

Earnings Results for FY20/3 Presentation Material



(Stock code: 2871)

Progress of Medium-term Business Plan

1. Progress of Medium-term Business Plan

Progress of Management Strategies in FY20/3

Business Plan Main Measures	Progress
Raise profitability in Japan by transforming the business structure	Mainstay Processed Foods and Logistics businesses are driving sales and earnings.
Allocate resources to achieve sustainable growth	Investments for growth and to strengthen the management foundation are slightly behind schedule.
Expand scale of overseas operations	Business in the U.S. and Europe is firm, but increasing the speed of expansion remains a challenge.
Improve capital efficiency and expand shareholder returns	<ul style="list-style-type: none">• Continued increase in returns, with rise in the payout ratio• ROE of 10% or higher maintained

1. Progress of Medium-term Business Plan

FY20/3 Results

- Sales of household-use processed foods were positive, and logistics services (storage, transfer centers, etc.) continue to expand steadily, with operating income up 5%.
- Loss on retirement of noncurrent assets has increased with renewal of facilities, resulting in a year-on-year declined in profit.

(Billions of Yen)

	Results	FY20/3			
		YoY		Compared to previous forecast	
		Variance	% Change	Previous forecast	Variance
Net Sales	584.9	4.7	1%	585.0	-0.1
Processed Foods	234.8	8.2	4%	235.0	-0.2
Marine Products	65.8	-5.5	-8%	66.0	-0.2
Meat and Poultry	88.3	-2.7	-3%	88.0	0.3
Logistics	206.5	5.4	3%	206.5	0.0
Real Estate	5.0	0.2	4%	4.7	0.3
Other	5.7	-0.1	-2%	6.0	-0.3
Adjustment	-21.2	-0.8	—	-21.2	0.0
Operating Income	31.0	1.5	5%	30.5	0.5
Processed Foods	16.7	2.1	15%	16.5	0.2
Marine Products	0.4	0.3	143%	0.4	0.0
Meat and Poultry	0.9	-0.5	-38%	0.9	0.0
Logistics	11.8	0.4	4%	11.8	0.0
Real Estate	2.0	-0.1	-5%	2.0	0.0
Other	-0.3	-0.6	—	-0.3	0.0
Adjustment	-0.6	-0.0	—	-0.8	0.2
Ordinary Income	31.8	1.9	6%	30.5	1.3
Profit Attributable to Owners of Parent	19.6	-0.3	-2%	20.0	-0.4

Nichirei's Vision

Group Vision

We will continue to support good eating habits and health by leveraging our state-of-the-art manufacturing practices that optimize nature's bounty, along with our leading-edge logistics services.

Vision towards 2030

The Company will promote innovation to create new value that solves the problems of customers and society, and to contribute to people's good dietary life and health.

Situation for Nichirei during the COVID-19 Pandemic – 1

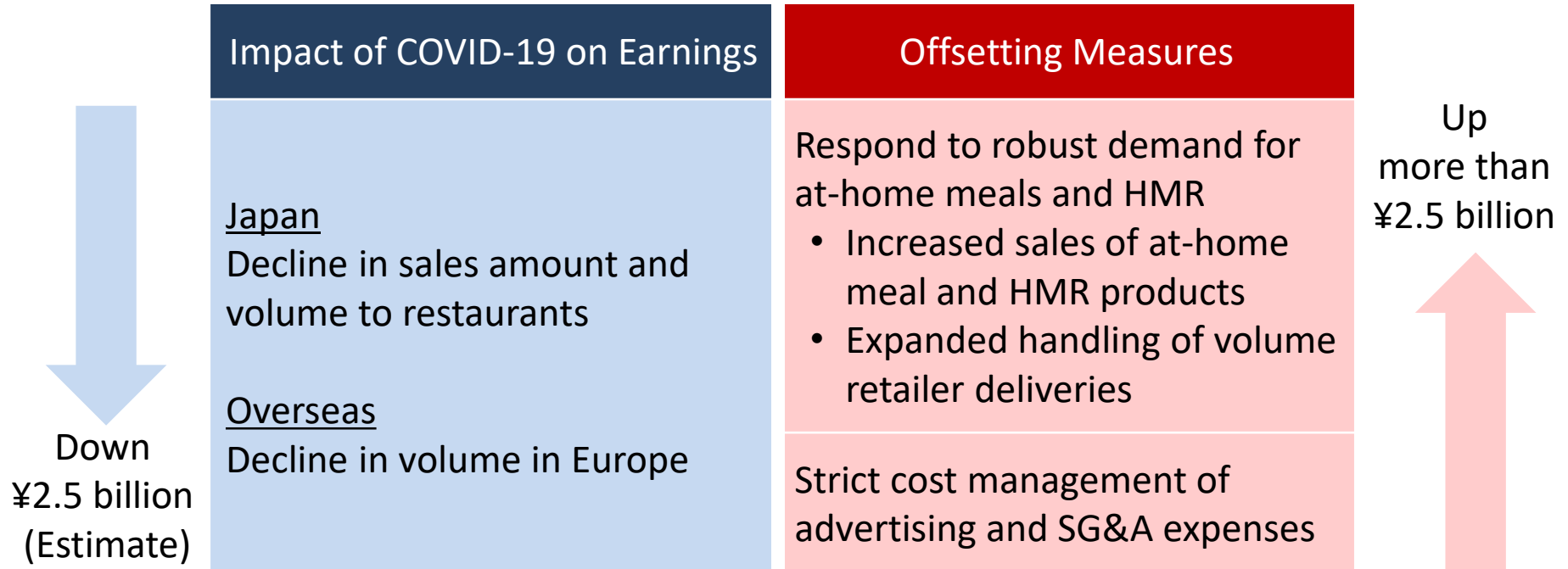
- Food processing plants and logistics centers are operating normally, with provisions to ensure safety of employees.
- The business environment is challenging, but we continue to make progress with growth strategies due to robust demand for frozen foods, along with stable logistics volume.

Business Segment	Current Situation	Future Outlook
Processed Foods	Demand for household-use products is increasing, but demand for commercial-use delicatessen items is down slightly, and restaurant demand has declined.	<ul style="list-style-type: none"> • Trend toward at-home meals and home meal replacement (HMR) will continue for the present, with strong growth from co-ops and other home delivery services, as well as e-commerce. • Demand in each business category will change temporarily, but over the medium -term demand will remain high for products to adapt to more meals eaten outside the home and HMR, as well as the labor shortage. • Logistics needs will remain steady on greater demand for frozen foods and meat.
Logistics	Storage demand remains firm overall, and volume handled at transfer centers (TC) has increased, but overseas movement of goods has slowed.	
Marine Products	Sales of processed items for restaurants and overseas sales have declined.	
Meat and Poultry	Sales of chicken have been positive on capturing of demand for at-home meals.	
General	Food processing plants and logistics centers are operating normally.	<ul style="list-style-type: none"> • We will focus on ensuring stable supply for products and services.

Note: Mentions of “COVID-19” in this document refer to the spread of the COVID-19 virus.

Situation for Nichirei during the COVID-19 Pandemic – 2

- COVID-19 is having a negative impact, but this is being offset by increased revenue and cost management.



Note: The impact from COVID-19 is expected to continue until the second half of the fiscal year.

FY21/3 Measures (Group Overall)

1. Adapt quickly to the changes in the business environment due to COVID-19, strengthen the business base, and pave the way for the final year of the medium-term business plan.

