VALUE REPORT 2024

NISSIN GROUP

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Editorial Policy

This document is a VALUE REPORT (integrated report) that offers all stakeholders a clear overview of the NISSIN FOODS Group's strengths, goals, and value-creating initiatives. This fiscal year, we focused on outlining our global growth strategy with specific measures related to Planetary Health and Human Well-being, which we see as key themes for our group. In addition to following the International Integrated Reporting Framework and the Value Creation Guidance from the Ministry of Economy, Trade and Industry, we also considered the advice from investors we engage with during our regular investor relation activities. We hope this document will help deepen stakeholder understanding and foster constructive dialogue.

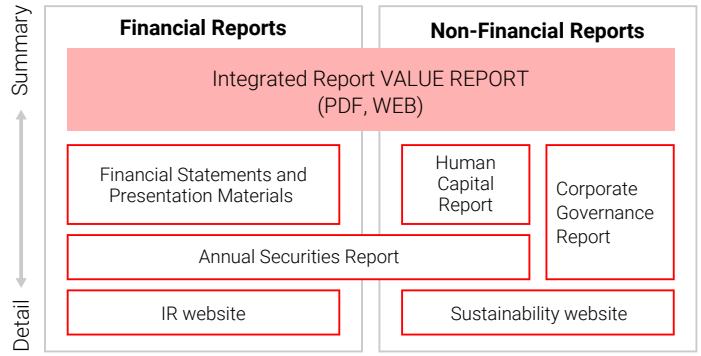
Reporting Period

FY 3/2024 (April 1, 2023–March 31, 2024)
However, certain information presented refers to periods other than that noted above.

Other Notations

As a general rule, fiscal years in this report run from April 1, 20XX through March 31, 20YY, and may be written as FY 3/20YY. Results in China (including Hong Kong) are based on the consolidation policy of NISSIN FOODS HOLDINGS. Disclosure may differ from that of NISSIN FOODS CO., LTD. in China (including Hong Kong) strategy and related targets, financial results forecasts are established independently by NISSIN FOODS HOLDINGS.

Report Layout



Disclaimer Regarding Forward-Looking Statements

The plans, strategies, outlook, and management initiatives described in this report regarding future performance are based on assumptions and judgments derived from information available at the time of preparation. The Company does not guarantee future performance, as results may differ from these statements due to economic conditions surrounding the Company, demand and product prices, the development and sale of new products, and fluctuations in raw material prices and exchange rates.

WHO

is the NISSIN FOODS Group?

04 Group Philosophy

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Group Philosophy

The NISSIN FOODS Group was founded on the belief that only when there is enough food will there be peace in the world. We champion the vision of becoming an "EARTH FOOD CREATOR" grounded in our founder's ethos as we pledge to innovate food for the global good. Each day, we immerse ourselves in creative, unique endeavors, operating on a global scale to bring joy to people across the world through our food.

MISSION

ENDURING VALUES

食足世平
Peace will come to the world when there is enough food

食創為世
Create foods to serve society

美健賢食
Eat wisely for beauty and health

食為聖職
Food related jobs are sacred profession

VISION

EARTH FOOD CREATOR

VALUE

FOUR ATTRIBUTES

To achieve sustainable growth while solving environmental and social issues as an

"EARTH FOOD CREATOR"

constantly creating new food cultures through innovation.

MISSION

食足世平
Shoku-soku Se-hei

Peace will come to the world when there is enough food

Food is the most important pillar supporting human life. People can discuss culture, art, and ideas only when they have sufficient food. If the supply of food is disrupted, a country is bound to decline, and conflict invariably occurs. The business operations of the NISSIN FOODS Group originated from this basic human principle.

食創為世
Shoku-so I-sei

Create foods to serve society

A spirit of creativity is the most important thing of all for a company. Creativity means the power to create innovative products through new ideas and technologies. The NISSIN FOODS Group creates foods to serve society. We are creating a new food culture and providing people all over the world with happiness and inspiration.

美健賢食
Bi-ken Ken-shoku

Eat wisely for beauty and health

The desire to satisfy hunger and the taste buds is a common human instinct. However, it is not the only role of food. Food is also important for forming strong bodies and maintaining health. Since a beautiful, healthy body is the product of a sensible diet, the NISSIN FOODS Group pursues food functionality and advocates a wise diet.

食為聖職
Shoku-i Sei-shoku

Food-related jobs are a sacred profession

Food production is an occupation that supports the very essence of life. For this reason, those who work in the food industry must have a pure spirit that inspires them to serve society and contribute to human health and world peace. Working with food is a sacred profession, and it is the mission of the NISSIN FOODS Group to provide the world with safe, delicious, healthy food.

VISION

The NISSIN FOODS Group explores various possibilities for food and creates dream-inspiring delicious tastes. We contribute to society and the Earth by gratifying people everywhere with pleasures and delights food can provide.
The term EARTH FOOD CREATOR means not only being an entity that creates food for the Earth but also expresses our desire to contribute to the world and its people by creating food, the basis of all life.
EARTH also means soil. Grains grown in the soil are the starting point for all food, and the mission of the NISSIN FOODS Group is to create and continue to produce food derived from the bounty of the Earth and its precious soil.

VALUE

We expect NISSIN FOODS Group employees, who are committed to creating and proposing everything from scratch, to be creators with a creative and highly sensitive mindset, regardless of their department or position.

Social Value Creation History

More than 60 years have passed since founder Momofuku Ando invented the world's first instant noodle, *CHICKEN RAMEN*.
Guided by our founder's spirit as an immutable philosophy, the NISSIN FOODS Group continues to take on the challenge of creating new foods while providing answers to environmental and social issues.

1958–1980s

Invented the world's first instant noodles and founded the NISSIN FOODS Created a new food culture and transitioned to a comprehensive food group

1958

Invented *CHICKEN RAMEN* to Solve Postwar Food Shortages

In the postwar period, Japan experienced an overflow of hungry people on the streets. There was no end to the number of people falling ill due to malnutrition. Momofuku Ando, the founder of NISSIN FOODS, invented *CHICKEN RAMEN*, the world's first instant noodle accessible to all.

Replica of the research lab used in the development of *CHICKEN RAMEN*

CHICKEN RAMEN at the time of its introduction

1971

Invented *CUP NOODLE* to Meet Needs for Convenience

CUP NOODLE, the world's first cup-type instant noodle, was inspired by supermarket employees in the US who broke noodles into pieces and ate them from paper cups. This new product met the growing need for convenient food during a period of rapid economic growth in Japan. Soon, the streets of Ginza were filled with young people slurping samples of *CUP NOODLE*.

Direct sampling sales events for *CUP NOODLE*

CUP NOODLE at the time of launch

1958 Launched *CHICKEN RAMEN*
1963 Listed on the Second Section of the Tokyo Stock Exchange and the Second Section of the Osaka Exchange
1970 Established NISSIN FOODS (U.S.A.) CO., INC.
1971 Launched *CUP NOODLE*
1972 Listed on the First Section of the Tokyo, Osaka, and Nagoya Stock Exchanges
1975 Established NISSIN FOODS DO BRASIL LTDA.
1976 Launched the *NISSIN YAKISOBA U.F.O.* and *NISSIN NO DONBEI*
1980 Established NISSIN FOODS SINGAPORE PTE., LTD.
Net Sales Reached ¥100 billion
1983 Entered the chilled foods business
1984 Established NISSIN FOODS CO., LTD. (Hong Kong)
Expanded into China
1986 Entered the frozen foods business

1990s–2010s

Pursued sustainability management and strengthened innovation further

2008

Pursuing Sustainability Invented the ECO CUP

We transitioned to paper materials for *CUP NOODLE* containers and named the ECO Cup using the first letters of three important elements: for Ecology, for the Customer, and for Originality.

バイオマス No.190078

2014

Strengthening Innovation Established the WAVE

In 2014, we established the WAVE technology, development, and research center, consisting of the Global Innovation Research Center and the Global Food Safety Institute. The WAVE aims to communicate to the world the NISSIN FOODS Group's promise as a food manufacturer: technological innovation and food safety.

1990 Entered the beverage business
1991 Entered the confectionery business
Expanded into EMEA
1993 Net Sales Reached ¥200 billion
2001 Net Sales Reached ¥300 billion
2002 Established the NISSIN Global Food Safety Institute
2005 Invented the world's first instant noodles as space food
2006 Took equity stake in MYOJO FOODS CO., LTD
2008 Invented the ECO Cup; NISSIN FOODS Group transitioned to a holding company structure
2014 Established the WAVE R&D Center
Net Sales Reached ¥400 billion
2017 NISSIN FOODS CO., LTD. (Hong Kong) listed on the Main Board of the Hong Kong Stock Exchange

2020s

Accelerating globalization and taking on challenges as an EARTH FOOD CREATOR

2022

Launched the *KANZEN MEAL* Series to Improve Global Well-Being

We launched the *KANZEN MEAL* series in pursuit of the perfect balance between taste and 33 essential nutrients. This series aims to solve increased health risks stemming from excessive calorie intake, increased hidden malnutrition (a lack of essential nutrients), and other new social issues related to food.

2020 Launched EARTH FOOD CHALLENGE 2030
Market Capitalization Reached ¥1 trillion
2021 Launched NISSIN FOODS Group Mid- to Long-Term Growth Strategy
2022 Launched the new *KANZEN MEAL* brand business
2024

Set our Next Milestone
- **Revenue of ¥1 trillion**
- **Core operating profit of existing business of ¥100 billion**
- **Market capitalization: ¥2 trillion**

NISSIN FOODS Group Today

The NISSIN FOODS Group, as a leading food conglomerate from Japan, not only focuses on instant noodles but also operates a diverse range of food-related businesses both domestically and internationally. We will continue to grow by developing our brand strategy in each region, aiming to become a leading company that fills the world with the joy and pleasure of food.

FY 3/2024 Actual

Revenue ¥732.9 billion

Core operating profit of existing business ¥80.6 billion

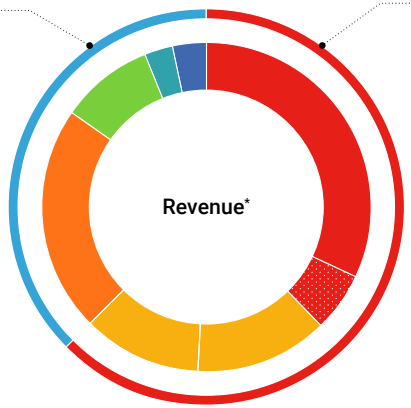
Core operating profit margin of existing business 11.0 %

Composition by Segment

Overseas 37.3 %

Overseas Business ¥270.8 bil.

The Americas	¥160.3 bil.	22.1%
China (Incl. H.K.)	¥66.5 bil.	9.1%
Asia	¥20.7 bil.	2.9%
EMEA	¥23.3 bil.	3.2%



Japan 62.7 %

Domestic Instant Noodles Business ¥275.7 bil.

NISSIN FOODS PRODUCTS	¥232.2 bil.	31.9%
MYOJO FOODS	¥43.5 bil.	6.0%

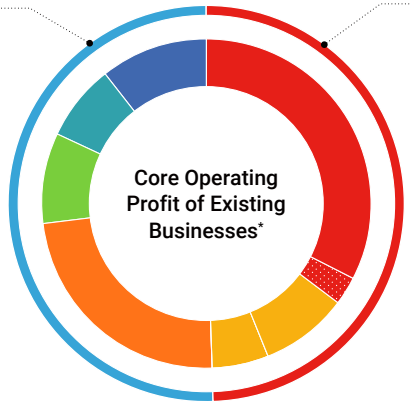
Domestic Non-Instant Noodles Business ¥180.4 bil.

Chilled/Frozen Foods and Beverages Business	¥95.2 bil.	13.1%
Confectionery/ Snack Business	¥85.2 bil.	11.7%

Overseas 50.4 %

Overseas Business ¥45.7 bil.

The Americas	¥21.5 bil.	23.8%
China (Incl. H.K.)	¥8.1 bil.	8.9%
Asia	¥6.6 bil.	7.2%
EMEA	¥9.5 bil.	10.5%



Japan 49.6 %

Domestic Instant Noodles Business ¥32.3 bil.

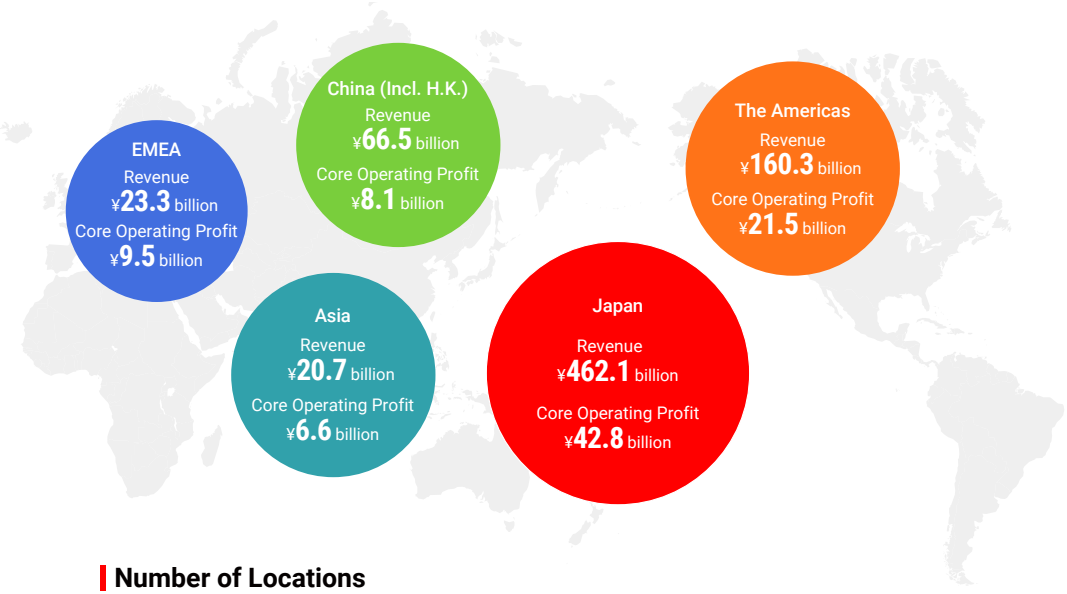
NISSIN FOODS PRODUCTS	¥29.5 bil.	32.6%
MYOJO FOODS	¥2.7 bil.	3.0%

Domestic Non-Instant Noodles Business ¥12.6 bil.

Chilled/Frozen Foods and Beverages Business	¥7.7 bil.	8.5%
Confectionery/ Snack Business	¥4.9 bil.	5.4%

*Ratios for revenue and core operating profit of existing businesses are calculated based on the total of the Domestic Instant Noodles Business, Domestic Non-Instant Noodles Business, and Overseas Business.

Global Business Development



Number of Locations

Domestic Affiliates	Overseas Affiliates	Business Locations
26 companies	42 companies	19 countries

*As of March 31, 2024. Based on Annual Securities Report, etc.

Six Capitals of the NISSIN FOODS Group

The NISSIN FOODS Group business activities are supported by six types of capital, from financial capital to human resources as an EARTH FOOD CREATOR and superior brand power. We create new food culture and achieve sustainable growth for the Group by growing these capitals and identifying and maximizing their appropriate allocation in an uncertain social environment.

Financial Capital

Sound Financial Position and High Profitability

- Equity Attributable to Owners of the Parent **60.7%**
- Net Debt/EBITDA **-0.4x**
- Free Cash Flow **¥32.2 billion**

→ p. 67 Financial Summary

Human Capital

An EARTH FOOD CREATOR Supporting Group Businesses

- Female Managers **8.2%**
- Employee Engagement (Agreement With Corporate Philosophy) **81%**
- Percentage of Overseas Employees **66.2%**

→ p. 52 Strengthening Human Capital

Manufacturing Capital

Manufacturing Bases and Outstanding Quality Supporting Global Business Activities

- Group Manufacturing Bases **31 in Japan; 32 overseas**
- Capital Expenditure **¥75.0 billion**
- Kansai Plant Defective Rate **Less than 1 in 1 million**

→ p. 11 Core Strengths of the NISSIN FOODS Group

Social and Relationship Capital

Brand Strength Nurtured by Superior Marketing Expertise

- Advertising Expenses **¥23.1 billion**
- Ties With Customers **No. 1 share in the Domestic Instant Noodles Market**
- Number of Countries Where *CUP NOODLES* are sold **100+**
- Number of *CUP NOODLES* sold **2.3 billion servings/year**

→ p. 08 Core Strengths of the NISSIN FOODS Group

Intellectual Capital

R&D Bases Supporting Technological Innovation and Investments in New Businesses

- Number of NISSIN FOODS Group Patents **550 in Japan; 802 overseas***
- R&D Expenses **¥10.8 billion**
- Investments in New Businesses **Between approximately 5% and 10%** of core operating profit of existing businesses

*Overseas refers to the total number of countries in which product rights have been granted

→ p. 10 Core Strengths of the NISSIN FOODS Group

Natural Capital

Initiatives to Address Resources and Climate Change Under EARTH FOOD CHALLENGE 2030

- Water Withdrawal (Domestic and Overseas) **9.7m³ per million yen of sales**
- CO_2 Emissions (Scope1+2) **388 thousand t-CO_2**
- Sustainable Palm Oil Procurement Ratio **43.4%**
- Implementation of **Sustainability Surveys** for Business Partners

→ p. 40 Growth Strategy 2: EARTH FOOD CHALLENGE 2030

Branding and Marketing to Become a Century Brand Company

The mission of the NISSIN FOODS Group is to leverage brand strategies that overturn the company's conventional wisdom in fundamental ways, stimulate product demand, and foster brand attachment and loyalty. We engage in marketing activities that focus on consumer insights to respond to ever-changing consumer needs. Our lineup includes numerous brands spanning a wide range of businesses, including *CUP NOODLE* and other instant noodles.

Diverse Brands to Meet Consumer Needs

Domestic Instant Noodles Business

World's first cup-type instant noodles

CUP NOODLE

World's first instant noodles

CHICKEN RAMEN

Bowl-type *udon* and *soba* category
No. 1 in sales*1

NISSIN NO DONBEI

***Yakisoba* category**
No. 1 in sales*2

NISSIN YAKISOBA U.F.O.

Cup rice category
No. 1 in sales*3

NISSIN CURRY MESHI

58 years on the market!

MYOJO CHARUMERA

Domestic Chilled/Frozen Foods and Beverages Business

Frozen fresh pasta
No. 1 in sales*4

NISSIN MOCHITTO NAMA PASTA

Chilled two-serving ramen
No. 1 in sales*5

GYORETSU NO DEKIRU MISE NO RAMEN

Large yogurt drinks
No. 1 in sales*6

TOKACHI NOMU YOGURT

Domestic Confectionery/Snack Business

Corn Flakes
No. 1 in sales*7

CISCORN

Potato chips
First to mass produce in Japan

KOIKE-YA POTATO CHIPS Salt & Seaweed

Over 60 years on the market

BONCHI AGE

Corporate Culture and Structures That Foster Our Strong Brand

Brand Manager System

Each brand appoints a mini-president who is responsible for everything from product development to sales. This system fosters a corporate culture that leads to strong brands by creating internal competition among brands to deliver more innovative products and brand promotions.

NISSIN 10 Rules

The NISSIN 10 Rules plays a major role in driving the growth of NISSIN FOODS. We use this unique code of conduct as the basis for our decisions, whenever we face difficulties or are unsure of our decisions, ensuring we act in line with our company vision.

1. Cultivate brand ownership to the fullest.
2. Aim for first entry and strive to be number one in every category.
3. Create with your own hands. Restructure it if someone is to overcome it.
4. Draw on wisdom from the outside to accelerate the business.
5. Diversity is powerful. Embrace our differences to thrive.
6. Strive for new experiences and wisdom. The future is bright for those who constantly challenge themselves.
7. Forge ahead in the face of uncertainty. Turn back immediately if you notice mistakes.
8. Lead and persuade through accountability, not through authority.
9. Challenge the impossible, and break through barriers.
10. It's our job to make work fun. This will accelerate growth.

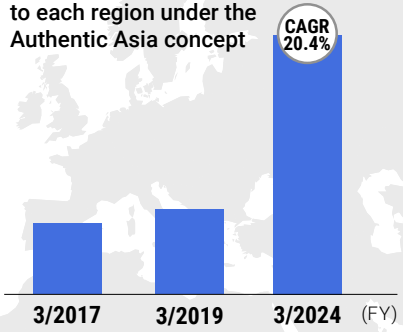
*1 INTAGE SRI+ Cup-type instant noodle market, bowl-type *udon* and *soba* category; Feb. 2023-Jan. 2024 *DONBEI* brand cumulative sales amount (nationwide, all categories)
*2 INTAGE SRI+ Cup instant noodle market, *yakisoba* + *aburasoba* category; Jan. 2023-Dec. 2023 *U.F.O.* brand cumulative sales amount (nationwide, all categories)
*3 INTAGE SRI+ Processed rice market, set rice category; Jan. 2023-Dec. 2023 *NISSIN CURRY MESHI* brand cumulative sales amount (nationwide, all categories)
*4 INTAGE SRI+ Frozen cooked fresh pasta market; Jan. 2017-April 2023 amount base
*5 INTAGE SRI+ Two-serving fresh ramen market in the fresh and boiled noodles category; July 2022-June 2023 cumulative sales amount
*6 INTAGE SRI+ Yogurt (drink-type, 600 ml+) market; April 2023-March 2024 cumulative sales amount
*7 INTAGE SRI+ Cereal market (corn-type); June 2022-Aug. 2023 cumulative sales amount

Global Development of the *CUP NOODLES* Brand

CUP NOODLE, launched in 1971, was the world's first cup-type instant noodle. Leveraging the branding and marketing strengths of the Company, *CUP NOODLES* became a global brand sold in 100 countries and eaten by people around the world. We are developing competitive marketing strategies according to market environments and target preferences in each area, while adhering to the core values of the brand, striving to deliver *CUP NOODLES* to more people than ever.

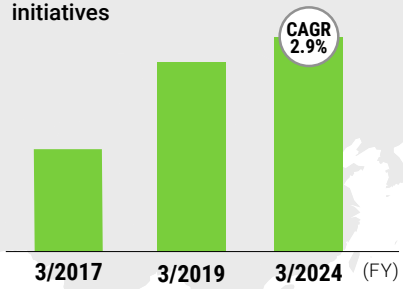
EMEA

Stimulate demand with detailed strategies tailored to each region under the Authentic Asia concept



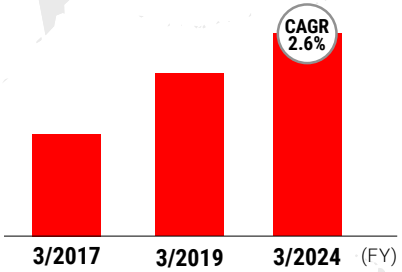
China/ Hong Kong

Enhance brand value through improving quality and engaging in safety and environmental initiatives



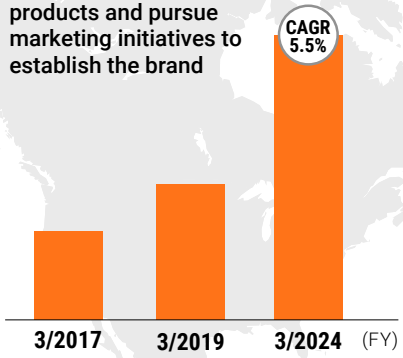
Japan

Build an optimal product portfolio to meet diverse consumer needs



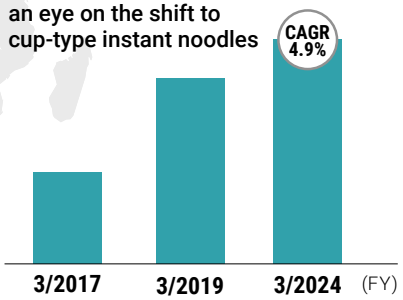
Americas

Expand premium products and pursue marketing initiatives to establish the brand

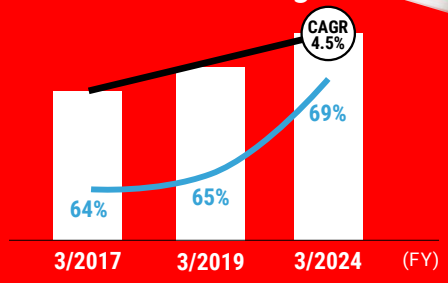


Asia

Work to increase sales with an eye on the shift to cup-type instant noodles



Worldwide Number of *CUP NOODLES* Servings



Note: Each graph is based on FY 3/2017 sales volume as 100

Innovations Supporting Nissin as a Food Tech Company

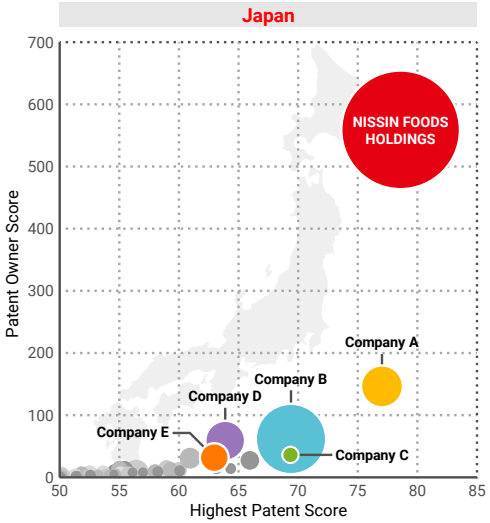
As Japan's leading comprehensive food group, the NISSIN FOODS Group develops innovative technologies on a daily basis. Our mission is to create new food cultures beyond instant noodles. We develop cutting-edge food and production technologies founded in food safety and security using our processing techniques cultivated to date.

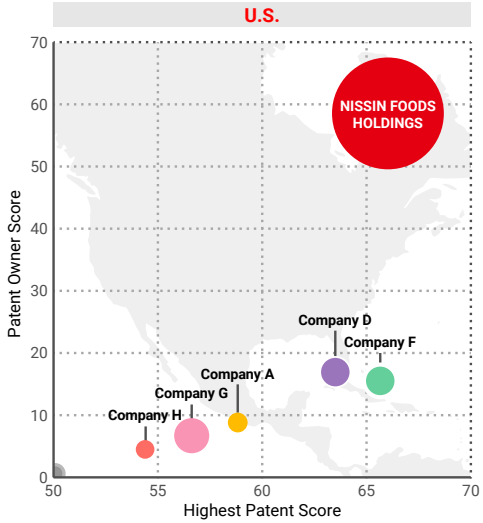
Our Superior Strengths in Intellectual Property in Japan and Overseas

One advantage of the NISSIN FOODS Group is our competitiveness as a *Food Tech Company* based on the processing technologies we have cultivated over many years. Underpinning these processing technologies is our intellectual property, which includes patents and trademarks across the entire NISSIN FOODS Group product lines. For example, NISSIN FOOD PRODUCTS is developing Japan's first edible cultured meat in response to the rapid growth of the alternative protein market stemming from world overpopulation. The NISSIN FOODS Group secured our advantage, ranking 16th in the world and 3rd in Japan in the alternative protein patent score.

NISSIN FOODS Group Patents (End of March 2024)		Alternative Protein Patent Ranking*2	
Japan	550	Japan	3rd
Overseas	802*1	World	16th

Instant Noodle Patent Map





We use Patent Score, which indexes the degree of attention given to patents. The Patent Owner Score indicates the overall strength of the current patents, while the Highest Patent Score indicates the individual strength of the most valuable patents in our holdings.

Notes: Patent Result Co., Ltd. survey (conducted in August 2022)
Circle sizes are proportionate to the number of patents.

Topics

Awarded Our First Intellectual Property Achievement Award From the Ministry of Economy, Trade and Industry and Japan Patent Office in 2024

The Intellectual Property Achievement Award is presented to individuals who contribute to the development, dissemination, and awareness of the intellectual property rights system, and to companies that make effective use of the system and contribute to its smooth operation and development. NISSIN FOODS HOLDINGS received the Japan Patent Office Commissioner Award as an *excellent company that makes effective use of the intellectual property system (Trademarks)*.

Major Reasons for Receiving Award

- With more than 2,000 domestic and international trademarks, we prioritize multifaceted trademark protection for representative brands including *CHICKEN RAMEN*, which has been on the market for more than 50 years
- Made significant contributions in increasing recognition of position marks, color trademarks, and other new types of trademarks
- Contributed to business strategies through cooperation with business divisions, etc.

Trademark Registration No. 6034112 (position mark)

Trademark Registration No.6534071 (a trademark which consists solely of colors)

*1 Overseas refers to the total number of countries in which product rights have been granted *2 Patent Result Co., Ltd. survey (as of April 30, 2024)

Transforming Production With Next-Generation Smart Factories

The NISSIN FOOD PRODUCTS, Kansai Plant began operations in October 2018. The plant boasts state-of-the-art equipment and uses IoT technology to achieve automation and efficiency. The plant reduces the risk of human error by automating the formerly manual checks, inspections, and the transport of raw material containers, etc., and by establishing work processes that eliminate human intervention. As a result, we achieved a product defect rate of less than 1 per 1 million pieces and established a safer production system.

Defect Rate
Less than
1/1,000,000

Automated **50%***
of manual process

*Compared to levels at the time of establishment

A Source of Innovation - the WAVE

The WAVE is the NISSIN FOODS Group's technology, development, and research center, consisting of the Global Innovation Center and Global Food Safety Institute. The mission of the WAVE is to create the most advanced wave of food technology, emanating powerful vibrations across the globe. Based on our founder's spirit, we engage in constant research and development to fulfill our mission of achieving technological innovation and food safety and reliability. Our group works to create a new food culture based on food safety and reliability by taking on the challenge of co-creation with food science to create the food of the future.

Latest Food Technology

The Global Innovation Center creates new technologies that drive the growth of the NISSIN FOODS Group. We create future technologies at this research center. We develop not only instant noodles, but also chilled, frozen, rice, confectionery, and lactobacillus beverage products, integrating various technologies that transcend the boundaries of different genres.

Delicious Taste Reproduction Technology

We are employing a variety of processing techniques, dedicated to perfecting the art of balancing nutrition with the delicious signature flavors of NISSIN.

Rice Synthesis Technology
Technology that enables calorie control by enhancing dietary fiber while respecting the original taste of rice

Salt Reduction Technology
Technology that blends salt, minerals, etc. to enhance the flavor of food even in small quantities based on repeated collection and research of approximately 170 different types of salt

Plant-Based Processing Technology
Technology that uses plant-based ingredients to replicate the texture and flavor of meat and seafood, aiming for sustainable food sourcing

Nutrition Hold Production Method
A technique that locks in nutrients prone to loss during cooking while minimizing impact on taste

Cultured Meat
Cultured meat expected to solve future food crises and global warming, researched and developed in collaboration with the University of Tokyo

Optimized Nutri-Dense Meal Design Technology
A method for combining various nutrients to design a diverse range of deliciously optimized meals

Core Strengths of the NISSIN FOODS Group

Technology Behind Our World-Class Safety

The Global Food Safety Institute, which is responsible for quality assurance in the NISSIN FOODS Group, obtained ISO/IEC 17025 accreditation, an international standard that recognizes the accuracy of testing laboratories. The institute analyzes pesticide residues, mold toxins, and other hazardous substances to verify the safety of raw materials used in the Group. In addition, the institute uses advanced analytical technologies to improve the quality control department technologies of Group company plants.

