



March 21, 2025

To whom it may concern,

**The Nisshin Oillio Group, Ltd.**

Takahisa Kuno, Representative Director and President  
Securities Code: 2602; Prime Market of TSE  
Inquiries: Kazuhiro Sekiguchi, Executive Officer  
Phone: +81-3-3206-5109

## Announcement of Formulation of Medium-Term Business Plan

The Nisshin Oillio Group, Ltd. hereby announces that it has formulated the Medium-Term Business Plan: *Value UpX* covering the four years from FY2025 at the Board of Directors' meeting convened on March 21, 2025. Details are as follows.

### 1. Outline

We launched The Nisshin Oillio Group Vision 2030 (hereinafter "Vision 2030") and the four-year Medium-Term Management Plan *Value Up+* in FY2021 with the goal of achieving growth through the creation of diverse values. Since then, we have steadily delivered results, notably the posting of record-high profits in FY2023.

In *Value UpX* that we have just formulated to begin in FY2025, we will surely make our goals in Vision 2030 a reality by further accelerating our growth based on the achievement we have made to date. We will also start taking concrete actions for a leap beyond 2030.

#### Keystone of *Value UpX*

Achieve accelerated growth with our unique winning tactics by bringing Strategic Marketing x Technological Innovation x Globalization to fruition and further advancement.

### 2. Keys to Growth in *Value UpX*

We set out six priorities of value creation in Vision 2030. In *Value UpX*, we have placed, among others, "Good health for all and quality of life" and "Contribution to the food value chain" at the center of the social value we seek to realize, and will implement strategies for future growth.

#### Pursuing further growth with our Group's unique *winning tactics* and *spontaneous agility*

- Maximize our ability to create oils and fats solutions and expand the domains and areas in which we operate
  - Create and expand the value chain of traceable and high-functional confectionery fats  
Target: Global market share of CBEs (cocoa butter equivalents) to be 15% or more in FY2028 (compared with 6% in FY2024 based on our estimate)
  - Achieve profit growth through expansion of global market share in the Fine Chemical business  
Target: Global market share of cosmetic oils to be 10% or more in FY2028 (compared with 6% in FY2024 based on our estimate)
  - Expand the domains in which we operate in the BtoB business (including BtoBtoC business) and create diverse values

Targets: Sales of oils and fats for food processing and commercial use in North America to be ¥50.0 billion in FY2030  
 Sales of functional oils and fats and functional oil-based materials to be ¥7.0 billion in FY2028

- Create value primarily through a lipid nutrition-based approach to health issues
    - Increase sales and steadily accumulate profits from products that help consumers improve their quality of life in the BtoC business
- Target: Domestic market size of edible oils for household use to be ¥190.0 billion in FY2028

### Establishing a virtuous cycle toward growth by improving return on capital

We will achieve transformation of sales style and production/logistics processes by shifting conventional thinking in pursuit of higher return on capital and more robust supply chain.

### Building a strong and resilient human resource base

Based on the recognition that human resources are the driving force for our business continuity and growth, we will build a strong and resilient human resource base through human resource management, thereby ensuring our growth over the future.

## 3. Performance Targets and Groupwide KPIs

(Performance Targets)

	<i>Value UpX</i>	<i>Value Up+*</i>	Change
ROE	8% or more in FY2028	7.0% in FY2024	+1.0%
ROIC	6% or more in FY2028	4.5% in FY2024	+1.5%
Operating profit	4-year average of ¥24.0 billion	4-year average of ¥16.9 billion	CAGR of 9%

(Groupwide KPIs)

Operating profit margin	5% or more in FY2028	3.6% in FY2024	+1.4%
Operating cash flow	4-year cumulative total of ¥100.0 billion	4-year cumulative total of ¥30.0 billion	+¥70.0 billion
Capital expenditure	4-year cumulative total of ¥90.0 billion	4-year cumulative total of ¥49.0 billion	+¥41.0 billion

\* The figures for *Value Up+* are estimates.

We will set Groupwide KPIs as key indicators for achieving our performance targets. By managing Groupwide KPIs, we will verify the status of our performance targets and use this information to quickly formulate and implement effective measures.

In line with the formulation of the Medium-Term Business Plan, we will change our business segments as follows: Global Oil & Fat and Processed Oil & Fat business; Oil, Fat & Meal and Processed Food & Materials business; Fine Chemical business; and Other.

## 4. Shareholder Returns

As in the past, we will use the consolidated dividend payout ratio as a key indicator of shareholder returns to ensure that the benefits of growth in profits are distributed to our shareholders. Under *Value UpX*, we will pay dividends with a target of 40% of consolidated dividend payout ratio, excluding one-time gains from sale of assets and other transactions.