Creating Savory Moments

Earnings Results for FY24/3 Presentation Material

May 14, 2024
Nichirei Corporation

Kenya Okushi
Representative Director, President＆Chief Executive Officer

Index

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	
Overseas Sales	145.0	11.7	9%	146.0	-1.0	
Operating Profit	36.9	4.0	12%	36.5	0.4	5.4%
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.

These are the consolidated financial results for the fiscal year ended March 31, 2024.

Net sales increased 3% to ¥680.1 billion on strong performance in our two mainstay businesses of Processed Foods and Logistics. Overseas sales amounted to ¥145.0 billion, up ¥11.7 billion, or 9%, year on year, partly because of the effects of currency translation due to the depreciation of the yen.

Operating profit increased 12% to ¥36.9 billion on improved profitability in the core businesses and strong performance in the Bioscience business, settling at ¥0.4 billion over the previous plan.

EPS increased 25 yen year on year and 4 yen over the previous plan to 192 yen, due mainly to the increase in profit attributable to owners of parent.

Nichirei faced an extremely difficult business environment during the previous fiscal year with costs continuing to rise, but by steadily implementing measures, we managed to achieve record highs in net sales, operating profit, profit attributable to owners of parent, and EPS.

Consolidated Group Results by Segment

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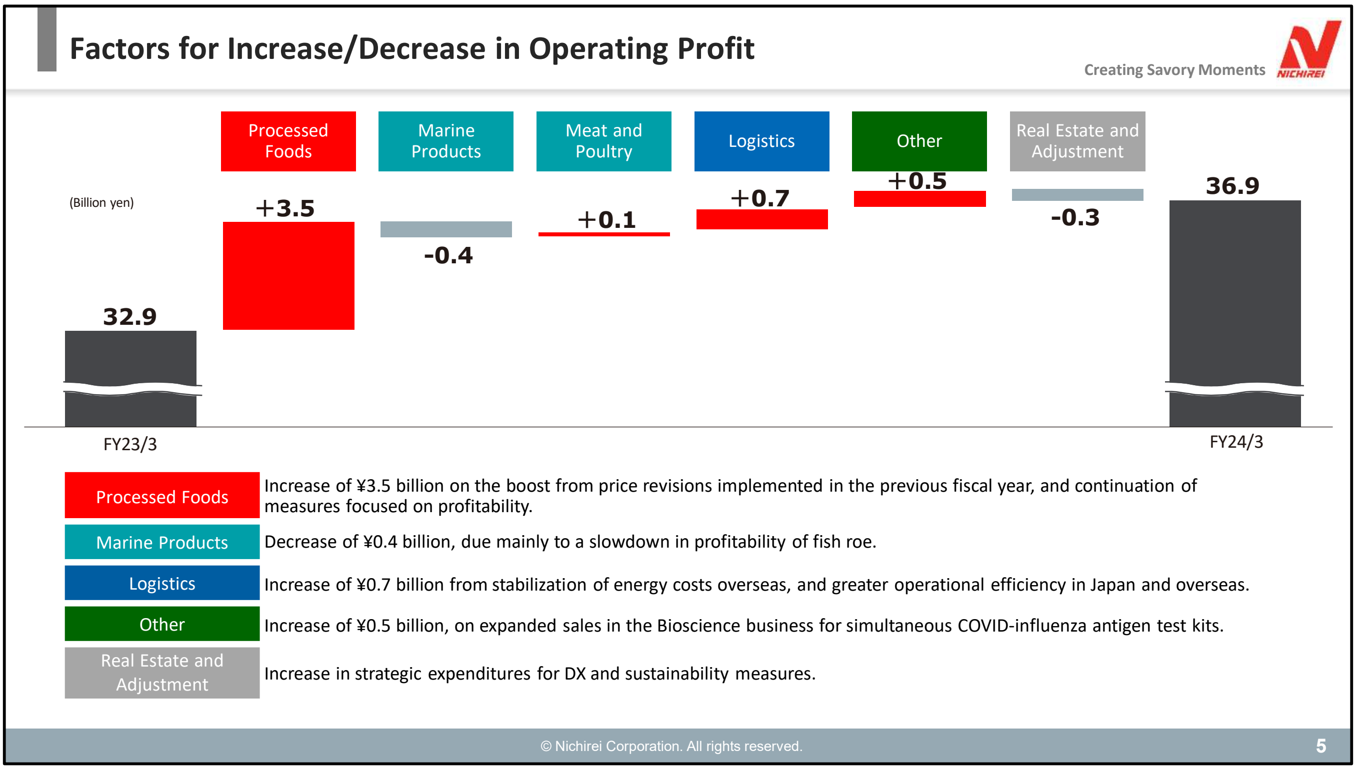
(Billion yen)

	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%

The details of net sales will be discussed later in the business segment sections.
The factors for increase and decrease in operating profit are shown on the following page.



These are the factors that contributed to changes in operating profit for each business segment during the previous fiscal year.

In Processed Foods, earnings increased significantly by ¥3.5 billion to the effects of price revisions implemented previously, and the continuation of measures for commercial-use items emphasizing profitability.
In Marine Products, earnings were down ¥0.4 billion, due mainly to sluggish profitability for fish roe.

In Logistics, earnings increased ¥0.7 billion from stabilization of energy costs overseas, and the promotion of operational efficiency both in Japan and overseas.

In the Other segment, the Bioscience business expanded sales of antigen test kits to simultaneously test for covid-19 and influenza, for a gain of ¥0.5 billion.

- **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)

Processed Food Business	Q4 Results	Q4 YoY Variance	Q4 YoY % Change	Q4 Operating Profit/Net Sales	FY24/3 Full Year Results	FY24/3 YoY Variance	FY24/3 YoY % Change	Compared to Previous Plan: Plan	Compared to Previous Plan: Variance	FY24/3 Operating Profit/Net Sales
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

Next, I'd like to explain the results by business segment.

First is Processed Foods.

