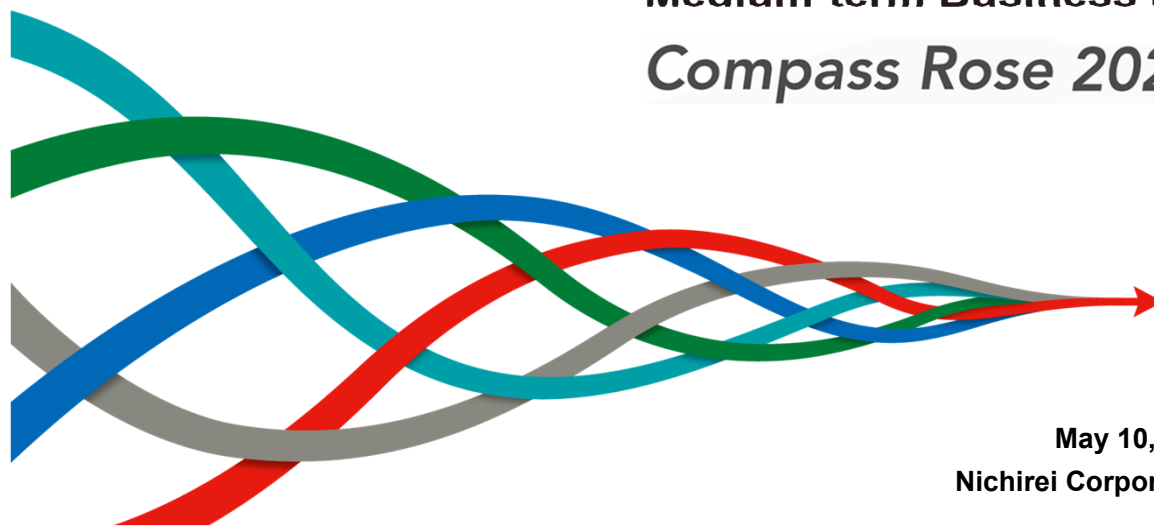




Nichirei Group Medium-term Business Plan *Compass Rose 2024*



May 10, 2022
Nichirei Corporation

Hello, I'm Kenya Okushi, president of Nichirei Corporation. Thank you for attending this briefing for our FY22/3 financial results. Today's presentation is being conducted as both an online and telephone conference. Let's begin the briefing.

- **Review of the Previous Medium-term Business Plan WeWill 2021 (Pages 1–5)**
- **Long-term Vision (Pages 6–7)**
- **FY2023-FY2025 Medium-term Business Plan Compass Rose 2024 (Pages 8–27)**
 - Group Strategies**
 - Strategies by Business**
- **FY2023 Outlook (Pages 28–32)**
- **Appendix (Pages 33–37)**

Note: Unless otherwise noted, monetary figures in the graphs and charts of these materials are rounded to the nearest unit and some fractional amounts are either rounded up or truncated.
Fiscal years begin on April 1 of the previous year, and end on March 31, e.g., "FY2023" indicates the period April 1, 2022 to March 31, 2023.



Review of the Previous Medium-term Business Plan WeWill 2021

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Review of the Previous Medium-term Business Plan WeWill 2021 (Consolidated Results)



Core Measures

- (1) Realize sustainable profit growth: Raise profitability by strengthening the management foundation and transforming the business structure
- (2) Improve capital efficiency and expand shareholder returns
- (3) Create new value that supports good eating habits and health

(Billions of yen, except where noted)

Financial Results

	FY2019	WeWill 2021					
		FY2020	FY2021	FY2022	Plan	vs. Plan	CAGR
Net sales	580.1	584.9	572.8	602.7	657.0	-54.3	1.3%
Overseas sales	79.2	79.7	76.9	97.6	102.3	-4.7	7.2%
Operating profit	29.5	31.0	32.9	31.4	35.0	-3.6	2.1%
Operating margin (%)	5.1	5.3	5.8	5.2	5.3	-0.1	
Profit attributable to owners of parent	19.9	19.6	21.2	23.4	22.0	+1.4	5.4%
Profit per share (Yen)	149.65	147.16	159.19	176.72	¥164.9 or more		5.7%
EBITDA	47.0	49.4	52.6	52.5	57.6	-5.1	3.8%
ROE (%)	11.7	10.9	10.9	11.3	10% or higher		

Please turn to Page 1, where we start with a review of the previous medium-term business plan.

The “WeWill 2021” plan had three main points as its general strategy: 1) Sustainable profit growth; 2) Improve capital efficiency and expand shareholder returns; and 3) Create new value.

In terms of overall results, while net sales reached a record high of ¥602.7 billion, because of the impact from covid-19 and other factors, the compound annual growth rate (CAGR) was just 1.3%.

Overseas sales amounted to ¥97.6 billion, which was slightly short of plan, but still represented a growth rate of 7.2%.

Operating profit rose steadily through the second year of the plan, but fell back to ¥31.4 billion in the final year, for a CAGR of 2.1%.

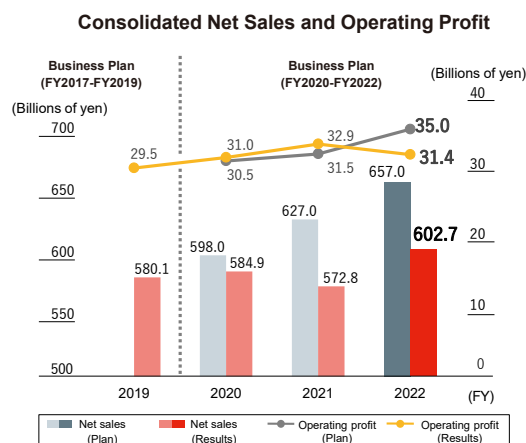
Profit attributable to owners of parent amounted to ¥23.4 billion as a result of the recording of a gain on sale of investment securities, with earning profit per share of 177 yen and ROE of 11.3%, all in excess of plan.

Review of the Previous Medium-term Business Plan WeWill 2021 (By Segment)



- Operating profit for temperature-controlled logistics grew steadily throughout the three-year period, but the Group overall fell short of the plan due to the impact of a decrease in operating profit from processed foods in the final year.
- Profit exceeded the plan due to recording extraordinary income* and other factors.

		(Billions of yen)		
		FY2022 results	vs. FY2021	vs. Plan
Net sales	Processed Foods	244.2	+18.8	-18.8
	Marine Products	67.7	+4.6	-7.3
	Meat and Poultry	80.3	-3.8	-22.7
	Logistics	224.5	+12.2	-2.5
	Real Estate	4.3	-0.3	-0.2
	Other	4.2	-0.7	-3.8
	Adjustment	-22.6	-0.9	+0.9
	Net sales	602.7	+29.9	-54.3
Operating profit	Processed Foods	14.2	-2.9	-4.5
	Marine Products	1.0	+0.4	+0.1
	Meat and Poultry	1.2	-0.1	-0.6
	Logistics	14.6	+1.5	+1.9
	Real Estate	1.7	-0.4	-0.1
	Other	-0.3	-0.0	-0.9
	Adjustment	-0.9	-0.1	+0.5
	Operating profit	31.4	-1.5	-3.6
Ordinary profit		31.7	-1.9	-3.5
Profit attributable to owners of parent		23.4	+2.2	+1.4



* See page 32 for details of extraordinary income.

Next on Page 2 is the breakdown by business segment.

Net sales rose ¥29.9 billion from the previous fiscal year, driven by the Processed Foods and Logistics businesses.

Operating profit declined ¥1.5 billion overall. The Logistics business posted a year-on-year gain of ¥1.5 billion to ¥14.6 billion, but earnings in Processed Foods declined ¥2.9 billion to ¥14.2 billion.

Summary

Priority Measure	Results	Issues
(1) Realize sustainable profit growth: Raise profitability by strengthening the management foundation and transforming the business structure		
	<ul style="list-style-type: none"> Net sales reached record highs from responding to changes in the operating environment caused by COVID-19. Processed foods increased sales of household-use products by capturing demand for eating at home. Temperature-controlled logistics enhanced its operating condition by ensuring the appropriate collection of payments due and promoting business innovation, and achieved profit growth exceeding the plan. Systematically allocated resources to core businesses. 	<ul style="list-style-type: none"> Decrease in profit (and profit margin) of processed foods <ul style="list-style-type: none"> Delay in responding to soaring raw material prices and yen depreciation Reduced operation at production factories in Thailand Delay in reform of marine products business structure Deterioration of the earnings base in the bioscience business due to delay in responding to changes in the operating environment
(2) Improve capital efficiency and expand shareholder returns		
	<ul style="list-style-type: none"> Maintained ROE of 10% or higher; continuously increased dividends. 	<ul style="list-style-type: none"> Decline in capital efficiency of processed foods and meat and poultry products
(3) Create new value that supports good eating habits and health		
	<ul style="list-style-type: none"> Conducted initiatives to create new value. Improved external evaluation by upgrading infrastructure for sustainability and ramping up ESG initiatives. 	

