

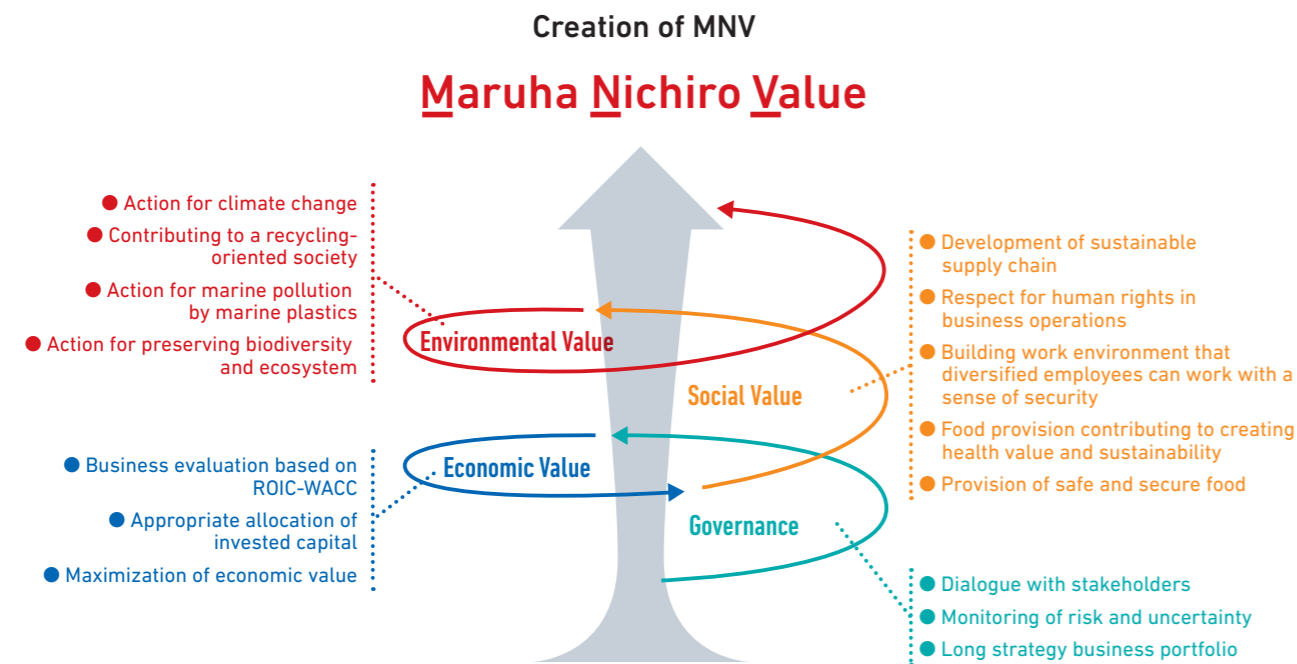
Maruha Nichiro Group's Sustainability Management

The Maruha Nichiro Group considers enhancing enterprise value and generating sustainable growth over the medium- to long-term to be top priority issues. The Maruha Nichiro Group has spent about a year since February 2021, reviewing key issues (materiality) in the area of sustainability identified in February 2018, and formulated a sustainability strategy in the medium-term management plan "For the ocean, for life MNV 2024" with FY2022 being the first year of the plan.

