

Information Disclosed on the Internet under Laws, Regulations and the Articles of Incorporation upon Issuing Notice of the 81st Ordinary General Meeting of Shareholders

- Systems and Policies of NH Foods Ltd. pp. 1–10
 - (1) Establishment of the systems to secure the properness of business activities and the status of the implementation of such systems p. 1
 - (2) Fundamental policy on corporate control p. 9
 - (3) Matters concerning the distribution of retained earnings, etc. p.10
- Consolidated Statement of Changes in Equity p. 11
- Notes to Consolidated Financial Statements pp. 12–24
- Non-consolidated Statement of Changes in Net Assets pp. 25–26
- Notes to Non-consolidated Financial Statements pp. 27–41

NH Foods Ltd.

NH Foods Ltd. provides "Establishment of the systems to secure the properness of business activities and the status of the implementation of such systems," "Fundamental policy on corporate control," "Consolidated Statement of Changes in Equity," "Notes to Consolidated Financial Statements," "Non-consolidated Statement of Changes in Net Assets" and "Notes to Non-consolidated Financial Statements" to Shareholders by posting them on its website (<https://www.nipponham.co.jp/eng/ir/events/generalmeeting/>) pursuant to the provisions of laws, regulations and its Articles of Incorporation.

(TRANSLATION)

Systems and Policies of NH Foods Ltd.

(1) Establishment of the systems to secure the properness of business activities and the status of the implementation of such systems

[Matters concerning the establishment of the systems to secure the properness of business activities]

- (i) Systems to secure the execution by the Directors of their duties complies with laws and regulations and the Articles of Incorporation
 - (a) NH Foods Ltd. establishes the NH Foods Group Global Action Standards in order to strictly implement its Action Guidelines so as to bring the Corporate Philosophy to fruition under the Corporate Philosophy and Management Principles. The Corporate Officers and employees of the Group comply with it.
 - (b) The Corporate Officers of the Group take initiative in complying with laws and regulations and the internal rules, etc., including the Articles of Incorporation and the NH Foods Group Global Action Guidelines, and ensure that all employees are fully aware of these rules.
 - (c) NH Foods Ltd. establishes a Risk Management Committee in order to examine policies and measures concerning risk management of the Group as a whole in a comprehensive manner. The Risk Management Department of NH Foods Ltd. reviews the NH Foods Group Global Action Standards regularly and as necessary, and ensures that all Corporate Officers and employees of the Group are fully aware thereof.
 - (d) The Corporate Officer appointed by the President and Representative Director presides over the Risk Management Committee, and NH Foods Ltd. convenes meetings of the Risk Management Committee, which periodically reports to the Board of Directors on progress on ensuring awareness of risk management and compliance as well as specific problems, issues, etc.
 - (e) NH Foods Ltd. secures a direct way for employees to report conducts at the Group that pose a question as to compliance of laws and regulations and establish and operate internal and external hotlines in relation to compliance issues.
- (ii) Systems concerning storage and management of information pertaining to the execution of duties by the Directors
 - (a) The Directors, pursuant to the document management rules, properly store and manage the following documents (including electronic records; the same applies hereinafter) concerning the execution of their respective duties and other important information:
 - a) Minutes of general meetings of shareholders and their related materials;
 - b) Minutes of the Board of Directors' meetings and their related materials;

(TRANSLATION)

- c) Records of proceedings of other important meetings hosted by the Directors or their instructions, and their related materials;
 - d) Documents pertaining to decision-making by the Directors and their attached documents; and
 - e) Other important documents for execution of duties by the Directors.
 - (b) The President and Representative Director is responsible for monitoring and supervising the storage and management of information set forth in (a) above. The President and Representative Director performs such that pertain to preparation of minutes as required by the Companies Act of Japan.
 - (c) The documents set forth in (a) above are kept on file for at least 10 years and are made available for inspection as necessary.
- (iii) Rules and other systems concerning management of exposure to risk of loss
- (a) NH Foods Ltd. enacts risk management rules, establishes a Risk Management Committee in order to examine policies and measures concerning risk management of the Group as a whole in a comprehensive manner and designates the Risk Management Department as a section that oversees risk management of the Group as a whole and that defines the risk management system.
 - (b) The Risk Management Department cooperates with other relevant sections to establish a preventive system adopted for non-emergency events and a system for emergency events to facilitate prompt and appropriate information communication and urgent tasks that correspond to risks expected under the risk management rules.
 - (c) The Risk Management Department identifies important risks to the Group and periodically holds meetings of the Risk Management Committee to share, respond to and confirm risk information for the purpose of managing the said risks through the reasonable and most appropriate method, from the perspective of the Group as a whole.
 - (d) The Audit Department cooperates with the Risk Management Department and other relevant sections of the business division to audit the state of day-to-day risk management of the Group.
- (iv) Systems to secure efficient execution of the Directors' duties
- (a) To enhance the transparency and appropriateness of decision-making by the Board of Directors, the Board of Directors includes two or more Outside Directors, in principle.
 - (b) The Board of Directors, based on the assignment of duties of the management bodies, Representative Directors, Executive Directors and Executive Officers, etc. determined by the Board of Directors, cause the Representative Directors, Executive Directors, and Executive Officers to execute business.

(TRANSLATION)

- (c) With regard to items of business in respect of which the decision-making authorization is delegated to the Representative Directors, Executive Directors, and Executive Officers, such items are determined by such bodies or in accordance with procedures as stipulated in the Rules on Business Authorization. The Rules on Business Authorization may be revised from time to time when the relevant laws or regulations are amended or abolished, or as necessary, to enhance the efficiency of the execution of their duties.
- (v) Systems to secure the employees' execution of their duties to comply with laws and regulations and the Articles of Incorporation
 - (a) To ensure that the execution of duties by NH Foods Ltd.'s employees comply with laws and regulations and the Articles of Incorporation, NH Foods Ltd. establishes a system to strictly implement its Corporate Philosophy, Management Principles, Action Guidelines and the NH Foods Group Global Action Standards. NH Foods Ltd. also causes the Representative Directors, Executive Directors, and Executive Officers to train and educate the employees of the Group concerning compliance.
 - (b) In the event that any employee of the Group finds any material violation of the law or regulation or any other material fact concerning compliance in any company within the Group, he/she reports the same to NH Foods Ltd.'s Risk Management Department pursuant to the NH Foods Group Company Information Management Regulations. The Corporate Officer in charge of risk management directs and supervises investigations of such reported fact, and the said Department confirms all the facts revealed through the investigation, cooperates with the relevant sections from the perspective of their expertise, formulates and implements corrective measures and recurrence prevention measures.
 - (c) With regard to important information, NH Foods Ltd. discloses the content thereof and its status of handling and results thereof to the Corporate Officers and employees of the Group and ensures that all Corporate Officers and employees are fully aware thereof.
 - (d) The President and Representative Director directly manages the Audit Department. The Audit Department, in accordance with the instruction of the President and Representative Director, conducts audits on the state of execution of business. The Quality Assurance Department conducts quality audits.
- (vi) Systems to secure the properness of business activities of the corporate group comprised of NH Foods Ltd. and its subsidiaries
 - (a) The NH Foods Group Global Action Standards serve as action standards for the Corporate Officers and employees of the Group to act in compliance with laws and regulations, the Articles of Incorporation and social norms.
 - (b) In order to ensure strict compliance with (a) above, the Risk Management Department supervises compliance efforts in a cross-sectional manner and provides training, etc. for the Corporate Officers and employees of the Group.

(TRANSLATION)

- (c) The Representative Directors, Executive Directors, and Executive Officers of the Group define internal control through means such as establishment of the Primary Business Administration Rules, in order to ensure appropriate execution of business at each business division.
- (d) The Audit Department audits the subsidiaries on a regular basis and cooperates with business divisions that oversee the business of each company within the Group. The results of such audits are reported to the President and Representative Director.
- (e) The Group Audit & Supervisory Board Members' Office strengthens the auditing functions and internal controls of the Group by having Audit & Supervisory Board Members of the subsidiaries who are independent of Directors of the subsidiaries conduct audits, and by strengthening cooperation with other relevant sections. Accordingly, the Group Audit & Supervisory Board Members' Office develops an organization and human resources necessary to establish and realize an ideal auditing system for all subsidiaries.
- (f) NH Foods Ltd. respects the autonomy and independence of the management of the subsidiaries. However, when the subsidiaries make decisions on important managerial matters, NH Foods Ltd. establishes a system in which prior approval, prior adjustment and reporting are made to us in accordance with the Rules on Business Authorization.
- (g) As for transactions between NH Foods Ltd. and its subsidiaries (including transactions between subsidiaries), based on the market principle, NH Foods Ltd. ensures that such transactions are not significantly advantageous or disadvantageous compared to transactions with third parties and establishes a system in which transparency of transactions is ensured such as confirmation with experts as necessary.
- (h) With regard to the risk management conducted by the subsidiaries as a corporate group, NH Foods Ltd. grasps the status thereof and establishes a system in which NH Foods Ltd. provides instructions for improvement.
- (i) NH Foods Ltd. establishes compliance point of contact and a system to allow all employees of the Group to directly report an incident within and outside the Group, and NH Foods Ltd. establishes the Group's Whistleblowing Rules and ensures that the Corporate Officers and employees of the Group are fully aware of these rules. NH Foods Ltd. does not dismiss or unfavorably treat any person who has been a whistleblower.
- (j) In accordance with the Group's Whistleblowing Rules, in order to encourage employees to report any violation of laws and regulations, misconducts, etc., by the Corporate Officers of the Group, NH Foods Ltd. establishes reporting hotlines regarding the Corporate Officers as subjects to report.
- (k) For cases of any violation of laws, regulations and/or internal rules, etc. or if any threat thereof occurs or is revealed in NH Foods Ltd. or its subsidiaries, NH Foods Ltd. establishes a system in which the foregoing is reported to NH Foods Ltd.'s Risk

(TRANSLATION)

Management Department.

