



"The Natural Power of Plants"

The Nisshin Oillio Group, Ltd.

Second Quarter of FY2023

Financial Results Briefing

November 16, 2023



Summary of Financial Results for Second Quarter of FY2023

Summary of Financial Results for Second Quarter of FY2023 and Earnings Forecast for FY2023

■ Financial Results for Second Quarter of FY2023

- **Consolidated net sales decreased year on year to ¥254.8 billion, whereas consolidated operating profit increased year on year to ¥11.5 billion.**
 - Sales of domestic oil and fat decreased year on year mainly because of a decline in sales volume of meal, whereas profits increased year on year thanks to successfully establishing appropriate sales prices by focusing on expanding sales of value-added products and reinforcing solution proposals, as well as improved margins resulting from the time lag between fluctuations in raw material market prices and their reflection in unit sales prices.
 - Overseas processed oil and fat posted lower sales and profits than a year ago due to lower sales prices resulting from a decline in palm oil market prices and a drop from backlash of the temporary high margins during the same period a year ago as well as a decrease in gain on mark-to-market valuation of palm oil transactions.

■ Earnings Forecast for FY2023

- **Consolidated net sales have been revised downward to ¥510.0 billion, whereas consolidated operating profit and profit attributable to owners of parent have been revised upward to ¥18.0 billion and ¥12.5 billion, respectively.**
 - Consolidated net sales have been revised downward by ¥30.0 billion, considering the situation where the domestic and overseas sales prices are declining by reflecting the raw materials market, which appears to have eased off from its peak.
 - Consolidated operating profit has been revised upward by ¥2.0 billion, reflecting our current outlook, although profits for the second half are expected to decline compared to the first half due to lower domestic oil and fat margins than those for the first half, and the impact of rising costs of olive oil and sesame oil.
 - In Japan, profitability-focused sales activities will be continued as well as strengthening of value proposition and solution proposals. Overseas, the focus will be on strengthening sales force with improved proposal capability and capturing new demand in sales of oils and fats for use in chocolate and cosmetic oils.

Overview of Financial Results for Second Quarter of FY2023

(Billion yen)

	Second Quarter of FY2023	Second Quarter of FY2022	YoY Change	
			Amount	Percentage
Net sales	254.8	275.6	(20.7)	(7.5)%
Operating profit	11.5	9.4	+2.1	+22.4%
Operating profit margin	4.5%	3.4%	—	+1.1P
Ordinary profit	11.1	9.8	+1.2	+12.5%
Profit attributable to owners of parent	7.9	7.7	+0.1	+2.5%

* Amounts of less than 0.1 billion yen are rounded down.

Results for Second Quarter of FY2023 by Business Segment (Net Sales and Operating Profit)

(Billion yen)

	Second Quarter of FY2023	Second Quarter of FY2022	YoY Change	
			Amount	Percentage
Net sales	254.8	275.6	(20.7)	(7.5)%
Oil and Fat	211.4	233.7	(22.2)	(9.5)%
Oil and Meal	162.1	170.3	(8.2)	(4.8)%
Processed Oil and Fat	49.3	63.4	(14.0)	(22.2)%
Processed Food and Materials	32.8	30.3	+2.4	+8.2%
Fine Chemical	9.3	10.2	(0.9)	(9.1)%
Other/Adjustments	1.2	1.3	(0.0)	(3.8)%
Operating profit	11.5	9.4	+2.1	+22.4%
Oil and Fat	11.0	8.8	+2.2	+25.3%
Oil and Meal	8.8	4.1	+4.6	+111.0%
Processed Oil and Fat	2.1	4.6	(2.4)	(52.5)%
Processed Food and Materials	0.1	0.0	+0.0	+114.5%
Fine Chemical	0.6	0.8	(0.2)	(26.7)%
Other/Adjustments	(0.2)	(0.2)	+0.0	—

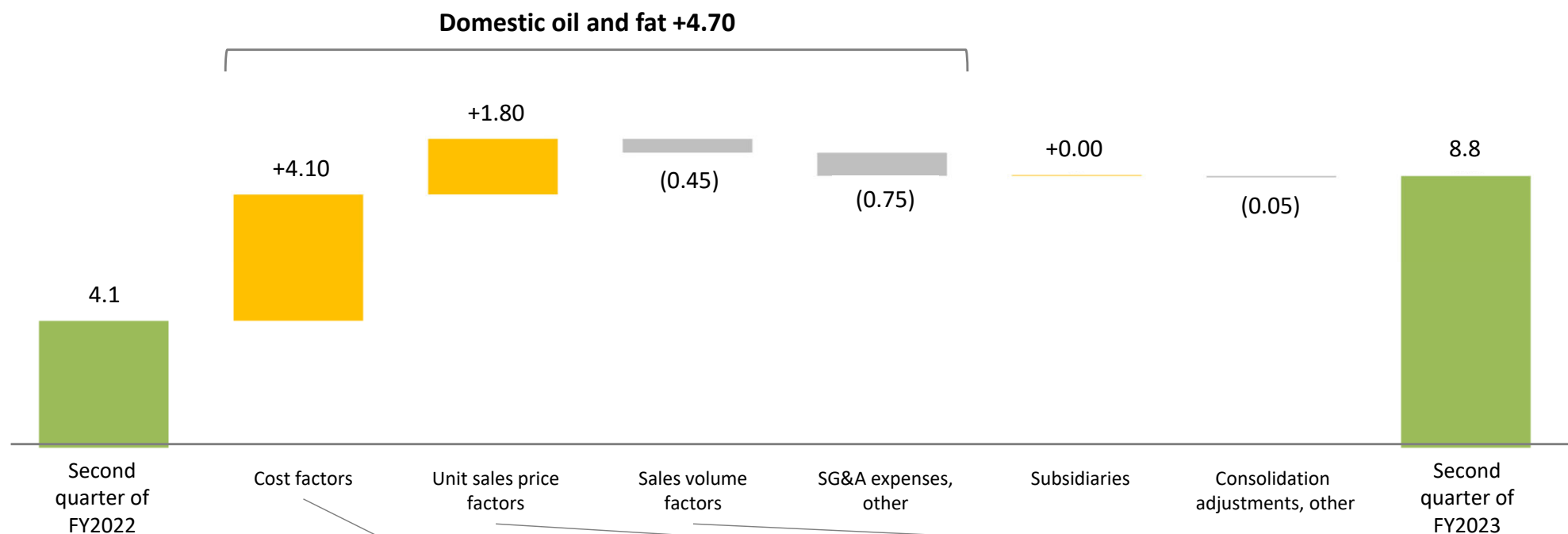
* Amounts of less than 0.1 billion yen are rounded down.

Change in Second Quarter FY2023 Operating Profit by Business Segment

(Billion yen)

■ Oil and Meal

- Amid declining costs for raw materials, operating profit increased year on year thanks to continued sales at appropriate prices as well as improved margins resulting from the time lag between fluctuations in raw material market prices and their reflection in unit sales prices.



