

Consolidated Financial Results for the 2nd Quarter of the Fiscal Year Ending March 2024 (April 2023-September 2023)

November 24, 2023

Maruha Nichiro Corporation (TSE:1333)

Masaru Ikemi, Representative Director, President & CEO



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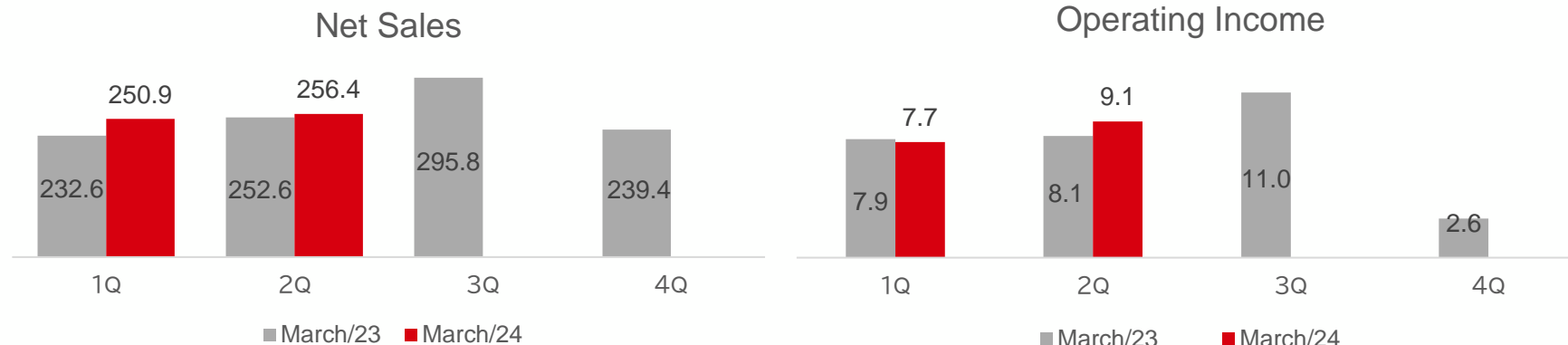
Business Overview for the 2nd Quarter of the FY Ending March 2024

2nd Quarter Financial Highlights

Net sales continued to hit new highs from the previous year, as the decline in fish prices was not as pronounced as assumed and due to the price revisions for processed foods which were implemented in the previous year. Processed foods for both “home-use” and “institutional-use” contributed to higher operating income, reflecting the recovery of consumers’ flow.

(JPY in Billions)

	Sept/23	Sept/22	Year on year		Full year forecast	
			Change	%		2Q/Fyf
Net Sales	507.4	485.2	22.1	+4.6%	980.0	51.8%
Operating Income	16.8	15.9	0.8	+5.2%	27.0	62.1%
Ordinary Income	20.9	21.2	-0.3	-1.4%	27.0	77.5%
Profit attributable to owners of parent	10.9	13.1	-2.2	-17.0%	18.5	58.9%



Key Points of 2nd Quarter Financial Results

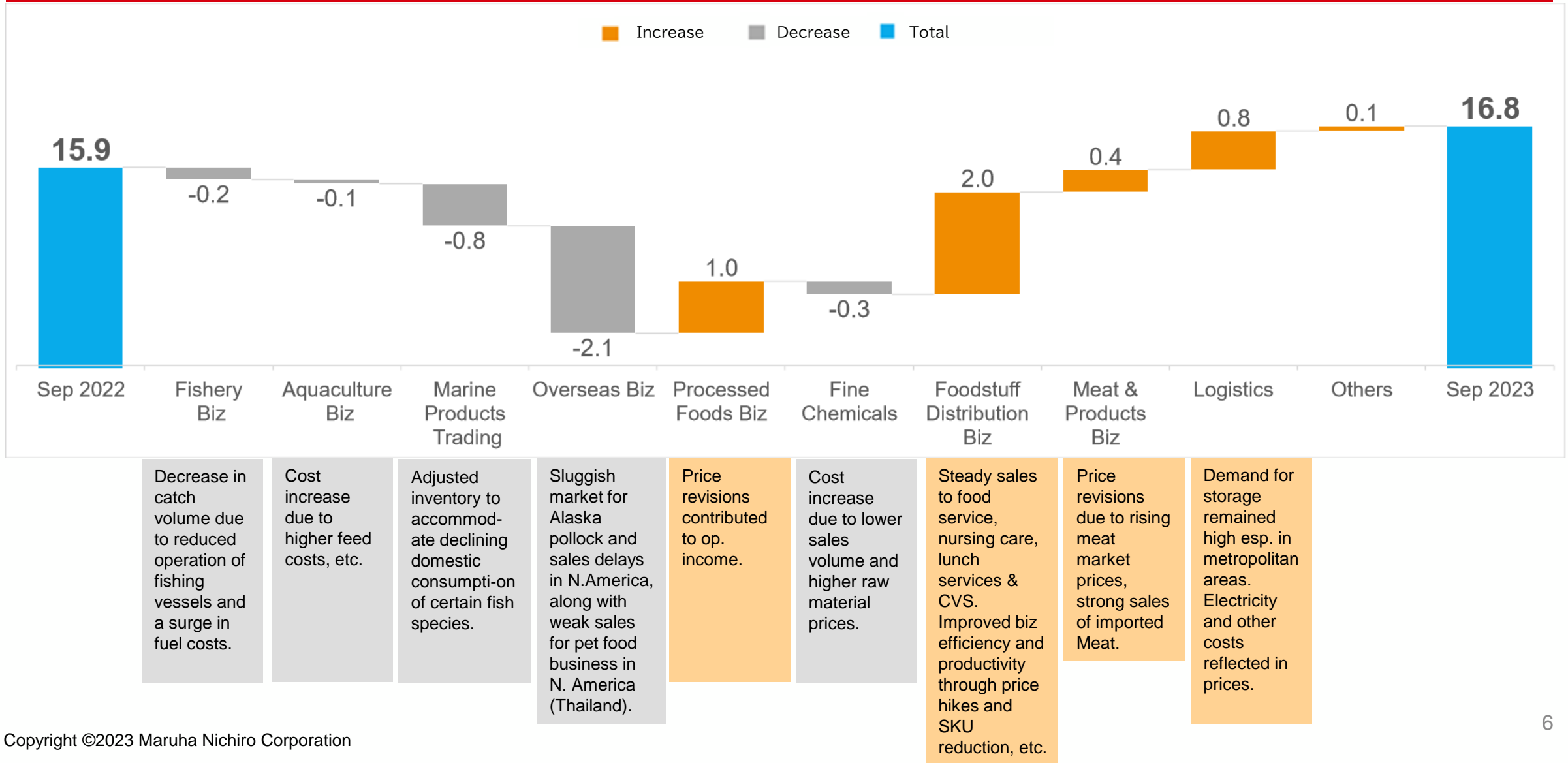
Decrease in operating income YoY in the Marine Products Business Segment.

- Sluggish market prices and sales delays for Alaska pollock business (North America) of the Overseas Business Unit. Decline in sales volume following inventory adjustments of users (customers) in North America led to decrease in operating income in pet food business (Thailand).
(Overseas Business Unit operating income: 4.4 billion JPY, -2.1 billion JPY YoY)

Operating Income in the Processed Foods Business Segment and Foodstuff Distribution Business Segment increased significantly.

- Price revisions implemented since the previous FY have been widely accepted, and we have been successful in improving operational efficiency and productivity through changes in product specifications and SKU reduction.
(Total operating income of the two segments: 7.2 billion yen, +3.2 billion JPY YoY)

Factors of Increase/Decrease in Operating Income

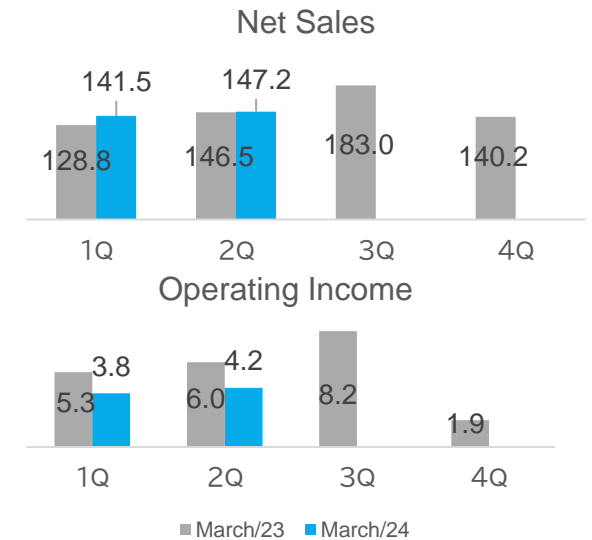


Marine Products Business Segment (1/2)

Op. income decreased by 29% due to inventory adjustments in some fish species and the impact of customers' inventory adjustments in the pet food business.

