

**June 06, 2025**

**International Consumer's Symposium in Tokushima**

# **Maruha Nichiro's Efforts to Achieve the SDGs**



**Seiichi Hiroshima**

**Director, Managing Executive Officer**

**Maruha Nichiro Corporation**

- 1. Maruha Nichiro Corporation: Overview**
- 2. Introduction of Initiatives (won the Cabinet Office Minister's Award at the Consumer-Oriented Management Excellence Awards FY2023)**
- 3. Maruha Nichiro's New Long-Term Vision; Current Status and Challenges in Efforts Towards Its Realization**  
**Excerpts:**
  - Examples of Food Waste Reduction Initiatives**
  - Examples of Handling Promotion of Seafood Products with Sustainable Fishery and Aquaculture Certification (MSC/ASC)**

## Overview

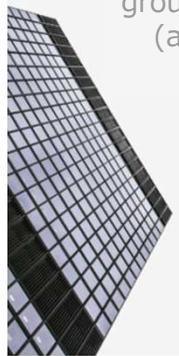


- **Company Name: Maruha Nichiro Corporation**
- **Established: 1943 (Founded in 1880)**
- **Representative: Masaru Ikemi (Representative Director, President & CEO)**
- **Capital: 20 billion yen**
- **Consolidated Net Sales: 1.03 trillion yen (March FY2024)**
- **Consolidated Ordinary Income: 31.1 billion yen (March FY2024)**
- **Head Office Location: Toyosu Front, 2-20, 3-chome, Toyosu, Koto-ku, Tokyo, Japan**
- **Consolidated No. of Employees: 12,531 (Full-time) (as of March 31, 2024)**

# Maruha Nichiro by the Numbers



Trade partners in  
**70** countries and Regions  
(as of January 2020)



**152**  
group companies  
(as of March 2024)

**40**  
billion cans sold  
since 1910 (as of April 2024 in-house research)



Became the 1<sup>st</sup> private company to succeed in egg-to-harvest bluefin tuna farming in  
**2010**



US market share  
**30%**  
(2023)



DHA (food grade)  
Domestic production share  
About **50%**  
(as of April 2024 in-house research)



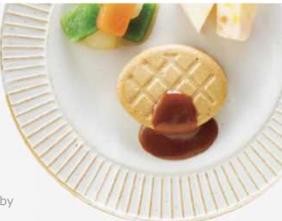
**#1** in Frozen Meals Category  
Type: Ramen / Udon / Soba  
(With Soup and Toppings)

Annual Sales Amount (Total)  
Intage SRI (2008/10 - 2017/09)  
SRI+ (2017/10 - 2023/09)



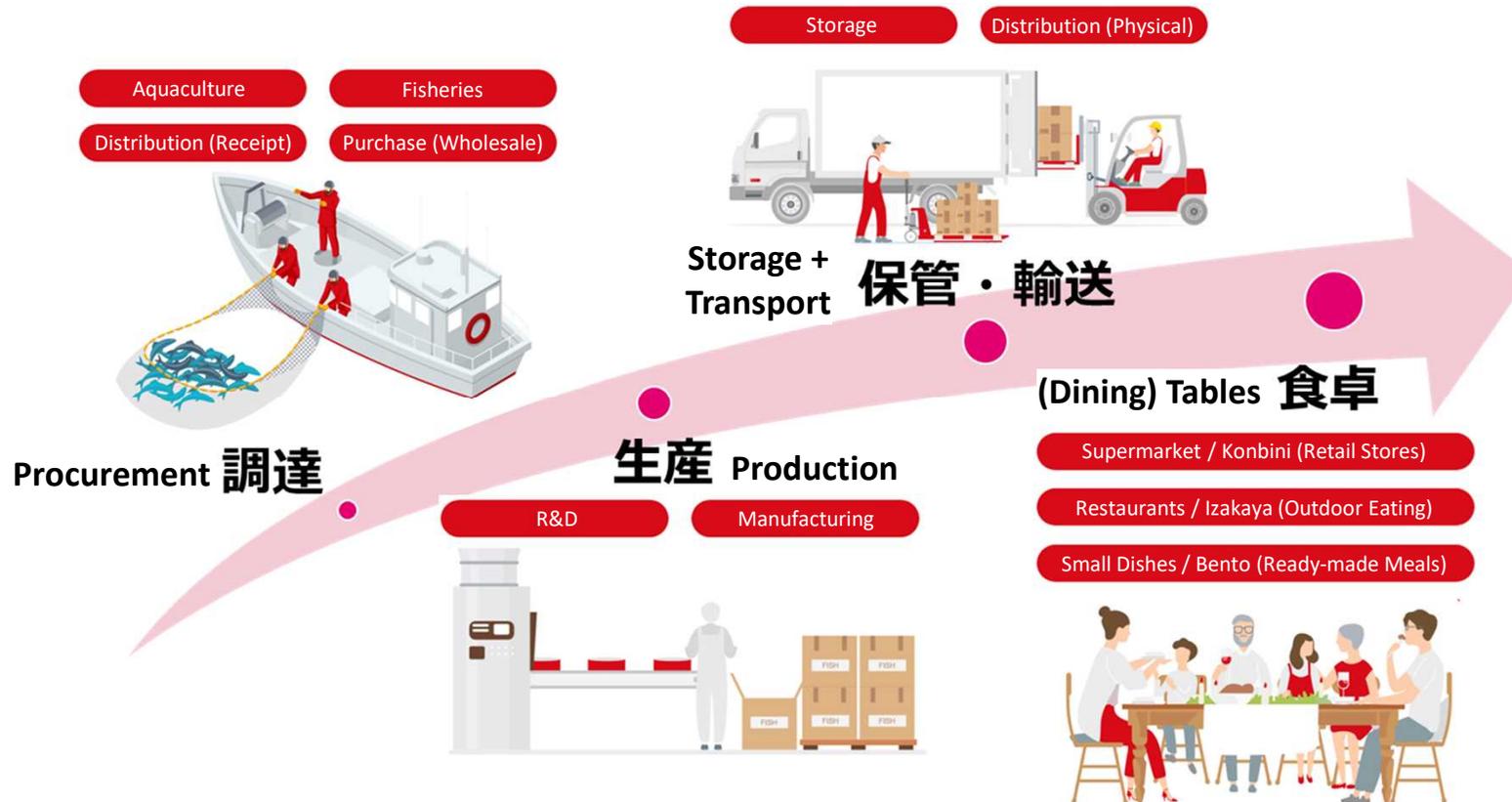
US market share  
**27%**  
Pollock catch  
Approx: 299,781 tons/yr  
(2023)