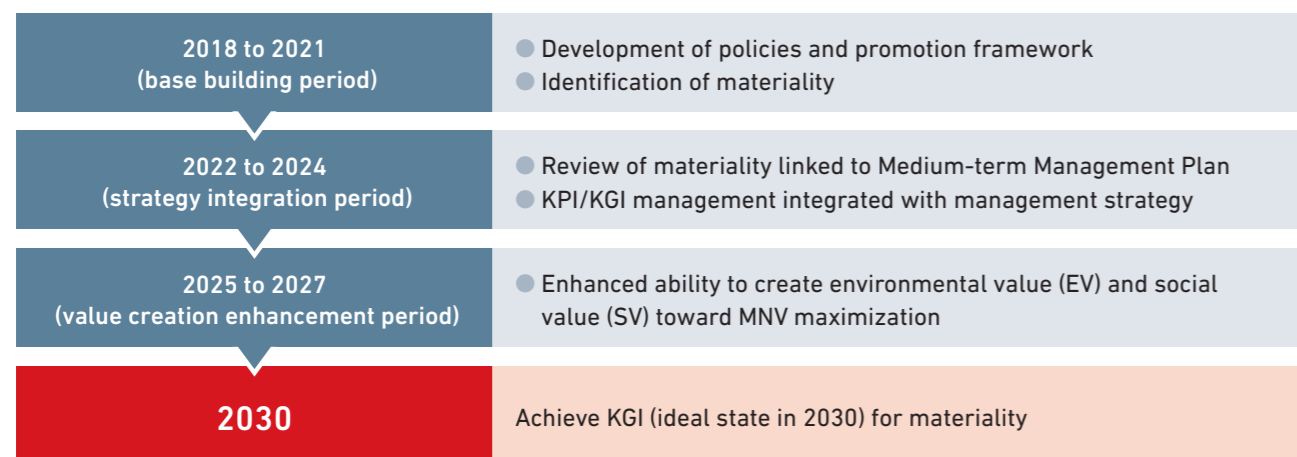
Basic approach

Concerns in sustainability issues involving society and the global environment is increasing, and the external environment surrounding our business operations is constantly changing. The Group places a strong emphasis on adapting to these changes, embedding key issues within the company, and incorporating the opinions of internal and external stakeholders into our management

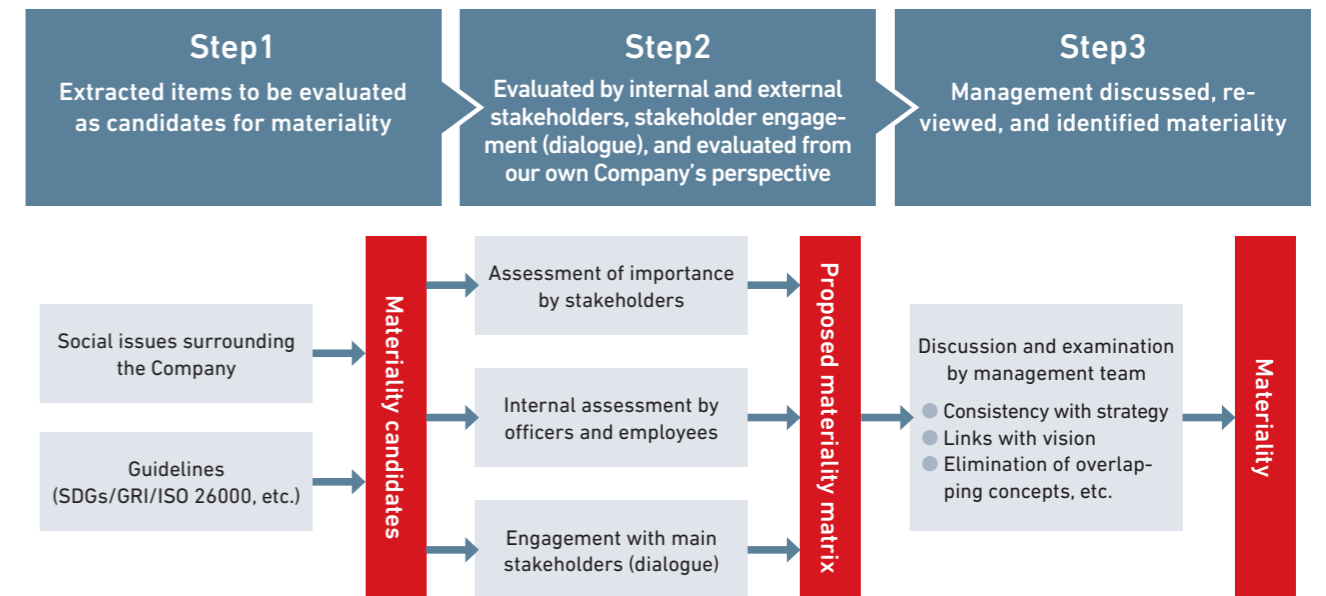
approach. We have identified a total of nine materiality themes: four themes related to the creation of environmental value and five themes related to the creation of social value. From now on, we plan to manage our operations with the aim of "creating Environmental Value" and "creating Social Value" in each of our materiality. We plan to reevaluate the materiality items on an ongoing basis.



