

Maruha Nichiro Group's Medium to Long-term Sustainability Management Plan

July 17, 2018



Message from President – Goals Moving Forward

Strive towards a more sustainable corporate Maruha Nichiro Group

Move towards a corporate group that promotes sustainability in internal corporate values and outward social & environmental development

Over the course of 130 years, Maruha Nichiro group has grown as a company by respecting people, society and the world through the supply of food, with a focus on seafood. Enjoying nature's bounty comes with a big responsibility to protect the natural environment. This responsibility is intrinsically linked to our success as a business. The health and purity of the environment translates to wholesome and delicious seafood. Maruha Nichiro Group's DNA has been passed down through generations and our continued contributions to people and society through the supply of food remains essential to our success.

New ways to approach sustainability and environmental protection are being discovered everyday. This also means we need to change at a rapid pace. Global frameworks have been established to promote sustainable development of our planet and community, such as the *Sustainable Development Goals: SDGs* adopted by the UN in September of 2015 and *The Paris Climate Agreement*, which came into effect in November of 2016. Now more than ever, companies with global businesses need to concern themselves with more than the pursuit of profit—we need to be active contributors to sustainable development of society and earth.

With the future and the present in mind, Maruha Nichiro Group has formed our new Medium to Long-term Sustainability Management Plan. Principles such as sustainability, environmental protection and the progress of society are reflected in its corporate and economic value systems. Maruha Nichiro Group will focus its business activities more than ever on contributing to, and creating, forward-thinking environmental and social values.



Shigeru Ito
Representative Director,
President

Timeline of Our Corporate History

Maruha Nichiro Group's DNA = Food, a foundational element for people and society

1900 1910 1920 1930 1940 1950 1960

Maruha

1880
Maruha Founded
Begins buying, selling
and transporting fish



1905
First motorized fishing
vessel, the *Shinsei-maru*



1920
Steamship Trawling
begins in
Shimonoseki

1924
Hayashikane Shoten
Established



1945
Company name
changed to Taiyo
Fisheries

1953
Begins aquaculture
operations and production
of fish sausage



1952
Large-scale salmon
fishing in the North
Sea resumed

Nichiro



1906
Tsutsumi Shokai
Established

1907
Hojumaru salmon
fishing trip sets
sail

1910
Canned Salmon
production in
Kamchatka, Russia
begins

1913
Mechanized canning
factory built in
Kamchatka
Full-scale production of
canned salmon begins



1921
Nichiro
Corporation
Established



1945
Expansion into coastal fisheries in
Hokkaido, trawling in East China,
deep-sea skipjack and tuna
fisheries, and seafood processing

Modern Fisheries' Formative Years

Modern fisheries and seafood processing plants become pioneers of the fishing industry in Japan

Post-war, recovery years

Due to food shortages and civilian protein deficiencies, fishing businesses restart and expand into food processing

Timeline of Our Corporate History

1970

1980

1990

2000

2010

Maruha

1963
Seafood purchasing company established in Alaska

1966
Capital acquired in Madagascan shrimp joint venture

1985 - 1990
Four Alaskan Pollock and crab seafood companies established in North America: Trans Ocean Products, Alyeska Seafoods, Westward Seafoods, and Supreme Alaska Seafoods.



1993
Company name changed to Maruha Corporation

2004
Maruha Group Established

1990
Capital acquired in Kingfisher Holdings, a Thai frozen foods producer

Maruha Nichiro

2007
Maruha Group and Nichiro Corporation Merger
Maruha Nichiro Holdings Established

2014
Holding company, Maruha Nichiro Corporation, formed

Nichiro

1973
Kobe, Kurihama, and Hokkaido Meat Product plants completed

1979
Capital acquired in Peter Pan Seafoods, a USA salmon processor and seller



1990
Company name changed to Nichiro Corporation and established N&N Foods, a Thai frozen foods producer

1997
Entered frozen noodles market and expanded Yamagata Factory

2003
Subsidiary, AQLI Foods, formed



New businesses—the end of deep sea fishing

Core businesses changed from fisheries to seafood trading and food processing because of the 200 Nautical Mile Exclusive Economic Zone

Building a new organization

Became an integrated food company with seafood procurement and product development capabilities