Breakdown of cost factors	
Soybean	+1.50 [C&F +4.30, foreign exchange (4.15), meal sales +1.35]
Rapeseed	+12.25 [C&F +15.15, foreign exchange (3.45), meal sales +0.55]
Other products & manufacturing costs	(9.65)

Breakdown of unit sales price factors	
Commercial-use and processing-use	+0.00
Household-use	+1.80

Breakdown of sales volume factors	
Commercial-use and processing-use	(0.15)
Household-use	(0.30)

YoY change in sales volume	
Commercial-use and processing-use	(1.3)%
Household-use	(0.4)%

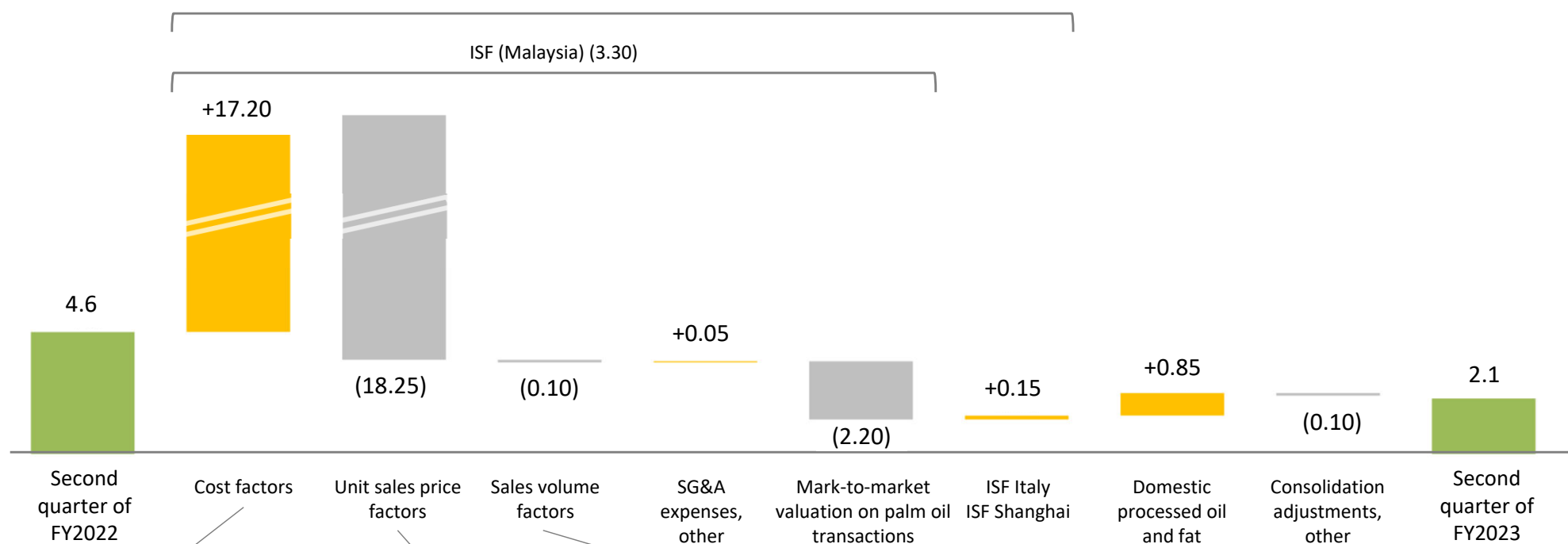
Change in Second Quarter FY2023 Operating Profit by Business Segment

(Billion yen)

■ Processed Oil and Fat

- Although raw material costs fell, operating profit decreased due to a drop from backlash of the temporary high margins during the same period a year ago and a decrease in gain on mark-to-market valuation of palm oil transactions.

Overseas processed oil and fat (3.15)



Breakdown of cost factors	
Raw materials costs	+17.45
Manufacturing costs, other	(0.25)

Breakdown of unit sales price factors	
Specialty fats	(3.65)
Other	(14.60)

Breakdown of sales volume factors	
Specialty fats	(0.00)
Other	(0.10)

Breakdown of mark-to-market valuation	
FY2022	+2.55
FY2023	+0.35

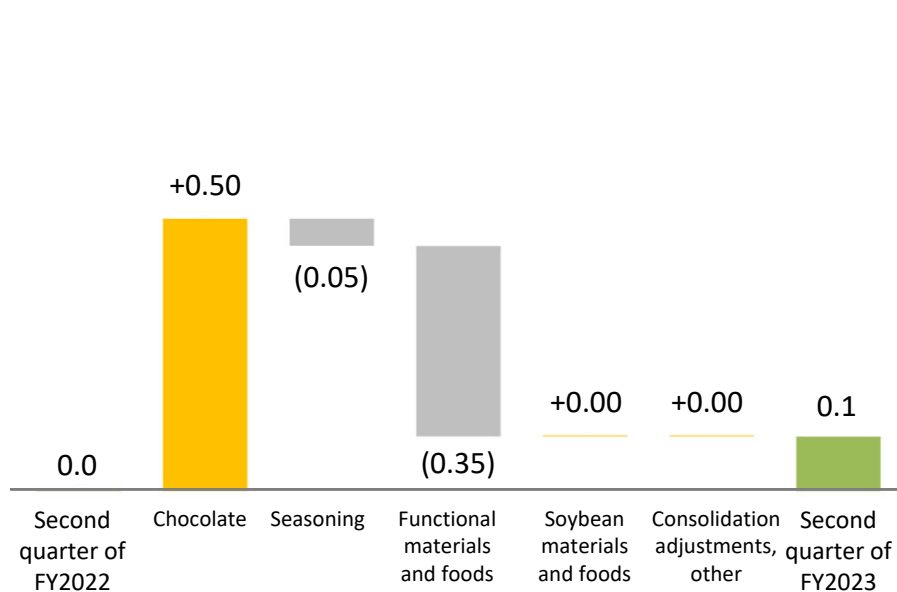
YoY change in sales volume of specialty fats	
(5)%	

Change in Second Quarter FY2023 Operating Profit by Business Segment

(Billion yen)

■ Processed Food and Materials

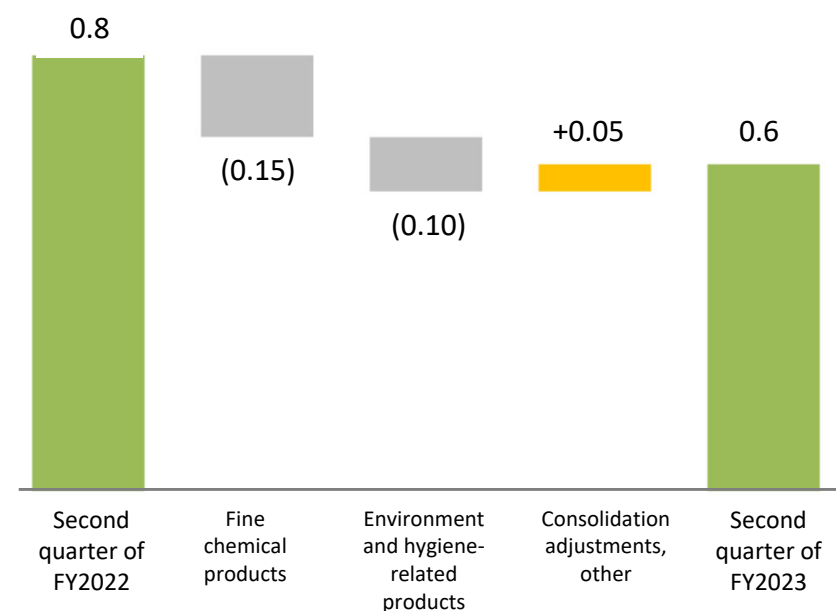
- Operating profit increased year on year due to higher sales volume and increased gross profit per unit of chocolate.



MCT net sales
3.8 [+0.9 YoY]

■ Fine Chemical

- Operating profit decreased year on year mainly due to lower sales volumes of our European subsidiary.



