

Provision of Safe and Secure Food

Message from representative

The current fiscal year is the final year of the Medium-term Management Plan “For the ocean, for life MNV 2024.” In this Medium-term Management Plan, we have focused on reviewing and consolidating the foundation of our quality assurance systems by promoting activities aimed at achieving zero quality-related incidents, reviewing regulations, and launching the operation of our product information management system. As a result, we expect to achieve most of our KPIs. On the other hand, we recognize that further enhancement of our quality assurance systems is essential in the current so-called VUCA era in order to keep up with the fast-paced changes in the environment and continue providing safe and secure food at all times. We will expedite our efforts to address the issues that we are currently working on, including fostering a food safety and quality culture in which each and every Officer and employee involved in the value chain of Maruha Nichiro products considers food safety and quality as their top priority, and developing quality assurance systems for our overseas expansion.



Tomoyuki Okumura
General Manager of Quality Assurance Department

Initiatives for zero quality-related incidents

Product incidents and measures to prevent recurrence

The Maruha Nichiro Group achieved zero serious quality-related incidents* in FY2023. On the other hand, although we have not formally issued any product recalls, there were still complaints and problems that could have evolved into serious incidents if we had taken the wrong action, and reducing such incidents remains an issue for us. Since January 2022, we have been promoting efforts aimed at achieving zero quality-related incidents with the aim of preventing serious quality-related incidents so as to continue providing wholesome, safe, and healthy food. In FY2023, as part of our new initiative, we set up internal working groups from the viewpoints of “design and development assessment,” “purchasing management,” and “variable quality risk management,” and started issuing and implementing new regulations

to strengthen the foundation of our quality assurance regulations. In addition, we formulated quality control standards (additional standards) based on an analysis of the causes of past complaints that could have led to serious quality-related incidents, and conducted reviews using the additional standards during regular audits of manufacturing partners from FY2024 in a progressive manner. We have established a system to prevent abnormal incidents and problems from upstream manufacturing processes and are shifting from the existing model of preventing recurrence of incidents to a preventive model of taking action before the occurrence of abnormal incidents.

* Serious quality-related incidents are defined as product recalls announced in newspapers or on the Company's website due to violations of relevant regulations or voluntary codes as specified in GRI Standards 416-2 and 417-2.

Standardizing management method for product specification information

As Maruha Nichiro carries a wide range of product categories from foods that are close to raw materials, such as marine products, meat products, and agricultural products, to processed food that is consumed in a variety of settings, we have long faced the issue of having different methods for managing product specification information for different product categories. At the same time, the environment surrounding the food industry changes frequently, so there is a need to manage the latest product specification information and provide product information to customers promptly. In

response to this, we have progressively introduced a new system that allows us to carry out the centralized management of everything from raw material information to product specification information and product information that we provide to customers. By utilizing this system, we will seek to provide accurate product information to customers and improve the efficiency of internal operations.

WEB Food Safety



Strengthening quality assurance systems within the Group

We ensure food safety and food defense by conducting audits, reviews, and guidance in the form of visits to manufacturing sites based on our proprietary standards that take into account the requirements of GFSI-recognized certification schemes (food safety management systems). In addition, we are expediting the provision of food not only within Japan but also globally. In order to respond promptly to quality-related issues arising from this, we have stationed quality assurance personnel in China and Thailand and are working on further strengthening our quality assurance systems in cooperation with local staff while maintaining close contact with each country/region.



Plant audit in progress

Quality-related training within the Group

To enhance the quality level of the value chain provided by the Group, it is crucial to improve awareness and knowledge of product quality among all employees. In FY2023, we continued to work on ensuring that our employees are competent in quality-related skills, conducting a total of 60 quality-related training sessions by job level and job scope that were attended by a total of 10,351 employees.

Going forward, we will further enhance the training content and improve the quality of existing content to raise the level of education and training and improve employee awareness and knowledge.