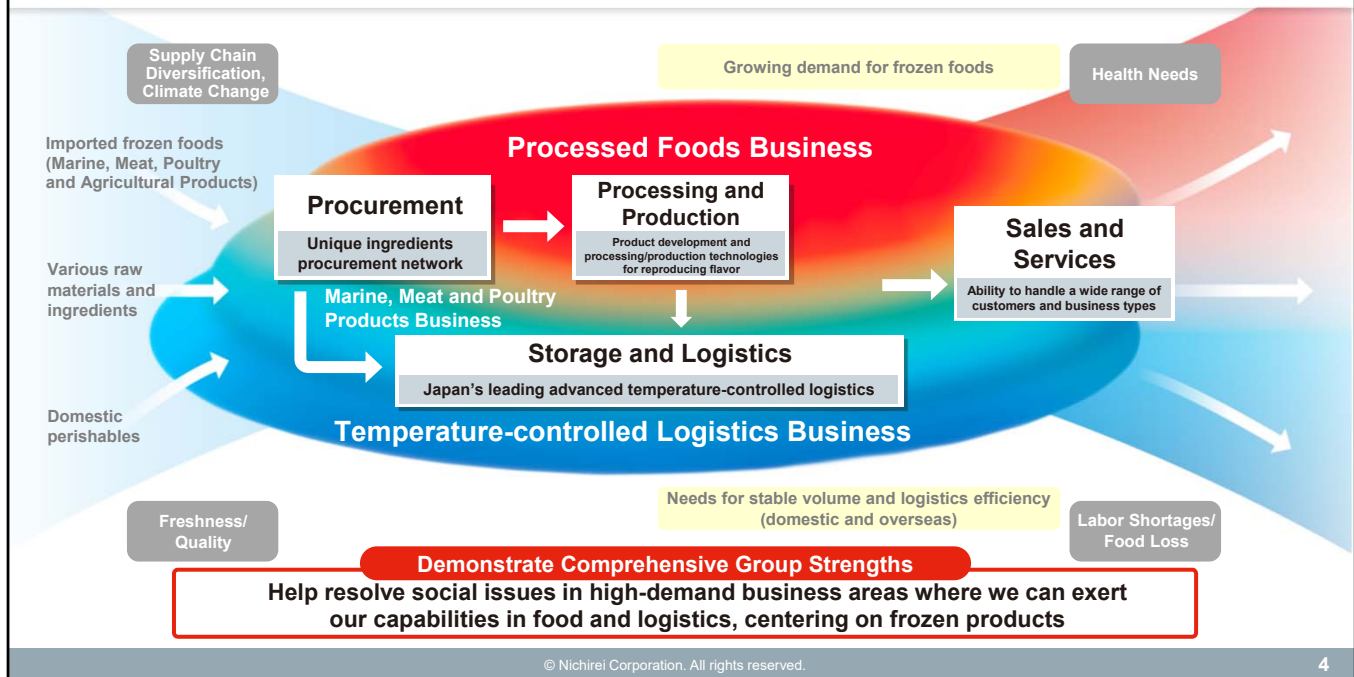
Page 3 presents a review of our measures and strategies.

For the first measure of profit growth, operating profit rose as a result of strengthening the business foundation for temperature-controlled logistics. Overseas business expanded through M&A in the U.K., Poland, and Malaysia, while in Japan we achieved steady earnings growth with the startup of operations at a large-scale distribution center as a strategic facility, and acceptance of appropriate fee rates. We also systematically implemented operational reforms that strengthened the earnings base for the future.

In the Processed Foods business, Nichirei was able to increase sales primarily from household-use frozen foods. Next, let's look at the issue of failing to meet targets for profit growth, and the points at issue. Processed Foods was severely impacted by higher costs for food material and the weak yen, which along with the slowdown in chicken processing in Thailand due to the covid-19 situation, resulted in a sharp falloff in earnings. We also made insufficient progress with structural reforms in the Marine Products business, while results from investments in the Bioscience business failed to materialize, resulting in an operating loss. For the second measure of improving capital efficiency and expanding shareholder returns, Nichirei maintained an ROE of 10% or higher and continuously increased dividends, while also buying back stock and working to enhance shareholder returns. For the third measure of creating new value that supports a good dietary life and health, we moved forward with commercialization of the "me:new" menu suggestion service, as well as introduced and operated a program based on an innovation management system (IMS) as part an initiative for new business development. From the standpoint of sustainability, Nichirei established measures and KPI for the Nichirei Group's material matters (materiality) for 2030. We are proactively accelerating measures in response to the ever-increasing expectations and demands of society.

We plan to address the lingering issues from the WeWill 2021 plan, namely the recovery of earnings for Processed Foods and structural reforms in the Marine Products and Bioscience businesses, in the new medium-term business plan.

Business Model and Strengths



Next, turn to Page 4. This is the Nichirei Group business model.

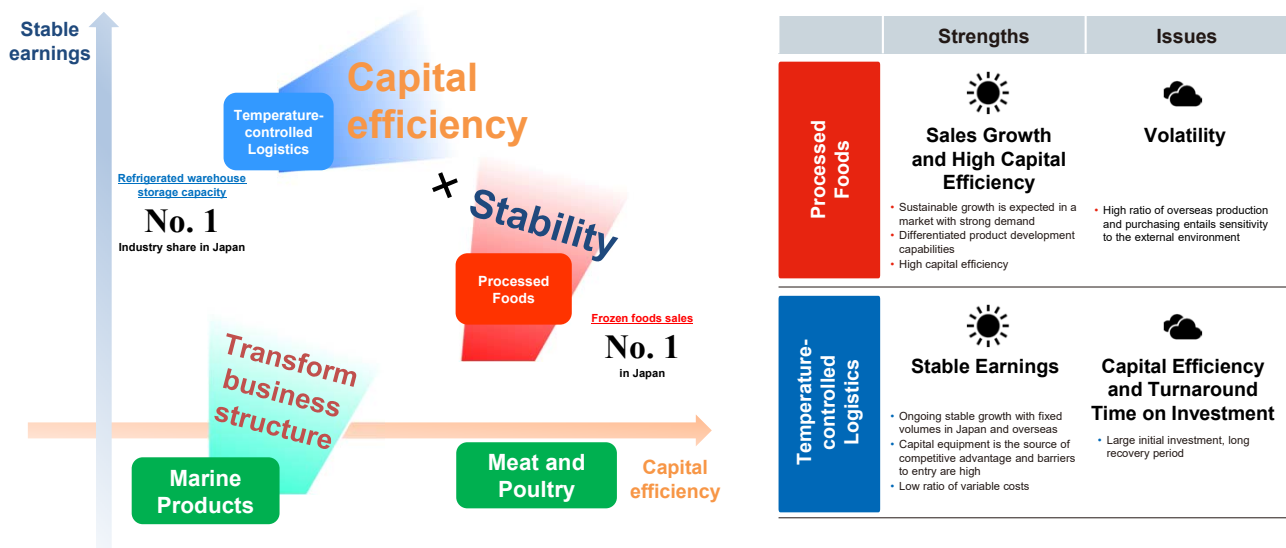
The strength of Nichirei Group is its ability to create value across the entire food value chain, from procurement to processing and manufacture, storage and logistics, and sales.

The Processed Foods business has utilized its strengths in processing and production technologies, product development, and quality assurance capabilities to increase its earnings capacity on the back of the growth in the frozen foods market.

The Logistics business has drawn on its strengths of a nationwide network, consultative sales capacity, and high service quality to meet the broad needs for logistics efficiency, and generate stable cash flow.

In this way, we believe that Nichirei Group, with the Processed Foods and Logistics businesses at its core, is able to provide solutions to the problems facing society.

Nichirei's Business Portfolio



Turn to Page 5. Here I will explain the characteristics of our business portfolio.

As I mentioned a moment ago in the review of our previous business plan, up to now Nichirei Group has been supported by the high growth potential and capital efficiency of the Processed Foods business, and the highly stable earnings generated by the Logistics business. However, profitability in the Processed Foods business has recently declined, and we recognize that such volatility is an issue we must address. The main reason for this instability is a structure that is highly dependent on imports and production abroad, and so is subject to shifts in the external environment. Also, in the Logistics business, although we can expect benefits from systematic investments, the initial costs are substantial, and recovering the investment takes time. The nature of the business makes it difficult to enhance capital efficiency soon after investment. We address these issues in the new medium-term business plan.



Long-term Vision

Long-term Management Goals toward 2030

Compass Rose 2024



Nichirei Group Material Matters		Group Targets (KPI)
Creating value in food and health	<ul style="list-style-type: none"> Set targets and scope for creating new products and services in each business Set quantitative targets for creation of and milestones for the progress of new businesses 	
Strengthening food processing and production technology capabilities; enhancing logistics services	<ul style="list-style-type: none"> EBITDA margin: 12% EBITDA CAGR: 7% Overseas sales ratio: 30% 	
Realizing sustainable food procurement and resource recycling	<ul style="list-style-type: none"> Rate of procurement from suppliers and OEMs that comply with the Nichirei Group Supplier Guidelines: 100% Rate of implementation of ESG due diligence for main raw materials and major suppliers: 100% Rate of attendance for the SDGs educational program aimed at realizing a circular economy: 100% Rate of waste recycling at all sites: 99% Conduct regular water-related risk assessments at all sites, as well as in conservation activities and BCP 	
Climate change initiatives	<ul style="list-style-type: none"> Reduction in CO₂ emissions: 50% (Compared with FY2016; Scope 1 and 2 in Japan) Rate of conversion to natural refrigerants <ul style="list-style-type: none"> Production equipment (Japan): 100% Temperature-controlled logistics (Global): 75% 	
Securing and developing a diverse array of human resources	<ul style="list-style-type: none"> Ratio of female directors and female Audit & Supervisory Board members (HD*): 30% Ratio of female line managers (HD*): 30% * HD: Nichirei Corporation (Holding Company) Double investment in human resources by 2030 	

Note: Nichirei Group Material Matters (Materiality):
<https://www.nichirei.co.jp/english/ir/policy/materiality.html>

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Next, see Page 6. Before going into the details of the new business plan, let me explain our long-term vision.

In 2019, Nichirei adopted “Long-term Management Goals toward 2030”, setting long-term targets of net sales of ¥1 trillion, with overseas sales ratio of 30%, and an operating profit margin of 8%.

In the new business plan, we will enhance awareness of capital efficiency throughout the corporate group, and introduce ROIC (Return on Invested Capital) as a monitoring indicator, aiming to reach 9% or higher in the future.

The measures and KPI for the Nichirei Group material matters are shown in the table on the right. For the point of “sustainable food procurement,” we plan to conduct ESG due diligence on all of our main suppliers regarding their human rights and environmental performance.

For “climate change initiatives,” we will reduce our total carbon emissions by 50% compared with 2015 levels, and take proactive measures to switch to natural refrigerants.

Establishment of Sustainability Policy

Compass Rose 2024



- Revised the CSR policy to establish our sustainability policy, the Nichirei Pledge.
- We will promote management with an emphasis on sustainability based on this policy.

