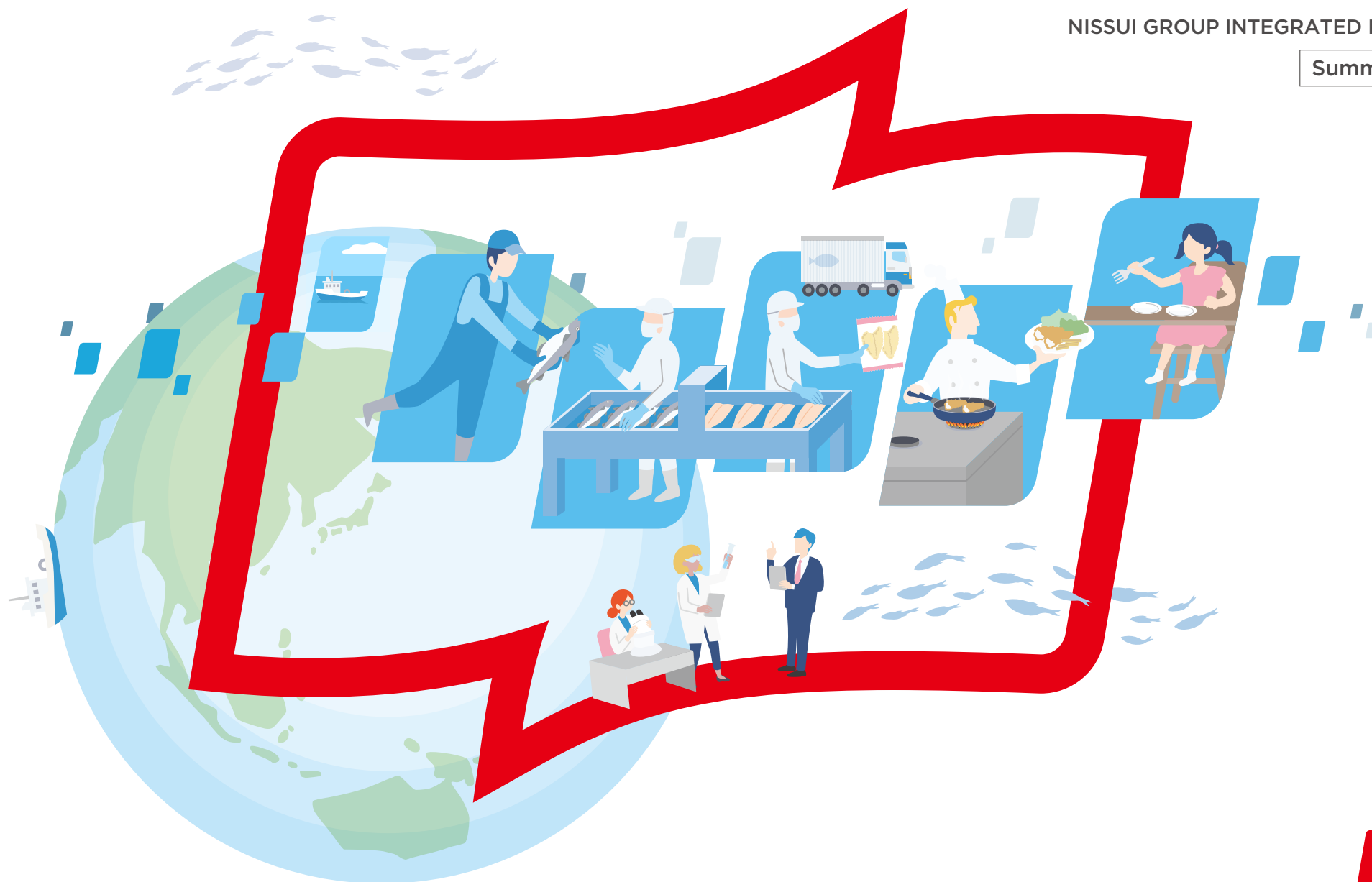


# NISSUI INTEGRATED REPORT 2025

NISSUI GROUP INTEGRATED REPORT 2025

Summary Edition



## Company Information

Company Name	Nissui Corporation
Founded	1911
Established	1943
Capital	30,685 million yen
Number of Employees	1,505 (Non-consolidated) 10,332 (Consolidated)
Head Office	Nishi-Shimbashi Square, 1-3-1, Nishi-Shimbashi, Minato-ku, Tokyo 105-8676, Japan
Main Businesses	Marine Products Business, Food Products Business, Fine Chemicals Business, General Distribution Business, and Others
Representative	Teru Tanaka Representative Director, President, Chief Executive Officer (CEO)
Total Number of Shares Authorized	1,000,000,000 shares
Total Number of Shares Issued	312,430,277 shares
Number of Shareholders	115,768

(As of March 31, 2025)

### *Nissui Group Integrated Report 2025—Summary Edition*

This publication is a summary edition of Nissui Group Integrated Report 2025. It summarizes key points that we wish to highlight to stakeholders, including basic information about the Nissui Group and its medium- to long-term direction.

The full integrated report presents more detailed explanations of the Nissui Group's growth strategy, with a focus on Medium-Term Management Plan "GOOD FOODS Recipe2." We hope readers will also take the opportunity to read it.



Nissui Group Integrated Report 2025  
[https://www.nissui.co.jp/english/ir/ir\\_library/integrated.html](https://www.nissui.co.jp/english/ir/ir_library/integrated.html)



### Guide to *Nissui Group Integrated Report 2025*

Chapter 1

Value  
Creation  
Story

Chapter 2

Medium- to  
Long-Term  
Growth Strategy

Chapter 3

Governance  
for the  
Future

Chapter 4

Data  
Section

### Disclaimer Regarding Forward-looking Statements

The business projections and other forward-looking statements contained in this report are based on certain reasonable assumptions and on information available to the Company at the time the report was written. Please be advised that actual business performance may significantly differ from these business projections due to various factors.

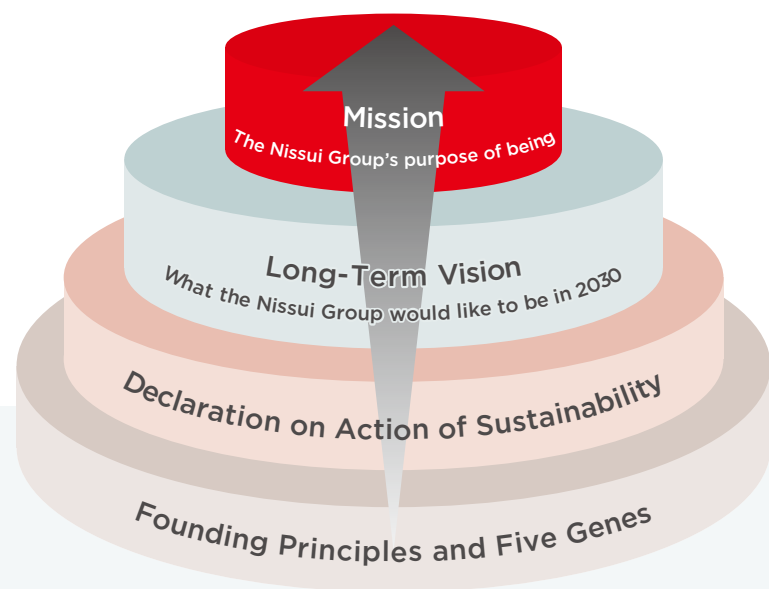


## Business Philosophy Framework

In 2022, the Nissui Group redefined its mission (purpose of being). Addressing societal issues by exploring new possibilities for food in line with the changing times and environment is the Nissui Group's primary responsibility and purpose of being.

Our mission is based on the foundations provided by Nissui's Founding Principles and Five Genes and on our Declaration on Action of Sustainability, which outlines our commitment to stakeholders.