(JPY in Billions)

Unit	Net Sales				Operating Income			
	Sept/23	Sept/22	YoY		Sept/23	Sept/22	YoY	
			Change	%			Change	%
Fishery Business	18.3	16.8	1.5	+9.0%	-0.6	-0.4	-0.2	-
Aquaculture Business	8.0	8.0	0.0	+0.5%	1.0	1.1	-0.1	-7.1%
Marine Products Trading	145.7	144.4	1.3	+0.9%	3.2	4.0	-0.8	-20.8%
Overseas Business	116.7	106.1	10.6	+10.0%	4.4	6.5	-2.1	-32.8%
Segment Total	288.7	275.3	13.4	+4.9%	8.0	11.3	-3.3	-29.2%



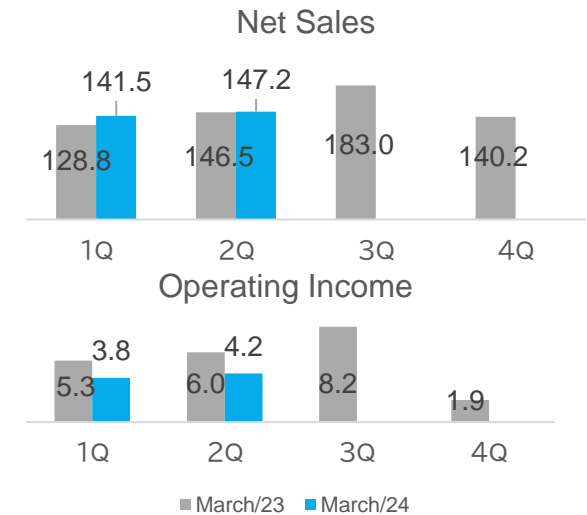
- Fishery Biz** While sales of major fish species, including Patagonian toothfish were strong, resulting in increased net sales, operating income decreased due to reduced catch quantities caused by decreased fishing vessel operation and surge in fuel costs.
- Aquaculture Biz** Net sales remained at the same level as the previous year due to an increase in sales volume of yellowtail and amberjack and continued high sales prices of the fish species handled. Op. income decreased due to higher cost of sales caused by soaring feed costs, etc.

Marine Products Business Segment (2/2)

Op. income decreased by 29% due to inventory adjustments in some fish species and the impact of customers' inventory adjustments in the pet food business.

(JPY in Billions)

Unit	Net Sales				Operating Income			
	Sept/23	Sept/22	YoY		Sept/23	Sept/22	YoY	
			Change	%			Change	%
Fishery Business	18.3	16.8	1.5	+9.0%	-0.6	-0.4	-0.2	-
Aquaculture Business	8.0	8.0	0.0	+0.5%	1.0	1.1	-0.1	-7.1%
Marine Products Trading	145.7	144.4	1.3	+0.9%	3.2	4.0	-0.8	-20.8%
Overseas Business	116.7	106.1	10.6	+10.0%	4.4	6.5	-2.1	-32.8%
Segment Total	288.7	275.3	13.4	+4.9%	8.0	11.3	-3.3	-29.2%



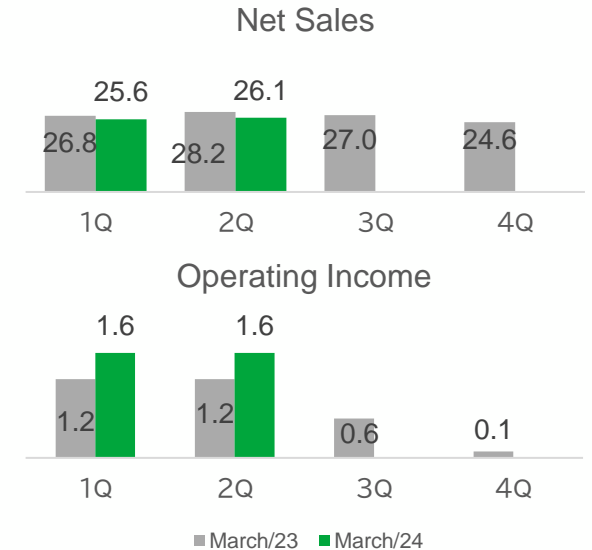
- Marine Products Trading** Net sales were on the same level as the previous year due to continued high market prices for marine products in general. On the other hand, inventory was adjusted to cope with declining consumption of some fish species in Japan, resulting in lower op. income.
- Overseas Biz** **<N. America>** Although supply increased due in part to increased Alaska pollock resources, market prices remained sluggish and sales were delayed, resulting in high net sales and decrease in operating income. **<Europe>** Net sales and operating income increased due to the effects of the M&A implemented last fiscal year. **<Asia>** Net sales and operating income decreased due to weak sales in the pet food biz due to inventory adjustments of users in N. America.

Processed Foods Business Segment

Overall op. income increased by 32% due to the penetration of price revisions in the Processed Foods Biz Unit.

(JPY in Billions)

Unit	Net Sales				Operating Income			
	Sept/23	Sept/22	YoY		Sept/23	Sept/22	YoY	
			Change	%			Change	%
Processed Foods Business	48.1	51.0	-2.9	-5.7%	2.7	1.6	1.0	+63.2%
Fine Chemicals	3.7	4.0	-0.4	-8.8%	0.5	0.8	-0.3	-32.1%
Segment Total	51.8	55.0	-3.2	-5.9%	3.2	2.4	0.8	+32.1%



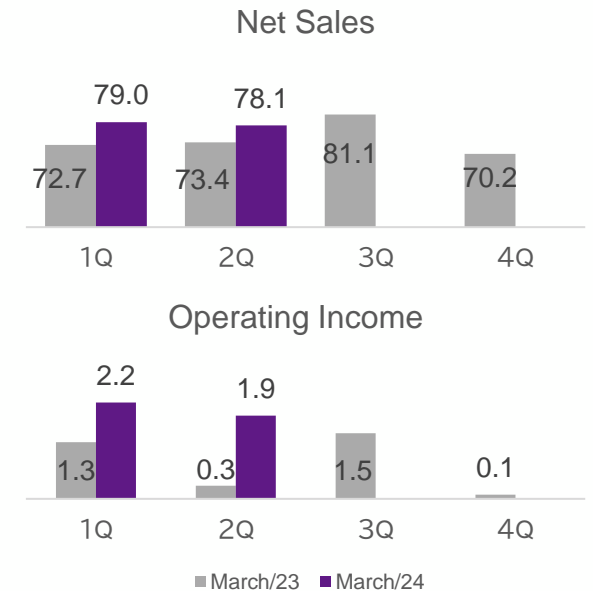
- **Processed Foods Biz** While net sales decreased due to the impact of the fire at the Hiroshima Plant previous year, op. income increased because of price revisions, despite the impact of raw materials and yen depreciation.
- **Fine Chemicals** Decrease in net sales and op. income due to lower sales volume caused by changes in use of the Food with Functional Claims system and higher raw material prices resulting from the anchovy fishing ban in Peru.

Foodstuff Distribution Business Segment

In addition to price revisions, operational efficiency and productivity improvements were successful, resulting in an overall profit increase of 158%.

