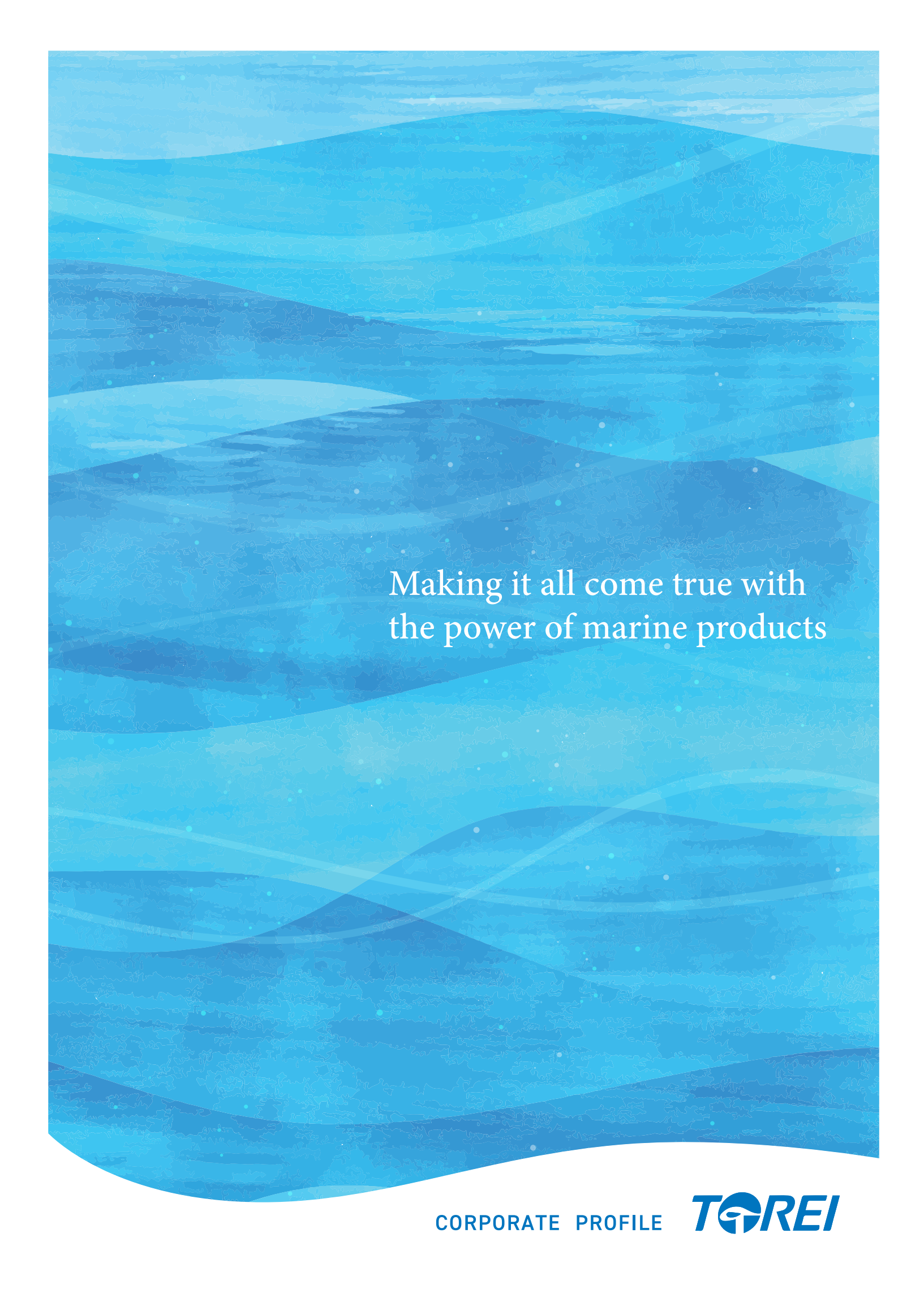


The background of the entire page is a vibrant blue with a complex, abstract pattern. It features overlapping, wavy lines in various shades of blue, creating a sense of depth and movement, reminiscent of ocean waves or a stylized topographical map. Scattered throughout this pattern are numerous small, light blue dots, adding a textured, starry effect.

Making it all come true with
the power of marine products

CORPORATE PROFILE



“Making it all come true with
the power of marine products”
to create a prosperous future
and a sustainable society.

Providing rich culinary products and helping to build a sustainable society by practicing stable procurement of sustainable marine resources

It all began for TOREI with the desire to deliver delicious sashimi tuna to Japanese dining tables. In 1971, we pioneered an uncharted path, establishing an ultra-low-temperature distribution system and developing a fisheries business focused on frozen tuna.

We maintain differentiated supply chains for different products, for instance, supplying tuna and bonito via processing, storage and delivery operations at eight locations, including group companies, across Japan, and supplying salmon through collaboration with an aquaculture business operated by the Mitsubishi Corporation Group.

