

Customer Value

Main Objective: **Supply safe and secure foods**

Quality Assurance System

Medium-term Goal	Quality control system Spread as appropriate operations of Maruha Nichiro Group quality assurance regulations
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Action Plan		- Engage in quality PDCA activities as a whole group Position design and development, raw material procurement, and human resource training as key themes—strive for continual improvement.
Fiscal 2018	Targets (Main measures)	- Implement Maruha Nichiro Group quality assurance regulations and quality PDCA activities and procedures - Prepare quality PDCA activities as an element in the promotion and application of the quality assurance regulations and in human resources development
	Results	- Introduced (April) and began Maruha Nichiro Group quality assurance regulations and quality PDCA activities and procedures - Introduced guidelines for quality training at Maruha Nichiro Corporation, clarified the required competence levels by employee level and by area of operation - Advanced quality PDCA activities at every organization, including developing plans for promoting and applying the quality assurance regulations and organizing activities to clarify and raise competency of personnel
Fiscal 2019	Targets (Main measures)	- Continue advancing the quality PDCA activities at all organizations and improve the activities based on the Maruha Nichiro Group quality assurance regulations - Develop guidelines for quality training for all domestic Maruha Nichiro Group operations
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Quality Assurance Department, Maruha Nichiro Corporation

Food Safety System

Medium-term Goal	Promote the acquisition of more certifications in globally-recognized food safety management and its effective operation
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Action Plan		- Strengthen cooperation throughout the whole supply chain
Fiscal 2018	Targets (Main measures)	- Establish a plan to earn Food Safety Management System certification (Group domestic production facilities) - Prepare rules for supplier management for each operation of Maruha Nichiro Corporation - Hold a managers' meeting on quality assurance at subcontract factories to strengthen relations with contract manufacturers
	Results	- Established a plan to earn Food Safety Management System certification for Maruha Nichiro Group production bases, and set a target for the designated operations to earn certification by fiscal 2021 - Set Maruha Nichiro Corporation guidelines for supplier management and began applying the guidelines to the designated operations - Held a managers' meeting on quality assurance at subcontract factories in Japan
Fiscal 2019	Targets (Main measures)	- Continue advancing the measures in the plan for the designated operations to earn Food Safety Management System certification - Promote quality PDCA activities in the supplier management guidelines at Maruha Nichiro Corporation operations - Continue holding managers' meeting on quality assurance at subcontract factories in Japan
Scope of Application		Maruha Nichiro Group (Japan) Contracted factories
Department Responsible		Quality Assurance Department, Maruha Nichiro Corporation

Action Plan		- Enhance factory inspections/instructions
Fiscal 2018	Targets (Main measures)	<ul style="list-style-type: none"> - Verify the conformance of the Maruha Nichiro factory sanitation management standards and the Global Markets Program (GLMP) - Install a factory auditing system in line with the factory audit implementation plan and train auditors - Strengthen the sensory and bacteria inspection systems at Group company production bases
	Results	<ul style="list-style-type: none"> - Revised the factory sanitation management standards by adding the GLMP requirements - Installed a factory auditing system in line with the factory audit implementation plan and trained auditors - Conducted selection tests for sensory inspection manager candidates and assessed the existing bacteria inspection systems at Group company production bases
Fiscal 2019	Targets (Main measures)	<ul style="list-style-type: none"> - Implement the planned factory audits following the factory sanitation management standards - Enhance factory auditor proficiency - Establish and begin applying an evaluation method for the results of the bacteriological inspections at all Maruha Nichiro Group's production bases - Continue selection tests for sensory inspection manager candidates at Group companies
Scope of Application		Maruha Nichiro Group (Japan, overseas) Contracted factories
Department Responsible		Quality Assurance Department, Maruha Nichiro Corporation

