

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



May 21, 2026

To Whom It May Concern

Company name: Mitsui DM Sugar Co., Ltd.
Company representative: Taku Morimoto,
Representative Director, President
(Stock code: 2109 TSE Prime Market)
Contact person in charge: Masahiko Mori,
Director, Managing Executive Officer
(TEL. 81-3-6453-6161)

(Corrections) Notice of Partial Corrections to “Notice Regarding Formulation of the Mitsui DM Group’s Midterm Management Plan”

The Company is writing to inform you that corrections have been made to the “Notice Regarding Formulation of the Mitsui DM Group’s Midterm Management Plan,” which was announced on May 15, 2026.

Please find the revised set of documents attached below.

1. Reason for corrections

Following the publication of the “Notice Regarding Formulation of the Mitsui DM Group’s Midterm Management Plan,” the Company has discovered that some of the information contained therein was incorrect and are hereby issuing this correction.

2. Details of corrections

The corrections are as follows. Please note that the corrected sections are underlined.

(1) Page 1 of the text

【Before correction】

1. Our Group wide Strategy: Accelerating the Three Transformations

Through “Business Model Transformation,” we aim to restructure the business portfolio by implementing structural reforms in the Sugar Business and further strengthening its profitability, while expanding the scope of the Life Energy Business and accelerating its growth.

Through “Management Infrastructure Transformation,” we will foster an organizational culture that encourages all executives and employees to take on new challenges, expand our human capital, and boost organizational creativity and operational efficiency.

(Omitted)

【After correction】

1. Our Group wide Strategy: Accelerating the Three Transformations

Through “Business Model Transformation,” we aim to restructure the business portfolio by implementing structural reforms in the Sugar Business and further strengthening its profitability, while expanding the scope of

the Life Energy Business and accelerating its growth.

Through “Management Infrastructure Transformation,” we will cultivate a culture of challenge that encourages all executives and employees to take on new challenges, expand our human capital, and boost organizational creativity and operational efficiency.

(Omitted)

(2) Page 4 of the attached documents

The Company is revising the actual ROIC (Return on Invested Capital), a key performance indicator, for the fiscal year ending March 2026 from “7.0%” to “7.3%”.

【Before correction】

01 Key Performance Indicators and Financial Metrics



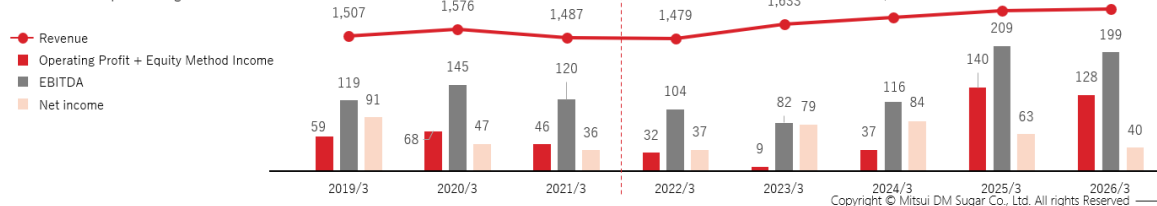
EBITDA and Operating Profit + Equity Method Income exceeded targets.

ROIC and ROE trends showed steady improvements.

● KPI (Unit: 100 million JPY)	Midterm Management plan 2026 Targets	FY March 2022 results	FY March 2023 results	FY March 2024 results	FY March 2025 results	FY March 2026 results
Consolidated Revenue	2,000	1,479	1,633	1,708	1,788	1,801
Operating Profit + Equity Method Income	125	32	9	37	140	128
EBITDA	175	104	82	116	209	199
ROE	7.0%	3.9%	7.6%	7.7%	5.6%	3.5%
(Reference)						
Operating Profit Margin	—	2.5%	0.7%	2.5%	7.7%	7.2%
ROIC	—	2.2%	0.6%	2.2%	7.4%	7.0%

● Consolidated Financial Performance (Unit: 100 million JPY)

※ Figures for FY March 2021 represent the simple aggregate of the former Mitsui Sugar Co., Ltd. and the former Dai-Nippon Meiji Sugar Co., Ltd. These two companies merged in FY March 2022.



【After correction】

01 Key Performance Indicators and Financial Metrics



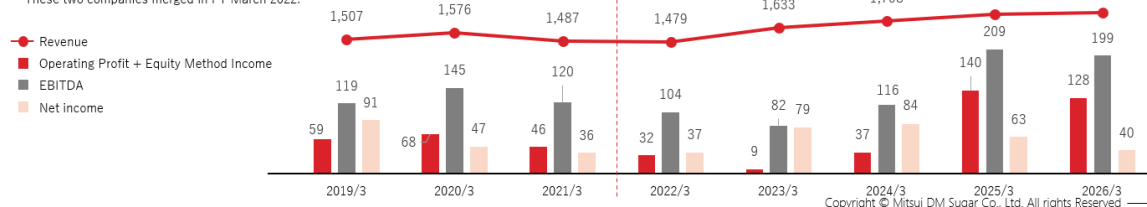
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Notice Regarding Formulation of the Mitsui DM Group's Midterm Management Plan

Our Group has formulated the “Midterm Management Plan 2030: Mitsui DM Group 2.0 - Driving Value Creation through Transformation and Advancing to the Next Growth Phase” (“the Midterm Management Plan 2030”), which covers the four-year period from the fiscal year ending March 2027 to the fiscal year ending March 2030. Please find below a summary of the Midterm Management Plan 2030. For further details, please refer to the attached documents.

The Midterm Management Plan 2030 is designed to realize the corporate philosophy— “We work closely and flexibly with you, as your lifetime partner, to help you enjoy sweeter living.” To address the challenges identified through back casting from the desired state 10 years from now, we position these four years as a period to guide our Group to the next stage of growth by continuously creating new value that “Bringing happiness to people and society,” through a three-pronged approach of “Business Model Transformation,” “Management Infrastructure Transformation,” and “Sustainability Management Transformation.”

1. Our Group wide Strategy: Accelerating the Three Transformations

Through “Business Model Transformation,” we aim to restructure the business portfolio by implementing structural reforms in the Sugar Business and further strengthening its profitability, while expanding the scope of the Life Energy Business and accelerating its growth.

Through “Management Infrastructure Transformation,” we will cultivate a culture of challenge that encourages all executives and employees to take on new challenges, expand our human capital, and boost organizational creativity and operational efficiency.

Through “Sustainability Management Transformation,” we will redefine key challenges considering the business environment surrounding our Group, establish KPIs (key performance indicators), and work to resolve these challenges, thereby contributing to the creation of a sustainable society.

2. Our Group wide Initiatives: Four Strategic Pillars for the Three Transformations

Through “Optimize & Rebuild: Strategic Portfolio Transformation,” we will generate management resources through structural reforms in our core Sugar Business and allocate them primarily to our growth-oriented Life Energy Business to accelerate its growth. We aim to shift the ratio of consolidated

net sales from the current 2 (growth): 8 (core) to 4 (growth): 6 (core) by the fiscal year ending March 2030.

Through “Enhancing Human Capital and Cultivating a Culture of Challenge,” we aim to achieve Management Infrastructure Transformation through three strategic pillars: recruiting talent capable of driving business transformation, cultivating an organizational culture characterized by innovation, collaboration, and gratitude, and maximizing the potential of everyone.

Through “Boost Organizational Creativity and Operational Efficiency,” we will improve business processes by leveraging digital technology and AI, including updating our consolidated management infrastructure.

Through “Contributing to the Realization of a Sustainable Society,” we will promote the Sustainability Management Transformation by redefining and establishing key issues and KPIs in areas such as the environment, health, and local communities, in accordance with our Group’s Basic Sustainability Policy.

3. Target Financial Performance Metrics

	Fiscal Year Ended March 2026 (Actual Results)	Fiscal Year Ending March 2030 (Target)
Consolidated net sales	180.1 billion yen	220 billion yen
EBITDA	19.9 billion yen	23 billion yen
ROIC	7.3%	9.0%
ROE	3.5%	9.0%

4. Target Management Indicators (Non-Financial)

	Target Items	Fiscal Year Ending March 2030 (Target)
Business Model Transformation Sustainability Management Transformation	CO ₂ emissions	46% reduction by the fiscal year ending March 2031 (compared to the fiscal year ending March 2016)
Management Infrastructure Transformation Sustainability Management Transformation	Employee Engagement	The positive response rate for questions related to “Employee Engagement” and “Enabling Environment” improved by 5 points (compared to the fiscal year ended March 2026)
Business Model Transformation Management Infrastructure Transformation	Skills Required by Job Function (DX, Reskilling, etc.)	100% completion and pass rate for company-designated training courses
Management Infrastructure Transformation Sustainability Management Transformation	Percentage of Female Managers	15%

5. Shareholder Returns

The Company has introduced DOE (Dividend on Equity ratio) as a new benchmark for dividend distribution and aims to achieve stable and sustained dividend growth, targeting a consolidated dividend payout ratio of 50% or a DOE of approximately 5%. Regarding the repurchase of treasury stock, the Company views this as a flexible tool for optimizing the level of Shareholders' equity to what the Company deems most efficient in relation to the cost of capital, thereby enhancing corporate value.

6. Others

Today, the Company has disclosed the “Consolidated Financial Results for the Year Ended March 31, 2026 (Based on Japanese GAAP)” and “Matters Concerning Controlling Shareholders.”