In household-use prepared foods, net sales were ¥87.4 billion, an increase of ¥6.1 billion, or 7% from the previous fiscal year. Sales of rice-based products, which had been affected by the egg shortage, recovered from the third quarter following enhanced sales promotions, and this rising trend continued in the fourth quarter. Revenue was further boosted by strong sales of new products such as Fragrant Noodle Gomoku Ankake Yakisoba, one of our personal-use (single serving) items. Analyzing the 7% increase by volume and unit price, the unit price accounted for a gain of 7%, while sales volume was on a par with the previous fiscal year.

In commercial-use prepared foods, sales amounted to ¥102.7 billion, an increase of ¥2.6 billion, or 3% from a year earlier. We continued to implement thorough measures to improve profitability, including consolidation of items, while sales of processed chicken and rice products to major users were firm. Analyzing the 3% increase by volume and unit price, the boost from the unit price was 7%, offset by a 4% decrease in volume.

Overseas sales amounted to ¥61.9 billion, a rise of ¥3.0 billion, or 5% from the previous fiscal year. Nichirei's U.S. subsidiary InnovAsian Cuisine recorded a revenue decline on a local currency basis were down on the impact from sluggish consumption due to inflation, and a slowdown in sales of its mainstay processed chicken. GFPT Nichirei (Thailand) posted a gain on continued strong sales to China.

As a result, net sales for the Processed Foods segment overall amounted to ¥290.9 billion, an increase of ¥15.2 billion, or 6%, from the previous fiscal year. Operating profit was ¥17.4 billion, an increase of ¥3.5 billion, or 25%, boosted by the positive effects of price revisions and a recovery in sales volume despite higher costs for food material and the depreciation of the yen.

Logistics Business

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■ **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)

Logistics Business		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	
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.

Next is the Logistics business.
For the full fiscal year, we worked to enhance operational efficiency while steadily capturing demand for storage, transport, and delivery both in Japan and overseas. As a result, net sales amounted to ¥257.4 billion, an increase of ¥13.1 billion, or 5%, from the previous fiscal year, with operating profit of ¥15.8 billion, up ¥0.7 billion, or 5%.

In Japan, the Logistics Network business posted sales of ¥118.6 billion, an increase of ¥4.1 billion, or 4% from the previous fiscal year, driven mainly by expansion of the retail business with the startup of new facilities, along with growth in the third-party logistics (3PL) business, including joint delivery services for frozen foods. The Regional Storage business had sales of ¥63.8 billion, an increase of ¥1.2 billion, or 2%, on high inventory levels during the first half, mainly in major metropolitan areas.
In terms of earnings, operating profit in Japan amounted to ¥13.9 billion, an increase of ¥0.4 billion, or 3% from the previous fiscal year, due mainly to revenue growth and improved operational efficiency, along with a reduction in the impact of energy costs from receipts of electricity and fuel surcharges. In the fourth quarter period alone, operating profit decreased from the corresponding period of the previous fiscal year due to the impact of outsourcing costs stemming in part from regulatory changes regarding drivers in 2024, an increase in depreciation and amortization expenses associated with the start of operations at the Kobe Rokko DC, and investments to improve operational efficiency.

Overseas net sales amounted to ¥71.1 billion, an increase of ¥7.4 billion, or 12%, from the previous fiscal year, on expanded cargo collection in port areas of the Netherlands and other European countries, growth in customs clearance and cross-border transport, and the impact of currency translation due to the depreciation of the yen. Additionally, the conversion of equity method affiliates in Malaysia and Thailand into consolidated subsidiaries also contributed to the increased revenue.
In terms of earnings, operating profit overseas was ¥3.6 billion, an increase of ¥1.1 billion, or 48% year on year, on expanded cargo collections in Europe, stabilization of energy costs, and the continued effects of fee revisions. In the fourth quarter period alone, earnings were down from the corresponding period of the previous fiscal year due to special factors, mainly receipts from fee revisions to major customers implemented in the fourth quarter of FY23/3.

Other and common negative factors will be explained later.

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.

Next, the Marine Products business.

Net sales amounted to ¥61.6 billion, a decrease of ¥7.4 billion, or 11% from previous fiscal year, with operating profit of ¥0.6 billion, down ¥0.4 billion, or 38%. Revenue was down because of efforts begun in the previous fiscal year to reduce handling of low-margin items. In terms of earnings, despite a focus on sales of high-margin items and MSC/ASC certified products, along with revisions to selling prices in response to rising procurement costs, earnings were down on sluggish profitability for fish roe.

Next, the Meat and Poultry business.
Net sales amounted to ¥81.8 billion, a decrease of ¥3.9 billion, or 5% from previous fiscal year, while operating profit increased to ¥1.0 billion, up ¥0.1 billion, or 9%. Revenue declined with a falloff in sales volume to mass retailers from the impact of price revisions, but earnings rose on adjustments to sales prices in response to rising procurement costs, and revision of procurement methods for imported frozen products.

FY25/3 Plan

Consolidated Group Forecast

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- 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					
	Plan	YoY		Compared to Initial Plan		Operating Profit/Net Sales
		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

This is the consolidated results forecasts for the fiscal year ending March 31, 2025.

For net sales, while we anticipate a decrease in revenue in the Marine Products and Meat and Poultry businesses due to ongoing structural reforms, for the company overall, we are forecasting an increase to ¥690.0 billion, up ¥9.9 billion, or 1%, from growth in mainstay businesses.

Overseas net sales are expected to be ¥162.0 billion, up ¥17.0 billion, or 12% year on year.

Operating profit is forecast to reach ¥39.0 billion, up ¥2.1 billion, or 6%, as profitability in our core businesses continues to improve, and we anticipate record high profit for a second consecutive fiscal year.

EPS is expected to increase 2 yen from the previous fiscal year to 194 yen.

Of note, the assumed foreign currency exchange rates for these forecasts are 148 yen to the U.S. dollar, 160 yen to the euro, and 4.00 yen to the Thai baht.