**176**  
Nursing care food items (as of March 2024)  
No. 1 in domestic market share for elderly food in the chopped/mixed/soft food category  
(Source: 2022 Comprehensive Analysis of the Elderly/Illness Food Market by Seed Planning)



# From the World's Oceans, to Your Dining Tables MARUHA NICHIRO

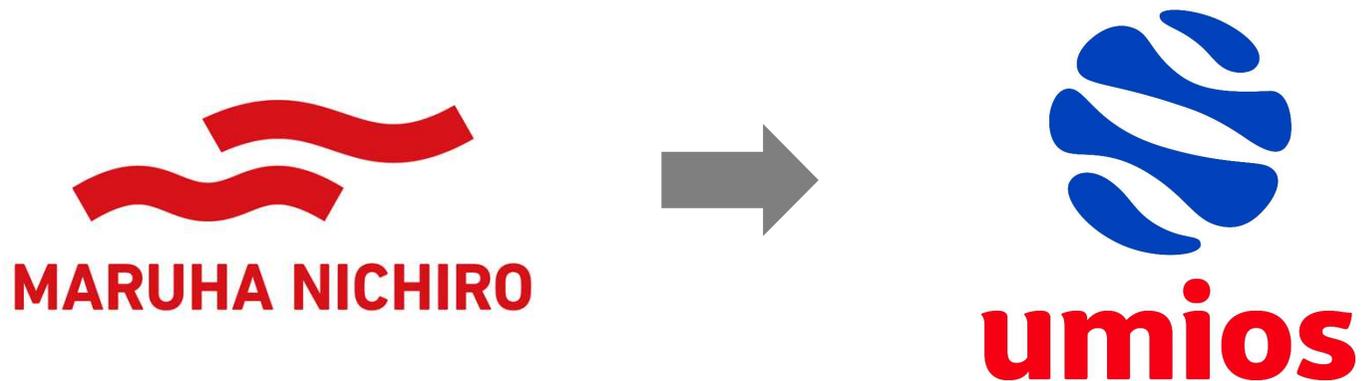
Maruha Nichiro supports the food of people around the world through an integrated value chain that leverages its global seafood procurement capabilities.



# Maruha Nichiro to Umios



**Maruha Nichiro will become umios in March 2026**



Under this new identity, we aim for sustainable growth as we move on to the next stage as a unified group, co-creating value with various stakeholders, and taking on the challenge of tackling social issues globally through “food”



## umi

Inspired by our ocean origins to create innovative value

## one

Committed to being one with stakeholders, society, and the planet

## solutions

Determined to provide solutions for global social challenges through food

## PURPOSE

Why we exist

**For the ocean, for life**

— Creating a future for the ocean, and for life —

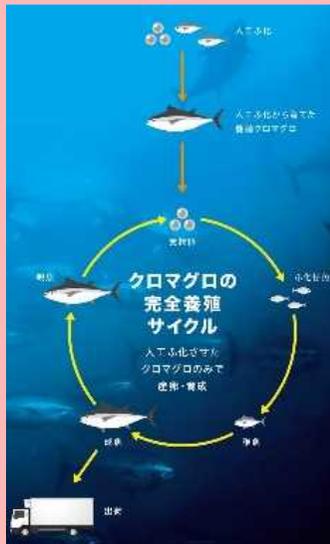
## MISSION

Our duty to fulfill

**Our cherished responsibility is to contribute to the happiness and well-being of all,  
starting with authentic, safe, and healthy food.**

