

Financial Results Briefing for the Year Ended March 31, 2017

Great taste, great connections

IPRIMAHAM

May 24, 2017

Contents

I. Financial Results for the Year Ended March 31, 2017 (P.2-12)

II. Medium-term Business Plan (Rolling Plan) (P.13-19)
(FY2017-FY2019)

III. Referential Materials (P. 20-29)

I. Financial Results for the Year Ended March 31, 2017 **(P.2-12)**

II. Medium-term Business Plan (Rolling Plan) **(FY2017-FY2019)** **(P.13-19)**

III. Referential Materials **(P. 20-29)**

1-(1).Financial Results for the Year Ended March 31, 2017 1

[Consolidated statements of income]

(millions of yen)

Item	FYE March 2016		FYE March 2017		
	Results	Net sales ratio	Results	Net sales ratio	YOY
Net sales	361,223	100.0%	363,336	100.0%	100.6%
Processed Foods Business	239,628	66.3%	245,104	67.5%	102.3%
Fresh Meats Business	121,306	33.6%	117,936	32.5%	97.2%
Other	288	0.1%	294	0.1%	102.1%
Cost of Sales	310,871	86.1%	303,483	83.5%	97.6%
Gross Profit	50,351	13.9%	59,853	16.5%	118.9%
SG&A expenses	42,104	11.7%	44,287	12.2%	105.2%
Operating income	8,247	2.3%	15,565	4.3%	188.7%
Non-operating income	930	-	859	-	-
Non-operating expenses	401	-	322	-	-
Ordinary income	8,776	2.4%	16,102	4.4%	183.5%
Extraordinary income	1,703	-	834	-	-
Extraordinary loss	450	-	1,599	-	-
Income before income taxes	10,029	2.8%	15,337	4.2%	152.9%
Income taxes	3,275	-	4,803	-	-
Minority interests in income	324	-	525	-	-
Net income	6,429	1.8%	10,009	2.8%	155.7%

[Key Points]

[Net sales by product category] (millions of yen)

•Ham/sausage	78,347 (YOY: 103%)
•Processed Foods	59,292 (YOY: 103%)
•Vendor products	89,896 (YOY: 105%)
•Fresh Meats	135,507 (YOY: 95%)
•Other	295 (YOY: 102%)

[Cost of sales]

•Ratio of raw materials and inventory	Down 2.6%
•Production expenses ratio	Up 0.1%
Cost of sales ratio	Down 2.5%

[SG&A expenses]

•SG&A expenses (personnel expenses ratio)	Up 0.0%
•SG&A expenses (expense ratio)	Up 0.5%
SG&A expenses to net sales ratio	Up 0.5%

Ordinary income to net sales ratio **Up 2.0%**

[Income by business segment]

(millions of yen)

		FYE March 2016		FYE March 2017			Comparison to beginning of medium-term business	Beginning of medium-term business plan
		Results	Net sales ratio	Results	Net sales ratio	YOY		
Net Sales	Processed Foods Business	239,628	-	245,104	-	102.3%	96.9%	253,000
	Fresh Meats Business	121,306	-	117,936	-	97.2%	92.1%	128,000
	Other	288	-	294	-	102.1%	-	-
Operating income	Processed Foods Business	10,437	4.4%	14,493	5.9%	4,056	6,993	7,500
	Fresh Meats Business	▲ 2,289	-1.9%	874	0.7%	3,163	▲ 626	1,500
	Other	99	34.4%	198	67.3%	99	-	-

[Non-consolidated Income]

(millions of yen)

		FYE March 2016		FYE March 2017		
		Results	Net sales ratio	Results	Net sales ratio	YOY
Net sales		272,006	100.0%	269,551	100.0%	99.1%
Operating income		5,583	2.1%	9,744	3.6%	4,161
Ordinary income		7,145	2.6%	10,657	4.0%	3,512
Income before income taxes		7,115	2.6%	10,188	3.8%	3,073
Net income		4,974	1.8%	7,146	2.7%	2,172

[Income by group company]

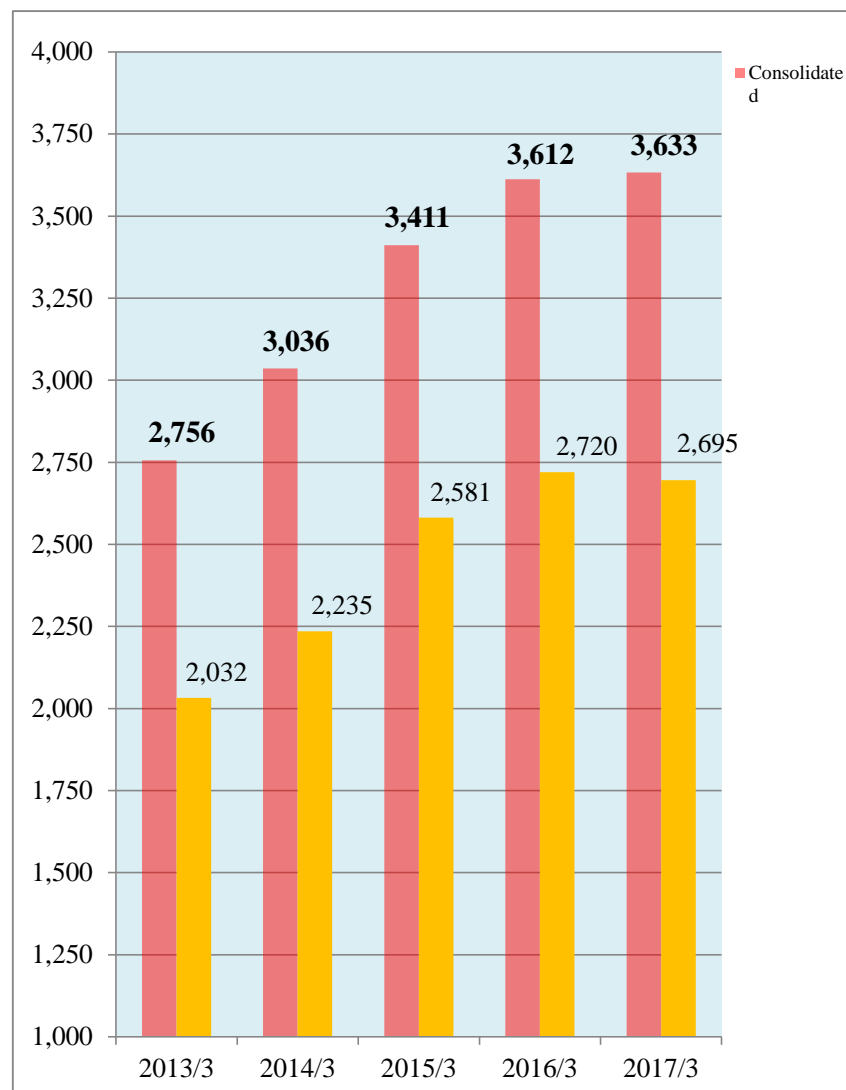
(millions of yen)

		FYE March 2016		FYE March 2017		
		Net sales	Operating income	Net sales	YOY	Operating income
Prima Meat Packers Ltd.		272,006	5,583	269,551	99.1%	9,744
Group Companies	Vendor(s) (1)	80,079	405	84,456	105.5%	2,349
	Other (including amendments for consolidation)	9,138	2,259	9,329	102.1%	3,472
Consolidated Total		361,223	8,247	363,336	100.6%	15,565