- (l) The Group, as a member of society, has no relationship, including business relationship, with any anti-social force that threatens the social order or safety and uncompromisingly deals with any undue claims. The NH Foods Group Action Standards (Japan edition) stipulate how to deal with anti-social forces, and NH Foods Ltd. ensures that how to deal with anti-social forces is made fully aware throughout the Group. The General Affairs Department of NH Foods Ltd. collects and manages information on undue claims, thereby reducing risks concerning anti-social forces.
 - (m) The Group establishes a system to ensure the reliability of financial reporting and establishes relevant rules as well as a system under which responsible sections and the audit section are able to periodically evaluate the operations of the system to find and solve problems, if any. In addition, the Group provides training and raises awareness of compliance with accounting standards and related laws and regulations, thereby reinforcing internal control over financial reporting.
 - (n) As for foreign subsidiaries, NH Foods Ltd. causes such subsidiaries to establish and operate appropriate internal control in accordance with this policy to a reasonable extent. NH Foods Ltd. causes such subsidiaries to apply respective internal control procedures/systems and accounting processing/reporting methods established by NH Foods Ltd. to the extent permitted by the laws, etc. of each relevant country.
- (vii) Matters concerning the employees assisting the Audit & Supervisory Board Members to execute their duties, matters concerning the independence of such employees from the Board of Directors, matters concerning ensuring the effectiveness of instructions toward such employees
- (a) NH Foods Ltd. assigns staff for the Audit & Supervisory Board Members as employees assisting the Audit & Supervisory Board Members in the execution of their duties.
 - (b) The number of staff for Audit & Supervisory Board Members is determined upon consultation with the Audit & Supervisory Board.
 - (c) The staff for the Audit & Supervisory Board Members dedicates all of their work time to the Audit & Supervisory Board and assists with its auditing activities exclusively pursuant to instructions of the Audit & Supervisory Board.
 - (d) NH Foods Ltd. obtains prior approval from the Audit & Supervisory Board upon nomination, personnel change, evaluation and disciplinary punishment of the staff for the Audit & Supervisory Board Members and establishes a system in which the independence from the Board of Directors is ensured.

(TRANSLATION)

- (viii) System for reporting by the Directors and employees of NH Foods Ltd. and its subsidiaries to the Audit & Supervisory Board Members and other systems for reporting to the Audit & Supervisory Board Members, system for ensuring that any person making such report will not be subject to unfavorable treatment due to the fact of making such report.
- (a) The Audit & Supervisory Board Members attend the Board of Directors' meetings and the representative(s) of the Audit & Supervisory Board attend important meetings such as the Management Strategy Committee.
 - (b) The Directors report the following matters to the Audit & Supervisory Board:
 - a) Matters resolved at meetings such as the Management Strategy Committee;
 - b) Matters that may inflict material damage to the Group;
 - c) Matters important to business conditions each month;
 - d) Important matters concerning the status of internal audits and risk management;
 - e) Material violations of laws or regulations or the Articles of Incorporation;
 - f) Matters in violation of the NH Foods Group Global Action Standards; and
 - g) Status of whistleblowing made to the compliance point of contact and the details thereof.
 - (c) If the Audit & Supervisory Board Members determine necessary, the Audit & Supervisory Board Members may request the Directors, Executive Officers and employees, or any of NH Foods Ltd.'s subsidiaries' Directors, Audit & Supervisory Board Members, Executive Officers and employees to report to the Audit & Supervisory Board Members at any time.
 - (d) NH Foods Ltd. ensures that any person who makes a report to the Audit & Supervisory Board Members will not be subject to dismissal or suffer any other unfavorable treatment due to the fact of making such report.
 - (e) The Audit & Supervisory Board investigates the facts regarding reports of any violation of laws and regulations, misconduct, etc. by the Corporate Officers. The Audit & Supervisory Board may request the establishment of an investigation team with members of the relevant sections and an investigation of the facts, if necessary.
 - (f) The Corporate Officers and employees of the Group shall cooperate with the Audit & Supervisory Board or the investigation team if cooperation is requested for such investigation.
 - (g) The Audit & Supervisory Board shall report to the Board of Directors, etc. in the event that misconduct, etc. is confirmed as a result of the investigation. In the event that

(TRANSLATION)

misconduct, etc. is confirmed as a result of the investigation, NH Foods Ltd. shall promptly implement corrective measures and recurrence prevention measures.

(ix) Other systems to assure effective audits by the Audit & Supervisory Board Members

- (a) In principle, the majority of the Audit & Supervisory Board Members are Outside Audit & Supervisory Board Members in order to secure transparency externally.
- (b) NH Foods Ltd. provides opportunities for the Audit & Supervisory Board to have individual hearings with the Representative Directors, the Executive Directors, the Executive Officers and important employees, and the Audit & Supervisory Board regularly holds meetings to exchange opinions with the Representative Directors and the Accounting Auditors, respectively.
- (c) The Audit & Supervisory Board Members may assign matters necessary for auditing activities to the staff of the Audit Department. The Audit Department, upon consultation with the Audit & Supervisory Board, conducts internal audits of the matters requested by the Audit & Supervisory Board Members and reports the results thereof to the Audit & Supervisory Board.
- (d) When conducting audits, the Audit & Supervisory Board may, as necessary and at the expense of NH Foods Ltd., retain legal and accounting experts.

(Note) The "Basic Policy for the Establishment of an Internal Control System" was revised as of May 1, 2026. The revisions include changes in the names of departments and meetings and their contents due to organizational restructuring.

[Overview of the status of the implementation of the systems to secure the properness of business activities]

(i) Overall internal control system

- (a) To assess the adequacy of the internal control system established by NH Foods Ltd. and its Group companies, NH Foods Ltd. utilizes technology to systematically conduct audits based on a risk-based approach and provides advice and recommendations regarding the results.
- (b) As to internal control over financial reporting, the Internal Control/JSOX Committee examines pursuant to the Internal Control Management Rules Concerning Financial Reporting whether the internal control of the Group functions appropriately, and reports the result thereof to Representative Directors.

(ii) Compliance system

- (a) NH Foods Ltd. has established the "Compliance Committee," which comprehensively reviews policies and measures concerning the compliance of the entire Group, the "Job Satisfaction and Motivation Committees" where individual Group companies and divisions promote compliance-related activities as well as efforts to create a fulfilling workplace, and the "Job Satisfaction Leader Conference," where representatives from

(TRANSLATION)

each Job Satisfaction and Motivation Committee discuss concrete measures, and each committee cooperates with each other.

- (b) To raise awareness of compliance, NH Foods Ltd. holds level-specific training sessions, compliance meetings, and office study sessions. In the medium-term management plan, NH Foods Ltd. made efforts to prevent harassment and reinvigorate communication in the workplace, under the activity theme of "We all work together to develop 'workplaces we can be proud of' where we discuss, recognize each other and grow together."
- (c) NH Foods Ltd. ensures full implementation of compliance management by promoting the operation thereof in accordance with the NH Foods Group Whistleblowing Rules. Especially, NH Foods Ltd. has established one point of contact for consultation of compliance inside the Group and two outside the Group to allow all employees of the Group to report and consult on compliance-related issues freely without concern for organizational, departmental and positional restrictions, etc., and thereby we work for the prevention and prompt revelation of problems such as misconduct. NH Foods Ltd. also further ensures that persons in charge of whistleblowing shall comply with confidentiality obligation in response to the revision of the Whistleblower Protection Act enforced in June 2022.

(iii) Risk management system

- (a) The Risk Management Committee established by the President and Representative Director centrally covers the group-wide risks and primarily endeavors to recognize and assess various risks, identify high priority risks and review an action policy. During the fiscal year ended March 31, 2026, four meetings were held, where the results of the review were reported to the Board of Directors.
- (b) In the event of a large-scale accident, disaster, scandal, etc., NH Foods Ltd. establishes the Crisis Management Committee to deal with the situation.

(iv) Business management of Group companies

- (a) With regard to the business management of the respective Group companies, NH Foods Ltd. established a system in which each group company is subject to review and obtains the approval of its business execution according to significance, by and from the Board of Directors or management committees including the Management Strategy Committee, Directors or Executive Officers.
- (b) NH Foods Ltd. receives reports on the status of the execution of each business at the meeting of the Board of Directors on a quarterly basis.
- (c) Study sessions hosted by the Legal Affairs Department (in May for newly appointed Corporate Officers and in September for all Corporate Officers) and liaison meetings and study sessions (12 times a year for Audit & Supervisory Board Members) hosted by the Group Audit & Supervisory Board Members' Office are held to serve as forums to acquire the necessary knowledge to appropriately fulfill expected roles and

(TRANSLATION)

responsibilities as Corporate Officers of Group companies of NH Foods Ltd. and to exchange information and opinions. Thus, the level of the Corporate Officers of Group companies is being improved and an operational audit support system is being developed.

(v) Systems for efficient execution of duties

NH Foods Ltd. defines rules on decision-making, including matters to be resolved at the meeting of the Board of Directors, pursuant to the Rules of the Board of Directors. During the fiscal year ended March 31, 2026, 18 meetings of the Board of Directors were held. In addition, we convened 24 meetings of the Management Strategy Committee, a body discusses and decides substantive matters concerning management.

