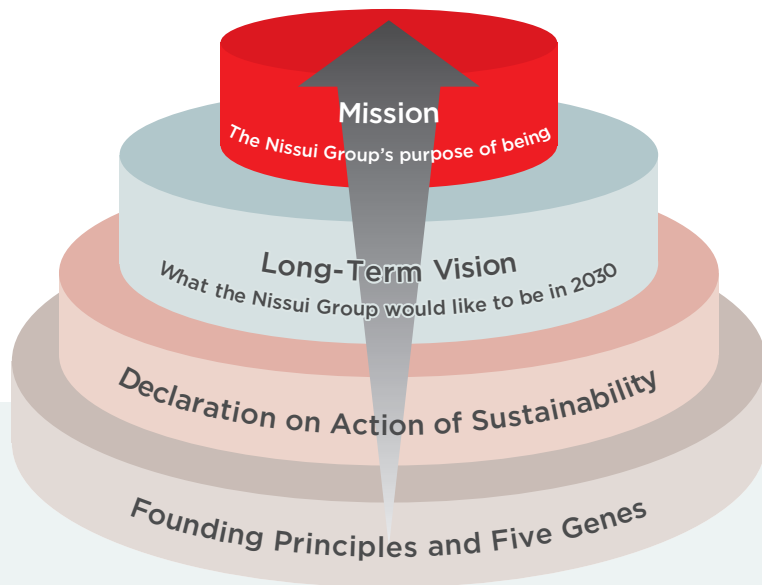


## Business Philosophy Framework

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 21](#) 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.



## Material Issues for the Nissui Group

The Nissui Group defines material issues as the issues that management should focus on in order to enhance sustainable Group growth and corporate value over the medium to long term. Our ten material issues also link to risk management, and we use them to identify key risks in light of our medium- to long-term management strategies.

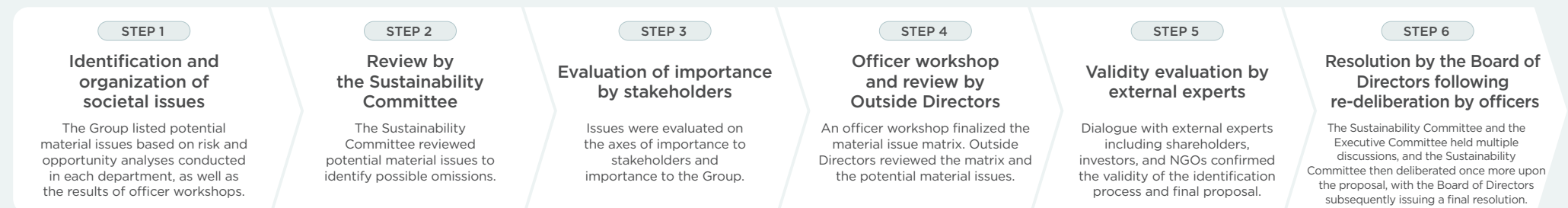
We will implement our new Medium-Term Management Plan, “GOOD FOODS Recipe2,” based on these material issues to live up to our mission of creating a healthier, more sustainable future.

▶ Page 27

Material issues	What the Nissui Group would like to be
<b>1 Driving the mainstreaming of marine biodiversity</b>	Contribute to the conservation and restoration of marine biodiversity through the minimization of negative impacts on the marine environment and the sustainable use of marine resources.
<b>2 Contributing to a decarbonized and circular economy</b>	Contribute to the realization of a circular economy through the efficient use of resources and to the mitigation of climate change through the reduction of greenhouse gas emissions.
<b>3 Structuring a sustainable supply chain</b>	We will determine which suppliers to prioritize and implement countermeasures according to each risk in order to mitigate negative impacts and ensure traceability. We will also ensure food safety and security by fostering a culture of food product safety by inculcating a risk management mindset.
<b>4 Resolving health issues</b>	We contribute to people's healthy and fulfilling lives by exploring new possibilities in food and providing health benefits.
<b>5 Developing human capital and empowering diverse personnel</b>	We will deploy diverse personnel who embrace our mission in accordance with our business strategy and will structure systems to create innovative food solutions through free and open discussion.
<b>6 Securing a stable workforce and improving productivity</b>	Based on our mission, we will enhance the appeal of our work environment, expand growth opportunities, and improve employee benefits and corporate culture to ensure our workplaces remain attractive to both job seekers and employees.
<b>7 Embracing our mission and establishing our brand</b>	We will share awareness our mission and build our brand value, create a rewarding work environment, and increase employee engagement and competitiveness. We will foster a culture that encourages our people to proactively take on initiatives and challenges, and create an environment that is conducive to both individual and organizational growth.
<b>8 Innovating through digital transformation</b>	We will employ digital technology to enhance business productivity and corporate value while promoting data-based decision-making and business process improvements to achieve effective data-driven management.
<b>9 Accelerating global operations</b>	While accelerating global expansion, we will strengthen our ability to address increasingly complex supply chain issues and geopolitical risks, and thereby structure a resilient value chain.
<b>10 Generating innovations related to food</b>	We will create new food culture through innovative initiatives aligned with societal and market changes, without limiting ourselves to specific technologies and products.

### Process for Identifying Material Issues

The Nissui Group has been working on the evolution toward sustainability management based on the material issues it identified in FY2016, but reviewed its material issues in FY2023 in response to the increasing complexity of the external environment.



