

Reinvestment

INPUT

Financial capital
 Total equity attributable to owners of the parent company
¥ 11,454 million
 Free cash flow
¥ 1,961 million

Manufacturing capital
 Production volume
Maitake, Eringi, Buna-Shimeji: 55K tons
Other mushrooms: 3.1K tons

Intellectual capital
 R&D expenses
¥ 338 million
 Number of patents and seed registrations held
Patents: 9
Seed registrations: 6

Human capital
 Number of employees
1,054 persons
 (Male and female composition: 59.8% male, 40.2% female)

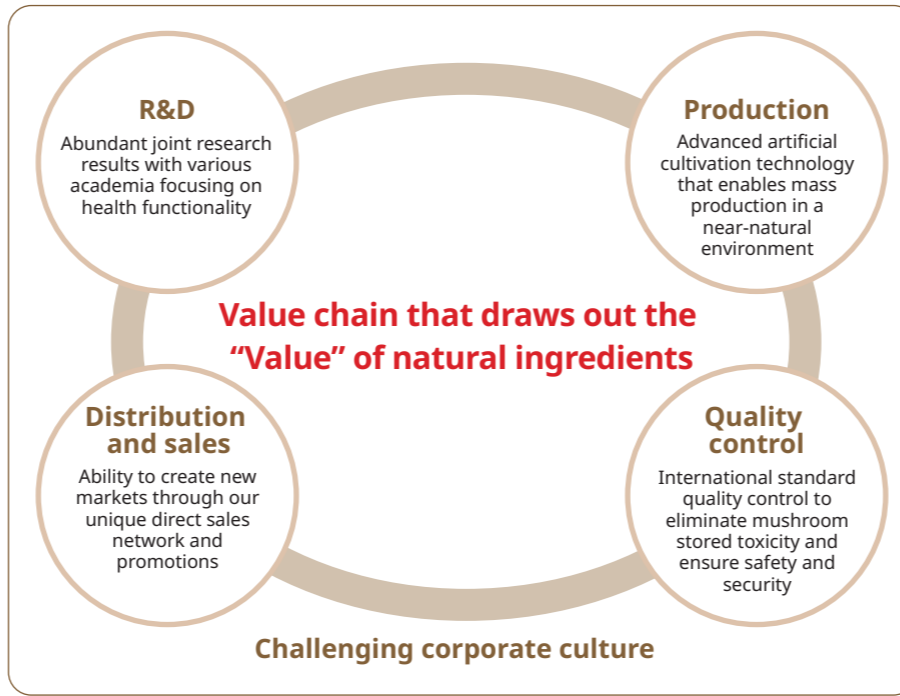
Societal relationship capital
 Product brand strength supported by consumers
 Cooperation with local residents, especially in mid-mountainous areas

Natural capital
 Use of abundant groundwater in snow country
 Use of thinned wood and other materials to nurture rich forests

Changes in the external environment

- Declining birthrate, aging population and declining population
- Increased safety, security, and health consciousness
- Shifts to new normal by COVID-19
- Rise of food tech
- Increased uncertainty in the global economy
- Expanding emerging economies and middle class
- Escalating climate change issues
- Accelerating labor shortage
- Progress in diversity

Resource allocation



OUTPUT

- Maitake
- Eringi
- Buna-Shimeji
- Hon-Shimeji
- Hatake-Shimeji
- Button Mushrooms
- Health foods

Attractive products and strong brands

OUTCOME
(Value creation for society)

- Provide safe and secure foods
- Contribute to a healthy and long-lived society
- Provide nature's bounty to all generations
- Medium- to long-term vision
Continue to expand globally and grow as a comprehensive premium mushroom manufacturer
- Contribute to a regional community
- Contribute to solving the world's food problem
- Contribute to a decarbonized society