NASRAC*1 Pesticide Residue Analysis System

NASRAC is a system to analyze pesticides developed originally by the Global Food Safety Institute in 2001. We developed our own analysis system prior to the implementation of the positive list system. Since then, we have gradually increased the number of pesticides covered to approximately 550 types of pesticides for rapid analysis.

*1 NASRAC: Nissin's Analytical Systems for Residual Agricultural Chemicals

Analytical Accuracy Improvement Milestones

2001 Developed the pesticide residue testing system (NASRAC-60), capable of analyzing 60 types of pesticides simultaneously

2002 Developed and introduced of NASRAC-300, capable of analyzing approx. 300 pesticides

2012 550 pesticide residues made available for analysis, with more than 1,000 samples analyzed each year

FASRAC*2 Automatic Pre-Treatment Device for Residual Pesticides Developed by NISSIN (Patent No. 5395847)

Pesticide residue analysis requires pretreatment to extract pesticides from products and raw materials. FASRAC is the first device in the world to automate this pretreatment process. While pre-processing has historically required manual operation, FASRAC more than triples processing capacities. The ability to test for pesticide is six time greater than before as a result of this improvement, which also reduced the risk of contamination significantly. As a result, FASRAC can analyze more than 1,000 pesticide samples per year.

*2 FASRAC: Food Automatic Analytical Systems for Residual Agricultural Chemicals

Topics

Introduced Robotic Arms to Support the Expansion of Optimized Nutri-Dense Meals (Patent Pending)

The Group introduced a dual-arm robot in April 2022 to establish an analytical system for Optimized Nutri-Dense Meals. While conventional automatic preanalytical equipment has a fixed sequence of operations, robotic arms possess a high degree of freedom. Using these robotic arms, NISSIN increased the number of analysis items supported. Testing for Optimized Nutri-Dense Meals must guarantee that a variety of nutrients are contained in the product in question, increasing the number of nutrient items to analyze. However, robotic arms doubled the preprocessing capacity of this analysis. While we have reached our goal to automate pre-processing for the 10 major food allergens, we will continue to support the growing need for Optimized Nutri-Dense Meals from a quality perspective.

Results

- **Improved processing capabilities (20 specimens per day with manual labor → 40 specimens per day with robots)**
- **Ensured the same level of technical competence as proficient analysts**
- **Achieved preprocessing automation for the 10 major food allergens**
- **Reduced annual costs by approx. 36 million yen**
- **Ensured flexibility to adapt to changing analytical trends in the future**

Developing New Test Method for Food Allergens to Ensure Food Safety

Food labeling standards were revised in March 2023 to include walnuts in allergy label requirements in light of the increasing number of walnut food allergies. We formulated a commitment to food allergen testing at the 2021 Tokyo Nutrition for Growth Summit. We are dedicated to advancing nutrition and health initiatives.

We developed two qualitative testing methods to detect trace amounts of walnut-derived DNA in processed foods in 2022. One method allows for more rapid testing while the other allows for simple detections with conventional equipment. Both of these methods have been adopted as official testing methods. In 2023, we also developed a quantitative testing method that enables the simultaneous analysis of the 20 additional food allergens. This method not only allows items untestable using conventional methods to be tested, but also reduces working hours.

WHAT

are our goals?

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For the Health of People and the Planet; for a Sustainable Future

The responsibilities of the NISSIN FOODS Group and the sustainability issues we must address are diverse and intertwined, ranging from climate change and water resources to human health and diversity. We refer to international guidelines and speak with external experts to identify material issues from this diverse range that are directly related to our business and may lead to risks or opportunities in the medium to long term.

Environmental and Social Issues Across the Globe

Biodiversity Loss

Climate Change

Frequent Natural Disasters

Water Resources Management

Declining Birthrate and Aging Population

Excessive Calories

Hidden Malnutrition

Food Loss

Famine and Food Shortages

Circular Economy

Cyber Attacks

Child and Forced Labor

Diversity & Inclusion

Materiality Identification Process » p. 63

Step 1 Extract stakeholders' expectations of the Group

Step 2 Measure the degree of impact on the Group's businesses

Step 3 Identify important themes the Group should focus on

*STI: Science, Technology, and Innovation

NISSIN FOODS Group Materiality

Planetary Health

Materiality	Group Initiatives	Commitments
Climate Change Mitigation and Adaptation	Energy conservation and renewable energy procurement Biomass ECO Cup	• CO_2 emission reduction rate • Scope1, 2: 42% • Scope3: 25%
Sustainable Procurement	Utilize certification systems Develop plant-based alternative meats and cultured meat	• 100% sustainable palm oil procurement • 1,000 tons of vegetable protein consumption per year in Japan

Human Well-being

Materiality	Group Initiatives	Commitments
Contributing to Improved Health and Nutrition	Optimized Nutri-Dense Meals	• Invest 5-10% of core operating profit of existing businesses
Training and Utilization of Creative Human Resources	Various training programs on diversity	• Achieve 10%+ ratio of female managers • Reduce total annual working hours

CEO Message

An Always-Innovating Food Culture, Addressing Social Challenges and Achieving Sustainable Growth as an EARTH FOOD CREATOR

An Enduring Origin: Peace Will Come to the World When There is Enough Food

"Without food, there would be no clothing, no shelter, no art, no culture. Food is the most important pillar supporting human life."

NISSIN FOOD PRODUCTS founder Momofuku Ando saw firsthand how people suffered from food shortages after the war. His conviction led to the invention of the world's first instant noodles and the birth of NISSIN's famous *CHICKEN RAMEN*. He said, "Peace will come to the world when there is enough food." Shoku-soku se-hei, or the Japanese phrase representing this idea, is one of our enduring values and the enduring origin of our activities.

Since 1958, the NISSIN FOODS Group has continued to ponder what is useful for humankind and society, and we have contributed a better world by satisfying dietary needs. Our history is one of sustainable growth through solutions to social issues, which we now call CSV management. The term EARTH FOOD CREATOR, as in our Group Philosophy, expresses our desire to *contribute to the world and its people by creating food, the basis of all life*.

Koki Ando

President & Representative Director, CEO
NISSIN FOODS HOLDINGS CO., LTD.

The Social Issues We Face Today: Planetary Health and Human Well-Being

While hunger was a critical issue in postwar Japan, today's social challenges are many and varied. Looking across the entire planet, the list of issues is endless. Among these issues, the NISSIN FOODS Group identified two social issues as our top priorities. Those issues are Planetary Health and Human Well-being.

Planetary Health refers to our efforts to live in harmony with the global environment. Needless to say, global warming and other environmental issues are planet-wide challenges. Concerns arise that climate change will reduce crop production and destabilize food supplies. We must also prevent the indiscriminate use of limited global resources, which would lead to breakdowns in social infrastructure and economic conditions.

Human Well-being refers to our efforts to elevate humankind. NISSIN FOOD PRODUCTS and the Ando Foundation, in cooperation with American public opinion research firm Gallup, proved for the first time in the world the strong relationship between food and well-being. It became clear that food is an important factor in happiness. At the same time, low nutrition due to hunger and poverty is a persistent issue in the world, even as our modern age is one of food satiety. We see many food-related problems, including new issues such as obesity due to excessive calories and hidden malnutrition due to inappropriate dieting. At the Tokyo Nutrition Summit 2021, leaders from national governments, international organizations, corporations, and civic groups gathered to exchange views on various issues. As seen in this and many other examples, issues related to health and nutrition are topics attracting worldwide attention.

Food Tech is the Driving Force Behind Solving Issues

Why does the NISSIN FOODS Group take on the challenge of Planetary Health and Human Well-being? Solving these challenges will be extremely difficult, but we believe we can do it. Our belief is based on our strength in food technology.

Planetary Health means using food tech to ensure a stable meat supply and reduce environmental impact. Many initiatives are already underway, one of which is our research in cultured meat, which is attracting attention as a sustainable food source. In August 2017, we began a joint research project with the University of Tokyo, continuing the unprecedented challenge of achieving thicker steak meat. In May 2023, we succeeded in developing a plant-based eel product. We have reproduced the texture, appearance, and flavor of broiled eel without using any animal-derived ingredients. We aim to create sustainable food systems in Japan and overseas that preserve rich food cultures.

Under the concept of Human Well-being, we pursue Optimized Nutri-Dense Meals, a technology addressing health and nutrition issues head-on. We launched the *KANZEN MEAL* series in 2022, offering the perfect balance between taste and 33 essential nutrients. Making full use of processing technologies and *umami* ingredients cultivated in the instant noodle business, we produced taste on par with so-called regular food, without the distinctive harsh or bitter taste characteristic of nutrients. This business embodies one of our Enduring Values: *Eat wisely for beauty and health*. And we aim to improve well-being through food by offering solutions that answer issues related to modern dietary habits.

NO LIMIT TO GROWTH Always Aiming Higher

I believe that creating social value through these types of efforts will create economic value in parallel. Helping create sustainable societies will also lead to the sustainable growth of the NISSIN FOODS Group.

Our recent performance has been strong, with FY 3/2024 net sales of 732.9 billion yen (up 9.5% year on year) and core operating profit of existing businesses of 80.6 billion yen (up 33.9%), both record highs. We set a target level of 80 billion yen in core operating profit of existing businesses by FY 3/2031 under our mid- to long-term growth strategy, achieving what we projected to be a 10-year target beginning in FY 3/2022 in only three years.

In this and other ways, the NISSIN FOODS Group has achieved remarkable growth over the past several years. But if we become complacent, growth will grind to a halt. Our

founder pursued a philosophy of always aiming higher, knowing there is no limit to growth, immediately setting his sights on the next peak once one goal was achieved. When we were in sight of our previous goal in the previous fiscal year, we established new milestones of 1 trillion yen in revenue, core operating profit of existing businesses of 100 billion yen, and a market cap of 2 trillion yen.

In 2024, we took the first step toward this new goal, defining four management keys to boost our growth potential.

The first of these keys is to make a leap ahead in our global business. The growth of overseas operations was remarkable in FY 3/2024, with overseas operations accounting for more than 50% of total profits. But the global market is enormous, and we have yet to make our presence felt. We intend to strengthen our global branding further in promising markets and increase our presence in every region by raising production capacity.

The second of these keys is to develop new business around the *KANZEN MEAL* series of products. Our immediate goal is to establish and expand the *KANZEN MEAL* brand,

growing to 7 billion yen in FY 3/2025 and 10 billion yen in FY 3/2026. In addition to packaged products, we plan to expand our BtoBtoC business, leveraging collaborations with retailers, food service companies, and food manufacturers in other fields. The NISSIN FOODS Group pursues collaboration with insurance companies and others in different industries to create a variety of touch points for multi-vector development in Nutrition Optimization Technology.

The third key is to delve deeper into food tech development. As I mentioned, food tech is the NISSIN FOODS Group's greatest strength in our pursuit of Planetary Health and Human Well-being initiatives. Continuing to take on the challenge of *future food*, including cultured meat and plant-based foods, we intend to open up new possibilities for food.

The fourth key is to strengthen initiatives related to EARTH FOOD CHALLENGE 2030 (EFC2030). EFC2030 is the Group's environmental strategy and an indispensable initiative for achieving Planetary Health. Treating environmental issues passively and simply accepting our fate makes no sense. We encourage employees to reject passiveness and to act as leaders in the food industry.

Always Be a Challenger Creating a New Food Culture

Having achieved our FY 3/2031 target profit level ahead of schedule in just three years, we feel we have an option to use cash strategically for future growth. We intend to maximize corporate value by using debt effectively and allocating cash generated to investments for growth. We will also use this cash actively to enhance shareholder returns.

In May 2024, we revised our ROE target, one of the KPIs under our mid- to long-term growth strategy. Our revised target goes from 10% over the long term to 15% by FY 3/2031. NISSIN FOODS Group is looking to deliver 20% in the long term, making the leap to be on par with the major food companies of the world—the global giants.

NISSIN FOODS Group is a pioneer, a leader, a creator, and a challenger. As the pioneer company that invented *CHICKEN RAMEN* as the world's first instant noodle and the producer of global-brand *CUP NOODLES*, we have already established ourselves as a leading company in the instant noodles market. But no matter the extent we consolidate our position at the top, we will never go on the defensive. We will continue to create a new food culture through Planetary Health and Human Well-being.

COO Message

Solving the World's Problems Through New Food for the Health and Happiness of All

Noritaka Ando

Executive Vice President &
Representative Director, COO
NISSIN FOODS HOLDINGS CO., LTD.
President & Representative Director
NISSIN FOOD PRODUCTS CO., LTD.

Optimized Nutri-Dense Meals Offer a Balance of Key Nutrients for Human Well-Being

Nineteenth-century science fiction writer Jules Verne said, “Anything one man can imagine, other men can make real.” True to this saying, humans have produced many inventions, making dreams a reality. Even today, things once solely the realm of science fiction are becoming real: Flying cars, humans and AI, human migration to Mars, and much more. One more thing we can make real in the future: A world where anyone can eat whatever they want, as much as they want, whenever they want. One solution toward this future is the Optimized Nutri-Dense Meals from NISSIN FOOD PRODUCTS.

Food tech has been gaining worldwide attention over the past few years. The food tech market is estimated to be approximately ¥700 trillion, and global executives such as Microsoft founder Bill Gates, Amazon founder Jeff Bezos, and Google founder Sergey Brin have invested in this market. Since the beginning of agriculture some 10,000 years ago, humankind has experienced various food-related revolutions. Food tech, or industrial food technology, is another revolution that will change the way we eat.

The future of food, as created by food tech, will develop in two main directions. One is oriented toward Planetary Hearth. The health of the planet, or in other words, reducing the burden of food on the environment. Plant-based foods and cell cultures fall into this category.

The second is oriented toward Human Well-being. My grandfather, Momofuku Ando, founded NISSIN FOODS based on the belief that food is the source of human activity and happiness. Human Well-being through food is a new interpretation of that founding idea from a modern perspective.

In today’s age of food satiety, we see a wide range of new food-related problems. These problems range from damaged health due to excessive calories, low nutrition due to incorrect diets, and frailty among seniors. Meals are supposed to be enjoyed. Restricting food diminishes that enjoyment significantly. I believe that one of the keys to Human Well-being is to enjoy eating what you want, as much as you want, whenever you want. And Optimized Nutri-Dense Meals offering a balance of key nutrients are one specific approach to this end.

Through Research and Development Into Optimized Nutri-Dense Meals, NISSIN Launched the *KANZEN MEAL* Series, Offering the Perfect Balance Between Taste and Nutrition

The idea of getting all the required nutrients in one food is not in itself new. There are many so-called nutritionally balanced foods. The problem is that none are as satisfying as a meal. Certain nutrients have a harsh or bitter taste. Simply adding these nutrients to a food would taste bad, not even qualifying as food. NISSIN FOOD PRODUCTS has cultivated advanced technological capabilities in the instant noodles business with many developers skilled in the application of these technologies. We not only offer food that masks the harshness and bitterness characteristic of nutrients, but we make foods taste every bit as good as the regular food consumers enjoy.

The *KANZEN MEAL* came from our research and development into Optimized Nutri-Dense Meals and our pursuit of the perfect balance of 33 vitamins, minerals, and other nutrients included in the *Dietary Reference Intakes for Japanese*. Beyond cup-type instant noodles and cup-type instant rice, we offer products across a wide range of categories, including cup-type soups, smoothies, and even frozen foods. Cumulative sales exceeded 30 million servings as of August 31, 2024. The NISSIN FOODS online shopping site offers frozen *KANZEN MEAL DELI* products with an astounding repeat purchase rate of 59% (as of June 2024).

One feature of the core technology behind Optimized Nutri-Dense Meals is the wide range of applications. Taking advantage of this feature, we are expanding into various other categories. These categories include the sale of base ingredients in Optimized Nutri-Dense Meals in box lunches

and prepared foods at supermarkets and convenience stores, the development of collaborative products with other food manufacturers, and *KANZEN MEAL* menu options in employee cafeterias as part of corporate health management.

In January of this year, we provided *KANZEN MEAL* products as relief supplies to the areas affected by the Noto Peninsula earthquake. The longer evacuees spend in evacuation centers, the more the need for nutritionally balanced meals. *KANZEN MEAL* products represent a new direction in relief supplies.

We are also looking into marketing Optimized Nutri-Dense Meals overseas, although this initiative is still a little further down the road. Estimates say that 2 billion people in the world are obese. So-called sugar taxes have been imposed in more than 20 countries, and the intake of excess calories is a global problem. At the same time, so-called food deserts exist where no fresh foods are to be had. Optimized Nutri-Dense Meals have the potential to solve these problems as well. It is quite possible that in the future, every NISSIN FOODS Group product will be based on Optimized Nutri-Dense Meal technology.

NISSIN Grows Existing Businesses Consistently and Solidifies Our Foundation Further Toward Enhanced Corporate Value

Of course, new business is not the only topic of management focus. To drive new business requires consistent growth in existing businesses. We must generate cash and solidify the foundation of the company even further.

Generally speaking, brands have a life span of 15 to 30 years. Our aim is to make the NISSIN FOODS brands *century brands* at the forefront of consumption, loved by consumers for 100 years and more.

NISSIN FOOD PRODUCTS owns many long-selling brands, including *CHICKEN RAMEN*, which has been on the market for 66 years as of 2024, and *CUP NOODLES*, which has been on the market for 53 years. The other side of the coin is that our brands are aging. Long-selling brands are brands that the younger generation—the next generation of loyal customers—have been in daily contact with since birth. For this reason, these brands tend to be taken for granted and nothing special. The key to creating century brands is to keep refining and refreshing. How we market the appeal of the brand to young people, in particular, has been a focus of our brand communications.

Marketing is known to consist of two battlegrounds: aerial combat (TV commercials, etc.) and ground combat (in-store promotions, etc.). NISSIN FOOD PRODUCTS has added another battleground, cyber combat, as a way to bridge the two through social media.

As you may know, NISSIN FOOD PRODUCTS has aired edgy TV commercials for the past several years. Let me explain briefly why we run such commercials. First, many people see our edgy TV commercials (aerial combat), which might not be easily understood in one viewing. These people rewatch the commercials using video apps or our website. And since the commercials are so unusual, people tend to repost them on X and other platforms, adding to our reputation for interesting ads. More people watch as the ads become viral, gain exposure as internet news, and enjoy a repeated cycle of posts and shares on social media. This cycle results in an explosive rise in social media exposure, a dramatic increase in views, and an even larger cycle of internet “buzz.” This entire process is our way of conducting cyber warfare. Incredible numbers of people become exposed to our brands, and as the presence of our brand in the mind of the consumer, or mind share, rises, more consumers buy our products. A TV commercial that appears to be silly at first glance is actually a starting point for a marketing frame that leads directly to sales increases. In ground warfare at retail locations, we not only install product displays, but also endeavor to create an entertaining sales floor that conveys the brand’s worldview, fun, and excitement, thereby increasing purchase motivation.

Through consistent and ongoing campaigns, *CUP NOODLES* and *NISSIN NO DONBEI* have achieved record sales for a consecutive seven and nine years, respectively. In the monthly CM favorability survey, NISSIN has been the solid No. 1 for almost three years. On an even more prestigious note, Nikkei Business ranked our company as No. 1 among companies that professional marketers want to emulate (October 18, 2021 issue).

Fostering a More Flexible, More Creative Organizational Culture and Human Resources

However, we must not forget that it's not strategy, planning, or even systems that make things happen. No matter the growth strategy, it is always the people, namely the employees, who do the actual work. Our people are an important way to achieve the future we want.

To put it drastically, the NISSIN FOOD PRODUCTS organization focused nearly exclusively on selling the NISSIN brand of instant noodles in the past. Of course, this approach made sense and paid off in fact. However, times are changing, and we must meet diverse and complex needs while growing new and existing businesses sustainably. These times require a more flexible and creative organizational culture and human resources who can break from the past. To this end, we are updating our organizational culture and implementing reforms to develop our human resources.

For example, we pursue digital transformation (DX) internally through the slogan, *DIGITIZE YOUR ARMS*. Examples of this initiative include the Kansai Plant and other IoT smart factories, advanced talent management, supply chain restructuring, and paperless processes for internal applications and approvals. By digitizing what can be digitized, we create more time to focus on new and interesting things. Another example is NISSIN AI-chat, an in-house AI we released last year. The sales department uses NISSIN AI-chat to create presentation materials and to plan entertaining in-store promotions. We expect this and other uses of AI to reduce work hours per salesperson by about 400 hours per year.

In 2021, we renamed the Sales Division to the Business Solutions Division, emphasizing a new business mission to be an organization that solves customer issues through our products, rather than just selling products to customers. This change is another example of how we are transforming our organizational culture.

We pursue diversity, mid-career hires, and other initiatives to increase diversity and flexibility as an organization. One case in point is a hybrid work system that allows employees to choose flexible in-office and remote work styles.

We are establishing unique brands on a global level through food tech, innovation, social media, and digital technologies developed as the leading company in our industry and the inventor of instant noodles. We believe we can accelerate growth of our group as a whole by telling this success story on a global scale. In fact, Brazil, where we enjoy the largest market share, leverages the NISSIN FOOD PRODUCTS marketing methods to tremendous effect. We hope to expand on these examples in the future.

The development of technology will continue to change human life in significant ways. Society and values will change dramatically, too. But one thing will always remain the same. And that is the fact that humans will always need food. The NISSIN FOODS Group is committed to making people healthier and happier by solving the world's problems rapidly through new food.

Outside Director Dialogue

Visualizing Issues and Seizing Opportunities to Become a Global Company

Roles as an Outside Director

Sakuraba I was involved in food administration at the Ministry of Agriculture, Forestry and Fisheries for quite a few years, and I have one particularly memorable experience with the NISSIN CEO. As people became more health-conscious, CEO Ando and I discussed whether the demand for less salt in food products would increase. After that discussion, NISSIN FOOD PRODUCTS developed and marketed a reduced-salt product for *CUP NOODLES*. I was surprised at the speed with which they moved. I recall being impressed with how the company actively listened for feedback and opinions from outside sources.

Ogasawara After attending my first board meeting, I also felt that NISSIN management actively incorporates outside perspectives. I think NISSIN is flexible enough to listen to objective opinions.

Sakuraba This flexibility and speed are the greatest advantages of the NISSIN FOODS Group. In addition to strategies that include launching a variety of products in succession, NISSIN has been quick to address health, the environment, and other sustainability issues. Having founding family members at the top makes this speed possible. My role as an outside director is to help elicit those strengths for further corporate management growth.

Ogasawara I was working in impact investing when approached to become an outside director. Impact investing refers to investments aimed at solving social and environmental issues. ESG investing would be a similar term used in companies that are ESG-conscious, but impact investing means investing in companies that have a positive impact on society and the environment, in addition to economic benefits. Even then, I knew about the social impact of the NISSIN FOODS Group on health through products such as *KANZEN MEAL*. I accepted the position of outside director in the hope that I can be of some assistance in balancing economic interests with positive social and environmental impacts.

For the NISSIN FOODS Group to continue to be a sustainable business and generate profits over the medium to long term, the company must visualize and quantify the

Eietsu Sakuraba

Outside Director (Independent)
NISSIN FOODS HOLDINGS CO., LTD.

Profile

After joining the Ministry of Agriculture, Forestry and Fisheries, Mr. Sakuraba served in a number of important positions, including Director-General of the Food Industry Bureau. Since retirement, Mr. Sakuraba has been Faculty of Agriculture visiting professor and engaged in advisory activities for academia-industry-finance collaborations. He has in-depth knowledge of food safety, the market environment for raw materials, and environmental issues.

Yuka Ogasawara

Outside Director (Independent)
NISSIN FOODS HOLDINGS CO., LTD.

Profile

Ms. Ogasawara has extensive experience in business, including international lending at a government-affiliated financial institution, private-public sector activities at a foreign-affiliated consulting firm, overseas assistance projects at an independent administrative corporation, and impact investment activities at a general incorporated foundation. Ms. Ogasawara provides NISSIN FOODS Group with progressive and outstanding insight on sustainability management.

impact on society and the environment. I offer my insight for this purpose.

Mid- to Long-Term Growth Strategy 2030 Progress

Ogasawara We looked over the three-year period of the Mid- to Long-Term Growth Strategy 2030, which began in FY 3/2022, revising the targets and other details. I commend the company in particular for raising the ROE target from 10% over the long term to 15% by 2030 in response to the need for management that is more conscious of the cost of capital.

Sakuraba Yes. However, the somewhat firm impression regarding target values early in the drafting led to more discussions. As one of the leading companies in the industry, having an ambitious plan is important. A company must go beyond what everyone assumes will be attainable and take on more challenges.

Ogasawara Fostering the corporate brand as a group has become a recent discussion topic for the board of directors. I'm not exaggerating when I say that the NISSIN FOODS Group operating companies are skilled in marketing and have grown through successful product branding. The *CUP NOODLES* brand is well established, as is the *Hiyoko-Chan* character of the *CHICKEN RAMEN* brand noodles. Looking at the NISSIN FOODS Group as a whole, however, gives the impression that other brands are somewhat weak. I think strengthening those other areas with the creative power typical of the NISSIN FOODS Group would be well considered.

Sakuraba Indeed, when we look at the operating companies, we think of NISSIN FOODS, KOIKE-YA, and MYOJO FOODS by the company name, but the NISSIN FOODS Group as a whole is a picture slightly out of focus.

Even today, the NISSIN FOODS Group pursues a variety of initiatives in Planetary Health and Human Well-being, but even here, communicating these initiatives to the outside world is a challenge. With Planetary Health, for example, the main component of *CUP NOODLES* containers is paper. Many customers seem to think the containers are made of styrene foam, so it seems the company is not communicating effectively. The company must also communicate the use of RSPO-certified palm oil, which helps prevent deforestation, protects biodiversity, and respects human rights. The communication must go beyond a logo mark on the container.

Ogasawara Under Human Well-being, I would like to see NISSIN FOODS better highlight its participation in the establishment of the Optimized Nutri-Dense Meals Association.

Sakuraba Such efforts are very important, as they convey very well the enthusiasm of the food industry to collaborate and contribute to well-being.

Ogasawara After becoming an outside director, I was surprised to see such advanced initiatives after looking at the ESG-related issues in detail. From the outside, the impression of *CUP NOODLES* and similar products is quite strong, which overshadows the image of the company as one pursuing advanced sustainability management. I think the company has some more work to do in communicating those efforts.

The Importance of Strengthening Governance and Human Capital Overseas

Sakuraba The NISSIN FOODS Group Overseas Business is growing at a rapid pace. Overseas Business sales exceeded 30% of total consolidated sales for FY 3/2024, while the ratio of core operating profit was more than 50%. In the process of developing rapidly as a global company, mechanisms and human resources development will be important topics.

Ogasawara How will the company transform its corporate aspects as it rises to a higher stage and makes more money overseas? I sense a challenge there. The company recently launched the NISSIN-style job-based model, which I want to focus on moving forward.

Sakuraba I receive business reports directly from the heads of major group companies in Japan and abroad. More often than not, these reports talk about the market. I think there should be more on the agenda regarding governance.

Ogasawara Seeing the rapidly growing contribution of Overseas Business is a wonderful development. However, organizational development overseas must not be a secondary priority. I think the company is at a stage requiring positive measures, including reviews of various issues and hastening the development and hiring of overseas human resources. These measures can be viewed as organizational growing pains.

Local hires serve as the presidents of NISSIN FOODS (U.S.A.), NISSIN FOODS DE MEXICO , and INDO NISSIN FOODS, but that's not the case in other countries. Even in large-market, high-potential countries such as Indonesia, a Japanese national serves as president. Of course, I won't deny the point

of view that calls for establishing a system to generate solid sales and profits first, after which the reins are passed to a local hire as president. However, the idea of globalization by delegating the responsibility to people who understand the local market is also valid.

Sakuraba Developing people is a major topic for the organization and is linked to governance and compliance. Therefore, we, as outside directors, must keep a close eye on overseas governance, human capital, and other initiatives.

Assessing the Effectiveness of Governance

Sakuraba I think outside directors offer more opinions and advice to the board of directors at NISSIN compared with other companies. In cases when we feel efforts in the reported cases are weak, we request more details and updates on response measures, and that the reports come in a timely manner.

Ogasawara The Management Advisory Committee proposal regarding the ratio of female managers came from input from outside directors.

Sakuraba The low ratio of female managers continues to be an issue. I think the company needs to raise the ratio of female managers, not only through promotions, but also through external hires. At the same time, I think the company has made a lot of progress over the past three to four years in terms of diversity.

Ogasawara When I receive reports and look at documents, I try to be aware of any viewpoints that might be missing. This is an important role for outside directors.

Sakuraba I believe that effective governance of the NISSIN FOODS Group is in place since the majority of the board consists of outside directors. Of course, we understand that some investors may question the inclusion of internal directors as members of the Management Advisory Committee. However, the committee is chaired by an independent outside director and the majority of the committee consists of independent outside directors, so I do not see any particular problem with the current structure.

Succession planning, including the skill set of the CEO, is discussed regularly by the Management Advisory Committee, which continues to develop several candidates. We also receive reports on measures to develop and expand the management talent pool for key posts such as directors, executive officers, presidents of operating companies, and chief officers.

Ogasawara I believe that companies led by founding families are more thoughtful and articulate in their purpose. However, such companies could be susceptible to arbitrary management decisions or may stick to unprofitable businesses. Our role as independent outside directors is to monitor the situation to ensure something like that does not happen.

Future Challenges and Expectations

Sakuraba We set new KPIs for the mid- to long-term management strategy at the end of FY 3/2024. We expect the company will clear these KPIs surprisingly quickly. With growth coming at such a rapid pace, I will do my best to offer objective opinions on areas and issues that I feel may be lacking in the current situation.

For example, I would like to take another look at the relationship between the operating companies and the holdings company, holding active discussions on what should be changed. Those discussions could provide new impetus for growth.

Ogasawara It is true that the relationship between the operating companies and the holdings company has yet to be fully solidified. Integrating the common functions of NISSIN FOODS HOLDINGS and the group companies will create more power, making a greater impact outside the company more clearly.

Sakuraba It may be a good idea to begin by considering the most compatible format for the NISSIN FOODS Group. I would welcome having those discussions.

Ogasawara Again, the company's track record of growth at this speed is commendable. At the same time, NISSIN is taking advanced steps in ESG and sustainability-related areas. I hope that communicating this information better will convey not only the quality of NISSIN products, but also the value and impact on society NISSIN offers as a corporate entity. As outside directors, we will be standing shoulder-to-shoulder, offering encouragement.

HOW

will we achieve our goals?

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Creating New Value Through Food

Building on our founder's spirit, the NISSIN FOODS Group harnesses our six management resources (capital) and excels in branding, marketing, and innovation to craft captivating products that generate economic value and social value. By iterating on this sequence of actions, we personify the ideals of our founder, setting our sights on sustainable growth-this process is our Group value creation process.

