

# FY24/3 Third Quarter Presentation Material

February 6, 2024  
Nichirei Corporation

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Note: Figures shown in the graphs and charts in this document, if not otherwise indicated, have been rounded to the nearest unit. Certain figures have been rounded up or down to adjust for fractional amounts.

# FY24/3 Third Quarter Results

## ■ Continued solid performance on steady implementation of business measures, focusing on the two mainstay businesses

(Billion yen)

	Q3				Q3 (Cumulative)				
	Results	Y o Y		Operating Profit/Net Sales	Results	Y o Y		Progress Rate for Full-year Plan*	Operating Profit/Net Sales
		Variance	% Change			Variance	% Change		
Processed Foods	76.1	4.7	7%		219.1	12.4	6%	75%	
Marine Products	19.6	-2.6	-12%		48.7	-6.0	-11%	84%	
Meat and Poultry	21.5	-2.0	-8%		63.0	-2.6	-4%	80%	
Logistics	67.1	2.3	4%		193.1	9.1	5%	75%	
Real Estate	1.1	-0.0	-2%		3.3	-0.0	-1%	74%	
Other	2.4	0.5	23%		4.6	0.1	3%	69%	
Adjustment	-5.7	0.1	—		-17.4	0.3	—	—	
Net Sales	182.2	2.9	2%		514.4	13.3	3%	76%	
(Overseas sales)	37.5	-2.9	-7%		107.2	9.7	10%	73%	
Processed Foods	5.5	1.3	30%	7.2%	13.3	2.9	27%	79%	6.1%
Marine Products	0.4	-0.3	-45%	2.1%	0.6	-0.3	-37%	80%	1.2%
Meat and Poultry	0.4	0.0	11%	2.1%	0.9	-0.0	-3%	90%	1.4%
Logistics	4.9	0.6	14%	7.3%	13.5	2.0	17%	83%	7.0%
Real Estate	0.4	-0.0	-9%	37.6%	1.2	-0.1	-10%	73%	37.0%
Other	0.8	0.4	90%	34.7%	0.8	0.1	22%	78%	17.0%
Adjustment	-0.1	-0.1	—	—	-0.5	0.0	—	—	—
Operating Profit	12.4	1.8	17%	6.8%	29.8	4.5	18%	82%	5.8%
Ordinary Profit	12.8	2.0	19%		31.0	5.2	20%	83%	
Profit attributable to owners of parent	8.4	1.4	19%		20.1	3.3	19%	84%	

\* Please see page 8 for full-year plan target figures.

### Net Sales

Net sales rose 3% year on year on strong performance in the mainstay Processed Foods and Logistics businesses.

### Operating Profit

Operating profit increased 18% year on year on continued measures in mainstay businesses to counter rising costs, along with expanded sales in the Bioscience business for COVID-19/influenza simultaneous test kits.

### Exchange Rates

	FY 24/3 Third Quarter	FY 23/3 Third Quarter
USD/JPY	138.10	128.05
EUR/JPY	149.61	135.95
THB/JPY	4.01	3.70

\* Exchange rate figures are the average for the January–September period.

## ■ Enhanced sales promotions led to a significant increase in sales volume for household-use products in Q3

(Billion yen)

		Q3				Q3 (Cumulative)				
		Results	Y o Y		Operating Profit/Net Sales	Results	Y o Y		Progress Rate for Full-year Plan*	Operating Profit/Net Sales
			Variance	% Change			Variance	% Change		
Processed Food	Net Sales	76.1	4.7	7%		219.1	12.4	6%	75%	
	Household-use Prepared Foods	23.5	2.9	14%		65.2	5.3	9%	74%	
	Commercial-use Prepared Foods	27.6	1.2	4%		77.7	0.7	1%	76%	
	Processed Agricultural Products	6.3	0.8	14%		18.2	2.9	19%	76%	
	Overseas	15.3	-0.1	-0%		45.8	3.2	7%	74%	
	Other	3.4	-0.1	-2%		12.3	0.3	3%	81%	
	Operating Profit	5.5	1.3	30%	7.2%	13.3	2.9	27%	79%	6.1%

\* Please see page 8 for full-year plan target figures.

### Net Sales

#### Household-use Prepared Foods

- Revenue up 9% year on year (Unit price +8%, volume +1%)
- Revenue rose on increased sales volume, mainly for rice products and snack items
- Positive performance for new products such as Fragrant Noodle *Gomoku Ankake Yakisoba*

#### Commercial-use Prepared Foods

- Revenue up 1% year on year (Unit price +9%, volume -8%)
- Along with thorough implementation of measures to improve profitability, including consolidation of items, the introduction of new items for major users led to a turnaround in sales

### Overseas

- InnovAsian Cuisine (U.S.): Despite the impact from sluggish consumption due to inflation, sales on a local currency basis remained on a par with the previous fiscal year
- GFPT Nichirei (Thailand): While special sales demand to Europe has peaked, solid performance continued as sales to China increased

### Operating Profit

Despite higher costs for food material and the depreciation of the yen, earnings increased 27% year on year from the boost from price revisions, and cost reductions from productivity gains.

## ■ Operating profit increased 17% year on year on steady performance in both Japan and Europe

(Billion yen)

		Q3			Q3 (Cumulative)				
		Results	Y o Y		Operating Profit/Net Sales	Results	Y o Y		Progress Rate for Full-year Plan*
			Variance	% Change			Variance	% Change	
Logistics	Net Sales	67.1	2.3	4%		193.1	9.1	5%	75%
	Japan Subtotal	47.5	1.2	3%		139.4	4.1	3%	77%
	Logistics Network	30.8	1.0	3%		90.2	3.0	3%	76%
	Regional Storage	16.7	0.2	1%		49.2	1.1	2%	77%
	Overseas	19.2	1.1	6%		52.3	5.4	12%	73%
	Other/Intersegment	0.4	-0.0	-6%		1.4	-0.4	-23%	46%
	Operating Profit	4.9	0.6	14%	7.3%	13.5	2.0	17%	83%
	Japan Subtotal	4.4	0.0	1%	9.2%	12.2	1.0	9%	88%
	Logistics Network	1.9	0.0	0%	6.3%	5.6	0.5	10%	87%
	Regional Storage	2.4	0.0	2%	14.4%	6.6	0.4	7%	88%
	Overseas	1.0	0.7	239%	5.3%	2.5	1.3	106%	73%
	Other/Intersegment	-0.5	-0.2	—	—	-1.1	-0.3	—	—

\* Please see page 8 for full-year plan target figures.

