public Accountant:

Takashige Ikeda

Designated Engagement
Partner,
Certified Public Accountant:

Naoki Kawai

Designated Engagement
Partner,
Certified Public Accountant:

Yuya Minobe

Opinion

Pursuant to the first item, second paragraph of Article 436 of the Companies Act, we have audited the non-consolidated financial statements of NH Foods Ltd. (the “Company”), namely, the non-consolidated balance sheet as of March 31, 2026, and the non-consolidated statement of income and non-consolidated statement of changes in net assets for the 81st fiscal year from April 1, 2025 to March 31, 2026, and the related notes and the accompanying supplemental schedules.

In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the financial position of the Company as of March 31, 2026, and its financial performance for the year then ended in accordance with accounting principles generally accepted in Japan.

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Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements section of our report. We are independent of the Company in accordance with the provisions of the Code of Professional Ethics in Japan, including the ethical requirements that are relevant to audits of the financial statements of public interest entities, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the other information. The other information comprises the information included in the Business Report and the accompanying supplemental schedules.

Our opinion on the non-consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the non-consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the non-consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Non-consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Company's financial reporting process.

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Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the non-consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these non-consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the non-consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the overall presentation and disclosures of the non-consolidated financial statements are in accordance with accounting principles generally accepted in Japan, as well as the overall presentation, structure and content of the non-consolidated financial statements, including the disclosures, and whether the non-consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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We also provide Audit & Supervisory Board members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Readers of Independent Auditor's Report

This is an English translation of the independent auditor's report as required by the Companies Act of Japan for the conveniences of the reader. “The accompanying supplemental schedules” referred to in the “Opinion” section of this English translation are not included in the attached financial documents. In addition, the other information in “the Business Report and the accompanying supplemental schedules” referred to in the “Other Information” section of this English translation is not translated.

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Copy of Audit Report of the Audit & Supervisory Board

AUDIT REPORT

With respect to the Directors' performance of their duties during the 81st fiscal year from April 1, 2025 to March 31, 2026, the Audit & Supervisory Board has prepared this audit report after deliberations based on the audit reports prepared by each Audit & Supervisory Board Member, and hereby reports as follows:

1. Method and Contents of Audit by Audit & Supervisory Board Members and the Audit & Supervisory Board:

- (1) The Audit & Supervisory Board has established the audit policies, assignment of duties, etc., for the business year under review and received a report from each Audit & Supervisory Board Member regarding the status of implementation of their audits and results thereof. In addition, the Audit & Supervisory Board has received reports from the Directors, etc., and the Accounting Auditor regarding the status of performance of their duties, and requested explanations as necessary.
- (2) In conformity with the Audit & Supervisory Board Members and auditing standards established by the Audit & Supervisory Board, and in accordance with the audit policies and assignment of duties, etc., for the business year under review, each Audit & Supervisory Board Member endeavored to facilitate a mutual understanding with the Directors, the Audit Department, the Compliance Department, the Group Audit & Supervisory Board Members' Office, and other employees, etc., endeavored to collect information and maintain and improve the audit environment, and performed the audit by using the following methods.
 - (i) Each Audit & Supervisory Board Member attended the meetings of the Board of Directors and other important meetings and various committee meetings, received reports on the status of performance of duties from the Directors and other employees, requested explanations and examined important approval/decision documents as necessary, and inspected the status of the corporate affairs and assets at the head office and other principal business locations. With respect to the subsidiaries, each Audit & Supervisory Board Member endeavored to facilitate a mutual understanding and exchanged information with the Directors and Audit & Supervisory Board Members, etc., of each subsidiary and received from subsidiaries reports on their respective business as necessary. The above tasks were carried out utilizing various means via the Internet, etc. as well, as necessary.
 - (ii) Each Audit & Supervisory Board Member received reports periodically, requested explanations as necessary and expressed opinions on the status of the system to ensure that the Directors' performance of their duties, described in the business report, complied with all laws, regulations and the articles of incorporation of NH Foods Ltd.,

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the resolutions of the Board of Directors meetings complied with Article 100, paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act of Japan as being necessary for ensuring the appropriateness of the corporate affairs of the group comprising a joint-stock company and its subsidiaries, the internal control systems maintained by the resolutions, and the structure and operation of the systems in accordance with the rules of conducting audits concerning internal control systems stipulated by the Audit & Supervisory Board, according to reports from Directors and employees.

- (iii) The contents of the fundamental policy (fundamental policy on corporate control) set forth in Article 118, item 3 (a) of the Ordinance for Enforcement of the Companies Act of Japan, as described in the business report, were considered in light of the circumstances, etc., of deliberations by the Board of Directors and other bodies.
- (iv) Each Audit & Supervisory Board Member monitored and verified whether the Accounting Auditor maintained its independence and properly conducted its audit, received a report from the Accounting Auditor on the status of its performance of duties, and requested explanations as necessary. Each Audit & Supervisory Board Member was notified by the Accounting Auditor that it had established a “system to ensure that the performance of the duties of the Accounting Auditor was properly conducted” (the matters listed in the items of Article 131 of the Ordinance on Company Accounting) in accordance with the “Quality Control Standards for Audits” (Business Accounting Council), and requested explanations as necessary. In addition, each Audit & Supervisory Board Member discussed key audit matters with Deloitte Touche Tohmatsu LLC, received reports on the status of implementation of their audits, and requested explanations as necessary.

Based on the methods described above, each Audit & Supervisory Board Member examined the business report and the accounting documents (non-consolidated balance sheet, non-consolidated statement of income and changes in net assets, and schedule of individual notes) and the annexed specifications thereto, as well as the consolidated accounting documents (consolidated statements of financial position, consolidated statements of income and changes in equity, and schedule of consolidated notes), for the business year under consideration.

2. Results of Audit:

(1) Results of Audit of Business Report, etc.

- (i) We acknowledge that the business report and the accompanying supplemental schedules thereto fairly present the status of NH Foods Ltd. in conformity with the applicable laws and regulations and the articles of incorporation of NH Foods Ltd.
- (ii) We acknowledge that no misconduct or material fact constituting a violation of any law or regulation or the articles of incorporation of NH Foods Ltd. was found with respect to the Directors’ performance of their duties.

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(iii) We acknowledge that the Board of Directors' resolutions with respect to the internal control systems are appropriate. We did not find any matter to be mentioned with respect to the Directors' performance of their duties, described in the business report concerning the internal control systems.

(iv) We did not find any matter to be mentioned with respect to the fundamental policy on corporate control as described in the business report.

(2) Results of Audit of Accounting Documents and their Accompanying Supplemental Schedules

We acknowledge that the methods and results of audit performed by the Accounting Auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

(3) Results of Audit of Consolidated Accounting Documents

We acknowledge that the methods and results of audit performed by the Accounting Auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

May 8, 2026

NH Foods Ltd.
Audit & Supervisory Board

Nobuyuki Tazawa (seal)
Full-time Audit & Supervisory Board Member

Nobuo Oda (seal)
Full-time Audit & Supervisory Board Member

Masayuki Kitaguchi (seal)
(Outside) Audit & Supervisory Board Member

Shigeru Nishiyama (seal)
(Outside) Audit & Supervisory Board Member

Katsumi Nakamura (seal)
(Outside) Audit & Supervisory Board Member

(Note) Audit & Supervisory Board Members Masayuki Kitaguchi, Shigeru Nishiyama, and Katsumi Nakamura are Outside Audit & Supervisory Board Members as provided for in Article 2, item 16 and Article 335, paragraph 3 of the Companies Act of Japan.