

Summary of the Previous Sustainability Medium-term Management Plan(FY2018~FY2021)

Supply safe and secure foods

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Quality management system: Spread as appropriate operations of Maruha Nichiro Group quality assurance regulations	<ul style="list-style-type: none"> Provide explanations (notices, e-learning program, etc.) related to design and development Conduct awareness-raising activities to ensure effective use of both internal and external training for quality education and training 	<ul style="list-style-type: none"> Created e-learning content related to design and development Leveraged an intranet to disseminate internal and external training information related to quality Revised the Maruha Nichiro Group Quality Assurance Regulations to ensure consistency with international standards for quality control systems 	<p>★★★★☆</p> <ul style="list-style-type: none"> Implemented PDCA activities about quality assurance and quality control throughout the entire Group Continued to hold meetings on quality assurance for management of partner factories Conducted various training sessions on food safety management system, food defense, etc. Conducted inspections of compliance and provided improvement guidance based on food defense management standards The Prevention and elimination of quality-related accidents was an ongoing issue 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Quality Assurance Department
Global standard food safety Management system certification Acquisition promotion and effective operation	<ul style="list-style-type: none"> Review holding meetings on quality assurance for management of domestic partner factories using a web conference system, etc. Conduct (including remotely) systematic plant audits based on plant sanitation management standards Consider and implement measures to raise the participation rate in the quality e-learning program 	<ul style="list-style-type: none"> Held remote meetings on quality assurance for management of partner factories Conducted plant audits through a combination of actual and remote inspections Systematically conducted quality e-learning to avoid uneven timing of implementation 		Maruha Nichiro Group (Japan and overseas) and partner factories	
Maintain good factory environments and improve defense levels based on the Maruha Nichiro Group's Food Defense Management Rules	<ul style="list-style-type: none"> Carry out (including remotely) inspections of compliance with food defense management standards and provided guidance on improvements to the Group's production sites, logistics sites, and partner factories Continue training sessions on Group food defense management standards 	<ul style="list-style-type: none"> Carried out remote inspections of the Group's production sites, logistics sites, and contracted factories to determine their level of conformity and provide guidance for improvement based on a plan Conducted food defense training sessions in the form of e-learning and handouts 			

Promote consumer-oriented management

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Achievements Cultivate corporate culture based on top commitments and facilitate organic communication between departments	<ul style="list-style-type: none"> Hold ongoing training seminars on consumer-oriented management Continue to participate in various lectures by industry groups and enhance systems through mutual exchange of information with the Consumer Affairs Agency Promote activities with related departments involved in product development/improvement /enhancement based on the "voice of the customer" 	<ul style="list-style-type: none"> Conducted consumer-oriented management training sessions for all Group employees, with participation by approximately 4,500 employees Held training sessions for all Group employees to consider the relationship between customers and their own business activities through the experience of listening to the voice of the customer at the Customer Relations Center. Enhanced systems through participation in various lectures by industry groups and by mutual exchange of information with the Consumer Affairs Agency Held product improvement review meetings once a quarter and made 38 improvements and enhancements 	<p>★★★★☆</p> <ul style="list-style-type: none"> Continued to hold training seminars on consumer-oriented management Built telecommuting systems Developed a chatbot on the website Improved and enhanced products by using the voice of the customer 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Consumer Relations Center
Improve the provision of information to customers and mutual information exchange	<ul style="list-style-type: none"> Improve customer satisfaction through effective use of systems Contribute to the improvement of customers' eating habits through distributing information booklet to consumers Evaluated and analyzed the "voice of the customer" information, identified risk information at its early stage, and notified and called relevant departments 	<ul style="list-style-type: none"> Revamped the Customer Relations page of the website to make it easier to read and layout Added a fish sausages category to the chatbot established on the Customer Relations page of the website From the perspective of nutrition education, distributed approximately 1,800 consumer information booklets to cooking classes, baseball events, daycare centers, etc. jointly with other companies Evaluate and analyze the "voice of the customer" information once per week, identify risk information at its early stage, and distribute the information to relevant departments 			