Consolidated Group Forecast by Segment

Creating Savory Moments

(Billion yen)

		FY25/3 Full Year					
		Plan	YoY		Compared to Initial Plan		Operating Profit/Net Sales
			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%

I will discuss the details of the net sales forecast later in the sections for each business segment. The factors for increase and decrease in operating profit are shown on the following page.

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.

These are the factors that we expect will affect changes in operating profit for each business segment during the current fiscal year.

The Processed Foods business is expected to contribute ¥1.6 billion. While food material and other costs continue to rise due to the depreciation of the yen, we expect to offset this with revenue gains from greater sales volume, along with improved performance of overseas affiliates.

The Marine Products business is expected to contribute ¥0.7 billion, mainly from improvement in profitability of fish roe, and expanded handling of high-margin and MSC/ASC certified products.

The Logistics business is expected to contribute ¥1.2 billion, on firm business performance in overseas, and the effects of various measures, mainly setting appropriate fees in Japan.

Conversely, for the Real Estate and Adjustments segment, we anticipate a decrease of ¥1.0 billion due to an increase in strategic expenses related to DX, sustainability, and strengthening of the corporate brand.

As a result, for the fiscal year ending March 2025, we are forecasting operating profit of ¥39.0 billion, an increase of ¥2.1 billion from the previous fiscal year.

Creating Savory Moments

Basic Strategy

(Billion yen)

		FY25/3 Full Year			
		Plan	YoY Variance	YoY % Change	Operating Profit/Net Sales
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 chicken[1]
- Maximize operations at expanded production facilities, and maintain a stable supply structure[1]

Market creation from new added value

- Expanded lineup of personal use (single serving) items and broadening of sales channels[1]
- 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 brands[2]
- 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.

This is the earnings forecast for the Processed Foods business in FY25/3.

By steadily implementing measures for our three basic strategies of 1) Expansion in strategic categories, 2) Market creation from new added value, and 3) Earnings growth for overseas business, we aim to achieve net sales of ¥310.0 billion, an increase of ¥19.1 billion, or 7%, year on year, with operating profit of ¥19.0 billion, an increase of ¥1.6 billion, or 9%.

Processed Foods Business (Japan)

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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

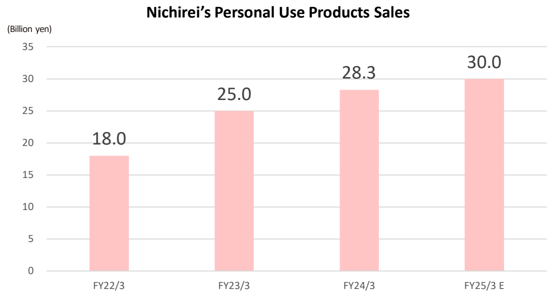
Processed chicken products

- 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



I would now like to explain our priority measures for the basic strategies in Japan.

For the first measure, expansion in strategic categories, we will focus on strengthening sales of rice products and processed chicken.
In rice products, for household-use items, we will expand handling of rice products through continuous sales promotions, and developing products that will become the next sales pillars, such as W (Double) Kimchi Fried Rice. For commercial-use products, we will 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. In addition, by stepping up operations at the frozen rice production facility in Fukuoka that started operations last year, we will maximize production and sales earnings.
In processed chicken products, while continuing to implement sales measures emphasizing profitability, we will 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, while also launching new products for major users, and expanding sales of existing products.

For the second measure, market creation from new added value, we will continue to focus on personal use (single serving) items. To meet the growing demand in this category, we will expand the product lineup with a focus on home use, such as single-serve noodle and single-plate items, while also developing products to meet commercial-use demand, such as for elderly and health care facilities, and the HMR market. In addition, for Imagawayaki cakes, we will implement measures to stimulate demand in the summer, and to ensure stable supplies ahead of increased demand in the winter, in order to enhance earnings.

Processed Foods Business (Overseas)

Creating Savory Moments

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

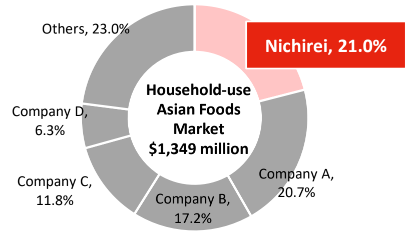
Nichirei Sacramento Foods
- Start production of Latin American brand products in addition to Asian products to ensure a stable supply and improve the operating rate
- Maximize production and sales earnings by optimizing operations to improve productivity, and strengthening cooperation with InnovAsian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

I would now provide additional comment on earnings growth for the U.S. business.

Although we anticipate a difficult business environment again this fiscal year, owing to the slowdown in consumer spending due to continued inflation and other factors, we will steadily implement measures for revenue recovery, such as expanding sales of our mainstay chicken and rice products, and strengthening the development and sales of appetizers. We will also newly develop and nurture Latin American food brands, and expand the business scale overall together with existing Asian food brands.

In addition, Nichirei Sacramento Foods, our production subsidiary for rice items, will also start production of Latin American brand products in addition to Asian. By focusing on a stable supply of rice products and improving the operation rate, we will maximize production and sales earnings in the U.S. business overall.

Of note, up to now the figures for the U.S. were for InnovAsian Cuisine alone, but to show the results for combined production and sales in the U.S., from the current fiscal year, we have changed the presentation to show combined figures for InnovAsian Cuisine and Nichirei Sacramento Foods.

Net sales for the two U.S. companies are expected to amount to ¥38.4 billion, an increase of ¥5.0 billion, or 15% year on year. Operating profit is forecast to be on a par with the previous fiscal year at ¥2.4 billion, due to focused investment for the development and expansion of new Latin American food brands.

Processed Foods Business

Creating Savory Moments

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

These are the factors that we expect will affect operating profit.

We anticipate a continued impact from the depreciation of the yen, and increases in food material and logistics costs, but are forecasting an increase in earnings overall of ¥1.6 billion, as these factors are offset by revenue gains, price revisions, and improved performance of overseas affiliates.