While seeking to embody this mission, we aim to realize our long-term vision "GOOD FOODS 2030" [▶ Page 8](#) and achieve sustainable growth.



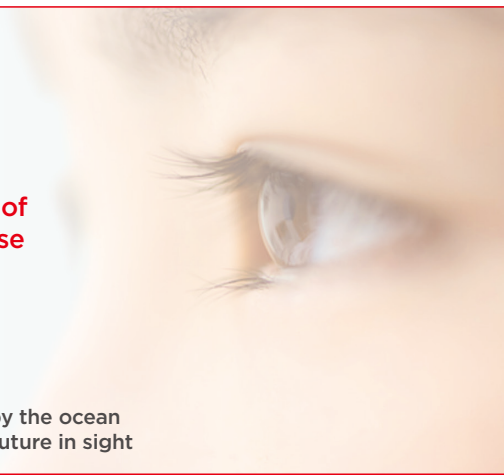
### ● Mission (Purpose of Being)

**With the wellbeing of the ocean and people as our compass, we are driven to offer the world better food choices.**

**We are determined to harness the power of our pioneering spirit and industry expertise to create a healthier, more sustainable future through innovative food solutions.**

#### Thoughts Behind the Mission

- Shift towards a "food solutions" company
- Pioneering spirit natured, developed and honed by the ocean
- The commitment to move towards a sustainable future in sight



### ● Long-Term Vision "GOOD FOODS 2030"

A leading company that delivers friendly foods for people and the earth

### ● Declaration on Action of Sustainability

Since its founding, the Nissui Group has done business using the various blessings of nature. Conducting business activities sustainably is a crucial part of our mission. Cooperating and collaborating with stakeholders, we aim to address material issues through our businesses and resolve social issues.



**Declaration on Action of Sustainability**  
▶ <https://nissui.disclosure.site/en/themes/126>

For Customers

For Employees

For Business Partners

For the Environment

For Shareholders and Investors

For Society

### ● Founding Principles and Five Genes

**A tap water supply system is exactly what marine products should be like in their production and distribution.**

We seek marine resources from everywhere in the world, ensure that products are always as fresh as possible, set up their worldwide marketing network, just like the tap water pipeline, and distribute them, adjusting their marketing prices in response to demand. Excess costs related to the distribution of marine products also need to be eliminated to realize the distribution costs lowest possible. Earnings through speculation should not be sought in the course of this supply.



## Nissui Group at a Glance

### FY2024 Results

Number of Countries with  
Group Companies

26

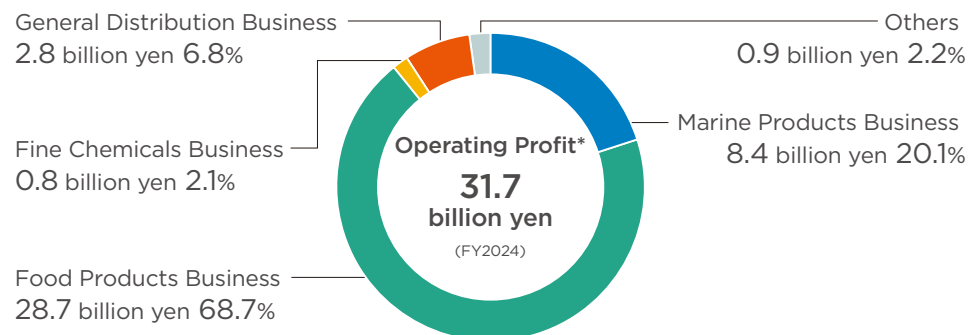
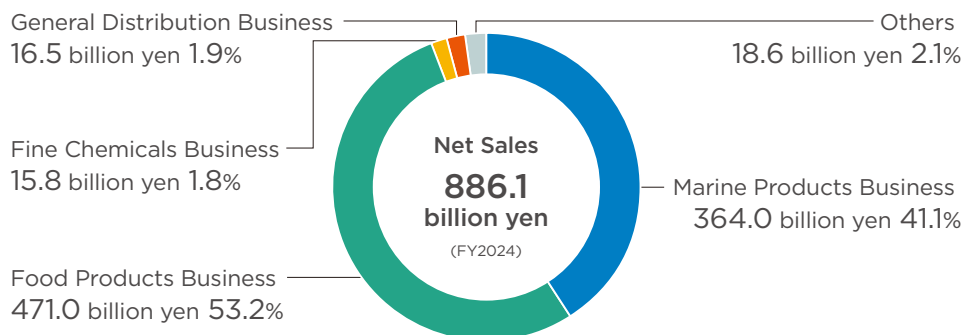
Number of Employees  
(Consolidated)

10,332

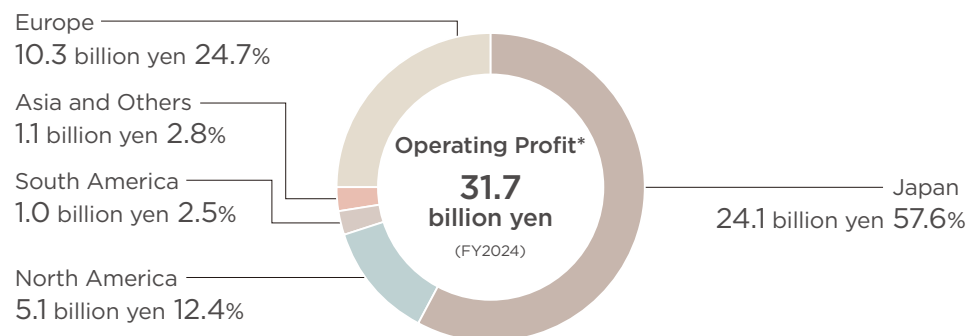
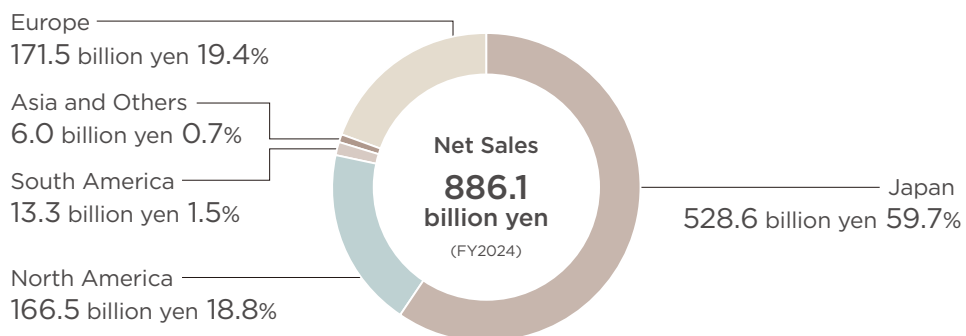
International  
Net Sales Ratio

40.3%

### Net Sales and Operating Profit by Business



### Net Sales and Operating Profit by Region



\* The sum of operating profit for each business/region does not equal the Company's total operating profit, as Company-wide expenses included in the total have been omitted for the purposes of this chart.



## Main Nissui Group Businesses

Founded in 1911 as a trawl fishing company, Nissui has focused on deep-sea fishing while expanding into a wide range of businesses that include processed food and cold storage. Since the 1980s, the Nissui Group has steadily evolved its business structure as it continues to expand its operations. This has included shifting away from deep-sea fishing toward global marine products procurement and aquaculture, as well as entering the Fine Chemicals Business, which specializes in EPA obtained from blue-backed fish. We are expanding globally with an emphasis on three businesses: Marine Products, Food Products, and Fine Chemicals.

### Marine Products Business

We have structured a global supply chain for marine products that ranges from fishery and aquaculture to processing and sales to create new value from marine resources.

#### Fishery

Internationally, we access marine resources in South America, Oceania, and other regions. In Japan, we conduct coastal and offshore net fishing.



