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[Documents Filed]	Annual Securities Report
[Applicable Law]	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act
[Filed to]	Director of the Kanto Local Finance Bureau
[Filing Date]	June 16, 2026
[Fiscal year]	The 108th Term (from April 1, 2025 to March 31, 2026)
[Company Name]	Kabushikigaisha Nichirei
[Company Name in English]	NICHIREI CORPORATION
[Title and Name of Representative]	Kazunori Shimamoto, Representative director and President (CEO)
[Location of Registered Office]	6-19-20 Tsukiji, Chuo-ku, Tokyo
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[Contact Person]	Tatsuya Tanaka Group leader, Corporate accounting group, Accounting & Tax division
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[Phone No.]	03 (3248) 2165
[Contact Person]	Tatsuya Tanaka Group leader, Corporate accounting group, Accounting & Tax division
[Place Where Available for Public Inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

- In this report, NICHIREI CORPORATION is hereinafter referred to as the "Company" and together with its consolidated subsidiaries as the "Nichirei Group" or the "Group."
- The term "FY" preceding a year means the twelve-month period ended March 31 of that year. For example, "FY2026" refers to the twelve-month period ended March 31, 2026. All other references to years refer to the applicable calendar year.
- Negative balance or amount is presented with "△".
- "¥" or "yen" means Japanese yen.

Part I Corporate Information

I. Group Overview

1.Trends of Major Management Indicators

(1) Consolidated Management Indicators

Fiscal year		104th term	105th term	106th term	107th term	108th term
Year end		March 2022	March 2023	March 2024	March 2025	March 2026
Net sales	(Millions of yen)	602,696	662,204	680,091	702,080	716,144
Operating profit	(Millions of yen)	31,410	32,935	36,911	38,315	38,999
Ordinary profit	(Millions of yen)	31,667	33,448	38,255	39,878	40,149
Profit attributable to owners of parent	(Millions of yen)	23,382	21,568	24,495	24,731	27,332
Comprehensive income	(Millions of yen)	26,792	27,664	39,116	30,481	40,892
Net assets	(Millions of yen)	217,903	233,513	265,942	275,966	304,438
Total assets	(Millions of yen)	427,606	457,333	485,157	499,221	557,242
Net assets per share	(Yen)	815.42	878.85	992.02	1,037.82	1,142.56
Profit per share	(Yen)	88.36	83.57	95.90	97.35	109.07
Diluted profit per share	(Yen)	—	—	—	—	—
Equity ratio	(%)	49.4	49.1	52.2	52.1	51.4
Return on equity	(%)	11.3	9.9	10.3	9.6	10.0
Price-earnings ratio	(Times)	13.4	16.1	21.6	18.3	18.1
Cash flows from operating activities	(Millions of yen)	34,660	37,865	62,442	53,194	48,746
Cash flows from investing activities	(Millions of yen)	△26,016	△26,844	△31,592	△32,403	△33,050
Cash flows from financing activities	(Millions of yen)	△14,179	△8,591	△31,255	△16,804	△3,224
Cash and cash equivalents at the end of the period	(Millions of yen)	23,340	27,767	29,725	35,935	51,538
Number of employees (Average number of temporary employees during the period not included in above)	(Persons)	15,296 (2,692)	15,766 (2,656)	16,385 (2,539)	16,626 (2,456)	17,763 (2,530)
Equity ratio based on fair value	(%)	71.7	74.9	109.1	89.2	88.6
Interest-bearing liabilities (Amounts excluding lease liabilities)	(Millions of yen)	104,718 (90,172)	114,580 (100,064)	97,954 (83,891)	106,255 (92,731)	124,756 (110,825)
Interest-bearing liabilities to cash flow ratio	(Years)	2.2	2.3	1.8	1.9	2.1
Financial balance	(Millions of yen)	289	281	376	574	369
Interest coverage ratio	(Times)	72.2	62.9	67.2	46.8	42.5
Amount of capital investments	(Millions of yen)	27,913	30,416	31,283	34,504	36,873
Depreciation	(Millions of yen)	21,089	22,198	24,219	24,277	22,087
Number of treasury shares	(Shares)	4,522,808	6,351,246	6,354,029	3,182,831	6,367,479
Number of consolidated subsidiaries	(Companies)	77	80	81	80	87
Number of affiliates accounted for by the equity method	(Companies)	16	18	15	15	12

(Notes)

1. “Diluted profit per share” is not disclosed since there are no potential shares.
2. On April 1, 2025, the Company conducted a stock split at a ratio of 2 shares for each common share. The figures for “Net assets per share,” and “Profit per share,” have been calculated on the assumption that the stock split had been effective at the beginning of the 104th fiscal year.
3. Calculation method of each indicator from “Equity ratio based on fair value” to “Interest coverage ratio” is as follows.
   - Equity ratio based on fair value: Total market capitalization divided by Total assets
     Total market capitalization is calculated as follows.
     Closing stock price at the end of the period (Tokyo Stock Exchange Prime Market) multiplied by
     Number of issued shares at the end of the period (after deducting treasury shares)
   - Interest-bearing liabilities
     Short and Long-term borrowings + Commercial papers + Bonds payable + Lease liabilities
   - Interest-bearing liabilities to cash flow ratio
     Interest-bearing liabilities ((Beginning of the period + End of the period) divided by 2) divided by Operating cash flows
   - Financial balance
     (Interest income + Dividend income) － (Interest expenses + Interest on commercial papers)
   - Interest coverage ratio
     Operating cash flows divided by Interest payments
     Interest payments are the amount of interest paid disclosed in the consolidated statement of cash flows.
   - In calculating “Interest-bearing liabilities to cash flow ratio” and “Interest coverage ratio,” Operating cash flows are cash flows from operating activities disclosed in the consolidated statement of cash flows, adjusted by changes in operating funds (trade receivables, inventories, and trade payables).

(2) Management Indicators of the Company

Fiscal year		104th term	105th term	106th term	107th term	108th term
Year end		March 2022	March 2023	March 2024	March 2025	March 2026
Operating revenue	(Millions of yen)	18,906	19,003	19,192	22,430	22,508
Operating profit	(Millions of yen)	8,972	8,818	8,701	9,136	8,512
Ordinary profit	(Millions of yen)	10,226	9,964	9,925	10,608	10,198
Profit	(Millions of yen)	12,433	9,341	9,165	10,164	12,788
Share capital	(Millions of yen)	30,472	30,512	30,563	30,608	30,660
Total number of shares issued	(Shares)	134,007,795	134,042,599	134,075,652	128,464,869	256,984,963
Number of treasury shares	(Shares)	4,522,808	6,351,246	6,354,029	3,182,831	6,367,479
Average number of shares during the period	(Shares)	132,317,386	129,046,180	127,713,086	127,029,897	250,601,523
Net assets	(Millions of yen)	107,058	105,147	112,292	101,404	103,912
Total assets	(Millions of yen)	205,028	211,227	209,564	202,523	220,735
Net assets per share	(Yen)	413.40	411.72	439.60	404.70	414.63
Dividend per share (of which interim dividend per share)	(Yen)	50 (25)	52 (26)	74 (37)	92 (41)	47 (23)
Profit per share	(Yen)	46.98	36.19	35.88	40.01	51.03
Diluted profit per share	(Yen)	–	–	–	–	–
Equity ratio	(%)	52.2	49.8	53.6	50.1	47.1
Return on equity	(%)	11.4	8.8	8.4	9.5	12.5
Price-earnings ratio	(Times)	25.2	37.1	57.7	44.4	38.6
Dividend payout ratio	(%)	53.2	71.8	103.1	115.0	92.1
Number of employees (Average number of temporary employees during the period not included in above)	(Persons)	213 (2)	221 (3)	241 (5)	235 (5)	234 (5)
Stock price at the end of the period	(Yen)	2,369.0	2,684.0	4,143.0	1,777.5	1,969.5
Total shareholder return (Comparison index: TOPIX including dividends)	(%)	84.9 (102.0)	97.8 (107.9)	151.6 (152.5)	134.2 (150.2)	151.0 (202.2)
Highest stock price	(Yen)	3,080.0	2,904.0	4,204.0	1,797.0 (4,554.0)	2,157.0
Lowest stock price	(Yen)	2,367.0	2,171.0	2,633.0	1,756.5 (3,346.0)	1,628.0

(Notes)
1. "Dividend per share" for the 107th fiscal year includes a special dividend of 10 yen (year-end only).
2. "Dividend per share" for the fiscal year ending March 2026 is 47 yen, including the year-end dividend of 24 yen, which is subject to resolution at the Ordinary General Shareholders Meeting scheduled to be held on June 24, 2026.
3. "Diluted profit per share" is not disclosed since there are no potential shares.
4. On April 1, 2025, the Company conducted a stock split at a ratio of 2 shares for each common share. The figures for "Net assets per share," and "Profit per share," have been calculated on the assumption that the stock split had been effective at the beginning of the 104th fiscal year.
5. "Stock price at the end of the period," "Highest stock price," and "Lowest stock price" are based on listings on the Tokyo Stock Exchange Prime Market from April 4, 2022 onward, and on the First Section of the Tokyo Stock Exchange prior to that date.
6. On April 1, 2025, the Company conducted a stock split at a ratio of 2 shares for each common share. For the stock prices in the 107th fiscal year, "Stock price at the end of the period", "Highest stock price" and "Lowest stock price" after the ex-rights date following the stock split are presented, with the corresponding prices before the stock split shown in parentheses.

2. Corporate History

(History of the Company's foundation)

Based on the Fisheries Control Order promulgated on May 19, 1942, Teikoku Marine Products Control Company was established on December 24, 1942 with a share capital of 50 million yen by 18 companies, mostly fisheries companies, as a central control organization for sales of marine products, ice making, refrigeration, and other businesses associated with marine fisheries. Subsequently, following the repeal of the Fisheries Control Order on November 30, 1945, the Company was reorganized as a limited company under the Commercial Code of Japan on December 1, 1945, and changed its name to Nippon Reizo Inc.

Month and Year	History
December 1942	Establishment of Teikoku Marine Products Control Company.
April 1943	Began purchasing and sale of marine products, as well as ice making, refrigeration, and freezing business.
December 1945	Changed trade name to Nippon Reizo Inc.
March 1946	Established a food sales subsidiary.
December 1948	Added to its business purposes the manufacturing, trading and import and export of canned foods, fertilizers, feeds and oils and fats, and the import and export of marine products.
May 1949	Shares listed on the Tokyo, Osaka (delisted in June 2010), and Nagoya (delisted in June 2003) stock exchanges.
August 1951	Established a canning factory and started the food production business.
October 1952	Began sales of prepared frozen foods.
May 1956	Started the meat and poultry products business.
March 1977	Established a subsidiary to handle transportation. (currently Logistics Network Inc., a consolidated subsidiary.)
January 1979	Established a subsidiary to collect and sell agricultural, marine, and meat and poultry products in the U.S.A. (currently Nichirei Foods U.S.A., Inc., a consolidated subsidiary, which succeeded to the business.)
June 1982	Entered the biotechnology field.
April 1984	Added to its business purposes the manufacturing and trading of medicines, quasi-drugs and reagents, and the production and trading of seeds and seedlings.
February 1985	Changed trade name to Nichirei Corporation.
April 1988	Released an acerola drink in earnest.
September 1988	Acquired a Dutch refrigeration company and entered the refrigeration business in the Netherlands. (currently Thermotraffic B.V., a consolidated subsidiary)
December 1988	Construction of the Nichirei Akashi-cho Building was completed and the Company began the office building leasing business in earnest.
April 1989	Released a combination food for diabetic diet preparation, a special-use food approved by the Ministry of Health and Welfare.
April 1990	Started the logistics business in earnest.
February 1991	Construction of the Nichirei Higashi-Ginza Building was completed. Head office relocated to the building in April of the same year.
March 1997	Established a Technology Development Center to consolidate its R&D functions.
April 1998	Entered the third-party logistics business. (currently Logistics Network Inc., a consolidated subsidiary, which succeeded to the business.)
June 2000	Added to the business purposes the management of hotels and Japanese style hotels.
January 2003	Spun off its information systems division and established an outsourcing company for information processing operations (an affiliate) through joint investment with Hitachi, Ltd.
April 2004	Conducted a corporate split of the domestic temperature-controlled logistics business. (Split off to one logistics network company and seven companies in the regional storage business, consolidated subsidiaries.)
April 2005	The processed foods, marine products, meat and poultry products, temperature-controlled logistics, bioscience, and shared services businesses were split off, and the Company transitioned to a holding company.
November 2005	Established Jinzhu (Yantai) Food Research and Development Co., Ltd. (an affiliate) in China (Shandong province) as a joint venture with Nisshin Seifun Group Inc. and started operation in October 2006.
November 2006	Acquired a production base in Thailand as a subsidiary. (Surapon Nichirei Foods Co., Ltd., a consolidated subsidiary)
July 2010	Acquired a French temperature-controlled logistics company and entered into the temperature-controlled logistics business in France. (currently Transports Godfroy S.A.S. and one other company, consolidated subsidiaries)
October 2010	The production base established in Thailand started operations. (GFPT Nichirei (Thailand) Co., Ltd., a consolidated subsidiary)
June 2012	Acquired an American food company and expanded its business in the U.S. market. (InnovAsian Cuisine Enterprises, Inc., a consolidated subsidiary)
March 2019	Established a Global Innovation Center as an R&D and production base for the Bioscience business.
April 2022	Transitioned from the First Section of the Tokyo Stock Exchange to the Prime Market due to the revision of the market classification of the Tokyo Stock Exchange.
June 2023	Made a temperature-controlled logistics company in Thailand a subsidiary. (SCG Nichirei Logistics Co., Ltd., a consolidated subsidiary)
April 2026	Nichirei Foods Inc. conducted an absorption-type merger with Nichirei Fresh Inc.

3. Description of Business

The Group consists of the Company, 87 subsidiaries and 12 affiliates, and is engaged in Foods, Temperature-controlled Logistics, Real estate, and Other businesses, as well as operations related to the businesses.

As the Company falls under the category of Specified Listed Company, etc., the materiality thresholds for material facts under the insider trading regulations are judged based on the figures on a consolidated basis.

In addition, from the beginning of the current consolidated fiscal year, the Company changed the classification of reportable segments in connection with the commencement of functional reorganization toward the integration of the Foods business. Details are as described in “V. Financial Information, 1. Consolidated Financial Statements, etc. (1) Consolidated Financial Statements, [Notes to Consolidated Financial Statements], (Segment Information, etc.), 1. General information about reportable segments.”

(1) Main Businesses and Positions of the Company, Subsidiaries and Affiliates by Segment, as well as Names of Subsidiaries and Affiliates, and Number of Subsidiaries and Affiliates

All subsidiaries are consolidated by the Company.

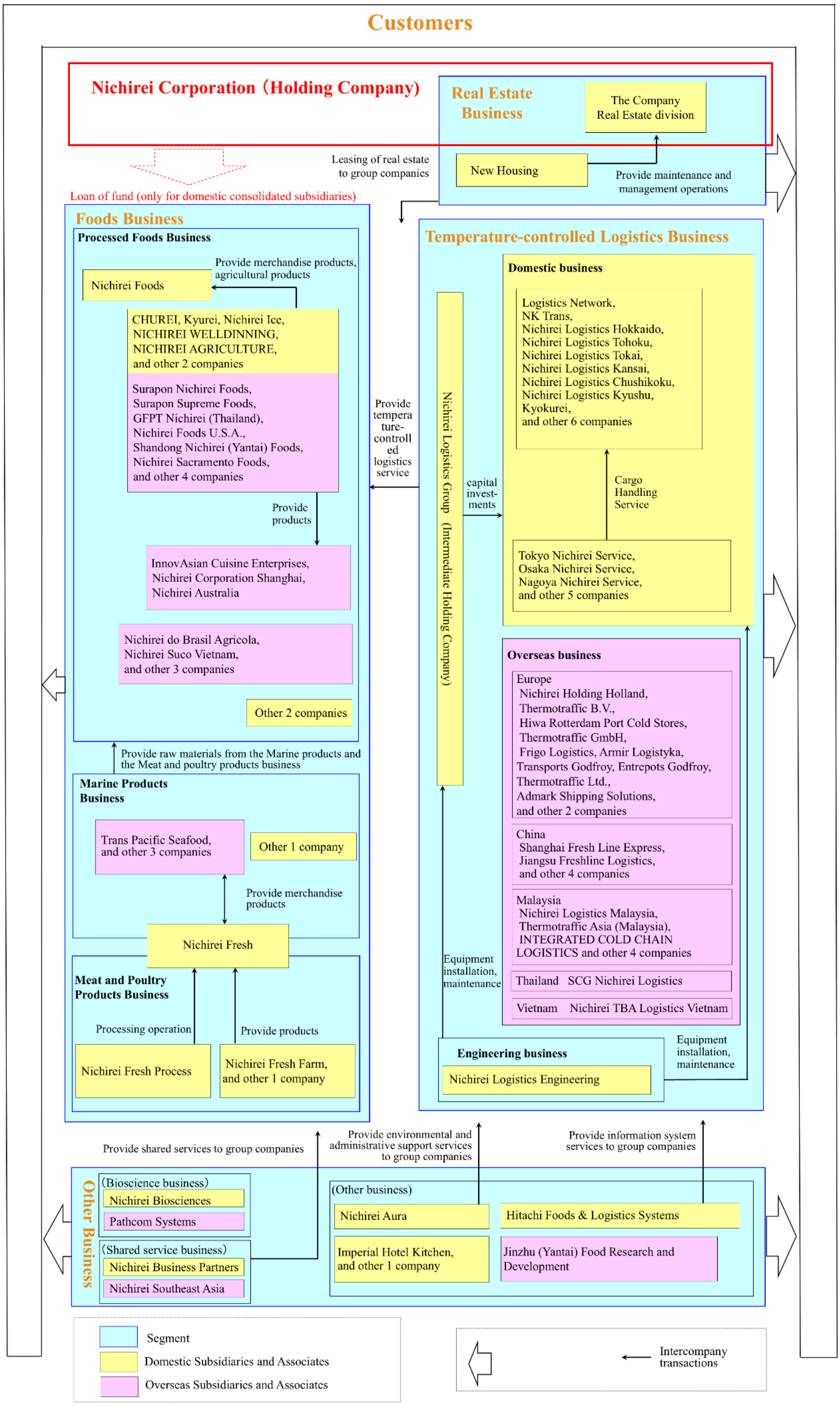
(As of March 31, 2026)

Segment		Main businesses (Main services and items handled) and Positions of the Company, subsidiaries and affiliates	Names of subsidiaries and affiliates	Number of subsidiaries and affiliates
Foods business	Processed foods business	Subsidiaries: ① Manufacturing, processing and sales of processed foods ② Sales of processed foods, Trading agricultural products ③ Processing and sales of agricultural products Affiliates: ④ Manufacturing and sales of processed foods [Items handled] Prepared frozen foods (chicken, processed meat products, rice, croquettes, Chinese side dishes, snacks, etc.), Agricultural processed foods, Retort foods, and Wellness foods, Acerola, Packaged ice	① Nichirei Foods (*2), CHUREI, Kyurei, Nichirei Ice, NICHIREI WELLDINING, Surapon Nichirei Foods, Surapon Supreme Foods, GFPT Nichirei (Thailand), Shandong Nichirei (Yantai) Foods, Nichirei do Brasil Agricola, Nichirei Sacramento Foods and 1 other company ② Nichirei Foods U.S.A, InnovAsian Cuisine Enterprises, Nichirei Corporation Shanghai, Nichirei Australia, Nichirei Suco Vietnam and 4 other companies ③ NICHIREI AGRICULTURE and 2 other companies	24 subsidiaries
			④ SHIN SUNFOOD INDUSTRY, Taian Jiayu Foodstuff, and 2 other companies	4 affiliates
	Marine products business	Subsidiaries: ① Processing and sales of marine products ② Trading of marine products [Items handled] Shrimp, Octopus, Crab, Shellfish, Fish roe and other marine products, Processed marine materials	① Nichirei Fresh (*1,2), Trans Pacific Seafood and 1 other company ② NICHIREI Fresh Hong Kong and 2 other companies	6 subsidiaries
	Meat and poultry products business	Subsidiaries: ① Processing and sales of meat and poultry products ② Processing operations of meat and poultry products ③ Breeding and sales of chicken [Items handled] Chicken, Beef, Pork, Processed and Packaged livestock materials	① Nichirei Fresh (*1,2) and 1 other company ② Nichirei Fresh Process ③ Nichirei Fresh Farm	4 subsidiaries
Temperature-controlled Logistics business	Temperature-controlled Logistics business management, Leasing facilities		Nichirei Logistics Group	1 subsidiary
	Domestic business	Subsidiaries: ① Providing storage services, providing transport services, and distribution center functions, logistics center operation business, logistics consulting (3PL), production and sales of ice ② Providing cargo handling services Affiliates: ③ Leasing refrigerated warehouses, providing storage services, and production and sales of ice [Main storage services] Storage, Inventory control, Import customs clearance agent, Freezing and Thawing (Note: 3PL is abbreviation for Third Party Logistics)	① Logistics Network, NK Trans, Nichirei Logistics Hokkaido, Nichirei Logistics Tohoku, Nichirei Logistics Tokai, Nichirei Logistics Kansai, Nichirei Logistics Chushikoku, Nichirei Logistics Kyushu, Kyokurei and 1 other company ② Tokyo Nichirei Service, Osaka Nichirei Service, Nagoya Nichirei Service, and 5 other companies	18 subsidiaries
			③ Tokyo Industrial Complex Storage and 4 other companies	5 affiliates
	Overseas business	Subsidiaries: Providing logistics services in the Netherlands, Germany, Poland, France, UK, China, Malaysia, Thailand and Vietnam	Nichirei Holding Holland, Thermotraffic B.V., Hiwa Rotterdam Port Cold Stores, Thermotraffic GmbH, Frigo Logistics, Armir Logistyka, Transports Godfroy, Entrepots Godfroy, Thermotraffic Ltd., Admark Shipping Solutions Ltd., Shanghai Fresh Line Express, Jiangsu Freshline Logistics, Nichirei Logistics Malaysia, Thermotraffic Asia (Malaysia), INTEGRATED COLD CHAIN LOGISTICS, SCG Nichirei Logistics, Nichirei TBA Logistics Vietnam and 10 other companies	27 subsidiaries
	Engineering business	Subsidiary: Construction work and design, Maintenance	Nichirei Logistics Engineering	1 subsidiary
Real estate business		The Company: Leasing office buildings and parking lots Subsidiary: Leasing and management of real estate	New Housing	1 subsidiary
Other business		Subsidiaries: ① Manufacturing and trading of diagnostic pharmaceuticals and medical devices ② Human resources and payroll, accounting, legal and other related services ③ Environmental and administrative support services Affiliates: ④ Manufacturing and sales of processed foods ⑤ Information system services ⑥ Analysis and evaluation, and research and development of food products	① Nichirei Biosciences, Pathcom Systems ② Nichirei Business Partners, Nichirei Southeast Asia ③ Nichirei Aura and 1 other company	6 subsidiaries
			④ Imperial Hotel Kitchen ⑤ Hitachi Foods & Logistics Systems ⑥ Jinzhu (Yantai) Food Research and Development	3 affiliates

(Notes)

1. Nichirei Fresh is engaged in the marine products business and the meat and poultry products business. Therefore, it is included in the number of subsidiaries of each business segment.
2. Nichirei Foods and Nichirei Fresh conducted an absorption-type merger effective April 1, 2026, with Nichirei Foods as the surviving company and Nichirei Fresh as the absorbed company.

(2) Group Business Chart (as of March 31, 2026)



4. Subsidiaries and Affiliates

Name	Address	Share capital or Investments in capital (Millions of yen)	Main Business	Voting rights ownership [Owned by] Ratio (%)	Relation details		Notes
					Concurrent executives (Persons)	Other	
(Consolidated subsidiary)							
Nichirei Foods Inc.	Chuo-ku, Tokyo	15,000	Foods	100.0	2	Management guidance, Lease of office spaces	*1, 2, 3
CHUREI Co., Ltd.	Shimonoseki City, Yamaguchi Prefecture	200	〃	100.0 (100.0)	–	–	
Kyurei Inc.	Munakata City, Fukuoka Prefecture	10	〃	100.0 (100.0)	–	–	
Nichirei Ice Inc.	Chuo-ku, Tokyo	20	〃	100.0 (100.0)	–	–	
NICHIREI WELLDINING Inc.	Toyoyama Town, Nishi-Kasugai-gun, Aichi Prefecture	100	〃	100.0 (100.0)	–	–	
NICHIREI AGRICULTURE Inc.	Kagoshima City, Kagoshima Prefecture	25	〃	100.0 (100.0)	–	–	
Surapon Nichirei Foods Co., Ltd.	Samut Prakan Province, Thailand	100,000,000 Thai baht	〃	51.0 (51.0)	–	–	
Surapon Supreme Foods Company Limited	Prachin Buri Province, Thailand	400,000,000 Thai baht	〃	51.0 (51.0)	–	–	
GFPT Nichirei (Thailand) Co., Ltd.	Chonburi Province, Thailand	3,014,000,000 Thai baht	〃	51.0 (51.0)	–	–	*1
Nichirei Foods U.S.A., Inc.	Washington State, U.S.A.	2,300,000 US dollar	〃	100.0 (100.0)	–	–	
InnovAsian Cuisine Enterprises Inc.	Washington State, U.S.A.	2,200,000 US dollar	〃	100.0 (100.0)	–	–	
Nichirei Foods Acquisition Inc.	Washington State, U.S.A.	30,990,000 US dollar	〃	100.0 (100.0)	–	–	*1
Nichirei Sacramento Foods Corporation	California State, U.S.A.	39,110,000 US dollar	〃	100.0 (100.0)	–	–	*1
Shandong Nichirei (Yantai) Foods Co., Ltd.	Shandong Province, China	21,416,000 Chinese yuan	〃	65.0 (65.0)	–	–	
Nichirei Corporation Shanghai Ltd.	Shanghai City, China	7,100,000 US dollar	〃	100.0 (100.0)	–	–	
Nichirei Australia Pty. Ltd.	New South Wales State, Australia	1,000,000 Australian dollar	〃	100.0 (100.0)	–	–	
Nichirei do Brasil Agricola Ltda.	Pernambuco State, Brazil	32,983,000 Real	〃	100.0 (100.0)	–	–	
Nichirei Suco Vietnam Co., Ltd.	Dong Thap Province, Vietnam	6,200,000 US dollar	〃	100.0 (100.0)	–	–	
Nichirei Fresh Inc.	Chuo-ku, Tokyo	8,000	〃	100.0	2	Management guidance, Lease of office spaces	*1, 2, 3
NICHIREI Fresh Hong Kong, Limited	Hong Kong Special Administrative Region, China	5,000,000 Hong Kong dollar	〃	100.0 (100.0)	–	–	
Trans Pacific Seafood Co., Ltd.	Lam Dong Province, Vietnam	147.55 billion Vietnamese dong	〃	84.6 (84.6)	–	–	
Nichirei Fresh Farm Inc.	Hirono Town, Kunohe-gun, Iwate Prefecture	100	〃	85.0 (85.0)	–	–	
Nichirei Fresh Process Inc.	Kanazawa-ku, Yokohama City	30	〃	100.0 (100.0)	–	–	
Nichirei Logistics Group Inc.	Chiyoda-ku, Tokyo	20,000	Temperature-controlled Logistics	100.0	2	Management guidance, Lease of office spaces	*1
Logistics Network Inc.	Chiyoda-ku, Tokyo	100	〃	100.0 (100.0)	1	–	*2
NK Trans Inc.	Chiyoda-ku, Tokyo	60	〃	100.0 (100.0)	–	–	
Nichirei Logistics Hokkaido, Inc.	Nishi-ku, Sapporo City	50	〃	100.0 (100.0)	–	–	
Nichirei Logistics Tohoku, Inc.	Miyagino-ku, Sendai City	50	〃	100.0 (100.0)	–	–	
Nichirei Logistics Tokai, Inc.	Atsuta-ku, Nagoya City	100	〃	100.0 (100.0)	–	–	
Nichirei Logistics Kansai, Inc.	Kita-ku, Osaka City	100	〃	100.0 (100.0)	–	Lease of office spaces	

Name	Address	Share capital or Investments in capital (Millions of yen)	Main Business	Voting rights ownership [Owned by] Ratio (%)	Relation details		Notes
					Concurrent executives (Persons)	Other	
Nichirei Logistics Chushikoku, Inc.	Nishi-ku, Hiroshima City	50	Temperature-controlled Logistics	100.0 (100.0)	–	–	
Nichirei Logistics Kyushu, Inc.	Higashi-ku, Fukuoka City	100	〃	100.0 (100.0)	–	–	
Kyokurei Inc.	Naka-ku, Yokohama City	298	〃	100.0 (100.0)	–	–	
Tokyo Nichirei Service Inc.	Chiyoda-ku, Tokyo	60	〃	100.0 (100.0)	–	–	
Osaka Nichirei Service Inc.	Kita-ku, Osaka City	30	〃	100.0 (100.0)	–	–	
Nagoya Nichirei Service Inc.	Atsuta-ku, Nagoya City	50	〃	100.0 (100.0)	–	–	
Nichirei Logistics Engineering Inc.	Chiyoda-ku, Tokyo	60	〃	100.0 (100.0)	–	–	
Nichirei Holding Holland B.V.	Rotterdam City, The Netherlands	46,350,000 Euro	〃	100.0 (100.0)	–	–	*1
Thermotraffic B.V.	Rotterdam City, The Netherlands	4,910,000 Euro	〃	100.0 (100.0)	–	–	
Hiwa Rotterdam Port Cold Stores B.V.	Rotterdam City, The Netherlands	2,270,000 Euro	〃	100.0 (100.0)	–	–	
Thermotraffic GmbH	Versmold City, Germany	1,200,000 Euro	〃	100.0 (100.0)	–	–	
Frigo Logistics Sp. z o.o.	Znin City, Poland	11,800,000 Złoty	〃	100.0 (100.0)	–	–	
Armir Logistyka Sp. z o.o.	Ruda Slaska City, Poland	20,000 Złoty	〃	100.0 (100.0)	–	–	
Transports Godfroy S.A.S.	Carpiquet City, France	152,000 Euro	〃	100.0 (100.0)	–	–	
Entrepots Godfroy S.A.S.	Carpiquet City, France	7,000 Euro	〃	100.0 (100.0)	–	–	
Thermotraffic (N.I.) Ltd.	Belfast City, United Kingdom	20,480,000 Pound sterling	〃	100.0 (100.0)	–	–	*1
Thermotraffic Ltd.	Suffolk County, United Kingdom	20,060,000 Pound sterling	〃	100.0 (100.0)	–	–	*1
Admark Shipping Solutions Ltd.	Norfolk County, United Kingdom	100 Pound sterling	〃	100.0 (100.0)	–	–	
Shanghai Fresh Line Express Co., Ltd.	Shanghai City, China	3,930,000 US dollar	〃	82.4 (82.4)	–	–	
Jiangsu Freshline Logistics Co., Ltd.	Jiangyin City, China	15,000,000 Chinese yuan	〃	53.6 (53.6)	–	–	
Nichirei Logistics Malaysia Sdn. Bhd.	Puchong City, Malaysia	306,090,000 Ringgit	〃	100.0 (100.0)	–	–	*1
Thermotraffic Asia (Malaysia) Sdn. Bhd.	Klang City, Malaysia	237,730,000 Ringgit	〃	49.0 (49.0)	–	–	*1
INTEGRATED COLD CHAIN LOGISTICS SDN. BHD.	Penang State, Malaysia	11,000,000 Ringgit	〃	49.0 (49.0)	–	–	
SCG Nichirei Logistics Co., Ltd.	Samut Prakan Province, Thailand	803,060,000 Thai baht	〃	49.0 (49.0)	–	–	*1
Nichirei TBA Logistics Vietnam LLC	Tay Ninh Province, Vietnam	649,620,000,000 Vietnamese dong	〃	100.0 (100.0)	–	–	*1
New Housing Inc.	Chuo-ku, Tokyo	120	Real estate	100.0	–	Outsourcing maintenance and management of assets for lease	
Nichirei Biosciences Inc.	Chuo-ku, Tokyo	450	Other	100.0	1	Management guidance, Lease of office spaces	
Nichirei Business Partners Inc.	Chuo-ku, Tokyo	30	〃	100.0	–	Outsourcing shared services operations, Lease of office spaces	
Nichirei Aura Inc.	Funabashi City, Chiba Prefecture	20	〃	100.0 (25.0)	–	Outsourcing environment support services and business support services	
Pathcom Systems Corporation	California State, U.S.A.	16,510,000 US dollar	〃	100.0 (100.0)	1	–	
Nichirei Southeast Asia Co., Ltd.	Bangkok, Thailand	10,000,000 Thai baht	〃	100.0 (0.01)	1	Outsourcing management control and audit-related operations	
Other 26 companies	–	–	–	–	–	–	

Name	Address	Share capital or Investments in capital (Millions of yen)	Main Business	Voting rights ownership [Owned by] Ratio (%)	Relation details		Notes
					Concurrent executives (Persons)	Other	
(Affiliates accounted for by the equity method)							
SHIN SUNFOOD INDUSTRY Co., Ltd.	Miyazaki City, Miyazaki Prefecture	30	Manufacturing and sales of processed foods	20.0 (20.0)	–	–	
TAIAN JIAYU FOODSTUFF CO., LTD.	Shandong Province, China	25,810,000 Chinese yuan	Production and sales of frozen processed agricultural products	30.0 (30.0)	–	–	
Tokyo Industrial Complex Storage Inc.	Ota-ku, Tokyo	100	Leasing of refrigerated facilities and operation of refrigerated warehouses	28.6 (28.6)	–	–	
Imperial Hotel Kitchen Corporation	Chiyoda-ku, Tokyo	100	Manufacturing, processing and trading of prepared foods	50.0	3	–	
Hitachi Foods & Logistics Systems Inc.	Chuo-ku, Tokyo	300	Information system services	44.0	1	Outsourcing information system operations, Lease of office spaces	
Jinzhu (Yantai) Food Research and Development Co., Ltd.	Shandong Province, China	240	Analysis and evaluation, and research and development of food products	50.0	2	–	
6 other companies	–	–	–	–	–	–	

(Notes)
1. The descriptions under "Main Business" are as follows.
   Consolidated subsidiaries: Names listed in the segment information
   Affiliates accounted for by the equity method: Business
2. Figures in parentheses under "Voting rights ownership [Owned by] Ratio (%)" indicate the percentage of indirect ownership included in the above ratio.
3. "Concurrent executives" under "Relation details" indicates the status of concurrent positions held by executives (including executive officers) of the Company.
4. The Company has introduced a cash management system (CMS) at its major domestic consolidated subsidiaries to centrally manage the lending of funds and the receipt of surplus funds.
5. *1 Specified subsidiaries
   *2 Major profit and loss information of the consolidated subsidiaries whose net sales (excluding intercompany sales among consolidated companies) exceed 10% of consolidated net sales is as follows.

(Millions of yen)

Segment	Company Name	Net sales	Ordinary profit	Profit	Net assets	Total assets
Foods	Nichirei Foods Inc.	258,195	13,094	8,990	66,232	145,027
Foods	Nichirei Fresh Inc.	97,675	1,904	886	17,737	30,714
Temperature-controlled Logistics	Logistics Network Inc.	128,005	6,671	4,251	12,724	30,396

*3 Nichirei Foods and Nichirei Fresh conducted an absorption-type merger effective April 1, 2026, with Nichirei Foods as the surviving company and Nichirei Fresh as the absorbed company.

II. Business Overview

1. Management Policy, Business Environment and Issues to be Addressed

The management policy, business environment, and issues to be addressed by the Group are as follows.

Forward-looking statements in the following section are based on the judgment of the Group as of the end of the current consolidated fiscal year.

(1) Management Policy

[Mission]

Spreading Happiness through Food into the Future

[Vision]

To create value by connecting Food, People, and Planet

We create new value by utilizing the power of cooling throughout the food value chain, building the way toward a brighter future for people and the planet.

[Values]

<The Nichirei Way>

Act with integrity, Pursue quality, Exceed expectations, Unite to co-create and Value people

Nichirei Group HP Corporate Philosophy

https://www.nichirei.co.jp/english/corpo/management/philosophy.html

[Nichirei Group Sustainability Policy]

The Nichirei Group is committed to resolve social issues and create new value through its business activities, which include the procurement, production, logistics and sale of food, while considering the impact of those activities on the global environment and local communities and respect for human rights. We publicly disclose the details of these activities to promote stakeholder dialogue and increase transparency. Furthermore, we work to create more sustainable communities by fulfilling our responsibilities as a company that supports good eating habits and health.

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

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

(2) Medium-term Management Strategies, Target Management Indicators, Business Environment and Issues to be Addressed

① Group Medium-Term Business Plan “Compass × Growth 2027”

In FY 2026, the first year of the Group Medium-Term Business Plan “Compass × Growth 2027,” net sales progressed largely in line with the plan. However, operating profit fell short of the plan due to the impact of changes in the business environment in the foods business.

In light of these results, the Company determined that achieving the targets assumed when the Medium-Term Business Plan was formulated will require a certain amount of time and has therefore decided to revise the financial targets of the Medium-Term Business Plan to enhance their feasibility.

In addition, with our newly formulated Corporate Philosophy (MVV) as our guiding principle, the Nichirei Group will work toward achieving its Long-Term Management Goal, "N-FIT (Nichirei Future Innovative Tactics) 2035," by appropriately responding to changes in the business environment, promoting the transformation of its business structure, and accelerating Group growth once again through the five strategic initiatives for sustainability management set out in "N-FIT 2035."

(a) Group-wide consolidated financial goal

	FY 2026 Results	FY2027 Forecast (Irregular Fiscal Period)	FY 2028 Plan
Net sales	¥716.1 billion	¥609.4 billion	¥777.3 billion
Of which overseas sales ratio	24.3%	32.0%	30.4%
Operating Profit	¥39.0 billion	¥33.8 billion	¥45.2 billion
Profit attributable to owners of parent	¥27.3 billion	¥25.2 billion	¥32.0 billion
EPS	¥109.1	¥100.6	¥127.7
EBITDA	¥61.1 billion	¥54.7 billion	¥71.2 billion
ROIC	7.3%	6.0%	8% or more
ROE	10.0%	8.6%	10% or more

*The FY2027 forecast reflects an irregular fiscal period due to a change in the fiscal year-end (9 months for domestic operations and 12 months for overseas operations).

(b) Target figures by segment

Segment	Net sales	Operating profit
Foods business	¥447.5 billion	¥22.0 billion
Temperature-controlled Logistics business	¥340.0 billion	¥22.6 billion
Real Estate business	¥5.0 billion	¥2.0 billion
Other	¥5.0 billion	¥0.5 billion
Adjustment	△ ¥20.2 billion	△ ¥1.9 billion
Total	¥777.3 billion	¥45.2 billion

② Overall Strategy, Financial Strategy, and Strategies by Business Segment for FY2027

(a) Overall strategy

Under the new Corporate Philosophy (MVV), we aim to maximize the Group's collective strengths through organizational management that transcends company and departmental boundaries.

We will promote the expansion of our overseas business, including through M&A, and advance initiatives to maximize synergies between the temperature-controlled logistics business and the foods business, while also promoting the creation of new value from a long-term perspective and the enhancement of our corporate brand. In the IT and DX fields, we will revise the organizational structure for DX functions and enhance management across the Group. We will also work to further define our medium- to long-term human resources strategy across the Group and strengthen sustainability initiatives in the supply chain with a focus on investment effectiveness. In terms of governance, we will seek to establish a management structure for overseas business at an early stage, including through the commencement of operations by the regional headquarters in the ASEAN region.

(b) Financial strategy

Operating cash flow will be allocated in the following order: investments in core businesses for future growth, shareholder returns, and growth strategy investments such as M&A.

With regard to shareholder returns, we aim to maximize shareholder value by implementing a progressive dividend policy with a minimum consolidated dividend on equity ratio (DOE) of 4.0% and conducting share buybacks as a flexible means of shareholder returns, taking into consideration capital efficiency and market conditions.

While we target a debt-to-equity (D/E) ratio of approximately 0.5x from the perspectives of financial soundness and capital efficiency, we will make effective use of debt if fundraising becomes necessary.

(c) Strategies by Business Segment

■ Foods business

・Responding to rising costs, strengthening the management of sales promotion expenses, and expanding sales through product development that addresses new needs
・Creating synergies through the integration of the foods business, including the utilization of sales routes and the strengthening of raw material procurement capabilities for core products
・Building a growth foundation by advancing plans to establish a new company-owned factory in North America and expanding existing businesses

■ Temperature-controlled Logistics business

・Expanding gateway functions and "SULS" to establish a next-generation transport network
・Further expanding the frozen food logistics platform to attract customers
・Expanding one-stop services at major European ports, including by promoting integrated business operations in the Netherlands and the U.K.

■ Bioscience business

・Promoting measures to expand earnings in the molecular diagnostics business and establishing a business model utilizing a new platform through new product development and collaborations
・Stabilizing the business through the development of next-generation products in the immunochromatographic assay business and the strengthening of a proprietary sales network

2. Approach and Initiatives Concerning Sustainability

The Group's approach and initiatives concerning sustainability are as follows.

Forward-looking statements in the following section are based on the judgment of the Group as of the end of the current consolidated fiscal year.

(1) Overall Sustainability

Nichirei Group operates globally, with procurement, production, distribution, and sales of foods as its main business areas.

Recognizing the impact of our business activities on various stakeholders, the environment and society, we will practice sustainability-focused management based on our sustainability policy, "The Nichirei Pledge," and aim to achieve both economic and social value.

In order to realize our long-term management goal "Vision for 2030," we have identified five material matters (materiality) for the Group, including responding to climate change and building a sustainable supply chain, in 2020. In the process of identifying material matters, we specified stakeholders and extracted social issues (risks and opportunities). We then assessed materiality from the perspective of both issues that will achieve business growth and issues that will prevent damage to corporate value and finalized the issues after categorizing and integrating them. All executives, including outside directors, participated in this identification process, and opinions from outside experts were reflected in the results.

The long-term management goal "N-FIT 2035," formulated in May 2025, also carries forward the concept of materiality, and each of the five material matters has its own group targets (measures and KPI). The medium-term business plan "Compass × Growth 2027" is positioned as a period for deepening sustainability management toward 2035, and business-specific targets are set along with Group targets to integrate the business strategy and sustainability strategy.

(2) Governance

The Group established a Group Sustainability Committee to formulate entire sustainability strategies and manage the progress of materiality. The committee is chaired by the representative director and president of the Company, with the Sustainability Strategy Division as the secretariat under the supervision of the executive officer in charge of sustainability. The committee members include all executives, including outside directors and outside Audit & Supervisory Board members, and personnel from the strategic planning department and the sustainability department of operating companies. Risks and opportunities, strategies, targets, and other information related to sustainability are discussed and examined at the committee, and the executive officer in charge reports to the Board of Directors, revising strategies, targets, and plans as appropriate. The content of the climate change scenario analysis, which has been conducted since 2019, is also discussed at the committee (*) and leads to its disclosure.

Regarding human capital, the Group has identified "Securing and developing a diverse array of human resources" as one of its material matters, which is discussed and examined at the Group Human Resources Committee, an advisory body to the president. Risks and opportunities, strategies, and targets related to human capital are reported to the Board of Directors by the executive officer in charge, and strategies, targets, and plans are reviewed as appropriate.

In the remuneration system for directors (and other officers), in order to appropriately manage ESG-related risks and opportunities and strengthen our response to climate change, corporate ESG evaluations were introduced as an evaluation indicator for performance-linked remuneration, thereby enhancing our response to issues surrounding sustainability.

