

NICHIREI LOGISTICS GROUP INC.

FY2023 Business Report Meeting

May 20, 2024

- 1. Company Overview**
- 2. Summary of Financial Results for FY2023**
- 3. Medium-Term Management Plan**
 - ① Progress**
 - ② Key Initiatives for FY 2024**
- 4. References**

1. Company Overview

[Organizational Structure]

Network Storage Business

Nichirei Logistics Hokkaido, Inc.

Nichirei Logistics Tohoku, Inc.

Kyokurei, Inc.

Nichirei Logistics Tokai, Inc.

Nichirei Logistics Kansai, Inc.

Nichirei Logistics Chushikoku, Inc.

Nichirei Logistics Kyushu, Inc.

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

Logistics Network, Inc.

NK Trans, Inc

Nichirei Logistics Group Inc. (Holding Company)

Engineering Business

Nichirei Logistics Engineering, Inc.

European Business

Nichirei Holding Holland B.V.

HIWA Rotterdam Port Cold Stores B.V.

Thermotraffic B.V.

Thermotraffic Ltd.

Thermotraffic GmbH

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

Transports Godfroy S.A.S

Entrepots Godfroy S.A.S

41 subsidiaries,
8 affiliated companies

Overseas Business

Chinese Business

Nichirei Logistics Holding (Shanghai) Co., Ltd.
Shanghai Fresh Line Express Co.,Ltd.
Shanghai Fresh Line Logistics Co., Ltd.
Jiangsu Freshline Logistics Co., Ltd.
Nanjing Freshline Logistics Co., Ltd.
Zhejiang Fresh Line Logistics Col., Ltd.

Thai Business

SCG Nichirei Logistics Co.,Ltd.

Malaysian Business

NL Cold Chain Network(M)Sdn.Bhd.

NL Litt Tatt Group Sdn.Bhd.
Litt Tatt Enterprise Sdn.Bhd.
Litt Tatt Distribution Sdn.Bhd.

Vietnam Business

Nichirei TBA Logistics Vietnam LLC

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2. Summary of Financial Results for FY2023

[Highlights]

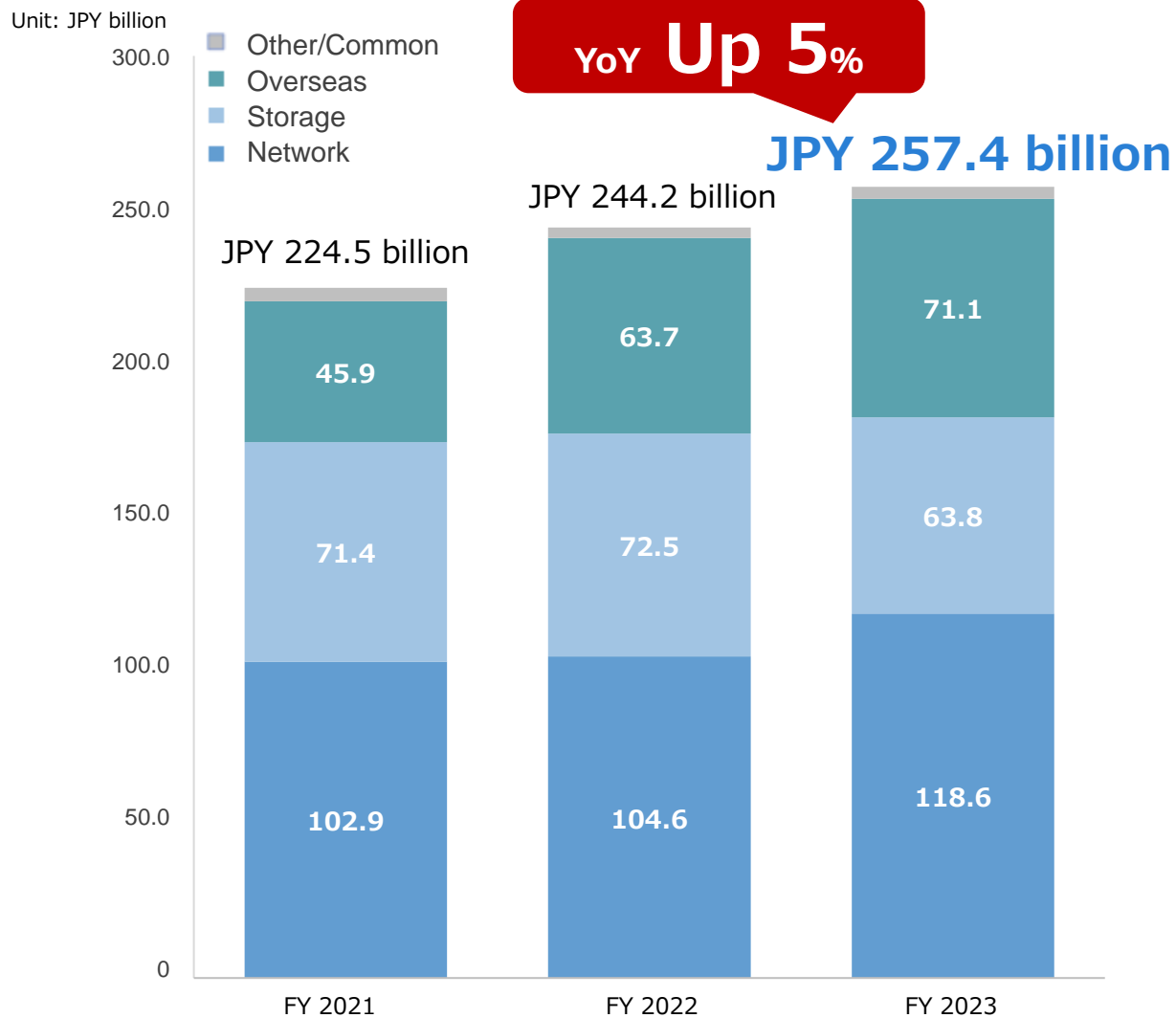
Consolidated	Increased sales and profit driven by volume increase and optimization in the domestic business and business area expansion in the overseas business			
	Net sales:	JPY 257.4 billion	YoY	Up5%
	Operating profit:	JPY 15.8billion	YoY	Up 5%
Network Business	Handling volume increased in the frozen food platform, transportation and retail (TC) business			
	Net sales:	JPY 118.6 billion	YoY	Up 4%
	Operating profit:	JPY 6.5 billion	YoY	Up 6%
Storage Business	The impact of slower cargo movement and higher costs was absorbed by appropriate rate adjustment and improved work efficiency			
	Net sales:	JPY 63.8 billion	YoY	Up 2%
	Operating profit:	JPY 7.4 billion	YoY	— (Same as the previous year)
Overseas Business	Significant growth driven by energy cost stabilization in Europe and consolidation of the Thailand and Malaysia businesses.			
	Net sales:	JPY 71.1 billion	YoY	Up 12%
	Operating profit:	JPY 3.6 billion	YoY	Up 48%

Note: As part of the regional storage business was transferred to the logistics network business, the prior-year figures were restated to reflect the transfer for comparison.

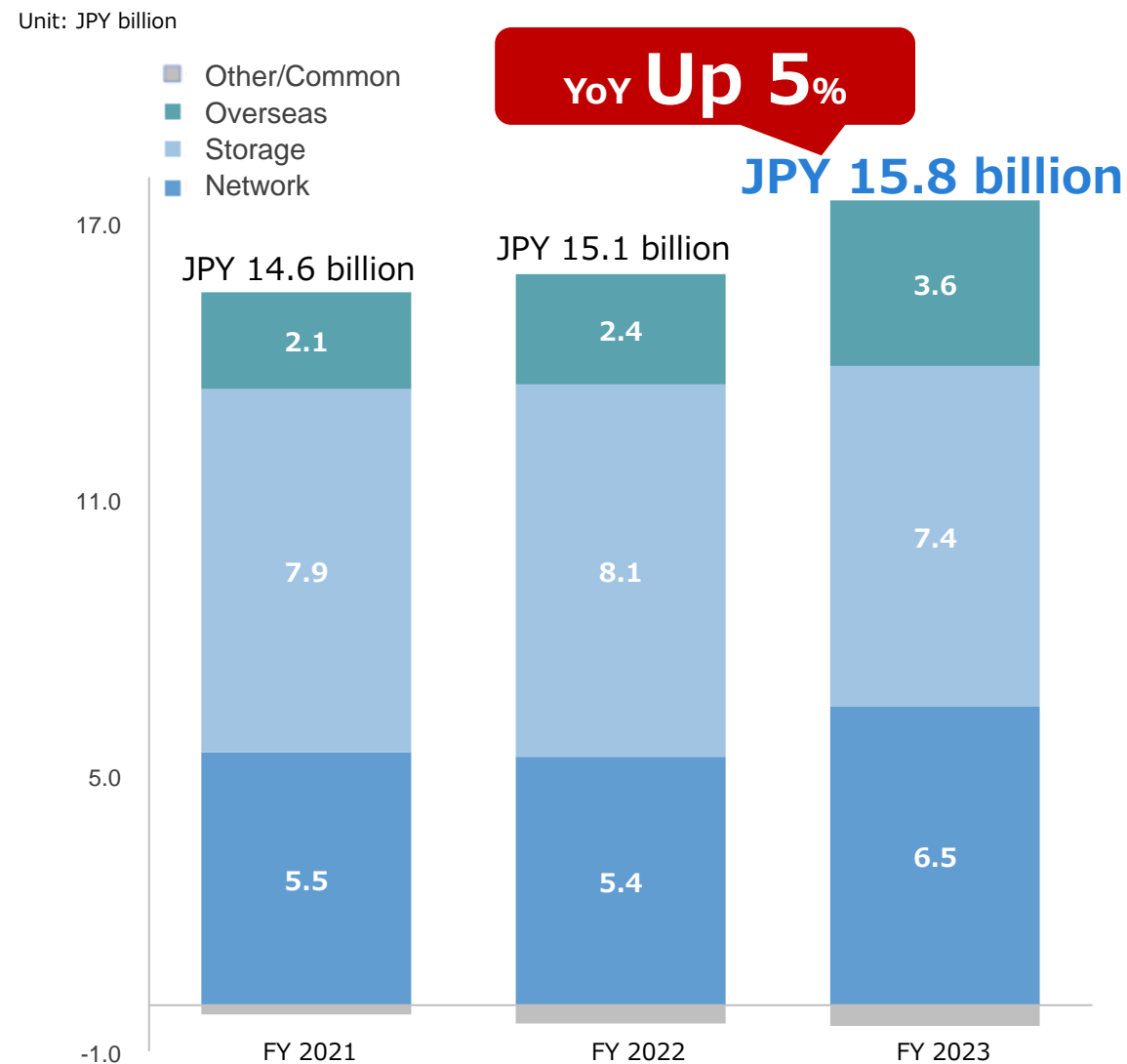
2. Summary of Financial Results for FY 2023

[Consolidated Results]