Sealord Group Ltd. (New Zealand)



Kyowa Fishery Co., Ltd. (Japan)

#### Aquaculture

This business farms salmon outside Japan, as well as Japanese amberjack, salmon, bluefin tuna, and other fish throughout Japan.



Salmones Antártica S.A. (Chile)



Kurose Suisan Co., Ltd. (Japan)

#### Processing/Trading

The Group sources marine products from all over the world, a portion of which it then processes for sale as ingredients in forms that are convenient for customers prepare and eat.



UniSea, Inc. (U.S.)

### Food Products Business

We contribute to healthy lifestyles by providing processed foods that meet the diverse needs of our customers.

#### Outside Japan

Group companies in North America and Europe manufacture and sell frozen and chilled fried marine products. In household use, we hold the top share in U.S. frozen marine foods and in French chilled fried white-meat fish.

##### North America



King & Prince Seafood Corporation (U.S.)

##### Europe



Cité Marine S.A.S. (France)



Gorton's, Inc. (U.S.)



Three Oceans Fish Company Ltd. (U.K.)

#### Japan

For household use, we manufacture and sell a lineup that includes frozen foods, fish sausages, surimi-based products, and canned and bottled products. For food service, we manufacture and sell frozen foods for mass retailers, restaurants, and other commercial uses.



### Fine Chemicals Business

We use our proprietary technology to refine the EPA in blue-backed fish such as sardines, and provide it internationally as a pharmaceutical raw material. We aim to help people realize healthier lifestyles.

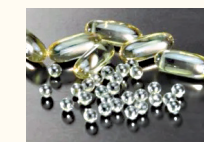
#### Pharmaceutical Raw Materials

We manufacture and sell EPA refined and concentrated to a purity of 96.5% or more as an active pharmaceutical raw material to pharmaceutical manufacturers in and outside Japan.



#### Functional Raw Materials

We manufacture and sell high-quality EPA and DHA fish oil to health food manufacturers that produce supplements and other products.



#### Functional Foods

We employ deodorization, emulsification, and antioxidant technologies to process refined fish oil for sale in a variety of forms, including drinks, powders, and gummies.





Summary

# A Leading Company Delivering Food and Smiles to the World

Teru Tanaka

Representative Director, President  
Chief Executive Officer (CEO)



This message is a summary.

The full text is available in *Nissui Group Integrated Report 2025*.

► [https://www.nissui.co.jp/english/ir/ir\\_library/pdf/2025\\_integrated\\_report\\_en\\_a4all.pdf](https://www.nissui.co.jp/english/ir/ir_library/pdf/2025_integrated_report_en_a4all.pdf)

## Taking on the Future with the Courage to Change and the Determination to Persevere

When formulating Medium-Term Management Plan “GOOD FOODS Recipe2,” which launched in FY2025, I felt that the courage to change and the determination to persevere would be key to achieving sustainable growth in an era of uncertainty. Since its founding, the Nissui Group has sourced marine products globally, and now international net sales account for approximately 40% of the Group’s total net sales. The Group’s strength, Global Links & Local Links, encompasses a wide variety of functions, from resource access to processing and sales. However, there is no guarantee that we will be able to maintain future growth if our global network stops evolving. This is precisely why we need the courage to change and take on new challenges. At the same time, Nissui’s commitment to food safety and security, respect for the front lines, and stance on resolving social issues are the core of our long-term vision for 2030, “GOOD FOODS 2030.” We will steadfastly uphold our core principles and consistently pass them on to the next generation with the determination to persevere.

## Social Prosperity through Innovative Food Solutions

Over the next 10 or 20 years, the global food environment is likely to become increasingly complex and uncertain due to the effects of climate change, geopolitical risk, and population growth, while changes in the marine environment are likely to complicate stable access to marine resources. The Nissui Group will coexist harmoniously with nature, accurately identify environmental changes, and employ technology to help realize sustainable food. The Group’s value chain will become even stronger if we can demonstrate competitiveness in not only marine resources but also other food resources. I am confident that creating innovative food solutions



and contributing to a sustainable and prosperous society as outlined in our mission will strengthen the Nissui Group's very reason for being.

In formulating Recipe2, we defined a new set of ten material issues. Having positioned them as important issues that link directly to enhancing the Group's corporate value over the medium to long term, we will promote business strategies centered on sustainability with the objective of increasing our value over the medium to long term. We will also foster a culture in which employees can feel the connection between sustainability and their own work, thereby strengthening our capabilities in terms of human capital. In taking on the challenge of creating innovative food solutions, I will embody this commitment and lead from the front.

## Approaches to Enhancement of Value Chain Resilience under Recipe2

During Recipe2, our targets for FY2027 are net sales of 970.0 billion yen, operating profit of 41.0 billion yen, profit attributable to owners of parent of 30.0 billion yen, and ROIC of 6.0%. In contrast to the variable performance of the past, a framework is taking shape whereby each business initiative and the complementary relationship between Marine Products and Food Products function effectively to consistently generate steady performance. We aim to stabilize performance and enhance corporate value by expanding the international business, advancing the aquaculture business, and achieving a return to growth in the Fine Chemicals Business. We have formulated three basic strategies for the enhancement of value chain resilience: strengthen business portfolio management, deepen sustainability management, and strengthen governance.

I think the enhancement of value chain resilience and deepening sustainability management have much in common. The enhancement of value chain resilience goes beyond responding to risks and improving efficiency. It is the foundation for consistently creating value by circulating resources into subsequent uses, which is the very essence of sustainability. For example, the eicosapentaenoic acid (EPA) contained in sardines can be used in pharmaceuticals and health foods, and the processing byproducts can be used as aquaculture feed for farmed fish that we then make into food products. The Nissui Group employs circular processes to transform marine resources into diverse products such as frozen foods and deli foods. Furthermore, in aquaculture, we raise parent fish to develop the next generation for breeding and farming. The ideal form of value chain resilience is when business activities create multiple layers of value from a single resource.

## Maximizing ROIC Spread through Business Portfolio Management

Strengthening business portfolio, one of our three basic strategies, will maximize the use of limited management resources to both grow sustainably and create value. Creating innovative food solutions requires more than simply allocating resources to high-return ventures. It also

involves assessing the affinity of ventures with our mission and maintaining the global perspective that is essential for growth in order to identify forms of value that only the Nissui Group can offer. Ultimately, I believe our approach will help the Group create value over the long term and earn trust.

I firmly believe that the best approach to creating sustainable value involves complementing financial metrics with non-financial metrics to holistically consider the potential of each business and its synergies with other businesses, while consistently maintaining a foundation of economic viability. Looking solely at current ROIC spreads, the Group has businesses with room for improvement. Nevertheless, given their importance within the foundation that supports the reliability, stable supply, and functionality of the Group's food solutions, we will visualize and quantify specific measures to improve those businesses.

## Strengthening Human Capital as a Driver of Growth

The Nissui Group understands that people are the driving force of value creation. We therefore emphasize providing work environments where diverse people can fulfill their potential. I believe that actively promoting personnel exchanges with Group companies outside Japan is the key to enhancing the Group's human capital as a whole. Initiatives to help operations in Japan benefit from experience gained internationally and international operations that employ knowledge gained in Japan allow us to develop personnel with a more international perspective, which increases the Group's ability to create value.

We will create an environment where people with diverse backgrounds can share their perspectives. This fosters a culture where everyone can take on challenges without fear of failure, one that respects the creativity and energy naturally arising from the workplace. Learning from one another, and embracing challenges, we will build a solid foundation supporting the future of the Nissui Group. We will also focus on securing and developing globally capable personnel, and promoting human capital management linked to business strategy.