Business Segment	Main Measures
Processed Foods	<ul style="list-style-type: none">• Impact from COVID-19 will mainly be on commercial-use demand, so we will secure earnings through expanded sales of household-use products, and improvements to the product mix.• Develop new value-added products centered on individual servings and health consciousness.• Improve and expand the production structure in Japan and overseas.
Logistics	<ul style="list-style-type: none">• Effective facility utilization and smooth business execution during COVID-19 epidemic.• Early startup of stable operations at large temperature-controlled warehouses in Nagoya and Yokohama.• Make investments for growth to respond to changing business environment in Europe.
Marine Products	<ul style="list-style-type: none">• Build a business model with both sustainable resource procurement and greater profitability.
Meat and Poultry	<ul style="list-style-type: none">• Restore earnings for domestic chicken through optimization of procurement and sales.
Adjustment	<ul style="list-style-type: none">• Implement company-wide measures, and strict cost management.

1. Progress of Medium-term Business Plan

FY21/3 Measures (Group Overall)

2. Create new customer value, and pursue measures to help solve social issues.

Issues	Main Measures
New Business Fields	<ul style="list-style-type: none"> • Develop the “Conomeal” program, which utilizes AI to analyze an individual’s food preferences based on their food perceptions and mood, and suggests dishes they would like. • Pursue joint development of products using sprouted soybeans for the health-conscious market.
Research and Development	<ul style="list-style-type: none"> • Coordinate business development and R&D functions within the corporate group, and build an innovation structure (IMS*). <p>* Innovation Management System (ISO56002)</p>
ESG	<ul style="list-style-type: none"> • As a step toward realizing the vision towards 2030, establish important items (materiality) and long-term environmental goals. • Build a sustainable supply chain, and continue measures to reduce the environmental load.

Examples of measures to reduce environmental loads

Purchase of green energy



Product made using
100% renewable energy

Use of biomass ink and food trays



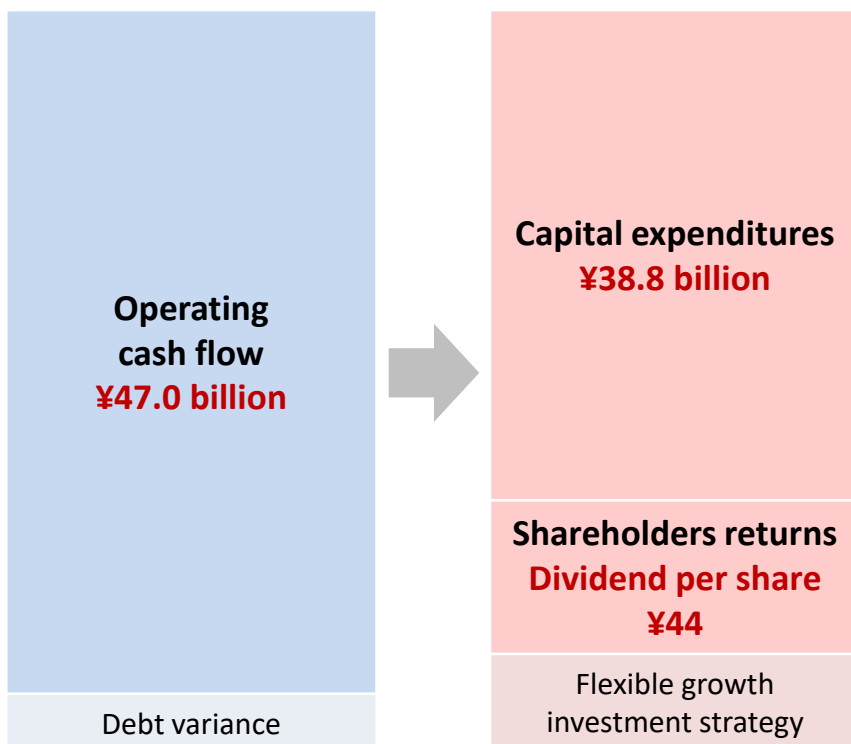
Product made using plant-derived
material for ink and food trays

1. Progress of Medium-term Business Plan

FY21/3 Measures (Capital Investment and Financial Strategies)

1. To strengthen future competitiveness, steadily make previously scheduled investments for growth, and to strengthen the management foundation (total investment: ¥38.8 billion).
2. The annual dividend plan is for an increase of two yen to 44 yen per share, for a payout ratio of 29.3%.

Allocation of Operating Cash Flow (planned)



Breakdown of Capital Investment

FY21/3 Forecast	Main Investment Targets
Processed Foods ¥17.3 billion	<ul style="list-style-type: none">• Enhancement of production lines for rice products• Expansion of GFPT Nichirei No. 2 Plant• Enhancement of production lines at Surapon Nichirei Foods• Enhancement of production lines for processed meat products and spring rolls
Logistics ¥17.3 billion	<ul style="list-style-type: none">• New construction of Nagoya Minato Distribution Center• New construction (rebuilding) of Honmoku District Distribution Center• Expansion of cold storage warehouse in the Netherlands
Group Total ¥38.8 billion	

1. Progress of Medium-term Business Plan

FY21/3 Forecast (Group Overall)

(Billions of Yen)

	FY20/3 Result	FY21/3		
		Forecast	Variance	% Change
Net Sales	584.9	590.0	5.1	1%
Operating Income	31.0	31.5	0.5	1%
Operating Margin	5.3%	5.3%	0 pp	—
Profit	19.6	20.0	0.4	2%
EBITDA*	49.4	51.3	1.9	4%
EPS	147.16 yen	150.12 yen		
ROE	10.9%	10% or higher		

* EBITDA: Operating income + Depreciation expense (including leased assets)

1. Progress of Medium-term Business Plan

FY21/3 Forecast by Segment

(Billions of Yen)

	Forecast	FY21/3	
		YoY	
		Variance	% Change
Net Sales	590.0	5.1	1%
Processed Foods	238.0	3.2	1%
Marine Products	63.0	-2.8	-4%
Meat and Poultry	91.0	2.7	3%
Logistics	209.5	3.0	1%
Real Estate	4.6	-0.4	-7%
Other	6.3	0.6	11%
Adjustment	-22.4	-1.2	—
Operating Income	31.5	0.5	1%
Processed Foods	17.0	0.3	2%
Marine Products	0.4	-0.0	-10%
Meat and Poultry	1.3	0.4	44%
Logistics	11.6	-0.2	-2%
Real Estate	1.9	-0.1	-4%
Other	0.1	0.4	—
Adjustment	-0.8	-0.2	—
Ordinary Income	31.5	-0.3	-1%
Profit Attributable to Owners of Parent	20.0	0.4	2%

- Aim to exceed plan targets for operating income, focusing on mainstay Processed Foods and Logistics.

Exchange Rates

	FY 21/3 forecast	FY 20/3 actual*
USD/JPY	107.00	109.06
EUR/JPY	115.00	122.08
THB/JPY	3.50	3.52

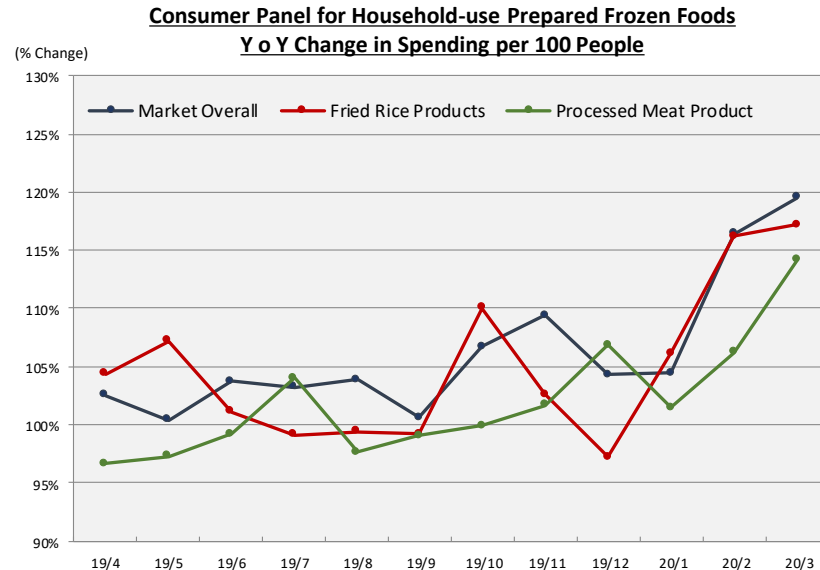
* Exchange rate figure for FY20/3 is the average for the January–December period.