Today, the TOREI Group procures, processes, warehouses, and sells a variety of seafood products from around the world. In doing so, we place great value on building sustainable global supply chains. In response to the recently increasing demand for sustainable, safe, and secure food, TOREI established procurement guidelines for tuna products in 2022 to secure sustainable marine resources for future generations and ensure traceability from worldwide production sites to the consumer's table.

Moreover, respect for human rights is essential to globally developing businesses. In 2024, we established our Human Rights Policy, which is recognized not only by our employees, but by each of our business partners in our supply chains, as well.

By practicing the stable procurement of sustainable marine resources, the TOREI Group works as a cohesive team to provide rich culinary products and contribute to a sustainable society.



TOREI Yasuo Mitani President and CEO
TOYO REIZO Co., Ltd

Business Philosophy

We respect all stakeholders and contribute to prosperous living and a sustainable society.

We conduct fair business activities.

We value the global environment and supply marine resources in a stable, sustainable manner,
always ensuring they are safe, secure and appealing.

Vision

We pioneer the future of the fisheries industry with gratitude for the bounty of the sea and a deep commitment to the supply chain.

The Five TOREI Values safeguard great taste, food security, and sustainability to ensure that we pass these on to future generations.

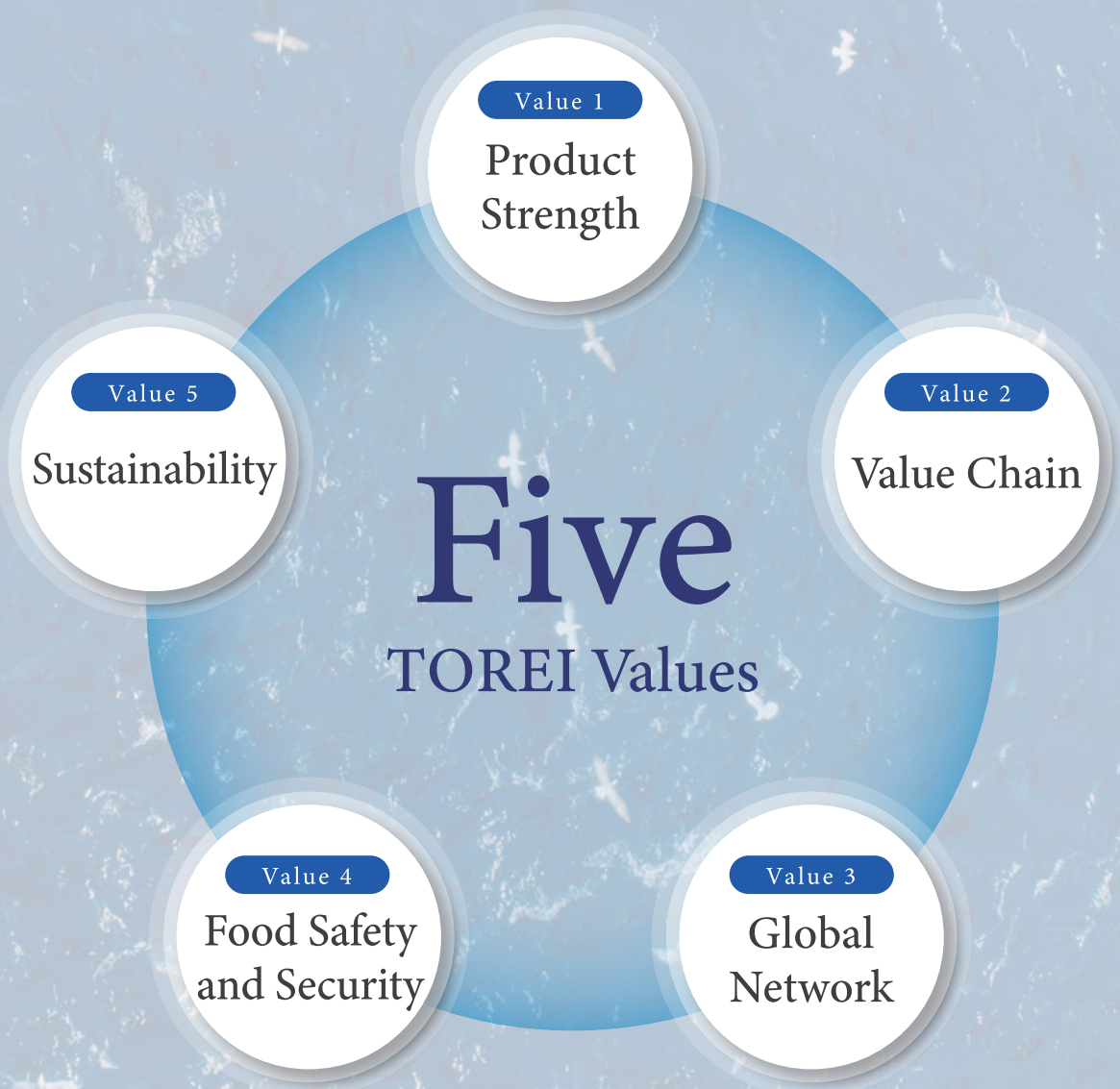
As a general seafood trading company, TOREI connects the world's oceans with the Japanese dining table and strives to provide a stable supply of the ocean's bounty.