(JPY in Billions)

Unit	Net Sales				Operating Income			
	Sept/23	Sept/22	YoY		Sept/23	Sept/22	YoY	
			Change	%			Change	%
Foodstuff Distribution Business	108.4	104.3	4.1	+4.0%	3.2	1.2	2.0	+174.2%
Meat and Products Business	48.8	41.8	6.9	+16.6%	0.8	0.4	0.4	+108.6%
Segment Total	157.2	146.1	11.1	+7.6%	4.0	1.6	2.5	+157.6%



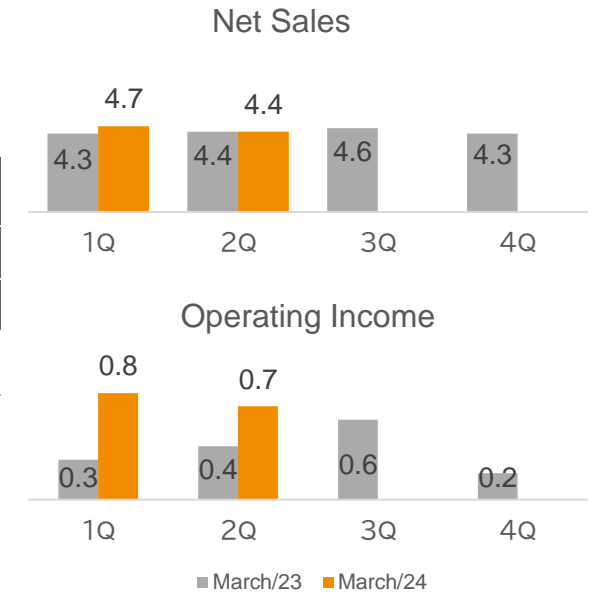
- Foodstuff Distribution Biz** Steady sales to food service, nursing care food, home delivery, lunch services and CVS. In addition to the penetration of price revisions implemented in the previous FY, efforts to improve operational efficiency and productivity through SKU reduction and other measures resulted in higher net sales and op. income.
- Meat and Products Biz** Both net sales and op. income increased due to price revisions for meat products in line with higher overall meat market prices and steady sales of imported meat.

Logistics Segment

Steady capture of storage demand, operating income increased by 106%.

(JPY in Billions)

Unit	Net Sales				Operating Income			
	Sept/23	Sept/22	YoY		Sept/23	Sept/22	YoY	
			Change	%			Change	%
Logistics	9.0	8.7	0.4	+4.2%	1.5	0.7	0.8	+105.8%



- **Logistics** Both net sales and op. income increased due to high inventory volumes, especially in metropolitan areas, as well as costs including electricity reflected in prices.

Full Year Forecast and Future Measures

Forecast of Consolidated Financial Results

- The challenging business environment for North American Alaska pollock business is expected to continue into the second half of the FY.
- Processed food products are expected to contribute to profit growth in the second half of the FY supported by the price revisions implemented in the previous FY.

(JPY in Billions)

	Sept/23	Mar/24 Forecast	2Q/Fyf
Net Sales	507.4	980.0	51.8%
Operation Income	16.8	27.0	62.1%
Ordinary Income	20.9	27.0	77.5%
Profit Attributable to Owners of Parent	10.9	18.5	58.9%

Marine Products Business Segment (1/2)

Fishery Business and Overseas Business environments expected to remain challenging.

(JPY in Billions)

Segment	Unit	Net Sales					Operating Income				
		Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf	Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf
Marine Products Business	Fishery Business	18.3	16.8	1.5	45.8	40.0%	-0.6	-0.4	-0.2	2.6	-
	Aquaculture Business	8.0	8.0	0.0	14.2	56.5%	1.0	1.1	-0.1	0.2	512.5%
	Marine Products Trading	145.7	144.4	1.3	268.0	54.4%	3.2	4.0	-0.8	3.9	82.0%
	Overseas Business	116.7	106.1	10.6	232.7	50.1%	4.4	6.5	-2.1	10.6	41.1%
	Segment Total	288.7	275.3	13.4	560.8	51.5%	8.0	11.3	-3.3	17.4	45.8%

- Fishery Biz** The challenging business environment continues. Improve profitability by curbing fuel costs, reviewing the operating structure, and diversifying sales routes by increasing the degree of in-house processing.
- Aquaculture Biz** Concerns regarding rising costs due to soaring fuel and feed prices, as well as a decline in the price of yellowtail, are being addressed through cost optimization measures, including a reevaluation of feed formulation, improvement in breeding techniques, and strengthening collaboration with stable suppliers. Furthermore, efforts to diversify sales through intra-group cooperation, including tuna, are also underway.

Marine Products Business Segment (2/2)

Fishery Business and Overseas Business environments expected to remain challenging.

(JPY in Billions)

Segment	Unit	Net Sales					Operating Income				
		Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf	Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf
Marine Products Business	Fishery Business	18.3	16.8	1.5	45.8	40.0%	-0.6	-0.4	-0.2	2.6	-
	Aquaculture Business	8.0	8.0	0.0	14.2	56.5%	1.0	1.1	-0.1	0.2	512.5%
	Marine Products Trading	145.7	144.4	1.3	268.0	54.4%	3.2	4.0	-0.8	3.9	82.0%
	Overseas Business	116.7	106.1	10.6	232.7	50.1%	4.4	6.5	-2.1	10.6	41.1%
	Segment Total	288.7	275.3	13.4	560.8	51.5%	8.0	11.3	-3.3	17.4	45.8%

- Marine Products Trading** While there is growing market pessimism due to the decline in selling prices caused by reduced consumption of certain products, procurement costs remain high due to the depreciation of the yen. We will ensure stable profits through thorough inventory control and strengthen sales for the year-end sales season. For some fish species whose prices continue to be weak, we will adjust our inventory position and steadily secure profits toward the end of the fiscal year.
- Overseas Biz** <N. America> Alaska pollock market continues to be weak. In addition to ensuring early sales of finished products, will work to control costs by optimizing the allocation of plant personnel and improving production efficiency. <Europe> Continued inflation has led to a shift in consumption toward lower-priced products, and sales of products for the institutional food market are sluggish. We will strive to secure profits by strengthening sales expansion mainly through volume sales channels. <Asia> Customer inventory adjustments have been recovering since the second half of FY. In addition to enhancing competitive advantage through product development, we will strive to maintain sales volume by developing new sales channels.

Land-based Aquaculture of Atlantic Salmon (Progress)

- In October 2022, ATLAND Corporation was established in Nyuzen town, Toyama Prefecture, as a joint venture with Mitsubishi Corporation.

The facility is scheduled to start operations in 2025 and shipments in 2027 (2,500 tons in the first year).

- In preparation for full-scale operations, we are currently conducting experimental farming of Atlantic salmon at our testing facility located in Yuza town, Yamagata Prefecture.

We are in the process of checking rearing conditions to promote optimal growth.



(Top left) Our land-based aquaculture test facility located in Yuza Town, Yamagata Prefecture. (Bottom left) Juvenile Atlantic salmon raised from eyed eggs. Grown to a length of just under 20 cm.

(Center) Maruha Nichiro Corporation President & CEO Masaru Ikemi, visiting for inspection. Pictured alongside is an Atlantic salmon that has grown to 2.5 kg.

(Right) A bird's-eye view of Nyuzen town, Toyama Prefecture. The facility covers an area of approximately 70,000 square meters.

Processed Foods Business Segment

Aiming to increase profits by responding to changes in demand and the environment.

(JPY in Billions)

Segment	Unit	Net Sales					Operating Income				
		Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf	Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf
Processed Foods Business	Processed Foods Business	48.1	51.0	-2.9	103.6	46.4%	2.7	1.6	1.0	3.3	80.5%
	Fine Chemicals	3.7	4.0	-0.4	8.0	46.0%	0.5	0.8	-0.3	1.4	38.1%
	Segment Total	51.8	55.0	-3.2	111.7	46.3%	3.2	2.4	0.8	4.7	67.9%

- Processed Foods Biz** Although volume will continue to fall below the previous year due to consumers' cost-saving tendencies, operating income is expected to exceed the previous year's level due to higher unit prices. If there are cost increases in raw materials, materials, etc., or if the yen continues to depreciate, we will consider reviewing products and revising prices as appropriate.
- Fine Chemicals** Efforts are underway to acquire labeling qualification for food with functional claims for existing products and to expand the handling of bulk pharmaceuticals (EPA, heparin). In the "preventive food and pre-illness food" sector, we are aiming to expand into the food industry and are in the process of developing "odorless DHA." In the future, we aim to expand into processed foods, including nursing care foods, through collaboration within the Group.