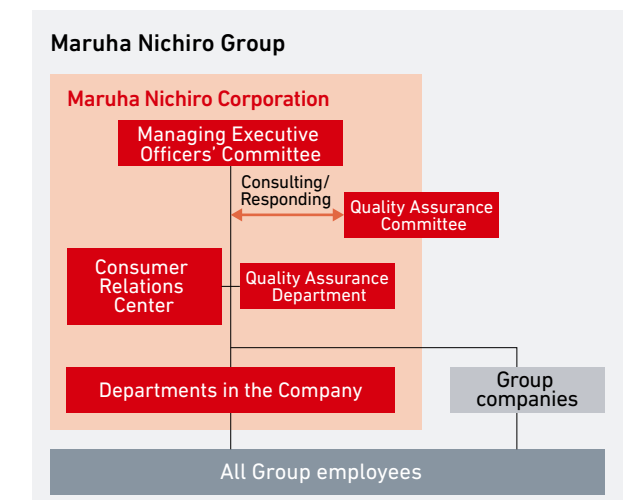
Practical training on the extraction of potential hazards at a manufacturing site

Consumer-oriented management

Basic approach and management system

Each company in the Group has established a quality assurance system tailored to its business field based on a common approach in line with the “Maruha Nichiro Group Quality Assurance Policy.” We also reflect customer feedback in our quality assurance activities. The Group made a voluntary declaration on consumer orientation in March 2018. The Group will promote consumer-oriented management by firmly recognizing and taking action in the three areas of listening to and making use of customer feedback, working for the future and the next generation, and complying with laws and regulations/strengthening corporate governance.

Quality assurance framework



Maruha Nichiro receives an award from the Minister of State for Special Missions of the Cabinet Office

The Consumer-Oriented Management Excellent Case Awards have been presented by the Consumer Affairs Agency since FY2018 to recognize and promote businesses that have made outstanding efforts in consumer-oriented management. Maruha Nichiro was the first Japanese food and marine products company to receive an award from the Minister of State for Special Missions of the Cabinet Office at the FY2023 Consumer-Oriented Management Excellent Case Awards organized by the Consumer Affairs Agency.



Ceremony for an award from the Minister of State for Special Missions of the Cabinet Office

(From left) Hanako Jimi, Minister of State for Special Missions of the Cabinet Office; Masaru Ikemi, Representative Director, President & CEO of Maruha Nichiro Corporation



Reasons for receiving the award

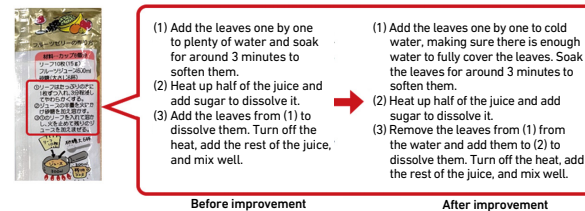
- Maruha Nichiro is working to reduce its environmental impact and protect marine resources through efforts such as the egg-to-harvest aquaculture of bluefin tuna (a "circular" aquaculture model in which eggs are collected from artificially hatched fish, hatched, and raised), which was successfully carried out for the first time by a private company in the world, as well as its plan to construct a land-based Atlantic salmon aquaculture facility to promote commercialization.
- In the area of nursing-care food for the elderly, Maruha Nichiro is working to address the challenges of a super-aging society through efforts such as providing well-being value through "small but satisfying meals" while exchanging information with healthcare and nursing care workers and contributing to shorter cooking and serving time for employees at such facilities.

Source: "FY2023 Consumer-Oriented Management Excellent Case Awards: Reasons for selection," Consumer Affairs Agency

Deepening communication with customers

The Consumer Relations Center plays a role in communicating with customers even after products have been delivered to them. Specifically, as part of our BCP measures during the COVID-19 pandemic and other events, we have enhanced our responsiveness by building a system that allows people to receive customer telephone calls at home and by providing information on the dedicated website of the Consumer Relations Center. We have been using a chatbot automated answering service for customer questions 24 hours a day, 365 days a year, on the dedicated website. Since February 2023, we have been performing maintenance for the chatbot by analyzing customer questions every month to ensure that it can provide more accurate answers to questions from customers regarding all consumer products. In addition, we have used the Q&A service Yahoo! Chiebukuro provided by Yahoo! JAPAN to answer various questions whenever possible since December 2019, when we acquired an official corporate account. In turn, many customers have used this service to find answers to their questions.