History of Maruha Nichiro Group's sustainability promotion activities



Materiality review process



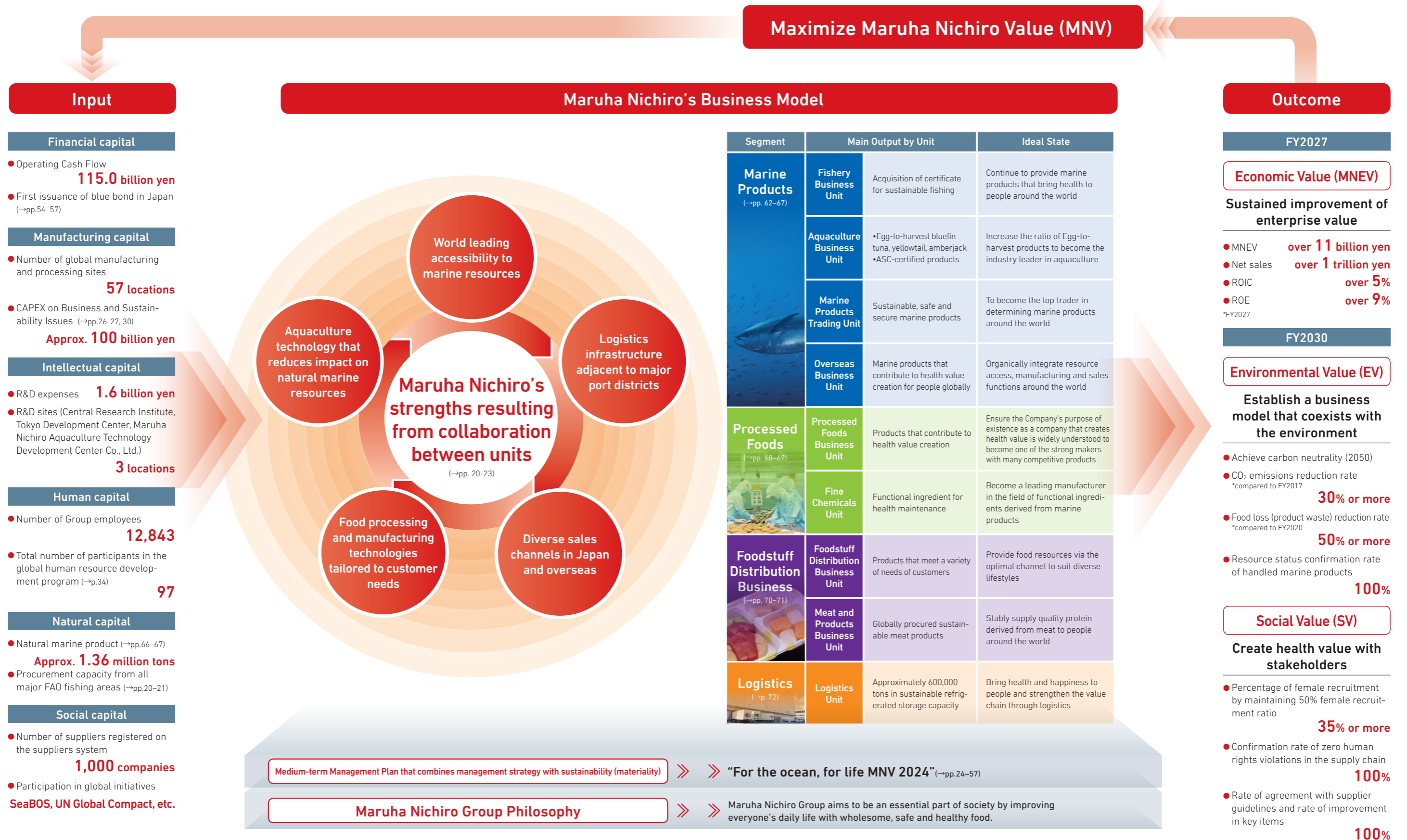
KGI (ideal state for 2030) for materiality and main risks and opportunities