(*) Group Environmental Protection Committee before FY2022

Group Sustainability Committee Activities in FY2026

Number of meetings	Four (4) times
Main agenda items	● CO_2 emission reduction targets and CO_2 emissions monitoring to achieve Carbon Neutrality in 2050 ● Trends in and responses to global sustainability information disclosure ● Key measures and action plans for reducing CO_2 emissions in the next fiscal year ● Progress toward KPIs for material matters and the next fiscal year targets

(3) Risk Management

Various risks associated with the Group's business activities are managed from an overall perspective by the most appropriate departments and through appropriate methods, and are discussed and examined at the Group Risk Management Committee, which is chaired by the representative director and president. Risks and opportunities related to ESG and sustainability are managed and discussed at the Group Sustainability Committee. At the committee, the Company's sustainability department, together with the strategic planning department and the sustainability department of operating companies, identifies themes related to ESG-related issues, risks, and opportunities that are important to our group, and the most important themes are discussed at the committee. In particular, risks associated with climate change scenarios are positioned as one of the key risks, and responses to business risks and opportunities obtained through scenario analysis are discussed and managed by the committee.

Risks and opportunities related to human capital are managed and specifically discussed by the Group Human Resources Committee. At the committee, the Company's human resources department, together with the human resources departments of operating companies, identifies themes related to human resources related risks and opportunities that are important to our group, and the most important themes are discussed at the committee.

(4) Strategies, Indicators and Targets by Theme

① Climate change

The Company has positioned climate change initiatives as one of the material matters, and we are actively promoting initiatives to help resolve social issues related to climate change.

In addition to appropriately responding to risks posed by shifts in the external environment caused by climate change, we will consider several scenarios anticipating new business opportunities and make appropriate disclosures.

(a) Strategy

In 2020, we assessed the significance of risks and opportunities of the entire Group based on two climate change scenarios and identified "overall low-carbon policy (CO2 emissions reduction)" as the most important risk common to the Group. We set a long-term target for CO2 emissions reduction and launched initiatives.

■ Initiatives for Identified Risks and Opportunities

- We selected "water risk due to abnormal weather conditions" as a common risk for the food and temperature-controlled logistics businesses, and conducted a survey on flood risk and storm surge risk of rivers in our domestic base regions.
- The impact of future climate change on yields of rice and chicken, important raw materials in the foods business, was investigated.
- We conducted a study and analysis on the impact of future climate change on the procurement of shrimp, a key raw material in our foods business.
- We conducted a re-evaluation of scenario analysis and an assessment of financial impacts related to carbon pricing and energy price-related laws and regulations, which fall under transition risks, among the high-priority scenario-based risks and opportunities identified in 2020.

■ Efforts to reduce CO2 emissions

The Group is actively introducing renewable energy in order to achieve its long-term targets of CO2 emission reduction.

- Installation of on-site solar power generation equipment
- Promotion of renewable energy power supply through off-site PPAs
- Switching to CO_2-free electricity plans offered by power companies
- Utilization of Tradable Green Certificates and Non-Fossil Certificates

■ Efforts to eliminate CFCs (Chlorofluorocarbons)

Switching to natural refrigerants

By 2030, 100% of the freezers at domestic production facilities (self-operated food factories and invested factories) of the foods business and 80% (facilities on a tonnage basis, excluding lease) of those of the temperature-controlled logistics business, including overseas sites, will be switched to natural refrigerants.

(b) Indicators and targets

■ CO_2 emissions reduction targets

	FY2026 Results	FY2027 Target	FY2031 Target
Domestic/Overseas Scope 1, 2 (Compared with FY2023)	△20%	△20%	△42%
Domestic/Overseas Scope 3 (Compared with FY2023)	―	―	△25%

*For FY2027, the aggregation period is April to December for domestic operations and January to December for overseas operations, and for FY2023, the comparison period, is also April to December for domestic operations and January to December for overseas operations.

<FY2026 CO_2 emissions results (Scope 1, 2)>

Domestic CO_2 emissions 166 thousand tons

Overseas CO_2 emissions 121 thousand tons

② Biodiversity

The Group is engaged in a wide variety of businesses globally, centered on "food," and our business is dependent on the blessings of the Earth generated from biodiversity, including agricultural, livestock, and marine resources. Recognizing various impacts on this planet by our business activities, while we rely heavily on natural capital and ecosystem services, which are the blessings of the Earth, we are committed to the conservation of biodiversity and sustainable use of natural capital.

In March 2024, the Company endorsed the philosophy of the Taskforce on Nature-related Financial Disclosures (TNFD) and joined the TNFD Forum to support its activities. Based on the TNFD framework, we will continue to organize the relationship between our business and natural capital, as well as risks and opportunities, and promote appropriate measures in our business activities, as well as appropriate disclosure of information on natural capital.

(a) Strategy

(FY2024)

In light of the Group's dependence on natural capital and significance of the impact, in order to understand the risks and opportunities for our business, we conducted an assessment using the TNFD framework for managing and disclosing nature-related dependencies, impacts, risks and opportunities. Based on the assessment results, we identified "water resources" as the most important risk common to the Group, and started specific initiatives for sites with high water stress ahead of others. We will continue our efforts to conserve and restore biodiversity, including from the perspectives of "water resources" and "agricultural, livestock, and marine resources."

(FY2025)

For company-owned sites identified in FY2024 as being under high water stress, we conducted a current status survey and identified key issues.

(FY2026)

We conducted a fact-finding survey of company-owned sites identified in FY2024 as being under high water stress and company-owned sites located in areas with high ecosystem integrity. From the next fiscal year onward, we will move forward with concrete on-site initiatives.

(b) Indicators and targets

We have set biodiversity-related indicators and targets as measures of the Nichirei Group Material Matters (Materiality), "Realizing sustainable food procurement and a circular economy."

<Group Measure>

Conserve biodiversity and water resources through ecosystem-friendly business activities

<Group KPI>

■ Initiatives to reduce water consumption at sites with high water stress

■ Implementation of biodiversity conservation activities at Nichirei Group's own sites and company-owned land

③ Building a sustainable supply chain

For the Group, we recognize that sustainable food procurement with consideration of the environment and human rights is fundamental to our business and directly linked to the provision of customer value and the growth of our Group. To build a sustainable supply chain, we will establish long-term relationships of trust for mutual development with suppliers who create value together.

(a) Strategy

We are promoting initiatives based on the "Nichirei Group Sustainable Procurement Policy" and the "Nichirei Group Supplier Code of Conduct and Guidelines" for suppliers.

“Realizing sustainable food procurement and a circular economy” has been set as one of the material matters. The holding company and operating companies each have their own targets, which are discussed and examined at the Group Sustainability Committee while making efforts to disclose them appropriately.

■ Initiatives toward sustainable procurement

- Conducting in-house education on human rights, sustainability study sessions for executives and training courses on sustainable procurement for procurement staff.
- Conducting procurement policy briefing sessions for suppliers, promoting awareness and endorsement of the Supplier Code of Conduct and Guidelines among suppliers, and conducting ESG surveys.
- Initiatives for human rights due diligence with domestic and overseas suppliers.
- Establishment of a reporting hotline for human rights matters from suppliers and stakeholders (grievance mechanism).
- Expanding the use of the Sustainability Platform (Sedex (*1)) in the foods business.
- Operating the Sustainable Marine Product Procurement Guidelines, expanding the handling of MSC- and ASC-certified marine products in the marine products business.
- Undertaking our unique activities (“*Inochi-no-Mori-Project*”, “*Inochi-no-Umi-Project*”, etc.) aimed at improving local ecosystems and maintaining and conserving marine resources.
- Operating the Sustainable Palm Oil Procurement Guidelines, Purchasing RSPO (*2) certified oil credits (via the book-and-claim method)
- Conducting poultry farming based on recycling-oriented agriculture and livestock production.

(*1) Supplier Ethical Data Exchange: a non-profit organization established in the UK in 2004 to provide a platform for managing and sharing corporate ethical information with the aim of realizing responsible business practices in the supply chain.
(*2) Roundtable on Sustainable Palm Oil

(b) Indicators and targets
The Group has set materiality indicators and targets and is working to achieve them.
For details, please refer to “Nichirei Group Material Matters (Materiality) (KPI).”

④ Human capital

Please refer to “IV. Information on the Filing Company, 5. Employees, (1) Basic Policy on Human Resources Strategy.”

- Nichirei Group Material Matters (Materiality)

Group Material Matters (Materiality)		Vision for 2030	Group Measures
Creating new value in food and health	Create new markets and customer value by taking on challenges outside existing areas in both food and health	Discovering the potential of materials and cooling power to contribute to the future of the Earth and people’s mental and physical health through food	Allocate resources to R&D to investigate health, the global environment and diversifying customer value, as well as to marketing
			Develop products and services and convey information to address people’s mental and physical health and the global environment
			Establish mechanisms to create and cultivate value in new fields and conduct innovation activities
Strengthening food processing and production technology capabilities; enhancing temperature-controlled logistics services	Further refine core competencies in food processing, production and temperature-controlled logistics to resolve social issues and improve profitability through competitive advantages in global markets	Ability to generate cash improved by concentrating management resources on core businesses	Promote capacity expansion, work process innovation, reduction of environmental impact and development of business foundations through proactive capital expenditures in the foods and temperature-controlled logistics businesses
		Overseas business has become a new pillar of earnings	Accelerate overseas expansion by securing and training globally capable human resources, cultivating partner companies, conducting M&As and other means
Realizing sustainable food procurement and a circular economy	Resolve various social issues related to the supply chain, which is the foundation of our business, and contribute to sustainable food procurement and the realization of a circular economy	Deepening dialogue with suppliers and partner companies based on the Nichirei Group Supplier Code of Conduct and Supplier Guidelines, enabling the co-creation of a sustainable supply chain.	Establish a supply chain with consideration for human rights and the environment and conduct due diligence
		Promoting a circular economy by creating new business models	Work to conduct sustainable resource procurement and help to realize a circular economy
		Improving resilience of biodiversity and water resources through an understanding of natural capital risks	Conserve biodiversity and water resources through ecosystem-friendly business activities
Climate change initiatives	As a food and logistics company that is greatly affected by climate change, we will work with stakeholders to counter global warming and reduce energy consumption throughout the supply chain	Efforts underway to reduce CO_2 emissions both inside and outside the Group toward the goal of becoming carbon neutral by 2050	Reduce CO_2 emissions of production on a per-unit basis and utilize renewable energy at food factories and logistics centers, and disclose information based on the TCFD recommendations
		Elimination of CFCs progressing at production and logistics facilities as a global warming countermeasure	Replace all refrigerants used in freezing and refrigerating equipment in Japan with natural refrigerants
			Switch to natural refrigerants overseas as necessary, based on on-site confirmations
Securing and developing a diverse array of human resources	Secure and develop diverse human resources and foster an inclusive corporate culture to achieve sustainable growth	Diverse human resources with various characteristics and skills, maximizing their potential to improve their job satisfaction and support the sustainable growth of the Group	Monitor the effectiveness of the initiatives Conduct a Group-wide engagement survey to monitor the effectiveness of measures
			Establish a personnel system that enables Group employees to choose work styles according to their career outlook and contribute to productivity improvement
			Establish rules and support their application
			Promote communication activities and impartially provide learning opportunities in order to create a work environment and corporate culture in which employees are healthy, lively and satisfied with their jobs

*1 On February 18, 2025, the Group Board of Directors revised Vision for 2030 for supply chain management.

Nichirei Group Material Matters (Materiality)　(KPI)

Group Material Matters (Materiality)	Group Targets (KPIs)	FY2026 Results	FY2027 Targets	FY2031 Targets
Creating new 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	¥69.3 billion	¥51.5 billion *1	¥140.0 billion
	Number of information provided for consumers and external parties (total number of people per year)	111 million	53 million *1	200 million or higher
Strengthening food processing and production technology capabilities; enhancing temperature-controlled logistics services	EBITDA margin	8.5%	9.0% *1	12.0%
	EBITDA CAGR	3.9% *2	― *3	7% or higher *2
	Overseas sales ratio	24.3%	32.0% *1	35.0%
Realizing sustainable Food procurement and a circular economy	Deepening dialogue with suppliers and partner companies based on the Nichirei Group Supplier Code of Conduct and Guidelines and strengthening collaboration. *4	Review of the supplier list and ESG questionnaire items	60% implementation rate for ESG questionnaires and feedback (main domestic and overseas suppliers and OEMs)	Implementation of supplier ESG questionnaires (once every three years) *4
	Rate of implementation of ESG due diligence for main raw materials and major suppliers	Overseas 60% (main suppliers and OEMs)	Overseas 80% (main suppliers and OEMs)	100%
	Rate of attendance for the SDGs educational program aimed at realizing a circular economy	91% (completed for applicable employees)	―	100% (all employees)
	Rate of waste recycling at all sites	99%	99%	99%
	Procurement ratio of sustainable marine products complying with the Nichirei Group Sustainable Marine Product Procurement Guidelines in marine products business	99%	99%	100%
	Ratio of marine products in the above from fisheries with MSC, ASC, or other global certification	37%	34%	50%
	Ratio of sustainable palm oil (RSPO certified oil)	100% (Book and Claim)	100% (Book and Claim)	100% (Certified oil)
	Initiatives to reduce water consumption at sites with high water stress	Fact-finding survey of company-owned sites with high water stress	Assessment of identified company-owned sites with water stress	Promote water conservation activities by working to reduce water consumption at high-risk sites
	Implementation of biodiversity conservation activities at Nichirei Group's own sites and company-owned land	Biodiversity fact-finding survey at company-owned sites	Biodiversity fact-finding survey at company-owned sites	Engage in biodiversity restoration activities, including the preservation of plant and animal species at the company's sites
Climate change initiatives	CO_2 emissions / Domestic/Overseas Scope1,2 / Compared with FY2023	△20%	△20% *5	△42%
	CO_2 emissions / Domestic/Overseas Scope3 / Compared with FY2023	―	―	△25%
	Rate of conversion to natural refrigerants / Production equipment (Japan)	74%	84%	100%
	Rate of conversion to natural refrigerants / Temperature-controlled logistics (Global)	65%	68%	80%
Securing and developing a diverse array of human resources	Employee Engagement Score	70pt	73pt	80pt
	Ratio of women directors and women Audit & Supervisory Board members (Holding Company)	18.8%	18.8%	30.0% or higher

	Ratio of women in management positions in the Group (Major Domestic Companies)	11.1%	13.2%	30.0%
	Investment in human resources	¥1.2 billion	¥0.9 billion *6	¥2.0 billion

*1 For FY2027, the aggregation period is April to December for domestic operations and January to December for overseas operations
*2 FY 2026 figures are CAGR based on FY2022. FY2031 figure is CAGR for FY2026-FY2031.
*3 For FY2027, the annual growth rate has not been calculated, because it is an irregular fiscal period due to a change in the fiscal year-end.
*4 The Group's targets and KPIs related to supply chain management were revised at the Board of Directors meeting held on February 18, 2025.
*5 For FY2027, the aggregation period is April to December for domestic operations and January to December for overseas operations, and for FY2023, the comparison period, is also April to December for domestic operations and January to December for overseas operations.
*6 For FY2027, the aggregation period is April to December for domestic operations

Details of the materiality KPIs are disclosed on the Company’s website.

3. Business and Other Risks

The following is a list of major risks that management recognizes as having the potential to materially affect the financial position, operating results, and cash flows of the consolidated companies, among the matters related to business overview and financial information, etc., as described in the Annual Securities Report.

Forward-looking statements in the following section are based on the judgment of the Group as of the end of the current consolidated fiscal year.

(1) Economic Conditions and Business Environment

<Risk>

In the domestic market, new demand is expected to be generated by such factors as the growing time-saving needs and the trend toward diversification of consumption patterns driven by changes in household composition and lifestyles. At the same time, however, there are concerns that total demand will shrink over the long-term as the population declines on a full scale. In overseas markets, we expect to see an expansion of various food- and health-related needs that differ from region to region, backed by economic growth and changes in the business environment. In addition, social expectations and demands on companies are becoming even more diverse and sophisticated in order to realize a sustainable society.

<Countermeasures and Initiatives>

In response to these changes in the environment, our group aims to contribute to people's good eating habits and health by creating new value that solves the issues faced by our customers and communities through innovation in a wide range of businesses that support food and health.

(2) Food Quality Problems

<Risks>

The Group manufactures and sells food products, and quality problems related to food products may occur, including violations of hygiene standards or exceedances of residue standards for agricultural chemicals and veterinary drugs, contamination by foreign or toxic substances, inadequate labeling of allergenic substances and environmental pollutants (PFAS).

In the event that quality problems occur with products sold by our Group (including cases caused by raw materials used), we will take appropriate measures based on a comprehensive assessment of the severity and extent of the problem. However, a large-scale recall of the products beyond our expectations could damage our Group's social credibility and have a significant impact on our business performance.

In addition, a serious quality problem with a food product outside of our Group could also hinder the stable procurement and sales of merchandise and raw materials in the foods business, and could reduce the utilization rate of logistics centers in the temperature-controlled logistics business due to a significant decrease in food product imports.

<Countermeasures and Initiatives>

Aiming to provide reliable products and services to our customers, our Group is striving to maintain and improve a consistent quality assurance system from product development to raw materials procurement, production and sales, including the introduction of a food safety management system. We place the highest priority on ensuring food "safety and security" through appropriate quality and production control of raw materials and merchandise, establishment of traceability systems, food defense initiatives, and training and proper assignment of personnel.

(3) Securing and Developing a Diverse Array of Human Resources

<Risks>

In order for our Group to achieve sustainable growth, it is important to secure and develop diverse and talented human resources and to maximize their abilities. In Japan, however, the challenge is to respond to the labor shortage caused by the declining birthrate and aging population. If we are unable to secure and develop the necessary human resources as planned due to changes in the employment situation, including labor shortages, or the mobility of human resources, our Group's business operations may be affected.

<Countermeasures and Initiatives>

The Group regards employee engagement as an important non-financial indicator, and using the employee engagement survey as a starting point, we have taken measures to contribute to the improvement of employee engagement, such as understanding and penetrating the corporate management philosophy, developing skills, and providing opportunities to demonstrate capabilities. We recognize the promotion of women's participation and advancement as an important management issue, and have been working toward achieving a target for the percentage of women in managerial positions. While this target had previously applied only to the holding company, it was revised in 2024 to encompass major domestic group companies. The entire Group is now engaged in efforts to enhance diversity in decision-making bodies. Specifically, in FY2026, we have systematized our existing initiatives and organized them as a Group-wide women's development program that covers the development of human resources who will assume management positions, their appointment, post-appointment retention support, and growth toward their next roles.

In addition, as part of our efforts to secure talent for overseas business expansion, we are strengthening resource allocation for the development of overseas human resource candidates. We are working to secure human resources who will strongly drive overseas business, such as securing experienced human resources through mid-career recruitment and hiring foreign nationals studying in Japan as new graduates.

With regard to maintaining and improving employee health and safety, in the area of health management, the Company implemented health management initiatives, including thorough health checkups such as cancer screening, follow-up measures, mental health initiatives, and measures to improve health literacy, etc., and it has been selected by the Ministry of Economy, Trade and Industry (METI) as "the Health & Productivity Stock Selection" in 2020, 2021, 2023 and 2025. In addition, we have also been certified under the Certified Health & Productivity Management Outstanding Organizations Recognition Program, White 500, for 10 consecutive years since the program was established. We have also received the highest rating in the "DBJ Health Management Rating Program" by Development Bank of Japan Inc.

Furthermore, from FY 2026, we will increase the number of prescribed holidays by five days, raising the number of annual holidays to 120 days*, as part of our ongoing efforts to create a work environment where diverse talent can work with peace of mind. In addition, we are working to realize diverse work styles by revising our human resource system to make it easier for employees to use, improving the working environment by automating, streamlining and reducing labor requirements for operations in offices, production plants, and logistics centers, and increasing productivity.

*The number of annual holidays may increase or decrease depending on the number of national holidays under the Act on National Holidays.

(4) Information Security

<Risks>

The Group uses various systems and handles a great deal of important information in the course of its business operations. Therefore, there is a risk that these systems may be shut down or important information may be tampered with due to operational problems or cyber-attacks, which could hinder business operations, or that important information may be leaked outside the Group due to computer viruses or inadequate management of information devices. In the event of such system trouble or information leakage, the Group's business performance could be severely affected due to the impact on business execution, response costs and loss of social credibility.

<Countermeasures and Initiatives>

In addition to implementing technical measures such as firewalls, intrusion detection systems, and appropriate authentication systems against external attacks, the Group is working to establish an appropriate management system for information systems by preparing rules and regulations on information security and educating employees through e-learning and other means.

(5) Price Fluctuations of Merchandise and Raw materials

<Risks>

Merchandise and raw materials handled by our Group include meat and poultry products and marine products, the prices of which fluctuate widely depending on market environment, crop patterns and fish catches, etc. If cost increases cannot be absorbed by cost reduction measures or if price revisions do not proceed due to intensifying competition or other factors, the Group's business performance may be severely affected.

<Countermeasures and Initiatives>

In the foods business, we are striving to continuously reduce manufacturing costs by improving compounding technology and production efficiency, while also developing new value-added products and conducting procurement and sales in line with the supply-demand balance.

(6) Fluctuations in Crude oil Prices, etc.

<Risks>

Soaring crude oil prices lead to increases in our Group's electricity costs, procurement of fuels such as diesel fuel and heavy fuel oil, and procurement costs for merchandise and raw materials. If these price hikes cannot be absorbed by cost reductions or if price revisions do not proceed, the Group's business performance may be severely affected.

<Countermeasures and Initiatives>

The Group strives to continuously reduce costs by introducing new technologies and improving operations.

(7) Impact of Exchange rate Fluctuations

<Risks>

Since the Group procures some of its merchandise and raw materials from overseas in its main business operations and owns subsidiaries overseas, it is subject to the effects of currency fluctuations. Currencies that affect our Group's business performance include the U.S. dollar, the Thai baht, and the Euro. Any sudden fluctuations in exchange rates that exceed expectations could have a significant impact on the Group's business performance.

<Countermeasures and Initiatives>

The Group enters into forward exchange contracts in an effort to minimize the impact of exchange rate fluctuations on the Company's business performance.

(8) Changes in Laws and Regulations, etc.

<Risks>

In conducting our business in Japan, the Group is subject to various laws and regulations, including the Food Sanitation Act, the Warehousing Business Law, Consigned Freight Forwarding Business Act, Act on Pharmaceuticals and Medical Devices, the Antimonopoly Act, Act on the Protection of Personal Information, labor laws, and environmental laws, as well as laws and regulations in the countries in which it operates for our overseas business.

If our business activities are restricted due to unforeseen revisions or establishment of new laws and regulations or strengthening of regulations by soft law in the future, and if we incur expenses to cope with such restrictions, our Group's business performance may be severely affected.

<Countermeasures and Initiatives>

In accordance with the Sustainability Policy "The Nichirei Pledge" the Group is committed to thorough compliance, pays sufficient attention to the trends of laws and regulations in each country and region and gathers information. In particular, we examine and respond to changes in environmental and social laws and regulations from the perspective of both risk and opportunity.

(9) Sustainable Food Procurement

<Risks>

Consideration for human rights and the working environment in the supply chain, management of natural marine resources, reduction of food loss, reduction of plastic usage and initiatives for resource circulation are becoming increasingly important social demands, and there is a possibility that laws and regulations will be revised, newly established, or soft-law regulations will be strengthened in the future. In addition, due to the increasing severity of natural disasters and rising geopolitical risks, risks related to maintaining supply networks are increasing across the entire supply chain, from the production and procurement of raw materials to logistics. If the Group's efforts are insufficient or deemed insufficient, this could not only hinder the stable procurement of raw materials, but also cause damage to social credibility and incur response costs, which could have a significant impact on our Group's business performance.

<Countermeasures and Initiatives>

The Group is promoting initiatives based on the "Nichirei Group Sustainable Procurement Policy" and the "Nichirei Group Supplier Code of Conduct" and "Nichirei Group Supplier Guidelines" for suppliers. We continue to engage in dialogue with suppliers through ESG questionnaires and joint human rights due diligence aiming to deepen mutual understanding of our shared values. Also, we are working on the handling of sustainable marine products (MSC and ASC certified products), procurement of sustainable palm oil, poultry farming based on recycling-oriented agriculture and livestock production and recycling of packaging films for consumer-use frozen foods collected at stores, while working to understand conditions across the entire supply chain and striving to ensure stable procurement of raw materials and business continuity.

(10) Climate Change

<Risks>

As the transition to a decarbonized society accelerates, companies are expected to take steps to significantly reduce greenhouse gas emissions and become carbon neutral, and policies and regulations are expected to be strengthened to facilitate this, such as the imposition of a carbon tax. For our group, which is based on freezing and refrigeration technology and consumes energy mainly in the form of electricity, there is a possibility of an increase in costs if efforts to reduce CO_2 emissions are delayed. In addition, if the supply chain, including raw material procurement, production, and logistics, is affected by rising temperatures and more frequent occurrence of extreme weather events associated with global warming, the Group's business performance could be severely impacted.

<Countermeasures and Initiatives>

As part of our efforts to address climate change, we are switching from fluorocarbon refrigerants to natural refrigerants and actively shifting to renewable energy that does not emit CO_2 and increasing the ratio of renewable energy use, such as expanding the installation of solar power generation facilities, the introduction of off-site corporate PPA and the use of Tradable Green Certificates. In addition, based on the concepts underlying international sustainability disclosure standards, we continuously assess the impact of climate change on our business and disclose information.

(11) Large-scale Natural Disasters

<Risks>

In the event of extensive damage to the Group's sites and nearby roads, ports, railways and other infrastructure due to a huge earthquake or localized storms, which have been on the increase in recent years, or in the event of market contraction, supply chain disruption, or restriction of business activities, our business activities may be suspended for a long time before restoration, and our Group's business performance may be severely affected.

<Countermeasures and Initiatives>

As countermeasures against large-scale natural disasters, the Group is proceeding with seismic reinforcement work and deployment of emergency power generators, while the entire Group is developing an employee safety confirmation system, disaster prevention manuals and business continuity plans (BCP) and establishing multiple data centers.

(12) International Situation

<Risks>

If geopolitical risks were to cause prolonged increases in energy and raw materials prices, impact financial markets, or affect supply chains, the Group's business performance could be severely affected.

<Countermeasures and Initiatives>

We will continue to monitor the situation closely, strive to minimize the impact on our business activities, and take appropriate measures as needed.

(13) Technological Innovation

<Risks>

If the Group's technologies or the competitiveness of the merchandise and services it provides were to decline due to unpredictable changes in the business environment caused by technological innovation, such as rapid advances in digital technology and food tech, the Group's business performance could be severely affected.

<Countermeasures and Initiatives>

In the field of food and health, our Group is working on business process transformation and various innovations through the use of digital technology and data. We have established and are operating an innovation management system (IMS) based on ISO 56002.

(14) Holding of Non-current Assets

<Risks>

The Group owns a number of logistics centers and production plants in Japan and abroad. In addition, the Group may hold goodwill and investment securities as a result of investments in overseas operations or the development of new businesses. In the future, if the location conditions of our logistics centers deteriorate due to the relocation of shippers or changes in the road transportation network, if our production plants are restructured due to aging or obsolescence of facilities or sluggish sales, or if goodwill or investment securities deviate from the business plan at the time of investment, in addition to the impact of deteriorating earnings, the Group's business performance may be severely affected by impairment or devaluation of non-current assets, or by disposal of those assets.

<Countermeasures and Initiatives >

The Group has introduced a PDCA cycle for each investment project and has clarified the items to be considered at the time of investment proposal and the rules for post-approval verification and is appropriately operating the cycle.

(15) Strategic Shareholdings

<Risks>

The Group holds strategic shareholdings. However, if the market value of such securities or the financial condition of the issuing companies changes significantly due to future trends in the economic environment or corporate earnings, shareholders' equity may be impaired, and the Group's business performance may be severely affected.

< Countermeasures and Initiatives>

The Company verifies the medium- to long-term economic rationale for each individual security and sells securities that it deems to have little significance. In the verification process, we examine each stock individually to determine whether the benefits and risks, including business benefits and dividends, are commensurate with the cost of capital, and make a comprehensive judgment by also taking into account qualitative factors such as strategic importance.

4. Management's Discussion and Analysis of Financial Position, Operating Results and Cash Flows

Forward-looking statements in the following section are based on the judgment of the Group as of the end of the current consolidated fiscal year.

(1) Summary of Operating Results and Management's Discussion and Analysis on the Operating Results

① Operating results and analysis

During the current fiscal year, the Japanese economy experienced a moderate recovery, supported by improvements in employment and income conditions as well as increased inbound demand. However, the outlook remained uncertain due to concerns such as continued inflation and the impact of rising crude oil prices caused by conflicts.

In the food industry, companies continued to revise prices upward due to rising costs of raw materials, packaging materials, and labor, while consumers became increasingly cost-conscious amid inflation. In the logistics industry, labor shortages became even more severe due to a declining workforce and stricter regulations, creating a need for cross-industry efforts to achieve sustainable logistics.

Under these circumstances, the Group established a new long-term management target, "N-FIT 2035," in response to changes in the business environment. At the same time, we launched the new medium-term management plan, "Compass × Growth 2027," aimed at achieving this target, and worked to strengthen profitability and improve capital efficiency. In Japan, we sought to improve earnings by further deepening our competitive advantage areas, while overseas we promoted regional business strategies in Europe, North America, and ASEAN to expand our international operations. In addition, as a foundation for sustainable growth, we advanced human capital management initiatives and worked to establish global governance frameworks.

As a result, although the Marine products and the Meat and Poultry products business were affected by structural reforms, net sales of the Group totaled ¥716,144 million (up 2.0% from the previous fiscal year), driven by growth in the core processed foods business and temperature-controlled logistics business in both domestic and overseas markets. On the profit side, although the processed foods business recorded a decline in profit due to the impact of rising costs, the temperature-controlled logistics business performed steadily, and the effect of a change in the depreciation method also contributed to results. As a result, operating profit increased to ¥38,999 million (up 1.8% from the previous fiscal year) and ordinary profit increased to ¥40,149 million (up 0.7% from the previous fiscal year).

Extraordinary income totaled ¥5,293 million, including gain on sale of investment securities, while extraordinary losses totaled ¥3,921 million, including loss on retirement of non-current assets.

As a result of the above, profit attributable to owners of parent amounted to ¥27,332 million (up 10.5% from the previous fiscal year).

[Consolidated operating results]

(Millions of yen)

	Current fiscal year	Compared to Previous fiscal year	Percentage change (%)
Net sales	716,144	14,063	2.0
Operating profit	38,999	684	1.8
Ordinary profit	40,149	270	0.7
Profit attributable to owners of parent	27,332	2,600	10.5

Operating results by segment are as follows.

The reportable segment classification was changed in FY2026, and year-on-year comparisons are based on reclassified prior-year figures.

(Millions of yen)

(Segment)	Net sales			Operating profit		
	Current fiscal year	Compared to Previous fiscal year	Percentage change (%)	Current fiscal year	Compared to Previous fiscal year	Percentage change (%)
Foods	426,674	△7,236	△1.7	19,852	△1,409	△6.6
Temperature-controlled Logistics	300,991	22,718	8.2	18,583	2,833	18.0
Real estate	5,000	△186	△3.6	1,896	△4	△0.2
Others	5,255	△1,217	△18.8	471	△617	△56.7
Adjustment	△21,777	△14	－	△1,804	△117	－
Total	716,144	14,063	2.0	38,999	684	1.8

(a) Foods business

[Industry Topics]

In the Foods industry, changes in consumer lifestyles and a worsening labor shortage have further increased the demand for reduced cooking time and simplified cooking processes and demand in the frozen foods market remained particularly firm. Meanwhile, amid the sharp rise in procurement costs caused by higher raw material prices and the depreciation of the yen, companies continued to implement price revisions.

[Key Performance Points]

Net sales decreased due to the promotion of structural reforms in the Marine products and Meat and Poultry products businesses, although the core processed foods business showed growth. Operating profit also declined, mainly due to increased raw material and procurement costs in the processed foods business, including the impact of the depreciation of the yen, as well as foreign exchange effects in the export business in Thailand (U.S. dollar depreciation and Thai baht appreciation).

(Millions of yen)

		Net sales			Operating profit		
		Current fiscal year	Compared to previous fiscal year	Percentage change (%)	Current fiscal year	Compared to previous fiscal year	Percentage change (%)
Processed foods		334,201	22,618	7.3	17,935	△856	△4.6
	Domestic	260,553	17,455	7.2	12,441	△40	△0.3
	Overseas	108,770	4,714	4.5	5,374	△1,175	△17.9
	Adjustment	△35,123	448	—	119	359	—
Marine products		50,139	△8,529	△14.5	1,387	△25	△1.8
Meat and poultry products		50,867	△16,547	△24.5	588	△493	△45.6
Elimination amount		△8,533	△4,777	—	△59	△33	—
Total		426,674	△7,236	△1.7	19,852	△1,409	△6.6

(Note) Overseas: Cumulative period from January 2025 to December 2025

Processed foods

Domestic

Net sales increased due to factors such as the successful penetration of price revisions and strong growth in chicken processed products for major customers. Operating profit declined due to the sharp rise in raw material and procurement costs, as well as increased promotional expenses.

Overseas

Net sales increased due to the prior integration of the food business in North America and the absorption-type merger of a marine products subsidiary. Operating profit declined mainly due to foreign exchange effects in the export business in Thailand (U.S. dollar depreciation and Thai baht appreciation).

Marine products

Net sales decreased due to the planned reduction of low-profit products. In terms of profit, profit remained at the same level as the previous fiscal year, supported by a recovery in fish roe, whose profitability had been weak in the previous year, as well as strong performance in high-margin products and core shrimp products.

Meat and poultry products business

Although profitability improved through a substantial reduction in low-profit domestic products and imported frozen products, net sales and operating profit declined as fixed costs could not be fully absorbed.

(b) Temperature-controlled Logistics business
[Industry Topics]
In Japan, the movement of imported cargo remained sluggish due to the impact of depreciation of the yen and rising raw material costs. However, demand for storage, particularly for frozen foods, remained firm, and inventory levels continued on an upward trend.
In addition, demand for sustainable logistics increased further amid growing concerns over the risk of transportation disruptions caused by a declining labor force and stricter regulations.

[Key Performance Points]
Both domestic and overseas operations recorded higher sales by steadily capturing demand mainly for storage and transport services. On the profit side, overseas operations saw a decline in profit due to delays in the start-up of newly established warehouses and the recording of acquisition-related expenses for an overseas subsidiary acquired at the end of the fiscal year. However, overall profit increased, supported by improved storage and transport earnings in the domestic business, as well as changes in depreciation methods and other factors.

(Millions of yen)

	Net sales			Operating profit		
	Current fiscal year	Compared to Previous fiscal year	Percentage change (%)	Current fiscal year	Compared to Previous fiscal year	Percentage change (%)
Domestic Subtotal	199,018	8,732	4.6	17,955	3,560	24.7
Storage	70,389	2,746	4.1			
Transport	35,917	835	2.4			
Retail	65,076	3,866	6.3			
3 PL	27,635	1,285	4.9			
Overseas	92,568	9,364	11.3	3,042	△325	△9.7
Other/Common	9,405	4,621	96.6	△2,414	△401	–
Total	300,991	22,718	8.2	18,583	2,833	18.0

(Note) Overseas is the cumulative period from January 2025 to December 2025.

Domestic
Sales and profit increased due to the steady capture of storage and transport demand, particularly in major metropolitan areas, as well as the solid expansion of “SULS,” which utilizes trailers, and “NL+LiNk” in the retail business.

Overseas
Net sales increased due to the acquisition effect of a UK-based forwarding company carried out in the previous fiscal year, as well as the capture of customs clearance and storage demand through collaboration with existing companies in the UK. On the other hand, profit declined due to delays in the start-up of a newly established warehouse in Poland and the recording of acquisition-related expenses at a Malaysian subsidiary.

(c) Real estate business
[Key Performance Points]
In the office building leasing business, net sales decreased due to the absence of large-scale move-in and move-out construction projects that had been recorded in the previous fiscal year. However, profit remained at the same level as the previous year, supported by proactive tenant acquisition efforts and rent increases.

(d) Other business
[Key Performance Points]
In the Bioscience business within the other segment, the Group focused on the sales of combined novel coronavirus and influenza antigen test kits. Although sales volume of over-the-counter (OTC) test kits increased, net sales and profit declined due to a decrease in sales volume for medical institutions caused by excess inventory in the market.

② Financial condition and cash flows, analysis

(a) Financial condition and analysis

(Millions of yen)

	At the end of the Previous fiscal year	At the end of the Current fiscal year	Comparative increase/△decrease
Assets			
Current assets	204,925	230,124	25,198
Non-current assets	294,295	327,117	32,821
Total assets	499,221	557,242	58,020
Liabilities and Net Assets			
Current liabilities	129,083	149,299	20,216
Non-current liabilities	94,171	103,504	9,332
Total liabilities	223,255	252,803	29,548
Of which, interest-bearing liabilities	106,255	124,756	18,500
(excluding lease liabilities)	(92,731)	(110,825)	(18,093)
Total net assets	275,966	304,438	28,471
(of which shareholders' equity)	(260,041)	(286,344)	(26,303)
D/E ratio (times)	0.4	0.4	0.0
(excluding lease liabilities)	(0.3)	(0.4)	(0.0)

(Note) D/E ratio calculation method: Interest-bearing liabilities divided by Net assets

Total assets at the end of the current consolidated fiscal year were ¥557.2 billion, up ¥58.0 billion from the end of the previous consolidated fiscal year. Current assets increased by ¥25.1 billion to ¥230.1 billion, mainly due to an increase in cash and deposits, and trade receivables. Non-current assets increased by ¥32.8 billion to ¥327.1 billion due to an increase in property, plant and equipment resulting from capital investments to expand the earnings base of core businesses.

Total liabilities amounted to ¥252.8 billion, up ¥29.5 billion from the end of the previous consolidated fiscal year. Current liabilities increased by ¥20.2 billion to ¥149.2 billion, due to an increase in short-term borrowings. Non-current liabilities increased by ¥9.3 billion to ¥103.5 billion, due to an increase in long-term borrowings. Interest-bearing liabilities increased by ¥18.5 billion to ¥124.7 billion due to an increase in borrowings.

Total net assets increased by ¥28.4 billion from the end of the previous consolidated fiscal year to ¥304.4 billion. Shareholders' equity increased by ¥26.3 billion to ¥286.3 billion, due to ¥27.3 billion of profit attributable to owners of parent, ¥12.1 billion of dividend payment, and ¥11.0 billion of increase in accumulated other comprehensive income.

(b) Status and analysis of cash flows

(Millions of yen)

	At the end of the Previous fiscal year	At the end of the Current fiscal year	Comparative increase/△decrease
Cash flows from operating activities	53,194	48,746	△4,447
Cash flows from investing activities	△32,403	△33,050	△646
Cash flows from financing activities	△16,804	△3,224	13,580
Free cash flows	20,790	15,696	△5,094

Net cash provided by operating activities decreased by ¥4.4 billion from the same period of the previous year to ¥48.7 billion. Ordinary profit was ¥40.1 billion, and depreciation was ¥22.0 billion, while income taxes paid was ¥9.1 billion.

Net cash used in investing activities increased by ¥0.6 billion from the same period of the previous year to ¥33.0 billion. This was due mainly to ¥30.1 billion of purchase of property, plant and equipment.

Net cash used in financing activities decreased by ¥13.5 billion from the same period of the previous year to ¥3.2 billion. Main factors are ¥20.2 billion of increase in short-term borrowings and commercial paper, ¥10.0 billion of the redemption of corporate bonds and ¥12.1 billion of dividend paid.

As a result of the above, along with foreign currency translation adjustments on cash and cash equivalents of ¥2.7 billion, cash and cash equivalents at the end of the current year increased by ¥15.6 billion from the end of the previous year and amounted to ¥51.5 billion.

③ Significant accounting estimates and assumptions used in making such estimates

The consolidated financial statements of the Group are prepared in accordance with accounting principles generally accepted in Japan. In preparing the consolidated financial statements, the major accounting estimates that affect the reported values of assets and liabilities at the fiscal year end date and the reported values of revenues and costs during the reporting period are as follows, which are continuously evaluated on a reasonable basis.

Estimates, judgments and assessments are based on past performance and factors considered reasonable under the circumstances, but actual results may differ due to uncertainties inherent in estimates.

(a) Inventories
For the valuation basis and method of inventories, please refer to the note “V. Financial Information, [Notes to Consolidated Financial Statements] (Significant Matters Serving as the Basis for Preparation of Consolidated Financial Statements) 4. Accounting policies.”

(b) Property, plant and equipment and Intangible assets
Property, plant and equipment, and intangible assets are rationally grouped based on management accounting categories, units used in making investment decisions, and the complementary nature of their businesses, and any indication of impairment is recognized for each such asset group. In case there is an indication of impairment, if the total amount of undiscounted future cash flows to be derived from the asset group is less than the carrying amount of the asset, impairment loss is recognized for the asset group and the carrying amount is written down to the recoverable amount. The method uses a number of estimates and assumptions, including future cash flows and discount rates. Future cash flows are estimated based on reasonable and supportable assumptions and projections that reflect circumstances specific to the entity, while the discount rate is estimated based on a comprehensive consideration of factors including the risks inherent in the asset group, the cost of capital required of the Group and a reasonable rate of return that is considered to be a market average reflecting the inherent risks similar to those of the asset group, respectively.

(c) Securities
Investment securities other than equity securities, etc. without market prices, are stated at fair value based on market prices, while securities, etc. without market prices are stated at cost. For investment securities other than equity securities, etc. without market prices, impairment loss is recognized when the market prices as of the fiscal year end date have declined by 40% or more compared to the acquisition cost, except in cases where the possibility of recovery is evident, and 30% or more but less than 40%, in cases where the possibility of recovery is not recognized. For equity securities, etc. without market prices, impairment loss is recognized when the substantial value has declined by 50% or more compared to the acquisition cost due to deterioration of the issuing company’s financial condition, except in cases where the possibility of recovery is evident.

(d) Deferred tax assets
Deferred tax assets are recognized for future deductible temporary differences, tax loss carryforwards and tax credit carryforwards to the extent that it is probable that they are available against future taxable income to reduce the tax burden. Deferred tax assets are reviewed each period, and when it is determined that all or part of the future deductible temporary differences, tax loss carryforwards, and tax credit carryforwards are no longer effective in reducing the amount of future tax burden, the unrecoverable amount is reversed from recognized deferred tax assets.

(e) Allowance for doubtful accounts and other provisions
For allowance for doubtful accounts and other significant provisions, please refer to the note “V. Financial Information, [Notes to Consolidated Financial Statements] (Significant Matters Serving as the Basis for Preparation of Consolidated Financial Statements) 4. Accounting policies.”

(f) Asset retirement obligations
For the criteria for recognizing asset retirement obligations, please refer to the note “V. Financial Information, [Notes to Consolidated Financial Statements] (Asset Retirement Obligations).”

(g) Sales promotion expenses, etc.
With respect to a portion of the expenses incurred by the Company for its business partners for the purpose of promoting the sale of products (hereinafter referred to as “sales promotion expenses, etc.”), since sales promotion expenses, etc. are taken into account when determining transaction terms and are regarded as a substantial part of the sales price, the Company makes a reasonable estimate based on actual payments of sales promotion expenses, etc. and deducts them from net sales when sales are recognized.

④ Factors that have a significant impact on operating results
For details, please refer to “3. Business and Other Risks.”

⑤ Analysis of capital resources and liquidity
(a) Basic policy for resource allocation
Aiming to achieve sustainable growth and enhance corporate value over the medium to long term while addressing various social issues, in addition to proactively investing in growth and strengthening our business foundation, we will also allocate management resources to initiatives aimed at realizing a sustainable society.

Our basic policy for returning profits to shareholders is to pay stable and continuous dividends based on the consolidated dividend on equity ratio (DOE) while taking into consideration the consolidated business performance and free cash flows for each fiscal year, and to purchase treasury shares as a flexible means of shareholder returns in consideration of capital efficiency and the market environment. We will implement progressive dividends with a minimum consolidated dividend on equity ratio (DOE) of 4.0%.

(b) Financing needs and financing methods

Working capital requirements are mainly for operating expenses such as merchandise and raw materials purchases, manufacturing expenses, operating expenses for the temperature-controlled logistics centers, and selling, general and administrative expenses, and while capital investment requirements are mainly for the purchase and construction of food production facilities and temperature-controlled logistics facilities.