Midterm Management Plan 2030

Mitsui DM Sugar Co., Ltd. (2109)



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Midterm Management Plan

- 01** Review of the Midterm Management Plan 2026
—Diversify into Nutrition & Health—
(FY March 2023~FY March 2026)
- 02** Midterm management Plan 2030
Mitsui DM group 2.0
~Driving Value Creation through
Transformation and Advancing to the Next
Growth Phase~
(FY March 2027~FY March 2030)

01

Review of Midterm Management Plan 2026 —Diversify into Nutrition & Health— (FY March 2023~FY March 2026)

- P.4** Key Performance Indicators and Financial Metrics
- P.5** Segment Information
- P.6** Progress on Strategic Initiatives and Key Priorities for Growth
- P.7** Review of Domestic Sugar Business
- P.8** Review of Life Energy Business

01 Key Performance Indicators and Financial Metrics

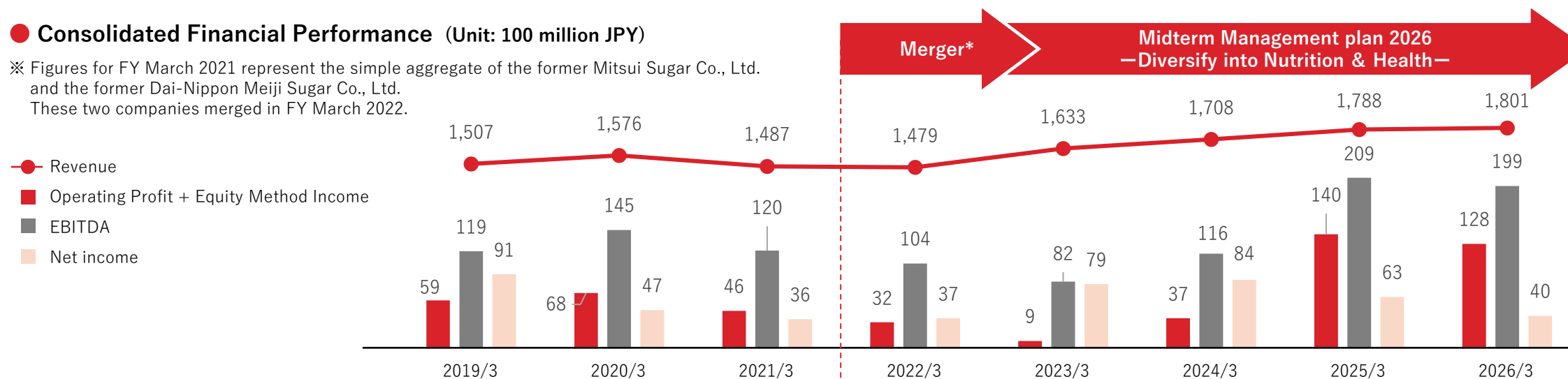
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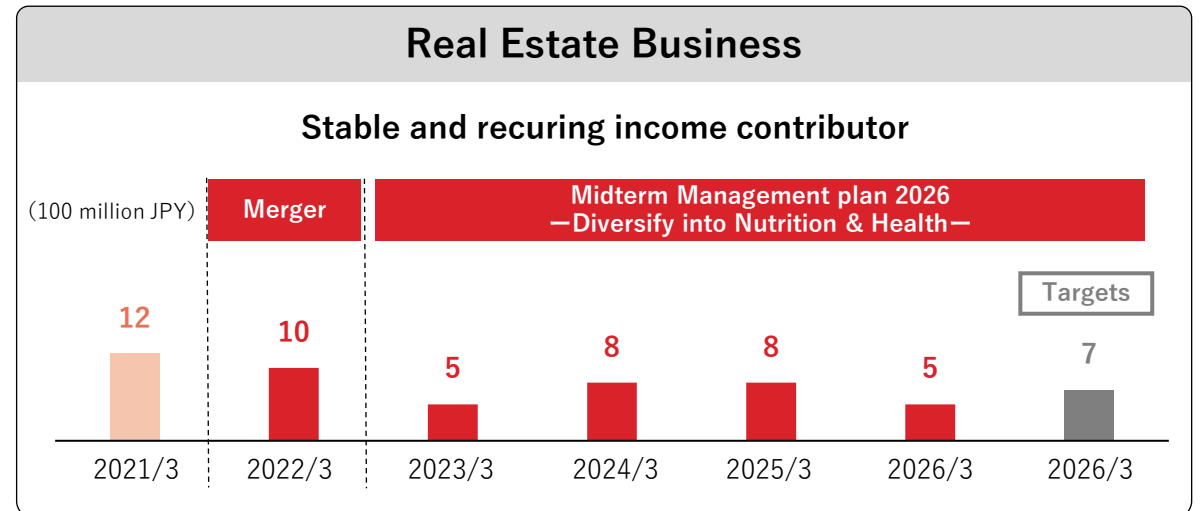
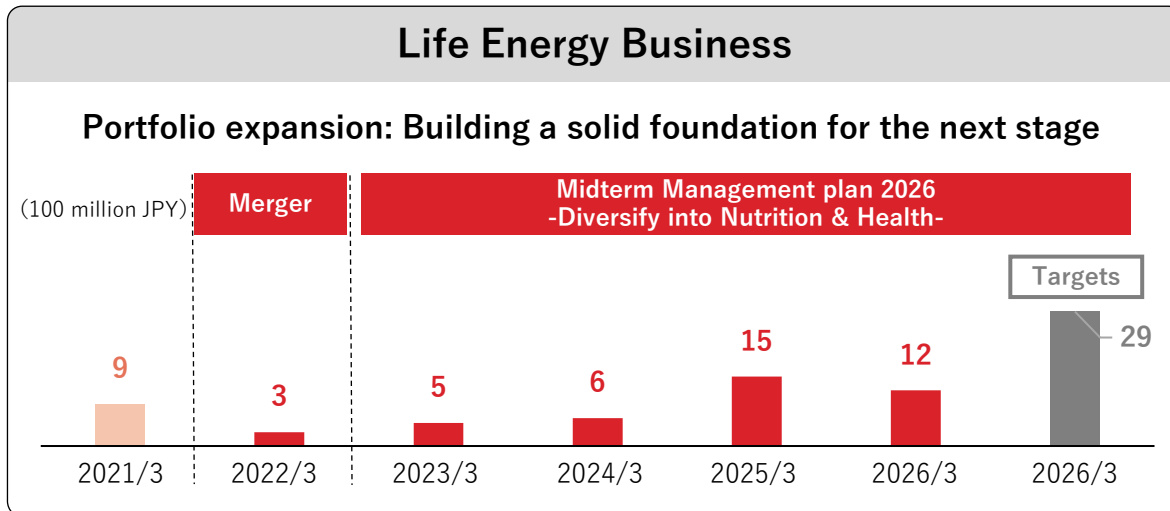
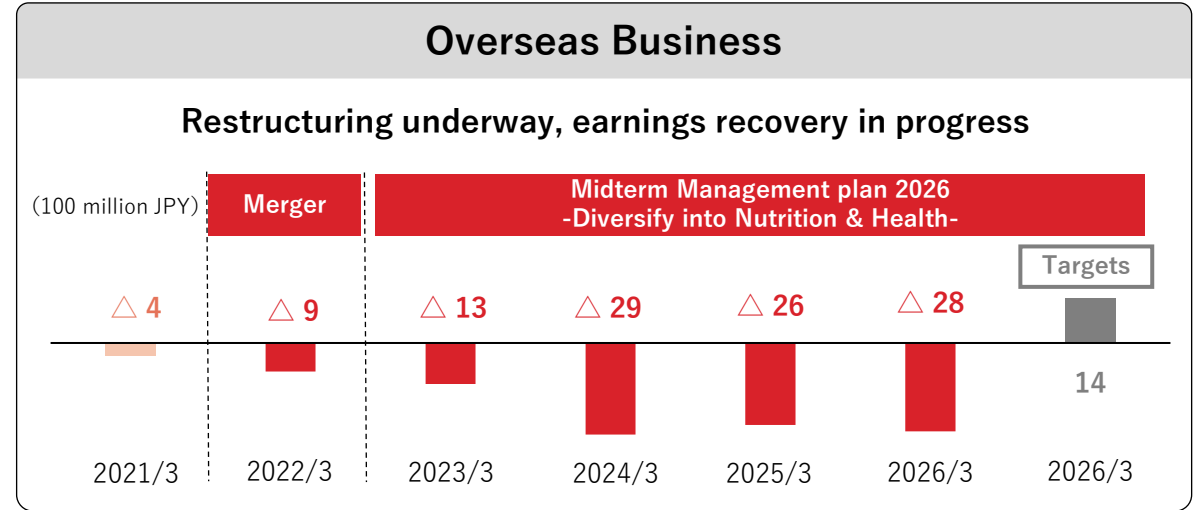
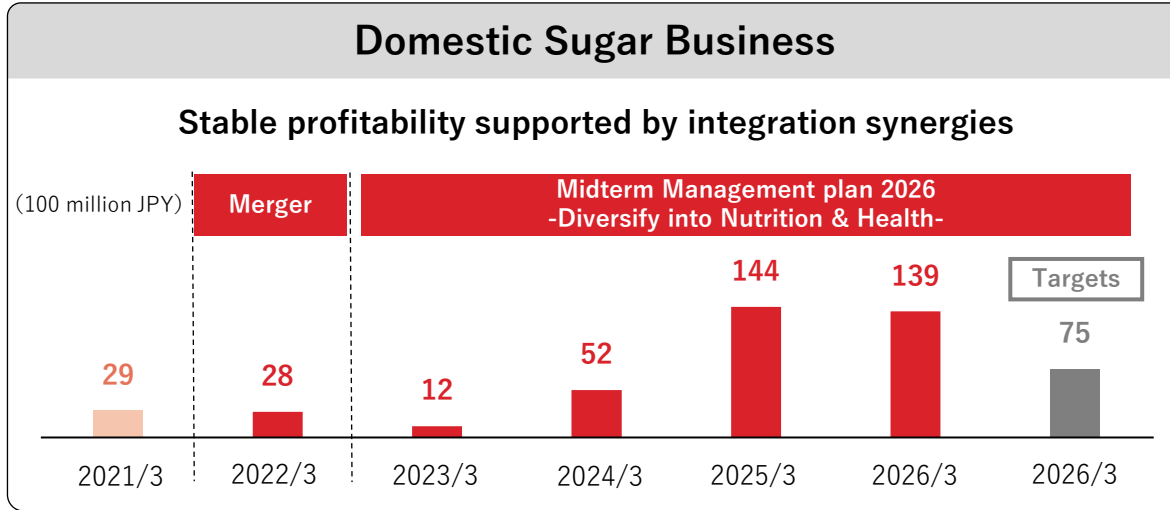
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● Consolidated Financial Performance (Unit: 100 million JPY)

※ Figures for FY March 2021 represent the simple aggregate of the former Mitsui Sugar Co., Ltd. and the former Dai-Nippon Meiji Sugar Co., Ltd. These two companies merged in FY March 2022.



