



**NIPPON FLOUR MILLS CO., LTD.**

(Changed name to NIPPON CORPORATION on January 1, 2021)

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*Nippon Report* **2020**

**Print Edition**





## The NIPPN Group will contribute to people's wellbeing and the creation of a bright society through food.



Representative Director,  
Chairman and C.E.O.  
**Hiroshi Sawada**

Representative Director,  
President and C.O.O.  
**Toshiya Maezuru**

### As a diversified comprehensive food company, we will make great changes as NIPPN and continue to pursue consistent food safety and reliability.

NIPPON FLOUR MILLS CO., LTD. was founded in 1896 as Japan's first private modern mechanical flour milling company. Since then, we have been diversifying operations in response to the changing times and society, with the flour milling business as its core business. Particularly in recent years, in response to the changes in the environment surrounding food, the food business of our Group as a whole has expanded even further and today the food business has grown to double the size of the flour milling business. On January 1, 2021, NIPPON FLOUR MILLS CO., LTD. will change its name to NIPPN CORPORATION.

Changing the name of the company, which has a history of more than 120 years since its foundation, we aim to achieve net sales of ¥500 billion and operating income of ¥25 billion as a diversified comprehensive food company, while showing our vision and determination to grow further. We will express our desire to become a company that will be more familiar to our stakeholders than ever before by using "NIPPN," the name we have been traditionally called.

This year, domestic and international consumption trends have changed significantly due to the spread of COVID-19. In order to ensure a stable supply of food products as our social responsibility, our Group has taken the utmost care to prevent infections and ensure

the safety of our customers and employees. We will continue to grow as an indispensable company in the "With COVID-19" era food scene and new lifestyle to meet the expectations of our stakeholders.

In light of these significant changes, we have reaffirmed our commitment and changed the name of this report this year from the previous CSR Report to the NIPPN Report.

We will continue to explain our group-wide ESG (Environment, Social, and Governance) that we have been working on until now, and this year we are working to enhance our Group's business strategies and IR information to provide a broader range of stakeholders with clearer idea of how we are responding to these societal changes and what we aim to become.

Our Group is working to strengthen the business base as a diversified comprehensive food company, aiming for sustainable growth by strengthening its existing businesses with a focus on cost reduction and sales, as well as investing actively in fields with expected future growth. At the same time, in response to the growing expectations of our stakeholders for corporate activities to solve ESG issues, we are focusing on ESG-centered corporate activities to ensure that our Group continues to grow in the future.

As part of initiatives related to "E (Environment)," we are working to reduce the environmental impact from the perspective of a comprehensive environmental management system and are actively making efforts to reduce the environmental impact of home-use frozen foods, such as the use of paper trays made of forest-certified paper and environmentally friendly materials.

As for "S (Society)," we are committed to food safety and reliability and to the stable supply of products and will continue to fulfill our social responsibility as a food manufacturer.

Regarding "G (Governance)," we take a consistent

stance as a company while maintaining a flexible management style based on dialogue with all stakeholders. We also provide accurate and appropriate information disclosure in order to fulfill our corporate accountability.

We consider January 1, 2021, the date when we become NIPPN, as an important date that should be considered our second founding. We hope that our stakeholders will understand NIPPN Group's proactive approach to change and sustainably improve our corporate value in a large, rapidly changing society, and we hope that they will continue to share in our progress.

#### Our Mission Statement

We will strive as a corporation, to gain trust from customers and continue to grow in strength. Make an effort on a daily basis to keep every customer satisfied, by offering, in every area of business, competitive products and services of superior quality, thereby contributing to society.

#### Our Principles

- We are committed to having mutually satisfying interactions with customers through our products and services.
- We are committed not to being content with the present reality, continually striving for betterment and improvement, and accepting the challenge to create a new age through reform.
- We are committed to creating an environment in which each individual can apply their greatest strengths, an environment in which results will be evaluated correctly, and in these contexts, using our collective strengths to the fullest.
- We are committed to continuing to act in righteous ways, as good members of society.

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#### Editorial Policy

From this year, we have changed the name of this report from the "CSR Report" to the "NIPPN Report" to enhance disclosure of financial information. Depending on the scene where the information is needed, we provide information in two ways: a print edition with only the main points, and a web edition with details and data of the content of the print edition.

#### ■ Forward-Looking Statements

The forward-looking statements in this report are based on uncertainties and assumptions and may differ materially from actual future facts and results. We ask that you refrain from fully relying on any forward-looking statements contained in this report.

In addition, we are not responsible for updating or revising any information contained in this report.

#### ■ Reporting Period

This report covers the period from April 1, 2019 to March 31, 2020. However, periods before and after the current period are also mentioned as necessary.



