

Creating new value in food and health

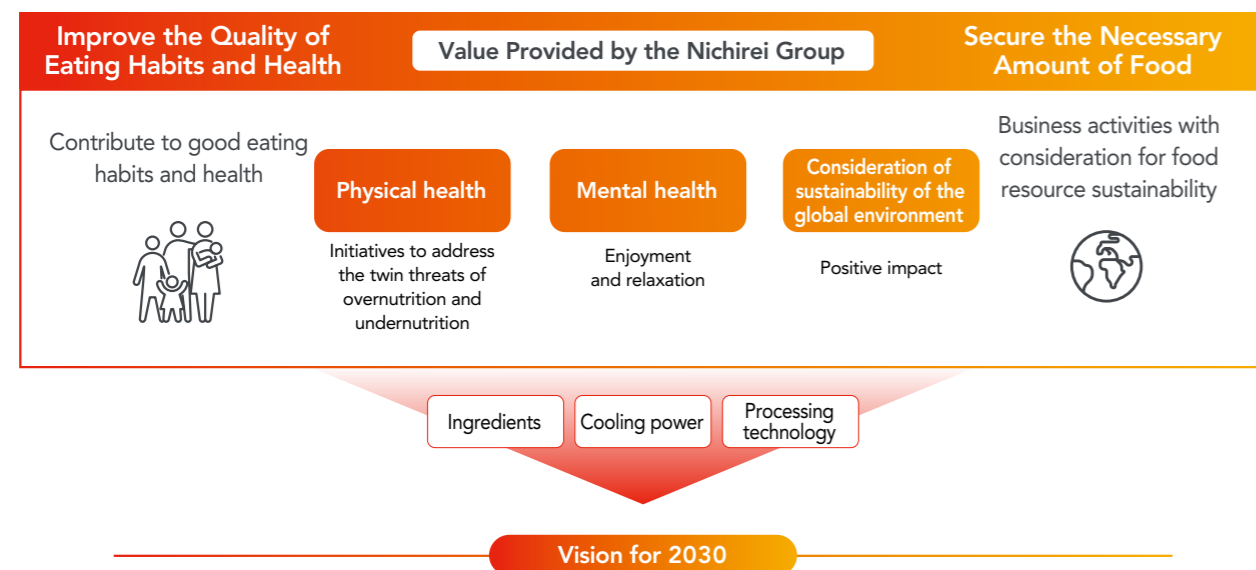
▶ Taking on New Challenges beyond Our Current Domains of Food and Health to Create New Markets and Value for Customers

Group Target (KPI)	FY2023 Result	FY2024 Plan	FY2025 Target	FY2031 Target
Sales of products and services that create added value for people's mental and physical health and for the global environment	¥46.4 billion	—	¥60.0 billion	¥140.0 billion

In July 2023, the Nichirei Group pivoted from its former ideal of creating new value in food and health to the new ideal of discovering the potential of materials and cooling power to contribute to the future of the Earth and people's mental and physical health through food. We then reviewed Group measures and KPIs accordingly.

Committed to health, we will contribute to wellness by enhancing the development of nutritionally responsible products while supporting mental health, which encompasses emotional and social health. We are also working for the future of the global environment by minimizing negative impacts and deploying cutting-edge technology and conserving resources in stepping up initiatives with positive impacts.