Corporate Philosophy System



- **Group Philosophy** **Maruha Nichiro Group aims to be an essential part of society by improving everyone's daily life with wholesome, safe and healthy food.**
- **Group Slogan** **Bringing Delicious Delight to the World**
- **Group Vision** **The Maruha Nichiro Group...**
 - **Be an excellent, 21st century company that makes contributions to the world and food industry, as a responsible citizen of the planet**
 - **Understand the ever-changing needs of our customers and together create enduring value**
 - **Progress into new global businesses and markets with adaptable and sustainable strategies that enhance stable resource procurement and technological innovation**

Corporate Philosophy System

● Code of Conduct

Safety/quality

1. Provide safe and high-quality products with accurate information for consumer peace of mind.
2. Sincere and prompt CS system (customer satisfaction).

Dignity

3. Fair, transparent business dealings and healthy relationships with affiliates.
4. Draw lines between personal and professional life and absolute legal compliance.
5. Resolute responses towards antisocial forces.
6. Courage to reform and promote self-growth.

Labor/human rights

7. A working environment that respects diversity with good channels for communication.
8. Respect for human rights and prohibition of forced and child labor.

Information

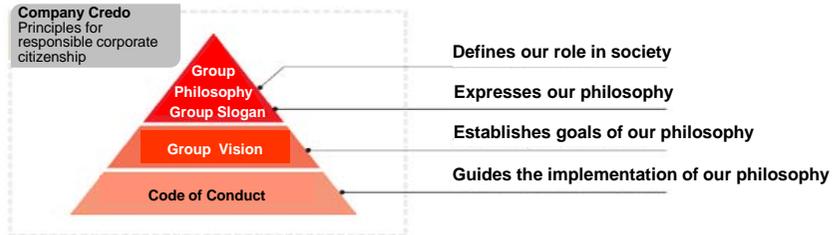
9. Proper accounting and tax payments.
10. Appropriate information management, sharing, and disclosure.

Social contribution

11. Be a positive member of society and respect regional cultures.

Environment

12. Care for the environment.



The UN Global Compact



In April 2010, Maruha Nichiro Group agreed to join the UN Global Compact and to use its 10 principles in the group's guiding actions for employees, implementing corporate philosophy, and business activities in Japan and abroad.

<Ten Principles of the UN Global Compact>

Human rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Long-Term Sustainability Vision

Strive towards a more sustainable corporate Maruha Nichiro Group

Move towards a corporate group that promotes sustainability
in internal corporate values and outward social & environmental development

To achieve this

Maruha Nichiro Group will focus
on **three values in business activities**
based on the long-term business perspective

Economic Values

Grow and develop
as an
integrated food company

Social Values

Improve stakeholder
safety, security,
and satisfaction

Environmental Values

Contribute to
environmental
conservation efforts

Long-Term Sustainability Vision

Materiality of Maruha Nichiro Group's three values

Economic Values

**Grow and develop
as an integrated food company**

**How Maruha Nichiro Group
will quantify its growth
throughout the next decade**

- Promote the Maruha Nichiro brand in the global domain by producing and selling marine products and other processed foods
- Shape profitability by extending a borderless value chain in marine and other food products.
- Consolidate the number one seafood supplier position in the world
- Consolidate the number one frozen food and nursing care food supplier in Japan
- Consolidate position as a leading manufacturer of marine-derived functional materials
- Supply the highest level of safe and secure foods

Social Values

**Improve stakeholder
safety, security, and satisfaction**

Values for customers

- Food safety and security
- Contribute to health through food
- Consumer-oriented management

Values for employees

- Promote comfortable, rewarding, and ideal working conditions
- Employee health and safety
- Proactive approach to human rights

Values for business partners

- Practice sustainable procurement (respect basic human rights / fair labor practices / anti-corruption / environmental conservation)