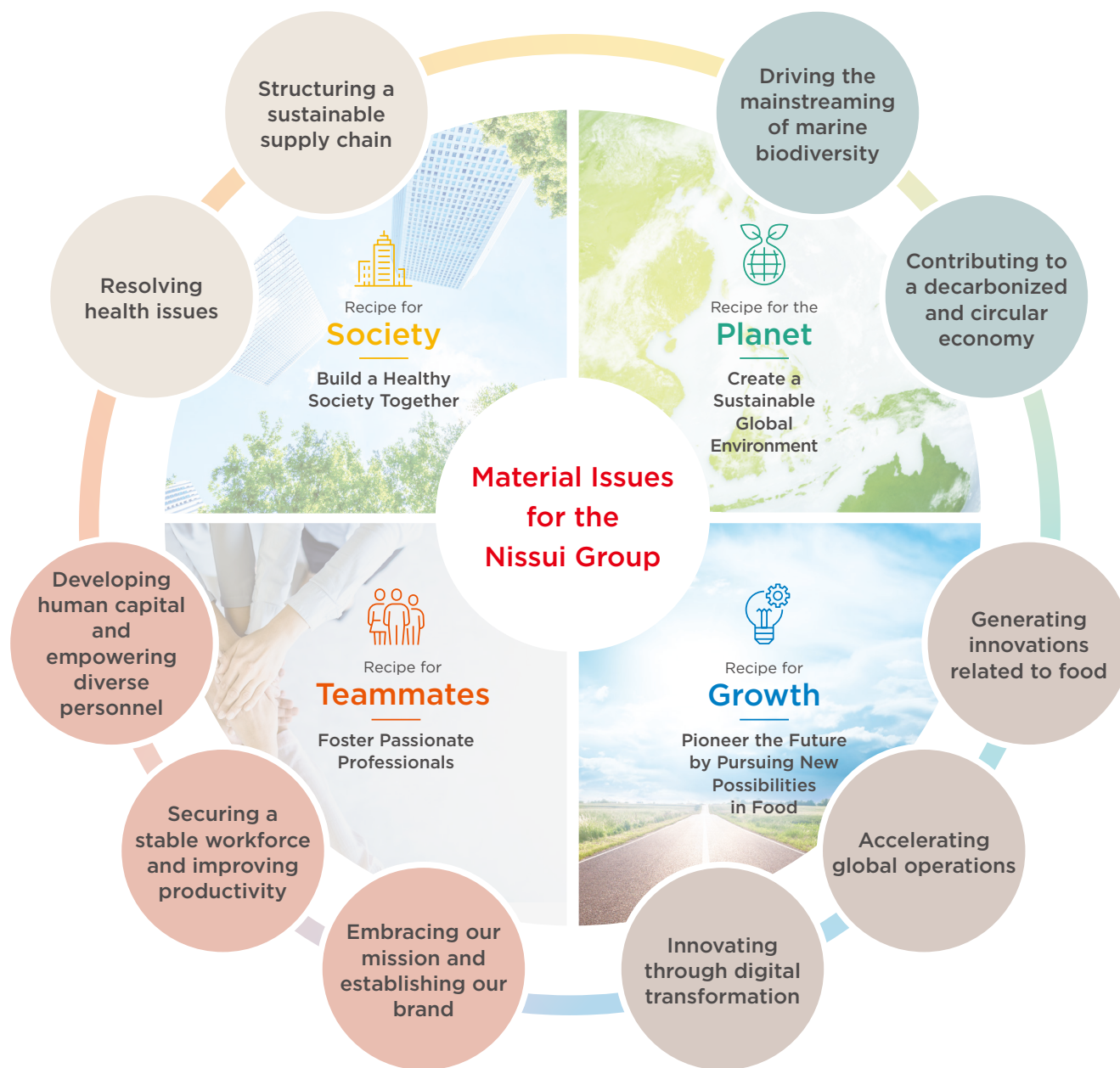
## A Leading Company Delivering Food and Smiles to the World

Food has the power to bring people happiness. My own experiences of serving food, as well as of the joy of seeing smiles on people's faces when they taste the food I have prepared, lead me to deeply empathize with the Nissui Group's mission of offering better food choices. With the courage to change and the determination to persevere, we will enhance corporate value by striving to be a leading company that is building a better future by delivering food and smiles throughout the world.

## Material Issues for the Nissui Group

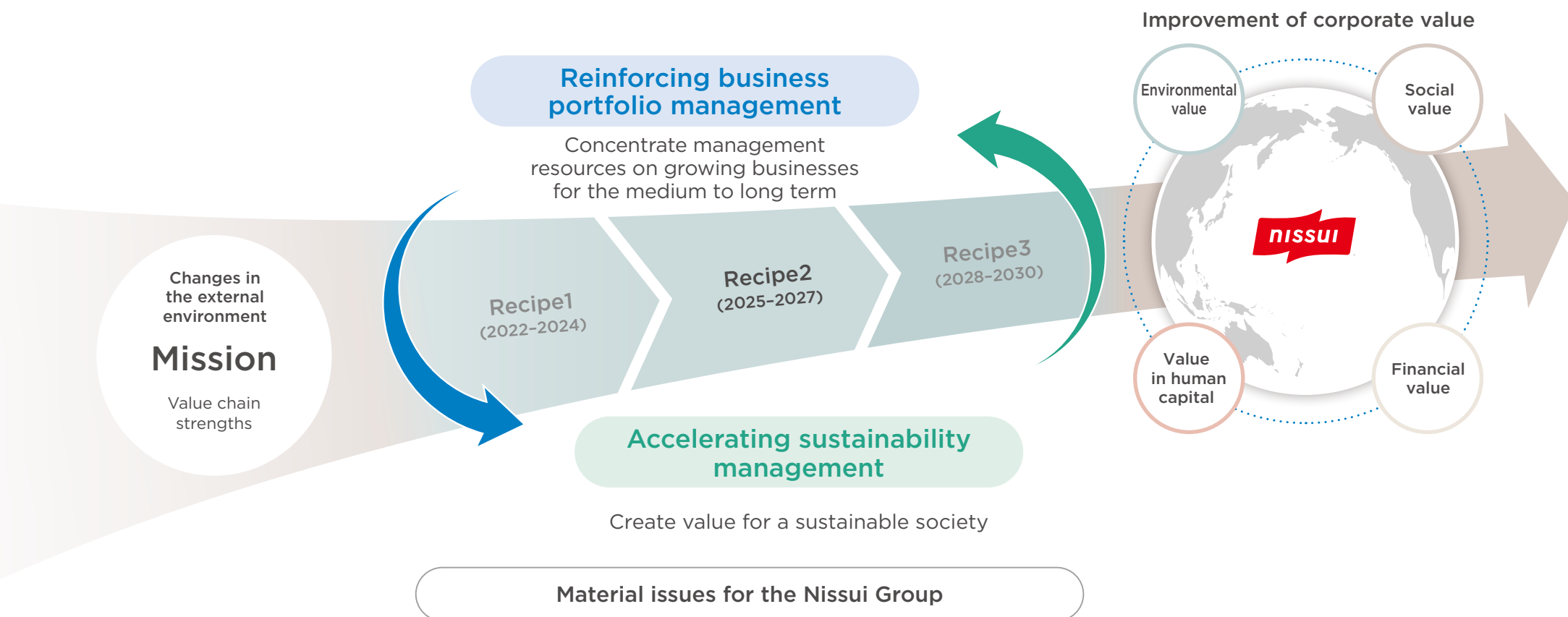
We define material issues as the issues that management should focus on in order to enhance Group growth and corporate value over the medium to long term. They are fundamental to implementing Group-wide risk management and the Nissui Group's Medium-Term Management Plan, "GOOD FOODS Recipe2," and form the basis for the Nissui Group's medium- to long-term management strategy.

The Nissui Group has been implementing sustainability management based on the material issues identified in FY2016. Following a review of our material issues in FY2023 in response to the increasing complexity of the current external environment, we identified our current set of ten material issues.



