

TOWARD 2030

To achieve our long-term management goals toward 2030, we have identified material matters for the Nichirei Group based on the significant changes, risks and opportunities in our business environment.

We aim to realize our vision for 2030 by addressing these material matters and by drafting and implementing a medium-term business plan for every three-year period.



To FY2022
Set Our Long-term Management Goals toward 2030
 • Identify material matters for the Group

FY2023 to FY2025
A Period of Transformation toward 2030
 • Ramp up sustainability management
 • Pursue capital efficiency

FY2026 to FY2028
 • Resolve social issues
 • Expand overseas business
 • Improve capital efficiency

FY2023–FY2025 Medium-term Business Plan

Compass Rose 2024 Details ▶ Pages 34-35

Help to resolve social issues through our business; pursue capital efficiency

<p>Create new value</p> <p><small>Details ▶ Pages 56-57</small></p>	<p>Strengthen ESG response</p> <p><small>Commentary ▶ Pages 52-53</small></p>	<p>Conduct business portfolio management</p> <p><small>Commentary ▶ Pages 30-31</small></p>	<p>Grow core businesses and improve low-profit businesses</p>
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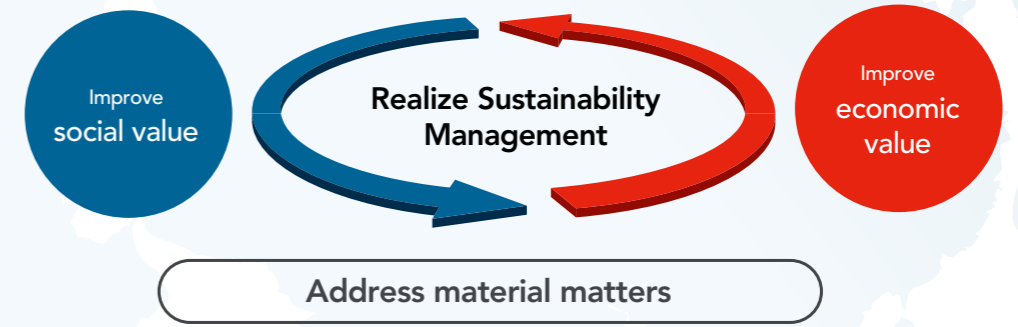
Allocation of management resources

Growth investment	Overseas business expansion	New business
<p>Environmental measures</p> <p><small>Details ▶ Pages 64-73</small></p>	<p>Promotion of IT and DX</p> <p><small>Details ▶ Pages 80-81</small></p>	<p>Human resource development</p> <p><small>Commentary ▶ Pages 54-55</small></p>

FY2031

Achieve Our Long-term Management Goals toward 2030

Contribute to good eating habits and health



Our Long-term Management Goals toward 2030

Net sales	Overseas sales ratio	Operating profit/Net sales
¥1 trillion	30%	8%

Promoting innovation to contribute to good eating habits and health for all people by creating new value that helps to resolve the issues of customers and society

ROIC
9% or higher

Create high added value and maximize capital efficiency