(vi) Execution of duties by Audit & Supervisory Board Members

- (a) Audit & Supervisory Board Members attend important meetings, such as the Internal Control/JSOX Committee, Risk Management Committee, Corporate Governance Committee, and Management Strategy Committee, and assess the status of the development and implementation of the internal control system.
- (b) Audit & Supervisory Board Members request business reports from the Directors, Executive Officers, and important employees of NH Food Ltd. and its subsidiaries, and inspect the status of the business operations and assets of NH Food Ltd. and its subsidiaries.
- (c) Audit & Supervisory Board Members enhance the effectiveness of audit by having opportunities to exchange information and opinions with the Audit Department and Accounting Auditors on a regular basis. During the fiscal year ended March 31, 2026, Audit & Supervisory Board Members organized 12 meetings with the Audit Department and 16 meetings with Accounting Auditors, respectively, to exchange information and opinions regularly.
- (d) NH Foods Ltd. establishes a system in which three staff members are assigned to Audit & Supervisory Board for the smooth execution of duties by Audit & Supervisory Board Members.

(2) Fundamental policy on corporate control

The shares of NH Foods Ltd. may be transferred freely, in principle. On the stock market, the shares are traded freely and actively by many investors. Hence, fundamentally, free trading in the shares of NH Foods Ltd. determines who will control the determination of its financial and business policies. Therefore, in the event that a plan to make a large purchase of shares of NH Foods Ltd., enough to control the determination of its financial and business policies, is offered, management believes that voting for or against the plan must depend on the free will of the shareholders, finally. However, from the standpoint of ensuring the common interests of the shareholders of NH Foods Ltd. and preventing damage to the corporate value, NH Foods Ltd. will request the party attempting to make a large purchase of shares of NH Foods Ltd. to provide necessary and sufficient information for the shareholders to make an appropriate judgment on the rationality of such action. NH Foods Ltd. will

(TRANSLATION)

also disclose the views, etc. of the Board of Directors and, in addition to the efforts to ensure information and time for consideration of the shareholders, will take appropriate steps in accordance with the Financial Instruments and Exchange Act, the Companies Act and other relevant laws and regulations.