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

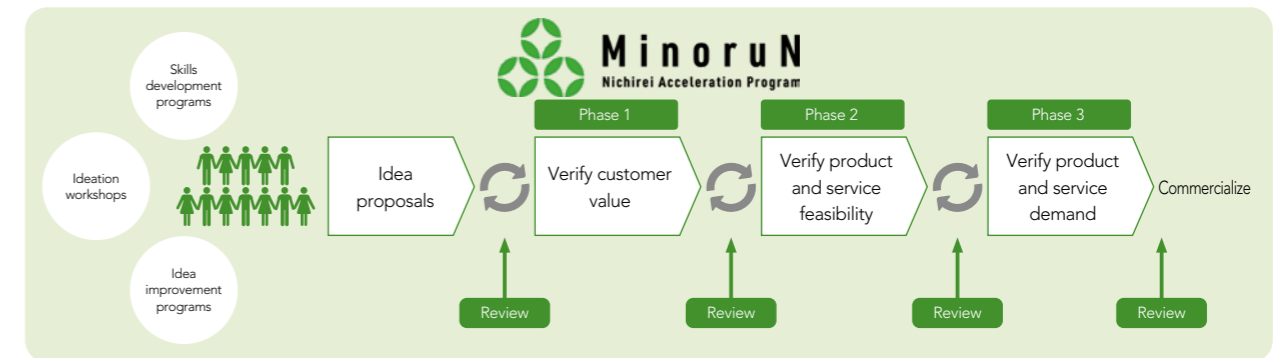


- Group Measures
- Allocate resources to R&D and marketing for health, the global environment and the identification of emerging customer value.
 - Emphasize compatibility with people's mental and physical health and the global environment in developing products and services and in providing information.
 - Establish mechanisms to create and cultivate value in new fields and conduct innovation activities.

Creating a Mechanism for New Value Creation Unique to Nichirei

Nichirei Acceleration Program *MinoruN* is a mechanism launched in 2020 to sustainably create new value and future businesses by inviting employees to take on the challenge of starting a new business. This initiative solicits, selects and commercializes entrepreneurial ideas from all employees. It also includes skills development programs and ideation workshops that provide knowledge and methodologies for identifying customer needs required to structure a business model, which enables employees to propose new business ideas even if they have no prior entrepreneurial experience.

Nichirei Acceleration Program *MinoruN*



We solicit ideas once a year, and those that pass the initial review undergo three stages of verification with the aim of commercialization. In Phase 1, we conduct in-depth interviews with prospective customers to confirm customer value. In Phase 2, we create prototypes, confirm product and service feasibility, and verify the ability of those products and services to resolve customer issues. In Phase 3, we conduct test sales on a small scale to verify demand. Even if verification results are not as projected, participants can cycle back to the preceding phase to redo the verification process. This shortens and accelerates the entrepreneurial cycle, helping to increase the probability of commercialization. The program has not yet commercialized any projects, but it has developed participants' ability to promote new value.

New Businesses Created through *MinoruN*

Development of *Miraikura*

One of the projects selected in 2021 and currently undergoing verification of demand is *Miraikura* ("Future Roe"), a food that resembles fish roe. Recent changes in the global environment are impacting the procurement of natural resources of roe, such as salmon roe and *sujiko*, raising risks to stable, sustainable procurement. The idea for the project was primarily the brainchild of members of the Marine Products Division of Nichirei Fresh Inc. We are developing products with the support of our technical department, which has knowledge of the physical properties of food, and Fresh Maruichi Corporation, which has production technology for processing fish roe.

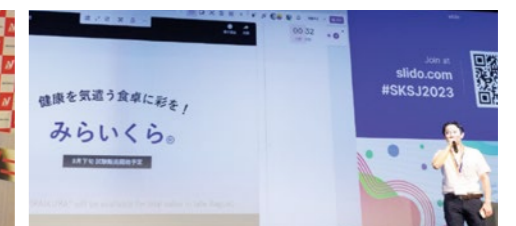
Phase 1 customer value verification indicated that because *Miraikura* is cholesterol- and allergen-free, even people with health concerns and people with fish egg allergies can eat the product on a daily basis. Additionally, it appears to be suitable for vegan diets because it does not contain animal ingredients. We will proceed with verification so that we can deliver this new sustainable, healthy food option to dining tables in Japan, North America and elsewhere around the world in the near future.



Miraikura



In recognition of this entrepreneurial effort in a new field, *Miraikura* received the President's Award in Nichirei Fresh's internal Nichirei Fresh Awards for Linking Sea, Land and People.



We showcased *Miraikura* at Global Foodtech Summit SKS JAPAN 2023, garnering a high level of interest from domestic and international foodtech professionals. Image courtesy of SKS JAPAN