Note: A portion of the Regional Storage business was transferred to the Logistics Network business as part of organizational restructuring in the Tokyo metropolitan area (April 2023). Accordingly, figures for FY23/3 results have been recombined to reflect the transfer. Please see page 22.

### (Japan)

#### Net Sales

##### Logistics Network

Sales increased 3% year on year on growth in the TC business, including the startup of new facilities, along with expansion of the third-party logistics (3PL) business.

##### Regional Storage

Despite the impact from continued sluggishness in cargo movement and a decline in inventory levels, sales increased 2% year on year on recovery in movement of household-use items.

#### Operating Profit

Earnings rose 9% year on year from growth in the TC business and improved operational efficiency, along with continued reductions in energy costs from receipts of electricity and fuel surcharges.

### (Overseas)

#### Net Sales

Revenue increased 12% year on year on impact of currency translation due to the yen depreciation and the contribution from new consolidated subsidiaries in Southeast Asia.

#### Operating Profit

Earnings jumped 106% year on year on stabilization of energy costs and the continued effects of price revisions.

- **Marine Products:** Despite measures to offset higher costs, earnings declined on sluggish profitability for fish roe
- **Meat and Poultry:** Price revisions offset rising costs, but revenue and earnings were down on a decline in sales volume

(Billion yen)

		Q3				Q3 (Cumulative)				
		Results	Y o Y		Operating Profit/Net Sales	Results	Y o Y		Progress Rate for Full-year Plan*	Operating Profit/Net Sales
			Variance	% Change			Variance	% Change		
Marine Products	Net Sales	19.6	-2.6	-12%		48.7	-6.0	-11%	84%	
	Operating Profit	0.4	-0.3	-45%	2.1%	0.6	-0.3	-37%	80%	1.2%
Meat and Poultry	Net Sales	21.5	-2.0	-8%		63.0	-2.6	-4%	80%	
	Operating Profit	0.4	0.0	11%	2.1%	0.9	-0.0	-3%	90%	1.4%

\* Please see page 8 for full-year plan target figures.

## Marine Products

### Net Sales

Sales decreased 11% year on year due to cutbacks in low-margin products.

### Operating Profit

Despite focusing on sales of high-margin and MSC/ASC certified products, and revisions to selling prices to reflect the increase in procurement costs, earnings were down 37% year on year on sluggish profitability for fish roe.

## Meat and Poultry

Despite price revisions and a focus on sales of processed items to restaurants, sales volume declined mainly to volume retailers, for a decline of 4% in revenue and 3% in operating profit.

# FY24/3 Full-year Plan



## ■ Earnings in mainstay businesses are improving, with record highs forecast for revenue and earnings

(Billion yen)

		Full Year					Operating Profit/Net Sales
		Plan	YoY		Compared to Previous Plan		
			Variance	% Change	Previous Plan	Variance	
	Processed Foods	292.0	16.3	6%	289.0	3.0	
	Marine Products	58.0	-11.0	-16%	56.0	2.0	
	Meat and Poultry	79.0	-6.8	-8%	79.0	—	
	Logistics	257.0	12.8	5%	255.0	2.0	
	Real Estate	4.5	-0.0	-1%	4.5	—	
	Other	6.6	0.5	8%	6.4	0.2	
	Adjustment	-22.1	1.0	—	-21.9	-0.2	
Net Sales		675.0	12.8	2%	668.0	7.0	
(Overseas sales)		146.0	12.7	9%	143.0	3.0	
	Processed Foods	16.8	2.8	20%	16.0	0.8	5.8%
	Marine Products	0.7	-0.3	-26%	1.0	-0.3	1.2%
	Meat and Poultry	1.0	0.0	4%	1.0	—	1.3%
	Logistics	16.2	1.1	7%	16.0	0.2	6.3%
	Real Estate	1.7	-0.1	-5%	1.7	—	37.8%
	Other	1.0	0.2	21%	0.4	0.6	15.2%
	Adjustment	-0.9	-0.2	—	-1.1	0.2	—
Operating Profit		36.5	3.6	11%	35.0	1.5	5.4%
Ordinary Profit		37.5	4.1	12%	35.7	1.8	
Profit attributable to owners of parent		24.0	2.4	11%	23.0	1.0	
EPS		187.93 yen	20.79 yen	12%	180.10 yen	7.83 yen	

### Net Sales

Full-year net sales forecast has been revised upward by ¥7.0 billion on steady performance in mainstay businesses.

### Operating Profit

Full-year operating profit forecast has been revised upward by ¥1.5 billion to ¥36.5 billion on growth in mainstay businesses and the Bioscience business.

### Profit Attributable to Owners of Parent

Profit forecast of ¥24.0 billion on upward revision to earnings.

### Earnings per Share (EPS)

Forecast increased by 8 yen to 188 yen from previous plan on upward revision to profit.

### Exchange Rates

	FY 24/3 Forecast	FY 23/3 Actual
USD/JPY	140.00	131.45
EUR/JPY	150.00	138.05
THB/JPY	3.90	3.75

\* Exchange rate figures are the average for the January–December period.

