MARUHA NICHIRO
For the ocean, for life

Maruha Nichiro Group Sustainability Report 2020

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INDEX

President's Message P1

Sustainability Management

- Management Approach P4
- Mapping of Value Chain and the Main Objectives P8
- Status of Management for the Main Objectives P9
- Steps for Identifying Main Objectives P30
- Maruha Nichiro and SDGs P32

Stakeholder Engagement

- Communication Map P34
- Initiatives P36
- SeaBOS P38

Human rights

- Human rights activities P40

Social Value

- Value for Customers P43
- Value for Employees P48
- Value for Business Partners P73
- Value for Communities and Society P76

Environmental Value

- Management Approach P90
- Combatting Climate Change P96
- Building a Recycling-oriented Society P102
- Protecting Marine Resources P108

Personnel and Labour-Related data P112

Environmental data P115

External Assessments P117

Disclosure Policy P119

President's Message

Passing on the baton of managerial responsibility

I would like to respectfully express my condolences to those who have lost their lives to COVID-19, and my heartfelt hope that all those who have been afflicted by the disease or have been inconvenienced and constrained by the pandemic can return to their normal lives.I would also like to express my respect and deep gratitude to those on the frontlines of this unprecedented calamity, including the healthcare workers confronting the challenge, as well as every at every level of government, health organizations, and elsewhere who are taking action in each country and region.

The Maruha Nichiro Group's efforts to minimize the risk of infection include an expansion of existing telework arrangements, thorough sanitary management at plants, as well as donations of food to healthcare workers and to families and children who have been financially impacted by the pandemic. We meanwhile continue to take the necessary measures for the health and safety of our more than 10,000 employees worldwide. At the same time, as our business involves food and health, we continue, so that consumers can maintain their lifestyles, our endeavors to sustain steady supplies of products by taking every possible action.

When I was appointed President & CEO in April 2020, I used the term VUCA* in a message to our employees to commemorate the occasion. Amid great uncertainty and confusion in the world, my intention was to create a strong organization, but I am amazed at just how unexpectedly uncertain our circumstances have become. Previously, acting in the capacity of President, I was thinking of producing a growth strategy, but given the current situation, the highest priority is indicating how we are going to confront it. While some of our business has been saved because the products on offer are considered daily necessities, if the economy remains stagnant, it will pose a serious impediment to our business. I feel that this sentiment is quite real throughout society. Our employees have of course been given a powerful reminder about the families they support, while I am more aware than ever about my responsibilities as President.

After I joined the company in 1981, I mostly built up my career in the Overseas Busi-ness Division. I leapt at the chance to be here because I wanted to work in other countries, and that desire was soon fulfilled. As someone who wanted to become a "super general-ist" well-versed in accounting, finance, and business, this was a valuable experience for me. I think one reason why I was appointed President & CEO may be my more than 16 years stationed overseas in the Solomon Islands and with Kingfisher Holdings in Thailand.

I would like to respectfully express my condolences to those who have lost their lives to COVID-19, and my heartfelt hope that all those who have been afflicted by the disease or have been inconvenienced and constrained by the pandemic can return to their normal lives.I would also like to express my respect and deep gratitude to those on the frontlines of this unprecedented calamity, including the healthcare workers confronting the challenge, as well as every at every level of government, health organizations, and elsewhere who are taking action in each country and region.

*VUCA: Stands for volatility, uncertainty, complexity, and ambiguity. Refers to an unpredictable situation where the global social and economic environment is intertwined in a complex manner.

Thoughts on innovation

"Innovation" is front-and-center in the Medium-term Management Plan. When formulating the plan, this word was filled with meaning about the idea of our company. When we hear the word "innovation," we tend to think of things like pioneering research or product development, but I don't interpret it in such a wide-reaching way. In our daily work, diverse stakeholders are involved. The colleagues working at our side are among the stakeholders. In our daily work, innovation means being constantly aware of the relevant concerns and making small improvements that build upon each other. Living with the COVID-19 pandemic and systemizing our inventory adjustments to supply and demand are also types of innovation, and we are helping to shape the setting within the company so that we can sprout more buds of innovation in the remaining portion of the plan.

A history of 140 years with the ocean

In 2020, our group marks 140 years since our founding, and it is a time when we have faced remarkable recent changes in the external environment. The movement to address problems that will build a more sustainable society is gaining momentum worldwide. This is exemplified by the UN General Assembly's adoption of the Sustainable Development Goals (SDGs) and the signing of the Paris Agreement (an inter-national framework on climate change) at the 21st Conference of the Parties of the UNFCCC (COP 21). As a company with global business operations, we have to keep catching up with this movement. If we do not protect the ocean environment that has enabled our enterprise, then we will face difficulties remaining a going concern after 140 years in business.

With a growing worldwide boom in seafood and fiercer competition to procure fish, wild fish resources are reaching their limits. Currently, just under 20% of fish resources are underfished. Sustaining wild fish populations is a top priority. Therefore, I believe our aquaculture operations hold great significance. The problem of ocean plastic is another issue now in the spotlight, but I am hopeful because the idea that society has to pay a fair price for the burden is becoming the norm. An example is stores charging extra for plastic bags. In order to create a sustainable society and to make our company into a sustainable corporate group, we are carrying out the business strategy formulated in the Medium-term Management Plan as well as the Medium to Long-term Sustainability Management Plan.

However, there are limits to what we can do acting alone. We were actively involved in the formation of SeaBOS, an organization that encourages seafood businesses to manage the oceans as good stewards, and Chairman Shigeru Ito was appointed the organization's first chairman. From a global perspective, it is important to undertake initiatives operating within a large framework. This is a challenge which we will continue to tackle in a proactive manner.

We Continue to Listen Closely to Stakeholders as We Reexamine our 140 Years

When we look back on why our company has endured for 140 years, the first thing that stands out is the support of each one of our employees. Some employees have a passion for fish that knows no limits, while others forged their connection with Maruha Nichiro because they were fans of our old professional baseball team, the Taiyo Whales (now the Yokohama BayStars). With these positive connections, each of our employees has carried out his or her responsibilities in their own way. That this has continued for 140 years is, I think, a wonderful thing. Another factor is the support of our stakeholders. I believe we should express our gratitude for their 140 years of support and revisit the question of why they have done so. On top of that, each of our employees engages in a friendly competition as they continuously spare no effort to figure out with what value we can supply all stakeholders with the ocean's bounty and make Maruha Nichiro a company that contributes to enriching people's lives. I hope we will continue to receive your support.

October 2020
Maruha Nichiro Corporation Representative Director,
President & CEO
Masaru Ikemi

Sustainability Management

- **Management Approach** ---- P4
- **Mapping of Value Chain and the Main Objectives** ---- P8
- **Status of Management for the Main Objectives** ---- P9
- **Steps for Identifying Main Objectives** ---- P30
- **Maruha Nichiro and SDGs** ---- P32

Management Approach

Main objectives of the Maruha Nichiro Group

The Maruha Nichiro Group established the Long-term Sustainability Vision (FY2018 to FY2027) in an aim to evolve into a more sustainable corporate group. In April 2018, we initiated the Medium-term Sustainability Plan (FY2018 to FY2021) in order to realize this Long-term vision. The main objectives of the Medium-term Sustainable Management Plan are as follows.

Main objectives of the Maruha Nichiro Group

Economic Value

Net sales: 1 trillion yen / Operating income: 31 billion yen / ROA: 5.7% / D/E ratio: 1.5x / Equity ratio: 30.0%

Social Value

Value for Customers

- Supply safe and secure foods
- Promote consumer-oriented management
- Promote lifelong health plan

Value for Employees

- Provide growth opportunities
- Promote safe and ideal working conditions
- Promote diversity and work practice reform
- Promote health management
- Promote a proactive approach to human rights

Value for Business Partners

- Value for Business Partners

Value for Communities and Society

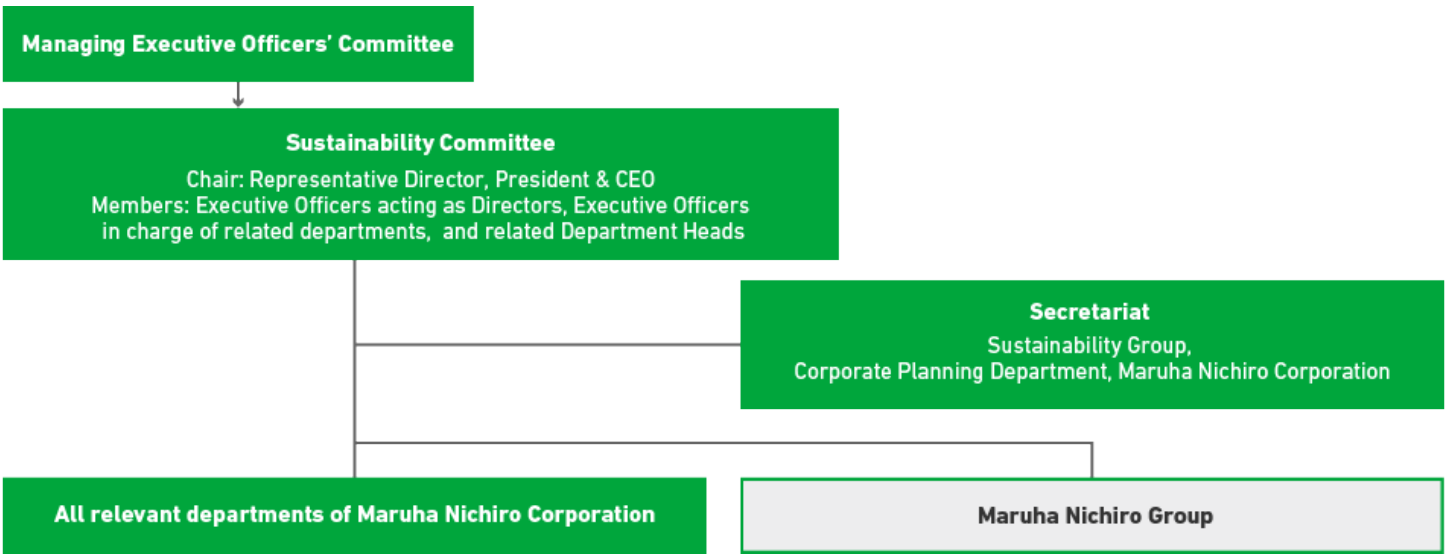
- Coexist with regional communities in mutual prosperity

Environmental Value

Combatting Climate Change **Building a Recycling-oriented Society** **Protecting Marine Resources**

Medium-term Sustainability Management Plan

In FY2018, the Maruha Nichiro Group established a new Sustainability Committee. This committee formulates the general plans for the Group's sustainability management, establishes goals, and evaluates the activities of group companies. It also promotes activities in coordination with Maruha Nichiro Corporation divisions and group companies.



The committee reported on the results of action in FY2018 and efforts under the FY2019 plan pertaining to the creation of social value and environmental value. With regard to the results of action in FY2018 and the FY2019 plan, the committee disseminated information within and outside the company on the Sustainability Report and the Integrated Report.

Sustainability Committee

Sustainability Committee
Chairperson: Maruha Nichiro Corporation Representative Director, President & CEO
Secretariat: Maruha Nichiro Corporation Corporate Planning Department, Sustainability Group
Frequency of meetings: Twice a year (ad hoc committee meetings held as necessary)
Committee members: Executive Officers acting as Directors,
Executive Officers in charge of related departments, and related Department Heads of Maruha Nichiro Corporation
Purpose: Verification and evaluation of progress status of the Medium-term Sustainability Management Plan for the Group overall, sharing issues and information

FY2019 Sustainability Committee Achievements

The Sustainability Committee convened twice in FY2019 to deliberate on the following matters. The committee is sending the topics and content of the deliberations to the environmental officers and environmental representatives at Maruha Nichiro Corporation divisions and group companies in an effort to share the information with employees.

The FY2018 review and the FY2019 plan of the Medium to Long-term Sustainability Management Plan

The committee reported on the results of action in FY2018 and efforts under the FY2019 plan pertaining to the creation of social value and environmental value. With regard to the results of action in FY2018 and the FY2019 plan, the committee disseminated information within and outside the company on the Sustainability Report and the Integrated Report.

Practicing Human Rights Due Diligence

Human rights due diligence has been determined through discussion on formulating a human rights policy that is based on international human rights trends and the United Nations Guiding Principles on Business and Human Rights.
The group's Human Rights Awareness Policy has been disseminated internally through our intranet and to Maruha Nichiro Corporation Head Office employees via human rights training.

Sustainable Palm Oil Procurement

The committee has shared information on international palm oil procurement trends and certification systems, and reviewed policies to procure sustainably in the future. Progress is underway to obtain certifications for relevant products.

Efforts to Address the Problem of Marine Plastics

The committee has shared information on international trends on the problem of marine plastics, what efforts our companies in Japan and overseas have taken, and the status of action by the group. The committee also considered policies for future efforts.

The committee will continue to meet with the same regularity in FY2020 and plans to deliberate on several subjects, such as conducting surveys on marine resources and suppliers.

Internal Dissemination Measures

Group philosophy training

Group Philosophy Training is a new training program developed based on our experience that the Group Philosophy was not resonating with employees following the pesticide contamination incident at AQLI Foods. Regarding the mission and responsibility of the Maruha Nichiro Group included in the Group Philosophy, the training aims to share mutual awareness about the role that employees should play in implementing the Group Philosophy in their everyday jobs using direct communication between executive management and employees. This group training that was launched in 2014 is now in its third round. During the third round, for the three-year period from FY2018 to FY2020, all employees of group companies in Japan and all business sites of Maruha Nichiro Corporation are undergoing Group Philosophy Training led by officers of Maruha Nichiro. In fiscal years when Maruha Nichiro officers do not visit, training will be conducted at each business site led by representatives of group companies or general managers of Maruha Nichiro departments.

In FY2019, Maruha Nichiro officers led Group Philosophy Training sessions at 24 business sites reaching around 3,000 group employees. During these sessions, officers spoke about the three forms of value creation, including Economic Value, Social Value and Environmental Value, along with the Maruha Nichiro Group's vision for 10 years in the future, following the Medium to Long-term Sustainability Management Plan.

Group Philosophy Training led by Senior Managing Executive Officer Ikemi (at the time)

Corporate brand strategy“Brand Enhancement Creation Project”

From FY2019 we started the Brand Enhancement Creation Project as part of the corporate brand strategy for the Maruha Nichiro Group begun in FY2018. The aim is to get each employee to consider what they should do to for the value our brand provides, which is the “pursuit of new possibilities in food while bringing vitality to people around the world.” It is also intended to invigorate discussion and cooperation across departments.

Maruha Nichiro employees took part in interdepartmental group work to come up with ideas, and ideas were also collected through individual submission. In all 658 ideas were collected (as of August 2019), and through interdepartmental group work, two projects were selected for promotion: the “Friendlier to the Earth Project” and the “Branding from the Sea Project. ”From here, we will assemble project teams that bring together volunteer employees, man-agers and executives from across departments to take concrete action through these projects. We will publish periodic progress updates on our website.

Group working

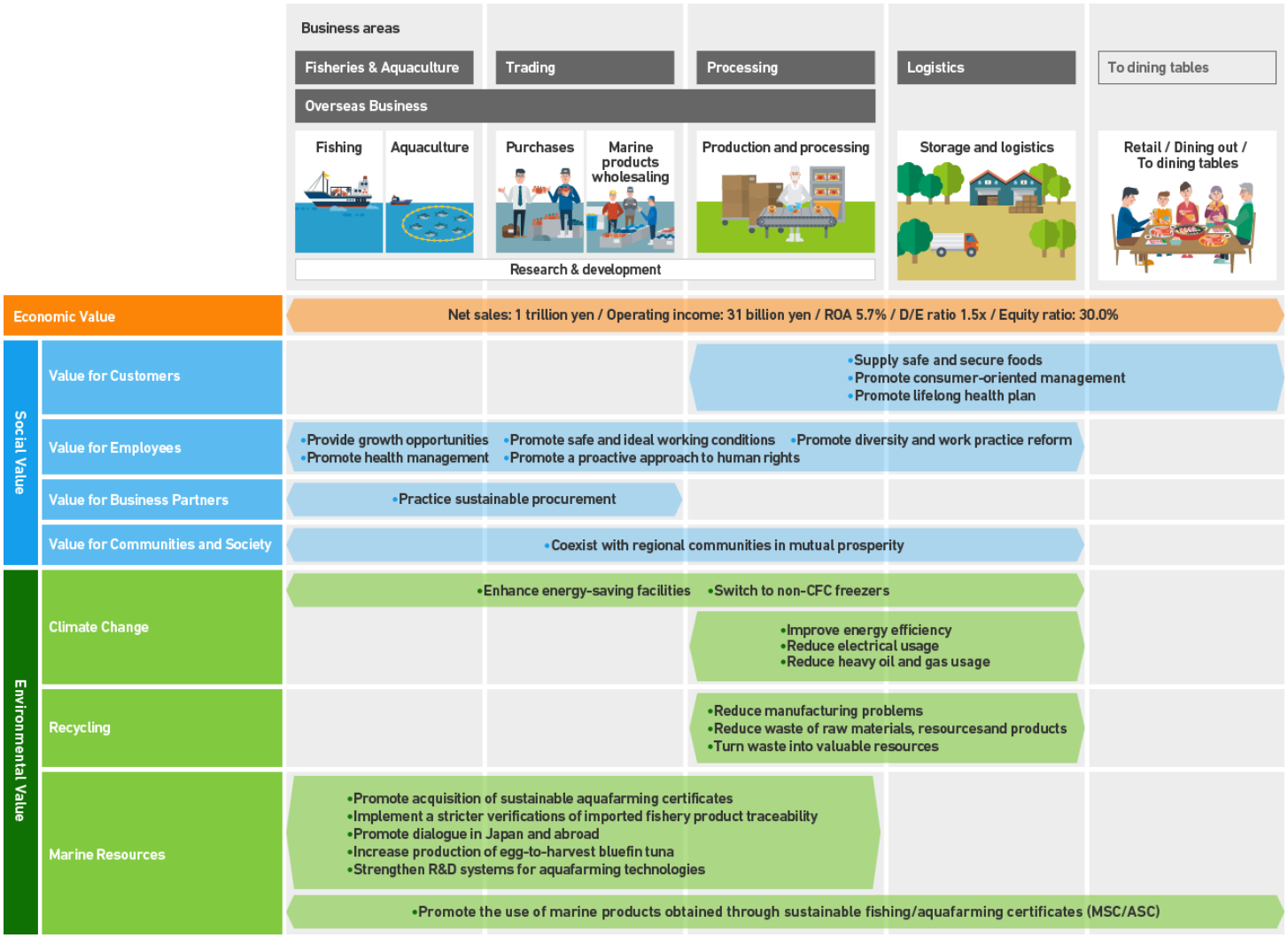
Mapping of Value Chain and the Main Objectives

Basic Approach

The business of the Maruha Nichiro Group has a consistent value chain for procurement and distribution, production and processing, and storage and logistics with seafood products at the core.

The Group will focus on addressing the main objectives of the Medium-term Sustainability Management Plan in order to fulfill its social responsibilities in light of the impact each process has on society and the environment.

Maruha Nichiro of Value Chain



Status of Management for the Main Objectives

Value for Customers

Main objective

Supply safe and secure foods

Medium-term Goal

Quality assurance system

Quality management system "Maruha Nichiro Group quality assurance regulations" spread and appropriately operated

Action Plan

Implement PDCA activities about quality assurance and quality control as a whole group
– R&D, raw material procurement, and human resource training as key themes—strive for continual improvement

FY2019 Targets (Main measures)	- Continue making improvements by implementing PDCA activities about quality assurance and quality control and Maruha Nichiro Group quality assurance regulations in each organization - Roll out regulations on quality training throughout the Maruha Nichiro Group in Japan
FY 2019 Results	- Made improvements by implementing PDCA activities about quality assurance and quality control and Maruha Nichiro Group quality assurance regulations in each organization - Issued group-wide quality training guidelines and rolled out Maruha Nichiro Corporation's operational rules to the Maruha Nichiro Group - Revised procedures for R&D and for raw material procurement at each company and division
FY2020 targets (Main measures)	- Continue to implement PDCA activities about quality assurance and quality control in each organization while disseminating and effectively applying Maruha Nichiro Group quality assurance regulations in these activities - Disseminate group-wide quality training guidelines
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Quality Assurance Department, Maruha Nichiro Corporation

Medium-term Goal

Food safety system

Promote to acquire global certifications of food safety management system, and its effective operation

Action Plan

Strengthen cooperation throughout the whole supply chain

FY2019 Targets (Main measures)	- Following the policy of obtaining Food Safety Management System certifications, continue rolling out activities for obtaining certifications at each organization - Encourage Maruha Nichiro Corporation organizations to apply rules for supplier management that take advantage of PDCA activities about quality assurance and quality control - Continue to hold the meetings on quality assurance for management of contracted factories
FY 2019 Results	- Following the policy of obtaining Food Safety Management System certifications, rolled out activities for obtaining certifications at each organization - Publicized and disseminated rules for supplier management at Maruha Nichiro Corporation organizations - Held meetings on quality assurance for management of contracted factories in Japan
FY2020 Targets	- Following the policy of obtaining Food Safety Management System certifications, continue rolling out activities for obtaining certifications at each organization

(Main measures)	- Entrench supplier control procedures by confirming the application of quality assurance regulations - Work with managers of contracted factories in Japan to continue holding managers' meetings on quality assurance at contracted factories
Scope of Application	Maruha Nichiro Group (Japan) Contracted factories
Department Responsible	Quality Assurance Department, Maruha Nichiro Corporation

Action Plan

Enhance factory inspections

FY2019 Targets (Main measures)	- Implement systematic factory audits in accordance with the factory sanitation management standards - Improve factory auditor skills - Establish and begin applying an evaluation method for the results of microbial inspections at all Maruha Nichiro Group production sites - Continue selection tests for sensory inspection manager candidates at group companies
FY 2019 Results	- Conducted factory audits in accordance with the factory auditing plan - Following standards, auditors were trained by joining factory audit and building auditing experience - Produced situational audit check sheets for microbial inspections and sensory inspections and trialed the check sheets at eight factories - Conducted selection tests for sensory inspection manager candidates at 28 group sites (with 266 test-takers passing)
FY2020 Targets (Main measures)	- Implement systematic factory audits in accordance with the factory sanitation management standards - Improve factory auditor skills - Continue selection tests for sensory inspection manager candidates at group companies - Use check sheets to conduct systematic factory laboratoryevaluations at group factories
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

FY2019 Targets (Main measures)	- Continue holding training sessions on quality assurance, the Food Safety Management System, and food microbial inspection - Launch an e-learning program - Conduct HACCP training pertaining to quality control
FY 2019 Results	- Held four quality control training sessions - Held three e-learning program sessions on quality - Turned in-person workshops on food bacteria into an e-learning program (while tripling the number of trainees)
FY2020 Targets (Main measures)	- Continue holding similar training sessions - Consider and implement measures to raise the participation rate in the quality e-learning program - Continue holding e-learning program sessions on bacteria
Scope of Application	Maruha Nichiro Group Contracted factories
Department Responsible	Quality Assurance Department, Maruha Nichiro Corporation

Medium-term Goal

Food defense system

Maintain good working conditions and improve defense levels based on the Maruha Nichiro Group's Food Defense Management Rules

Action Plan

Enhance factory inspections

FY2019 Targets (Main measures)	- Continue to assess conformance with the Food Defense Management Standards and provide guidance on improvements at contracted factories as well as Maruha Nichiro Group production sites and distribution centers - Confirm comparisons of Maruha Nichiro Group Food Defense Management Standards (Distribution) with global standards and revise
FY 2019 Results	- Assessed conformance and provided guidance on improvements at contracted factories as well as Maruha Nichiro Group production sites and distribution centers - Revised the Maruha Nichiro Group Food Defense Management Standards (Distribution) by incorporating TAPA criteria
FY2020 Targets (Main measures)	- Continue to assess conformance with the Food Defense Management Standards and provide guidance on improvements at contracted factories as well as Maruha Nichiro Group production sites and distribution centers
Scope of Application	Maruha Nichiro Group (Japan, overseas) Contracted factories
Department Responsible	Quality Assurance Department, Maruha Nichiro Corporation

Action Plan

Continue with food defense management and education

FY2019 Targets (Main measures)	- Continue holding training sessions on food defense
FY 2019 Results	- Held food defense training sessions for production factories and contracted factories
FY2020 Targets (Main measures)	- Continue holding training sessions on food defense
Scope of Application	Maruha Nichiro Group (Japan, overseas) Contracted factories
Department Responsible	Quality Assurance Department, Maruha Nichiro Corporation

Main objective

Promote consumer-oriented management

Medium-term Goal

Disseminate consumer-oriented management throughout the company

Cultivate corporate culture based on commitments from top management, facilitate organic communication between departments

Action Plan

Hold training seminars on consumer-oriented management

FY2019 Targets (Main measures)	- Continue holding information sessions for employees, and conduct employee surveys to check dissemination
FY 2019 Results	- Held training on consumer-oriented management for all Maruha Nichiro Group employees (~1,600 employees in 37 countries)
FY2020 Targets (Main measures)	- Continue holding information sessions for employees - Conduct a dissemination confirmation survey to ascertain the current situation ahead of the next fiscal year
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

FY2019 Targets (Main measures)	- Identify industry trends in consumer-oriented management - Strengthen cooperation with the Consumer Affairs Agency - Disseminate consumer-oriented management by releasing information through the company portal
FY 2019 Results	- Participated in seminars on consumer-oriented management and other events to ascertain the current state of the industry - Further strengthen cooperation with the Consumer Affairs Agency through mutual exchanges of information - Confirm the latest information with the Consumer Affairs Agency and share it with employees in a timely manner
FY2020 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 “voice of the

FY2019 Targets (Main measures)	- Share information on customer complaints, questions, and other feedback within the company - Encourage product development, improvement, modification, and so on at relevant departments in response to customer feedback - Analyze and determine the causes of complaints and share data on the analysis
FY 2019 Results	- Extracted data on customer feedback for daily release - Held monthly product improvement meetings and implemented 39 improvements and modifications in response to customer feedback
FY2020 Targets (Main measures)	- Continue the activities
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Consumer Relations Center, Maruha Nichiro Corporation

Medium-term Goal

Deepen communications with consumers

Improve supply and mutual exchange of information to customers

Action Plan

Enhance customer service to satisfy all customers

FY2019 Targets (Main measures)	- Continuously update the website to make it easier for customers to understand and use, and provide useful information - Seek to begin operating a chatbot within the year, and provide a toll-free telephone service to satisfy customers - Examine introducing an automated system to produce investigation reports as a way to speed up response to customers
FY 2019 Results	- Updated the website to make it easier for customers to understand and use, and made the Q&A section for customers to resolve their own issues easier to use - Developed a chatbot and made preparations to launch it in the website's customer consultation page during FY2020
FY2020 Targets (Main measures)	- Continue the activities - Make effective use of newly introduced systems to raise customer satisfaction - Distribute newly produced consumer information pamphlets to help improve customers' diets

Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Consumer Relations Center, Maruha Nichiro Corporation

Action Plan

Strengthen safety and security

FY2019 Targets (Main measures)	- Evaluate and analyze customer feedback, identify risk information early, and communicate the information to relevant departments and hold meetings with them - Investigate and respond to the causes of issues raised by customers, and take steps based on investigation reports
FY 2019 Results	- After checking potential issues based on customer feedback, corrected the issues and publicized them on a weekly basis - Categorized the 5,255 issues raised by customers and provided information reports to customers concerning 4,156 of those issues
FY2020 Targets (Main measures)	- Continue the activities
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Consumer Relations Center, Maruha Nichiro Corporation

Main objective

Promote lifelong health plan

Medium-term Goal

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

Action Plan

Drive promotional activities

FY2019 Targets (Main measures)	- Make year-round efforts to improve PR and increase PR opportunities, such as by disseminating information through the official community website and official Facebook account, holding events and campaigns, running seminars, and producing awareness-raising handouts
FY 2019 Results	- Distributed 100,000 copies of "How Mackerel Gets Canned," supplemental educational materials for fifth grade social studies classes - Took action connected to DHA Day, such as a quiz at official community website Oishiine! - Held a lecture on sustainable seafood at Hokkaido University of Education's Hakodate Campus - Held a summer break science experiment class: "The Story of How Salmon Are Born and the Secrets Behind Life's Design"
FY2020 Targets (Main measures)	Continue the activities
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Central Research Institute and the Maruha Nichiro Corporation Marketing Department

Action Plan

Research and develop “fish eating” and fish-derived functional ingredients

FY2019 Targets (Main measures)	- Submit notifications to the Consumer Affairs Agency and negotiate - Develop functional ingredients - Share research findings on functional ingredients with academic organizations and elsewhere
FY 2019 Results	- Assisted with applications for four foods for specified health use (FOSHU) and delivered notification of 19 changes to foods with function claims - Developed a new salted salmon roe oil (for pharmaceutical company collaboration) - Conducted a study to verify findings regarding DHA kidney function and made two presentations to academic societies and elsewhere

FY2020 Targets (Main measures)	Continue the activities
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Central Research Institute and the Maruha Nichiro Corporation Marketing Department

Medium-term Goal

Support customer health throughout all life stages through product development and supply, and information dissemination

Contribute to health and wellness

Action Plan

Promote healthy bodies with measures to fight metabolic syndrome and strengthen bones through foods with function claims, salt reduction, calcium fortification and reduced calories

FY2019 Targets (Main measures)	- By continuing to develop and sell products that meet market needs, continue raising awareness and encouraging consumers to incorporate these products into their diets
FY 2019 Results	- Launched new products in fall 2019: chicken and fish sticks high in protein, and a hearty five-grain plum and kelp rice - Launched an assorted rice product with chicken from a series of delicious sugar-free foods, and released seven redesigned blue-backed fish products
FY2020 Targets (Main measures)	Continue developing products that meet market needs
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Central Research Institute and the Maruha Nichiro Corporation Marketing Department