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

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

NH Foods Ltd. 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 (DOE) ratio 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 per share (with DOE of 2.8% and the payout ratio of 44.3%) based on the abovementioned policy.

~~~~~  
(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.

(TRANSLATION)

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**

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

(Millions of Yen)

| Items                                                                                     | Equity attributable to owners of the parent |                 |                   |                |                                        |                                                                            |                                                           |          |          | Non-controlling interests | Total equity |
|-------------------------------------------------------------------------------------------|---------------------------------------------|-----------------|-------------------|----------------|----------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------|----------|----------|---------------------------|--------------|
|                                                                                           | Common stock                                | Capital surplus | Retained earnings | Treasury stock | Accumulated other comprehensive income |                                                                            |                                                           |          | Total    |                           |              |
|                                                                                           |                                             |                 |                   |                | Remeasurement of defined benefit plans | Financial assets measured at fair value through other comprehensive income | Exchange differences on translation of foreign operations | Subtotal |          |                           |              |
| <b>Balance as of April 1, 2025</b>                                                        | 36,294                                      | 71,026          | 387,789           | (776)          | –                                      | 8,709                                                                      | 21,251                                                    | 29,960   | 524,293  | 12,779                    | 537,072      |
| Profit                                                                                    |                                             |                 | 35,066            |                |                                        |                                                                            |                                                           | –        | 35,066   | 1,852                     | 36,918       |
| Other comprehensive income                                                                |                                             |                 |                   |                | 2,509                                  | 5,387                                                                      | 13,505                                                    | 21,401   | 21,401   | 276                       | 21,677       |
| Comprehensive income                                                                      | –                                           | –               | 35,066            | –              | 2,509                                  | 5,387                                                                      | 13,505                                                    | 21,401   | 56,467   | 2,128                     | 58,595       |
| Dividends                                                                                 |                                             |                 | (13,354)          |                |                                        |                                                                            |                                                           | –        | (13,354) | (103)                     | (13,457)     |
| Acquisition of treasury stock                                                             |                                             | (2)             |                   | (30,005)       |                                        |                                                                            |                                                           | –        | (30,007) | –                         | (30,007)     |
| Disposal of treasury stock                                                                |                                             | 21              |                   | 239            |                                        |                                                                            |                                                           | –        | 260      | –                         | 260          |
| Share-based payment transactions                                                          |                                             | 68              |                   |                |                                        |                                                                            |                                                           | –        | 68       | –                         | 68           |
| Change in ownership interest of parent due to transactions with non-controlling interests |                                             | (787)           |                   |                |                                        |                                                                            |                                                           | –        | (787)    | (52)                      | (839)        |
| Transfer of accumulated other comprehensive income to retained earnings                   |                                             |                 | 4,569             |                | (2,509)                                | (2,060)                                                                    |                                                           | (4,569)  | –        | –                         | –            |
| Total transactions with owners                                                            | –                                           | (700)           | (8,785)           | (29,766)       | (2,509)                                | (2,060)                                                                    | –                                                         | (4,569)  | (43,820) | (155)                     | (43,975)     |
| <b>Balance as of March 31, 2026</b>                                                       | 36,294                                      | 70,326          | 414,070           | (30,542)       | –                                      | 12,036                                                                     | 34,756                                                    | 46,792   | 536,940  | 14,752                    | 551,692      |

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

(TRANSLATION)

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**(Notes to the Basis for Preparing Consolidated Financial Statements)**

(1) Basis for preparing consolidated financial statements:

Pursuant to the first paragraph of Article 120 of the Ordinance on Company Accounting, the consolidated financial statements of NH Foods Ltd. and its consolidated subsidiaries (collectively, the "Group") are prepared in accordance with IFRS Accounting Standards; however, in accordance with the provisions of the second sentence of said paragraph, certain statements and disclosures required under IFRS Accounting Standards are omitted.

(2) Matters concerning the scope of consolidation and application of the equity method:

|                                      |              |
|--------------------------------------|--------------|
| Number of consolidated subsidiaries: | 65 companies |
| Number of equity-method companies:   | 7 companies  |

(3) Matters concerning accounting policies:

1. Method and basis of valuation of financial instruments

1) Non-derivative financial assets

(i) Initial recognition and measurement

The Group initially recognizes trade and other receivables as of the occurrence date. All the other financial assets are initially recognized as of the transaction date on which the Group becomes a contracting party of such financial instrument. When the Group initially recognizes the non-derivative financial assets, they are classified into financial assets measured at amortized cost or financial assets measured at fair value through other comprehensive income or profit or loss. A summary of each classification and measurement model is as follows:

Financial assets measured at amortized cost

Initially measured by adding the transaction cost to the fair value.

Financial assets measured at fair value through other comprehensive income

Initially measured by adding the transaction cost to the fair value.

Financial assets measured at fair value through profit or loss

Initially measured at fair value, and transaction costs are recognized as profit or loss at the time of occurrence.

(ii) Subsequent measurement

After the initial recognition, financial assets are measured as follows, according to classification:

Financial assets measured at amortized cost

Measured at amortized cost based on the effective interest method.

Financial assets measured at fair value through other comprehensive income

Measured at fair value, and changes in their fair values are recognized as other comprehensive income.

However, dividends from financial assets measured at fair value through other comprehensive income are recognized as profit or loss.

Financial assets measured at fair value through profit or loss

Measured at fair value, and changes in their fair values are recognized as profit or loss.

(TRANSLATION)

(iii) Derecognition

The Group derecognizes the financial assets if the contractual rights of cash flow generated from the financial assets expire, or if the said financial assets are assigned and all the risks and rewards of ownership are transferred.

(iv) Impairment of financial assets

Financial assets measured at amortized cost and debt financial instruments measured at fair value through other comprehensive income are presented after deducting credit losses likely to occur in the future. The Group evaluates whether the credit risk of such financial assets has increased significantly or not since the initial recognition.

If such credit risk has not increased significantly since the initial recognition, allowance for credit losses of such financial assets is measured at the amount equivalent to 12-month expected credit losses. In contrast, if the credit risk has increased significantly since the initial recognition, allowance for credit losses of such financial asset is measured at an amount equivalent to lifetime expected credit losses.

However, with respect to trade and other receivables, allowance for credit losses is measured at an amount equivalent to lifetime expected credit losses and such measured amount is recognized as profit or loss.

2) Non-derivative financial liabilities

(i) Initial recognition and measurement

The Group initially recognizes debt securities issued by the Group as of such issuance date. All the other financial liabilities are recognized as of the transaction date in which the Group becomes a contracting party of such financial instruments.

The Group holds interest-bearing liabilities and trade and other payables as non-derivative financial liabilities. At initial recognition, those are measured by subtracting from the fair value the transaction costs which are directly attributable to the relevant issuance.

(ii) Subsequent measurement

After the initial recognition, financial liabilities are measured at amortized cost based on the effective interest method.

(iii) Derecognition

The Group derecognizes the financial liabilities if they are extinguished, in other words, when contractual obligations are performed, discharged, cancelled or expire.

3) Derivative and hedge accounting

The Group uses derivatives such as foreign currency forward exchange contracts to hedge currency risks. These derivatives are initially measured at fair value at the time the agreement is concluded, and continue to be measured at fair value thereafter.

Changes in fair value of derivatives are recognized as profit or loss in the consolidated statement of income.

Further, the Group has not adopted hedge accounting.

2. Method and basis of valuation of inventories

Inventories are measured at the lower of cost and net realizable value. For calculation of the cost, the average cost method is used. The cost of the inventories includes all costs of purchase, costs of conversion, and other costs incurred in bringing the inventories to their present locations and conditions.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(TRANSLATION)

3. Agricultural accounting

Biological assets are measured at fair value less costs to sell on initial recognition and at the end of each reporting period, if the fair value can be reliably measured. Changes in fair value according to such accounting are recognized as profit or loss. In contrast, if the fair value measurements are determined to be clearly unreliable, they are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Harvested agricultural produce is reclassified from biological assets to inventories at the amount of fair value less costs to sell at the point of harvest.

4. Property, plant and equipment

For measurement of property, plant and equipment, the cost model is adopted and they are carried at cost less any accumulated depreciation and any accumulated impairment losses. Property, plant and equipment are depreciated using the straight-line method over the estimated useful life of each asset.

5. Leases

At the inception of a contract, the Group determines whether the contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

For such lease contracts, the Group recognizes right-of-use assets and lease liabilities at the commencement date of the lease.

Lease liabilities are initially measured and recognized at the discounted present value of the total lease payments that are not paid at the commencement date. The interest rates implicit in the lease are used to measure the present value of the lease payments that are not paid if those rates can be readily determined. If those cannot be readily determined, the lessee's incremental borrowing rates are used. Lease payments are allocated to interest expenses and repayments of lease liabilities under the effective interest method. Interest expenses on the lease liabilities are separately recognized from the depreciation charges for the right-of-use assets in the consolidated statement of income. The Group initially measures the right-of-use assets by adding any initial direct costs, any lease payments made before the commencement date and any costs of obligations to restore the assets to the conditions required by the contracts to the amount of the initial measurement of the lease liabilities. The right-of-use assets are depreciated under the straight-line basis or another systematic basis over the lease terms.

However, the Group elects not to recognize right-of-use assets and lease liabilities for either short-term leases with a lease term of 12 months or less, or leases for which the underlying assets are of low value. The total lease payments of these leases are recognized as expenses under the straight-line basis or another systematic basis over the lease terms.

(TRANSLATION)

6. Intangible assets and goodwill

Intangible assets acquired separately are measured at cost on initial recognition. Intangible assets acquired in a business combination and recognized separately from goodwill are measured at the fair value at the acquisition date.

For measurement of intangible assets, the cost model is adopted and they are carried at cost less any accumulated amortization and any accumulated impairment losses.

For amortization of intangible assets with finite useful life, the straight-line method is used over each estimated useful life.

