

# **New Long-term Vision and Mid-term Management Plan *For the ocean, for life 2027* (FY Ending March 2026 to FY Ending March 2028)**

March 24, 2025

Maruha Nichiro Corporation (TSE : 1333)



## **1. Summary of the Previous Mid-term Management Plan:**

Achievements of the mid-term plan and results of intra-business collaboration.

## **2. New Long-term Vision:**

Expanding the “value cycle” “glocally” to maximize value creation.

## **3. New Mid-term Management Plan *For the ocean, for life 2027*:**

Business structural reforms and proactive growth investments to achieve an operating income of 40 billion JPY.

# **1. Summary of the Previous Mid-term Management Plan, *For the ocean, for life MNV 2024* (FY Ended March 2023-FY Ending March 2025)**

# Summary of Previous Mid-term Management Plan (1): Financial KGIs

Achieved the initial plan and revised the plan upward. The Foodstuff Distribution Business Segment and the Processed Foods Business Segment secured stable profits.

	FY Ended March 2022 Results	Previous Mid-term Plan	
		FY Ending March 2025 Initial Plan	FY Ending March 2025 Forecast
MNEV*1	10.5 bln.JPY	9.5 bln.JPY	12.0 bln.JPY
Net sales	866.7 bln.JPY	960.0 bln.JPY	1,050.0 bln.JPY
Operating income	23.8 bln.JPY	27.0 bln.JPY	30.0 bln.JPY
Ordinary income	27.6 bln.JPY	28.0 bln.JPY	32.0 bln.JPY
Overseas ordinary income ratio	33%	42%	46%
EBITDA	42.6 bln.JPY	46.5 bln.JPY	50.0 bln.JPY
ROIC*2	4.3%	4.3%	4.3%
ROE	11.2%	9.0%	10.0%
Net D/E ratio	1.4x	1.2x	1.0x

## Achievements

- Strengthened and expanded intra-business collaboration centered around the Foodstuff Distribution Business Segment.
- Expansion of marine product trading biz in Europe.
- Expanded earnings in the pet food biz in the Processed Foods Biz.
- Improvement of financial structure (upgraded to R&I rating of A<sup>-</sup>).

## Challenges

- Selection and concentration on businesses with high environmental and economic sustainability.
- Business structural reform and strengthening of downstream strategies for stable and improved earnings.
- Strengthening overseas expansion in the Foodstuff Distribution and Processed Foods sectors.
- Accelerating efforts to optimize domestic production bases.

## Future Initiatives

- Strengthening access to N. American Alaska pollock resources.
- DHA derived from microalgae (securing new raw materials).
- Land-based salmon farming and collaborations with cultured meat research companies.

\*1 MNEV (Maruha Nichiro Economic Value): As the 'economic value added from business activities,' it is calculated and visualized by multiplying the difference between the return on invested capital (ROIC) and the weighted average cost of capital (WACC) (MNEV spread) by invested capital.

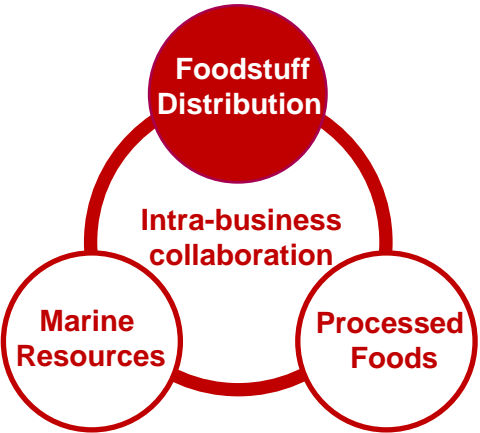
\*2 ROIC: (Ordinary Income + Interest Expenses – Interest Income) x (1 – Effective Tax Rate) / Invested Capital

$$\text{MNEV} = \text{MNEV spread} \times \text{Invested Capital}$$

$$\text{MNEV spread} = \text{Return on Invested Capital (ROIC)} - \text{Weighted Avg. Cost of Capital (WACC)}$$

# Summary of Previous Mid-term Plan (2): Strengthening intra-business collaboration through the Foodstuff Distribution Business Segment

Promote proactive intra-business collaboration and achieve results beyond expectations. Deepen collaboration with marketing and R&D and create a system for more advanced and extensive collaboration, which is the key to further growth.



Foodstuff Distribution Business Segment	Revised Plan for FY Ending March 2025*1	FY Ending March 2025 Forecast
Themes addressed to achieve plan	Building a business foundation resilient to change	
Operating Income	10.0 billion JPY	12.8 billion JPY

\*1Revised plan updated on May 7, 2024 (details on p. 24)

\*Expect to significantly achieve the FY Ending March 2025 period plan

<Foodstuff Distribution Business Segment>

- ‘Marine, meat, and agricultural raw materials’ x Strong proposal power with processing capabilities.
- Accumulation of advanced food processing technology and development capabilities.
- Highly specialized sales system to meet diverse market needs.

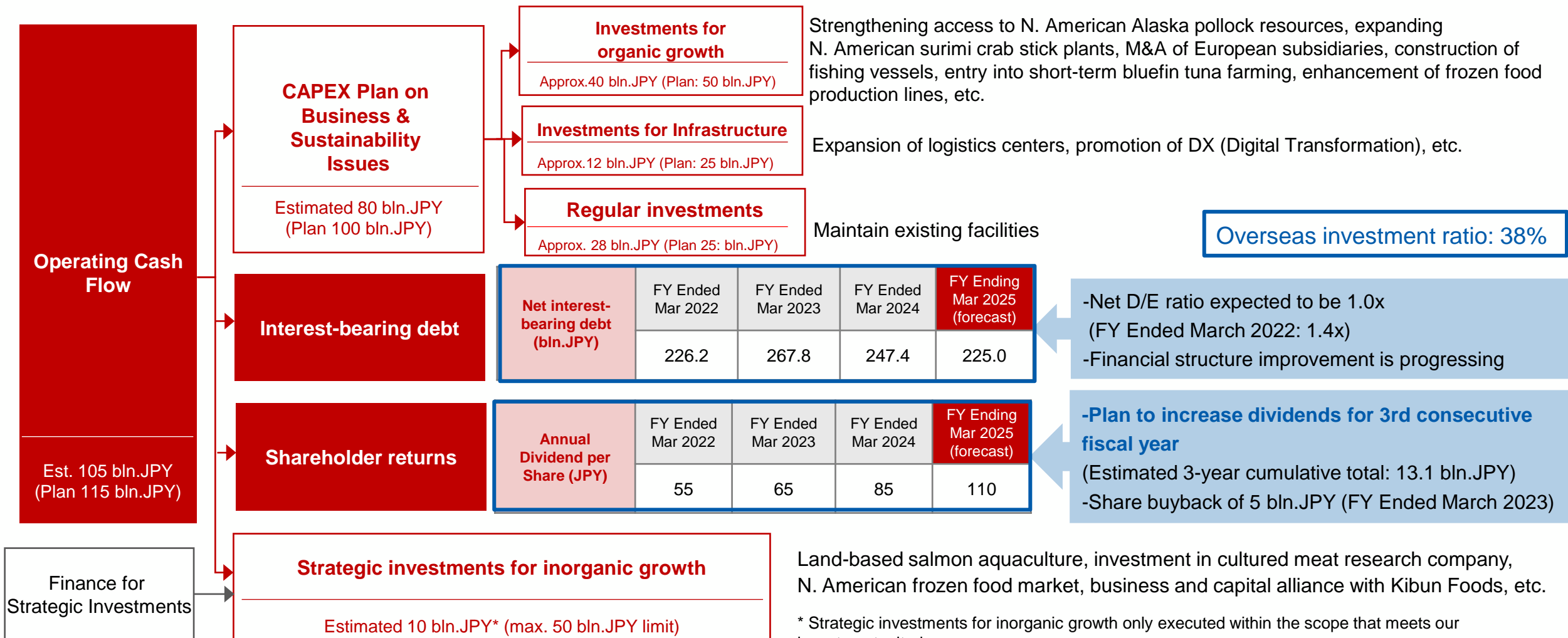
Achievements

- Inventory control and improvement of working capital efficiency through implementation of ROIC management.
- Proposed products and services that met consumer needs such as labor shortages and cost measures.
- Strengthened intra-Group collaboration (e.g. nursing care food and tuna, etc.).