We are committed to a hands-on approach, visiting fishing grounds and productions sites around the world in person to thoroughly assess taste and rigorously confirm safety and quality. This is how we ensure that our value chain always delivers seafood to the dining table with no compromise on freshness.

Every day, we continue to take on the challenge of providing customers with the joy of savoring the bounty of the sea at any time.

By bringing the rich blessings of the world's oceans to the dining table and expanding the potential of fisheries, we aim to build a prosperous future and a sustainable society by providing solutions to global food shortages and other issues.

With this firmly in mind, TOREI takes great taste, food safety, and sustainability extremely seriously.



Product Strength

TOREI got its start with sashimi tuna. We took on the challenge of building a value chain that maintains ultra-low temperatures to deliver seafood from the world's oceans to dining tables across Japan without compromising on freshness. The result is the widespread popularity of sashimi tuna we see today, from upscale restaurants to the household dining table. Utilizing this value chain, we have grown into a general seafood trading company that handles a wide array of marine products from around the world. In fact, we are one of the largest suppliers of tuna, salmon, and shrimp in Japan. TOREI continues every day to take on the challenge of providing customers with the joy of savoring the bounty of the sea at any time.



TOREI handles both wild and farmed tuna, with our professionals carefully assessing the quality of tuna from oceans around the world, using their knowledge of how it varies by time of year and region. With seven Group processing plants and eight sales bases across Japan, our unique distribution system provides delicious tuna all year round. We are also able to propose products that anticipate customer needs and trends, another TOREI strength.



Demand for salmon is growing worldwide, and to since 2014 with Cermaq, a company that farms and By doing so, we can deliver high-quality, safe, can fill large orders and meet processing needs, safety, quality, and transparency.

secure a stable supply, we have been collaborating processes salmon in Norway, Chile and Canada. reliable salmon throughout the year. Our system and it utilizes traceability management to ensure

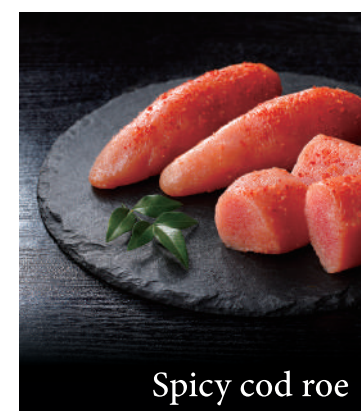
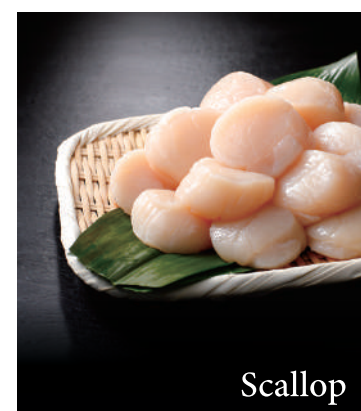
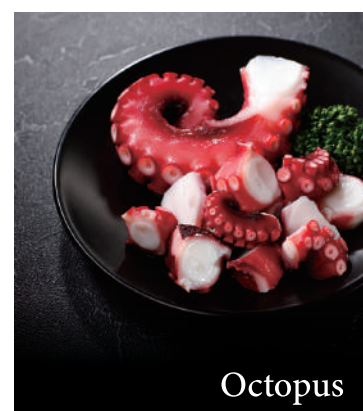
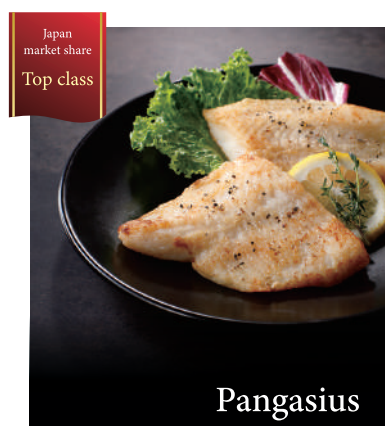


For over 30 years, we have identified which production area, whether natural or farmed, is optimal, in each season, procuring the best products and processing and selling them at our own and partner plants. To meet the needs of the food service industry and mass-market retailers, we have established our own quality control standards, and we monitor production frequently to ensure the products we provide are all safe, reliable, and high-quality.