Goodwill is measured as the excess of the total of the consideration transferred, the amount of any non-controlling interest, and the fair value of any equity interest in the acquiree previously held by the acquirer measured at the acquisition date over the net recognized amount of identifiable assets acquired and liabilities assumed, generally measured at fair value, at the acquisition date. Goodwill is not amortized, but tested for impairment annually or whenever there is an indication of impairment.

Goodwill is carried at cost less accumulated impairment losses.

7. Impairment of non-financial assets

For impairment of non-financial assets excluding inventories, biological assets, deferred tax assets and assets related to retirement benefits, the Group determines whether there is any indication of impairment at the end of the reporting period. If there is an indication of impairment, the recoverable amount of the asset is estimated. For goodwill and intangible assets with indefinite useful lives, the recoverable amount of the asset is estimated every year at the same time and at any time there is an indication of impairment.

Cash-generating unit is considered the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. For calculation of value in use, estimated future cash flow is discounted to the present value by using the discount rate which reflects the time value of money and specific risk of such asset.

For the purpose of goodwill impairment testing, cash-generating units to which goodwill is allocated are aggregated so that the impairment test reflects the smallest unit to which the goodwill relates. Goodwill acquired in a business combination is allocated to the cash-generating units that are expected to benefit from the synergies of the combination.

If the recoverable amount of assets or cash-generating units is lower than the carrying amount, the carrying amount is reduced to the recoverable amount and impairment losses are recognized.

Impairment losses recognized in relation to a cash-generating unit are first allocated to reduce the carrying amount of any goodwill allocated to the unit, and then the carrying amounts of the other assets within the cash-generating unit are reduced on a pro rata basis according to the carrying amount of each asset.

If there is an indication of reversal of impairment losses, recoverable amount of the asset is estimated. Further, if such recoverable amount is more than the carrying amount, impairment losses are reversed.

The maximum amount reversed is an amount which is not higher than the carrying amount less the depreciation cost or amortization cost if impairment losses are not recognized.

(TRANSLATION)

8. Post-employment benefits

The Group adopted the defined benefit plan comprised of defined benefit pension plan and retirement lump-sum severance plan, and defined contribution pension plan, as post-employment benefit plans.

The liabilities or assets of the defined benefit plan are recognized at an amount representing the present value of the defined benefit obligations less the fair value of the plan assets (the effect of the asset ceiling may be taken into account if necessary).

The present value of the defined benefit obligations is calculated by using the projected unit credit method. The discount rate used in this calculation is determined by reference to market yields at the end of the reporting period on high-quality corporate bonds for the period until the expected date of future benefit payment.

Remeasurement of the net defined benefit liabilities or assets is recognized as other comprehensive income at the time of occurrence and is immediately reclassified as retained earnings. Past service cost and any gain or loss on settlement are recognized as profit or loss.

Expenses related to post-employment benefits of the defined contribution pension plan are recognized as expenses at the time an employee provides the relevant service.

9. Share-based payment

1) Performance-Based Stock Compensation Plan

The Group has introduced the Performance-Based Stock Compensation Plan as an equity-settled share-based payment plan for officers. Under the Plan, services received are measured at the fair value of the Company's shares as of the grant date, and recognized as expenses in the consolidated statement of income throughout the vesting period. A corresponding amount is recognized as an increase of equity in the consolidated statement of financial position. The fair value of the Company's shares as of the grant date is measured based on observable market prices, and the expected dividends are incorporated in the measurement of the fair value.

2) Trust-type Employee Shareholding Incentive Plan

The Group has introduced the Trust-type Employee Shareholding Incentive Plan (hereinafter the "Plan") as a cash-settled share-based payment plan. Under the Plan, services received are measured at the fair value of the liabilities incurred, and recognized as expenses in the consolidated statement of income from the grant date to the trust expiration date. A corresponding amount is recognized as an increase of liabilities in the consolidated statement of financial position. The fair value of the liabilities is remeasured as of the end of each period until settlement, and the changes in the fair value are recognized as profit or loss.

The Plan was terminated on October 15, 2025.

10. Revenue

Pursuant to IFRS 15, the Group recognizes revenue based on the following five-step approach:

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

(TRANSLATION)

The Group mainly engages in the sales of hams and sausages, processed food products, fresh meats and dairy products.

With respect to the sales contracts of products with customers, since control over the products transfers to the customer and the performance obligations are satisfied as of when the products are delivered to the customer, revenue is recognized at such time.

Revenue is determined as the amount of the consideration in the sales contract less the rebates and discounts based on the net sales or the sales amount, and the consideration expected to be refunded to the customer is reasonably estimated and is recorded as refund liabilities.

In addition, if the Group is involved in the sales of products as an agent, revenue is recognized as a net amount.

The consideration in a sales contract for products is primarily recovered within one year from when the products are delivered to the customer. Furthermore, significant financing components are not included.

(4) Notes to revenue recognition:

1. Disaggregation of revenue

The Group disaggregates revenue from each of the reportable segments—the Processed Foods Business Division, the Fresh Meats Business Division, and the Ballpark Business—into the categories of "Hams and sausages," "Processed foods," "Fresh meats," "Dairy products," and "Others," depending on the type of goods and services.

(Millions of Yen)

|                   | Processed Foods Business Division | Fresh Meats Business Division | Ballpark Business | Total     | Eliminations and adjustments | Consolidated |
|-------------------|-----------------------------------|-------------------------------|-------------------|-----------|------------------------------|--------------|
| Hams and sausages | 120,087                           | 2,089                         | –                 | 122,176   | 48                           | 122,224      |
| Processed foods   | 236,092                           | 29,970                        | –                 | 266,062   | (96)                         | 265,966      |
| Fresh meats       | 29,980                            | 922,704                       | –                 | 952,684   | 26                           | 952,710      |
| Dairy products    | 40,743                            | 299                           | –                 | 41,042    | 4                            | 41,046       |
| Others            | 21,464                            | 24,547                        | 27,785            | 73,796    | 1,649                        | 75,445       |
| Total             | 448,366                           | 979,609                       | 27,785            | 1,455,760 | 1,631                        | 1,457,391    |

2. Balances from contracts with customers

Balances from contracts with customers are as follows:

|                      |                 |
|----------------------|-----------------|
| Contract liabilities | ¥14,884 million |
| Refund liabilities   | ¥7,745 million  |

Of the opening balance of contract liabilities, the amount of those recognized as revenue for the fiscal year ended March 31, 2026 is as follows:

Amount included in the opening balance of contract liabilities ¥10,176 million

The Group receives payments from customers according to the contractual billing schedule. Contract liabilities represent payments received prior to the performance under the contract. Accordingly, their balances vary depending on the Group's status of performance obligation in

(TRANSLATION)

the contract.

The amount of revenue recognized in the fiscal year ended March 31, 2026 from performance obligations satisfied in the past is not material.

In addition, the Group applies a practical expedient and does not disclose information regarding performance obligations with an original expected remaining term of one year or less. There are no material amounts of consideration arising from contracts with customers that are not included in the transaction price. Since payment is received within one year of delivery to customers, the agreed-upon consideration does not include any significant financial components.

The amount of assets recognized in the fiscal year ended March 31, 2026 from costs incurred to acquire or fulfill contracts with customers was not material. In addition, if the practical expedient is applied and the amortization period of the assets to be recognized is one year or less, incremental costs of obtaining the contract are recognized as an expense when they are incurred.

(5) Notes to accounting estimates:

1. Recoverability of deferred tax assets

1) Amount recorded in the consolidated financial statements

|                     |                 |
|---------------------|-----------------|
| Deferred tax assets | ¥28,429 million |
|---------------------|-----------------|

2) Other matters

Deferred tax assets are recognized to the extent that it is probable that taxable income will be available against which the unused tax losses and deductible temporary differences can be utilized.

In considering the probability of the taxable income, the amount is determined by reasonably estimating the timing and amount of taxable income which will be available in the future.

The estimates may be affected by uncertain future changes in economic conditions or other factors. If the actual timing and amount of taxable income differ from their estimates due to unpredictable situations, they might have a material impact on the amount of deferred tax assets in the consolidated financial statements for the fiscal year ending March 31, 2027.

In addition, the Group applies the temporary exception to the "International Tax Reform - Pillar Two Model Rules (Amendments to IAS 12)" and does not recognize or disclose deferred tax assets and deferred tax liabilities for income taxes arising from tax systems related to the Pillar Two Model Rules issued by the Organisation for Economic Co-operation and Development (OECD).

2. Impairment of non-financial assets

1) Amounts recorded in the consolidated financial statements

|                               |                  |
|-------------------------------|------------------|
| Property, plant and equipment | ¥376,092 million |
|-------------------------------|------------------|

|                     |                 |
|---------------------|-----------------|
| Right-of-use assets | ¥44,946 million |
|---------------------|-----------------|

|                                |                 |
|--------------------------------|-----------------|
| Intangible assets and goodwill | ¥39,074 million |
|--------------------------------|-----------------|

|                   |                |
|-------------------|----------------|
| Impairment losses | ¥1,417 million |
|-------------------|----------------|

2) Other matters

The details are the same as those provided in 7. Impairment of non-financial assets in "(3) Matters concerning accounting policies" in the consolidated financial statements.

The estimates may be affected by uncertain future changes in economic conditions or other factors. If the actual cash flows differ from their estimates due to unpredictable situations,

(TRANSLATION)

they might have a material impact on the amount of non-financial assets in the consolidated financial statements for the fiscal year ending March 31, 2027.

(TRANSLATION)

**(Notes to Consolidated Statement of Financial Position)**

- (1) Accumulated depreciation and accumulated impairment losses of property, plant and equipment: ¥402,179 million

**(Notes to Consolidated Statement of Changes in Equity)**

- (1) Class and total number of issued shares as of March 31, 2026:

Issued shares                      Common stock                      99,095,004 shares

- (2) Matters concerning dividends:

1) Amount of dividends paid

| Resolution                                            | Class of shares | Total amount of dividends (millions of yen) | Amount of dividend per share (yen) | Record date    | Effective date |
|-------------------------------------------------------|-----------------|---------------------------------------------|------------------------------------|----------------|----------------|
| Meeting of the Board of Directors held on May 9, 2025 | Common stock    | 13,376                                      | 135.00                             | March 31, 2025 | June 4, 2025   |

- 2) Dividends for which the record date is in the current fiscal year but the effective date is in the next fiscal year

| Resolution                                            | Class of shares | Total amount of dividends (millions of yen) | Amount of dividend per share (yen) | Record date    | Effective date |
|-------------------------------------------------------|-----------------|---------------------------------------------|------------------------------------|----------------|----------------|
| Meeting of the Board of Directors held on May 8, 2026 | Common stock    | 15,077                                      | 160.00                             | March 31, 2026 | June 3, 2026   |

(Note) The total amount of dividends includes dividends on the Company's shares held by the Board Incentive Plan Trust of ¥16 million.

(TRANSLATION)

**(Notes to Financial Instruments)**

(1) Matters relating to the status of financial instruments:

The Group raises necessary funds primarily through bank loans and issuance of corporate bonds based on the demand for funds for conducting business activities.

With regard to trade notes and accounts receivable, the Group controls credit risks in relation to customers in accordance with their credit management rules. The Group holds securities and other financial instruments that are exposed to share price risk. The Group reviews all issues of such equity investments and their holding statuses once a year on an ongoing basis.

Bank loans, etc. are used for working capital (principally short term) and capital expenditures (long term). Part of the bank loans, etc. has floating interest rates. The Group monitors trends in market interest rates on an ongoing basis to manage the interest rate fluctuation risk.

The Group uses foreign currency forward exchange contracts to mitigate foreign exchange rate risk. The Group has a policy not to use derivatives for any purpose other than managing market risks.

(2) Matters concerning fair values of financial instruments:

The following table shows the carrying amounts and fair values as of March 31, 2026, along with their differences. Financial instruments measured at fair value and financial instruments whose fair values approximate their carrying amounts are not included in the table below.

|                          | (Millions of Yen) |            |            |
|--------------------------|-------------------|------------|------------|
|                          | Carrying amount   | Fair value | Difference |
| Bonds and borrowings (*) | 150,281           | 140,524    | (9,757)    |

(\*) Bonds and borrowings, including current portion, are included within interest-bearing liabilities (current liabilities and non-current liabilities) in the consolidated statement of financial position.

(Note) The fair values of financial instruments are determined as follows:

1) Financial instruments measured at amortized cost

- (i) Cash and cash equivalents, trade and other receivables, trade and other payables, short-term bank loans