Challenges

- Further strengthen collaboration with marketing and R&D.
- Further reinforcement of intra-business collaboration and Group exit functions.
- Accelerate overseas expansion.

# Summary of Previous Mid-term Plan (3): Cash Flow Allocation and Shareholder Return



## 2. New Long-term Vision

# New Long-term Vision (1): Social themes addressed through our business activities

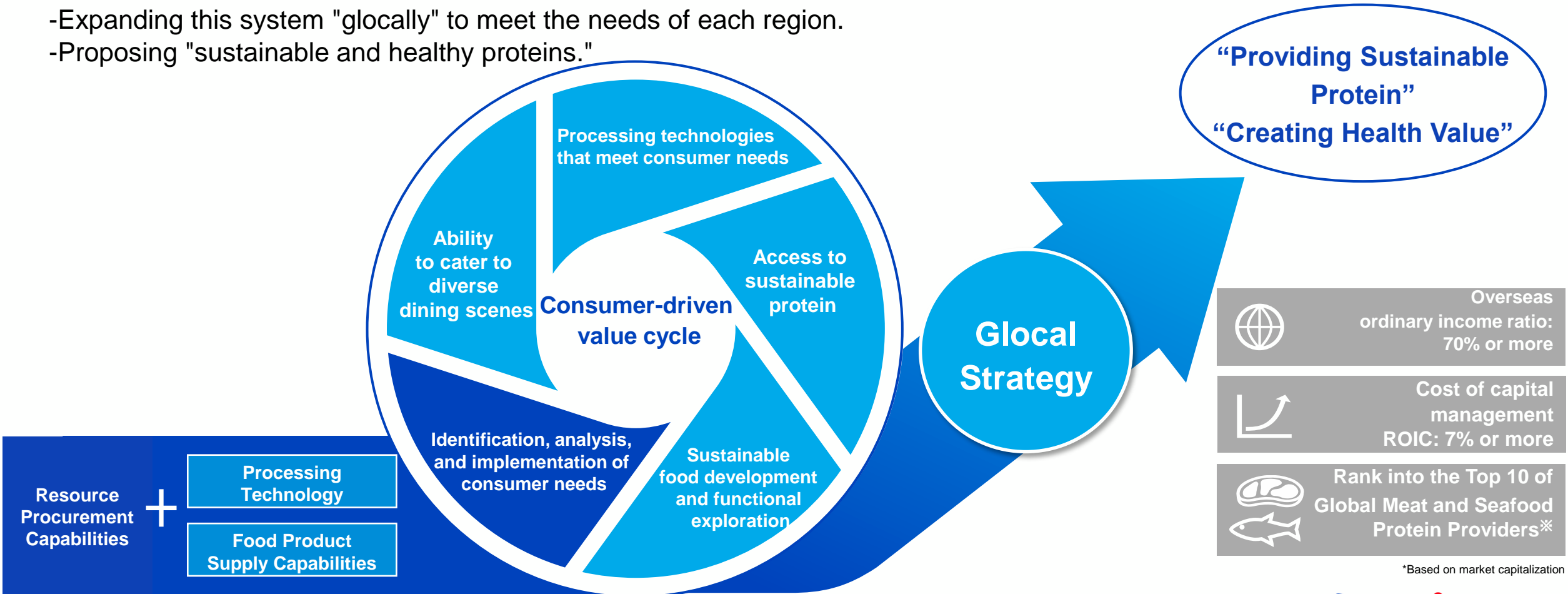




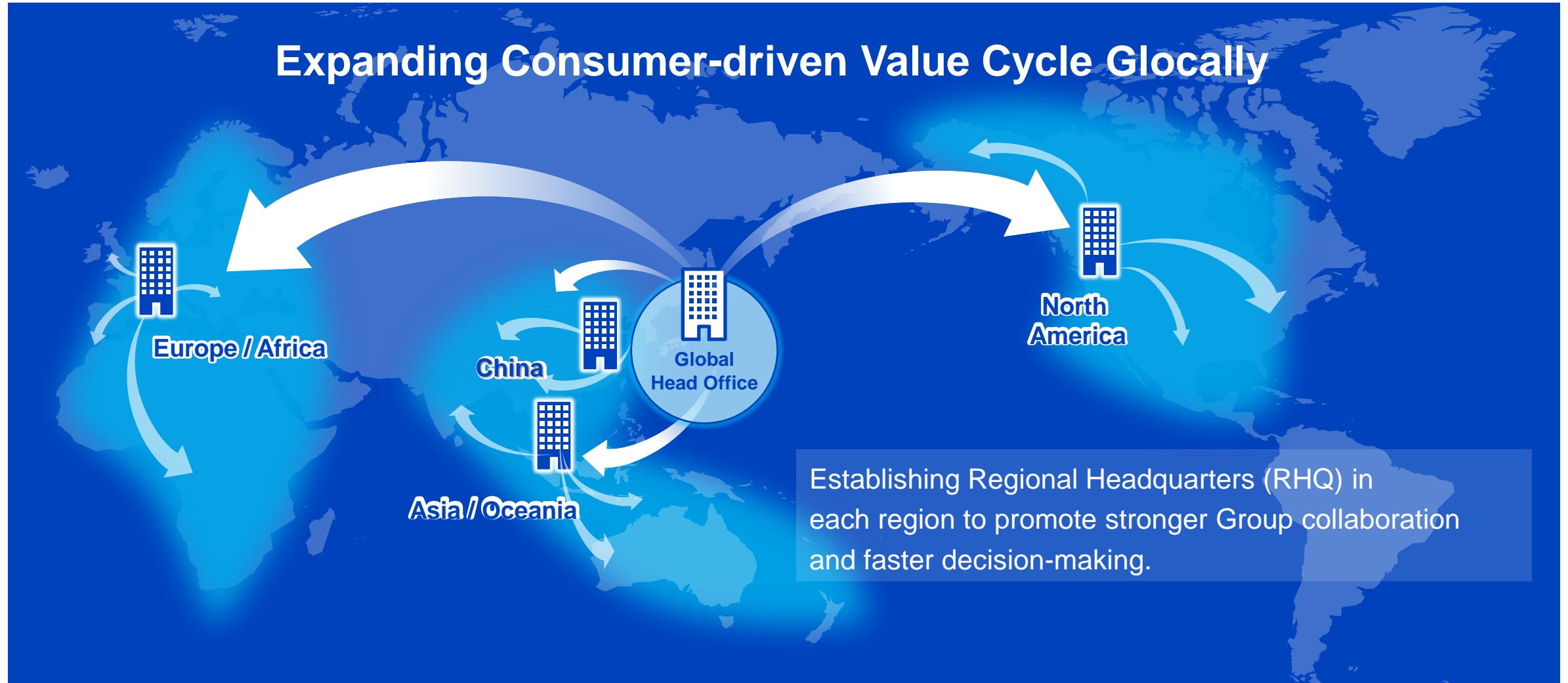
# New Long-term Vision (2): New Long-Term Vision for 10 Years ahead



- Strengthen the Group's strengths with a “value cycle” that enables sustainable value creation through consumer-driven collaboration.
- Expanding this system "glocally" to meet the needs of each region.
- Proposing "sustainable and healthy proteins."