2. Changes in Net Sales and Operating Income

Net sales

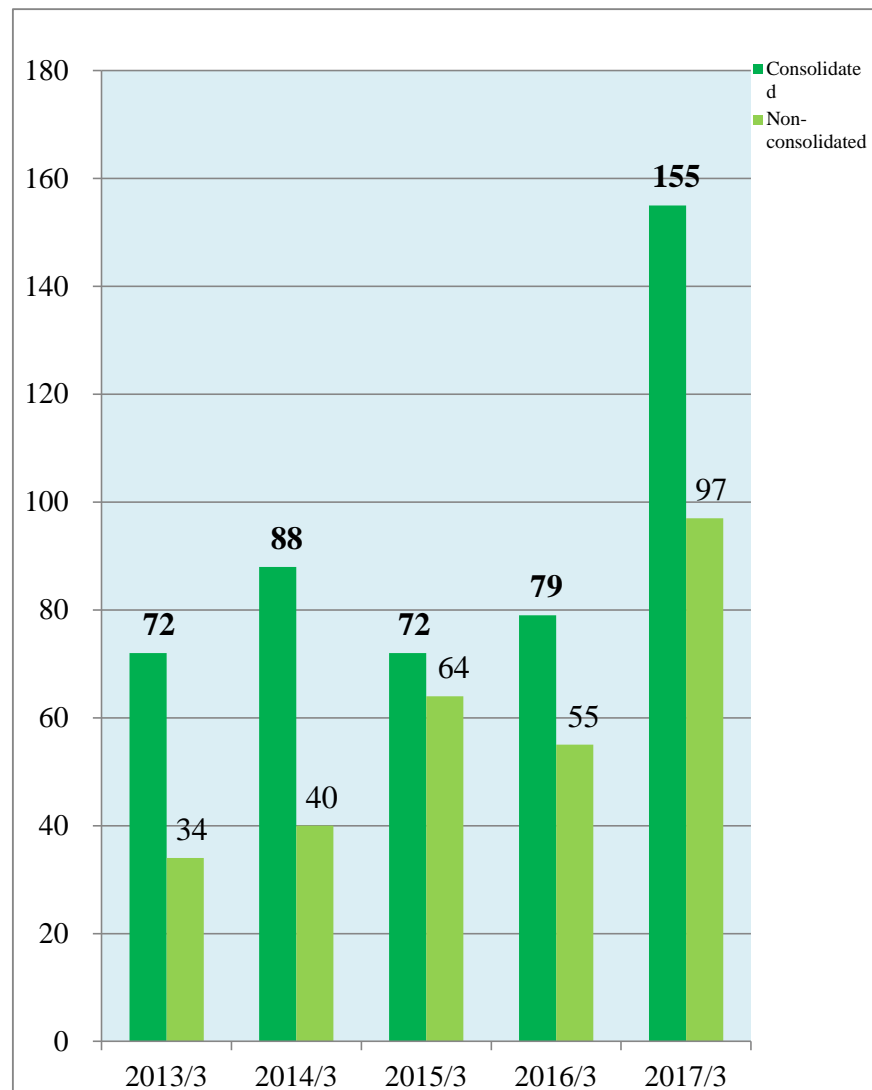
(hundred millions of yen)



(Note) rounded down to the nearest hundred million yen

Operating income

(hundred millions of yen)



(Note) rounded down to the nearest hundred million yen

3-(1). Processed Foods Business in the Year Ended March 2017

Business environment

- Growth of thrifty demographic amid unease about future
- Sluggish personal consumption and revisions of food prices
- High yen→Stable prices of imported goods, raw materials,
- Changes in employment environment (increase in wages, personnel shortages)
- Strong performance of health-oriented products



Measures

Outcomes

○Concentrate sales efforts on core products

- Core product sales ratio: **75.8%**
- Appropriate management of number of product types

○Strengthen development of sales promotion strategy

- New customers, customer base expanded (use of LINE)
- "Special present" promotional campaign
Invitation to Precious Night
- Diamond Horseshoe restaurant, Tokyo Disneyland
Private promotional campaign
- Promotional campaign in collaboration with Yoshimoto Kogyo
- Partnership agreement with LEGOLAND® Japan

Sales volume of sausages and ham **YOY: 104%**
Sales volume of processed foods **YOY: 106%**

○Promote personnel saving and volume growth

- Man-hour productivity improved in four core plants
- Ibaraki new sausage plant operation contributed

YOY Up 6%
Since November, Ibaraki plant's productivity has increased 26% and its production volume has increased 36%

○Enhance production base and improve productivity in vendor

- 11 plants across Japan achieve growth in production
- Sagamihara second plant start-up and transfer from Atsugi plant

Sales volume **YOY: 105%**

3-(2). Processed Foods Business in the Year Ended March 2017 2

Income

	FYE March 2016	FYE March 2017	YOY	Difference
Net sales	239,628	245,104	102.3%	5,476
Operating income	10,437	14,493	138.9%	4,056
Ordinary income to net sales ratio	4.4%	5.9%		

(millions of yen)

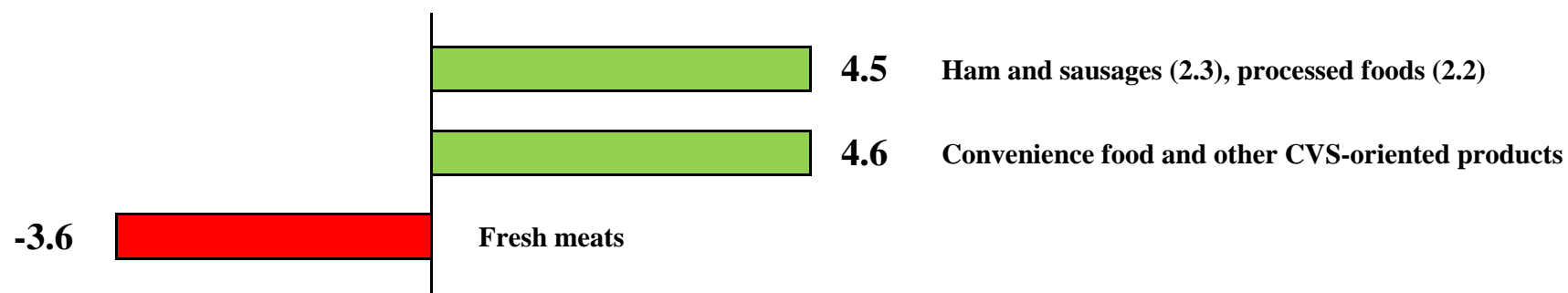


★Sales volume: YOY 125%

Factors behind earnings figures

★Increase in net sales

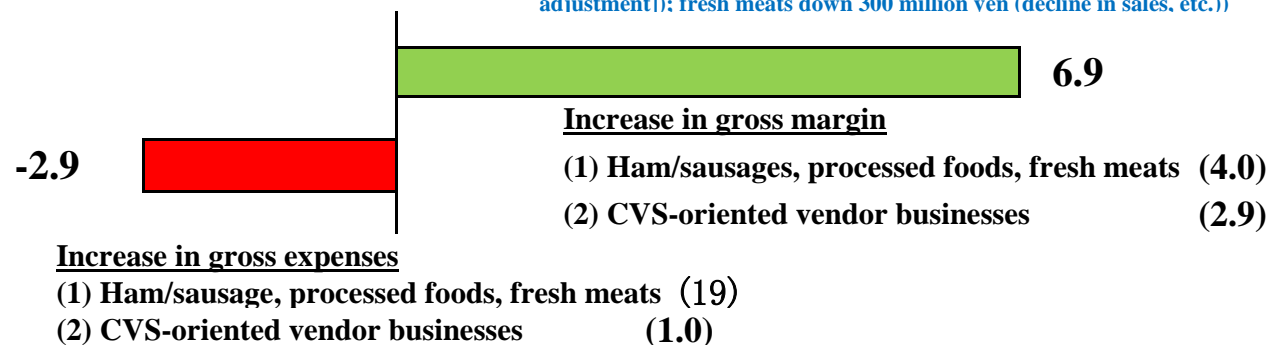
5.5 billion yen



★Increase in operating income

4.0 billion yen

(Ham/sausages up 600 million yen (300 mn in margin, 1.3 bn in sales volume, deduction of 1 bn for expenses); vendor business up 1.9 billion yen (cost of sales ratio down 2.2%, etc.); processed foods up 1.8 billion yen (600 mn in overseas subsidiaries, 500 mn in domestic subsidiaries, 700 mn in sales profit [including consolidated adjustment]); fresh meats down 300 million yen (decline in sales, etc.))