Other Seafood

Through our own sources and in collaboration with processing plants, TOREI is able to procure carefully selected raw materials and processed products from around the world. This enables us to ensure a stable supply of high-quality products year round.

TOREI pangasius, in particular, is procured from environmentally friendly aquaculture farms, and with rigorous traceability management executed at all subsequent stages of the distribution process, it is ASC certified. We deliver safe, reliable, and sustainable seafood that is easy on the environment and delights our customers.



TOREI BRANDS

Committed to great taste, safety, security, and sustainability



Tenjo Maguro

TOREI takes on the challenge not only of delivering to the dining table the highest quality, professionally selected natural tuna, but also ensuring that this delicious taste will be protected for the next generation.



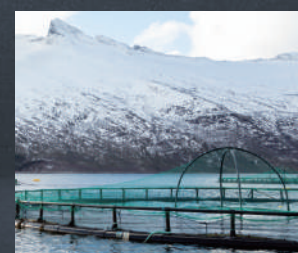
Kami no Ebi

A touch above, even more delicious, and reliably safe, the TOREI brand of shrimp is exceptionally popular in Japan.



TUNA QUEEN

For TOREI brand farmed tuna, we focus all of our efforts on great taste, food safety, and sustainability in order to deliver high-quality tuna.



Hokkyokuken Salmon

Premium fresh salmon is slow raised in the icy cold waters of the Arctic Circle in the Kingdom of Norway. We bring this delicious taste all the way to the local table.



Hokuo Saba

The key to its great taste is our "once-frozen method." The authentic taste of Norwegian mackerel delivered to the dining table—once tasted, never forgotten.

Value 2

Value Chain

TOREI maintains an integrated value chain that spans from procurement, sourcing, and processing to distribution, sales, and customer support. As we increase trust in our supply chain, leverage our experience in and knowledge of each regional area, and refine our quality and technologies, our value chain continues to evolve every day. This comprehensive strength, cultivated over many years, allows us to contribute to the development and expansion of fish-loving food culture.

Four Features of the TOREI Value Chain

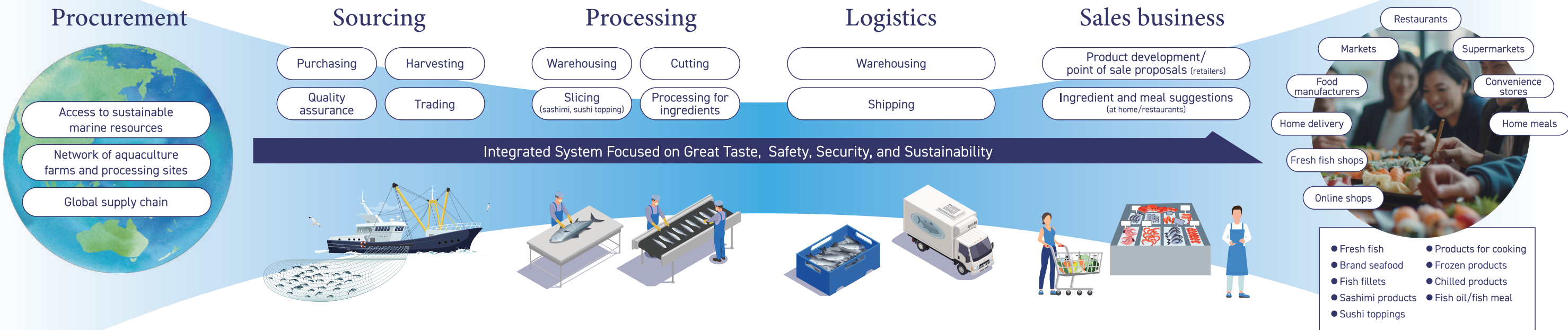
- 1

Consistent temperature control
- 2

Integrated hands-on approach
- 3

Products that satisfy trends
- 4

Japan-wide network



Feature 1 Consistent temperature control

Temperature control is particularly important to maintain the quality of seafood. At TOREI, we have established warehousing technology and transport systems that maintain a consistent temperature-controlled environment from the production site through customer delivery. Tuna and bonito, in particular, require ultra-low temperatures. For these fish, we have established our own ultra-low temperature cold chain to deliver high-quality products.



TOREI vessel with a world-class freezing capacity for processing and freezing tuna



Seafood stored in TOREI ultra-low temperature warehouses across Japan

Feature 2 Integrated hands-on approach

TOREI operates an integrated system based on a hands-on approach. Our employees visit fishing grounds, aquaculture farms and plants around the world, work with local producers to verify the quality of seafood products, attend to the subsequent shipping, onboarding and processing operations, and solicit consumer feedback through our customers. This hands-on approach is the cornerstone of our method of safeguarding premium TOREI quality and food safety and security.