## Long-Term Vision “GOOD FOODS 2030”

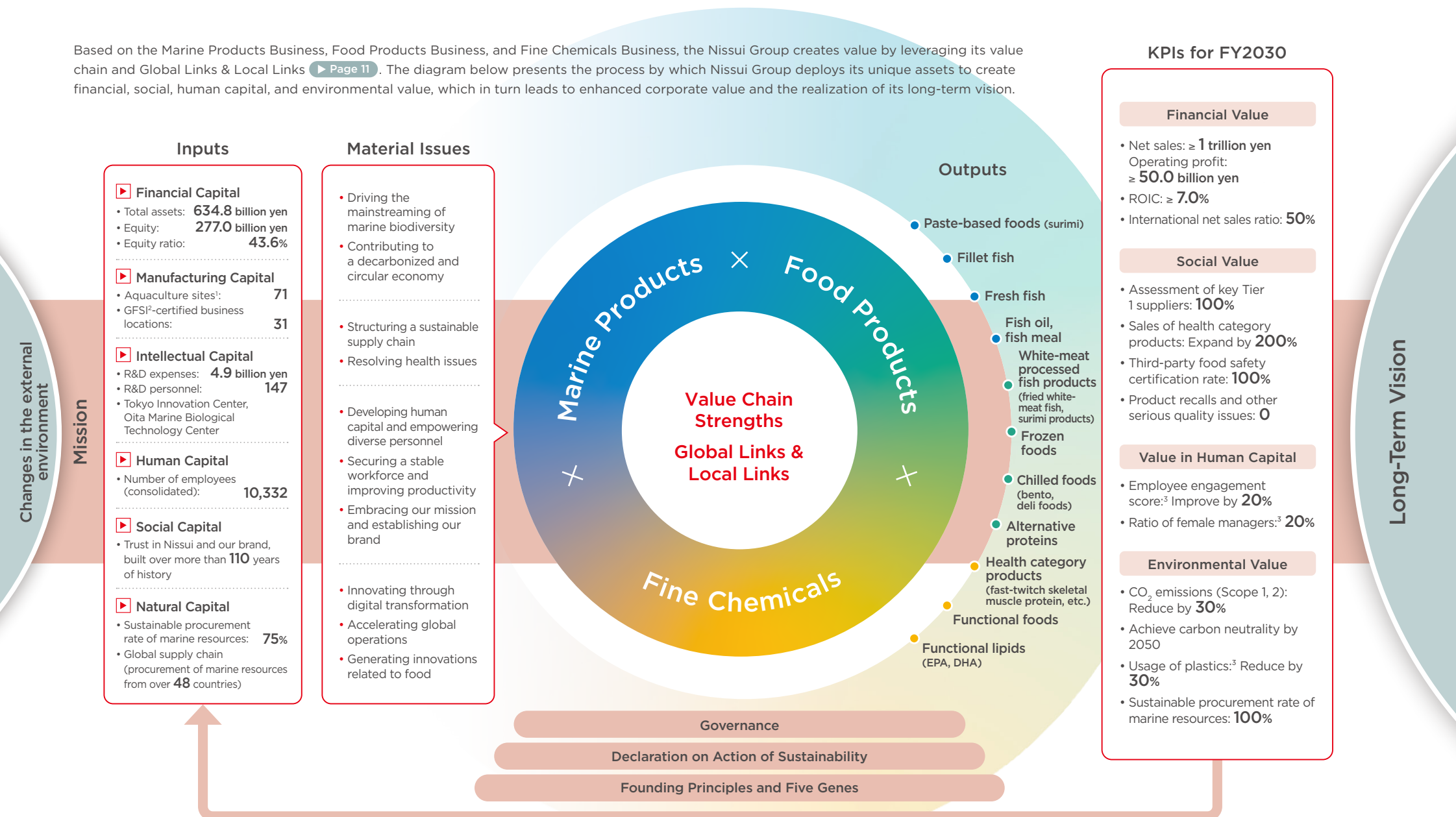
Our long-term vision, “GOOD FOODS 2030,” envisages the Nissui Group as a leading company that delivers friendly foods for people and the earth by 2030, and sets a goal of achieving 1 trillion yen or more in net sales and 50 billion yen or more in operating profit. We intend to achieve our long-term vision by accelerating the implementation of our series of Medium-Term Management Plans, “GOOD FOODS Recipe1,” “GOOD FOODS Recipe2” (current plan), and “GOOD FOODS Recipe3,” with an emphasis on accelerating sustainability management and reinforcing business portfolio management to strategically enhance the Group’s corporate value.





## Nissui Group's Value Creation Process

Based on the Marine Products Business, Food Products Business, and Fine Chemicals Business, the Nissui Group creates value by leveraging its value chain and Global Links & Local Links [▶ Page 11](#). The diagram below presents the process by which Nissui Group deploys its unique assets to create financial, social, human capital, and environmental value, which in turn leads to enhanced corporate value and the realization of its long-term vision.



Blue: Marine Products Business; Green: Food Products Business; Yellow: Fine Chemicals Business. Our three core businesses are interconnected, working together to maximize value by transforming raw materials into various forms, and delivering products to customers.

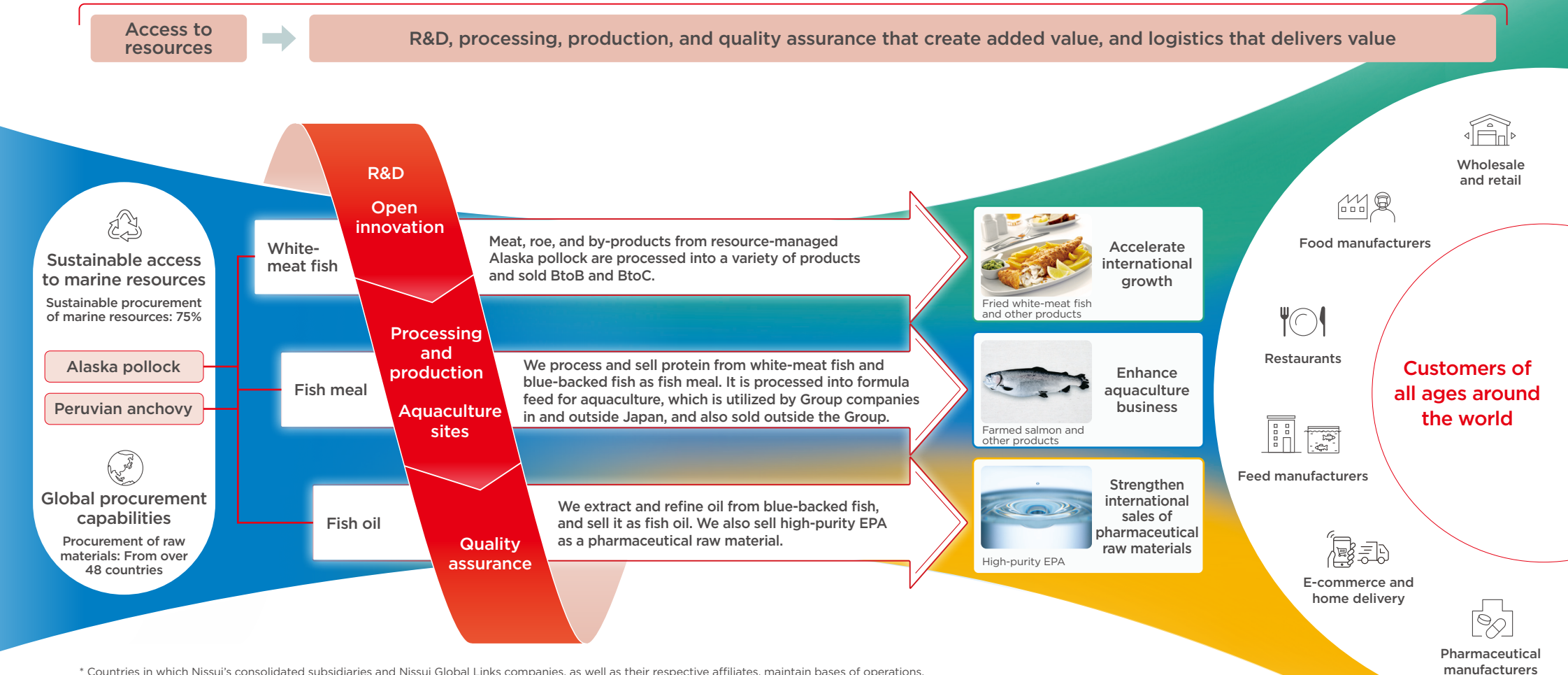
1. Scope: Subsidiaries; each aquaculture area is counted as one site. 2. GFSI: Global Food Safety Initiative. A private consortium of global food companies working together to improve food safety and strengthen consumer confidence in food products through initiatives such as certification of food safety management standards 3. Scope: Nissui Corporation

## The Nissui Group's Strengths: Our Value Chain

The Nissui Group procures marine products from all over the world, and provides high-value-added products to customers of all ages around the world through R&D, processing, production, and quality assurance that bring out the potential of raw materials. We aim to realize our long-term vision by making the most of the value chains for white-meat fish, fish meal, and fish oil, which are Group strengths.