4-(1). Fresh Meats Business in the Year Ended March 2017

Business environment

- Growth of thrifty demographic amid unease about future
- Sales prices held down by high yen
- Stability in Japanese-produced pork and poultry markets, where prices have remained high
- Continuing decline in supply of Japanese-produced beef
- Instability in broiler imports



HyLife pork®

The Company's imported pork brand

Measures

● Strengthen sales power

- 1) Improve systematic and national-level approaches to chain stores
- 2) Strengthen sales approaches to regional customers
- 3) Develop new customers

● Strengthen merchandise power

Expand sales of original brands

● Improve management and logistics

Control distribution costs

Outcomes

• 5% increase in sales to five major customers

• 17 new customers gained

• Higher sales volumes for wagyu,
Thai-produced rice-fed chicken, etc.

• Expanded sales for Herb Sangenton pork

• 500 million yen of cuts in transport and
storage related expenses

4-(2). Year Ended March, 2017: Fresh Meats Business 2

Income

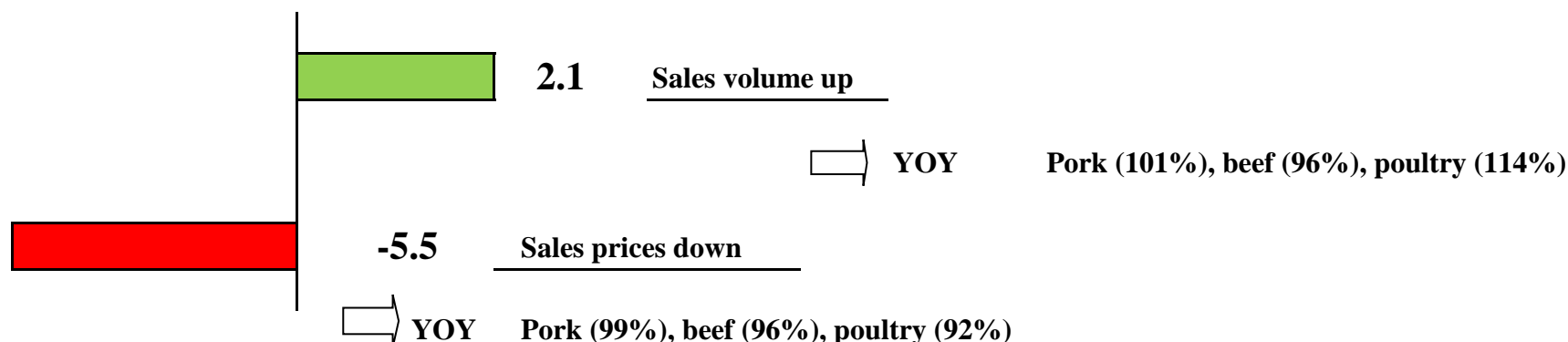
(millions of yen)

	FYE March 2016	FYE March 2017	YOY	Difference
Net Sales	121,306	117,936	97.2%	-3,370
Operating income	-2,289	874	-38.2%	3,163
Ordinary income to net sales ratio	-1.9%	0.7%		

Factors behind earnings figures

★Decrease in net sales

-3.4 billion yen



★Increase in operating income

3.2 billion yen

(1.6 bn increase in profit price, 900 mn increase in sales volume, 500 mn increase from cost cutting [including cuts in storage expenses], 200 mn in subsidiary profit)

Increase in gross margin

3.0



YOY Pork (0.4), beef (2.5), poultry (0.1)

※The increase in gross margin of beef reflects a reactionary increase from a loss on disposal

of imported beef in the previous year; in actuality, the increase was slight

Decline in gross expenses

0.2



YOY

Personnel expenses (0.4), SG&A expenses (-0.1), Repair costs (-0.1)

5. Consolidated Balance Sheets for the Year Ended March 2017

(millions of yen)

	FYE March 2016	FYE March 2017	Change
Current assets	69,241	78,113	8,872
Noncurrent assets	84,270	92,806	8,536
Gross assets	153,511	170,919	17,408
Current liabilities	58,669	60,413	1,744
Noncurrent liabilities	24,806	31,307	6,501
Total liabilities	83,475	91,721	8,246
Shareholders' equity	57,282	66,335	9,053
Accumulated other comprehensive income	5,881	5,683	-198
Minority interests	6,871	7,179	308
Total net assets	70,036	79,198	9,162
Total liabilities and net assets	153,511	170,919	17,408

[Current assets]

- Cash and deposits 13.062 billion yen
- Increase in notes and accounts receivable-trade 1.358 billion yen
- Decline in inventory assets -6.492 billion yen

[Noncurrent assets]

- Increase in property, plant and equipment 7.621 billion yen

[Total liabilities]

- Increase in long-term loans payable 6.713 billion yen
- Increase in notes and accounts payable-trade 2.086 billion yen
- Decline in short-term loans payable -3.545 billion yen

[Total net assets]

- Increase in retained earnings 9.007 billion yen

6. Cash Flow and Performance Indicators for the Year Ended March 2017

[Consolidated statements of cash flows]

(millions of yen)

	FYE March 2016	FYE March 2017	Change
Cash flows from operating activities	5,209	26,003	20,794
Cash flows from investing activities	-12,617	-14,790	-2,173
Cash flows from financing activities	9,347	1,335	-8,012
Cash and cash equivalents at end of period	6,927	19,468	12,541

[Cash flows from operating activities]

- Income before income taxes
15.337 billion yen
- Recording of depreciation and amortization
7.001 billion yen
- Decline in inventory assets
6.492 billion yen

[Cash flows from investing activities]

- Acquisitions of property, plant and equipment
13.305 billion yen

[Cash flows from financing activities]

- Procurement of long-term loans payable
9.000 billion yen
- Repayment of long-term loans
3.550 billion yen
- Repayment of long-term loans payable
2.293 billion yen

[Performance indicators]

(millions of yen, %)