01 Segment Information



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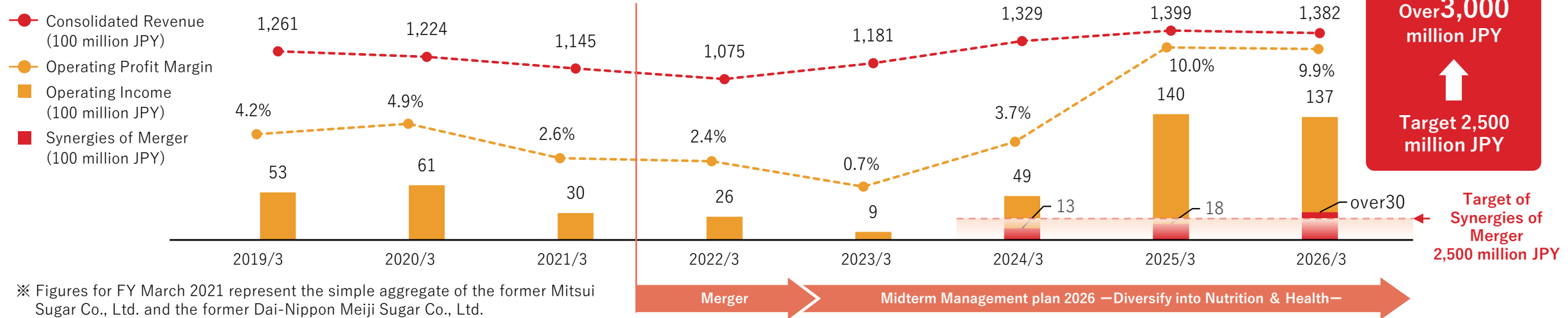
01 Progress on Strategic Initiatives and Key Priorities for Growth

Five Basic Strategies	Progress achieved	Key priorities for Growth
Enhancing the Resilience of the Domestic Sugar business	<ul style="list-style-type: none"> Operational efficiency across all functions Kyushu restructuring & Wada Sugar contract 	<ul style="list-style-type: none"> Completed Kyushu site restructuring Further gains in operational productivity
Expansion of Overseas business	<ul style="list-style-type: none"> New Middle East & Vietnam bases; stabilized Thailand production High-quality production setup in China 	<ul style="list-style-type: none"> Restructuring business for shifting consumer trends
Growth of Life Energy business	<ul style="list-style-type: none"> Establishment of Group R&D Center as product dev. hub 	<ul style="list-style-type: none"> Scaling up new businesses
Consolidating & Enhancing Group R&D	<ul style="list-style-type: none"> New business creation (Osakana Kakumei, etc.) Expanding via M&A (YOUR MEAL, Terumo biz) 	<ul style="list-style-type: none"> Expanding synergy platform via M&A
Contributing to a Sustainable Society	<ul style="list-style-type: none"> Female leadership representation exceeded 10% 20% water discharge reduction (vs. FY March 2016) Conducted engagement surveys 	<ul style="list-style-type: none"> Integrate sustainability into our core business

While improving efficiency in the domestic sugar business, we continue expanding into growth areas and pursue the next stage of growth through transformation of our business model and operations.

01 Review of Domestic Sugar Business

Margin expansion driven by structural transformation



Procurement

- Procurement at competitive pricing
- Consolidating demand through Merger to enable the use of large vessel
- Achieving both supply stability and operational efficiency through precise vessel scheduling and timing control

Production

- Closing of Hokkaido Sugar Honbetsu Plant and outsourcing production to Nippon Beet Sugar Manufacturing
- Contract manufacturing from Wada Sugar
- Cease production at Kanmon Sugar

Sales

- Promotion of direct sales
- Centralization of Sugar Sales
- Price adjustments reflecting cost changes

Logistics

- Optimization of the logistics network across 8 domestic plants
 - Efficient distribution
 - Optimization of inventory management
- Driving efforts to shorten handling time across all plants

Corporate Div

- Efficiency gains from Merger
 - Standardization of System Infrastructure
 - Optimization of Business Processes
 - Elimination of Redundant Operations

01 Review of Life Energy Business

Laying the foundation for next growth via Group R&D and M&A expansion

New business creation (In-house)

① In-house entrepreneurship initiatives

Development of Functional Foods and Plant Protein products



おさかな革命™


② Sports and Senior Nutrition

Launch of new products through precise definition of target customer of "Nutrition by Life Stage" Initiative



Launched April 9, 2026

Business creation (M&A)

① Acquisition of Terumo's nutrition business (Nutri)

Expansion into medical nutrition segment through M&A and R&D



② Acquisition of YOUR MEAL

Acquisition of D2C and protein-focused businesses



02

Midterm Management Plan 2030

Mitsui DM group 2.0

~Driving Value Creation through Transformation and Advancing to the Next Growth Phase~

(FY March 2027~FY March 2030)

P.10 Corporate Mission

P.11 External Environment and Internal Capabilities

P.12 Our vision for the Future

P.13 Key Theme

P.14 Four Strategic Pillars
Accelerating the Three Transformations

P.15 Financial Targets

P.16 Cash Allocation

P.17 Shareholder Return Policy

P.18 Non-financial Targets

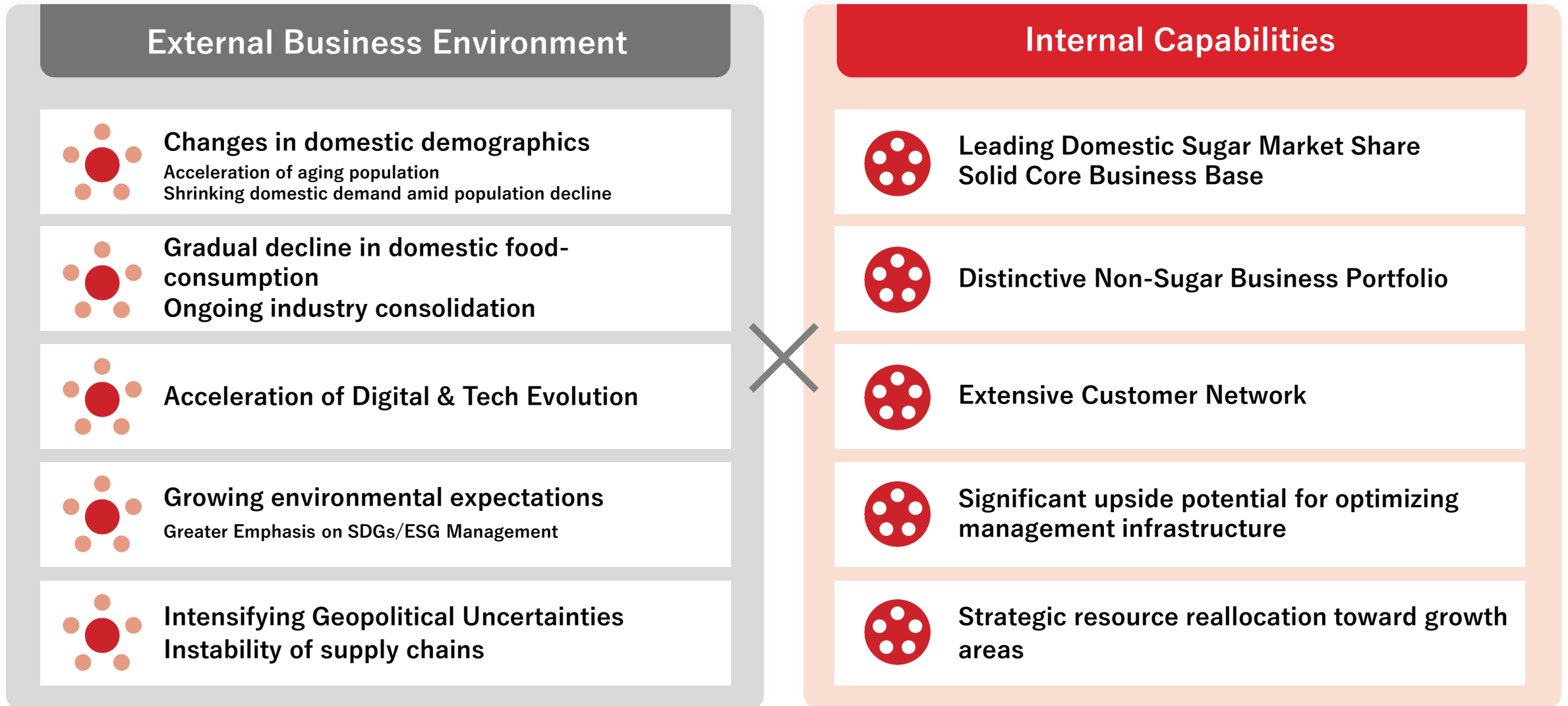
P.19 Deep Dive: The Four Strategic Pillars

Corporate Mission

We work closely and flexibly with you,
as your lifetime partner,
to help you enjoy sweeter living.

Mitsui DM Sugar Co., Ltd.

02 External Environment and Internal Capabilities



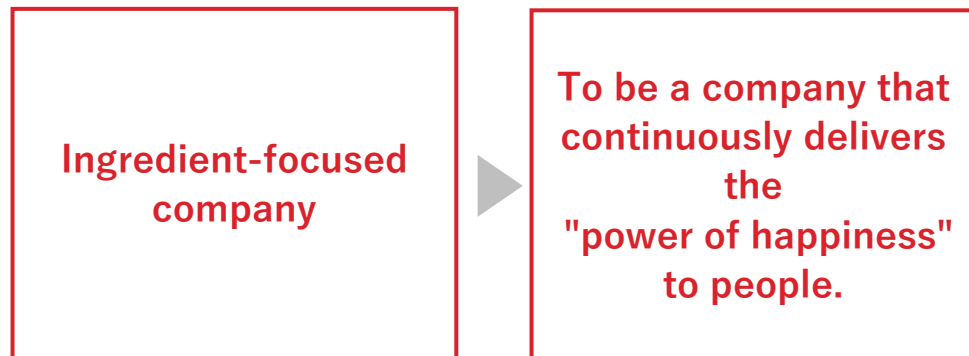
02 Our Vision for the Future

- Unlock management resources and streamline the organization through structural transformation of the core sugar business
- Reinvest resources generated through structural reform into the Life & Energy business and corporate functions to accelerate growth
- Streamline operations across the Group to reinforce the management foundation and enhance the business portfolio

