Mizkan Group Profile
The Mizkan Group began in 1804 when Matazaemon Nakano I took on the considerable challenge of making vinegar out of sake lees. Since then, the Mizkan Group has constantly pursued innovation and overcome challenges. We have ventured into new business areas and modified our operations in response to the evolving business environment. Throughout our two centuries of history, we have always observed the Two Principles:

- Offer the Customers only the Finest Products
- Continuously Challenge the Status Quo

This means that we always keep top of mind what is best for our stakeholders. Additionally, we always try to face facts in an honest and humble manner in order to change ourselves for the better.

The Mizkan Group will continue to take on new challenges while always staying true to the Two Principles. We firmly believe that practicing the Two Principles enables us to deliver value to consumers, customers, business partners, investors, and to the wider community. On behalf of everyone at Mizkan, I thank you for your continued dedication to strengthening our spirit of cooperation and partnership, both now and in the future.

Kazuhide Nakano
Chairman and Group CEO
Mizkan Holdings Co., Ltd.
Corporate Philosophy

Mizkan has Two Principles that should always be observed.

Two Principles

1. **Offer the Customers Only the Finest Products**
   - This principle captures Mizkan’s commitment to quality improvement that makes customers the top priority.

2. **Continuously Challenge the Status Quo**
   - This principle expresses Mizkan’s commitment to continuous innovation.

We work to enhance customer satisfaction by ensuring each employee practices the Two Principles on a day-to-day basis. We firmly believe that this approach leads to ever better company performance.

Corporate Symbol

“Tradition and innovation” is embodied in the Corporate Symbol. The Corporate Mark, together with the green font, symbolizes the proud heritage and inherent strength of the Mizkan brand. The use of the English alphabet, instead of Japanese characters, represents our resolve to keep innovating and challenging ourselves in an ever-changing environment. Taken as a whole, the Corporate Symbol expresses how we embrace our 210-year heritage as we confidently forge a path towards the future.

Group Vision Slogan

The Group Vision Slogan is a statement of the value we offer customers.

**Bringing Flavor to Life™**

The Mizkan Group takes great pride in making food that nourishes people. At the same time, we recognize the immense responsibility this brings. Bringing Flavor to Life™ reflects these critical commitments.

Global Slogan

The Global Slogan expresses the Mizkan Group’s shared approach to globalization, which should be the goal of all Group employees worldwide.

**Bringing the world together, Implementing with local style, Making the world taste delicious**

Different regions and people around the world have their specific cultures, including food, religions, laws, and customs. We respect and bring out regional flavor and seek to work together globally through the shared values of Mizkan-style. In addition to spreading the taste experience throughout the world, we are confident that this is the best approach for achieving our goal of realizing performance improvement through continuous quality improvement.
Embracing and Evolving Our Food Culture

For over 210 years, Mizkan has created delicious foods and recipes that enrich Japanese food culture. Sake lees vinegar became known as an essential ingredient for hayashi-zushi or “fast sushi,” which came to be popular in the beginning of 19th century Tokyo. Ajipom™ helped popularize mizutaki, a hot-pot dish that was previously little known outside of southern and western Japan. In more recent years, Mizkan introduced new uses for vinegar in the form of refreshing and healthful drinking vinegars. These are just a few examples of how we deliver value through our carefully crafted products and recipes.

Shelf-Stable Retail Products

Family Favorites

Vinegar may still remain at the core of Mizkan’s business, but many of our other foods and recipe ingredients have also built a loyal following. These include Ajipom™, Oigatsuom™ Tsuyu, and Omusubiyamaom. One of the hallmarks of Mizkan in Japan is the sheer number of foods that have become pantry staples. And even though they are still bestsellers, we never stop improving product quality and relevance to suit the changing eating preferences of consumers.

Chilled Retail Products

Innovating Natto

We leverage our long history of expertise in fermentation and brewing to add new value to natto (fermented soybeans) as well. Mizkan’s Kinnotsubum™ brand proudly features several bestsellers in the line-up including Niwaniwanom™, Honegenkom™, and Toronnam™. At the same time, we have expanded our natto portfolio by acquiring the Kumenatatom™ and Nattoichim™ brands in 2009 and 2011 respectively. Our focus continues to be revitalizing the natto market.

Food Service

Delivering Value to Food Professionals

Based on our extensive market research and product R&D, Mizkan offers a wide array of unique recipe ingredients and tempting recipes that meet the needs of today’s food-service professionals. For example, there are different formats within the sushi business, from traditional sushi bars to conveyor-belt sushi and sushi to go. We develop products and recipes that are ideally suited to the needs of food professionals in each of these businesses.

Approaches in Asia (Outside of Japan)

The Asia business focuses on Japanese food such as sushi.