Creating Social Value

- Promoting Health and Mitigating Early Health Concerns Among Consumers » p. 48
- Improving Employee Engagement » pp. 52–53
- Handing a Bountiful Planet to Future Generations » pp. 40–45

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- Sustainable Profit Growth
- Prudent Use of Debt
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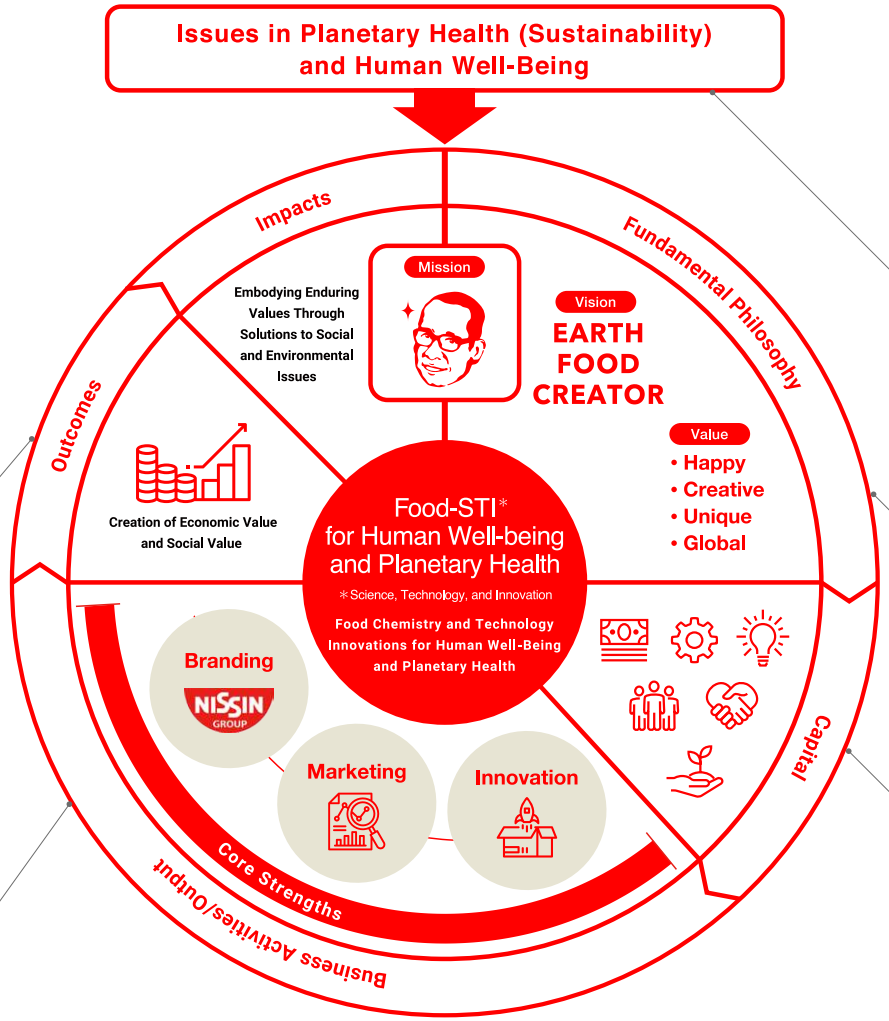
Core Strengths » pp. 08–12

- Branding
- Marketing
- Innovation

Businesses That Create Food Culture » pp. 35–39

- Domestic Instant Noodles Business
- Domestic Non-Instant Noodles Business
- Overseas Business



Corporate Governance » pp. 56–63

Main Social Issues to Address » p. 14

- Dwindling Resources
- Climate Change
- Excessive Calorie Intake
- Hidden Malnutrition

Fundamental Philosophy » p. 04

Mission	Enduring Values
Vision	EARTH FOOD CREATOR
Value	Four Attributes

Diverse Management Resources » p. 07

- Financial Capital
- Human Capital
- Manufacturing Capital
- Social and Relationship Capital
- Intellectual Capital
- Natural Capital

CSO Message

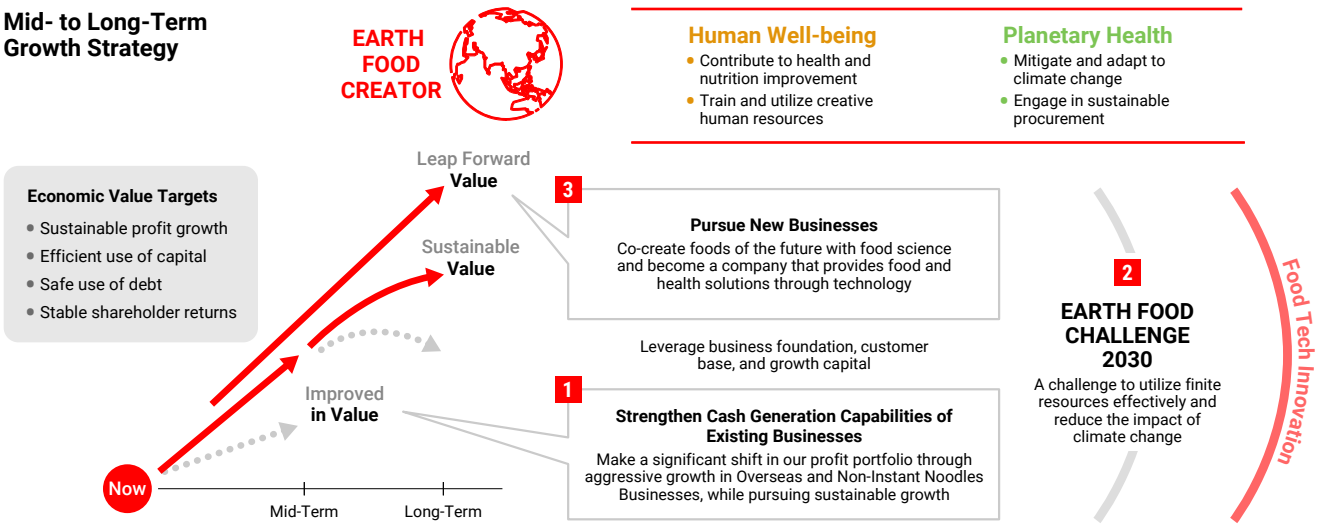
Delving Deeper into our Mid- to Long-Term Growth Strategy, Aiming to Be an EARTH FOOD CREATOR

Yukio Yokoyama
Director, CSO, and Managing Executive Officer
NISSIN FOODS HOLDINGS CO., LTD.

A Year of Accelerated CSV Management

The NISSIN FOODS Group posted a second year of record highs for revenue and profits, as well as a second year of double-digit % profit growth. Our compound annual growth rate over the three years since the beginning of our Mid- to Long-Term Growth Strategy 2030 has been 24%, far exceeding our target of mid-single digits, and we achieved our profit target for 2030 in only three years, far ahead of schedule.

Mid- to Long-Term Growth Strategy



Our mid- to long-term growth strategy defines three strategies. The first is to strengthen the cash-generating capacity of existing businesses, which provides financial and organizational support. This strategy is important, not only for funds to support mid- to long-term growth, but also to create a structure for growing our businesses and building a resilient organization capable of withstand environmental changes through a profit portfolio shift based on aggressive growth in our Overseas Business and Non-Instant Noodles Business.

The second is our EARTH FOOD CHALLENGE 2030 environmental strategy. We are making steady progress toward the goals of this strategy, which include quantitative targets for the effective use of resources and our response to climate change. The third growth strategy is to pursue new businesses through Optimized Nutri-Dense Meals, including the *KANZEN MEAL* product lineup. We aim to achieve our vision of EARTH FOOD CREATOR by addressing the social issues related to Planetary Health and Human Well-being.

The premium strategy in our Overseas Business has been successful in the face of high inflation, and we already achieved our 2030 targets largely by the end of 2023. In particular, the United States is driving the performance of our Overseas Business. Here, we are building a system to generate profits in a well-balanced manner, including not only premium products but also base products with affordable price points. We expect our Overseas Business to continue to drive profit growth and further expand as a share of our profit portfolio.

Amid rising costs due to soaring prices, we revised prices in the Non-Instant Noodles Business to reflect appropriate prices and shift to a business structure capable of generating profits. The business welcomed new high-value-added products, including the KOIKE-YA *PRIDE POTATO* and NISSIN YORK's *PILKUL MIRACLE CARE*. As a result, operating profit

margin improved significantly.

The Domestic Instant Noodles Business proved the strength of our brands once again by turning a profit and maintaining sales volume after price revisions implemented in response to rising raw materials prices.

We believe that the ability to generate cash through both a competitive product lineup and strengthened sales structure has led to our achievement of 2030 targets ahead of schedule.

Aiming to Build Top Global Brands

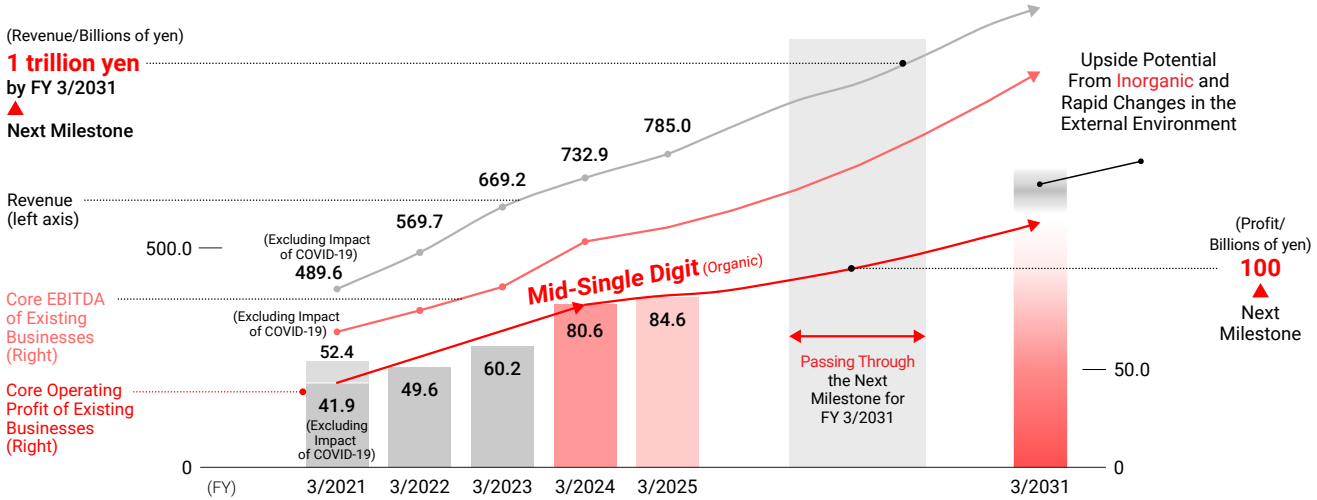
The NISSIN FOODS Group entered a new stage of growth in FY 3/2024. We have already achieved the mid-single-digit % profit growth level projected for the ten years of our mid- to long-term growth scenario beginning in 2021. We are also making progress in the business and organizational structures necessary for becoming a top global company in our field. Given our progress, we updated the KPIs of our Mid- to Long-Term Growth Strategy. With the rapid growth in core operating profit of existing businesses, our new target is mid-single-digit % growth on an organic basis. We also set a new ROE target of 15% as an indicator of profitability. We also updated the more straightforward goals, calling for revenue of 1 trillion yen, core operating profit of existing businesses of 100 billion yen, and market capitalization of 2 trillion yen, all by FY 3/2031. An ROE of 15% is not a high target exactly, and we understand that we must aim for 20% over the long term.

Our strength lies in a business portfolio that spans all regions of the world. China, which had been a growth driver, continues to face challenges due to the recession. In contrast, growth in the U.S. and Europe has accelerated recently. In the future, our businesses in Asia are expected to be a center of growth. We believe that we will be able to maintain mid-single-digit growth through this type of global portfolio mix, ensuring that there is always an area of the world driving growth.

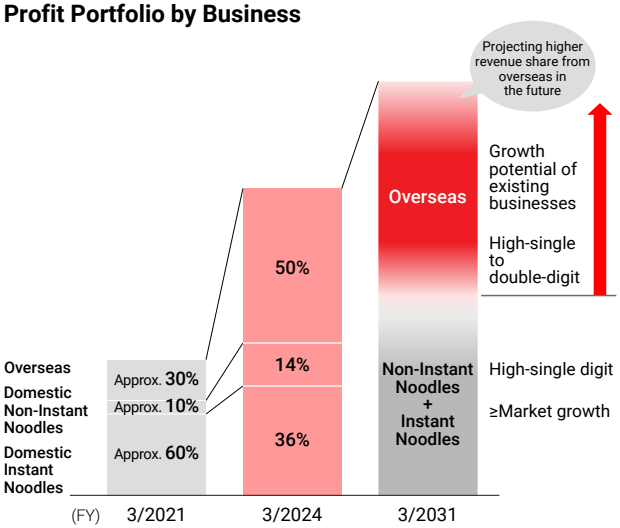
At the same time, we must improve capital efficiency. We are drawing near to a structure in which the NISSIN FOODS Group increases shareholder returns steadily through investments that ensure growth over the medium to long term, putting the Group on a cycle of rising earnings.

My view of the CSO title is to be a *corporate scientific orchestrator*, with the most important mission of providing guidance from a big-picture view of our business overall. The NISSIN FOODS Group has created a structure of art and craft. The art is a food culture borne of marketing and innovation through food tech. The craft is borne of accurate, rapid deployment and execution in each operating company and

Mid- to Long-Term Growth Strategy



Profit Portfolio by Business



functional business unit. The Group's corporate division is responsible for the science of analyzing, evaluating, and systematizing these processes and business structures to the greatest possible effect.

The Next Move for People, Products, and Money Toward Sustained High Growth

As mentioned earlier, we captured growing demand in overseas markets, and we believe there are still latent needs. Therefore, we will continue improving our production systems and other measures. We plan to build new plants, expanding opportunities to offer not only existing products, but also to leverage food tech for new high-value-added products.

By area, we expect Asia and India, in particular, to grow in terms of population and economy. In Europe and the U.S., we see growth not only in America, but also we expect to capture rising demand in Europe and Latin America, including Mexico and Brazil, as well as in Europe. No matter the country, the number of instant noodles servings consumed per person per year—one market indicator we use—is much lower than in Japan; just a few servings per year in some countries. But we know that exposure to instant noodles through our products leads to greater opportunities. We intend to build a solid foothold through brand marketing and products that meet the needs of each region.

How we efficiently allocate and strengthen our people, products, and money will be an important part of accelerating growth. Current business growth has boosted our level of cash flow, or money. At the same time, we are strengthening our products, including expanding manufacturing facilities in the United States and Brazil.

Meanwhile, strengthening our people is an essential element in creating a more flexible and resilient organization. As part of our efforts here, we launched a human resources system in April 2024 that we call the NISSIN-style job-based model. The purpose of the NISSIN-style job-based model is to define job descriptions clearly, recruiting and assigning the right people for the job description and role. We develop specialized personnel within the NISSIN FOODS Group response to global business growth. We also recruit outstanding professionals in various fields from outside the company to step in and play active roles immediately. We are considering expanding the scope of recruiting to include non-management staff and overseas talent, and we are already building a flexible system to recruit people with skills related to the high-demand DX and data-driven fields according to the job description and market value of the candidate.

Quantifying Social Impact Toward Numbers-Based CSV Management

As we expand our business globally and the importance of our brands grows, we must establish systems to understand, evaluate, and maximize the corporate value of the NISSIN FOODS Group. Given our awareness of this issue, we began performing quantitative and qualitative analysis of the relationship between ESG (non-financial value) and corporate value in 2021. We use narrative stories to clarify the relationship between non-financial value and price-to-book ratio (financial value) and ESG actions and corporate value (stock price).

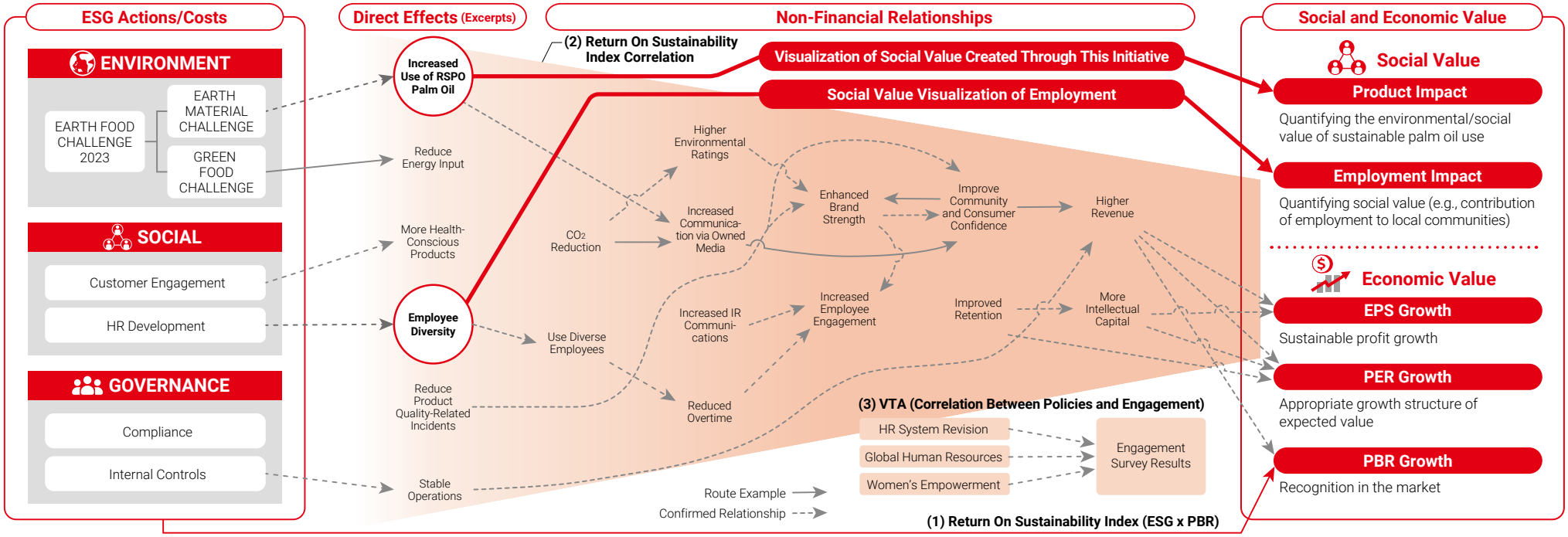
In the area of human capital, we conduct value tree analytics (VTA) analysis, quantifying the effectiveness of measures and verifying that HR initiatives improve employee engagement and lead to enhanced corporate value. In FY 3/2024, which was the third year of this project, we evolved our analyses further and took on the challenge of the

impact-weighted accounts framework[*1] to quantify the NISSIN FOODS Group impact on society. In the past, we focused on the relationship between non-financial value and financial value, confirming only the areas where our group's ESG activities had a positive impact financially. Moving forward, we will also focus on the relationship between non-financial value and social value. Here, we intend to visualize the impact of corporate activities on society, including employees, customers, and the environment, in both positive and negative aspects.

For example, *employee impact* indicates that the social impact of NISSIN FOODS Group employment is comparable to that of companies in the U.S. companies[*2] (as calculated by the Harvard Business School). This result is significant, since employee impact serves as the basis for our current human capital initiatives.

Under *product impact*, we confirmed that RSPO certification[*3] in palm oil procurement creates a positive impact on society through reduced CO_2 emissions and enforced human rights among producers. We also confirmed

ESG Quantitative Impact Analysis

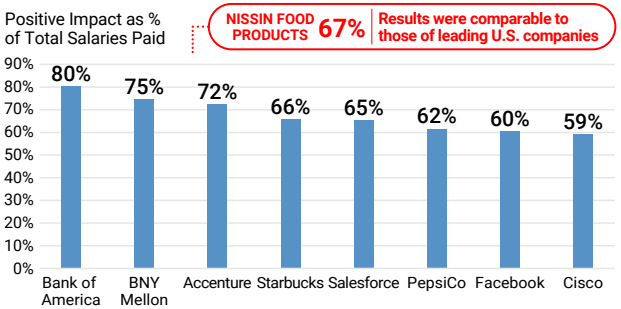


that the *social impact* (in terms of monetary value) of procuring certified products exceeds the added cost. (▶See p. 44 for details) This quantitative analysis provides a basis for CSV management at the NISSIN FOODS Group and serves as an indicator to raise effectiveness. We will continue to collect more analytical data to improve the accuracy of our analysis and enhance the credibility of our evidence. Eventually, we hope to evolve CSV management as a decision-making tool for prioritizing short-, medium-, and long-term initiatives.

Since assuming the role of CSO, I have been working on organizational development and policies, considering the kind of company we must become to grow steadily in a rapidly changing world. Our activities must be meaningful, not only in terms of financial profit, but meaningful to stakeholders, including humankind and the planet. The NISSIN FOODS Group will remain committed to management firmly oriented toward multi-stakeholders. And we will remain hungry and resilient, knowing *No Limit to Growth*.

*1 An accounting method developed under the Impact-Weighted Accounts Framework, established by Harvard Business School professors. The goal is to incorporate social impact into business decisions in addition to traditional financial statements.
*2 Impact ratio to total wages. Calculates the extent to which total wages are linked to social impact.
*3 A certification system for the production, processing, and distribution process to encourage companies in the use of sustainable palm oil.

Employee Impact vs Other Companies
(Impact as % of Total Salaries Paid)



Source: Panella, Katie, and George Serafeim. *Measuring Employment Impact: Applications and Cases*, p. 3, Harvard Business School Working Paper, No. 21-082, January 2021. (Revised August 2021.)
Note: Figures for other companies are calculated based on employee impact in 2018; NISSIN FOOD PRODUCTS figures based on FY 3/2023 data.

CFO Message

Becoming a Truly Global Company Through Strategic Capital Allocation to Enhance Corporate Value

Takashi Yano
Executive Officer and CFO
NISSIN FOODS HOLDINGS CO., LTD.

Achieved FY 3/2031 Profit Margin Target Through Inorganic Growth and Strengthened Existing Businesses

FY 3/2024 was our third year operating under Mid- to Long-Term Growth Strategy 2030. We saw an acceleration of growth after two years of solid performance, with record-high revenue of 732.9 billion yen, up 63.7 billion yen, or 9.5%, year on year. Core operating profit of existing businesses was 80.6 billion yen, a significant increase of 20.4 billion yen, or 33.9%, year on year. Our resulting compound annual growth rate (CAGR) of 24.4% for the most recent three years far exceeded the target growth rate of mid-single digits. ROE was 11.7%, which also exceeded our long-term target level of 10%.

By segment, the Domestic Instant Noodles Business turned in solid performance, while the Domestic Non-Instant Noodles Business and Overseas Business saw dramatic growth.

In the Domestic Instant Noodles Business, two consecutive years of price revisions settled in the market, and high-value-added products performed well. The combination led to an increase in profit, despite the continued upward movement in materials costs.

NISSIN YORK and KOIKE-YA drove Domestic Non-Instant Noodles Business profit. One factor was the high degree of opportunistic agility demonstrated by both companies, which quickly developed high-value-added products that accurately met changing market needs. For example, NISSIN YORK continues to increase market share for health-enhancing products such *PILKUL MIRACLE CARE*, which improves sleep quality, an important factor in maintaining good health. KOIKE-YA marketed its first-ever premium potato chips product to meet the needs of the younger generation. This product anticipated a change in the market, as people begin to eat fewer formal meals and more snacks. At the same time, we leveraged the NISSIN FOOD PRODUCTS strengths in marketing across the group, leading to successful commercial strategies and a stronger brand image for the two companies.

The Overseas Business posted higher revenue and profit, with revenue of 270.8 billion yen, up 11.5% year on year, and core operating income of 45.7 billion yen, up 53.6%. Looking at top-line revenue by region, The Americas provided the largest contribution, growing by 14.5%. EMEA was up 34.3%, and Asia was up 11.4%. Every region reported double-digit growth, except for China, which was affected by an economic slowdown. This dramatic growth was fueled in part by the lower barrier to entry for instant noodles overseas in the wake

FY 3/2024 Consolidated Financial Summary

(Billions of yen)	Institutional accounting basis FY 3/2024		
	YoY	YoY	
		Amount	Ratio
Revenue	732.9	+ 63.7	+ 9.5%
Core operating profit of existing businesses	80.6	+ 20.4	+ 33.9%
Operating profit	73.4	+ 17.7	+ 31.9%
Profit attributable to owners of the parent	54.2	+ 9.4	+ 21.0%
Core operating profit margin of existing businesses	11.0%	+ 2.0pt	-
OP margin	10.0%	+ 1.7pt	-
Profit attributable to owners of the parent margin	7.4%	+ 0.7pt	-

of the COVID-19 pandemic. When COVID-19 began spreading around the world, food was in short supply in supermarkets overseas. Customers bought up the instant noodles left on the shelves, which consumers found to be delicious and easy to prepare. Many people learned the benefits of instant noodles as a safe packaged food with a long shelf life, perfect for eating while working from home. In the wake of the pandemic, instant noodles consumed per capita increased significantly, particularly in countries that have not traditionally eaten instant noodles.

Japanese people eat about 50 servings of instant noodles per person per year. That figure is in the single digits in Europe and only around 10 servings in the Americas. Considering the relatively high GDP per capita in Western countries, we expect this market to continue to grow for high-value-added products. Under the concept of *innovative premium* in the U.S., we are developing premium products linked to new styles and delicious flavors of instant noodles. We hope to expand these products to Europe and increase the number of meals consumed per capita there as well. In Asia, the number of people eating premium products is already relatively high. Demand for premium bag- and cup-type instant noodles—areas in which we excel—is increasing as income levels rise, and we will focus on premium products in this region as well.

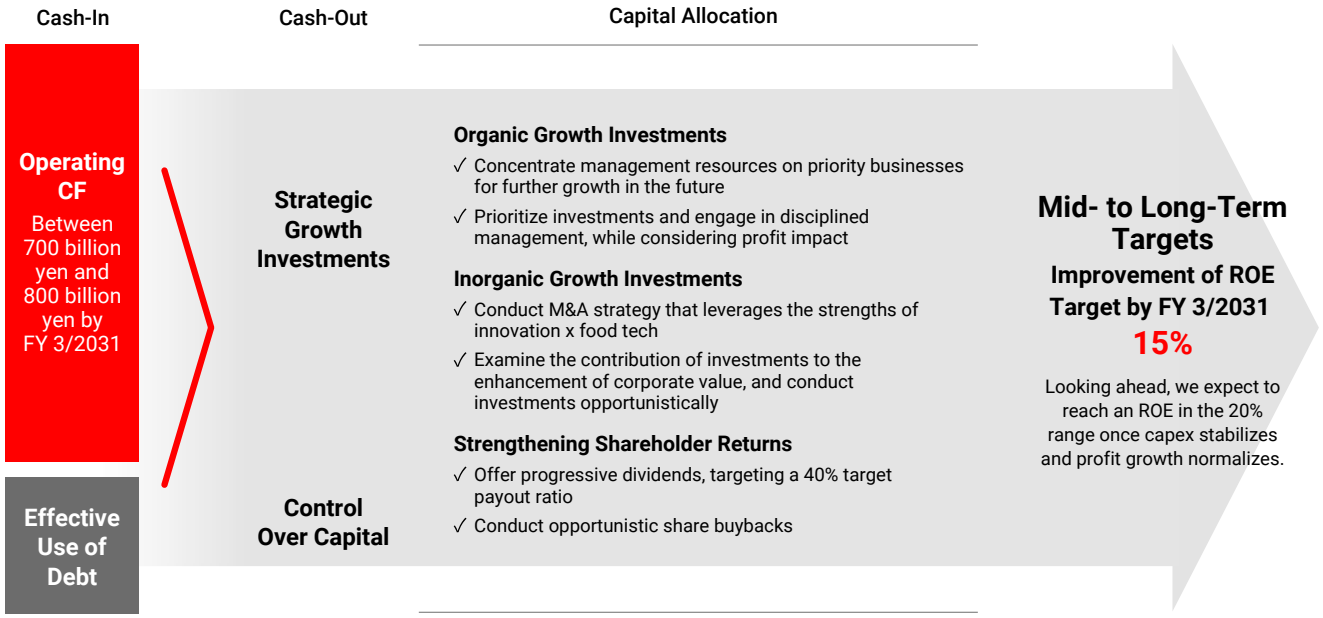
The NISSIN FOODS Group is the only company that operates an instant noodle business with bases and factories on a global scale, with facilities and offices in Asia, the Americas, and Europe. We will leverage this global presence as a strength to build our Overseas Business.

Strategic Use of Abundant Cash for the Next Stage of Growth

From a financial standpoint, we see it as a great achievement that we achieved our initial target for 2030 in only three years. Core operating profit exceeded plan by about 30 billion yen, and cash flow rose to the 100 billion yen level in terms of EBITDA, indicating a solid business foundation for stable cash generation. With more financial options, we have greater flexibility for capital investment and other uses.

And we intend to use cash flow effectively to maximize corporate value through strategic growth investments and further ROE improvements. Specifically, we changed our financial KPIs in our Mid- to Long-Term Growth Strategy to continued mid-single-digit profit growth on an organic basis and ROE of 15% by FY 3/2031. To achieve an ROE of 15%, we plan to combine investments in organic growth, investments in inorganic growth, and shareholder returns. Even assuming no inorganic growth through M&A and only about 5% organic

Approach to Capital Allocation for ROE Improvement



growth, we will consider ways to achieve these targets through share buybacks and other means. In this case, we estimate that we will maintain the level of net debt at 2 times EBITDA, and we see no cause for concern about financial safety.

As our next milestone, the NISSIN FOODS Group announced our aim to achieve revenue of 1 trillion yen, core operating profit of 100 billion yen, and market capitalization of 2 trillion yen by 2030. Setting these targets means we are entering a phase to set our sights on drawing level with the largest global food manufacturers. Our message is that ROE of 15% is not a final goal, but rather a milestone toward achieving ROE in the 20% range when we fully utilize capital investments in the future and accelerate profit growth.

To expand the scope of our business beyond 2030, we intend to raise capital efficiency through capital investments and expanded shareholder returns, while leveraging debt at the same time. This capital investment will contribute to the next stage of growth and bloom after 2030. Sales and profits will increase, cash inflows will increase, and the company will use the cash inflows to repay debt as we consider further growth strategies.

Visualizing the Growth Potential of the NISSIN FOODS Group as a Corporate Value Enhancer

I define my vision for the Finance and Accounting Division to be a corporate value enhancer. In other words, my mission is to play both offense and defense in maximizing NISSIN FOODS Group value creation, enhancing corporate value on a global basis, maintaining our businesses as going concerns, and minimizing costs.