# Landscape Surrounding NIPPN Group and Our Business Activities

## Social Landscape Surrounding NIPPN Group

The spread of COVID-19 this year has led to major changes in society as a whole. Our Group was required to fulfill the social responsibility to provide a stable supply of food products to our customers to meet the demand for household products that increased dramatically with the stay-at-home requests, while ensuring the safety of our employees. In the future, even after the situation returns to normal after COVID-19, it will be necessary to take measures against the risk of infections and to continue stable business activities.

On the other hand, we should not neglect ESG initiatives as we rebuild the depressed economy, and we believe that they need to be addressed even more from here on.

There is still an urgent need to deal with respect for human rights in business activities and environmental issues such as climate change and marine plastic waste. In order to revitalize the economy and create a sustainable society after COVID-19, and for companies to



grow in the long term, we believe it is best to understand that these ESG activities lead to long-term company growth, and we will make efforts to continue them.

Major changes in society require all companies to adjust, and our Group is committed to responding to the demands of society, fulfilling our responsibilities as a company, and contributing to the achievement of a sustainable society.



## Opportunities, Risks and Measures for NIPPN Group



To reduce the risk of infection among employees due to the spread of COVID-19, we are actively introducing flexible workstyles, such as staggered working hours and working from home. We also believe that we will need to devise new products that respond to the new lifestyles of our customers.

We are working to strengthen our business foundation to reduce costs in response to the harsh business environment in the food industry. On the other hand, we are actively investing in areas with future growth potential and restructuring our production sites. In particular, we are making aggressive investments in the growing market of Asia to respond to increased demand and expand sales channels. We also see changes in customer needs accompanying

societal changes as an opportunity for new product development and research. For example, with the participation of women in the workforce and an increase in the number of double-income households, the time available for cooking is decreasing. With this social situation, we are endeavoring to develop products that shorten cooking time. In addition, as a diversified comprehensive food company, we promote nutrition education activities and health-related research and development based on our mission to "contribute to people's health through food."

We are also working on environmental issues as important issues that affect our business. Extreme weather events such as droughts and heavy rainfall due to climate change are expected to affect the yield and quality of agricultural products such as wheat, which is a raw material for food. This is a risk that could lead to an increase in raw material costs, making it difficult to continue to provide products of reliable quality, which could affect our Group's business activities. We also monitor water usage and the state of wastewater management at our domestic and international production sites to reduce water usage, and work to reduce food waste by promoting the recycling of food waste materials.

## Outcome of FY2019

The NIPPN Group is taking a variety of measures to achieve sustainable growth in line with its long-term vision of ¥500 billion in consolidated net sales and ¥25 billion in consolidated operating income.

In FY2019, we aimed to maintain sustainable growth in a business environment becoming more difficult due to consumers' persistent desire to save money and rising costs such as labor costs because of labor shortages and distribution costs, and to reduce costs and expand sales. We worked to strengthen our business base as a diversified comprehensive food company by enhancing our existing businesses and actively investing in fields with expected future growth. In addition to the completion of loading facility for bulk carriers for shipping wheat bran at the Chiba Plant, capital investments to be continued in FY2020 include the construction of a new premix plant at the Fukuoka Plant, an additional frozen food plant at the NIPPN Frozen Food Co., Ltd. Isesaki Plant, a new frozen dough manufacturing plant at NIPPN (Thailand) Co., Ltd., and a new premix plant in Indonesia. We have promoted proactive capital investment in Japan and abroad such as these, and our investment in FY2019 was ¥13.067 billion.

## Targets for FY2020

In FY2020, consumer behavior in Japan and abroad will continue to change significantly due to the spread of COVID-19, but even in such an unpredictable and challenging business environment, we aim to maintain sustained growth by strengthening our existing businesses with a focus on cost reduction and sales, as well as by focusing on development of high value-added products in the frozen foods and ready-made meal businesses, which are expected to continue growing in the future. We are promoting proactive capital investments both in Japan and abroad with the construction of an additional frozen food plant at the NIPPN Frozen Food Co., Ltd. Isesaki Plant and a new frozen dough manufacturing plant at NIPPN (Thailand) Co., Ltd., and working to strengthen our business base as a diversified comprehensive food company.

From April 1, the business divisions have been divided into four business divisions: "Flour Milling," "Food," and "Ready-made Meals" in Japan, and one division responsible for the international business. In addition, we will become a company with an Audit & Supervisory Committee from June 26, which will strengthen our auditing and supervisory functions, and further enhance our corporate governance system and corporate value. In addition, we have decided to change our company name from "NIPPON FLOUR MILLS CO., LTD." to "NIPPON CORPORATION" as of January 1, 2021. We will use "NIPPON," the name we have been traditionally called, as the new company name to further expand and develop our business.

## Our Business

### Flour Milling Business

Net Sales  
¥102.6 billion  
(30%)



Since our establishment, we have worked to develop the flour-based food culture, including bread, noodles and confectioneries, together with our customers. In addition to supplying safe and reliable quality flour, we also provide total support including the development of flour and services that our customers want.