North America

In North America, Mizkan has long been operating successful Vinegar and Pepper businesses, as well as offering consumers uniquely delicious brands including the #1 branded cooking wine, Holland House™, and Nakano™ Rice Vinegar. In June 2014, Mizkan acquired America’s best-selling pasta sauce brand, Ragu™, and leading premium pasta sauce brand, Bertolli™. Both brands are well-established, household names in the United States. Our aim is to accelerate our global growth by constantly proposing new products and recipes to grow all our US brands, just as we do in Japan.

Europe

Mizkan in Europe develops delicious foods tailored to the European market. As part of this approach, we have acquired quintessential British brands. In 2012, we acquired top malt vinegar brand Sarson’s™, and pickled vegetable category leader Haywards™ along with its manufacturing facilities. In 2013, we acquired the Branston™ sweet pickle brand as well as its manufacturing facilities. Mizkan is still a relative newcomer in Europe, and we aim to continue developing and growing our business in this important market.
1804 **Mizkan Is Established**
Mizakazen Nakano successfully brews vinegar from sake lees, which was unheard of at the time. With this courageous effort, the Mizkan vinegar business is established.

1811 **First Vinegar Brewery Opens**
(Later known as the Handa Factory)
Full-scale vinegar production begins in earnest.

Around 1845
**Yamabuki
Launces**
The premium sake lees vinegar, Yamabuki
, which uses sake lees carefully matured for three years, is launched and quickly becomes a favorite sushi ingredient.

1887 **Mizkan Mark Is Registered**
The widely recognized Mizkan mark, designed by Mizakazen Nakano IV, is based on the Nakano family crest.

1900 **Kabuto Beer Wins Gold at Paris Expo**
Kabuto beer, produced in a modern, red-brick plant, wins a coveted international prize for its excellent quality.

1942 **Nakano Biochemical Research Center Opens**
(Later known as the Central Research Institute)
A center is established focusing on research and development for manufacturing vinegar.

1954 **Vinegar Bottling Begins**
After some considerable effort, Mizkan secures funding to set up a new vinegar bottling line. This significant capital investment helps ensure the future of Mizkan product quality.

1964 **Aiipon
Launches**
Aiipon
 is developed, enabling consumers to make and enjoy restaurant-like quality food at home. To drive sales, Mizkan carries out recipe tastings and sells the new product from market stalls promoting mizutaki hot pot, then a little-known dish in the Kanto area.

1968 **Natural Food Campaign**
A natural food campaign is rolled out to emphasize Mizkan’s key point of difference versus competitors of the time, our commitment to quality and natural brewing. The campaign slogan is “Mizkan vinegar, 100% brewed.”

1971 **Going Beyond Vinegar**
A new strategy launches, initially called the “non-vinegar strategy.” This aims to increase vinegar sales in tandem with the development of non-vinegar products.

1978 **Research Center Receives Major Award**
The Mizkan research center receives the JSBBA Award for Achievement in Technological Research. This award recognizes Mizkan’s significant achievements in improving the productivity and quality of brewed vinegar, the technical foundations for Mizkan’s current vinegar business.

1981 **Major US Vinegar Acquisition: American Industries Company**
Overseas expansion starts in earnest. Further US acquisitions follow.

1982 **Omusubiyama
Launches to Success**
Making rice balls becomes easier with Omusubiyama
, which is simply mixed into cooked rice. This is a completely new category for Mizkan, outside of the core categories of vinegar and Aiipon
.

1986 **Su-no-Sato Vinegar Museum Opens**
After its opening in 1986, the Su-no-Sato museum continues to educate visitors about vinegar and the art of vinegar brewing.

1988 **Tsuyu Launches**
Mizkan enters the soup-stock category, which is a big market in Japan. Tsuyu is launched as a premium product with the key selling point that it has a high concentration of bonito stock. It is later rebranded as Ogisatsu
 Tsuyu and becomes a big hit with consumers.

1990 **Gomoku Chiirashi Launches**
Instant chirashi sushi mix for at-home sushi making is launched. The convenience it offers home cooks means it quickly becomes a bestseller.

1997 **Mizkan Enters the Natto Business**
In an effort to further diversify our portfolio of healthy, delicious foods, Mizkan begins full-scale production of natto (fermented soybeans).

1999 **Mizkan Center for Water Culture Is Established**
The Mizkan Center for Water Culture opens and begins initiatives to raise public awareness about the importance of water, defining “water culture” as the integral and long-term relationship people have with water.

2000 **Kinnotsubu
Niowanatto
 and Kinnotsubu
Honegenki
 Launch**
Using specially selected beneficial bacteria, Mizkan develops a new range of natto offerings with added value for consumers.

2003 **New Vinegar Launch: Jun Genmai Kurozu**
Made exclusively from Japanese brown rice, this mellow black vinegar is suitable for drinking.

2004 **New Mizkan Group Vision and Corporate Symbol**
The new Mizkan Group Vision (Bringing Flavor to Life) is unveiled in tandem with a new corporate symbol. The new symbol is selected to represent our resolve to continuously innovate and challenge ourselves.