We were selected as a Company with Significant Improvements in Disclosure in the Awards for Excellence in Corporate Disclosure announced yearly by the Securities Analysts Association of Japan. This recognition acknowledged our IR stance that emphasizes visualizing the growth opportunities of our group and communicating these opportunities to our shareholders and investors, amid calls for management to be conscious of the cost of equity and share prices. Our ranking in the food category rose to fifth in the same selection, up from eighth place last year. In FY 3/2024, our IR staff and I visited domestic and overseas offices to confirm current issues and results directly. We deepened communication with analysts and institutional investors by providing them with local, up-to-date information based on our experience in the market environments in each country. We also held briefings to communicate our efforts in such areas as generative AI and the 2024 Logistics Problem. For the first time in five years, we held small meetings between the CEO and institutional investors, and for the first time ever, we held small meetings between outside directors and institutional investors. We organized a tour of NISSIN Foods (Thailand). for analysts and institutional investors to help them understand the marketability of our products in Asia, and we also hosted a tour of our state-of-the-art next-generation smart factory, the Kansai Plant.

The NISSIN FOODS Group will continue to develop global business and provide information to analysts and institutional investors. At the same time, we will carefully explain our strengths, growth potential, and other matters

quantitatively and qualitatively. These matters include our strengths in branding and marketing cultivated in Japan over many years, active development of high-value-added instant noodles and other products, leveraging our unique technologies and numerous patents, and product development that enthusiastically incorporates considerations of health and the environment.

We believe there is enough room for NISSIN FOODS Group profit growth in every one of our target global markets. We have the ability to develop products that meet the tastes of each region and its consumers. Within the company, we actively discuss capital policies and other matters that support these policies. We will continue to implement measures that highlight our strengths and achieve our goal to become a corporate group regarded highly by our shareholders and investors.

Setting New Medium- to Long-Term Economic Value Targets

We have already achieved our FY 3/2031 financial KPI targets and are updating our growth and efficiency targets.

Mid- to Long-Term Growth Strategy 2030 Progress and Future Direction

		FY 3/2021–3/2031 Initial Target	FY 3/2021–3/2024 Actual	Future Direction
1 Growth Potential	Core Operating Profit Growth Rate for Existing Businesses	Mid-single Digit* (%)	FY 3/2021–3/2024 +24.4%	• Long-term double-digit growth • Inorganic growth also contributed (10% CAGR FY 3/2021–3/2024), boosting profit growth
2 Efficiencies	ROE	10% Over the Long Term	FY 3/2024 +11.7%	• Further improvement in profitability levels • Looking ahead to 20%, based on improving capital efficiency
3 Security	Net debt/ EBITDA	2x or less	FY 3/2024 -0.4x	• Effective use of debt for growth investments • Controlled at levels below target
4 Stable Shareholder Returns	Progressive Dividends	Dividend payout ratio: 40%	FY 3/2024 37.4% Continued progressive dividends	• Continued target of a 40% dividend payout ratio
	Share buybacks	Opportunistic share buybacks	Share buybacks FY 3/2022 12 billion yen FY 3/2023 12 billion yen	• FY 3/2025 20 billion yen in share buybacks • Create additional capacity for dividend increase by reducing # of shares • Implement share buybacks opportunistically based on stock price levels, etc.
	Relative TSR (Relative to TOPIX Foods)	1x or more	FY 3/2022 1.2x FY 3/2023 1.1x FY 3/2024 1.1x	–

*Mid-single digit (organic): Growth in real terms, not including inorganic growth (M&A, etc.) and sudden external environmental changes (exchange rates, inflation, etc.)

Overall Picture of Mid- to Long-Term Economic Value Targets

NEW! Updated goals from initial goals

1 Growth Potential

Core Operating Profit Growth Rate for Existing Businesses

NEW! Mid-Single Digit (Organic)

4 Stable Shareholder Returns

Progressive dividends

Flexible dividend increases aiming for approx. 40% payout ratio and opportunistic share buybacks in consideration of the market environment

Relative TSR > 1x

(relative to TOPIX Foods)

2 Efficiencies

ROE (Return on Equity)

Target by FY 3/2031

NEW! 15%

3 Security

Net Debt/EBITDA Ratio ≤2x

(flexibly consider up to 3x for M&A)

Growth Strategy 1

Strengthen Cash Generation Capabilities of Existing Businesses

Domestic Instant Noodles Business

As the dominant market leader in the domestic instant noodle market, we will create new demand and expand the market, further increasing our market share and achieving medium- to long-term growth.

Market Environment

- Although the increase in demand created during the COVID-19 pandemic has run its course, demand for relatively low-priced instant noodle continues to be firm due to a growing awareness of the need to protect one's lifestyle in an inflationary environment and other factors.
- Consumer needs are diversifying against a backdrop of a declining birthrate and aging society, as well as a growing trend toward nuclear families. Furthermore, entertainment-oriented and health-conscious customers are emerging in addition to consumers who are seeking high-value-added products.

Business Strengths

NISSIN FOOD PRODUCTS

- Create demand by developing unique, value-added products that meet consumer needs as well as by utilizing high-profile commercials, social networking services, and in-store sales promotions.
- Leverage our proprietary food development technology in instant noodles to create Optimized Nutri-Dense Meals, and rise to the challenge of creating new food products.

MYOJO FOODS

- Reliability and peace of mind backed by a long history and proven results.
- Well-loved brands *CHARUMERA* and *IPPEICHAN YOMISE NO YAKISOBA*.
- Unique noodle-making technology developed over many years.

Goals and Strategies

Profit Growth Levels Outpacing Market Growth

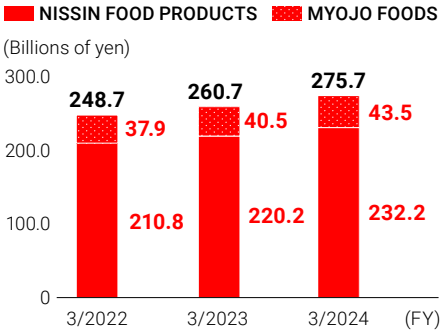
NISSIN Becomes a Century Brand Company

Key Measures Leading to Sustainable Growth

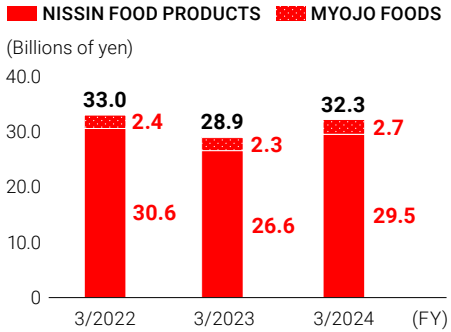
Demand Development	• Implement consistent targeted marketing based on demographics and changes in consumer awareness. • Maintain and expand our fan base while creating new demand (youth/senior/women/price conscious consumers).
Brand Penetration	• Achieve advanced brand communication by developing measures that closely tie together TV commercials, social media, and in-store promotions.
Market Development	• Seek new sales opportunities beyond existing channels and sales methods, seizing on macro trends as growth opportunities.
Strengthen Supply Capacity	• Build an efficient system through standardization, sharing, and integration. • Beyond responding to manufacturing and sole sourcing risks, we will strive to transition to a structure that generates profits in excess of associated cost increases.

FY 3/2024 Results and Initiatives

Revenue



Core Operating Profit



NISSIN FOOD PRODUCTS	• Despite price revisions for a second consecutive year, new products released under mainstay brands were still a hit. • Expand market share by developing unique, value-added products and conducting promotional activities, including in-store sales promotions. These promotions include those for such products as *TOKUJYO CUP NOODLE*, *CUP NOODLE GUZAI MAMIRE*, *NISSIN NO SAIKYO DONBEI*, *NISSIN YAKISOBA U.F.O. MEGA BARREL*, and *CHICKEN RAMEN*, which comes with *an Egg Pocket*, a depression in the noodle block to crack an egg into.
MYOJO FOODS	• Despite implementing price revisions for a second consecutive year, mainstay brands such as *CHARUMERA*, *IPPEICHAN YOMISE NO YAKISOBA*, and *LOCABO NOODLES OISHISA PLUS* performed well.

FY 3/2025 Policy Initiatives

NISSIN FOOD PRODUCTS	• Re-boost by focusing marketing resources on core brands serving as the source of profits. • Respond to diversifying consumer needs, such as those customers wanting high-value-added products or being health-conscious, and develop new markets, with the ultimate goal of increasing our market presence.
MYOJO FOODS	• Respond to various needs, amid growing consumer thriftiness, with a so-called Five-Story Pagoda Strategy, in which products are put into five categories: high-end, regular, low-priced premium, low-priced, and ultra-low-priced.

Growth Strategy 1

Strengthen Cash Generation Capabilities of Existing Businesses

Domestic Non-Instant Noodles Business

Leverage growth and profitability improvement in each business, focusing on added value by pursuing group synergies on both the supply and demand sides.

Market Environment

Chilled Foods
- Market is expanding in value despite slight decline in volumes due to price revisions by various companies.

Frozen Foods
- Market is expanding as consumers recognize frozen noodles are convenient and taste good.

Beverages
- Lactobacillus beverage market is expanding against a backdrop of growing health consciousness among consumers.

Confectionery/Snack
- After the COVID-19 pandemic, consumption trends, changing lifestyles, and rising global prices will increase demand for confectioneries that are reasonably priced in relation to other food products.

Business Strengths

Chilled Foods
- Branding power derived of, for example, *GYORETSU NO DEKIRU MISE NO RAMEN*, *TSUKEMEN NO TATSUJIN*.
- High-tech approach to extending shelf life.

Frozen Foods
- Ability to develop new products such as ramen and pasta products using advanced technology.

Beverages
- Ability to develop health support products and functional foods that meet consumer needs.

Confectionery/Snack
- Brand reliability of *BONCHI AGE*, *COCONUT SABLE*, and *KOIKE-YA POTATE CHIPS*.
- Ability to develop new products.

Goals and Strategies

Profit Growth Levels
High-Single-Digit

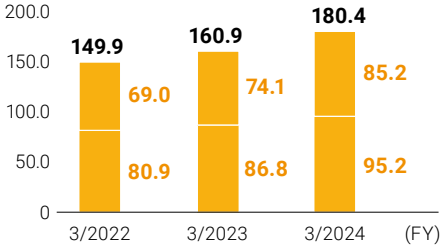
Build a Second Profit Pillar Next to the Instant Noodles Business

Key Measures Leading to Sustainable Growth

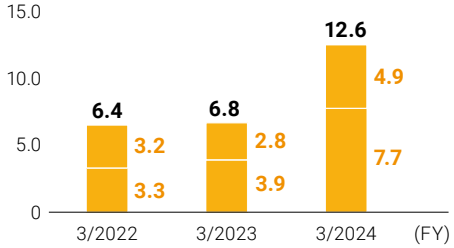
Pursue Synergies	Brands	• Realize value from diversifying dietary needs of customers by offering broad coverage in terms of customer segments and eating opportunities.
	R&D	• Horizontal rollout of food technologies developed in the Instant Noodles Business Strong competitive advantage in terms of functional value.
	Supply Chain Infrastructure	• Overall optimization: Accelerate overseas business development, currently being undertaken mainly in China, with a view to not only jointly purchasing materials, but also commonizing everything from production to management.
Individual Growth	Confectionery/Snack Business	• Snack foods and cereals: Pursue expansion of scale with associated profitability through flexible and ongoing development of leading-edge products and new categories. • Capture white-space opportunities for rice cracker products through regional expansion.
	Chilled/Frozen Foods and Beverage Business	• Focus on frozen foods and lactobacillus beverages, which are expected to continue to have high market potential. • Drive sales in No. 1 segments based on increased production capacity, and expand user base.

FY 3/2024 Results and Initiatives

Revenue



Core Operating Profit



Chilled/ Frozen Foods and Beverage Business	Chilled Foods	In addition to strong sales of chilled Chinese noodles in the summer and value-added products with, for example, extended shelf lives, the market has been revitalized by products that leverage the power of our brands such as *NISSIN SPA OH*.
	Frozen Foods	Sales centered on ramen products eaten without soup were strong, with promotional activity increased. Such products include *REITO NISSIN CHUKA SHIRUNASHI TANTANMEN* and *REITO NISSIN MAZEMENTEI TAIWAN MAZESOBA*.
	Beverages	In addition to strong sales of *PILKUL 400* and *PILKUL MIRACLE CARE*, *TOKACHI NOMU YOGURT* also contributed revenue in the second half of the year.
Confectionery/ Snack Business	Confectionery/ Snack	Price revisions for regular products of KOIKE-YA, NISSIN CISCO, and BonChi KOIKE-YA gained new customers by revamping its popular corn-based brands such as *SUCORN* and also its *KOIKE-YA PRIDE POTATO* chips brand.

FY 3/2025 Policy Initiatives

Chilled/ Frozen Foods and Beverage Business	Chilled Foods	Enhance profitability by boosting high-value-added products, particularly within the ramen category, with a focus on the *GYORETSU NO DEKIRU MISE NO RAMEN* series.
	Frozen Foods	Continue promotions centered around the strategy of *Ramen Yokocho* to increase the number of first-time and repeat consumers.
	Beverages	Strengthen brand value, aggressively develop new products, and expand production capacity by increasing number of production lines.
Confectionery/ Snack Business	Confectionery/ Snack	Expand sales of high-value-added products and increase recognition by investing in marketing.

Domestic Topics

Domestic Instant Noodles Business NISSIN FOODS

Brand Japan 2024 Brand Power Ranking*1 *CUP NOODLE* and Nissin Foods ranked 4th and 13th, respectively!

CUP NOODLE is ranked fourth, thanks to products such as the premium cup-type instant noodles *TOKUJYO CUP NOODLE*, launched in 2023, *CUP NOODLE NAZONIKU MAMIRE*, and other flavors in the *MAMIRE* series. In addition, TV commercials, SNS, and other newsworthy communications tributed to this ranking. NISSIN FOODS, as a corporate brand in its own right, also has a high ranking.

*1 Largest brand value evaluation survey project conducted in Japan. It involves more than 60,000 consumers and businesspeople evaluating a total of 1,500 brands related to companies, products, and services.

Top Brands in Brand Japan Brand Power Ranking

Ranking	2020	2022	2024
1	YouTube	YouTube	Google
2	LINE	Google	YouTube
3	MUJI	**NISSIN FOODS**	Amazon
4	Panasonic	MUJI	***CUP NOODLE***
5	**NISSIN FOODS**	Rakuten	DAISO
6	Google	***CUP NOODLE,*** UNIQLO	SUNTORY, LINE
7	Amazon	-	-
8	***CUP NOODLE***	SUNTORY	TOYOTA
9	Kewpie	Amazon	Apple
10	STARBUCKS	Nitori	UNIQLO
11	STUDIO GHIBLI	Panasonic, DAISO	Panasonic
12	Apple	-	Disney
13	KFC, SUNTORY, UNIQLO	Nintendo	**NISSIN FOODS**

Source: Brand Japan, Nikkei BP Consulting, Inc.

Domestic Non-Instant Noodles Business NISSIN YORK

Total shipments of *PILKUL MIRACLE CARE* exceeds 200 million units in first year after launch*2! Increased production capacity of *PILKUL* series

PILKUL MIRACLE CARE, the flagship product of the *PILKUL* brand, reduces fatigue in everyday life by utilizing the action of the NY1301 strain of lactic acid bacteria to improve a drinker's gut environment and also their sleep quality. The product has been well received because it has a pleasant taste and is easy to continue drinking on a daily basis, with the total number of shipments exceeding 200 million units in the first year since its launch. In March 2024, we will expand the production line at the Kanto Plant to meet growing demand for the *PILKUL* brand, including *PILKUL MIRACLE CARE*. Furthermore, we plan to increase production capacity at the Kansai Plant by the end of 2025.

*2 Total shipments of *PILKUL MIRACLE CARE* 65ml x 8 multipacks and *PILKUL MIRACLE CARE* 195ml bottles from September 26, 2022 to September 25, 2023. Calculation for *PILKUL MIRACLE CARE* 65ml x 8 multipack uses single 65ml units in these figures (one multipack is counted as eight units). Data from NISSIN YORK.

Domestic Non-Instant Noodles Business KOIKE-YA

Increase value of KOIKE-YA brand through the introduction of high-value-added products and effective investment in marketing

Various promotional activities, including TV commercials, are being actively implemented. These activities are aimed at enhancing the brand value of KOIKE-YA's major brands, such as *PRIDE POTATO* and *KARAMUCHO*, and their high-value-added brands, such as *LUNCH PIE*.

Growth Strategy 1

Strengthen Cash Generation Capabilities of Existing Businesses

Overseas Business

Develop brand strategies into operational strategies tailored to each stage of the market and business to expand the *CUP NOODLES* brand and our high-value-added bagged noodles globally.

Market Environment

U.S.
- Expanded customer base during COVID-19 pandemic, with the positioning of instant noodles changing from snack to meal.
- High-value-added market expanding rapidly.

China and Asia
- In markets where the instant noodle culture has taken root, demand remains firm. Steady increase in demand for cup noodles due to rising income levels and other factors.
- Market for hot and spicy foods also expanding.

Brazil, Mexico and EMEA
- Number of people eating instant noodles increased during COVID-19 pandemic, producing an accelerating growth trend against an inflationary backdrop.

Business Strengths

- Global expansion of *CUP NOODLES* brand.
- Leveraging product development and marketing expertise to create distinctive regional flavors.
- Introduction of management teams with extensive local knowledge.

Goals and Strategies

Profit Growth Levels High-Single to Double-Digit

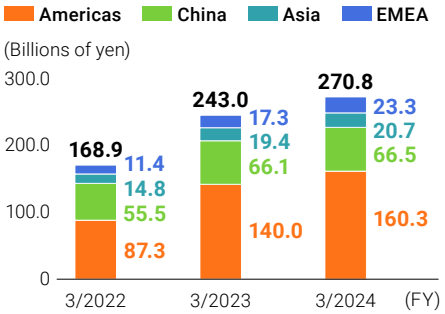
The Leading Company in the High-Value-Added Market

Key Measures Leading to Sustainable Growth

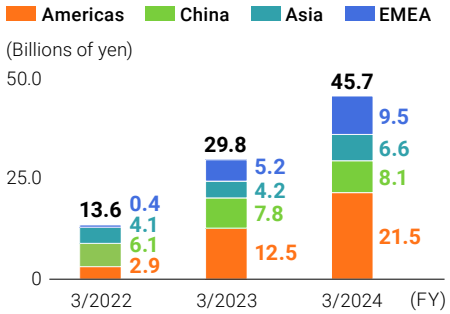
Americas	• U.S.: While still responding to a certain level of base demand, building a strong premium market in the U.S. from both marketing and sales perspectives, focusing on premium products with a unit price of more than US$1. • Brazil: Harnessing our dominant market position in Brazil to further power ahead in the Instant Noodle Business; transitioning to a multi-category supplier; expanding our business in South America; and maximizing profit growth over the medium term.
China	• Leveraging our high quality and "Made in/from Hong Kong" to pursue sales growth in mainland China. • Utilizing alliances and pursuing profit opportunities through a multi-category approach in regions where we already have a strong presence.
Asia	• East Asia: Developing region-wide products and know-how, as well as promoting the sharing of business infrastructure in East Asia and driving growth while simultaneously increasing profitability. • India: Increasing presence in Indian cup-type instant noodle market through growth in *CUP NOODLES* by leveraging our mini cup range and making alliances to expand our sales base.
EMEA	• Engaging in a brand strategy built around high quality, high-value-added Asian concepts and an area strategy conscious of the mosaic market (different market characteristics between countries).

FY 3/2024 Results and Initiatives

Revenue



Core Operating Profit



Americas	U.S.: Launching new product *GEKI* instant noodles in the U.S. and evolving *CUP NOODLES* packaging into environmentally friendly, microwavable cups. Brazil: Decreasing volumes as a result of production problems, power outages due to hurricane damage, and other factors.
China	Hong Kong: Steadily improving sales of the mainstay *DEMAE ICCHO* instant noodles in Hong Kong despite the increasing northbound consumption phenomenon affecting consumer behavior of residents. Mainland China: Developing inland markets in response to declining numbers of young workers in coastal urban areas, a decline due in part to the real estate recession.
Asia	Aggressively developing high-value-added bag-type instant noodles, focusing on *GEKI* and *GEKI KARA*. Improved profitability in India with successful shift to premium products, and returned business to profitability.
EMEA	Begin operating new bagged-noodles production line. Continuing double-digit top-line growth with the acquisition of new customers.

FY 3/2025 Policy Initiatives

Americas	U.S.: Releasing unique, limited-edition products in the U.S. that will appeal to young people, and promoting premium products mainly via social media. Proceeding with planned construction of third U.S. plant. Brazil: Accelerating expansion of overall demand from our position as market leader in Brazil, establishing a stable production system, and proceeding with planned construction of third Brazilian plant.
China	Expanding as multi-category supplier and strengthen high-value-added products.
Asia	Strengthening sales of *CUP NOODLES* and spicy products such as *GEKI*. Expanding *GEKI* brand into the Halal market.
EMEA	Developing high-value-added cup- and bag-type instant noodle markets under the Authentic Asia concept.

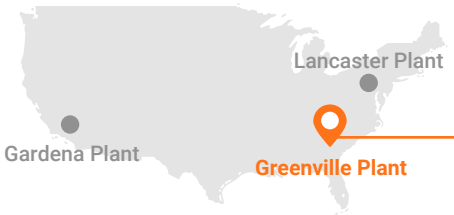
Overseas Topics

The Americas | The U.S. and Brazil

Construction of third plant in U.S. and third plant in Brazil to meet growing demand

We have announced plans to construct new plants in Greenville, South Carolina, U.S.A., and Ponta Grossa, Paraná, Brazil, in FY 3/2024. This is the third production site for NISSIN FOODS U.S.A., following the Gardena Plant in California, which began operations in 1972, and the Lancaster Plant in Pennsylvania, which began operations in 1978. The new plant in Brazil will be the third production site for NISSIN FOODS DO BRASIL LTDA., following the Ibiuna Plant in São Paulo, which started operations in 1981, and the Glória do Goitá Plant in Pernambuco, which started operations in 2012. In addition to expanding our lineup of premium products in the U.S. market and responding to growing demand for instant noodles in Brazil, we aim to further increase earnings by strengthening our exports and expanding our product lineup to include categories other than instant noodles.

Nissin Greenville Plant, U.S.A.



Scheduled to begin operations in August 2025

Site area	206,390m²
Factory floor space	59,517m²
Approximate investment	$228 million (¥34.2 billion*)

*Based on exchange rate of US$1 = ¥150

Nissin Ponta Grossa Plant, Brazil

Scheduled to begin operations in March 2026

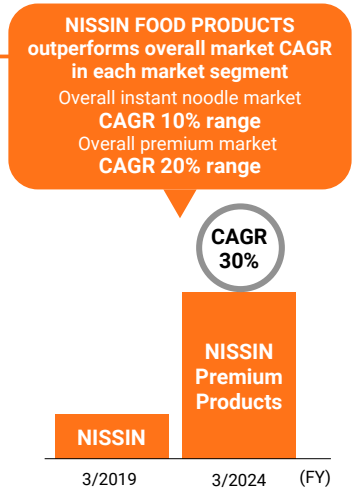
Site area	413,223m²
Factory floor space	68,236m²
Approximate investment	R$1,051 million (¥31.5 billion*)

*Based on exchange rate of R$1 = ¥30

The Americas | U.S.

Pursue greater awareness of NISSIN brand and expand sales of premium products by targeting young consumers

We will engage in aggressive marketing targeting young consumers, who account for about half of the U.S. population and whose purchasing power is expected to grow. Furthermore, NISSIN FOODS leads in the premium market, with a CAGR greater than that of the market overall. We will pursue greater awareness of the *NISSIN* brand and continue to increase sales of our premium products.

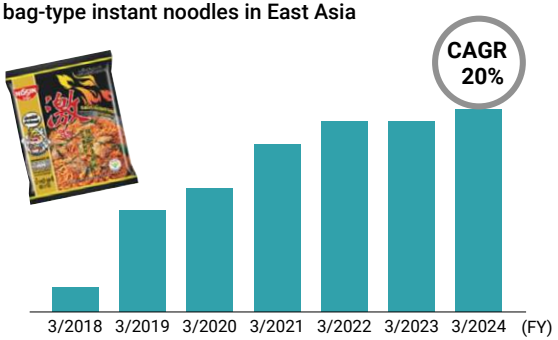


Asia

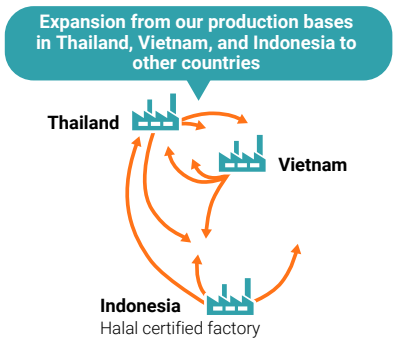
Improve production efficiency and develop GEKI, high-value-added bag-type instant noodles enjoying continued sales growth

GEKI, Korean-style bagged instant noodles, was launched in Thailand in 2017 and became a huge hit. We have developed other high-value-added bagged instant noodles with flavors familiar to people living in the regions where they are sold. We are actively selling these products in Indonesia, the U.S., and India. Going forward, we will also expand into the Halal market to create demand for *GEKI*.

Number of servings of *GEKI* and *GEKI KARA* bag-type instant noodles in East Asia



Visualization of *GEKI* overseas rollout



EARTH FOOD CHALLENGE 2030

Aiming for Carbon Neutrality by 2050 While Taking Action to Be Nature Positive*

The NISSIN FOOD Group environmental strategy, EARTH FOOD CHALLENGE 2030 stipulates specific measures to address climate change and resource issues. We aim to create a sustainable society and increase corporate value by engaging in more advanced environmental measures.

Challenge to Address Climate Change

	2030 Targets	2023 Results	Main Initiatives
Manufacture with Green Electricity	CO_2 emission reduction (Scope 1 + 2) compared to 2020 levels **-42%**	**-16.1%**	• Implemented energy-conserving measures • Expanded renewable energy procurement (increased ratio of renewable energy from 31.9% in 2022 to 51.4%) • Introduced an internal carbon pricing system of 21,600 yen per ton of CO_2 » p. 41
Develop with Green Ingredients Complete with Green Packaging	CO_2 emission reduction (Scope 3) compared to 2020 levels **-25%**	**-2.3%**	• Reduced emissions from the base year (2020) mainly through increased RSPO-certified palm oil procurement (38% → 43%) and use of biomass ECO cups (biomass content of 81%+) • Eliminated lid stickers • Leveraged plant-based alternative meat technology • Engaged in initiatives to address logistics issues (joint transportation, modal shift, etc.) » p. 41

Challenge to Effectively Use Resources

	2030 Targets	2023 Results	Main Initiatives
Source Sustainably	Sustainable palm oil procurement ratio **100%**	**43.4%**	• Procured RSPO-certified palm oil and used satellite monitoring tools to monitor our deforestation risk » pp. 43–44
Conserve Natural Resources	Overall water use **12.3 m³/million yen of sales**	**9.7 m³/ million yen of sales**	• Reduced water consumption per sales mainly by recycling water and engaging in other initiatives to reduce water consumption
Create a World without Waste	Recycling rate in production process (Japan) **99.5%**	**99.8%**	• Continued recycling waste into feed and other resources
	Waste from sales and distribution processes (Japan) **50% reduction**	**51.1% reduction**	• Reduced waste through more accurate sales forecasting and use of food banks

*Reversal of nature and biodiversity loss

Sustainability > Special Feature > Launched EARTH FOOD CHALLENGE 2030
https://www.nissin.com/en_jp/sustainability/feature/efc2030/

Challenge to Climate Change

The NISSIN FOODS Group aims to manufacture with green electricity, develop with green ingredients, and complete with green packaging. At the same time, we also set targets for reducing CO_2 emissions and take on the challenges of converting electricity to renewable energy and reducing the environmental impact of raw materials.

The Group implements energy conservation measures, adopts renewable energy, and takes other measures to reduce CO_2 emissions to achieve our EARTH FOOD CHALLENGE 2030 environmental strategy CO_2 reduction targets. In November 2022, we also pledged to take action to become Nature Positive, reversing the loss of nature and biodiversity due to deforestation and other factors towards a positive recovery. Our goal is to achieve carbon neutrality by 2050 through net-zero CO_2 emissions.

Manufacture with Green Electricity

CO_2 Reduction Initiatives

The NISSIN FOODS Group participates in the RE100 international initiative, aiming to procure 100% of the electricity used in our business activities from renewable energy sources. We began operations of new solar power generation at two plants in Japan and two plants overseas in 2023, actively adopting renewable energy sources. These efforts increased our renewable energy procurement ratio to 51.4% in 2023.

In the same year, we also introduced the Internal Carbon Pricing system, through which we set our own CO_2 prices to serve as the basis for making decisions in capital investments. Since introduction, we have applied this system to investment decisions regarding new equipment introduction and renewals, striving to introduce equipment highly effective in reducing environmental impact. At the same time, we strive to raise awareness among each employee of achieving carbon neutrality.

Solar panels installed at the NISSIN FOODS (Thailand), Nava Nakorn Plant

Complete with Green Packaging

The NISSIN FOODS Group participates in various initiatives, aiming for all Group products to be packaged in environmentally friendly containers.*1

Changing and Reducing Containers

- Eliminated plastic lid seals on *CUP NOODLE BIG* (NISSIN FOOD PRODUCTS)

- Transitioned to paper cups for *CUP NOODLES* (NISSIN FOODS (U.S.A.))

- Switched materials to composite cups *for CUP NOODLES*, enabling the separation of plastic and paper containers (NISSIN Foods GmbH)

- Transitioned to paper containers for *GOROGURA PLANT-BASED* and began using biomass ink (NISSIN CISCO)

Collecting Containers

- Public-private partnership project with Kobe City to collect and recycle plastic waste (NISSIN FOODS HOLDINGS)

The NISSIN FOODS HOLDINGS entered a collaborative agreement with Kobe City for the Lactobacillus Beverage Container Collection and Recycling Project as part of the working group activities of the Japan Clean Ocean Material Alliance.

Recycling Containers

- Chemically-recycled*2 PSP (polystyrene foam sheet) cups (NISSIN FOOD PRODUCTS)

The NISSIN FOODS Group succeeded in developing the first prototype of a chemically-recycled PSP cup for instant noodle containers in February 2024. This cup uses chemically recycled materials for the PSP cup, and is expected to lead to the effective use of resources.

*1 Containers made with reduced weight, reduced volume, biomass, paper, material recycling, chemical recycling, recycled materials, etc. *2 The chemical breakdown of waste plastics into reusable materials such as cracked oil, syngas, monomers, and other chemical raw materials.

Challenge to Effectively Use Resources

We set targets to source sustainably, conserve natural resources, and create a world without waste. At the same time, we take on the challenge to use resources effectively through procurement that entails less environmental impact and that reduces waste.