Professionals assess the quality of raw seafood on site and during onboarding



Working with local suppliers to enhance the quality of our products

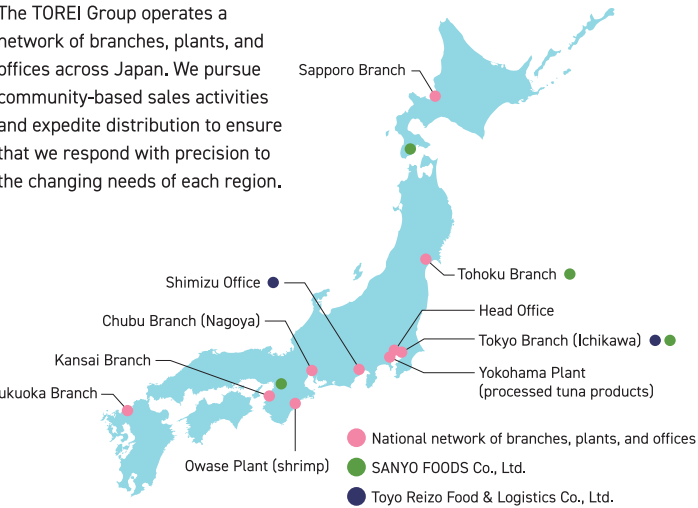
Feature 3 Products that satisfy trends

The increasing diversity of diet and lifestyles requires that we develop products and propose product solutions quickly. Declining birthrates and aging populations also increase demand for the development of new types of meals. From raw materials to processed products, TOREI pinpoints trends, plans and proposes products to meet current demands, and procures, develops, and manufactures products that meet the needs of both sales outlets and end customers.



Feature 4 Japan-wide network

The TOREI Group operates a network of branches, plants, and offices across Japan. We pursue community-based sales activities and expedite distribution to ensure that we respond with precision to the changing needs of each region.



Value 3

Global Network

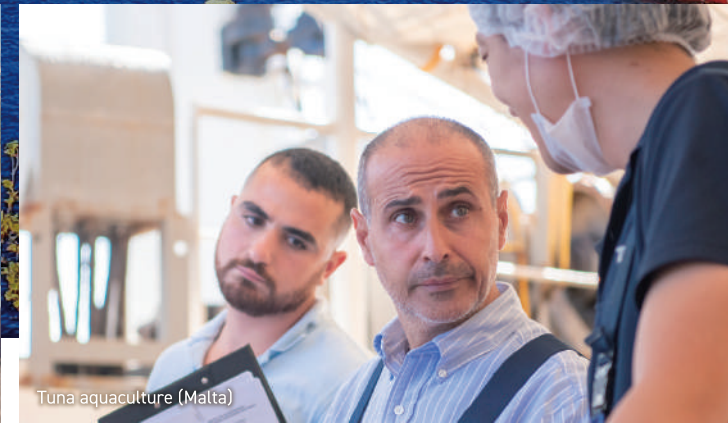
In procuring marine resources from the world's oceans, TOREI helps to develop the fishing grounds and aquaculture farms that are optimal for each specific marine product. We take a hands-on approach, with our employees visiting every supplier and processing site for all the types of fish we supply. This is how we maintain a sustainable global supply chain and ensure food safety and security.



TOREI vessel with a world-class freezing capacity for processing and freezing tuna



Shrimp aquaculture (Ecuador)



Tuna aquaculture (Malta)



CERMAQ aquaculture (Norway)

An array of seafood from the world's oceans



Tsushima



Main Countries of Origin/ Processing and Manufacturing Sites

Tuna	Countries of origin	Japan, Taiwan, South Korea, China, Mediterranean countries, Australia, Mexico
	Processing/manufacturing sites	Japan (TOREI Group plants), South Korea, China
Salmon	Countries of origin	Chile, Norway, Canada, UK, Türkiye, Australia, New Zealand, Japan, U.S.
	Processing/manufacturing sites	Thailand, Vietnam, Poland, Japan
Shrimp	Countries of origin	Thailand, Vietnam, India, Indonesia, Ecuador
	Processing/manufacturing sites	Thailand, Vietnam, India, Japan
Pangasius	Country of origin and processing/manufacturing site	Vietnam
Mackerel	Countries of origin	Norway, UK, Japan
	Processing/manufacturing sites	Norway, China, Japan, Vietnam
Octopus	Countries of origin	Morocco, Mauritania, Japan
Scallops	Countries of origin	Japan (Hokkaido, Aomori)
	Processing/manufacturing sites	Japan, Vietnam
Cod roe	Countries of origin	Russia, U.S.
	Processing/manufacturing sites	China, Japan

Value 4

Food Safety and Security

Across all of our supply chains, our commitment to TOREI quality means we are determined to deliver products that are safe and secure for customers. We work hard to maintain the quality customers rely on by training our employees on product quality with a focus on each process involved in delivering our products. Our entire team works together closely to maintain and enhance TOREI quality.

