

Sustainability Report 2026



nissui

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**Sustainability
Report**
2026

Editorial Policy

Sustainability Report 2026 is published to provide information on the initiatives for sustainability of the Nissui Group to its stakeholders.

Report Period

The report mainly covers activities conducted from April 1, 2025, to March 31, 2026. However, when appropriate exceptions to this general rule are made, as when citing past circumstances and data or using recent examples for illustration purposes.

Report Boundary

This report targets Nissui Corporation, all consolidated companies in/outside Japan. However, the environmental data reports on the following.

[Japan] Nissui Corporation, all consolidated companies.

[Outside Japan] All consolidated companies. Administrative offices have been excluded.

27 companies in Japan and 15 companies outside Japan (including sub-subsidiaries).

(As of March, 2026)

Referenced Guidelines

- GRI Sustainability Reporting Standards
- SASB (Sustainability Accounting Standards Board)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Taskforce on Nature-related Financial Disclosures (TNFD)

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Reporting Cycle

Annually

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Message from the President



My name is Teru Tanaka, and I was appointed Representative Director, President & CEO of Nissui Corporation in May 2025. Throughout my career, I have been deeply involved in operations rooted in both domestic and international settings, including executive responsibility for the Marine Products Business and the management of overseas Group companies. Building on these experiences and with a strong aspiration held firmly in my heart to pioneer the future of “food” and contribute to the realization of a sustainable society, I will vigorously advance the Nissui Group’s sustainable growth and creation of new value.

In FY2025, we launched our Medium-Term Management Plan, GOOD FOODS Recipe2, as a new phase toward realizing our Long-Term Vision, GOOD FOODS 2030. Centered on the theme of “Enhancement of value chain resilience,” the plan is built around three basic strategies: Strengthen business portfolio, Deepen Sustainability Management, and Strengthen Governance. Through these strategies, we aim to establish a management foundation capable of responding swiftly and flexibly to uncertain environmental changes and to accelerate value creation for the future. By “Enhancement of value chain resilience,” we refer specifically to the strengthening of four core capabilities: value creation, sustainability, risk response, and human capital.

Among these, in “Deepen Sustainability Management,” we aim to further integrate sustainability with our business strategy and to establish a clear competitive advantage by building a business model centered on sustainability. For the key issues identified in our materiality, we will pursue both social and financial value while placing strong emphasis on co-creation with stakeholders, both inside and outside the company. In addition, we will actively invest in the development of “human capital”—our key source of competitiveness—as well as in organizational development. At the same time, we will promote branding initiatives to enhance the overall presence of the Nissui Group.

Sustainability is a critical challenge that lies at the heart of our management and serves as the foundation for the Nissui Group’s future growth. By earnestly addressing the issues based on our material issues and continuously creating new value, we will strive to further enhance our corporate value. I hope we can continue working together to build a better future, and I humbly ask for your continued support.

May 2025

The Nissui Group's Sustainability Initiatives

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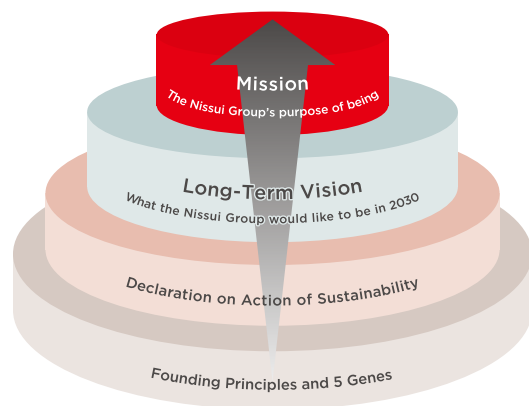
The Nissui Group's Sustainability Initiatives

The Nissui Group, together with its stakeholders, will endeavor to find solutions to societal issues and aim to become a corporate group that continues to be needed by society.

Since its establishment, the Nissui Group has been involved in a business that utilizes a wide variety of natural resources. The sustainable business activities embody our mission as a business. We plan to work on the material issues in cooperation with our stakeholders and resolve societal issues through our business activities.

The Nissui Group announced its Declaration on Action of Sustainability in March 2016, and under the Medium-Term Management Plan “MVIP + (Plus) 2020,” we have been further accelerating sustainability management in order to realize sustainable growth and higher corporate value. In our long-term vision titled “GOOD FOODS 2030” announced in April 2022, we redefined our mission and set our long-term vision at becoming “a leading company that delivers friendly foods for people and the earth.” We will accelerate sustainability management that creates value in pursuit of a sustainable society and translate it into the enhancement of business competitiveness.

The Nissui Group, together with its stakeholders, will broadly contribute to achieving the sustainable development goals (SDGs) adopted by the United Nations and solving various societal issues based on the “Nissui’s 5 genes” carried forward since the company’s foundation.



Related pages

[Founding Principles >](#)

[Business Philosophy Framework >](#)

[Long-Term Vision and Medium-Term Management Plan >](#)

Declaration on Action of Sustainability

The Nissui Group will appreciate the earth and the sea, and create diverse values from five genes (Mission, Innovation, Hands-on approach, Global, Value the customer) inherited since its foundation and try to solve social issues through business activities.

For Customers

- We provide safe and secure high-quality products which are valuable for the customers.
- We utilize bounty of the sea and provide the delights of foods and the rich and healthy lives through the innovation.

For Employees

- We act in accordance with the norms of the society with sound ethics and aim to build a socially trusted company.
- We respect diverse values and individualities, and achieve growth through teamwork by learning from others.

For Business Partners

- We maintain fair and clean business relationship with all of our business partners.
- We try to build mutual trusting relationship with business partners and seek a sustainable society with them.

For the Environment

- We work hard to reduce environmental burdens and preserve the natural environment and biodiversity.
- We recognize that our business is relied on the bounty of the earth and the sea, and work hard to utilize resources in a sustainable manner.

For Shareholders and Investors

- We operate in a transparent manner and improve disclosure of information.
- We try to enhance corporate value and continue a proper distribution of profit to the shareholders through stable business growth.

For Society

- We work hard to develop local society and cultivate next generation through the knowledge and the technology of the Nissui Group.
- We respect diverse cultures and customs in the world and try to contribute to keeping the local society alive with the development of our business.

[Sustainability Promotion Framework >](#)

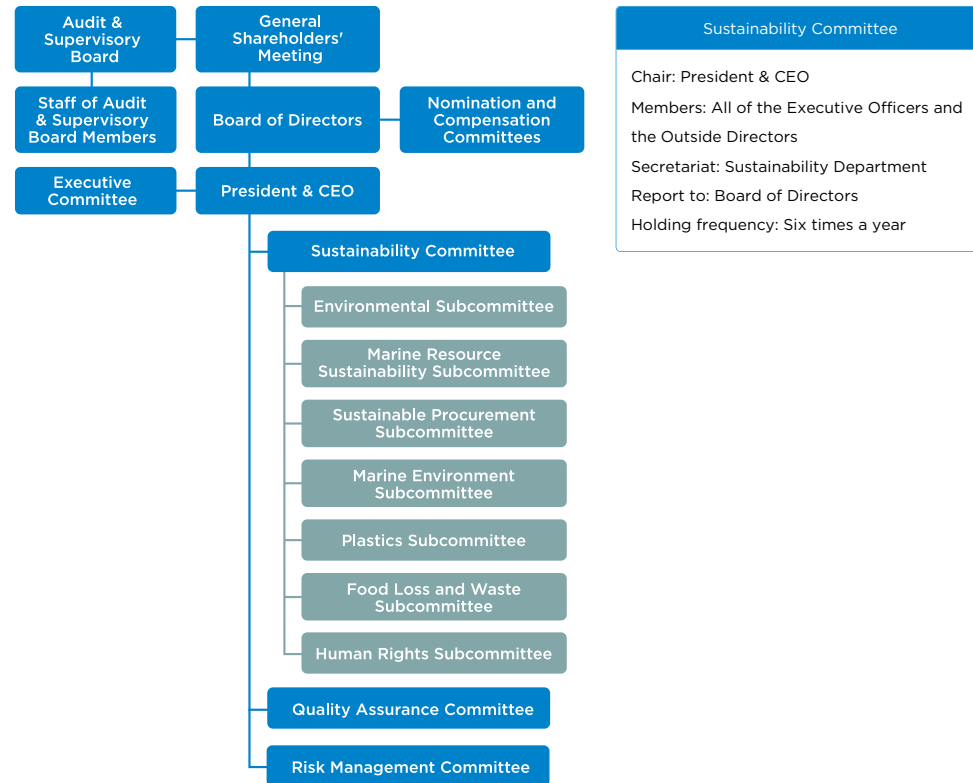
[Determination of Material Issues >](#)

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Sustainability Promotion Framework

Promotion Framework - The Sustainability Committee

We established a Sustainability Committee which reports directly to the President to promote sustainable activities of the entire Group.



The Sustainability Committee and Subcommittee

The Nissui Group is advancing sustainability management to achieve sustainable growth and enhance corporate value. As an organization to promote this initiative, we have established the Sustainability Committee, chaired by the President and composed of all Executive Officers and Outside Directors.

The Sustainability Committee, which convenes six times a year, discusses specific goals, policies, and initiatives related to sustainability-related issues based on reports and proposals from each subcommittee. The outcomes are regularly reported to the Board of Directors, and feedback and advice from the Board are incorporated into the initiatives.

Each sustainability-related issue is addressed cross-functionally by seven subcommittees under the Sustainability Committee, as well as subcommittees under the Executive Committee, the Quality Assurance Committee, and the Business Foundation Risks Committee. These subcommittees are led by chairpersons (executive officers or higher) appointed by the Committee Chair, and their members are designated by each subcommittee chair.

Determination of Material Issues > Material Issue Promotion Framework >

Dissemination of Sustainability Activities Throughout Nissui

The Sustainability Newsletter

To promote awareness of sustainability, we publish an internal newsletter for employees titled Sustainability Newsletter (formerly CSR Newsletter: Let's Listen to the Voice of the Sea) two to three times a year. Sustainability Newsletter features global sustainability topics as well as initiatives and outstanding human capital within the Nissui Group.

First launched in April 2016, the publication began simultaneous distribution to overseas Group companies starting in FY2024. To date, 126 issues have been published.



Employee Training

With the aim of instilling activities to promote sustainability and raising awareness of such activities more smoothly within the company, training is conducted periodically for “Sustainability Promotion Members,” one of whom is appointed in each department. Members who participated in the training are required to share the training content in their respective departments at a later date in an effort to instill activities to promote sustainability within the company. In FY2025, training was conducted 4 times, in which the members participated from all departments of Nissui.

	Training date	Duration	Number of participants	Content
1st session	April 14, 2025	1.5 hours	52	Linkages Between the Nissui Group's Material Issues and Business Operations
2nd session	July 15, 2025	1.5 hours	49	Contribution to a Decarbonized Society and a Circular Economy (1): Plastics
3rd session	November 5, 2025	1.5 hours	47	Contribution to a Decarbonized Society and a Circular Economy (2): Food Loss and Waste
4th session	January 26, 2026	1.5 hours	48	Structuring a Sustainable Supply Chain

E-Learning Based Comprehension and Recognition Survey

Nissui conducts an annual “Sustainability Comprehension and Recognition Survey” utilizing e-learning to assess the level of awareness and understanding of sustainability among employees. In FY2025, 1,794 individuals responded to the survey, which is targeted at all Nissui executives and employees, including those on temporary assignments. Regarding corporate motivations for engaging in sustainability initiatives, we observed a shift in awareness from factors such as “meeting societal demands” and “protecting the global environment” toward considerations including “preparing for risks” and “becoming a company trusted by society.” We will continue efforts to further enhance sustainability awareness going forward.

Determination of Material Issues

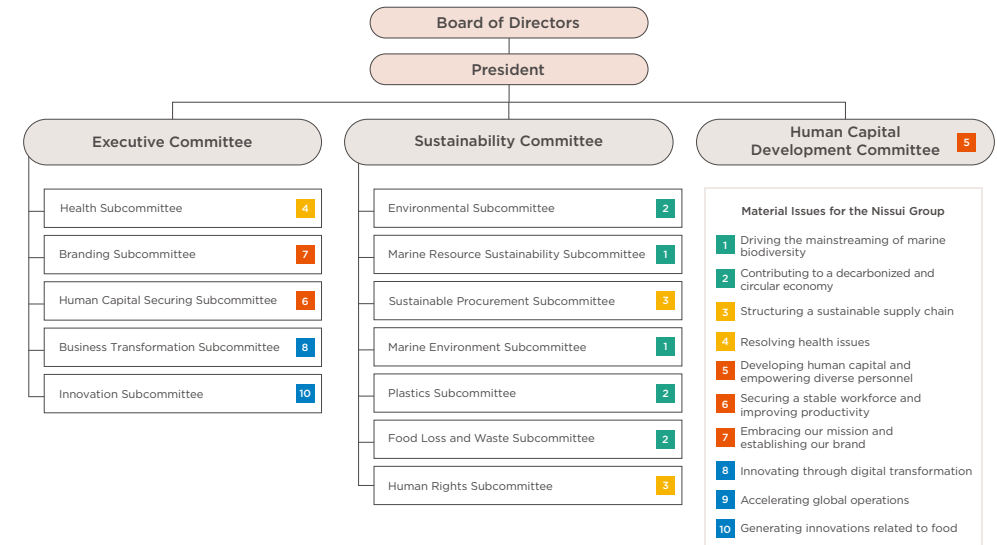
The Nissui Group has been working on the evolution toward sustainability management based on the material issues it identified in FY2016, but reviewed its material issues in FY2023 in response to the increasing complexity of the external environment. In the review, we positioned material issues as the issues that management should focus on addressing in order to enhance the Nissui Group's sustainable growth and its corporate value over the medium to long term, in line with embodying its mission and realizing its long-term vision.

Material Issues to Be Addressed by the Nissui Group



Material Issue Promotion Framework

We have set up promotional units to respond to each of the Group's material issues. These units, led by managers at the executive officer level or above, will accelerate sustainability management that creates value for a sustainable society by addressing material issues across organizational lines from a management perspective.



The Process of Identifying Material Issues



STEP1. Identification and organization of societal issues to be addressed by the Nissui Group

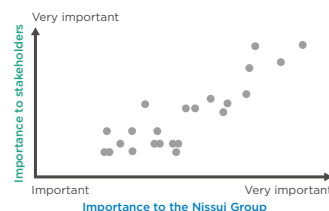
To meet diverse social needs and demands, societal issues were identified from sources such as the SDGs and sustainability disclosure guidelines, ESG evaluation criteria, regulatory and administrative requirements, and the content of stakeholder engagement. The Nissui Group listed potential material issues based on risk and opportunity analyses conducted in its business domains and in all departments, as well as the results of executive workshops.

STEP2. Review by the Sustainability Committee

A meeting of the Sustainability Committee was held to discuss the sustainability of the Nissui Group's business model. The Committee reviewed the list of material issue candidates to ensure that no items were missing.

STEP3. Evaluation of importance by stakeholders

Surveys were conducted among various internal and external stakeholders (employees, labor unions, overseas Group companies, NGOs/NPOs, academics, investors (shareholders), international organizations, government agencies, industry groups, business partners, and future generations) on the material issue candidates reviewed by the Sustainability Committee. The importance of these issues was assessed from two perspectives: their importance to stakeholders and their importance to the Nissui Group.



STEP4. Officer workshop and review by Outside Directors

Based on the results of the importance evaluation, an officer workshop was held to finalize the material issue matrix and identify specific material issue candidates. In addition, Outside Directors conducted a review of the matrix and the material issue candidates.

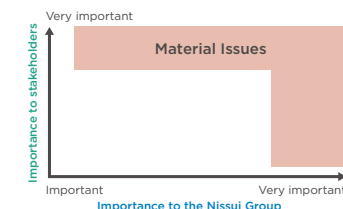


STEP5. Validity evaluation by external experts

Four external experts (investors, NGO representatives and academics) provided a validity evaluation of the material issue identification process and the final proposal.

STEP6. Resolution by the Board of Directors following re-deliberation by officers

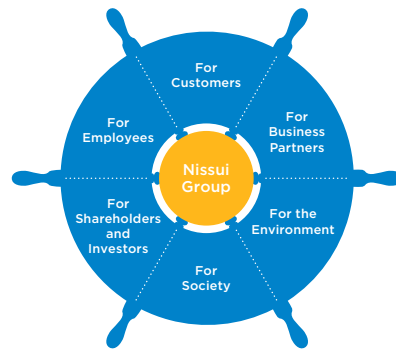
Taking into account the opinions of external experts, the Sustainability Committee and the Executive Committee held several discussions, with the final material issue proposal deliberated at a meeting of the Sustainability Committee. Subsequently, the material issues to be addressed by the Nissui Group were determined by a resolution of the Board of Directors.



Stakeholder Communication

Nissui Group's Stakeholder Communication

In its business activities, a company faces a variety of societal issues that often include the environment or human rights. We believe it is vitally important to tackle those issues while pursuing sustainable growth. We need to face each of these problems head on and continue to engage in dialogues and other forms of communication with our stakeholders to actively remind ourselves not to become complacent.



For Customers

The Nissui Group provides a wide variety of products globally including marine products from its fisheries and aquaculture operations, frozen foods for household and commercial use, shelf-stable foods, fish sausages and surimi-based products, EPA as pharmaceutical ingredients, Specified Health Use products with EPA and foods labeled as functional foods. Furthermore, as the Group is also engaged in marine research and the logistics business, it deals with a broad spectrum of customers ranging from individuals to corporations and to government agencies. The Nissui Group, in its Quality Assurance Code, has declared that it values dialogues with its customers and that it will make ceaseless efforts to enhance customer satisfaction.

Major responsibilities and challenges	Means of communication	Frequency
To ensure safe and high-quality products - To offer tasty and fun food and a healthy lifestyle	Customer Service Center (Contact Desk)	Daily
To provide product labeling and appropriate information on products and services	Website	As needed
To respond to and support customers	Social media	As needed

For Employees

The Nissui Group comprises with 20,810 employees working both in and outside Japan (As of March 31, 2026, including temporary employees). To respond appropriately to the changing business environment, the Group diverse values and individuality and emphasizes the importance of sustained growth through teamwork. To this end, the Group has put in place a system to listen to the voices of its employees and prioritizes communications between labor and management.

Major responsibilities and challenges	Means of communication	Frequency
To ensure labor safety Employee engagement To foster and utilize human capital To respect diversity To respect human rights	Briefings on Management Policies	Once a year
	Harassment Desk/Suggestion Boxes within the company	As needed
	Employee engagement survey	Once a year
	Regular meetings between Nissui and the labor unions/Safety and Health Committee	As needed
	In-house bulletins and Intranet	Daily

For Business Partners

The Nissui Group conducts business transactions around the world including transactions with the suppliers of raw materials and products and with the buyers of products. The Group is building fair and equal relationships as well as relationships of mutual trust with its business partners and together with its business partners is aiming to realize a sustainable society.

Major responsibilities and challenges	Means of communication	Frequency
- To ensure fair and equal business transactions Sustainable procurement To respect human rights	Sustainable Procurement Seminar	As needed
	Distribution of the Supplier Guideline and Signing of the Statement of Agreement	As needed
	Implementation of the Supplier Self-Assessment	Once a year
	Check Sheet for Visits	As needed

For the Environment

The Nissui Group relies on the bounty of nature for its business and recognizes the sustainability of marine resources to be an extremely important issue. The Group will make efforts to further reduce the environmental impact and to conserve the marine/natural environment and biodiversity. Furthermore, as a food manufacturer, it will address the problem of food loss and waste, and contribute to its reduction.

Major responsibilities and challenges	Means of communication	Frequency
To secure sustainability of marine resources To reduce environmental impact To reduce food loss and waste To conserve biodiversity	Stakeholder Dialogue	As needed
	Dialogues with NGOs/NPOs and research organizations	As needed
	Environmental education activities in collaboration with NGOs/NPOs	As needed
	Dialogues with the regional community and local governments	As needed

For Shareholders and Investors

The Nissui Group has 114,595 shareholders. Its shareholder composition is characterized by a high percentage of institutional investors and overseas investors. As far as stock ownership is concerned, 38.9% is owned by Japanese financial institutions while 26.8% is owned by foreign investors (As of March 31, 2026).
The Group is making efforts to utilize the feedback obtained through dialogues such as the various briefings and individual meetings, and to disclose information in order to win the trust of its shareholders and investors, and allow them to properly assess its corporate value.

Major responsibilities and challenges	Means of communication	Frequency
- To maintain and increase corporate value - To properly return profits - To disclose timely and appropriate information	General shareholders meeting, Financial results briefings, Briefings for investors	Once a year/Four times a year/As needed
	Individual meetings	As needed
	IR Information Website	Daily
	NISSUI REPORT (PR Magazine for stakeholders and business reports), Integrated Reports	Twice a year/Once a year
	Corporate Strategic Planning IR Department, Investor Relations Section (Contact Desk)	Daily

For Society

Social issues cannot be solved by the efforts of the Nissui Group alone, and coordination with various domestic and overseas companies, NGOs/NPOs, government agencies of each country, etc. is essential. The Nissui Group, accordingly, maintains channels of communication with various related organizations such as its participation in [SeaBOS](#).
The Nissui Group has bases in various countries around the world and is focused on operating in such countries while being respectful of the cultures and customs of the respective regions as well as supporting the education of future generations.

Major responsibilities and challenges	Means of communication	Frequency
Dialogues toward solving social issues - Cooperation with NGOs/NPOs Social contribution activities through its businesses	Stakeholder Dialogue	As needed
	SeaBOS activities	As needed
	Volunteer activities in the regional community	As needed
	Dialogues with the regional community and local governments	As needed
	Factory tour	As needed

Targets and Results

Targets and Results

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Targets and Results

Sustainability Targets (Long-Term Vision "GOOD FOODS 2030"/Medium-Term Management Plan "GOOD FOODS Recipe2") and Results

Long-Term Vision and Medium-Term Management Plan >

Based on the long-term vision “GOOD FOODS 2030” announced in 2022, the Nissui Group formulated its Medium-Term Management Plan “GOOD FOODS Recipe2” in April 2025. The sustainability targets and results included in this plan are outlined below. As it strives to achieve these targets, the Nissui Group is advancing sustainable management that creates value for a sustainable society.

Material issues	KPIs	Scope	Results	Targets		Details
			FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"	
Driving the mainstreaming of marine biodiversity	Sustainable procurement rate of marine resources	Nissui Group	-	85%	100%	Sustainable Use of Natural Marine Resources >
Contributing to a decarbonized and circular economy	Plastic use in containers and packaging (Base year: FY2015; per unit of sales)	Nissui Corporation	Reduced by 13.9%	Reduce by 15%	Reduce by 30%	Containers and Packaging/Waste >
	Plastic waste at the production stage (Base year: FY2017; per unit)	Nissui Group in Japan	Reduced by 14.2%	Reduce by 25%	Reduce by 30%	
	CO ₂ emissions (Scope 1, 2) (Base year: FY2018; total amount) (Note1)	Nissui Group	Reduced by 7.7%	Reduce by 20%	Reduce by 30%	Reduction of CO ₂ Emissions >
	Achieve carbon-neutral in 2050	Nissui Group	-	-	-	

Material issues	KPIs	Scope	Results	Targets		Details
			FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"	
Contributing to a decarbonized and circular economy	Refrigerants containing CFCs/HCFCs (Note2)	Nissui Group	Japan: Possession of refrigerants with CFC, HCFC 27.0% Outside Japan: Companies possessing refrigerants with CFC, HCFC 3/15 companies	-	Zero use	Reduction of CO ₂ Emissions >
	Renewable energy ratio (percentage of electricity consumption)	Nissui Group in Japan	16.1%	-	40%	
	Waste from animal and plant residues (Base year: FY2017; per unit)	Nissui Group in Japan	Reduced by 15.3%	Reduce by 25%	Reduce by 30%	Food Loss and Waste >
	Waste from products (Base year: FY2020; total amount)	Nissui Corporation	Reduced by 26.0%	Reduce by 30%	Reduce by 50%	
	Food recycling rate (resource circulation rate)	Nissui Group in Japan	96.8%	95%	100%	
	Water use (Base year: FY2015; per unit)	Nissui Group in Japan	Increased by 1.2%	Reduce by 10%	Reduce by 20%	Reducing Environmental Impact >
	Percentage of plants with 99% or higher zero emission rate	Nissui Group in Japan	74.1%	85%	100%	
Structuring a sustainable supply chain	Ratio of conducting assessments of Tier 1 suppliers (Note3)	Nissui Group	98.4% (Tier 1 suppliers for Nissui Corporation)	100% (Key Tier 1 suppliers for Group companies in Japan)	100% (Key Tier 1 suppliers for Group companies)	Sustainable Procurement >
	Acquisition rate of third-party certification/certificates of conformity for food safety	Nissui Group	Under calculation	Group companies in Japan: 100%	Nissui Group: 100%	Approach to and Systems to Ensure Safety and Security >
	Major quality incidents such as product recalls	Nissui Group	One incident	Zero incidents	Zero incidents	Initiatives to Ensure Safety and Security >

Material issues	KPIs	Scope	Results	Targets		Details
			FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"	
Resolving health issues	Sales of health category products (Base year: FY2021)	Nissui Group	Expanded by 10%	Expand by 100%	Expand by 200%	Health and Nutrition Initiatives > Research and Development to Enrich Lives >
	Sharing R&D information to contribute to health, nutrition, and fine chemicals	Nissui Corporation	-	-	-	
	Food education and awareness activities that add health benefits	Nissui Corporation	-	-	-	
Developing human capital and empowering diverse personnel	Ratio of female managers	Nissui Corporation	9.1%	15%	20%	Diversity, Equity & Inclusion >
	Ratio of mid-career hires	Nissui Corporation	41.4%	45%	50%	
Securing a stable workforce and improving productivity	Internally managed KPIs only	-	-	-	-	
Embracing our mission and establishing our brand	Employee engagement score (Base year: FY2021)	Nissui Corporation	Improved by 19.6%	Improve by 18%	Improve by 20%	Employee Engagement >

(Note1): Reflecting structural changes resulting from the integration of Group companies, we recalculated the FY2018 figures, which serve as the base year for our targets.

(Note2): Possession of refrigerants with CFC, HCFC is calculated differently for data from Japan and outside Japan.

(Note3): Cumulative total from FY2023 onward.

Past Targets and Results

The targets and results of the previous Medium-Term Management Plan, "GOOD FOODS Recipe1," are as follows.

Medium-Term Management Plan "GOOD FOODS Recipe1" >

Values/Themes		Indicators	Scope	Results			KPI	
				FY2022	FY2023	FY2024	Target by 2024 Medium-Term Management Plan "GOOD FOODS Recipe1"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Social Value	Resolving health issues	Sales of health category products (Base year: FY2021)	Nissui Group	Expanded by 0%	Expanded by 0%	Expanded by 10%	Expand by 30%	Expand by 200%
	Sustainable procurement	Ratio of conducting assessments of Tier-1 suppliers	Nissui Group	Nissui only 22%	Nissui only 92%	Nissui only 97%	Nissui only 100%	Group companies 100%
Value in Human Capital	Employee engagement	Employee engagement score (Base year: FY2021)	Nissui Corporation	Improved by 1%	Improved by 11.6%	Improved by 16.8%	Improve by 10%	Improve by 20%
	Promotion of active female participation	Ratio of female managers	Nissui Corporation	6.8%	6.6%	7.9%	10%	20%
		Ratio of female executive officers and general managers		3.1%	3.0%	4.7%	10%	-
	Employee health	EPA/AA ratio	Nissui Corporation	0.31	0.35	0.34	0.6	-
		Smoking rate		21.4%	20.0%	20.5%	15%	-
		Obesity rate		Male: 34.1% Female: 20.4%	Male: 34.4% Female: 18.9%	Male: 35.5% Female: 21.5%	Male: 30% Female: 17%	-

Values/Themes		Indicators	Scope	Results			KPI	
				FY2022	FY2023	FY2024	Target by 2024 Medium-Term Management Plan “GOOD FOODS Recipe1”	Target by 2030 Long-Term Vision “GOOD FOODS 2030”
Environmental Value	Sustainability of marine resources	Sustainable procurement rate of marine resources	Nissui Group	-	-	75%	80%	100%
	Reduction of CO2 emissions	CO2 emissions (Scope 1, 2) (Base year: FY2018 ; total amount)	Nissui Group	Reduced by 12.1%	Reduced by 6.2%	Reduced by 6.4%	Reduce by 10%	Reduce by 30%
		Achieve carbon-neutral in 2050		-	-	-	-	-
		Refrigerant with fluorocarbon-free (Note)		Japan: Possession of refrigerants with CFC, HCFC 39.5% Outside Japan: Companies possessing refrigerants with CFC, HCFC 4/15 companies	Japan: Possession of refrigerants with CFC, HCFC 34.3% Outside Japan: Companies possessing refrigerants with CFC, HCFC 4/15 companies	Japan: Possession of refrigerants with CFC, HCFC 28.3% Outside Japan: Companies possessing refrigerants with CFC, HCFC 4/15 companies	-	Zero use of refrigerants with CFC, HCFC
	Reduction of water usage	Water use (Base year: FY2015; per unit)	Nissui Group in Japan	Reduced by 4.0%	Increased by 1.2%	Increased by 2.3%	Reduce by 10%	Reduce by 20%
	Reduction of waste	Percentage of plants with 99% or higher zero emission rate	Nissui Group in Japan	78.6%	78.6%	70.4%	85%	100%
Reduction of food loss and waste	Waste from animal and plant residues (Base year: FY2017; per unit)	Nissui Group in Japan	Reduced by 20.6%	Reduced by 20.5%	Reduced by 12.8%	Reduce by 20%	Reduce by 30%	
	Waste from products (Base year: FY2020; total amount)	Nissui Corporation	Reduced by 17.6%	Reduced by 9.3%	Reduced by 20.5%	-	Reduce by 50%	

Values/Themes		Indicators	Scope	Results			KPI	
				FY2022	FY2023	FY2024	Target by 2024 Medium-Term Management Plan "GOOD FOODS Recipe1"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Environmental Value	Reduction of plastic emissions	Plastic use in containers and packaging (Base year: FY2015; per unit)	Nissui Corporation	Reduced by 10.5%	Reduced by 8.6%	Reduced by 8.1%	Reduce by 10%	Reduce by 30%
		Plastic waste at the production stage (Base year: FY2017; per unit)	Nissui Group in Japan	Reduced by 19.5%	Reduced by 16.6%	Reduced by 14.3%	Reduce by 15%	Reduce by 30%
		Switching over to floats that have a low risk of outflowing into the ocean	Nissui Group	52.4% switch-over completed	71.8% switch-over completed	100% switch-over completed	100%	-

(Note): Possession of refrigerants with CFC, HCFC is calculated differently for data from Japan and outside Japan.

Environment

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Environmental Management

The Nissui Group has established an environmental management system under the Declaration on Action of Sustainability, and through this system, focuses particularly on "Driving the mainstreaming of marine biodiversity" and "Contributing to a decarbonized and circular economy" among the identified material issues, thereby contributing to the realization of a sustainable society.

Environmental Code

Environmental Philosophy

The basic corporate stance of Nissui, whose business relies on the bounty of nature, is to respect natural resources and interact with the earth and sea with gratitude.

We shall engage in global business activities which enable us to live in harmony with the global environment, and make continuous efforts to build a sustainable society.

Policies

1. We will promote activities mindful of the preservation of the natural environment and biodiversity, and the sustainable use of resources.
2. We will continuously endeavor to build a recycling-oriented society by practicing energy conservation, resource saving, waste reduction, reducing volume of packaging & containers, environmentally friendly procurement, and other activities which alleviate environmental impact.
3. We will build and effectively operate an environmental management system. We will also conduct environmental audits and strictly enforce compliance with environment-related laws, regulations, etc.
4. We will raise the environmental awareness of each and every one of our employees by offering environmental education.
5. With respect to society, we will carry out environmental communication activities, and strongly emphasize environmentally friendly coexistence with the local community.
6. We will share this Environmental Code with companies affiliated with the Nissui Group.

Enactment Date: June 1, 2003

Revision Date: February 20, 2014

Environmental Audit

Acquisition of ISO 14001 Certification

The Nissui Group maintains a broad range of business sites including production plants for foods and marine products, fine chemical plants, logistics centers, research and development facilities and ship-building companies. While the type of business may vary, the importance of environmental activities, such as mitigating the environmental burden by reducing CO₂ emissions, water usage and waste and protecting the natural environment in the areas surrounding the business sites, remains the same. The Nissui Group is systematically operating its environmental management system by having each business site acquire ISO 14001 certification and by building a system for ongoing checks led by the Environmental Management Committee.

Status of ISO 14001 certification

	Number of certified business sites
Business sites in Japan	28/42 sites
Business sites outside Japan	3/16 sites

As of March 2024

Scope: Nissui Corporation, and all consolidated companies in and outside Japan. Administrative offices have been excluded.

Audits by the Internal Audit Department

Check items relating to the environment have been included in the operational audits conducted by the Internal Audit Department. In addition to confirming the progress made in the achievement of targets for reducing the environmental impact, the audits also examine the accuracy of environmental data, including CO₂ emissions, and the processes used for data entry.

Environmental Education

The Nissui Group implements tailored environmental education programs for various target groups with the aim of achieving environmental targets and raising employees' environmental awareness. Among these programs, the Meetings for persons in charge of the environment serve as a forum for environmental coordinators from each Group department to share information and strengthen collaboration toward reducing environmental impact across the entire Group. To further deepen initiatives for reducing environmental impact, these meetings are scheduled to be held twice a year from FY2026 onwards.

Program name	Participants	Content	Number of participants in FY2025
Meeting for persons in charge of the environment	Persons in charge of the environment from each business site and department	- Targets and outlook for the next Medium-Term Management Plan - Clarification of issues at each business site and sharing of leading practices	61
Technical Academy	Frontline personnel at production sites	Basic knowledge of environmental conservation and Nissui Group initiatives	12
Waste Management Training	Persons in charge of waste management from each waste-generating site and department	Basic knowledge of proper waste management, contractor management, and legal compliance	83

Environmental Communication

Nissui's Original Eco Mark "Mirai-no Umie"

In March 2021, Nissui began marking its product packaging with its eco mark "Mirai-no Umie" (meaning "For the future ocean"). The purpose of this eco mark is to make Nissui's environment-friendly initiatives widely understood and known among customers through the packaging so that they can select environment-friendly products. "Mirai-no Umie" started appearing on new products and updated products released on March 1, 2021.

Intention Behind the Design



This eco mark was designed in the motif of "∞" (i.e., infinity), symbolizing the circulation of water in forests, rivers and the ocean. The left part of the eco mark represents eco-initiatives, whereas the right part denotes the bountiful sea. The eco mark signifies that environmental friendliness will bring about the ocean's bounty, and in turn, translate into people's healthy and energetic lives and a hopeful future.

Marked Products

All Nissui-branded products are within the scope of being marked with "Mirai-no Umie"; products can bear the eco mark when environment-friendly efforts have been made in their containers and packaging. Marking-related environmental friendliness criteria are prescribed in Nissui's "[Container/Packaging Selection Guidelines](#)" as well as marking criteria for the "Mirai-no Umie" mark.

Marking Criteria and Example of Presentation (One Example)

The eco mark is displayed on the individual packaging, label, etc. of the product along with a description of their environmental friendliness in concrete terms, such as "plastic usage has been reduced in this tray (xx% less than before)."

Reduce	Plastics reduced (film, tray, etc.)		
	Tray-less		
Replace	Plant-derived materials used		
	Recycled materials used		
	Plastics replaced with paper		
Recycle	Non-aluminum-metallized film		
	Plant-derived ink		

Product Bearing "Mirai-no Umie" Mark (One Example)



GOOD FOODS Award – Environmental Award

In FY2022, the Nissui Group established a new “Environmental Award” as part of the GOOD FOODS Award, the Group’s internal award system. This award is given to Group business offices and plants that have made outstanding environmental efforts to achieve the goals of the Medium-Term Management Plan “GOOD FOODS Recipe2” and the long-term vision “GOOD FOODS 2030.” It aims to support the Group’s efforts to reduce its environmental impact and to motivate each and every employee.

FY2022	FY2023	FY2024
Nissui Anjo Plant Thai Delmar Co., Ltd.	Not applicable	Nissui Logistics Corporation Thai Delmar Co., Ltd.

Selection criteria

1. Reduction of CO₂ emissions
2. Reduction of plastic waste
3. Improvement of quantitative indicators for environmental issues other than those in 1 and 2 above

Decarbonized Society

Initiatives for TCFD Recommendations

Disclosure of Information Based on TCFD Recommendations

The basic corporate stance of Nissui, whose business relies on the bounty of nature, is to respect natural resources and interact with the earth and sea with gratitude. Conservation of the global environment is indispensable for business continuity, among others. In November 2021, Nissui declared its support for recommendations by the Task Force on Climate-related Financial Disclosures (TCFD) and joined the TCFD Consortium (Now reorganized as the GX Future Consortium) with the understanding that tackling climate change is an important management issue. We will identify the risks and opportunities related to climate change, assess the impact on businesses as well as financial effects through scenario analysis and take countermeasures to enhance business sustainability.

We will also disclose information in line with the TCFD recommendations on four disclosure elements, i.e., “governance,” “strategy,” “risk management,” and “metrics and targets.”

Participation in External Initiatives >

Governance

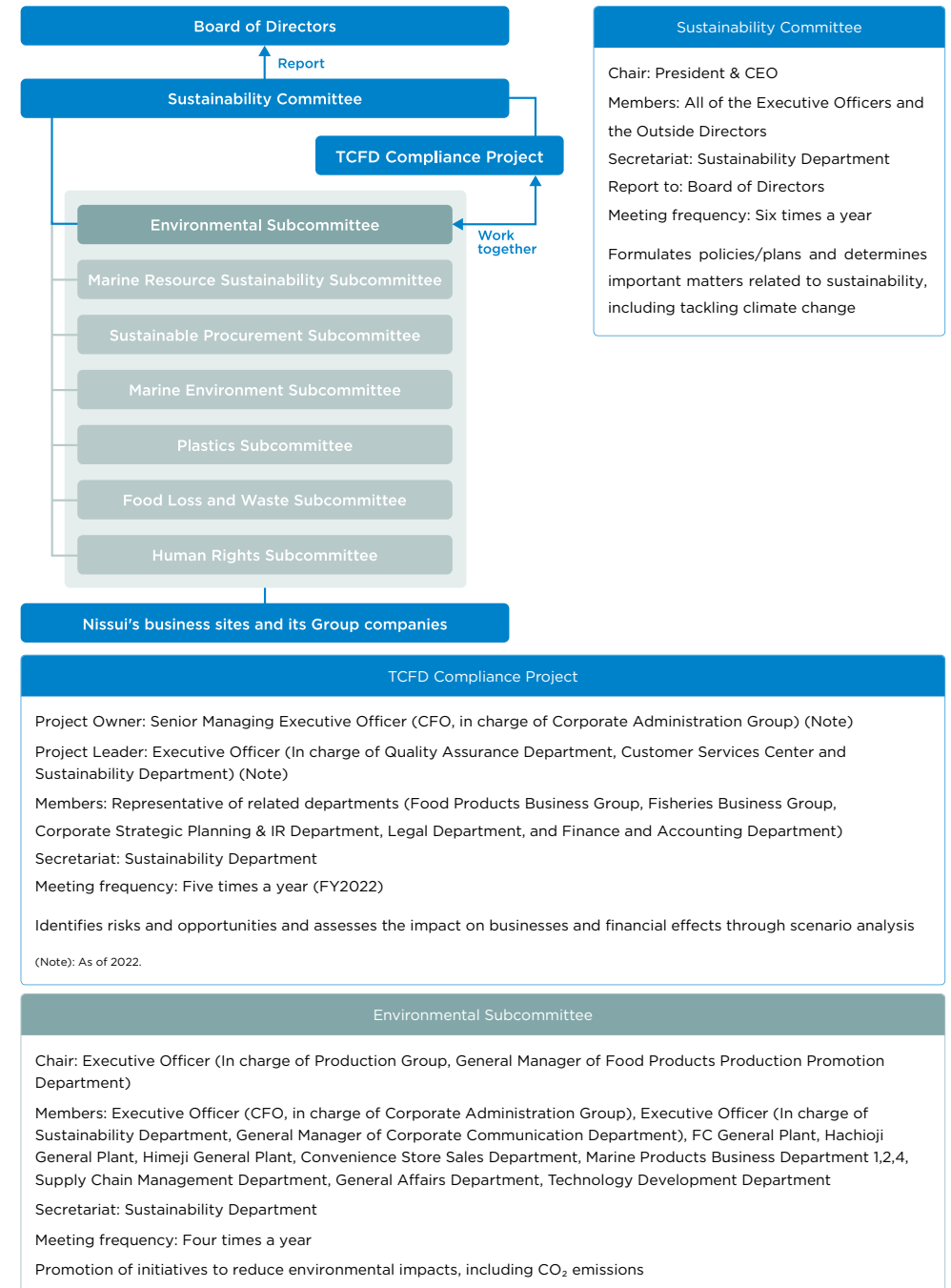
The Nissui Group is promoting sustainability management aimed at realizing sustainable growth and higher corporate value. As an organization serving as its driving force, Nissui established the Sustainability Committee, which consists of all Executive Officers and Outside Directors and is chaired by the President & CEO.

In each of the eight subcommittees set up on a theme-by-theme basis under the Sustainability Committee, the subcommittee's chairperson (i.e., Executive Officer) designated by the Committee's chairperson and members appointed by the subcommittee's chairperson address each sustainability-related issue in a cross-departmental manner. At the meeting of the Sustainability Committee, which is convened six times a year, specific targets, policies and measures for sustainability-related issues are examined based on reports and proposals made by each subcommittee, and the Board of Directors' opinions and advice are reflected in its initiatives through periodic reports made to the Board of Directors.

In regard to the climate change problem, risks and opportunities are analyzed and countermeasures are studied in the “TCFD Compliance Project,” which was launched in FY2021 as a cross-departmental project in which the CFO serves as the project owner. Findings of its studies are reported to the Board of Directors following deliberation at the Sustainability Committee, and the Board of Directors' opinions and advice are reflected. A meeting of the TCFD Compliance Project was convened five times in FY2022.

As for measures to mitigate climate change, such as reducing CO₂ emissions, the Environmental Subcommittee under the Sustainability Committee promotes initiatives of the Nissui Group as a whole.

Also, Nissui revised its officers' compensation system in FY2022 to fulfill its vision targeted in 2030 and its management plan, adding the level of achievement of non-financial (sustainability) targets—such as the sustainability of marine resources and the reduction of CO₂ emissions at the Nissui Group's business locations—to the list of performance indicators for Directors' variable compensation component.



Strategy

In FY2021, Nissui conducted an analysis of two climate change scenarios based on the TCFD recommendations with respect to the Fisheries Business Group and the Food Products Business Group, identified climate change risks and opportunities, assessed the financial impact and looked into countermeasures against them. We will take countermeasures against significant risks and opportunities that have been clarified to help reduce risks and steadily seize opportunities in pursuit of a climate change resilient state.

Overview of Scenario Analysis in Strategy >

Risk Management

Nissui has established the risk management rules to prevent risks that may hinder business activities from arising, minimize the occurrence of losses and make best efforts to preserve its management resources and continue its businesses. The Risk Management Committee, which is chaired by the President & CEO, builds and operates a risk management system and periodically makes reports to the Board of Directors. Significant business risks, including the impact of climate change (global temperature rise), are deliberated and updated by the Board of Directors each year.

Risk Management >

Business Risks >

Metrics and Targets

In its long-term vision “GOOD FOODS 2030,” the Nissui Group has presented its aim to reduce total CO₂ emissions by 30% in 2030 compared to the FY2018 level and realize carbon neutrality by 2050. To fulfill the target on a Group-wide, global scale, we will engage in initiatives proactively by formulating a CO₂ emissions reduction plan, such as implementing energy-saving measures at each business location, replacing equipment with highly efficient units with low energy usage, and using renewable energy sources. We calculated Scope 3 emissions by dividing emissions into 15 categories in accordance with the guidelines by the Ministry of the Environment, which are consistent with the Greenhouse Gas Protocol. Going forward, we will pursue greater accuracy of data, look into ways to reduce Category 1 emissions—which are large in volume—and make other such efforts to further promote the reduction of CO₂ emissions in the Nissui Group. Furthermore, we will promote initiatives also with respect to wild-caught marine resources to be procured, plastics, food loss and waste, water, etc. by announcing their respective targets and measures to realize sustainable use.

CO₂ Emissions (Scope 1, 2)

Targets and Results >

Reduction of CO₂ Emissions >

Reducing Environmental Impact >

CO₂ Emissions (Scope 1, 2) Reduction Target: Compared to FY2018/Total Emissions

Nissui Group will aim to reduce CO₂ emissions by 20% by 2027 and 30% by 2030 and achieve carbon neutrality by 2050.

Targets and Measures to Realize Sustainable Use

Long-Term Vision and Medium-Term Management Plan >

Targets and Results >

Reduction of CO₂ Emissions >

Reducing Environmental Impact >

ESG Data > E: Environmental Data >

Overview of Scenario Analysis in Strategy

The Nissui Group conducted a climate change scenario analysis in accordance with the TCFD recommendations. We analyzed the entire expanse of our value chain, examining the Marine Products Business, the Food Products Business and the Fine Chemicals Business. The latter was added to the scope in FY2022. Using a 1.5°C/2°C temperature-rise scenario and a 4°C temperature-rise scenario for the world, we identified the risks and opportunities, assessed the financial impact in 2030 and looked into countermeasures against them.

As a result, we found that in the 1.5°C/2°C scenario, operating costs attributable to the introduction of carbon tax serve as an obstacle to business growth, but efforts to proactively reduce greenhouse gas emissions and improve the efficiency of production activities and the acquisition of new customer demand can translate into business growth. In the 4°C scenario, we found that the physical risks associated with the increasing severity of natural disasters serve as an obstacle to business growth, giving rise to the need to minimize the impact on earnings by dealing with such risks through initiatives to make the aquaculture business more sophisticated. Moving forward, we plan to proceed with analysis by expanding its scope to include other businesses.

Definition of Scenarios' Outlook of the World

In the scenario analysis, the outlook of the world in the two scenarios was defined by referring to RCP2.6 (a scenario in which temperature rise is below 2°C) and RCP8.5 (a scenario in which temperature rise is 4°C) by the United Nations' Intergovernmental Panel on Climate Change (IPCC) and the scenario by the International Energy Agency (IEA).

Scenario	Description of Outlook of the World
1.5°C/2°C scenario (RCP2.6)	• Social demand for decarbonization leads to tougher regulations and stronger requests to take action for decarbonization targeting the corporate sector and value chains as a whole • Social demand for decarbonization gives rise to the need to procure raw materials produced through carbon-free processes and engage in sustainable fishery and aquaculture operations • Due to changes in preferences among consumers and retailers, low-carbon manufacturing/products and transaction and sale of items from sustainability-conscious sources are required
4°C scenario (RCP8.5)	• In conjunction with the increasing severity of natural disasters, aquaculture, manufacturing, logistics and other business sites are at a higher risk of being struck by disasters, and there is a higher risk of suspension of supply/operation, etc. in the event that they are struck by disaster • Changes in flora and the marine environment brought about by the increasing severity of natural disasters and the rise in temperature lead to a higher risk of the harvest of crops and the catch /production volume of marine resources decreasing • Frequent occurrence of natural disasters leads to higher demand for disaster foods, and changes in temperature lead to deterioration in people's health, making them want more products that meet their needs in terms of health

1.5°C/2°C Scenario

Risks / Opportunities	Classification	Main risks and opportunities that are expected	Impact on business	Timing of impact	Financial impact	Main countermeasures
Transition risk	Regulations	Impact of tougher environmental regulations	Increase in costs of dealing with introduction of carbon pricing	Medium-term	High	- Set emissions reduction target for each business location - Introduce renewable energy sources more widely, invest in energy-saving equipment - Reduce plastics in containers and packaging - Execute modal shift and improve transportation efficiency - Reduce food loss and waste - Consider introducing ICP (Note 1)
			Increase in costs of dealing with tougher regulations on energy-saving, greenhouse gas emissions, etc.			
			Growing requests to become HFC-free due to tougher regulations against HFCs	Medium-term	High	Switch to natural refrigerants
	Reputation	Deterioration in reputation among investors and financial institutions in cases where action against climate change is inadequate	-	Medium-term	High	- Set CO₂ emissions reduction target, including emissions up to Scope 3 - Proactively disclose information on action against climate change
Opportunities	Products and services	Changes in consumers' purchasing behavior (greater environmental awareness, consideration for sustainability)	Increase in demand for sustainability-conscious products	Short-term	High	- Continue to conduct survey on status of procured marine resources - Handle more environment-friendly products and certified products
			Increase in demand for alternative protein sources due to growing demand for low-carbon products	Medium-term	High	Develop and expand alternative protein products
			Increase in demand for marine resources as a low-carbon food source	Long-term	Medium	Conduct LCA (Note 2) and proactively disclose information
	Resource efficiency	Reduction of operating costs by implementing energy-saving technology and adopting renewable energy and fuel substitution	Reduction of operating costs through reduction and streamlining of energy consumption	Medium-term	Medium	Support for energy-efficient and energy-saving equipment

Timing of impact was divided into short-term (within 3 years), medium-term (3 to 10 years) and long-term (10 to about 20 years).

(Note 1) ICP: Internal Carbon Pricing

(Note 2) LCA: Life Cycle Assessment

4°C Scenario

Risks / Opportunities	Classification	Main risks and opportunities that are expected	Impact on business	Timing of impact	Financial impact	Main countermeasures
Physical risk	Acute	Increase in business suspension risk and administrative costs due to increasing severity of wind and flood disasters	Damage due to manufacturing/logistics sites being struck by disaster	Medium-term	Medium	- Hedge risks by dispersing bases - Review the content of insurance to prepare against physical damage - Review BCP and conduct in-house drills
			Damage due to destruction of aquaculture facilities	Short-term	Low	- Introduce submergible fish cages and reinforce facilities - Predict red tide and minimize damage - Enhance land-based aquaculture solutions
		Procurement risk of raw materials (rice, chicken) due to abnormal climate	Higher cost of procurement of raw materials	Short-term	Medium	Reduce risks by dispersing places of production and diversifying suppliers
			Decrease in catch, and higher cost of procurement of raw materials	Long-term	Low	- Securing inventories of fish oils that are a source of EPA (Japanese anchovy) - Development of alternative materials (post-EPA)
	Acute + Chronic	Business suspension risk of drought	Drought damage at aquaculture sites	Short-term	Medium	Identification of high-risk sites, transfer to other sites and reinforcement of equipment
			Drought damage to manufacturing/logistics sites	Short-term	Medium	- Restriction of water use, use of well water - Scattering of sites over multiple locations to hedge risk
	Chronic	Procurement risk of marine resources due to changes in marine environment	Decrease in catch of wild-caught fish and farmed fish	Medium-term	Low	- Build procurement networks - Enhance land-based aquaculture solutions - Develop high-temperature-tolerant breeds and explore places suited to aquaculture
			Decrease in catch and increase in procurement cost of fish serving as the ingredient for aquaculture feed	Medium-term	High	Develop alternative feed (low-fishmeal formula feed)

Risks / Opportunities	Classification	Main risks and opportunities that are expected	Impact on business	Timing of impact	Financial impact	Main countermeasures
Opportunities	Products and services	Increase in demand through products and services for dealing with disasters and climate change	Increase in aquaculture demand in association with decrease in natural resources	Short-term	High	- Enhance land-based aquaculture solutions - Develop high-temperature-tolerant breeds and explore places suited to aquaculture
			Decrease in costs based on smart aquaculture solutions	Short-term	Medium	Improve efficiency and save labor by utilizing AI and IoT
		Greater awareness of health in association with temperature rise	Increase in demand for products that meet demand for health	Short-term	Medium	- Expand sales of products in the field of health - Pursue functionality of marine products

Timing of impact was divided into short-term (within 3 years), medium-term (3 to 10 years) and long-term (10 to about 20 years).

Impact of Carbon Pricing

For carbon pricing, whose impact was particularly large in terms of financial impact, estimates were made on the premise of the following basis of calculation.

Future CO₂ emissions (Scope 1, 2) were calculated based on the sales forecast for 2030, and the amount of impact in terms of operation cost was calculated by multiplying it with the carbon price according to IEA's forecast with respect to each scenario, i.e., 2°C scenario and 4°C scenario (Note 1). This revealed that a reduction in total CO₂ emissions by 30%, which is our target for 2030, will translate into a Group-wide reduction amounting to 5.60 billion yen in the 2°C scenario and 1.74 billion yen in the 4°C scenario.

2°C Scenario		4°C Scenario	
Without Countermeasures (Note 2)	With Countermeasures (Note 3)	Without Countermeasures (Note 2)	With Countermeasures (Note 3)
-10.65 billion yen	-5.05 billion yen	-3.31 billion yen	-1.57 billion yen

Carbon tax: Assumed to be USD135/t-CO₂ in the 2°C scenario and USD42/t-CO₂ in the 4°C scenario, assuming an exchange rate of USD1.00=JPY150 in both scenarios (Note 1): IEA World Energy Outlook 2023
 (Note 2): With respect to Scope 1 and Scope 2 emissions, per-unit CO₂ emissions released are assumed to be at a similar level as in the base year, i.e., FY2018.
 (Note 3): With respect to Scope 1 and Scope 2 emissions, CO₂ emissions are assumed to be reduced by 30% from the FY2018 level through the achievement of the 2030 target.

Evaluation of Impact on Natural Marine Resources (Japanese anchovy and Alaska pollock)

In FY2022, the Nissui Group used a model from the United Nations Food and Agriculture Organization (FAO) to evaluate expected changes in allowable catch of two important fish species that the Group sources in large quantities. Two scenarios were developed and applied to Japanese anchovy and Alaska pollock, to assess allowable catch of each in 2030 and 2050. In the 1.5°C scenario, allowable catch for both species was forecast to decrease slightly in 2030 and 2050. In the 4°C scenario, allowable catch for Japanese anchovy was forecast to decrease both in 2030 and 2050, while allowable catch for Alaska pollock was forecast to increase slightly in 2030 but to increase more significantly in 2050. Because the change in allowable catch in 2030 was modest, it was confirmed that impact on the Group's finances would be modest. However, because the degree of change in allowable catch in 2050 was relatively high, a concerted response was deemed to be necessary. This need was particularly pronounced for Japanese anchovy, which was forecast to decline.

Degree of change in allowable catch (Note)

Species	Fishing ground	1.5°C/2°C		4°C	
		2030	2050	2030	2050
Japanese anchovy	Peru	↘	↘	↓	↓
Alaska pollock	Alaska	↘	↘	↗	↑

Decrease of less than 5% ↘, Decrease of 5–25% ↓, Decrease of over 25% ↓↓
 Increase of less than 5% ↗, Increase of 5–25% ↑, Increase of over 25% ↑↑

(Note): Nissui estimates based on "Impacts of climate change on fisheries and aquaculture (2018)," United Nations Food and Agriculture Organization (FAO)

Evaluation of Water Risk

A number of global standards are available for evaluating water risk. In FY2021 the Nissui Group used Water Risk Filter, a standard developed by the World Wildlife Fund (WWF), to evaluate manufacturing and logistics sites in Japan overall. In FY2022, the Group applied Aqueduct, a standard of the World Resources Institute (WRI), to evaluate individual manufacturing and logistics sites in and outside Japan. Regarding opportunity loss from production shutdowns due to water damage, the flood depths specified in Aqueduct for the locations of each site were used to identify the number of days of production shutdown and the degree (percentage) of inventory damage at each site; this information was then used to calculate the financial impact of water damage. The results confirmed that the level of financial impact was intermediate. Regarding water stress (drought), it was identified that one production site in Thailand corresponded to the extremely high level, and that one production site in South America was located in a region subject to a high level of water stress. At the site corresponding to the extremely high level, measures are being implemented to improve water-use efficiency, implement facility improvements, and promote the recycling and reuse of water. Going forward, the Group will continue to implement measures to reduce water use and explore ways of refining methods of evaluating water risk.

Results of flood risk evaluation using Aqueduct (number of sites)

Degree of flooding	1.5°C/2°C		4°C	
	Rivers	Shorelines	Rivers	Shorelines
0m	64	67	64	67
0-0.5m	12	8	13	9
0.5-1m	8	7	7	6
1-2m	0	2	0	2
	84	84	84	84

Results of evaluation of drought risk using Aqueduct (number of sites/water use)

Drought level	1.5°C/2°C, 4°C	
	Number of sites	FY2025 Water use (thousand m ³)
Low	34	768
Low-medium	25	2,506
Medium-high	23	8,661
High	1	21
Extremely high	1	170
	84	12,126

Reflection in Strategy

In response to the scenario analysis results, Nissui has been reflecting the countermeasures —starting with high-priority ones— in its Medium-Term Management Plan “GOOD FOODS Recipe2,” to ensure consistency with its strategy.

Basic strategies		Item	Description
Strengthen Business Portfolio	Accelerate Global Expansion	Business growth centering on the U.S. and Europe	- Enhance ability to access resources - Improving sustainability reporting transparency - Expand sale of alternative protein products
	Open Up New Businesses and Business Boundary Areas	Society-enriching growth through innovative food solutions	- New business development (Algae-Related and Waste Upcycling Projects) - Pursue functionality of materials - Advancement of aquaculture technologies
	Promote Digital Transformation (DX)	Institutionalization of operational efficiency	- Refine aquaculture business model - Shift to smart factories
Deepen Sustainability Management	Strengthen Linkage between Sustainability and Business Strategies	Reduction of greenhouse gas emissions	- Switch fuels, utilize renewable energy sources, promote energy-saving and promote modal shift - Refine aquaculture business model - Shift from designated CFCs to natural refrigerants - Expand alternative protein products
		Reduction of plastics	- Reduce plastics in containers and packaging - Suppress release of waste plastics associated with business activities - Reduce plastics in distribution materials, promote recycling
		Sustainable use of marine resources	- Survey on sustainability of marine resources - Enhance acquisition rate of various marine eco-label certifications and expand handling of certified raw materials
		Boosting appeal in terms of health	- Expand products in the field of health - Pursue functionality of materials

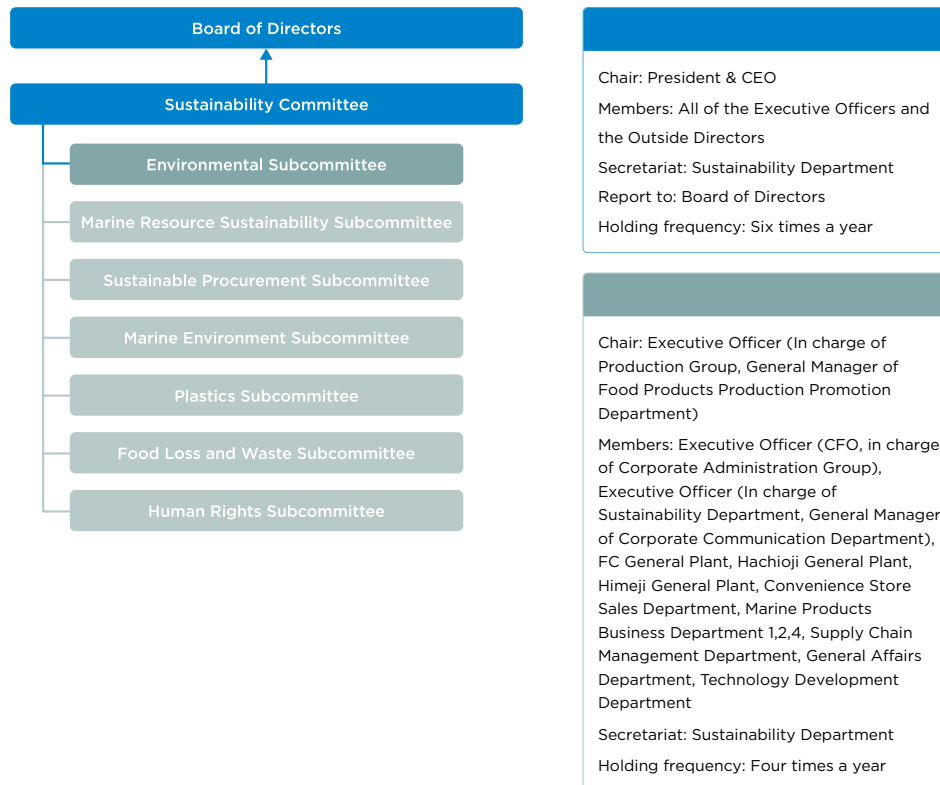
Medium-Term Management Plan “GOOD FOODS Recipe2” [>](#)

Reduction of CO₂ Emissions

Climate change poses risks that can disrupt a wide range of business activities, such as the destabilization of raw material supply due to global warming and impacts on production and logistics from extreme weather events. The reduction of CO₂ emissions, which account for the majority of greenhouse gases, represents a critical challenge in mitigating climate change. The Nissui Group regards the reduction of CO₂ emissions as a medium- to long-term priority, and is promoting initiatives from the perspectives of business continuity and social responsibility toward achieving carbon neutrality by 2050.

Promotion Framework - The Environmental Subcommittee

The Environmental Subcommittee is convened with the purpose of reducing environmental impact and responding to climate change throughout the Nissui Group. The content of discussions and progress by each department toward environmental targets are reported to the Sustainability Committee.



Targets and Results

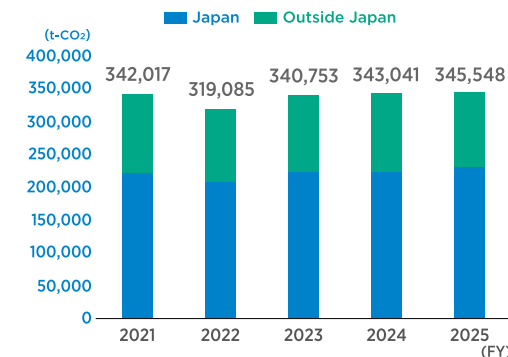
The targets and results under the long-term vision, "GOOD FOODS 2030," and in the Medium-Term Management Plan, "GOOD FOODS Recipe2" are as follows.

Indicators	Scope	Results	KPIs	
		FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
CO ₂ emissions (Scope 1, 2) (Base year: FY2018; total amount) (Note1)	Nissui Group	Reduced by 7.7%	Reduce by 20%	Reduce by 30%
Achieve carbon-neutral in 2050		-	-	-
Refrigerants containing CFCs/HCFCs (Note2)		- Japan: Possession of refrigerants with CFC, HCFC 27.0% - Outside Japan: Companies possessing refrigerants with CFC, HCFC 3/15 companies	-	Zero use of refrigerants with CFC, HCFC
Renewable energy ratio (percentage of electricity consumption)		16.1%	-	40%

(Note 1): Reflecting structural changes resulting from the integration of Group companies, we recalculated the FY2018 figures, which serve as the base year for our targets.

(Note 2): Possession of refrigerants containing CFCs/HCFCs is calculated differently for data from Japan and outside Japan.

CO₂ Emissions



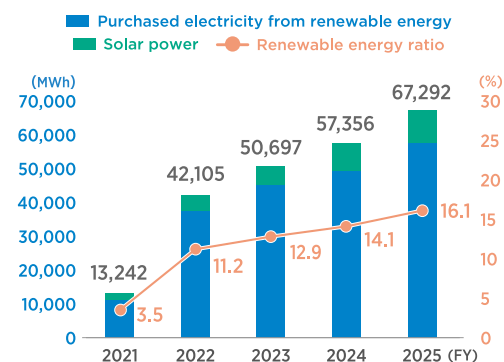
Initiatives to Reduce CO₂ Emissions

Renewable Energy

The Nissui Group is expanding the use of renewable energy sources toward achieving carbon neutrality by 2050. We explore every feasible opportunity to install solar power generation facilities and promote the use of electricity derived from renewable energy sources through Power Purchase Agreements (PPAs) (Note) and other arrangements. We are also working on utilizing biomass fuel derived from fish oil.

(Note) PPA: Power Purchase Agreement. A company enters into an agreement to purchase electricity derived from renewable sources from a supplier rather than investing its own capital.

Renewable Energy Consumption



Solar Power Generation Facilities (Thai Delmar Co., Ltd.)



Solar Power Generation Facilities (Nippon Delica Service Co., Ltd., Iseaki Plant)



Fish Oil-Fueled Boiler (Fine Chemicals General Plant Kashima No.1 Plant)

ESG Data > E: Environmental Data >

Reduction/Control of CO₂ Emissions at Production Plant

[Control Methane Emissions through Biomass Electricity Generation]

Nissui's Hachioji General Plant produces frozen foods, surimi-based products, and seasonings. In FY2018, the plant significantly enhanced its wastewater treatment system by introducing an anaerobic ozone treatment facility to complement the existing enzymatic wastewater treatment facility. However, the wastewater treatment process at this facility resulted in the production of methane gas, which has a much greater greenhouse effect than CO₂. To counter this, Nissui embarked on a biomass electricity generation initiative, capturing the methane produced in the treatment process and using it to fuel power generators. This innovative step not only adds value to the wastewater treatment process, but also plays a critical role in preventing global warming by reducing methane emissions into the atmosphere. This proactive approach is expected to reduce methane emissions by an estimated 2,380 t-CO₂ equivalent annually.



Biomass Electricity Generation at the Hachioji General Plant

[Effective Use of Thermal Energy]

The Nissui Group promotes the effective utilization of thermal energy generated during production processes. By recovering waste heat from production equipment and using it for purposes such as heating water supply, we aim to reduce overall energy consumption. We are also working to improve insulation by installing insulation jackets to suppress heat loss from equipment and piping.



