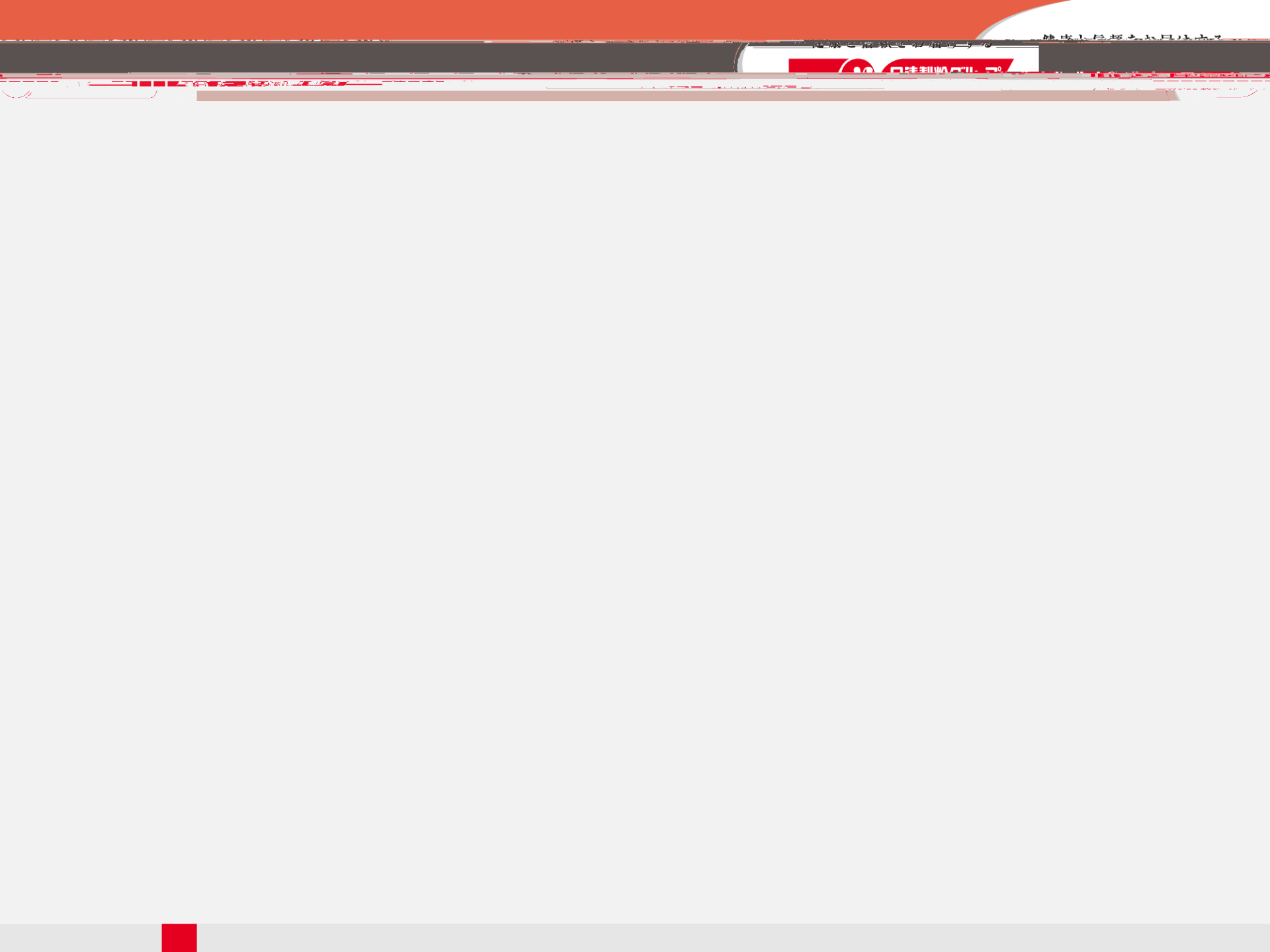


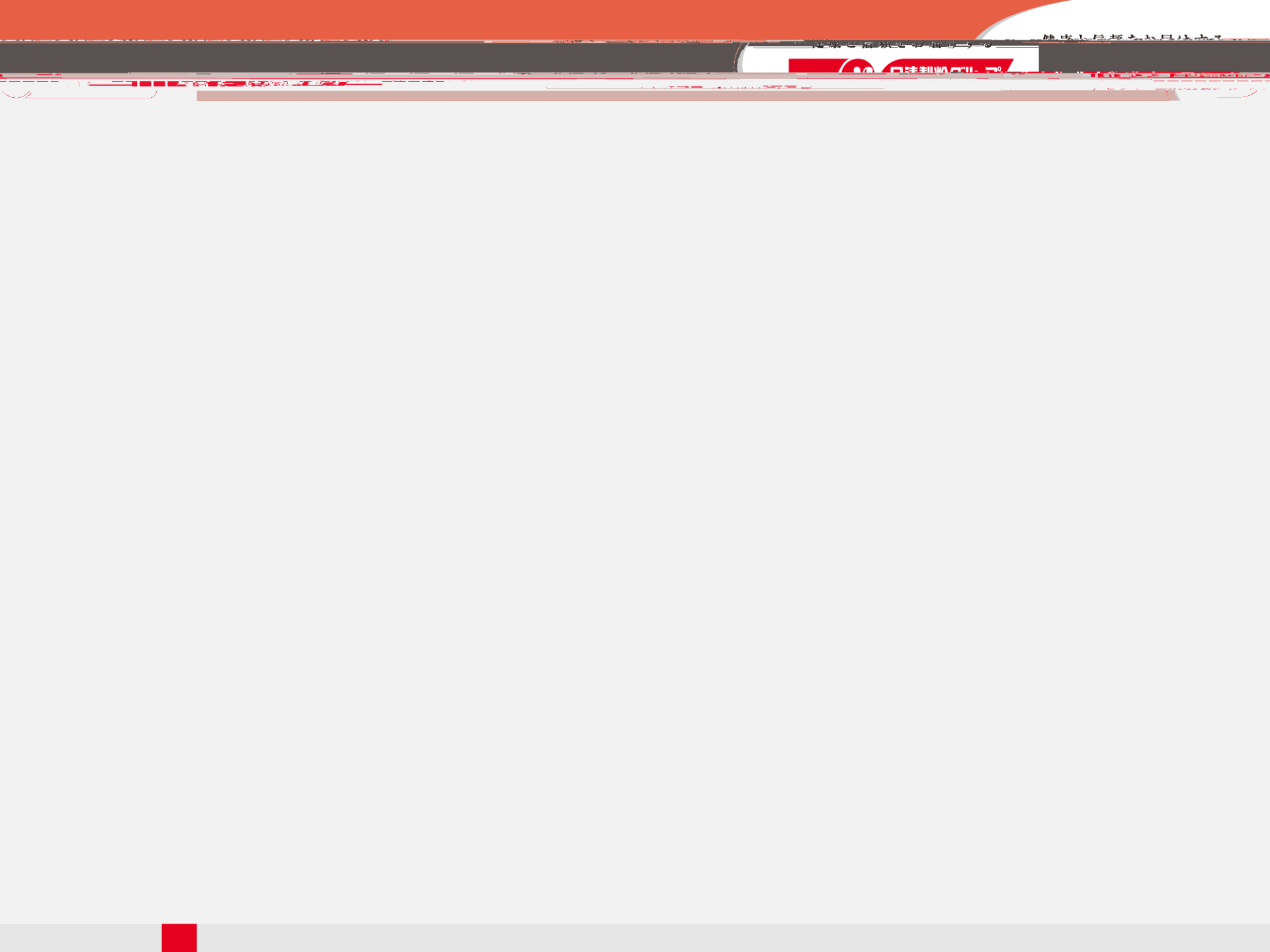


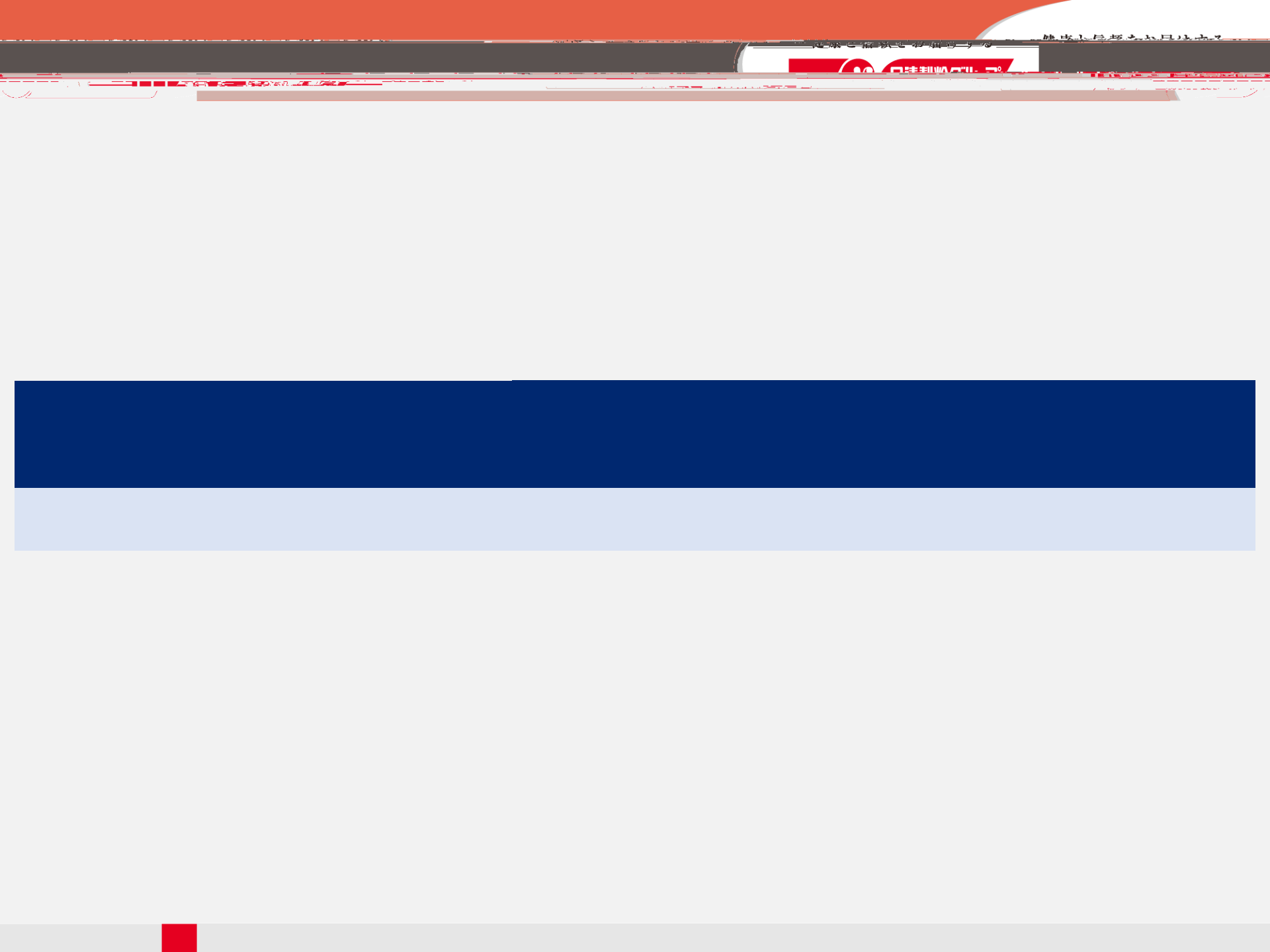
Fiscal 2020 Results Briefing Meeting

Nisshin Seifun Group Inc.











II. Impact of the Novel Coronavirus Pandemic on the Group and Subsequent Countermeasures



1. Measures to Safeguard the Group's Social Mission

The Group's mission, and source of its corporate value, **is to ensure the stable supply of food staples to support the functioning of society**; to safeguard our mission, we are focused on

2. Group Emergency Response Framework

Ensure the effectiveness of emergency response capabilities through a two-step approach tied to **everyday risk management** built on emergency scenarios and **crisis control when emergencies arise**