■ Nichirei Group Sustainability Policy: The Nichirei Pledge—Making Our Communities More Sustainable—



Creating new value	We constantly strive to create new products and services, while pursuing business activities that help solve issues faced by our customers and communities.
Safe, high-quality products and services	We continuously work to earn the trust of our customers and communities by meeting diverse demands as well as offering safe, stable, and high-quality supply.
Sustainable supply chain and circular economy	We aim to realize an ethical and sustainable supply chain as well as a circular economy by building enduring and positive partnerships, while considering the environment, human rights and working conditions.
Climate change initiatives and biodiversity conservation	We strive to preserve the global environment and biodiversity by reducing greenhouse gas emissions and managing food and water resources appropriately.
Cooperative relationship with communities	We work to develop our communities and resolve social issues as a responsible corporate citizen by engaging in dialogue and close cooperation with our stakeholders.
Diversity and decent work	We respect the diversity of our employees, and strive to ensure occupational health and safety, provide fair treatment and opportunities for personal development, and continuously improve the workplace to enable every employee to thrive.
Good corporate governance	We are committed to employing highly transparent and fair management practices through stakeholder dialogue and information disclosure, while striving for appropriate resource allocation and swift management decisions.
Thorough compliance	We engage only in honest corporate activities that comply with the laws and regulations of each country in which we operate, respecting international norms of behavior and ensuring sound corporate ethics.

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Turn to Page 7.

The expectations and demands from society regarding sustainability issues continue to increase. In order to conduct management in a way that emphasizes sustainability, we recently revised our CSR policy to formulate the “Nichirei Pledge,” our basic policy regarding sustainability.

Going forward, we will conduct business activities based on this policy.

FY2023-FY2025 Medium-term Business Plan

Compass Rose 2024

Compass Rose:
A figure on a map or nautical chart showing
the orientation of north, south, east and west.

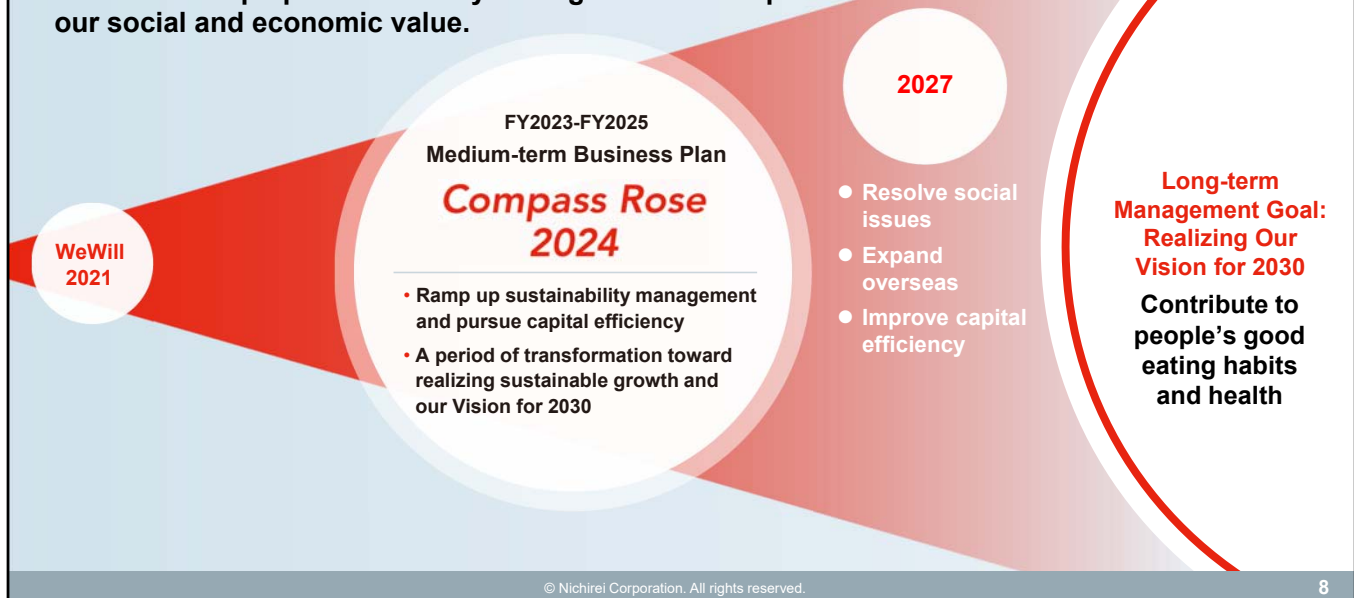
**A medium-term business plan serving as
a roadmap to 2024, for assured navigation
toward improvement in corporate value**

Realizing Our Vision for 2030

Compass Rose 2024



Under Medium-term Business Plan Compass Rose 2024, we aim to ramp up sustainability management and improve our social and economic value.



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See Page 8. I will now present our new medium-term business plan, “Compass Rose 2024.”

This new plan has been positioned as covering a “period of change” leading up to the halfway point to 2030.

The fundamental principle of this plan is for Nichirei, through the business activities based on the basic policy for sustainability that I mentioned a moment ago, to ramp up sustainability management and pursue capital efficiency, aiming to enhance its social and economic value, and meet its social responsibility as a company contributing to people’s good eating habits and health.

Realizing Sustainability Management

Improve social value



Improve economic value

Address material matters

Help to resolve social issues through our business;
pursue capital efficiency

(1)

Create
new value

(2)

Strengthen ESG
response

(3)

Conduct
business portfolio
management

(4)

Grow core businesses
and improve low-profit
businesses

Allocation of
Management
Resources

(A)

Growth
investment

(B)

Overseas
expansion

(C)

New business

(D)

Environmental
measures

(E)

Promotion of
IT and DX

(F)

Human resource
development

Page 9 presents the content of the group strategy.

The four main measures are: 1) Create new value; 2) Strengthen ESG response; 3) Conduct business portfolio management; and 4) Grow core businesses and improve low-profit businesses.

To achieve this, we will prioritize allocation of management resources in the six areas of growth investment, overseas expansion, new businesses, environmental measures, promotion of IT and DX, and human resource development.

Help to resolve social issues through our business; pursue capital efficiency

(1) Create new value

- Use cooling power to develop ingredients and provide products that offer new health value.
- Utilize digital technology to provide new services and information that make meals better.
- Promote innovation activities by creating frameworks for generating and cultivating new value.

(2) Strengthen ESG response

- Implement ESG due diligence for core suppliers.
- Expand use of renewable energy.
- Continue to strengthen corporate governance.
- Introduce an ESG index target achievement system for executive compensation.

Page 10 explains our main measures in more detail.

For the first measure of “Create new value,” we will utilize the “cooling power” to focus on developing materials that offer new health value, and offering products.

The second measure of “Strengthen ESG response” is part of our initiatives to address sustainability issues.

We will conduct ESG due diligence on suppliers regarding their human rights and environmental performance, aiming to reduce CO₂ emissions by 30% as a means of addressing climate change. While continuing to pursue cuts in consumption at individual business locations, the holding company will take the lead for overall management for installation of solar power systems, and procurement of certificates.

For the strengthening of corporate governance, as an incentive for furthering materiality, from this fiscal year the degree of achievement for ESG indicators will be reflected in the assessment of executive compensation, helping Nichirei meet its financial and non-financial targets over the longer term.

Help to resolve social issues through our business; pursue capital efficiency

(3) Conduct business portfolio management

- Set cost of capital and target ROIC for each business.
- Promote the PDCA cycle by setting KPIs for profit margin and asset turnover.
- Consider business evaluation and resource allocation based on ROIC.

(4) Grow core businesses and improve low-profit businesses

- Improve profitability of processed foods through pricing strategies.
- Improve capital efficiency of temperature-controlled logistics by increasing third-party logistics, transportation and delivery and proactively utilizing assets held by other companies.
- Restructure marine products business and rebuild the earnings base of the bioscience business.

The third measure is “Conduct business portfolio management.”

Nichirei has up to now conducted management conscious of the capital cost in each business, but from the current fiscal year we have also set ROIC targets for each business. Setting policies and KPI that analyze profitability and turnover rates will enhance awareness of capital efficiency among employees, and allow for monitoring of progress. ROIC targets have also been established as an evaluation index for executive compensation. We will make decisions on asset allocation based on business assessments through ROIC, and enhance the capital efficiency of the corporate group overall.

The fourth and final measure is “Grow core businesses and improve low-profit businesses.”

In the Processed Foods business, we will enhance profitability through pricing strategies and streamlining of the procurement and production structure. In the Logistics business, we will raise capital efficiency by pursuing an asset-light business model, including growth in third-part logistics (3PL) and utilization of assets owned by other companies.

To improve low-profit businesses, for Marine Products business we will implement reforms to the business structure. For the Bioscience business, we will revise the product portfolio, and concentrate management resources in the growth field of molecular diagnostic agents in order to rebuild the earnings base.

Allocation of Management Resources

(A) Growth investment	<ul style="list-style-type: none"> ¥61.5 billion total Group growth investment Processed foods: ¥16.5 billion Temperature-controlled logistics: ¥43.5 billion 	(D) Environmental measures	<ul style="list-style-type: none"> ¥29.2 billion investment in environmental measures Installation of solar power generation equipment Investment in equipment upgrade for conversion to natural refrigerants
(B) Overseas expansion	<ul style="list-style-type: none"> ¥130.0 billion in overseas sales (+10%) Processed foods: ¥51.0 billion Temperature-controlled logistics: ¥63.8 billion 20% overseas sales ratio 	(E) Promotion of IT and DX	<ul style="list-style-type: none"> ¥8.7 billion in information-related investment Promote business innovation using digital technology
(C) New business	<ul style="list-style-type: none"> Allocate resources to R&D, DX and marketing to create new value 	(F) Human resource development	<ul style="list-style-type: none"> Increase number of human resources with skills in digital technology, global operations and sustainability Conduct initiatives for reskilling

As shown on Page 12, to execute these priority measures, management resources will be preferentially allocated in six areas.

Around half, or ¥61.5 billion, of the ¥120 billion in total capital investment over the three-year period will be allocated for growth investments.

In overseas business expansion, for temperature-controlled logistics in particular, we will build on the achievements from investment under the previous business plan to increase the proportion of overseas sales to 20%, from the current 16%.

In new businesses, we will invest in R&D and adapting systems to generate new value.

For environmental response, we plan to invest a total of ¥29.2 billion for such projects as installation of solar power systems, and conversion to natural refrigerants.

Of note, over this three-year period, we anticipate expenditures of around ¥5.0 billion as “strategic costs,” including one-time expenses for these measures and depreciation.

In addition, to execute these four priority measures, investment in IT/DX to support the utilization of digital data, and human capital for personnel development, will be essential. We will focus particularly on increasing personnel with expertise in such areas as IT, international business, and sustainability.