As an initiative to utilize customer feedback in the improvement and modification of products and services, we regularly hold Product Improvement Study Meetings in which Officers and heads of related departments participate. In FY2023, these study meetings allowed us to achieve 22 improvements and modifications.



Product transformed based on customer feedback

[Product name] Gelatin Leaf

[Date of improvement] From October 2022

[Customer feedback] We received an inquiry from a customer who found it difficult to understand how to make jelly with the product.

[Details of improvement] We made improvements to the back of the packaging such that the method of making fruit jelly was easier to understand.



*Packaging shown is at the time of improvement

Product transformed based on customer feedback

[Product name] Sichuan-style Mapo Don

[Date of improvement] From February 2022

[Customer feedback] We received feedback that the texture was too grainy.

[Details of improvement] We improved the product's texture by replacing the coarsely ground "sansho" (Japanese pepper), which had been used to reproduce the dish's authentic flavors and had a unique texture, with finely ground "sansho".

WEB Consumer-oriented management

Creation of Social Value

Building a Workplace Environment Where Diverse Employees Can Work with a Sense of Security

Promotion of diversity and inclusion

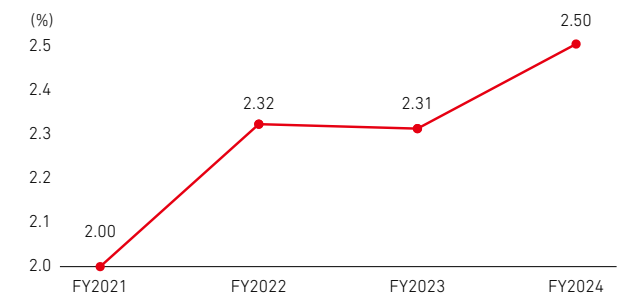
Maruha Nichiro Corporation has formulated the "Diversity & Inclusion Declaration" to foster a corporate culture in which respect for diversity and the maximization of each employee's abilities are universally recognized as essential for the sustainable growth of the Company. As part of an organization-

wide effort to raise awareness and change the behavior of employees, D&I personnel have been appointed in each department from FY2022, while discussions and improvement activities regarding the organization's issues and ideal state are conducted at regular meetings.

Employment of persons with disabilities

In line with our policy of working together with persons with disabilities, we have established a specialized department at the head office where they can play active roles and take charge of some of the operations at the head office. Additionally, we have established "key teams" at plants to help them settle and increased the number of jobs through careful selection and streamlining of tasks so that they can play active roles in more workplaces throughout the Company, and we will continue to do so going forward.

Changes in employment ratio of persons with disabilities (as of April 1 of each fiscal year)



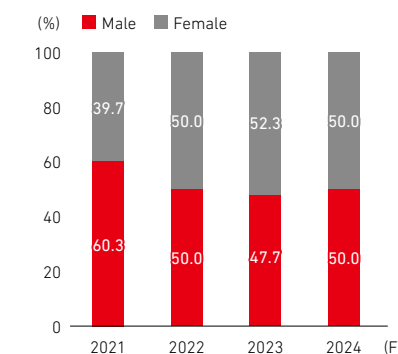
Promotion of women's empowerment

In order to be a company where everyone can demonstrate their strengths, it is imperative that we create an environment where women can play active roles, and we have been making efforts to achieve this. In 2017, we received Level 2 "Eruboshi" certification from the Minister of Health, Labour and Welfare.

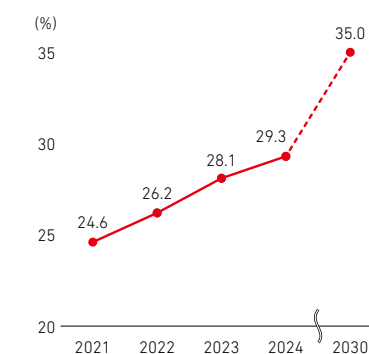
In order for the Maruha Nichiro Group to take on the challenge of new possibilities in food and continue to provide the vitality of life to people worldwide, we believe

it is essential to actively assign female employees to overseas locations and to positions such as sales, which have hitherto been dominated by male employees, and to draw on more diverse perspectives. In addition to increasing the percentage of female employees, we are providing more opportunities for female employees to play active roles and promoting them to positions that involve decision-making.

