

# NICHIREI LOGISTICS GROUP INC.

## FY2021 Business Report Meeting

May 16, 2022

- 1. Company Overview**
- 2. Summary of Financial Results for FY2021**
- 3. Previous Medium-Term Management Plan (2019–2021)**
- 4. New Medium-Term Management Plan (2022–2024)**
- 5. References**

# 1. Company Overview

## [Organizational Structure]

### Nichirei Logistics Group Inc. (Holding Company)

**38 subsidiaries,  
10 affiliated companies**

#### Network Storage Business

Nichirei Logistics Hokkaido, Inc.

Nichirei Logistics Tohoku, Inc.

Nichirei Logistics Kanto, Inc.

Kyokurei Corporation

Nichirei Logistics Tokai, Inc.

Nichirei Logistics Kansai, Inc.

Nichirei Logistics Chushikoku, Inc.

Nichirei Logistics Kyushu, Inc.

#### Engineering Business

Nichirei Logistics Engineering, Inc.

#### Network Business

(3PL, transportation, network, value-added services)

Logistics Network, Inc.

NK Trans, Inc.

#### Chinese Business

Nichirei Logistics Holding (Shanghai) Co., Ltd.  
Shanghai Fresh Cold Storage and  
Transportation Co., Ltd.  
Jiangsu Xianhua Logistics Co., Ltd.  
Nanjing Xianhua Logistics Co., Ltd.

#### Thai Business (affiliated companies)

SCG Nichirei Logistics Co., Ltd.

#### Malaysian Business (affiliated companies)

NL Cold Chain  
Network(M)SDN BHD

Litt Tatt Enterprise Sdn. Bhd.

Litt Tatt Distribution Sdn. Bhd.

#### Overseas Business

##### European Business

Nichirei Holding Holland B.V.

HIWA Rotterdam Port Cold Stores B.V.

Eurofrigo B.V.

Thermotrafic Holland B.V.  
Thermotrafic UK Ltd.  
Kevin Hancock Ltd.

Thermotrafic GmbH

Frigo Logistics Sp.z o.o.  
Armir Logistyka Sp. z o.o.  
Armir Dystrybucja Sp. z o.o.

Transports Godfroy S.A.S

Entrepots Godfroy S.A.S

Norish (N.I.) Limited  
Norish Limited

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5. References

## 2. Summary of Financial Results for FY2021

### [Highlights]

<b>Consolidated</b>	<b>Robust overseas business drove overall performance, resulting in higher sales and profits</b>			
	Net sales:	<b>JPY 224.5 billion</b>	YoY	<b>Up 6%</b>
	Operating profit:	<b>JPY 14.6 billion</b>	YoY	<b>Up 12%</b>
<b>Network Business</b>	<b>Sustained strong performance in consumer products handling and effective cost control contributed to higher profits</b>			
	Net sales:	<b>JPY 102.9 billion</b>	YoY	- (on par with the previous year)
	Operating profit:	<b>JPY 5.5 billion</b>	YoY	<b>Up 8%</b>
<b>Storage Business</b>	<b>Along with stable operation at the Honmoku DC, ongoing efficiency improvements have enhanced profitability</b>			
	Net sales:	<b>JPY 71.4 billion</b>	YoY	<b>Up 3%</b>
	Operating profit:	<b>JPY 7.9 billion</b>	YoY	<b>Up 14%</b>
<b>Overseas Business</b>	<b>Significant business growth in both Europe and China drove net sales past JPY 40.0 billion</b>			
	Net sales:	<b>JPY 45.9 billion</b>	YoY	<b>Up 26%</b>
	Operating profit:	<b>JPY 2.1 billion</b>	YoY	<b>Up 47%</b>

# 2. Summary of Financial Results for FY2021

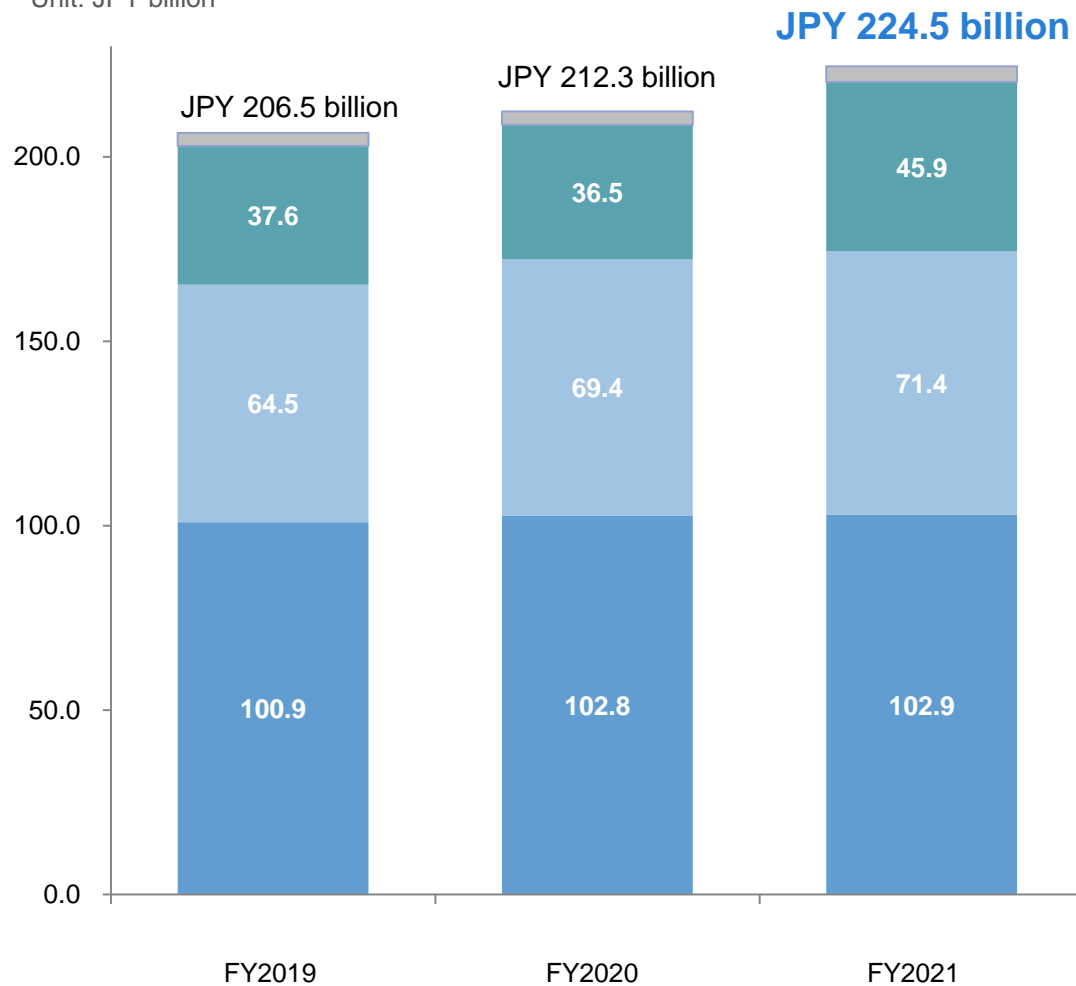
## [Consolidated Results]