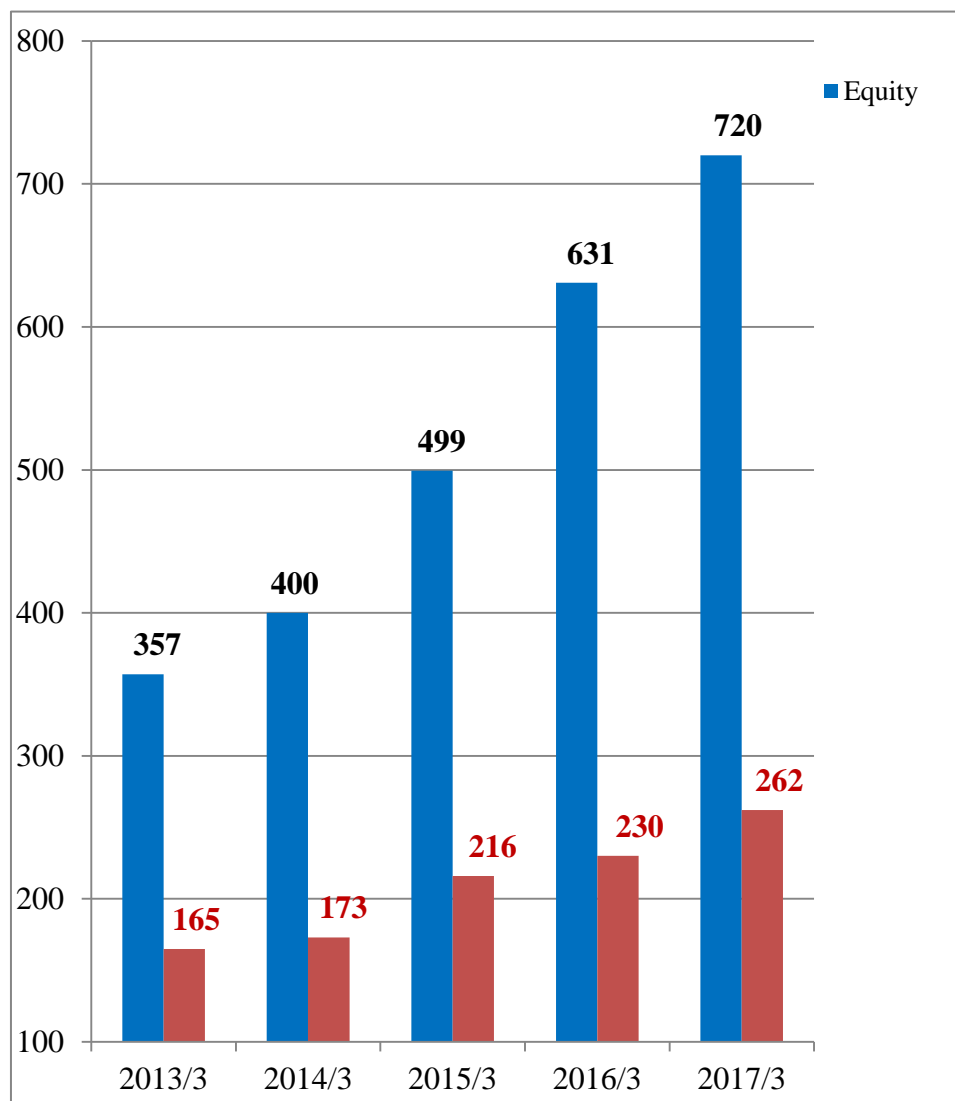
	FYE March 2016	FYE March 2017	Change
Equity	63,158	72,019	8,861
Equity ratio	41.1	42.1	1.0
Interest-bearing liabilities	23,025	26,204	3,179
Debt equity ratio	0.36	0.36	0.00

*Equity is total net assets minus minority interests.

7. Changes in Equity, Interest-bearing Liabilities, and Equity Ratio

Equity and interest-bearing liabilities

(hundred millions of yen)



(Note) rounded down to the nearest hundred million yen

Equity ratio



I. Financial Results for the Year Ended March 31, 201(P. 2-12)

II. Medium-term Business Plan (Rolling Plan) (FY2017-FY2019) (P.13-19)

III. Referential Materials (P. 20-29)

1. Management Policy

With a view to being a **company that is indispensable** to our customers, we will comprehensively strengthen our sales and development capacities in order to achieve sales growth and thus bolster our revenue base.

In order to achieve continued growth in the future, we will construct a robust corporate structure through proactive capital investment, and achieve the objectives specified in the rolling plan.

○Basic Policy

Make continuous management innovations through strengthening corporate governance and promoting CSR

Continuous strengthening of quality assurance system

Human resources development, legal compliance, environmental conservation, internal control systems

Further expand the territory of the two existing major business segments and further strengthen their revenue bases

Reform cost structure

Strengthen sales capacity

Merchandise policy from consumers' perspective (peace of mind, safe, tasty, healthy)

Create business and develop globally in order to capture growing markets

Business development in Japan and abroad based on collaboration with ITOCHU Corporation

Develop innovative production technology

Strengthen consolidated management among group companies

☆Maintain equity ratio and set ROE and payout ratio as management priorities

2. Consolidated Income Medium-term Business Plan (Rolling Plan)

	(Unit: hundred millions of yen)			
	Results for FYE March 2017	Forecast for FYE March 2018	Forecast for FYE March 2019	Forecast for FYE March 2020
Consolidated net sales	3,633	3,813	4,040	4,250
Previous medium-term business plan	3,810	4,010	4,120	
Operating income	155	130	141	145
Previous medium-term business plan	90	99	117	
Ordinary income	161	131	140	145
Previous medium-term business plan	86	97	117	
Net income	100	90	91	92
Previous medium-term business plan	54	60	75	
Note) Net income = Net income attributable to owners of parent company				
Capital expenditures	171	154	96	158
Previous medium-term business plan	239	123	76	
Depreciation and amortization	70	79	86	102
Previous medium-term business plan	79	89	86	

3. Forecast for FYE March 2018

Results for FYE March 2017

		Q2 (accumulated)	Full year
Processed Foods Business	Net Sales	121,369	245,104
	Operating income	7,421	14,493

Forecast for FYE March 2018

		Q2 (accumulated)	Full fiscal year	(millions of yen, %)	
				YOY	
		128,600	261,800	106.8%	
		5,500	11,400	-3,093	

[Points]

- Ham/sausage and processed foods business ⇒ Greater market share will be achieved by further increasing sales volume; gross expenses will be controlled through increased productivity
Improve productivity by introducing "Prima Innovation" (PI) among the meat processing subsidiaries
- CVS-oriented vendor businesses ⇒ Further automation of the second plant in Sagamihara will lead to improved productivity
Pursue manpower saving through mechanization, secure stable supply of labor
Capital expenditure will increase burden of depreciation and amortization

		Q2 (accumulated)	Full fiscal year
Fresh meats Business	Net Sales	57,927	117,936
	Operating income	-66	874

		Q2 (accumulated)	Full fiscal year	(millions of yen, %)	
				YOY	
		58,800	119,200	101.1%	
		700	1,500	626	

[Points]

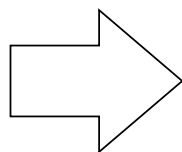
- Improved profits for fresh meats ⇒ Profit margin management for each product and rigorous group-wide management
Construction of business mechanisms from procurement to store sales in collaboration with key clients

4-(1). Business Environment and Key Measures (Processed Foods Business) for the Year Ended March 2018

Business environment

- Increasing trend toward high-value added products, health-oriented products, and convenience-oriented products, co-presence of firmly rooted low-end products
- Consolidation/oligopolization of distribution, growth of drug stores
- Greater differentiation of goods, services and quality driven by the intensifying competition among convenience stores
- Increasing trend toward security/safety-oriented products and changes in consumption driven by demographic changes

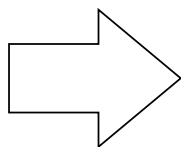
Sales growth, greater market share



Continuously increase sales volumes and expand revenue base

- Select and concentrate strategic sales channels
- Strengthen relationship with key customers through regular promotional campaigns (Utilize Tokyo Disney Resort; book events at Tokyo Disneyland)
- Develop products by making use of innovative production technology
- Strengthen development capacity and productivity among vendor businesses
- Improve sales and sales volumes by implementing marketing strategies that prioritize company-wide profit
- Improve brand image by strengthening sales promotion measures

Reduce costs



Continue to pursue innovative manufacturing and construct a production system that ensures security and safety

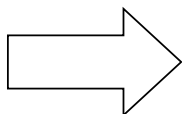
- Develop new technology and reform production processes
- Continue rationalization and personnel-saving investments
- Promote increased efficiency by reducing number of products
- Introduce PI into meat processing plants to improve safety, quality, and reduce costs
- Expand capacities of existing plants

4-(2). Business Environment and Key Measures (Fresh Meats Business) for the Year Ended March 2