Improved Thermal Insulation Through the Use of Insulation Jackets

Reduction of CO₂ Emissions during Transportation

Carry Net Co., Ltd., which is one of the Nissui Group companies in Japan, is a transportation company with twelve sales offices (excluding the head office) across Japan. Its role is to deliver Nissui products to our business partners on a daily basis. Centering on frozen transport, Carry Net is capable of executing transportation adapted to all temperature zones such as cold and ambient temperatures. It not only performs deliveries in the respective local areas of its sales offices but also carries out wide-area transportation across Japan by utilizing its fleet of vehicles as well as networks based on its partnership with collaborating companies.

[Modal Shift (Utilization of ferries and other non-international coastal trading vessels)]

Carry Net is making efforts to reduce CO₂ emissions by performing transportation utilizing ferries.

In FY2021, Carry Net's modal shift plan between Kanto and Fukuoka was approved as a plan for advancement of integration and streamlining of distribution business under the provisions of the Act on Advancement of Integration and Streamlining of Distribution Business of the Ministry of Land, Infrastructure, Transport and Tourism. This plan involves shifting part of our truck transportation to marine transportation using RORO vessels (Note) that primarily transport cargo, operated by our partner MOL Ferry Co., Ltd. This enables us to reduce ground transportation distance from approx. 1,100 km to approx. 120 km and CO₂ emissions by 71%. In addition, the time required for a driver to be on the road can be reduced by 87.4%.

Implementation Routes in FY2025

Section	Number of boarded vessel services subject to modal shift	CO ₂ emissions reduced (t-CO ₂)
Between Kansai and Fukuoka 460km	1,865	1,856
Between Kanto and Fukuoka 1,100km	448	1,006
Between Kanto and Kansai 510km	967	910
Others	75	53

(Note) RORO vessels (Roll-on/Roll-off ship): A cargo ship with a deck for vehicles, designed to carry loaded trucks and trailers as they are.



Specialized Carry Net Truck Boarding a MOL Ferry RORO Vessel

[Trailer Transportation]

Carry Net executes mass transportation based on trailer transportation (Note 1) between frozen food plant depots. Carry Net also conducts switch operation (Note 2), which helps improve drivers' working environment as well.

(Note 1) Trailer transportation: Capable of loading approx. 1.3 times more cargo than large vehicles. Can load 40 sheet pallets.

(Note 2) Switch operation: Operation by switching the head and the trailer.

[Utilization of Double-Deck Trucks]

Double-deck trucks make it possible to realize diversified transportation through partitioning (e.g., frozen temperature in the front compartment and chilled or ambient temperature in the rear compartment), and optimize the inside of the vehicle according to customers' needs. For the transportation of products in different temperature zones, multiple vehicles had to be organized by temperature zone in the case of conventional trucks, whereas with double-deck trucks, the number of vehicles can be reduced by transporting them at once.

[Introduction of COOL Hybrid]

Ten large COOL Hybrid trucks (manufactured by Hino Motors) were introduced in June 2024. Electric energy is stored in batteries and converted into energy for refrigeration and driving, thereby reducing CO₂ emissions from large vehicles.

[Introduction of an EV Truck]

In January 2026, we introduced one EV truck as an in-plant vehicle in the Hachioji General Plant. This environmentally friendly vehicle, which can run on electric energy, will contribute to the reduction of CO₂ emissions and noise.

Reduction of CO₂ Emissions through Eco-cars: Introduction of Eco-Cars into Company Sales Fleet

Nissui has been promoting the introduction of hybrid vehicles, PHVs and EVs (Note) in its sales fleet in an effort to reduce CO₂ emissions. Nissui's targets and results of the introduction of eco-cars as a percentage of its sales fleet are as follows.

(Note) PHV: Acronym for Plug-in Hybrid Vehicle. PHV is a hybrid vehicle that can be charged by using an external power source and has a large battery capacity. Even when charged by electricity alone, PHV is capable of traveling longer distances than conventional hybrid vehicles. EV: Acronym for Electric Vehicle.

Status of Introduction of Eco-Cars

Indicators	Scope	Results			Target by 2030
		FY2023	FY2024	FY2025	
Introduction of hybrid vehicles	Nissui Corporation	95.1%	95.5%	96.6%	100.0%
Introduction of PHVs/EVs		1.0%	0.5%	0.6%	10.0%

Field Testing Begins for Aquaculture Feed Boat Equipped with Hydrogen Fuel Cells

The "ZERO-E Kurose" aquaculture feeding vessel, equipped with hydrogen fuel cells, was completed and field testing began on October 16, 2025. The vessel was developed as part of the "Development and Field Testing of an Aquaculture Feed Boat Using Hydrogen Fuel Cells for Use in Fish-farming" project in which Kurose Suisan Co., Ltd., a Nissui Group company, participates. Japan's Fisheries Agency selected this initiative in 2023 under the "Aquaculture Synergy Business Creation Project" program. Three organizations are pursuing the project: the Fishing Boat and System Engineering Association of Japan, the Japan Fisheries Research and Education Agency (FRA), and Kurose Suisan. The project aims to help make aquaculture a growth industry and advance decarbonization by shifting the fuels used to power aquaculture vessels from fossil fuels to non-fossil fuels such as hydrogen. Through development and field testing of the feeding vessel, the project will advance the transition to carbon-neutral aquaculture and identify issues for wider adoption. This represents an important initiative in terms of building a sustainable fisheries sector in which greenhouse gas emissions from boats are reduced, and the Nissui Group will continue to proactively undertake development of this type of new technology in the future.





Eliminating the Use of CFCs and HCFCs in Refrigerants

Nissui has been making group-wide efforts to review the use of refrigerants. Besides setting a target of reducing the use of CFCs and HCFCs to zero by FY2030, Nissui has also adopted a policy of ensuring that, for the main types of freezing and refrigeration equipment used by Nissui itself, 100% of newly-adopted equipment will use only natural refrigerants. Some examples of these, such as replacement with natural refrigerants utilizing government subsidized projects and new introduction of natural refrigerants, are as follows.

	Number of introduced cases	Example of introducing business location	Example of subsidy name	Example of natural refrigerant type	CO ₂ emissions reduced (t-CO ₂)
FY2023	3 cases	Nissui Logistics Corporation, etc.	Reiwa 5th fiscal year Subsidies for CO ₂ Emission Reduction Countermeasures Projects "Project to Accelerate Introduction of Energy-saving Natural Refrigerant Equipment for Early Realization of HFC-free/Low Carbon Society"	CO ₂ /NH ₃	719
FY2024	2 cases	Nissui Logistics Corporation, etc.	Reiwa 6th fiscal year Subsidies for CO ₂ Emission Reduction Countermeasures Projects "Project to Accelerate Introduction of Energy-saving Natural Refrigerant Equipment for Early Realization of HFC-free/Low Carbon Society"	CO ₂ /NH ₃	428
FY2025	2 cases	Nissui Logistics Corporation, etc.	Reiwa 7th fiscal year Subsidies for CO ₂ Emission Reduction Countermeasures Projects "Project to Accelerate Introduction of Energy-saving Natural Refrigerant Equipment for Early Realization of HFC-free/Low Carbon Society"	CO ₂ /NH ₃	598

Biodiversity

Initiatives for TNFD Recommendations

TNFD Report

TNFD Report 2025



TNFD Report 2025 (PDF) (22.6MB) 

Past reports



TNFD Report 2023 (PDF) (3.20MB) 

Disclosure of Information Based on TNFD Recommendations (Excerpt from the TNFD Report)

The Nissui Group recognizes the conservation of biodiversity as a vital management issue. The Group joined the Task Force on Nature-related Financial Disclosures (TNFD) Forum in September 2023, and registered as a TNFD Adopter in December 2023.

The Nissui Group has issued the “Nissui Group TNFD Report,” which organizes our dependencies and impacts on nature in our business activities, as well as the related risks and opportunities and our response measures, in accordance with the TNFD framework. The following is an excerpt from the report. For further details, please refer to the “Nissui Group TNFD Report.”

[Participation in External Initiatives >](#)

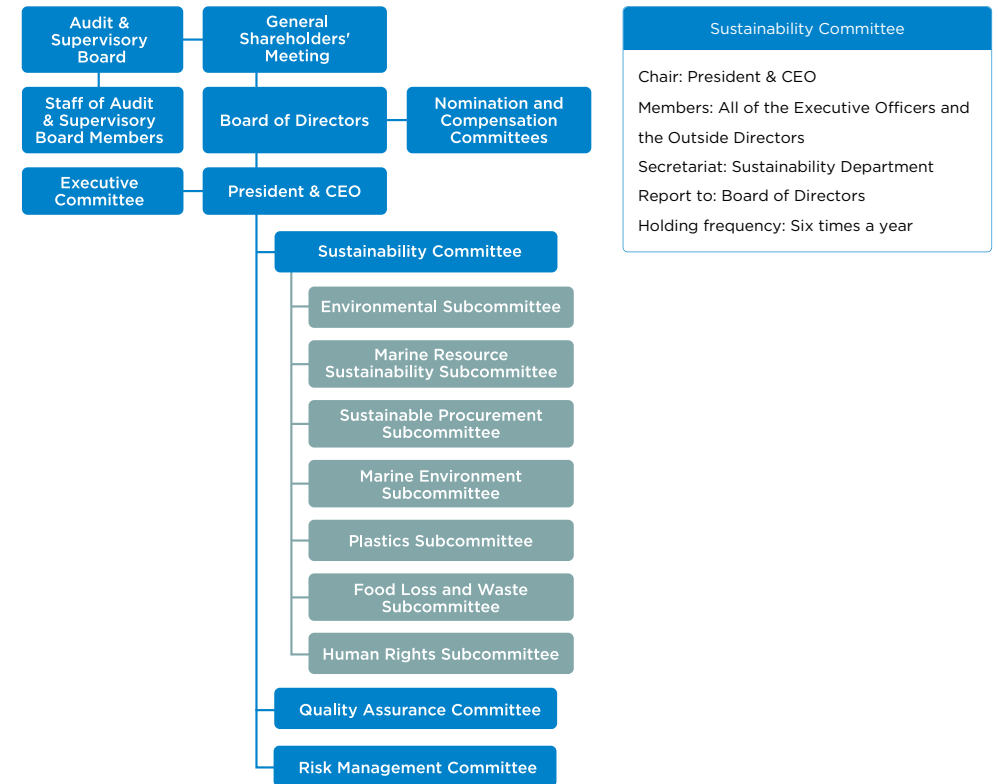
Governance

As an organizational framework to promote sustainability management aimed at achieving sustainable growth and enhancing corporate value, we have established a Sustainability Committee composed of all Executive Officers and Outside Directors, with the President serving as Chair.

With respect to responses to sustainability issues centered on climate change and biodiversity, as well as progress toward related targets, the Board receives regular reports on deliberations by the Sustainability Committee and exercises oversight. In addition, for investment projects, analysis of climate change and biodiversity risks (including response measures) and opportunities is mandatory, and decisions are examined from both financial and non-financial perspectives.

For each sustainability-related issue, cross-functional initiatives are undertaken within seven theme-based subcommittees under the Sustainability Committee, each consisting of a subcommittee chair (Executive Officers or higher appointed by the Committee Chair) and members appointed by the respective subcommittee chair. Initiatives related to biodiversity are planned and implemented within each subcommittee, and the results are reported to the Sustainability Committee.

At the Sustainability Committee, which is held six times a year, we consider specific targets, policies and measures related to sustainability issues based on reports and proposals from each subcommittee. In addition, through regular reporting to the Board of Directors, we reflect the Board's opinions and advice in these initiatives.



Strategy

Scoping of the evaluation

In selecting the target categories and scope of the assessment, we referred to the Science Based Targets Network (SBTN) High Impact Commodity List v1.1. “Wild capture seafood” and “farmed seafood,” which form the core of the Nissui Group’s value chain, are classified as High Impact Commodities. According to SBTN literature review, the drivers of impacts on nature for wild capture seafood include “marine ecosystem use,” “marine ecosystem change,” “other resource use,” “climate change,” and “marine pollution,” while for farmed seafood they include “marine ecosystem conversion,” “marine pollution,” and “climate change.”

In addition, we used the 2024 updated version of ENCORE (Note), an online tool recommended by TNFD, to narrow down the activities within the value chain to be assessed. As a result, we confirmed that fisheries and aquaculture business activities within our Group’s value chain have a high level of dependence on nature and the potential to exert significant impacts on nature. Accordingly, we selected “fisheries” and “aquaculture,” which are upstream processes with substantial direct interfaces with nature, as the scope of this assessment.

(Note) ENCORE: Exploring Natural Capital Opportunities, Risk and Exposure. A tool for evaluating dependence and impact on natural capital for each business sector and production process. Developed under the leadership of the Natural Capital Finance Alliance, in collaboration with UNEP-WCMC (United Nations Environment Programme World Conservation Monitoring Centre).

Identification of dependencies and impacts

Based on the actual operations and value chain of the Nissui Group, we assumed representative pathways of dependencies and impacts and conducted our own assessment. As a result, we organized the relationship between our dependencies on nature and our impacts on nature as follows.

To identify dependencies and impacts, online tools such as ENCORE are widely used. However, assessments conducted using online tools tend to remain at a general level common across industries, making it difficult to conduct analyses that sufficiently reflect the characteristics of our own business. Therefore, we place emphasis on assessments conducted internally.

Dependencies and impacts on nature

[Fisheries]

Items considered to be particularly important for our Group (activities associated with potentially medium to high dependencies on nature and impacts on nature)

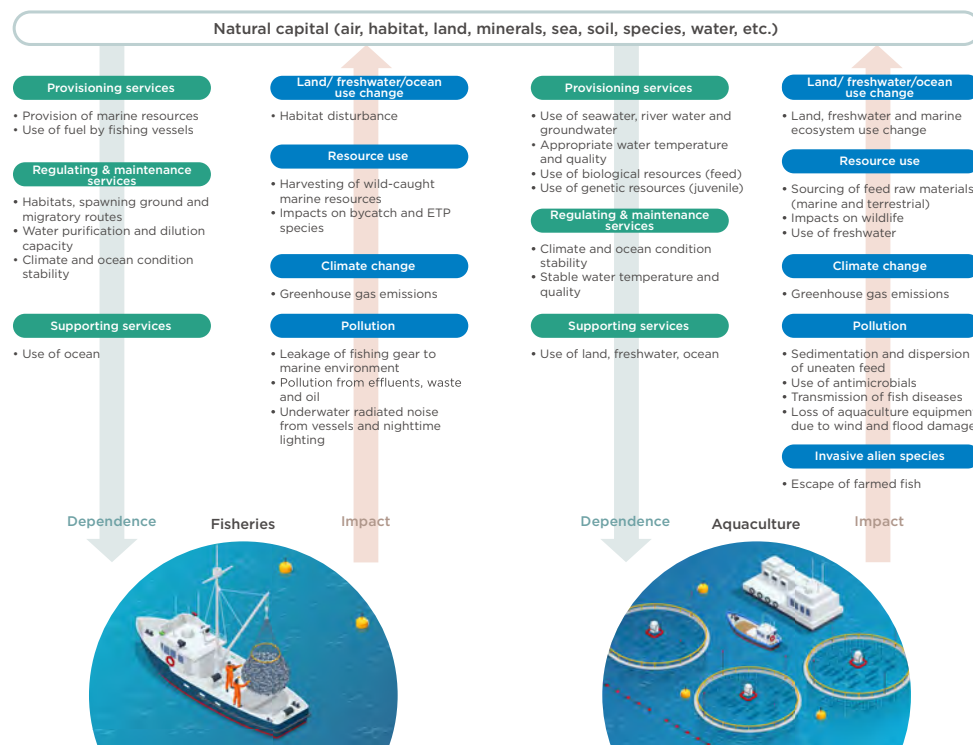
Dependencies/Impacts	Classification	Items (ecosystem services/impact drivers)	Description	Representative pathways and examples
Dependencies	Ecosystem services (supporting)	Use of marine areas	Dependence on environmental conditions of fishing grounds and the regenerative capacity of marine resources	Health of marine ecosystems and the maintenance of ocean conditions, spawning grounds and feeding grounds
	Ecosystem services (provisioning)	Provision of biological resources and genetic resources	Dependence on the regenerative capacity and genetic diversity of target resources	Health of stock abundance and age structure, and maintenance of genetic resources
	Ecosystem services (provisioning)	Use of fuel	Dependence on fossil fuels as fuel for fishing vessels	Use of heavy fuel oil
	Ecosystem services (regulating & maintenance)	Habitats, spawning grounds and migratory routes	Dependence on the integrity of critical habitats	Connectivity of coastal seagrass beds, tidal flats and coral reefs, and migratory routes
	Ecosystem services (regulating & maintenance)	Water purification and dilution capacity	Dependence on stable water quality, including transparency and dissolved oxygen	Operations in areas with low levels of eutrophication and pollution
	Ecosystem services (regulating & maintenance)	Climate and ocean condition stability	Dependence on stable ocean conditions	Impacts of climate change-driven shifts in resources and increased severe weather
Impacts	Climate change	Greenhouse gas emissions (fuel consumption)	Impact on global warming	CO ₂ emissions from fuel combustion by fishing vessels
	Land/freshwater/ocean-use change	Habitat disturbance	Physical disturbance of benthic habitats	Seabed contact by bottom trawl fishing
	Resource use/replenishment	Harvesting of biological resources (including overexploitation)	Potential to impair stock abundance and age structure	Overfishing
	Resource use/replenishment	Impacts on bycatch and ETP species	Capture and incidental mortality of non-target species	Bycatch of seabirds, marine mammals, etc.
	Pollution/pollution removal	Leakage of fishing gear into the ocean	Harm to marine organisms, habitat damage and plastic pollution	Loss and drifting of nets and ropes
	Pollution/pollution removal	Pollution (effluents, waste, oil, etc.)	Pollution of seawater and seabed sediments	Discharge of organic matter and solid waste, and leakage of fuel oil
	Pollution/pollution removal	Disturbance from noise, light, etc.	Behavioral impacts on sensitive species	Underwater radiated noise from vessels and nighttime lighting

[Aquaculture]

Items considered to be particularly important for our Group (activities associated with potentially medium to high dependencies on nature and impacts on nature)

Dependencies/ Impacts	Classification	Items (ecosystem services/impact drivers)	Description	Representative pathways and examples
Dependencies	Ecosystem services (supporting)	Land/ freshwater/ ocean-use	Dependence on the health of aquatic environments as production spaces	Environmental carrying capacity of coastal and marine areas/inland waters
	Ecosystem services (provisioning, regulating & maintenance)	Water supply and water quality (temperature, salinity, dissolved oxygen levels and transparency)	Strong dependence on a healthy aquatic environment	Quantity, quality, flow conditions and dilution capacity of water abstraction
	Ecosystem services (provisioning)	Provision of biological resources and genetic resources (juvenile and feed)	Dependence on the stable supply of juvenile and feed raw materials	Fishmeal and fish oil, plant-based raw materials, and juveniles
	Ecosystem services (provisioning)	Use of fuel	Dependence on fossil fuels for feeding operations and feed production	Use of heavy fuel oil and diesel oil
	Ecosystem services (regulating & maintenance)	Climate and ocean condition stability	Highly susceptible to extreme weather events and changing ocean conditions	High water temperatures, harmful algal blooms, typhoons and flooding

Dependencies/ Impacts	Classification	Items (ecosystem services/impact drivers)	Description	Representative pathways and examples
Impacts	Climate change	Greenhouse gas emissions (fuel, electricity and raw material supply chains)	Impact on global warming	Work vessels, aeration and transport
	Land/freshwater/ ocean-use change	Land, freshwater and ocean ecosystem use change	Impacts on ecosystems	Habitat conversion associated with facility installation
	Resource use/ replenishment, Land/freshwater/ ocean-use change	Impacts from the sourcing of feed raw materials (terrestrial and marine)	Pressure on resources and land associated with raw materials	Small pelagic fish stocks and forests in soybean-producing areas
	Resource use/ replenishment	Impacts on wildlife, including species of conservation concern	Interaction with wildlife and incidental mortality	Interactions with wildlife (marine mammals and birds) around aquaculture farms
	Resource use/ replenishment	Use of freshwater	Pressure on regional water resources	Abstraction of river water and groundwater
	Pollution/ pollution removal	Discharge of nutrients and organic matter	Eutrophication and deterioration of seabed conditions	Discharge of uneaten feed, excreta and other waste
	Pollution/ pollution removal	Use of veterinary medicines and chemicals	Water pollution and resistance risks	Veterinary medicines for aquaculture and antifouling agents for net pens
	Pollution/ pollution removal	Transmission of diseases and parasites	Impacts on surrounding marine areas and yield losses	Transmission of fish diseases to surrounding aquaculture farms
	Pollution/ pollution removal	Leakage of fishing gear into the ocean	Impacts on the marine environment and plastic pollution	Leakage of aquaculture floats into the ocean
	Pollution/ pollution removal	Solid waste (materials, uneaten feed, dead fish, by-products, etc.)	Impacts on ecosystems, landscapes and sanitation	Leakage and improper disposal of used materials
	Introduction/ removal of invasive alien species	Escape of farmed fish	Impacts on native species and genetic diversity	Escape during equipment damage or extreme weather events



Evaluate risks and opportunities

Focusing on the business characteristics of fisheries and aquaculture—namely, their strong dependence on, and potential impacts on, services provided by marine, riverine and coastal ecosystems—we organized nature-related risks and opportunities from a sector-wide perspective. This assessment considers uncertainties in the form of physical risks (changes in ecosystem services) and transition risks (changes in policy, regulation and markets), in line with the TNFD scenario analysis guidance. Given that quantitative nature-related scenarios are not yet sufficiently developed, we designed two assessment scenarios tailored to our circumstances by referring to the exploratory scenarios illustrated by TNFD and combining them with the assumptions of the climate scenarios (1.5°C/2°C and 4°C) that we use for our TCFD-aligned work. While this analysis is simplified and remains at an early stage as scenario analysis, it examines climate change and nature-related risks and opportunities in an integrated manner, consistent with the approach of leveraging existing frameworks while adapting them to our own context.

Scenario 1 depicts a world in which efforts toward nature recovery expand due to strengthened policies and regulations and rising interest among investors and consumers. Scenario 2 depicts a world in which the transition does not progress sufficiently, responses diverge by region, and nature degradation continues. By using these two scenarios, we introduce a range of assumptions regarding future pathways and structure the analysis to avoid undue bias in the consideration of risks and opportunities.

Scenario overview

Scenario (Note)	Outlook of the world	Key points on risks and opportunities
Scenario 1 TCFD: 1.5°C/2°C (RCP2.6) x TNFD #1 Ahead of the game	Decarbonization advances, and efforts to protect nature also expand. Environmental degradation occurs locally, but its impacts can be contained through appropriate management and measures. Changes in the environment • Institutional frameworks and markets become aligned, accelerating the expansion of nature-positive investment, products and procurement. • Localized degradation occurs, but major setbacks can be avoided through planned measures. • Traceability and certification become more widespread. Impacts on the business (fisheries and aquaculture) • In aquaculture, additional costs increase for water quantity and quality management and equipment upgrades, but these can be addressed in a phased and planned manner. • As certified seafood becomes more widespread and supply chain visibility improves, opportunities in high-value-added markets expand.	While an increase in compliance costs is expected due to strengthened requirements for nature-related disclosure, traceability and certification, appropriate responses to these requirements and the implementation of sustainable operations can create opportunities such as improved market access and enhanced recognition.
Scenario 2 TCFD: 4°C (RCP8.5) x TNFD #3 Sand in the gears	Nature degradation is rapid and severe. In addition, rules and measures across countries and industries are fragmented, making it difficult to advance effective responses. Changes in the environment • Coastal protective functions weaken, making flood and storm surge damage more likely to increase. Deterioration of river and marine water quality and higher water temperatures also become more frequent. • Rules and support measures differ by region, and companies tend to be preoccupied with short-term responses rather than long-term investment. • Abrupt deterioration is more likely to occur, and if responses lag behind, the cost burden increases significantly. Impacts on the business (fisheries and aquaculture) • In fisheries, fluctuations in stock abundance and the timing of fish migration increase. • In aquaculture, rising water temperatures and more frequent harmful algal blooms lead to reduced feeding efficiency, an increase in fish diseases and higher mortality rates. • Insurance underwriting restrictions and higher insurance premiums, as well as greater investment burdens for strengthening site protection, relocation or diversification of sites, and measures such as circular water use, are more likely to increase.	In fisheries, a major risk is a decline in procurement volumes and rising costs due to the depletion of marine resources. In aquaculture, higher water temperatures, deteriorating water quality, increased harmful algal blooms and fish diseases, and the intensification of storm surges and flooding are expected to lead to lower productivity, operational shutdowns, and increased insurance and disaster prevention investments. On the other hand, resilience-enhancing measures—such as health management of farmed fish and the circular use of freshwater—represent opportunities that can help mitigate impacts and strengthen cost resilience.

(Note): This scenario is an assessment scenario developed by our Group by independently referencing assumptions on temperature pathways related to climate change and the context (e.g., society and policy) of the nature-related scenarios presented by TNFD. It does not imply the existence of any "official scenario" that combines the two.

Main risks and opportunities for the Nissui Group

[Fisheries]

Risks/ Opportunities	Category	Main risks and opportunities expected	Impact on business	Time horizons	Financial impact		Main countermeasures
					Scenario 1	Scenario 2	
Physical risks	Acute	Decline in marine resources	- Decline in procurement volumes (supply chain instability) - Increase in procurement costs	Medium-to long-term	Small to medium	Medium to large	- Further strengthening of resource access - Building procurement networks - Strengthening the aquaculture business
	Acute, chronic	Changes in resource status, fishing grounds and species due to shifts in sea temperatures	- Decline in procurement volumes (supply chain instability) - Increase in procurement costs	Short-to long-term	Small to medium	Medium to large	Development of alternative raw materials
Transition risks	Policy	Stricter fisheries regulations	Decline in procurement volumes (supply chain instability)	Short-to medium-term	Medium to large	-	- Further strengthening of resource access - Building procurement networks - Strengthening the aquaculture business - Development of alternative raw materials
	Market	Changes in consumer purchasing behavior and growing requirements from retailers (e.g., traceability and certification)	- Loss of sales opportunities due to delayed responses - Incurrence of response costs (e.g., certification acquisition costs)	Medium-to long-term	Medium to large	-	- Obtaining and maintaining certifications such as MSC - Continuing survey of procured marine resources sustainability and information disclosure
	Reputational	Reputational damage among investors and financial institutions (if environmental responses are insufficient)	Withdrawal of investment and financial assets	Short-to medium-term	Medium to large	-	Responsible initiatives and proactive information disclosure and engagement
	Technology/ market	Demand shift from wild-caught marine products to alternative proteins (plantbased, cultivated seafood, etc.)	Decline in sales	Long-term	Small to large	-	- Reducing environmental impacts in fisheries - Conduct LCA and information disclosure to consumers - R&D on alternative proteins

Risks/ Opportunities	Category	Main risks and opportunities expected	Impact on business	Time horizons	Financial impact		Main countermeasures
					Scenario 1	Scenario 2	
Transition risks	Liability	Non-compliance with laws and regulations	- Decline in sales and profits, and erosion of brand value - Fines and operational restrictions	Short-to long-term	Medium to large	-	Ensuring thorough compliance with laws and regulations, including local rules
Opportunities	Resource efficiency/ Sustainable use of natural resources	Ensuring the sustainability of procured marine products	Stabilization of the supply chain, expansion of sales channels	Medium-to long-term	Medium to large	-	- Confirming resource status in procuring - Obtaining fisheries certification and increasing the handling of certified products
	Markets/ Reputational capital	Growing demand for seafood produced with sustainability considerations (consumers, retailers)	Increase in sales	Medium-to long-term	Medium to large	-	- Obtaining and maintaining certifications such as MSC - Sustainable sourcing of marine resources and information disclosure

[Aquaculture]

Risks/ Opportunities	Category	Main risks and opportunities expected	Impact on business	Time horizons	Financial impact		Main countermeasures
					Scenario 1	Scenario 2	
Physical risks	Acute	Spread of fish diseases	- Loss of assets due to fish mortality and deterioration of aquaculture performance - Reputational damage and deterioration of relationships with surrounding fishers	Short-to medium-term	Small	Medium to large	- Prevention and management through our proprietary farmed fish health management system, and stress reduction for fish - Identification of high-risk sites and relocation of aquaculture farms
	Acute, chronic	Operational shutdown of freshwater aquaculture farms due to drought	- Operational impacts due to water withdrawal restrictions - Deterioration of juvenile quality due to the spread of fish diseases - Increase in aquaculture costs	Short-to medium-term	Small	Medium to large	- Selection of sites with low physical water risks, identification and relocation of high-risk sites, and reinforcement of facilities - Transition to a recirculating aquaculture system - Forest conservation activities at water sources (water source recharge)

Risks/ Opportunities	Category	Main risks and opportunities expected	Impact on business	Time horizons	Financial impact		Main countermeasures
					Scenario 1	Scenario 2	
Physical risks	Acute, chronic	Reduced supply of seafood for feed due to changes in the marine environment	Impacts on sourcing volumes and increased sourcing costs due to decreased catch volumes of forage fish for aquaculture feed	Short- to medium-term	Small to medium	Medium to large	- Development and use of alternative feeds (low-fishmeal feed, algal oil, etc.) - Effective use of by-products
	Acute, chronic	Rising seawater temperatures due to climate change and changes in ocean currents	- Deterioration of aquaculture performance (poor growth, outbreaks of disease) - Occurrence of red tides - Changes in suitable locations for aquaculture - Increase in costs associated with adaptation measures to rising seawater temperatures	Short- to medium-term	Small	Medium to large	- Introduction of submersible fish cages - Establishing underwater feeding technology - Development of new aquaculture areas (shifting to higher-latitude regions) - Development of high-temperature-tolerant strains through selective breeding
Transition risks	Policy	Stronger environmental regulations in aquaculture	- Constraints on business expansion - Downsizing of operations and closure of aquaculture farms - Financial impacts from fines, taxes, and license fees	Medium- to long-term	Medium to large	-	- Environmental monitoring of aquaculture farms - Reducing impacts on the marine environment through feed and feeding practices - Transition to off-shore aquaculture - Transition to a recirculating aquaculture system at freshwater aquaculture farms - Preventing fish escape incidents - Coexistence with local communities
	Market	Changes in consumer purchasing behavior and expanded requests from retailers (traceability, certification, etc.)	- Loss of sales opportunities due to delayed responses - Incurrence of response costs (e.g., certification acquisition costs)	Medium- to long-term	Medium to large	-	- Obtaining and maintaining certifications such as ASC, BAP, and MEL, etc. - Ensuring feed traceability

Risks/ Opportunities	Category	Main risks and opportunities expected	Impact on business	Time horizons	Financial impact		Main countermeasures
					Scenario 1	Scenario 2	
Transition risks	Reputational	Reputational damage with investors and financial institutions (if environmental responses are insufficient)	Withdrawal of investment and financial assets	Short- to medium-term	Medium to large	-	Reducing impacts on the marine environment and proactive information disclosure and engagement
	Technology	Delays in transitioning to technologies with lower environmental impacts	- Increase in costs associated with the introduction of technologies and equipment - Reduction of business competitiveness and advantage if responses are delayed	Medium- to long-term	Medium to large	-	- Strengthening responses through concentration of management resources - Financing through sustainable finance
Opportunities	Resource efficiency/ products and services/ sustainable use of natural resources	Development of aquaculture technologies that do not depend on wild-caught marine resources, and reducing impacts on natural resources through full-life cycle aquaculture	- Establishment of competitive advantages - Improvement of quality and realization of stable supply, reduction of aquaculture costs	Short- to long-term	Large	-	- Concentrating management resources on aquaculture technology development - Continuing 100% full-life cycle aquaculture for Japanese amberjack
	Resource efficiency/ sustainable use of natural resources	Reducing dependence on natural resources by improving feed efficiency	- Reduction of aquaculture costs - Establishment of competitive advantages	Medium- to long-term	Medium to large	-	- Development of superior strains through selective breeding - Reducing the use of fishmeal and fish oil in aquaculture feed - Improving juvenile quality and feed quality

Risks/ Opportunities	Category	Main risks and opportunities expected	Impact on business	Time horizons	Financial impact		Main countermeasures
					Scenario 1	Scenario 2	
Opportunities	Products and services/ sustainable use of natural resource/ ecosystem protection, restoration and regeneration	Obtaining third- party certification	- Expansion of business opportunities - Development of overseas markets - Stabilization of the supply chain	Short- to medium- term	Medium to large	-	Obtaining and maintaining certifications such as ASC, BAP, MEL, etc.
	Products and services	Development and introduction of aquaculture technologies to adapt to rising seawater temperatures	- Improvement of aquaculture performance - Establishment of competitive advantages	Short- to medium- term	Small	Medium to large	- Introduction of submersible fish cages - Establishing underwater feeding technology - Development of high-temperature-tolerant strains through selective breeding
	Products and services	Development of land-based aquaculture technologies	- Reduction of climate-related risks (rising seawater temperatures, storms and floods) - Establishment of competitive advantages, expansion of sales channels, creation of new businesses	Medium- to long- term	Medium to large	-	- Deepening current initiatives (shrimp, salmon, chub mackerel) - Research on seaweed farming
	Products and services	Transition to smart aquaculture	- Reduction of aquaculture costs - Improvement of the working environment, talent acquisition	Medium- to long- term	Medium to large	-	Production management using ICT and AI (remote feeding, fish measurement, health management, etc.)
	Markets/ reputational capital	Growing demand for seafood produced with sustainability considerations (consumers and retailers)	- Increase in sales - Development of overseas markets	Medium- to long- term	Medium to large	-	- Obtaining and maintaining certifications such as ASC, BAP, and MEL, etc. - Ensuring production traceability - Building responsible aquaculture operations and information disclosure

Manage risks and opportunities

The Nissui Group uses material issues as the starting point for risk management to identify significant risks with a focus on medium- to long-term management strategies. In FY2023, a review of material issues was conducted, and accordingly, significant risks were also reassessed. The identified significant risks related to natural capital and biodiversity are as below. The review of material issues incorporated the results from our analysis of “climate-related and nature-related risks and opportunities” as part of our TCFD and TNFD initiatives. The analysis and countermeasures for risks and opportunities related to climate change are being examined by the “TCFD Compliance Project,” a cross-functional initiative led by the CFO, in collaboration with the Environmental Subcommittee. Additionally, the analysis and countermeasures for risks and opportunities related to natural capital along the value chain are being examined by the Marine Resource Sustainability Subcommittee, the Marine Environment Subcommittee, the Sustainable Procurement Subcommittee, and the Human Rights Subcommittee. The results of the discussions in each subcommittee are reported to the Board of Directors after deliberation in the Sustainability Committee, and the Board's opinions and advice are incorporated into our policies.

Priority risks	Priority risk management organization	Report to			
Risks related to addressing climate change	- Environmental Subcommittee - TCFD Compliance Project	→	Sustainability Committee	→	Risk Management Committee
Risks related to addressing biodiversity	- Marine Resource Sustainability Subcommittee - Marine Environment Subcommittee				
Risks related to environmental and human rights in the supply chain	- Sustainable Procurement Subcommittee - Human Rights Subcommittee				

Risk Management >

Metrics and targets

The Nissui Group positions the sustainability of marine resources and the conservation of the marine environment as key management issues, managing nature-related dependencies, impacts, risks, and opportunities using the following metrics and targets.

Scope	Metrics	Targets	Measurement and assessment method
Fisheries, aquaculture	Procurement of sustainable marine resources	FY2030: Procurement of sustainable marine resources 100%	Using the ODP (Note1) evaluation method (based on FishSource scores 1-5), a score of 8 or higher for all Well Managed and 6 or higher for Managed is considered sustainable
	Procurement of endangered species (marine resources)	For marine resources at high risk of depletion, procurement will be suspended if scientific and practical measures are not taken to recover the resources by 2030	Scientific and practical measures for resource recovery 1. Fishery products certified by the Marine Stewardship Council (MSC) or other certification bodies (equivalent to GSSI4 certification), or Fishery Improvement Project (FIP) products. 2. Scientific fishery management by international resource management organizations such as Regional Fisheries Management Organizations (RFMO (Note 3)). 3. Rated “Managed” or above based on criteria established by the ODP. 4. Any other specific measures being taken to achieve 1-3 above.
	Assessment of Tier 1 suppliers	FY2030: 100% (Key Tier 1 suppliers for Group companies)	Response rate of suppliers to the self-assessment questionnaire aimed at reducing human rights and environmental risks in the supply chain
	CO ₂ emissions	FY2030: Reduce by 30%	CO ₂ emissions (Scope 1,2, Compared to FY2018)
	Employee training implementation rate (prevention of fishing gear leakage into the ocean)	Implementation rate of employee training on preventing fishing gear leakage into the ocean (once a year): 100%	Percentage of companies implementing the initiative among the target operating companies
Aquaculture	Employee training implementation rate (prevention of escape of farmed fish)	Implementation rate of employee training on preventing escape of farmed fish (once a year): 100%	Percentage of companies implementing the initiative among the target operating companies
	Number of incidents of escape of farmed fish	Zero incidents of escape of farmed fish	Escape incidents (in the event of escape of farmed fish, all incidents are identified, recorded and aggregated regardless of scale)
	Amount of antibiotics used	Internal management targets to reduce antibiotic use are set by operating company and fish species	Antibiotic use per harvest volume (compared with the base year)
	ASC certification ratio	ASC certification ratio for salmon farming in Chile: 100%	ASC certification ratio in the aquaculture production volume of Salmones Antártica S.A. (target species: rainbow trout and coho salmon)

(Note 1) ODP: Ocean Disclosure Project. Online reporting platform for voluntary disclosure of seafood sourcing established by the SFP in 2015.
 (Note 2) GSSI: Global Sustainable Seafood Initiative. An international partnership that verifies programs assessing the sustainability of seafood.
 (Note 3) RFMO: Regional fisheries management organizations. International organizations established under individual conventions to achieve the conservation and sustainable use of marine resources.

Participation in the TNFD Fishing Sector Use Case

Nissui and our group company Sealord participated in the Fishing Sector Use Case of the Taskforce on Nature-related Financial Disclosures (TNFD). Using the TNFD sector guidance, they collected and assessed relevant data, examined how nature-related issues influence investor expectations, and explored how TNFD metrics can be applied to corporate decision-making, risk management, and disclosure practices.

Applying TNFD nature-related metrics in the fishing sector [📄](#)

Nature Conservation

In recognition of the importance of the preservation of biodiversity, the Nissui Group revised its [Environmental Code](#) in 2014 and upholds preservation of biodiversity in its Policies. Access to resources is the strength of the Nissui Group. The Group's ability to procure materials from around the world, with focus on marine products, is the wellspring of its value creation. By the same token, however, our business activities are heavily dependent on natural capital and easily impacted by changes to it. Always mindful that we do business by receiving the bounty of earth and sea, we constantly gauge the dependence and impact of our value chain on biodiversity. The Nissui Group strives to avoid and minimize negative impacts from its operations, and to restore and regenerate where possible.

Preventing Seabird/Sea Mammal Bycatch in Fisheries

In the fishing industry, the incidental catch of seabirds and marine mammals—that is, non-targeted species—is considered to be a major concern. The Nissui Group understands the risks of bycatch associated with various fishing methods and is committed to promoting initiatives for bycatch prevention. Furthermore, SeaBOS (Seafood Business for Ocean Stewardship, a cross-industry initiative to strengthen sustainable seafood business practices to which Nissui is a signatory) is also addressing this topic and is working with member companies to assess the current situation and seek ways to make improvements.

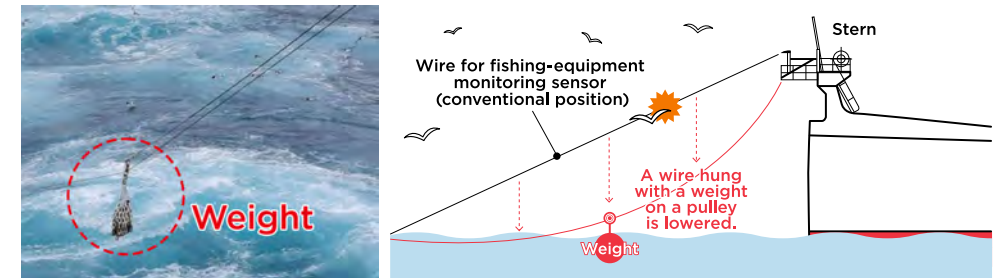
Nissui Group Companies' Initiatives

Fishing companies in the Nissui Group have introduced "tori lines" (Note), which are widely used to prevent the bycatch of seabirds, as well as a variety of other innovations adapted to their specific fishing methods. When there are national or fishery area bycatch prevention programs in place, Nissui conducts business in line with these accordingly.

(Note) Tori line: A device that prevents birds from approaching the bait by towing a rope to which streamers and tapes are attached from the tip of a long pole fixed at the stern of the fishing boat; also called tori pole (Source: World Wide Fund for Nature (WWF) website).

[Initiatives at EMDEPES]

Chilean trawler company EMDEPES has devised a way to prevent seabirds from striking towing wires that extend from the stern into the sea by suspending a weight with a pulley and submerging these wires close to the stern of the vessel. This approach has reduced the number of wire collisions involving seabirds in flight by about 80% compared to conventional methods. This initiative was submitted to the Chilean Ministry of Fisheries, and received a favorable evaluation. EMDEPES fishing vessels are also fitted with devices to prevent bycatch of marine mammals (fur seals, seals, etc.); the company has seen a zero bycatch of these animals since installation of these devices.



Wire for Fishing-Equipment Monitoring Sensor

[Initiatives at Sealord]

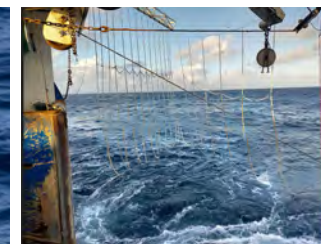
Sealord, engaged in trawling in the waters around New Zealand and Australia, is a founding member of the Southern Seabird Solutions Trust (Note), which sponsors the Seabird Smart Awards, a program that recognizes fishing companies for their efforts in preventing seabird bycatch. In 2010, Sealord itself received the Seabird Safe Awards 2010 for its vessel, the FV Thomas Harrison. A variety of measures are in place to prevent seabird bycatch, including the following:

- Using bafflers (like a metal scarecrow) and tori lines (streamers) to scare birds away from lines and trawl nets.
- Trawling at night when fewer birds are around.
- Managing offal onboard to avoid attracting birds to the vessel.
- Having a bycatch reduction management plan for every vessel.

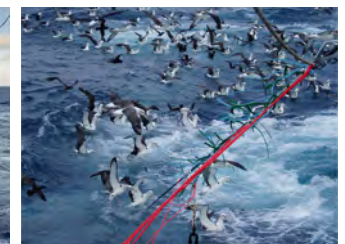
(Note) Southern Seabird Solutions Trust: An innovative alliance between the WWF, fishers, and government. Supports and encourages fishers in Southern Ocean fleets to adopt responsible fishing practices and to reduce harm to seabirds around New Zealand caused by fishing by supporting and encouraging the adoption of responsible fishing practices and providing projects that contribute to reducing the impact of fishing on seabirds in Southern Hemisphere fisheries.



Seabird



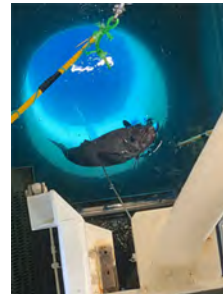
Bafflers



Tori Lines

[Initiatives at Australian Longline]

Australian Longline, a bottom longline company that operates around Australia, has installed a device called a moonpool (a circular hole in the bottom of a vessel) on board its vessels. On longline vessels, reeling in line from these holes reduces the risk of entangling wild birds when compared to working with lines on the deck. This method also has the added benefit of ensuring the safety of seafarers on board.



Moon Pool

Initiatives by SeaBOS

SeaBOS member companies, including Nissui, have agreed on policies to reduce the impact of their operations on endangered species. The task force on addressing endangered species has resolved to move forward with efforts to prevent bycatch of endangered species in the fisheries/aquaculture industry, beginning with sharks, rays, and seabirds.

Support for SeaBOS >

Participation in “Tottori Kyosei-No-Mori (Tottori Co-Existence Forest)”

The Forest that Protects Spring Water Nurturing Fish and the Sea

Tottori Prefecture is the home of the Nissui Group companies Nissui Salmon Corporation, which is engaged in the aquaculture and processing businesses and Kyowa Fishery Co., Ltd., a fishery company. The farming-related facility of Nissui Salmon is located at the foot of Mt. Senjosan which is in Daisen-Okii National Park of Kotoura Town, Tottori Prefecture and trees in certain parts of the surrounding broad-leaved forest have died and required maintenance. On October 30, 2018, Tottori Prefecture, Kotoura Town and Nissui entered into a forest conservation and management agreement in order to conserve the surrounding 5.933 hectares of forest as the “The forest that protects spring water nurturing fish and the sea.” On April 7, 2020, the Nissui Group was certified as a collaborative business by the Japan Committee of the United Nations Decade on Biodiversity (UNDB-J) for these forest conservation activities.



Certified as a “Nature Symbiosis Site”

“The Forest that Protects Spring Water Nurturing Fish and the Sea” became the first site within the Nissui Group to be certified as a “Nature Symbiosis Site” by Japan’s Ministry of the Environment in September 2025.

A “Nature Symbiosis Site” is part of the Ministry of the Environment’s initiatives aimed at achieving the 30by30 (Note) target, which seeks to effectively conserve more than 30% of both land and sea areas as healthy ecosystems by 2030. The certification system recognizes areas where biodiversity is being conserved through private-sector and other initiatives. The program was launched in FY2023 and was legislated under the Regional Biodiversity Enhancement Act enacted in April 2025.

A biodiversity survey conducted in this forest in 2024 confirmed the presence of 272 plant species, 12 mammal species, 33 bird species, 5 reptile species, 3 amphibian species, and 451 insect species, including species listed in the Ministry of the Environment Red List 2020 and the Red Data Book Tottori, 3rd Edition (revised in 2022).

(Note) 30by30: One of the 2030 global targets of the Kunming-Montreal Global Biodiversity Framework, adopted at the 15th Meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15) in December 2022.



“Nature Symbiosis Site” Certification Logo

Category	Main species observed
Mammals	Japanese hare, Japanese squirrel, large Japanese field mouse, raccoon dog, fox, wild boar, etc.
Birds	Copper pheasant, Japanese pygmy woodpecker, Eurasian jay, great tit, longtailed tit, narcissus flycatcher, meadow bunting, etc.
Reptiles	Japanese gecko, Japanese grass lizard, Japanese four-lined rat snake, Japanese odd-tooth snake, and tiger keelback
Amphibians	Hida salamander, Tago's brown frog, and forest green tree frog
Insects	Branch stick insect, yellow-striped slender moth, narrow-winged skipper, Gojishi blue, Satokimadara woodland brown, monkey swallowtail, leopard-patterned geometer moth, Daisen ground beetle, spiny ant, and giant hornet, etc.
Flora	Himewarabi fern, Japanese red pine, spicebush, golden orchid, wild raspberry, konara oak, Japanese walnut, hornbeam, Japanese cleyera, foxglove widow's tears, and patrina, etc.

Conservation Activities

Continual conservation work is essential to protecting forests.

At the Nissui Group, ever since we entered into the Agreement, we have been conducting employee participation-based conservation activities on a yearly basis. For the participants, these activities become a valuable formative experience in which they get a real sense of the interrelatedness of the “forest, river, and sea,” and their relationships to them.

Moreover, through interactions with the people of Tottori Prefecture involved, it is an opportunity for participants to gain familiarity with the local culture and to cultivate relations among members of Group companies.

Number of trees planted (Selected from local tree species)

	Japanese horse chestnut	Painted maple	Yamazakura cherry
FY2018	110	105	110
FY2019	10	10	10

Since FY2021, we have been collaborating with Tottori University to conduct a forest survey with the aim of making our conservation activities more scientific. The results of the study showed that about 80% of the seedlings planted in our activities in FY2018-FY2019 were active and growing well as of 2021. We will undertake another survey of the vegetation inside and around the “Forest that Protects Spring Water Nurturing the Fish and the Sea,” and plan to make further use of local species of trees in our tree-planting activities in FY2022 and beyond. We hope to further improve our activities so that we can establish a forest that is closer to one that would naturally occur and that we can conserve the forest in a practical manner.

On October 25, 2025, participants from Nissui Group's operations in the Chugoku and Shikoku regions, such as Nissui Salmon and Kyowa Fishery, in addition to stakeholders from Tottori Prefecture, gathered for the 8th conservation activity. The “Exchange Meeting of Green Scouts (Note)” was also held on the same day, where 6 elementary school students received an introduction to Nissui Group's business and a lecture on “forests, rivers, and seas.” A total of 70 participants joined and spent approximately 45 minutes working up a sweat cutting underbrush.

(Note) Green Scouts: The Green Scouts are an organization sponsored by the Tottori Prefecture Planting Trees Promotion Committee. Its purpose is to get the children who will eventually lead the next generation of society to familiarize themselves with greenery, develop an affection for it, and protect and nurture it, and in doing so cultivate an attachment to their home communities and grow into people with well-rounded minds and the capacity to love their fellow human beings.



Participation in Corporate Forest Creation Activities in Hyogo Prefecture

Nissui Forest

On October 2, 2023, a cooperation agreement for corporate forest creation activities was signed between Hyogo Prefecture, Himeji City, the Hyogo Prefecture Greening Promotion Association, and Nissui. Under this agreement, Nissui's Himeji General Plant as a main body of this activity will participate in forest conservation activities aimed at enhancing the public benefits of forests, including water resource conservation and combating global warming. The Himeji General Plant has designated the forest area in the Ichikawa River basin, the source of its industrial water, as the “Nissui Forest” within the Koderia Health Forest.



Conservation Activities

Starting in November 2023, the plant began forest conservation activities focusing on water resource conservation, community integration, and raising environmental awareness among employees. These activities, which are held about twice a year, will include underbrush clearing and forest education events conducted under the guidance of forest volunteers. The third Forest Conservation Activity took place on November 15, 2025. A total of 47 participants attended, including Nissui employees and their families, officials from Hyogo Prefecture and Himeji City, as well as members of the Hyogo Forest Club. After receiving a lecture on the importance of forest conservation, work procedures, and safety precautions, the participants cut down evergreen broadleaf trees and bamboo that blocked sunlight, under the guidance of instructors from the Hyogo Forest Club.



Participation in the “Rikuzentakata City’s Corporate Forest Creation Programs”

The Forest that Creates the Future Sea

On February 4, 2025, Nissui entered into a three-party agreement with Rikuzentakata City in Iwate Prefecture and Save Earth Foundation, a Public Interest Incorporated Foundation that conducts forest regeneration activities, regarding activities under the “Rikuzentakata City’s Corporate Forest Creation Programs.” One plot of forestland in the city was named “The Forest that Creates the Future Sea.”

Nissui began trial salmon aquaculture in Hirota Bay, Rikuzentakata City, in November 2023. In April 2024, Nissui made Musashino Foods Co., Ltd. a Group company, which produces processed seafood products for raw consumption. In November 2025, a juvenile production facility was completed, and Group company Nissui Salmon Corporation began salmon aquaculture operations. In Rikuzentakata City, where the Nissui Group has deep business ties, Nissui Group employees will regularly conduct forest conservation activities including undergrowth clearing and selective thinning.



Conservation Activities

On November 2, 2025, an opening ceremony was held to mark the start of the forest conservation activities. A total of 34 people participated, including employees from Musashino Foods, Nissui Salmon, and Nissui, as well as representatives from Rikuzentakata City, the Rikuzentakata City Forest Cooperative, Save Earth Foundation, and Watami Energy Co., Ltd. After a briefing on the significance of forest conservation and the current status of “The Forest that Creates the Future Sea,” participants engaged in activities such as a log-cutting experience under the guidance of the Rikuzentakata City Forest Cooperative.



Conservation Activities of Utsunuki Green Zone

“The Utsunuki Green Zone” is a “*satoyama* (village forests)” adjacent to [the Nissui Tokyo Innovation Center](#), which was built in 2011.

Every year since 2013, activities have been conducted, under the instruction of the “*Utsunuki-Midori-no-Kai*,” to conserve the natural environment in areas surrounding the business location and to promote co-existence with the regional community. The activities begin with a classroom lecture at the log house within the zone, in which participants learn about the connection between the “forest, river and sea,” as well as the flora and fauna of the “*satoyama*,” which is followed by various tasks such as mowing the underbrush in the “*satoyama*.”

The twelfth round of activities was held on November 16, 2025, with a total of 16 participants, including Tokyo Innovation Center employees and their families. The day began with a lecture on environmental protection, after which the participants were divided into three groups. Led by members of “*Utsunuki-Midori-no-Kai*” (“Utsunuki Green Society”), they explored the Green Zone and learned about the local vegetation. After the tour, participants engaged in various conservation activities such as repairing stairs and trimming undergrowth. A woodworking workshop and log-cutting experience for children were also held.

Nissui has been a supporting member of “*Utsunuki-Midori-no-Kai*” since FY2015.



Group Photo



Conservation Activities in Action

Sustainability of Marine Resources

Policy and Promotion Framework

As there are concerns over the depletion of the world's marine resources, the conservation and sustainable use of marine resources is a pressing issue for the Nissui Group, which is engaged in businesses that utilize the bounty of the sea. We will promote the establishment of businesses that are sustainable in the medium- to long-term, through the handling of marine products whose resource status has been checked, the development of aquaculture technology with low environmental impact, and the acquisition of marine eco-label certification. To meet market demand into the future, we will endeavor to utilize marine products in a sustainable manner.

Nissui Group Sustainable Marine Products Procurement Policy

The Nissui Group conducts our business in harmony with the abundant resources nurtured by the earth and the sea, and we have a responsibility to pass these resources on to future generations. The marine resources on which our Group's business heavily depends are increasingly threatened by climate change, overfishing and bycatch, and the deterioration of habitats. In addition, human rights issues have been identified within the supply chain. Addressing these challenges requires concrete initiatives from all stakeholders.

The Nissui Group will leverage the knowledge and technology we have cultivated over many years, together with our global network, under the Nissui Group Basic Procurement Policy to establish this Nissui Group Sustainable Marine Products Procurement Policy. In partnership with stakeholders across the supply chain, we will promote the sustainable procurement of marine products.

Taking into account changes in environmental and social issues, we will regularly review this policy and disclose the progress of our activities, thereby helping to safeguard the health of the oceans and ecosystems and ensuring that their benefits are carried forward into the future.

Scope

All wild-caught and farmed marine products, including marine products produced through the Nissui Group's own fishing and aquaculture operations.

1. Ensuring Marine Resource Sustainability

We procure from fisheries where resource levels and catch volumes are appropriately managed on the basis of scientific surveys and stock assessments.

2. Commitment to Traceability and Transparency

We procure marine products for which systems are in place throughout the supply chain to trace relevant information including catch locations and vessel information.

3. Consideration for Environmental Conservation

In fisheries, we procure marine products caught using methods that minimize impact on the marine environment and biodiversity.

In aquaculture, we procure marine products farmed using methods that reduce impacts on the surrounding environment and biodiversity.

4. Respect for Social Responsibility

We assess risks such as working conditions, human rights and other issues against international standards, and procure from suppliers who take corrective actions.

We also engage in continuous dialogue and collaboration with business partners and local communities to address social issues.

5. Elimination of Illegal Practices and Compliance with Laws and Regulations

We procure from suppliers that comply with laws and regulations related to fisheries and aquaculture.

We prohibit procurement from suppliers for which there are reasonable concerns regarding illegal practices such as IUU fishing (Note1), CITES (Note2) violations, and serious human rights violations including forced labor and child labor.

6. Utilization of Sustainable Certification Systems

We prioritize the procurement of marine products that have obtained third-party certifications recognized by the GSSI (Note3), as well as those engaged in improvement through FIPs (Note4) or AIPs (Note5).

(Note1) IUU Fishing: Illegal, unreported and unregulated fishing.
(Note2) CITES: Convention on International Trade in Endangered Species of Wild Fauna and Flora.
(Note3) GSSI: Global Sustainable Seafood Initiative.
(Note4) FIP: Fishery Improvement Project.
(Note5) AIP: Aquaculture Improvement Project.

Enactment Date: December 11, 2025

Nissui Group Endangered Species (Marine Products) Procurement Guideline

The Nissui Group is committed to complying with treaties and laws related to biodiversity and to contributing to the realization of a society that is in harmony with nature. For marine resources at high risk of depletion, procurement will be suspended if scientific and practical measures are not taken to recover the resources by 2030.

Scientific and practical measures for resource recovery

1. Fishery products certified by the Marine Stewardship Council (MSC) or other certification bodies (equivalent to Global Sustainable Seafood Initiative (GSSI) certification), or Fishery Improvement Project (FIP) (Note 1) products.
2. Scientific fishery management by international resource management organizations such as Regional Fisheries Management Organizations (RFMOs).
3. Rated "Managed" or above based on criteria established by the ODP (Note 2).
4. Any other specific measures being taken to achieve 1-3 above.

(Note 1) FIP: Fishery improvement project.

(Note 2) ODP: Ocean Disclosure Project. Online reporting platform for voluntary disclosure of seafood sourcing established by the Sustainable Fisheries Partnership (SFP) in 2015.

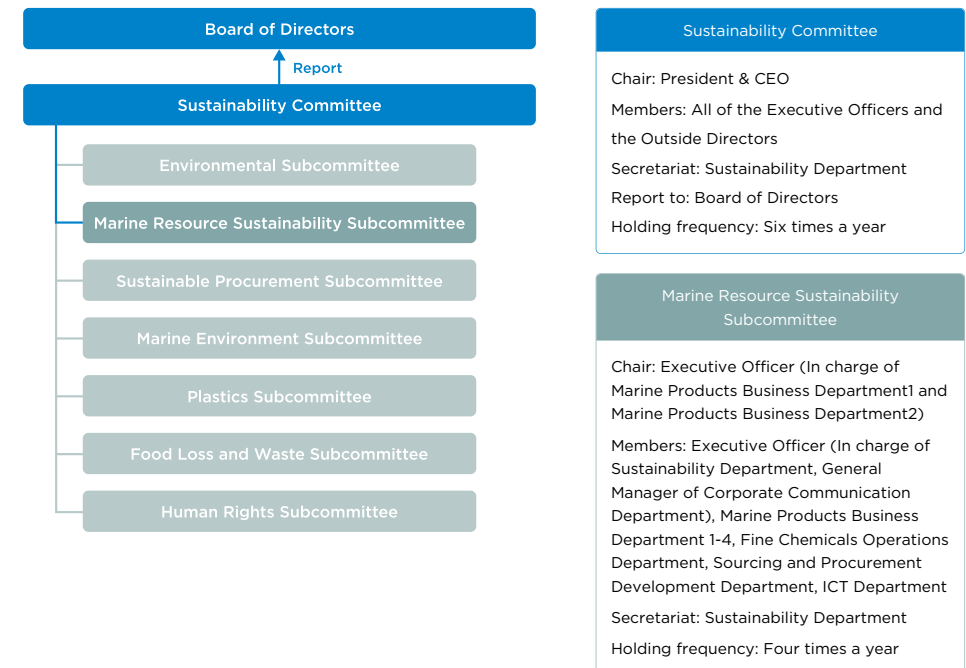
Enactment Date: February 20, 2024

Revision Date: December 11, 2025

Promotion Framework - The Marine Resource Sustainability Subcommittee/The Marine Environment Subcommittee

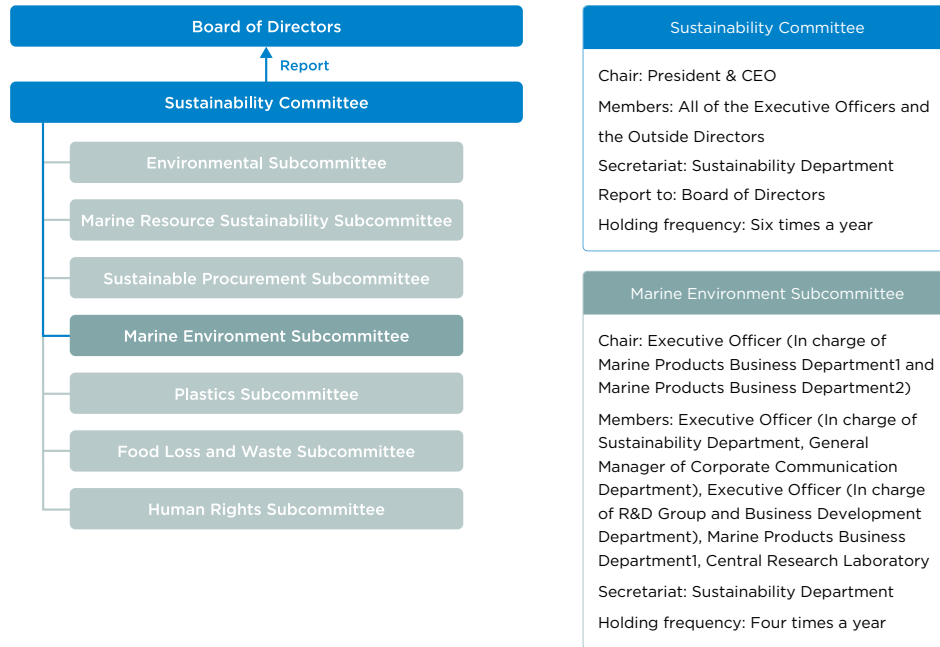
The Marine Resource Sustainability Subcommittee

The Marine Resource Sustainability Subcommittee is to identify the resource status of marine products handled by the Nissui Group and promote the sustainable use of resources. The Subcommittee is engaged in initiatives to improve the sustainability of marine resources while collaborating with various organizations, including the Seafood Business for Ocean Stewardship (SeaBOS) and other NGOs, as well as research institutes such as universities.



The Marine Environment Subcommittee

The Marine Environment Subcommittee is advancing initiatives to prevent the loss of fishing gear into the ocean and to reduce the environmental impact of fishing and aquaculture operations across the Nissui Group.



Targets and Results

The targets and results specified in the long-term vision, "GOOD FOODS 2030," and in the Medium-Term Management Plan, "GOOD FOODS Recipe2" are as follows.

Indicators	Scope	Results	KPIs	
		FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Sustainable procurement rate of marine resources	Nissui Group	-	85%	100%

Support for SeaBOS

SeaBOS, which stands for Seafood Business for Ocean Stewardship, is an initiative for promoting the conservation of the marine environment and marine resources and the sustainable use of resources advocated at the "Keystone Dialogue," a conference hosted by the Stockholm Resilience Centre at Stockholm University (Sweden) in November 2016. SeaBOS is distinctive for its activities based on collaboration among eight of the largest seafood companies in the world while receiving support in scientific aspects as well. In December 2016, Nissui became a signatory to and joined SeaBOS, and at the Tokyo Sustainable Seafood Symposium held in 2017, Nissui expressed its support for the thinking behind SeaBOS and declared its commitment to promoting initiatives for SeaBOS as part of its promoting activities of sustainability. Efforts are being made to resolve issues in pursuit of a sustainable marine business, together with leading companies in the seafood industry and scientists worldwide.

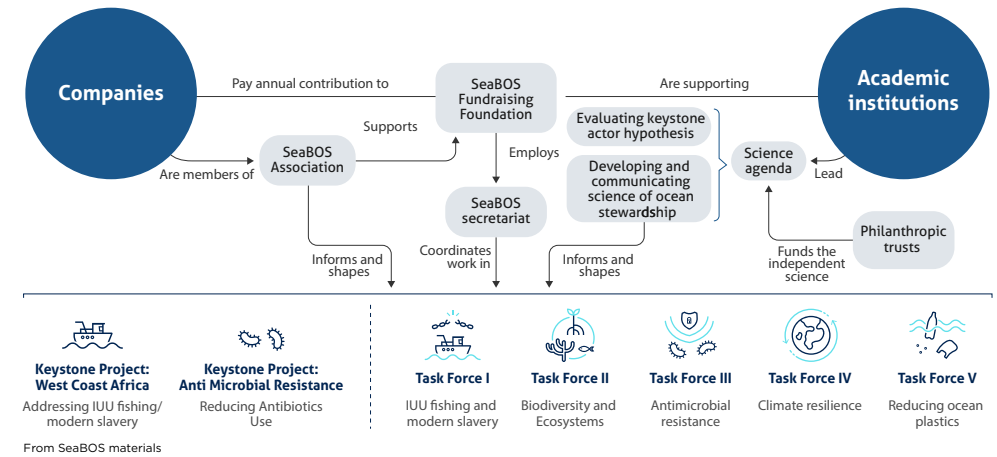
Participation in External Initiatives >

Features of SeaBOS

Connecting Science and Business

One of the major features of SeaBOS is the collaboration by scientists and the major companies of the seafood industry to work toward sustainability with a scientific basis. For example, the companies which form the membership of SeaBOS are selected based on the traditional concept of "Keystone species" in ecological research. "Keystone species" are thought to have a major effect on the ecosystem and serve as the key of each species (The word "keystone" denotes the central stone at the summit of an arch). Based on this concept, SeaBOS believes that the major global seafood companies may become the "Keystone actors" which will have an immense effect on the marine ecosystem and that if these companies assumed leadership in sustainability initiatives, it would have a chain effect on the seafood industry as a whole, and as a result, it would largely improve the management of marine resources and the marine ecosystem.

Science-Industry collaboration for a global transformation towards sustainable seafood production and a healthy ocean



Areas Addressed by SeaBOS

SeaBOS has several task forces dedicated, for example, to eliminating IUU fishing and the problem of marine plastics, and engages in various initiatives for the sustainability of marine resources.