The Company and its domestic consolidated subsidiaries have introduced a cash management system (CMS) and working capital and capital investments are financed mainly by the Company's borrowings and the issuance of bonds and internal funds through the concentration of the cash flows from operating activities of Group companies.

(c) Financial policy

Aiming to sustainably enhance the Group's corporate value, we will make investments for growth and the strengthening of our business foundation, as well as investments to meet social needs such as food safety and environmental preservation. We will maintain a well-balanced capital structure, taking into consideration capital efficiency, growth potential, and soundness, so that we can efficiently and stably procure the funds necessary to carry out these initiatives.

Funds generated from operating cash flow and asset liquidation will be used for investments to maintain and increase corporate value and for shareholder returns through dividends and purchase of treasury shares.

⑥ Analysis of business performance in light of medium- and long-term goals

For details, please refer to "1. Management Policy, Business Environment and Issues to be Addressed (2) Medium-term Management Strategies, Target Management Indicators, Business Environment and Issues to be Addressed."

(2) Production, Orders and Sales

① Production results

(Millions of yen)

Name of segment	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)	Percentage change (%)
Foods	162,733	170,633	4.9
Temperature-controlled Logistics	305	312	2.3
Real estate	—	—	—
Other	2,249	2,037	△9.4
Total	165,288	172,983	4.7

(Note) Production results are based on total manufacturing costs before offsetting and elimination.

② Purchase results

(Millions of yen)

Name of segment	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)	Percentage change (%)
Foods	192,670	173,651	△9.9
Temperature-controlled Logistics	272	113	△58.4
Real estate	—	—	—
Other	912	460	△49.6
Total	193,855	174,225	△10.1

(Notes)

1. Intersegment transactions are offset and eliminated.
2. Purchase results of "Foods," "Temperature-controlled Logistics" and "Other" are the total amount of purchase price of merchandise and various handling costs.

③ Results of orders received

Results of orders received by the temperature-controlled logistics segment (Nichirei Logistics Engineering Inc.) were as follows.

The Company does not manufacture products on a made-to-order basis except for the temperature-controlled logistics segment.

(Millions of yen)

Orders received			Outstanding orders		
Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)	Percentage change (%)	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)	Percentage change (%)
9,437	5,777	△38.8	6,767	4,054	△40.1

(Note) Intersegment transactions are offset and eliminated.

④ Sales results

(Millions of yen)

Name of segment	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)	Percentage change (%)
Foods	433,651	426,409	△1.7
Temperature-controlled Logistics	259,551	281,985	8.6
Real estate	3,275	3,342	2.0
Other	5,601	4,406	△21.3
Total	702,080	716,144	2.0

(Notes)

1. Intersegment transactions are offset and eliminated.
2. Sales to major customers and their percentage of total sales are as follows.

Customer Name	Previous fiscal year (from April 1, 2024 to March 31, 2025)		Current fiscal year (from April 1, 2025 to March 31, 2026)	
	Amount (Millions of yen)	Percentage (%)	Amount (Millions of yen)	Percentage (%)
Mitsubishi Shokuhin Co., Ltd.	82,321	11.7	86,742	12.1

5. Material Agreements

(1) Asset lease agreements

Contracting company	Name of leased party	Address	Contents of contract	Contract period
The Company	Mitsubishi UFJ Trust and Banking Corporation	Chiyoda-ku, Tokyo	General fixed term land leasehold (Land located in Tsukiji, Chuo-ku, Tokyo)	from June 30, 2003 to November 30, 2052

(2) Merger Agreement Between Consolidated Subsidiaries

At the Board of Directors meeting held on May 13, 2025, the Company resolved to merge its consolidated subsidiaries, Nichirei Foods Inc. and Nichirei Fresh Inc., with Nichirei Foods Inc. as the surviving company, and entered into a merger agreement on the same date. The merger was implemented on April 1, 2026, the effective date of the merger.

For details, please refer to "V. Financial Information, 1. Consolidated Financial Statements, etc. (1) Consolidated Financial Statements, [Notes to Consolidated Financial Statements], Significant Subsequent Events."

6. Research and Development Activities

The Group conducts research and development activities with the aim of developing new products and new technologies in response to market changes and fostering new businesses.

Research and development expenses for the current fiscal year totaled ¥1,973 million, decreasing ¥233 million from the previous fiscal year. By segment, foods business accounted for ¥1,464 million, temperature-controlled logistics business accounted for ¥228 million and other businesses accounted for ¥280 million.

Research and development activities by segment are as follows.

(1) Foods Business

Nichirei Foods Inc. ("Nichirei Foods") opened the restaurant "Terrace Nichirei" in the "EARTH TABLE – Future Diner" area at Expo 2025 Osaka, Kansai, Japan ("Expo 2025"). For the Group, this marks its first restaurant opening at an international exposition in 55 years following the Japan World Exposition, Osaka, 1970 ("Expo 1970").

In addition, at the Signature Pavilion, a thematic project of Expo 2025, we sponsored "EARTH MART," created by Theme Producer KOYAMA Kundo under the theme "Cycle of Lives," as a Silver Partner, and provided technical cooperation for "Evolving Frozen Foods," one of the pavilion's exhibition contents.

Restaurant "Terrace Nichirei"

<Background of Opening>

In 1970, when the Expo 1970 was held, Japan was in the midst of high economic growth. As the number of dual-income households increased, the use of household-use frozen foods expanded, and needs for the so-called "externalization of food" grew. Against this backdrop, Nippon Reizo Inc. (currently Nichirei Corporation) opened the restaurant "Terrace Nichirei" at Expo 1970, and received favorable reviews by responding to orders from many customers through the uniform, large-scale preparation and rapid serving of commercial-use frozen foods such as hamburger steaks and beef stew. The methods for utilizing frozen foods established by "Terrace Nichirei" became a forerunner of subsequent food service operations and contributed to the development of frozen foods, particularly for commercial use.

"Terrace Nichirei" at Expo 2025 was also opened to demonstrate that frozen foods utilizing Nichirei Foods' proprietary technologies can respond to future social challenges and consumer needs.

<Main Menu Items>

① Special Fried Rice

Special fried rice developed for Expo 2025 by bringing together Nichirei Foods' technologies was served freshly prepared to customers at the restaurant through automatic stir-fry cooking, with conditions such as temperature and time uniquely programmed.

Using "I-Robo2," state-of-the-art stir-fry robot from TechMagic Inc. (Founder & CEO Yuji Shiraki), which innovates deliciousness through robotics technology, we combined the ability to reproduce the taste of frozen fried rice with the consistency of cooking by an automatic stir-fry machine that requires minimal human intervention, thereby achieving both stable deliciousness and a response to labor shortages.

② Cold Imagawa-yaki (classical round-shaped Japanese snack) that can be eaten frozen

To meet the needs of visitors who wanted to cool down easily amid the intense heat, we offered Imagawa-yaki that can be enjoyed frozen, like ice cream.

Nichirei Foods' regular "Imagawa-yaki" products require microwave cooking or natural thawing. This time, however, we newly developed Imagawa-yaki that can be enjoyed deliciously even while frozen, by adopting sweet red bean paste that is less likely to freeze and taking measures such as reducing the moisture content of the dough.

③ Acerola Mix Smoothie

Nichirei Foods has the world's No. 1 market share in acerola (estimated by Nichirei Foods), which allows people to take vitamin C easily and deliciously. Acerola, which grows in tropical regions, is rich in antioxidants, including vitamin C, to protect itself from harsh environments with high temperatures and strong ultraviolet rays. Acerola is a fruit that remains fresh for only two to three days after harvest and is extremely difficult to control in terms of quality. However, through Nichirei Foods' freezing technologies, it is imported in a high-quality state without losing its abundant vitamin C.

With the aim of making full use of acerola in a sustainable manner, a superfruit containing approximately 34 times more vitamin C than lemon juice (*), we offered the Acerola Mix Smoothie, which uses the whole acerola fruit, including the pulp, skin, and seeds, and delivered the healthy taste and natural blessings of acerola fruit that can be maintained precisely because it is frozen.

*Comparison between "acerola/sour type, raw" and "lemon juice, raw" in the STANDARD TABLES OF FOOD COMPOSITION IN JAPAN - 2020 - (Eighth Revised Edition).

<Technical Cooperation for the Signature Pavilion "EARTH MART">

At "Evolving Frozen Foods," one of the exhibition contents of "EARTH MART," we exhibited powders (*) that can be stored for long periods and are made by applying cryogenic grinding technology to various ingredients. Furthermore, by reshaping the powders into the form of rice or applying them to cooking, the possibility of future foods with new value was presented.

Rice-shaped foods made from ingredients other than rice were experimentally developed through co-creation with the laboratory led by Professor FURUKAWA Hidemitsu of Yamagata University, with Nichirei Foods providing technical cooperation for reshaping.

*This technology was developed with the technical cooperation of Professor FURUKAWA Hidemitsu of Yamagata University, Professor FURUKAWA is advancing the "Development of Technology for Innovative Long-Term Food Storage using Low-Temperature Frozen Milled Hydrogel Powder" as part of a national project.

(2) Temperature-controlled Logistics Business

With the objective of solving various social issues, such as “unable-to-transport risk” symbolized by the Truck Drivers 2024 problem and the serious labor shortage in temperature-controlled logistics operations, we are working on technological verification and system development that contribute to labor-saving and simplification of work.

In the area of labor-saving operations, we have been conducting demonstration tests, operational deployment and effectiveness verification of automated transport equipment, such as automated guided forklifts (AGF) and automated guided vehicles (AGV), in refrigerated and frozen environments, which we have long been pursuing, as well as various logistics robotics, including robotic arms. Moreover, in FY2026, we launched the “Nichirei Logistics Group R&D Center” and installed state-of-the-art equipment, including freezer-compatible 3D shuttle racks, in addition to the equipment described above, and we are continuing research and development to achieve labor-saving operations across the entire work process by enabling coordination among various devices.

In the area of work simplification, we have been advancing the implementation of tablet-based receiving/shipping operations and AI-powered expiration date management function, as well as research and development of a work task management system that utilizes data to provide optimal work guidance and instructions. By utilizing IoT, we also have established a remote monitoring system for refrigeration units installed at logistics centers nationwide, thereby improving the efficiency of maintenance operations.

Going forward, we will continue our research and development efforts to build an information infrastructure that leverages AI to analyze and utilize accumulated data, realizing our vision of “the optimal combination of people and machines” and continuously enhance user experience value.

(3) Other Business (Bioscience Business)

We develop molecular diagnostics and rapid chromatographic immunoassay products. For molecular diagnostics products, 3 primary antibody products—CD25 Rabbit Monoclonal Antibody (EP218), Anti-β-catenin Monoclonal Antibody (14), and Anti-Immunoglobulin G (IgG) Polyclonal Antibody—were launched as research-use reagents. In addition, for 14 primary antibody products used as research reagents, we began selling new packaging specifications in response to customer requests.

III. Equipment and Facilities

1. Overview of Capital Investments

The Group continuously makes capital investments to enhance its refrigeration and production facilities, to rationalize, maintain, and preserve facilities, to upgrade information technology, and to strengthen its research and development capabilities.

There were no disposals or sales of significant facilities.

Capital investments by segment

(Millions of yen)

Name of segment	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)	Compared to previous period
Foods	9,880	11,082	1,201
Temperature-controlled Logistics	22,748	23,972	1,224
Real estate	1,105	504	△600
Other	88	46	△41
Adjustment	681	1,266	584
Total	34,504	36,873	2,368

(Notes)

1. The segment “Adjustment” represents the elimination of carrying amounts and unrealized gains/losses on non-current assets related to the holding company (the company filing the consolidated financial statements), which are not allocated to reportable segments.
2. Amount of capital investments includes the amount of intangible assets.
3. Major capital investments during the current fiscal year are as follows.

(Millions of yen)

Year and month of completion	Name of company Name of business site	Location	Name of segment	Facilities	Total capital investments	Amount recorded in the current period (Accumulated amount)	Incremental capacity after completion
September 2025	SCG Nichirei Logistics Co., Ltd.	Pathum Thani Province, Thailand	Temperature-controlled Logistics	Establishment of new logistics center	3,781	1,149 (3,781)	Facility capacity 35,100t
November 2025	Frigo Logistics Sp. z o.o.	Nowy Dwór City, Poland	Temperature-controlled Logistics	Establishment of new logistics center	4,970	338 (4,970)	Facility capacity 42,552t
March 2026	Frigo Logistics Sp. z o.o.	Łódź Province Radomsko City, Poland	Temperature-controlled Logistics	Expansion of logistics center	2,053	1,970 (1,970)	Facility capacity 22,108t
September 2026 (scheduled)	Nichirei Ice Co., Ltd.	Kitakyushu-shi, Fukuoka, Japan	Foods	Establishment of new factory	*2,842	512 (512)	Production capacity: 64 t/day

(Notes)

1. The figures marked with an asterisk (*) under “Total Capital Investments” are planned figures.
2. The newly constructed facility of SCG Nichirei Logistics Co., Ltd., which was completed in September 2025, commenced operations in March 2025, and the total capital investment amounted to 864.1 million Thai Baht in local currency.
3. The newly constructed facility of Frigo Logistics Sp. z o.o., which was completed in November 2025, commenced operations in December 2024, and the total capital investment amounted to 135.4 million Zloty in local currency.
4. The total capital investment for the expansion work of Frigo Logistics Sp. z o.o., which was completed in March 2026, amounts to 51.5 million Zloty in local currency.

2. Major Facilities

The status at the end of the current consolidated fiscal year is as follows.

(1) Status by Segment

Name of segment	Carrying amounts (Millions of yen)					
	Buildings and structures	Machinery, equipment and vehicles	Land Area (m^2)	Leased assets	Other (Note 2)	Total
Foods	29,114	26,827	6,663 942,680	164	5,034	67,804
Temperature-controlled Logistics	64,504	29,567	41,302 1,166,004	12,737	9,890	158,002
Real estate	11,775	80	661 73,325	238	77	12,833
Other	1,801	49	514 3,893	－	71	2,437
Adjustment	1,061	814	25 3,439	15	397	2,314
Total	108,257	57,339	49,167 2,189,343	13,155	15,472	243,392

(Notes)

1. The segment “Adjustment” represents the elimination of carrying amounts and unrealized gains/losses on non-current assets related to the holding company (the company filing the consolidated financial statements), which are not allocated to reportable segments.
2. “Other” in column is the total amount of tools, furniture and fixtures and construction in progress.

(2) Status of the Company

Name of business site or property (Location)	Name of segment (Note1)	Facilities	Carrying amounts (Millions of yen)						Number of Employees (Temporary) (Persons)
			Buildings and structures	Machinery, equipment and vehicles	Land Area (m^2)	Leased assets	Other (Note3)	Total	
Nichirei Higashi-Ginza Building (Chuo-ku, Tokyo)	Real estate	Office buildings for lease	5,934	1	44 4,619	－	32	6,013	－
Nichirei Akashi-cho Building (Chuo-ku, Tokyo)	〃	〃	2,869	－	6 4,163	－	19	2,895	－
Nichirei Suidobashi Building (Chiyoda-ku, Tokyo)	〃	〃	1,014	0	1 2,926	－	6	1,022	－
Nichirei Suidobashi Building annex (Chiyoda-ku, Tokyo)	〃	〃	1,248	0	0 1,424	－	1	1,250	－
Head office (Chuo-ku, Tokyo)	Corporate (Common)	Other facility	656	9	(Note2) －	15	275	956	234 (5)

(Notes)

1. The segment “Corporate (common)” refers to facilities at the head office that cannot be classified into other segments.
2. Land is included in “Nichirei Higashi-Ginza Building.”
3. “Other” in the table represents the total amount of tools, furniture and fixtures and construction in progress.
4. “Number of employees” is the number of full-time employees, and “(Temporary)” is the annual average number of temporary employees not included in above number.

(3) Status of Domestic Subsidiaries

Name of Company, Name of business site or property (Location)	Name of segment	Facilities	Carrying amounts (Millions of yen)						Number of employees (Temporary) (Persons) (Note 4)
			Buildings and structures	Machinery, equipment and vehicles	Land Area (m²) (Note 2)	Leased assets	Other (Note 3)	Total	
Nichirei Foods Inc. Funabashi Plant (Funabashi City, Chiba Prefecture)	Foods	Processed foods production facilities	2,241	3,298	1,025 30,839	1	293	6,860	131 (228)
Nichirei Foods Inc. Funabashi No.2 Plant (Funabashi City, Chiba Prefecture)	〃	〃	808	826	1,819 39,299	–	114	3,569	68 (120)
Nichirei Foods Inc. Funabashi No.3 Plant (Funabashi City, Chiba Prefecture)	〃	〃	1,057	1,375	233 7,004	–	97	2,763	76 (178)
Nichirei Foods Inc. Kansai Plant (Takatsuki City, Osaka)	〃	〃	2,811	3,745	126 23,691	–	335	7,018	132 (361)
Nichirei Foods Inc. Shiroishi Plant (Shiroishi City, Miyagi Prefecture)	〃	〃	1,232	1,214	360 23,152	0	182	2,991	126 (246)
Nichirei Foods Inc. Yamagata Plant (Tendo City, Yamagata Prefecture)	〃	〃	1,653	1,560	305 16,020	–	114	3,632	133 (160)
Logistics Network Inc. Funabashi Distribution Center (Funabashi City, Chiba Prefecture) Refrigeration 101,610t	Temperature-controlled Logistics	Freezing refrigeration equipment	3,016	1,554	1,724 44,329	210	110	6,616	57 (3)
Logistics Network Inc. Higashi-Ogishima Distribution Center (Kawasaki-ku, Kawasaki City) Refrigeration 81,747t	〃	〃	3,695	309	(Note 1) (42,345)	286	42	4,333	46 (−)
Nichirei Logistics Kansai Inc. Osaka Shin-Nanko Distribution Center (Suminoe-ku, Osaka City) Refrigeration 57,203t	〃	〃	610	329	2,176 16,392	343	151	3,611	32 (2)
Nichirei Logistics Kansai Inc. Osaka Futo Distribution Center (Suminoe-ku, Osaka City) Refrigeration 56,641t	〃	〃	847	178	999 19,923	104	605	2,735	32 (1)
Logistics Network Inc. Ohi Distribution Center (Ota-ku, Tokyo) Refrigeration 52,490t	〃	〃	616	455	(Note 1) (10,000)	77	31	1,181	29 (2)

(Notes)

1. Land is leased.
2. Figures in parentheses in the lower row of "Area" are leased space not included in above.
3. "Other" in the table represents the total amount of tools, furniture and fixtures and construction in progress.
4. "Number of employees" is the number of full-time employees, and "Temporary" represents the annual average number of temporary employees not included in the above number of employees.
5. In addition to the above, major facilities leased under lease agreements are as follows.

Name	Volume	Contract period	Leased assets (Millions of yen)
Logistics center	8 buildings	10-20 years	3,184

(4) Status of Overseas Subsidiaries

Name of Company Name of business site (Location)	Name of segment	Facilities	Carrying amounts (Millions of yen)						Number of Employees (Temporary) (Persons) (Note 4)
			Buildings and structures	Machinery, equipment and vehicles	Land Area (m²) (Note 2)	Leased assets	Other (Note 3)	Total	
Surapon Nichirei Foods Co., Ltd. (Samut Prakan Province, Thailand)	Foods	Processed foods production facilities	1,139	484	731 68,540	–	161	2,516	1,500 (–)
GFPT Nichirei (Thailand) Co., Ltd. (Chonburi Province, Thailand)	〃	〃	2,665	2,572	(Note 1) (244,408)	–	665	5,903	5,692 (–)
Hiwa Rotterdam Port Cold Stores B.V. Food Port (Rotterdam City, The Netherlands) Refrigeration 147,443t	Temperature-controlled Logistics	Freezing refrigeration equipment	1,594	2,095	(Note 1) (88,990)	–	140	3,831	109 (–)
Thermotraffic B.V. Maasvlakte (Rotterdam City, The Netherlands) Refrigeration 85,000t	〃	〃	2,555	704	(Note 1) (77,494)	–	24	3,284	48 (–)

(Notes)
1. The land is leased.
2. Figures in parentheses in the lower row of “Area” are leased space not included in above.
3. “Other” in the table represents the total amount of tools, furniture and fixtures and construction in progress.
4. “Number of employees” is the number of full-time employees, and “(Temporary)” is the annual average number of temporary employees not included in “Number of employees”.

3. Plan for New Construction and Disposals of Facilities

The Group formulates capital investment plans based on a comprehensive consideration of production plans, demand forecasts, the ratio of investment to profits, cash flow, and other factors.

Plans for significant new facilities and disposals of significant facilities are described in “1. Overview of Capital Investments.”

The breakdown by segment is as follows.

(Millions of yen)

Name of segment	Planned capital investments for the next fiscal year
Foods	30,000
Temperature-controlled Logistics	30,000
Real estate	800
Other	100
Adjustment	600
Total	61,500

(Notes)
1. The segment “Adjustment” represents the amount of planned capital investments for the next fiscal year related to the holding company (the company filing the consolidated financial statements), which is not allocated to the reportable segments.
2. Amount of capital investments includes the amount of intangible assets.

IV. Information on the Filing Company

1. Information about Shares

(1) Total Number of Shares

① Total number of shares

Type	Total number of shares authorized to be issued (shares)
Common stock	720,000,000
Total	720,000,000

(Note) Pursuant to the resolution of the Board of Directors meeting held on November 5, 2024, the Articles of Incorporation were amended effective April 1, 2025, in conjunction with a stock split. As a result, the total number of shares issued and outstanding increased by 360,000,000 shares to 720,000,000 shares.

② Issued shares

Type	Number of shares issued As of end of the fiscal year (March 31, 2026)	Number of shares issued As of the date of filing (June 16, 2026)	Name of listed financial instruments exchange or Name of registered and licensed financial instruments dealers association	Contents
Common stock	256,984,963	256,984,963	Tokyo Stock Exchange, Inc. Prime Market	Number of shares per unit 100 shares
Total	256,984,963	256,984,963	－	－

(2) Information on Share Acquisition Rights

① Details of stock option plan

Not applicable

② Details of rights plan

Not applicable

③ Details of other share acquisition rights

Not applicable

(3) Information on Exercise of Bonds with Share Acquisition Rights with Exercise Price Revision Clause

Not applicable

(4) Changes in Total Number of Shares Issued and Share Capital

Date	Total number of shares issued increase/△decrease (Shares)	Total shares issued balance (Shares)	Share capital increase/△decrease (Millions of yen)	Share capital balance (Millions of yen)	Legal capital surplus increase/△decrease (Millions of yen)	Legal capital surplus balance (Millions of yen)
July 21, 2021 (Note1)	37,518	140,041,395	53	30,472	53	7,769
November 10, 2021 (Note2)	△6,033,600	134,007,795	－	30,472	－	7,769
July 22, 2022 (Note3)	34,804	134,042,599	39	30,512	39	7,808
July 26, 2023 (Note4)	33,053	134,075,652	51	30,563	51	7,860
July 24, 2024 (Note5)	25,617	134,101,269	45	30,608	45	7,905
November 13, 2024 (Note6)	△5,636,400	128,464,869	－	30,608	－	7,905
April 1, 2025 (Note7)	128,464,869	256,929,738	－	30,608	－	7,905
July 24, 2025 (Note8)	55,225	256,984,963	51	30,660	51	7,957

(Notes)

1. Increase due to a paid-in third-party allotment of shares with compensation as restricted stock compensation.
   Issue price: 2,841 yen, Paid-in capital: 1,420.5 yen
   Allottees: 7 directors (excluding outside directors) and 4 executive officers
2. Decrease due to cancellation of treasury shares based on the resolution of the Board of Directors meeting held on November 2, 2021.
3. Increase due to a paid-in third-party allotment of shares with compensation as restricted stock compensation.
   Issue price: 2,292 yen, Paid-in capital: 1,146 yen
   Allottees: 6 directors (excluding outside directors) and 3 executive officers
4. Increase due to a paid-in third-party allotment of shares with compensation as restricted stock compensation.
   Issue price: 3,126 yen, Paid-in capital: 1,563 yen
   Allottees: 6 directors (excluding outside directors) and 4 executive officers
5. Increase due to a paid-in third-party allotment of shares with compensation as restricted stock compensation.
   Issue price: 3,516 yen, Paid-in capital: 1,758 yen
   Allottees: 6 directors (excluding outside directors) and 5 executive officers
6. Decrease due to cancellation of treasury shares based on the resolution of the Board of Directors meeting held on November 5, 2024.
7. Increase due to the stock split conducted on April 1, 2025, at a ratio of two shares for each common share.
8. Increase due to a paid-in third-party allotment of shares with compensation as restricted stock compensation.
   Issue price: 1,881 yen, Paid-in capital: 940.5 yen
   Allottees: 6 directors (excluding outside directors) and 4 executive officers

(5) Shareholding by Category

(As of March 31, 2026)

Classification	Status of Shares (Number of Shares per Unit: 100 shares)								Status of odd-lot shares (Shares)
	Government and local governments	Financial institutions	Financial instruments dealers	Other corporations	Foreign corporations		Individual and other	Total	
					Non-Individual	Individual			
Number of shareholders (Persons)	－	89	38	389	312	53	34,203	35,084	－
Number of shares held (Unit)	－	1,035,549	176,481	234,104	728,978	418	392,335	2,567,865	198,463
Number of shares held Percentage (%)	－	40.33	6.87	9.12	28.39	0.02	15.28	100.00	－

(Note) 6,367,479 shares of treasury stock are included in “Individuals and other” (63,674 units) and “Status of odd-lot shares” (79 shares).

(6) Major Shareholders

(As of March 31, 2026)

Name	Address	Number of shares held (Thousands of shares)	Percentage of shares held to the total number of shares issued (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	1-8-1 Akasaka, Minato-ku, Tokyo	43,180	17.23
Custody Bank of Japan, Ltd. (Trust Account)	1-8-12 Harumi, Chuo-ku, Tokyo	25,000	9.98
Nippon Life Insurance Company	1-6-6 Marunouchi, Chiyoda-ku, Tokyo	11,489	4.58
Nisshin Seifun Group Inc.	1-25 Kanda Nishiki-cho, Chiyoda-ku, Tokyo	5,439	2.17
Fukoku Mutual Life Insurance Company	2-2-2 Uchisaiwai-cho, Chiyoda-ku, Tokyo	5,360	2.14
Nomura Securities Co., Ltd.	1-13-1 Nihonbashi, Chuo-ku, Tokyo	5,080	2.03
JPMorgan Securities Japan Co., Ltd.	7-3, Marunouchi, Chiyoda-ku, Tokyo	3,886	1.55
SUMITOMO LIFE INSURANCE COMPANY	2-2-1 Yaesu, Chuo-ku, Tokyo	3,711	1.48
Goldman Sachs Japan Co., Ltd. BNYM	2-6-1 Toranomon, Minato-ku, Tokyo	3,690	1.47
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Mizuho Bank, Ltd)	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (2-15-1 Konan, Minato-ku, Tokyo)	3,565	1.42
Total	–	110,404	44.05

(Notes)

1. In addition to the above, the Company holds 6,367 thousand shares of treasury stock, equivalent to 2.48% of the total number of shares issued).
2. Of the above number of shares held, the number of shares related to trust business is as follows.
   The Master Trust Bank of Japan, Ltd. (Trust Account): 42,811 thousand shares
   Custody Bank of Japan, Ltd. (Trust Account): 24,975 thousand shares
3. Information on Large Shareholding Report (Change Report), in which the number of shares held cannot be confirmed as of March 31, 2026, is as follows.

(1) Nomura Securities Co., Ltd. filed a large shareholding report (change report) on March 19, 2026, naming NOMURA INTERNATIONAL PLC and Nomura Asset Management Co., Ltd as joint holders. However, the Company is unable to confirm the number of shares actually held by those companies as of March 31, 2026, and therefore these shares are not taken into account in the "Major Shareholders" above.

The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
Nomura Securities Co., Ltd.	1-13-1 Nihonbashi, Chuo-ku, Tokyo	3,611	1.41
NOMURA INTERNATIONAL PLC	1 Angel Lane, London EC4R 3AB, United Kingdom	1,467	0.57
Nomura Asset Management Co., Ltd	2-2-1 Toyosu, Koto-ku, Tokyo	16,953	6.60
Total	–	22,032	8.57

(2) Sumitomo Mitsui DS Asset Management Company, Limited filed a large shareholding report (change report) on February 20, 2026. However, the Company is unable to confirm the number of shares actually held by the company as of March 31, 2026, and therefore these shares are not taken into account in the "Major Shareholders" above.
The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
Sumitomo Mitsui DS Asset Management Company, Limited	Toranomon Hills Business Tower 26F, 1-17-1 Toranomon, Minato-ku, Tokyo	10,532	4.10
Total	—	10,532	4.10

(3) Mizuho Bank, Ltd. filed a large shareholding report (change report) on February 6, 2026, naming Mizuho Securities Co., Ltd. and Asset Management One Co., Ltd. as joint holders. However, the Company is unable to confirm the number of shares actually held by those companies as of March 31, 2026, and therefore these shares are not taken into account in the "Major Shareholders" above.
The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
Mizuho Bank, Ltd.	1-5-5 Otemachi, Chiyoda-ku, Tokyo	0	0.00
Mizuho Securities Co., Ltd.	1-5-1 Otemachi, Chiyoda-ku, Tokyo	1,170	0.46
Asset Management One Co., Ltd.	1-8-2 Marunouchi, Chiyoda-ku, Tokyo	5,278	2.05
Total	—	6,449	2.51

(4) Mitsubishi UFJ Financial Group, Inc. filed a large shareholding report (change report) on February 2, 2026, naming Mitsubishi UFJ Trust and Banking Corporation, Mitsubishi UFJ Asset Management Co., Ltd. and Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. as joint holders. However, the Company is unable to confirm the number of shares actually held by those companies as of March 31, 2026, and therefore these shares are not taken into account in the "Major Shareholders" above.
The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
Mitsubishi UFJ Trust and Banking Corporation	1-4-5 Marunouchi, Chiyoda-ku, Tokyo	3,958	1.54
Mitsubishi UFJ Asset Management Co., Ltd.	1-9-1 Higashi-Shimbashi, Minato-ku, Tokyo	4,133	1.61
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	1-9-2 Otemachi, Chiyoda-ku, Tokyo	443	0.17
Total	—	8,535	3.32

(5) Sumitomo Mitsui Trust Bank, Limited filed a large shareholding report (change report) on January 21, 2026, naming Sumitomo Mitsui Trust Asset Management Co., Ltd. and Amova Asset Management Co., Ltd. as joint holders. However, the Company is unable to confirm the number of shares actually held by those companies as of March 31, 2026, and therefore, these shares are not taken into account in the "Major Shareholders" above.
The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
Sumitomo Mitsui Trust Bank, Limited	1-4-1 Marunouchi, Chiyoda-ku, Tokyo	375	0.15
Sumitomo Mitsui Trust Asset Management Co., Ltd.	1-1-1 Shiba-Koen, Minato-ku, Tokyo	4,349	1.69
Amova Asset Management Co., Ltd.	9-7-1 Akasaka, Minato-ku, Tokyo	7,612	2.96
Total	—	12,337	4.80

(6) SMBC Nikko Securities Inc. filed a large shareholding report (change report) on December 5, 2025, naming Sumitomo Mitsui Banking Corporation and Sumitomo Mitsui DS Asset Management Company, Limited as joint holders. However, the Company is unable to confirm the number of shares actually held by those companies as of March 31, 2026, and therefore these shares are not taken into account in the "Major Shareholders" above.
The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
SMBC Nikko Securities Inc.	3-3-1 Marunouchi, Chiyoda-ku, Tokyo	472	0.18
Sumitomo Mitsui Banking Corporation	1-1-2 Marunouchi, Chiyoda-ku, Tokyo	777	0.30
Sumitomo Mitsui DS Asset Management Company, Limited	Toranomon Hills Business Tower 26F, 1-17-1 Toranomon, Minato-ku, Tokyo	11,953	4.65
Total	—	13,203	5.14

(7) Nippon Life Insurance Company filed a large shareholding report (change report) on August 22, 2025, naming Nissay Asset Management Corporation as a joint holder. However, the Company is unable to confirm the number of shares actually held by those companies as of March 31, 2026, and therefore these shares are not taken into account in the "Major Shareholders" above.
The contents of the large shareholding report are as follows.

Name	Address	Number of share certificates held (Thousands of shares)	Percentage of share certificates held (%)
Nippon Life Insurance Company	3-5-12 Imabashi, Chuo-ku, Osaka City, Osaka	11,489	4.47
Nissay Asset Management Corporation	1-6-6 Marunouchi, Chiyoda-ku, Tokyo	4,386	1.71
Total	—	15,875	6.18

(7) Information of Voting Rights

① Issued shares

(As of March 31, 2026)

Classification	Number of shares (Shares)	Number of voting rights (Numbers)	Contents
Non-voting stock	—	—	—
Stock with restricted voting rights (Treasury shares, etc.)	—	—	—
Stock with restricted voting rights (Other)	—	—	—
Stock with full voting rights (Treasury shares, etc.)	(Treasury shares) Common stock 6,367,400	—	—
Stock with full voting rights (Other)	Common stock 250,419,100	2,504191	—
Odd-lot shares	Common stock 198,463	—	Less than one unit (100 shares)
Total number of shares issued	256,984,963	—	—
Voting rights of all shareholders	—	2,504,191	—

(Note) "Odd-lot shares" includes 79 treasury shares held by the Company.

② Treasury shares

(As of March 31, 2026)

Name of owner	Owner's address	Number of shares held in one's own name (shares)	Number of shares held in the name of others (shares)	Total number of shares held (shares)	Percentage of shares held to total shares issued (%)
(Treasury shares) Nichirei Corporation	6-19-20 Tsukiji, Chuo-ku, Tokyo	6,367,400	—	6,367,400	2.48
Total	—	6,367,400	—	6,367,400	2.48

2. Information on Acquisition of Treasury shares

[Type of Stock] Acquisition of shares of common stock that falls under Article 155, Item 7 of the Companies Act.

(1) Details of Acquisition by Resolution of the General Shareholders Meeting

Not applicable

(2) Details of Acquisition by Resolution of the Board of Directors

Not applicable

(3) Details of Items not based on Resolutions of the General Shareholders Meeting or the Board of Directors

Classification	Number of shares (Shares)	Total value (Yen)
Treasury shares acquired during the current fiscal year	1,987	3,742,562
Treasury shares acquired during the period	178	348,572

(Note) "Treasury shares acquired during the period" does not include the number of odd-lot shares purchase requested from June 1,2026 to the date of filing of this Annual Securities Report.

(4) Details of Disposal and Holding of Treasury Shares Acquired

Classification	Current fiscal year		Current period	
	Number of shares (Shares)	Total amount of disposal value (Yen)	Number of shares (Shares)	Total amount of disposal value (Yen)
Treasury shares acquired for which subscribers were solicited	—	—	—	—
Treasury shares acquired that were canceled	—	—	—	—
Treasury shares acquired that were transferred due to merger, share exchange, share delivery or corporate split	—	—	—	—
Other (requests for sales of odd-lot shares)	170	316,054	—	—
Number of treasury shares held	6,367,479	—	6,367,657	—

(Notes)

1. "Other (requests for sales of odd-lot shares)" for the current period does not include the number of odd-lot shares requested for sales from June 1, 2026 to the date of filing of this Annual Securities Report.
2. "Number of treasury shares held" for the current period does not include the number of shares purchased from June 1, 2026 to the date of filing of this Annual Securities Report, or odd-lot shares purchase or sales requested from June 1, 2026 to the date of filing of this Annual Securities Report.

3. Dividend Policy

The Company's basic policy is to maintain stable dividends based on a progressive dividend policy with the minimum consolidated dividend on equity ratio (DOE) of 4.0%, while taking into consideration consolidated business performance and cash flow for each fiscal year. For the current fiscal year, the Company plans to declare a year-end dividend of 24 yen per share, which together with the interim dividend of 23 yen per share, would result in a total of 47 yen per share.

The Company pays dividends from surplus twice a year, an interim dividend and a year-end dividend, in accordance with the Articles of Incorporation stipulating that the Company may pay interim dividends as stipulated in Article 454, Paragraph 5 of the Companies Act. The decision-making bodies for these dividends are the Board of Directors for the interim dividend and the General Shareholders Meeting for the year-end dividend.

The Articles of Incorporation also stipulate that the Company may pay year-end dividends by resolution of the Board of Directors only when the Board of Directors determines that it is difficult to hold a General Shareholders Meeting due to unforeseen circumstances such as disasters or epidemics.

(Note) Dividends of surplus whose record date belongs to the current fiscal year are as follows.

Date of resolution	Total dividends (Millions of yen)	Dividend per share (Yen)
November 11, 2025 Resolution of the Board of Directors Meeting	5,764	23
June 24, 2026 Resolution of the Ordinary General Shareholders Meeting (Planned)	6,014	24

4. Corporate Governance

(1) Overview of Corporate Governance

Please also refer to the “Basic Policy on Corporate Governance” posted on the Company’s website, which sets forth the Company’s basic policy on corporate governance.

https://www.nichirei.co.jp/english/corpo/governance/governance_policy.html

① Basic approach to corporate governance and corporate governance structure

(a) Overview of basic approach to corporate governance and corporate governance structure

(i) Basic approach to corporate governance

Under a holding company structure, the Group engages in business through operating companies across a wide range of fields that include foods, temperature-controlled logistics, and biosciences. The Board of Directors of the Company, aiming to achieve sustainable growth and increase corporate value over the medium to long term, formulates Group business strategies and applies an operating structure for supervising business execution by the operating companies.

The Company recognizes that ensuring equitable and highly transparent business practices is a key management issue, and accordingly strives to enhance corporate governance practices with regard to appropriately allocating resources, accelerating the decision-making process, and ensuring strict compliance.

The Company has adopted the corporate governance structure of a company with an Audit & Supervisory Board, pursuant to the Companies Act.

(ii) Directors and the Board of Directors

(Roles and responsibilities of the Board of Directors)

The Board of Directors formulates Group business strategies and supervises business execution by the operating companies. In so doing, the Board of Directors facilitates efforts with respect to appropriately allocating Group resources, accelerating the decision-making process, and ensuring strict compliance.

The Board of Directors formulates and approves the Group strategy after such matters have been deliberated on by the Group Strategy Committee, which meets twice a year. The Board of Directors subsequently checks on the status of business execution by each Group business on a quarterly basis, while also providing highly effective supervision to executive directors and executive officers.

(Summary of the scope of matters delegated to the Board of Directors)

Decision-making by the Board of Directors is limited in scope to matters of top priority. This includes addressing matters to be resolved in accordance with the Companies Act, determining the content of the Management Principles, medium-term business plan, management policies and operating budgets; revising and repealing various directives, policies and key regulations; and making decisions on appointments for key officer positions. Authority for important matters other than the aforementioned is delegated to the Management Committee whose membership comprises the executive officers, with the functions of business execution kept separate from those of management supervision so that the executive officers are better able to deal with pressing and future business challenges.

(Term of office of directors)

Directors are appointed for a term of 1 year, pursuant to the Articles of Incorporation, in order to enhance the Company’s flexibility in addressing changes in the business environment.

Outside directors may serve for no more than 6 years from a viewpoint to ensure their independence.

(Composition of the Board of Directors)

The Company appoints no more than 11 directors, at least one-third (1/3) of whom are independent outside directors. The Board of Directors is structured in a way that achieves both diversity and optimal size, taking into account each director’s overall balance of knowledge, experience and other qualities.

(Operation of the Board of Directors and roles of its chairperson)

A director appointed beforehand by the Board of Directors is responsible for convening meetings of the Board of Directors and acts as the chairperson of such meetings in accordance with the Articles of Incorporation and the Board of Directors regulations, unless otherwise stipulated by laws and regulations.

(Activities of the Board of Directors)

During the current fiscal year, the Company held 17 Board of Directors meetings, and the attendance of the individual Directors was as follows.

Name	Position	Attendance at the Board of Directors meetings
Kenya Okushi	Representative Director, President	100% (17 times / 17 times)
Masahiko Takenaga	Director, Senior Executive Officer	100% (17 times / 17 times)
Wataru Tanabe	Director, Senior Executive Officer	100% (17 times / 17 times)
Kenji Suzuki	Director, Senior Executive Officer	100% (17 times / 17 times)
Yuichi Takaku	Director, Senior Executive Officer	100% (17 times / 17 times)
Kazunori Shimamoto	Director, Senior Executive Officer	100% (17 times / 17 times)
Mana Nabeshima	Outside Director	100% (17 times / 17 times)
Itsuo Hama	Outside Director	100% (17 times / 17 times)
Kenji Hamashima	Outside Director	100% (17 times / 17 times)
Yukiko Yoshimaru	Outside Director	100% (17 times / 17 times)
Yumi Yamaguchi	Outside Director	100% (17 times / 17 times)

(Note) In addition to the number of Board of Directors meetings mentioned above, there were six written resolutions deemed to have been adopted by the Board of Directors pursuant to the provisions of Article 370 of the Companies Act and Article 26 of the Company's Articles of Incorporation, as well as one written report deemed not to require reporting to the Board of Directors pursuant to Article 372 of the Companies Act.

The specific deliberations of the Board of Directors meetings during the current fiscal year were as follows.

- Management principle and strategy : Revision of the Nichirei Group Corporate Philosophy, change in fiscal year end, risk management, and intellectual property strategy
- Financial strategy : Policy on capital structure, fund raising, shareholders returns (dividend criteria and shareholder benefits) and secondary offering of shares
- Medium-term business plan : Progress of the medium-term business plan "Compass × Growth 2027"
- Governance : Strengthening governance of overseas subsidiaries (Overseas management foundation development project and establishment of an ASEAN regional headquarters company) and activities of the nominating advisory committee and remuneration advisory committee
- Business strategy : Overseas investment projects (new investments and progress of existing investments)

(iii) Audit & Supervisory Board and Audit & Supervisory Board members

(Roles and responsibilities of Audit & Supervisory Board and Audit & Supervisory Board members)

Independent of the Board of Directors, the Audit & Supervisory Board and Audit & Supervisory Board members endeavor to gather information and maintain an appropriate audit environment by communicating effectively with directors, and employees in the Corporate Internal Audit Division, in accordance with the audit policy and audit plan for each fiscal year. Audit & Supervisory Board members attend meetings of the Board of Directors and other important meetings, and also appropriately call for explanations and contribute to discussions.

(Term of office of Audit & Supervisory Board members)

The terms of office of Audit & Supervisory Board members are as stipulated by the Companies Act.

Outside Audit & Supervisory Board members may serve for no more than 8 years from a viewpoint to ensure their independence.

(Composition of the Audit & Supervisory Board)

The Company appoints up to 5 Audit & Supervisory Board members, pursuant to the Articles of Incorporation, of whom 3 are independent outside Audit & Supervisory Board members.

(iv) Nominating Advisory Committee and Remuneration Advisory Committee

The Company has established the Nominating Advisory Committee, chaired by an outside director, as an advisory body to the Board of Directors. The committee, the majority of whose members are outside directors, deliberates on appropriate human resources as candidates for senior management, directors, and Audit & Supervisory Board members, as well as succession planning and other matters, and reports back to the Board of Directors.

The Company has established the Remuneration Advisory Committee, chaired by an outside director, as an advisory body to the Board of Directors. The committee, the majority of whose members are outside directors, deliberates on the remuneration system, the level of remuneration, the appropriateness of remuneration, and other issues, and reports back to the Board of Directors.

