

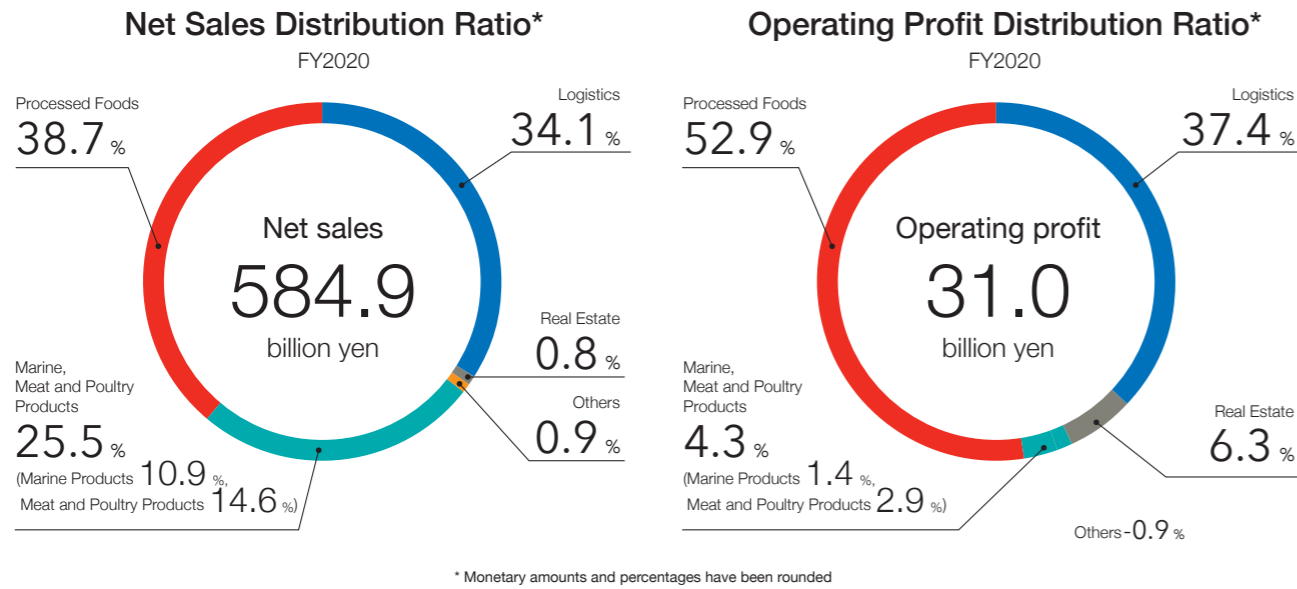
# Business Overview

## Group Overall

Note: Fiscal years (FY) indicate years ended March 31.

The Nichirei Group is expanding its business initiatives in areas, including marine, meat and poultry products; bioscience; and real estate. Its main focus, however, is on processed foods and logistics.

Each of the companies under the holding company—responsible for overall Group strategy—aims to create new value for customers through the flexible conduct of business and by planning to raise corporate value over the medium-to-long term.



## Processed Foods

Note: Fiscal years (FY) indicate years ended March 31.

### Description of Business

By intimately following the way people live, we contribute to the realization of a healthy and abundant society through food that is characterized by seven basic values: healthy; enjoyable to eat; simple and convenient to prepare; delicious; safe; readily available; reasonably priced.

We will continue to refine our distinctive abilities and create superb value through frozen foods, retort pouch foods and wellness foods, in order to become the most trusted food company in the world.