### Net Sales Trend

- Other/Common
- Overseas
- Storage
- Network

**YoY Up 6%**

Unit: JPY billion

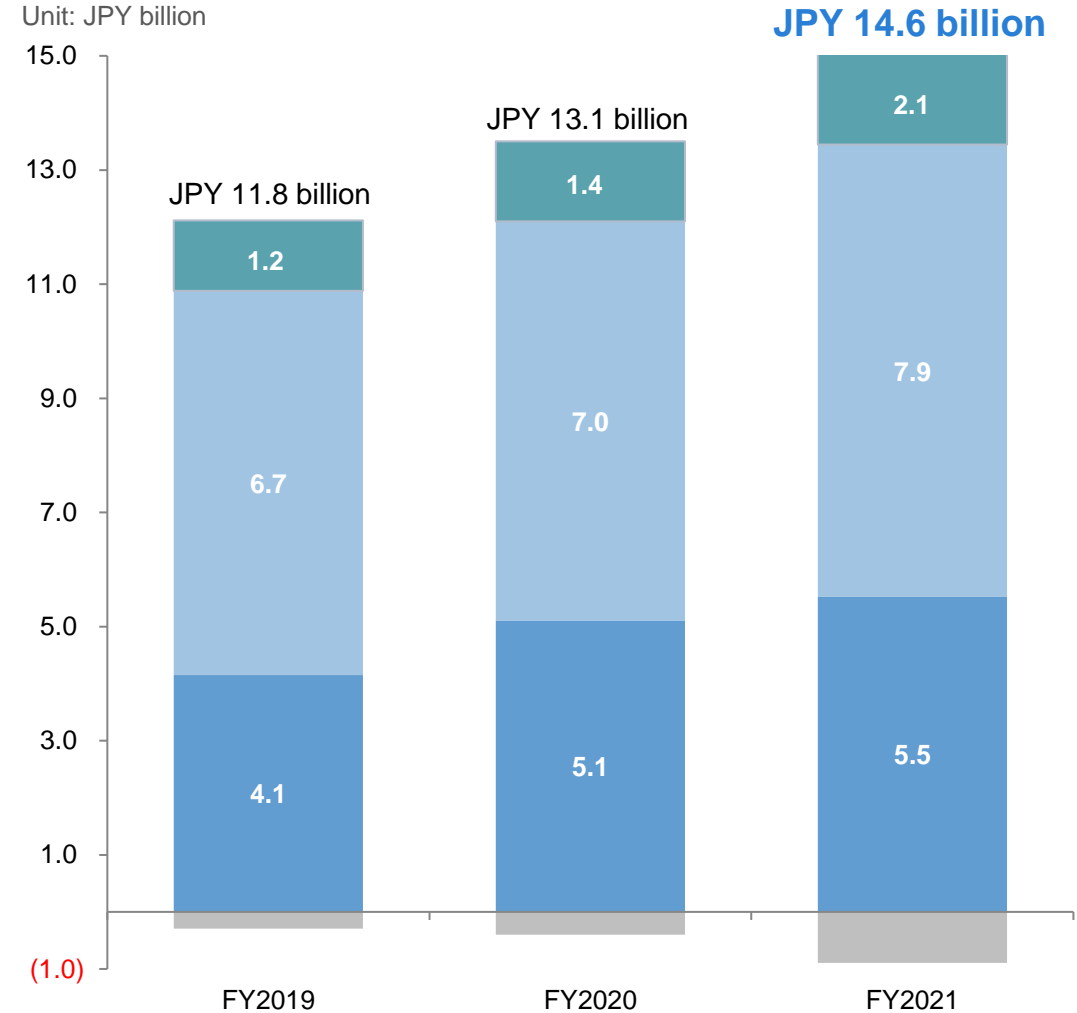


### Operating Income Trend

- Other/Common
- Overseas
- Storage
- Network

**YoY Up 12%**

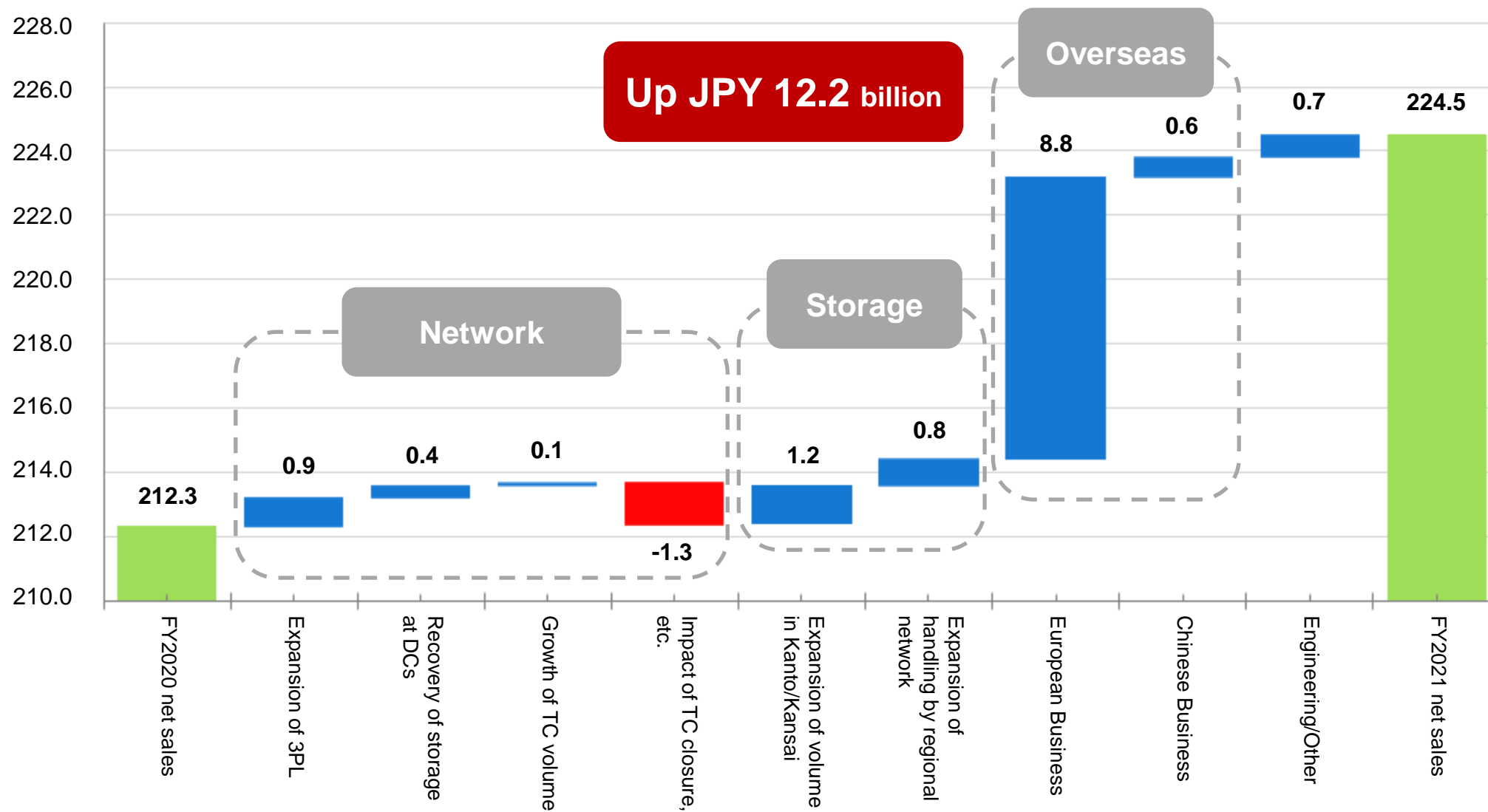
Unit: JPY billion



## 2. Summary of Financial Results for FY2021

### [Consolidated: Factors Affecting Net Sales]

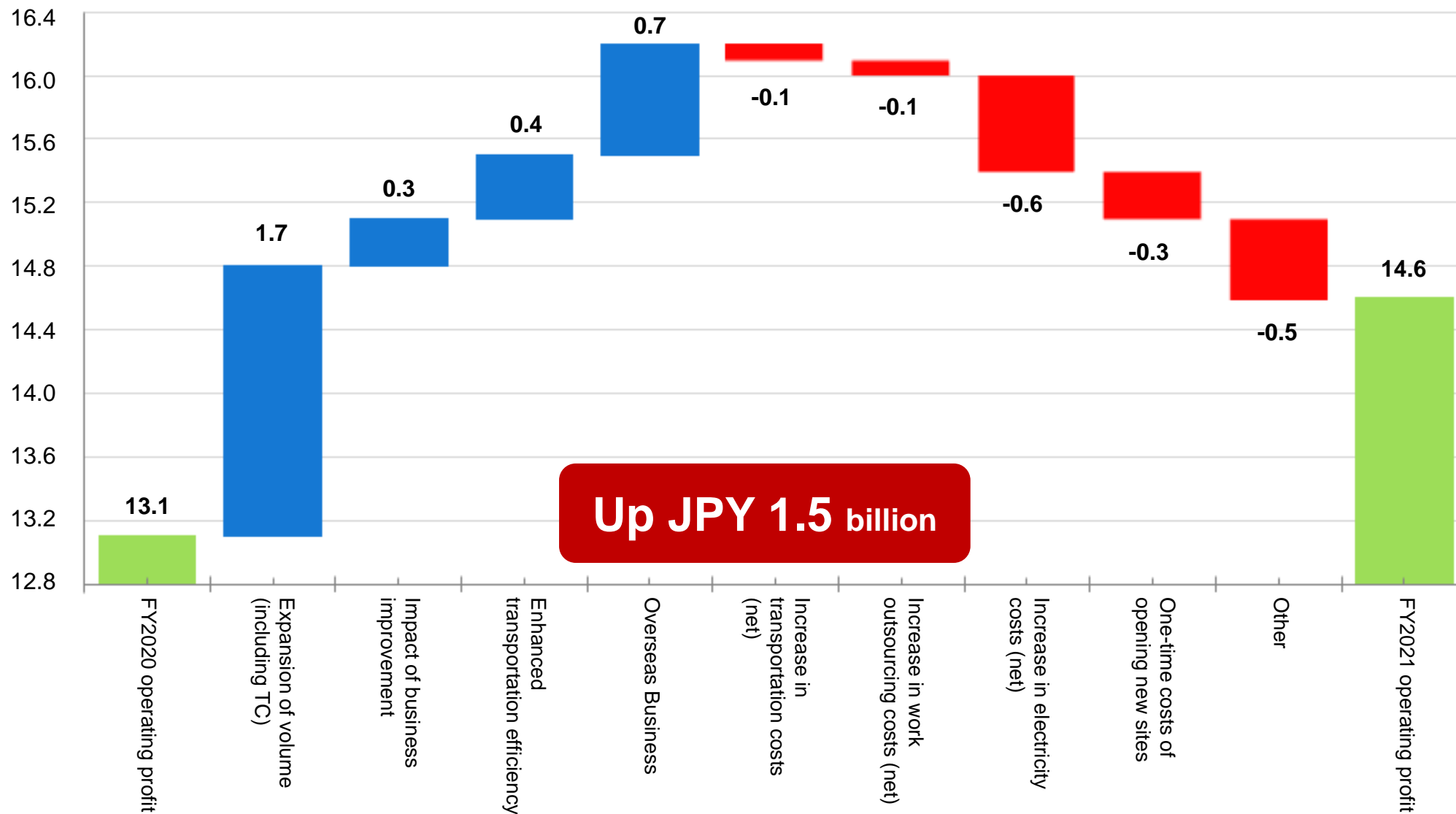
Unit: JPY billion



## 2. Summary of Financial Results for FY2021

### [Consolidated: Factors Affecting Operating profit]

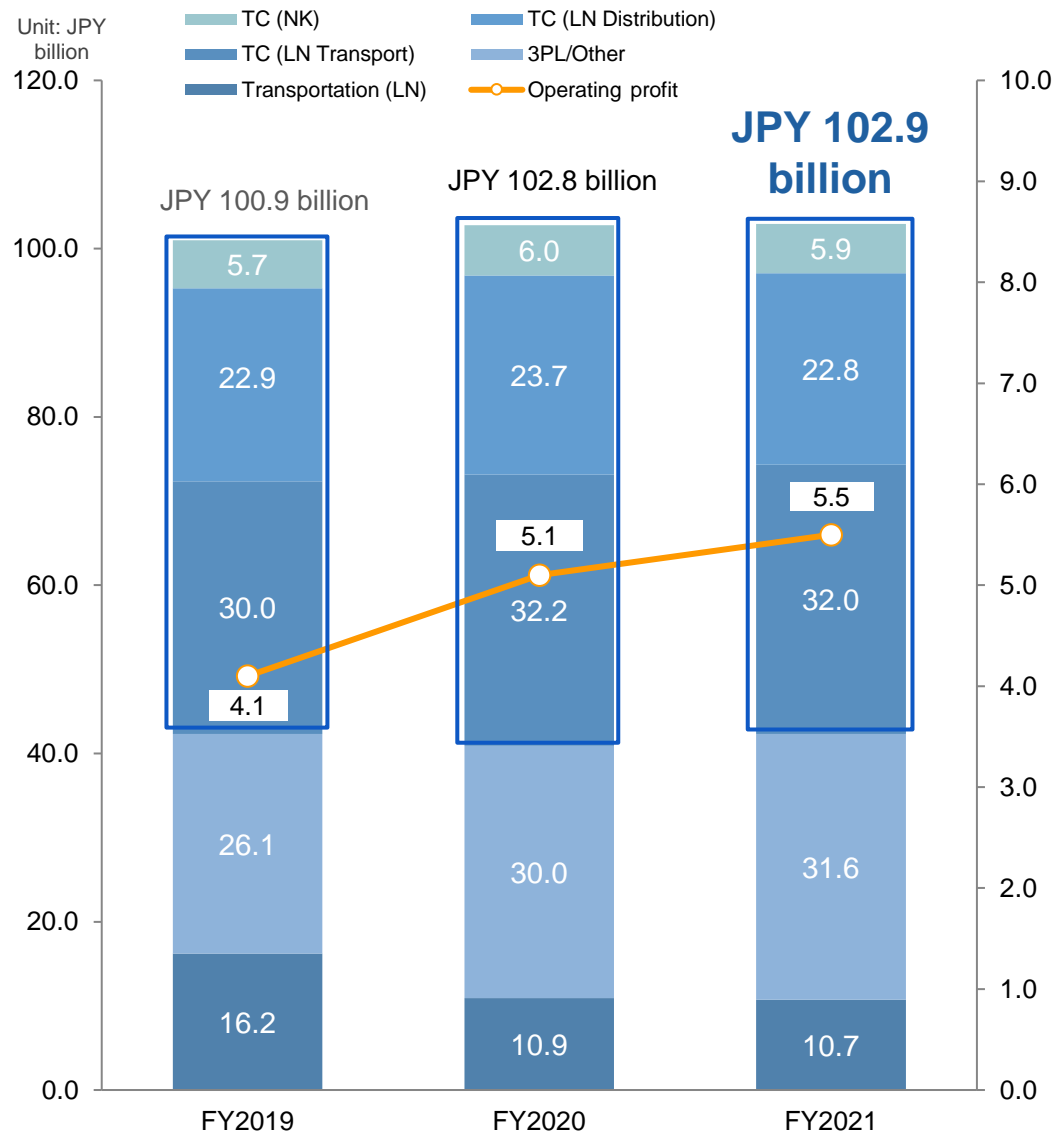
Unit: JPY billion



# 2. Summary of Financial Results for FY2021

## [Network Business]

### Net Sales/Operating Profit Trends



Note 1: FY2020 results include a decrease in net sales of JPY 6.0 billion due to the transfer to the Storage Business (applies similarly to subsequent fiscal years).

### Topics

**Performance remained solid, underpinned by sustained strong sales of consumer products**  
**Measures such as optimizing vehicle numbers helped offset the impact of rising costs**

■ **TC Business**

- Although the closure of some facilities had a negative impact, an increase in consumer products kept net sales and operating profit on par with the previous year

■ **3PL Business**

- Performance was driven by capturing increased demand for consumer products and the rebound in commercial products

■ **Transportation Business**

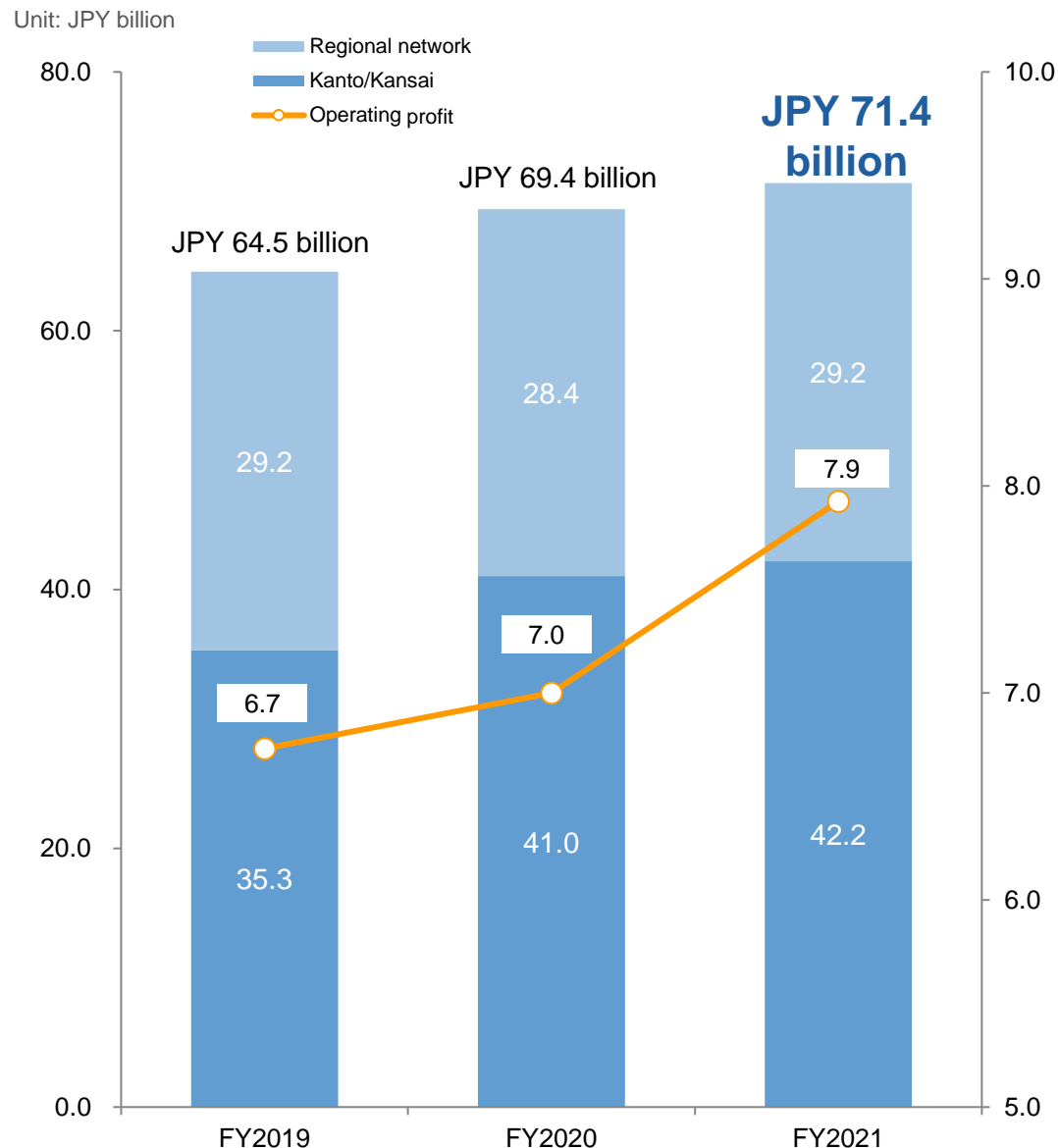
- Efficiency improved through optimal vehicle fleet management
- Investment has been expanded to address the 2024 problem

# 2. Summary of Financial Results for FY2021

## [Storage Business]

### Net Sales/Operating Profit Trends

### Topics



**Sales and profits increased, driven by higher delivery volumes in major metropolitan areas, full operation of newly established centers, and improved operational efficiency**

- Major metropolitan areas
  - Achieved higher sales and profits by capturing increased demand for consumer products and the rebound in commercial products
  - The negative impact of rising electricity and labor costs was offset by implementing energy- and labor-saving measures
- Regional network
  - Logistics demand in each area was successfully captured through the full-scale operation of the Nagoya minato DC and Honmoku DC
  - Volume was expanded through the development of transportation infrastructure suited to regional characteristics