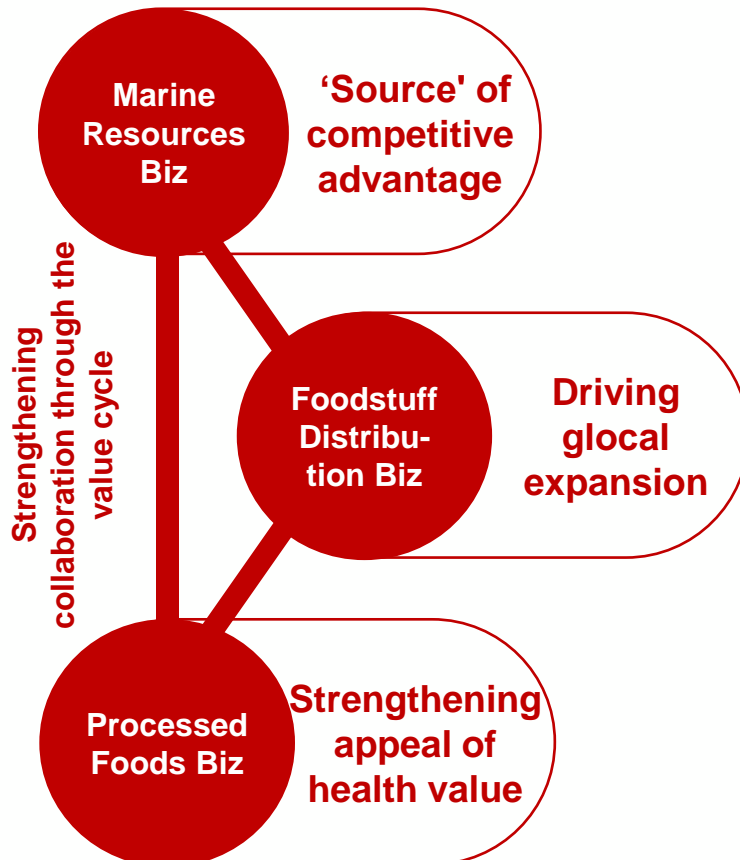


### Expanding Consumer-driven Value Cycle Glocally



# New Long-term Vision (4): Business Portfolio Strategy for 10 Years ahead

## Positions/Roles of Segments



## Themes

## Business Strategy

	Units	Towards 2027 (FY Ending March 2028)	10 years from now
Selection and concentration on sustainable businesses	Fishery	<b>downsize</b> Rebuilding towards a sustainable structure	<b>downsize</b> Continued restructuring of business operation structure
	Aquaculture	<b>strengthen</b> Strengthening to become the next pillar of resource procurement	<b>strengthen</b> Strengthening glocal resource procurement and profitability
	N. America Operations	<b>remodel</b> Structural reform of upstream strategies <b>strengthen</b> Strengthening of glocal downstream strategy	<b>maintain</b> Maintaining the remodeled strategy
Investment in downstream strategies and glocal strategies	Marine Products Trading	<b>remodel</b> Reorganization of the domestic wholesale business <b>strengthen</b> Strengthen glocal marine product distribution	<b>strengthen</b> Further expansion of the glocal marine product distribution network
	Foodstuff Distribution	<b>strengthen</b> Strengthen intra-group sales collaboration	<b>strengthen</b> Strengthening glocal sales collaboration
	Agriculture Meat & Products	<b>remodel</b> Business model reform to improve profitability <b>strengthen</b> Strengthen intra-group sales collaboration	<b>maintain</b> Maintaining the strengthened group collaboration functions
Strengthen value creation	Processed Foods	<b>remodel</b> Accelerating profit improvement and production system optimization <b>strengthen</b> Strengthening glocal expansion	<b>strengthen</b> Strengthening of glocal production and sales structure Enhancement/ advancement of the production system
	Fine Chemicals	<b>strengthen</b> Proactive investments to strengthen value creation capabilities	<b>strengthen</b> Business expansion for glocal expansion

## New Long-Term Vision (5): Moving towards a Culture of “Challenge” and “Co-creation”

Connecting the cycle of *challenge* and *co-creation* through cultural transformation to achieve value creation.

