

Earnings Results for FY24/3 Presentation Material

May 14, 2024
Nichirei Corporation

- **FY24/3 Results (Page 2–8)**
- **FY25/3 Plan (Page 9–21)**
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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 Results

Consolidated Group Results

Creating Savory Moments



- Net sales rose 3% from the previous fiscal year on steady growth in the mainstay Processed Foods and Logistics businesses
- Operating profit increased 12% year on year to a record high of ¥36.9 billion, due mainly to earnings improvement in the mainstay businesses, and strong performance in the Bioscience Business
- EPS increased 25 yen from the previous fiscal year to 192 yen, four yen higher than plan, on a rise in profit

(Billion yen)

	FY24/3					
	Results	YoY		Compared to Previous Plan		Operating Profit/Net Sales
		Variance	% Change	Plan	Variance	
Net Sales	680.1	17.9	3%	675.0	5.1	5.4%
Overseas Sales	145.0	11.7	9%	146.0	-1.0	
Operating Profit	36.9	4.0	12%	36.5	0.4	
Ordinary Profit	38.3	4.8	14%	37.5	0.8	
Profit attributable to owners of parent	24.5	2.9	14%	24.0	0.5	
EPS	191.80 yen	24.66 yen	15%	187.93 yen	3.87 yen	
EBITDA	61.1	6.0	11%	59.8	1.3	
ROIC	7.5%	0.6 pp		6.7%	0.8 pp	
ROE	10.3%	0.4		10% or higher		

Exchange Rates

	FY 24/3
USD/JPY	140.55
EUR/JPY	151.98
THB/JPY	4.04

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

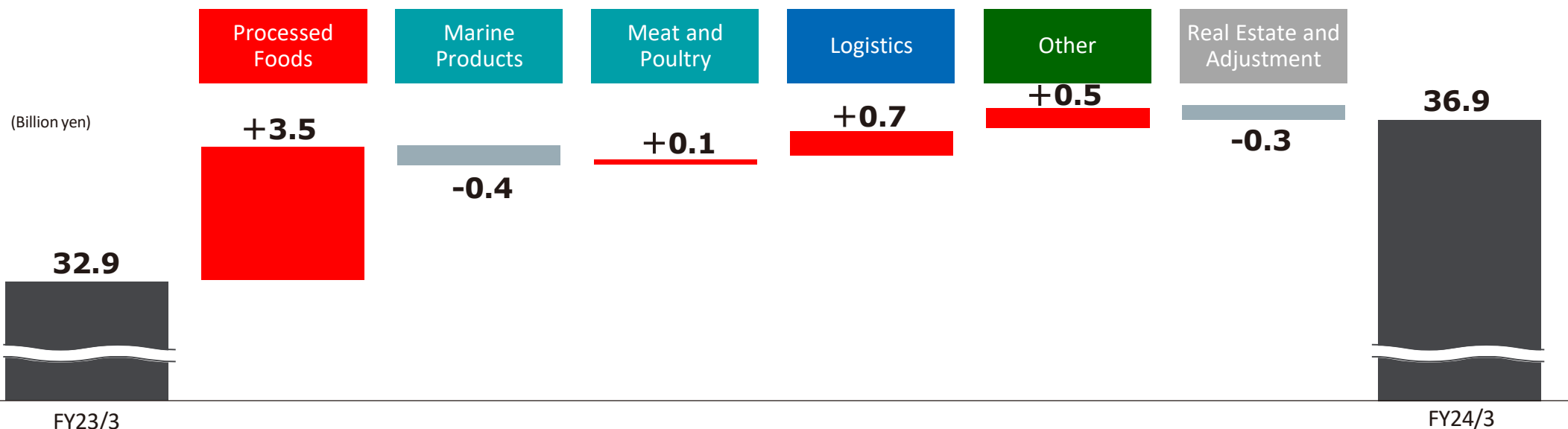
Consolidated Group Results by Segment

(Billion yen)

	Q4				FY24/3 Full Year					
	Results	YoY		Operating Profit/Net Sales	Results	YoY		Compared to Previous Plan		Operating Profit/Net Sales
		Variance	% Change			Variance	% Change	Plan	Variance	
Processed Foods	71.8	2.8	4%		290.9	15.2	6%	292.0	-1.1	
Marine Products	12.9	-1.4	-10%		61.6	-7.4	-11%	58.0	3.6	
Meat and Poultry	18.8	-1.4	-7%		81.8	-3.9	-5%	79.0	2.8	
Logistics	64.3	4.0	7%		257.4	13.1	5%	257.0	0.4	
Real Estate	1.1	-0.0	-2%		4.5	-0.1	-1%	4.5	-0.0	
Other	2.2	0.5	33%		6.8	0.7	11%	6.6	0.2	
Adjustment	-5.4	-0.0	—		-22.8	0.3	—	-22.1	-0.7	
Net Sales	165.7	4.6	3%		680.1	17.9	3%	675.0	5.1	
Processed Foods	4.1	0.6	17%	5.7%	17.4	3.5	25%	16.8	0.6	6.0%
Marine Products	0.0	-0.0	-45%	0.2%	0.6	-0.4	-38%	0.7	-0.1	1.0%
Meat and Poultry	0.1	0.1	336%	0.8%	1.0	0.1	9%	1.0	0.0	1.3%
Logistics	2.3	-1.3	-36%	3.6%	15.8	0.7	5%	16.2	-0.4	6.2%
Real Estate	0.4	-0.0	-0%	37.7%	1.7	-0.1	-8%	1.7	-0.0	37.2%
Other	0.5	0.3	164%	23.2%	1.3	0.5	55%	1.0	0.3	19.0%
Adjustment	-0.4	-0.2	—	—	-0.9	-0.2	—	-0.9	-0.0	—
Operating Profit	7.1	-0.5	-7%	4.3%	36.9	4.0	12%	36.5	0.4	5.4%

Factors for Increase/Decrease in Operating Profit

Creating Savory Moments



Processed Foods

Increase of ¥3.5 billion on the boost from price revisions implemented in the previous fiscal year, and continuation of measures focused on profitability.

Marine Products

Decrease of ¥0.4 billion, due mainly to a slowdown in profitability of fish roe.

Logistics

Increase of ¥0.7 billion from stabilization of energy costs overseas, and greater operational efficiency in Japan and overseas.

Other

Increase of ¥0.5 billion, on expanded sales in the Bioscience business for simultaneous COVID-influenza antigen test kits.

Real Estate and Adjustment

Increase in strategic expenditures for DX and sustainability measures.

Processed Foods Business

- Operating profit, despite the continued impact of cost increases, reached a record high on the effects of price revisions implemented in the previous fiscal year, and improved profitability in commercial-use items

(Billion yen)

		Q4				FY24/3 Full Year					
		Results	YoY		Operating Profit/Net Sales	Results	YoY		Compared to Previous Plan		Operating Profit/Net Sales
			Variance	% Change			Variance	% Change	Plan	Variance	
Processed Food Business	Net Sales	71.8	2.8	4%		290.9	15.2	6%	292.0	-1.1	
	Household-use Prepared Foods	22.3	0.8	4%		87.4	6.1	7%	88.5	-1.1	
	Commercial-use Prepared Foods	25.0	1.9	8%		102.7	2.6	3%	102.4	0.3	
	Processed Agricultural Products	5.5	0.3	6%		23.7	3.2	16%	23.9	-0.2	
	Overseas	16.1	-0.2	-1%		61.9	3.0	5%	62.0	-0.1	
	Other	2.9	-0.1	-3%		15.1	0.2	1%	15.2	-0.1	
	Operating Profit	4.1	0.6	17%	5.7%	17.4	3.5	25%	16.8	0.6	6.0%

Net Sales

Household-use Prepared Foods

- Revenue up 7% year on year (Unit price +7%, volume flat)
- Revenue rose on expanded sales for rice products and other mainstay items, and increased sales of personal use (single serving) items

Commercial-use Prepared Foods

- Revenue up 3% year on year (Unit price +7%, volume -4%)
- Revenue rose on sustained measures emphasizing profitability, and expanded sales of processed chicken products to major users

Overseas

- InnovAsian Cuisine (U.S.): While sales on a local currency basis were down on the impact from sluggish consumption due to inflation, year-on-year revenue increased as a result of foreign exchange translation due to the depreciation of the yen
- GFPT Nichirei (Thailand): Revenue rose on expanded sales to China

Operating Profit

- Despite higher costs for food material and the depreciation of the yen, earnings increased 25% year on year from the continued boost from price revisions, and recovery in sales volume

- Operating profit increased 5% year on year on steadily capturing storage and transport demand both in Japan and overseas, along with efforts to enhance operational efficiency

(Billion yen)

		Q4				FY24/3 Full Year					
		Results	YoY		Operating Profit/Net Sales	Results	YoY		Compared to Previous Plan		Operating Profit/Net Sales
			Variance	% Change			Variance	% Change	Plan	Variance	
Logistics Business	Net Sales	64.3	4.0	7%		257.4	13.1	5%	257.0	0.4	
	Japan Subtotal	43.0	1.2	3%		182.4	5.3	3%	182.0	0.4	
	Logistics Network	28.4	1.0	4%		118.6	4.1	4%	118.0	0.6	
	Regional Storage	14.6	0.1	1%		63.8	1.2	2%	64.0	-0.2	
	Overseas	18.9	2.0	12%		71.1	7.4	12%	72.0	-0.9	
	Other/Intersegment	2.4	0.9	55%		3.8	0.4	13%	3.0	0.8	
	Operating Profit	2.3	-1.3	-36%	3.6%	15.8	0.7	5%	16.2	-0.4	6.2%
	Japan Subtotal	1.7	-0.6	-25%	4.0%	13.9	0.4	3%	13.9	0.0	7.6%
	Logistics Network	0.9	-0.1	-14%	3.1%	6.5	0.4	6%	6.4	0.1	5.5%
	Regional Storage	0.9	-0.4	-34%	5.9%	7.4	0.0	0%	7.5	-0.1	11.7%
	Overseas	1.1	-0.1	-10%	5.7%	3.6	1.1	48%	3.4	0.2	5.0%
	Other/Intersegment	-0.5	-0.6	—	—	-1.6	-0.9	—	-1.1	-0.5	—

* 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). Please see page 38.

(Japan)

Net Sales

Logistics Network

Sales increased 4% year on year on growth in the retail (TC) business, including the startup of new facilities, along with expansion of the third-party logistics (3PL) business.

Regional Storage

Revenue increased 2% on high inventory levels during the first half, mainly in major metropolitan areas

Operating Profit

Earnings rose 3% year on year from revenue growth and improved operational efficiency, along with reduction in the impact of energy costs from receipts of electricity and fuel surcharges.

