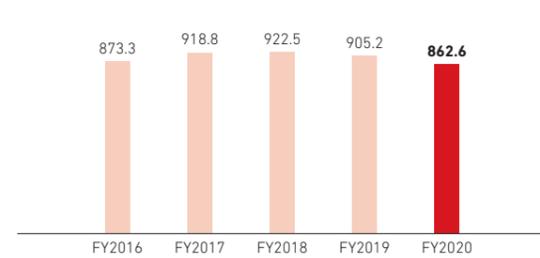


# Financial & Non-financial Highlights

## Net Sales

(billion yen)

**862.6** billion yen



Sales of consumer products such as frozen foods remained strong, but, due to a sharp decline in demand for marine products from food service businesses, the handling of fresh fish, farmed fish, and pricy items was sluggish. The situation continued to be unpredictable and net sales decreased by 4.7% year-on-year to 862.6 billion yen.

## Return on equity (ROE)

(%)

**4.2** %



ROE for FY2020 was 4.2%. Though the business environment is severe, we will reorganize our business segments and business units from the next fiscal year in order to further enhance and expand our value chain by leveraging our ability to procure marine resources and food processing technologies. We are working to improve profitability by pursuing synergies between each unit.

## Balance of interest-bearing debts / Equity ratio

Balance of interest-bearing debts (billion yen)

Equity ratio (%)

**259.8** billion yen

**26.8** %

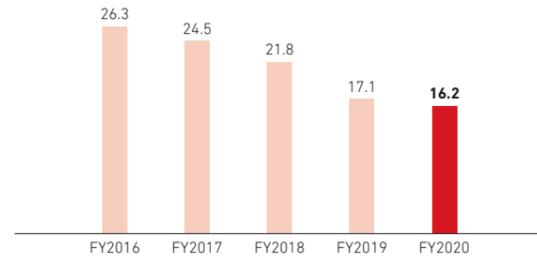


The balance of interest-bearing debts was on a declining trend, and equity ratio was 26.8%. We will continue to enhance our financial base and carry out the financial strategy with an eye on the post-pandemic era.

## Operating Income

(billion yen)

**16.2** billion yen



Due to changes in lifestyles because of the COVID-19 pandemic, the consumer frozen food business and the pet food business in Thailand performed well. Due to a decline in the catch of skipjack in the purse seine business and decline in the market price of farmed fish due to COVID-19, operating income decreased by 5.1% from the previous fiscal year to 16.2 billion yen.

## Return on assets (ROA)

(%)

**3.4** %



ROA for FY2020 was 3.4%. Although the business environment is still uncertain, we will continue to work to improve our ROA while maintaining a balance between profitability and asset efficiency.

## D/E ratio

(times)

**1.8** times



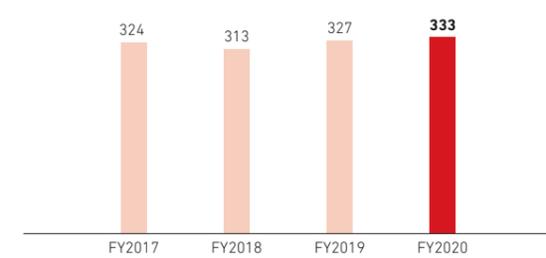
The D/E ratio for FY2020 was 1.8 times. We will continue with management decisions that carefully consider the balance with investment in key growth drivers while maintaining financial soundness.

\* As the data published in FY2020 contained errors, the data has been corrected.

## CO<sub>2</sub> Emissions (per unit of sales)

(t/billion yen)

**333** t/billion yen



Although the Maruha Nichiro Group (Japan) set reduction targets for each company and introduced equipment such as high-efficiency boilers and high-efficiency freezers, eco-friendly cars and LED lighting, due to the impact of the decrease in domestic Group net sales, CO<sub>2</sub> emissions per unit of net sales for our entire domestic group totaled 333 t/billion yen- an increase of 6 t/billion yen (2.0%) compared to the previous period.

## Percentage of Male Employees taking Childcare Leave

(%)

**42.5** %



In FY2020, the percentage of male employees taking childcare leave at Maruha Nichiro Corporation was 42.5%. The Company will continue to promote this by posting the actual situation of childcare leave and childcare notes on the company intranet.

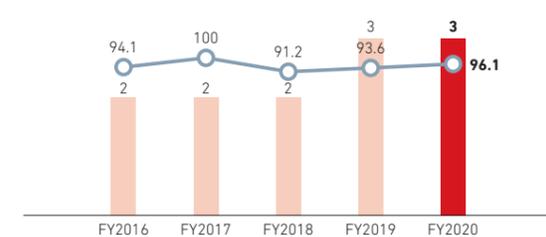
## Board Meeting Attendance Rate of Outside Directors

Outside Director (ppl)

Board of Directors attendance rate (%)

**3** ppl

**96.1** %



In FY2020, the Board of Directors met 17 times, including extraordinary meetings, and active discussions were held at each meeting.

\* As the data published in FY2020 contained errors, the data has been corrected.

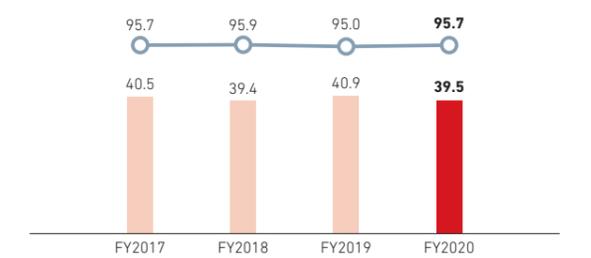
## Waste Recycling Rate

Waste emissions (t/billion yen)

Waste recycling rate (%)

**39.5** t/billion yen

**95.7** %



As a result of efforts to control product defects, curb waste generation, and recycle resources, led by domestic group companies that have plants, waste emissions per unit of net sales for the entire domestic group in FY2020 were 39.5 t/billion yen, a decrease of 1.4 t/billion yen (3.4%) compared to the previous period. The waste recycling rate was 95.7%, an improvement of 0.6 percentage points compared to the previous period.

## Average overtime (monthly)

**16 hours 28** minutes



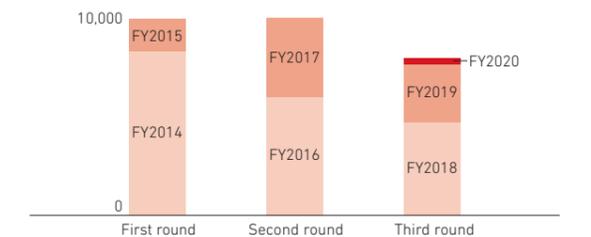
Average overtime (monthly) at Maruha Nichiro Corporation in FY2020 was 16 hours and 28 minutes. The daily prescribed working hours were shortened from 7 hours 50 minutes to 7 hours 40 minutes from FY2019. When looking based on the prescribed working hours up to FY2018 average overtime (monthly) was 13 hours 8 minutes (similarly, working hours were 15 hours for FY2019).

## Participants in Group Philosophy Training

(ppl)

Third round cumulative participants

**8,000** people



In FY2020, due to the impact of COVID-19, it was determined that it would be difficult to conduct the Group Philosophy Training program, which began in 2014, in a conventional manner. Therefore, it was held remotely for new and mid-career employees of Maruha Nichiro Corporation and domestic Group companies who had not taken this training.