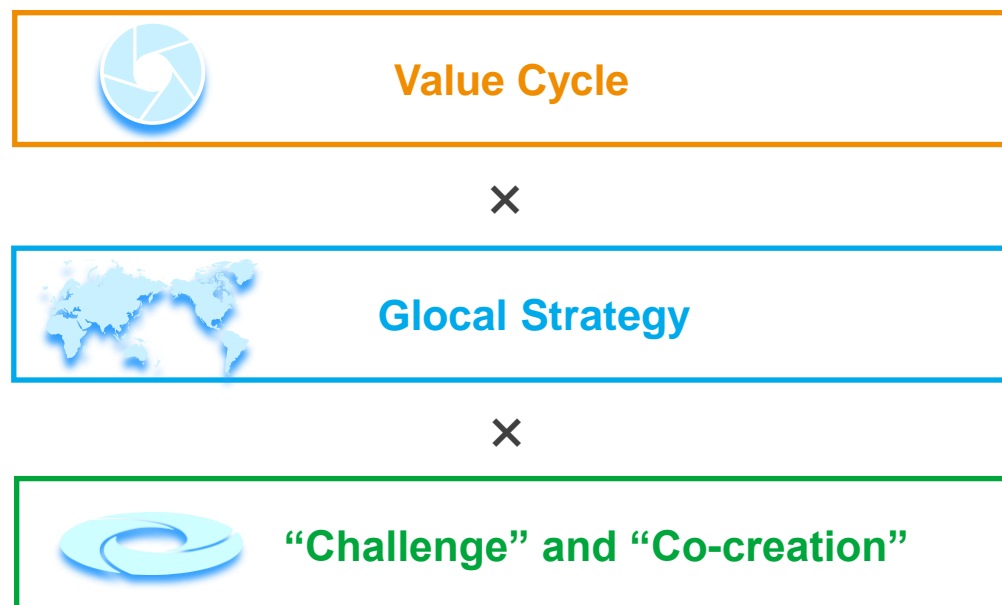


### **3. Mid-term Management Plan *For the ocean, for life 2027*** **(FY Ending March 2026 to FY Ending March 2028)**

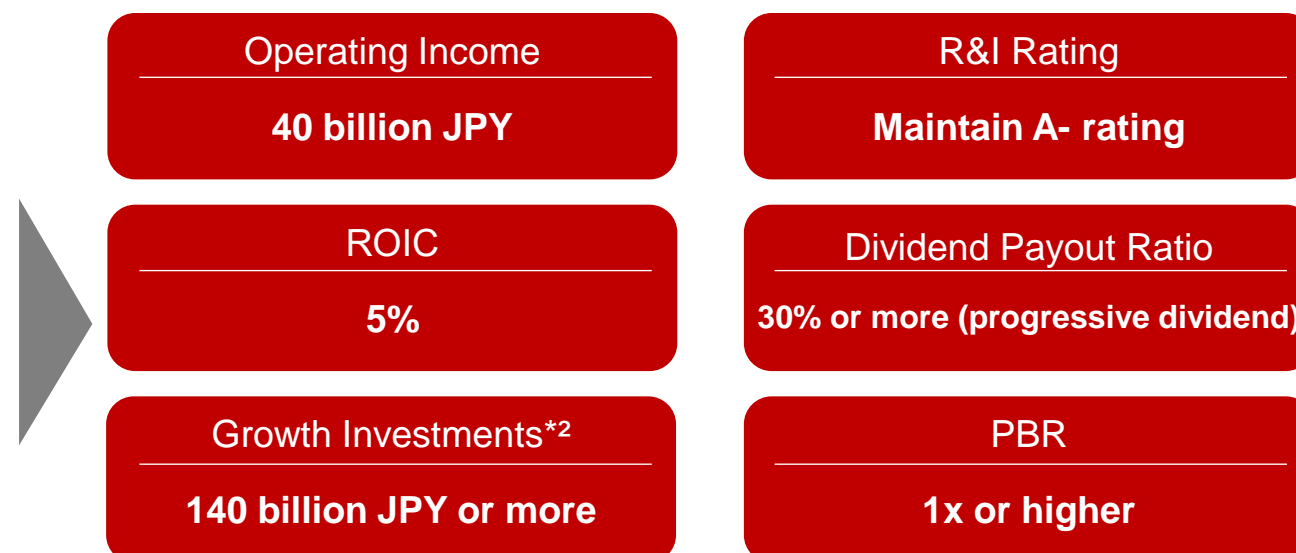
# Mid-term Management Plan (1): Mid-term Management Plan Strategy

Enhance corporate value by building a value cycle and promoting a glocal strategy, generating stable cash, improving profitability and capital efficiency, making proactive investments for growth, and enhancing shareholder returns while maintaining an appropriate financial balance.

## Actions to achieve the new long-term vision



## Financial Targets<sup>\*1</sup>



<sup>\*1</sup> For details on the financial KGI for the FY Ending March 2028, refer to page 20

<sup>\*2</sup> Growth investment: Organic growth investment + Inorganic growth investment

# Mid-term Management Plan (2): Mid-term Business Strategy Summary

## (Marine Resources Business Segment)



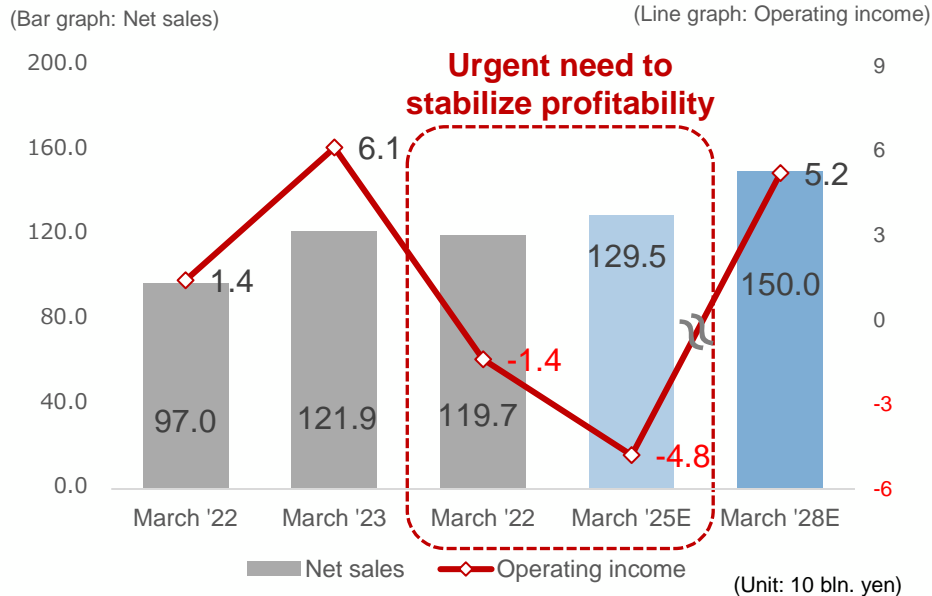
### Fostering a business model transition towards sustainable resource procurement.

Marine Resources Business Segment	Positioning within the Group	<p><b>Fishery Biz:</b> Access capabilities to sustainable fishery resources, and the provision of marine resources within and outside the Group.</p> <p><b>Aquaculture Biz:</b> Based on sustainable aquaculture production technologies, it secures sustainable resource access while considering environmental impact and provides aquaculture resources both within and outside the Group.</p> <p><b>N.America Operations:</b> Large-scale resource access capabilities with consideration for the environment, and provision of marine resources both within and outside the Group.</p>
	Ideal State	<p>-Promote a consumer-driven strategy that maximizes sustainable resource procurement and the Group’s value cycle.</p> <p>-Contribute to the enhancement of the Group's corporate value by generating stable business revenues.</p>
	Critical Actions	<p>Strengthening intra-business collaboration within the Group, enhancing downstream strategies through value cycle, and minimizing business volatility through increased value creation.</p> <p><b>Fishery Biz:</b> Structural reform through selection and concentration of business towards sustainable fishing operations.</p> <p><b>Aquaculture Biz:</b> Advancement of breeding techniques, respond to climate change (countermeasures for poor development due to high water temperatures, production of fish species that can grow even under high water temperatures), and stabilize profitability.</p> <p><b>N.America Operations:</b> Revenue structure reform and strengthening downstream strategies aimed at improving profitability.</p>



# (Supplement to Mid-term Management Plan (2)) Present Situation and Profit Improvement Strategies of the Marine Resources Business Segment

## ■ Performance trends and targets for the Marine Resources Business Segment



\*Figures after reorganization for the FY Ending March 2026 (see page 20 for details of the reorganization)

\*The European business, which belonged to the North American Operations Unit, has been transferred to the Marine Products Trading Unit of the Foodstuff Distribution Business Segment.