- Target CAGR of 5.6% for operating profit and 7.4% for EBITDA during the plan period.
- ROIC is expected to decline temporarily due to investment in growth and environmental measures, but we will aim for improvement as we move toward FY2028.

(Billions of yen, except where noted)

Financial Targets	FY2025 plan	vs. FY2022	CAGR
Net sales	660.0	+57.3	3.1%
Overseas sales	130.0	+32.4	10.0%
Operating profit	37.0	+5.6	5.6%
Operating margin	5.6%	+0.4 pts.	—
Ordinary profit	37.8	+6.1	6.1%
Profit attributable to owners of parent	24.5	+1.1	1.6%
Profit per share	¥190 or more		
EBITDA	65.0	+12.5	7.4%
EBITDA margin	9.8%	+1.1 pts.	—
ROIC	7% or higher		
ROE	10% or higher		

Non-Financial Targets

Creating new value	<ul style="list-style-type: none"> • Provide high-value-added products • Create new businesses
Sustainable procurement	<ul style="list-style-type: none"> • Procurement rate in accordance with guidelines • Implementation rate of ESG due diligence
Climate change countermeasures	<ul style="list-style-type: none"> • 30% reduction in CO₂ emissions • Natural refrigerant ratio
Securing and developing a diverse array of human resources	<ul style="list-style-type: none"> • Ratio of female managers • Investment in education/training

Page 13 presents our financial and non-financial targets.

For financial targets, in the final year of the plan we aim to reach net sales of ¥660.0 billion, representing a compound annual growth rate (CAGR) of 3.1%, with operating profit of ¥37.0 billion (CAGR of 5.6%), and profit attributable to owners of parent of ¥24.5 billion (CAGR of 1.6%). We have also set targets for ROIC of 7.0% or higher, and ROE of 10% or higher.

Of note, ROIC is forecast to temporarily decline with the increase in capital investment, but by 2027, we expect the level to be at 8% or higher as a result of greater profitability from Processed Foods business, the completion of major investment for Logistics business, and asset-light business operations.

We have also set targets for non-financial data, such as new value creation, sustainable procurement, and climate change initiatives, and will monitor our progress.

New Medium-term Business Plan Financial Targets (By Segment)

Compass Rose 2024

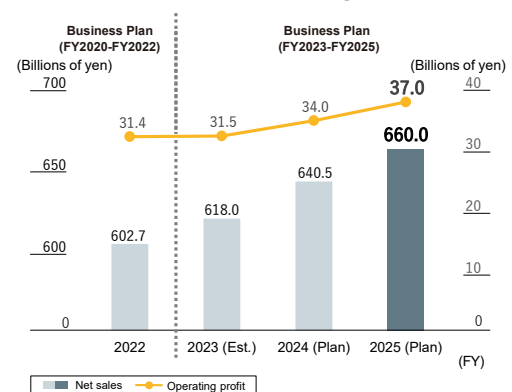


- Increase net sales and operating profit by offsetting increased costs for sustainability and other strategic purposes with business growth.

(Billions of yen)

		FY2022 results	FY2025 plan	vs. FY2022	CAGR
Net sales	Processed Foods	244.2	275.0	+30.8	4.0%
	Marine Products	67.7	44.0	-23.7	-13.4%
	Meat and Poultry	80.3	95.0	+14.7	5.8%
	Logistics	224.5	260.0	+35.5	5.0%
	Real Estate	4.3	4.8	+0.5	3.6%
	Other	4.2	6.7	+2.5	17.0%
	Adjustment	-22.6	-25.5	-2.9	—
	Net sales	602.7	660.0	+57.3	3.1%
Operating profit	Processed Foods	14.2	18.4	+4.2	8.9%
	Marine Products	1.0	1.0	+0.0	1.5%
	Meat and Poultry	1.2	2.0	+0.8	19.6%
	Logistics	14.6	16.2	+1.6	3.5%
	Real Estate	1.7	2.2	+0.5	10.0%
	Other	-0.3	0.5	+0.8	—
	Adjustment	-0.9	-3.3	-2.4	—
	Operating profit	31.4	37.0	+5.6	5.6%

Consolidated Net Sales and Operating Profit



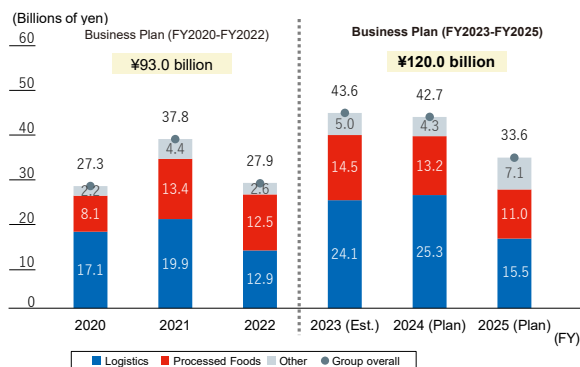
Page 14 gives targets by business segment.

As I noted in the section on resource allocation, Nichirei will spend around ¥5.0 billion for strategic expenditures over this three-year period, but we still expect to achieve increases in both revenue and earnings through growth in our mainstay businesses, and improvement in low-profit businesses.

I will cover the details later in the business segment sections.

- Strengthen competitive advantages by continuing concentrated investment in processed foods and temperature-controlled logistics to increase production capacity and number of storage facilities.
- Increase investment in environmental measures to help achieve a sustainable society.

Capital Expenditures in Each Business Plan



Breakdown of Capital Expenditures by Purpose

Purpose	FY2023 (Est.)	FY2024 (Plan)	FY2025 (Plan)	3-year total
Growth investment	44%	61%	48%	51%
Strengthening infrastructure	36%	24%	35%	31%
Maintenance/Other	20%	15%	17%	18%
(of which, environmental measures)	15%	23%	39%	24%

Breakdown of Capital Expenditures by Location

Location	FY2023 (Est.)	FY2024 (Plan)	FY2025 (Plan)	3-year total
Japan	85%	84%	85%	85%
Overseas	15%	16%	15%	15%

Page 15 is an overview of capital investment.

Nichirei plans to invest a total of ¥120 billion under the Compass Rose 2024 plan, compared with the ¥93 billion spent during the previous three-year plan. Around half of this amount will be for growth investments in Processed Foods and Logistics businesses in order to further strengthen our competitive advantage, with just under one quarter allocated for environment-related projects to support a sustainable world.

- Planned increase in production capacity for main products and construction of new large-scale refrigerated warehouses in Japan.
- Invest in solar power generation equipment and natural refrigerants as environmental measures.

Capital Expenditures

Main Details	
Processed foods: ¥38.7 billion	<ul style="list-style-type: none"> • Increase production capacity for cooked rice products • Enhance production line for processed chicken and other products • Invest in environmental measures (elimination of CFCs, etc.) • Replace aging equipment
Temperature-controlled logistics: ¥64.9 billion	<ul style="list-style-type: none"> • Build new refrigerated warehouses (metropolitan areas in Japan) • Invest in environmental measures (conversion to natural refrigerants, upgrades to energy-saving equipment, etc.) • Build new refrigerated warehouses (Europe)
Group total: ¥120.0 billion	

Details of Investment in Environmental Measures

- Investment in environmental measures:
Total ¥29.2 billion (including construction of new refrigerated warehouses)
- Introduction of solar power generation equipment: ¥5.0 billion
 - Upgrading to natural refrigerant equipment: ¥11.3 billion
 - Upgrading to other energy-saving equipment, etc.

The main targets for capital investment are shown on Page 16.

We plan to spend ¥38.7 billion in Processed Foods business, and ¥64.9 billion in Logistics business.

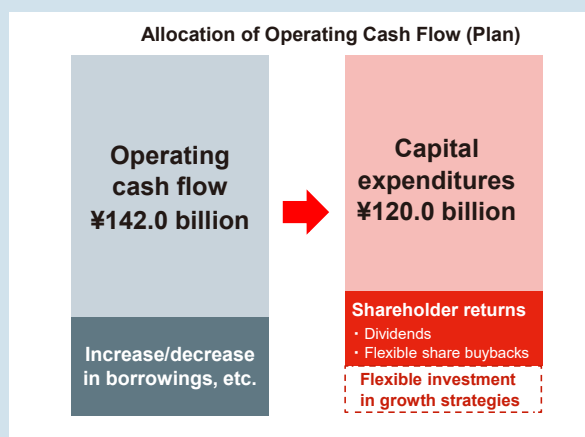
Specifically, in Processed Foods business we will increase capacity for rice products and processed chicken items, while in Logistics business we plan to build refrigerated warehouses in major urban areas of Japan, and new facilities in Europe.

New Medium-term Business Plan (Financial Strategy)

Compass Rose 2024



- Allocate operating cash flow to investment in core businesses for future growth and returns to shareholders.
- Provide ongoing, steady dividend increases with a target dividend on equity (DOE) of 3%.
- Conduct flexible share buy-backs based on a comprehensive assessment of financial condition and the free cash flow outlook.
- Set a D/E ratio of 0.5 as a yardstick from the viewpoint of financial soundness and capital efficiency.



Financial Condition and Cash Flow

(Billions of yen)

	POWER UP 2018	WeWill 2021	Compass Rose 2024 (Plan)
Cash flows from investing activities	102.0	119.6	142.0
Cash flows from financing activities	-49.6	-82.5	-109.0
Free cash flow	52.4	37.0	33.0
Dividends paid	11.7	17.7	21.0
Share buybacks	23.0	10.0	
Total return ratio	60%	43%	
D/E ratio (including leased debt)	0.5 times	0.5 times	

Page 17 presents our financial strategy.

Operating cash flow for the cumulative three-year period is expected to total around ¥140 billion, of which ¥120 billion will be allocated to capital expenditures, along with a steady increase in dividends at for a target DOE of around 3%. We also plan to make comprehensive determinations on share buy-backs that include such considerations as our financial condition and the outlook for free cash flow, and respond flexibly.

Of note, we plan to maintain a D/E ratio of around 0.5 times, from the standpoint of financial soundness and capital efficiency.

Strategies by Business

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Next, I'd like to discuss our strategies by business segment.

- Achieve sustainable growth by restoring profitability and establishing new profit drivers.



Let's begin with Processed Foods on Page 18.