Action Plan

Promote food products that benefit healthy mind and tastefulness

FY2019 Targets (Main measures)	- Continue developing products that meet market needs
FY 2019 Results	- Launched three medical care products in 2019 that can be mashed with the gums - In spring 2020, launched five medical care products from a series of delicious and satisfying foods, and launched two commercial
FY2020 Targets (Main measures)	Continue developing products that meet market needs
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Central Research Institute and the Maruha Nichiro Corporation Marketing Department

Status of Management for the Main Objectives

Value for Employees

Main objective

Provide growth opportunities

Medium-term Goal

Provide growth opportunities

Nurture next generation of leaders

Action Plan

Initiate program for training the next generation of management personnel

FY2019 Targets (Main measures)	- Continue conducting and improving training for employees selected as potential next-generation leaders
FY 2019 Results	- Conducted training for employees selected as potential next-generation leaders - Selected trainees participated in long-term external training
FY2020 Targets (Main measures)	- Continue conducting training for employees selected as potential next-generation leaders - Continue conducting long-term external training
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Medium-term Goal

Provide growth opportunities

Nurture global human resources

Action Plan

Accelerate global human resource training

FY2019 Targets (Main measures)	- Continue to conduct and improve the global personnel training program
FY 2019 Results	- Conducted the global personnel training program as planned
FY2020 Targets (Main measures)	- Continue to train global human resources
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Medium-term Goal

Provide growth opportunities

Support career development

Action Plan

Renew human resource training scheme

FY2019 Targets (Main measures)	- Introduce an e-learning program to the human resource training scheme and establish a new training structure
FY 2019 Results	- Changed to the e-learning program for selective training and conducted training linked to the content of promotion exams
FY2020 Targets (Main measures)	- Establish a new training structure
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Main objective

Promote safe and ideal working conditions

Medium-term Goal

Promote safe and ideal working conditions

Maintain/promote safe working conditions— fewer work hours and eliminate harassment in the workplace

Action Plan

Hold seminars for executives
Reduce overtime work

FY2019 Targets (Main measures)	- Continue holding workshops on time management and harassment - Closely monitor heads of departments where employees work long hours - Continue convening committees at all worksites to help reduce long working hours
FY 2019 Results	- Held workshops on labor management at offices and group companies - Convened committees on shorter working hours, as needed, at each location
FY2020 Targets (Main measures)	- Continue the activities - Issue warnings on monthly working hours and introduce a system for monitoring overtime growth at a glance
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Main objective

Promote diversity and work practice reform

Medium-term Goal

Promote corporate culture reform

Improve awareness of diverse management and work practice reform

Action Plan

Improve information and messages from management

FY2019 Targets (Main measures)	- Disseminate messages from management through the diversity website
FY 2019 Results	- Issued the Declaration of Action for Diversity and Inclusion on the intranet site
FY2020 Targets (Main measures)	- Continue issuing messages
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Action Plan

Strengthen lateral ties between employees

FY2019 Targets (Main measures)	- Convene a diversity forum (for male employees) - Conduct a symposium for employees - Conduct further training to improve management skills
FY 2019 Results	- Convened the diversity forum (with 118 male employees participating) - Arranged for employee posters and a place on the intranet site for departments to introduce themselves, and created opportunities to get to know about the people and organizations employees work with
FY2020 Targets (Main measures)	- Continue creating opportunities to get to know the organizations employees work with
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Medium-term Goal

Promote women's participation

Improve ratio of female managers

Action Plan

Acquire “Kurumin” and “Eruboshi (L-star)” certification marks

FY2019 Targets (Main measures)	- Hold meetings for employees returning from childcare leave - Encourage men to take paternity leave
FY 2019 Results	- Obtained Kurumin 2018 certification - Submitted an action plan for Kurumin 2020 certification - Ratio of female executives in 2019 at 4.7% (compared to 4.4% in FY2018)
FY2020 Targets (Main measures)	- Continue to obtain "Eruboshi (L-star)" and "Kurumin" certifications - Expand support tools for employees of child-rearing age

Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Action Plan

Hold forums

FY2019 Targets (Main measures)	- Convene a diversity forum (for male employees) *Hold the forum as part of the promotion of corporate culture reform
FY 2019 Results	- Convened the diversity (perspectives) forum (with 118 male employees participating)
FY2020 Targets (Main measures)	- Hold seminars on returning to work from childcare leave and work-life balance
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Medium-term Goal

Promote work practice reform

Improve productivity
Improve work-life balance
Promote diverse work practices

Action Plan

Promote integration of IT technology
Create a new personnel system
Establish telecommuting

FY2019 Targets (Main measures)	- Expand the use in departments and for applicable business activities - Conduct an employee awareness survey and increase awareness figures - Broaden the flextime system and introduce a work-at-home system - Conduct activities to raise awareness about nursing care
FY 2019 Results	- Conducted the 2019 Employee Motivation Survey (Awareness Survey) - Achieved 100% introduction of the flextime system - Conducted nursing care seminars
FY2020 Targets (Main measures)	- Institute telecommuting, super flextime, and segmented shifts - Conduct hiring and on-the-job support to achieve the legally mandated hiring rate for disabled persons
Scope of Application	*The awareness survey covers Maruha Nichiro Corporation and the main domestic Group companies
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Main objective

Promote health management

Medium-term Goal

Promote health management

Promote health management
Promote employee health

Action Plan

Strengthen health check follow-up measures

FY2019 Targets (Main measures)	- Expand eligibility for preventing the onset of severe conditions - Strengthen ties with health insurance associations to improve support for specific health guidance
FY 2019 Results	- Expanded eligibility for preventing the onset of severe conditions (in addition to employees with high blood pressure and high blood sugar, those with impaired liver function are also eligible) - Strengthen ties between the company and health insurance associations to improve the rate of specific health guidance
FY2020 Targets (Main measures)	- Expand eligibility to receive assistance from public health nurses for the prevention of lifestyle diseases - Strengthen ties with health insurance associations to enhance specific health guidance
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Action Plan

Strengthen mental health measures

FY2019 Targets (Main measures)	- Expand follow-up checks on returning employees by clinical psychologists
FY 2019 Results	- Clinical psychologist conducted interviews with a total of 84 new employees in FY2019
FY2020 Targets (Main measures)	- Mental health care pertaining to the COVID-19 pandemic - Individual interviews for new employees in FY2020
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Action Plan

Hold better health and cancer prevention seminars

FY2019 Targets (Main measures)	- Take action to improve eating habits - Hold seminars on creating exercise habits - Continue support for employees seeking to quit smoking
FY 2019 Results	- Held an event on improving eating habits for 100 employees (the DHA Challenge) - Held health seminars run by external trainers (three times) - Conducted a free program to help employees quit smoking
FY2020 Targets (Main measures)	- Make eating habits healthier - Expand support to help employees quit smoking
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

MARUHA NICHIRO
For the ocean, for life

Main objective

Promote a proactive approach to human rights

Medium-term Goal

Promote a proactive approach to human rights

Based on proper understanding of human rights issues, foster a corporate culture of respect for everyone — zero tolerance for discrimination

Action Plan

Promote activities to support human rights awareness
Hold in-house seminars on human rights awareness

FY2019 Targets (Main measures)	- Conduct training on human rights and LGBT issues
FY 2019 Results	- Conducted human rights training (22 times) during Group Philosophy Training for all 1,200 employees of the Head Office
FY2020 Targets (Main measures)	- Conducting-house human rights awareness training
Scope of Application	Maruha Nichiro Corporation
Department Responsible	Personnel Department, Maruha Nichiro Corporation

Status of Management for the Main Objectives

Value for Business Partners

Main objective

Practice sustainable procurement

Medium-term Goal

Build a CSR-oriented supply chain

Implement CSR-oriented supply chain management based on the Basic Procurement Policy, Supplier Guidelines, and the Declaration of Anti-corruption.

Action Plan

Raise awareness among suppliers of the Basic Procurement Policy, Supplier Guidelines, and Declaration of Anti-corruption

FY2019 Targets (Main measures)	- Raise awareness and recognition of procurement risk within the group - Construct a management structure (medium-term goal)
FY 2019 Results	- Formulated and raised awareness of the Maruha Nichiro Group Human Rights Policy in July 2019 - Incorporated awareness of human rights in Group Philosophy Training to foster understanding
FY2020 Targets (Main measures)	- Raise awareness and recognition of procurement risk within the group - Departments inform suppliers
Scope of Application	Maruha Nichiro Group (Japan, overseas)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Monitor suppliers

FY2019 Targets (Main measures)	- Further the construction of a management structure based on the basic risk plan - Consider formulating procurement risk evaluation standards
FY 2019 Results	- Group companies and Maruha Nichiro divisions carried out procurement risk management - To carry out due diligence on human rights in accordance with the Human Rights Policy, a questionnaire survey of foreign trainees at group plants in Japan was conducted, and the results were the basis for interviews with organizations managing the trainees - Conducted procurement and purchase risk monitoring at overseas group companies on human rights, IUU fishing, etc.
FY2020 Targets (Main measures)	- Further the construction of a management structure based on the basic risk plan - Conduct supplier surveys on priority items such as the Maruha Nichiro Group Basic Procurement Policy, Supplier Guidelines, human rights in accordance with the Human Rights Policy, and marine resources (including IUU fishing)
Scope of Application	Maruha Nichiro Group (Japan, overseas)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Status of Management for the Main Objectives

Value for Communities and Society

Main objective

Coexist with regional communities in mutual prosperity

Medium-term Goal

Food education activities

Convey the importance of food and contribute to the wellbeing of everyone

Action Plan

Suggest foods that help everyone live a healthy life according to various life stages

FY2019 Targets (Main measures)	- Offer cooking classes by chefs for parents with children and tuna cooking classes for parents with children - Add more information about the benefits of eating fish on the seafood promotion website
FY 2019 Results	- Held cooking classes (5 times across Japan; 165 participants in 76 groups) - Added cooking class reports and food preparation videos to the seafood promotion website
FY2020 Targets (Main measures)	- Offer cooking classes by chefs for parents with children and yellowtail cooking classes for parents with children - Add more information to the seafood promotion website
Scope of Application	· Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Offer cooking classes that use sustainable marine resources

FY2019 Targets (Main measures)	Cooking classes using MSC/ASC-certified seafood products
FY 2019 Results	Held "For the Ocean, for Life: Class on Fish Lunches for the Future" in Osaka (42 participants in 21 groups)
FY2020 Targets (Main measures)	Cooking classes using MSC/ASC-certified seafood products
Scope of Application	· Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Medium-term Goal

Environmental activities

Protect the natural environment for the future

Action Plan

Participate in the environmental conservation activities of regional communities where offices are located

FY2019 Targets (Main measures)	Conduct cleaning campaigns
FY 2019 Results	- Cleanup at Gappo Park in Aomori City (Aomori Plant, Maruha Nichiro Kitanippon, Inc.) - Cleanup at Hiroshima Peace Memorial Park (Hiroshima Plant) - Cleanup at Hirogi Park on Lake Ezu (Maruha Nichiro Kyushu), etc.
FY2020 Targets (Main measures)	- Conduct cleaning campaigns - Coastal garbage cleanups
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Spread the use of sustainable environmental resources

FY2019 Targets (Main measures)	Host Eelgrass bed restoration activities and sponsor a high school eelgrass summit
FY 2019 Results	Sponsored a high school eelgrass summit (November)
FY2020 Targets (Main measures)	Continue hosting Eelgrass bed restoration activities (planting eelgrass, etc.)
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Medium-term Goal

Regional contribution activities

Contribute to the growth of regional communities

Action Plan

Help pass on regional cultures to new generations in communities where offices are located

FY2019 Targets (Main measures)	Sponsor the Aomori Nebuta Festival
FY 2019 Results	Sponsor the Aomori Nebuta Festival
FY2020 Targets (Main measures)	Aomori Nebuta Festival cancelled due to the COVID-19 pandemic
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Communicate with regional communities

FY2019 Targets (Main measures)	Participate in and sponsor regional events
FY 2019 Results	- Sponsored and participated in the Mottainai Kids Festival (Fukuoka and Toyama) - Participated in the Toyosu Festa
FY2020 Targets (Main measures)	- Continue the activities - Joined the Toyosu Mirai Project for the first time
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Create opportunities that convey the value of manufacturing

FY2019 Targets (Main measures)	Hold company visits and catering classes
FY 2019 Results	- Accepted company visits (3 junior high schools, 1 high school) - Catering class (1 elementary school)
FY2020 Targets (Main measures)	Continue the activities
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Status of Management for the Main Objectives

Environmental Value

Main objective Combatting climate change

Medium-term Goal Reduce CO_2 emissions

Reduce CO_2 emissions per unit of sales by more than 4% from FY2017 to FY2021

Action Plan Enhance energy-saving facilities

FY2019 Targets (Main measures)	- Encourage conversion from fluorescent lighting to LED bulbs at production sites and elsewhere - Continue raising awareness about eco-driving - Consider using eco-cars for sales promotion vehicles
FY 2019 Results	- Encouraged conversion from fluorescent lighting to LED bulbs at production sites and elsewhere - Raised awareness on eco-driving with sales promotion vehicles
FY2020 Targets (Main measures)	Control increased usage by improving work environment
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan Improve energy efficiency

FY2019 Targets (Main measures)	Manage boiler operation, operate appropriate number of air compressors, encourage efficient compressor operation
FY 2019 Results	Efficiently manage boiler and compressor operation
FY2020 Targets (Main measures)	Install cogeneration equipment at some production sites
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Switch to non-CFC freezers

FY2019 Targets (Main measures)	Continue switch to non-CFC freezers
FY 2019 Results	- Finished conversion of freezers at distribution centers in Japan - Updated equipment using R22 CFCs at group production sites in Japan
FY2020 Targets (Main measures)	Continue switch to non-CFC freezers
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Reduce electricity usage

FY2019 Targets (Main measures)	- Continue practicing Cool Biz in summer - Continue controlling time schedules for lighting and air conditioning
FY 2019 Results	- Continued controlling time schedules for lighting and air conditioning
FY2020 Targets (Main measures)	- Continue controlling time schedules for lighting and air conditioning, continue considering installation of LED lighting - Improve energy conservation by raising awareness in the company
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Reduce heavy oil and gas usage

FY2019 Targets (Main measures)	Continue boiler conversion
FY 2019 Results	- Insulated steam pipework - Collaborated with power utilities for energy-efficient operation of compressors
FY2020 Targets (Main measures)	- Continue efforts with power utilities - Plan steam pipework insulation work at group plants in Japan
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Main objective

Building a recycling-oriented society

Medium-term Goal

Reduce waste and improve recycling rates

Reduce the volume of waste per unit of sales by more than 4% from FY2017 to FY2021

Aim for 99% waste recycling rate by FY2021

Action Plan

Reduce manufacturing problems

FY2019 Targets (Main measures)	Fully share information and focus on preventive maintenance for machinery
FY 2019 Results	- Performed preventive maintenance on machinery, reduced failures, and improved capacity utilization rates - Reduced overload through higher conveyor motor output
FY2020 Targets (Main measures)	- Using manual software to spread operating standards - Inspect equipment at start and end of operations and use an equipment/backup control system to focus on preventive mainte-
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Reduce waste of raw materials, resources and products

FY2019 Targets (Main measures)	Develop products from discarded materials
FY 2019 Results	Developed products from previously discarded materials
FY2020 Targets (Main measures)	- Biogas plant construction - Reduce volume of sludge from pressurized flotation
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Turn waste into valuable resources

FY2019 Targets (Main measures)	Consider food bank activities at worksites while turning waste into valuable resources
FY 2019 Results	- Rendered some food residue into feed to turn plant and animal residue into valuable resources Considered food bank activities at worksites in Japan
FY2020 Targets (Main measures)	- Continue food bank activities - Continue making effective use of plant and animal residue to recycle into products
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Main objective

Protecting Marine Resources

Medium-term Goal

Promote sustainable use of marine resources

Promote certification acquisition for sustainable fishing and farming
Strengthen efforts to abolish illegal, unreported, and unregulated fishing (IUU)
Expand egg-to-harvest business
Promote eco-friendly farming technology

Action Plan

Promote the use of marine products obtained through sustainable fishing/aquaculture certificates (MSC/ASC)

FY2019 Targets (Main measures)	Continue developing CoC-certified products with ecolabels
FY 2019 Results	Developed and sold new CoC-certified products with MSC/ASC ecolabels
FY2020 Targets (Main measures)	- Promote sales of products with ecolabels (MSC, ASC, etc.) - Continue developing products with ecolabels
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Promote acquisition of sustainable aquaculture certificates

FY2019 Targets (Main measures)	Support efforts to earn certification, promote measures for contracted processing plants to earn CoC certification
FY 2019 Results	- Received ASC certification for greater amberjack at group aquaculture sites in Japan - Shipped around 8,000 ASC-certified yellowtail in February-March 2020
FY2020 Targets (Main measures)	- Continue shipping ASC-certified greater amberjack
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan

Implement a stricter verifications of imported fishery product traceability

FY2019 Targets (Main measures)	Strengthen traceability of imported seafood by thoroughly verifying fish catch certificates
FY 2019 Results	Thoroughly verified fish catch certificates
FY2020 Targets (Main measures)	Continue efforts
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan	Promote dialogue in Japan and abroad
FY2019 Targets (Main measures)	- Continue participating in the Seafood Business for Ocean Stewardship (SeaBOS) Keystone Dialogues - Continue efforts to build good relationships with stakeholders
FY 2019 Results	- Participated in the SeaBOS Keystone Dialogues as secretariat and CEO - Further activities with task forces within the SeaBOS Keystone Dialogues
FY2020 Targets (Main measures)	- Participated in the SeaBOS Keystone Dialogues as secretariat and CEO - Further activities with task forces within the SeaBOS Keystone Dialogues (IUU fishing, seafood product traceability, forced labor, dealing with marine plastics, etc.)
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan	Increase production of egg-to-harvest bluefin tuna
FY2019 Targets (Main measures)	Ship 10,652 egg-to-harvest tuna
FY 2019 Results	Shipped 12,622 egg-to-harvest tuna
FY2020 Targets (Main measures)	Ship 16,000 egg-to-harvest tuna
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Action Plan	Strengthen R&D systems for aquafarming technologies
FY2019 Targets (Main measures)	Produce yellowtail and greater amberjack (including egg-to-harvest fish) at the Minami Satsuma Hatchery
FY 2019 Results	Raised egg-to-harvest yellowtail and greater amberjack at the Minami Satsuma Hatchery and released them
FY2020 Targets (Main measures)	Continue efforts
Scope of Application	Maruha Nichiro Group (Japan)
Department Responsible	Corporate Planning Department, Maruha Nichiro Corporation

Steps for Identifying Main Objectives

Basic Approach

The Maruha Nichiro Group identified the main objectives in the field of sustainability as required by the GRI Standards in February 2018. This was against a backdrop of growing interest on a global level in sustainability challenges including the global environment. The Group believes that the creation of such social value and environmental value will lead to the creation of economic value. It has started the Medium-term Sustainability Management Plan centered around the creation of these three types of value from FY2018.

Going forward, we will improve and implement the activities in this plan through the PDCA cycle while incorporating feedback from internal and external stakeholders.

Steps for Identifying Main Objectives

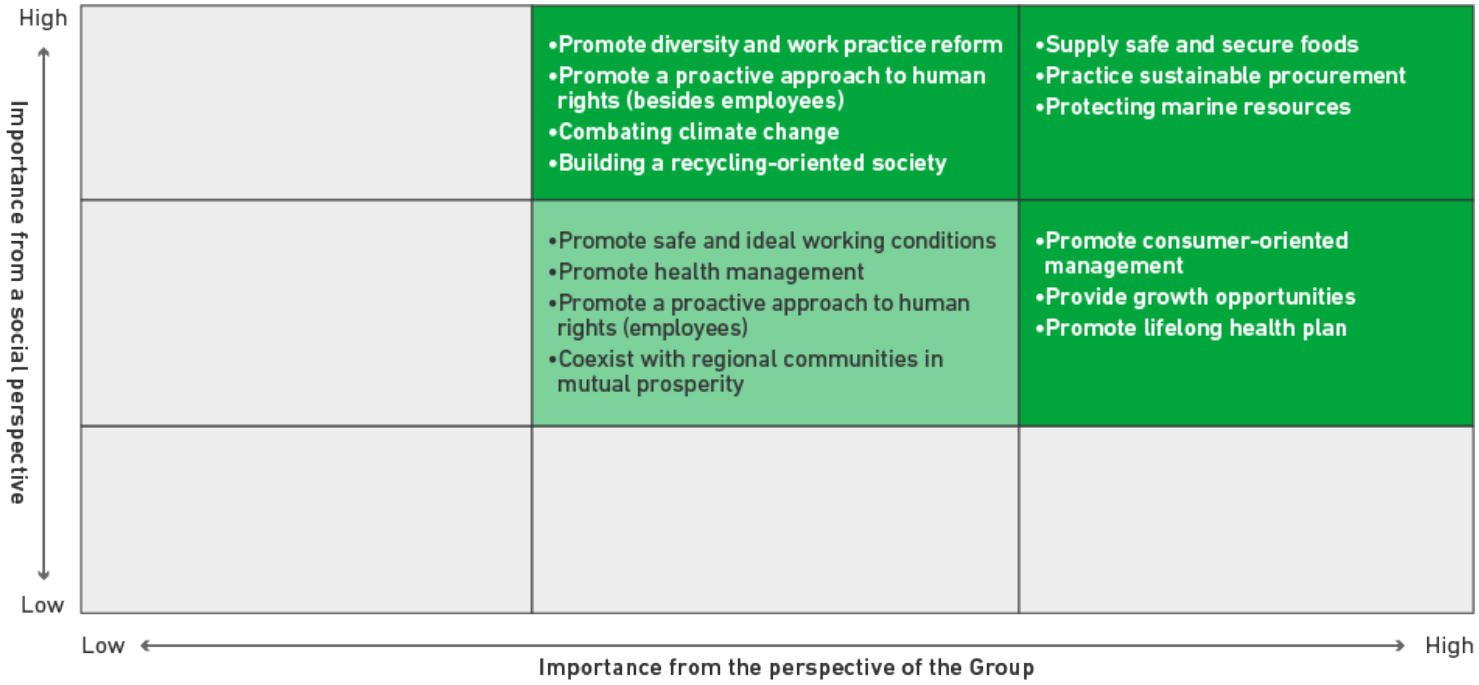
Step 1: Identification of social issues

We have identified social issues in consideration of international standards and guidelines including the GRI Standards, ISO26000 core issues, the Ten Principles of the UN Global Compact, and the Sustainable Development Goals (SDGs).

Step 2: Mapping of social issues

We mapped social issues on the two key coordinate axes of the social perspective and the perspective of the Group. We then narrowed down issues with a high priority level.

*For the items in the GRI Standards, please refer to the GRI Content Index.



Step 3: Deciding on main objectives

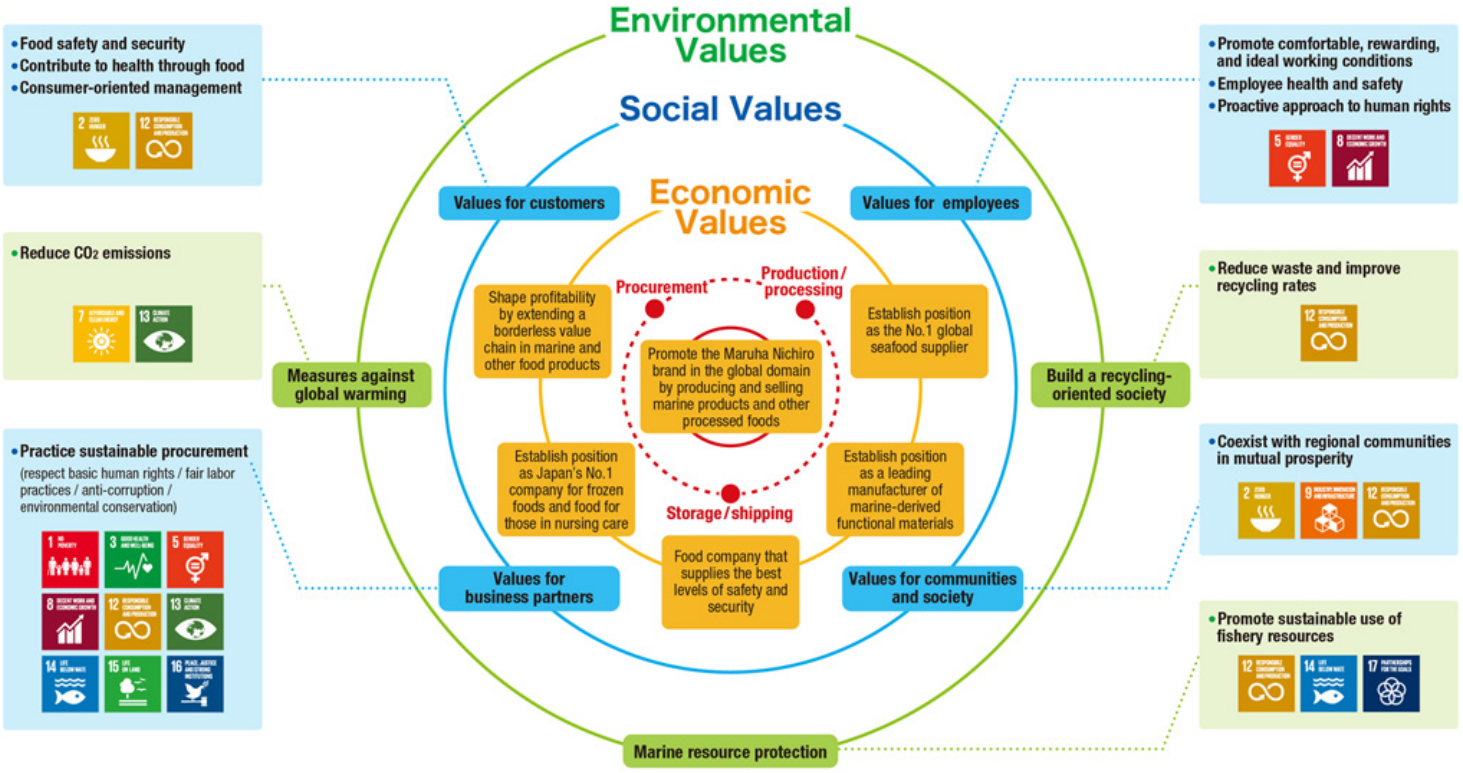
The Executive Committee approved the Medium-term Sustainability Management Plan including the main objectives in February 2018 and implemented the four-year plan in April 2018.

Step 4: PDCA management and reviews on main objectives

During the FY 2018, the Sustainability Committee reported on and reviewed progress.
Going forward, it will work to establish more concrete key performance indicators (KPIs).
Furthermore, we will conduct ongoing reviews while addressing international social issues, changes in the business environment, and the opinions of internal and external stakeholders.

Maruha Nichiro and SDGs

Contributions to the Sustainable Development Goals (SDGs) Through Business Activities



TOPICS: Seminar on "SDGs Communication and Action for 7 Billion People"

On June 2019, as a SeaBOS Chairman and President of Maruha Nichiro Corporation, Mr. Ito spoke at the SDGs Communication and Action for 7 Billion People Seminar that was held in commemoration of the first visit to Japan by Jakob Trollbäck of Sweden who is the logo designer for the 17 Sustainable Development Goals (SDGs).

Trollbäck spoke about his struggle to effectively communicate the SDGs to 7 billion people around the world while pursuing simple language representation and icons that are easy to understand.

Maruha Nichiro Corporation reported on its activities related to food and marine plastic waste and its stance for the future based on the themes of SDG 12, Responsible Consumption and Production, and SDG 14, Life Below Water..

Then President & CEO Shigeru Ito speaking at the seminar

Stakeholder Engagement

- **Communication Map** ---- P34
- **Initiatives** ---- P36
- **SeaBOS** ---- P38

Communication Map

Basic Approach

The Maruha Nichiro Group maintains close relationships with not only the customers who buy our products, but all our many stakeholders, including employees, suppliers, the people who live near our business locations, shareholders, investors, and the Earth's environment.

As we believe it essential to build trust with these stakeholders in order to raise sustainable corporate value, we employ various communication methods that inform them about the Maruha Nichiro Group while we create opportunities for dialog and touchpoints for us to inquire about their expectations and opinions.

We make it a point to use those opinions we receive to move the Maruha Nichiro Group's sustainability forward.

Communication Map

Stakeholders	Main Objectives	Main Point of Contact	Communication Methods
Customers	Supply safe and secure foods	Quality Assurance Department	Website
	Promote consumer-oriented management	Consumer Relations Center	Advertisements and PR materials
	Promote lifelong health plans	Corporate Communication Department Central Research Institute	Corporate events
Shareholders and Investors	Proper information disclosure	Public Relations IR	Results announcements
			General Shareholders' Meeting
			Report documents (shareholder communications, reports)
Business Partners	Practice sustainable procurement	Corporate Planning Department	Website
Employees	Provide growth opportunities	Personnel Department	Intranet
	Promote safe and ideal working conditions	Personnel Department	Internal training
	Promote diversity and work practice reform	Personnel Department	Communication training (NAVI)
	Promote a proactive approach to human rights	Personnel Department	Internal training
	Promote healthy management	Personnel Department	Internal seminars
Communities and Society	Coexist with regional communities in mutual prosperity	Corporate Planning Department	Website

Stakeholders	Main Objectives	Main Point of Contact	Communication Methods
NPOs/NGOs/ Academia /etc.	Global information gathering	Maruha Nichiro Group Companies	Participation in regional events
		Corporate Planning Department	Promote dialogue (SeaBOS, etc.)

Questionnaire for employee about Integrated Report

We conducted a questionnaire for Maruha Nichiro Corporation employees about the Maruha Nichiro Group Integrated Report 2019. Questionnaire results were collected from 217 employees. Of these, 84% answered that they “understood it” or “understood it well.” At the same time, we received many suggestions for improvement, such as that we should describe more concrete activities that can be taken to create social and environ-mental value in the Medium-term Sustainability Management Plan. We will continue working to reflect the input of all stakeholders in our management, including our employees.