## ■ Profitability improvement through business structural reforms and strengthening intra-business collaboration

Unit	Factors of Profit Decline	Challenges	Mid-term Management Plan Initiatives
Fishery Biz	<ul style="list-style-type: none"> <li>Increase in operating costs</li> <li>Poor catch of fish</li> <li>Aging of fishing vessels</li> </ul>	<ul style="list-style-type: none"> <li>Building an efficient operational structure</li> <li>Building a sales structure that is not influenced by fish prices</li> </ul>	<ul style="list-style-type: none"> <li>Selection and concentration of unprofitable businesses and vessels</li> <li>Improvement of operational efficiency by launching new vessels under construction, etc.</li> </ul>
Aquaculture Biz	<ul style="list-style-type: none"> <li>Rapid increase in production costs such as feed costs</li> <li>Cost increase due to delayed growth caused by high water temperature</li> <li>Soft yellowtail market</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of production costs</li> <li>Responding to market fluctuations through strengthening sales capabilities</li> <li>Strengthening environmental measures</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen downstream strategies to improve profitability by strengthening intra-business collaboration</li> <li>Expansion of tuna with short-term rearing periods</li> <li>Expansion of submerged fish tanks</li> <li>Start production of previously unhandled new fish species</li> <li>Enhancement of overall cost competitiveness, including step generation breeding and feed improvement</li> </ul>
N. America Operations	<ul style="list-style-type: none"> <li>Softening of Alaska pollock market</li> <li>Increase in production costs</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of production costs</li> <li>Strengthen and expand downstream strategies to enhance sales capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Reduce production costs by integrating production bases and implementing other business restructuring measures</li> <li>Expansion of sales through increased production capacity for imitation crab factories</li> <li>Advancing collaboration with Kibun Foods.</li> </ul>




# Mid-term Management Plan (3): Mid-term Business Strategy Summary

## (Foodstuff Distribution Business Segment)



Driving the Group's downstream strategy and expanding the system locally and globally, serving as the Group's exit function.

 <p>Foodstuff Distribution Business Segment</p>	Positioning within the Group	<p><b>Marine Products Biz:</b> Provides unparalleled marine resource procurement and supply capabilities in Japan. The domestic wholesale business provides powerful functions in the collection and sale of fresh marine products.</p> <p><b>Foodstuff Distribution Biz:</b> A manufacturer-type market-in organization capable of meeting and supplying all types of demand for marine, meat, and agricultural products, equipped with advanced processed product development capabilities. A highly specialized sales organization is in place for each customer channel, providing an outlet for the group that can respond to all customer needs.</p> <p><b>Agricultural Foods &amp; Meat and Products Biz:</b> A procurement, development, and supply function with a presence that meets customer needs.</p>
	Ideal State	<ul style="list-style-type: none"><li>-The value cycle that creates higher value through intra-business collaboration.</li><li>-Accelerate the Group's glocal expansion with an enhanced downstream structure.</li></ul>
	Critical Actions	<p>Strengthen overseas expansion of food ingredients distribution network through glocal strategies.</p> <p><b>Foodstuff Distribution Biz:</b> Strengthen sales through an efficient, needs-driven downstream strategy by strengthening cooperation among businesses and further selecting and concentrating sales functions in response to changing customer needs.</p> <p><b>Marine Products Biz / Agricultural Foods &amp; Meat and Products Biz:</b> Contribute to strengthening the Group's supply chain through diverse resource distribution.</p>

# Mid-term Management Plan (4): Mid-term Business Strategy Summary

## (Processed Foods Biz Segment)



With a focus on sustainable production, we will provide the health value needed to meet glocal expectations.

 <div>Processed Foods Business Segment</div>	Positioning within the Group	<p><b>Processed Foods Biz:</b> Contribute to enhancement of corporate value through the production and sale of commercial products with direct consumer touchpoint and a large presence in the market.</p> <p><b>Fine Chemicals:</b> Leveraging years of accumulated expertise in development and production, we contribute to corporate value creation by offering products that enhance health value.</p> <p><b>Pet food:</b> Through the development and proposal of pet food that focuses on health, as the family-oriented trend for pets grows globally, value is provided with consideration for the 'mental health' of the family.</p>
	Ideal State	<p>-Steady revenue contribution, while stimulating the development and proposal of new value-added products from the consumer's perspective on a glocal basis.</p> <p>-Contribute to the creation of corporate value by strengthening health value.</p>
	Critical Actions	<p>Strengthen sales of processed products through glocal strategies and develop and sell processed products utilizing DHA and other functional health ingredients.</p> <p><b>Processed Foods Biz:</b> Transform to a highly sustainable business structure by optimizing the domestic production system and promoting structural reforms in each business</p> <p><b>Fine Chemicals:</b> Promoting the expansion of sales channels for microalgae-derived DHA to enhance the sustainability of the business.</p>

## Mid-term Management Plan (5): Targets for each key overseas region

Priority Regions	Ordinary Income		FY Ending March 2027 Vision
	FY Ending March 2025 Forecast	FY Ending March 2028 Plan	
Europe / Africa	6 billion JPY	6.6 billion JPY	<ul style="list-style-type: none"> <li>By expanding the regional portfolio, we will build a unique regional value cycle in Europe, including marine product processing, frozen food production, fresh fish provision, and food ingredient wholesale.</li> </ul>
North America	-3 billion JPY	2.5 billion JPY	<ul style="list-style-type: none"> <li>By strengthening processing and sales functions based on existing North American resource access and expanding the frozen food business, we will expand the value cycle within the region.</li> </ul>
Asia / Oceania	11.4 billion JPY	12.3 billion JPY	<ul style="list-style-type: none"> <li>Establishment of development and processing bases to supply products globally as the 'Kitchen of the World'.</li> <li>Building a sales network targeting major metropolitan markets within the ASEAN region.</li> </ul>
China	0.2 billion JPY	0.3 billion JPY	<ul style="list-style-type: none"> <li>Establishing a business management and sales promotion system centered around the Shanghai local subsidiary.</li> </ul>
Total	14.6 billion JPY	21.7 billion JPY	

\*Starting from the FY Ending March 2026, overseas financial figures will be consolidated by each location

In March 2026, Maruha Nichiro will become Umios

# Mid-term Management Plan (6): Financial KGIs for FY ending March 2027 **MARUHA NICHIRO**

## ■ Company-wide Financial KGIs

	FY Ending March 2025 Forecast	FY Ending March 2028 Plan
MNEV	5 bln.JPY*1	9 bln.JPY
Operating income	30 bln.JPY	40 bln.JPY
Overseas ordinary income ratio	46%	54%
EBITDA	50 bln.JPY	64 bln.JPY
ROIC	4.3%	5%
ROE	10.2%	9%
Net D/E ratio	1.0x	1.0x

### [Cost of Capital]

Cost of equity based on CAPM formula is 5.3-7.5%  
WACC is around 4%

\*1 Recalculated using the assumed WACC for 2027

## ■ KGIs by Segment (After Organizational Restructuring)

Segment		FY Ending March 2025 Forecast	FY Ending March 2028 Plan
		Operating income	Operating income
Marine Resources Business*2	Domestic	-3.3 bln.JPY	0.6 bln.JPY
	Overseas	-1.5 bln.JPY	4.6 bln.JPY
	subtotal	-4.8 bln.JPY	5.2 bln.JPY
	ROIC	—	3.8%
Foodstuff Distribution Business	Domestic	12.8 bln.JPY	13.0 bln.JPY
	Overseas	5.8 bln.JPY	7.5 bln.JPY
	subtotal	18.6 bln.JPY	20.5 bln.JPY
	ROIC	4.8%	5.5%
Processed Foods Business	Domestic	5.5 bln.JPY	6.2 bln.JPY
	Overseas	8.8 bln.JPY	9.6 bln.JPY
	subtotal	14.3 bln.JPY	15.8 bln.JPY
	ROIC	8.9%	8.8%
Others	subtotal	1.9 bln.JPY	-1.5 bln.JPY
Common Cost	Domestic	15.8 bln.JPY	18.3 bln.JPY
	Overseas	14.2 bln.JPY	21.7 bln.JPY
	total	30.0 bln.JPY	40.0 bln.JPY
	ROIC	4.3%	5%

\*2 Organizational restructuring:

The following two companies that belonged to the Marine Resources Business Segment have been reorganized to consolidate similar businesses.