Action Plan		- Improve quality and hygiene control—and education systems
Fiscal 2018	Targets (Main measures)	<ul style="list-style-type: none"> - Hold training sessions on quality assurance and on the Food Safety Management System at Group companies - Hold training sessions and technical training sessions on food bacteria inspection
	Results	<ul style="list-style-type: none"> - Held quality assurance training sessions, FSSC22000 study sessions, and ISO internal auditor development and training sessions - Held training sessions and technical training sessions on food bacteria inspection
Fiscal 2019	Targets (Main measures)	<ul style="list-style-type: none"> - Continue holding training sessions - Launch an e-learning program - Conduct hazard analysis training pertaining to quality control
Scope of Application		Maruha Nichiro Group (Japan, overseas) Contracted factories
Department Responsible		Quality Assurance Department, Maruha Nichiro Corporation

Food Defence System

Medium-term Goal	Maintain good working conditions and improve defence levels based on Maruha Nichiro Group's Food Defense Management Rules
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Action Plan		- Enhance factory inspections/instructions
Fiscal 2018	Targets (Main measures)	- Assess degree of conformance with the Food Defense Management Standards and implement improvements (all Maruha Nichiro Group production sites and subcontract factories)
	Results	- Assessed conformance and implemented improvement measures at Maruha Nichiro Group production sites, distribution centers, and subcontract factories
Fiscal 2019	Targets (Main measures)	- Continue assessing conformance with the Food Defense Management Standards and implement improvements at Maruha Nichiro Group production sites, distribution centers, and subcontract factories - Compare the Maruha Nichiro Group Food Defense Management Standards (Distribution) to global standards and revise where necessary
Scope of Application		Maruha Nichiro Group (Japan, overseas) Contracted factories
Department Responsible		Quality Assurance Department, Maruha Nichiro Corporation

Action Plan		- Continue with food defence management and education
Fiscal 2018	Targets (Main measures)	- Hold training sessions on food defense
	Results	- Held food defense training sessions
Fiscal 2019	Targets (Main measures)	- Continue holding food defense training sessions
Scope of Application		Maruha Nichiro Group (Japan, overseas) Contracted factories
Department Responsible		Quality Assurance Department, Maruha Nichiro Corporation

Main Objective: **Promote consumer-oriented management**

Disseminate Consumer-oriented Management throughout the Company

Medium-term Goal	Cultivate corporate culture based on top commitments, facilitate organic communication between departments
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Action Plan		- Hold training seminars on consumer-oriented management
Fiscal 2018	Targets (Main measures)	- Hold explanatory and training sessions on consumer-oriented management led by the Consumer Relations Center
	Results	- Held explanatory and training sessions on consumer-oriented management led by the Consumer Relations Center (1,928 participants at 37 sites nationwide)
Fiscal 2019	Targets (Main measures)	- Hold explanatory sessions for employees - Survey employees to verify the degree of penetration
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Consumer Relations Center, Maruha Nichiro Corporation

Action Plan		- Build a system to promote consumer-oriented management
Fiscal 2018	Targets (Main measures)	- Identify industry trends in consumer-oriented management - Strengthen ties with the Consumer Affairs Agency - Use in-house portals to communicate information and deepen penetration of consumer-oriented management
	Results	- Participated and shared information at government- and industry-led seminars on consumer-oriented management - Reported to the government the progress of measures to deepen penetration within the company and exchanged information - Presented related information to employees via the in-house portal site
Fiscal 2019	Targets (Main measures)	- Continue the activities
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Consumer Relations Center, Maruha Nichiro Corporation

Action Plan		- Strengthen business activities to make full use of customer views
Fiscal 2018	Targets (Main measures)	- Share customer complaints, questions, and other feedback information within the company - Implement product development, improvement, and revision based on the customer feedback at relevant departments - Identify the causes of complaints and provide analysis data
	Results	- Shared customer complaints, questions, and other feedback information within the company - Held monthly product improvement study sessions and proposed 77 product improvements based on customer feedback (39 products were improved or revised) - Distributed complaint spreadsheets each month to the relevant Group companies and departments and took steps to reduce the number of complaints
Fiscal 2019	Targets (Main measures)	- Continue the activities
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Consumer Relations Center, Maruha Nichiro Corporation