The Task Forces of SeaBOS



Participation in SeaBOS Dialogue

In October 2024, the Ninth SeaBOS Dialogue was held. Discussions were held on each main theme of task forces, including such topics as the elimination of illegal, unreported and unregulated (IUU) fishing and forced, bonded and child labor, the reduction of antimicrobials use in aquaculture, the marine plastics problem and the climate change problem, and an agreement was made regarding their respective targets and plans. See below for the main agreements.

SeaBOS KEYSTONE DIALOGUES [📄](#)



The Ninth SeaBOS Dialogue 1



The Ninth SeaBOS Dialogue 2

Publication of Impact Report

SeaBOS publishes an "Impact Report" every two years that summarizes the progress of each task force and Keystone Project, as well as the activities of each participating company.

SeaBOS Impact Report 2023 [📄](#)

SeaBOS Impact Report 2025 [📄](#)



Sustainable Use of Natural Marine Resources

The world's marine resources are being depleted and according to a report by the Food and Agriculture Organization of the United Nations (FAO) in 2024, the stock of only 11.8% of marine resources of the world was stable, while the stock of 50.5% had been fully exploited and the stock of 37.7% had been overexploited. We believe that the status of marine resources is extremely important in terms of medium- to long-term business risks and opportunities for the Nissui Group, which is engaged in businesses that utilize the bounty of the sea.

For this reason, we conduct a survey on the status of marine resources procured by the Nissui Group as a whole, for the purpose of getting a grasp of the resource status of its procured fish and identifying the issues to be addressed. In addition, we promote initiatives aimed at the sustainable use of marine resources on a Group-wide scale.

Third Survey of Procured Marine Resources Sustainability

Nissui has conducted a resources survey based on the results of the volume of natural and processed marine products at Nissui and its 36 Group companies (16 in and 20 outside Japan), both caught by Nissui Group fisheries and procured from outside parties in 2022. The total volume of fish handled by the Nissui Group totaled approximately 2.76 million tonnes (in raw fish weight equivalent).

As in the previous survey in 2019, we surveyed fish species, catch areas, country of origin, weight (in raw fish equivalent), as well as fishing methods and equipment used. Furthermore, analysis of the survey data was outsourced to the Sustainable Fisheries Partnership (SFP) (Note) to ensure that the results were independently verified.

(Note) Sustainable Fisheries Partnership (SFP): USA-registered NGO that promotes the sustainable production of seafood throughout the supply chain.

[Click here to see detailed results of the third survey of procured marine resources sustainability](#) 

Methodology and Results of the Survey

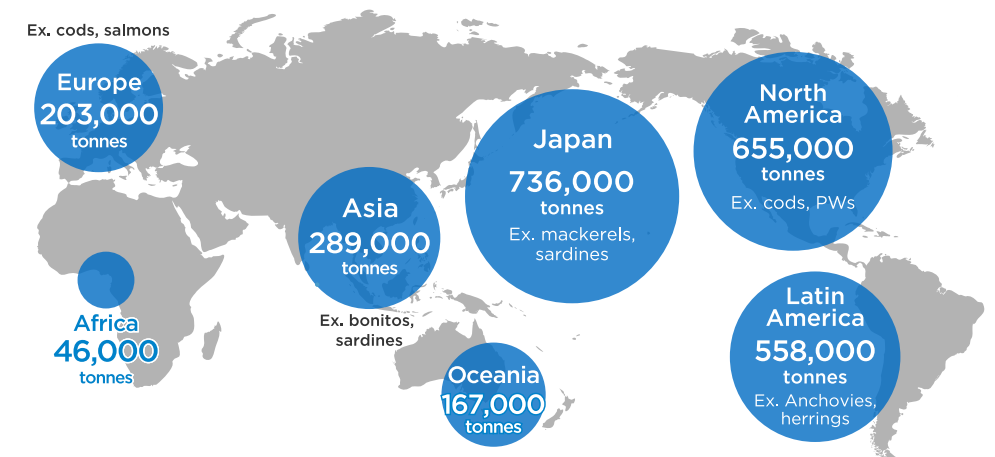
	The 1 st survey (2017)	The 2 nd survey (2020)	The 3 rd survey (2023)
Period of Survey	2016	2019	2022
Target of Survey (No. of companies)	38 (Nissui, Japan 21, Outside Japan 16)	41 (Nissui, Japan 20, Outside Japan 20)	37 (Nissui, Japan 16, Outside Japan 20)
Exclusion	Seaweed, Fish oil, Fishmeal used in formula feed	Seaweed	Seaweed
Analysis, evaluation	In-house	Third Party (SFP)	Third Party (SFP)
Based on	FAO (Note 1) Fisheries and Aquaculture Technical Paper No. 569. Rome, FAO. 2011. SFP FishSource (Note 2) (Score 4)	SFP FishSource (Score 1-5) ⇒ Method by ODP (Ocean Disclosure Project) (Note 3)	SFP FishSource (Score 1-5) ⇒ Method by ODP (Ocean Disclosure Project) (Note 3)

(Note 1) FAO: Food and Agriculture Organization of the United Nations

(Note 2) FishSource: An international resource assessment database established by the SFP in 2007. The database was developed based on information on fishery resources from administrative agencies in various countries.

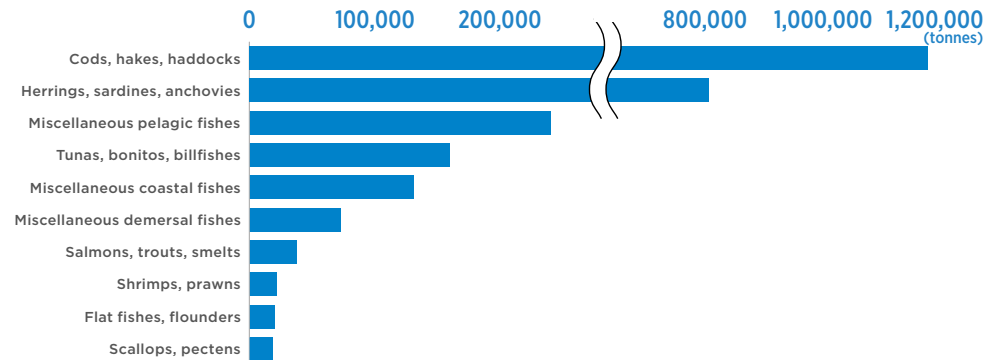
(Note 3) ODP: Online reporting platform for voluntary disclosure of seafood sourcing established by the SFP in 2015.

Country of origin of procured natural and processed marine products in 2022



The survey results show that the Nissui Group's procurement regions and volumes are as shown in the figure above, with Japan being the largest, followed by North America and South America.

Procured volume by fish species category (by FAO-ISSCAAP classification)



The largest volume in terms of fish species handled was comprised of white fish such as cod, alaska pollock and hake, followed by herring and sardines, which are used as raw materials for fishmeal and fish oil, and pelagic fish such as mackerel, horse mackerel and yellowtail.

Assessment Results of the State of Resources Management

Survey results were sent to an external, third-party organization SFP (Sustainable Fisheries Partnership) to assess the state of resources. FishSource, an international resource assessment database managed by the same organization (see note below), assigns a score out of 10 for each of the following five score categories, which include the state of the resource and the fishery management system, and based on these scores, the state of resource management was evaluated on a four-stage scale according to the method specified by the Ocean Disclosure Project (ODP).

(Note) FishSource: An international resource assessment database developed based on fishery resource information from administrative agencies in various countries.

●FishSource Scores

Score 1: Management Strategy

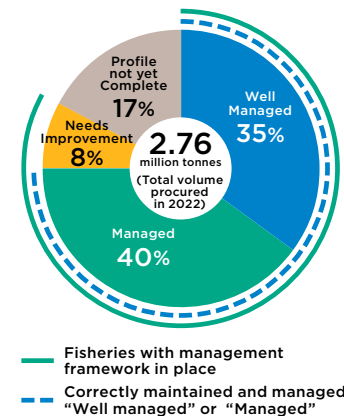
Score 2: Managers' Compliance

Score 3: Fishers' Compliance

Score 4: Current Health

Score 5: Future Health

Resource management status of marine resources handled by Nissui Group in 2022



ODP Analysis method (by FishSource score 1-5)

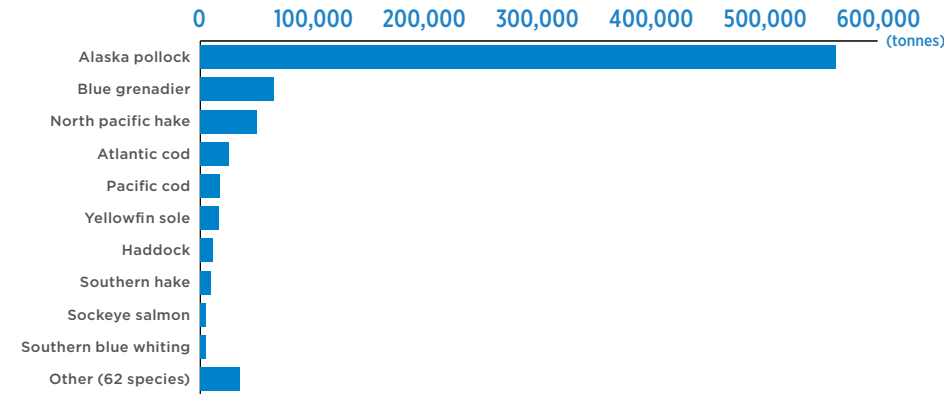
- **Well Managed**
: all FishSource scores ≤ 8
- **Managed**
: all FishSource scores ≤ 6
- **Needs Improvement**
: at least one FishSource score < 6
- **Profile not yet Complete**
: more than one item has not been scored

The SFP analysis showed that about 75% of the procured items were in a state of being "Well Managed" or "Managed." Conversely, 8% of resources were shown to be in a status of being "Needs Improvement," and about 17% was in a state of being "Profile not yet Complete (resources for which scores are missing and cannot be determined)."

Third-party Programs to Promote Sustainable Marine Products Use

The previous (2019) survey of the status of resources found that some of the marine products procured by the Group were endangered species. In response, and based on the Nissui Group Endangered Species (Marine Products) Procurement Policy, the Group is advancing the procurement of fisheries products certified by the Marine Stewardship Council (MSC) and other organizations. As a result, the number of MSC-certified fish species handled by the Group has risen by 17 species, from 55 to 72, constituting a 4% increase in procured volume.

Volume procured from MSC-certified fisheries in 2022



Issues and Countermeasures

Based on the results of the survey, we recognize the following four items among the marine products we handle as issues that need to be addressed with particular priority, and will proceed to discuss measures to address them.

Issues

- Species procured in large volumes from outside parties
While the Nissui Group has established sustainability in its own fisheries, appropriate responses from outside parties are still lacking for many species.
- Species whose resource status is difficult to determine
These are fish species “Needs Improvement” or “Profile not yet Complete.”
- Fish species procured in processed form
Of the above fish species, these are species especially used for fish oils, fishmeal and surimi.
- Response to human-rights risks
In some cases, progress is being made in determining the status of resources, but response in terms of human-rights risks is required.

Countermeasures

- Prioritize fish species whose resource status is difficult to determine (particularly those used to make fishmeal, fish oils and surimi), through measures such as participation in round-table discussions and FIPs.
- Work to identify the resources used in products for which catch information is hard to obtain, for example by working with suppliers to establish traceability.
- Examine methods of evaluation for use in determining human-rights violation risk for procured resources.

Click here to see detailed results of the First Survey

Click here to see detailed results of the Second Survey

Initiatives to Handle Endangered Species

Establishment of Nissui Group Endangered Species (Marine Products) Procurement Guideline

The Nissui Group formulated the “Nissui Group Endangered Species (Marine Products) Procurement Guideline” in February 2024. Based on this guideline, sustainability is ensured by determining response measures for each fish species.

Nissui Group Endangered Species (Marine Products) Procurement Guideline

Endangered Species Based on 2022 Classification and Nissui Group Response Measures

	Species	Scientific name	Volume (tonnes)	Current Nissui Group response measures
CR 0.9 tonnes	European eel	<i>Anguilla anguilla</i>	0.9	Sales channel expansion has been halted.
	Winter skate	<i>Leucoraja ocellata</i>	103	Promoting the procurement of MSC-certified products. Additionally, sales channel expansion has been halted.
EN 166 tonnes	Sea cucumber	<i>Apostichopus japonicus</i> <i>Isurus</i>	38	With the new Act on Ensuring the Proper Domestic Distribution and Importation of Specified Aquatic Animals and Plants (Japan), it is determined that procurement will continue to be possible in accordance with the management rules.
	Southern bluefin tuna	<i>Thunnus maccoyii</i>	20	As the Regional Fisheries Management Organization (RFMO) is managing the species appropriately, it was determined that procurement within the managed quota will continue to be possible.
	Japanese eel	<i>Anguilla japonica</i>	5	Currently handled by only one company in the Nissui Group. Eel fry will be included in the target species of the Act on Ensuring the Proper Domestic Distribution and Importation of Specified Aquatic Animals and Plants in the future, and measures will be considered in light of this development.
	New Zealand longfin eel	<i>Anguilla dieffenbachii</i>	0.3	Sales channel expansion has been halted.

Roundtable Participation

Participation in Global Roundtable on Marine Ingredients

Since 2022, Nissui has been participating in the Global Roundtable on Marine Ingredients, an initiative working to promote sustainable marine products. This was one response to the second Survey of Procured Marine Resources Sustainability (2019), in which there were fish species identified as “Not Scored,” where the status of the resource was difficult to assess, or “Needs Improvement,” where the status of the resource needs to be improved. Through the activities of this roundtable, we will continue to consider concrete actions.

Participation in External Initiatives >

Participating in the “Pacific Bluefin Tuna Conservation Pledge” by WWF Japan

By participating in the “Pacific Bluefin Tuna Conservation Pledge” by WWF Japan, Nissui makes its intention clear to promote further global agreement in regard to the management of Pacific Bluefin Tuna resources together with other Japanese companies supporting this cause.

“Pacific Bluefin Tuna Conservation Pledge” (in Japanese) [▶](#)

RFVS Certification

Acquisition of RFVS Certification

Australian Longline Pty Ltd. (Australia), which is one of the Nissui Group companies outside of Japan, is primarily engaged in Patagonian toothfish fishing in the Antarctic Ocean (subject to Marine Stewardship Council (MSC) certification). In January 2021, Antarctic Discovery—a vessel owned by Australian Longline—became the world’s first to acquire the Responsible Fishing Vessel Standard (RFVS) certification. RFVS is a fishing vessel-based certification program and is operated on a global scale by non-profit organization Global Seafood Alliance (GSA). Audits are conducted with respect to the safety and well-being of employees working on board the vessel from the viewpoint of human rights, in addition to fishing vessel management and catch traceability. Having acquired RFVS certification, Australian Longline has demonstrated to the general public that it abides by high standards in terms of welfare and safety for crew members on board its vessel and is not involved in illegal practices such as slave labor and poor living conditions. Australian Longline acquired the RFVS certification for their new vessel Antarctic Aurora as well, in February 2021.

Recommendation of RFVS Certification

Flatfish Ltd. (UK), which is also one of the Nissui Group companies outside of Japan, contributed to RFVS as a member of the Technical Working Group of RFVS by such means as serving as a peer reviewer of RFVS in 2019 and 2020. Flatfish, which had been in favor of this certification scheme not only since the beginning at the time of its launch in 2006 but also upon its subsequent resumption in 2016, provided ongoing support toward its realization. Also, Flatfish believes that RFVS—which consists of two core principles, namely, “vessel management & safety systems” and “crew rights, safety and wellbeing”—is an extremely important standard for the welfare of fishing boat crew and recommends the adoption of RFVS certification across its entire supply chain.

Partnership with New England Aquarium

Gorton's has been forming partnership with New England Aquarium (NEAq), Boston MA, USA, to preserve marine environment and secure sustainable marine resources. The partnership started in 2008 when Gorton's asked evaluation of its seafood products from scientific and sustainable points of view and marked its 15th year in December 2023. Along with Monterey Aquarium, NEAq has global knowledge of marine resource research and provides scientific and meaningful advice and support including movement of fishery, aquaculture, fish feed and breeding in the conduct of making efforts to promote sustainable fishery.

In addition, Gorton's itself developed Sustainability Action Plan, and has been promoting the plan by exchanging opinion with NEAq and implementing progress management by setting KPI.

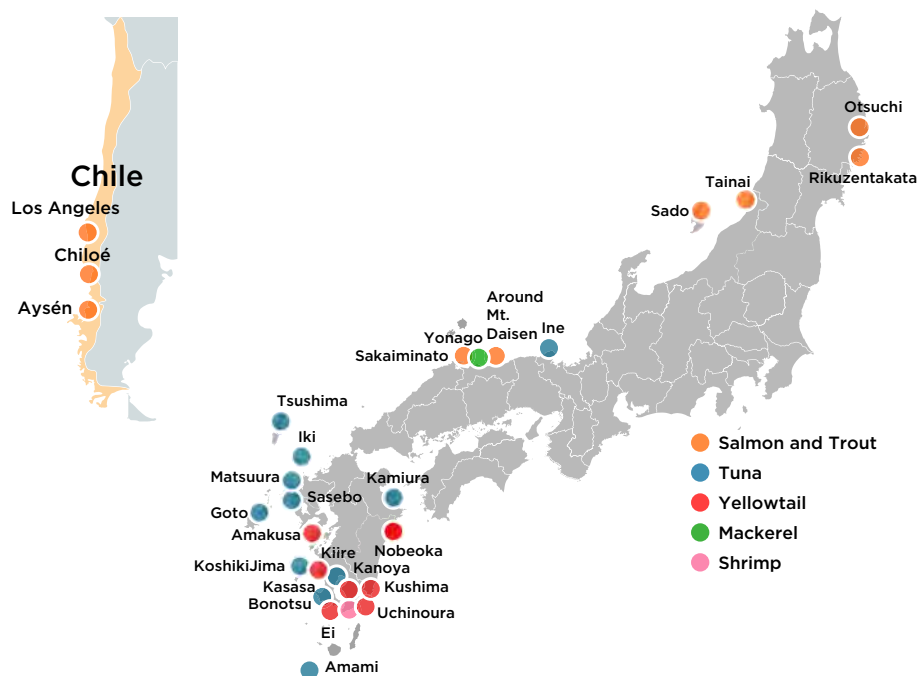
Based on the strong trust with NEAq until now, Gorton's, a member of the Nissui Group, will make efforts toward sustainable usage of resources and preservation of the environment in a positive manner.



Sustainable Aquaculture

Global seafood consumption has been increasing and demand is expected to continue growing in the future. In order to deliver safe, secure and delicious fish to its customers, the Nissui Group has been focusing on its aquaculture business both in and outside Japan. Outside of Japan, the Group is engaged in the aquaculture of salmon and trout, while in Japan the Group operates the aquaculture businesses of Japanese amberjack, greater amberjack, tuna, salmon and vannamei (whiteleg shrimp), among others. As a food manufacturer, we are committed to pursuing "deliciousness in food," and based on that commitment, we conduct a wide range of research and technological development across all stages involved in producing aquaculture fish, including seed production, feed, aquaculture operations, processing, and distribution. We also develop technologies that meet customer needs by sharing insights obtained by sales representatives, who are assigned to specific customer segments such as mass retailers, ready-made meal providers, and the restaurant industry, with the relevant departments. Furthermore, the Oita Marine Biological Technology Center of the Central Research Laboratory is conducting research and development specializing in aquaculture that translates into the sustainability of marine resources.

Map of the Nissui Group's Aquaculture-related Business Locations and Aquaculture Sites



Framework for Research and Management of Fish Health

Research Hub: Oita Marine Biological Technology Center, Central Research Laboratory

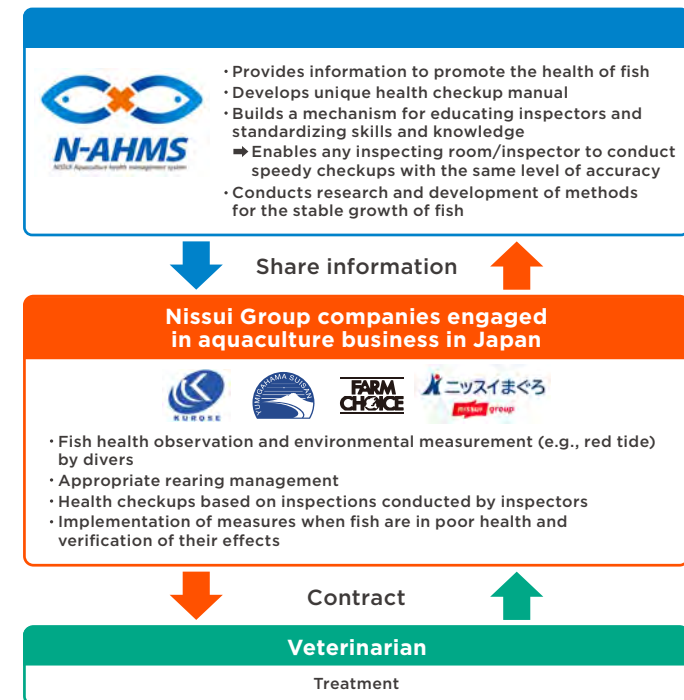
The Center contributes to the Nissui Group's aquaculture business by conducting research on problems that threaten the stable growth of fish.

[Example of Topics Tackled by Oita Marine Biological Technology Center, Central Research Laboratory]

- Fish health management
- Research and development of aquaculture methods without relying on antimicrobials

Nissui Group's Fish Health Management: N-AHMS

The Nissui Group has built a system to manage the health of fish in Japan named N-AHMS (NISSUI Aquaculture Health Management System). Under N-AHMS, standardization of inspection quality is pursued through the establishment of an in-house certification scheme for grade-A inspectors in charge of checking the health of fish, their instructors, etc. aimed at improving the accuracy and reliability of health checkups of fish.



Number of persons who received in-house certification for health checkups of fish

	Definition	2025	2026
Instructors	Capable of training apprentice inspectors into grade-A inspectors.	17	18
Grade-A inspectors	Capable of arriving at the correct outcome by conducting health checkups of fish reared in fishing grounds.	42	46
Sub-grade A inspectors	Capable of arriving at the correct outcome by conducting health checkups of fish reared in fishing grounds (limited to observations and microscopic examinations).	3	1
PCR inspectors	Capable of arriving at the correct outcome by conducting health checkups of farmed fish reared in fishing grounds using the PCR method.	2	4

As of the end of May each year
Scope: All consolidated companies of the Nissui Group in Japan (aquaculture companies only)

Collaboration with Veterinarians

The Nissui Group has entered into a contract with veterinarians, under which they provide treatment based on the results of health checkups performed by inspectors, manage the use of fisheries medicine and give guidance on epidemic prevention and health management.

Improvement of Health and Welfare of Fish

Animal Welfare Policy in Aquaculture

The Nissui Group, which relies on the bounty of the sea, recognizes the importance of animal welfare in its aquaculture operations. We support the “Five Freedoms (Note)” for animal welfare established by the World Organisation for Animal Health (WOAH) and are committed to continually improving the welfare of farmed fish.

(Note) The Five Freedoms: Freedom from hunger, thirst and malnutrition; Freedom from fear and distress; Freedom from physical and thermal discomfort; Freedom from pain, injury and disease; and, Freedom to express normal patterns of behavior.

Scope

The Nissui Group Aquaculture Business

Optimal Aquaculture Environment

For each fishing ground, we select locations capable of maintaining comfortable water temperatures and oxygen levels suitable for each species. Additionally, we manage the density within the pens to ensure the fish can grow healthily and exhibit their natural behaviors. When national or regulatory standards for aquaculture density exist, we comply with these guidelines in our operations.

Use of Medicinal Products

We do not use antimicrobials for disease prevention or growth promotion in fish. Additionally, all decisions regarding the type and timing of antimicrobial use are made under the supervision of a veterinarian or specialist.

Monitoring of Aquaculture Environment and Health Status

We conduct daily or periodic monitoring of the aquaculture environment, as well as the physical condition and health of farmed fish. If the monitoring indicates a need for improvement, we promptly implement corrective measures.

Low-Stress Slaughter and Prior Stunning

We select methods that minimize stress to the farmed fish and ensure that the slaughter process is completed quickly. In addition, we strive to stun before slaughter using methods that meet welfare standards for all farmed fish. From a welfare perspective, we continually seek better stunning techniques and procedures and work to improve our operations.

Enactment Date: February 19, 2024

Fish Disease Management

[Skin Parasites]

One of the diseases that pose a problem in the ocean farming of yellowtail, etc. is skin parasites, namely, capsalids, which parasitize the surface of the body of fish. Jointly with a veterinary pharmaceutical company, the Oita Marine Biological Technology Center has developed and put to practical use a method of removing skin parasites (capsalids) by bathing fish in a low-concentration hydrogen peroxide solution (1/3 of the concentration in normal use) in consideration of the safety of fish as well as the environment.

[Sea Lice]

The spread of sea lice is a major challenge for the vast majority of businesses in the salmon farming industry worldwide. In Chile, where Nissui Group company Salmones Antártica S.A. (“SA”) runs an aquaculture business, a nationwide monitoring and control program is implemented by the National Fisheries and Aquaculture Service (Sernapesca) to prevent the spread of sea lice infections through farming sites. SA participates in the government’s control program and takes countermeasures against sea lice. In addition, SA is working on the following strategies to further improve the countermeasures against sea lice going forward:

- Evaluation of medicinal benefits of naturally-derived ingredients; and
- Joint research and development of alternative technologies with a Chilean university.

Killing and Prior Stunning of Fish According to Animal Welfare Standards

In its aquaculture operations, the Nissui Group ensures minimal stress for all fish species by implementing efficient and humane slaughter methods, including pre-slaughter stunning (Note). For 100% of the total harvest volume (metric tons) for all fish species, we employ rapid and low-stress stunning techniques before slaughter to prioritize fish welfare. The stunning methods employed by the Nissui Group primarily involve the use of electrical stunning, which has been adopted as the main approach across our aquaculture operations.

(Note) Pre-slaughter stunning: The process of rendering fish unconscious and numbing their senses prior to slaughter to prevent them from getting stressed.

Utilization of AI and IoT Technology for Animal Welfare

In collaboration with electrical equipment manufacturers, the Nissui Group has co-developed a solution that automates the measurement of the size of farmed fish, such as body length, by leveraging the advanced AI and IoT technologies these companies offer. This solution is currently being used in aquaculture settings. In aquaculture, there is a need for such solutions to constantly manage the growth status of the fish. This solution alleviates the risk of stress or disease that comes from people physically handling fish. It also reduces labor and inconvenience, and improves measurement accuracy, thereby boosting productivity. The Nissui Group will continue to deliver safe, secure and delicious farmed fish by expanding the scope of AI and IoT utilization.

	Number of companies
Implementation status of fish measurement system	4/4 companies

As of March 2026
 Scope: All consolidated companies of the Nissui Group in Japan (aquaculture companies only)

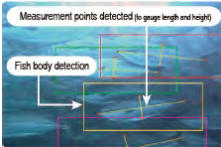


Image Showing AI Detection of Japanese Amberjack

Use of Medicinal Products

Approach to Use of Medicinal Products

When using antimicrobials, an appropriate medicinal product is administered under the supervision of a veterinarian/ specialist after the diagnosis of the fish disease.

Initiative to Review the Use of Antimicrobials

As a member of the Seafood Business for Ocean Stewardship (SeaBOS; an initiative aiming at sustainable fishery business), the Nissui Group is working on reducing the use of antimicrobials in aquaculture.

Support for SeaBOS [>](#)

Antimicrobial Usage in Salmon Farming

Fish species	Region/Country	Antimicrobials (g)/Harvest volume (t)		
		2023	2024	2025
Coho salmon	Japan	0	1	2
	Chile	20	7	0
Total		20	5	1
Trout	Chile	369	405	424
Total		369	405	424
Aggregate total		308	324	321

Scope: Farming of coho salmon and trout by Nissui Group’s consolidated companies in and outside Japan (accounting for 76% of harvest from all aquaculture operations in terms of weight in 2025).

Note: In salmon farming, antimicrobials classified as Critically Important Antimicrobials (CIA) are not used.

Reducing the Impact on the Marine Environment

Escaped fish

[Approach to Fish Escape Prevention]

The Nissui Group aims to reduce the escape of fish to zero with the understanding that fish escaping from farming sites has the risk of affecting the ecosystem. For this purpose, the Nissui Group will engage in the following initiatives.

1. Inspection of facilities
Facilities will be inspected in day-to-day operations. At farming sites that are susceptible to the impact of typhoons, facilities will be inspected before and after the development of typhoons.
2. Identification of escaped fish
If any fish has escaped, all such fish will be identified, recorded in books and tallied regardless of the scale of the escape.
3. Analysis of cause and prevention of recurrence
If any fish has escaped, the analysis of the cause of the escape and measures to prevent its recurrence will be examined, the content of which will be put in writing each time fish has escaped.
4. Employee training
Opportunities for training will be created for employees aimed at preventing fish from escaping (at least once a year)

Number of Escaped Fish

Country	Fish species	2023		2024		2025	
		Number of escape incidents	Number of fish escaped	Number of escape incidents	Number of fish escaped	Number of escape incidents	Number of fish escaped
Japan	Japanese amberjack	5	15,042	2	14,674	2	24,071
	Greater amberjack	0	0	0	0	0	0
	Bluefin tuna	0	0	1	59	0	0
	Coho salmon	0	0	1	4,000	1	2,000
Chile	Trout	0	0	0	0	0	0
Total		5	15,042	4	18,733	3	26,071

Scope: All consolidated companies of the Nissui Group in Japan and overseas (aquaculture companies only) and domestic aquaculture-related facilities.

Cause/Recurrence Prevention Measure (2025)

Fish species	Region	Number of fish escaped	Cause/recurrence prevention measure
Japanese amberjack	Kagoshima	5,219	[Operational error] Strengthen end-of-work checks and inspections
Japanese amberjack	Miyazaki	18,852	[Equipment damage] Install an anti-opening rope on the live-fish tank zipper
Coho salmon	Tottori	2,000	[Operational error] Ensure thorough verification of work details and work procedures
Total	-	26,071	-

Employee Training on Fish Escape Prevention

Region/Country	No. of implementing companies			Training content example
	2023	2024	2025	
Japan	100%	60%	100%	Workshop: "Efforts to Prevent the Escape of Farmed Fish"
Chile	100%	100%	100%	

Scope: All consolidated companies of the Nissui Group in Japan (aquaculture companies only)

Environmental Monitoring of Aquaculture Sites

Starting in April 2025, all aquaculture Group companies in Japan have begun conducting environmental measurements of aquaculture sites through Nissui's Aquaculture Environmental Monitoring. By continuously monitoring the aquaculture environments, we aim to understand both the condition of the marine environment and the impact of our operations. In addition, by standardizing the analysis parameters and sampling points, we are now able to assess environmental conditions at each aquaculture site using uniform criteria. Going forward, we will utilize the collected data to promote initiatives toward sustainable aquaculture.



Reducing the Impact of Fish Feed/Feeding on the Marine Environment

Ordinary feeding methods in aquaculture may cause deterioration in water quality at farming sites and their surrounding areas due to leftover feed. To address this, the Nissui Group is promoting the development of aquaculture technologies that alleviate the impact on the marine environment and minimize the effect on marine ecosystems, such as formula feed “EP feed,” which is highly digestible and not easily dissipated into the sea during feeding, and automatic feeding control system “Aqualingual™” which provides the appropriate amount of feed according to the appetite of the fish.



EP Feed



Aqualingual™ Feeding System in Otsuchi Town, Iwate Prefecture

Advantages of EP feed compared to minced fish meat:

- They are less likely to pollute the water
- Their well-balanced nutrients are easily taken
- They are easily digested
- They are well-suited to automatic feeding

Land-Based Aquaculture Attempts to Minimize the Impact on the Marine Environment

Fish species	Country/ Region	Initiatives
Vannamei (whiteleg shrimp)	Japan (Kagoshima prefecture)	Following a feasibility study of land-based aquaculture using the ‘closed biofloc method,’ the project has been commercialized from April 2023. This reduces the amount of water used to the bare minimum required for raising shrimp and uses aggregates of microorganisms (i.e., bioflocs) in the rearing tank for water treatment.
Chub mackerel	Japan (Tottori prefecture)	The Nissui Group and Kanadevia Corporation (formerly Hitachi Zosen Corporation) are engaged in the joint development of land-based recirculating aquaculture technology for chub mackerel. The environment is optimally controlled in terms of water temperature and water quality with the use of underground seawater and a recirculating water treatment system. As it does not use seawater sourced from the open sea, it reduces the risks of parasites such as anisakis.
Atlantic salmon	Denmark	In April 2020, Nippon Suisan (Europe) B.V., together with Marubeni Corporation, acquired a capital stake in Danish Salmon A/S, a company engaged in the business of farming salmon using recirculating aquaculture systems (“RAS”) in Denmark.

Countermeasures against Marine Plastics

Marine Plastics >

Marine Eco-Labels

The Nissui Group aims to preserve the bountiful sea and improve the sustainability of marine resources. One way in which we aim to do that is by acquiring ASC and MSC certification, and by using marine products that have marine eco-label certification.

The First Japanese Company to be a Funding Partner of the GSSI

Seafood certification programs such as MSC determine their criteria on the basis of the “Code of Conduct for Responsible Fisheries” and the “Guidelines for the Ecolabelling of Fish and Fishery Products from Marine Capture Fisheries” of the Food and Agriculture Organization of the United Nations (FAO). However, as understanding of sustainable seafood has expanded, the number of certification programs has also increased, making it necessary to assess their reliability. For this reason, the Global Sustainable Seafood Initiative (GSSI), was established as a international framework to verify whether certification programs meet the FAO guidelines.

Nissui, as a company committed to enhancing the sustainability of global marine resources, endorsed the GSSI initiative and became the first Japanese company to join as a funding partner in April 2017. Currently, six Nissui Group companies are participating as partners to support the promotion of international sustainability standards.



Participation in External Initiatives >

Funding Partners of the GSSI in the Nissui Group

- Nissui Corporation
- UniSea, Inc.
- Gorton's, Inc.
- King & Prince Seafood Corp.
- Nordic Seafood A/S Glacier
- Fish Company, LLC

Promoting the Acquisition of MSC Certification

MSC certification is an international certification scheme for sustainable fisheries for wild-caught seafood operated by the Marine Stewardship Council (MSC). Through the “MSC Fisheries Standard,” which applies to fisheries themselves, and the “MSC Chain of Custody (CoC) standard,” which ensures that certified products are kept separate and managed at each stage of distribution and processing, third-party organizations assess fisheries from three core principles: sustainable fish stocks, minimizing impacts, and effective fisheries management, thereby ensuring traceability from catch to product. The Nissui Group has obtained MSC certification for multiple fishing grounds and fish species, including Alaska pollock, and is promoting sustainable use of marine resources and responsible procurement.



MSC-C-51733

MSC Certification Acquired for *Merluccius Australis* Fishery

Merluccius australis (Chile Austral hake) bottom trawl and midwater trawl fishery/longline fishery operated in Chile Fishing Areas X, XI and XII by Empresa de Desarrollo Pesquero de Chile S.A. (EMDEPES) (Chile)—a Nissui Group company—and three other companies acquired MSC certification (Fisheries Certification Requirements (FCR) version 2.0) on September 24, 2019. In June 2020, EMDEPES acquired CoC certification (Note) for its vessel “UNIONSUR” as well as its logistics facilities. EMDEPES produces mainly H&G (Headed and gutted) and filleted *Merluccius australis*, etc. and sells them primarily to the Spanish market. Having acquired CoC certification, EMDEPES will be able to produce and sell them as MSC-certified products.

(Note) Chain of Custody (CoC) certification: This is a certification managed and operated by the Marine Stewardship Council (MSC) with respect to the management of processing and distribution processes (i.e., Chain of Custody). It certifies that its certified seafood has been managed appropriately, has not been contaminated with non-certified ingredients and is free from mislabeling throughout all processes of production, processing and distribution of the products.

Obtaining MSC Fisheries Certification for the Western and Central Pacific Skipjack Tuna and Yellowfin Tuna Purse Seine Fishery

On February 15, 2024, Kyowa Fishery Co., Ltd., a Nissui Group company, in collaboration with another partner company, became the first Japanese-flagged purse seine fishing operation to achieve MSC (Marine Stewardship Council) certification for their skipjack tuna and yellowfin tuna fishery in the central western Pacific. The company considers it its mission to promote sustainable and environmentally responsible fisheries based on resource management, and therefore pursued this certification. It took approximately three years to obtain certification, from the start of preparations in 2020. During the pre-assessment, the company received support from WWF Japan and Seafood Legacy Co., Ltd.



Nissui Receives “MSC Japan Award”

The “MSC Japan Award” was newly established in 2024 to recognize businesses that have contributed to the promotion of MSC-labeled marine products in Japan. Award recipients were determined based on the previous year's sales volume of MSC-labeled products for consumers, and Nissui was honored with the award in the manufacturer category for two consecutive years, 2024 and 2025.



Promoting the Acquisition of ASC Certification

ASC certification is an international certification scheme for the responsible production of aquaculture seafood operated by the Aquaculture Stewardship Council (ASC). Through "ASC Feed Standard," which applies to feed mills, "ASC Farm Standard," which applies to aquaculture farms, and "ASC Chain of Custody (CoC) Standard," which ensures that certified products are kept separate and managed at each stage of distribution and processing, independent third-party organizations assess operations from perspectives including environmental conservation, consideration for local communities and labor, and aquaculture management systems, thereby ensuring traceability from farm to product.

In the Nissui Group, we have obtained ASC certification for multiple aquaculture farms and fish species, including salmon and Japanese amberjack, and are promoting responsible aquaculture.



ASC-C-01759

Acquires World's First ASC Certification for Japanese Amberjack

Kurose Suisan Co., Ltd., a Nissui Group company, became the first in the world to acquire ASC certification for its Japanese amberjack on December 16, 2017, and acquired Chain of Custody (CoC) certification (Note) for its processing plant on November 30, 2017. Kurose Suisan is one of the largest operators of Japanese amberjack aquaculture in Japan, and its "Kurose Buri" brand is distinctive for its firm flesh. Kurose Suisan provides a stable supply of fatty, high-quality Japanese amberjack throughout the year, thanks to Nissui Group's aquaculture technology.

Acquires ASC Certification for Salmon/Trout

Salmones Antártica S.A. ("SA") (Chile), a Nissui Group company, acquired ASC certification for its salmon/trout on March 5, 2019, and received Chain of Custody (CoC) certification (Note) for its processing plant on its head office's premises on March 4, 2019. Salmon/trout and coho salmon handled by SA, which are distributed to markets worldwide through Nissui Group's sales networks, have become familiar among consumers as the "FIVE STAR" brand.

As of the end of March 2025, SA has obtained ASC certification for 100% of its production volume.

(Note) Chain of Custody (CoC) certification: This is a certification managed and operated by the Marine Stewardship Council (MSC) with respect to the management of processing and distribution processes (i.e., Chain of Custody). It certifies that its certified seafood has been managed appropriately, has not been contaminated with non-certified ingredients and is free from mislabeling throughout all processes of production, processing and distribution of the products.

Promoting the Acquisition of BAP Certification

Best Aquaculture Practices (BAP) certification is an international third-party certification scheme operated by the Global Seafood Alliance (GSA), covering the sustainable and responsible production of farmed seafood. Through certifications applicable to hatcheries, feed mills, farms and processing plants, third-party bodies audit the supply chain based on standards covering four pillars—environmental responsibility, animal health & welfare, food safety and social accountability—as well as traceability standards that support these pillars, thereby demonstrating responsible aquaculture from production through to products.

Acquires "4-star" BAP Certification for Salmon/Trout

Salmones Antártica S.A. ("S.A.") (Chile), a Nissui Group company, acquired BAP certification for its feed mill (Los Angeles, Bio Bio Region) in August 2018, processing plant (Isla de Chiloé, Los Lagos Region) in January 2019, seawater aquaculture farm (Bahia Acatilada Sector 1, Aisen Region) in March 2019, and fresh-water aquaculture farm (Los Tambores fresh-water aquaculture farm in La Union, Los Rios Region) in August 2019. Having been certified for all four processes (i.e., hatchery (fresh-water aquaculture farm), seawater aquaculture farm, feed mill, and processing plant), S.A. acquired "4-star," the highest level of BAP certification.

Promoting the Acquisition of MEL Certification

MEL certification is a marine eco-label certification scheme originating in Japan, operated by the Marine Ecolabel Japan Council. It consists of the "MEL Fisheries Certification" and "MEL Aquaculture Certification," which apply to operators that consider the sustainability of marine resources and the environment, as well as the "MEL Chain of Custody (CoC) Certification," which ensures that certified products are segregated and managed at each stage of distribution and processing. Under these certifications, third-party bodies conduct audits from the perspectives of resource management and environmental conservation initiatives, thereby ensuring end-to-end credibility and traceability from capture and aquaculture through to products.



Sales Performance of Marine Eco-Labeled Products

To enhance the sustainability of marine resources, the Nissui Group is making efforts to acquire and spread marine eco-labels.

Sales Performance of Marine Eco-Labeled Products

	2023		2024		2025	
Name of certification	Number of products	Total sales volume (tons/year)	Number of products	Total sales volume (tons/year)	Number of products	Total sales volume (tons/year)
MSC (Note 1)	44	6,581.3	50	6,026.6	53	7,259.6
ASC (Note 2)	7	55.6	7	43.7	11	172.7
MEL (Note 2)	13	6,114.6	13	5,380.6	13	4,266.3

(Note 1): Scope: Products for which applications were made by Nissui Corporation.

(Note 2): Scope: Products for which applications were made by Nissui Corporation and its Japanese Group companies.

Reducing Environmental Impact

The Nissui Group thinks CO₂ emissions, water use and waste production as three important benchmarks, and has since been making efforts to reduce environmental impact. In FY2021, we formulated our Long-Term Vision "GOOD FOODS 2030", and in FY2025, our Medium-Term Management Plan "GOOD FOODS Recipe2". These strategic frameworks set ambitious targets for reducing environmental impact, and we are implementing comprehensive initiatives to achieve them.

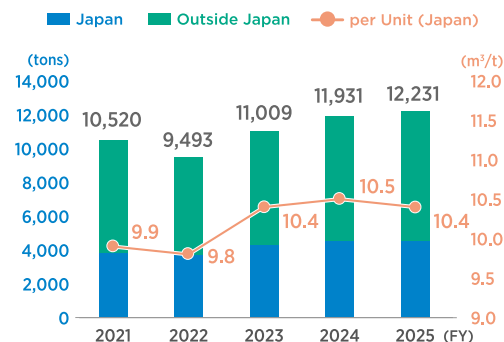
Sustainability Targets (Long-Term Vision "GOOD FOODS 2030"/Medium-Term Management Plan "GOOD FOODS Recipe2") and Results >

ESG Data > E: Environmental Data >

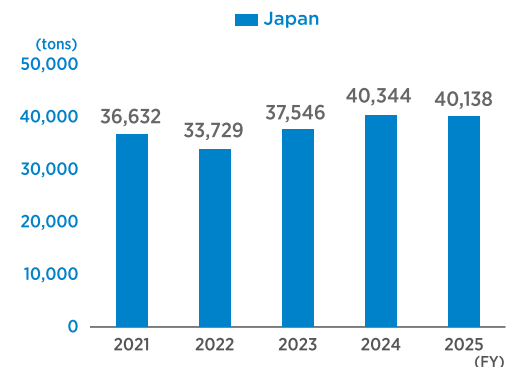
Targets and Results

Indicators	Scope	Results	KPIs	
		FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Water use (Base year: FY2015; per unit)	Nissui Group in Japan	Increased by 1.2%	Reduce by 10%	Reduce by 20%
Percentage of plants with 99% or higher zero emission rate	Nissui Group in Japan	74.1%	85%	100%

Water Use



Waste Generated



Initiatives to Reduce Water Use

Switching to a Chiller (Cooling Water Circulation Equipment) (Mogami Foods)

Mogami Foods, which is one of the Nissui Group companies, manufactures frozen prepared food products. In FY2022, Mogami Foods carried out an update of the vacuum cooler on its ingredients line at the plant. At that time, the existing outdoor unit was also switched from a cooling tower system to a chiller, and one cooling tower that was no longer required was removed. Previously, water loss due to evaporation had occurred in the cooling tower. However, this switch solved the problem and has led to a reduction in water consumption. In addition, the company made other changes, such as replacing components on the production line; all these efforts combined are linked to a total reduction in water use of approximately 2,200 cubic meters per year.



Chiller (Cooling Water Circulation Equipment)

Evaluation of Water Risk

A number of global standards are available for evaluating water risk. In FY2022, the Group applied Aqueduct, a standard of the World Resources Institute (WRI), to evaluate individual manufacturing and logistics sites in Japan and outside Japan. Going forward, the Group will continue to implement measures to reduce water use and explore ways of refining methods of evaluating water risk.

Initiatives for TCFD Recommendations > Overview of Scenario Analysis in Strategy > Evaluation of Water Risk >

Initiatives to Reduce Waste

Upcycling of Japanese Amberjack Skin

In March 2025, we developed “namino leather,” a fish leather created by upcycling the skin of “Kurose Buri” (Japanese amberjack) farmed by our Group company Kurose Suisan Co., Ltd. This skin had previously been used as fertilizer and in other applications as an inedible byproduct during processing.

In 2026, we began test sales targeting apparel manufacturers and other companies in Europe, North America, and Japan.

Official website of “namino leather”: <https://www.naminoleather.com/en/> 



“namino leather” [SHIRANAMI]



“namino leather” [KUROSE]



Product Application Examples (Bow Tie)

Initiatives Related to Waste Reduction

Containers and Packaging/Waste > Reducing Plastic Waste in the Production and Logistics Phases >

Food Loss and Waste > Production Stage Initiatives >

Plastic Problems

Policy and Promotion Framework

Plastics are light and durable materials that make our lives more convenient, yet they are also associated with such societal issues as the problems of waste, marine plastics, and global warming.

As part of its initiatives to address the problems associated with plastics, the Nissui Group is rigorously promoting the management of plastic fishing equipment used in its fisheries and aquaculture business. For plastics used in plants of production and plastic containers and packaging for food products, we are concurrently promoting 3R+R (Reduce, Reuse, and Recycle, plus Renewable) activities and studying the use of alternative materials. In addition, we are committed to tackling this issue not just as a company, but through the actions of every employee. We clean up public areas around our offices as well as beaches and rivers with a shared sense of purpose, specifically:

- Giving back to the local community
- Picking up garbage that is the result of littering or that has washed ashore, including plastics, thereby preventing those things from outflowing into ocean

Establishment of Nissui Group Basic Policy to Address the Problem of Plastics

Nissui Group's fundamental approach regarding the problems of marine plastics and the use of plastics was deliberated, and a policy was established.

Nissui Group Basic Policy Regarding the Problem of Plastics

We will work alongside other stakeholders to combat the problem of marine plastics as well as other global environmental issues, and to preserve the bountiful sea

1) Plastics outflowing to the ocean

Regarding plastic fishing equipment used in the fisheries and aquaculture businesses, we will prevent them from becoming microplastics and ghost gear (Note) by the use of alternative materials and assiduous management of the use of plastics

2) Waste from the production stage

We will work to reduce plastic waste from our production plants and promote recycling

3) Waste from the consumption stage

We will work to reduce the impact on the environment from our food containers and packaging, making use of plastic's quality retention ability and other capabilities

- Reduce the amount of plastic through continued review of product design
- Use (substitute with) plant-based resources (biomass-based plastic), easily recyclable containers and packaging, and recycled material

4) Initiatives by every employee

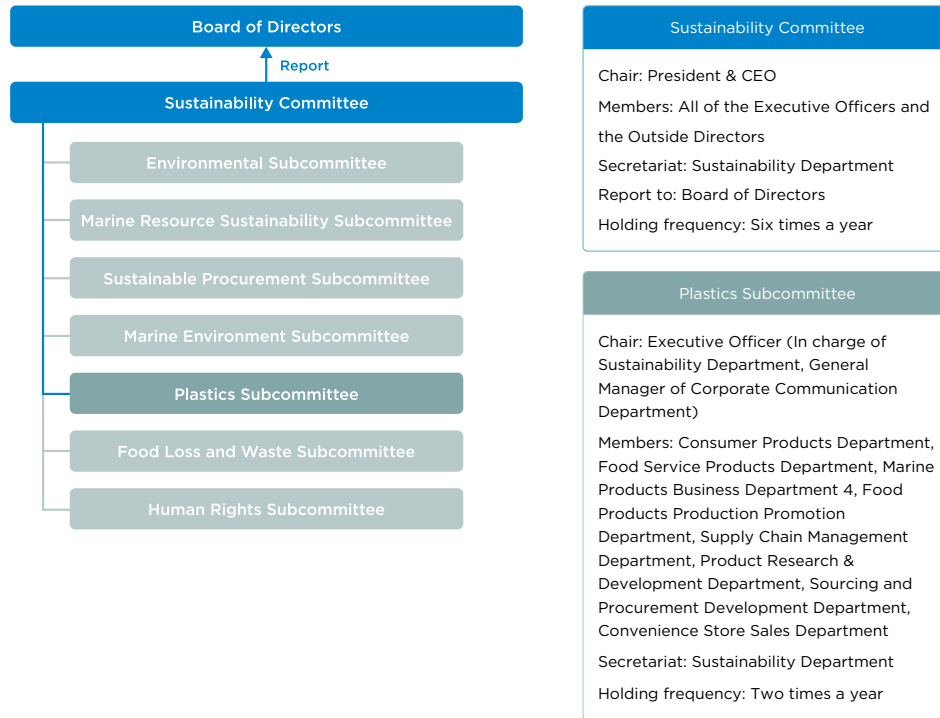
Through participation in cleanup campaigns, employees will work to reduce plastic waste in the community, river, and sea, and preserve the marine environment

(Note) Ghost gear: Fishing equipment that is lost or abandoned and remains in the marine environment.

Enactment Date: February 21, 2020

Promotion Framework - The Plastics Subcommittee

The Plastics Subcommittee is promoting the 3R + R (Reduce, Reuse, Recycle + Renewable) of plastic resources.



Targets and Results

The targets and results specified in the long-term vision, “GOOD FOODS 2030,” and in the Medium-Term Management Plan, “GOOD FOODS Recipe2” are as follows. Our initiatives are based on three perspectives: reducing the use of plastic in containers and packaging, reducing plastic waste at the production phase, and preventing marine pollution.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan “GOOD FOODS Recipe2”	Target by 2030 Long-Term Vision “GOOD FOODS 2030”
Plastic use in containers and packaging (Base year: FY2015; per unit)	Nissui Corporation	Reduced by 13.9%	Reduce by 15%	Reduce by 30%
Plastic waste at the production phase (Base year: FY2017; per unit)	Nissui Group in Japan	Reduced by 14.2%	Reduce by 25%	Reduce by 30%

[Prevention of Fishing Gear from Flowing Out into the Ocean]

Recognizing the potential risks that outflow of plastic fishing gear into the ocean poses to the marine environment and ecosystems, the Nissui Group aims to achieve zero incidents of such outflow of the fishing gear equipment used by its aquaculture and fishing companies. In the event of outflow of fishing gear into the ocean, we will strive for thorough reporting and take steps to prevent recurrence.

Report on Incidents of Fishing Gear Outflow

Country	Region	Location	Date	Type of fishing gear	No. of items	Cause	Preventive measures taken
Japan	Iwate Prefecture	Offshore fish farm	March 2026	Fishing float light	1	Equipment and management factors	Cleaning of foreign matter attached to ropes, installation of additional ropes.

Scope: All consolidated companies of the Nissui Group in Japan and outside Japan (aquaculture/fishery companies only).

Marine Plastics > Initiatives to Prevent Fishing Gear from Flowing Out into the Ocean >

Marine Plastics

Initiatives to Prevent Fishing Gear from Flowing Out into the Ocean

At present, some of the sources of marine plastic litter are known to be lost and abandoned fishing gear, which is referred to as "ghost gear," "ALDFG" (Note 1), etc. Through SeaBOS (Note 2), Nissui has joined GGGI (Note 3) and is also making efforts to prevent fishing gear used by fishery companies and aquaculture companies in the Nissui Group in Japan from flowing out into the ocean.

(Note 1) ALDFG: Abandoned, Lost or otherwise Discarded Fishing Gear.

(Note 2) SeaBOS: Seafood Business for Ocean Stewardship.

(Note 3) GGGI: Global Ghost Gear Initiative. An international body working to prevent fishing gear from flowing out into the ocean.

Enhancement of Fishing Gear Management Rules

The Nissui Group will manage fishing gear in a thoroughgoing manner not only to prevent fishing gear from flowing out into the ocean but also to help reduce accidents involving the breakage of fishing gear (operation loss, escaped cultured fish and other factors that affect the ecosystem) and work-related accidents.

We are enhancing fishing gear management rules at all aquaculture companies and fishery companies in the Nissui Group in Japan. Our existing fishing gear management rules at the individual company level have been reviewed afresh from the viewpoint of preventing fishing gear from flowing out into the ocean by using GGGI's "Best Practice Framework for the Management of Fishing Gear" (a guideline for fishing gear management targeting persons involved in fishery business, consisting of prevention, mitigation and remediation) as reference. These fishing gear management rules include equipment condition checks, employee education, appropriate disposal of used fishing gear, and reporting procedures, etc., in the unlikely event that fishing gear has been lost or abandoned.

Initiatives

[Initiatives: Prevention]

- Sorted items to be checked in terms of fishing gear equipment condition and replacement criteria: Reconfirmed items to be checked in inspections and replacement criteria for each fishing gear on an individual company basis (i . Visual inspection, ii . Useful life, iii. Numerical criteria)
- Introduced maintenance records: Utilized fishing gear maintenance records for managing fishing gear
- Appropriate disposal of used fishing gear: Confirmed the appropriate disposal of used fishing gear as industrial waste in compliance with the law
- Pre/post-typhoon checks: Checked fishing gear before/after a typhoon has passed at farming sites that are susceptible to the impact of typhoons
- Conducted employee education: Established a rule to conduct education on the marine plastics problem targeting employees at each company (at least once a year). The results are as follows.

Employee Education

	No. of companies implemented			Training content example
	FY2023	FY2024	FY2025	
Aquaculture companies in the Nissui Group in Japan	100%	100%	100%	Workshop: "Efforts to Address the Risk and Prevention of Marine Debris from Fishing Gear"
Fishery companies in the Nissui Group in Japan	100%	100%	100%	

[Initiatives: Mitigation]

We standardized reporting procedures and matters to be reported in the unlikely event that fishing gear has been lost or abandoned. Within the Group, it is mandatory for the staff at the site of each aquaculture company/fishery company to report such an incident to the company representative, who must then report it to Nissui's executive officer. Outside the Group, a report must be made to relevant organizations, etc. Matters to be reported are standardized among all companies, including basic information (i.e., when, where, what, how and why), in addition to the recoverability of such fishing gear and preventive measures for the future. In the event of outflow of fishing gear into the ocean, we will strive for thorough reporting and take steps to prevent recurrence.

Report on incidents of fishing gear outflow >

[Initiatives: Remediation]

Objects washed ashore after a natural disaster (e.g., typhoon) pose a big problem. These include plastics, including fishing gear such as floats, which not only affect the scenery and the coastal environment but are also costly and require a lot of manpower to deal with them. In the event of fishing gear being lost by the Nissui Group in the course of our operations, we will endeavor to retrieve such fishing gear to the best of our ability.

Switching over to Floats That Have a Low Risk of Becoming Plastics That Outflow into the Ocean

Traditionally, marine aquaculture operations have commonly used nylon-covered polystyrene foam floats. However, due to insufficient durability, these nylon covers often become damaged, leading to internal polystyrene foam breaking apart and dispersing into the ocean, thus contributing to marine plastic pollution.

The Nissui Group operates marine aquaculture businesses overseas for salmon and domestically in Japan for species such as Japanese amberjack, greater amberjack, coho salmon, and bluefin tuna. A FY2019 survey identified that a total of 19,540 nylon-covered floats were used across the Group's aquaculture operations. In response, we set a target that "By the end of March 2025, the Nissui Group will cease the use of nylon-covered polystyrene foam floats for use in aquaculture and completely switch over to floats that have a lower risk of becoming plastic that outflows into the ocean." The transition to PE-coated polystyrene foam floats and hollow resin floats, among other options, has been successfully completed as of March 2025.

We will continue to proactively address the issue of marine plastic pollution through our ongoing business activities across the entire Group.



Floats at Marine Aquaculture Sites Following Switchover

[Before switchover]



Nylon-Covered Polystyrene Foam Floats



Inside Polystyrene Foam

[Post-switchover example]

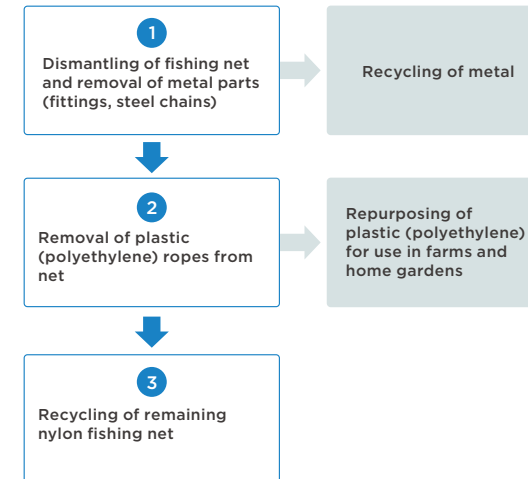


A Hollow PE Resin Float

Fishing Gear Recycling

Sealord Group Ltd., a Nissui Group company based in New Zealand, is involved in fishing as well as the processing and sale of seafood products. In collaboration with Motueka Nets, also located in New Zealand, Sealord is advancing the recycling of its fishing nets. Traditionally, Sealord disposed of used fishing nets in landfills. These nets, composed of metals and various types of plastics, could not be recycled without proper separation of materials—a process that was highly labor-intensive. Through their partnership, Sealord and Motueka Nets have made it possible to dismantle, sort, and recycle fishing nets.

Fishing Net Dismantling and Recycling Flow



Sealord's Nets 1



Sealord's Nets 2

Joint Cleanup Activities in Japan

For our company, which conducts its business based on the bounty of the sea, pollution caused by “marine plastics” is a particularly important issue. With the aim of raising awareness of the seriousness of the marine plastic problem and accelerating and expanding countermeasures, major seafood companies in Japan jointly hold cleanup events on a regular basis.

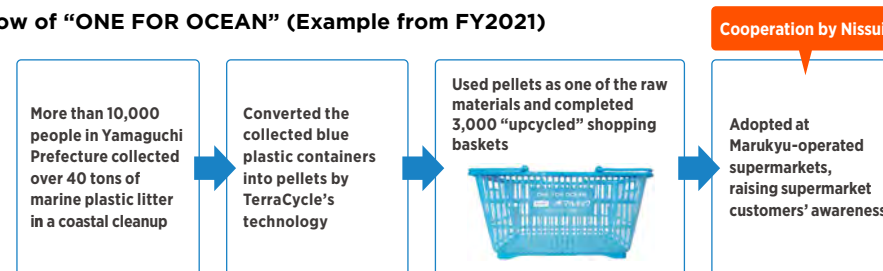
In FY2025, the “2025 Joint coastal cleanup by four major seafood companies” was held on November 29, 2025, at the “Makuhari no hama” at Makuhari Seaside Park, Chiba Prefecture. We will continue our efforts through collaboration at such events in the future.



Participating in Marine Plastic Litter Upcycling Project

“Upcycling” means utilizing waste, items no longer needed and other things that would have otherwise been discarded and transforming them into other products. In FY2021, Nissui worked jointly with the Yamaguchi Prefectural Government, Marukyu Co., Ltd. and TerraCycle Japan on “ONE FOR OCEAN,” a private-public upcycling project utilizing marine plastic litter. This project has been adopted as a model project in the “FY2021 Local Blue Ocean Vision Project” of the Ministry of the Environment. In FY2021, Nissui, together with Yamaguchi Prefecture, Marukyu Co., Ltd. and TerraCycle Japan, launched the public-private upcycling project called “ONE FOR OCEAN” (centered around the utilization of marine plastic waste, “ONE FOR OCEAN” was chosen as a model project for the Ministry of the Environment’s “FY2021 Local Blue Ocean Vision” project). Approximately 450 people from prefectural residents, private organizations, and companies participated in a coastal cleanup on May 19, 2024, and collected approximately 1.5 tons of litter. Of this, 37 of the collected polyethylene tanks were upcycled into shopping baskets as part of the raw materials. Although the coastal cleanup activities for FY2025 were canceled due to inclement weather, we continued our upcycling efforts, producing shopping baskets made partially from marine plastic waste. We will continue these initiatives and, in collaboration with local governments and partner companies, further promote activities that include upcycling.

Flow of “ONE FOR OCEAN” (Example from FY2021)



Coastal Cleanup Activities in FY2024



Support of a Venture Addressing the Problem of Plastics Flowing into the Ocean (Pirika Inc.)

Marine litter including plastics is said to originate from the land, mainly from the cities but its discharge routes are not known. From FY2018, Nissui has been a supporter of Pirika Inc., which is committed to the Albatross Project that aims to investigate the facts surrounding plastics flowing into the ocean and has commenced concrete approaches in dealing with the problems of the marine environment and the problem of plastics flowing into the ocean, which are directly connected to Nissui's business.

Details of the Albatross Project which aims to investigate the facts surrounding the problem of plastics flowing into the ocean

●STEP1

Development of research methods: Develop an effective method of research on the flow of plastics into the ocean.

●STEP2

Clarification of the flow mechanism: Study the mechanism of plastics flowing into the ocean (flow routes and flow items) and narrow down the problem.

●STEP3

Study and implementation of measures: Study, prioritize and implement measures to combat the problem of plastics flowing into the ocean.



Pirika Inc.: <https://en.corp.pirika.org/> 

Containers and Packaging/Waste

Reduction of Plastic Consumption in Packaging

In FY2020, Nissui established the Container/Packaging Selection Guidelines, in consideration of the impact of plastics on the global environment, such as the marine plastics problem and global warming. One of the objectives is to reduce the volume of plastics used in containers and packaging to the extent possible, while taking advantage of their roles and functions, including protecting products and maintaining their quality. The Guidelines are applicable to all Nissui-branded products (i.e., frozen prepared foods, surimi-based products, shelf-stable foods, marine products and fine chemical products).

Container/Packaging Selection Guidelines

	Description of initiatives	Specific examples
Reduce	Suppress the volume of plastics used in containers and packaging (minimization)	- Packaging size adapted to the content size - Films and trays with limited thickness - Keep the number of parts low
Replace	Adopt plant-derived and recycled materials and replace existing materials with them	- Biomass-based composite materials (including biomass-derived biodegradable plastics) - Recycled materials (e.g., recycled PET) - Paper materials
Recycle	Adopt and switch to easy-to-recycle materials	- Aluminum-free - Conversion to single material (i.e., mono-material) - Design/structure that allows easy waste separation
Other forms of environmental friendliness (other than plastics)	Pursue environmental friendliness also for materials other than plastics, such as adopting plant-derived ink and paper certified by the Forest Stewardship Council (FSC).	- Plant-derived ink - FSC-certified paper

Nissui has prepared a "Container/Packaging Checklist" in accordance with the Guidelines and implements it as part of the product development flow. It serves as a mechanism that enables us to check whether or not appropriate environmental friendliness has been examined in terms of the materials, size, thickness, etc. of containers and packaging.

Reduction Results

At Nissui, the Plastics Subcommittee and the Container/Packaging Eco-Project play a central role in reviewing the use of plastics in all of its products.

Reduced weight of plastic containers and packaging for products sold by Nissui

	FY2021	FY2022	FY2023	FY2024	FY2025
Food Products Business (kg)	33,814	72,830	62,610	59,002	130,972
Marine Products Business (kg)	-	23,835	45,532	31,950	14,983

Nissui's Initiative

[Reduce]

Tray-packaged fish paste products

By switching the plastic trays and films used for fish paste products such as "Umikara salad flake" and "Chigiri-ten" to packaging formats that do not use plastic trays and films, we achieved an annual reduction of approximately 88 metric tons.



White fish and tartar sauce fry

Plastic trays used in products and films used for product outer packaging have been thinned, resulting in an annual reduction of approximately 9 metric tons.



Cream croquette products

Plastic trays used for products such as Corn Cream Croquettes and Crab Cream Croquettes have been thinned, resulting in an annual reduction of approximately 7 metric tons.



[Replace]

Microwaveable fry series

By adopting paper-based trays from the product development stage, we are reducing plastic usage.



Manzoku Plate series

By using 10% plant-based plastic in the plastic trays used in products, we are reducing the use of petroleum-based plastic.



[Recycle]

Plastic containers and packaging for food products are, in most cases, made by laminating multiple materials together. Moreover, differences in size, thickness, and the degree of contamination after use all contribute to the challenges of recycling food packaging. Accordingly, we are promoting initiatives to design packaging with recyclability in mind from the outset and, when recycling is possible, to clearly communicate this to consumers, thereby encouraging proper collection and resource recovery after use.