Seafood Connection Holding B.V.

→ Transfer to the Marine Products Business Unit in the Foodstuff Distribution Business Segment.



Qingdao TAFCO Food Co., Ltd

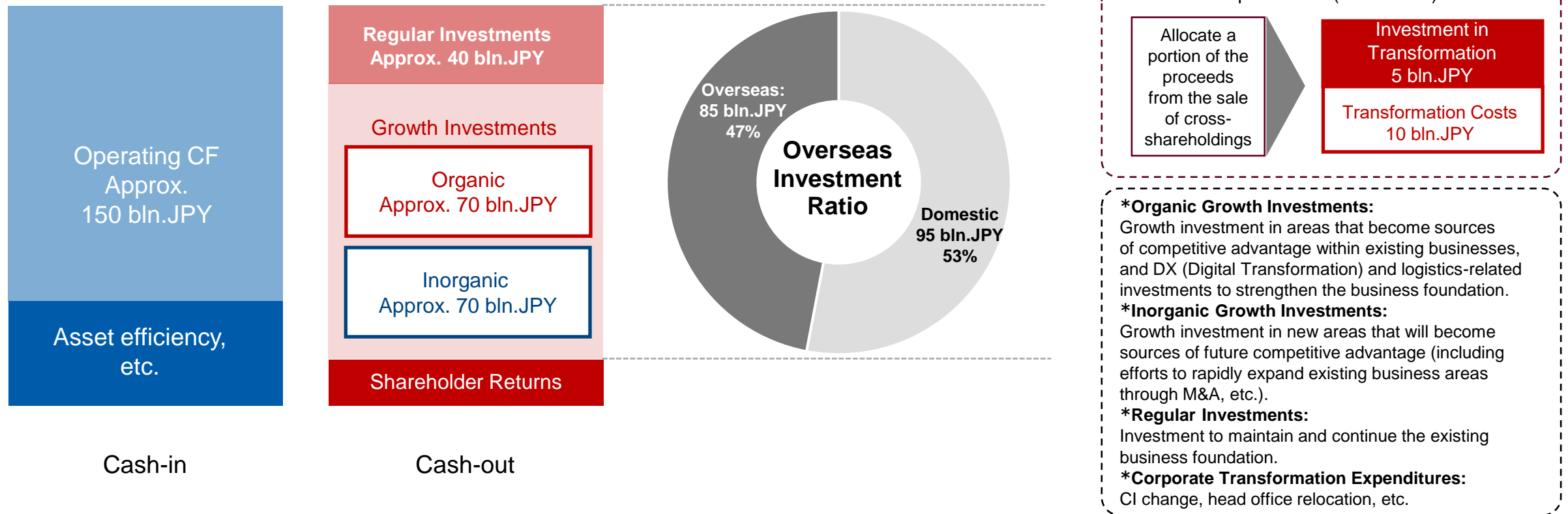
→ Transfer to the Processed Foods Business Unit in the Processed Foods Business Segment.

Domestic: Total of Maruha Nichiro Corporation + domestic consolidated subsidiaries

Overseas: Total of overseas consolidated subsidiaries

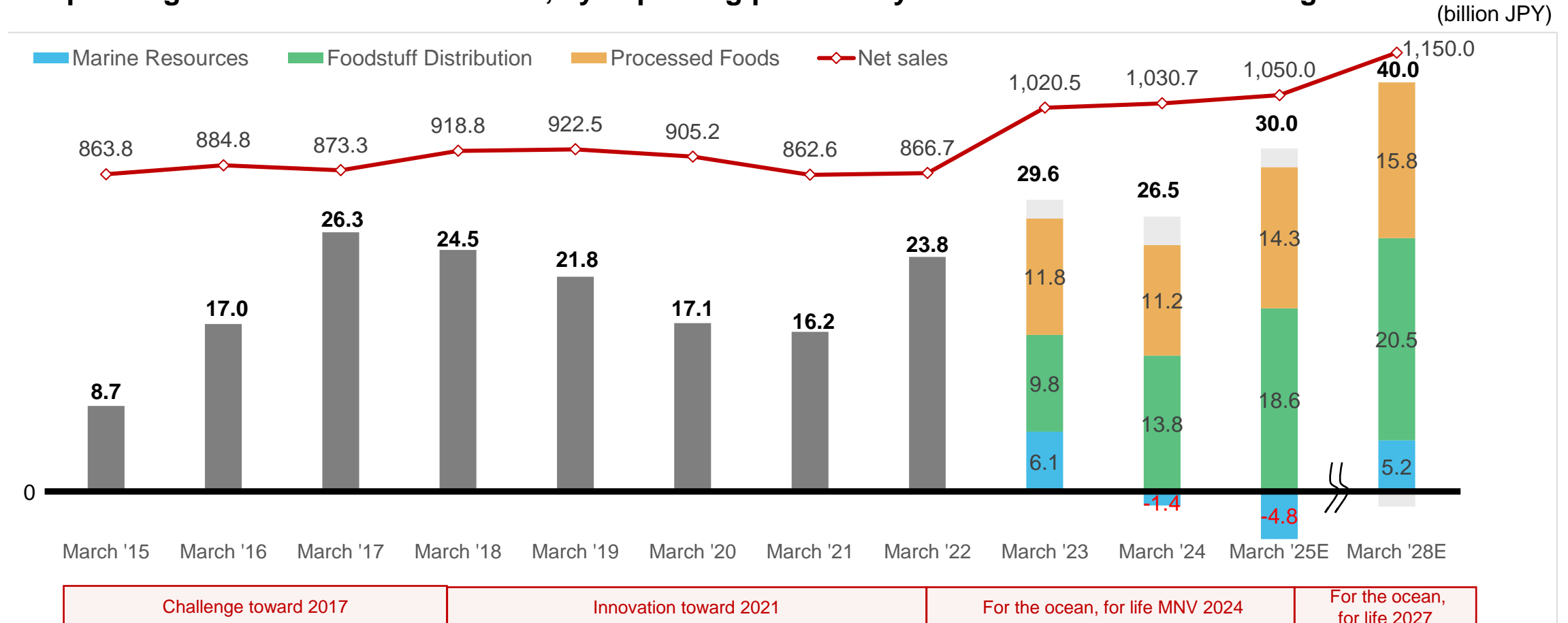
# Mid-term Management Plan (7): Financial Policy and Cash Allocation

- Ensure financial soundness based on the assumption of maintaining an R&I rating of A- and secure a balance of investment for sustainable growth.
- Aim for a dividend payout ratio of 30% or more (progressive dividends).