(As of June 16, 2026)

Committee name	Committee chairperson	Number of members (Persons)	Director	Outside directors
Nominating Advisory Committee	Outside Director Itsuo Hama	6 persons	Kazunori Shimamoto	Mana Nabeshima Itsuo Hama Kenji Hamashima Yukiko Yoshimaru Yumi Yamaguchi
Remuneration Advisory Committee	Outside Director Kenji Hamashima	6 persons	Kazunori Shimamoto	Mana Nabeshima Itsuo Hama Kenji Hamashima Yukiko Yoshimaru Yumi Yamaguchi

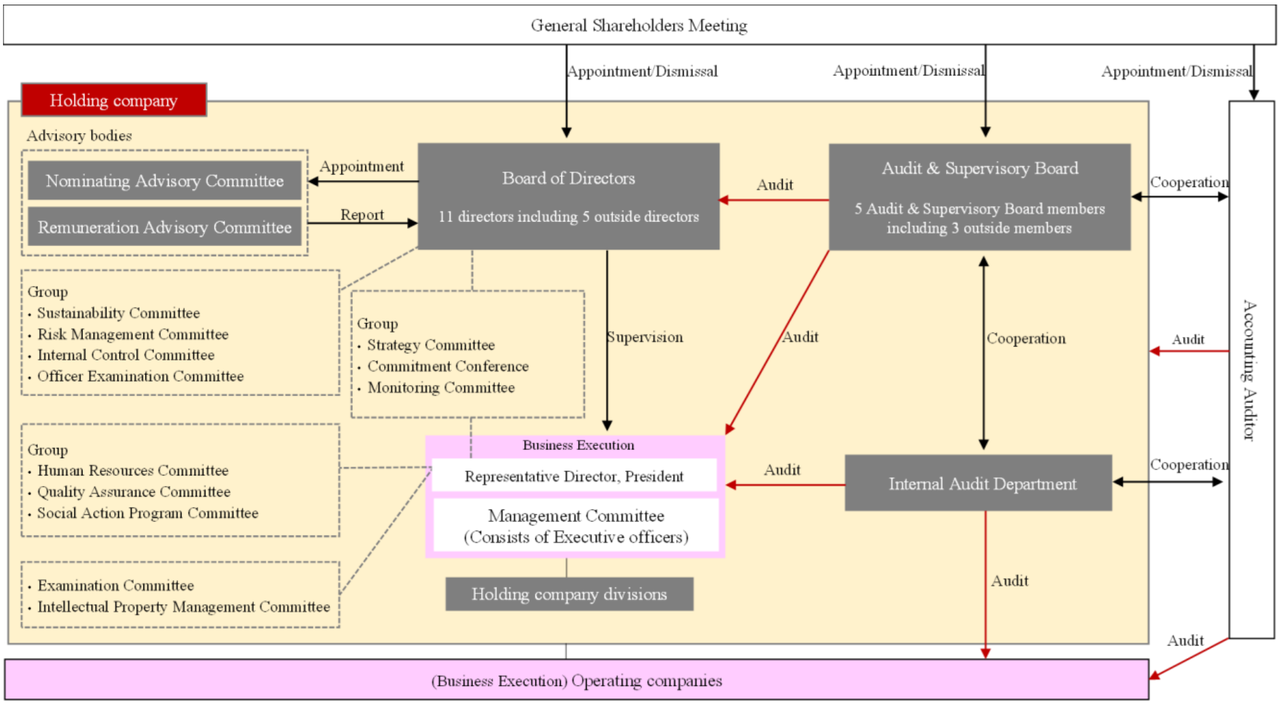
(b) Reasons for selection of current corporate governance structure

The Company has adopted the company with an Audit & Supervisory Board system as its organizational design for running a wide range of businesses under the holding company structure. As of the filing date (June 16, 2026) from among the maximum of up to 11 directors stipulated in the Articles of Incorporation, the Company has designated 5 independent outside directors. Among up to 5 Audit & Supervisory Board members, the Company has designated 3 independent outside Audit & Supervisory Board members.

The Board of Directors and the Audit & Supervisory Board work together effectively to properly supervise and oversee executive officers engaged in business execution. Matters decided by the Board of Directors are limited to matters prescribed by law and matters defined by the Company’s own standards, but many decisions are delegated to the Management Committee, a body composed of executive officers, thereby allowing the Board of Directors to concentrate on deciding matters of utmost importance and overseeing business execution by executive officers.

Full-time Audit & Supervisory Board members of the Company, who have extensive knowledge of the Group’s business characteristics, cooperate with full-time Audit & Supervisory Board members of the operating companies to conduct onsite inspections at key business establishments throughout the year. Audit & Supervisory Board members who have visited the business establishment and conducted audits or hearings on its status in person, and present the audit findings according to the actual circumstances of each business. Moreover, after performing an audit, Audit & Supervisory Board members report the problems and issues identified as a result of the audit to the Audit & Supervisory Board and the representative director, and make efforts to enhance the effectiveness of auditing functions. In addition, the independent outside Audit & Supervisory Board members of the Company attend and express their views not only at meetings of the Board of Directors and the Audit & Supervisory Board but also at meetings of the body in charge of strategic management and the Board of Directors’ principal advisory committees, in addition to accompanying full-time Audit & Supervisory Board members when they conduct onsite inspections as appropriate.

As described above, the Company is striving to enhance and thoroughly implement corporate governance practices by separating business execution functions from supervision/oversight functions, delegating responsibilities and authority to executive officers, ensuring transparency of the decision-making process, and maximizing the auditing functions based on the company with an Audit & Supervisory Board system.



(c) Status of internal control system

The Group recognizes that the development and operation of an internal control system to "improve the effectiveness and efficiency of operations," "ensure the reliability of reporting," "comply with laws and regulations related to business activities," and "safeguard assets" will lead to an increase in corporate value.

The Company has established the following basic policy for its internal control system as "a system to ensure that the execution of duties by directors complies with laws and regulations and the Articles of Incorporation, and other systems prescribed by the applicable Ordinance of the Ministry of Justice as necessary to ensure the properness of the operations of a company and of the corporate group consisting of such company and its subsidiaries" under the Companies Act, and will review and improve this policy annually to respond to changes in the business environment and other factors.

Basic Policies of Internal Control Systems

(I) System for ensuring that the execution of the duties of the directors and the employees of the Company and its Subsidiaries complies with laws and regulations and the Articles of Incorporation and is performed efficiently

i) The Company shall, under the Group Management Principle and the Code of Conduct, comply with laws and regulations and the Articles of Incorporation as well as firmly maintain the policy of not committing any illicit or antisocial act, and shall be devoted to fair interfirm competition as a public institution of society.

ii) The Company shall, as a holding company, advance the Group management and enhance corporate governance through improving/operating/establishing the internal control systems for the whole Group, formulating the management strategies for the whole Group, conducting internal audits of the Group, monitoring Subsidiaries, and financing in a consolidated way.

iii) The Company shall, under the Group Accounting Basic Rules, strive for swift, accurate and fair disclosure as well as continuously achieve accountability to its shareholders and investors, and shall increase the transparency of corporate information.

iv) The Company shall establish the division for internal audit of the Group and conduct audits on the internal control systems of each Group company under the Group Internal Audit Rules.

v) The Company shall, under the Group Internal Reporting Rules, set up a whistle blowing system for protecting whistleblowers to receive reports or provide consultation concerning any act in contravention of corporate ethics, and make efforts to detect misconduct at an early stage and to rectify such misconduct immediately as well as strictly ensure legal compliance.

vi) The Company shall establish the systems for the appropriate and efficient execution of the duties under official authority and decision-making rules based on the Board of Directors Rules, the Organization Rules and other internal regulations.

(II) System for retaining and managing the information concerning the execution of the duties of the directors of the Company and reporting to the Company on matters concerning the execution of the duties of the directors and employees of its Subsidiaries

i) The Company shall properly record, retain, manage and maintain the minutes of the meeting of the Board of Directors, documents of request circular for approval and other information concerning the execution of the duties under laws and regulations and the internal regulations such as the Board of Directors Rules, the Group Document Management Rules and the Group Information Security Management Rules.

ii) The Company shall receive reports on matters concerning the execution of the duties of the directors and employees of its Subsidiaries under the Group Management Rules, the Group Proposal and Approval Rules, and other Rules pertaining to the Company Group.

iii) The directors and the auditors of the Company may directly inspect and copy the information concerning the execution of the duties that are electromagnetically recorded, retained, managed and maintained by each division of the Company.

iv) Upon the request of the directors and the auditors of the Company, the concerned division of the Company shall promptly submit the requested information and documents for inspection.

(Ⅲ) Rules and other systems for the management of risk of loss of the Company and its Subsidiaries

i) The Company shall, under the Group Risk and Crisis Management Rules, identify and evaluate the overall risk of the Group at the Group Risk Management Committee and improve systems for the risk management cycle of the Group.

ii) The Company and its Subsidiaries shall, under the risk management cycle, voluntarily and independently manage each risk related to corporate activities according to the type and characteristics of any risk, and discuss responses to any significant matter after reporting to the Board of Directors of the Holding Company.

iii) The Company shall, under the Group Risk and Crisis Management Rules, take prompt and appropriate action at the outbreak of a business continuity crisis such as disaster, accident or incident.

(Ⅳ) System for ensuring the suitability of the operations of Nichirei Group in addition to the systems listed in above 1 to 3

i) The Company shall, as a holding company, plan, decide and perform Group strategies, appropriately allocate business resources, implement monitoring and risk management for the whole Group, and fulfill the responsibility of a publicly traded company to attain the mission and vision of the Group.

ii) To enhance the social responsibility function of the Group, the Company as the Holding Company shall organize:

(a) Corporate staff division to develop, decide, and carry out Group strategies, and provide support and guidance for the appropriate distribution of management resources and the realization of Subsidiaries' strategies;

(b) Internal audit division to monitor the Company and Subsidiaries to point out problems and provide guidance for improvement; and

(c) R&D division and QA division from the Group perspective.

iii) Subsidiaries shall organize necessary functions such as planning, development, production, sales, and administration to improve the environmental adaptation to respond promptly to market requests under the executive authority of the respective Representative Directors and Presidents based on the missions and visions expected and required by the Company.

iv) The transactions between the Company and its Subsidiaries in the Group shall be conducted appropriately according to relevant accounting principles, tax laws and other norms.

(V) Basic policy for the elimination of antisocial forces and the system for ensuring compliance with such policy

The Company shall strongly recognize corporate social responsibility and will under no circumstances tolerate submission to and/or a close relationship with antisocial forces posing a threat to the order and security of civic society. The Company shall take a firm position against such forces.

(VI) Matters concerning any employee requested by the auditors to assist them, matters concerning the independence of such employees from the directors, and matters concerning the ensuring of effectiveness of directions from the auditors to such employees

i) The Company shall establish the division for internal audit of the Group and improve the systems to enable the auditors to conduct audits more effectively and efficiently, including holding regular liaison meetings between the auditors and the division.

ii) The Company shall assign specialized staff upon the request of the Board of Auditors. The personnel matters thereof shall be determined after discussion between the directors and the auditors paying attention to their independence from the directors and ensuring the effectiveness of directions from the auditors to them.

(VII) Systems of reporting to the auditors

i) In the event that the directors and/or the employees become aware of any material violation of laws or the Articles of Incorporation, any fact of an illicit act, or any fact likely to cause considerable damage to the Company concerning the execution of duties, they shall promptly report such information to the auditors.

ii) The directors and/or the employees shall promptly report to the auditors any decisions significantly affecting the business and the organization, and the implementation status and the result of the internal audits.

iii) The directors, auditors, and the employees of Subsidiaries aware of a fact which may have a material effect on the Group's internal controls as well as those reported to by them shall promptly report such information to the auditors.

iv) The Company and its Subsidiaries shall protect those who reported to the auditors from unfair treatment on the grounds that they made such report.

(VIII) Other systems for ensuring the effective audit by the auditors

i) The Representative Directors shall improve the systems to fully achieve the auditing function of the auditors concerning the execution of operations, including setting up opportunities for the Board of Auditors to regularly report on its performance of the execution of operations apart from the written report thereof to the Board of Directors.

ii) The Board of Directors shall ensure the presence of the auditors at any meetings for operational purposes which are important in ensuring the suitability of the operations.

iii) The Company shall, when requested by the relevant auditors, accept advance payments or reimbursement of expenses arising related to their execution of duties as auditors as soon as possible unless it is specially unreasonable.

Regarding internal controls over financial reporting required by the Financial Instruments and Exchange Act, we selected scope for companies and business processes which may have a material effect on financial reporting overall on a consolidated basis, recognized risks and documented control actions, and then we evaluated the effectiveness of company-level internal control and internal control over business processes. Based on these results, we prepared an internal control report.

(d) Risk management

The Group has set up the Group Risk Management Committee, chaired by the representative director and president, to manage the various risks associated with its business activities, in the most appropriate and rational ways from a comprehensive standpoint, and to maximize the Group’s corporate value. The committee identifies and evaluates Group-wide risks and the Company and operating companies respond to these risks on their own accord, based on the established risk management cycle. Important items are reported to the Board of Directors of the Company, the holding company, which considers the response. Furthermore, the Company has introduced an internal reporting system (a hotline) in an effort to minimize risks.

② Summary of the contents of the limited liability agreement

Pursuant to the provisions of the Articles of Incorporation, the Company has entered into an agreement with outside directors and outside audit & supervisory board members, to limit their liability for damages. The maximum amount of their liability for damages based on such agreements is the amount stipulated by laws and regulations.

③ Summary of the contents of the directors and officers liability insurance agreement

The Company has concluded a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The scope of the insured under the policy is directors, Audit & Supervisory Board members, and executive officers of the Company, as well as officers of domestic and certain overseas subsidiaries, and the insured does not bear insurance expenses. The insurance policy covers damages that may arise from the insured being held liable for the performance of his/her duties or being subject to claims related to the pursuit of such liability. However, there are certain exclusions, such as the insured is not covered for damages arising from acts committed by the insured with knowledge that such acts violate laws and regulations.

④ Number of directors and requirements for resolution of election of directors

The Company's Articles of Incorporation stipulate that the Company shall have no more than 11 directors. The Articles of Incorporation also stipulate that the election of directors shall be resolved by a majority of the voting rights of the shareholders present at a meeting where shareholders holding one-third (1/3) or more of the voting rights of shareholders who are entitled to exercise their voting rights are present, and that cumulative voting shall not be used.

⑤ Matters to be resolved at the General Shareholders Meeting that may be resolved by the Board of Directors

(a) Purchase of treasury shares

The Articles of Incorporation stipulate that the Company may purchase treasury shares through market transactions, etc. by a resolution of the Board of Directors pursuant to Article 165, Paragraph 2 of the Companies Act, in order to enable flexible response in the event that a change in the business environment necessitates the purchase of treasury shares.

(b) Interim dividends

In order to flexibly return profits to shareholders, the Articles of Incorporation stipulate that the Company may pay interim dividends with a record date of September 30 of each year by a resolution of the Board of Directors as stipulated in Article 454, Paragraph 5 of the Companies Act.

(c) Dividends of surplus in cases where it is deemed difficult to hold the General Shareholders Meeting

The Articles of Incorporation stipulate that, in the event that the Board of Directors determines that it is difficult to hold the General Shareholders Meeting due to unforeseen circumstances such as a disaster or an epidemic, it may determine matters such as dividends of surplus stipulated in Article 459, Paragraph 1, Items 2 through 4 of the Companies Act, by a resolution of the Board of Directors unless otherwise provided by law.

⑥ Requirements for special resolutions of the General Shareholders Meeting

In order to facilitate the smooth operation of the General Shareholders Meeting by relaxing the quorum for special resolutions, the Articles of Incorporation stipulate those resolutions in Article 309, Paragraph 2 of the Companies Act shall be adopted by two-thirds (2/3) or more of the votes of shareholders present at the meeting where shareholders holding one-third (1/3) or more of the voting rights are present.

⑦ Basic policy on the control over the Company

(a) Basic policy

In the event that the Company receives an acquisition proposal from anyone coming forward to propose the acquisition of the Company's shares, etc., we believe that the decision of whether or not to sell the Company's shares in response to such a proposal should ultimately be left to our shareholders. We also believe that, in order for shareholders to make an appropriate decision, it is important that shareholders are provided with sufficient information on the acquisition proposal as well as the opportunity to look into matters such as the possibility of alternative proposals.

Having declared the Group's mission, "Spreading Happiness through Food into the Future" in the Nichirei Management Principles, our vision is "To create value by connecting Food, People, and Planet." If the acquisition proposal places importance exclusively on short-term economic efficiency and is incongruent with such Management Principles, vision or the medium- to long-term management policy of the Group, we believe shareholders need to make a decision after obtaining sufficient information in order to prevent the impairment of the Company's corporate value, and in turn, the common interests of its shareholders.

(b) Specific efforts to implement the basic policy

(i) Special efforts to implement the basic policy

In response to significant changes in the external environment, the Group has carried forward the long-term management goal "Vision for 2030" and established a new long-term management goal, "N-FIT 2035," based on five new management strategies.

To achieve this vision, we have formulated the Group's medium-term business plan "Compass × Growth 2027," covering the three-year period FY 2026 to FY 2028. Through this plan, we aim to further enhance social and economic value on a global scale.

On the financial front, capital from operating cash flow and asset liquidation will be used for investments to maintain and enhance corporate value, and for shareholder returns through dividends and stock buybacks. The basic policy for shareholder returns is to maintain a stable dividend based on the progressive dividend policy with a baseline minimum consolidated dividend on equity ratio (DOE) of 4.0 %, and to conduct flexible stock buybacks in consideration of capital efficiency and the market environment.

(ii) Efforts to prevent an inappropriate person/entity from gaining control in light of the basic policy

The Group is engaged in the businesses of foods, temperature-controlled logistics, real estate and others. For the expansion of its business activities, the Group conducts business worldwide through its subsidiaries and business establishments. Management of the Group is based on extensive knowledge of and a wealth of experience in these multiple businesses and relationships with customers, employees and clients/suppliers around the world; shareholders need to gain a sufficient understanding of these matters when deciding whether or not to accept the acquisition proposal made by the proposer.

The Company strives to provide information to shareholders by proactively engaging in investor relations (IR) activities on a day-to-day basis. In order for shareholders to properly decide whether or not to accept the acquisition proposal by the proposer, provision of appropriate and sufficient information by both the Company and the proposer (description of the Group's management policy and business plan contemplated by the proposer, the impact of the acquisition proposal on shareholders of the Company and the management of the Group, the impact on many stakeholders of the Group, approach to social responsibility and other information from the proposer) will be indispensable, in addition to securing the time needed for shareholders to examine the proposal to decide whether or not to accept it. Depending on the circumstances, the Company may look into the possibility of an alternative proposal and put it forward to shareholders, allowing shareholders to choose a better proposal from the viewpoint of the Company's corporate value, and in turn, the common interests of shareholders.

The Company will take appropriate measures to the extent permitted by the Financial Instruments and Exchange Act, the Companies Act and other relevant laws and regulations. Such measures include requiring the proposer to provide necessary and sufficient information for shareholders to properly determine whether to accept the acquisition proposal, disclosing the opinions of the Company's Board of Directors and other relevant information, and endeavoring to secure the time and information necessary for shareholders to consider the proposal. The Company will also continue to make efforts to ensure and enhance its corporate value and the common interests of shareholders.

(c) The Board of Directors' decision on the specific efforts and the reasons for such a decision

The aforementioned "(b) Specific efforts to implement the basic policy" is in line with the aforementioned "(a) Basic policy" and is not detrimental to the corporate value of the Company or the common interests of its shareholders, nor is it intended to maintain the status of the Company's directors.

(2) Directors and Officers

① List of directors and officers

As of June 16, 2026 (date of submission of the Japanese version of this Annual Securities Report), the status of the Company's officers is as follows.

13 men and 3 women (18.8% of executives are women)

Position	Name	Date of Birth	Career Summary	Term of office	Number of shares held (hundreds of shares)
Representative Director, Chairman	Kenya Okushi	January 15, 1965	April 1988 Joined the Company April 2011 General Manager of Business Coordination Division, Nichirei Foods Inc. April 2013 General Manager of Strategic Planning Division, the Company June 2014 Executive Officer; General Manager of Strategic Planning Division, the Company June 2015 Director, Managing Executive Officer; in charge of Brand Promoting Division, Human Resources Division, Business Administration Division, Business Promoting Division, Imported Products Procurement Strategy Division, and International Business Division; General Manager of Strategic Planning Division, Nichirei Foods Inc. April 2017 Representative Director, President, Nichirei Foods Inc. June 2017 Director, Executive Officer, the Company April 2018 Director, Executive Officer; in charge of Strategic Planning Division, the Company April 2019 Representative Director, President & Chief Executive Officer, the Company May 2020 Chairman, Japan Frozen Food Association June 2025 Chairman, Japan Association of Refrigerated Warehouses (to the present) April 2026 Representative Director, Chairman, the Company (to the present)	(Note) 4	1,049
Representative Director, President (Chief Executive Officer)	Kazunori Shimamoto	February 5, 1972	April 1996 Joined the Company April 2014 Shanghai Representative Office, Nichirei Logistics Group Inc. April 2017 General Manager, Bangkok Representative Office, Nichirei Logistics Group Inc. April 2020 General Manager of Sales Strategy Division, Nichirei Logistics Group Inc. April 2021 Executive Officer; General Manager of Strategic Planning Division, General Manager of Sales Strategy Division, Nichirei Logistics Group Inc. June 2023 Director, Executive Officer; General Manager of Strategic Planning Division, General Manager of Sales Strategy Division, Nichirei Logistics Group Inc. April 2024 Representative Director, President, Nichirei Logistics Group Inc. June 2024 Director, Senior Executive Officer, the Company April 2026 Representative Director, President, Chief Executive Officer, the Company (to the present)	(Note) 4	123
Director, Senior Executive Officer (Chief Operating Officer)	Masahiko Takenaga	September 16, 1964	April 1989 Joined the Company April 2013 General Manager of Brand Promoting Division, Nichirei Foods Inc. April 2015 Executive Officer; General Manager of Manufacturing Strategy Division, and General Manager of Manufacturing Administration Division, Manufacturing Division, Nichirei Foods Inc. April 2016 Executive Officer; Executive General Manager of Consumer Brand Division, Nichirei Foods Inc. April 2017 Managing Executive Officer; Executive General Manager of Consumer Brand Division, Nichirei Foods Inc. June 2018 Director, Managing Executive Officer; Nichirei Foods Inc. April 2019 Representative Director, President, Nichirei Foods Inc. (to the present) June 2019 Director, Executive Officer, the Company April 2023 Director, Senior Executive Officer, the Company April 2026 Director, Senior Executive Officer, Chief Operating Officer, the Company (to the present)	(Note) 4	674

Position	Name	Date of Birth	Career Summary	Term of office	Number of shares held (hundreds of shares)
Representative Director, President (Chief Executive Officer)	Kazunori Shimamoto	February 5, 1972	April 1996 Joined the Company April 2014 Shanghai Representative Office, Nichirei Logistics Group Inc. April 2017 General Manager, Bangkok Representative Office, Nichirei Logistics Group Inc. April 2020 General Manager of Sales Strategy Division, Nichirei Logistics Group Inc. April 2021 Executive Officer; General Manager of Strategic Planning Division, General Manager of Sales Strategy Division, Nichirei Logistics Group Inc. June 2023 Director, Executive Officer; General Manager of Strategic Planning Division, General Manager of Sales Strategy Division, Nichirei Logistics Group Inc. April 2024 Representative Director, President, Nichirei Logistics Group Inc. June 2024 Director, Senior Executive Officer, the Company April 2026 Representative Director, President, Chief Executive Officer, the Company (to the present)	(Note) 4	123
Director, Senior Executive Officer (Chief Operating Officer)	Masahiko Takenaga	September 16, 1964	April 1989 Joined the Company April 2013 General Manager of Brand Promoting Division, Nichirei Foods Inc. April 2015 Executive Officer; General Manager of Manufacturing Strategy Division, and General Manager of Manufacturing Administration Division, Manufacturing Division, Nichirei Foods Inc. April 2016 Executive Officer; Executive General Manager of Consumer Brand Division, Nichirei Foods Inc. April 2017 Managing Executive Officer; Executive General Manager of Consumer Brand Division, Nichirei Foods Inc. June 2018 Director, Managing Executive Officer; Nichirei Foods Inc. April 2019 Representative Director, President, Nichirei Foods Inc. (to the present) June 2019 Director, Executive Officer, the Company April 2023 Director, Senior Executive Officer, the Company April 2026 Director, Senior Executive Officer, Chief Operating Officer, the Company (to the present)	(Note) 4	674
Director Senior Executive Officer	Wataru Tanabe	July 26, 1969	April 1992 Joined the Company September2009 Representative Director, President, Nichirei Fresh Farm Inc. April 2019 Executive Officer; General Manager of Strategic Planning Division, Nichirei Fresh Inc. June 2020 Director, Executive Officer; General Manager of Strategic Planning Division, Nichirei Fresh Inc. April 2021 Representative Director, President, Nichirei Fresh Inc. June 2021 Director, Executive Officer, the Company April 2023 Director, Senior Executive Officer, the Company (to the present)	(Note) 4	346

Position	Name	Date of Birth	Career Summary	Term of office	Number of shares held (hundreds of shares)
Director Senior Executive Officer (Chief Financial Officer) Executive General Manager of Corporate Management Headquarters, In charge of Accounting & Tax Division, Finance Division, Public Relations Division, Investor Relations Division, Corporate Internal Audit Division, Real Estate Division	Kenji Suzuki	February 18, 1967	April 1991 Joined the Company April 2019 General Manager of Finance Division, the Company April 2021 Executive Officer; General Manager of Business Management Division, and General Manager of Finance Division, the Company February 2022 Executive Officer; in charge of Accounting & Tax Division, General Manager of Business Management Division, General Manager of Finance Division, the Company June 2022 Director, Executive Officer; Executive General Manager of Corporate Management Headquarters, in charge of Accounting & Tax Division, Management Business Division and Real Estate Division, General Manager of Finance Division, the Company April 2024 Director, Senior Executive Officer, Chief Financial Officer; Executive General Manager of Corporate Management Headquarters, in charge of Accounting & Tax Division, Public Relations & Investor Relations Division, Human Resources Development Division, Corporate Internal Audit Division, Quality Assurance Division and Real Estate Division, General Manager of Finance Division, the Company April 2025 Director, Senior Executive Officer, Chief Financial Officer; Executive General Manager of Corporate Management Headquarters, in charge of Accounting & Tax Division, Finance Division, Public Relations & Investor Relations Division, Human Resources Development Division, Legal Affairs Division, Corporate Internal Audit Division, Quality Assurance Division and Real Estate Division April 2026 Director, Senior Executive Officer, Chief Financial Officer; Executive General Manager of Corporate Management Headquarters, in charge of Accounting & Tax Division, Finance Division, Public Relations Division, Investor Relations Division, Corporate Internal Audit Division and Real Estate Division, the Company (to the present)	(Note) 4	251
Director Senior Executive Officer (Chief Strategy Officer, Chief Global Officer) Executive General Manager of Strategy Headquarters, In charge of Strategic Planning Division, Sustainability Strategy Division, Innovation Planning & Development Division	Yuichi Takaku	July 18, 1970	April 1994 Joined the Company April 2012 Seconded to Nichirei Holding Holland B.V., Nichirei Logistics Group Inc. April 2018 General Manager of Strategic Planning Division, Nichirei Logistics Group Inc. April 2021 Executive Officer; in charge of IT Strategy Division, General Manager of Strategic Planning Division, the Company April 2023 Senior Executive Officer; in charge of IT Strategy Division and Sustainability Management Division, General Manager of Strategic Planning Division, the Company June 2023 Director, Senior Executive Officer; in charge of IT Strategy Division and Sustainability Management Division, General Manager of Strategic Planning Division, the Company April 2024 Director, Senior Executive Officer; Executive General Manager of Strategy Headquarters, in charge of IT Strategy Division, Sustainability Strategy Division and Diversity Promotion Division, General Manager of Strategic Planning Division, General Manager of Innovation Planning & Development Division, the Company April 2025 Director, Senior Executive Officer; Executive General Manager of Strategy Headquarters, in charge of IT Strategy Division, Sustainability Strategy Division, Innovation Planning & Development Division, and Diversity Promotion Division, General Manager of Strategic Planning Division, the Company April 2026 Director, Senior Executive Officer, Chief Strategy Officer, Chief Global Officer; Executive General Manager of Strategy Headquarters, in charge of Strategic Planning Division, Sustainability Strategy Division, Innovation Planning & Development Division, the Company (to the present)	(Note) 4	251

Position	Name	Date of Birth	Career Summary	Term of office	Number of shares held (hundreds of shares)
Outside Director	Mana Nabeshima	July 4, 1966	August 1991 Joined Citibank, N.A., Tokyo Branch October 2000 Joined Goldman Sachs Japan Co., Ltd. January 2015 Joined DBS Bank Ltd. August 2016 Representative Director and CEO, DBS Securities (Japan) Co., Ltd. September2016 Country Head of Japan, DBS Bank Ltd. January 2020 Executive Officer; Head of Sales, HiJoJo Partners Inc. July 2020 Vice Chairman, DIGITAL GRID Corporation December 2020 Representative Director, Wakiaiai Co., Ltd. (to the present) June 2021 Outside Director, the Company (to the present) June 2025 Outside Director, The Chiba Bank, Ltd. (to the present)	(Note) 4	59
Outside Director	Itsuo Hama	March 14, 1954	April 1977 Joined Lion Fat & Oil Co., Ltd. (currently Lion Corporation) March 2008 Director; Executive General Manager of Household Products Division, Lion Corporation January 2009 Director; Executive General Manager of Household Products Division; responsible for Advertising Department, Behavioral Science Research Institute, Distribution Policy and Customer Development Department, Lion Corporation March 2010 Executive Director; responsible for Health Care Products Division, Household Products Division, Gift and Channel-Specific Products Division, Advertising Department, Behavioral Science Research Institute, Distribution Policy and Customer Development Department, Lion Corporation January 2012 Representative Director, President, Executive Officer, Chief Operating Officer; responsible for Risk Management, Lion Corporation March 2016 Representative Director, President and CEO, Chairman of the Board of Directors, Executive Officer; Lion Corporation January 2019 Representative Director, Chairman of the Board of Directors, Chief Executive Officer; Lion Corporation March 2022 Representative Director, Chairman of the Board of Directors; Lion Corporation June 2022 Outside Director, the Company (to the present) March 2023 Executive Advisor, Lion Corporation (to the present) June 2025 Outside Director, Nissan Chemical Corporation (to the present)	(Note) 4	25
Outside Director	Kenji Hamashima	January 3, 1959	April 1982 Joined Ushio, Inc. April 1999 Director, President, CEO, Ushio America, Inc. November 2000 Director, President, CEO, Christie Digital Systems, Inc. April 2004 Senior Group Executive Officer, Ushio, Inc. April 2007 Group Managing Executive Officer, Ushio, Inc. June 2010 Director, Senior Managing Executive Officer, Ushio, Inc. April 2014 Representative Director, Senior Executive Vice President, Ushio, Inc. October 2014 Representative Director, Chief Executive Officer, Ushio, Inc. April 2019 Corporate Advisor, Ushio, Inc. April 2020 Special Counselor, Ushio, Inc. (to the present) June 2020 Outside Director, Inabata & Co., Ltd. June 2022 Outside Director, Audit and Supervisory Committee Member, Inabata & Co., Ltd. Outside Director, the Company (to the present) June 2024 Outside Director, Takamatsu Construction Group Co., Ltd. (to the present)	(Note) 4	77
Outside Director	Yukiko Yoshimaru	February 1, 1960	April 1982 Joined Oki Electric Industry Co., Ltd. April 1998 Director, Oki America Inc., Head, New York Office, Oki Electric Industry Co., Ltd. October 2004 General Manager, Diversity Development Office, Nissan Motor Co., Ltd. April 2008 Joined Nifco Inc. June 2011 Executive Officer, Nifco Inc. April 2018 Outside director, Sekisui House, Ltd. (to the present) June 2019 Outside director, Mitsui Chemicals, Inc. June 2021 Outside director, Daiwabo Holdings Co., Ltd. (to the present) June 2024 Outside director, the Company (to the present)	(Note) 4	32

Position	Name	Date of Birth	Career Summary	Term of office	Number of shares held (hundreds of shares)
Outside Director	Yumi Yamaguchi	March 31, 1961	April 1983 Joined Ministry of Transport (currently Ministry of Land, Infrastructure, Transport and Tourism) April 2001 Director of TF for 2002 FIFA World Cup International Passengers Transportation, Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism August 2005 Director of Logistic Facilities Industries Division, Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism July 2006 Vice-Governor, Okayama Prefecture July 2014 Senior Vice Commissioner, Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism October 2015 Executive Advisor, Corporate Planning & Strategy Division, Mitsui & Co., Ltd. April 2016 Managing Officer, Mitsui & Co., Ltd. President & CEO, Mitsui Global Strategic Studies Institute July 2020 Managing Officer; Deputy Chief Strategy Officer, Deputy Chief Digital Information Officer, Mitsui & Co., Ltd. April 2023 Executive Advisor, Mitsui & Co., Ltd. June 2024 Outside director, the Company (to the present) Outside Director, Mitsui O.S.K. Lines, Ltd. (to the present)	(Note) 4	14
Audit & Supervisory Board Member	Tetsuro Katabuchi	May 13, 1964	April 1987 Joined the Company April 2005 Group Leader; Legal Affairs Support, Group Legal Affairs Service Division, Nichirei Proserve Inc. April 2011 Manager of Business Management Support Department, Nichirei Proserve Inc. April 2013 General Manager of Legal Affairs Division, the Company April 2022 Corporate Management Headquarters, the Company June 2022 Audit & Supervisory Board Member, the Company (to the present)	(Note) 5	25
Audit & Supervisory Board Member	Kenji Yanagisawa	June 6, 1963	April 1986 Joined the Company July 1986 Foreign Trade Department No.1, Foreign Trade Division, the Company December 1987 Seconded to Nichirei Corporation of Americas November 1996 Seconded to Ina Bakery Corporation January 2000 Manager of Strategic Planning Division, the Company April 2005 Seconded to Nichirei Holding Holland B.V. April 2014 General Manager of Finance & Investor Relations, Group Leader of Investor Relations, the Company April 2017 Executive Officer; General Manager of Business Administration Division, Nichirei Fresh Inc. June 2021 Company Auditor, Nichirei Fresh Inc. June 2025 Audit & Supervisory Board Member, the Company (to the present)	(Note) 5	—
Outside Audit & Supervisory Board Member	Yuhiko Saito	January 27, 1955	April 1983 Appointed Public Prosecutor September 2012 Director-General of the Rehabilitation Bureau, Ministry of Justice July 2014 Chief Prosecutor, Kyoto District Public Prosecutors Office April 2015 Chief Prosecutor, Yokohama District Public Prosecutors Office September 2016 Superintending Prosecutor, Takamatsu High Public Prosecutors Office March 2017 Superintending Prosecutor, Hiroshima High Public Prosecutors Office January 2018 Retired from office March 2018 Registered as an attorney (Dojima Law Office) (to the present) June 2019 Outside Audit & Supervisory Board Member, the Company (to the present)	(Note) 5	52

Position	Name	Date of Birth	Career Summary	Term of office	Number of shares held (hundreds of shares)
Outside Audit & Supervisory Board Member	Takaaki Kato	June 12, 1957	April 1980 Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.) March 2005 General Manager, Hong Kong Branch, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) April 2008 Executive Officer, Mizuho Securities Co., Ltd. April 2009 Managing Executive Officer, Mizuho Securities Co., Ltd. April 2011 Managing Executive Officer, Mizuho Securities Co., Ltd., Chairman, Mizuho Securities Asia Limited April 2013 Managing Executive Officer, KYB Corporation June 2015 Member of the Board of Directors, Senior Managing Executive Officer, KYB Corporation June 2017 Representative Director, Executive Vice President Executive Officer, KYB Corporation June 2023 Corporate Advisor, KYB Corporation (to the present) June 2024 Outside Audit & Supervisory Board Member, the Company (to the present) Outside Director, KANDENKO CO., LTD. (to the present)	(Note) 5	5
Outside Audit & Supervisory Board Member	Hiromichi Matsushima	January 20, 1958	April 1982 Joined Ministry of Agriculture, Forestry and Fisheries May 1999 Counsellor, The Permanent Mission of Japan to the International Organizations in Geneva, Ministry of Foreign Affairs October 2003 Director, Milk and Dairy Products Division, Livestock Industry Department, Agricultural Production Bureau, Ministry of Agriculture, Forestry and Fisheries July 2005 Director, Regional Products and Industrial Crops Division, Agricultural Production Bureau, Ministry of Agriculture, Forestry and Fisheries October 2006 Director, Administration Division, Agriculture, Forestry and Fisheries Research Council Secretariat, Ministry of Agriculture, Forestry and Fisheries July 2007 Director, Personal Division, Minister's Secretariat, Ministry of Agriculture, Forestry and Fisheries January 2010 Director for Research Coordination, Policy Research Institute, Ministry of Agriculture, Forestry and Fisheries August 2011 Counsellor (Environment and International Affairs), Minister's Secretariat, Ministry of Agriculture, Forestry and Fisheries April 2013 Director-General, International Affairs Department, Minister's Secretariat, Ministry of Agriculture, Forestry and Fisheries, Councillor, Cabinet Secretariat July 2014 Director General, Agricultural Production Bureau, Ministry of Agriculture, Forestry and Fisheries August 2015 Vice-Minister for International Affairs, Ministry of Agriculture, Forestry and Fisheries July 2019 Advisor, Ministry of Agriculture, Forestry and Fisheries September 2020 Ambassador Extraordinary and Plenipotentiary to the Republic of Slovenia June 2024 Outside Audit & Supervisory Board Member, the Company (to the present)	(Note) 5	10
Total					2,998

(Notes)

1. “Number of shares held” is rounded down to the nearest 100 shares. A stock split was conducted at a ratio of two shares for each common share, effective April 1, 2025. The number of shares stated above is after the stock split.
2. Mana Nabeshima, Itsuo Hama, Kenji Hamashima, Yukiko Yoshimaru, and Yumi Yamaguchi are outside directors.
3. Yuhiko Saito, Takaaki Kato and Hiromichi Matsushima are outside Audit & Supervisory Board members.
4. The term of office of directors shall expire at the close of the Ordinary General Shareholders Meeting relating to the last fiscal year ending within 1 year after their election.
5. The term of office of Audit & Supervisory Board members shall expire at the close of the Ordinary General Shareholders Meeting relating to the last fiscal year ending within 4 years after their election.

6. There is one (1) senior executive officer, excluding directors who serve concurrently as senior executive officers.

Responsibilities and Concurrent Positions	Name
Senior Executive Officer, the Company Representative Director, President, Nichirei Biosciences Inc.	Hideo Yokoi

7. There are four (4) executive officers, excluding directors who serve concurrently as executive officers.

Responsibilities and Concurrent Positions	Name
Executive Officer; General Manager of Quality Assurance Division	Takuji Okugawa
Executive Officer, Chief Information Security Officer; General Manager of IT Strategy Division	Jouji Sakaguchi
Executive Officer; Deputy Executive General Manager of Corporate Management Headquarters, In charge of General Affairs Division, Diversity Promotion Division, Human Resources and Labor Management Division	Emi Kataoka
Executive Officer, Chief Legal Officer; General Manager of Legal Department, Secretarial Office	Toshiki Yoshino

② Status of outside directors and outside Audit & Supervisory Board members

As of the date of submission of the Japanese version of this Annual Securities Report, there are 5 outside directors and 3 outside Audit & Supervisory Board members.

The Company has established Criteria for Independence and appoints independent outside directors and independent outside Audit & Supervisory Board members who meet the criteria. For details of the criteria for independence, please refer to the Company’s “Basic Policy on Corporate Governance.”

Outside directors Itsuo Hama, Kenji Hamashima, Yukiko Yoshimaru, and outside Audit & Supervisory Board members Yuhiko Saito and Hiromichi Matsushima are not from the Company’s major corporate shareholders or major business partners, and the Company believes that their roles and functions in supervision from an independent standpoint are sufficiently secured.

Ms. Mana Nabeshima, an outside director, has served as an outside director of The Chiba Bank, Ltd., the Company’s main banking partner, since June 2025. However, since the Company is not solely dependent on borrowings from the bank and its influence on the Company is limited, we believe that her role and function in supervising the Company from an independent standpoint are sufficiently ensured.

The Company’s subsidiaries have business relationships with Mitsui & Co., Ltd., where Yumi Yamaguchi, an outside director, served as an executive officer until March 2023. However, the annual payment from Mitsui & Co., Ltd. to our Group is less than 1% of our Group’s annual consolidated net sales, and the company is not a major business partner, so we believe that her role and function in supervision from an independent standpoint are sufficiently secured.

In addition, Takaaki Kato, an outside Audit & Supervisory Board member, worked as an executive officer at Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.), the Company’s main bank of account, until March 2008. However, the Company is not solely dependent on borrowings from the bank, and the bank’s influence on the Company is limited. Therefore, the Company believes that his role and function in supervision from an independent standpoint are sufficiently secured.

Outside directors are highly qualified in their respective fields of expertise and strive to contribute to the sustainable growth of the Company and the enhancement of the medium- to long-term corporate value by speaking from their professional perspectives through attendance at the Board of Directors meetings, strategic management bodies, and major advisory committees.

③ Mutual cooperation among supervision or audit by outside directors or outside Audit & Supervisory Board members, internal audit, audit by the Audit & Supervisory Board members and accounting audit, and relationship with internal control department

Outside Audit & Supervisory Board members monitor business execution through operational audits, accounting audits, and attendance at various meetings, and conduct audits in cooperation with the accounting auditor and the internal audit department.

As a support system for outside directors and outside Audit & Supervisory Board members, when liaison or coordination with internal departments is required to provide accurate information about the Company, the secretary in charge serves as a point of contact and ensures necessary cooperation is established with the relevant internal departments.

(3) Status of Audits

① Status of audits by Audit & Supervisory Board members

(a) Composition of Audit & Supervisory Board

As of the date of submission of the Japanese version of this Annual Securities Report, the Audit & Supervisory Board of the Company consists of 2 Audit & Supervisory Board members and 3 outside Audit & Supervisory Board members, for a total of 5 members.

The Company has adopted a holding company structure, and as a cornerstone of the group-wide auditing system, Audit & Supervisory Board members of the Company and those of its core subsidiaries (*) (hereinafter referred to as "Audit & Supervisory Board members of each company") jointly conduct audits of the core subsidiaries and their subsidiaries, thereby enhancing the effectiveness of audits in response to group management.

(*) Core subsidiaries (Nichirei Foods Inc., Nichirei Logistics Group Inc, Nichirei Biosciences Inc.)

One of the Company's 5 Audit & Supervisory Board members has many years of experience in the operations of financial institutions and has considerable knowledge of finance and accounting.

(b) Activities of the Audit & Supervisory Board

During the current fiscal year, the Audit & Supervisory Board meetings were held a total of 16 times, and the average time spent per meeting was 77 minutes.

Attendance of the Company's Audit & Supervisory Board members at the Audit & Supervisory Board and the Board of Directors meetings is as follows.

Position	Name	Attendance at the Audit & Supervisory Board meetings	Attendance at the Board of Directors meetings
Audit & Supervisory Board member	Tetsuro Katabuchi	100% (16 / 16 times)	100% (17 / 17 times)
Audit & Supervisory Board member	Kenji Yanagisawa	100% (11 / 11 times) *	100% (13 / 13 times) *
Outside Audit & Supervisory Board member	Yuhiko Saito	100% (16 / 16 times)	100% (17 / 17 times)
Outside Audit & Supervisory Board member	Takaaki Kato	100% (16 / 16 times)	100% (17 / 17 times)
Outside Audit & Supervisory Board member	Hiromichi Matsushima	100% (15 / 16 times)	100% (17 / 17 times)

In addition to the attendance at the Board of Directors meetings mentioned above, there were six written resolutions deemed to have been adopted by the Board of Directors pursuant to the provisions of Article 370 of the Companies Act and Article 26 of the Company's Articles of Incorporation as well as one written report deemed not to require reporting to the Board of Directors pursuant to Article 372 of the Companies Act.

*As newly appointed as Director at the 107th Ordinary General Shareholders Meeting on June 25, 2025, his attendance at the Board of Directors meetings counts only those meetings held after that date.

(c) Specific considerations at the Audit & Supervisory Board

At the Audit & Supervisory Board meetings for the current fiscal year, the following matters were resolved or reported.

Resolutions: Evaluation of the accounting auditor, Audit of the accounting auditors' audit report and audit related materials, Audit report of the Audit & Supervisory Board, Audit policy, Audit plan and assignment of duties, Consent to the proposal for appointment of Audit & Supervisory Board members, Reappointment of the accounting auditor, Consent to the audit fee of the accounting auditor, Acknowledgement of non-assurance services provided by the accounting auditor

Matters reported: Management trends (agenda items for the Board of Directors meetings and key executive meetings of the core subsidiaries, and the Company's important approval documents), Results of audit performance reviews, Contents of the annual securities reports, Onsite inspections results and future onsite inspection plans, etc.