- Operating profit forecast has been revised upward by ¥0.8 billion, taking into account the recovery in sales volume for household-use products

(Billion yen)

		Full Year					
		Plan	YoY		Compared to Previous Plan		Operating Profit/Net Sales
			Variance	% Change	Previous Plan	Variance	
Processed Food	Net Sales	292.0	16.3	6%	289.0	3.0	
	Household-use Prepared Foods	88.5	7.1	9%	86.1	2.4	
	Commercial-use Prepared Foods	102.4	2.3	2%	102.4	—	
	Processed Agricultural Products	23.9	3.5	17%	23.5	0.4	
	Overseas	62.0	3.1	5%	62.0	—	
	Other	15.2	0.3	2%	15.0	0.2	
	Operating Profit	16.8	2.8	20%	16.0	0.8	5.8%

## Net Sales

### Household-use Prepared Foods

- Forecast revenue gain of 9% year on year (Unit price +7%, volume +2%)
- Revenue expected to rise in Q4 on expanded sales of rice products and other mainstay items, and higher sales of personal use (single serving) items

### Commercial-use Prepared Foods

- Forecast revenue gain of 2% year on year (Unit price +7%, volume -5%)
- Maintain measures emphasizing profitability, and focus on expanding sales of processed chicken products to major users

## Overseas

- InnovAsian Cuisine (U.S.): Forecast revised downward in consideration of sluggish consumption stemming from inflation
- GFPT Nichirei (Thailand): Forecast revised upward on continued sales growth in China
- Total forecast for overseas segment unchanged

## Operating Profit

Operating profit forecast of ¥16.8 billion, with cost increases from higher food material costs and the depreciation of the yen offset by continued boost from price revisions and recovery in sales volume.

## Factors for increase/decrease in operating profit

	First Half Results	Q3 Results	Q3 Results (Cumulative)	Q4 Plan	Full-year Plan	(Billion yen) Compared to Previous Full-year Plan
<b>FY23/3 Operating Profit</b>	<b>6.2</b>	<b>4.2</b>	<b>10.4</b>	<b>3.5</b>	<b>14.0</b>	—
<b>Factors for increase</b>	<b>7.6</b>	<b>3.9</b>	<b>11.5</b>	<b>2.3</b>	<b>13.8</b>	<b>0.9</b>
Impact of selling price adjustments	8.9	3.0	11.9	1.0	12.9	—
Increased revenue*	-1.3	0.7	-0.6	1.0	0.4	0.7
Improved productivity	0.0	0.2	0.2	0.3	0.5	0.2
<b>Factors for decrease</b>	<b>-6.0</b>	<b>-2.6</b>	<b>-8.6</b>	<b>-2.4</b>	<b>-11.0</b>	<b>-0.1</b>
Increase/decrease in food material and procurement cost	-2.9	-1.0	-3.9	-0.8	-4.7	0.3
Increase in raw material and purchasing costs due to yen depreciation	-1.8	-1.0	-2.8	-0.9	-3.7	—
Increase/decrease in logistics costs	-0.1	0.0	-0.1	0.0	-0.1	—
Increase/decrease in power and fuel costs	-0.3	0.0	-0.3	0.0	-0.3	—
Increase in depreciation expense	-0.7	-0.4	-1.1	-0.5	-1.6	—
Impact of results at overseas affiliated companies	-0.3	-0.2	-0.5	0.4	-0.1	0.1
Other	0.1	0.0	0.1	-0.6	-0.5	-0.5
<b>FY24/3 Operating Profit</b>	<b>7.8</b>	<b>5.5</b>	<b>13.3</b>	<b>3.5</b>	<b>16.8</b>	<b>0.8</b>

\* Includes impact on earnings from the implementation of measures emphasizing profitability.

### Main Measures

#### Factors for Increase

- Increased revenue  
Reflecting the effect of recovery in sales volume, mainly household-use prepared foods.
- Improved productivity  
Higher utilization rate of production plants from increase in sales volume.

#### Factors for Decrease

- Increase/decrease in food material and procurement cost  
Easing of the negative impact from softening of egg prices.
- Impact of results at overseas affiliated companies  
Mainly reflecting the upward revision in U.S. subsidiary InnovAsian Cuisine's operating profit forecast.
- Other  
New plans for TV commercials and other large-scale promotions

## ■ Forecast for both sales and operating profit revised upward, based on results through Q3

(Billion yen)

		Full Year					
		Plan	YoY		Compared to Previous Plan		Operating Profit/Net Sales
			Variance	% Change	Previous Plan	Variance	
Logistics	<b>Net Sales</b>	<b>257.0</b>	12.8	5%	255.0	2.0	
	Japan Subtotal	<b>182.0</b>	4.9	3%	183.0	-1.0	
	Logistics Network	<b>118.0</b>	3.5	3%	118.0	—	
	Regional Storage	<b>64.0</b>	1.4	2%	65.0	-1.0	
	Overseas	<b>72.0</b>	8.3	13%	69.0	3.0	
	Other/Intersegment	<b>3.0</b>	-0.4	-11%	3.0	—	
	<b>Operating Profit</b>	<b>16.2</b>	1.1	7%	16.0	0.2	6.3%
	Japan Subtotal	<b>13.9</b>	0.4	3%	14.0	-0.1	7.6%
	Logistics Network	<b>6.4</b>	0.3	5%	6.4	—	5.4%
	Regional Storage	<b>7.5</b>	0.1	1%	7.6	-0.1	11.7%
	Overseas	<b>3.4</b>	1.0	41%	3.0	0.4	4.7%
	Other/Intersegment	<b>-1.1</b>	-0.3	—	-1.0	-0.1	—

\* A portion of the Regional Storage business was transferred to the Logistics Network business as part of organizational restructuring in the Tokyo metropolitan area (April 2023). Accordingly, figures for FY23/3 results have been recombined to reflect the transfer. Please see page 22.

### (Japan)

#### Net Sales

#### Logistics Network

Continued growth of the TC business and expansion of the 3PL business proceeding in line with plan.

#### Regional Storage

- Downward revision of ¥1.0 billion on continued decline in inventory levels
- Focus on early and stable operation of Kobe Rokko DC

#### Operating Profit

Forecast 3% gain year on year by maintaining strong performance in the TC and 3PL businesses, and improving operational efficiency, to minimize the impact of lower inventory levels.