Raw materials for cosmetics net sales
4.6 [(0.3) YoY]

Consolidated Balance Sheets and Cash Flows

(Billion yen)

■ Consolidated Balance Sheets

Items	End of September 2023	End of March 2023	Change
Total assets	382.9	374.4	+8.5
Current assets	235.3	233.5	+1.7
Non-current assets	147.5	140.8	+6.7
Total liabilities	199.7	203.0	(3.2)
Interest-bearing liabilities	92.9	105.8	(12.8)
Other liabilities	106.8	97.2	+9.6
Total net assets	183.1	171.4	+11.7

Items	End of September 2023	End of March 2023
Equity ratio	45.4%	43.4%
Net D/E ratio	0.43	0.57

- Interest-bearing liabilities decreased due to improved operating cash flows.
- Indicators for financial soundness improved due to an increase in profit and a decrease in interest-bearing liabilities.

■ Cash Flows

Items	Second Quarter of FY2023	Second Quarter of FY2022	Change
Operating cash flows	+27.2	(12.7)	+39.9
Profit before income taxes	+11.9	+10.6	+1.2
Depreciation	+4.6	+4.6	(0.0)
Decrease (increase) in working capital	+12.2	(21.3)	+33.6
Investing cash flows	(6.7)	(3.2)	(3.5)
Financing cash flows	(16.0)	+14.9	(30.9)

- Working capital reduced due to a decrease in inventories caused by a drop in raw material costs and decrease in in-stock volume.
- Operating cash flows turned substantially positive due to a decrease in working capital, let alone an increase in profit.

* Amounts of less than 0.1 billion yen are rounded down.



FY2023 Forecast

Earnings Forecast for FY2023

(Billion yen)

	FY2023 forecast	FY2022 results	YoY change		FY2023 initial forecast
			Amount	Percentage	
Net sales	510.0	556.5	(46.5)	(8.4)%	540.0
Operating profit	18.0	16.1	+1.8	+11.2%	16.0
Operating profit margin	3.5%	2.9%	—	+0.6P	3.0%
Ordinary profit	17.5	16.2	+1.2	+7.7%	16.0
Profit attributable to owners of parent	12.5	11.1	+1.3	+12.0%	11.5

* Amounts of less than 0.1 billion yen are rounded down.

FY2023 Forecast by Business Segment (Net Sales and Operating Profit)

(Billion yen)

	FY2023 forecast	FY2022 results	YoY change		FY2023 initial forecast
			Amount	Percentage	
Net sales	510.0	556.5	(46.5)	(8.4)%	540.0
Oil and Fat	418.0	468.3	(50.3)	(10.8)%	444.5
Oil and Meal	309.5	350.3	(40.8)	(11.7)%	330.0
Processed Oil and Fat	108.5	118.0	(9.5)	(8.1)%	114.5
Processed Food and Materials	70.5	65.1	+5.3	+8.3%	72.0
Fine Chemical	19.0	20.4	(1.4)	(7.1)%	21.0
Other/Adjustments	2.5	2.6	(0.1)	(4.6)%	2.5
Operating profit	18.0	16.1	+1.8	+11.2%	16.0
Oil and Fat	16.6	14.6	+1.9	+13.5%	14.1
Oil and Meal	12.9	9.0	+3.8	+42.4%	10.5
Processed Oil and Fat	3.6	5.5	(1.8)	(34.0)%	3.5
Processed Food and Materials	0.8	0.5	+0.3	+59.3%	1.1
Fine Chemical	0.9	1.3	(0.4)	(31.4)%	1.1
Other/Adjustments	(0.4)	(0.3)	(0.0)	—	(0.3)

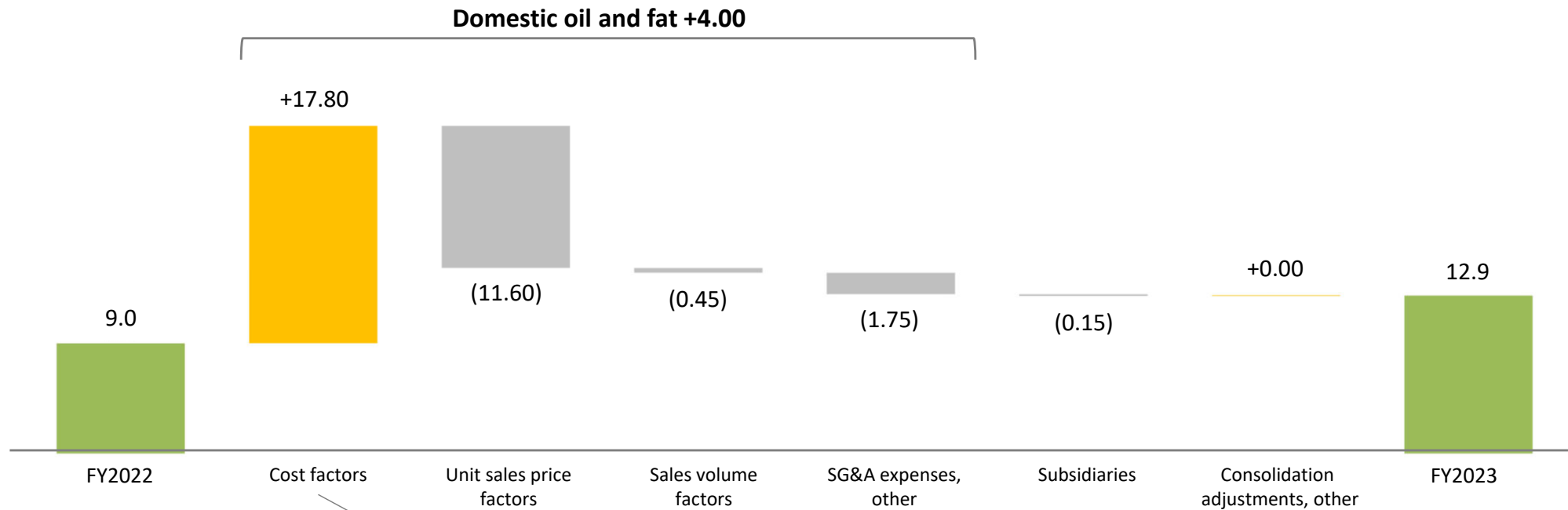
* Amounts of less than 0.1 billion yen are rounded down.

Change in FY2023 Operating Profit by Business Segment

(Billion yen)

■ Oil and Meal

- Despite decreasing unit sales prices along with falling raw material market prices, operating profit is expected to increase by continuing sales at appropriate prices primarily through reinforcing solution proposals.