Processed Foods Business

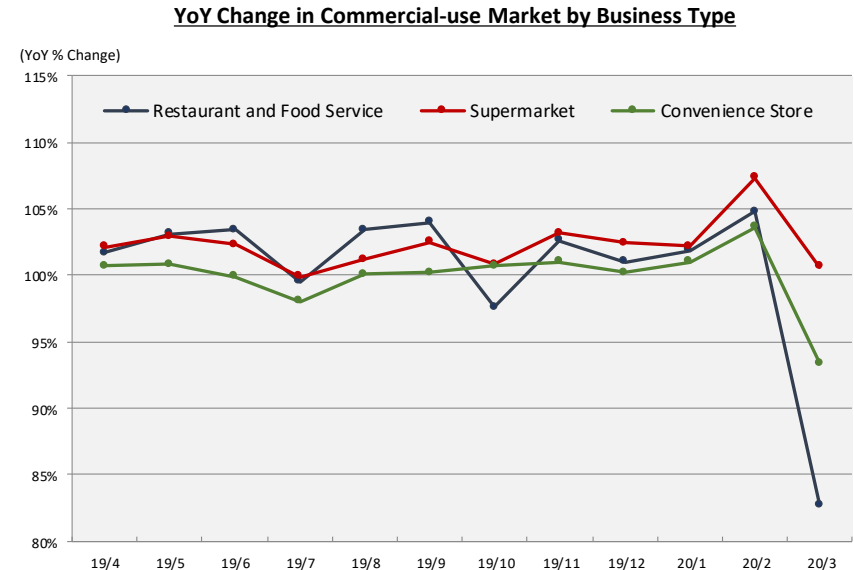


Market Environment Outlook

- Demand for household-use prepared foods is projected to expand. For commercial-use foods, while sales of delicatessen items to supermarkets will remain steady, a slight decline is expected in sales to convenience stores, with difficult circumstances continuing in business to restaurants and food services.
- Over the medium term, demand for delicatessen items and products for restaurants will recover, owing to the continued trend toward eating meals outside the home and HMR, as well as the increasingly severe labor shortage.
- Shifting marketplaces is forecast to drive further growth in e-commerce and home delivery services.



Source: INTAGE Inc. SCI consumer panel (Spending per 100 people on prepared frozen foods. Excludes purchases through consumer cooperatives.)



Source: Nichirei, created with data from Japan Foodservice Association, National Supermarket Association of Japan, and Japan Franchise Association

2. Processed Foods Business—FY21/3 Forecast

Adapt Swiftly to Changing Markets, and Secure Higher Revenue and Earnings

(Billions of Yen)

	FY20/3			FY21/3		
	Result	Y o Y		Forecast	Y o Y	
		Variance	% Change		Variance	% Change
Net Sales	234.8	8.2	4%	238.0	3.2	1%
Household-use Prepared Foods	64.8	4.5	8%	71.5	6.7	10%
Commercial-use Prepared Foods	99.5	1.2	1%	94.5	-5.0	-5%
Processed Agricultural Products	19.8	0.5	3%	20.2	0.4	2%
Overseas	34.8	2.2	7%	35.8	1.0	3%
Other	15.8	-0.2	-1%	16.0	0.2	1%
Operating Income	16.7	2.1	15%	17.0	0.3	2%

FY20/3 Results

1. Sales rose for household-use prepared foods, driven by heavily promoted mainstay products such as *Honkaku-itame Cha-han* (Authentic Fried Rice) and the *Tokukara* series.
2. Operating income increased on expanded sales, and improved performance of affiliates.

FY21/3 Forecast

1. Business conditions for commercial-use products are expected to be difficult overall, but by responding the increasing demand in the household-use market, we anticipate higher revenues from prepared foods overall.
2. In terms of operating income, we will focus on the product mix and cost reductions to absorb the impact from COVID-19, and secure earnings gains.

2. Processed Foods Business—FY21/3 Measures

Measures for Continued Growth in Existing Businesses and Future Expansion


1. Increase profitability in Japan, and accelerate overseas business development.

	Strategies	Measures
Japan	Strengthen production base in Japan and overseas to meet growing demand for at-home meals and HMR	<ul style="list-style-type: none"> Expand capacity and build an efficient production system by consolidating rice-based items and bolstering production lines. (Enhance existing lines at the Funabashi plant) Expand the <i>Tokukara</i> series production line (Thailand). Develop products to meet growing demand for at-home main dishes and individual servings.
	Implement sales expansion strategies for commercial-use products to meet diversifying needs	<ul style="list-style-type: none"> With the GFN No. 2 Plant now in operation, develop cost-competitive processed chicken products, and expand sales to the HMR market. Strengthen products differentiated by quality and techniques, including hamburger patties and other processed meat products, and spring rolls. <div data-bbox="758 872 1425 1099"> </div> <p>GFN No. 2 Plant Total investment ¥4.0 billion</p>
Overseas	Strengthen base to accelerate growth in the United States	<ul style="list-style-type: none"> Expand sales of existing Asian frozen foods, and launch new products. Strengthen product procurement capacity through OEM to support sales expansion, and continue review of owning the production function.

2. Processed Foods Business—FY21/3 Measures

Measures for Continued Growth in Existing Businesses and Future Expansion

2. Implement measures to create new value

Strategies	Measures		
Enhance access to growth categories	New establishment of Well Life Business	Strengthen capabilities to meet demand from co-op delivery services	<ul style="list-style-type: none"> Expand sales of processed chicken and other existing products. Develop products to meet needs such as healthy items and ready-to-cook meal kits.
		Expand the e-commerce business	<ul style="list-style-type: none"> Gain preferred customers through improvements to our corporate website, and SNS exposure. Collaboration and product development with major e-commerce sites.
Generate new demand	Conduct joint R&D with investment target DAIZ Inc.		<ul style="list-style-type: none"> Utilize soybeans as an alternative to animal protein. Develop and commercialize Alternative meat products based on sprouted soybeans (patty, minced meat cutlet, and other cutlet) <div data-bbox="1715 843 1908 993">  </div> <p>Sample image</p>

Logistics Business



Nagoya Minato DC



Honmoku DC (conceptual drawing)



3. Logistics Business—FY21/3 Forecast

Earnings Decline Expected in FY21/3, but Plan on Track Overall

(Billions of Yen)

	FY20/3			FY21/3		
	Result	Y o Y		Forecast	Y o Y	
		Variance	% Change		Variance	% Change
Net Sales	206.5	5.4	3%	209.5	3.0	1%
Japan Subtotal	165.4	6.2	4%	170.9	5.5	3%
Logistics Network	100.9	7.2	8%	96.7	-4.2	-4%
Regional Storage	64.5	-1.0	-2%	74.2	9.7	15%
Overseas	37.6	-0.8	-2%	34.4	-3.2	-8%
Other/Intersegment	3.6	0.0	0%	4.2	0.6	18%
Operating Income	11.8	0.4	4%	11.6	-0.2	-2%
Japan Subtotal	10.9	0.6	5%	11.2	0.3	2%
Logistics Network	4.1	0.3	7%	4.2	0.0	0%
Regional Storage	6.7	0.3	5%	7.0	0.3	4%
Overseas	1.2	0.0	1%	0.9	-0.3	-27%
Other/Intersegment	-0.3	-0.1	—	-0.5	-0.2	—

Note: Certain facilities are being shifted from Regional Storage to Logistics Network in FY20/3, and from Logistics Network to Regional Storage in FY21/3.

