

## Second Medium-Term Business Plan (fiscal year 2020 - 2022)

Basic Policy	Key Strategies	Key Measures
<p>Drive business under the core competence of "Spice and Herb, the Earth's Blessing," while aiming to achieve a sustainable business and society.</p>		
<p><b>Customer Happiness</b></p> <p>Contribute to healthy, happy living of customers through spice and herb products.</p>	<p>Provide products of value</p> <p>Invest in growth areas</p>	<ul style="list-style-type: none"> <li>Expand spice and herb businesses</li> <li>Bolster health-promoting and high value-added products</li> <li>Expand overseas business</li> <li>Develop new channels (EC business) and new businesses</li> </ul>
<p><b>Employee Happiness</b></p> <p>Create an environment where diverse personnel can play an active role based on their own ideals.</p>	<p>Improve productivity</p> <p>Create a satisfying work environment</p>	<ul style="list-style-type: none"> <li>Streamline the use of new technologies (AI, IoT, etc.)</li> <li>Reallocate personnel into growth areas</li> <li>Promote diversity</li> <li>Promote employee health</li> </ul>
<p><b>Happiness of future generations</b></p> <p>Engage in preservation of the global environment while contributing to the achievement of SDGs through the business.</p>	<p>Global environment preservation initiatives</p> <p>Contribute to society through the business</p>	<ul style="list-style-type: none"> <li>Promote sustainable procurement</li> <li>Reduce environmental impact (reduce CO<sub>2</sub>, waste materials, water usage)</li> <li>Contribute to healthy living through products</li> </ul>

### Financial Targets (FY ending March 2023)

Sales **119** billion yen

Operating income **8.5** billion yen

Operating income margin **7.1%**

ROE **9.4%**

### Non-Financial Targets

#### Sustainable Procurement Commitment

- Sustainable procurement of main spices (by 2030)
- Switch to 100% RSPO certified palm oil used in all group products (by 2023)
- Switch to 100% FSC certified paper for some S&B group products packaging such as curry/stew sauce mix, ready made sauce in pouch, prepared spice paste and etc.. (by 2023)

#### Promoting Diversity

- Ratio of women in management positions: **20%** (S&B Foods, by 2023)
- Average total of actual work hours: **1,800** (S&B Foods, by 2023)

#### Promoting Employee Health

- Rate of persons without metabolic syndrome: **85%** (S&B Foods, by 2023)
- Non-smoking rate: **81%** (S&B Foods, by 2023)