Business environment

- Domestic fresh meat markets were strong, particularly the beef market
- Fluctuations in cost balance because of intensifying global procurement competition
- Changes in supply/demand balance and distribution of meats at a global level, including China's rise to prominence
- Consolidation/oligopolization of distribution, diversification of stores/retail forms

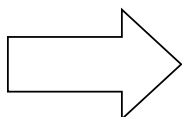
Strengthen sales capacity



Construct sales structure that reflects client changes

- In collaboration with customers, develop a system for integrating operations from production site to outlet
- In collaboration with the sales division, expand sales channels for fresh meat products
- Develop sales activities in collaboration with ITOCHU Corporation
- Expand market share by developing and implementing an integrated business management system
- Train human resources to be capable of using product knowledge and information to make apposite sales proposals

Strengthen procurement/development capacities

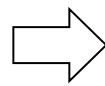


Procurement and product development capable of responding to changes in the business environment

- Strengthen ties with suppliers of domestic fresh meat and imported fresh meat
- Commercialise and expand sales of value added by-products in the slaughtering fabrication business
- In collaboration with participating production areas, develop gifts that are specific to production areas, and promote new business ventures
- Respond to global changes and changes in tariffs

5. Initiatives for FY2017 (ending March 2018)

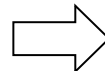
Strategically utilize bases for processing fresh meat



Strengthen functions primarily by introducing an integrated system for production, processing, and supply of fresh meats from farm to outlet

- Increase volume of processed products to reflect the expansion of the Japanese-produced pork business
- Cut and pack to order, commercialize value added by-products

Improve productivity of ham/sausage and meat processing plants



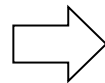
Thoroughly prepare for phase 2 of the Ibaraki plant construction

- Thoroughly manage the schedule with a view to completing construction in March 2019

Transfer operations between plants to optimize production efficiency

Fully introduce and inculcate PI to meat processing plant

Expand vendor businesses



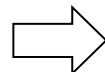
Further automate the second plant in Sagamihara

- Automate production lines to save labor
- Expand sales area in Kanto

Maintain and improve production capacity by adopting a scrap-and-build approach

Kumamoto Prima Co., Ltd. to change status to vendor business

Expand sales overseas



Expand sales operations in Thailand, China, and surrounding countries

I. Financial Results for the Year Ended March 31, 201' (P. 2-12)

II. Medium-term Business Plan (Rolling Plan) (P.13-19)
(FY2017-FY2019)

III. Referential Materials (P. 20-29)

Changes in Consolidated Income

[Consolidated statements of income]

(millions of yen)

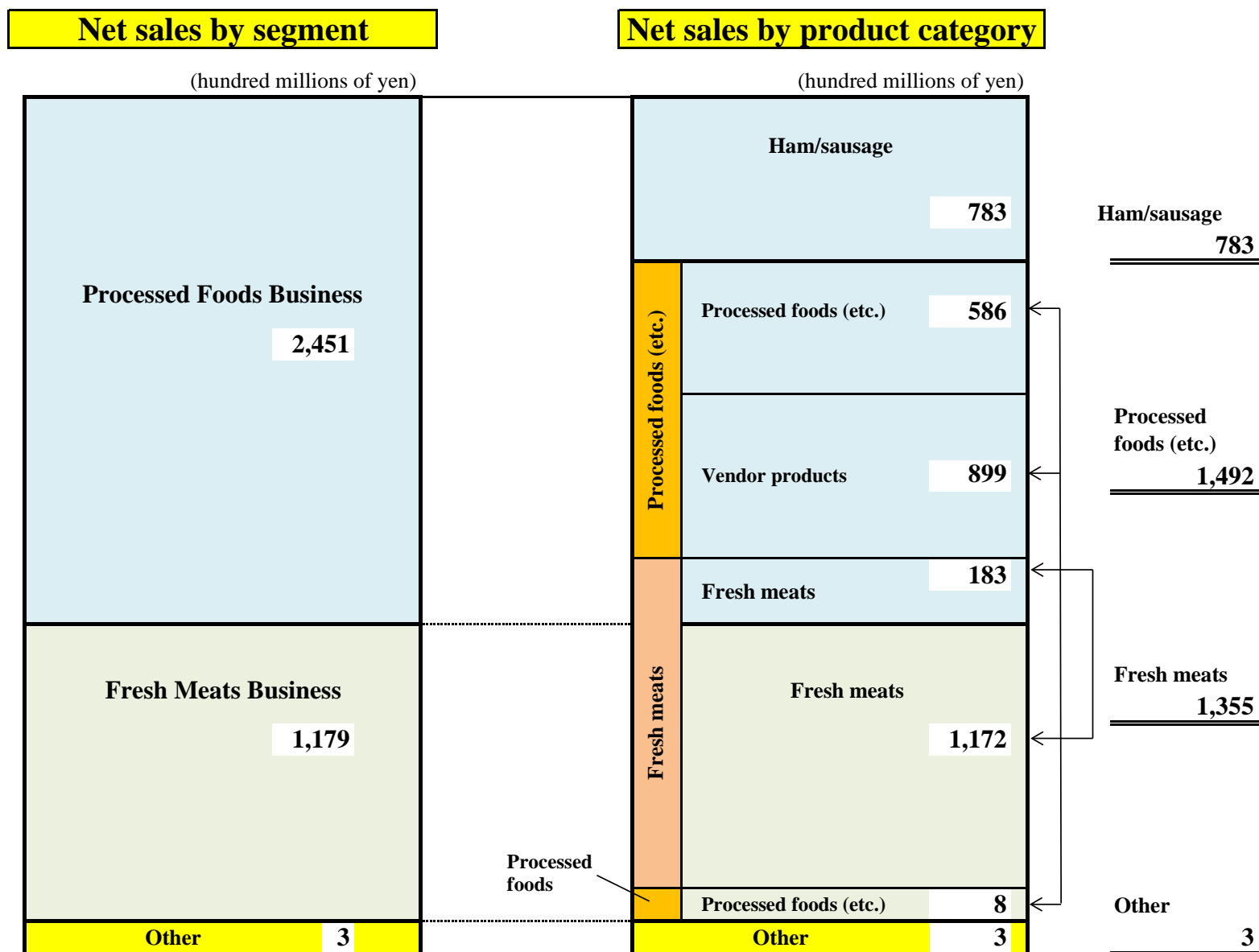
		FYE March 2015			FYE March 2016			FYE March 2017		
	Segment	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Net sales	Processed foods	109,872	117,526	227,398	119,349	120,279	239,628	121,368	123,736	245,104
	Fresh meats	53,548	59,959	113,507	62,284	59,022	121,306	57,927	60,009	117,936
	Other business	128	149	277	129	159	288	142	152	294
	Total	163,549	177,634	341,183	181,763	179,460	361,223	179,438	183,898	363,336
Cost of Sales		139,724	153,548	293,272	156,404	154,467	310,871	150,164	153,319	303,483
Gross Profit		23,824	24,087	47,911	24,848	25,503	50,351	29,274	30,579	59,853
Selling, general and adminis		3,676	37,022	40,698	20,955	21,149	42,104	21,828	22,459	44,287
Operating income		3,676	3,537	7,213	4,403	3,844	8,247	7,446	8,119	15,565
Non-operating loss		388	134	522	298	231	529	266	271	537
Ordinary income		4,064	3,671	7,735	4,701	4,075	8,776	7,712	8,390	16,102
Extraordinary income		▲ 20	324	304	306	947	1,253	12	▲ 777	▲ 765
Income before income taxes		4,044	3,995	8,039	5,007	5,022	10,029	7,724	7,613	15,337
Net income		2,188	4,204	6,392	2,847	3,582	6,429	4,775	5,234	10,009

(Reference) Net sales by product category

(millions of yen)

