

**Minutes of the Web Conference for the Fourth Quarter of the Fiscal Year Ending March 31,
2021 (Main Q&As)**

Date & Time: May 10, 2021 (Monday) 14:00-14:50

○Q&A○

Q1. What is the outlook for the Processed Foods Business Division?

Commercial-Use Products will gradually recover, and the growth rate of the consumer will gradually slow down. However, we will continue to expand sales of existing brands and strengthen sales of new products such as shelf-stable products with the aim of expanding the consumer ratio. Last year, SG&A declined significantly due to the impact of the external environment. This year, as well as managing expenses efficiently, we will work on rationalization of production lines and realize benefits to increase profitability.

Q2. What is the outlook for the Fresh Meats Business Division?

We will strengthen domestic and overseas procurement and domestic sales. In domestic sourcing, we externalizes assets of cattle and work with partners. In pork business, we will improve the in-house manufacturing indicators and strengthen external alliances. In chickens business, we will strengthen its supply capacity by strengthening its own operations and also by sourcing from external sources. In imported fresh meat, we strive to reduce procurement risks by strengthening collaboration with major suppliers. In the domestic sales, we will invest resources in focused channels and also strengthen marketing to expand sales of Branded Fresh Meats.

Q3. What is the outlook for the Overseas Business Division?

To reduce volatility, we expand international Net Sales centered on the processed products business. Specifically, we will strengthen the processed goods sales in North America and expand sales of processed goods in the region, in addition to sales for Japan. We will reform its business model and restructure its Beef and other businesses to stabilize revenues. As BPU (Uruguay) is currently implementing embargoes on exports to China, it will proceed with negotiations with the authorities and aim to increase Sales in Japan, Korea and other Asian regions.

Q4. What is the outlook for Domestic Fresh Meats market?

Due to the rise in feed prices, Imported Fresh Meats is expected to remain high. Beef and Pork are expected to remain high for the foreseeable future due to higher feed prices as well as strong U.S. domestic consumption and rising global demand. Raw chicken materials for processing and imported

chicken are expected to rise compared to the previous fiscal year.

Q5. How is the accrual of DX Costs?

DX costs are expected to be 2.6 billion yen for Processed Foods Business Division and 2.4 billion yen for Fresh Meats Business Division, totaling 5 billion yen. The system will be changed from the individually optimal system for each business division to the system common to the entire company. It will lead operational efficiency and use of DX.