Promote lifelong health plan

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Increase communication activities based on the "lifelong health plan" and strengthen research and development	<ul style="list-style-type: none"> Continue to disseminate information, corporate events, and campaigns through the official community site and official social media Develop functional ingredients 	<ul style="list-style-type: none"> Supported the application for two FOSHU products and launched "Risara Sausage with DHA and Sardines" Through collaboration with and Ono Pharmaceutical Co., Ltd. launched a food with function claims, (REMWELL) made with salmon roe oil. Developed salmon roe oil-related food with function claims (2 applications filed) Through collaborative research with Iwate University and AIXIA, launched a comprehensive nutritional diet for the protection of feline kidneys (1 other related Intellectual property application filed) Provision of information on the functionality of DHA on the website 	<p>★★★☆☆</p> <ul style="list-style-type: none"> Developed and promoted sales of foods for specified health use and foods with function claims Developed/promoted sales of nursing care food and products, including DHA (canned and chilled foods) Disseminated information on DHA 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Corporation Branding Department Central Research Institute
Contribute to the renewal health & wellness of DHA lab	<ul style="list-style-type: none"> Continually educating/promoting consumers to incorporate food into their daily dietary habits through development and sales in response to market needs 	<ul style="list-style-type: none"> Launched "Risara Sausage with DHA and Sardines," certified for "Food for Specified Health Uses" Launched "TANPACT Cheese Kamaboko" Began trials to visualize the health of body and mind by introducing a health position map in the product development process 			

Provide Growth Opportunities

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
<ul style="list-style-type: none"> Nurture the next generation of leaders Accelerate global human resource training Renewal of human resource training schemes 	<ul style="list-style-type: none"> Continue training to nurture the next generation of leaders Continue training to nurture global human resources Provide new line management training linked to the new personnel system (under consideration) 	<ul style="list-style-type: none"> Dispatched next generation of leaders to external training (10 general managers, 10 section managers, 10 non-managers) Another six employees certified as having completed the global human resource training program (Cumulative total: 9) Carried out training for line managers for all line managers 	<p>★★★☆☆</p> <ul style="list-style-type: none"> Progressed in developing next-generation management personnel and global human resources Further appropriated the allocation and training of human resources and expansion of training programs are issues to be addressed 	Maruha Nichiro Corporation	Maruha Nichiro Corporation Personnel Department

Promote Safe and Ideal Working Conditions

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Maintain/promote safe working conditions—fewer work hours and eliminate harassment in the workplace	<ul style="list-style-type: none"> Continue holding workshops on time management and harassment Continue to enhance management systems through system upgrades and build systems with a view to introducing special provisions 	<ul style="list-style-type: none"> Filmed the Company's original harassment training video and distributed it to all employees Revised the working system to make it easier to manage the working hours of subordinates, and created a labor system tailored to the actual working conditions of each department 	<p>★★★☆☆</p> <ul style="list-style-type: none"> Implemented monitoring through various committee meetings, as well as employee training and awareness-raising through various workshops, e-learning, etc. Aimed to create safe and ideal working environments 	Maruha Nichiro Corporation	Maruha Nichiro Corporation Personnel Department

Promote Diversity and Work Practice Reform

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Improve awareness of diverse management and work practice reform	<ul style="list-style-type: none"> Send out periodic messages from management Continue department introductions created by each department on the intranet site 	<ul style="list-style-type: none"> Messages from management sent out in a relay format Held online exchange meetings between the President & CEO and employees as well as between directors and employees (3 times in total) Continued to release department introductions created by each department on the intranet site Introduced 1-on-1 meetings in all departments, conducted periodic motivation surveys, and established a monitoring system Conducted online information exchange meetings (3 times in total) 	★★★☆☆		
<ul style="list-style-type: none"> Improve ratio of female managers Provide support for childcare 	<ul style="list-style-type: none"> Formulate the next Action Plan of the 7th General Employers Action Plan Continue seminars and e-learning programs for employees returning to work, employees raising preschool children, and their supervisors 	<ul style="list-style-type: none"> Formulated the next Action Plan of the 7th General Employers Action Plan Ratio of female managers was 4.5% in 2021 Dispatched female employees to women's leadership training (external) 	<ul style="list-style-type: none"> Held online exchange meetings between the President & CEO and employees as well as between directors and employees Introduced a flextime system without core time in all departments in the Head Office and regional branches 	Maruha Nichiro Corporation	Maruha Nichiro Corporation Personnel Department
<ul style="list-style-type: none"> Improve productivity Improve work-life balance Promote diverse work practices 	<ul style="list-style-type: none"> Overhaul of the settings of the labor management system and execute the version upgrade Implement a 360° evaluation in conjunction with new line management training Consider and introduce a four-day workweek system for reasons such as childcare and nursing care, and regulations for recognizing second jobs 	<ul style="list-style-type: none"> Upgraded HR payroll and employment systems from April 2022 Introduced a new personnel system and shifted to a system that evaluates management, and introduced a three-day workweek and a system of second jobs A flextime system without core working hours in all departments in the Head Office and regional branches Held online caregiver seminars for those who wish to attend, prepared an in-house business activities support team led by persons with disabilities, and promoted health management 	<ul style="list-style-type: none"> Improving the ratio of female managers (4.5% for FY2021) continues to be an issue to be addressed 		