Effect on sales due to the shift

(Billions of Yen)

	FY20/3	FY21/3
Logistics Network	+2.5	-9.0
Regional Storage	-2.5	+9.0

FY20/3 Results

1. Japan

- (1) Revenue rose on high inventory levels and positive performance for transfer centers (TC).
- (2) While costs continued to rise, the increases were absorbed with greater productivity and operational improvements, and earnings increased.

2. Overseas

Europe: Cross-border transport and sales to volume retailers were firm, but revenue declined on exchange rate conversion due to the weak euro.

FY21/3 Forecast

1. Japan

- (1) Revenue is expected to increase on steady business at existing regional storage centers, and continued strong performance for transfer centers.
- (2) Startup costs will be incurred for new centers, but these will be offset by increased cargo collections and operational improvements, securing earnings gains.

2. Overseas

Europe: Decline in revenue and earnings anticipated due to the impact from COVID-19, mainly in the Netherlands and France.

3. Logistics Business—FY21/3 Measures

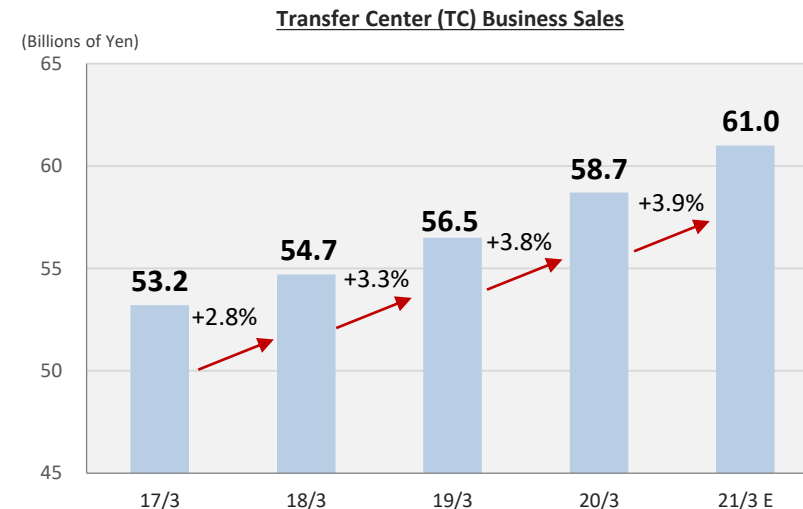
Current Status and Measures in Japan and Overseas (Europe)

1. Japan

- (1) While sluggish movement of commercial-use products is causing warehouse capacity shortages in major metropolitan areas, Nichirei is taking proactive steps to disperse cargo by utilizing the new Nagoya facility and regional distribution centers.
- (2) The transfer center (TC) business's 36 locations throughout Japan are increasing handling volumes for volume retailers to meet rising demand for at-home meals and HMR.
- (3) In the third-party logistics (3PL) business, Nichirei is building a platform for frozen food logistics, working to solve logistics issues.
- (4) We are pursuing digitization to address structural labor shortages, and continuing efforts to set appropriate fees.

2. Overseas

- (1) Customs clearance demand has declined in the Netherlands, and in France transport to restaurants has fallen sharply. However, we expect revenue gains on increased sales volume to volume retailers in Germany and Poland.
- (2) Amid difficult business conditions, Nichirei is pursuing diversification in cargo handled, and growth strategies to meet the changing market environment.



Business Services at European Locations

	Main Business
Netherlands	Customs clearance, storage, transport and delivery for meat, dairy products, and fruit juice
Germany	Transport and forwarding, delivery to volume retailers
France	Storage and delivery to restaurants
Poland	Storage and delivery to volume retailers
England	Customs clearance

Expand 3PL Business to Address Logistics Issues Facing Frozen Food Producers

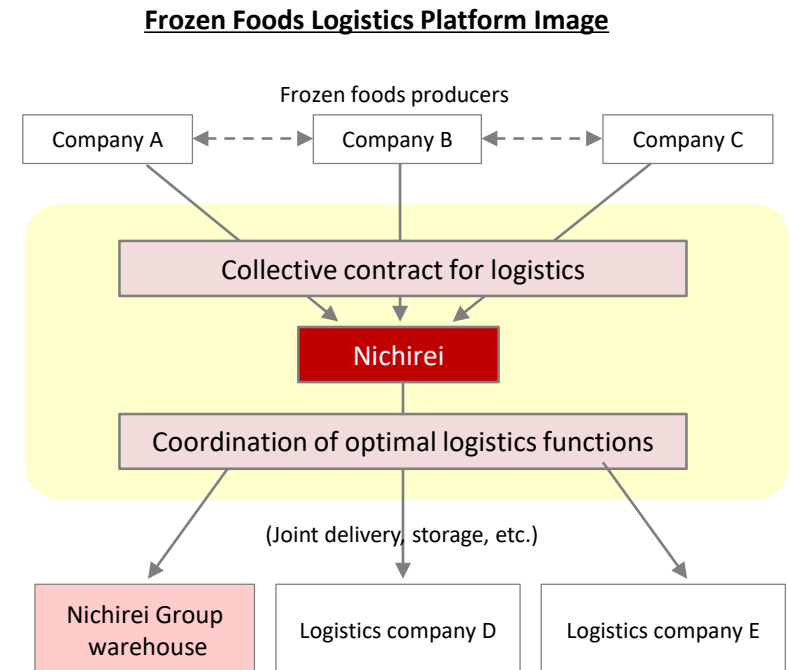
1. Shortages of labor, storage facilities, and vehicles have become more of an issue in frozen food logistics as operations have become more complicated.
2. Nichirei is building a platform for frozen food logistics, addressing issues that individual companies are unable to solve on their own.

Collective logistics contracts for frozen food producers

- Nichirei becomes the contact point, contracting with several producers for logistics services.
- Integrate information including storage and warehousing/delivery, analyze logistics issues and share data.

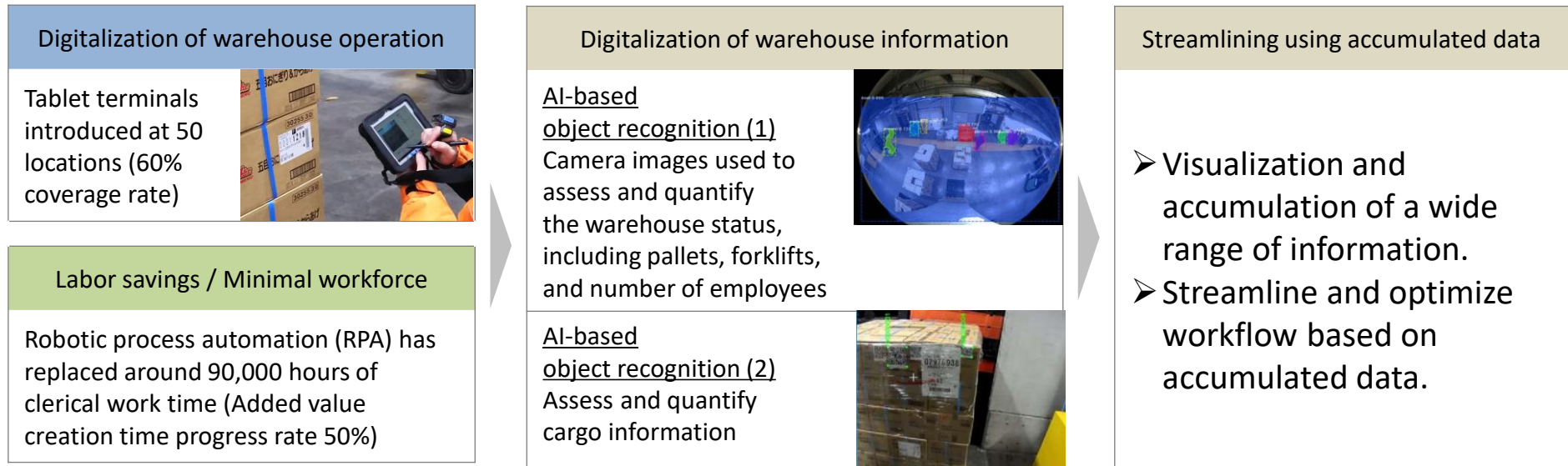
Coordination of optimal logistics functions