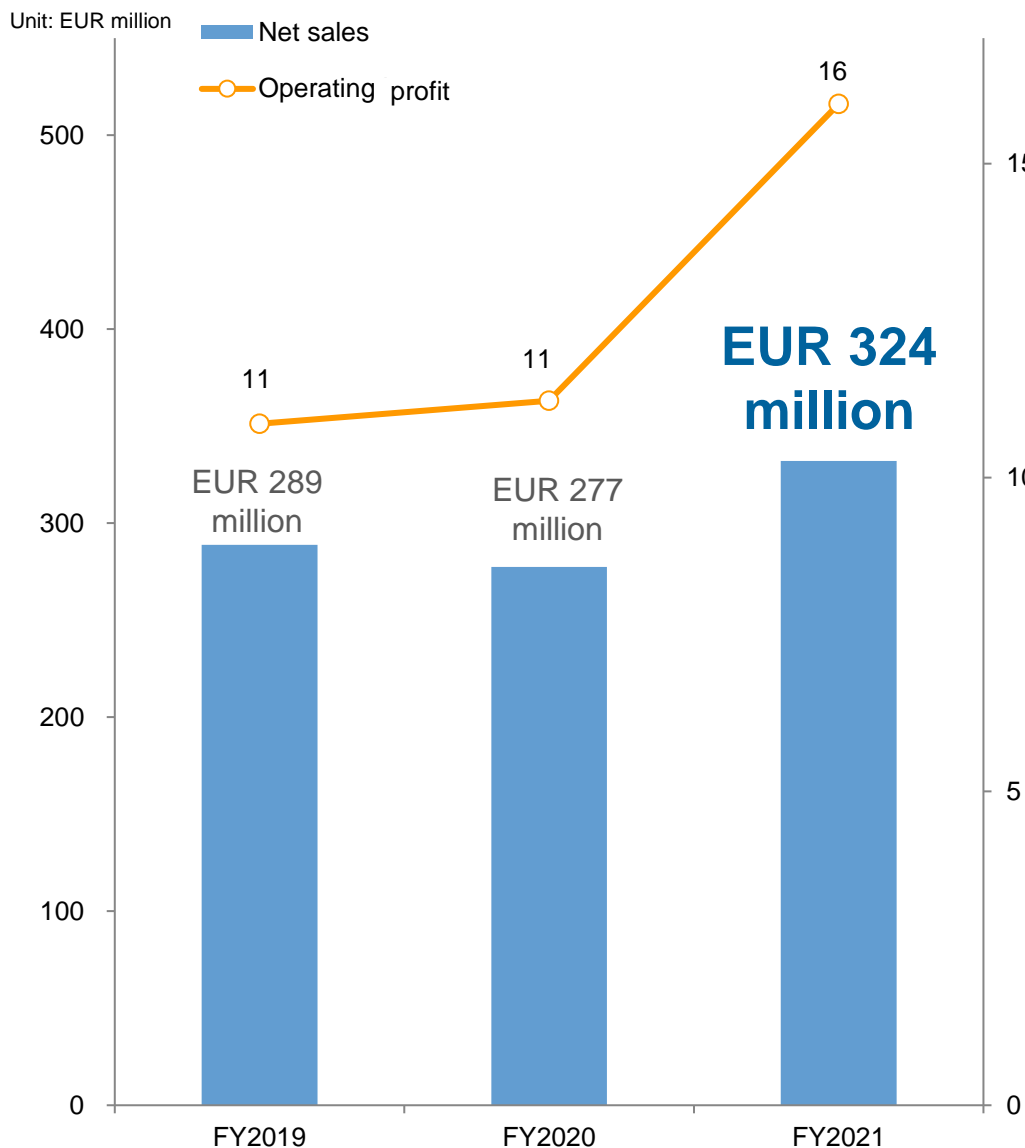
Note 1: FY2020 results include net sales of JPY 6.0 billion due to the transfer from the Network Business (applies similarly to subsequent fiscal years).

# 2. Summary of Financial Results for FY2021

## [European Business]

### Net Sales/Operating Profit Trends

### Topics



**Sales and profits increased, supported by growth driven by consumption recovery across Europe**

- the Netherlands, UK, France (upstream and midstream business areas)
  - Logistics demand resulting from Brexit was steadily captured
  - The decline in delivery volumes caused by poor fruit harvests and rising ocean freight rates was offset by cost control measures
  - Shipments to wholesalers have recovered as demand for dining out picks up
- Germany and Poland (downstream business areas)
  - Strong performance in consumer products handling was sustained
  - Transportation efficiency was improved through the use of the newly established XD base in Poland

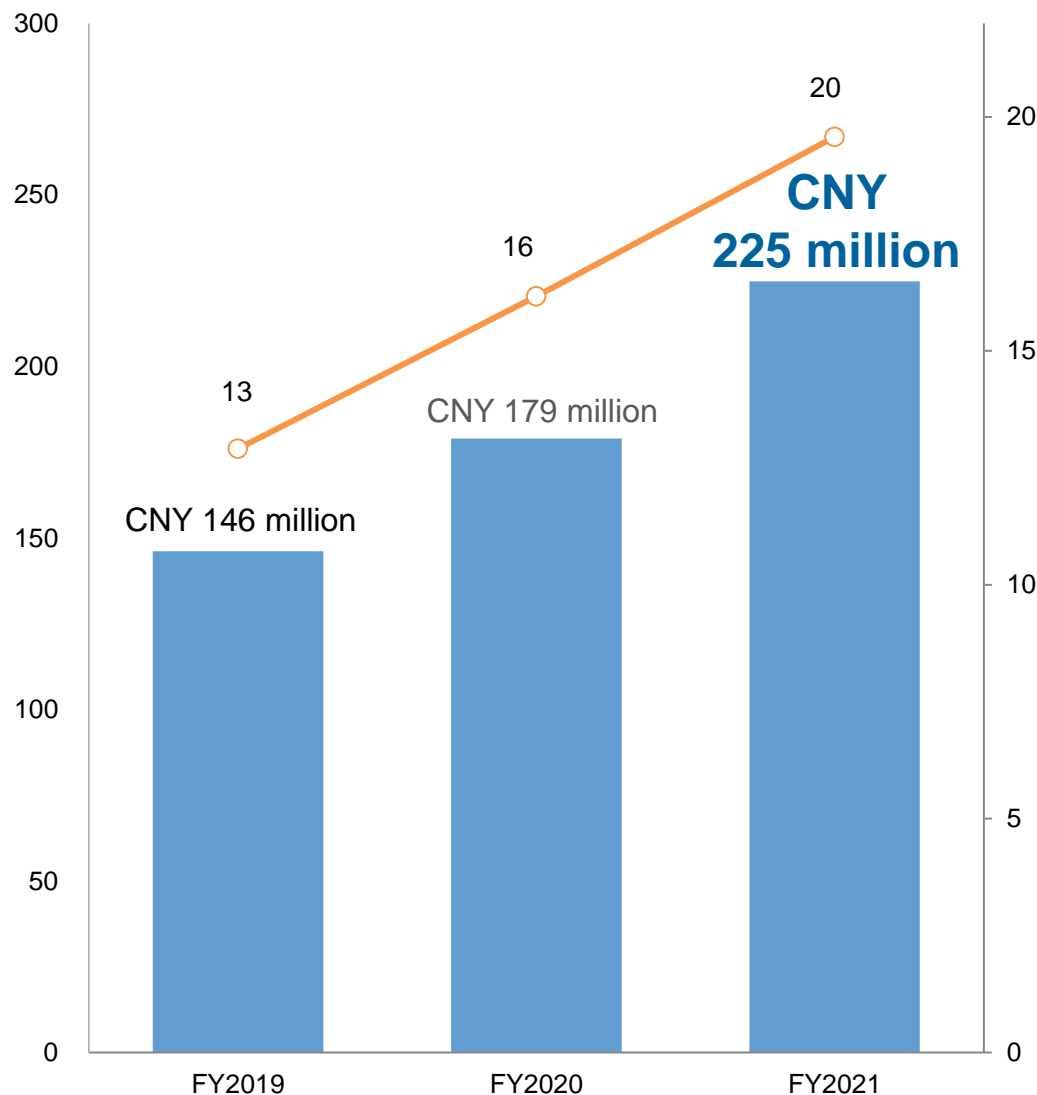
\*Graph values reflect figures after the elimination of intercompany transactions.

## 2. Summary of Financial Results for FY2021

### [Chinese Business]

#### Net Sales/Operating Profit Trends

Unit: CNY million    ■ Net sales    ○ Operating profit



#### Topics

#### Sales and profits increased, driven by business growth from higher CVS handling volumes

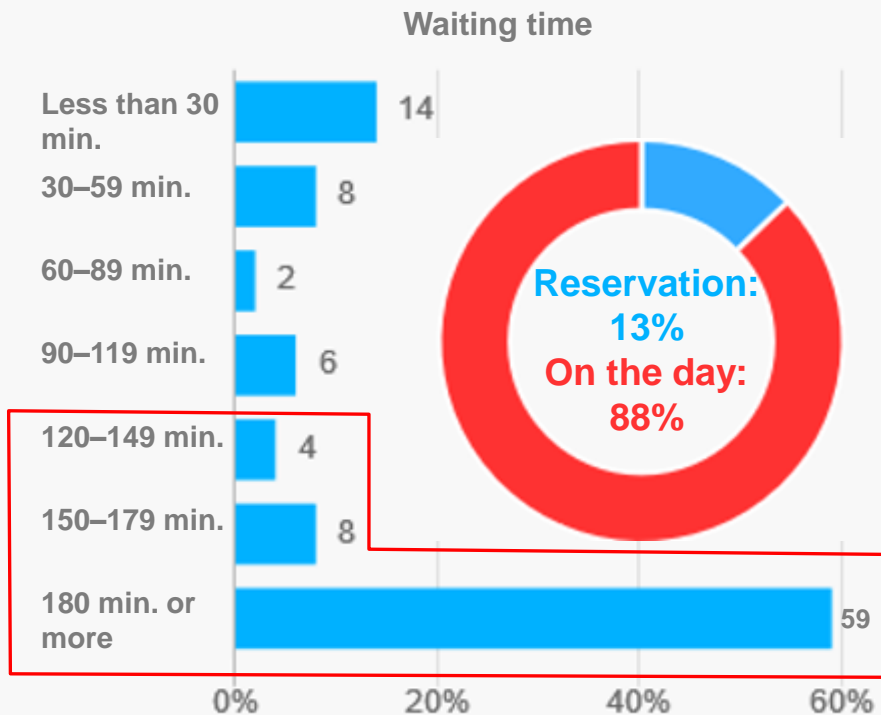
- Shanghai area
  - CVS business sales grew as the number of stores increased
  - Cost reduction achieved through delivery-focused efficiency improvements
- Jiangsu-Nanjing area
  - Strong handling volumes for CVS were sustained
  - The Nanjing Low-Temperature Logistics Center's stable operation has enhanced our business foundation

# [Topic] Introduction of a fully reservation-based truck berth system at 30 sites nationwide

- At centers that introduced a fully reservation-based system, 97% of vehicles experienced a reduction in waiting times of 60 minutes or less
- Reductions in standby vehicles during late-night and early-morning hours, fewer parked vehicles around logistics centers, and a decrease in berthing-time confirmations have eased the workload for reception operations

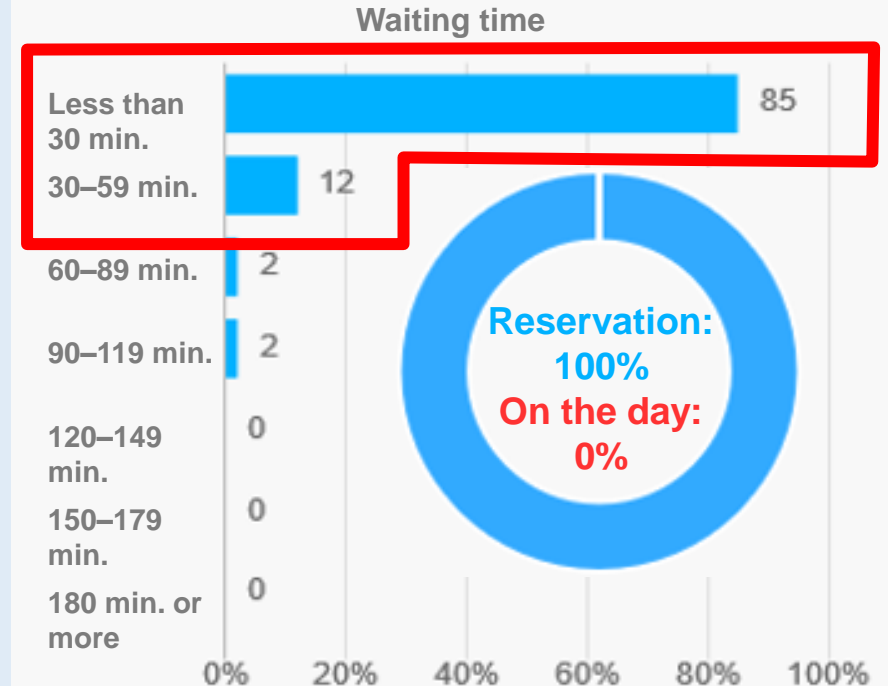
## Before

**Vehicles waiting for 2 hours or more: 71%**



## After

**Vehicles waiting for 1 hour or less: 97%**



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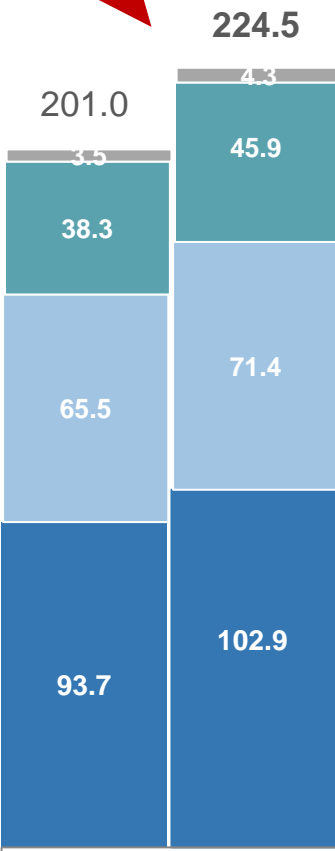
# 3. Previous Medium-Term Management Plan (2019–2021)