Initiatives

Basic Approach

The Maruha Nichiro Group is engaged in business through a global supply chain with seafood products at the core.

Its procurement activities and marine resources are closely related, and there are concerns regarding the many sustainability challenges in a broad value chain that cannot be resolved alone by a single company or the private sector.

We believe that cooperation with competitors, governments, scientists, NPOs, and NGOs is essential to implement comprehensive initiatives in response to these concerns. For this reason, the Maruha Nichiro Group voluntarily participates in various such initiatives in Japan and overseas.

Sponsor of the Tokyo Sustainable Seafood Symposium

Maruha Nichiro Corporation sponsored the Tokyo Sustainable Seafood Symposium (TSSS 2019), which was held on November 7-8, 2019.

TSSS 2019 is one of Asia's largest sustainable seafood events. It brings together countries, companies, regions, NGOs, and consumers for an opportunity to interact and publicize the wide range of sustainable seafood practices so that we can leave behind rich ocean ecosystems for future generations.

During the session "SeaBOS: Spurring Innovation in the Seafood Industry with Unified Initiatives," SeaBOS Managing Director Mr. Martin Exel of group company Austral Fisheries and Professor Henrik Osterblom of the Stockholm Resilience Centre joined Nippon Suisan and a representative from Maruha Nichiro to speak on the state of sustainability work and forthcoming efforts as a SeaBOS member company.

Professor Osterblom explains the state of SeaBOS activities.

Representing Maruha Nichiro, then Deputy Manager Sato explains the state of the company's activities.

Joining the United Nations Global Compact

The protection of human rights and implementation of appropriate labor practices are essential for a company to build a sustainable supply chain.

Since 2010, the Maruha Nichiro Group has participated in the United Nations Global Compact that compiles and requests support for the essential set of values of human rights, labor, the environment, and anti-corruption as 10 principles in all of its business activities in Japan and overseas.

WE SUPPORT
UN GLOBAL COMPACT

Joining the Roundtable on Sustainable Palm Oil (RSPO)

In July 2019, Maruha Nichiro Corporation joined the *RSPO, a non-profit organization promoting the sustainable production and use of palm oil.

A recent increase in palm oil demand has been accompanied by ecological destruction wrought by the felling of tropical rainforests possessing great protective value, reduced absorption of greenhouse gases, and problems concerning the human rights and workplace safety of agricultural workers.

At Maruha Nichiro, we support the work of the RSPO and we seek to convert to sustainable palm oil certified by the RSPO in our ongoing contributions to society's sustainable development.

*RSPO: Roundtable on Sustainable Palm Oil

Check our progress at https://rspo.org/members/9365.

Joining the Clean Ocean Material Alliance (CLOMA)

We must make a worldwide call to act toward solutions for the global problem of marine plastic waste.

Due to these circumstances, the Maruha Nichiro Group joined the Clean Ocean Material Alliance (CLOMA) in 2019.

CLOMA, led by Japan's Ministry of Economy, Trade and Industry, is an alliance that was established in January 2019 to strengthen partnerships between a wide range of actors across industries, promote the use of sustainable plastic products and the development and introduction of alternative materials, and accelerate innovation in the field.

As of January 2020, over 300 companies and organizations have joined CLOMA. The following May, the CLOMA Action Plan was formulated.

As a corporate group with a close connection to marine resources, we are working to strengthen partnerships with a variety of organizations to make the oceans clean.

CLean Ocean Material Alliance

Cooperation Aimed at the Preservation of Biodiversity

Maruha Nichiro Group is in accordance with the ideas of the Japan Business Federation's Biodiversity Declaration released in 2009, and has participated as a facilitation partner of the declaration since 2009.
In addition, Maruha Nichiro supports the objectives of the activities of the Keidanren Nature Conservation Fund*, and it has donated to the fund every year.

Maruha Nichiro Corporation, as an associate member, participates in the Japan Business Initiative for Biodiversity that serves as a forum for exchanging information and opinions on biodiversity initiatives. It gathers the latest information and know-how through the network of participating companies.

In March 2016, Maruha Nichiro was selected as a partner company of Tokyo Bay UMI Project, which the Ministry of Land Infrastructure has organized and cooperated with public and private sectors to improve the environment of the Tokyo Bay.
We will contribute to ocean biodiversity through participation in these activities going forward.

* Fund that was established with the purpose of providing assistance for nature conservation efforts implemented by NGO/NPO in developing countries, particularly in the Asia-Pacific region, and the sustainable use of natural resources in Japan.

The Work of the Plastic Package Recycling Council

The Plastic Package Recycling Council (PPRC) is a volunteer organization of organizations and companies that have taken on the responsibility of recycling plastic containers and packages into new products. In June 2020, Satoshi Kokaji, Maruha Nichiro Corporation's executive officer in charge of Product Development Department, was appointed PPRC chairman.
The purpose of the PPRC is to build rational systems for recycling plastic containers and packages in accordance with the Containers and Packaging Recycling Act, arrange frameworks enabling the smooth implementation of practical operation, forge close partnerships with relevant industries, and raise awareness to spread these efforts.
The Maruha Nichiro Group is actively involved in the work of the PPRC, seeks to build a sustainable system for recycling plastic containers and packages, and is contributing to the formation of a recycling-oriented society.

SeaBOS

Participation in Seafood Business for Ocean Stewardship (SeaBOS)

The Maruha Nichiro Group has joined together with the world's leading global seafood suppliers and scientists studying the ocean, fisheries and sustainability, in the Seafood Business for Ocean Stewardship (SeaBOS) initiative since its inception.

SeaBOS is a global initiative that was launched in 2016 together with the world's eight (now 10) largest seafood companies, and scientists who study the ocean, fisheries and sustainability. Its goal is to lead the world towards achieving sustainable seafood production and a healthy ocean environment through cooperation and strategic activities based on scientific evidence.We are trying to actively contribute to meeting the United Nations Sustainable Development Goals (SDGs) and Goal 14 in particular, to "Conserve and sustainably use the oceans, seas and marine resources for sustainable development."

When the organization was established in September 2018., our president (at the time) Shigeru Ito, was appointed as its first chairman. He has served in this role until October 2020.
In May 2018, the first working meeting of responsible parties was held in Amersfoort, Netherlands, where they discussed cooperation on concrete initiatives. In September of that same year, the third Keystone Dialogue was held in Karuizawa, Japan, where Shigeru Ito was appointed as the first SeaBOS chairman.
In May 2019, the second working meeting of responsible parties was held in Bergen, Norway. Discussions focused on the state of progress of each task force and future plans of action. In September of that same year, the fourth keystone dialogue was held in Phuket, Thailand.
This meeting was led by Martin Exel, of our group company Austral Fisheries, who had been appointed as SeaBOS director. The meeting reaffirmed the importance of improving regulations related to sustainable fisheries and aquaculture management, ocean pollution including ocean plastics, and climate change.

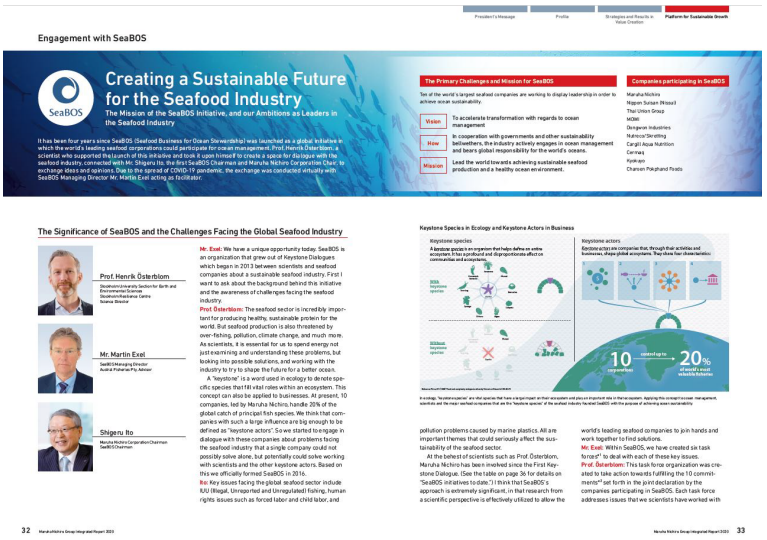
Participants in the SeaBOS meeting held in Phuket Thailand in September 2019 (at Thai Union Group location)

Companies participating in SeaBOS

- Maruha Nichiro
- Nippon Suisan (Nissui)
- Thai Union Group
- MOWI
- Dongwon Industries
- Nutreco/Skretting
- Cargill Aqua Nutrition
- Cermaq
- Kyokuyo
- Charoen Pokphand Foods

Engagement with SeaBOS

It has been four years since SeaBOS (Seafood Business for Ocean Stewardship) was launched as a global initiative in which the world's leading seafood corporations could participate for ocean management.
Prof. Henrik Österblom, a scientist who supported the launch of this initiative and took it upon himself to create a space for dialogue with the seafood industry, connected with Mr. Shigeru Ito, the first SeaBOS Chairman and Maruha Nichiro Corporation Chair, to exchange ideas and opinions.
Due to the spread of COVID-19 pandemic, the exchange was conducted virtually with SeaBOS Managing Director Mr. Martin Exel acting as facilitator.



Engagement with SeaBOS

Task Forces

Six task forces have been organized within SeaBOS to handle various issues, and each taskforce is led by SeaBOS members in collaboration with and supported by scientists.

- Task Force IAddressing IUU and forced labor
- Task Force IIImproving traceability in global seafood
- Task Force IIIWorking with governments to improve regulations
- Task Force IVTransparency and Governance of SeaBOS
- Task Force VReducing ocean plastics
- Task Force VIClimate resilience

Human rights activities

The Maruha Nichiro Group has formulated the Maruha Nichiro Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights in order to fulfill our responsibility to respect the human rights of stakeholders, including those in our supply chain.

In FY2019 we began working in earnest to build a system for human rights due diligence and are making progress toward identifying human rights risks and understanding the current situation through our business activities both in Japan and abroad.

We are also striving to increase awareness of international standards with respect to human rights through human rights training targeted at group employees.

Maruha Nichiro Group Human Rights Policy

Under the Maruha Nichiro Group Philosophy, we aim to be an essential part of society by improving everyone's daily life with wholesome, safe, and healthy food. To that end, we value and respect the fundamental human rights of the many people with whom we have dealings.

1. Respecting Human Rights

At the Maruha Nichiro Group, we support and respect the human rights provided in the International Bill of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and we act in accordance with the UN Guiding Principles on Business and Human Rights.

2. Practicing Human Rights Due Diligence

We at the Maruha Nichiro Group have built mechanisms for human rights due diligence so as to prevent, mitigate, and rectify the direct and indirect negative impact on human rights our business activities may have.
In the event that we cause or facilitate a negative impact on human rights, we take measures to redress the harm.
We are also arranging ways to report concerns about our impact on human rights.

3. Scope of Application

The Maruha Nichiro Group Human Rights Policy applies to all executives and employees of the Maruha Nichiro Group.
Furthermore, we engage in human rights education to create opportunities for every Maruha Nichiro Group executive and employee to consider and deepen their understanding of human rights.
The Executive Officer in charge of the Personnel Department at Maruha Nichiro Corporation administers the policy.
Meanwhile, the Maruha Nichiro Group works with business partners and other relevant parties to promote human rights.

4. The Place of Our Human Rights Policy

In the "Labor & Human Rights" section of the Group Code of Conduct, the Maruha Nichiro Group espouses "environments that are supportive, convivial, and embrace diversity" and "respect for human rights and prohibition of forced and child labor."
The Human Rights Policy complements the Group Code of Conduct by reflecting relevant policies and guidelines.

5. Regulatory Compliance

The Maruha Nichiro Group complies with the laws and regulations of the countries and regions where we conduct business, but when they contradict internationally recognized human rights or other national laws, we pursue the method that respects the principles of international human rights.

6. Important Human Rights Issues

We at the Maruha Nichiro Group prohibit harassment in the workplace. As to our hiring processes, our diligent labor management verifies that labor practices are lawful.
We also demand the same standards of our business partners.

7. Dialogue with Stakeholders

In our efforts to respect human rights, we engage in dialogue with stakeholders.
Information on these activities are available on our website, the Integrated Report, and elsewhere.

Established: July 2019
Maruha Nichiro Corporation

Due diligence on human rights

The Maruha Nichiro Group considers respect for human rights, including within our supply chain, to be a management issue, and has made efforts starting in FY2019 aimed at constructing a united due diligence system. This includes creating a system to identify, assess, prevent and reduce human rights risks for the entire group.
In FY2019 we screened for human rights risks by country and fish species, then primarily carried out the following activities.

1 Get a clear picture of the foreign trainee system at group companies in Japan with respect to human rights
We distributed questionnaires to 10 Maruha Nichiro Corporation locations and 30 group companies in Japan about the operational status of their foreign trainee systems and received a 100% reply.
In FY2020 the Maruha Nichiro Group is working toward formulating its own foreign trainee system operating standard.

2 Get a clear picture of human rights issues at our group companies
Maruha Nichiro Corporation Sustainability Group supervisors inspected group companies in Thailand and checked with local super-visors concerning the state of adherence to guidelines related to sustainability for plants and suppliers.
In FY2020 we will conduct surveys of suppliers in Japan and abroad concerning their state of compliance with our supplier guidelines. Henceforth we will determine the priority of group activities and take measures based on the results of the survey.
We will also conduct human rights/CSR related surveys targeting suppliers for whom we had identified risks in some aspect of business in the past.

Promote a proactive approach to human rights

We changed the contents of the human rights awareness training that we had been carrying out for employees from the perspective of discrimination and harassment within the company, and in FY2019 held Human Rights Training for 1,214 employees at our head office in Tokyo.
Lecturers hailed from the Maruha Nichiro Corporation ranks of management at the executive level or above. They explained the formulation of the Maruha Nichiro Group Human Rights Policy and the international standards for respect of human rights, and gave examples of human rights risks hidden in each type of work.

Human rights training session

Social Value

- **Value for Customers** ---- P43
- **Value for Employees** ---- P48
- **Value for Business Partners** ---- P73
- **Value for Communities and Society** ---- P76

Value for Customers

Medium-term Sustainability Management Plan

Main objective Supply safe and secure foods

Medium-term Goal	Action Plan
Quality assurance system Quality management system "Maruha Nichiro Group quality assurance regulations" spread and appropriately operated	Implement PDCA activities about quality assurance and quality control as a whole group – R&D, raw material procurement, and human resource training as key themes—strive for continual improvement
Food safety system Promote to acquire global certifications of food safety management system, and its effective operation•	• Strengthen cooperation throughout the whole supply chain• • • Enhance factory inspections • Improve quality and hygiene control—and education systems
Food defense system Maintain good working conditions and improve defense levels based on the Maruha Nichiro Group's Food Defense Management Rules	• Strengthen cooperation throughout the whole supply chain• • • Enhance factory inspections • Improve quality and hygiene control—and education systems

Main objective Promote consumer-oriented management

Medium-term Goal	Action Plan
Disseminate consumer-oriented management throughout the company Cultivate corporate culture based on commitments from top management, facilitate organic communication between departments	• Strengthen cooperation throughout the whole supply chain• • • Enhance factory inspections • Improve quality and hygiene control—and education systems
Deepen communications with consumers Quality management system "Maruha Nichiro Group quality assurance regulations" spread and appropriately operated	• Enhance customer service to satisfy all customers • Strengthen safety and security • Coordinate sustainable environmental activities • Coordinate food education activities for consumers

Main objective

Promote lifelong health plan

Medium-term Goal	Action 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	• Drive promotional activities • Research and develop "fish eating" and fish-derived functional ingredients
Support customer health throughout all life stages through product development and supply, and information dissemination Contribute to health and wellness	• Promote healthy bodies with measures to fight metabolic syndrome and strengthen bones through foods with function claims, salt reduction, calcium fortification and reduced calories • Promote food products that benefit healthy mind and tastefulness

Supply safe and secure foods

Basic approach

At the Maruha Nichiro Group, we work to supply safe quality food to customers, and pursue food that customers can feel safe eating, by customer's point of view putting ourselves in the customer's shoes and considering the type of quality they are looking for. This approach comes from our Quality Assurance System based on our Group Philosophy and the Maruha Nichiro Group Quality Assurance Policy.

To that end, we take an array of measures, from product development to delivery to the customers, as well as in all the processes thereafter. At the same time, we provide employees with quality assurance training to raise the level of their knowledge and skills and heighten awareness about quality.

Quality assurance training for employees

In FY2019, a total of 2,700 employees at the Maruha Nichiro Group received training in the following programs: food labeling training (number of seminars conducted : 12), quality control workshops (5), food defense workshops (4), FSSC 22000 internal auditor training (2), FSSC 22000 Ver. 5 standards study session (1), customer service training (13), customer feedback monitoring training (17), and CS training (2).

Additionally, an e-learning program on supplying safe and secure foods, Article 6 of the Food Sanitation Act, and the Food Labeling Act has been provided for all group employees since FY2019. The purpose is to heighten their awareness of quality as employees of a food products company, as well as for them to acquire the knowledge they need.

Results of FY2019 quality assurance training

Type of Training	Total Sessions	Participants
Food label training (producing universal, frozen food, shelf-stable food, seafood, livestock product, and product standard labels)	12	515
Results of FY2019 quality assurance training	5	232
Food defense workshops	4	140
FSSC 22000 internal auditor training (introductory training, advanced training)	2	75
FSSC 22000 Ver. 5 standards study session	1	113
Customer service training	13	280
Customer feedback monitoring training	17	1,299

Type of Training	Total Sessions	Participants
Type of Training	2	46

Promote consumer-oriented management

Basic approach

The Maruha Nichiro Group's consumer-oriented management approach extends beyond simply creating customer satisfaction to respecting consumer rights and interests and conducting management practices centered on the consumer's perspective.
In the third year of the plan, all of our employees are carrying out their jobs conscientious of the role that communication with our customers plays in fulfilling our responsibilities and in realizing our Group slogan "Bringing Delicious Delight to the World."

Establishment of consumer-oriented management

The basic mission of the Maruha Nichiro Group is to be "an essential part of society by improving everyone's daily life with wholesome, safe and healthy food."
To carry out that basic mission, we endorse the "consumer-oriented management" advocated by Japanese Consumer Affairs Agency, we established the Declaration of Consumer-oriented Management in March 2018 and issued guidelines based thereon, and we regularly publish reports on our activities.

We seek to take the following action for consumer-oriented management.

- Put ensuring of consumer's rights and increase of interests as the heart of theiroperations, from the general consumers' viewpoints
- Gain consumers' trust as providers of sound market through ensuring consumer safety and fairness of trade, and providing information necessary for consumers
- Operate business while being aware of their own social responsibilities, working towards creating a sustainable and desirable society

We use these as principles of our Group philosophy and have incorporated them into our Declaration of Consumer-oriented Management, Group slogan and vision, and management policies to make them integral to fulfilling our medium and long-term vision to contribute to realizing a sustainable society.

Disseminate consumer-oriented management throughout the company

We created an internal structure specifically to promote the understanding and implementation of consumer-oriented management by all Group employees. The structure includes providing educational training related to consumer-oriented management and using the "voice of the customer" to strengthen our business activities.

In FY2019, our internal training in Japan included explanatory sessions about consumer-oriented management that were attended by nearly 1,600 employees.

We also added an explanation of consumer-oriented management to the Maruha Nichiro Group's Customer Service Manual that is distributed to all employees throughout the Group.

In addition, we revised and improved 34 products using the "Voice of the Customers" during the year that will help us offer even better products and services.

Customer Service Manual

Deepen communications with consumers

We are seeking to establish even closer mutual communication with customers by providing more information on our corporate homepage. We also conduct satisfaction surveys of customers with the aim of providing even better service.
To continue building consumer trust in the Company, we advance safety and security measures and offer environmental and food education events.Steps to improve our products using the "voice of the customer" are communicated to Group employees via our Website. We will continue proactively sharing information to maintain open and mutual communication with customers.
Furthermore, since December 2019 we have been answering customer questions on our products through Yahoo! Chiebukuro (the Japanese version of Yahoo! Answers), one of the largest Q&A websites in Japan.

VOICE

Ms. Kazuko Aizawa

The Association of Consumer Affairs Professionals (ACAP)Executive Committee Member

Maintaining relationships of mutual trust with customers fostered through overcoming difficult situations

Since the Maruha Nichiro Group published its Declaration of Consumer-oriented Management they have striven to ingrain an understanding of its importance throughout the entire company. This has been backed up by the evolving roles and functions of the Consumer Relations Center. No matter what difficult situation they have met with, they have made steadfast efforts to regain customer trust, utilize customer input, and continually encourage decision-making and dissemination of important management information.

These days, the sustainability of marine resources is an important management issue, but consumers must also consider their own actions.It is important to take action to encourage behavioral changes such as maintaining a stock of canned foods for emergencies while consuming them in a timely manner to prevent waste.The Association of Consumer Affairs Professionals (ACAP) is very happy to join in these activities and be involved as lecturers for training.We very much look forward to watching the further evolution of your company.

Promote lifelong health plan

Basic Approach

The Maruha Nichiro Group develops and offers food products containing functional ingredients proven to be health-promoting and products formulated to be good for the body with the aim of providing healthy options for each life stage.

Physical and mental health

It is said that a balanced diet leads to a healthy body. Likewise, our approach to promoting health through food comes from the writings of Kaibara Ekiken (1630-1714), who addressed dietary habits' importance to health management in his "Youjoukun (Precepts for the Preservation of Health)."This approach remains relevant today, as exemplified by the Dietary Balance Guide advocated by the Ministry of Health, Labour and Welfare and the Ministry of Agriculture, Forestry and Fisheries. It places importance on having a balanced diet based on dietary staples, side dishes, main dishes, and on getting moderate exercise to improve health and prevent illness.

Therefore, to help customers maintain health according to each one's life stage, the Maruha Nichiro Group promotes lifelong health plans by developing and providing products that support the physical health and healthy mind of customers. This involves providing seafood products with an emphasis on harmony with nature. Products include those made with functional materials with proven effects on health, such as DHA, as well as universal design foods (i.e. nursing care food) made to be easy to eat and visually appealing.

In FY2019, we worked with researchers at the Maruha Nichiro Corporation's Central Research Institute to publish accessible information on DHA through official community website Oishiine!! on June 22, DHA Day.The Maruha Nichiro Group will continue conducting R&D and developing technologies to help people maintain lifelong health.

R&D on food functions

We believe that developing and providing products according to lifelong health plans and disseminating information on these products are actions that connect to support for customer health throughout all life stages.

Therefore, the Maruha Nichiro Group has set medium-term goals to "promote communication" and "contribute to health and wellness," for which we advance research and development on food functions and provide customers with products and information based on the findings.

For example, through food education and promotional activities, the advancement of research and development of fish consumption and fish-derived functional ingredients, as well as foods with functional claims and foods designed with reduced salt, more calcium, and controlled calories, we provide products made for physical health to address modern-day health issues and for healthy mind that adds an element of fun to the food itself.

Following this policy, in FY2019 we developed JELLICE (bottled) as a household processed food.The new functional bottle releases about one gram of powder with each shake. The product was developed as an easy-to-use gelatin powder (containing a 7% mix of collagen peptides) for all sorts of meals.

In institutional frozen foods, an addition to a series of delicious sugar-free foods that reduce sugar while leaving good flavors intact is a new assorted rice product with chicken (containing rice mixed with wheat).

Additionally, in our series of medical care products that leads the nursing care food industry, we have begun rolling out commercially-available paste foods in our lineup of delicious and satisfying foods that are based on the concept of energizing food consumers and the people who support them in Japan.We leveraged our strengths in seafood ingredients (salmon, mackerel, flounder, red seabream, yellowtail) to process appealing pastes and produce retort pouches designed for preservability and ease of use.
This is a new solution for customers receiving nursing care at home.

Bottled gelatin

Assorted rice product with chicken (containing rice mixed with wheat)

Commercially-availablepaste foodin a lineup of delicious and satisfying foods

Value for Employees

- Basic employee data ---- P49
- Labor/Management Relations ---- P54
- Provide growth opportunities ---- P55
- Promote safe and ideal working conditions ---- P57
- Promote diversity and work practice reform ---- P59
- Promote health management ---- P65
- Promote a proactive approach to human rights ---- P71

Basic employee data

Organization to which Personnel Data Applies

Maruha Nichiro Corporation itself and consolidated subsidiaries

Definition of terms

Employee: General and managerial staff directly employed by a corporation

Temporary employees: Commission, contract and part-time workers, as well as personnel dispatched from a temporary employment agency or employed on a seasonal basis.

Managerial position: Company personnel employed as a section manager or filling a section manager role, as well as any position superior to section manager (excluding executives).

Payroll Data

				End of March 2018					End of March 2019					End of March 2020				
				Male	Rate	Female	Rate	Total	Male	Rate	Female	Rate	Total	Male	Rate	Female	Rate	Total
Maruha Nichiro Group	Employees			-		-		10,938	6,232	55.3%	5,044	44.7%	11,276	6,249	56.3%	4,858	43.7%	11,107
	Management			-		-		-	1,682	89.4%	199	10.6%	1,881	1,667	89.0%	206	11.0%	1,873
	Non-management			-		-		-	4,550	48.4%	4,845	51.6%	9,395	4,582	49.6%	4,652	50.4%	9,234
	Temporary staff			-		-		13,963	5,450	36.8%	9,376	63.2%	14,826	4,838	36.3%	8,504	63.7%	13,342
	JAPAN	Employees		-		-		5,824	4,347	73.8%	1,541	26.2%	5,888	4,252	72.9%	1,578	27.1%	5,830
		Management		-		-		-	1,513	95.8%	67	4.2%	1,580	1,464	95.7%	65	4.3%	1,529
		Non-management		-		-		-	2,834	65.8%	1,474	34.2%	4,308	2,788	64.8%	1,513	35.2%	4,301
		Temporary staff		-		-		6,293	2,370	39.2%	3,682	60.8%	6,052	2,141	38.4%	3,439	61.6%	5,580
		Maruha Nichiro Corporation	Employees	1,245	80.9%	293	19.1%	1,538	1,248	79.1%	330	20.9%	1,578	1,257	77.9%	357	22.1%	1,614
			Management	606	95.4%	29	4.6%	635	602	94.8%	33	5.2%	635	594	94.7%	33	5.3%	627
			Non-management	639	70.8%	264	29.2%	903	646	68.5%	297	31.5%	943	663	67.2%	324	32.8%	987
			Temporary staff	-		-		2,427	1,006	45.1%	1,226	54.9%	2,232	1,037	49.6%	1,053	50.4%	2,090
		Domestic group companies	Employees	-		-		4,286	3,099	71.9%	1,211	28.1%	4,310	2,995	71.0%	1,221	29.0%	4,216
			Management	-		-		-	911	96.4%	34	3.6%	945	870	96.5%	32	3.5%	902
			Non-management	-		-		-	2,188	65.0%	1,177	35.0%	3,365	2,125	64.1%	1,189	35.9%	3,314

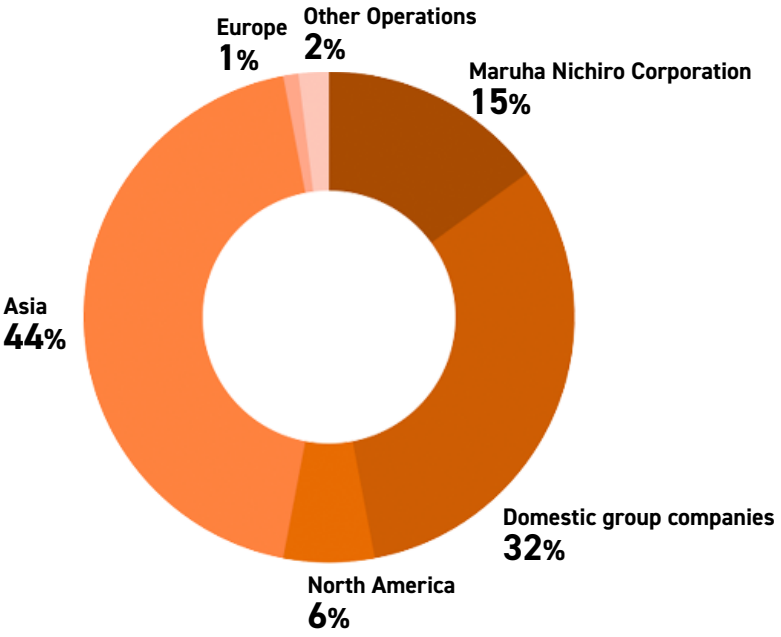
				End of March 2018					End of March 2019					End of March 2020				
				Male	Rate	Female	Rate	Total	Male	Rate	Female	Rate	Total	Male	Rate	Female	Rate	Total
			Temporary staff	-		-		3,866	1,364	35.7%	2,456	64.3%	3,820	1,104	31.6%	2,386	68.4%	3,490
	Overseas	Employees		-		-		5,114	1,885	35.0%	3,503	65.0%	5,388	1,997	37.8%	3,280	62.2%	5,277
		Management		-		-		-	169	56.1%	132	43.9%	301	203	59.0%	141	41.0%	344
		Non-management		-		-		-	1,716	33.7%	3,371	66.3%	5,087	1,793	36.4%	3,139	63.6%	4,932
		Temporary staff		-		-		7,670	3,080	35.1%	5,694	64.9%	8,774	2,697	34.7%	5,065	65.3%	7,762
		North America	Employees	-		-		535	440	68.8%	200	31.3%	640	416	66.2%	212	33.8%	628
			Management	-		-		-	78	75.7%	25	24.3%	103	76	72.4%	29	27.6%	105
			Non-management	-		-		-	362	67.4%	175	32.6%	537	340	65.0%	183	35.0%	523
			Temporary staff	-		-		1,059	559	64.8%	304	35.2%	863	651	72.8%	243	27.2%	894
		Asia	Employees	-		-		4,316	1,282	28.2%	3,259	71.8%	4,541	1,227	29.4%	2,940	70.6%	4,167
			Management	-		-		-	74	41.1%	106	58.9%	180	100	50.8%	97	49.2%	197
			Non-management	-		-		-	1,208	27.7%	3,153	72.3%	4,361	1,127	28.4%	2,843	71.6%	3,970
			Temporary staff	-		-		6,269	2,205	29.2%	5,338	70.8%	7,543	1,935	28.9%	4,760	71.1%	6,695
		Europe	Employees	-		-		170	72	67.3%	35	32.7%	107	83	66.4%	42	33.6%	125
			Management	-		-		-	7	100.0%	0	0.0%	7	7	100.0%	0	0.0%	7
			Non-management	-		-		-	65	65.0%	35	35.0%	100	75	64.1%	42	35.9%	117
			Temporary staff	-		-		3	18	25.7%	52	74.3%	70	30	32.6%	62	67.4%	92
		Others*1	Employees	-		-		93	91	91.0%	9	9.0%	100	271	77.0%	81	23.0%	352
			Management	-		-		-	10	90.9%	1	9.1%	11	20	57.1%	15	42.9%	35
			Non-management	-		-		-	81	91.0%	8	9.0%	89	251	78.0%	71	22.0%	322
			Temporary staff	-		-		339	298	100.0%	0	0.0%	298	81	100.0%	0	0.0%	81

[Applicable Scope] Maruha Nichiro Group

*Aggregate classification of payroll into male and female employees conducted at end of March 2019.