### (Overseas)

#### Net Sales

Upward revision of ¥3.0 billion on recovery in cargo movement due to inflation easing in Europe, along with the impact of currency translation due to the yen depreciation

#### Operating Profit

Forecast gain of 41% on increased collections from recovery in cargo movement in Europe and stabilization of energy costs.

## Factors for increase/decrease in operating profit

	First Half Results	Q3 Results	Q3 Results (Cumulative)	Q4 Plan	Full-year Plan	(Billion yen) Compared to Previous Full-year Plan
<b>FY23/3 Operating Profit</b>	<b>7.2</b>	<b>4.3</b>	<b>11.5</b>	<b>3.6</b>	<b>15.1</b>	<b>—</b>
<b>Factors for increase</b>	<b>2.0</b>	<b>1.0</b>	<b>3.0</b>	<b>0.1</b>	<b>3.1</b>	<b>0.3</b>
Effect on results from increase in cargo collection costs (including TC)	0.2	0.1	0.3	0.1	0.4	-0.1
Operational improvements (storage)	0.1	0.1	0.2	0.1	0.3	—
Operational improvements (transport)	0.1	0.1	0.2	0.2	0.4	—
Work fee pricing revisions	1.0	0.0	1.0	0.0	1.0	—
Effect on overseas business	0.6	0.7	1.3	-0.3	1.0	0.4
<b>Factors for decrease</b>	<b>-0.6</b>	<b>-0.4</b>	<b>-1.0</b>	<b>-1.0</b>	<b>-2.0</b>	<b>-0.1</b>
Increase/decrease in energy costs	-0.3	0.1	-0.2	0.1	-0.1	—
Increase in work outsourcing costs (including vehicle hiring and operation in warehouses)	-0.1	-0.3	-0.4	-0.5	-0.9	—
Startup costs for new locations	0.0	-0.2	-0.2	-0.5	-0.7	—
Other	-0.2	0.0	-0.2	-0.1	-0.3	-0.1
<b>FY24/3 Operating Profit</b>	<b>8.6</b>	<b>4.9</b>	<b>13.5</b>	<b>2.7</b>	<b>16.2</b>	<b>0.2</b>

### Main Measures

#### Factors for Increase

- Effect on results from increase in cargo collection costs  
Decline in storage income from downward trend in inventory levels due to a decrease in imported cargo.
- Overseas  
Steady performance as inflation eases in Europe

#### Factors for Decrease

- Other  
Investments to enhance operational efficiency, such as digitization of warehouse operations.

- **Marine Products:** Based on results through Q3, downward revision to operating profit forecast of ¥0.3 billion
- **Meat and Poultry:** Revise prices, and focus on expanding sales of differentiated products to achieve the full-year plan

(Billion yen)

		Full Year					
		Plan	YoY		Compared to Previous Plan		Operating Profit/Net Sales
			Variance	% Change	Previous Plan	Variance	
Marine Products	Net Sales	58.0	-11.0	-16%	56.0	2.0	
	Operating Profit	0.7	-0.3	-26%	1.0	-0.3	1.2%
Meat and Poultry	Net Sales	79.0	-6.8	-8%	79.0	—	
	Operating Profit	1.0	0.0	4%	1.0	—	1.3%

## Marine Products

### Net Sales

While reducing the number of low-margin products, in anticipation of handling high-margin items, MSC/ASC-certified products, and expanded sales in the North American market, the full-year forecast has been revised upward by ¥2.0 billion.

### Operating Profit

The full-year plan was revised downward by ¥0.3 billion due to sluggish profitability of fish roe.

## Meat and Poultry

### Net Sales

Focus on expanding sales of differentiated products such as processed foods and meat with health benefits.

### Operating Profit

Despite the impact from rising procurement costs and a decrease in sales volume, achieve the full-year plan through further price adjustments, and revision of procurement methods for imported frozen products.

# Appendix

# Factors for Increase/Decrease in Consolidated Balance Sheet

(Billion yen)

	FY24/3 Third Quarter (as of Dec. 31, 2023)	FY23/3 (as of Mar. 31, 2023)	Variance	
<b>Assets</b>				
Current assets	231.8	196.7	35.1	(1)
Non-current assets	276.9	260.6	16.2	(2)
Total	508.7	457.3	51.4	
<b>liabilities and net assets</b>				
Current liabilities	154.7	130.1	24.6	(3)
Non-current liabilities	94.7	93.7	0.9	
Total	249.3	223.8	25.5	
Total net assets	259.3	233.5	25.8	(4)
(Shareholders' equity)	246.4	224.4	21.9	
Interest-bearing Debt	127.9	114.6	13.3	
(Excluding leased debt)	113.7	100.1	13.6	

	FY24/3 Third Quarter (Nine months ended Dec. 31, 2023)	FY23/3 Third Quarter (Nine months ended Dec. 31, 2022)	Variance	
Capital Expenditures	21.2	15.3	5.9	(5)
(Excluding leased assets)	18.9	12.6	6.3	
Depreciation	17.9	16.5	1.4	
(Excluding leased assets)	15.2	13.8	1.4	

## Factors for Increase/Decrease

- (1) Cash and deposits: +¥16.5 billion  
Notes and accounts receivable—trade: +¥15.6 billion
- (2) Property, plant and equipment: +¥9.6 billion  
Investment securities: +4.6 billion
- (3) Accounts payable—trade: +¥5.1 billion  
Short-term loans payable: +¥12.3 billion  
Commercial papers: +¥4.0 billion
- (4) Profit attributable to owners of parent: +¥20.1 billion  
Valuation difference on available-for-sale securities: +¥3.9 billion  
Foreign currency translation adjustment: +¥6.1 billion
- (5) Expansion of the rice product line at Kyurei factory: +¥1.7 billion  
Newly established Kobe Rokko DC: +¥4.2 billion



# Non-operating Income and Expenses / Extraordinary Income and Loss

(Billion yen)

