



# Sustainability Report

2021

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## Editorial Policy

This report is published to provide information on the CSR initiatives of the Nissui Group to its stakeholders.

### Report Period

This report mainly covers activities conducted from April 1, 2020, to March 31, 2021. However, when appropriate, there may be exceptions to this general rule, as when citing past circumstances and data or recent examples.

### Report Boundary

This report covers Nippon Suisan Kaisha, Ltd. (Nissui), and its group companies in Japan and outside Japan. The environmental data in Japan represents the totals of Nippon Suisan Kaisha, Ltd. (Nissui) and its group companies in Japan (including five unconsolidated affiliate companies in Japan), which is the scope of the report of the activities to reduce environmental impact. The environmental data outside Japan represents the totals of the major nine group companies outside Japan. Personnel data reports only on Nippon Suisan Kaisha, Ltd.

### Referenced Guidelines

Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016; Ministry of the Environment Environmental Reporting Guidelines (2018)

### Contact Information for the Organization Publishing This Report

CSR Section, CSR Department, Nippon Suisan Kaisha, Ltd.  
Nishi-Shimbashi Square, 1-3-1, Nishi-Shimbashi, Minato-ku,  
Tokyo, 105-8676 Japan

Fax: +81-3-6206-7080 Email: [csr@nissui.co.jp](mailto:csr@nissui.co.jp)

The Nissui Sustainability Report 2021 is also available on Nissui's website.

Japanese page: <https://nissui.disclosure.site/ja/themes/121>

English page: <https://nissui.disclosure.site/en/themes/121>

## Company Overview (As of March 31, 2021)

### Company Name:

Nippon Suisan Kaisha, Ltd.

### Head Office:

Nishi-Shimbashi Square, 1-3-1,  
Nishi-Shimbashi, Minato-ku,  
Tokyo, 105-8676 Japan

**Founded:** 1911

**Established:** 1943

**Capital:** 30,685 million yen

### Main Businesses:

Marine Products Business:

Fishery, aquaculture, purchasing, processing and sales of marine products (fresh fish, frozen fish, fish oil and fish meal)

Food Products Business:

Development, manufacture and sales of frozen foods, shelf-stable foods, and other processed foods (fish sausage, surimi-based products, chilled foods and seasonings)

Fine Chemicals Business:

Manufacture and sales of general pharmaceuticals, pharmaceutical ingredients and health foods

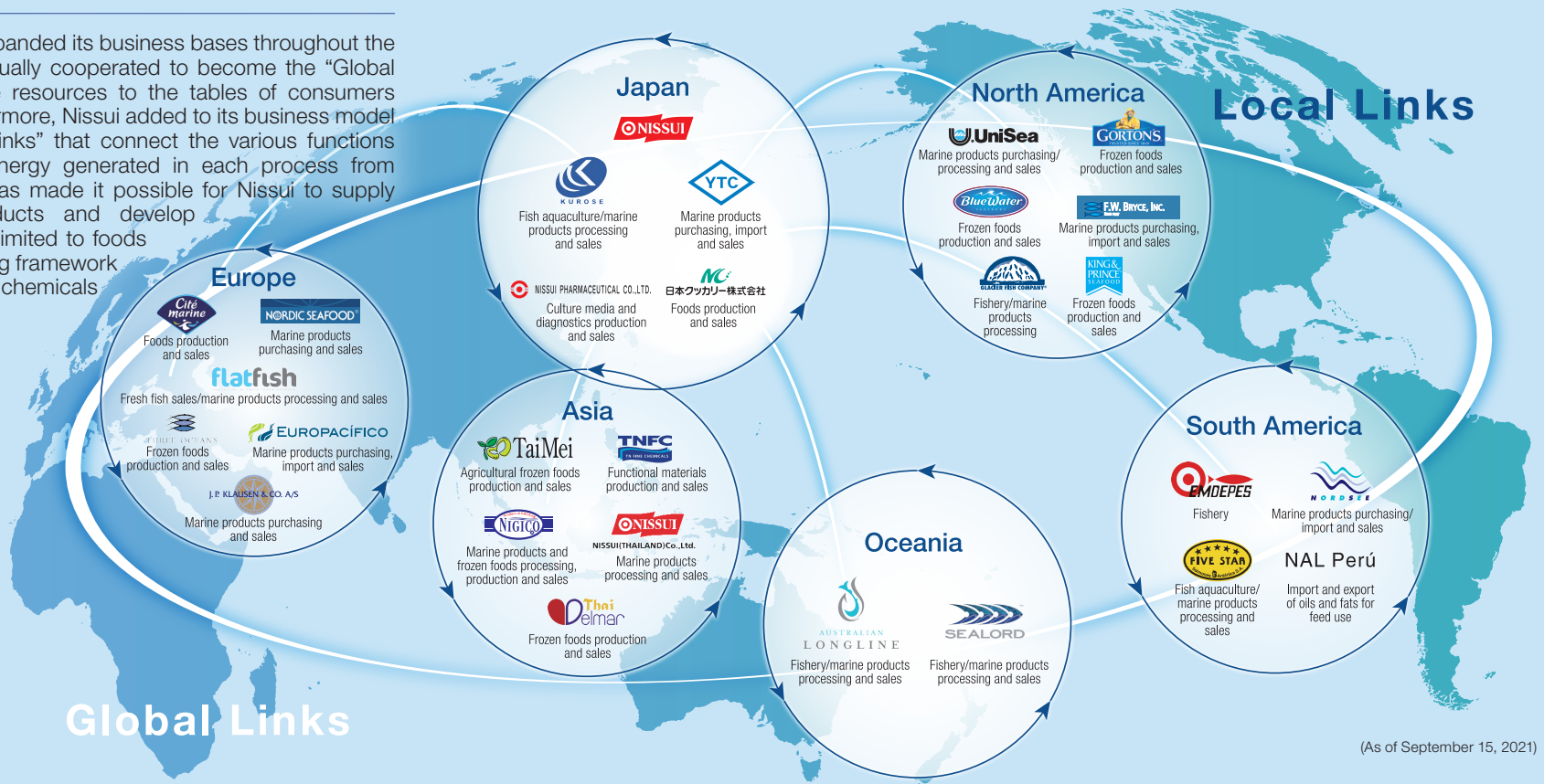
General Distribution Business:

Frozen and refrigerated storage, transport of frozen and refrigerated freight

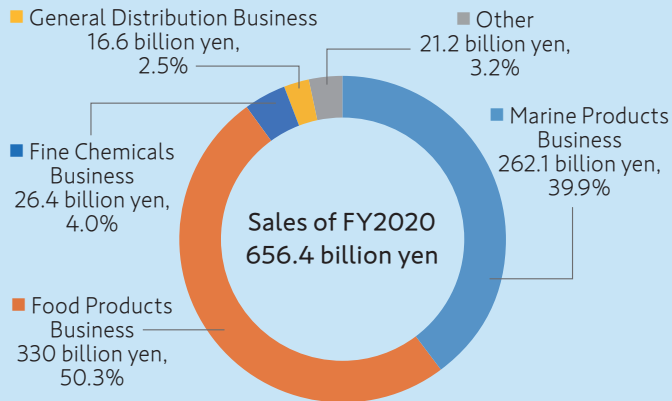
**Employees:** 9,431 (consolidated) 1,247 (non-consolidated)

# The Nissui Group Businesses

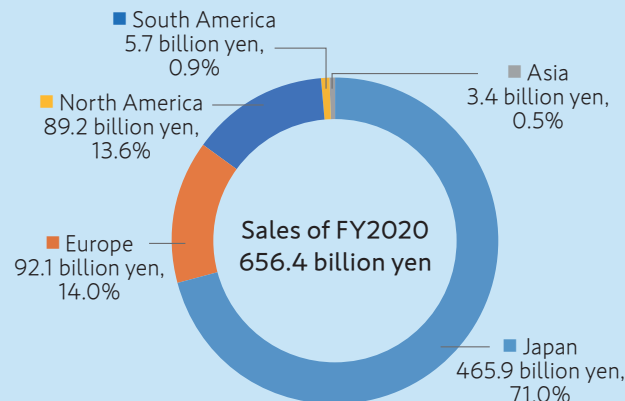
The Nissui Group has expanded its business bases throughout the world. These bases mutually cooperated to become the “Global Links” that bring marine resources to the tables of consumers around the world. Furthermore, Nissui added to its business model the concept of “Local Links” that connect the various functions of each region. The synergy generated in each process from resources to products has made it possible for Nissui to supply high value-added products and develop businesses that are not limited to foods but go beyond the existing framework into areas such as feed, chemicals and pharmaceuticals.



