Editorial policy

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Integrated Report 2025 was published with the aim of informing shareholders, investors, and other stakeholders about the annual results of the NH Foods Group, and about our efforts to take the NH Foods Group forward into a new phase of growth through innovation and challenges. It also provides detailed information about our initiatives to create value over the medium- to long-term future, including the pursuit of Value Based Management (VBM), and the development of a new R&D strategy that will enable us to explore the potential of protein. We hope that stakeholders will use this report to expand their understanding as the basis for a further deepening of dialogue. When preparing 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, 2025)

Period covered

April 1, 2024-March 31, 2025.

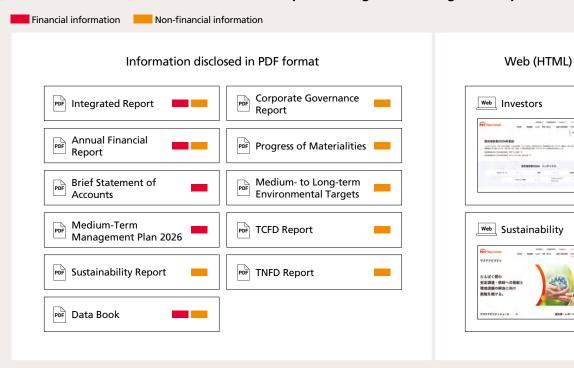
Some of the information contained in this report refers to periods before or after this period.

Notes concerning accounting standards

NH Foods Ltd. voluntarily adopted 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 presented as a separate category since the first quarter of the fiscal year ended March 2024. 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.

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