Although the recent circumstances that have made the business environment particularly challenging remain in place, over the longer term we see no change in the trend of steady growth in demand for frozen foods.

Considering this situation, our basic strategy has four main components. We will begin by prioritizing measures to restore profitability, while also taking steps to begin restructuring of our supply chain base to correct the high level of dependence on overseas procurements.

At the same time, we will cultivate strategic categories and work to create new types of added value, establish new profit drivers, and further sustainable growth.

Rebuild profit base

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Adjust prices in line with soaring costs ▶ Acquire new sources of profitability | <ul style="list-style-type: none"> • Adjust selling prices to reflect the impact of high raw material prices and currency translation • Further enhance brand power and added value through digital marketing and product development to establish higher price ranges |
| <ul style="list-style-type: none"> ▶ Improve profit using original technologies | <ul style="list-style-type: none"> • Develop original equipment to achieve differentiation based on quality and reduce costs • Use AI, automation and other advanced technologies to improve production efficiency |

Reorganize supply chain infrastructure

- | | |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Strengthen production system/raw material procurement, diversify risks | <ul style="list-style-type: none"> • Rice products: Work with producers to build a sustainable raw material procurement system
Achieve both increased production capacity and BCP support to meet brisk demand • Chicken products: Establish a mutually complementary model by increasing the proportion of overseas chicken products that are domestically produced • Raw materials: Shift to domestic in-house production of imported raw materials used in main products |
| <ul style="list-style-type: none"> ▶ Achieve stable operation of production factory in Thailand | <ul style="list-style-type: none"> • Improve efficiency by automating raw material processing and avoid labor shortages by securing staff • Increase production at GFPT Nichirei (Thailand) No. 2 Factory (expanded in 2020) by developing products using new technologies |

The details of this basic strategy are shown starting on Page 19.

For the first item of rebuilding profit base, in addition to enhancing productivity and cutting costs, we will make wide-ranging price adjustments in order to improve earnings.

We will strengthen product development for growth markets as well as existing ones, and focus on setting higher price points.

For the second item of reorganizing supply chain infrastructure, we will increase the proportion of domestically produced processed chicken items, switch to domestic sources of food material in order to reduce our reliance on imports, and implement other structural reforms to limit the factors that lead to fluctuations in earnings.

In Thailand, which struggled during the previous fiscal year, we will focus on increasing automation and getting GFPT Nichirei (Thailand) No. 2 Factory to operate at full capacity, in order to strengthen the degree of contribution to earnings.

Create markets with new added value

▶ Enhance new value-added products (health, individual servings, cooking ingredients)

- Develop products with health value based on our original freezing technologies
- Provide new value in the household-use and commercial-use categories (welfare meal services, etc.) with single-serving products that capture expanding individual demand
- Conduct a further rollout of meal kits for labor-saving freshly cooked meals

▶ Intensively cultivate strategic categories

▶ Ramp up initiatives for growing business formats

- Develop high-value-added products that span strategic categories where Nichirei is strong, such as cooked rice and chicken
- Expand lineup of products with enhanced functionality for the rapidly growing e-commerce and welfare meal business formats

Achieve earnings growth in overseas business

▶ Expand operations in North America

▶ Conduct global rollout of acerola business

- Expand the cooked rice lineup for the vibrant Asian foods market and ensure stable supply by stabilizing the procurement and production system
- Enter new categories to increase share in the North American market
- Gather speed in value offerings for the “clean label” market that leverage the strong antioxidant effect of acerola

The third item, on Page 20, is creating markets with new added value.

For pricing that corresponds to new added value, we will pursue development of products based on the themes of better health, individual servings, and cooking ingredients. In particular, to meet rising personal use demand, using as a base the Yamagata Plant in which we invested in the previous fiscal year, Nichirei will launch new household-use products, as well as commercial-use items for the growing welfare meals service sector.

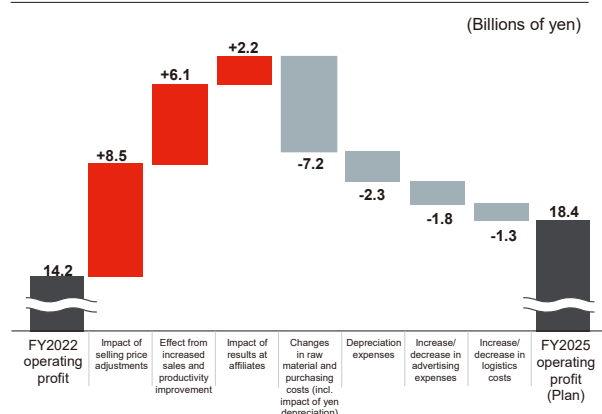
The final item is achieving earnings growth in overseas business. Nichirei’s U.S. subsidiary InnovAsian Cuisine will strengthen efforts to capture the robust demand for Asian foods. Specific measures include bolstering the lineup of rice-based products, and expanding into new categories to enhance market share.

- Aim for operating profit CAGR of 8.9% by responding promptly to rising costs and by increasing sales.

(Billions of yen)

		FY2022 results	FY2025 plan	Increase (Decrease)	CAGR
Processed Foods	Net sales	244.2	275.0	+30.8	4.0%
	Household-use Prepared Foods	76.8	85.2	+8.4	3.5%
	Commercial-use Prepared Foods	92.6	102.8	+10.2	3.5%
	Processed Agricultural Products	20.0	21.8	+1.8	3.0%
	Overseas	40.8	51.0	+10.2	7.7%
	Other	14.0	14.2	+0.2	0.6%
	Operating profit	14.2	18.4	+4.2	8.9%

Main Factors Increasing/Decreasing Operating Profit during the Medium-term Business Plan



Financial targets for Processed Foods business are shown on Page 21.

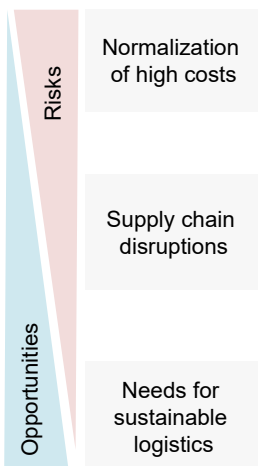
By implementing these priority measures, we are aiming for 4% growth in net sales to ¥275.0 billion, and 8.9% growth in operating profit to ¥18.4 billion.

The factors affecting the increase and decrease in earnings over the three-year period of the business plan are shown in the righthand side graph. We expect negative factors such as the weak yen and rising food material costs to be offset by price revisions, lower costs, and revenue gains, for an increase in earnings overall.

Regarding price revisions, the adjustments made during the previous period and those that we will make during this term will improve the earnings structure for the new business plan. At this point, we have already decided on the content of revisions for major users, and have gained customer acceptance for the most part.

- Help to resolve social issues and strengthen the business foundation for the next generation to improve future capital efficiency.

Business Risks and Opportunities



Compass Rose 2024 Basic Strategies

Domestic business

- ▶ Establish a frozen food logistics platform
- ▶ Enhance trunk-route transport functions
- ▶ Strengthen infrastructure in metropolitan areas
- ▶ Maximize the effectiveness of our nationwide network

Overseas business

- ▶ Add new bases in major European regions
- ▶ Strengthen our wide-range transport network in Europe
- ▶ Expand in China and ASEAN

Initiatives for sustainable growth

- ▶ Develop technical infrastructure (enhance business process innovation and engineering)
- ▶ Help resolve social issues in the industry (address the 2024 problem,* elimination of CFCs, decarbonization, etc.)
- ▶ Make capital investments that will lead to improved capital efficiency in the next medium-term business plan

Achieve both sales and profit growth

Strengthen the business foundation for the next generation

Improve profitability and capital efficiency

* Foreseen shortage of drivers following introduction of mandatory new limits on overtime in 2024

Next, let's move on to Logistics business. The basic strategy, shown on Page 22, has three main components.

In Japan, we will build a business foundation for the next generation. Overseas, we will pursue sales and earnings growth through investment. In addition, we will take steps for sustainable growth, such as providing solutions to address societal issues.

(Domestic) Strengthen the business foundation for the next generation

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Establish a frozen food logistics platform ▶ Enhance trunk-route transport functions ▶ Strengthen infrastructure in metropolitan areas ▶ Maximize the effectiveness of our nationwide network | <ul style="list-style-type: none"> • Achieve high-level utilization of warehouse storage capacity by increasing the amount of chilled and processed products handled • Invest in increasing capacity in metropolitan areas and develop gateway functions • Grow asset-light businesses such as lead logistics provider (LLP), transport and cross docking businesses • Expand warehouse storage capacity under management by proactively utilizing assets held by other companies |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

(Overseas) Achieve both sales and profit growth

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ▶ Add new bases in major European regions ▶ Strengthen our wide-range transport network in Europe ▶ Expand in China and ASEAN | <ul style="list-style-type: none"> • Netherlands: Expand port business in tandem with port warehouse capacity expansion • UK: Leverage the effects of the acquisition of Norish PLC and expand business through further capital investment • Expand our regional transportation and delivery network through high-level cooperation across Germany and Poland • Expand business outside East China (China); expand integrated logistics services by enhancing coordination between storage and transportation functions (ASEAN) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The details of this basic strategy are presented from Page 23.

For the Japan business, the tighter regulations on truck drivers to be introduced in 2024 will affect the entire industry. We consider this to be a new business opportunity, and are strengthening our storage and transport functions.

Along with building new refrigerated warehouses in major urban areas of Kanto and Kansai to strengthen warehouse capacity, Nichirei will also establish a platform in the Kanto region to increase in handling volume for frozen foods. In addition, by establishing infrastructure along trunk lines linking Kanto and Kasai, and using trailer switching, we will expand the business for frozen food logistics, transport, and delivery.

Nichirei will also pursue measures conscious of asset turnover, such as expanding the third-party logistics and transport/delivery business, and actively utilizing the assets of other companies.

For overseas business, Nichirei will focus on ensuring that the expanded warehouse facilities in the Rotterdam port area of the Netherlands are up and running smoothly as quickly as possible, as well as generating synergies with the recently acquired U.K. firm Norish PLC, in order to expand business operations in the Netherlands and the United Kingdom. We will also strengthen ties between Germany and Poland, and expand the transport and delivery network in the region.