	Materiality	KGI (Ideal State in 2030)	Risks and opportunities (○ opportunities/● risks)
Creation of Environmental Value	(1) Action for climate change	Establish a leading position in the industry for decarbonization and action for climate change	○ Expand sales opportunities for aquaculture marine products to compensate for the decline in the catch of wild marine products ● Growing risk of raw material procurement failure due to climate change
	(2) Contributing to a recycling-oriented society	We are spreading a recycling-oriented economy through efficient use of resources and practicing within the Group	○ Cost reductions through reduced use of plastic containers and packaging and food loss & waste reduction ● Cost increases due to switching to environmentally friendly materials for plastic containers and packaging
	(3) Action for Marine Pollution by marine plastics	We practice zero discharge of plastics into the ocean along our supply chain, including from our own Company	○ Improve the image of the Company as a company that actively addresses the problem of marine plastics ● Cost increases due to switch to fishing gear that is less likely to be washed away at sea
	(4) Action for preserving biodiversity and ecosystem	Confirm that there is no risk of resource depletion in the fish stocks we handle	○ Increase enterprise value through the provision of sustainable marine resources ● Rising costs of obtaining and maintaining certification
Creation of Social Value	(5) Provision of safe and secure food	Providing safe food to people around the world	○ Cost reductions by decreased quality-related accidents and quality complaints ● Decline in profitability due to loss of customer trust caused by product quality complaints or problems.
	(6) Food provision contributing to creating health value and sustainability	Branded as a top food company contributing to health value creation and sustainability	○ Improve enterprise brand to create health value for customers and provide food with sustainability in mind ● Increase in product development costs that satisfies product standards
	(7) Building work environment that diversified employees can work with a sense of security	A workplace environment where diversity is respected, and employees feel safe and comfortable to work	○ Improve internal motivation by appointing human resources without regard to gender, age, nationality, etc. ● Incur human capital development and workplace environment improvement costs
	(8) Respect for human rights in business operations	Zero human rights violations (such as forced labor) by the company & supply chain	○ Reduce human rights risks in the supply chain within the Group ● Damage to enterprise value due to delay in our response to human rights issues
	(9) Development of sustainable supply chain	Working with suppliers to build a sustainable procurement network	○ Reduce risks of environmental and social issues in the supply chain ● Growing risk of insufficient raw material procurement due to delays in addressing environmental and social issues in the supply chain

About Maruha Nichiro Corporation
President's Message
Business Model as a Strength
Strategies to Maximize MNV
Performance Highlights
Unit Strategies
Corporate Governance Supporting MNV Creation
Corporate Data

The Maruha Nichiro Value (MNV) Creation Process

The Maruha Nichiro Group aims to be an essential part of society by improving everyone's daily life with wholesome, safe and healthy food, thereby achieving the Group's growth and a sustainable society. We will strive to integrate business strategy and sustainability to maximize the Maruha Nichiro Value (MNV).



Segment	Main Output by Unit	Ideal State
Marine Products (→pp. 62-67)	Fishery Business Unit	Acquisition of certificate for sustainable fishing Continue to provide marine products that bring health to people around the world
	Aquaculture Business Unit	•Egg-to-harvest bluefin tuna, yellowtail, amberjack •ASC-certified products Increase the ratio of Egg-to-harvest products to become the industry leader in aquaculture
	Marine Products Trading Unit	Sustainable, safe and secure marine products To become the top trader in determining marine products around the world
	Overseas Business Unit	Marine products that contribute to health value creation for people globally Organically integrate resource access, manufacturing and sales functions around the world
Processed Foods (→pp. 68-69)	Processed Foods Business Unit	Products that contribute to health value creation Ensure the Company's purpose of existence as a company that creates health value is widely understood to become one of the strong makers with many competitive products
	Fine Chemicals Unit	Functional ingredient for health maintenance Become a leading manufacturer in the field of functional ingredients derived from marine products
Foodstuff Distribution Business (→pp. 70-71)	Foodstuff Distribution Business Unit	Products that meet a variety of needs of customers Provide food resources via the optimal channel to suit diverse lifestyles
	Meat and Products Business Unit	Globally procured sustainable meat products Stably supply quality protein derived from meat to people around the world
Logistics (→p. 72)	Logistics Unit	Approximately 600,000 tons in sustainable refrigerated storage capacity Bring health and happiness to people and strengthen the value chain through logistics

