

Sustainability

Risk Management

SDGs of particular focus for achievement



Activity report FY2018

Effective Risk Management

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Sustainability

Effective Risk Management

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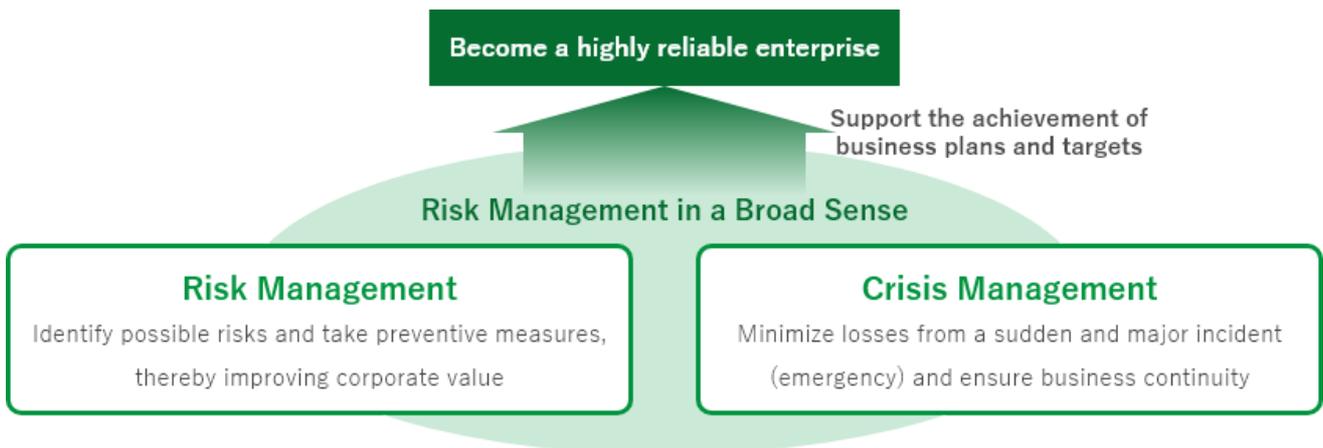
Basic approach

The Fuji Oil Group believes that risk management* is management itself. Risk management is essential for the Group to continue contributing to society through delicious and healthy food, ; from the perspectives of business continuity, legal compliance, and meeting the expectations and demands of society, our shareholders and investors.

By promoting Risk Management, we aim to become a highly reliable enterprise that earns the trust of society.

*Risk Management: Preventing the occurrence of risks related to corporate management and minimizing losses and impact when risks occur, to achieve business plans and targets

Positioning of Risk Management in the Fuji Oil Group



Objectives

- By 2020, each group company should independently and autonomously go through the PDCA cycle for Risk Management and each function of FUJI OIL HOLDINGS INC. should provide comprehensive support for optimal response to risks by each group company, based on the holding company structure.
- By 2020, main group companies should complete the formulation of BCP.

Progress

Fuji Oil Holdings held a risk management meeting with each Group company to understand the implementation status of risk management, propose measures for the Fuji Oil Group's common risks, and share information regarding crises.

Regarding BCP formulation, Fuji Oil Holdings selected major Group companies that should formulate BCP, and explained to them the significance of this.

Also, safety confirmation drills and other emergency drills were conducted at business sites in Japan to strengthen response capabilities in emergency situations (such as large-scale disasters).

Promotion System

Risk Management Promotion System

To promote ESG management, Fuji Oil Holdings established the ESG Committee as an advisory body to the Board of Directors. The ESG Committee meets regularly to discuss important matters relating ESG, including risk management, and make reports and proposals to the Board of Directors.

The Fuji Oil Group promotes Group-wide risk management initiatives under the overall control of the officer in charge of risk management and compliance at Fuji Oil Holdings.

PDCA

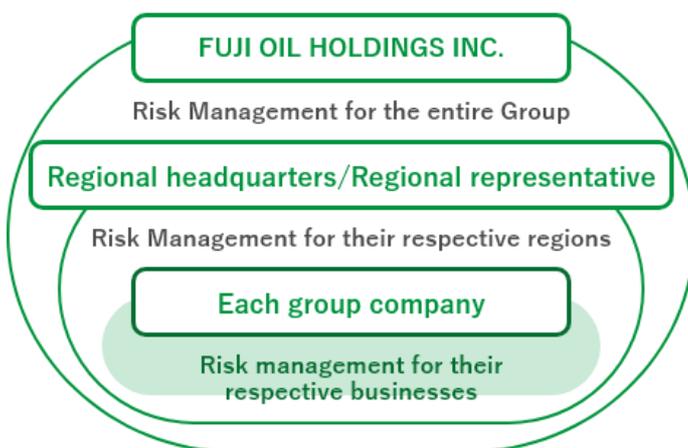
The Fuji Oil Group established a global risk management system, as one of the foundations for the holding company structure to which the Group shifted in October 2015.

