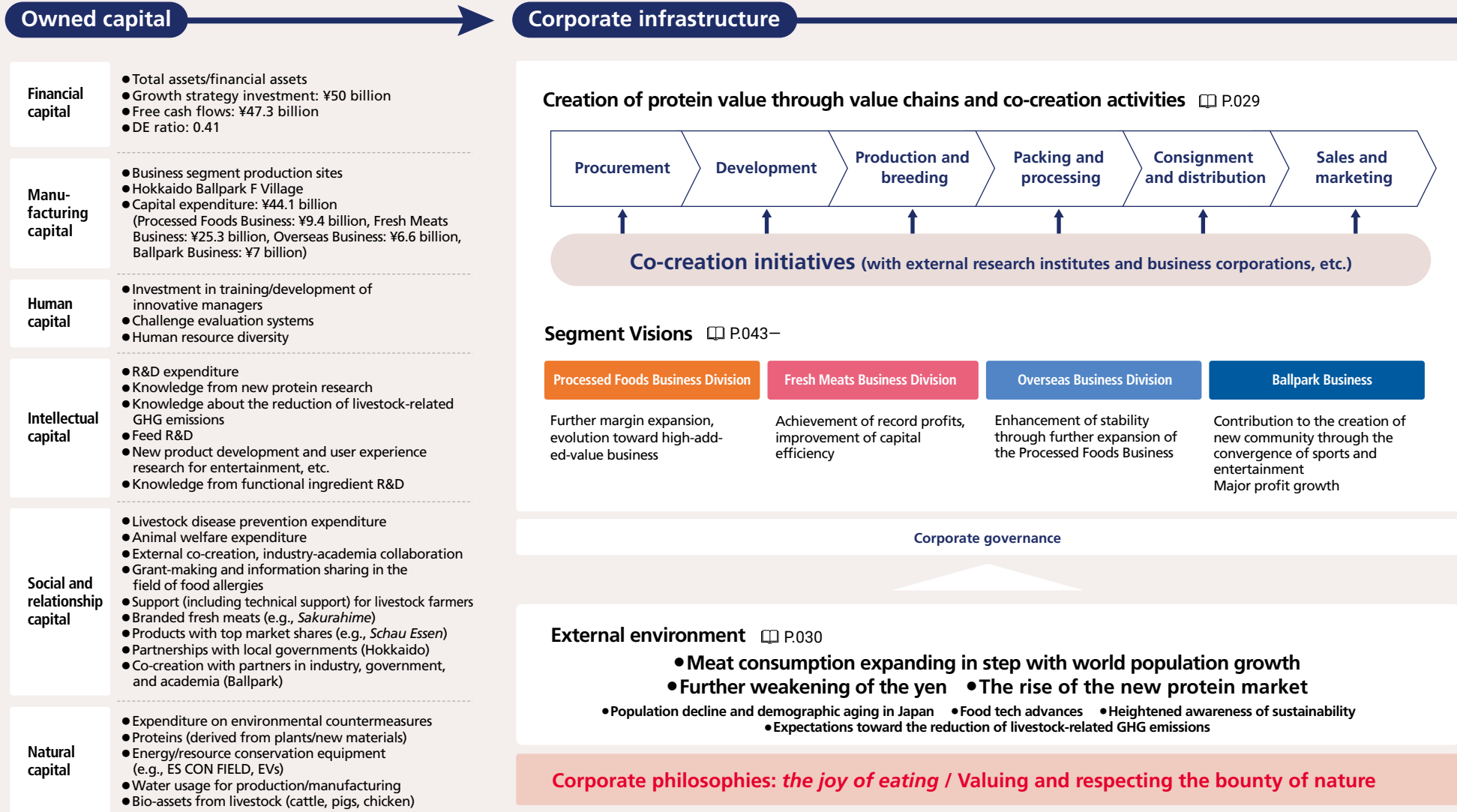




Value creation process

Building a future as a company dedicated to innovation and sharing the value of protein





Value creation process

Value creation going forward

Company-wide strategy

Pursuit of innovation and challenges under Medium-Term Management Plan 2026

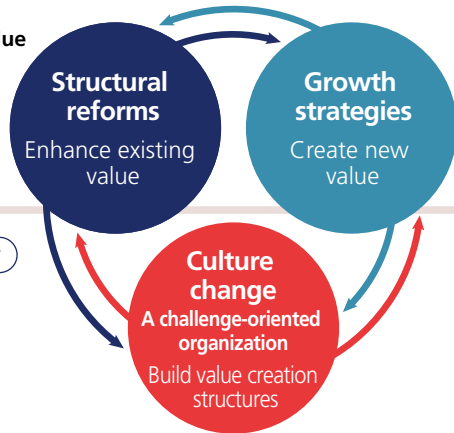
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Business strategy

Three themes for business model transformation initiatives

Increase business value

Restructuring of ROIC management



Sustainability strategy

Increase social value

Solve social issues through materiality-based actions

Financial strategy

Pursue returns in excess of capital costs and implement capital optimization initiatives

Materialities

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- Stable procurement and supply of proteins
- Enrichment of lives through food
- Contributing to a sustainable environment
- Creating new values
- Fostering an organizational culture focused on new challenges

Creating value and impacts

Reliable supply of protein as an essential resource for health

- Securing essential supplies of meat (protein) through the continuation of livestock production
- Reliable procurement of protein through fresh meat importing and collaboration with partners
- Development of products with delicious new tastes
- R&D relating to meat substitutes and other diverse proteins
- Reduction of livestock-related GHG emissions

Customers

Partners

The global environment

Co-creation and partnership with local communities

- Contribution to regional economic development including Hokkaido
- Development of a unique community through the co-creation of ballpark facilities with our partners
- Creation of environmentally sustainable communities

Customers

Partners

The global environment

Expansion and enhancement of human capital

- Fostering an organizational culture in which people can take on new challenges
- Expansion of recruitment and retention through the enhancement of employee capabilities and salaries
- Promote DE&I and diversity

Employees

Maintenance/expansion of shareholders' equity

- Improvement of corporate value and the stock price through enhanced profitability
- Maintenance/enhancement of dividends
- Constructive dialogue with shareholders and investors

Shareholders/investors

Sustainable society

Vision2030

Unleash new potentials for protein

Helping people to enjoy happier, healthier lives

Corporate philosophies: *the joy of eating* / Valuing and respecting the bounty of nature