Environmentally Friendly Procurement

Sustainable Procurement Policy

Overseas raw material production processes involve various latent issues, including environmental impact on surrounding areas, child labor, forced labor, and poor working conditions. The NISSIN FOODS Group instituted the Basic Policy on Green Procurement in May 2007 and is promoting the procurement of environmentally friendly raw materials. We also focus on establishing a traceability system from raw materials to product manufacturing and shipment to guarantee product quality. The establishment of the NISSIN FOODS Group Policy on Sustainable Procurement in September 2017 aims to strengthen these efforts. This policy is not only committed to food safety, but also to respecting the global environment and human rights while procuring legally produced raw materials. The Group informs primary suppliers of policy details and obtains signed documents on supplier confirmation, as the cooperation of these suppliers is crucial to achieving sustainable procurement.

Sustainable Procurement Initiatives

The NISSIN FOODS Group takes advantage of certification systems and ensures the traceability of raw materials as part of our efforts to achieve sustainable procurement. For example, all soybeans used by NISSIN FOOD PRODUCTS for fried tofu are certified by the U.S. Soybean Export Council (USSEC), indicating that the soybeans were produced in a sustainable manner. NISSIN FOOD PRODUCTS also sources all cabbages and green onions from contracted and company plantations, with 100% traceability back to the relevant plantation.

The NISSIN FOODS Group also began assessing nature-related risks and opportunities from the procurement of major raw materials in 2023 using the LEAP approach[*1] proposed by the TNFD[*2]. Based on assessment results, the Group plans to work with suppliers to restore natural capital and biodiversity further around the raw material productions.

Another area in which the NISSIN FOODS Group makes active efforts is the sustainable procurement of palm oil, which we use to deep fry instant noodles. Oil palm, the base of palm oil, is mainly grown in tropical regions such as Indonesia and Malaysia. However, certain plantations face tropical rainforest destruction, ecosystem destruction, greenhouse gas emissions due to peat fires, human rights violations of plantation workers, and various other issues.

In the NISSIN FOODS Group's environmental strategy, EARTH FOOD CHALLENGE 2030, we set a goal to raise the procurement rate for palm oil that is assessed to be sustainable to 100% for the entire group by FY 3/2031. We are undertaking measures to achieve this goal as quickly as possible. In addition, we aim to raise the procurement rate for palm oil that is assessed to be sustainable to 100% for our Domestic Instant Noodles Business by FY 3/2026.

Furthermore, we established guidelines in May 2022 for efforts to comply with our Commitment to the Procurement of Sustainable Palm Oil. These guidelines cover our NDPE policy[*3] as well. We simultaneously released a list of palm oil mills that consolidates the names and locations (location data) of suppliers to improve their traceability. Going forward, we will aim to introduce a forest footprint[*4] focused on areas at high risk of deforestation and peatland destruction, as well as to expand the scope of traceability back to the oil palm plantations.

*1 A process proposed by the TNFD to assess nature-related risks and opportunities systematically on a scientific basis. The LEAP approach is a four-step approach through which we, after selecting the scope of the analysis, **L**ocate connections with nature, **E**valuate to diagnose nature-related dependencies and impacts, **A**ssess significant nature-related risks and opportunities, and **P**repare to address these risks and opportunities and report them to stakeholders.

*2 Taskforce on Nature-related Financial Disclosures (TNFD) : An international initiative to develop a framework for private companies and financial institutions to ensure the appropriate assessment and disclosure of risks and opportunities related to natural capital and biodiversity.

*3 NDPE = No Deforestation, No Peat, No Exploitation.

*4 Total area of forests and peatlands affected by a company's supply chain or financial institution's investments and financing.

Medium- to Long-Term Palm Oil Procurement Initiative Guidelines

	Supply Chain	Initiative Policy	
		Current	–2030
Focused Approach	Oil Palm Plantations	• Determine and engage with the risk of deforestation and peatland destruction through satellite monitoring tools • Conduct field surveys (including interviews with NGOs)	• Implement programs to support small farmers • Ensure traceability back to the plantations • Establish a grievance response mechanism
Focused Approach	Palm Oil Mills	• Manage information using mill lists • Monitor with satellites and engage to identify risks of forest and peatland destruction	• Create a forest footprint (focused on high-risk areas)
	Primary Refining Plant	• Manage information using mill lists • Monitor status updates and engage through primary suppliers	
	Processing and Refining of Oil and Fat	• Cooperate daily (compliance checks, problem sharing, local mill and plantation status updates)	

Dialogue with Small-Scale Palm Oil Farmers

The NISSIN FOODS Group strengthens the supply chain monitoring system by directly confirming the working environments and the existence of human rights infringement of small-scale oil palm farmers who may be prone to labor exploitation and have difficulty voicing their grievances due to their business positions. This initiative, continued from the previous implementation (2020), was conducted with the support of Caux Round Table (CRT) Japan and SPKS*, a local union of small-scale oil palm farmers in Indonesia.

In FY 3/2024, we conducted online dialogues with small farmers in South Sumatra, Indonesia. These dialogues with approximately 20 farmers revealed no human rights violations, environmental degradation, or other issues requiring immediate action. However, we confirmed instances of the issues identified in dialogues conducted in FY 3/2023. These issues include reduced productivity and profits stemming from rising fertilizer prices hindering fertilizer application, as well as instances in which protective equipment was not worn correctly in favor of work efficiency. Dialogues also identified difficulties for farmers to improve productivity due to lack of training opportunities on proper plantation management.

Economic challenges, such as declining productivity and earnings, may also lead to future human rights violation risks and environmental destruction. We remain committed to using such dialogues and other methods to understand the environmental and societal conditions of small-scale farmers and will work with our suppliers to formulate and implement measures to improve economic sustainability. We will also explore implementing small-scale farmer support programs.

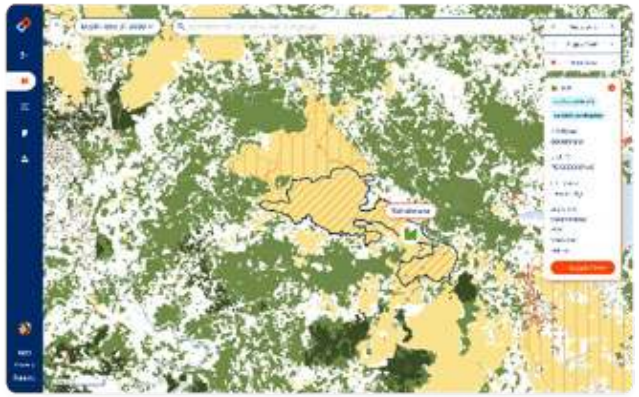
*Serikat Petani Kelapa Sawit (SPKS) is a union of small-scale oil palm farmers established in Indonesia in 2006. This union supports farmers in sustainability-oriented oil palm production with a network of more than 8,000 small-scale farmers in seven regions of Indonesia. The union collects and maps data of small-scale farmers, organizes farmers, trains to improve productivity, and helps farmers obtain Indonesian Sustainable Oil Palm Plantations (ISPO), Roundtable for Sustainable Palm Oil (RSPO), and other certifications.

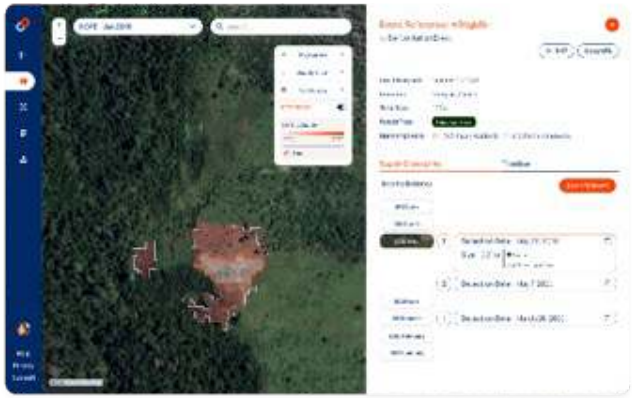
Utilizing Satellite Monitoring Tools

Using the *Satelligence* satellite monitoring tool, we detect and analyze the risk of forest and peatland destruction in the areas home to the mills and surrounding oil palm plantations that may supply palm oil to the Company.

Mills identified as high-risk verify matters with the oil and fat processing manufacturer from which the mill purchased oil and explore improvement measures. For oil palm plantations surrounding high-risk mills, we conduct a series of field surveys through questionnaires and dialogues with outside experts to monitor in detail impacts on the environment and workers' human rights in production areas.

We are committed to utilizing satellite monitoring tools to further pursue sustainable palm oil.





Note: Images are example screens of the *Satelligence* satellite monitoring tool and do not show actual results

Calculating the Social Impact of Certified Palm Oil

We took on the challenge of visualizing the social impact (in terms of monetary value) through RSPO-certified palm oil procurement. This initiative is one of our quantitative analyses conducted in FY 3/2024 of the relationship between ESG and corporate and social value.

We defined the expected social impact generated through RSPO-certified palm oil procurement, converting monetary value for each impact using transparent logic.

Calculation results confirmed we are creating a positive social impact on society through RSPO-certified palm oil procurement, one of our EARTH FOOD CHALLENGE 2030 initiatives. Visualizing social value enables easier communication of the significance of sustainable procurement to internal and external stakeholders.

We are committed to improving the scope and quality of our data as we advance our efforts in the sustainable procurement of palm oil, and plan to utilize such data to calculate more precise impacts (in terms of monetary value).

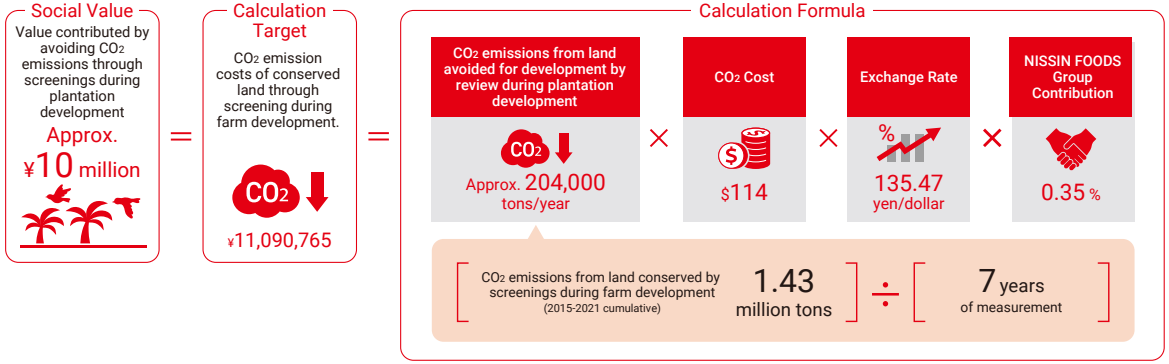
Expected Social Impact Generated Through RSPO-Certified Palm Oil Procurement

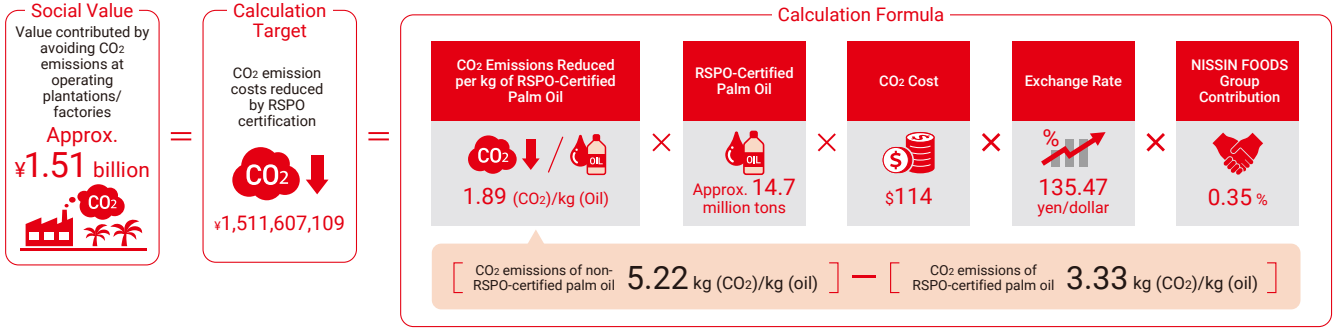
Area	Social Value
Nature Conservation	Value contributed to conserving land with high ecological, social and cultural value
Pesticide Management	Value of health hazards avoided through proper pesticide use Value contributed to conserving ecosystems through proper pesticide use
CO_2 Emissions Management	Value contributed by avoiding CO_2 emissions through plantation development screenings Value contributed by reducing CO_2 emissions with RSPO certification
Labor	Value contributed by revising wages Value contributed by revising long working hours Value contributed by preventing forced labor and revising working conditions
Gender	Value contributed by encouraging women's employment Value contributed by providing equal training opportunities for women Value from encouraging women's empowerment
Environmental Impact	Environmental impact of CO_2 and pollutants emitted during palm oil production (negative impact)

Calculation Formula

Social value = Nature Conservation + Pesticide Management + CO_2 Emissions Management + Labor + Gender - Environmental Impact

Examples of Calculation Logic—CO_2 Emissions Management—





Assessing Nature-Related Risks and Opportunities

The NISSIN FOODS Group must conserve and recover biodiversity to help achieve the Nature Positive initiative to reverse nature and biodiversity loss. To this end, we conducted a nature-related risk and opportunity assessment in 2024 using the LEAP approach formulated by the TNFD, following our trial analysis in 2023.Using this assessment, we aim to understand the impact that Group business activities have on biodiversity.

We evaluated nine major raw materials (palm oil, soybeans, cacao, rice, wheat, wood chips, shrimp, squid, and minced fish) procured by the Group comprehensively based on various biodiversity metrics and areas required for production. From these items, we identified four items (palm oil, cacao, flour, and shrimp) to analyze in the following steps after Locate.

Analysis results found that the monoculture of only the plantation crop in palm oil and cocoa cultivation leads to higher risks of infection and the spread of root rot disease and other pathogens. For wheat, the assessment confirmed we utilize rainwater, despite concerns of water shortages in production in Western Australia. The assessment also analyzed previous research data for shrimp and indicated that anthropogenic activities are likely to reduce the catch volumes.

We also conducted a scenario analysis on palm oil, which has a high degree of nature-related dependencies and impacts and is vital to our business. Through this analysis, we explored the risks and opportunities we face in palm oil. More than 90% of biodiversity was maintained in 1992 in major production areas, before the start of palm forest expansion. This figure was found to have decreased to about 85% and 65% in the procurement areas in Malaysia, Indonesia, respectively. However, the analysis indicated that we could increase the total biodiversity forecast for the procurement areas in Malaysia in the 2060s from about 83% to about 88% by adopting agricultural methods to plant trees and grasses (Alley Cropping) in addition to palm. In the procurement areas in Indonesia, the analysis indicated that it is crucial in biodiversity conservation to go beyond improving biodiversity within palm forests to also prevent new deforestation, especially in terms of illegal logging expansion.

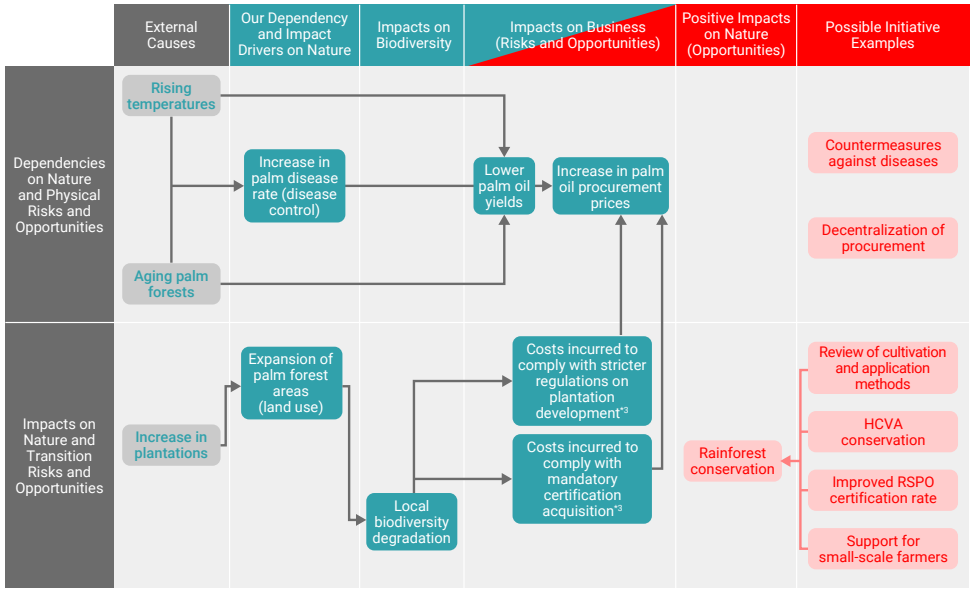
The NISSIN FOODS Group will utilize analysis results to take measures to avoid and mitigate nature-related risks in cooperation with suppliers, leading to sustainable business operations.

Four Raw Materials Analyzed After the *Locate* Step

Initiative Details	Palm Oil	Cacao	Wheat	Shrimp
Scoping Review target raw materials	Conservation priority*1, area required for production, and MSA*2 Top in all metrics	Top in conservation priority and MSA*2, but small areas required for production	Largest terrestrial area required for production, but MSA*2 and conservation priority are low	Conservation priority ranks at the highest level, with concerns regarding fishing pressure
Locate Identify priority areas	**Malaysia** **Indonesia**	**Ecuador** **Ghana**	**Australia** **Japan**	**India**
Evaluate Understand the relationship between dependencies and impacts	Concerns regarding use (impact) and disease control (dependence) on terrestrial ecosystems	Concerns regarding use (impact) and disease control (dependence) on terrestrial ecosystems	Concerns regarding water use (impact) but reports that while Western Australia experiences water shortages, we get much water from rainwater	Concerns about marine resource utilization (impact)
Assess Analyze risks and explore actions through scenario analyses	**Malaysia** **Indonesia** • Decrease in palm oil yield due to climate change and increased rate of disease • Degradation of local biodiversity due to expansion of palm forests	Not subject to scenario analysis	Not subject to scenario analysis	Not subject to scenario analysis

*1 Conservation priority refers to a ranking of priority areas for conservation based on the distribution and rarity of each biological group.
*2 Mean Species Abundance (MSA) is the rate of biodiversity loss to pristine nature due to the production and catch of raw materials.

Palm Oil Scenario Analysis



■ Positive factors and results for the Group ■ Negative factors and results for the Group *3 Trial analysis results

Pursue
New Businesses

Leading World Food Culture Through Creativity and Food Technology

We enjoy rich diets in these modern times. On the other hand, new health issues have emerged such as excessive calories due to overabundance of food and malnutrition caused by unbalanced diet. The NISSIN FOODS Group takes up the challenge of solving obesity and other global social issues through an increase in value of food.

Achievements Through FY 3/2024 and Future Initiatives

Sales of the *KANZEN MEAL* series reached a cumulative total of 30 million servings since launch in May 2022, surpassing 5 billion yen in FY 3/2024. We aim for the series to become a 7 billion yen brand in FY 3/2025, and then a 10 billion yen brand in FY 3/2026. In the spring of 2024, we launched the new *KANZEN MEAL NISSIN YAKISOBA U.F.O. KOIKOI YATAIFU YAKISOBA* and *KANZEN MEAL Corn Cream Potage*. We developed products in various categories, ranging from cup-type instant noodles and cup rice to cup soup and smoothies, securing a high brand recognition rate through sales promotions, commercials, and other advertising campaigns for these products.

Our online store renewed *KANZEN MEAL DELI* frozen food in December 2023, with a lineup of 28 items as of July 31, 2024 and a repeat purchase rate of 59%*1 (as of June 30, 2024). In this way, the *KANZEN MEAL* series is building up a steady brand reputation in the market and further expanding its touchpoints.

FY 3/2026 Becoming a 10 billion yen brand

FY 3/2025 ¥7.0 billion (Plan)

FY 3/2024 ¥5.0 billion (Result)

FY 3/2023 ¥3.0 billion (Result)

*Market price conversion

The *KANZEN MEAL* Series

The *KANZEN MEAL* brand strives for nutritional meals with a complete balance of flavor and all 33 nutrients prescribed by the Dietary Reference Intakes for the Japanese population.

Sold a Cumulative Total of
30 million servings!
(As of August 31, 2024)

Brand Recognition Rate of approx. 50%*2

2023 Japan Naming Award (Rookie Category)*3
Grand Prize Winner

We expanded the *KANZEN MEAL DELI* frozen category.

Lineup: 28 items
(As of July 31, 2024)

Repeat purchase rate: 59%*1
(As of June 30, 2024)

*1 Percentage of first-time buyers who repurchase two or more times within one year. *2 Survey method: 5th Brand Tracking Survey / Online Survey / Nationwide / Conducted April 25–30, 2024 / Men and Women aged 15–79 / n=2000.
*3 Only items within two years of release or announcement are eligible.

New Businesses | Creating and Expanding Touchpoints for Optimized Nutri-Dense Meals

The nutrition optimization technology of the NISSIN FOODS Group is transitioning into a new phase of expanding touchpoints in light of the market response to *KANZEN MEAL*. We will pursue possible multifaceted developments in various categories and create environments that provide customers with easy access to Optimized Nutri-Dense Meals.

Strengthen Retail Sales
Packaged Food, Lunch Boxes, Prepared Foods, Base Ingredients

Expansion to Employee Cafeterias
- Pursue health management

Medical Care Partnerships
- Improve lifestyles for those with dietary restrictions
- Improve quality of life (QOL) through food

NISSIN FOOD PRODUCTS
Multifaceted Nutrition Optimization Technologies

Anti-Frailty Measures
- Extend healthy life expectancy of the elderly
- Reduce the burden of nursing care and medical costs

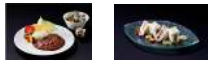
Smart Cities
- Contribute advanced cities with presymptomatic disease measures

International Development and Solving the Food Desert Issue

Initiatives to Strengthen Retail Sales

In FY 3/2024, we strengthened our efforts with partner companies in various industries that endorsed the objectives of our Optimized Nutri-Dense Meals business. We developed our BtoBtoC business by selling base materials and providing recipe services to each partner company.

BtoBtoC Business Development

CVS Channel	Ran test sales of rice balls, bread, noodles, and other side dish products under the *KANZEN MEAL* brand	
SM Channel	Developed *KANZEN MEAL* brand boxed lunches	
Food Service Industry	Provided limited Premium *KANZEN MEAL* menus	
Food Manufacturers in Other Fields	Released *KANZEN MEAL ANPAN*, *KANZEN MEAL KARAMUCHO HOT CHILI FLAVOR*, and *KANZEN MEAL CURRY-FLAVORED LUNCH PACK* supervised by NISSIN FOOD PRODUCTS	

The *KANZEN MEAL* Expands Beyond Retail Sales

Pursing Health Management
An increasing number of companies are introducing *KANZEN MEAL* in company cafeterias as part of the company health management. Meals include cafeteria and stand meals

Collaboration With Other Industries
We plan to study and develop initiatives that leverage *KANZEN MEAL* to contribute to improved health and QOL for Meiji Yasuda Life Insurance Company. Initiatives include the Quality of Life Support Program and joint efforts in corporate sales

Expanding Senior-Oriented Channels
We began developing sales channels through JAPANET Takata. Our Frozen *KANZEN MEAL* 3-STAR SERIES is introduced on the BS television program and sold through TV shopping

Possibility as Disaster Relief Food
We expect *KANZEN MEAL* products offering optimized nutrition could play a major role during prolonged periods of evacuation

Company cafeteria meals (meal services)

Company cafeteria meals (vending machine)

New Businesses | Creating New Value in Optimized Nutri-Dense Meals

The NISSIN FOODS Group uses food technology to develop Optimized Nutri-Dense Meals for those with diabetes, hypertensive patients, and for seniors. Through the development of these meals, we help solve issues related to health and nutrition while contributing to Human Well-being.

Optimized Nutri-Dense Meals in Medical Collaborations and Anti-Frailty Measures

For diabetic and hypertensive patients

Highly Satisfying Meals Amidst Strict Dietary Restrictions

The NISSIN FOODS Group conducted clinical trials to develop a new Optimized Nutri-Dense Meals for diabetic and hypertensive patients. We developed an Optimized Nutri-Dense Meal even lower in salt and carbohydrates than our standard product, and we conducted clinical tests with patients eating one meal a day for three months which showed a reduction in blood sugar and blood pressure. Patients with diabetes and hypertension have severe dietary restrictions. Using Optimized Nutri-Dense Meal technology, we can offer highly satisfying meals--even junk food, for lack of a better word--for people suffering illnesses. We hope to expand development for this type of food for the sick in the future.

Observed **reduced blood-glucose level and blood pressure** with Optimized Nutri-Dense Meals low in **salt and carbohydrates**

For seniors

Enhanced Nutrients Often Deficient

The NISSIN FOODS Group also develops Optimized Nutri-Dense Meals for seniors in Japan's super-aging society. In a clinical trial on Optimized Nutri-Dense Meals for seniors, participants were served a special Optimized Nutri-Dense Meal fortified with nutrients that tend to be deficient in seniors, such as protein, n-3 fatty acids, omega-3s, and other vitamins. The clinical trials observed improvements in walking speed, cognitive function, and sense of well-being, and were presented at a conference. Through these efforts, the NISSIN FOODS Group focuses on developing Optimized Nutri-Dense Meals for seniors.

Fortified with **protein, n-3 fatty acids, and other nutrients**

▼

Improvements observed in gait speed, cognitive function, and sense of well-being

Overseas Development of Optimized Nutri-Dense Meals

To solve social issues

Solving Food-Related Issues

The NISSIN FOODS Group has accumulated various data and expertise in the R&D of Optimized Nutri-Dense Meals throughout our history. In Japan, we develop products in a wide range of categories leveraging our Optimized Nutri-Dense Meals Technology. We plan to expand these meals overseas promptly as well.

Excessive calorie intake is a global social issue, with an estimated 2 billion people suffering from obesity around the world and so-called *sugar taxes* being introduced. Certain areas of the world also suffer from food deserts. These areas do not have access to fresh food, only processed food. We aim to solve these social issues with Optimized Nutri-Dense Meals.

Social Issues Related to Food

Obesity Trend **Over 2 Billion People**

Introduction of Sugar Taxes

Food Deserts

CHRO Interview

Our People Define Our Worth. Success's Verdict Rests With the Universe. Creating an Organization for Personal Growth and Enhanced Corporate Value in a Rapidly Changing Environment

Shigeru Masaki
Executive Officer, CHRO
NISSIN FOODS HOLDINGS CO., LTD.

Q. What is the Concept Behind Human Capital in the NISSIN FOODS Group?

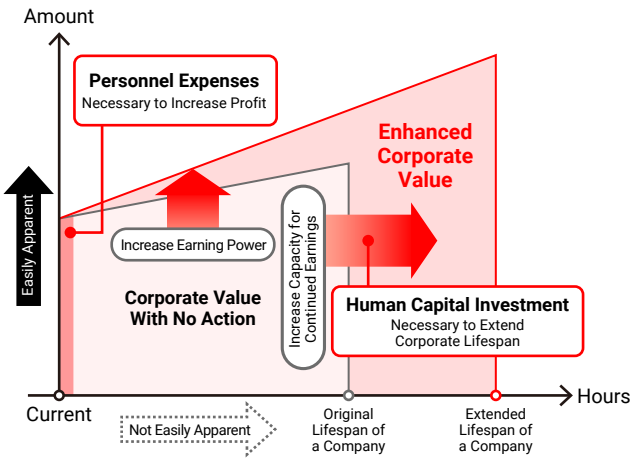
In his New Year's message to employees in 2007, our founder, Momofuku Ando, wrote, "Our people define our worth. Success's verdict rests with the Universe." These words imply that the essence of a company is its people, and that the reputation of people leads directly to the reputation of a company. Even in the days when short-term profits were the focus of investors, even before the words *human capital*, *mission*, *vision*, and *value* were coined, NISSIN viewed human resources as the source of corporate value.

Companies view human capital in terms of social responsibility and economic efficiency. We believe that creating positive and productive work environments for diverse employees guarantees human rights and meets a company's social responsibility. Given this viewpoint, the perspective of economic efficiency is the aim to achieve a vision and obtain profits through activities such as human resources development and the strategic placement of employees. We work in concert with employees to create social impact while valuing human capital from these two perspectives.

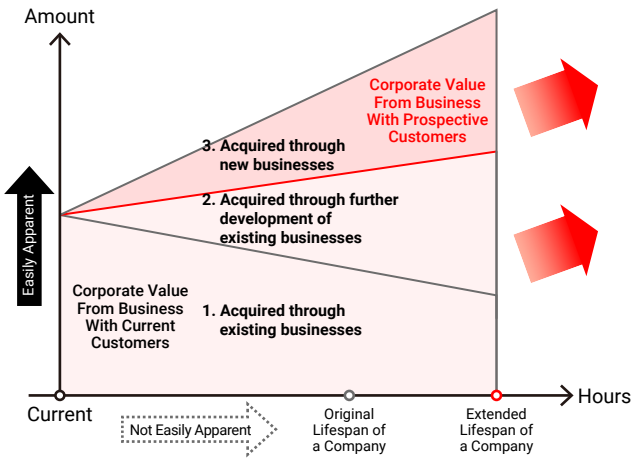
Traditionally, companies measure human capital investment only in terms of monetary value. In other words, how much profit could a company make efficiently within a fiscal year? We believe that this monetary axis alone is not sufficient to enhance corporate viability in today's rapidly changing economic environment. We must strengthen our ability to increase earnings by delivering products and services that meet changes in the market while developing the talents of each employee. In other words, the perspective from the time axis is also important.

Human capital investments of this type enhance three areas of corporate value. The first is value acquired from existing businesses. The second is value acquired from creating more opportunities in existing businesses. The third is value acquired from developing new businesses. An example of the first is ensuring the supply of *CUP NOODLES* series products to customers who have loved the product for so many years. An example of the second is developing the *CUP NOODLES PRO* series with added value (high protein and low carbohydrate) and aiming to attract potential customers on a global scale. An

Our Approach to Corporate Value and Human Capital Investment



The Role of the Human Resources Department Fill the Right Place With the Right Person



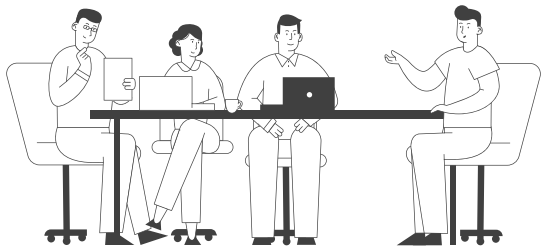
example of the third is to add value through new products such as our *KANZEN MEAL* series. The success of the people who achieve these goals increases the value of the company.

Q. What is the Role of the Human Resources Department in Supporting Human Capital Management?

In a nutshell, the role of the human resources department is to engage in a series of tasks related to human resources, from human resources development strategy to human resources utilization strategy.

Human resources development strategy is based on our Human Resources Management Policy, which clarifies the type of people we need, how we develop these people, and how we evaluate performance for achieving the NISSIN FOODS Group, MISSION, VISION, VALUE, and management objectives. At the same time, we pursue measures focused on our human resources portfolio, which provides an analysis of what talents, what stages, and to what extent we require human resources. Our human resources roadmap incorporates these two perspectives.