## Nissui Group at a Glance

### FY2024 Results

Number of Countries with  
Group Companies

26

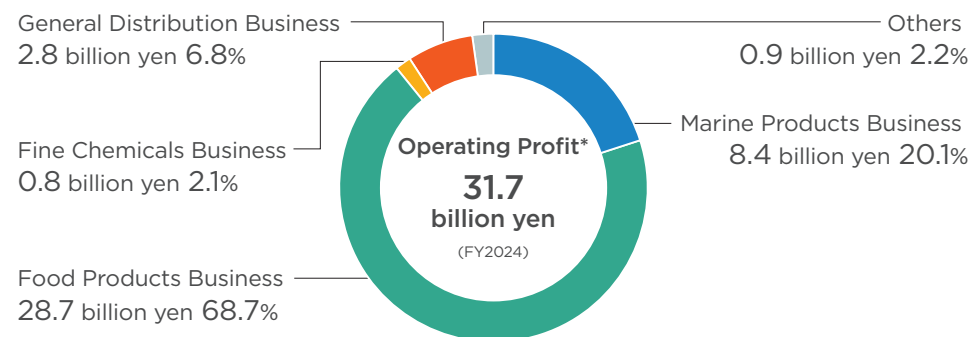
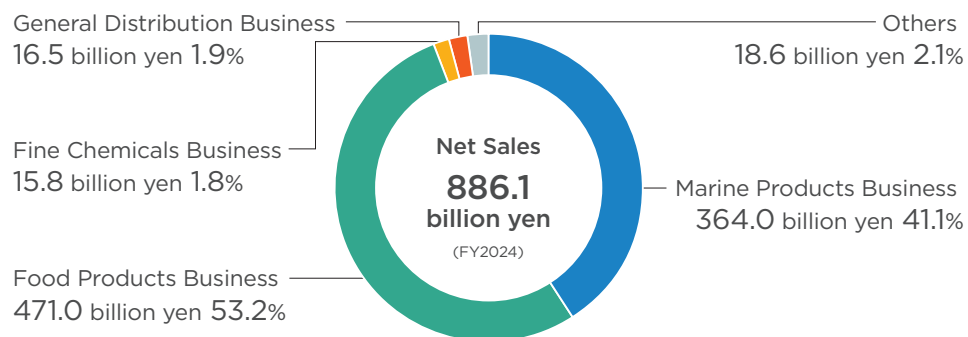
Number of Employees  
(Consolidated)

10,332

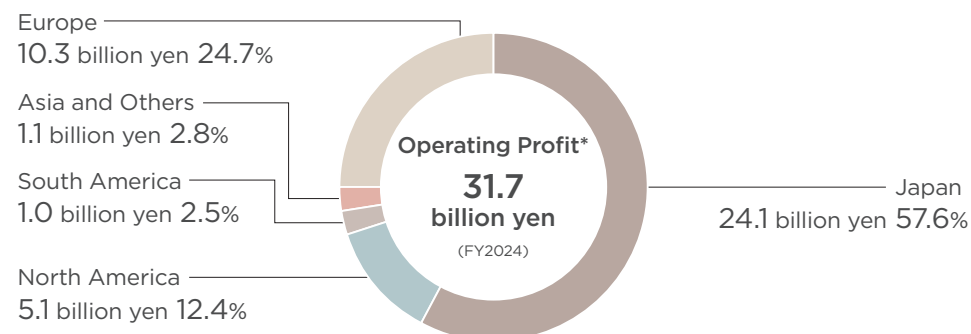
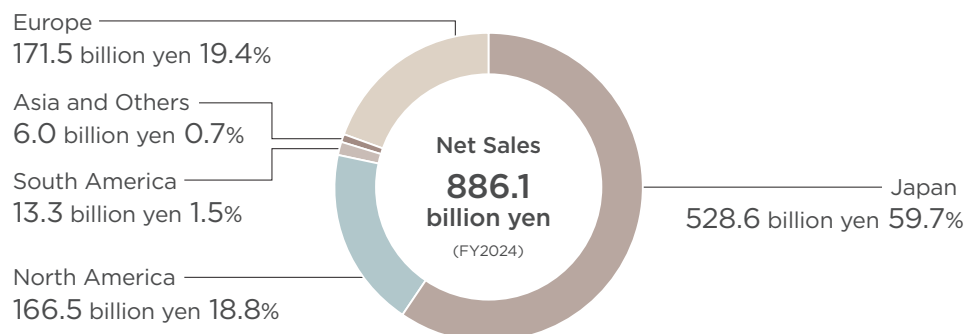
International  
Net Sales Ratio

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.