Nissui Group Companies' Initiatives

Company name	Results of Initiatives and Plans/Targets
Aquaculture Companies in Japan	Aquaculture companies in Japan reviewed the use of expanded polystyrene boxes, which are commonly used for transporting seafood, to assess the possibility of switching to alternative materials. Focusing on periods other than the high-temperature summer months, they promoted the use of water-resistant cardboard boxes as an alternative. In FY2021, a total of 6,907 cases were transported using cardboard boxes.
Thai Delmar Co., Ltd. (Thailand)	In May 2023, Thai Delmar Co., Ltd. changed the packaging format of its main products to single-unit packaging in collaboration with customers, contributing to a reduction in polypropylene (PP) band usage. The annual reduction is expected to be approximately 6,200 kg. The company also collaborated with suppliers to increase the weight of each raw material bag from 20 kg to 25 kg. As a result, the use of plastic for inner bags is expected to be reduced by approximately 600 kg per year.
Gorton's, Inc. (USA)	Since 2019, Gorton's, Inc. has started reviewing existing materials and testing recyclable new materials in collaboration with suppliers in relation to two major container and packaging formats in its products (i.e., SURPs (stand-up resealable pouches) and direct-filling containers/packaging). In 2020, Gorton's determined the following targets for containers and packaging of products for retail. [Targets] - Make 100% of containers and packaging bear the How2Recycle label (Note) by 2023; and - Make at least 95% of containers and packaging (based on weight) recyclable by 2025. In 2021, the results of initiatives related to containers and packaging of products for retail were as follows. 27% of containers and packaging carried the How2Recycle label. - Gorton's identified new recyclable materials for SURPs. Recyclable containers and packaging accounted for 32% of all containers and packaging (and are expected to account for 60% in 2023).
Flatfish Ltd. (UK)	In 2020, Flatfish Ltd. promoted the introduction of plastic containers that can be recycled by consumers in the majority of its products. In 2021, Flatfish will further promote this initiative in accordance with the plan below. [Plans] Promote the replacement of non-recyclable containers and packaging with recyclable alternatives. In 2021, Flatfish identified the water absorbent pad that accompanies trays as an obstacle to recycling containers and packaging (it is unsuitable for recycling as it is made of different plastic material from the tray). Flatfish developed new trays that no longer require any water absorbent pad and switched to a recyclable design, which translated into a reduction of plastics by 2.9 tons.



(Note) How2Recycle label: A label in USA/Canada indicating whether or not the container/packaging is recyclable. At Gorton's, all laminated pillow bags with zipper already bear this label as of December 2020.

Reducing Plastic Waste in the Production and Logistics Phases

Plastic waste is also generated at both production plants and logistics centers. The Nissui Group has set a target as an environmental indicator for the reduction of plastic emissions in the production and distribution stages in Japan, and is promoting efforts for the achievement of this target. We analyze plastic emissions at the departmental level and are actively working with raw material suppliers to reduce plastic waste.

Initiatives at Production Plants

We have identified the different types of plastic waste and their corresponding weight percentages in the plastic emissions from Nissui's food production plants in Japan. Based on our findings, we determined that packaging derived from raw materials accounts for a large portion of the weight of plastic emissions, which has led us to include them as one of our reduction targets. At all Nissui Group production plants located in Japan, we are considering switching to reusable materials and forms for containers and packaging (bags) used for raw materials. We are also encouraging reuse by replacing these containers and packaging with returnable solutions (for raw materials such as onions, milk and rice).



Before the Switch: Onions as Raw Material (Plastic Bags)



After the Switch: Onions as Raw Material (Returnable Containers)

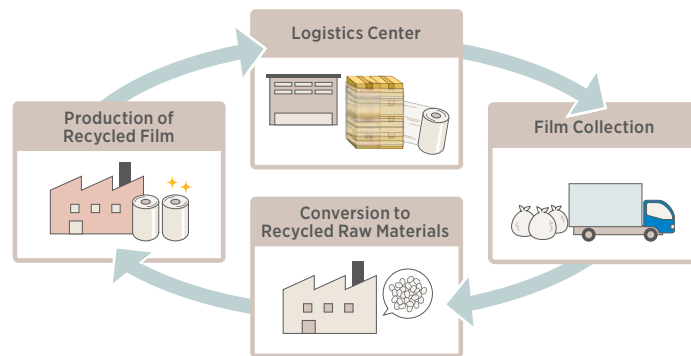
Initiatives in Distribution Operations

Targets for reduction of plastic waste were also examined at logistics centers. In the distribution of marine products, we are promoting the replacement of Styrofoam packaging used in the transportation of fresh tuna with reusable crates. In FY2025, we transported 4,336 reusable crates for fresh tuna, saving approximately 13 tons of Styrofoam packaging. In addition, with regard to stretch film, which is widely used in logistics to prevent cargo from collapsing, we are actively collaborating with plastic recycling companies to establish a closed-loop recycling (Note) system within the Group throughout Japan. In FY2025, Nissui Logistics Corporation, a Group company, has started using recycled stretch film utilizing this system at all of its business locations. Going forward, we aim to expand the use of recycled stretch film by extending the closed-loop approach to other Group companies in Japan. Furthermore, regarding sheet pallets used for cargo transportation, we collect sheet pallets that can no longer be used due to damage or other factors and recycle them as raw materials to reduce plastic waste emissions.



A Reusable Crate for Fresh Fish

(Note) Closed-loop recycling: The process of recycling and reuse of materials that have traditionally been disposed of as waste, transforming them into valuable resources.



Initiatives by Every Employee

Nissui Group Cleanup Campaign

Since 2010, the Nissui Group has been carrying out the “Cleanup Campaign,” activities to clean up the areas surrounding the Group’s business locations in Japan. In the advance information given prior to the cleanup, the participants learn that litter could potentially flow into the rivers and reach the ocean and that this activity is not merely a cleanup exercise but a way to prevent litter from flowing into the ocean, and are made aware of the relationship between this activity and Nissui’s business. Moreover, Nissui has approved the implementation of this activity during working hours to encourage employee participation.

In FY2025, 1,279 people from 70 business sites took part, picking up a total of 972 kg of trash.



Nissui Group Domestic Cleanup Activity Results

	FY2023	FY2024	FY2025
Number of participating offices	62	62	70
Number of participants	1,150	1,328	1,279
Weight of collected waste	1,619kg	1,582kg	972kg

Cleanup Activities outside Japan

Nissui Group companies outside Japan are also carrying out activities to clean up the areas surrounding its business locations.



Nissui (Thailand) Co., Ltd. (Thailand)



Salmones Antártica S.A. (Chile)

Arakawa Environmental Seminar

Since 2017, Nissui, with the cooperation of the NPO, The Arakawa River Clean-aid Forum, has been learning about the river environment, experiencing biodiversity and conducting cleanup activities to pick up litter. These activities have been incorporated into the seminar for new employees since FY2018. In the classroom, the participants listen to a lecture on the social issues surrounding the problem of marine plastics based on the latest data and come face-to-face with the problem in the subsequent fieldwork conducted on the riverbed. It gives participants the opportunity to think about the tasks that could be done by each person close to home in order to solve this problem.

Number of participants

	FY2024	FY2025	FY2026
New employees	47	41	43



Collected Litter



Classroom Lecture



Clean-Up Activities

Food Loss and Waste

Food loss and waste refers to food that can still be eaten but is thrown away. It is said that 1 billion tons of food loss and waste are generated globally each year (Note 1). And while Japan has a low food self-sufficiency rate at around 38% and depends largely on imports for its food (Note 2), more than 4.64 million tons are thrown away each year (Note 3). On the other hand, the problem of hunger also continues to exist in the world. There are thought to be about 700 million people without access to adequate nutrition (Note 4). In Japan, the Act on Promoting Food Loss and Waste Reduction (Food Loss and Waste Act) was promulgated in May 2019 (enacted in October 2019). We are making proactive efforts to contribute to the SDGs target of halving global food waste by 2030 mentioned in the above Act, as well as to seriously address our obligations as a business operator under the law.

(Note 1): UNEP (United Nations Environment Programme) "Food Waste Index Report 2024" (2024)
(Note 2): Ministry of Agriculture, Forestry and Fisheries, "FY2024 food supply and demand table (final report) (2025)
(Note 3): Ministry of Agriculture, Forestry and Fisheries, Ministry of the Environment, "FY2023 estimate"
(Note 4): FAO (Food and Agriculture Organization of the United Nations) "The State of Food Security and Nutrition in the World 2025" (2025)

Promotion Framework - The Food Loss and Waste Subcommittee

The Food Loss and Waste Subcommittee is engaged in initiatives to reduce food loss and waste in the businesses across the Group companies in Japan and to raise the awareness of the employees.



Targets and Results

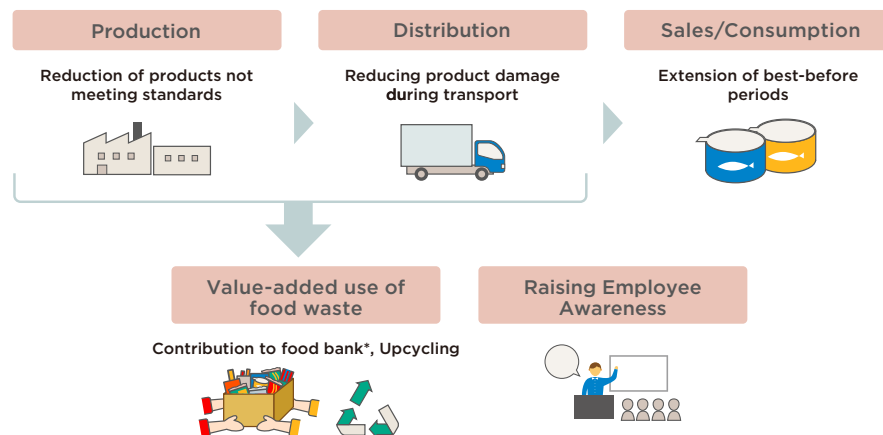
The targets specified in the long-term vision, "GOOD FOODS 2030," and in the Medium-Term Management Plan, "GOOD FOODS Recipe2" are as follows. We set a target for reduction of waste from animal and plant residues (excluding inedible parts of fish, vegetable cores, outer leaves, and similar wastes arising in the production process) and products that can be reduced through self-supporting efforts. In addition, as some residues are hard to reduce and the need for recycling is growing, we will set a new recycling-rate target for these residues from FY2025 and continue to strengthen our efforts.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Waste from animal and plant residues (Base year: FY2017; per unit)	Nissui Group in Japan	Reduced by 15.3%	Reduce by 25%	Reduce by 30%
Food recycling rate (resource circulation rate)	Nissui Group in Japan	96.8%	95%	100%
Waste from products (Base year: FY2020; Absolute quantity)	Nissui Corporation	Reduced by 26.0%	Reduce by 30%	Reduce by 50%

ESG Data > E: Environmental Data >

Reduction of Food Loss and Waste Throughout the Supply Chain

The Nissui Group, as part of its corporate responsibility of a company handling food, is addressing food loss and waste. Mainly through the Food Loss and Waste Subcommittee, we are addressing this issue throughout the supply chain, including raising the awareness of its employees and activities involving the general public, as well as reducing loss in the stages of production, distribution, sales and consumption.



*(Note): Food bank: A group which brings together food products with no quality problems but are unsuitable for sale, and people who can't obtain enough food.

Production Stage Initiatives

To minimize waste of finite resources and reduce environmental impact, the most important thing is to prevent the occurrence of food loss and waste. Based on this philosophy, the Nissui Group is working to reduce food loss and waste from the production stage onward. At production sites, we promote improvement activities such as process reviews and production equipment adjustments. We are also working to reduce excess inventory and disposal risk through optimized production planning and thorough inventory management. For unavoidable food loss and waste generated in spite of these initiatives, we are working to improve resource recycling and the recycling rate through thorough waste separation and conversion into feed, fertilizer, and methane.

Distribution Stage Initiatives

To prevent food loss and waste caused by logistics accidents and damage to outer packaging during product imports, we are working to improve the strength of outer cardboard packaging and devise better cargo loading methods. In addition, we provide loading guidance to on-site personnel and conduct training using video materials that summarize the causes of such incidents.



Stacking to Prevent Collapse

Sales and Consumption Stage Initiatives

Nissui is working to change the labeling of best-before periods to year/month format and to extend best-before periods in an effort to reduce food loss and waste. For all canned products excluding private-brand items manufactured on and after July 1, 2019, we began labeling best-before periods in year/month format. In this process, we conducted storage tests to verify whether product quality could be maintained and confirmed that the best-before periods could be extended. The introduction of year/month labeling is expected to contribute not only to the reduction of food loss and waste but also to greater efficiency in logistics.

In addition, for various products such as fish sausage, surimi-based products, shelf-stable foods, and frozen foods, we are working to extend best-before periods after confirming through sensory evaluation and scientific analysis that there is no impact on quality. We will continue working to extend best-before periods going forward.



Osakana no sausage

Initiatives for Effective Utilization of Food Loss and Waste

Donations to Second Harvest Japan

Since FY2008, Nissui has been donating frozen food to Second Harvest Japan, an NPO that provides food to people in need. A food bank connects food products that are still safe and wholesome but no longer suitable for sale with people in need of food assistance. By providing food to welfare facilities such as children's homes and mother-and-child support centers, we strive to make effective use of food resources while also contributing to society. The main donation destination and actual donations for FY2025 are shown in the attached table.

Additionally, based on the "Food Donation Guidelines" published by the Consumer Affairs Agency in December 2024, we have established internal "Guidelines for Food Donations" and "Agreements on Food Provision" and are advancing initiatives toward expanding food donations and strengthening our systems.

Main Donation Destination and Actual Donations for FY2025

Donation destination	Donation details	Volume(kg)
Second Harvest Japan	Frozen food, Shelf-stable foods	4,903
Meals on Wheels Japan	Frozen food, Shelf-stable foods	3,385
Save the Children Japan	Shelf-stable foods	804

In addition, in FY2025 as a new initiative Nissui participated in the Ministry of Agriculture, Forestry and Fisheries' emergency support program to establish a supply framework for food that would otherwise go unused, and donated food to Okinawa Prefecture. This program is implemented in collaboration with food manufacturers, logistics companies, welfare organizations, and other partners, with Meals on Wheels Japan playing a central role. Using sea freight, Nissui donated shelf-stable foods such as bottled and canned products along with frozen foods, a first for this initiative. These foods are provided to kodomo shokudo (children's cafeterias) and welfare organizations throughout Okinawa Prefecture, including remote islands. Going forward, Nissui will continue to promote the effective use of such food through public-private collaboration and partnerships with diverse stakeholders, while working to build systems that ensure reliable delivery even to regions that are difficult to reach.



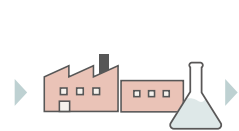
Relief Supplies Delivered to Okinawa Prefecture

Upcycling

Chilly Co., Ltd., a Group company, is advancing upcycling initiatives to transform unused food such as bread crusts that are inevitably generated during bread processing into valuable resources. Specifically, bread crusts generated at our own factory are used as raw materials for external ethanol production, and the ethanol is incorporated into disinfectant alcohol that is used again for hygiene management within our own factory. Furthermore, we are also developing and selling rusk-style products that utilize bread crusts.



Bread Crusts Generated During Sandwich Processing



Bioethanol Conversion



Utilized as Disinfectant Alcohol Within the Company

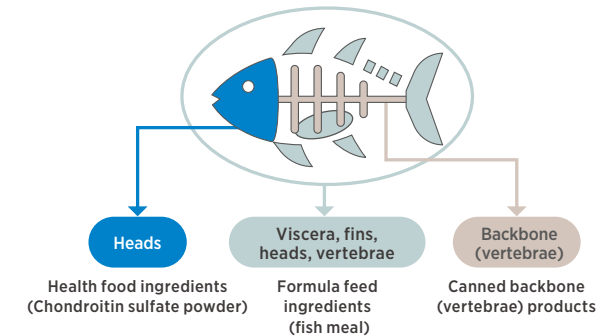


Rusk-Style Products Utilizing Bread Crusts

Effective Utilization of Aquaculture Fish

Group company Nissui Salmon Corporation is advancing initiatives to effectively utilize fish heads, internal organs, fins, backbone, and other byproducts generated during primary processing as resources without waste. Additionally, for small fish that are difficult to utilize, we are working on joint commercialization in collaboration with local fisheries high schools and companies.

For items that are difficult to effectively utilize, we are promoting recycling with feed conversion as the top priority in accordance with the Food Recycling Law.



Initiatives for Raising Awareness

Employee Awareness-Raising

As an employee awareness-raising initiative, we featured "Reduction of food loss and waste" in the FY2024 Sustainability Newsletter.

In FY2025, the training for Sustainability Promotion Members covered food loss and waste reduction to deepen their understanding of the issues and countermeasures.

Dissemination of Sustainability Activities Throughout Nissui >



Sustainability Newsletter

Social

This report has link buttons.

 Click to go to relevant website.

 Click to go to PDF page.

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Human Rights

The Nissui Group believes that corporate activities are premised on respect for human rights and will thus promote initiatives to help realize a sustainable society in which “no one will be left behind.”

Formulation of Human Rights Policy

The Nissui Group's long-term vision is to be “a leading company that delivers friendly foods for people and the earth.” An indispensable condition for achieving this vision is respect for human rights throughout the value chain. Given that the seafood supply chain is exceptionally long and complex, the Nissui Group recognizes that the risk of human rights violations is high, carrying significant risk of impact on continuity of Group operations. We believe that, as customer awareness of human-rights issues grows, ensuring respect for human rights up and down the value chain presents a way to expand business opportunities and sharpen competitiveness.

In September 2020, the Nissui Group formulated the “Nissui Group Human Rights Policy” based on the United Nations Guiding Principles on Business and Human Rights in order to further clarify its approach to respecting human rights in all value chains associated with its businesses.

The Nissui Group Human Rights Policy

The Nissui Group will champion the sustainable utilization of marine resources and the preservation of the earth's environment, creating diverse value from nature's bounty to provide health and tastiness to people all over the world. All supply chains connected with our businesses recognize respecting human rights as a top priority and address to honor that responsibility.

Respecting Human Rights

The Nissui Group upholds human rights as set out in the International Bill of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work (Note). It takes initiatives for the implementation of the policy based on the United Nations Guiding Principles on Business and Human Rights. Whenever internationally recognized human rights and the laws of a country or region differ, we will seek ways to respect the principles of international human rights.

Coverage of the Policy

This policy applies to all executives and employees of Nissui Corporation and its Group companies. The Nissui Group's business partners, including suppliers, are required to honor this policy and respect human rights.

Human Rights Due Diligence

The Nissui Group will identify human rights risks, both potential and existing, within its business activities and establish mechanisms to prevent or mitigate those risks, and carry them out in an ongoing manner.

Education

The Nissui Group will provide executives and employees training and education regularly so that this policy can be effectively implemented through its business activities.

Dialogue with Stakeholders

The Nissui Group will engage relevant stakeholders in dialogue and consultation to address measures for potential and existing adverse impacts on human rights.

Remediation

If the Nissui Group's business activities are found to have caused or contributed to adverse human rights impacts, we will engage in appropriate means for remediation.

Information Disclosure

Nissui Corporation will report on the status of our human rights initiatives in accordance with this policy on our company website and other means.

Development of Process

The Nissui Group will assign an individual responsible for the implementation of this policy and establish a system to promote business activities that respect human rights.

Enactment Date : September 10, 2020

(Note): Includes items regarding the prohibition of forced labor and the abolition of child labor.

Translations of the Nissui Group Human Rights Policy

Japanese (PDF) 266KB 

English (PDF) 212KB 

Chinese (Simplified) (PDF) 141KB 

Vietnamese (PDF) 157KB 

Spanish (PDF) 138KB 

Thai (PDF) 109KB 

Burmese (PDF) 139KB 

Portuguese (PDF) 137KB 

Indonesian (PDF) 152KB 

Khmer (PDF) 131KB 

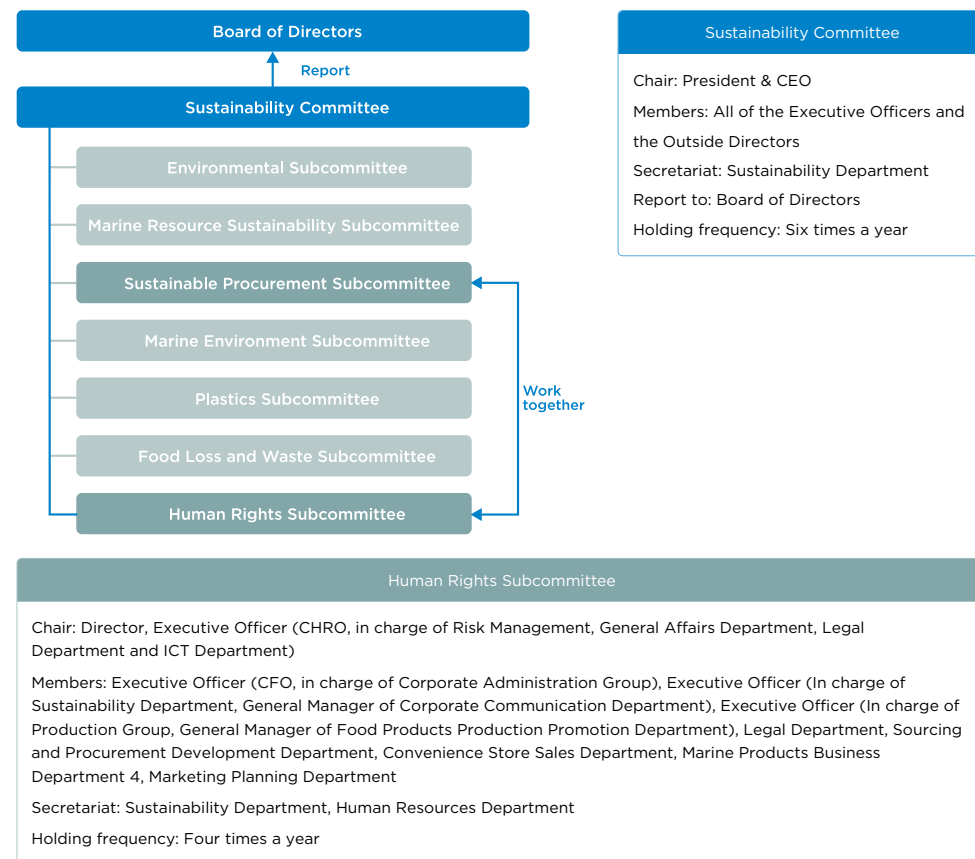
French (PDF) 137KB 

Mongolian (PDF) 171KB 

Promotion Framework - The Human Rights Subcommittee/ Sustainable Procurement Subcommittee

Our initiatives to respect human rights are primarily managed by two subcommittees under the Sustainability Committee: the "Human Rights Subcommittee" and the "Sustainable Procurement Subcommittee." These subcommittees coordinate with other relevant subcommittees as necessary based on the level of risk (Note).

The Human Rights Subcommittee is responsible for developing human rights policies and frameworks, conducting internal education, identifying key human rights risks, and promoting respect for human rights within our own Group. The Sustainable Procurement Subcommittee promotes sustainable procurement that considers both the environment and human rights in collaboration with suppliers.



Sustainable Procurement Subcommittee

Chair: Director, Senior Managing Executive Officer (Chief Operating Officer (COO), Marine Products Business Operating Officer, in charge of Marketing Planning Department)

Members: Executive Officer (In charge of Sustainability Department, General Manager of Corporate Communication Department), Executive Officer (In charge of Production Group, General Manager of Food Products Production Promotion Department), Marine Products Business Department 1-4, Consumer Products Department, Food Service Products Department, Fine Chemicals Operations Department, Sourcing and Procurement Development Department, Food Products Production Promotion Department

Secretariat: Sustainability Department

Holding frequency: Four times a year

(Note): In addition to the above, we also collaborate with the "Occupational Safety and Health Subcommittee" and the "Ethics Subcommittee" under the Business Foundation Risks Committee.

Initiatives for Human Rights Due Diligence

Human Rights Risk Assessment

To identify actual or potential negative impacts on human rights in the Nissui Group's value chain, we conducted a human rights risk assessment with members of the Human Rights Subcommittee in July 2024. After several discussions at the Sustainability Committee, we identified the following key human rights risks. This risk assessment is conducted once every few years, and the latest assessment was based on the results of the previous assessment (December 2020), incorporating new perspectives in light of changes in the external environment. In identifying these risks, we engaged in discussions with stakeholders (labor union, external experts). We have begun implementing specific initiatives to understand current conditions and reduce risks from the second half of FY2024. Beginning in FY2025, the Human Rights Subcommittee has undertaken an annual review of human rights risks. The latest review was conducted in February 2026.



Workshop Conducted by Human Rights Subcommittee Members Convened From Across Departments

Key Human Rights Risks

- Forced labor and child labor in the supply chain
- Working environment of foreign workers in Japan
- Serious occupational accidents and safety incidents

Risk Assessment Methodology

We identified risks for each process in the value chain from two perspectives: “general and cross-industry human rights risks” and “human rights risks specific to the fishery industry and the Nissui Group” (see diagram below). In analyzing the latter, we incorporated perspectives such as country-specific and species-specific risks. For the identified risks, we conducted an impact assessment based on the frequency/likelihood of occurrence and the potential severity of negative impact, to narrow down the risks.

Reference Materials

- U.S. Department of Labor – List of Goods Produced by Child Labor or Forced Labor
- U.S. Department of State – Trafficking in Persons Report
- UN Working Group on Business and Human Rights – Report on the Country Visit to Japan
- ILO – Heat at Work: Implications for Safety and Health
- Human rights-related reports issued by other governments and NGOs

Human Rights Risks Identified Through the Human Rights Risk Assessment Workshop

Red text: Key human rights risks

Blue text: Human rights risks recently reviewed

	Procurement	R&D/Production	Logistics	Sales and Distribution	Customer Use	Disposal/Recycling
Nissui Group employees (including temporary staff and contractors)		- Working environment of foreign workers - Serious occupational accidents and safety incidents - Unemployment resulting from AI implementation - Violence occurring during labor disputes - Labor safety challenges (climate and heat measures, solo work safety management, diver safety management, etc.) - Working environment of contractors (occupational safety, harassment, excessive working hours, etc.) Recruitment–Evaluation, Working Conditions & Promotion–Retirement - Inequalities in opportunities and discrimination in recruitment/career development/promotion - Harassment (sexual, power, customer, etc.) - Equal pay for equal work (preferential treatment based on type of employment, nationality, gender, etc.) - Privacy violations through surveillance of conduct while teleworking and at production sites - Risk of detention or arrest due to assignment or business travel to certain countries - Lack of religious consideration, and risk of violating freedom of religion - Unintentional discrimination or human rights violations resulting from the use of AI - Transfer orders that do not take into account the employee's own preferences or personal circumstances	- Serious occupational accidents and safety incidents			
Suppliers (including tier-two and beyond, and raw material producers)	- Unfair terms of contract against small and micro business partners - Health hazards caused by agricultural and other chemicals - Forced labor and child labor - Working environment of foreign workers - Serious occupational accidents and safety incidents					
Customers				- Misleading representation - Marketing that accelerates unhealthy diets	- Quality incidents - Health hazards	
Local community residents	- Forced removal/eviction as a result of farm development - Health hazards caused by agricultural chemicals - Destruction of indigenous people's livelihoods - Environmental pollution	- Environmental pollution				- Biodiversity damaged by marine plastics, hardships in the livelihood of people in fisheries - Environmental pollution with plastic waste
Others	- Involvement in bribery/corruption			- Advertising featuring discriminatory expressions		

Click the image above to enlarge.

Response to Identified Potential Human Rights Risks

Respect Human Rights in Our Supply Chain

The Nissui Group is working to reduce human rights risks in the entire supply chain based on the Nissui Group Basic Procurement Policy and the Supplier Guideline. The Supplier Guideline is distributed to all of Nissui Corporation's Tier-1 suppliers (suppliers within and outside Japan with which Nissui Corporation has direct transactions), and suppliers are also asked to sign a Statement of Agreement.

Since FY2023, SAQ (Self-Assessment Questionnaire) has been implemented with all of Nissui Corporation's Tier-1 suppliers to check the status of their human rights initiatives and issues. In cases where particularly high priority items do not meet the criteria, we request improvement or provide support for improvement through visits or dialogues, and regularly check the status of their countermeasures.

We also identify important suppliers based on transaction volume and product characteristics, and take actions according to the associated risks. Since 2023, we have visited or had dialogues with domestic contract manufacturers where foreign workers are employed. Since 2025, we have asked overseas contract manufacturers to join Sedex (Note) to understand and reduce risks based on international standards. This initiative is being implemented under the leadership of the Sustainable Procurement Subcommittee, in collaboration with the Human Rights Subcommittee.

(Note) Sedex: A non-profit organization that provides a platform for companies to share information about suppliers’ working environment, human rights, and the environment.



Monitoring the Working Environment of Foreign Workers

Nissui performs an annual survey on the labor conditions of foreign workers at our directly-operated plants and domestic Group companies.

Survey Summary in FY2023-FY2025

Implementation	Details	Target	Number of business sites
May-June 2023	Implementation of a comprehensive self-assessment comprising a total of 53 questions related to the areas of "Establishing Mechanisms for Compliance with Laws and Regulations and Respect for Human Rights," "Human Rights," "Safety and Health," "Use of Intermediaries," and "Other" (Note).	Offices (including directly-operated plants and domestic Group companies) that employ foreign workers with "Technical Intern Training" and "Specified Skilled Worker" residence status.	37
May-June 2024	Implementation of a comprehensive self-assessment comprising a total of 53 questions related to the areas of "Establishing Mechanisms for Compliance with Laws and Regulations and Respect for Human Rights," "Human Rights," "Safety and Health," "Use of Intermediaries," and "Other" (Note), as well as confirmation of the status of multilingual support.	Offices (including directly-operated plants and domestic Group companies) that employ foreign workers with "Technical Intern Training" and "Specified Skilled Worker" residence status.	45
May-June 2025	Implementation of a comprehensive self-assessment comprising a total of 80 questions related to the areas of "Establishing Mechanisms for Compliance with Laws and Regulations and Respect for Human Rights," "Human Rights," "Safety and Health," "Use of Intermediaries," and "Other" (Note), as well as confirmation of the status of multilingual support.	Offices (including directly-operated plants and domestic Group companies) that employ foreign workers with "Technical Intern Training" and "Specified Skilled Worker" residence status.	47

(Note): The questionnaire prepared based on the "Guidelines on Improvement of Working Environment for Migrant Workers in Supply Chains," developed by the Business and Human Rights Lawyers Network Japan, Lawyers Network for Foreign Workers, and Lawyers' Network for Foreign Technical Interns.

Survey Results and Response

Analysis of annual self-check responses and interviews with business sites have not shown indications of serious human rights violation risks. However, some business sites have identified the following issues related to foreign workers, which the Human Rights Subcommittee has communicated to domestic Group companies. We are promoting a unified approach across the Group, and the Human Rights Subcommittee is monitoring implementation status.

We will continue to conduct work environment surveys; however, to ensure effectiveness, we are also combining these with on-site visits to confirm actual conditions and interviews with foreign workers, who are the rights holders.



Human Rights Subcommittee



Interviews With Technical Intern Trainees

Issues Identified in Certain Sites

- Contract with an intermediary lacks clear provisions explicitly prohibiting the collection of fees from foreign workers by the intermediary.
- Failure to provide employment contracts and pay slips in a language that foreign workers can understand.
- Training is not provided in a language that foreign workers can understand on safety and hygiene standards, as well as evacuation routes in the event of a fire or emergency.

Details of Notifications to Group Companies

- Include a provision in the contract to be entered into with intermediaries (including supervising organizations in the Technical Intern Training Program and hosting/registration support institutions in the Specified Skilled Worker System) for the employment of foreign technical interns or specified skilled foreign workers that clearly states the prohibition on collecting fees, deposits, or penalties from foreign workers.
- Ensure that employment contracts with foreign workers are written in a language they understand. (Note)
- Ensure that the information contained in the foreign worker's wage statement is provided in a language or by a method that the individual can understand. (Note)
- Conduct training for all foreign workers in a language they understand, covering safety and hygiene standards, evacuation routes in the event of a fire or emergency, and job-specific requirements.

(Note): Templates in English, Chinese, Portuguese, Spanish, Vietnamese, and Indonesian have been created and shared.

Multilingual Support at Production Facilities

The Nissui Group's production facilities employ people of many nationalities, and the number of languages that need to be supported is growing. In addition, the investigation by the Human Rights Subcommittee has identified multilingual support for foreign workers as one of the challenges faced by our Group. In particular, multilingual versions of contracts, pay slips, and emergency evacuation manuals were common issues across sites, but these challenges are in the process of being resolved through measures such as creating Group-wide templates.

Efforts have been made to provide multilingual support through the implementation of signage in various languages at these plants. The introduction of multilingual tools using visuals such as pictures and images for clear explanations is being actively pursued to improve the safety of foreign workers and their understanding of work procedures and rules.



Salary Statement App Manual
(Vietnamese)



Multilingual Contracts



Heat Stroke Prevention Notices (Khmer,
Myanmar)

Emergency Confirmation System
Manual (Vietnamese)

Education for Foreign Workers in Factories

For ease of understanding by foreign workers, the desired messages to be conveyed for each theme are consolidated onto a single sheet, and visual illustrations are used to demonstrate the “do’s” (desired actions) and “don’ts” (prohibited actions) for better visual understanding. The languages used are English, Vietnamese, and Chinese, with blank spaces provided at each plant to allow additional languages to be added as needed.

In addition, a total of 35 instances of educational content were created to support quality education for foreign workers in factories, and these materials were distributed to production plants within the Group and major partner plants. We also conduct education and training in the native languages of foreign workers with interpreters.



Example of Educational Tool



On-Site Training in Foreign Languages

Use of Pictograms, Videos, and Photos

To “visualize” hazardous areas with risks of labor accidents and make them understandable and recognizable to everyone regardless of language, we have been actively promoting the use of pictograms and safety education using videos and photos since FY2021. By making employees who may not fully understand Japanese and employees with limited knowledge of workplace risks aware of these risks and encouraging safe behavior, we aim not only to ensure labor safety, but also to prevent serious labor accidents. Furthermore, we regularly hold factory manager meetings on the theme of safety education for foreign workers, sharing examples among factories to raise the overall level of these initiatives.



Pictograms Example (Wearing Protective Gear, Handling of Chemicals)



Pictograms Example (Fall)



Pictograms Example (Caught in Machinery)



Safety Education in Multiple Languages



Safety Education Through Videos

Engagement Survey for Foreign Workers

To directly gather input from foreign workers as rights holders and use their feedback to improve working environments and workplace satisfaction, from FY2024, we have piloted and are conducting a trial “workplace environment satisfaction questionnaire” in 9 languages (Note) at some business sites. The questionnaire consists of 22 questions and 4 free-response sections, allowing anonymous responses. While foreign workers have different perspectives and awareness of issues from Japanese employees, they have limited opportunities to communicate their opinions to the company, so the free-response sections are designed to collect opinions on “positive aspects” and “areas needing improvement” in the workplace that might be difficult to notice from a Japanese perspective.

(Note): Simple Japanese, English, Chinese, Vietnamese, Tagalog, Indonesian, Burmese, Portuguese, Spanish

Occupational Safety and Health

To promote labor safety, we have established the “Occupational Safety and Health Subcommittee” under the Business Foundation Risks Committee, which is actively addressing these issues. At the annual safety convention for domestic Group companies, the President explains the “Nissui Group’s Declaration of Safety” and delivers the message that “safety takes precedence over everything, in all circumstances.” The Nissui Group actively promotes labor safety and health activities based on this declaration.

Occupational Safety and Health

Occupational Safety and Health at Fisheries and Aquaculture Sites

The promotion of labor safety in aquaculture is also addressed by the “Occupational Safety and Health Subcommittee” under the Business Foundation Risks Committee. In FY2025, we implemented educational initiatives aimed at improving safety management for diving operations.

In addition, at aquaculture sites, we are reducing the risk of labor accidents by reducing human operations at sea and underwater through “smart aquaculture,” which includes automated feeding systems and fish size measurement using AI and IoT technologies. In fisheries, we are ensuring safe fishery work environments at the individual Group company level. Labor practices on fishing vessels can be difficult to observe from outside, and concerns about human rights risks are sometimes raised. Given this background, with crew safety as our highest priority, we strive to improve the work environment while incorporating third-party perspectives to enhance transparency.

Oceania

Sealord Group Ltd., a New Zealand-based fishing company, demonstrates its commitment to fostering a favorable working environment on fishing vessels by voluntarily engaging in observer boarding and comprehensive inspections of labor conditions conducted by the Ministry of Primary Industries, ensuring unbiased assessments. Australian Longline Pty Ltd., which conducts Patagonian toothfish fishing (subject to Marine Stewardship Council (MSC) certification) activities in the Antarctic Ocean, was the first company in the world to achieve the RFVS certification (Note), a standard with a strong focus on protecting the human rights of crew members, in January 2021, and has now secured this certification for all of its fishing vessels.

(Note): Responsible Fishing Vessel Standard (RFVS): A certification program run by the Global Seafood Alliance (GSA) as part of its "Best Seafood Practices" third-party certification program launched in 2021, which focuses specifically on protecting the human rights of crew members. The RFVS is comprised of the two core principles of "vessel management and safety systems" and "crew rights, safety and wellbeing." Based on the provisions of the Work in Fishing Convention and other relevant international agreements, the standard emphasizes the protection of crew members' rights, including adequate training, a safe working environment, and provisions for wages, meals, and rest periods.

[Sustainable Use of Natural Marine Resources > RFVS Certification >](#)

North America

In North America, the At-sea Processors Association (APA) (Note 1), of which Glacier Fish Company, LLC is a member, became the second organization in the world to be certified by the FISH Standard for Crew (Note 2), an independent third-party certification program for labor practices on fishing vessels, in August 2022. The certification audit process includes vessel inspections, interviews with crew members, and a review of company hiring practices, payroll records, and complaint records.

(Note 1) APA (At-sea Processors Association): Trade association representing five member companies that own and operate 14 U.S.-flagged capture/processor vessels operating in the Bering Sea/Aleutian Islands for the Alaska pollock fishery.

(Note 2) FISH Standard for Crew: The FISH ("Fairness, Integrity, Safety, and Health") Standard for Crew is a voluntary and independent third-party certification program for labor practices on fishing vessels worldwide, with a particular emphasis on promoting fair and ethical labor practices onboard.

[FISH Standard for Crew Certificate \(PDF\)](#) 488KB 

Japan

Kyowa Fishery Co., Ltd., a Group company that conducts purse seine fishing for bonito and yellowfin tuna in the tropical western and central Pacific Ocean with MSC Fisheries certification, is implementing various initiatives to improve the working environment for fishing vessel crews.

First, to ensure safety and reduce work burdens, the company is advancing improvements to the work environment while also establishing comfortable living conditions that comply with the ILO's new equipment standards. Furthermore, a high-speed, high-capacity broadband satellite communication system was introduced, establishing a communication environment that enables contact with family and friends and access to information even while on board fishing vessels. Additionally, to respect human rights and improve the working environment of foreign crew members, the company has introduced multilingual consultation services and a remediation mechanism. This initiative is part of the "Collaborative Program for Companies Responsibly Hosting Foreign Migrant Workers" provided by Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI), and its introduction on fishing vessels marked the first such case in Japan.



The Vessel Antarctic Aurora
(Australian Longline Pty Ltd.)



Kyowa Fishery Co., Ltd.'s Overseas Purse Seine
Fishing Vessel (No. 78 Koyomaru)



Posters for the Multilingual Consultation Service
(JP-MIRAI) introduced for the First Time on Fishing
Vessels, and Foreign Crew Members

Stakeholder Engagement

The Nissui Group has been engaged in numerous external communications with stakeholders and has been promoting activities while reminding itself to not become complacent. Since the first stakeholder dialogue held in 2016, the Nissui Group has held a stakeholder dialogue six times in total, including human rights in the fisheries industry's supply chain in its theme.

[Stakeholder Dialogue >](#)

Participation in External Initiatives

Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)

In September 2022, Nissui joined the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) for the purpose of participating in the Collaborative Program on remedy and collecting information for the working environment improvement for foreign workers.

In FY2023, through participation in the "Collaborative Program for Companies Responsibly Hosting Foreign Migrant Workers" provided by JP-MIRAI, we are promoting the introduction of a grievance mechanism for foreign workers at Nissui and Group companies in Japan.



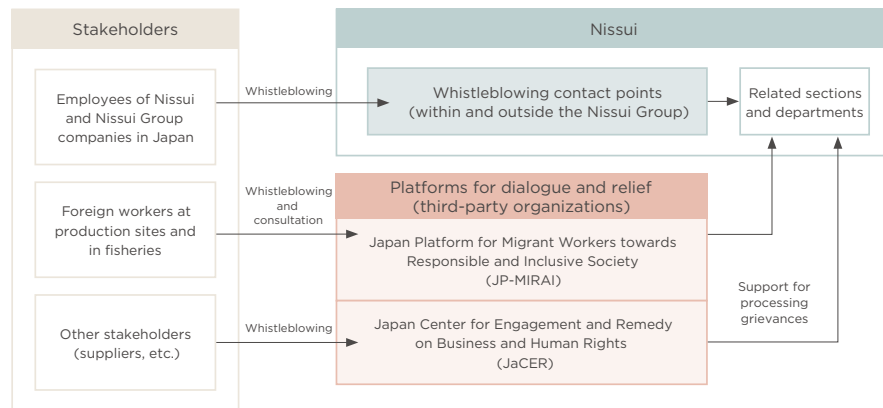
Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

In April 2023, Nissui joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), an organization that aims to provide a non-judicial "Engagement and Remedy Platform" for redress of grievances and to act in a professional capacity to support and promote redress of grievances by member companies based on the United Nations Guiding Principles on Business and Human Rights, as a regular member. In addition to using the Engagement and Remedy Platform provided by JaCER, we will deepen our understanding of engagement and remedy practices through participation in training for member companies.



Remediation System (Grievance Mechanism)

The Nissui Group has established a whistleblowing system for employees of Nissui and Nissui Group companies in Japan, which accepts reports through both internal and external points of contact. In addition, for other stakeholders such as suppliers, we have set a contact point for grievances and reports on business and human rights, and have established a system for redress in cooperation with specialized third-party organizations.



Contact Points for Employees

The Nissui Group has established a whistleblowing system in which internal and external points of contact are made available to receive reports. Consultation requests, opinions, reports, etc. from employees are accepted regarding acts in breach of the Code of Ethics, acts in violation of laws and regulations and acts in breach of internal rules, including irrational discrimination and harassment based on race, religion, sex, age, nationality, social status, etc. The confidentiality of the whistleblower is protected and unfair treatment of the whistleblower is prohibited under the provisions of the Nissui Group's regulations.

Compliance > Initiatives to Identify Compliance Issues >

Contact Points for Foreign Workers

In FY2023, the Nissui Group introduced a grievance mechanism specifically for foreign workers in Nissui and Group companies in Japan, through participation in the "Collaborative Program for Companies Responsibly Hosting Foreign Migrant Workers" provided by Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI). Based on the "UN Guiding Principles on Business and Human Rights," this system supports the resolution of issues faced by foreign workers in our supply chain. It serves as a low-barrier consultation desk where foreign workers can seek assistance, covering everything from labor-related problems to daily life concerns.

Languages support: Easy Japanese and 22 languages (Note)

In addition to poster displays, each business site actively uses messaging apps and morning meeting announcements to reliably communicate consultation service information to foreign workers. In FY2024, the initiative was rolled out across 45 sites operated by 21 legal entities. Furthermore, the Human Rights Subcommittee monitors the status of these awareness efforts.

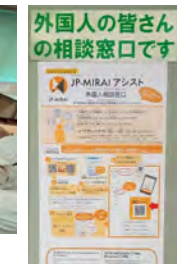
(Note): English, Chinese, Korean, Thai, Vietnamese, Indonesian, Malay, Tagalog, Nepali, Burmese, Khmer, Mongolian, Sinhala, Hindi, Bengali, Portuguese, Spanish, German, French, Italian, Russian, Urdu



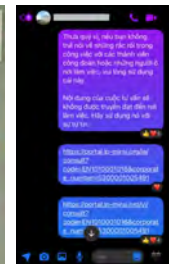
Notification at Morning Meetings



Individual Briefings



Notification on Bulletin Boards



Utilization of Messaging Apps

Contact Points for Stakeholders

The Nissui Group is set to join the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) (Note 1) from FY2023, and has established a grievance and reporting channel for stakeholders with respect to issues concerning business and human rights.

Languages support: Japanese and English, with automatic translation into 32 languages (Note 2)

This channel functions as a platform to receive grievances and reports from rights holders or their representatives and organizations who have reasonable grounds to believe that they have been or may be adversely affected from a human rights perspective. It addresses issues related to business and human rights, including cases that raise concerns about potential violations of international norms such as the International Bill of Human Rights (the Universal Declaration of Human Rights and International Covenants on Human Rights (International Covenant on Economic, Social and Cultural Rights/ International Covenant on Civil and Political Rights)), as well as the domestic regulations of each country. Furthermore, anonymous reports are also accepted.

(Note 1) Japan Center for Engagement and Remedy on Business and Human Rights (JaCER): An organization aims to provide a non-judicial platform for grievance redress and to act in a professional capacity to support and promote redress of grievances by member companies based on the United Nations Guiding Principles on Business and Human Rights.

(Note 2): Simplified Chinese, Traditional Chinese, Thai, Vietnamese, Malay, Indonesian, Spanish, Portuguese, Korean, Hindi, German, Tagalog, French, Dutch, Burmese, Nepali, Polish, Bengali, Sinhala, Khmer, Czech, Arabic, Italian, Danish, Hungarian, Russian, Slovak, Turkish, Tamil, Swedish, Mongolian, Swahili

JaCER Grievance Report 

Training and Education for Employees

Code of Ethics Awareness

The Guidelines of Ethical Conduct set out in Nissui's Code of Ethics state "respect our frank and openhearted communication environment and make an effort to maintain a sound and effective system of internal checks and balances," and to respect fundamental human rights of individuals as well as prohibit all forms of discrimination and harassment. This Code of Ethics is posted on Nissui's internal portal site and shared with its employees to instill awareness of the prevention of discrimination and harassment among them.

Code of Ethics 

Measures Against Harassment

In order to prevent incidents of harassment, harassment study groups (seminars, e-learning, etc.) are being conducted. A Harassment Desk has also been set up for employees to consult, and a structure to handle any problems has been established.

In June 2020, coinciding with the revision and enforcement of the Power Harassment Prevention Law (Act on Comprehensively Advancing Labor Measures and Stabilizing the Employment of Workers, and Enriching Workers' Vocational Lives), the President issued "Nissui's Declaration to Eliminate Harassment" to all employees of the Nissui Group in Japan. Since then, we have continued to implement various measures to prevent harassment, and aim at "enabling each and every individuals to fully demonstrate his/her abilities." In April 2025, we reissued the declaration, delivering a strong message throughout the company: "The company will protect all employees from unjust harassment. If harassment arises from external sources, the company will respond appropriately. If it occurs within the company, we will address it with an even stricter stance than before."

Occupational Safety and Health > Preventing Harassment 

Internal Awareness Raising on Business and Human Rights

We conduct business and human rights training, lectures, and meetings for executives, managers, and those in charge of business operations, not only to prevent discrimination and harassment in the traditional workplace, but also to raise employees' awareness of the importance of, and their responsibility for, respecting human rights throughout the value chain of our operations.

Since FY2021, we have been working on promoting internal awareness, starting with the executive team, followed by department managers and operational staff. Starting in FY2023, we conduct training sessions for employees, and additionally, we provided training for our Group companies in Japan.

Implementation	Details	Target	Number of participants
June 2021	Business and human rights seminar	Executives and department managers (Nissui)	67
September 2021	Business and human rights training seminar (lecture and group discussion)	Business management department managers (Nissui Group), executives and department managers (Nissui)	82
September 2021	"Communication and teaching methods for human resources from outside Japan to work mainly" seminar	Persons involved in the production department (Nissui Group in Japan)	67
October 2021	Panel discussion "Initiatives to respect human rights (work environment of foreign technical intern trainees in Japan)"	CEO (Nissui Group in Japan), executives and department managers (Nissui)	80
March-April 2022	"Human rights issues and promoting sustainable procurement in the supply chain"	Nissui employees (operational staff)	225
August 2022	Advancing sustainable procurement (workshop for those in charge of procurement)	Nissui employees (those in charge of procurement)	28
September 2022	Sustainable procurement and human rights	Nissui employees (Sustainability Promotion Members from each department)	45
October 2022	"Aspects of human rights companies should honor," "Problematic aspects of the Technical Intern Training Program," etc.	CEO (Nissui Group in Japan), executives and department managers (Nissui)	85

Implementation	Details	Target	Number of participants
November 2022	Human rights risks and supplier assessment of the Nissui Group	CEO (Nissui Group outside of Japan), executives and department managers (Nissui)	86
December 2022	Improving the workplace environment for foreign workers	Executives and department managers (Nissui)	65
March 2023	"Global developments in business and human rights," "Promotion of supplier assessment," etc.	Executives and department managers (Nissui)	65
June 2023	Business and human rights training (e-learning)	Employees (Nissui) (Note)	1,663
February-March 2024	Business and Human Rights Training (training video viewing)	Executives and managers (Nissui Group in Japan)	1,653
September 2024	"Advancing Human Rights-Respectful Business Operations"	Executives (Nissui Group in Japan) and executives, department managers, and section managers (Nissui)	71
March 2025	Business and human rights training (e-learning)	Employees (Nissui) (Note)	1,641
March 2025	Business and Human Rights Training (training video viewing)	Executives and managers (Nissui Group in Japan)	1,493
October-November 2025	Business and human rights training (e-learning/training video viewing)	Employees (Nissui)	2,873
January-March 2026	Business and Human Rights Training (training video viewing)	Executives, managers, and employees (Nissui Group in Japan)	3,816

(Note): Employees without access to a computer are excluded.

Formulation of Basic Guidelines for Receiving Foreigners

The Nissui Group has formulated its "Human Rights Policy" based on the understanding that respect should be given to human rights as a matter of top priority in all value chains relating to its businesses. The Nissui Group supports human rights set forth in the "International Bill of Human Rights" and the "International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work" and is engaged in initiatives to put them into practice, based on the United Nations' "Guiding Principles on Business and Human Rights."

Nissui has formulated the "Nissui Group Basic Guidelines for Receiving Foreigners" in support of the "Basic Guidelines for Receiving Foreigners" established by the Federation of Consumer Goods Industries & Consumer Associations (Seidanren), of which Nissui is a member.

Nissui Group Basic Guidelines for Receiving Foreigners

Seidanren "Basic Guidelines for Receiving Foreigners (in Japanese)" (342KB) 

Initiatives for Realizing an Inclusive Society with Foreign Nationals

In line with the "building an inclusive society" objective stated in the Nissui Group Basic Guidelines for Receiving Foreigners, the Nissui Group is actively advancing various initiatives related to the acceptance of foreign workers at each domestic Group company. We respect cultures and customs from around the world and strive to create an environment in which foreign workers can work with peace of mind. We give consideration to eliminating language barriers and improving living environments, supporting each and every person in fully demonstrating their capabilities.

Furthermore, we strive to share the view that foreign workers are members of the local community, and we aim at building an inclusive society in collaboration with local governments.

Additionally, the Human Rights Subcommittee organizes each company's initiatives and shares them in the form of a case study collection across the Group, expanding excellent practices and raising the overall level of efforts throughout the organization.



Participation in Local Events



Experiencing Japanese Culture (Tea Ceremony)



Japanese Language Education



Providing Home-Country Dishes in Employee Cafeterias

For Customers

Approach to and Systems to Ensure Safety and Security

Since its founding, Nissui has been utilizing its unique technology to turn the bounty of the sea into valuable products and to deliver them to its customers. Over the years, what has remained constant is our commitment to "food safety and security." We wish to treasure the "delicious taste" and "freshness" of materials, provide individual consumer with safe and high-quality products and thus helping them to develop healthy, rich eating lifestyle.

Quality Assurance Code

The Nissui Group Quality Assurance Code, based on the concept of quality assurance, sets out quality policies and action guidelines under which the criteria related to quality assurance are regulated, so that all executives and employees take action supporting the same concepts.

Our Quest for Safe, Secure Food: An Important Mission Since Our Founding

Quality Assurance Concept

At the Nissui Group we value the delicious flavors and freshness of ingredients, and strive to deliver quality products with value to each and every individual customer in a safe and reliable manner and by doing so to create a healthier, more sustainable future through innovative food solutions.

Article 1 Policy

1. A culture of food product safety shall be cultivated in order to ensure the delivery of safer and better food products to consumers.
2. Activities and preparation of products shall be carried out in compliance with voluntary standards which have been established based on laws and regulatory requirements and which reflect consumer values.
3. A consistent, integrated quality assurance system shall be established for management of production processes up to and including final products and covering fish nurseries, farms, poultry farms, and all other business locations.
4. The safety of all used ingredients and packaging shall be verified, and only items with verifiable and reliable origins and history shall be used.
5. Products shall be produced only in plants with facilities and equipment, management systems, and trained employees which allow for the application of food safety management systems and HACCP (Hazard Analysis and Critical Control Points) management.

6. A managed distribution system shall be established and maintained to enable products to be delivered to consumers with no loss of quality.
7. Communication with consumers will always be valued in order to ensure the production of products which satisfy consumer needs and that products and services will be continually improved.
8. Accurate product information shall be provided to consumers in an easy to understand manner, including information on the origins and history of used ingredients, allergens, nutritional components, and production processes.

Article 2 Action guidelines

(1) Cultivation of a culture of food product safety

Cultivation of a culture of food product safety means creating a culture in which every company officer and employee considers food product safety and quality risks from a consumer point of view and acts accordingly.

1. Each and every individual company officer and employee shall be conscious of their personal responsibilities related to food product safety and quality and fulfill their roles accordingly.
2. All organizations shall collaborate and strive for better communication in order to produce better food products.
3. In order to cultivate a consistent culture of food product safety, organization leaders shall provide appropriate leadership, communicate messaging to members of their organizations, and incorporate repeated and continuing education and training into work in order to ensure organization members always take food product safety and quality risks into consideration and act accordingly.
4. Leaders shall practice and maintain systems to allow them to verify that organization members understand and adhere to training content as well as established rules and procedures.

(2) Basic actions

1. The provision of reliable and satisfying products to consumers shall be the basis for all actions.
2. Employees shall ensure that their actions are always in accordance with relevant laws and regulations, in-line with accepted social conventions, and understandable by consumers.
3. Employees shall maintain an appropriate interest in the quality of the food products which they deliver and continually endeavor to improve their own skills and capabilities as food production professionals.
4. Each and every individual employee shall understand both the purposes and meaning of established procedures, and always comply with established procedures while carrying out work.
5. Employees shall continually endeavor to develop and improve technologies and employ their individual skills and knowhow to improve quality in all processes from development to purchasing, production, distribution, and sales.
6. For all ingredients and packaging used guarantees of standards shall be obtained and both compliance and safety shall be verified.
7. Quality standards, production standards, ingredient composition tables shall be strictly observed in order to provide consumers with products of stable and reliable quality.
8. A system shall be established to prepare and maintain product records on everything from ingredients used to production and distribution, so that said records are available for use whenever necessary.
9. Each business division and location shall identify and compile quality related issues within their organization, and establish procedures and targets for correcting or resolving said issues. Each division shall ensure that information related to quality assurance is shared and that training required for quality assurance is routinely implemented.

(3)Improvement of food product safety and quality, and handling of deviations

1. In the event of any claims or complaints from consumers, prompt action shall be taken to verify the details of and resolve the situation. In addition, activities shall be promoted to ensure the prompt application of consumer opinions to improve products.
2. In the event any food product incidents occur, handling shall take consumer standpoints into consideration, investigations shall be launched to immediately identify any potential health hazards and the potential for the incident to escalate, the incident shall be reported to the relevant administrative agencies as required, and required measures shall be promptly carried out, including but not limited to sharing of information with sales locations, disclosure of information, and product recalls.
3. In the event of any violation of policy or action guidelines, the facts shall be determined, responsibilities shall be clarified, and impartial measures shall implemented in order to prevent any recurrence.

Article 3 Quality assurance standards, etc.

Quality assurance initiatives at all divisions must be carried out in accordance with a variety of separately established quality assurance standards.

1. Roles of each division in relation to quality assurance
2. Nissui Plant Certification Standards
3. New Product Introduction Standards
4. Labeling Standards
5. Standards for Ensuring the Safety of Ingredients
6. Quality Assurance Training Standards
7. Distribution Quality Assurance Standards
8. Food Defense Standards
9. Imported Product Inspection Standards
10. Emergency Response & Product Recall Standards,

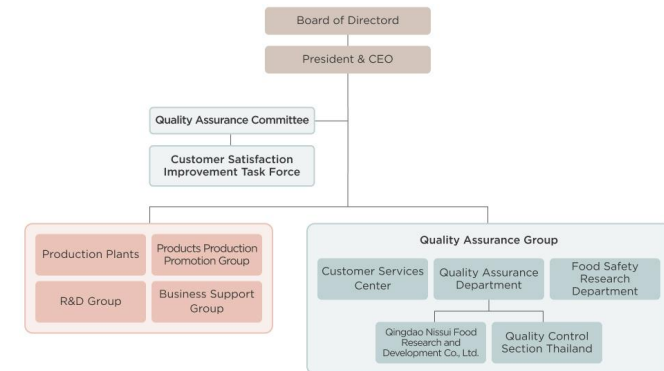
(Established: October 1, 2002)

Revised: April 1, 2023

Quality Assurance Systems

In order to produce safe and secure products to the customers' satisfaction, quality assurance systems are in place, including the Customer Service Center, Quality Assurance Department and Food Safety Research Department, which have been established as part of the QA (Quality Assurance) Group.

The Quality Assurance (QA) Division Is at the Heart of Our Activities to Ensure Customer Satisfaction



International Standards Certification for Food Safety Management Systems

Acquisition of GFSI Certification

The Nissui Group is working to strengthen its quality assurance capabilities by promoting the acquisition of food safety management system certification, and the number of business sites that have acquired GFSI-approved standards (Note), such as FSSC22000, BRC and IFS is as follows:

(Note) GFSI: Global Food Safety Initiative, a private organization of global food companies that work collaboratively to approve food safety management standards in order to improve food safety and strengthen consumer confidence.

Status of Acquisition of GFSI-Approved Standards

Type	Number of certified sites					Number of targeted sites	Ratio of certified sites
	FSSC22000	BRC	IFS	BAP	Total		
Food products	9	7	5	-	21	25	84%
Marine products	4	3	-	1	8	18	44%
Fine chemicals	2	-	-	-	2	4	50%
Total	15	10	5	1	31	47	66%

As of the end of March 2025
 Scope: Nissui Corporation, and all consolidated companies in and outside Japan (production and processing sites only)

Targets and Results

The targets and results specified in the long-term vision, “GOOD FOODS 2030,” and in the Medium-Term Management Plan, “GOOD FOODS Recipe2” are as follows.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan “GOOD FOODS Recipe2”	Target by 2030 Long-Term Vision “GOOD FOODS 2030”
Acquisition rate of third-party certification/certificates of conformity for food safety	Nissui Group	Under calculation	Nissui Group in Japan 100%	Nissui Group 100%
Major quality incidents such as product recalls	Nissui Group	One incident	Zero incidents	Zero incidents

Initiatives to Ensure Safety and Security

Based on the philosophy and policies of quality assurance, Nissui and the Group companies are engaged in all manner of initiatives to deliver tasty, safe and secure products. Our commitment is indispensable in providing “quality” that satisfies our customers.

- ✓ (1) “Employee Training” to ensure compliance with rules and standards and taking the right action
- ✓ (2) “Quality Control” on the production site
- ✓ (3) “Inspections” to confirm the safety of raw materials and merchandise
- ✓ (4) “Communication” to convey accurate information to customers

(1) Employee Training

Training Sponsored by the Quality Assurance Department

Nissui conducts various types of education and training so that all employees, as members of a food manufacturer, become aware of their roles to be fulfilled toward quality and become capable of acting based on a higher level of knowledge.

The Quality Assurance Department conducts periodic training so that employees who handle products can accurately acquire the required knowledge. The content of the training is reviewed each year and efforts are made to always share the latest information.

Since FY2020, courses in streaming video format and online training seminars have been introduced. In video-streamed courses, participants watch a video and check their level of understanding by working on assignments (mini-exams) on an individual basis. While taking a course, participants are provided with support from their boss and senior colleagues to help them further improve their understanding.

Name of the training	Target	Details of the training	Training method and duration	Number of participants		
				FY2023	FY2024	FY2025
Online HACCP Course	Operational managers	Gaining basic knowledge related to HACCP and utilizing HACCP at production sites - Building the HACCP system - General hygiene control - Gist of hazard analysis	The course is divided into three segments, in which a total of 20 videos (approx. 10 to 20 minutes per video) are streamed. Participants are required to watch the videos and work on assignments on an individual basis to complete the course in a total of five months.	92	159	57

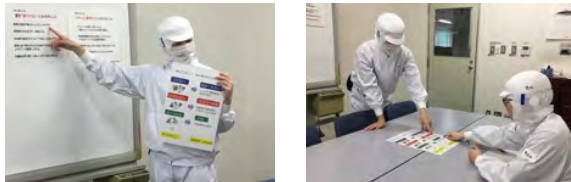
Name of the training	Target	Details of the training	Training method and duration	Number of participants		
				FY2023	FY2024	FY2025
Online HACCP Follow-up Course	Plant managers, persons responsible for quality control, site supervisors and other persons in a position to promote quality training at plants (i.e., those in a position to train participants in the “Online HACCP Course”)	Learning the risk management approach at production sites, watching lecture videos on quality training targeting operational managers and putting them into practice	The course is composed of four videos (approx. 10 minutes per video), which are streamed. Participants are required to watch the videos and work on assignments on an individual basis to complete the course in a total of one month.	71	-	50
Basic Training on Quality Control	Plant personnel (Primarily those within their first ten years of employment)	- Responsibilities of managers involved in production activities at production plants regarding quality control - Basic knowledge and perspectives required for quality control, including regulatory requirements and microorganisms	Online lectures and tests. Completed in one day.	111	122	67
Quality Seminar for Sales Staff	All products and sales department staff	Nissui’s food safety policy and internal rules, relevant food safety regulations, knowledge of hygiene management, food quality risk management, etc.	Self-directed learning and comprehension checks via e-learning. A total of 20 modules must be completed within the designated period.	69	250	29
Training on Certificates of Guarantee for Raw Material Specifications	New personnel in charge of departments that obtain Certificates of Guarantee for Raw Material Specifications, such as product development departments	Understanding of structure, precautions, and case studies of problems related to Certificates of Guarantee for Raw Material Specifications	Face-to-face & online information sessions	89	78	55
Training on Standards Related to Raw Materials and Labeling	Persons in charge of development/quality control/purchasing at development departments/ raw materials departments/ production promotion departments and production plants, etc.	Understanding raw material product certificates and related quality assurance standards	Explanation of content and verification of understanding through a web test (e-learning system)	329	387	383
Training on Raw Materials/ Labeling Topics	Those from product development, production, sales, and other related departments	- Introduction to recent regulatory revisions related to raw materials/labeling - Introduction of near-miss incidents and countermeasures related to raw materials/labeling within the Nissui Group	Explanation of content and verification of understanding through a web test (e-learning system)	458	-	-

Training at the Plants

Plant workers who actually come into contact with the products and support manufacturing receive training that is more in line with the production site. Even new employees on their first day of work have the duty to maintain quality. There is no room for compromise. Such a production site is created by the concerted efforts of all employees.

New Employee Training

This basic seminar is attended by all employees assigned to work at the plant. They learn the basics which are required of employees who are responsible for maintaining quality including appropriate clothing, rules for entering the plant, hand-washing, etc., not to mention labor safety.



Matters Relating to Quality Communicated at the Sites

The plants operate every day and produce numerous products. Employees at the sites, when they come to work, always receive communications on quality-related topics and precautions from their site leader. Nissui ensures that such matters are communicated to all employees at the production sites which operate every day.



(2) Quality Control

The factory sites receive raw materials and manufacture products. The quality of the products to be delivered to customers are created at strictly-controlled production sites.

Employee Clothing

All employees change into the prescribed work uniforms before entering the production sites. These work uniforms also play a part in maintaining quality.



Rules on Entering the Plant

There are rules that must be followed when entering the plant. These rules must be followed even when the worker is in a hurry.

Health Check Chart

The health of the worker is checked every day. Does the worker have a fever? Does the worker have diarrhea? Is there a cut on the hand? And so on. The worker must check multiple items before entering. The plant cannot have product contamination by even one worker who is ill. To maintain one's health every day is also another important mission of a worker who works at the plant.



Hair Roller

Hairs stuck to the work uniform are removed using a sticky roller.

There are also rules for using the roller. The rules are illustrated so that foreign workers who do not speak Japanese will also understand. Additionally, each worker checks the mirror to confirm that the uniform is not disheveled and that no hairs are sticking out of the hat.



Hand-Washing

There are also rules for washing their hands, which is important for workers handling food. Workers wash their hands according to a timer which has been set to a designated time. These rules are also illustrated with photos so that they are easily understood.



Objects Which May Be Brought into the Plant

Workers basically enter the plant without bringing anything in. However, there are certain things which are required in the course of operations, such as when records or photos must be taken, that are allowed on site. All objects must be made of metal to prevent fragments from entering the product, in the unlikely event that the object breaks.

(Note): As all products go through a metal detector in the final process, any metal contaminant will be found.

Checking System

Various checks are carried out in the plant. Several dozen items are checked in the process of making a single product, including the type of raw materials, the weight, the composition, the order, the time, the heating temperature, the cooling temperature, the print on the wrapping, the condition of the machine, etc. All of these items are double-checked, including person-to-person checking and machine-to-person checking. Furthermore, subsequent checks of the records are made by the administrator.

Errors will inevitably occur if checks are conducted by a single person. Machinery may also malfunction if we depend solely on machines. We have a system in place in which checks are always conducted by several different eyes at every stage, in the case of emergencies.

Food Defense

As many employees work in vast spaces within the plant, early detection of “anything out of the ordinary” is essential. To this end, cameras have been set within the plant to guard the employees so they can work properly.

Furthermore, storage areas for detergents used in washing and drugs used in testing are strictly kept under lock and key and only a few people are allowed the use of the key. In such cases, also, records of opening and closing the locks are taken.

