

Contents





Medium-Term Management Plan 2026_ Realization of Vis720(r)30d)



Medium-Term Management Plan 2026_

Management Issues and Innovation Themes

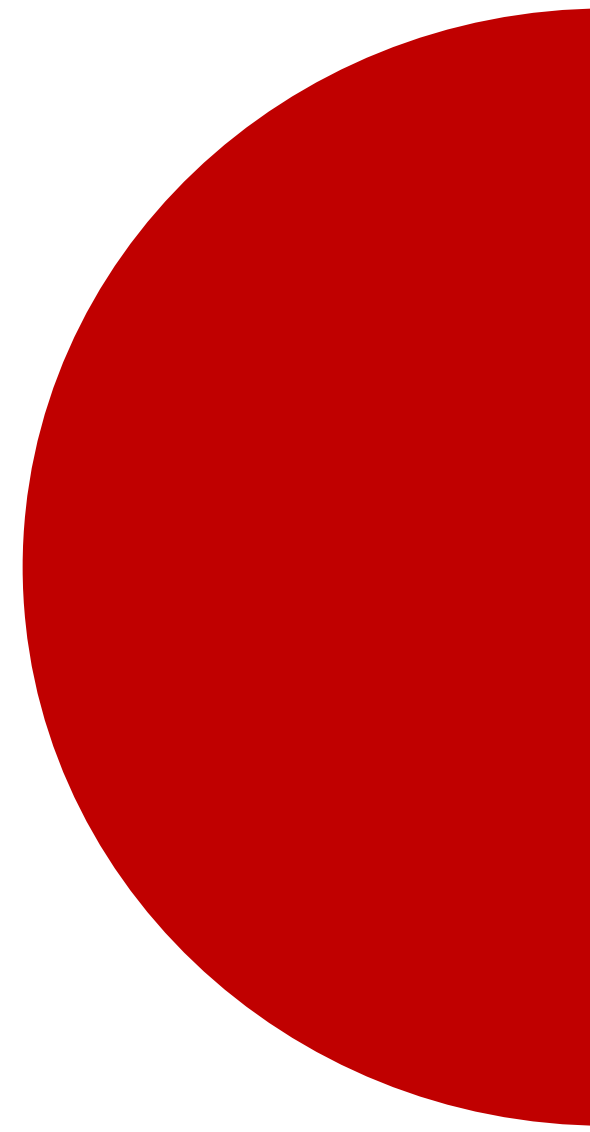
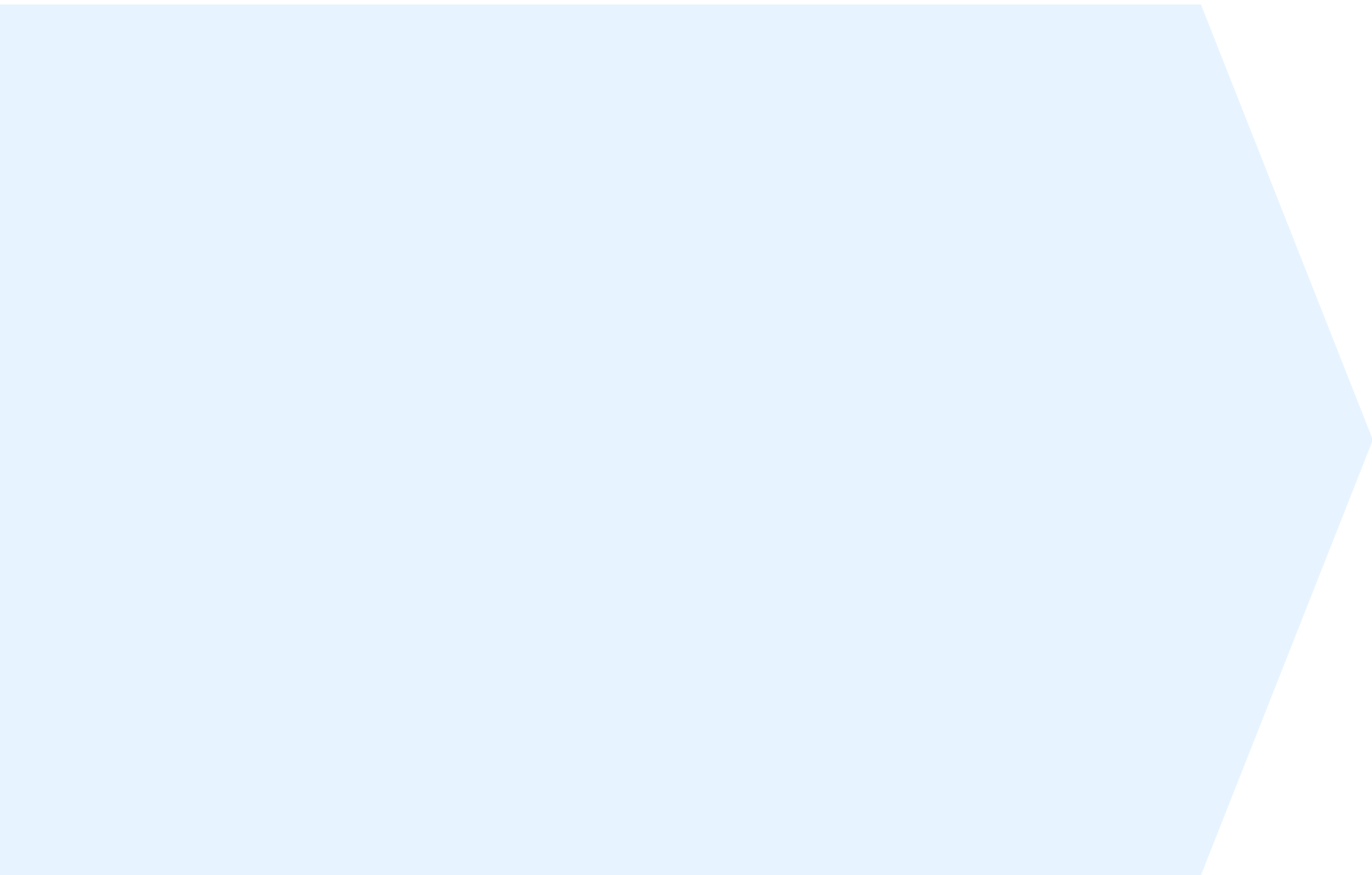