## • Sales by Businesses

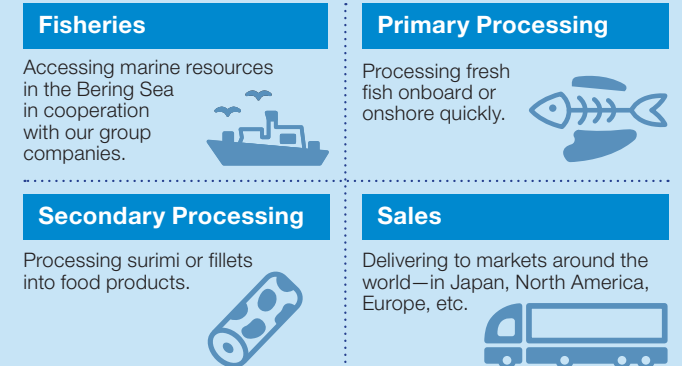


## • Sales by Region



## • Nissui Global Supply Chain

\* Model case: white-meat fish business (Alaska pollock from the Bering Sea)



# Message from the President



With the aim of turning the Nissui Group into a worthy organization trusted by society, we will strive to resolve issues through our businesses and help realize a sustainable and affluent society.

## Shingo Hamada

Representative Board Member,  
President & CEO  
Nippon Suisan Kaisha, Ltd.

I am the newly appointed President & CEO, Shingo Hamada. I would like to express my heartfelt sympathy to all those affected in various ways by the global pandemic of the novel coronavirus (COVID-19) and my deep appreciation to those who are making utmost efforts to prevent the spread of infections.

People's values and mindset have been dramatically changed by events having a huge impact on the social environment—as exemplified by the pandemic—and the recent outbreak of natural disasters on a global scale. People are not only becoming more health conscious with respect to “food” and having expectations for various functions of “food,” but also having greater expectations for and interest in companies' proactive efforts to reduce their environmental impact as well as initiatives for respecting human rights and promoting diversity, etc. More than ever before, in order to coexist harmoniously with the environment surrounding these issues and make improvements in this context, we are strongly being urged to address and meet consumers' needs and social demands in earnest.

## Sustainable Utilization of Marine Resources and Preservation of the Earth Environment

In the Nissui Group, we run our businesses based on the following management policy: “We will champion the sustainable utilization of marine resources and the preservation of the earth environment, continue to create diverse value from resources, including marine resources, and provide individual consumers with safe and high quality products thus helping them to maintain a fit and healthy lifestyle.” The Nissui Group, whose business operations rely on the bounty of the Earth and the sea, believes that climate change and the condition of marine resources are extremely significant in terms of their relationship with medium- to long-term business risks and opportunities. In addition to activities to reduce environmental impact, such as reducing CO<sub>2</sub> emissions, we will engage in unique initiatives for the sustainable utilization of marine resources, including conducting a resource status survey on wild-caught marine products procured by the Group and developing aquaculture technologies that mitigate the impact on the marine environment and curb the impact on the ecosystem. We will also seek to realize a seafood business in harmony with the ocean in collaboration with relevant stakeholders as a member of the Seafood Business for Ocean Stewardship (SeaBOS), an initiative aimed at sustainable seafood business.

## Adapting to Changes in Needs for “Food”

We believe it is also important to flexibly adapt to “changes” in an environment where the future outlook is uncertain. For the purpose of adapting to changes in consumers’ lifestyles and needs that have been brought about by such factors as self-restraint on outings and the increase in Work From Home (WFH) amid the COVID-19 pandemic, we promoted the development of convenient & ready-to-eat products and the enhancement of our lineup of health-oriented products, which have won the hearts of consumers to a certain extent. Going forward, we will continue to expand and enhance our delicious products that contribute to health on a global scale.

## Human Capital Means Everything to a Company

The key to resolving social issues is to also enhance the capabilities of employees who work on them. I deliberately use the term “human capital” instead of “human resources” here; I recognize that human capital development is a major task. To

this end, it is indispensable to reconstruct the education plan and career path tailored to the characteristics of the social environment and each individual, so that they will help each and every individual improve and fully demonstrate his/her capabilities. In conjunction with this, as a member of the 30% Club Japan, we will accelerate women’s participation in management. We will also promote global human capital development to realize overseas business expansion, and seek to create a corporate culture in which diverse individuals who constitute our pool of human capital can demonstrate their respective capabilities with vigor and vitality.

## Initiatives for Respect for Human Rights

The general public’s interest further heightened in the past year with respect to consideration given to human rights in corporate activities. In 2020, the Nissui Group formulated the “Nissui Group Human Rights Policy,” for the purpose of redefining its initiatives on the issue of human rights and further clarifying its approach to respecting human rights in all value chains associated with its businesses. We will further push ahead with specific initiatives to identify the current situation and reduce risks with respect to items of importance that have been identified in our human rights risk assessment. Together with our business partners, we will promote CSR procurement in consideration of human rights and the environment, in addition to quality and costs.

## Toward the Next 100 Years

Nissui celebrated the 110th anniversary of its foundation in May 2021. As there is still a mountain of sustainability-related issues, we will engage in initiatives to resolve these issues through our businesses to continue being a company needed by society. The Nissui Group will work as one and make utmost efforts with its stakeholders to realize a sustainable and affluent society, with the aim of becoming a worthy group that is trusted by society, having inherited our predecessors’ strong genes and entrepreneurial spirit to tackle difficulties.

*S. Hamada*

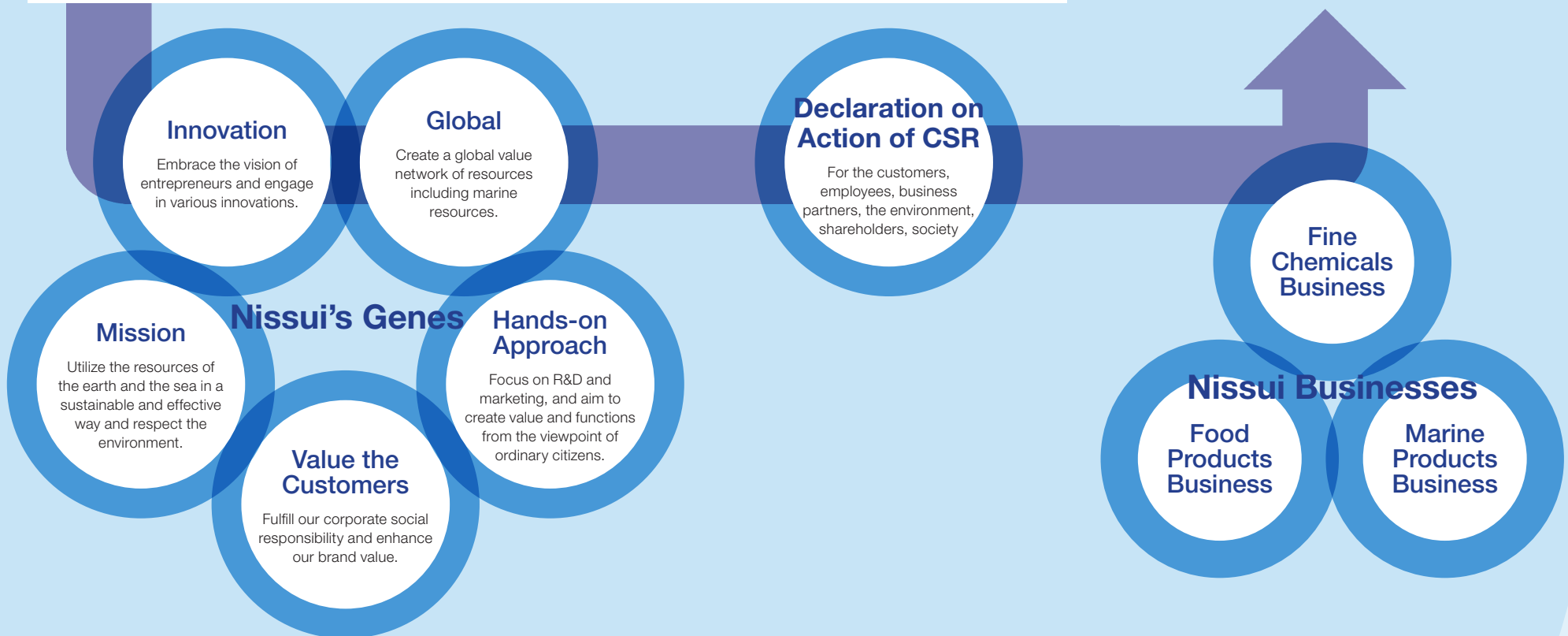
Representative Board Member,  
President & CEO  
Nippon Suisan Kaisha, Ltd.