Moreover, a number of production plants have vein authentication and fingerprint authentication management systems to monitor who came into the plant and at what time.

More of the domestic plants of the Nissui Group will adopt this system down the road.



(3) Inspections

Nissui only uses raw materials that have been confirmed for safety in manufacturing its products. It also conducts inspections at each stage from raw materials to the finished product to confirm that it conforms to the standards. These inspections encompass a wide variety of items and inspection methods, and require specialized knowledge and technology. Therefore, in order that inspectors are always able to carry out proper inspections, Nissui promotes “Excellent Lab” program, a system that allows inspectors to acquire the necessary knowledge and inspection skills.

Excellent Lab

The Nissui Group production plants nationwide all have inspection offices. Excellent Lab program is carried out mainly by the Food Safety Research Department in order to enhance the reliability of the inspection offices. Through standardized inspection manuals, the setting of facility standards, skill certification of the inspectors, precision control tests, and level-specific seminars, we are raising the level of the entire Excellent Lab. Excellent Lab program has also been introduced at certain overseas plants including China, as well as Japan.

Inspection Manual

Manual content is reviewed on a regular basis, and the latest version is always available for reference at each inspection office. To ensure that all inspection offices maintain the same level of accuracy in their inspections, a dedicated medium for the Excellent Lab is used and reagents are specified. This medium is packaged in single-use packets eliminating the need for measuring as well as preventing errors on the part of inspectors and saving time.



Certification of the Inspectors' Skills

To ensure that inspections are carried out by inspectors with a certain level of knowledge and skills, inspectors are registered and the skills of each inspector undergo certification. When employees are first assigned to the inspection offices, they receive instruction under the inspection office's OJT program. After the employee becomes capable of carrying out most inspections on his or her own, he or she is certified as an A-level Inspector. Proficient inspectors who have acquired a certain level of experience are certified as M-level Inspectors and inspectors capable of carrying out even higher-level tests are certified as E-level Inspectors. Inspectors must undergo written and skill tests to be promoted to the next level of inspector. In FY2025, M-level and E-level certification workshops were held, and a number of inspectors were promoted.



Number of Inspectors by Level

	Definition	FY2023	FY2024	FY2025
A-level Inspector	Capable of carrying out designated tests	45	45	39
M-level Inspector	Capable of providing instructions to inspectors aiming to become A-level Inspectors	53	49	45
E-level Inspector	Capable of carrying out tests of a high degree of difficulty, and is proficient in all required tests	30	31	35

Communications Between Inspectors

The Excellent Lab emphasizes communication between inspectors through various exchange activities and information sharing. Inspectors gather periodically at venues across Japan to hold Excellent Lab Promotion Meetings. In FY2025, 7 sessions were held both in-person and online, with 107 inspectors participating. Efforts are being made to maintain and improve the level of inspections by implementing activities such as aligning perspectives on inspection methods and assessment criteria, sharing information on new inspection techniques and promoting communication between inspectors.



Precision Control Tests

In order to confirm the testing precision of the inspection offices, precision control tests are conducted once a year. Specimens distributed by the Food Safety Research Department are individually tested by each inspector, and the results are statistically analyzed by the Food Safety Research Department and communicated back to the inspectors. These results are used to verify the continuity of skills in inspection offices and to improve inspection procedures.



Overseas Development

The overseas plants that manufacture the products imported into Japan are also training their inspection offices using similar systems. In China, Qingdao Nissui Food Research and Development Co., Ltd. and in Thailand, the Quality Control Section Thailand of the Quality Assurance Department, are leading efforts to provide testing instructions to local plants.

(4) Communication

We stress the importance of listening to the candid comments of the customers, and also believe that providing accurate information to customers is essential. We aim to create superior products based on the voices of the customers in order to enhance customer satisfaction.

System for Listening to Customer Comments

The Nissui Customer Services Center is where we can speak directly with the customers who have purchased our products. Currently, we receive comments by phone and via email. We not only receive complaints but also questions, confirmations and commendations. Whatever its content, each comment is a valuable piece of information for us.
Nissui Customer Services Center (Phone number): 0120-837-241

Product Development Based on the Voices of the Customers

The "Customer Satisfaction Improvement Subcommittee" is held six times a year to share the comments provided by the customers. There are many cases in which product specifications were changed as a result of the discussions by the subcommittee. We value the perspectives that are unique to the general customer and utilize such perspectives in creating superior products.

Health and Nutrition Initiatives

Many industrialized countries, including Japan, are entering the stage of an aging society. While the average life expectancy continues to increase, there is a growing interest in not just increasing the average life expectancy, but also how to extend what is called “healthy life expectancy.” The Ministry of Health, Labour and Welfare’s “Health Japan 21 (the 3rd term)” strategy calls for the extension of healthy life expectancy as its first basic direction.

As a food company, the Nissui Group has a responsibility to deliver health to everyone through food. We are committed to research and development of healthy ingredients and products that make use of the bounty of the sea, and contribute to solving a variety of challenges when it comes to health.

Ministry of Health, Labour and Welfare’s “Health Japan 21 (the 3rd term) (in Japanese)” [📄](#)
National Institute of Health and Nutrition [📄](#)

Basic Approach and Promotion Framework

Basic Approach

The Nissui Group states as follows in its Declaration on Action of Sustainability: “We utilize bounty of the sea and provide the delights of foods and the rich and healthy lives through the innovation.” Based on this approach, we will take advantage of our unique technology and bring health to people around the world from sustainable marine resources.

[Declaration on Action of Sustainability >](#)

Promotion Framework

The Nissui Group has set the resolution of health issues as one of its long-term priority management themes until 2030. We will launch projects in-house and seek to expand Nissui products in the field of health.

[Long-Term Vision and Medium-Term Management Plan >](#)

[Material Issue Promotion Framework >](#)

Targets and Results

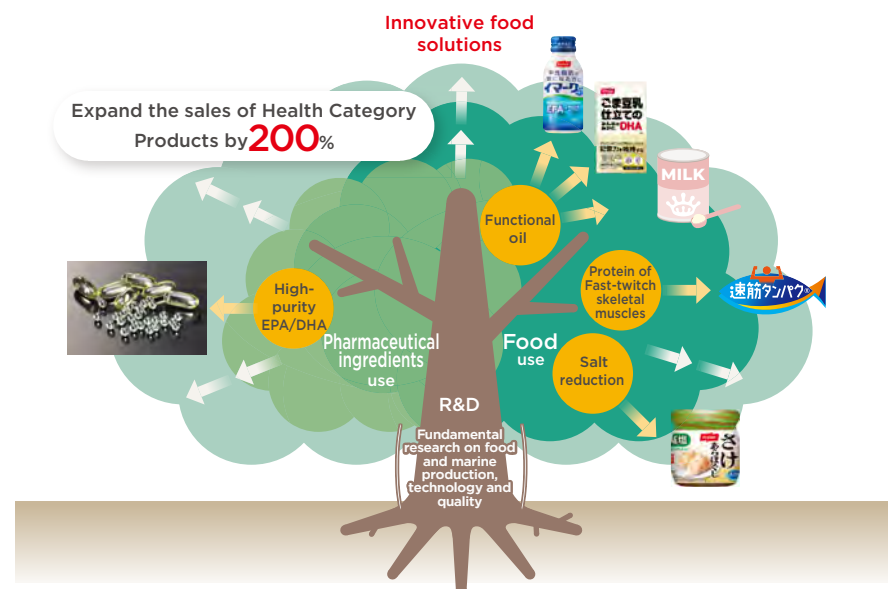
The targets and results specified in the long-term vision, “GOOD FOODS 2030,” and in the Medium-Term Management Plan, “GOOD FOODS Recipe2” are as follows. Nissui intends to continue development of designated Health Category Products by 2030, building on the strengths it has accumulated since its establishment, such as access to marine raw materials and R&D.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan “GOOD FOODS Recipe2”	Target by 2030 Long-Term Vision “GOOD FOODS 2030”
Sales of health category products (Base year: FY2021)	Nissui Group	Expanded by 10%	Expand by 100%	Expand by 200%

Health Category Products (Definition)

Products that fall under the category of “Broader perspectives of health (Note)” defined by the Nissui Group, and support customers’ healthy lifestyle through innovative food solutions verified by either the national government, academic societies, or Nissui (examples: EPA/DHA, Protein of Fast-twitch skeletal muscles, salt reduction).

(Note) Broader perspectives of health: A health concept aligned with either (1) target items set forth in “Healthy Japan 21” by the Ministry of Health, Labour and Welfare, or (2) “Recommendations for Extending Healthy Life Expectancy Based on Cross-Disease Evidence” by the Japan Health Research Promotion Bureau.



Initiatives for Solving Health and Nutrition-related Issues

Initiatives Linked to Targets of the “Health Japan 21 (the 3rd term)” Strategy

<EPA (Eicosapentaenoic Acid)>

EPA is a type of n-3 highly unsaturated fatty acid found abundantly in the fat of fish, and is an essential fatty acid that the body cannot easily produce. Using our own food processing technology, Nissui has developed fish sausages and other healthy products that contain EPA and other functional ingredients derived from fish, which we then offer to our customers. In addition, Nissui contributed to the development of the world's first EPA pharmaceuticals (therapeutic agents for hyperlipidemia and arteriosclerosis obliterans) through joint research with Chiba University School of Medicine since the 1980s and with Mochida Pharmaceutical Co., Ltd. Currently, Nissui is responsible for supplying raw materials for high-purity EPA pharmaceutical products.

<Salt reduction>

Excessive sodium intake raises the risk of diseases such as hypertension, stroke, and stomach cancer. Since processed seafood products are associated with high salt content, we have started basic research on aroma and taste. We are working on the development and practical application of ingredients that provide a strong salty taste and methods for manufacturing products that do not lose their flavor despite a reduction in the salt content.

<DHA (Docosahexaenoic Acid)>

DHA, like EPA, is a type of n-3 highly unsaturated fatty acid found abundantly in the fat of fish, and is an essential fatty acid that is not readily produced by the body. It is found in abundance in the human brain and in the nervous system, and is considered to be a particularly important nutrient for children during their developmental stages. At Nissui, we utilize DHA as a raw material for infant formula and also provide DHA drinks that are easy for children to drink. In addition, decline in cognitive function is also a challenge for an increasingly aging society. DHA has been reported to have a positive effect on the maintenance of cognitive functions, and Nissui has developed a DHA-based drink that takes advantage of this feature. By utilizing the technology we have developed to suppress the odor of fish oil and the processing technology to suppress the progress of oxidation, we have created a product that is easy to incorporate into daily life.

<Fast-twitch skeletal muscle protein from Alaska pollock>

One health issue faced by an aging society is the problem of sarcopenia, which is the loss of muscle mass due to aging, and frailty - a decline in physical function. Our research on the fast-twitch skeletal muscle protein found in Alaska pollock has shown that eating pollock protein increases muscle mass and strength, and we are developing products that use these ingredients.

Development of Alternative Protein Products

Cité Marine S.A.S., a subsidiary of the Nissui Group located in France, is engaged in the production and sales of plant-based protein products that use agricultural products.



Responsible Labeling, Promotion, and Marketing

Policy

The Nissui Group states in Article 1-7 of its “Quality Assurance Code” that: “Information about the origin and source of the raw materials, allergenic substances, nutritional components, and production processes etc. shall be provided correctly and clearly to the consumers.”

Furthermore, we have established a “Basic Policy” within the “Standard of labeling” in the “Quality Assurance Standards.” The “Standard of labeling” also sets various other standards for labeling, including product names, product descriptions, bulk labeling, nutritional information labeling, and allergy labeling.

In addition, the Ethical Behavior Standards states in the section entitled “Compliance with the Act against Unjustifiable Premiums and Misleading Representations” that: “We will comply with legal requirements when offering goods, money, or other premiums to customers. In addition, we will advertise and label our products and services truthfully and will not mislead consumers.”

Quality Assurance Code ➤

Standard of Labeling - Basic Policy ➤

Ethical Behavior Standards ➤

List of Japanese Laws Regarding Labeling that the Nissui Group Must Comply With

Item	Law
Product claims labeling	Act against Unjustifiable Premiums and Misleading Representations, Unfair Competition Prevention Act, Trademark Act, Design Act, Copyright Act, Fair Competition Code (other than bulk labeling), Health Promotion Act, Local government ordinances
Bulk labeling, allergy labeling	Food Labeling Act, Measurement Act, Fair Competition Code (related to bulk labeling)
Caution indications, warning indications	Product Liability Act
Identification labeling of containers and packaging	Containers and Packaging Recycling Law, Law for Promotion of Effective Utilization of Resources
Pharmaceutical labeling	Pharmaceutical and Medical Device Act

Bulk Labeling, Allergy Labeling

Product information is communicated to customers through product packaging. We have established internal standards for conveying product information with an emphasis on easy-to-understand and easy-to-read packaging.

Allergens, including the 28 required to be listed, are displayed in large, easy-to-read colors also outside the batch labeling of ingredients.

In addition, our fish sausages and paste products do not contain eggs. For those who are allergic to eggs, we put an "egg free" mark on the package to inform them that our products are safe to eat.



Initiatives to Provide Health and Nutrition Information

We provide nutritional information on product packaging and on our website to help consumers make informed healthy food choices.

Health and Nutrition Labeling Used on Nissui Product Packaging

Name	Label	Details
Foods for Specified Health Use ("Tokuho")		Includes products that have been scientifically validated to help maintain and improve health. The Japanese government rigorously reviews efficacy and safety, with the Consumer Affairs Agency granting approval for each specific item.
Food with Functional Claims	Labeled as "Food with Functional Claims" on packaging.	Foods that are labeled with a functionality based on scientific evidence, under the responsibility of the business operator.
Fast-Twitch Skeletal Muscle Protein		Used in products like fish sausage and fish cakes, utilizing fast-twitch skeletal muscle protein from Alaska pollock.
Salt Reduction		Used in a wide range of products including canned goods, fish sausage, and fish cakes, indicating reduced sodium content.

Nutrient Profiling

Nutrient profiling is a method that involves evaluating the nutritional components present in foods and assigning scores based on their nutritional value. By visualizing the nutritional value, customers can quickly discern which foods are healthy, aiding them in making informed choices.

Nissui Group companies outside Japan have adopted nutritional scoring systems such as Nutri-Score. Cité Marine S.A.S. (France), a producer and distributor of food products, has successfully implemented Nutri-Score labels on the packaging of most of its National Brand (NB) products. All of Cité Marine's NB products are graded A or B. In addition, other Group companies are actively improving the availability of this information on their websites.



Cité Marine's packaging example with Nutri-Score

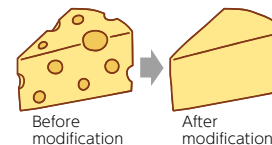
Avoiding Misleading Illustrative Representations

When creating illustrations of product materials, etc., we take care to correctly depict the ingredients. To avoid depicting the wrong type of product or ingredient, we always check the actual ingredients before representing them in an illustration.

[Example]

(Before modification) To identify it more easily as cheese, holes were added to the surface.

(After modification) After checking, it was found that the actual cheese used was one without holes in its surface. Therefore, the illustration was corrected to show cheese without holes.



Employee Training

In the "Basic Quality Control Seminar", one of the employee education programs provided by the Quality Assurance Department, we also conduct training on labeling standards once a year.

Initiatives to Ensure Safety and Security > Training Sponsored by the Quality Assurance Department >

Auditing

Through the acquisition and renewal of FSSC22000 and other certifications, we also undergo external inspections for our labeling.

Approach to and Systems to Ensure Safety and Security > International Standards Certification for Food Safety Management Systems >

Whistleblowing System

We have established a Whistleblowing System to identify any violations of standards.

Compliance > Initiative to Identify Compliance Issues > Overview of Whistleblowing System >

Research and Development to Enrich Lives

Technology for a Tasty Way to Cut Back on Salt

As society ages, it has become more important than ever to prolong one's healthy life-span, i.e. the period in which one is able to live in a healthy condition. Salt (sodium chloride) not only is an essential nutrient for man but also plays an indispensable role in making foods and beverages "tasty." However, when consumed in excess, it can lead to a host of illnesses including high blood pressure.

This is the reason why Nissui came up with its unique technology to boost the taste of salt. Previously, reducing the salt used in foods and beverages had the effect of compromising the taste. However, with this technology, ingredients that boost the taste of salt are added and as a result, the taste of salt can be fully enjoyed even when the amount used is reduced. It is a technology that allows for the taste of salt to be enjoyed while cutting back on the salt content.

[Taste Research for Delicious Foods that Nourish Both Body and Mind >](#)

Research of the Functions of White Fish

Since 2009, Nissui has been taking part in the Cabinet Office's Cross-ministerial Strategic Innovation Promotion Program as a cooperating company and conducting research on the functions of white fish. Research has proven that the protein in Alaska pollock has numerous benefits.

In March 2018, Nissui launched the Alaska Pollock Protein Society, establishing a research framework comprising 12 universities and research institutes, and has been engaged in joint research. Nissui presented the results of five research projects of this Society at the Japanese Society for Amino Acid Sciences held in October 2019.

On the Muscle Augmentation Effects of Alaska pollock Protein

In human clinical trials with women of 65 or older, who are said to lose on average 1.0 to 2.0% of fat-free mass (an index for muscle mass, represents total mass including organs and muscle) a year, as test subjects, by consuming the protein of Alaska pollock every day and leading a normal life without exercising, an increase in fat-free mass was confirmed after consumption of the protein, indicating an increase in muscle.

[Research on Fast-Twitch Skeletal Muscle Protein from Alaska Pollock >](#)

Research into the Effects of EPA on Exercise

Nissui has been engaged in the research, dissemination and awareness-raising of EPA (eicosapentaenoic acid) by focusing on its effects on exercise, including enhancing endurance. At the National Dietitians Conference (sponsored by the Japan Dietetic Association) held in August 2017, Nissui explained the mechanism in which EPA raises the efficiency of oxygen delivery to the body. Furthermore, beginning with the sponsorship of the Japan Masters Swimming Association in 2013, Nissui has been developing the "SPORTS EPA" brand which supports athletes.

[SPORTS EPA \(in Japanese\) 日本語](#)



For Employees

Message from Executive Officer in Charge of Human Resources



We will strive to realize our long-term vision with sustainable growth and strong organizational development through creation of value in human capital.

Hiroshi Inoue
Nissui Corporation
Director, Executive Officer, CHRO

For the Nissui Group, our people are the key element driving the creation of social and environmental value, which lead to financial value. My duty as part of the management team is to cultivate talent who can realize innovation related to food and value creation by tackling new challenges while embodying our mission.

Our intent since the Company was founded has been to resolve issues relating to food—a commitment that is also seen in the Founding Principles and Five Genes—an approach that has also taken root among our employees. We believe that increasing value in human capital means two things: each employee refuses to be satisfied with the status quo and willingly embraces change and action, and our organizational culture evolves to recognize and celebrate such initiative. By attracting and developing people who continue to explore and create value on their own, and by building a culture in which talent can thrive, we will create social and environmental value, which in turn will drive financial value.

With the increasing complexity and uncertainty of the business landscape, fueled by factors such as climate change and geopolitical risks, balancing solutions to societal issues with economic growth is not easy. The Nissui Group employs more than 19,000 people (including temporary employees) worldwide. It is the knowledge and experience of such employees, each of whom has their own diverse values, that generates innovation, leading to the creation of innovative food solutions. We hope to make that a driving force for sustainable growth.

In April 2025, as guidance on human capital to embody our mission (brand promise) and realize our long-term vision, we formulated the Human Capital Management Policy, clarifying both what the Company expects from employees (“5Words”) and what the Company will provide to employees.

As key human capital strategies to realize the 5Words, we will focus on: (1) shifting talent to growth areas, (2) establishing mechanisms that support individual career autonomy and diversity, and (3) redesigning systems and mechanisms to embed desired behaviors. In addition, an organizational culture characterized by high psychological safety, in which employees can exchange opinions freely and engage in discussion, is also an important element for enhancing corporate value, and we intend to make our organizational culture one that, while deepening empathy with our mission (brand promise), supports employees as they take on challenges. Even as work styles and values diversify, by promoting each individual's autonomous growth and cultivating a resilient, adaptive, and strong organization that can adapt to change, we aim to realize the long-term vision and the sustainable enhancement of corporate value.

[Human Capital Development](#) > [Human Capital Management Policy](#) >

Human Capital Development

Human Capital Management Policy

Nissui Group formulated the “Human Capital Management Policy” in April 2025 with the aim of embodying its mission and realizing its vision. By promoting its human capital strategy based on this policy, the Group will pursue human capital management.

Educational Programs

Nissui offers employees a full slate of educational and training programs, so they can continuously improve themselves from initial placement to final retirement, according to their roles, positions, ages and other factors. The seminar for new employees is followed up by a series of training sessions. Supervisors and educational staff provide on-the-job training, level-based training and correspondence education, aiming to impart knowledge and skills employees need to reach higher positions as defined in the organizational hierarchy. The Group implements selective education to prepare for succession, career training set according to each age group, duty-specific training to enhance specialized capabilities and other educational and training opportunities. Beginning in FY2023, the Group is also focusing on DX training.

	Training by employee level	Career training	Correspondence courses	Diversity training	Global Personnel Registry System	DX training	Training by job type
Manager level and above	Training for managers	Mid-career hires follow-up training Training to design one's career is provided for various age groups in order for employees to review their careers at various milestones from joining the company to retirement.	To support personal development, various seminars are provided so that employees can think about choose what they are lacking or what they should acquire.	Workshops and training from various perspectives are provided to establish a work environment and culture, in which employees mutually respect diversity and maximize their potential.	From among employees up to 45 years of age, by open recruitment or recommendation, the Group recruits and trains candidates for global human capital believed capable of active roles overseas.	All employees are assessed and candidates for DX human capital are carefully selected based on the results for advanced e-learning.	- Marketing planning, sales, and logistics group - R&D group - Production, QA and technology group - Corporate administration group
General employee	Training is conducted to acquire roles/skills required at each level						
	Third-year training						
	Second-year training						
	New employee training						

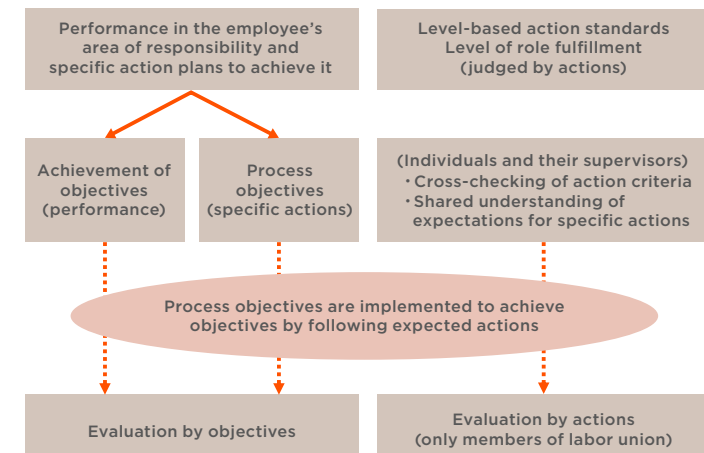
Career Support

Recognizing that organizational growth relies on self-direction and action by each and every employee, Nissui has been implementing various personnel policies based on our “Independence and Autonomy” policy. Nissui actively supports independent career design through initiatives such as the “Career Declaration System,” in which employees discuss their career aspirations with their supervisors and explore concrete support measures provided by Nissui to achieve their career goals, and regular training programs designed to help employees envision their future careers. Additionally, Nissui provides opportunities for employees to independently take on new challenges through programs such as the “Gathering Ideas Internally for New Business Ventures,” where employees can proactively volunteer for new roles. Starting in FY2022, we introduced “Job Rotation for Career Development,” which proactively facilitates developmental transfers during an employee's first ten years with the company. This program aims to develop young employees by broadening their perspectives and expanding their range of work experience while enhancing their adaptability to change through diverse experiences.

Personnel Evaluation System

To evaluate personnel, Nissui has introduced a system called MBO (Note). Twice a year, on a regular schedule, interviews to align objectives and interviews to assess performance are carried out. These evaluations are used not only as an evidential basis for conducting fair evaluations and appropriate placement (transfers, promotions, etc.), but (among other uses) as an evaluation process for developing human capital. By using MBO to align organizational goals with employees’ personal goals, Nissui aims to motivate individual employees to achieve objectives, thereby boosting both personal growth and organizational performance.

(Note): MBO is an abbreviation for Management by objectives & self control.



Strategic Hiring, Placement and Transfer of Human Capital

The Nissui Group identifies human capital with top-management potential and cultivates the individuals from an early stage. We do this by assigning these personnel to a series of positions within Nissui, seconding them to other Group companies, and actively dispatching them to Group companies, including companies overseas. Similarly, we develop human capital at Group companies through secondment to Nissui. We clarify the skills and other requirements expected of candidates for the next generation of section managers in each business. Aiming to establish a pool of worthy candidates, every year the Group convenes a succession conference, in which executives and members of the Human Resources Department deliberate on the human-capital pool and plans for cultivating candidates. In FY2023, in addition to discussions on succession for executive officers and department managers, we began initiatives aimed at the strategic development of successors for the CEO and executive management.

For younger employees, we implement a development rotation. To raise these employees' ambitions, broaden their work horizons and strengthen their ability to respond to change, these personnel are provided with experience in multiple businesses and positions. Through interviews and career development meetings, the Group gauges each employee's career aspirations and assesses each one's strengths, challenges for personal growth, and aptitude. Decisions on transfers are made by the Human Capital Development Meeting, which is composed of personnel at the director level and above.

Global Personnel Registry System

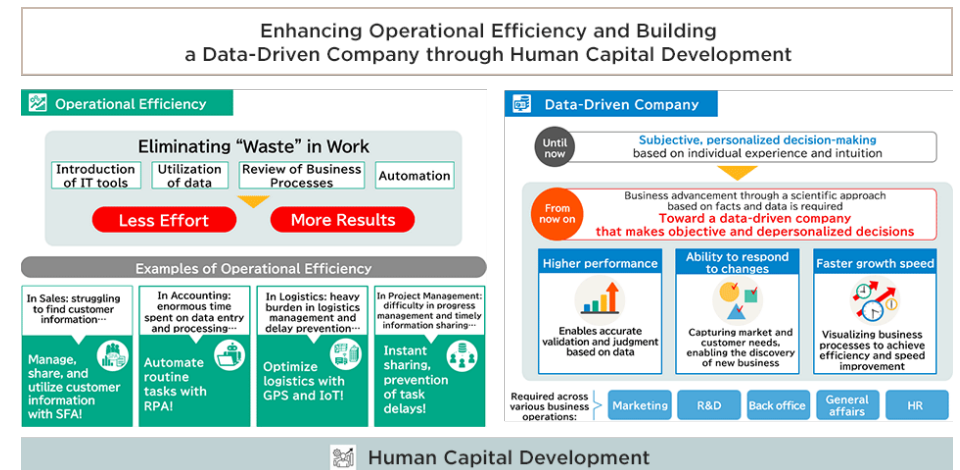
Nissui has been implementing the global personnel registry system since 2016. Under this system, global personnel in Nissui are defined as "personnel who can build good relationships with diverse counterparties and yield results in any complex/uncertain business environment in the world," and candidates for global personnel who will play an active role outside Japan in the future are recruited and trained by accepting applications from the general public or through recommendation. The minimum skills required for prospective global personnel are: (i) the ability to create value; (ii) the ability to adapt to different cultures; and (iii) foreign language ability. The system aims to make the candidates acquire such skills by dispatching them to short-term assignments outside Japan, short-term business training programs outside Japan, etc., to train them into personnel suited for assignments outside Japan. Starting in FY2023, Nissui has initiated multiple short-term employee dispatches to overseas Group companies. In addition to enhancing language skills with an eye toward future overseas assignments, the company is expanding programs focused on cross-cultural understanding/cross-cultural management training, continuing to foster steady development. As of March 31, 2026, 228 individuals are registered with this program.

DX and Digital Human Capital Development

At Nissui, we are advancing the development of an organization in which every employee is able to utilize digital technologies and engage in data-driven business execution and decision-making. By establishing a robust data infrastructure and embedding operational efficiency across the company, we aspire to achieve transformation into a fully data-driven company by 2030.

In the medium term, our objective is to establish an organization that integrates on-site business expertise with digital technologies, thereby enabling practical problem-solving and the creation of new value. Each employee will assume one of the roles of "creator," "user," "planner," or "decision-maker," within a framework designed to enhance their understanding of digital practices.

In FY2025, we built this foundation by appointing DX Promotion Members within each business division and DX Promotion Leaders within each department. Through these measures, we will strongly accelerate operational efficiency across the organization by means of digital utilization. Furthermore, in order to cultivate a DX mindset among all employees, we are conducting training programs and e-learning initiatives to firmly instill digital awareness as part of our corporate culture. In addition, we encourage the acquisition of the "Di-Lite" (DX Promotion Passport) certification, with the aim of progressively enhancing employees' capabilities as digital professionals.



Employee Engagement

Nissui believes that the most important factor in increasing corporate value is “human capital.” Our continued sustainable growth depends on our employees' engagement. We support our employees to be able to fully demonstrate their potential, feeling a sense of reward and job satisfaction toward the success of our mission through proactive work. We will use the results of employee engagement surveys to promote organizational and corporate culture reforms, leading to the growth of individuals and the organization as a whole.

Targets and Results

The targets specified in the long-term vision, “GOOD FOODS 2030,” and in the Medium-Term Management Plan “GOOD FOODS Recipe2” are as follows.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan “GOOD FOODS Recipe2”	Target by 2030 Long-Term Vision “GOOD FOODS 2030”
Employee engagement score (Note) (Base year: FY2021)	Nissui Corporation	Improved by 19.6%	Improve by 18%	Improve by 20%

(Note) Employee engagement score: The score represents the “trust and contribution” between the company and its employees based on a survey which measures employees' commitment, contribution motivation, and loyalty, mainly covering the corporate philosophy, scope of business, and organizational culture. This is to check whether individual growth and organizational growth are attained simultaneously.

Engagement for Individual Growth and Organizational Growth

Our employee engagement survey was first conducted in FY2021 to measure our status in the practice of “diverse human capital playing an important role,” one of the themes of our vision toward 2030. Based on the survey results, we will implement necessary measures to raise employees' motivation for proactive contribution to the Company and to improve the organizational culture and workplace atmosphere.



Diverse Human Capital Playing an Important Role (Definition)

A work environment where people with various values perform their duties proactively and independently, demonstrating strong potential in their respective fields of expertise.

Keyword

- Coming together with people with various values
- Maintaining a backcasting based approach.
- To be able to draw one's own vision and perform one's own duties autonomously.
- Demonstrating strong potential in one's field of expertise.

Dialogue with Management Team

Starting in FY2022, we hold “One Table Meetings” where the President engages in dialogue with employees in Nissui and its Group companies in Japan. Through dialogue, we work to clearly convey our intention for rebranding and transformation, promoting our mission and long-term vision, and deepening employees' understanding of our Medium-Term Management Plan.



In-house Activities to Share the Mission (Brand Promise)

We instill our mission (brand promise) throughout the Group by providing tools such as brand booklets and information magazines, as well as through our GOOD FOODS Talk program, which encourages all employees to think about and share ideas for innovative food solutions. In FY2024, we distributed the Our Story brand storybook simultaneously to 52 Group companies in seven languages—Japanese, English, Chinese, Thai, Vietnamese, French, and Spanish—so that employees, regardless of differences in language and culture, can connect with and embrace the Nissui Group's strengths and compass.



Diversity, Equity & Inclusion

Basic Approach to Diversity, Equity & Inclusion in the Nissui Group

The Nissui Group aims to achieve a state where, by 2030, it is generating innovation that leads to value creation by leveraging diverse human capital and providing opportunities for such human capital to demonstrate their fullest potential. Based on the belief that proactively incorporating diversity stimulates organizational vitality and leads to business development, we are advancing the development of human capital that actively tackles global and local social issues through our business activities. Furthermore, through these initiatives, we aim to be a company where diverse human capital can mutually develop and play active roles.

Promotion Framework - The Diversity Promotion Secretariat

To foster a robust organizational culture in which diverse talent can forge new paths, we have established the "Diversity Promotion Secretariat" within the Human Resources Department, which works on promoting women's advancement and the employment of persons with disabilities, thereby promoting Diversity, Equity & Inclusion.

Targets and Results

The targets and results specified in the long-term vision, "GOOD FOODS 2030," and in the Medium-Term Management Plan "GOOD FOODS Recipe2" are as follows.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Ratio of female managers	Nissui Corporation	9.1%	15%	20%
Ratio of mid-career hires		41.4%	45%	50%

Creating an Inclusive Organization

To realize "what the Nissui Group would like to be in 2030," we are conducting workplace meetings to discuss measures at each workplace. These meetings aim to create workplace environments where employees can take leave with peace of mind, not only for childcare but also for nursing care and illness. We are also working to establish workplace systems for leave periods and cultivate an organizational culture where each individual views leave-related matters as their personal concern. Additionally, we are fostering inclusivity by offering opportunities to develop the mindset and skills needed to engage with diverse people, such as hosting Universal Manner Certification courses.



Initiatives for Promoting Women's Advancement

Our Basic Approach to Promoting Women's Advancement

Nissui aims to foster an organizational culture where female employees can play active roles regardless of life events. To this end, we provide career development support to help realize their aspirations and support for balancing work and childcare, enabling continued growth even after experiencing life events such as childbirth.

Action Plan for Female Participation

In April 2025, Nissui formulated and announced the Fourth Phase Action Plan (plan period: April 1, 2025 to March 31, 2028) to develop an employment environment in which female employees can play an active part.

Nissui's Action Plan in "Comprehensive Website to Support Women's Active Participation and Balancing Work and Home Life" by the Ministry of Health, Labour and Welfare (164KB) [📄](#)

Quantitative Targets for Fourth Phase Action Plan

- Make women account for 15% or more of all managers.
- Maintain a utilization rate of 100 % or higher for male employees taking childcare leave.

Results

Management items	Target	FY2025
Ratio of female managers	15% or more	9.1%
Rate of male employees taking childcare leave	100% or more	91.1%

Gender Diversity in the Company's Decision-making Body

On January 18, 2021, Nissui joined the 30% Club Japan in support of the objective of its activities.

The 30% Club Japan believes that a healthy gender balance in a company's decision-making body will not only enhance corporate governance but also facilitate sustained growth, boost international competitiveness, and in turn, help build a sustainable Japanese society. Based on this belief, its goal is to increase the percentage of female directors at the TOPIX top 100 companies, which was 12.9% as of the end of July 2020, to 30% by 2030. TOPIX Presidents' Association, which is a community of the 30% Club Japan, has started holding discussions on essential issues that hinder women from playing an active role and is learning from actions that help resolve these issues. At Nissui, we are promoting activities for women's participation in management by setting numerical targets for the promotion of women to executive officers and general managers.



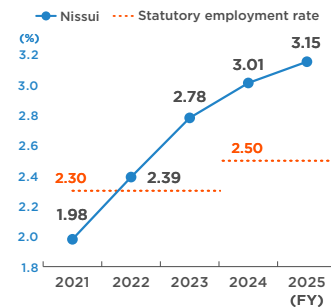
Participation in External Initiatives >

Initiatives to Hire People with Disabilities

At Nissui, employees with disabilities work across approximately 30 diverse workplaces, including administrative departments, factories, and sales divisions. While the types of disabilities vary, we are committed to enabling each individual to leverage their unique characteristics and strengths through collaborative efforts between departmental personnel and HR staff, providing multifaceted support, including reasonable accommodations (Note), to create a work environment where everyone can work confidently and thrive. Employing people with disabilities at Nissui is guided by the principles of “growth and active participation,” rather than being seen as merely a social contribution. We place great importance on the process of “utilizing input from employees with disabilities.”

(Note) Provision of reasonable accommodation: Refers to the act of providing necessary accommodations with reasonable effort when a person with a disability (not limited to disability certificate holders) expresses a need for some form of assistance to remove barriers that present themselves in society. This is mandated as an obligation for employers under the Act for Eliminating Discrimination against Persons with Disabilities.

Employment Rate for People with Disabilities



Scope: Nissui Corporation

“Vision for the Employment of Persons with Disabilities” and “Indicators for Vision”

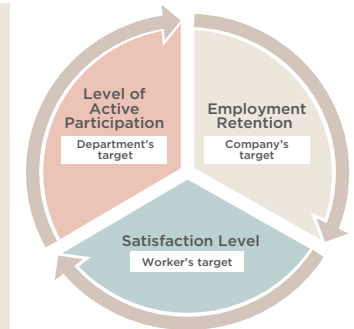
In FY2023, employees with disabilities participated in discussions to define the “Vision for the Employment of Persons with Disabilities” and “indicators toward achieving this vision.”

Our Mission: Starting with the employment of persons with disabilities, we aim to contribute to the creation of an organization in which every employee can work comfortably and play an active role.

Our Aspiration: We seek to expand opportunities for growth and active participation, and to broaden the potential for diverse work styles.

Our Beliefs: We value the involvement of individuals in the decision-making process.

Nothing about us, without us: the mindset of the Convention on the Rights of Persons with Disabilities.



Initiatives Based on the “Indicator Cycle”

(1) Employment Retention

Business Trust Team Activities

The “Business Trust Team,” established in 2016 and composed of employees with disabilities, was founded with the mission of creating time for value-generating activities across departments. The team collaborates with approximately 20 departments on diverse operations, making significant contributions to DE&I promotion. Aligned with the policy of “growth and active participation,” the team prioritizes education and development, actively expanding the number of members who have progressed to working permanently stationed in departments.

Providing Appropriate Reasonable Accommodations

Through thoughtful communication and the use of “Reasonable Accommodation Sheets,” we create opportunities for employees with disabilities to better understand and articulate their unique strengths and effectively communicate them to others. We regularly review accommodations to ensure they are tailored to both the individual and workplace. Our in-house “Reasonable Accommodation Briefing Sessions” have been well-received. In these sessions, employees with disabilities present alongside their supervisors, sharing their work styles that leverage their unique characteristics and discussing the balance between self-management and accommodation needs. These sessions have provided valuable insights and learning opportunities through case studies.



Presentation Material for Briefing Session

Support for Disability Certificate Acquisition

Specialist staff are available to provide consultations on disability certificate acquisition for employees. We support a comfortable work environment by offering workplace adjustments and guidance on accessing local welfare services, ensuring employees can work with confidence.

(2) Satisfaction Level

Training for Individuals

To promote environmental adaptation and smooth work integration, orientation and onboarding training has been introduced for new hires. A comprehensive set of manuals is also available to support the process. Currently, this training is conducted within the Business Trust Team; however, it is gradually being expanded to all employment departments. Additionally, initiatives such as "Inter-site Training", which enables employees to apply learnings and insights gained from other departments to their own roles, are being implemented. These initiatives, along with sharing employment case studies within the company and organizing supervisor meetings to promote mutual understanding, have been steadily enhanced each year to help employees with disabilities grow and thrive.

"Work Fulfillment and Satisfaction Survey"

In FY2024, a "Work Fulfillment and Satisfaction Survey" was conducted for employees with disabilities and their supervisors/managers. The survey analyzed responses to questions such as, "Do you feel you can work with peace of mind both mentally and physically?" "Are there opportunities to take on challenges?" and "Is the environment conducive to seeking consultation?" The results have been used to inform initiatives that incorporate employee feedback.

"Work Styles for People with Disabilities Working Community"

This community fosters a workplace where every employee can fully demonstrate their potential by embracing and acknowledging each other's diversity, regardless of disability. Initiatives supporting Nissui's DE&I efforts include "Lunchtime Online Discussion Sessions," where employees with disabilities share their work experiences, and the standardization of operations to improve accessibility and ease of work for all employees. These initiatives contribute to advancing DE&I at Nissui.

(3) Level of Active Participation

Step-up System

Opportunities to take on challenges for advancement are available to all employees, regardless of disability. While the speed of progress varies for each individual, the number of employees promoted to full-time regular employee status has increased yearly, and efforts to systematically establish career pathways are ongoing.

Support Skills for Supervisors

Supervisors and department managers play a key role in supporting the growth and success of employees with disabilities. The number of Employment Counselors for Persons with Disabilities and Supporters for Persons with Mental/Developmental Disabilities has been steadily increasing, enhancing the ability of managers to provide effective support. Through internal and external networks, including Group companies, platforms have been created for sharing examples, initiatives, concerns, and challenges. These platforms also serve as opportunities for mutual learning and collaboration to further improve support systems.



Nissui Group Factory Network Multi-Site Training Program

Others

Specialist staff manage "Reasonable Accommodation Consultation Desks" and "Group Consultation Desks," working as a team to address a wide range of employee consultations.

For inquiries about Nissui's employment of persons with disabilities: [jnni02@nissui.co.jp](mailto:jnji02@nissui.co.jp)

Senior Employee System

Amid the growing demand for stable employment opportunities for the elderly, Nissui is re-employing employees who are willing to work at Nissui after retirement. Their responsibilities are reviewed at the time of rehiring and at contract renewal by taking into account the skills, aptitude and work experience, among others, and commensurate compensation is also arranged.

Nissui continues to provide an environment where senior citizens with experience and superior skills acquired over the years play an active part.

Initiative to Hire Foreign Nationals

The Nissui Group's production facilities employ people of many nationalities, and the number of languages that need to be supported is growing. Efforts have been made to provide multilingual support through the implementation of signage in various languages at these plants. The introduction of multilingual tools using visuals such as pictures and images for clear explanations is being actively pursued to improve the safety of foreign workers and their understanding of work procedures and rules.

Human Rights >

Occupational Safety and Health >

Diverse Work Style

Work Styles Unrestricted by Time or Location

Since FY2019, Nissui has implemented a Teleworking System. In April 2021, the maximum number of full telework days allowed was raised to three days per week. In January 2022, as part of efforts to create an environment where diverse talent can thrive, a system was introduced allowing employees managing both work and family responsibilities, such as child-raising or caregiving, to work exclusively through telework as a general rule, without being subject to the weekly cap on teleworking days.

In addition to the Teleworking System, the introduction of satellite offices has expanded workplace options, encouraging flexible work styles free from time and location constraints.

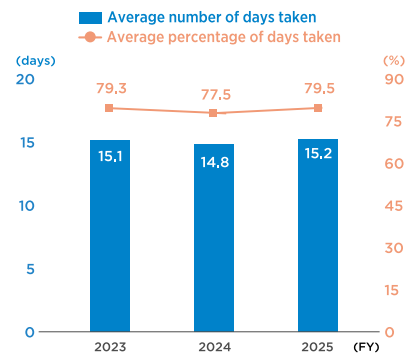


Office-Wide Teleworking Day at Nissui's Head Office

Leave Systems that Provide Peace of Mind

As part of creating a comfortable and rewarding workplace, Nissui has introduced company-wide targets for leave utilization rates and recommended leave days to encourage planned leave-taking. In response to employee requests to reserve regular leave for emergency sick leave, "Anshin Leave" (Short-term Paid Leave for Non-occupational Injuries and Diseases) was introduced in FY2019 as a separate system from standard leave. From FY2023, Nissui expanded its leave programs by adding two new paid leave days annually for all employees, in addition to the existing accumulated leave system. These initiatives aim to create leave systems that support employees' physical and mental well-being while fostering a sense of purpose and satisfaction in their work.

Number of Days of Paid Leave Taken



Scope: Nissui Corporation (As of the end of March of each year)

Note: Beginning in FY2024, the scope of aggregation has been revised to include only annual paid leave, with paid leave taken for specific reasons excluded from the calculation.

Support of Striking a Balance Between Child-raising and Work

We recognize balancing childcare as one of the greatest challenges for long-term career growth. To address this, Nissui is taking steps to reduce anxiety about career progression before and after returning from childcare leave. We support a smooth transition back to work and future career growth through initiatives such as introducing career discussions between female employees on childcare leave and their supervisors using "Interview Sheets for Employees Returning to Work from Maternity and Childcare Leave" and actively promoting the use of these interview sheets for male employees who take extended childcare leave, an initiative that began with our efforts to encourage paternity leave. In particular, the support provided not only before childbirth and at the time of returning to work, but also on an ongoing basis after returning to work, has been well received. In addition, we provide department heads with employees who are raising children with the information necessary for managing such team members, and by doing so, encourage management-led support for employees' return to work.

Furthermore, as measures to support the balance between work and childcare, we are also working to improve the work environment and to foster networking among employees who are raising children through initiatives such as the introduction of babysitter discount vouchers and the holding of "networking events for employees who are raising children and employees preparing to do so."

"Kurumin" Mark Certification

Nissui has been formulating action plans based on the Act on Advancement of Measures to Support Raising Next-Generation Children since 2005 and in May 2010, it received the "Kurumin" Mark Certification from the Minister of Health, Labour and Welfare, which is awarded to companies that support child-rearing.

In FY2021, for the fourth time in a row, Nissui received the 'Kurumin 4 Star' certification. At the present time, Nissui is engaged in initiatives to achieve the goals of our Seventh Phase Action Plan. Nissui is committed to introducing various measures to be a company in which both men and women are able to balance their work with childcare.



Next-Generation Mark (Nickname: "Kurumin")

Ministry of Health, Labour and Welfare "Information site to support efforts to balance work and home life: The Plaza of Support for Both" Action Plan (in Japanese) [Link](#)

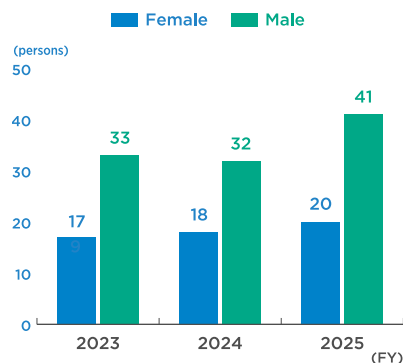
(note) "Kurumin" mark: Companies and national/local governments are mandated by the Act on Advancement of Measures to Support Raising Next-Generation Children to formulate an action plan to support the healthy birth and growth of children, who will be shaping our society for the next generation. It is a certification mark awarded to companies that have achieved the targets set in their action plans and met certain standards.

Promoting the Taking of Childcare Leave

Nissui aims to create an environment where both men and women can continue working while raising children and pursue positive career development. As part of creating a worker-friendly workplace, the company has set a target of achieving a 100% childcare leave utilization rate. For male employees who have become fathers, Nissui actively encourages taking childcare leave, confirms their intentions regarding leave, and promotes understanding among department heads to facilitate childcare leave utilization across all workplaces.

As a result, the male childcare leave utilization rate was 91.1% in FY2025 (106.7% in FY2024). Nissui remains committed to fostering an environment where both men and women can take leave with confidence and peace of mind.

Number of Employees Taking Childcare Leave



As of the end of each fiscal year
Scope: Nissui Corporation

Initiatives by Cité Marine S.A.S.

Cité Marine S.A.S. (France), a member of the Nissui Group, set up a nursery in October 2020, for the purpose of creating an environment that is pleasant to work in even while employees are raising children; 20 children of employees go to the nursery.



Supporting the Balance of Nursing Care and Work

Nissui has a nursing care leave program, in which 10 days of leave per year is allowed to employees with one person in their care, and 20 days per year for employees with two persons or more in their care. In addition to hosting nursing care seminars led by expert instructors, Nissui has contracted specialized nursing care agencies to offer consultation desks where employees can receive free advice via phone and email. Settings are also established for employees to discuss the use of nursing care services among those facing similar challenges. Furthermore, Nissui supports employees dealing with nursing care by recommending the use of flexible work arrangements such as “Coreless Flex,” and by including nursing care as one of the criteria for eligibility for full-time work from home. Assistance with nursing care costs is also provided through the cafeteria plan options. Through these initiatives, Nissui is cultivating a culture in which both the individuals directly involved and their supervisors and colleagues treat each nursing care issue as their own personal concern, thereby creating a supportive environment that recognizes the unique aspects of each situation.

Various Systems to Support Diverse Work Styles

Reason	System	Description
Childcare	Leave for preparing for childbirth	An employee can take leave on a full-day or half-day basis for up to 15 days while the employee or the employee's spouse is pregnant until two weeks after the birth of a child. Both male and female employees can take leave at times of poor physical condition (e.g., nausea of pregnancy) and when undergoing medical examination, etc., including accompanying their partners. An employee can take leave out of his/her accrued leave.
Childcare	Childcare leave	Childcare leave can be taken by male employees as well, and is treated as paid leave for up to five days.
Childcare	Leave for childbirth by spouse	An employee can take special paid leave for up to two days in cases where his spouse has given birth to a child.
Childcare	Leave for taking care of sick children	In cases where an employee has to take care of his/her child of primary school age or younger due to injury or illness, or in cases where an employee has to make such child receive a vaccination or undergo health examination, he/she can take leave on an hourly basis for up to five days in the case of one child or up to ten days in the case of two or more children. An employee can take leave out of his/her accrued leave.
Childcare	Babysitter discount voucher	A subsidy program that allows employees with infants or children up to the third grade of elementary school (or up to the sixth grade in some cases) to receive a discount of up to 4,400 yen per day (equivalent to two vouchers) per child for babysitting services.
Childcare	Shortened-workday system	An employee can use this system for a maximum of seven years in total, including childcare leave, until his/her child completes the third year of primary school. An employee can also use the shortened-flextime system.
Nursing care	Nursing care leave	An employee can take leave on an hourly basis for up to 10 days in the case of one person in his/her care or up to 20 days in the case of two or more persons in his/her care. An employee can take leave out of his/her accrued leave.
Nursing care	Extended nursing care leave	An employee can take extended nursing care leave multiple times for a total of up to one year and six months per eligible family member in his/her care.
Nursing care	Shortened-workday system	An employee can use this system for a maximum of three years per person in his/her care. An employee can also use the shortened-flextime system.
Universal	Flextime system	Applicable to employees other than some employees, such as plant workers.
Universal	Teleworking System	Applicable to all employees other than some employees, such as plant workers. This system can be used on the grounds of making operations more efficient, promoting health and welfare, and striking a balance between work and family. Telework, which means working without attending the workplace, is capped at three times per week.
Universal	"Anshin" Leave (Short-term Paid Leave for Non-occupational Injuries and Diseases)	Each fiscal year, an employee is granted five days of paid leave that can be taken when he/she has suffered short-term non-occupational injury or illness (e.g., cold) and has difficulty coming to work.
Universal	Refreshment leave	An employee is entitled to take leave for five consecutive days when the length of his/her service has reached 10, 20 or 30 years. Such an employee is also paid a grant.
Universal	Coreless flex	Core hours in the flextime system were abolished, and the start time of work was also pushed back to 5:00 onwards.
Universal	Taking paid leave on an hourly basis	All employees can take paid leave not only on a full-day basis and half-day basis but also on an hourly basis for up to five days per year. Employees can take hourly leave at the beginning of the workday, mid-day (once per day) and at the end of the workday.

Occupational Safety and Health

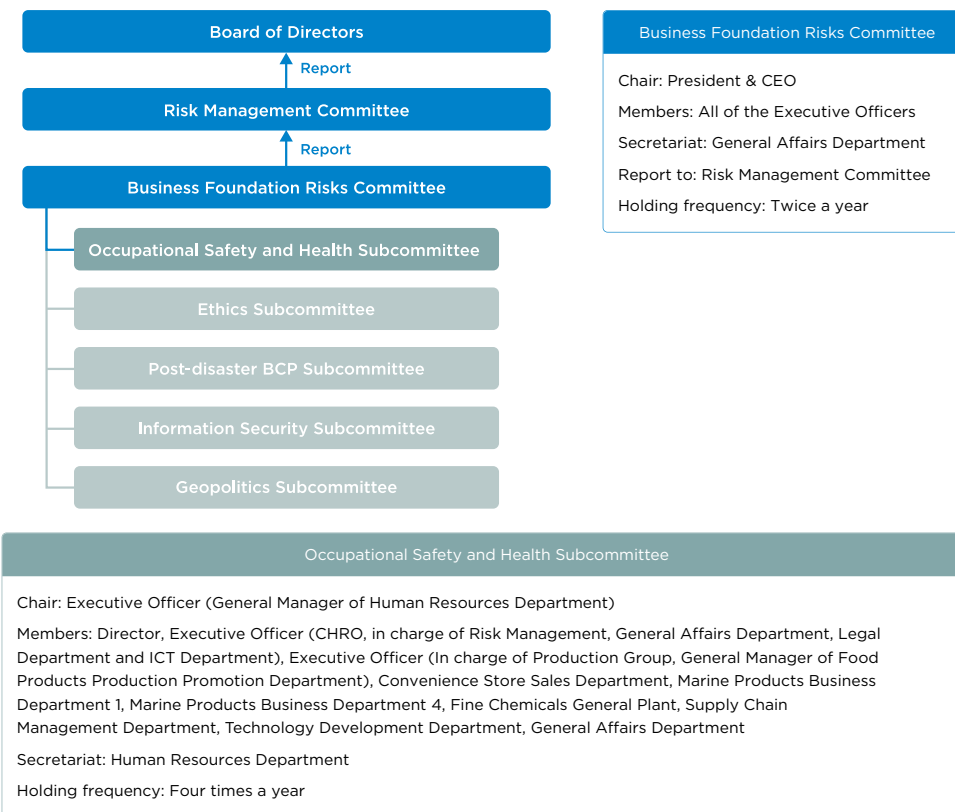
Nissui Group's Declaration of Safety

In FY2023, the President issued a message to all Nissui Group employees, including temporary employees, promoting the realization of the "safety-first" philosophy. Furthermore, at the Safety Convention held on February 24, 2026, for Group companies in Japan, we adopted the theme "Creating a Safety Culture" to further embed this philosophy, featuring a keynote lecture and presentations of best practices from Group companies. The Nissui Group promotes occupational safety and health activities in which both managers and employees work together to resolve workplace safety issues, take ownership of collaboratively developed rules, and ensure mutual compliance.

Nissui Group's Declaration of Safety (PDF) 202KB [Download](#)

Promotion Framework - The Occupational Safety and Health Subcommittee

The Nissui Group has designated departments in each segment to oversee the Safety and Health Committees of each business location and established the "Occupational Safety and Health Subcommittee" under the umbrella of the Business Foundation Risks Committee, with the heads of each overseeing department as members. The subcommittee is held once each quarter and addresses various issues relating to "labor safety," "work hours" and "harassment" matters of Nissui, including its Group companies. Furthermore, in accordance with the law, the rate of establishment of Safety and Health Committees has reached 100% for workplaces in Japan with 50 or more employees.



Initiatives of Occupational Safety and Health Subcommittee

Overall policy

The Occupational Safety and Health Subcommittee, under the secretariat of the Human Resources Department, compiles work-related accident trends for the entire Nissui Group in Japan, focusing on the type, severity, and frequency of accidents. By sharing this information with each department and raising awareness throughout the company, the subcommittee aims to prevent similar accidents in the future. In addition, each department formulates priority issues and activity plans for the fiscal year, and subcommittees periodically report on the progress of these plans to strengthen the safety framework through horizontal deployment of initiatives.

	Details of Initiatives
FY2024	(i) Focus on prevention of serious accidents (ii) Increase safety awareness among new/mid-career employees (iii) Improve safety levels in aquaculture business
FY2025	(i) Identifying accident types targeted for elimination and issuing Declaration of Safety at the business site and individual levels (ii) Individual Declaration of Safety aligned with the above, and participation in safety patrols as a venue for practical implementation (100% participation rate) (iii) Securing safety capabilities through safety patrols and risk assessment training, and fostering a sense of personal responsibility in safety activities
FY2026	(i) Development and deployment of unified educational tools to achieve the common understanding of "safety culture" among all Group employees (ii) Implementation of manager education and risk assessment training (second year) (iii) Promotion of safety patrols across workplaces (cross-line patrols) (iv) Further invigoration of awards for safety activities

Group-wide Activities

Since FY2021, the "Nissui Group Safety Convention" has been held every year as a Group-wide activity with the participation of the President, officers, members of the Occupational Safety and Health Subcommittee and the respective safety management chiefs and persons in charge of safety at the Group companies.

At the Convention, the President announced the "Nissui Group's Declaration of Safety" as his message to all employees in the Nissui Group in Japan, reiterated that both safety managers and site staff must give top priority to safety in any and all situations and made sure everyone is on the same page with respect to the importance of safety, in order to realize a "workplace free of work-related accidents in which everyone can work safely with a sense of security."

In addition, at the convention, Nissui commends safety activities by presenting an award for safety activities conducted by Group companies that are particularly outstanding and widely spreads good examples among Group companies in an effort to invigorate safety activities of the Group as a whole. Nissui also makes time for a lecture on safety management given by an outside lecturer to boost the safety management standards on a Group-wide scale.

Initiatives by Department in FY2025

We are conducting safety patrols mainly with non-Japanese workers to extract potential near-miss incidents from their perspective and promoting "not-imposed" safety activities incorporating AI tools and safety events into safety activities voluntarily conducted by young employees.

Department	Details of Initiatives	
Food Products Business Group	Food Processing	• Implementation of planned safety patrols with prioritization (Implementation of fixed-point patrols according to an annual schedule) • Safety education via external e-learning service (quarterly), with quarterly review sessions, totaling eight sessions per year • Identifying hazardous locations and conditions through factory self-inspections → Improving items rated 0 or 1, and verifying the implementation of training for workers
	Chilled	• Prevention of recurrence of slip/trip/fall accidents (5S activities, organizing hand carts, use of Z-type carts, floor degreasing, checking shoe soles, hazard maps, maintenance of physical fitness, etc.) • Prevention of recurrence of caught-in/caught-between accidents (risk assessment updates, special worker certification and follow-up training, sharing of near-miss incidents, practical training etc.) • Adherence to safe work behavior through hazard prediction activities (development of hazard prediction trainers, implementation of KYT, etc.)
Marine Products Business Group	Marine Products Processing	• Continuously checking the status of on-site improvements at factories where multiple accidents occurred in FY2025 • Promotion department members conduct 5S activity checks and improvement suggestions during regular visits, and align safety perspectives with on-site factory personnel • Implementation of factory self-inspections and continuous improvement
	Aquaculture	• Ensuring the implementation of safety patrols and actions at each company and business location • Implementation of KYT, 5S activities, accident analysis, risk assessment, compliance, and harassment prevention (with the focus on preventative measures) • Strengthening internal and external education and training of unskilled employees, and raising the overall level of persons in charge of safety by utilizing regular safety meetings of the Group's aquaculture division • Implementation of preventative measures using internal and external resources to enhance safety management for diving operations
	Marine	• Ensuring comprehensive implementation of safety patrols and corrective actions across companies and vessels • Continuous improvement of safety and health awareness among employees, crew members, and workers through safety and health activities and committees (utilization of regular safety meetings in marine operations) • Implementation of preventative measures such as KYT activities, 5S activities, accident analysis, risk assessment, compliance, and harassment prevention
Fine Chemicals Business Group		• On-site verification of effectiveness of risk assessment and mitigation measures and identification of incomplete measures • Re-evaluation of the risk assessment table to reduce the risk level by incorporating the perspectives of other factories • Establishment of proactive safety behavior and cultivation of safety culture through visualization and standardization of good practices among three factories
Logistics		• Correction of risk assessment becoming a mere formality to reduce work-related accidents caused by forklifts in business sites to zero • Improvement of the level of operation by utilizing forklift contests and training centers
R&D		• Strengthening safety patrols conducted by Safety and Health Committee members in their own departments (to raise safety awareness at the workplace and prevent work-related accidents) • Disseminating information and holding seminars on mental health care

Implementation of Risk Assessment in Businesses (New/Existing)

At the Nissui Group's production plants in Japan, risk assessments relating to tools, machinery and equipment, and work methods are conducted on a regular basis, in addition to those required by law, such as risk assessments pertaining to the handling of chemical substances and the introduction of new machinery. By verbalizing the process that may lead to an accident, inherent risks are clarified. The level of risk can then be evaluated and examined in terms of the severity of the injury, the degree of urgency, etc., and appropriate measures can be taken to prevent such accidents from occurring. In addition to the above, the supervising offices of each department support the promotion of voluntary risk reduction activities by participating in safety patrols and safety and health committee meetings at directly managed business sites and domestic Group companies and providing education on methods and concepts such as risk assessment.

Additionally, regular departmental meetings are conducted where related Group companies gather to report and share safety activity information, and monthly safety meetings are held with representatives from each departments' supervising offices, facilitating the sharing of updates on accident occurrences within the Group, progress of subcommittee action plans, and horizontal dissemination of measures against serious accidents, as well as the accumulation and sharing of experiences and insights from successful and unsuccessful practices, thereby enhancing the overall level of safety management across the Group. In FY2025, we worked to maintain an appropriate compliance system throughout the Group by planning chemical substances risk assessment training for persons in charge at each Group company in advance of the amendment of laws related to chemical substance management in 2026.

Safety Education

At the Nissui Group's production plants in Japan, safety education is provided to employees not only at the time of employment or transfer, but also through daily KYT activities, on-the-job training, reminders on bulletin boards (pictograms, etc.), and opportunities to learn about near-miss incidents and other accidents at morning meetings. We also provide training on occupational safety and health and traffic safety courses for new employees, as well as strengthen safety awareness activities at domestic Group companies in conjunction with national campaigns (National Safety Week, Occupational Health Week, New Year's holidays, etc.).

Additionally, at Nissui's food production plants safety training programs called "Safety School" are being carried out using machines that allows participants to experience what it feels like to be entangled in conveyor belts and machines to experience confirmation by finger pointing and calling out, to raise the safety awareness of its employees.

Human Rights > Response to Identified Potential Human Rights Risks > Monitoring the Working Environment of Foreign Workers >



Machines That Allow Participants to Experience What It Feels Like to Be Entangled in Conveyor Belts



Machines to Experience Confirmation by Finger Pointing and Calling Out



Pictograms Example (Caught in Machinery)

Occupational Health and Safety Audit

Acquisition of Occupational Health and Safety Management System ISO45001 Certification

Nissui is actively pursuing ISO45001 certification for all its business sites in Japan to ensure a safe and healthy work environment for its employees. In January 2021, the Fine Chemicals General Plant Tsukuba Plant became the first Nissui site to achieve this certification. Additionally, in FY2024, Himeji General Plant also secured the certification. We remain committed to enhancing our occupational safety and health measures, working steadfastly towards achieving a workplace with zero work-related accidents in collaboration with our employees.

Ensuring a Safe Fisheries Work Environment

Within our fishing operations, we actively work at the level of each Group company to ensure a safe working environment for employees involved in fishing activities. We prioritize the safety of crew members on fishing vessels and strive to improve the working environment, while ensuring third-party monitoring to increase transparency.

Human Rights >

Status of Incidents of Work-related Accidents

Number of Incidents of Work-related Accidents

We strive to achieve zero occupational accidents; however, our immediate goal is to limit the number of accidents to 100 or less per year for the entire Nissui Group in Japan. Based on the number of accidents (cases without/with lost workdays/cases resulting in fatality) by department, type, etc. as the main indicator, we have established a system to compare the frequency rate with the industry average.

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of work-related accidents	133	121	128	134	137
(Number of those that led to time off from work)	65	63	51	59	58
(Number of those that led to deaths)	0	0	1	0	0

Scope: Total of 38 companies, Nissui Corporation and its Group companies in Japan (including equity-method affiliated companies in Japan)

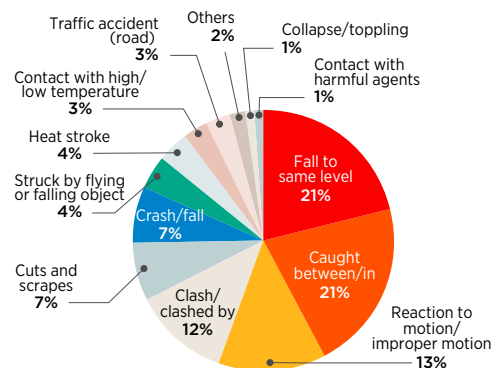
Frequency Rate

	FY2021	FY2022	FY2023	FY2024	FY2025
Frequency rate (Note)	0.61	1.21	1.20	1.21	1.00
Reference: Manufacturing industry (food, beverages, tobacco, feed)	4.01	3.25	3.50	3.37	-

Scope: Nissui Corporation

(Note): One of the safety indices to indicate the incidence of work-related accidents, calculated by the following formula: Frequency rate = number of those who suffered from injury resulting in lost work time ÷ total working hours × one million actual work hours

Ratio of Work-related Accidents by Type (FY2025)



Scope: Total of 38 companies, Nissui Corporation and its Group companies in Japan (including equity-method affiliated companies in Japan)

Wages and Working Hours

Living Wage Support

The Nissui Group not only complies with labor laws and regulations regarding minimum wages and their payment in each country, but also pays a living wage that enables employees to maintain a certain standard of living, taking regional market rates into consideration. In FY2025, the average annual salary of Nissui was 8.50 million yen.

Prevention of Long Working Hours

Nissui manages working hours to prevent employees from working excessive hours based on the Labor-Management Agreement, which provides for even stricter limits than the law. More specifically, our attendance management system is used to manage work hours at the workplace; the Human Resources Department monitors the situation mid-month and at the end of the month, and issues warnings as necessary to ensure thorough management. In addition, we are promoting understanding of working hour management by distributing a video explaining the content of the work hour agreement (known as the "Article 36 Agreement") and how to enter information into our attendance management system. Furthermore, we promote flexible work styles, such as flextime and telework, while striving to prevent health problems caused by excessive workloads. Depending on work performance, interviews with industrial physicians and public health nurses are conducted, and if necessary, measures such as work restrictions are put in place.

Preventing Harassment

Code of Ethics Awareness

The Guidelines of Ethical Conduct set out in Nissui's Code of Ethics states "respect our frank and openhearted communication environment and make an effort to maintain a sound and effective system of internal checks and balances," and to respect fundamental human rights of individuals as well as prohibit all forms of discrimination and harassment. This Code of Ethics is posted on Nissui's internal portal site and shared with its employees to instill awareness of the prevention of discrimination and harassment among them.