Value for communities and society

- Coexist with regional communities in mutual prosperity

Environmental Values

**Contribute to
environmental
conservation efforts**

Measures against global warming

- Reduce CO₂ emissions

Build a recycling-oriented society

- Reduce waste and improve recycling rates

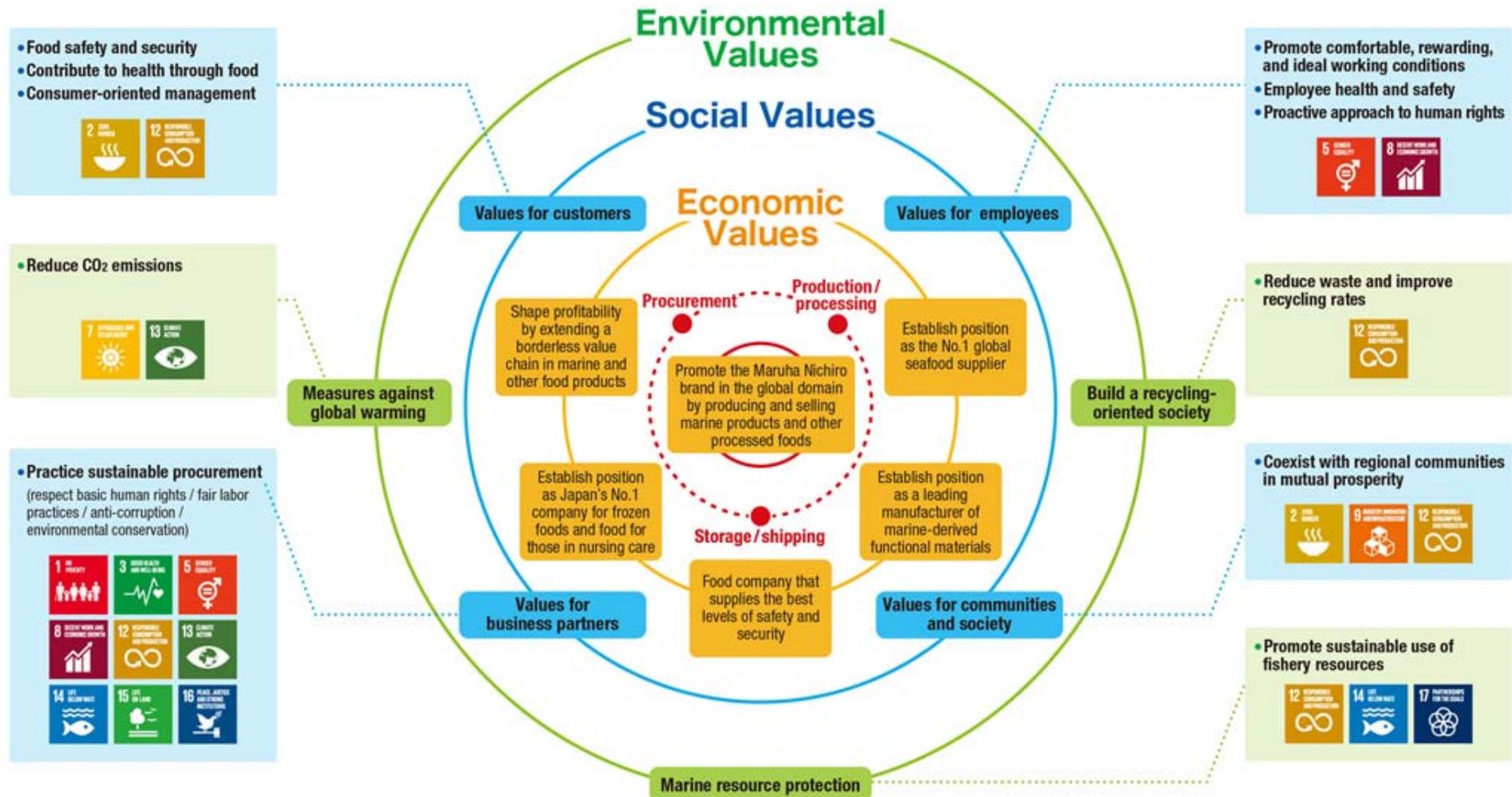
Marine resource protection

- Promote sustainable use of fishery resources

Corporate Governance / Compliance / Risk Management

Long-Term Sustainability Vision

Contribute to achieving sustainable development goals (SDGs) through business



Medium-Term Sustainability Vision

Four-year medium-term management plan to realize the long-term vision



Medium-term sustainable management plan (2018-2021)