(Overseas)

Net Sales

Revenue increased 12% year on year on expanded cargo collection in European port areas, growth in customs clearance and cross-border transport, and the impact of currency translation due to the depreciation of the yen.

Operating Profit

Earnings rose 48% on expanded cargo collections, stabilization of energy costs, and the continued effects of fee revisions in Europe.

Marine Products, Meat and Poultry Business

- **Marine Products:** Despite measures to offset higher costs, earnings declined on sluggish profitability for fish roe
- **Meat and Poultry:** Earnings rose as price revisions offset the impact from rising costs

(Billion yen)

		Q4				FY24/3 Full Year					
		Results	YoY		Operating Profit/Net Sales	Results	YoY		Compared to Previous Plan		Operating Profit/Net Sales
			Variance	% Change			Variance	% Change	Variance	% Change	
Marine Products	Net Sales	12.9	-1.4	-10%		61.6	-7.4	-11%	58.0	3.6	
	Operating Profit	0.0	-0.0	-45%	0.2%	0.6	-0.4	-38%	0.7	-0.1	1.0%
Meat and Poultry	Net Sales	18.8	-1.4	-7%		81.8	-3.9	-5%	79.0	2.8	
	Operating Profit	0.1	0.1	336%	0.8%	1.0	0.1	9%	1.0	0.0	1.3%

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, along with revisions to selling prices in response to rising procurement costs, earnings were down 38% year on year on sluggish profitability for fish roe.

Meat and Poultry

Net Sales

Sales decreased 5% year on year as sales volume decreased, mainly to volume retailers, due to the impact of price revisions.

Operating Profit

Earning increased 9% on adjustments to sales prices, and revision of procurement methods for imported frozen products.

FY25/3 Plan

Consolidated Group Forecast

- **Net sales:** Sales in the Marine Products and Meat and Poultry businesses are expected to decline due to structural reforms, but growth in mainstay businesses will secure overall revenue gains
- **Operating profit:** Forecast increase of 6% YoY on earnings improvement in core businesses
- **EPS to increase 2 yen from the previous fiscal year to 194 yen**

(Billion yen)

	FY25/3 Full Year					Operating Profit/Net Sales
	Plan	YoY		Compared to Initial Plan		
		Variance	% Change	Plan	Variance	
Net Sales	690.0	9.9	1%	660.0	30.0	
(Overseas)	162.0	17.0	12%	130.0	32.0	
Operating Profit	39.0	2.1	6%	37.0	2.0	5.7%
Ordinary Profit	39.7	1.4	4%	37.8	1.9	
Profit attributable to owners of parent	24.8	0.3	1%	24.5	0.3	
EPS	194.17 yen	2.37 yen	1%	190 yen or more		
EBITDA	64.7	3.6	6%	65.0	-0.3	
ROIC	7.5%	0.0%		7% or higher		
ROE	10% or higher			10% or higher		

Exchange Rates Forecast

	FY 25/3
USD/JPY	148.00
EUR/JPY	160.00
THB/JPY	4.00

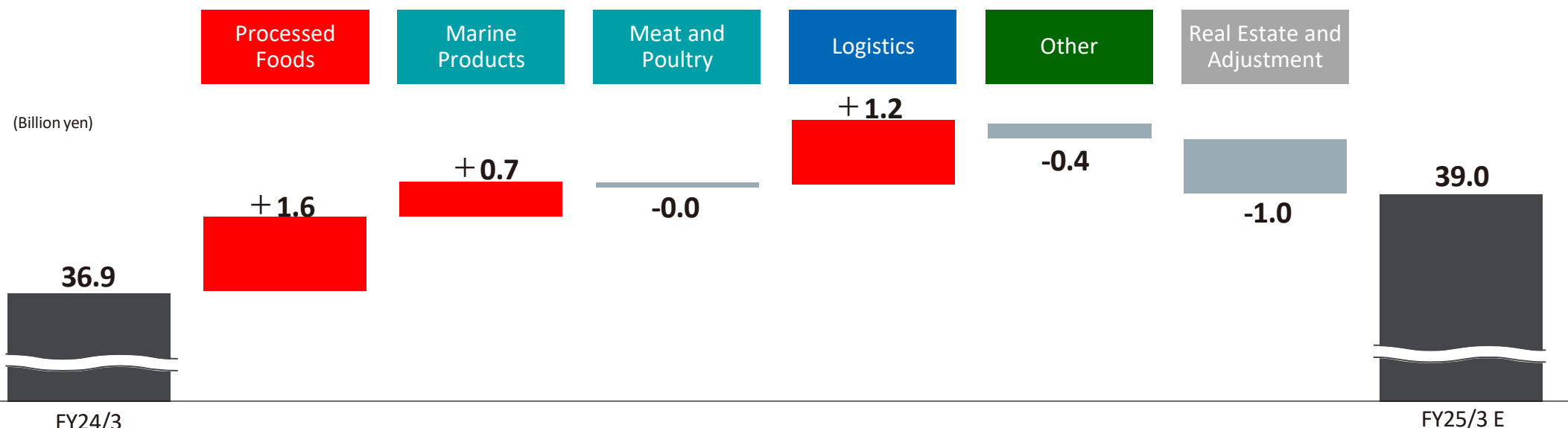
Consolidated Group Forecast by Segment

(Billion yen)

		FY25/3 Full Year					Operating Profit/Net Sales
		Plan	YoY		Compared to Initial Plan		
			Variance	% Change	Plan	Variance	
	Processed Foods	310.0	19.1	7%	275.0	35.0	
	Marine Products	50.0	-11.6	-19%	44.0	6.0	
	Meat and Poultry	68.0	-13.8	-17%	95.0	-27.0	
	Logistics	274.0	16.6	6%	260.0	14.0	
	Real Estate	4.6	0.1	3%	4.8	-0.2	
	Other	6.4	-0.4	-6%	6.7	-0.3	
	Adjustment	-23.0	-0.2	—	-25.5	2.5	
Net Sales		690.0	9.9	1%	660.0	30.0	
	Processed Foods	19.0	1.6	9%	18.4	0.6	6.1%
	Marine Products	1.3	0.7	120%	1.0	0.3	2.6%
	Meat and Poultry	1.0	-0.0	-4%	2.0	-1.0	1.5%
	Logistics	17.0	1.2	7%	16.2	0.8	6.2%
	Real Estate	1.9	0.2	15%	2.2	-0.3	41.3%
	Other	0.9	-0.4	-30%	0.5	0.4	14.1%
	Adjustment	-2.1	-1.2	—	-3.3	1.2	—
Operating Profit		39.0	2.1	6%	37.0	2.0	5.7%

Factors for Increase/Decrease in Operating Profit Forecast

Creating Savory Moments



Processed Foods

Increase of ¥1.6 billion, with rise in procurement cost due to depreciation of the yen to be offset by revenue increase from greater sales volume.

Marine Products

Increase of ¥0.7 billion on improvement in profitability of fish roe, and expanded handling of high-margin and MSC/ASC certified products.

Logistics

Increase of ¥1.2 billion from steady performance in overseas business, and the effects of measures focused on setting appropriate fees in Japan.

Other

Decrease of ¥0.4 billion from rebound decline in the Bioscience Business following expanded sales of simultaneous COVID-influenza antigen test kits in the previous fiscal year.

Real Estate and Adjustment

Increase in strategic expenditures related to DX and sustainability.

Basic Strategy

(Billion yen)

		FY25/3 Full Year			
		Plan	YoY		Operating Profit/Net Sales
			Variance	% Change	
Processed Foods	Net Sales	310.0	19.1	7%	
	Household-use Prepared Foods	92.4	5.0	6%	
	Commercial-use Prepared Foods	112.0	9.3	9%	
	Processed Agricultural Products	23.9	0.2	1%	
	Overseas	67.0	5.1	8%	
	Other	14.7	-0.4	-3%	
	Operating Profit	19.0	1.6	9%	6.1%

Expansion in strategic categories

- Further growth in strategic categories where Nichirei has an advantage, such as rice products and chicken¹
- Maximize operations at expanded production facilities, and maintain a stable supply structure¹

Market creation from new added value

- Expanded lineup of personal use (single serving) items and broadening of sales channels¹
- Utilization of proprietary technologies to develop and launch products that provide health benefits

Earnings growth for overseas business

- U.S.—Expand business scale through growth in mainstay categories and development of new brands²
- Brazil—Strengthen sales of clean label Acerola Powder

Notes: 1. Please see the page 14 for details.

2. Please see the page 15 for details.

Processed Foods Business (Japan)

Expansion in strategic categories

Rice products

- Household-use: Expand handling of products through continuous promotions, and the development of products that will become the next mainstay items, such as *W (Double) Kimchi Fried Rice*®
- Commercial-use: Develop products tailored for each business type, such as items that can be freely arranged with various toppings, and kit-type products with a combination of ingredients
- Maximizing production and sales earnings through full operation of the Fukuoka rice products facility



Processed chicken products

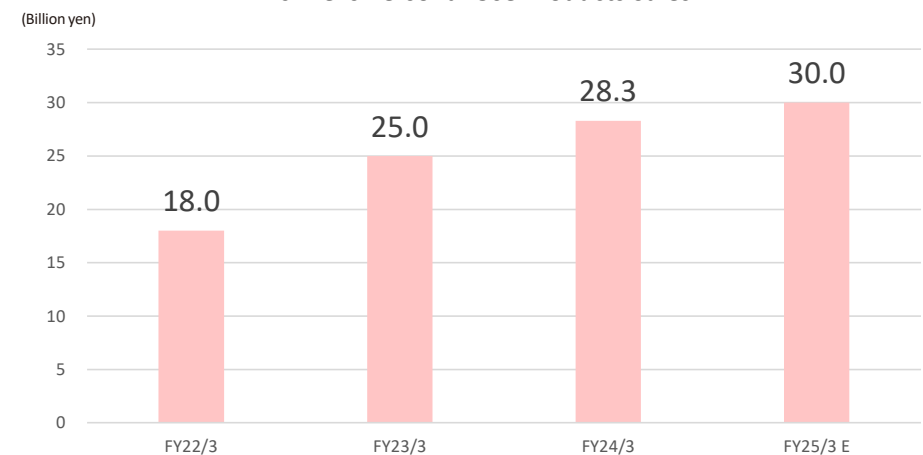
- Continue sales measures that emphasize profitability, and expand sales of high value-added products, such as reproduction of items that require special preparation techniques or that are difficult to make by hand
- Launch new products for major users, and expand sales of existing products

Market creation from new added value

Personal use (single serving)

- For single-serve noodle and single-plate items, expand the product lineup mainly for household use, while also responding to commercial-use demand, such as for elderly and health care facilities, and the HMR market
- For Imagawayaki cakes, which is a highly seasonal item, expand earnings by implementing measures to stimulate demand in the summer, and ensure stable supply in expectation of increased demand in the winter
- Sales of personal use items in FY25/3 are expected to be in line with plan at ¥30 billion

Nichirei's Personal Use Products Sales



Processed Foods Business (Overseas)

Earnings growth for overseas business

U.S.

