

## Editorial policy

Integrated Report 2021 was published with the aim of informing shareholders, investors, and other stakeholders about the annual results of the NH Foods Group, as well as the Group's value creation potential, and the new challenges that we have taken up for the future. We hope that stakeholders will use this report to expand their understanding as the basis for a further deepening of dialogue. When compiling this report, we referred to the International Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC).

### Coverage

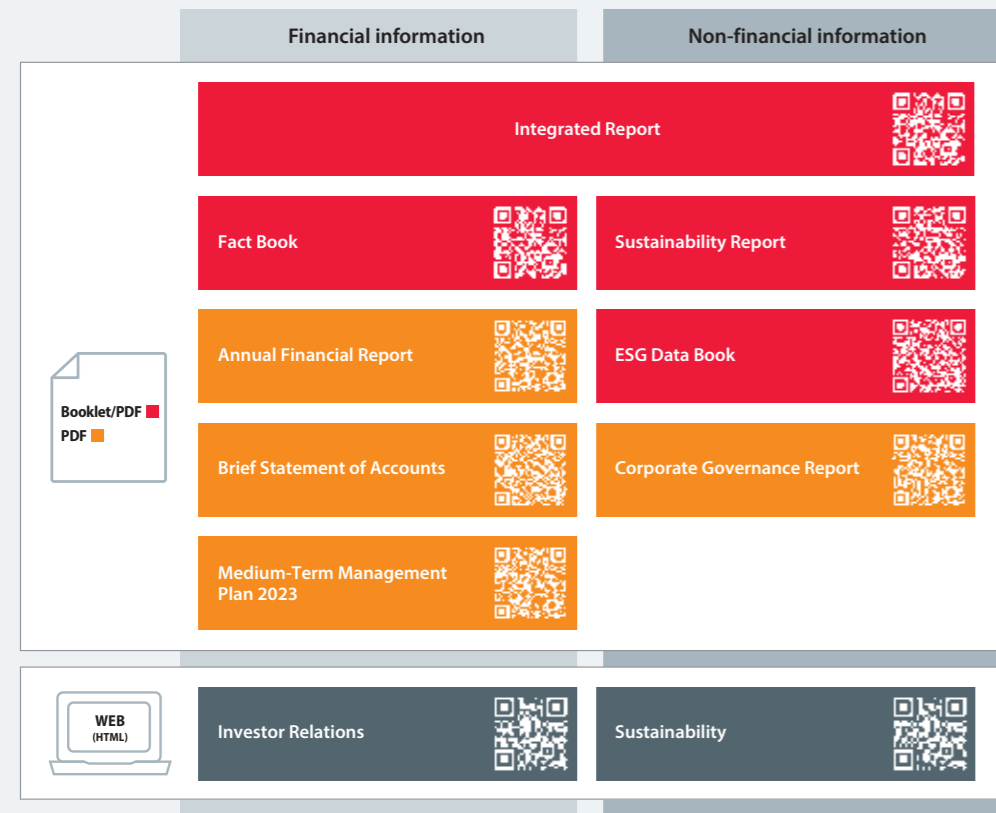
NH Foods Ltd. and its 80 consolidated subsidiaries in Japan and overseas (as of March 31, 2021).

### Period covered

April 1, 2020-March 31, 2021

Some of the information contained in this report refers to times before or after this period

### Information Disclosure Structure and the Positioning of the Integrated Report



### Notes concerning accounting standards

NH Foods Ltd. voluntarily applied International Financial Reporting Standards (IFRS) beginning with its Consolidated Financial Statements for the First Quarter of the Fiscal Year Ended March 31, 2019.

Starting in the fiscal year ending March 2022, the NH Foods Ltd. will disclose information about the baseball club business, new businesses, and other activities under the "Others" category. The purpose of this change is to prepare for expansion into new business fields. Since the first quarter of the fiscal year ending March 2022, we have changed the method used to calculate net sales in order to provide a more appropriate representation of performance in our reporting segments. Figures for the previous fiscal year and earlier have been adjusted to reflect these changes. However, we have not yet completed our analysis of figures for the fiscal year ended March 2020 and earlier years.

### Forward-looking statements

This integrated report includes forecasts regarding targets, strategies, and earnings. These forecasts are based on information available at the current time and contain certain assumptions about the future. They are subject to numerous external uncertainties in areas such as the economic environment, market trends, and exchange rates. Actual performance may differ significantly from the targets in this presentation, and investment decisions should not be based exclusively on them.

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