Breakdown of cost factors	
Soybean	+5.85 [C&F +13.10, foreign exchange (6.30), meal sales (0.95)]
Rapeseed	+22.95 [C&F +30.75, foreign exchange (6.40), meal sales (1.40)]
Other products & manufacturing costs	(11.00)

Breakdown of unit sales price factors	
Commercial-use and processing-use	(11.65)
Household-use	+0.05

Breakdown of sales volume factors	
Commercial-use and processing-use	+0.10
Household-use	(0.55)

YoY change in sales volume	
Commercial-use and processing-use	+0.7%
Household-use	(1.4)%

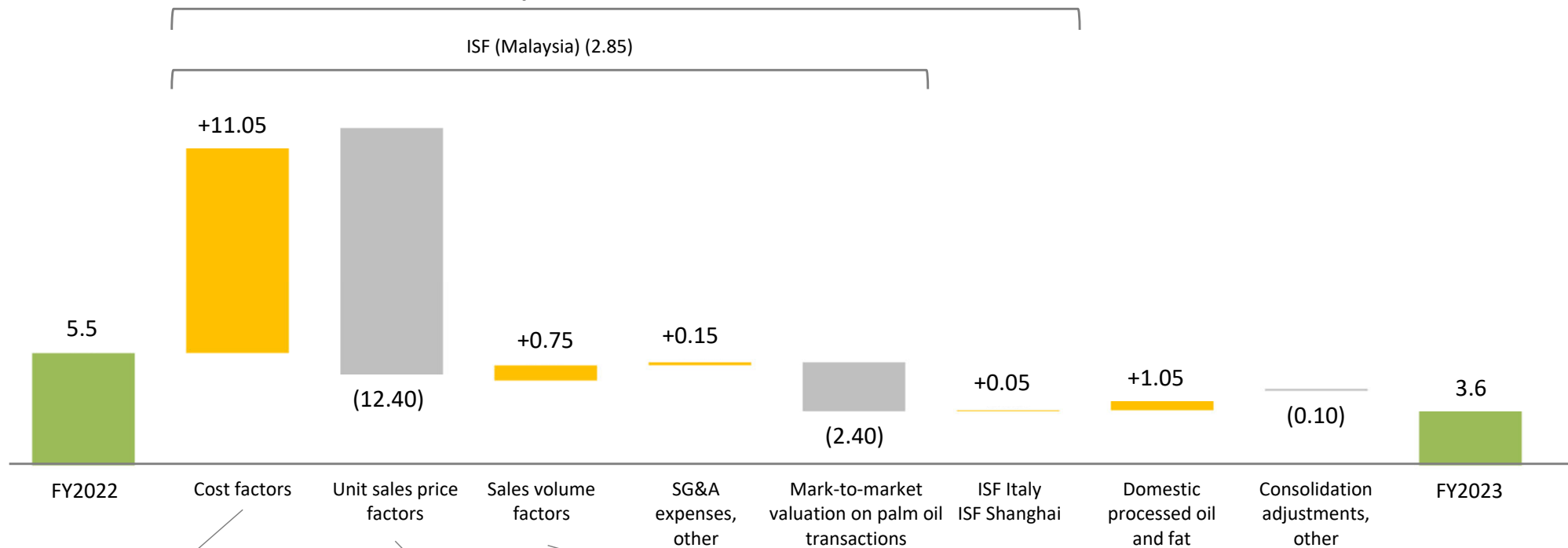
Change in FY2023 Operating Profit by Business Segment

(Billion yen)

■ Processed Oil and Fat

- Despite an increase in the sales volume of specialty fats, operating profit is expected to decline because refining margins are expected to decrease year on year, as well as due to effects from mark-to-market valuation on palm oil transactions.

Overseas processed oil and fat (2.80)



Breakdown of cost factors	
Raw materials costs	+9.75
Manufacturing costs, other	+1.30

Breakdown of unit sales price factors	
Specialty fats	(7.60)
Other	(4.80)

Breakdown of sales volume factors	
Specialty fats	+0.45
Other	+0.30

Breakdown of mark-to-market valuation	
FY2022	+1.45
FY2023	(0.95)

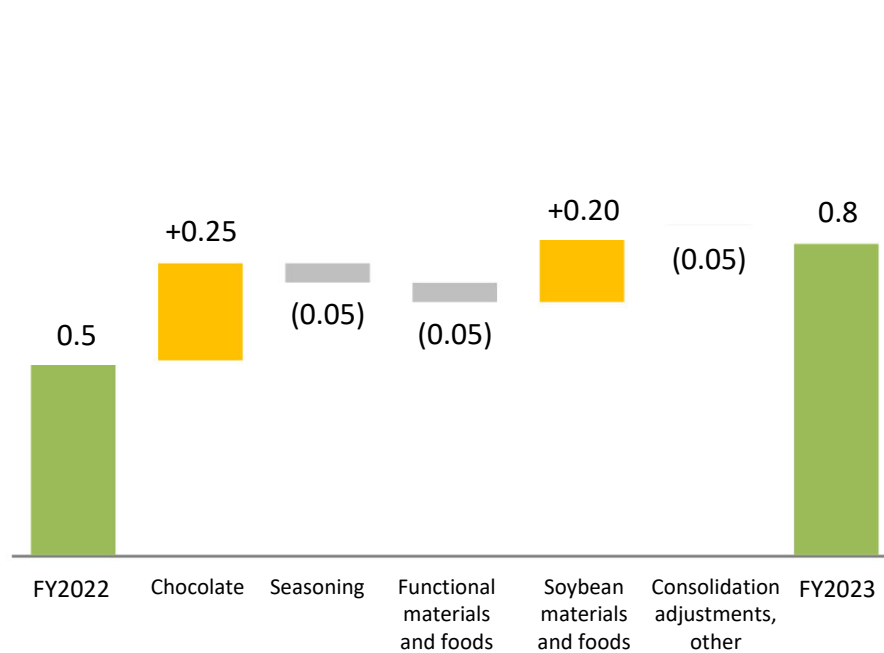
YoY change in sales volume of specialty fats	
+9%	

Change in FY2023 Operating Profit by Business Segment

(Billion yen)

■ Processed Food and Materials

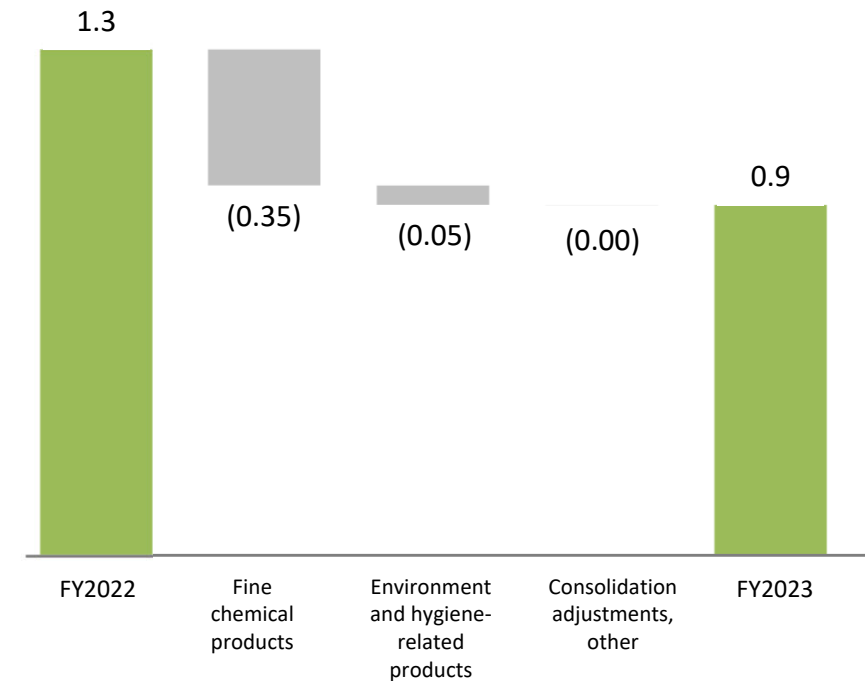
- Profit will increase year on year due to increased unit sales prices for chocolate and soybean-related products and other factors.



MCT net sales
7.5 [+1.3 YoY]

■ Fine Chemical

- Profit will decrease year on year mainly due to lower sales volumes of our European subsidiary.