InnovAsian Cuisine

- Expand sales of mainstay chicken and rice products, and strengthen the development and sales of appetizers
- Newly develop and nurture Latin American brands, and expand the business scale overall together with existing Asian brands

Nichirei Sacramento Foods

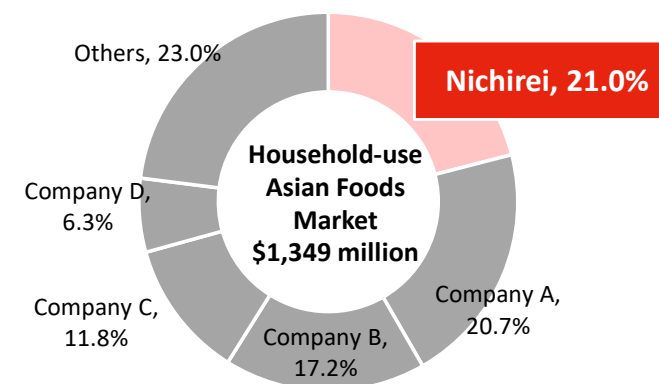
- Start production of Latin American brand products in addition to Asian products to ensure a stable supply and improve the operating rate
- Maximize production and sales earnings by optimizing operations to improve productivity, and strengthening cooperation with InnovAsian Cuisine

U.S. Subsidiaries Net Sales and Operating Profit

		FY21/3	FY22/3	FY23/3	FY24/3	FY25/3		
		Results	Results	Results	Results	Plan	YoY	
							Variance	% Change
Net Sales	Reporting currency (JPY bn)	16.6	21.9	32.6	33.4	38.4	5.0	15%
	Local currency (USD mn)	155	199	248	238	259	22	9%
Operating Profit	Reporting currency (JPY bn)	1.4	1.4	1.8	2.3	2.4	0.1	6%
	Local currency (USD mn)	13.3	12.8	13.4	16.0	16.0	-0.1	-1%
Operating Profit/Net Sales (Reporting currency)		8.6%	6.4%	5.5%	6.7%	6.3%		
Exchange Rate (USD/JPY, yen)		106.83	109.80	131.45	140.55	148.00		

Note: Results through FY24/3 are for the sales company InnovAsian Cuisine alone. Figures from FY25/3 are a combined result that includes the production company Nichirei Sacramento Foods.

- Nichirei had the top market share in 2023 at 21%
- Nichirei's net sales in FY24/3 (local currency basis), CAGR of 15% compared to FY21/3



Source: Calculated from Nielsen data on household-use Asian food brands (national brands only). Period: January–December 2023.

Factors for Increase/Decrease in Operating Profit

(Billion yen)

	FY24/3				FY25/3
	Q3 Results (Cumulative)	Q4	Full-year Results	Compared to Previous Full- year Plan	Plan
FY23/3 Operating Profit	10.4	3.5	14.0	—	17.4
Factors for increase	10.0	1.8	11.8	—	7.6
Increased revenue*	-0.6	1.0	0.4	—	3.1
Impact of selling price adjustments	11.9	1.0	12.9	—	2.0
Impact of results at overseas affiliated companies	-0.5	0.4	-0.1	—	1.2
Improved productivity	0.2	0.3	0.5	—	0.7
Increase in depreciation expense	-1.1	-0.3	-1.4	0.2	0.2
Other	0.1	-0.6	-0.5	—	0.4
Factors for decrease	-7.1	-1.3	-8.4	—	-6.0
Increase in raw material and purchasing costs due to yen depreciation	-2.8	-0.9	-3.7	—	-3.8
Increase/decrease in food material and procurement cost	-3.9	-0.4	-4.3	0.4	-1.0
Increase/decrease in logistics costs	-0.1	0.0	-0.1	—	-0.9
Increase/decrease in power and fuel costs	-0.3	0.0	-0.3	—	-0.3
FY24/3 Operating Profit	13.3	4.1	17.4	0.6	19.0

* Includes effects from implementation of measures emphasizing profitability.

Main Measures

- Increased revenue
Effect of sales measures focused on sales volume growth and profitability
- Impact of results at overseas affiliated companies
GFPT Nichirei (Thailand)'s expanded production of value-added products for Japan, and improved profitability in the Acerola business (Brazil)
- Increase in raw material and purchasing costs due to yen depreciation
Reflecting the impact of foreign exchange contracts
- Increase/decrease in food material and procurement cost
Mainly reflecting the impact of higher procurement prices for rice
- Increase/decrease in logistics costs
Increase in logistics costs from regulatory changes in 2024 regarding truck drivers

Basic Strategy

(Billion yen)

		FY25/3 Full Year			
		Plan	YoY		Operating Profit/Net Sales
			Variance	% Change	
Logistics Business	Net Sales	274.0	16.6	6%	
	Japan Subtotal	187.8	5.4	3%	
	Logistics Network	122.2	3.6	3%	
	Regional Storage	65.6	1.8	3%	
	Overseas	82.0	10.9	15%	
	Other/Intersegment	4.2	0.4	10%	
	Operating Profit	17.0	1.2	7%	6.2%
	Japan Subtotal	14.3	0.4	3%	7.6%
	Logistics Network	6.7	0.2	3%	5.5%
	Regional Storage	7.6	0.2	2%	11.6%
	Overseas	4.2	0.6	18%	5.1%
	Other/Intersegment	△1.5	0.1	—	—

Japan—Establish a business foundation for the next era in logistics

- Enhance solutions to address the regulatory changes in 2024 and labor shortage¹
 - Increase the volume of goods handled using Next-generation Transportation and Delivery System (SULS)
 - Expand the logistics platform for frozen foods
- Business expansion from startup of the Kobe Rokko DC

Measures for sustainable growth

- Development of technological infrastructure (operational innovation, enhanced engineering)¹
- Transition to natural refrigerants and other environmental measures

Overseas—Achieve growth in both revenue and earnings

- Europe: Expand range of one-stop services combining customs clearance, storage, and transport²
- Asia: Continue infrastructure development in the ASEAN region and expand the scale of sales²

Notes: 1. Please see the page 18 for details.

2. Please see the page 19 for details.

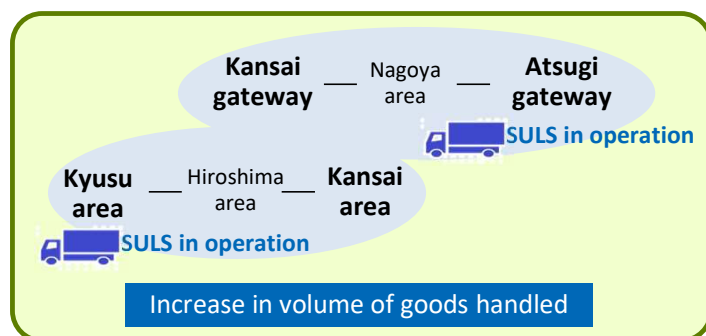
Japan—Establish a business foundation for the next era in logistics

- Increase the volume of goods handled through the SULLS next-generation transportation and delivery system for trunk line transportation, and expand the implementation area
- Increase share of goods handled by expanding the frozen food logistics platform in the Kansai and Kanto regions, using internal and external assets
- Set appropriate fees for both cargo handling and transport in response to regulatory changes and rising costs

SULLS Implementation Status

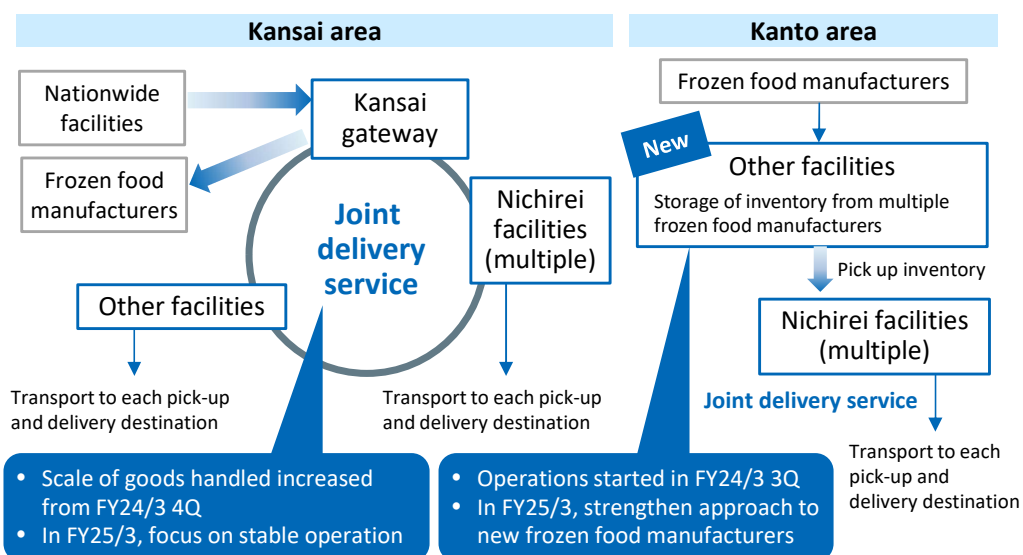
Strengthening

- Introduction of an additional 15 detachable trailers (Total of around 50 vehicles in FY25/3)
- Strengthen sales proposals combining storage and transport



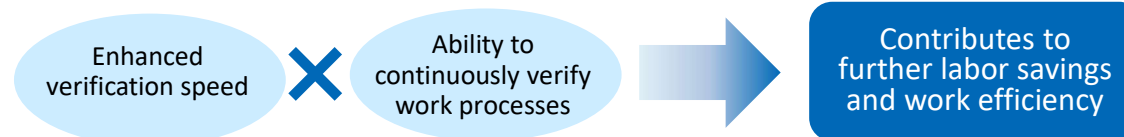
* GW (Gateway): A base facility with a storage function that connects trunk line transport and intra-area delivery. Enables high-frequency trunk line transport.

