

Co-creation with Stakeholders

The Nichirei Group engages in global business activities, and as such recognizes the importance of maintaining dialogue with its diverse stakeholders. We work to promote understanding of our business through various methods of communication with stakeholders and by disclosing information. The Group works to build corporate value by reflecting the expectations and concerns of stakeholders in its business activities to establish long-term relationships of trust.

	Customers	Shareholders and Investors	Business Partners	Employees	Local Communities	Trade Organizations, NGOs, NPOs and Related Initiatives
Relationship	Customers who use the Nichirei Group's products and services. By responding to the needs of diverse customers while providing new value, we will contribute to good eating habits and health.	The providers of financial capital for the Nichirei Group. Through dialogue and information disclosure, we gain their support for our sustainable growth.	The suppliers who do business with the Nichirei Group, including suppliers of raw materials and commercial products, OEMs to which it outsources manufacturing, and third parties to which it outsources logistics services such as transportation and cargo handling. They are important partners for co-creating value, and we build long-term relationships of trust with them for mutual growth.	Nichirei Group employees are indispensable for creating value and producing safe, high-quality products and services. We respect the diversity of our employees, and strive to ensure occupational health and safety and to provide fair treatment and opportunities for personal development. We also strive to increase engagement by continuously improving the workplace to enable every employee to thrive.	As a member of society, the Nichirei Group contributes to the development of local communities and helps resolve social issues through dialogue and by thinking and acting together with a broad range of stakeholders. In addition to creating local employment through our businesses, we consider local communities and their environment and promote coexistence.	By actively participating in trade organization conferences and other events, the Nichirei Group collaborates with other companies to help resolve issues. We also work to solve such issues by collaborating and cooperating with various NGOs and NPOs in Japan and abroad.
Expectations and Interests	<ul style="list-style-type: none"> Creation of new value Provision of safe, high-quality products and services <small>Details • Pages 84-85</small> Realization of good eating habits and health Provision of appropriate information Sustainability initiatives 	<ul style="list-style-type: none"> Maintaining and improving corporate value Appropriate distribution of profits Timely and appropriate disclosure of information ESG initiatives 	<ul style="list-style-type: none"> Impartial, fair, and honest transactions Initiatives to improve quality Formation of long-term, constructive relationships and mutual development premised on coexistence and co-prosperity Realization of sustainable procurement throughout the supply chain <small>Details • Page 60</small> 	<ul style="list-style-type: none"> Occupational health and safety <small>Details • Pages 86-87</small> Health management Improvement of work satisfaction Opportunities for employees to develop and fully demonstrate their skills Diversity, equity and inclusion (DE&I) Respect for diversity 	<ul style="list-style-type: none"> Harmonious coexistence with local communities <small>Details • Page 88</small> Preservation of local environments Educational activities in local communities Contribution to job creation and local community development Consideration for the environment and sound levels, and safe operations 	<ul style="list-style-type: none"> Human rights <small>Details • Page 89</small> Climate change Preservation of the global environment Food loss and food waste Sustainable food procurement Resolution of industry issues through collaboration
Communication Channels	<ul style="list-style-type: none"> Day-to-day sales and business activities Customer Service Center Customer satisfaction surveys Websites Social media 	<ul style="list-style-type: none"> General Meetings of Shareholders Financial results briefings Business information sessions, facility tours Detailed interviews with individual investors in Japan and overseas IR website, ESG website Integrated Report Shareholder Report 	<ul style="list-style-type: none"> Day-to-day procurement and business activities Meetings and seminars for business partners Implementation of Supplier Code of Conduct, Supplier Guidelines, and Supplier ESG Survey Initiatives for improving quality through communication 	<ul style="list-style-type: none"> Internal whistleblower hotlines Employee assistance and mental health consultation center Labor-management council Health and safety committees Symposiums involving management and employees PR brochures Intranet Employee award system Employee satisfaction survey Employee stress checks 	<ul style="list-style-type: none"> Social contribution activities Participation in local events Volunteer activities Dietary education activities (ethical consumption) Food factory and distribution warehouse tours Sponsorship of sporting events Website 	<ul style="list-style-type: none"> TCFD Consortium Japan Frozen Food Association Japan Association of Refrigerated Warehouses Japan Fisheries Association World Wide Fund for Nature Roundtable on Sustainable Palm Oil Caux Round Table Japan The Consumer Goods Forum The UN Global Compact
Outcomes	Resolution of issues for customers through the promotion of innovation	Improvement of long-term corporate value	Mutual growth with partners Sustainable food procurement Realization of a circular economy Climate change initiatives	Advancement of diverse human resources	Harmonious coexistence with local communities Sustainable food procurement Realization of a circular economy Climate change initiatives	Resolution of social issues through collaboration
Related Capital	Social and relationship capital	Financial capital	Financial capital Natural capital	Intellectual capital Human capital	Social and relationship capital Natural capital	Social and relationship capital
Related Material Matters	<ol style="list-style-type: none"> Creating new value in food and health Strengthening food processing and production technology capabilities; enhancing logistics services 	<ol style="list-style-type: none"> Creating new value in food and health Strengthening food processing and production technology capabilities; enhancing logistics services Realizing sustainable food procurement and a circular economy Climate change initiatives Securing and developing a diverse array of human resources 	<ol style="list-style-type: none"> Creating new value in food and health Strengthening food processing and production technology capabilities; enhancing logistics services Realizing sustainable food procurement and a circular economy Climate change initiatives 	<ol style="list-style-type: none"> Securing and developing a diverse array of human resources 	<ol style="list-style-type: none"> Realizing sustainable food procurement and a circular economy Climate change initiatives 	<ol style="list-style-type: none"> Realizing sustainable food procurement and a circular economy Climate change initiatives

Management Strategy & Value Creation Story

Business Plan & Strategy

Sustainability & Human Resources

Stakeholders

Governance & Risk Management

Data