In addition to the above, the details of matters reported to the Group internal reporting system (a hotline) and the status of their responses are reported and shared with the Audit & Supervisory Board and the Audit & Supervisory Board confirms that the system is being properly operated.

(d) Activities of full-time and outside Audit & Supervisory Board members

Activities	Full-time	Outside
Attendance at the Board of Directors meetings	O	O
Attendance at important meetings Management Committee, Various committees, Group Commitment Conference, etc.	O	O (*)
Discussions with the representative director and president (twice a year) Confirmation and sharing of Results of Audit & Supervisory Board members' onsite inspections, and Progress and issues of the medium-term business plan	O	O
Meetings with internal directors	O	O
Exchange of opinions with outside directors	O	O
Conversation with and information gathering from executive officers, executive general managers and general managers	O	
Inspection of important documents Approval documents, Important contracts, Other important documents, etc.	O	
Reports from and exchange of opinions with full-time Audit & Supervisory Board members of subsidiaries Reports on audit activities by full-time Audit & Supervisory Board members of subsidiaries, and Group-wide and individual meetings with full-time Audit & Supervisory Board members of subsidiaries	O	
Investigation of the status of design and operation of the internal control system Exchange of opinions and information on audit policies and contents of the core subsidiaries, and Cooperation and investigation during onsite inspections of the domestic and overseas subsidiaries	O	O
Accounting audit Attending audits by accounting auditors, Hearing reports from accounting auditors, Exchange of opinions, and Determining the appropriateness of the accounting auditor's audits	O	O
Financial audit Audit of semi-annual securities reports, Audit of year-end financial statements, Audit of procedures, proposals and documents related to the General Shareholders Meeting, Audit of business reports, and Audit of subsequent events	O	O
Prior consent to non-assurance services provided by the accounting auditor and the same network group Discussion and resolution of prior consent for non-assurance services provided by the accounting auditor and the same network group	O	O
Cooperation with the accounting auditors and the internal audit department	O	O

(*) Outside Audit & Supervisory Board members participate in the Company's Management Committee on a voluntary basis as an observer.

In addition to attending the Board of Directors meetings, in accordance with the audit policy and allocation of duties determined by the Audit & Supervisory Board, the Company's Audit & Supervisory Board members attended other important meetings, interviewed directors and other relevant personnel, reviewed important approval documents, communicated and exchanged information with the Audit & Supervisory Board members of subsidiaries, and confirmed business reports from subsidiaries. In addition, in accordance with the audit plan, the Audit & Supervisory Board members conducted interviews with senior management and investigated business operations and the status of assets, mainly focusing on important domestic and overseas sites (19 domestic companies and 26 overseas companies and 2 representative offices in 10 countries).

In light of the importance of mutual cooperation between audits (the threefold audit), the Audit & Supervisory Board members also work closely with the accounting auditors through discussions (16 times) and with the Audit & Supervisory Board members of core subsidiaries and the internal audit department through regular meetings (11 times) to share information and exchange opinions more extensively, and improve audit quality and audit efficiency.

(Reference) Details of Cooperation between Audit & Supervisory Board members and the Accounting Auditor

Details of cooperation (FY2026 results)	Summary	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Semi-annual review report, Explanation of the quarterly status and Consideration of KAM	Explanation for the 1Q progress, Preliminary explanation before the 2Q review, Explanation for the 2Q review, Explanation for the 3Q progress					●			●			●	
Explanation of audit results	Report on business office visits, Explanation of audit results under the Companies Act, Explanation of audit performance, Explanation of proposed audit fees, Report on visits to Overseas	●	●	●				●		●			
Auditor’s report	Explanation of the audit results based on the Financial Instruments and Exchange Act and the final content of key audit matters (KAM)			●									
Audit plan	Explanation of the audit plan, Explanation of proposed audit fees		●		●								

② Status of internal audits

(a) Organization, resources and procedures of internal audit

Internal audit at the Company is handled by the Corporate Internal Audit Division (13 employees), which is an internal audit department of the Group. The Corporate Internal Audit Division examines and advises on the status of internal controls across all management activities through operational and accounting audits, and thereby strives to ensure observance of the Code of Conduct and strict compliance, and raise awareness of risk management. In addition, the division conducts facility audits to audit the status of facilities such as production plants and logistics centers and provide appropriate guidance and advice.

(b) Mutual cooperation among internal audits, audit by Audit & Supervisory Board members and accounting audits, and relationship between these audits and the internal control department.

The accounting auditor is Ernst & Young ShinNihon LLC. The audits are statutory audits, etc. of the Group and, in addition, for each individual subject, the accounting auditor preliminarily confirms the appropriateness of accounting procedures and compliance with accounting standards, and provides advice accordingly. While maintaining their independence, the Audit & Supervisory Board members of each company and the accounting auditor try to communicate with each other actively, share audit issues, mainly in the evaluation of the internal control system of the Group, and cooperate as follows to improve the quality and efficiency of their audit work.

・The accounting auditor holds meetings to report and exchange opinions with Audit & Supervisory Board members of each company at the time of formulating the audit plan.

・Audit & Supervisory Board members of each company and the accounting auditor, together with the Corporate Internal Audit Division, hold regular liaison meetings to discuss the status of audit implementation and other matters. In addition, Audit & Supervisory Board members of each company attend audit sites of the accounting auditors as necessary.

・Audit & Supervisory Board members of each company regularly exchange information with the accounting auditor, including receiving explanations of the contents of the accounting auditor’s audit report, etc.

(c) Efforts to ensure the effectiveness of internal audits

The internal audit department encourages audited departments to improve on audit findings and requests reports on the status of improvement with set deadlines to ensure effectiveness and efficiency.

In addition, audit results and status of improvements are reported to the representative director on a quarterly basis, to the Board of Directors on a semi-annual basis, and to full-time Audit & Supervisory Board members on a regular basis (12 times), and opinions are exchanged.

③ Status of accounting audit

(a) Name of audit firm
Ernst & Young ShinNihon LLC

(b) Continuous audit period
74 years since the statutory audit based on the Securities and Exchange Law began in 1951

(c) Certified public accountants who performed audit
Designated and Engagement Partner: Makoto Ishii
Designated and Engagement Partner: Masayuki Aida
Designated and Engagement Partner: Takahiro Sugano

(Note) EY Ernst & Young ShinNihon LLC implemented the rotation of the engagement partner. They have not been involved in the audit for more than 7 consecutive accounting periods. The lead engagement partner has not been involved in the audit for more than 5 consecutive accounting periods. The engagement partners will have an interval of 5 accounting periods after being replaced. The lead engagement partner will not be involved in the company again.

(d) Composition of assistants for audit
Certified public accountants 12 persons, Other 39 persons

(e) Policy and reasons for selection of the audit firm
Ernst & Young ShinNihon LLC was selected as the accounting auditor of the Company based on the Company's judgment that it has a system in place to ensure that the Company's accounting audit is performed properly, taking into consideration the status of performance of its duties, audit system, independence, and expertise, comprehensively.

[Policy on Dismissal or Non-Reappointment of Accounting Auditors]
The Audit & Supervisory Board shall dismiss the accounting auditor with the unanimous consent of all Audit & Supervisory Board members if it determines that the accounting auditor falls under any of the items of Article 340, Paragraph 1 of the Companies Act. In addition, the Audit & Supervisory Board shall, aside from the cases of the Company's convenience, based on the resolution of the Audit & Supervisory Board, make the dismissal or non-reappointment of the accounting auditor an agenda item for the General Shareholders Meeting when it deems it necessary, such as when the accounting auditor is deemed insufficient to perform audits from the viewpoint of audit quality, quality control, and independence, etc..

(f) Evaluation of the audit firm by the Audit & Supervisory Board members and Audit & Supervisory Board
The Audit & Supervisory Board members and the Audit & Supervisory Board have evaluated Ernst & Young ShinNihon LLC and its audit team on the following points in accordance with the "Accounting Auditor Evaluation Standards" formulated by the Audit & Supervisory Board, and, as a result, have determined that they are adequate to perform the audit of the Company and the Group and reappointed them as accounting auditors.
・The audit firm's quality control system and the results of its external review evaluation
・Independence, professionalism and demonstration of professional skepticism of the audit team and audit members
・Planning and steady implementation of audit plans based on risk analysis
・Effective communication with Audit & Supervisory Board members and other relevant parties
・Effective communication with management and the internal audit department
・Sufficient communication with its network firms and other accounting auditors in the group audits
・Appropriate assessment of fraud risk and due consideration in audit planning and practice
・Reasonableness of resources devoted to audit work and associated audit fees

④ Details of audit fees

(a) Professional fees to the auditing certified public accountants

(Millions of yen)

Classification	Previous fiscal year		Current fiscal year	
	Professional fees for audit attestation services	Professional fees for non-audit services	Professional fees for audit attestation services	Professional fees for non-audit services
Filing company	74	―	139	5
Consolidated subsidiaries	47	―	84	―
Total	121	―	224	5

The Company pay for services other than those stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act (non-audit services), such as preparation of comfort letters.

(b) Professional fees to the same network (Ernst & Young Group) of the auditing certified public accountants (excluding (a))

(Millions of yen)

Classification	Previous fiscal year		Current fiscal year	
	Professional fees for audit attestation services	Professional fees for non-audit services	Professional fees for audit attestation services	Professional fees for non-audit services
Filing company	–	7	–	0
Consolidated subsidiaries	68	26	76	29
Total	68	34	76	30

The Company and its consolidated subsidiaries pay for services other than those stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act (non-audit services), such as corporate tax and income tax filing services.

(c) Professional fees for other significant audit attestation services

Not applicable

(d) Policy for determining audit fees

There is no applicable information regarding the Company's policy for determining audit fees for the auditing certified public accountants. However, the Company determines audit fees with the consent of the Audit & Supervisory Board, based on the assumption that the audit attestation work will be performed adequately, taking into consideration the characteristics of the work, the number of audit days and other factors comprehensively.

(e) Reasons the Audit & Supervisory Board agreed to the professional fees for the accounting auditor

After carefully examining the details of the accounting audit plan for the current fiscal year explained by the audit team, such as the number of audit days and staffing, verification and evaluation of the audit performance of the previous fiscal year, the status of the accounting auditor's audit implementation, and the basis for calculating the estimates on which the audit fee is based, the Audit & Supervisory Board has determined that the aforementioned information is reasonable and agreed to the amount of professional fees for the accounting auditor.

(4) Remuneration for Directors (and other officers)

① Policy for determining remuneration for directors and other officers

(a) Method to determine the policy and changes in the policy for determining remuneration for directors and other officers

(i) Method to determine the policy for determining remuneration for directors and other officers

The Remuneration Advisory Committee deliberates on the appropriateness of the policy for determining the remuneration of each individual director of the Company every fiscal year, and then the Board of Directors makes a decision on the policy. In its deliberations, the Remuneration Advisory Committee takes into consideration changes in the management environment and the opinions of shareholders and investors, and obtains information necessary for its deliberations from third-party organizations with extensive global experience and knowledge.

(ii) Changes in the policy for determining remuneration for directors and other officers

In order to achieve its long-term management goal, "N-FIT 2035," the Company has been steadily promoting its growth strategy following the integration of its food businesses and, from FY 2026, has appointed CxO responsible for specific areas under a two-Representative Director structure consisting of the Chairman and the President (CEO), with the aim of maximizing Group synergies, optimizing various portfolios, including business and human resources, and accelerating overseas expansion.

There have been no material changes to the policy for determining remuneration for directors (and other officers) for fiscal 2026. However, the Company has reviewed the level of remuneration (role-based remuneration) in response to changes in the roles expected of each Director. In addition, for the Representative Directors, the Company has set equivalent composition and level of remuneration for the Chairman and the President (CEO), taking into consideration the roles and responsibilities expected of each position, as well as trends at other companies.

(b) Policy for determining directors (and other officers) remuneration

(i) Basic policy

Directors (excluding outside directors)

- Remuneration shall strongly encourage directors to perform their duties in accordance with the Group's management principles, "Sustainability Policy - The Nichirei Pledge" and management strategy
- In order to achieve the long-term management goal, remuneration shall strongly motivate directors to achieve specific management goals with regard to the Group's material matters (materiality) and its medium-term business plan.
- In order for remuneration to function as a proper incentive toward the sustainable growth of the Group, the ratio of remuneration linked to short-term results and performance of duties (performance-linked bonuses) and remuneration linked to medium- to long-term results and corporate value (stock compensation) shall be set in an appropriate manner.
- Remuneration shall be appropriate compensation for the positions as directors and executive officers of the Company in consideration of the significance of the Group's social roles and responsibilities, trends at companies competing with the Group in business and human resources, including those in the food and logistics industries, and changes in the business environment.

Outside directors

- In light of their role to supervise the Company's management from an independent and objective standpoint, remuneration shall be only base remuneration (fixed remuneration).

(ii) Composition and levels of remuneration

Directors (excluding outside directors)

Remuneration for directors, excluding outside directors, shall consist of "Role-based remuneration" and "Director allowances" as base remuneration (fixed remuneration) and "Performance-linked bonuses" and "Stock compensation" as variable remuneration, as shown in the table below. Remuneration levels and remuneration composition ratio shall be set appropriately with reference to objective remuneration market survey data (remuneration of companies competing with our Group in business and human resources, including those in the food and logistics industries), taking into consideration the responsibilities and number of our directors and future changes in the business environment, and incorporating the opinions of third-party organizations.

<Guideline for remuneration composition ratio>

(Representative Director)

Fixed Remuneration		Variable Remuneration	
Director allowances (Fixed amount)	Role-based remuneration 50%	Performance-linked bonuses 25%	Stock compensation 25%

(Other Directors)

Fixed Remuneration		Variable Remuneration	
Director allowances (Fixed amount)	Role-based remuneration 60%	Performance-linked bonuses 20%	Stock compensation 20%

Components of composition of remuneration	Purpose/Description
Role-based remuneration	Basic remuneration for the execution of duties (performance of duties) Set according to the significance of the role of each director
Director allowances	Remuneration for the responsibilities of making management decisions and supervising the execution of the management decisions Set at a uniform amount for all directors
Performance-linked bonuses	Remuneration for motivating directors to achieve annual financial and strategic goals The amount paid upon achievement of goals ("standard amount") is set as a percentage of role-based remuneration Paid within a range of 0% to 200% of the standard amount according to the degree of achievement
Stock compensation (Restricted shares)	Remuneration for encouraging management from a long-term/Group-wide perspective and the perspective of shareholders and investors Value of shares delivered each fiscal year ("standard amount") is set as a percentage of role based remuneration Restricted shares are delivered every year in an amount equal to the standard amount, and restrictions are lifted upon directors' retirement

Outside directors

Outside directors shall be paid only a base remuneration (fixed remuneration). Base remuneration consists of "Basic remuneration," which is paid in a uniform amount to all outside directors as members of the Board of Directors, and "Chairperson's allowance," which is additionally paid to the chairperson of either the Nominating Advisory Committee or the Remuneration Advisory Committee. The level of remuneration shall be set at an appropriate amount, taking into consideration the time and effort spent by each outside director to fulfill their expected roles and functions, as well as objective remuneration market survey data (remuneration levels of companies similar in size to ours (all industries).)

(iii) Performance-linked bonuses

The amount of money to be paid to each individual as a performance-linked bonus varies within a range of 0% to 200% of the standard amount for each position, depending on the achievement degree of the Company-wide, business, and individual performance targets.

- Amount of individual bonus = Standard amount by position × Performance evaluation coefficient (0%-200%)
  *Performance evaluation coefficients are weighted averages of the evaluation coefficients for each performance indicator (KPI).

Performance Indicators (KPI)	Reasons for selection	Evaluation Weight		
		Representa-tive director	Director (In charge of Function)	Director (In charge of Business)
Company-wide performance evaluation		100%	70%	60%
EBITDA	Improvement of ability to generate cash and profitability of core businesses	40%	30%	20%
Profit	Improvement of shareholder returns	20%	10%	10%
ROIC	Optimization of business portfolio and improvement of capital efficiency	20%	15%	15%
Corporate ESG evaluation (*)	Strengthen response to sustainability-related issues	20%	15%	15%
Business performance evaluation		–	–	30%
EBITDA	Improvement of ability to generate cash and profitability of core businesses	–	–	15%
ROIC	Optimization of business portfolio and improvement of capital efficiency	–	–	15%
Individual performance evaluation		–	30%	10%
Responding to medium- and long-term strategic issues and initiatives, including ESG		–	30%	10%
Total		100%	100%	100%

(*) For Corporate ESG evaluations, specific evaluation indicators will be selected from among the Nichirei Group Material Matters (Materiality). Specifically, we utilize the following 3 types of assessments.

Corporate ESG evaluation	Reasons for selection
・CO_2 emissions (Scope1, 2) ・Ratio of women workers in management positions ・Employee Engagement	・Response to climate change ・Enhancement of human capital for new value creation

(iv) Procedures for determining remuneration

In order to ensure the appropriateness and objectivity of the matters related to remuneration for individual directors, the Board of Directors shall make decisions on such matters after deliberations and reports by the Remuneration Advisory Committee, which is composed mainly of independent outside directors. In its deliberations, the Remuneration Advisory Committee shall take into account changes in the management environment and the opinions of shareholders and investors, and shall properly obtain information necessary for its deliberations from an objective and professional standpoint.

In the process of determining the performance-linked bonuses to be paid to each individual director, the individual performance targets and evaluations shall be drafted by the representative director and president, who is delegated by the Board of Directors, after interviewing each director, and shall be decided by the representative director and president after deliberation by the Remuneration Advisory Committee. The determined individual performance targets and evaluation results shall be reported to the Board of Directors in a timely and appropriate manner to ensure the objectivity and fairness of the evaluation. The final bonuses to be paid to each individual shall be drafted by the representative director and president, and decided by the Board of Directors after deliberation by the Remuneration Advisory Committee.

(v) Other important matters

In the event of a deterioration in the Company's business performance, or in the event of quality problems, serious accidents, or scandals that damage the Company's corporate value or brand value, the Company may reduce or deny the remuneration, etc., to directors.

With respect to the performance-linked bonuses, when factors that should be taken into account as temporary special factors that were not assumed when the targets were set at the beginning of the fiscal year arise, performance may be evaluated after eliminating the effects of such factors, and the bonuses paid to each individual director may be calculated.

With respect to the performance-linked bonuses, in the event that a director violates the law or their duty of loyalty as a director before the bonus is paid, or in the event that such a violation is discovered within 2 years after the bonus was paid, or in the event of other similar events, the director's right to receive the bonus, shall be forfeited extinguished, and the Company may request to return the bonus already paid.

Remuneration for executive officers who do not concurrently serve as directors shall be determined in accordance with the Company's policy for determining such remuneration for directors.

② Remuneration for directors (and other officers) for the current fiscal year

(a) Total amount of remuneration for directors (and other officers) in FY2026

<table>
<tr><th rowspan="2">Classification</th><th colspan="3">Total amount of remuneration by type (Millions of Yen)</th><th rowspan="2">Total amount of remuneration (Millions of yen)</th><th rowspan="2">Number of executives (persons)</th></tr>
<tr><th>Base remuneration</th><th>Performance-linked bonuses</th><th>Restricted stock compensation</th></tr>
<tr><td>Directors
(excluding outside directors)</td><td>124
(223)</td><td>36
(36)</td><td>73
(73)</td><td>234
(333)</td><td>6
(6)</td></tr>
<tr><td>Outside directors</td><td>71</td><td>–</td><td>–</td><td>71</td><td>5</td></tr>
<tr><td>Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)</td><td>49</td><td>–</td><td>–</td><td>49</td><td>3</td></tr>
<tr><td>Outside Audit & Supervisory Board members</td><td>32</td><td>–</td><td>–</td><td>32</td><td>3</td></tr>
<tr><td>Total</td><td>277
(376)</td><td>36
(36)</td><td>73
(73)</td><td>387
(486)</td><td>17
(17)</td></tr>
</table>

(Notes)

1. The above table includes one (1) Audit & Supervisory Board member who retired at the close of the 107th Ordinary General Shareholders Meeting held on June 25, 2025.
2. The total amount of remuneration, etc. above is stated as the total amount of remuneration, etc. borne by the Company (Total amount of remuneration paid or to be paid, or expenses, etc. borne by the Company). The amounts in parentheses for Directors (excluding outside directors) and Total are the total amount of consolidated remuneration, etc. to be borne by the Company and its subsidiaries.
3. The above "Base remuneration" amount is the total amount of remuneration, etc. paid in FY2026 (all monetary remuneration).
4. The above "Performance-linked bonuses" amount is estimated bonus payments for FY2026 (amount based on the results of FY2026 performance and other factors, and expected to be paid in June 2026 or later) plus the difference between estimated bonus payments for FY2025 at the time of filing of the annual securities report for the previous fiscal year and the amount actually paid after June 2025 (all monetary remuneration).
5. The amount of "Restricted stock compensation" above is the total amount expensed in FY2026. In FY2026, the Company granted monetary compensation claims to 6 directors (excluding outside directors) and had all such claims contributed in kind to the Company, resulting in the delivery of 41,597 shares of common stock of the Company as stock compensation. The delivery of such shares is subject to the condition that the directors may not transfer the shares until they retire from the positions as directors of the Company.
   * The Company has introduced a restricted stock compensation plan similar to that for directors for executive officers who do not concurrently serve as directors, and 13,628 shares of the Company's common stock were delivered to 4 executive officers in FY2026.
6. The maximum amounts of remuneration, etc. for directors and Audit & Supervisory Board members approved at the General Shareholders Meeting are as follows.

<table>
<tr><th>Classification</th><th>Date of resolution at the General Shareholders Meeting</th><th>Base remuneration</th><th>Performance-linked bonuses</th><th colspan="2">Restricted stock compensation</th><th>Number of executives (persons)</th></tr>
<tr><td rowspan="2">Director</td><td>June 25, 2019
(The 101st Ordinary General Shareholders Meeting)</td><td>–</td><td>Up to ¥130 million</td><td>Up to ¥100 million</td><td>Up to 140,000 shares</td><td>10</td></tr>
<tr><td>June 25, 2024
(The 106th Ordinary General Shareholders Meeting)</td><td>Up to ¥270 million (including Outside directors: up to ¥100 million)</td><td>–</td><td>–</td><td>–</td><td>11
(including Outside directors: 5)</td></tr>
<tr><td>Audit & Supervisory Board members</td><td>June 26, 2012
(The 94th Ordinary General Shareholders Meeting)</td><td>Up to ¥120 million</td><td>–</td><td colspan="2">–</td><td>5
(including Outside Audit & Supervisory Board members: 3)</td></tr>
</table>

*The company and its directors are in a relationship of mandate, and no salary as an employee is paid.

*Because a stock split was conducted at a ratio of two shares for each common share, effective April 1, 2025, the maximum number of restricted stocks shown is the post-adjustment number reflecting the stock split.

(b) Total amount of consolidated remuneration, etc. of persons whose total amount of consolidated remuneration, etc. is 100 million yen or more
There is no director (or other officer) whose total amount of consolidated remuneration is 100 million yen or more.

(c) Significant employee salaries for the directors concurrently serving as employees
Not applicable

(d) Calculation method and evaluation results of performance-linked bonuses for FY2026
The amount of each director's FY2026 bonus payment is expected to range from 71.2% to 113.4% of the standard bonus amount, based on the calculation method below and the evaluation of performance and other factors.

- Amount of individual bonus = Standard amount by position × Performance evaluation coefficient

*Performance evaluation coefficients are weighted averages of the evaluation coefficients for each performance indicator (KPI).

Performance Indicators (KPI) *1			Evaluation Weights			Business	FY2026 Target	FY2026 Results	Evaluation coefficient for each KPI
			Representa-tive director	Director (In charge of Function)	Director (In charge of Business)				
Company-wide performance evaluation	EBITDA		40%	30%	20%	Consoli-dated	¥67,774 million	¥61,807 million	75.3%
	Profit		20%	10%	10%	Consoli-dated	¥29,500 million	¥27,332 million	81.6%
	ROIC		20%	15%	15%	Consoli-dated	8.0%	7.3%	75.0%
	ESG	CO2 Emissions *2	20%	15%	15%	–	△16.0%	△20.0%	180.0%
		Patio of Women employees in management positions *3					11.9%	11.1%	80.0%
		Employee engagement *4					71pt	70pt	75.0%
Business performance evaluation	EBITDA		–	–	15%	NF*5	¥31,055 million	¥25,850 million	58.1%
						NFR*6	¥1,910 million	¥2,287 million	156.4%
						NL*7	¥31,474 million	¥30,236 million	90.2%
	Simplified ROIC *8		–	–	10%	NF*5	11.6%	9.4%	25.0%
						NFR*6	Marine Products 8.2% Meat and Poultry Products 8.3%	Marine Products 9.6% Meat and Poultry Products 17.2%	150.0% 200.0%
						NL*7	7.7%	6.7%	75.0%
Individual performance evaluation			–	30%	10%	Individual evaluation of; progress in medium- to long-term strategic issues, performance of duties in line with the Sustainability Policy and demonstration of leadership, etc.			75% to 125%
Total			100%	100%	100%	Weighted average or performance evaluation coefficient for each director			71.2% to 113.4%

(Notes)
1. The reasons for selecting each KPI are as follows:
   [EBITDA] Enhancement of cash generation capability and improvement of core business profitability
   [Profit] Enhancement of shareholder value
   [ROIC] Optimization of business portfolio and capital efficiency
   [ESG] Strengthening of response to sustainability issues ("Our response to climate change" and "Enhancement of human capital for new value creation")
2. Apply CO_2 emissions from domestic and overseas operations (Scope 1 and 2) compared with FY2023
3. Ratio of women employees in management positions in the Group (Major Domestic Companies)
4. Apply the indicator measured through a survey conducted by an external specialist organization (sustainable engagement score), covering employees' willingness to contribute to the Company's growth, sense of belonging, the mental and physical health and vitality that support these factors, and workplace productivity.
5. NF: Processed foods business: Applied to the evaluation of the director and senior executive officer (concurrently serving as President of Nichirei Foods Inc.).
6. NFR: Marine products and Meat and poultry products business: Applied to the evaluation of the director and senior executive officer (concurrently serving as President of Nichirei Fresh Inc.).

7. NL: Temperature-controlled Logistics business: Applied to the evaluation of the director and senior executive officer (concurrently serving as President of Nichirei Logistics Group Inc.).
8. Simplified ROIC: Operating profit after income tax / Major capital employed (Operating funds + Tangible and intangible non-current assets)

③ Targets for the following fiscal year

The target performance indicators of remuneration for directors (and other officers) for FY2026 are as follows.

Assessment Classification		Performance indicator	Target (Millions of yen)
Company-wide performance evaluation		Consolidated EBITDA	54,664
		Consolidated Profit	25,200
		Consolidated ROIC (%)	6.0
Business performance evaluation	Foods	EBITDA	24,379
		Simplified ROIC (%)	6.4
	Temperature-controlled Logistics	EBITDA	29,002
		Simplified ROIC (%)	5.6

④ Operation of the Remuneration Advisory Committee for the current fiscal year

(a) FY2026 Remuneration Advisory Committee Activities

With respect to the determination of the remuneration of directors for FY2026, the Remuneration Advisory Committee convened 6 times (including one meeting held in writing resolution) between May 2025 and May 2026, with all members in attendance. In addition, a remuneration consultant from a third-party organization (Towers Watson K.K.) was present at 2 of the 6 meetings for the purpose of providing objective and professional information necessary for deliberations.

The main matters deliberated and confirmed regarding directors' remuneration in FY2026 are as follows, and the Remuneration Advisory Committee decided on the contents of the report to the Board of Directors regarding the results of deliberations.

・With regard to the performance-linked bonuses for FY2025, the Remuneration Advisory Committee deliberated on an additional amount to be paid since the ESG third-party evaluation, one of the performance evaluation indicators, had been finalized and the evaluation was higher than originally expected. Accordingly, as the FY2025 evaluation by MSCI was not conducted among the three ESG third-party evaluation indicators selected in advance (FTSE4Good Index Series, MSCI ESG Ratings, and CDP Climate Change), the Company considered calculating the payment amount based on the results of the remaining two indicators (FTSE and CDP).

・The Remuneration Advisory Committee deliberated on or confirmed the standard amount of remuneration for each individual director for FY2026, the performance targets and evaluation criteria for performance-linked bonuses, and the number of shares of restricted stock to be delivered.

・The Remuneration Advisory Committee has examined the appropriateness of the remuneration system and the level and remuneration composition ratio for directors, taking into consideration the increase in the roles and responsibilities of executive management resulting from the continued growth of the Group and the expansion of its corporate scale and the demands of shareholders and investors, as well as the results of comparisons with other companies. In addition, on the premise that the Company will promote a CxO system from FY2027 under a two-Representative Director structure consisting of the Chairman and the President (CEO), the Company considered reviewing the level of remuneration (role-based remuneration) in response to changes in the roles expected of each Director. For the Representative Directors, the Company discussed setting equivalent remuneration composition and level for the Chairman and the President (CEO), taking into consideration the roles and responsibilities expected of each position, as well as trends at other companies.

・The Remuneration Advisory Committee has confirmed the written contents of remuneration for directors (and other officers) in the business report and the annual securities report.

・With regard to the performance-linked bonuses for FY 2026, Remuneration Advisory Committee deliberated on the appropriateness of the company-wide performance evaluation, the evaluation of each business, and the individual evaluation of each director proposed by the representative director and president, as well as the appropriateness of the amount to be paid to each individual based on the results of those evaluations.

(Notes)

1. Remuneration Advisory Committee reports to and advises the Board of Directors on the above matters in a timely and appropriate manner. The Board of Directors determines the details of remuneration for each individual director based on the contents of such reports and recommendations. However, the individual performance evaluation in the process of determining the amount of individual performance-linked bonuses for FY2026 is drafted by the representative director and president for FY2026 (currently Representative Director, Chairman, Kenya Okushi) after interviewing each director from the position as the chief executive officer of the Group, and is decided after deliberation by the Remuneration Advisory Committee. On the other hand, the final bonuses to be paid to each individual, based on the results of the individual performance evaluation, the company-wide performance evaluation, and the evaluation of each business, are determined by the Board of Directors based on the reports and advice from the Remuneration Advisory Committee.
2. Remuneration for executive officers who do not concurrently serve as directors is also determined through the same process described above.

(b) Comments by the Board of Directors on the appropriateness and reasonableness of the FY2026 remuneration

In determining the details of individual directors' remuneration for FY2026, as stated in (a) above, the Remuneration Advisory Committee, led by the independent outside directors, has conducted a multifaceted review based on objective and professional information necessary for deliberation, including consistency with the decision policy, and the Board of Directors also generally respects the report and judges it to be in line with the decision policy.

(5) Equity Securities Held

① Criteria and approach to classification of investments in equity securities

The Company classifies investment in equity securities into 2 categories: investment in equity securities held for pure investment purposes and investment in equity securities held for purposes other than pure investment. If the Company judges that investment in equity securities will contribute to improving the Company's corporate value through the maintenance and strengthening of business and cooperative relationships, etc., the securities are classified as investment in equity securities held for other than pure investment.

② Investment in equity securities held for purposes other than pure investment

(a) Holding policy, methods of verifying the rationality of holding and details of verification by the Board of Directors regarding the appropriateness of holding each individual security

The Board of Directors verifies the medium- to long-term economic rationality of each individual strategic shareholding on an annual basis, and accordingly sells such securities if it determines that there is insufficient rationale for holding them. In conducting the verification, the Board of Directors carefully examines each individual security to determine whether the benefits and risks, including benefits from transactions and dividends, are commensurate with the cost of capital, and also takes into account qualitative factors such as strategic importance in making a comprehensive judgment.

(b) Number of security names and balance sheet amount

	Number of security names	Total balance sheet amount (Millions of yen)
Equity securities not listed	3	519
Equity securities other than those not listed	13	29,619

(Security names whose number of shares increased in the current fiscal year)

	Number of security names	Total acquisition cost related to the increase in the number of shares (Millions of yen)	Reason for the increase in the number of shares
Equity securities not listed	—	—	—
Equity securities other than those not listed	—	—	—

(Security names whose number of shares decreased in the current fiscal year)

	Number of security names	Total sales amount related to the decrease in the number of shares (Millions of yen)
Equity securities not listed	2	0
Equity securities other than not listed	2	5,153

(c) Information on the number of shares and balance sheet amount for each security name of specified investment equity securities and deemed holding shares

(i) Specified investment equity securities

Security name	Current fiscal year Number of shares Balance sheet amount (Millions of yen)	Previous fiscal year Number of shares Balance sheet amount (Millions of yen)	Purpose of holding, Outline of business alliances, etc., Quantitative holding effects, and Reason for the increase in the number of shares	Holding of the Company's shares
NISSHIN SEIFUN GROUP INC.	3,460,457 7,251	3,460,457 5,988	Held to strengthen the business foundation through stable supply of raw materials for foods and other businesses, and to strengthen cooperation in quality assurance through joint ventures.	Yes
Kewpie Corporation	1,555,007 6,268	1,555,007 4,540	Held to strengthen the business foundation through stable supply of raw materials for foods and other businesses.	Yes
Fuyo General Lease Co., Ltd.	1,249,800 5,321	416,600 4,822	Held to maintain and strengthen lease transactions and collaborative relationships for the Group. (Note4)	Yes
SOMPO Holdings Inc.	365,055 2,194	365,055 1,650	Held to strengthen the Group's management foundation by providing ongoing support for asset protection and crisis management.	No
THE KYOTO HOTEL LTD.	2,008,178 1,319	2,008,178 1,423	Held to maintain and strengthen business and cooperative relationships for the Group.	No
The Chiba Bank, Ltd.	553,000 1,103	553,000 773	Held to strengthen the Group's financial foundation through stable fund procurement and fund management operations, to provide useful information on market trends and regulations, and to enhance business support by providing advisory functions.	Yes
Imperial Hotel, Ltd.	696,048 1,086	696,048 622	Held to maintain and strengthen cooperative relationships through joint ventures for foods and other businesses.	Yes
JINUSHI Co., Ltd.	156,000 507	156,000 325	Held to maintain and strengthen lease transactions and cooperative relationships for real estate and other businesses.	No
Sumitomo Mitsui Trust Holdings, Inc.	79,680 390	79,680 296	Held to strengthen the Group's financial foundation through stable fund procurement and fund management operations, to provide useful information on market trends and regulations, and to enhance business support by providing advisory functions.	No
Toyo Seikan Group Holdings, Ltd.	101,200 357	101,200 247	Held to strengthen the business foundation through stable supply of raw materials for foods and other businesses.	Yes
TODA CORPORATION	151,000 218	151,000 133	Held to strengthen the business foundation by providing support for the maintenance and preservation of buildings for temperature-controlled logistics and real estate business.	Yes
Mitsubishi UFJ Financial Group, Inc.	926,160 2,409	926,160 1,862	Held to ensure stable fund procurement and strengthen the Group's financial foundation, as well as to enhance business support; however, all the shares had been sold by the filing date of the Annual Securities Report.	No

Security name	Current fiscal year	Previous fiscal year	Purpose of holding, Outline of business alliances, etc., Quantitative holding effects, and Reason for the increase in the number of shares	Holding of the Company's shares
	Number of shares	Number of shares		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Millions of yen)		
Mizuho Financial Group, Inc.	195,756	195,756	Held to strengthen the Group's financial foundation through stable fund procurement and fund management operations, to provide useful information on market trends and regulations, and to enhance business support by providing advisory functions.	No
	1,191	793		
Mitsubishi Shokuhin Co., Ltd.	–	700,000	The Company did not hold any shares of the company as of March 31, 2026.	No
	–	3,433		
Yasuda logistics corporation	–	301,000	The Company did not hold any shares of the company as of March 31, 2026.	No
	–	505		

(Notes)
1. The above-mentioned securities are comprehensively assessed for the appropriateness of holding by carefully examining, for each individual security, whether the benefits and risks, including benefits from transactions and dividends, are commensurate with the cost of capital, while also taking into account qualitative factors such as strategic importance. Quantitative holding effects are not disclosed in the above table in consideration of the relationship with the counterparties. However, based on the above policy, the Company has verified and determined that holding these securities is meaningful.
2. The top 12 securities listed above have balance sheet amounts exceeding 1% of the Company's share capital.
3. "Holding of the Company's shares" is indicated as "Yes" if the shares are directly owned by the issuer of the listed securities.
4. Fuyo General Lease Co., Ltd. conducted a 3-for-1 split of its common stock on April 1, 2025.

(ii) Deemed holding shares
Not applicable

③ Investment in equity securities held for pure investment
Not applicable

5. Employees

(1) Basic Policy on Human Resources Strategy

■ Philosophy regarding human resources
"Human resources are the most important asset for realizing our sustainability policy."

■ The Group Human Resources Policies

1. Encourage empathy; use business to resolve social issues
   Develop proactive human resources by aligning employee aspirations with the Group's targeted social impact, based on the idea that food connects people.
2. Generate value by linking knowledge, digital technologies
   Create an organization that contributes to good eating habits and health by incorporating a range of perspectives, as well as using data and digital technologies in response to environmental change.
3. Cultivate a safe, secure corporate culture to tackle challenges
   Communicate work-related ideas, develop mutual trust, and cultivate a corporate culture that can tackle challenges without fear of failure.

(a) Human Resources Strategy

The Group places importance on linking its management strategy with its human resources strategy. Toward achieving its long-term management goal, "N-FIT 2035," the Group's basic approach is to focus on securing, developing, and assigning human resources who will support both business growth and the strengthening of its management foundation. The Group also recognizes that, in order to enhance corporate value over the medium to long term, it is important to build a human resources portfolio after identifying in which areas shortages of human resources or deficiencies in organizational structures could pose risks to business operations. Specifically, the Group will focus on strengthening "Management human resources," who will drive Group synergies toward sustainable enhancement of corporate value; "International human resources," who will support the expansion of overseas businesses and the strengthening of the global management foundation; and "DX/IT human resources," who will be responsible for business innovation through the use of new technologies, data-driven decision-making, the development of information infrastructure, and the strengthening of information security.

These three priority areas are fields in which the Group's management strategy is highly dependent on human capital, and, at the same time, fields where insufficient securing and development of necessary human resources could lead to lost growth opportunities or governance risks. The Group will steadily promote human resources measures to eliminate both quantitative and qualitative gaps from its ideal state, while also working on DE&I and health management as a foundation to support these efforts, with the aim of improving engagement.

(Policy for Determining Employee Salaries and Other Compensation)

The Company aims to improve employee engagement, recruit and retain talented human resources, and steadily execute its management strategy by appropriately reviewing the level of remuneration in light of changes in the external environment, such as price trends and industry benchmarks of each company, etc.

Specifically, in the current fiscal year, the Company, Nichirei Foods Inc. and Logistics Network Inc. implemented a base pay increase of 15,000 yen for employees in managerial positions and 14,000 yen for general employees, as well as a 6% wage revision, including regular salary increases.

Going forward, the Company will continue to consider and review appropriate wage levels, including salaries and bonuses, that will lead to the recruitment, development, and retention of the human resources it requires, particularly in priority areas of its human resources portfolio.

(b) Indicators and Targets

(1) Development and Securing of Management Human Resources Who Will Drive Corporate Growth

To achieve the long-term management goal, "N-FIT 2035," and sustainably enhance corporate value, management human resources who can comprehensively understand the value of the management resources held by the Group, generate Group synergies, and make strategic management decisions are essential. For such management human resources, under the supervision of the Board of Directors, the Company is promoting succession planning and the selection and evaluation of candidates through the Nomination Advisory Committee and other bodies.

In addition, in order to continuously develop human resources capable of making such advanced management decisions, from fiscal 2026, the Company plans to establish a candidate pool for management human resources who will lead the next-next generation and set up a new meeting body to discuss their systematic development and appointment. Through these initiatives, the Company will strive to further strengthen its management foundation and reduce risks.

(2) Develop human resources to support overseas business promotion

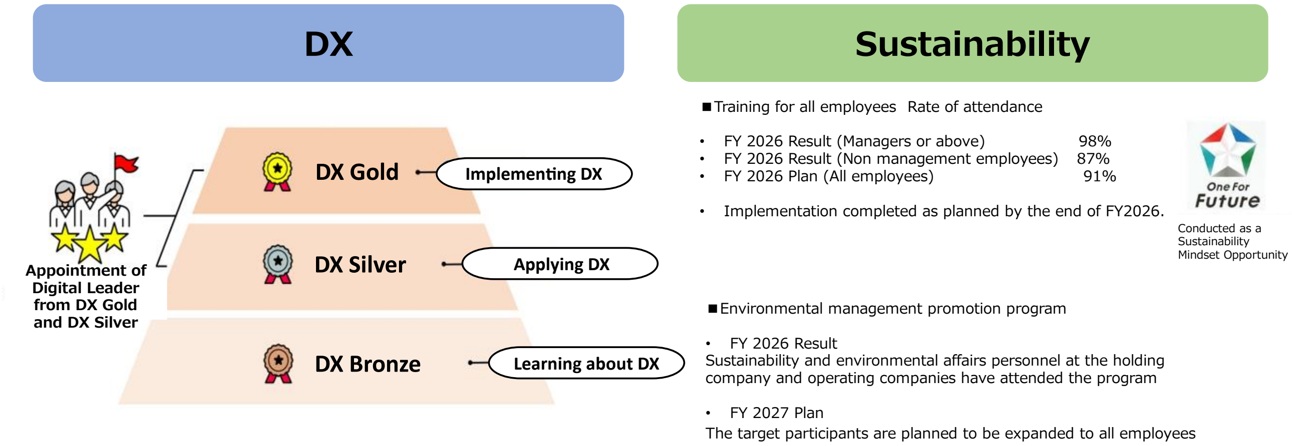
The Group positions the expansion of overseas businesses as a key element of its growth strategy, and we are taking initiatives to shift management resources to such businesses and to secure and develop human resources who will drive business expansion and be responsible for governance. We identify the necessary skills and experience and, in order to fulfill these requirements, provide career paths that include overseas business experience, as well as group-wide language training programs, opportunities to acquire skills such as cross-cultural understanding, and short-term assignments to overseas bases.

In addition to these development measures, we are working to strengthen its human resources basis by securing personnel who can make an immediate contribution through mid-career recruitment and, from those joining in FY 2026, continuing new graduate recruitment targeting foreign students.

As described above, the Group expects an increase in the number of human resources engaged in overseas businesses in line with the expansion of such businesses. At the same time, based on lessons learned from past misconduct at an overseas subsidiary, the Group is focusing on building its governance structure and enhancing education by clarifying the standards for appointing executives and the rules on terms of office at overseas business companies, and by thoroughly implementing compliance education. Going forward, the Group will continue to secure human resources for both offensive and defensive aspects of its business and steadily realize its business strategy as planned.

(3) Educational practices related to digital and sustainability

Digital and sustainability initiatives are essential to meet the needs of the new era and society. For this purpose, we are providing training opportunities for all employees to raise their understanding of digital and sustainability. In addition, we have introduced a certification system to promote digital initiatives and are working to increase the number of certified employees.



(4) Provide independent learning opportunities and practices

The Group recognizes that, in securing and developing human resources necessary to realize its management strategy, it is important to strike a balance between learning opportunities provided by the Group and each employee's independent learning. In addition to mandatory e-learning education, the Group has established correspondence courses for voluntary learning and various training opportunities to support continuous learning. In particular, for the priority areas of “Management human resources,” “Overseas human resources,” and “DX/IT human resources,” the Group is making focused investments in developing leader human resources, developing human resources working abroad, and expanding digital-related training opportunities, thereby strengthening its human resources foundation through the expansion of employees’ learning opportunities and the enhancement of practical capabilities.

	FY2026 Results	FY2028 Target	FY2031 Target
Group investment in human resources	¥1.2 billion	¥1.5 billion	¥2.0 billion

(5) Strengthen the relationship of mutual trust between the company and employees

In order to realize our “N-FIT 2035,” we believe that the key issue is to improve the relationship of mutual trust and engagement between the company and employees. Using the results of engagement surveys as a starting point, action plans are formulated by the company and department unit, and initiatives are being promoted by both management and front-line workers.