Efforts to Enter the Frozen Foods Business in North America (Waffle Waffle LLC)

In August 2023, a new brand "Laughing Tiger," developed by our team members, was launched in the United States and made available in approximately 2,000 stores. The brand features high-quality authentic Asian food.



<Future Growth Strategy>

Waffle Waffle LLC is a fab-less company with strong marketing, planning, development capabilities, and a sales network that captures cutting-edge trends in North America (brands: Happi Foodi® and others). Leveraging the expertise of Waffle Waffle LLC and the comprehensive capabilities of Maruha Nichiro, we aim to expand our frozen food business in North America in the future.

Foodstuff Distribution Business Unit

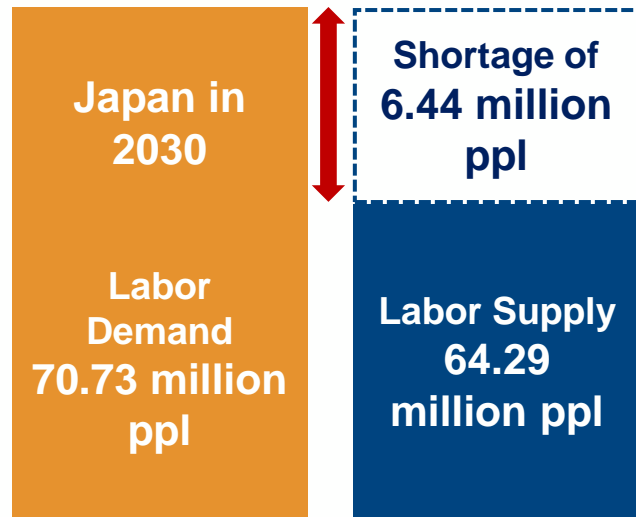
Aim to increase profit by responding to changes in the environment in each sales channel.

(JPY in Billions)

Segment	Unit	Net Sales					Operating Income				
		Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf	Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf
Foodstuff Distribution Business	Foodstuff Distribution Business	108.4	104.3	4.1	212.5	51.0%	3.2	1.2	2.0	2.9	110.6%
	Meat and Products Business	48.8	41.8	6.9	76.1	64.1%	0.8	0.4	0.4	0.9	91.6%
	Segment Total	157.2	146.1	11.1	288.6	54.5%	4.0	1.6	2.5	3.8	106.1%

- Foodstuff Distribution Biz** Although there is a risk of rising raw material and energy prices due to the weaker yen and geopolitical risks, we aim to respond to changes in the environment and significantly increase op. income for the full year.
- Meat and Products Biz** Due to the increase in procurement costs, selling prices have been on the higher side, leading to a shift in demand towards lower-priced meat and products in markets with a preference for affordability. The industry-wide inventory for imported beef and pork is expected to increase, resulting in sluggish cargo movement. To address market needs, we are utilizing diverse domestic and international procurement networks and promoting intra-group collaboration to maximize profitability.

Issues Surrounding the Domestic Food Market for Institutional-use



Source: PERSOL RESEARCH AND CONSULTING Co. Ltd.

*Excluding 610,000 unemployed

	Jul-21	Jul-22	Jul-23
1 Information Services	54.7	↑ 64.9	↑ 74.0
2 Ryokan/Hotel	22.5	↑ 66.7	↑ 72.6
3 Construction	57.5	↑ 62.7	↑ 68.3
4 Maintenance/Security/Inspection	53.8	↑ 59.8	↑ 68.2
5 Restaurants	43.6	↑ 54.1	↑ 66.3
6 Transportation/Warehouse	47.1	↑ 59.4	↑ 64.3
7 Medical/Welfare/Health Hygiene	43.5	↑ 52.9	↑ 62.3
8 Finance	41.2	↑ 56.5	↑ 60.9
9 Automobile/Auto Parts Retail	57.1	↑ 57.8	↑ 59.5
10 Temporary Staffing/Placement	43.8	↑ 52.2	↑ 58.9

Source: TEIKOKU DATABANK Ltd., "Survey of Corporate Trends toward Labor Shortages (July 2023)"

	Jul-21	Jul-22	Jul-23
1 Restaurants	56.4	↑ 73.0	↑ 83.5
2 Ryokan/Hotel	39.5	↑ 55.3	↑ 68.1
3 Temporary Staffing/Placement	41.8	↑ 55.4	↑ 65.8
4 Various Product Retail	48.8	↑ 56.5	↑ 56.6
5 Food and Beverage Retail	41.4	↑ 54.5	↓ 53.6
6 Agriculture/Forestry/Fisheries	34.4	↑ 48.5	↑ 52.1
7 Maintenance/Security/Inspection	44.0	↑ 45.9	↑ 50.3
8 Entertainment Services	31.7	↑ 40.8	↑ 50.0
9 Finance	22.9	↑ 33.1	↑ 48.7
10 Specialized Product Retail	31.7	↑ 40.9	↑ 44.7

*For industries with a parameter of at least 20 companies

<External Environment>

- Decrease in the working population due to the declining birthrate and aging population
- Despite the recovery trend in demand in the food service and restaurant industry, the ratio of labor shortages remains high.

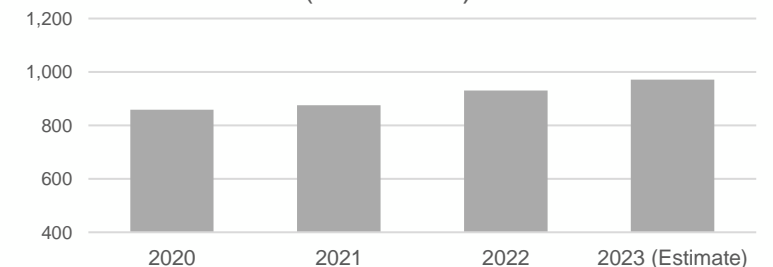
<Challenges in the Food service and Restaurant Market>

- Shortage of skilled personnel with cooking expertise
- Decline in productivity efficiency due to increased workload
- Missed opportunities due to the inability to respond in a timely manner

<Needs Expected from Food Manufacturers>

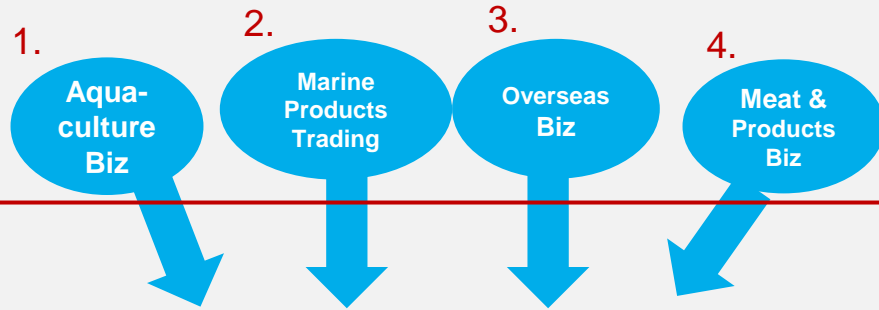
- Products that can significantly reduce the burden on kitchen operations
Examples: Simultaneous cooking, reduced cooking processes, minimal requirement for cooking skills or personnel
- Products with a homemade feel and high reproducibility, making it hard to distinguish from freshly prepared items.

Institutional Frozen Food Market Net sales (billion JPY)



Source: TPC Marketing Research, Inc. "Market Analysis Survey of Frozen Foods for Institutional-use"

Structure of the Foodstuff Distribution Business Unit

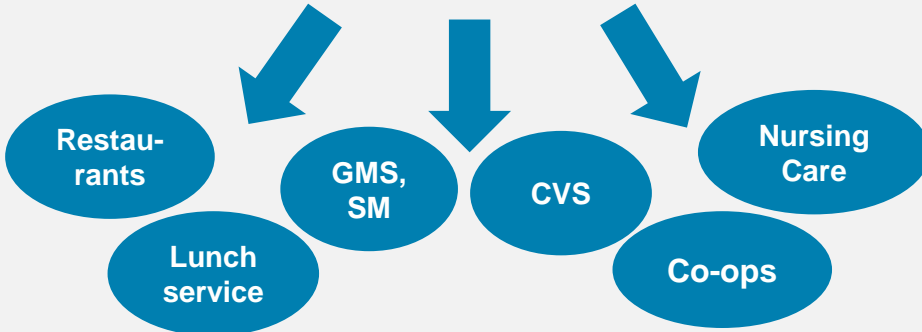


Maximize the group's collective strength

Examples:

1. Process bluefin tuna, yellowtail, amberjack for sushi ingredients.
2. Process fish procured overseas & domestically into fillets, fried fish, etc.
3. Procure pollock processed into fried and paste products and nursing care foods.
4. Procure meat is used and processed into kara-age, yakitori, etc.