### Global Links & Local Links

Number of countries with Group companies: 26\*



\* Countries in which Nissui's consolidated subsidiaries and Nissui Global Links companies, as well as their respective affiliates, maintain bases of operations.

## The Nissui Group's Strengths: Nissui Global Links



Nissui Global Links is a global group of companies that leverage their respective strengths in partnership with each other in a common commitment to “offer the world better food choices.” Our cooperation has evolved to form Global Links, in which partner companies link up and work together to connect global resources with dining tables, and Local Links, a partnership that brings together diverse functions within each region. Global Links & Local Links marshal the individual strengths of each company in the supply chain, from resources to dining tables, in a global cooperative effort to provide products with high-value-added.



## Marine Products Business



We will strengthen our access to marine resources; enhance our ability to convert them into value for customers at each stage of production, processing, and sales; increase our ability to add value; and strengthen our systems for expanding in markets worldwide. We will make our business structure more resilient to changes in the market environment, which will support sustainable growth in corporate value.

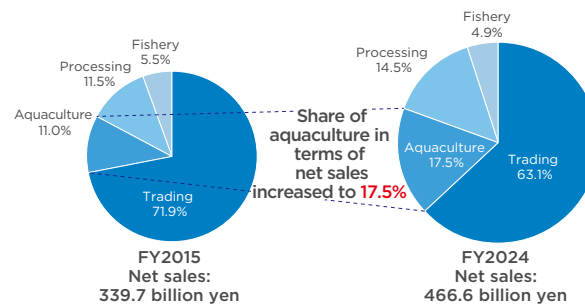
### Masahide Asai

Director, Managing Executive Officer  
Marine Products Business Operating Officer

## Businesses

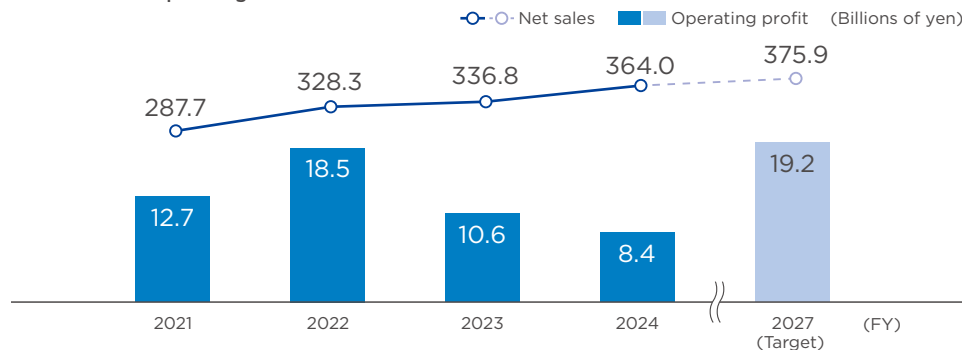
<b>Fishery</b>	The catch in Japan includes sardines, mackerel, tuna, and Japanese amberjack, while the catch in South America includes blue grenadier.
<b>Aquaculture</b>	In Japan, Group companies are leading initiatives to increase full-life cycle aquaculture of Japanese amberjack, expand our salmon farms, and strengthen short-cycle farming of bluefin tuna.
<b>Processing</b>	We process marine products mainly in Japan, North America, and Asia. We process Alaska pollock into surimi, fillets, and roe in North America. We also process marine products in Thailand, and in Vietnam we primarily process shrimp.
<b>Trading</b>	We trade marine products mainly in Japan, Europe, and North America.

### Business Structure Transformation: Share of Net Sales



Note: Net sales and share are before consolidation adjustments.

### Net Sales and Operating Profit



## HIGHLIGHT

## Aquaculture Business Expansion and Global Sales

In the aquaculture business, we will strengthen juvenile production, improve productivity, and reduce costs to stabilize earnings and expand production. We will increase production by transitioning to large fish cages for Japanese amberjack to improve efficiency, expanding salmon farms in Japan, and optimizing operations at seawater aquaculture operations in South America.

Farmed fish take several years to raise, so we are implementing an array of measures to improve ROIC. In addition to selective breeding of Japanese amberjack and salmon, we will further increase the weighting of our bluefin tuna business, which involves catching fish of a certain size and raising them for around six months in a short-cycle farming model. These approaches improve CCC by shortening inventory periods and help improve ROIC by reducing feed and labor costs, as well as the risk of fish mortality and industrial accidents due to typhoons and other natural disasters.

### Salmon (Japan) and Bluefin Tuna Farms

#### Short-cycle farming of bluefin tuna: Expand farming areas



### Production Targets by Fish Species

#### Kurose Buri (Japanese Amberjack)

- Acquire certification to expand international sales
- Invest in juvenile facilities to increase production from approximately 8,700 MT to 16,000 MT by 2030
- Improve production efficiency by introducing large fish cages
- Upgrade processing plants to expand production

#### Salmon (South America)

- Optimize seawater aquaculture operations and strengthen juvenile production to increase production from approximately 33,000 MT to 50,000 MT by 2030
- Construct freshwater fish farms to strengthen juvenile production
- Expand markets by resuming Atlantic salmon production

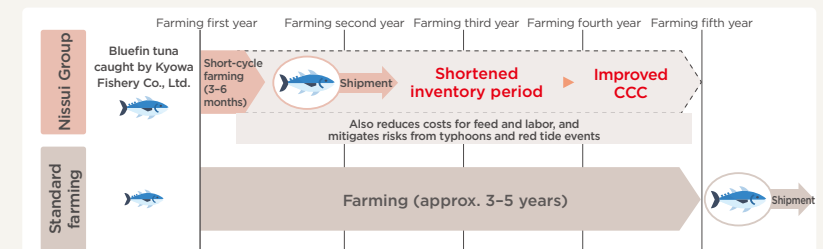
#### Salmon (Japan)

- Acquire and expand aquaculture grounds and expand juvenile farms to increase production from approximately 2,700 MT to 10,000 MT by 2030

#### Short-Cycle Farming of Bluefin Tuna

- Expand aquaculture grounds in Japan to increase production from approximately 1,100 MT to 1,800 MT by 2030

### Improving CCC through Short-Cycle Farming of Bluefin Tuna





## Food Products Business



We have rolled out products globally that are tailored to local food cultures, including marine-derived products and health category products. We will continue to respond to the diverse needs of customers, including the demand for new categories that explore business boundary areas and environmentally friendly products. In doing so, we will provide innovative food solutions that emphasize sustainability.