		Third Quarter Results (Cumulative)			Full-year Plan		
		FY23/3	FY24/3	Variance	FY23/3	FY24/3	Variance
<b>Non-operating Income and Expenses</b>		<b>0.4</b>	<b>1.1</b>	<b>0.6</b>	<b>0.5</b>	<b>1.1</b>	<b>0.6</b>
Main items	Financial account balance	0.3	0.4	0.0	0.2	0.2	-0.0
	Share of profit of entities accounted for using equity method	0.2	0.6	0.3	0.2	0.7	0.4
<b>Extraordinary Income and Loss</b>		<b>-0.1</b>	<b>-0.5</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-1.0</b>	<b>-0.5</b>
Main items	Gain on sales of non-current assets	0.0	0.0	0.0	0.0	0.0	-0.0
	Gain on sales of investment securities	0.5	0.1	-0.3	0.6	0.1	-0.5
	Gain on step acquisitions	—	0.5	0.5	0.0	0.5	0.5
	Gain on bargain purchase	0.5	—	-0.5	0.5	—	-0.5
	Compensation for expropriation	—	—	—	0.2	—	-0.2
	Loss on sales and retirement of non-current assets	-0.6	-0.6	-0.0	-1.1	-1.0	0.0
	Impairment loss	-0.4	-0.1	0.2	-0.4	-0.3	0.1

# Results and Plans for FY24/3

(Billion yen)

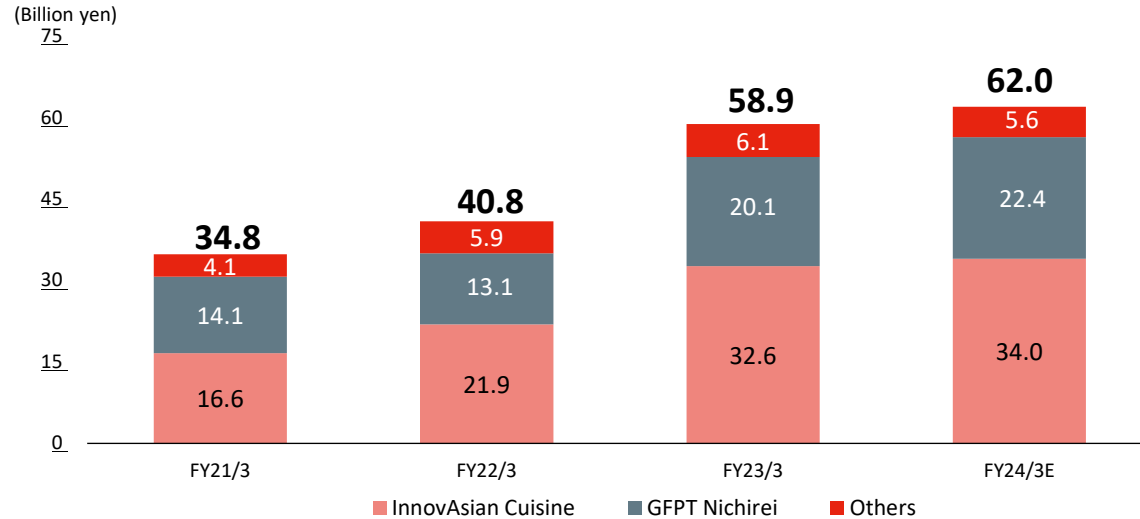
	First Quarter			Second Quarter			Third Quarter			Third Quarter (Cumulative)			Fourth Quarter			Full Year		
	Results	YoY		Results	YoY		Results	YoY		Results	YoY		Plan	YoY		Plan	YoY	
		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change
Processed Foods	71.5	5.7	9%	71.5	2.0	3%	76.1	4.7	7%	219.1	12.4	6%	72.9	3.9	6%	292.0	16.3	6%
Household-use Prepared Foods	20.8	1.5	8%	20.9	0.9	5%	23.5	2.9	14%	65.2	5.3	9%	23.3	1.8	9%	88.5	7.1	9%
Commercial-use Prepared Foods	25.4	0.3	1%	24.7	-0.8	-3%	27.6	1.2	4%	77.7	0.7	1%	24.7	1.6	7%	102.4	2.3	2%
Processed Agricultural Products	5.8	1.2	25%	6.1	1.0	19%	6.3	0.8	14%	18.2	2.9	19%	5.7	0.6	11%	23.9	3.5	17%
Overseas	15.7	2.6	20%	14.8	0.6	5%	15.3	-0.1	-0%	45.8	3.2	7%	16.2	-0.1	-0%	62.0	3.1	5%
Other	3.9	0.2	4%	5.0	0.2	5%	3.4	-0.1	-2%	12.3	0.3	3%	2.9	-0.0	-1%	15.2	0.3	2%
Marine Products	13.8	-2.2	-13%	15.3	-1.2	-7%	19.6	-2.6	-12%	48.7	-6.0	-11%	9.3	-5.0	-35%	58.0	-11.0	-16%
Meat and Poultry	21.0	0.3	1%	20.4	-0.9	-4%	21.5	-2.0	-8%	63.0	-2.6	-4%	16.0	-4.2	-21%	79.0	-6.8	-8%
Logistics Business	61.3	4.0	7%	64.7	2.8	5%	67.1	2.3	4%	193.1	9.1	5%	63.9	3.7	6%	257.0	12.8	5%
Japan Subtotal	45.2	1.5	3%	46.7	1.4	3%	47.5	1.2	3%	139.4	4.1	3%	42.6	0.8	2%	182.0	4.9	3%
Logistics Network	29.3	1.0	3%	30.0	1.0	4%	30.8	1.0	3%	90.2	3.0	3%	27.8	0.4	2%	118.0	3.5	3%
Regional Storage	15.9	0.5	3%	16.6	0.4	2%	16.7	0.2	1%	49.2	1.1	2%	14.8	0.3	2%	64.0	1.4	2%
Overseas	15.6	2.7	21%	17.5	1.5	10%	19.2	1.1	6%	52.3	5.4	12%	19.7	2.9	17%	72.0	8.3	13%
Other/Intersegment	0.5	-0.2	-30%	0.5	-0.2	-26%	0.4	-0.0	-6%	1.4	-0.4	-23%	1.6	0.0	3%	3.0	-0.4	-11%
Real Estate	1.1	0.0	1%	1.1	-0.0	-3%	1.1	-0.0	-2%	3.3	-0.0	-1%	1.2	0.0	1%	4.5	-0.0	-1%
Other	1.0	0.0	1%	1.1	-0.3	-22%	2.4	0.5	23%	4.6	0.1	3%	2.0	0.4	22%	6.6	0.5	8%
Adjustment	-5.8	0.0	—	-5.9	0.1	—	-5.7	0.1	—	-17.4	0.3	—	-4.7	0.7	—	-22.1	1.0	—
Net Sales	164.0	7.9	5%	168.2	2.5	1%	182.2	2.9	2%	514.4	13.3	3%	160.6	-0.5	-0%	675.0	12.8	2%
(Overseas sales)	34.0	5.6	20%	35.7	3.0	9%	37.5	-2.9	-7%	107.2	9.7	10%	38.8	3.0	8%	146.0	12.7	9%
Processed Foods	3.8	0.8	27%	4.0	0.8	24%	5.5	1.3	30%	13.3	2.9	27%	3.5	-0.0	-1%	16.8	2.8	20%
Marine Products	0.0	-0.1	-78%	0.1	0.1	210%	0.4	-0.3	-45%	0.6	-0.3	-37%	0.1	0.1	160%	0.7	-0.3	-26%
Meat and Poultry	0.2	-0.0	-3%	0.2	-0.1	-22%	0.4	0.0	11%	0.9	-0.0	-3%	0.1	0.1	203%	1.0	0.0	4%
Logistics Business	4.0	0.6	17%	4.7	0.8	22%	4.9	0.6	14%	13.5	2.0	17%	2.7	-0.9	-26%	16.2	1.1	7%
Japan Subtotal	3.8	0.4	13%	4.0	0.5	14%	4.4	0.0	1%	12.2	1.0	9%	1.7	-0.6	-26%	13.9	0.4	3%
Logistics Network	1.8	0.3	17%	1.9	0.3	16%	1.9	0.0	0%	5.6	0.5	10%	0.8	-0.2	-21%	6.4	0.3	5%
Regional Storage	2.0	0.2	10%	2.2	0.2	11%	2.4	0.0	2%	6.6	0.4	7%	0.9	-0.4	-29%	7.5	0.1	1%
Overseas	0.6	0.2	61%	0.9	0.3	62%	1.0	0.7	239%	2.5	1.3	106%	0.9	-0.3	-23%	3.4	1.0	41%
Other/Intersegment	-0.4	-0.1	—	-0.3	0.0	—	-0.5	-0.2	—	-1.1	-0.3	—	0.0	-0.1	—	-1.1	-0.3	—
Real Estate	0.4	-0.0	-6%	0.4	-0.1	-15%	0.4	-0.0	-9%	1.2	-0.1	-10%	0.5	0.0	10%	1.7	-0.1	-5%
Other	-0.1	-0.1	—	0.0	-0.2	-89%	0.8	0.4	90%	0.8	0.1	22%	0.2	0.0	15%	1.0	0.2	21%
Adjustment	-0.4	0.0	—	0.1	0.1	—	-0.1	-0.1	—	-0.5	0.0	—	-0.4	-0.2	—	-0.9	-0.2	—
Operating Profit	7.9	1.2	19%	9.5	1.4	18%	12.4	1.8	17%	29.8	4.5	18%	6.7	-0.9	-12%	36.5	3.6	11%
Ordinary Profit	8.3	1.3	19%	9.8	1.8	22%	12.8	2.0	19%	31.0	5.2	20%	6.5	-1.1	-15%	37.5	4.1	12%
Profit Attributable to Owners of Parent	5.0	0.7	17%	6.7	1.2	21%	8.4	1.4	19%	20.1	3.3	19%	3.9	-0.8	-17%	24.0	2.4	11%

