

Our Accumulated Assets and Three Advantages

Nichirei has a history of diligently working to seek out new solutions to whatever difficulties it faces, with a commitment to continuing its stable supply of safe and reliable food for all. Throughout our history of taking on challenges, we have accumulated a portfolio of not only products and services in which we take pride, but also intangible assets such as our heritage, technologies, know-how, and networks that span entire value chains, which give us the advantages we have today.

These assets are the foundation of our current advantages and strong points: capabilities as a food pioneer, capabilities in food processing, production technology and temperature-controlled logistics services, and comprehensive Group capabilities. They will also lead us to new challenges and further growth as an enterprise that helps to resolve social issues.

	Advantages	Accumulated Assets	Main Results	Capital
Our Heritage	<p>Continuing to create new value for the times with our capabilities as a food pioneer</p> <p>Since our founding, we have continued to take on challenges to create unprecedented meal options and new food cultures, and to provide society with products and services with new value.</p>	<ul style="list-style-type: none"> A history and heritage of continuing to take on challenges to help resolve social issues 	<ul style="list-style-type: none"> A history of handling sources of animal protein since our founding Numerous products that were the first of their kind in Japan <ul style="list-style-type: none"> Frozen prepared food product <i>Chawan-Mushi</i> (savory egg custard) Commercialization of acerola <i>Junwakei</i> chicken with Specific JAS Certification* Development of long-distance frozen cargo vehicle Hayabusa Expansion into the biotechnology field Microwaveable croquettes Cross-docking centers (XD business) <p><small>* Specific Japanese Agricultural Standards (JAS) certification for sustainability for eggs and chicken meat</small></p>	<p>Human Capital</p>
Our Uniqueness	<p>Refined and advanced capabilities in food processing, production technology and temperature-controlled logistics services</p> <p>By pioneering our unique ingredients procurement network, honing our technological capabilities for food processing and production, and upgrading our logistics services, we have provided convenience that meets the needs of a wide variety of customers and business types.</p>	<ul style="list-style-type: none"> Unique ingredients procurement network Japan's leading advanced temperature-controlled logistics Development and production technology capabilities for reproducing deliciousness Human resources with high-level expertise and experience 	<ul style="list-style-type: none"> Processing and production technology Original development of refrigeration facilities and equipment Quality assurance capabilities that enhance safety and reliability Proposal and response capabilities Comprehensive logistics services Proprietary material development capabilities Providing products that have been optimally processed Long-standing relationships of trust with suppliers Ability to develop, produce and evaluate the quality of diagnostic agents 	<p>Intellectual Capital</p> <p>Human Capital</p> <p>Social and Relationship Capital</p> <p>Natural Capital</p>
Our Fields	<p>Comprehensive Group capabilities based on our own cold chain network</p> <p>We have continued to provide consistent value with a cold chain network from food procurement to processing, distribution and sales using the comprehensive strengths of the Nichirei Group's functions.</p>	<ul style="list-style-type: none"> Comprehensive Group capabilities in food procurement, processing, distribution, and sales functions in its cold chain network 	<ul style="list-style-type: none"> No. 1 in sales of frozen foods in Japan In-house manufacturing facilities: 21 in Japan, 7 overseas No. 1 in Japan in refrigerated facility capacity No. 5 globally in refrigerated facility capacity About 8,000 vehicles in operation worldwide every day Nationwide transportation and delivery network Procurement capabilities from about 30 countries 	<p>Manufactured Capital</p> <p>Social and Relationship Capital</p>

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