Promote Health Management

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	責任部署	
	Action Plan (Key measures)	Achievements				
<ul style="list-style-type: none"> Promote employee health Be selected for Health and Productivity Management 	<ul style="list-style-type: none"> Achieve 100% health checkup participation rate and 90% stress checkup participation rate Through the involvement of industrial physicians and consultation with public health nurses, we continue to care of those with high blood pressure, high blood sugar, and low liver function, and to continue efforts to reduce the number of employees who leave the company due to personal illness. Conduct individual interviews with FY2021 new employees Enhance health literacy through apps, intranet, and corporate events 	<ul style="list-style-type: none"> Selected for Health and Productivity Management 2022 for the first time Continued to receive the Certified Health and Productivity Management Organization White 500 Acquired the 2021 DBJ Health Management Rating by the Development Bank of Japan (highest rank) Recognized as a Sports Yell Company 2021 (Japan Sports Agency) Recognized as a Tokyo Sports Promotion Company 2021 (Tokyo Metropolitan Government) Achieved 100% health checkup participation rate and 90% stress checkup participation rate Implemented follow-up measures at workplaces where industrial physicians are not appointed. Proactively cared for hypertensive, hyperglycemic, and hepatically impaired patients to strengthen prevention of serious illnesses. Conducted multiple health promotion corporate events in collaboration with health insurance companies to enhance collaborative health Utilized health apps to raise employee health awareness 	★★★★★	<ul style="list-style-type: none"> Achieved 100% health checkup participation rate and 90% stress checkup participation rate Acquired the highest rank in the DBJ Health Management Rating by the Development Bank of Japan for the third consecutive year Selected for Certified Health and Productivity Management Organization White 500 for the fourth consecutive year Selected for Health and Productivity Management 2022 	Maruha Nichiro Corporation	Maruha Nichiro Corporation Personnel Department

Promote a Proactive Approach to Human Rights

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	責任部署	
	Action Plan (Key measures)	Achievements				
Foster a corporate culture of respect for human rights with zero tolerance for discrimination based on the proper understanding and recognition of human rights issues	<ul style="list-style-type: none"> Continue training for human rights education through e-learning programs, etc. 	<ul style="list-style-type: none"> Conducted e-learning training sessions based on the Maruha Nichiro Group Human Rights Policy (4,420 Maruha Nichiro Group employees participated) Conducted human rights surveys of all certified plants in Japan and overseas that manufacture Maruha Nichiro brand products 	★★★☆☆	<ul style="list-style-type: none"> Formulated and disclosed the Group human rights policy and held training seminars on human rights within the Group Launched activities for human rights due diligence in the supply chain Continued to conduct human rights due diligence within the Group and in the supply chain is an issue to be addressed 	Maruha Nichiro Corporation	Maruha Nichiro Corporation Personnel Department

Promote a Proactive Approach to Human Rights

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Implement CSR-oriented supply chain management based on the Basic Policies of Procurement, Supplier Guidelines, and the Declaration of Anti-corruption	<ul style="list-style-type: none"> Conduct Self-Assessment Questionnaires with an expanded scope Provide feedback based on the results of supply chain Self-Assessment Questionnaires and human rights Self-Assessment Questionnaires Create explanatory documents for Supplier Guidelines and establish management systems by creating rules and regulations 	<ul style="list-style-type: none"> Conducted a human rights survey of all certified factories in Japan and overseas that manufacture Maruha Nichiro brand products Gave feedback on findings of the survey to some suppliers Created commentary on the Supplier Guidelines and distributed this to suppliers along with feedback materials 	<p>★★★☆☆</p> <ul style="list-style-type: none"> Confirmed status of compliance with Supplier Guidelines, conducted human rights and labor practice surveys Systematized the supply chain management business activities and improvement measures based on various survey results are future issues 	Maruha Nichiro Group (Japan and Overseas)	Maruha Nichiro Corporation Corporate Planning Department