Raw materials for cosmetics net sales
9.4 [(0.7) YoY]



Progress of the Medium-term Management Plan

Status of Management Indicators

<Revised FY2023 plan>

- Profits for the first half of FY2023 increased year on year due to improved margins resulting from the time lag between fluctuations in raw material market prices and their reflection in unit sales prices in the domestic oil and fat business, as well as successful implementation of profitability-focused sales approach. Considering the current progress against the profit forecast and the outlook of the second half, we have revised upward the forecast operating profit for FY2023 to ¥18.0 billion, although there is a risk of changes in the cost and sales environment going forward.
- In addition to the upward revision of the profit forecast for FY2023, we also expect ROE of 7.6% (up 0.6P vs. initial forecast) and ROIC of 4.6 % (up 0.2P vs. initial forecast) thanks to improved operating cash flows driven by a decrease in working capital and improved asset efficiency due to the continued sale of cross-held shares and other factors.

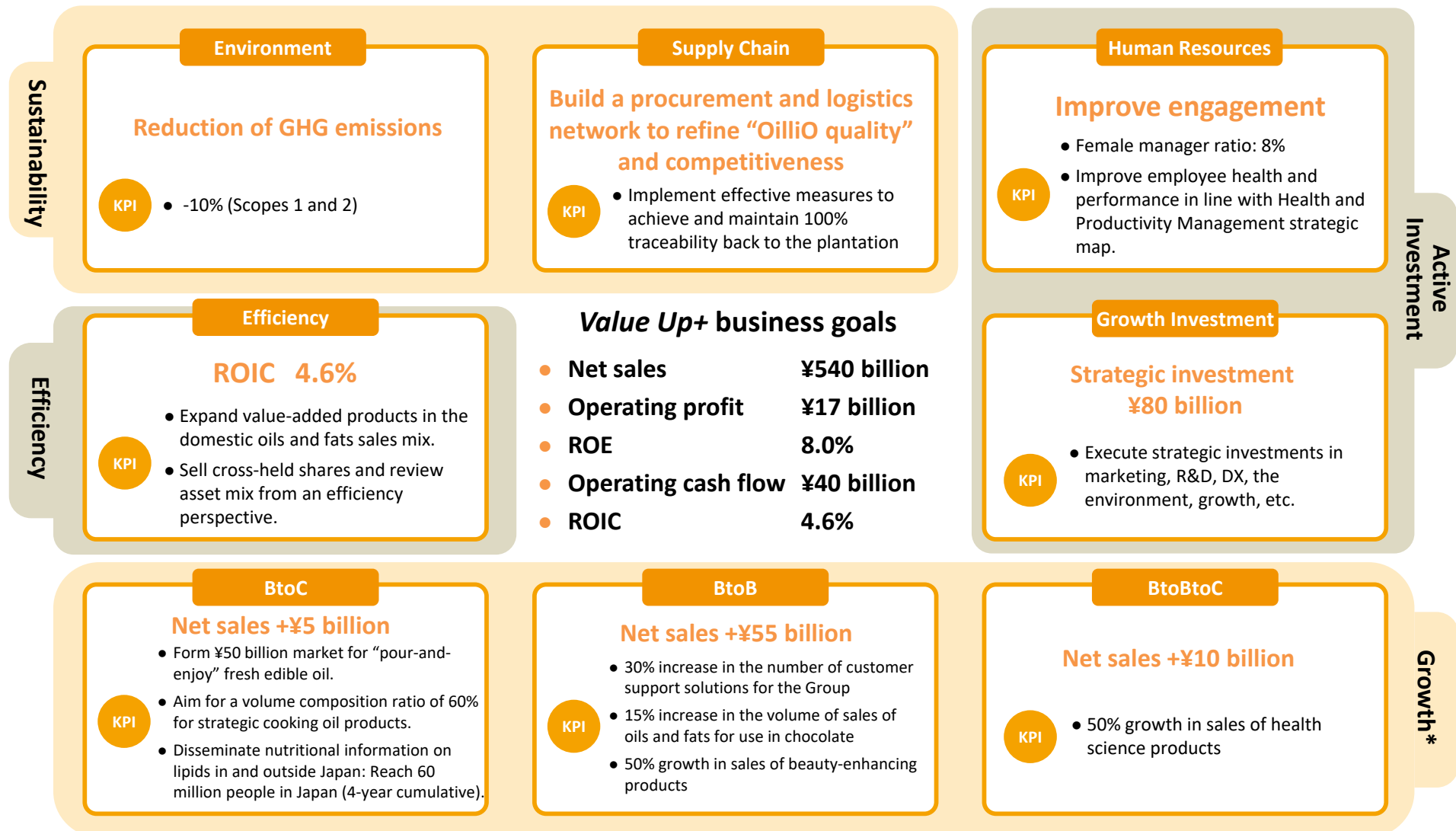
	Unit	FY2021 results	FY2022 results	FY2023 revised forecast	FY2023 initial forecast
Net sales	billion yen	432.7	556.5	510.0	540.0
Operating profit	billion yen	11.6	16.1	18.0	16.0
ROE	%	5.7	7.0	7.6	7.0
Cumulative operating cash flows	billion yen	(26.6)	(26.2)	16.0	12.5
ROIC	%	4.1	4.5	4.6	4.4

Return on Equity (ROE): $\text{Net Profit} / ((\text{Equity capital at beginning of term} + \text{Equity capital at end of term}) / 2)$

Return on Invested Capital (ROIC): $(\text{Operating profit after tax} + \text{Equity in earnings of affiliates}) / ((\text{Invested capital at beginning of term} + \text{Invested capital at end of term}) / 2)$

Value Up+ Framework for Managing KPIs Aimed at Realizing Business Goals

To achieve *Value Up+* business goals, we are promoting efforts from the perspectives of growth, active investment, sustainability, and efficiency.



* The net sales targets in terms of growth represent the amount achieved through value creation that does not include the effect of sales price revisions due to the surge in prices of raw materials.

Growth

BtoC

Domestic Household Use

Efforts toward FY2024

Expand the domestic market for household use through mechanisms for enhancing the value of oils and fats

- Form a ¥50 billion market for “pour-and enjoy” fresh oil (up by 30% versus FY2019)
- Implement structural reforms in cooking oil products (increase the composition ratio of functional products, healthy oils and other strategic products to 60%)
- Increase the number of people provided with lipid health information to 60 million (cumulative over 4 years)

FY2023 plans and efforts

- Continue sales expansion of value-added oils*
- Achieve the strategic products** composition ratio of 60%
** Functional products, “healthy oils,” and other products in the cooking oil category (excluding value-added oils)
- Increase the number of people provided with lipid health information to 50 million (cumulative from FY2021)

Status of FY2023 1H

- Sales expansion of value-added oils
Net Sales: Up 3% year on year
- Strategic products composition ratio: 61%
- Number of people provided with lipid health information: 51.02 million (cumulative from FY2021)

Market environment

- Structurally elevated price of oils and fats raw materials (including value-added products such as olive and sesame) and persistent weakening of yen
- Growing awareness of the need to defend daily livelihoods due to the increased burden on households caused by rising food and energy costs

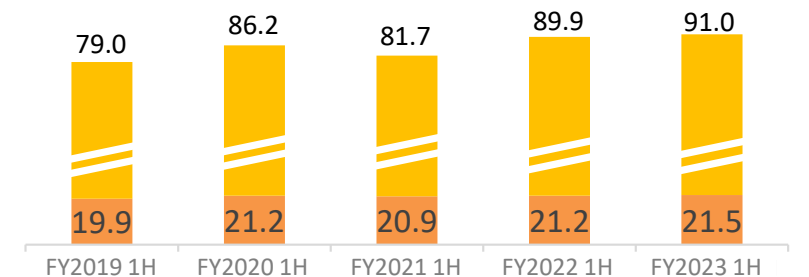
Status of 1H efforts

- Maintained and instill appropriate sales prices of cooking oils through the structural reform
- Took measures to mark up value-added products such as olive oils whose material prices soared
- Acquired trial customers and expanded new sales channels to create markets for “flavored oil”

