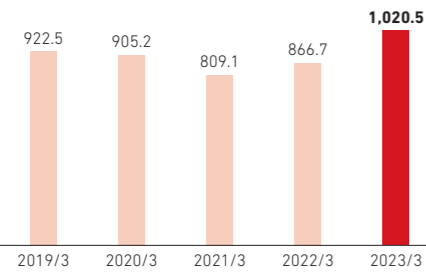


# Financial & Non-financial Highlights

## Net Sales

(billion yen)

**1,020.5** billion yen

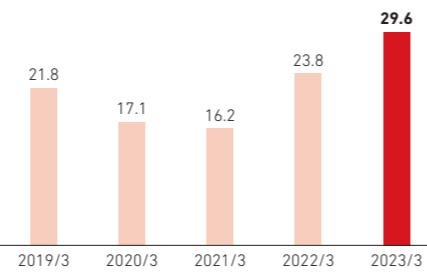


Net sales increased by 17.7% year-on-year to 1,020.5 billion yen due to the acquisition of a UK marine product processing company, and the subsidiary status resulting from additional investment in a food wholesaler in the Netherlands, as well as a recovery in sales to food service and institutional food business.

## Operating Income

(billion yen)

**29.6** billion yen

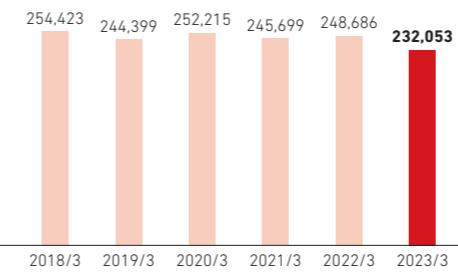


Operating income increased 24.2% year-on-year to 29.6 billion yen due to strong sales of pet food (Thailand) to North America, the sales price of Alaska pollock in North America, and the recovery of sales to mass retailers and restaurants as well as sales prices for marine products.

## CO<sub>2</sub> Emissions

(t)

**232,053** t



As a result of the Maruha Nichiro Group (Domestic) setting reduction targets for each company and introducing equipment such as high efficiency boilers and high-efficiency freezers, eco-friendly cars and LED lighting, CO<sub>2</sub> emissions for our entire domestic Group totaled approx. 232,000 t, a decrease of about 17,000 t (6.7%) year-on-year.

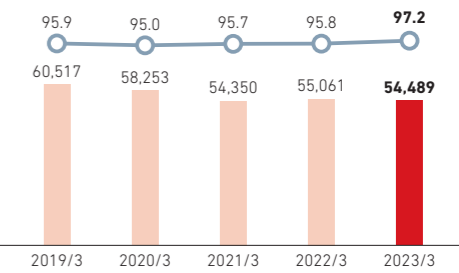
## Recycling rate for waste emissions and waste, etc.

Waste emissions (t)

**54,489** t

Recycling rate of waste, etc. (%)

**97.2** %



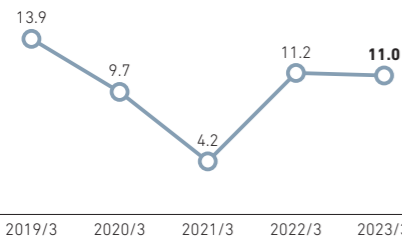
As a result of efforts to control product defects, curb waste generation, and recycle resources, led by domestic Group companies that have plants, waste emissions in FY2022 declined 572 t year-on-year. The waste recycling rate\* was 97.2%, an improvement of 1.4 percentage points year-on-year.

\*Includes waste other than food waste.

## Return on equity (ROE)

(%)

**11.0** %

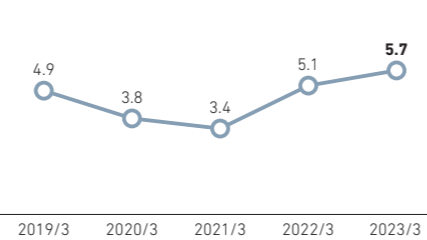


ROE for FY2022 was 11.0%. We are entering the second year of the three-year Group Medium-term Management Plan, "For the ocean, for life MNV 2024," which spans from FY2022 to FY2024. We will continue our efforts on "Business Strategy and Sustainability Integration," "Practice value creation management," and "Strengthen Business Foundation for sustainable growth," while pursuing synergies with each unit, and work to enhance profitability in order to maximize Enterprise value.