Medium-Term Management Plan 2026_

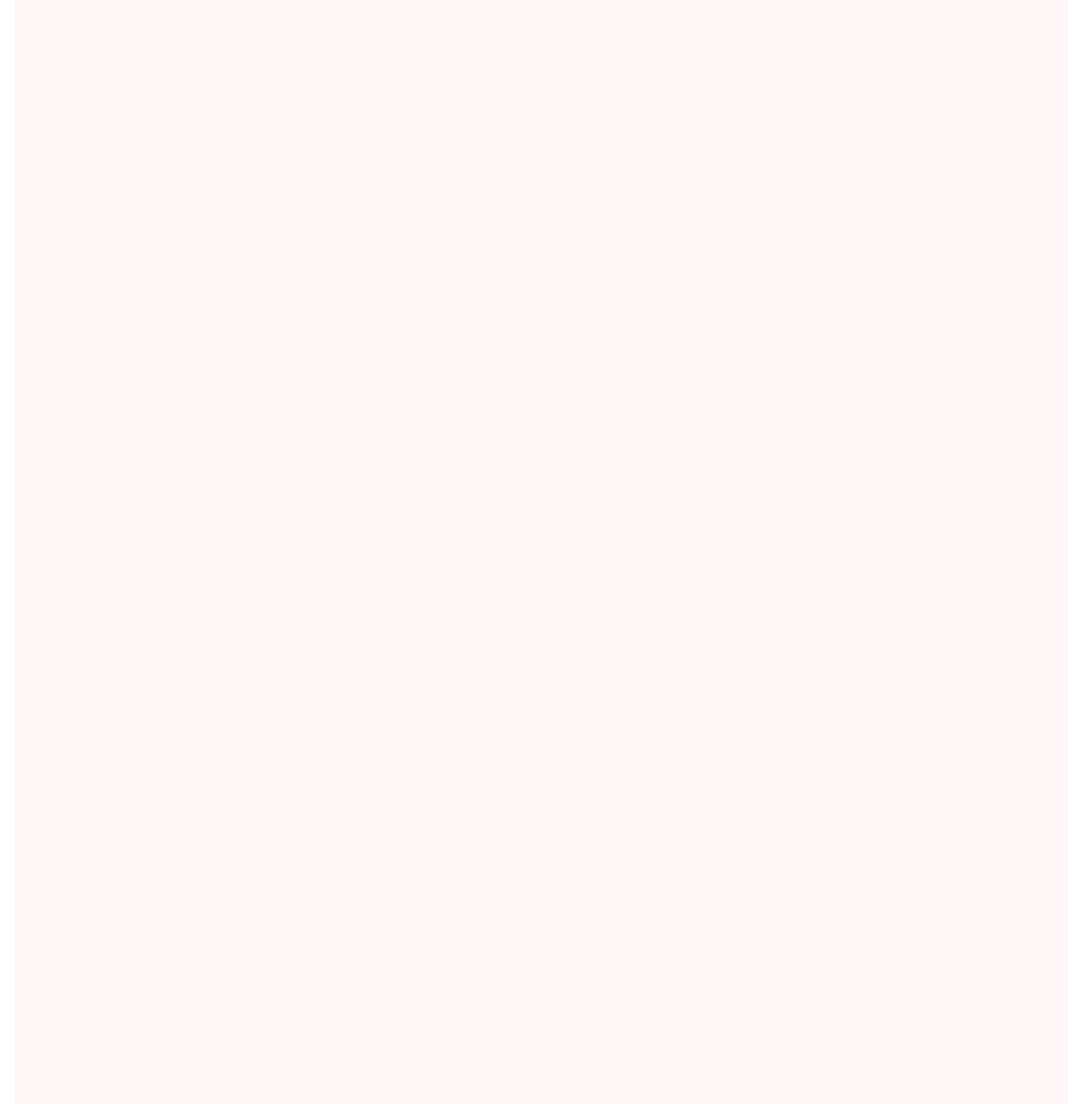


Medium-Term Management Plan 2026_ Processed Foods Business Division





Improving Capital Efficiency_ Current Situation, Items Requiring Improvement



Improving Capital Efficiency_Building Value Creation Mechanisms



**PBR maintenance/enhancement (1.0 or higher)/ROE: 7-8% in 2026, 9% or higher in 2029/
ROIC: 5-6% in 2026, 7% or higher in 2029**

Improving Capital Efficiency_Cash Allocations