2H agenda and efforts

- Further stabilize revenue base by making appropriate pricing of cooking oils penetrate the market
- In addition to ensuring that the revised price of value-added products prevails over the market, implement measures to boost sales at revised prices
- Enhance communication, promote sales activities, and strongly approach diverse channels to help “flavored oil” penetrate the market

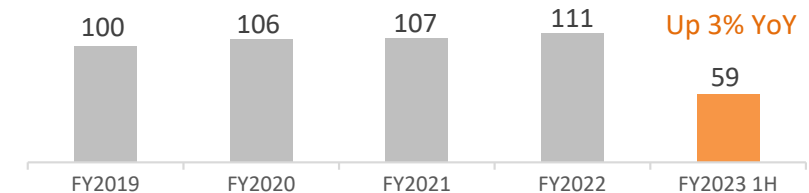
Size of market for edible oils for household use (Billion yen)



*Compiled based on SCI from Intage Inc.

■ "Pour-and-enjoy" fresh oil

Change in net sales of value-added oils* for household use



* Of the value-added category, olive oil, sesame oil, and supplemental oils

* Indexed using FY2019 as 100

Growth

BtoB

Domestic Commercial Use, Food Processing, Processed Oil and Fat

Efforts toward FY2024

- Growth rate of the Group's customer support solutions: Up by 30% (versus FY2019)

FY2023 plans and efforts

- Up by 20% versus FY2019

Status of FY2023 1H

- Progress rate against FY2023 plan: 57%

Market environment

- Structurally elevated price of oils and fats raw materials and persistent weakening of yen
- Earnings recovery varies depending on business categories, despite the overall recovery of demand for dining out and tourism driven by easing pandemic-related restrictions

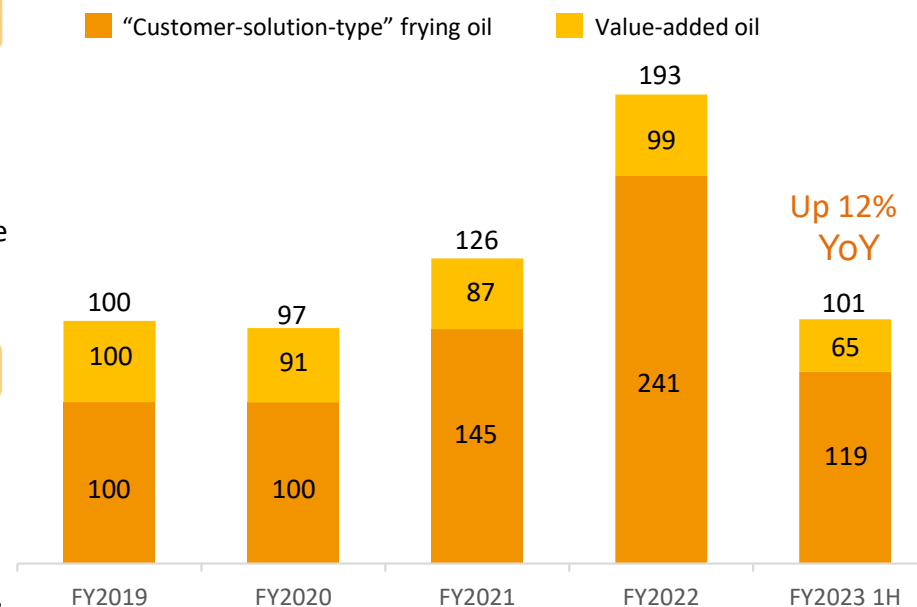
Status of 1H efforts

- Sought to establish new prices adjusted to the cost structure change
- Raised profitability by expanding the product mix of value-added products and strengthening our solutions businesses
- Toward implementation of the inbound-oriented sales method, launched the Nisshin OilliO Help Site for Commercial Use in June to build a foundation to change the sales style
- For food processing, captured stable revenue in the existing businesses, while for processed oil and fat, reviewed to enhance our revenue base both from sales and costs

2H agenda and efforts

- Continue to promote new prices adjusted to the cost structure change
- Continue to capture a recovering trend of restaurant and tourism industries fueled by the downgrading of COVID-19 to Class 5 infectious disease and the return of inbound demands
- Strengthen organizational skills to obtain new customers and increase sales through the reinforcement of the supply system and production capacity of "customer-solution-type" frying oils
- Establish an optimum logistic system to tackle driver shortages due to the implementation of new regulations in 2024

Change in net sales of customer-solution-type frying oil and value-added oil for commercial use



Growth

BtoB

Oils and Fats for Use in Chocolate

Efforts toward FY2024	FY2023 plans and efforts	Status of FY2023 1H
<ul style="list-style-type: none"> Expand sales volume of oils and fats for use in chocolate: Up by 15% versus FY2019 	<ul style="list-style-type: none"> Up by 3% versus FY2019 	<ul style="list-style-type: none"> Progress rate against FY2023 plan: 46%

Market environment

- The palm oil market progressed stably during the first half of the current fiscal year, while logistics and utilities costs increased
- Although future uncertainty remains, current sales demand in Europe, ASEAN, China, and other regions is on a recovery trend

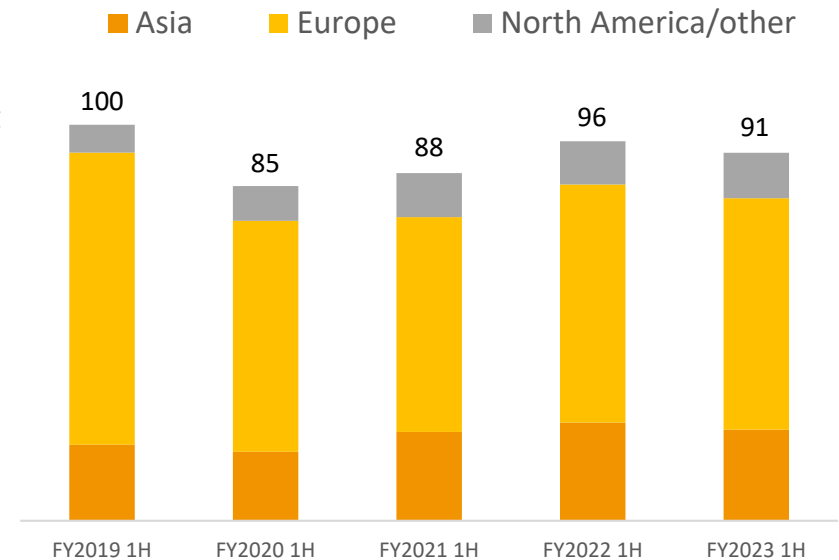
Status of 1H efforts

- Established a production system to expand production capacity using a new manufacturing method for more sophisticated quality control
- Realized a stable production enabled by the new facility to boost sales of oils and fats for use in chocolate
- Collaborated with Group companies to obtain new customers and increase sales in the targeted markets such as Europe, China, and ASEAN

2H agenda and efforts

- Diversify suppliers with stable supply in mind
- Achieve the volume planned for the second half through steady sales to major European customers and recovery of sales to customers in Asia, which struggled in the first half
- Further utilize the Group's supply chain and strengthen proposal capabilities through cooperation among Group companies toward further expanding business in the next fiscal year
- Decide to invest in production facilities for further capacity expansion, which is essential for future volume growth