## [Performance Results and Key Achievements]

### Net sales

- Other
- Overseas Business
- Storage Business
- Network Business

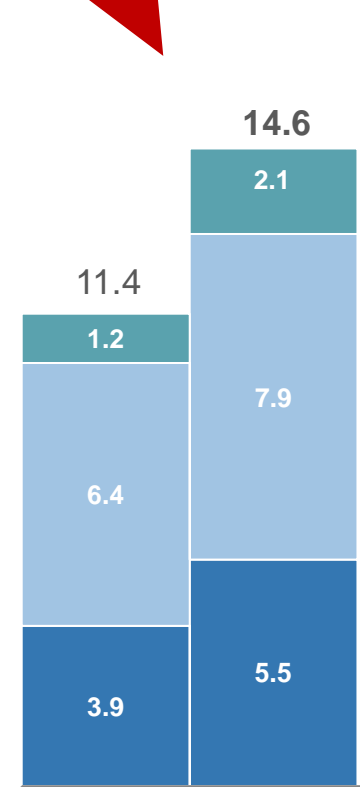
**Up JPY 23.5 billion**



### Operating profit

Unit: JPY billion

**Up JPY 3.2 billion**



### Organizational infrastructure

- Promoting business innovation**  
Promoted the digitalization of warehouse operations through the use of advanced technologies
- Promoting diversity**  
Launched a new personnel system and established the Diversity Promotion Office
- Enhancing work-style flexibility**  
Established the new third-place office, SateCo

### Japan

- Expanding LLP services**  
Promoted logistics collaboration among frozen food manufacturers
- Strengthening the operational foundation in major metropolitan areas**  
Integrated the Higashi Ogishima DC and developed a transportation network across the Kansai area
- Opening new facilities**  
Achieved stable operation at the Naha Shinko DC, Nagoya minato DC, and Honmoku DC

### Overseas

- Strengthening the European business foundation**  
Strengthened the business foundation through expanded warehouse capacity and completed M&A initiatives
- Expanding the Chinese business**  
Provided logistics services in line with clients' growing number of store openings
- Expanding the ASEAN business**  
Maintained stable operations at the SCGN 2nd phase building

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# 4. New Medium-Term Management Plan (2022–2024)

## [Positioning and Basic Policies of the New Medium-Term Management Plan]

### Current Situation as Understood

### New Medium-Term Management Plan

#### External environment

##### Politics and economics (Japan and overseas)

- Economic stagnation caused by the COVID-19 pandemic
- Severe labor shortage
- Growing tensions in Ukraine

##### Logistics industry

- Addressing the 2024 problem
- Disruptions in the global supply chain
- Increased costs due to rising energy prices

##### Societal expectations

- Promoting DX and innovation
- Strengthening sustainability initiatives

**Three years of strengthening the foundation for dramatic growth**

#### Basic policies

##### Japan

Build a business foundation for the next generation

##### Overseas

Achieve growth in both sales and profits

##### Business innovation/technology

Develop technological infrastructure through business innovation and engineering enhancement

##### Organization/function

Strengthen corporate structure for sustainable growth

**Vision**

**Achieve an overwhelming presence**  
as a low-temperature controlled food logistics provider

# 4. New Medium-Term Management Plan (2022–2024)

## [Basic Strategy]

- In Japan, strengthen the foundation to address the 2024 problem; overseas, pursue growth in both sales and profits

# Compass Rose 2024

<Compass Rose>  
A compass figure placed on a map or chart that indicates the directions of north, south, east, and west

**Domestic Business**

**Building a next-generation business foundation**

- ◆ Build a new transportation system
- ◆ Strengthen the operational foundation in major metropolitan areas  
(Establish a Kanto network and a new facility in the Kobe Rokko district)

- ◆ Promote data-driven operations
- ◆ Develop automation and labor-saving measures
- ◆ Strengthen the engineering function

**Business Innovation/Technology**

**Developing technological infrastructure**

**Achieving growth in sales and profits**

**Overseas Business**

- ◆ Maximize the synergy effect from European investments
- ◆ Expand the Chinese and ASEAN business
- ◆ Explore opportunities in new areas

- ◆ Enhance work engagement
- ◆ Strengthen branding
- ◆ Further promote diversity

**Strengthening corporate structure**

**Organization/Function**

### [Materiality]

- Creation of new value
- Advancement of low-temperature logistics services
- Realization of a sustainable society
- Climate change initiatives
- Securing and development of diverse human resources

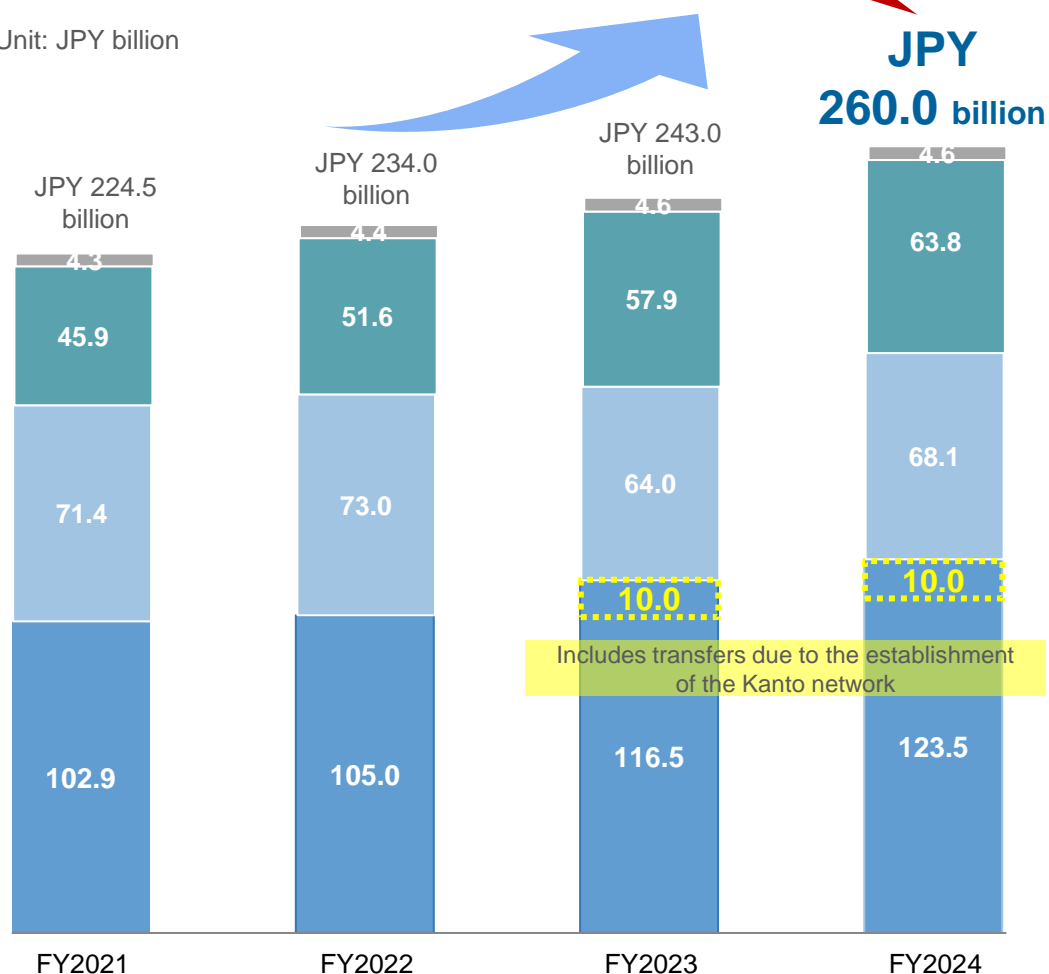
# 4. New Medium-Term Management Plan (2022–2024)

