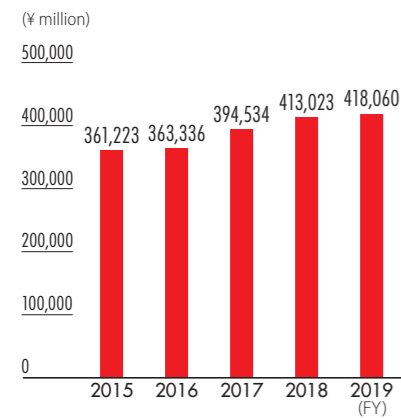
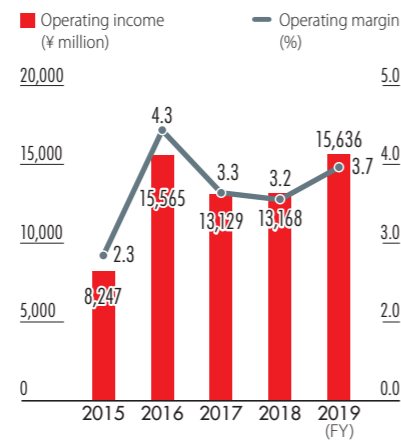


# Financial highlights

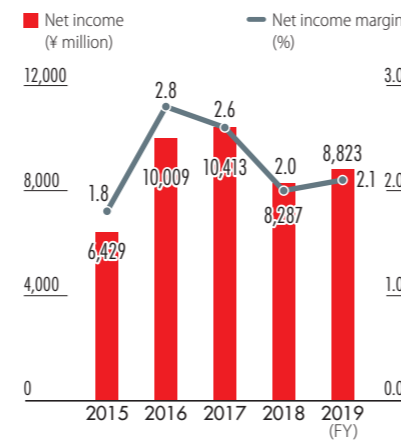
Net sales



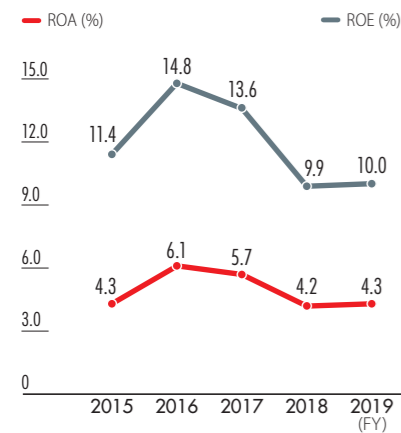
Operating income / Operating margin



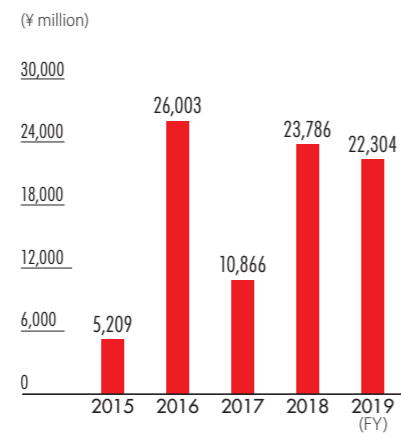
Net income / Net income margin



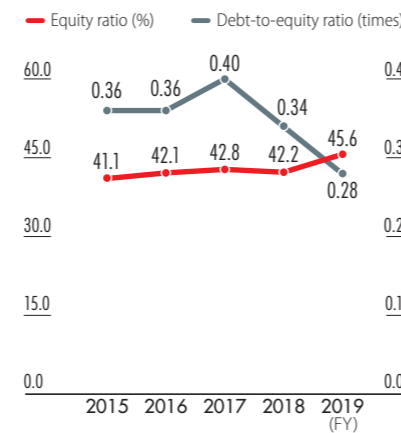
Return on assets (ROA) / Return on equity (ROE)