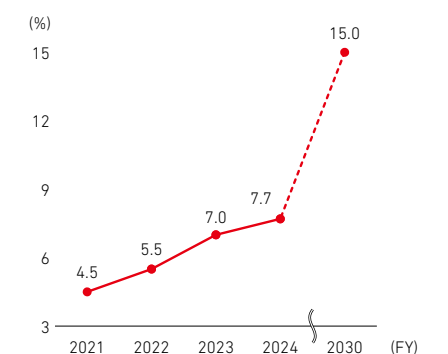
Changes in gender ratio of new graduates hired (joined the Company on April 1 of each fiscal year)



Changes in percentage of female employees (as of April 1 of each fiscal year)



Changes in percentage of female Managers (as of April 1 of each fiscal year)



Childcare support

Maruha Nichiro has maintained a 100% rate of women taking childcare leave for eight consecutive years, and almost all employees who have taken childcare leave have returned to work. In order to support employees in balancing work with childcare and allow all employees to fully demonstrate their abilities, we have established the following targets and action plans, whose implementation is currently underway.

Targets

1. To create a psychological environment that allows all employees involved in childcare to achieve a positive balance between work and childcare.
2. To create a physical environment that allows all employees involved in childcare to achieve a positive balance between work and childcare.
3. To create an environment that makes it easier for all employees involved in childcare to take childcare leave.

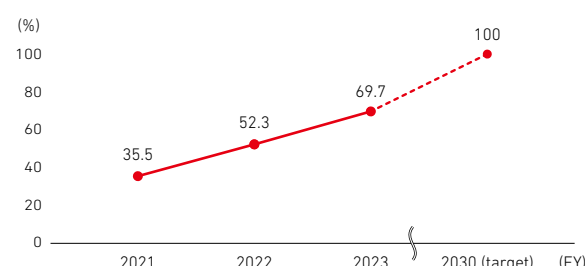
Encouraging the participation of men in childcare

To help foster a corporate culture where it is easier for men to take childcare leave, we have joined "the Ikuboss Corporate Alliance" and endorsed the "100% Childcare Leave for Men Declaration." We also hold seminars for Managers and other management-level employees, male employees eligible for childcare leave, as well as colleagues who work with them, in order to raise greater awareness among all employees.

Examples of initiatives in FY2023

- Management seminar on leveraging diverse human resources (396 participants)
- Launch of "Hagu Support," a consultation service to provide support for balancing work with childcare and nursing care needs

Changes in percentage of male employees taking childcare leave and vacation



In addition, in order to create an environment in which male employees can take childcare leave more easily, we introduced a system in FY2023 to provide partial salary support during the period of childcare leave. These measures have supported the realization of a positive balance between work and childcare for employees. This encourages not only female employees but also male employees to take childcare leave (including short-term leave), and as a result, the Company acquired "Kurumin" certification for the fourth time in 2023.

Promotion of health and productivity management

The Company exists to contribute to better health for people around the world through its various business activities, driven by the Group's philosophy of being an essential part of society by improving everyone's daily life with wholesome, safe and healthy food. We believe that the health of our employees is an important factor in achieving this goal, and in 2018, we formulated our health

and productivity management policy. The Personnel Department, Health Promotion Office (comprising industrial physicians, public health nurses, and clinical psychologists), and the Maruha Nichiro Health Insurance Society have established an organizational structure to promote health and productivity management under Executive management supervision.

Maruha Nichiro Corporation has undergone external evaluation in relation to the following health management initiatives.