*1 Austral Fisheries Pty. Ltd., Maruha (N.Z.) Corporation Ltd., Taiyo Micronesia Corporation

Employee Ratio by Region



Employees by Age

(Units: employees)

	Male	Female	Total
Under 30 years old	183	102	285
30 to 39 years old	272	110	392
40 to 49 years old	415	81	496
50 to 59 years old	387	64	451
Total	1,257	357	1,614

[Applicable Scope] Maruha Nichiro Corporation (Excluding employees on loan or on leave)
*As of the end of March 2020

Number of new hires

(Units: employees)

		Male	Female	Total
New graduate hires	**FY2017**	30	17	47
	FY2018	41	17	58
	FY2019	54	30	84
Mid-career hires	**FY2017**	6	2	8
	FY2018	12	32	44
	FY2019	10	20	30

[Applicable Scope] Maruha Nichiro Corporation (Excluding employees on loan or on leave)
*As of the end of March 2020

Number of Employees by Segment

(Units: employees)

Segment	Type of Employment	Male	Female	Total
Fisheries & Aquaculture	Employees	519	109	628
	Temporary staff	218	20	238
Trading	Employees	974	379	1,353
	Temporary staff	216	347	563
Overseas business	Employees	1,783	3,276	5,059
	Temporary staff	2,875	5,428	8,303
Processing	Employees	1,983	1,007	2,990
	Temporary staff	2,052	3,504	5,556
Logistics	Employees	641	128	769
	Temporary staff	64	16	80
Others*1	Employees	125	62	187
	Temporary staff	2	16	18
Corporate division*2	Employees	207	83	290
	Temporary staff	23	45	68
Total	Employees	6,232	5,044	11,276
	Temporary staff	5,450	9,376	14,826

[Applicable Scope] Maruha Nichiro Group

*1 Nihon Silo Co., Ltd. , AIXIA Corporation , Central Surimi Laboratory Co., Ltd. , Nichiro Fur Co., Ltd. , Maruha Nichiro Asset, Inc.

*2 Corporate division of Maruha Nichiro Corporation

*As of March 31, 2020

Labor/Management Relations

Basic Approach

At the Maruha Nichiro Group, we believe that maintaining and strengthening good labor/management relations is a prerequisite to creating stable lives for our employees and achieving sustainable growth.

Maintaining and Strengthening Good Labor/ Management Relations through Labor-management Consultation

Maruha Nichiro Corporation has introduced a labor-management consultation system to build shared awareness between labor and management with regard to management issues, productivity improvements, the working conditions, and the overall welfare of labor union members, as well as to respect the viewpoints of both sides.

Themes and Implementation Status of Labor-management Consultation

In FY2019 Maruha Nichiro Corporation mostly focused on handling the following kinds of themes in our labor-management consultation, and is steadily implementing each theme.

Consultation Theme	Number of Consultations	Entire company*2
Revision of travel expense regulations, etc.	3 times	Carried out from Sunday, December 1, 2019
Adding departments that implement flex time	10 times	In turn as preparations are ready
Requirements for switching from area career path to comprehensive career path	2 times	Carried out from Tuesday, October 1, 2019

Provide growth opportunities

Basic Approach

The Maruha Nichiro Group follows a Company credo of "Loyal to our people, the most important asset of our company" and believes that the personal growth of our employees directly connects to the growth of the Group.

Medium-term Sustainability Management Plan

Main objective **Provide growth opportunities**

Medium-term Goal	Action Plan
Provide growth opportunities • Nurture next generation of leaders • Nurture global human resources • Support career development	• Initiate program for training the next generation of management personnel • Accelerate global human resource training • Renew human resource training scheme

In our Medium-term Sustainability Management Plan, we have identified "providing growth opportunities to employees" as one of our main objectives. We have set three medium-term goals to this end, and are promoting activities to achieve them.

Nurture the next generation of leaders

The business environment is changing at a dizzying pace. As globalization and technological innovation advance, it is essential to cultivate core personnel who can look at things from a higher vantage point, and shoulder the burden of management and business in the medium to long term.

This is why Maruha Nichiro Corporation is actively nurturing assets such as next-generation leadership and global human resources.

Particularly in the case of next-generation leadership, we are looking to a broad range of departments and levels to find talented personnel with the proper qualities. In FY2018 we launched a program to systematically discover and nurture management candidates from across Maruha Nichiro Corporation, and are conducting training and other activities aimed at cultivating administrative leaders.

Nurture personnel with specific skills and personnel to take action in overseas markets

In recent years, the birthrate is declining and the population is aging, especially in developed countries, and the working-age population is expected to decline significantly in Japan in coming years.

The shortage of successors due to the retirement of skilled employees at production plants has become an issue for Maruha Nichiro group as well.

In FY2018 we overhauled the program and are carrying out recruitment based on standards for personnel definition and requirements that are clearer than ever before.

42people registered to participate in 2019, and we carried out training to ensure they meet requirements in "responding to diversity," "communication skills," "leadership", "mental fortitude," and "professionalism," within a prescribed period of time.

In addition, since FY2014 we have implemented an overseas training system in which a number of global personnel are dispatched to overseas group companies for one or two years.

Global personnel training program short-term overseas training

VOICE

Naoki Wada
North American Pork Section,
Meat and Products Department
No.2, Maruha Nichiro Corporation
Assistant Manager

Participating in the global personnel training program

I have long been involved in the import and sales of pork, and participated in the global personnel training program to deepen communication with overseas producers. Because lectures for this program can be attended during business hours, I feel that it allows people who are engaged in work on a daily basis to utilize their time effectively improving their own skills. During overseas training in FY2019 I was able to spend five days in India with local students taking part in simulated market development in a foreign country. It was also a great chance to deepen interaction with people from other departments. Going forward, I want to use what I've learned through this program to become a capable global employee who can work with anyone, anywhere.

Support career development

At the Maruha Nichiro Group, we engage in effective measures to create growth opportunities through various systems and mechanisms. These include redesigning our training programs to prompt behavioral changes in the workplace, and providing support for employees to take activity in shaping their careers based on their own desired changes.

Ability development system

We aim to achieve complementary career development and a synergistic increase in personal ability through level-based training, optional training, and self-development training based on an ability development system that supports role ranks.

Promote safe and ideal working conditions

Basic Approach

Maruha Nichiro Group personnel work at diverse work sites throughout our extensive supply chain. These include fisheries and aquaculture locations, processing locations, and storage and logistics locations.

We recognize that ensuring the health and safety of our employees is essential to the sustainable growth of our company, and leads to improved productivity and employee awareness. So, we are working to advance and maintain occupational health and safety.

Medium-term Sustainability Management Plan

Main objective **Promote safe and ideal working conditions**

Medium-term Goal	Action Plan
Promote safe and ideal working conditions Maintain/promote safe working conditions—fewer work hours and eliminate harassment in the workplace	•Hold seminars for executives •Reduce overtime work

In our Medium-term Sustainability Management Plan, we set a goal to "maintain and promote safe working conditions, fewer work hours and elimination of harassment in the workplace."

Occupational Health and Safety Management Structure

At Maruha Nichiro Corporation, plants that had obtained OHSAS 18001* certification are switching to ISO 45001. In2019 eight directly managed plants and the Foods & Fine Chemicals Department acquired ISO 45001 certification.

*OHSAS: An abbreviation of Occupational Health and Safety Assessment Series, which is an international standard related to occupational health and safety management.

Occurrence of Work-related Accidents

As the products developed in recent years have become more complex and diverse, correspondingly, the content of work-related accidents is becoming more complicated.The Maruha Nichiro Group is working to reduce the number of work-related accidents by sharing information on work-related accidents that have occurred within the group.

The occurrence of work-related accidents within the Maruha Nichiro Group in FY2019 is as follows.

Maruha Nichiro Group Occurrence of Work-related Accidents (Maruha Nichiro Corporation + 26 primary group companies)

Frequency rate	1.88
Severity rate	0.03

[Calculation formula]
Frequency rate = number of casualties due to work-related injuries ÷ number of working hours × 1,000,000
Severity rate = number of lost work days ÷ number of working hours × 1,000

[Scope of Application]
Maruha Nichiro Group (The following companies are subject to audit in Japan: AIXIA, Maruha Nichiro Retail Service, Kanonji Kaisan, Kyushu Uoichi, Kyushu Chuo Uoichi, Koyo Suisan, Sungourmet Corporation, Shinko Gyorui, Daikyo Gyorui, Daitoh Gyorui, Daito Gyorui, Taiyo A&F, Taiyo Shokuhin, Central Surimi Laboratory, Maruha Nichiro Yamagata, Delica Wave (Shonan plant, Niigata plant, Nagano plant), Nichiro Fur, Maruha Nichiro Seafoods, Nichiro Chikusan, Nihon Silo, Maruha Nichiro Asset, Maruha Nichiro Kitanippon, Maruha Nichiro Kyushu, Maruha Nichiro Logistics, Yayoi Sunfoods, Ryukyu Taiyo, Maruha Nichiro (headquarters/branches, No. 1 Livestock Division Tokachi, Central Research Institute, Development Ota, directly managed plants, Foods & Fine Chemicals Department (Mori, Utsunomiya))

Preventing Long Working Hours and Harassment

To prevent long working hours, the Maruha Nichiro Group has established Occupational Health and Safety committees in each office based on work regulations and labor agreements, which take measures such as ascertaining the true state of overtime work and reviewing problems within the workplace.

In addition, at Maruha Nichiro Corporation we have actively embraced a flextime system to prevent long working hours and advance flexible ways of working,

To prevent harassment, we have established a whistleblowing system and a harassment consultation desk, and are conducted seminars and various kinds of educational activities for managers.

We will continue working to understand the work environment in all situations, and plan and execute measures related to promoting safe and ideal working conditions.

Organizing Labor Manager Meetings

The Maruha Nichiro Group considers "promoting safe and ideal working conditions" to be an important issue, and continuously holds labor manager meetings.These labor manager meetings are councils of labor managers from our group companies which are held periodically every year.The meeting attendees discuss how to handle revisions in laws and judicial precedents related to labor, such as practical implementation of identical pay for identical work, and share information related to labor within the group.

Promote diversity and work practice reform

Basic Approach

The Maruha Nichiro Group recognizes that respecting each other's differences in gender, nationality, values, age, lifestyle, impairments, etc., and allowing each and every employee to fully express their abilities, is crucial to our sustainable corporate growth.
Above all, we have put in place a policy aimed at promoting diversity and inclusion, and are implementing various measures to that end.

Maruha Nichiro Group Declaration of Action for Diversity and Inclusion

The Maruha Nichiro Group, to support the sustained growth of the Group through the continuing creation of value, preserves a corporate culture that respects the diversity in society and creates a work environment that enables all people to demonstrate their individual strengths and reach the full potential of their abilities.

Medium-term Sustainability Management Plan

Main objective

Promote diversity and work practice reform

Medium-term Goal	Action Plan
Promote corporate culture reform Improve awareness of diverse management and work practice reform	• Improve information and messages from management • Strengthen lateral ties between employees
Promote women's participation • Improve ratio of female managers • Provide support for child rearing	• Acquire "Kurumin" and "Eruboshi (L-star)" certification marks • Hold forums
Promote work practice reform • Improve productivity • Improve work-life balance • Promote diverse work practices	•Promote integration of IT technology •Create a new personnel system •Establish telecommuting

Under our Medium-term Sustainability Management Plan, we have set the three medium-term goals of "promoting corporate culture reform," "promoting gender equality and women's empowerment," and "promoting work practice reform."

With respect to "promoting corporate culture reform," we regard promoting diversity as both the responsibility and mission of management. We are engaged in various measures such as a radical change in consciousness at the management level, awareness-raising among employees, and creating opportunities for employees to learn about the people and organizations they work with.

We recognize that "promoting women's participation" is an important management issue. We are working to nurture personnel as candidates for managerial positions, while at the same time implementing measure to provide assistance for those raising children.

With regard to "promoting work practice reform," we are preparing an environment and systems to support flexible work styles, and extending them beyond just employees with time constraints, etc.
Moreover, we are promoting work styles that promote operational efficiency and reduce overtime work with the goal of meeting our obligation to consider employee safety.

Promote Corporate Culture Reform

Organizing Diversity Meetings for Executives

At Maruha Nichiro Corporation, we regard promoting diversity as both the responsibility and mission of management. In FY2018 we organized meetings of executives related to promoting diversity.
These meetings reaffirmed the importance of promoting diversity and this belief was shared by all executives.
In addition, we are engaged in various activities that include management training for managerial personnel.

Executive diversity meeting

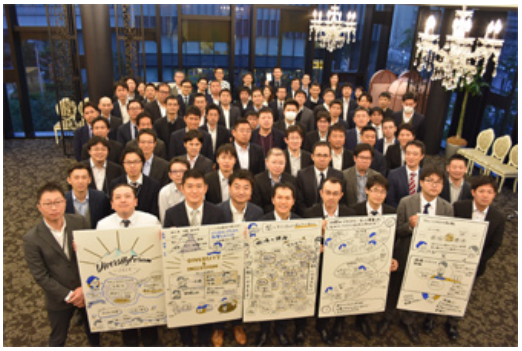
Organizing Diversity Forums

In FY2018, the initial year of our plan, we organized the "2018 Diversity Forum –Working Woman Session–" as the first step in fomenting a work environment that provides meaningful work for all employees. The goal was to achieve shared awareness of the words "Empowering Women" between the company and our female employees, and to transmit the ideas we want to disseminate throughout the company from a female perspective.
It was held twice in total, and was attended by female employees who have been in the company for 4 to 6 years and have preschool children.

Participants in 2018 Diversity Forum

In FY2019 we organized the "2019 Diversity Forum –Accelerating the Future of Maruha Nichiro through Work Site Power–."

This was our second forum, following on last year's, and is aimed to accelerate diversity management by allowing 118 male employees from around the country to share their understanding of diversity and inclusion with the goal of considering how to achieve diversity and inclusion from a real on-site perspective.



Participants in 2019 Diversity Forum

Promote Women's Participation

Increase ratio of female executives

The ratio of female executives at Maruha Nichiro Corporation currently stands at 4.5% (April 1, 2020).
Part of the background for this low level is that there are few in the ranks of deputy managers and assistant directors to step up as the next generation of leaders.Accordingly, we set a goal of having 130 female deputy managers and assistant directors by April 1, 2021 who can become the next generation of leaders. We have already reached this goal with 144 as of April 1, 2020.

Trend in ratio of female executives

2019	2020
36 people (4.7%)	34 people (4.5%)

*Applicable scope: Maruha Nichiro Corporation
*All are actual values as of April 1

Improve childcare leave utilization rate

At Maruha Nichiro Corporation we maintained a 100% childcare leave utilization rate among applicable female employees from FY2017 through FY2019. Hereafter, we will work to expand a multilateral system whose goals include encouraging men to take childcare leave.

Trend in childcare leave utilization rates

	FY2017	FY2018	FY2019
Women	100%	100%	100%
Men	12.6%	9.1%	33.3%

[Applicable scope] Maruha Nichiro Corporation employees

Acquiring "Eruboshi" Certification

In FY2017 Maruha Nichiro Corporation acquired "Eruboshi" certification, which is issued by the Ministry of Health, Labour, and Welfare to companies with good conditions concerning the promotion of participation by women, under the certification system based on the Act on Promotion of Women's Participation and Advancement in the Workplace.

Our efforts toward "creating an environment that makes it easy for women to participate" were evaluated, and we met the standard on three out of the five evaluation items. These were "continual employment," "work style including working hours," and "diverse career courses."

Second-level Eruboshi

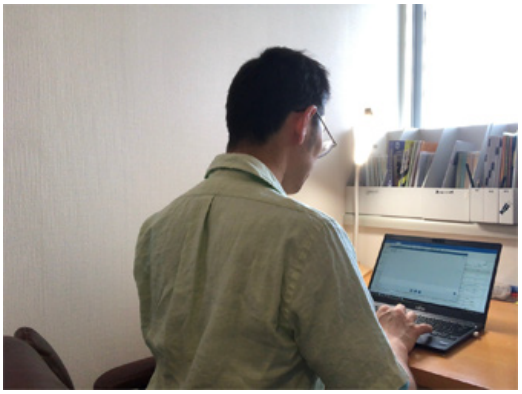
Promote Work Practice Reform

At Maruha Nichiro Corporation, we are working to improve our work environment and systems to support flexible work styles. In order to simultaneously conduct operational reform, system maintenance, and environmental improvement, we are optimizing and streamlining work by promoting the use of information technology, testing the introduction of teleworking, and expanding the number of departments that employ a flextime system (adopted by 100% of departments (excluding plants) as of April 2020).

Participation in "Telework Days 2019"

We took part in "Telework Days 2019"* as a special cooperative company, and many employees, led by our Toyosu headquarters, worked from home.

*Telework Days: A national movement for work-style reform building on the Tokyo Olympics through cooperation between administrative bodies and related organizations.



Telework Days 2019 (employee working from home)

Activity to Support Nursing Care

Since 2014, we have regularly organized a "seminar on balancing work and nursing care" as part of our support for nursing care. In FY2019 this seminar was held at our Gunma and Ishinomaki plants.
Also, utilizing our intranet, we have continually published an informational website, "Balancing Work and Nursing Care Navigator," to promote both basic knowledge and nursing care measures.

Acquiring "Kurumin" Certification Mark Recognizing Corporate Support for Employees Raising Children

In FY2018, Maruha Nichiro Corporation acquired the Ministry of Health, Labour and Welfare's "Kurumin" certification mark, based on the Act on Advancement of Measures to Support Raising Next-Generation, which recognizes companies that support employees who are raising the next-generation of children.
Since FY2017, we have continuously acquired this certification, in recognition of the fact that the ratio of applicable female employees utilizing childcare leave was nearly 100%.

Moving forward, we are implementing various measures to promote further participation in child-rearing by male employees.

Conducting employee motivation survey

The Maruha Nichiro Group has conducted a total of four motivation surveys (in 2009, 2012, 2014, and 2019) targeting approx. 11,000 employees at our main group companies in Japan. These have allowed us to analyze employee motivation from diverse perspectives.
We have incorporated the results of each survey into our personnel system and other systems, and are working to create a workplace that increases employee motivation and provides employees with greater job satisfaction.
The factors that increase motivation differ for each organization and the measures that need to be implemented are not the same either. So, we believe it is necessary to maintain a system that allows for continual monitoring and improvement, and will continue to conduct surveys hereafter.

Frequency of Utilization of Various Systems to Support Balancing Work with Child-rearing/Nursing Care

Maruha Nichiro Corporation has established various systems to support balancing work with child-rearing and nursing care.

Frequency of Utilization of Various Systems to Support Balancing Work with Childrearing/Nursing Care

System	Overview	FY2019 (employees)
Maternity Leave Before and After Childbirth	Up to 14 weeks of leave granted.This system compensates employees on maternity leave with a portion of their wages through our health insurance association.	26
Childcare Leave	A system supporting leave while an employee's child is less than 2 years old. This system can also be used by men.	33
Short-term Childcare Leave	A system supporting leave while an employee's child is less than 2 years old. Salary can be claimed without reduction for up to a maximum of 10 days.	30
Paternity Childbirth Leave	The leave system can be used when an employee's spouse is giving birth. Salary can be claimed without reduction for up to a maximum of 5 days.	53※1
Childcare Working Hour Leave	A system to exempt an employee from work for up to 1 hour 40 mins in a day, until the employee's child finishes the fourth grade of elementary school.	61※2
Nursing Care Leave	A system for approving aggregate leave of up to 1 year for each family member who requires nursing care.	0
Return to Work Program	A system to support employees who have left work (due to various reasons such as marriage, childbirth, providing nursing care, work relocation by their spouse, or career enhancement) to play an active role again and utilize the expertise, personal connections and experience they have gained during their absence, in addition to the knowledge and experience they built up before leaving work.	0※3

System	Overview	FY2019 (employees)
Flextime System	A system for improving productivity and contributing to employee welfare by entrusting the starting and ending times for an employee's appointed monthly working hours to the individual discretion of the employee.	1,573※2
Shortened Work Hours Program for Nursing Care	A system for shortening the prescribed working hours in 30 minute increments by up to a maximum of 2 hours per day.The total amount of leave that can be taken under the Shortened Work Hours Program for Nursing Care and Nursing Care Leave system is limited to 3 years for each family member who requires nursing care.	2
Short-term Nursing Care Leave	A system allowing employees to utilize up to five days a year of accumulated time off (up to 10 days a year if two or more family members require nursing care) before annual paid leave is used.	1
Post-retirement Reemployment	A system for rehiring retirees who meet certain qualifications and express a desire to be reemployed.	34 (22 men, 12 women) *2*4

[Applicable scope] Maruha Nichiro Corporation employees

*1: Male employees whose spouse gave birth to a child in FY2019.

*2: As of April 1, 2020

*3: System started from April 2019

*4: Including employees on loan

Employment of Those with Disabilities

In an effort to become a company in which diverse personnel can participate actively, regardless of gender, nationality, age, or the presence of a disability, we also actively promote employment of those with disabilities.
As of April 1, 2020 the employment ratio of those with disabilities reached 2.10%.

Trend in Employment Ratio of Those with Disabilities

FY2016	FY2017	FY2018	FY2019
1.91%	1.86%	1.89%	2.01%

[Applicable scope] Maruha Nichiro Corporation employees

Promote health management

Basic Approach

Ensuring each employee is healthy in both mind and body, and can fully demonstrate their individuality and skills, is linked to the sustainable development of the company.
Together with employees and our health insurance association, Maruha Nichiro Corporation is advancing activities to put health management into practice.

Medium-term Sustainability Management Plan

Main objective **Promote health management**

Medium-term Goal	Action Plan
Promote health management ・Promote employee health ・Be selected for Health and Productivity Management	・Strengthen health check follow-up measures ・Strengthen mental health measures ・Hold better health and cancer prevention seminars

Health Management Policy

Mission Health Management Declaration

The Maruha Nichiro Group believes that ensuring each employee is healthy in both mind and body, and can fully demonstrate their individuality and skills, is linked to the development of the company.
In line with our company credo, "Loyal to our people, the most important asset of our company," our company is advancing activities to put health management into practice together with employees and our health insurance association.
In addition, through various business activities related to "food", we will contribute to society by helping people around the world improve their health.

Vision A Company Supporting Health

Become a company about which people say, "when speaking of companies that contribute to people's health, you have to mention Maruha Nichiro."

Value Employee health

Continue to strive to maintain and improve the health of each and every employee

Strategy Customer health

Health management / lifelong health plan (An approach that hinges on fish and functional foods derived from fish (DHA, EPA, etc.))

Structure to Promote Health Management

Maruha Nichiro Corporation has established an expert organization supervised by our Director Senior Managing Executive Officer and comprising the Maruha Nichiro Health Insurance Association, the Personnel Department, and the Maruha Nichiro Health Management Office (industrial doctors, public health nurses, clinical psychologists, and nursing unit clerks), which holds a regular meeting once a month.

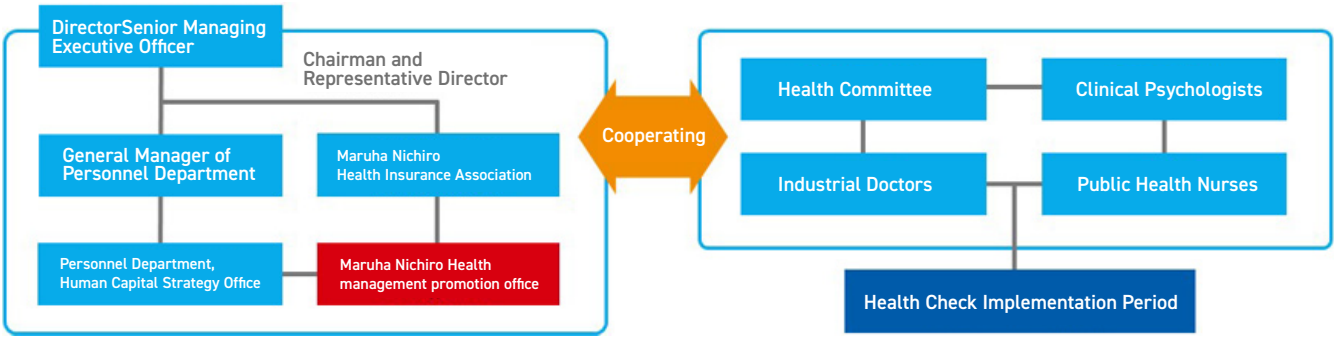
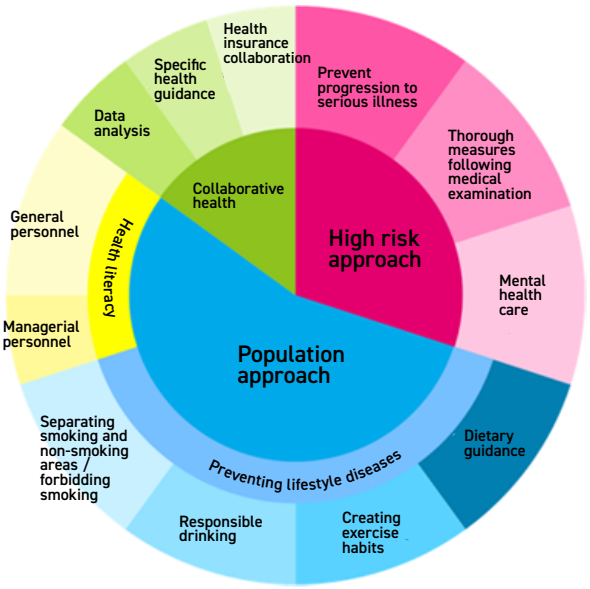


Chart of Health Management Promotion Framework (Maruha Nichiro Corporation)

In addition, we explain the significance of activities and share case studies at meetings of group labor managers, in an attempt to promote health management throughout the entire Maruha Nichiro Group.

Health Issues and Goals

In this expert organization, Maruha Nichiro Corporation health issues are organized according to our health management framework, and goals are arranged as follows.



Health management framework

[Goals]

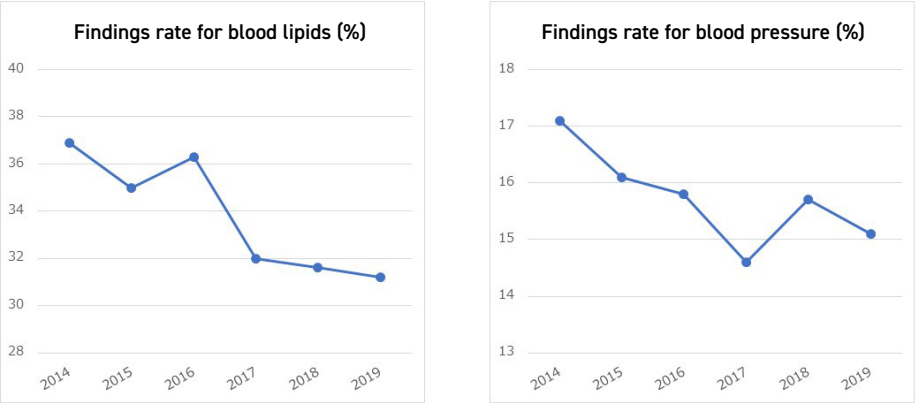
1. High risk approach
- Through comprehensive individual guidance, reduce to zero the number of people who die while employed, or who need treatment but do not receive it
- Implement interviews with clinical psychologist for 100% of new hires as a precautionary measure

2. Population approach
- Conduct seminars for employees at least twice a year to improve health literacy and foment health consciousness
- Reduce blood lipids by 50% or more in participants of activities (like the DHA challenge) aimed at preventing lifestyle diseases and dietary guidance

Examples of specific health management measures

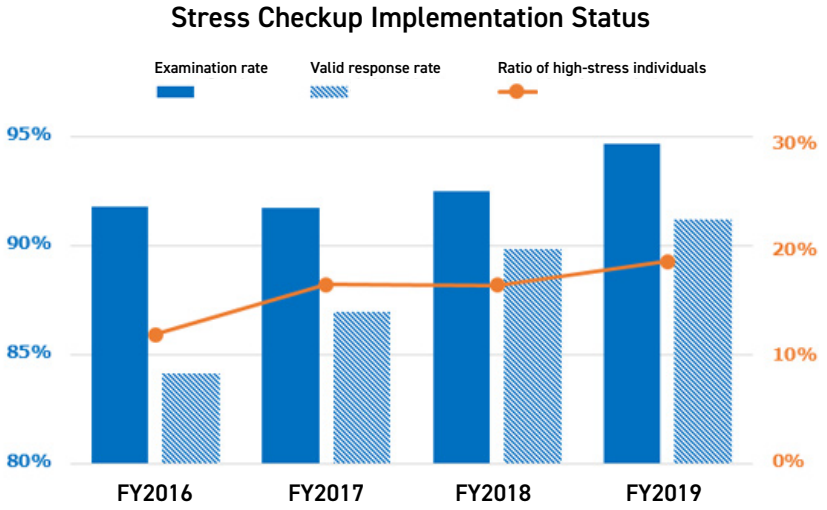
Case Study: Prevent Progression to Serious Illness

As a countermeasure against chronic disease, Maruha Nichiro Corporation conducts education intended to boost early discovery of cancer through medical examinations, and increase secondary checkup rates.
Also, if necessary, we coordinate with the person in charge at each department concerning the results of health screening at time of employment, and work to ensure the safety of employees with chronic illnesses and disabilities by making sure an excessive burden is not placed on them.
As part of the specific results of our activities to strengthen health check follow-up measures, since FY2014 Maruha Nichiro Corporation Head Office has noticed a declining trend in the findings rate for lifestyle disease indicators such as blood lipids and blood pressure.