Economic Values	Social Values	Environmental Values
<p>Improve corporate values and sustainable growth</p> <ol style="list-style-type: none"> Further increase earning capacity Commit to Growth Strengthen operational foundations <p><Numerical goals></p> <ul style="list-style-type: none"> Net sales: 1 trillion yen Operating income: 31 billion yen Operating margin: 3.1% ROA: 5.7% D/E ratio: 1.5x Equity ratio: 30% 	<p>Value for customers</p> <ul style="list-style-type: none"> Supply safe and secure foods Promote consumer-oriented management Promote lifelong health plan <p>Value for employees</p> <ul style="list-style-type: none"> Growth opportunities Promote safe and ideal working conditions Promote diversity and work practice reform Promote healthy business management Proactive approach to human rights <p>Value for business partners</p> <ul style="list-style-type: none"> Practice sustainable procurement <p>Values for communities and society</p> <ul style="list-style-type: none"> Coexist with regional communities in mutual prosperity 	<p>Measures against global warming</p> <ul style="list-style-type: none"> Reduce CO₂ emissions per unit of sales by more than 4% from FY2017 to FY2021 (in Japan) <p>Build a recycling-oriented society</p> <ul style="list-style-type: none"> Reduce waste per unit of sales by more than 4% from FY2017 to FY2021 (in Japan) Aim for 99% recycling rate by FY2021 (in Japan) <p>Marine resource Protection</p> <ul style="list-style-type: none"> Promote the acquisitions of more certifications for sustainable fishing and farming Strengthen efforts to abolish illegal, unreported, and unregulated (IUU) fishing Expand full-life cycle aquaculture business Promote efforts for eco-friendly farming technologies
<p>Fisheries & Aquaculture Operating income target 3 bn-yen</p> <p>Trading Operating income target 8.1 bn-yen</p> <p>Overseas Operating income target 10.8 bn-yen</p> <p>Processed Foods Operating income target 8.6 bn-yen</p> <p>Logistics Operating income target 2.2 bn-yen</p> <p>Other 0.8 bn-yen Company-wide ▲2.5 bn-yen</p>		



Long-term sustainability vision

Medium-Term Sustainability Vision (Values for the customer)

Main objective	Medium-term goals		Action plan
	Item	Goal	
Supply safe and secure foods	Quality assurance system	Quality control system Spread as appropriate operations of Maruha Nichiro's quality assurance regulations"	<ul style="list-style-type: none"> ➤ 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.
	Food safety system	Promote the acquisition of more certifications in globally-recognized food safety management and its effective operation	<ul style="list-style-type: none"> ➤ Strengthen cooperation throughout the whole supply chain ➤ Enhance factory inspections/instructions ➤ Improve quality and hygiene control—and education systems
	Food defence system	Maintain good working conditions and improve defence levels based on Maruha Nichiro Group's Food Defense Management Rules	<ul style="list-style-type: none"> ➤ Enhance factory inspections/instructions ➤ Continue with food defence management and education

Medium-Term Sustainability Vision (Values for the customer)

Main objective	Medium-term goals		Action plan
	Item	Goal	
Promote consumer-oriented management	Disseminate consumer-oriented management throughout the company	Cultivate corporate culture based on top commitments, facilitate organic communication between departments	<ul style="list-style-type: none"> ➤ Hold training seminars on consumer-oriented management ➤ Build a system to promote consumer-oriented management ➤ Strengthen business activities to make full use of customer views
	Deepen communications with consumers	Improve supply and mutual exchange of information to customers	<ul style="list-style-type: none"> ➤ Enhance customer service to satisfy all customers ➤ Strengthen safety and security ➤ Coordinate sustainable environmental activities ➤ Coordinate food education for consumers
Promote lifelong health plan	Support customer health throughout all life stages through product development and supply, and information dissemination	Promote communication based on the lifelong health plan and strengthen research and development	<ul style="list-style-type: none"> ➤ Drive promotional activities ➤ Study and develop fish eating and fish-derived functional ingredients
		Contribute to health and wellness	<ul style="list-style-type: none"> ➤ Promote healthy bodies with food with function claims, salt reduction, calcium fortification, reduced calories, countermeasures against metabolic syndrome, and bone strengthening ➤ Promote food products that benefit mental health and tastefulness

Medium-Term Sustainability Vision (Values for employees)