	FY2026 Results	FY2028 Target	FY2031 Target
Employee Engagement Score	70pt	75pt	80pt

(6) Improving employee performance by maintaining and promoting health

As we support good eating habits and health, we promote measures that enable our employees to always work vigorously and in good physical and mental health, regardless of their age or gender, while enhancing the well-being of our customers and local communities. To reduce absenteeism and presenteeism, which can lead to declining employee performance, we enhance our occupational health systems, conduct health literacy education, and provide support for balancing medical treatment and work. As a result of these efforts, we were recognized as one of the 2026 Outstanding Organizations of KENKO Investment for Health in the Large Enterprise Category (White 500) for the tenth consecutive year and were also selected for the 2025 KENKO Investment for Health Stock Selection.

	FY2026 Results	FY2028 Target	FY2031 Target
Absenteeism (*1)	3.0 days	2.6 days	1 day
Presenteeism (*2)	79%	85%	90%

(*1) Lost workdays due to poor physical or mental health.

(*2) Performance level with various initiatives in place, compared to the health state performance level set at 100%.

(7) Provide opportunities for women employees and realize their active engagement

In response to the increase in the ratio of women employees in management and executive positions and the diversification of work values, we are implementing various initiatives to create opportunities for women employees to play an active role regardless of their attributes,

In FY2025, the Diversity management division established within the holding company is currently focusing on “promoting understanding and awareness of diversity” and “promoting women’s active engagement” in collaboration with each operating company. Initiatives include diversity seminars for executives of major domestic group companies, cross-group projects to promote women’s active engagement, and development and retention support for women in line with the Group women’s development program established in FY2026.

To ensure diversity among decision-makers, we are promoting initiatives that address challenges.

Ratio of women in the Nichirei Group

	FY2026 Results	FY2028 Target	FY2031 Target
Ratio of women directors and Audit & Supervisory Board members*1	18.8%	18.8%	30.0% or higher
Ratio of women in management positions*2	11.1%	19.0%	30.0%

*1: Ratio of Nichirei Corporation (holding company) only

*2: Ratio of Major Domestic Group Companies

(2) Status of Employees

(a) Status of the Group

(As of March 31, 2026)

Name of segment	Number of employees (Persons)			Change from end of previous period (Persons)
	Domestic	Overseas	Total	
Foods	2,417 (2,090)	9,314 (−)	11,731 (2,090)	465 (101)
Temperature-controlled Logistics	3,049 (410)	2,528 (−)	5,577 (410)	651 (△24)
Real estate	17 (−)	− (−)	17 (−)	2 (△1)
Other	198 (25)	12 (−)	210 (25)	20 (△2)
Corporate (common)	228 (5)	− (−)	228 (5)	△1 (−)
Total	5,909 (2,530)	11,854 (−)	17,763 (2,530)	1,137 (74)

(Notes)
1. “Number of employees” refers to the number of employees, excluding those seconded from the group companies to outside the Group and including those seconded from outside the Group to the group companies.
2. Figures in parentheses under “Number of employees” are the annual average number of temporary employees (including part-time employees and excluding temporary staff) not included in the above figures.
3. Number of employees listed in “Corporate (common)” is the number of employees belonging to the planning and administrative department and quality assurance department that cannot be classified into other segments.
4. The reportable segment classification was changed in FY2026, and year-on-year comparisons are based on reclassified prior-year figures.

(b) Status of Filing Company

(As of March 31, 2026)

Number of employees (Persons)	Average age (Years)	Average years of service (Years)	Average annual salary (Yen)	Year-on-year change in average annual salary (%)
234	45.2	17.8	7,726,943	3.9

Name of segment	Number of employees (Persons)
Real estate	6
Corporate (common)	228
Total	234

(Notes)
1. “Number of employees” refers to the number of employees, excluding those seconded from the Company to outside the Company and including those seconded from outside the Company to the Company.
2. “Average annual salary” includes bonuses and extra wages.
3. Number of employees listed in “Corporate (common)” is the number of employees belonging to the planning and administrative department and quality assurance department that cannot be classified into other segments.

(c) Status of the Company with the Largest Number of Employees
(1) Company with the largest number of employees in the current fiscal year

Nichirei Foods Inc.

Number of employees (Persons)	Average age (Years)	Average years of service (Years)	Average annual salary (Yen)	Year-on-year change in average annual salary (%)
1,620	43.9	18.9	7,043,554	2.5

(Notes)
1. “Number of employees” refers to the number of employees, excluding those seconded from the Company to outside the Company and including those seconded from outside the Company to the Company.
2. “Average annual salary” includes bonuses and extra wages.

(2) Company with the second largest number of employees after the company stated in (1) above

Logistics Network Inc.

Number of employees (Persons)	Average age (Years)	Average years of service (Years)	Average annual salary (Yen)	Year-on-year change in average annual salary (%)
942	43.4	16.4	5,981,249	3.4

(Notes)
1. “Number of employees” refers to the number of employees, excluding those seconded from the Company to outside the Company and including those seconded from outside the Company to the Company.
2. “Average annual salary” includes bonuses and extra wages.

(d) Status of Labor Unions
There is nothing special to be noted regarding labor-management relations.

(e) Percentage of women in management positions, Percentage of men workers taking childcare leave, and Wage gap between men and women

(1) Filing company

Current fiscal year				
Percentage of women in management positions (%) (Note1)	Percentage of men taking childcare leave (%) (Note2,3)	Wage gap between men and women (%) (Note1)		
		All workers	Regular workers	Non-regular workers
28.3	66.7	74.9	78.1	50.4

② Consolidated subsidiaries

Current fiscal year					
Name	Percentage of women in management positions (%) (Note1)	Percentage of men taking childcare leave (%) (Note2, 3)	Wage gap between men and women (%) (Note1)		
			All workers	Regular workers	Non-regular workers
Nichirei Foods Inc. (Note4)	8.6	86.7	65.6	77.1	79.9
Nichirei Fresh Inc. (Note4)	5.7	60.0	74.8	73.9	76.7
Nichirei Logistics Group Inc.	14.7	66.7	77.1	79.4	49.7
Nichirei Biosciences Inc.	23.5	100.0	62.4	82.5	52.7
CHUREI Co., Ltd.	14.3	100.0	77.5	78.8	92.9
Kyurei Inc.	16.7	100.0	73.7	82.5	86.9
Nichirei Fresh Process Inc.	44.4	100.0	96.1	96.9	93.7
Logistics Network Inc.	5.3	200.0	65.5	78.3	46.8
NK Trans Inc.	0.0	50.0	51.0	91.8	102.1
Nichirei Logistics Tokai, Inc.	12.5	100.0	77.5	82.7	79.4
Nichirei Logistics Kansai, Inc.	6.3	80.0	79.0	75.7	109.2
Nichirei Logistics Chushikoku, Inc.	0.0	—	78.3	79.8	57.2
Nichirei Logistics Kyushu, Inc.	0.0	50.0	78.8	79.4	62.8
Kyokurei Inc.	16.7	0.0	82.6	77.9	29.5
Tokyo Nichirei Service Inc.	0.0	0.0	58.5	73.0	59.0
Nagoya Nichirei Service Inc.	0.0	100.0	76.6	80.3	87.9
Kyushu Nichirei Service Inc.	0.0	100.0	66.4	70.5	68.2
Nichirei Logistics Engineering Inc.	0.0	75.0	82.7	78.7	107.9

(Notes)

1. The percentage is calculated in accordance with the provisions of the "Act on the Promotion of Women's Active Engagement in Professional Life" (Act No. 64, 2015).
2. The percentage represents the percentage of childcare leave and time off for childcare purposes stipulated in Article 71-6, item 2 of the "Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members" (Ordinance of Ministry of Labor No. 25, 1991) based on the provisions of the "Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members" (Act No. 76, 1991).
3. The ratio is calculated by dividing the number of employees who took childcare leave during the fiscal year by the number of employees whose spouses gave birth during the same fiscal year.
   Please note that since some employees whose spouses gave birth in previous fiscal years may take childcare leave during the current fiscal year, the ratio may exceed 100%.
4. Nichirei Foods and Nichirei Fresh conducted an absorption-type merger effective April 1, 2026, with Nichirei Foods as the surviving company and Nichirei Fresh as the absorbed company.

(3) Supplementary explanation of pay gap between men and women workers (common to all Nichirei Group companies)

Although there is no difference in the wage system by gender in all employment types, there is a pay gap. Therefore, the Group has analyzed the gap by each employment category.

① Regular workers

The analysis of regular workers showed that pay gap was small among ordinary employees and large among those in management positions. We understand it is because of the smaller number of women in management positions compared to men.

The Group has established "Securing and Developing a Diverse Array of Human Resources" as one of the Group's material matters (materiality) and has also set DE&I (Diversity, Equity and Inclusion) as one of the strategies in our human resources strategy (*).

To promote the active participation of women, we have launched a cross-group Women's Empowerment Project. The project is advancing initiatives such as resolving issues related to women's advancement from on-site perspectives by project members, providing training for prospective women managers and creating opportunities to consider career development through meetings with women officers, with the aim of systematically increasing the number of women in managerial positions. As a result, the number of women employees appointed to managerial roles is increasing. Going forward, continued efforts to promote women's participation are expected to contribute to narrowing the wage gap.

(*) For more detailed information, please refer to "IV. Information on the Filing Company, 5. Employees, (1) Basic Policy on Human Resources Strategy."

② Non-regular workers

As for the gap among non-regular workers, women are more likely to be contract workers or part-time workers, while men are more likely to be rehired after retirement or other non-regular workers, and these differences in contract types are reflected in the gap in non-regular workers.

In addition, as mentioned earlier, there is no difference in the wage system by gender for each employment type. However, for example, among part-time workers, men tend to work full-time while women tend to work shorter hours, resulting in a pay gap due to working hours.

(4) Supplementary explanation of percentage of men workers taking childcare leave (common to all Nichirei Group companies)

As a foundation for women's active engagement, we have set a target value for childcare leave and other related programs as "Men taking childcare leave or related leave for one month or more: 50% (*)" starting from October FY2026, and we aim to achieve this by FY 2028.

With the aim of expanding opportunities for women to actively participate in the workplace by encouraging men to take part in childcare, thereby realizing work-life balance for both men and women during the child-rearing period, labor and management are working together to promote the use of childcare leave and other related programs by men. Specifically, in addition to confirming men workers' intentions to take childcare leave, we conduct interviews with those who have not yet taken the leave, distribute childcare leave guidebooks for men, and provides simulation sheets that enable employees to estimate the amount of pay and benefits they may receive during childcare leave.

(*) "Childcare leave and other related programs": Congratulatory and condolence leave (wife's childbirth), Accumulated annual paid leave (transfer of childcare leave)

V. Financial Information

1. Basis for presentation of consolidated and non-consolidated financial statements

(1) The consolidated financial statements of Nichirei Corporation (the “Company”) and its subsidiaries (together, the “Group”) are prepared in accordance with the “Regulation on Terminology, Forms and Preparation Methods of Consolidated Financial Statements” (Ministry of Finance Order No. 28, 1976, hereinafter referred to as the “Consolidated Financial Statement Regulations”).

(2) The non-consolidated financial statements of the Company are prepared in accordance with the “Regulation on Terminology, Forms, and Preparation Methods of Financial Statements” (Ministry of Finance Order No. 59 of 1963, hereinafter referred to as the “Financial Statement Regulations”).
As the Company qualifies as a special company filing financial statements defined in the Financial Statement Regulations, the Company prepares its non-consolidated financial statements pursuant to Article 127 of the Financial Statement Regulations.

2. Audit attestation

Pursuant to the provisions of Article 193-2, Paragraph 1, of the Financial Instruments and Exchange Act, the Company’s consolidated and non-consolidated financial statements for the fiscal year (from April 1, 2025 to March 31, 2026) were audited by Ernst & Young ShinNihon LLC.

3. Special efforts to ensure the appropriateness of consolidated financial statements, etc.

The Company makes special efforts to ensure the appropriateness of consolidated financial statements. Specifically, in order to appropriately grasp the content of accounting standards and establish a system that enables the proper preparation of consolidated financial statements, etc., the Company has joined the Financial Accounting Standards Foundation (FASF) and participates in seminars organized by various organizations.

1. Consolidated Financial Statements, etc.

(1) Consolidated Financial Statements

① Consolidated Balance Sheets

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Assets		
Current assets		
Cash and deposits	39,369	52,108
Notes and accounts receivable - trade	*1 101,430	*1 107,809
Merchandise and finished goods	39,637	39,503
Work in process	2,582	1,839
Raw materials and supplies	12,774	15,738
Other	9,242	13,284
Allowance for doubtful accounts	△110	△159
Total current assets	204,925	230,124
Non-current assets		
Property, plant and equipment		
Buildings and structures	*4 302,316	*4 319,124
Accumulated depreciation	△202,192	△210,866
Buildings and structures, net	100,123	108,257
Machinery, equipment and vehicles	*4 163,158	*4 182,070
Accumulated depreciation	△114,230	△124,730
Machinery, equipment and vehicles, net	48,927	57,339
Land	*3, *4 46,457	*3, *4 49,167
Leased assets	31,486	25,975
Accumulated depreciation	△19,139	△12,819
Leased assets, net	12,346	13,155
Construction in progress	6,027	9,077
Other	*4 18,703	*4 20,720
Accumulated depreciation	△13,347	△14,325
Other, net	5,355	6,394
Total property, plant and equipment	219,238	243,392
Intangible assets		
Goodwill	7,356	10,560
Other	8,936	9,171
Total intangible assets	16,292	19,732
Investments and other assets		
Investment securities	*2 45,036	*2 46,910
Retirement benefit asset	40	52
Deferred tax assets	2,920	3,341
Other	*2 10,906	*2 13,905
Allowance for doubtful accounts	△139	△218
Total investments and other assets	58,764	63,991
Total non-current assets	294,295	327,117
Total assets	499,221	557,242

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	27,137	27,472
Electronically recorded obligations - operating	993	543
Short-term borrowings	6,348	21,098
Commercial papers	3,000	11,000
Current portion of bonds payable	10,000	10,000
Current portion of long-term borrowings	*3 9,713	*3 878
Current portion of lease liabilities	3,568	3,378
Accrued expenses	40,351	41,056
Income taxes payable	4,811	8,089
Provision for bonuses for directors (and other officers)	216	215
Other	*5 22,942	*5 25,566
Total current liabilities	129,083	149,299
Non-current liabilities		
Bonds payable	30,000	30,000
Long-term borrowings	*3 33,669	*3 37,848
Lease liabilities	9,955	10,552
Deferred tax liabilities	8,565	12,706
Provision for retirement benefits for directors (and other officers)	63	69
Retirement benefit liability	2,158	2,291
Asset retirement obligations	4,925	5,344
Long-term guarantee deposits	2,285	2,339
Other	2,548	2,352
Total non-current liabilities	94,171	103,504
Total liabilities	223,255	252,803
Net assets		
Shareholders’ equity		
Share capital	30,608	30,660
Capital surplus	5,558	5,610
Retained earnings	203,435	218,613
Treasury shares	△11,749	△11,752
Total shareholders’ equity	227,853	243,132
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	17,254	19,923
Deferred gains or losses on hedges	△368	3,527
Foreign currency translation adjustment	15,301	19,761
Total accumulated other comprehensive income	32,187	43,212
Non-controlling interests	15,925	18,093
Total net assets	275,966	304,438
Total liabilities and net assets	499,221	557,242

② Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

[Consolidated Statements of Income]

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Net sales	*1 702,080	*1 716,144
Cost of sales	*2 575,852	*2 586,922
Gross profit	126,228	129,221
Selling, general and administrative expenses		
Transportation and storage costs	21,434	20,666
Promotion expenses	1,430	1,609
Advertising expenses	5,082	5,207
Remuneration for directors (and other officers) and employees’ salaries, bonuses and allowances	24,799	26,102
Retirement benefit expenses	1,282	1,290
Legal and other welfare expenses	4,154	4,279
Travel, transportation and communication expenses	2,673	2,866
Rent expenses	2,628	2,775
Outsourcing expenses	6,044	6,467
Research and development expenses	*3 2,206	*3 1,973
Other	16,175	16,983
Total selling, general and administrative expenses	87,913	90,222
Operating profit	38,315	38,999
Non-operating income		
Interest income	627	604
Dividend income	1,116	1,200
Share of profit of entities accounted for using equity method	536	570
Other	862	877
Total non-operating income	3,143	3,253
Non-operating expenses		
Interest expenses	1,151	1,373
Other	428	729
Total non-operating expenses	1,580	2,103
Ordinary profit	39,878	40,149
Extraordinary income		
Gain on sale of non-current assets	*4 139	*4 162
Gain on sale of investment securities	343	4,685
Insurance claim income	31	—
Compensation income	105	—
Gain on bargain purchase	—	18
Other	14	427
Total extraordinary income	634	5,293
Extraordinary losses		
Loss on sale of non-current assets	*5 3	*5 44
Loss on retirement of non-current assets	*6 1,474	*6 1,574
Impairment losses	*7 465	*7 451
Loss on office closings	285	752
Other	448	1,098
Total extraordinary losses	2,677	3,921
Profit before income taxes	37,835	41,521
Income taxes - current	10,211	12,343
Income taxes - deferred	573	341
Total income taxes	10,785	12,684
Profit	27,049	28,837
Profit attributable to non-controlling interests	2,318	1,505
Profit attributable to owners of parent	24,731	27,332

[Consolidated Statements of Comprehensive Income]

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Profit	27,049	28,837
Other comprehensive income		
Valuation difference on available-for-sale securities	△1,904	2,666
Deferred gains or losses on hedges	△2,552	3,880
Foreign currency translation adjustment	7,427	5,860
Share of other comprehensive income of entities accounted for using equity method	461	△352
Total other comprehensive income	*1 3,431	*1 12,054
Comprehensive income	30,481	40,892
(Comprehensive income attributable to)		
Comprehensive income attributable to owners of parent	26,518	38,357
Comprehensive income attributable to non-controlling interests	3,963	2,535

③ Consolidated Statements of Changes in Equity

Previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	30,563	5,513	203,783	△16,856	223,003
Changes during period					
Issuance of new shares	45	45			90
Dividends of surplus			△9,963		△9,963
Profit attributable to owners of parent			24,731		24,731
Purchase of treasury shares				△10,009	△10,009
Disposal of treasury shares		0		0	0
Cancellation of treasury shares		△0	△15,116	15,116	–
Net changes in items other than shareholders' equity					
Total changes during period	45	44	△348	5,107	4,849
Balance at end of period	30,608	5,558	203,435	△11,749	227,853

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	19,155	2,168	9,076	30,400	12,537	265,942
Changes during period						
Issuance of new shares						90
Dividends of surplus						△9,963
Profit attributable to owners of parent						24,731
Purchase of treasury shares						△10,009
Disposal of treasury shares						0
Cancellation of treasury shares						–
Net changes in items other than shareholders' equity	△1,900	△2,536	6,224	1,787	3,387	5,174
Total changes during period	△1,900	△2,536	6,224	1,787	3,387	10,023
Balance at end of period	17,254	△368	15,301	32,187	15,925	275,966

Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	30,608	5,558	203,435	△11,749	227,853
Changes during period					
Issuance of new shares	51	51			103
Dividends of surplus			△12,153		△12,153
Profit attributable to owners of parent			27,332		27,332
Purchase of treasury shares				△3	△3
Disposal of treasury shares		0		0	0
Net changes in items other than shareholders' equity					
Total changes during period	51	51	15,178	△3	15,279
Balance at end of period	30,660	5,610	218,613	△11,752	243,132

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	17,254	△368	15,301	32,187	15,925	275,966
Changes during period						
Issuance of new shares						103
Dividends of surplus						△12,153
Profit attributable to owners of parent						27,332
Purchase of treasury shares						△3
Disposal of treasury shares						0
Net changes in items other than shareholders' equity	2,668	3,895	4,460	11,024	2,167	13,192
Total changes during period	2,668	3,895	4,460	11,024	2,167	28,471
Balance at end of period	19,923	3,527	19,761	43,212	18,093	304,438

④ Consolidated Statements of Cash Flows

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cash flows from operating activities		
Profit before income taxes	37,835	41,521
Depreciation	24,277	22,087
Impairment losses	465	451
Increase/△decrease in allowance for doubtful accounts	△364	85
Interest and dividend income	△1,744	△1,805
Interest expenses	1,151	1,373
Share of loss/△profit of entities accounted for using equity method	△536	△570
Gain on bargain purchase	―	△18
Loss/△gain on sale of non-current assets	△136	△118
Loss on retirement of non-current assets	1,474	1,574
Loss on office closings	285	752
Loss/△gain on sale of investment securities	△343	△4,685
Decrease/△increase in trade receivables	6,150	△3,231
Decrease/△increase in inventories	△2,596	△1,424
Increase/△decrease in trade payables	△3,743	△428
Compensation income	△105	―
Insurance claim income	△31	―
Other, net	1,578	1,453
Subtotal	63,618	57,019
Interest and dividends received	1,915	2,155
Proceeds from compensation	105	―
Insurance claim received	31	―
Interest paid	△1,141	△1,266
Income taxes paid	△11,333	△9,161
Net cash provided by/△used in operating activities	53,194	48,746
Cash flows from investing activities		
Purchase of property, plant and equipment	△28,328	△30,198
Proceeds from sale of property, plant and equipment	218	598
Purchase of intangible assets	△1,034	△1,928
Purchase of investment securities	△42	△32
Proceeds from sale of investment securities	440	5,176
Purchase of shares of subsidiaries resulting in change in scope of consolidation	△435	△7,145
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	―	△105
Other, net	△3,222	585
Net cash provided by/△used in investing activities	△32,403	△33,050

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cash flows from financing activities		
Net increase/△decrease in short-term borrowings	△875	12,226
Net increase/△decrease in commercial papers	1,000	8,000
Proceeds from long-term borrowings	18,267	1,231
Repayments of long-term borrowings	△10,770	△10,269
Proceeds from issuance of bonds	—	9,951
Redemption of bonds	—	△10,000
Repayments of lease liabilities	△3,706	△3,798
Purchase of treasury shares	△10,010	△3
Dividends paid	△9,949	△12,134
Dividends paid to non-controlling interests	△760	△1,542
Proceeds from share issuance to non-controlling shareholders	—	3,113
Other, net	0	0
Net cash provided by/△used in financing activities	△16,804	△3,224
Effect of exchange rate change on cash and cash equivalents	2,224	2,743
Net increase/△decrease in cash and cash equivalents	6,210	15,215
Cash and cash equivalents at beginning of period	29,725	35,935
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	—	387
Cash and cash equivalents at end of period	*1 35,935	*1 51,538

[Notes to Consolidated Financial Statements]

(Significant Matters Serving as the Basis for Preparation of Consolidated Financial Statements)

1. Scope of consolidation

(1) Consolidated subsidiaries

All subsidiaries are consolidated.

① Number of consolidated subsidiaries: 87 companies
Number of domestic consolidated subsidiaries: 38 companies
Number of overseas consolidated subsidiaries: 49 companies

② Names of major consolidated subsidiaries
Please refer to “I. Group Overview, 4. Subsidiaries and Affiliates.”

③ Changes in consolidated subsidiaries
(Increase due to new establishment: 3 companies)
Nichirei Biz Next Inc.
Nichirei Southeast Asia Co., Ltd.
Nichirei Global Foods, LLC
(Increase due to share acquisition: 4 companies)
INTEGRATED COLD CHAIN LOGISTICS SDN. BHD.
KRIS BAYU SDN. BHD.
ICCL DISTRIBUTION SDN. BHD.
Surapon Supreme Foods Company Limited
(Increase due to acquisition of control: 3 companies)
Thermotraffic Asia (Malaysia) Sdn. Bhd.
Litt Tatt Enterprise Sdn. Bhd.
Litt Tatt Distribution Sdn. Bhd.
(Decrease due to sale of shares: 1 company)
RIZHAO MAI LENG FOOD TRADING COMPANY LIMITED
(Decrease due to liquidation: 2 companies)
Fresh Meat Sakudaira Inc
Kevin Hancock Limited
The statements of income are consolidated for the period during which the companies were consolidated subsidiaries.

2. Application of the equity method

(1) Entities accounted for by the equity method

All affiliates are accounted for by the equity method.

① Number of affiliates accounted for by the equity method: 12 companies
Number of domestic affiliates accounted for by the equity method: 9 companies
Number of overseas affiliates accounted for by the equity method: 3 companies

② Name of major entities accounted for by the equity method
Hitachi Foods & Logistics Systems, Inc.

③ Changes in entities accounted for by the equity method
Decrease due to the acquisition of control resulting in becoming a consolidated subsidiary: 3 companies

(2) Matters deemed necessary to be stated specifically with respect to the procedures for application of the equity method

Among entities accounted for by the equity method, there are 4 affiliates whose fiscal year-end date differs from the consolidated fiscal year-end date. For these affiliates, the financial statements of the affiliates for their fiscal year or the provisional financial statements prepared based on the most recent quarterly financial statements are used during the consolidation.

For significant transactions that occurred between their fiscal year-end date and the consolidated fiscal year-end date, necessary adjustments are made for consolidation purposes.

3. Fiscal year of consolidated subsidiaries

There are 49 consolidated subsidiaries, including Nichirei Holding Holland B.V., whose fiscal year-end date is December 31 and differs from the consolidated fiscal year-end date.

In preparing the consolidated financial statements, the financial statements of these subsidiaries as of their fiscal year-end date are used, and necessary adjustments for consolidation purposes are made for significant transactions that occurred between their fiscal year-end date and the consolidated fiscal year-end date.

4. Accounting policies

(1) Valuation basis and methods for significant assets

① Securities

Available-for-sale securities

(a) Available-for-sale securities other than equity securities, etc. without market prices

Fair value method (Unrealized gains and losses are recognized in a component of net assets, and costs of securities sold are determined by the moving average method.)

(b) Equity securities, etc. without market prices

Stated at cost determined by the moving average method

② Inventories

Merchandise and finished goods, Work in process, Raw materials and supplies

Stated at cost determined primarily by the gross-average method (Carrying amounts on the balance sheet are calculated by the method in which carrying amounts are written down based on a decline in profitability of assets)

(2) Method of depreciation for important depreciable assets

① Property, plant and equipment (excluding leased assets)

Straight-line method is used.

② Intangible assets (excluding leased assets)

Straight-line method is used.

Software intended for internal use is depreciated over the estimated useful lives (5 years).

③ Leased assets

Leased assets under the finance lease arrangements which do not transfer ownership of the leased assets to the lessee are depreciated by the straight-line method over the respective lease periods without residual values.

(3) Accounting standards for significant provisions

① Allowance for doubtful accounts

To prepare for possible losses due to bad debts, the estimated uncollectible amount is recorded as follows.

(a) General receivables

Historical bad debt ratio method set forth in the accounting standards for financial instruments

(b) Doubtful receivables and bankruptcy reorganization claims, etc.

Debtor’s financial assessment method set forth in the accounting standards for financial instruments

② Provision for bonuses for directors (and other officers)

To prepare for bonus payments to directors (and other officers), the estimated amount to be paid at the end of the consolidated fiscal year is recorded.

③ Provision for retirement benefits for directors (and other officers)

To prepare for retirement benefit payments to directors and executive officers, domestic consolidated subsidiaries provide for the amount to be paid at the end of the consolidated fiscal year based on the internal rules.

(4) Basis for recognition of significant revenues and expenses

① Foods business and Other businesses (Bioscience business)

Main business is the manufacturing and sales of prepared frozen food, marine products, livestock products, diagnostic pharmaceuticals, etc. Revenue is recognized at the time of shipment when the period between shipment and the transfer of control to customers is normal. Revenue is measured at the consideration promised in customer contracts, less returns, discounts and rebates, etc.

In the Foods business, consideration received from suppliers is not recognized as revenue for paid-material-supplies transactions that are not obligated to repurchase the supplies.

② Temperature-controlled Logistics business (Storage business, Transport business, Retail business, 3PL business and Overseas business)

Main business is providing services for transporting and delivering cargo entrusted by customers by using trucks and other vehicles, as well as providing services such as quality control and inventory control of cargo entrusted by customers, and receiving, shipping and packing cargo operations. Revenue is recognized upon completion of providing the services that fulfills the performance obligation.

③ Real estate business

Revenue is recognized in a similar manner with ordinary lease transactions in accordance with the accounting standards for lease transactions.

(5) Accounting method for retirement benefits

The simplified method is applied to calculate retirement benefit liability and retirement benefit expenses, in which the retirement benefit obligation is assumed at the amount that would be required if the employees voluntarily terminated their employment at the end of the fiscal year.

(6) Significant hedge accounting method

① Hedge accounting method

In principle, deferred hedge accounting is used.

However, allocation treatment is applied to the forward exchange contracts, etc. that satisfy the requirements of the allocation treatment. In addition, exceptional accounting treatment is applied to the interest rate swaps, etc. that satisfy the requirements of the exceptional accounting treatment.

② Hedging instruments and hedged items

(a) Hedging instruments

Derivative transactions (forward exchange contracts, interest rate swaps, etc.)

(b) Hedged items

Items for which there is a possibility of loss due to market fluctuations, etc. and the market fluctuations, etc. are not reflected in the valuation, and items for which cash flows are fixed and fluctuations thereof are avoided (e.g., monetary receivables and payables denominated in foreign currencies).

③ Hedging policy

In accordance with the “Group Accounting and Management Standards for Financial Instruments” established by the Group, forward exchange contracts are entered into to hedge the foreign exchange rate fluctuation risk associated with transactions denominated in foreign currencies (import and export transactions of merchandise and raw materials, etc.).

For transactions denominated in foreign currencies that do not occur on a recurring basis, a hedging policy is established for each transaction. In addition, interest rate swaps contracts, etc. are entered into as necessary to convert the interest rate fluctuation risk related to interest-bearing receivables and payables to an appropriate level.

④ Method of evaluating hedge effectiveness

The effectiveness of the hedge is evaluated by comparing the cumulative changes in cash flows or market fluctuations of the hedged item with the cumulative changes in cash flows or market fluctuations of the hedging instrument semiannually, and based on both fluctuating amounts, etc.

However, the evaluation of effectiveness is omitted for the forward exchange contracts for which allocation treatment is applied and the interest rate swaps for which exceptional accounting treatment is applied.

(7) Amortization method and period for goodwill

Goodwill is amortized on a straight-line basis over a period not exceeding 20 years from the date of occurrence.
However, if the amount is insignificant, the full amount is written off in the fiscal year in which it occurs.

(8) Scope of cash and cash equivalents in consolidated statement of cash flows

Funds (cash and cash equivalents) consist of cash on hand, deposits that can be withdrawn on demand, and short-term funds that are readily convertible to cash and have an insignificant risk of changes in value with a maturity of 3 months or less at the time of acquisition.

(9) Other important matters for the preparation of consolidated financial statements

Not applicable.

(Significant Accounting Estimates)

Previous fiscal year (from April 1, 2024 to March 31, 2025)

[Valuation of goodwill]

1. Amounts recorded in the consolidated financial statements for the fiscal year

Goodwill: ¥5,224 million

The above goodwill represents the excess earning power of Thermotraffic (N.I.) Ltd., a consolidated subsidiary, recognized as goodwill upon the acquisition of its shares.

2. Information on the content of significant accounting estimates pertaining to identified items

(1) Method used to determine the amounts recorded in the consolidated financial statements

In identifying indicators of impairment of goodwill, the business of each acquired company to which goodwill has been allocated is treated as a single grouping unit. When profit or loss generated from operating activities continues to be negative, when there is a significant deterioration in the business environment, and it is determined that there are indicators of impairment due to the impairment of the excess earning power of the acquired company, the necessity of recognizing impairment loss is assessed by comparing the book value of the asset group including goodwill with the total amount of undiscounted future cash flows.

With respect to the current consolidated fiscal year, no indicators of impairment were identified for the goodwill related to Thermotraffic (N.I.) Ltd.

(2) Key assumptions used in determining the recorded amounts in the consolidated financial statements for the fiscal year

The business plan of Thermotraffic (N.I.) Ltd. is used in assessing whether indicators of impairment exist. A key assumption used in developing the plan is projected increases in pallet volumes and sales associated with the planned warehouse expansion.

(3) Effect on the consolidated financial statements for the following fiscal year

The business plan may be affected by external factors such as changes in the market environment, and if actual performance differs from the estimates, there is a possibility that an impairment loss may be recognized in the subsequent fiscal year.

Current fiscal year (from April 1, 2025 to March 31, 2026)

[Valuation of goodwill]

1. Amounts recorded in the consolidated financial statements for the fiscal year

Goodwill: ¥5,238 million

The above goodwill represents the excess earning power of Thermotraffic (N.I.) Ltd., a consolidated subsidiary, recognized as goodwill upon the acquisition of its shares.

2. Information on the content of significant accounting estimates pertaining to identified items

(1) Method used to determine the amounts recorded in the consolidated financial statements

In identifying indicators of impairment of goodwill, the business of each acquired company to which goodwill has been allocated is treated as a single grouping unit. When profit or loss generated from operating activities continues to be negative, when there is a significant deterioration in the business environment, and it is determined that there are indicators of impairment due to the impairment of the excess earning power of the acquired company, the necessity of recognizing impairment loss is assessed by comparing the book value of the asset group including goodwill with the total amount of undiscounted future cash flows.

With respect to the current consolidated fiscal year, no indicators of impairment were identified for the goodwill related to Thermotraffic (N.I.) Ltd.

(2) Key assumptions used in determining the recorded amounts in the consolidated financial statements for the fiscal year

The business plan of Thermotraffic (N.I.) Ltd. is used in assessing whether indicators of impairment exist. A key assumption used in developing the plan is projected increases in pallet volumes and sales associated with the planned warehouse expansion.

(3) Effect on the consolidated financial statements for the following fiscal year

The business plan may be affected by external factors such as changes in the market environment, and if actual performance differs from the estimates, there is a possibility that an impairment loss may be recognized in the subsequent fiscal year.

(Changes in Accounting Policy)

(Changes in accounting policy which are difficult to distinguish from changes in accounting estimates, and changes in accounting estimates)

[Change in depreciation method for property, plant and equipment and revision of useful lives]

Previously, the Company and its domestic consolidated subsidiaries mainly applied the declining-balance method for the depreciation of property, plant and equipment, but changed the depreciation method to the straight-line method effective from the current consolidated fiscal year. In addition, the Group revised the useful lives of property, plant and equipment based on the actual physical use and functional utilization of such assets throughout the Group.

To achieve its newly established long-term management target, “N-FIT 2035,” the Group launched its new medium-term business plan, “Compass × Growth 2027,” in the current consolidated fiscal year and has been working to strengthen profitability and improve capital efficiency.

In connection with the formulation of the plan, the Group examined the depreciation method and useful lives to better reflect the Group’s actual circumstances.

As a result, demand in the Foods business and the Temperature-controlled Logistics business, which are the Group’s principal business areas, is expected to remain strong and production and logistics facilities are expected to be used stably over the long term. The Group determined that standardizing the depreciation method for property, plant and equipment used in Japan and overseas to the straight-line method, while extending the useful lives of certain buildings in the Temperature-controlled Logistics business, would more appropriately reflect the actual circumstances of the Group.

As a result of this change in accounting policy and revision of useful lives, operating profit, ordinary profit and profit before income taxes for the current consolidated fiscal year each increased by ¥3,795 million compared with the amounts that would have been recorded under the previous method. The impact on segment information is described in the relevant section.

(Unapplied Accounting Standards, etc.)

“Accounting Standard for Leases” (ASBJ Statement No. 34, September 13, 2024)
“Implementation Guidance on Accounting Standard for Leases” (ASBJ Guidance No. 33, September 13, 2024), etc.

1. Summary

As part of efforts by the Accounting Standards Board of Japan (ASBJ) to align Japanese accounting standards with international standards, ASBJ considered international accounting standards in developing a new lease accounting standard requiring lessees to recognize assets and liabilities for all leases.

While the new standard is based on the single accounting model under IFRS 16, it does not adopt all provisions of IFRS 16. Instead, it incorporates only the key provisions, aiming to create a simplified and user-friendly standard. This approach ensures that, when applying IFRS 16 to separate financial statements, few or no adjustments are generally required.

Under the lessee accounting treatment, regardless of whether a lease is classified as a finance lease or an operating lease, a single accounting model will be applied. This model involves recognizing depreciation expenses on right-of-use assets and interest expenses on lease liabilities, consistent with IFRS 16.

2. Expected date of application

The Company plans to apply the accounting standards from the beginning of the fiscal year ending December 31, 2028.

3. Effect of application of the accounting standards

The impact of applying the accounting standards is currently being assessed.

(Notes to Consolidated Balance Sheets)

*1 Notes and accounts receivable - trade, arising from contracts with customers are as follows

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Notes receivable - trade	1	—
Accounts receivable - trade	101,429	107,809

*2 Equity securities and investments in capital of affiliates are as follows

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Investment securities (equity securities)	7,168	5,565
Other (investments in capital)	673	677

*3 Assets pledged as collateral and secured liabilities

Assets pledged as collateral are as follows.

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Land	729	729

Secured liabilities are as follows.

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Current portion of long-term borrowings	70	70
Long-term borrowings	917	847

*4 Accumulated tax purpose reduction entry deducted from the acquisition cost of non-current assets due to national subsidies, etc., is as follows

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Buildings and structures	4,566	4,551
Machinery, equipment and vehicles	3,102	3,399
Land	1,366	1,366
Other property, plant and equipment	9	8

*5 Contract liabilities are as follows.

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Contract liabilities	1,464	1,704

(Notes to Consolidated Statements of Income)

*1 Revenue from contracts with customers

Net sales are not presented with the classification of Revenue from contracts with customers and Other revenue. The amount of revenue from contracts with customers is presented in Note "(Revenue Recognition) 1. Breakdown of revenue from contracts with customers."

*2 Write down amount (△ represents reversal amount) due to decline in profitability of inventories held for ordinary sales purposes is as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cost of sales	△49	262

*3 Research and development expenses included in selling, general and administrative expenses are as follows. There are no research and development expenses included in manufacturing expenses.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026
Selling, general and administrative expenses	2,206	1,973

*4 Breakdown of gain on sale of non-current assets is as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Buildings and structures	0	3
Machinery, equipment and vehicles	108	106
Other	30	52
Total	139	162

*5 Breakdown of loss on sale of non-current assets is as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Buildings and structures	0	0
Machinery, equipment and vehicles	2	36
Other	0	6
Total	3	44

*6 Breakdown of loss on retirement of non-current assets is as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Buildings and structures	219	170
Machinery, equipment and vehicles	82	109
Leased assets	56	22
Other	34	20
Removal costs	1,081	1,250
Total	1,474	1,574

*7 Impairment loss
Previous fiscal year (from April 1, 2024 to March 31, 2025)
Impairment losses were recorded, but the breakdown is omitted due to immateriality.

Current fiscal year (from April 1, 2025 to March 31, 2026)
Impairment losses were recorded, but the breakdown is omitted due to immateriality.

(Notes to Consolidated Statements of Comprehensive Income)

*1 Reclassification adjustments, income taxes and tax effects in other comprehensive income

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Valuation difference on available-for-sale securities:		
Amount incurred during the year	△2,054	8,585
Reclassification adjustment	△358	△4,669
Amount before income taxes and tax effect	△2,413	3,916
Income taxes and tax effect	509	△1,250
Net valuation difference on available-for-sale securities	△1,904	2,666
Deferred gains or losses on hedges:		
Amount incurred during the year	△3,663	5,680
Income taxes and tax effect	1,111	△1,799
Net deferred gains or losses on hedges	△2,552	3,880
Foreign currency translation adjustment:		
Amount incurred during the year	7,427	5,860
Net foreign currency translation adjustment	7,427	5,860
Share of other comprehensive income of entities accounted for using equity method:		
Amount incurred during the year	461	△352
Reclassification adjustment	—	—
Amount before income taxes and tax effect	461	△352
Income taxes and tax effect	0	0
Net share of other comprehensive income of entities accounted for using equity method	461	△352
Total other comprehensive income	3,431	12,054

(Notes to Consolidated Statements of Changes in Equity)

Previous fiscal year (from April 1, 2024 to March 31, 2025)

1. Types and numbers of issued shares and treasury shares

(Shares)

	Number of shares at the beginning of the fiscal year	Number of shares increased during the fiscal year	Number of shares decreased during the fiscal year	Number of shares at the end of the fiscal year
Issued shares				
Common stock (Notes 1, 2)	134,075,652	25,617	5,636,400	128,464,869
Total	134,075,652	25,617	5,636,400	128,464,869
Treasury shares				
Common stock (Notes 3, 4)	6,354,029	2,465,244	5,636,442	3,182,831
Total	6,354,029	2,465,244	5,636,442	3,182,831

(Notes)

1. Increase in the number of issued shares of common stock resulted from the issuance of new shares for restricted stock compensation.
2. Decrease in the number of issued shares of common stock resulted from the cancellation of treasury shares.
3. The breakdown of the increase of 2,465,244 shares in treasury shares of common stock is as follows.
   (Overview of reasons for change)
   Increase due to the purchase of treasury shares based on resolution of the Board of Directors 2,462,900 shares
   Increase due to the request for purchase of odd-lot shares 2,344 shares
4. The breakdown of the decrease of 5,636,442 shares in treasury shares of common stock is as follows.
   (Overview of reasons for change)
   Decrease due to the cancellation of treasury shares 5,636,400 shares
   Decrease due to the request for sale of odd-lot shares 42 shares

2. Dividends

(1) Dividends paid during the fiscal year

Resolution	Type of stock	Total dividends (Millions of yen)	Dividend per share (yen)	Record date	Effective date
June 25, 2024 The Ordinary General Shareholders Meeting	Common stock	4,725	37	March 31, 2024	June 26, 2024
November 5, 2024 The Board of Directors Meeting	Common stock	5,237	41	September 30, 2024	December 5, 2024

(2) Dividends of which the record date falls in the current fiscal year, but the effective date falls in the following fiscal year

Resolution	Type of stock	Total dividends (Millions of yen)	Source of dividend	Dividend per share (yen)	Record date	Effective date
June 25, 2025 The Ordinary General Shareholders Meeting	Common stock	6,389	Retained earnings	51	March 31, 2025	June 26, 2025

(Note) Although stock split was conducted at a ratio of two shares for each common stock, effective April 1, 2025, the dividend per share stated above is presented on a pre-stock-split basis.

Current fiscal year (from April 1, 2025 to March 31, 2026)

1. Types and numbers of issued shares and treasury shares

(Shares)

	Number of shares at the beginning of the fiscal year	Number of shares increased during the fiscal year	Number of shares decreased during the fiscal year	Number of shares at the end of the fiscal year
Issued shares				
Common stock (Note 2)	128,464,869	128,520,094	－	256,984,963
Total	128,464,869	128,520,094	－	256,984,963
Treasury shares				
Common stock (Notes 3, 4)	3,182,831	3,184,818	170	6,367,479
Total	3,182,831	3,184,818	170	6,367,479

(Notes)

1. Stock split was conducted at a ratio of two shares for each common stock, effective April 1, 2025.
2. The breakdown of the increase of 128,520,094 shares in issued shares of common stock is as follows.
   (Overview of reasons for change)
   Increase due to the stock split 128,464,869 shares
   Increase due to the issuance of new shares for restricted stock compensation 55,225 shares
3. The breakdown of the increase of 3,184,818 shares in treasury shares of common stock is as follows.
   (Overview of reasons for change)
   Increase due to the stock split 3,182,831 shares
   Increase due to the request for purchase of odd-lot shares 1,987 shares
4. Decrease of 170 shares in treasury shares of common stock resulted from the request for sale of odd-lot shares.

2. Dividends

(1) Dividends paid during the fiscal year

Resolution	Type of stock	Total dividends (Millions of yen)	Dividend per share (yen)	Record date	Effective date
June 25, 2025 The Ordinary General Shareholders Meeting	Common stock	6,389	51	March 31, 2025	June 26, 2025
November 11, 2025 The Board of Directors Meeting	Common stock	5,764	23	September 30, 2025	December 5, 2025

(Note) As the record date for the stock split was March 31, 2025, the dividend per share approved at the Ordinary General Meeting of Shareholders held on June 25, 2025 is presented without giving effect to the stock split that became effective on April 1, 2025.