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# Today's Contents



Egg-to-harvest farming of bluefin tuna



Atlantic salmon land farming



Nursing care food

# Bluefin Tuna Farm Raising Business

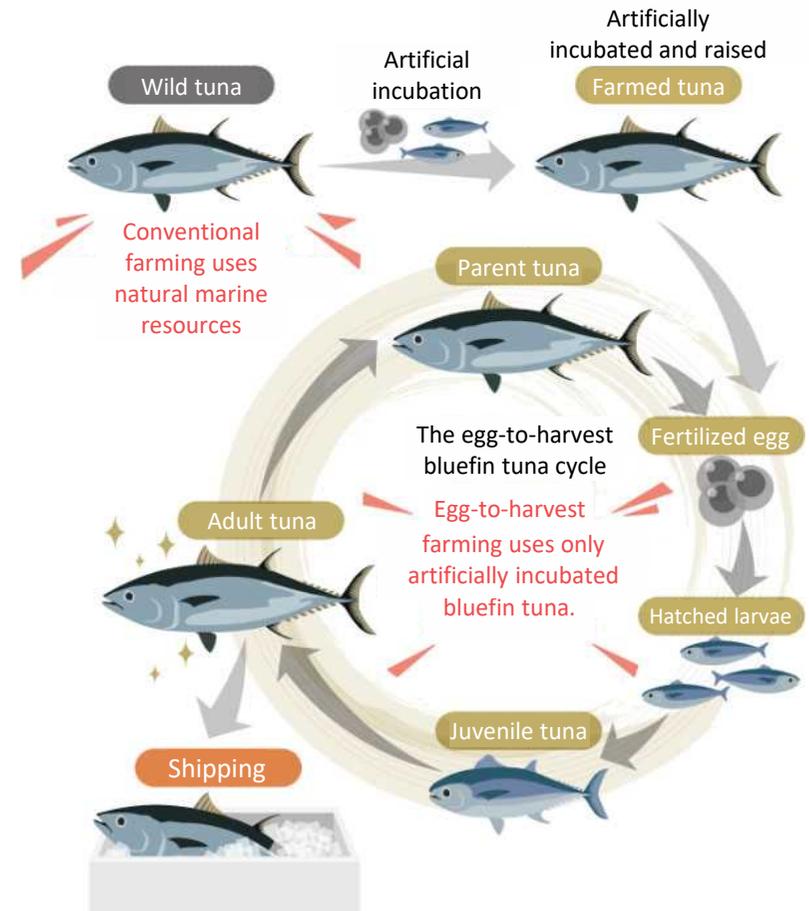
【The world's first private company to achieve **egg-to-harvest farming** of bluefin tuna!】

**Egg-to-harvest farming** is **cyclical aquaculture** in which eggs are collected, hatched, and raised from artificially hatched fish

**Enables aquaculture without using parent tuna from natural resources**

Pacific bluefin tuna was at one time considered as **an endangered species** (VU Critically Endangered) by the IUCN (International Union for Conservation of Nature and Natural Resources). Currently, the crisis level has been lowered and the species is listed as **near threatened**.

**Maruha Nichiro's fully cultured bluefin tuna business delivers delicious tuna to everyone's tables while protecting natural resources.**



# Bluefin Tuna Farm Raising Business

【Tuna farm in Amami Oshima (Video)】※Click ▶ button to play.



# Bluefin Tuna Farm Raising Business



There are also challenges

- 1 ) Long cultivation period: Takes 4 years until product shipment
- 2 ) Severe initial loss: 98% die between hatching and growing to 5cm
- 3 ) Costly: Broodstock (over 100kg) must be raised for 5 to 8 years

An underwater photograph showing a large school of bluefin tuna swimming in deep blue water. The fish are silhouetted against a bright light source, likely the sun, creating a dramatic, high-contrast scene. The fish are of various sizes, and their movement is captured in a natural, dynamic way.

**Maruha Nichiro is committed to promoting sustainable initiatives for the future and future generations**

# Land-based Salmon Farming Business



# Land-based Salmon Farming Business



|                     |   |
|---------------------|---|
| Company Name        | ATLAND Corporation  |
| Establishment date  | October 18, 2022  |
| Address             | Shimoino, Nyuzen-machi, Shimoniikawa-gun, Toyama                          |
| Business            | Land-based salmon farming using a recirculating aquaculture system, sales |
| Capital stock       | Max. 11 billion yen   |
| Production capacity | 2,500 mt/year   |

## Mitsubishi Corporation

- Expertise in sea farming of salmon and trout
- Global network
- Business promotion and management capabilities
- EX/DX related initiatives



Ability to conceptualize and promote



## Maruha Nichiro Corporation

- Extensive knowledge of the fisheries industry
- Expertise in the aquaculture sector
- R&D capabilities
- Business achievements in Japan and abroad

On-site ability

- Mitsubishi Corporation and Maruha Nichiro established a new joint venture company, ATLAND Corp., in Nyuzen-machi, Toyama Prefecture. The company engages in land-based salmon farming and sales.
- The company is owned 51% by MC and 49% by Maruha Nichiro. The president and representative director are dispatched from MC.