Deepen Communications with Consumers

Medium-term Goal	Improve supply and mutual exchange of information to customers
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Action Plan		- Enhance customer service to satisfy all customers
Fiscal 2018	Targets (Main measures)	- Continuously revise the corporate homepage to make it easier to understand and use for customers and to provide useful information - Introduce new systems aimed at reforming the work structure and increasing customer satisfaction - Improve our ability to produce research reports quickly with the objective of raising customer satisfaction
	Results	- Continuously revised the corporate homepage to make it easier to understand and use for customers and provided useful information - Examined using chatbots on the website to make it more convenient and easy to use and an alternative way to contact the company other than by toll-free calls - Introduced an authorization system to improve the flow of in-house authorization procedures and enable quicker response to issues
Fiscal 2019	Targets (Main measures)	- Continue the activities - Aim to introduce the chatbot within the year, and provide the toll-free telephone service to maintain customer satisfaction - Examine introducing an automated system to produce research reports as a way to speed up response to customers
Scope of Application		Maruha Nichiro Group (Japan, overseas)
Department Responsible		Consumer Relations Center, Maruha Nichiro Corporation

Action Plan		- Strengthen safety and security
Fiscal 2018	Targets (Main measures)	- Evaluate and analyze customer feedback, identify risk information early and communicate it to the relevant departments, hold department meetings - Research and respond to the causes of issues raised by customers, and take steps based on the research reports
	Results	- Verified potential issues based on the customer feedback, shared information with relevant Group employees on a weekly basis - Categorized the 5,963 issues raised by customers and provided information reports to customers concerning 4,556 issues
Fiscal 2019	Targets (Main measures)	- Continue the activities
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Consumer Relations Center, Maruha Nichiro Corporation

Action Plan	- Coordinate sustainable environmental activities
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⇒Refer to our environmental activity "Coexist with regional communities in mutual prosperity"

Action Plan	- Coordinate food education for consumers
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⇒Refer to our food education activity "Coexist with regional communities in mutual prosperity"

Main Objective: **Promote lifelong health plan**

Support Customer Health throughout All Life Stages through Product Development and Supply, and Information Dissemination

Medium-term Goal	Promote communication based on the lifelong health plan and strengthen research and development
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Action Plan		- Drive promotional activities
Fiscal 2018	Targets (Main measures)	- Hold events and campaigns - Educate and exchange opinions with consumer groups
	Results	- Held a celebrity-led event about DHA on DHA Day (June 22) and conducted a promotional campaign on social networking sites - Presented to consumer groups a lecture on the importance of marine resources and seafood
Fiscal 2019	Targets (Main measures)	- Throughout the year, provide improved information and increase contact with the public through our public website presence and Facebook page, events, campaigns, lectures, and educational handouts
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Marketing Department and Central Research Institute, Maruha Nichiro Corporation

Action Plan		- Study and develop fish eating and fish-derived functional ingredients
Fiscal 2018	Targets (Main measures)	- Submit notifications and information to the Consumer Affairs Agency - Develop functional materials - Share research results about functional materials with academic organizations
	Results	- Submitted notifications of three new foods with function claims - Conducted 12 presentations to academic organizations and others - Conducted educational activities about seafood to academic publications
Fiscal 2019	Targets (Main measures)	- Continue the activities
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Marketing Department and Central Research Institute, Maruha Nichiro Corporation

Medium-term Goal

Contribute to health and wellness

Action Plan		- Promote healthy bodies with food with function claims, salt reduction, calcium fortification, reduced calories, countermeasures against metabolic syndrome, and bone strengthening
Fiscal 2018	Targets (Main measures)	- Sell foods designed to be health promoting
	Results	- Introduced six food products designed to be health promoting (a canned product that is low sodium and lowers triglycerides, two frozen, low carbohydrate, commercial rice products, and three new products in the same series)
Fiscal 2019	Targets (Main measures)	- Continue encouraging healthy food consumption by developing and selling products that meet market needs
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Marketing Department and Central Research Institute, Maruha Nichiro Corporation

Action Plan		- Promote food products that benefit mental health and tastefulness
Fiscal 2018	Targets (Main measures)	- Develop foods that look appetizing and are pleasurable to eat
	Results	- Introduced products that can be mashed with the gums and a mousse made from hamburger
Fiscal 2019	Targets (Main measures)	- Continue developing products that meet market needs
Scope of Application		Maruha Nichiro Group (Japan)
Department Responsible		Marketing Department and Central Research Institute, Maruha Nichiro Corporation