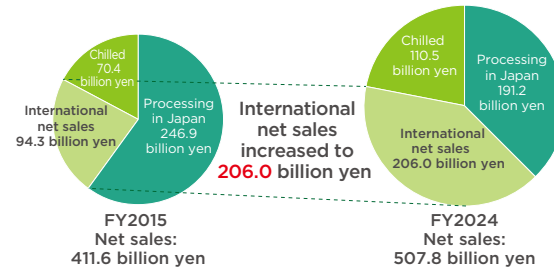
### Koji Umeda

Director, Senior Managing Executive Officer  
Chief Operating Officer (COO)  
Food Products Business Operating Officer

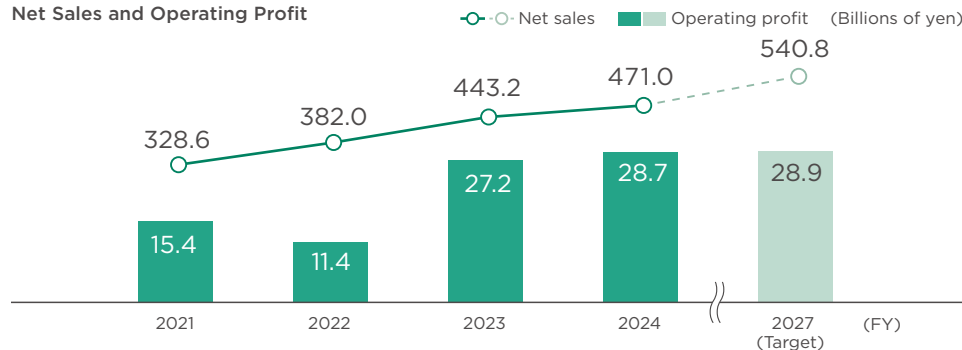
## Businesses

Processed foods	Household use	<b>Outside Japan</b> Production and sales with an emphasis on frozen and refrigerated fried marine foods. <b>Japan</b> Production and sale of frozen foods including rice, bento (boxed lunch) products, and noodles; surimi-based products such as fish cakes and crab-flavored surimi; and shelf-stable products such as canned goods.
	Food service	<b>Outside Japan</b> Production and sale of frozen and refrigerated fried marine products. <b>Japan</b> Emphasize the production and sale of frozen foods for categories including restaurants, ready-made meals, and food service.
Chilled		As a convenience store vendor business, we produce products including bento (boxed lunches), deli foods, and rice balls for convenience stores in Japan.

### Business Structure Transformation: Share of Net Sales



### Net Sales and Operating Profit



## HIGHLIGHT

## Addressing Expanding and Diversifying Needs

### North America

Leveraging the Gorton's brand, which holds the top share in the U.S. frozen marine products market, we are expanding our product categories to include health-oriented products with features such as 50% less fat. We are also strengthening our presence in channels such as e-commerce and membership warehouse retailers where demand is growing.

### Europe

We intend to expand sales beyond France to Italy and Spain, where demand for chilled white-meat fish products is rising. Furthermore, we will expand our presence in the marine product retail marketplace by offering seafood tapas in the convenient, ready-to-eat category.

### Asia

We are targeting earnings growth centered on our production facilities in Thailand, which operate to global quality standards, as we strengthen initiatives with major fast food companies.





## Fine Chemicals Business







Using our advanced refining technology for the production of high-purity EPA (purity of 96.5% or more) for pharmaceutical use, we will market this product globally, not just for use as a pharmaceutical raw material but also for use in health foods and related ingredients. We will fulfill the Group's mission by addressing health issues for people worldwide.

Kunihiko Toyama

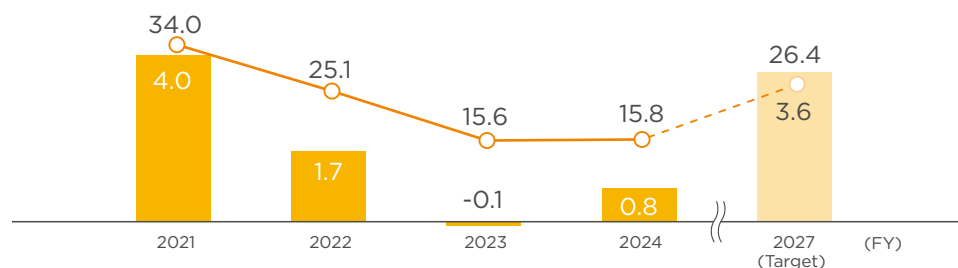
Executive Officer  
Fine Chemicals Business Operating Officer

### Businesses

	BtoB		BtoC
Pharmaceutical raw materials	We sell active pharmaceutical ingredients that we have refined and concentrated to an EPA purity of 96.5% or more to pharmaceutical manufacturers in and outside Japan.		<b>Mail order</b> We deploy the fish oil refining technology of our Fine Chemicals Business and the quality assurance expertise in our Food Products Business to make food products that contain refined fish oil, which we sell by mail order.
	<b>Raw materials for health foods</b> We sell purified and concentrated EPA and DHA fish oil as consumable food products and as raw materials for health foods such as supplements, in accordance with customer needs.	Functional foods	 Food for specified health uses (FOSHU)  Foods with functional claims  Supplements
Functional raw materials	<b>Ingredients for infant formula</b> We sell DHA fish oil refined in accordance with customer needs as a raw material for infant formula.		<b>Retail</b> We are rolling out products globally through channels including mass retailers and drugstores.  EPA and DHA products

Net Sales and Operating Profit

○-○-○ Net sales ■ Operating profit (Billions of yen)



### HIGHLIGHT

#### Strengthening International Sales with an Emphasis on Pharmaceutical Raw Materials

##### Increasing Pharmaceutical Raw Material Sales

Demand for high-purity EPA (purity of 96.5% or more) formulations has increased worldwide since the results of the large-scale JELIS<sup>1</sup> clinical trial were announced in 2007. In 2021, we obtained cGMP<sup>2</sup> certification and began exporting pharmaceutical raw materials. In FY2024, we obtained EMA approval, enabling us to begin exporting to Europe, and are also working to expand into the Chinese and ASEAN markets. In Japan, a partner pharmaceutical company has launched a new formulation, and the introduction of authorized generics (AG) is also on the horizon. These developments are expected to drive renewed sales growth.

##### Sales of Nissui's Pharmaceutical Raw Materials



##### Diversifying Raw Material Procurement and Improving Cost Competitiveness

We will complement our use of fish oil from South America by using sardine oil produced in Japan to diversify and stabilize raw material procurement. Oil produced in Japan is easier to procure than competing products from outside Japan, and sourcing it in Japan reduces currency risk. Our ability to procure fish oil from both Japan and South America increases the competitiveness of our EPA and DHA products. This system facilitates the stable supply of products that meet demand in applications ranging broadly from pharmaceutical raw materials to health foods.