# Return on Invested Capital (ROIC)

	FY14/3	FY15/3	FY16/3	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3E
<b>Group overall ROIC (%)</b>	<b>4.2</b>	<b>4.3</b>	<b>5.9</b>	<b>8.0</b>	<b>8.1</b>	<b>7.8</b>	<b>7.6</b>	<b>7.5</b>	<b>7.8</b>	<b>6.9</b>	<b>7% or higher</b>
Net operating profit after tax (NOPAT) (%)	2.0	2.1	2.7	3.7	3.7	3.7	3.7	3.9	4.1	3.5	
Capital employed turnover ratio (%)	2.1	2.0	2.2	2.2	2.2	2.1	2.1	1.9	1.9	2.0	
Weighted Average Cost of Capital (WACC) (%)										4.0	4.0
<b>Processed Foods</b>											
<b>Simple ROIC* (%)</b>	<b>3.2</b>	<b>5.2</b>	<b>8.3</b>	<b>15.3</b>	<b>14.4</b>	<b>13.3</b>	<b>15.1</b>	<b>13.9</b>	<b>10.3</b>	<b>8.5</b>	<b>10.0</b>
Operating profit after tax/net sales (%)	1.0	1.6	2.7	4.7	4.6	4.5	4.9	5.3	4.0	3.5	4.0
Main capital employed turnover (time)	3.1	3.2	3.1	3.3	3.2	3.0	3.1	2.6	2.6	2.4	2.5
<b>Logistics</b>											
<b>Simple ROIC (%)</b>	<b>5.2</b>	<b>5.0</b>	<b>6.0</b>	<b>6.9</b>	<b>7.0</b>	<b>7.1</b>	<b>7.2</b>	<b>7.8</b>	<b>7.8</b>	<b>7.7</b>	<b>7.8</b>
Operating profit after tax/net sales (%)	3.3	3.1	3.6	3.9	4.0	3.9	4.0	4.3	4.5	4.3	4.4
Main capital employed turnover (time)	1.6	1.6	1.7	1.8	1.8	1.8	1.8	1.8	1.7	1.8	1.8
<b>Marine Products</b>											
<b>Simple ROIC (%)</b>	<b>1.5</b>	<b>0.8</b>	<b>2.2</b>	<b>2.7</b>	<b>1.0</b>	<b>0.6</b>	<b>1.6</b>	<b>2.0</b>	<b>3.3</b>	<b>3.5</b>	<b>4.0</b>
Operating profit after tax/net sales (%)	0.4	0.2	0.6	0.8	0.3	0.2	0.5	0.6	1.0	1.0	0.8
Main capital employed turnover (time)	3.9	3.6	3.4	3.4	3.4	3.5	3.3	3.4	3.4	3.7	4.8
<b>Meat and Poultry</b>											
<b>Simple ROIC (%)</b>	<b>1.6</b>	<b>3.5</b>	<b>6.2</b>	<b>29.5</b>	<b>16.3</b>	<b>16.8</b>	<b>13.6</b>	<b>21.5</b>	<b>20.2</b>	<b>13.8</b>	<b>14.5</b>
Operating profit after tax/net sales (%)	0.1	0.3	0.3	1.3	1.0	1.1	0.7	1.1	1.0	0.8	0.9
Main capital employed turnover (time)	15.9	13.1	22.4	23.3	16.4	15.2	19.1	20.0	20.1	17.9	16.5
<b>Biosciences</b>											
<b>Simple ROIC (%)</b>	<b>8.4</b>	<b>9.6</b>	<b>14.9</b>	<b>9.5</b>	<b>9.4</b>	<b>2.3</b>	<b>-2.2</b>	<b>-3.2</b>	<b>-3.0</b>	<b>8.9</b>	<b>10.7</b>
Operating profit after tax/net sales (%)	7.6	9.4	13.3	11.1	11.4	4.5	-4.5	-6.6	-6.1	12.0	12.4
Main capital employed turnover (time)	1.1	1.0	1.1	0.9	0.8	0.5	0.5	0.5	0.5	0.7	0.9

