

## Material Matters

In 2020, the Nichirei Group identified five material matters and set a vision for each of them in order to achieve its long-term management goals for 2030. We are conducting sustainability management that achieves both the resolution of social issues and business growth by addressing these material matters.

### Process for Identifying Material Matters

<b>Identifying stakeholders</b>	Since our business domain is food provision, we are aware of our tremendous social responsibility, being involved, as we are, with many stakeholders and impacting their lives and society at large. For this reason, we have identified stakeholders based on the size of their demand and the degree of impact we have on society.
<b>Identifying social issues (risks and opportunities)</b>	After identifying our stakeholders, we delineated social issues from future and global perspectives.
<b>Evaluating social issue criticality</b>	We then evaluated the importance of those social issues, based on the fact that proactive measures result in business growth, and reactive ones are focused on minimizing damage to corporate value.
<b>Mapping material matters</b>	We mapped material matters that would require proactive and reactive steps, and in November 2019 we held initial deliberations on the details of mapping during the Nichirei Group Strategy Committee meeting, at which we usually discuss overall management strategies.
<b>Creating drafts</b>	We created separate drafts for those issues that would require a proactive or reactive approach.
<b>Dialogue with experts</b>	In December 2019, outside experts evaluated the validity of the drafts under consideration and exchanged opinions with Company corporate officers, including the president.
<b>Integration and narrowing down</b>	Based on opinions received from experts, we integrated and narrowed down material matters as proactive or reactive.
<b>Finalizing the draft</b>	In February 2020, at the second Group Strategy Committee meeting, after repeated deliberation on both the evaluation of validity by experts and opinions on distinctive Nichirei features, an agreement was reached, resulting in a draft containing five material matters.

Please refer to pages 15-20 of *Nichirei Group Integrated Report 2020* for details on the process for identifying material matters.  
**Nichirei Group Integrated Report 2020**  
[https://www.nichirei.co.jp/sites/default/files/inline-images/english/ir/integrated/pdf/nichirei\\_IntegratedReport2020\\_all.pdf](https://www.nichirei.co.jp/sites/default/files/inline-images/english/ir/integrated/pdf/nichirei_IntegratedReport2020_all.pdf)

Nichirei Group Material Matters		Vision for 2030
1	<b>Creating new value in food and health</b>	Discover the potential of materials and cooling power to contribute to the future of the Earth and people's mental and physical health through food
2	<b>Strengthening food processing and production technology capabilities; enhancing logistics services</b>	Ability to generate cash improved by concentrating management resources on core businesses  Overseas business has become a new pillar of earnings
3	<b>Realizing sustainable food procurement and a circular economy</b>	All raw materials and ingredients are procured from suppliers and partner companies that comply with the Nichirei Group Supplier Code of Conduct and Supplier Guidelines  Promoting a circular economy by creating new business models  Improving resilience of water resources through an understanding of water-related risks
4	<b>Climate change initiatives</b>	Efforts under way to reduce CO <sub>2</sub> emissions both inside and outside the Group toward the goal of becoming carbon neutral by 2050  Elimination of CFCs progressing at production and logistics facilities as a global warming countermeasure
5	<b>Securing and developing a diverse array of human resources</b>	Diverse human resources with various characteristics and skills, maximizing their potential to improve their job satisfaction and support the sustainable growth of the Group