

Materiality risks and opportunities, KGIs and main KPIs, FY2024 self-assessment

In the new medium-term management plan starting from FY2025, we have reviewed the materiality again in light of the ever-changing social and external environment, but decided not to change the materiality. On the other hand, since the status of achievement of KPIs varies deper

	Materiality	Risks and Opportunities (○ Opportunities / ● Risks)"	KGI (Where we want to be in 2030)	Main KPIs	Target		FY2024 (Results of Previous Medium-Term Management)		
					FY2030	FY2027	Target	Result	Self-assessment
Environmental Value	(1) Action against climate change	○ Increased opportunities to market aquaculture seafood products to compensate for declining natural seafood catches. ● Increased risk of raw material procurement failure due to climate change	A leading position in the industry with respect to decarbonization and climate change, aiming to be carbon neutral in 2050	Reduction rate of CO2 emissions (compared to 2017) (Domestic G*1)	over 30%	over 20%以上	over 10%以上	13.3%	★★★☆☆
				CO2 emissions reduction target (Overseas G*1)	—	Target setting	—	—	—
				Scope 3 target setting (Domestic G)	—	Target setting	—	—	—
	(2) Contributing to a recycling oriented society	○ Container and packaging plastics Reduction in use and food loss Reduction in costs through reduction of ● Cost increase by switching to environmentally friendly materials and for container packaging plastics	Circular economy through efficient use of resources is embedded and practiced within the Group	Reduction of plastic containers and packaging usage (compared to 2020) (MN*1)	over 30%	over 20%	over 10%	7.0%	★★☆☆☆
				Food loss reduction (compared to 2020) (Domestic G)	over 80% (Upward revision from previous mid-term plan)	over 70% (Upward revision from previous mid-term plan)	over 20%	64.9%	★★★★★
				plastic usage at production plants Set Reduction targets (Domestic G)	—	Target setting (2025年)	—	—	—
				Analysis and evaluation of risks and opportunities for water resources and response measures, and examination of response measures	—	Analysis of risks, opportunities, and countermeasures	—	—	—
	(3) Action against marine pollution by marine plastics	○ Improve the image of as a company that is proactively addressing the marine plastic issue ● Cost increase by switching to fishing gear that is less likely to leak into the ocean	Zero discharge of plastics into the ocean in its supply chain, including its own	Establishment of fishing gear management guidelines for suppliers and awareness-raising on operation (MN)	—	Formulate guidelines and raise awareness of their application	Formulate and implement Group guidelines	Establishment and operation of Group guidelines	★★★☆☆
				Co-sponsoring clean-up activities with external stakeholders (Domestic G)	33 times or more/year	21 times or more/year	At least 10% cumulative employee participation in coastal cleanups	Cumulative participation rate of employees in coastal cleanups: 28.2%	★★★★☆
	(4) Action for preserving biodiversity and ecosystems	○ Improvement of corporate value by providing sustainable marine resources ● Increase in costs to acquire and maintain certification "Increase in costs due to the switch to fishing gear that is less likely to be discharged into the ocean	Confirming that the marine resources it handles are not at risk of depletion	Establishment of a policy for the handling of unidentified fish species (G-wide*1)	100% of the stock status confirmation rate of fishery resources handled	Formulate policy for handling fish species of unknown evaluation	—	Resource status confirmation rate of marine resources handled: 81.8%	★★★☆☆
				Establishment of an electronic traceability method	—	Start operation for some fish species	—	—	—
				Implementation of biodiversity risk assessment based on the TNFD framework (domestic G)	—	Expand scenario analysis based on TNFD	Conduct biodiversity risk assessments	Implementation of biodiversity risk assessment in some operations	★★★☆☆
				Implementation of certification level management at aquaculture farms (domestic G)	—	Establish management system at all farms in the group	Implement certification level management for all aquaculture farms	Implementation of certification level management at all aquaculture farms	★★★☆☆

※ 1 MN=Maruha Nichiro Corporation, Domestic G=domestic group consolidated companies, Global G=global consolidated companies, Overseas G=overseas group consolidated companies