In March and April of this year (2024), we implemented price revisions for both household and commercial use products, and we have generally been accepted by customers and are moving forward as planned.

Basic Strategy

(Billion yen)

Logistics Business	FY25/3 Full Year Plan	YoY Variance	YoY % Change	Operating Profit/Net Sales
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 shortage[1]
  - 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 transport[2]
- Asia: Continue infrastructure development in the ASEAN region and expand the scale of sales[2]

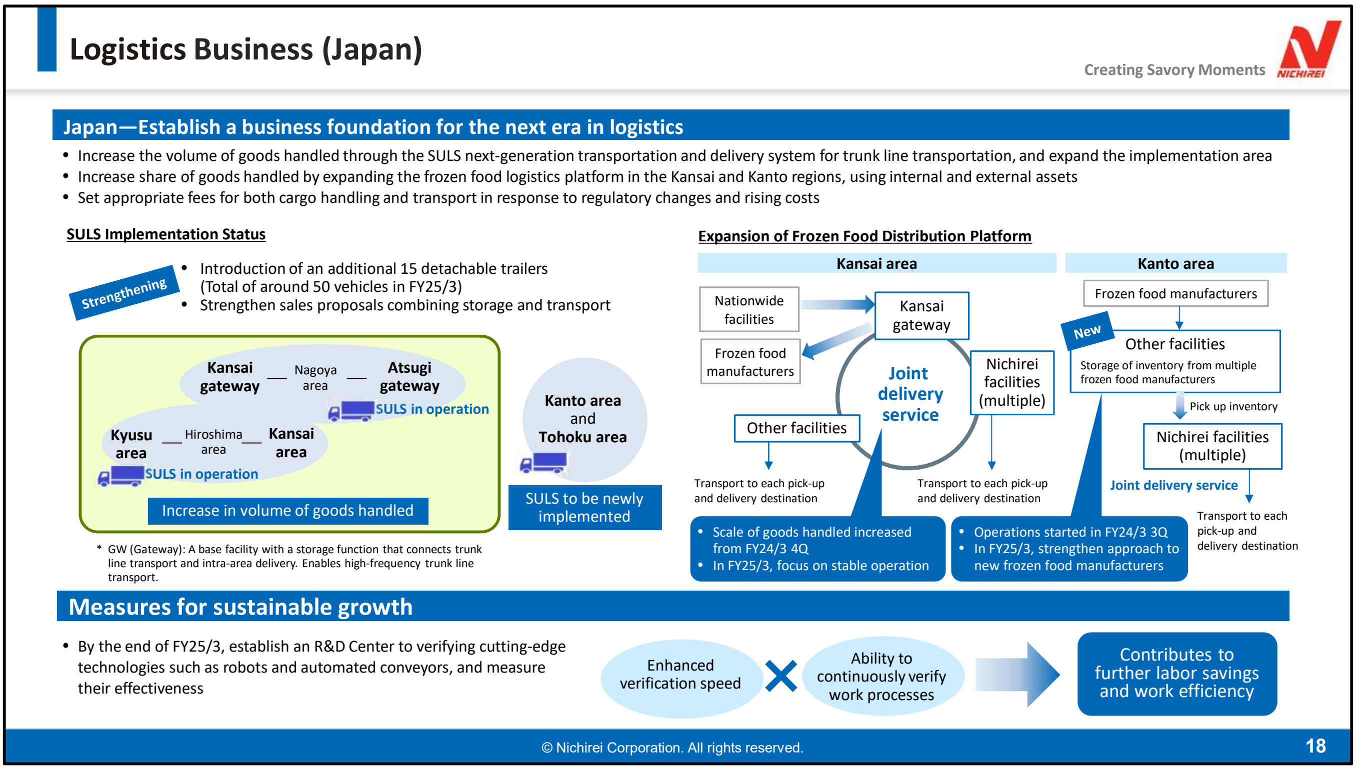
Notes: 1. Please see the page 18 for details.
2. Please see the page 19 for details.

Page 17 shows the earnings forecast for the Logistics business in in FY25/3.

In Japan, in response to the regulatory changes for truck drivers in 2024 and labor shortages, we are pursuing measures to establish a business foundation for the next era in logistics and achieve sustainable growth, in order to both mitigate risk and take advantage of opportunities. Overseas, we will continue to expand the range of one-stop services, mainly in Europe, and develop infrastructure in the ASEAN region with the aim of achieving growth in both revenue and earnings.

As a result, we are forecasting net sales of ¥274.0 billion, an increase of ¥16.6 billion, or 6% year on year, with operating profit of ¥17.0 billion, up ¥1.2 billion, or 7%.

The specifics of each strategy are explained on the following pages.



Here, I'd like to explain our main strategies for Japan and overseas.

In Japan, for the Next-generation Transportation and Delivery System (SULS) that Nichirei has been implementing for some time now, we will expand the operation of SULS between the Kanto and Tohoku regions, connecting Kyushu to Tohoku.

For initiatives for the frozen food logistics platform, we will make use of internal and external assets, fully utilizing the system to expand our market share for cargo handling in the Kansai and Kanto regions.
Further, in response to the regulatory changes for truck drivers in 2024 and cost increases, we will work to gain acceptance from customers for appropriate fees for both cargo handling and transport, and reduce costs.

In terms of measures for sustainable growth, Nichirei will establish a new R&D Center to verifying cutting-edge technologies such as automated conveyors. By enhancing the speed by which we measure the effectiveness of such technologies, we will achieve further labor savings and improve work efficiency.