About Maruha Nichiro Corporation
 President's Message
 Business Model as a Strength
 Strategies to Maximize MNV
 Performance Highlights
 Unit Strategies
 Corporate Governance Supporting MNV Creation
 Corporate Data

Strengths of Maruha Nichiro Realizing MNV Creation

World leading accessibility to marine resources

The growing global population and rising health consciousness are driving the demand for marine products. As it becomes difficult to supply seafood to meet this demand, our network of sourcing marine products from all major fishing areas designated by the Food and Agriculture Organization of the United Nations (FAO)* as the “world’s number one seafood company” is one of the strengths of the Maruha Nichiro Group. While examining the situation of finite natural resources (see pp. 66–67: Results of Marine Resources Survey), we will work to increase access to marine resources.

* A specialized agency of the United Nations that works on the development of agriculture, forestry and fisheries and rural development around the world.

Procuring from all major FAO fishing areas

Risks and opportunities surrounding Maruha Nichiro’s accessibility to marine resources

Risks

- Growing competition with other countries
- Providing flexible working arrangements for employees assigned overseas

Opportunities

- Increasing number of buyers driven by development of fish consumption
- Diversifying product lineups through effective utilization of resources

Growing demand for seafood worldwide

World’s marine product catch and aquaculture production volume



Consumption per capita



Note: Based on information in The State of World Fisheries and Aquaculture 2022 by FAO

According to the OECD-FAO Agricultural Outlook 2022–2031 published in 2022, demand is expected to increase in the future due to the increasing awareness of high nutritional value of seafood.

Message from Representative

Taiyo A&F’s fisheries division operates more than 20 fishing vessels from the coast of Japan to the Western and Central Pacific Ocean and as far away as the Antarctic Ocean and boasts one of the largest landings in Japan with more than 40,000 tons per year, including tuna, skipjack, sardines, and Patagonian toothfish. All employees, including the crew of fishing vessels, always keep in mind the Group’s long-term vision of creation of sustainable environmental value as they work to access resources at fishing grounds around the world on a daily basis. Based on the strong belief that fisheries are a growth industry of the future, the Company plays a part in the growth of the Maruha Nichiro Group with the mission of delivering delicious and healthy food to people around the world.



President & CEO
TAIYO A&F CO.,LTD.
(Fishery Business Unit)
Osamu Momiyama

In order to be one of the world’s largest one-stop suppliers of marine products, the Group procures marine products that meet its strict quality standards from its own fisheries and through aquaculture as well as through purchases from suppliers in 70 countries around the world, and processes and delivers these into products that meet the needs of all users around the world. In order to sustainably deliver the happiness and delight provided by marine products to the world’s 8 billion, we believe that in addition to procuring from new producing countries and developing new products, it is important to develop markets for unused fish. Aiming to increase the value of marine products, we will carry out business with an awareness of continuing to procure marine products in a stable manner.



Executive Officer
Marine Products Trading Unit
Overseas Business Unit
Masayuki Kanamori

Access Enhancement Initiative 1

Equity-method affiliate in New Zealand constructs new fishing vessel

- Strengthening access to existing resources within New Zealand’s EEZ
- Due to the aging of Tomi Maru No.87 (photo), owned by Tekapo, an equity method affiliate, the Company will construct a new vessel (scheduled to start operation in 2025) to maximize access to existing fishing rights.