### Foods Business

Net Sales  
¥204.3 billion  
(59%)

#### Food Materials Business



We support a rich diet by offering professional-use ingredients, such as premixes based on our carefully selected raw materials and our mixing know-how built up over many years, corn and rice flour utilizing the technologies we developed in our flour milling operations, and seasonings.

#### Processed Foods Business



We offer a wide range of products to meet the needs of our customers under the NIPPN brand, which includes flour for tempura and okonomiyaki, and the Oh'my and REGALO brands, which include pasta and pasta sauce.

#### Frozen Foods Business



We offer frozen pasta and pasta sauce, cooked rice, side dishes, meals for boxed lunches, snacks, desserts, frozen dough, etc. for use in households and restaurants. We provide value-added products that are easy to use, more delicious than other products, and meet the needs of a diverse range of customers.

#### Nakashoku (ready-made meal) Business



"Nakashoku" (ready-made meals) are positioned somewhere between dining in restaurants and dining at home. We have manufacturing plants for "Nakashoku" - prepared foods, such as side dishes and box lunches - in locations throughout Japan, and we offer products that suit the demands of the times.

### Other Businesses

Net Sales  
¥37.8 billion  
(11%)

#### Health Care



Utilizing our research results over many years, primarily results regarding grains, we extract ingredients from plant materials, which are effective at promoting good health, to develop unique food ingredients. We offer products that support healthy life-spans and beauty.

#### Pet Care



We develop and manufacture high quality and safe pet food for pets, important members of a family, and we offer products for an era in which we live together with pets.

# Financial and Non-Financial Highlights

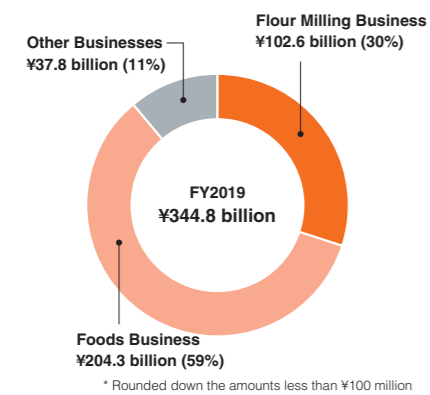
## Financial Highlights

In FY2019, the flour milling business saw sales of flour and bran by-products at the same level as the previous year, and an overall increase in revenue due to growth in the food business. In terms of profits, operating income decreased due to an increase in strategic costs in the food business, but net income increased.

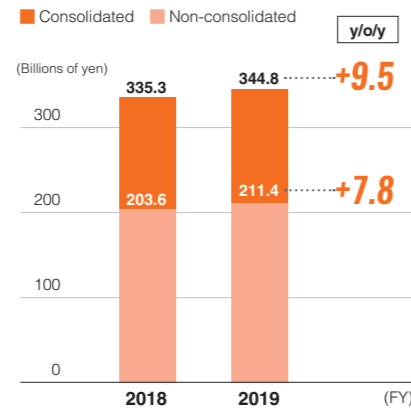
<b>Net Sales</b>	<b>Operating Income</b>	<b>Operating Income to Net Sales</b>	<b>Research and Development Expenses</b>	<b>Capital Investment</b>
¥ <b>344.8</b> billion	¥ <b>11.1</b> billion	<b>3.2%</b>	¥ <b>3.381</b> billion	¥ <b>13.067</b> billion

\*Consolidated

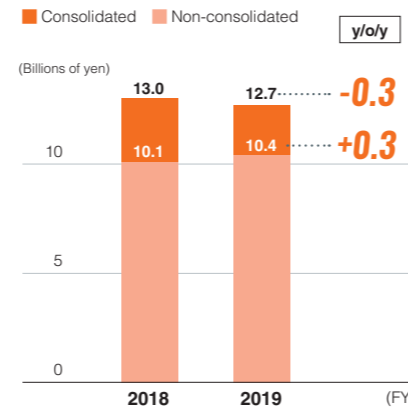
### Net Sales by Business



### Net Sales



### Ordinary Income



## Historical Data

### Profits and Losses (Consolidated)

(FY)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Net Sales										
Flour Milling Business	91.833	100.745	96.066	100.129	101.673	103.071	96.940	97.752	102.736	102.621
Foods Business	132.931	140.521	147.591	158.974	166.581	177.417	182.231	191.643	195.696	204.399
Other Businesses	27.373	27.827	27.412	28.005	30.256	31.139	33.760	34.099	36.966	37.818
Total	252.139	269.094	271.069	287.109	298.511	311.628	312.932	323.495	335.399	344.839
Research and Development Expenses	2.756	2.574	2.620	2.660	2.688	2.805	2.971	3.187	3.346	3.381
Operating Income	10.567	9.634	9.713	10.808	8.406	11.093	11.574	10.060	11.222	11.101
Ordinary Income	10.827	10.210	10.906	12.248	9.807	12.666	13.162	11.862	13.065	12.740
Profit Attributable to Owners of Parent	6.026	6.235	7.008	7.810	6.981	8.222	8.934	7.651	8.455	8.941
Operating Income to Net Sales (%)	4.2	3.6	3.6	3.8	2.8	3.6	3.7	3.1	3.3	3.2