Click here for detailed information on food safety and security.



Value 5

Sustainability

Passing on sustainably abundant seas to future generations—this is the TOREI mission and the cornerstone of our business. To this end, TOREI is committed to sustainability management and is helping to solve a variety of social issues. As part of these efforts, we work together as a unified group and cooperate with stakeholders on initiatives that help ensure a stable, sustainable supply of marine resources.

Click here for detailed information on sustainability.



Quality Assurance System

As a food business operator, the TOREI Group works together with other group companies to ensure food safety by making the continuous supply of safe products a top priority. Established under the TOREI Head Office, the Quality Control Department promotes quality assurance activities throughout the group. It plays a core role in securing proper quality assurance by determining policies and measures and supporting the monitoring and improvement of quality control conditions.



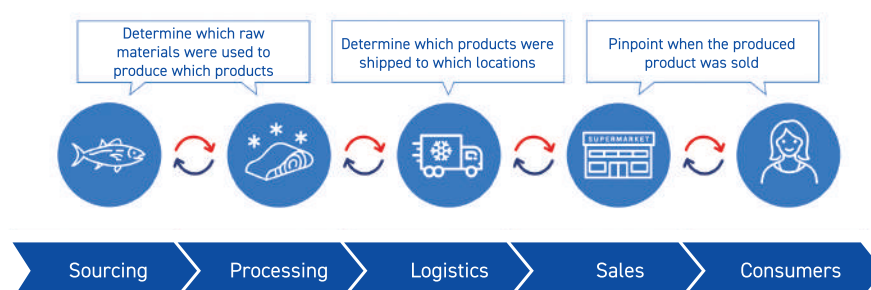
Certifying Food Safety

The TOREI Group has acquired the following certifications in recognition of its efforts to maintain and improve its quality assurance capabilities across the food chain.

ISO 22000	Toyo Reizo Co., Ltd. Chubu Branch Office Sales Division 2 Quality Control Dept. Toyo Reizo Food & Logistics Co., Ltd. Safety & Hygiene Control Unit, Administration Dept., Facility Management Dept, Food Business Dept., Logistics Division 1 and 2	Processing and Storage of Frozen Fish
FSSC 22000	Toyo Reizo Co., Ltd. : Kansai Branch Toyo Reizo Co., Ltd. : Fukuoka Branch	Processing of fish (slice, dice and flake) Cutting of frozen tuna
EU HACCP (Approval of facilities handling fishery products for export to EU)	Toyo Reizo Co., Ltd. : Kansai Branch (Plant No.2, No.3) Toro Reizo Food & Logistics Co., Ltd. Head Office & Plant Cold storage No.2, No.4	Frozen bigeye tuna/frozen yellowfin tuna: loins, blocks, sashimi-grade saku blocks, diced cut Frozen Tuna Processing and Storage service Species : Big eye, Yellow fin, Albacore, Atlantic and Pacific Bluefin Products : Loin, Block, Saku
HACCP Certification of Seafood Product Processing Facilities	SANYO FOODS Co., Ltd.	Smoked salmon, Smoked salmon slice, Sashimi-salmon

Traceability Management (For Products Manufactured in TOREI Plants or Contracted Plants)

The TOREI structure links product information from raw materials through finished products to manage traceability throughout. To verify the effectiveness of our traceability system, we conduct annual product recall training at our plants, confirm the accuracy of our tracing work, and check the time required and communication/response routes to ensure that we are able to respond promptly with investigations in the event of a problem.



Sustainable Procurement Policy

In operating a global fisheries business, establishing a sustainable supply chain is a key aspect of business continuity for TOREI. We focus on understanding the social and environmental impact of our procurement of raw materials and other supplies. We ensure that all of our suppliers recognize our Supplier Guidelines and work with us to help build and grow a sustainable world.

Procurement Guidelines for Tuna Species

TOREI established its Tuna Species Procurement Guidelines in August 2022 to help resolve issues related to tuna species, international overfishing, human rights and other social matters.

Click here for detailed information.

Supplier Guidelines

We consider ongoing environmental and social initiatives implemented together with our suppliers to be essential. Toward this end, we have established our Supplier Guidelines, which outline the matters that we intend to work on with our suppliers.

Click here for detailed information.

Procuring GSSI Certified Seafood

Interest in sustainable seafood is growing, and the number of certification programs, such as MSC and ASC, is increasing. The Global Seafood Sustainability Initiative (GSSI) was established against this backdrop to serve as a third-party organization to verify compliance with U.N. Food and Agriculture Organization (FAO) guidelines. TOREI is committed to promoting resource sustainability by procuring fishery products certified under the GSSI recognition scheme.