2007 **Central Research Institute Receives Second Achievement Award**
The Central Research Institute is distinguished again with the JSBBA Award for Achievement in Technological Research. This award recognizes Mizkan’s development of a highly palatable and nutritionally beneficial black vinegar made possible through proprietary research demonstrating the functional health benefits of vinegar.

2012 **Launch of New Natto Product: Kinnotsubu
Pakittotane
**
This new natto product features an innovative lid that releases the sauce when snapped open. The lid adds an element of fun as well as convenience for consumers.

2013 **British Favorite Brands Acquired**
British favorite brands are acquired expanding the Mizkan business in the UK. The new brands include: Sarson
, Haywards
(2012), and Branston
.

2015 **Opening of MIZKAN MUSEUM (MMIM)**
MIM opens its doors in November 2015. MIM is an interactive museum where visitors learn about the art and history of vinegar brewing and Japanese food culture in a fun and engaging way.

2016 **First Award Received for Natto Achievement**
The Central Research Institute is recognized again with the JSBBA Award for Achievement in Technological Research. Notably, this is the first time the award is given for natto research. This is received in recognition of our work in product differentiation and quality improvement through the research of beneficial natto bacteria.

2014 **Corporate Reorganization**
To reinforce Mizkan’s future global growth, the company is reorganized into three geographic areas: Japan + Asia, North America, and Europe. Company names are also changed to English.

2015 **Top-Selling US Pasta Sauce Brands Acquired**
Mizkan expands the US business with the acquisition of the biggest-selling American pasta sauce brand, RAGU
, and the leading premium pasta sauce brand, Bertolli
.

2016 **Opening of MIZKAN MUSEUM (MMIM)**
MIM opens its doors in November 2015. MIM is an interactive museum where visitors learn about the art and history of vinegar brewing and Japanese food culture in a fun and engaging way.
Mizkan Holdings Co., Ltd.

Company Name: Mizkan Holdings Co., Ltd.
Chairman and Group CEO: Kazuhide Nakano
Established: 1804
Head Office: 2-6 Nakamura-cho, Handa-shi, Aichi-ken, 475-8585 Japan
Capital: 10 million yen
Activities: management of group companies, strategy formulation, research and development

Mizkan Group

Employees: approximately 3,700 as of March 2016
Net sales: 248.6 billion yen as of February 2016
Proportion of non-Japanese sales: approximately 56% based on FY 2015 sales
Headquarters: 2-6 Nakamura-cho, Handa-shi, Aichi-ken 475-8585 Japan
Tokyo Head Office: Kayaba-cho Nakano Bldg., 1-22-15 Shinkawa, Chuo-ku, Tokyo 104-0033 Japan
Offices in Japan: 9 branch offices (Hokkaido, Tohoku, Kanto, Tokyo, Kanagawa, Nagoya, Osaka, Chugoku/Shikoku, Kyushu), 8 sales offices (Kita-Tohoku, Nagano, Niigata, Shizuoka, Kanazawa, Okayama, Takamatsu, Kagoshima)
Factories in Japan: 5 Shelf-stable factories (Tochigi, Tatebayashi, Minokamo, Osaka, Miki), 3 Chilled factories (Tatebayashi, Minokamo, Miki)
Offices around the world: London, Chicago, Singapore, Taipei, Hong Kong, Beijing
Factories around the world: 17 in the United States and 2 in the United Kingdom

Community

We have developed a keen appreciation of the natural world through our experience with fermentation and brewing. The Mizkan Group will continue to help conserve nature and build a people-friendly society by supporting harmony between the environment and the communities where we live and work.

MIZKAN MUSEUM (MIM)
MIM is an interactive museum where you can learn about the art and history of vinegar making and Japanese food culture in a fun and engaging way. MIM opened its doors in November 2015.
http://www.mizkan.co.jp/mim/

Mizkan Center for Water Culture
Water has played a vital role in our business from the very beginning. The Mizkan Center for Water Culture works to enrich people’s lives by exploring our relationship with water.
http://www.mizu.gr.jp/

Mizkan Group Website

●Product and Recipe Information http://www.mizkan.co.jp/
You can find product information and links to recipes on the main page of our company website. From the navigation bar, you can access FAQs, contact details, and our individual brand websites.
*Japanese only – please see the global website (http://www.mizkan.net/index_2.html) or the American (http://www.mizkan.com/Home.aspx) and European (http://www.mizkan.co.uk/) company websites for English.

●Company Information http://www.mizkan.co.jp/company/
This page provides company information including our Group Vision, company data, current initiatives, employment opportunities, and news releases.
*Japanese only – please see the global website (http://www.mizkan.net/index_2.html) or the American (http://www.mizkan.com/Home.aspx) and European (http://www.mizkan.co.uk/) company websites for English.