Code of Ethics

Measures Against Harassment

In order to prevent incidents of harassment, harassment study groups (seminars, e-learning, and similar) are being conducted. A Harassment Desk has also been set up for employees to consult, and a structure to handle any problems has been established. We are also planning effective measures through questionnaires to survey the actual situation at Group companies.

Declaration to Eliminate Harassment

In June 2020, coinciding with the revision and enforcement of the Power Harassment Prevention Law (Act on Comprehensively Advancing Labor Measures and Stabilizing the Employment of Workers, and Enriching Workers' Vocational Lives), the President issued "Nissui's Declaration to Eliminate Harassment" to all employees of the Nissui Group in Japan. Since then, we have continued to implement various measures to prevent harassment, and aim at "enabling each and every individuals to fully demonstrate his/her abilities." In April 2025, we reissued the declaration, delivering a strong message throughout the company: "The company will protect all employees from unjust harassment. If harassment arises from external sources, the company will respond appropriately. If it occurs within the company, we will address it with an even stricter stance than before."

Moving forward, we will continue company-wide efforts to enhance awareness and responsiveness to harassment, and further strengthen our commitment to building "a corporate culture where harassment is neither committed, allowed, tolerated, nor overlooked."

Labor-Management Relation

Basic Stance

The Nissui Group respects the freedom of association and the right to collective bargaining in accordance with the laws and regulations of each country in which it operates. In countries and regions where association is not permitted by law, we recognize the importance of collective bargaining and promote collaborative efforts between labor and management to resolve issues.

Nissui has concluded a labor agreement with its labor union (Nissui Adventure Club), and is striving to create and maintain a healthy labor-management relationship through sincere and proactive communication between employees and management for the realization of a better working environment. Furthermore, a union shop agreement has been concluded, and the membership rate in the labor union for regular employees at Nissui is 100%.

Implementation of Labor-Management Meetings

At Nissui, important management policy and themes are explained by the president and other executive officers of all businesses at the Annual Policy Labor-Management Meeting, and directors in charge of each business explain important management policies and issues at the Central Labor-Management Council for each business. In addition, proposals are received from the labor union based on the situation in the field, and discussions are engaged in a spirited manner. Furthermore, the company establishes opportunities for regular meetings, such as the Labor-Management Liaison Council, which shares the discussions of the Occupational Safety and Health Subcommittee and facilitates the exchange of opinions; the Safety and Health Committee, where discussions are held between representatives of the company and the labor union at each business site; and the Labor-Management Review Committee, which discusses various personnel, labor, and work-related safety issues with the Human Resources Department. Whenever necessary, such as when revising systems or in cases of labor problems, we hold good-faith labor-management consultations and strive to resolve issues through labor-management cooperation.

Employee Health

The Nissui Group recognizes employee health as a critical management issue and announced the Employee Health Declaration in 2017. Based on this declaration, we are implementing strategic initiatives that aim to “actively support both mental and physical health and create an appropriate work environment to improve productivity and generate new value”. As a result of these initiatives, Nissui was certified as an Outstanding Organization of KENKO Investment for Health in 2018 for the first time in the fishery, agriculture and forestry industries. Furthermore, Nissui has been selected as a KENKO Investment for Health Stock Selection for five consecutive years since 2019 in recognition of its focus on employee health promotion through measures that utilize functional components derived from marine products. In addition, Nissui has recently been certified as a 2026 Outstanding Organization of KENKO Investment for Health “White 500.”

Message from the President

The Nissui Group believes that one of the most important business foundations for its sustainable growth is human capital and it is based on the health of each and every employee. Accordingly, the President issued a message regarding KENKO Investment for Health in May 2026.

Message from the President regarding KENKO Investment for Health (PDF) 112KB 

Employee Health Declaration

At the Nissui Group, we consider our employees to be our most valuable asset, and we want to see all employees be able to fully demonstrate their abilities. We also aim to improve the quality of life of our employees and their families by ensuring proper workplace conditions and by actively supporting both mental and physical health. As a company that works with resources from the sea, we offer suggestions for healthy diets, try to maximize the use of functional components derived from seafood, and aim to contribute to the healthy lives of people everywhere, from our employees and their families to customers around the world.

In addition to following up with family members to alleviate anxiety and burdens in their health and personal lives to enable individuals to work with peace of mind, the Employee Health Declaration aims to create new value and enhance productivity by improving the workplace and systems environment so that diverse human capital of different genders, nationalities, and ages can work comfortably. In this way, a virtuous cycle can be generated in which the company can secure excellent human capital, and these excellent human capital can in turn help the company grow further. Nissui believes that the implementation of the Employee Health Declaration will shape the future of Nissui, and Nissui will place a high priority on investing in the initiatives associated with this declaration.

Two Approaches to Develop an Environment Where Employees Are Healthy and Can Maximize Their Potential Leading to Increased Productivity

In implementing the Employee Health Declaration, we approach individuals and the workplace environment from the following two perspectives.

[Promoting the health of individuals]

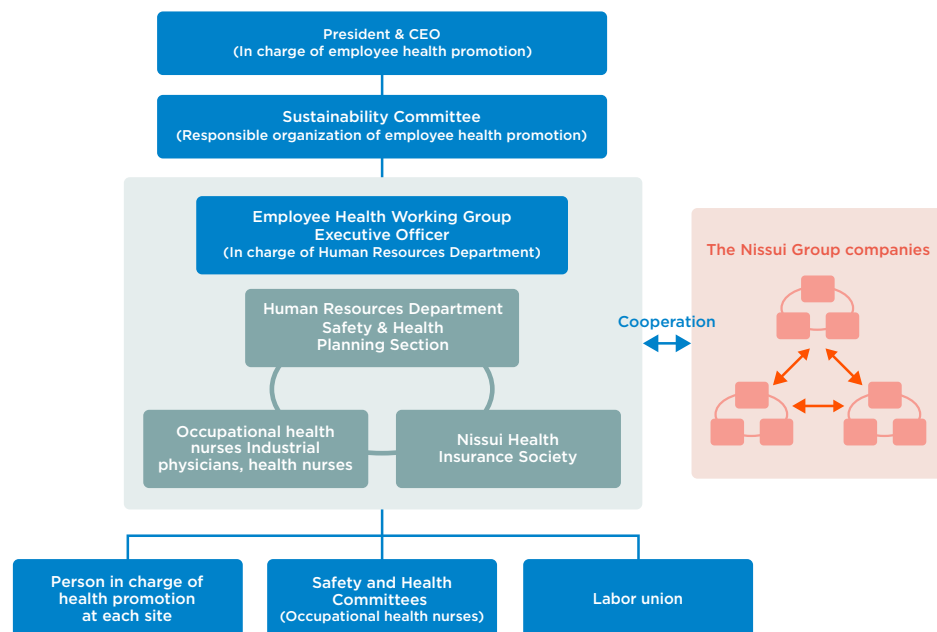
Main initiatives: Lifestyle improvement, exercise events, improvement of the EPA/AA ratio, enforcement of no smoking during working hours, mental health screenings (stress checks), cancer prevention measures, etc.

[Supporting the balance between work and personal lives]

Main initiatives: Childcare and nursing care support, the employee benefits system, adoption of the cafeteria plan “N Café,” etc.

Promotion Framework - The Employee Health Working Group

We regularly share and discuss health-related issues among the Human Resources Department's Labor and Health Planning Section (secretariat), the Head Office's Health Management Center (industrial physicians and occupational health nurses), business site occupational health nurses, and the Nissui Health Insurance Society, and jointly promote related initiatives. Going forward, we will continue collaborating with health promotion coordinators at each business location to support employee health and work-life balance, while fostering a workplace culture that is both comfortable and fulfilling.



Setting KPIs for Health Numbers

We have established three items—smoking rate, obesity rate, and EPA/AA ratio—as KPIs for individual health promotion. These are important indicators reflecting employee health conditions based on regular health checkups. Deterioration of these metrics may lead to presenteeism (reduced performance despite attendance), absenteeism, or even employee turnover.

Among these, the smoking rate and obesity rate remain unfavorable compared to the national average. According to medical expense data from the Nissui Health Insurance Society, hypertension-related expenses are higher than the Society average. These figures highlight the urgent need for improvement.

Accordingly, Nissui has designated the smoking rate and obesity rate as priority focus areas, set goals referencing national averages, and continues to implement effective countermeasures.

ESG Data > S: Social Data >

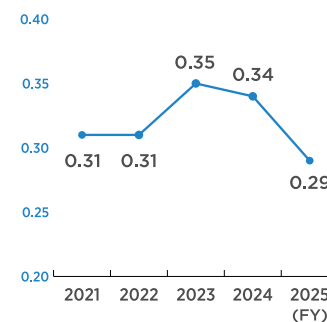
Measurement of the EPA/AA Ratio and Health Ranking

The EPA/AA ratio represents the ratio of eicosapentaenoic acid (EPA)—a core component of Nissui's Fine Chemicals Business—to arachidonic acid (AA) in the blood. This ratio is considered useful in preventing lifestyle-related diseases and is actively promoted by Nissui as an important health indicator. Since FY2016, EPA/AA ratio measurement has been incorporated into regular health checkups. The Company set a target value of 0.4 or higher—linked to cardiovascular disease—and has implemented various initiatives toward improvement.

For FY2026, Nissui has set new targets of EPA/AA ratio 0.6 for employees aged 40 and over, and 0.4 for those under 40, thereby enhancing age-appropriate health support.

To encourage these efforts, Nissui provides health incentives to employees who show improvement in their EPA/AA ratio. Additionally, a company-wide "Health Ranking" is published to visualize results not only by individual but also by department, thereby promoting greater health awareness company-wide.

EPA/AA Ratio



Health Ranking



Pictures from "Fish Consumption Promotion Campaign"

Initiatives to Educate People About the Benefits of Quitting Smoking

To prevent health problem from smoking and passive smoking, Nissui is promoting initiatives to help smokers to stop smoking and to separate the smoking areas at the business locations.

Awareness Initiatives Targeting Smokers

We are carrying out a variety of initiatives to encourage smokers to quit. For example, we provide individual instructions by occupational health nurses at regular physical examination sites, measurements of carbon monoxide levels using “smokerlyzers,” and the distribution of nicotine gum samples. In addition to these, we support efforts to quit smoking by covering half of the treatment costs for employees who have successfully quit smoking through programs offered at hospitals. To date, nearly 30 employees have taken on the challenge of quitting smoking.

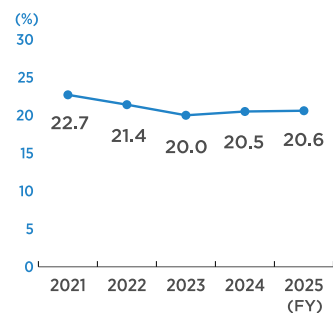
Promoting the Separation of Smoking and No-Smoking Spaces

In 2018, the smoking areas of the head offices and branches were shut down, and smoking was banned in all company cars. The other business locations are also promoting the closing and reduction of smoking areas.

Going Smoke-Free during Working Hours

Since March 2023, Nissui has implemented a policy of “Going Smoke-Free during Working Hours 365 Days of the Year,” and continues to promote its enforcement and full implementation.

Changes in Smoking Rate Over Time



Scope: Nissui Corporation



“Going Smoke-Free during Working Hours 365 Days of the Year” Campaign Poster

Initiatives to Improve the Lifestyle Habits

Promoting Exercise Habits

From May to July 2025, Nissui held the “Body Improvement New Contest,” a walking event that saw participation from 611 employees. Of these, 560 participants achieved over 150,000 steps during the period and the event was a blast. The average steps per participant totaled around 500,000, or roughly 8,000 per day, contributing significantly to building daily exercise habits. Post-event surveys revealed many positive responses, such as increased awareness of walking and reduced weight and waist circumference, suggesting that the event effectively encouraged enjoyable integration of exercise into daily life. In addition, an average weight reduction of 1.28 kg across all participants was observed between before and after the event.

Linking Sustainability Activities

In conjunction with the “Walk the World” charity event organized by the United Nations World Food Programme (WFP), Nissui conducted its own walking event, combining participation in the charity initiative with health promotion. By walking more than 5 km, participants became more aware of the importance of exercise while gaining exposure to global hunger issues. The initiative successfully combined themes of health and sustainability and received numerous positive responses from participants.

Improving Health Literacy

To improve employee health literacy, Nissui conducts annual Health UP events, health awareness surveys via e-learning, and health and productivity management comprehension assessments.

Health UP Event

In FY2025, various company-wide health-related events were held across Nissui. Each event was tailored to the health issues faced by individual sites, and creative efforts were made to encourage employee participation. The online seminar “PMS and Chinese Medicine” for all female employees provided a valuable opportunity to deepen understanding of the usefulness and potential of Chinese medicine in managing discomfort associated with PMS. Activities at each business location included on-site massage and exercise events to improve leg strength, making them practical and easy to participate in. In response to these efforts, participants commented: “My awareness of physical maintenance was improved,” “I learned more about women-specific health concerns and found it meaningful,” and “I feel my legs have become stronger.” These responses indicate increased health awareness and new personal insights. Nissui will continue to promote programs that foster individual health awareness and support actionable behavioral change.

Target	Date	Title	Description	Number of participants
Nissui Headquarters	September 4 and 27, 2025	Massage Treatment Event	Providing on-site massage service and increasing the awareness of physical maintenance	67
Throughout Nissui	December 12, 2025	PMS and Chinese Medicine	Deepening understanding of the usefulness and potential of Chinese medicine in managing discomfort associated with PMS to help recognize and cope with discomfort in daily life	46
Himeji General Plant	October 6, 2025 to February 5, 2026	Let's! Ecosacise!	Encouraging leg strength improvement and addressing sedentary habits by actively using stairs instead of elevators in the plant	219
Hachioji General Plant	January 19 to February 15, 2026	Stretch Challenge	Promoting exercise to prevent back pain and maintain and improve back and leg flexibility. Aiming to improve sit and reach performance by working on exercise to enhance back and leg flexibility such as stretching for four weeks	62

Target: Nissui employees (including employees' families and dispatched employees)

"Collabo-Health" with Nissui Health Insurance Society

Nissui is engaged in “Collabo-health (Note)” in collaboration with the Nissui Health Insurance Society (corporate health insurance society).

(Note) Collabo-health: An approach whereby health insurance societies and other insurers and employers actively collaborate to effectively and efficiently implement prevention and health promotion initiatives for enrollees (employees and their families) under clearly defined roles and a favorable work environment.

Health Checkups and Efforts to Prevent Serious Illness

In cooperation with the Nissui Health Insurance Society, Nissui conducts regular employee health checkups and checkups for the prevention of lifestyle-related diseases, with an annual checkup rate of 100%. In FY2022, we introduced the “WellBis” health management support system, which allows health checkup results to be viewed on PCs and smartphones, thereby enhancing health management support functions. Nissui requires all employees with any abnormal findings in their checkup results to submit a “Re-inspection report” and are asked to see their family doctor, etc. The content of these reports is then confirmed by occupational health nurses. This “Re-inspection report”is available in four languages to facilitate reporting by employees whose native language is not Japanese. In addition, as an effort to prevent serious illness, Nissui has created in-house health guidance guidelines and provide individual interviews and health guidance based on expert knowledge by occupational physicians or occupational health nurses for employees with high-risk health issues.

	FY2023	FY2024	FY2025
Management rate of high-risk groups	95.9%	98.9%	97.2%

Specific Health Guidance Initiatives

From FY2020, Nissui switched from the conventional outsourced approach to the specified health guidance to one that is conducted in-house, essentially by nurses from the health insurance society. This has changed the awareness among the target group, and the implementation rate has increased significantly, partly because more people are receiving guidance and partly because the scheduling of initial interviews and so on has become more flexible. Furthermore, by having a nurse who is familiar with the company's health initiatives provide guidance, more effective guidance may be offered through the incorporation of these initiatives into the health-related instructions they give.

Specific Health Guidance Implementation Rate (Nissui Health Insurance Society: Insured individuals and their dependents)				
Entity		FY2022	FY2023	FY2024
Nissui Corporation		71.5%	67.1%	66.7%
All enrolled entities (including those insured on a voluntary basis) (Note)		69.1%	66.3%	65.4%

(Note): Five entities, including Nissui Corporation, Nissui Marine Industries Co., Ltd., etc.
Source: Health Scoring Report, FY2025 Edition (FY2024 Results)

Infection Prevention Measures

Having many overseas bases, the Nissui Group is aware of the importance of responding to global health issues such as infectious diseases. In addition to conducting pre-assignment education on vaccinations, medical care, and health management for employees assigned to overseas bases, we make it possible for employees to receive medical examinations and checkups by overseas travel specialists both before and during their assignment in Japan every year; based on the results of these examinations, interviews with industrial physicians and health guidance are also conducted. In Japan, Nissui also works together with the Nissui Health Insurance Society to provide mass influenza vaccinations and subsidize the entire cost. In addition, Nissui has incorporated rubella antibody tests into our regular health checkups to make it easier for individuals to receive them. For those individuals who were considered to have low levels of rubella antibodies, awareness and education were provided, and more than 40% of the recommended recipients received an antibody test during their regular checkups.

Mental Health Support

Once a year, Nissui conducts a mental health examination for its employees and is also making efforts to enhance mental health so that employees can engage in their work with a healthy mind.

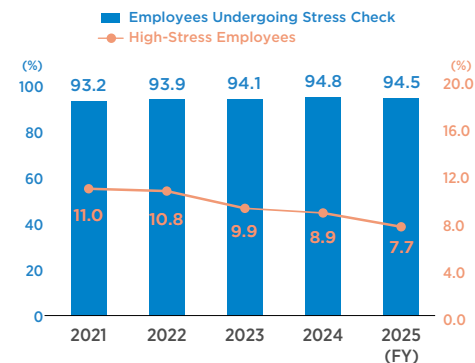
Based on the results of these stress checks, Nissui provides feedback on organizational analyses to each department and establishes forums for exchanging opinions to solve problems. We are actively working on enhancing the workplace environment through consultations with occupational health nurses for high-stress employees and by offering a 24/7 external consultation service for anonymous support.

In addition, to prevent the occurrence of harassment, Nissui conducts harassment workshops (group seminars, e-learning, etc.), and has established an in-house Harassment Consultation Desk and a Harassment Consultation Hotline (external contact) to handle any problems that may arise.



An Interview with the Health Nurse

Percentage of employees undergoing “*Kokoro no Kenko Shindan*” (stress check) and high-stress employees



Scope: Nissui Corporation

Effectiveness and Verification of Each Initiative

In the course of implementing initiatives, Nissui are striving to improve on health challenges with a focus on three KPI categories (smoking rate, obesity rate, and EPA/AA ratio). Nissui provide opportunities for management to directly communicate their thoughts on health to employees, and for occupational health nurses to actively disseminate information and encourage employees to engage in health-related efforts. Through various measures taken by the sections in charge, each employee's health-related awareness level has been steadily increasing. In terms of the degree of improvement in actual business performance as a result of each employee becoming healthier, Nissui quantify presenteeism, absenteeism, etc., to confirm progress.

	Measurement method	FY2023	FY2024	FY2025
Absenteeism (Note 1)	Attendance records	1.8day/person	1.6day/person	1.8day/person
Presenteeism (Note 2)	Self-report Questionnaires	33.4%	33.6%	33.4%
Work engagement (Note 3)	Self-report Questionnaires	51.1	51.7	52.0

Scope: Nissui Corporation

(Note 1) Absenteeism: Sick leave/Absence due to illness.

(Note 2) Presenteeism: A condition in which a person comes to work while suffering from some disease or symptom, resulting in a decrease in work performance and productivity.

(Note 3) Work engagement: The degree to which individuals feel positive and fulfilled in their work, characterized by vigor, dedication, and complete immersion.

Number of People and Response Rate Measuring Presenteeism and Work Engagement

	FY2023	FY2024	FY2025
Number of people measured	2,616	2,481	2,526
Response rate	94.1%	94.8%	94.5%

Handling of Health Information, etc.

As part of our efforts to promote various health initiatives, we have established the “Regulations for the Handling of Health Information, etc.,” which stipulates the purposes, parties responsible for handling personal health information and the authority and scope they have in handling such information, as well as training for managers on how to handle the information properly.

Adoption of Employee Benefits System/Cafeteria Plan

As part of our employee health initiatives, Nissui has introduced “N Café,” a cafeteria plan-style employee benefits system. This program is designed to reduce anxiety and burdens related to health and personal matters for employees and their families, thereby allowing them to work with peace of mind. The benefit options are centered around “childcare, nursing care, and health,” and also include support for “personal development, asset formation, and life support,” helping promote work-life balance and daily well-being. Employees can select and use from a wide range of services tailored to their individual needs.



N Café character “Nanda”

Cafeteria Plan Usage and Benefits (FY2025)

Category / Menu	Usage (cases)	Total benefits (thousand yen)
Childcare, nursing care and health	5,716	53,918
Work-life balance and life support	2,580	35,868

Scope: Nissui Corporation

Initiatives in FY2026 (New and Expanded)

In FY2026, Nissui is continuing the following initiatives to reduce absenteeism and presenteeism, focusing on promoting the establishment of healthy lifestyle habits.

- Enhancing health guidance based on the results of health checkups through appropriate assignment of occupational health nurses
- Setting personal health goals and establishing performance awards
- Improvement of EPA/AA ratio by encouraging to eat fish and promoting EPA intake
- Establishment of going smoke-free during working hours, continuation of smoking cessation awareness
- Raising awareness within the company to solve women's health issues
- Introduction of the exercise habit support app Beatfit and implementation of exercise events utilizing its features
- Participation in WFP's “Walk the World” and hosting of in-house walking events
- Expansion of counseling services for employees (such as consultation through social media and multilingual support)
- Health education through lectures by industrial physicians for managers in departments and new employees, and various other health seminars

For Business Partners

Sustainable Procurement

The Nissui Group aims to have the items that the Nissui Group procures confirmed as sustainable by the year 2030. The preservation of resources and resolution of labor-related human rights issues is called for when using and procuring marine resources. We are working with our suppliers to implement sustainable procurement that maintains respect for human rights.

Preparation of the Nissui Group Basic Procurement Policy

Nissui has formulated the Nissui Group Basic Procurement Policy by summarizing the basic approaches to the procurement of raw materials and products.

Nissui Group Basic Procurement Policy

The Nissui Group declares that it will appreciate the bounty of the earth and sea, and create diverse value through following the company's "five genes", carried forward since its foundation, and will try to solve social issues through the business activities covered in our Declaration on Action of Sustainability.

Based on that, the Nissui Group developed its Nissui Group Basic Procurement Policy in order to meet the expectations of stakeholders, and to contribute to society when purchasing raw materials and products.

The Nissui Group is promoting procurement through relationships built on trust, with suppliers who understand and cooperate with this policy.

(1) Procurement Policy

- Suppliers and partners shall be selectively chosen, taking quality, cost, delivery timing, and service into consideration.
- The Nissui Group shall be open to new supplier candidates.
- Transactions shall be conducted with fair quality and price maintained by getting material safety data sheets and competitive quotes.
- The Nissui Group shall promote cost reduction in a positive manner on the condition of safety assurances and quality improvement.

(2) Compliance, Procurement Ethics

- The Nissui Group shall comply with laws and regulations of all relevant countries, including Japanese law and internal company rules.
- The Nissui Group shall fulfill its contracts faithfully with suppliers and partners.

- The Nissui Group shall understand the significance of information it obtains through transactions and preserve the confidentiality of such information.
- The Nissui Group shall build relationships of trust with suppliers and partners through fair, open and transparent procedures.
- Corrupt or dishonest behavior, including granting and/or receipt of inappropriate benefits, is entirely rejected by the Nissui Group.

(3) Awareness of Environmental Preservation

- The Nissui Group shall promote purchasing of raw materials and products that take environmental preservation of the Earth and local regions into consideration.
- The Nissui Group shall seek confirmation that the raw materials and products it purchases have been harvested or produced having regard to principles of sustainability, biodiversity and of preservation of ecosystems.
- The Nissui Group shall purchase raw materials and products from suppliers that are conscious of cyclical usage of resources and energy.

(4) Respect for Human Rights

- Suppliers are requested to provide raw materials and products that are not associated with forced labor, child labor or the inhuman treatment of employees.
- The Nissui Group shall purchase raw materials and products provided by suppliers who ensure that their working environments respect employees' freedom of association and are free from discrimination.
- The Nissui Group shall purchase raw materials and products produced in safe and clean work environments.

(5) Collaboration with Suppliers and Partners

- The Nissui Group shall promote close collaboration with suppliers as important business partners.
- The Nissui Group shall ask suppliers and partners to acknowledge this policy and support and cooperate with the principles set out in this policy.
- Various proposals by suppliers and partners are examined and seriously considered by the Nissui Group.

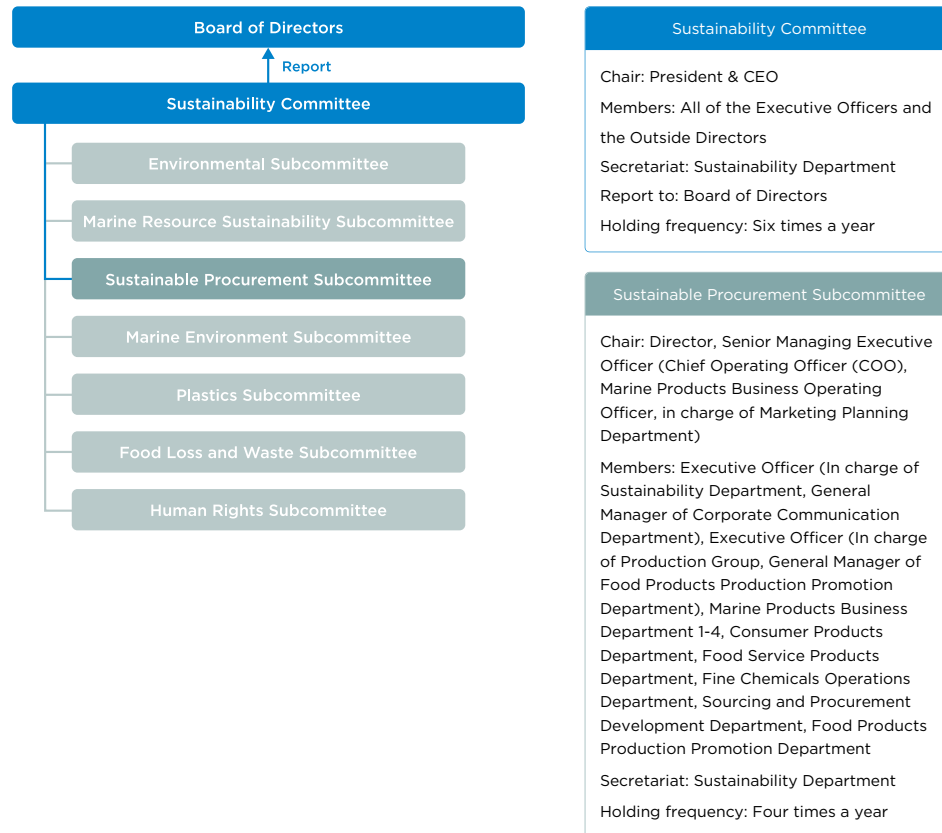
Supplier Guideline

In June 2022, Nissui revised its Supplier Guideline, given the need to collaborate more intensely with suppliers to carry out sustainable procurement. The Supplier Guideline, the topics of which are comprised of "Compliance with Laws and Regulations," "Respect for Human Rights," "Safety and Health," and "Environmental Consideration," places emphasis especially on the human rights of employees.

- Supplier Guideline (English)(616KB) 
- Supplier Guideline (Chinese)(610KB) 
- Supplier Guideline (Spanish)(630KB) 
- Supplier Guideline (Japanese)(893KB) 

Promotion Framework - The Sustainable Procurement Subcommittee

The Sustainable Procurement Subcommittee works with suppliers to promote sustainable procurement practices that address environmental and human rights concerns.



Targets and Results

The targets and results specified in the long-term vision, "GOOD FOODS 2030," and in the Medium-Term Management Plan, "GOOD FOODS Recipe2" are as follows.

Indicators	Scope	Results	KPI	
		FY2025	Target by 2027 Medium-Term Management Plan "GOOD FOODS Recipe2"	Target by 2030 Long-Term Vision "GOOD FOODS 2030"
Ratio of conducting assessments of Tier 1 suppliers (Note)	Nissui Group	Nissui only 98.4%	Group companies in Japan 100%	Group companies 100%

(Note): Cumulative total from FY2023 onward

Distribution of the Supplier Guideline and Signing of the Statement of Agreement

The Supplier Guideline is distributed to all of Nissui Corporation's Tier 1 suppliers (suppliers within and outside Japan with which Nissui Corporation has direct transactions), and suppliers are also asked to sign a Statement of Agreement. When distributing the Supplier Guideline, we also send them a video (in Japanese and English) mainly explaining the purpose and content of the guideline. Going forward, we will expand this initiative to suppliers of Nissui Group companies both within and outside Japan and strive to reduce human rights risks in the Nissui Group's global supply chain.



A Screenshot From the Explanatory Video

	FY2023	FY2024	FY2025	FY2023-FY2025
Distribution of the Supplier Guideline	470 companies	35 companies	20 companies	525 companies
Signing of the Statement of Agreement	461 companies	35 companies	20 companies	516 companies
Percentage of suppliers signing the Statement of Agreement	98%	100%	100%	98.2%

Scope: Nissui Corporation's Tier 1 suppliers

Human Rights and Environmental Due Diligence in Relation to Suppliers

The Nissui Group is working to reduce human rights risks in the entire supply chain based on the Nissui Group Basic Procurement Policy and the Supplier Guideline.

In addition to conducting comprehensive reviews through our Self-Assessment Questionnaire, we will conduct risk-based investigations and dialogues with particularly important suppliers, leading to continuous monitoring and risk reduction.

Supplier Self-Assessment

In order to reduce human rights and environmental risks in the supply chain, Nissui has sent SAQ (Self-Assessment Questionnaire) to all of its Tier 1 suppliers (suppliers within and outside Japan with which Nissui Corporation has direct transactions) since FY2023 to check the status of their efforts. SAQ consists of items based on the Supplier Guideline and is used to understand the status of each supplier's efforts and issues. When particularly high priority items do not meet the criteria, we request improvement in writing or visit the supplier to provide advice for improvement, and regularly monitor the status of their efforts.

	FY2023	FY2024	FY2025	FY2023-FY2025
Request for Self-Assessment	454 companies	90 companies (Note)	27 companies (Note)	510 companies
Response to Self-Assessment	418 companies	83 companies (Note)	27 companies (Note)	502 companies
Response rate	92%	92%	100%	98.4%

Scope: Nissui Corporation's Tier 1 suppliers
(Note): Including repeated requests

Supplier Risk Assessment and Response

Nissui identifies important suppliers based on transaction volume and product characteristics, and takes actions according to risks. Since 2025, we have been promoting information sharing with overseas contract manufacturers, such as requesting them to join Sedex (Note), a third-party platform, and to complete the SAQ (Self-Assessment Questionnaire). Through these initiatives, we are striving to quickly identify risks based on international standards and work with suppliers to achieve sustainable procurement. At domestic contract manufacturers where foreign workers are employed, we have checked their working environment and the status of their sustainable procurement efforts through on-site visits and dialogues since 2023. If issues are identified, we work with the supplier to improve them.



On-Site Visits and Dialogues

(Note) Sedex: A non-profit organization that provides a platform for companies to share information about suppliers' working environment, human rights, and the environment. More than 100,000 companies and organizations in 180 countries and regions worldwide are using its services (as of April 2026).

Purchasing Manager Training

We implement special training for the Nissui Corporation purchasing managers who act as the contact point between Nissui and its suppliers, with the aim of strengthening human rights and environmental due diligence in relation to suppliers. The training covers social problems relating to human rights, as well as what stakeholders expect, and the importance of the Supplier Guideline and the revisions that have been made to the Guideline; the aim of the training is to strengthen communication with suppliers that will further the realization of sustainable procurement.

Procurement of Sustainable Palm Oil

Palm oil is a vegetable oil sourced from the fruit of oil palm (Elaeis), which is grown in Indonesia, Malaysia and other tropical regions. In areas where palm oil is produced, various problems have been pointed out, including the deforestation of tropical forests, forest/peat fire and loss of biodiversity associated with plantation development, as well as issues in terms of workers' safety and human rights.

The Nissui Group has been making efforts to procure raw materials in consideration of the environment and human rights, in accordance with the "Nissui Group Basic Procurement Policy" formulated in August 2017. In order to resolve the issues specific to palm oil and promote the procurement of sustainable palm oil, the Nissui Group joined the Roundtable on Sustainable Palm Oil (RSPO) in January 2021. As an initiative to promote the procurement of RSPO-certified palm oil, the Nissui Group has obtained RSPO Supply Chain certification based on the mass balance model in two of its plants in Japan by March 2022.

Participation in External Initiatives >



Check our progress at www.rspo.org

For Shareholders and Investors

[Click here for "For Shareholders and Investors"](#) >

Corporate Citizenship

"Umi & Sakana" Competition

The theme of this competition, which solicits entries from elementary school children, is the "The Ocean, the Fish and Us." It is intended to expose children to the wonder and mysteries of the ocean and the fish that live there, and to stimulate creativity in the form of research and artwork on the topic. The competition is open to schoolchildren in Japan and also to those studying at Japanese schools and weekend supplementary schools abroad.

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With the objective of providing "a place for learning through experience," competition-related events such as online visit lessons are also conducted. These lessons are carefully crafted so that children can learn, from a perspective different from their regular school classes, about topics they might only encounter in this unique setting.

Special website of Umi & Sakana Children's Research and Artwork Competition (in Japanese) [🔗](#)

Online Lessons

In collaboration with researchers and experts in marine life, the program provides children with specialized knowledge in an accessible way, going beyond what they usually learn in school.

Researchers and experts from Nissui, the competition sponsor, also participate. In 2025, employees at Nissui's Central Research Laboratory Oita Marine Biological Technology Center presented a lesson on "health checkups for fish." There were also lessons on "probing the secrets of the squid" and "become an expert on sea turtles," which attracted participation by 3,083 children from 75 schools around Japan.



Online Lesson by Nissui Corporation

2025 Online Lessons

1. "Health checkups for fish," Kento Kitagawa, Nissui Central Research Laboratory Oita Marine Biological Technology Center
2. "Become an expert on sea turtles," Port of Nagoya Public Aquarium
3. "Probing the secrets of the squid," Miki Igarashi, science communicator and Tokyo City University associate professor

Online Lesson Reports

- Online Lesson Report (1) - "Umi & Sakana (ocean and fish)" Children's Research and Artwork Competition [🔗](#)
- Online Lesson Report (2) - "Umi & Sakana (ocean and fish)" Children's Research and Artwork Competition [🔗](#)

Awards

This competition, comprising a Research Division and an Artwork Division, offers eight Grand Prizes in each division, a total of 16 in all, as well as 50 prizes for cooperating schools and groups. In addition, all competition participants receive an "Ocean and Fish Expert" certificate.

A new Hall of Fame was inaugurated in 2025, listing all individuals who have received the Grand Prize a total of three times, including Grand Prize recipients in all previous 43 competitions, who are honored with the title of "Ocean and Fish Meister."

The Showcase of the Nissui Award

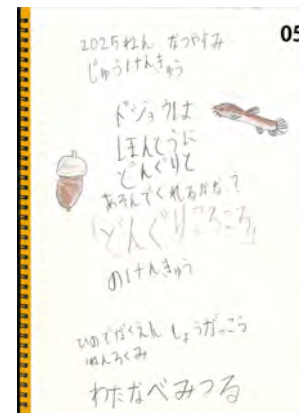
Two pieces of work that won the Nissui Award are showcased below.

The 44th Competition (2025)

Research Division: Independent Study

A Study of the Children's Song "Donguri Korokoro"

Mitsuru Watanabe,
grade 1, Hinode Gakuen elementary school



See all pages of the work here (PDF)
17.4MB [📄](#)

Artwork Division: Project Work

King of the Sea, Come Back!

Yusuke Watase,
grade 6, Shiobara elementary school, Fukuoka



See all pages of the work here (PDF)
4.19MB [📄](#)

Activities toward the Development of the Next-Generation

Initiatives for Popularizing Fish Consumption

Hands-on Events Bringing Seafood Closer to Everyday Life

Nissui wants younger generations to learn more about fish and to eat more of it. To mark "Ii Sakana no Hi" (Good Fish Day, November 3–7), a period designated by the Fisheries Agency, Nissui hosted an event featuring Ficchurros—a novel sweet made with its flagship products Osakana no sausage (fish sausage) and Oishii Mono wo Chotto Dake (fish cake). Visitors were also invited to share new food ideas that would inspire people to eat more fish.

Additionally, Nissui set up booths at a soccer event in Nagano Prefecture and a market festival in Osaka Prefecture, where participants could take part in the "Oishii Osakana Quiz" (Delicious Fish Quiz). Many joined in, enjoying the chance to learn facts such as that surimi-based products are made from fish. Through initiatives like these, Nissui is giving younger generations opportunities to feel a closer connection to fish and want to eat more, ultimately helping to promote fish consumption.



Visitors Enjoying Ficchurros



Scene from the "Oishii Osakana Quiz"

Coho Salmon Meetings

Nissui Salmon Corporation of the Nissui Group, in cooperation with Sakaiminato-shi, Tottori Prefecture, has been holding "Coho Salmon Meetings" every year as part of food education activities to increase the interest in local foodstuff since 2013. Previously, Yumigahama Suisan had visited nursery schools and held picture-card shows to read out each step involved in delivering Sakaiminato Salmon to the dining table, from the egg stage. In FY2020-FY2021, however, the shows were held by teachers at each nursery school at Yumigahama Suisan's request. The children enjoyed learning about the farming of coho salmon through picture-card shows and videos, and were full of smiles as they enjoyed the flavor of coho salmon served as part of their school meal.



The Children Listened to the Story

Plant Tours for Children

We hope that becoming familiar from childhood with how foods are made will encourage an interest in monozukuri (manufacturing). We also hope that children will learn the importance of diet and become more fond of eating fish. With these hopes, we have opened our four food manufacturing plants—Hachioji General Plant, Himeji General Plant, Anjo Plant and Tobata Plant—to local elementary school children for factory visits to learn about food. (We do not conduct tours for the general public.)



Tour of Anjo Plant

Visiting an Elementary School to Give a Lesson (Himeji General Plant)

On November 25, 2025, the Himeji General Plant welcomed 13 third-grade students from a nearby elementary school for a plant tour. Dressed in lab coats, the students handled ingredients for fish cakes such as Alaska pollock, surimi and fish paste, and observed the production process. They also experienced baking fish cakes using dedicated equipment. They enjoyed tasting freshly made fish cakes and spring rolls that they had baked themselves. At the end of the tour, sausages and promotional items were given to the students as souvenirs. Later, the Himeji General Plant received thank-you letters from the students, which are now on display inside the facility.



Tour of Himeji General Plant

Experiencing the Thrill of Studying Fish

Saiki City, Oita Prefecture, where [the Oita Marine Biological Technology Center](#) is located, has always had a thriving fishery industry. The Oita Marine Biological Technology Center, which specializes in aquaculture, has been established in such an area, and in order to better acquaint the community with this research facility, it accepts elementary school children on educational field trips and offers workplace experience to junior high school students. The program has been designed so that it will motivate children to take an interest in fishery and aquaculture, in the hopes that future researchers will be born from those who take part.

Field Trips for Elementary and Junior High School Students

The Oita Marine Biological Technology Center welcomed local elementary and junior high school students for a program designed to provide hands-on experience with the Center's research activities and fish feeding. The program began with an overview of aquaculture research and a fish quiz. Many children demonstrated familiarity not only with Japanese amberjack and tuna but also with freshwater prawns—as would be expected of Saiki kids! During the observation of feed plankton under a microscope, reactions ranged from “cute” to “gross,” while the fish feeding activity captivated everyone and became the highlight of the day. Although the tour lasted only about two hours, many children expressed a desire to stay longer, thoroughly enjoying their hands-on experience with fish.

Tour date	School	Number of participants
November 10, 2025	Saiki Municipal Tsuruya Junior High School	21
November 27, 2025	Saiki Municipal Saiki Higashi Elementary School	28



Workplace Experience Programs and Company Orientation Sessions for Junior High School Students

On July 8, 2025, three students from Saiki Municipal Tsurumi Junior High School participated in a workplace experience program. They engaged in activities like the daily management of live feed (plankton for fish), fish feeding, and practical lab work including measurements and dissections of test fish. They learned about the daily tasks critical to biological research and how data analysis from cultivation tests can lead to new insights. Their keen interest in feeding, recording data, and performing dissections showed their potential as budding researchers.

On February 27, 2026, Nissui participated in a local company orientation held at Saiki Municipal Tsuruya Junior High School.

Tour date	School	Number of participants
July 8-9, 2025	Saiki Municipal Tsurumi Junior High School	3
February 27, 2026	Saiki Municipal Tsuruya Junior High School	20



Workplace Visit Day for Employees' Families

On December 27, 2024, the Oita Marine Biological Technology Center hosted a workplace visit day for employees' families. The event featured a presentation by the Center Director on Nissui and aquaculture research, a lecture given by three researchers, and a facility tour. Afterwards, attendees enjoyed tasting various Nissui products, including Kurose Buri (Japanese amberjack) and Shirahime Ebi (whiteleg shrimp). The family members were impressed by seeing their loved ones at work, which sparked conversations that continued long after they returned home.



Workplace Tour for High School Students (Nagasaki Shipyard Co., Ltd.)

Nagasaki Shipyard hosts workplace tours as part of field trips for local high school students. In FY2025, Nagasaki Shipyard welcomed a total of 79 students from five high schools in Nagasaki City, explained the types of ships and construction processes and took them on a tour inside the factory.



Tour date	High school/discipline (course name)	Number of participants
July 16, 2025	High school attached to Nagasaki Institute of Applied Science: Engineer course	35
July 22, 2025	Kaisei High School	1
July 28, 2025	Keiho High school	1
October 6, 2025	Sohseikan High School	1
October 29, 2025	Nagasaki Technical High School: Mechanical Systems department	39
December 9-11, 2025	Nagasaki Technical High School: Mechanical department, Mechanical Systems department	2

Activities toward the Development of the Next-Generation Children

Participation in the “Research Meeting” Junior EXPO 2025 Education Program

As part of the Junior EXPO 2025 educational program (Note), Nissui participated for the fifth consecutive year from FY2020 to 2024 in the “Research Meeting” program as a company committed to the SDGs. These Research Meetings, in which junior high school students from across Japan and company representatives exchanged ideas and opinions, were conducted entirely online in FY2024. After the introduction of initiatives that participating companies were taking towards achieving SDGs, a question-and-answer session was held with the students, followed by a sharing of viewpoints.



Date of presentation	Name of the school	Grade	Number of participants
November 20, 2024	Oita Junior High School	1st to 3rd	51
	The Kamakura Junior High School Attached to Yokohama National University	2nd	137
	Hiratsuka Municipal Koyo Junior High School	2nd	185
	Kakogawa Municipal Ryosou Mirai Gakuen Compulsory Education School	1st, 2nd	95
November 26, 2024	Hamamatsu Municipal Shijimizuka Junior High School	2nd	123
	Uji Municipal Kitauji Junior High School	1st, 2nd	314
	Machida Municipal Minaminaruse Junior High School	2nd	163

(Note) Junior EXPO 2025 Educational program:

Outline: This program is implemented for the purpose of making children, who will be forging our future, participate in initiatives toward Expo 2025, Osaka, Kansai, Japan before its launch through classes to learn about SDGs and discover local and social issues by themselves, and in the process, make them come up with ideas for the Expo's theme “Designing Future Society for Our Lives.” It also aims to heighten their curiosity and interest so that they will actually want to go to the Expo venue in 2025.

Program organizer: Japan Association for the 2025 World Exposition

The Global Fisheries Scholarship Program

Since 2002, Nissui has welcomed Maori trainees from New Zealand to Japan.



In Front of Te Waleo Tangaroa, a Maori Deity Figure Symbolizing Tangaroa—the God of the Sea and the World He Governs—at the Entrance of the Tokyo Innovation Center



Training at an Aquaculture Company

Origin and Objectives of the Training Program

Training Program Background

Sealord Group, Ltd. joined the Nissui Group in 2001. It was at that time that the decision was made to initiate this training program in partnership with TOKM (Te Ohu Kaimoana: Treaty of Waitangi (Note 1) Fisheries Commission) (Note 2), with the aim of contributing to the development of the fisheries industry among the Maori, the Indigenous people of New Zealand.

(Note 1) Treaty of Waitangi: A peace treaty signed in 1840 between the indigenous Maori people and the British monarchy.

(Note 2) TOKM: Body that oversees the Maori fishing quota.

Purpose

1. To provide Maori with the opportunity for international training and instruction in the seafood industry, enabling them to acquire specialized knowledge and skills.
2. To foster deep and broad interpersonal relationships between the Maori and the Nissui Group, while establishing a long-term, sustainable and mutually beneficial relationship between the Nissui Group and Te Ohu Kaimoana.

Training Details

The training program consists of a comprehensive curriculum lasting approximately six months, including lectures, practical field training, and other activities conducted in relevant departments of Nissui and its Group companies, tailored to the trainees' areas of interest.

Achievements and Career Paths upon Completion

During the period from 2002 to 2025, a total of 24 graduates from 17 training cycles have successfully completed the program. Upon completion, the majority of the trainees have gone on to actively contribute to the industry and many have embarked on successful careers in government agencies related to the fisheries sector, TOKM, MOANA NZ, Sealord, and other relevant organizations.

Support for Training Costs

Nissui support amount: approx. 4.0 million yen/person

Participation in the Establishment of Comprehensive Training Center for Offshore Wind Power Generation

Nippon Marine Enterprises, Ltd., a Nissui Group company, provides operations and management services for research vessels and other assets owned by the Japan Agency for Marine-Earth Science and Technology (JAMSTEC). The company supports advanced marine observation activities through operations including the research vessel Kaimei, operation and maintenance of the manned submersible research vessel Shinkai 6500, and unmanned exploration vehicles, and subseafloor structural research in seismic zones primarily around Japan.

In April 2024, Nippon Marine Enterprises, through a consortium with NYK Line, established the “Akita School of Wind and Sea,” a comprehensive training center for offshore wind power generation. This training center, established through industry-government-academia collaboration, utilizes part of the training facility at Akita Prefectural Oga Marine High School and the adjacent former Oga City Funakawa South Elementary School to provide GWO Basic Safety Training (GWO BST) for offshore wind power technicians, STCW Basic Safety Training for seafarers, and simulator-based vessel operation training using state-of-the-art systems. The simulator is also made available to students of Oga Marine High School, and facility tours are offered to local elementary and junior high school students, with the aim of nurturing the next generation of maritime professionals. The project is being promoted in collaboration with local government, with the aim of establishing long-term roots in the region and contributing to the local community.



Training Pool



Firefighting Drill



Ship Operation Simulator

Initiatives for End Hunger

Supporting and Participating in the World Food Programme's "End Hunger: Walk the World" Initiative

Nissui has supported "WFP Walk the World," a charity walk event sponsored by the United Nations World Food Programme (WFP), an accredited NPO, since 2017. A portion of the participation fees for the charity walk is allocated to support the United Nations World Food Programme in providing school meals to children worldwide. In FY2025, the event was held at three main locations (Yokohama, Osaka, and Nagoya) and five additional self-organized locations (Tsukuba, Himeji, Kashima, Oita and Hiroshima), with a total of 227 participants, including employees' families.

Date	Location	Number of participants
May 11, 2025	Yokohama	102
May 18, 2025	Osaka	21
June 1, 2025	Nagoya	24
May 11, 2025	Tsukuba (self-organized)	15
May 17, 2025	Himeji (self-organized)	16
May 18, 2025	Kashima (self-organized)	17
May 25, 2025	Oita (self-organized)	10
June 13 and 27, 2025	Hiroshima (self-organized)	22



Yokohama



Himeji (Self-Organized)



Hiroshima (Self-Organized)

Activities with "TABLE FOR TWO"

Activities at Hachioji General Plant

Since March 2018, Hachioji General Plant has been running its TABLE FOR TWO (TFT) campaign. In the campaign, when employees purchase certain set meals or foods, a 20 yen donation is made, which, through an NPO organization, is then used to provide school meals to children in developing countries. At the Hachioji General Plant, we offer a TFT menu once a week, designating a fish dish rich in healthy EPA and DHA.

In addition, a vending machine that supports TFT has also been installed which allows the user to make a donation with every purchase of a beverage, providing plant employees with the opportunity to easily make social contributions. In FY2025, a total of 108,200 yen was given as donations.



"Onigiri Action 2025" Campaign

Nissui endorsed and supported the "Onigiri Action 2025" campaign, continuing its involvement from the previous year. "Onigiri Action" is an initiative where people post photos of onigiri (rice balls) on social media or the campaign's special website with the hashtag #OnigiriAction. For every photo posted, sponsoring companies donate the equivalent of five school lunches to children in Africa and Asia through TFT. This campaign, which began in 2015 to commemorate World Food Day (October 16), a day designated by the United Nations to encourage people worldwide to think about food and food-related challenges, saw remarkable success in 2025. A total of 233,321 photos were collected, resulting in 1,166,605 school lunches being delivered to children in Africa and Asia.

From October 7, 2025, to November 15, 2025, Nissui conducted the "Learn More, Deliver more Challenge!" campaign, featuring the mascot character "Yaki Onio," the main character of its "Big Grilled Onigiri" product. A special website was created to share information about "Onigiri Action 2025." In addition, the Nissui Group organized events involving its employees and shared these activities on its official SNS accounts to promote Onigiri Action both internally and externally. Through the Present Campaign and Group-wide initiatives, a total of 19,442 photos were collected.



Photos gathered through the Nissui Group's campaign (an example)

Recognized as a Platinum Partner

These support achievements were recognized by TFT, and Nissui was designated a 2026 Platinum Partner. Through our continued partnership with TFT, we will remain committed to providing ongoing support.



Platinum Partner Logo

Regional Contribution Activities

Measures against Regional Disasters

Hachioji Area

Participation in the Kitanomachi Emergency Drill

On October 27, 2019, the Hachioji General Plant participated in the emergency drill conducted by Kitanomachi, Hachioji. The Plant displayed and distributed papers that summarized the maps of the local evacuation areas and the flooding hazard maps, as well as introducing and distributing Nissui's fish sausages as part of emergency stockpiles. In 2019, the Asa River, which flows through Kitanomachi, reached flooding levels, due to a large typhoon making landfall, which has prompted many participants to take a look at the papers, especially the flooding hazard map. The Plant was also able to communicate to the residents of the area that fish sausage could be kept for approximately four months at room temperature and could be used as a source of high-quality protein in emergencies.



Providing Well Water During Emergencies

There is a deep well on the premises where the Hachioji General Plant, and the Group companies, Chilldy Co., Ltd. and the Hachioji Office of Carry Net Co., Ltd. are located. The water from the well, under strict daily water quality supervision, is being used in the plants and the offices. The Hachioji General Plant, in preparation for water supply stoppages due to various causes including natural disasters, has made an arrangement to offer this well water as drinking water, by entering into the "Disaster Control Measure-related Agreement" with the City of Hachioji. This arrangement is part of Nissui's regional contribution activities borne from the desire to be of service to the people living in the same community in emergency situations as well as in ordinary times.



Himeji General Plant

On August 25, 2023, the Himeji General Plant entered into an "Agreement on the Supply of Drinking Water, etc., at Time of Disaster" with Himeji City. This agreement stipulates that in the event of a major disaster such as an earthquake, flood or major fire, the Plant will supply stored water to local residents for drinking and other purposes at the request of the city.



Coexistence with the Local Communities (Salmones Antártica S.A.)

Salmones Antártica S.A. ("SA"), a subsidiary of the Nissui Group located in Chile, is engaged in salmon farming, processing, sales and feed processing. SA attaches great importance to promoting sustainable aquaculture, with particular emphasis on the mutually beneficial relationship between the company and the communities it operates in as a cornerstone of its business approach. SA is committed to fostering ongoing relationships with local communities, which respects culture, customs and human rights, and contributes to the long-term stability and improvement of the livelihoods of local people.

Support for Infrastructure Development and Social Welfare Projects

SA provides financial assistance to promote stability and improve the livelihoods of local communities. In FY2025, support totaled approximately US\$73,600.

Support Status in FY2025

Support recipients		Support amount (Thousand USD)
City/Region	Details	
Castro City	Participation in the production of a calendar as part of the Chiloé regional development plan	1.9
Valparaíso City	Donation to a non-profit educational foundation (Fundación Almirante Carlos Condell)	1.8
Chonchi City	Donation for local fire brigades	1.6
Others		68.3
Total		73.6

Participation in the Production of a Calendar for the 200th Anniversary of Chiloé

As part of our initiatives that emphasize the preservation of regional culture and harmonious coexistence with society, SA participated in the production of the Huilliche Chiloé Bicentennial Calendar to commemorate the 200th anniversary of Chiloé's incorporation into the Republic of Chile. This calendar, which commemorates a historical milestone made possible by the Treaty of Tantauco in 1826, aims to pass on Huilliche culture, traditions, and unique cultural heritage of Chiloé to future generations. SA supported this initiative, believing that the company is responsible not only for the preservation of the environment but also for passing on cultural values as a company deeply rooted in this region. We will continue to work with the local community and contribute to activities to pass on the history and culture of Chiloé to the future.



Donation to Fundación Almirante Carlos Condell

As part of its initiatives to support the sustainable development of the local community, SA made a donation to sponsor activities of the Fundación Almirante Carlos Condell. The foundation is working to develop human resources to support local industries through technical education and vocational training related to the maritime field. These activities play an important role leading to the enhancement of the local economic foundation and the creation of human resources for the future. As a company involved in the fisheries and marine industries, SA endorsed and supported this initiative. We will continue to work with the local community to contribute to the sustainable development of industries and society.

Donation Activities for Local Fire Brigades

Chile's fire brigades are globally unique, operating entirely on a volunteer basis. Responding swiftly to fires and disasters despite limited resources, they are indispensable in safeguarding island life. As a company deeply rooted in the local community, SA expresses profound respect for their dedicated service and will continue to provide support to local fire brigades to help ensure the safety and sustainability of the local community.

"Seafood University" Program (King & Prince Seafood Corp.)

The Nissui Group company, King & Prince Seafood Corp. (USA, "K&P") has been holding 2-day programs called "Seafood University." The program communicates an overview of K&P, the products of K&P, selling tips, and initiatives for sustainability through the plant tour and the shrimp boat educational cruise.

Employees, suppliers and customers of K&P take part in this activity, which began in 1976, and more than 4,400 people, to date, have "graduated" from the "Seafood University." This provides an opportunity to communicate K&P's initiatives by involving the stakeholders, and has been recognized by the participants as being "an outstanding training program, standing out from other manufacturers who do similar training."



Co-sponsorship of Rugby Teams of New Zealand

Nissui has been an official sponsor of the "All Blacks," the national rugby team of New Zealand, through the New Zealand Rugby Union (NZRU) since 1988 and has co-sponsored the New Zealand Universities Rugby Football Council since 2003.

Nissui has a long, close relationship with New Zealand; we have operated a trawl fishery off the New Zealand coast and manufactured canned foods made from mutton produced in New Zealand. Moreover, Nissui has transferred advanced trawl fishery technologies through business affiliations with local companies and has established joint ventures throughout the years. Nissui's continued co-sponsorship with rugby has served to deepen the friendship and goodwill that have grown from this collaboration and has contributed to the promotion of rugby as a sport.

Nissui will continue co-sponsoring the All Blacks and rugby, doing what we can to help the rugby spirit of "fairness" and "One for all, All for One" permeate into society.



"Nissui Tokyo 2009 Bledisloe Cup," the legendary game between the New Zealand national team and the Australian national team held at the National Stadium in Tokyo.

Cooperation Agreement on Food and Sports Signed with Tomi City, Nagano Prefecture

On September 16, 2020, Nissui and Tomi City, Nagano Prefecture, entered into a comprehensive agreement of cooperation concerning food and sports. The purpose of this agreement is to help the development of food and promotion of sports in Tomi City, and contribute to the formation of a rich local community. Utilizing Nissui's expertise in food, including marine product-derived functional ingredients such as fast-twitch skeletal muscle protein and EPA, we are committed to contributing to the health of many people by collaborating with Tomi City to give out information and carry out awareness campaigns.



Offering Menu Items at Nissui Yunomaru Athletes Restaurant

Adjacent to GMO Athletes Park Yunomaru, a high-altitude training facility in Tomi City, we have established “Nissui Yunomaru Athletes Restaurant,” where we are giving dietary support to athletes as its naming rights partner. We utilize Nissui products from which athletes can ingest fast-twitch skeletal muscle protein and EPA and combine them with local food ingredients to offer tasty and physically healthy menu options designed with nutritional balance in mind. Going forward, in addition to supporting athletes, we are considering opening the Restaurant to the general public as well.



Sponsorship Activities for AVISPA FUKUOKA

Hakata Marukita Suisan Co., Ltd., a Nissui Group company, has been engaged in activities to sponsor AVISPA FUKUOKA, a soccer team in Fukuoka Prefecture, since 2015. Following discussions with AVISPA FUKUOKA aimed at conducting activities that are more community-based, Hakata Marukita Suisan started supporting sports activities held by AVISPA FUKUOKA for children in the region in 2019. In 2025, one of these activities was the “U-10 Yume☆Kan Cup,” a soccer tournament for elementary school students up to the third grade from schools primarily located in Nishi-ku, Fukuoka City. Twelve teams participated in the tournament, and children from the top three teams were invited to Best Denki Stadium (the home of AVISPA FUKUOKA) for an awards ceremony.



Other Activities

Donation to The Nature Conservation Society of Japan through a promotional campaign

To commemorate the renewal of Umi kara Sarada Flake packaging to a format that does not use plastic trays, Nissui conducted the “Umi kara! Sma-Eco Campaign” from June 1 to August 31, 2025. Through this campaign, Nissui donated 10 yen to The Nature Conservation Society of Japan (a public interest incorporated foundation) for each entry received. The total donation amounted to 442,810 yen. The donated funds will be used for nature conservation activities conducted by The Nature Conservation Society of Japan.



*This campaign has now ended.

<https://www.nacsj.or.jp/english/>

Sponsorship of Marathon to Raise Breast Cancer Awareness (Cité Marine S.A.S.)

In 2019, Cité Marine S.A.S. (France), a member of the Nissui Group, became a sponsor of “La Lorientaise,” a marathon event aimed at raising awareness of breast cancer. In the marathon, 11,000 women clad in pink T-shirts participated. Participation fees and sponsorship money are donated to a local league for eliminating breast cancer.



<https://lalorientaise.oepslorent.org/>

Donation to the Scholarship Foundation for Orphans from Marine Accidents

Nissui, with the cooperation of its officers and employees, the Nissui Labor Union (NAC) and through the social gathering of maritime employees, donates to the Scholarship Foundation for Orphans from Marine Accidents each year since its foundation in 1970.

	FY2023	FY2024	FY2025
Donated amount	JPY531,865	JPY368,000	JPY321,967

Governance

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Corporate Governance

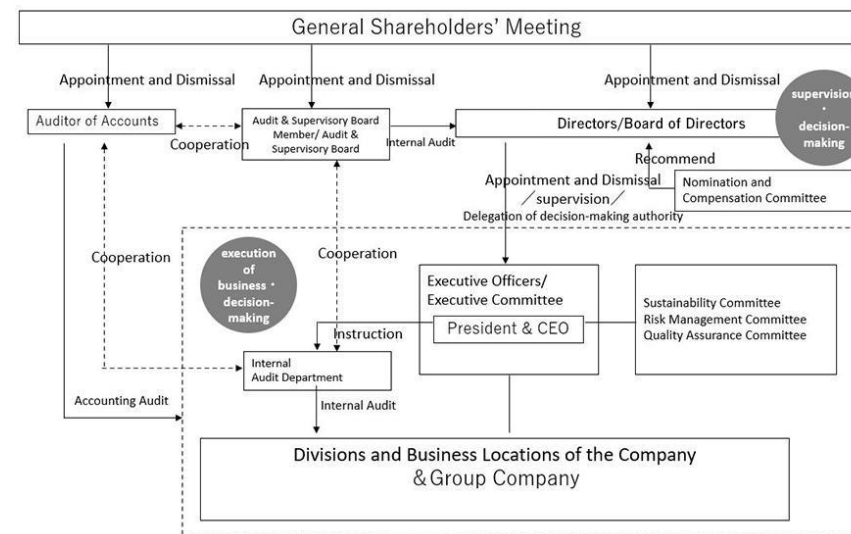
[Corporate Governance Report \(June 25, 2026\)\(712KB\)](#)

- ✓ Basic approach to Corporate Governance
- ✓ Diagram: System of Corporate Governance
- ✓ Effectiveness of the Board of Directors
- ✓ Status of Outside Officers
- ✓ Internal Control System
- ✓ Executive Compensation

Basic approach to Corporate Governance

With a view to improving the profitability and the capital efficiency of Nissui and its Group companies, as well as to promoting initiatives toward corporate social responsibility to encourage sustainable growth and the medium- to long-term enhancement of corporate value, the Board of Directors will demonstrate the major direction in corporate strategies and other matters and will place greater emphasis on supervising functions while retaining important decision-making functions. The decision-making functions have been empowered to the Executive Officers (and Executive Committee) headed by the President & CEO, to speed up the decision-making process and to further separate supervising and execution. Furthermore, in addition to the above management supervising by the Board of Directors, Nissui has adopted the governance structure of a company with an audit & supervisory board, based on its belief in the effectiveness of an audit system over management comprising four Audit & Supervisory Board Members including Outside Audit & Supervisory Board Members who are independent of management.

Diagram: System of Corporate Governance



<Board of Directors>

The Board of Directors Meeting is held at least once a month in principle to determine material matters and supervise management. In order to enhance the transparency of management and strengthen the function of management supervision, Directors act with a term of office of one year. Currently, the Board of Directors consists of ten Directors and includes four Outside Directors (of which two members are women), who are independent of the management team.

<Nomination and Compensation Committees>

As an advisory body to the Board of Directors, the Company has established the voluntary Nomination and Compensation Committees (established on June 27, 2018), consisting of four Outside Directors and one Representative Director and chaired by an Outside Director. The Nomination Committee deliberates on the selection and dismissal of candidates for Officers including President and succession planning, and the Compensation Committee deliberates on the determination policy of compensation, details of the compensation system, and compensation standard, among other matters, in order to recommend to the Board of Directors. The Board of Directors determines officer appointments and compensation based on the recommendation.

Management Structure and Expected Areas of Expertise of Directors and Audit & Supervisory Board Members

Name	Positions and responsibilities subject to approval	Corporate management	Sustainability	International perspective	Production and technology, R&D	Marketing and sales	Finance and accounting	Human resources	Risk management and legal affairs
 Teru Tanaka	Representative Director, President, Chief Executive Officer (CEO), Member of Nomination and Compensation Committees	○	○	○	○	○		○	○
 Masahide Asai	Director, Senior Managing Executive Officer, Chief Operating Officer (COO)	○		○		○		○	○
 Yoichiro Hiroi	Director, Executive Officer, Chief Financial Officer (CFO)		○				○		○
 Hiroshi Inoue	Director, Executive Officer, Chief Human Resources Officer (CHRO)					○		○	○
 Terutaka Kuraishi	Director, Executive Officer	○		○		○			
 Hirofumi Nakano	Director, Executive Officer				○	○			
 Atsumi Eguchi	Outside Director, Chairperson of Nomination and Compensation Committees		○		○			○	○

Name	Positions and responsibilities subject to approval	Corporate management	Sustainability	International perspective	Production and technology, R&D	Marketing and sales	Finance and accounting	Human resources	Risk management and legal affairs
 Daisaku Abe	Outside Director, Member of Nomination and Compensation Committees	○	○				○		○
 Keiko Tanaka	Outside Director, Member of Nomination and Compensation Committees			○				○	○
 Masahiko Ito	Outside Director, Member of Nomination and Compensation Committees	○			○			○	○
 Hiroyuki Hamano	Standing Audit & Supervisory Board Member			○			○		○
 Makiko Terahara	Outside Audit & Supervisory Board Member			○				○	○
 Tomoshige Jingu	Outside Audit & Supervisory Board Member	○					○		○
 Takeshi Tadokoro	Outside Audit & Supervisory Board Member						○	○	○

<Audit & Supervisory Board>

Regarding the audit system, the Company has appointed persons with the expertise necessary for audit including insight into finance and accounting as well as a wealth of knowledge in a wide range of fields. The Audit & Supervisory Board consists of four Audit & Supervisory Board Members including three Outside Audit & Supervisory Board Members (of which one member is a woman) independent of the management team. Each Audit & Supervisory Board Member attends the Board of Directors meetings to audit execution of duties of Directors, and also attends other important meetings including the Executive Committees as necessary.

<Executive Committee>

Regarding business execution, the Company has adopted the executive officer system (introduced on June 25, 2009) for flexible and efficient business management. The Executive Committee consisting of Executive Officers appointed by the Board of Directors is held at least once a month in principle, and makes quick and appropriate decisions and information sharing on major business execution matters, based on sufficient deliberation from a multifaceted perspective, in order to promote the sustainable growth and the enhancement of the corporate value of the Company and the Group. The Executive Committee consists of 16 Executive Officers (including one female Executive Officer) including six Directors concurrently acting as Executive Officers.