Foodstuff Distribution Business
 Located at the core of raw materials, development, production and sales, utilized, processed and sold according to customer needs



- <Products handled>
- Raw materials for sushi and sashimi
 - Raw materials for rice balls
 - Prepared marine products (fillets, fried fish, tempura, kara-age, fish paste products)
 - Prepared meat products (kara-age, pork cutlets, hamburger patties, croquettes, etc.)
 - Noodles
 - Rice
 - Frozen vegetables
 - Japanese side dishes
 - Western side dishes
 - Desserts
 - Nursing care foods, etc.
-
- Able to respond to diverse customer needs
 - Capable of providing comprehensive proposals for a variety of categories and sales channels

<Our Unique Strengths>
 The direct sales division that belonged to the Marine Products Trading Unit and the division that handled frozen foods for institutional use were integrated into the Foodstuff Distribution Unit in FY2022.

Achieved an expansion in sales of prepared foods for GMS & SM, CVS, and lunch service routes, where the handling of marine products was previously limited.

- Actual results for FY2022: Net sales +2.4 billion yen
- Expected to double the previous fiscal year's sales in this FY.

Logistics Segment

Aiming to increase sales by efficient use of limited storage space to meet strong demand and actively collecting cargo.

(JPY in Billions)

Segment	Unit	Net Sales					Operating Income				
		Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf	Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf
Logistics	Logistics	9.0	8.7	0.4	18.6	48.6%	1.5	0.7	0.8	1.5	99.8%

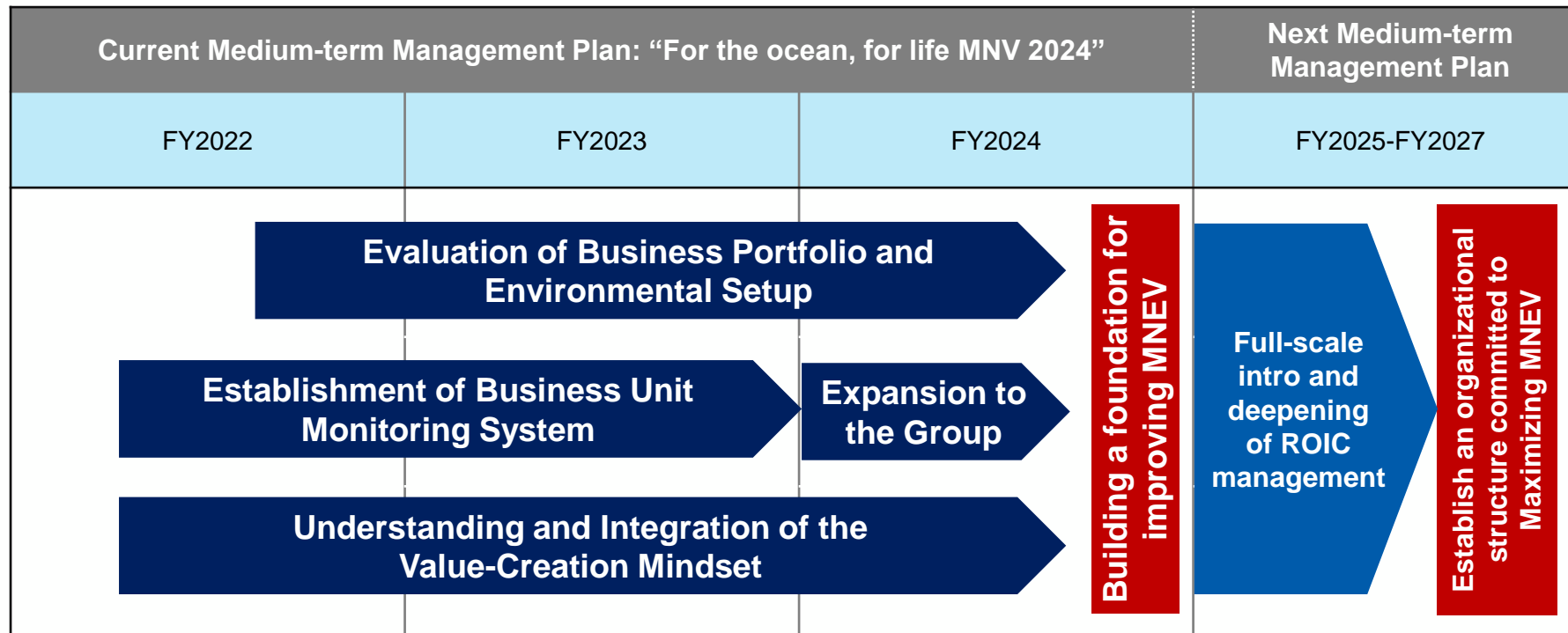
- Logistics** While there is concern about a decrease in the volume of inbound shipments due to sluggish cargo movement and tight storage space, we expect to achieve a YoY increase in both net sales and op. income thanks to the effect of price adjustments and ongoing efforts to reduce the burden of energy costs, including addressing the volatile prices of electricity and gas. In the second half of the FY, we will continue to efficiently use limited storage space to meet strong demand and actively collect cargo, including spot shipments, to expand sales.

Efforts for Enhancing Corporate Value

Practice Value Creation Management

During the current Medium-term Management Plan period, we will continue to conduct business evaluations based on the progress of KGI and KPI centering on Maruha Nichiro Economic Value (MNEV) and ROIC for each business. We will also consider the reorganization of our business portfolio in preparation for the next Medium-term Management Plan (FY2025-FY2027).

Roadmap for implementation of Management for Creating Value (excerpt)



Investment in Human Capital and Fostering Employees' Engagement in Management

Introduction of Employee Stock Benefit Plan

To enhance the motivation and morale of employees towards stock prices and performance improvement, a Stock Benefit Plan has been introduced to grant company shares to employees in certain managerial positions.

- Amount Entrusted as Acquisition Funds:
250 million JPY
- Types and Methods of Acquiring Stock:
Common stock from the exchange market
- Acquisition Period:
November 13, 2023, to November 20, 2023

Foster and promote a sense of participation in management

Increased engagement

Employee Wealth-building

Increased Incentive Rates for Employee Stock Ownership

The existing incentive rate will be increased by +5 pt. for members of the Employee Stock Ownership Plan from September 1, 2023, and the payment rate will be increased in stages according to the number of contributions.

- **Membership rate in the employee stock ownership plan:**
Doubled to about 30%
- **Number of contributions:**
Increased by approximately 3 times

Further expansion of the target group will be considered in the future.