Coexist with regional communities in mutual prosperity

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Convey the importance of food and contribute to the well-being of everyone	<ul style="list-style-type: none"> Continue organizing the chef-directed parent-child cooking classes Continue holding cooking classes using MSC/ASC certified seafood products 	<ul style="list-style-type: none"> Held chef-directed parent-child cooking classes in Chiba and Osaka Collaborated with a cable TV production company to record "Fish Kitchen," a cooking class for parents and children, which was broadcast for two weeks in Koto-ku, Tokyo, and on cable TV nationwide For the Ocean, for Life "Delicious Fish Cooking for Parents and Children" was held twice in total at Tokyo Gas and Toho Gas 	<p>★★★★☆</p> <ul style="list-style-type: none"> Held chef-directed parent-child cooking classes and cooking classes using MSC/ASC certified seafood products 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Corporate Planning Department
Protect the natural environment for the future	<ul style="list-style-type: none"> Continue cleanup activities in the vicinity of business sites Continue eelgrass bed restoration activities 	<ul style="list-style-type: none"> Organized beach cleanup activities "Make Sea Happy!" at multiple business sites in Japan Conducted eelgrass bed restoration activities (collecting flowering branches, sowing seeds) 	<ul style="list-style-type: none"> Organized beach cleanup activities "Make Sea Happy!" at multiple business sites in Japan Conducted eelgrass bed restoration activities (collecting flowering branches, sowing seeds) Donated food to healthcare workers/NPOs/food banks 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Corporate Planning Department
Contribute to the growth of regional communities	<ul style="list-style-type: none"> Continue these events while considering the impact of COVID-19 Continue to conduct online classes for junior and senior high school students 	<ul style="list-style-type: none"> Participated in Toyosu Festa (make your own can) Provided online classes and supported junior and senior high school students visiting companies Donated to healthcare workers/NPOs/food banks 			

Combatting Climate Change

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
Reduce CO2 emissions per unit of sales by more than 4% compared to FY2017 by FY2021	<ul style="list-style-type: none"> Continue to control increased usage by improving the work environment Implementation of switching to non-CFC freezers Improving energy conservation awareness through in-house enlightenment activities 	<ul style="list-style-type: none"> Although the Group made efforts to reduce CO₂ emissions, CO₂ emissions per unit of net sales increased 1.1% (0.4 tons/100 million yen) compared to FY2017 Changed 10 of the Group's distribution bases to non-CFC freezers at 8 sites Reduced use of heavy oil A by repairing boiler equipment and adjusting operating hours 	<p>☆☆☆☆☆</p> <ul style="list-style-type: none"> Promoted CFC-free at logistics sites Reduced use of heavy oil A by repairing boiler equipment and adjusting operating hours Numerical target (CO₂ emissions per unit of sales by 4%) was not achieved 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Corporate Planning Department

Building a Recycling-oriented Society

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
<ul style="list-style-type: none"> Reduce the volume of waste per unit of sales by more than 4% compared to FY2017 by FY2021 Aim for 99% waste recycling rate by FY2021 	<ul style="list-style-type: none"> Reduce manufacturing problems through ongoing system-based maintenance activities Promoting food loss reduction activities by using brand actions 	<ul style="list-style-type: none"> Strived to reduce Group-wide waste emissions, and achieved the target with an 8.6% (0.35 tons/100 million yen) decrease in emissions per unit of sales compared to FY2017 Although progress was made in converting fish oil into valuable resources at the Group's manufacturing sites, the waste recycling rate remained at 95.8% and the target was not achieved 	<p>★★★☆☆</p> <ul style="list-style-type: none"> The volume of waste decreased by the operation of a new biomass power generation facility, reduction of manufacturing problems and reduction of waste of raw materials, resources and products Numerical target Achieved an 8.6% reduction in the volume of waste, compared to 4% reduction per unit sales Numerical target 95.8% of the waste recycling rate of 99% or more was not achieved 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Corporate Planning Department

Protecting Marine Resources

Target	FY2021		Medium-term Management Plan Self-Assessment	Targets	Department in charge
	Action Plan (Key measures)	Achievements			
<ul style="list-style-type: none"> Promote certification acquisition for sustainable fishing and farming Strengthen efforts to abolish illegal, unreported, and unregulated (IUU) fishing Expand egg-to-harvest business Promote eco-friendly farming technology 	<ul style="list-style-type: none"> Expand sales of eco-label products such as MSC and ASC and continue product development Promote the activities of the task force within SeaBOS Plans to limit egg-to-harvest bluefin tuna production, taking into account deteriorating business profitability and the production volume required for technological transfer and innovation for the future (11,000 fish planned) Carry out egg-to-harvest and seedling production of greater amberjack 	<ul style="list-style-type: none"> MSC, ASC and other eco-labeled products decreased by 1,195 tons (down 938 tons from FY2020) and 3 tons (down 16 tons from FY2020), respectively Promoted activities of the task force within SeaBOS (confirmed and publicized the absence of IUU fishery business products and forced or compulsory labor in the company's operations, and promote the deployment and progress reporting in the supply chain) Shipped 12,400 egg-to-harvest bluefin tuna Carry out offshore release of egg-to-harvest seedlings of greater amberjack 	<p>★★★☆☆</p> <ul style="list-style-type: none"> Promoted handling of sustainable certified seafood products throughout the entire Group Conducted and disclosed marine resources surveys The Group's overall continued implementation is an issue to be addressed 	Maruha Nichiro Group (Japan)	Maruha Nichiro Corporation Corporate Planning Department