## [Management Targets]

### Net sales

- Other/Common
- Overseas Business
- Storage Business
- Network Business

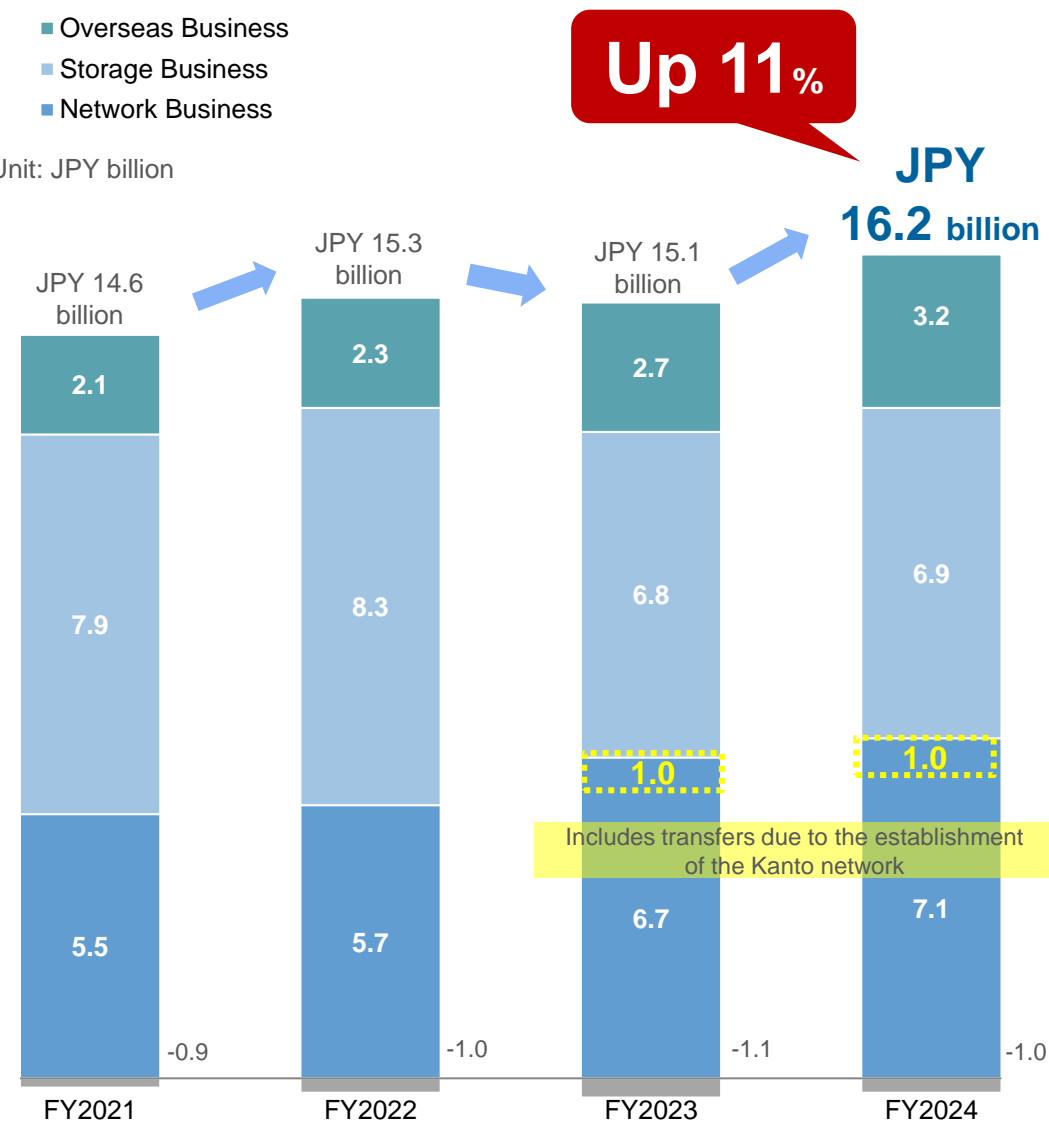
Unit: JPY billion



### Operating Profit

- Other/Common
- Overseas Business
- Storage Business
- Network Business

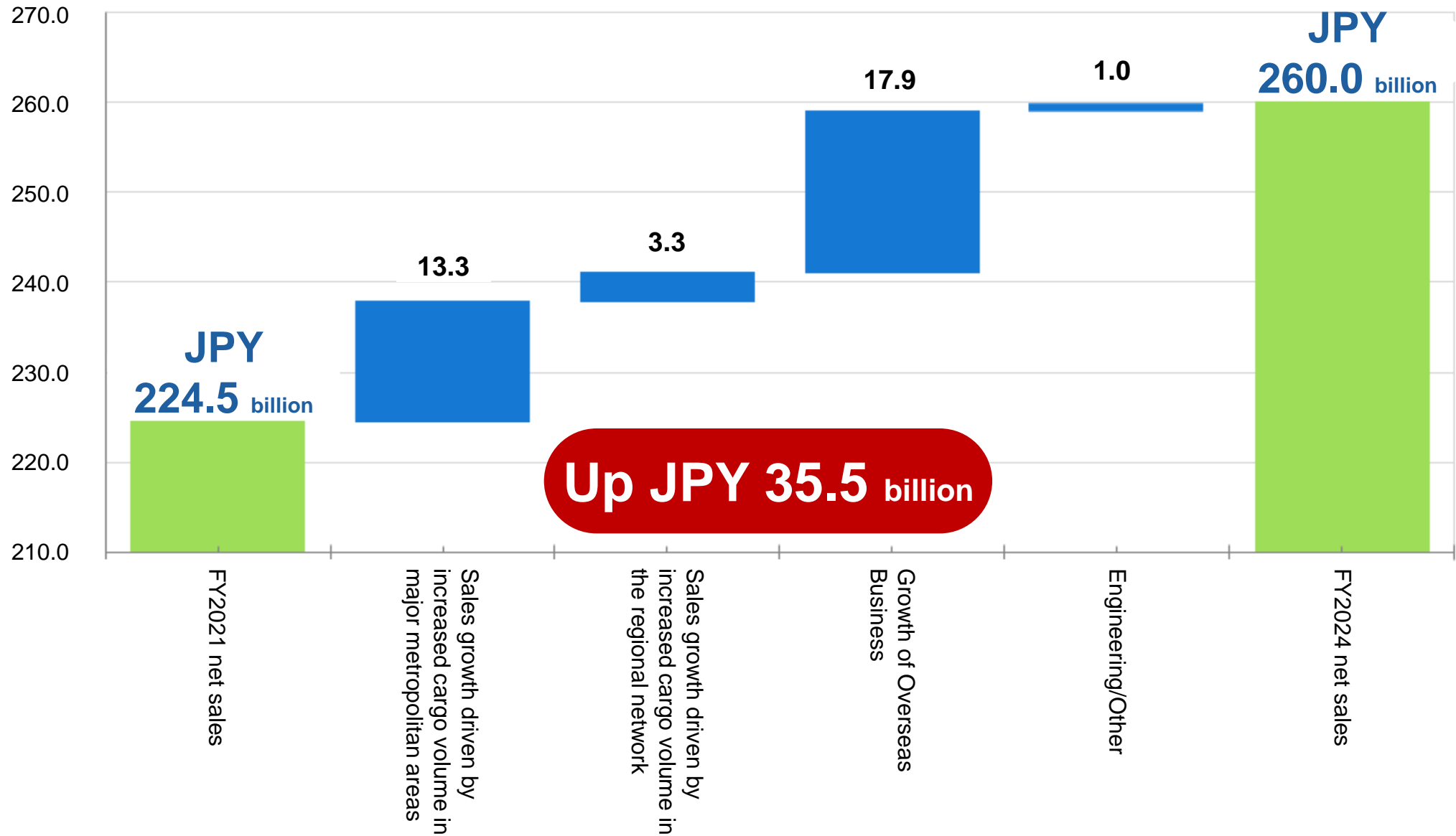
Unit: JPY billion



# 4. New Medium-Term Management Plan (2022–2024)

## [Factors Affecting Net Sales]

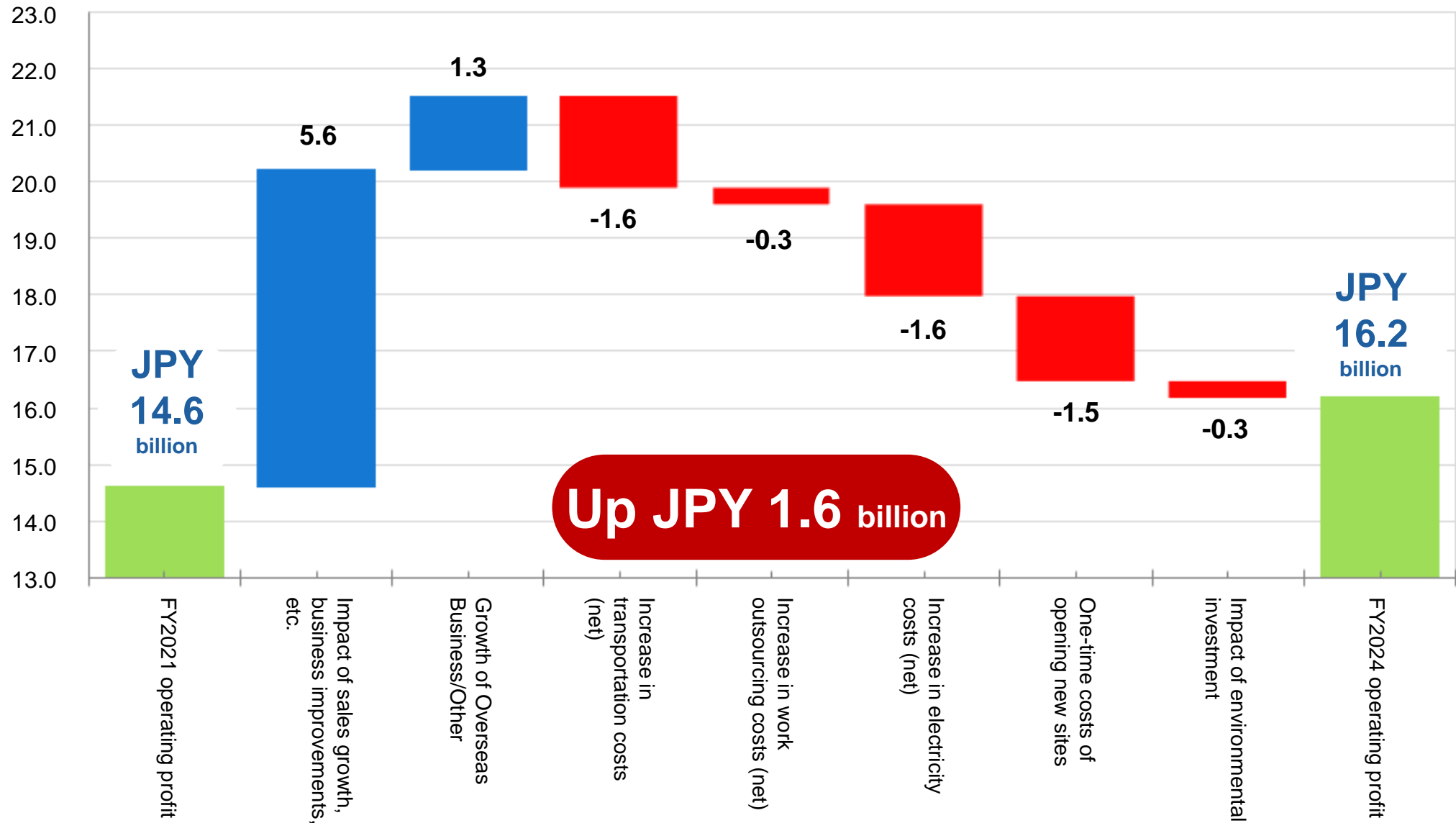
Unit: JPY billion



# 4. New Medium-Term Management Plan (2022–2024)

## [Factors Affecting Operating profit]

Unit: JPY billion



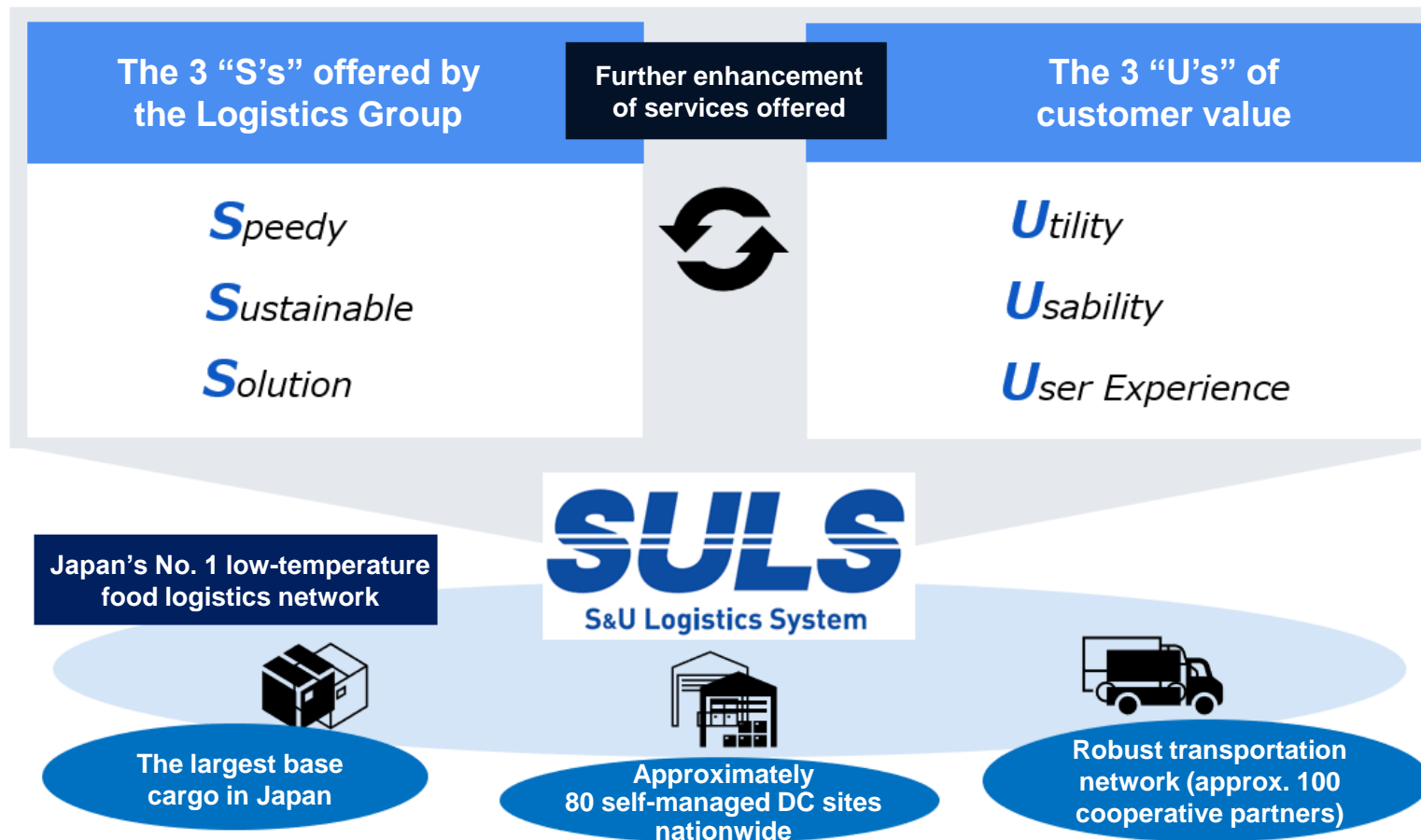
# 4. New Medium-Term Management Plan (2022–2024)

## [Strengthening Transportation Infrastructure]

- Establish a new transportation infrastructure by initiating the SMLS next-generation transportation system
- Strengthen initiatives addressing social issues such as labor shortages and the 2024 truck driver problem

### Vision

Enhance customer experience value through innovative and sustainable transportation systems



# 4. New Medium-Term Management Plan (2022–2024)

## [Strengthening Transportation Infrastructure]

### Features of SULLS

1. Relay transportation is facilitated by using trailers detachable from a tractor head
2. Loading and unloading operations are handled by us at our sites
3. We have newly added 24-pallet trailers to our fleet

### New value

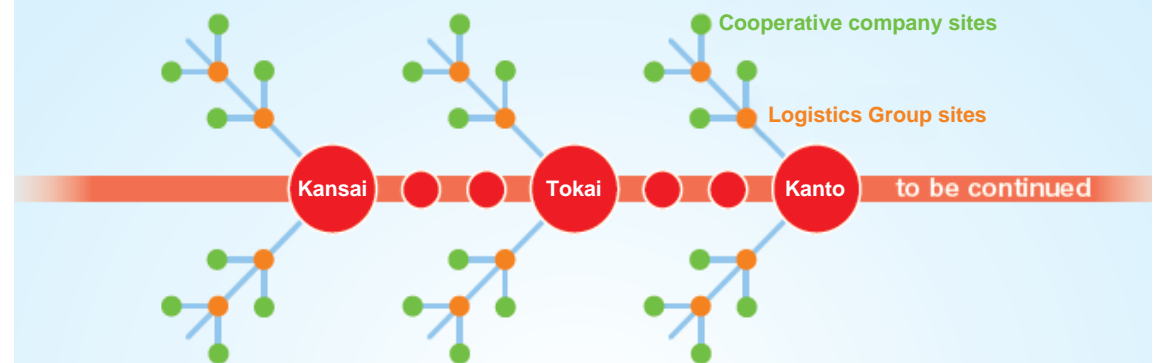
- Achieving stable and sustainable transportation (eliminating the risk of not being able to deliver)
- Maintaining legally compliant operations by reducing driver duty hours
- Improved convenience and reduced environmental impact through flexible order handling

A 24-pallet trailer with Japan's largest loading capacity



### Illustration of future development

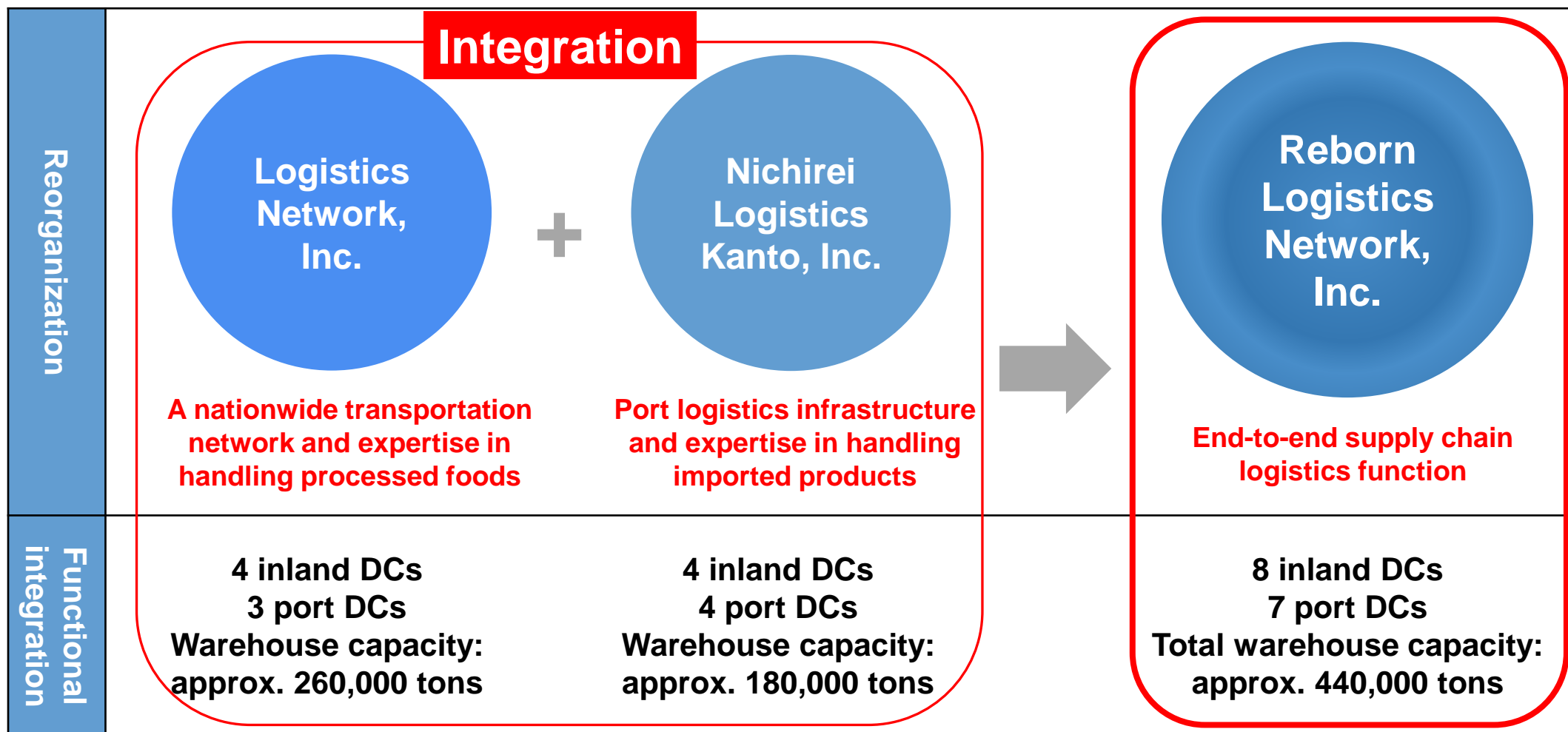
Starting from Tokyo, Nagoya, and Osaka and expanding sequentially



