

International Network and Diversification of Sources

ZEN-NOH strives to secure stable, long-term supplies of feed and fertilizer materials through our international network.

In the livestock business, our activities in the United States, the world's largest exporter of cereals, include enhancement and strengthening of our cereals packing infrastructure in the Midwest, through our subsidiaries including ZEN-NOH Grain and

CGB, and developing a cereals packing and shipping network for the U.S., realized in partnership with CHS, the largest organization of agricultural cooperatives in the U.S., on the West Coast.

In addition, we are proactively diversifying our sources beyond the U.S., including strengthening alliances with agricultural cooperative organizations in numerous



Feed, fertilizer, and fuel producing centers

Feed Fertilizers Fuels

Overseas subsidiaries, etc. Overseas ZEN-NOH offices

<p>1 JA ZEN-NOH International Europe Limited (ZIE)</p> <ul style="list-style-type: none"> Established in 2015 (London) Export/import of wheat variety, feed materials, livestock products, etc. 	<p>3 T.J.C. Chemical Co., Ltd.</p> <ul style="list-style-type: none"> Established in 1970 (Thailand) Manufacture and sale of agricultural chemicals 	<p>5 Wengfu & Zijin Chemical Industry Co., Ltd.</p> <ul style="list-style-type: none"> Established in 2010 (China) Manufacture of fertilizer materials 	<p>7 ZEN-NOH ACA Limited</p> <ul style="list-style-type: none"> Established in 2011 (Hong Kong) Joint venture with ACA Sale of cereals to Asia 	<p>9 JA ZEN-NOH International Limited, Vancouver Representative Office</p> <ul style="list-style-type: none"> Established in 1995 (Canada) Purchase of wheat variety and transfer of materials
<p>2 ZEN-NOH Green Resources Thailand Co., Ltd.</p> <ul style="list-style-type: none"> Established in 1964 (reorganized in 1977 and 1993) Export/import of agricultural chemicals, chemical products, food products 	<p>4 JA ZEN-NOH International Asia Pte. Limited (ZIA)</p> <ul style="list-style-type: none"> Established in 2015 (Singapore) Export/import of rice and wheat variety, feed materials, livestock products, etc. 	<p>6 JA ZEN-NOH Green Resources Corporation (ZGR), Shanghai Office</p> <ul style="list-style-type: none"> Established in 1991 (reorganized in 2005) Information collection, attendant services, assistance with purchasing of fertilizer materials and production materials 	<p>8 JA ZEN-NOH International Limited, Perth Branch</p> <ul style="list-style-type: none"> Established in 1972 (relocated in 2007) Export and sales of cereals and coarse feed 	<p>10 ZEN-NOH Hay Inc.</p> <ul style="list-style-type: none"> Established in 2011 (U.S.) Manufacture, export, and sale of coarse feed

countries, including ACA in Argentina, COAMO in Brazil, CBH in Australia, and INVIVO in France.

At the same time, in the fertilizer business we consider the securing of stable supplies of materials to be a priority. Toward this end, we are strengthening our ties to overseas suppliers. While we rely on imports for most raw materials used in fertilizer, ZEN-NOH

strives to secure stable supplies by building relations of trust through transactions based on long-term trading with suppliers in various countries: China, Morocco, Jordan, South Africa, Vietnam, and the U.S. for phosphoric acid, Canada, Russia, Belarus, Germany, Taiwan, and the U.S. for potassium, and Malaysia for Urea.

In 2012 we invested in Wengfu & Zijin

Chemical Industry Co., Ltd., a company producing ammonium phosphate in China, and secured a role in its management, to realize preferential and stable supplies of high-quality ammonium phosphate. Furthermore, in fuel business we are working to secure improved supplies of fuel products from overseas to ensure stable supplies to our service stations and filling stations in Japan.



16 GrainsConnect Canada Operations Inc.

GCC is a joint venture established in 2015 in Canada between the Australian grains packing, shipping, and sales company GrainCorp (originally an agricultural cooperative) and ZEN-NOH Grain Corporation. It is making progress on developing the infrastructure for stable shipping of feed materials such as wheat and barley, building four elevators in the Canadian breadbasket provinces of Saskatchewan and Alberta.

13 ZEN-NOH Grain Corporation

ZEN-NOH Grain Corporation was established, in 1979 in New Orleans, Louisiana, in the U.S. It handles the largest volume of grains in the world from a single elevator. It serves as a logistics facility for buying, shipping, storing, and loading feed materials purchased from the U.S. breadbasket and as an information center, striving to secure stable supplies of the main raw materials used in feed mixture (e.g., corn).

14 CGB Enterprises, Inc.

ZEN-NOH acquired CGB in 1988 to strengthen its infrastructure for shipping cereals from the Midwestern United States. The bulk of the grains it ships is exported by ZEN-NOH Grain Corporation. Currently, it operates about 90 storage facilities with a storage capacity of 5 million tons, the sixth largest in the United States.

5 ZEN-NOH Beijing Office

- Established in 1980 (reorganized in 2010)
- Support for exports of domestic agricultural products, assisting in transfer of fertilizer materials, etc., information collection, attendant services

11 JA ZEN-NOH International Limited, Portland Representative Office

- Established in 2001 (U.S.)
- Purchase of wheat variety and transfer of materials

13 ZEN-NOH Grain Corporation (ZGC)

- Established in 1979 (U.S.)
- Export and sales of cereals, information collection

15 ZEN-NOH Grain Brazil Holdings Ltda

- Established in 2015
- Collection of cereals, investment in exporting companies, information collection

17 ZEN-NOH America Corporation (ZNA)

- Established in 1978 (reorganized in 1982)
- International trading in fertilizer materials, etc., development of and business support for trading partners for meat, etc.

3 ZEN-NOH Singapore Office

- Established in 2013 (reorganized in 2015)
- Transfer of fertilizer materials, juices, etc., export support, information collection, attendant services

12 ZEN-NOH Grain Corporation, Portland Division

- Established in 2005 (U.S.)
- Export and sales of cereals and coarse feed

14 CGB Enterprises, Inc. (CGB)

- Acquired in 1988 (U.S.)
- Collection, storage, and sales of cereals

16 GrainsConnect Canada Operations Inc. (GCC)

- Established in 2015
- Collection, storage, and sale of wheat, barley, and other feed materials

A ZEN-NOH London Office

- Established in 2014 (reorganized in 2015)
- Growing exports of domestic agricultural products, information collection, attendant services

D ZEN-NOH Australia Office

- Established in 1973 (relocated in 2007)
- Collecting information on the livestock industries and agricultural policies of Australia and New Zealand, exchange with Australian agricultural cooperatives