Tomi Maru No.87 ©Aurora Fisheries

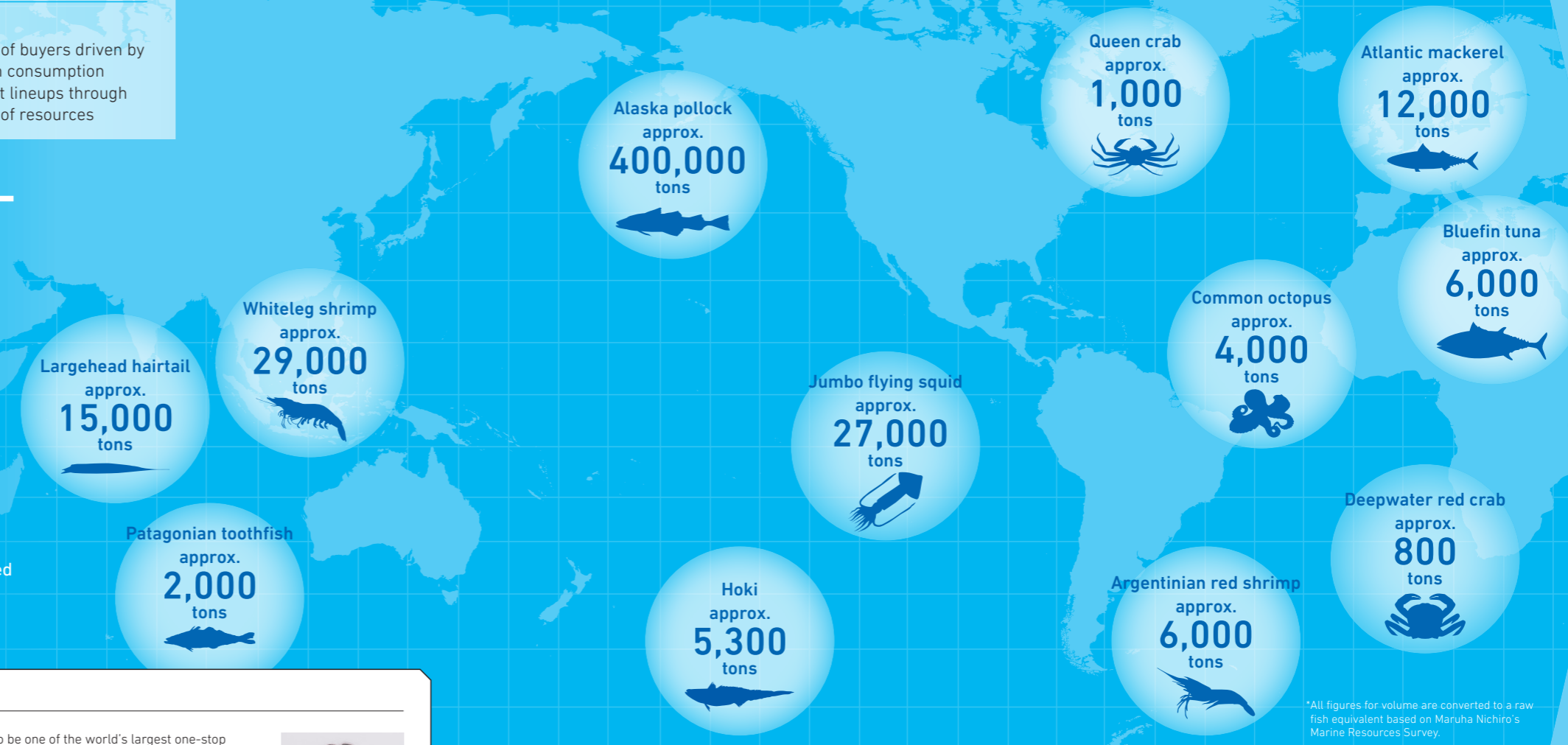
Access Enhancement Initiative 2

Construction of new vessel by Taiyo A&F subsidiary Shimonoseki Fishery Co., Ltd.