Logistics Business (Overseas)

Creating Savory Moments

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

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

Overview of the restructuring in Europe implemented in Jan. 2024

Netherlands Three companies

- Customs clearance, and transport and delivery functions: 1 company
- Customs clearance and storage functions: 1 company
- Company specializing in fruit juice: 1 company

→ Two companies

Customs clearance, storage, and transport and delivery functions: 1 company

Company specializing in fruit juice: 1 company

U.K. Four companies

- Customs clearance, and transport and delivery functions: 1 company
- Storage and other functions: 3 companies

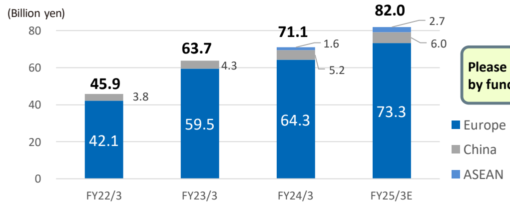
→ One company

Customs clearance, storage, and transport and delivery functions: 1 company

Benefits of restructuring

- Acceleration of sales proposals with one-stop service
- Lateral application of expertise at each company
- Faster decision-making
- Reduced management costs

Overseas Sales



Please see p. 37 for sales by function in Europe

These are our overseas strategies.

Looking first at Europe, since entering the Netherlands in 1988, the companies that Nichirei acquired have expanded business through independent management, but in January 2024, companies with customs clearance, storage, and transport functions in the Netherlands and the United Kingdom will be integrated into a single company in each country. Going forward, by improving the efficiency of management, we will further enhance the sense of speed and expand the range of one-stop services.

In addition, we will continue to grow our strong cross-border transport service from Germany to the U.K., while in Poland, we will expand our business area through the establishment and expansion of facilities, in order to acquire new mass retail customers.

As a result, net sales in Europe are expected to increase by ¥9.0 billion year on year to ¥73.3 billion.

Of note, because of the expanded scale of our business in Europe, in the sales results for our European business shown page 37 of the Appendix, we have newly included a breakdown by storage, and customs clearance, transport and delivery function, which you can review at your convenience.

Turning to Asia, we will continue to focus on infrastructure development and sales expansion within ASEAN countries. Results from subsidiaries in Thailand and Malaysia, which were included in the scope of consolidation in the previous fiscal year, will contribute to earnings for the full period this fiscal year, so we will continue to expand cargo collections in response to growing cold chain needs. In Vietnam, we plan to start operations at a new facility near Ho Chi Minh City in July 2024. Going forward, we plan to develop business in the region with a focus on collaboration among Vietnam, Thailand, and Malaysia.

As a result, for the overseas business overall, we are forecasting net sales of ¥82.0 billion, an increase of ¥10.9 billion from the previous fiscal year, driven by the Logistics business.

Logistics Business

Creating Savory Moments

Factors for Increase/Decrease in Operating Profit

(Billion yen)

	FY24/3 Q3 Results (Cumulative)	FY24/3 Q4	FY24/3 Full-year Results	FY24/3 Compared to Previous Full-year Plan	FY25/3 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

These are the factors that we expect will affect operating profit.

In Japan, inventory levels are expected to remain low to a certain extent due to the slowdown in cargo movement and sluggish demand for imported goods with the depreciation of the yen. However, we expect to increase revenue by capturing demand, mainly from transport with the effects of regulatory changes for drivers, and by expanding our 3PL business such as joint delivery of frozen foods.
In addition, while energy and outsourcing costs are expected to continue to rise, we will reduce the impact through surcharges, setting appropriate fees, and greater operational efficiency.

Overseas, while we expect costs to increase with the startup of the new facility in Vietnam, we will continue to focus on expanding cargo collection at ports and cross-border transport in Europe, and we expect a positive impact from currency translation. In addition, energy costs have returned to the level prior to the Russia-Ukraine conflict, and this stabilization is expected to boost earnings.

Regarding the “Other” line item, in the fourth quarter of the previous fiscal year, because of investments in operational efficiency and strengthening of safety measures, we recorded a negative effect of ¥0.8 billion for the full year period, compared to the planned ¥0.5 billion. In FY25/3, we will continue to make investments for sustainable growth on a similar scale to that of the previous fiscal year, including the establishment of an R&D center, and branding advertising against the backdrop of labor shortages.

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 Variance	YoY % Change	Operating Profit/Net Sales
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%

Next, I'd like to explain our measures for the Marine Products and Meat and Poultry businesses.

Starting with Marine Products, we anticipate a decline in sales due to revisions to the product mix, such as further reductions in low-margin products, but we expect operating profit to increase by ¥0.7 billion to ¥1.3 billion on increased handling of high-margin and MSC/ASC certified products, along with recovery in the profitability of fish roe, which had weakened in the previous fiscal year.

In Meat and Poultry, we anticipate a revenue decrease because of the implementation of structural reforms to shift to a more stable earnings structure, along with extensive selection and concentration for categories of products handled. However, we expect to secure operating profit on a par with the previous fiscal year at ¥1.0 billion, from expanded sales of processed and differentiated products.

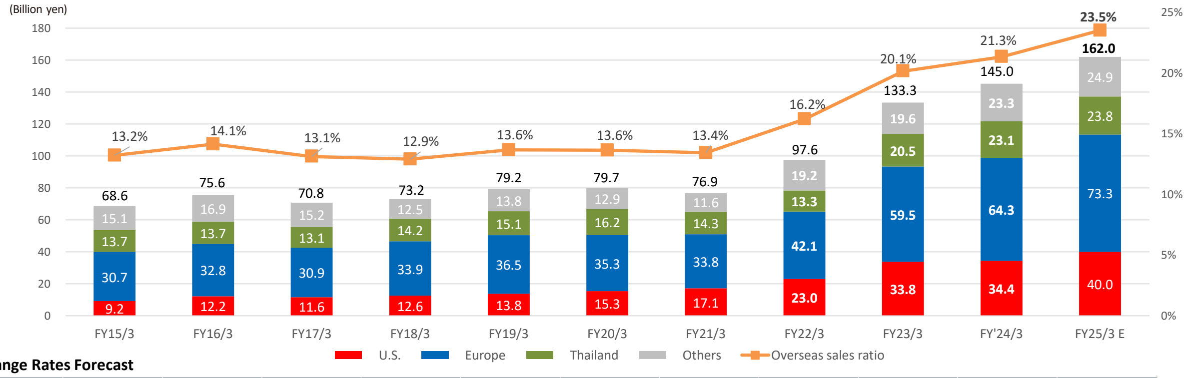
Medium-term Business Plan: Progress and Forecast

Overseas Sales

Creating Savory Moments

- 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.