Net Sales Trend



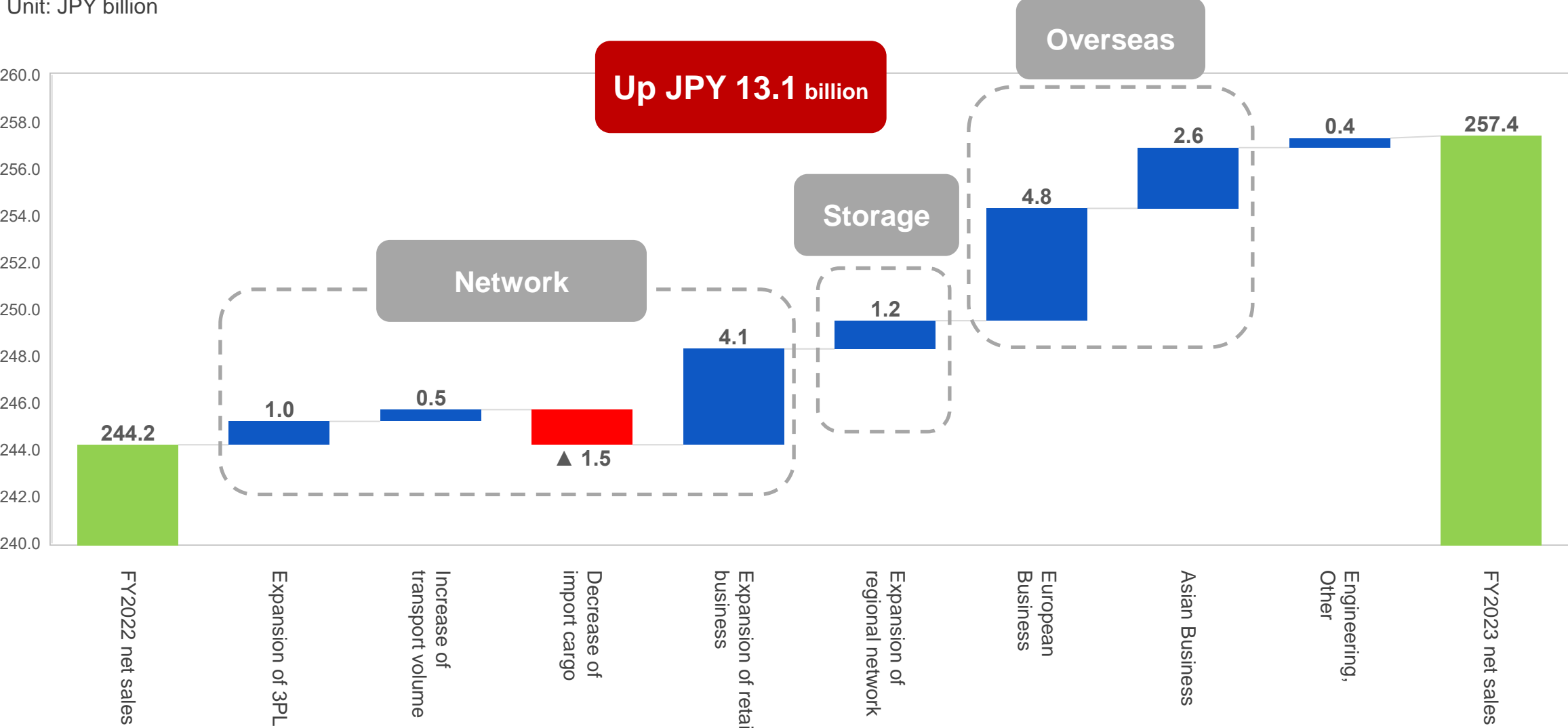
Operating Profit trend



2. Summary of Financial Results for FY 2023

[Consolidated : Factors Affecting Net Sales]

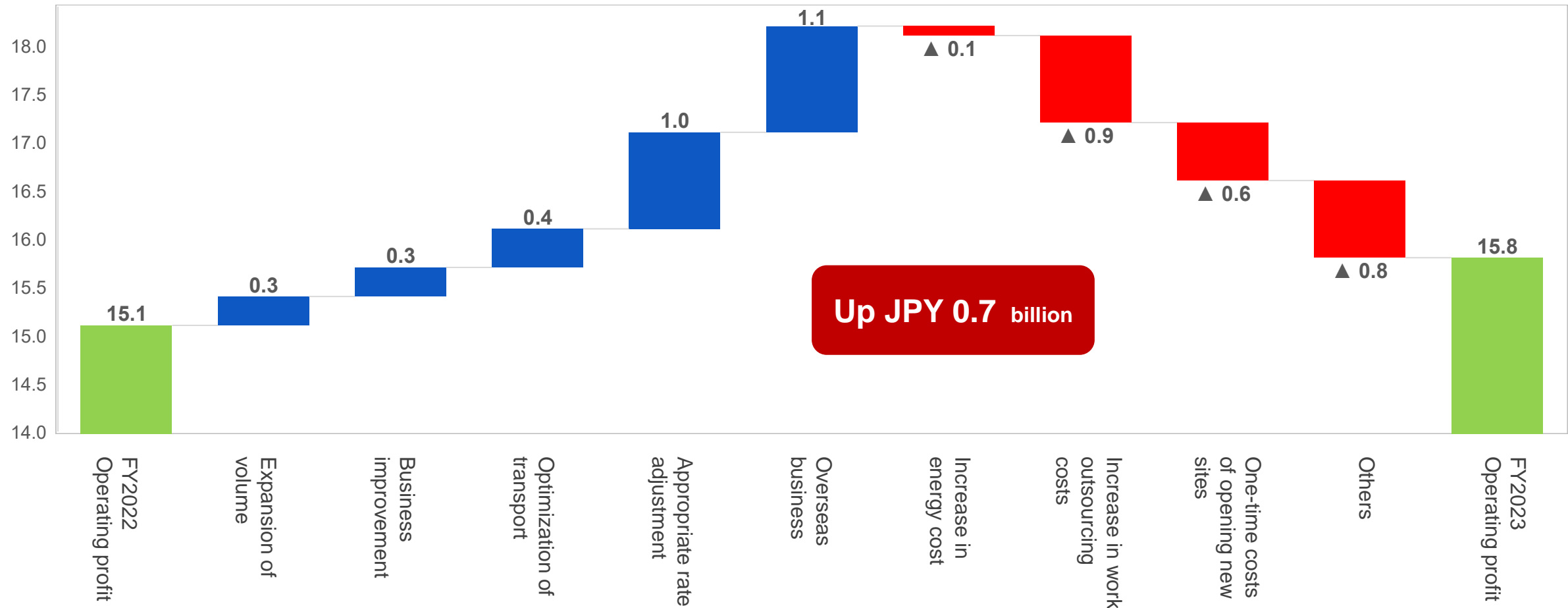
Unit: JPY billion



2. Summary of Financial Results for FY 2023

[Consolidated: Factors Affecting Operating profit]

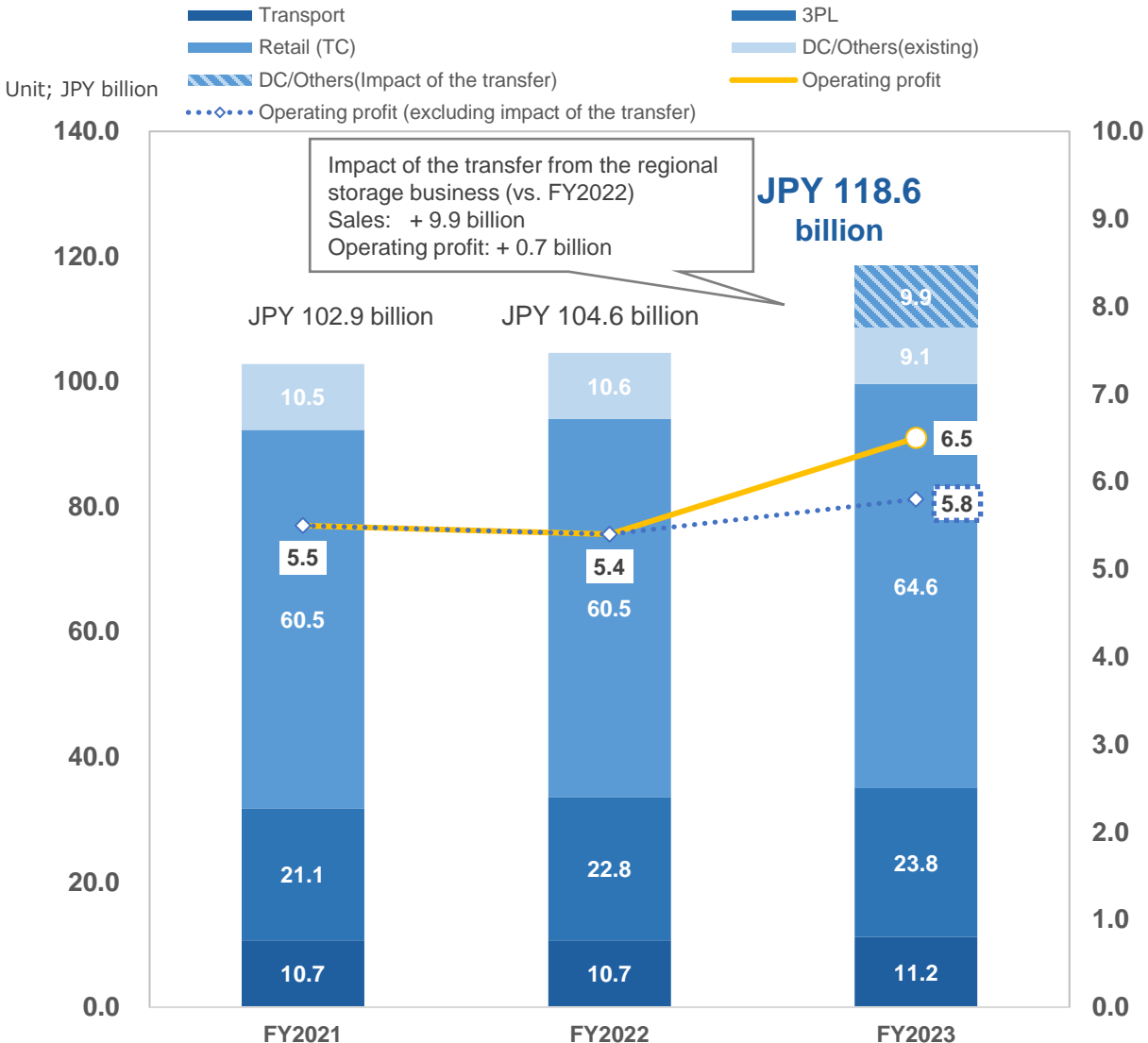
Unit: JPY billion



2. Summary of Financial Results for FY 2023

[Network Business]

Net Sales/Operating Profit Trends



Topics

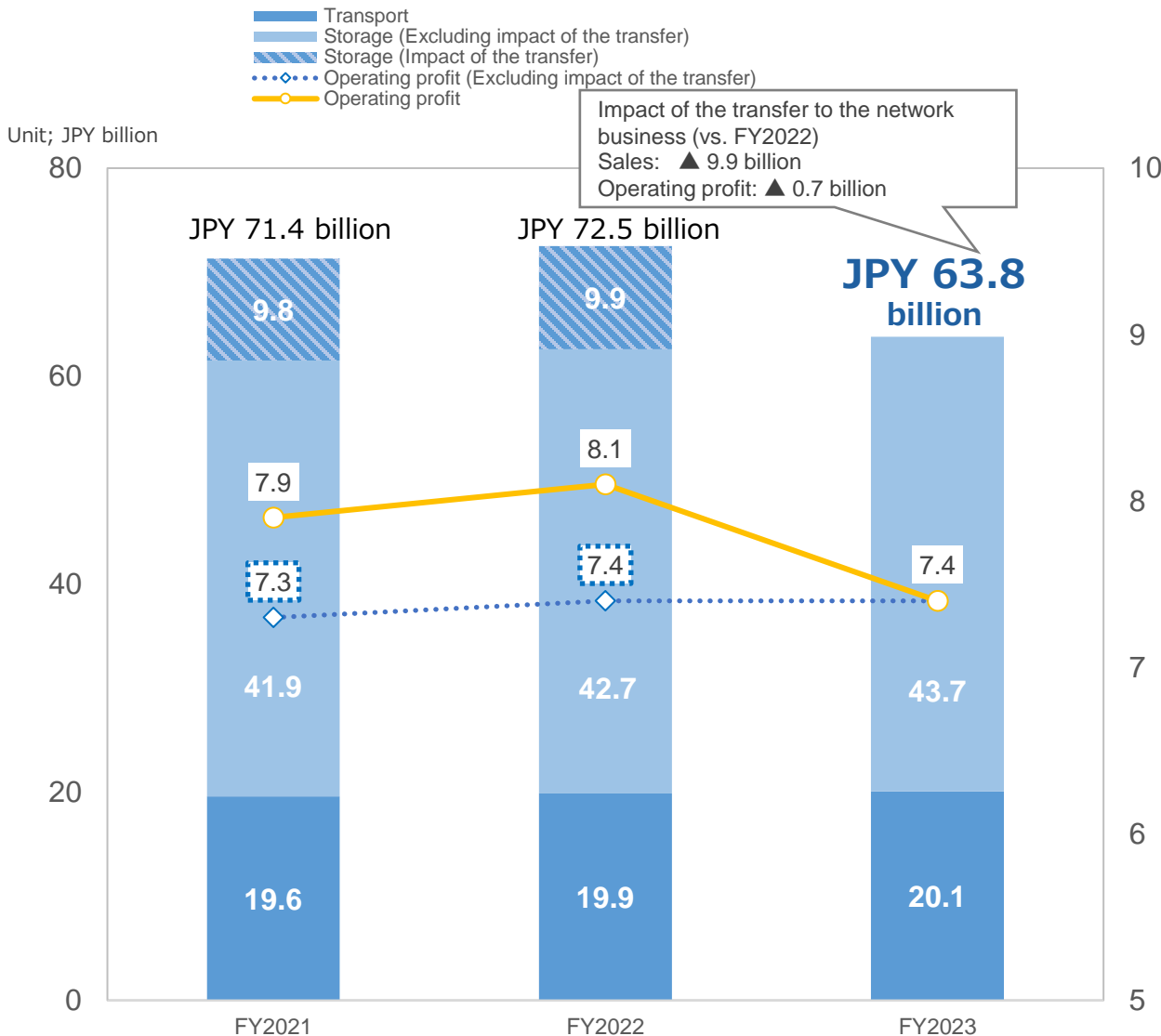
Although import cargo volume decreased, growth in retail, 3PL, and transportation and delivery business led to higher sales and profit.