The carrying amounts of these items approximate the fair values because of their short maturities.

- (ii) Bonds and long-term bank loans

Bonds and long-term bank loans are measured by discounting the future cash flows to present value at a rate that would be applied to a similar new contract.

(TRANSLATION)

2) Financial instruments measured at fair value

(i) Investment securities

The fair values of marketable investment securities are based on quoted prices. The fair values of unlisted investment securities and investments in capital of investment partnerships are measured by using appropriate valuation techniques, such as the market approach and the income approach.

(ii) Other financial assets

The fair values of foreign currency forward exchange contracts are measured by using a discounted cash flow model based on the contract term, using observable market data such as forward exchange rates.

(iii) Other financial liabilities

The fair values of foreign currency forward exchange contracts are measured by using a discounted cash flow model based on the contract term, using observable market data such as forward exchange rates.

(3) Financial instruments categorized by fair value hierarchy:

The table below shows analytical results on financial instruments measured at fair value. Each level is defined as follows. There are no financial instruments measured at fair value on a non-recurring basis.

Level 1: Fair value measured at quoted prices in active markets

Level 2: Fair value determined, either directly or indirectly, by using observable inputs other than Level 1

Level 3: Fair value determined using valuation techniques based on unobservable inputs

The Group recognizes transfers between the levels of the fair value hierarchy at the date when the event or the change in circumstances resulting in the transfer occurred.

During the fiscal year ended March 31, 2026, there were no transfers between Levels 1, 2, and 3 of the fair value hierarchy.

## (TRANSLATION)

(Millions of Yen)

|                                                                            | Level 1 | Level 2 | Level 3 | Total  |
|----------------------------------------------------------------------------|---------|---------|---------|--------|
| Financial assets                                                           |         |         |         |        |
| Financial assets measured at fair value through profit or loss             |         |         |         |        |
| Derivative assets                                                          | –       | 3,710   | –       | 3,710  |
| Debt financial assets                                                      | –       | 207     | 1,352   | 1,559  |
| Financial assets measured at fair value through other comprehensive income |         |         |         |        |
| Equity financial assets                                                    | 23,885  | 184     | 1,706   | 25,775 |
| Total financial assets                                                     | 23,885  | 4,101   | 3,058   | 31,044 |
| Financial liabilities                                                      |         |         |         |        |
| Financial liabilities measured at fair value through profit or loss        |         |         |         |        |
| Derivative liabilities                                                     | –       | 588     | –       | 588    |
| Total financial liabilities                                                | –       | 588     | –       | 588    |

## Reconciliation for financial instruments classified as Level 3

The reconciliation from the opening balances to the closing balances of financial instruments classified as Level 3 in fair value measurements is as follows:

(Millions of Yen)

|                                          |       |
|------------------------------------------|-------|
| Balance at beginning of the year         | 2,882 |
| Gain or loss                             |       |
| Recognized in profit or loss             | 1     |
| Recognized in other comprehensive income | (22)  |
| Purchase                                 | 250   |
| Disposal                                 | (53)  |
| Other                                    | 0     |
| Balance at end of the year               | 3,058 |

Financial assets classified as Level 3 mainly consist of unlisted shares and investments in capital of investment partnerships, whose fair values are measured using valuation techniques based on market prices of peer companies and other methods.

Fair value of unlisted shares and investments in capital of investment partnerships is measured using unobservable inputs, such as a valuation multiple. The fair value increases (decreases) as an operating income multiple rises (declines).

(TRANSLATION)

**(Notes to Per Share Information)**

(1) Total equity per share attributable to owners of the parent: ¥5,704.03

(2) Basic earnings per share: ¥361.13

(Note) In determining total equity per share attributable to owners of the parent and basic earnings per share, 98,617 shares of the Company held by the Board Incentive Plan Trust are accounted for as treasury stock. Accordingly, the number of these shares is deducted in determining the weighted-average number of shares.

Diluted earnings per share is not presented as no potential shares with dilutive effect existed.

**(Significant subsequent events)**

(Cancellation of Treasury Stock)

As resolved at the meeting of the Board of Directors held on April 13, 2026, the Company completed the cancellation of treasury stock on April 30, 2026, pursuant to Article 178 of the Companies Act.

- 1) Class of shares cancelled: Common stock of the Company
- 2) Number of shares cancelled: 4,850,004 shares  
(4.9% of the total number of issued shares before the cancellation)
- 3) Date of cancellation: April 30, 2026

Total number of issued shares before the cancellation: 99,095,004 shares

Total number of issued shares after the cancellation: 94,245,000 shares

Number of shares of treasury stock after the cancellation: 111,559 shares

(0.1% of the total number of issued shares after the cancellation)

(Note 1) The total number of issued shares and the number of shares of treasury stock after the cancellation are calculated based on the number of shares of treasury stock as of March 31, 2026.

(Note 2) The number of shares of treasury stock includes 98,617 shares of the Company held by the BIP Trust.

(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 CHANGES IN NET ASSETS**

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

(Millions of Yen)

|                                                                      | Shareholders' equity |                 |                       |                                |                                                  |                                          |                 |                                 |          |                |                            |
|----------------------------------------------------------------------|----------------------|-----------------|-----------------------|--------------------------------|--------------------------------------------------|------------------------------------------|-----------------|---------------------------------|----------|----------------|----------------------------|
|                                                                      | Common stock         | Capital surplus |                       | Retained earnings              |                                                  |                                          |                 |                                 |          | Treasury stock | Total shareholders' equity |
|                                                                      |                      | Capital reserve | Total capital surplus | Appropriated for legal reserve | Unappropriated                                   |                                          |                 | Total retained earnings         |          |                |                            |
|                                                                      |                      |                 |                       |                                | Reserve for deferral of capital gain on property | Reserve for promotion of open innovation | General reserve | Net retained earnings forwarded |          |                |                            |
| <b>Balance as of April 1, 2025</b>                                   | 36,294               | 55,212          | 55,212                | 6,041                          | 499                                              | 25                                       | 95,000          | 29,624                          | 131,189  | (776)          | 221,919                    |
| Changes during the year                                              |                      |                 |                       |                                |                                                  |                                          |                 |                                 |          |                |                            |
| Cash dividends                                                       |                      |                 |                       |                                |                                                  |                                          |                 | (13,376)                        | (13,376) |                | (13,376)                   |
| Profit                                                               |                      |                 |                       |                                |                                                  |                                          |                 | 22,560                          | 22,560   |                | 22,560                     |
| Acquisition of treasury stock                                        |                      |                 |                       |                                |                                                  |                                          |                 |                                 |          | (30,005)       | (30,005)                   |
| Disposal of treasury stock                                           |                      |                 |                       |                                |                                                  |                                          |                 |                                 |          | 239            | 239                        |
| Provision of reserve for promotion of open innovation                |                      |                 |                       |                                |                                                  | 37                                       |                 | (37)                            | –        |                | –                          |
| Reversal of reserve for promotion of open innovation                 |                      |                 |                       |                                |                                                  | (25)                                     |                 | 25                              | –        |                | –                          |
| Changes in items other than shareholders' equity during the year–net |                      |                 |                       |                                |                                                  |                                          |                 |                                 |          |                |                            |
| Total changes during the year                                        | –                    | –               | –                     | –                              | –                                                | 12                                       | –               | 9,172                           | 9,184    | (29,766)       | (20,582)                   |
| <b>Balance as of March 31, 2026</b>                                  | 36,294               | 55,212          | 55,212                | 6,041                          | 499                                              | 37                                       | 95,000          | 38,796                          | 140,373  | (30,542)       | 201,337                    |

## (TRANSLATION)

(Millions of Yen)

|                                                                      | Valuation and translation adjustments           |                                             | Total net assets |
|----------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------|------------------|
|                                                                      | Unrealized gains on other marketable securities | Total valuation and translation adjustments |                  |
| <b>Balance as of April 1, 2025</b>                                   | 7,678                                           | 7,678                                       | 229,597          |
| Changes during the year                                              |                                                 |                                             |                  |
| Cash dividends                                                       |                                                 |                                             | (13,376)         |
| Profit                                                               |                                                 |                                             | 22,560           |
| Acquisition of treasury stock                                        |                                                 |                                             | (30,005)         |
| Disposal of treasury stock                                           |                                                 |                                             | 239              |
| Provision of reserve for promotion of open innovation                |                                                 |                                             | —                |
| Reversal of reserve for promotion of open innovation                 |                                                 |                                             | —                |
| Changes in items other than shareholders' equity during the year—net | 3,120                                           | 3,120                                       | 3,120            |
| Total changes during the year                                        | 3,120                                           | 3,120                                       | (17,462)         |
| <b>Balance as of March 31, 2026</b>                                  | 10,798                                          | 10,798                                      | 212,135          |

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

(TRANSLATION)

**NOTES TO NON-CONSOLIDATED FINANCIAL STATEMENTS**

**(Notes to Significant Accounting Policies)**

1. Basis and method of valuation of assets:

(1) Basis and method of valuation of securities:

Shares of subsidiaries and associates:

At cost, determined by the moving-average method.

Other securities:

Securities other than shares, etc. that do not have a market price:

At fair value, determined by quoted prices at the balance sheet date. (Unrealized gains (losses) are reported directly in net assets. Cost of sales is determined by the moving-average method).

Shares, etc. that do not have a market price:

At cost, determined by the moving-average method.

(2) Basis and method of valuation of inventories:

Merchandise and finished goods, work-in-process and raw materials and supplies:

At cost, determined by the moving-average method (carrying amount in the balance sheet is calculated with consideration of write-downs due to decreased profitability).

2. Method of depreciation of fixed assets:

(1) Property, plant and equipment  
(excluding leased assets):

By the straight-line method.

(2) Intangible assets  
(excluding leased assets):

By the straight-line method.

Software for internal use is amortized by the straight-line method over the estimated useful life (5 to 10 years).

(3) Leased assets:

Leased assets related to finance lease transactions that do not transfer ownership:

Leased assets are depreciated by the straight-line method based on the assumption that the useful life equals the lease term and the residual value equals zero.

(TRANSLATION)

3. Basis for accounting for allowances and accrued liabilities:

