

Value Creation Story

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Section 1

Where It All Began

“Japan could accomplish greater national growth with a physically fitter population” —The Founder’s Enterprising Spirit Underlying Our Organization

Japan could accomplish greater national growth with a physically fitter population. That is what our company’s founder, Masanori Takegishi, declared at a time when red meat scarcely featured in the Japanese diet. On this belief, Takegishi launched a business in 1931 to sell high-quality red meat products at affordable prices. This venture embodied Takegishi’s enterprising spirit, the same spirit that drives us to take on challenges today.

Known at the time as Takegishi Hamu Shokai (Takegishi Meat Packers Ltd.), the company began selling standard primary cuts of pork, a first for Japan’s meat industry. The company then forged sales channels and improved operations on the sales side as well as the manufacturing side. The result was a new business dedicated to creating positive impacts on people’s lives. The idea was as follows: We will sell what we make. We will sell our Prima brand ourselves.



Our founder,
Masanori Takegishi



The founder’s
spirit

Management Philosophy

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Putting the Management Philosophy into action

Mission Contribute to food culture and society through great taste and excitement

- Great taste, time to enjoy
- Building a healthy body
- Safe, reliable products
- Simple, easy products
- Employee opportunities for self-actualization
- Build strong supplier relationships
- Co-existing with local communities
- Protecting the global environment
- Reducing food waste
- Sustainable, stable shareholder return



Upholding the Spirit of Continuous Innovation

Our founder’s spirit lives on in our ethos of continuous innovation, part of our Management Philosophy. Our innovative initiatives include the following: using a tastiness-visualization tool to enhance product development, creating innovative products with a focus on health and sustainability, automating and optimizing manufacturing processes, making the supply chain more robust, developing in global markets, developing talent, and actively tackling environmental challenges.

Our History

Prima Meat Packers boasts a history of leading the Japanese meat industry with continuous innovation. We were the first company in the industry to sell standard primary cuts of pork and the first to integrate its domestic pork business. Over the years, our business portfolio has expanded in tandem with the changing times. At every step of the way, we always remain committed to delivering great taste and excitement.



The spirit of our founder, Masanori Takegishi

Our founder, believed that Japan could accomplish greater national growth with a physically fitter population. Acting on this belief, he launched a business to manufacture and sell ham and sausage products, still rare in Japan at the time, with a view to leading the country's meat industry and providing the population with high-quality and affordable meat.

Source of competitive advantage

We have built a network of supply chains in Japan and overseas founded on strong relationships with local suppliers.

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1950
Prima Meat Packers starts importing raw meat.

1956
Prima Meat Packers becomes first pork producer in Japan to sell standard primal cuts.

1962
Prima Meat Packers listed on the first sections of the Tokyo Stock Exchange and Osaka Exchange.

Source of competitive advantage

After launching the hog farming business, we built an integrated system of Japanese pork production.

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1971
Hog farming subsidiary founded.

1972
Prima Meat Packers forms partnership with Oscar Mayer.

1974
Prima Meat Packers becomes first meat producer in Japan to introduce best-before dates.

Source of competitive advantage

We use partnerships to flexibly adapt our products and services to customers' needs.

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1983
Prima Meat Packers becomes official sponsor of Tokyo Disneyland®.

Source of competitive advantage

Aside from ham and sausages, we excel at developing original brands.

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1986
Prima Meat Packers opens dedicated plant for supplying convenience stores.

1989
Build a Wiernmobile "Prima Wiener"

1992
Global expansion launched.

Source of competitive advantage

We develop original fresh meat brands in partnership with suppliers.

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2000
Original fresh meat brands launched.

Source of competitive advantage

We manage quality throughout the meat supply chain.

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2007
ISO 22000 certification obtained by four of Prima Meat Packers' plants.

2002
Koukun® Sausage launched.

2008
Prima Meat Packers launches sale of allergen test kits.

2006
Prima Meat Packers starts upgrading production facilities.

2014, 2017
Two plants in Thailand certified as compliant with Japanese Agricultural Standards (JAS).

Source of competitive advantage

We have streamlined production processes, creating state-of-the-art production facilities that are cost-competitive.

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2016, 2018
Prima Meat Packers begins full-scale renovation of production facilities.

2019
Digital transformation project launched (Prima Next Project).

2023
Miyagi Farm enters service.

A catalyst for rapid growth

Around this time, performance slumped. Faced with the challenging circumstances, we closed some business locations and suspended regular recruitment of new graduates. The crisis became an important learning experience, which helped us achieve our present high level of productivity and rigorous cost controls.