# The Nissui Group's Sustainability

Since its establishment, the Nissui Group has been involved in a business that utilizes a wide variety of natural resources. The sustainable business activities set out in Our Founding Principles and our Basic Management Policies embody our mission as a business. Based on Nissui's Genes and our Declaration on Action of CSR, we plan to work on the key issues in cooperation with our stakeholders and resolve social issues through our business activities.

**Our Founding Principles** » A tap water system is exactly what marine products should be like in production and distribution.

**Basic Management Policy** » We will champion the sustainable utilization of marine resources and the preservation of the earth environment, continue to create diverse values from resources, including marine resources, and provide individual consumers with safe and high-quality products thus helping them to maintain a fit and healthy lifestyle.



# Key Issues (Materiality)

The Nissui Group conducted an analysis of the importance of various social issues from the perspectives of the Group's stakeholders and its business operations and identified materiality in three key issues in 2016.

Preserve the bountiful sea and promote the sustainable utilization of marine resources and their procurement

**Stakeholders** Customers/Business Partners/ Environment/Society

- Biodiversity Preservation • Marine Plastics
- Sustainability of Marine Resources • CSR Procurement
- Respect for Human Rights • Environmental Management
- Reducing Environmental Impact



Contribute to a healthy lifestyle with food safety and security

**Stakeholders** Customers/Business Partners/ Environment/Society

- Research and Development to Enrich Lives
- Approach and Systems to Ensure Safety and Security
- Initiatives to Ensure Safety and Security
- Food Loss and Waste



Aim to be a company where diverse human resources play an important role to address the social agenda

**Stakeholders** Employees/Society

- Work Style Reform • Diversity & Inclusion
- Training and Development • Labor Safety
- Respect for Human Rights • Employee Health



# Declaration on Action of CSR

Established: March 22, 2016

The Nissui Group will appreciate the earth and the sea, and create diverse values from five genes (mission, innovation, hands-on approach, global, and value the customers) inherited since its foundation and try to solve social issues through business activities.

## For the 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 the 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 shareholders

- 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 the 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 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 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.

## Key Issues

The Nissui Group's  
Key Issues

Preserve the bountiful  
sea and promote the  
sustainable utilization  
of marine resources  
and their procurement

Our **Challenges**

## We Are Actively Working Toward Resolving Various Issues Surrounding the Marine Environment.



Various issues surrounding the marine environment are coming to light. As a company whose business operates based on the ocean's bounty, we are particularly aware of the importance of finding solutions to such issues.

The scope of influence on the marine ecology from climate change is large—including the rise in sea water temperature and rising sea levels. The importance of taking further action to alleviate global warming is increasing. Since 2003, our group companies in Japan have been working to reduce CO<sub>2</sub> emissions, which accelerate global warming, through setting reduction targets. Against the backdrop of a growing movement to unite global efforts, we are now discussing setting even higher targets. We are planning to expand our efforts beyond our group companies in Japan to those outside Japan to achieve further CO<sub>2</sub> emissions reduction. We also recognize marine plastics as a serious issue that threatens the health of the marine environment. We are working toward resolving this issue by preventing fishing and

aquaculture equipment from being lost at sea, reducing and recycling plastics used in inland production sites, and plastic reduction and conversion to low-environmental impact materials in product packaging. For the sustainable use of marine resources, we also have to understand the state of marine resources. In 2017, as a world first, Nissui conducted a survey of the fish resources that the entire Nissui Group handles and disclosed the survey results. We expanded the scope of the survey in 2020, and are working to publish the results in 2021 with more precise details on fishery stocks as analyzed by a third party. Besides fishery stock management, we will also ensure that there are no issues related to human rights and illegal, unreported and unregulated (IUU) fishing among our suppliers.

### Munehiro Ise

Executive Officer

In charge of Quality Assurance Department, CSR Department

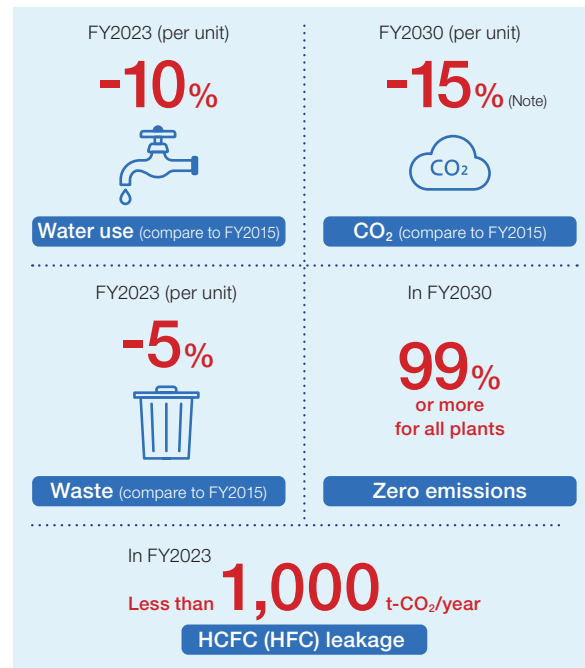


# Reducing Environmental Impact



## ■ Vision Targeted in 2030

In fiscal 2018, the Nissui Group set out medium- to long-term targets to designate water use, CO<sub>2</sub>, and waste as three important benchmarks in reducing environmental impact.

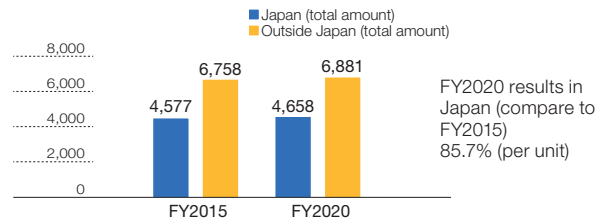


(Note): CO<sub>2</sub> reduction targets are being revised.

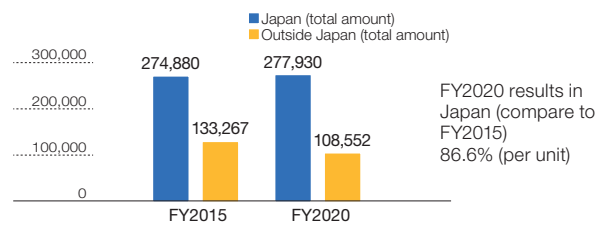
## ■ Results in Fiscal 2020

Following are the fiscal 2020 results in reducing water use, CO<sub>2</sub>, and waste, which are the Nissui Group's three important benchmarks for its efforts to reduce environmental impact.

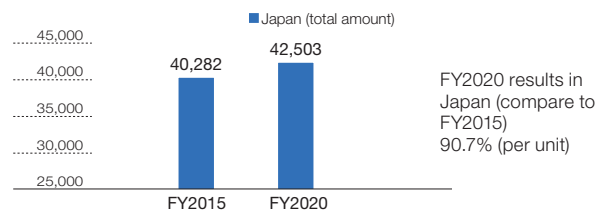
### ▼ Water Use (in thousand m<sup>3</sup>)



### ▼ CO<sub>2</sub> Emissions (Note) (t-CO<sub>2</sub>)



### ▼ Waste Generated (t)

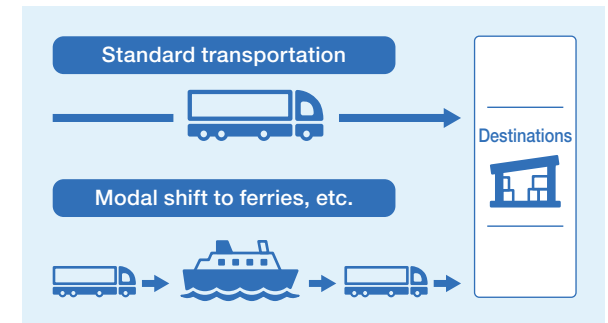


(Note): CO<sub>2</sub> emissions from electric power consumption in Japan calculated with the CO<sub>2</sub> emission coefficients of the power suppliers. For operations outside Japan, calculations employ the average of the CO<sub>2</sub> emission coefficients for the relevant nations published by the International Energy Agency (IEA).