Main objective	Medium-term goals		Action plan
	Item	Goal	
Growth opportunities	Provide growth opportunities	<ul style="list-style-type: none"> ➤ Nurture next generation of leaders ➤ Nurture global human resources ➤ Support career development 	<ul style="list-style-type: none"> ➤ Initiate program for training the next generation of management personnel ➤ Accelerate global human resource training ➤ Renew human resource training scheme
Promote safe and ideal working conditions	Promote safe and ideal working conditions	<ul style="list-style-type: none"> ➤ Maintain/promote safe working conditions—fewer work hours and eliminate harassment in the workplace 	<ul style="list-style-type: none"> ➤ Hold seminars for executives ➤ Reduce overtime work
Promote diversity and work practice reform	Promote climate reform	<ul style="list-style-type: none"> ➤ Improve awareness of diverse management and work practice reform 	<ul style="list-style-type: none"> ➤ Improve information and messages from management ➤ Strengthen lateral ties between employees
	Promote women's participation	<ul style="list-style-type: none"> ➤ Improve ratio of female executives ➤ Promote re-hiring of retired female employees 	<ul style="list-style-type: none"> ➤ Acquire certification marks “Kurumin” and “Eruboshi (L-star)” ➤ Hold forums
	Promote work practice reform	<ul style="list-style-type: none"> ➤ Improve productivity ➤ Improve work-life balance ➤ Promote diverse work practices 	<ul style="list-style-type: none"> ➤ Create a new personnel system ➤ Shorten work hours ➤ Establish telecommuting
Promote healthy management	Promote healthy management	<ul style="list-style-type: none"> ➤ Promote employee health ➤ Improve labor productivity ➤ Be selected for Health and Productivity Management 	<ul style="list-style-type: none"> ➤ Strengthen health check follow-up measures ➤ Strengthen mental health ➤ Hold better health and cancer prevention seminars
Proactive approach to human rights	Promote a proactive approach to human rights	<ul style="list-style-type: none"> ➤ Based on proper understanding of human rights issues, foster a corporate climate of respect for everyone – zero tolerance for discrimination 	<ul style="list-style-type: none"> ➤ Promote activities to support human rights awareness ➤ Hold in-house seminars on human rights awareness

Medium-Term sustainability vision (Values for communities and society)

Main objective	Medium-term goals		Action plan
	Item	Goal	
Coexist with regional communities in mutual prosperity	Food education activities	Convey the importance of food and contribute to wellbeing of everyone	<ul style="list-style-type: none"> ➤ Suggest foods that help everyone live a healthy life according to various live stages ➤ Offer cooking classes that use sustainable fishery resources
	Environmental activities	Protect the natural environment for the future	<ul style="list-style-type: none"> ➤ Participate in environmental conservation activities of regional communities where offices are located ➤ Spread the use of sustainable environmental resources
	Regional contribution activities	Contribute to the growth of regional communities	<ul style="list-style-type: none"> ➤ Help pass on regional cultures to new generations ➤ Communicate with regional communities ➤ Create opportunities that convey the value of manufacturing

Medium-Term sustainability vision (Values for business partners)

Main objective	Medium-term goals		Action plan
	Item	Goal	
Practice sustainable procurement	Build a CSR-oriented supply chain	Implement CSR-oriented supply chain management based on the <i>Basic Policies of Procurement, Supplier Guidelines, and the Declaration of Anti-corruption.</i>	<ul style="list-style-type: none"> ➤ Raise awareness among suppliers of the <i>Basic Policies of Procurement, Supplier Guidelines, and Declaration of Anti-corruption</i> ➤ Monitor suppliers

Medium-Term sustainability vision (Values for environment)

Main objective	Medium-term goals		Action plan
	Item	Goal	
Measures against global warming	Reduce CO₂ emissions	<ul style="list-style-type: none"> ➤ Reduce CO₂ emissions per unit of sales by more than 4% from 2017 to 2021 	<ul style="list-style-type: none"> ➤ Enhance energy-saving facilities ➤ Improve energy efficiency ➤ Switch to non-CFC freezers ➤ Reduce electrical usage ➤ Reduce heavy oil and gas usage
Build a recycling-oriented society	Reduce waste and improve recycling rates	<ul style="list-style-type: none"> ➤ Reduce the volume of waste per unit of sales by more than 4% from 2017 to 2021 ➤ Aim for 99% waste recycling rate by 2021 	<ul style="list-style-type: none"> ➤ Reduce manufacturing problems ➤ Reduce waste of raw materials, resources and products ➤ Turn waste into valuable resources
Protect marine resources	Promote sustainable use of fishery resources	<ul style="list-style-type: none"> ➤ Promote certification acquisition for sustainable fishing and farming ➤ Strengthen efforts to abolish illegal, unreported, and unregulated fishing (IUU) ➤ Expand full-life cycle aquaculture business ➤ Promote eco-friendly farming technology 	<ul style="list-style-type: none"> ➤ Promote the use of marine products obtained through sustainable fishing/aquafarming certificates (MSC/ASC) ➤ Promote acquisition of sustainable aquafarming certificates ➤ Implement a stricter verifications of imported fishery product traceability ➤ Promote dialogue in Japan and abroad ➤ Increase production of full-life cycle aquaculture of pacific bluefin tuna ➤ Strengthen R&D systems for aquafarming technologies