Fuji Oil Holdings Inc., the regional headquarters (representative companies) and each Group company; and established a Risk Management Committee at each Group company. Each Risk Management Committee plays a leading role in the annual implementation of the PDCA cycle: Plan (identify all possible risks and select major risks) → Do (implement

countermeasures) → Check (conduct checks) → Act (take improvement action toward the next fiscal year). The Fuji Oil Group promotes risk management through close collaboration among Fuji Oil Holdings, regional headquarters (representative companies) and each Group company.

In the event of an emergency, an Emergency Headquarters will be established based on the Risk Management Committee, which promotes risk management activities in ordinary times, so that we can respond to an emergency quickly and appropriately as the Fuji Oil Group.

The Fuji Oil Group's Risk Management



Each group company leads the execution of Risk Management



PDCA Cycle for Risk Management

Risk assessment method

The Risk Management Committee of each Group company takes the central role in identifying as many of its own company's risks as possible and assessing them by plotting them on a risk map (vertical axis: degree of damage to/impact on the company; horizontal axis: possibility of occurrence). As a result of the assessment, the Committee specifies risks that would cause a significant degree of damage to/impact on its company as "significant risks," and decides how to respond to all "significant risks" to mitigate the potential impact. Through this process, each company conducts risk management that makes clear which risks it should manage on a priority basis and works to prevent risks, minimize loss when risks occur, and maintain business continuity.

Topics: Effects of Risk Management

A Group company in the United States, which introduced a risk management system, identified hurricane-related damage (injuries to employees, damage to plant and production equipment, etc.) as significant risk; and formulated procedures for employee evacuation and plant operation suspension to mitigate risks.

Although this Group company was hit by two large hurricanes in FY 2018, thanks to the

formulated procedures, they were able to respond efficiently and effectively to emergency situations, and minimize negative impact on stakeholders.

Education and awareness-raising activities

We conduct risk management education and awareness-raising activities for our group companies through regular visits, video conferences and other measures, to firmly establish the PDCA cycle for risk management and improve the quality of risk management at each group company. In addition, we educate employees being newly posted abroad on the fundamentals of risk management and the risk management system of the Fuji Oil Group in their pre-assignment training.

Incentives

In 2016, we established a CSR category in our management awards program to recognize departments and Group companies that have made outstanding efforts to contribute to society through their business activities. In this category, we present awards to Group companies and departments that have fulfilled their social responsibilities by effectively conducting risk management.

Response to Specific Risks

Identification of the Group's Significant Risks

Based on the results of annual risk assessments of Group companies, we identify significant risks common to the Fuji Oil Group as "common Group risks." For the significant risks identified as common Group risks, the person in charge of each risk at Fuji Oil Holdings manages the relevant risk as a management theme, and supports Group companies in taking measures to address risks.

For example, for information security risk, one of the common Group risks, the responsible department is the ICT Group of Fuji Oil Holdings. The ICT Group provides regular e-learning courses and visits Group companies to increase employee understanding and awareness of information security.

[Fuji Oil Group's Significant Risks]

- Fluctuations in raw material prices
- Fluctuations in currency market
- Risks inherent to engaging in overseas markets

- Capital expenditure recovery risks
- Risks related to food safety
- Supply chain environmental and social risks
- Risks related to disasters and accidents
- Risks related to information systems and information security
- Risks related to human resource hiring and development

Climate change and water risks

Fuji Oil Holdings, which is responsible for formulating the Group's overall management strategy, manages the risks and opportunities associated with climate change and water. The C"ESG"O is responsible for climate change issues and the use of water resources. Under the leadership of the C"ESG"O, through their expert perspectives, relevant divisions, including the CSR/risk management division and the environmental division, collect information on climate change and water from publicly disclosed data and through dialogue with industry groups and stakeholders.

The Group's climate change and water strategies are developed based on the collected information. These strategies are reported at meetings of the ESG Committee, which is an advisory body to the Board of Directors, and proposed to the Board of Directors. Climate change- and water-related risks are managed through the Group-wide risk management system.