## ■ Initiatives in Fiscal 2020

### Reduction of CO<sub>2</sub> Emissions during Transportation

Carry Net Co., Ltd., a Nissui Group company in Japan, is responsible for delivering Nissui products to our business partners. Carry Net is capable of transporting products in all temperature zones from frozen and cold to ambient temperatures across a wide area of Japan. The company adopts various means to reduce CO<sub>2</sub> emissions. Our most representative initiative is the modal shift to using non-international coastal trading vessels including ferries. The number of boarded vessel services in fiscal 2020 was 1,586 which reduced CO<sub>2</sub> emissions by 770.8 t-CO<sub>2</sub>.



We also use large trailers with 1.3 times the capacity compared to standard large vehicles. Use of double-deck trucks is another means of CO<sub>2</sub> emissions reduction. Having two temperature zones created by a separator within one trailer also reduces the number of trucks, as previously different trucks were required for each storage temperature.

See more details: <https://nissui.disclosure.site/en/themes/88>



# Plastic Problem



## ■ Initiatives in Fiscal 2020

### Reviewing Plastic Containers and Packaging for the Future of the Ocean

It is estimated that 150 million metric tons of plastic waste currently circulate in the world's seas, and eight million metric tons newly enter every year. Therefore, how plastic waste is treated is a serious issue, and is also related to global warming as the basic ingredient of plastics is crude petroleum. For a company like us that utilizes plastics, we must take environmental responsibility in each stage of the supply chain, including procurement, use in products, and disposal. Through the Container/Packaging Eco-Project, we



Display example of the *Mirai-no Umie* mark on packaging



Improved tray



Improvements made in *Okina Okina Yaki Onigiri* in spring 2021 were: (1) A thinner tray (0.37 grams plastic reduction per tray); (2) No aluminum in outer package; and (3) Usage of biomass-derived ink.

are working to reduce the environmental impact from product packaging, such as by reducing plastic usage in the packaging and adopting biomass-derived ink. In March 2021, we introduced Nissui's own eco mark *Mirai-no Umie* (For the Future Ocean), displaying the mark on 49 retail food and other products. This eco mark is displayed on products that meet a certain number of criteria, including plastic reduction, to demonstrate the proactive initiatives in our environmental approach to our customers and business partners.

#### Voice of Staff Members

We are working to revise product packaging to reduce the use of plastic. The most rewarding part of our job is that our ideas take real form. For this purpose, we repeatedly explain our intentions to the related departments. Sometimes we have to give up an idea due to costs or functional reasons, but when it eventually becomes a product after hard work, the sense of achievement is indescribable. Through news, business meetings with suppliers, and day-to-day meetings, we feel that the social expectations concerning plastic reduction are increasing. Therefore, we continue to strive for plastic reduction by actively testing various new replacement materials.

**Toru Yamazaki,**  
Manager (right)

**Yohei Funahashi** (left)

**Mayumi Chida** (center)



Container/Packaging Eco-Project Secretariat  
Supplies Section, Sourcing and Procurement Development Department

See more details: ▶

<https://nissui.disclosure.site/en/themes/197>



# Reinforced Management of Fishing Gear to Flowing Out into the Ocean

It is known today that fishing gear, such as fishing nets and ropes, accounts for a certain percentage of marine plastics. Together with organizations such as SeaBOS (Note 1) and GGGI (Note 2), the Nissui Group, which owns fishery and aquaculture companies, is tightening the management of fishing equipment to prevent them from flowing out into the ocean. In fiscal 2019, we identified polystyrene foam floats in nylon covers, which are commonly used for sea surface aquaculture inside Japan, as a risk source of polystyrene foam entering into the ocean (Nissui Group owns 18,828 floats as of July 2019). In fiscal 2020, we replaced 2,040 polystyrene foam floats used by our group aquaculture companies with floats that ensure a lower risk of plastic flowing out into the ocean (Note 3). We plan to complete the replacement of all polystyrene foam floats in nylon covers by the end of fiscal 2024.

(Note 1): Seafood Business for Ocean Stewardship. An initiative aiming at sustainable fishery and aquaculture business.

(Note 2): Global Ghost Gear Initiative. An international body working to prevent fishing gear from flowing out into the ocean.

(Note 3): PE-coated polystyrene foam floats or hollow resin floats.



Conventional polystyrene foam floats in nylon covers



Newly introduced PE-coated polystyrene foam floats

See more details: ▶

<https://nissui.disclosure.site/en/themes/199>



# Sustainability of Marine Resources



## ■ Vision Targeted in 2030

### The sustainability of the marine products procured by the Nissui Group will have been confirmed

The Nissui Group will completely eliminate marine products potentially associated with illegal, unreported and unregulated (IUU) fishing or forced labor from our procured goods. We aim to complete the confirmation of sustainability of our marine products by 2030, continuously improving our fish resources whose state is “not healthy” or “no information.”

## ■ Initiatives in Fiscal 2020

### Improve Surveying Method for More Reliable Marine Resources Data

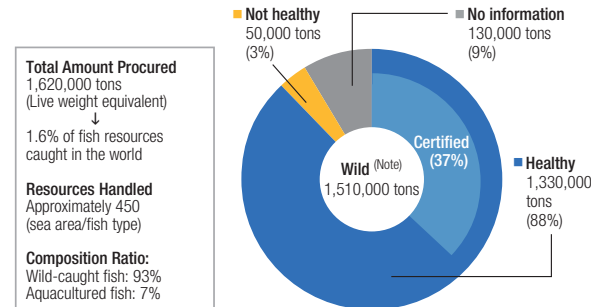
#### Sustainable Use of Natural Marine Resources

We conducted our first surveys on the resources status in 2017, covering the wild-caught fish procured by the Nissui Group (28 companies in Japan and 16 outside Japan) in 2016. The assessment was

carried out by ourselves by referring to the fishery stocks report published by the Food and Agriculture Organization (FAO). For fish species that are not listed in the FAO report, we used different public databases for their status check. We conducted a second survey in 2020 covering the marine products procured by group companies in 2019. The survey data is currently being analyzed and the results are expected to be released within 2021.

The data references in the second survey were commissioned to a third party to ensure objectivity, as well as using the latest stock data. The latest survey expanded coverage to include fish meal for compound feeds along with fish oil to enhance the reliability of the survey.

#### ▼ Status of Wild-Caught Fish Resources Procured by the Nissui Group (First Survey in 2017)



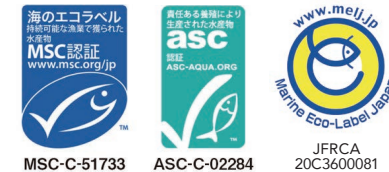
(Note): Processed marine products were included as live weight equivalent, however, fish meal for compound feeds and fish oil were excluded as the fish source was unidentifiable.

#### Promotion of Sustainable Aquaculture

We are progressing with efforts to be granted eco-labels for our fish aquaculture. For example, one of our group companies, Kurose Suisan Co., Ltd. has obtained the world's first Aquaculture Stewardship Council (ASC) certification <sup>(Note)</sup> for its Buri Yellowtail aquaculture. We are also promoting the development of technologies that reduce the impact on the marine

environment and eco system from our aquaculture, such as a solid compound feed with high feed conversion efficiency that is not dispersed into the sea, and the Aqualingual<sup>®</sup> automatic feeding system that can adjust the feeding quantity depending on the appetite of the fish.

(Note): An international certification program to indicate “responsibly farmed seafood.”



Marine eco-labels by the MSC, ASC, and MEL (left to right)

#### — Voice of Staff Member —

I am responsible for customers who are particularly interested in resource sustainability. Amid the COVID-19 pandemic, the demand for sustainability-related information and development of new environmentally-friendly and socially-considerate products is further increasing. However, customers are not convinced just because a product is sustainable. As well as offering products made from sustainable resources, it is still important to pursue good flavor and make them into long-sellers. I believe that launching such products into the market will promote awareness of resource sustainability and lead to the sales expansion of sustainable products in general.

Kazuma Yamachi

Co-op Sales Section  
Specific Channels  
Marketing Department



See more details: ▶ <https://nissui.disclosure.site/en/themes/155>



Key Issues

The Nissui Group's  
Key Issues

Contribute to  
a healthy lifestyle  
with food safety  
and security

Our **Challenges**

Keeping People Healthy in an  
Aging Society with Our Own  
Technology Development.