Trend in Findings rate for Blood Lipids and Blood Pressure (Maruha Nichiro Corporation)

Case Study: Implementation of Stress Checkup and Analysis



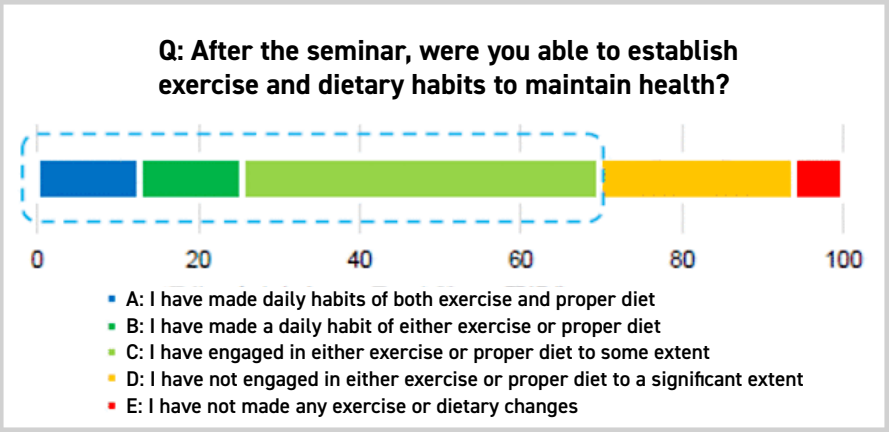
In accordance with stress checkups becoming compulsory from December 2015, Maruha Nichiro Corporation began conducting stress checkups at all of our workplaces from FY2016.
Going forward, our goal is to achieve a 100% examination rate, in order to quickly attend to those in poor mental health and those at risk, as well as help to improve the workplace environment. Moreover we plan to strengthen workplace improvement follow-ups based on data analysis.

Case Study: Implement interviews with clinical psychologist as a precautionary measure for new hires

Maruha Nichiro Corporation requires all new employees, including at our plants and branch offices, to conduct individual meetings with our company clinical psychologists, in hopes that they acquire basic knowledge and prevention methods to avoid falling into poor mental health.
In FY2019 we conducted such interviews for 84 new employees.

Case Study: Improving employee health literacy

At Maruha Nichiro Corporation, we work to promote employee health through various seminars that aim to improve employee health literacy.
In February 2019 we held the "Maruha Nichiro Health Activities Seminar" at our Tokyo Head Office. Industrial doctors from the Maruha Nichiro Health Management Office explained preventative measures against lifestyle illnesses, and we invited top trainers from RIZAP as outside lecturers.
In a survey conducted four months after the seminar, approx. 70% of the 100 participants reported that following the seminar they had implemented new exercise and dietary habits in order to maintain health.
In addition, we have carried out a total of three more seminars with the themes of "female health and beauty," "responsible drinking," and "anti-aging." After each seminar, more than half of the participants have reported that the seminar led to behavioral changes, claiming each "changed their awareness," and "was an impetus for reviewing daily exercise and eating habits."



Portion of the seminar survey results

Seminar (Theme: "female health and beauty")

Case Study: Efforts to promote health management using our products

We aim to promote the health of our employees using our own products that have been developed and provided by the Maruha Nichiro Group to help promote customer health maintenance.
In FY2019 we conducted the "DHA Challenge," in which employees ate DHA fortified fish sausage certified for "Food for Specified Health Uses" and canned pelagic fish, and were tested for changes in their levels of neutral fat and total cholesterol.
As a result, close to 50% of employees who participated experienced a reduction in blood lipids, and their neutral fat levels in particular were 15% lower on average than the year before.
Through measures such as these, we are attempting to deepen employee understanding of our products as well as promote employee health.

Survey respondents

Percentage of DHA challenge participants who experienced a reduction in blood lipids

Neutral fats	Total cholesterol
51%	47%

*Percentage of 100 participants whose blood lipid levels declined compared to the health checkup results of the previous year

External Recognition of our Activities toward Health Management

Case Study: Outstanding Health and Productivity Management Organization (White 500) Certification

Maruha Nichiro Corporation established the Maruha Nichiro Health Management Office in 2014 as an expert organization dedicated to providing comprehensive health management. The office joins with the Maruha Nichiro health insurance association to offer various programs to maintain and improve the physical and mental health of employees.
We seek to increase understanding of mental health issues among employees through internal training led by clinical psychologists, and efforts toward health guidance provided primarily by industrial doctors and public health nurses.
These activities have earned us selection as an Outstanding Health and Productivity Management Organization (White 500) in the Minister of Economy, Trade and Industry's for three straight years since 2018.

2020
健康経営優良法人
Health and productivity
ホワイト500

Case Study: Acquisition of Highest DBJ Health Management Rating

The Development Bank of Japan (DBJ) recognized Maruha Nichiro's "exceptional efforts to support the health of employees" and granted the company a loan based on its health management assessment rating on September 30, 2020.
The DBJ Employee Health Management Rated Loan Program is the world's first loan menu that grants special lending conditions for companies assessed and selected for having outstanding management of employee health and welfare.
The DBJ commended the Company's disclosure of its Health Management Declaration, the transparency of its organizational structure, and the use of DHA to support and promote the health of its employees.

DBJ健康格付
2020

Promote a proactive approach to human rights

Basic Approach

The Maruha Nichiro Group aims to engage in activities that consider and deepen understanding of the rights of every individual, and promote respect for the fundamental human rights of all people.

Medium-term Sustainability Management Plan (FY2018 to FY2021)

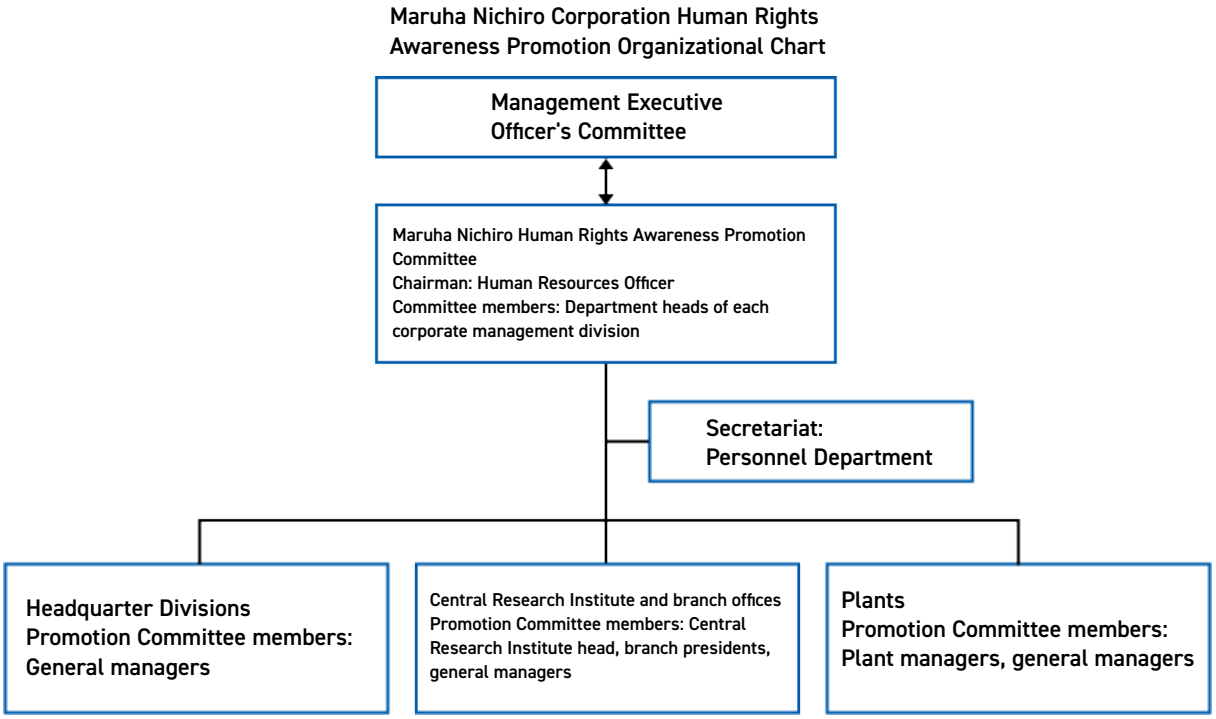
Main objective **Promote a proactive approach to human rights**

Medium-term Goal	Action Plan
Promote a proactive approach to human rights Based on proper understanding of human rights issues, foster a corporate culture of respect for everyone — zero tolerance for discrimination	**・Promote activities to support human rights awareness** **・Hold in-house seminars on human rights awareness**

Under our Medium-term Sustainability Management Plan our goal is to foster a corporate climate of respect for everyone with zero tolerance for discrimination, based on a proper understanding and awareness of human rights. We have identified "promoting activities to support human rights awareness" and "holding in-house seminars on human rights awareness" as action plans to achieve this.

Establishing our Human Rights Awareness Promotion Committee

In order to deepen understanding and awareness of various human rights issues, and to build a corporate culture that does not tolerate discrimination, Maruha Nichiro Corporation has established a Human Rights Awareness Promotion Committee, and is conducting human rights education and awareness raising for our executives, including those at our group companies.



Conducting Human Rights Awareness Training for All Employees

Since FY2017, Maruha Nichiro Corporation has conducted training for executives and managerial staff on the theme of "LGBT issues and sexual harassment" as in-house human rights awareness training. However, from FY2019 we formulated the "Maruha Nichiro Group Human Rights Policy" based on the United Nations "Guiding Principles on Business and Human Rights," and are conducting human rights awareness training in line with this.
In FY2019, employees from the Maruha Nichiro Corporation ranks of management at the executive level or above acted as lecturers in training aimed at 1,214 employees at our Tokyo Head Office. They explained the international standards for respect of human rights, and gave examples of human rights risks hidden in each type of work.
In addition, we have joined the Tokyo Human Rights Awareness Corporate Liaison Council and The Corporate Federation For Dowa And Human Rights Issues, Osaka, and are actively engaged in awareness raising activities.

Adherence to the Ten Principles of the UN Global Compact and the Group Code of Conduct

In 2010, the Maruha Nichiro Group joined the United Nations Global Compact, which calls for endorsement of 10 principles which encapsulate the essential values of human rights, labor, environment and corruption prevention in all domestic and international business activities.
We endeavor to observe these ten principles, beginning with, "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."

Moreover, our Group Code of Conduct cites "respect for human rights, and forbidding forced labor and child labor" among its items related to "labor and human rights."

Value for Business Partners

Basic Approach

The Maruha Nichiro Group carries out stable procurement of marine resources from Japan and places around the world.
We are also working to build a safe and secure supply chain for livestock and agricultural products.
We recognize that in order to achieve stable and sustainable management into the future, we must cooperate with our business partners and consider social dimensions such as environmental problems, human rights, and occupational safety within our supply chain. Accordingly, we are working to build a CSR-oriented supply chain.

Medium-term Sustainability Management Plan

Main objective **Practice sustainable procurement**

Medium-term Goal	Action Plan
Build a CSR-oriented supply chain Implement CSR-oriented supply chain management based on the Basic Procurement Policy, Supplier Guidelines, and the Declaration of Anti-corruption.	**・Raise awareness among suppliers of the Basic Procurement Policy, Supplier Guidelines, and Declaration of Anti-corruption** **・Monitor suppliers**

In order to handle social issues like environmental problems, human rights and occupational health and safety throughout our supply chain, the Maruha Nichiro Group has established "building a CSR-oriented supply chain" as one of the medium-term goals. And we are working to fulfill our social responsibilities in our procurement activities.

Formulation of Maruha Nichiro Group Basic Procurement Policy and Supplier Guidelines

In FY2017, the Maruha Nichiro Group established Basic Procurement Policy and Supplier Guidelines based on the thinking behind the Group Code of Conduct, the Ten Principles of the United Nations Global Compact, and the international standard ISO26000.
Moreover, we committed to our Declaration of Anti-corruption concerning fair competition in overseas markets and preventing corruption.

By disseminating these policies and guidelines among our business partners and monitoring their application, we will advance these activities and build a supply chain together with business partners that conducts business sincerely and honestly.

Management Structure

The Maruha Nichiro Group's various businesses encompass a broad-ranging supply chain, and each business division is responsible for the selection of raw materials, manufactured materials, products, and other items used in its business activities.
For this reason, each division will take the lead in supply chain management for the Maruha Nichiro Group, and implement CSR procurement through communication with suppliers based on the Basic Policies of Procurement and Supplier Guidelines.

Monitor suppliers

Maruha Nichiro Corporation will begin supplier surveys in FY2020 aimed at confirming compliance with our Supplier Guidelines with the Corporate Planning Department Sustainability Group as the primary department in charge.
Henceforth we will determine the priority of group activities and take measures based on the results of the survey.

Raise awareness among suppliers

Management meeting on quality assurance at main suppliers in Japan

Maruha Nichiro Corporation holds meetings on quality assurance for management of main suppliers in Japan involved in production of our products, with the aim of improving quality assurance by strengthening cooperation with the supply chain.

In FY2019 this meeting was attended by 54 participants from 48 companies. In addition to addresses by lecturers from outside the company, we reported on activities related to quality assurance and quality control, complaints and accident occurrence, and requested various cooperation with activities utilizing the Basic Policies of Procurement and Supplier Guidelines.

From here out we will work to strengthen supply chain coordination, gain understanding of activities policies, and strive to share information with all our production suppliers by continuing to create opportunities for communications.

Overseas Subsidiary Activities

Participation in fishery improvement project at Thai subsidiary in the Gulf of Thailand

From April 2019, Southeast Asian Packaging and Canning Ltd. (SEAPAC) has participated in the Gulf of Thailand Longtail Tuna Fishery Improvement Project*2 as a TTIA member*1 with the goal of acquiring MSC certification by the end of 2024.
Approx. 900 tons of longtail tuna purchased by SEAPAC from the Gulf of Thailand in 2019 came from fishing boats certified under this project.

You can check our progress at: https://fisheryprogress.org/fip-profile/thailand-longtail-tuna-purse-seine-0

*1 TTIA: The Thai Tuna Industry Association
*2 Fishery improvement project: A project in which stakeholders such as regional fishermen, distributors, and NGOs work together to improve the sustainability of fisheries (up to the level at which they can obtain certification).

Kingfisher Holdings Website
http://www.kingfisher.co.th/Updates-Details.php?news_id=134

TTIA meeting

TTIA
สมาคมอุตสาหกรรมทูน่าไทย
Thai Tuna Industry Association

VOICE

This policy consists of four main criteria : compliance with local laws, compliance with societal and labor standards, environmental concerns, and sustainability. We audit suppliers in line with the criteria and require them to sign a contract agreement. Also, we assess them through a periodic supplier audit. When we receive raw materials, we check official certificates to ensure compliance with requirements. Also, with respect to quality control, the Maruha Nichiro Group Quality Assurance System maintains the management level and helps increase knowhow with regards to inspection and analytical techniques in our lab. From here out, we would like to continue to provide sustainable products through cooperation within our group.

Sujira Huadsawat
KF Foods Ltd.
QC and QA Manager

Value for Communities and Society

Basic Approach

Our business has the potential to affect the local community from an economic, social and environmental standpoint in places where the Maruha Nichiro Group has business locations.
We engage in appropriate communication and various activities that contribute to society in order to build good relationships toward the goal of co-existence and co-prosperity.

Medium-term Sustainability Plan (FY2018 to FY2021)

Main objective **Coexist with regional communities in mutual prosperity**

Medium-term Goal	Action Plan
Food education activities Convey the importance of food and contribute to the wellbeing of everyone	・Suggest foods that help everyone live a healthy life according to various life stages ・Offer cooking classes that use sustainable marine resources
Environmental activities Protect the natural environment for the future	・Participate in the 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	・Help pass on regional cultures to new generations in communities where offices are located ・Communicate with regional communities ・Create opportunities that convey the value of manufacturing

We have positioned three kinds of activities as goals under our Medium-term Sustainability Management Plan: "Food Education Activities" for conveying the importance of food and contributing to the wellbeing of everyone, "Environmental Activities" designed to promote protection of the natural environment for the future, and "Regional Contribution Activities" aimed at contributing to the growth of regional communities.

Food Education Activities

Case Study: Tuna Cooking Class for Parents and Children

Since 2012, Maruha Nichiro Corporation has regularly held a "Tuna Cooking Class for Parents and Children" at our Tokyo headquarters. In the past eight years to date, 192 people have participated.
The cooking class teaches about fish biology and deliciousness by dissecting and preparing an entire tuna.
Forty parents and children took part in the cooking class held in January 2020.
The day was full of smiles, with participants getting to see, touch and dissect a tuna, before cooking it together and savoring it to the last bite.

Participants in 2020 Tuna Cooking Class for Parents and Children

Case Study: Fish-eating Promotion Event: "Chefs Show Parents and Children how to cook Fish Based Party Cuisine"

Since 2015, Maruha Nichiro Corporation has held cooking classes in which chefs initiate participants into the art of delicious fish cuisine.
In FY2019 we held four events (in Aichi, Chiba, Hiroshima and Osaka) under the theme "Chefs Show Parents and Children how to cook Fish Based Party Cuisine."

Demonstration by chefs

Making salmon pie wraps in the shape of fish

Case Study: "For the Ocean, for life — Fish Lunches for the Future Class"

In July 2019, Maruha Nichiro Corporation organized the "For the Ocean, for life — Fish Lunches for the Future Class" at the Osaka Gas Hug Museum to teach "ocean and fish sustainability."

42 parents and children attended and gained an under-standing of the state of fish stocks and the increasing popularity of fish in diets around the world through our "sustainable fish seminar."
After this, Osaka Gas Hug Museum's culinary instructor Hasegawa guided participants in preparing food in the cooking classroom using products with the MSC " Blue fish label " which had been introduced during the lecture.

Sustainable fish seminar

Cooking with products bearing the MSC Marine Eco-Label

Taste testing

Case Study: Food education activities“Kids Chef”

Yayoi Sunfoods Co., Ltd. organized “Kids Chef” in cooperation with the International Food Cultural Exchange Association.
This class, taught by world-famous chef Kiyomi Mikuni, teaches kids the joys of food and helps develop their burgeoning sense of taste.
FY2019 marked the 53rd time the class was held, taking place at Watarai Elementary School in Watarai, Mie Prefecture in February 2020.

Participants in the Watarai Elementary School Kids Chef

Case Study: "Learn From Chefs—Parents and Children Cook with Yume Wakame!"

Maruha Nichiro Corporation cosponsored "Learn from Chefs—Parents and Children Cook with Yume Wakame" which used wakame seaweed harvested at the "Yume Wakame Workshop*" on Saturday January 25, 2020.
InterContinental Yokohama Grand Hotel Assistant Head Chef Takafumi Gotou was invited as an instructor to teach 15 groups of parents and children, who had been selected by lottery.
There was also a lecture by shell diver and Fukui Brand Ambassador Nayomi Ooi about gathering seaweed, before the actual cooking began.

*The Yume Wakame Workshop is held once a year by NPO Association for Shore Environment Creation supported by Maruha Nichiro Corporation.
On November 30, 2019 participants carried out wakame seaweed pollination at Rinko Park in the Minato Mirai district of Yokohama's West ward. The fully grown wakame seaweed was then harvested on January 25, 2020.
This harvesting event aimed to stress the importance of environmental preservation and increase interest in the sea through wakame seaweed cultivation.

Chef interacting with participants around the table

Focaccia and cuisine made with wakame seaweed harvested in the Port of Yokohama

Sharing Information About Food Education

The Maruha Nichiro Group shares various information relating to food education with our stakeholders.

Environmental Activities

Case Study: " Seed Harvesting" Event for Eelgrass Bed Restoration

The Maruha Nichiro Group has been participating in activities since 2014 to restore eelgrass beds, which improve water quality in Tokyo Bay, serve as habitats for aquatic organisms, and conserve the coastal environment.

Eelgrass is a species of seaweed that grows naturally around coastlines at a depth of one to several meters. Because it moderates tidal currents and provides places to hide from outside predators, it serves as a biotope for spawning by fish and other aquatic species.It also plays a role in water purification by absorbing nitrogen and phosphorus that lead to eutrophication.

The eelgrass seed harvesting event, held in June 2018 and directed by the NPO Association for Shore Environment Creation, was attended by 116 family members of Maruha Nichiro Group employees. Participants harvested 1,400 seed stalksfrom the sea.

We had planned to hold the same event on June 15, 2019, and over 100 people had applied to attend, but unfortunately we were forced to cancel it due to a forecast of heavy rains.

through this activity we have been selected as a cooperating company in the Ministry of Land, Infrastructure, Transport and Tourism Tokyo Bay UMI Project (Project for everyone to love the sea and Tokyo Bay) since 2016.

Bay Renaissance Project
全国海の再生プロジェクト

Seed stalks(Eelgrass seeds)

Seed harvesting (FY2018)

Explanation of aquatic life (FY2018)

Group photo of participants (FY2018)

VOICE

Expectations for Maruha Nichiro in creating a sustainable ocean environment

This is the seventh year since we began working with your company on eelgrass bed restoration activities.
It is wonderful to see you continue to engage in these activities as a company.
Eelgrass is not just a nursery for fishery sea life, it also contributes to biodiversity and has gained attention for its value to help achieve SDGs.
Moreover, in recent years it has been called “blue carbon” due to contribution to carbon capture and sequestration in the sea.
I am truly looking forward to seeing your company become an example to other firms by utilizing marine resources while creating a sustainable environment for seafood products.
Going forward, we want to collaborate as your partner in this endeavor.

Mr. Takashi Kimura
Director, NPO Association for Shore Environment Creation

Case Study: High School Student Summit at 2019 National Eelgrass Summit in Miyagi

The National Eelgrass Summit is a place for people throughout the country who are engaged in efforts to restore eelgrass and restore and conserve nature in the ocean, to exchange ideas.
Since 2017, Maruha Nichiro Corporation has sponsored one of the programs at the summit, the "High School Student Summit," with the goal of supporting environmental education for future generations.

It was held on November 10, 2019 in Shiogama, Miyagi Prefecture. Students working to restore natural coastal environments attended from 13 high schools around Japan. Each school gave splendid presentations such as, "Creating Forests in the Sea with Seaweed" (Miyagi Prefectural Suisan High School), and "Aiming to Restore the World of Eelgrass: Hakata Bay Restoration Project" (Jyoto High School).

Each school gives presentations about their activities and research results

Striking poses for commemorative photos together

Case Study: Green Belt Planting Activities

Taiyo A&F Co., Ltd. has participated in green belt tree planting activities in Okinawa since they started in 2011.
Local fisherman, farmers, ward heads associations, children's clubs and similar organizations work to raise trees and plants that can keep red clay soil from being washed from farmland into the sea.

In FY2018 employees at the Okinawa office of Taiyo A&F, which engages in the aquaculture operations of Pacific bluefin tuna, gathered to carry out tree planting activities in the Motobucho district of Okinawa Prefecture.

In addition, since 2013 they had been carrying out activities to support environmental education for local elementary school students. These include field trips to see farmed Pacific bluefin tuna being caught, and study meetings about aquaculture and the effects of red clay runoff on the sea.

They were not able to hold these activities in FY2019 due to the work circumstances of the person in charge, but intend to continue these kinds of activities in the future.

Tree planting activities (FY2018)

Group photo of participants (FY2018)

Case Study: Cleaning Activities Around Offices Throughout Japan

The Maruha Nichiro Group conducts cleaning activities around its plants and offices throughout Japan, and is working toward the beautification of local environments.

Event Name	Overview	Participants and Date of Implementation
Aomori City Gappo Park Cleaning Activities	Cleaning Aomori City's Gappo Park, which is adjacent to our Aomori Plant	Maruha Nichiro Kitanippon, Inc., Aomori Plant, 28 employees Saturday, June 8, 2019
Simultaneous Cleaning of Hiroshima Peace Memorial Park	Before the Peace Memorial Ceremony held on August 6, the Hiroshima City Public Health Promotion Conference sponsored a simultaneous cleaning of Hiroshima Peace Memorial Park.	This was attended by 17 employees from Maruha Nichiro Corporation's Chugoku Shikoku Regional Branch Early morning on Wednesday, August 1, 2019
Toyosu Beautification Promotion Campaign	Activities to promote beautification of the area around Toyosu Station, sponsored by Koto City in Tokyo where Maruha Nichiro's headquarters are located.	Attended by 45 Maruha Nichiro Corporation employees Early morning on Wednesday, September 25, 2019
Nichirofur. Co., Ltd Cleaning Activities and Landscaping Around Maruko Plant		Attended by 32 employees from the Nichirofur. Co., Ltd Maruko Plant Saturday, October 5, 2019
46th Omuta City Archipelago Clean Campaign	Cleanup activities around the former Mikawa Coal Mine in Omuta City sponsored by city hall. Participants collected 560 kg of burnable waste, 10 kg of non-burnable waste and 10 kg of recyclable waste	Attended by 56 employees and family members from the Yayoi Sunfoods Kyushu Plant Sunday, October 27, 2019
Kumamoto City Lake Ezuko Cleanup Activities	Cleanup activities sponsored by the Kumamoto Prefecture Environmental Conservation Council in Hiroki Park adjacent to Lake Ezuko in Kumamoto City's eastern ward. Invasive plant species (water lettuce, floating pennywort) removal.	Attended by 51 Maruha Nichiro Kyushu, Inc. employees Saturday, November 16, 2019
Activities to Beautify the Environment Around the Yayoi Sunfoods Co., Ltd. Nagaoka Plant	Picking up trash and cutting grass around the plant as part of regional coexistence activities. (carried out twice a year)	Attended by 58 employees and family members from the Yayoi Sunfoods Nagaoka Plant (Nagaoka, Niigata Prefecture) Saturday, November 23, 2019
Shiba District Cleanup Campaign: A town with no cigarette butts on the streets!	The event sponsored by the Shiba District Community Safety and Environmental Beautification Activities Promotion Council, consisted of collecting trash around Hamamatsuchō and Daimon Stations (Approx. 400 people participated)	Attended by 20 employees and family members from the Yayoi Sunfoods Tokyo Head Office Thursday, December 12, 2020

Employees who participated in the Toyosu Beautification Promotion Campaign

Kumamoto City Lake Ezuko Cleanup Activities

Case Study: "Make Sea Happy!" Coastal Cleanup Activities

On Saturday, October 5, 2019, 60 of the Maruha Nichiro Group employees carried out "Make Sea Happy!" Coastal Cleanup Activities at the Kasai Beach Park (Edogawa City, Tokyo).
These cleanup activities were carried out as part of the "Zero Ocean Waste Week" advanced since 2019 by the Ministry of the Environment and The Nippon Foundation. Excluding natural waste, participants collected a total of approx. 37 kg of man-made waste and ocean plastics, filling the bed of the waste collection truck.This time, the event was registered with the International Coastal Cleanup (ICC) sponsored by the Japan Environmental Action Network (JEAN). In accordance with the prescribed rules, the collected waste was sorted into approximately 40 categories, weighed and reported to JEAN.
The reported data is used for things such as policy recommendations.

Employees and family members
collecting waste that has washed ashore

60 participants and 37 kg of collected waste

Case Study: Mangrove Planting

Every year, Kingfisher Holdings and Southeast Asian Packaging and Canning Ltd. in Thailand plant mangroves in the region around their plants.
On August 17, 2019, 50 employees participated in these activities, planting 100 trees and collecting approx. 200 kg of waste.

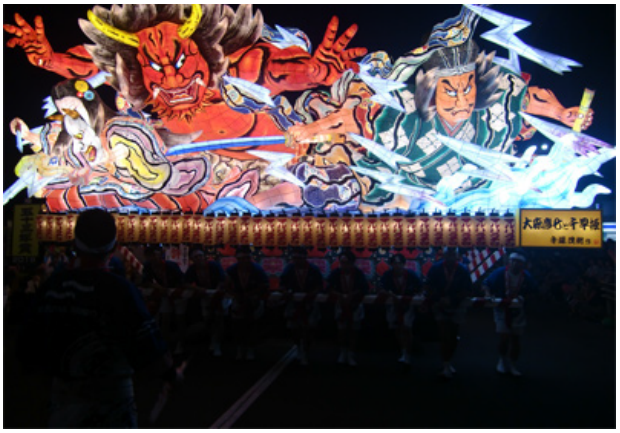
Employees planting mangrove seeds and seedlings

Employees planting mangrove seeds and seedlings

Case Study: Aomori Nebuta Festival

Since entering a large-scale nebuta float in 1953, Maruha Nichiro Corporation has participated in the Nebuta Festival* every year (except one year) for over half a century.
In 2019, we entered a large nebuta float featuring Oomori Hikoshichi and Chihaya hime, which many spectators enjoyed.

*Aomori Nebuta is one of the three big festivals in the Tohoku region registered as an Important Intangible Folk Cultural Asset.