Under the human resources roadmap, our personnel strategy is to assign or hire the right people in the right places, develop their talents, create a system to evaluate performance and skills, and reward employees for their work. The concept of the *fill the right place with the right person* is important for pursuing and uncovering new opportunities in existing businesses, as I mentioned earlier. Above all, however, this approach emphasizes encouraging employees to work with a sense of fulfillment in their daily lives. We want to link this sense of fulfillment to company growth and the happiness of society for *happier employees, a happier company, and a happier society*.



We disclosed this approach and specific initiatives in Human Capital Report 2023, the report of its kind for the NISSIN FOODS Group. We prepared this report in conjunction with our acquisition of ISO 30414 certification, which is the international guideline for disclosures of information on human capital. Incidentally, we were the first food company in the world to acquire this certification. The certification authority noted how the NISSIN FOODS Group measures the awareness of our philosophy, human resources development centered on the in-house NISSIN ACADEMY, and quantitative disclosures of human capital, leading to our acquisition of this certification.

Q. What is the Aim of Adopting the Job-Based Model for Human Resources?

We began the NISSIN-style job-based model with management-level positions to define and clarify the duties necessary for achieving our Mid- to Long-Term Growth Strategy. Our aim is to help employees develop careers autonomously to match increasingly diverse views on work. We hope to attract the best talent by indexing compensation to the market.

This system is a hybrid of the *functional job grade system* and *internal job posting system*. The NISSIN FOODS Group uses a functional job grade system, but this system alone is not indexed to the human resources market, making it difficult to recruit people with specific skills (DX, etc.) from outside the company. To resolve this issue, we redefined our expected skills and outcomes in detail for the people that the NISSIN FOODS Group seeks. We then analyzed how well such individuals would be compensated in the open human resources market. We confirmed a certain market connectivity based on the size of our company and our position in the industry. At that point, we decided to introduce the NISSIN-style job-based model by incorporating factors that include the individual job skills defined in this analysis.

As part of this initiative, we established a new Professional Course in which participants must demonstrate their expertise and perform specific tasks. This Professional Course exists in addition to the Management Course that we continued from before. The Professional Course is designed for personnel who wish to demonstrate their expertise in marketing, IT, research, etc. This course has also made it easier for us to recruit professional personnel from outside the company. We also created a new post within the Management Course for the early development of next-generation leaders.

We plan to expand the NISSIN-style job-based model to other countries in the future. With the recent growth of our Overseas Business in particular, we must find people who can play active roles in the global market to strengthen our earnings further. To this end, we are creating a Human Resources Needs Map in cooperation with local subsidiaries around the world. This map indicates the type and location of positions needed, as well as upcoming vacancies. We will use this map to implement the NISSIN-style job-based model overseas.

Q. What are the Key Measures in the Future to Achieve the Group Vision?

As the number of NISSIN FOODS Group employees rises, more than 50% will soon be mid-career hires. Therefore, raising

empathy with the NISSIN FOODS Group values is increasingly important. To achieve the Group Vision of EARTH FOOD CREATOR, we established the Organizational Human Resources Policy, which outlines our ideal organizational image and our expectations of each employee. We also set targets for each item under the Organizational Human Resources Policy, and commitment targets, which are mandatory goals. We monitor the status of each of these areas to ensure personnel policies are understood and improved.

We practice these policies under four key strategic themes*, working on advancing measures linked to these themes. For example, our overseas policies have been an issue in recent years. To strengthen these policies, we established an overseas trainee post for young employees who wish to work overseas. This program provides employees with practical experience at an overseas operating company to help employees recognize the knowledge and skills required as a global manager through first-hand experience. We also show career paths for overseas assignments, broken down into sales, production, R&D, and other areas. Our intention here is to encourage overseas expansion while reducing anxiety related to work assignments overseas. In July 2024, we established a dedicated department within our HR platform to develop human resources that will support global growth. We are considering measures to deepen our global talent pool and intend to take on the challenge of global talent management in the future.

These and other ongoing efforts will build an organization that will carry forward the aspirations of our founder, enhance personal growth, and improve corporate value, even in this environment of drastic change.

*Four key strategic themes: Awareness of MISSION, VISION, and VALUE; supporting autonomous career development; developing human resources centered on NISSIN ACADEMY; and Diversity, Equity & Inclusion.

Organizational Human Resources Policy

What we ask of each employee	Ideal Organization	Group Vision
Ambitious and autonomous career development	An organization that makes work playful and highly rewarding	EARTH FOOD CREATOR
Empathy with NISSIN FOODS Group Values	An organization that fosters human resources who experience life-long growth through their work and contribute to the sustainable growth of the NISSIN FOODS Group	
Respect for diversity		

Four Key Strategic Themes

Awareness of MISSION, VISION, and VALUE	Support for autonomous career development	Human resources development centered on the NISSIN ACADEMY	Diversity, Equity, and Inclusion

Progress in Key Indicators

Category					
What We Ask of Each Employee	Ambitious and autonomous career development	Degree of employee career development	Target 85% Commitment Target 70%	78%	+3.1Pt
	Empathy with the NISSIN FOODS Group values	Employee MVV empathy level		81%	-0.3Pt
	Respect for diversity	Percentage of female managers	10% at the end of FY 3/2026	8%	+2.4Pt
		Number of men taking childcare leave	85% at the end of FY 3/2031	65%	+25.4Pt
		Diversity impact level	Target 85% Commitment Target 70%	67%	+4.4Pt
Ideal Organization	An organization that makes work playful and highly rewarding	Employee job satisfaction		80%	+1.2Pt
	An organization that fosters human resources who experience life-long growth through their work and contribute to the sustainable growth of the NISSIN FOODS Group	Employee sense of growth		72%	+3.6Pt
		Succession sufficiency rate for key posts	250%	193%	+25.2Pt
Group Vision	EARTH FOOD CREATOR	Number of NISSIN CREATORS AWARD recognitions	5% increase year on year	Total number of awards: 446 Special recognition awards: 163 Employee votes: 1,643	Total number of awards: -5% Number of special awards +43% Employee votes: +47%

Awareness of MISSION, VISION, and VALUE

To make society happy through food, it is essential to instill MISSION, VISION, and VALUE. For over 30 years, we have provided opportunities to deepen understanding of our founding principles and corporate philosophy. Various initiatives continue to promote the MISSION, VISION, and VALUES.

NISSIN CREATORS AWARD

Once a year, we award employees who have demonstrated creativity, achieved outstanding accomplishments, and made significant contributions to improving corporate value and brand value. As the embodiment of EARTH FOOD CREATOR, our goal is for all employees to cultivate creativity, celebrate each other's achievements, and support one another's growth. For example, the Special Employee Award is determined by employee voting among the outstanding awards. Winners receive numerous congratulatory messages from colleagues, fostering a culture where everyone appreciates and supports the efforts of both individuals and teams.

FY 3/2023 Excellence Award Recipients

CHICKEN RAMEN Birthday In-Person Sales

On August 25, the anniversary of the launch of *CHICKEN RAMEN*, employees have the opportunity to participate in face-to-face sales at stores and reflect on our social mission as a food manufacturer.

Group Philosophy Education During Onboarding

New employees and career hires undergo training to learn about the historical background, the founder's vision behind *CHICKEN RAMEN*, the world's first instant noodle, and the company's history and growth.

Support for Autonomous Career Development

The Group provides various personnel systems to help employees develop their skills and reach their full potential. For example, we place employees with the right skills in the right positions, aiming for a system where the right people are in the right roles. This includes the NISSIN-style job-based model, an overseas trainee program for young employees, and systems for career declarations and open recruitment to support self-directed career development.

NISSIN-Style Job-Based Model*

A system designed to place the right employee in the right position, considering their diverse experience, expertise, and values. By defining and specifying the duties needed to achieve the Mid- to Long-Term Growth Strategy 2030, we support employees in developing autonomous careers that align with their diverse employment perspectives. Linking compensation to market levels helps us attract and retain top talent.

*Implementation will start in April 2024 for management posts.

- **Job Description**
  We added clearly defined job descriptions to the annual salary system adopted earlier
- **Market-Rate Compensation**
  We conducted a market comparison of annual salary levels, raising the overall level and revising annual salary amounts for individual posts
- **Multi-Path Career Courses**
  Establish a professional course for specialized personnel and create new posts for the early development of next generation candidates

Overseas Trainee Program

This program is designed for young employees who wish to work overseas. Employees acquire the knowledge and skills needed for global management by gaining practical experience at an overseas operating company. To accelerate the growth of our overseas business, the Group actively supports the early development and career advancement of employees with an overseas orientation.

A Message From an Overseas Trainee

Building a Career Through Overseas Experience

Studying abroad in the U.S. exposed me to diverse values, which sparked my desire to work abroad in the future. After joining the company, my work created an interest in China, a leading e-commerce country, and I applied for a position as a trainee in Shanghai. During my year as a trainee, I saw the market expand and change quickly. I was motivated greatly by working closely with the management team and being part of an environment that challenged me. Through various new experiences, I figured out the skills I need, what I want to do abroad in the future, and how I can contribute to the company and society. This helped me clarify my lifelong goals while enjoying being myself. Studying abroad energized me both mentally and physically, and it has shaped my current career.

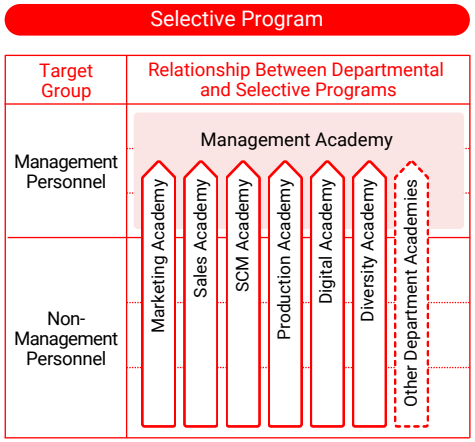
Akari Iida
NISSIN FOODS VIETNAM

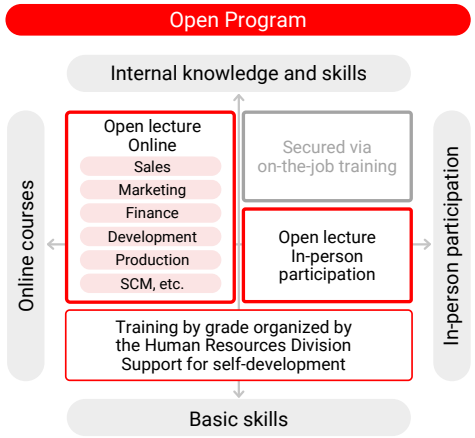
Human Resource Development Centered on NISSIN ACADEMY

To support employees in developing their careers autonomously and to foster healthy internal competition, we established NISSIN ACADEMY in FY 3/2021 to strengthen talent development.

Selective/Open Program

We provide open programs such as position-based training self-development support for all employees. We also provide selective programs such as development training for management and leadership candidates in each department.





Human Resource Development and Training Data

Since establishing NISSIN ACADEMY, we have actively enhanced our selective and open programs. As a result, the total cost of human resource development, the training cost per employee, and the training hours per employee have been increasing and are expected to continue to increase in the future.

	FY 3/2022	FY 3/2023	FY 3/2024
Total cost of human resource development	¥118,735,000	¥141,149,000	¥201,015,000
Training expenses per person*1	¥52,936	¥59,860	¥78,216
Training hours per employee*2	16 hours	21 hours	25 hours

*1 The total training cost for each fiscal year is divided by the number of employees at the end of each fiscal year to calculate the cost per employee.
*2 The total training hours for each fiscal year is divided by the number of employees at the end of each fiscal year to calculate the cost per employee.

Diversity, Equity, and Inclusion

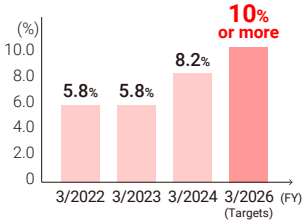
To remain as an EARTH FOOD CREATOR, the Group actively recruits and appoints personnel with diverse strengths and expertise. The NISSIN FOODS Group Human Rights Policy prohibits discrimination and harassment based on race, ethnicity, nationality, religion, belief, birthplace, gender, sexual orientation, gender identity, age, disability, and other attributes. We also strive to ensure fair and equitable treatment in hiring and in subsequent promotion and advancement.

Encouraging Female Participation

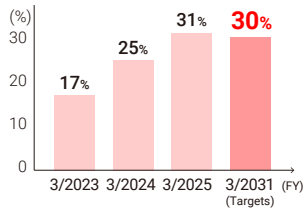
We focus on creating supportive employment systems that support employees in balancing work and childcare. We also focus on raising awareness within the Group. We actively pursue various initiatives to increase the number of women in key positions.

- Set numerical targets in each department
- Sponsorship program where executives are committed to training personally
- Management training for supervisors in a diverse environment
- Programs to develop women's leadership skills
- Networking and study sessions for women

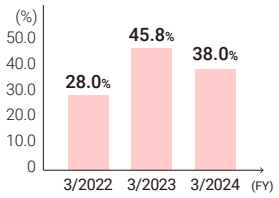
Ratio of Women Managers



Ratio of Women Executives



Ratio of Women in New Graduate Recruitment



A Message From a Woman Executive

Promoting the Advancement of Women in the NISSIN FOODS Group

I believe that, in addition to creating a comfortable working environment, motivating women to advance in their careers is a key factor in encouraging their participation. Alongside sponsorship and various training programs, we promote a positive attitude toward promotions by engaging with diverse role models and strengthening the women's network. Initially, female employees who were hesitant have increasingly gained confidence over the years, thinking, "I can do this. I'll give it a try." We also see a steady increase in numbers for those employees. We will continue to support these employees from various angles to ensure they achieve solid results at work and remain highly motivated for promotion.

Kanade Hanamoto
Executive Officer, CCO

Contribution to Human Well-Being

Location: Online
Date: March 14, 2024

The NISSIN FOODS Group is working on various projects to boost efficiency and productivity, which in turn promotes Human Well-being. NISSIN AI-chat, which uses generative AI, and our logistics measures, which review the entire supply chain, are already proving effective. We held an online meeting for institutional investors and analysts in March 2024 to introduce these two initiatives.

01 Improving Business Efficiency NISSIN AI-chat

Introduced NISSIN AI-chat within **three weeks** of policy decision!

NISSIN AI-chat powered by GPT-4o

Toshihiro Narita
Executive Officer, CIO, NISSIN FOODS HOLDINGS

At NISSIN FOODS Group, NISSIN Business Transformation (NBX) is our company's theme for changing our business model. To achieve this business model, we encourage digital transformation. As part of this effort, we focused on rapidly advancing interactive AI and introduced NISSIN AI-chat. Using interactive AI helps employees work more efficiently, freeing up time for creative tasks. This AI boosts individual skills and accelerates organizational growth. We began a study in early April 2023 and launched the AI-chat within three weeks. In May, we began a project to utilize AI in the sales area. To encourage rapid adoption, we conducted training, identified target operations, calculated effectiveness, and created prompt templates. All of these activities occurred within about one month.

In the Sales Department...

Internal operations optimization increased time spent on customer service.

Examples of AI Applications in Internal Operations

Writing and Summarizing
- Summarize meetings and propose next steps
- Prepare meeting minutes and propose to-dos
- Prepare outgoing documents to clients
- Create business meeting materials

Information Gathering
- Collect information on business partners and prepare reports
- Collect market information and prepare reports

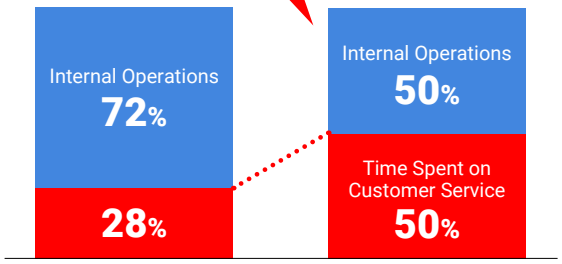
Identifying Issues and Proposing Measures
- Conduct gap analysis and propose measures

Brainstorming Ideas
- Brainstorm entertainment projects

Sales Training
- Review exemplary sales actions
- Conduct business negotiation role-playing and provide feedback
- Provide consultations and feedback as a support sales person

Current and Ideal Sales Operations

Internal Work per Employee: **Reduced by 400 hours/year**
Time Spent on Customer Service: **Up to 50%**



Current Status (FY 3/2023) | **Ideal Status**

For example, in the company...

We enhance Group operations based on Sales Department best practices.

Examples of AI Applications in Various Departments

Marketing Department
- Collect information on target insights
- Collect information on new markets
- Collect information on new products

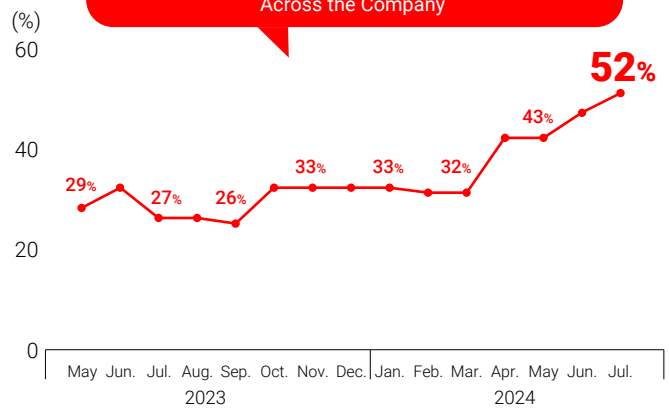
Production Department
- Prepare business trip reports
- Select new business partners
- Review occupational accident prevention measures

Business Management Department
- Summarize IR materials for competing companies in Japan
- Create meeting schedule adjustment request emails
- Translate and summarize IR scripts for overseas competitors

Internal Audit Department
- Audit plan: Risk assessment
- Audit plan: Audit procedures

Usage Trends of NISSIN AI-chat Across the Company

Annual **Reduction of 32,591 Labor-Hours** Across the Company



02 Creating New Value
Logistics Reforms at NISSIN FOOD PRODUCTS

Optimization
throughout the supply chain

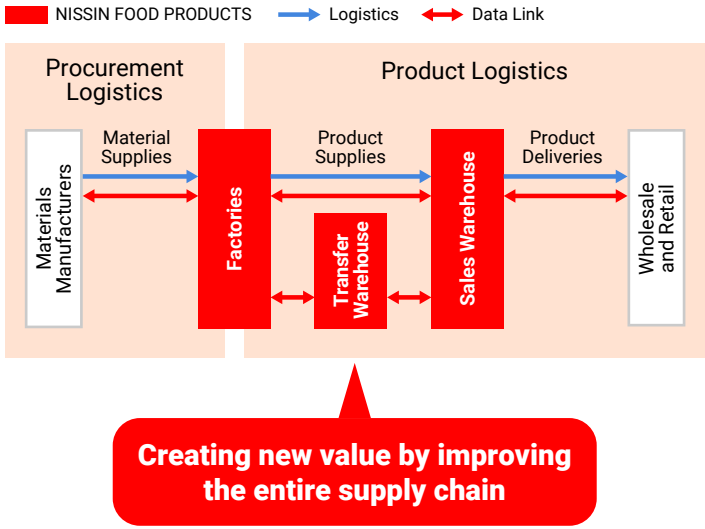
Masahiro Fukai
Managing Director, Head of SCM Headquarters,
General Manager of Well-being Promotion Division,
NISSIN FOOD PRODUCTS

Today, we face several supply chain issues that are becoming major social problems. These issues include the 2024 Logistics Problem caused by legal reforms, a shortage of drivers, and the growing risk of logistical disruptions from natural disasters. We create a sustainable supply chain by standardizing business practices, integrating systems within the company, collaborating digitally with business partners on sales planning and payments, and partnering with companies across different industries for joint deliveries. In doing so, we aim to improve well-being for our employees, business partners, and society as a whole.

Supply Chain Refinement and Logistics Digital Transformation

To refine the supply chain, we transform our business processes and standardize data across supply chain-related departments within NISSIN FOOD PRODUCTS. We are also integrating the supporting systems and combining procurement logistics with product logistics. For example, we improve distribution by connecting demand forecasts, inventory data, and other information with our business partners. This approach helps us reduce inefficiencies and instability that can arise between manufacturers, distributors, and retailers. We already collaborate with our material suppliers on production planning, which improved production efficiency significantly.

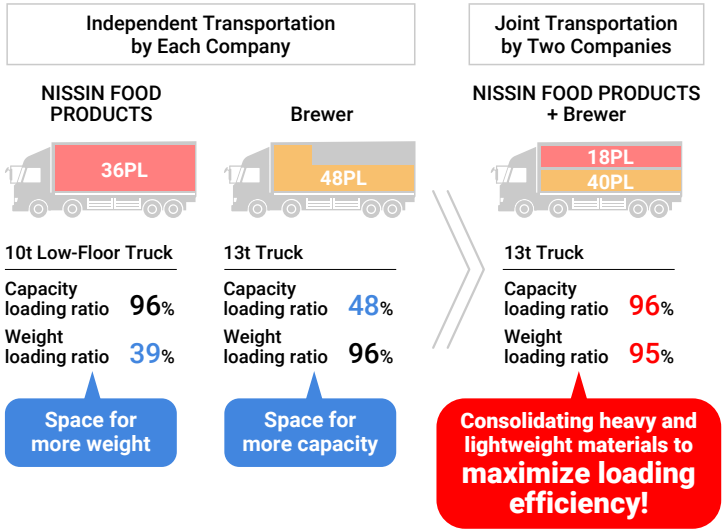
Supply Chain Refinement and Logistics Digital Transformation Overview



Joint Logistics With Other Industries

NISSIN FOOD PRODUCTS experienced demand fluctuations in the past, with volume varying by as much as twice between busy and slow periods. These fluctuations led to inefficient use of trucks and warehouses. To solve these issues, we implemented joint logistics with other industries to boost truck loading rates and improve distribution efficiency. By combining our lighter, winter-demand cargo with heavier, summer-demand items such as beer and beverages, we can achieve nearly 100% truck loading efficiency for both weight and capacity. This consolidation also helps to smooth out seasonal changes in warehouse usage. We support building a sustainable supply chain by working together with various partners across different industries and sectors.

Advantages of Joint Transportation in Different Industries



Corporate Governance

Basic Concept

While providing safe and worry-free foods, and promoting businesses to maximize benefits to all stakeholders including shareholders, consumers, employees, business partners, local communities, and local residents, NISSIN FOODS HOLDINGS (the "Company" in this section) recognizes enhanced and strengthened corporate governance as one of the top priorities for management and strives for highly objective and transparent management.

Corporate Governance Structure

The Company has adopted the structure of a company with an Audit & Supervisory Board instead of a company with committees or a company with an audit and supervisory committee, thereby appointing outside directors and outside Audit & Supervisory Board Members who monitor execution of the Company's business operation from an independent and fair standpoint, and ensuring transparency of the business management under the executive officers system introduced to build a mechanism allowing prompt execution of business operations.

Corporate Governance Report
https://www.nissin.com/en_jp/sustainability/governance/corporate-governance/pdf/240626nsshdCG-en.pdf

Overview of Each Meeting Body

1. Board of Directors

The board of directors deliberates and decides on matters important for management pursuant to the laws and regulations, Articles of Incorporation, and board of directors Regulations, and at the same time, receives reports in regard to the execution of duties of directors and conducts supervision and the like.

In addition, in order to ensure proper sharing of roles concerning management supervisory functions and execution, the Company has introduced an executive officers system and established the Management Committee which deliberates and decides on matters for which authority is delegated to the Committee by the board of directors. Through this measure, an environment is made available for the board of directors to focus more on discussion of important matters concerning overall business management such as management policies and plans.

FY 3/2024 Discussions

- Formulation of mid- to long-term growth strategy
- Establishment of medium- and long-term investment plans
- Action to Implement Management that is Conscious of Cost of Capital and Stock Price
- Stock split
- Monitoring progress of the NISSIN FOODS Group environmental strategy, EARTH FOOD CHALLENGE 2030 (including the adjustment of the CO_2 reduction targets and the implementation of an internal carbon pricing system)
- Human capital initiatives
- Report on the NISSIN FOODS Group Risk Report
- IR Basic Policy
- Formulation/monitoring of annual business plans
- Progress of business plans in each business
- Monitoring of committee activity status
- Evaluating the effectiveness of the board of directors, etc.

In selecting candidates for the members of the board of directors, the Company is striving to further strengthen the management supervisory functions by making the majority of the directors be outside directors from the perspective of stronger governance.

2. Management Committee

The Company shall hold a meeting of the Management Committee twice every month in principle to improve management efficiency. The Committee consists of directors (excluding outside directors) and Managing Executive Officers. The Committee shall discuss matters which are to be resolved by the board of directors, and shall discuss and decide matters which authorities are delegated to the Committee by the "board of directors" pursuant to the Approval Regulations, as well as execute business operations.

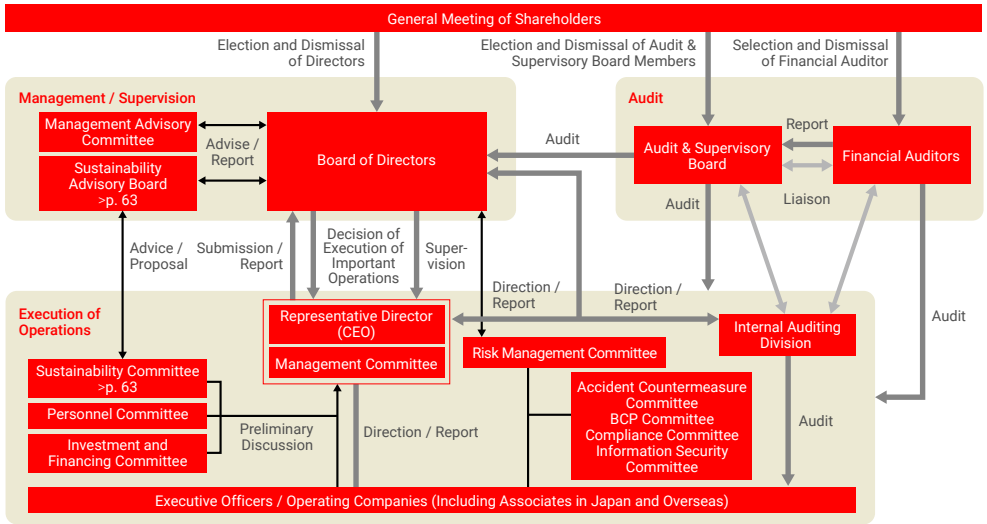
3. Management Advisory Committee

The Company has established the Management Advisory Committee, which is chaired by an independent outside director and the majority of which are independent outside directors, in order to strengthen the supervisory functions of the board of directors and at the same time ensure transparency and fairness in management. The Management Advisory Committee, an advisory body to the board of directors, meets three times a year in principle to deliberate on the agenda items, including the selection and dismissal of the CEO and directors and director remuneration, and contributes to board of director discussions by reporting the results of these deliberations to the board.

4. Audit & Supervisory Board

Based on the Companies Act and other laws and regulations, as well as the Articles of Incorporation and other regulations, the Audit & Supervisory Board audits the process of decision-making by the directors and the status of their execution of duties. The number of the Audit & Supervisory Board members is four or fewer, the majority of whom are Outside Audit & Supervisory Board members.

Corporate Governance System



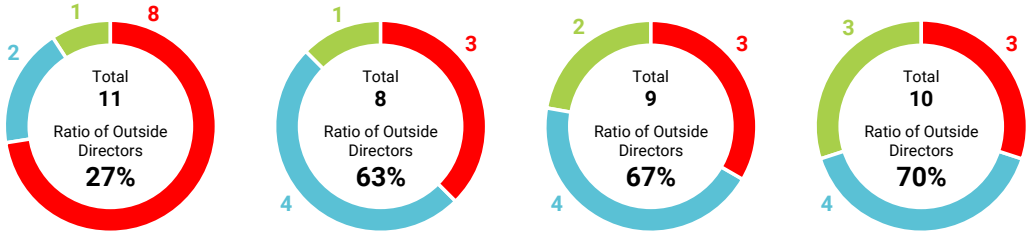
Strengthening Corporate Governance

We continue to strengthen governance. Our efforts have included establishing the Liaison Committee of independent outside directors and Audit & Supervisory Board Members, increasing the number of outside directors, establishing the Management Advisory Committee, and evaluating the effectiveness of the board of directors. To ensure diversity, we increased the number of female outside directors in June 2024, increasing the total number to three. In addition, our board consists of directors representing a wide range of ages, from 40s to 80s, ensuring that diverse values are reflected in discussions. We will continue to further strengthen supervisory functions further and promote swifter decision-making.

Changes in the Composition of the Board of Directors

- Internal directors
- Male outside directors
- Female outside directors

Note: Figures as of the end of the General Meeting of Shareholders for each respective year



Since **2010**

June 2010:
Appointed a first female outside director

Since **2016**

Increased outside directors to five, reduced the board to eight directors

Since **2022**

Increased female outside directors to two

Since **2024**

Increased female outside directors to three

Strengthening Governance

2008	2015	2016	2017	2018	2019	2020	2021	2022	2023
• Transitioned to a holding company system	• Established Liaison Committee of Independent Outside Directors and Audit & Supervisory Board Members	• Announced the cross-shareholdings policy • Revised criteria for submission to the board of directors (separate management execution and supervision)		• Adopted IFRS • Cancelled treasury shares	• Established NISSIN FOODS Group Policy on Human Rights • Established NISSIN FOODS Group Tax Principle • Established Anti-Bribery Policy	• Strengthened cooperation with the Internal Audit Department • Clarified policy to reduce cross-shareholdings • Established the Sustainability Committee	• Changed the composition of the Management Advisory Committee (increased outside directors to a 3/5 majority)		
				• Implemented training workshops for directors and Audit & Supervisory Board Members					
				• IFRS training	• Human rights education • Compliance training • Diversity and Inclusion training	• Training for D&I management/unconscious bias • RCEP impact on management • The future of information security	• The question of sustainable packaging and the future of plastic containers	• Information security from the perspective of management understanding (ransomware threat trends and responses) • Organization structures and mechanisms for sustainability	• Perspectives on sustainable management (risks and opportunities) • Generative AI and potential applications
	Establishment and Utilization of the Management Advisory Committee								
	• Considered abolishing takeover defense measures		• Abolished takeover defense measures (before renewal deadline)						
	• Discussed the Company's organizational structure								
		• Appointed directors							
		• Increased the number of outside directors	• Disclosed reasons for the appointment of internal directors	• Established criteria and process for the dismissal of the CEO and senior management • Revised the advisor system	• Disclosed CEO skill sets and succession plans	• Introduced succession training plans for key posts in the NISSIN FOODS Group		• Increased the number of outside directors	
		• Designed director remuneration plan							
			• Considered performance-linked short-term remuneration • Considered the introduction of medium- to long-term remuneration		• Expanded information disclosure, including decision policy			• Adopted performance-linked share-based remuneration plan	
	• Evaluating the Effectiveness of the board of directors								

Analysis and Evaluation of Effectiveness of the Board of Directors

The Company confirms whether the board of directors is fulfilling its role in realizing the sustainable growth of the Company and improving corporate value over the medium- to long-term and evaluates its effectiveness annually to enhance the effectiveness of the board of directors. The evaluation method has been determined based on the deliberations of the Management Advisory Committee and the board of directors. In FY 3/2024, the Management Advisory Committee discussed evaluation methods based on a third-party evaluation of the survey.