- Build a comprehensive logistics function with a customer-oriented perspective, including cooperation in transport and warehouse services, and providing assets and additional services.
- Provide the clients with a stable logistics function for facilities of both Nichirei and other companies, addressing the industry's chronic shortages of personnel, assets, and vehicles.



Continue Operational Reforms and Enhance Efficiency

1. Utilize visualized and accumulated data to enhance efficiency.



2. Enhance efficiency with newly built centers as models for operational reform.



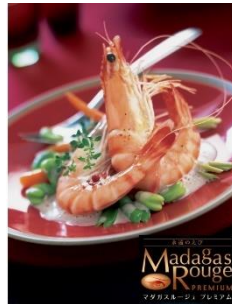
Nagoya Minato DC

- Total investment: ¥10.2 billion (of which, land: ¥1.7 billion)
- Facility capacity: 37,294 tonnes (F-class refrigerated warehouse: 30,892 tonnes, cold room: 6,402 tonnes)

Technologies Introduced	Effectiveness
Tablet terminals (low temperature area specification)	Labor savings
Pallet/case automation	Enhanced efficiency for warehousing/delivery
Electric movable racks	
Berth (truck) reservation system	
High-speed sorters	Enhanced efficiency for sorting

- Projected increase in operation efficiency of 20% compared to existing distribution centers.
- Proven labor-saving measures to be introduced at facilities nationwide

Marine Products, Meat and Poultry Business



4. Marine Products, Meat and Poultry Business

Steadily Implement Measures for Marine Products and Meat and Poultry to Ensure Stable Earnings

(Billions of Yen)

		FY20/3			FY21/3		
		Result	Y o Y		Forecast	Y o Y	
			Variance	% Change		Variance	% Change
Marine Products	Net Sales	65.8	-5.5	-8%	63.0	-2.8	-4%
	Operating Income	0.4	0.3	143%	0.4	-0.0	-10%
Meat and Poultry	Net Sales	88.3	-2.7	-3%	91.0	2.7	3%
	Operating Income	0.9	-0.5	-38%	1.3	0.4	44%

1. Marine Products: Business conditions remain tight in sales to restaurants in Japan and for overseas sales, but earnings are being secured through procurement and sales emphasizing profitability, and strict cost controls.
2. Meat and Poultry: Steadily capture growing demand for at-home meals, and strengthen sales of processed products for the HMR market such as co-ops and convenience stores, aiming to increase revenue and earnings.

Reference Material

Factors for Increase/Decrease in Operating Income (FY20/3-FY21/3)

Processed Foods

(Billions of Yen)

FY19/3 Operating Income	14.6
Factors for increase	3.5
Increased revenue	1.9
Decrease in food material/procurement cost (including effect of exchange rates)	0.1
Improved productivity	0.6
Impact of results at affiliated companies	0.9
Factors for decrease	-1.4
Increase in depreciation expense	-0.2
Increase/decrease in advertising and sale promotion expenses	-0.8
Other	-0.4
FY20/3 Operating Income	16.7
Factors for increase	0.8
Increased revenue	0.5
Improved productivity (including product mix)	0.3
Impact of results at affiliated companies	0.0
Factors for decrease	-0.5
Decrease in food material/procurement cost (including effect of exchange rates)	-0.1
Increase in depreciation expense	-0.6
Increase/decrease in advertising and sale promotion expenses	0.2
FY21/3 Operating Income Forecast	17.0

Logistics

(Billions of Yen)

FY19/3 Operating Income	11.4
Factors for increase	1.5
Effect on results from increase in cargo collection	0.5
Operational improvements	0.5
Streamlining of transport business	0.2
Other	0.3
Factors for decrease	-1.1
Increase in transport and delivery costs (net)	-0.3
Increase in work outsourcing costs (net)	-0.3
Increase in electricity charges (net)	-0.2
Startup costs for new locations	-0.1
Other	-0.2
FY20/3 Operating Income	11.8
Factors for increase	1.6
Effect on results from increase in cargo collection	0.8
Operational improvements	0.6
Streamlining of transport business	0.2
Factors for decrease	-1.8
Increase in transport and delivery costs (net)	-0.1
Increase in work outsourcing costs (net)	-0.3
Startup costs for new locations	-1.1
Other	-0.3
FY21/3 Operating Income Forecast	11.6

Non-operating Income and Expenses / Extraordinary Income of Loss

(Billions of Yen)

	FY20/3		FY21/3	
	Results	Y o Y	Forecast	Y o Y
		Variance		Variance
Non-operating Income and Expenses	0.7	0.3	0.0	-0.7
(Main items)				
Financial account balance	0.1	0.1	-0.1	-0.2
Share of (profit) loss of entities accounted for using equity method	0.3	-0.0	0.1	-0.2
Extraordinary Income or Loss	-1.9	-1.6	-1.5	0.4
(Main items)				
Gain on sales of non-current assets	0.0	-0.1	0.0	-0.0
Gain on sales of investment securities	0.4	-0.4	—	-0.4
Loss on sales of non-current assets and retirement of non-current assets	-1.6	-0.5	-1.1	0.4
Impairment loss	-0.4	-0.4	—	0.4

Results during Business Plan Periods

(Billions of Yen)