## Marine Products Business

## Strengthening access to sustainable resources

## Farmed Japanese amberjack



Percentage of artificial juveniles among FY2022 shipments

Achieved **100%**

Market share of farmed Japanese amberjack in Japan (FY2024)

**No. 1** Approx. **8%**<sup>1</sup>

Number of export destination countries

**15**

## Farmed salmon trout



Percentage of ASC-certified products at salmon farming company in Chile (FY2024)

**100%**

Market share of salmon trout in Chile (FY2024)

**No. 1** Approx. **50%**<sup>1</sup>

## Alaska pollock

Percentage of MSC-certified products among wild-caught marine products procured by processing company in North America (FY2022)

**97.6%**



Products made using sustainable marine product raw materials and our food processing technologies

Fried marine foods for household and commercial use (white-meat fish and other products)

**No. 1** worldwide in net sales<sup>1</sup>



Chikuwa (fish cake) and other surimi-based products made from white-meat fish surimi

**No. 1** market share in the chikuwa (fish cake) category<sup>2</sup>



Foods that utilize the functional properties of marine products

Foods for specified health uses (FOSHU)

Health-oriented food Triglyceride level improvement category

**No. 1** market share in the DHA and EPA<sup>1</sup> category



## Food Products Business

## Products that use food processing technology to meet consumer needs

## Marine foods for household use / Frozen foods



**No. 1** market share in the U.S.<sup>1</sup>

Example of North American food company's frozen fried white-meat fish

## Chilled products for household use / Fried white-meat fish



Example of European food company's chilled fried white-meat fish

**No. 1** market share in France<sup>1</sup>

## Frozen ready meals on one plate



**No. 1** sales growth rate<sup>3</sup>

## Fine Chemicals Business

Advanced refining technology that produces EPA<sup>4</sup> with purity of 96.5% or more



Supply of EPA as a pharmaceutical raw material in Europe, Asia and North America as well as Japan

Marine Products Business × Food Products Business

Marine Products Business × Food Products Business × Fine Chemicals Business

1. Nissui research 2. Household Fish Cake Market, July 2024 to June 2025, Intage Inc. (SRI and Nissui research)  
4. EPA: Eicosapentaenoic acid. An omega-3 polyunsaturated fatty acid found in the oil of sardines and other fish.

3. SRI data (FY2023, FY2024) on growth rates of national brands in physical stores





## Message from the President



# A Leading Company Delivering Food and Smiles to the World

Teru Tanaka

Representative Director, President  
Chief Executive Officer (CEO)

## Message from the President

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

I assumed the position of president in May 2025.

Since joining the Company, I have mainly been involved in the Marine Products Business handling salmon, trout, crab, roe, and other products across a wide range of operations, including production, purchasing, processing, and sales. To gain an outside perspective, I spent one year working as a seafood buyer for a restaurant company. Furthermore, I was assigned twice to Salmones Antártica (S.A.), which conducts salmon aquaculture business in Chile. I spent a total of nine years there, including a stint as the company's president.

I was 39 when I first worked outside the Company, and there was one thing in particular that made a major impression on me—namely, that even if a decision is “correct” based on “Nissui common sense,” stepping outside that framework can reveal completely different perspectives. It is not about which approach is “correct,” rather that there exist multiple “correct” approaches in the world—something I was made keenly aware of.

My experience as a buyer for the restaurant company was my first opportunity to realize this. Speed, flexibility, and on-the-spot decision-making determine an eating establishment's profitability. Through these experiences, I came to realize that we need more opportunities to learn and adopt approaches beyond standard Nissui methods.

During my time managing S.A., we were always faced with uncertainties, such as market fluctuations, changes in seawater temperature, outbreaks of fish diseases, and transportation delays, and we learned to balance short-term profits with sustainability. Planning is important, but even more important is an organization's ability to shift resource allocation the moment circumstances change and to respect decisions made on site. My impression is that people from Latin American countries tend to generally have a positive outlook. For that reason, praise goes a long way, and it helps to frame events in a positive light, which becomes the catalyst for taking the next steps forward. I feel this positive outlook also supports growth in the industry. On the other hand, Japan's strengths lie in meticulousness, sincerity, and excellent planning. I now believe that striking a balance between the two is the best approach for building an organization that can succeed globally.

The opportunity to view Nissui, and indeed Japan, from an outside perspective enabled me to objectively grasp the Group's challenges and potential, and the inspiration

gained from interacting across diverse cultures and value systems has become a significant personal asset.

I led the formulation of Medium-Term Management Plan “GOOD FOODS Recipe2.” The plan launched in FY2025, at which time the baton was passed to me, and I assumed the position of president. The three-year period of the previous Medium-Term Management Plan, “GOOD FOODS Recipe1,” was marked by rapid changes in the operating environment. Based on my experience so far, I believe that achieving sustainable growth in an era of high uncertainty requires, above all else, the courage to change and the determination to persevere. Accordingly, we set enhancement of value chain resilience as the core theme of Recipe2.

Since its founding, Nissui has been engaged in procuring marine products globally. The Group's international net sales ratio has reached approximately 40%, transforming us into a truly global enterprise. The Group's strength, Global Links & Local Links, encompasses a wide variety of functions, from resource access to processing and sales. We are driven to offer the world better food choices. Without the ongoing evolution of this global network of companies—each sharing the aspiration of offering the world better food choices and leveraging their unique strengths to expand their respective businesses—there is no guarantee we will be able to maintain growth 15 or 20 years from now. I perceive



### Nissui Global Links

► <https://www.nissui.co.jp/english/corporate/strength/index.html>



President Tanaka with S.A. employees (front row, fourth from the right)



## Message from the President

this as a potential issue, and as such feel we will 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 from a global perspective are the foundations for realizing the Group's long-term vision for 2030. We will steadfastly uphold these principles and pass them on to the next generation with the determination to persevere.