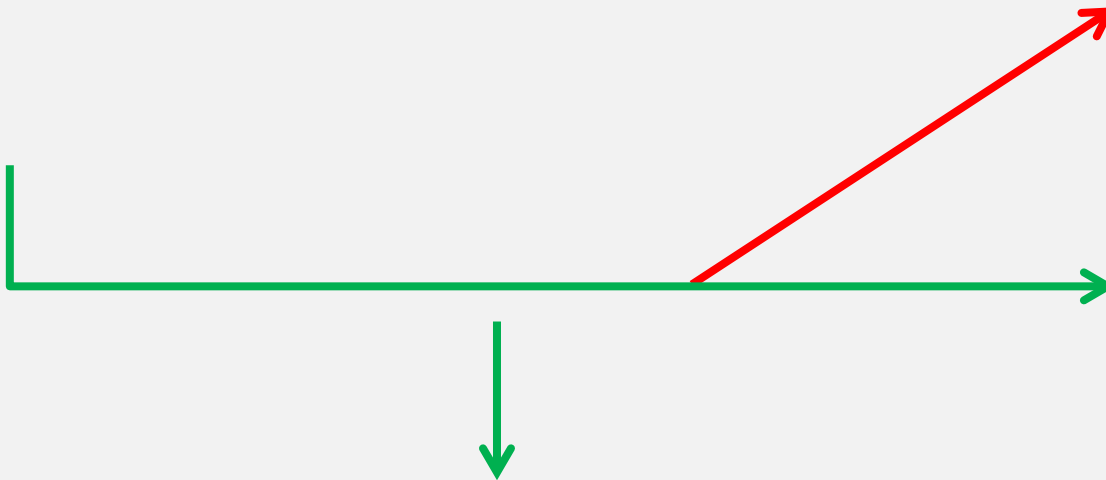
Daily management (Risk Management Rules)

The diagram illustrates a two-step approach. On the left, a blue box labeled 'Daily management (Risk Management Rules)' has a white box below it. A blue double-headed arrow connects this box to a large light purple area on the right. Within the purple area, a red double-headed arrow connects a red box to the left edge of the purple area. A vertical blue line descends from the white box to a white area at the bottom left.

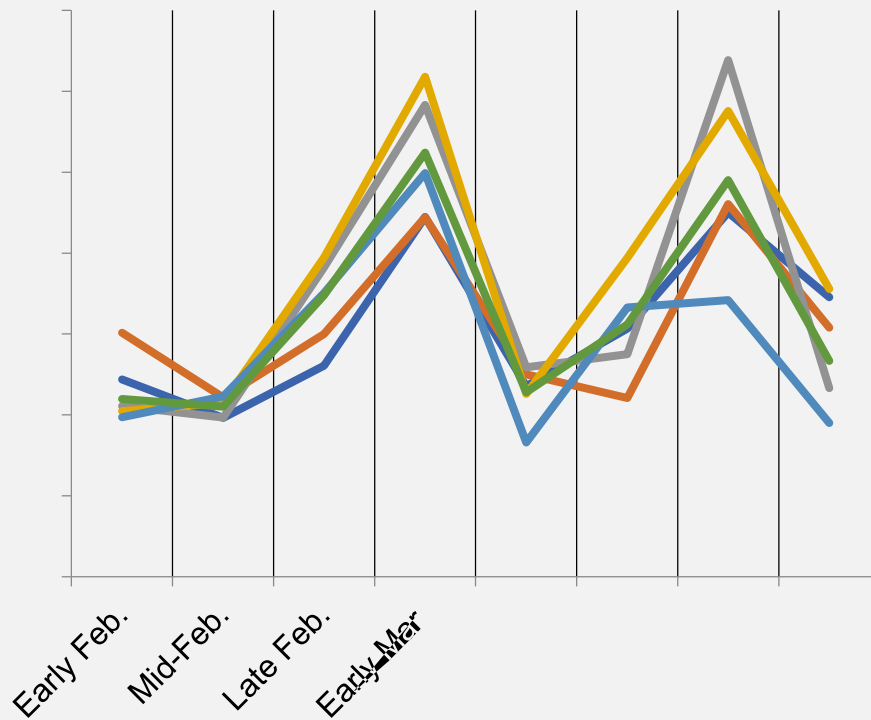


4. Impact of Novel Coronavirus (Domestic)

Positive and negative effects emerge in the Company's business portfolio from impact on