The FY 3/2024 evaluation confirmed the effectiveness of the board of directors is being appropriately ensured. The overview of the plan is as follows.

Efforts to Address Issues and Evaluate Effectiveness in FY 3/2024

Issues

Recognized the need for the following from the perspective of making effective use of time available for full-member discussions consisting of a diverse group of directors, emphasizing constructive deliberations and management oversight for the best possible forward-looking decision-making

1. Establish important deliberation items
2. Secure the required time for important deliberation items

Initiatives

1. Identified the following as important deliberation items
   A) Overseas expansion from the perspective of the Medium- to Long-Term Growth Strategy
   B) Investments and financing from a medium- to long-term perspective
   C) Human capital
2. Strengthen our operations by enhancing explanations of agenda items to outside directors in advance and adjusting time allocations on the day of the meeting

Assessment

- Engaging officers with diverse perspectives and enabling open and frank discussions
- Information sharing through independent outside directors/Audit & Supervisory Board
- Steady work of activities by the relevant office to improve issues pointed out in the previous board of directors effectiveness assessment

FY 3/2025 Initiatives

Improve the effectiveness of the board of directors further through the following ongoing initiatives in response to comments (further deepening of initiatives, etc.)

1. Identified the following as important matters for discussion
   A) Overseas expansion from the perspective of the Medium- to Long-Term Growth Strategy
   B) Investments and financing from a medium- to long-term perspective
   C) Human capital
2. Strengthen our operations by enhancing explanations of agenda items to outside directors in advance and adjusting time allocations on the day of the meeting

Small Meetings With Outside Directors

As part of our efforts to enhance the effectiveness of directors, we held small meetings between Outside Director Mizuno and shareholders and institutional investors.

Speakers	Masato Mizuno (independent outside director, chair of the Management Advisory Committee)
Date	March 8, 2024 (First Meeting); March 21, 2024 (Second Meeting)
Participants	A total of 14 companies and 15 participants, mainly shareholders and institutional investors
Main Topics	• Involvement in management strategy • Independence and term of office for outside directors • Succession planning • Reducing cross-shareholdings

Management Advisory Committee Meetings

The Management Advisory Committee, an advisory body to the board of directors, meets three times a year in principle to deliberate on the following agenda items and contributes to board of director discussions by reporting the results of these deliberations to the board.

Theme	Matters Deliberated in the Past (excerpts)	Detailed pages	
1. Selection and dismissal of members of the senior management The Committee deliberates policies and criteria for the selection or dismissal of members of senior management, including candidates for directors. In addition, the Committee deliberates and supervises a series of the procedures.	Criteria for selection of candidates for directors, etc.	Succession Plan Management	▶ p. 59
	Composition of the Board of Directors	Changes in the Composition of the Board of Directors	▶ p. 57
2. Remuneration of Directors The Committee deliberates and supervises policies for determining the remuneration of individual directors and the appropriateness of this decision-making process from the perspectives of management transparency and fairness.	Policy for determining remuneration, etc. and procedures for determining remuneration	Director Remuneration	▶ p. 59
3. Other items regarding corporate governance In addition to the above, the Committee raises and deliberates agenda items necessary for further improving the governance system of the Company as appropriate.	Evaluation of management of the Board of Directors	Analysis and Evaluation of Effectiveness of the Board of Directors	▶ p. 58
	Chief Executive Officer (CEO) succession plan	Succession Plan Management	▶ p. 59
	Abolition of the Takeover Defense Measures	—	

The board of directors is required to consult with the Management Advisory Committee prior to its deliberation and resolution of above matters. In addition, the board of directors deliberates and resolves such matters having respect for reports from the Management Advisory Committee and taking them into full consideration.

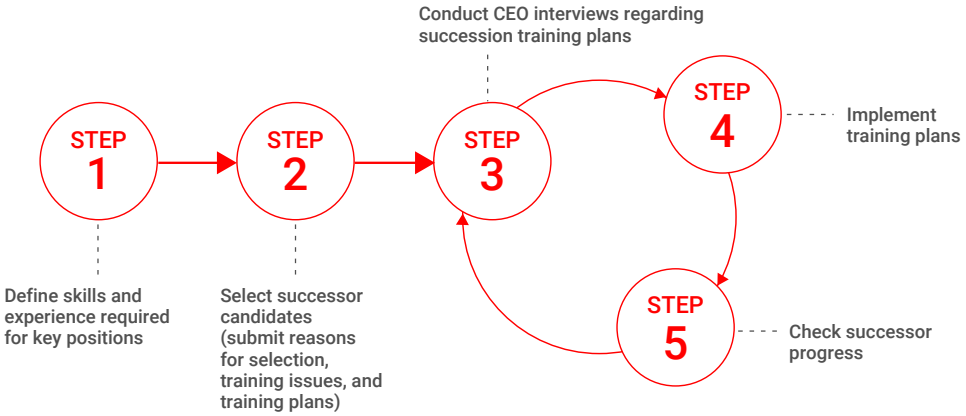
Succession Plan Management

To develop perpetually as an EARTH FOOD CREATOR, constantly creating new food while solving environmental and social issues, the Group must strategically groom corporate managers who set forth a medium- and long-term vision and realize and execute the corporate philosophy.

When choosing the CEO successor, candidates are selected from among persons selected as director and from among the executive officers in principle who have past achievements, a strong ownership and sense of responsibility toward realization of the Group's vision, and popularity from inside and outside the Company for exceptional capabilities in decision-making, reaching breakthroughs, winning peoples' hearts and minds, and a clear sense of morals and values, as well as having broad experience and knowledge relating to corporate management, a keen spirit to acquire cutting-edge insight, and excellent business judgement. After the selected individual is subjected to the deliberation and verification by the Management Advisory Committee, the board of directors judges whether the selected individual is suitable person as the successor.

In grooming successors to key positions, like directors, executive officers, presidents of operating companies, and chief officers, we are striving to fill the pipeline in a systematic manner by implementing the PDCA (Plan-Do-Check-Act) cycle, which involves the formulation of training plans, interviews with the CEO, execution of plans, and checking of progress.

Training Process for CEO and Key Positions



Succession Training Plans

We designate presidents of operating companies, chief officers, and heads of key post divisions as key posts, and we endeavor to develop successor candidates for these posts. We clarify the reasons for selection and training issues for each candidate, implementing a systematic training plan, visualizing the progress of successor candidates, and utilizing this information in hiring plans.

		FY 3/2021	FY 3/2022	FY 3/2023
Internal Succession Rate*		100.0%	100.0%	100.0%
Succession Readiness	Next period (1-3 years)	94.6%	81.8%	83.0%
	Period following next (4-5 years)	97.3%	88.6%	85.1%

*Ratio of internal appointees promoted to key positions

Director Remuneration

The Company has formulated the Determination Standard for Director Remunerations, stipulating the composition of remuneration, etc., the level of remuneration for each position and role, selection of performance indicators and the method of reflecting such indicators in the remuneration, etc.

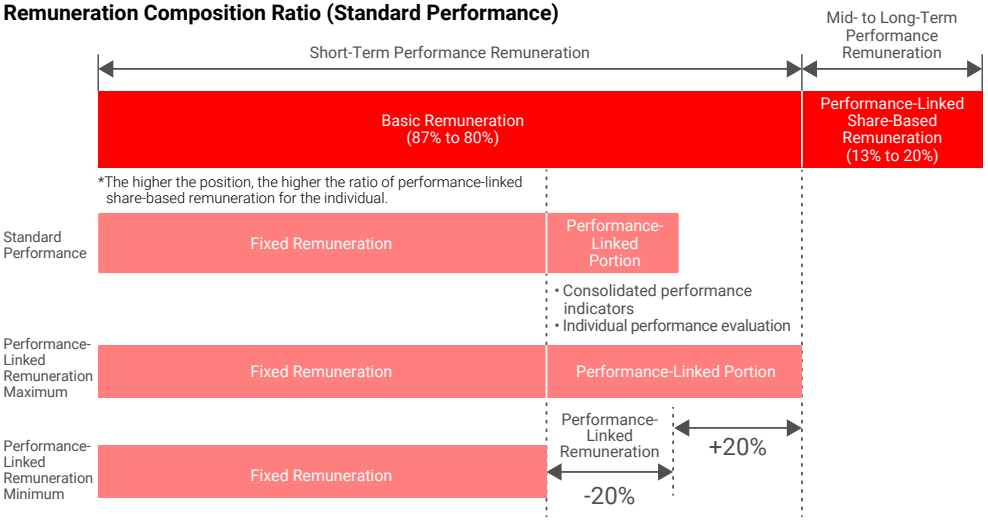
The Determination Standard for Director Remunerations was formulated aiming at increasing the Company's medium- to long-term corporate value, boosting director morale and the desire to contribute to improving the Company's business performance. All such contents are deliberated by the Management Advisory Committee that serves as an advisory body to the board of directors, the majority of which is comprised of Independent outside directors. With the consent of the Management Advisory Committee, the details are determined through a resolution by the board of directors. Through a resolution by the board of directors, the Company is delegating the determination of part of the contents of the remuneration, etc. for each director to President & Representative Director, CEO, Koki Ando. When the authority is exercised it is exercised in accordance with the Determination Standard for Director Remunerations which has been deliberated and consented by the Management Advisory Committee, ensuring appropriate exercise of such authority. The Company deems that it is best to delegate individual directors' evaluations, from the standpoint of the degree of contribution to company-wide businesses and business performance, to the representative director.

Remuneration for directors consists of basic remuneration and performance-linked share-based remuneration. However, outside directors and Audit & Supervisory Board Members receive basic remuneration only.

Basic Remuneration

The basic remuneration, provided monthly, consists of a fixed portion based on the position and the role of the director and a performance-linked portion that is linked to the company's business performance in the current year and the degree of individual performance. The performance-linked portion is designed to vary within the range of up to 20% of the base amount depending on the actual results of consolidated performance indicators of the Company and also within the same range for the results of individual performance evaluation, within the range of up to 40% for both indicators combined, and will be reflected in the performance-linked portion of the basic remuneration for the following fiscal year.

Remuneration Composition Ratio (Standard Performance)



Consolidated Performance Indicators and Individual Performance Evaluations

From the standpoint of simplicity and in the interest of contributing to increased short-term revenue, the consolidated performance indicators we have selected are shown below.

Indicators	Weight	Achievement basis	Why selected
Revenue	30%	Achievement vs. Plan	As an indicator of earnings generation capability in our core operations
Profit attributable to owners of the parent	70%	Achievement vs. Plan	As an indicator of final commitment to shareholders

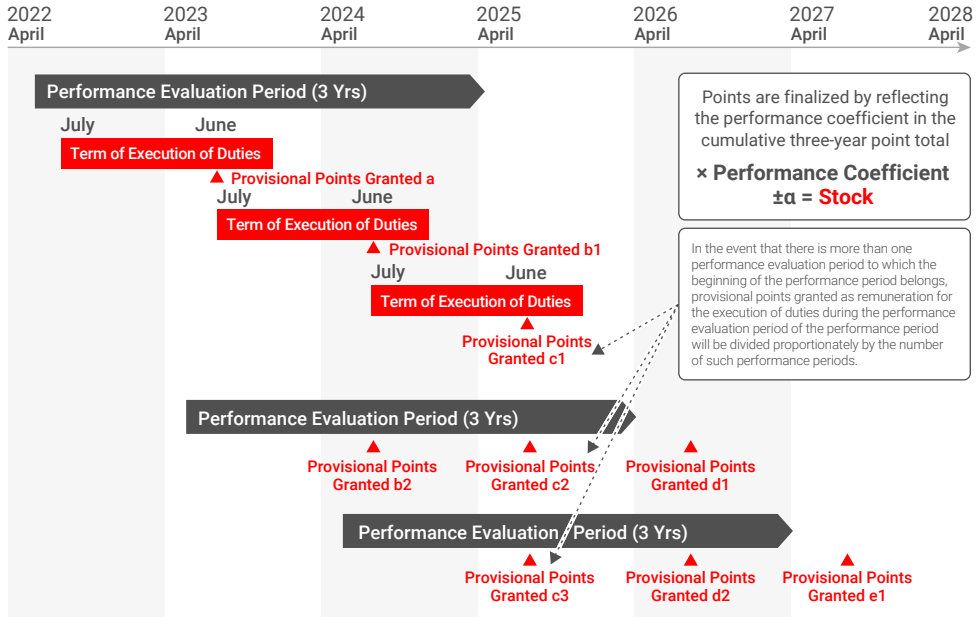
To evaluate individual performance, based on the assumption that the individual performance accomplished through business execution leads to improvement of the Company's business performance, the Company clarifies individual responsibility and contribution, and evaluates the degree to which targets have been achieved. The degree to which targets have been achieved is evaluated based on the Company's overall performance, the performance of the division the individual oversees, and the performance of the operating company the individual oversees. Targets for the performance of the division include non-financial indicators. The weighting of these indicators in the evaluation process varies depending on position.

Performance-Linked Share-Based Remuneration

The performance-linked share-based remuneration, by linking directors' remuneration to the Company's stock price and sharing interest with shareholders, aims to increase the Company's medium-to long-term corporate value and boost director morale and desire to contribute to improved results. In this system, money provided by the Company is used to fund the acquisition of the Company's shares through a trust, and according to the Share Delivery Regulations for Officers established by the Company (the "Share Delivery Regulations for Officers"), the Company's shares are granted to directors (excluding outside directors).

In the share-based remuneration system, based on the Share Delivery Regulations for Officers, each director is granted provisional points based on their position, and for every performance measurement period of three fiscal years, the number of points is adjusted using a performance coefficient decided based on the achievement ratio of consolidated performance indicators during the period in question, to be granted as confirmed points. Upon the retirement or death of a director, the Company's shares acquired through the Trust will be granted to the director in accordance with the procedures stipulated in the Share Delivery Regulations for Officers, at the rate of one share per confirmed point in proportion to the number of confirmed points held at that time (in cases where the requirements stipulated in the Share Delivery Regulations for Officers are met, a certain percentage of the Company's shares may be paid in cash equivalent to the market value of the Company's stock).

Performance-Linked Share-Based Remuneration Calculation Method



Performance Indicators

For consolidated performance indicators, from the standpoint of facilitating medium- to long-term growth and shared interests with shareholders, the Company is using the three-year average of multiple indicators chosen by the Management Advisory Committee out of indicators such as core operating profit growth rate for existing businesses and relative TSR for their appropriateness in light of the intent of the share-based remuneration system.

Consolidated Performance Indicators

Indicators	Weight	Achievement basis	Why selected
Core operating profit growth rate for existing businesses	50%	Three-year average growth rate	As an indicator of earnings generation capability in core operations
Relative TSR	50%	Three-year relative TSR	As an indicator of profit sharing with shareholders

Eligibility by Remuneration Type

Title of officer	Basic remuneration		Performance-linked share-based remuneration
	Fixed portion	Performance-linked portion	
Directors (internal)	○	○	○
Directors (outside)	○	–	–
Audit & Supervisory Board Member	○	–	–

Total Remuneration by Officer Category, Remuneration Amount by Type, and Number of Eligible Officers

(Millions of yen)

Title of officer	Total Remuneration	Total amount of remuneration by type			Number of eligible officers (People)
		Basic remuneration		Performance-linked share-based remuneration	
		Fixed remuneration etc.	Performance-linked remuneration		
Directors (excluding outside directors)	710	522	46	141	3
Audit & Supervisory Board Members (excluding outside Audit & Supervisory Board Members)	17	17	–	–	1
Outside officers	104	104	–	–	9
Total	831	644	46	141	13

Notes: 1. The above performance-linked remuneration within basic remuneration reflects the business performance of the previous fiscal year (fiscal year ended March 31, 2023). Performance-linked stock-based remuneration refers to the amount accounted for as an expense during the fiscal year under review in respect to this system.
2. The above includes remuneration for one Outside Board Member who retired at the conclusion of the 75th Ordinary General Meeting of Shareholders held on June 28, 2023.

Total Amount of Consolidated Remuneration, Etc. For Each Officer

(Millions of yen)

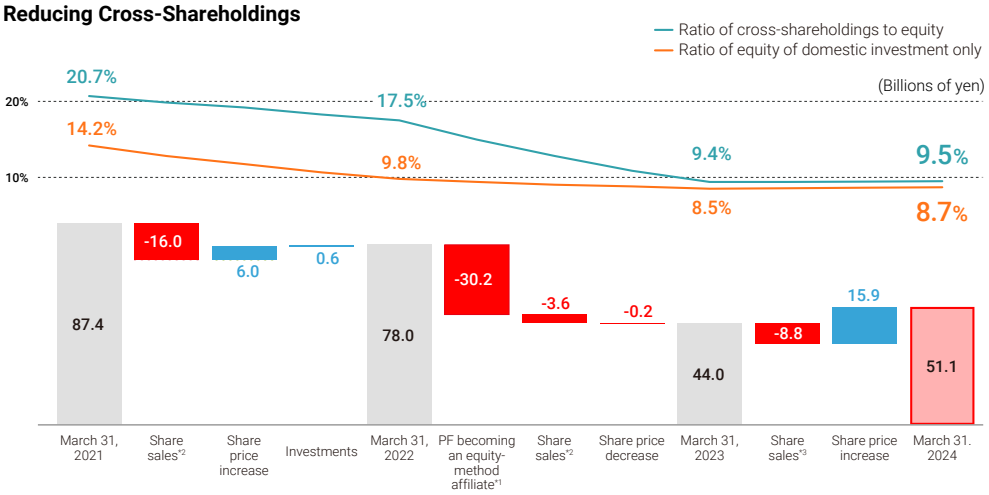
Name	Total amount of consolidated remuneration, etc.	Title of officer	Type of company	Total amount of remuneration by type		
				Basic remuneration		Performance-linked share-based remuneration
				Fixed remuneration, etc.	Performance-linked remuneration	
Koki Ando	460	Director	The Company	341	30	89
Noritaka Ando	278	Director	The Company	109	9	40
		Director	NISSIN FOOD PRODUCTS CO., LTD.	109	9	–

Note: The above performance-linked remuneration within basic remuneration reflects the business performance of the previous fiscal year (fiscal year ended March 31, 2023). Performance-linked stock-based remuneration refers to the amount accounted for as an expense during the fiscal year under review in respect to this system.

Reduction of Cross-Shareholdings

As of March 31, 2016, the end of the fiscal year immediately after the establishment of the Corporate Governance Code by the Tokyo Stock Exchange on June 1, 2015, the Company had a balance of ¥92,496 million in cross-shareholdings. As a result of reductions in such shareholdings, the balance of cross-shareholdings at the end of March 2024 equated to 9.5% of total capital of ¥535,010 million at that time, and cross-shareholdings excluding overseas issues were equivalent to 8.7% of total capital at the end of March 2024. The number of cross-shareholdings as of the end of March 2024 was 57 (a balance of ¥51,057 million at the end of the fiscal year).

Reducing Cross-Shareholdings



*1 Premier Foods plc became equity-method associate.
*2 The amounts of shares sales shown for FY 3/2022 and FY 3/2023 are based on market value as of March 31, 2021, in accordance with the reduction target of ¥10 billion.
*3 The amount of shares sales shown for FY 3/2024 is based on the actual sales prices.

Group Governance

KOIKE-YA Inc. and NISSIN FOODS CO., LTD. (listed on the Main Board of the Hong Kong Exchanges and Clearing) are listed subsidiaries of the Company.

Based on the Basic Policy on Construction of Internal Control Systems, etc., the Company aims to maximize the corporate value of the Group by establishing a group governance system for the Group, including its listed subsidiaries.

Based on the understanding that properly protecting the interests of its listed subsidiaries, the shareholders of the listed subsidiaries, other than the Company, and other stakeholders will contribute to increasing the corporate value of the listed subsidiaries, the Company manages the listed subsidiaries while respecting their management independence and receives reports, etc. on important management matters of the subsidiaries based on the internal rules of the subsidiaries.

Tax Principle

In accordance with the philosophy of our founder's spirit of Shoku-i Sei-shoku (Food-related jobs are a sacred profession), the NISSIN FOODS Group provides safe and worry-free foods, promotes business to maximize benefits to all stakeholders, and recognizes the enhancement and strengthening of corporate governance as one of the top management priorities in order to practice highly objective and transparent management.

In the area of tax compliance, we have also established the NISSIN FOODS Group Tax Policy, promote stronger tax compliance awareness among NISSIN FOODS Group companies and employees, and constantly strive to develop and operate an appropriate tax compliance system.

NISSIN FOODS Group Tax Principle
https://www.nissin.com/en_jp/sustainability/management/policy/tax-principle/

Taxes Paid by Segment (FY 3/2023)

	Japan	The Americas*1	China*2	Asia*3	EMEA*4	Total
Taxes paid (Billions of yen)	8.7	1.7	2.0	0.2	0.0	12.6
Percentage (%)	68	14	16	2	0	100

*1 U.S.A., Mexico, Brazil *2 China, etc.
*3 Thailand, India, Singapore, Indonesia, Vietnam, Cambodia, etc.
*4 Germany, Hungary, Belgium, Türkiye

Internal Controls

Officers and employees of the NISSIN FOODS Group shall make efforts to be deeply aware of corporate social responsibility, to comply with the relevant laws and regulations, and to commit to acting conforming with social ethics when executing their daily duties pursuant to the NISSIN FOODS Group Ethics Regulations and NISSIN FOODS Group Compliance Regulations.

Basic Policy on Construction of Internal Control System
https://www.nissin.com/en_jp/sustainability/management/policy/internal_control/

Compliance

In principle, the Compliance Committee, which is chaired by the director, chief strategy officer (CSO), and managing executive officer, convenes once a quarter to share trends in consultations and reports to the internal reporting desk, looks into the cases that occur, and considers measures to anticipate and prevent recurrences. Any issues and matters are handled by the office of the Compliance Committee, which is composed primarily of the Compliance Group under the Legal Affairs Department, and compliance managers assigned to each company and department.

Compliance
https://www.nissin.com/en_jp/sustainability/governance/compliance/

Internal Reporting System

The NISSIN FOODS Group established a whistleblowing system to identify violations of laws, regulations, or internal rules as early as possible, to prevent misconduct, and to enhance sound corporate management.

The NISSIN FOODS Group Internal Reporting Regulations stipulate rules of confidentiality to ensure whistleblowers are not subjected to disadvantageous treatment as a result of their report.

No. of Internal Whistleblowing Reports

	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
No. of Internal Whistleblowing Reports	60	63	60	70	66

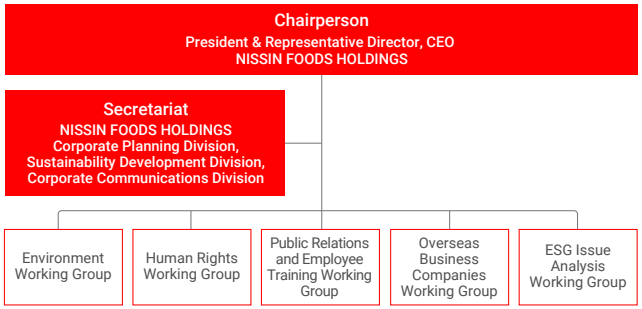
Internal Reporting System
https://www.nissin.com/en_jp/sustainability/governance/compliance/#whistleblowing-rules

Sustainability Management

Implementation Framework

Sustainability Committee

To achieve sustainable growth while addressing environmental and social issues, in April 2020, the Group established the Sustainability Committee—chaired by the CEO—with five working groups under it. The committee's office is formed by the Corporate Planning Division, the Sustainability Promotion Division, and the Corporate Communications Division. Each working group includes participants from the relevant departments.



Sustainability Advisory Board

The Sustainability Advisory Board is an advisory body to the board of directors established for the purpose of grasping global trends related to sustainability and strengthening the internal sustainability promotion system. The advisory board discusses environmental, social, and governance (ESG) issues*1 that the Group should undertake while receiving recommendations from outside experts and offers advice and recommendations to the board of directors*2. Before meetings of the Sustainability Advisory Board, the Sustainability Committee's Office, which is the operating body, also discusses ESG-related issues regularly with members who are outside experts*3.

*1 Planned to be conducted twice each year.
*2 Planned to be conducted at least once each year.
*3 Planned to be conducted six times each year.

Agenda for FY 3/2024

- July 4, 2023 5th Meeting
  Business and human rights, the circular economy, and the latest trends in sustainable finance and clean energy supply
- January 18, 2024 6th Meeting
  28th Conference of the Parties of the United Nations Framework Convention on Climate Change (COP28), animal welfare

Employee Awareness

The Group nurtures employee awareness of sustainability through the dissemination of messages by the CEO of NISSIN FOODS HOLDINGS, who is also chair of the Sustainability Committee. The Group also informs employees of social and environmental issues, various basic policies and SDGs, and common knowledge, mainly through various training sessions and the Group's in-house newsletter. In addition, changes in employees' awareness of the company's environmental considerations and its degree of contribution to society are being grasped by conducting an annual employee attitude survey.

Results of Employee Attitude Surveys

	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
The company conducts businesses that take the environment into consideration.	64%	73%	74%	73%	70%
The company is contributing to society via its businesses.	80%	88%	87%	87%	86%

Scope: Employees who are employed by NISSIN FOOD PRODUCTS (including employees seconded to NISSIN FOODS HOLDINGS, NISSIN CHILLED FOODS, NISSIN FROZEN FOODS, etc.), MYOJO FOODS, NISSIN YORK, and NISSIN CISCO.

Sustainability Governance
https://www.nissin.com/en_jp/sustainability/management/governance/

Material Issues

Material Issues of the NISSIN FOODS Group

The NISSIN FOODS Group identifies a broad range of responsibilities to fulfill and sustainability issues to address. These responsibilities and issues include the establishment of a food safety management system, reduction of environmental impact, and establishment of governance. In particular, we identify material issues as a priority related to non-financial value that ties directly to Group businesses and may pose risks or opportunities in the medium to long term through international guidelines and dialogues with outside experts.

Materiality Identification Process

In 2021, we identified material issues through the following steps. Additionally, we conduct a review of these issues at least once a year in the Sustainability Advisory Board, an advisory committee of the board of directors.

Step 1 **Identify stakeholder expectations of the Group**
We referenced the Dow Jones Sustainability Index* for expectations of stakeholders, as well as international standards, such as the Sustainability Accounting Standards Board guidelines. We determined stakeholder expectations based on the weight given in the Down Jones Sustainability Index.
*An investment stock index that evaluates the sustainability of companies from the three aspects of the economy, the environment, and society.

Step 2 **Measure the degree of impact on the Group's businesses**
The items identified in Steps 1 and 2 were discussed at the Management Advisory Committee, which includes the CEO, COO, and outside directors, as well as at the Sustainability Advisory Board with outside experts.

Step 3 **Identify important themes for Group focus**
The degree of social and stakeholder expectations of the NISSIN FOODS Group and the degree of impact on the Group's businesses were combined to extract important themes the Group should undertake intensively. These were prioritized to identify four material issues from the aspects of operational risk and business opportunity. We also ensure that material issues align with our founding spirit.

Material Issues
https://www.nissin.com/en_jp/sustainability/management/materiality/

Board of Directors and Audit & Supervisory Board Members* (As of June 26, 2024)

*In this section, NISSIN FOODS HOLDINGS CO., LTD. is referred to as the "Company."

Board of Directors

Koki Ando

President & Representative Director, CEO

Born October 7, 1947 (age 76)

July 1973
Joined the Company

May 1974
Director, General Manager of Overseas Business Division, and General Manager of Development Division, the Company

April 1979
Managing Director, Head of Sales Headquarters, the Company

June 1981
Representative Director & Senior Managing Director, the Company

July 1983
Executive Vice President & Representative Director, the Company

June 1985
President & Representative Director, the Company

January 2007
Chairman, Ando Foundation (current)

October 2008
President & Representative Director, CEO (Chief Executive Officer), the Company (current)

August 2010
Chairman, Japan Association for the World Food Programme (current)

Noritaka Ando

Executive Vice President & Representative Director, COO, the Company, and President & Representative Director, NISSIN FOOD PRODUCTS CO., LTD.

Born June 8, 1977 (age 47)

June 2004
Managing Director, ANDO FOUNDATION

March 2007
Joined the Company; General Manager, Corporate Planning Division

February 2008
Executive Officer and General Manager, Corporate Strategy Division

June 2008
Director, in charge of Marketing, the Company

October 2008
Director and CMO (Chief Marketing Officer), Director and Head of Marketing, the Company

June 2010
Senior Managing Director and CMO, the Company
Executive Vice President & Representative Director, NISSIN FOOD PRODUCTS CO., LTD.
Vice President, Ando Foundation (current)

April 2011
Senior Managing Director, CMO, and Chief Representative of the Americas, the Company

April 2012
Senior Managing Director, CSO (Chief Strategic Officer), and Head of Regional Headquarters of Asia, the Company

April 2014
Senior Managing Director, CSO, in charge of Marketing, and in charge of Production and Resourcing, the Company

June 2014
Senior Managing Director, CSO, in charge of Marketing and SCM, the Company

April 2015
Senior Managing Director & Representative Director, CMO, the Company
President & Representative Director, NISSIN FOOD PRODUCTS CO., LTD. (current)

April 2016
Senior Managing Director & Representative Director, the Company

June 2016
Executive Vice President & Representative Director, and COO (Chief Operating Officer), the Company (current)

Yukio Yokoyama

Director, CSO, and Managing Executive Officer

Born November 16, 1956 (age 67)

April 1979
Joined The Fuji Bank Limited (currently Mizuho Bank, Ltd.)

April 2005
General Manager, Shibuya Branch, Mizuho Bank, Ltd.

April 2007
Executive Officer and General Manager, Shibuya Branch, Mizuho Bank, Ltd.

April 2008
Joined the Company; Executive Officer and General Manager of Financial Division

October 2008
Executive Officer and General Manager of Finance and Accounting Division, the Company
President & Representative Director, Nissin Asset Management Co., Ltd.