Regarding climate change risks, the Fuji Oil Group declared its support for the Task Force on Climate-related Financial Disclosures (TCFD) on May 2019. In the future, we will work to visualize the degree of impact of climate change risks on our business, through participation in the TCFD Consortium and dialogues with stakeholders.

Climate change-related risks (FY 2018)

Regulatory risk	Risk of decreased production at some group companies in China because of operational restrictions from the local administrative authorities
Physical risk	Risk of injury to employees, damage to equipment and suspension of production if a hurricane directly hits the operating area of a group company in the United States

Climate change-related opportunities (FY 2018)

Regulations	Local governments in some parts of the West Opportunity to increase demand for Fuji Oil soy protein ingredients due to promotion of "Meatless Mondays" by some local governments in
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	Europe and the United States and expansion of plant-based protein market
Physical impact	Opportunity for increased demand for the Fuji Oil Group's soy protein products such as soy meat if beef cattle production declines due to a livestock feed shortage caused by drought or other factors

Major water-related risks (FY 2018)

The risk of Group companies in China receiving production suspension orders due to discharging wastewater that fails to meet the effluent quality standards stipulated in the effluent regulations in China

Major water-related opportunities (FY 2018)

Opportunity for increased demand for the Fuji Oil Group's soy protein products such as soy meat if beef cattle production declines due to livestock feed shortages caused by drought or other factors

Business Continuity Plan (BCP)

Basic approach

The Fuji Oil Group Management Philosophy sets forth its Vision to "contribute to society by creating the future of delicious and healthy foods." We believe that business continuity is a prerequisite to achieving our vision, and that a business continuity plan (BCP) is vital to ensure the continuity of operations.

We will promote our BCP under the following basic policies to ensure employee safety and minimize damage to business assets in order to enable the continuation or early restoration of core businesses.

Basic BCP Policy

1. Give priority to the lives of employees and visitors.
2. Prevent secondary disasters and do not disturb local communities.
3. Fulfill our responsibility as a company to supply products.

Initiatives

Revision of BCP based on a major disaster scenario

Fuji Oil Co., Ltd. is working to revise and restructure existing BCPs to make them more effective. The revisions are scheduled to be completed by the end of FY 2019. Major Group companies outside Japan are promoting the formulation of BCPs. The formulation of BCPs at major overseas Group companies is scheduled to be completed by the end of 2020.

Ensuring information system continuity in the event of a natural disaster (ICT-BCP)

In the event of a natural disaster or other incident, information systems are the foundation of business continuity.

The Fuji Oil Group has established a robust data center to operate core systems and other important operational systems.

In addition, assuming a scenario of damage to the data center, we have secured operating system continuity with the construction of a DR site* at a remote location. As a result, even if the data center is affected, operations can resume at the DR site within a few hours to half a day. Moreover, we are preparing for prompt response in the event of a disaster by conducting DR site switchover exercises once a year.

See "Sustainable Procurement" for our response to procurement risks due to climate change or large-scale disasters.

▶ <https://www.fujioilholdings.com/en/csr/sustainable/>

*DR site: Disaster Recovery site

Information security

Basic approach

The Fuji Oil Group is working to improve its security level to safeguard against threats surrounding information systems, and protect and maintain the confidentiality, integrity and availability of information assets. We have formulated Information Management Regulations, Information Security Regulations, and Information Security Guidelines, and provided employee education on a continual basis to ensure that all employees understand and follow these regulations.

Technically, we are taking multilayered measures including mechanisms to prevent unauthorized access from outside the Group's information systems and to protect against computer viruses. We will further raise our information security level through a process of review, verification and improvement.

Information security management system

To address threats to information assets, the Fuji Oil Group established an information security management system under the Risk Management Committee. We appointed a Chief Information Management Officer and CSIRT (Computer Security Incident Response Team) at Fuji Oil Holdings. We also appointed a person in charge of information management and a person in charge of information security at each Group company to ensure quick response in the event of an emergency and promote employee awareness-raising activities in ordinary times.

Information security education for employees

In FY 2018, the Fuji Oil Group designated October and November as Group Governance and Information Security Reinforcement Months, and conducted e-learning training for all Fuji Oil Group members. Furthermore, we held briefing sessions for managers on information management regulations at each Group company. We will continue working to improve employee information security literacy through education, training and other measures.