The Nissui Group's mission incorporates our aspiration to offer the world better food choices. Food has the power to bring people happiness. I myself love eating, and ever since my assignment to Chile, I have taken to cooking for others. It gives me great joy to see smiling faces when people taste the food that I prepare. This is why I strongly empathize with our mission and aspire to continuously create enjoyable dining experiences filled with smiles for many years to come. With the courage to change and the determination to persevere, we will enhance corporate value by striving to be a leading company delivering food throughout the world that makes people smile.

## Social Prosperity through Innovative Food Solutions

Over the next 10 to 20 years, the global food environment is likely to become increasingly complex and uncertain as factors such as climate change, geopolitical risks, and population growth converge. Marine resources will also be impacted, and it is predicted that changes in the marine environment will make it difficult to stable harvesting. In response, we are taking on the role of enhancing food sustainability through the use of technology while ensuring harmonious coexistence with nature. We must establish systems for accurately ascertaining environmental change and securing stable access to food resources.

The ability to demonstrate competitiveness in not only marine resources but also other food resources will make the Group's value chain more resilient. I am confident that by creating innovative food solutions and contributing to a sustainable and prosperous society, we will strengthen the Nissui Group's very reason for being.

We set targets for 2030 of 1 trillion yen or more in net sales and 50 billion yen or more in operating profit, which would place us among the global top 50 food companies (excluding beverage companies). Although we have achieved a certain level of international influence in the marine products industry, we are still not large enough as a food company.

To achieve the above targets, we must comprehensively enhance not only our financial value, but also social, human capital, and environmental value. By strengthening these four types of value, we will firmly establish Nissui as a company that contributes to a sustainable society.

However, despite efforts to advance sustainability management under Recipe1, the integration of business and sustainability strategies fell short of our plans, and employees also found it difficult to see a clear connection between creating social, human capital, and environmental value, and their own daily work.

For example, for health category products, we have set sales as a KPI with a target of 200% expansion compared with FY2021. To achieve that, we will need to flexibly explore possibilities beyond pharmaceutical raw materials and fast-twitch skeletal muscle protein. In other countries, incorporating sustainability perspectives from the product development stage is a common practice, and implementing this approach in Japan should stimulate significant growth potential.

Realizing our long-term vision of ranking among the global top 50 requires a business strategy grounded in sustainability. Thus, in formulating Recipe2, we carried out a review of our material issues to date and defined a new set of 10 material issues. We have positioned these as priority management issues that must be addressed for sustainable growth and the enhancement of corporate value over the medium to long term. We will foster a culture where all employees can feel the connection between sustainability and their own work, thereby strengthening our capabilities in terms of human capital.

Management, including myself, will strengthen business strategies grounded in sustainability and make decisions with a strong focus on enhancing corporate value over the medium to long term. We prioritize both economic efficiency and sustainability in existing businesses, as well as in new business, M&A, and business expansion. 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

Looking back over the three years of Recipe1, although some issues remain, we mostly achieved our targets for net sales and each stage of profit, thus attaining a certain degree of



## Message from the President

success. In FY2024, we set new record highs, with net sales of 886.1 billion yen (+6.6% YoY) and operating profit of 31.7 billion yen (+7.1% YoY). Profit attributable to owners of parent was 25.3 billion yen (+6.4% YoY), reaching a new record high for the fourth consecutive year. Return on invested capital (ROIC) also improved from 5.2% in the first year (FY2022) to 6.1%. Moreover, shareholder returns have increased for six consecutive years.

In the final year of Recipe2 (FY2027), we are targeting 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%. The relatively modest growth in operating profit compared with net sales growth reflects the inclusion of increased depreciation expenses associated with major capital investments in the Food Products Business in Japan. That said, unlike the volatile performance of the past, a system is taking shape whereby each business initiative and the complementary relationship between Marine Products and Food Products function effectively to consistently generate stable results. By steadily expanding the international business, advancing the aquaculture business, and achieving a return to growth in the Fine Chemicals Business, we aim to reduce earnings volatility and further enhance corporate value.

To enhance value chain resilience, we formulated three basic strategies, namely: strengthen business portfolio, deepen sustainability management, and strengthen governance.

As our global expansion accelerates, robust governance is essential to drive proactive management and achieve a place among the global top 50. In FY2024, we established a Group-wide risk management systems based on the review of our material issues conducted in FY2023. We will enhance the quality, speed, and transparency of management decision-making while positioning governance as the foundation for strengthening the business portfolio and deepening sustainability management. This will also enable us to further solidify our alignment with global standards, information disclosure, risk management, compliance, and internal controls to achieve sustainable growth.

I think enhancement of value chain resilience and deepening sustainability management have much in common. Sustainability involves the ability to create four types of value (financial, social, human capital, and environment) on an ongoing basis.

Enhancement of value chain resilience means both responding to risks and improving efficiency, as well as connecting value to the next stage of growth and creating a virtuous cycle. This is the very essence of sustainability: strengthening the Group's foundation to

“The ideal form of value chain resilience is when resources create multilayered value.”



continuously create value.

As an example, sardine fishing is not simply a matter of “catch and sell.” Sardines contain eicosapentaenoic acid (EPA), which is used as a raw material for pharmaceuticals and health foods, while the fish meal produced as a processing byproduct can be utilized in compound feed for farmed fish. Farmed fish raised on this feed can also be processed into further food products.