2023
Koukun® Sausage tops Japanese sausage market in number of units sold.

Source: Point-of-sale data by KSP-SP (number of units sold in the pork sausage category between April 2023 and March 2024)

2025
Launch of products labeled as Food with Function Claims.

2023
New plant in Kagoshima enters service.

Net sales (¥ billion)

450

300

150

1931

1970

1980

1990

2000

2010

2020

(FY)

1931-

Founded with a mission to improve people's lives

Prima Meat Packers was the first company in the Japanese meat industry to sell primary cuts of pork that were standard in Japan, and it developed innovative solutions in distribution channels to strengthen sales as well as manufacturing. The internal Company slogan chosen at the time was "We sell what we make. We will sell our Prima brand by ourselves."

1970-

Worldwide quality assurance

Prima Meat Packers worked with an overseas quality expert to build a proprietary system of quality management. Under this system, the Company launched a succession of winning products that excelled in quality. The Company then launched a hog farming business, laying the foundation for an integrated system of domestic pork production.

1980-

Adapting to shifting consumer trends

To expand business, Prima Meat Packers built dedicated plants for supplying convenience stores, as well as those for food processing. It also established overseas production sites. The plants in Japan obtained quality assurance certification.

2000-

Bouncing back from adversity with tighter management

In the early years of this century, we experienced tough business conditions and had to make hard decisions, such as closing down some business locations. Aiming to turn performance around, we tightened cost management. Through such efforts, we have bounced back stronger than ever.

2020-

Mission for further growth

As consumer needs continue to diversify, Prima Meat Packers continues to expand its lineup and invest in initiatives to unlock further growth. These initiatives include building a new food processing plant, expanding the hog farming business, penetrating overseas markets, and transforming workflows.

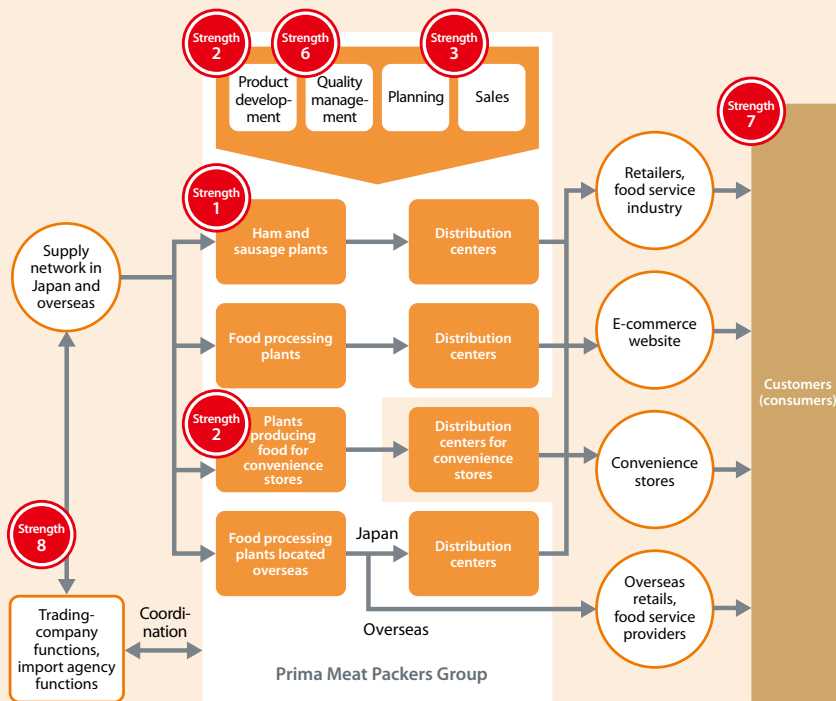
Our Business Model and Strengths

Prima Meat Packers has two main businesses: processed foods and fresh meat. In each business, we have long-established technological excellence and brand identity. We use these assets to deliver safe, reliable, high-quality products that satisfy a broad set of customer needs.