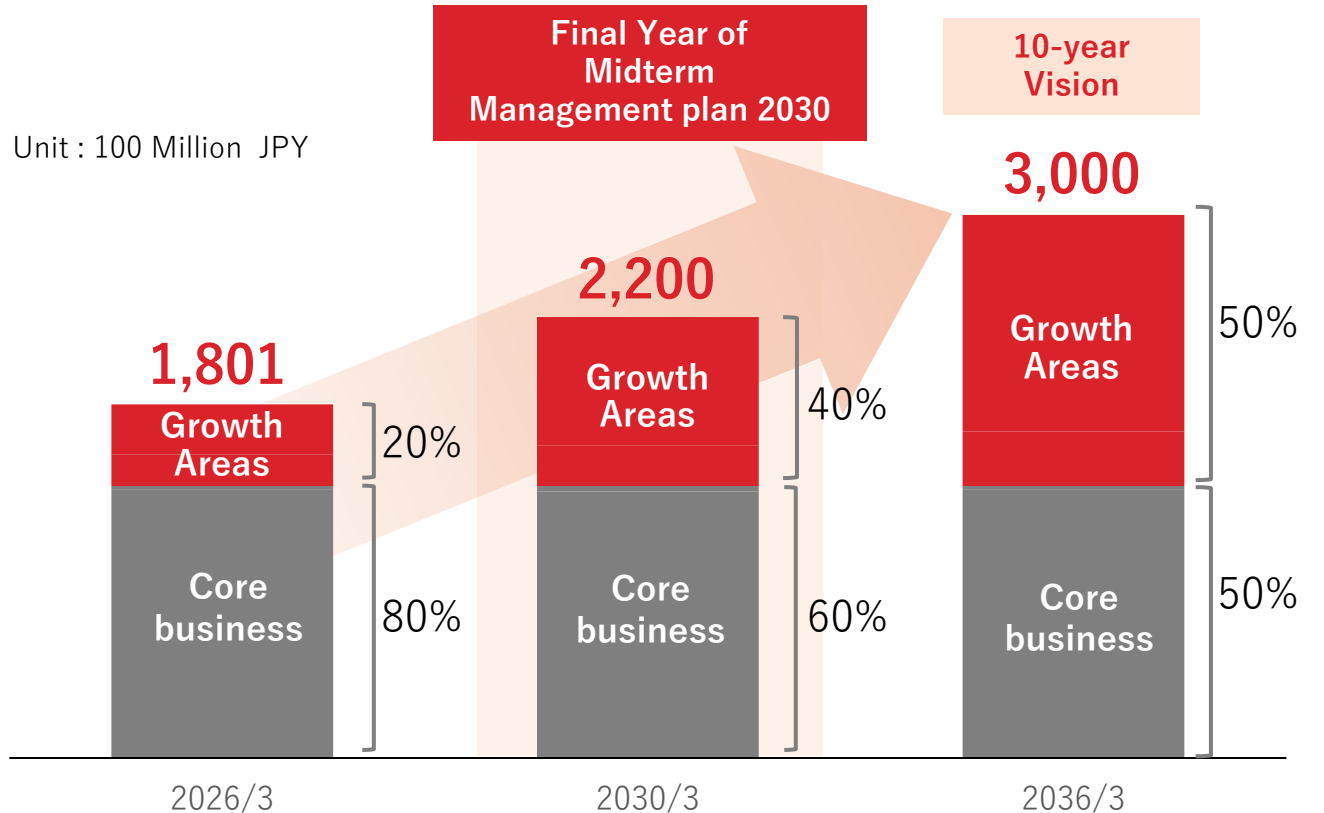
● Our Group's Strategic Initiatives



● Evolution of our value proposition



● Net sales evolution and FY2030/3 Targets and 10-Year Vision



Mitsui DM group2.0

~Driving Value Creation through Transformation and Advancing to the Next Growth Phase~

By accelerating the three transformations and **creating new value**, the Mitsui DM Group will enter its **next growth stage.**

「Business Model Transformation」

「Management Infrastructure Transformation」

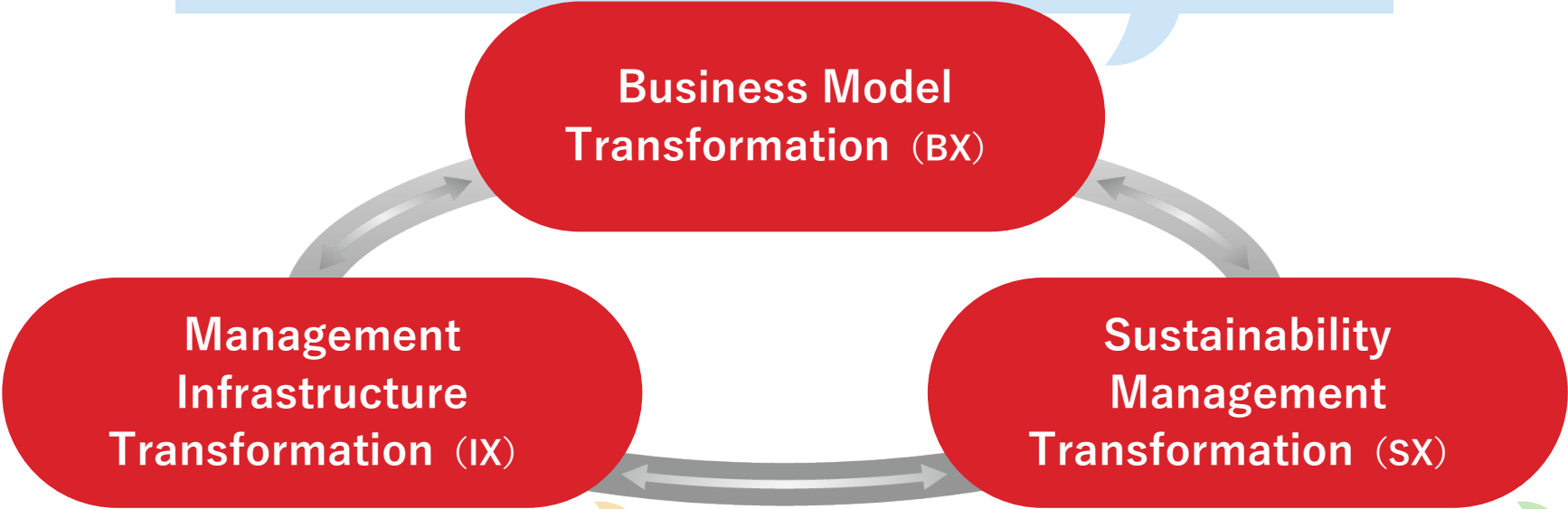
「Sustainability Management Transformation」

02 Four Strategic Pillars Accelerating the Three Transformations

1 Optimize & Rebuild: Strategic Portfolio Transformation

A Optimizing and Enhancing the Resilience of the Domestic Sugar business

B Scaling the Life Energy Business: Domain Expansion & Growth Acceleration



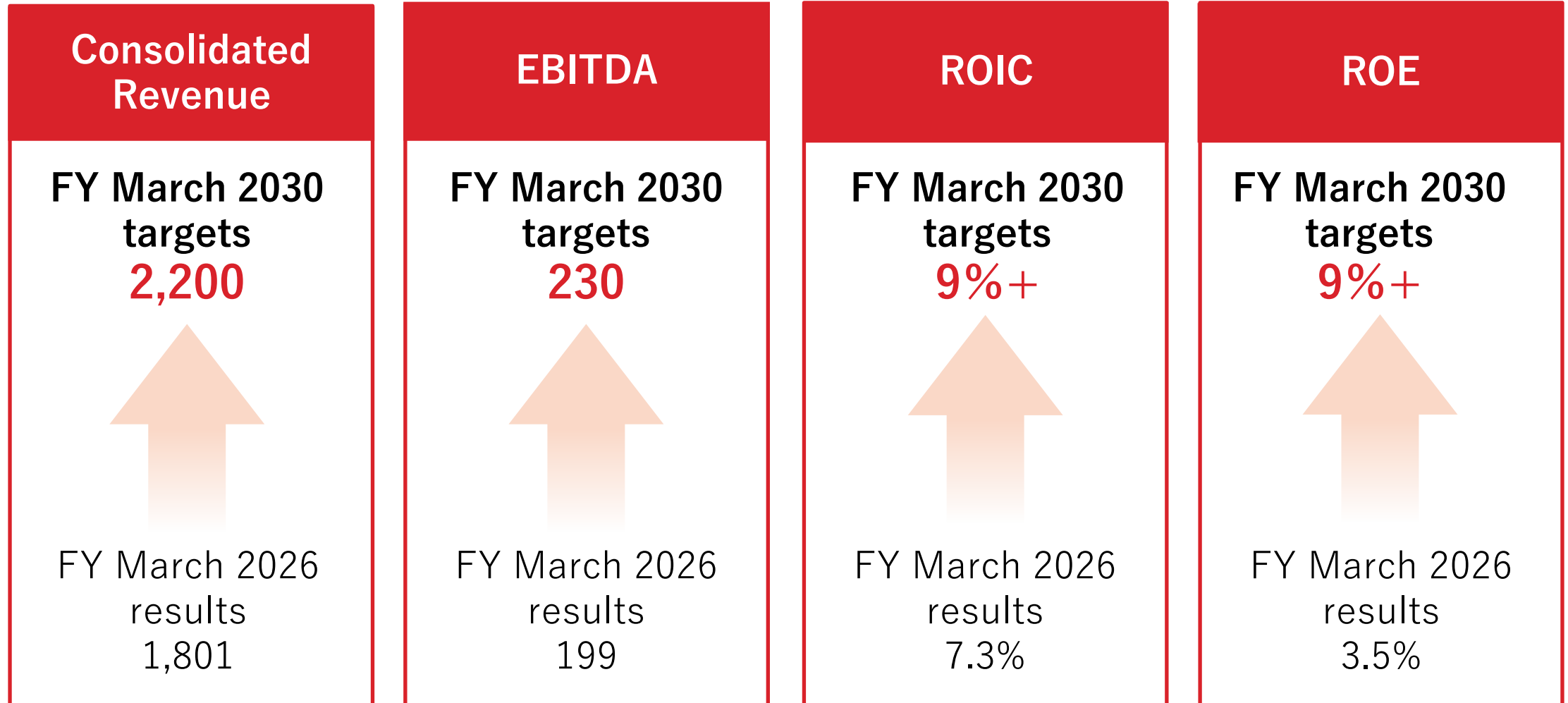
2 Enhancing Human Capital and Cultivating a Culture of Challenge

3 Boosting Organizational Creativity and Operational Efficiency

4 Contributing to the Realization of a Sustainable Society

02 Financial Targets

◆ Financial Targets (Unit: 100 million JPY)



