Progress on materiality and KPI achievement (as of March 2023)

	Materiality	KGI (Ideal State in 2030)	Main Risks and Opportunities (○:Opportunities ●:Risks)	Main KPIs	Target		FY2022 results	
					Target value	Target year	Results of progress and comments	Self-evaluation
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	Formulation of CO_2 emission reduction roadmap (Domestic G[*1])	-	2022	Established and disclosed in September 2022	★★★★★
				CO_2 emissions reduction rate (FY2017 ratio: Domestic G)	30% or more	2030	CO_2 emissions reduced by 8.8% from FY2017	★★★★☆
				Achieve carbon neutrality (Overall G[*1])	-	2050	Various measures underway to achieve carbon neutrality	★★★☆☆
	(2) Contributing to a recycling-oriented society	Circular economy through efficient use of resources is prevalent and practiced within the Group	○Cost reductions through reduced use of plastic containers and packaging and through decreased food loss and waste ● Cost increases due to switching to environmentally friendly materials for plastic containers and packaging	Reduction rate of plastic usage for container and packaging (including switching to bioplastic, recycled materials, etc.) (MN[*1])	30% or more	2030	The amount of plastic usage for container and packaging was reduced by 1.5% from FY2020	★★☆☆☆
				Food loss (product waste) reduction rate (Domestic G)	50% or more	2030	The amount of food loss was reduced by 10.4% from FY2020	★★★☆☆
				Recycling rate of food waste (Domestic G)	99% or more	~2024	Recycling rate of food waste: 98.4%	★★★☆☆
	(3) Action for marine pollution by marine plastics	Practice zero discharge of plastics into the ocean by the Company & supply chain	○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	Establishment of fishing gear management guidelines and operational rates (Overall G)	100%	2024	Establishment of a draft and preparation of trial implementation of fishing gear management guidelines	★★★☆☆
				Employee participation rate in coastal cleanup (Domestic G)	30% or more	2030	Employee participation rate in cleanup: 7.9%	★★★★☆
	(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	Resource status confirmation rate of handled seafood products (Overall G)	100%	2030	Resource status confirmation rate of handled marine products: 81.8%	★★★☆☆
				Conduct biodiversity risk assessment (Domestic G)	-	2024	Method for conducting biodiversity risk assessment under review	☆☆☆☆☆
				Implementation of certification level management for aquaculture farms (Domestic G)	-	2024	Formulation of draft voluntary management standards for aquaculture farms	★★★☆☆
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	Major quality-related incidents[*2] (Domestic G)	zero	2024	Four serious quality-related incidents occurred	★☆☆☆☆
	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	Establish product standards that contribute to health value creation and sustainability and set targets for FY2030 (MN)	-	2024	Formulated definition of and basic approach to foods that contribute to health value creation and sustainability	★★★☆☆
	(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	Percentage of female employees by maintaining 50% female recruitment ratio (MN)	35% or more	2030	Female recruitment ratio: 52%	★★★☆☆
				Percentage of women on Board of Directors (MN)	30% or more	2030	Ratio of female among all Directors and Audit & Supervisory Board members: 15.4%	★★★☆☆
				Female management job ratio (MN)	15% or more	2030	In April 2023, the ratio of female managers increased from 5.5% to 7.0%	★★★☆☆
				Establishment of Maruha Nichiro Human Resource Development Program and targets set 2030 targets (MN)	-	2024	Established various training programs including Global Personnel Training Program	★★★☆☆
				Establish employee engagement assessment methodology and set 2030 targets (MN)	-	2024	Approach to employee engagement was established at Maruha Nichiro Corporation and expanded globally	★★★☆☆
	(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 response to human rights issues	Confirmation rate of zero human rights violations in the supply chain (Overall G)	100%	2030	Tentative guidelines on the employment of Foreign Technical Intern Trainees and Specified Skilled Workers formulated	★★★☆☆
	(9) Development of sustainable supply chain	Working with suppliers to build a sustainable procurement network	○Reduce risks of social and environmental issues in the supply chain ● Growing risk of insufficient raw material procurement due to delays in addressing social and environmental issues in the supply chain	Rate of agreement with supplier guidelines and rate of improvement in key items (Overall G)	100%	2030	Introduction and start of operation of supplier survey system	★★☆☆☆

[*1] : Abbreviations of target organizations: MN=Maruha Nichiro Corporation, Domestic G= Domestic Group Consolidated Companies, Overall G=Global Consolidated Companies

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