\* Simple ROIC = Operating profit after tax ÷ Main capital employed (Operating funds + Non-current assets)

## Overseas Sales for Processed Foods



## Consumer Panel for Household-use Prepared Frozen Foods YoY Change in Spending per 100 People

### Overall Market












Item	FY23/3	FY24/3 Q1	FY24/3 Q2	FY24/3 Q3
Overall	103%	109%	106%	106%
Deep-fried meat	107%	128%	123%	118%
Pilaf rice	104%	103%	104%	105%
Rice balls	98%	112%	107%	125%
Japanese-style snacks	101%	106%	107%	109%
Hamburger steak	102%	112%	110%	109%

Source: INTAGE SCI (Frozen prepared foods – Quarter-on-quarter change in purchase amount per 100 people (up to 70s). Purchase channel = Includes co-op stores and other channels.

## InnovAsian Cuisine Net Sales and Operating Profit

		FY24/3 First Half			FY24/3 Q3			FY24/3 Q3 (Cumulative)			FY24/3 Q4			Full Year		
		Results	YoY		Results	YoY		Results	YoY		Plan	YoY		Plan	YoY	
			Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change
Net sales	Reporting currency (JPY bn)	16.6	1.6	10%	8.3	0.1	2%	25.0	1.7	7%	9.0	-0.3	-3%	34.0	1.4	4%
	Local currency (USD mn)	123	1	1%	57	-2	-3%	181	-1	-1%	62	-4	-6%	243	-5	-2%
Operating profit	Reporting currency (JPY bn)	1.0	0.4	55%	0.7	0.3	56%	1.7	0.6	56%	0.6	-0.1	-19%	2.3	0.5	26%
	Local currency (USD mn)	7	2	41%	5	2	49%	12	4	44%	4	-1	-19%	16	3	21%
Operating profit/net sales		6.0%			8.4%			6.8%			6.4%			6.7%		

## Price revision implementation period and timing of effect from revision

Implementation Period	Items Subject to Price Revision	Revision Rate (Initial Plan)	FY23/3				FY24/3				FY25/3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
November 2021	Household use	Approx. 4–8%												
	Commercial use	Approx. 3–10%												
March 2022	Agricultural processed	Approx. 8–15%												
April 2022	Commercial use	Approx. 4–10%												
August 2022	Household use	Approx. 8–20%												
September 2022	Commercial use	Approx. 4–22%												
February 2023	Household use	Approx. 6–20%												
	Commercial use	Approx. 5–25%												
July 2023	Commercial use	Approx. 8–27%												
March 2024	Household use	Approx. 1–6%												
April 2024	Commercial use	Approx. 1–6%												
Effect from revision (billions of yen)			1.0	2.5	3.2	4.7	5.0	3.9	3.0	1.0				
			¥11.4 billion				¥12.9 billion							