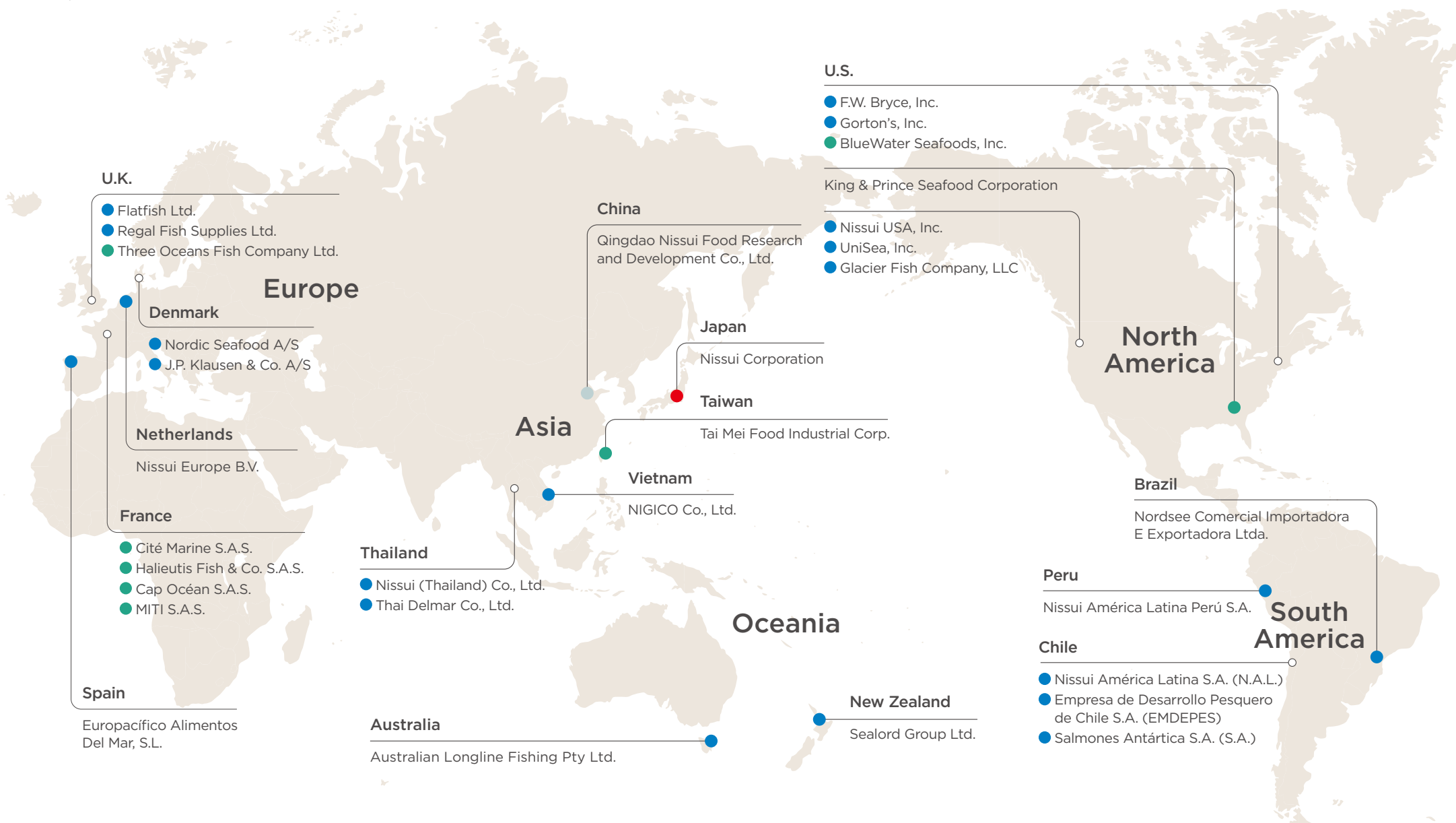
##### Offering Products Made Using Purification and Preservation Technologies

We significantly reduce barriers to using fish oil in food by using advanced fish oil purification technologies along with technologies to suppress smell and oxidation. We have rolled out functional foods containing EPA and DHA such as drinks, gummies, and jellies without the characteristic smell of fish oil, as well as oil and fat ingredients processed for easier use as food additives. We are also expanding our lineup to help address social issues such as preventing lifestyle-related diseases and reducing frailty among the elderly.

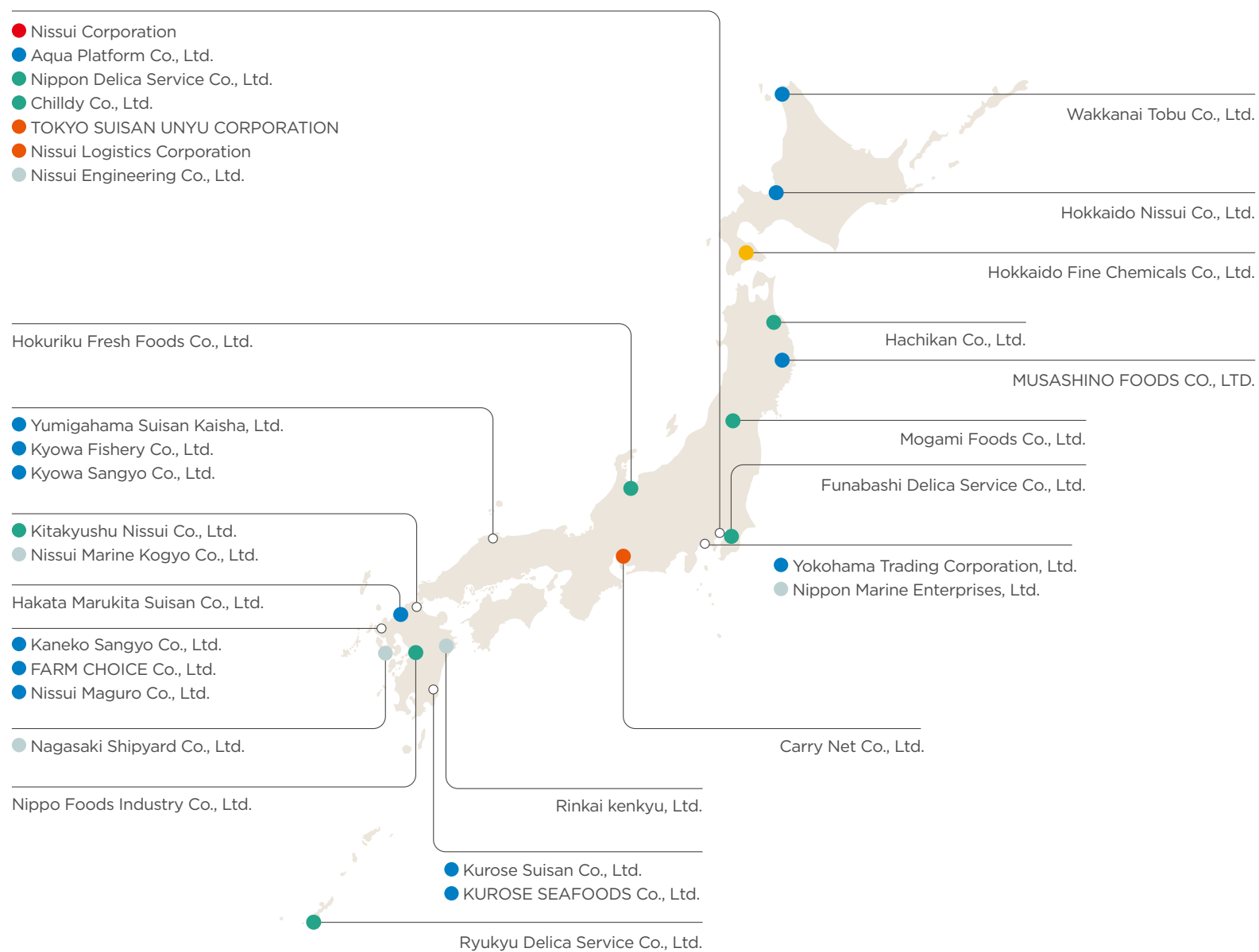
1. JELIS: Japan EPA Lipid Intervention Study. A large-scale clinical trial conducted in Japan to examine the long-term therapeutic effects of a high-purity EPA formulation on hyperlipidemia.  
2. cGMP: current Good Manufacturing Practice

## Main Group Companies

Nissui Global Links [▶ Page 11](#) consists of Nissui Group companies engaged in a variety of businesses in and outside Japan. Each company leverages its unique strengths to improve the Group's corporate value.



## Main Group Companies



### > Group Companies Outside Japan

● Marine Products	19
● Food Products	10
● Others	1

### > Group Companies in Japan

● Marine Products	14
● Food Products	9
● Fine Chemicals	1
● General Distribution	3
● Others	5

#### Contact Information

#### **Nissui Corporation** Corporate Communication Department

Nishi-Shimbashi Square, 1-3-1, Nishi-Shimbashi, Minato-ku, Tokyo 105-8676, Japan

<https://www.nissui.co.jp/english>

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