Maruha Nichiro nebuta 2019

Case Study: MOTTAINAI Kids Festival!–Learning to look after the Earth, nature and money–

Maruha Nichiro Corporation supported and participated in the "MOTTAINAI* Kids Festival — Learning to look after the Earth, nature and money." held at the Oomuta AEON mall on September 14, 2019, and the Takaoka AEON Mall on February 8, 2020.

The event, which bustled with visitors, provided attendees with chances to have fun learning. It featured a "kid's flea market" in which kids alone both bought and sold items, "fish lectures" by celebrity ichthyologist Sakana-kun, science experiment classes, and "make your own souvenir canned food" workshops.

*MOTTAINAI: When Wangari Maathai, the first Nobel Peace Prize recipient in the environmental field, visited Japan in 2005, the Japanese word "mottainai" made a deep impression.
Mottainai = the environmental 3 Rs (Reduce, Reuse, Recycle) + Respect for the Earth's irreplaceable resources.
Maathai advocated popularizing the beautiful Japanese word "mottainai" as an international word for environmental protection.

MOTTAINAI Kids Festival

Case Study:Science experiment classes for elementary school students

We hold "science experiment classes" for elementary school students at the Maruha Nichiro Corporation Central Research Institute with the aim of contributing to regional communities and encouraging science education by utilizing actual science.Every year we hold these "science experiment classes" as a special summer vacation project at our head office in Tokyo. In 2019 the event was attended by 70 elementary school students and their parents.They conducted experiments to extract DNA and learn about salmon as both a living organism and a food.

Venue

Children were surprised at the size of real salmon

DNA extraction experiment

Case Study: 26th Toyosu Festa

From October 26 to 27, 2019, Maruha Nichiro Corporation took part in the Toyosu Festa at the Koto City Toyosu Civic center sponsored by the Koto City Culture and Community Foundation.
This event is attended by local companies and organizations in Toyosu, and serves as a place to interact with local residents.
Maruha Nichiro hosted a "make your own aquarium" corner which was a great success, with 85 people participating over two days.

Participants from children to adults engrossed in cutting and pasting materials

Laminating artwork with clear sheets
The kids are fascinated

Case Study: Food Bank Donations

The Maruha Nichiro Group has been supporting the food bank efforts of Second Harvest Japan since 2009. Food banks collect safe food products that for whatever reason have been unable to be delivered and supplies the items free of charge to people in need.
The Group's activities include contributing to efforts to improve social welfare as well as to reduce the amount of food waste.

In the United States, where the food bank movement originated, the four Maruha Nichiro Group companies in North America donate to food banks through organizations like SeaShare in state of Washington. These organizations take unintentionally caught fish which were required by law to be thrown back into the sea, process them into safe food products, and deliver them to food banks. The organizations also collect other safe and usable food items, such as undeliverable canned foods, and provide them to food banks.

*Food bank activities: Donating food products, which are still okay to eat but are difficult to distribute for various reasons, to those in need free of charge.

Canned foods donated to children's cafeterias

SeaShare poster

Case Study: World Tuna Day Fishing Tournament

In 2017, the United Nations designated May 2 "World Tuna Day" as a day to promote sustainable tuna resources and a healthy tuna industry.

In line with this, Taiyo A&F Co., Ltd. local joint venture company Taiyo Micronesia Corporation (TMC) holds a "World Tuna Day Fishing Tournament" in collaboration with its joint venture partner National Fisheries Corporation.
In FY2018 the tournament was held on Saturday April 28, and again in FY2019 on Saturday April 27. Men, women and children of all ages joined in to contest their fishing skills.

2019 participants

Case Study: 8th Shimonoseki Cutter Race

The 8th Shimonoseki Cutter Race was held on July 21, 2019 around the concept "Appreciation for the sea, affinity for the sea, and vitality for the seaside city of Shimonoseki."The Maruha Nichiro Corporation Shimonoseki Plant participates in the Shimonoseki Cutter Race every year.

Participants

Getting ready to start

Case Study: Shimonoseki Plant "Shimonoseki Create the Future Job Fair"

From August 21 through August 22, 2019, the Maruha Nichiro Corporation Shimonoseki plant participated in the "Shimonoseki Create the Future Job Fair."This vocational experience event introduced participants to local companies and organizations in Shimonoseki, and allowed them to experience the attractions of each kind of work, as well as interact with the local community, helping them to sketch a meaningful vision for their careers.They also held a workshop at the plant for junior high and high school students in Shimonoseki entitled "Can your own treasures to create your own canned items!"This workshop brought many people to the plant and helped convey the appeal of Maruha Nichiro.

Maruha Nichiro employees tackle the event with spirit

Closing up canned creation

We also conducted a survey on participants' level of familiarity with Maruha Nichiro

Case Study: Tokyo Toy Show

For the sixth year in a row, Maruha Nichiro Corporation sponsored a booth* in the Tokyo Toy Show held at the Tokyo Big Sight (Ariake, Koto City, Tokyo) from June 15 and June 16, 2019.Our popular "Let's can the future workshop!" lets kids seal a letter to themselves 10 years in the future inside a can with their own hand-drawn label. Over two days, 419 people got to experience canning work.
More than 10,000 customers have enjoyed learning through this and other events such as "Maruha Nichiro's Exciting Canned Lottery," "Can Shaped Hat Commemorative Photo," and "Let's go Visit a Mackerel Cannery."

*Maruha Nichiro Corporation exhibited as part of the "Family Apps" vocational experience app Booth provided by TOMY IBIS Co.,Ltd.

Wearing a Can Shaped Hat while sealing a can during the "Let's can the future workshop!"

Maruha Nichiro's Exciting Canned Lottery

Let's go Visit a Mackerel Cannery

Case Study: Special Class at the Thai Japanese Association School in Bangkok

Local Thai company, Kingfisher Holdings, conducted a special class for fifth-graders at the Thai Japanese Association School in Bangkok under the theme " Why do we operate a seafood business in Thailand?"The lesson was split into two sessions for each of the five classes. Shrimp aquaculture and work at the plant were explained through videos, and environmentally friendly activities related to SDGs were introduced as well.

Students who attended the lesson shared impressions such as, "I was surprised to learn that more shrimp are caught in Thailand than Japan" and "I learned that all kinds of people are hard at work at each step in the process from raising shrimp to delivering them to supermarkets and stores."

Kingfisher Holdings employee lecturing students

Case Study: The Swan-Canning Estuary restoration campaign

Our local Australian company, Austral Fisheries has donated 25,000 AUD to The Swan-Canning Estuary restoration campaign which aims to restore the once abundant shellfish reefs in the mouth of the estuary that runs through the center of Perth and improve the river environment.This project is being conducted by the international NGO, The Nature Conservancy, and aims to restore the ecology of the river.

TOPICS: Activities for Combating the Spread of COVID-19

Support for medical professionals

As the spread of COVID-19 continues, medical professionals continue to expose themselves to the risk of infection while treating patients on a daily basis.In medical settings, medical professionals are often too busy to go out to get food, and it is important to provide them with nutritional support and help relieve anxiety and stress.Maruha Nichiro Corporation donated fish sausage and cup jellies through the WeSupport platform set up in April 2020 to provide material support to front-line medical professionals.

Donated products

- Fish sausage that can be opened in 1 second: 4 pc, 70 g package (900 pkgs or 3,600 sticks donated in May 2020)
- Frutissier "Chotto Zeitaku (slightly luxurious) Series": 5 types (3 shown in photo) (60 cases or 2,880 pcs donated in July 2020)

Support for medical professionals

In order to support children and families who face various difficulties due to the COVID-19 pandemic, Maruha Nichiro Corporation has joined with the NPOs Lion Heart in Edogawa City Tokyo and the Ishinomaki Reconstruction Support Network in Ishinomaki Miyagi, to donate food product sets combining canned food and retort pouches for easy preparation.

Donated products / Amount donated (Total for both organizations)

① Canned Boiled Mackerel: 150 g / 35 cases (1,680 cans)
② Acqua pazza style soup using a whole can of boiled mackerel: 200 g / 21 cases (840 packs)
③ Minestrone using a whole can of boiled mackerel: 200 g / 21 cases (840 packs)

Products provided to NPO Lion Heart

Environmental Value

- Management Approach ---- P90
- Combatting Climate Change ---- P96
- Building a Recycling-oriented Society ---- P102
- Protecting Marine Resources ---- P108

Management Approach

Basic Approach

The Maruha Nichiro Group, which has operated thus far thanks to the abundant blessings of nature, believes that building a business model that allows us to exist together with the Earth's environment is indispensable to sustain-able growth as a company.
We endeavor to create environmental value based on the three objectives of "Combatting climate change," "Building a recycling-oriented society" and "Protecting marine resources."

Environmental Policy

Presently on Earth, the drastic expansion of the world population is intensifying global warming, resource depletion, ecosystem destruction and other problems. It is becoming increasingly difficult for humanity to live together with a diversity of plants and animals, or to maintain the Earth's natural productivity going into the future.

Against this backdrop, the Maruha Nichiro Group examined what kind of environmental considerations are needed to continue to sustain "food"—the foundation of all human activity. Then we created the Maruha Nichiro Group Environmental Policy which applies the Maruha Nichiro Group Vision through concrete actions. Thus the entire group is engaged in environmental management.

Our Environment Policy is comprised of the Basic Policy and Principles below. We thoroughly familiarize all our employees with the policy through our website and Intranet, employee training, and other activities as we strive to implement environmental management.

Basic policy

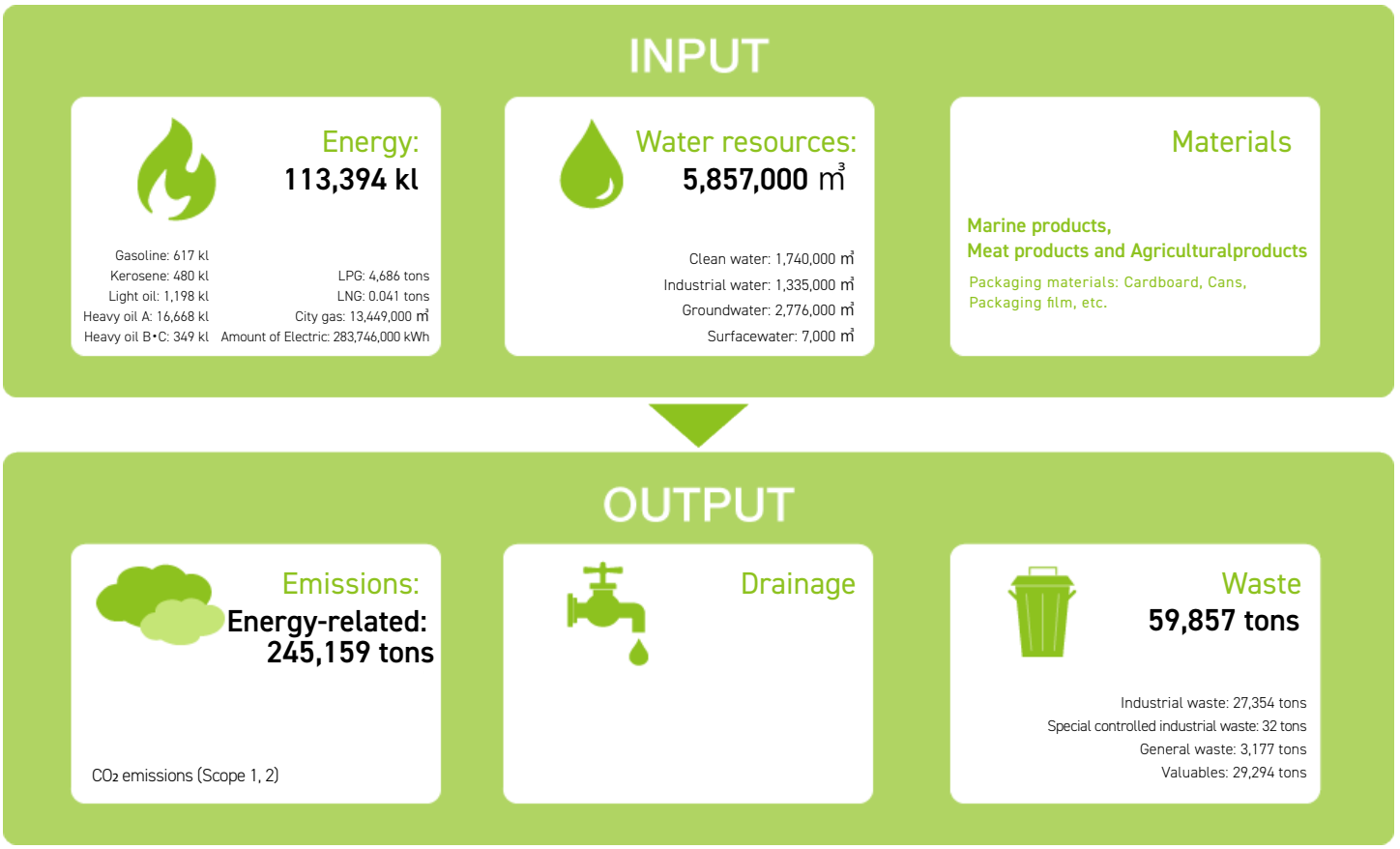
The Maruha Nichiro Group will work to reduce the environmental impact of our global business activities and strive to create a sustainable society in order to contribute to the enrichment of people's lives and their happiness.

Principles

1. We will use sustainable resources effectively and work to minimize our environmental impact and mitigate climate change.
2. We will actively engage in environmental conservation efforts, taking biodiversity into consideration.
3. We will provide environmentally friendly products and services.
4. We will implement our environmental management system effectively and work on continuous improvements to boost our environmental performance.
5. We will observe environmental laws and regulations.
6. We will disclose company information related to environmental management as appropriate and work on our communication with society.

Overview of Business Activities and Environmental Impact Over our Entire Supply Chain

At the Maruha Nichiro Group, we realize that our integrated value chain built around seafood products, which includes "procurement and distribution," "production and processing" and "storage and logistics," has various impacts on the environment.
To mitigate these impacts, we are implementing activities centered around our Medium-term Sustainability Plan (FY2018 to FY2021).



Overview of Business Activities and Environmental Impact Over our Entire Supply Chain

In institutional frozen foods, an addition to a series of delicious sugar-free foods that reduce sugar while leaving good flavors intact is a new assorted rice product with chicken (containing rice mixed with wheat).

◆ Defining Supply Chain Emissions

[Scope 1] Greenhouse gases emitted directly by businesses themselves

[Scope 2] Indirect emissions through use of electricity, heat and steam supplied by other companies

[Scope 3] Indirect emissions from procurement of raw materials, through production, sales and disposal, excluding those in Scope 1 or 2.

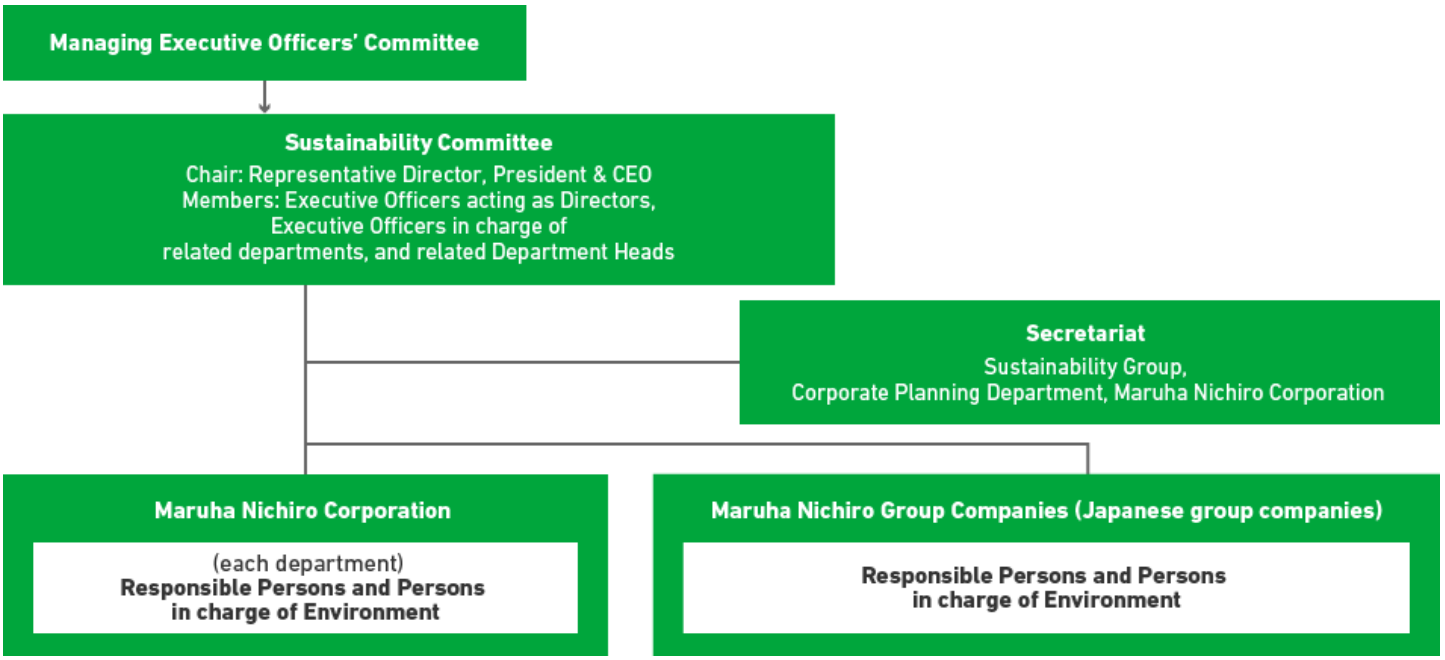
◆ Data Calculation Method

- Target range for calculation: Maruha Nichiro Corporation and 42 related domestic companies (43 total)
- Target period for calculation: April 1, 2019 to March 31, 2020

Management structure

In FY2018, the Maruha Nichiro Group established a new Sustainability Committee. This committee puts together the general plans for the Group's environmental management, establishes goals, and evaluates the activities of group companies. It also assigns responsible persons and persons in charge of environment at group companies who work on environmental activities tailored to the characteristics of each company's business.

In addition, we strive to share and spread information about things such as the roles of responsible persons and persons in charge of environment, regulations related to environmental management, and frameworks for compliance with environmental laws and ordinances, by holding a meeting of responsible persons and persons in charge of environment at the start of each fiscal year.



Management Situation

ISO 14001 certification status

The Maruha Nichiro Group has obtained ISO 14001 certification, the international standard for environmental management systems, at our production plants in Japan and other countries.

Maruha Nichiro Group Companies with ISO 14001 certification (as of April 1, 2020)

Company name	Workplaces
Zhejiang Industrial Group Co., Ltd.	-
Southeast Asian Packaging & Canning Ltd.	-
Maruha Nichiro Corporation	Head Office (Production Management Department), Foods & Fine Chemicals Department (Mori, Utsunomiya), Yu-bari Plant, Shin-Ishinomaki Plant, Oh-e Plant, Shirataka Plant, Gunma Plant, Utsunomiya Plant, Hiroshima Plant, Shimonoseki Plant
Maruha Nichiro Yamagata Co., Ltd.	-
Maruha Nichiro Kyushu, Inc.	-
Nichiro Chikusan Co., Ltd.	Head Office, Sapporo Plant, Nayoro Plant, Tokachi Plant, Hassamu Distribution Center
Yayoi Sunfoods Co., Ltd.	Production Division, Shimizu Plant, Kyushu Plant, Nagaoka Plant, Kesennuma-Matsukawa Plant
Maruha Nichiro Kitanippon, Inc.	Production Management Department, Furano Plant, Kushiro Plant, Mori Plant, Aomori Plant

Environmental Regulatory Compliance

At Maruha Nichiro Group, we keep up with the various laws and ordinances for regulating water, air, and soil pollution, bad odors, noise, vibration, energy consumption and waste disposal. Plants that have acquired ISO14001 certification, in particular, manage the environmental laws applicable to their factory in a spreadsheet, and the environmental manager checks the state of compliance at least once a year.

Also, each group company compiles information relating to major environmental laws and regulations in a "major environmental laws and regulations manual", which the environmental manger uses to check the company's own state of compliance with laws and regulations.

Major environmental laws and regulations manual

Environmental Audits

At each Maruha Nichiro Group factory that has obtained ISO14001 certification, an internal auditor is designated to conduct periodic internal audits.In addition, Maruha Nichiro Corporation, Maruha Nichiro Kitanippon, Inc., and Yayoi Sunfoods Co., Ltd.—which each have multiple factories—conduct reciprocal internal audits between factories.Not only does this allow auditing to be conducted from a more objective viewpoint, but it helps improve auditing skills and facilitates exchange of information between factories.

In FY2019, in addition to these internal audits, the Internal Auditing Department conducted an audit into the state of compliance with environmental laws and regulations at Maruha Nichiro Corporation.

Also, the Maruha Nichiro Group understands the risks posed by deviation from regulatory standards for wastewater discharged from plants, spills of stored chemicals and oils, and improper management of waste matter and is working to strengthen our management system. Therefore the Maruha Nichiro Group Corporate Planning Department has been conducting environmental audits at our companies in Japan since FY2016 to check the status of compliance with environmental laws and ordinances at each company in more detail. In FY 2019, these audits were conducted at 36 locations.

Maruha Nichiro Group List of Environmental Audits

Audit Name	Company Audited	Details of Implementation
ISO14001 Internal Audit	ISO14001 certified companies	We formed an internal auditing team based on the requirements of ISO14001, which is the international standard for environmental management, and carried out autonomous checks of the environmental management system.
ISO14001 Reciprocal Audit	ISO14001 (Maruha Nichiro Corporation, Maruha Nichiro Kitanippon, Inc., and Yayoi Sunfoods)	For the ISO14001 Internal Audit, auditors were dispatched from factories other than the factory being audited. The aim was to reveal items and points of concern that the employees at the factory being audited had failed to notice
ISO14001 External Audit	ISO14001 certified companies	A certification authority conducted a "management system audit" based on ISO14001
Internal Auditing Department Audit	All Maruha Nichiro Group companies	The Maruha Nichiro Corporation Internal Auditing Department conducted an audit into the state of compliance with environmental laws and regulations at group companies.
Environmental Audits	All Maruha Nichiro Group companies	The Maruha Nichiro Corporation Corporate Planning Department checked the state of compliance with environmental laws and regulations at group companies

Case Study: Maruha Nichiro Logistics, Inc. Acquires Green Management Certification

In addition to ISO14001, Maruha Nichiro Logistics, Inc. acquired "Green Management Certification," an environmental management system for transport businesses, in 2010 and all primary centers have maintained certification.

This system, promoted by the Foundation for Promoting Personal Mobility and Ecological Transportation, which acts as the certification authority, is included in the Green Management Promotion Manual created by the foundation and the Ministry of Land, Infrastructure and Transport based on ISO14001. Under the system, businesses set their own energy conservation goals, engage in environmental improvement activities, and undergo audits by the certification authority.

We continue to push for this management system to take root, and engage in activities such as explaining the system to employees (education), and posting "green management certification awareness posters."

Environmental Briefings held in FY2019

Environmental Education

At the Maruha Nichiro Group, we emphasize training and internal education to raise the environmental awareness of each of our employees and promote proactive engagement. We also hold regular briefings for our employees to educate them about environmental laws and ordinances.InFY2019, we held a legal briefing for those in charge of waste disposal within the Group.In FY2020 as well, we plan to hold a legal briefing for those in charge of waste disposal within the Group.

Environmental Briefings held in FY2019

(Units: people)

Information Session Name	Participants
Briefing on Waste Disposal Law (Basics)	79
Briefing on Waste Disposal Law (Application)	33
Briefing on Waste Disposal Law (On-site Confirmation)	21

In addition, we share information related to the environment both inside and outside the Group through our intranet, which is a tool for sharing information among group officers and employees.
We are working to increase environmental awareness among our employees by compiling information related to sustainability into our "Sustainable News," which we publish periodically.

サステナブル通信 Vol.12 2019年4月号

マルハニチログループのサステナブルな活動を紹介！

今年度もサステナブル通信では、サステナブルに関連したコンテンツをお届けしていきます！
新たに新入社員の皆様も仲間に加わりましたので、今月号では私たちマルハニチログループの
サステナブルに関する活動をダイジェスト版でお届けします！

伊藤社長が SeaBOS 初代会長に就任！

「海洋管理のための水産事業（SeaBOS）」は世界の水産企業トップ10社が参加し、持続的な水産物の利用・海洋環境保全に取り組む団体です。

国内からは、日本水産（株）、（株）極洋も参加しています。今年は 5 月にノルウェーにて事務局レベル会議、9 月にタイ王国で国際会議が開催されます。

「アマモ場再生活動」実施！

マルハニチログループはNPO法人「海辺つくり研究会」ご指導の下、海環境を良くするアマモ場の再生活動を毎年実施しております。

昨年度は 従業員とそのご家族116名が参加しました。
今年度は 6/15（土）に開催予定です。MAGNET にて参加案内を掲示しておりますので、ふるってご参加ください！

第6回「親子マグロ料理教室」開催！

2/2（土）に豊洲本社で開催され、一般公募から親子16組が参加しました。当日朝に豊洲市場から取り寄せた本マグロをその場で解体し、クッキングアドバイザーと一緒にまぐろ料理を作りました。

子供たちも普段目にできない生のマグロに大興奮でした！

フードバンク活動の紹介！

マルハニチログループは、検査抜き取り等の理由で売れなくなった商品の一部を、セカンドハーベストジャパンに寄贈しています。

昨年度は、冷凍食品等 200ケース弱を寄贈しました。

クリーン・オーシャン・マテリアル・アライアンス（CLOMA）に加盟！

今年1月、海洋プラスチックごみ問題解決に向け、新技術等イノベーションを加速する交流の場として、CLOMA が設立されました。

現在約 180 社・団体が加盟しております。初代会長には花王株式会社の澤田社長が就任しました。

マルハニチロ協賛！MOTTAINAI キッズフェスティバルが名古屋と和歌山で開催！

このイベントでは、出店も買い物も子供たちだけで行うフリーマーケットや、さかなクンが出演する「おさかな講座」「料理教室」や「理科実験教室」が実施されました。

広域営業部、中央研究所、支社の方々のご協力の下、実施しました！

今回紹介した事例以外にも、マルハニチログループは様々な活動に取り組んでいます。詳しく知りたい方は、是非マルハニチロレポート2018 をご覧ください！（https://www.maruha-nichiro.co.jp/corporate/management/csr/report.html）

ご意見、ご質問がありましたら、
経営企画部 サステナビリティ推進グループまで
【TEL】03-6833-1195
【MAIL】kankyou@maruha-nichiro.co.jp

Sustainable News

Combatting climate change

Basic Approach

The Maruha Nichiro Group's business consists of an independent value chain from procurement, through production and processing, to sales.We recognize that Climate change poses threats to our business activities in the form of movement of fishing areas for seafood products, movement of production areas for agricultural products, and decrease in marine resources due to ecosystem collapse.As counter-measures against these kinds of risks, we are working to reduce CO_2 emissions through efficient energy use and capital investment.

Medium-term Sustainability Management Plan

Main objective

Combatting climate change

Medium-term Goal	Action Plan
Reduce CO_2 emissions Reduce CO_2 emissions per unit of sales by more than 4% from FY2017 to FY2021 based on Scope 1 and 2	・Enhance energy-saving facilities ・Improve energy efficiency ・Switch to non-CFC freezers ・Reduce electricity usage ・Reduce heavy oil and gas usage

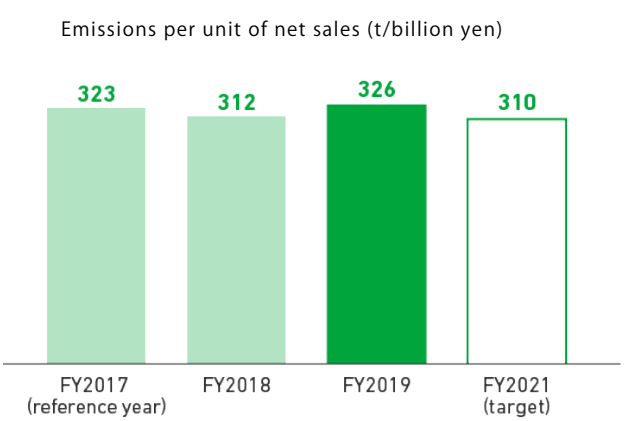
We have identified "climate change" as one of the main objectives of our Medium-term Sustainability Plan, and have set a goal of reducing CO_2 emissions per unit of net sales by at least 4% compared to FY2017 by FY2021.We have set this reduction goal with consideration for the emissions reduction goal for the industrial sector in the Nationally Determined Contribution (NDC) that Japan pledged to uphold under the Paris Agreement that stipulates global greenhouse gas reduction goals from 2020 onward, as well as with consideration for the reduction goals in the Act on the Rational Use of Energy. We also took into account the likelihood of stricter global regulations from 2020 onward.
We are proactively investing in the environment through efforts such as introducing new energy-efficient equipment, improving energy efficiency, and switching to non-CFC freezers.

Progress toward attainment of goals

Although the Maruha Nichiro Group (in Japan) introduced equipment such as high-efficiency boilers, high-efficiency freezers, eco-cars and LED lighting in FY2019 with the goal of reducing emissions for each company, CO_2 emissions per unit of sales for our entire domestic group rose to 326t/billion yen—an increase of 14t /billion yen (4.6%) compared to the previous period.
Our domestic production and distribution sites made good progress towards meeting our FY2021 targets by and large. But factors including, primarily, an increase in the number of vessels, had an outsize effect and the Group as a whole failed to meet our targets.

Henceforth, we will strive to strengthen management to achieve our goals and have all companies work together to reduce CO_2 emissions.

2021 CO_2 Emissions Targets and Progress



*Scope of survey is group companies in Japan

*The data for FY2018 has been amended as there were errors in the data published during the previous fiscal year.

