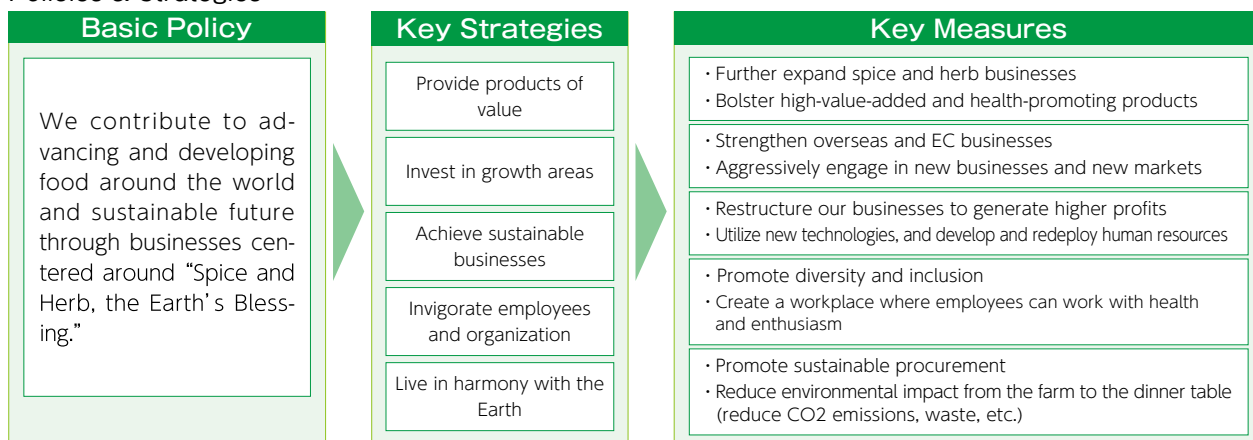


### Third Medium-Term Business Plan (fiscal years 2023–2025)

Policies & Strategies



Financial Targets (consolidated)

	Sales	Operating income	Operating income margin	ROE
Results for Fiscal Year 2022	120.6 billion yen	5.3 billion yen	4.5%	6.6%
Targets for Fiscal Year 2025*	120.7 billion yen	6.4 billion yen	5.3%	6.0%

\*In fiscal year 2023, we plan to transfer the cooked food business operated by HIGASHIYA DELICA. (FY2022 Sales: 13.2 billion yen; operating income 0.7 billion yen)

Non-Financial Targets

S&B Foods Mission	KPIs	Targets for Fiscal Year 2025*
Strengthen safety and reliability initiatives	Implementation of quality assurance council meetings between the quality assurance division and each factory	100%
Reduce environmental impact and supply socially and environmentally minded products	Reduction in petroleum-based plastic packaging compared to FY2020	3% reduction
	Microwave compatibility of household ready-made sauces in pouch	40%
Promote diversity adapted to global society	Promotion of sustainable procurement of major spices, palm oil, and paper*	—
	Proportions of male and female new graduate recruits	At least 40% each
	Childcare leave take-up rate among men	80%
	Annual paid leave take-up rate	80%
Health and safety for customers and employees	Improvement in employee engagement indicator (compared to FY2022)	Up 5%
	Number of reduced-salt recipes shown on the recipe site	60 recipes
	Salt reduction in curry products (curry/stew sauce mix and ready-made sauce in pouch) compared to FY2020	1.5% reduction
	Implementation of lifestyle improvement programs related to “meals,” “exercise,” and “sleep”	70%
	Cumulative implementation of specific health guidance by public health nurses and dietitians during the period	100%

\*Target for 2030 under the Sustainable Procurement Commitment