02 Cash Allocation

Unit : 100 million JPY

	Midterm Management plan 2026 results FY March 2023~FY March 2026	Midterm Management plan 2030 Total FY March 2027~FY March 2030
Operating Cash Flow (EBITDA)	606	800~860
External Financing	132	0~130
Total Cash In	738	800~930
Total Investment	515	550~720
Capital Expenditures *1	200	200~250
DX Investment *1	30	30~50
Investment in New Businesses and R&D (Including M & A) *1	140	300~400
Real Estate Investment *1	145	20
Shareholder Returns (Dividends)	164	180~210
Shareholder Returns (Share Repurchases)	38	Based on the funding position, respond with agility
Total Cash Out	717	730~930

*1 Including ESG-related investments

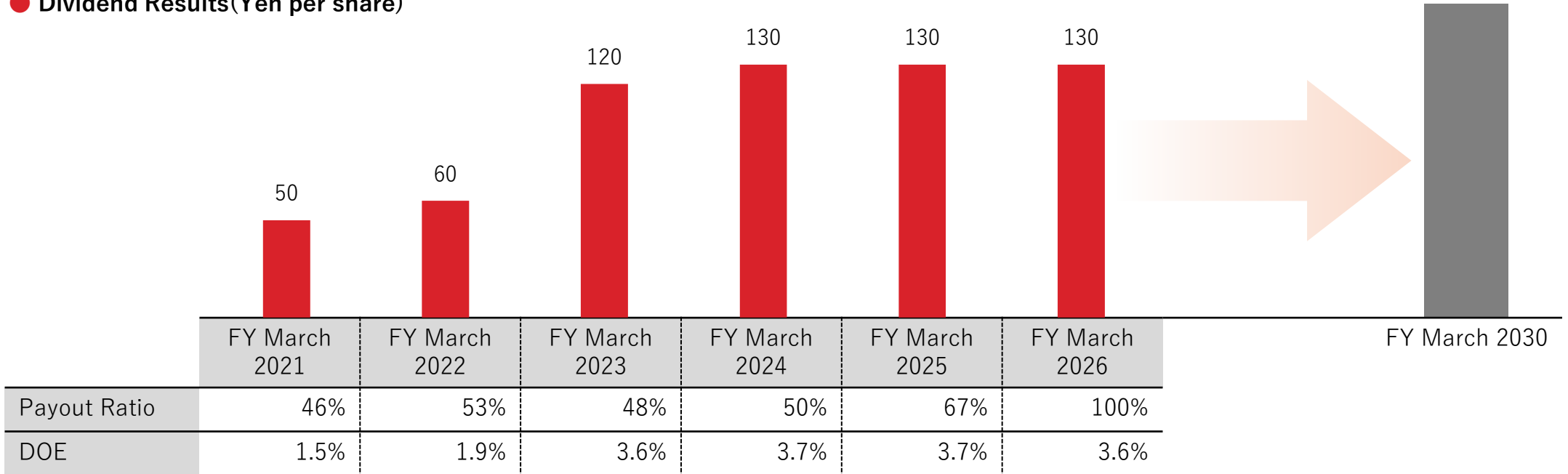
02 Shareholder Return Policy

● Summary

- Previous Total payout ratio target (50% or higher)
- New Dividend payout ratio and DOE (Dividend On Equity)
- Aiming for stable and continuous dividend growth
- Share repurchase to be conducted flexibly as appropriate

Dividends Target	Dividend payout ratio of 50%, or DOE 5.0%, approximately
Share Repurchase	Respond flexibly as appropriate

● Dividend Results (Yen per share)

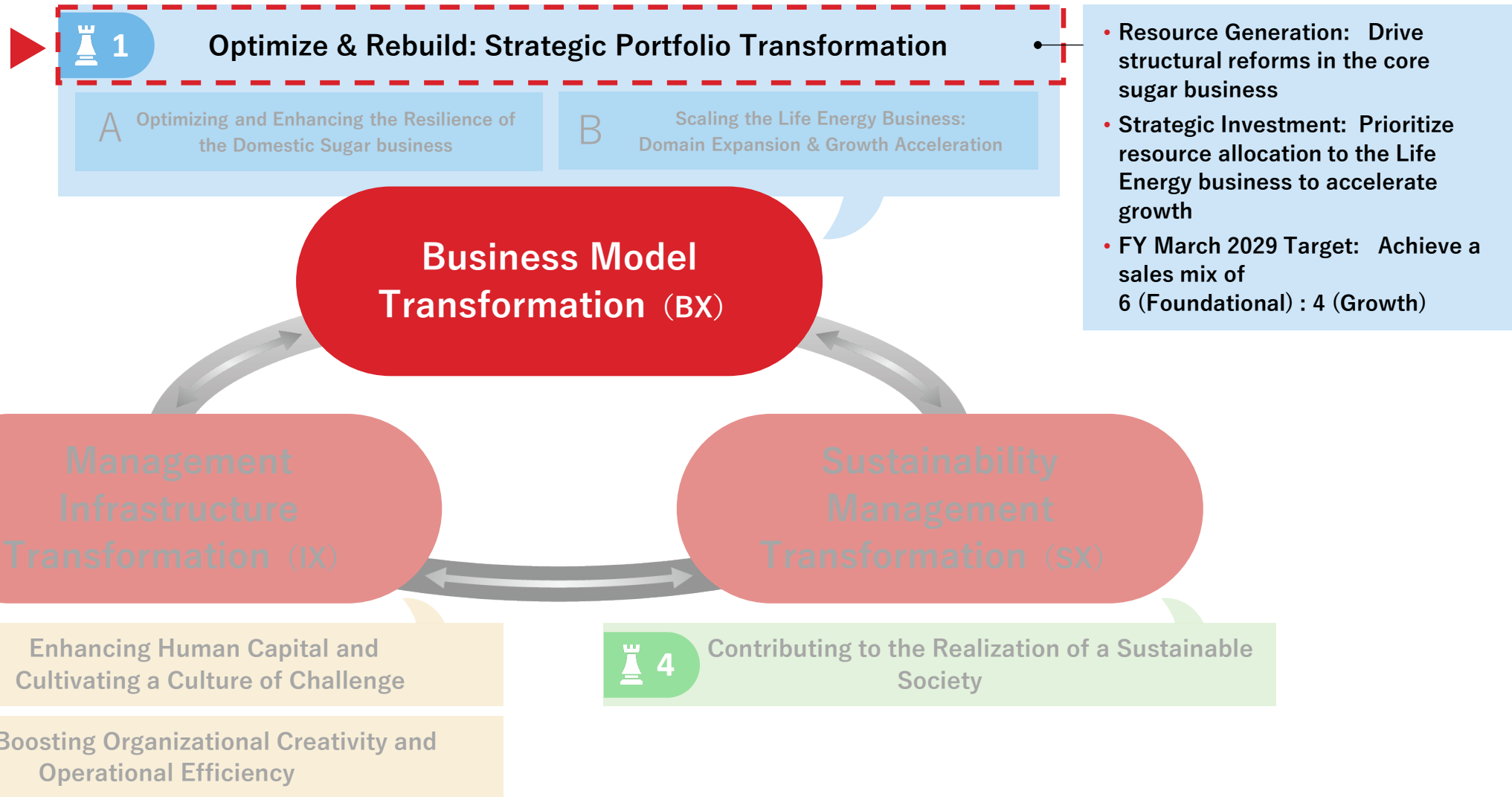


02 Non-financial Targets

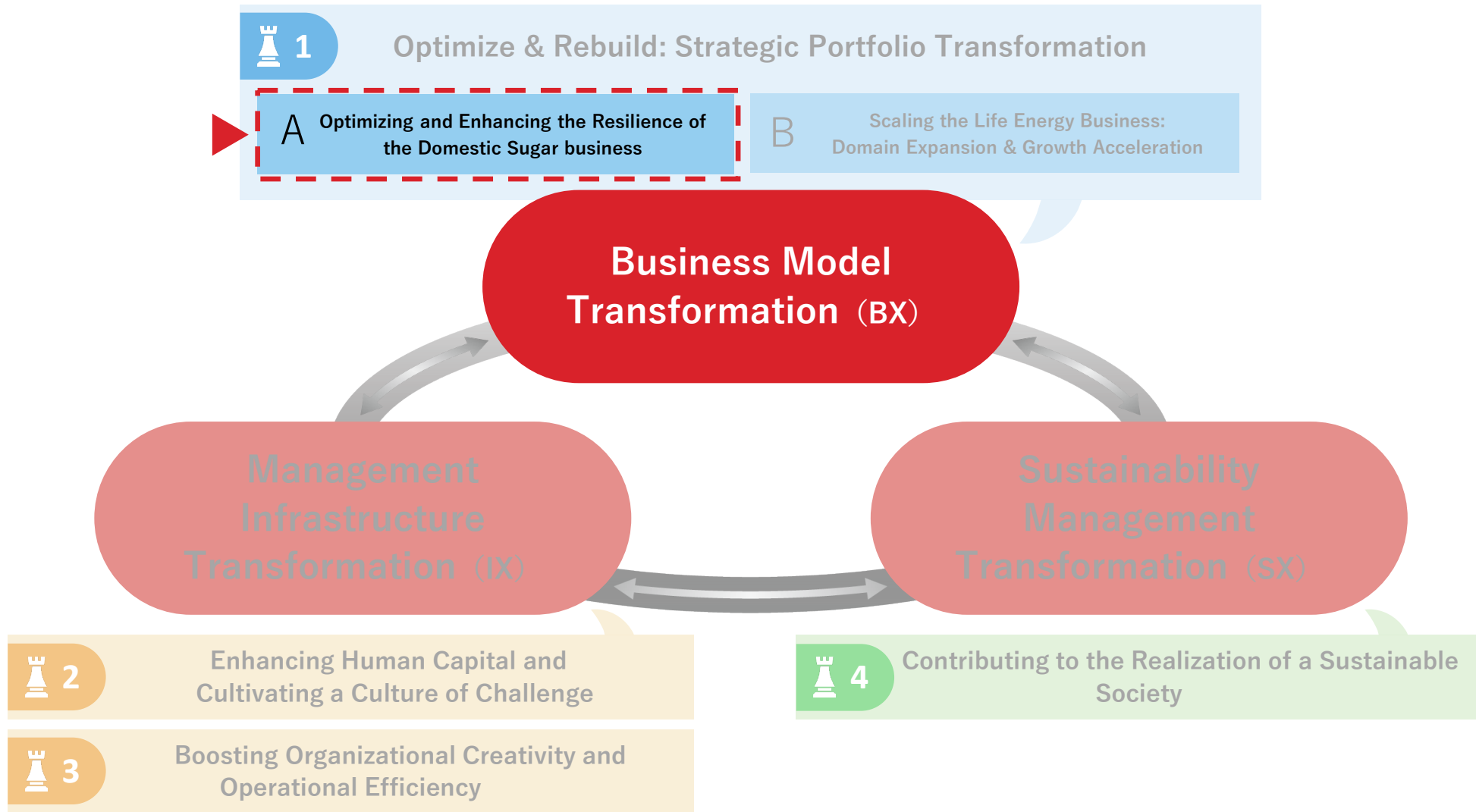
Non-financial KPIs for Driving Transformation