Enhance energy-saving facilities / Improve energy efficiency

Case Study: Introducing Energy-Efficient Equipment

The Maruha Nichiro Corporation Foods & Fine Chemicals Department Mori Processing Section introduced 18 energy efficient LED lighting fixtures in its plant in FY2019 to reduce electricity usage.

As a result of these efforts, we expect an annual CO_2 emissions reduction of 5.8 tons.

LED lighting fixtures

Case Study: Introducing State-of-the-art Labor-saving and Energy-saving Equipment

The Maruha Nichiro Corporation Shin-Ishinomaki Plant, which relocated due to damage sustained during the Great East Japan Earthquake of March 2011, has introduced state-of-the-art equipment such as automated guided vehicles that can carry materials to a predetermined position, in addition to various labor-saving devices for use in production.In addition, all the lighting in the plant has been changed to LEDs, and the superheated steam fryers and freezers have been upgraded to the latest energy efficient models.Furthermore, the plant has also adopted an "energy visualization system" that makes it possible to manage all of these energy usage conditions at once.

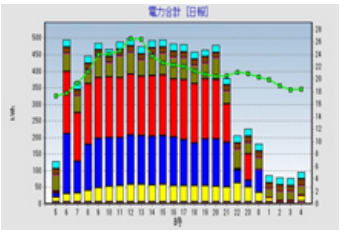
Shin-Ishinomaki plant

Automated guided vehicle

LED lighting

Superheated steam fryers

Energy-efficient freezers



Energy visualization system screen

Switch to non-CFC freezers

Case Study: Switched to Natural Refrigerants in Freezers Used in Cream Croquette Production Line

In FY2018 the freezers used in the creme croquette line at the Yayoi Sunfoods Shimizu Plant were upgraded to non-CFC devices employing ammonia and CO_2.This project was selected by the Ministry of the Environment to receive assistance under its "Project for Accelerated Introduction of Energy-saving Equipment Using Natural Refrigerant for the Early Realization of a Fluorocarbon-free, Low-carbon Society." As a result of this project, we achieved a CO_2 emissions reduction of 1,188 tons in FY2019.

Yayoi Sunfoods Co., Ltd. Shimizu Plant

Non-CFC freezers

Case Study: Upgrading Freezers for Frozen/Refrigerated Warehouses to non-CFC Equipment

In FY2019, Maruha Nichiro Logistics, Inc. upgraded to high-efficiency non-CFC natural refrigerant refrigerators which cool by using ammonia or CO_2, for its frozen/refrigerated warehouses.Three of the locations were selected by the Ministry of the Environment to receive assistance under its "Project for Accelerated Introduction of Energy-saving Equipment Using Natural Refrigerant for the Early Realization of a Fluoro-carbon-free, Low-carbon Society." With 4 locations in total, we expect to achieve an annual CO_2 emissions reduction of 3,679 tons.

Narita office

Narita office non-CFC freezers

Nanko logistics center

Nanko logistics center
non-CFC freezers

Fukuoka logistics center

Fukuoka logistics center
non-CFC freezers

Jounanjima logistics center

Jounanjima logistics center
non-CFC freezers

VOICE

Takeshi Imazu

Maruha Nichiro Logistics, Inc.
Facilities Division Manager

In pursuit of an environmentally friendly frozen/refrigerated distribution infrastructure

Maruha Nichiro Logistics maintains approximately 580,000 tons of refrigerated warehouse space throughout Japan. We aim to reduce CO_2 emissions by 2,640 tons between FY2019 and FY2022 through measure such as converting to refrigeration equipment with low global warming potential, introducing energy-efficient equipment, and reducing electricity usage.
From FY2011 up to the present, we have updated the HCFC (R22)* refrigeration equipment in 17 locations, including equipment that had worn out. Hereafter, we plan to work on moving to even more energy-efficient refrigerators that use renewable energy.
As a logistics company that is part of the societal infrastructure, we will continue to implement various activities aimed at contributing to Sustainable Development Goals (SDGs).

*HCFC (R22): HydrochlorofluorocarbonA type of chlorofluorocarbon gas, this substance is linked not only to ozone layer depletion but global warming. By international agreement, its production and consumption (production + import - export) are to be completely abolished by 2020.

Case Study: Switched to natural refrigerants in freezers used in frozen pasta production lines

In FY2018 two freezers used in the production of frozen pasta (dried noodle production line) at Maruha Nichiro Kyushu were upgraded from machines that used fluorocarbon refrigerants to the latest energy-efficient non-fluorocarbon devices employing ammonia and CO_2.
This project was selected by the Ministry of the Environment to receive assistance under its "Project for Accelerated Introduction of Energy-saving Equipment Using Natural Refrigerant for the Early Realization of a Fluorocarbon-free, Low-carbon Society." As a result, we achieved a CO_2 emissions reduction of 422 tons in FY2019.

Jounanjima logistics center

Dried noodles production lines
Non-fluorocarbon freezers

Case Study: Switching to Natural Refrigerant in Refrigeration Equipment for Spiral Freezer

In FY2018 the freezers used in the hamburger steak and nursing care food line at the Sapporo Plant of Nichiro Chikusan were upgraded to non-CFC types employing ammonia and CO_2.This project was selected by the Ministry of the Environment to receive assistance under its "Project for Accelerated Introduction of Energy-saving Equipment Using Natural Refrigerant for the Early Realization of a Fluorocarbon-free, Low-carbon Society."

Narita office

Non-CFC freezers

Case Study: Switching to Natural Refrigerant in Refrigeration Equipment for Storage

In FY2018 the freezers used for refrigerated and frozen food storage at Ryukyu Taiyo Co., Ltd. were upgraded to non-CFC natural refrigerant types employing ammonia and CO_2.This project was selected by the Ministry of the Environment to receive assistance under its "Project for Accelerated Introduction of Energy-saving Equipment Using Natural Refrigerant for the Early Realization of a Fluorocarbon-free, Low-carbon Society."

Ryukyu Taiyo Co., Ltd.

Non-CFC freezers

Renewable energy use

Case Study: Installation of Solar Panels

In March 2019, we installed solar panels on the roof of the building at the Maruha Nichiro Central Research Institute.
This has enabled us to supply part of our purchased electricity through solar power. In FY2019 we were able to generate approximately 70,000 kWh and reduce CO_2 emissions by approximately 32 tons.

Central Research Institute

Photovoltaic modules

Other activities

Case Study: Promoting Carbon-neutral activities

Austral Fisheries in Australia has obtained carbon neutral* certification and is promoting a tree-planting program in the wheat belt of Western Australia as a part of that effort.This carbon neutral undertaking is positioned as a further step toward stable supply of marine resources.Products are marked with the CN fish brand logo, and the company is working to expand sales of environmentally friendly products.

* Carbon neutral: Refers to business activities that release net zero CO_2 emissions into the atmosphere by offsetting the total amount of emissions through the implementation of measures that reduce CO_2 in the atmosphere by the same amount.

Building a recycling-oriented society

Basic Approach

At the Maruha Nichiro Group, marine resources are the lifeblood of our business activities. As such, we believe that we have the important responsibility of minimizing the environmental impact of our business activities and promoting environmental management with a view to building a recycling-oriented society. Moreover, we recognize that the risk of resource depletion could lead to shrinking of our business, so we also see addressing this issue as an opportunity to enhance the commercial advantages of the Maruha Nichiro Group.

Medium-term Sustainability Management Plan

Main objective **Building a recycling-oriented society**

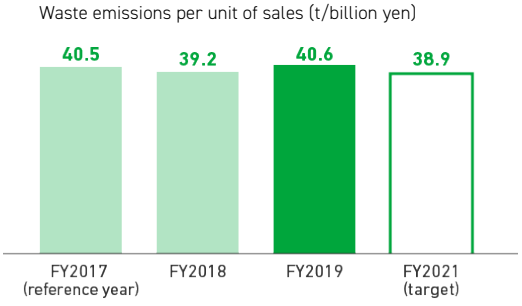
Medium-term Goal	Action Plan
Reduce waste and improve recycling rates ・Reduce the volume of waste per unit of sales by more than 4% from FY2017 to FY2021 ・Aim for 99% waste recycling rate by FY2021	・Reduce manufacturing problems ・Reduce waste of raw materials, resources and products ・Turn waste into valuable resources

We have identified creating a recycling-oriented society as one of the main objectives in our Medium-term Sustainability Plan, and to reach the goal of reducing waste and improving recycling rates, we have set a quantitative target of "Aiming for a 99% waste recycling rate" with the goal of reducing the volume of waste per unit of sales by more than 4% compared to FY2017 by FY2021.
We have put forward reducing manufacturing problems, reducing waste of raw materials, resources and products, and turning waste into valuable resources as part of our action plan to achieve these goals.

Progress toward attainment of goals

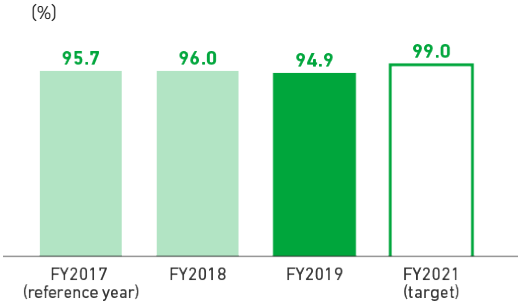
The Maruha Nichiro Group (within Japan), led by group companies with plants, has made efforts to curtail product defects by improving processes, reduce waste material generated by equipment by enhancing maintenance, and reuse resources, among other activities. Nevertheless, due to influences such as a sudden unexpected increase in waste matter, the volume of waste per unit of sales for our entire domestic group rose in FY2019 to 40.6t/billion yen—an increase of 1.4t/billion yen (3.7%) compared to the previous period.
Also, due to factors such as a decrease in valuable materials, the recycling ratio for waste matter, etc. was 94.9%, 1.1 percentage points worse than the previous period.

Waste Emissions Targets and Progress



*Scope of survey is group companies in Japan
*The data for FY2017 and FY2018 has been amended as there were errors in the data published during the previous fiscal year.

Waste Recycling Rate Target and Progress



*Scope of survey is group companies in Japan
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Reduce manufacturing problems

Case Study: Adopting a New Production Management System

Starting in FY2016 we have been progressively introducing a new production management system at plants directly operated by Maruha Nichiro Corporation. Its goal is to visualize and optimize all of the operations for the entire plant, from production planning through inspections, quality control, profit and loss management, facility management, etc.

Register process check items and display them to workers

Workers perform checks in accordance with procedures

Progress of process checks is immediately displayed

Reduce waste of raw materials, resources and products

Case Study: Efforts to Save Resources on Product Containers and Packaging

Within the Maruha Nichiro Group, we are working to develop containers with a low environmental impact. We expect lighter containers to not only save resources, but to decrease CO_2 emissions during distribution due to lower weights, increase delivery efficiency through smaller packaging sizes, and bring other benefits.In FY2019 Maruha Nichiro switched to thinner pack-aging film for frozen cooked rice, saving 11 tons of plastic, or the equivalent of an approximately 35 ton reduction in CO_2 emissions.In addition, by reconsidering the container and film sizes for retort pouch and bottled products, we were able to reduce plastic usage by approximately 7 tons.

Frozen cooked rice products with thinner packaging film

Previous products:
130 mm × 170 mm

Updated products:
125 mm × 165 mm

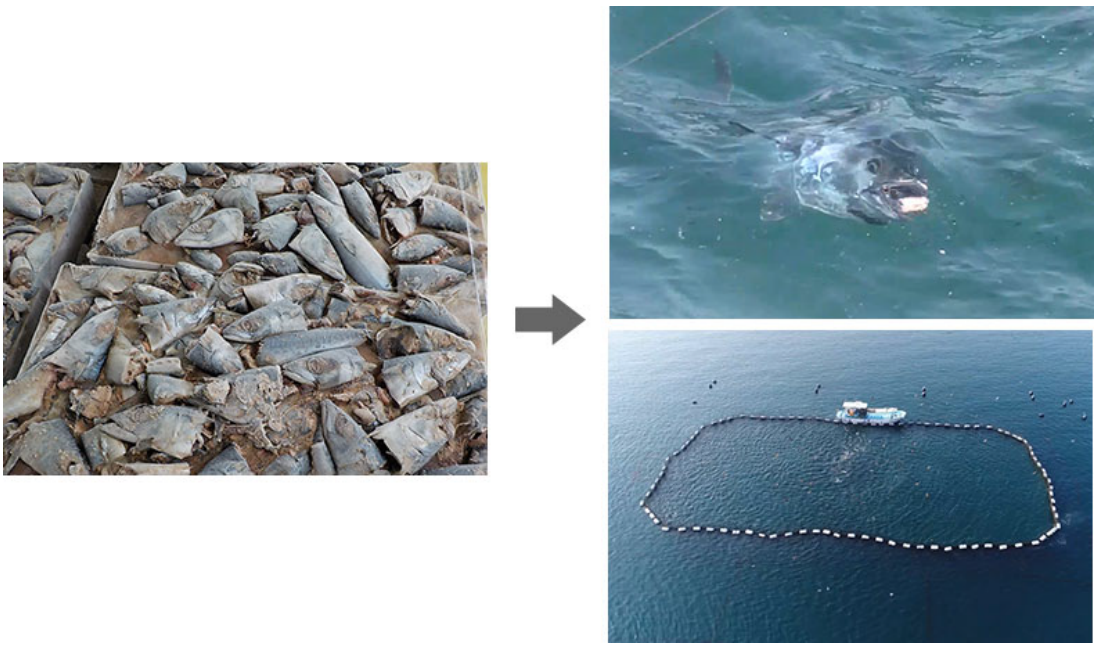
Actual product "oyakodon
(chicken and egg rice bowl)"

Making retort pouch products more compact

Turn waste into valuable resources

Case Study: Use and application of foodstuff residues in cooperation with group companies

Since March 2018 Aquafarm Co., Ltd., which is the production site for our egg-to-harvest bluefin tuna, has been using residues from canned mackerel production at Maruha Nichiro Kitanippon, Inc.'s Aomori Plant as feed for its egg-to-harvest bluefin tuna production.
In FY2019 we produced approximately 340 tons of feed, which not only reduced losses from waste, but led to stable procurement of feed materials. This activities has been extremely effective from the perspective of sustainable aquaculture.
We aim to maximize resource efficiency through these kinds of partnerships between group companies.



Mackerel processing residues reused by Aquafarm Co., Ltd.

Case Study: Effective Reuse of Waste at Biogas Power Generator

In FY2013 the Maruha Nichiro Corporation Shimonoseki Plant installed a biogas power generator and is effectively utilizing syrup and food scraps discharged as food waste by the plant as feedstock for the generator.Being able to use waste as feedstock for the biogas power generator has greatly reduced the amount of waste discharged by the plant. In FY2019 the plant was able to reduce waste output by a total of 612 tons. We will continue working to decrease and reduce the volume of waste we emit.

Shimonoseki plant biogas power generator

Case Study: Froth Reuse

The Maruha Nichiro Kitanippon Kushiro Plant produces primarily canned salmon, Pacific saury and sardines.
During the production of canned mackerel and sardines, a suspension with high oil content known as "froth" is produced in large quantities. Previously, we were not able to reuse this so it was treated as a waste product. But in FY2013 we installed a high-efficiency dehydrator in order to reduce the volume of froth and turn it into a resource.This processing made it possible to use the froth as a raw material for fertilizer, which led to a reduction in waste of approx. 842 tons in FY2019.

Kushiro plant

Dehydrator with a greatly improved dehydration rate

Froth after dehydration

Case Study: Turning Food Scraps into Meal

In 2014 Kingfisher Holdings acquired International Fishmeal and Fish Oil Organization Standard for Responsible Supply certification. The company makes fish meal out of the heads, backbones, skin, and internal organs of raw fish that are left over during production of canned and frozen foods.Kouyou Suisan Co., Ltd. uses salmon, sardines, Pacific saury and mackerel to produce products such as sashimi, fillets, and salmon roe.The backbones, skin, and internal organs of raw fish used when producing products were originally discarded as waste. But in June 2017, the company began operating a meal plant in order to reduce and reuse waste.Moreover, operating this meal plant has made it possible to process 50 tons of raw material per day. This led to an approx. 3,376 tons reduction in waste during FY2019.

Meal production line

Backbones, organs, etc. used as raw materials

Product (fish meal)

Waste management visualization

Within the Maruha Nichiro Group (Group companies in Japan), we have adopted the "Smart Management" waste management system (provided by AMITA CORPO-RATION) to make our waste management processes visible. Introducing this system has allowed us to manage important informational data needed for waste management, including waste disposal contracts, permits, and manifests for industrial waste. We want to more effectively utilize this system as a system for contributing to the creation of a recycling-oriented society, which will lead not only to reducing the risk of violating laws and regulations in the course of our waste management operations, but assist with switching to suppliers with recycling capabilities, and analyzing recycling data.

Smart Management screenshot

VOICE

Mr. Yasuo Shimoda
AMITA CORPORATION
Sustainability Design Group
Solutions Team Task Leader

As a partner for waste management and MSC/ASC certification

Your company is using the "Smart Management" waste management system provided by our company to promote the adoption of electronic manifests and the centralization, management and standardization of waste information throughout your entire group. We also interact through our role as a certification and inspection organization for MSC Fisheries Certification and ASC Aquaculture Farm Certification, which is shown by the "Umi no Eco label (marine eco label)" on certified products. Hereafter, we look forward to seeing your company take on various challenges, as a general food company under the theme of building a recycling-oriented society, starting with those facing marine resources.

Efforts to address the problem of marine plastics

In FY2019 the Maruha Nichiro Group, established a policy to prioritize the execution of the following four activities and began to carry out various activities.

1) Work in tandem with SeaBOS
Cooperate with the GGGI (Global Ghost Gear Initiative)—which SeaBOS participates in through its SeaBOS task force—and work to reduce fishing gear such as nets, ropes and buoys as a measure specific to the seafood industry.

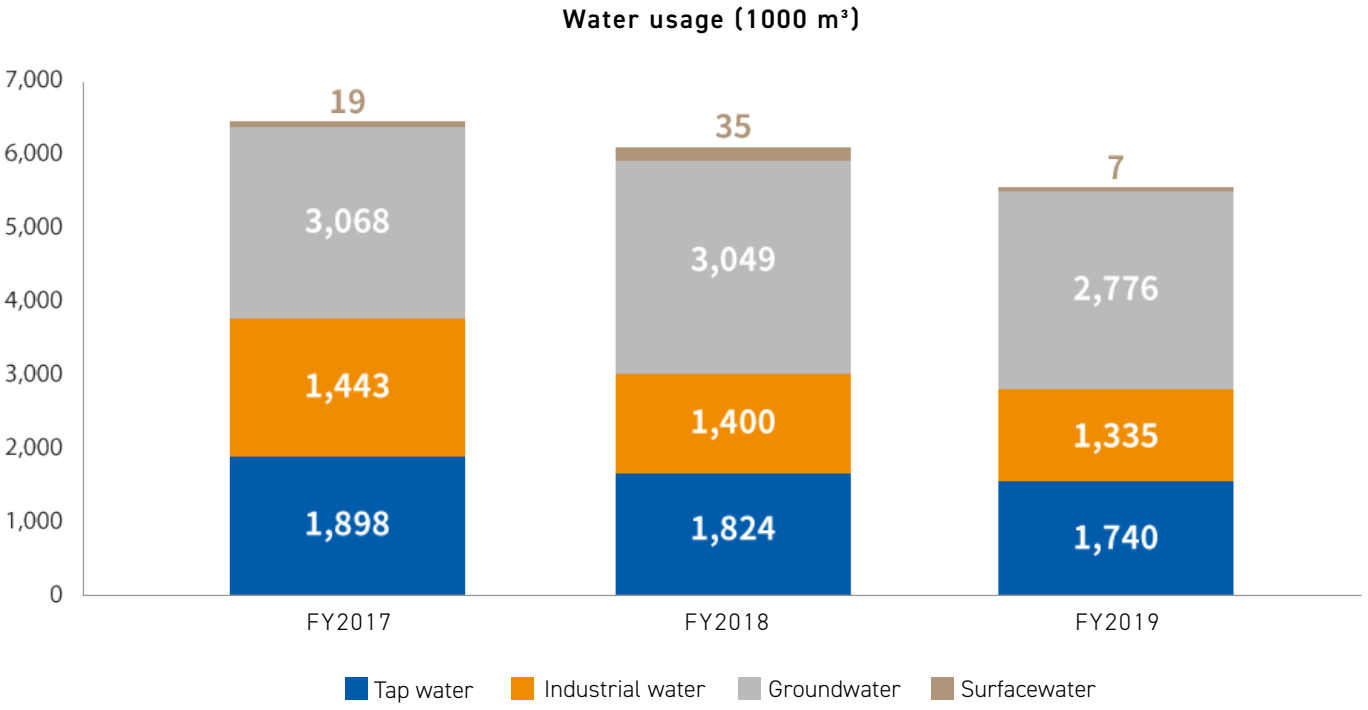
2) Manage fishing gear in aquaculture operations
We have created a policy regarding the management of plastic fishing gear and disseminated it among group companies (in Japan) engaged in fisheries and aquaculture operations.

3) Proactively participate in local cleaning activities
In addition to the cleaning activities hosted and joined in by each group company, we also participate in international coastal cleanup campaigns sponsored by the general incorporated association "JEAN".

4) Save resources on product containers and packaging
We will continue to promote downsizing and weight reduction of product packaging, just as we have up until now.

Activities Related to Water Use and Wastewater Recycling

In FY2019 the Maruha Nichiro Group (in Japan) reduced water usage by approx. 450,000 m³ compared to FY2018.
We conclude that the various activities for effective utilization of water resources, including conserving water used to clean equipment and recycling water from drains, which were carried out by each plant and office, were very effective.



Protecting Marine Resources

Basic Approach

The Maruha Nichiro Group has a history rooted in the sea and spanning over 140 years. Precious natural resources and the natural life force of the sea have supported our growth.We will contribute to a sustainable global environment and society through our business activities to ensure our continued growth.

Medium-term Sustainability Management Plan (FY2018 to FY2021)

Main objective **Protecting Marine Resources**

Medium-term Goal	Action Plan
Promote sustainable use of marine resources ・Promote certification acquisition for sustainable fishing and farming ・Strengthen efforts to abolish illegal, unreported, and unregulated fishing (IUU) ・Expand egg-to-harvest *3 business ・Promote eco-friendly farming technology	・Promote the use of marine products obtained through sustainable fishing/aquaculture certificates (MSC*1/ASC*2) ・Promote acquisition of sustainable aquaculture certificates ・Implement a stricter verifications of imported fishery product traceability ・Promote dialogue in Japan and abroad ・Increase production of egg-to-harvest bluefin tuna ・Strengthen R&D systems for aquafarming technologies

*1 MSC certification: A certification system for natural seafood products operated by the MSC (Marine Stewardship Council). It certifies that a fishery is environ mentally friendly and sustainable.
*2 ASC certification: A certification system for aquaculture operated by the ASC (Aquaculture Stewardship Council).
It proves that seafood products have been certified as produced by a responsible environmentally and human-friendly aquaculture company.
*3 Egg-to-harvest aquaculture: Artificially incubated fish eggs are raised to become parent fish whose fertilized eggs are collected to raise into adult fish.

Under our Medium-term Sustainability Plan, we have established "promoting certification acquisition for sustainable fishing and farming," "strengthening efforts to abolish illegal, unreported, and unregulated fishing (IUU),"expanding egg-to-harvest business," and "promoting eco-friendly farming technology" as medium-term goals.

Going forward, we are promoting things such as strengthening traceability of seafood products, including sustainable fishery and aquaculture certification (MSC and ASC), increasing the production volume of Egg-to-harvest Bluefin Tuna and expanding into other fish species, strengthening our technological development framework for aquaculture, and commercializing recirculating land-based aquaculture.In addition, we are working to promote dialogue in Japan and abroad, and support and cooperate with action groups toward the abolition of illegal, unreported, and unregulated fishing (IUU). We expect demand for fish-based food to increase hereafter, particularly due to the increase in world population, economic development of emerging nations and other factors.In order to meet the contradictory requirements of meeting demand and conserving ocean resources, we believe that expanding egg-to-harvest business and environmentally friendly aquaculture operations are important challenges for us.

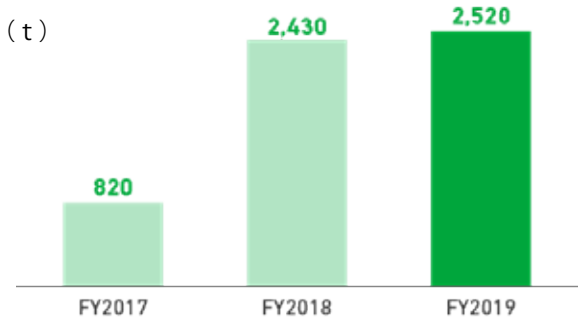
Starting Survey of Resources

In order to implement sustainable procurement, from FY2020, the Maruha Nichiro Group as a sustainable corporate group, began conducting surveys into the products and raw materials at all group companies and suppliers to ① ascertain the amount of seafood products currently handled, and ② determine whether these are sustainable fishery resources.

Promote the use of marine products obtained through sustainable fishing/aquaculture certificates (MSC/ASC)

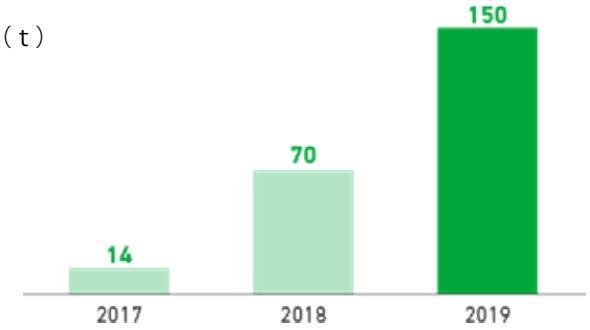
The Maruha Nichiro Group actively promotes the handling of MSC/ASC-certified seafood products. The volume of frozen foods for household use bearing the MSC blue fish label that we handled in FY2019 was approximately 2,520 tons, an increase over the approximately 2,430 tons handled in FY2018. the handling of these products.The volume of products displaying the ASC label handled in 2019 (from Jan 1 to Dec 31) was approximately 150 tons, a large increase over the approximately 70 tons handled in 2018. We will continue to promote

Trend in Volume of Frozen Foods for Household Use Bearing the MSC Blue fishLabel



*Scope of survey is Maruha Nichiro Corporation

Trend in Volume of Processed Foods for Household Use Bearing the ASC Label



*Scope of survey is Maruha Nichiro Corporation

Promote acquisition of sustainable aquafarming certificates

Case Study: Full-scale shipment of world's first ASC certified greater amberjack by Amami Yougyo Inc.

Amami Yougyo Inc. obtained ASC certification for its greater amberjack farm in July 2019—making it the first farm in the world to do so—and began full-scale shipment in May 2020.

We deliver our products to our customers through a coherent value chain that entails unloading a catch, live transport, fillet processing in a specified plant contracted by Maruha Nichiro, and sale through mass retailers.

Case Study: Acquiring the First ASC Certification of a Land-based Aquaculture Farm in Japan

Our land-based aquaculture facility that farms masu salmon (Oncorhynchus masou) in Yuzama, Yamagata Prefecture—and which is an industry-government-university joint venture between Maruha Nichiro Corporation, KITZ Corporation, Fisheries Research and Education Organization , Yamagata Prefecture Department of Aquaculture, Forestry and Fisheries, ENEOS Techno Materials Corporation , and the National Institute of Technology, Kagawa College—has acquired "ASC Salmon Certification."It is the first land-based aquaculture system in Japan to gain ASC certification.

VOICE

Mr. Koji Yamamoto
Aquaculture Stewardship Council (ASC)
ASC Japan
General Manager

Anticipating leadership in the spread of sustainable seafood products

Your company adopted ASC certification in Japan early on. And not only do you produce and sell ASC certified products, but you have acquired multiple aquaculture certifications for the aquaculture farms within your group.

Your company adopted ASC certification in Japan early on. And not only do you produce and sell ASC certified products, but you have acquired multiple aquaculture certifications for the aquaculture farms within your group. You have truly implemented a process that creates and promulgates value for sustainable seafood products from aquaculture farms to market.
As of August 2020, the number of ASC certified products in the world has steadily risen to approximately 25,000 in 90 countries. Activities in Japan towards achieving SDGs (Sustainable Development Goals) are increasing as well, and expanding into the retail and food and beverage sectors.
As one of the world's leading seafood companies, we look forward to seeing you take leadership from here out at the forefront of the spread of sustainable seafood products.

*The Aquaculture Stewardship Council (ASC) engages in activities to pass on sustainable seafood products to the next generation by allowing consumers to choose products bearing the ASC label, an international certification for environmentally and socially responsible aquaculture farms.