January 2010
Executive Officer and CFO (Chief Financial Officer), the Company

June 2010
Director and CFO, the Company

June 2016
Director, CFO, and Managing Executive Officer, the Company

April 2021
Director, CSO and Managing Executive Officer, the Company (current)

Ken Kobayashi

Outside Director Outside

Born February 14, 1949 (age 75)

July 1971
Joined Mitsubishi Corporation

April 2003
Senior Vice President, Mitsubishi Corporation

June 2007
Director and Executive Vice President, Mitsubishi Corporation

April 2010
Senior Executive Vice President and Executive Assistant to the President, Mitsubishi Corporation

June 2010
President & CEO, Mitsubishi Corporation

June 2011
Outside Director, the Company (current)

April 2016
Representative Director and Chairman, Mitsubishi Corporation

June 2016
Chairman of the Board, Mitsubishi Corporation
Outside Director, Mitsubishi Heavy Industries, Ltd. (current)
Outside Director, MITSUBISHI MOTORS CORPORATION (retired in 2022)

December 2021
Outside Director, Mitsubishi Research Institute, Inc. (current)

April 2022
Corporate Advisor, Mitsubishi Corporation (current)

November 2022
Chairman, The Tokyo Chamber of Commerce and Industry (current)

November 2022
Chairman, The Japan Chamber of Commerce and Industry (current)

Masahiro Okafuji

Outside Director Outside

Born December 12, 1949 (age 74)

April 1974
Joined ITOCHU Corporation

June 2002
Executive Officer, ITOCHU Corporation

April 2004
Managing Executive Officer, ITOCHU Corporation

June 2004
Managing Director, ITOCHU Corporation

April 2006
Senior Managing Director, ITOCHU Corporation

April 2009
Executive Vice President, ITOCHU Corporation

April 2010
President & Chief Executive Officer, ITOCHU Corporation

June 2011
Outside Director, the Company (current)

April 2018
Chairman & Chief Executive Officer, ITOCHU Corporation (current)

Masato Mizuno

Outside Director Outside Independent

Born May 25, 1943 (age 81)

March 1966
Joined MIZUNO Corporation

May 1978
Director, MIZUNO Corporation

February 1980
Managing Director, MIZUNO Corporation

June 1983
Executive Managing Director, MIZUNO Corporation

May 1984
Executive Vice President, MIZUNO Corporation

May 1988
President (CEO), MIZUNO Corporation

June 2006
Chairman of the Board, MIZUNO Corporation

October 2012
Corporate Advisor, MIZUNO Corporation

July 2014
Senior Corporate Advisor, MIZUNO Corporation (current)

June 2016
Outside Director & Independent Director, the Company (current)

Board of Directors and Audit & Supervisory Board Members (As of June 26, 2024)

Yukiko Nakagawa

Outside Director Outside Independent

Born June 3, 1964 (age 60)

April 1988
Joined Mitsui Trust Bank, Limited (currently Sumitomo Mitsui Trust Bank, Limited) (left in 1994)

October 2006
Personal Director, Toshiba-GE Turbine Services Co., Ltd. (left in 2011)

April 2010
Co-researcher, Keio Economic Observatory, Keio University (current)

April 2011
Visiting Researcher, Institute for Transnational Human Resource Management, Waseda University (current)

September 2014
Personal Director, Mizkan Holdings Co., Ltd. (left in 2016)

April 2016
Professor, Graduate School of Business Administration, Rikkyo University (retired in 2021)

June 2018
Outside Director, EDION Corporation (retired in 2019)

March 2019
Outside Director, Renesas Electronics Corporation (retired in 2020)

June 2019
Outside Director & Independent Director, the Company (current)

February 2021
Outside Director IWAKI CO., LTD. (currently Astena Holdings Co., Ltd.) (retired in 2023)

June 2021
Outside Director, Toho Zinc Co., Ltd. (current)

September 2021
Outside Director, Macromill, Inc. (current)

April 2024
Professor (Special Appointment), Department of Business Administration, Aoyama Gakuin University Graduate School of Business Administration (current)

Eietsu Sakuraba

Outside Director Outside Independent

Born May 30, 1956 (age 68)

April 1980
Joined the Ministry of Agriculture, Forestry and Fisheries ("MAFF")

January 2001
Head, Commodity Price Office, Consumer Affairs and Daily Living Section, General Food Policy Bureau, the MAFF

October 2002
Counsellor, Minister's Secretariat, the MAFF

July 2005
Head, Food Industry Promotion Division, General Food Policy Bureau, the MAFF

April 2008
Director-General, Hokkaido District Agriculture Office, the MAFF

July 2009
Head, Information Assessment Division, Minister's Secretariat, the MAFF

May 2011
Councillor, Minister's Secretariat and International Affairs Department and Agricultural Production Bureau, the MAFF

August 2011
Deputy Director-General, General Food Policy Bureau, the MAFF

September 2011
Councillor, Minister's Secretariat and Food Industry Bureau and Agricultural Production Bureau, the MAFF

September 2012
Councillor, Minister's Secretariat and Food Industry Bureau, the MAFF

July 2014
Director-General, Food Industry Bureau, the MAFF

April 2016
Councillor, Cabinet Secretariat (Concurrent) (retired in 2016)

September 2016
Executive Analyst, Yamato Group Research Institute (left in 2021)

April 2020
Visiting Professor, Faculty of Agriculture, Takasaki University of Health and Welfare (current)

June 2020
Outside Director & Independent Officer, the Company (current)

February 2021
Chairman, Eco-friendly Plastic Packaging Association (current)

April 2023
Special Advisor to the President, Takasaki University of Health and Welfare (current)

January 2024
Special Advisor, Cabinet Office (current)

January 2024
Advisor, the MAFF (current)

Yuka Ogasawara

Outside Director Outside Independent

Born November 10, 1975 (age 48)

April 1999
Joined Overseas Economic Cooperation Fund (currently Japan Bank for International Cooperation) (left in 2004)

September 2005
Joined Bain & Company, Inc. (left in 2009)

December 2009
Joined Japan International Cooperation Agency (JICA) (left in 2019)

April 2019
Impact Officer, Institute for the Advancement of Social Innovation (currently Japan Social Innovation and Investment Foundation) (left in 2023)

May 2022
Outside Audit & Supervisory Board Member, Rennovater Co., Ltd. (current)

June 2022
Outside Director & Independent Officer, the Company (current)

April 2023
Director, Fujimura Research and Consulting Ltd (current)

June 2024
Outside Director, RYODEN Corporation (current)

June 2024
Director (Audit and Supervisory Committee Member), Orient Corporation (current)

Keiko Yamaguchi

Outside Director Outside Independent

Born December 24, 1974 (age 49)

June 1999
Joined The Sanwa Bank, Limited (currently MUFG Bank, Ltd.) (left in 2001)

October 2001
Joined Nomura Securities Co., Ltd. (left in 2012)

September 2012
Joined Goldman Sachs Japan Co., Ltd. (left in 2023)

May 2023
Director, Shonan Yamatetsu Co., Ltd. (current)

Audit & Supervisory Board

Masahiko Sawai

Full-Time Audit & Supervisory Board Member

Born June 29, 1958 (age 65)

April 1982
Joined the Company

September 2007
General Manager, Finance Division, the Company

October 2008
General Manager, Finance and Accounting Division, the Company

March 2014
Director, Executive Vice-President, CFO, NISSIN FOODS U.S.A.

September 2017
General Manager, Finance and Accounting Division, the Company

March 2018
Audit & Supervisory Board Member (Full-time), the Company

June 2018
Full-Time Audit & Supervisory Board Member, the Company (current)

Kyo Nishikawa

Full-Time Outside Audit & Supervisory Board Member Outside Independent

Born June 1, 1959 (age 65)

April 1982
Joined The Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.)

April 2004
General Manager, Nihonbashi Corporate Banking Division, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)

April 2006
General Manager, Hamamatsu Corporate Banking Division, Mizuho Corporate Bank, Ltd.

April 2008
General Manager, Hong Kong Branch, Mizuho Corporate Bank, Ltd.

April 2010
Executive Officer and General Manager, Mizuho Corporate Bank, Ltd. (retired in 2010)

June 2010
Joined Terumo Corporation; Executive Officer, General Manager, International Business Department

March 2012
Executive Officer and Managing Director of Terumo Europe NV, Terumo Corporation

April 2018
Senior Executive Officer (CHRO), Terumo Corporation

June 2019
Director and Senior Executive Officer (CHRO), Terumo Corporation

April 2021
Director and Managing Executive Officer, Terumo Corporation

April 2023
Director and Corporate Advisor, Terumo Corporation

April 2023
ISO/TC260 (Human Resource Management) Mirror Committee Member of Japan (current)

June 2023
Advisor, Terumo Corporation (retired in June 2024)

Ayumi Michi

Outside Audit & Supervisory Board Member Outside Independent

Born January 16, 1966 (age 58)

April 1988
Joined Nippon Telegraph and Telephone Corporation (left in 1990)

April 1995
Registered with the Tokyo Bar Association

April 1995
Joined Matsuo & Kosugi (left in 2002)

September 2008
Visiting Professor, School of Law, Waseda University (retired in 2009)

April 2009
Professor, School of Law, Waseda University (fixed term) (retired in 2010)

April 2009
Attorney at Law, Waseda University Legal Clinic Corporation (current)

October 2015
Deputy Secretary General, Japan Federation of Bar Associations (retired in 2018)

April 2018
Vice President, Tokyo Bar Association (retired in 2019)

April 2019
Director General of the Headquarters, Japan Legal Support Center (retired in 2022)

February 2022
Outside Director, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited) (current)

June 2023
Outside Audit & Supervisory Board Member & Independent Officer, the Company (current)

August 2023
Director, Research Office for Judicial Systems of the Japan Federation of Bar Associations (current)

Board of Directors and Audit & Supervisory Board Members (As of June 26, 2024)

Activities and Skills Matrix

			Name	Number of Shares Held*	Years in Office	Attendance at Board of Directors Meetings	Attendance at Management Advisory Committee	Attendance at Audit & Supervisory Board Meetings	Experience and Skills						
									Business Management	Brand Strategy	Food Technology	Sustainability	Structural Reform	Finance and Accounting	Risk and Legal
Board of Directors	Internal		Koki Ando	368,182	50	10/10 meetings (Chairperson)	4/4 meetings	–	●	●	●	●			
			Noritaka Ando	113,239	16	10/10 meetings	4/4 meetings	–	●	●	●		●		
			Yukio Yokoyama	7,449	14	10/10 meetings	Observer	–					●	●	●
	Outside		Ken Kobayashi	30,998	13	10/10 meetings	–	–	●			●			●
			Masahiro Okafuji	31,495	13	10/10 meetings	–	–	●	●					●
		Independent	Masato Mizuno	15,204	8	10/10 meetings	4/4 meetings (Committee Chairperson)	–	●	●		●			
		Independent	Yukiko Nakagawa	8,236	5	10/10 meetings	4/4 meetings	–				●	●		
		Independent	Eietsu Sakuraba	2,863	4	10/10 meetings	4/4 meetings	–			●	●			
		Independent	Yuka Ogasawara	1,410	2	10/10 meetings	4/4 meetings	–				●		●	
		Independent	Keiko Yamaguchi	0	New	–	–	–	●					●	
Audit & Supervisory Board	Internal		Masahiko Sawai	10,470	6	10/10 meetings	–	22/22 meetings (Chairperson)						●	
	Outside	Independent	Kyo Nishikawa	0	New	–	–	–					●	●	
		Independent	Ayumi Michi	0	1	7/7 meetings	Observer	15/15 meetings							●

*As of May 31, 2024

Skill Details and Reasons for Selection

Skill	Details, Reasons for Selection
Corporate Management	Deep knowledge, abundant experience and achievements in overall corporate management are essential to adapt with resilience to uncertainties in the business environment and achieve sustainable growth over the medium to long term requires.
Brand Strategy	Expertise and practical experience in brand strategy and marketing are essential to strengthen the core value of a global brand such as *CUP NOODLES*, enhance competitiveness in domestic and overseas markets, and achieve sustained earnings growth.
Food Technology	Expertise and practical experiences that can drive innovation at the forefront of food tech are essential to improve the Company's technological capabilities, stably supply high-quality products utilizing advanced technologies, and create new food cultures and businesses as "FUTURE FOOD CREATOR."
Sustainability	In-depth knowledge and experience in sustainability are essential to promote CSV management to achieve visions and for sustainable growth, use efficient resources and press ahead with EARTH FOOD CHALLENGE 2030 to tackle climate-change issues.

Skill		Details, Reasons for Selection
Structural Reform	Human Resources and Organization	Deep knowledge and practical experience in human and organizational areas are essential to develop innovative organizations that drive strategic execution and the creation of new food cultures, and develop and promote the Company's own transformation roadmap.
	Digital Transformation	With digital environment changing rapidly, extensive knowledge and practical experience are essential to promote the company-wide activity theme NBX (NISSIN Business Transformation) aiming to transform the business model itself not limited to pure digitalization.
Finance and Accounting		Expertise and practical experience in the financial and accounting are essential to have in place accurate financial reporting, build a strong financial base, actualize growth investments contributing to sustainable enhancement of corporate value, and enhance shareholder returns.
Risk and Legal Affairs		Establishing an appropriate governance system is essential to continuously increase corporate value. Sophisticated knowledge and broad experience in risk management, corporate governance, and law are essential to realize a stable supply of food, which is our mission.

Note: While we believe that all of these skills are important to the Company's management, we have also taken into account the order of priority among them in the order in which they are listed.

Financial Summary

(Billions of yen)

	JGAAP			IFRS						
	3/2015	3/2016	3/2017	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024
Fiscal Year										
Revenue	431.6	468.1	495.7	440.9	451.0	468.9	506.1	569.7	669.2	732.9
Cost of sales	242.9	260.5	270.2	282.8	295.8	301.6	324.4	375.2	448.2	474.3
Selling, general and administrative expenses	164.4	181.2	196.9	123.7	126.3	129.5	136.6	151.5	173.8	197.3
Core operating profit of existing businesses							52.4	49.6	60.2	80.6
Operating profit	24.3	26.4	28.6	35.2	29.0	41.3	55.5	46.6	55.6	73.4
Profit attributable to owners of the parent	18.5	26.9	23.6	29.1	19.4	29.3	40.8	35.4	44.8	54.2
EBITDA (Operating profit ± Other income and expenses + Depreciation and amortization)	40.4	45.0	45.9	52.1	53.1	67.5	76.0	74.9	84.5	105.7
Capital expenditures	23.0	32.8	36.3	52.0	57.6	39.7	34.0	28.3	32.7	75.0
Depreciation and amortization	15.4	17.5	15.4	17.8	20.3	25.2	25.4	28.2	29.2	31.3
R&D expenses	6.4	7.2	7.7	7.8	9.3	7.5	7.9	10.1	11.4	10.8
Cash flows from operating activities	30.4	36.2	33.2	44.9	40.7	57.5	72.7	52.9	64.8	94.1
Cash flows from investing activities	-4.8	-45.8	-29.8	-47.8	-44.5	-40.4	-26.5	-3.5	-32.1	-61.9
Cash flows from financing activities	-8.0	-3.0	-26.1	-11.1	13.1	-10.1	-19.0	-44.4	-47.7	-26.3
Free cash flow	25.5	-9.6	3.3	-2.9	-3.8	17.1	46.2	49.5	32.8	32.2
Fiscal Year End										
Total assets	512.7	553.1	537.2	528.7	557.6	576.6	663.5	683.4	708.4	812.4
Cash and cash equivalents	105.9	88.7	67.6	49.6	57.1	60.2	90.3	102.0	87.4	96.7
Working capital (Accounts receivable + Inventory - Accounts payable)	32.7	37.2	42.5	41.9	44.2	53.1	60.0	68.8	85.2	95.8
Property, plant and equipment	147.2	168.9	188.0	188.2	216.8	240.1	257.1	260.5	265.8	315.6
Net debt	15.7	34.3	40.2	23.9	48.1	69.7	69.5	64.4	55.1	56.1
Total equity	369.9	371.7	353.5	353.1	352.5	354.1	421.4	444.6	467.9	535.0
Per Share Indicators										
Book-Value per share (BPS) (yen)*	1,094.0	1,111.0	1,092.2	1,055.6	1,045.8	1,049.5	1,228.8	1,326.6	1,415.7	1,621.9
Basic earnings per share (EPS) (yen)*	56.0	81.8	73.8	93.3	62.0	93.8	130.6	114.5	146.9	178.2
Cash dividend per share (yen)*	25.0	26.7	28.3	30.0	36.7	36.7	40.0	43.3	46.7	66.7
Ratio										
Overseas sales ratio (%)	19.2	21.6	22.2	26.7	27.3	27.2	27.8	29.7	36.6	37.3
EBITDA margin (%)	9.4	9.6	9.3	11.8	11.8	14.4	15.0	13.1	12.6	14.4
Price-to-Book ratio (PBR) (times)	1.8	1.6	1.9	2.3	2.4	2.9	2.2	2.2	2.9	2.6
Price-Earnings ratio (PER) (times)	35.2	21.5	27.9	26.4	40.9	32.0	20.9	24.9	27.5	23.6
Return on equity attributable to owners of the parent (ROE) (%)	5.3	7.4	6.7	9.2	5.9	9.0	11.5	8.9	10.7	11.7
Dividend payout ratio (%)	44.7	32.6	38.4	32.2	59.2	39.1	30.6	37.8	31.8	37.4
Equity attributable to owners of the parent to total assets (%)	70.6	65.1	63.5	62.4	58.6	56.9	57.9	59.6	60.8	60.7
Ending stock price (end of March) (yen)*	1,970	1,763	2,057	2,460	2,533	3,000	2,737	2,857	4,043	4,200

*Stock split was conducted at a ratio of 3 shares per common share as of January 1, 2024. The calculation assumes that this stock split occurred at the beginning of FY 3/2015.

Non-Financial Summary

Environment

CY: Calendar Year (Jan-Dec), FY: Fiscal Year (April-March)

		Units	Targets	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
Environmental Targets Toward 2030	CO_2 emissions: Scope 1+2*1(Domestic and Overseas)	1,000t	—	—	462	459	430	388
	CO_2 emissions reduction rate: Scope 1+2*1 compared to 2020 (Domestic and Overseas)	%	-42*3	—	—	-0.8	-6.9	-16.1
	CO_2 emissions: Scope 3*2	1,000t	—	—	3,432	3,246	3,236	3,353
	CO_2 emissions reduction rate: Scope 3*2 compared to 2020 (Domestic and Overseas)	%	-25*3	—	—	-5.4	-5.7	-2.3
	Water usage per million yen of revenue (IFRS basis)	m^3	12.3	11.6	11.5	11.8	10.5	9.7
	Waste recycling rate (Domestic)	%	99.5	99.6	99.7	99.7	99.8	99.8
	Waste reduction in sales and distribution vs. FY 3/2016 (Domestic)	%	-50.0	0.0	-38.9	-47.1	-0.2	-51.1
	Sustainable palm oil procurement ratio*4	%	100	20.0	26.0	36.0	37.7	43.4
	Electricity from renewable energy procurement ratio*5	%	—	—	0.0	17.2	31.9	51.4

Social Issues

	Units	Standards and Targets	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
Number of employees	People	—	12,983	14,467	14,633	15,227	16,509
Overseas employee ratio	%	—	62.5	62.8	63.5	64.8	66.2
Ratio of women employees (Domestic)*6	%	—	20.4	21.4	22.4	23.1	24.1
Ratio of women employees (Overseas)*6	%	—	43.4	43.6	43.7	44.2	43.7
Ratio of women in management (Domestic)*6	%	10*7	3.6	4.3	5.0	5.0	6.5
Ratio of women in management (Overseas)*6	%	—	30.4	31.0	33.6	34.6	35.2
Male employees taking childcare leave + Ratio of employees taking childcare leave*8	%	—	75.7	65.9	78.4	89.7	107.6
Employee retention rate*9	%	—	93.1	93.0	91.2	90.4	91.9
Ratio of employees with disabilities rate (Domestic)*10	%	2.3	2.4	2.3	2.3	2.2	2.1
Number of meals donated to food banks	Meals	—	—	70,276	344,698	683,674	631,594

Governance

	Units	Standards and Targets	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
Number of directors	People	—	8	8	8	9	9
Ratio of outside directors	%	—	63	63	63	67	67
Ratio of independent outside directors	%	—	38	38	38	44	44
Ratio of female directors	%	—	13	13	13	22	22
Cross-shareholdings balance	Millions of yen	—	64,821	87,375	77,998	44,004	51,057
Cross-shareholdings balance ratio (total cross-shareholdings/total equity)	%	—	18.3	20.7	17.5	9.4	9.5

* 1 Scope 1 covers the direct greenhouse gas emissions primarily from the use of fossil fuels in the company's own operations. Scope 2 covers the indirect greenhouse gas emissions primarily from the use of purchased electricity and steam.
* 2 Scope 3 includes greenhouse gases emitted mainly throughout the company's value chain (such as raw material procurement, transportation, and disposal), excluding Scope 1 and Scope 2 emissions.
* 3 In May 2023, we raised the above CO_2 emission reduction targets and are now applying for SBT (Science Based Target) certification, which uses a scientific foundation to keep global temperature rise below 2°C of pre-Industrial Revolution levels. We had already obtained SBT certification for the previous targets.
* 4 Using external certifications and independent assessments.
* 5 We will source 100% of the electricity used in our operations in Japan and globally from renewable energy by FY 3/2051. See here for more https://www.nissin.com/en_jp/news/9199.
* 6 Target: Full-time employees at domestic and overseas group companies. * 7 The goal is to achieve the target by the end of March 2026 for NISSIN FOOD PRODUCTS.
* 8 Target: NISSIN FOOD PRODUCTS. * 9 Target: Full-time employees at domestic and overseas group companies.
*10 Employees of NISSIN FOOD PRODUCTS, MYOJO FOODS, and NISSIN FOODS Business Support Plus.

Major External Evaluations

Global ESG Indexes/Ratings

Member of Dow Jones Sustainability Indices
Powered by the S&P Global CSA

2023 MSCI ESG Leaders Indexes Constituent

MSCI World ESG Leaders Index

2024 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

MSCI Japan ESG Select Leaders Index

THE INCLUSION OF NISSIN FOODS HOLDINGS CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF NISSIN FOODS HOLDINGS CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

FTSE4Good

FTSE Blossom Japan Sector Relative Index

FTSE Blossom Japan

S&P/JPX Carbon Efficient Index

CDP DISCLOSURE INSIGHT ACTION

Climate Change: A-
Water Security: B
Forest: B

SUSTAINALYTICS a Morningstar company

Score: 23.7
(August 2024)

Evaluation of Initiatives

NIKKEI Smart Work ★★★★★ 2024 Best 22

NIKKEI SDGs 経営調査 2023 ★★★★

2024 健康経営優良法人 Health and productivity ホワイト500

Digital Transformation Certification

TOKYO 東京都スポーツ推進企業 2023認定

Global Instant Noodle Market Data

Country/Region	Population*1 (million)	GDP*1 ($ billion)	GDP per-capita*1 ($)	Total demand*2, 3 (100 million servings)										Per-capita consumption/ year*4 (servings)
				CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023	
China	1,411.4	17,701	12,541	444.0	404.3	385.2	389.6	402.5	414.5	463.6	439.9	450.7	422.1	29.7
Hong Kong	7.5	386	51,168											
Indonesia	277.4	1,417	5,109	134.3	132.0	130.1	126.2	125.4	125.2	126.4	132.7	142.6	145.4	52.4
Vietnam	100.4	433	4,316	50.0	48.0	49.2	50.6	52.0	54.4	70.3	85.6	84.8	81.3	80.9
India	1,428.6	3,732	2,612	53.4	32.6	42.7	54.2	60.6	67.3	67.3	75.6	75.8	86.8	6.1
Japan	124.6	4,231	33,950	55.0	55.4	56.6	56.6	57.8	56.3	59.7	58.5	59.8	58.4	46.9
Philippines	112.9	436	3,859	33.2	34.8	34.0	37.5	39.8	38.5	44.7	44.4	42.9	43.9	38.9
South Korea	51.6	1,709	33,147	35.9	36.5	38.3	37.4	38.2	39.0	41.3	37.9	39.5	40.4	78.3
Thailand	70.2	512	7,298	30.7	30.7	33.6	33.9	34.6	35.7	37.1	36.3	38.7	39.5	56.3
Malaysia	33.1	431	13,034	13.4	13.7	13.9	13.1	13.7	14.5	15.7	15.8	15.5	16.4	49.6
Cambodia	16.2	31	1,916	2.5	2.7	2.8	3.3	3.3	3.5	3.7	4.1	4.0	4.2	26.1
Singapore	5.7	497	87,884	1.3	1.3	1.3	1.3	1.3	1.3	1.6	1.4	1.3	1.3	23.1
Asia Total	–	–	–	887.9	827.8	828.2	847.9	876.0	900.3	985.5	991.1	1,016.6	995.5	–
Oceania Total	–	–	–	4.4	4.5	4.6	4.8	5.0	5.1	5.3	5.5	5.5	6.2	–
America	335.1	26,950	80,412	42.8	40.8	41.2	41.3	45.2	46.3	50.5	49.8	51.5	51.0	15.2
North America Total	–	–	–	44.7	42.7	43.1	43.2	47.1	48.2	52.4	51.8	53.5	53.0	–
Brazil	204.2	2,127	10,413	23.7	23.7	23.7	22.5	23.9	24.2	27.2	28.5	28.3	25.5	12.5
Mexico	131.2	1,811	13,804	9.0	8.5	8.9	9.6	11.2	11.7	11.6	13.6	15.1	15.5	11.8
Central and South America Total	–	–	–	36.7	36.0	37.1	36.9	39.6	40.7	43.6	47.5	49.3	47.5	–
Russia	143.2	1,862	13,006	19.4	18.4	15.7	17.8	18.5	19.1	20.0	21.0	22.0	22.0	15.4
United Kingdom	68.1	3,332	48,913	3.6	3.6	3.0	3.2	3.5	3.8	4.2	4.2	4.0	4.1	6.0
Germany	83.9	4,430	52,824	1.8	1.9	2.3	2.4	3.2	3.3	3.7	3.9	3.9	3.9	4.6
France	65.8	3,049	46,315	0.6	0.6	0.6	0.6	0.9	0.8	0.9	1.0	1.1	1.1	1.7
Hungary	9.7	204	21,076	0.2	0.2	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.4	4.0
Europe Total	–	–	–	36.7	34.6	30.0	33.2	35.6	37.0	39.1	41.7	39.7	40.2	–
Africa Total	–	–	–	19.8	20.1	21.4	23.0	24.3	26.2	33.7	36.7	40.1	49.5	–
Total	–	–	–	1,039.6	974.9	975.2	1,001.1	1,036.2	1,064.2	1,165.6	1,181.8	1,212.0	1,202.1	–

Source
*1 International Monetary Fund (IMF) *2 World Instant Noodles Association (WINA) *3 Retroactive adjustments for certain countries/regions *4 Calculations based on population and total demand in 2023

Company and Stock Information

About Us

Trade Name	NISSIN FOODS HOLDINGS CO., LTD.
Founding Date	September 1948
Capital Stock	¥25.122 billion
Representative	Koki Ando, President & Representative Director, CEO Noritaka Ando, Executive Vice President & Representative Director, COO
Business Lines	As a holding company, we set and implement management strategies for the entire Group, audit group management, and handle other business management tasks. 1. Production and sale of instant noodles 2. Production and sale of chilled food products 3. Production and sale of frozen foods 4. Production and sale of confectionery and cereal foods 5. Production and sale of dairy products, soft drinks, chilled desserts, etc.
Head Office	Tokyo Head Office 6-28-1 Shinjuku, Shinjuku-ku, Tokyo, Japan 160-8524 TEL +81-(0)3-3205-5111 (Main) Osaka Head Office 4-1-1 Nishinakajima, Yodogawa-ku, Osaka, Japan 532-8524 TEL +81-(0)6-6305-7711 (Main)
Website	https://nissin.com/en_jp/

Status of Shareholdings

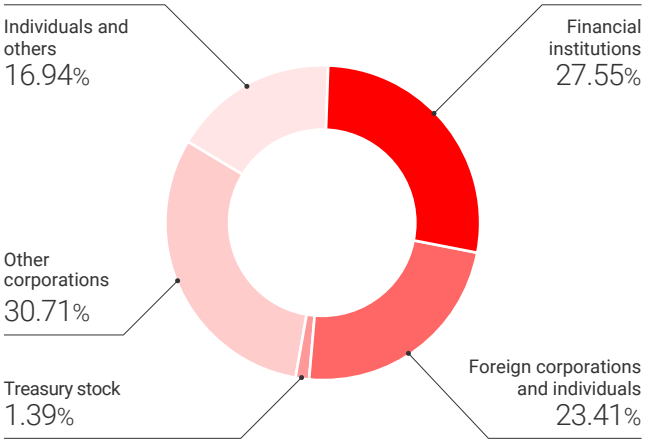
Total number of authorized shares	1,200,000,000 shares
Number of shares per unit	100 shares
Total number of issued shares	308,584,500 shares
Number of shareholders	90,065

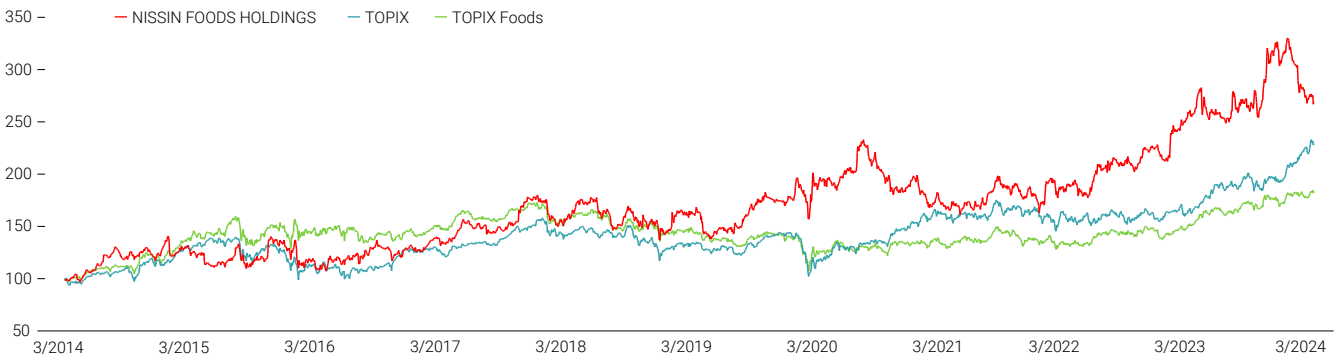
Status of Major Shareholders

Shareholder Name	Number of Shares Held (Hundred Shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Account in Trust)	307,436	10.10
ANDO FOUNDATION	237,129	7.79
Mitsubishi Corporation	165,240	5.43
ITOCHU Corporation	162,000	5.32
Ando International Co. Ltd.	118,365	3.88
Custody Bank of Japan, Ltd. (Account in Trust)	94,675	3.11
STATE STREET BANK WEST CLIENT-TREATY 505234	52,841	1.73
Mizuho Bank, Ltd.	50,610	1.66
Nissin KYOEI-KAI	47,148	1.54
MUFG Bank, Ltd.	44,507	1.46

Notes:
1. In addition to the above, the Company holds 42,741 hundred shares of treasury stock.
2. Shareholding ratios are calculated using the total number of issued shares, excluding treasury stocks (42,741 hundred shares), as the denominator. Fractions less than the indicated units are rounded down.

Shareholder Composition



Note: We calculate the percentage of shares held by excluding shares less than one unit.

Share Price Trends