		FYE March 2015			FYE March 2016			FYE March 2017		
	Product category	First half	Second half	Full year	First half	Second half	Full year	First half	Second half	Full year
Net sales	Ham/sausage	35,996	36,542	72,538	39,763	36,429	76,192	39,416	38,931	78,347
	Processed foods (64,881	67,331	132,212	70,169	72,527	142,696	72,571	76,616	149,187
	Fresh meats	62,544	73,611	136,155	71,703	70,344	142,047	67,309	68,198	135,507
	Other	128	149	277	129	159	288	142	153	295
	Total	163,549	177,634	341,183	181,763	179,460	361,223	179,438	183,898	363,336

5. Net Sales Comparison (by segment and by product category) for the Year Ended Mar



Changes in Consolidated Balance Sheets

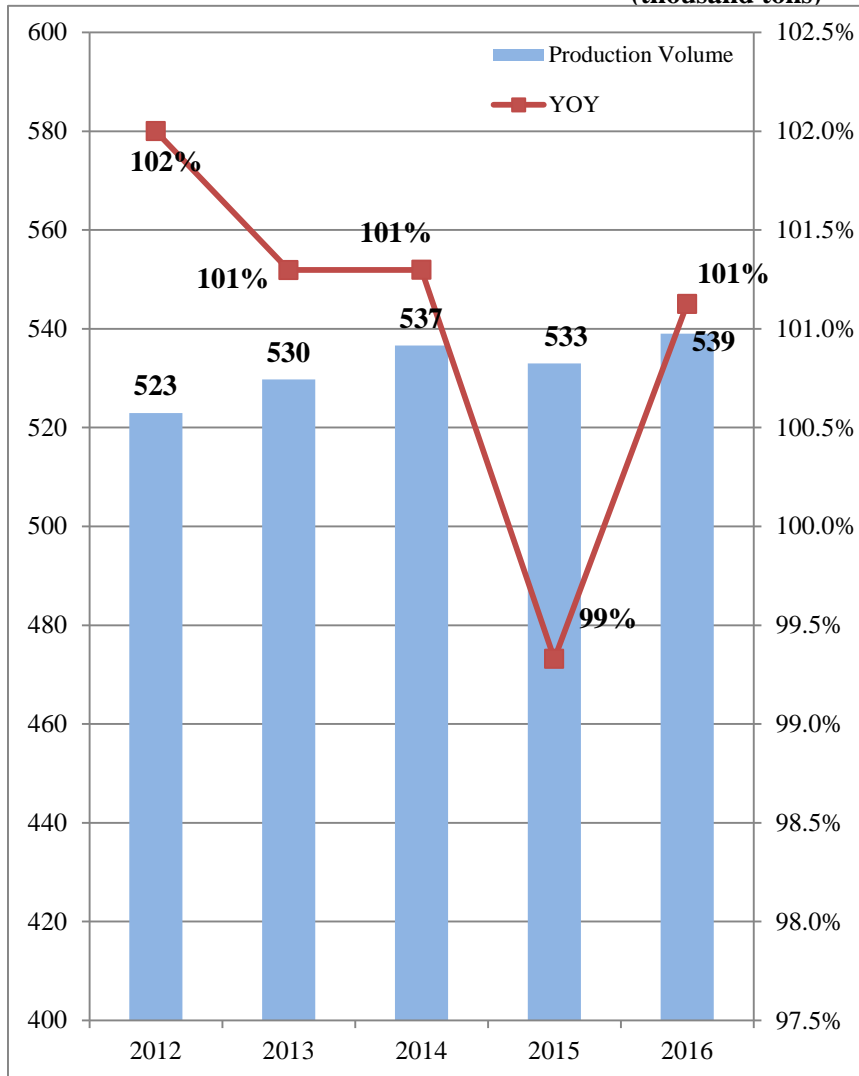
[Consolidated Balance Sheets]

(millions of yen)

	FYE March 2015		FYE March 2016		FYE March 2017	
	End of first half	End of year	End of first half	End of year	End of first half	End of year
Current assets	57,728	61,088	69,770	69,241	69,030	78,113
Noncurrent assets	75,682	80,572	81,946	84,270	88,013	92,806
Gross assets	133,411	141,661	151,716	153,511	157,043	170,919
Current liabilities	58,744	60,350	60,423	58,669	55,616	60,413
Noncurrent liabilities	24,619	24,783	23,432	24,812	27,072	31,307
Total liabilities	83,363	85,134	83,856	83,481	82,689	91,721
Shareholders' equity	38,349	42,686	54,201	57,276	61,584	66,335
Accumulated other	4,507	7,261	6,925	5,881	5,524	5,683
Minority interests	7,190	6,578	6,732	6,871	7,245	7,179
Total net assets	50,047	56,526	67,860	70,030	74,354	79,198
Total liabilities and ne	133,411	141,661	151,716	153,511	157,043	170,919
Equity	42,856	49,948	61,127	63,158	67,109	72,019
Equity ratio(%)	32.1	35.3	40.3	41.1	42.7	42.1

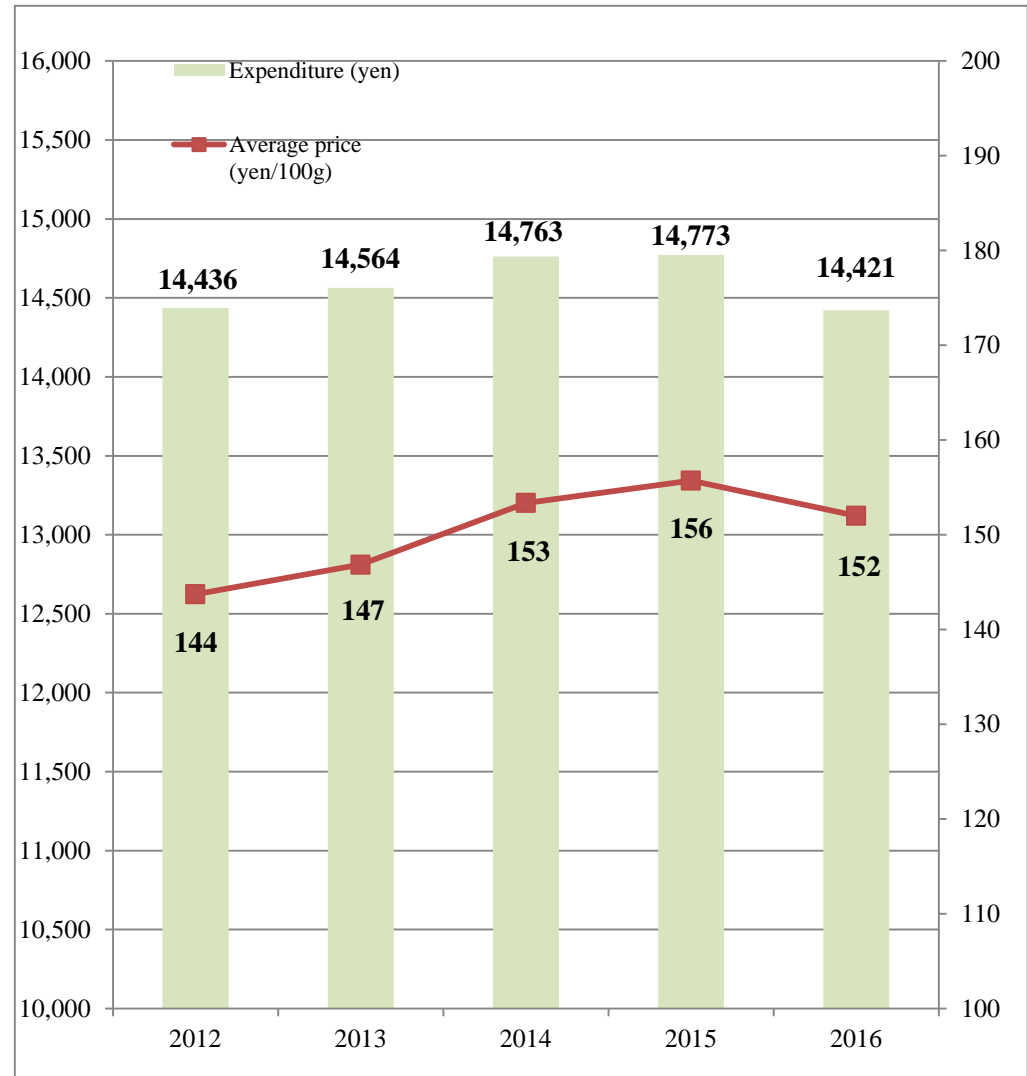
Data on Industry Trends

(1) Change in Production Volume of ham/sausages (Japan)
(thousand tons)