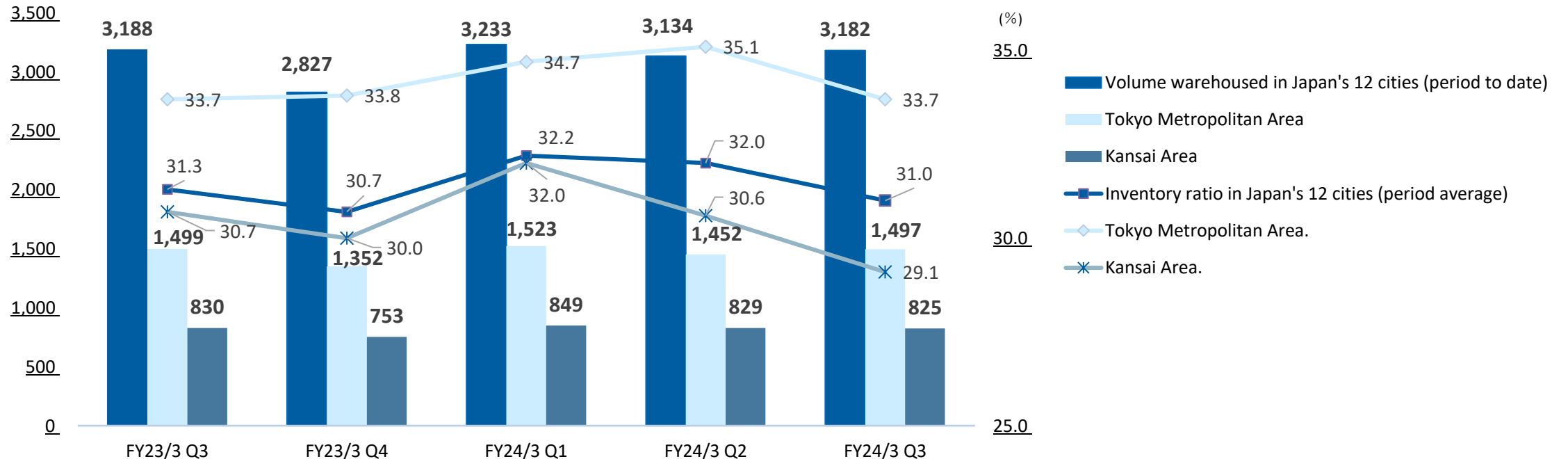
## Overseas Sales

(Billion yen)

		FY24/3 First Half			FY24/3 Q3			FY24/3 Q3 (Cumulative)			FY24/3 Q4			Full Year		
		Results	YoY		Results	YoY		Results	YoY		Plan	YoY		Plan	YoY	
			Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change
Net sales	Europe	30.3	3.3	12%	17.1	0.3	2%	47.4	3.6	8%	18.1	2.4	15%	65.5	6.0	10%
	Others	2.8	1.0	57%	2.0	0.8	63%	4.8	1.8	60%	1.7	0.4	35%	6.5	2.2	53%
	Total	33.1	4.3	15%	19.2	1.1	6%	52.3	5.4	12%	19.7	2.9	17%	72.0	8.3	13%

## Industry-wide Cold Storage Capacity Utilization

(1,000 tonnes)



Source: Compiled by Nichirei based on Japan Association of Refrigerated Warehouses documents.

## Recombination of FY23/3 results due to business transfer

A portion of the Regional Storage business was transferred to the Logistics Network business as part of organizational restructuring in the Tokyo metropolitan area (April 2023). Accordingly, for materials from the first quarter of FY24/3, figures for FY23/3 results have been recombined to reflect the transfer.

(Billion yen)

	FY23/3 Results														
	Q1			Q2			Q3			Q4			Full Year		
	After transfer	Before transfer	Difference	After transfer	Before transfer	Difference	After transfer	Before transfer	Difference	After transfer	Before transfer	Difference	After transfer	Before transfer	Difference
<b>Net Sales</b>	<b>57.3</b>	57.3	—	<b>61.9</b>	61.9	—	<b>64.8</b>	64.8	—	<b>60.3</b>	60.3	—	<b>244.2</b>	244.2	—
Japan Subtotal	<b>43.7</b>	43.7	—	<b>45.2</b>	45.2	—	<b>46.3</b>	46.3	—	<b>41.8</b>	41.8	—	<b>177.1</b>	177.1	—
Logistics Network	<b>28.3</b>	25.8	2.5	<b>29.0</b>	26.4	2.6	<b>29.8</b>	27.3	2.5	<b>27.4</b>	25.1	2.3	<b>114.5</b>	104.6	9.9
Regional Storage	<b>15.4</b>	17.9	-2.5	<b>16.2</b>	18.8	-2.6	<b>16.5</b>	19.0	-2.5	<b>14.5</b>	16.7	-2.3	<b>62.6</b>	72.5	-9.9
Overseas	<b>12.8</b>	12.8	—	<b>16.0</b>	16.0	—	<b>18.0</b>	18.0	—	<b>16.9</b>	16.9	—	<b>63.7</b>	63.7	—
Other/Intersegment	<b>0.7</b>	0.7	—	<b>0.6</b>	0.6	—	<b>0.4</b>	0.4	—	<b>1.6</b>	1.6	—	<b>3.4</b>	3.4	—
<b>Operating Profit</b>	<b>3.4</b>	3.4	—	<b>3.8</b>	3.8	—	<b>4.3</b>	4.3	—	<b>3.6</b>	3.6	—	<b>15.1</b>	15.1	—
Japan Subtotal	<b>3.4</b>	3.4	—	<b>3.5</b>	3.5	—	<b>4.3</b>	4.3	—	<b>2.3</b>	2.3	—	<b>13.5</b>	13.5	—
Logistics Network	<b>1.5</b>	1.3	0.2	<b>1.6</b>	1.4	0.2	<b>1.9</b>	1.7	0.2	<b>1.0</b>	0.9	0.1	<b>6.1</b>	5.4	0.7
Regional Storage	<b>1.8</b>	2.0	-0.2	<b>1.9</b>	2.1	-0.2	<b>2.4</b>	2.6	-0.2	<b>1.3</b>	1.4	-0.1	<b>7.4</b>	8.1	-0.7
Overseas	<b>0.4</b>	0.4	—	<b>0.5</b>	0.5	—	<b>0.3</b>	0.3	—	<b>1.2</b>	1.2	—	<b>2.4</b>	2.4	—
Other/Intersegment	<b>-0.3</b>	-0.3	—	<b>-0.3</b>	-0.3	—	<b>-0.3</b>	-0.3	—	<b>0.1</b>	0.1	—	<b>-0.8</b>	-0.8	—

- **Notice of product price revisions**  
[https://www.nichireifoods.co.jp/news/2023/info\\_id38049/](https://www.nichireifoods.co.jp/news/2023/info_id38049/) (Japanese only)
- **Notice of start of operations at the Kyokurei Kobe Rokko Distribution Center**  
<https://www.nichirei-logi.co.jp/news/2023/20240112.html> (Japanese only)
- **Notice regarding the reorganization of the European subsidiaries**  
<https://www.nichirei-logi.co.jp/english/news/2023/20240112.html>
- **Information on the President's investor meeting (FY24/3 second half) and Kobe Rokko Distribution Center tour is available on the IR website**  
<https://www.nichirei.co.jp/english/ir/library/event.html>



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.

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