Initiatives for sustainable growth

- ▶ Develop technical infrastructure (enhance business process innovation and engineering)
- ▶ Help resolve social issues in the industry (address the 2024 problem, elimination of CFCs, decarbonization, etc.)

- Gain a competitive advantage by establishing a business infrastructure that addresses the 2024 problem*
- Promote environmental measures such as reducing CO₂ emissions and converting to natural refrigerants
- Accelerate digitalization and proactively introduce automation and labor-saving technology

* Foreseen shortage of drivers following introduction of mandatory new limits on overtime in 2024

- ▶ Maximize the effectiveness of our nationwide network

Kobe Rokko Distribution Center (Tentative Name)



Storage of juice and dairy products in the Kansai region

Overview	
Location	Higashinada-ku, Kobe-shi
Scheduled start of operations	October 2023
Total investment	¥9.0 billion
Capacity	22,000 tons
Truck berths	12

- ▶ Address the 2024 problem

Japan's largest trailer, able to carry a 24-pallet load



Page 24 outlines our initiatives for sustainable growth.

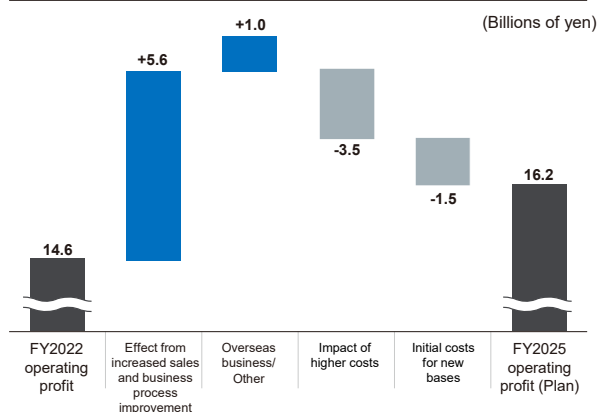
Nichirei will continue its measures for operational innovation, proactively adopting technologies for digitalization, automation, and labor savings. We will also establish a business foundation to adapt to the industry changes to address social issues that go into effect in 2024, move forward with efforts for eliminating CFCs and decarbonatization, and strengthen our corporate structure.

- Although the increase in operating profit will be slight in Japan due to upfront investment, aim to achieve greater growth in profit overseas for stable profit growth overall.

(Billions of yen)

		FY2022 results	FY2025 plan	Increase (Decrease)	CAGR
Logistics	Net sales	224.5	260.0	+35.5	5.0%
	Japan	174.4	191.6	+17.2	3.2%
	Overseas	45.9	63.8	+17.9	11.6%
	Other/ Intersegment	4.3	4.6	+0.3	2.6%
	Operating profit	14.6	16.2	+1.6	3.5%
	Japan	13.4	14.0	+0.6	1.4%
	Overseas	2.1	3.2	+1.1	15.5%
	Other/ Intersegment	-0.9	-1.0	-0.1	—

Main Factors Increasing/Decreasing Operating Profit during the Medium-term Business Plan



Financial targets for the Logistics business are shown on Page 25.

We are aiming for 5% growth in net sales to ¥260.0 billion, and 3.5% growth in operating profit to ¥16.2 billion.

The factors affecting the increase and decrease in earnings over the three-year period of the business plan are showing in the righthand side graph.

Negative factors include cost increases resulting from the regulatory changes in 2024, higher electricity rates, and an increase in new facility costs. However, we expect to secure earnings gains from increased revenue in Japan, operational improvements, and growth in the overseas business.

The Compass Rose 2024 plan includes construction of several new large warehouses in major urban areas, but this will complete the current round of large-scale investments to strengthen the foundation for the future. We aim to enhance capital efficiency by reaping the benefits of investments made up to now, and pursuing asset-light strategies such as expansion of the third-party logistics business, and securing warehouse space through cooperation with other companies.

Marine Products Business

Compass Rose 2024



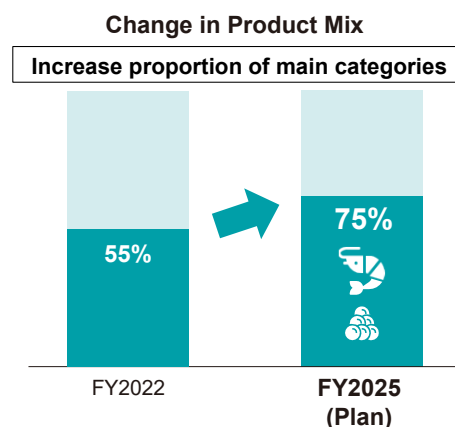
- Shift to a stable profit structure through business restructuring.
- Concentrate management resources on competitive products to improve capital efficiency and profitability.

(Billions of yen)

		FY2022 results	FY2025 plan	Increase (Decrease)	CAGR
Marine Products	Net sales	67.7	44.0	-23.7	-13.4%
	Operating profit	1.0	1.0	+0.0	1.5%

Details of Restructuring

- Reduce handling of products in low-profit categories
- Concentrate management resources on products with advantages in procurement, processing and sales, and use less capital
- Increase MSC/ASC certified products handled
- Ramp up overseas sales in China and North America



Next is Marine Products. See Page 26.

In Marine Products business, as a structural reform measure Nichirei is concentrating management resources on competitive products and food materials, and scaling back its employed capital. At the same time, we are also expanding overseas sales, and handling volume of marine products certified by the Marine Stewardship Council (MSC) or Aquaculture Stewardship Council (ASC), as well as increasing sales of products and food materials in which Nichirei has a competitive advantage, in order to establish a stable earnings structure.

As a result of these efforts, while sales are forecast to decrease by more than ¥20 billion compared with the previous fiscal year to ¥44.0 billion, we expect to maintain operating profit at the current level of ¥1.0 billion, and improve the business to generate ROIC that regularly exceeds the capital cost.

Meat and Poultry Products Business

Compass Rose 2024



- Expand sales of differentiated products using “kodawari” ingredients*.
- Focus on improving profitability by strengthening processing and development functions.

*“Kodawari” ingredients are distinctive ingredients selected in line with the six keywords of good taste, safety, consumer trust, freshness, healthy, and environmentally friendly.

(Billions of yen)

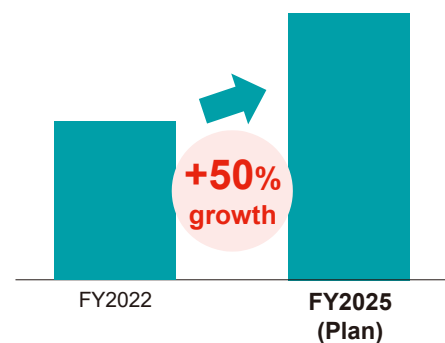
		FY2022 results	FY2025 plan	Increase (Decrease)	CAGR
Meat and Poultry Products	Net sales	80.3	95.0	+14.7	5.8%
	Operating profit	1.2	2.0	+0.8	19.6%

Details of Main Initiatives

- Expand sales of differentiated products that consider sustainability, such as products with health value and *Junwakei* chicken*
- Expand lineup of products with optimal processing to meet customer needs
- Promote greater logistics efficiency

* The *Junwakei* is a purely Japanese breed, which has been selectively bred from foundation stock crossed with the 100% Japanese Koyuki and Benisakura chicken breeds at National Livestock Breeding Center Hyogo Farm. The aim was to achieve the meat quality and taste desired by Japanese.

Change in Sales of Products with Health Value



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On Page 27 is the Meat and Poultry business.

We are aiming for 5.8% growth in net sales to ¥95.0 billion, and 19.6% growth in operating profit to ¥2.0 billion.

We expect to achieve gains in revenue and earnings by strengthening the supply chain for domestic chicken and other fresh meats, and expanding sales of differentiated products such as meat that provides health benefits, and *Junwakei* Chicken.



FY2023 Outlook

FY2023 Outlook (Consolidated)

Compass Rose 2024



- Although strategic costs (adjustments) will increase, we expect operating profit to increase year on year due to continued strong performance by temperature-controlled logistics.

	(Billions of yen)						(Yen)		
	Results	FY2022		Compared to previous forecast		Forecast	FY2023		
		Variance	% change	Previous forecast	Variance		Variance	% change	
Processed Foods	244.2	+18.8	+8%	243.0	+1.2	258.0	+13.8	+6%	
Marine Products	67.7	+4.6	+7%	64.0	+3.7	53.1	-14.6	-22%	
Meat and Poultry	80.3	-3.8	-5%	82.0	-1.7	85.0	+4.7	+6%	
Logistics	224.5	+12.2	+6%	224.0	+0.5	234.0	+9.5	+4%	
Real Estate	4.3	-0.3	-7%	4.4	-0.1	4.6	+0.3	+7%	
Other	4.2	-0.7	-15%	4.0	+0.2	4.9	+0.7	+17%	
Adjustment	-22.6	-0.9	—	-21.4	-1.2	-21.6	+1.0	—	
Net sales	602.7	+29.9	+5%	600.0	+2.7	618.0	+15.3	+3%	
Processed Foods	14.2	-2.9	-17%	14.5	-0.3	14.5	+0.3	+2%	
Marine Products	1.0	+0.4	+83%	1.1	-0.1	1.0	+0.0	+4%	
Meat and Poultry	1.2	-0.1	-10%	1.2	-0.0	1.6	+0.4	+37%	
Logistics	14.6	+1.5	+12%	14.8	-0.2	15.3	+0.7	+5%	
Real Estate	1.7	-0.4	-18%	1.8	-0.1	1.9	+0.2	+15%	
Other	-0.3	-0.0	—	-0.4	+0.1	-0.3	+0.0	—	
Adjustment	-0.9	-0.1	—	-1.0	+0.1	-2.5	-1.6	—	
Operating profit	31.4	-1.5	-5%	32.0	-0.6	31.5	+0.1	+0%	
Ordinary profit	31.7	-1.9	-6%	32.3	-0.6	31.9	+0.2	+1%	
Profit attributable to owners of parent	23.4	+2.2	+10%	22.5	+0.9	21.2	-2.2	-9%	

Exchange rates	FY2022 actual [*]	FY2023 forecast
USD/JPY	109.80	122.00
EUR/JPY	129.88	136.00
THB/JPY	3.44	3.70

* Exchange rate figure for FY2022 is the average for the January–December period.

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Lastly, on Page 28, is our forecasts for FY23/3.