Protection of Intellectual Property

Obtaining intellectual property rights and setting a system to prevent the Fuji Oil Group's infringement of such rights owned by other companies

Based on the Fuji Oil Group Management Philosophy, the Group set forth rules on handling of intellectual property rights associated with inventions and other creative works made by its employees while on duty. These rules are set in the Regulations on the Handling of Employee Inventions and the Fuji Oil Group Regulations on Intellectual Property Management. We protect intellectual property by obtaining patents and other intellectual property rights for employee inventions and other creative works and by strictly managing our technological know-how to ensure its confidentiality. We also routinely keep a close watch on information regarding patents and other intellectual property rights of other companies to avoid infringing on them.

Educational and awareness-raising activities

Fuji Oil Co., Ltd. holds study sessions whenever necessary as part of its efforts to spread correct understanding of intellectual property.

During FY 2018, a training seminar on intellectual property was held in February 2019 for new research and development employees who had joined the company six months earlier. The intention was to spread basic knowledge regarding intellectual property. The participants were briefed about intellectual property rights and their significance, as well as rules applied to in-house inventions.

Moreover, intellectual property training was held in October 2018 for general managers and group leaders in the development divisions to deepen their understanding of the regulations regarding the certification of and compensation for inventors.

Sustainability

Stable Procurement of Raw Materials

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Basic approach

Crop failure due to climate change and disruption of the supply chain due to natural disasters have a major impact on stable procurement of sustainably produced raw materials. As a response to these procurement risks, we strive to build a structure for stable procurement of raw materials under normal conditions.

Basic Purchasing Policy

In 2010, Fuji Oil Co., Ltd. formulated the Basic Purchasing Policy, in accordance with which we conduct all procurement activities.

1. We stably procure high-quality raw materials from a wide variety of business partners at reasonable prices through fair and equitable deals while strictly complying with applicable laws and social norms. (Fairness, legal compliance and ethics)
2. In order to accomplish the above objectives, we achieve coexistence and co-prosperity with our business partners by deepening collaboration through joint creative activities. (Partnerships)
3. We consider the global environment, labor, human rights, etc., in our procurement. (Social responsibility), in order to contribute to the realization of a society that can develop sustainably.

Objective

Fulfill the responsibility to supply products to stakeholders by strengthening resilience to risks such as climate change and ensuring stable procurement.

Progress

The following are ongoing measures.

- Increase in the number of production areas
- Purchase from multiple suppliers

Specific initiatives

Response to procurement risks due to climate change

Global warming will bring higher temperatures, a rise in sea levels and changes in precipitation patterns; resulting in increased frequency of extreme weather events such as floods, droughts and heat waves.

Our Group uses agricultural products as raw materials, therefore these climate changes are likely to affect our supply and demand of agricultural products, and therefore pose a significant threat to our stable procurement of raw materials. . . .To prepare for such risks, we promote the procurement of raw materials from multiple sources and suppliers, in addition, we secure raw materials by concluding long-term contracts with suppliers who ensure a stable supply.

Response to the risk of procurement stoppage due to large-scale disasters

It is important to ensure business continuity for the entire supply chain in the event of a large earthquake or other natural disaster. As countermeasure to the risk of delays in raw material supply due to disasters, Fuji Oil Group companies in Japan confirm the response systems of their suppliers through questionnaire-based surveys.

In FY 2018, based on the results of questionnaire surveys, we worked in cooperation with suppliers to ensure business continuity in the supply chain, by taking BCP*-related measures (securing multiple production sites, storing goods in multiple locations, etc.).

*BCP : Business Continuity Planning

CSR Procurement Guidelines and supplier surveys

CSR Procurement Guidelines

We believe that cooperation with business partners is essential to achieve sustainable procurement. For this reason, we drawn up and announced our CSR Procurement Guidelines (2nd Edition), which includes a list of matters requested of suppliers by four group companies in Japan – Fuji Oil Co., Ltd., TORAKU FOODS CO., LTD., FUJI FRESH FOODS CO., LTD., , and OMU MILK PRODUCTS CO., LTD.

For information on responding to procurement risks due to climate change and large-scale disasters, refer to the ["Effective Risk Management"](#) section.

▶ [CSR Procurement Guidelines \(2nd Edition\) PDF \(140KB\)](#) 

Conducting supplier surveys to promote stable procurement

To ensure that procurement is undertaken in accordance with the CSR Procurement Guidelines (second edition), we explain the Guidelines to our business partners (manufacturers and trading companies) and conduct questionnaire surveys. In FY 2018, we held briefing sessions to explain our procurement policies to our suppliers, we evaluated suppliers based on the questionnaire results, and visited them to perform on-site audits and provide support for improvement.