I would now like to explain the progress and forecast for the Medium-Term Management Plan.

First, overseas sales.
Initially, under the business plan, we had planned for overseas sales of ¥130 billion in the current fiscal year (FY25/3), the final year of the management plan. However, as a result of steady growth in our overseas business, mainly in North America and Europe, we achieved that target in FY23/3, the first year of the plan. For the current fiscal year, we expect sales to be ¥162.0 billion, an increase of ¥17.0 billion year on year, with an overseas sales ratio of 23%.

Of note, over the last 10 years, the average annual growth rate for overseas sales has been 10%, with overall growth for Nichirei Group driven by the processed foods business in North America and the temperature-controlled logistics business in Europe.

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
ROE	9.9%	10.3%	10% or higher	10% or higher
ROIC	6.9%	7.5%	7.5%	7% or higher
NOPAT*	¥23.4 billion	¥26.5 billion	¥27.1 billion	
Capital Employed	¥339.1 billion	¥351.4 billion	¥360.0 billion	
NOPAT Ratio	3.5%	3.9%	3.9%	
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*				Future Measures to Enhance ROIC
	FY23/3 Results	FY24/3 Results	FY25/3 Plan	Initial Plan	
Processed Foods	8.5%	10.8%	11.4%	12% or higher	• Improve profitability (Price revisions, strengthen sales in strategic categories and for new value-added products)
Logistics	7.7%	7.2%	7.5%	7% or higher	• Systematic capital investment and realization of tangible investment result • Expansion of light-asset business, including 3PL, transportation and delivery
Marine Products	3.5%	2.9%	7.5%	6% or higher	• Reduction in handling volume for low-profitability categories • Strengthen overseas sales
Meat and Poultry	13.8%	12.4%	16.8%	25% or higher	• Improved profitability from strengthened processing and product development function • Expand sales of differentiated products
Bioscience	8.9%	12.5%	9.2%	5% or higher	• Concentrate resources in growing field of molecular diagnostic agents • Stable growth for immunochromatographic diagnostic agents

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

This page outlines our business portfolio management based on ROIC.
ROIC for Nichirei Group overall was 7.5% in FY24/3, and through continued improvement in profitability in our core businesses, we expect to achieve 7.5% in the current fiscal year, exceeding the initial plan target of 7%.

Next, I would like to explain the simple ROIC of our two mainstay businesses, the Processed Foods and Logistics businesses.

Starting with Processed Foods, we are forecasting ROIC of 11.4% for the current fiscal year (FY25/3), compared to the initial plan target of 12% or higher. Although the operating profit margin (operating profit/net sales) is steadily improving, owing to previously implemented measures to counter cost increases, and expanded production and sales earnings focused on the strategic categories of rice and processed chicken products, the margin is still short of plan. The operating profit margin for the current fiscal year, despite a forecast operating profit of ¥18.4 billion exceeding the initial plan, is expected to be just 6.1%, as opposed to the initial plan target of 6.7%. We will continue to focus on improving profit margins.

Next, for Logistics, we are forecasting ROIC of 7.5%, exceeding the initial plan target of 7% or higher. The operating profit margin is expected to be 6.2%, roughly in line with the initial business plan. However, as a result of scaling back facility investment mainly in Japan, and expansion in asset-light businesses such as 3PL, and transport and delivery, we expect the capital employed turnover to improve beyond the target in the initial plan, which will contribute to meeting the ROIC target.

Return on Invested Capital (ROIC)

Creating Savory Moments

	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)

This chart shows past ROIC and the breakdown by business segment.

I would like to provide additional information regarding the Processed Foods business.

Regarding the capital employed turnover from FY23/3 to FY25/3E, in FY23/3 it was 2.4 times due to substantial capital investment at Kyurei's frozen rice facility, but since the previous fiscal year, it has steadily improved with the completion of large-scale capital investments starting in the previous business plan, implemented in Japan and overseas, along with heightened awareness of inventory management by management, and is forecast to be 2.7 times in the current fiscal year (FY25/3). Along with better profit margins, the improvement in the turnover rate will also contribute to the improvement in ROIC.

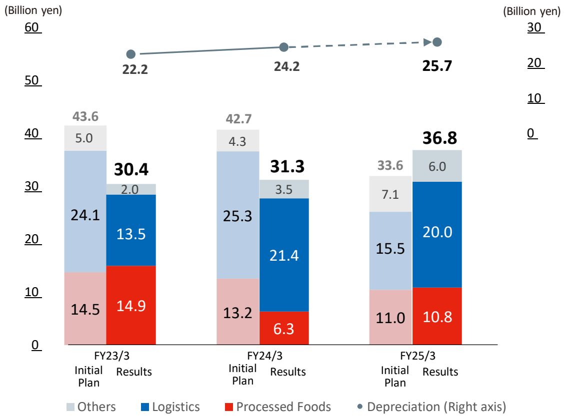
Capital Investment Plan

Creating Savory Moments

- **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)

This is our capital investment.
Nichirei Group's total capital expenditure for the three-year cumulative period is expected to be ¥98.5 billion, ¥21.5 billion less than the initial business plan.

In Processed Foods, capital expenditures over the three-year period are expected to total ¥32.0 billion, a decrease of ¥6.7 billion from the initial plan. This was mainly due to delays in investments to eliminate CFCs at production plants.

In Logistics, we anticipate ¥55.0 billion in cumulative capital expenditures for the three-year period, ¥9.9 billion less than the initial plan. The main reason is the delays in the construction plan for refrigerated warehouses in the Kanto and Kansai regions.

While total capital expenditure will be below the target in the initial business plan, to support expansion of overseas businesses, which is one of the key strategies of Nichirei Group, the ratio of overseas investment is expected to be 26%, exceeding the initial plan target of 15%.