(Note) Data from Japan Ham & Sausage Processors Cooperative Association

(2) Household Expenditure on Ham/sausages (annual figures, taxes excluded)

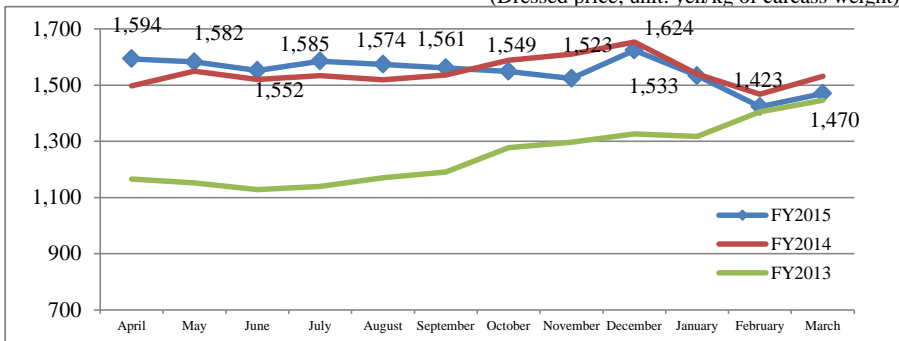


Report on the Family Income and Expenditure Survey, Bureau of Statistics (a nationwide survey of households with two or more members)

Data on Industry Trends 2

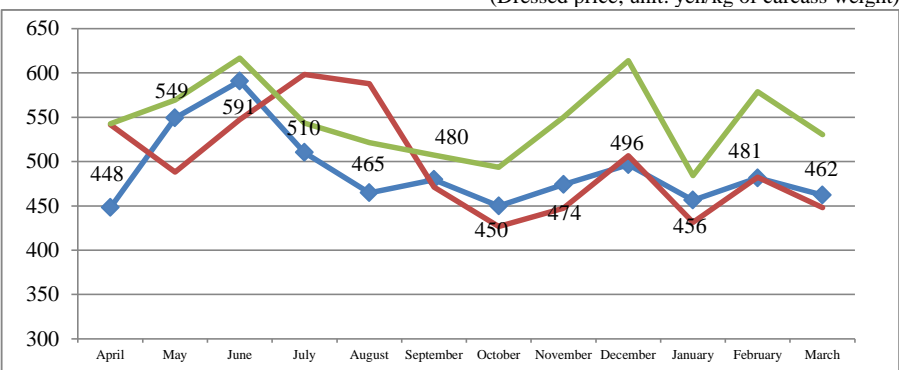
(1) Tax-excluded wholesale price (Tokyo) of B-3 crossbred steers

(Dressed price; unit: yen/kg of carcass weight)



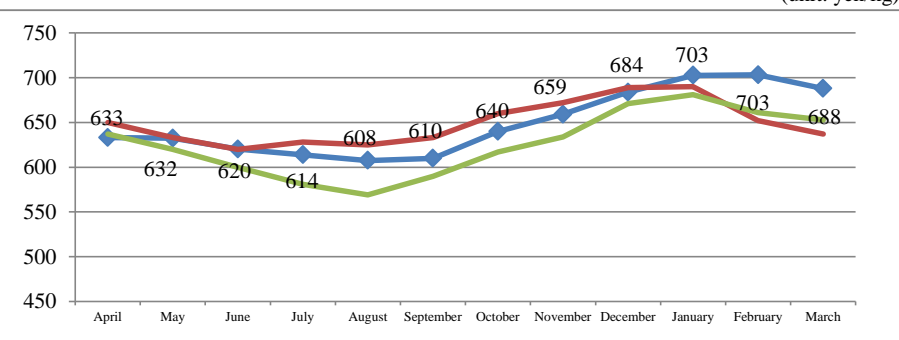
(2) Tax-excluded wholesale price of pork (Tokyo, ministerial ordinance)

(Dressed price; unit: yen/kg of carcass weight)



(3) Tax-excluded wholesale price (Tokyo) of chicken (leg)

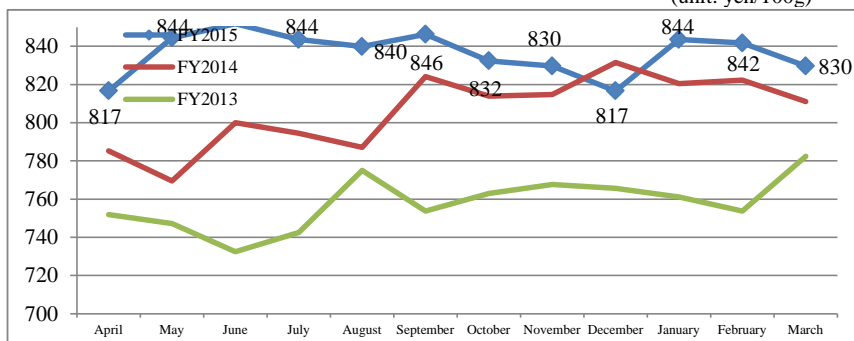
(unit: yen/kg)



Ministry of Agriculture, Forestry and Fisheries (Survey on Meat Distribution)

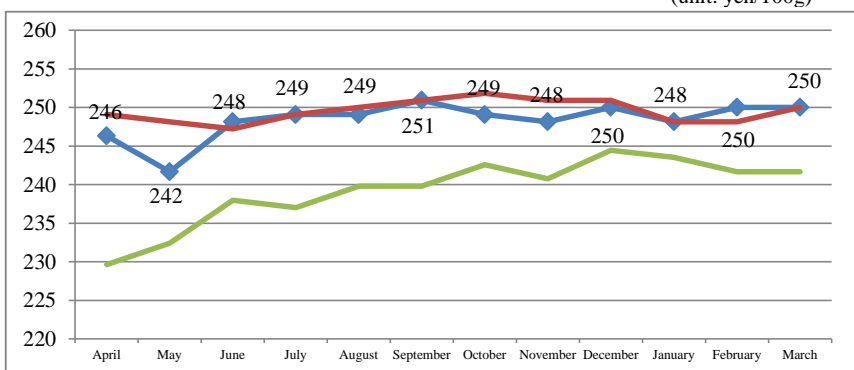
(4) Tax-excluded retail price of Japanese-produced beef loin (Tokyo)

(unit: yen/100g)