Activities – Creating Social Values –

[A stronger quality assurance system]

Understand regulations and their appropriate operation

Quality assurance documents are reviewed and briefs are given to each company in the group.



A quality assurance brief in progress

[A stronger food safety system]

Acquire food safety management system certificates

Certifications have already been acquired in Maruha Nichiro's Gunma, Hiroshima, Oe, and Utsunomiya factories, plus N&N Foods in Thailand.



[A stronger food defence system]

Improvement of food defence level

Based on the *Food Defense Management Standards*, directly-operated factories in Japan, overseas factories, and logistics centers are continually improving.

Food Defence Goal

[Prevent the intentional contamination of food]

Food Defence Policies

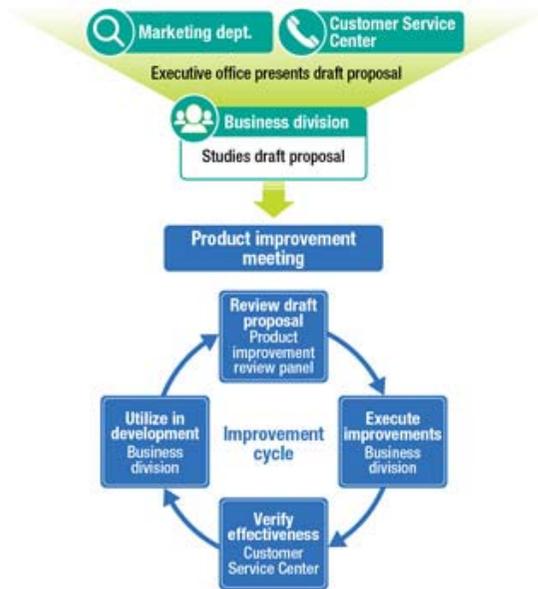
1. Stress importance of communication and create a working environment with good, communicative channels.
2. Raise awareness about food defence to protect the safety of food supplied to customers.
3. Maintain and operate methods that prevent the intentional contamination of food by suspicious individuals.
4. Maintain facilities that forbid the intentional contamination of food by suspicious individuals.
5. Promote continual improvements of activities related to food defence.

Activities – Creating Social Values –

[Promote Consumer-Oriented Management]

Create an internal environment that makes full use of customer views

Sum-up customer opinions and feedback, share with relevant parties, including management, and utilize conclusions throughout operations. Based on customer views, relevant departments hold monthly product improvement meetings.



Product improvement process based on customer feedback

[Promote Lifelong Health Plans]

Research and development to support physical and mental health

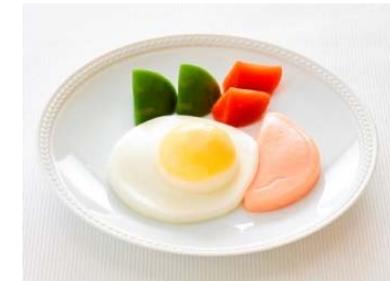
Provide products that leverage results from research and development of functional ingredients, including DHA. Develop and provide products oriented towards the health of body and mind according to the stages of life, including dishes with reduced salt and medical-care foods for the elderly and people with disabilities.



“DHA Enriched Fish Sausage”



Frozen food for retail
Tasty, low-salt series
“Tasty, low-salt Seaweed, Japanese Spinach, and Japanese Stir Fry”



Frozen food for the elderly and people with disabilities
Soft Food series
“Puréed Fried Egg”
“Puréed Ham”

Activities – Creating Social Values –

[Growth opportunities]

Training the next generation

Train people with an interest in overseas business, who contribute to realizing the group's philosophy, as global leaders.