### Capital Investments

(Billions of yen)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Consolidated Capital Investment Amount	7.130	11.753	12.213	13.374	6.206	7.413	12.023	10.119	15.911	13.067
Depreciation	6.784	7.277	7.863	8.043	8.030	7.564	7.715	7.791	7.428	8.375

### [Principal Results]

#### FY2018

- (Domestic)**
  - Purchase of land adjacent to Kobe-Konan Plant
  - Construction of Ichifuji Seimenjo's new plant for pre-cooked noodles
  - Construction of additional line for NPF Japan pet food
- (Overseas)**
  - NIPPON (Thailand) Co., Ltd.: Construction of additional premix line
  - Nippon Flour Mills (Shanghai Jinshan) Co., Ltd.: Construction of premix plant

#### FY2019

- (Domestic)**
  - Sendagaya 5-chome redevelopment
  - Chiba Plant: Construction of loading facility for bulk carriers for shipping wheat bran
- (Overseas)**
  - Nippon Flour Mills (Shanghai Jinshan) Co., Ltd.: Construction of additional premix line

### [Plan]

#### FY2020

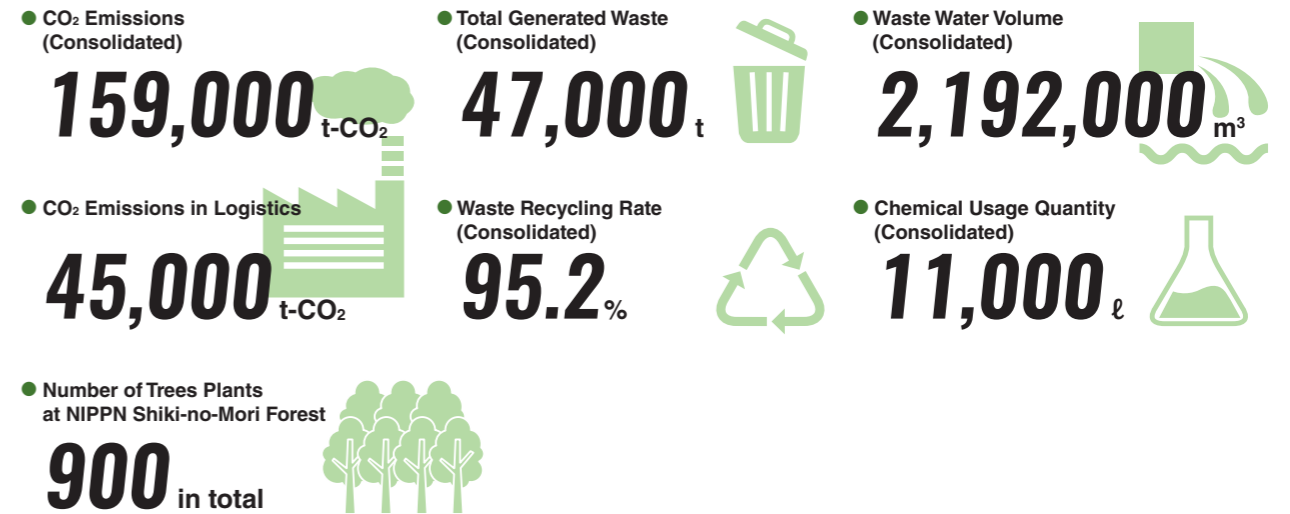
- (Domestic)**
  - Fukuoka Plant: Construction of new premix plant
  - NIPPON Frozen Food Co., Ltd. Isesaki Plant: Construction of additional frozen food plant
- (Overseas)**
  - NIPPON (Thailand) Co., Ltd.: Construction of new frozen dough manufacturing plant