Initiatives to Reduce Food Loss and Waste

For more information

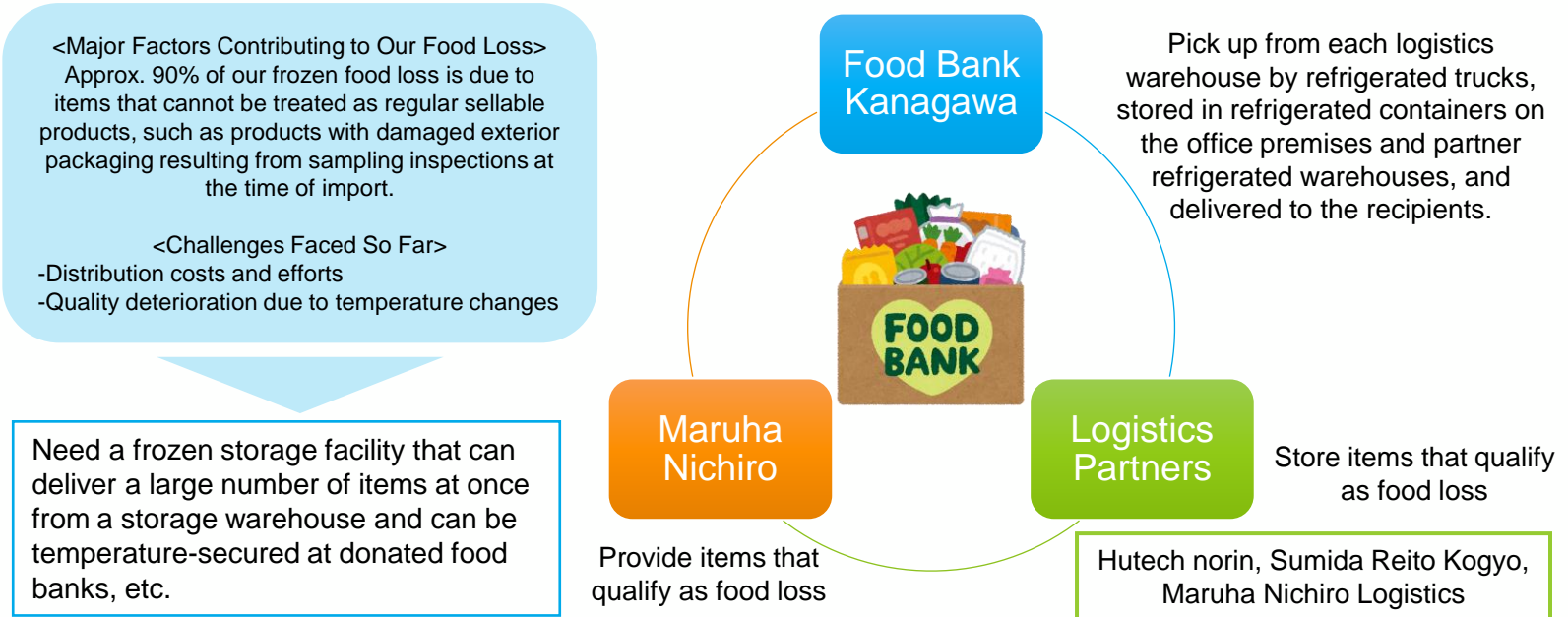


Our collaborative initiative with logistics companies and food banks to establish a sustainable donation scheme for frozen food was **received the Director-General of the Consumer Affairs Agency Award for the “FY2023 Food Loss Reduction Promotion Award”**. The program's forward-looking nature and the ripple effect on other companies through industry leaders' involvement, as well as the contribution of frozen food, were recognized.

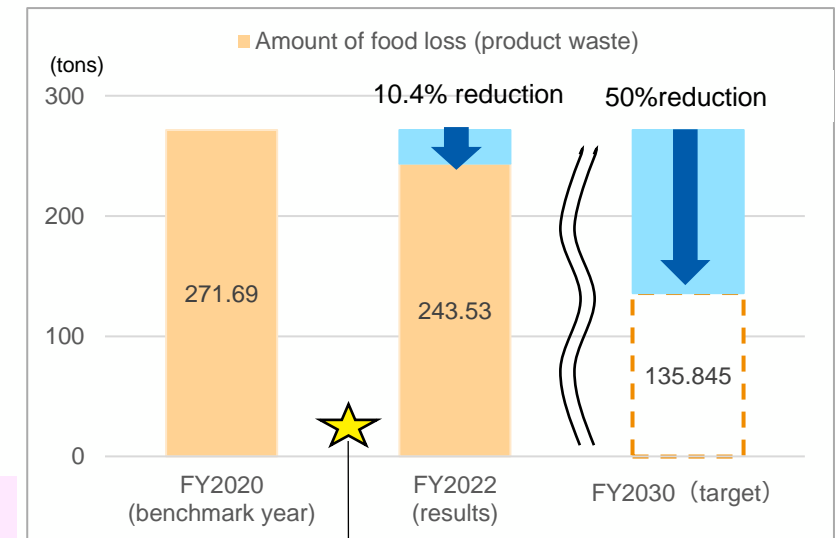
*For more information on the "FY2023 Food Loss Reduction Promotion Award," please click [here](#) (only in Japanese).



(Right) Managing Executive Officer Kenichi Komon at the award ceremony



Reduction target for food loss across the entire Maruha Nichiro Group in Japan for FY2030



Start of the sustainable donation scheme for frozen foods

In the future, we will consider expanding to private label (PB) products and exploring the possibility of similar collaborations in other regions.

Biodiversity and Ecosystem Conservation

For more information



Conducted the 2nd Marine Resources Survey (survey year: FY2021). The total volume handled by our group is approximately 1.7 million tons of raw fish equivalent. Of this amount, approximately 1.36 million tons are wild capture marine products.

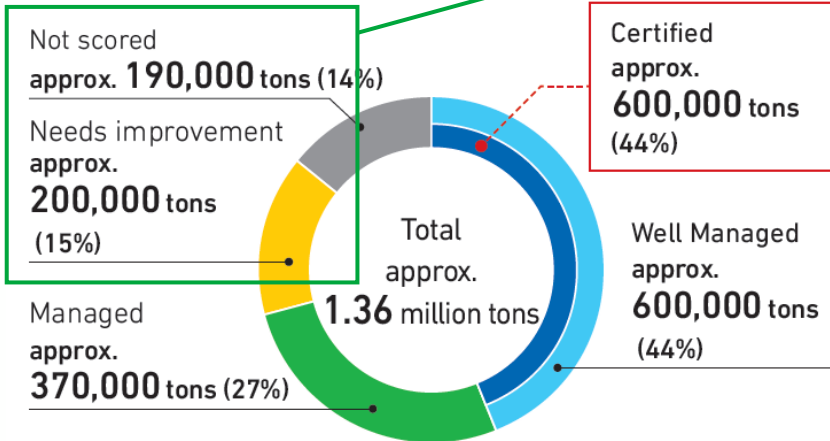
<Challenges>

1. Some fish species cannot be evaluated, such as feed ingredients for farmed fish.
2. Some fish species cannot be evaluated due to lack of information from suppliers and research institutions.
3. There are concerns about the stock status of some fish species that need improvement.

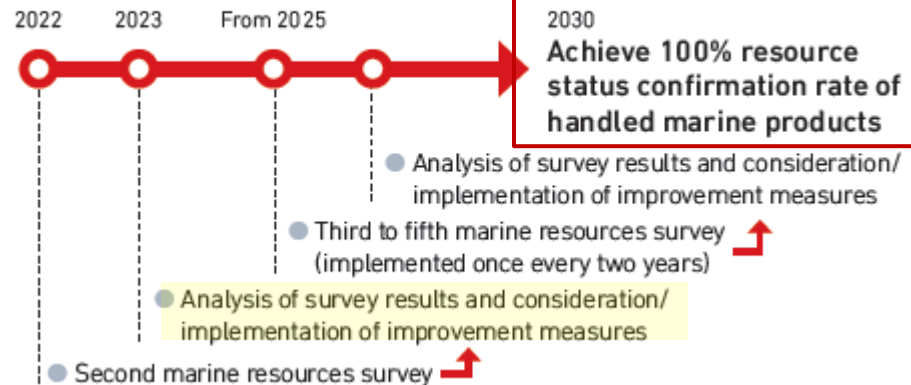
<Future Responses to these Challenges>

1. Initiate discussions with suppliers for information provision and improvement.
2. Engage with each supplier (improvement in the next survey).
3. Advocate to government authorities managing fisheries for providing information to SFP (Sustainable Fisheries Partnership).

Wild capture marine products



Future roadmap



<Disclosure of Biodiversity Risks in Accordance with the TNFD Framework>

As our Group has a high impact on and dependency on natural capital, we will establish a biodiversity risk assessment method aligned with the TNFD (Task Force on Nature-related Financial Disclosures) framework in the future. We aim to identify and disclose risks and opportunities in our business using this framework by the next fiscal year.

SeaBOS: A Global Transformation Towards Sustainable Seafood Production and a Healthy Ocean



The Maruha Nichiro Group has joined together with the world's leading global seafood suppliers and scientists studying the ocean, fisheries and sustainability, in the Seafood Business for Ocean Stewardship (SeaBOS) initiative since its inception. From a global perspective, we are actively working to solve issues such as conservation of global ocean management, elimination of IUU (illegal, unreported, and unregulated) and forced labor.