Through these processes, the Nissui Group transforms marine resources into diverse products such as frozen foods, canned goods, and deli foods. Furthermore, in aquaculture, we raise parent fish to develop the next generation for breeding and farming. In FY2025, we commenced test sales of *namino leather*, a fish leather made from the skin of upcycled Kurose Buri (Japanese amberjack). I believe the ideal form of value chain resilience is when a single resource is circulated, creating multilayered value. Initiatives such as these will make our business stronger and more sustainable, enabling us to continue the value creation cycle over the long term.

Through Recipe2, we will deepen synergies among Group companies and solidify our competitive advantage through unique value creation that is difficult for other companies to imitate. Furthermore, in this rapidly changing environment, speed is also crucial, and as



## Message from the President

such co-creation with stakeholders is key to seizing opportunities and achieving growth. We will maximize the utilization of the Group's tangible and intangible assets and expand growth opportunities through collaborations with various partners.

For example, initiatives to repurpose idle regional hatchery facilities as aquaculture juveniles production facilities can contribute to the revitalization of regional industry and the development of Japan's aquaculture sector. I believe that contributing to the resolution of social issues such as worker shortages in primary industries and industrial decline, and thereby building win-win relationships with stakeholders, will lead directly to the creation of sustainable and resilient businesses. In June 2025, we launched the Nissui Open Innovation 2025 program to solicit co-creation partner companies and business ideas, further expanding our value co-creation initiatives.

## Maximizing ROIC Spread through Business Portfolio Management

In Recipe2, we have signaled our awareness of the need to manage ROIC by business, Company-wide weighted average cost of capital (WACC), and the cost of equity.

**“We will utilize personnel exchanges to facilitate the accumulation of experience on the global stage, and develop talent able to incorporate diverse perspectives.”**



Moreover, its provisions include enhancing the quality of dialogue with investors. We have received a variety of feedback and recognize that there is room for improvement in how we explain our approach to the Group's business portfolio, our rationale for investing in each project, and our expectations for future returns.

In deepening business portfolio management, we will maximize the use of limited management resources to both grow sustainably and create value. In creating innovative food solutions, we must align long-term financial value with the accumulation of trust. This will require not simply allocating resources to high-return ventures, but also assessing their mission affinity and maintaining a global perspective—which will be essential for growth—to identify forms of value that only the Nissui Group can offer.

Mission affinity is a perspective that makes up for the inherent risks in assessments based solely on financial metrics. It accounts for a business's potential and synergies with other businesses—aspects that are not reflected in sales growth rates, ROIC spreads, or other economic indicators. In determining the direction we as a Group should take, I firmly believe that incorporating non-financial metrics while maintaining a foundation of economic viability is the best approach to creating sustainable value.

Looking solely at current ROIC spreads, there is room for improvement in North American marine product processing operations and South American fishing operations, as well as food processing operations and the General Distribution Business in Japan. Nevertheless, the contribution these businesses make goes beyond profit on a standalone basis; they also comprise an important foundation underpinning the reliability, stable supply, and functionality of our food products. Some investors have pointed out that the Nissui's Group synergies are difficult to understand or appear to be one-sided contributions. Going forward, we aim to further strengthen relationships of trust with investors by visualizing and quantifying specific measures aimed at improving ROIC.

In Chile, S.A. had made inefficient and excessive investments prior to my involvement in the company. From my experience in turning around that business, I now understand that to achieve sustainable growth, it is essential to consider diverse perspectives and options, and as a manager, one must make bold decisions. During Recipe2, we plan to invest 110.0 billion yen targeting growth, primarily in the Food Products and Marine Products businesses. Of course, we will do our best to improve ROIC, and at the same time, we will also strive to maintain an asset-light approach and reduce the cost

## Message from the President

of capital, and thereby maximize the ROIC spread.

## Strengthening Human Capital as a Driver of Growth

Sustainable corporate growth cannot be achieved without capable talent. At the Nissui Group, we understand that people are the driving force of value creation. As such, we emphasize providing work environments where diverse talent can fulfill their maximum potential. In this way, we are building a foundation for accelerating Group growth and meeting our social responsibilities.

With the advance of globalization in particular, talent development has become a critical issue both in and outside Japan. I believe that enhancing the Group's human capital as a whole means going well beyond simply strengthening the human capital at Nissui Corporation. We must also actively promote personnel exchanges with Group companies outside Japan. Especially, bringing international business experience back to Japan, and conversely, applying knowledge gained in Japan to business operations outside Japan is an extremely valuable step for the development of globally competitive talent. I am confident this will further instill our employees with an international perspective and enhance the Group's overall ability to create value.

We will create an environment where people with diverse backgrounds and values can come together and offer their unique perspectives. We will also focus efforts on fostering a culture where everyone can take on challenges without fear of failure—one that respects creativity and energy naturally arising from the workplace rather than from the top down. By fostering such a culture, where our people thrive wherever they are in the world, learn from one another, and embrace challenges, we will build a solid foundation supporting the future of the Nissui Group. As for management, we will also focus on securing and developing personnel with a global perspective, and promoting human capital management in line with business strategy.

## To Our Stakeholders

We have maintained stable performance over the past ten years, and while interest in the Group has grown, we have yet to earn what we deem a sufficient level of trust. Although

return on equity (ROE) of 9.6% in FY2024 was above the cost of equity (approximately 7.5%), our price-to-book ratio (PBR) remains only slightly above 1. I am not fully satisfied with this situation and view seriously the fact that capital market valuations do not appear to reflect the Nissui Group's underlying stability and growth potential.