## Return on assets (ROA)

(%)

**5.7** %

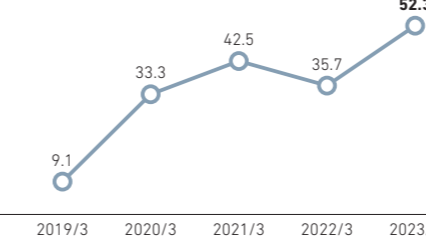


ROA for FY2022 was 5.7%. As the business environment remains uncertain, we will continue to make careful investment decisions and review inventories, facilities, etc. as needed to achieve an appropriate business scale while considering the profitability of each business.

## Percentage of Male Employees Taking Childcare Leave

(%)

**52.3** %

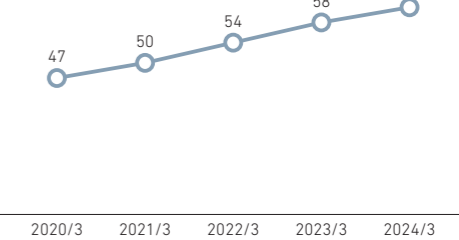


To help foster a corporate culture where it is easier for men to take childcare leave, we joined the Ikuboss Corporate Alliance and endorsed the "100% Childcare Leave for Men Declaration." In addition, we held a management seminar on the promotion of men's childcare leave targeting General Managers, Deputy General Managers, and Section Managers, which was attended by about 350 participants. We will continue to work on various measures in order to encourage male employees to participate in childcare.

## Ratio of Independent Outside Officers, including all Directors and Audit & Supervisory Board members

(%)

**61** %



We aim to invigorate discussions at the Board of Directors by incorporating feedback and suggestions by Independent Officers, and the ratio of independent officers following the 79th Shareholders' General Meeting (held in June 2023) was 61%.

### External assessments

- MSCI ESG Leaders Indexes
  - 2023 MSCI ESG Leaders Indexes Constituent
- MSCI Japan Empowering Women Index (WIN)
  - 2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)
- FTSE Blossom Japan Sector Relative Index
  - FTSE Blossom Japan Sector Relative Index
- S&P/JPX Carbon Efficient Index
  - S&P/JPX Carbon Efficient Index

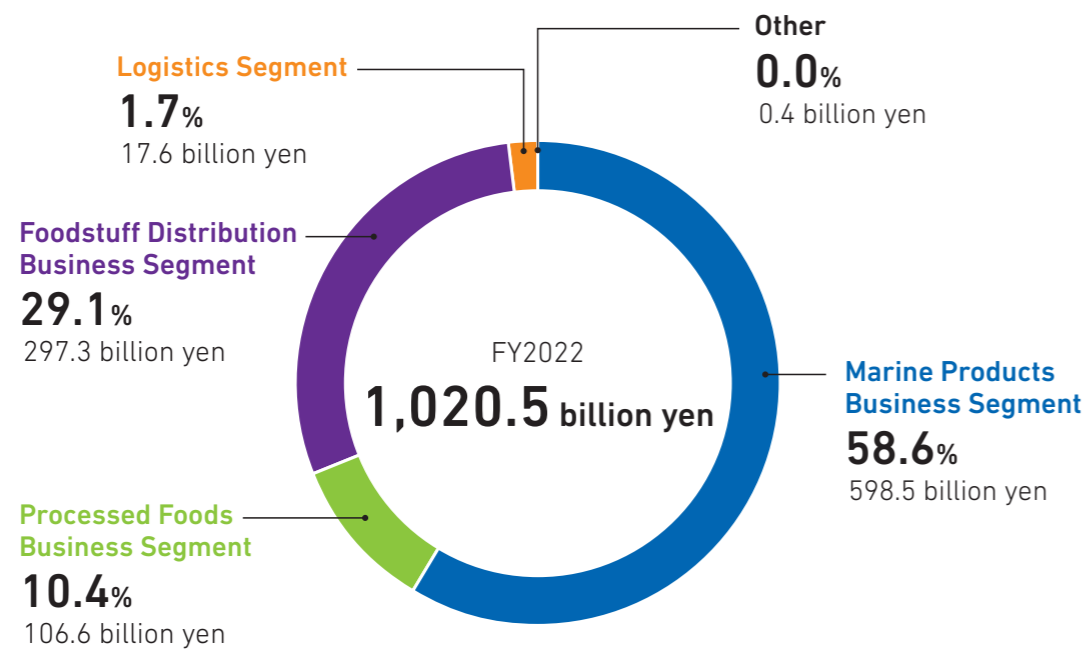
MSCI Japan Empowering Women (WIN) Select Index Disclaimer: THE INCLUSION OF Maruha Nichiro Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Maruha Nichiro Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

