Nichirei's Business Model and Advantages

The Nichirei Group meets the needs of diverse customers through its operations in a broad range of areas from food procurement to processing, distribution, and sales. We leverage the functions of our wide-ranging business operations and our three advantages as a Group to contribute to good eating habits and health. Through collaboration with stakeholders, we will continue to create social and economic value and further increase our corporate value.

Comprehensive



based on our own cold chain network

Providing 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

Refined and advanced

capabilities in food processing, production technology and temperature-controlled logistics services Details ► Pages 20–21

Processing and Procurement

Contribute to good

eating

habits and health

Storage and distribution

production

Unique ingredients procurement

Japan's leading dvanced temperaturecontrolled logistics

Development and production technology roducing deliciousnes

Human resources with high-level expertise

Sales

Our Heritage

Continuing to create new value for the times with our capabilities as a food pioneer @ Details - Pages 20-21

Seventy-seven years of creating unprecedented meal options and new food cultures by continuing to provide products and services with new value for society

Capabilities as a food pioneer

Synergy among our three advantages generates

The ability to help resolve social issues

Capabilities in food processing, production technology and temperature-controlled logistics services

Comprehensive **Group capabilities**

The Nichirei Group leverages the advantages and functions arising from pushing the frontiers of food, its comprehensive Group capabilities and its capabilities in food processing, production technology and temperature-controlled logistics services. As we adapt to changes in society, the environment, and the economy, we aim to develop new domains and achieve sustainable growth.

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Nature's

bounty