Processed foods business

Proven technological excellence and solid brand identity

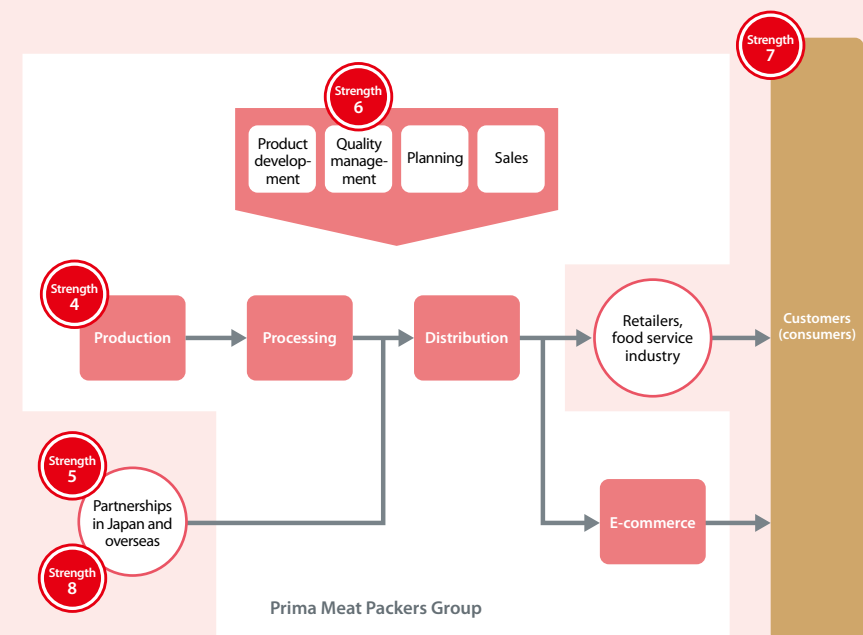
In our processed foods business, we have built up over many years a body of manufacturing technology and quality management know-how in ham and sausages and other processed foods. We draw on these assets to develop products adapted to changing consumer preferences and the increasing interest in health. With manufacturing sites across Japan along with an efficient distribution network, we maintain a stable supply of high-quality products. The Prima Meat Packers brand is well known and trusted, enabling us to increase our market share with a wide array of sales channels, from volume sellers to B2B channels.



Fresh meat business

Robust supply and efficient distribution underpinned by global partnerships

In the fresh meat business, we use supply networks in Japan and overseas to procure, process, and sell pork, beef, and poultry. Through our long-term partnerships with production sources, we develop and ensure the stable procurement of safe, high-quality fresh meat products. We also have a hog farming business in Japan. With our efficient distribution system, we ensure a stable supply of safe, reliable, high-quality meat to volume sellers, restaurants, and other businesses, thereby playing a vital role in Japan's meat distribution sector.



Processed foods business


Strength 1 **Modern, Cost-competitive Plants**
Raising the production capacity of our plants

To ensure efficient production, we have rolled out automated packaging, linear production lines, and other equipment upgrades among our plants. The plants boast short lead times and a high production capacity.


Strength 2 **Excelling at In-house Product Development**
Keeping pace with diversifying diets

We produce processed food products (including ham, sausages, and burgers), as well as a range of deli items, filled pastries, and desserts. We monitor market trends and needs so that the finished products will match consumers' lifestyles and preferences and add value to their lives.


Strength 3 **Sales Promotion Excellence That Builds Our Audience**
Boosting our brand's outreach through sales promotions and social media engagement

We actively use TV advertising and social media engagement to promote our brand. Alongside such advertising, we organize sales promotional campaigns involving private events at Tokyo Disney Resort® and private bookings for Yoshimoto theater shows. In this way, we deliver thrilling experience alongside tasty food, further amplifying our brand.



Groupwide

Strength 6 **Food Safety Management System**
Integrated food quality management

The Group conforms to international standards for managing food safety such as FSSC 22000 and ISO 22000. This means we follow an integrated approach to quality management, extending from product development through to procurement, production, and distribution. Our Thailand-based suppliers conform to the Japanese Agricultural Standards (JAS).

Number of FSSC 22000 certified sites **16**

Strength 7 **Collaborative Development of Products and Services**
Embracing collaboration to respond flexibly to demand

We embrace collaboration to respond swiftly to the needs of customers. For example, we procure raw meat jointly with the ITOCHU Group, develop products jointly with suppliers and other partners, receive technical guidance from outside organizations, and invite customers to thrilling private events co-organized with a theme park operator.



Fresh meat business


Strength 4 **Integrated Domestic Pork Production Process**
Integrated production that ensures safety, reliability, and great taste

To achieve safety, reliability, and great taste, we have integrated all operations throughout the pork supply chain, from breeding and fattening to slaughter, cutting, processing, packaging, distribution, and sale. The Miyagi farm achieves high levels of productivity by using advanced technology and science-based practices.


Strength 5 **Original Brand Meat**
Joint development of original brands that suit the Japanese palate

Through our longstanding partnerships with suppliers, we have developed original meat brands. Our suppliers' livestock, which include cattle, swine, and poultry, enjoy wide-open pastures, and their meat quality is well-received by our customers. In a cross-divisional collaboration, we are working on projects to manufacture and sell products that use these original brands as raw materials.