- Health and Productivity Management Brand 2022
- 2024 Certified Health and Productivity Management Outstanding Organization (White 500)
- Sports Yell Company 2024
- Tokyo Sports Promotion Company



Health and productivity management policy

Mission Health and Productivity Management Declaration

The Maruha Nichiro Group believes that the physical and mental health of each and every employee, as well as their ability to demonstrate their individuality and capabilities to the maximum, will contribute to the development of the Company. The Company will work together with the Maruha Nichiro Health Insurance Society and employees to promote various activities aimed at achieving health and productivity management based on the Company Credo, "Loyal to our people, the most important asset of our Company." Furthermore, we will contribute to society by contributing to better health for people around the world through various business activities related to food.

Vision A company supporting health

To become a company where Maruha Nichiro comes to mind whenever "companies that support the health of people" are mentioned

Value Employees' health

To continue taking on the challenge of maintaining and improving the health of each and every employee

Strategy Customers' health

Health and productivity management / lifelong health plans (an approach centered on fish and fish-derived functional food such as DHA, EPA, etc.)

Example of initiatives

well-B Challenge:

Promoting health and productivity management using the Company's own products

We are promoting the health of our employees through the use of the Company's own products developed and provided by the Group to support the maintenance and promotion of our customers' health. The "DHA Challenge" implemented in FY2019 was a central project in our health and productivity management efforts, with a total of over 400 employees taking our DHA products and showing improvement in neutral fat in all instances. In FY2022, the program was revamped as the "well-B Challenge" given the personalized

nature of health issues beyond neutral fat and the fact that exercise, not just food, is essential for achieving good health. We have continued to use the Company's own products in implementing our "Food × Exercise" initiative.

Through this initiative, we aim to help each and every person understand their own state of health in preparation for health checkups and boost their wellness by adhering to a well-balanced diet and good exercise habits, thereby allowing them to achieve mental, physical, and social well-being.

FY	DHA Challenge			well-B Challenge		
	2019	2020	2021	2022	2023	2024
Number of participants	100	151	193	221	295	300 (maximum capacity)

WEB Health Management

Initiatives for fostering a corporate culture and implementing cultural reforms

In order for the Group to continue contributing to society sustainably while simultaneously realizing the well-being of our employees, it is essential for us to have an organizational culture that allows us to coexist and be integrated with the environment around us in a sustainable manner. To this end, we will encourage and promote a change of mindset among all our Officers and employees. Starting in FY2024, we will implement a cultural reform that is focused on sharing and resonating with the future that the

Group is aiming for and making the reform feel close to everyone. Specifically, we will work on workplace reforms that encourage self-transformation and self-development, as well as co-creation through food that involves many stakeholders. We will launch several open-recruitment projects that bring employees and management closer together and aim to promote activities that will allow many employees to envision, discuss, and achieve an exciting future that looks ahead to the next 100 years.

Respect for Human Rights in Business Operations / Development of a Sustainable Supply Chain

Message from representative

The Maruha Nichiro Group has been engaged in various initiatives aimed at promoting respect for human rights, including formulating a human rights policy in FY2019, conducting human rights and labor practices surveys of suppliers in certain fields since FY2020, and formulating the Maruha Nichiro Group Guidelines on the Employment of Foreign Technical Intern Trainees and Specified Skilled Workers in FY2022. However, we have not been able to carry out comprehensive risk identification and analysis of all risks of human rights violations along the value chain.

Therefore, in FY2023, we conducted human rights training for all Group employees in Japan and compiled the risks of human rights violations identified for each organization into a human rights risk map. Based on the results of this analysis, we will work with suppliers and other stakeholders going forward to perform human rights due diligence aimed at ensuring zero human rights violations along the value chain.