# 4. New Medium-Term Management Plan (2022–2024)

## [Establishment of the Kanto Network to Strengthen Major Metropolitan Area Infrastructure]

- Integrate Logistics Network, Inc. and Nichirei Logistics Kanto, Inc in April 2023
- Through integrated management of storage and transportation and the reorganization of cargo and functions, create end-to-end supply chain logistics services that allow for agile responses to customer needs



# 4. New Medium-Term Management Plan (2022–2024)

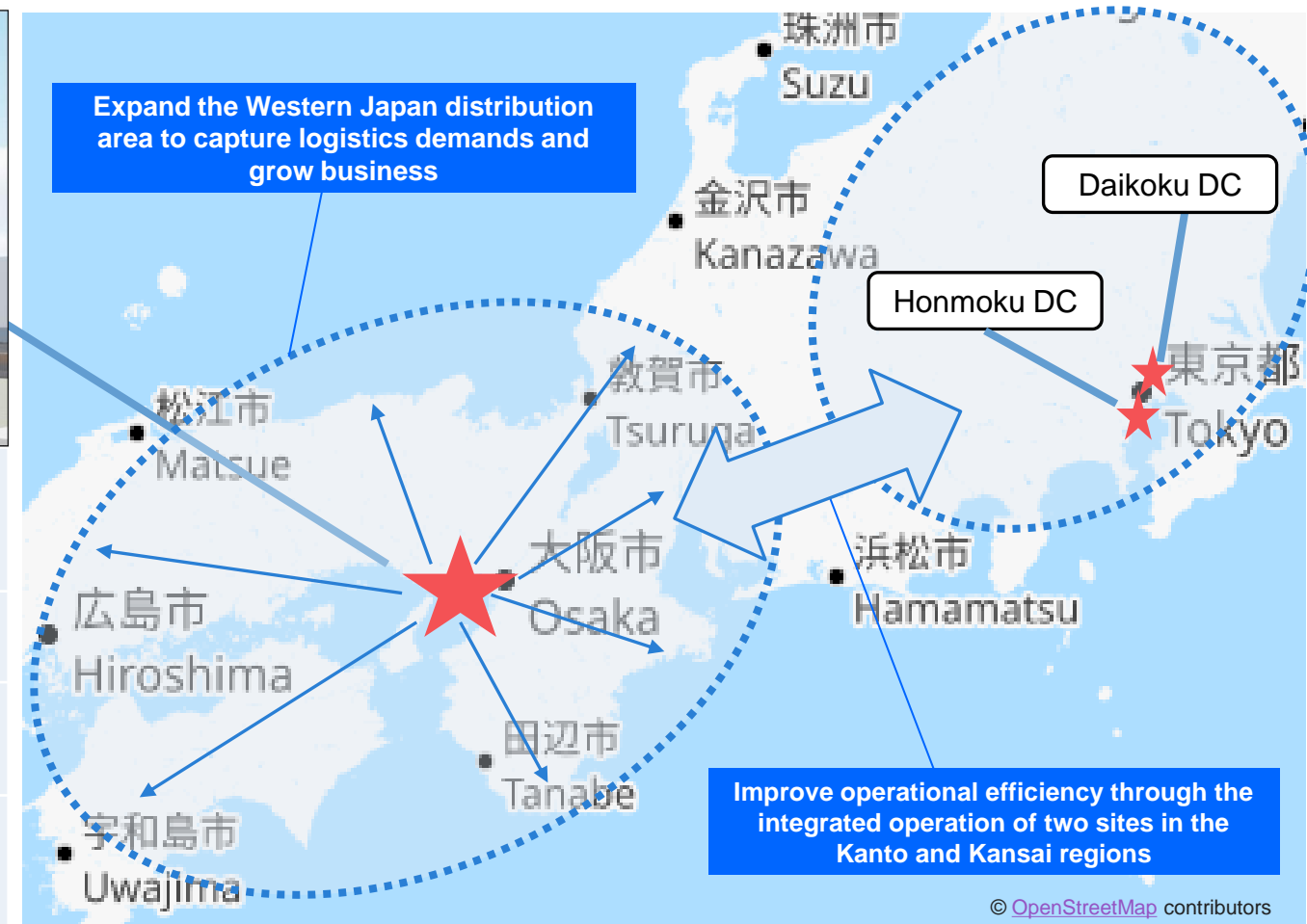
## [Establishment of the Kyokurei Brand in Western Japan]

- Capture needs for fruit juice and dairy products in Western Japan through the start of operations at the Kobe Rokko district (scheduled for H2 2023)
- Implement the Kyokurei-style end-to-end business model, serving customs clearance to transportation, through integrated operations with the Honmoku DC and Daikoku DC, achieving universal service coverage across the East-West region

Image of the new warehouse



<b>Storage capacity</b>	Approx. 22,000 tons (F-class: approx. 10,000 tons, FC-class: approx. 7,000 tons, C-class: approx. 5,000 tons)
<b>Loading Docks</b>	12
<b>Installed function</b>	Drum defrosting capability
<b>Building structure</b>	Cold warehouse: 4-story RCS structure with seismic isolation Office building: 3-story steel-framed structure with seismic resistance



# 4. New Medium-Term Management Plan (2022–2024)

## [Maximizing Investment Synergy Effect in European Business]

- Maximize profitability by bringing out the effects of investments made under the previous Medium-Term Management Plan
  - Increase warehouse capacity of approximately 160,000 tons across Europe
  - Expand operational capabilities through M&A

### U.K.: Acquisition of Kevin Hancock



### U.K.: Acquisition of Norish (N.I.) Limited



### France: Le Havre warehouse expansion



### Netherlands: Maasvlakte warehouse expansion



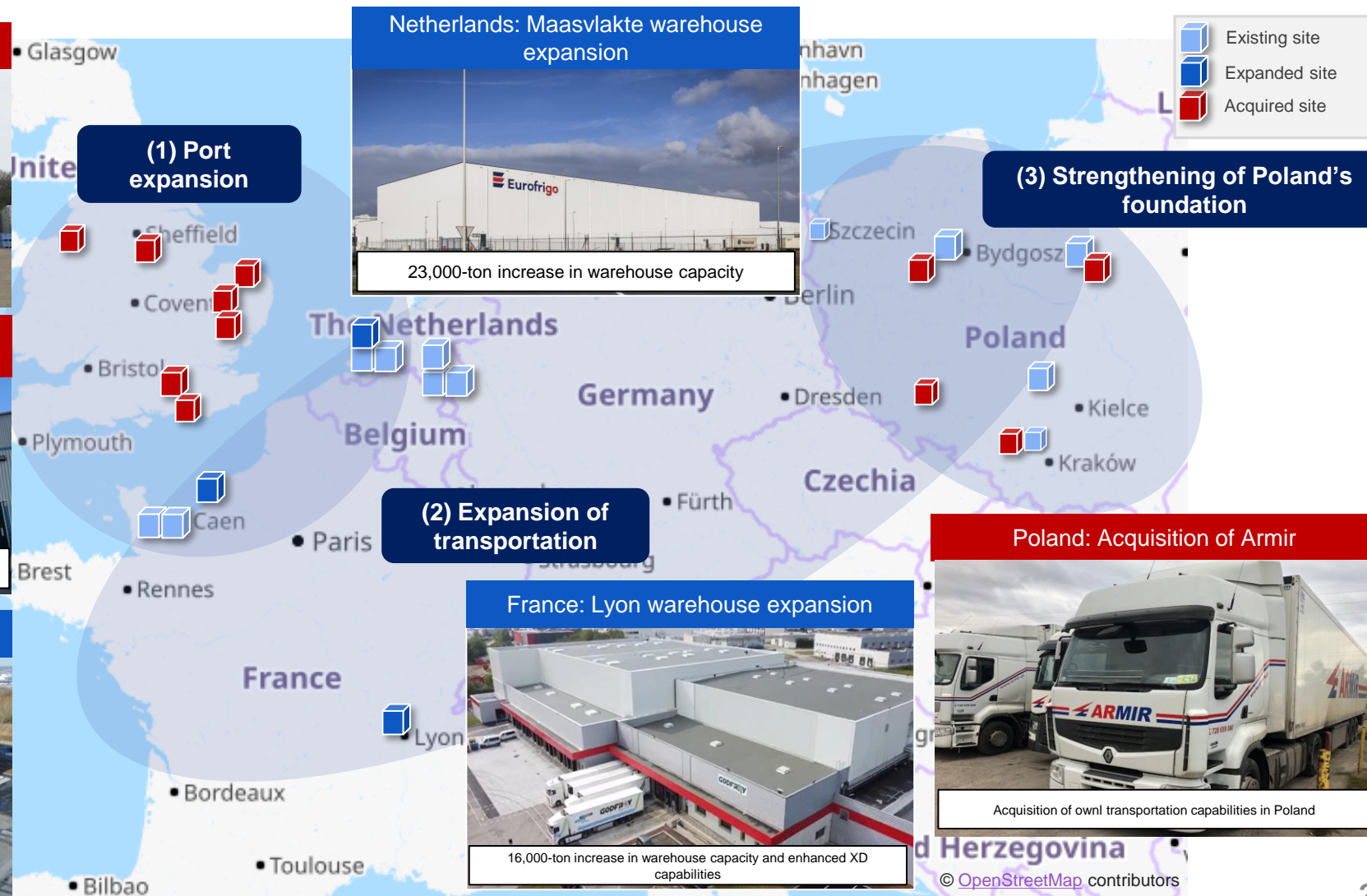
### (2) Expansion of transportation

### France: Lyon warehouse expansion



### (3) Strengthening of Poland's foundation

### Poland: Acquisition of Armir



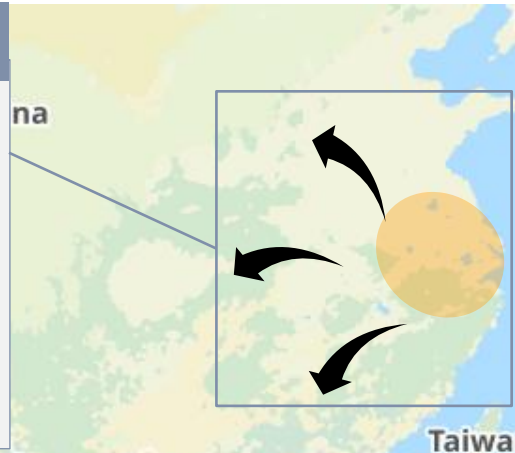
# 4. New Medium-Term Management Plan (2022–2024)

## [Business Expansion in China and the ASEAN region]

- China: Further expand business in line with growing needs for low-temperature logistics
- ASEAN: Expand end-to-end services through further advanced coordination of storage and transportation functions
- New: Continue exploring expansion opportunities, primarily in surrounding areas

### Chinese Business

- Consistently respond to increased store openings by key CVS clients
- Expand into other areas through sales and investment initiatives leveraging our expertise in East China



### Malaysian Business

- Grow business operations by enhancing collaboration between NLCCN and Litt Tatt

#### NLCCN

Storage capabilities  
(Facility capacity:  
approx. 45,000 tons)



#### Litt Tatt

Transport capabilities  
(Number of vehicles: 188)

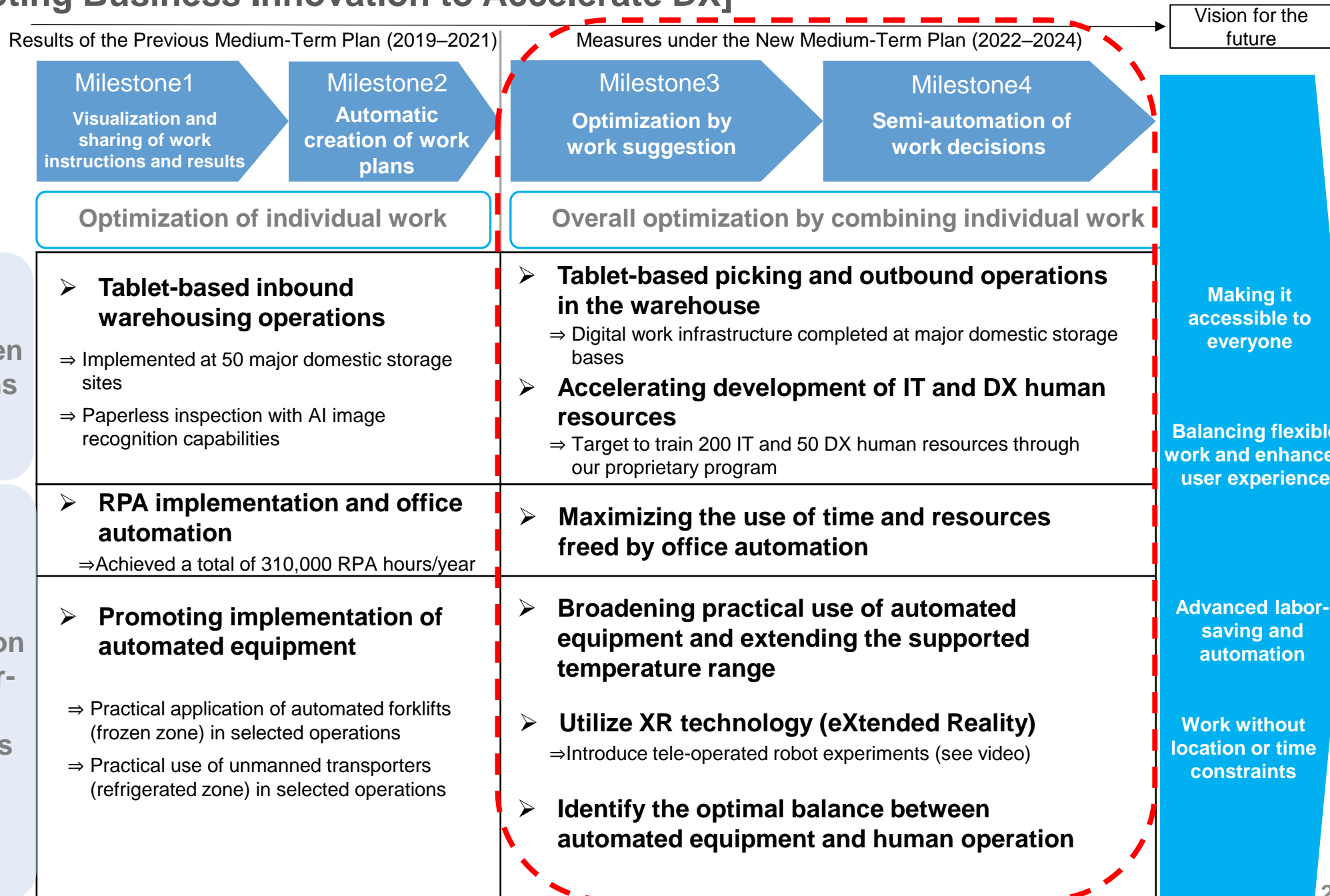
### Thai Business

- Expand cargo volume through enhanced services enabled by the 2nd phase building (Support for multiple temperature zones, value-added services)
- Expand end-to-end storage and transportation services through full-scale operation of the 2nd phase building