We will maintain close communication with suppliers to achieve the stable procurement of safe, reliable and sustainable raw materials.

Penetration Awareness of Compliance

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 - Political contributions
 - Violation of compliance

Basic approach

The Fuji Oil Group complies with laws and regulations, as well as internal policies and rules, as a matter of course, and sees; acting with a strong sense of ethics in daily business operations as crucial to meeting society's expectations and needs of (i.e. stakeholders).

This basic concept of compliance is included in the Fuji Oil Group Management Philosophy, which we formulated when the Group shifted to a holding company structure in October 2015.

Furthermore, we defined the Fuji Oil Group Three Principles of Code of Conduct to clarify specific behaviors that all Group members are expected to follow in order to embody the basic concept of compliance.

Fuji Oil Group Three Principles of Code of Conduct

1. Comply with the rules

We will comply with all applicable laws and regulations in each country and region where we operate.

We will act in accordance with the Company rules and regulations.

We will observe social norms and meet social expectations and trust.

2. Act with integrity

We will act in accordance with our conscience.

We will not hide any mistakes or failures.

We will make reporting and explanations based on the facts, in a timely and appropriate manner.

3. Conduct fair business

We will conduct fair and appropriate business transactions.

We will distinguish between work and private life and will not commit any dishonest acts.

We will respect the human rights of people involved in our business activities and consider diversity of

race, gender and religion.

We will not engage in any form of extortion or bribery.

We will not allow intervention by antisocial forces.

Objectives

By 2020, we aim for the commitment to this values and principles of the Fuji Oil Group Management Philosophy throughout the entire Group.

Progress

In FY 2018, in addition to implementing existing training programs such as on-site training at Group companies in and outside Japan, and hierarchical training (new employees, employees assigned to overseas sites, etc.), we designated the month of October as "Compliance and Information Security Reinforcement Month," during which, various activities were carried out at major Group companies in and outside Japan. This activities included e-learning and compliance awareness surveys. We will analyze the results of e-learning and awareness surveys to identify weak areas, response tendencies, etc. and develop future compliance measures based on the analysis results.

Promotion System

Promotion System

The officer in charge of risk management and compliance has been appointed at Fuji Oil Holdings, under whose leadership compliance initiatives for the entire Group are implemented.

Establishment of a hotline system

The Fuji Oil Group Whistleblower Hotline is in place at Group companies in Japan. In FY 2018, as part of efforts to promote fair transactions, we set up a fair trade helpline for cooperating companies in specified fields. Overseas, a hotline system (the Fuji Oil Group's Compliance Helpline) is also available for employees at Group companies outside Japan. To create an environment that facilitates reporting, in addition to an internal whistleblowing hotline, we established an external whistleblowing hotline. The external hotline is operated by an outside law firm to ensure the confidentiality and anonymity of informants. Over the last few years, the number of reports received annually throughout the entire Group has remained in the range of five to 10. Upon receipt of a whistleblowing

report, we promptly investigate the details of the report, make necessary corrective measures, and provide feedback to the informant. We strive to make our hotline system more widely known throughout the entire Group.

Monitoring

We monitor the status of compliance implementation including at overseas group companies, in cooperation with Audit & Supervisory Board members and departments responsible for internal audits.

Since FY 2018, we have visited Group companies outside Japan to conduct on-site inspections using the compliance checklist (prepared in consideration of laws, regulations and risks specific to the region).

Specific initiatives

A framework for thorough compliance

Business Conduct Guidelines

We revised the Fuji Oil Group Business Conduct Guidelines, which explain our principles of action in the Fuji Oil Group Management Philosophy using representative case studies encountered in various daily duties. The guidelines are available in seven languages, including Japanese, and are successively distributed to all employees in booklet and PDF form.

Compliance training

We visit business bases in and outside Japan to investigate their compliance status and needs, and to help raise employee awareness in areas requiring priority attention. In addition, the Legal Affairs Department and the HR Department collaboratively provide compliance training to employees at career milestones, such as when they enter the company and when they are assigned to overseas posts. In FY 2018, we designated the month of October as "Compliance and Information Security Reinforcement Month" and conducted e-learning training (in Japanese, English and Chinese) for employees in and outside Japan.

Prevention of corruption

In addition to compliance with the Antimonopoly Law, the prevention of bribery and corruption is one of our priority compliance areas related to fair transactions. We have established anti-bribery and corruption rules that can be globally applied, and make particular efforts to raise awareness of anti-bribery and corruption among employees. Overseas, in FY 2018 we conducted awareness-raising activities at Group companies in China. Through dialogue with local staff, we work to communicate the importance of anti-bribery and corruption compliance and the magnitude of losses in the event of a violation.