- DC business
 - Import cargo handling decreased at sites located in port areas.
- Retail (TC) business
 - In addition to the start-up of new sites, we increased cargo volume by using inter-site transportation and store delivery vehicles.
- 3PL business
 - In the Kanto and Kansai areas, the frozen food logistics platform was expanded by starting to use other companies' assets.
- Transport business
 - We focused on expanding the operation area of "SULS" and increasing cargo volume.

2. Summary of Financial Results for FY 2023

[Storage Business]

Net Sales/Operating Profit Trends



Topics

The impact of slower cargo movement due to inflation, as well as rising costs, was covered by appropriate rate adjustments and operational efficiency measures.

Overall

- Rate were adjusted in line with higher energy costs and increased outsourced costs such as warehouse operations and chartered trucks.

Storage

- Although we were affected by slower cargo movement, we focused on cargo reallocation, improving external storage efficiency, and acquiring new cargo and ancillary work.

Transportation

- Despite lower cargo volume and reduced loading efficiency, we reviewed unprofitable operations and promoted delivery service proposals to storage customers

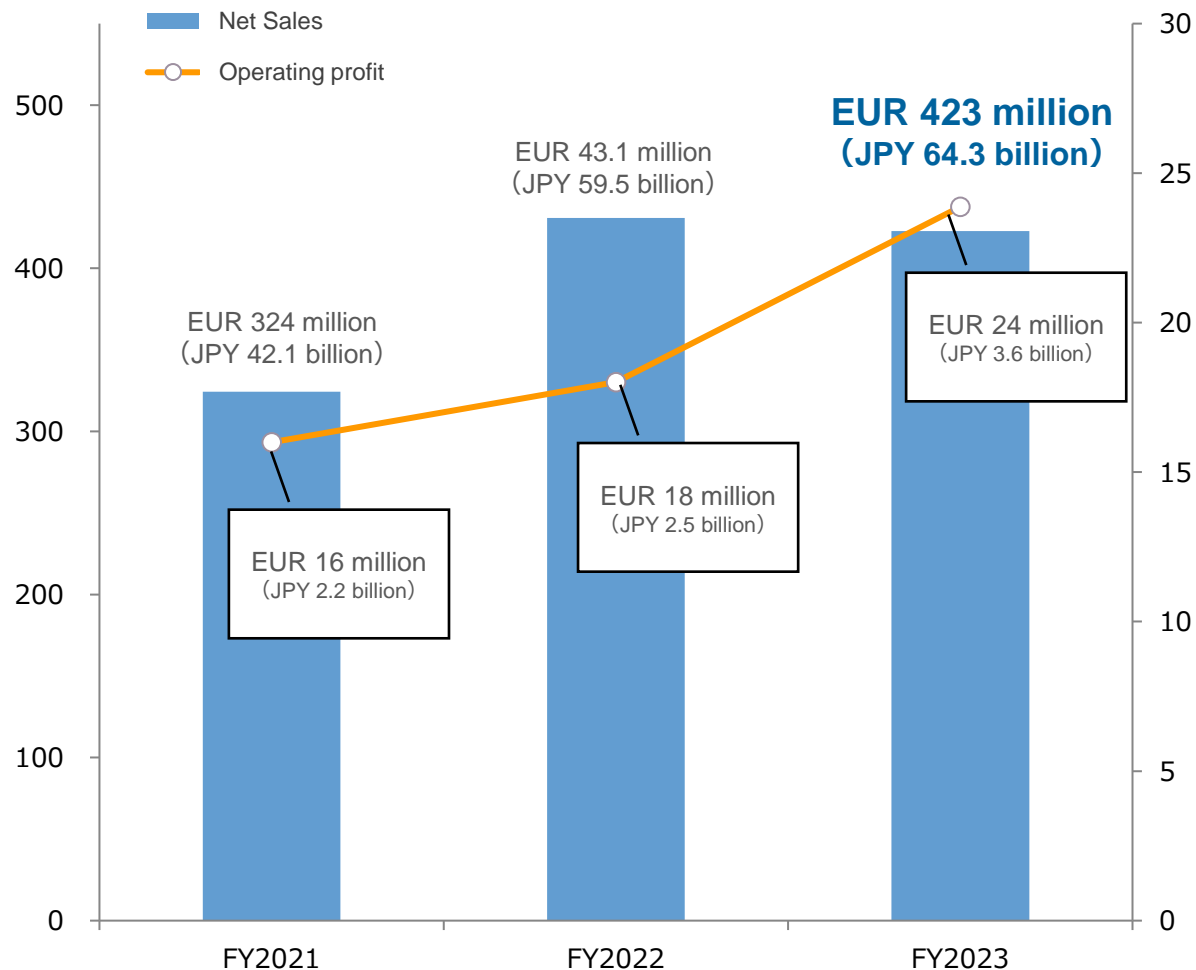
2. Summary of Financial Results for FY 2023

[European Business]

Net Sales/Operating Profit Trends

Topics

Unit: EUR million



Although consumption declined under inflation, lower electricity prices, growing demand for value-added services, and better use of vehicles led to a significant increase in profit

Overall

- Consumption declined and cargo movement slowed due to high inflation

Storage

- Electricity prices fell back to the level before the Ukraine crisis.
- New and expanded sites operated stably, and demand for value-added services increased

Transport, Custom forwarding

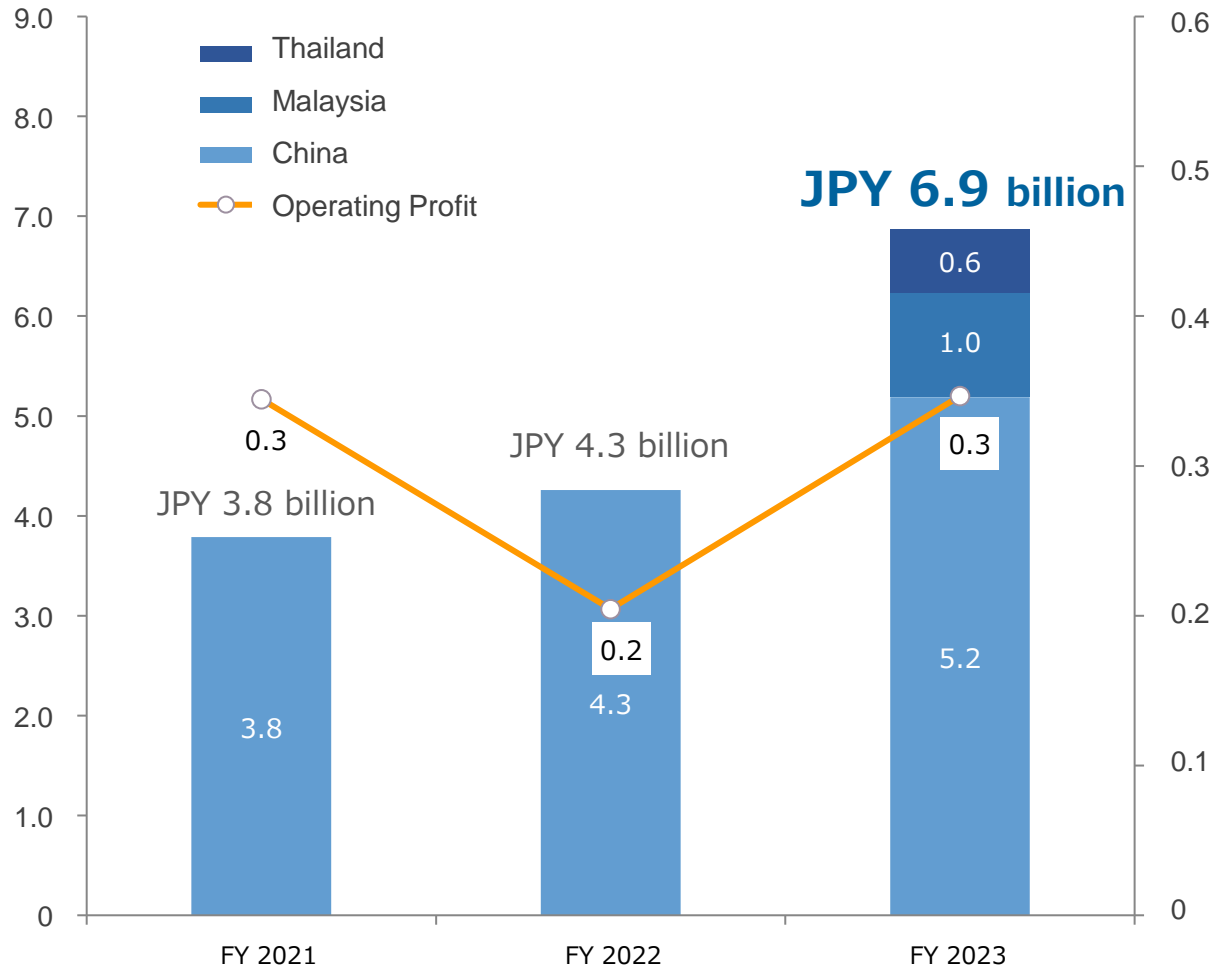
- Import and export volume of chicken and pork decreased due to changes in supply and demand
- By making advanced use of our own vehicles, we provided stable services without being affected by the charter truck market

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

2. Summary of Financial Results for FY 2023

[Asia business]

Unit: JPY billion



The consolidation of affiliated companies in Thailand and Malaysia expanded both our business area and scale.

Thailand

- We focused on increasing cargo collection for exports such as chicken, fruit juice, and pet food, where overseas demand remained strong.

Malaysia

- We captured strong frozen storage demand mainly for livestock products and maintained a high stock level.

China

- After the COVID-19 outbreak at the beginning of the year, cargo volume recovered as the spread of infection subsided and demand rebounded

※Malaysia's NL COLD CHAIN NETWORK became a consolidated subsidiary in February 2023, and Thailand's SCG Nichirei Logistics in June 2023.

- Corporate TV commercials were produced and actively broadcast to enhance the corporate brand.
- The message communicated the high social contribution of the temperature-controlled logistics business and the company's unique strengths.

Conventional industry image

A negative image of tough work in a cold environment comes first.



Key messages in the corporate TV commercial

We communicated the Group's advanced approach and corporate stance as our corporate message, highlighting the new attractiveness of the cold chain logistics business.

Advancement

Corporate Stance

Introducing cutting-edge technology into temperature-controlled logistics

Practices in mindset and behavior that create "Value of User Experience".

Proposals that exceed expectation

Quick recovery response in the event of a disaster

Clean workplace

Polite greetings

Low error rate

One-stop service

- Embedding RPA for “Making improvement easy for everyone”
- Continuing Diversity initiatives to realize diverse work styles

Saving and making use of time through RPA

RPA in back-office operation

Creating time equivalent to more than 10% of the average annual working hours per clerical employee

Training sessions held;

approx. 750

operation and development support, etc.

