

# Materiality targets and progress

Materialities	Issues	Measures	Our vision	FY2024
Stable procurement and supply of proteins	Ensure the stable procurement and supply of meat	<ul style="list-style-type: none"> <li>Expansion of stable supply of livestock meat</li> <li>Continued efforts to prevent the outbreak of diseases</li> </ul>	Domestic meat product sales volume growth rate 104% compared to FY2023 (FY2026)	103%
	Achieve sustainable livestock production	<ul style="list-style-type: none"> <li>Support and co-create with farmers</li> <li>Provide technical guidance for PIG LABO and the poultry production business</li> <li>Develop and utilize new technologies such as smart livestock farming</li> </ul>		
Enrichment of lives through food	Address diversifying lifestyles and value sets	<ul style="list-style-type: none"> <li>Develop and provide products that meet diverse needs</li> <li>Provide food experiences that bring about smiles</li> <li>Spread the knowledge gained in Japan to other countries and regions</li> </ul>	<ul style="list-style-type: none"> <li>50% of the main consumer products in the ham and sausage, processed food category, including <i>Mealín'Good</i>*1 products. (FY2026)</li> </ul>	19.5%
	Contribute to solutions for food issues	<ul style="list-style-type: none"> <li>Develop and provide products that contribute to the development of healthy bodies</li> </ul>	<ul style="list-style-type: none"> <li>Overseas processed product business sales growth rate: 200% compared to FY2013 (FY2026)</li> </ul>	112.8%
Contributing to a sustainable environment	Climate change response	<ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emissions from fossil fuels (Scope 1, 2)</li> </ul>	Domestic: -29% compared to FY2013 (FY2026)	-24.1%
			Domestic: -46% compared to FY2013 (FY2030)	
			Overseas: -17% compared to FY2021 (FY2026)	-5.7%
			Overseas: -24% compared to FY2021 (FY2030)	
	Promotion of resource conservation	<ul style="list-style-type: none"> <li>Reducing livestock-derived greenhouse gas emissions</li> <li>Implementation of measures at our own farms</li> </ul>	—	Joint research <ul style="list-style-type: none"> <li>Cattle methane gas (Hokkaido University)</li> <li>Pig methane gas (Tokushima University)</li> </ul>
			Domestic: -20% compared to FY2013 (FY2030)	
Creating new value	Provide new value through food and sports	<ul style="list-style-type: none"> <li>Plan urban area centered on the food and sports businesses around HOKKAIDO BALLPARK F VILLAGE</li> </ul>	Increase the number of visitors and permanent residents by enhancing facilities and services in the F VILLAGE (FY2030)*2	Number of visitors: Approximately 4.19 million people Resident population: —
	Create businesses that expand the potential of protein	<ul style="list-style-type: none"> <li>Create value by strengthening R&amp;D</li> <li>Explore various possibilities for protein</li> </ul>	Launch and monetize businesses (FY2030)	Formulate a company-wide R&D strategy linked to business strategy.
			Establish technology for commercialization (FY2030)	Promoting research into koji (mycoprotein) and cell-based foods
Fostering an organizational culture focused on new challenges	Develop and acquire transformational management personnel	<ul style="list-style-type: none"> <li>Review executive evaluation items and enhance the management succession plan</li> </ul>	Progress of transformation, challenge, and employee engagement initiatives (FY2030)	1. Strategic recruitment, selection, and training <ul style="list-style-type: none"> <li>Formation of candidate pool</li> <li>Strengthening of selection and training systems</li> </ul>
	Promote the participation of a diverse range of human resources	<ul style="list-style-type: none"> <li>Reinforce and embed systems that encourage and recognize each individual's efforts</li> <li>Creating an environment in which a diverse range of individuals are respected and can thrive</li> </ul>	Progress of priority management items (FY2030)	2. Promotion of individual growth <ul style="list-style-type: none"> <li>Appropriate evaluation and treatment according to results</li> <li>Career autonomy and career enrichment</li> <li>Partial revision of overseas personnel system</li> </ul>

\*1 *Mealín'Good* is a brand that combines "Feeling Good" with "Meal" to convey our commitment to "a comfortable and better everyday life for both people and the planet."

\*2 Number of visitors is calculated on a calendar year basis. Resident population is for Kitahiroshima City in FY2030 (vs. October 2023).