Yusuke Sato
Manager of Sustainability
Group, Corporate Planning
Department

Respect for human rights in business operations

Human rights risk map and priority issues identified

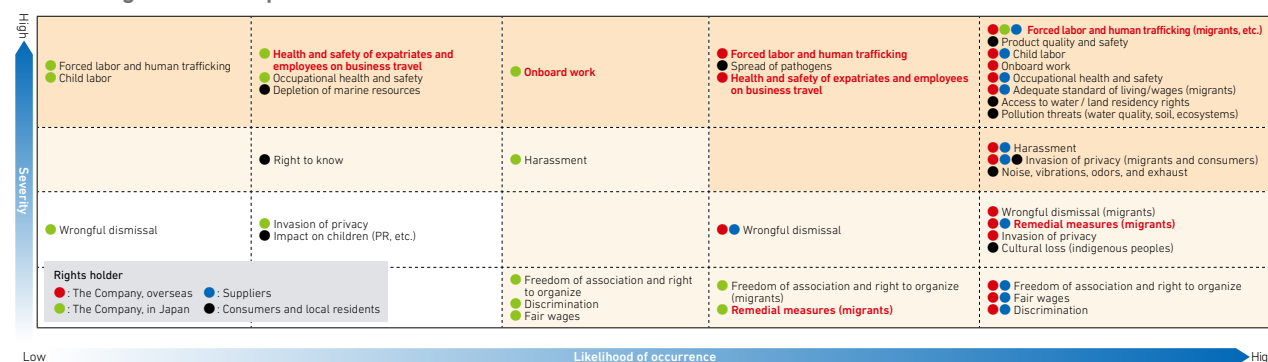
After the human rights training was conducted, each organization in the Group in Japan discussed human rights violations that could occur in the course of its business activities and identified the risks accordingly. By aggregating and analyzing these results, we then created a risk map for human rights violations in the Group and the supply chain and identified significant human rights issues. Among them, we identified seven issues that are closely related to our business and could have a particularly serious impact if they were to occur as human rights issues that we should prioritize in addressing. We then decided to ascertain the current situation surrounding these issues and work to rectify them and mitigate their negative impact. As part of our efforts, we held a dialogue with experts in June 2024

and asked for their opinions on the specific approach that we should adopt (see pp. 42-43).

Human rights issues that we should prioritize in addressing

- (1) Forced labor and human trafficking of migrant workers in Japan within the Group
- (2) Rights violations of fishing vessel workers in Japan within the Group
- (3) Health and safety of expatriates and business travelers within the Group
- (4) Forced labor and human trafficking of migrant workers overseas within the Group
- (5) Forced labor and human trafficking of workers overseas within the Group
- (6) Forced labor and human trafficking of workers in the supply chain (upstream)
- (7) Establishment and operation of relief mechanisms

Human rights risk map



*Human rights issues that we should prioritize in addressing in red font

Guidelines on the employment of foreign people

As an example of specific measures to address “(1) Forced labor and human trafficking of migrant workers in Japan within the Group” that we have identified as a priority issue, the Maruha Nichiro Group Guidelines on the Employment of Foreign Technical Intern Trainees and Specified Skilled Workers, which had been implemented on a trial basis in FY2023, have been put into full operation (from May 2024). These guidelines were established to ensure that the

human rights of foreign workers, who are in socially vulnerable positions, are respected in a manner that is consistent with international standards. Going forward, we will continue to review the implementation status of the guidelines at each site on a regular basis, and when problems are identified, to take the necessary action to rectify them, thereby working to create a workplace environment where foreign workers can work with peace of mind.

Development of a sustainable supply chain

Coverage of the supply chain management survey system

In FY2022, we introduced the Maruha Nichiro Supplier Survey System and conducted a survey of 1,000 companies (50.1%) registered in the system regarding their compliance with the Company’s supplier guidelines. In FY2023, we focused on raising the registration rate for the system, but it remained at 64.0%. In FY2024, we will aim to achieve 100% coverage of food suppliers, conduct surveys of suppliers that were not surveyed in

FY2022, and begin analyzing issues and requesting suppliers for whom issues were identified to rectify them. For suppliers in areas assessed as high-risk and for certified plants that manufacture our branded products, we will also conduct labor practices surveys as part of our human rights due diligence protocol.