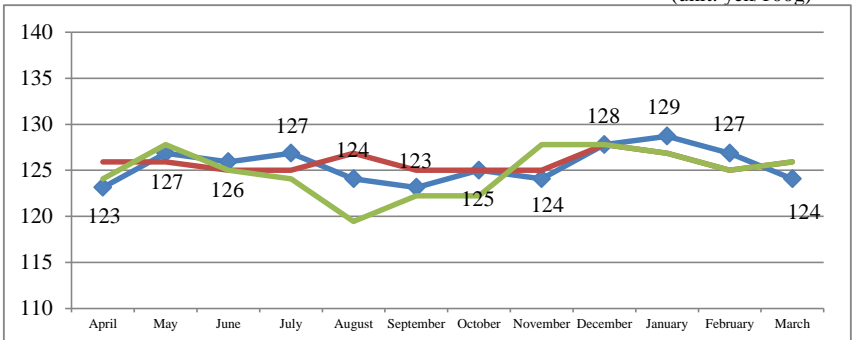
(5) Tax-excluded retail price of Japanese-produced pork loin (Tokyo)

(unit: yen/100g)



(6) Tax-excluded wholesale price (Tokyo) of Japanese-produced chicken (leg)

(unit: yen/100g)



Ministry of Internal Affairs and Communications (Report on the Retail Price Survey)

Profile

(As of March 31, 2016)

■ Corporate data

Head office	Shinagawa Seaside West Tower, 4-12-2 Higashi-Shinagawa, Shinagawa-ku, Tokyo
Representative	Tetsuya Matsui, President and Representative Director
Detail of business	Manufacture and sale of hams and sausages, fresh meats, processed foods, and other products
Established	July 9, 1948
Capital	7,908 million yen
Fiscal year-end	March 31
Number of employees	1937 (declined by 80)
Business sites	(note) Sales bases 6 branch offices 25 sales offices (declined by 1) Production bases 4 plants
Number of group companies (note)	35 Consolidated subsidiaries 28 Companies accounted for using the equity method 7
Number of employees across corporate group	13112 (declined by 522)
Group bases	Production bases 25 plants (in Japan) 6 bases (overseas)

(Note)

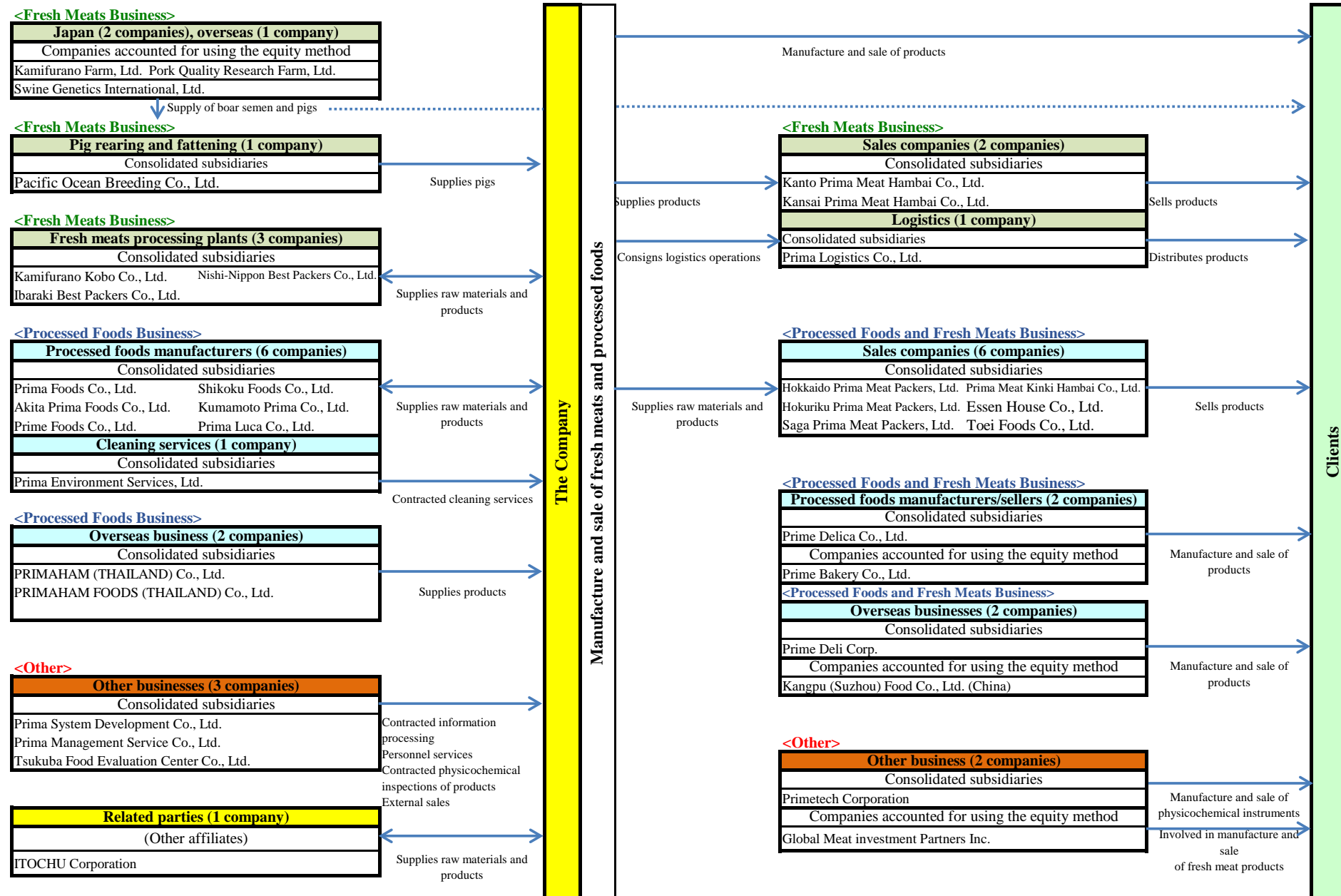
1. Increase/decrease is in comparison to the end of the previous fiscal year (as of March 31, 2016)

■ Company history

September 1931	Takegishi Ham Company founded in Kanazawa
July 1948	Takegishi Livestock Co., Ltd. founded in Takaoka
August 1962	Listed on the first sections of the Tokyo Stock Exchange and Osaka Securities Exchange
May 1965	Name of company changed to Prima Meat Packers, Ltd.
March 1984	Becomes official sponsor of Tokyo Disneyland
April 2004	Mie plant gains ISO14001 certification
March 2005	Becomes official silver sponsor of professional baseball team Tohoku Rakuten Golden Eagles
April 2005	Head office and other production plants gain ISO14001 certification
May 2007	Four plants across Japan (ham/sausage) gain ISO22000 certification
July 2008	Processed foods plants and distribution centers gain ISO22000 certification (total of 26 business centers)
April 2010	Becomes official gold sponsor of professional baseball team Tohoku Rakuten Golden Eagles
September 2011	80th anniversary of company's foundation
December 2016	Sign an official sponsor contract with LEGOLAND® Japan

Corporate Group Data

(as of March 31, 2016)



Management Vision

Great taste, great connections

Valuing the bonds we share with our customers, we will forge a cheerful and abundant future through the great taste of our products and the great connections between people.

Management philosophy - The basics -

- **Be honest and dedicated**
- **The lifeblood of Prima is its products and quality**
- **Contribute to customers' lives by continuously innovating**

Management vision

- 1. Each and every one of us shall use our imaginative faculties and come up with creative ideas and proposals**
- 2. We shall utilize our exceptional productive development skills and technical prowess in a comprehensive effort to provide our customers with great tasting food and information related to such; in this way, we shall contribute toward an abundant and healthy dietary life.**
- 3. We shall resolutely pursue self-improvement with a view to becoming a highly profitable comprehensive food business**

Precautionary Notes

The projected figures used in this document are the results of the company's assessments and predictions based on currently available information, and they are subject to various risks and uncertainties.

Therefore, the actual performance may differ from the projected figures.

Inquiries

General Affairs/Public Relations Department, Prima Meat Packers, Ltd.

TEL. 03-6386-1800

FAX. 03-5462-1701

Website (Japanese) <http://www.primaham.co.jp/>