#### From FY2021

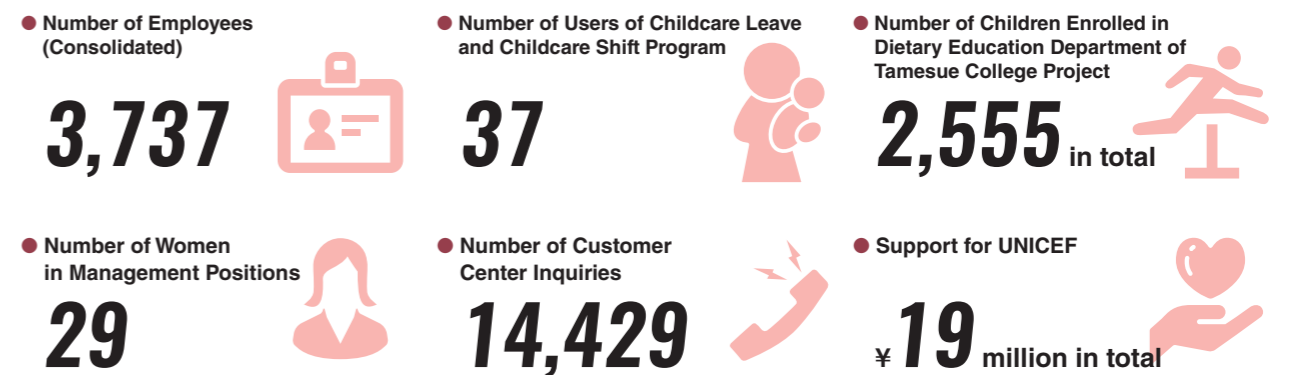
- (Overseas)**
  - PT. NIPPON Products Indonesia: Construction of new premix plant

## Non-Financial Highlights

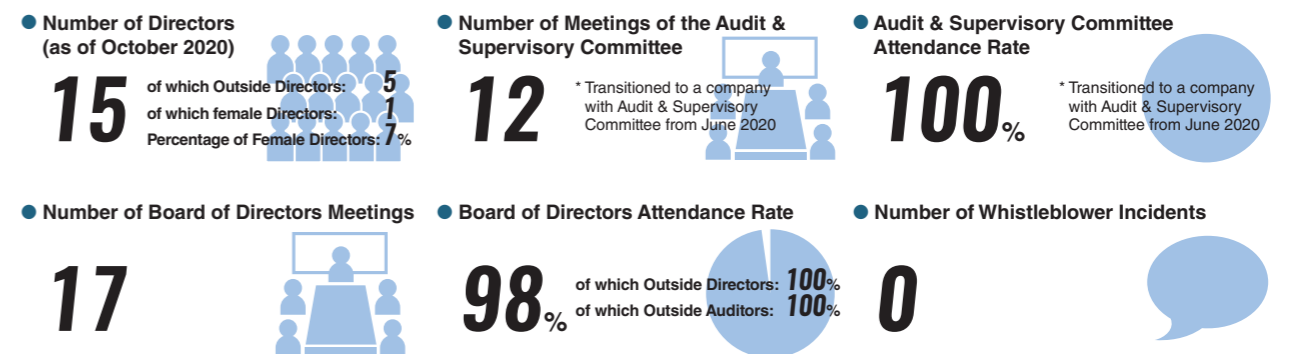
### Environment



### Social



### Governance



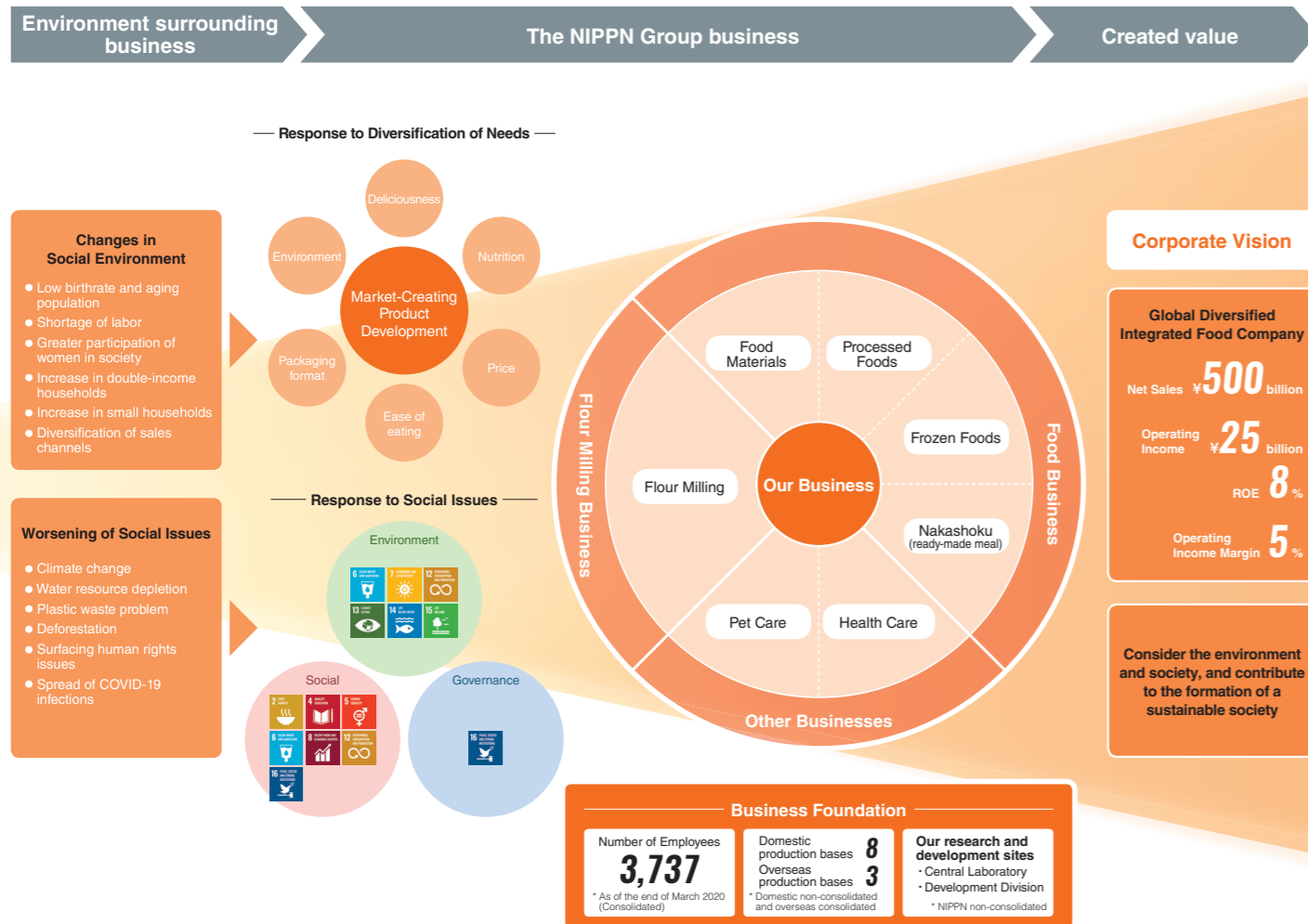
• Reporting Fiscal Year: FY2019 (\*except where otherwise indicated)  
 • Reporting Scope: NIPPON, non-consolidated (\*except when stated as "consolidated")