- We are increasing access to existing resources through Shimonoseki Fishery (a subsidiary of Taiyo A&F) based in Shimonoseki City, Yamaguchi Prefecture.
- The Company’s main fishing grounds are the waters off Yamaguchi Prefecture and around Tsushima.
- The vessel is scheduled to start operations in 2024.



Yamaguchi Maru No. 3 and No. 5 owned by Shimonoseki Fishery

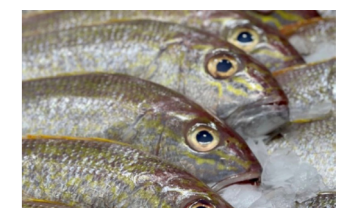


*All figures for volume are converted to a raw fish equivalent based on Maruha Nichiro’s Marine Resources Survey.

Access Enhancement Initiative 3

Austral Fisheries acquires additional fishing rights and fishing vessels for snapper

- In 2022, Austral Fisheries acquired snapper fishing rights and two additional fishing vessels. Currently operates with 5 vessels.
- With the growth of its business, Austral Fisheries is raising its presence in the Australian domestic market and establishing an advantage in terms of sales.
- New fishing vessel for snapper built by Austral Fisheries



Snapper

Health value created by our market-in thinking based value chain

Maruha Nichiro's integrated supply chain connecting resource access to customers is linked to a value chain that realizes market-in concept. Taking advantage of this value chain, we will respond to diversifying customer needs through the provision of food.

Procurement



We procure marine products, meat products, and agricultural products through our global procurement network. For marine products, the Group has Marine product wholesaling businesses that procure and distribute a variety of fish from all over the country.

Sales



We utilize the diverse sales channels of the Food-stuff Distribution Business Unit and other organizations to provide products that customer needs.

Organic collaboration beyond unit and frontline

Research and development



We harness technologies and know-how accumulated over many years centered on health to solve the issues behind customer needs.

Production



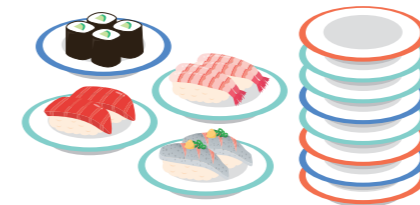
We have production plants for our own products in Japan and overseas, and produce products that satisfy Maruha Nichiro's proprietary level of quality.

*Some value chains are listed due to space limitations.

Responding to the diverse needs of conveyor belt sushi restaurants

For the conveyor belt sushi industry, which is expected to continue to grow*, we provide a variety of products that meet the needs of each company. In particular, in marine products, our strength lies in offering a wide range of fish species, emphasizing freshness in providing fresh fish, and tailoring proposals to meet various needs, including highly processed products.

* Based on the report on conveyor belt sushi market size by Fuji Keizai in 2023



Developing super fresh salmon sashimi for bento boxes sold in retail outlets

Utilizing the know-how and technology cultivated over many years of handling processed marine products, in 2023 we developed "Super Fresh Sashimi Salmon" for bento boxes for sale in retail stores. We continue to develop and provide products that satisfy customers' desires and needs.



Bringing delicious delight to all

We utilize various sales channels to supply food that meets customer needs.

Supplying a wide variety of meals enjoyable even for long-term care patients

For ingredients used in foods that are easy to swallow but are difficult to reproduce by hand, we are able to provide a safe and varied menu by utilizing Maruha Nichiro's product lineup. Since long-term care patients spend most of the day in bed, we strive to provide delicious and delightful meals for all by utilizing the shape, scent, and color of "Yasashiisozai (mousse and jelly products)" and providing extravagant event meals so that they can fully enjoy the four seasons.



Jiseikai
General Manager at Jiseikai Maeno Hospital
Senior Nutritionist
Chie Seki

Adding value to "underutilized fish" that go unsold in the market and providing them in meals

"Underutilized fish" is a general term for fish that are not actively purchased in the market because they are unpopular and go unsold as they are not known to the general public, their size is out of standard, or they are only eaten in certain regions. Until now, these products may have tasted delicious but were not often readily available on the sales floor. In cooperation with business partners, the Group will utilize its marine processing know-how to provide underutilized pickled fish that can be easily and deliciously eaten.