(2) Dividends of which the record date falls in the current fiscal year, but the effective date falls in the following fiscal year

The following matters are scheduled to be submitted.

Resolution	Type of stock	Total dividends (Millions of yen)	Source of dividend	Dividend per share (yen)	Record date	Effective date
June 24, 2026 The Ordinary General Shareholders Meeting	Common stock	6,014	Retained earnings	24	March 31, 2026	June 25, 2026

(Notes to Consolidated Statements of Cash Flows)

*1 Reconciliation between cash and deposits in the consolidated balance sheets and cash and cash equivalents in the consolidated statements of cash flows are as follows:

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Cash and deposits	39,369	52,108
Time deposits with maturity exceeding 3 months	△3,434	△569
Cash and cash equivalents	35,935	51,538

(Lease Transactions)

1. Finance lease transactions

Finance lease transactions which do not transfer ownership of the leased assets to the lessee

(As a Lessee)

(1) Description of leased assets

Property, plant and equipment

Mainly consists of refrigerated facilities (buildings and structures) of the temperature-controlled logistics business.

Intangible assets

Mainly consists of software in the temperature-controlled logistics business.

(2) Depreciation method of leased assets

The straight-line method is used, where the lease period is deemed as the useful life of the asset and the residual value is set as zero (0).

2. Operating lease transactions (including sublease transactions)

Future lease payments for non-cancellable operating lease transactions

(As a Lessee)

Future lease payments

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Within 1 year	2,784	2,707
More than 1 year	13,118	17,251
Total	15,902	19,959

(As a Lessor)

Future lease receipts

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Within 1 year	61	102
More than 1 year	906	804
Total	968	906

(Financial Instruments)

1. Information on financial instruments

(1) Policy for using financial instruments

In light of working capital requirements and capital investment plans, the Group raises the necessary funds through bank loans and bonds issuances. In addition, the Group manages temporary surplus funds in a safe and reliable manner.

Derivatives transactions are used to avoid the risks described below, and the Group's policy is not to use them for speculative purposes.

(2) Description and risks of financial instruments

Notes and accounts receivable - trade, which are trade receivables, are exposed to the credit risk of customers. In addition, trade receivables denominated in foreign currencies are exposed to the exchange rate fluctuation risk.

Investment securities are shares of companies with which the Company has business relationships and are exposed to the market price fluctuation risk.

Accounts payable - trade and Electronically recorded obligations - operating, which are trade payables, are mostly due within 1 year. In addition, trade payables denominated in foreign currencies are exposed to the exchange rate fluctuation risk.

Borrowings, Commercial papers, Bonds payable and Lease liabilities related to finance lease transactions are mainly for the purpose of obtaining the finance required for capital investment.

Derivatives transactions are forward exchange contracts to hedge the exchange rate fluctuation risk related to trade receivables and payables denominated in foreign currencies. Please refer to Note "(Significant Matters Serving as the Basis for Preparation of Consolidated Financial Statements) 4. Accounting policies, (6) Significant hedge accounting method" for hedging instruments and hedged items, hedging policy, and method of evaluating hedge effectiveness with respect to the hedge accounting.

(3) Risk management system for financial instruments

① Credit risk management (the risk relating to the breach of contract by customers)

The Group manages trade receivables on a daily basis in accordance with the credit management manual, etc., regularly monitors the status of customers, manages due dates and balances for each customer, and strives to quickly identify and mitigate concerns about collection due to deterioration in financial conditions, etc.

Derivative transactions are entered into with financial institutions with qualified ratings in order to minimize the credit risk.

② Market risk management (the risk arising from fluctuations in exchange rates, interest rates and others)

The Group uses forward exchange contracts to hedge the exchange rate fluctuation risk identified by currency related to trade receivables and payables denominated in foreign currencies.

With regard to investment securities, the Group regularly monitors the fair values and financial conditions of the counterparties, and continuously reviews its holdings by considering the relationship with the counterparties.

Derivative transactions are executed by the Finance division based on the management rules that stipulate the trading policy, and the trading result is reported to the members of the Board of the Company and its consolidated subsidiaries.

③ Liquidity risk management related to fund raising (the risk of being unable to make payments when due)

The Company and major domestic consolidated subsidiaries have introduced a cash management system, and therefore the Company manages the liquidity risk of the system participants.

Based on reports from each company and division, the Finance division prepares and updates cash flow plans in a timely manner and manages the liquidity risk by maintaining liquidity on hand at a certain level.

(4) Supplementary explanation about fair values of financial instruments

Since variable factors are incorporated in the calculation of the fair value of financial instruments, the fair value may fluctuate if different assumptions are adopted.

2. Fair values of financial instruments

Carrying amount on the consolidated balance sheet, fair value and the difference between these amounts are as follows.

Previous fiscal year (as of March 31, 2025)

Notes are omitted for Cash and deposits, Notes and accounts receivable - trade, Accounts payable - trade, Electronically recorded obligations - operating, Short-term borrowings (excluding Current portion of long-term borrowings), Commercial papers, Accrued expenses, Income taxes payable, as their fair values approximate their book values due to their short-term settlement.

(Millions of yen)

	Carrying amount	Fair value	Difference
Investment securities *1			
Available-for-sale securities	35,947	35,947	–
Total assets	35,947	35,947	–
Bonds payable	40,000	39,389	△610
Long-term borrowings	43,383	43,321	△62
Lease liabilities	13,524	13,764	240
Long-term guarantee deposits *2	1,664	1,566	△98
Total liabilities	98,572	98,041	△530
Derivative transactions *3			
To which hedge accounting is not applied	–	–	–
To which hedge accounting is applied	△493	△493	–
Total derivative transactions	△493	△493	–

*1 Equity securities, etc. without market prices are not included. The carrying amount of unlisted equity securities on the consolidated balance sheet is ¥9,088 million.

*2 Long-term guarantee deposits related to business transactions are repayable at any time upon the termination of transactions with counterparties or upon requests for repayment. Therefore, the fair value of the deposits is deemed as book value as same as short-term settlements, and is not included on the above table. The carrying amount on the consolidated balance sheet of long-term guarantee deposits related to business transactions is ¥620 million.

*3 Net receivables and payables arising from derivative transactions are presented on a net basis. Of those arising from forward exchange contracts for which the allocation treatment is applied, are accounted for together with accounts receivable - trade and accounts payable - trade that are hedged items.

Current fiscal year (as of March 31, 2026)

Notes are omitted for Cash and deposits, Notes and accounts receivable - trade, Accounts payable - trade, Electronically recorded obligations - operating, Short-term borrowings (excluding Current portion of long-term borrowings), Commercial papers, Accrued expenses, Income taxes payable, as their fair values approximate their book values due to their short-term settlement.

(Millions of yen)

	Carrying amount	Fair value	Difference
Investment securities *1			
Available-for-sale securities	39,406	39,406	–
Total assets	39,406	39,406	–
Bonds payable	40,000	39,434	△565
Long-term borrowings	38,726	39,215	488
Lease liabilities	13,931	14,050	119
Long-term guarantee deposits *2	1,732	1,564	△167
Total liabilities	94,390	94,264	△125
Derivative transactions *3			
To which hedge accounting is not applied	–	–	–
To which hedge accounting is applied	5,187	5,187	–
Total derivative transactions	5,187	5,187	–

*1 Equity securities, etc. without market prices are not included. The carrying amount of unlisted equity securities on the consolidated balance sheet is ¥7,504 million.

*2 Long-term guarantee deposits related to business transactions are repayable at any time upon the termination of transactions with counterparties or upon requests for repayment. Therefore, the fair value of the deposits is deemed as book value as same as short-term settlements, and is not included on the above table. The carrying amount on the consolidated balance sheet of long-term guarantee deposits related to business transactions is ¥607 million.

*3 Net receivables and payables arising from derivative transactions are presented on a net basis. Of those arising from forward exchange contracts for which the allocation treatment is applied, are accounted for together with accounts receivable - trade and accounts payable - trade that are hedged items.

(Note) 1 Redemption schedule of monetary claims after the consolidated fiscal year end date

Previous fiscal year (as of March 31, 2025)

(Millions of yen)

	Within 1 year	More than 1 year
Cash and deposits	39,340	—
Notes receivable - trade	1	—
Accounts receivable - trade	101,429	—
Total	140,771	—

Current fiscal year (as of March 31, 2026)

(Millions of yen)

	Within 1 year	More than 1 year
Cash and deposits	52,083	—
Notes receivable - trade	—	—
Accounts receivable - trade	107,809	—
Total	159,892	—

(Note) 2 Repayment schedule of bonds payable, long-term borrowings, lease liabilities and other interest-bearing liabilities after the consolidated fiscal year end date

Previous fiscal year (as of March 31, 2025)

(Millions of yen)

	Within 1 year	Over 1 year Within 2 years	Over 2 years Within 3 years	Over 3 years Within 4 years	Over 4 years Within 5 years	Over 5 years
Short-term borrowings	6,348	—	—	—	—	—
Bonds payable	10,000	10,000	10,000	10,000	—	—
Long-term borrowings	9,713	687	4,497	706	20,026	7,751
Lease liabilities	3,568	2,923	2,425	1,906	1,286	1,412

Current fiscal year (as of March 31, 2026)

(Millions of yen)

	Within 1 year	Over 1 year Within 2 years	Over 2 years Within 3 years	Over 3 years Within 4 years	Over 4 years Within 5 years	Over 5 years
Short-term borrowings	21,098	—	—	—	—	—
Commercial papers	11,000	—	—	—	—	—
Bonds payable	10,000	10,000	10,000	—	10,000	—
Long-term borrowings	878	5,635	1,512	21,983	686	8,029
Lease liabilities	3,378	2,945	2,375	1,851	1,020	2,360

3. Breakdown of fair value of financial instruments by level

Carrying amount on the consolidated balance sheet, fair value, difference between these amounts and fair value by level are as follows.

Fair value of financial instruments is classified into the following 3 levels based on the observability and materiality of the inputs used to determine the fair value.

Level 1 fair value: Fair value determined by quoted prices for assets or liabilities that are subject to valuation in active markets out of the inputs for determining observable fair value

Level 2 fair value: Fair value calculated using inputs for determining fair value other than Level 1 inputs, out of the inputs for determining observable fair value

Level 3 fair value: Fair value calculated using inputs related to the calculation of unobservable fair value

In case multiple inputs are used that have a significant impact on the calculation of fair value, the fair value is classified as the lowest priority level in determining fair value among the levels to which each of those inputs belong.

(1) Financial instruments recorded at fair value in the consolidated balance sheet

Previous fiscal year (as of March 31, 2025)

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
① Investment securities Available-for-sale securities	35,947	―	―	35,947
Total assets	35,947	―	―	35,947
② Derivative transactions To which hedge accounting is not applied To which hedge accounting is applied	― ―	― △493	― ―	― △493
Total derivative transactions	―	△493	―	△493

Current fiscal year (as of March 31, 2026)

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
① Investment securities Available-for-sale securities	39,406	―	―	39,406
Total assets	39,406	―	―	39,406
② Derivative transactions To which hedge accounting is not applied To which hedge accounting is applied	― ―	― 5,187	― ―	― 5,187
Total derivative transactions	―	5,187	―	5,187

(2) Financial instruments other than financial instruments recorded at fair value in the consolidated balance sheet

Previous fiscal year (as of March 31, 2025)

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
③ Bonds payable	―	39,389	―	39,389
④ Long-term borrowings	―	43,321	―	43,321
⑤ Lease liabilities	―	13,764	―	13,764
⑥ Long-term guarantee deposits	―	1,566	―	1,566
Total liabilities	―	98,041	―	98,041

Current fiscal year (as of March 31, 2026)

(Millions of yen)

	Fair value			
	Level 1	Level 2	Level 3	Total
③ Bonds payable	―	39,434	―	39,434
④ Long-term borrowings	―	39,215	―	39,215
⑤ Lease liabilities	―	14,050	―	14,050
⑥ Long-term guarantee deposits	―	1,564	―	1,564
Total liabilities	―	94,264	―	94,264

(Notes) Explanation of valuation method used to calculate fair value and inputs related to the calculation of the fair value

① Investment securities

Fair value of securities is calculated based on market prices. As listed equity securities are traded in an active market, their fair values are classified as Level 1 fair value.

② Derivative transactions

Fair value of forward exchange contracts is based on the fair value quoted by financial institutions. As the fair value is calculated using observable inputs such as exchange rates, it is classified as Level 2 fair value.

③ Bonds payable

Fair value of bonds payable issued by the Company is calculated based on the present value of total amount of principal and interest discounted by the interest rate considering the remaining term of bonds and credit risk. The fair value is classified as Level 2 fair value.

④ Long-term borrowings

Fair value is calculated based on total amount of principal and interest discounted by the interest rate assumed for similar new borrowings. The fair value is classified as Level 2 fair value.

⑤ Lease liabilities
Fair value is calculated based on the present value of total amount of principal and interest discounted by the interest rate assumed for a similar new lease transaction. The fair value is classified as Level 2 fair value.

⑥ Long-term guarantee deposits
Fair value is calculated based on the present value of the deposits discounted by the interest rate considering the remaining term of long-term guarantee deposits and credit risk. The fair value is classified as Level 2 fair value.

(Securities)

1. Available-for-sale securities
Previous fiscal year (as of March 31, 2025)

(Millions of yen)

	Type	Carrying amount	Acquisition cost	Difference
Amount on consolidated balance sheet exceeding acquisition cost	Equity securities	35,768	11,249	24,519
	Subtotal	35,768	11,249	24,519
Amount on consolidated balance sheet below acquisition cost	Equity securities	163	222	△58
	Debt securities	14	14	―
	Subtotal	178	237	△58
Total		35,947	11,486	24,461

(Note) Unlisted equity securities, etc. (carrying amount on the consolidated balance sheet: ¥1,920 million) are not included in the above table because they are equity securities, etc. without market prices.

Current fiscal year (as of March 31, 2026)

(Millions of yen)

	Type	Carrying amount	Acquisition cost	Difference
Amount on consolidated balance sheet exceeding acquisition cost	Equity securities	39,218	10,791	28,426
	Subtotal	39,218	10,791	28,426
Amount on consolidated balance sheet below acquisition cost	Equity securities	173	179	△6
	Debt securities	14	14	―
	Subtotal	187	194	△6
Total		39,406	10,985	28,420

(Note) Unlisted equity securities, etc. (carrying amount on the consolidated balance sheet: ¥1,938 million) are not included in the above table because they are equity securities, etc. without market prices.

2. Sales of available-for-sale securities during the fiscal year
Previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

Type	Proceeds from sales	Gains on sales	Losses on sales
Equity securities	458	343	―
Debt securities	0	―	―

Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

Type	Proceeds from sales	Gains on sales	Losses on sales
Equity securities	5,175	4,685	―
Debt securities	0	―	―

3. Impairment loss of securities

In the previous fiscal year, ¥47 million of impairment losses (¥47 million for equity securities without market prices) were recognized for securities.

In the current fiscal year, ¥45 million of impairment losses (¥42 million for equity securities with market prices, ¥2 million for equity securities without market prices) were recognized for securities.

The criteria for impairment of the Group are as follows:

(1) When the fair value of an individual security declines by 40% or more compared to the acquisition cost

Impairment loss is recognized unless it is evident that the fair value will recover to a level near the acquisition cost within 1 year.

(2) When the fair value of an individual security declines by 30% or more but less than 40% compared to the acquisition cost

Impairment loss is recognized if any of the following conditions is applicable, and it is deemed unlikely to be recovered.

① The rate of decline has remained at 30% or more to less than 40% of the acquisition cost over 2 years.

② The issuing company is in a state of insolvency.

③ Losses are recorded for 2 consecutive fiscal years and it is expected to record losses in the following fiscal year as well.

(Derivative Transactions)

1. Derivative transactions to which hedge accounting is not applied

Not applicable.

2. Derivative transactions to which hedge accounting is applied

(1) Currency-related transactions

Previous fiscal year (as of March 31, 2025)

(Millions of yen)

Hedge accounting method	Type of derivative	Main hedged items	Contract amount, etc.	Of the contract amount, etc. Over 1 year	Fair value
Principle method	Forward exchange contracts Sold -US dollar -Japanese yen Bought -US dollar	Accounts receivable - trade (forecast transactions) Accounts payable - trade (forecast transactions)	1,869 85 53,458	― ― 16,548	△2 4 △495
Allocation treatment for Forward exchange contracts, etc.	Forward exchange contracts Sold -US dollar -Japanese yen Bought -US dollar	Accounts receivable- trade Accounts payable - trade	1,641 2 3,038	― ― ―	(Note)
Total			60,095	16,548	△493

(Note) The fair value of forward exchange contracts, etc., to which the allocation treatment is applied, is included in the fair value of the hedged items because they are accounted for together with accounts receivable - trade and accounts payable - trade that are hedged items.

Current fiscal year (as of March 31, 2026)

(Millions of yen)

Hedge accounting method	Type of derivative	Main hedged items	Contract amount, etc.	Of the contract amount, etc. Over 1 year	Fair value
Principle method	Forward exchange contracts				
	Sold				
	-US dollar	Accounts receivable - trade (forecast transactions)	2,820	―	△32
	Bought				
	-US dollar	Accounts payable - trade (forecast transactions)	76,499	22,627	5,228
	-Euro		553	―	△8
	-Japanese yen		25	―	△0
Allocation treatment for Forward exchange contracts, etc.	Forward exchange contracts				(Note)
	Sold				
	-US dollar	Accounts receivable- trade	641	―	
	-Japanese yen		100	―	
	Bought				
	-US dollar	Accounts payable - trade	3,018	―	
	-Euro		4	―	
Total			83,663	22,627	5,187

(Note) The fair value of forward exchange contracts, etc., to which the allocation treatment is applied, is included in the fair value of the hedged items because they are accounted for together with accounts receivable - trade and accounts payable - trade that are hedged items.

(2) Interest-related transactions

Previous fiscal year (as of March 31, 2025)

Not applicable.

Current fiscal year (as of March 31, 2026)

Not applicable.

(Retirement Benefits)

1. Outline of retirement benefit plans adopted

The Company and some of its consolidated subsidiaries adopt a combination of a defined contribution pension plan, prepaid retirement allowance and lump-sum payments at the time of retirement. Other consolidated subsidiaries adopt a defined benefit corporate pension plan or a lump-sum retirement benefit plan, etc.

In addition, the Company has an early retirement support program that is not subject to actuarially computed retirement benefit obligations in accordance with the accounting standards for retirement benefits. The Company may pay extra retirement payments for early retirement of employees, etc.

Regarding the defined benefit corporate pension plan and the lump-sum retirement benefit plan of certain consolidated subsidiaries, retirement benefit liability, retirement benefit asset, and retirement benefit expenses are calculated by using the simplified method.

2. Defined benefit plan

(1) Reconciliation of beginning and ending balances of retirement benefit liability and retirement benefit asset for the plans to which the simplified method is applied

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Retirement benefit liability and retirement benefit asset (△) at the beginning of the fiscal year	2,169	2,117
Retirement benefit expenses	306	368
Payments of retirement benefits	△165	△324
Contributions to the plans	△49	△47
Other	△143	123
Retirement benefit liability and retirement benefit asset (△) at the end of the fiscal year	2,117	2,238

(Note) In the above table, retirement benefit liability and retirement benefit asset are offset.

(2) Reconciliation from projected benefit obligations and plan assets at the end of the fiscal year to retirement benefit liability and retirement benefit asset recorded in the consolidated balance sheet

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Projected benefit obligations of funded plans	471	481
Plan assets	△472	△498
	△1	△17
Projected benefit obligations of unfunded plans	2,118	2,255
Net of liability and asset recorded in the consolidated balance sheet	2,117	2,238
Retirement benefit liability	2,158	2,291
Retirement benefit asset	△40	△52
Net of liability and asset recorded in the consolidated balance sheet	2,117	2,238

(3) Retirement benefit expenses

Retirement benefit expenses calculated by the simplified method amount to ¥306 million for the previous fiscal year and ¥368 million for the current fiscal year.

3. Defined contribution plans

Required contributions to defined contribution plans (including the smaller enterprise retirement allowance mutual aid system, etc.) of the Company and its consolidated subsidiaries were ¥2,269 million for the previous fiscal year and ¥2,195 million for the current fiscal year.

(Stock Options)

Not applicable.

(Tax Effect Accounting)

1. Major components of deferred tax assets and liabilities

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Deferred tax assets		
Asset retirement obligations	1,471	1,589
Tax loss carryforwards (Note 2)	2,638	2,789
Accrued expenses	940	1,029
Unrealized losses on non-current assets	805	791
Retirement benefit liability	753	893
Accrued bonuses	533	251
Excess depreciation	1,129	1,277
Enterprise tax payable	371	550
Loss on valuation of investment securities	311	250
Impairment loss	657	714
Adjustment for loss on transfer	131	131
Deferred losses on hedges	327	10
Other	2,587	2,236
Subtotal	12,659	12,515
Valuation allowance for tax loss carryforwards (Note 2)	△2,310	△2,580
Valuation allowance for total future deductible temporary differences	△2,189	△1,657
Subtotal of valuation allowance (Note 1)	△4,499	△4,237
Total deferred tax assets	8,159	8,277
Offset against deferred tax liabilities	△5,238	△4,936
Net deferred tax assets	2,920	3,341
Deferred tax liabilities		
Valuation difference on available-for-sale securities	△7,491	△8,816
Reserve for tax purpose reduction entry of non-current assets	△1,116	△1,118
Deferred gains on hedges	△176	△1,649
Undistributed earnings	△2,006	△2,225
Valuation difference on non-current assets due to capital consolidation	△774	△824
Property, plant and equipment corresponding to asset retirement obligations	△384	△414
Adjustment for gain on transfer	△323	△323
Other	△1,529	△2,268
Total deferred tax liabilities	△13,804	△17,642
Offset against deferred tax assets	5,238	4,936
Net deferred tax liabilities	△8,565	△12,706

(Notes) 1 There has been no significant change in the valuation allowance.

2 Breakdown of tax loss carryforwards and deferred tax assets by expiry date

Previous fiscal year (as of March 31, 2025)

(Millions of yen)

	Within 1 year	Over 1 year Within 2 years	Over 2 years Within 3 years	Over 3 years Within 4 years	Over 4 years Within 5 years	Over 5 years	Total
Tax loss carryforwards (*1)	39	37	37	47	103	2,372	2,638
Valuation allowance	△39	△37	△37	△39	△102	△2,052	△2,310
Deferred tax assets	—	—	—	7	0	320	(*2) 328

*1 Tax loss carryforwards are the amount multiplied by effective statutory tax rate.

*2 Since taxable income is expected in future consolidated fiscal years, a portion of tax loss carryforwards is considered recoverable.

Current fiscal year (as of March 31, 2026)

(Millions of yen)

	Within 1 year	Over 1 year Within 2 years	Over 2 years Within 3 years	Over 3 years Within 4 years	Over 4 years Within 5 years	Over 5 years	Total
Tax loss carryforwards (*1)	27	25	29	101	71	2,534	2,789
Valuation allowance	△27	△25	△22	△101	△69	△2,334	△2,580
Deferred tax assets	―	―	6	0	2	199	(*2) 208

*1 Tax loss carryforwards are the amount multiplied by effective statutory tax rate.
*2 Since taxable income is expected in future consolidated fiscal years, a portion of tax loss carryforwards is considered recoverable.

2. Major items that caused the difference between the effective statutory tax rate and the effective tax rate after applying the tax effect accounting

	Previous fiscal year (as of March 31,2025)	Current fiscal year (as of March 31, 2026)
Effective statutory tax rate	30.6%	Since the difference between the effective statutory tax rate and the effective tax rate after applying the tax effect accounting is less than 5% of the effective statutory tax rate, this note is omitted.
(Adjustments)		
Entertainment and other permanently non-deductible expenses	0.7	
Dividend and other permanently non-taxable income	0.9	
Inhabitants' tax per capita	0.4	
Change in valuation allowance	△2.0	
Tax credit for research and development expenses, etc.	△1.1	
Tax rate differences of overseas subsidiaries	△2.2	
Share of profit of entities accounted for using equity method	△0.5	
Undistributed earnings of subsidiaries and associates	1.2	
Effect of tax rate change	△0.1	
Other	0.6	
Effective tax rate after applying the tax effect accounting	28.5	

(Business Combinations)

There are no material business combinations.

(Asset Retirement Obligations)

Asset retirement obligations recorded on the consolidated balance sheet

1. Outline of asset retirement obligations
   Mainly consists of restoration obligations, etc. associated with fixed-term land leasehold contracts for refrigerated warehouses.
2. Calculation method for the amount of asset retirement obligations
   Asset retirement obligations are calculated using the expected useful lives of 10 to 50 years after acquiring and the discount rates of 0.339% to 2.436% (for overseas △0.085% to 4.306%).
3. Changes in asset retirement obligations during the fiscal year

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Balance at the beginning of the fiscal year	4,768	4,925
Increase due to purchase of property, plant and equipment	―	181
Adjustments due to the passage of time	88	93
Increase due to change in estimate (Note)	―	138
Decrease due to fulfillment of asset retirement obligations	―	△171
Other increase/△decrease	67	177
Balance at the end of the fiscal year	4,925	5,344

(Note) During the current consolidated fiscal year, with respect to the asset retirement obligation recognized for the restoration obligation associated with fixed-term land leasehold agreements for refrigerated warehouses, the Company obtained new information through a reassessment of the estimated restoration costs. As a result, an increase of ¥138 million resulting from the change in estimate was added to the carrying amount of the asset retirement obligation.

(Investment and Rental property)

The Company and some of its consolidated subsidiaries own buildings and land for lease in Tokyo and other areas.

Net rent income related to the investment and rental property is ¥1,883 million for the previous consolidated fiscal year (rent income is included in net sales and rent expenses are included in cost of sales).

Net rent income related to the investment and rental property is ¥1,959 million for the current consolidated fiscal year (rent income is included in net sales and rent expenses are included in cost of sales).

Carrying amount on the consolidated balance sheet, increase or decrease during the fiscal year, as well as fair value of the investment and rental properties are as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Carrying amount on the consolidated balance sheet		
Carrying amount at the beginning of the fiscal year	9,606	9,587
Net increase/△decrease	△18	△1,583
Carrying amount at the end of the fiscal year	9,587	8,004
Fair value at the end of the fiscal year	49,096	52,196

(Notes) 1 Carrying amounts on the consolidated balance sheet are stated at acquisition cost less accumulated depreciation.

2 For the previous consolidated fiscal year, major increase represents ¥404 million of capital investments and ¥ 169 million of change in intended use. Major decrease represents ¥563 million of depreciation.
For the current consolidated fiscal year, major increase represents ¥452 million of capital investments. Major decrease represents ¥ 1,435 million of change in intended use and ¥555 million of depreciation.

3 Fair value of major properties is based on appraisals obtained from outside real estate appraisers. For other relatively immaterial properties, fair value is based on certain valuation and other value based on the indicators considered to be properly reflected by market prices.

(Revenue Recognition)

1. Breakdown of revenue from contracts with customers

The Group breaks down each segment into major sales management classification based on revenues generated from contracts with customers.

(Millions of yen)

Reportable segment	Major classification for sales management		Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Foods	Processed foods		311,583	334,201
		Domestic	243,098	260,553
		Overseas	104,056	108,770
		Adjustment	△35,571	△35,123
	Marine products		58,668	50,139
	Meat and poultry products		67,415	50,867
	Elimination		△3,756	△8,533
	Subtotal		433,910	426,674
Temperature-controlled Logistics	Domestic Subtotal		190,285	199,018
		Storage	67,642	70,389
		Transport	35,082	35,917
		Retail	61,210	65,076
		3 PL	26,350	27,635
	Overseas		83,203	92,568
	Other/Common		4,783	9,405
	Subtotal		278,273	300,991
Other (Note)			6,473	5,255
Total revenue from contracts with customers			718,657	732,921
Real estate			5,186	5,000
Other revenue total			5,186	5,000
Adjustment			△21,763	△21,777
Net sales to external customers			702,080	716,144

(Note) The “Other” segment represents operating segments that are not included in the reportable segments, such as bioscience business, businesses related to human resources and payroll related services, and environmental and administrative support services.
The Company changed the classification of its reportable segments from the current consolidated fiscal year.
For details, please refer to “V. Financial Information, 1. Consolidated Financial Statements, [Notes to Consolidated Financial Statements] (Segment Information, etc.)”.
Breakdown of revenue from contracts with customers for the previous consolidated fiscal year is stated based on the revised classification method.

2. Information that provides a basis for understanding the revenue from contracts with customers

Information that provides a basis for understanding the revenue from contracts with customers is described in the note “(Significant Matters Serving as the Basis for Preparation of Consolidated Financial Statements) 4. Accounting policies, (4) Basis for recognition of significant revenues and expenses.” The payment is collected in approximately 1 to 2 months based on the contract with the customer.

3. Information to understand the amount of revenue in the current and subsequent fiscal years

(1) Outstanding contract liabilities

Outstanding contract liabilities at the fiscal year end arising from contracts with customers are described in “(Notes to Consolidated Balance Sheets) *5 Contract liabilities.” The amount of revenue recognized in the current fiscal year that was included in the beginning balance of contract liabilities was ¥1,464 million.

(2) Transaction price allocated to remaining performance obligations

Disclosure is omitted for the contracts with an initial expected term of 1 year or less, for which the practical expedient is applied. There are no material amounts of consideration arising from contracts that are not included in the transaction price.

(Segment Information, etc.)

[Segment information]

1. General information about reportable segments

Reportable segments are components of the Company and its consolidated subsidiaries for which separate financial information is available and whose operating results are regularly reviewed by the Board of Directors to make decisions about resources to be allocated to the segments and to assess their performance. Reportable segments are determined by product and service as “Foods,” “Temperature-controlled Logistics” and “Real estate.”

General information about the segments is as follows:

(a) Foods: Manufacturing, processing and sales of prepared frozen foods, processed agricultural products, marine products, livestock products, retort-pouch foods, wellness foods, acerola, packaged ice and breeding and sales of chicken
(b) Temperature-controlled Logistics: Providing transport services and distribution center functions, logistics consulting, storage services, production and sales of ice, and construction work and design
(c) Real estate: Leasing office buildings and parking lots and management of real estate

From the current consolidated fiscal year, due to the commencement of functional reorganization toward the integration of the foods business, the Company changed the classification of its reportable segments from the previous five segments of “Processed foods,” “Marine products,” “Meat and poultry products,” “Temperature-controlled Logistics,” and “Real estate” to three segments of “Foods,” “Temperature-controlled Logistics,” and “Real estate.”

Segment information for the previous consolidated fiscal year is disclosed based on the reportable segments used in the current consolidated fiscal year.

2. Calculation method for sales, profit or loss, assets, liabilities and other items by reportable segment

Accounting methods used in reported operating segments are almost the same as described in “(Significant Matters Serving as the Basis for Preparation of Consolidated Financial Statements).”

Profit of reportable segments are the figure based on operating profit. Intercompany sales and transfers among the segments are based on third-party transaction prices.

(Change in depreciation method for property, plant and equipment and revision of useful lives)

As stated in “V. Financial Information, 1. Consolidated Financial Statements, [Notes to Consolidated Financial Statements] (Changes in Accounting Policy.)”, due to the change in depreciation method for property, plant and equipment and revision of the useful lives, segment profit for the current consolidated fiscal year increased by ¥1,360 million in “Foods,” ¥2,341 million in “Temperature-controlled Logistics,” ¥4 million in “Real estate,” ¥24 million in “Other,” and ¥65 million in “Adjustment,” respectively, compared with the amounts that would have been recorded under the previous method.

3. Sales, profit or loss, assets, liabilities and other items by reportable segment

Previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment				Other (Note 1)	Total	Adjustment (Note 2)	Consolidated (Note 3)
	Foods	Temperature-controlled Logistics	Real estate	Total				
Sales:								
Net sales to external customers	433,651	259,551	3,275	696,479	5,601	702,080	—	702,080
Intercompany sales and transfers among the segments	259	18,721	1,911	20,891	871	21,763	△21,763	—
Total	433,910	278,273	5,186	717,370	6,473	723,844	△21,763	702,080
Segment profit	21,262	15,749	1,900	38,912	1,089	40,002	△1,687	38,315
Segment assets	225,235	231,146	16,942	473,324	7,386	480,710	18,510	499,221
Other items:								
Depreciation	9,209	12,826	840	22,876	204	23,081	1,196	24,277
Amortization of goodwill	126	577	—	703	—	703	—	703
Investments in entities accounted for by the equity method	1,726	3,888	—	5,615	—	5,615	2,225	7,841
Increase in property, plant and equipment and intangible assets	9,880	23,180	1,105	34,166	88	34,255	681	34,936

(Notes) 1 The “Other” segment represents operating segments that are not included in the reportable segments, such as bioscience business, businesses related to human resources and payroll related services, and environmental and administrative support services.

2 Details of adjustments are as follows.
(1) Adjustments to “segment profit” are elimination of intersegment transactions of △¥8,990 million and income/△loss of ¥7,303 million related to the holding company (the company filing the consolidated financial statements) that is not allocated to each reportable segment.
(2) Adjustments to “segment assets” are elimination of intersegment credits of △¥177,034 million and ¥195,545 million of corporate assets.
Corporate assets mainly consist of surplus operating funds (cash and deposits) and long-term investment funds (investment securities) of the holding company (the company filing the consolidated financial statements), and assets related to administrative departments that are not allocated to each reportable segment.
(3) Adjustment to “depreciation” is depreciation related to corporate assets.
(4) Adjustment to “investment in entities accounted for by the equity method” is the amount of investment in entities accounted for by the equity method that do not belong to any reportable segment.
(5) Adjustment to “increase in property, plant and equipment and intangible assets” represents increase in corporate assets.
3 Segment profit is adjusted to operating profit in the consolidated financial statements.

Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segment				Other (Note 1)	Total	Adjustment (Note 2)	Consolidated (Note 3)
	Foods	Temperature-controlled Logistics	Real estate	Total				
Sales:								
Net sales to external customers	426,409	281,985	3,342	711,737	4,406	716,144	―	716,144
Intercompany sales and transfers among the segments	264	19,006	1,657	20,928	848	21,777	△21,777	―
Total	426,674	300,991	5,000	732,666	5,255	737,921	△21,777	716,144
Segment profit	19,852	18,583	1,896	40,332	471	40,803	△1,804	38,999
Segment assets	243,650	271,444	16,325	531,420	6,819	538,240	19,001	557,242
Other items:								
Depreciation	8,225	11,653	857	20,736	174	20,911	1,176	22,087
Amortization of goodwill	125	653	―	779	―	779	―	779
Investments in entities accounted for by the equity method	1,834	2,116	―	3,951	―	3,951	2,291	6,243
Increase in property, plant and equipment and intangible assets	11,682	26,894	504	39,081	46	39,127	1,266	40,393

(Notes) 1 The “Other” represents operating segments that are not included in the reportable segments, such as bioscience business, businesses related to human resources and payroll related services, and environmental and administrative support services.
2 Details of adjustment are as follows.
(1) Adjustments to “segment profit” are elimination of intersegment transactions of △¥8,439 million and income/△loss of ¥6,634 million related to the holding company (the company filing the consolidated financial statements) that is not allocated to each reportable segment.
(2) Adjustments to “segment assets” are elimination of intersegment credits of △¥192,930 million and ¥211,932 million of corporate assets.
Corporate assets mainly consist of surplus operating funds (cash and deposits) and long-term investment funds (investment securities) of the holding company (the company filing the consolidated financial statements), and assets related to administrative departments that are not allocated to each reportable segment.
(3) Adjustment to “depreciation” is depreciation related to corporate assets.
(4) Adjustment to “investment in entities accounted for by the equity method” is the amount of investment in entities accounted for by the equity method that do not belong to any reportable segment.
(5) Adjustment to “increase in property, plant and equipment and intangible assets” represents increase in corporate assets.
3 Segment profit is adjusted to operating profit in the consolidated financial statements.

[Related information]

Previous fiscal year (from April 1, 2024 to March 31, 2025)

1. Information by product and service

The description is omitted because the same information is disclosed in the segment information.

2. Information by region

(1) Net sales

(Millions of yen)

Japan	Overseas	Total
536,293	165,787	702,080

(2) Property, plant and equipment

(Millions of yen)

Japan	Overseas	Total
163,259	55,979	219,238

3. Information by major customer

(Millions of yen)

Customer’s name	Net sales	Related segment name
Mitsubishi Shokuhin Co., Ltd.	82,321	Foods

Current fiscal year (from April 1, 2025 to March 31, 2026)

1. Information by product and service

The description is omitted because the same information is disclosed in the segment information.

2. Information by region

(1) Net sales

(Millions of yen)

Japan	Overseas	Total
542,391	173,752	716,144

(2) Property, plant and equipment

(Millions of yen)

Japan	Overseas	Total
169,759	73,633	243,392

3. Information by major customer

(Millions of yen)

Customer’s name	Net sales	Related segment name
Mitsubishi Shokuhin Co., Ltd.	86,742	Foods

[Information on impairment losses on non-current assets by reportable segment]

Previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment				Other	Total	Adjustment	Consolidated
	Foods	Temperature-controlled Logistics	Real estate	Total				
Impairment loss	389	75	—	465	—	465	—	465

Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segment				Other	Total	Adjustment	Consolidated
	Foods	Temperature-controlled Logistics	Real estate	Total				
Impairment loss	308	143	—	451	—	451	—	451

[Information on amortization and outstanding balance of goodwill by reportable segment]

Previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment				Other	Total	Adjustment	Consolidated
	Foods	Temperature-controlled Logistics	Real estate	Total				
Amortization of goodwill	126	577	—	703	—	703	—	703
Outstanding balance of goodwill	751	6,604	—	7,356	—	7,356	—	7,356

Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segment				Other	Total	Adjustment	Consolidated
	Foods	Temperature-controlled Logistics	Real estate	Total				
Amortization of goodwill	125	653	—	779	—	779	—	779
Outstanding balance of goodwill	1,207	9,353	—	10,560	—	10,560	—	10,560

[Information on gain on bargain purchase by reportable segment]

Previous fiscal year (from April 1, 2024 to March 31, 2025)

Not applicable.

Current fiscal year (from April 1, 2025 to March 31, 2026)

The disclosure has been omitted due to immaterial amount.

[Related party information]

The disclosure has been omitted due to immateriality.

(Per Share Information)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Net assets per share (yen)	1,037.82	1,142.56
Profit per share (yen)	97.35	109.07

(Notes) 1 “Diluted profit per share” is not disclosed as there are no diluted shares.
2 Although a stock split was conducted at a ratio of two shares for each common stock, effective April 1, 2025, “Net assets per share” and “Profit per share” are calculated assuming that the stock split had been conducted at the beginning of the previous consolidated fiscal year.
3 Basis to calculate net assets per share is as follows.

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Net assets (Millions of yen)	275,966	304,438
Amounts excluded from net assets: (Millions of yen) For non-controlling interests	15,925	18,093
Net assets attributable to common stock (Millions of yen)	260,041	286,344
Number of shares of common stock used for the calculation of net assets per share (thousands of shares)	250,564	250,617

4 Basis to calculate profit per share is as follows.

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Profit per share		
Profit attributable to owners of parent (Millions of yen)	24,731	27,332
Amounts not attributable to shareholders of common stock (Millions of yen)	—	—
Profit attributable to owners of parent for common stock (Millions of yen)	24,731	27,332
Average number of shares of common stock during the fiscal year (thousands of shares)	254,059	250,601

(Significant Subsequent Events)

(Merger between consolidated subsidiaries)

At the Board of Directors meeting held on May 13, 2025, the Company resolved to merge its consolidated subsidiaries, Nichirei Foods Inc. (hereinafter referred to as “Nichirei Foods”) and Nichirei Fresh Inc. (hereinafter referred to as “Nichirei Fresh”), with Nichirei Foods as the surviving company (hereinafter referred to as “the Merger”). The Merger was carried out effective April 1, 2026.

1. Purpose of the Merger

The Group has managed its businesses by leveraging the strengths of each business. However, the Group has determined that combining the strengths of the Nichirei Foods and Nichirei Fresh businesses would enable further value creation by responding to increasingly diverse customer needs and addressing increasingly complex social issues.

By carrying out the Merger on April 1, 2026, we aim to integrate all functions from procurement to sales, including overseas operations, and to realize group-wide synergy across the entire food business, thereby strengthening profitability and improving capital efficiency.

2. Outline of the Merger

(1) Schedule of the Merger

The date of resolution of the Board of Directors (the Company):	May 13, 2025
The date of execution of the merger agreement (both parties to the merger):	May 13, 2025
The Merger date (effective date):	April 1, 2026

(2) Method of the Merger

An absorption-type merger with Nichirei Foods as the surviving company and Nichirei Fresh as the absorbed company

(3) Details of allotment related to the Merger

There will be no allotment of shares, cash, or other consideration as a result of the Merger.

(4) Treatment of share acquisition rights and bonds with share acquisition rights of the absorbed company

Not applicable.

3. Outline of the accounting treatment to be applied

The Merger is accounted for as a transaction under common control, in accordance with the "Accounting Standard for Business Combinations" (ASBJ Statement No. 21, January 16, 2019) and the "Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures" (ASBJ Guidance No. 10, January 16, 2019).

As the Merger is between consolidated subsidiaries of the Company, the impact on the Company's consolidated results is immaterial.

(Business Combinations)

The Company resolved, by written resolution of the Board of Directors dated April 30, 2026 pursuant to Article 370 of the Companies Act and the provisions of its Articles of Incorporation, that Nichirei Logistics Group Inc. ("Nichirei Logistics Group"), which operates the temperature-controlled logistics business within the Company's group, would acquire shares of PT Mega Indo Logistik and PT Mega Internasional Sejahtera, which operates temperature-controlled logistics business in Indonesia (collectively, the "Target Company Group"), through the purchase of existing shares and the subscription of new shares issued through a third-party allotment, and thereby making them consolidated subsidiaries.

1. Outline of the business combinations

(1) Name of the combined companies and business description

Name of the combined companies:

① PT Mega Indo Logistik

② PT Mega Internasional Sejahtera

Business description:

① Transportation and delivery services

② Storage services(Frozen, Refrigerated, and Temperature-controlled warehouses)

(2) Purpose of the business combinations

In the current Medium-Term Management Plan "Compass×Growth 2027", the Company has identified cross-border transportation opportunities and M&A opportunities to build an intra-ASEAN network for Nichirei Logistics Group's temperature-controlled logistics business as one of its key strategies. Indonesia, where the Target Company Group operates, is the largest market in ASEAN in terms of population and GDP, and demand for cold chain services is expected to expand.

In addition to its established customer base in Indonesia, the Target Company Group has maintained a high growth rate in an expanding market, supported by its logistics network and expertise in the business. Moreover, by internalizing the construction and maintenance of warehouse facilities (hard assets), it has achieved efficient business operations and high profitability.

Through this transaction, the Company Group will seek to create synergies with the Target Company Group by leveraging Nichirei Logistics Group's operational know-how in temperature-controlled logistics and its overseas network. As a result, the Company will strengthen its business foundation in ASEAN and pursue the realization of the "rapid growth through investments in overseas business bases and the generation of synergies" set forth in the current Medium-Term Management Plan.

(3) Date of the business combinations

June 2026 (planned)

(4) Legal form of the business combinations

Acquisition of shares and subscription to a third-party allotment of new shares

(5) Ratio of voting rights to be acquired

51.0% (planned)

(6) Key basis for determining the acquiring company

Due to Nichirei Logistics Group's acquisition of shares through a cash contribution

2. Acquisition consideration

Not determined at this time.

3. Details and amount of major acquisition-related expenses

Not determined at this time.

4. Amount of goodwill arising, reason for occurrence, method of amortization and amortization period

Not determined at this time.

5. Amounts of assets accepted and liabilities assumed on the date of business combination, and major breakdown thereof
Not determined at this time.