## Future Vision

Create "new value" for Japan's aquaculture industry through integrated promotion of EX (green aquaculture) and DX (smart aquaculture) in cooperation with local communities.

(Our vision and mission have also been developed separately.)



## Realization of "Future Creation" (New Industry Creation/Regional Development)

### EX "Green Aquaculture"

- 1 Reduction of GHG emissions through local production and consumption
- 2 Effective use of deep seawater as a source of cold heat (Operate facilities with minimal energy)
- 3 Potential use of renewable energy

- Environmentally sustainable food resource
- Transition to a low-carbon society through the realization of local production and consumption

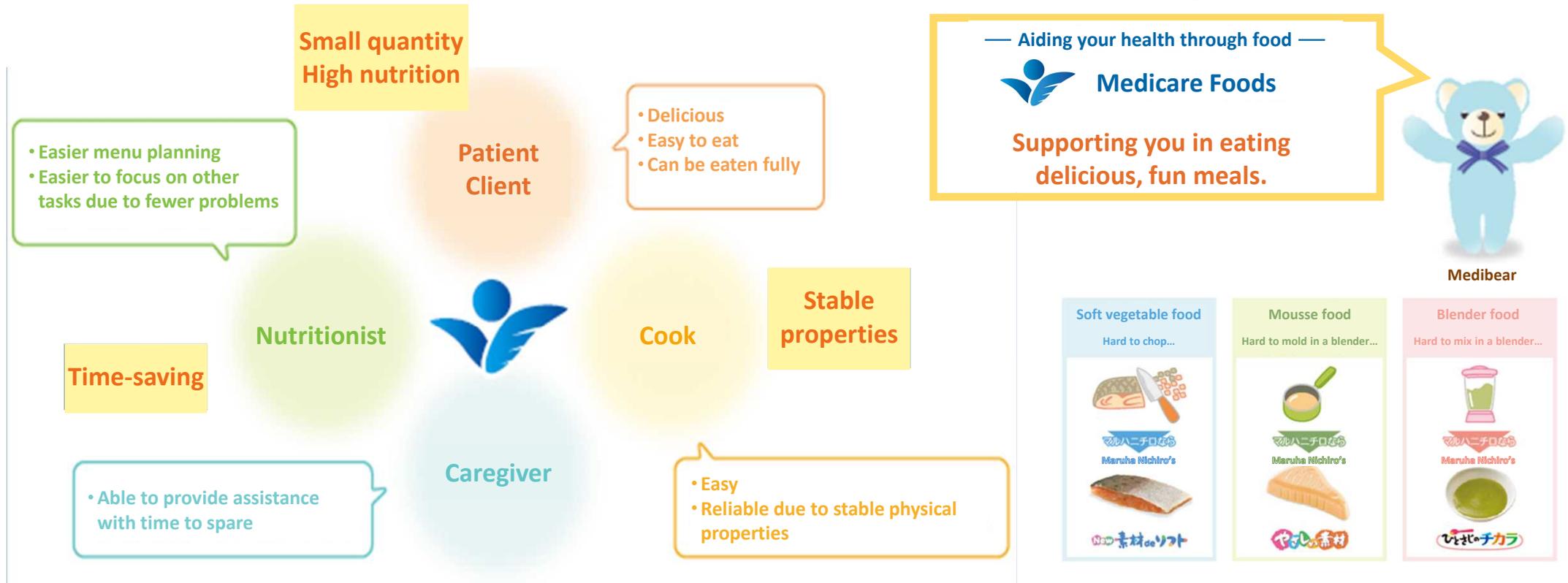
### Realization of "Smart Aquaculture" DX

- 1 Improving operational efficiency through data interoperability
- 2 Optimization of production business by use of AI and IoT. "Turning the skills of artisans into the organizational knowledge in the company."
- 3 Introduction of Aquaculture Accident Detection System

- In-depth optimization promotion through digital technology
- Energy savings and reduction of waste loss through improved productivity

