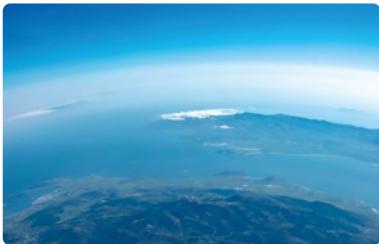


Editing Policy and Key Points of This Report/Contents

Editing Policy and Key Points of This Report

Integrated Report 2024 was created as a tool that facilitates meaningful dialogue with stakeholders, including shareholders and investors, by clearly communicating both financial and non-financial information along with our management strategies. We particularly focus on explaining three key points: how non-financial initiatives enhance corporate value, the overseas business as a core element of our growth strategy, and intangible assets as a source of growth.

Point 1 The Nichirei Group is working to realize its long-term management goals toward 2030 by addressing **five material matters (materiality)**. We believe that advancing measures to do so will contribute to profitability improvement, reduction of capital costs, and growth expectations, and we explain how these improvements are **tied to the enhancement of corporate value**.



Point 2 We explain **the expansion of our overseas business**, a core element of the Nichirei Group’s growth strategy, from various perspectives. For example, on pages 26 to 29 (Overseas Strategy), we summarize how each overseas operating company is developing and implementing its growth strategies, and on pages 40 to 47 (Human Resources Strategy), we cover our efforts for securing and developing globally capable human resources.



Point 3 Enhancing the value of **intangible assets**, which are a source of growth, is essential for sustainable enhancement of corporate value. This report focuses on human resources strategy, intellectual capital, and digital transformation (DX) strategy.



Reporting Companies

Nichirei Corporation and its consolidated subsidiaries in Japan and overseas (As of March 31, 2024)

Reporting Period

April 1, 2023 to March 31, 2024 (Some information from before and after this period is included.)

Referenced Guidelines

- GRI Standards
- IFRS Foundation (formerly VRF) International Integrated Reporting Framework
- Task Force on Climate-related Financial Disclosures (TCFD)
- METI Guidance for Collaborative Value Creation 2.0
- Cabinet Office Intellectual Property & Intangible Assets Governance Guidelines



Issue Date November 2024

Note on Forward-looking Statements

Statements in this report pertaining to the future, such as forecasts of business performance, are rational judgments based on currently available information and contain a degree of uncertainty. Actual business performance may differ due to a variety of factors.

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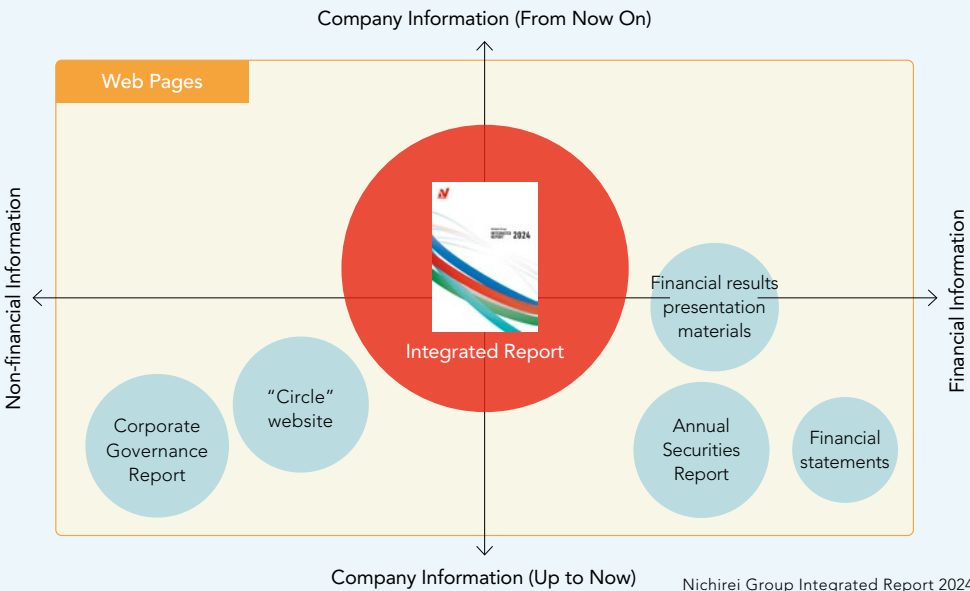
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Overview of Nichirei Communication

- Web Pages
 - IR and investor information <https://www.nichirei.co.jp/english/ir>
 - ESG investor information <https://nichirei.disclosure.site/en>
 - Sustainability <https://www.nichirei.co.jp/english/sustainability>
 - “Circle” website (Japanese only) <https://circle.nichirei.co.jp/>



Notes: 1. Amounts and percentages are rounded to the nearest whole unit.
2. We have omitted trademark (™) and registered trademark (®) symbols where applicable.
3. The term “FY” preceding a year means the twelve-month period ended March 31 of that year. For example, “FY2024” refers to the twelve-month period ended March 31, 2024.