Environmental Management Policy

Our Environmental Management Policy outlines and publicly commits to our basic policy on environmental management and related initiatives, and is based on the TOREI Group's business philosophy. In addition to basic principles, the policy also sets out environmental management targets and programs as specific action plans for upholding it. The policy defines priority activities and areas of focus and incorporates these priorities in the formulation of medium- and long-term activity plans and targets. TOREI also publishes its annual Environmental Management Report to promote an understanding of these efforts.



Eco-Action 21

TOREI and TFL* have acquired certification from Eco-Action 21, an environmental management system (EMS) developed by Japan's Ministry of the Environment, and they conduct annual third-party compliance assessments. By adopting an EMS, we not only ensure that we are in compliance with environmental laws, but also create mechanisms for continually improving our environmental measures and preparing manuals on implementation. This raises environmental awareness within the Group, and has ripple effect on external stakeholders, as well.

* Toyo Reizo Food & Logistics Co., Ltd.

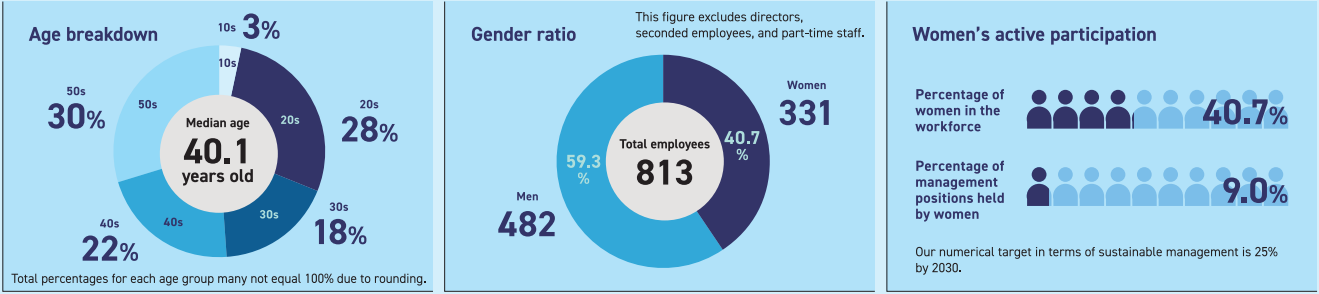


Human Capital Report

Focused on sustainable growth for the TOREI Group, our 2031 Management Vision was mainly developed by the TOREI employees who will play key roles in the coming generation. The vision describes TOREI like this: “We pioneer the future of the fisheries industry with gratitude for the bounty of the sea and a deep commitment to the supply chain.” The basis for achieving this is the hands-on approach that we have pursued since our founding. We believe that the ability of each employee to grow and take on challenges as well as company efforts to bolster organizational capabilities are crucial. Toward this end, we implement initiatives based on four policies: securing diverse human resources, boosting abilities, improving job satisfaction, and enhancing organizational capabilities.

Human Capital Data

* All figures are current as of April 1, 2026.



Boosting Skills and Abilities

Original TOREI educational programs to train professionals in the fisheries business based on a comprehensive hands-on approach

Experience under a hands-on approach

Training for new graduates

This program centers on on-the-job training to teach new hires about Toyo Reizo from the entry level.

Sustainability

Environmental education

Employees throughout the company are encouraged to take the eco certification test, and 106* employees have passed.

* Cumulative number of employees who have passed the test as of FY2025; includes those who have since retired.

Food Safety and Security

Health and safety education

We provide training related to health and safety in all aspects of seafood product processing, including equipment and work procedures.

Leadership

Business leadership training

This program for mid-career employees seeks to help employees develop into leaders capable of heading a team.

Compliance

Compliance conferences

We hold discussions and study groups on topics related to compliance and ways to improve the corporate culture.

Skills Development Program

- Level-specific training
- Management training
- Career planning meeting
- Qualifications support
- Outside training/remote learning
- In-house bandsaw certification

Improving Job Satisfaction

We offer a variety of schemes designed to create a rewarding workplace environment.

Reducing long work hours

Average overtime hours

17.5 hours/month (in FY2025)

More consecutive paid-leave days

Average percentage of paid-leave taken

73.0% (regular employees only)

Kaizen initiatives

We evaluate initiatives to improve conventional operations through employee creativity and ingenuity. This has led to increased employee awareness of the need to improve operational efficiency and structures.

Percentage of eligible employees taking childcare leave

Women 100% Men 100% (in FY2025)

Paternity leave

Men 37.5% (in FY2025)

Platinum Kurumin certification

TOREI is certified as a Kurumin company by the Ministry of Health, Labour and Welfare.