<Internal Audit (Internal Audit Department) >

Based on annual planning, the internal auditing division under the direct control of President implements evaluation on internal control in order to ensure the reliability of internal audit and financial reporting of the Group, and reports results to Directors, Audit & Supervisory Board Members, and the managers of organizations under audit. The internal auditing division reports the business audit results of Nissui and all its Group companies to the Audit & Supervisory Board Members, and in terms of internal control, discusses the evaluation procedure, scope, schedule, etc. with the external auditor of accounts when formulating the evaluation plan for the fiscal year and finalizes the evaluation policy. Furthermore, we ensure cooperation between the external auditor of accounts and the internal auditing division by closely exchanging information with the external auditor of accounts and taking appropriate corrections when any deficiencies or problems in control are found.

<Auditor of Accounts>

Regarding accounting audits, the Company has concluded an agreement with Ernst & Young ShinNihon LLC to conduct accounting audits based on the Companies Act and the Financial Instruments and Exchange Act.

Effectiveness Evaluation of the Board of Directors

The Company has evaluated the effectiveness of the Board of Directors through questionnaires and discussions each year since FY2016. From FY2021, the evaluation process has also incorporated individual interviews with newly appointed officers. The discussions are held separately from meetings of the Board of Directors and are facilitated by an Outside Director. They provide an opportunity to discuss and confirm the measures and implementation timeline for addressing the issues identified through the questionnaires.

<Timeline>

The Company evaluated the effectiveness of the Board of Directors ("effectiveness evaluation") for FY2025 on all executives (ten Directors and four Audit & Supervisory Board Members) in accordance with the following timeline.

January 2026	Conducted a questionnaire survey (4 levels with comments)
February to March 2026	Upon summarizing the questionnaire results, the secretariat conducted interviews with newly appointed Directors and identified issues
April 2026	Discussions separate from the Board of Directors were facilitated by an Outside Director

<The content of the questionnaire and a summary of the results>

(1) The content of the questionnaire

To understand the whole situation of the Board of Directors, the questionnaire comprised a total of 29 questions in the following five major categories. Each major category also had a free-description field where the respondent could write down comments and observations.

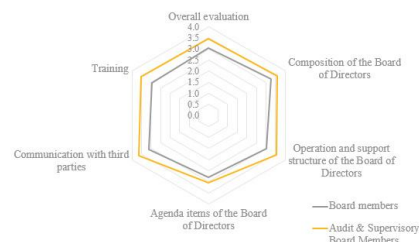
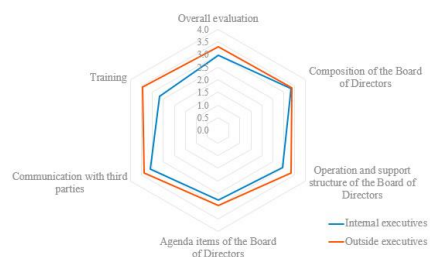
- i. Composition of the Board of Directors (size, number of members, diversity, the ratio of Internal and Outside Directors, etc.)
- ii. Operation of the Board of Directors and the support structure (annual schedule, the content and volume of meeting materials, the leadership of the Chairperson, etc.)
- iii. Agenda of the Board of Directors (number of agenda items and the content of the agenda items, the relevance of the criteria for submitting proposals to the Board of Directors, etc.)
- iv. Communication with third parties (the quality and the appropriateness of the content of disclosures to stakeholders, etc.)
- v. Training of Internal and Outside Directors

In addition to the above, this fiscal year respondents were also asked to provide comments on (i) matters that should be discussed by the Board of Directors and (ii) areas where the Board of Directors should improve.

(2) Summary of the results

[Overview]

A comparison of the major categories indicated that, as in previous years, "iii. Agenda items of the Board of Directors" continued to score relatively lower than the other categories. In the Company, internal officers tended to be more aware of their roles and scored themselves more strictly in their self-assessments, resulting in lower scores for the internal officers than for the outside officers each year. Although there were no significant differences in the evaluations between the internal officers and outside officers, this fiscal year a clear difference emerged in "v. Training."



[Summary]

The high-scoring and low-scoring items and their numbers were mostly as per previous years, and "iii. Agenda items of the Board of Directors" continued to score low for many items. As reflected in the major category results, this year "v. Training" scored significantly lower than last year, primarily due to lower scores by internal officers. This is considered to reflect concerns that, although internal officers are aware of their roles as Directors, they have had insufficient opportunities to recognize and develop the skills and competencies required of Directors prior to assuming their positions.

Category	Evaluation item	
1. Composition of the Board of Directors	• Size of the Board (1-1)	• Ratio of Internal and Outside Directors (1-2)
	• Diversity of the Board (1-3)	
2. Operation and support structure of the Board of Directors		
i. Operation of the Board of Directors	• Meeting frequency and time allocation (2-1)	• Quality and volume of meeting materials (2-2)
	• Well-balanced business reports (2-3)	• The contents of explanations and reports (2-4)
	• Timing of distributing meeting materials (2-5)	
ii. Decision-making process	• Steering of the Chairperson (2-6)	• The level of active discussions (2-7)
	• Attributes of the Chairperson (2-8)	• Adequacy of discussion time (2-9)
	• Company-wide perspective of the Board Members (2-10)	
iii. Board support	• System of providing information (2-11, 2-12)	• Opportunities for communication outside of the Board (2-13, 2-14)
3. Agenda items of the Board of Directors		
i. Status of discussions of the Board	• Number of agenda items, delegation to execution (3-1, 3-2)	• Management strategies from medium- and long-term perspectives (3-3)
	• Sustainability (3-4)	• Investment strategies (3-5)
	• Human resources strategy and succession planning (3-6)	• Risk management (3-7)
	• Matters for priority discussion (3-10)	
ii. Nomination/compensation of executives	• Nomination and compensation determination process (3-8)	
4. Communication with third parties	• Quality and volume of disclosures (4-1)	• Internal system (4-2)
5. Training	• Training for internal executives (5-1)	• Training for outside executives (5-2)

High evaluation

Evaluation scores of
3.6 and above

Low evaluation

Evaluation scores of
less than 3.0

(4 is the highest and 1 is the lowest)

Items that decreased by 0.3 points or more
from the previous fiscal year's evaluation

*There were no items that increased by 0.3 points or more from the previous fiscal year's evaluation

<Issues identified through the questionnaire and interviews>

Upon summarizing the results of questionnaire and individual interviews, the following issues were identified.

1. Matters that should be prioritized for discussion at Board of Directors meetings and those that should not be prioritized, and the distinction between them
2. Medium- to long-term succession planning and human capital development
3. Improvement of the quantity, quality, and timing of materials provided for the Board of Directors meetings

<Summary of the discussion and next actions>

Facilitated by outside officers, discussions on the above issues were held as outlined below.

1. Matters that should be prioritized for discussion at Board of Directors meetings and those that should not be prioritized, and the distinction between them
The Board of Directors should devote more time to discussions from a company-wide perspective, including the allocation of management resources from a business portfolio perspective, management risks, governance, human capital, and other intangible assets. However, because many agenda items are, in accordance with the Company’s internal rules, submitted to the Board after deliberation by the Executive Committee, Board discussions have tended to focus on individual matters as an extension of Executive Committee deliberations. In view of the relationship between the matters considered by the Executive Committee and the Board of Directors, as well as the roles each is expected to play, it was suggested that the current criteria for matters to be submitted to the Board be reviewed as one possible option.
2. Medium- to long-term succession planning and human capital development
Although discussions on succession planning and human capital development at Board meetings remain insufficient, there was a consensus that the Board should discuss human capital (focusing on capabilities and skills rather than specific individuals) in alignment with the Company’s mission and vision. Outside officers also shared examples of succession initiatives at companies whose nomination and compensation committee structures differ from the Company’s, providing a number of useful points of reference for the Company.
Although this round of discussions did not reach the point of determining a specific direction, we believe the discussions were highly significant in establishing a shared understanding of the need for the Board to discuss succession planning and human capital.
3. Improvement of the quantity, quality, and timing of distribution of materials for the Board of Directors meetings
The secretariat explained that it would revise the format of Board materials, hold briefing sessions on points to note when preparing such materials, and establish a stricter schedule for the submission of Board materials. In addition to revising the format, it was proposed that the key discussion points be summarized on a single A4 page, and it was decided to implement this proposal.

The large number of comments and suggestions received not only during the discussions but also through the questionnaire’s open-ended comment section enabled more in-depth deliberations. Outside officers also shared examples of initiatives undertaken at other companies. Building on these insights, the Company will continue to consider and implement improvement measures aimed at further enhancing the quality of Board discussions.

Status of Outside Officers

Outside Directors

Name	Reason for appointment
Atsumi Eguchi	Ms. Atsumi Eguchi has engaged in research & development and public relations/communications divisions at major beverage and food manufacturing companies and has broad knowledge and abundant experience. The Company reappointed her as an Outside Director in the expectation that she will appropriately supervise overall management from a perspective of corporate communication and diversity at the Board of Directors meetings, etc. of the Company.
Daisaku Abe	Mr. Daisaku Abe has engaged in a wide range of operations such as IT, systems, and corporate planning at financial institutions over a long period of time and has broad expertise in sustainability, including having served as chairman of the Human Rights Enlightenment Promotion Committee. In addition to his experience supervising overall corporate management as a corporate manager of a financial institution, he has also served as an outside director of a listed company. The Company reappointed him as an Outside Director with the expectation that he would supervise the management of the Company from medium- to long-term, and comprehensive perspectives by leveraging his various experiences.
Keiko Tanaka	Ms. Keiko Tanaka has engaged in public relations and marketing departments at automotive manufacturing companies, and as a result gaining broad knowledge. In addition, she has global experiences such as having served as the Ambassador Extraordinary and Plenipotentiary of Japan to Uruguay. Since she also has experience as an Outside Director at a listed company and as an Outside Expert of the Sustainability Committee, the Company reappointed her as an Outside Director in the expectation that she would provide advice from a global perspective on sustainability and diversity, which are current challenges that the Company needs to address, and supervise overall management based on various experience.
Masahiko Ito	Mr. Masahiko Ito has abundant corporate management experience including serving as Representative Director and President at a major listed manufacturer (non-ferrous metals and data center infrastructure). In addition to his track record of achieving a transition to a sustainable growth phase through execution of business structural reform and renewal of the management structure, he has advanced insight into corporate governance. The Company appointed him as an Outside Director in anticipation that he will provide recommendations and advices leveraging his various experiences at the Company’s Board of Directors meetings, and supervise management from a medium- to long-term and broad perspective.

The four Outside Directors all meet the independence requirements set by the Tokyo Stock Exchange and the “Independence Criteria of Outside Executives” set by the Company. There is no risk of conflicts of interest with general shareholders. The Company has determined that they are independent, designated them as independent directors according to the provisions of the Tokyo Stock Exchange, and notified the Exchange. Outside Directors exchange information and opinions as necessary in response to reports from the Internal Audit Department.

Outside Audit & Supervisory Board Members

Name	Reason for appointment
Makiko Terahara	Ms. Makiko Terahara is well versed in corporate legal affairs as an attorney at law and serves as an Outside Director of other listed companies. She has professional expertise in determining the appropriateness of overall corporate activities. In addition, she serves as an Outside Audit & Supervisory Board Member of a listed company engaged in the department store business and possesses insights into the retailing business. The Company reappointed her as an Outside Audit & Supervisory Board Member in the anticipation that her advice based on her experience and insights would be effective for the Company to promote sustainability and attain diversity.
Tomoshige Jingu	Mr. Tomoshige Jingu has experience as a corporate manager and a full-time Audit & Supervisory Board Member of companies listed on the Prime Market of the Tokyo Stock Exchange, and as President and Representative Director of subsidiaries of a listed company. The Company newly appointed him as an Outside Audit & Supervisory Board Member in the anticipation that his advice based on his broad experience in sales, human resources, and other areas at financial institutions will be effective.
Takeshi Tadokoro	Mr. Takeshi Tadokoro has abundant experience as an accounting expert, including serving as a Representative Partner of a major audit firm as a certified public accountant. In addition, he has experience in advisory and human resources planning for financial reporting in the manufacturing, distribution, and service sectors at a major audit firm, and he has a wide range of personal connections and insight. The Company newly appointed him as an Outside Audit & Supervisory Board Member in the anticipation that he will provide advice and recommendations based on his experience and insight.

Since all three Outside Audit & Supervisory Board Members meet the requirements for Independent Directors stipulated by the Tokyo Stock Exchange and the "Independence Criteria of Outside Executives" set by the Company, the Company has determined they are independent and there is no risk of conflicts of interest with general shareholders. So, the Company designated them independent directors according to the Tokyo Stock Exchange provisions and notified the Exchange. Outside Audit & Supervisory Board Members receive regular reports from the Accounting Auditor on audit plans and results, witness some of the auditor's audits, and cooperate. In addition, necessary information and opinions are exchanged with the Internal Audit Department. The Internal Audit Department reports the results of the Group's operational audits to the Audit and supervisory Board Members.

Independence_Criteria_of_Outside_Executives (104KB) 

Attendance at Board Meetings by Outside Directors and Audit & Supervisory Board Members, and their Activities

Category	Name	Number of Board of Directors meetings attended	Number of Nomination and Compensation Committee meetings attended	Number of Audit & Supervisory Board meetings attended	Status of key activities
Outside Directors	Tokio Matsuo	22/22meetings	(Nomination) 5/5 meetings (Compensation) 7/7 meetings	—	He has extensive experience and broad expertise as a corporate manager, including having served as representative director of an operating company. At the Board of Directors meetings, he provides advice regarding the Company's sustainability activities from medium- and long-term perspectives as well as makes management decisions and provides oversight appropriately from a broad-based perspective. In addition, as Chairperson of Nomination Committee and Compensation Committee, he leads fair and transparent operation of the Committee meetings regarding succession planning, the composition of the Board of Directors, the election of Directors and Audit & Supervisory Board Members and matters concerning compensation, etc.
	Atsumi Eguchi	22/22 meetings	(Nomination) 5/5 meetings (Compensation) 7/7 meetings	—	She has broad knowledge and abundant experience, including having engaged in research & development and public relations/communications divisions at an operating company. She makes management decisions and provides oversight appropriately at the Board of Directors meetings from a multi-faceted perspective including corporate communication and diversity. In addition, she provides expert and specific advice on the election of Directors and Audit & Supervisory Board Members and the compensation system with consideration of recent trends and other companies' cases at the Nomination Committee and Compensation Committee meetings.
	Daisaku Abe	22/22 meetings	(Nomination) 5/5 meetings (Compensation) 7/7 meetings	—	He has abundant experience and broad knowledge, including having engaged in IT & systems and corporate planning at financial institutions for years and overseeing overall corporate management as a corporate manager. At the Board of Directors meetings, etc., he makes appropriate management decisions and provides oversight, such as providing comments on the optimization of the business portfolio and on financial strategies from a management perspective. In addition, he provides advice for improvements on the election of Directors and Audit & Supervisory Board Members and the compensation system with consideration of recent trends and other companies' cases at the Nomination Committee and Compensation Committee meetings.

Category	Name	Number of Board of Directors meetings attended	Number of Nomination and Compensation Committee meetings attended	Number of Audit & Supervisory Board meetings attended	Status of key activities
Outside Directors	Keiko Tanaka	21/22 meetings	(Nomination) 5/5 meetings (Compensation) 7/7 meetings	—	She has broad knowledge and abundant experience, including having engaged in a public relations/marketing division at an operating company. She makes management decisions and provides oversight appropriately at the Board of Directors meetings from a global perspective including sustainability. In addition, she provides advice for improvements on the election of Directors and Audit & Supervisory Board Members and the compensation system with consideration of recent trends and other companies' cases at the Nomination Committee and Compensation Committee meetings.
Outside Audit & Supervisory Board Members	Makiko Terahara	21/22 meetings	—	14/15 meetings	She has professional knowledge regarding corporate legal affairs as an attorney at law. Leveraging her professional expertise in determining the appropriateness of overall corporate activities, she provides comments as necessary from an independent and objective standpoint.
	Tomoshige Jingu(Note)	16/16 meetings	—	10/10 meetings	In addition to the experience as a manager and Standing Audit & Supervisory Board Member at a listed corporation, he has broad knowledge and experience in sales and human resources at financial institutions. Leveraging this knowledge and experience, he provides comments to encourage effective and appropriate supervision of overall management from an independent and objective standpoint.
	Takeshi Tadokoro(Note)	16/16 meetings	—	10/10 meetings	He has professional knowledge regarding finance and accounting as a certified public accountant. Leveraging his abundant experience and expertise as an accounting expert, he provides comments as necessary from an independent and objective standpoint.

* As of the end of March 2026

Note: Outside Audit & Supervisory Board Member Tomoshige Jingu and Outside Audit & Supervisory Board Member Takeshi Tadokoro have each assumed office as Outside Audit & Supervisory Board Members on June 26, 2025.

Internal Control System

Basic Policy for Internal Control System >

Executive Compensation

Disclosure of Policy on Determining Compensation Amounts and Calculation Methods, etc.

The Company considers the executive compensation system to be a crucial component of corporate governance. Accordingly, in June 2018, it established a voluntary "Nomination and Compensation Committees," chaired by an Outside Director, while the Board of Directors has also established the following policy.

Basic Policy

1. The compensation system shall support the achievement of the Company's mission and long-term vision.
2. The compensation system shall be designed to eliminate short-term bias and motivate the medium- to long-term improvement of corporate value.
3. The compensation system shall be effective in maintaining and securing outstanding talents.
4. The compensation system shall be designed in a transparent, fair and reasonable manner from the standpoint of accountability to stakeholders including the shareholders and employees, and shall ensure appropriate determination processes.
5. The compensation system shall be aligned to the roles and responsibilities entailed by each rank and to performance.

< Method for the determination of compensation of Directors and Audit & Supervisory Board Members >

The policy for determining compensation, etc. of individual Directors is determined by the voluntary Compensation Committee which is chaired by an Independent Outside Director and consists of four Outside Directors and one Representative Director (Chairperson: Atsumi Eguchi), with the aim of ensuring compensation commensurate with the company's stage. Specifically, it is determined by the Board of Directors upon deliberation of (i) the basic policy for compensation; (ii) the compensation system; (iii) the compensation levels; and (iv) compensation item composition ratio; among other things, based on comparative verification against benchmark groups. The amount of each compensation to be paid shall be determined by the Compensation Committee delegated by the Board of Directors from the viewpoint of the objectivity and transparency of the operation of said system.

With respect to compensation, etc. of Audit & Supervisory Board Members, the amount of basic compensation (fixed compensation) shall be determined through discussions among the Audit & Supervisory Board Members, and shall be within the range of the total amount of compensation, etc. approved by the General Shareholders' Meeting in advance.

< Compensation system, calculation System, and determination Process >

Compensation of Directors (excluding Outside Directors) consists of three components, namely, "basic compensation," "performance-linked compensation," and "stock-based compensation." Outside Directors and Audit & Supervisory Board Members receive only basic compensation (fixed compensation). Until FY2022, the ratio between each compensation of Directors was roughly targeted at 65:30:5 when business performance targets are fully achieved. From FY2023, in order to raise awareness among Directors of improving business performance and increasing corporate value over the medium to long term, the design of the system has been changed to set the ratio to 55:25:20 when business performance targets such as consolidated ordinary profit, etc. and other KPIs of the Medium-Term Management Plan are fully achieved. Thus, the ratio of performance-linked variable compensation (performance-linked compensation and stock-based compensation) has been raised to approximately half of the total.

The retirement benefit system for Directors and Audit & Supervisory Board Members was abolished on the day of the 92nd Ordinary General Shareholders' Meeting held on June 27, 2007.

< Compensation system for Directors in FY2025 >

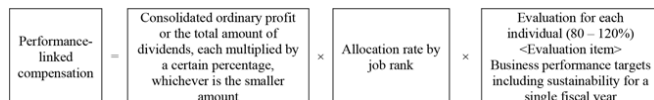
Type of compensation	Basic compensation	Variable compensation	
		Performance-linked compensation	Stock-based compensation
Contents	Fixed compensation in accordance with rank	Compensation in which the total amount of payment is determined based on the total amount of dividends or consolidated ordinary profit for the fiscal year, and allocated and paid in accordance with job rank by adding individual evaluations.	Compensation in which the total amount of payment is determined based on the achievement ratio of the Medium-Term Management Plan, and paid in the form of the Company's stock in accordance with job rank and individual evaluations.
Eligible for payment	Internal Directors / Outside Directors	Internal Directors only	Internal Directors only
Payment timing	Monthly	Twice a year	At a certain time after the end of each eligible period or at the time of retirement (*Transfer is restricted: until the date of retirement from all positions as Director, etc. (provided, however, that if the recipient, upon retirement as a Director, etc., continues in office as an Audit & Supervisory Board Member, until the day on which such Audit & Supervisory Board Member retires))
Payment method	Cash	Cash	Stock (at a certain time after the end of each eligible period or at the time of retirement) and cash (only at the time of retirement)
Method for determining the amount of payment		Consolidated ordinary profit or the total amount of dividends, each multiplied by a certain percentage, whichever is smaller, is the basic amount of payment.	Corporate performance achievement rate is determined for the Medium-Term Management Plan period
		The basic amount of payment is allocated in accordance with job rank and individual payment is determined in accordance with the achievement rates of business performance targets within the range of 80% to 120%.	Predetermined base points for each job rank is multiplied by a determined corporate performance achievement rate, which will be adjusted by individual achievement rates of financial and non-financial targets within the range of 80% to 120%.
Ratio (guidelines) *In the case that consolidated ordinary profit, which is a financial KPI of the Medium-Term Management Plan, reaches 43.0 billion yen	50%	20%	30%

<Compensation, etc. of Directors>

Basic compensation

Basic compensation consists of three components, namely, representative consideration, supervisory consideration and executive consideration, and executive consideration is set according to the job rank.

Performance-linked compensation

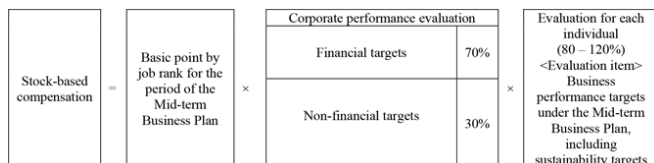


Performance-linked compensation is paid to Executive Officers based on the idea that the compensation is distribution of added value generated in a single fiscal year.

This compensation uses "consolidated ordinary profit," which is a performance evaluation indicator, and "total amount of dividends" conscious of shareholders' perspectives as indicators. Consolidated ordinary profit or the total amount of dividends, each multiplied by a certain percentage, whichever is the smaller amount, is used as the basic amount of the compensation, which is then allocated and paid in accordance with the job rank based on individual evaluations. As the compensation composition ratio is set based on the timing when the Medium-Term Management Plan is achieved, if consolidated ordinary profit or total amount of dividends, which is conscious of shareholders' perspectives, is increased or decreased, the ratio of performance-linked compensation in total compensation is designed to be increased or decreased accordingly.

Evaluation for each individual was introduced in FY2021 with an aim to clarify the degree of contribution of each officer to the business performance for a single fiscal year. Certain business performance targets, including sustainability targets, have been selected as evaluation items, and achievement rates are evaluated against those items within the range of 80% to 120%. The basic amount of performance-linked compensation paid, the allocation rate by job rank, and evaluation for each individual shall be determined by the Board of Directors after deliberation by the Compensation Committee.

Stock-based compensation



Evaluation items and evaluation weight for stock-based compensation

The following evaluation items have been established for stock-based compensation, in conjunction with the commencement of the new Medium-Term Management Plan "GOOD FOODS Recipe 2" in FY2025. Specifically, "ROE" has been added in order to further reinforce the shareholder perspective, and "achievement rate of the target for priority risk responses" in order to strengthen risk response capabilities.

Evaluation items for stock-based compensation		
Items		Reasons for selection
Financial	Net sales Consolidated ordinary profit ROIC ROE	Improvement of growth potential Improvement of profitability Improvement of capital efficiency Further reinforce the shareholder perspective
Sustainability	Achievement rate of the target for sustainability of marine resources Reduction in CO ₂ emissions at the Group's business sites Improvement in scores of mission preparation in employee engagement Achievement rate of the target for priority risk response	Conducting sustainable procurement Contribution to actions toward climate change and preservation of the marine environment Active roles undertaken by diverse human capital Strengthening risk response capabilities

As detailed above, financial and non-financial (sustainability) items have been selected for evaluation of corporate performance, and their weightings have been set to 70:30. Financial targets are evaluated based on the percentage of achievement in accordance with actual results, while non-financial (sustainability) targets are evaluated within the range of 50% to 150%. The number of shares to be granted to individuals is determined by multiplying the predetermined base points for each job rank by corporate performance achievement rates, and then reflecting the individual evaluations. For individual evaluations, KPIs and sustainability items under the Medium-Term Management Plan are used, and the achievement rates are defined within the range of 80% to 120%. The corporate performance achievement rates and the individual evaluations shall be determined by the Board of Directors after deliberation by the Compensation Committee.

The total amount of remuneration, etc. by category of officers for FY2025, the total amount by type of remuneration, etc., and the number of officers subject thereto

The policy regarding the determination of the details of compensation, etc. for each individual Director, was decided by the Board of Directors after deliberation by the Compensation Committee, which is chaired by an Independent Outside Director. The amount paid to each individual for the fiscal year under review was determined by said Committee, under delegation by the Board of Directors, based on said policy; therefore, the Board of Directors has determined that it is in line with said policy and appropriate.

Category of Officers	Total amount of compensation, etc. (in millions of yen)	Total amount by type of compensation, etc. (in millions of yen)			Number of Officers paid
		Basic compensation	Performance-linked compensation	Stock-based compensation	
Directors (excluding Outside Directors)	399	229	77 (Note 1)	92	7 (Note 2) (Stock-based compensation: 8) (Note3, Note5)
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	26	26	-	-	1
Outside Directors	52	52	-	-	4
Outside Audit & Supervisory Board Members	36	36	-	-	5 (Note 4)

- Notes:
- The performance-linked compensation of Directors includes the amount estimated to be paid in June 2026.
 - The number of Officers paid includes one Director who retired on June 26, 2025.
 - The number of Officers paid for stock-based compensation includes, in addition to the above one Director, one Director who retired on June 26, 2024.
 - The number of Officers paid for compensation for Outside Audit & Supervisory Board Members includes two Audit & Supervisory Board Members who retired on June 26, 2025.
 - Status of shares delivered to Officers of the Company as compensation for the performance of their duties during the current fiscal year.
Based on the stock-based compensation system, 154,100 shares were delivered to six Directors, excluding Outside Directors, as shares corresponding to points granted during the eligible period (FY2022 to FY2024), and 41,700 shares were delivered to two retired Directors.

Deliberation Overview of Compensation Committee in FY2025

Deliberation overview
- Revision of executive compensation system - Revision of the stock-based compensation plan (introduction of BBT-RS) - Evaluation for each individual for performance-linked compensation and stock-based compensation for FY2024 - Amount to be paid to each individual of performance-linked compensation paid in June 2025 and December 2025 - Additional contributions to the Board Benefit Trust-Restricted Stock (BBT-RS)

Risk Management

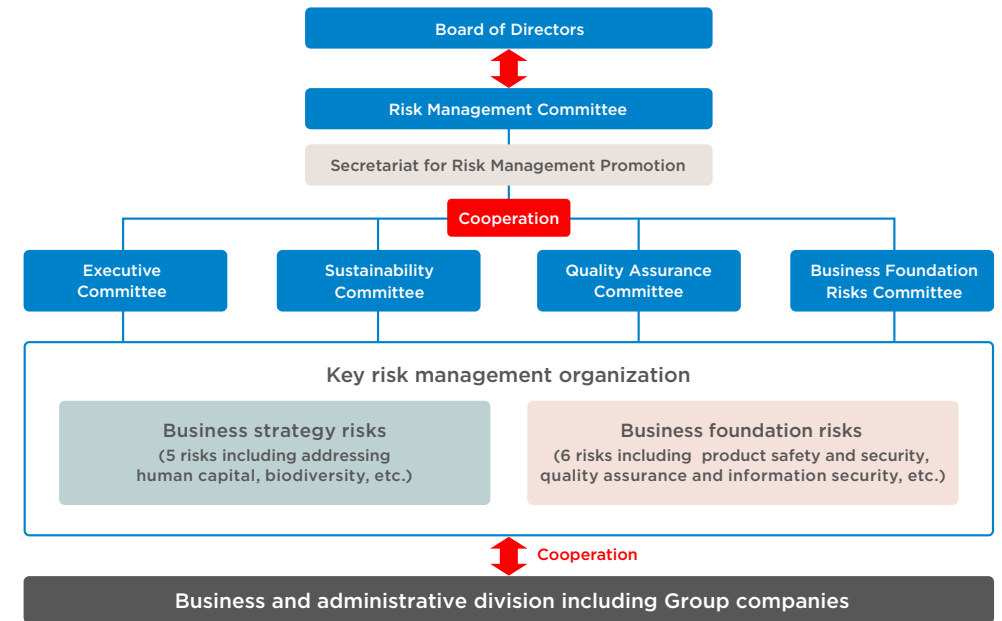
The Nissui Group, whose mission is to produce various food products, pharmaceutical ingredients, etc. from resources including marine products and supply them to people around the world, is striving to continue stable production and sales in order to fulfill such duty. From this perspective, we define “risk” as the uncertainty of events that may affect the continuity of the company, and “risk management” as activities to appropriately manage various internal and external risks associated with business operations, as set forth in the “Risk Management Rules.” Based on these definitions, we have established the Risk Management Policy.

Basic Policy for Risk Management

Nissui and its Group's basic policy for risk management is to endeavor to prevent risks that may hinder business activities from arising, and in the event of an emergency, minimize the occurrence of losses by giving top priority to human life, give consideration to society such as providing aid to disaster victims, and make best efforts to preserve our management resources and continue our businesses and thereby maintain and improve corporate value.

Promotion Framework - The Risk Management Committee

The Risk Management Committee, under the direct supervision of the President & CEO, strives to build, maintain, and improve the company-wide risk management system of the Nissui Group based on the “Risk Management Rules.” The executive officer in charge of risk management regularly reports the activities of the committee to the Board of Directors. As an integrated risk management function that identifies and manages key company-wide risks in a unified manner, the Risk Management Committee identifies, evaluates and optimizes the risks surrounding the Nissui Group from a company-wide perspective in an integrated, comprehensive, and strategic manner, and positions risk management as a means of maximizing corporate value—not merely as a mechanism for “protecting” against risks, but as an “offensive” approach to executing business strategies. Additionally, risks with a significant impact to the Nissui Group are identified and categorized as such, and risk management organizations are established for each risk with a significant impact, comprising managers responsible for each business division. These organizations plan and manage actions to improve the effectiveness of risk management and also ensure that managers implement appropriate risk management within their respective business divisions.



Please see below for initiatives for each business foundation risks.

Information Security



Compliance



Occupational Safety and Health



Post-disaster BCP



Information Security

The Nissui Group retains the personal information of customers in its mail-order/e-commerce business, etc. It is not only our corporate responsibility but also indispensable for the sustained growth of the Nissui Group to prevent the leakage/loss of such personal information and important information on management, business, research, etc. Having established the "Information Security Subcommittee" under the Business Foundation Risks Committee, we are executing information security management in a thoroughgoing manner by putting regulations and rules in place, including the "Basic Policy on Information Security," enhancing the system administration framework and periodically conducting education and training for employees.

Basic Policy on Information Security

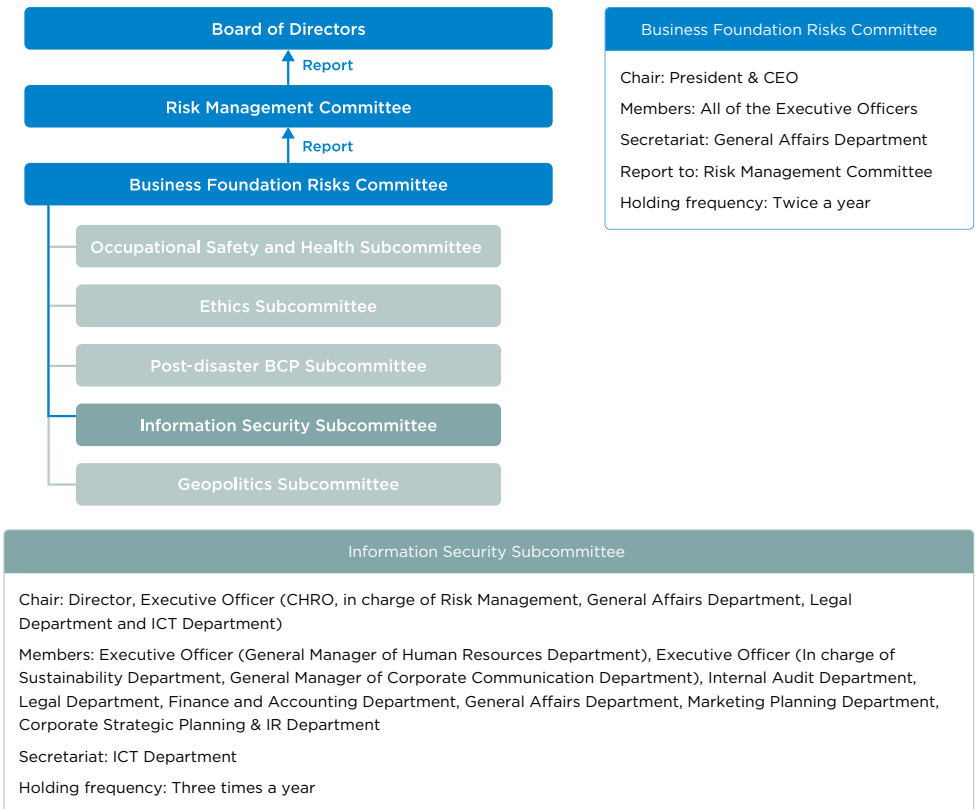
Basic Policy on Information Security 

Privacy & Policy

Privacy & Policy 

Promotion Framework - The Information Security Subcommittee

The Information Security Subcommittee is set up under the umbrella of the Business Foundation Risks Committee with the aim of enhancing the information security level of Nissui and its Group companies in Japan. The Information Security Subcommittee is convened three times a year and is chaired by an Executive Officer designated by the Business Foundation Risks Committee. Its main activities involve the formulation and progress management of various measures to make the Basic Policy on Information Security function effectively, as well as the execution of procedures to deal with information security risks that have newly arisen.



Initiatives to Enhance Information Security

Specific Initiatives

To improve information security, we are implementing initiatives across various areas, including strengthening authentication functions and network security to prevent unauthorized use by third parties, reinforcing the incident response system, and providing education and training for executives and employees. We are continuously working to improve security levels through the PDCA cycle to address increasingly serious security risks each year. In addition, for Group companies in Japan and overseas, we introduced a service to detect vulnerabilities in servers exposed to the outside of the company to reduce the risk of cyber-attacks. We have established a system to notify relevant companies of any risks detected and encourage corrective actions.

Information Security Education and Training

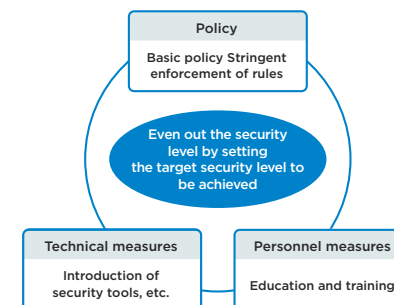
With respect to all employees, Nissui makes the information security rules widely known and conducts information security education and training at least once a year. Also, a security audit is conducted periodically—i.e., once a year—at business locations where important information is retained.

FY2025 Results

Category of Initiatives	Description of Initiatives	Coverage	Results
Education	Training aimed at newly-assigned employees to help them understand basic security principles	New graduates/mid-career hires	Face-to-face/online training: Twice
	Training to raise information security awareness and promote internal rules	Executives/employees	E-learning: Once (participation rate: 93.4%)
	Security awareness training for employees who handle personal customer information	Departments handling customer personal information	E-learning: Once (participation rate: 100.0%)
	Test aimed at determining understanding of internal rules that leads to more efficient training	Executives/employees	E-learning: Once (participation rate: 92.1%)
Training	Training aimed at building resilience to targeted attacks by email	Executives/employees	Twice
	Training to develop information security incident response capabilities	Members of the Information Security Subcommittee and related parties	Once

Conference of IT Divisions of the Nissui Group in Japan

For the purpose of deliberating the direction of promoting the adoption of information technology (IT) in the Group in the medium- to long-term, a conference targeted at the respective persons in charge of IT divisions in the Group is held each year. At the conference, participants exchange opinions on IT in general, including such topics as information security measures, utilization of cutting-edge technologies, and consideration of system adoption. In terms of information security, participants share the latest trends in threats and the status of information security measures taken at each Group company, identify information security issues that should be tackled by the Group in the medium- to long-term and bring their views together with respect to the countermeasures.



Compliance

The Nissui Group is working to enforce compliance in a thoroughgoing manner including complying with laws and regulations in/outside Japan as well as various internal rules pursuant to the Code of Ethics, in order to meet the expectations of all of its stakeholders such as customers, employees, business partners and shareholders and fulfill its corporate responsibility. Having established the "Ethics Subcommittee" under the Business Foundation Risks Committee, we are endeavoring to implement measures for the early detection, rectification and recurrence prevention of compliance issues and striving to raise employees' awareness of compliance. We are also engaged in initiatives to develop and enhance the compliance structure of the Nissui Group as a whole, not just Nissui Corporation.

Code of Ethics

Object

Being aware that each of us is a constituent member of the business enterprise having a characteristic of a social and public institution, we hereby adopt this Code as our moral standard and code of conduct.

Basic Thoughts

We can continue to operate the business only if customers support us and society trusts us.

We keep this in mind and have pride in having as our principle the lawfulness and sincerity that reflects the spirit in which the Company was founded.

Policy toward Society

We observe applicable domestic and foreign laws with regard for the underlying spirit of such laws and also "behave with integrity as a company and an individual" in order to continue to be fair and sincere to society. More specifically, we:

1. develop and keep fair relationships with customers, shareholders, parties transacting business with us and all other interested parties;
2. eliminate any relationship with any antisocial force that poses a threat to public order or safety;
3. endeavor to widely and fairly disclose information and, at the same time, strictly control nonpublic information;
4. respect intellectual property rights in the world and not engage in illegal use of these rights;
5. draw a line between official matters and private matters and not make use of official or business position for personal interest;
6. perform official duties faithfully, keep conscious of our role as a good citizen and a member of a responsible business enterprise, and not deviate from social ethics and morals;
7. respect our frank and openhearted communication environment and make an effort to maintain a sound and effective system of internal checks and balances;

8. respect the differences in culture and customs from those in Japan when engaging in business outside Japan and make an effort for mutual understanding;
9. respect and observe Quality Assurance Code, Environmental Code and other internal rules and regulations; and
10. for the purpose of employee evaluation, give priority to their loyalty to the matters provided in the Code of Ethics.

Management personnel should take the lead in observing this Code of Ethics and make it well known to people within the Company. If any breach of this Code occurs, Management should investigate the reasons therefore, make efforts to avoid recurrence of such breach and fulfill the responsibility of prompt disclosure of relevant information and explanations for such incidences.

Ethical Behavior Standards

We have established the Ethical Behavior Standards in order to provide clear explanations about each item in the Code of Ethics. Below is an overview of the standards.

1. Fair business relationships

(1) Ensuring fair competition

(i) Prohibition of cartels and collusive practices

We will not make agreements with other businesses that seek to restrict competition, such as agreements on prices, assign customers, or divide sales territories.

(ii) Prohibition of resale price maintenance

We will not engage in unfair trade practices, such as giving instructions to or making agreements with competitors or distributors to maintain wholesale or retail prices of our products.

(iii) Prohibition of abuse of a dominant bargaining position

We will not take advantage of our dominant bargaining position to request that suppliers or subcontractors we do business with make monetary contributions, compel them to purchase our products or services, or interfere with their operations.

(iv) Compliance with the Act against Unjustifiable Premiums and Misleading Representations

We will comply with legal requirements when offering goods, money, or other premiums to customers. In addition, we will advertise and label our products and services truthfully and will not mislead consumers.

We will not engage in any other practices that unfairly restrict fair and free competition.

(2) Fair purchasing process

We will ensure that our purchasing process for products and services will be fair and based on contractual agreements.

We will select suppliers on the basis of reasonable criteria such as quality, price, and turnaround time.

(3) Gifts and entertainment

(i) Providing gifts or entertainment

We may offer gifts or entertainment to customers and business associates as a customary business courtesy, but we will do so only if such are within the scope of socially accepted norms and do not violate the internal regulations of the other party.

(ii) Accepting gifts or entertainment

We may accept gifts or entertainment from business partners and other related parties only if their cost falls within an acceptable standard range and only with prior approval of the person responsible for the organization.

(4) Public officials

(i) Prohibition of bribery

We will not engage in any act of bribery of public officials, etc., regardless of whether or not a specific request has been made.

(ii) Prohibition of excessive entertainment, gifts, etc.

We will not provide excessive entertainment or gifts to public officials even when they do not have a vested interest in our work.

2. Prohibition of providing economic benefit, etc., to antisocial forces or individuals linked to them

We will not provide any kind of economic benefit to antisocial forces, such as organized crime groups and sokaïya, in any form whether it be a magazine purchase, donation, membership fee, or commercial transaction.

3. Disclosure and protection of company information

(1) External disclosure

- (i) We will actively disclose the status of our corporate activities in order to be transparent with not only our shareholders and the securities market but also a wide range of stakeholders.
- (ii) We will follow generally accepted accounting principles and practices to record sales and purchases as well as the valuation of our inventories and fixed assets for fair financial reporting.

(2) Protection of personal information

We will handle personal information, both internally and externally, in compliance with our Personal Information Protection Policy, all laws related to the protection of personal information, and social norms.

(3) Protection of customer information

We will carefully handle information obtained in the course of execution of business regarding the business activities of other companies. We will use such information only in appropriate ways for appropriate purposes. We will neither disclose it to anyone outside the company nor disclose it internally except to employees who have a business need to know.

(4) Protection of company information

We will strive to protect company information in accordance with our internal rules related to trade secret management.

4. Protection of company assets

(1) Protection of tangible and intangible assets

We will protect tangible and intangible assets owned by the company from being lost, stolen, or used for unauthorized purposes.

(2) Obligation to return company assets upon termination

We will return all company-owned assets and materials containing company information when leaving the company due to retirement or any other reason.

5. Respect for intellectual property

We will not use intellectual property owned by the company for any purpose other than business.

We will also take great care to ensure that we are not infringing on the intellectual property rights of other companies in execution of business.

6. Drawing the line between official matters and private matters

(1) Prohibition of conflicts of interest

We will not cooperate with competitor companies without the company's approval, nor will receive money or other benefits from our suppliers, etc., in return for giving them advice or helping them.

(2) Prohibition of personal use of company assets

Company assets will not be used for personal purposes (including for the benefit of third parties).

(3) Insider information

We will not use company information or undisclosed inside information about other companies that were learned in the course of executing business for stock trading or other purposes for personal gain.

7. Creating a friendly work environment where all employees are valued as individuals

(1) Compliance with health and safety as well as labor standards

We will comply with laws, regulations, and internal rules related to health and safety as well as labor standards, strive to manage working hours efficiently, and work to maintain and improve our physical and mental health.

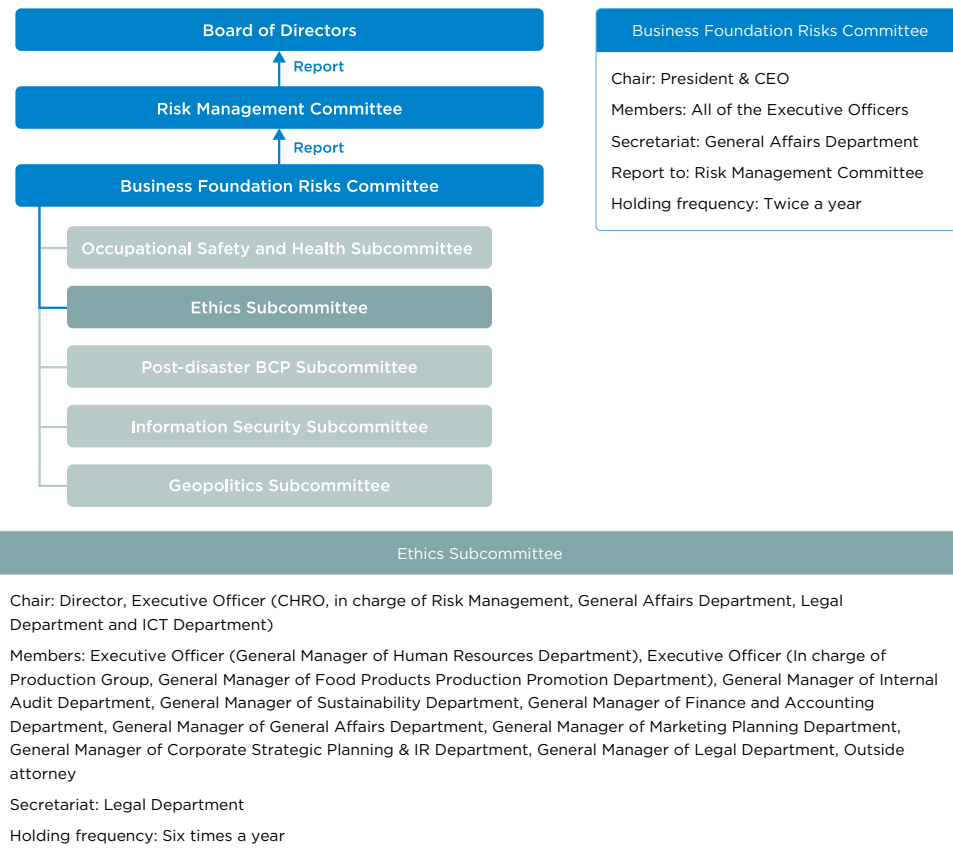
(2) Respect for individuality and prohibition of discrimination and harassment

We will respect basic human rights, diverse values, and privacy of individuals, and create a work environment in which employees from diverse backgrounds can fully demonstrate their abilities as we improve awareness and the workplace culture. We prohibit any unreasonable discrimination or harassment (including workplace bullying and pestering or any behavior that would make people of the other gender feel uncomfortable) by reason of race, religion, gender, age, nationality, social standing, etc.

Promotion Framework - The Ethics Subcommittee

The Ethics Subcommittee is set up under the umbrella of the Business Foundation Risks Committee with the aim of enhancing compliance in Nissui as well as its Group companies in Japan. The Ethics Subcommittee is convened once every two months (i.e., six times a year) and the extraordinary meeting is held as necessary. In addition, the participation of outside attorney ensures its objectivity.

In FY2025, the Ethics Subcommittee was convened seven times in total, where whistleblowing response, compliance activity plans, compliance questionnaire surveys, etc., were deliberated.



Initiatives to Identify Compliance Issues

Overview of Whistleblowing System

We have a whistleblowing system in place, enabling employees of Nissui and its Group companies in Japan to directly notify the Ethics Subcommittee with regard to harassment, labor issues and acts of questionable compliance, including corruption and bribery in the workplace. We have established points of contact for whistleblowing both internally (i.e., the Legal Department serving as the secretariat of the Ethics Subcommittee) and externally (i.e., outside specialist), and have a mechanism whereby the Audit & Supervisory Board Members are also contacted simultaneously. Whistleblowing notices are given directly by such means as telephone, Web and email, and may be made anonymously.

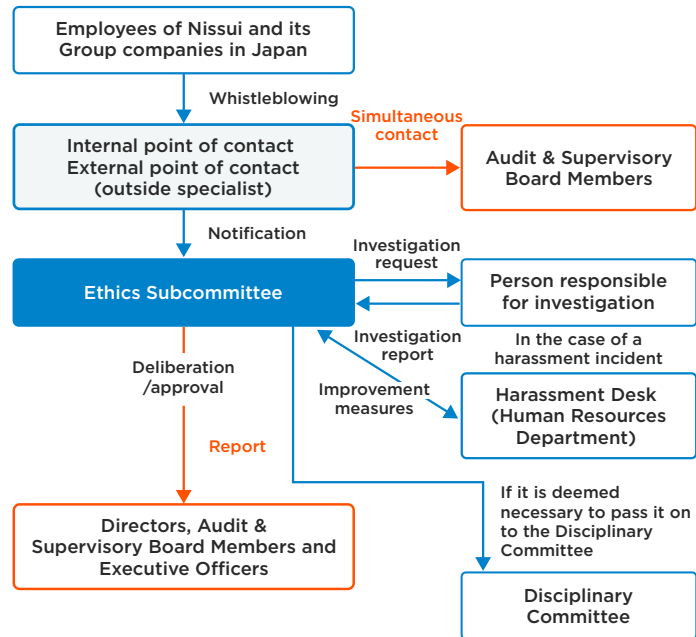
In the event that a whistleblowing notice has been given, the Ethics Subcommittee conducts an investigation by selecting a person responsible for the investigation while giving consideration to ensuring that the whistleblower will not be put at a disadvantage, and examines the findings of the investigation and improvement measures within the Subcommittee. When conducting an investigation, there is a clear policy "not to look for the whistleblower," and the protection of confidentiality and the prohibition of disadvantageous treatment of the whistleblower are stringently enforced. Of note, even if a notice given to the external point of contact for whistleblowing was not anonymous, there is a system in place to report it to Nissui anonymously upon the whistleblower's request. For harassment incidents, multiple points of contact have been established, and such incidents are handled by the Harassment Desk (Human Resources Department). The Harassment Desk also collaborates in conducting investigations into notices given via the points of contact for whistleblowing.

In regards to the minutes of the Ethics Subcommittee including the nature of and response to notices, we have a system in place for the minutes to be reported to and made available for perusal by Directors, Audit & Supervisory Board Members and Executive Officers. Also, the officer in charge makes a report regarding important whistleblowing-related matters to the Board of Directors.

The aforementioned overview of the whistleblower system is stated in Nissui's whistleblowing rules.

The operation of the whistleblowing system is described not only on Nissui's internal portal site but also in the "Nissui Group Ethics Card" distributed to Group companies in Japan, to make it widely known among employees.

Whistleblowing Response Flow



Usage Status of Whistleblowing System

In FY2025, there were 15 whistleblowing notices related to Nissui and 24 whistleblowing notices related to its Group companies. None of them were whistleblowing notices regarding significant problems that needed to be announced to the public.

	FY2023	FY2024	FY2025
Total of Nissui Corporation	9	12	15
Including harassment/interpersonal relations	7	6	5
Including labor problems	0	2	4
Other	2	4	6
Total of Group companies	16	18	24
Including harassment/interpersonal relations	6	6	7
Including labor problems	2	5	3
Other	8	7	14
Aggregate Total	25	30	39

(Note): If a single case involves multiple categories, such as harassment and labor problems, it is counted based on the matter deemed most serious as a problem.

Questionnaire Survey on Business Partners' Compliance

Once every year, we identify transactions that may put Nissui in a particularly dominant position and conduct a compliance questionnaire survey covering business partners involved in such transactions for the purpose of getting a grasp of whether or not Nissui has engaged in acts of abuse/misconduct (such as violations of the Antimonopoly Act/Subcontract Act) by exploiting its dominant position against its business partners.

The questionnaire survey conducted in FY2025 covered 217 companies, of which 148 companies responded, resulting in a response rate of 68%.

Response Status of the Questionnaire

	FY2023	FY2024	FY2025
Number of respondents	155/201 companies	148/199 companies	148/217 companies
Ratio of respondents	77%	74%	68%

Initiatives to Raise Awareness of Compliance

Compliance Training

Every year, we conduct compliance training in the form of a mandatory course for new recruits and mid-career hires. For all employees, compliance training is conducted by narrowing down the themes on an irregular basis each time an issue has arisen.

[ESG Data > G: Governance Data > Compliance Training Implementation Status >](#)



Sharing the Code of Ethics

The "Code of Ethics" is posted on Nissui's internal portal site. The Code of Ethics is shared with employees to raise their awareness of compliance.

Initiatives to Develop and Enhance Compliance Framework in the Entire Group

In order to reduce compliance risks in the Nissui Group as a whole, Group companies are promoting the development and enhancement of their respective compliance frameworks.

The status of compliance activities at each Group company is periodically reviewed through the Risk Management Committee. On top of this, since FY2020, workshops have been held individually for Group companies, during which the compliance status and issues at each company are shared, and efforts are made to build a higher level of compliance system, such as improving the proper procedures for handling whistleblowing across the Nissui Group.

Post-disaster BCP

Forecasts in recent years have indicated that there is a high possibility of a major earthquake occurring—e.g., epicentral earthquake in Tokyo, Nankai Trough Mega Earthquake. In addition, climate change caused by global warming tends to increase the frequency and severity of typhoons and other natural disasters. The Nissui Group has established the "Post-disaster BCP (Business Continuity Planning) Subcommittee" under the Business Foundation Risks Committee and is reinforcing its structure to deal with ever-increasing uncertainties.

Basic Policy for Post-disaster BCP

In the Nissui Group, we will promote our business continuity plan in accordance with the following policy in order to continue providing necessary assistance, services, etc., for our employees, customers and stakeholders even in the event of a major disaster by giving top priority to human life.

1. Basic Principles

- (i) The Nissui Group will make utmost efforts to ensure the safety of human life and prevent secondary disasters with respect to its employees and their families as well as relevant parties.
- (ii) The Nissui Group will pursue early recovery and continuation of operations in accordance with its predetermined business continuity plan by specifically treating the maintenance of supply chains as a key operation in order to fulfill its social responsibility.
- (iii) The Nissui Group will make efforts to reconstruct local communities in cooperation and collaboration with regions, including providing relief supplies to local governments and residents in disaster-affected areas.

2. Response in the Event of a Disaster

If a disaster is expected to occur or has occurred, the Nissui Group will set up a local disaster response office at the expected/actual disaster location and establish a disaster management headquarters at Nissui's head office (or a backup location if its head office cannot be used) as the Group's central function, and promptly collect information and take action by collaborating with those at the site and Group companies.

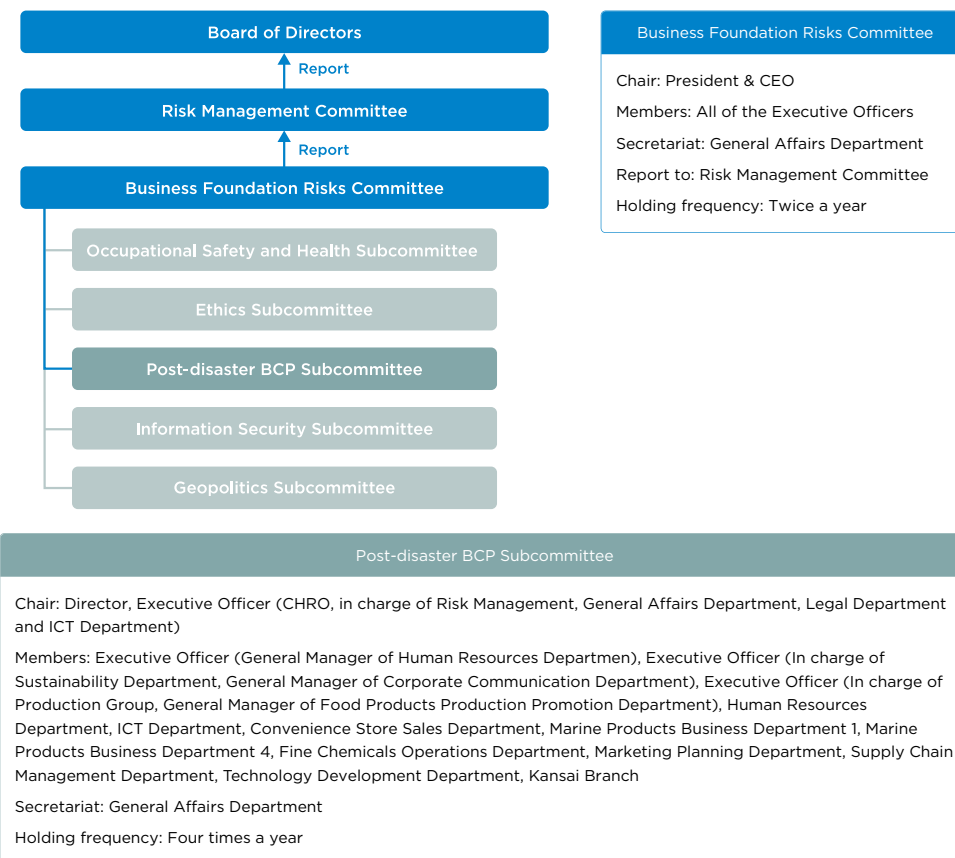
3. Implementation of Education and Training

In order to facilitate activities as an organization in the event of a disaster, the Nissui Group will periodically conduct education and training, and also perform inspections and make improvements aimed at developing its structure, and thereby boost its ability to continue business.

Enactment Date: April 2020

Promotion Framework - The Post-disaster BCP Subcommittee

The Post-disaster BCP Subcommittee, set up under the umbrella of the Business Foundation Risks Committee with the aim of development of a disaster BCP framework for Nissui and its Group companies in Japan, convenes four times a year and is chaired by an Executive Officer appointed by the Business Foundation Risks Committee.



Specifically, the subcommittee is promoting the transition to an all-hazard BCP, which flexibly responds to any crisis event, through the revision of the initial response manual to increase effectiveness in the event of a disaster, the establishment and operation of an information collection system to immediately visualize damages to business locations in the event of a disaster, and the implementation of business impact analysis (BIA) to clarify the priorities for business continuity. Furthermore, the subcommittee conducts a quantitative assessment of natural disaster risks at the same time to analyze and understand the impact of potential risks on management from multiple perspectives. In this way, the subcommittee is working to build a more robust organizational structure and improve resilience.

Response System in the Event of a Major Disaster

Response in the Event of a Major Disaster

Nissui has organized responses to be taken in the event of a major disaster into phases and clarified roles and actions at each phase. Immediately after the occurrence of a disaster, the first priority is to ensure safety through individuals' own effort. Subsequently, the disaster management headquarters will collect information and make decisions. At each business, responses will be taken to continue and restore the business. These initiatives have been established in the form of manuals.



Disaster Management Headquarters

In the event of a major disaster, a disaster management headquarters will be established, headed by the President and consisting of officers and the head of each business. The disaster management headquarters will assess the status of damages and decide on response policies. At Nissui's each business location, a local disaster management headquarters, led by the person in charge of the business location, will be established to promptly share information and take responses in cooperation with the headquarters.

Education and Training based on a Disaster Scenario

Drill at Disaster Management Headquarters

We conduct a drill at the disaster management headquarters once a year, with the participation of all Executive Officers, to increase the effectiveness of our responses in the event of a disaster. The drill is conducted assuming a variety of circumstances, including holidays and remote environments. As internal education, we provide support to increase the effectiveness of drills at business locations, and conduct system operation verification drills and disaster prevention e-learning course for employees in order to strengthen initial response capabilities.

Checking of and Drill on Method of Using Safety Confirmation System

A safety confirmation system is a mechanism by which a company promptly identifies whether or not its employees and their families are safe primarily based on a scenario in which a huge earthquake with a maximum seismic intensity of "5 Upper" or higher on Japan Meteorological Agency's Seismic Intensity Scale has occurred. Once a year, employees check that their contact details and other information registered in the system are up to date and engage in a reporting drill according to the actual flow. Since introducing this system, we have been able to confirm the safety of employees and their families in a short period of time when an earthquake has actually occurred, thanks to the system functioning effectively.

E-learning Course for Disaster Prevention Education

An e-learning course targeted at all employees of Nissui Corporation is conducted for the purpose of raising their awareness of disaster prevention and checking their initial responses in the event of a disaster.

In the e-learning course conducted in August 2023, the content focused on improving employees' ability to respond during disasters and enhancing their awareness of disaster prevention by: (i) gaining general knowledge of disaster preparedness and initial actions; (ii) understanding and verifying communication methods during a disaster; and (iii) ensuring familiarity with the "Basic Policy for Post-disaster BCP." The course had a participation rate of 94.5%. Also, we sent study materials to employees who had not taken the e-learning course to help them catch up on the course.

Tax Transparency

Nissui Group Tax Policy

The Nissui Group has established the following tax policy that all companies within the Group must comply with for tax matters.

Nissui Group Tax Policy

At Nissui Group, we rightly fulfill our tax filing and payment duties in accordance with the tax laws and regulations in all countries and regions where we operate. Returning portions of our business profits in the form of taxes enables us to contribute to further development of these communities. These align with what we believe are important corporate social responsibilities.

We value a fair stance to taxes and an established governance structure that reduces tax risks and ensures transparency, as it allows us to create a foundation of trust with our stakeholders which ultimately contributes to the continuous growth of our corporate value. Accordingly, we have established the following tax policies that all companies within the Group must comply with for tax matters.

Governance Structure

We have designated the Chief Financial Officer (CFO) of Nissui Corporation to be ultimately responsible for the tax governance of the Nissui Group, and the accounting department of Nissui Corporation will oversee the tax governance of the Group as a whole. The accounting department of Nissui Corporation is to optimize tax operations for the Group as well as construct a tax governance structure, which they periodically assess effectiveness of. Each Group company is to conduct its own tax operations under this tax governance structure.

Compliance

We comply with applicable tax laws, regulations, and treaties in the countries and regions where we operate, and conduct tax filings and payments appropriately. All required tax information disclosures will be made in accordance with the respective laws and regulations of each jurisdiction.

Risk Management

For any transactions that may involve unclear tax interpretations, all efforts will be made to reduce associated tax risks by consulting with external experts, advance rulings, or other methods, as applicable. In the event of conflicting opinions with tax authorities on specific tax matters, tax risks will be assessed with care, and appropriate steps will be taken for risk control.

Transfer Pricing

For related party transactions within our Group, arm's length prices in accordance with the OECD Transfer Pricing Guidelines will be adhered to. We comply with the transfer pricing documentation, as governed by the laws and regulations of each country and region.

Tax Planning

We aim to optimize tax costs to increase corporate value by utilizing measures available under the tax laws and regulations of each jurisdiction. No excessive tax planning will be engaged in, such as transactions with no substance or use of tax havens solely for the purpose of tax avoidance.

Communication with Tax Authorities

Not only will tax obligations be met in accordance with tax laws and regulations, but all requests from tax authorities will be responded to with sincerity to maintain a mutually respectful relationship. In the event there are findings resulting from tax audits or other regulatory procedures, corrective measures will be taken.

Released on August 28, 2023

Corporate Income Tax

Please see the below about the Nissui Group's regional information of corporate income tax.

ESG Data > G: Governance Data > Corporate Income Tax (by Region) >

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This report has link buttons.

 Click to go to relevant website.

 Click to go to PDF page.

ESG Data

▼ E: Environmental Data ▼ S: Social Data ▼ G: Governance Data

E: Environmental Data

Scope covered in the environmental data

Targeted organizations: [In Japan] Nissui Corporation, all consolidated companies.
[Outside Japan] All consolidated companies. Administrative offices have been excluded.
27 companies in Japan and 15 companies outside Japan (including sub-subsidiaries) as of March 31, 2026.

Period: April to March each year for Nissui and its Group companies in Japan, and January to December each year for its Group companies outside Japan.