Regarding volatility, we are confident that as the international business grows and the aquaculture business stabilizes, the symbiotic relationship between our Marine Products and Food Products businesses will strengthen further, leading to sustainable growth. We expect to continue achieving stable growth with reduced volatility through advances in aquaculture and renewed growth in the Fine Chemicals Business.

In addition to returning financial value through the achievement of our business plans, we will return value in three other ways. First, we will continue to provide stable dividends while improving capital efficiency, and realize a virtuous cycle of ROIC improvement and investments in growing fields. Second, through highly transparent information disclosure and constructive dialogue we will share both financial and non-financial results and progress toward our KPIs in a timely manner, ensuring stakeholder expectations and concerns are solidly reflected in management decisions. Third, we will strengthen investments linking to value in terms of society, the environment, human capital. We will improve returns through corporate activities, including product and technological developments incorporating sustainability perspectives, systematic investments in human capital, customer value enhancements through stable supply and product safety and quality, regional contributions, and promotion of industry.

Having successfully achieved a certain level of earning capacity, we are now ready to confidently articulate our medium- to long-term growth story. In addition to achieving our targets, we will steadily make our envisioned scenarios a reality and build trust one step at a time. We ask you to continue following the Group's progress as we work to enhance corporate value and return the benefits of our growth to stakeholders.



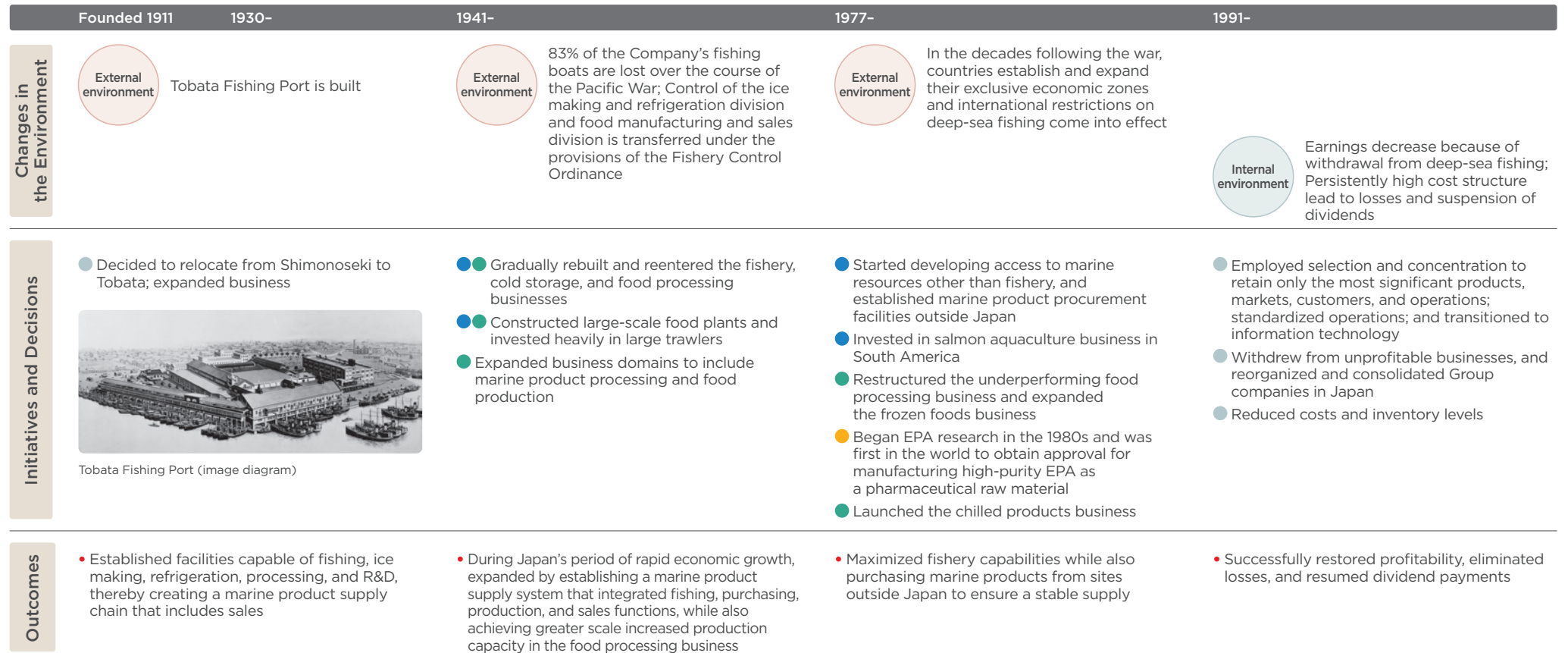
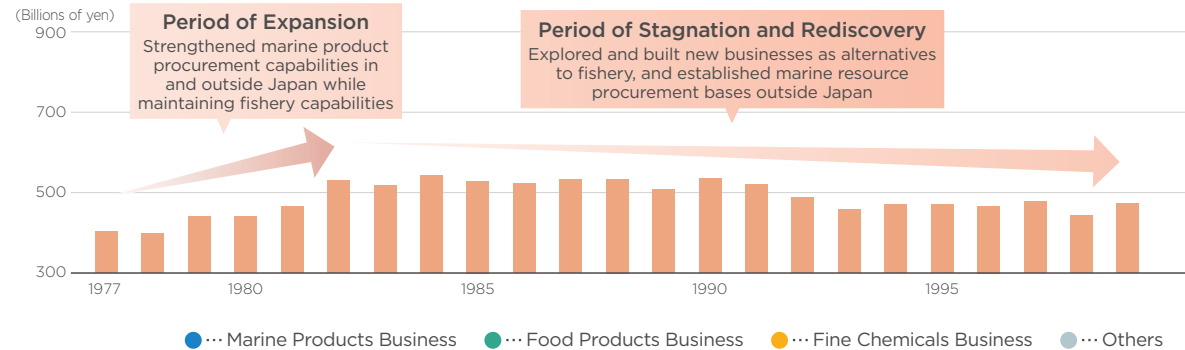
## Evolving to Accommodate Changes in Our Environment