Japan has now long been a super-aging society, and alongside this, the average life expectancy has continued to increase. However, there is actually a difference of 10 years <sup>(Note 1)</sup> between the average life expectancy and the healthy life expectancy <sup>(Note 2)</sup>. Currently, there is much interest in how to prolong the period in which people can live healthily, rather than simply lengthening the life expectancy. To prolong healthy life expectancy, “primary prevention,” which is preventing diseases from occurring, is of extreme importance. One of the main contributors to this is our eating habits.

As a food company, Nissui is responsible for helping establish healthy eating habits among our customers. This is why we focus on researching healthy ingredients and developing products by making the best use of the ocean’s bounty. It is expected that the EPA and DHA components of blueback can provide health benefits if they are taken regularly over a long period. However, it is not realistic to eat a large amount of fish every day in our modern life. Utilizing our processing technologies that can reduce “fishy” smells, we have developed a variety of formats of health products through

which people can more easily take EPA and DHA. We are particularly focusing on developing Foods with Functional Claims in a drink or jelly format to differentiate them from conventional capsule supplements. Such products are actually growing more popular among health-conscious customers in the middle-aged and senior groups. We believe that we have established our presence in the health food red ocean. We are channeling our focus on new product development even more than ever to enhance the product range, while responding to the rising demand for online shopping due to the COVID-19 pandemic.

(Note 1): Ministry of Health, Labour and Welfare: *Reference Concerning The second term of National Health Promotion Movement in the twenty first century (Health Japan 21 (the second term))*, July 2012.

(Note 2): The period of life in which people can live without restrictions derived from health issues.

**Shinya Yamashita**

Board Member, Executive Officer  
Fine Chemicals Business Operating Officer  
In charge of R&D Group

# Research and Development for an Enriched Life



Goma Tonyu Jitate no Minna no Mikata DHA

## Our Initiatives

### Tasty and Easy to Drink DHA Featuring a Memory Support Function

Since 2018 Nissui's online shop *Umi no Genki Club* has sold a Food with Functional Claims *Goma Tonyu Jitate no Minna no Mikata DHA* (DHA-Contained Drink with Sesame Soy Milk Flavor) targeted at middle-aged and senior customers. DHA is an indispensable fatty acid abundant in the human brain and nerves. It is thought to be particularly important for children's development, and we have launched several DHA products for children, such as an ingredient for infant and toddler milk and a DHA drink specifically for children. At the same time, deterioration of cognitive functions in aging Japan is a major issue. In this context, we added a new DHA product featuring a function to support memory to our health food lineup in which the EPA products to decrease triglycerides have been the leading merchandise. The Health Japan 21 promoted by the Ministry of Health, Labour and Welfare sets health goals such as

“Extension of healthy life expectancy and reduction of health disparities” and “Prevention of onset and progression of life-style related diseases.”

To contribute to prolonging healthy life expectancy from the food aspect, we offer health components derived from fish in an easy-to-take form as a part of people's daily eating utilizing our accumulated technologies of fish smell reduction and food processing. *Goma Tonyu Jitate no Minna no Mikata DHA* is a drink for which we particularly pursued taste and easiness of drinking, differentiating it from conventional DHA supplements.

### Marketing Through Close Communication with Customers

In our online shop *Umi no Genki Club*, we receive a number of comments from customers every day. Working together with the call center, our marketers closely communicated with customers making repeated revisions to sales planning and promotions. The advertising for this drink communicates in detail not only its benefits for memory maintenance but also its taste and palatability to encourage those customers who are not so keen on fish to consider trying the product. We also paid extra attention to notifying marketing channels for senior customers such as by displaying our contact number clearly on a flyer. In fiscal 2020, our distribution coverage of these products was extended to a wider range of customers thanks to the rise in health awareness brought about by the COVID-19 pandemic. We aim to deliver health through eating based on the dual approaches of product development and marketing from the customers' viewpoint.



Customer's voices reach us at the call center every day

#### Voice of Staff Member

##### Voice from R&D Department

Development of *Goma Tonyu Jitate no Minna no Mikata DHA* involved a challenge to create an EPA and DHA drink that could become a part of daily eating habits. We aimed at creating a flavor featuring the natural tastes of soy milk, sesame, and honey, all of which provide a healthy impression. However, blending them with fish oil was technically very difficult as the fish oil is quite smelly and is also easily oxidized. We were very happy when we received positive comments from many of our customers, such as “tasty” and “easy to drink every day” after the product launch. We hope that we can continue developing health food products that can blend in with people's daily meals.

Hiroko Sakamoto

Manager, Products and Technology Development Section  
Food Function R&D Center



#### Voice of Staff Member

##### Voice from Planning and Sales Department

The sales of a DHA product was a new challenge for us, as we had been working mainly on EPA products. Based on numerous discussions about our target customers, we decided to feature not only DHA's function to support cognitive ability but its blended taste of soy milk, sesame, and honey, each of which is a popular natural and healthy food. The main point that differentiates our drink from other products is that people can receive its health benefits while enjoying a tasty drink. A number of customers who used to drink soy milk for their health now choose this product. Our future challenge is to offer services and customer care designed particularly for senior customers who want to enjoy their active lives.

Yoko Yamagishi

E-Commerce Sales Section  
Specific Channels Marketing Department



Key Issues

The Nissui Group's  
Key Issues

Aim to be a company  
where diverse human  
resources play an  
important role to  
address the social  
agenda

Our **Challenges**

Toward New Value Creation, We  
Aim to Form a Lively Organization  
That Values Diversity.



In the situation where making forecasts about the future is difficult as our surrounding environment changes so rapidly, for a company to grow while fulfilling social demands for sustainability, it is an urgent matter to cultivate human resources who can actively address social issues through our business. We believe that Diversity and Inclusion (D&I) is indispensable to establish a corporate culture in which people can hold constructive discussions toward new value creation while accepting and valuing individual differences—such as gender, age, and nationality. Nissui gives a priority to the empowerment of women in management by being a member of the 30% Club Japan. At the same time, we are cultivating human resources who can work internationally in view of the acceleration of our business expansion overseas. We aim at forming an organization that values diversity, focusing on women, international talents, and mid-career staff. In addition to D&I, enabling individual employees to stay healthy and exert their capabilities to the full is an important factor that forms the foundation of a corporation's

sustainable growth. In 2017, Nissui made its Employee Health Declaration with three particular focuses: Promoting the health of individuals; Supporting the balance between work and home; and Providing a comfortable and rewarding workplace. In this way, we aim to improve the quality of life for our employees and their families, by supporting their physical and mental health. Resolving human issues takes time. We continue our efforts with a medium- to long-term prospect to increase our ability to generate the innovation required in this age of VUCA <sup>(Note)</sup> and resilience to ride out unexpected situations.

(Note): Volatility, Uncertainty, Complexity, and Ambiguity. Refers to the time when future forecasting is difficult due to such a changeable situation.

**Shinya Yamamoto**

Board Member, Managing Executive Officer  
Chief Financial Officer (CFO)  
In charge of Corporate Administration Group

# Diversity & Inclusion



## ■ Initiatives in Fiscal 2020

### Joining the 30% Club Japan

Nissui joined the 30% Club Japan in January 2021, endorsing the Club's aim to increase the percentage of women on the boards of Japanese companies. The Club set out a target of increasing the percentage of female directors in TOPIX100 companies to 30% by 2030. This is based on their belief that a healthy gender balance in a company's decision-making body not only enhances corporate governance but also facilitates sustained growth and boosts international competitiveness, as well as helping build a sustainable Japanese society. Nissui participates in the Club's community, the TOPIX Presidents' Association, to discuss inherent obstacles to women's empowerment and their solutions. We are promoting women in our management through working with the Club.



The 30% Club was established in the UK in 2010 as a global campaign led by Chairpersons and CEOs taking action to increase gender diversity at board and senior management levels. The 30% Club Japan started its activities on May 1, 2019.

### Second Term Action Plan for Women's Empowerment and Its Progress

Nissui formulated the Second Term Action Plan in April 2019 to create an employment environment where

female employees can play more active roles. We are currently following the Plan through quantitative targets.

#### Quantitative Targets for the Action Plan and Progress

Coverage period: April 1, 2019 to March 31, 2022.

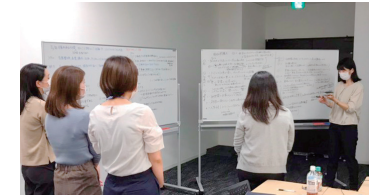
- Women will account for 30% or more of new recruits (graduates/postgraduates).
- Increase the number of women working in the sales and production divisions by 20% or more.
- Increase the number of female managers by 15% or more.