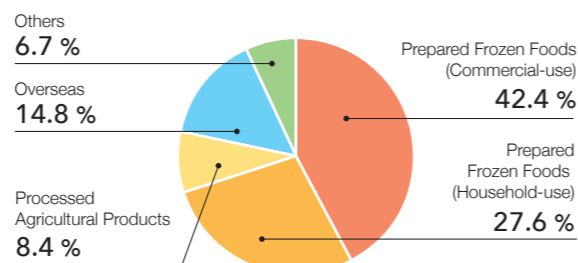
### Sales Ranking of Frozen Foods Manufacturers FY2020

Ranking	Company	Net sales (billions of yen)
1	Nichirei	229.6
2	Ajinomoto	211.2
3	Nippon Suisan	193.4
4	Maruha-Nichiro	179.8
5	TableMark	108.0

**No.1**  
in Japan

Source: From a July 12, 2019 article in the Reishoku Nippo, which is published by Shokuhin Sangyo Shimbusha Co., Ltd.

### Breakdown of Sales in the Processed Foods Business\* FY2020



## Logistics

### Description of Business

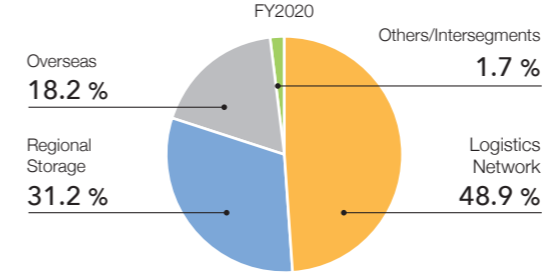
We are the largest domestic temperature-controlled logistics group. Our business comprises a logistics network, focused on transportation and delivery; a regional storage business responsible for our refrigerated warehouses functions; an overseas business section that handles operations in Europe, China, Thailand and Malaysia; and engineering services, which are responsible for matters from temperature-controlled logistics facility planning and design to maintenance management.

Throughout our supply chain, we provide high-quality service, including transportation and delivery, storage and processing.

All parts of our supply chain are linked by an advanced logistics information system to the design, construction and maintenance of logistics centers.



### Breakdown of Sales in the Logistics Business\* FY2020



## Marine, Meat and Poultry Products

### Description of Business

We promote the development of premium marine, meat and poultry products by utilizing our global procurement abilities and emphasizing freshness, deliciousness, safety, security, health and eco-friendliness. We also keep sustainability in mind, paying attention to resources and the environment while aiming to create better value for consumers.



### Top Company Ranking in Terms of Cold Storage Capacity

#### Top 5 Companies in Japan

Ranking	Company/Group Name	Capacity (thousands of tons)	Share (%)
1	Nichirei Logistics Group	1,490	10
2	Yokohama Reito	880	6
3	Maruha-Nichiro	660	4
4	Toyo Suisan	540	4
5	Chilled & Frozen Logistics Holdings	500	3

Note: As of April 2019  
Source: Compiled by Nichirei based on Japan Association of Refrigerated Warehouses documents

#### Top Ten Companies Worldwide

Ranking	Company/Group Name	Capacity (thousands of tons)	Main Countries of Business
1	Lineage Logistics	17,040	USA, etc.
2	Americold Logistics	13,120	USA, etc.
3	United States Cold Storage	4,210	USA, etc.
4	AGRO Merchants Group, LLC	3,100	USA, etc.
5	NewCold Advanced Cold Logistics	2,200	Netherlands, etc.
6	Nichirei Logistics Group	2,160	Japan, etc.
7	Kloosterboer	1,940	Netherlands, etc.
8	VersaCold Logistics Services	1,390	Canada
9	Interstate Warehousing, Inc.	1,310	USA
10	Frialsa Frigorificos	1,200	Mexico

Note: As of April 2020  
Source: Compiled by Nichirei based on International Association of Refrigerated Warehouses document "Global Top 25 List"

**No.1**  
in Japan

**No.6**  
worldwide

## Bioscience

### Description of Business

We provide high-quality products and services in order to contribute to the physical and mental health of as many people as possible through biotechnology and we are highly engaged in the cell biotechnology field and the functional material field that utilizes the Nichirei Group's material procurement capabilities.



## Real Estate

We rent and manage office building space to make the most of company-owned land.