# The NIPPN Group's Value Creation Model

As the spread of COVID-19 has changed the nature of society, the business environment surrounding the NIPPN Group changes dramatically every day. The NIPPN Group responds to diversifying needs by developing, before any other competitors, market-creating products that are newly demanded in the midst

of these societal changes. We are also developing environmentally and socially conscious products to help solve the social issues that are intensifying every day. We aim to exert our presence as a global diversified comprehensive food company and contribute to the creation of a sustainable society.



## Products that Respond to Diversified Needs and Social Issues

\* Professional-use products also available



# Environment



## External Evaluation

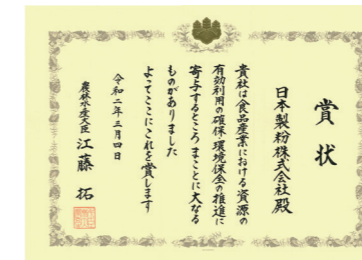
**Awarded for the second time the Minister of Agriculture, Forestry and Fisheries' Award in the environmental division of "the 41st Food Industry Excellent Company Awards"**

In recent years, there is an active worldwide movement to switch product containers and straws from plastic to paper.

As part of our efforts to address the problem of marine plastic waste, we use eco paper trays made of bleach-free wood pulp for our frozen food products such as "One Plate Meal" and "One Plate Japanese Meal" to reduce the amount of plastic waste generated in homes.

These activities and other environmental initiatives especially in the frozen foods field were recognized, and we received an award from the Minister of Agriculture, Forestry and Fisheries in the environmental division (category of 'promotion of energy-saving and other environmental measures') of "the 41st Food Industry Excellent Company Awards," which was sponsored by the Shokuhin Tou Ryutsu Gourika Sokushin Kiko (Organization to Promote Rational Food Distribution) and supported by the Ministry of Agriculture, Forestry and Fisheries.

The award is a recognition of our Group's commitment to environmental protection activities, and we will continue to make further efforts in the future.



Minister of Agriculture, Forestry and Fisheries' Award Certificate

## Efforts to Reduce Plastic Waste

### Adoption of eco paper trays

We use eco paper trays made of environmentally-friendly unbleached wood pulp for our frozen "One Plate Meal" and "Japanese Meal" products. By utilizing a molded container\* when manufacturing eco paper trays, we were able to create a tray with a partition for frozen foods, which was difficult to make into paper trays until now.



We will continue working to use more paper trays for frozen foods in the future.

\* Molded pulp container: Raw pulp is dissolved in water and dried in a mold.

## Response to Climate Change

### Introduction of energy-saving equipment

At the NIPPN Frozen Food Co., Ltd. Ryugasaki Plant, we have updated product freezing freezers to larger models again as in FY2018. The existing ones used freon gas, which has a high greenhouse effect, as a refrigerant, but the new machines use a natural refrigerant (NH<sub>3</sub>/CO<sub>2</sub>) with an extremely small greenhouse effect. As a result of introducing energy-saving freezers, we were able to reduce CO<sub>2</sub> emissions by about 100 tons in FY2019, making a significant contribution to the prevention of global warming.