Expansion of Frozen Food Distribution Platform



Measures for sustainable growth

- By the end of FY25/3, establish an R&D Center to verifying cutting-edge technologies such as robots and automated conveyors, and measure their effectiveness



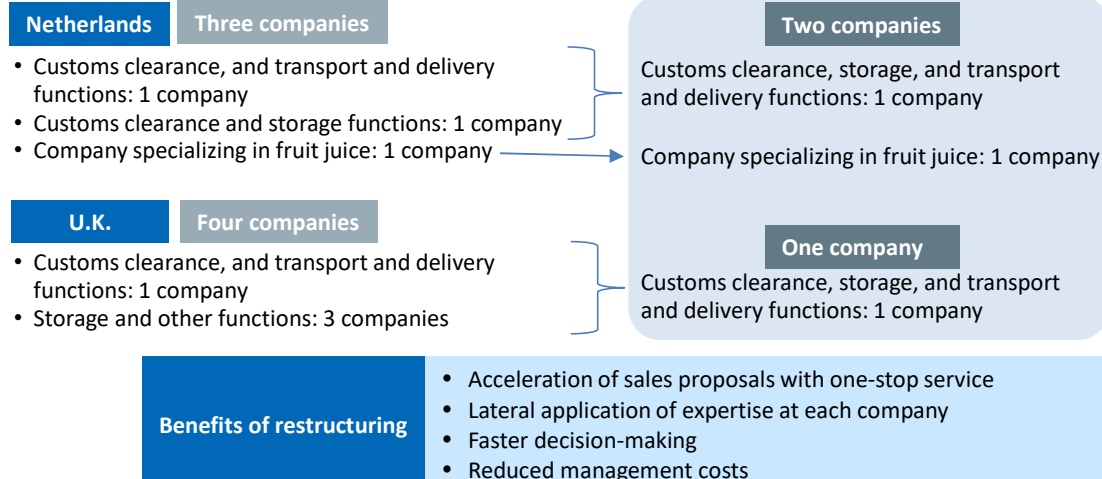
Logistics Business (Overseas)

Overseas—Achieve growth in both revenue and earnings

Europe

- Implement organizational restructuring in the Netherlands and the U.K. to accelerate expansion of one-stop services
 - Restructuring to expand provision of services that integrate customs clearance, storage, transportation, and delivery
 - Continued growth of cross-border transport operations from Germany to the U.K. and other countries
- Establish and expand facilities in Poland to strengthen business to mass retailers

Overview of the restructuring in Europe implemented in Jan. 2024



Asia

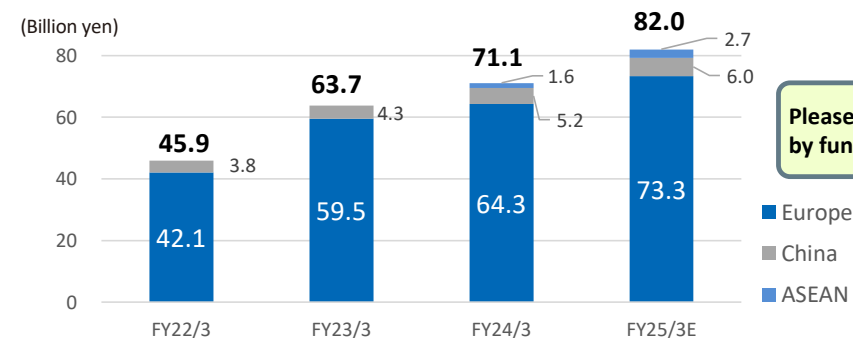
- Continue to focus on infrastructure development and sales expansion within ASEAN countries
 - Full-year earnings effects realized in Thailand and Malaysia
 - New facility in Vietnam to start operations in July 2024



Overview of the new facility in Vietnam

- Capacity of 20,000 pallets (Comparable to capacity of main facilities in Japan)
- Located near the center of Ho Chi Minh City
- Frozen, chilled, and ambient temperature storage
- Additional service for quick freezing also possible

Overseas Sales



Please see p. 37 for sales by function in Europe

Factors for Increase/Decrease in Operating Profit

(Billion yen)

	FY24/3				FY25/3
	Q3 Results (Cumulative)	Q4	Full-year Results	Compared to Previous Full-year Plan	Plan
FY23/3 Operating Profit	11.5	3.6	15.1	—	15.8
Factors for increase	2.8	-0.5	2.3	—	2.1
Effect on results from increase in cargo collection costs (including TC)	0.3	0.0	0.3	-0.1	0.3
Operational improvements (storage)	0.2	0.1	0.3	—	0.1
Operational improvements (transport)	0.2	0.2	0.4	—	0.1
Work fee pricing revisions	1.0	0.0	1.0	—	0.9
Effect on overseas business	1.3	-0.1	1.1	0.1	0.6
Other	-0.2	-0.6	-0.8	-0.5	0.1
Factors for decrease	-0.8	-0.8	-1.6	—	-0.9
Increase/decrease in energy costs	-0.2	0.1	-0.1	—	-0.3
Increase in work outsourcing costs (including vehicle hiring and operation in warehouses)	-0.4	-0.5	-0.9	—	-0.6
Startup costs for new locations in Japan	-0.2	-0.4	-0.6	0.1	—
FY24/3 Operating Profit	13.5	2.3	15.8	-0.4	17.0

Main Measures

- Effect on results from increase in cargo collection costs
Despite the anticipated impact from a slowdown in cargo movement and a decline in inventory levels, the Company will capture demand, including that stemming from regulatory changes in 2024
- Work fee pricing revisions
Energy and outsourcing costs are expected to continue to rise, but the Company will mitigate the impact of high costs by setting appropriate fees
- Overseas
Cargo pickups in European port areas and cross-border transportation are expected to continue to grow, but the Company is anticipating lower earnings growth due to the increase in costs associated with the startup of the new facility in Vietnam
- Other
The Company invested in operational efficiency in the previous fiscal year, and in the current fiscal year plans to make investments for sustainable growth, including establishment of an R&D center and branding advertising

Marine Products, Meat and Poultry Business

Creating Savory Moments



- **Marine Products:** Forecast revenue decline of 19% year on year from scaling back of low-margin items, but operating profit gain of ¥0.7 billion from increased handling of high-margin and MSC/ASC certified products
- **Meat and Poultry:** Forecast revenue decline of 17% year on year from selection and concentration for categories of products handled, but operating profit on a par with the previous fiscal year from expanded sales of processed and differentiated products

(Billion yen)

		FY25/3 Full Year			
		Plan	YoY		Operating Profit/Net Sales
			Variance	% Change	
Marine Products	Net Sales	50.0	-11.6	-19%	
	Operating Profit	1.3	0.7	120%	2.6%
Meat and Poultry	Net Sales	68.0	-13.8	-17%	
	Operating Profit	1.0	-0.0	-4%	1.5%

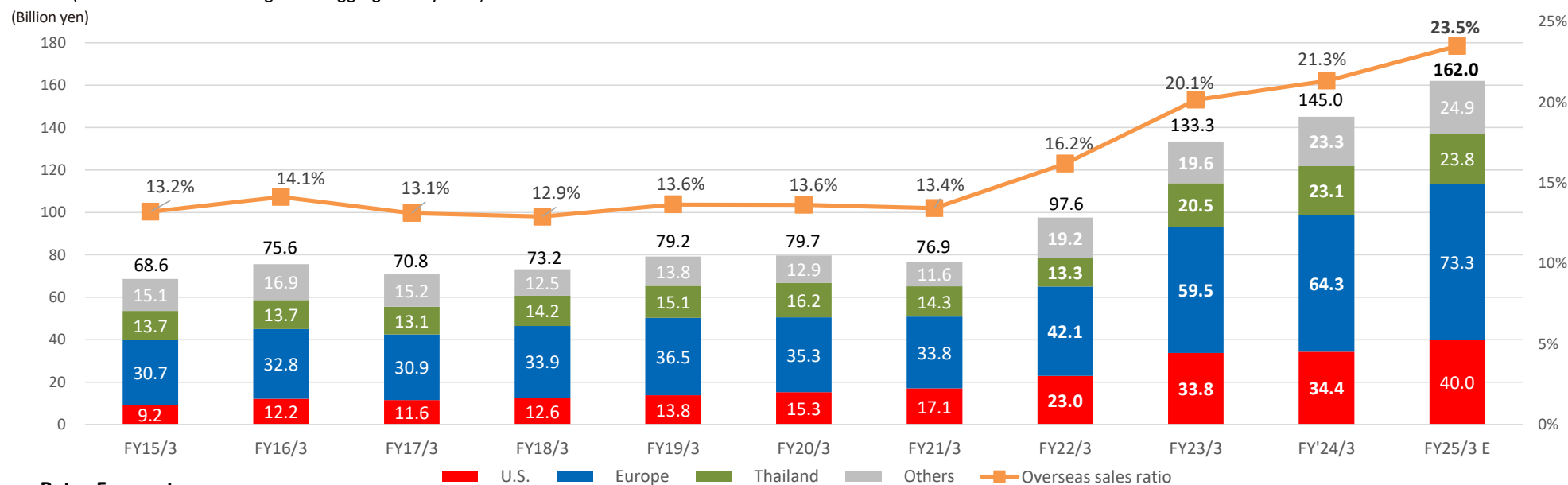
Medium-term Business Plan: Progress and Forecast

Overseas Sales

- Compound annual growth rate (CAGR) for overseas sales over the last 10 years of 10%
- Nichirei Group's overseas growth continues to be driven by the processed food business in North America, and the temperature-controlled logistics business in Europe

Nichirei Group's Overseas Sales

(Overseas sales for all segments aggregated by area)



Exchange Rates Forecast

	FY15/3	FY16/3	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3 E
USD/JPY	105.86	121.05	108.87	112.19	110.44	109.06	106.83	109.80	131.45	140.55	148.00
EUR/JPY	140.43	134.32	120.36	126.66	130.42	122.08	121.82	129.88	138.05	151.98	160.00

* Actual exchange rate figures are the average for the January-December period.