Enhancing Organizational Capabilities

Engagement measures

- Employee surveys
- Executive-employee meeting
- Mentor system
- Flexible work arrangements
- Support for balancing childcare/family care and work
- Recreation expense assistance program

Fostering employee interactions

- Hold young employee roundtable discussions
- Promote inter-departmental transfers
- TOREI Group meetings (engagement between employees from Group companies)
- Interaction through community service activities

Major Locations

Kanto Region	Main Office	Shibusawa City Place Eitai 2F, 2-37-28 Eitai, Koto-ku, Tokyo, 135-0034 Tel. +81-3-5620-3200
	Tokyo Branch (Ichikawa)	1-1-1 Higashihama, Ichikawa-shi, Chiba, 272-0003 Tel. +81-47-329-0100
	Yokohama Plant (Processed Tuna Products)	2-6-20 Tomioka Higashi, Kanazawa-ku, Yokohama-shi, Kanagawa, 236-0051 Tel. +81-45-773-6418
Hokkaido and Tohoku Region	Sapporo Branch	13-3-10 Hassamu Jyurokujo, Nishi-ku, Sapporo-shi, Hokkaido, 063-0836 Tel. +81-11-667-0015
	Tohoku Branch	4-8 Akedori, Izumi-ku, Sendai-shi, Miyagi, 981-3206 Tel. +81-22-378-2111
Chubu Region	Shimizu Office	161-13 Shimazaki-cho, Shimizu-ku, Shizuoka-shi, Shizuoka, 424-8511 Tel. +81-54-354-1231
	Chubu Branch Office Sales Division 2	161-13 Shimazaki-cho, Shimizu-ku, Shizuoka-shi, Shizuoka, 424-8511 Tel. +81-54-354-1251
	Chubu Branch Office Sales Divisions 1	ACN Meieki Building, 5-38-5 Meieki, Nakamura-ku, Nagoya-shi, Aichi, 450-0002 Tel. +81-52-386-0211
	Owase Plant (Shrimp)	2-1 Asahi-machi, Owase-shi, Mie, 519-3611 Tel. +81-597-22-8022
Kinki Region	Kansai Branch	27-14 Sumiyoshi-cho, Izumisano-shi, Osaka, 598-0061 Tel. +81-72-461-0656
Kyushu Region	Fukuoka Branch	3-1, Irodoridai, Sasaguri-machi, Kasuya-gun, Fukuoka, 811-2418 Tel. +81-92-948-9220

Major Group Companies

Toyo Reizo Food & Logistics Co., Ltd.

Founded as the company responsible for TOREI Group processing, storage and transport operations, facilitating response to increasingly diverse and complex needs

Address: 161-13 Shimazaki-cho, Shimizu-ku, Shizuoka-shi, Shizuoka, 424-0823



Japan Super Freeze Co., Ltd.

Providing cold storage services by operating one of the largest ultra-low temperature refrigerated warehouses in Japan, utilizing environmentally friendly LNG

Address: 30-3 Shinisogo-cho, Isogo-ku, Yokohama-shi, Kanagawa, 235-0017



SANYO FOODS Co., Ltd.

Delivering reliably delicious taste based on its experience and achievements delivering the leading brand of smoked salmon in Japan ever since its founding in 1954

Address: 1-1-1 Higashihama, Ichikawa-shi, Chiba, 272-0003



MRS Co., Ltd.

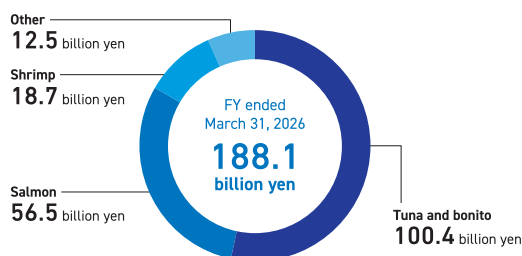
Operating ultra-low temperature tuna processing and shipping vessels that travel to fishing grounds around the world to onboard tuna and transport it by sea

Address: Shimbashi Yoshiki Building 3F, 4-27-4 Shimbashi, Minato-ku, Tokyo, 105-0004



Company name	TOYO REIZO Co., Ltd.
Representative	Yasuo Mitani, Representative Director and President
Established	October 1948 (restructured in 1971)
Business areas	1. Sales, trading, processing, freezing and refrigeration of marine products, agricultural products, livestock products, dairy products, feed, and chemical products 2. Transportation industry 3. Warehousing 4. Cultivation and farming of fish and shellfish, and related research 5. Other incidental businesses
Main banks	Shizuoka Bank, MUFG Bank, Norinchukin Bank
Main suppliers	Mitsubishi Corporation and others
Main sales destinations	Wholesale markets, mass retailers, restaurant industry, etc.
Number of employees	813 people
Capital	2.1 billion yen
Net sales	188.1 billion yen (FY2025)

Sales, by product



* All figures are current as of June 19, 2026

Address	Shibusawa City Place Eitai 2F, 2-37-28 Eitai, Koto-ku, Tokyo 135-0034
Tel	+81-3-5620-3200
Website	https://www.toyoreizo.com



Access the official Toyo Reizo Co., Ltd. website here.