Training participants;

approx. 3,400

※Cumulative

online/ in person

Achieved
400,000 hours

Example

Video contents

approx. 50

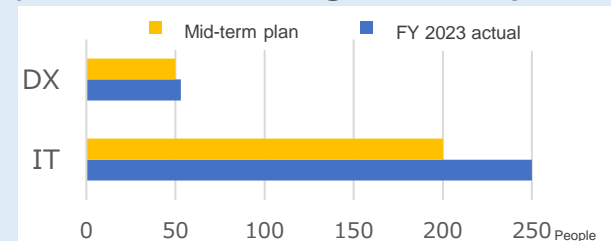
Level-based operation training and short sessions

Number of scenarios;

approx. 4,200

Created at offices across Japan

Strengthening the development of DX talent (the rollout of the Logistics Group’s unique talent development program)



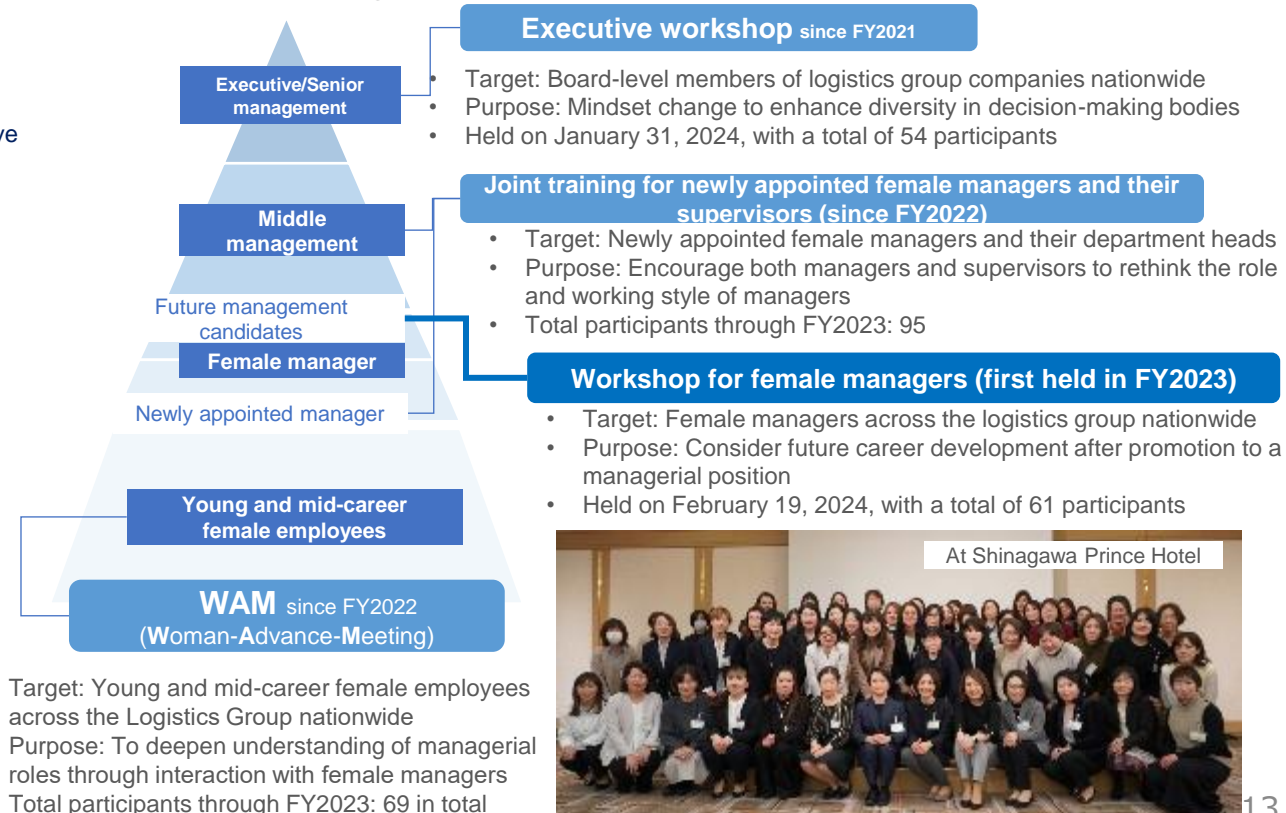
Achieved the medium-term targets (DX 50, IT 200) ahead of schedule

DX 53 people **IT 250 people**

Diversity Initiatives

Promoting women’s advancement

To support diverse career paths for women, training programs and networking opportunities are offered for each organizational level.



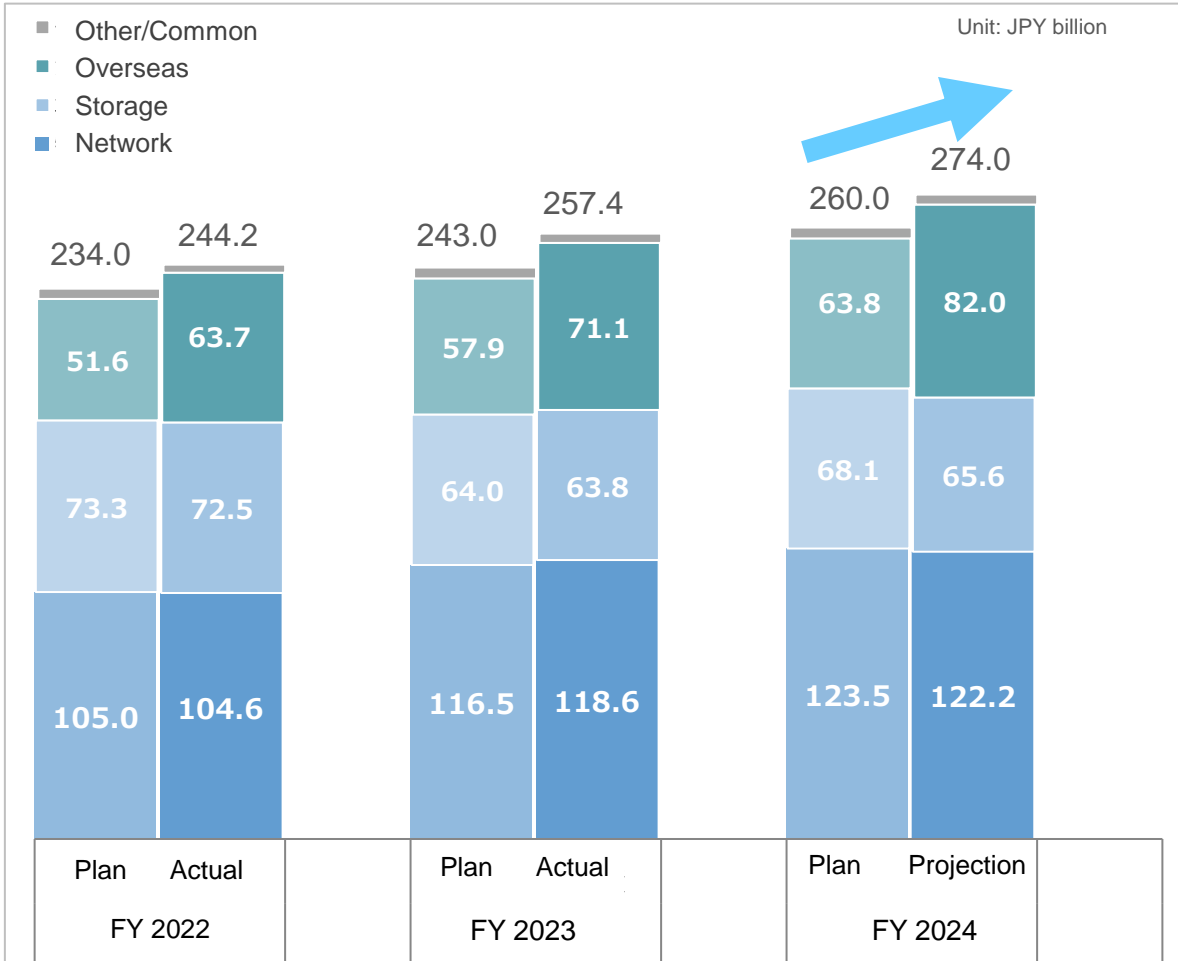
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3-① Progress of the Med-Term Management Plan (2022-2024)

[Progress of business performance]

Sales

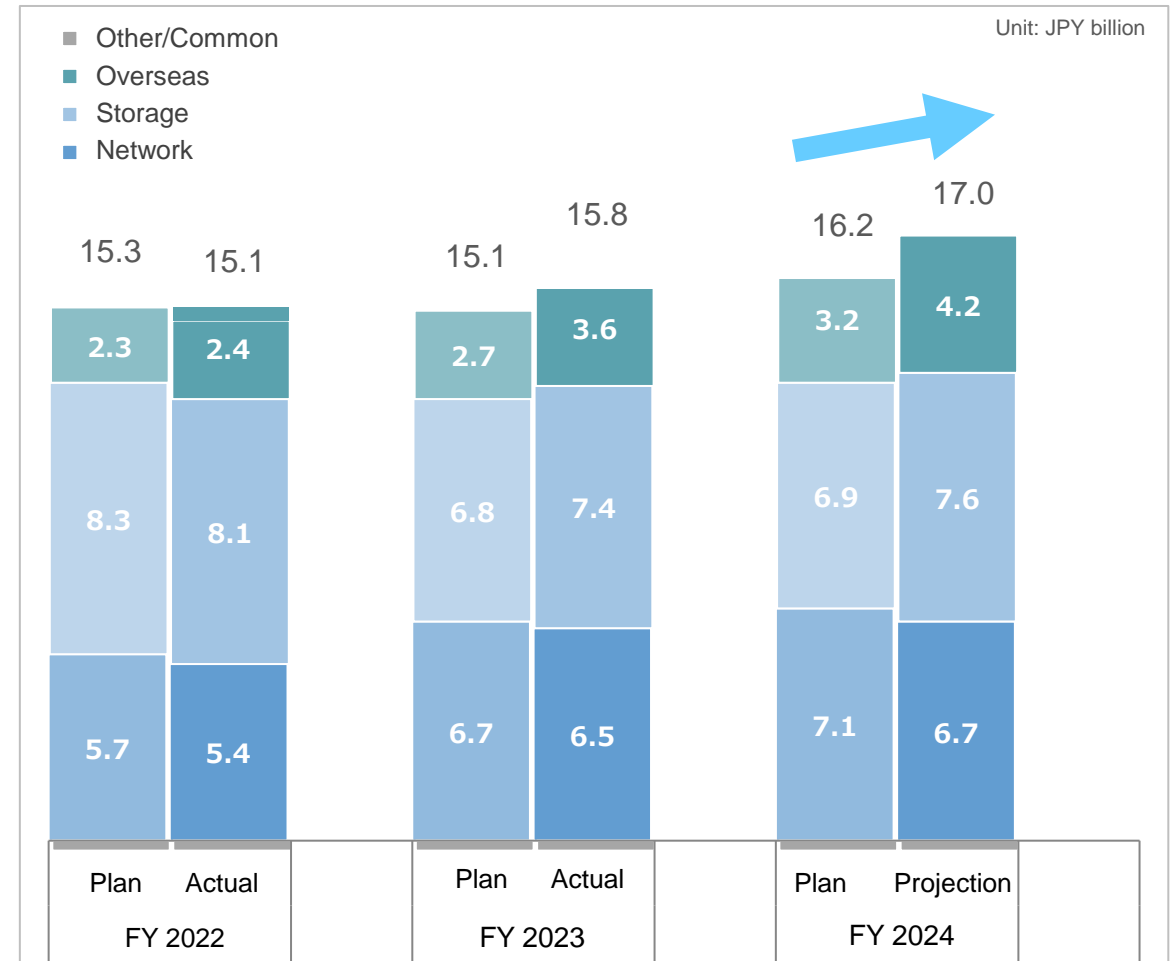
Mitigated the impact of slower cargo movements by expanding collection volume, and achieved growth through the opening of new overseas facilities.



Note: Part of the regional storage business was transferred to the logistics network business from FY2023

Operating profit

Achieved growth through expanded collection volume and synergy effects from organizational restructuring, while partially offsetting the impact of various cost increases.