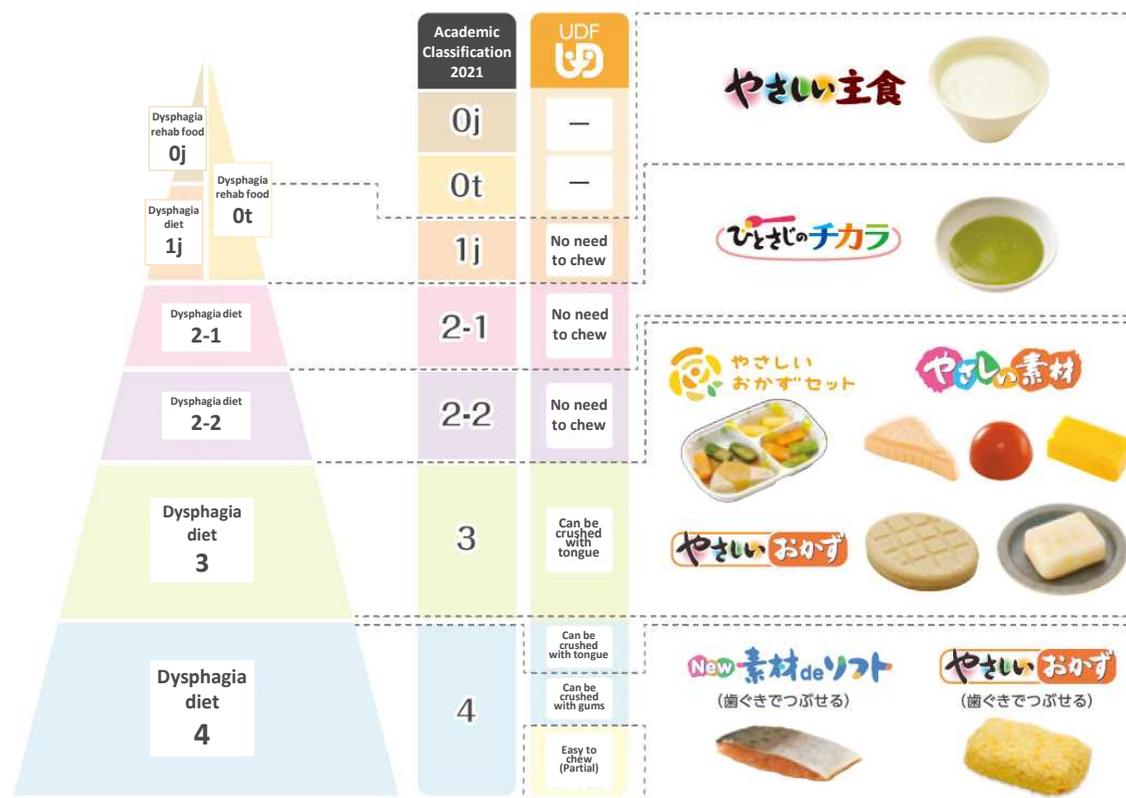
# Nursing Care Food Business

【Developing a nursing care food business that makes users, nutritionists, cooks, and caregivers happy】



## 【Product line-up based on Universal Design Food Standards】

The Japanese Dysphagia Diet of 2021 (Correspondence Pyramid)



Our products are manufactured based on Universal Design Food Standards, so we can provide meals with the same physical properties no matter who makes them. As we have a wide variety of product line-ups, you can assemble a menu according to the patient's ability to chew and swallow.



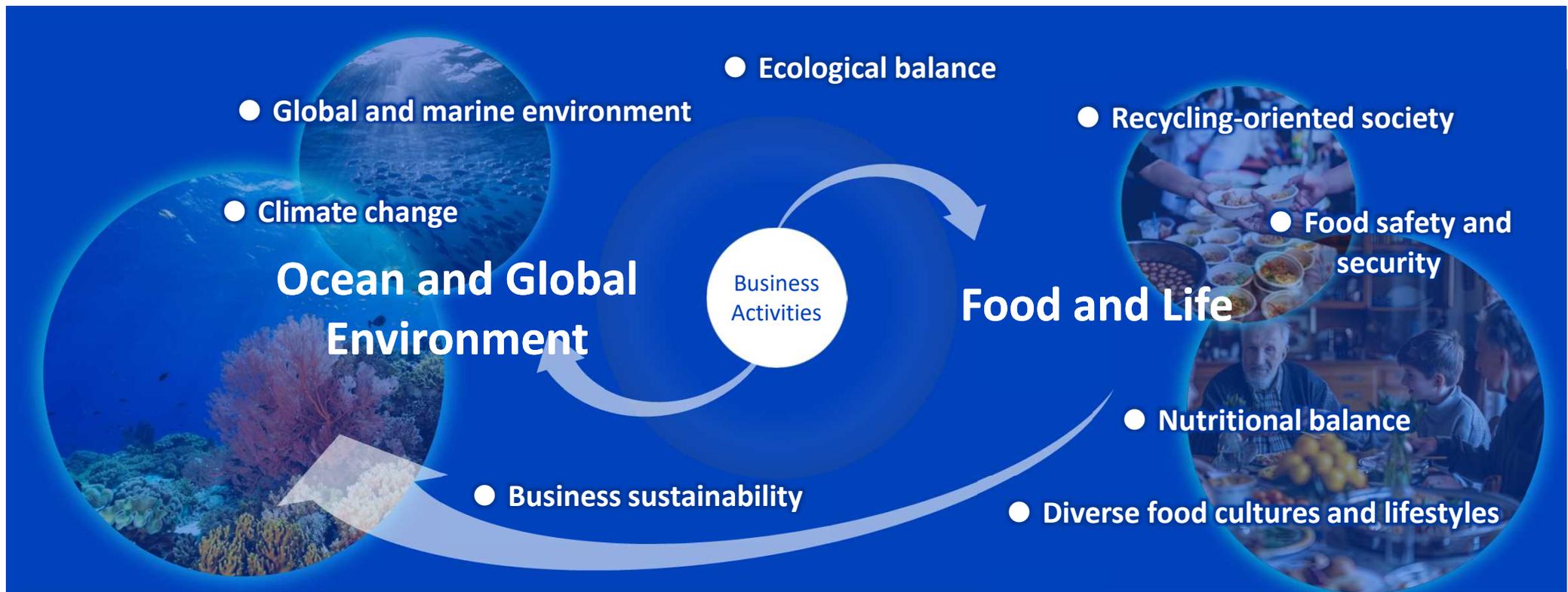
Medimomo

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# New Long-Term Vision ① Social Themes Tackled Through Business Activities