Political contributions

The Fuji Oil Group does not make political donations.

Violation of compliance

There were no serious compliance violations relating to the Fuji Oil Group's operations in FY 2018.

Sustainability

Creation of a Corporate Governance System

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Basic approach

Through the realization of effective corporate governance, FUJI OIL HOLDINGS INC. aims to prevent situations that would harm corporate value, such as violation of laws and regulations, fraud or misconduct, and to strive for sustainable growth and improvement of corporate value over the medium to long term. We positioned corporate governance as an important mechanism for decision-making that is transparent, fair, prompt and resolute, in order to meet the expectations of stakeholders such as shareholders, customers, other business partners, our officers and employees, and society.

To ensure the confidence of shareholders, we consider it important to conduct flexible and rational decision-making and business execution and to enhance the functions for monitoring and supervising management.

With this in mind, we appoint multiple outside directors and outside Audit & Supervisory Board members, take care of the independence of the Audit & Supervisory Board and the effectiveness of audits by the members.

To expedite decision-making, the Fuji Oil Group shifted its management structure to a pure holding company structure through an incorporation-type company split, separating management from execution, thereby promoting delegation of authority to its regional headquarters, which are operating companies. Meanwhile, as the global headquarters, FUJI OIL HOLDINGS INC. is engaged in formulating strategies for group management and for managing group subsidiaries.

▶ [Fuji Oil Holdings Corporate Governance Guidelines PDF \(76KB\)](#) 

Objectives

By 2020, internal control processes should be established in each group company and frameworks for increasing business process efficiency and reducing the occurrence of losses should be created and upgraded.

Progress

We promoted improvement activities at Group companies in and outside Japan, by distributing a check sheet created by Fuji Oil Holdings to them. Also, after identifying areas needing improvement at each Group company through internal audits, the manager in charge of each identified area at Fuji Oil Holdings provided guidance for improvement to each Group company. These activities led to improved operational efficiency and progress in efforts toward common Group targets.