	Three reforms	Metric	KPI by FY March 2030
Sustainability	<p>Business Model Transformation</p> <p>Sustainability Management Transformation</p>	<ul style="list-style-type: none"> • CO₂ Emission Reduction 	<p>46% reduction by FY2030 (vs. FY March 2016 levels) (Note: This target remains unchanged from our previous announcement.)</p>
Organization	<p>Management Instructure Transformation</p> <p>Sustainability Management Transformation</p>	<ul style="list-style-type: none"> • Improving Employee Engagement (Focusing on “Culture of Challenge” and “Maximizing Individual Potential”) 	<p>+5pt increase in positive response rates for “Employee Engagement” and “Enabling Environment” (vs. FY March 2026 levels)</p>
HR	<p>Business Model Transformation</p> <p>Management Instructure Transformation</p>	<ul style="list-style-type: none"> • Acquiring Job-Specific Skills (DX, Reskilling, etc.) 	<p>Achieve a 100% completion and pass rate for company-designated training courses among target employees (DM Mitsui Sugar Co., Ltd., non-consolidated)</p>
DE&I	<p>Management Instructure Transformation</p> <p>Sustainability Management Transformation</p>	<ul style="list-style-type: none"> • Promote greater representation of women in management to enhance diversity of perspectives 	<p>15% or higher</p>

02 Four Pillars (Priority Themes) driving Three Reforms



02 Four Pillars (Priority Themes) driving Three Reforms



Business environment and strategy

Area	Domestic	Overseas
Business Environment	<ul style="list-style-type: none"> • Gradual decline in demand due to population decline • Domestic sugar consumption fell sharply during COVID-19 but recovered to 1.75 million tons. • Continued consolidation in the sugar industry • Domestic sugar industry in transition 	<ul style="list-style-type: none"> • Economic growth in Asia • Market expansion in Asia • Rising geopolitical risks
Current Status of the Group	<ul style="list-style-type: none"> • Kyushu restructuring & Wada Sugar contract • Industry-leading position • Nationwide supply chain 	<ul style="list-style-type: none"> • Strengthening the management structure and stabilizing production
Strategic Direction	<p style="text-align: center;">▼</p> <p style="text-align: center;">Further strengthening profitability and leveraging the strengths of an industry leader</p>	<p style="text-align: center;">▼</p> <p style="text-align: center;">Transformation and replacement of business models in line with market trends and demand.</p>

Business Strategy : Driving Operational Transformation to Enhance Resilience and Competitiveness

EBITDA (Unit: 100 million JPY) 224 (FY March 2026) → 230 (FY March 2030)

Key Initiatives	Key Actions
Establishment of a sustainable production foundation	<ul style="list-style-type: none"> Completed Kyushu site restructuring Evaluation of Measures to Strengthen the Domestic Sugar Production Structure
Transformation of production, sales, and logistics operations	<ul style="list-style-type: none"> Improving the Efficiency of Production and Order Processing Operations through the Utilization of Digital Technologies and AI Improving Production Efficiency through SKU Reduction
Strengthening the Foundation Supporting a Sustainable Sugar Business (Including ESG-related Capital Investments)	<ul style="list-style-type: none"> Promotion of environmentally conscious technologies and resource utilization Procurement in line with the human rights policy across the supply chain
Restructuring of the Overseas Sugar Business	<ul style="list-style-type: none"> Accelerating business model transformation and portfolio reshaping based on market trends and demand changes Building a Portfolio that Leverages the Strengths of the Group

The Group will maintain its strategy of capturing growth in Asia as a promising consumer market, while accelerating business model transformation and portfolio optimization in line with evolving market conditions and demand.

By leveraging the Group's strengths, we will further reshape our business portfolio.

Global Business Infrastructure

SIS
(Singapore • UAE)



- Optimizing production structures to match evolving market needs
- Capitalizing on brand strength to drive market

Asian Blending
(Singapore • Vietnam)



COFCO Sugar Liaoning Co., Ltd.
(China)



- Continued Pursuit of Growth in Major Markets

Kaset Phol Sugar
(Thailand)



- Profit recovery through stable production, stronger farming operations, and secure sugarcane sourcing

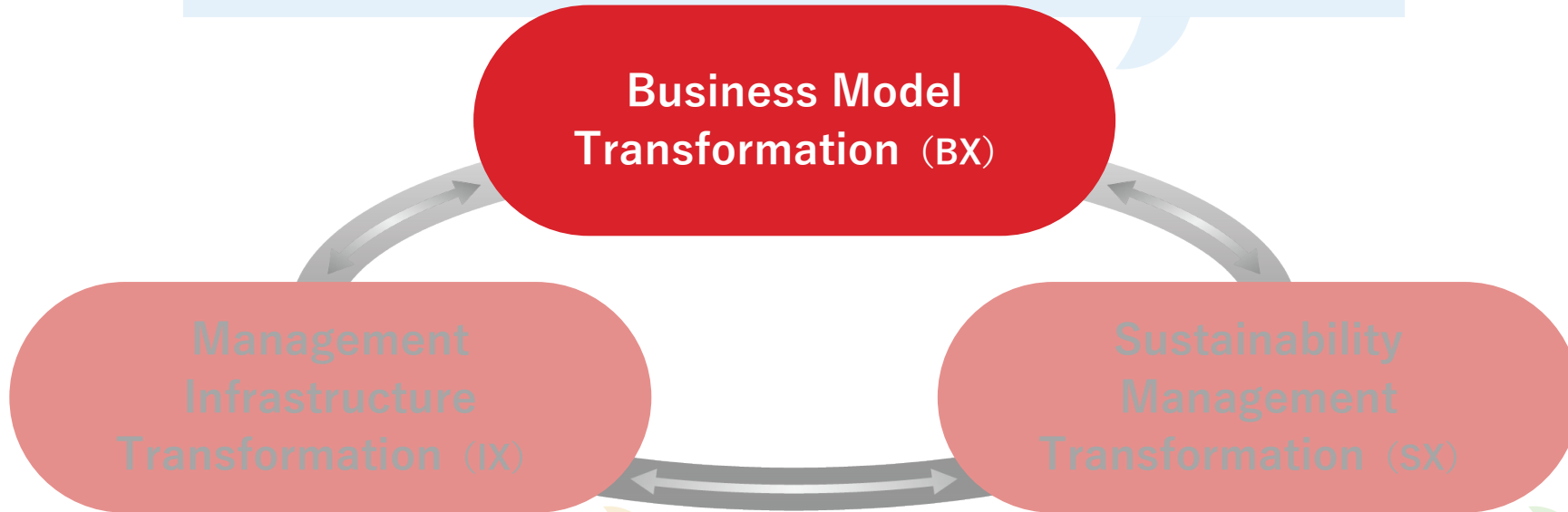
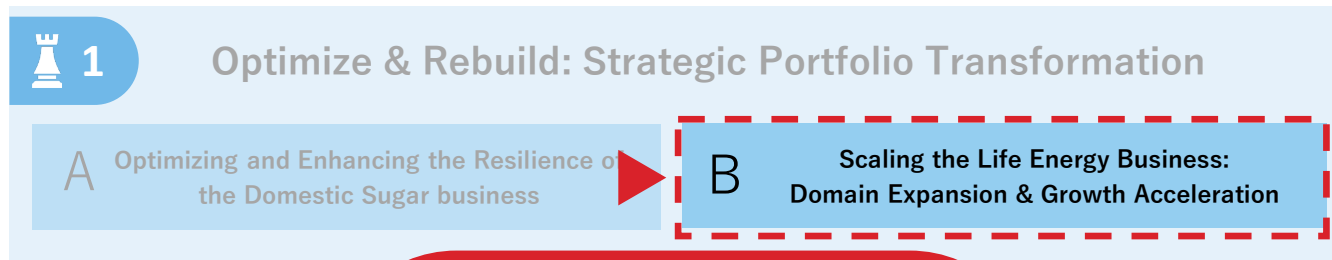
Strengthening governance and hands-on management through the deployment of management personnel

Safety and quality production expertise, R&D capabilities, and integrated Group strengths

Geopolitical risks and changes in market conditions

Portfolio restructuring: Shifting to key businesses in growth regions

02 Four Pillars (Priority Themes) driving Three Reforms



Business Strategy: Drive phased expansion of business domains and scale through accelerated portfolio transformation, organic growth, and strategic M&A that enhances capabilities, technologies, and market access

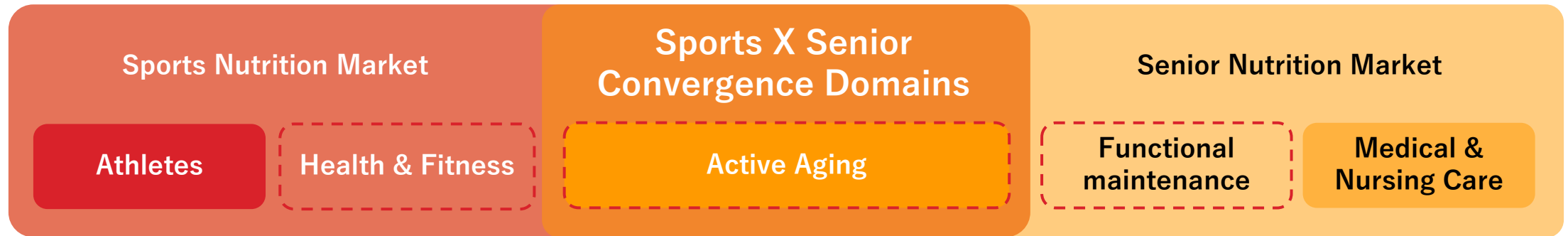
EBITDA (Unit: 100 million JPY) 15 (FY March 2026) → 43 (FY March 2030)