KPI progress chart

KPI	FY2022	FY2023
System coverage in 2024 (MN)	1,000 companies/1,996 companies (50.1%)	1,399 companies/2,186 companies (64.0%)
100% rate of agreement with supplier guidelines and rate of improvement in key items in 2030 (Overall G)	—	—
Rate of agreement with supplier guidelines in 2030 (MN)	927 companies/1,996 companies (46.4%)	929 companies/2,186 companies (42.5%)
Rate of improvement in key items of the supplier guidelines in 2030 (MN)	—	—
Rate of agreement with supplier guidelines in 2030 (Overall G)	—	—
Rate of improvement in key items of the supplier guidelines in 2030 (Overall G)	—	—

Efforts to eliminate IUU fishing

IUU fishing refers to illegal, unreported, and unregulated fishing. In addition to investigating compliance by managers and fishery operators of the marine products we handle through our marine resources surveys, we revised our supplier guidelines in FY2022 to request affirmation that the marine products we procure are not linked to IUU fishing. Besides conducting periodic surveys on compliance with our guidelines, we will also adopt measures such as reviewing the appropriateness of the status quo through catch certificates, etc., in the event of incidents that raise particular risk-related concerns. From September 2024, we will also start implementing a procurement policy tailored to marine products to strengthen our efforts to eliminate IUU fishing.

The Maruha Nichiro Group Marine Products Procurement Policy

- (1) The Maruha Nichiro Group aims to procure marine products while taking into account sustainability based on the Maruha Nichiro Group Basic Procurement Policy.
- (2) We will establish traceability for the marine products we procure, including information on catch/harvest timings, areas, fishing vessels, etc.
- (3) We will procure marine products that are caught/harvested in accordance with the laws and regulations of each country and regional fisheries management organizations (RFMOs) and which have been reported appropriately to ensure that no IUU fishing is involved.
- (4) We will ensure that we are not involved in human rights violations such as forced labor or child labor in the supply chain through which we procure marine products.
- (5) We will actively promote the handling of marine products produced by sustainable fisheries and aquaculture that have acquired international certification (MSC certification, ASC certification, etc.).
- (6) We will regularly report on our goals and the progress of our initiatives regarding the procurement of marine products in compliance with this procurement policy.



The Maruha Nichiro Group has included "Respect for human rights in business operations" in its materiality that it reviewed in 2022. We have exchanged opinions with external experts with specialized knowledge on issues such as labor practices and human rights violations that may occur in the Group and in the marine products industry in the course of conducting our business.

WEB Feature: Building a Supply Chain That Leaves No One Behind



Background and recognition of issues that led to the identification of significant human rights issues

Adachi: In 2015, it was reported that our Group company in Thailand was using shrimps peeled by slave labor. In the end, it turned out that the report was mistaken and that the Group was not involved. However, criticism of Thai marine products intensified among Western countries and had a considerable impact on the Group, which was our first direct experience of human rights risks in business. Since then, we have adopted targeted measures such as formulating a human rights policy, conducting questionnaire surveys of suppliers, and establishing guidelines on the employment of technical intern trainees, etc. However, we have come to the conclusion that it is essential that we once again identify risks in a comprehensive manner, elucidate what we need to prioritize in addressing, and take action, and we have thus identified the risks inherent in our business as well as existing issues.

Human rights issues faced by migrant workers in Japan

Ibusuki: With regard to technical intern trainees, there are many cases where their basic wage is set at just above the minimum wage, to which an unreasonably

high deduction is applied, resulting in a take-home pay of 30 to 40 thousand yen. In many cases, they arrive in Japan after taking loans and paying a large amount of money in pre-departure expenses and referral fees to the sending organization, which makes this a form of bonded labor, and they cannot complain or quit regardless of what happens. Generally, the inability of intern trainees to change workplaces is the reason why this system has been internationally regarded as slave labor or forced labor.

Challenges faced by companies employing intern trainees

Ibusuki: For companies, the cost of accepting intern trainees is a heavy burden. In addition to an initial outlay of 500 thousand to 1 million yen per intern trainee and 30 to 40 thousand yen per month in upkeep costs, companies also pay for the renewal of residence status, trade skill tests, etc. While it is understandable that companies would not want trainees to be transferred elsewhere, the institutionalization of a transfer ban gives rise to the problem of trainees being unable to quit even if they encounter problems at the workplace. It has been said that around half of companies accepting technical intern trainees are companies with 10 or fewer employees, and there have been many cases of lack of proper labor management in the fisheries industry,

as well as industrial accidents at plant sites where major accidents occur shortly after employees join the company.