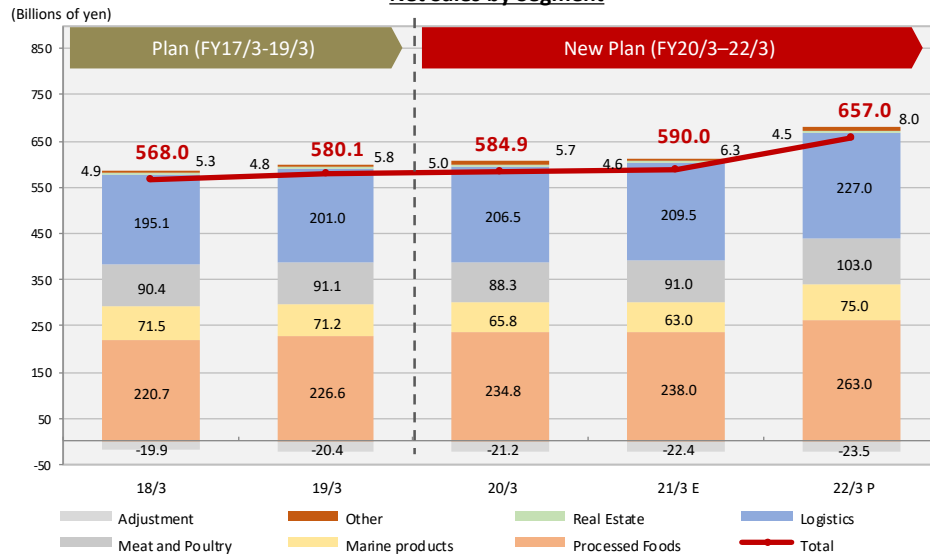
	Business Plan (FY11/3-FY13/3)			Business Plan (FY14/3-FY16/3)			Business Plan (FY17/3-FY19/3)			New Business Plan (FY20/3-FY22/3)		
	11/3	12/3	13/3	14/3	15/3	16/3	17/3	18/3	19/3	20/3	21/3E	22/3 P
Net Sales	437.8	454.9	447.7	487.4	520.0	535.4	539.7	568.0	580.1	584.9	590.0	657.0
Processed Foods	161.9	174.2	161.6	180.7	193.9	199.2	205.0	220.7	226.6	234.8	238.0	263.0
Marine Products	66.8	65.7	63.7	68.6	68.7	68.8	69.4	71.5	71.2	65.8	63.0	75.0
Meat and Poultry	78.3	75.6	75.5	80.1	89.5	92.0	88.1	90.4	91.1	88.3	91.0	103.0
Logistics	139.4	149.5	156.4	168.4	178.3	184.9	186.9	195.1	201.0	206.5	209.5	227.0
Real Estate	6.6	4.9	4.7	5.0	4.7	4.6	4.6	4.9	4.8	5.0	4.6	4.5
Other	6.2	6.0	5.8	3.7	4.4	5.2	4.5	5.3	5.8	5.7	6.3	8.0
Adjustment	-21.5	-21.0	-20.0	-19.1	-19.6	-19.4	-18.9	-19.9	-20.4	-21.2	-22.4	-23.5
Operating Profit	16.7	16.2	17.9	15.8	17.4	21.6	29.3	29.9	29.5	31.0	31.5	35.0
Processed Foods	4.6	5.2	6.0	3.4	5.4	8.0	13.9	14.6	14.6	16.7	17.0	18.7
Marine Products	0.6	0.2	0.1	0.4	0.2	0.7	0.8	0.3	0.2	0.4	0.4	0.8
Meat and Poultry	0.4	0.5	0.5	0.1	0.4	0.4	1.6	1.3	1.5	0.9	1.3	1.8
Logistics	7.3	7.4	8.6	8.9	8.7	10.0	10.6	11.3	11.4	11.8	11.6	12.7
Real Estate	3.6	2.4	2.3	2.4	2.1	2.2	2.1	2.2	2.1	2.0	1.9	1.8
Other	0.4	0.5	0.4	0.4	0.6	0.9	0.6	0.8	0.3	-0.3	0.1	0.6
Adjustment	-0.2	0.0	0.0	0.1	0.0	-0.5	-0.3	-0.5	-0.6	-0.6	-0.8	-1.4
Ordinary Profit	16.1	15.3	17.2	14.4	16.9	21.4	29.1	30.7	29.9	31.8	31.5	35.2
Profit attributable to owners of parent	4.0	7.9	9.8	8.9	9.5	13.5	18.8	19.1	19.9	19.6	20.0	22.0
Net Assets	284.6	290.5	297.9	318.5	342.0	338.5	346.2	367.3	377.3	390.0		
Capital Expenditures (including leased assets)	22.1	12.2	13.2	24.0	24.2	16.2	13.9	25.0	24.1	27.3	38.8	
Interest-bearing Debt (including leased debt)	97.0	97.8	96.9	106.1	107.7	94.7	89.8	97.7	96.0	96.4		
Equity Ratio (%)	40.4	40.2	41.3	41.9	43.0	44.4	46.0	44.3	46.9	47.3		
Operating Margin (%)	3.8	3.6	3.8	3.1	3.3	4.0	5.4	5.3	5.1	5.3	5.3	
Return on Equity (%)	3.4	6.8	8.2	6.9	6.8	9.1	12.1	11.9	11.7	10.9	10% or higher	
Earnings per Share (yen)	13.08	26.35	33.40	31.12	33.29	94.30	135.11	142.23	149.65	147.16	150.12	
Dividends per Share (yen)	9	9	10	10	10	12	28	30	32	42	44	
Stock Price (yen, at fiscal year end)	355	388	561	436	674	916	2,754	2,940	2,728	3,055		

Notes:

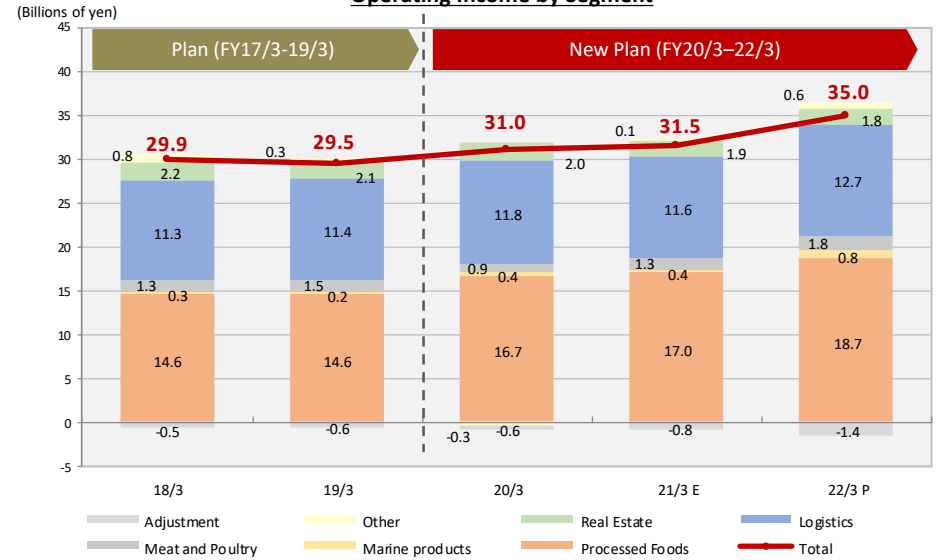
- Capital expenditures include intangible fixed assets.
- Figures from FY13/3 reflect a change in the basis for recording sales in the Processed Foods business. (The portion that had previously been recorded as promotional expenses has been excluded from net sales.)
- Figures from FY16/3 and earlier are prior to the share consolidation.
- Figures for FY22/3 P (initial plan) are unchanged from the business plan figures announced on May 14, 2019.