Since its founding, the Nissui Group has faced many significant changes in its environment head-on, continually evolving business practices and the ways it creates value.

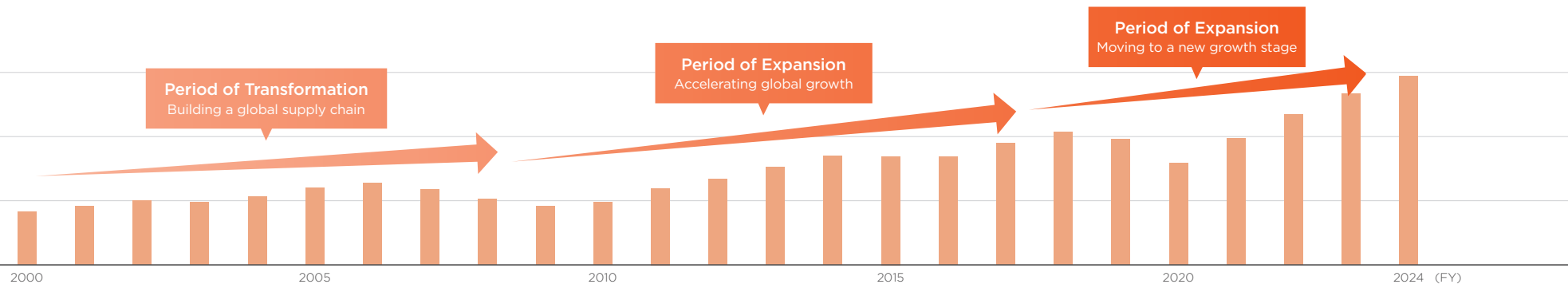
Our evolution has been broad, accommodating such changes as the impact of and reconstruction following the Pacific War; business downturns caused by international restrictions on access to marine resources and our adaptation to them; innovation to establish a globally scalable business model; and sustainability initiatives in consideration of future growth.


We have transformed the Group by meeting new developments and their challenges one by one, strengthening our business foundation, and evolving our systems for delivering high-quality products worldwide.