Oils and fats for use in chocolate: Sales volume by area



* Indexed using FY2019 as 100

Growth

BtoB

Cosmetics Oils

Efforts toward FY2024

- Growth rate of beauty-enhancing products*:
Up by 50 % versus FY2019

* Including the cosmetics raw materials and hygiene management businesses

FY2023 plans and efforts

- Net sales of cosmetic oils:
Up by 34% versus FY2019

Status of FY2023 1H

- Progress rate against FY2023 plan:
49%

Market environment

- Cosmetic industry in Japan was on track for a recovery backed by increased opportunities to go out and the revival of inbound demand
- Overseas, personal consumption remained on track for a recovery, and there was continued growth thanks to the robust demand in ASEAN, while the demand in Europe and the U.S. continued to be stagnant due to overstocking and a weak economy

Status of 1H efforts

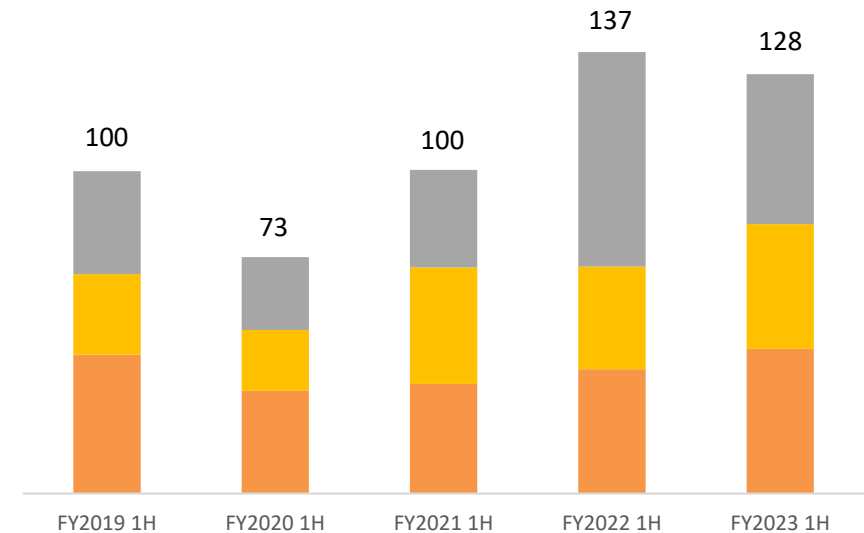
- Conducted sales promotion activities using exhibitions and seminars to boost sales in Asia, Europe and the U.S., while in Japan, reinforced marketing of key products using new technology data
- Started marketing activities on two new products tailored to the market needs for natural-origin-content products
- Established a technical support center, which bolsters the user support structure, in Shanghai to acquire new customers and to support existing customers. The center began preparation to provide services at full scale starting from next year

2H agenda and efforts

- Pitch focused products and conduct promotion activities to capture new/potential demands both in Japan and overseas
- Showcase the efficacy and added-value of our highly original specialty oils by leveraging the technical support function and promote the development of new products and applications
- Launch proprietary site to ramp up inbound marketing activities

Cosmetic oils: Net sales by area

Japan Asia North America, Europe/other



* Indexed using FY2019 as 100

Growth

BtoBtoC

Functional Materials and Foods: MCT (Medium-Chain Triglyceride)

Efforts toward FY2024

- Growth rate of health science products: Up by 50% versus FY2019

FY2023 plans and efforts

- Up by 40 % versus FY2019

Status of FY2023 1H

- Progress rate against FY2023 plan: 50%

Market environment

- A better understanding of the effectiveness of MCT and higher popularity thanks to a growing number of MCT-containing products released expanded the market size by 53% compared to last year, while awareness of MCT also increased significantly by approximately 60% (based on the Company survey)

Status of 1H efforts

- Registered new functional claim: “MCT facilitates fat burning in daily activities”
- Enhanced communication for MCT linked to new commercials and focused on sales promotion in the sales space of oils
- Expanded sales of MCT-containing products, such as those for hospital use and small-amount-but-high-energy foods
- Actively pitched MCTs to processed foods producers, resulting in winning adoptions in c 40 cases to launch new products

2H agenda and efforts

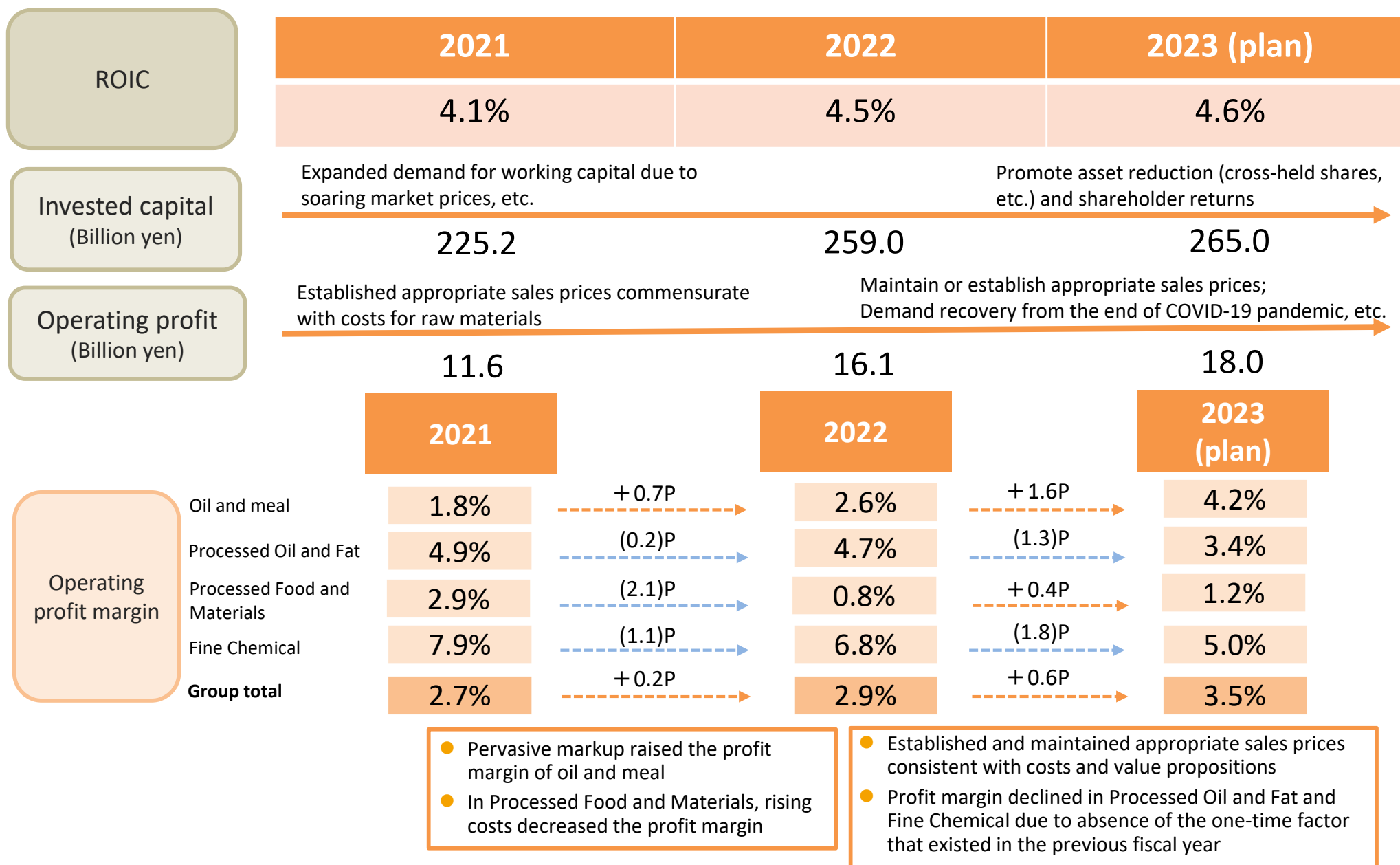
- Continuously work to pitch MCTs to processed foods producers, launch new products, and take care of distributors to expand sales of MCT-containing products
- Reinforce efforts to propose MCT-containing products/processed foods using the benefit of new functional claim
- Strengthen sales of MCT-containing foods, differentiated products that can supply higher energy in a small amount for the elderly and nursing care field



▲ Rolled out marketing activities using newly registered Health Claim.