Note: Part of the regional storage business was transferred to the logistics network business from FY2023

- Addressing the 2024 truck driver issue
- Effective utilization of third-party assets to build a sustainable logistics infrastructure

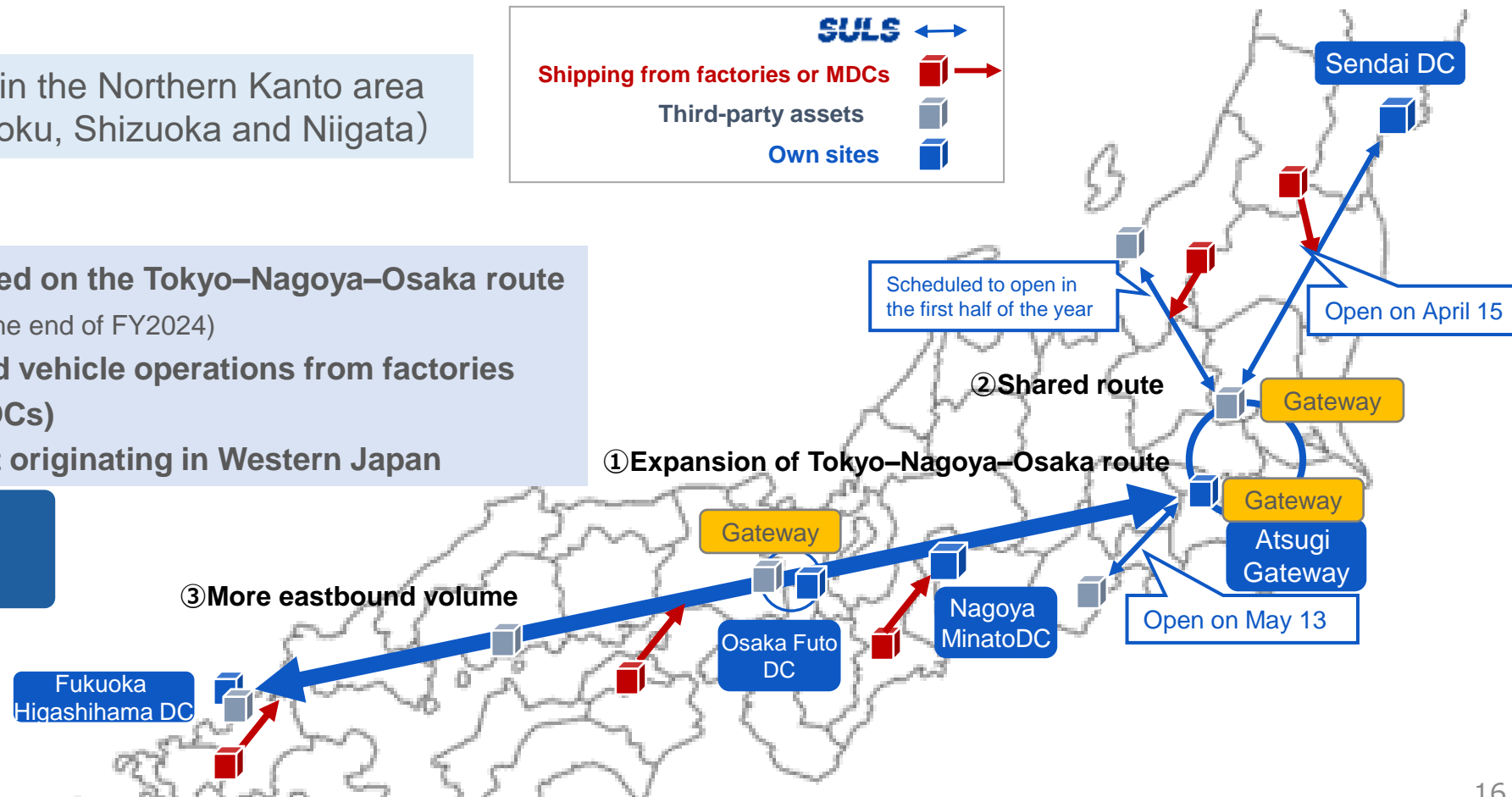
Expansion of the Next-generation Transportation and Delivery System “SULS”

Key initiatives in FY 2024

- New gateway function established in the Northern Kanto area
- Opened new “SULS” routes to Tohoku, Shizuoka and Niigata

1. Further expansion of “SULS” centered on the Tokyo–Nagoya–Osaka route
(Plan to operate a total of 50 own trailers by the end of FY2024)
2. Expansion of volume through shared vehicle operations from factories and Mother Distribution Centers (MDCs)
3. More volume of eastbound transport originating in Western Japan

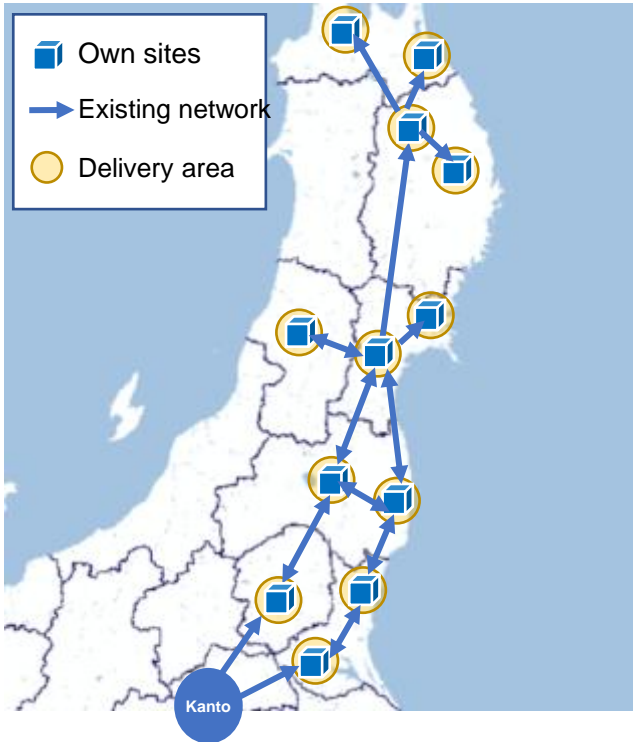
Meeting diverse customer needs by leveraging our coordination expertise



3-②. Enhancing the Value Proposition of the Retail Business

➤ Establishing a Product Supply Network Originating from Our Sites in the Tohoku Area and Expanding It Nationwide

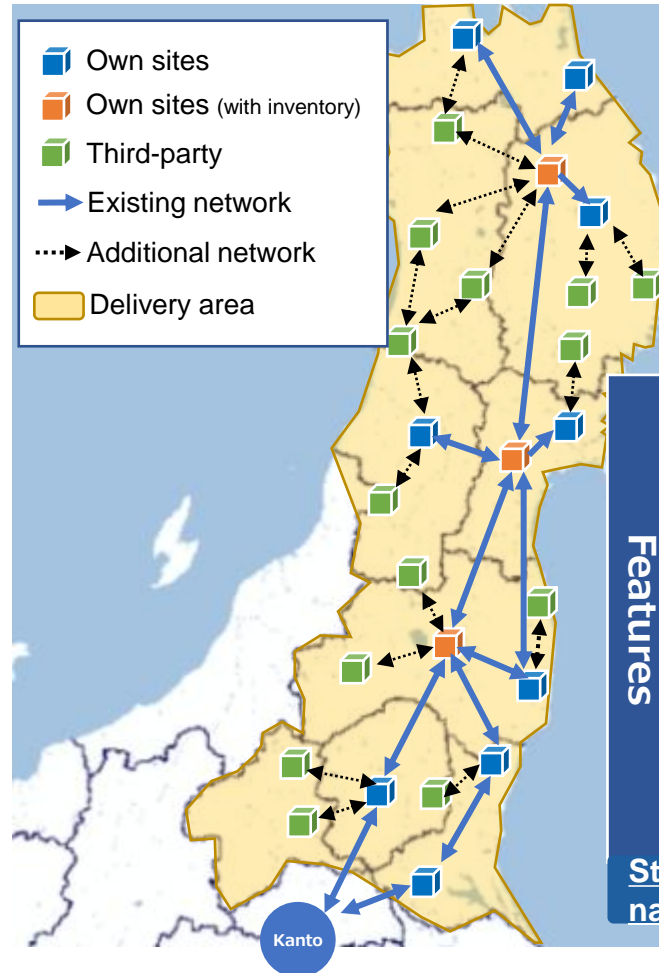
Current



- Features**
- ① A logistics network has been established that connects 12 retail business sites in North Kanto and Tohoku, centered on our sites in the Kanto region
 - ② Delivery destinations : Limited to sites operated by our company

Strategic Target

Building a New Temperature-Controlled Logistics Network that Meets the Demands of the Times



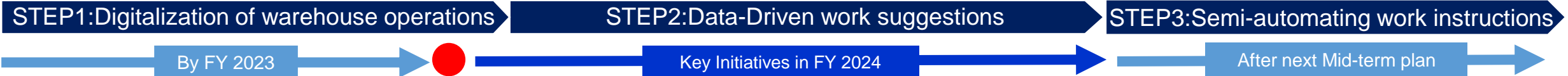
■ Naming Concept
 "Connecting Customers, Powered by Nichirei Logistics Group"

- Features**
- ① Strengthening our network of sites and logistics infrastructure by leveraging third-party and partner assets around our existing sites and logistics network
 - ② Establishing a network that enables delivery to any destination in the Tohoku area, including sites operated by other companies, by delivering to one of the sites above.
Gradually expanding the coverage area, with the ultimate goal of covering the entire Tohoku region
 - ③ By stocking inventory (running stock) at several sites, we can provide more efficient and stable services
- Starting in the Tohoku area and gradually rolling out nationwide.**

3-②. Initiatives to realize Data-Driven operations

- Building an operating model for overall work optimization and accelerating technology verification in low-temperature environments
- Speeding up the verification of new technologies through the R & D center

Roadmap toward Data-Driven operations



Optimization of individual works

- Promoting the use of tablets in warehouse operations

Tablets introduced: **DC72 sites** | Inbound inspection by tablets: **over 80% nationwide**

- Pilot tests of Advanced technologies in low-temperature environments






Overall optimization of operations

- Building a data-driven operating model for existing operations**
 - Process visualization and standardization at model sites
- Establishing R&D center (set up in FY2024)**
 - Unconstrained pilot testing of various technologies and accelerate verification.
- Strengthening the human resource foundation for warehouse operations**
 - Developing 'analyst talent' who combine both management and frontline perspectives



Pursuing the best mix of people and machines

- Thorough visualization and data-driven business operations
- Promoting the standardization of business processes
- Warehouse operations managed from a management perspective by analyst talent
- Reducing workload by accelerating the use of advanced technologies

3-②. Further expansion of the port related business in Europe

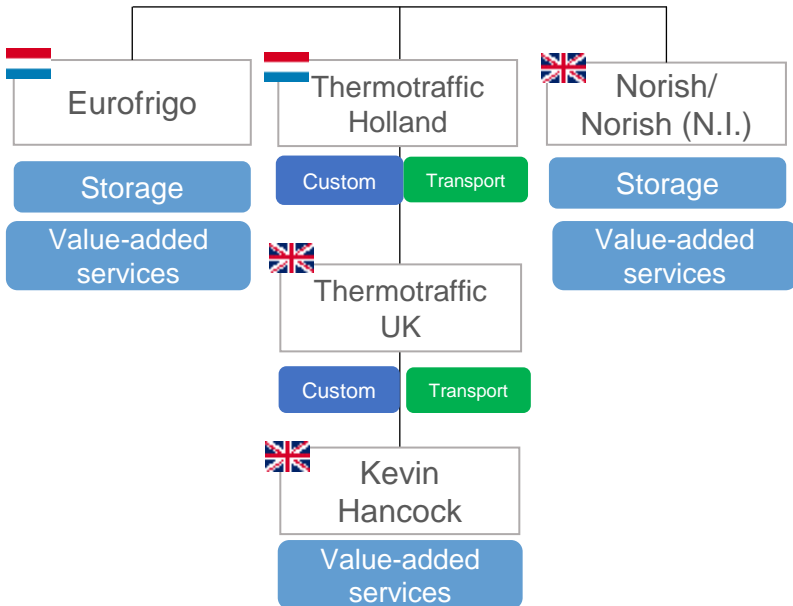
- Realizing synergies through organizational restructuring in the Netherlands and the UK
- Further expanding one-stop port related services by strengthening collaboration within the Group

Business expansion through group synergies

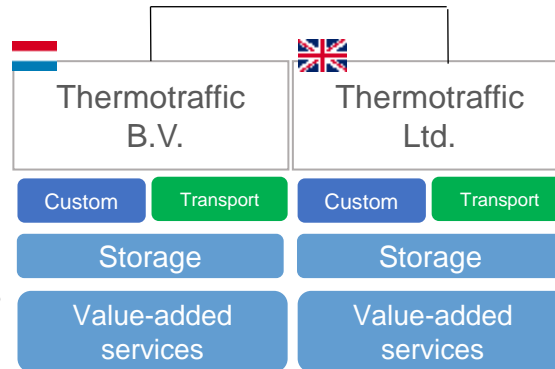
Organizational restructuring in the Netherlands and the UK