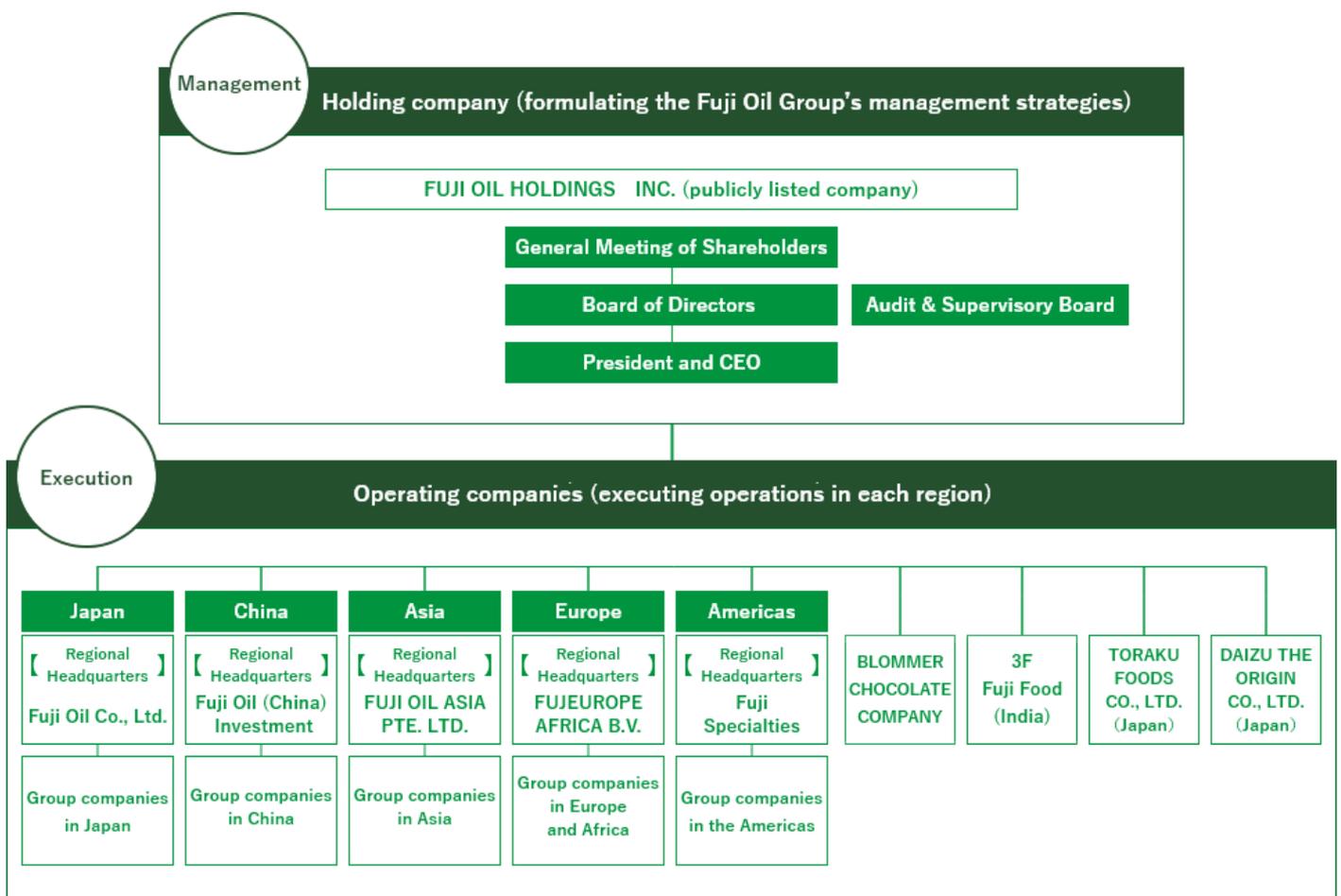
Specific initiatives

Holding Company Structure and the Fuji Oil

Group Management Philosophy

On October 1, 2015, the Fuji Oil Group shifted its management structure to a holding structure under a pure holding company. Under this new structure, we aim to enhance our strategic functionality, achieve sustainable growth, and increase our earning capacity.

Fuji Oil Group Management Structure (as of March 2019)



Purposes of the holding company structure

1. Strengthening governance

As centralized oversight becomes more important due to the increasing diversity in employee nationalities and other factors, we will strengthen governance functions, primarily in FUJI OIL HOLDINGS INC.

2. Enhancing the Group's strategic functionality

We will implement, especially global strategies that enable the entire Group to achieve sustainable growth, with FUJI OIL HOLDINGS INC. as the core.

3. Hitozukuri (fostering people)

People devise strategies and implement governance. We will change the way we evaluate people and the way we work because we believe that it is to recruit people on a global basis and develop them optimally based on Group-wide allocation.

4. Creating new businesses

To realize our desired vision for "How we want to be in 2030", we will implement a business expansion strategy, including M&A, and a growth strategy to create new

businesses by making technological innovations.

Establishment of the Fuji Oil Group Management Philosophy

The Fuji Oil Group Management Philosophy states action principles that should be observed worldwide by all group managers and employees in order for our group to achieve sustainable growth, inheriting our foundation's DNA and fulfilling our social responsibilities. Established together with the shift to a holding company structure on October 1, 2015, the Management Philosophy is a unifying force for Group management.

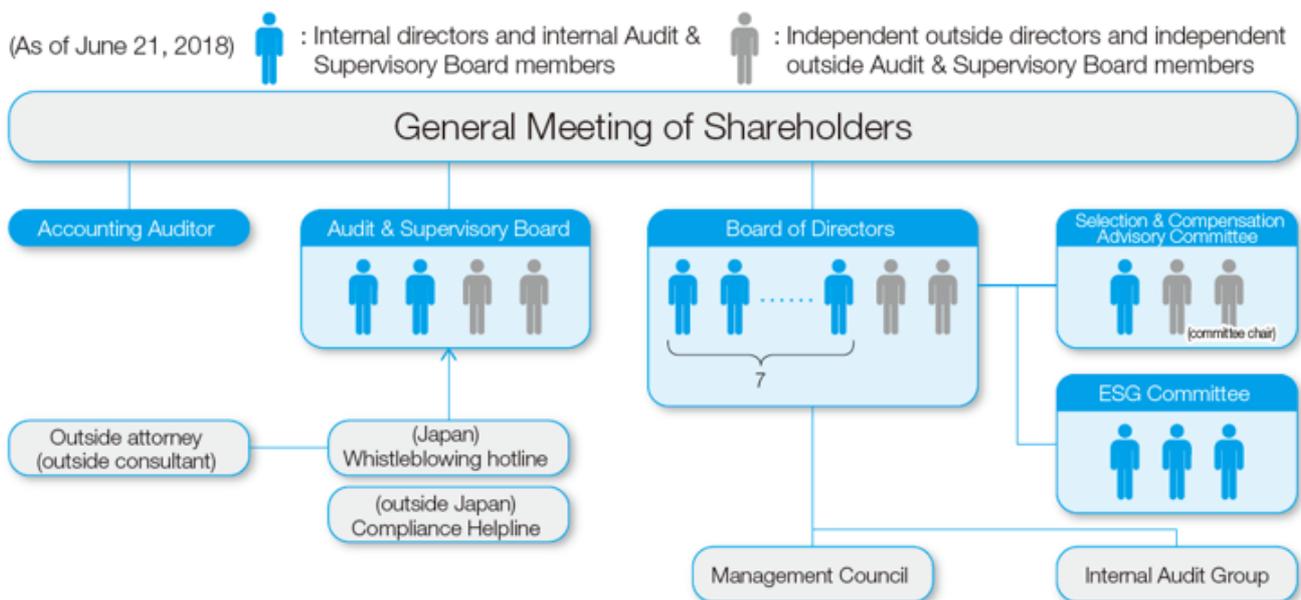
See the following web page for more details on the Fuji Oil Group Management Philosophy.