Reference Material 4

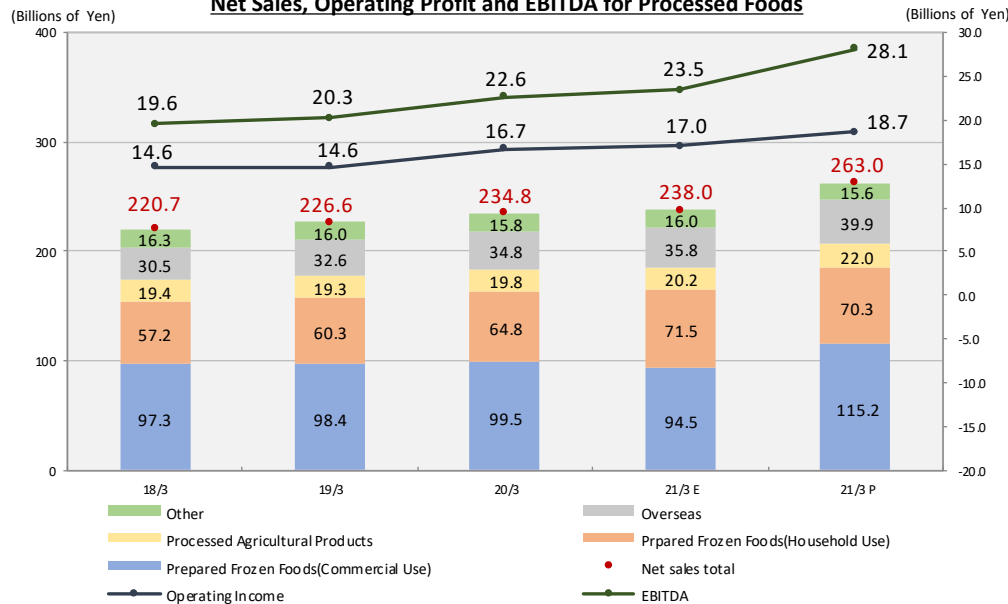
Net Sales by Segment



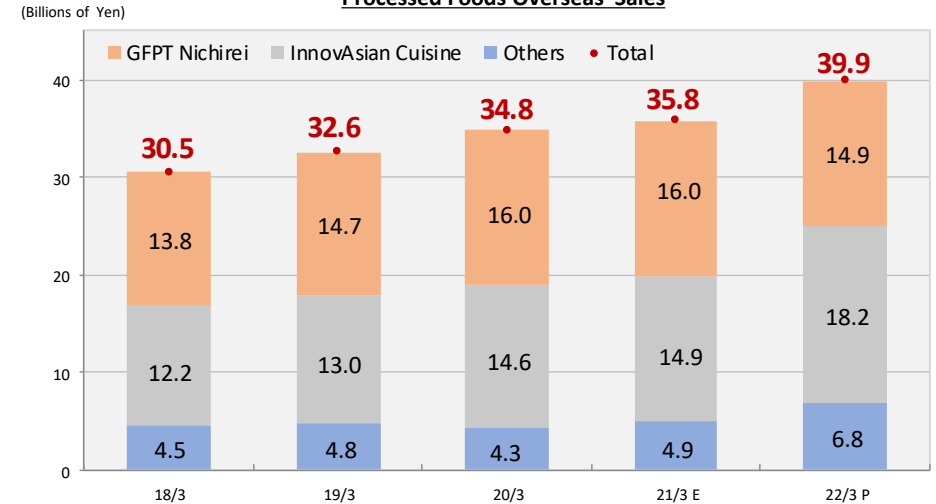
Operating Income by Segment



Net Sales, Operating Profit and EBITDA for Processed Foods



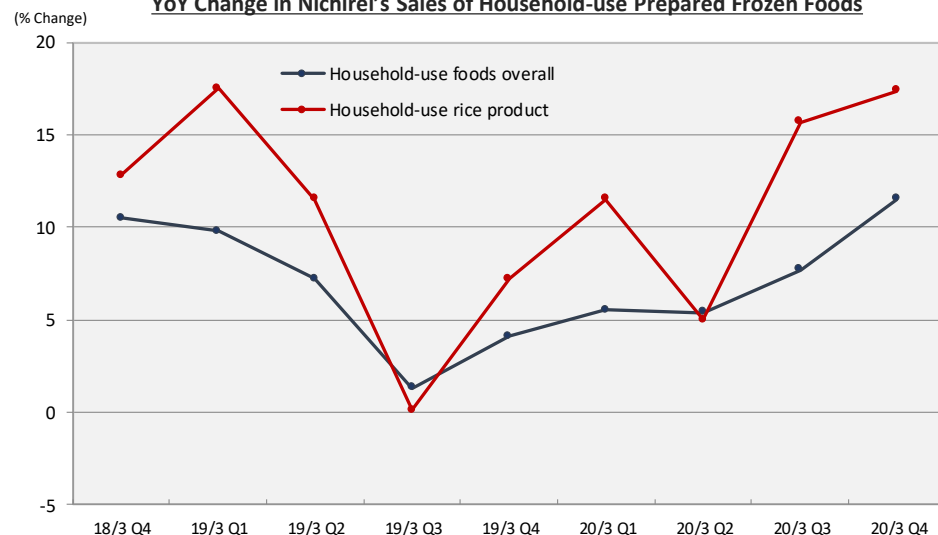
Processed Foods Overseas Sales



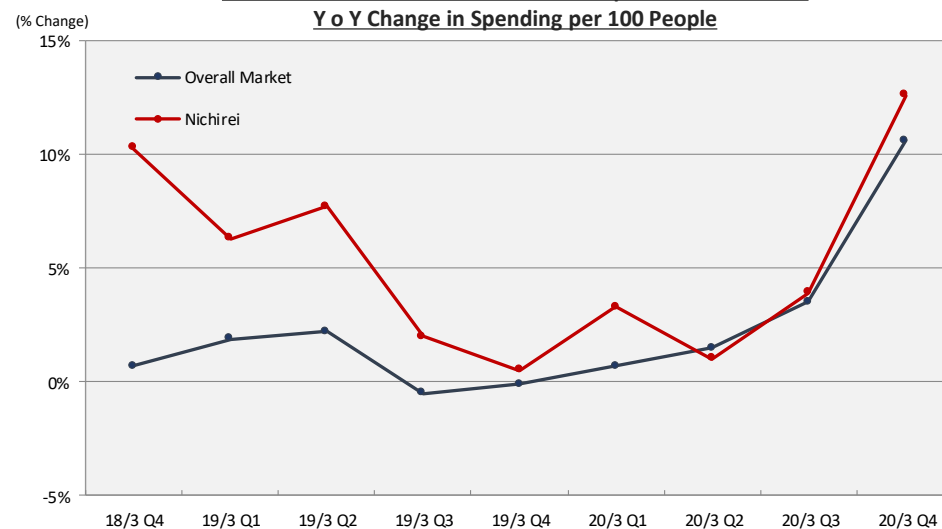
Notes: GFPT Nichirei's sales are the total of sales to Europe, domestically within Thailand and other Asian area.

Note: Figures for FY22/3 P (initial plan) are unchanged from the business plan figures announced on May 14, 2019.