(1) Allowance for doubtful accounts: For possible bad debt losses, allowances are provided by taking into consideration the actual loss rate in respect of general receivables and the individual collectibility in respect of specific claims such as probable non-performing receivables.

(2) Liability for retirement benefits: To prepare for retirement benefits for employees, liability for retirement benefits is recorded based on the projected benefit obligations and plan assets at the end of the fiscal year.  
If plan assets to be recognized at the end of the fiscal year exceed benefit obligations less unrecognized actuarial differences, etc., the excess amount is recognized as prepaid pension expenses.  
Actuarial differences are amortized effective from the following fiscal year, using the straight-line method for a specific period of years (13 to 14 years) within the average remaining years of service of employees.

4. Basis of recognition of revenue and costs:

The Company mainly engages in the sales of hams and sausages, processed food products, and fresh meats.

With respect to the sales contracts of products with customers, since control over the products transfers to the customer and the performance obligations are satisfied as of when the products are delivered to the customer, revenue is recognized at such time.

5. Method of hedge accounting: (i) Method of hedge accounting:

In principle, gains or losses on derivatives are deferred until maturity of the hedged transactions. The interest rate swaps that meet specific matching criteria are not remeasured at fair value but the differential paid or received under the swap agreements is recognized and included in interest expenses or income.

(ii) Hedging instruments and hedged items:

Hedging instruments: Interest rate swaps  
Hedged items: Interest expenses on debt

(TRANSLATION)

(iii) Hedging policy:

The Company engages in interest rate swaps to mitigate exposure to interest rate fluctuations.

(iv) Method of evaluating hedge effectiveness:

Evaluation of effectiveness is omitted for interest rate swaps that meet specific matching criteria.

6. Other significant fundamental matters for the preparation of non-consolidated financial statements:

Application of the group tax sharing system:

The group tax sharing system is applied.

(TRANSLATION)

**(Notes to Revenue Recognition)**

Notes are omitted because a similar description is included in the Notes to revenue recognition in the Notes to Consolidated Financial Statements.

**(Notes to Accounting Estimates)**

1. Valuation of shares of subsidiaries and associates:

(1) Amounts recorded in the non-consolidated financial statements:

|                                       |                 |
|---------------------------------------|-----------------|
| Shares of subsidiaries and associates | ¥60,501 million |
|---------------------------------------|-----------------|

(2) Other matters:

In the valuation of shares, etc. that do not have a market price, impairment accounting is applied if the net asset value of the shares significantly decreases and is not expected to recover.

In considering the recoverability, it is considered whether the net asset value will recover to the acquisition price in five years by reasonably estimating the future net asset value based on the business plan of subsidiaries and associates and other materials.

The estimates may be affected by uncertain future changes in economic conditions or other factors. If the business performance of subsidiaries and associates deteriorates and is not expected to recover in the future due to unpredictable situations, it might have a material impact on the amount of shares of subsidiaries and associates in the non-consolidated financial statements for the fiscal year ending March 31, 2027.

(TRANSLATION)

2. Valuation of loans receivable from subsidiaries and associates:

(1) Amounts recorded in the non-consolidated financial statements:

|                                                                             |                  |
|-----------------------------------------------------------------------------|------------------|
| Loans receivable from subsidiaries and associates                           | ¥255,852 million |
| Allowance for doubtful accounts receivable from subsidiaries and associates | ¥5,980 million   |

(2) Other matters:

In the valuation of loans receivable from subsidiaries and associates, allowances for doubtful accounts receivable are individually recorded if the financial position of subsidiaries and associates, as the borrowers, deteriorates and a material concern is likely to occur with the collection of receivables. In determining the amount of the allowances for doubtful accounts receivable, the recoverable amount is reasonably estimated by considering the future solvency based on the business plan of subsidiaries and associates and other materials.

The estimates may be affected by uncertain future changes in economic conditions or other factors. If the business performance of subsidiaries and associates differs from the estimates due to unpredictable situations, it might have a material impact on the amount of allowance for doubtful accounts for loans receivable from subsidiaries and associates in the non-consolidated financial statements for the fiscal year ending March 31, 2027.

3. Recoverability of deferred tax assets:

(1) Amounts recorded in the non-consolidated financial statements:

|                                                                                  | (Millions of Yen) |
|----------------------------------------------------------------------------------|-------------------|
|                                                                                  | Amount            |
| Deferred tax assets                                                              | –                 |
| Deferred tax liabilities                                                         | 178               |
| Amount of deferred tax assets before offsetting against deferred tax liabilities | 4,859             |

(2) Other matters:

Deferred tax assets are recognized to the extent that it is probable that taxable income will be available against which the unused tax losses and deductible temporary differences can be utilized.

In considering the probability of the taxable income, the amount is determined by reasonably estimating the timing and amount of taxable income which will be available in the future.

The estimates may be affected by uncertain future changes in economic conditions or other factors. If the actual timing and amount of taxable income differ from their estimates due to unpredictable situations, they might have a material impact on the amount of deferred tax assets in the non-consolidated financial statements for the fiscal year ending March 31, 2027.

(TRANSLATION)

4. Impairment of fixed assets:

(1) Amounts recorded in the non-consolidated financial statements:

|                               |                 |
|-------------------------------|-----------------|
| Property, plant and equipment | ¥26,624 million |
| Intangible assets             | ¥27,485 million |
| Impairment losses             | ¥68 million     |

(2) Other matters:

If there is an indication of impairment of fixed assets, the necessity of impairment is determined based on the future cash flows of the assets or asset groups. Units for determining the necessity of impairment are considered as minimum units which generate cash flows independently of other assets or asset groups.

In determining whether an impairment is necessary, certain assumptions such as long-term growth rates are established in the estimation of future cash flows.

The estimates may be affected by uncertain future changes in economic conditions or other factors. If the condition of cash flows differs from the estimates due to unpredictable situations, it might have a material impact on the amount of fixed assets in the non-consolidated financial statements for the fiscal year ending March 31, 2027.

**(Notes to Non-consolidated Balance Sheet)**

1. Accumulated depreciation of property, plant and equipment: ¥28,523 million

2. Guarantee obligations:

(Millions of Yen)

| Guarantee                                              | Description                          | Guarantee amount |
|--------------------------------------------------------|--------------------------------------|------------------|
| NH Foods Australia Pty. Ltd. and seven other companies | Guarantee for loans and transactions | 2,953            |

3. Accounts receivable from and payable to subsidiaries and associates:

|                                 |                  |
|---------------------------------|------------------|
| Short-term monetary claims      | ¥87,794 million  |
| Long-term monetary claims       | ¥106,374 million |
| Short-term monetary liabilities | ¥136,816 million |

(TRANSLATION)

**(Notes to Non-consolidated Statement of Income)**

1. Transactions with subsidiaries and associates:

|                                           |                  |
|-------------------------------------------|------------------|
| Net sales                                 | ¥669,078 million |
| Purchases                                 | ¥589,314 million |
| Transactions other than ordinary business | ¥32,843 million  |

2. Gain on sales of fixed assets (extraordinary income):

Gain on sales of fixed assets is primarily attributable to the sale of land.

3. Gain on sales of investment securities (extraordinary income):

Gain on sales of investment securities is attributable to the sale of shares in cross-shareholdings.

4. Other (extraordinary income):

With regard to the Kawasaki Logistics Center used by Nippon Daily Net Co., Ltd., a consolidated subsidiary of the Company, the Company had previously entered into a lease agreement with the lessor. However, the lease agreement was terminated and replaced by a direct lease agreement between Nippon Daily Net Co., Ltd. and the lessor. Extraordinary income was recognized due to the reversal of liabilities for restoring the premises to their original condition.

(TRANSLATION)

**(Notes to Non-consolidated Statement of Changes in Net Assets)**

(1) Class and number of shares of treasury stock as of March 31, 2026:

Common stock 4,961,563 shares

The number of shares of treasury stock as of March 31, 2026 includes shares of the Company held by the Board Incentive Plan Trust. As the Trust-type Employee Shareholding Incentive Plan was terminated on October 15, 2025, the NH Foods Group Employee Shareholding Association Trust does not hold any shares of the Company as of March 31, 2026.

(Breakdown of treasury stock)

The breakdown is as follows:

|                                                                                                             | As of April 1, 2025 | As of March 31, 2026 |
|-------------------------------------------------------------------------------------------------------------|---------------------|----------------------|
| Number of shares of the Company held by the Board Incentive Plan Trust (shares)                             | 107,955             | 98,617               |
| Number of shares of the Company held by the NH Foods Group Employee Shareholding Association Trust (shares) | 43,600              | –                    |

(Outline of the causes of the change)

Major causes:

|                                                                                                                |                  |
|----------------------------------------------------------------------------------------------------------------|------------------|
| Increase due to acquisition of treasury stock by resolution of the Board of Directors                          | 4,850,000 shares |
| Increase due to the purchase of shares of less than one unit                                                   | 997 shares       |
| Decrease due to the delivery of shares to target persons from trusts related to the Board Incentive Plan Trust | 9,338 shares     |
| Decrease due to disposal to the Employee Shareholding Association                                              | 43,600 shares    |

(2) Dividends on the Company's shares held by the Trust included in the total amount of dividends

|                                                                                                  |             |
|--------------------------------------------------------------------------------------------------|-------------|
| Dividends on Company's shares held by the Board Incentive Plan Trust                             | ¥15 million |
| Dividends on Company's shares held by the NH Foods Group Employee Shareholding Association Trust | ¥6 million  |

(TRANSLATION)

**(Notes to Tax Effect Accounting)**

Significant components of deferred tax assets and deferred tax liabilities

| Deferred tax assets                                            | (Millions of Yen) |
|----------------------------------------------------------------|-------------------|
| Accrued bonuses                                                | 657               |
| Shares of subsidiaries and associates                          | 10,342            |
| Allowance for doubtful accounts                                | 1,887             |
| Impairment losses                                              | 798               |
| Loss on valuation of investment securities                     | 585               |
| Tax loss carryforwards                                         | 1,450             |
| Others                                                         | 3,084             |
| Subtotal of deferred tax assets                                | 18,803            |
| Valuation allowance for tax loss carryforwards                 | (303)             |
| Valuation allowance for total deductible temporary differences | (13,641)          |
| Valuation allowance                                            | (13,944)          |
| Total deferred tax assets                                      | 4,859             |
| Deferred tax liabilities                                       |                   |
| Prepaid pension expenses                                       | (395)             |
| Reserve for deferral of capital gain on property               | (230)             |
| Unrealized gains on other marketable securities                | (4,402)           |
| Others                                                         | (10)              |
| Total deferred tax liabilities                                 | (5,037)           |
| Net deferred tax liabilities                                   | (178)             |

The Company has applied the group tax sharing system.

Accordingly, accounting treatment, disclosure of income taxes and local corporate taxes, and related tax effect accounting are handled in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (PITF No. 42 of August 12, 2021).

(TRANSLATION)

**(Notes to Related-Party Transactions)**

(Millions of Yen)

| Category                  | Name                    | Proportion of voting rights held (Note 1)                         | Relationship                                                      | Transaction                   | Amount (Note 9)                                    | Account                                            | Year-end balance (Note 9) |
|---------------------------|-------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------|----------------------------------------------------|----------------------------------------------------|---------------------------|
| Subsidiary (Note 8)       | Kanto Nippon Food, Inc. | 100% held                                                         | Sales of products; Safekeeping of funds; Interlocking directorate | Sales of products (Note 2)    | 167,849                                            | Accounts receivable–trade                          | 20,827                    |
|                           |                         |                                                                   |                                                                   | Management of funds (Note 3)  | –                                                  | Deposits received from subsidiaries and associates | 16,347                    |
|                           |                         |                                                                   |                                                                   | Receipt of dividends (Note 5) | 3,222                                              |                                                    |                           |