[Promote work-life balance]

Support those juggling work and nursing-care

Enable employees to manage both work and nursing-care through informative seminars



[Promote diversity]

Encourage women's participation in the workplace

Obtain the two star "Eruboshi (L-star)" certificate, awarded to good-standing companies based on the Act on Promotion of Women's Participation and Advancement in the Workplace.



[Promote healthy management]

Certified as an outstanding enterprise, which engages in health and productivity management

Maruha Nichiro obtained recognition from the Ministry of Economy, Trade and Industry (METI) as a large enterprise which strategically addresses employee health management.



For details on the recognition program, see the METI website:
http://www.meti.go.jp/english/press/2018/0220_003.html

[Human rights]

Hold human rights awareness seminars

Hold human rights awareness seminars to create an opportunity to deepen our understanding of human rights.



Activities – Creating Social Values –

[Food education]

Tuna and cooking classes

Every year since 2012, Maruha Nichiro has offered classes to parents and children on the characteristics and biology of tuna.



[Food education]

KIDS-Chef

Every year since 2000, Yayoi Sunfoods has employed top chefs to give classes that convey the fantastic local food culture to children.



[Environmental activity]

Eelgrass habitat regeneration project at Tokyo Bay

Since 2016, Maruha Nichiro has been participating as a partner company in the Ministry of Land Infrastructure, Transportation, and Tourism's "Tokyo Bay UMI Project" to regenerate eelgrass populations that help purify water and reduce CO₂.



[The environment]

Acquire the Carbon Neutral certificate

Since 2016, Austral Fisheries has planted and maintained about 220,000 trees in Western Australia to offset the CO₂ emissions produced by their operations.



[Regional contributions]

"Mottainai Kids Festival" participation and co-sponsorship

Since 2012, this event has been teaching children the value of earth, nature, and money, all while having fun.



[Regional contributions]

The Aomori Nebuta Festival

Since 1953, the *Maruha Nichiro Nebuta Society* has participated in the Aomori Nebuta Festival, designated as Japan's Important Intangible Cultural Property.



Activities – Creating Social Values –

[CSR in supply chains]

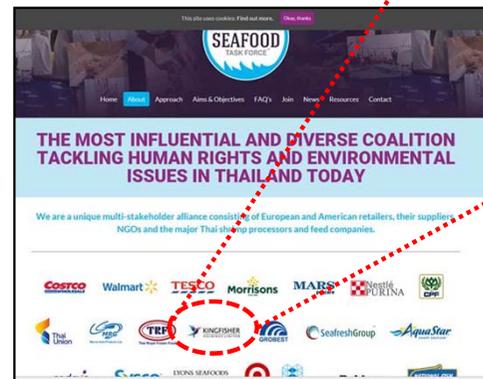
Eradicate human rights abuses, illegal, unreported, unregulated (IUU) fishing in supply chains (Thailand)

Kingfisher is strengthening the management of its sustainable supply chains to eradicate human rights abuses and IUU fishing. Kingfisher obtains the Marine Catch Purchasing Document (MCPD) and catch certificate for all marine product raw materials it handles. By handling all processing work in its facilities, joining SEDEX *1, and carrying out CSR audits in its supply chains, Kingfisher is also preventing human rights violations.

Kingfisher is actively addressing the above issues as a member of the Seafood Task Force *2.

*1 SEDEX: A non-profit organization which supplies the world's largest platform for managing and sharing data on ethical activities in supply chains.

*2 Seafood Task Force: A coalition for dealing with issues related to human rights and IUU fishing in the seafood supply chains in Thailand and surrounding regions. Seafood processors, EU and US retailers, the Thai government and NGOs are members.



<http://www.seafoodtaskforce.global/about/current-members/>

Activities – Creating Environmental Values –

[Measures against global warming]

Biogas power generating facilities

In 2013, the Maruha Nichiro Shimonoseki Factory, which manufactures jelly cups, introduced biogas power generating facilities that use methane gas produced by breaking down waste syrup.



Biogas power generating facility

[Measures against global warming]

Switch to non-CFC freezers

Maruha Nichiro group has been upgrading CFC cooling facilities to ones that use natural coolants with lower global warming potential.