Business Portfolio Management Using Return on Invested Capital (ROIC)

- By improving profitability in our mainstay businesses, the Company expects to achieve its initial medium-term targets of ROIC of 7% or higher, and ROE of 10% or higher

Group total	FY23/3 Results	FY24/3 Results	FY25/3 Plan	Initial Plan		Simple ROIC*				Future Measures to Enhance ROIC
						FY23/3 Results	FY24/3 Results	FY25/3 Plan	Initial Plan	
ROE	9.9%	10.3%	10% or higher	10% or higher	Processed Foods	8.5%	10.8%	11.4%	12% or higher	<ul style="list-style-type: none"> Improve profitability (Price revisions, strengthen sales in strategic categories and for new value-added products)
ROIC	6.9%	7.5%	7.5%	7% or higher	Logistics	7.7%	7.2%	7.5%	7% or higher	<ul style="list-style-type: none"> Systematic capital investment and realization of tangible investment result Expansion of light-asset business, including 3PL, transportation and delivery
NOPAT*	¥23.4 billion	¥26.5 billion	¥27.1 billion		Marine Products	3.5%	2.9%	7.5%	6% or higher	<ul style="list-style-type: none"> Reduction in handling volume for low-profitability categories Strengthen overseas sales
Capital Employed	¥339.1 billion	¥351.4 billion	¥360.0 billion		Meat and Poultry	13.8%	12.4%	16.8%	25% or higher	<ul style="list-style-type: none"> Improved profitability from strengthened processing and product development function Expand sales of differentiated products
NOPAT Ratio	3.5%	3.9%	3.9%		Bioscience	8.9%	12.5%	9.2%	5% or higher	<ul style="list-style-type: none"> Concentrate resources in growing field of molecular diagnostic agents Stable growth for immunochromatographic diagnostic agents
Capital Employed Turnover	2.0 times	1.9 times	1.9 times							

* Net Operating Profit After Tax (NOPAT) = Profit before income taxes excluding interest expense and share of profit/loss of entities accounted for using equity method x [1 - Effective tax rate] + Share of profit/loss of entities accounted for using equity method

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

Return on Invested Capital (ROIC)

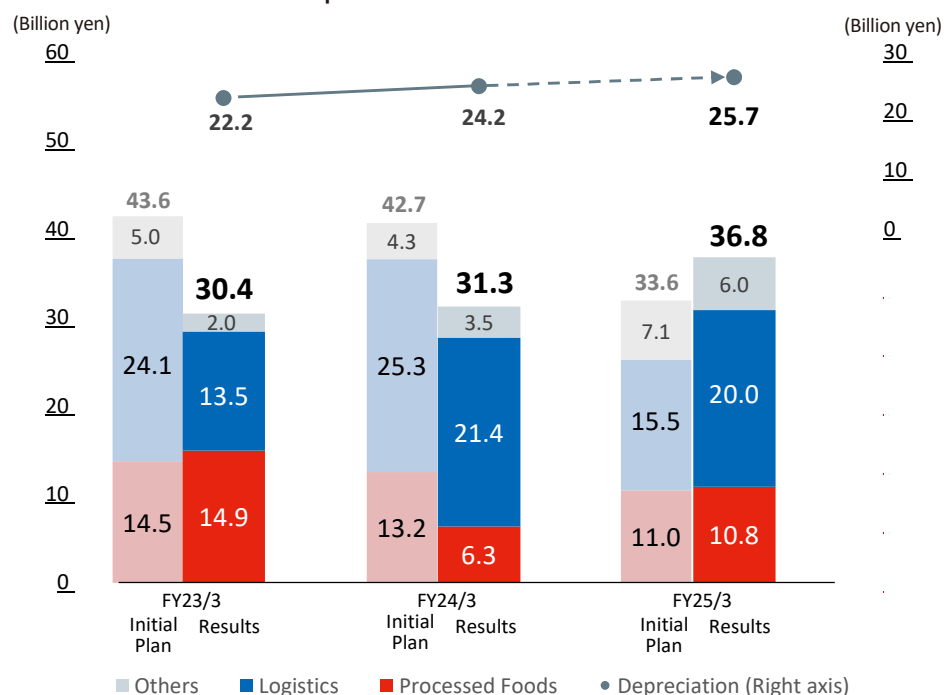
	FY14/3	FY15/3	FY16/3	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3 E
Group overall ROIC (%)	4.2	4.3	5.9	8.0	8.1	7.8	7.6	7.5	7.8	6.9	7.5	7.5
Net operating profit after tax (NOPAT) (%)	2.0	2.1	2.7	3.7	3.7	3.7	3.7	3.9	4.1	3.5	3.9	3.9
Capital employed turnover ratio (%)	2.1	2.0	2.2	2.2	2.2	2.1	2.1	1.9	1.9	2.0	1.9	1.9
Weighted Average Cost of Capital (WACC) (%)										4.0	4.0	4.0
Processed Foods												
Simple ROIC* (%)	3.2	5.2	8.3	15.3	14.4	13.3	15.1	13.9	10.3	8.5	10.8	11.4
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	4.1	4.2
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	2.6	2.7
Logistics												
Simple ROIC (%)	5.2	5.0	6.0	6.9	7.0	7.1	7.2	7.8	7.8	7.7	7.2	7.5
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	4.2	4.3
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	1.7	1.7
Marine Products												
Simple ROIC (%)	1.5	0.8	2.2	2.7	1.0	0.6	1.6	2.0	3.3	3.5	2.9	7.5
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	0.7	1.8
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	4.4	4.2
Meat and Poultry												
Simple ROIC (%)	1.6	3.5	6.2	29.5	16.3	16.8	13.6	21.5	20.2	13.8	12.4	16.8
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	1.0
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	14.1	16.2
Biosciences												
Simple ROIC (%)	8.4	9.6	14.9	9.5	9.4	2.3	-2.2	-3.2	-3.0	8.9	12.5	9.2
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	15.2	10.9
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	0.8	0.8

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

Capital Investment Plan

- Total capital expenditure over the next three years is expected to be ¥98.5 billion, down ¥21.5 billion from the initial medium-term business plan
- The ratio of overseas investment will be 26%, exceeding the initial plan, due to a revision of resource allocation

Capital Expenditures and Depreciation
Business Plan “Compass Rose 2024”



Capital Expenditures by Segment

(Billion yen)

	Three-year cumulative forecast	Initial Plan	Compared to Initial Plan
Processed Foods	32.0	38.7	-6.7
Logistics	55.0	64.9	-9.9
Other	11.5	16.4	-4.9

Capital Expenditures by Location

(Billion yen)

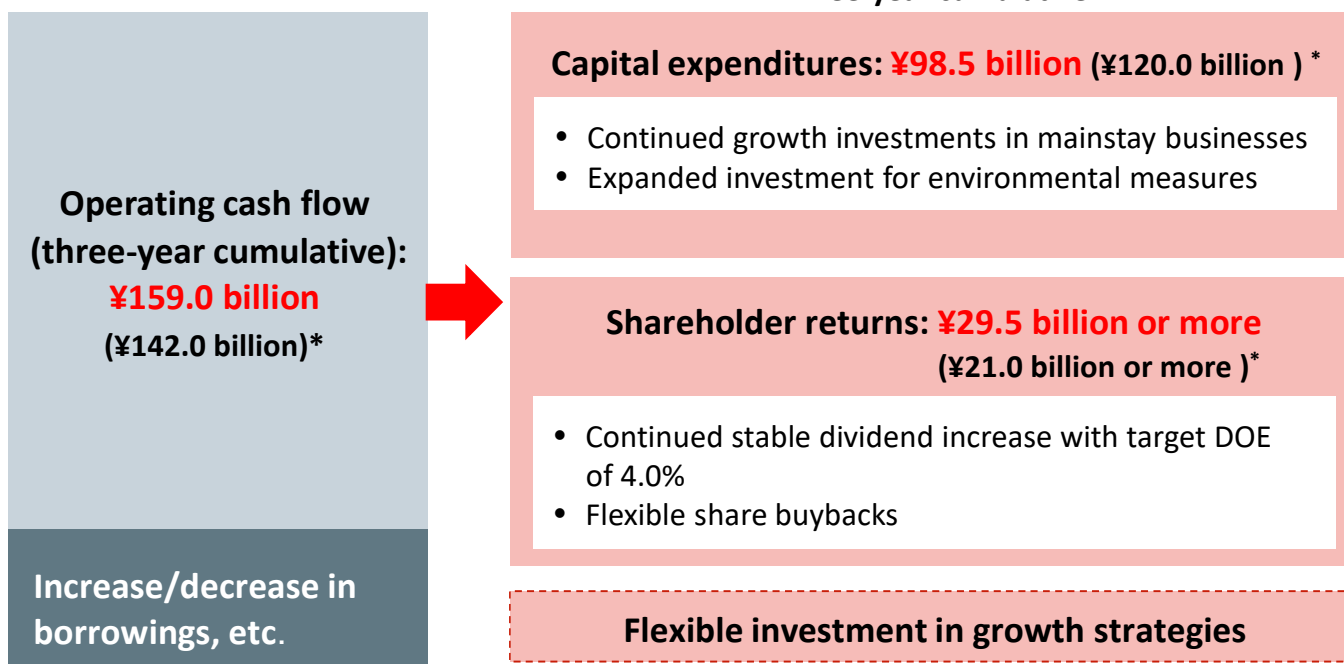
	Three-year cumulative forecast	Initial Plan	Compared to Initial Plan	Three-year Cumulative Forecast (Composition Ratio)	Initial Plan (Composition Ratio)
Japan	73.2	101.4	-28.2	74%	85%
Overseas	25.2	18.6	6.6	26%	15%

Main Capital Expenditures in FY25/3

(Billion yen)

	Major Breakdown Items	Plan
Logistics	New and expanded refrigerated warehouses in Poland	5.0 (1.6 already recorded)
	New refrigerated warehouse in Vietnam	1.1 (1.5 already recorded)

- Operating cash flow: Continue to allocate for investment in core businesses to support future growth, and provide shareholder returns
- D/E ratio: Aim for 0.5 times from the standpoint of financial soundness and capital efficiency



* Figures in parenthesis are the initial business plan figures

Factors for Increase/Decrease in Cash flows

(Billion yen)