Key Initiatives	Key actions
Focus on the Senior Nutrition Domain	<ul style="list-style-type: none"> • Leveraging Group synergies to deepen penetration in the nursing care sector • Expansion of product offerings for NUTRI's hospital channel business
Focus on the Sports Nutrition Domain	<ul style="list-style-type: none"> • Establishment of a proprietary sports nutrition brand and creation of differentiated value
Creation and Expansion of R&D and New Businesses	<ul style="list-style-type: none"> • R&D and new business creation in areas where the Group can leverage its unique strengths • Expansion of synergy platforms through M&A

Optimize & Rebuild: Strategic Portfolio Transformation

B: Expansion and accelerated growth of the Life Energy Business Domain

Strategic Focus Areas for Life Energy



“Sugar and Protein” Priority Areas
Promoted Under Mid-Term
Management Plan 2026

Key Growth Segments

“Sugar and Protein” Priority Areas
Promoted Under Mid-Term
Management Plan 2026

Key Strategies for Domain Expansion

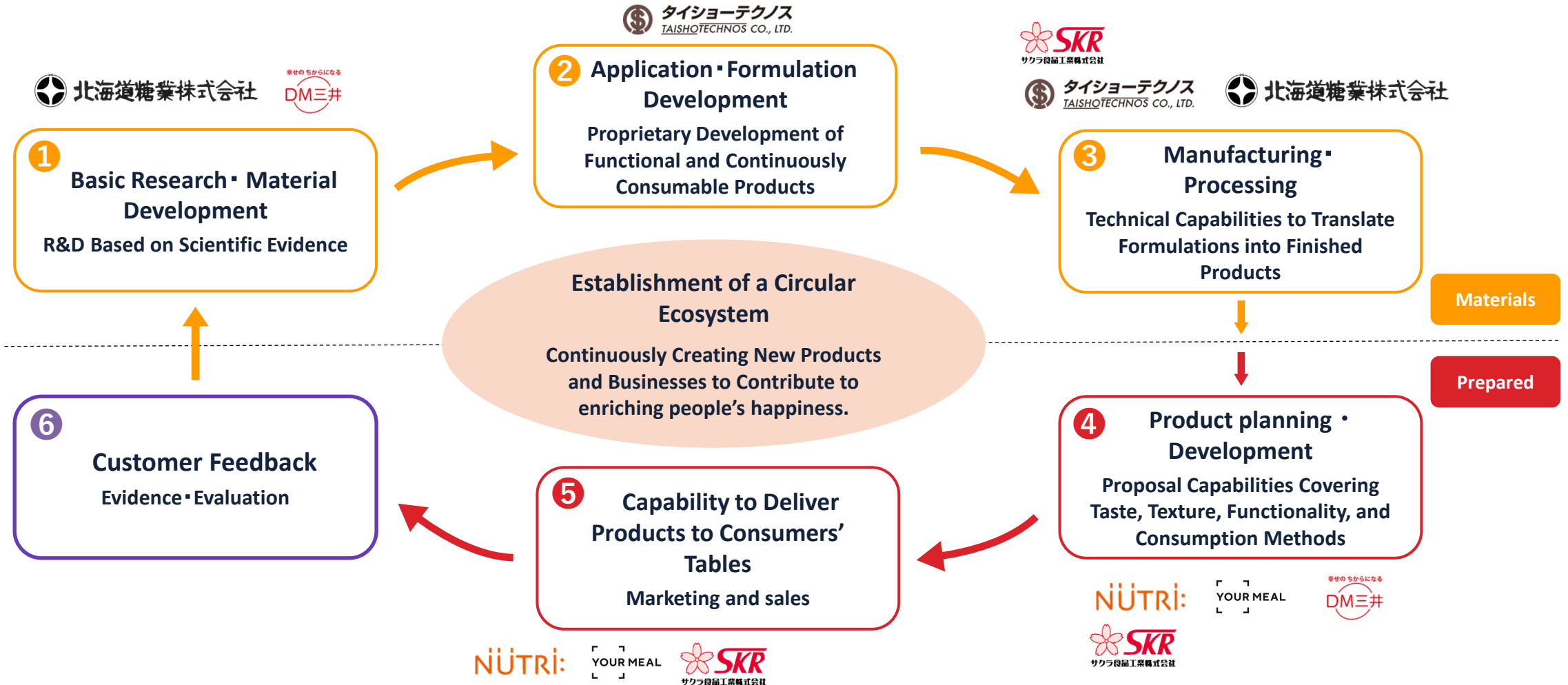
- R&D : Strengthen and acquire new material development capabilities
- Functionality : Expand and enhance functional development fields
- Technology : Advance formulation expertise beyond simple processing
- Sales : Broaden sales channels and market reach
- Branding : Reinforce branding and marketing strategies

**Drive rapid growth with a
strategic investment of 30–
40 billion yen**




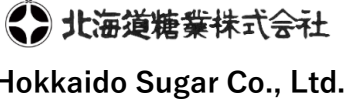



Optimize & Rebuild: Strategic Portfolio Transformation

B: Expansion and accelerated growth of the Life Energy Business Domain

Drive phased expansion of business domains and scale through accelerated portfolio transformation, organic growth, and strategic M&A that enhances capabilities, technologies, and market access



Functions of each group company in the Circular Business Models

Company Name	Functions in the Circular Business Models	Challenges & Strategic Focus
 タイショーテクノス TAISHOTECHNOS CO., LTD.	2 3	Capabilities in Product Concept, Business Models, and Formulation Proposals
	4 5	Leveraging Medical Insights for Product Development in Senior & Sports Nutrition, and Expanding Sales Channels through Strategic Partnerships
	4 5	Scaling Innovation into Commercial Business Operations
 北海道糖業株式会社 Hokkaido Sugar Co., Ltd.	1 3	Strengthening Bio-Business Development Functions
 Sakura Foods Industry Co., Ltd.	3 4 5	Enhancing Business Development Capabilities
 DM三井 R&D center Enriching your happiness	1 4	Reinforcing Group-wide Material and Product Development Functions
 DM三井 Enriching your happiness	1 ~ 6	Group Synergies to Accelerate and Advance Circular Business Models

- ① Basic Research · Material Development
- ② Application · Formulation Development
- ③ Manufacturing · Processing
- ④ Product planning · Development
- ⑤ Capability to Deliver Products to Consumers' Tables
- ⑥ Customer Feedback

Optimize & Rebuild: Strategic Portfolio Transformation

B: Expansion and accelerated growth of the Life Energy Business Domain

Our group companies

NUTRI Co., Ltd.



- A Healthcare Company Providing Medical Nutrition Products
- Collaborating with medical institutions and nursing care facilities to develop, manufacture, and market evidence-based products



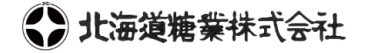
TAISHO TECHNOS CO., LTD.



- A Food Science Company Offering a Broad Range of Food Ingredients
- Manufacture and sale of food additives and industrial chemicals that contribute to food safety and quality improvement



Hokkaido Sugar Co., Ltd.



- Provides agricultural guidance as well as the manufacturing, processing, and sale of beet sugar
- Also operates biotechnology and agribusiness businesses



YOUR MEAL

- A Business Delivering Nutritionally Optimized Meals, Including Frozen Meal Boxes
- Strengths in Data Utilization and Marketing



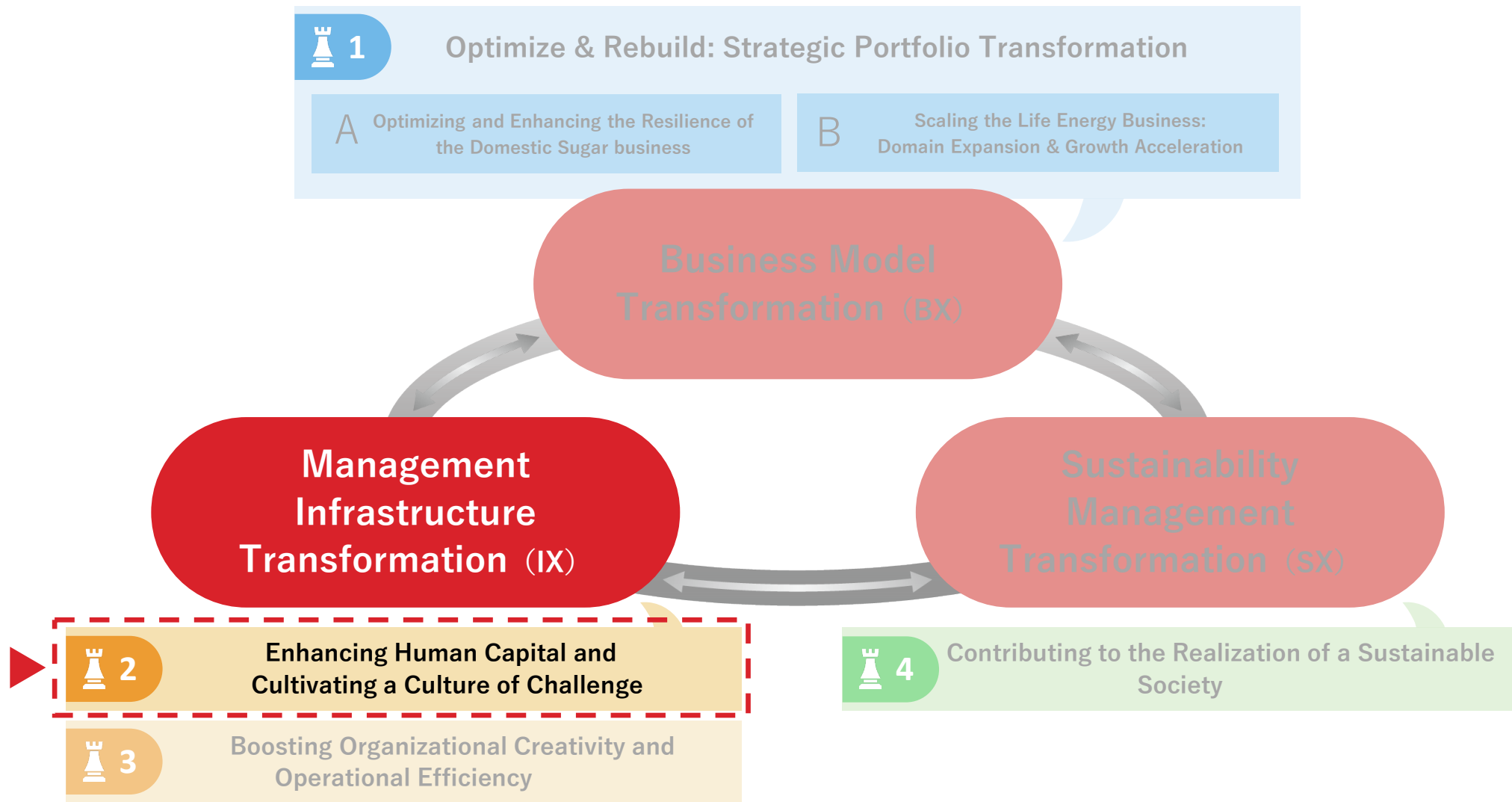
Sakura Foods Industry Co., Ltd.