Supplementary notes:

- Environmental data may partially include estimates. Partial changes may have been made to data disclosed in the past as a result of reviewing the data tallying method, etc.
- There may be discrepancies in the total figures due to the treatment of decimals.
- Animal and plant residue disposal volume figures for FY2017-FY2024 have been corrected following a change in the scope of aggregation. (June 2026)

Sustainability Targets (Long-Term Vision "GOOD FOODS 2030"/Medium-Term Management Plan "GOOD FOODS Recipe2") and Results >

CO2 Emissions (by Region)

	Unit	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total	t-CO ₂	363,298	342,017	319,085	340,753	343,041	345,548
Japan	t-CO ₂	245,404	220,199	206,928	221,919	221,576	229,836
Reference Production volume	t	400,511	367,305	357,829	393,740	409,782	414,717
Outside Japan	t-CO ₂	117,894	121,818	112,157	118,834	121,465	115,712
Asia	t-CO ₂	13,378	12,298	13,027	11,814	11,791	10,512
Europe	t-CO ₂	10,548	15,691	18,539	19,590	18,707	16,879
North America	t-CO ₂	51,938	52,465	47,859	53,204	56,446	61,297
South America	t-CO ₂	42,030	41,364	32,732	34,226	34,521	27,024
Reference Production volume	t	402,773	428,818	407,361	451,435	470,120	496,233

CO2 Emissions (by Unit)

	Unit	FY2018	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	Emissions per unit of production volume (kg-CO ₂ /t)	370	349	340	343	328	327
	Emissions per unit of activity volume (kg-CO ₂ /t)	8	6	6	7	6	6
	Emissions per unit of feeding volume (kg-CO ₂ /t)	64	78	77	85	76	64
	Emissions per unit of days at sea (kg-CO ₂ /day)	23,531	24,284	23,944	25,967	31,739	38,712
	Emissions per unit of man-hour (kg-CO ₂ /thousand person-hour)	2,615	2,307	2,305	3,023	2,768	3,840
	Emissions per unit of total floor area (kg-CO ₂ /㎡)	6	5	5	5	5	5
	Emissions per unit of travel distance (kg-CO ₂ /thousand km)	846	839	881	930	937	961
Reference Production volume	t	400,511	367,305	357,829	393,740	409,782	414,717

CO₂ Emissions (by Energy Source)

	Unit	FY2018 (base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total	t-CO ₂	363,298	342,017	319,085	340,753	343,041	345,548
Japan	t-CO ₂	245,404	220,199	206,928	221,919	221,576	229,836
Purchased electricity	t-CO ₂	118,010	99,285	92,342	101,703	100,837	103,660
Purchased steam	t-CO ₂	0	0	0	0	0	0
Heavy fuel oil A	t-CO ₂	59,564	57,470	54,019	52,272	52,064	56,935
City gas	t-CO ₂	44,058	41,653	39,610	41,220	40,600	40,506
LPG	t-CO ₂	8,731	7,163	7,099	11,611	12,696	11,951
Gas oil	t-CO ₂	7,313	7,707	7,353	7,930	8,270	9,465
Natural gas	t-CO ₂	4,394	3,730	3,546	3,855	4,168	4,314
Kerosene	t-CO ₂	1,865	2,152	1,965	2,414	2,034	2,089
Gasoline	t-CO ₂	1,470	1,038	995	913	906	916
Outside Japan	t-CO ₂	117,894	121,818	112,157	118,834	121,465	115,712
Purchased electricity	t-CO ₂	35,583	35,554	26,673	24,182	25,710	23,126
Purchased steam	t-CO ₂	0	109	65	0	0	0
Heavy fuel oil	t-CO ₂	4,145	3,266	3,421	4,459	2,778	0
City gas	t-CO ₂	7,848	11,741	12,363	13,767	12,837	13,110
LPG	t-CO ₂	1,447	1,743	1,893	1,857	1,612	5,357
Gas oil	t-CO ₂	62,386	62,437	58,811	66,179	70,657	66,183
Natural gas	t-CO ₂	6,345	6,720	6,437	6,634	6,624	7,658
Kerosene	t-CO ₂	0	0	0	0	0	0
Gasoline	t-CO ₂	140	248	220	262	421	278
Liquid nitrogen	t-CO ₂	0	0	2,274	1,494	826	0

CO₂ Emissions (by Business Segment)

	Unit	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total	t-CO ₂	363,298	342,017	319,085	340,753	343,041	345,548
Japan	t-CO ₂	245,404	220,199	206,928	221,919	221,576	229,836
Marine Products <fishery>	t-CO ₂	46,696	46,744	44,160	44,392	45,393	50,963
Marine Products <processing/aquaculture>	t-CO ₂	25,280	24,273	21,341	23,675	22,184	22,718
Food Products	t-CO ₂	113,132	100,889	98,618	109,565	111,417	112,160
Fine Chemicals	t-CO ₂	23,789	17,018	14,018	13,908	12,086	12,471
General Distribution	t-CO ₂	27,353	24,550	22,636	24,135	24,702	25,628
Others	t-CO ₂	9,154	6,725	6,155	6,242	5,794	5,896
Outside Japan	t-CO ₂	117,894	121,818	112,157	118,834	121,465	115,712
Marine Products<fishery>	t-CO ₂	25,417	22,398	21,521	23,555	22,922	13,790
Marine Products <processing/aquaculture>	t-CO ₂	59,899	64,140	52,616	56,163	60,752	64,942
Food Products	t-CO ₂	32,578	35,105	37,921	39,116	37,791	36,980
Fine Chemicals	t-CO ₂	0	175	99	0	0	0

CO₂ Emissions (Scope 1, 2)

	Unit	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total	t-CO ₂	363,298	342,017	319,085	340,753	343,041	345,548
Scope 1	t-CO ₂	209,705	207,069	197,731	213,374	215,668	218,762
Japan	t-CO ₂	127,394	120,914	114,586	120,216	120,739	126,176
Outside Japan	t-CO ₂	82,311	86,155	83,145	93,158	94,929	92,586
Scope 2 (Market-based approaches) (Note)	t-CO ₂	153,593	134,948	121,354	127,379	127,373	126,786
Japan	t-CO ₂	118,010	99,285	92,342	101,703	100,837	103,660
Outside Japan	t-CO ₂	35,583	35,663	29,012	25,676	26,536	23,126

(Note): With regard to CO₂ emission factor for electricity, Nissui and Group companies in Japan used the basic emission factor by electric power utility until FY2023, but have been applied the adjusted emission factor by electric power utility since FY2024. For Group companies outside Japan, CO₂ emissions have been calculated by using average CO₂ emissions factors by countries published by the International Energy Agency (IEA) since 2018.

CO₂ Emissions (Scope 3)

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total		t-CO ₂	2,282,923	2,545,561	2,526,262	2,780,681	3,005,640
Category1	Purchased goods and services	t-CO ₂	2,056,442	2,316,906	2,297,014	2,514,377	2,703,165
Category2	Capital goods	t-CO ₂	71,005	79,343	81,241	107,296	120,946
Category3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	t-CO ₂	60,913	63,191	61,779	65,650	66,956
Category4	Upstream transportation and distribution	t-CO ₂	73,788	66,819	62,181	68,035	87,582
Category5	Waste generated in operations (Note)	t-CO ₂	9,790	8,110	13,396	14,545	16,070
Category6	Business travel	t-CO ₂	1,226	1,256	1,228	1,317	1,347
Category7	Employee commuting	t-CO ₂	3,197	3,277	3,206	3,428	3,506
Category8	Upstream leased assets	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Category9	Downstream transportation and distribution	t-CO ₂	Excluded	Excluded	Excluded	Excluded	Excluded
Category10	Processing of sold products	t-CO ₂	Excluded	Excluded	Excluded	Excluded	Excluded
Category11	Use of sold products	t-CO ₂	Excluded	Excluded	Excluded	Excluded	Excluded
Category12	End-of-life treatment of sold products	t-CO ₂	6,562	6,659	6,217	6,032	6,069
Category13	Downstream leased assets	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Category14	Franchises	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Category15	Investments	t-CO ₂	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

(Note): The scope changed from FY2022.

Energy Use

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total		GJ	7,107,848	6,977,094	6,977,801	7,088,062	7,200,315
Japan		GJ	4,359,806	4,167,282	4,175,457	4,219,139	4,316,888
	Purchased electricity	GJ	2,338,921	2,250,556	2,053,100	2,099,119	2,118,075
	Purchased steam	GJ	0	0	0	0	0
	Heavy fuel oil	GJ	829,295	779,498	738,650	735,713	804,542
	City gas	GJ	835,295	794,322	826,610	837,250	835,468
	LPG	GJ	121,339	120,247	194,279	212,427	199,968
	Gas oil	GJ	112,405	107,242	115,034	119,969	137,313
	Natural gas	GJ	75,357	71,627	75,645	81,785	84,641
	Kerosene	GJ	31,732	28,968	35,211	29,664	30,462
	Gasoline	GJ	15,464	14,821	13,313	13,217	13,354
	Fish oil	GJ	125,745	131,023	103,440	64,886	67,928
	Waste oil	GJ	1,669	1,685	1,239	762	0
	Soybean oil	GJ	0	158	4,528	5,216	4,370
	Solar power generation	GJ	-	-	14,408	19,131	20,767
Outside Japan		GJ	2,748,042	2,809,812	2,802,344	2,868,923	2,883,427
	Purchased electricity	GJ	1,400,845	1,442,779	1,307,151	1,348,049	1,419,255
	Purchased steam	GJ	1,817	1,083	0	0	0
	Heavy fuel oil	GJ	47,116	49,344	63,073	39,295	0
	City gas	GJ	236,960	248,371	276,074	266,221	241,676
	LPG	GJ	29,524	32,033	31,136	27,044	89,745
	Gas oil	GJ	892,321	859,334	959,870	1,024,780	959,890
	Natural gas	GJ	135,757	130,032	130,107	129,904	150,185
	Kerosene	GJ	0	0	0	0	0
	Gasoline	GJ	3,702	3,287	3,825	6,144	4,059
	Liquid nitrogen	GJ	0	43,549	24,784	13,710	0
	Fish oil	GJ	-	-	25	2,435	1,471
	Waste oil	GJ	-	-	724	1,116	1,555
	Solar power generation	GJ	-	-	5,575	10,225	14,427

Renewable Energy

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total	Purchased Power from Renewable Energy Sources	MWh	11,002	37,321	45,146	49,202	57,515
	Solar power generation	MWh	2,240	4,784	5,551	8,154	9,777
	Ratio of Electricity Generated from Renewable Energy Sources	%	3.5%	11.2%	12.9%	14.1%	16.1%
	Renewable Energy (Fish oil, Waste oil, Soybean oil)	MWh	35,684	37,076	30,543	20,671	21,247
	Ratio of Renewable Energy	%	2.5%	4.1%	4.2%	4.0%	4.4%
Japan	Purchased Power from Renewable Energy Sources	MWh	181	5,699	7,437	9,830	14,480
	Solar power generation	MWh	977	3,490	4,002	5,314	5,769
	Ratio of Electricity Generated from Renewable Energy Sources	%	0.5%	4.0%	4.7%	6.1%	8.1%
	Renewable Energy (Fish oil, Waste oil, Soybean oil)	MWh	35,393	36,907	30,335	19,684	20,083
	Ratio of Renewable Energy	%	3.0%	4.0%	3.6%	3.0%	3.4%
Outside Japan	Purchased Power from Renewable Energy Sources	MWh	10,821	31,622	37,709	39,372	43,035
	Solar power generation	MWh	1,263	1,294	1,549	2,840	4,008
	Ratio of Electricity Generated from Renewable Energy Sources	%	8.5%	22.5%	25.7%	26.6%	28.0%
	Renewable Energy (Fish oil, Waste oil)	MWh	291	169	208	986	1,164
	Ratio of Renewable Energy	%	1.6%	4.2%	5.1%	5.4%	6.0%

Water Use (by Region)

	Unit	FY2015 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total	thousand m ³	3,885	10,520	9,493	11,009	11,931	12,231
Japan	thousand m ³	3,885	3,843	3,711	4,276	4,499	4,500
Use per unit (Note)	Use per unit of production volume (m ³ /t)	10.3	9.9	9.8	10.4	10.5	10.4
	Reference: Production volume	t	360,190	367,305	357,829	393,740	409,782
Outside Japan	thousand m ³	-	6,677	5,782	6,733	7,432	7,731
Asia	thousand m ³	-	469	484	503	528	517
Europe	thousand m ³	-	776	695	885	810	752
North America	thousand m ³	-	5,151	4,332	4,988	5,783	6,161
South America	thousand m ³	-	281	271	357	311	301
Reference: Production volume	t	-	428,818	407,361	451,435	470,120	496,233

(Note): Based on water use per production plant (water use per unit of production volume) accounting for 96.0% of water use in FY2025.

Water Use (by Water Source)

	Unit	FY2015 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total	thousand m ³	3,885	10,520	9,493	11,009	11,931	12,231
Japan	thousand m ³	3,885	3,843	3,711	4,276	4,499	4,500
City water	thousand m ³	1,092	997	901	1,155	1,212	1,223
	thousand m ³	2,023	2,095	2,114	2,407	2,504	2,494
	thousand m ³	770	752	696	714	783	783
Outside Japan	thousand m ³	-	6,677	5,782	6,733	7,432	7,731
City water	thousand m ³	-	974	890	1,090	1,004	927
	thousand m ³	-	278	318	296	265	307
	thousand m ³	-	1,674	1,306	1,418	1,671	1,666
River water	thousand m ³	-	255	249	340	290	292
Others	thousand m ³	-	21	17	0	0	0
Sea water	thousand m ³	-	3,475	3,002	3,589	4,202	4,539
Rain water	thousand m ³	-	0	0	0	0	0

Water Discharge

	Destination	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	-	thousand m ³	264	275	256	218	150
Outside Japan	Rivers/sea/canals	thousand m ³	3,933	3,493	3,812	4,137	4,377
	Sewers	thousand m ³	272	287	419	465	426

Scope: Japan is only Nissui Corporation. Outside Japan is all consolidated companies in outside Japan

Details of the data: Production wastewater from production plants running off into public waterways.

Quality of Discharged Water

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	COD	t	1.9	2.3	2.8	2.9	3.1
	BOD	t	0.9	1.2	2.1	1.1	1.1
	T-N	t	0.6	0.5	0.5	0.3	0.7
	T-P	t	0.3	0.1	0.2	0.1	0.2

Scope: Nissui Corporation

Details of the data: Production wastewater from production plants running off into public waterways.

Waste Generated

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan		t	36,632	33,729	37,546	40,344	40,138
	Generation per unit (Note 1)	Generation per unit of production volume (kg/t)	85.8	81.9	84.0	86.4	85.2
	Recycled waste (Note 2)	t	35,588	32,826	36,004	38,811	38,925
	Recycling waste rate (Note 2)	%	99.0%	98.9%	97.6%	97.9%	98.6%
	Non-recycled waste (Note 2)	t	376	365	893	846	534

Scope: Nissui Group in Japan

(Note 1): Based on waste generated per production plant (waste generated per unit of production volume) accounting for 88.0% of waste generated in FY2025.

(Note 2): Recycled waste, recycling waste rate and non-recycled waste are calculated after domestic waste has been removed.

Food Loss and Waste Generated (Animal and Plant Residues/Waste from Products)

Animal and plant residues

		Unit	FY2017 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Japan (Note 1)		t	9,187	7,490	7,428	7,940	9,155	8,580
	Generation per unit (Note 2)	Generation per unit of production volume (kg/t)	36.8	31.7	31.2	30.8	33.5	31.2
	Reference Production volume (production plant)	t	249,856	236,043	232,613	258,159	273,089	275,441

Scope: Nissui Group in Japan

(Note 1): The animal and plant residues that cannot be reduced through self-help efforts (non-edible parts inevitably generated in the raw material processing phase) are excluded.

(Note 2): Based on food loss generated per production plant (food loss generated per unit of production volume)

Waste from products

		Unit	FY2020 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Japan		t	438	552	515	397	348	324

Scope: Nissui Corporation

Use of Containers and Packaging

		Unit	FY2015 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Plastic	t	3,675	4,374	4,456	3,939	3,622	3,690
	Use per unit (Note)	Use per unit of sales volume (kg/t)	42.1	39.5	39.4	37.7	38.5	38.7
	Paper	t	-	356	416	627	607	382
	Glass bottle	t	-	3,122	3,476	3,176	2,981	3,446

Scope: Nissui Corporation

(Note): Those specified as containers and packaging in the Container and Packaging Recycling Law of Japan (containers and packaging released from households).

Plastic Waste at The Production Phase

		Unit	FY2017 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Japan		t	6,138	5,205	4,862	5,530	5,905	5,985
	Generation per unit	Generation per unit of production volume (kg/t)	16.8	14.2	13.6	14.0	14.4	14.4

Scope: Nissui Corporation

Air

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	NOx	t	11.5	7.1	10.0	9.6	13.9
	SOx	t	0.0	0.0	0.0	0.0	0.0
	Soot and dust	t	0.0	0.0	0.1	0.0	0.1

Scope: Nissui Corporation

Details of the data: Emissions from boilers with a heating surface area of 10㎡ or more, or with a combustion capacity of 50 liters/hour or more that are designated as facilities that generate soot and smoke, pursuant to the Air Pollution Control Act.

Ozone-depleting Substances

		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	HCFC (HFC) leakage level	t-CO ₂	1,808	1,322	2,015	1,864	927

Scope: Nissui Corporation

S: Social Data

Definition of terms

Employees: Employees who are directly hired by a company, AS employees (employees who directly hired by each department)

Temporary employees: Temporary employees including directly-hired contract employees and temporary employees such as part timers

Executives: Directors, Audit & Supervisory Board Members and Executive Officers

Managers: Persons with subordinates, or persons in equivalent levels without subordinates, excluding Executives

Number of Employees (persons)

		FY2023			FY2024			FY2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Total		-	-	19,096	-	-	19,320	-	-	20,810
Nissui Group in Japan, total		-	-	11,209	-	-	11,289	-	-	11,475
	Employees	-	-	5,039	-	-	5,118	-	-	5,274
	Temporary employees	-	-	6,170	-	-	6,171	-	-	6,201
Nissui Corporation		-	-	2,599	-	-	2,633	-	-	2,626
	Employees	1,089	415	1,504	1,077	428	1,505	1,048	441	1,489
	Temporary employees	-	-	1,095	-	-	1,128	-	-	1,137
Consolidated subsidiaries		-	-	8,610	-	-	8,656	-	-	8,849
	Employees	-	-	3,535	-	-	3,613	-	-	3,785
	Temporary employees	-	-	5,075	-	-	5,043	-	-	5,064
Nissui Group Outside Japan, total		-	-	7,887	-	-	8,031	-	-	9,335
	Employees	-	-	5,065	-	-	5,214	-	-	6,252
	Temporary employees	-	-	2,822	-	-	2,817	-	-	3,083
Asia		-	-	1,862	-	-	1,892	-	-	1,849
	Employees	-	-	612	-	-	595	-	-	598
	Temporary employees	-	-	1,250	-	-	1,297	-	-	1,251
Europe		-	-	2,599	-	-	2,655	-	-	2,793
	Employees	-	-	2,107	-	-	2,230	-	-	2,340
	Temporary employees	-	-	492	-	-	425	-	-	453
North America		-	-	1,590	-	-	1,682	-	-	1,909
	Employees	-	-	1,205	-	-	1,253	-	-	1,327
	Temporary employees	-	-	385	-	-	429	-	-	582
South America		-	-	1,836	-	-	1,802	-	-	2,784
	Employees	-	-	1,141	-	-	1,136	-	-	1,987
	Temporary employees	-	-	695	-	-	666	-	-	797

Executives and Managers (persons)

		FY2023			FY2024			FY2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Nissui Corporation	Executives	22	2	24	21	3	24	23	4	27
	Managers	327	23	350	303	26	329	269	27	296
	Managers in the departments	172	13	185	168	14	182	141	14	155

Number of Persons Hired

		FY2023			FY2024			FY2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of persons hired (persons)	Nissui Corporation	46	18	64	39	28	67	42	28	70
	New graduates	26	13	39	26	21	47	26	15	41
	Mid-career hires	20	5	25	13	7	20	16	13	29
Reference: Retention rate of new graduates (3 years after employment)	Nissui Corporation	92%	92%	92%	83%	93%	86%	96%	100%	97%

Retirees/Turnover (persons)

		FY2023			FY2024			FY2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Nissui Corporation		48	15	63	55	20	75	61	17	78
	Personal reasons	24	9	33	21	14	35	15	8	23
	Company reasons (transfers)	4	1	5	6	0	6	4	0	4
	Others	5	0	5	5	1	6	6	1	7
	Retirement	15	5	20	23	5	28	36	8	44

Ratio of Female in the Workplace (Only Nissui)

	FY2023	FY2024	FY2025
Ratio of female among new hires	28.1%	41.8%	40.0%
Ratio of female employees	27.6%	28.4%	29.6%
Ratio of female managers	6.6%	7.9%	9.1%
Ratio of female managers in departments	7.0%	7.7%	9.0%
Ratio of female executives	8.3%	12.5%	14.8%

Number of People with Disabilities (Only Nissui)

	FY2023	FY2024	FY2025
Employees with disabilities (persons)	66	73	76
Ratio	2.78%	3.01%	3.15%

Status of Employees (Only Nissui)

	FY2023			FY2024			FY2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average age (years of age)	43.3	42.6	43.1	43.4	42.3	43.1	43.1	42.1	42.8
Average years of service (years)	17.1	14.4	16.4	17.2	14.2	16.3	16.7	13.6	15.8
Average yearly salary (thousands of yen)	-	-	7,660.10	-	-	8,355.65	-	-	8,506.16

Gender Pay Gap (Ratio of female's wages to male's wages)

	FY2023			FY2024			FY2025		
	Overall	Employees	Temporary employees	Overall	Employees	Temporary employees	Overall	Employees	Temporary employees
Nissui Corporation	58.2%	73.9%	75.3%	58.0%	72.9%	75.8%	59.3%	72.9%	76.3%
Divisions other than production divisions	64.4%	68.7%	70.4%	63.4%	67.3%	72.6%	63.5%	67.6%	64.5%
Production divisions	55.0%	76.8%	76.1%	54.7%	76.5%	76.2%	56.0%	75.4%	78.5%

(Note): Wages include base salary, bonuses, and substandard wages. There is no difference in wages for equal work between male and female; this is due to the difference in the composition of the number of persons in each level.

Working Hours and Status of Use of Childcare Leave and Other Programs (Only Nissui)

		Unit	FY2023			FY2024			FY2025		
			Male	Female	Total	Male	Female	Total	Male	Female	Total
Working hours (per employee)	Total working hours	hours /year	-	-	1,923.3	-	-	1,918.3	-	-	1,913.6
	Average overtime hours	hours /month	-	-	15.1	-	-	14.8	-	-	14.3
	Average number of days of paid leave taken (Note 2)	days	-	-	15.1	-	-	14.8	-	-	15.2
	Rate of paid leave taken (Note 2)	%	-	-	79.3	-	-	77.5	-	-	79.5
Childcare leave program	The number of employees who have taken childcare leave	persons	33	17	50	32	18	50	41	20	61
	Rate of childcare leave utilization	%	110.0 (Note 4)	100.0	-	106.7 (Note 4)	138.5 (Note 3)	-	91.1	111.0 (Note 3)	-
	Return-to-work rate	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	Retention rate	%	100.0	100.0	100.0	100.0	100.0	100.0	94.4	88.9	93.3
Other programs	The number of employees who have taken nursing care leave	persons	0	1	1	0	2	2	0	0	0

(Note 1): The scope changed from FY2025.

(Note 2): This count includes only annual paid leave and does not cover special paid leave granted for specific reasons.

(Note 3): Since the childcare leave period may extend across fiscal years due to extensions or other reasons, the percentage may exceed 100%.

(Note 4): The rate is calculated by dividing the number of male employees who took childcare leave in the previous fiscal year by the number of births by their spouses. Therefore, the rate may exceed 100% as it includes male employees whose spouses gave birth not only in the current fiscal year but also in earlier years.

Indicators of Occupational Safety

	FY2023	FY2024	FY2025
Number of work-related accidents	128	134	137
(Number of those that led to time off from work)	51	59	58
(Number of those that led to deaths)	1	0	0
Frequency rate (Note)	1.20	1.21	1.00

Scope: Number of work-related accident reports on Nissui Corporation and its Group companies in Japan (including equity-method affiliated companies in Japan).
Frequency rate reports on Nissui Corporation

(Note): One of the safety indices to indicate the incidence of work-related accidents, calculated by the following formula: Frequency rate = number of those who suffered from injury resulting in lost work time ÷ total working hours × one million actual work hours.

Indicators of Employee Health (Only Nissui)

	Unit	FY2023			FY2024			FY2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
EPA/AA ratio	-	0.35	0.36	0.35	0.34	0.34	0.34	0.29	0.29	0.29
Smoking rate	%	28.2	8.4	20.0	27.9	8.9	20.5	28.0	9.1	20.6
Obesity rate (Note 1)	%	34.4	18.9	27.7	35.5	21.5	35.0	35.0	21.2	29.6
Employees undergoing stress check	%	-	-	94.1	-	-	94.8	-	-	94.5
High-stress employees	%	-	-	9.9	-	-	8.9	-	-	7.7
Annual checkup rate	%	-	-	100.0	-	-	100.0	-	-	100.0
Follow-up examination rate (specialized diagnostic examinations)	%	-	-	95.0	-	-	98.2	-	-	96.2
Employees with abnormal blood pressure (Note 2)	%	-	-	12.9	-	-	9.2	-	-	10.2
Employees with abnormal lipid levels (Note 3)	%	-	-	13.3	-	-	14.6	-	-	14.0
Employees with abnormal blood glucose levels (Note 4)	%	-	-	4.7	-	-	5.1	-	-	4.6
Employees who do not engage in regular exercise (Note 5)	%	-	-	72.6	-	-	71.6	-	-	70.4
Employees who skip breakfast (Note 6)	%	-	-	29.1	-	-	28.1	-	-	29.1
Employees reporting insufficient sleep (Note 7)	%	-	-	28.2	-	-	30.1	-	-	28.3

(Note 1): Percentage of employees with BMI 25 or above

(Note 2): Percentage of employees with systolic blood pressure of 130mmHg or above and/or diastolic blood pressure of 85mmHg or above

(Note 3): Percentage of employees with triglyceride levels of 150 mg/dl or above

(Note 4): Percentage of employees with fasting blood glucose levels of 110 mg/dl or above

(Note 5): Percentage of employees who answered "No" to the question "Do you engage in physical activity for 30 minutes or more at least twice a week?" on the medical questionnaire

(Note 6): Percentage of employees who answered "Yes" to the question "Do you skip breakfast three or more times a week?" on the medical questionnaire

(Note 7): Percentage of employees who answered "No" to the question "Do you get sufficient sleep?" on the medical questionnaire

G: Governance Data

Composition of the Directors (As of June 25, 2026)

	Male	Female	Total
Board of Directors	8	2	10
Inside Directors	6	0	6
Outside Directors	2	2	4
Supervisory Board Member	3	1	4
Standing Audit & Supervisory Board Member	1	0	1
Outside Audit & Supervisory Board Member	2	1	3

Scope: Nissui Corporation

Attendance at Board of Directors Meetings and Audit & Supervisory Board (FY2025)

Category	Name	Board of Directors meetings	Audit & Supervisory Board meetings	Nomination and Compensation Committees	
				Nomination Committee	Compensation Committee
Inside Director	Teru Tanaka	22/22	-	4/4	6/6
	Masahide Asai	22/22	-	-	-
	Yoichiro Hiroi	-	-	-	-
	Hiroshi Inoue	-	-	-	-
	Terutaka Kuraishi	15/16	-	-	-
	Hirofumi Nakano	-	-	-	-
Outside Director	Atsumi Eguchi	22/22	-	6/6	7/7
	Daisaku Abe	22/22	-	4/4	4/4
	Keiko Tanaka	21/22	-	4/4	4/4
	Masahiko Ito	-	-	-	-
Standing Audit & Supervisory Board Member	Hiroyuki Hamano	22/22	15/15	-	-
Outside Audit & Supervisory Board Member	Makiko Terahara	21/22	14/15	-	-
	Tomoshige Jingu	16/16	10/10	-	-
	Takeshi Tadokoro	16/16	10/10	-	-

Scope: Nissui Corporation

Usage Status of Whistleblowing System

	FY2023	FY2024	FY2025
Nissui Corporation	9	12	15
Harassment/interpersonal relations	7	6	5
Labor problems	0	2	4
Other	2	4	6
Group companies	16	18	24
Harassment/interpersonal relations	6	6	7
Labor problems	2	5	3
Other	8	7	14

(Note): If a single case involves multiple categories, such as harassment and labor problems, it is counted based on the matter deemed most serious as a problem.

Implementation of Internal Audit

		Unit	FY2023	FY2024	FY2025
Japan	Nissui Corporation	departments	11	18	11
	Consolidated companies	companies	10	5	14
Outside Japan	Consolidated companies	companies	4	6	7

Number of Cases of Violations of the Labor Standards Act

	Unit	FY2023	FY2024	FY2025
Number of cases of violations of the Labor Standards Act (Violation of 36 Employee-Employer Agreement)	Cases	8	2	12

Scope: Nissui Corporation

Corporate Income Tax (by Region)

	Unit	FY2022	FY2023	FY2024
Japan	million yen	5,092	7,432	5,123
Europe	million yen	831	1,761	2,686
North America	million yen	1,029	1,824	2,327
Others	million yen	935	313	121
Total	million yen	7,887	11,330	10,257

Scope: Nissui Corporation and all consolidated companies

Donations

	Unit	FY2023	FY2024	FY2025
Donation amount	million yen	14	15	4

Scope: Nissui Corporation

(Note): This amount includes only donations to organizations designated as Specified Public Interest Promotion Corporations under Japanese tax law.

Compliance Training Implementation Status - Harassment Prevention

	Target tier/Groups	Unit	FY2023	FY2024	FY2025
Detection and correction of unintentional harassment using the harassment tendency check, and lectures	Leader-level	persons	272	296	-
	Executives and department managers	persons	56	-	16
	Contact points for consultation at each office	persons	-	-	34

Scope: Nissui Corporation

Compliance Training Implementation Status - Others (E-learning)

	Target tier/Groups	Unit	FY2023	FY2024	FY2025
Information security rules	New employees	persons	39	47	41
	All employees	persons	1,920	1,945	1,964
Information security awareness survey	All employees	persons	1,932	1,944	1,906
Targeted e-mail training	Related groups	persons	1,997	1,995	1,998
Handling of personal information in electronic commerce	Related groups	persons	23	22	20
Standards related to raw materials and labeling	Related groups	persons	329	387	383

Scope: Nissui Corporation

Business and Human Rights Training Implementation Status

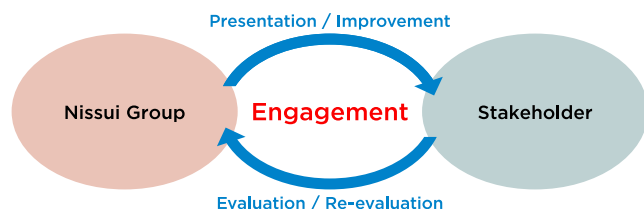
Details	Target tier/Groups	Unit	FY2023	FY2024	FY2025
Business and human rights training (e-learning)	Nissui employees	persons	1,663 (Note)	1,641 (Note)	2,873
Business and human rights training (training video viewing)	Nissui Group in Japan	persons	1,653	1,493	3,816

(Note): Employees without access to a computer are excluded.

Stakeholder Dialogue

Try to solve issues together with our stakeholders

This is the essence of the Nissui Group's activities for sustainability.



The Nissui Group, aiming to solve key issues, has been engaged in numerous external communications with stakeholders and promoting activities while reminding ourselves to not become complacent.

The 6th Stakeholder Dialogue (FY2024)



Date

September 9, 2024

Theme

Results of 3rd Survey of Marine Resources Handled by the Nissui Group and Future Initiatives

Experts



Satoshi Maekawa

WWF Japan,
Oceans and Fisheries Group Leader



Aiko Yamauchi

Seafood Legacy Co., Ltd.,
COO/Vice President



Hiroyuki Matsuda

Yokohama National University,
Institute for Multidisciplinary Sciences
Distinguished YNU Professor

Opinions from the experts

- Recognition of the Nissui Group's initiatives has grown through the Survey on the Status of Marine Resources and proactive information disclosure.
- We commend the autonomous initiatives being undertaken in Southeast Asia, such as genetic identification of fish used as surimi raw materials and socio-scientific evaluation of extensive shrimp farming.
- Marine products face numerous human rights challenges, and we hope to see further initiatives that address these concerns.
- For resources with unknown status and raw materials that are difficult to trace, it is essential to collaborate with stakeholders, including external organizations and business partners, to develop viable solutions.

The 5th Stakeholder Dialogue (FY2021)



Date

September 13, 2021

Theme

Results of 2nd Survey of Marine Resources Handled by the Nissui Group and Future Initiatives

Experts

Kozo Ishii

MSC Japan, Program director

Satoshi Maekawa

WWF Japan, Oceans and Fisheries Group
Leader

Hiroyuki Matsuda

Yokohama National University,
Professor

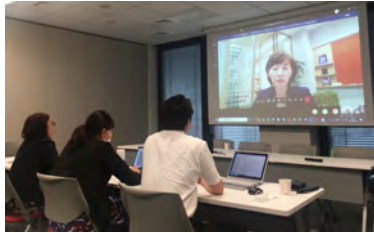
Aiko Yamauchi

Seafood Legacy Co., Ltd., Senior Officer

Opinions from the experts

- The survey method has improved since the previous one was conducted.
- While many companies conduct their own research and analysis, the fact that the company chose to use a method that can guarantee the integrity of a third party is good; moreover, it is also important to ensure transparency in information disclosure, etc.
- Procurement of endangered species requires careful attention to individual population levels based on the assessment information provided by the IUCN for each particular species.
- Although it is necessary to expand the number of certified products, the goal should not be their procurement, but rather to clearly define Nissui's vision of sustainability and aim to achieve that vision.

Online Dialogue (FY2020)



Date

June 20, 2020

Theme

Diversity and Employee Health: Keystones of Business Management Strategies

Experts



Kaori Sasaki

CEO of ewoman, Inc.
CEO of UNICUL International, Inc.
Chair of International Conference for Women in Business

Opinions from the expert

Please see the following link for the details.

Sustainability Report 2020 (14.9MB) [📄](#)

Featured Dialogue (FY2019)



Date

June 30, 2019

Theme

The Merits of a Global Partnership

Experts



Martin Exel

Seafood Business for Ocean Stewardship (SeaBOS)
Managing Director

Opinions from the expert

Please see the following link for the details Sustainability Report 2019 "Featured Dialogue" (954KB) [📄](#)

The 4th Stakeholder Dialogue (FY2018)



Date

August 1, 2018

Theme

Concerning the survey results of the marine resources handled by the Nissui Group, as well as sustainable procurement and combating IUU fishing

Experts



Aiko Yamauchi

Leader
Oceans and Seafood Group
Conservation Division
WWF Japan



Yoshioki Oozeki, Ph.D.

Senior Adviser
Japan Fisheries Research and Education Agency

Opinions from the experts

- Concerning the Survey Results of Marine Resources Handled by the Nissui Group
 - You've put together some fantastic data...going to all that trouble is rare, even globally.
 - Close to 40% of the marine resources Nissui procured were marine eco-labeled certified. This is also meaningful for the operator as a way of validating one's own activities.
- Concerning Sustainable Procurement and Combating IUU Fishing
 - Creating a sustainable procurement mechanism that includes suppliers will also be effective in combating IUU fishing.
 - Maintaining communications with suppliers will be a way for the company to avoid risk.

The 3rd Stakeholder Dialogue (FY2017)



Date

September 5, 2017

Theme

Sustainability of marine resources and sustainable procurement

Experts



Aiko Yamauchi
Leader
Oceans and Seafood Group
Conservation Division
WWF Japan



Keiichi Ushijima
Japan CCaSS Leader, Principal
Climate Change and Sustainability Services
(CCaSS)
Ernst & Young ShinNihon LLC (EY Japan)

Opinions from the experts

- How to evaluate the impact of issues on future operations and share it with employees in the process of determining key issues.
- The question is what kind of leadership Japanese companies can show in the area of global marine resource management.
- There are cases of forced labor and child labor being involved in the procurement supply chain without the company's knowledge. Human rights violations will be a future management risk.
- Capacity building of supporting the improvement of a supplier's capabilities helps cultivate a lasting relationship.

The 2nd Stakeholder Dialogue (FY2016)



Date

September 6, 2016

Theme

Material Issues of the Nissui Group

Experts



Makiko Akabane
Director, Japan
CSR Asia
Advisor
Japan NGO Center for International
Cooperation (JANIC)



Aiko Yamauchi
Leader
Oceans and Seafood Group
Conservation Division
The World Wide Fund for Nature, Japan
(WWF Japan)



Yukiko Furuya
President
Consumer Conference for Sustainability
(CCFS)
Standing Advisor
Nippon Association of Consumer Specialists

Opinions from the experts

- A global marine products company requires the perspectives of (1) conservation of the ecosystem, (2) the lives of fishermen and factory workers, (3) humane work styles (e.g. labor conditions) and (4) governance.
- In terms of food education and food loss, it is crucial to maintain a stance of the company solving issues together with the consumer, e.g. by making proposals that take into account the impact of consumer behavior.
- A global perspective is essential when dealing with hunger and food pillaging because of its security aspects.
- Measures are required such as articulating the relationship with SDGs.

The 1st Stakeholder Dialogue (FY2015)



Date

February 12, 2016

Theme

"Nissui Group's business management and CSR"
The type of CSR that the Nissui Group needs to reinforce

Experts



Eiichiro Adachi
Counselor
Head of ESG Research Center
The Japan Research Institute, Limited



Aiko Yamauchi
Leader
Oceans and Seafood Group
Conservation Division
The World Wide Fund for Nature, Japan
(WWF Japan)



Yukiko Furuya
President
Consumer Conference for Sustainability
(CCFS)
Standing Advisor
Nippon Association of Consumer Specialists

Opinions from the experts

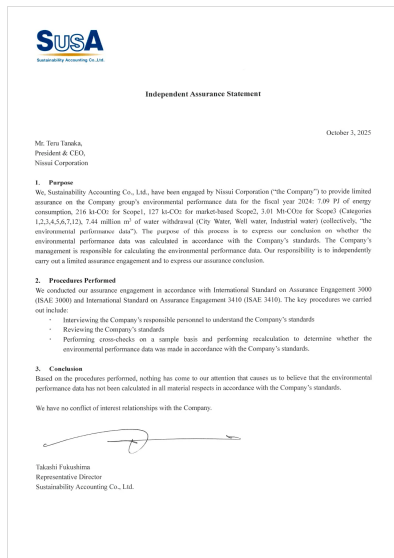
- Product development requires not only the perspective of marketing but also solving social issues.
- "Labor" and the "Environment" are universal issues for the world's seafood processing industry.
- Initiatives toward the resources should satisfy present needs while anticipating future needs.
- The direction which the organization is to take should be articulated (The stance toward initiatives will be called into question).
- The negative impact generated by the business must be disclosed and solutions should be considered.
- Verify the process of monitoring progress together with the stakeholders.

Third-Party Assurance

On environmental data, to secure the reliability of the reported information, we obtained a third-party assurance from Sustainability Accounting Co., Ltd.

FY2024

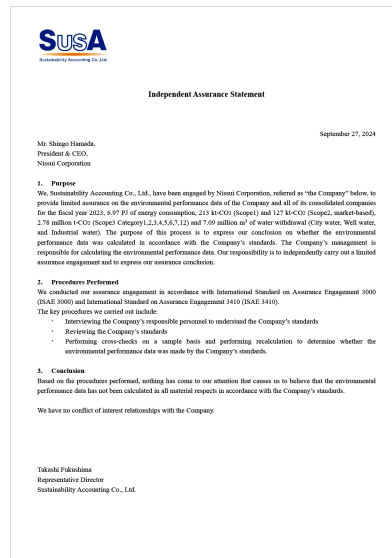
CO₂ emissions (Scope 1, 2, 3), energy use, water use (City water, Well water, Industrial water)



Independent Assurance Statement FY2024 (1.27MB)

FY2023

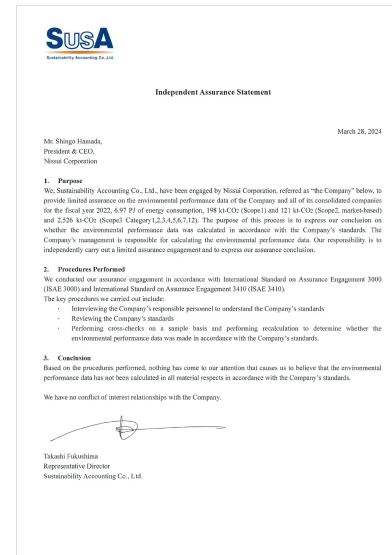
CO₂ emissions (Scope 1, 2, 3), energy use, water use (City water, Well water, Industrial water)



Independent Assurance Statement FY2023 (164KB)

FY2022

CO₂ emissions (Scope 1, 2, 3) and energy use



Independent Assurance Statement FY2022 (301KB)

ESG Data>E: Environmental Data >

FY2021

CO₂ emissions (Scope 1, 2, 3) and energy use



Independent Assurance Statement FY2021 (288KB)

Comparative Tables (GRI Content Index/SASB)

GRI Content Index

Statement of use	The Nissui Group has reported in accordance with the GRI Standards for the period from 1 April 2025 to 31 March 2026.
GRI1 used	GRI1: Foundation 2021
Applicable GRI Sector Standard	GRI13: Agriculture, Aquaculture and Fishing Sectors 2022

General disclosures

Disclosure		Location
GRI 2: General Disclosures 2021		
2-1	Organizational details	Company Overview > Access & Office Locations > Global Network >
2-2	Entities included in the organization's sustainability reporting	The Nissui Group's Businesses > Global Network >
2-3	Reporting period, frequency and contact point	Sustainability Report>Editorial Policy >
2-4	Restatements of information	ESG Data > E: Environmental Data >
2-5	External assurance	Third-Party Assurance >
2-6	Activities, value chain and other business relationships	The Nissui Group's Businesses > Access & Office Locations > Global Network >
2-7	Employees	The 111th Annual Securities Report (Japanese)  ESG Data > S: Social Data >
2-8	Workers who are not employees	The 111th Annual Securities Report (Japanese)  ESG Data > S: Social Data >
2-9	Governance structure and composition	Corporate Governance > Determination of Material Issues > Material Issue Promotion Framework >
2-10	Nomination and selection of the highest governance body	Corporate Governance >
2-11	Chair of the highest governance body	Corporate Governance >
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance > Determination of Material Issues > Material Issue Promotion Framework > Sustainability Promotion Framework >

Disclosure		Location
GRI 2: General Disclosures 2021		
2-13	Delegation of responsibility for managing impacts	Corporate Governance > Determination of Material Issues > Material Issue Promotion Framework > Sustainability Promotion Framework >
2-14	Role of the highest governance body in sustainability reporting	Determination of Material Issues > Material Issue Promotion Framework > Sustainability Promotion Framework >
2-15	Conflicts of interest	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-16	Communication of critical concerns	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-17	Collective knowledge of the highest governance body	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-18	Evaluation of the performance of the highest governance body	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-19	Remuneration policies	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-20	Process to determine remuneration	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-21	Annual total compensation ratio	Corporate Governance > Corporate Governance Report (June 25, 2026) 
2-22	Statement on sustainable development strategy	Message from the President >
2-23	Policy commitments	The Nissui Group's Sustainability Initiatives > Declaration on Action of Sustainability > Policy List > Environmental Code > Quality Assurance Code > Nissui Group Sustainable Marine Products Procurement Policy > Nissui Group Endangered Species (Marine Products) Procurement Guideline > Animal Welfare Policy in Aquaculture > Health and Nutrition Initiatives > Basic Approach and Promotion Framework > The Nissui Group Human Rights Policy > Nissui Group Basic Guidelines for Receiving Foreigners > Policies on Development of Human Capital and Preparation of In-house Environments > Basic Approach to Diversity, Equity & Inclusion in the Nissui Group > Nissui Group's Declaration of Safety > Employee Health Declaration > Message from the President regarding KENKO Investment for Health > Nissui Group Basic Procurement Policy > Basic Policy for Risk Management >

Disclosure		Location
GRI 2: General Disclosures 2021		
2-24	Embedding policy commitments	Determination of Material Issues > Material Issue Promotion Framework > Sustainability Promotion Framework > Stakeholder Communication > Decarbonized Society > Initiatives for TCFD Recommendations > Disclosure of Information Based on TCFD Recommendations > Decarbonized Society > Reduction of CO ₂ Emissions > Promotion Framework - The Environmental Subcommittee > Biodiversity > Initiatives for TNFD Recommendations > Disclosure of Information Based on TNFD Recommendations > Sustainability of Marine Resources > Policy and Promotion Framework > Promotion Framework - The Marine Resource Sustainability Subcommittee/The Marine Environment Subcommittee > Plastic Problems > Policy and Promotion Framework > Promotion Framework - The Plastics Subcommittee > Food Loss and Waste > Promotion Framework - The Food Loss and Waste Subcommittee > Human Rights > Promotion Framework - The Human Rights Subcommittee > Safe and Secure Products > Quality Assurance System > Health and Nutrition Initiatives > Basic Approach and Promotion Framework > Diversity, Equity & Inclusion > Promotion Framework - The Diversity Subcommittee > Occupational Safety and Health > Promotion Framework - The Occupational Safety and Health Subcommittee > Employee Health > Promotion Framework - The Employee Health Working Group > Sustainable Procurement > Promotion Framework - The Sustainable Procurement Subcommittee > Risk Management > Promotion Framework - The Risk Management Committee >
2-25	Processes to remediate negative impacts	Human Rights > Remediation System (Grievance Mechanism) > Risk Management >
2-26	Mechanisms for seeking advice and raising concerns	Compliance > Initiatives to Identify Compliance Issues >
2-27	Compliance with laws and regulations	Not applicable (Coverage: Nissui Corporation)
2-28	Membership associations	Participation in External Initiatives > Support for SeaBOS >
2-29	Approach to stakeholder engagement	Stakeholder Communication > Stakeholder Dialogue >
2-30	Collective bargaining agreements	Occupational Safety and Health > Labor-Management Relation >
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Determination of Material Issues > The Process of Identifying Material Issues >
3-2	List of material topics	Determination of Material Issues >
3-3	Management of material topics	Determination of Material Issues > Targets and Results >

Sector Standards

Disclosure		Location
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022		
13.1	Emissions	ESG Data > E: Environmental Data > Third-Party Assurance >
13.2	Climate adaptation and resilience	Decarbonized Society > Initiatives for TCFD Recommendations >
13.3	Biodiversity	TNFD Report 2023  TNFD Report 2025  Biodiversity > Initiatives for TNFD Recommendations > Disclosure of Information Based on TNFD Recommendations > Biodiversity > Nature Conservation > Sustainability of Marine Resources >
13.4	Natural ecosystem conversion	TNFD Report 2023  TNFD Report 2025  Biodiversity > Initiatives for TNFD Recommendations > Disclosure of Information Based on TNFD Recommendations > Biodiversity > Nature Conservation > Sustainable Aquaculture >
13.5	Soil health	Not applicable
13.6	Pesticides use	Not applicable
13.7	Water and effluents	Reducing Environmental Impact > Initiatives to Reduce Water Use > ESG Data > E: Environmental Data > Third-Party Assurance >
13.8	Waste	Reducing Environmental Impact > Initiatives to Reduce Waste > ESG Data > E: Environmental Data > Plastic Problems > Marine Plastics > Plastic Problems > Containers and Packaging/Waste >
13.9	Food security	Health and Nutrition Initiatives >
13.10	Food safety	Approach to and Systems to Ensure Safety and Security > Initiatives to Ensure Safety and Security > Sustainable Aquaculture > Framework for Research and Management of Fish Health > Sustainable Aquaculture > Use of Medicinal Products >
13.11	Animal health and welfare	Sustainable Aquaculture > Improvement of Health and Welfare of Fish >
13.12	Local communities	TNFD Report 2023  TNFD Report 2025  Regional Contribution Activities >
13.13	Land and resource rights	Not disclosed
13.14	Rights of indigenous peoples	TNFD Report 2023  TNFD Report 2025  Human Rights > Initiatives for Human Rights Due Diligence >
13.15	Non-discrimination and equal opportunity	The Nissui Group Human Rights Policy > Code of Ethics > Ethical Behavior Standards >

Disclosure		Location
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022		
13.16	Forced or compulsory labor	The Nissui Group Human Rights Policy > Code of Ethics > Ethical Behavior Standards >
13.17	Child labor	The Nissui Group Human Rights Policy > Code of Ethics > Ethical Behavior Standards >
13.18	Freedom of association and collective bargaining	The Nissui Group Human Rights Policy >
13.19	Occupational health and safety	Ethical Behavior Standards > Human Rights > Occupational Safety and Health > Employee Health >
13.20	Employment practices	Not disclosed
13.21	Living income and living wage	Occupational Safety and Health > Wages and Working Hours >
13.22	Economic inclusion	Not disclosed
13.23	Supply chain traceability	Sustainability of Marine Resources > Support for SeaBOS > Sustainability of Marine Resources > Marine Eco-Labels > Promoting the Acquisition of MSC Certification >
13.24	Public policy	Not disclosed
13.25	Anti-competitive behavior	Code of Ethics > Ethical Behavior Standards >
13.26	Anti-corruption	Code of Ethics > Ethical Behavior Standards >

Topic Standards

Disclosures		Information
Economy		
GRI201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	The 111th Annual Securities Report (Japanese) 
201-2	Financial implications and other risks and opportunities due to climate change	Initiatives for TCFD Recommendations >
201-3	Defined benefit plan obligations and other retirement plans	The 111th Annual Securities Report (Japanese) 
GRI203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Regional Contribution Activities >
203-2	Significant indirect economic impacts	Health and Nutrition Initiatives >
GRI205: Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	Compliance > ESG Data > G: Governance Data > Ethical Behavior Standards >
GRI206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no applicable incidents (Coverage: Nissui Corporation)
GRI207: Tax 2019		
207-1	Approach to tax	Tax Transparency >
207-2	Tax governance, control, and risk management	Tax Transparency >
207-3	Stakeholder engagement and management of concerns related to tax	Tax Transparency >
207-4	Country-by-country reporting	ESG Data > G: Governance Data >
Environment		
GRI302: Energy 2016		
302-1	Energy consumption within the organization	ESG Data > E: Environmental Data >
GRI303: Water and effluents 2018		
303-1	Interactions with water as a shared resource	ESG Data > E: Environmental Data >
303-2	Management of water discharge-related impacts	ESG Data > E: Environmental Data >
303-3	Water withdrawal	ESG Data > E: Environmental Data >
303-4	Water discharge	ESG Data > E: Environmental Data >
303-5	Water consumption	ESG Data > E: Environmental Data >

Disclosures		Information
Environment		
GRI304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity > TNFD Report 2025  Sustainable Use of Natural Marine Resources > Reducing the Impact on the Marine Environment >
304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity > TNFD Report 2025  Sustainable Use of Natural Marine Resources > Reducing the Impact on the Marine Environment >
304-3	Habitats protected or restored	Biodiversity > TNFD Report 2025  Sustainable Use of Natural Marine Resources > Reducing the Impact on the Marine Environment >
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Sustainable Use of Natural Marine Resources > Initiatives to Handle Endangered Species >
GRI305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	ESG Data > E: Environmental Data >
305-2	Energy indirect (Scope 2) GHG emissions	ESG Data > E: Environmental Data >
305-3	Other indirect (Scope 3) GHG emissions	ESG Data > E: Environmental Data >
305-4	GHG emissions intensity	ESG Data > E: Environmental Data >
305-5	Reduction of GHG emissions	Reduction of CO ₂ Emissions > ESG Data > E: Environmental Data >
305-6	Emissions of ozone-depleting substances (ODS)	Reduction of CO ₂ Emissions > ESG Data > E: Environmental Data >
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	ESG Data > E: Environmental Data >
GRI306: Effluents and Waste 2016		
306-1	Water Discharge by Quality and Destination	ESG Data > E: Environmental Data >
306-2	Waste by type and disposal method	ESG Data > E: Environmental Data >
Social		
GRI401: Employment 2016		
401-1	New employee hires and employee turnover	ESG Data > S: Social Data >
401-3	Parental leave	ESG Data > S: Social Data >
GRI403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Occupational Safety and Health >
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Safety and Health >
403-3	Occupational health services	Occupational Safety and Health >
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Safety and Health >

Disclosures		Information
GRI403: Occupational Health and Safety 2018		
403-5	Worker training on occupational health and safety	Occupational Safety and Health >
403-6	Promotion of worker health	Employee Health >
403-8	Workers covered by an occupational health and safety management system	Occupational Safety and Health >
403-9	Work-related injuries	Occupational Safety and Health >
403-10	Work-related ill health	Occupational Safety and Health >
GRI404: Training and Education 2016		
404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development >
GRI405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Corporate Governance Report (June 25, 2026)  The 111th Annual Securities Report (Japanese)  Corporate Governance > ESG Data > G: Governance Data >
405-2	Ratio of basic salary and remuneration of women to men	ESG Data > S: Social Data >
GRI407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Occupational Safety and Health > Sustainable Procurement >
GRI408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights >
GRI409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights >
GRI413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Regional Contribution Activities >
GRI414: Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	Sustainable Procurement >
GRI417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	Containers and Packaging/Waste > Health and Nutrition Initiatives > Responsible labeling, promotion, and marketing > Food Products Research > Taste Research for Delicious Foods that Nourish Both Body and Mind >
GRI418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not applicable (Coverage: Nissui Corporation)

SASB

The following table describes data and information related to the items of the Sustainability Accounting Standards Board (SASB). We refer to the Meat, Poultry & Dairy (FB-MP) and the Processed Foods (FB-PF) of the Food & Beverage sector.

Topic	Accounting metric	Code	Reference
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-MP-110a.1	ESG Data > E: Environmental Data >
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emission reduction targets, and an analysis of performance against those targets	FB-MP-110a.2	Initiatives for TCFD Recommendations > Reduction of CO ₂ Emissions > Targets and Results > ESG Data > E: Environmental Data >
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-MP-130a.1 FB-PF-130a.1	(1) (2) (3) ESG Data > E: Environmental Data >
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-MP-140a.1 FB-PF-140a.1	(1) ESG Data > E: Environmental Data > (2) Initiatives for TCFD Recommendations > Overview of Scenario Analysis in Strategy > Evaluation of Water Risk >
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-MP-140a.2 FB-PF-140a.3	Initiatives for TCFD Recommendations > Overview of Scenario Analysis in Strategy > Evaluation of Water Risk >
	Number of incidents of non-compliance with water quality permits, standards, and regulations	FB-MP-140a.3 FB-PF-140a.2	Not applicable (Coverage: Nissui Corporation)
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-MP-250a.1 FB-PF-250a.1	(1) Approach to and Systems to Ensure Safety and Security > International Standards Certification for Food Safety Management Systems > (2) Not disclosed
Antibiotic Use in Animal Production	Percentage of animal production that received (1) medically important antibiotics and (2) not medically important antibiotics, by animal type Quantitative	FB-MP-260a.1	(1) (2) Sustainable Aquaculture > Use of Medicinal Products >
Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	FB-PF-260a.1	Not disclosed
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-PF-260a.2	Long-Term Vision "GOOD FOODS 2030" Medium-Term Management Plan "GOOD FOODS Recipe1"> Accelerating Sustainability Management (Social Value, Value in Human Capital)  Medium-Term Management Plan "GOOD FOODS Recipe2">Recipe2 KPIs (Environmental Value, Social Value, Value in Human Capital)  Targets and Results > Health and Nutrition Initiatives >

Topic	Accounting metric	Code	Reference
Product Labeling & Marketing	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	FB-PF-270a.3	Not applicable (Coverage: Nissui Corporation)
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate	FB-MP-320a.1	(1) (2) Occupational Safety and Health > Status of Incidents of Work-related Accidents >
Packaging Lifecycle Management	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	FB-PF-410a.1	(1) Containers and Packaging/Waste > Use of Containers and Packaging > (2) (3) Not disclosed
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	FB-PF-410a.2	Medium-Term Management Plan "GOOD FOODS Recipe2">Improving Corporate Value Based on Material Issues  Medium-Term Management Plan "GOOD FOODS Recipe2">Recipe2 KPIs (Environmental Value, Social Value, Value in Human Capital)  Targets and Results > Containers and Packaging/Waste >
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	FB-PF-430a.1	The Survey of Procured Marine Resources Sustainability > Sustainable Procurement >
Animal & Feed Sourcing	Discussion of strategy to manage opportunities and risks to feed sourcing and livestock supply presented by climate change	FB-MP-440a.3	Initiatives for TCFD Recommendations >
Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	FB-PF-440a.1	Not disclosed
	List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	FB-PF-440a.2	The Survey of Procured Marine Resources Sustainability > Sustainable Use of Natural Marine Resources > Initiatives to Handle Endangered Species > Sustainable Procurement >
Activity Metric	Number of processing and manufacturing facilities	FB-MP-000.A	Global Network >
	Number of production facilities	FB-PF-000.B	
	Animal protein production, by category; percentage outsourced	FB-MP-000.B	Not disclosed
	Weight of products sold	FB-PF-000.A	Not disclosed

Participation in External Initiatives

Global

Name	Details	
Task Force on Climate-related Financial Disclosures (TCFD)	In November 2021, Nissui declared its support for the TCFD recommendations and has been disclosing information based on the TCFD recommendations. Nissui has also joined the TCFD Consortium (Now reorganized as the GX Future Consortium), established for the purpose of facilitating discussions on effective corporate disclosure and efforts to link the disclosed information to appropriate investment decisions by financial institutions and the like. TCFD  GX Future Consortium 	
Task Force on Nature-related Financial Disclosures (TNFD)	In September 2023, Nissui joined the TNFD Forum, an international organization whose aim is to build a framework through which private enterprises and financial institutions can conduct appropriate evaluation and disclosure of risks and opportunities related to natural capital and biodiversity. TNFD 	
Seafood Business for Ocean Stewardship (SeaBOS)	In December 2016, Nissui became a signatory to and joined Seafood Business for Ocean Stewardship (SeaBOS), an initiative for promoting the preservation of the marine environment and marine resources and the sustainable use of resources. Furthermore, Nissui has joined Global Ghost Gear Initiative (GGGI), an international body working to prevent fishing gear from flowing out into the ocean, through SeaBOS. SeaBOS  GGGI 	
North Atlantic Pelagic Advocacy Group (NAPA)	In June 2026, Nissui joined the North Atlantic Pelagic Advocacy Group (NAPA), a global coalition of seafood businesses calling for better management of North East Atlantic pelagic fisheries. NAPA 	
Global Roundtable on Marine Ingredients	In July 2022, Nissui joined Global Roundtable on Marine Ingredients, a roundtable that works to improve the sustainability of marine ingredients. Global Roundtable on Marine Ingredients 	

Name	Details	
Global Sustainable Seafood Initiative (GSSI)	In April 2017, Nissui joined the Global Sustainable Seafood Initiative (GSSI), an international partnership that verifies programs assessing the sustainability of marine products, as a funding partner. GSSI 	
Roundtable on Sustainable Palm Oil (RSPO)	In January 2021, Nissui Group joined the Roundtable on Sustainable Palm Oil (RSPO), a non-profit organization whose purpose is to promote the production and use of sustainable palm oil. RSPO 	
The Consumer Goods Forum (CGF)	In 2009, Nissui became a member of The Consumer Goods Forum (CGF), an international association of major global retailers, consumer product manufacturers and food producers to address strategic issues in non-competitive areas. CGF 	
Sedex	We are a Sedex member and committed to sourcing responsibly and having an ethical and sustainable supply chain. Using Sedex tools and services helps our business work with our suppliers to ensure they are upholding safe, ethical and sustainable business practices, helping us to protect the working conditions for people working in our supply chain. Sedex 	

Japan

Name	Details	
30% Club Japan	In January 2021, Nissui joined the 30% Club Japan, an organization responsible for the development in Japan of the 30% Club, a global campaign that seeks to increase the percentage of women in key decision-making bodies within corporations. 30% Club Japan 	
Japan Clean Ocean Material Alliance (CLOMA)	In January 2019, Nissui joined the Clean Ocean Material Alliance (CLOMA), an alliance designed to strengthen cooperation among relevant stakeholders to solve the problem of marine plastic litter. CLOMA 	
Plastic Circular Challenge 2025	In February 2022, Nissui joined Plastic Circular Challenge 2025, a framework led by World Wide Fund for Nature Japan (WWF Japan), participating companies will aim to solve various issues related to plastics by committing to a milestone set for 2025. Plastic Circular Challenge 2025 (in Japanese) 	
Keidanren Initiative for Biodiversity Conservation	In February 2020, Nissui endorsed the Initiative based on the Declaration of Biodiversity by Keidanren, which involves the participation of companies and organizations that are engaged in addressing multiple items of the seven that comprise Keidanren's "Declaration of Biodiversity by Keidanren (Revised Edition)" or support the overall intent of the initiative. Keidanren Initiative for Biodiversity Conservation 	
30by30 Alliance for Biodiversity	In September 2023, Nissui participated in the "30by30 Alliance for Biodiversity", an alliance that aims to achieve the goal to effectively conserve at least 30% of the land and sea as healthy ecosystems by 2030, with the aim of halting biodiversity loss and restoring biodiversity by 2030 (nature positive) through expanding Japan's current protected areas (approximately 20% of terrestrial areas and 13% of marine areas) and by promoting efforts to certify areas that have been conserved by the private sector and others as OECMs. 30by30 	
Afu no Wa 2030	In July 2020, Nissui participated in the "Sustainability Consortium for Agriculture, Forestry, Fisheries and Food" (Afu no Wa 2030), a project launched by the Ministry of Agriculture, Forestry and Fisheries to promote sustainable production and consumption of food, agriculture, forestry, and fisheries products. Afu no Wa 2030 (in Japanese) 	

Name	Details	
Japan Business Initiative for Biodiversity (JBIB)	In June 2009, Nissui joined Japan Business Initiative for Biodiversity (JBIB), a group of companies that are actively working to conserve biodiversity, as an associate member. JBIB 	
Japan Project of 10x20x30 Food Loss and Waste Initiative	In conjunction with the participation of AEON Co., Ltd. in the 10x20x30 Food Loss and Waste Initiative advocated by the World Resources Institute (WRI), Nissui joined the "Japan project" led by AEON as one of the partner corporations in December 2019. 10x20x30 	
Japan Food Safety Management Association (JFSM)	In 2016, Nissui became a member of Japan Food Safety Management Association (JFSM), an organization that develops and manages Japanese food safety management standards and certification schemes. JFSM 	
Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)	In April 2023, Nissui joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), an organization that aims to provide a non-judicial "Engagement and Remedy Platform" for redress of grievances and to act in a professional capacity to support and promote redress of grievances by member companies based on the United Nations Guiding Principles on Business and Human Rights, as a regular member. JaCER 	
Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)	In September 2022, Nissui joined the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI), a platform that earnestly tackles the challenges associated with foreign workers in Japan, aiming to have these workers accepted responsibly and with the goal of making Japan a "country of choice." JP-MIRAI 	
Japan Responsible Seafood Procurement Roundtable (JRSR)	In October 2025, Nissui joined Japan Responsible Seafood Procurement Roundtable (JRSR), a roundtable designed to tackle seafood procurement challenges that individual companies find difficult to address alone, by fostering collaborative solutions across the industry.	

External Recognition

Inclusion in Socially Responsible Investment (SRI) Indexes

Name	Details	
FTSE JPX Blossom Japan Index	This is an index for ESG investments provided by FTSE Russell, a London Stock Exchange Group company. It is one of the stock indexes for ESG investments adopted by the Government Pension Investment Fund (GPIF) of Japan. FTSE Blossom Index Series 	 FTSE JPX Blossom Japan Index FTSE Russell confirms that Nissui Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.
FTSE JPX Blossom Japan Sector Relative Index	This is an index for ESG investments provided by FTSE Russell, a London Stock Exchange Group company. It is one of the stock indexes for ESG investments adopted by the Government Pension Investment Fund (GPIF) of Japan. FTSE Blossom Index Series 	 FTSE JPX Blossom Japan Sector Relative Index FTSE Russell confirms that Nissui Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.
MSCI Nihonkabu ESG Select Leaders Index	This is an index for ESG investments provided by MSCI Inc. It is one of the stock indexes for ESG investments adopted by the Government Pension Investment Fund (GPIF) of Japan and is based on the MSCI Japan IMI Index. The index comprises companies that excel in ESG evaluations.	2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX THE INCLUSION OF Nissui Corporation IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Nissui Corporation BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.
Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)	An index provided by Morningstar based on the evaluation of gender diversity efforts using the Equileap Gender Equality Scorecard. As of 2023, the Government Pension Investment Fund (GPIF) has adopted the GenDi J as one of the stock indices for ESG investments. Nissui has been evaluated and classified as a Group 2 company.	-

Name	Details	
S&P/JPX Carbon Efficient Index	This is an index designed to measure the performance of companies in the Tokyo Stock Price Index (TOPIX), (the “underlying index”), while overweighting or underweighting those companies that have lower or higher levels of carbon emissions per unit of revenue.	
SOMPO Sustainability Index	This is an index provided by SOMPO Asset Management Co., Ltd, which is composed of approximately 300 stocks that excel in ESG (Environmental, Social, and Governance) evaluations.	2025  Somo Sustainability Index

Recognition for Sustainability

Name	Details	
CDP	CDP is a UK-based international NGO that focuses on environmental issues such as climate change. It seeks disclosure from major companies and cities around the world on their approaches to climate change and water management, and uses this information to conduct research and ratings. In 2025, Nissui received an “A-” rating in both the “Climate Change” and “Water Security” categories.	
Coller FAIRR Protein Producer Index for 2024	An index based on assessing ESG risks and opportunities specifically targeting livestock and aquaculture companies, provided by the FAIRR Initiative. Nissui was rated as a “medium risk” company.	-

Awards

Name	Details	
ESG Finance Awards Japan	The “ESG Finance Awards Japan” launched by the Ministry of the Environment, which has awarded financial institutions and organizations that proactively focus on ESG financing, as well as companies that focus on environmentally sustainable management. It aims to widely share great practices in society and expand ESG financing. Nissui has been selected as an environmentally sustainable company for two consecutive years, 2025 and 2026. In addition, Nissui received “Nature Positive Award” in 2026.	
MSC Japan Award	The “MSC Japan Award” is an award presented by MSC (Marine Stewardship Council) Japan to recognize businesses that have contributed to the promotion of MSC-labeled marine products in Japan. Nissui was honored with the award in the manufacturer category for two consecutive years, 2024 and 2025.	
The 46th Food Industry Excellent Company Awards - Minister of Agriculture, Forestry and Fisheries Award	At the Food Industry Excellent Company Awards, jointly organized by the Japan Food Industry Association and the Organization for Sustainable Food Supply System, Nissui received the Minister of Agriculture, Forestry and Fisheries Award, the highest award in the Management Innovation type within the food industry division, which recognizes achievements such as the development and dissemination of foods that take nutrition and health into consideration. The award was given in recognition of the company's research and product development initiatives related to protein from the fast-twitch skeletal muscles of Alaska pollock.	-
34th Food Safety, Security and Environment Contribution Award	This award is presented by The Japan Food Journal to companies and organizations in the food industry in recognition of pioneering and cutting-edge activities and achievements in areas such as environmental conservation. In 2025, Nissui received the award in recognition of its efforts to reduce plastic as part of its initiatives to reduce environmental impact.	-

Name	Details	
Tokyo Metropolis “Excellent Company for the Employment of Persons with Disabilities Award”	Recognized as a company implementing distinctive and outstanding initiatives in the employment of persons with disabilities, Nissui received the Tokyo Metropolis “Excellent Company for the Employment of Persons with Disabilities Award 2025” (Tokyo Governor’s Award). This award is presented by the Tokyo Metropolitan Government to companies that, in addition to achieving the legally mandated employment rate, undertake exemplary initiatives such as the development of abilities and improvement of working conditions for persons with disabilities. Nissui’s continuous efforts were highly evaluated, including promoting workplace development that leverages diverse strengths with a focus on “growth and active participation,” encouraging growth through diverse experiences and educational opportunities, and establishing systems for career development.	-



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