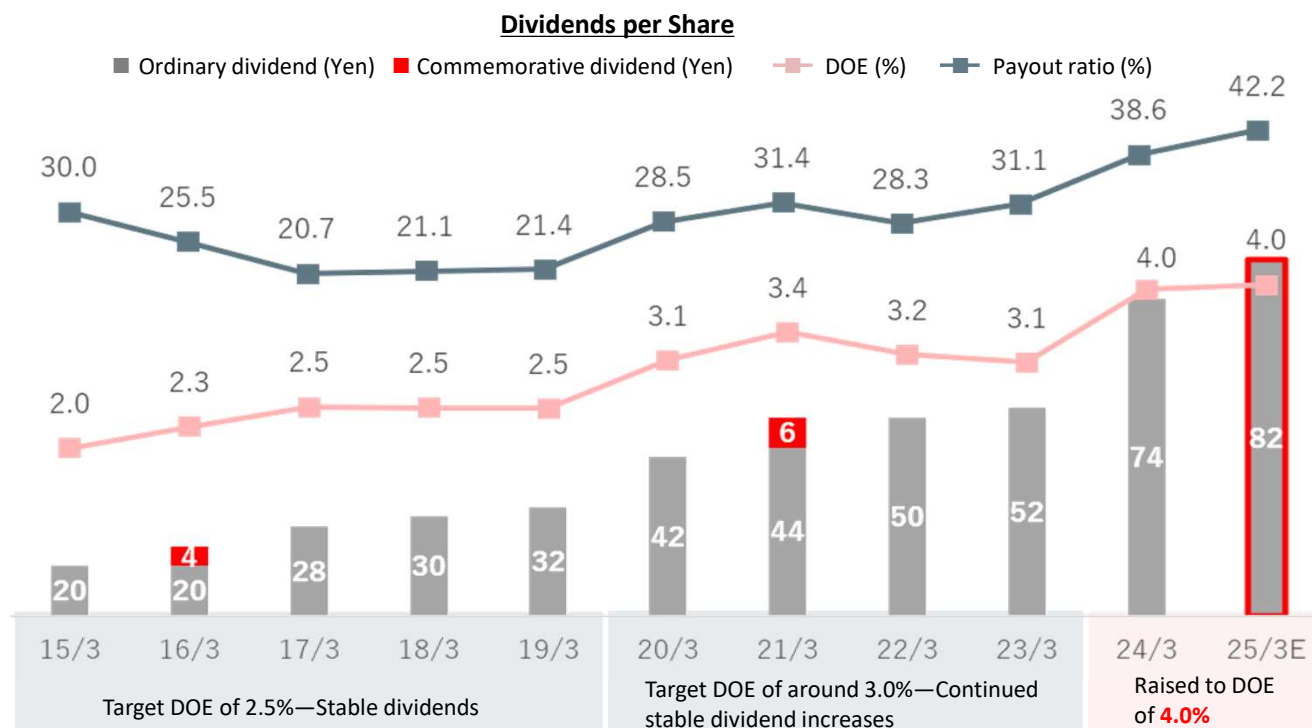
	At the End of FY23/3	At the End of FY24/3	Increase /Decrease
Cash flows from operating activities	37.9	62.4	24.6
Cash flows from investing activities	-26.8	-31.6	-4.7
Cash flows from financing activities	-8.6	-31.3	-22.7
Cash and cash equivalents	27.8	29.7	2.0
Free cash flow	11.0	30.9	19.8

Main Factors for Increase/Decrease in Operating Cash flows

- (Billion yen)
- Decrease in operating funds +12.6
(Decrease in trade receivables +6.1, Decrease in inventories +5.8)
 - Increase in ordinary profit +4.8
 - Increase in depreciation +2.0

Shareholder Returns

- Dividend forecast for FY25/3, based on the DOE ratio, is 82 yen per share, an increase of 8 yen from the previous fiscal year
(Ninth consecutive year of increases for ordinary dividends)
- Share buybacks are decided based on a comprehensive assessment of the Company's financial condition and free cash flow outlook



Status of Own Share Acquisition and Retirement

(1,000 shares)

	Acquisition	Retirement
FY11/3	2,350	—
FY12/3	5,150	—
FY13/3	4,420	7,500
FY16/3	570	—
FY17/3	4,720	—
FY18/3	4,330	8,000
FY22/3	3,810	6,030
FY23/3	1,820	—

Note: Figures adjusted to reflect consolidation of shares on October 1, 2016.

Appendix

Factors for Increase/Decrease in Consolidated Balance Sheet

Creating Savory Moments



(Billion yen)

	FY23/3 (as of Mar. 31, 2023)	FY24/3 (as of Mar. 31, 2023)	Variance	
Assets				
Current assets	196.7	201.4	4.7	(1)
Non-current assets	260.6	283.7	23.1	(2)
Total	457.3	485.2	27.8	
liabilities and net assets				
Current liabilities	130.1	123.5	-6.6	(3)
Non-current liabilities	93.7	95.7	2.0	
Total	223.8	219.2	-4.6	
Total net assets	233.5	265.9	32.4	(4)
(Shareholders' equity)	224.4	253.4	29.0	
Interest-bearing Debt	114.6	98.0	-16.6	
(Excluding leased debt)	100.1	83.9	-16.2	
	FY23/3 (Apr. 1, 2022– Mar. 31, 2023)	FY24/3 (Apr. 1, 2023– Mar. 31, 2024)	Variance	
Capital Expenditures	30.4	31.3	0.9	(5)
(Excluding leased assets)	27.0	28.1	1.1	
Depreciation	22.2	24.2	2.0	
(Excluding leased assets)	18.7	20.7	2.0	

Factors for increase/decrease

(Billion yen)

- (1) Cash and deposits: +3.4
Notes and accounts receivable—trade: +4.5
Merchandise and finished goods: -4.9
- (2) Property, plant and equipment: +12.0
Investment securities: +8.6
- (3) Short-term loans payable: -10.2
Commercial papers: -4.0
- (4) Profit attributable to owners of parent: +24.5
Valuation difference on available-for-sale securities: +6.8
Foreign currency translation adjustment: +4.9
- (5) Expansion of the rice product line at Kyurei factory: +1.8
Newly established Kobe Rokko DC: +¥4.2 billion: +4.5

Results during Business Plan Periods

(Billion yen)

		Business Plan (FY11/3–FY13/3)			Business Plan (FY14/3–FY16/3)			Business Plan (FY17/3–FY19/3)			Business Plan (FY20/3–FY22/3)			New Business Plan (FY23/3–FY25/3)		
		FY11/3	12/3	13/3	14/3	15/3	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	25/3 E
	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	275.7	290.9	310.0
	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	69.0	61.6	50.0
	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	85.8	81.8	68.0
	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	244.2	257.4	274.0
	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	4.5	4.5	4.6
	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	6.1	6.8	6.4
	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	-23.1	-22.8	-23.0
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	662.2	680.1	690.0
	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	14.0	17.4	19.0
	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	0.6	1.3
	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	1.0	1.0	1.0
	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	15.1	15.8	17.0
	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	1.8	1.7	1.9
	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	0.8	1.3	0.9
	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	-0.7	-0.9	-2.1
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	32.9	36.9	39.0
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	33.4	38.3	39.7
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	21.6	24.5	24.8
Net 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	457.3	485.2	
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	30.4	31.3	36.8
ROIC (%)					4.2	4.3	5.9	8.0	8.1	7.8	7.6	7.5	7.8	6.9	7.5	7.5
Equity Ratio (%)		40.4	40.2	41.3	41.9	43.0	44.4	46.0	44.3	46.9	47.3	50.1	49.4	49.1	52.2	
Operating Profit / Net Sales (%)		3.8	3.6	3.8	3.1	3.3	4.0	5.4	5.3	5.1	5.3	5.8	5.2	5.0	5.4	5.7
Return on Equity (%)		3.4	6.8	8.2	6.9	6.8	9.1	12.1	11.9	11.7	10.9	10.9	11.3	9.9	10.3	10% or higher
Earnings per Share (yen)		13.08	26.35	33.40	31.12	33.29	94.30	135.11	142.23	149.65	147.16	159.19	176.72	167.14	191.80	194.17
Dividends per Share (yen)		9	9	10	10	10	12	28	30	32	42	50	50	52	74	82
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	2,684	4,143	

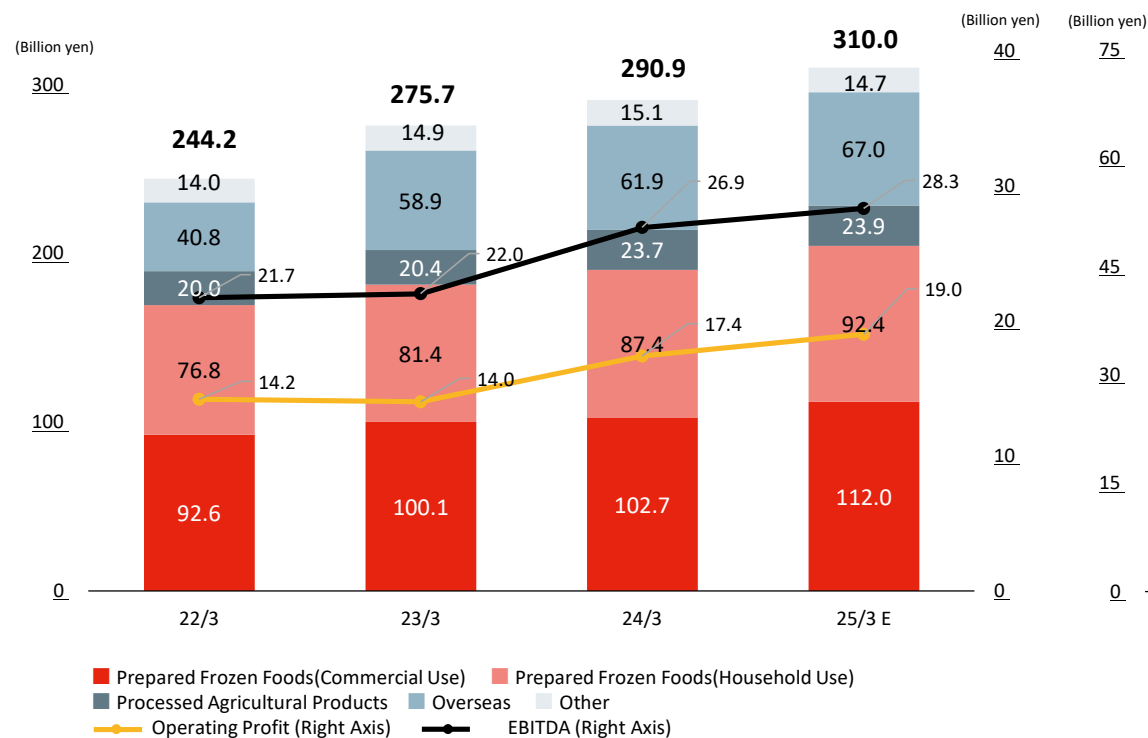
Notes 1. Capital expenditures include intangible fixed assets.

2. Figures from FY13/3 reflect a change in the basis for recording sales in the Processed Foods business. (The portion that had previously been recorded as promotional expenses has been excluded from net sales.)