- Development and Manufacturing of Portion Containers, Cup Containers, and Tetra Pak Carton Products



02 Four Pillars (Priority Themes) driving Three Reforms

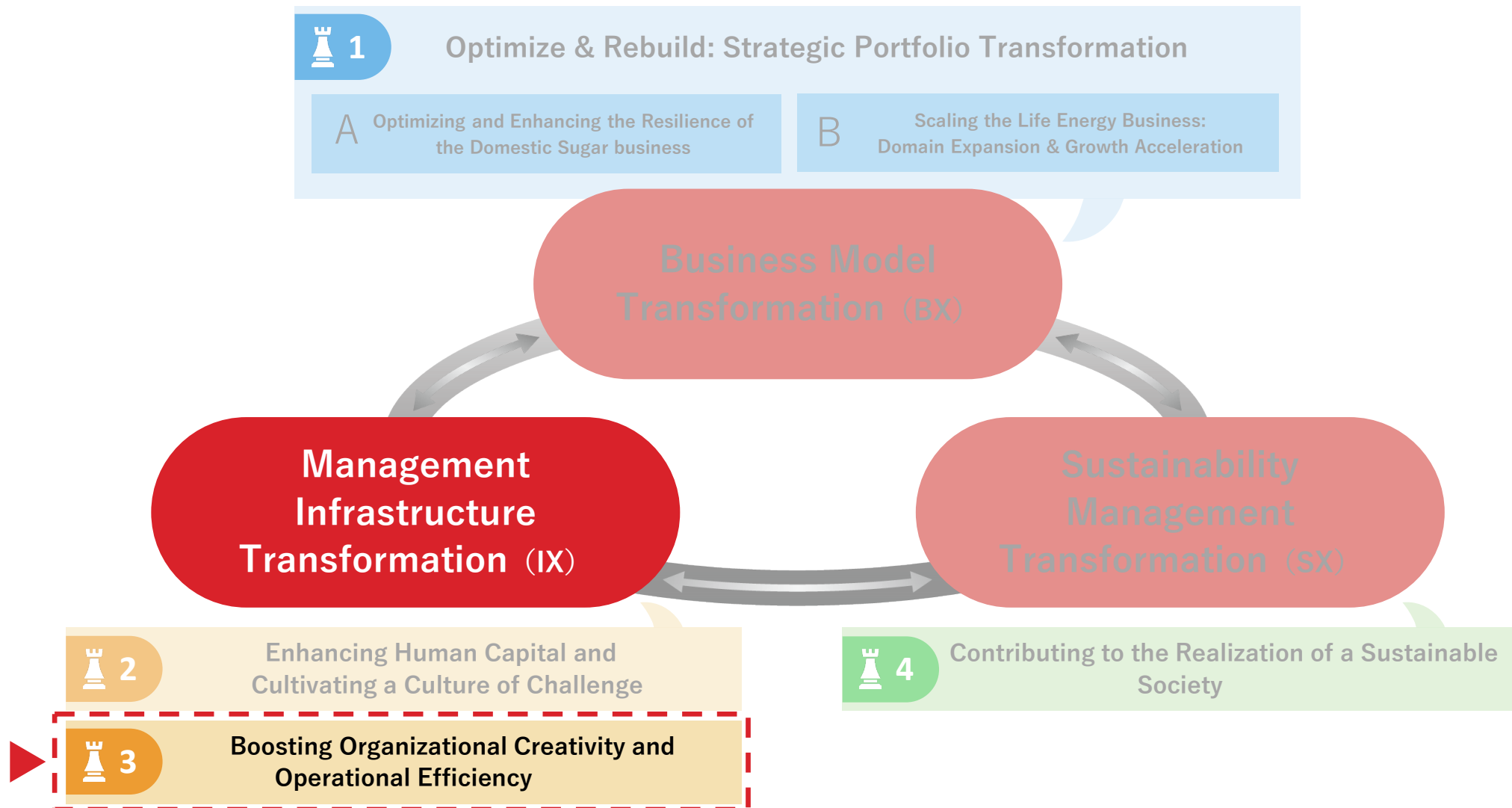


Enhancing Human Capital and Cultivating a Culture of Challenge

Enhancing human capital and cultivating a culture of challenge for creating value through transformation



02 Four Pillars (Priority Themes) driving Three Reforms



Summary : Improving organizational creativity and operational efficiency through core system development and business process transformation leveraging digital technologies and AI

Organizational Creativity and Efficiency

Data-driven Management

- Optimization by shifting from SCM to DCM
- Promotion of Smart Factory Initiatives
- Data-driven Business Transformation
- Establishment of Group Data Governance

Implementation of a New Core System Development of Digital Infrastructure and Simplification of Business Processes

- Create an integrated data platform with next generation ERP
- Standardize and streamline business process
- Establish a data management framework

Improvement of Operational Productivity and Efficiency (Utilization of Digital Technologies and AI)

- Sharing Technologies and Information Across the Group
- Operational Changes to Address Driver Shortages
- Stable Operations and Reduced Environmental Impact through Maximized Equipment Efficiency
- Optimization and Standardization of Steam and Power Usage

Strengthening Compliance and Governance Frameworks (Utilization of Digital Technologies and AI)

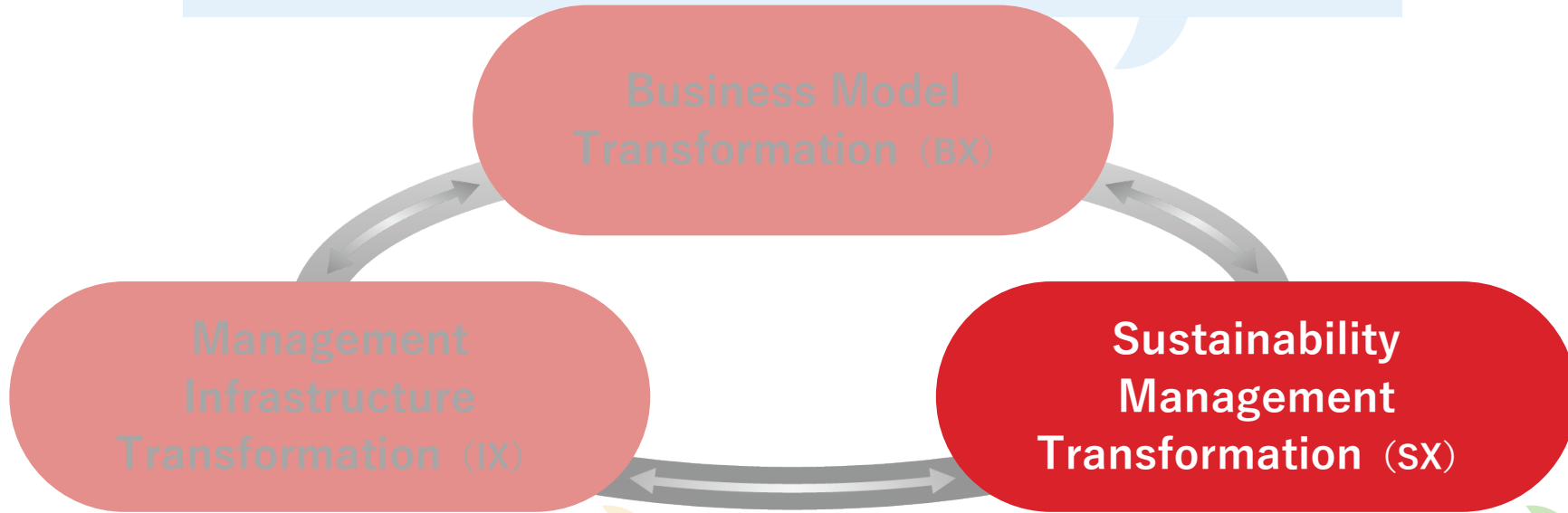
- Upgrade of the Consolidated Management Accounting Platform

02 Four Pillars (Priority Themes) driving Three Reforms

1 Optimize & Rebuild: Strategic Portfolio Transformation

A Optimizing and Enhancing the Resilience of the Domestic Sugar business

B Scaling the Life Energy Business: Domain Expansion & Growth Acceleration



2 Enhancing Human Capital and Cultivating a Culture of Challenge

3 Boosting Organizational Creativity and Operational Efficiency

4 Contributing to the Realization of a Sustainable Society

Redefining material issues in line with the evolving environment surrounding the Group, and addressing these challenges by establishing KPIs for each priority area

Our Five Commitments to Harmony

Caring for our planet

We contribute to environmental improvement through initiatives to address climate change and limited water resources, as well as through waste reduction.



Caring for People

We contribute to realizing a society where human rights are respected by strengthening occupational health and safety and promoting Diversity, Equity, and Inclusion (DE&I).



We work closely and flexibly with you, as your lifetime partner, to help you enjoy sweeter living.



Standing by Local Communities

We are committed to the progress of local communities by revitalizing industry and creating shared value.



Promoting Health and Well-being

We contribute to the healthy daily lives of everyone by sharing accurate knowledge about sugar and promoting a balanced sugar intake (Tekito) lifestyle.



Disclaimer

Forward-looking statements in this document, including targets and forecasts in the medium-term management plan, are based on information currently available to the Company and on certain assumptions deemed to be reasonable. However, these statements involve risks and uncertainties, and actual results may differ materially due to various factors, including changes in economic conditions, market trends, and the business environment. These statements are not intended as a guarantee of future performance.