- Further strengthening the port related business as the core of business in Europe
- Generating synergies such as improved management efficiency and more efficient operations
- Leveraging our combined capabilities at major European ports through unifying the company name under 'Thermottraffic'

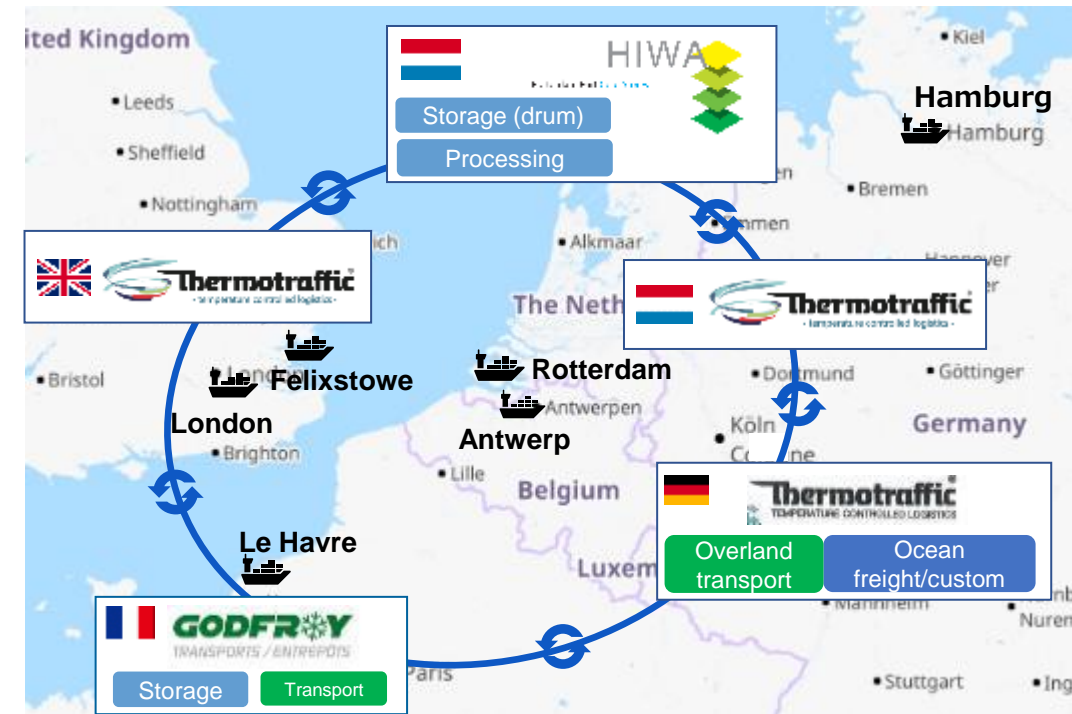
<till the end of 2023>



From 1 January 2024



Business in Western-Europe



Aiming to further increase profitability in the port related business by creating synergies across major European ports

3-②. Strengthening the business foundation in Poland

- Further expanding our frozen logistics for retailers and acquiring upstream customers by enhancing the capabilities of core facilities.
- Improving profitability by expanding cross-docking functions and increasing transportation efficiency.

Expansion of Żnin warehouse



Capacity	46,404 ton in total (Expansion : 20,104 ton)
Open	July, 2024
Target	<ul style="list-style-type: none"> Responding to strong storage demand, primarily from existing customers. Further expanding one-stop services for storage and transportation

Business expansion in Poland



Total capacity in Poland after expansion and new construction : approx. 140,000 ton

New construction in Warsaw area



Capacity	42,552ト
Open	2024 4Q (Full operation including automated warehouse : 2025 1Q)
目的	<ul style="list-style-type: none"> Further capturing logistics demand for the Warsaw metropolitan area. Operational optimization by consolidating surrounding sites.

3-②. New construction of a cold warehouse in northern Bangkok, Thailand NICHIREI LOGISTICS GROUP INC.

- Responding to strong demand for cold chain logistics in northern Bangkok, where many food-related companies are concentrated
- Expanding our business foundation in Thailand by increasing storage capacity and building a transportation and distribution network in the Bangkok metropolitan area

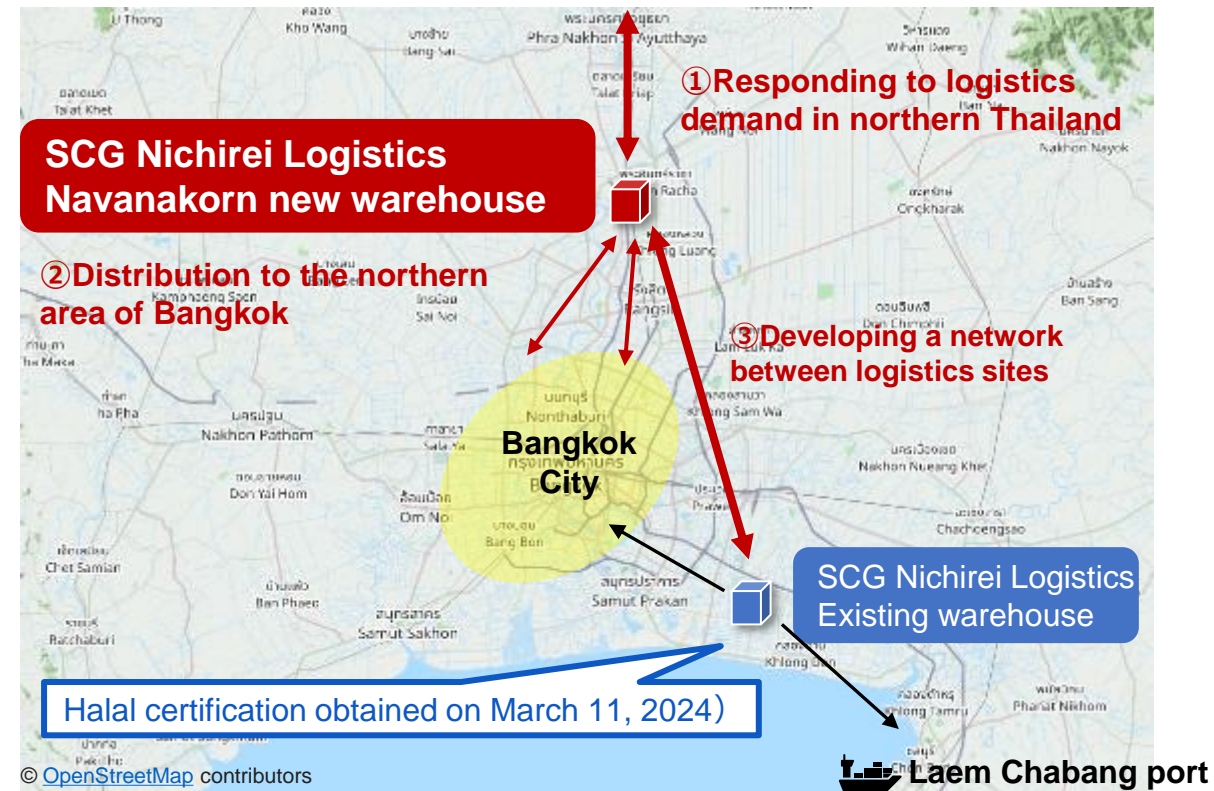
Overview of new facility



Location	Navanakorn industrial park (Opened in 1971 as Thailand's first industrial park)
Open	Planned for spring 2025
Capacity	33,640 ton
Key functions	<ul style="list-style-type: none"> • One-stop storage and transportation services • Multi-temperature storage and ancillary facilities for freezing, thawing and light processing • Acquisition of EST No.*1 and BRC Global Standard*2 certification

※1 EST No. : Licensing of export facilities for livestock products issued by the DLD (Department of Livestock Development) under the Ministry of Agriculture and Cooperatives of Thailand.
 ※2 BRC Global Standard : A food safety standard of the British Retail Consortium (BRC).

Objectives of the new facility



Aiming to further capture storage and transportation demand through increased capacity and a stronger transport network in the metropolitan area

3-②. Opening of the new NTBA cold storage warehouse in Vietnam

- Further expanding our ASEAN business through the start of operations at the new cold warehouse in Vietnam
- Capturing strong storage demand for raw materials for factories and finished products

Overview of new facility

Location	Long Hau Industrial Park, Long An Province, Lot D.03, No.1
Opening	Planned for July 2024
Capacity	42,985 ton
Temperature	Frozen, Chilled, Ambient
Functions	Storage, Blast Freezing, Cross-Docking
Key features	<ul style="list-style-type: none">• Nr. of truck berths : 32• Mobile racks, Blast Freezing room• Solar panels
Customers	<ul style="list-style-type: none">• Local and Japanese food manufacturers, wholesalers and other food-related companies
Cargo	<ul style="list-style-type: none">• Raw materials for factories (livestock products, seafood, fruit juice, etc.)• Products for Japan and Western markets (frozen foods and processed meat and seafood products, etc.)

Current status

- Building almost completed; in final preparation stage before start of operations



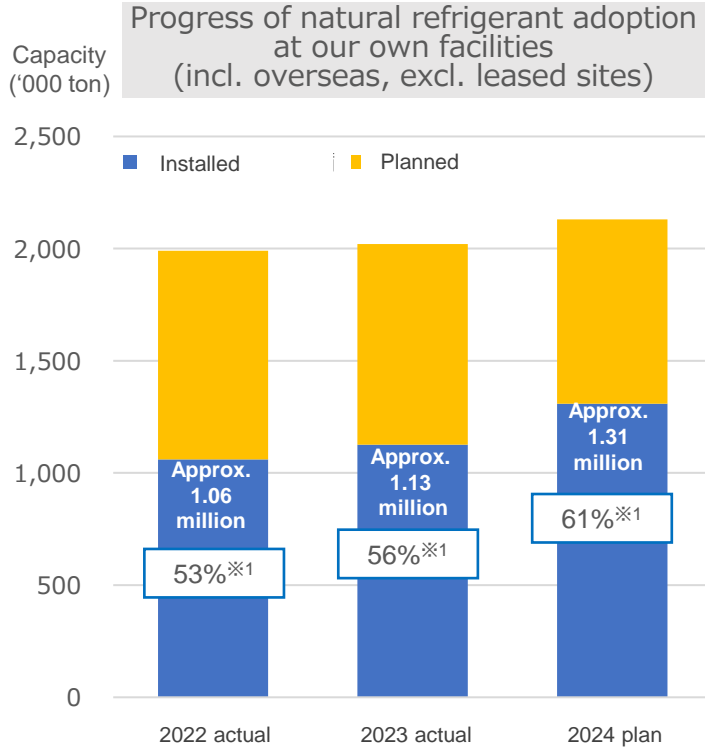
Aiming for stable operation of the new cold storage warehouse by capturing growing cold chain logistics demand driven by Vietnam's economic development

3-②. Promoting Sustainability

- Promoting the transition to natural refrigerants to achieve the Nichirei Group's 2030 targets
- Reducing CO₂ emissions by expanding solar power generation and off-site PPAs

Promoting the natural refrigerants

FY2024 plan: Natural refrigerant ratio target 61%

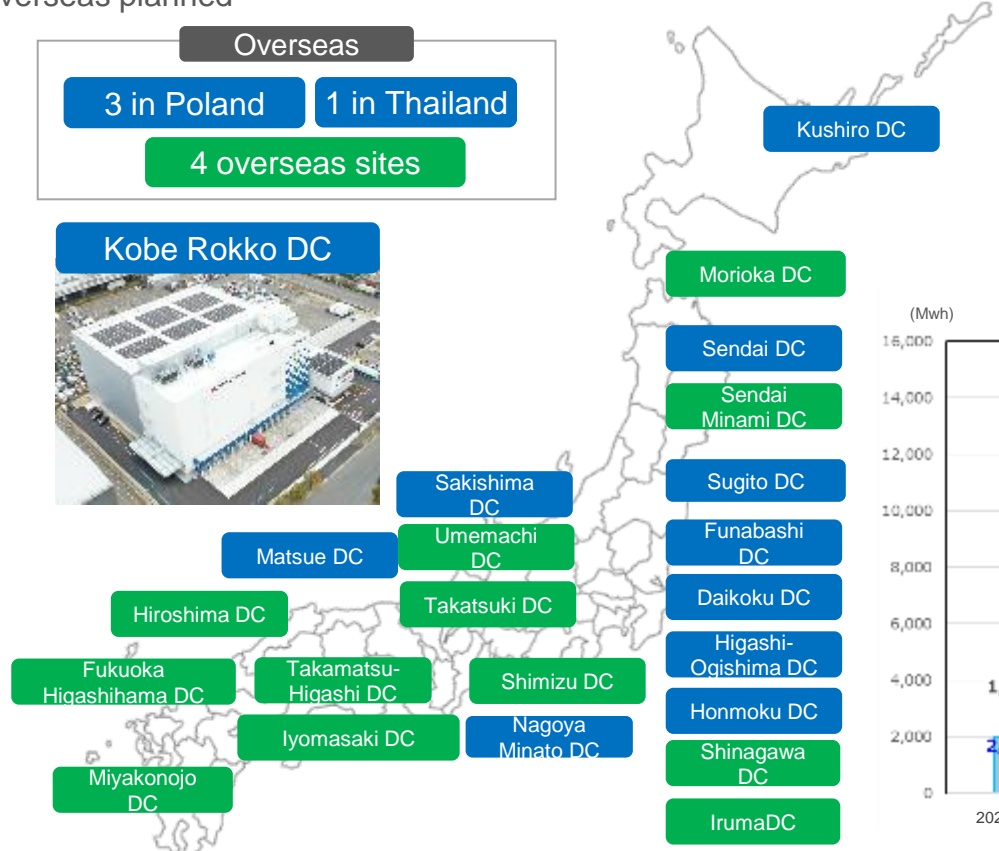


※1 : Due to a revision of the scope, both the actual and planned percentages have been changed