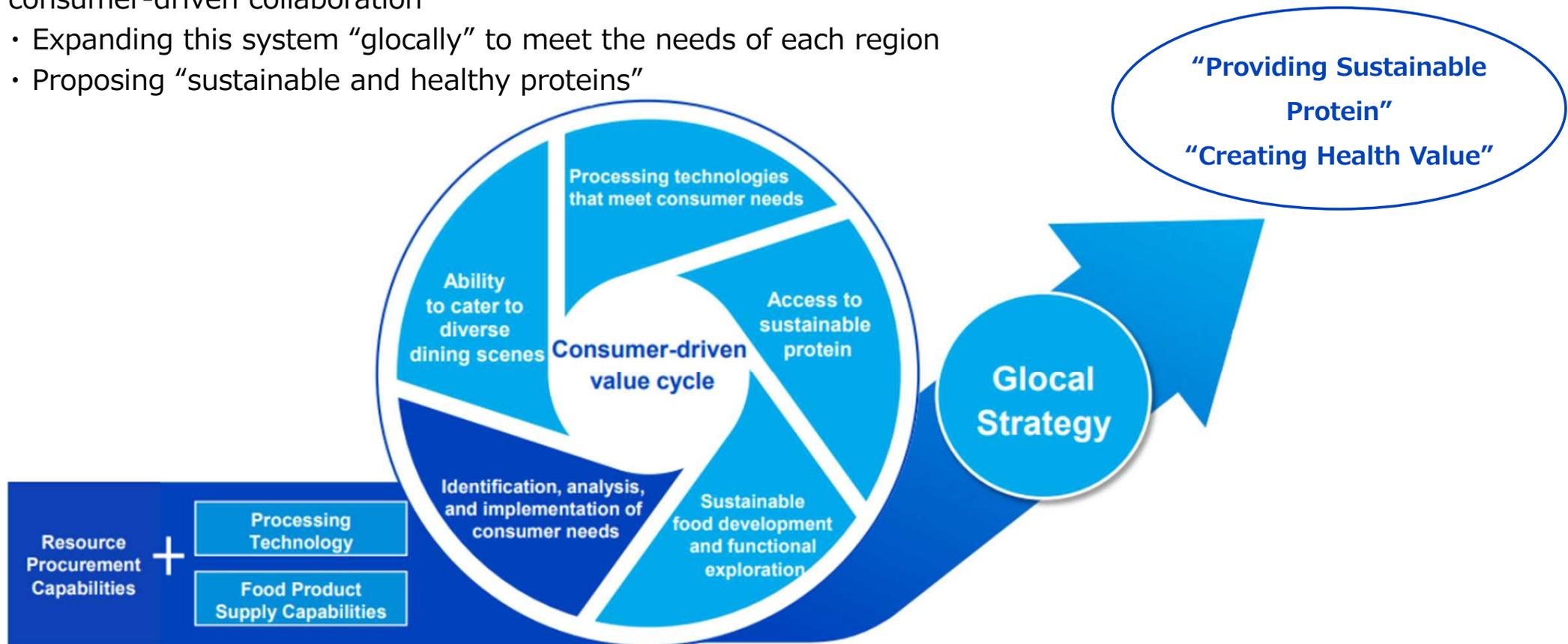
The social issues surrounding our business activities are diverse and complex, making sustainable business feasibility essential