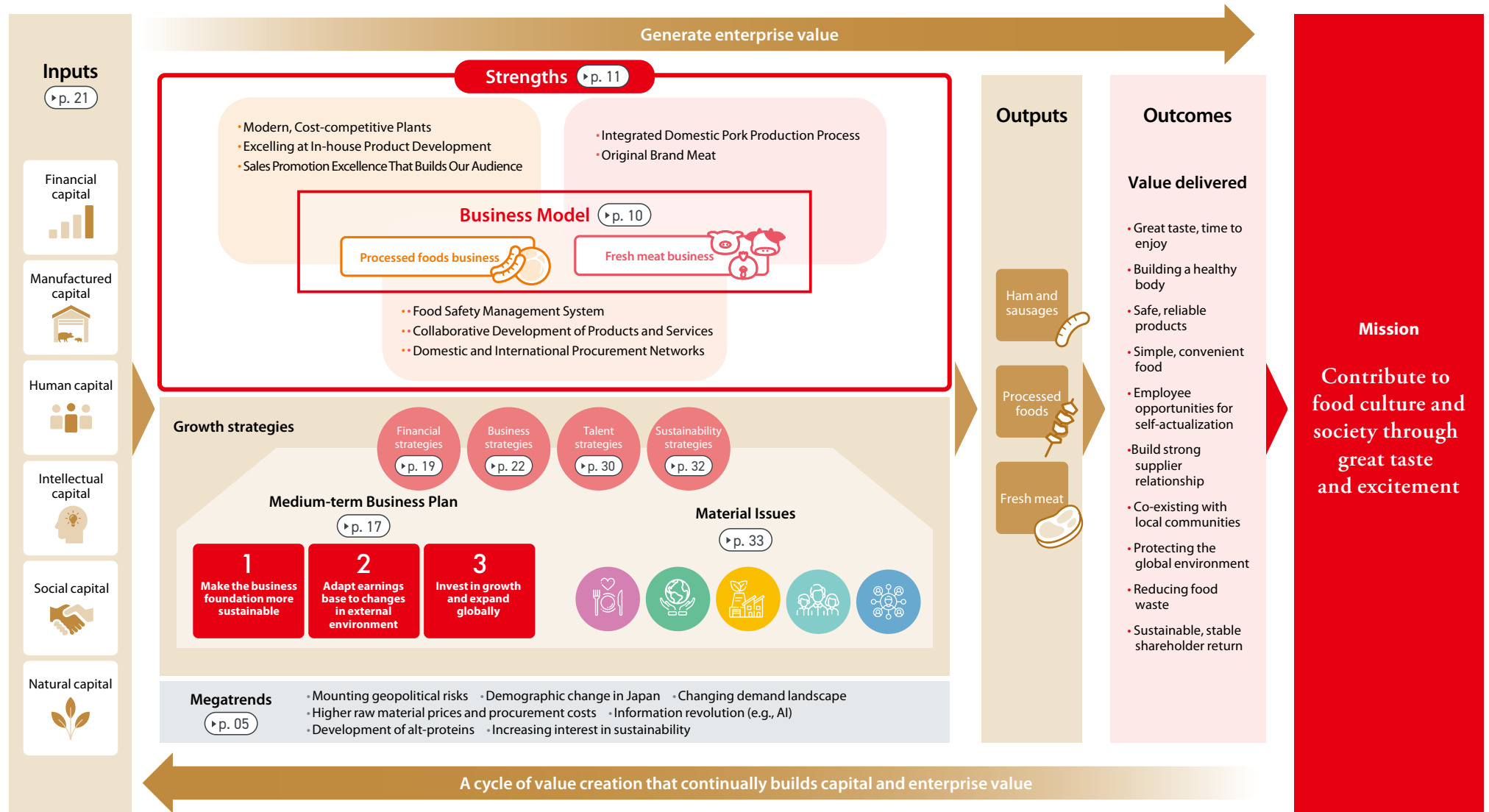
Number of original brands
(as of July 2025)

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Value Creation Process

We use medium- and long-term strategies to strengthen our capacity for sustainable growth as a food manufacturer.



With extensive capital and long-cultivated sources of competitive advantage, we have built up a processed foods business and fresh meat business. We have recognized the need to identify what risks and opportunities we will need to address in the medium and long term to ensure we can sustain business growth in an era of dramatic shifts in social trends and global challenges. With this in mind, we defined our material issues and established a

medium-term business plan setting out financial, business, talent, and sustainability strategies. For these strategies, we follow a PDCA cycle of continuous improvement. Through this process, we will deliver value to shareholders and make our vision a reality.