Subject	Target		FY 2019	FY 2020
New recruits (graduates/postgraduates)	Percentage of women	30% or more	36%	38%
Rectification of bias based on job type	Sales	Increase by 20% or more	121%	132%
	Production	(Compared to FY2018)	104%	107%
Number of women appointed as managers and assistant managers	Managers	Increase by 15% or more	100%	104%
	Assistant managers	(Compared to FY2018)	100%	86%

### Holding Workshops for Women in Charge of Production Division

To rectify biases related to job types, we held three workshops for female employees working in the production division, where the percentage of female employees is as low as in the marketing division. Workshop attendees discussed issues specific to the production division and their career intentions, and made proposals for solutions to the selected issues to

Directors, Executive Officers, department heads, and their immediate bosses. In response to the proposals, general managers of the Human Resources Department and the other department exchanged opinions to materialize the proposals and determined a three-year plan for the initiatives. We will further promote the development of both human resources and the internal environment through the execution of this plan.



Attendees of the workshops (October 2020)

#### Voice of Staff Member

I have been running the workshop since December 2020, and have been working to expand the efforts of women's empowerment in Hachioji General Plant, creating opportunities for female employees to think about their careers. Some said that they were now able to plan how they want to build their careers for the future based on their current positions. I hope that I can widen women's views by utilizing my experience of having worked outside the plant for a long time. When the COVID-19 pandemic becomes more settled, I would like to hold joint meetings with members in other plants across Japan.

Keiko Yoshida

Manager, Human Resource & General Affairs Section  
Hachioji General Plant



See more details: ▶ <https://nissui.disclosure.site/en/themes/148>



## Employee Health

### ■ Initiatives in Fiscal 2020

### Health Plus (+) Storage Campaign

Since fiscal 2018, Nissui has been conducting its Health Plus (+) Storage Campaign to encourage individual employees to make efforts to improve their lifestyle. The campaign is an employee welfare program that rewards points to any person who completes an additional (Plus) activity to improve their lifestyle habits and succeeds in satisfying the designated criteria. In fiscal 2020, there were 15 courses in the four areas of elimination of under-exercising, dietary improvement, improvement of daily habits and more comfortable lifestyle. “Greeting others,” aimed at fostering greater communication that tends to suffer with teleworking, and “hand washing & gargling” have been added to the courses to focus greater attention on maintaining good health amid the pandemic. The number of participants increased by more than 84 over the previous fiscal year—334 in total with a cumulative total of 1522. Among these, 259 employees achieved the course targets.

### Eliminating Smoking During Working Hours

To prevent health hazards from smoking or from inhaling secondary smoke, Nissui has been encouraging its employees to quit smoking and has

designated smoking areas at its business locations since fiscal 2016. In addition to personalized guidance from health nurses and other activities to help employees to quit smoking, we have closed smoking areas at our head office and branch offices and are in the process of closing or reducing the number of smoking areas at other business locations. From October 2020, Wednesday has been designated “No Smoking Day” under the slogan “No-Wheeze Wednesday” to encourage no smoking during working hours. Although the smoking rate among employees fell from 30.4% in fiscal 2016 to 25.3% in fiscal 2020, we plan to strengthen our actions in the future.

### Health Improvement Seminars

In fiscal 2020, health improvement seminars organized for all employees have been upgraded from the previous fiscal year. We held seminars separately on the following themes: “Seminar on Food,” “Functionality of Fish and Products Available from Nissui,” “Exercise: Lecture by RIZAP Trainer” and “Health: Lecture by an Industrial Physician” The seminars were streamed live, enabling teleworkers to participate. The seminars were held four times in total and 390 employees participated.

### Selected under 2021 Health & Productivity Stock Selection

Since its selection in 2019 by the Ministry of Economy, Trade and Industry’s “Health & Productivity Stock Selection” in the category of fisheries and agriculture, Nissui was selected for the third year in a row. In addition to our drive to promote better employee

health with fish and EPA, the core products of our business, we were recognized for our active efforts to improve mental and physical health amid the pandemic.



Selection program that normally selects from companies listed on the Tokyo Stock Exchange one company from each industrial sector for its managerial focus on employee health and strategic efforts in that area.

#### — Voice of Staff Member —

Despite the pressure I felt from my appointment to be in charge of employee health in fiscal 2021, I am facing the challenge with great enthusiasm. I am growing aware of the importance of good health and maintaining it every day. I hope to communicate this through health improvement measures, consciously focusing on its link to health issues and management issues that need to be resolved, and to make my contributions, however small, to our employees and company. Although an interest in health varies between people, I would like as many people as possible to participate in the programs and seminars we offer to help foster better health.

Ryoya Takamatsu

Safety & Health  
Planning Section  
Human Resources  
Department



See more details: ▶

<https://nissui.disclosure.site/en/themes/104>





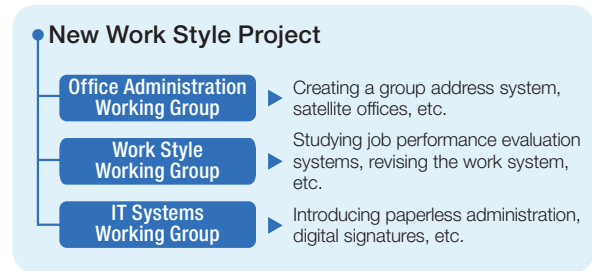
# Work Style Reform



## ■ Initiatives in Fiscal 2020

### New Work Style Project

Advances made in legislative action, including Related Acts to Promote Work Style Reform and the Revised Child Care and Family Care Leave Law and social changes taking place concurrently with the outbreak of the COVID-19 pandemic in fiscal 2020 prompted Nissui to start a study of new work styles and review its existing scheme. In June 2020, we formed the New Work Style Project consisting chiefly of young people and women. We made a decision to establish our future vision and basic policy for the year 2025 and to formally institutionalize the working system that has already been implemented as an emergency measure with the COVID-19 pandemic. We organized three working groups for the project to tackle issues in the respective fields of office administration, work styles and IT systems. We are establishing a road map for the development of the ideal office, including



studying the introduction of satellite offices in fiscal 2021.

#### New Work Style to be Introduced in 2025

##### Future Vision

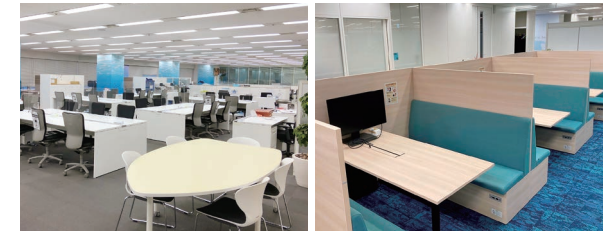
- Diverse capabilities demonstrated sufficiently, with a high level of contribution to the team

##### Basic Policy

- Work style not restricted by time or location
- Work style that allows active communication and collaboration
- Work style that maintains good mental and physical health

### Initiative to Create a Group Address System Starts from Head Office

Under the New Work Style Project, the Office Administration Working Group began lively discussions in June 2020 on creating a place-free work style at head office and redefining office functions at head office (focus on group work and communication) and at satellite offices (focus on individual work and internal work). We conducted a detailed simulation to achieve greater versatility in office operations founded on a work style not restricted by location, which led to the introduction of a group address system. This resulted in the elimination of roughly 150 seats and to the creation of office layouts designed for more direct communication and an increase in online meetings. The working groups are expected to conduct further studies on establishing new work styles and to apply this approach not only at head office but at branch offices as well.



The Osaka branch office where the free address system is already introduced (left) and "booth seating" for meetings at head office (right)

#### Voice of Staff Members

The group address design not only aims to simply reduce seating capacity but also to create a new work style where the work location is chosen to suit the type of work. In changing the layout at Head Office, we made great efforts to gain the understanding of employees for this approach and for the drastic reduction in capacity over a very short period of time. Among the ideas introduced, the diner-like booth seating was well received and is being utilized as a new workspace.

We will continue to introduce satellite offices and review our head office layout to create more workspace options that are suited to the types of work.



New Work Style Project Office Administration Working Group members

**Emi Mizusawa** (left) **Hirokazu Nagashima** (center)

General Affairs Section, General Affairs Department

**Zhenzhen Li** (right)

Integral Accounting Section, Finance and Accounting Department

Others

Human Rights

“No one will be left behind.”