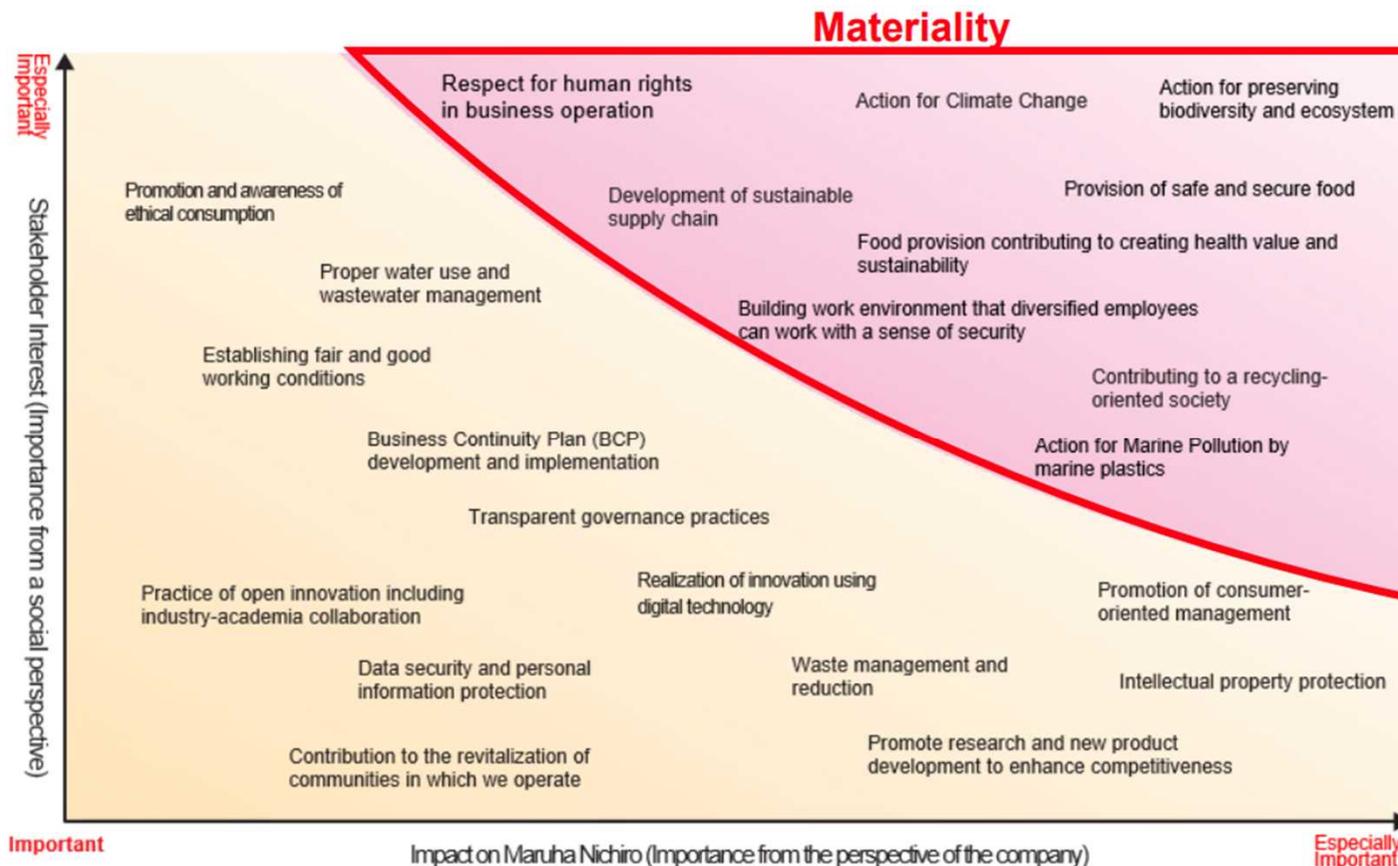
## New Long-Term Vision ② For the Next 10 Years



- Strengthening the Group's strengths with a "value cycle" that enables sustainable value creation through consumer-driven collaboration
- Expanding this system "glocally" to meet the needs of each region
- Proposing "sustainable and healthy proteins"



# Materiality to Achieve the New Long-Term Vision



**Select materiality based on external opinions and expectations, and consistency with management strategy**

- ✓ To utilize management resources efficiently, materiality was selected from the upper right quadrant, which is of high importance from both the social perspective and company perspective
- ✓ We will continue to regularly review our materiality coinciding with the changes in the external environment and business strategy
- ✓ After reviewing the materialities in the new medium-term management plan, the decision was made to continue to promote the materialities from the previous medium-term plan

# Materiality and SDGs Contributing to the Creation of Environmental Value



## “Materiality in the Creation of Environmental Value”

Aim to achieve both sustainable growth and environmental value by addressing issues such as climate change and ecosystem conservation

|                                 | Materiality  | KGI<br>(Vision for 2030)   | Main KPIs   | Targets                    |      | Main SDGs<br>contributed to   |
|---------------------------------|--|--|---|----------------------------|------|---|
|                                 |  |  |   | Value                      | Year |   |
| Creation of Environmental Value | ① Action against climate change                      | Lead the industry in decarbonization and climate change with the goal of becoming carbon neutral by 2050 | CO <sub>2</sub> emissions reduction rate (Compared to FY2017: Domestic G)                                 | Over 30%                   | 2030 |     |
|                                 |  |  | Set CO <sub>2</sub> emission reduction targets (Overseas G)<br>Set Scope 3 targets (Domestic G)           | –                          | 2027 |   |
|                                 | ② Contribution to a recycling-oriented society       | Adoption and practice of circular economy through the efficient use of resources within the Group        | Plastic use reduction rate (including switch to bioplastics, recycled materials, etc.) (Compared to 2020) | Over 30%                   | 2030 |     |
|                                 |  |  | Food loss (product) reduction rate (Domestic G) (Compared to 2020)  | Over 80%                   | 2030 |   |
|                                 |  |  | Analysis and evaluation of water resource risks and opportunities and response measures                   | –                          | 2027 |   |
|                                 | ③ Action against marine pollution by marine plastics | Practice zero discharge of plastics into the ocean by the Company and the supply chain                   | Develop fishing gear management guidelines for suppliers and raised awareness of their application (MN)   | –                          | 2027 |      |
|                                 |  |  | Hold joint cleanup activities with external stakeholders (Domestic G)                                     | Over 33 times or more/year | 2030 |   |
|                                 | ④ Action for preserving biodiversity and ecosystems  | Confirm that there is no risk of resource depletion in the fish stocks we handle                         | Resource status confirmation rate of marine products handled (Entire G)                                   | 100%                       | 2030 |     |
|                                 |  |  | Establishment of electronic traceability methods for some fish species                                    | –                          | 2027 |   |
|                                 |  |  | Implementation of certification-level management for aquaculture farms (Domestic G)                       | –                          | 2027 |   |

