

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

Policies & Strategies Basic Policy

We contribute to advancing and developing food around the world and sustainable future through businesses centered around "Spice and Herb, the Earth's Blessing."



Key Measures Further expand spice and herb businesses Bolster high-value-added and health-promoting products Strengthen overseas and EC businesses Aggressively engage in new businesses and new markets Restructure our businesses to generate higher profits Utilize new technologies, and develop and redeploy human resources Promote diversity and inclusion Create a workplace where employees can work with health and enthusiasm Promote sustainable procurement Reduce environmental impact from the farm to the dinner table

(reduce CO2 emissions, waste, etc.)

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%		
	Improvement in employee engagement indicator (compared to FY2022)	Up 5%		
Health and safety for customers and employees	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				