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

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

R&D

Abundant joint research results with various academia focusing on health functionality

Production

Advanced artificial cultivation technology that enables mass production in a near-natural

Value chain that draws out the "Value" of natural ingredients

Distribution and sales

Ability to create new markets through our unique direct sales network and

Quality control

International standard quality control to eliminate mushroom stored toxicity and ensure safety and

Challenging corporate culture

Medium-Term Business Plan

Resource

allocation

Strengthen existing premium businesses and creation of new businesses

Streamline all processes without sanctuary

3

PMI of newly acquired overseas companies and search for other targets

Sustainability management



Consumer issues



Environment



Community involvement and development



Human rights



Labor practice



Fair business practices

Corporate governance

OUTPUT







Buna-Shimeji

Attractive products and strong brands



Hon-Shimeji



Hatake-Shimeji



Button Mushrooms



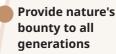
Health foods

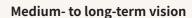
OUTCOME

(Value creation for society)



Contribute to a healthy and long-lived society





Continue to expand globally and grow as a comprehensive premium mushroom manufacturer