### Participate in global initiatives

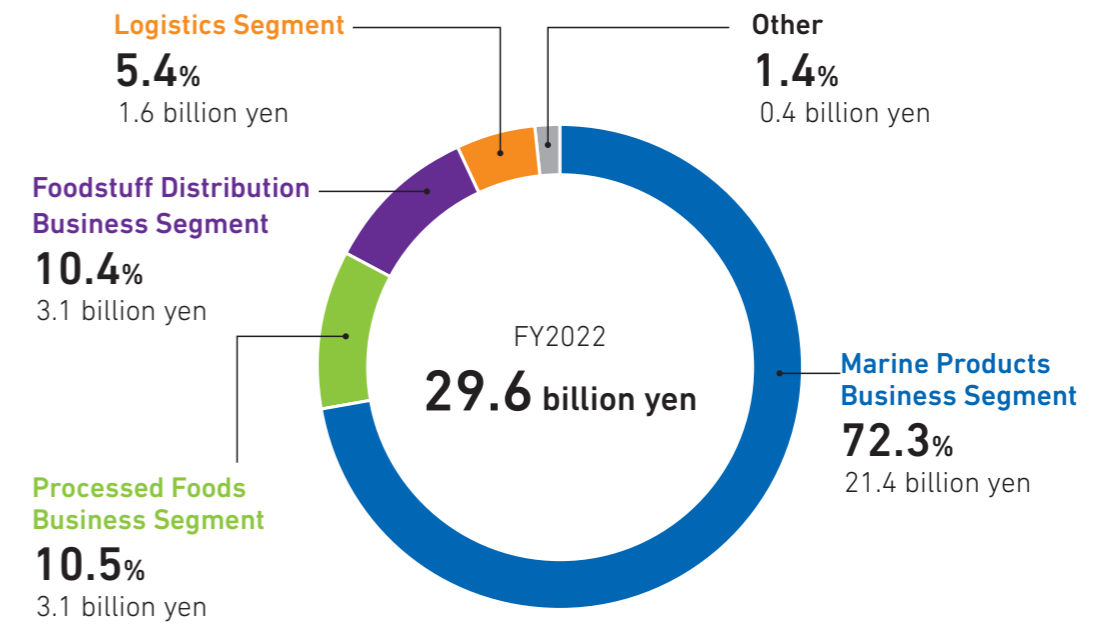
- UN Global Compact
  - WE SUPPORT UN GLOBAL COMPACT
- CDP
  - DISCLOSURE INSIGHT ACTION
- TCFD
  - TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
- SeaBOS

## Results by Segment

### Sales by segment



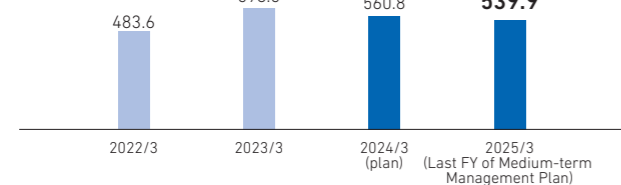
### Operating income by segment



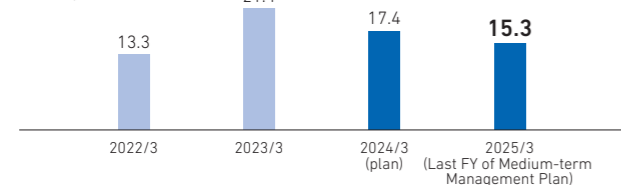
#### Marine Products Business Segment

- Fishery Business Unit
- Aquaculture Business Unit
- Marine Products Trading Unit
- Overseas Business Unit

Net sales (after applying "Accounting Standard for Revenue Recognition") (billion yen)



Operating income (billion yen)

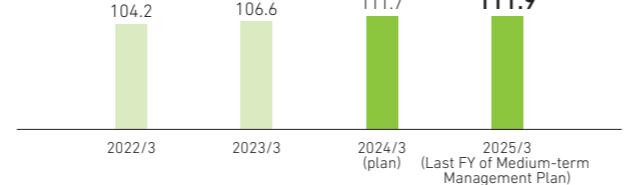


The Marine Products Business Segment consists of the Fishery Business Unit, which is engaged in the fishery business in Japan and overseas, the Aquaculture Business Unit, which is engaged in the aquaculture business in Japan primarily for yellowtail, greater amberjack, and bluefin tuna, the Marine Products Trading Unit, which has a sales network that includes the procurement and market distribution of marine products in Japan and overseas, and the Overseas Business Unit, which produces and sells marine products and processed foods in North America, Europe, and Asia. Under this structure, we have responded to the drastic changes COVID-19 has had on the business environment and worked to secure revenue. In the Fishery Business Unit, Aquaculture Business Unit, and Marine Products Trading Unit, sales were strong due to a recovery in fish prices for marine products. In particular, the pet food business in Thailand and Alaska pollock business in North America in the Overseas Business Unit drove performance, resulting in increased net sales and operating income.