# 4. New Medium-Term Management Plan (2022–2024)

## [Promoting Business Innovation to Accelerate DX]



# 4. New Medium-Term Management Plan (2022–2024)

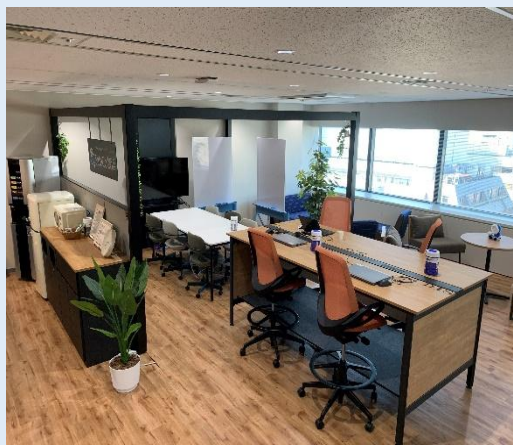
## [Enriching Content to Enhance Job Satisfaction]

### Establishing two third-place office bases in the eastern and western regions

#### ■ SateCo Osaka Umeda



#### ■ SateCo Yokohama



### Enhancing internal and external communication

#### ■ Operation of the in-house social networking tool “MIRU心 (MIRUko)”



Nichirei Logistics Group aims to be a company that cares not only about the work of each employee but also about their hearts. We also want employees to care for each other's hearts. Let's understand each other through "MIRUko." This is a place to connect hearts.

#### ■ Establishment of an external communication studio



\*SateCo is a registered trademark of Nichirei Logistics Group Inc.

# 4. New Medium-Term Management Plan (2022–2024)

## [Materiality of the Nichirei Group]

➤ Strengthen initiatives to achieve the Group’s long-term management goal, the “2030 Vision”

Materiality	Vision
1. <b>Creating new value in food and health</b>	Create new markets and customer value by taking on challenges outside existing areas in both food and health
2. <b>Strengthening food processing and production technology capabilities; enhancing logistics services</b>	Further refine core competencies in food processing, production and logistics to resolve social issues and improve profitability through competitive advantages in global markets
3. <b>Realizing sustainable food procurement and resources recycling</b>	Resolving various social issues related to the supply chain, which is the foundation of our business, and contribute to sustainable food procurement and the realization of a recycling-based society
4. <b>Climate change initiatives</b>	As a food and logistics company that is greatly affected by climate change, we will work with stakeholders to counter global warming and reduce energy consumption throughout the supply chain
5. <b>Securing and developing a diverse array of human resources</b>	Secure and develop a diverse array of human resources and foster an inclusive corporate culture to achieve sustainable growth

**Major initiatives of the Logistics Group**

**Improving profitability across the entire Logistics Group**

**Promoting initiatives to reduce our environmental impact**

**Promoting diversity**

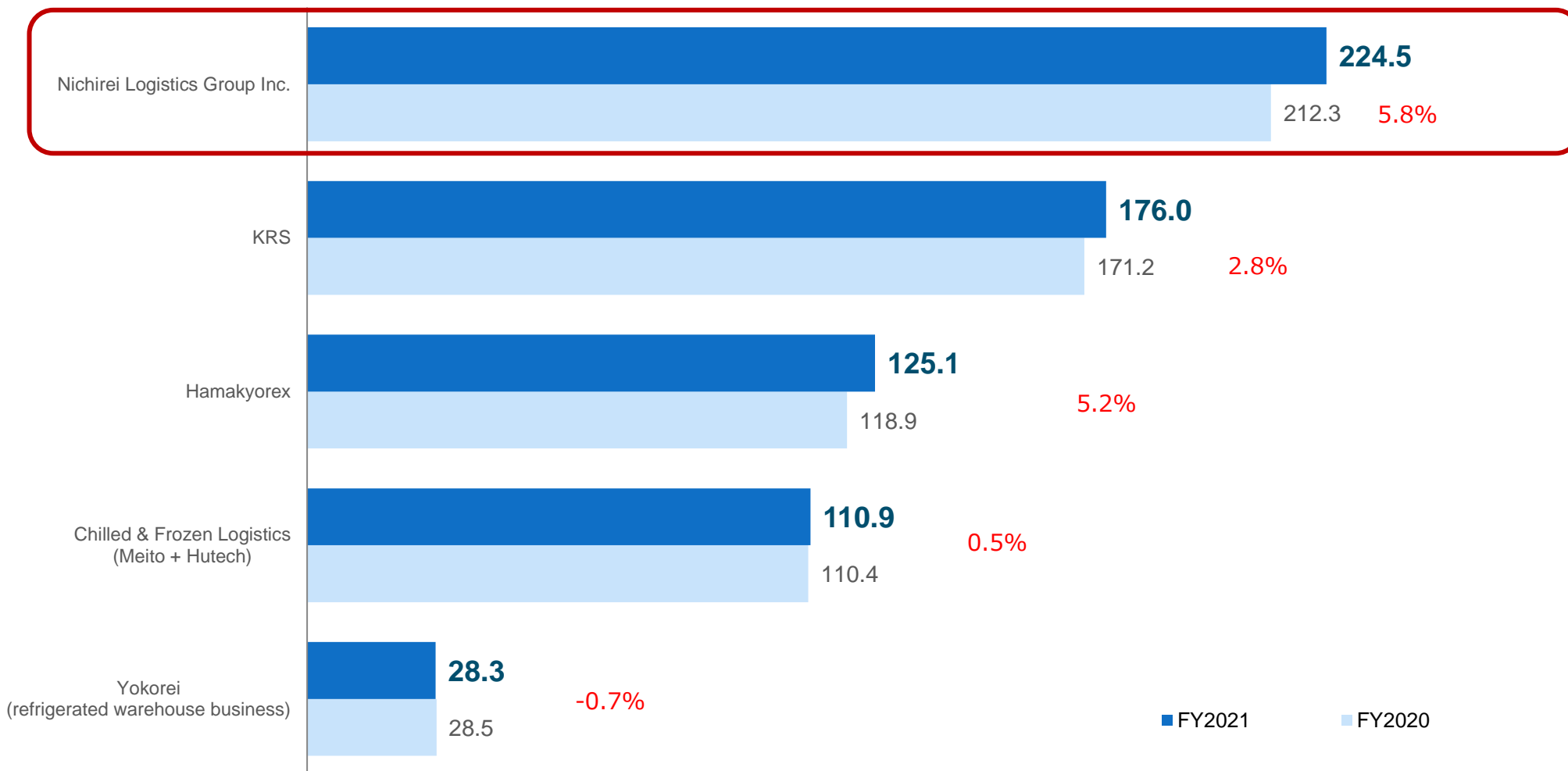
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# 5. References

## [Position (1)]

### Net sales of major low-temperature logistics companies

Unit: JPY billion



\*Logistics companies that primarily handle low-temperature logistics were selected.

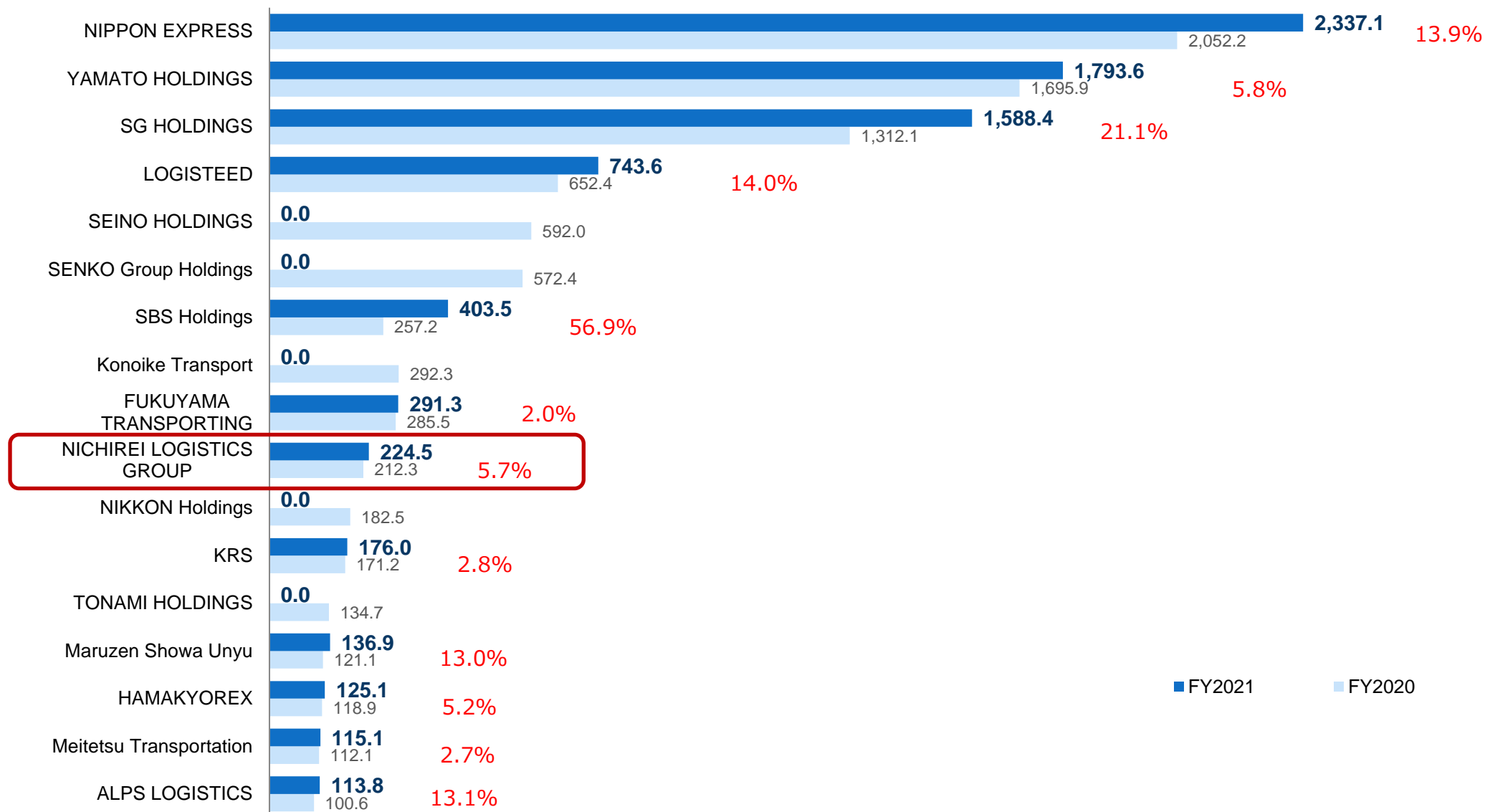
\*Prepared based on the fiscal year results figures reported in each company's financial statements (latest version as of May 12, 2022).

# 5. References

## [Position (2)]

Net sales of major logistics companies (land transportation)

Unit: JPY billion



\*Logistics companies that primarily transport by truck were selected.

\*Prepared based on the fiscal year results figures reported in each company's financial statements (latest version as of May 12, 2022). Results for companies that have not yet announced their financial results are not shown.

