



# Editorial policy

## Editorial policy

Results for the Ballpark Business, which were previously disclosed in the “Others” category, have been shown as a separate category since the first quarter of the current consolidated accounting period. This change reflects the increasing importance of this segment. When compiling this report, we referred to the Integrated Reporting Framework issued by the IFRS Foundation, and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0 issued by the Ministry of Economy, Trade and Industry.



### Coverage

NH Foods Ltd. and its 71 consolidated subsidiaries in Japan and overseas (as of April 1, 2024)

### Period covered

April 1, 2023–March 31, 2024.

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

### Notes concerning accounting standards

In the fiscal year ended March 2022, we sold our entire shareholding in Marine Foods Corporation, a consolidated subsidiary. As result, Marine Foods Corporation and its subsidiaries, etc., are now classified as non-continuous businesses. Figures for non-continuous businesses have been excluded from net sales and profit for the period before income taxes, etc., for the fiscal year ended March 2022 and the fiscal year ended March 2021.

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.

Results for the Ballpark Business, which were previously disclosed in the “Others” category, have been shown as a separate category since the first quarter of the current consolidated accounting period. This change reflects the increasing importance of this segment.

## Information disclosure structure and the positioning of the integrated report



### 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.

### Contact Information

Think Park Tower, 2-1-1 Osaki, Shinagawa-ku, Tokyo, Japan  
 Public Relations & IR Department, NH Foods Ltd. TEL: 03-4555-8024 Email address: nhfoods.ir@nipponham.co.jp



# Index

	Past	Present	Future	Vision2030
	Japan's biggest supplier of protein		Working together to create value through protein	
	Unleash new potentials for protein			
<b>Chapter 1</b> Value creation in the past	<b>P.013</b> Corporate philosophies and history <b>P.017</b> Overview of Medium-Term Management Plan 2023 <b>P.018</b> Progress on materialities		<b>P.015</b> Business overview	
<b>Chapter 2</b> Special feature	<b>P.019</b> Our value creation challenge			
<b>Chapter 3</b> Value creation going forward	<b>P.027</b> Value creation process <b>P.029</b> Capital and value chains <b>P.030</b> External environment <b>P.031</b> Materialities review <b>P.033</b> Medium-Term Management Plan 2026			
<b>Chapter 4</b> Segment data	<b>P.043</b> Segment data At a Glance / Processed Foods Business Division / Fresh Meats Business Division / Overseas Business Division / Ballpark Business			
<b>Chapter 5</b> Sustainability	<b>P.061</b> Sustainability management			
<b>Chapter 6</b> Governance	<b>P.075</b> Corporate governance			
<b>Chapter 7</b> Corporate data	<b>P.097</b> Consolidated financial data (past 10 years) <b>P.099</b> Non-financial data (past 10 years)		<b>P.100</b> Corporate data <b>P.101</b> Stock information	

## Message from management

<b>P.005</b> A message from the President 	<b>P.037</b> A message from the CFO 	<b>P.041</b> A message from the executive officer in charge of human resources 	<b>P.079</b> Discussion with outside directors 	<b>P.088</b> A message from the chairperson of the Board of Directors 
--	---	---	---	--