Expanding solar panels and off-site PPAs

- As of the end of FY2023: 11 sites in Japan and 4 sites overseas already installed
- Sites where installation has been confirmed from FY2024 onward: 12 sites in Japan and 4 sites overseas planned

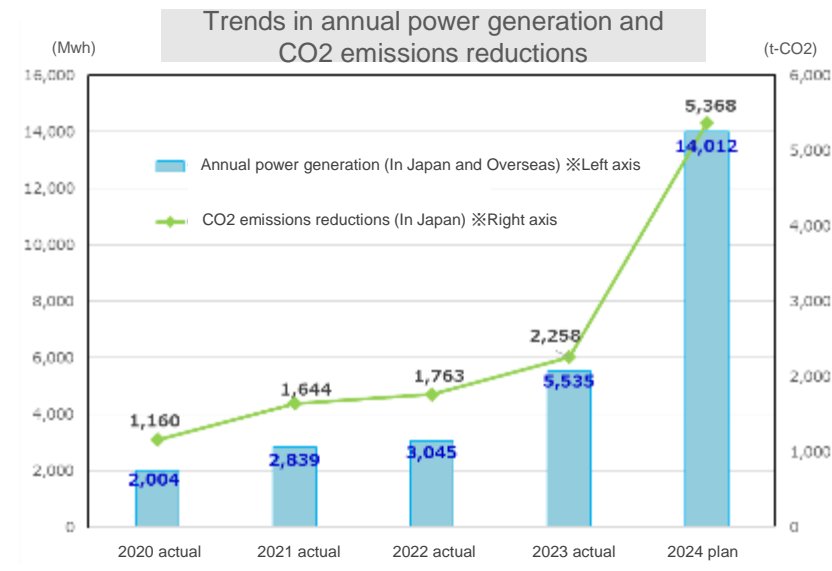
Installed
Planned



● Off-site PPA

- Tohoku area (from March 2024): 12 sites
- Shikoku area (from March 2024): 5 sites

Installation in other regions is under consideration



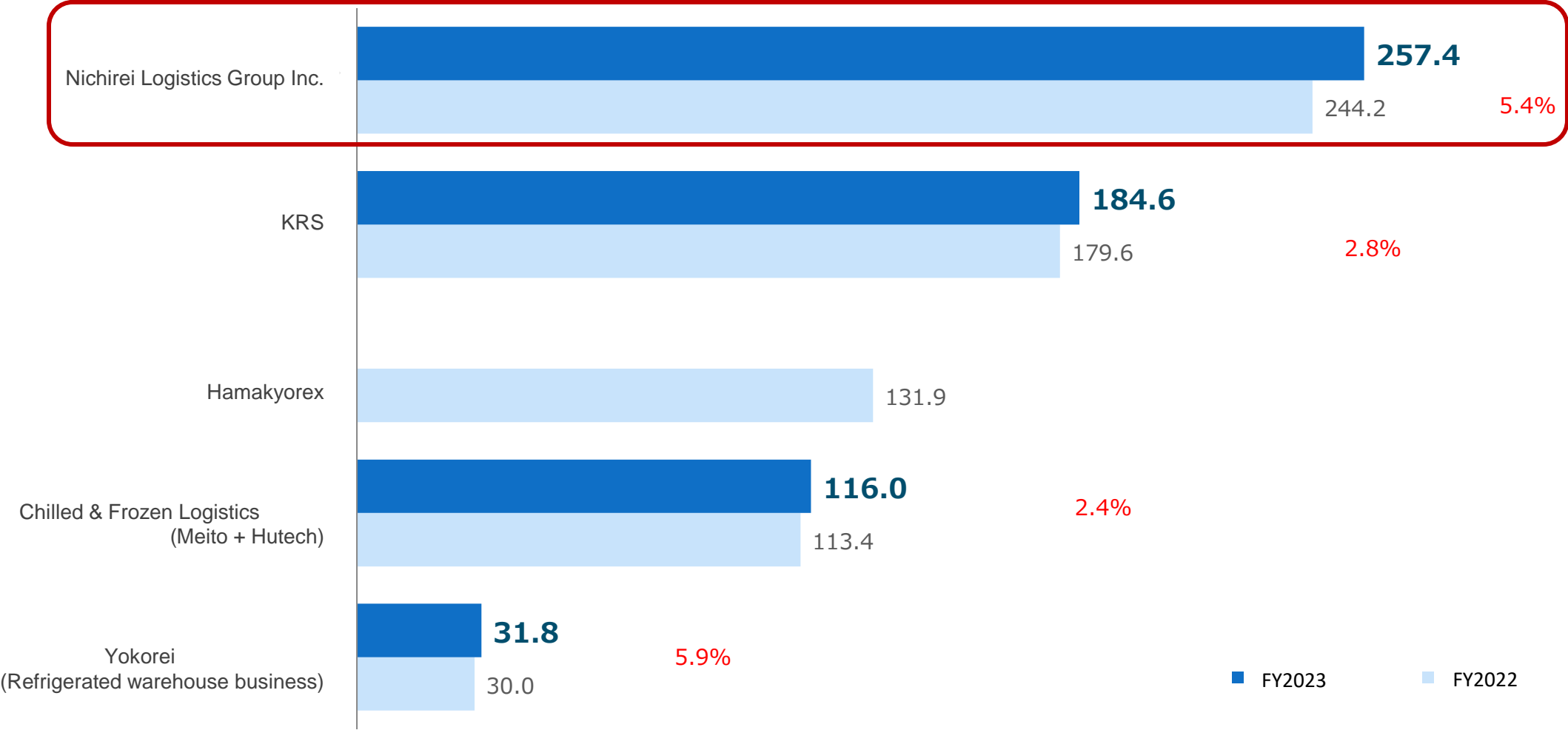
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[Position (1)]

Unit : JPY billion

Net sales of major low-temperature logistics companies

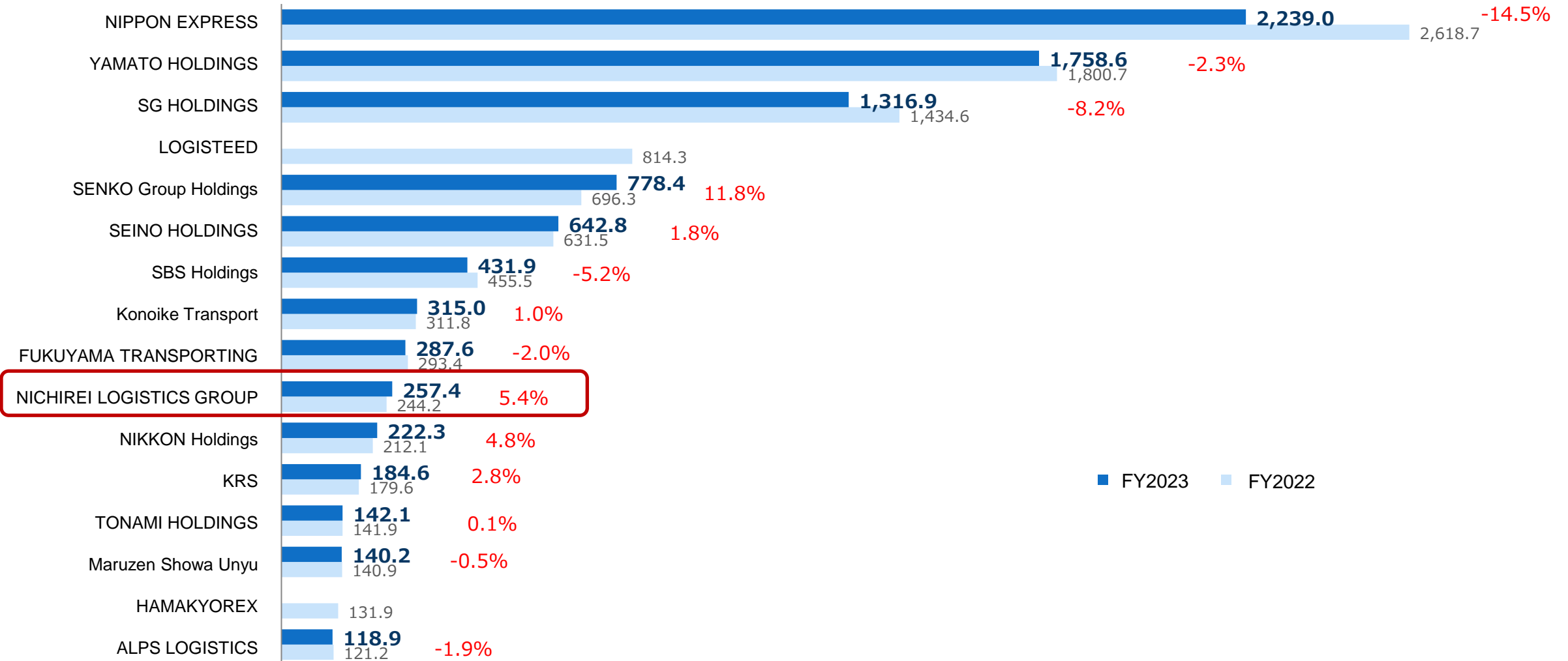


4. References

[Position (2)]

Unit: JPY billion

Net sales of major logistics companies (Overland transportation)



*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 16, 2024). Results for companies that have not yet announced their financial results are not shown.