This work was subsidized by the "Project to Accelerate Introduction of Energy Saving-Type Natural Refrigerant Equipment to Realize Fluorocarbon-Free and Low-Carbon Society" of the Japan Refrigerants and Environmental Conservation Organization (JRECO), granted by the Ministry of the Environment.

# Social



## Research and Development Initiatives

### Research and Development Policy

The NIPPN Group researches and develops new products by constantly seeking a way of "food and health" in step with the times.

We value "customer satisfaction." In order for NIPPN to remain beloved by our customers, we are carrying out diverse research with a spirit of making continuous challenges and science. We aim to provide safe and reliable products by utilizing the latest technology in product development.

## Research and Development Results

### New Products Based on Customer Needs

With the increase in the number of single-person households and the participation of women in society, the workstyles and lifestyle patterns of people are changing. We are working on developing new products in response to these societal changes and the changing needs of our customers.

In the spring of 2020, we developed a new home-use flour product called "NIPPN HEART Stick Type," which comes in small-portioned bags that are easier to use, in response to customers' requests for "reducing food waste" and "easier cooking."



NIPPN HEART Stick Type



# Governance



## ● Corporate Governance

### Basic Stance

As a diversified comprehensive food company, the NIPPON Group places the highest priority on ensuring food safety and reliability and aims to be a trusted company that contributes to society by providing a stable supply of products which pursue deliciousness and functionality.

Based on this philosophy, we have established a “Basic Policy on Corporate Governance” that sets forth the protocols with which we must comply to earn the trust of our various stakeholders, and we are working to improve our business foundation.

### Governance Structure

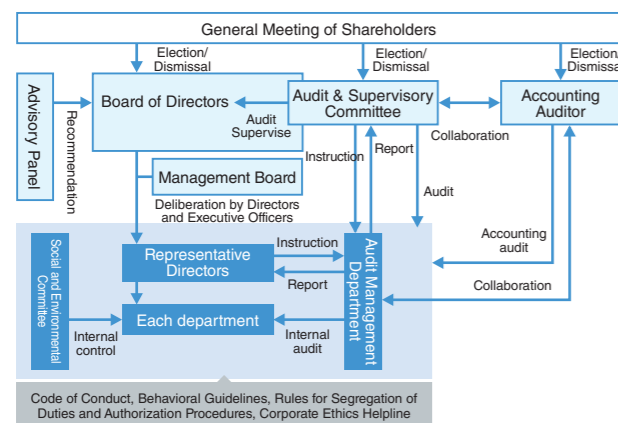
With the approval of the Annual Shareholders Meeting held in June 2020, we transitioned from a company with a Board of Company Auditors to a company with an Audit & Supervisory Committee.

By granting voting rights to Directors who are members of the Audit & Supervisory Committee (including multiple Outside Directors) at the Board of Directors, we aim to strengthen the auditing and supervisory functions, further enhance the corporate governance system, and further increase corporate value.

Of the 15 Directors, there are five Outside Directors, making one-third Outside Directors, and one female Director.

The Advisory Panel, mainly composed of Outside Directors, was established to report to the Board of Directors on the nomination and compensation of Directors.

### ▼ Corporate Governance Structure (Diagram)



### Evaluating Effectiveness of Board of Directors

A survey of 18 Directors and Company Auditors was conducted in May 2020 to evaluate the effectiveness of the Board of Directors in FY2019 and for a self-assessment.

Matters to be delegated to management and those to be resolved by the Board of Directors were properly screened, and matters to be resolved were deliberated with sufficient time. In addition, the effectiveness of the decision-making and oversight functions was evaluated as adequate, including the appropriate management of conflicts of interest of related parties. However, issues such as improving the efficiency of deliberations by improving materials and distributing them earlier, and enlivening discussions were identified. We will work to improve the management of the Board of Directors in the future.

### Criteria for Appointment and Independence of Outside Directors

We appoint Outside Directors in order to enhance the supervision of the Board of Directors and improve the soundness of management. There are five Outside Directors (including three Directors who are members of the Audit & Supervisory Committee).

Outside Directors receive reports on the status of internal audits and other matters at the Board of Directors. The Outside Directors, who are members of the Audit & Supervisory Committee, receive reports and explanations from the Accounting Auditor about the annual audit plan, audit policy, audit details, accounting audit methods and results, and they maintain close cooperation by exchanging information. They also exchange information with the Audit Management Department as necessary about the appropriateness and efficiency of operations and the status of risk management establishment.

Regarding the independence of Outside Directors, we appoint them so that they can supervise and audit with due consideration for the interests of general shareholders, with reference to the stock exchange criteria for the independence of independent Directors.