# Appendix

**Aim for operating income of 40.0 billion JPY, by improving profitability of Marine Resources Biz Segment**



\*Operating income for the FY Ending March 2023 and thereafter will be shown by segment after the reorganization in the FY Ending March 2026



## Forecast by Segment

(billion JPY)

Segment	FY Ended March 2022 Results		FY Ending March 2025 Initial Plan		FY Ending March 2025 Revised Plan (Revised May 7, 2024)		FY Ending March 2025 Forecast	
	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
Marine Resources Biz	147.4	3.9	194.6	7.0	242.8	7.5	246.6	1.5
Foodstuff Distribution Biz	545.7	7.4	580.3	8.9	616.6	10.0	612.2	12.8
Processed Foods Biz	156.6	11.0	166.6	10.1	171.2	11.8	171.8	13.8
Others	17.0	1.6	18.4	1.1	19.4	0.7	19.4	1.9
Total	866.7	23.8	960.0	27.0	1,050.0	30.0	1,050.0	30.0

\*Figures based on the organizational structure for the FY Ending March 2025

Copyright ©Maruha Nichiro Corporation

In March 2026, Maruha Nichiro will become Umios





(billion JPY)						
	Region	FY Ended March 2022 Results	FY Ending March 2025 Initial Plan (A)	FY Ending March 2025 Forecast (B)	Target comparison (B-A)	Average growth rate over 3 years
Overseas Net Sales	N. America	42.4	50.0	70.3	20.3	18%
	Europe	56.0	90.0	126.5	36.5	31%
	Asia	44.8	55.0	56.3	1.3	8%
	Other Regions	17.4	20.0	25.3	5.3	13%
	Total	160.6	215.0	278.4	63.4	20%
Overseas Net Sales Ratio		18.5%	22.4%	25.8%	3.4pt	-

\*The figures for overseas net sales in this slide refer to the sales amount by region, not by individual location, and include exports from Japan

# Sustainability Strategy Progress (Environmental Value) MARUHA NICHIRO

The sustainability strategy of the previous mid-term management plan (KPIs for each materiality) is progressing generally as planned.

Materiality (Critical Factors)		KGI (Vision for 2030)	Main KPIs	Target		Self-evaluation*1 and Challenges of the Previous Mid-term Management Plan	
				FY Ending Mar 2030 Target	FY2024 Target		
Creation of Environmental Value	(1) Action against climate change	Establish a leading position in the industry for decarbonization and action against climate change	CO <sub>2</sub> emissions reduction rate (Compared to FY2017: Domestic G*2)	30% or more	10% or more	★★★☆☆	-Although the FY ended March 2024 target has been achieved, more drastic measures are needed to achieve a 30% reduction. -Scope 3 refinement, target setting, and implementation across Entire G are issues
	(2) Contributing to a recycling-oriented society	Adoption and practice of circular economy through the efficient use of resources within the Group	Reduction of plastic containers and packaging (compared to 2020) (MN*2)	30% or more	10% or more	★★☆☆☆	-Significant progress made in reducing food loss, but reduction of plastic containers and packaging remains a major challenge
			Food loss reduction (compared to 2020) (Domestic G)	50% or more	20% or more	★★★★★	
	(3) Action against marine pollution by marine plastics	Practice zero discharge of plastics into the ocean by the Company and the supply chain	Establishment of fishing gear management guidelines and operational rates (Entire G*2)	—	100%	★★★☆☆	-Expanding into the supply chain as the next step in the Group's internal integration
			Employee participation rate in coastal cleanup (Domestic G)	30% or more	10% or more	★★★★☆	
	(4) Action for preserving biodiversity and ecosystems	Confirm that there is no risk of resource depletion in the fish stocks we handle	Resource status confirmation rate of marine products handled (Entire G)	100%	—	★★★☆☆	-Challenges in confirming and improving fish species of unknown stock status -Improved certification level management of aquaculture farms -Expanded and conducted TNFD scenario analysis
			conduct biodiversity risk assessment (Domestic G)	—	Conduct risk assessment	★★★☆☆	
			Implementation of certification-level management for aquaculture farms (Domestic G)	—	Implement in all Group aquaculture farms	★★★☆☆	

\*1★★★★★: KPI for FY 2030 achieved, ★★★★☆: Progressing ahead towards achieving the KPI for FY 2030, ★★★☆☆: KPI for FY 2024 achieved or progressing according to plan towards the KPI for FY 2030,

★★☆☆☆: Slight delay in achieving the KPI

\*2Abbreviations: MN = Maruha Nichiro Corporation; Domestic G = Domestic consolidated Group companies; Overseas G = Overseas Group consolidated companies; Entire G = All consolidated Group companies

## Sustainability Strategy Progress (Social Value)

Materiality (Critical Factors)		KGI (Vision for 2030)	Main KPIs	Target		Self-evaluation*1 and Challenges of the Previous Mid-term Management Plan	
				FY2030 Target	FY2024 Target		
Creation of Social Value	(5) Provision of safe and secure food	Provide safe food to people around the world	Serious quality-related incidents (Domestic G*2)	—	Zero cases	★★★★☆	-Continuation of zero cases
	(6) Food provision contributing to creating health value and sustainability	Establish branding as a top food company contributing to creating health value and sustainability	Establishment of product standards that contribute to health value creation and sustainability and setting of FY2030 targets (MN*2)	Achieve FY2030 KPIs	Establish product standards that contribute to health value creation and sustainability and set FY2030 targets	★★★★☆	-Implemented measures to achieve KPIs for 2030 and create value for customers
	(7) Building a workplace environment where diverse employees can work with a sense of security	Achieve a workplace environment where diversity is respected and employees feel safe and comfortable at work	Percentage of female employees by maintaining 50% female recruitment ratio (MN)	35% or more	—	★★★★☆	-Implemented human capital development programs and increase engagement
			Percentage of women on Board of Directors (MN)	15% or more	—	★★★★☆	
			Percentage of female Managers (MN)	Achieve FY2030 KPIs	Establish employee engagement assessment methodology and set FY2030 targets	★★★★☆	
			Establishment of Maruha Nichiro Human Resource Development Program and setting of FY2030 targets (MN)	Achieve FY2030 KPIs	Establish employee engagement assessment methodology and set FY2030 targets	★★★★☆	
	(8) Respect for human rights in business operations	Zero human rights violations (such as forced labor) by the Company and the supply chain	Confirmation rate of zero human rights violations in the supply chain (Entire G*2)	100%	—	★★★★☆	-Established grievance mechanisms and addressed risks of human rights violations
	(9) Development of a sustainable supply chain	Working with suppliers to build a sustainable procurement network	Rate of agreement with supplier guidelines and rate of improvement in key items (Entire G)	100%	Rate of coverage of suppliers for the Supplier Survey System: 100%	★★★★☆	-Confirmed status through third-party audits, established a method to confirm marine products procured that do not originate from IUU fisheries

\*1★★★★★: KPI for FY 2030 achieved, ★★★★☆: Progressing ahead towards achieving the KPI for FY 2030, ★★★☆☆: KPI for FY 2024 achieved or progressing according to plan towards the KPI for FY 2030, ★★☆☆☆: Slight delay in achieving the KPI

\*2Abbreviations: MN = Maruha Nichiro Corporation; Domestic G = Domestic consolidated Group companies; Overseas G = Overseas Group consolidated companies; Entire G = All consolidated Group companies

Competitor Comparison Source: SPEEDA (Meat and Seafood Industry: TOP 10 in market capitalization as of February 28, 2025)

Ranking	Country/Region	Company Name	Market capitalization (million yen)	[Reference] Total sales revenue (million yen)
			Based on recent closing prices	most recent fiscal year
1	People's Republic of China	Muyuan Foods Co Ltd	3,979,094	2,201,491
2	United States of America	Tyson Foods Inc	3,100,709	8,025,347
3	United States of America	Hormel Foods Corp	2,393,863	1,794,647
4	People's Republic of China	Wens Foodstuff Group Co Ltd	2,166,495	1,785,668
5	United States of America	Pilgrims Pride Corp	2,020,555	2,711,995
6	Brazil	JBS SA	2,009,490	9,982,280
7	People's Republic of China	Henan Shuanghui Investment & Development Co Ltd	1,862,164	1,193,424
8	Norway	Mowi ASA	1,527,699	919,303
9	Hong Kong	WH Group Ltd	1,495,854	3,690,539
10	United States of America	Smithfield Foods Inc	1,173,646	2,059,365

# Update of Sustainability Strategy KPIs (Environmental Value) MARUHA NICHIRO

To deepen the initiatives of the previous mid-term management plan and expand the scope of activities, KPIs have been updated (the shaded areas are updated).