YoY Change in Nichirei's Sales of Household-use Prepared Frozen Foods

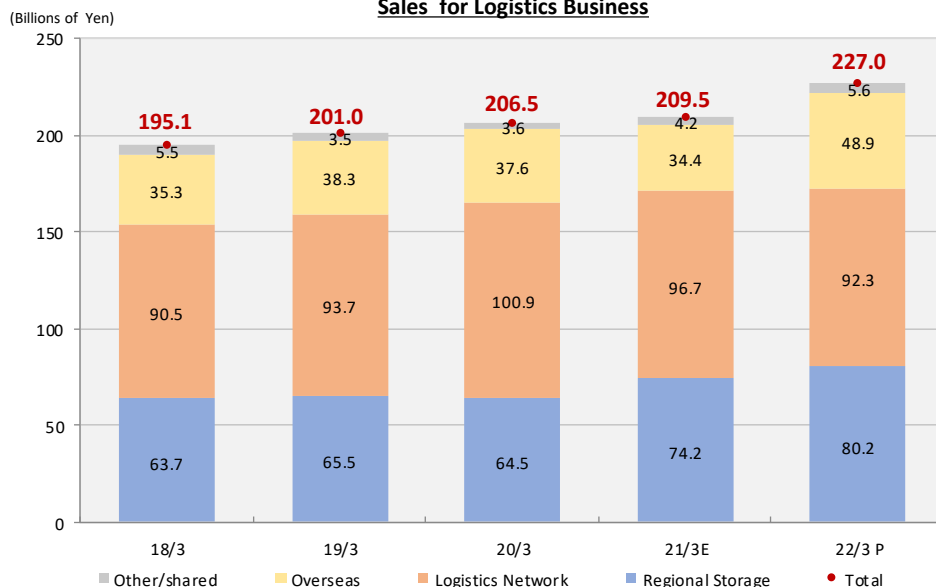


Consumer Panel for Household-use Prepared Frozen Foods

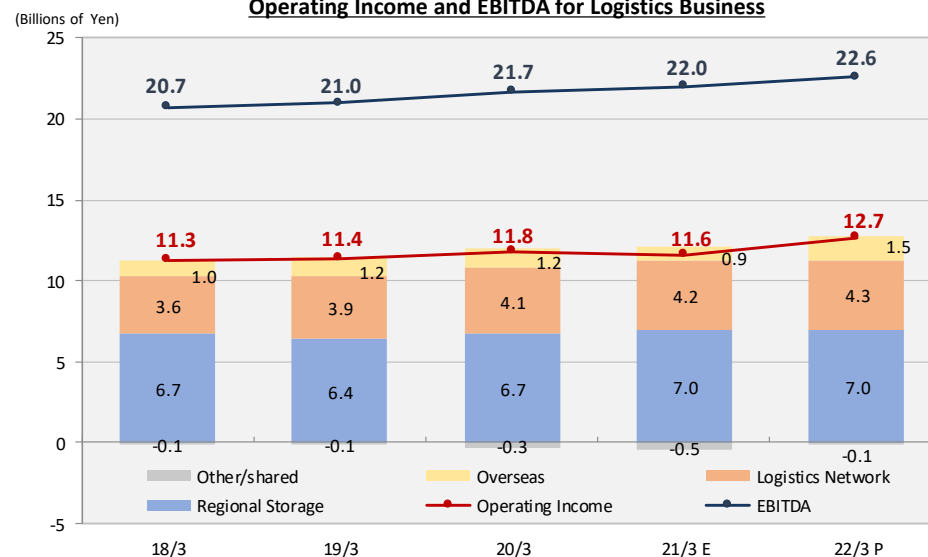


Source: INTAGE Inc. SCI consumer panel (Spending per 100 people on prepared frozen foods. Excludes purchases through consumer cooperatives.)

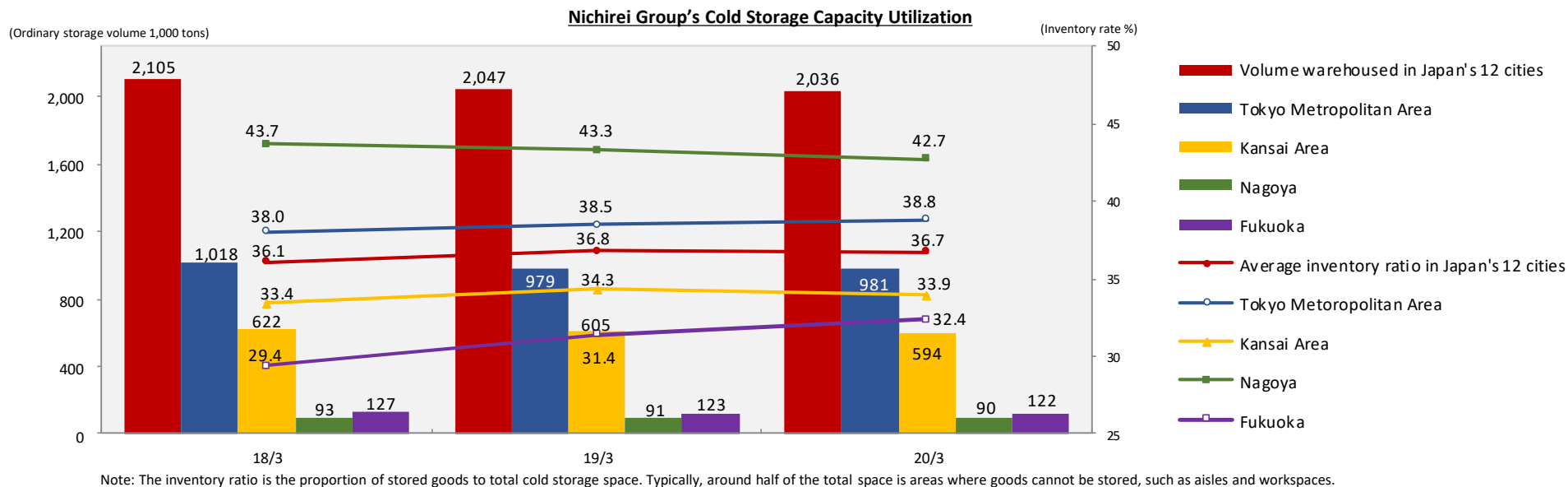
Sales for Logistics Business



Operating Income and EBITDA for Logistics Business



Note: Figures for FY22/3 P (initial plan) are unchanged from the business plan figures announced on May 14, 2019.



Top Five Companies in Terms of Cold Storage Capacity (Japan)

Ranking	Name	Capacity (thousand of tonnes)	Variance from Apr. 2018	share	Main operating region
1	Nichirei Group	1,490	-20	10%	Nationwide
2	Yokohama Reito	880	30	6%	Nationwide
3	Maruha-Nichiro Holdings	660	0	4%	Nationwide
4	Toyo Suisan Group	540	50	4%	Nationwide
5	Chilled & Frozen Logistics Holdings	500	20	3%	Nationwide

As of April 2019

Source: Compiled by Nichirei based on Japan Association of Refrigerated Warehouses documents (Includes partial estimates)

Note: Created with data from members of the association as well as non-members' data.

Top 10 Companies Worldwide in the Refrigerated Warehouse Industry by Capacity

Ranking	Company/Group Name	Capacity (thousand of tonnes)	Main Countries of Business
1	Lineage Logistics	17,040	USA, etc.
2	Americold Logistics	13,120	USA, etc.
3	United States Cold Storage	4,210	USA, etc.
4	AGRO Merchants Group, LLC	3,100	USA, etc.
5	NewCold Advanced Cold Logistics	2,200	Netherlands, etc.
6	Nichirei Logistics Group, Inc.	2,160	Japan, etc.
7	Kloosterboer	1,940	Netherlands, etc.
8	VersaCold Logistics Services	1,390	Canada
9	Interstate Warehousing, Inc.	1,310	USA
10	Frialsa Frigorificos	1,200	Mexico

As of April by 2020

Source: Compiled by Nichirei based on International Association of Refrigerated Warehouses document "Global Top 25 List"

Forward-Looking Statements

Aside from historical facts, Nichirei's present plans, forecasts and strategies as outlined in this publication consist of forward-looking statements about future business performance. These forecasts of future business performance and explanations of future business activities may or may not include words such as "believe," "expect," "plan," "strategy," "estimate," "anticipate" or other similar expressions. These statements are based on the information available to Nichirei management at the time of publication. Actual results may differ significantly from these forecasts for a variety of reasons, and readers are therefore advised to refrain from making investment decisions based solely on these forward-looking statements. Nichirei will not necessarily revise its forward-looking statements in accordance with new information, future events, and other results. Risks and uncertainties that could affect Nichirei's actual business results include, but are not limited to:

- (1) Changes in the economic conditions and business environment that may affect the Nichirei Group's business activities.
- (2) Foreign exchange rate risks, especially as regards the US dollar and the euro.

- (3) Risks associated with the practicability of maintaining quality controls throughout the process from product development, procurement of raw materials, production, and sale.
- (4) Risks associated with the practicability of development of new products and services.
- (5) Risks associated with the practicability of growth strategies and implementation of low-cost systems.
- (6) Risks associated with the practicability of achieving benefits through alliances with outside companies.
- (7) Contingency risks.

However, factors that may affect the performance of the Nichirei Group are not limited to those listed above. Further, risks and uncertainties include the possibility of future events that may have a serious and unpredictable impact on the Group. This publication is provided for the sole purpose of enhancing the reader's understanding of the Nichirei Group, and should not be taken as a recommendation regarding investment decisions.