|                           | Naka Nippon Food, Inc.  | 100% held                                                         | Sales of products; Safekeeping of funds; Interlocking directorate | Sales of products (Note 2)    | 137,992                                            | Accounts receivable–trade                          | 16,499                    |
|                           |                         |                                                                   |                                                                   | Management of funds (Note 3)  | –                                                  | Deposits received from subsidiaries and associates | 13,272                    |
| NH Foods marketing, Ltd.  | 100% held               | Sales of products; Interlocking directorate                       | Sales of products (Note 2)                                        | 135,699                       | Accounts receivable–trade                          | 13,324                                             |                           |
| Nishi Nippon Food, Inc.   | 100% held               | Sales of products; Safekeeping of funds; Interlocking directorate | Sales of products (Note 2)                                        | 105,791                       | Accounts receivable–trade                          | 13,043                                             |                           |
|                           |                         |                                                                   | Management of funds (Note 3)                                      | –                             | Deposits received from subsidiaries and associates | 11,681                                             |                           |
| Higashi Nippon Food, Inc. | 100% held               | Sales of products; Interlocking directorate                       | Sales of products (Note 2)                                        | 81,912                        | Accounts receivable–trade                          | 9,443                                              |                           |

## (TRANSLATION)

| Category | Name                         | Proportion of voting rights held (Note 1) | Relationship                                                             | Transaction                    | Amount (Note 9) | Account                                                      | Year-end balance (Note 9) |
|----------|------------------------------|-------------------------------------------|--------------------------------------------------------------------------|--------------------------------|-----------------|--------------------------------------------------------------|---------------------------|
|          | Japan Food Corporation       | 100% held                                 | Purchases of products;<br>Financial support;<br>Interlocking directorate | Purchases of products (Note 2) | 301,556         | Accounts payable–trade                                       | 81,059                    |
|          |                              |                                           |                                                                          | Management of funds (Note 3)   | –               | Short-term loans receivable from subsidiaries and associates | 47,683                    |
|          | Nipponham Factory Ltd.       | 100% held                                 | Purchases of products;<br>Financial support;<br>Interlocking directorate | Purchases of products (Note 2) | 38,291          | Accounts payable–trade                                       | 6,833                     |
|          |                              |                                           |                                                                          | Management of funds (Note 3)   | –               | Short-term loans receivable from subsidiaries and associates | 9,767                     |
|          |                              |                                           |                                                                          | Lending of funds (Note 4)      | 4,000           | Long-term loans receivable                                   | 10,664                    |
|          | Nippon Food Packer, Inc.     | 100% held                                 | Purchases of products;<br>Financial support;<br>Interlocking directorate | Purchases of products (Note 2) | 89,748          | Accounts payable–trade                                       | 3,480                     |
|          |                              |                                           |                                                                          | Lending of funds (Note 4)      | 1,000           | Long-term loans receivable                                   | 7,893                     |
|          | NH Foods Australia Pty. Ltd. | 100% held                                 | Financial support;<br>Interlocking directorate<br>Debt guarantees        | Management of funds (Note 3)   | –               | Short-term loans receivable from subsidiaries and associates | 21,388                    |
|          |                              |                                           |                                                                          | Debt guarantees (Note 6)       | 2,194           |                                                              |                           |
|          | Nippon Clean Farm Ltd.       | 100% held                                 | Financial support;<br>Interlocking directorate                           | Lending of funds (Note 4)      | 2,500           | Long-term loans receivable                                   | 19,660                    |

## (TRANSLATION)

| Category | Name                                      | Proportion of voting rights held (Note 1) | Relationship                                                      | Transaction                  | Amount (Note 9) | Account                                                      | Year-end balance (Note 9) |
|----------|-------------------------------------------|-------------------------------------------|-------------------------------------------------------------------|------------------------------|-----------------|--------------------------------------------------------------|---------------------------|
|          | Nippon White Farm Co., Ltd.               | 100% held                                 | Financial support; Interlocking directorate                       | Management of funds (Note 3) | –               | Short-term loans receivable from subsidiaries and associates | 9,000                     |
|          |                                           |                                           |                                                                   | Lending of funds (Note 4)    | –               | Long-term loans receivable                                   | 8,322                     |
|          | Nipponham Processed Foods Ltd.            | 100% held                                 | Financial support; Interlocking directorate                       | Management of funds (Note 3) | –               | Short-term loans receivable from subsidiaries and associates | 7,494                     |
|          |                                           |                                           |                                                                   | Lending of funds (Note 4)    | 1,800           | Long-term loans receivable                                   | 8,231                     |
|          | Nippon Pure Food, Inc.                    | 100% held                                 | Financial support; Interlocking directorate                       | Management of funds (Note 3) | –               | Short-term loans receivable from subsidiaries and associates | 8,300                     |
|          | Nipponham Southwest Ltd.                  | 100% held                                 | Financial support; Interlocking directorate                       | Management of funds (Note 3) | –               | Short-term loans receivable from subsidiaries and associates | 6,500                     |
|          | Nippon Logistics Center, Inc.             | 100% held                                 | Financial support; Interlocking directorate                       | Management of funds (Note 3) | –               | Short-term loans receivable from subsidiaries and associates | 6,200                     |
|          | Day-Lee Foods, Inc.                       | 100% held                                 | Borrowing of funds; Interlocking directorate                      | Borrowing of funds (Note 7)  | 15,074          | Short-term loans payable                                     | 24,885                    |
|          | Fighters Sports & Entertainment Co., Ltd. | 67.1% held                                | Safekeeping of funds; Financial support; Interlocking directorate | Management of funds (Note 3) | –               | Deposits received from subsidiaries and associates           | 8,425                     |
|          |                                           |                                           |                                                                   | Lending of funds (Note 4)    | 25,000          | Long-term loans receivable                                   | 24,250                    |

(Note 1) In calculating the proportion of voting rights, voting rights that are held indirectly by the subsidiaries are included.

(Note 2) Prices and other terms and conditions of transactions are determined through negotiations by taking into consideration prevailing quoted prices.

(Note 3) The Company has introduced a Cash Management System ("CMS") for the purpose of improving the efficiency of management of funds within the Group. Given that

(TRANSLATION)

it is difficult in practice to tally the transaction amount of financial transactions using CMS on a transaction-by-transaction basis, the transaction amount is not shown. Interest rates and other terms and conditions of transactions are determined reasonably by taking into consideration market interest rates. No collateral is accepted or offered.

- (Note 4) Interest rates and other terms and conditions of transactions are determined reasonably by taking into consideration market interest rates. No collateral is accepted or offered.
- (Note 5) These are the dividends received in accordance with the dividend policy of the subsidiaries.
- (Note 6) The Company provides debt guarantees for bank loans. Guarantee commissions are determined by taking into consideration the standard guarantee ratios of financial institutions, etc.
- (Note 7) Interest rates and other terms and conditions are reasonably determined in consideration of market interest rates.
- (Note 8) For long-term loans receivable from subsidiaries, the Company recorded an allowance for doubtful accounts totaling ¥5,980 million, and a reversal of allowance for doubtful accounts totaling ¥87 million in the fiscal year ended March 31, 2026.
- (Note 9) The amounts of transactions do not include consumption taxes, while the year-end balances include consumption taxes (excluding short-term loans receivable from subsidiaries and associates, long-term loans receivable and deposits received from subsidiaries and associates).

(TRANSLATION)

**(Notes to Per Share Information)**

|      |                           |           |
|------|---------------------------|-----------|
| (i)  | Net assets per share:     | ¥2,253.56 |
| (ii) | Basic earnings per share: | ¥232.34   |

In determining net assets per share, basic earnings per share and diluted earnings per share, the Company's shares held by the Board Incentive Plan Trust are accounted for as treasury stock. Accordingly, the number of these shares is deducted in determining the weighted-average number of shares.

Diluted earnings per share is not presented as no potential shares with dilutive effect existed.

Transactions related to the Board Incentive Plan Trust

The Company has adopted a scheme of the Board Incentive Plan Trust as the Performance-Based Stock Compensation Plan for the Directors, etc. to further clarify the linkage between the compensation for Directors, etc. and the Company's business performance and shareholder value. The trust agreement is accounted for pursuant to the "Practical Solution on Transactions of Delivering the Company's Own Stock to Employees etc. through Trusts" (PITF No. 30 of March 26, 2015).

(1) Overview of transactions

Under the Plan, a scheme called the officers compensation Board Incentive Plan Trust (the "BIP Trust") has been adopted. The BIP Trust is a plan, as with the performance based stock compensation (Performance Share) scheme and stock compensation with transfer restriction (Restricted Stock) scheme in Europe and America, under which the shares of the Company and the amount of money equivalent to the proceeds from the disposal of the shares of the Company will be delivered and paid to the Directors, etc. according to their position, achievement level of the performance goal, etc.

(2) Treasury stock remaining in the BIP Trust

The Company's shares remaining in the BIP Trust are recorded at the carrying amount in the BIP Trust as treasury stock in net assets in the non-consolidated balance sheet. The carrying amount and the number of shares of the treasury stock were ¥475 million and 98,617 shares, respectively, for the fiscal year ended March 31, 2026.

Trust-type Employee Shareholding Incentive Plan

(1) Overview of transactions

Upon resolution at the Board of Directors meeting held on May 11, 2020, the Company has adopted the "Trust-type Employee Shareholding Incentive Plan" (the "Plan") for the purpose of providing incentives to employees of the Group to improve the Company's corporate value over the medium and long term. Under the Plan, the Company establishes the "NH Foods Group Employee Shareholding Association Trust" (the "Shareholding Trust") at a trust bank. The Shareholding Trust acquires the Company's shares in advance for an amount expected to be acquired by the Shareholding Association over a certain period of time after the establishment. Thereafter, the Shareholding Trust makes sales of the Company's shares to the Shareholding

(TRANSLATION)

Association on a continuous basis. Upon the conclusion of the trust, if there are any accumulated gains on sales of shares within the Shareholding Trust, such gains on sales of shares will be allocated as residual assets to employees who meet eligibility requirements as beneficiaries. Further, since the Company guarantees loans undertaken by the Shareholding Trust to acquire the Company's shares, if there are any accumulated loss on sales of shares within the Shareholding Trust due to the decline of the Company's share price and there are any remaining loan amounts equivalent to the loss on sales of shares as of the conclusion of the trust, the Company will repay such loans.

(2) Treasury stock remaining in the Shareholding Trust

Not applicable as the Plan was terminated on October 15, 2025.

(3) Carrying amount of loans recorded by the application of the gross method

¥— million for the fiscal year ended March 31, 2026

**(Significant subsequent events)**

(Cancellation of Treasury Stock)

As resolved at the meeting of the Board of Directors held on April 13, 2026, the Company completed the cancellation of treasury stock on April 30, 2026, pursuant to Article 178 of the Companies Act.

- 1) Class of shares cancelled: Common stock of the Company
- 2) Number of shares cancelled: 4,850,004 shares  
(4.9% of the total number of issued shares before the cancellation)
- 3) Date of cancellation: April 30, 2026

|                                                            |                                                                    |
|------------------------------------------------------------|--------------------------------------------------------------------|
| Total number of issued shares before the cancellation:     | 99,095,004 shares                                                  |
| Total number of issued shares after the cancellation:      | 94,245,000 shares                                                  |
| Number of shares of treasury stock after the cancellation: | 111,559 shares                                                     |
|                                                            | (0.1% of the total number of issued shares after the cancellation) |

(Note 1) The total number of issued shares and the number of shares of treasury stock after the cancellation are calculated based on the number of shares of treasury stock as of March 31, 2026.

(Note 2) The number of shares of treasury stock includes 98,617 shares of the Company held by the BIP Trust.

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