Non-CFC freezer
(Maruha Nichiro Logistics Izumi Center)

[Build a recycling-oriented society]

Turning froth (floating oil) into a resource

Maruha Nichiro North Japan Kushiro Factory has improved the dewatering ratio of froth to use it as raw material for fertilizers. They are also breaking down the oil extracted from dewatering froth for use as burner fuel.



Dewatered froth

Activities – Creating Environmental Values –

[Protect marine resources]

Promote handling seafood products with sustainable fishery and farming certificates (MSC/ASC)

Maruha Nichiro group deals in about 370,000-tons of seafood products with the MSC fisheries certificate, primarily in North America, Australia and New Zealand. It is strengthening the development of MSC certified frozen foods for household use.



Volume of MSC fisheries certified seafood products

370,000-tons

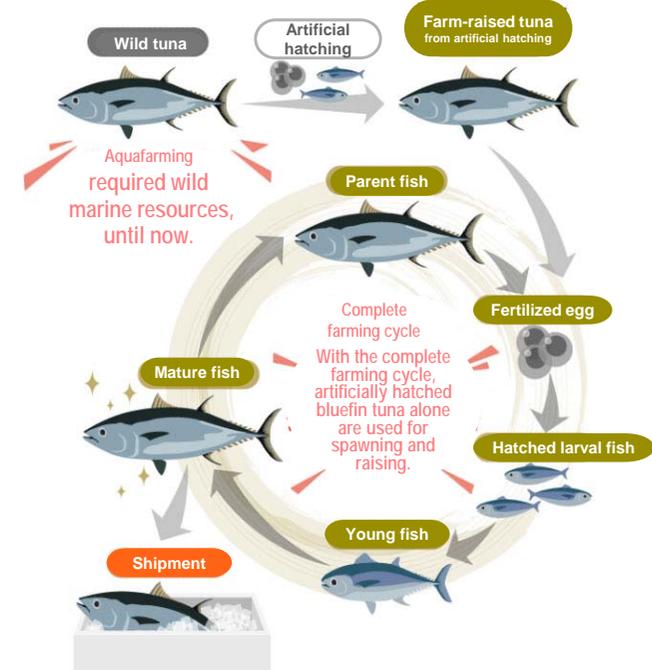


MSC certified Alaskan pollack

[Protect marine resources]

Boost the volume of farm-raised bluefin tuna production

Successfully established the first complete farm-raising cycle, as a private business, which steadily supplies bluefin tuna without relying on natural resources – boosting production volume and trade shipment.



Activities – Creating Environmental Values –

[Protect marine resources]

Participate in the international conference “Keystone Dialogues *1” on marine resources

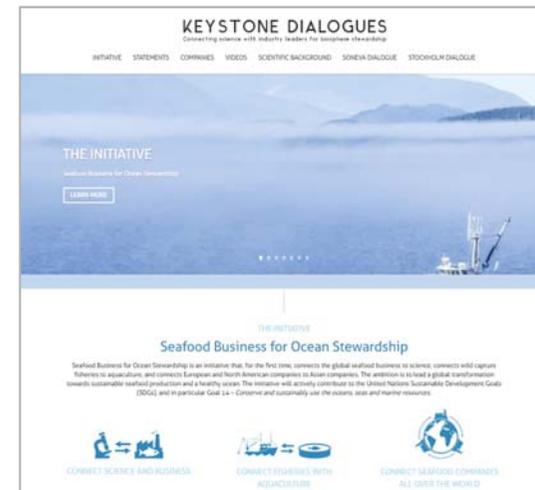
Maruha Nichiro signed the manifesto to launch the Seafood Business for Ocean Stewardship *2 with major seafood companies and scientists studying the ocean, fisheries, and sustainability. By participating in this manifesto, we aim to protect and sustainably use marine resources on a global scale, and create long-term and sustainable values for marine resources as a member of the global business community that leads the seafood industry.

*1 [Keystone Dialogues: A new conference for globally managing seafood resources, proposed by Stockholm University's Resilience Centre.](#)

*2 [Seafood Business for Ocean Stewardship: A global initiative established in 2016 by eight of the world's major seafood companies and scientists studying the ocean, fisheries, and sustainability, to lead together strategies and activities based on scientific facts to secure the sustainable production of seafood products and a healthy marine environment.](#)



Photo by Jean-Baptiste Jouffray



<http://keystonedialogues.earth/>

Thank You



MARUHA NICHIRO

For the ocean, for life