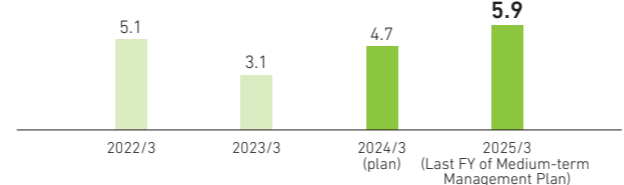
#### Processed Foods Business Segment

- Processed Foods Business Unit
- Fine Chemicals Unit

Net sales (after applying "Accounting Standard for Revenue Recognition") (billion yen)



Operating income (billion yen)

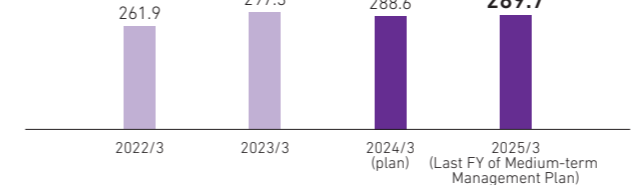


In the Processed Foods Business Segment, we worked to secure revenue by developing, manufacturing, and selling products that meet customer needs. The Processed Foods Business Unit struggled in terms of sales quantity due to consumer tendencies towards cost-saving caused by overall price hikes on food, but net sales increased as a result of the effect of price increases and successful measures to expand sales in addition to the continued demand for convenient foods. On the other hand, although we raised prices again in the fall, there was a decline in operating income resulting from the soaring cost of raw materials, supplies, and energy, as well as exchange rate fluctuations. The Fine Chemicals Unit saw steady growth in net sales and operating income, driven by the sale of newly introduced heparin products this fiscal year and firm sales of existing health food products.

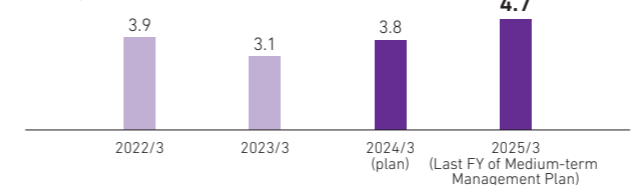
#### Foodstuff Distribution Business Segment

- Foodstuff Distribution Business Unit
- Meat and Products Business Unit

Net sales (after applying "Accounting Standard for Revenue Recognition") (billion yen)



Operating income (billion yen)

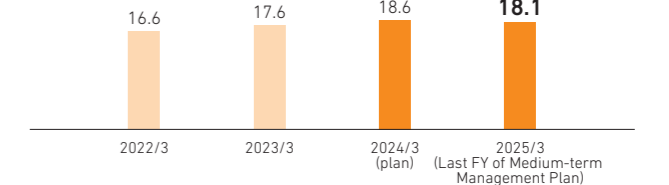


The Foodstuff Distribution Business Segment consists of the Foodstuff Distribution Business Unit, which is engaged in manufacturing and selling marine products and institutional food products for a diverse range of business categories, and the Meat and Products Business Unit, which handles meat products in Japan and overseas; this segment worked to secure revenue by combining the raw material procurement capabilities, product development capabilities, and processing technology capabilities of the Group to propose products that meet the needs of business categories. Net sales increased in the Foodstuff Distribution Business Unit due to factors including an increase in sales to food services, steady growth for nursing care foods and lunch services, and efforts to revise prices. However, operating income decreased as we were unable to fully cover the additional costs resulting from further increases in raw material, energy costs and a weak yen. In the Meat and Products Business Unit, net sales and operating income increased due to firm sales, as a result of higher selling prices associated with soaring market prices for overall imported meat.

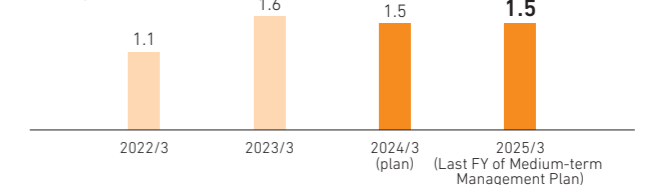
#### Logistics Segment

- Logistics Unit

Net sales (after applying "Accounting Standard for Revenue Recognition") (billion yen)



Operating income (billion yen)



In the Logistics Segment, while power costs increased significantly due to the rise in electricity prices, net sales and operating income increased as a result of steadily capturing demand for storage, primarily in metropolitan areas.