Implementation of Management for Creating Value

# Progress on Materiality and KPI Achievement

*★★★★★: KPI achieved  ★★★★: Progress made ahead of schedule in achieving KPI for FY2024/FY2030
★★★: On schedule in achieving KPI  ★★: Behind schedule in achieving KPI

| Materiality | KGI (ideal state in 2030) | Main KPIs | 2050 targets | FY2030 targets | FY2024 targets | FY2023 results | FY2023 self-evaluation* | Pages containing more details |
|---|---|---|---|---|---|---|---|---|
| **(1) Action against climate change** | Establish a leading position in the industry for decarbonization and action against climate change | Formulation of $CO_2$ emissions reduction roadmap (Domestic G[*1]) | — | — | — | — | **Completed** | pp. 44-46 |
| | | $CO_2$ emissions reduction rate (Compared to FY2017: Domestic G) | — | 30% or more | 10% or more | 11.6% | ★★★★☆ | |
| | | Achieve carbon neutrality (Overall G[*1]) | Achieve carbon neutrality | — | — | Various measures underway to achieve carbon neutrality | ★★★☆☆ | |
| **(2) Contributing to a recycling-oriented society** | Adoption and practice of circular economy through the efficient use of resources within the Group | Reduction rate of plastic used in containers and packaging (including switching to bioplastics, recycled materials, etc.) (MN[*1]) | — | 30% or more | 10% or more | 3.7% | ★★☆☆☆ | pp. 50-51 |
| | | Food loss (product waste) reduction rate (Domestic G) | — | 50% or more | 20% or more | 38.2% | ★★★★☆ | |
| | | Recycling rate of food waste (Domestic G) | — | — | 99% or more | 98.8% | ★★★☆☆ | |
| **(3) Action against marine pollution by marine plastics** | Practice zero discharge of plastics into the ocean by the Company and the supply chain | Establishment of fishing gear management guidelines and operational rates (Overall G) | — | — | 100% operational rate | Draft of fishing gear management guidelines established and trial implementation underway | ★★☆☆☆ | p. 52 |
| | | Employee participation rate in coastal cleanup (Domestic G) | — | 30% or more | 10% or more | 23.4% | ★★★★☆ | |
| **(4) Action for preserving biodiversity and ecosystems** | Confirm that there is no risk of resource depletion in the fish stocks we handle | Resource status confirmation rate of marine products handled (Overall G) | — | 100% | — | 81.8% | ★★★☆☆ | pp. 18-21 pp. 47-49 |
| | | Conduct biodiversity risk assessment (Domestic G) | — | — | Conduct biodiversity risk assessment | Biodiversity risk assessment based on TNFD framework underway | ★★★☆☆ | |
| | | Implementation of certification-level management for aquaculture farms (Domestic G) | — | — | Implement certification-level management for aquaculture farms in the Group | Management of aquaculture farms in the Group based on voluntary management standards for aquaculture farms underway | ★★★☆☆ | |
| **(5) Provision of safe and secure food** | Provide safe food to people around the world | Serious quality-related incidents[*2] (Domestic G) | — | — | Zero cases | Zero cases | ★★★★★ | pp. 34-35 |
| **(6) Food provision contributing to creating health value and sustainability** | Establish branding as a top food company contributing to creating health value and sustainability | Establishment of product standards that contribute to health value creation and sustainability and setting of FY2030 targets (MN) | — | Achieve FY2030 KPIs (health value creation and sustainability) | Establish product standards that contribute to health value creation and sustainability and set FY2030 targets | Formulated product standards and KPIs for food that contribute to health value creation and sustainability | ★★★☆☆ | pp. 18-21 pp. 22-25 |
| **(7) Building a workplace environment where diverse employees can work with a sense of security** | Achieve a workplace environment where diversity is respected and employees feel safe and comfortable at work | Percentage of female employees by maintaining 50% female recruitment ratio (MN) | — | 35% or more | — | Female recruitment ratio in FY2024: 50% | ★★★☆☆ | pp. 37-39 |
| | | Percentage of women on Board of Directors (MN) | — | 30% or more | — | 15.4% (April 2024) | ★★★☆☆ | |
| | | Percentage of female Managers (MN) | — | 15% or more | — | 7.7% (April 2024) | ★★★★☆ | |
| | | Establishment of Maruha Nichiro Human Resource Development Program and setting of FY2030 targets (MN) | — | Achieve FY2030 KPIs | Establish the Maruha Nichiro Human Resource Development Program and set FY2030 targets | Formulated an overall HR policy and JD[*3] for Manager-level employees as the basis for the program | ★★★☆☆ | |
| | | Establishment of employee engagement assessment methodology and setting of FY2030 targets (MN) | — | Achieve FY2030 KPIs | Establish employee engagement assessment methodology and set FY2030 targets | Engagement survey conducted, with assessment analysis and review of appropriateness to be conducted | ★★★☆☆ | |
| **(8) Respect for human rights in business operations** | Zero human rights violations (such as forced labor) by the Company and the supply chain | Confirmation rate of zero human rights violations in the supply chain (Overall G) | — | 100% | — | Conducted human rights training (participation rate: 98.7%) and elucidated issues through a human rights risk map. Started implementation of guidelines on the employment of foreign people | ★★★☆☆ | pp. 40-41 pp. 42-43 |
| **(9) Development of a sustainable supply chain** | Working with suppliers to build a sustainable procurement network | Rate of agreement with supplier guidelines and rate of improvement in key items (Overall G) | — | Rate of agreement with supplier guidelines and rate of improvement in key items: 100% | Rate of coverage of suppliers for the Supplier Survey System: 100% | Rate of coverage of suppliers for the Supplier Survey System: 64% | ★★☆☆☆ | pp. 40-41 |

Creation of Environmental Value: (1)-(4)
Creation of Social Value: (5)-(9)

*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 or voluntary codes as specified in GRI Standards 416-2 and 417-2.
*3 JD: Abbreviation for Job Descriptions