Capital expenditure for the current fiscal year (FY25/3) is expected to total ¥36.8 billion, which we will continue to invest in the Processed Foods and Logistics businesses. The main investment targets are the construction and expansion of refrigerated warehouses at our subsidiary in Poland, and the construction of a new refrigerated warehouse in Vietnam, which is scheduled to start operations in July this year.

Financial Strategy

Creating Savory Moments

- **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**

Operating cash flow (three-year cumulative): ¥159.0 billion
(¥142.0 billion)*

Increase/decrease in borrowings, etc.

Three-year cumulative

Capital expenditures: ¥98.5 billion (¥120.0 billion)*

- Continued growth investments in mainstay businesses
- Expanded investment for environmental measures

Shareholder returns: ¥29.5 billion or more (¥21.0 billion or more)*

- Continued stable dividend increase with target DOE of 4.0%
- Flexible share buybacks

Flexible investment in growth strategies

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

* Figures in parenthesis are the initial business plan figures

This is our financial strategy. Operating cash flow will be used to invest in core businesses to support future growth, and to enhance shareholder returns. We have set a target D/E ratio of 0.5 times from the standpoint of financial soundness and capital efficiency.

Of note, Nichirei is forecasting three-year cumulative operating cash flow of around ¥159.0 billion, an increase of ¥17.0 billion from the initial plan, mainly due to progress in improving profitability in core businesses.

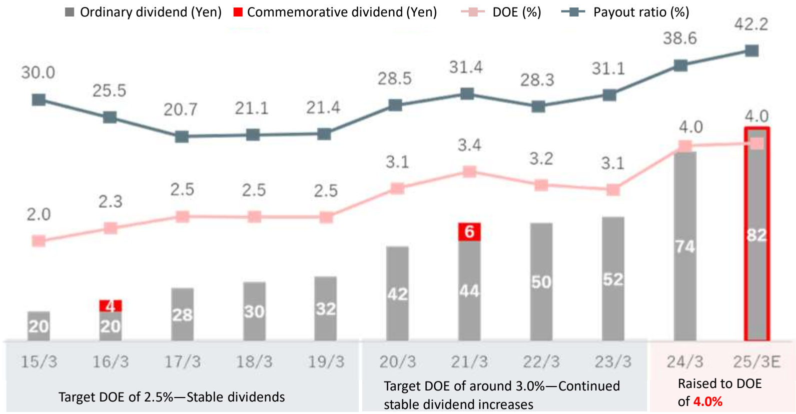
In addition, by pursuing capital efficiency and lowering operating funds, operating cash flow in the previous fiscal year (FY24/3) increased significantly to ¥62.4 billion.

Shareholder Returns

Creating Savory Moments

- **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**

Dividends per Share



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.

This page covers shareholder returns.
In terms of dividends, Nichirei has set a target consolidated dividend on equity (DOE) ratio of 4.0%, and plans to pay a dividend of 82 yen per share in FY25/3, an increase of 8 yen from the previous fiscal year.
Of note, Nichirei is planning an increase in dividends on ordinary shares for a ninth consecutive year, and going forward will continue to steadily increase dividends with a target DOE ratio of 4.0%.

In terms of own share acquisition, Nichirei will continue to flexibly acquire shares as part of a comprehensive assessment of such factors as financial condition and outlook for free cash flow.

Finally, FY25/3 is the final year of the current medium-term business plan, as well as an important fiscal year that will set the foundation for the next plan.
We will steadily implement the priority measures in our plan, and flexibly respond to sudden changes in the business environment as we work to meet our plan targets.

That concludes the presentation. Thank you for your attention.

Appendix

Factors for Increase/Decrease in Consolidated Balance Sheet

(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

Creating Savory Moments

(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

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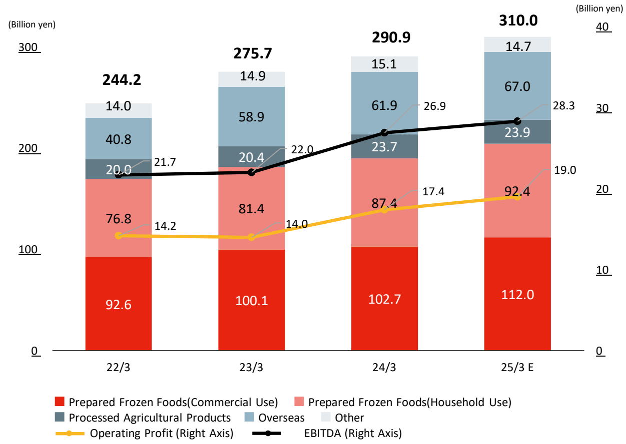
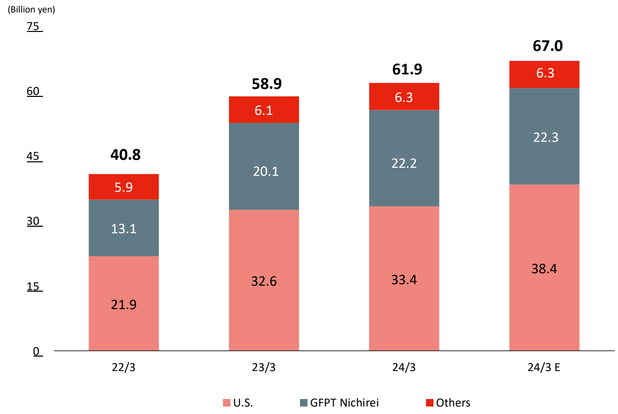
Net Sales, Operating Profit and EBITDA



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 Variance	YoY % Change	Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % 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%		

加工食品事業

Creating Savory Moments

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％

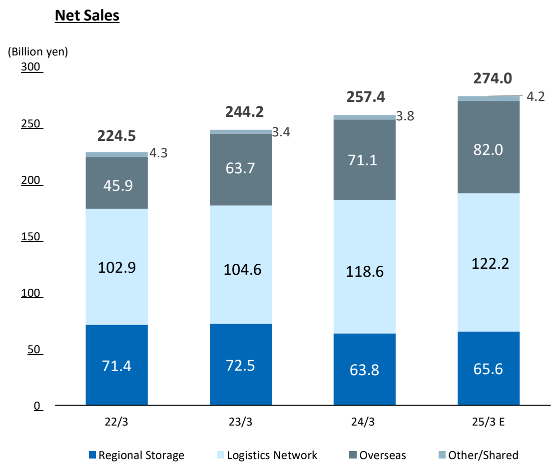
Source: INTAGE SCI (Frozen prepared foods – Quarter-on-quarter change in purchase amount per 100 people (up to 70s). Purchase channel = Includes co-op stores.