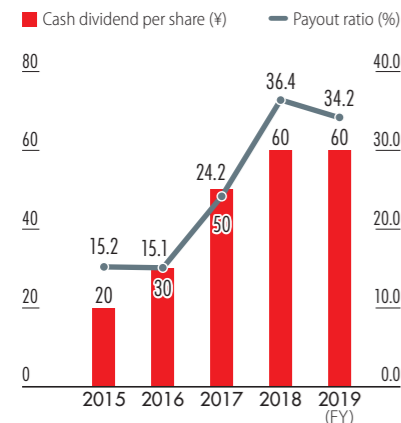
Cash flows from operating activities



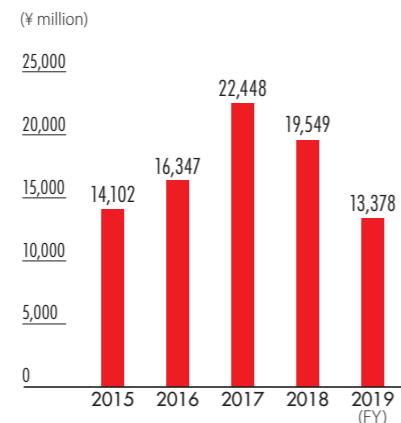
Equity ratio / Debt-to-equity ratio



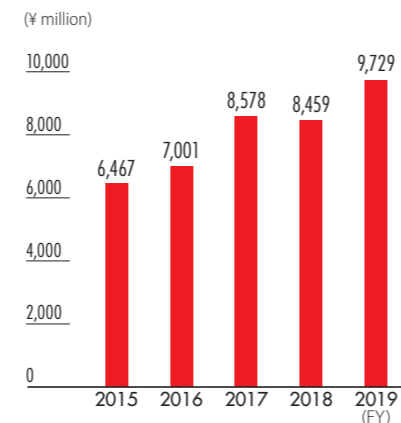
Cash dividend per share / Payout ratio



Capital expenditure



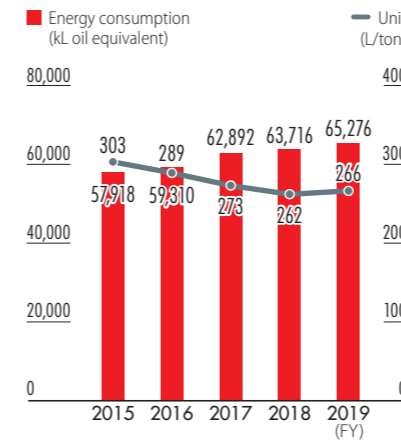
Depreciation and amortization



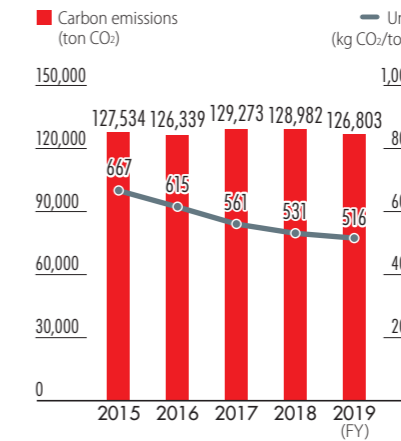
# Non-financial highlights

**E** Environment  
**S** Society  
**G** Governance

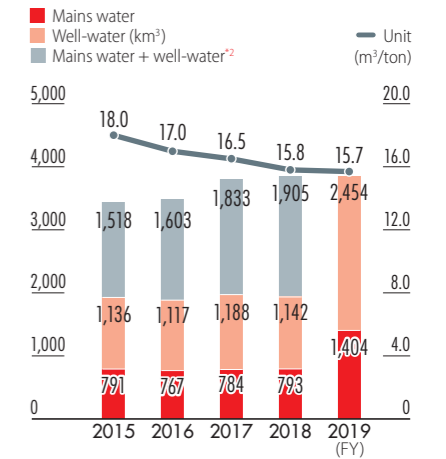
Energy consumption (22 plants<sup>\*1</sup>)