4. 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.	1,566,652	8.4%
2	Yokorei Co., Ltd.	977,826	5.3%
3	Maruha Nichiro Logistics, Inc.	648,476	3.5%
4	Chilled & Frozen Logistics Holdings Co., Ltd.	588,016	3.2%
5	Toyo Suisan Kaisha, Ltd.	580,404	3.1%
6	Nissui Logistics Corporation	433,339	2.3%
7	Matsuoka Co., Ltd.	362,717	2.0%
8	Runtec Corporation	319,414	1.7%
9	Futaba Corporation	295,997	1.6%
10	KRS Corporation	281,658	1.5%
11	Konoike Transport Co., Ltd.	279,578	1.5%
12	Nippon Logistics Center, Inc.	239,631	1.3%
13	Igarashi Reizo Co., Ltd.	235,509	1.3%
14	Hohsui Corporation	215,179	1.2%
15	Daiichi Storehouse & Refrigeration Co., Ltd.	205,699	1.1%
16	Muroo Co., Ltd.	179,354	1.0%
17	K.K. Hyoshoku	175,973	1.0%
18	Fujibayashi Group	150,620	0.8%
19	Yamate Reizo Co.,Ltd.	142,128	0.8%
20	Fukuokaunyu Co., Ltd	140,152	0.8%

*Source: Compiled from the Japan Association of Refrigerated Warehouses, *Various Statistics on Refrigerated Warehouses* for FY2022

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

No	Company	Locations	Capacity(m3)
1	Lineage Logistics	United States,etc	83,817,728
2	Americold Logistics	United States,etc	42,228,844
3	United States Cold Storage	United States,etc	11,483,902
4	NewCold Cooperatief U.A.	United States,etc	7,227,143
5	Nichirei Logistics Group, Inc	Japan, etc	5,639,155
6	Emergent Cold LatAm	United States	4,445,738
7	Constellation Cold Logistics	Belgium, etc	4,113,726
8	Frialsa Frigorificos S.A. De C.V.	Mexico	3,560,265
9	Interstate Warehousing, Inc	United States	3,434,852
10	FreezPak Logistics	United States	3,264,497
11	Superfrio Logistica Frigorificada	Brazil	2,306,162
12	Vertical Cold Storage	United States	2,189,853
13	Arcadia Cold Storage & Logistics	United States	2,132,710
14	Snowman Logistics Ltd	India	2,111,394
15	Conestoga Cold Storage	Canada	2,007,869
16	Congebec Inc.	United States	1,863,245
17	Comfrio Inteligência em Soluções Logísticas S.A.	Brazil	1,681,128
18	Magnavale Ltd.	United Kingdom	1,506,573
19	CORE X Partners	United States	1,438,493
20	Friozem Logística em Temperaturas Controladas	Brazil	1,141,998

*Source: Compiled based on the IARW (International Association of Refrigerated Warehouses), *Global Top 25 List*, April 2023

4. References

[Consolidated Statements of Income]

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

	FY2022	FY2023	YoY
Net sales	244.2	257.4	+5.4%
Operating Profit	15.1 (6.2%)	15.8 (6.2%)	+4.5%
Ordinary Profit	14.5 (5.9%)	15.4 (6.0%)	+6.7%
Profit before tax	14.1 (5.8%)	15.4 (6.0%)	+9.6%
Net Profit	9.0 (3.7%)	10.1 (3.7%)	+11.3%

*Profit margins are calculated to the nearest yen.

4. References

[Statements of Income Segments]

(Unit: JPY million)

		FY2022	FY2023	YoY	Change (%)
Net sales	Network	114,532	118,591	4,059	+3.5%
	Storage	62,568	63,814	1,246	+2.0%
	Overseas	63,745	71,137	7,392	+11.6%
	Other/Common	3,363	3,813	449	+13.4%
	Total	244,207	257,355	13,148	+5.4%
Operating profit	Network	6,094	6,473	379	+6.2%
	Storage	7,432	7,442	10	+0.1%
	Overseas	2,406	3,555	1,149	+47.7%
	Other/Common	▲784	▲1,638	▲854	-
	Total	15,147	15,833	685	+4.5%

Note; As part of the regional storage business operations was transferred to the logistics network business, the prior-year figures have been restated to reflect the post-transfer basis for comparison.

4. References

[Financial Statement Analysis]

		End of FY2022	End of FY2023
Total assets	JPY million	202,234	217,338
Liabilities	JPY million	103,119	106,079
Of which, interest-bearing debt	JPY million	61,623	58,716
Of which, interest-bearing debt (excluding lease obligations)	JPY million	47,602	45,035
Net assets	JPY million	99,115	111,259
D/E ratio	times	0.6	0.5
D/E ratio (excluding leases)	times	0.5	0.4
Capital ratio	%	48.8%	49.9%
Net sales	JPY million	244,207	257,355
Net profit	JPY million	9,037	10,057
Return on equity (ROE)	%	9.2%	9.3%
Return on assets (ROA)	%	4.5%	4.6%
Total asset turnover	times	1.2	1.2

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

4. References

[Status of Capital Investments]

<Capital expenditures, etc.>

Unit: JPY million

FY 2022	FY 2023	YoY	FY2024 plan	YoY
13,512	21,448	+7,935	20,000	△1,448

<Depreciation and amortization>

Unit: JPY million

FY 2022	FY 2023	YoY	FY2024 plan	YoY
11,265	12,135	+869	13,700	+1,564

<Major capital expenditures>

Unit: JPY million

Scheduled completion date	Company name	Location	Description of facilities	Total capital expenditures	Amount recorded in FY 2023	Increased capacity after completion
	Office name				(amount already recorded)	
January 2024	Kyokurei Inc. Kobe Rokko DC	Kobe, Hyogo	New construction of Distribution Center	8,609	4,538 (8,609)	27,691 t
May 2024 (planned)	Nichirei TBA Logistics Vietnam LLC	Long An Province, Vietnam	New construction of Distribution Center	※2,580	1,458	42,985 t
May 2024 (planned)	Frigo Logistics Sp. z o.o.	Żnin, Poland	Expansion of Distribution Center	※2,287	103	20,104 t
December 2024 (planned)	Frigo Logistics Sp. z o.o.	Nowy Dwór , Poland	New construction of Distribution Center	※4,385	1,535	42,552 t

Note 1: Consumption taxes, etc. are not included in the figures above

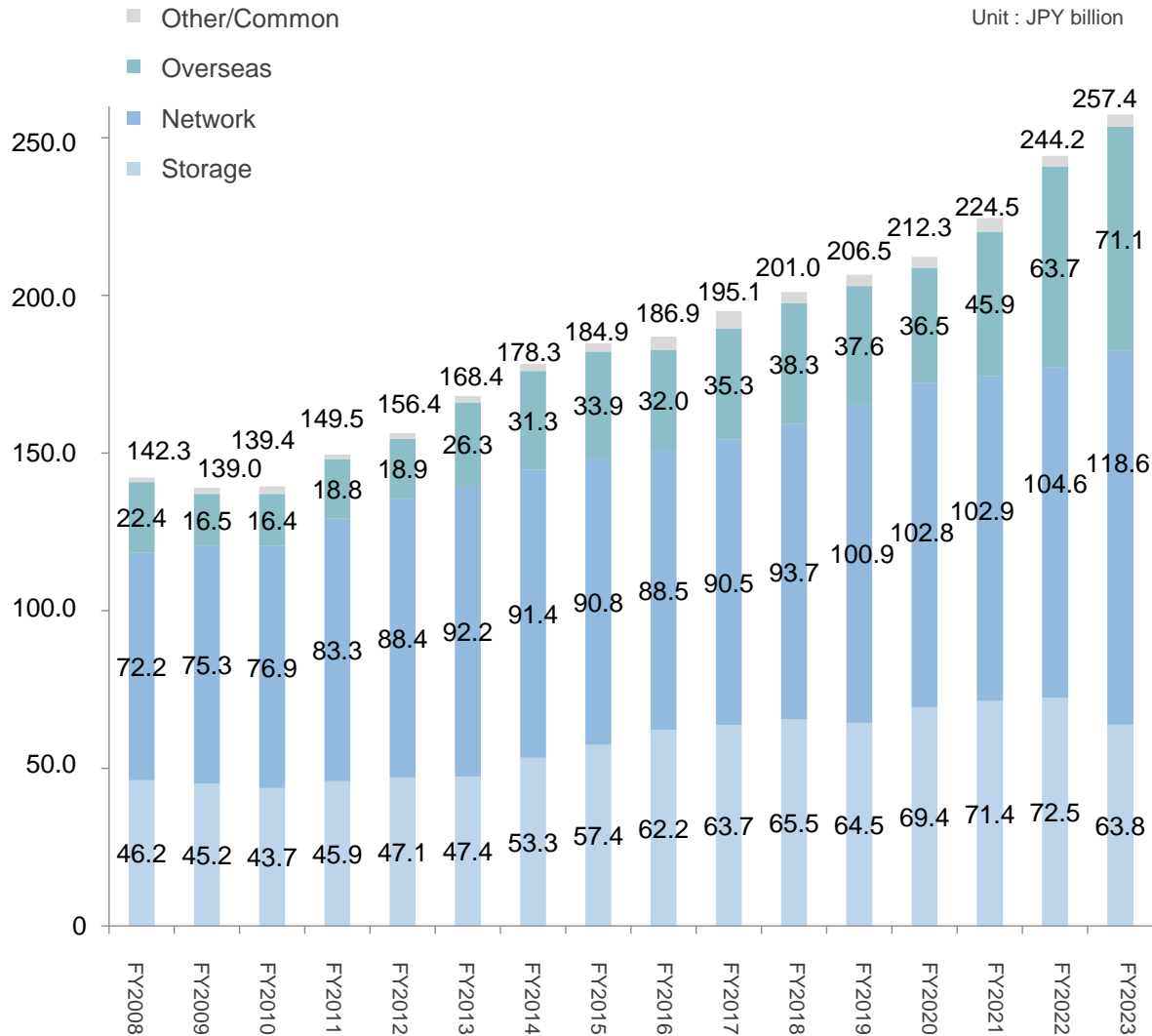
Note 2: "Scheduled completion date" refers to the planned facility handover date.

Note 3: Total capital expenditure is presented on a planned basis.

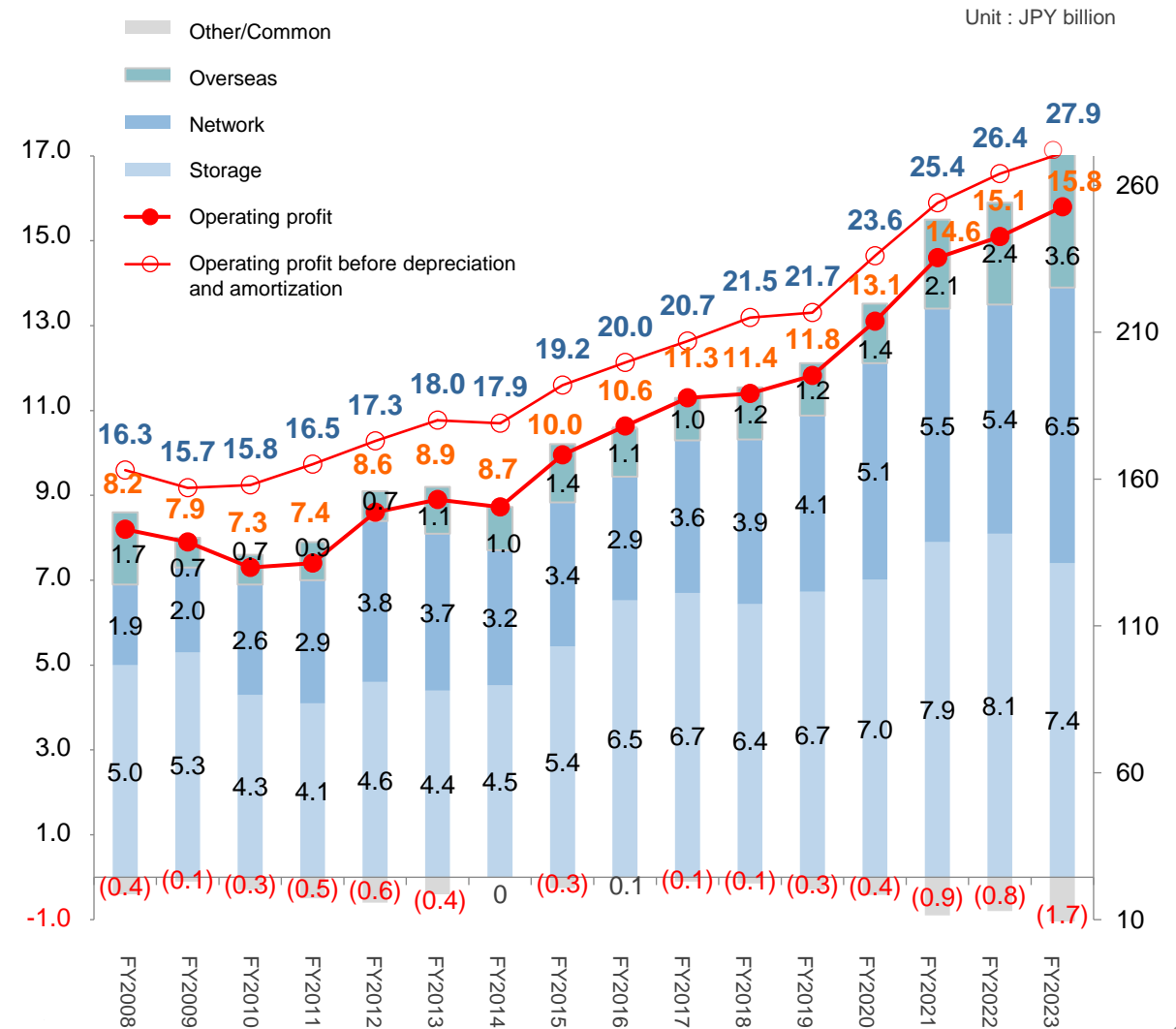
4. References

[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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