November 7, 2025

Q&A from the Interim Results Briefing for FY2026 (Ending March)

Q1：Insights and Priorities After Six Months as President

A1：There is still significant room for improvement. By further accelerating the PDCA cycle, we can unlock substantial growth potential. Since the establishment of Itoham Yonekyu Holdings nine years ago, I believe the Company has become far leaner and more resilient. My responsibility is to build on this foundation and drive further growth. Specifically, I aim to advance two initiatives: expanding our current businesses overseas and broadening product offerings in Japan by leveraging our domestic strengths. In addition, we must continue internal improvements.

We will pursue these three priorities in parallel.

Q2：Our Approach to Improving Mid- to Long-Term Profitability in the Processed Foods Business

A2：The answer is to accelerate the initiatives already underway. Consumer preferences shift rapidly with changes in the environment, so we must speed up product renewal and rotate our lineup faster than ever. At the same time, we need to anticipate future trends, identify core items to strengthen, and consolidate production facilities wherever possible to reduce costs.

Q3：Outlook for the Meat Business in the Next Fiscal Year

A3：Although forecasting external factors such as exchange rates and feed costs remains difficult, we are revising trading terms for domestic pork and see further room for improvement. Next fiscal year, we will continue to strengthen internal factors to enhance profitability. For our overseas business in New Zealand, U.S. beef production is expected to stay at low levels, and we anticipate a business environment like the current one. Based on these conditions, we expect to maintain our solid performance.

Q4：Capital Policy Including ROE Targets and Shareholder Returns

A4：We are targeting an ROE of 8%. While the outlook for this fiscal year is 6.3%, we aim to raise it to 8% as quickly as possible. This is not a long-term goal for 2030 and beyond, but a target we intend to achieve promptly. Regarding dividends, during the current three-year medium-term plan through FY2026, our basic policy is to maintain a DOE of 3% or higher and continue a progressive dividend. We will review leverage and next year’s dividend policy after assessing short- and medium-term funding needs, taking into account payout ratio and upcoming investment schedules.