Efficiency

Enhancing Capital Efficiency with Sustainable Growth



“Global Environment” and “Supply Chain Connected by Trust”

Efforts toward FY2024

Environment

- Reduction of GHG emissions
Scopes 1 and 2: -10% (versus FY2016)

Supply Chain

- Roll out viable initiatives to achieve and maintain 100% traceability back to palm plantations
- Conduct rigorous human rights due diligence

FY2023 plans and efforts

Environment

- Scopes 1 and 2: -9% (versus FY2016)

Supply Chain

- Promote sustainable procurement and respect for human rights

Status of 1H efforts

Environment

- Along with the decarbonization roadmap, reduced GHG emissions by introducing solar power generation and a biomass boiler and starting procurement of green electricity
- To achieve carbon neutrality by 2050, revised the reduction target of Scopes 1 and 2 for FY2030, a halfway point to 2050, from 31% to 50% (versus FY2016)
- Set a target to reduce Scope 3 (category 1 and 4) by 25% vs. FY2020 in FY2030 and started engaging the players in the supply chain

Supply Chain

- Currently studying the formulation of an action plan based on the procurement policies for the sustainable procurement of soybeans and cacao
- Carried out human rights due diligence on the consolidated subsidiaries using self-assessment questionnaires (SAQs)

Topics

[Measures to address plastic issues]

- Launched eco-friendly paper packaging for household-use edible oils (450g)
- Collaborated with 12 companies across various industries to start conducting demonstration experiments to collect used plastic packaging at stores

[Initiatives toward carbon neutrality]

- Decided to install high-efficiency cogeneration facilities at Yokohama Isogo Complex in anticipation of hydrogen co-firing

Topics

North American business management company, Nisshin OilliO America Inc., to be established to cultivate the North American market

- As a part of our growth strategies, we aim to establish a business model comprising several businesses leveraging our technological strengths in the North American market, where natural-origin-contents and traceability are highly respected.
- A newly formed operating company in North America will help get our business on track in the region effectively and rapidly.

Overview of a new company

Name: Nisshin OilliO America Inc.

Registered location: State of Delaware

Capital: USD2 million (approx. JPY300 million)

Formed Oilseed Processing Partners Japan, Ltd., an oilseed processing joint venture in Western Japan with J-Oil Mills, Inc. on October 2



製油パートナーズジャパン
Oilseed Processing Partners Japan

- In accordance with the common understanding of long-term challenges in the domestic edible oil industry, we formed Oilseed Processing Partners Japan, an oilseed processing joint venture, in Western Japan with J-Oil Mills, on October 2, 2023.
- The new company will seek to build a joint business structure to bolster the international competitiveness of the domestic oilseed processing industry and ensure stable supplies over the long term. It will also promote efforts toward building next-generation oilseed processing plants that lead to the solution of environmental and social issues with the creation of smart factory and initiatives to facilitate a decarbonized society.



Appendix



Positioning of the Medium-term Management Plan *Value Up+* and Business Goals

Value Up+ FY2024 business goals

Net sales	Operating profit	ROE	ROIC
¥540 billion	¥17 billion	8.0 %	4.6 %

The Nisshin OilliO Group Vision 2030

Make substantial progress toward becoming an oils and fats solution provider on the world's highest levels by applying **customer centricity** to our business

Create diverse shared values (CSV)

FY2017

FY2021

FY2024

FY2030

Previous Medium-term Management Plan
FY2017–2020

OilliO Value Up 2020

Continue with business restructuring, but shifting focus to a more growth-oriented path

New Medium-term Management Plan
FY2021–2024

Value Up+

Transform ourselves into a corporate group that continuously creates diverse values through customer centricity

Accelerate our growth trajectory with CSV as the main driver

FY2025–2030

Strategic Marketing

×

Technological Innovation

×

Globalization

Vision 2030: Shared Values and CSV Goals in Our Priorities

*Calculated using the emission factor at the time of drafting of the Integrated Report 2023

Our Priorities	CSV Goals			
	Goals	FY2022 Results	FY2024 Target	FY2030 Target
Good health for all	Increase the growth rate for sales of products that boost health and energy in various stages of life (vs. FY2019)	126.6%	150%	200%
	Develop products that enhance people's good health leveraging knowledge of lipid nutrition	Launched 11 products including nutritional supplements and foods with functional claims to "reduce body fat and waist size"	Collect evidence relating to frailty prevention and improvement of metabolic syndrome and launch products (total of more than 20 products since 2022)	Collect evidence relating to solution to personal health issues (improvement of physical health) and develop products
	Increase the number of people provided with lipid health information (cumulative total from FY2021)	34.84 million	60 million	100 million
Quality of life	Provide "good flavor" to the dining table and refine our brand to foster enrichment of people's lives			
	Create products that highlight the "good flavor" and "beauty" of food			
Global environment	Increase the growth rate for sales of beauty-enhancing products (vs. FY2019)	126.6%	150%	200%
	Reduction ratio of GHG emissions (Scopes 1 and 2, vs. FY2016)	8.6%*	10%	50%
	Reduction ratio of GHG emissions (Scope 3) (Started reduction efforts for Categories 1 and 4 (vs. FY2020))		Obtain science-based reduction targets and commitment to achieving them by 2026 from suppliers covering 70% of emissions from purchased products, services and transport and delivery (upstream)	25%
Contribution to the food value chain	Reduce use of plastic containers and packaging, and promote resource recycling			
	Develop products and services that positively impact the environment utilizing plant resources			
	Ensure stable supply of food energy in Japan (ratio of total domestic energy)	7.5%	Over 6%	Over 6%
Supply chain connected by trust	Provide solutions by demonstrating user support functions			
	Increase the growth rate of customer support solutions by the Group (vs. FY2019)	112%	130%	150%
	Develop and deepen business activities based on respect for human rights	Make all personnel Groupwide fully aware of the human rights policy Start human rights due diligence	Conduct rigorous human rights due diligence in supply chains	
	Raise the rate of traceability back to the plantation	Palm oil 90.9%	Palm oil: Implement effective measures to achieve and maintain 100% traceability	Palm oil 100%
Human resource management	Promote sustainable procurement of soybeans and cacao			
	Develop a sustainable and competitive logistics system			
	Develop and strengthen organizational capability, establish a foundation for promoting DX, and expand the pool of global-minded talents			
Human resource management	Increase the percentage of employees feeling highly engaged in their work	63.0%	70%	80%
	Increase employee diversity and the female manager ratio	6.3%	8%	20%

NISSHIN
Oillio

"The Natural Power of Plants"