Nichirei is forecasting net sales of ¥618.0 billion, an increase of 3% from the previous fiscal year, with operating profit on a par with the previous year at ¥31.5 billion.

Because of expenditures for strategic costs, the negative “Adjustments” representing company-wide expenses will increase by ¥1.6 billion, but we expect this to be absorbed by earnings gains of ¥0.3 billion in Processed Foods from price revisions and business recovery in Thailand, and ¥0.7 billion in Logistics from business expansion overseas.

Profit attributable to owners of parent for FY23/3 is forecast to decrease 9% from the previous fiscal year to ¥21.2 billion, due mainly to the lack of extraordinary gains.

You can review the breakdown by segment later at your convenience.

Of note, our forecasts for FY23/3 have incorporated to a certain extent geopolitical and other risk factors such as the covid-19 pandemic and the situation in Ukraine. However, since there are still aspects of the outlook that remain unclear, we plan to update these forecasts based on our progress each quarter.

This concludes the explanation of the presentation material. Thank you for your attention.

FY2023 Outlook (Processed Foods Business)

Compass Rose 2024



- To offset the impact of higher costs due to factors including soaring raw material prices and yen depreciation, we will steadily implement profit improvement measures and adjust selling prices to secure a year-on-year increase in operating profit.

(Billions of yen)

		FY2022					FY2023		
		Results	YoY		Compared to previous forecast		Forecast	YoY	
			Variance	% change	Previous forecast	Variance		Variance	% change
Processed Foods	Net sales	244.2	+18.8	+8%	243.0	+1.2	258.0	+13.8	+6%
	Household-use Prepared Foods	76.8	+6.4	+9%	76.5	+0.3	80.4	+3.6	+5%
	Commercial-use Prepared Foods	92.6	+5.7	+7%	93.0	-0.4	97.3	+4.7	+5%
	Processed Agricultural Products	20.0	+0.2	+1%	20.5	-0.5	20.8	+0.8	+4%
	Overseas	40.8	+6.0	+17%	39.0	+1.8	45.4	+4.6	+11%
	Other	14.0	+0.5	+4%	14.0	-0.0	14.1	+0.1	+1%
	Operating profit	14.2	-2.9	-17%	14.5	-0.3	14.5	+0.3	+2%

FY2023 Outlook (Temperature-controlled Logistics Business)

Compass Rose 2024



- We expect an overseas-driven increase in net sales and increased operating profit from firm performance both in Japan and overseas.

(Billions of yen)

		FY2022					FY2023		
		Results	YoY		Compared to previous forecast		Forecast	YoY	
			Variance	% change	Previous forecast	Variance		Variance	% change
Logistics	Net sales	224.5	+12.2	+6%	224.0	+0.5	234.0	+9.5	+4%
	Japan subtotal	174.4	+2.2	+1%	175.0	-0.6	180.0	+5.6	+3%
	Logistics Network	102.9	+0.1	+0%	103.0	-0.1	106.0	+3.1	+3%
	Regional Storage	71.4	+2.1	+3%	72.0	-0.6	74.0	+2.6	+4%
	Overseas	45.9	+9.4	+26%	44.5	+1.4	49.6	+3.7	+8%
	Other/Intersegment	4.3	+0.7	+19%	4.5	-0.2	4.4	+0.1	+3%
	Operating profit	14.6	+1.5	+12%	14.8	-0.2	15.3	+0.7	+5%
	Japan subtotal	13.4	+1.4	+11%	13.5	-0.1	14.0	+0.6	+4%
	Logistics Network	5.5	+0.4	+8%	5.5	+0.0	5.7	+0.2	+3%
	Regional Storage	7.9	+1.0	+14%	8.0	-0.1	8.3	+0.4	+5%
	Overseas	2.1	+0.7	+47%	1.8	+0.3	2.3	+0.2	+11%
	Other/Intersegment	-0.9	-0.5	—	-0.5	-0.4	-1.0	-0.1	—

FY2023 Outlook (Marine, Meat and Poultry Products Business) Compass Rose 2024



- Although net sales of marine products are expected to decrease due to a revised product mix, we expect operating profit to remain unchanged year on year.
- For meat and poultry products, we expect increases in net sales and operating profit from strengthening fresh products produced in Japan and improvement in low-profit products.

(Billions of yen)

		FY2022					FY2023		
		Results	YoY		Compared to previous forecast		Forecast	YoY	
			Variance	% change	Previous forecast	Variance		Variance	% change
Marine Products	Net sales	67.7	+4.6	+7%	64.0	+3.7	53.1	-14.6	-22%
	Operating profit	1.0	+0.4	+83%	1.1	-0.1	1.0	+0.0	+4%
Meat and Poultry	Net sales	80.3	-3.8	-5%	82.0	-1.7	85.0	+4.7	+6%
	Operating profit	1.2	-0.1	-10%	1.2	-0.0	1.6	+0.4	+37%

FY2023 Outlook (Factors Increasing/Decreasing Operating Profit)

Compass Rose 2024



Factors Increasing/Decreasing Operating Profit (FY2021-FY2023) (Billions of yen)

Processed Foods		Logistics	
FY2021 operating profit		FY2021 operating profit	
17.2		13.1	
Factors for increase		Factors for increase	
+3.3		+2.6	
Increased revenue		Effect on results from increase in cargo collection costs (including cross docking)	
+2.7		+1.7	
Impact of selling price adjustments		Streamlining of transport business	
+0.4		+0.4	
Improved productivity (including product mix)		Operational improvements	
+0.2		+0.3	
Factors for decrease		Factors for decrease	
-6.3		-1.1	
Increase/decrease in food material/procurement costs (including cost reductions)		Increase in electricity charges (net)	
-3.0		-0.6	
Impact of results at affiliated companies		Startup costs for new locations	
-1.0		-0.3	
Increase in depreciation expenses		Increase in transport and delivery costs (net)	
-0.9		-0.1	
Increase/decrease in logistics costs		Increase in work outsourcing costs (net)	
-0.6		-0.1	
Increase in raw material and purchasing costs due to yen depreciation		FY2022 operating profit	
-0.4		14.6	
Others		Factors for increase	
-0.4		+1.8	
FY2022 operating profit		Effect on results from increase in cargo collection costs (including cross docking)	
14.2		+1.1	
Factors for increase		Operational improvements	
+9.3		+0.3	
Impact of selling price adjustments		Streamlining of transport business	
+6.4		+0.3	
Increased revenue		Others	
+1.8		+0.1	
Impact of results at affiliated companies		Factors for decrease	
+0.8		-1.1	
Improved productivity (including product mix)		Increase in electricity charges (net)	
+0.3		-0.7	
Factors for decrease		Increase in transport and delivery costs (net)	
-9.0		-0.3	
Increase/decrease in food material/procurement costs (including cost reductions)		Increase in work outsourcing costs (net)	
-4.2		-0.1	
Increase in raw material and purchasing costs due to yen depreciation		FY2023 operating profit forecast	
-2.4		15.3	
Increase/decrease in logistics costs			
-0.8			
Increase/decrease in advertising and sales promotion expenses			
-0.7			
Increase in depreciation expenses			
-0.6			
Others			
-0.3			
FY2023 operating profit forecast			
14.5			

Factors Affecting Non-operating Income and Expenses/Extraordinary Income or Loss (Billions of yen)

	FY2022		FY2023	
	Results	YoY	Forecast	YoY
Non-operating income and expenses	0.2	-0.3	0.4	+0.1
Main items				
Financial account balance	0.2	+0.1	0.2	-0.0
Share of (profit) loss of entities accounted for using equity method	0.1	-0.2	0.4	+0.2
Extraordinary income or loss	3.4	+5.3	-0.7	-4.1
Main items				
Gain on sales of investment securities	3.9	+3.7	—	-3.9
Loss on sales of non-current assets and retirement of non-current assets	-1.2	+0.1	-0.6	+0.6
Impairment loss	-0.1	+1.0	-0.1	+0.0
Compensation for expropriation	1.2	+0.6	—	-1.2

Note: Details of extraordinary income (FY2022 results)

Gain on sales of investment securities: ¥3.9 billion

Mainly gain on sales of shares of the startup company in India in which the Company had invested

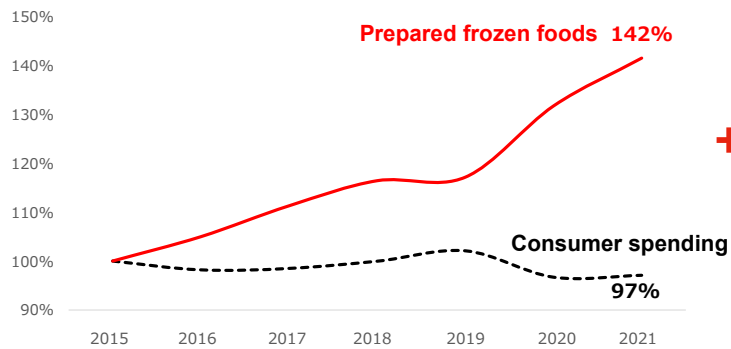
Appendix

Future Demand Trend for Frozen Food Products

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An Expanding Market for Frozen Foods



Macroeconomic Changes

- Chronic labor shortages
- Growth in dual-income households
- Rapidly super-aging society
- Increase in single-person households

Changes due to COVID-19

- More occasion to eat at home
- Post-restriction rebound in travel and restaurant consumption
- Hybrid work styles that combine telework and office time

By capturing changes in the “new normal” and offering the functional value demanded, frozen foods are further expanding their sphere of use.

