

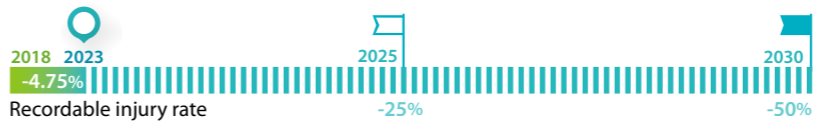

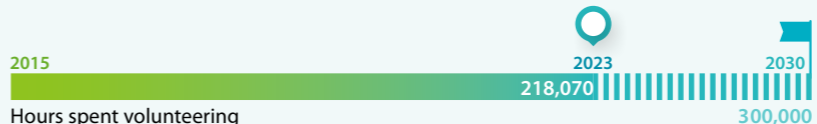










Sustainability strategy of processed food business

Four strategic focus areas	Aspirational goals	Targets	Progress	SDGs
Products and services	We will continue to provide high-quality, technology-driven products in response to our customer's needs, to satisfaction and trust.	<p>Improving Consumers' Quality of Life We will develop and provide high-value-added products with a focus on "health," "convenience," and "diversity," in response to diverse consumer needs.</p>	We stay close to ever-diversifying customer values and interests and develop and offer high-value-added products. One of the initiatives is the Beyond Free line of products introduced in 2023. This line offers authentic flavors without using specific ingredients or components. We offered staple menus such as rice or noodles as well as side dishes and desserts to color the dining table.	
	<p>Enhance Job Satisfaction We will further improve job satisfaction by promoting talent development in a secure and motivating workplace.</p>	<p>We provide tier-based trainings tailored to the employee's growth issues. For example, growth support specific to each employee's growth stage, or human resource development for next-generation leaders involving multifaceted perspective.</p>		
People	We will ensure workplace safety for our employees, while continuously investing in people who can contribute to enhancing corporate value.	<p>Zero Injuries In line with our vision of zero workplace injuries, we will reduce injury rates by 25% by 2025 and 50% by 2030. (Baseline year: 2018)</p>	<p>Recordable injury rate*1 decreased 4.75% from 0.90 in 2018 to 0.86 in 2023. We will continue to improve the safety awareness of our employees, while we aim to reduce the number of occupational accidents. We will do so by providing detailed responses that take into account the circumstances on-site.</p> 	
		<p>Community Investment*2 Between 2015 and 2030 we will invest US\$600 million to help make communities inclusive and resilient, with our employees contributing 300,000 volunteering hours.</p>	<p>Since 2015, we invested USD 500 million in our communities and employees volunteered 218,070 hours on company time.</p> 	  
Supply chain	We will reduce social and environmental impacts and continue to deliver safe products to consumers.	<p>Establishing Corporate Brand as Safe and Trustable Food Company We will promote food safety management in compliance with global food safety standards to develop food safety. We will also enhance the way we communicate with customers so that they retain trust in our food quality.</p>	<p>We continued to reinforce our quality assurance system through concerted effort among Group firms, including mutual inspections and training as well as regular inspections of both our own factories and those of our outsourcers. Through internal training, we build employee awareness and nurture corporate culture in support of food safety. We continuously review the FAQ page of our website so that customers can find answer to their questions efficiently.</p>	
		<p>Promoting Use of Eco-friendly Packaging Materials We will promote the use of renewable plant-based resources and reduce our use of non-renewable resources, to reduce the environmental impact of our products.</p>	<p>We adjusted specs for packaging, made trays thinner or completely removed them to reduce the volume of packaging materials used and waste generated. We implemented an initiative to reduce the volume of plastics we use by making plant-use plastic bags thinner or replacing them with bags made of recycled materials.</p>	  
		<p>Waste We will reduce the amount of waste per unit of production volume associated with our Japanese domestic offices by an average of 1% per year.</p>	<p>In 2023, we reduced the volume of waste generated per unit of production volume associated with our Japanese domestic sites by 4.8% from 2022.</p>	

*1 Recordable injury rate = Recordable injuries/200,000 hours worked.
 *2 Target for Community Investment is a Group-wide targets.



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Supply chain	We will reduce social and environmental impacts and continue to deliver safe products to consumers.	<p>Greenhouse Gas Emissions*3</p> <p>By 2030, we will reduce emissions from our own operations (Scope1 & 2) by 47% and emissions associated with purchased goods and services (Scope3 Category1) by 28%, against a 2019 base year.</p>	<p>Since 2019, we have reduced Greenhouse Gas emissions from our own operations (Scope 1 and 2) by 21%, while emissions associated with purchased goods and services (Scope 3 Category 1) increased by 3%*.</p> <p>Scope 1 and 2 GHG emissions</p> <table border="1"> <tr> <th>Year</th> <th>Change from 2019</th> </tr> <tr> <td>2019</td> <td>0%</td> </tr> <tr> <td>2023</td> <td>-21%</td> </tr> <tr> <td>2030 (Target)</td> <td>-47%</td> </tr> </table> <p>Scope 3 GHG emissions related to materials procurement and services</p> <table border="1"> <tr> <th>Year</th> <th>Change from 2019</th> </tr> <tr> <td>2019</td> <td>0%</td> </tr> <tr> <td>2023</td> <td>3%</td> </tr> <tr> <td>2030 (Target)</td> <td>-28%</td> </tr> </table> <p>* The increase in the tobacco business, the Group's leading GHG emitter, was mainly due to temporary procurement increases from Tanzania and other countries that will require more time to shift to renewable energy sources in the leaf-drying process, as a result of business scale expansion and climatic influences. To shift to renewable energy sources, we have been putting effort into planting in these countries, with projected positive effects in the future. By following through on initiatives like this, we project achieving carbon-neutral operations by 2030 and net-zero emissions by 2050.</p>	Year	Change from 2019	2019	0%	2023	-21%	2030 (Target)	-47%	Year	Change from 2019	2019	0%	2023	3%	2030 (Target)	-28%	
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*3 Target for Greenhouse Gas Emission is a Group-wide targets.