

➤Materiality

Materiality	issue	Measures	Our vision	Fiscal Year of achieved	Progress		
					FY2022	FY2023	FY2024
Stable procurement and supply of proteins	Ensure the stable procurement and supply of meat	Expansion of stable supply of livestock meat Continued efforts to prevent the outbreak of diseases	Domestic meat product sales volume growth rate :104% compared to FY2023	FY2026	Newly established in FY2024	Newly established in FY2024	103%
	Achieve sustainable livestock production	Support and co-create with farmers - Provide technical guidance for PIG LABO and the poultry production business - Develop and utilize new technologies such as smart livestock farming					
Enrichment of lives through food	Address diversifying lifestyles and value sets	Develop and provide products that meet diverse needs	50% of the main consumer products in the ham and sausage, processed food category, including Mealin 'Good products.	FY2026	Newly established in FY2024	Newly established in FY2024	19.5%
		Provide food experiences that bring about smiles					
	Contribute to solutions for food issues	Spread the knowledge gained in Japan to other countries and regions Develop and provide products that contribute to the development of healthy bodies	Overseas processed product business sales growth rate: 200% (baseline year: fiscal year 2023)	FY2026	Newly established in FY2024	Newly established in FY2024	112.8%
Contributing to a sustainable environment	Climate change response	Reduction of CO ₂ emissions from fossil fuels (SCOPE 1, 2)	Domestic: -29% compared to FY2013	FY2026	-18.7%	-21.3%	-24.1%
			Domestic: -46% compared to FY2013	FY2030			
			Overseas: -17% compared to FY2021	FY2026	-2.0%	-8.4%	-5.7%
			Overseas: -24% compared to FY2021	FY2030			
	Promotion of resource conservation	Research and development on the control, reduction, and effective utilization of GHG emissions from livestock	-	-	Conducting research in collaboration with universities	Conducting research in collaboration with universities	Promoting joint research ・Cow methane gas (Hokkaido University) ・Pig methane gas (Tokushima University)
			-	-			-
Creating new values	Provide new value through food and sports	Plan urban areas centered on the food and sports businesses around HOKKAIDO BALLPARK F VILLAGE	Increase the number of visitors and permanent residents by enhancing facilities and services in the F VILLAGE	FY2030	Newly established in FY2024	Newly established in FY2024	Number of visitors: Approximately 4.19 million people
			*Number of visitors: Calculated from January to December *Resident population: Kitahiroshima City in 2030 (compared to October 2023)		Newly established in FY2024	Newly established in FY2024	Resident population -
	Create businesses that expand the potential of protein	Create value by strengthening R&D	Launch and monetize businesses	FY2030	Newly established in FY2024	Newly established in FY2024	Formulate a company-wide R&D strategy linked to business strategy.
		Explore various possibilities for protein	Establish technology for commercialization	FY2030	Newly established in FY2024	Newly established in FY2024	Promoting research into koji protein and cellular foods
	Develop and acquire transformational management personnel	Review executive evaluation items and enhance the management succession plan	Progress of Transformation, Challenge, and Employee Engagement Initiatives	FY2030	Newly established in FY2024	Newly established in FY2024	1. Strategic recruitment, selection, and training - Formation of candidate pool - Strengthening of selection and training systems
		Reinforce and embed systems that encourage and recognize each individual's efforts	Progress of Priority Management Items	FY2030			2. Promotion of individual growth - Appropriate evaluation and treatment according to results - Career autonomy and career enrichment - Partial revision of overseas personnel system
Fostering an organizational culture focused on new challenges	Promote the participation of a diverse range of human resources	Creating an environment in which a diverse range of individuals are respected and can thrive					