# Examples of Food Loss Reduction Initiatives



## Establishment of a sustainable donation scheme for frozen foods

### Existing issues:

Approximately 90% of Maruha Nichiro's food loss is frozen food. Temperature control is necessary to maintain the quality of frozen food. Additionally, many of the recipients have limited refrigeration facilities, resulting in small-volume deliveries, which are costly and time-consuming.

### Collaboration with Food Bank Kanagawa and logistics companies:

Our company has established a scheme in which Food Bank Kanagawa uses refrigerated trucks to pick up large quantities of Maruha Nichiro's frozen foods from our warehouse in the Kawasaki area on a regular basis and donate them. This is made possible through a three-way collaboration between a food manufacturer, a logistics company, and a food bank.

### Maruha Nichiro's Materiality & KGI (Key Goal Indicator)

| Materiality                                    | KGI<br>(Vision for 2030)  |
|--|---|
| ② Contribution to a recycling-oriented society | Adoption and practice of circular economy through the efficient use of resources within the Group |

### Main Relevant SDGs



# Examples of Food Loss Reduction Initiatives



We received the **“Commissioner of the Consumer Affairs Agency Award”** at the FY2023 Food Loss Reduction Promotion Awards.

# Materiality and SDGs Contributing to the Creation of Social Value



## “Materiality in the Creation of Social Value”

Aim to build a healthy and sustainable society for people around the world by proactively addressing our responsibilities as a global company

|   | Materiality   | KGI<br>(Vision for 2030)   | Main KPIs   | Targets                            |   | Main SDGs<br>contributed to  |
|---|---|--|---|------------------------------------|---|--|
|   |   |  |   | Value                              | Year  |  |
| Creation of Social Value                          | ⑤ Provision of safe and secure food   | Provide safe food to people around the world   | Serious quality-related incidents (Domestic G)  | 0 cases                            | 2027  |    |
|   | ⑥ Food provision contributing to creating health value and sustainability                             | Establish branding as a top food company contributing to creating health value and sustainability  | Percentage of product sales meeting each product criterion (sodium intake, protein intake, good lipid intake, GSSI certified products) (MN) | Sales rate that meets the criteria | 2030  |     |
|   | ⑦ Building a workplace environment where diverse employees can work with a sense of security          | Achieve a workplace environment where diversity is respected and employees feel safe and comfortable at work                               | Percentage of female employees by maintaining 50% female recruitment ratio (MN)   | Over 35%                           | 2030  |  <br>  |
|   |   |  | Percentage of women on Board of Directors (MN)  | Over 30%                           | 2030  |  |
|   |   |  | Percentage of female Managers (MN)  | Over 15%                           | 2030  |  |
|   |   |  | Achievement of goals for each HR pool based on HR development programs (MN)   | –                                  | 2024  |  |
|   |   | Achievement of engagement scores for specific employee engagement items (MN)   | –   | 2030                               |   |  |
| ⑧ Respect for human rights in business operations | Implement initiatives to eliminate human rights violations in the company and across its supply chain | Establishment and operation of a multilingual grievance mechanism and response to the risk of human rights violations uncovered (Entire G) | 100%  | 2030                               |   |  |
| ⑨ Development of a sustainable supply chain       | Working with suppliers to build a sustainable procurement network                                     | Rate of agreement with supplier guidelines and rate of improvement in key items (Entire G)   | 100%  | 2030                               |   |  |

# Current Status and Challenges to Our SDGs Initiatives



## Promoting the handling of fishery products with sustainable fishery and aquaculture certification (MSC/ASC)



MSC-C-51737



**Certification mark for wild marine products caught through sustainable fishing**

Wild marine products caught through properly managed fisheries to maintain healthy marine resources and ecosystems



ASC-C-01271



**Certification mark for seafood produced through responsible aquaculture**

Seafood from aquaculture farms that value seafood health, fair employment, and community connections while respecting the natural environment and water resources

### Challenges

In Japan, awareness of the fishery eco-label certification is low, and it does not easily lead to economic value.

Measures are needed to link environmental value to economic value.

**Thank You**



**MARUHA NICHIRO**

海といのちの未来をつくる

For the ocean, for life