Areas modified from the previous mid-term plan

★★★★★ FY2030 KPI achieved, ★★★☆☆ Progress toward FY2030 KPI ahead of schedule, ★★☆☆☆ Progress toward FY2030 KPI as planned, ★☆☆☆☆ Progress toward FY2030 KPI delayed

Materiality	Risks and Opportunities (○ Opportunities / ● Risks)"	KGI (Where we want to be in 2030)	Main KPIs	Target		FY2024			
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Social Value	(5) Provision of safe and secure food	○Cost reduction through reduction of quality accidents and quality complaints ●Decrease in customer confidence and profitability due to product quality complaints and problems	Providing people with safe food on tables around the world	Serious quality incidents*2 (domestic G*1)	—	ゼロ件	Zero cases	Zero	★★★☆☆
	(6) Food provision contributing to creating health value and sustainability	○Create health value for customers and enhance corporate brand to provide sustainability-conscious food ●Meet product standards Increase product development costs	Establishing a brand as a leading food company that contributes to health value creation and sustainability	Percentage of product sales meeting each product standard*3 (MN*1)	- 65% or more of products meeting salt intake standards - 45% or more of products meeting protein intake standards - 20% or more of products meeting fat intake standards - 190% or more of nursing food sales (compared to FY2022) - 15% or more of GSSI certified products	—	-	Established product standards that contribute to health value creation and sustainability and set targets for FY2030	★★★☆☆
				ESG assessment that includes health value creation and sustainability	Improve ESG ratings	—	-	-	—
	(7) Building a workplace environment where diverse employees can work with a sense of security	○ Improvement of internal motivation by recruitment of human resources without regard to gender, age, nationality, etc. ●Human resource development and workplace environment Improvement costs	We have created a work environment where diversity is respected and employees feel safe and secure	Ratio of female employees by maintaining 50% female hiring ratio (MN)	35% or more	—	-	· Hiring ratio of women 50% · Women employees ratio 29.2%	★★★☆☆
				Ratio of female board members 30% (MN)	30% or more	—	-	-	—
				Ratio of female managers (MN)	15% or more	—	-	7.7%	★★★☆☆
				Each human capital based on human capital development program Achievement of pool targets (MN)	Target for each human capital pool Numerical achievement	Achievement of numerical targets for each human capital pool	Achievement of target figures for each human capital pool	Maruha Nichiro Human Resource Development Program established and targets for FY2030	★★★☆☆
				Achievement of engagement scores for specific items of employee engagement (MN)	Achievement of engagement scores for specific items	Specific item engagement score achieved	Achievement of engagement scores for specific items	Employee Establish engagement evaluation method and set targets for FY2030	★★★☆☆

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※ 3 Details of each product standard are provided on page 41.

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Social Value	(8) Respect for human rights in business operations	○Reduce human rights risks within the Group and in the supply chain ●Delayed response to human rights issues	The company is able to implement initiatives to eliminate human rights violations in its supply chain, including its own.	Establishment and operation of a multilingual grievance mechanism and response to the risk of human rights violations uncovered (G-wide*1)	100% (G-wide*1)	100% (domestic G*1)	<ul style="list-style-type: none"> Rate of human rights training 100% Clarification of issues through human rights risk maps 	<ul style="list-style-type: none"> Human rights training implementation rate: 98.7% Clarification of issues through human rights risk map Operation of guidelines on employment of foreign nationals 	★★★★☆
	(9) Development of a sustainable supply chain	○Social and Environmental Risks in the Supply Chain Reduce ●In the supply chain Increased risk of raw material procurement failure due to delays in addressing social and environmental issues	Working with suppliers to build a sustainable procurement network.	Rate of agreement with supplier guidelines and rate of improvement of key items (G-wide)	100%	-	System coverage: 100%, 100% consent rate (MN*1)	System coverage: 100%, agreement rate 83.1% (MN)	★★★★☆
				Establishment of CSR audit methods, and standards and audit methods to avoid procurement of marine products originating from IUU fishing operations	G-wide operation	Establish methods to avoid procurement of IUU fisheries and promote lobbying activities		—	—

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