Contribution to building a sustainable society

## Our Challenges

# Assessment of Human Rights Risks in Business to Promote Initiatives Aimed at Reducing Those Risks.



In 2020, media coverage of the Black Lives Matter protests against discrimination of African-Americans and of hate crimes against Asian ethnicities reaffirmed the persistent existence of discrimination and prejudice in the world. In addition, forced labor and child labor are issues that must be addressed by the whole world. In Japan, inappropriate and unfair management of foreign technical intern trainees has exposed the need for Japanese businesses to clarify their stance and conduct regarding respect for human rights. The Nissui Group plans to ensure that human rights are respected not only by its employees in Japan and other countries but also in all stages of the raw materials supply chain used in its manufacturing and processing operations. For this purpose, we established the Nissui Group Human Rights Policy to serve as the foundation of all its business activities, and formed the Human Rights Subcommittee for comprehensive implementation of the policy. At present, three potential human rights risks have been identified in the

supply chain. We are going to implement concrete measures to address these risks. In particular, the supply chain for raw materials for our marine products is diverse and complex. As a business corporation dealing with seafood on a global scale, we plan to take action against illegal, unreported and unregulated (IUU) fishing to fulfill our responsibilities and reduce human rights risks. In addition, we will make effort to improve human rights awareness among our employees through education to deliver “products that make the customer smile” from workplaces that respect human rights.

**Tetsuhiro Kuroda**

Executive Officer

In charge of Risk Management, Human Resources Department

# Human Rights

## Identifying Potential Human Rights Risks

The Nissui Group Human Rights Policy was established in 2020 to serve as the foundation of all our business activities. Under the Policy, we share our approach on respect for human rights throughout the entire supply chain, and to ensure comprehensive implementation we established the Human Rights Subcommittee<sup>(Note)</sup> as a cross-departmental organization. The Subcommittee promotes greater understanding of human rights and at the same time engages in deliberations on the issues involved. For analysis of potential human rights risks in our business process, we organize workshops by employees who are directly engaged in business operations and possess extensive knowledge of our workplaces.

(Note): Established under the CSR Committee. Chaired by the executive officer in charge of Risk Management and the Human Resources Department.



Workshop in action

Human rights risks that are likely to occur in each business process have been identified from the two

	Procurement	R&D/Production	Logistics	Sales/Distribution	Customer Use	Disposal/Recycle
<b>Nissui Group employees</b>		<ul style="list-style-type: none"> <li>Work environment of foreign technical intern trainees (Japan)</li> <li>Labor incidents and accidents (fishery &amp; aquaculture)</li> <li>Unemployment resulting from AI implementation</li> <li>Violence occurring during labor disputes</li> </ul>	<ul style="list-style-type: none"> <li>Labor incidents and accidents</li> </ul>			
		<b>Recruitment-Evaluation, Working Conditions &amp; Promotion-Retirement</b>				
		<ul style="list-style-type: none"> <li>Inequalities in opportunities and discrimination in recruitment/career development/promotion</li> <li>Harassment</li> <li>Equal pay for equal work (preferential treatment based on type of employment, nationality, gender, etc.)</li> <li>Privacy violations through surveillance of conduct while teleworking and at production sites</li> </ul>				
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>Unfair terms of contract against small and micro business partners</li> <li>Health hazards caused by agricultural and other chemicals</li> <li>Forced labor &amp; child labor</li> <li>Labor incidents and accidents (fishery &amp; aquaculture)</li> </ul>					
<b>Customers</b>				<ul style="list-style-type: none"> <li>Misleading representation</li> <li>Marketing that accelerates unhealthy diets</li> </ul>	<ul style="list-style-type: none"> <li>Quality incidents</li> <li>Health hazards</li> </ul>	
<b>Local community residents</b>	<ul style="list-style-type: none"> <li>Forced removal/eviction as a result of farm development</li> <li>Health hazards caused by agricultural chemicals</li> <li>Destruction of indigenous people's livelihoods</li> <li>Environmental pollution</li> </ul>	<ul style="list-style-type: none"> <li>Environmental pollution</li> </ul>				<ul style="list-style-type: none"> <li>Biodiversity damaged by marine plastics: hardships in the livelihood of people in fisheries</li> <li>Environmental pollution with plastic waste</li> </ul>
<b>Others</b>	<ul style="list-style-type: none"> <li>Involvement in bribery/corruption</li> </ul>			<ul style="list-style-type: none"> <li>Advertising featuring discriminatory expressions</li> </ul>		

perspectives of general and cross-industrial human rights risks and human rights risks specific to the fisheries industry and the Nissui Group (chart above). Additionally, three major potential human rights risks for Nissui Group have been identified based on the strength of connection with its business and the scale and gravity of the impact.

### Identified Three Potential Human Rights Risks

- 1) Forced labor and child labor relating to raw materials of marine products (from procurement of raw materials to production)
- 2) Work environment of foreign technical intern trainees in Japan (production)
- 3) Labor Safety and Health (fishery and aquaculture)

### Plan for Fiscal 2021 and Later

#### Human rights due diligence

- Assessment of the realities of the identified risks and prevention/mitigation of their negative impacts

#### Employee training and education

- Greater awareness and training in the human rights policy for employees at Nissui and the rest of the Group

#### Examination of the state of action on human rights by suppliers

- Inspection of all primary suppliers by 2025, with priority on suppliers of marine products

See more details: <https://nissui.disclosure.site/en/themes/204>



# Nissui Group's Contribution to Society Associated with the COVID-19 Pandemic



The Nissui Group places emphasis on “contributing to a healthy lifestyle with food safety and security” as one of its key CSR issues (Materiality) and provides a wide range of assistance deriving from the unique characteristics of its business and the pool of technology and knowledge held by the Group companies.

## Assistance Through Food, as a Company Fulfilling its Social Responsibility in Food Manufacturing and Supply

### Donation of 10,656 Cans of Food in Total

Nissui has donated canned foods to persons whose lives have been hugely impacted by COVID-19 and to healthcare professionals devoted to medical diagnosis and treatment. In Minato City where our head office is located, 7,056 cans of food have been donated to the community welfare division and to operators of “kids eat free” cafeterias, Second Harvest Japan, which is a certified NPO and food bank, and the student food aid project of Tsukuba University, located on the same premises as our Fine Chemicals General Plant Tsukuba Plant. A total of 3,600 cans of food were donated to university hospitals in Tokyo who are clients of Nissui Pharmaceutical Co., Ltd., and to WeSupport, a platform for supporting healthcare professionals through food.

Recipient of aid	Date/Period of aid provided	Description of aid
University of Tsukuba “Student Food Aid Project”	January 19, 2021	288 cans of food
Second Harvest Japan (certified nonprofit organization (NPO))	May 21, 2020	6,000 cans of food
Living and welfare section (for impoverished persons) of the local government of Minato City, Tokyo	May 19, 2020	240 cans of food
Operator of “kids eat free” cafeteria in Minato City, Tokyo	May 19 and 20, 2020	528 cans of food (total for 2 days)
“WeSupport” platform for supporting healthcare professionals through food	May 14, 2020	2,400 cans of food
University hospitals, etc. in Tokyo	May 14, 2020	1,200 cans of food



6,000 cans donated to Second Harvest Japan

### Assistance to the Maori and Protection of Endangered Penguins

The Sealord Group in New Zealand donated three tons of fried Hoki (white flesh) fillets (21,000 servings) to Te Rūnanga o Ngāti Whātua, the Maori tribal council, and shelf-stable foods to the local food bank Kai with Love, along with approx. \$5,000 from employees. Also, one ton of southern blue whiting was donated to a wildlife hospital for yellow-eyed penguins listed in the IUCN Red List as an endangered species.



Shelf-stable foods donated to Kai with Love



Southern blue whiting being fed to yellow-eyed penguins

# Support with Technology, Knowledge and Partnership

Other social contribution activities: ▶  
<https://nissui.disclosure.site/en/themes/122>



## Use of Sanitation Appliances and Idle Facilities

To help mitigate the COVID-19 outbreak, Nissui (Thailand) Co., Ltd., donated infrared thermometers and foot-operated alcohol sprays designed by its engineering department to the local area of Takam and its public health agency. It has also donated its food products to the local Kho Hong police office. UniSea, Inc. of the USA has been offering free use of its idle facilities to the local community of Unalaska since April 2020. The facilities are used as a quarantine station for fisheries workers who are required to quarantine after returning to port and as standby facilities for local residents who are waiting for their PCR test results.