Case Study: Austral Fisheries (Australia) Activities

Our group company, Austral Fisheries has been certified by MSC as a sustainably managed fishery for all four of the primary fisheries in Australia where it conducts its business activities.
See the Austral Fisheries website for details.
https://www.australfisheries.com.au/sustainability

Case Study: Seafood Connection Holding B.V. Activities

Seafood Connection Holding B.V., our group company in the Netherlands, actively promotes the handling of MSC/ASC-certified seafood products.
And in FY2019, they began handling Naturland Certified* Nile perch fillets.
*Naturland (German organic agriculture association): Jointly established in 1982 by organic farmers and consumers in southern Germany as an organic agriculture organization.
Naturland farmers and processors conform to Naturland standards and produce the highest quality food products from apples, to cabbage, turkey, salmon, olive oil, coffee, milk and more.
All food products produced in accordance with Naturland standards protect the environment and ensure safe employment.
Today, there are more than 43,000 Naturland farms around the world practicing cultivation in accordance with Naturland standards.

https://seafoodconnection.nl/media/certficates/naturland.pdf

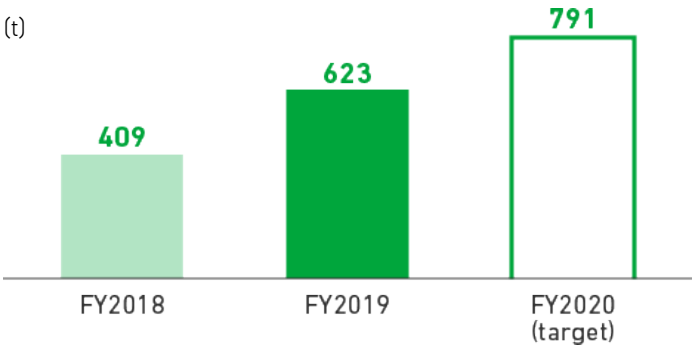
Case Study: Sakurajima Yougyo introduces fish counting machine with AI tracking

Together with Tokyo Artisan Intelligence Co., Ltd., Maruha Nichiro has developed a system that uses AI image processing technology to automatically count fish in an aquaculture setting. Beginning in April 2020, this system was put into operation at our group company Sakurajima Yougyo Co., Ltd., which farms yellowtail and greater amberjack.
Automating farmed fish counting work that had been carried out manually on-board boats at sea, has not only decreased toil for workers who had previously spent an entire day at sea counting fish visually, but also reduces human error and has thereby improved efficiency.
Not only is it employee-friendly and effective at improving efficiency, but it is expected to reduce the risk of ocean pollution by allowing the amount of feed to be properly calibrated. Going forward we plan to expand this technology to smaller juvenile fish and other fish species such as yellowtail and greater amberjack.

From conventional counting work to automation

Increase production of egg-to-harvest bluefin tuna

Shipment Volume of Egg-to-harvest Bluefin Tuna



*Scope of survey is group companies in Japan

Participate in dialog in Japan and abroad

Attending Review Committee for Catch Documentation Scheme as a Committee Member

As world demand for seafood products increases, establishing a distribution framework for exports that are competitive in terms of both quality and cost has been cited as necessary in order to make Japan's fishing industry a growth industry.
For this reason, the development of a legal framework for the kind of catch certification systems that have been adopted in Europe and America as the starting point for traceability, is being advanced. These are seen as a way for large seafood products importer Japan to fulfill its international responsibilities, and work towards thorough resource management and the eradication of illegal, unreported, and unregulated fishing (IUU), while also promoting exports.
From September 2019 a "Review Committee for Catch Documentation Scheme" was held with the Fisheries Agency Fisheries Policy Planning Department Processing and Distribution Section acting as secretariat. The goal of this commission was to construct a more effective system. Maruha Nichiro Corporation participated as a committee member in all meetings, from the first held on September 25, 2019 to the seventh held on June 19, 2020. We also contributed to the "Summary of the State of Catch Certification Systems." published on June 19.
Following enforcement of this legal framework, we will properly implement this system and forge ahead more powerfully with the construction of a sustainable seafood products distribution system for the entire Maruha Nichiro Group supply chain.

Personnel and Labor-Related Data

■Personnel and Labor-Related Data

Definitions

Employees: Managers and general employees directly employed by the Company

Temporary staff: Contracted employees, part-time employees, temporary staff placed by agencies, seasonal workers

Management: Company section chiefs and employees in positions equivalent to or higher than section chiefs (excluding directors)

●Number of employees

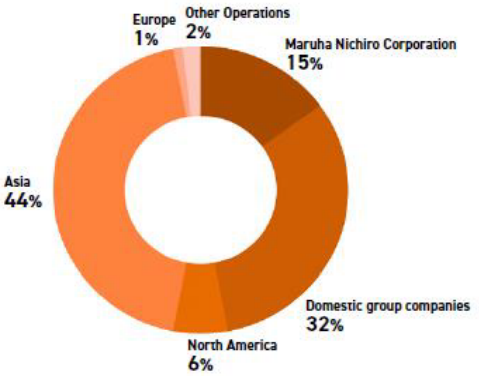
(Unit:people)

				FYE2017					FYE2018					FYE2019				
				Male	Ratio	Female	Ratio	Total	Male	Ratio	Female	Ratio	Total	Male	Ratio	Female	Ratio	Total
Maruha Nichiro Group total			Employees	-		-		10,938	6,232	55.3%	5,044	44.7%	11,276	6,249	56.3%	4,858	43.7%	11,107
			Management	-		-		-	1,682	89.4%	199	10.6%	1,881	1,667	89.0%	206	11.0%	1,873
			Non-management	-		-		-	4,550	48.4%	4,845	51.6%	9,395	4,582	49.6%	4,652	50.4%	9,234
			Temporary staff	-		-		13,963	5,450	36.8%	9,376	63.2%	14,826	4,838	36.3%	8,504	63.7%	13,342
	Japan		Employees	-		-		5,824	4,347	73.8%	1,541	26.2%	5,888	4,252	72.9%	1,578	27.1%	5,830
			Management	-		-		-	1,513	95.8%	67	4.2%	1,580	1,464	95.7%	65	4.3%	1,529
			Non-management	-		-		-	2,834	65.8%	1,474	34.2%	4,308	2,788	64.8%	1,513	35.2%	4,301
			Temporary staff	-		-		6,293	2,370	39.2%	3,682	60.8%	6,052	2,141	38.4%	3,439	61.6%	5,580
		Maruha Nichiro	Employees	1,245	80.9%	293	19.1%	1,538	1,248	79.1%	330	20.9%	1,578	1,257	77.9%	357	22.1%	1,614
			Management	606	95.4%	29	4.6%	635	602	94.8%	33	5.2%	635	594	94.7%	33	5.3%	627
			Non-management	639	70.8%	264	29.2%	903	646	68.5%	297	31.5%	943	663	67.2%	324	32.8%	987
			Temporary staff	-		-		2,427	1,006	45.1%	1,226	54.9%	2,232	1,037	49.6%	1,053	50.4%	2,090
		Group companies in Japan	Employees	-		-		4,286	3,099	71.9%	1,211	28.1%	4,310	2,995	71.0%	1,221	29.0%	4,216
			Management	-		-		-	911	96.4%	34	3.6%	945	870	96.5%	32	3.5%	902
			Non-management	-		-		-	2,188	65.0%	1,177	35.0%	3,365	2,125	64.1%	1,189	35.9%	3,314
			Temporary staff	-		-		3,866	1,364	35.7%	2,456	64.3%	3,820	1,104	31.6%	2,386	68.4%	3,490
	Overseas		Employees	-		-		5,114	1,885	35.0%	3,503	65.0%	5,388	1,997	37.8%	3,280	62.2%	5,277
			Management	-		-		-	169	56.1%	132	43.9%	301	203	59.0%	141	41.0%	344
			Non-management	-		-		-	1,716	33.7%	3,371	66.3%	5,087	1,793	36.4%	3,139	63.6%	4,932
			Temporary staff	-		-		7,670	3,080	35.1%	5,694	64.9%	8,774	2,697	34.7%	5,065	65.3%	7,762
		North America	Employees	-		-		535	440	68.8%	200	31.3%	640	416	66.2%	212	33.8%	628
			Management	-		-		-	78	75.7%	25	24.3%	103	76	72.4%	29	27.6%	105
			Non-management	-		-		-	362	67.4%	175	32.6%	537	340	65.0%	183	35.0%	523
			Temporary staff	-		-		1,059	559	64.8%	304	35.2%	863	651	72.8%	243	27.2%	894
		Asia	Employees	-		-		4,316	1,282	28.2%	3,259	71.8%	4,541	1,227	29.4%	2,940	70.6%	4,167
			Management	-		-		-	74	41.1%	106	58.9%	180	100	50.8%	97	49.2%	197
			Non-management	-		-		-	1,208	27.7%	3,153	72.3%	4,361	1,127	28.4%	2,843	71.6%	3,970
			Temporary staff	-		-		6,269	2,205	29.2%	5,338	70.8%	7,543	1,935	28.9%	4,760	71.1%	6,695
		Europe	Employees	-		-		170	72	67.3%	35	32.7%	107	83	66.4%	42	33.6%	125
			Management	-		-		-	7	100.0%	0	0.0%	7	7	100.0%	0	0.0%	7
			Non-management	-		-		-	65	65.0%	35	35.0%	100	75	64.1%	42	35.9%	117
			Temporary staff	-		-		3	18	25.7%	52	74.3%	70	30	32.6%	62	67.4%	92
		Others※1	Employees	-		-		93	91	91.0%	9	9.0%	100	271	77.0%	81	23.0%	352
			Management	-		-		-	10	90.9%	1	9.1%	11	20	57.1%	15	42.9%	35
			Non-management	-		-		-	81	91.0%	8	9.0%	89	251	78.0%	71	22.0%	322
			Temporary staff	-		-		339	298	100.0%	0	0.0%	298	81	100.0%	0	0.0%	81

*Data of Male and Female from Maruha Nichiro Group were added as of March 31, 2019

※1 Austral Fisheries Pty Ltd. 、Maruha (N.Z.) Corporation Ltd. 、Taiyo Micronesia Corporation

●Group employees by region



*As of March 31, 2020

*Including Temporary staff

●Employees by age

(Unit:people)

	Male	Female	Total
Under 30 years	183	102	285
30～39 years	272	110	382
40～49 years	415	81	496
50～59 years	387	64	451
Total	1,257	357	1,614

*Scope of survey is Maruha Nichiro Corporation employees (Excludes employees on loan and on administrative leave)

*As of March 31, 2020

●Number of new hires

(Unit:people)

		Male	Female	Total
New graduates	FY2017	30	17	47
	FY2018	41	17	58
	FY2019	54	30	84
Mid - career	FY2017	6	2	8
	FY2018	12	32	44
	FY2019	10	20	30

*Scope of survey is Maruha Nichiro Corporation employees

●Number of employees by Segment

(Unit:people)

Segment		Male	Female	Total
Fisheries & Aquaculture	Employees	726	181	907
	Temporary staff	199	22	221
Trading	Employees	933	377	1,310
	Temporary staff	182	352	534
Overseas Business	Employees	1,606	2,977	4,583
	Temporary staff	2,419	4,833	7,252
Processing	Employees	1,967	1,022	2,989
	Temporary staff	1,957	3,201	5,158
Logistics	Employees	674	145	819
	Temporary staff	55	25	80
Others※1	Employees	129	62	191
	Temporary staff	4	20	24
Corporate division※2	Employees	214	94	308
	Temporary staff	22	51	73
Total	Employees	6,249	4,858	11,107
	Temporary staff	4,838	8,504	13,342

*Scope of survey is Maruha Nichiro Group
*As of March 31, 2020
※1 Nihon Silo Co., Ltd. 、AIXIA Corporation 、Central Surimi Lab. Co., Ltd. 、Nichiro Fur Co., Ltd. 、Maruha Nichiro Asset, Inc.
※2 Corporate division of Maruha Nichiro Corporation

●Percentage of personnel with disabilities

	FY2017	FY2018	FY2019
Percentage of personnel with disabilities	1.86%	1.89%	2.01%

*Scope of survey is Maruha Nichiro Corporation employees, contracted employees, and part-time employees
*As of June,1

●Percentage of Women Taking Maternity Leave

	FY2017	FY2018	FY2019
Percentage of Women Taking Maternity Leave	100%	100%	100%

*Scope of survey is Maruha Nichiro Corporation employees and contracted employees

●Percentage of Men Taking Childcare Leave

	FY2017	FY2018	FY2019
Percentage of Men Taking Childcare Leave	12.6%	9.1%	33.3%

*Scope of survey is Maruha Nichiro Corporation employees and contracted employees

●Childcare and Nursing Care Leave Programs and Number of Users

(Unit:people)

Program	Description	FY2019
Maternity Leave Before and After Childbirth	A leave program for prenatal employee can be obtained 6 weeks before the expected date of birth (or 14 weeks for multiple pregnancies). Employee who gave birth can return to work after 8 weeks.	26
Childcare Leave	A leave program for parents (men and women) of children aged 2 or younger	33
Short-term Childcare Leave	A leave program for parents of children aged 2 or younger during which the employee receives full salary for up to 10 days	30
Paternity Childbirth Leave	A leave program for spouses of employee's giving birth during which the employee receives a full salary for up to 5 days	53※1
Childcare Working Hour Leave	A one-day reduced working period up to 1 hour and 40 minutes for a care of a child up to fourth grade in elementary school	61※2
Nursing Care Leave	A leave program allowing a total leave period of up to 1 year for each person requiring nursing care	1
Return to Work Program	A reemployment system to support former employees who were absent from the company due to marriage, childbirth, nursing care, spouse job transfer, career training, or other purpose with the aim of regaining the skills and experience accumulated prior to the absence along with the knowledge, experience, and network of contacts gained during their absence	0※3
Flextime System	A system of flexible daily start and end times with each employee entrusted to fulfill a specified total number of work hours for a month. The system contributes to higher productivity and the employee welfare	1,573※2
Shortened Work Hours Program for Nursing Care	A program allowing employees to shorten their work time in 30-minute increments for up to 2 hours per day for nursing care purposes. An employee is allowed up to three years combined number of days used for shortened working hours and nursing care leave for each family member requiring nursing care	2
Short-term Nursing Care Leave	A program allowing leave of up to 5 days per year (10 days per year for an employee caring for two or more individuals) for nursing care prior to using paid vacation time	1
Post-retirement Reemployment	A program to rehire employees who have retired who fulfill certain conditions and express a desire to continue working	34 (Male22、Female12) ※2 ※4

*Scope of survey is Maruha Nichiro Corporation employees (For same program contract employees are included)

※1 : Number of partners of employees giving birth in fiscal 2019

※2 : As of April 1, 2020

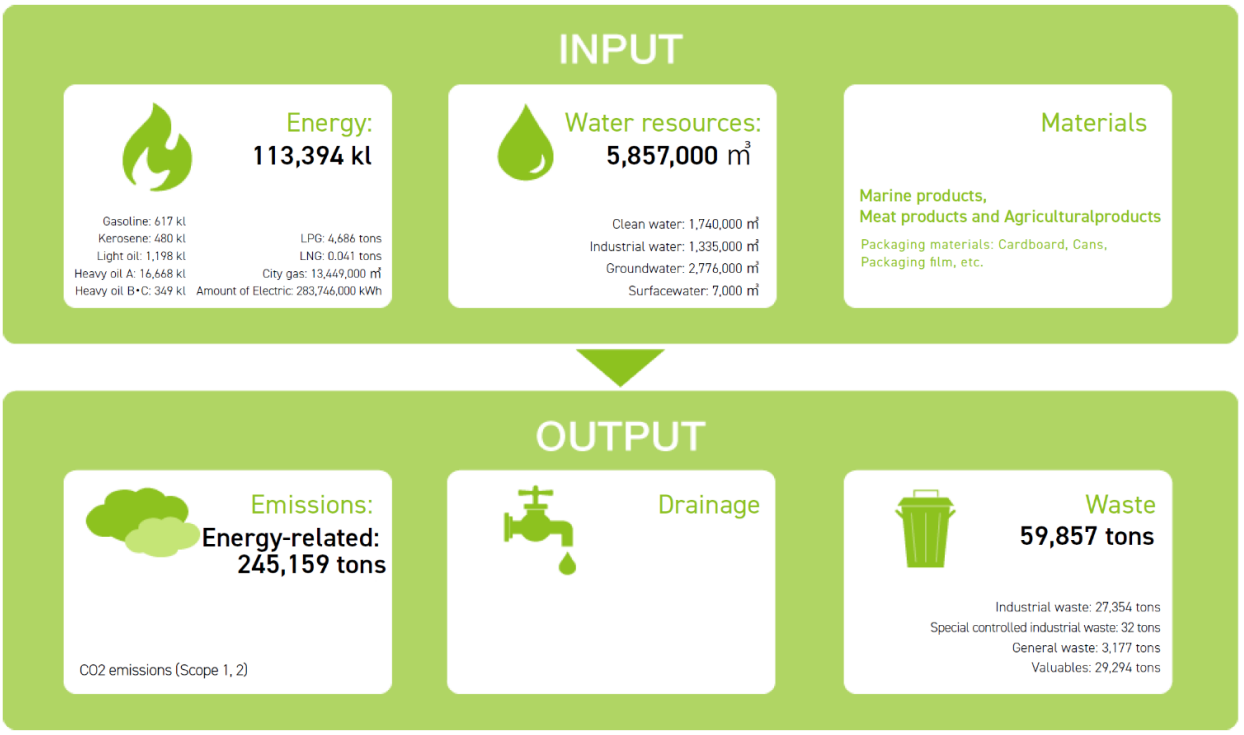
※3 : Program launched in April 2020

※4 : Including employees on loan

Environmental Data

■Environmental Data

●Overview of the business activities and environmental footprint of the complete supply chain



*Scope of survey is group companies in Japan

●Amount of energy used and volume of CO2 emitted

		FY2017	FY2018	FY2019
CO2 Emissions (t-CO2)		247,917	237,388	245,159
Amount of energy used	Totall (Crude oil equivalent : KL)	116,161	111,194	113,394
	Gasoline (KL)	703	671	617
	Kerosene (KL)	746	769	480
	Light oil (KL)	1,174	1,212	1,198
	Heavy oil A (KL)	12,811	10,436	16,668
	Heavy oil B・C (KL)	442	454	349
	LPG (t)	5,016	5,005	4,686
	LNG (t)	0.048	0.054	0.041
	City gas (1,000m^3)	14,674	14,244	13,449
	Electric (1,000kWh)	299,417	293,129	283,746

*Scope of survey is group companies in Japan
*The data for FY2018 has been amended as there were errors in the data published in FY2019.
*The data is based on Scope 1 and 2.

●Waste emissions、Recycling

	FY2017	FY2018	FY2019
Total(t)	60,461	60,392	59,857
Industrial waste(t)	29,074	27,549	27,354
Special controlled industrial waste(t)	43	32	32
General waste(t)	1,957	2,278	3,177
Valuables(t)	29,387	30,533	29,294
Recycling waste	95.7%	96.0%	94.9%

*Scope of survey is group companies in Japan
*The data for FY2017 and FY2018 has been amended as there were errors in the data published in FY2019.

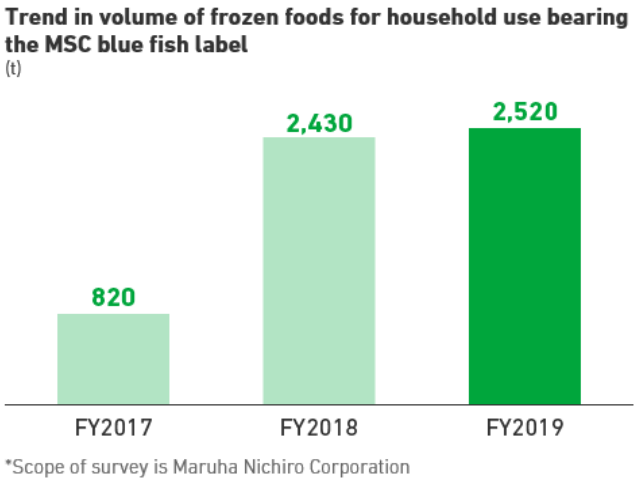
●Water use

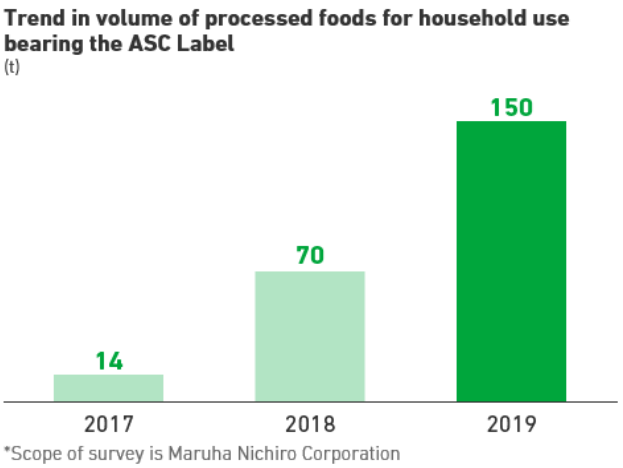
		FY2017	FY2018	FY2019
Water use	Total (1,000m^3)	6,428	6,309	5,857
	Clean water (1,000m^3)	1,898	1,824	1,740
	Industrial water (1,000m^3)	1,443	1,400	1,335
	Ground water (1,000m^3)	3,068	3,049	2,776
	Surface water (1,000m^3)	19	35	7

*Scope of survey is group companies in Japan

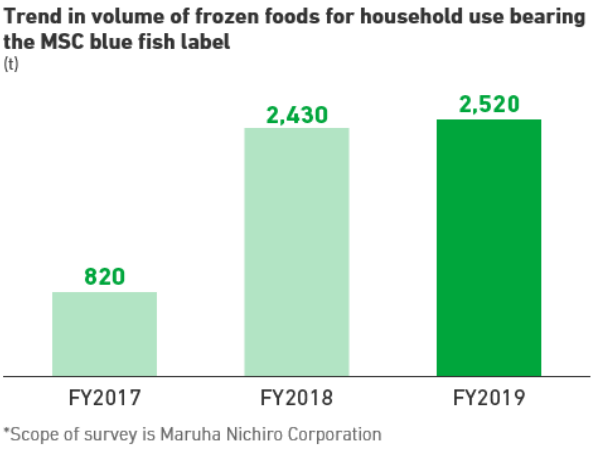
*The data for FY2018 has been amended as there were errors in the data published in FY2019.

●Trend in Volume of Processed Foods for Household Bearing MSC/ASC Label





●Shipment Volume of Egg-to-harvest Bluefifin Tuna



*Scope of survey is group companies in Japan

External Assessments

Outstanding Health and Productivity Management Organization (White 500)

For three straight years since 2018, the Certified Health and Productivity Management Organization Outstanding Recognition Program run by the Ministry of Economy, Trade and Industry has recognized Maruha Nichiro Corporation as an Outstanding Health and Productivity Management Organization (Large Enterprise Category) (White 500) for practicing especially excellent health management.

Kurumin Certification Recognizing Corporate Support for Employees Raising Children

The Ministry of Health, Labor and Welfare (MHLW) recognized Maruha Nichiro as a company that supports employees raising children with "Kurumin Certification" in August 2018.
The Kurumin certification program was created under the General Employers Action Plan of the Act on Advancement of Measures to Support Raising Next-Generation. The MHLW provides Kurumin certification to companies that meet the childcare support standards specified in the action plan.

Eruboshi Certification Recognizing Promotion of Women in the Workplace

The Minister of Health, Labor and Welfare recognized Maruha Nichiro's efforts to promote women in the workplace with a "Second-level Eruboshi" certification in November 29, 2017. The Eruboshi program was created under the Act on Promotion of Women's Participation and Advancement in the Workplace.

MSCI Japan Empowering Women Index (WIN)

The MSCI Japan Empowering Women Index (WIN) is an ESG index containing excellent Japanese companies empowering women in the workplace. The companies are selected by American finance company MSCI from the MSCI Japan IMI Top 700 Index. Maruha Nichiro Corporation has been selected as a constituent of the index for two straight years since 2019.

2020 CONSTITUENT MSCI JAPAN
Empowering Women Index (WIN)

Obtained Highest DBJ Health Management Rating

The Development Bank of Japan (DBJ) recognized Maruha Nichiro Corporation's "exceptional efforts to support the health of employees" and granted the company a loan based on its health management assessment rating in October 2020.The DBJ Employee Health Management Rated Loan Program is the world's first loan menu that grants special lending conditions for companies assessed to have superlative management of employee health and welfare. The DBJ commended the company's disclosure of its Health Management Declaration, the transparency of its organizational structure, and the use of DHA to support and promote the health of its employees.

DBJ健康格付
2020

Highest DBJ Health Management Rating

Selection to the SNAM Sustainability Index

Sompo Japan Nipponkoa Asset Management (SNAM) selected Maruha Nichiro Corporation as a constituent of the Sompo Sustainability Index in 2020. SOMPO Sustainable Asset Management uses the index to serve pension funds and institutional investors seeking to invest in a wide range of companies with high environmental, social, and governance (ESG) assessments. This asset management product for long-term investors seeking to build their asset portfolios evaluates companies for long-term corporate value by identifying hidden risks and management quality not evident in financial statements.

2020
Sompo Sustainability Index

Selected as Partner Company in the Bay Renaissance Project

The Ministry of Land, Infrastructure, Transport and Tourism selected Maruha Nichiro to be a partner company in the ministry's Tokyo Bay UMI Project to improve the bay environment in March 2016. As part of this project, Maruha Nichiro conducts an annual event to promote the growth of eelgrass, which absorbs carbon dioxide and cleans the seawater, helping to promote the renaissance of the sea life in Tokyo Bay.

Bay
Renaissance
Project
全国海の再生プロジェクト

Disclosure Policy

Report Profile

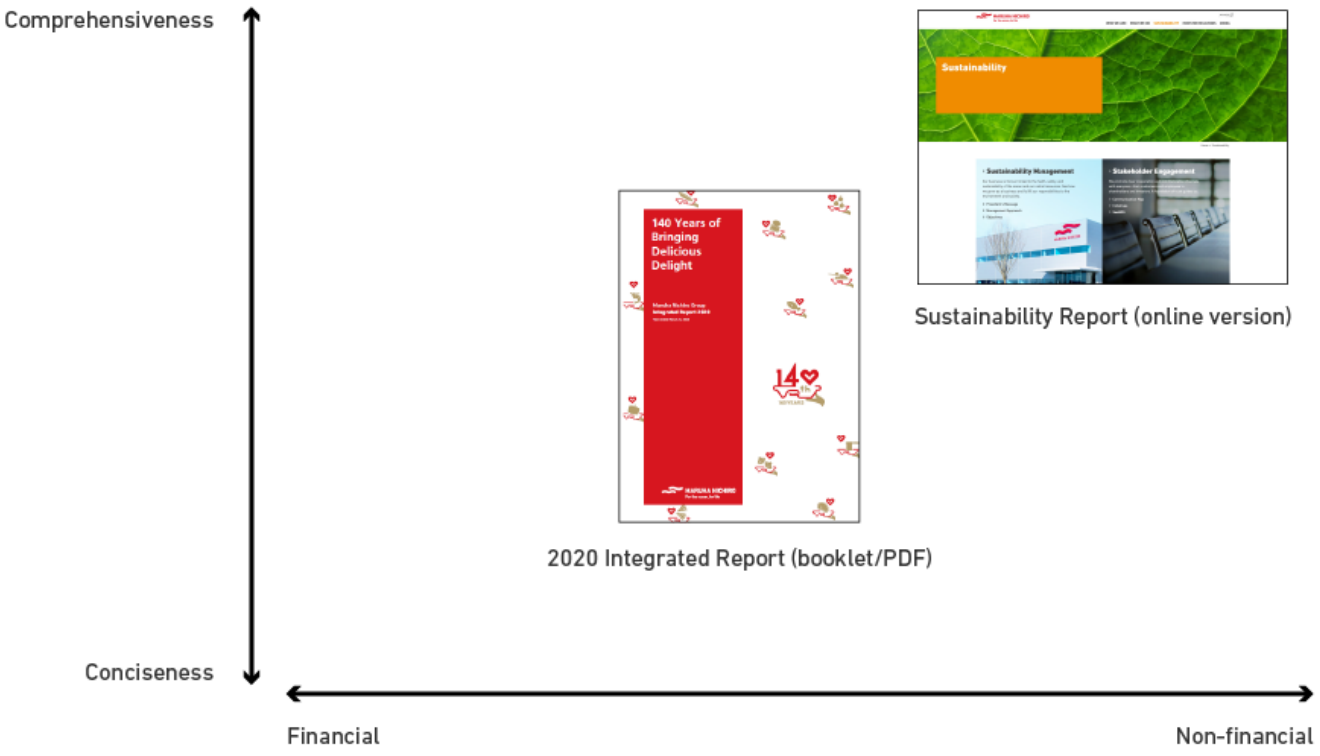
Basic Approach

The Sustainability Report (online version) reports on targets for FY2021 and on major efforts, accomplishments, and changes in FY2019, with a focus on main objectives and with the Medium-term Sustainability Plan (FY2018 to FY2021) that started in April 2018 serving as a framework for management. We take care when disclosing quantitative data, and we shall work to strengthen management and endeavor to release a wider range of information.

This report provides a wide array of stakeholders with clear information on the Maruha Nichiro Group's sustainability efforts. To meanwhile ensure the accuracy, transparency, and comprehensiveness of this information, the disclosures herein conform with the Core option requirements of the GRI Sustainability Reporting Standards ("GRI Standards" below). These standards provide a common global set of guidelines on disclosing information on sustainability.

*GRI Sustainability Reporting Standards: Guidelines published by the non-profit organization Global Reporting Initiative (GRI) that provide a global standard for sustainability reporting
*For the main objectives and GRI requirements, see the GRI Content Index.

The group also publishes the Integrated Report, available as a printed booklet and in PDF format. This report, offered since FY2019, contains both financial and non-financial information. In writing reports, we have referenced resources from the International Integrated Reporting Council (IIRC) to disclose information for investors and anyone else with an interest in the group. For more on how we organize the information in the media the group publishes, see the map below.



Reference Guidelines and Indicators

- GRI Sustainability Reporting Standards
- ISO 26000 Guidance on Social Responsibility
- Ten Principles of the United Nations Global Compact
- Sustainable Development Goals (SDGs)
- Ministry of Economy, Trade and Industry Guidance for Value Creation

Reporting period

FY2019 (April 2019 – March 2020)
*Some information from April 2020 or later also included.

Organizations covered by report

76 companies subject to consolidation in the Maruha Nichiro Group
*Some organizations may not fall within the scope of reporting, depending on their nature. Reporting of limited scope is denoted as such.

Disclaimer

Neither this reporting media nor any of its contents whatsoever were produced for the purpose of encouraging investment. We ask that investors take personal responsibility for their investment decisions. Other than information providing facts on the past or present, the contents of this report contain plans, forward-looking forecasts, strategies, and other such information that was available at the time of the report's writing. Therefore, the contents come with an element of risk and uncertainty with regard to such matters as economic conditions, market trends, changes to laws and other systems, etc. Accordingly, due to these various factors, the reader should understand that any performance or other information announced in the future may vary.