SeaBOS Activities (Task Forces)

- Reducing IUU fishing and eliminating modern slavery
- Biodiversity and Ecosystems (Advancing protection of endangered species)
- Reducing antibiotics use
- Address climate change
- Reducing marine plastic pollution



Joint Coastal Cleanup 2023 with the 3 Japanese companies of SeaBOS
Sat. July 29, 2023,
At Inagenohama Beach (Chiba City, Chiba Prefecture)



SeaBOS Keystone Dialogue
October 2023 (Busan, Korea)



SeaBOS Impact Report

The first SeaBOS Impact Report has been released on October 17, 2023 (Progress and impacts made in 2022 and 2023)



QR code for the SeaBOS Impact Report

Published our Integrated Report 2023 and Sustainability Report (in Japanese)

Our Integrated Report 2023 in English will be published at the end of November 2023.

MMV創造を推進するガバナンス
コーポレート・ガバナンス座談会



池見 賢 × 飯村 北 × 奥田 かつ枝 × 半澤 真彦

MNV向上を見据えた マルハニチロのガバナンスとは

中期経営計画を策定し、MMV向上をめざすマルハニチログループのガバナンスについて、社外取締役が果たす役割ほか、社内取締役がいかに応えるべきか、社外取締役の2名と代表取締役社長、代表取締役執行役員執行役員の中層による座談会を実施しました。

コーポレート・ガバナンスが果たす役割とは

経営 コーポレート・ガバナンス造りが日本市場においても重要。運用を進めてきましたが、そもそも企業とは何のために存在しているかと考えさせられます。投資家を中心としたステークホルダーの方々がマルハニチロを外から見る1つのセクシブルな企業。私自身も定期的に向き合おうとする必要と理解できます。ガバナンスは

中層 制度としてのコーポレート・ガバナンスの議論が活発化したのは最近ですが、企業の存在意義は何らかの議論は以前からありました。しかし、まず第一が重要であり、社外向けの議論は、限られた標準をステークホルダーの一部である株主に配分すること程度でした。しかし、企業の手続きが厳格化し、コンプライアンス

社外 制度としてのコーポレート・ガバナンスの議論が活発化したのは最近ですが、企業の存在意義は何らかの議論は以前からありました。しかし、まず第一が重要であり、社外向けの議論は、限られた標準をステークホルダーの一部である株主に配分すること程度でした。しかし、企業の手続きが厳格化し、コンプライアンス

強みとなるビジネスモデル
Maruha Nichiro Value (MNV) 創造プロセス

マルハニチログループは、本朝・安心・健康な「食」を提供することで、人々の豊かなくらしと合わせに貢献し、当社グループの成長とサステナブルな社会の実現をめざしています。経営戦略とサステナビリティの統合を図り、Maruha Nichiro Value (MNV) の最大化に取り組んでいます。

インプット

- 総資産 1,150億円
- 製造資産 57ヵ所
- 約1,000億円
- 知的資産 16億円
- 人的資産 12,843名
- 約97%
- 約136億円
- 1,000社

マルハニチロの強み

- 世界唯一の水産資源アクセス力
- 主要産産地区に立脚する物流インフラ
- 国内外的多様な販路チャネル
- 顧客ニーズに応える多様な食品加工製造設備
- 天然水産資源の負荷を低減する養殖技術

“経営戦略とサステナビリティ(ESG)を統合した”中期経営計画
マルハニチログループ理念

強みとなるビジネスモデル
MNV創造を実現するマルハニチロの強み

世界唯一の水産資源アクセス力

世界人口の拡大や健康志向の高まりから、水産物の需要が高まっています。水産物の需要に長合う供給が難しくなるなか、「世界タンパク源の水産物」から「国産食糧産業振興 (FAO)」が指定する主要な漁獲海域すべてから水産物を調達しているネットワークは、マルハニチログループの強みです。限りある天然資源の状況を精査しつつ (P.44-47) 水産資源調査船、水産資源アクセス強化を推進していきます。

すべてのFAO主要漁獲海域から調達

マルハニチロの水産資源アクセス力を取り巻くリスクと機会

リスク

- 海外国との競争激化
- 海外責任従業員確保の難しさ

機会

- 食料文化発展に伴う販売力の拡大
- 食料文化発展に伴う製品多様化

高まっている世界の魚介消費

世界の水産物消費・産出量

1950年 111兆トン → 約1.6倍 → 178兆トン

1968年 9.9% → 約2倍 → 20.2%

2002年に発表された「OECD-FAO AgriStatue Outlook 2002-2031」によると、魚介類は需要増大の傾向にあるという認識の高まりから、需要は今後も増加すると見られています。

マゼンタのメダカ

マゼンタのメダカは、世界最大の産地であるチリで生産されています。チリは、メダカの水産資源が豊富で、世界的に有名な産地です。チリ産メダカは、世界的に有名な産地であり、世界的に有名な産地です。チリ産メダカは、世界的に有名な産地であり、世界的に有名な産地です。

アクセス強化の取組み 1

NZ 特分法適用関連会社での新船建造
ニュージーランド (NZ) 内の海洋資源アクセス強化。
NZ 特分法適用関連会社である Austral Fisheries が所有する漁船1隻 (2023年稼働予定) を新造し、2024年稼働開始予定。NZ 特分法適用関連会社での新船建造は、NZ 特分法適用関連会社での新船建造によるアクセス強化の一環として実施されています。

アクセス強化の取組み 2

大津エーアンドエフ会社・(株) 下関漁業における新船建造
山口県下関市を拠点とする大津エーアンドエフ会社による新船建造。大津エーアンドエフ会社は、山口県下関市を拠点とする大津エーアンドエフ会社による新船建造。大津エーアンドエフ会社は、山口県下関市を拠点とする大津エーアンドエフ会社による新船建造。

アクセス強化の取組み 3

Austral Fisheries 社におけるスナッパーの漁獲および船追加取得
2022年 Austral Fisheries 社でスナッパーの漁獲および船追加取得。2022年 Austral Fisheries 社でスナッパーの漁獲および船追加取得。2022年 Austral Fisheries 社でスナッパーの漁獲および船追加取得。

2023年 11月 20日現在

Appendix

Consolidated Statement of Income for the 2Q of the FY Ending March 2024

(JPY in Billions)

	Sept/23	Sept/22	Change	Remarks
Net Sales	507.4	485.2	22.1	
Cost of Sales	437.7	417.0	20.7	
Gross Profit	69.6	68.2	1.4	
Expense	52.9	52.3	0.5	
Operating Income	16.8	15.9	0.8	
Non-operating Revenues	6.0	6.5	-0.5	Foreign exchange gain (2.6)
Non-operating Expenses	1.9	1.2	0.7	
Ordinary Income	20.9	21.2	-0.3	
Extraordinary Income	0.2	2.5	-2.3	
Extraordinary Loss	3.2	2.5	0.7	Compensation for damage (0.2), Provision on loss for damage (1.6)
Income before Tax	17.9	21.2	-3.3	
Taxes	5.6	5.4	0.2	
Minority Interest Income(Loss) of Consolidated Subsidiaries	1.4	2.7	-1.3	
Profit Attributable to Owners of Parent	10.9	13.1	-2.2	

Consolidated Balance Sheet for the 2Q of the FY Ending March 2024

	Sept/23	Mar/23	Change	Remarks (Year-end change)
Current Assets	420.2	392.6	27.6	Cash & deposit (-2.0), Trade notes & accounts receivable (+16.6), Inventories (+11.6)
Fixed Assets	252.5	244.6	7.9	Tangible fixed assets (+1.1), Intangible fixed assets (+1.3), Investment securities (+4.2)
Total Assets	672.7	637.2	35.5	
Current Liabilities	263.7	265.4	-1.8	Trade notes & accounts payable (+5.1), Short-term loans payable(-15.2)
Long-term Liabilities	177.6	159.3	18.4	Bonds (+13.0), Long-term loans payable (+6.1)
Total Liabilities	441.3	424.7	16.6	
Shareholders' Equity	171.3	163.6	7.6	Capital surplus (+7.6)
Other Cumulative Comprehensive Income	23.4	14.7	8.7	
Minority Interests	36.7	34.2	2.5	
Total Shareholders' Equity	231.4	212.5	18.9	
Total	672.7	637.2	35.5	
Interest-bearing Debt	305.0	301.1	3.8	(Includes +13.0 from bonds)
Equity Ratio	28.9%	28.0%	1.0	

< Reference : Sept/22 >
 Interest-bearing Debt 313.7 billion JPY
 Equity Ratio 26.6%

Increase in Assets +35.5 Billion JPY

- Increase in trade notes & accounts receivable due to strong sales of marine and meat products.
 - Increase in inventories due to seasonal factors (Alaska pollock, etc.).
- *This includes +16.3 billion yen due to foreign subsidiary assets affected by exchange rate fluctuations (yen depreciation).

