



Based on the understanding that achieving both social and economic value will be impossible unless we create new value, we are working to foster a corporate culture of taking on challenges.

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The New Value the Nichirei Group Aims to Create

Under its Mission to “Focus on Lifestyles, and Provide True Satisfaction,” Nichirei has grown along with society. Our Sustainability Policy: The Nichirei Pledge, which we established in April 2022, states that “We constantly strive to create new products and services, while pursuing business activities that help solve issues faced by our customers and communities.” These issues are inadequacies—inconveniences, impossibilities, insufficiencies and dissatisfactions—and resolving them is the way to create new value.

Society is undergoing major changes, including pandemic-driven changes in consumer lifestyles and those caused by abnormal weather due to climate change. A company’s reason for existing and the roles expected of it have changed as well. Food must be considered on a global level: even as Japan’s population shrinks, the world’s population continues to grow, and is eventually expected to exceed 10 billion. Along with the many inadequacies to be resolved in the domain of food, as we see them now, new needs are also sure to arise. These are the areas we must address.

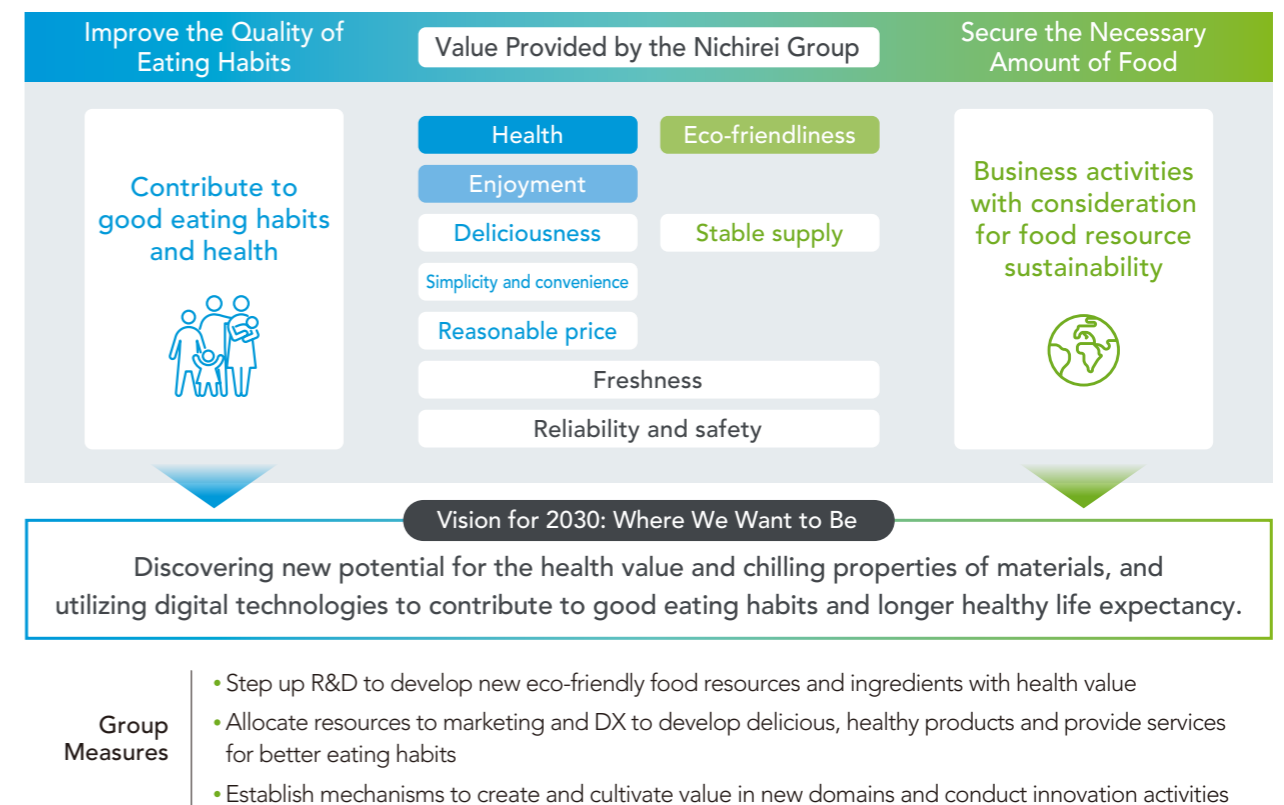
Initiatives for Achieving Our Long-term Management Goals and Realizing Our Vision for 2030

In drawing up Compass Rose 2024, our current medium-term business plan, we had a series of discussions about the new value Nichirei aims for in the domain of food. Ultimately, we decided to focus on three kinds of value: health, enjoyment and eco-friendliness. We consider food tech and digital transformation (DX) to be key concepts for creating this value. By allocating more resources to these two areas in addition to our existing core competencies in the areas of deliciousness and stable supply, we will promote the development of healthy and sustainable ingredients, products and services worthy of the Nichirei brand.

Revision of Group KPIs

To realize our Vision for 2030, we reexamined the specific meaning of “creating new value in food and health” as stated in the Nichirei Group material matters, and the Group measures required to do so. This led us to a target of a total of ¥100 billion in sales from the new ingredients we develop and delicious products and services with a higher level of health value, as mentioned above. We will also work to provide a range of

Taking on New Challenges beyond Our Current Domains of Food and Health to Create New Markets and Value for Customers



information for good eating habits and health, in the hope of reaching a total of 200 million people annually.

Initiatives to Create New Value under Medium-term Business Plan Compass Rose 2024

During WeWill 2021, our previous medium-term business plan, we launched the *Gohan-no-Mirai* project to offer new staple foods with health functions. We also took our first step in providing services via an app by acquiring me:new, a startup that operates the AI-based app of the same name that generates menu ideas. In addition, we established an innovation management system (IMS) based on ISO 56002 to systematically conduct activities for innovation.

In addition to *Gohan-no-Mirai* and *me:new*, under Compass Rose 2024 we have started dealing with edible insects, which are attracting attention as a new protein source along with plant-based and cell-cultured meat. Among our existing products in areas with strong potential, we will enhance our *Amani-no-Megumi* series and other meat products with health value and conduct further research on new functions for acerola, which is rich in natural vitamin C. In addition, we consider initiatives to promote nutrition to be key to forming good, healthy

eating habits. We will therefore focus on an initiative to eliminate the contemporary health problem of malnutrition brought on by the double threat of concurrent overnutrition and undernutrition.

We will work to establish our IMS more firmly within Nichirei Corporation and to roll it out throughout the entire Group. This will help us foster a corporate culture of taking on challenges, thus facilitating the creation of value worthy of the Nichirei brand.

Over the past four or five years, each of our organizations has been separately promoting and building frameworks for these new business themes and creating mechanisms to carry them out. To ramp up our efforts to create new value, we combined the two functions of the IMS and new business development to establish Innovation Planning & Development.

This is a critical moment in terms of sustainability and other major changes society faces. I believe it is comparable in scope to the food shortages Japan faced after the Second World War. We realize that creating both economic and social value is a prerequisite for corporate success and growth going forward, thus we will continue to promote innovation worthy of the Nichirei brand.