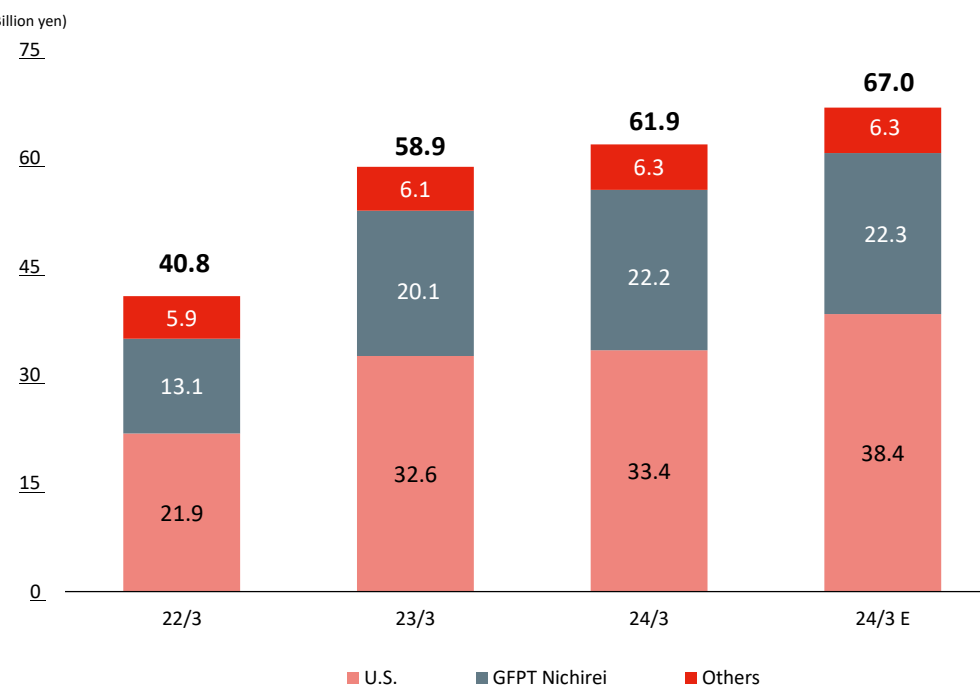
3. Figures from FY16/3 and earlier are prior to the share consolidation.

Processed Foods Business

Net Sales, Operating Profit and EBITDA



Overseas Sales



* Regarding figures for the United States
 Results through FY24/3 are for the sales company InnovAsian Cuisine alone. Figures from FY25/3 are a combined result that includes the production company Nichirei Sacramento Foods.

InnovAsian Cuisine Net Sales and Operating Profit

		FY24/3														
		Q1			Q2			Q3			Q4			Full Year		
		Results	YoY		Results	YoY		Results	YoY		Results	YoY		Results	YoY	
			Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change
Net Sales	Reporting currency (JPY bn)	8.8	1.2	15%	7.9	0.4	5%	8.3	0.1	2%	8.5	-0.8	-9%	33.4	0.8	3%
	Local currency (USD mn)	66	1	1%	57	-0	-0%	57	-2	-3%	57	-9	-14%	238	-10	-4%
Operating Profit	Reporting currency (JPY bn)	0.6	0.2	50%	0.4	0.2	64%	0.7	0.3	56%	0.6	-0.2	-21%	2.3	0.5	25%
	Local currency (USD mn)	4.5	1.1	32%	2.8	1.1	61%	4.9	1.6	49%	3.8	-1.1	-23%	16.0	3	20%
Operating Profit/Net Sales (Reporting currency)		6.8%			5.0%			8.4%			6.6%			6.7%		

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

Overall market

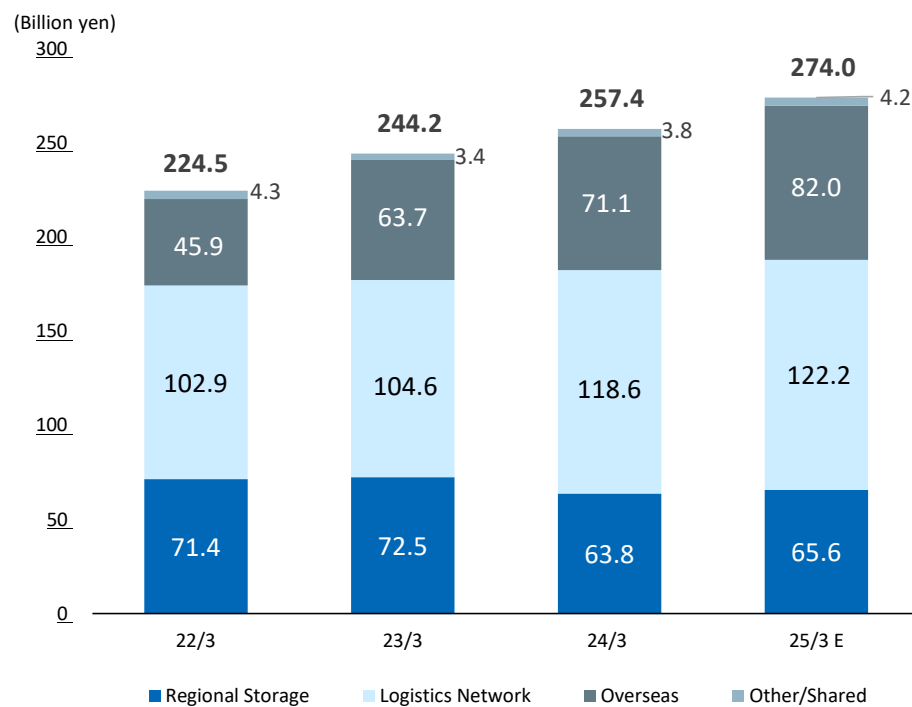
Item	FY24/3 Q1	FY24/3 Q2	FY24/3 Q3	FY24/3 Q4	Full Year
Overall	109%	106%	106%	106%	107%
Deep-fried meat	128%	123%	118%	107%	119%
Pilaf rice	103%	104%	105%	104%	104%
Rice balls	112%	107%	125%	109%	113%
Japanese-style snacks	106%	107%	109%	103%	106%
Hamburger steak	112%	110%	109%	95%	106%

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.

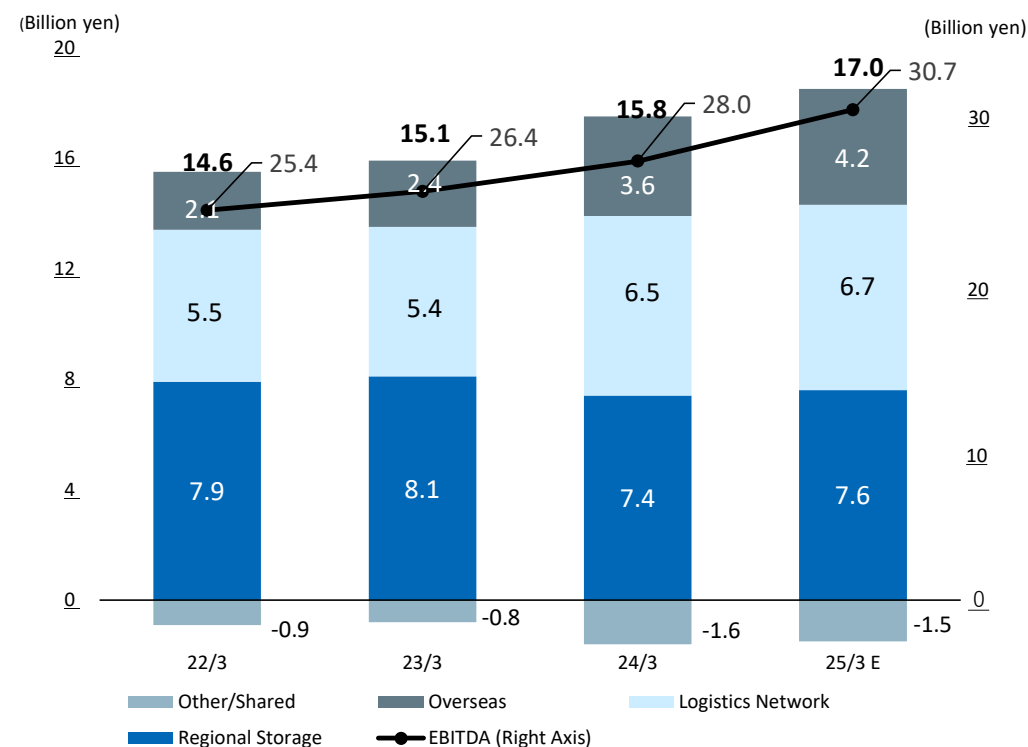
Price revision implementation period and timing of effect from revision

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%	<div></div>											
	Commercial use	Approx. 3–10%	<div></div>											
March 2022	Agricultural processed	Approx. 8–15%	<div></div>											
April 2022	Commercial use	Approx. 4–10%	<div></div>											
August 2022	Household use	Approx. 8–20%		<div></div>										
September 2022	Commercial use	Approx. 4–22%		<div></div>										
February 2023	Household use	Approx. 6–20%				<div></div>	<div></div>							
	Commercial use	Approx. 5–25%				<div></div>	<div></div>							
July 2023	Commercial use	Approx. 8–27%						<div></div>						
March 2024	Household use	Approx. 1–6%									<div></div>			
April 2024	Commercial use	Approx. 1–6%									<div></div>			
Effect from revision (billions of yen)			1.0	2.5	3.2	4.7	5.0	3.9	3.0	1.0	2.0			
			Total 11.4				Total 12.9							