Increase in Liabilities +16.6 Billion JPY

- Increase in interest-bearing debt due to an increase in working capital.
- Increase in trade notes & accounts payable and operating accrued expenses.

Consolidated Cash Flows for the 2Q of the FY Ending March 2024

(JPY in Billions)

	Sept/23	Sept/22	Change	Main contents
Cash Flows from Operating Activities	8.9	-30.5	39.3	Net income before taxes and adjustments 17.9 Depreciation and amortization 8.7 Decrease(Increase(-)) in trade accounts receivable -13.9 Decrease(Increase(-)) in inventories -5.7 Decrease(Increase(-)) in trade accounts payable 2.7 Decrease(Increase(-)) in current liabilities 2.9 Corporate taxes paid -3.9
Cash Flows from Investing Activities	-5.7	-18.2	12.4	Payments for purchases of tangible fixed assets -6.1 Purchase of intangible assets -0.9 Interest and dividends received 1.0
Cash Flows from Financing Activities	-6.9	44.2	-51.1	Decrease(Increase(-)) in short-term borrowing -15.1 Decrease(Increase(-)) in long-term borrowing 1.5 Proceeds from issuance of bonds 12.9 Dividends paid -3.3 Dividends paid to minority interests -1.2 Interest paid -1.5
Cash and Cash Equivalents at End of Period	31.2	21.9	9.3	-

Results for the 2Q of the FY Ending March 2024 (by segment/unit)

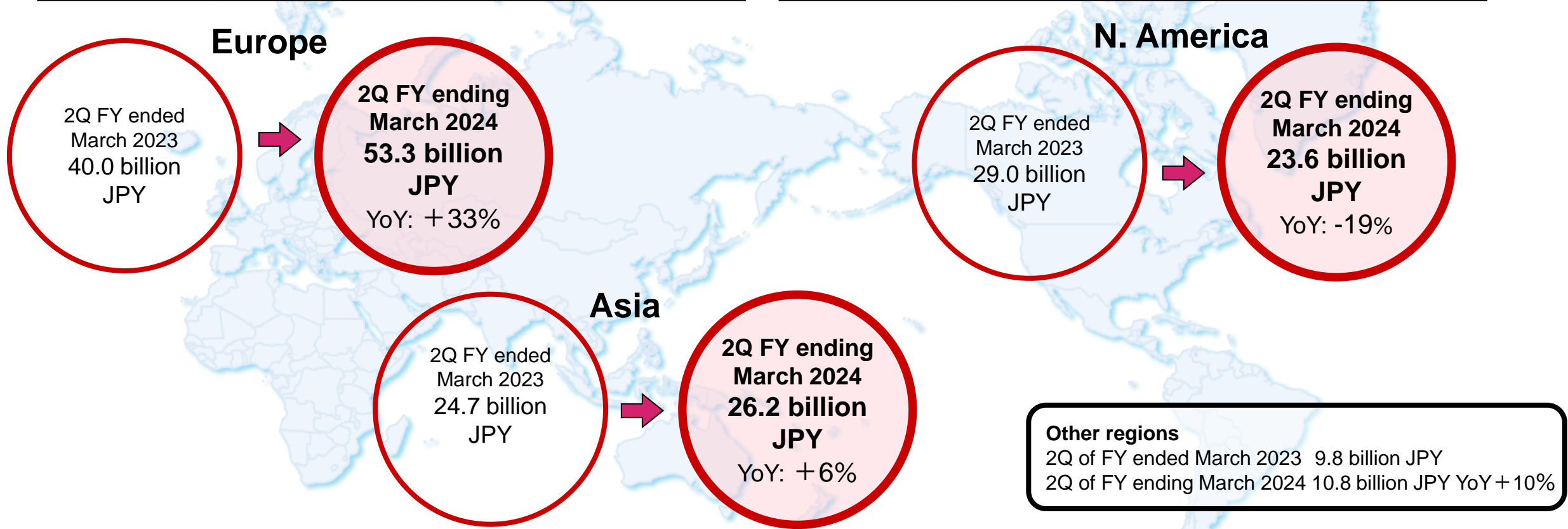
(JPY in Billions)

Segment	Unit	Net Sales					Operating Income				
		Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf	Sept/23	Sept/22	Change	Full year Forecast	2Q/Fyf
Marine Products Business	Fishery Business	18.3	16.8	1.5	45.8	40.0%	-0.6	-0.4	-0.2	2.6	-
	Aquaculture Business	8.0	8.0	0.0	14.2	56.5%	1.0	1.1	-0.1	0.2	512.5%
	Marine Products Trading	145.7	144.4	1.3	268.0	54.4%	3.2	4.0	-0.8	3.9	82.0%
	Overseas Business	116.7	106.1	10.6	232.7	50.1%	4.4	6.5	-2.1	10.6	41.1%
	Segment Total	288.7	275.3	13.4	560.8	51.5%	8.0	11.3	-3.3	17.4	45.8%
Processed Foods Business	Processed Foods Business	48.1	51.0	-2.9	103.6	46.4%	2.7	1.6	1.0	3.3	80.5%
	Fine Chemicals	3.7	4.0	-0.4	8.0	46.0%	0.5	0.8	-0.3	1.4	38.1%
	Segment Total	51.8	55.0	-3.2	111.7	46.3%	3.2	2.4	0.8	4.7	67.9%
Foodstuff Distribution Business	Foodstuff Distribution Business	108.4	104.3	4.1	212.5	51.0%	3.2	1.2	2.0	2.9	110.6%
	Meat and Products Business	48.8	41.8	6.9	76.1	64.1%	0.8	0.4	0.4	0.9	91.6%
	Segment Total	157.2	146.1	11.1	288.6	54.5%	4.0	1.6	2.5	3.8	106.1%
Logistics	Logistics	9.0	8.7	0.4	18.6	48.6%	1.5	0.7	0.8	1.5	99.8%
Others	Others	0.7	0.2	-0.0	0.4	175.0%	0.5	0.1	0	0.2	237.5%
Common Cost	Common Cost	-	-	-	-	-	-0.4	-0.2	-0.2	-0.6	-
Total	Total	507.4	485.2	22.1	980.0	51.8%	16.8	15.9	0.8	27.0	62.1%

Overseas Net Sales for the 2Q of the FY Ending March 2024

Overseas Net Sales	1Q of FY ended March 2023	1Q of FY ending March 2024	March 2025 Target
	103.5 billion JPY	113.9 billion JPY	215.0 billion JPY

Overseas Net Sales Ratio	1Q of FY ended March 2023	1Q of FY ending March 2024	March 2025 Target
	21.3%	22.4%	22.4%



For Inquiries, please contact

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Thank you



This material contains forward-looking statements, including projections, plans, policies, management strategies, targets, schedules, understandings and evaluations, about Maruha Nichiro and its group companies that are not historical facts. These forward-looking statements are based on current forecasts, estimates, assumptions, plans, beliefs and evaluations in light of information currently available to management.

In preparing forecasts and estimates, Maruha Nichiro and its group companies have used, as their basis, certain assumptions as necessary, in addition to confirmed historical facts. However, due to their nature, there is no guarantee that these statements and assumptions will prove to be accurate in the future. Maruha Nichiro therefore wishes to caution readers that these statements, facts and certain assumptions are subject to a number of risks and uncertainties and may prove to be inaccurate.

The markets in which Maruha Nichiro and its group companies operate are highly susceptible to rapid changes. Furthermore, Maruha Nichiro and its group companies operate not only in Japan, but in many other countries. As such, factors that can have significant effects on its results include, but are not limited to, shifts in technology, demand, prices, competition, economic environments and foreign exchange rates.

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