# 5. References

## [Position (3)]

Estimated ranking of refrigerated warehouse facility capacity in Japan

Rank	Company name	Facility capacity (tons)	National share
1	Nichirei Logistics Group Inc.	1,550,257	9.1%
2	Yokorei Co., Ltd.	939,086	5.5%
3	Maruha Nichiro Logistics, Inc.	662,316	3.9%
4	Toyo Suisan Kaisha, Ltd.	606,230	3.6%
5	Chilled & Frozen Logistics Holdings Co., Ltd.	520,766	3.1%
6	Nissui Logistics Corporation	440,919	2.6%
7	Matsuoka Co., Ltd.	362,716	2.1%
8	Runtec Corporation	322,069	1.9%
9	KRS Corporation	289,463	1.7%
10	Konoike Transport Co., Ltd.	247,975	1.5%
11	Futaba Corporation	244,941	1.4%
12	Igarashi Reizo Co., Ltd.	224,193	1.3%
13	Hohsui Corporation	215,180	1.3%
14	K.K. Hyoshoku	175,973	1.0%
15	Nippon Logistics Center, Inc.	172,110	1.0%
16	Daiichi Storehouse & Refrigeration Co., Ltd.	158,424	0.9%
17	Fujibayashi Group	155,698	0.9%
18	Nippon Daily Net Co., Ltd.	135,182	0.8%
19	Housenreizou Co., Ltd.	125,199	0.7%
20	Muroo Co., Ltd.	123,958	0.7%

\*Source: Compiled from the Japan Association of Refrigerated Warehouses, *Various Statistics on Refrigerated Warehouses*, November 2021

Estimated **global** ranking of refrigerated warehouse facility capacity

No	Company	Locations	Capacity(m3)
1	Lineage Logistics	United States, etc	60,899,890
2	Americold Logistics	United States, etc	40,233,935
3	United States Cold Storage	United States, etc	10,806,127
4	NewCold Advanced Cold Logistics	United States, etc	6,088,009
5	Nichirei Logistics Group, Inc	Japan, etc	5,355,812
6	VersaCold Logistics Services	Canada	3,481,152
7	Interstate Warehousing, Inc	United States	3,254,500
8	Frialsa Frigorificos	Mexico	3,073,757
9	Burriss Logistics	United States	2,119,726
10	Constellation Cold Logistics	Belgium, etc	1,970,046
11	Conestoga Cold Storage	Canada	1,820,081
12	Congebec Logistics, Inc.	Canada	1,634,095
13	Comfrio Soluções Logísticas	Brazil	1,526,183
14	Superfrio Armazéns Gerais	Brazil	1,475,266
15	Hanson Logistics	United States	1,475,266
16	Magnavale Ltd.	United Kingdom	1,158,820
17	MTC Logistics	United States, etc	1,067,185
18	Friozem Armazéns Frigoríficos	Brazil	1,067,185
19	Confederation Freezers	Canada	978,614
20	Agri-Norcold A/S	Denmark	978,169

\*Source: Compiled based on the IARW (International Association of Refrigerated Warehouses), *Global Top 25 List*, March 2022

## 5. References

### [Consolidated Statements of Income]

Unit: JPY billion, rounded, profit margins shown in parentheses

	FY2020	FY2021	YoY
Net sales	212.3	<b>224.5</b>	+5.8%
Operating Profit	13.1 (6.2%)	<b>14.6 (6.5%)</b>	+11.8%
Ordinary Profit	12.7 (6.0%)	<b>13.9 (6.2%)</b>	+9.5%
Profit before tax	12.8 (6.0%)	<b>13.7 (6.1%)</b>	+7.1%
Net Profit	8.7 (4.1%)	<b>9.1 (4.1%)</b>	+4.8%

\*Profit margins are calculated to the nearest yen.

## 5. References

### [Financial Statement Analysis]

		End of FY2020	End of FY2021
Total assets	JPY million	181,136	194,504
Liabilities	JPY million	95,258	102,642
Of which, interest-bearing debt	JPY million	55,535	62,253
Of which, interest-bearing debt (excluding lease obligations)	JPY million	40,334	48,300
Net assets	JPY million	85,877	91,862
D/E ratio	times	0.6	0.7
D/E ratio (excluding leases)	times	0.5	0.5
Capital ratio	%	47.2%	47.0%
Net sales	JPY million	212,320	224,547
Net income	JPY million	8,688	9,107
Return on equity (ROE)	%	10.2%	10.0%
Return on assets (ROA)	%	4.8%	4.7%
Total asset turnover	times	1.2	1.2

Note 1: D/E ratio calculation method: Interest-bearing debt / Net assets (excluding minority interests)

## 5. References

### [Statements of Income by Segment]

(Unit: JPY million)

		FY2020	FY2021	YoY	Change (%)
Net sales	Network	102,827	<b>102,948</b>	120	+0.1%
	Storage	69,353	<b>71,413</b>	2,059	+3.0%
	Overseas	36,544	<b>45,920</b>	9,375	+25.7%
	Other/Common	3,594	<b>4,264</b>	670	+18.6%
	Total	212,320	<b>224,547</b>	12,226	+5.8%
Operating profit	Network	5,119	<b>5,517</b>	398	+7.8%
	Storage	6,956	<b>7,925</b>	969	+13.9%
	Overseas	1,410	<b>2,077</b>	667	+47.4%
	Other/Common	▲ 401	<b>▲ 895</b>	▲ 493	-
	Total	13,084	<b>14,626</b>	1,542	+11.8%

## 5. References

### [Status of Capital Investments]

<Capital expenditures, etc.>

(Unit: JPY million)

FY2020	FY2021	YoY	FY2022 plan	YoY
19,919	12,857	▲7,062	24,120	+11,263

<Depreciation and amortization>

(Unit: JPY million)

FY2020	FY2021	YoY	FY2022 plan	YoY
10,473	10,817	+344	11,253	+436

<Major capital expenditures>

(Unit: JPY million)

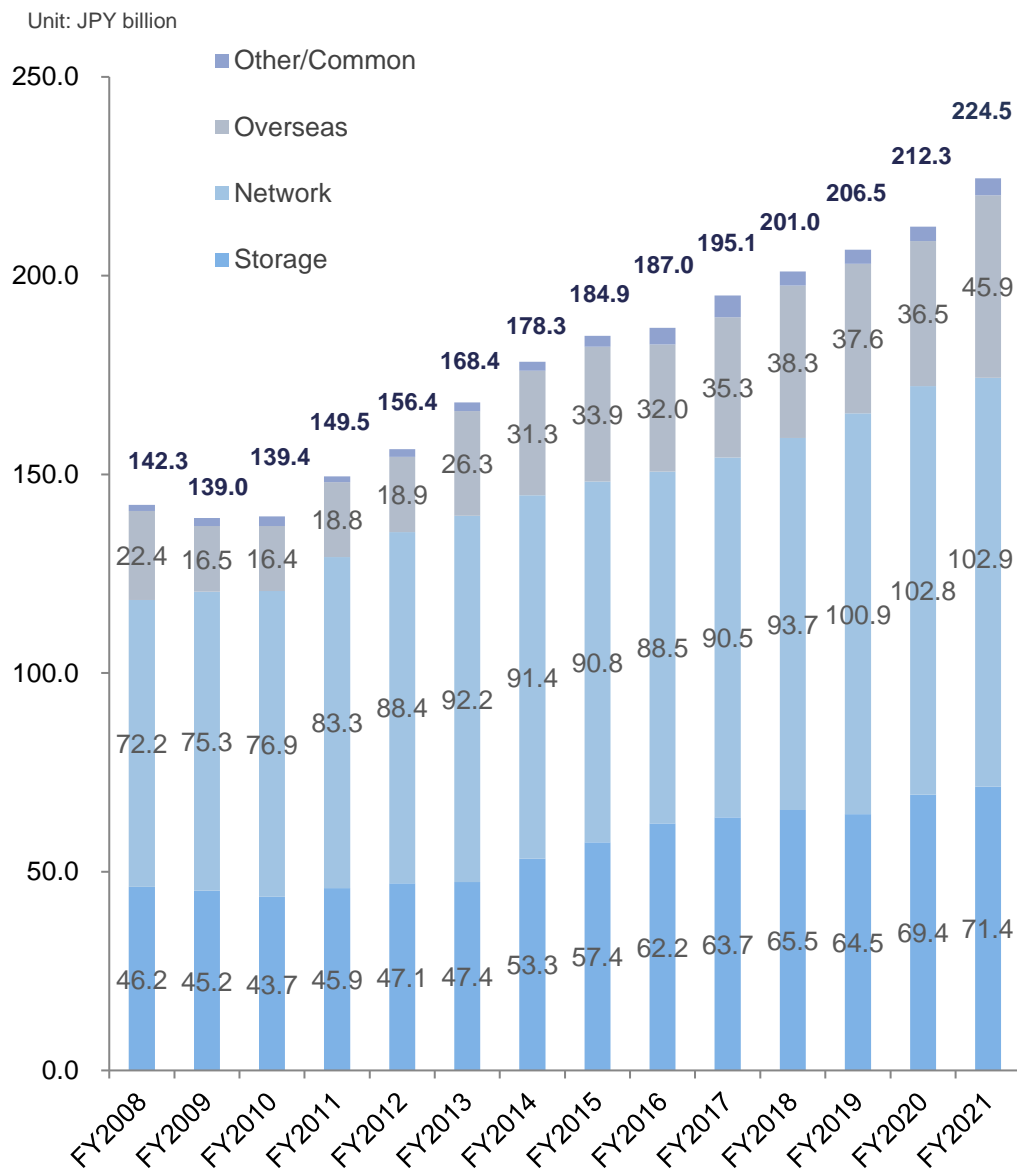
Year and month of completion	Company name	Location	Description of facilities	Total capital expenditures	Amount recorded in FY2021	Increased capacity after completion
	Office name				(amount already recorded)	
December 2021	Entrepots Godfroy S.A.S.	Rhone, France	Expansion of distribution center	980	644 (980)	Facility capacity 16,000 t
January 2022	Eurofrigo B.V.	Rotterdam, the Netherlands	Expansion of distribution center	2,428	1,428 (2,428)	Facility capacity 23,000 t
March 2022	Entrepots Godfroy S.A.S.	Seine-Maritime, France	Expansion of distribution center	795	630 (795)	Facility capacity 8,000 t

Note: Consumption taxes, etc. are not included in the figures above.

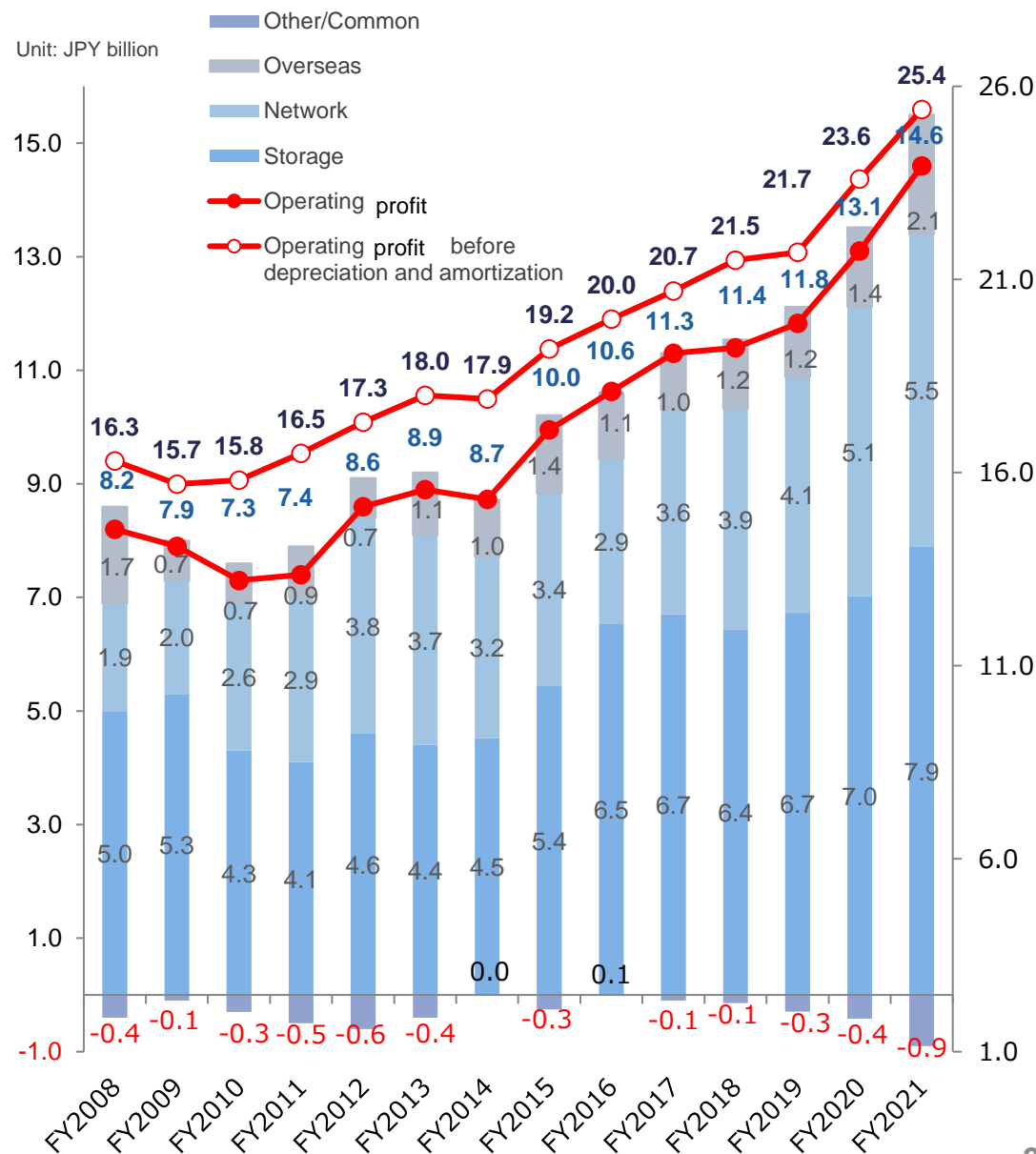
# 5. References

## [Net Sales and Operating Profit Trends]

### Net Sales Trend



### Operating Profit Trend



Statements made in this presentation material with respect to the Group's current plans, forecasts, and strategies that are not historical facts are forward-looking statements about the future performance of the Group.

Forward-looking statements are not limited to descriptions using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "predict," "anticipate," and other similar terms in descriptions of future operating activities and performance. Such information is based on the judgment of the Group's management in light of the information currently available.

Actual results may be affected by risks and uncertainties, including economic and industry conditions, exchange rate fluctuations, feasibility of establishing a quality assurance system, feasibility of new services, feasibility of growth strategies and low-cost structures, feasibility of alliances between the Group and other companies, the result of contingencies, and significant and unpredictable effects from future events. Therefore, we advise against relying solely on our earnings forecasts when making decisions.

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**以降・修正したスライド  
(オリジナル・修正箇所カラー)**

# 4. New Medium-Term Management Plan (2022–2024)

## [Positioning and Basic Policies of the New Medium-Term Management Plan]

### Current Situation as Understood

#### External environment

##### Politics and economics (Japan and overseas)

- Economic stagnation caused by the COVID-19 pandemic
- Severe labor shortage
- Growing tensions in Ukraine

##### Logistics industry

- Addressing the 2024 problem
- Disruptions in the global supply chain
- Increased costs due to rising energy prices

##### Societal expectations

- Promoting DX and innovation
- Strengthening sustainability initiatives

### New Medium-Term Management Plan

Three years of strengthening the foundation for dramatic growth

#### Basic policies

##### Japan

Build a business foundation for the next generation

##### Overseas

Achieve growth in both sales and profits

##### Business innovation/technology

Develop technological infrastructure through business innovation and engineering enhancement

##### Organization/function

Strengthen corporate structure for sustainable growth

Vision

Achieve an overwhelming presence  
as a low-temperature food logistics provider