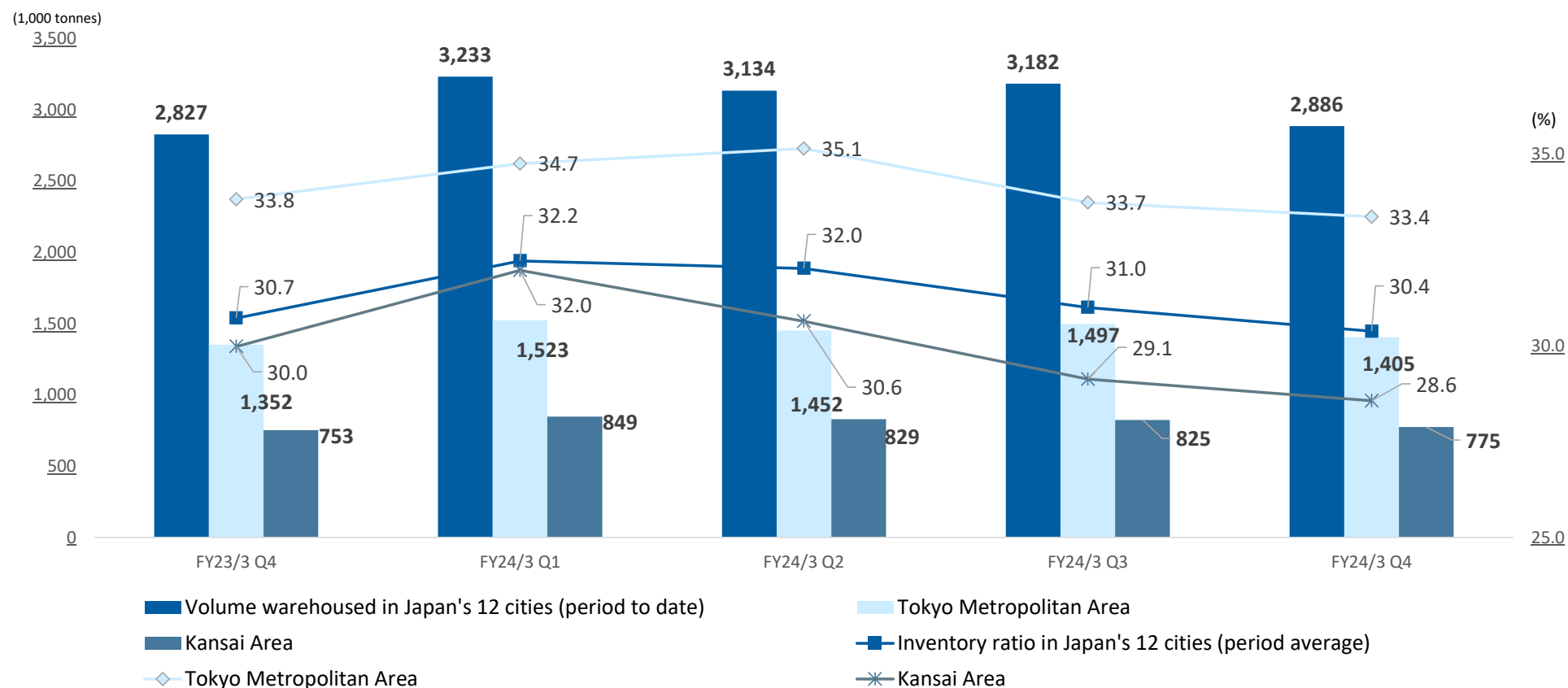
Net Sales



Operating Profit and EBITDA



Industry-wide Cold Storage Capacity Utilization



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

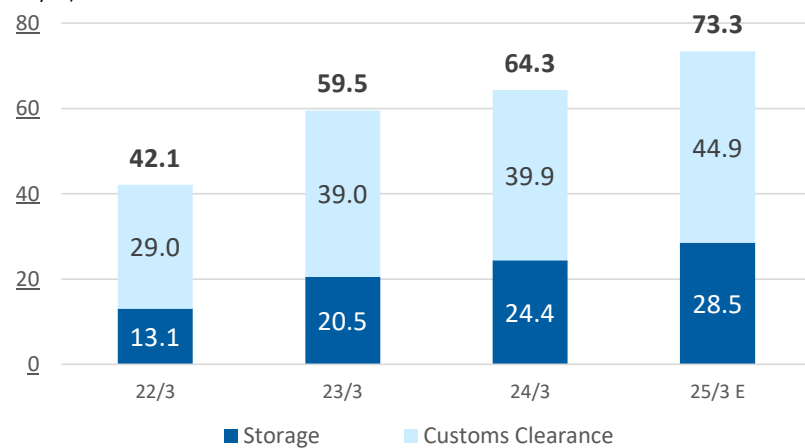
Overseas Sales

(Billion yen)

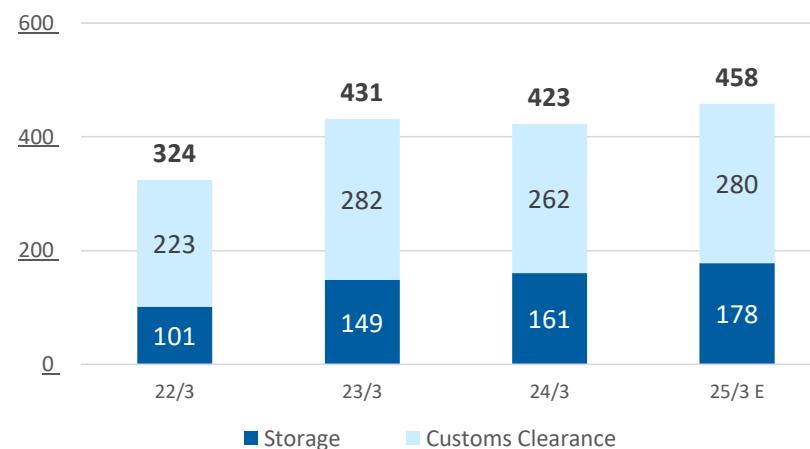
		FY24/3															FY25/3		
		Q1			Q2			Q3			Q4			Full Year			Full Year		
		Results	YoY		Results	YoY		Results	YoY		Results	YoY		Results	YoY		Plan	YoY	
			Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change		Variance	% Change
Net Sales	Europe	14.4	2.6	22%	15.9	0.7	5%	17.1	0.3	2%	16.8	1.2	8%	64.3	4.8	8%	73.3	9.1	14%
	Others	1.2	0.2	18%	1.6	0.8	104%	2.0	0.8	63%	2.1	0.8	66%	6.9	2.6	62%	8.7	1.8	26%
	Total	15.6	2.7	21%	17.5	1.5	10%	19.2	1.1	6%	18.9	2.0	12%	71.1	7.4	12%	82.0	10.9	15%

Net sales for Europe

(Billion yen)



(Million euro)



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

Nichirei Group Materiality

For Details: <https://www.nichirei.co.jp/ir/policy/materiality.html>

Creating Savory Moments



Material Matters	Group KPIs	FY23/3 Results	FY24/3 Results	Plan for FY25/3	Target for FY31/3
Creating value in food and health	Sales of products and services that create added value for people's mental and physical health and the global environment ¹	¥46.4 billion	¥55.2 billion	¥64.5 billion	¥140 billion
	People provided with information for good eating habits and health (total number of people per year)	103 million	225 million ²	— ²	200 million ²
Strengthening food processing and production technology capabilities; enhancing logistics services	EBITDA margin	8%	9%	9%	12%
	EBITDA CAGR	5%	8%	7%	7% or higher
	Overseas sales ratio	20%	21%	23%	30%
Realizing sustainable food procurement and resources recycling	Rate of procurement from suppliers and OEMs that comply with the Nichirei Group Supplier Code of Conduct and Supplier Guidelines	Acceptance rate 89% (Most important suppliers in Japan)	Acceptance rate 99% (Most important suppliers in Japan)	Acceptance rate 100% (Most important suppliers in Japan and overseas)	Procurement rate 100%
	Rate of implementation of ESG due diligence for main raw materials and major suppliers	Domestic livestock rate 25% (Most important suppliers)	Domestic livestock rate 52% (Most important suppliers)	Domestic livestock and marine products rate 100% (Most important suppliers)	100%
	Rate of attendance for the SDGs educational program aimed at realizing a circular economy	—	50% (All management)	100% (All management)	100% (All employees)
	Rate of waste recycling at all sites	99%	99%	99%	99%
	• Procurement ratio of sustainable marine products complying with the Nichirei Group Sustainable Marine Product Procurement Guidelines in marine products business	91%	94%	99%	100%
	• Ratio of marine products in the above from fisheries with MSC, ASC or other global certification	19%	22%	32%	50%
	Ratio of sustainable palm oil (RSPO certified oil)	100% (Book & Claim)	100% (Book & Claim)	100% (Book & Claim)	100% (Certified oil)
	Initiatives to reduce water consumption at sites with high water stress ³	—	—	—	Reduce water consumption at high-risk sites and promote water conservation activities
Climate change initiatives	Implementation of biodiversity conservation activities at the Group's sites and company-owned land ³	—	—	—	Conduct activities to restore biodiversity, including the preservation of plant and animal species at Group sites
	Reduction in CO ₂ emissions Scope 1 and 2 in Japan and overseas (Compared with FY23/3) ⁴	—	—	—	-42%
	Scope 3 in Japan and overseas (Compared with FY23/3) ⁴	—	—	—	-25%
	Scope 1 and 2 in Japan (Compared with FY16/3) ⁴	-25%	-31%	-33%	-56%
	Rate of conversion to natural refrigerants • Production equipment (Japan)	56%	65%	74%	100%
Securing and developing a diverse array of human resources	• Logistics (Global)	53% ⁵	56% ⁵	61% ⁵	75%
	Ratio of women directors and women Audit & Supervisory Board members* * Nichirei Corporation (Holding Company)	13%	13%	19%	30% or higher
	Ratio of women employees in management positions* * Nichirei Corporation (Holding Company)	15%	17%	20%	30%
	Investment in human resources (Compared with the average annual investment in human resources in FY2019—FY2021)	1.2 times	1.5 times	1.8 times	2.0 times

Notes: 1. Targets revised in July 2023; 2. Targets to be revised to achieve the FY31/3 target; 3. Newly established in April 2024 (replacing the water risk assessment target); 4. November 2023 revision (Expanded scope with upward revision of target); 5. Compared with FY16/3 when the FY31/3 reduction target for Scope 1 and 2 emissions in Japan is a 42% reduction compared to FY23/3; 6. Actual and plan values adjusted following revision of the scope of coverage.

■ **Nichirei Group Launches New Web Media “Circle” (Japanese only)**

<https://www.nichirei.co.jp/news/2023/452.html>

■ **Introduction of Off-Site Corporate PPA Service (Japanese only)**

<https://www.nichirei.co.jp/news/2024/455.html>

■ **(Bioscience Business)**

Nichirei Receives Silver Rating in EcoVadis Sustainability Survey for the Third Consecutive Year (Japanese only)

https://nichireibiosciences.co.jp/wp-content/uploads/2024/04/NB_HP_Ecovadis20240417.pdf

■ **Annual Sales of Nichirei’s Authentic Stir-fried Rice® Exceeds ¥15 Billion – Recognized by Guinness World Records™ (Japanese only)**

https://www.nichireifoods.co.jp/news/2024/info_id40755/

■ **Dialogues between Outside Directors and Shareholders published on IR website**

<https://www.nichirei.co.jp/english/ir/library/event.html>

Forward-looking Statements

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

- (1) Changes in the economic conditions and business environment that may affect the Nichirei Group's business activities.
- (2) Foreign exchange rate risks, especially as regards the US dollar and the euro.
- (3) Risks associated with the practicability of maintaining quality controls throughout the process from product development, procurement of raw materials, production, and sale.

- (4) Risks associated with the practicability of development of new products and services.
- (5) Risks associated with the practicability of growth strategies and implementation of low-cost systems.
- (6) Risks associated with the practicability of achieving benefits through alliances with outside companies.
- (7) Contingency risks.

However, factors that may affect the performance of the Nichirei Group are not limited to those listed above. Further, risks and uncertainties include the possibility of future events that may have a serious and unpredictable impact on the Group.

This publication is provided for the sole purpose of enhancing the reader's understanding of the Nichirei Group, and should not be taken as a recommendation regarding investment decisions.