Foot-operated alcohol sprays donated by Nissui (Thailand) Co., Ltd. to the public health agency



Facilities made available by UniSea Inc. for free use

## Aid to Children in Other Countries Through the UN World Food Programme (WFP)

As a member of the food manufacturing industry, Nissui wishes to cooperate in achieving zero hunger and to support the activities of the United Nations World Food Programme (WFP). At the opposite end of the food problem is food loss, for which an internal project “Let’s eat everything on our plates!” has been organized to reduce waste. We have made donations corresponding to the number of participants at such events. Since 2017, we have also been supporting and participating in WFP Walk the World, a charity walk from which part of the proceeds is donated to food assistance to children in developing countries who are suffering from hunger. In 2020, school closings due to the COVID-19 pandemic have resulted in donations of ¥1.5 million to support children in other countries who can no longer eat meals at schools. Our desire for zero hunger has been entrusted to the WFP, to deliver nutrition to children in developing countries.



©Mayumi Rui



Certificate of gratitude received from Mr. Kunio Suzuki (left), Executive Officer of the Japan Association for the World Food Programme

### Partner to Connect and Share Our Vision

**The aid received is used to provide school meals assistance around the world, generating great strength for local communities.**

The Japan Association for the World Food Programme is the official Japan liaison office for the United Nations World Food Programme (WFP) working to fighting hunger. In 2020, the entire world shared the pain of the COVID-19 pandemic. We are sure that the suffering shared by people not only in Japan but around the world because of the pandemic helped give the Japanese the opportunity to direct their attention to other countries. We believe this will be the first step forward in creating the world free of hunger that WFP aspires to achieve. The aid received from Nippon Suisan Kaisha, Ltd. is used to provide school meals assistance around the world. Although some schools in various countries were closed, we were able to distribute cash to families with schoolchildren to buy food and hand out food to take home. We are wholeheartedly grateful for the support, which is a major force in these communities. We sincerely look forward to Nippon Suisan Kaisha, Ltd., which is a professional in handling seafoods around the world, taking advantage of the breadth of its business operations to communicate the realities to as many of its business partners and clients as possible and thus creating a wider circle of support from Japanese businesses. We sincerely look forward to your continued support and cooperation.

**Ms. Hikari Narumi**

Fundraising Department  
Japan Association for the World Food Programme





To establish governance with objectivity, Nissui requires that more than a third of its directors be outside board members.

Hence, three of the eight directors are outside board members. The outside board members play the role of advisors who are independent of our top management, monitoring business execution by the directors and assuring propriety in decision-making. The following are messages from the outside board members Mr. Mikito Nagai, Ms. Yuko Yasuda and the new appointee, Mr. Tokio Matsuo.



Mikito Nagai

## Building an Environment Where Staff Members Can Work Creatively

A year has passed since my appointment as an outside board member. I found that Nissui's Board of Directors engage in lively deliberations and that there are improvements and new ideas introduced in the selection of agenda items and content of review materials, demonstrating that steady progress is being made in governance reform. It must be noted, however, that the discussions on the existing Mid-term Business Plan focus chiefly on aggregation of performance by each business division and that deliberations on the medium- to long-term business strategy are not necessarily sufficient.

At present, a review is underway for development of a truly long-term business vision and the next Mid-term Business Plan. Based on the top management's message to "re-examine our vision for what we want to be in 10 years," companywide discussions and proposals are emerging through processes that transcend the existing framework and divisional boundaries. With these changes, I look forward to deeper exploration of issues, especially its business portfolio. Additionally, I believe that the keys to realizing our business vision are the leadership and risk-taking of management as well as the incentive and drive of the employees.

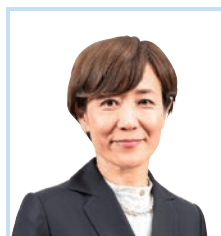
Based on my experience observing the growth processes of numerous business corporations, I look forward to aiding in fostering aggressive risk-taking and proper risk management, and in adding a boost to greater diversity in human resources to achieve the business vision and to building an environment where staff members can work creatively while sharing the business vision.



Mikito Nagai

[Profile]

Joined the Industrial Bank of Japan, Limited (current Mizuho Corporate Bank) and served in the posts of general manager of the bank's head office sales department, managing executive officer and deputy president. He became vice president of Nippon Steel Kowa Real Estate Co., Ltd. in 2013 and later was appointed president and subsequently advisor. From 2019, he is serving as member of the Okasan Securities Group Inc. outside directors/the Audit and Supervisory Committee members. Outside board member of Nippon Suisan Kaisha, Ltd. from 2020; also outside director of Tohoku Electric Power Co., Inc. and of Ohba Co., Ltd. from 2021.



Yuko Yasuda

[Profile]

Joined IBM Japan Ltd. in 1985. In 1993, she joined Russell Reynolds Associates Japan, Inc. She served as managing director, Japan branch office representative and member of the executive committee at Russell Reynolds Associates, Inc. She has been and is outside director for SCSK Corporation, Showa Shell Sekiyu K.K., Idemitsu Kosan Co., Ltd., Murata Manufacturing Co., Ltd. (current). Presently, she is senior partner of the Board Advisors Japan, Inc. and outside board member of Nippon Suisan Kaisha, Ltd. from 2020



Tokio Matsuo

[Profile]

After joining Asahi Glass Co., Ltd. (current AGC Inc.) in 1980, he served as general manager of AGC Engineering Center and executive officer and general manager of its CSR Office. He also served as executive director of the Asahi Glass Scholarship Foundation and from 2016 has been representative director, president and executive officer of Nippon Carbide Industries Co., Inc. In 2021, he was appointed outside director of Toyo Gosei Co., Ltd. and outside board member of Nippon Suisan Kaisha, Ltd.



Yuko Yasuda

## Expectations of Becoming a Global Leader in the Fisheries Industry by Integrating Sustainability into its Corporate Strategies

During the span of one year since my appointment as an outside board member, I was able to learn much, despite the restrictions imposed by COVID-19. I looked forward to participating in the board of directors meetings, where the exchange of opinions was lively and there is a strong bond of trust. I have been involved for many years in advisory services for executive officer training, successor planning, efficacy in board of directors meetings, etc. Having seen board of directors meetings in other companies, I am impressed by Nissui's Board of Directors and in the earnestness demonstrated in building corporate governance. In managing the Nomination and Compensation Committee and evaluating the Board of Directors, action was taken with sincerity and integrity, which was a learning experience for myself as well. On the other hand, concentration on resolving each issue resulted in the loss of a broader perspective, such as forming a medium- and long-term business vision, board discussions on strategies to enhance corporate value, etc. Also, development of top management talent to drive reform in the future and training of global human resources and female leaders are expected to become major issues for the business growth of the company.

I also feel that Nissui is engaged in earnest in a broad range of areas of sustainability. However, society calls for sustainability to be integrated into corporate strategy as a management issue. It is important to direct attention to the corporate vision for the future and to engage in backcasting to determine what is necessary to achieve the goals. Besides resolving immediate issues, I look forward to Nissui establishing its position as the global leader in control of the major movements in the fisheries industry.



Tokio Matsuo

## Support for Creating a Sustainable Society Through Business Activities, Backed by Own Experience and Knowledge

I am greatly honored to be appointed as an outside board member and at the same time thrilled to receive such an opportunity. I am much impressed by the Nissui Group's determination in its mission and its commitment to the sustainable use of marine resources, activities to address environmental issues, etc., conducted on a global scale, to contribute to building a sustainable society.

With the world's population expected to reach roughly 10 billion in the 2050s, global action is underway today to achieve the SDGs by the year 2030. The Nissui Group bears an important responsibility and role. Its mission is to secure access to food and health continuously without compromising the functions of the planet. I have previously been responsible for promoting compliance, environmental, safety and quality management and risk management in other areas. Compared to the past, the approach to CSR has changed dramatically, moving corporate activities out of a supporting role to become the core of business activities. As member of society, a company's mission has become the achievement of targets and social issues through its business activities in areas where the company wields the greatest influence.

In the past 10 years, I have felt the change in the approach to CSR as I engaged in business management. I look forward to utilizing my experience and knowledge in Nissui's efforts to resolve these issues.



The Nissui Group upholds preservation of biodiversity for its Environmental Code.

The cover design shows ocean world and creatures dwelling there that are the foundation of the Nissui Group's operations.

It expresses our determination to maintain a bountiful and sustainable ocean, and bequeath to future generations.

Issued November 2021

Nippon Suisan Kaisha, Ltd.

CSR Department

Fax: +81-3-6206-7080

Nishi-Shimbashi Square, 1-3-1, Nishi-Shimbashi,  
Minato-ku, Tokyo, 105-8676 Japan

(Website) <https://www.nissui.co.jp/english/>