In the event of a human rights violation, all parties involved should work together to find a solution that does not seriously damage the company's image while restoring the rights of the intern trainee whose rights have been violated. I believe that a company that makes every effort to take action to remedy problems in the supply chain is one that fulfills its corporate social responsibility, which would allow the company to foster a positive corporate image.

Kokaji: After conducting a questionnaire survey of business sites and on-site inspections, we have begun to implement the guidelines on the employment of foreign people such as technical intern trainees from this year onward. We would like to improve the system while reviewing the implementation status of the guidelines at each business site. It is imperative that each business site is able to operate autonomously based on the situation on the ground, so we will also focus on putting in place an education system that includes training. With regard to the issue of debt, our biggest challenge is to address the principle of employer payment. We would like to search for local NGOs and establish relationships with co-creation partners while seeking advice from supervising organizations and experts. We will also consider joining NGOs and other organizations that support victims in seeking redress, as relief mechanisms without multilingual points of contact remain an urgent issue.

Issues facing Japanese companies, the disparity between Japanese and international standards, and forced labor in the fisheries and food industries

Tanaka: Given the structural challenges of society and the need to pursue profits, it is easy to lose sight of the purpose of performing human rights due diligence. I believe that workers will follow suit if there is a positive vision of not only addressing issues with a negative impact on human rights but also creating attractive workplaces throughout the value chain, which would attract a large number of workers and make Maruha Nichiro's entire commercial distribution more sustainable. Guidelines are often used to ensure that there are no problems but may not always be able to detect and rectify issues such as forced labor in practice. I believe the starting point for dialogue with society is to listen to feedback from workers, understand their needs, and disclose any progress that has been made with regard to initiatives.

Adachi: I realized that it is important to have a step-by-step approach to achieve happiness for people along the supply chain, and to understand the current situation. We need to consider how exactly we should work on frameworks and auditing methods that ensure that relief mechanisms extend to every single foreign worker.

Tanaka: It is important to look at the facts from the standpoint of each individual worker. It would be useful to focus on areas that would pose a risk to the reputation of the entire fisheries industry if identified, such as IUU fishing hot spots on the high seas beyond the reach of flag state governance, while seeking the cooperation of NGOs and other organizations that conduct third-party audits.

In establishing relief mechanisms, it is vital to have effective tools that are accessible to workers on board vessels or at plants whenever such tools are required, as well as an environment where they are encouraged to speak up and ask for help. Improving transparency along the supply chain can be a challenging task, but the important thing is to make every effort to get as close as possible to sites with risks in order to detect human rights risks, and that management is able to analyze and communicate the relevant facts to the outside world even if there are structural challenges standing in the way.

Expectations for Maruha Nichiro

Tanaka: I believe Maruha Nichiro is a leader in the industry and that it would be good to promote the identification of problems and the establishment of points of contact for seeking redress on the industry level.

Once you make sure that there is no forced labor within the Company, raise awareness accordingly, and encourage employees to take action, your employees on the front lines will share information regarding these efforts with your business partners. When business partners are able to take the initiative in performing human rights due diligence, this practice will start to gain traction among their own business partners as well. While business partners are the targets of audits, they are also capable of gaining awareness of and actively promoting human rights due diligence on their own. It would be wonderful if Maruha Nichiro could have both its employees and business partners play equal roles and make the most of their respective capabilities.

Ibusuki: I think one of the challenges facing the fisheries industry is that it is prone to problems and is subject to intense media scrutiny. That is why I believe that Maruha Nichiro's sincere efforts as a leader in the industry will transform the industry and have an impact on other industries.

Adachi: Guidelines tend to focus on what a company can do, but I think it is imperative that we focus on workers who are performing the work. Thank you very much.

Kokaji: A company like ours exists amid relationships with people, with human rights serving as its very basis. I am once again reminded of the importance of putting ourselves in other people's shoes and exercising our imagination in the course of our activities.

Thank you very much for your valuable feedback today.