### Consolidated Net Sales



## Evolving to Accommodate Changes in Our Environment

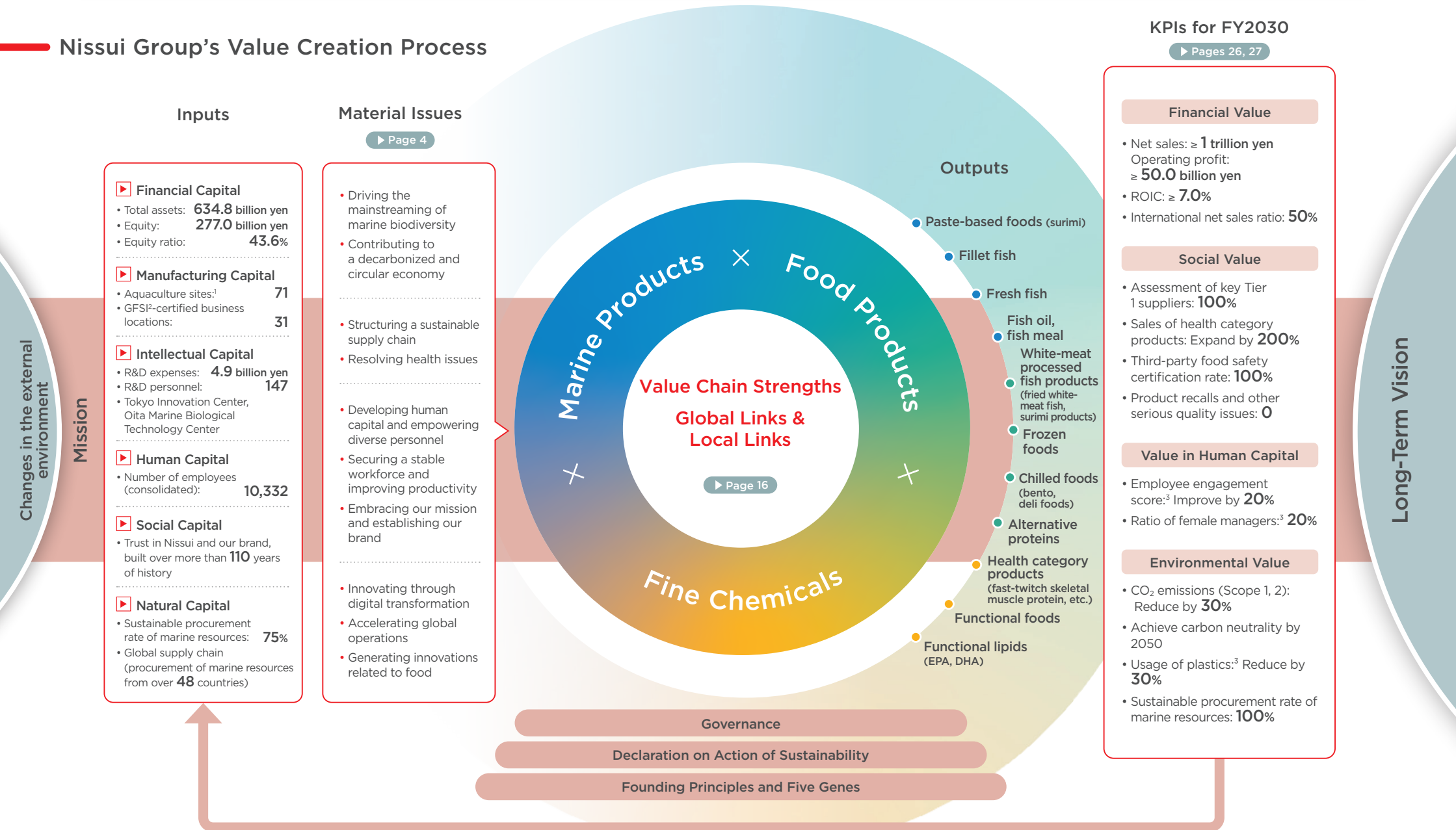


	2001-	2012-	2022-
Changes in the Environment	<p><b>External environment</b></p> <p>Global demand for marine products expands, particularly in Europe and the U.S.</p>	<p><b>External environment</b></p> <ul style="list-style-type: none"> <li>Importance of CSR, SDGs, and sustainability initiatives increases</li> <li>Addressing climate change, geopolitical risk, and other complex changes in the environment becomes essential</li> </ul>	
	<p><b>Internal environment</b></p> <p>Need emerges for a management foundation for growth</p>		<p><b>Internal environment</b></p> <p>Strengthened the foundation for value creation and emphasized crisis response capabilities</p>
Initiatives and Decisions	<ul style="list-style-type: none"> <li>Clarified the Group's business philosophy</li> <li>Transitioned to Group management and structured a global supply chain</li> <li>Strengthened access to resources and entered the marine products business in Oceania</li> <li>Promoted manufacturing that converts marine products into customer value and strengthened global sales capabilities</li> <li>Entered the frozen foods business in North America and Europe</li> <li>Entered the formula feed and aquaculture businesses in Japan</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened the functions of Global Links</li> <li>Formulated the Declaration on Action of CSR (now the Declaration on Action of Sustainability)</li> <li>Expanded and enhanced the sophistication of the aquaculture business</li> <li>Strengthened corporate governance</li> <li>Reorganized unprofitable businesses</li> </ul>	<ul style="list-style-type: none"> <li>Redefined mission and formulated the long-term vision</li> <li>Defined material issues and positioned them as management issues</li> </ul> 
			<ul style="list-style-type: none"> <li>Strengthened risk management</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>Structured a global marine product supply chain encompassing Global Links &amp; Local Links</li> <li>Transformed business structure and stabilized profitability by enhancing manufacturing capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Pivoted to an organization that can generate stable earnings</li> <li>Evolved the Group's global supply chain and stabilized business in North America, Europe, and elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>Took on the challenge to create a healthier, more sustainable future through innovative food solutions</li> </ul>

**Evolving into a company that consistently creates value even in a highly uncertain business environment**



## Nissui Group's Value Creation Process



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

## Nissui Group's Strength: 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\*

Access to  
resources



R&D, processing, production, and quality assurance that create added value, and logistics that delivers value

  
**Sustainable access  
to marine resources**

Sustainable procurement  
of marine resources: 75%

Alaska pollock

Peruvian anchovy

  
**Global procurement  
capabilities**

Procurement of raw  
materials: From over  
48 countries

White-  
meat fish

R&D  
Open  
innovation

Meat, roe, and by-products from resource-managed Alaska pollock are processed into a variety of products and sold BtoB and BtoC.

Fish meal

Processing  
and  
production

We process and sell protein from white-meat fish and blue-backed fish as fish meal. It is processed into formula feed for aquaculture, which is utilized by Group companies in and outside Japan, and also sold outside the Group.

Aquaculture  
sites

Fish oil

Quality  
assurance

We extract and refine oil from blue-backed fish, and sell it as fish oil. We also sell high-purity EPA as a pharmaceutical raw material.



Fried white-meat fish  
and other products

**Accelerate  
international  
growth**

▶ Page 31



Farmed salmon and  
other products

**Enhance  
aquaculture  
business**

▶ Page 30



High-purity EPA

**Strengthen  
international  
sales of  
pharmaceutical  
raw materials**

▶ Page 44



Wholesale  
and retail



Food manufacturers



Restaurants



Feed manufacturers



E-commerce and  
home delivery



Pharmaceutical  
manufacturers

**Customers of  
all ages around  
the world**

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