Performance under Each Medium-term Business Plan

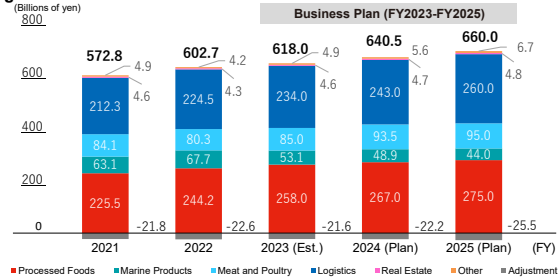
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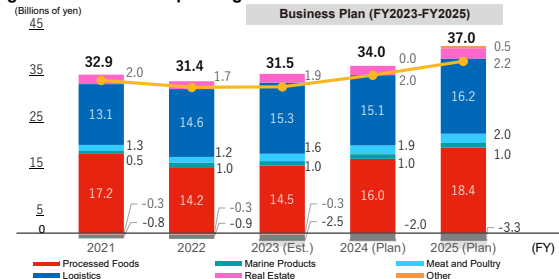
(Billions of yen, except where noted)		Business Plan (FY2011-FY2013)			Business Plan (FY2014-FY2016)			Business Plan (FY2017-FY2019)			Business Plan (FY2020-FY2022)			New Business Plan (FY2023-FY2025)		
		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 (Est.)	FY2024 (Plan)	FY2025 (Plan)
	Processed Foods	161.9	174.2	161.6	180.7	193.9	199.2	205.0	220.7	226.6	234.8	225.5	244.2	258.0	267.0	275.0
	Marine Products	66.8	65.7	63.7	68.6	68.7	68.8	69.4	71.5	71.2	65.8	63.1	67.7	53.1	48.9	44.0
	Meat and Poultry	78.3	75.6	75.5	80.1	89.5	92.0	88.1	90.4	91.1	88.3	84.1	80.3	85.0	93.5	95.0
	Logistics	139.4	149.5	156.4	168.4	178.3	184.9	186.9	195.1	201.0	206.5	212.3	224.5	234.0	243.0	260.0
	Real Estate	6.6	4.9	4.7	5.0	4.7	4.6	4.6	4.9	4.8	5.0	4.6	4.3	4.6	4.7	4.8
	Other	6.2	6.0	5.8	3.7	4.4	5.2	4.5	5.3	5.8	5.7	4.9	4.2	4.9	5.6	6.7
	Adjustment	-21.5	-21.0	-20.0	-19.1	-19.6	-19.4	-18.9	-19.9	-20.4	-21.2	-21.8	-22.6	-21.6	-22.2	-25.5
	Net sales	437.8	454.9	447.7	487.4	520.0	535.4	539.7	568.0	580.1	584.9	572.8	602.7	618.0	640.5	660.0
	Processed Foods	4.6	5.2	6.0	3.4	5.4	8.0	13.9	14.6	14.6	16.7	17.2	14.2	14.5	16.0	18.4
	Marine Products	0.6	0.2	0.1	0.4	0.2	0.7	0.8	0.3	0.2	0.4	0.5	1.0	1.0	1.0	1.0
	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	1.2	1.6	1.9	2.0
	Logistics	7.3	7.4	8.6	8.9	8.7	10.0	10.6	11.3	11.4	11.8	13.1	14.6	15.3	15.1	16.2
	Real Estate	3.6	2.4	2.3	2.4	2.1	2.2	2.1	2.2	2.1	2.0	2.0	1.7	1.9	2.0	2.2
	Other	0.4	0.5	0.4	0.4	0.6	0.9	0.6	0.8	0.3	-0.3	-0.3	-0.3	-0.3	0.0	0.5
	Adjustment	-0.2	0.0	0.0	0.1	0.0	-0.5	-0.3	-0.5	-0.6	-0.6	-0.8	-0.9	-2.5	-2.0	-3.3
	Operating profit	16.7	16.2	17.9	15.8	17.4	21.6	29.3	29.9	29.5	31.0	32.9	31.4	31.5	34.0	37.0
	Ordinary profit	16.1	15.3	17.2	14.4	16.9	21.4	29.1	30.7	29.9	31.8	33.5	31.7	31.9	34.7	37.8
	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	21.2	23.4	21.2	22.4	24.5
	Total assets	284.6	290.5	297.9	318.5	342.0	338.5	346.2	367.3	377.3	390.0	405.7	427.6			
	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	37.8	27.9	43.6	42.7	33.6
	ROIC (%)															7% or higher
	Capital adequacy ratio (%)	40.4	40.2	41.3	41.9	43	44.4	46	44.3	46.9	47.3	50.1	49.4			
	Operating profit margin (%)	3.8	3.6	3.8	3.1	3.3	4	5.4	5.3	5.1	5.3	5.8	5.2	5.1	5.3	5.6
	ROE (%)	3.4	6.8	8.2	6.9	6.8	9.1	12.1	11.9	11.7	10.9	10.9	11.3			10% or higher
	Earnings per share (Yen)	13.08	26.35	33.4	31.12	33.29	94.3	135.11	142.23	149.65	147.16	159.19	176.72			
	Dividends per share (Yen)	9	9	10	10	10	12	28	30	32	42	50	50	52		
	Stock price (Yen, at fiscal year end)	355	388	561	436	674	916	2,754	2,940	2,728	3,055	2,849	2,369			

Notes: 1. Capital expenditures include intangible assets.
2. Figures from FY2013 reflect a change in the basis for recording sales in the processed foods business (the portion that had previously been recorded as promotional expenses was excluded from net sales).
3. Figures up to and including FY2016 are prior to a share consolidation.

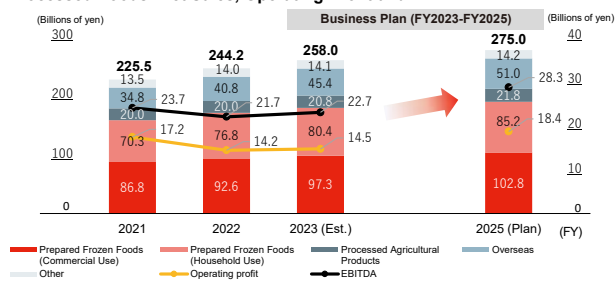
Segment Breakdown: Net Sales



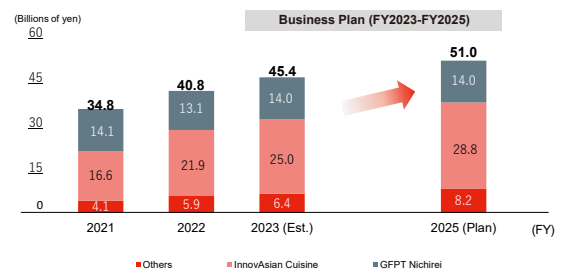
Segment Breakdown: Operating Profit



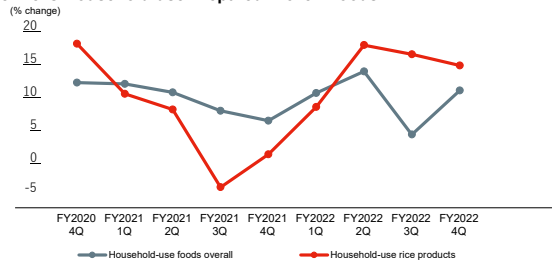
Processed Foods: Net Sales, Operating Profit and EBITDA



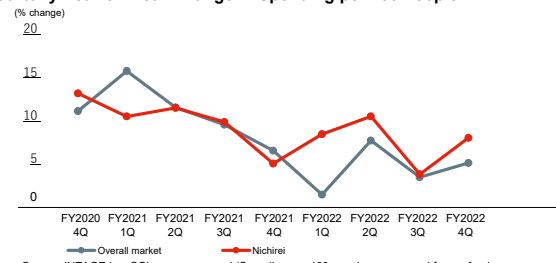
Processed Foods: Overseas Sales



Quarterly Year-on-Year Change in Sales of Nichirei's Household-use Prepared Frozen Foods

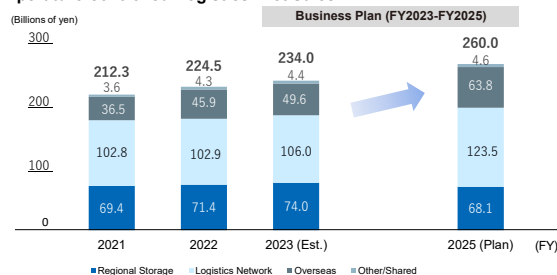


SCI Consumer Panel on Household-use Prepared Frozen Foods: Quarterly Year-on-Year Change in Spending per 100 People

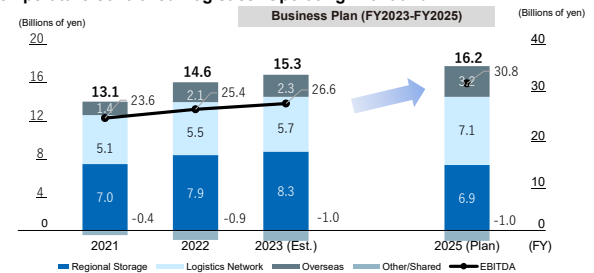


Source: INTAGE Inc. SCI consumer panel (Spending per 100 people on prepared frozen foods. Excludes purchases through consumer cooperatives.)

Temperature-controlled Logistics: Net Sales

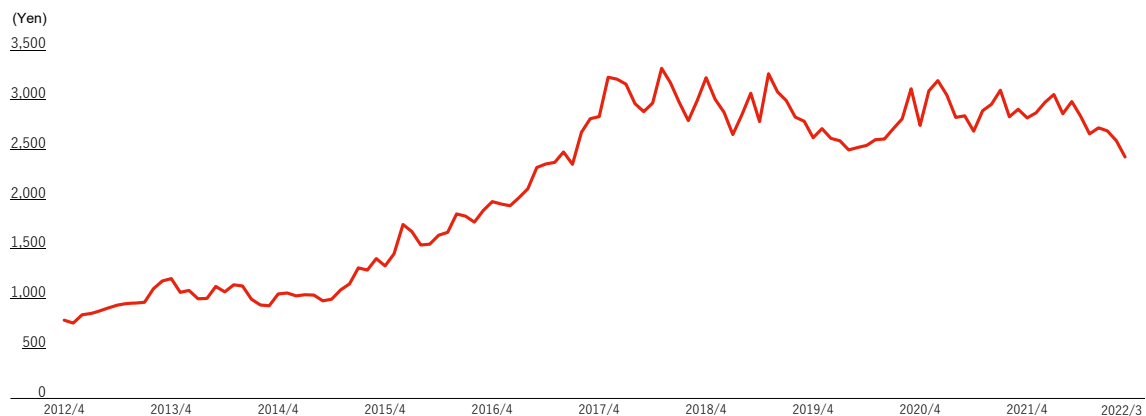


Temperature-controlled Logistics: Operating Profit and EBITDA





Share Price over the Past Ten Years



Forward-looking Statements

Compass Rose 2024



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- (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.

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