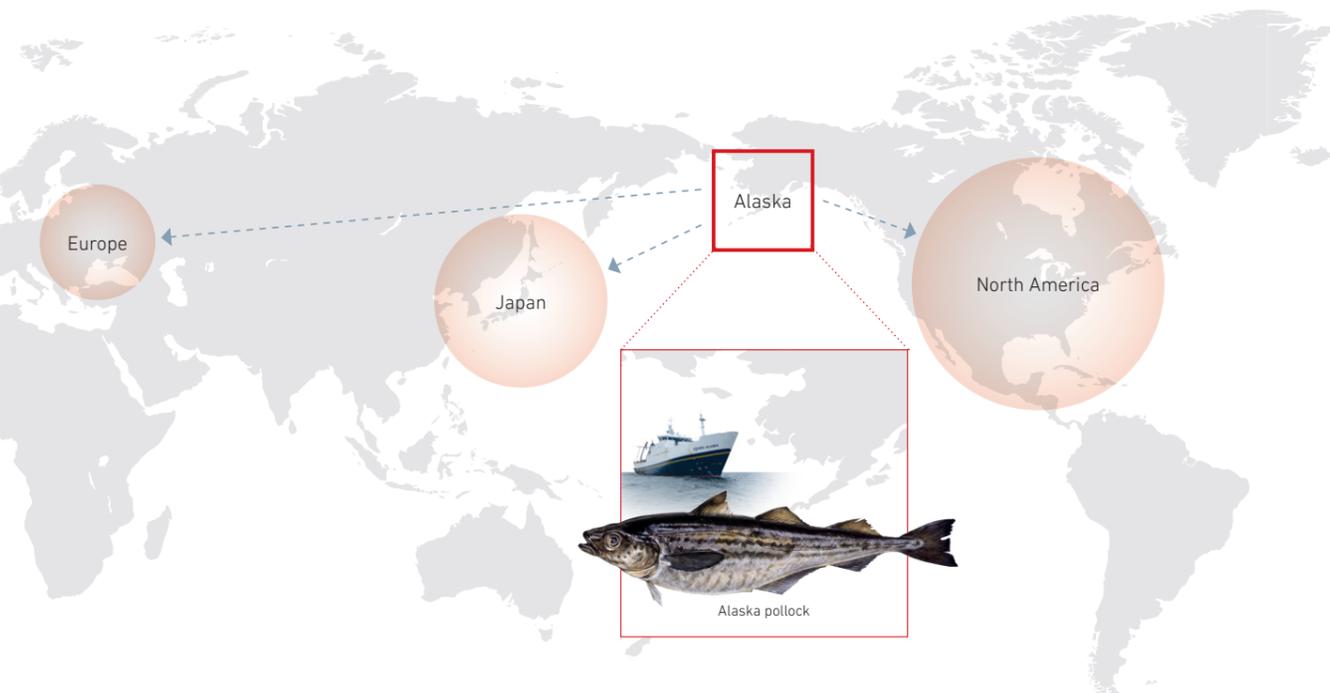


Global Value Chain of the Maruha Nichiro Group - Our Strength -

Through our global value chain centered on seafood products, the Maruha Nichiro Group's greatest social responsibility is to continue to fulfill our mission of bringing abundant blessings of nature from around the world to our customers' tables.

One example of the value chain is the Alaska pollock business in North American waters, which we have been involved in for many years. After being caught in Alaska, the fish is initially processed according to the needs of the customer, and then shipped around the world. In North America and Japan, we utilize those processed raw materials, convert them into finished products at the Group's plants, and then sell them. We are also seeing an increase in sales in the European market, where the health value of fish is recognized. The value chain that connects us to markets throughout the world is our strength, and we will continue to strive to build and maintain a robust value chain while taking into consideration the appropriate use of marine resources and food loss.



For export to the Japanese market

Pollock off the coast of Alaska in the US is caught through sustainable fisheries by taking into account marine resources and the marine environment. In addition, our company has obtained MSC CoC certification* as proof that the processing and distribution of its products satisfy appropriate standards. From raw material procurement to production and logistics, we manage the entire process to deliver safe and secure food to everyone.

*MSC (Marine Stewardship Council)
*CoC certification: Abbreviation for Chain of Custody certification. Certification at the processing and distribution stages to prevent the mixing of certified and non-certified seafood products

Making products as raw material for frozen food
(Consumer Frozen Foods Business Unit: Maruha Nichiro Corporation, Shin-Ishinomaki Plant)



Frozen food made from Alaska pollock

Making products as raw material for fish sausages
(Consumer Processed Foods Business Unit: Maruha Nichiro Corporation, Utsunomiya Plant)



Fish sausages made from Alaska pollock and containing DHA

Building a nationwide logistics network to provide comprehensive support for product distribution
(Logistics Unit: Maruha Nichiro Logistics, Inc.)



For export to the North American market

In the North American market, we produce and sell imitation crab meat made from the surimi of Alaska pollock. In particular, we hold about half of the retail market share for commercial crab cakes sold in the US.

Raw material for imitation crab meat (crab flavored fish sticks)
(Overseas Business Unit: Trans-Ocean Products Inc., Bellingham Plant)



Imitation crab meat for retail market made from Alaska pollock surimi

For export to the European market

In the Netherlands, we are a major supplier of kibbeling*, cutting fillet blocks according to customers' requests and delivering them custom-made throughout the Netherlands.

*Kibbeling: One of the Dutch dishes consisting of battered and deep-fried white pollock meat

Sales of fillets and other products to the European market
(Overseas Business Unit: Seafood Connection Holding B.V.)




Kibbeling made with fillet blocks of pollock