### Basic Policy of Internal Control Systems

We have established the Basic Policy of Internal Control to ensure the appropriateness of operations, and report on the status of those operations. In June 2020, the Board of Directors resolved to change the “Basic Policy on Internal Control Systems” to reflect the transition to a company with an Audit & Supervisory Committee. We have established the new Basic Policy of Internal Control in response to the internal control systems for financial reporting under the Financial Instruments and Exchange Act.

### Directors' Compensation

The amount of compensation, etc. for Directors (excluding Directors who are members of the Audit & Supervisory Committee) is determined by resolutions of the Board of Directors, and those of Directors who are members of the Audit & Supervisory Committee is determined by the discussion of the Directors in the Audit & Supervisory Committee, within the limits of the amount of compensation, etc. previously resolved at the general meeting of shareholders. When the Board of Directors decides on compensation for Directors, the Advisory Panel, which is mainly composed of Outside Directors, considers the matter and submits it to the Board of Directors.

### About the Audit Department

Internal audits are regularly conducted by the Audit Management Department to eliminate business errors and fraud in our operations, comply with laws and regulations, improve operational efficiency, enhance the reliability of financial reporting, and achieve preservation of our assets. In addition, we have undergone accounting audits and internal control audits by the Accounting Auditor. The Audit & Supervisory Committee and the Accounting Auditor receive reports and explanations about the annual audit plan, audit policy, audit details, and accounting audit methods and results, and exchange information and cooperate with each other. The Audit Management Department exchanges opinions with the Accounting Auditor as necessary.

## ● Risk Management

### Response to the New Coronavirus Infection (COVID-19)

In 2020, various measures were required as a company due to the spread of COVID-19. We have made it our basic policy to prepare for and deal with crises by adhering to our mission of offering products and services of superior quality as a company trusted by our customers and by placing the protection of human life and health as our top priority.

We established a new coronavirus infection (COVID-19) task force to decide on a response policy and have informed our Group companies of this policy. We also took measures such as promoting working from home as much as possible, using staggered working hours and flextime, and refraining from business trips to reduce the risk of infection among our employees.

Meanwhile, due to social demands for a stable supply of flour and processed foods, we continued our business by avoiding the three Cs (closed spaces, crowded places, and close-contact settings) in our mills and logistics departments, and by ensuring alcohol disinfection and physical condition management. In addition, we offered the Group's products as a way to support healthcare professionals.

### Emergency Response

In the event of a serious violation of the Code of Conduct or Behavioral Guidelines, a situation that may adversely affect human health or life, or an event that may cause significant damage to the Group's business, the President will take the lead and appoint a department in charge of crisis management as the secretariat based on the Crisis Management Basic Rules.

## ● Compliance

### Compliance Training

We created the Compliance Guidebook, which summarizes the points to keep in mind in compliance, and provided training for office employees and managers, and Group company managers. We also conducted a study session on the Act Against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors for those in charge of purchasing operations.

### Whistleblower System (Corporate Ethics Helpline)

In order to prevent, quickly detect and correct legal violations, internal misconduct and other violations of corporate ethics and laws and regulations, we have established a Corporate Ethics Helpline for all employees of NIPPON, NIPPON Frozen Food Co., Ltd. and Oh'my Co., Ltd. as a consultation and whistleblowing system.

There are two contact points for reporting, one internally and one with an outside lawyer, and we have operational rules to ensure that employees will not suffer repercussions for reporting.



### Company Overview

Head Office	4-8 Kojimachi, Chiyoda-ku, Tokyo 102-0083
Established	September 1896
Capital	¥12.24 billion
Branches	Tokyo, Kanto, Sendai, Nagoya, Osaka, Hiroshima, Fukuoka, Sapporo
Plants	Yokohama, Chiba, Ryugasaki, Nagoya, Osaka, Kobe-Konan, Fukuoka, Otaru
Laboratories	Central Research Laboratory, Research & Development Dept.
Overseas Locations	United States, China, Thailand, Indonesia
Major Group Companies	NIPPON SHOJI Co., Ltd., Matsuya Flour Mills Co., Ltd., Tofuku Flour Mills Co., Ltd., NIPPON Donut Co., Ltd., OHMY Co., Ltd., Nippon Rich Co., Ltd., NIPPON Frozen Food Co., Ltd., Fast Foods Co., Ltd., OK Food Industry Co., Ltd., NAGANO TOMATO Co., Ltd., and NPF Japan Co., Ltd.

### Business

Flour Milling Business:	Wheat flour, Wheat bran, Warehousing, Port transportation
Foods Business:	Premixes, Corn products, Rice flour, Retail wheat flour, Pasta, Pasta sauces, Whole tomatoes, Olive oil, Dried noodles, Frozen ingredients, Frozen foods, Nakashoku (ready-made meal) business
Other Business:	Health care, Pet care, Biotechnology, Machinery sales, etc.