(Issuance of Bonds)

Pursuant to a resolution of the Board of Directors held on May 19, 2026, the Company issued unsecured bonds on June 4, 2026, as described below:

(1)	Total issue amount:	¥10,000 million
(2)	Maturity:	5 years
(3)	Interest rate:	2.212%
(4)	Issue price:	¥100 per ¥100 face value of each bond
(5)	Redemption price:	¥100 per ¥100 face value of each bond
(6)	Issue date:	June 4, 2026
(7)	Redemption method:	Bullet redemption at maturity
(8)	Use of proceeds:	Funds for redemption of bonds

⑤ Consolidated Supplementary Schedule

[Details of bonds payable]

Company Name	Description	Date of issuance	Balance at beginning of the current fiscal year (Millions of yen)	Balance at end of the current fiscal year (Millions of yen)	Interest rate (%)	Secured	Redemption deadline
The Company	No. 24 unsecured straight bond (with inter-bond pari passu clause)	August 30, 2018	10,000 (10,000)	―	0.250	none	August 29, 2025
〃	No. 25 unsecured straight bond (with inter-bond pari passu clause)	August 31, 2020	10,000	10,000	0.240	none	August 31, 2027
〃	No. 26 unsecured straight bond (with inter-bond pari passu clause)	November 26, 2021	10,000	10,000	0.170	none	November 24, 2028
〃	No. 27 unsecured straight bond (with inter-bond pari passu clause)	November 24, 2023	10,000	10,000 (10,000)	0.420	none	November 24, 2026
〃	No. 28 unsecured straight bond (with inter-bond pari passu clause)	October 17, 2025	―	10,000	1.513	none	October 17, 2030
Total	―	―	40,000 (10,000)	40,000 (10,000)	―	―	―

(Notes) 1. Figures in () in the balance at end of period represent amounts scheduled to be redeemed within one year.

2. Redemption schedule for each year within 5 years after the consolidated balance sheet date is as follows.

(Millions of yen)

Within 1 year	Over 1 year Within 2 years	Over 2 years Within 3 years	Over 3 years Within 4 years	Over 4 years Within 5 years
10,000	10,000	10,000	―	10,000

[Details of borrowings, etc.]

Classification	Balance at beginning of the current fiscal year (Millions of yen)	Balance at end of the current fiscal year (Millions of yen)	Average interest rate (%)	Repayment deadline
Short-term borrowings	6,348	21,098	1.660	―
Current portion of long-term borrowings	9,713	878	2.390	―
Current portion of lease liabilities	3,568	3,378	3.215	―
Long-term borrowings (excluding current portion of long-term borrowings) (Note 2)	33,669	37,848	1.954	2027～2039
Lease liabilities (excluding current portion of lease liabilities) (Note 2)	9,955	10,552	2.572	2027～2046
Other interest-bearing liabilities				
Commercial papers (within 1 year)	3,000	11,000	0.829	―
Long-term guarantee deposits (Those with no repayment deadline)	490	464	0.896	―
Total	66,746	85,221	―	―

(Notes) 1 "Average interest rate" is the weighted average of the interest rates applied to the outstanding balance of borrowings at end of the period.

2 Repayment schedule of long-term borrowings and lease liabilities (excluding those scheduled to be repaid within 1 year) for each year within 5 years after the consolidated balance sheet date is as follows.

(Millions of yen)

	Over 1 year Within 2 years	Over 2 years Within 3 years	Over 3 years Within 4 years	Over 4 years Within 5 years
Long-term borrowings	5,635	1,512	21,983	686
Lease liabilities	2,945	2,375	1,851	1,020

[Details of asset retirement obligations]

Since the matters that should be stated here are disclosed as notes stipulated in Article 15-23 of the Consolidated Financial Statement Regulations, details of asset retirement obligations are omitted.

(2) Other

① Quarterly information, etc. for the current fiscal year

(Cumulative period)	First quarter	Interim Accounting Period	Third quarter	Current fiscal year
Net sales (Millions of yen)	170,765	347,708	537,666	716,144
Quarterly profit before income taxes (Millions of yen)	8,766	21,858	33,684	41,521
Quarterly profit attributable to owners of parent (Millions of yen)	5,648	14,149	21,858	27,332
Quarterly profit per share (yen)	22.54	56.47	87.23	109.07

(Each accounting period)	First quarter	Second quarter	Third quarter	Fourth quarter
Quarterly profit per share (yen)	22.54	33.92	30.76	21.84

(Note) The Company prepares quarterly financial information for the first and third quarters in accordance with the rules prescribed by the financial instruments exchange, but such quarterly financial information is not subject to interim reviews.

② Material litigation, etc.

Nichirei Foods Inc. (“Nichirei Foods”), a consolidated subsidiary of the Company, and Nichirei Corporation Shanghai Ltd. (“Nichirei Corporation Shanghai”), its subsidiary in China, have been named as defendants in a lawsuit filed in China by SAN TAI INVESTMENT HOLDINGS LIMITED. The lawsuit, filed on August 11, 2025, seeks damages, alleging, among other things, that Nichirei Corporation Shanghai breached a contract relating to the manufacture of frozen foods.

Nichirei Foods and Nichirei Corporation Shanghai are reviewing the claims asserted in the lawsuit and intend to respond appropriately.

2. Non-consolidated Financial Statements, etc.

(1) Non-consolidated Financial Statements

① Non-consolidated Balance Sheets

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Assets		
Current assets		
Cash and deposits	5,391	6,378
Accounts receivable - trade	6	3
Real estate for sale	2	2
Short-term loans receivable from subsidiaries and associates	41,142	49,497
Accounts receivable - other	*1 182	*1 196
Other	349	252
Total current assets	47,074	56,331
Non-current assets		
Property, plant and equipment		
Buildings	*3 12,658	*3 12,520
Structures	*3 268	*3 313
Machinery and equipment	*3 550	*3 895
Tools, furniture and fixtures	*3 366	*3 443
Land	1,190	1,198
Leased assets	221	253
Construction in progress	505	30
Total property, plant and equipment	15,762	15,655
Intangible assets		
Software	2,574	2,266
Other	5	5
Total intangible assets	2,579	2,271
Investments and other assets		
Investment securities	27,942	30,138
Shares of subsidiaries and associates	69,701	69,751
Investments in capital of subsidiaries and associates	120	120
Long-term loans receivable from subsidiaries and associates	38,528	45,672
Leasehold and guarantee deposits	731	732
Other	158	135
Allowance for doubtful accounts	△74	△74
Total investments and other assets	137,106	146,476
Total non-current assets	155,449	164,403
Total assets	202,523	220,735

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Liabilities		
Current liabilities		
Short-term borrowings	4,500	16,500
Commercial papers	3,000	11,000
Current portion of bonds payable	10,000	10,000
Current portion of long-term borrowings	9,570	470
Lease liabilities	46	55
Accounts payable - other	*1 795	*1 569
Accrued expenses	*1 796	*1 820
Income taxes payable	126	1,804
Deposits received	*1 16,347	*1 19,230
Provision for bonuses for directors (and other officers)	36	39
Other	194	200
Total current liabilities	45,413	60,689
Non-current liabilities		
Bonds payable	30,000	30,000
Long-term borrowings	17,517	17,047
Lease liabilities	178	201
Long-term Income taxes payable	24	10
Deferred tax liabilities	5,732	6,545
Long-term guarantee deposits	*1 2,230	*1 2,303
Other	21	24
Total non-current liabilities	55,705	56,133
Total liabilities	101,119	116,822
Net assets		
Shareholders’ equity		
Share capital	30,608	30,660
Capital surplus		
Legal capital surplus	7,905	7,957
Other capital surplus	―	0
Total capital surplus	7,905	7,957
Retained earnings		
Legal retained earnings	39	39
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	481	458
General reserve	37,010	37,010
Retained earnings brought forward	24,017	24,675
Total retained earnings	61,548	62,183
Treasury shares	△11,749	△11,752
Total shareholders’ equity	88,314	89,049
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	13,089	14,863
Total valuation and translation adjustments	13,089	14,863
Total net assets	101,404	103,912
Total liabilities and net assets	202,523	220,735

② Non-consolidated Statements of Income

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)1
Operating revenue		
Group management and operating income	*1 8,831	*1 9,258
Dividend income from investment business	*1 9,006	*1 8,451
Real estate business income	*1 4,249	*1 4,445
Other	*1 342	*1 352
Total operating revenue	22,430	22,508
Operating expenses		
Administrative expenses	*1, *2 10,977	*1, *2 11,567
Real estate business expenses	*1 2,211	*1 2,320
Other	*1 105	*1 107
Total operating expenses	13,293	13,995
Operating profit	9,136	8,512
Non-operating income		
Interest income	*1 810	*1 1,025
Dividend income	*1 961	*1 1,172
Other	*1 58	*1 47
Total non-operating income	1,831	2,245
Non-operating expenses		
Interest expenses	*1 166	*1 277
Interest expenses on bonds	108	162
Bond issuance costs	—	48
Other	*1 83	*1 72
Total non-operating expenses	358	559
Ordinary profit	10,608	10,198
Extraordinary income		
Gain on sale of investment securities	—	4,667
Total extraordinary income	—	4,667
Extraordinary losses		
Loss on retirement of non-current assets	*1 126	*1 295
Other	31	44
Total extraordinary losses	157	339
Profit before income taxes	10,451	14,525
Income taxes - current	210	1,838
Income taxes - deferred	76	△100
Total income taxes	286	1,737
Profit	10,164	12,788

③ Non-consolidated Statements of Changes in Equity

Previous fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		
						Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward
Balance at beginning of period	30,563	7,860	0	7,860	39	499	37,010	38,915
Changes during period								
Issuance of new shares	45	45		45				
Reversal of reserve for tax purpose reduction entry of non-current assets						△17		17
Dividends of surplus								△9,963
Profit								10,164
Purchase of treasury shares								
Disposal of treasury shares			0	0				
Cancellation of treasury shares			△0	△0				△15,116
Net changes in items other than shareholders' equity								
Total changes during period	45	45	△0	44	―	△17	―	△14,898
Balance at end of period	30,608	7,905	―	7,905	39	481	37,010	24,017

	Shareholders' equity			Valuation and translation adjustments		Total net assets
	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total Valuation and translation adjustments	
	Total retained earnings					
Balance at beginning of period	76,464	△16,856	98,032	14,260	14,260	112,292
Changes during period						
Issuance of new shares			90			90
Reversal of reserve for tax purpose reduction entry of non-current assets	―		―			―
Dividends of surplus	△9,963		△9,963			△9,963
Profit	10,164		10,164			10,164
Purchase of treasury shares		△10,009	△10,009			△10,009
Disposal of treasury shares		0	0			0
Cancellation of treasury shares	△15,116	15,116	―			―
Net changes in items other than shareholders' equity				△1,170	△1,170	△1,170
Total changes during period	△14,915	5,107	△9,718	△1,170	△1,170	△10,888
Balance at end of period	61,548	△11,749	88,314	13,089	13,089	101,404

Current fiscal year (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity							
		Capital surplus			Retained earnings			
						Other retained earnings		
	Share capital	Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward
Balance at beginning of period	30,608	7,905	—	7,905	39	481	37,010	24,017
Changes during period								
Issuance of new shares	51	51		51				
Reversal of reserve for tax purpose reduction entry of non-current assets						△23		23
Dividends of surplus								△12,153
Profit								12,788
Purchase of treasury shares								
Disposal of treasury shares			0	0				
Net changes in items other than shareholders' equity								
Total changes during period	51	51	0	51	—	△23	—	657
Balance at end of period	30,660	7,957	0	7,957	39	458	37,010	24,675

	Shareholders' equity			Valuation and translation adjustments		Total net assets
	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total Valuation and translation adjustments	
	Total retained earnings					
Balance at beginning of period	61,548	△11,749	88,314	13,089	13,089	101,404
Changes during period						
Issuance of new shares			103			103
Reversal of reserve for tax purpose reduction entry of non-current assets	—		—			—
Dividends of surplus	△12,153		△12,153			△12,153
Profit	12,788		12,788			12,788
Purchase of treasury shares		△3	△3			△3
Disposal of treasury shares		0	0			0
Net changes in items other than shareholders' equity				1,773	1,773	1,773
Total changes during period	634	△3	735	1,773	1,773	2,508
Balance at end of period	62,183	△11,752	89,049	14,863	14,863	103,912

[Notes to Non-consolidated Financial Statements]

(Significant Accounting Policies)

1. Valuation basis and methods for assets

(1) Valuation basis and methods for securities

① Shares of subsidiaries and affiliates

Stated at cost determined by the moving average method

② Available-for-sale securities

(a) Available-for-sale securities other than equity securities, etc. without market prices

Fair value method (Unrealized gains and losses are recognized as a component of net assets, and costs of securities sold are determined by the moving average method.)

(b) Equity securities, etc. without market prices

Stated at cost determined by the moving average method

(2) Valuation basis and methods for inventories

Real estate for sale

Stated at cost determined by the specific identification method (Carrying amounts on the balance sheet are calculated by the method in which book values are written down with a decline in profitability of assets)

2. Method of depreciation for non-current assets

(1) Property, plant and equipment (excluding leased assets)

Straight-line method is used.

(2) Intangible assets

Straight-line method is used.

Softwares intended for internal use are depreciated over the estimated useful lives (5 years).

(3) Leased assets

Leased assets under the finance lease arrangements which do not transfer ownership of the leased assets to the lessee are depreciated by the straight-line method over the respective lease periods without residual values.

3. Accounting standards for provisions

(1) Allowance for doubtful accounts

To prepare for possible losses due to bad debts, the estimated uncollectible amount is recorded as follows.

① General receivables

Historical bad debt ratio method set forth in the accounting standards for financial instruments

② Doubtful receivables and bankruptcy reorganization claims, etc.

Debtor’s financial assessment method set forth in the accounting standards for financial instruments

(2) Provision for bonuses for directors (and other officers)

To prepare for bonuses payments to directors (and other officers), the estimated amount to be paid at the end of the fiscal year is recorded.

4. Basis for recognition of revenues and expenses

The Company’s revenues mainly consist of group management and operating income from subsidiaries, dividend income and real estate income.

With regard to group management and operating income, the Company recognizes the revenue at the time when services are performed because the performance obligation is to provide contracted services to subsidiaries in accordance with the terms of the contract and is fulfilled when the services are performed. Dividend income is recognized on the effective date of the dividend. Regarding real estate income, revenue is recognized in a similar manner to ordinary lease transactions in accordance with the accounting standards for lease transactions.

5. Other important basis for preparation of non-consolidated financial statements

Hedge accounting method

Deferred hedge accounting is used.

However, exceptional accounting treatment is applied to the interest rate swaps that satisfy the requirement of the exceptional accounting treatment.

(Significant Accounting Estimates)

Previous fiscal year (from April 1, 2024 to March 31, 2025)
Not applicable.

Current fiscal year (from April 1, 2025 to March 31, 2026)
Not applicable.

(Changes in Accounting Policy)

(Changes in accounting policy which are difficult to distinguish from changes in accounting estimates)
[Change in depreciation method for property, plant and equipment]

Previously, the Company mainly applied the declining-balance method for the depreciation of property, plant and equipment, but changed the depreciation method to the straight-line method effective from the current fiscal year.

To achieve its newly established long-term management target, "N-FIT 2035," the Group launched its new medium-term business plan, "Compass × Growth 2027," in the current fiscal year and has been working to strengthen profitability and improve capital efficiency.

In connection with the formulation of the plan, the Company examined the depreciation method to better reflect the Company's actual circumstances.

As a result, production and logistics facilities are expected to be used stably over the long term. The Company determined that standardizing the depreciation method for property, plant and equipment used in Japan to the straight-line method would more appropriately reflect the actual circumstances of the Company.

As a result of this change in accounting policy, operating profit, ordinary profit and profit before income taxes for the current fiscal year each increased by ¥69 million compared with the amounts that would have been recorded under the previous method.

(Notes to Non-consolidated Balance Sheets)

*1 Monetary claims from and monetary liabilities to subsidiaries and associates (excluding those separately indicated) are as follows.

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Short-term monetary claims	143	182
Short-term monetary liabilities	16,404	19,228
Long-term monetary liabilities	792	816

*2 Guarantee obligations

The Company provides guarantees for borrowings from financial institutions, etc. of subsidiaries and associates.

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Guarantee for borrowings from financial institutions of subsidiaries and associates	19,201	21,181
Guarantee for electronically recorded obligations – operating of subsidiaries and associates	1,675	1,082
Total	20,877	22,264

*3 Accumulated tax purpose reduction entry deducted from the acquisition cost of non-current assets due to national subsidies, etc., is as follows

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Buildings	185	185
Structures	10	10
Machinery and equipment	0	0
Tools, furniture and fixtures	3	3

(Notes to Non-consolidated Statements of Income)

*1 Amounts of transactions with subsidiaries and associates are as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Amounts from operating transactions		
Operating revenues	19,449	19,355
Operating expenses	978	969
Amounts from other than operating transactions	1,045	1,463

*2 Major items and amounts of administrative expenses are as follows.

(Millions of yen)

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Current fiscal year (from April 1, 2025 to March 31, 2026)
Remuneration for directors (and other officers) and employees' salaries, bonuses and allowances	2,399	2,442
Retirement benefit expenses	121	120
Provision for bonuses for directors (and other officers)	36	36
Depreciation	1,174	1,155
Outsourcing expenses	3,684	3,707

(Securities)

Previous fiscal year (as of March 31, 2025)

Shares of subsidiaries (balance sheet amount: ¥69,564 million) and shares of affiliates (balance sheet amount: ¥137 million) are stated at acquisition cost because they are equity securities, etc. without market prices, and fair values are not disclosed.

Current fiscal year (as of March 31, 2026)

Shares of subsidiaries (balance sheet amount: ¥69,614 million) and shares of affiliates (balance sheet amount: ¥137 million) are stated at acquisition cost because they are equity securities, etc. without market prices, and fair values are not disclosed.

(Tax Effect Accounting)

1. Major components of deferred tax assets and liabilities

(Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Deferred tax assets		
Allowance for doubtful accounts	23	23
Loss on valuation of investment securities and shares of subsidiaries and associates	298	232
Impairment loss	124	124
Enterprise tax payable	15	98
Accrued bonuses	22	24
Other	324	353
Subtotal	809	856
Valuation allowance for total future deductible temporary differences	△686	△634
Total deferred tax assets	122	221
Offset against deferred tax liabilities	△122	△221
Net deferred tax assets	—	—
Deferred tax liabilities		
Valuation difference on available-for-sale securities	△5,592	△6,505
Reserve for tax purpose reduction entry of non-current assets	△212	△211
Other	△50	△50
Total deferred tax liabilities	△5,855	△6,767
Offset against deferred tax assets	122	221
Net deferred tax liabilities	△5,732	△6,545

2. Breakdown of major items that caused the difference between the effective statutory tax rate and the effective tax rate after applying the tax effect accounting

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Effective statutory tax rate	30.6%	30.6%
(Adjustments)		
Entertainment and other permanently non-deductible expenses	0.8	0.1
Dividend and other permanently non-taxable income	△27.3	△18.8
Change in valuation allowance	△1.4	△0.4
Other	0.1	0.4
Effective tax rate after applying the tax effect accounting	2.7	12.0

(Revenue Recognition)

Information that provides a basis for understanding revenue from contracts with customers is described in the note "(Significant Accounting Policies) 4. Basis for recognition of revenues and expenses."

(Significant Subsequent Events)

(Issuance of Bonds)

Pursuant to a resolution of the Board of Directors held on May 19, 2026, the Company issued unsecured bonds on June 4, 2026, as described below:

(1)	Total issue amount:	¥10,000 million
(2)	Maturity:	5 years
(3)	Interest rate:	2.212%
(4)	Issue price:	¥100 per ¥100 face value of each bond
(5)	Redemption price:	¥100 per ¥100 face value of each bond
(6)	Issue date:	June 4, 2026
(7)	Redemption method:	Bullet redemption at maturity
(8)	Use of proceeds:	Funds for redemption of bonds

④ Supplementary Schedule

[Details of property, plant and equipment and others]

(Millions of yen)

Category	Type of assets	Balance at beginning of the current fiscal year	Increase during the current fiscal year	Decrease during the current fiscal year	Depreciation during the current fiscal year	Balance at end of the current fiscal year	Accumulated depreciation
Property, plant and equipment	Buildings	12,658	746	71	813	12,520	21,282
	Structures	268	71	4	22	313	1,305
	Machinery and equipment	550	412	0	67	895	583
	Tools, furniture and fixtures	366	158	1	80	443	1,353
	Land	1,190	7	—	—	1,198	—
	Leased assets	221	87	—	55	253	247
	Construction in progress	505	395	870	—	30	—
	Total	15,762	1,880	948	1,039	15,655	24,771
Intangible assets	Software	2,574	693	10	990	2,266	—
	Other	5	—	—	0	5	—
	Total	2,579	693	10	990	2,271	—

[Details of allowances]

(Millions of yen)

Category	Balance at beginning of the current fiscal year	Increase during the current fiscal year	Decrease during the current fiscal year	Balance at end of the current fiscal year
Allowance for doubtful accounts	74	—	—	74
Provision for bonuses for directors (and other officers)	36	36	33	39

(2) Major Assets and Liabilities

Disclosure is omitted since the consolidated financial statements are presented.

(3) Other

There is no other item to disclose.

VI. Overview of Stock-related Administration for the Filing Company

Fiscal year	From April 1 to March 31
Ordinary General Shareholders Meeting	June
Record date	March 31
Record date for dividends from surplus	September 30 and March 31
Number of shares per unit	100 shares
Purchase and sales of odd-lot shares	
Handling office	(Special account) 1-3-3 Marunouchi, Chiyoda-ku, Tokyo Stock Transfer Agency Department of the Head office Mizuho Trust & Banking Co., Ltd.
Shareholder registry administrator	(Special account) 1-3-3 Marunouchi, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co., Ltd.
Purchase and sales fees	(Purchase unit price or sales unit price) x Number of shares per unit x (Number of shares requested for purchase or number of shares requested for sales) / Number of shares per unit x 1.15% However, if the fee per unit is less than ¥2,500, the fee shall be calculated as ¥2,500.
Method of public notice	Electronic public notice. However, if electronic public notice is not possible due to an accident or other unavoidable reason, public notices shall be published in the Nihon Keizai Shimbun. The Company's URL for posting public notices is as follows. https://www.nichirei.co.jp/
Benefits for shareholders	Shareholder Benefits Program (1) Eligible Shareholders Shareholders holding 500 shares (5 units) or more of the Company's stock on the shareholders register as of the record date (March 31 of each year). (2) Details of Shareholder Benefits Continuous holding period less than 3 years: Assortment of Nichirei Group products worth 2,500 yen Continuous holding period 3 years or longer*: Assortment of Nichirei Group products worth 3,500 yen (3) Timing of Benefits Guidance Information on application procedures and other details will be enclosed with the dividend documents mailed after the Company's annual shareholders' meeting in June. (4) Effective Date The Shareholder Benefits Program will be implemented starting with shareholder benefit granted to shareholders eligible as of March 31, 2026. *"Continuous holding period of 3 years or longer" means being listed or recorded on the shareholders register as of March 31 and September 30 of each year with 500 shares (5 units) or more of the Company's stock under the same shareholder number for 7 or more times consecutively from the record date (March 31 of each year).

(Note) Pursuant to the Company's Articles of Incorporation, shareholders of the Company may not exercise any rights other than the rights listed below with respect to odd-lot shares held.

(1) Rights listed in each item of Article 189, Paragraph 2 of the Companies Act
(2) Right to make a request pursuant to Article 166, Paragraph 1 of the Companies Act
(3) Right to receive allotment of offered shares and share acquisition rights in proportion to the number of shares held by the shareholder
(4) Right to request the sale of the number of shares that together with the number of odd-lot shares held by the shareholder will constitute one unit of shares

VII. Reference Information on the Filing Company

1. Information on the Parent Company, etc. of the Filing Company

The Company has no parent company, etc. as defined in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2. Other Reference Information

The Company submitted the following documents during the period from the beginning of the current fiscal year until the date of filing the Japanese version of Annual Securities Report.

(1) Annual Securities Report and documents attached thereto, and Confirmation Letter	(Fiscal year) (107th term)	(From April 1, 2024 to March 31, 2025)	June 17, 2025 Submitted to the Director of the Kanto Local Finance Bureau
(2) Internal Control Report and documents attached thereto	(Fiscal year) (107th term)	(From April 1, 2024 to March 31, 2025)	June 17, 2025 Submitted to the Director of the Kanto Local Finance Bureau
(3) Amended Annual Securities Report and Confirmation Letter	(Fiscal year) (107th term)	(From April 1, 2024 to March 31, 2025)	July 18, 2025 Submitted to the Director of the Kanto Local Finance Bureau
(4) Semi-annual Securities Report and Confirmation Letter	(During 108th term)	(From April 1, 2025 to September 30, 2025)	November 14, 2025 Submitted to the Director of the Kanto Local Finance Bureau

(5) Extraordinary Report

Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	April 17, 2025 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	May 13, 2025 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 2-2 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	June 25, 2025 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	June 27, 2025 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	July 29, 2025 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	November 18, 2025 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	February 3, 2026 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 9 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	February 18, 2026 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	March 17, 2026 Submitted to the Director of the Kanto Local Finance Bureau
Extraordinary Report based on Article 19, Paragraph 2, Item 3 of the Cabinet Office Ordinance on the Disclosure of Corporate Affairs, etc.	April 30, 2026 Submitted to the Director of the Kanto Local Finance Bureau

(6) Amended Shelf Registration Statement

This is an amendment to the shelf registration statement relating to the Amended Annual Securities Report submitted on July 18, 2025 stated in (3) above.	July 18, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on April 17, 2025 stated in (5) above.	April 17, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on May 13, 2025 stated in (5) above.	May 13, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on June 25, 2025 stated in (5) above.	June 25, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on June 27, 2025 stated in (5) above.	June 27, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on July 29, 2025 stated in (5) above.	July 29, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on November 18, 2025 stated in (5) above.	November 18, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on February 3, 2026 stated in (5) above.	February 3, 2026 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on February 18, 2026 stated in (5) above.	February 18, 2026 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on March 17, 2026 stated in (5) above.	March 17, 2026 Submitted to the Director of the Kanto Local Finance Bureau
This is an amendment to the shelf registration statement relating to the extraordinary report submitted on April 30, 2026 stated in (5) above.	April 30, 2026 Submitted to the Director of the Kanto Local Finance Bureau

(7) Shelf Registration Supplements (Share certificates, Bonds certificates, etc.) and documents attached thereto

This is the Shelf Registration Supplements (Share certificates, Bonds certificates, etc.) and documents attached thereto for the Shelf Registration Statement submitted on July 4, 2024 (Share certificates, Bonds certificates, etc.).	October 10, 2025 Submitted to the Director of the Kanto Local Finance Bureau
This is the Shelf Registration Supplements (Share certificates, Bonds certificates, etc.) and documents attached thereto for the Shelf Registration Statement submitted on July 4, 2024 (Share certificates, Bonds certificates, etc.).	May 29, 2026 Submitted to the Director of the Kanto Local Finance Bureau

Part II Information on Guarantors, etc. for the Filing Company

Not applicable.

English Translation

Independent Auditor’s Reports on the Audit of Consolidated Financial Statements and Internal Controls over Financial Reporting

NOTE TO READERS:
The following is an English translation of the Independent Auditor’s Report filed under the Financial Instruments and Exchange Act. This document is translated from the Japanese original report only for reference purposes and presented merely as supplemental information.

June 16, 2026

The Board of Directors
Nichirei Corporation

Ernst & Young ShinNihon LLC
Tokyo office

Makoto Ishii
Designated and Engagement Partner
Certified Public Accountant

Masayuki Aida
Designated and Engagement Partner
Certified Public Accountant

Takahiro Sugano
Designated and Engagement Partner
Certified Public Accountant

<Audit of the Consolidated Financial Statements>

Audit Opinion

Pursuant to Article 193-2, paragraph 1 of the Financial Instruments and Exchange Act, we have audited the accompanying consolidated financial statements of NICHIREI CORPORATION and its subsidiaries (the Nichirei Group) for the consolidated fiscal year from April 1, 2025 to March 31, 2026 included in “V. Financial Information” of this Annual Securities Report, which comprise consolidated balance sheet, consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity, consolidated statement of cash flows, significant matters serving as the basis for the preparation of consolidated financial statements, other notes, and consolidated supplementary schedules.

In our opinion, the accompanying consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of the Nichirei Group as of March 31, 2026, and its consolidated results of operation and cash flows for the year then ended in conformity with the accounting principles generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in “Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements” section of our report. We are independent of the Nichirei Group in accordance with the Japanese professional ethical requirements, including those applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that the auditors, as a professional expert, determined as being of particular importance in the audit of the consolidated financial statements for the current fiscal year. The key audit matters were those matters that were addressed in the course of performing the audit of the consolidated financial statements as a whole and in forming our audit opinion thereon, and we do not express a separate opinion on those matters individually.

Valuation of Goodwill held by Thermotraffic (N.I.) Ltd.	
Key Audit Matter Decision	How the Key Audit Matter Was Addressed in the Audit
As of March 31, 2026, goodwill amounted to ¥10,560 million on the consolidated balance sheet. Of this amount, ¥5,238 million represents the excess earning power of Thermotraffic (N.I.) Ltd., a consolidated subsidiary, recognized as goodwill upon the acquisition of its shares. As described in "(Significant Accounting Estimates) Valuation of goodwill," in assessing indications of impairment of goodwill, the business of each acquired company to which goodwill has been allocated is treated as a single grouping unit. When it is determined that there are indications of impairment—such as when the profit or loss from operating activities has continued to be negative or when there has been a significant deterioration in the business environment that may suggest impairment of the acquired company's excess earning power— whether an impairment loss should be recognized is assessed by comparing the book value of the asset group including goodwill with the total amount of undiscounted future cash flows. Goodwill is amortized on a systematic basis. If indications of impairment of an asset are identified, it is necessary to consider whether an impairment loss should be recognized by comparing the carrying amount to the total undiscounted future cash flows from the underlying asset group including goodwill. In examining the presence of indications of impairment, the Company has reviewed the extent to which net sales and operating profit targets were achieved for the current consolidated fiscal year against the business plan, and has determined that there are no indications of impairment of goodwill as of the end of the current consolidated fiscal year. The business plan, used for the determination of existence of indications of impairment, includes key assumptions, such as an increase in the number of pallets and sales associated with the planned expansion of warehouses, based on changes in the business environment and future business outlook, and includes significant accounting estimates involving management's subjective judgments. As stated above, if the business environment is expected to deteriorate significantly and indications of impairment are identified, impairment losses on goodwill might have a material impact on the consolidated financial statements. Therefore, we have determined that the identification of indications of impairment of goodwill at Thermotraffic (N.I.) Ltd. is a key audit matter.	In considering our judgment on the identification of indications of impairment of goodwill held by Thermotraffic (N.I.) Ltd., we primarily performed the following auditing procedures. ‣In order to verify whether or not there was a significant deterioration of the business environment, we reviewed the minutes of the Board of Directors meetings and Management Committee meetings, and questioned management regarding the whether such conditions existed. ‣Regarding the business plan used to determine the indications of impairment, we compared the business plan at the time of acquisition, which was prepared to examine whether the originally anticipated excess earnings power had not been impaired, with actual results. ‣We inquired with management, etc., about the feasibility of the projected increase in the number of pallets and sales associated with the planned warehouse expansion included in the business plan and assessed whether management's responses were consistent with the business plan. ‣We examined the consistency of the business environment and future business outlook with available external information regarding market conditions.

Other Information

The other information comprises the information included in the Annual Securities Report other than the consolidated and non-consolidated financial statements and our audit reports. Management is responsible for the preparation and disclosure of the other information. Audit & Supervisory Board members and Audit & Supervisory Board are responsible for overseeing the execution of Directors' duties to design and operate the reporting process of the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion on the other information.

Our responsibility in the audit of the consolidated financial statements is to read the other information carefully and, in the course of that reading, to consider whether there are material differences between the other information and the consolidated financial statements or our knowledge obtained in the audit, and to pay attention to whether there is any indication of material misstatements in the other information other than such material differences.

If, based on the work we have performed, we determine that there are material misstatements in the other information, we are required to report those facts.

We have nothing to report in this regard.

Responsibilities of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with the accounting principles generally accepted in Japan. This includes designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements on a going concern basis and for disclosing matters relating to a going concern if such disclosure is required under the accounting principles generally accepted in Japan.

Audit & Supervisory Board members and Audit & Supervisory Board are responsible for overseeing the execution of directors' duties to design and operate the financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

The auditor is responsible for obtaining reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, based on the audit performed by the auditor, and for expressing an opinion on the consolidated financial statements from an independent standpoint in the auditor's report. A misstatement may be caused by fraud or error and is considered to be material if it, individually or in the aggregate, could reasonably be expected to affect the decisions of users of the consolidated financial statements.

The auditor shall exercise professional judgment throughout the audit process in accordance with auditing standards generally accepted in Japan, and shall do the followings by maintaining professional skepticism:

・Identify and assess the risks of material misstatement due to fraud or error. Design and perform audit procedures that address the risks of material misstatement. The selection and application of audit procedures are at the auditor's discretion. In addition, obtain sufficient and appropriate audit evidence to provide a basis for expressing an opinion.

・Consider internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the consolidated financial statements is not to express an opinion on the effectiveness of the internal controls.

・Evaluate the appropriateness of accounting policies selected by management and their application, the reasonableness of accounting estimates made by management and the validity of related disclosures.

・Conclude whether it is appropriate for management to prepare the consolidated financial statements on a going concern basis and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to continue as a going concern. If we conclude that a material uncertainty exists regarding a going concern, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to express our opinion with exceptions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

・Evaluate whether the presentation and notes to the consolidated financial statements are in accordance with the accounting principles generally accepted in Japan, and whether the presentation including the related notes, structure, content and the consolidated financial statements present fairly the underlying transactions and accounting events.

・Plan and perform the audit of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence regarding the financial information of the Nichirei Group, which serves as the basis for the auditor to express an opinion on the consolidated financial statements. The auditor is responsible for directing, supervising, and reviewing the audit of the consolidated financial statements. The auditor is solely responsible for the audit opinion.

The auditor shall report to Audit & Supervisory Board members and Audit & Supervisory Board on the planned scope and timing of the audit and significant audit findings, including significant deficiencies in internal controls, that we identify during our audit, and other matters required by the auditing standards.

The auditor shall also report to Audit & Supervisory Board members and Audit & Supervisory Board on our compliance with the Japanese professional ethical requirements regarding independence, matters that may reasonably be considered to bear the auditor's independence, and where applicable, the details of actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

Among the matters reported to Audit & Supervisory Board members and Audit & Supervisory Board, the auditor determines those matters that were of particular importance in the audit of the consolidated financial statements for the current fiscal year as the key audit matters and describes those matters in our auditor's report. However, such matters shall not be included in the auditor's report if the disclosure of such matters is prohibited by law or if, although extremely limited, the auditor determines that such matters should not be reported because the disadvantages of reporting such matters in the auditor's report are reasonably expected to outweigh the public interest.

<Audit of the Internal Controls over Financial Reporting>

Audit Opinion

Pursuant to Article 193-2, paragraph 2 of the Financial Instruments and Exchange Act, we also have audited the accompanying internal control report of NICHIREI CORPORATION and its subsidiaries (the Nichirei Group) as of March 31, 2026.

In our opinion, the internal control report, which states that the internal controls over financial reporting were effective as of March 31, 2026, presents fairly, in all material respects, the results of the assessment of internal controls over financial reporting in accordance with the standards for management assessment concerning internal controls over financial reporting generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit of the internal controls over financial reporting in accordance with the standards for audit concerning internal controls over financial reporting generally accepted in Japan. Our responsibilities under those standards are further described in "Auditor's Responsibilities for the Audit of the Internal Controls over Financial Reporting" section of our report. We are independent of the Nichirei Group in accordance with the Japanese professional ethical requirements (including provisions applicable to audits of financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Internal Control Report

Management is responsible for the design and operation of internal controls over financial reporting and for the preparation and fair presentation of the internal control report in accordance with the standards for management assessment concerning internal controls over financial reporting generally accepted in Japan.

Audit & Supervisory Board members and Audit & Supervisory Board are responsible for overseeing and examining the design and operation of internal controls over financial reporting.

Internal controls over financial reporting may not completely prevent or detect misstatements in financial reporting.

Auditor's Responsibilities for the Audit of the Internal Controls over Financial Reporting

The auditor is responsible for obtaining reasonable assurance about whether the internal control report is free from material misstatement based on the audit performed by the auditor, and for expressing an opinion on the internal control report from an independent standpoint in the auditor's report.

The auditor shall exercise professional judgment and maintain professional skepticism throughout the audit process in accordance with the standards for audit concerning internal controls over financial reporting generally accepted in Japan, and shall do the followings:

- Perform audit procedures to obtain audit evidence about the results of the assessments of internal controls over financial reporting in the internal control report. The audit procedures for the audit of the internal controls over financial reporting are selected and performed depending on the auditor's judgment regarding significance of effect on the reliability of financial reporting.
- Evaluate the overall presentation of the internal control report, including the management's statements regarding the scope, assessment procedures and assessment results of internal controls over financial reporting.
- Plan and perform the audit of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence regarding the results of the assessments of internal controls over financial reporting in the internal control report. The auditor is responsible for directing, supervising, and reviewing the audit of the internal control report. The auditor is solely responsible for audit opinion.

The auditor shall report to Audit & Supervisory Board members and Audit & Supervisory Board on the planned scope and timing of the internal control audit, the results of the audit, identified material deficiencies in internal control that should be disclosed, the results of their correction, and other matters required by the auditing standards for internal control.

The auditor shall also report to Audit & Supervisory Board members and Audit & Supervisory Board on our compliance with the Japanese professional ethical requirements regarding independence, matters that may reasonably be considered to bear the auditor's independence, and where applicable, the details of actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

<Fee related information>

The fees for audit attestation services and non-audit services of the Company and its subsidiaries to the audit firm and persons belonging to the same network of the audit firm is stated in the note "4. Corporate Governance (3) Status of Audits" included in "IV. Information on the Filing Company."

Interest Required to be Disclosed by the Certified Public Accountants Act of Japan and above

Our firm and designated engagement partners do not have any interest in the Nichirei Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

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*1 The original of the above Independent Auditor's Reports is kept separately by the Company (the filing company of the Annual Securities Report).

2 XBRL data is not included in the scope of the audit.

English Translation

Independent Auditor's Reports on the Audit of Non-consolidated Financial Statements

NOTE TO READERS:
The following is an English translation of the Independent Auditor's Report filed under the Financial Instruments and Exchange Act. This document is translated from the Japanese original report only for reference purposes and presented merely as supplemental information.

June 16, 2026

The Board of Directors
Nichirei Corporation

Ernst & Young ShinNihon LLC
Tokyo office

Makoto Ishii
Designated and Engagement Partner
Certified Public Accountant

Masayuki Aida
Designated and Engagement Partner
Certified Public Accountant

Takahiro Sugano
Designated and Engagement Partner
Certified Public Accountant

<Audit of the Non-consolidated Financial Statement>

Audit Opinion

Pursuant to Article 193-2, paragraph 1 of the Financial Instruments and Exchange Act, we have audited the 108th accompanying non-consolidated financial statements of NICHIREI CORPORATION (the Company) for the fiscal year from April 1, 2025 to March 31, 2026 included in "V. Financial Information" of this Annual Securities Report, which comprise balance sheet, statement of income, statement of changes in equity, significant accounting policies, other notes, and supplementary schedules.

In our opinion, the accompanying non-consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of March 31, 2026, and the results of operations for the year then ended in conformity with the accounting principles generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in "Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements" section of our report. We are independent of the Company in accordance with the Japanese professional ethical requirements including those applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that the auditors, as a professional expert, determined as being of particular importance in the audit of the non-consolidated financial statements for the current fiscal year. The key audit matters were those matters that were addressed in the course of performing the audit of the non-consolidated financial statements as a whole and in forming our audit opinion thereon, and we do not express a separate opinion on those matters individually.

The audit firm has determined that there are no key audit matters to be reported in the auditor's report.

Other Information

The other information comprises the information included in the Annual Securities Report other than the consolidated and non-consolidated financial statements and our audit reports. Management is responsible for the preparation and disclosure of the other information. Audit & Supervisory Board members and Audit & Supervisory Board are responsible for overseeing the execution of Directors' duties to design and operate the reporting process of the other information.

Our opinion on the non-consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion on the other information.

Our responsibility in the audit of the non-consolidated financial statements is to read the other information carefully and, in the course of that reading, to consider whether there are material differences between the other information and the non-consolidated financial statements or our knowledge obtained in the audit, and to pay attention to whether there is any indication of material misstatements in the other information other than such material differences.

If, based on the work we have performed, we determine that there are material misstatements in the other information, we are required to report those facts.

We have nothing to report in this regard.

Responsibilities of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Non-consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these non-consolidated financial statements in accordance with the accounting principles generally accepted in Japan. This includes designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the non-consolidated financial statements on a going concern basis and for disclosing matters relating to a going concern if such disclosure is required under the accounting principles generally accepted in Japan.

Audit & Supervisory Board members and Audit & Supervisory Board are responsible for overseeing the execution of directors' duties to design and operate the financial reporting process.

Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements

The auditor is responsible for obtaining reasonable assurance about whether the non-consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, based on the audit performed by the auditor, and for expressing an opinion on the non-consolidated financial statements from an independent standpoint in the auditor's report. A misstatement may be caused by fraud or error and is considered to be material if it, individually or in the aggregate, could reasonably be expected to affect the decisions of users of the non-consolidated financial statements.

The auditor shall exercise professional judgment throughout the audit process in accordance with auditing standards generally accepted in Japan, and shall do the followings by maintaining professional skepticism:

・Identify and assess the risks of material misstatement due to fraud or error. Design and perform audit procedures that address the risks of material misstatement. The selection and application of audit procedures are at the auditor's discretion. In addition, obtain sufficient and appropriate audit evidence to provide a basis for expressing an opinion.

・Consider internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances for our risk assessments, while the purpose of the audit of the non-consolidated financial statements is not to express an opinion on the effectiveness of the internal controls.

・Evaluate the appropriateness of accounting policies selected by management and their application, the reasonableness of accounting estimates made by management and the validity of related disclosures.

・Conclude whether it is appropriate for management to prepare the non-consolidated financial statements on a going concern basis and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability to continue as a going concern. If we conclude that a material uncertainty exists regarding a going concern, we are required to draw attention in our auditor's report to the related disclosures in the non-consolidated financial statements or, if such disclosures are inadequate, to express our opinion with exceptions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

・Evaluate whether the presentation and notes to the non-consolidated financial statements are in accordance with the accounting principles generally accepted in Japan, and whether the presentation including the related notes, structure, content and the non-consolidated financial statements present fairly the underlying transactions and accounting events.

The auditor shall report to Audit & Supervisory Board members and Audit & Supervisory Board on the planned scope and timing of the audit and significant audit findings, including significant deficiencies in internal controls, that we identify during our audit, and other matters required by the auditing standards.

The auditor shall also report to Audit & Supervisory Board members and Audit & Supervisory Board on our compliance with the Japanese professional ethical requirements regarding independence, matters that may reasonably be considered to bear the auditor's independence, and where applicable, the details of actions taken to eliminate threats or safeguards applied to reduce threats to an acceptable level.

Among the matters reported to Audit & Supervisory Board members and Audit & Supervisory Board, the auditor determines those matters that were of particular importance in the audit of the non-consolidated financial statements for the current fiscal year as the key audit matters and describes those matters in our auditor's report. However, such matters shall not be included in the auditor's report if the disclosure of such matters is prohibited by law or if, although extremely limited, the auditor determines that such matters should not be reported because the disadvantages of reporting such matters in the auditor's report are reasonably expected to outweigh the public interest.

<Fee related information>

Fee related information can be found in the auditor's report on the consolidated financial statements.

Interest Required to be Disclosed by the Certified Public Accountants Act of Japan

Our firm and designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

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*1 The original of the above Independent Auditor's Reports is kept separately by the Company (the filing company of the Annual Securities Report).

2 XBRL data is not included in the scope of the audit.