Materiality (Critical Factors)	KGI (Vision for 2030)	Main KPIs	Target Goals		Major Changes from the Previous Mid-term Management Plan
			FY2030 Target	FY2027 Target	
Creation of Environmental Value	(1) Action against climate change	CO <sub>2</sub> emissions reduction rate (Compared to FY2017: Domestic G*)	30% or more	20% or more	-Moved carbon neutrality from KPI to KGI -Scope 1 and 2 targets for overseas G and Scope 3 elaboration and target setting for Domestic G were added
		-CO <sub>2</sub> emission reduction targets (Overseas G*) -Scope 3 targets set (Domestic G)	—	Set target	
	(2) Contributing to a recycling-oriented society	Reduction of plastic containers and packaging (compared to 2020) (MN*)	30% or more	20% or more	-Upward revision of food loss reduction targets -Plastic usage reduction expanded to include not only packaging but also plastics used in plants -Added analysis of water resource risks and opportunities, and response measures
		Food loss reduction (compared to 2020) (Domestic G)	80% or more	70% or more	
		Set targets for reduction of plastic use at production plants (Domestic G)	—	Set target (2025)	
		Analysis and evaluation of water resource risks and opportunities and response measures	—	Analysis of risks, opportunities, and countermeasures	
	(3) Action against marine pollution by marine plastics	Develop fishing gear management guidelines for suppliers and raised awareness of their application (MN)	—	Formulate guideline and raise awareness on implementation	-Expand the fishing gear management guidelines to the supply chain -Collaborate with external stakeholders in clean-up activities and expand
		Jointly hold cleanup activities with external stakeholders (Domestic G)	33 times or more/year	—	
	(4) Action for preserving biodiversity and ecosystems	Establish a policy for the handling of fish species of unknown stock status and evaluation of marine resources handled (Entire G*).	100%	Develop policy for handling fish species of unknown evaluation	-Confirmation of fish species with unknown resource status and formulation of handling policies have been added -Establishment of electronic traceability method added -Expanded TNFD scenario analysis -Improved management of certification levels for aquaculture farms
		Establish electronic traceability methods	—	Start operation with some fish species	
		Biodiversity risk assessment implementation based on TNFD framework (Domestic G)	—	Expand scenario analysis based on TNFD	
		Implementation of certification-level management for aquaculture farms (Domestic G)	—	Establish management system at all aquaculture farms in the Group	

\*Abbreviations: MN = Maruha Nichiro Corporation; Domestic G = Domestic consolidated Group companies; Overseas G = Overseas Group consolidated companies; Entire G = All consolidated Group companies

# Update of Sustainability Strategy KPIs (Social Value)

To deepen the initiatives of the previous mid-term management plan and expand the scope of activities, KPIs have been updated (the shaded areas are updated).

Materiality (Critical Factors)		KGI (Vision for 2030)	Main KPIs	Target Goals		Major Changes from the Previous Mid-term Management Plan
				Target for FY2030	Target for FY2027	
Creation of Social Value	(5) Provision of safe and secure food	Provide safe food to people around the world	Serious quality-related incidents (Domestic G*)	—	Zero cases	
	(6) Food provision contributing to creating health value and sustainability	Establish branding as a top food company contributing to creating health value and sustainability	Percentage of product sales meeting each product criterion (MN*)	Sodium intake of 65% or more, Protein intake of 45% or more, Good lipid intake 20% or more, GSSI certified products 15% or more	—	-Set specific product sales ratio KPIs -Establish evaluation methods for external evaluations
			ESG assessment that includes health value creation and sustainability	Improvement of ESG evaluation	—	
	(7) Building a workplace environment where diverse employees can work with a sense of security	Achieve a workplace environment where diversity is respected and employees feel safe and comfortable at work	Percentage of female employees by maintaining 50% female recruitment ratio (MN)	35% or more		-Set targets for each pool of human capital based on the human capital development program. -Set engagement score targets for specific items of employee engagement
			Percentage of women on Board of Directors (MN)	15% or more		
			Achievement of goals for each human capital pool based on human capital development programs (MN)	Achievement of target figures for each talent pool	Achievement of target figures for each talent pool	
			Achievement of engagement scores for specific items of employee engagement (MN)	Achievement of engagement scores for specific items	Achievement of engagement scores for specific items	
	(8) Respect for human rights in business operations	Implement initiatives to eliminate human rights violations in the company and across its supply chain	Establishment and operation of a multilingual grievance mechanism and response to the risk of human rights violations uncovered (Entire G*)	100% (Entire G)	100% (Domestic G)	-Revised KGI to be more realistic -Revised KPI to include the establishment and operation of a grievance mechanism and response to risks
	(9) Development of a sustainable supply chain	Working with suppliers to build a sustainable procurement network	Rate of agreement with supplier guidelines and rate of improvement in key items (Entire G)	100%	—	-Establishment and operation of CSR audit methods -Establishment of methods to avoid procurement of marine products originating from IUU fisheries, and promotion of lobbying activities were added
			Establishment of CSR audit methods, establishment of standards and audit methods to avoid procurement of marine products originating from IUU fisheries	Entire G operation	Establishment of methods to avoid sourcing from IUU fishing and promotion of lobbying activities	

\*Abbreviations: MN = Maruha Nichiro Corporation; Domestic G = Domestic consolidated Group companies; Overseas G = Overseas Group consolidated companies; Entire G = All consolidated Group companies

## Approach

## Contribution to Mid-Term Management Plan Actions

### Strengthening Collaboration between Marketing/R&D

- Marketing and R&D functions work in unison to contribute to **product creation for business/sales expansion and new value creation.**

Value Cycle

### Promoting Intellectual Property Strategy

- Deeply understand business strengths and customer value and strengthen intellectual property as a competitive advantage.
- Reinforcement of rights overseas** in anticipation of overseas expansion with high risk of imitations and lawsuits.

Value Cycle

Glocal Strategy

### Promoting Human Resource Management

- Building a human capital portfolio by **activating human capital mobility** from management, business, and employee perspectives
- Promote a culture of co-creation** through a company-wide structure of sharing and utilizing human resources.

Value Cycle

Glocal Strategy

Challenge and Co-creation

### Strengthening Governance

- Improve effectiveness of corporate governance and **realize sustainable growth and value creation** through a clear division of roles between execution and supervision.

Value Cycle

Glocal Strategy

Challenge and Co-creation

# Thank you





# MARUHA NICHIRO

For the ocean, for life

The plans, forecasts, strategies, and other non-historical facts mentioned in this document are forward-looking statements regarding future performance. These are based on judgments derived from information available at the present time. Please be aware that actual performance may differ from these projections due to various important factors. Additionally, the copyright and all other rights related to this document belong to Maruha Nichiro Corporation.