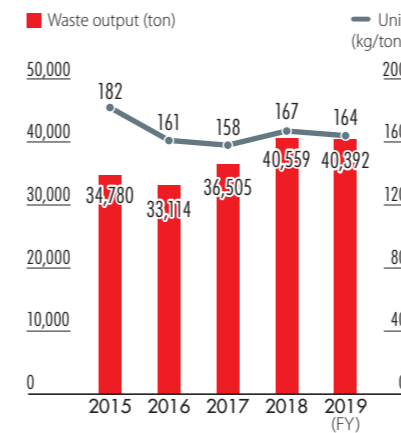
Carbon emissions (22 plants<sup>\*1</sup>)



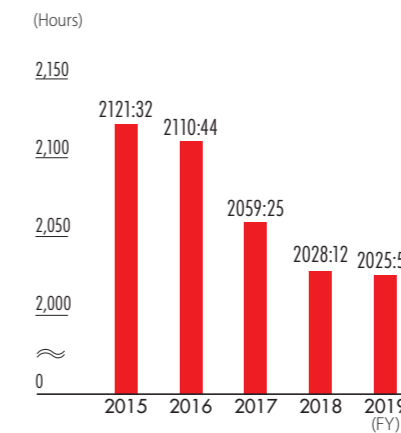
Water consumption (22 plants<sup>\*1</sup>)



Waste output (22 plants<sup>\*1</sup>)



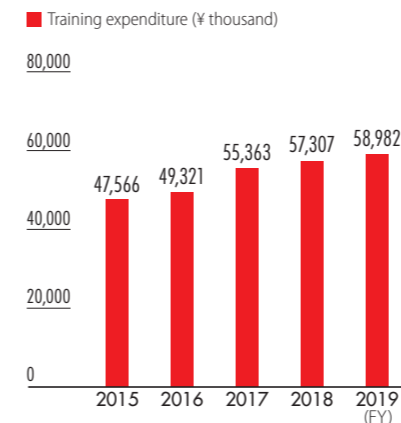
Annual work time (unconsolidated: average output per worker)



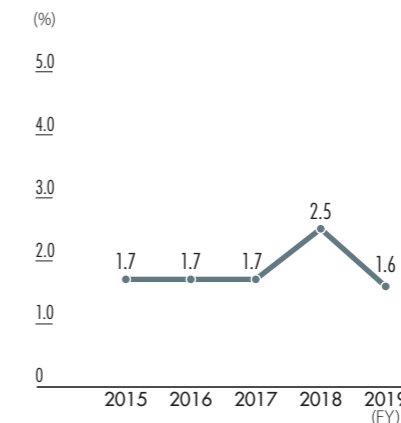
Percentage of women occupying middle- or lower-management posts (unconsolidated)<sup>\*3</sup>



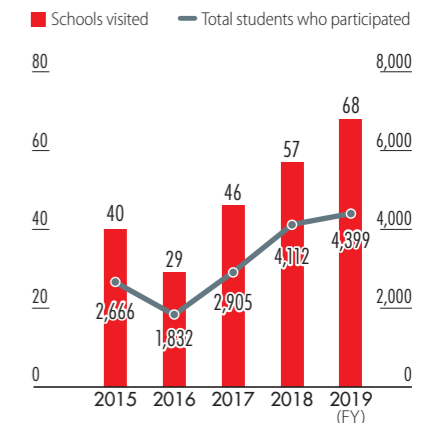
Training expenditure (unconsolidated)



Turnover rate<sup>\*4</sup> (unconsolidated)



Number of schools and students visited in food education program



<sup>\*1</sup> The 22 plants were as follows: Prima Meat Packers' four plants, Prime Delica Co., Ltd.'s 12 plants (including Sagami-hara plant 2 from fiscal 2017), Akita Prima Foods Co., Ltd., PrimaFineFoods Co., Ltd., Prime Foods Co., Ltd., Shikoku Foods Co., Ltd., Prima Luca Co., Ltd., and Nishi-Nippon Best Packers Co., Ltd.  
<sup>\*2</sup> The "mains water + well-water" portion pertains to 11 of Prime Delica's plants. For the fiscal years 2015 to 2018, the 11 plants provided no breakdown by type of water consumed.  
<sup>\*3</sup> Excludes secondments  
<sup>\*4</sup> The turnover rate represents the percentage of employees who leave for personal reasons.