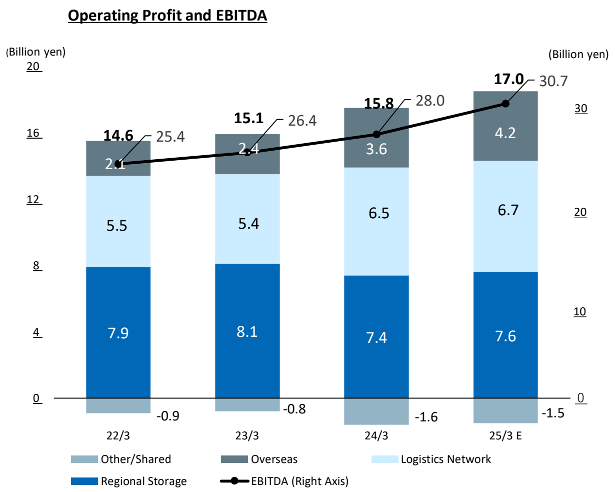
Price revision implementation period and timing of effect from revision

Implementation Period	Items Subject to Price Revision	Revision Rate (Initial Plan)	FY23/3 Q1	FY23/3 Q2	FY23/3 Q3	FY23/3 Q4	FY24/3 Q1	FY24/3 Q2	FY24/3 Q3	FY24/3 Q4	FY25/3 Q1	FY25/3 Q2	FY25/3 Q3	FY25/3 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	2.0			
			Total 11.4				Total 12.9							

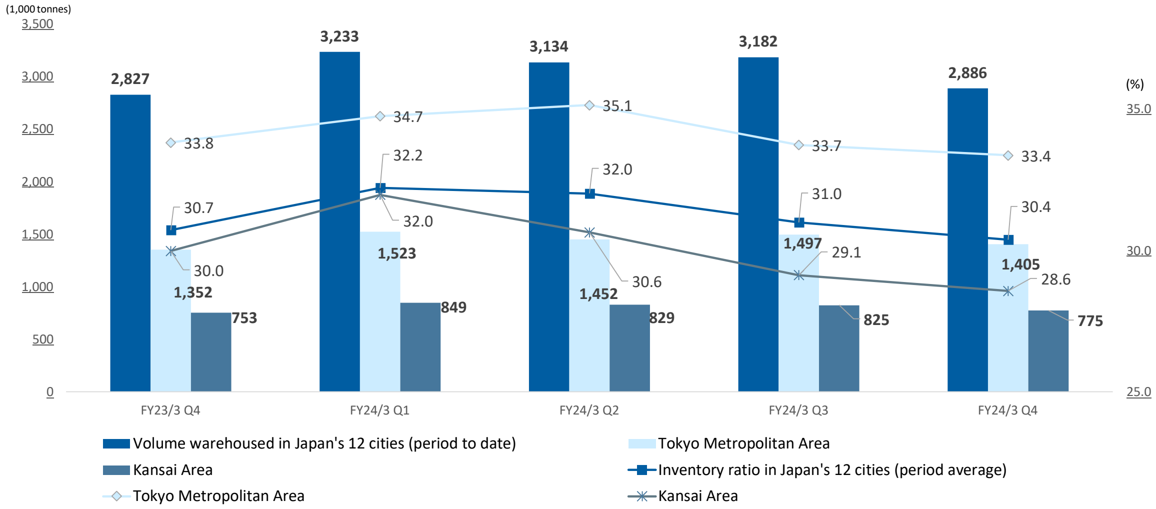
Logistics Business

Creating Savory Moments





Industry-wide Cold Storage Capacity Utilization



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

Logistics Business

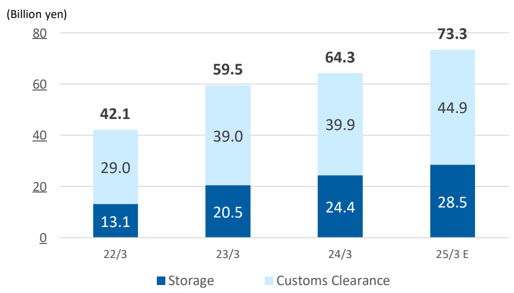
Creating Savory Moments

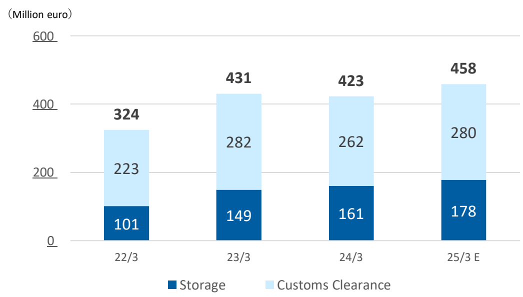
Overseas Sales

(Billion yen)

		FY24/3														FY25/3		
		Q1			Q2			Q3			Q4			Full Year		Full Year		
		Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % Change	Results	YoY Variance	YoY % Change	Plan	YoY Variance	YoY % 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





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 • Ratio of marine products in the above from fisheries with MSC, ASC or other global certification	91% 19%	94% 22%	99% 32%	100% 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
	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
Climate change initiatives	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) ・Logistics (Global)	56% 53%[6]	65% 56%[6]	74% 61%[6]	100% 75%
Securing and developing a diverse array of human resources	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.

Major IR News Releases

- **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.