▶ <https://www.fujioilholdings.com/en/about/constitution/>

Corporate Governance

Corporate Governance Structure

Corporate Governance Functions



Board of Directors

Based on the rules of the Board of Directors, meetings of the Board of Directors are held once a month. Extraordinary meetings are held from time to time as necessary. Matters stipulated by laws and regulations and other important matters are deliberated and resolved, and the status of the directors' execution of duties is reported.

Results of the Analysis and Evaluation of the Effectiveness of the Board of Directors

In FY 2018, we mainly checked the progress of the measures taken to address the issues identified in the FY 2017 effectiveness evaluation of the Board of Directors.

1. Overview of evaluation (targets, evaluation process, question items)

Targets: Five directors and two auditors

Progress check of the identified issues: President and CEO, outside directors, two standing Audit & Supervisory Board members

Overall questions for new directors: three newly appointed directors (including one outside director)

Evaluation process: Interviews by a third-party organization and result analysis that guarantees anonymity

2. Question items:

- I. Composition and structure of the Board of Directors
- II. Management and duties of the Board of Directors
- III. Items for deliberation by the Board of Directors
- IV. Supervisory function of the Board of Directors
- V. Supervision function of the Board of Directors by Audit & Supervisory Board members
- VI. Participation at Board of Directors Meetings
- VII. Respecting the opinions of shareholders

3. Results of evaluation

Through the Board of Directors effectiveness evaluation which involved a third-party institution, it was confirmed that improvements were made since the previous fiscal year. Specifically, due to an increase of one outside director and organizational revision (review of CxOs), the diversity of the Board of Directors was strengthened, and the role of the Board of Directors was further clarified.

Regarding future tasks that need to be carried out by the Board of Directors, the strengthening of the Group's governance was identified as a priority, as a large-scale acquisition is scheduled this year. Also, the following items were identified as needing improvement: discussions regarding medium- to long-term strategies, appropriate supervision of the execution of those strategies, and the clarification of the role and function of the Nomination and Compensation Advisory Committee.

The Board of Directors discussed future policies based on the report from the third-party institution on the Board effectiveness evaluation. As a result, it was decided to begin formulating an action plan for the issues listed in the evaluation results.

Based on the evaluation results and activities stated above, the Board of Directors plans to continue to evaluate its effectiveness in order to further upgrade its functions, and

strengthen corporate governance, thereby promoting the continuous improvement of corporate value.

Audit & Supervisory Board

The Audit & Supervisory Board discusses and decides on audit policies and audit plans, and reports, resolves and decides on other important matters related to auditing. A total of 13 meetings were held during the 91st term (April 1, 2018 to March 31, 2019).

Nomination and Compensation Advisory Committee

In October 2015, we established the Nomination and Compensation Advisory Committee as an advisory body to the Board of Directors for transparency in the processes of officer appointments and executive compensation decisions. A total of 11 Meetings were held during the 91st term (April 1, 2018 to March 31, 2019).

ESG Committee

The ESG Committee was established in October 2015 as an advisory body to the Board of Directors to accelerate and promote activities related to ESG (Environment, Social, and Governance). It contains the following subcommittees: Safety, Quality and Environment, Human Resources Development, Sustainable Procurement, Governance and Solutions through Creation of Foods. The ESG committee discuss and make reports to the Board of Directors regarding these areas.