Special order to close schools at the end of February led to **explosive growth in demand for household-use processed foods**. This change in demand continued intermittently following official requests to limit outings and declaration of a state of emergency from late March. Sales of **prepared dishes and other prepared foods** for supermarkets were on par with the previous year. Demand was lower from convenience stores in urban areas and at tourist sites



6. Impact of the Novel Coronavirus (Domestic)

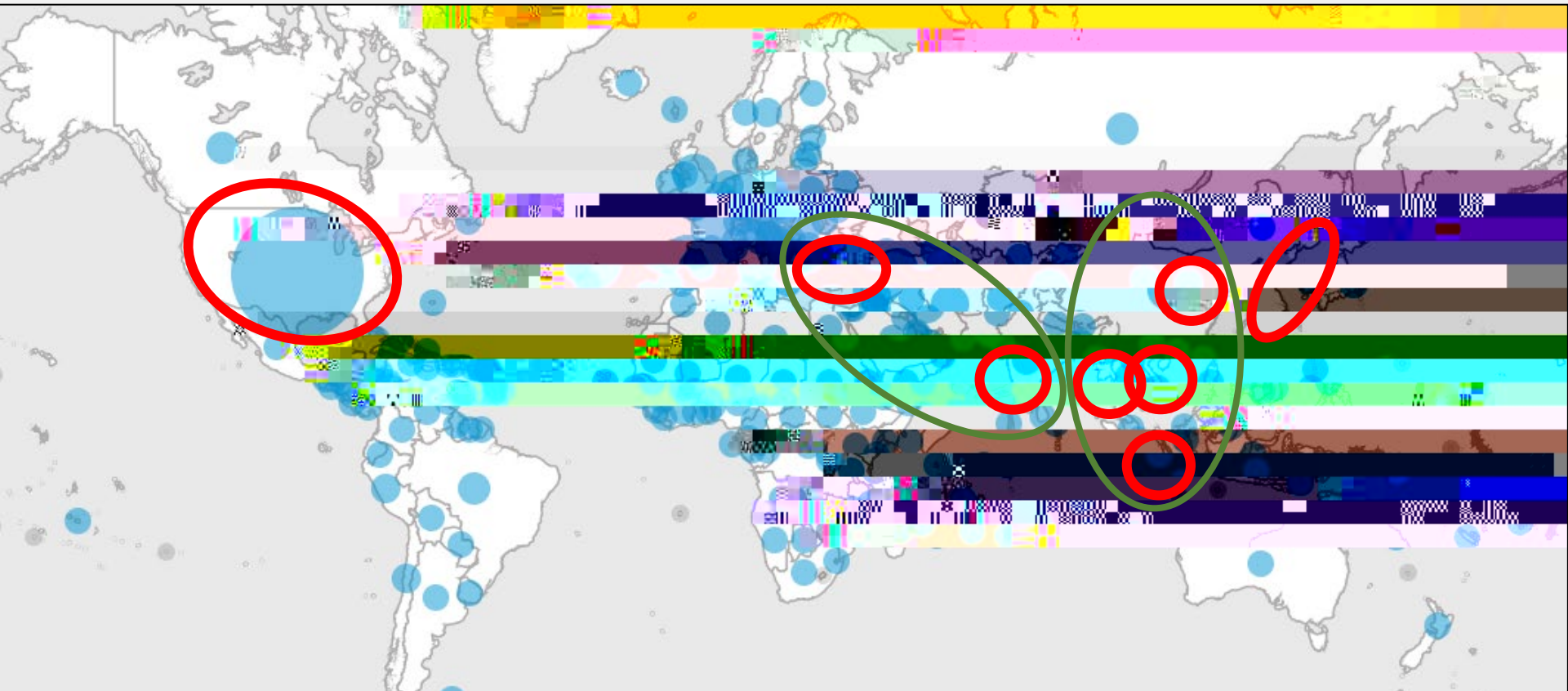


7. Impact of the Novel Coronavirus (Overseas)

North America

South and West Asia

Southeast Asia



III. Fiscal 2021 Forecasts

	Fiscal 2021 Forecasts	Fiscal 2020 Results	YoY difference	YoY change
	700,000	712,180	(12,180) [(27,200)]	(1.7)% [(4)%]
	23.2%	23.3%	U	U

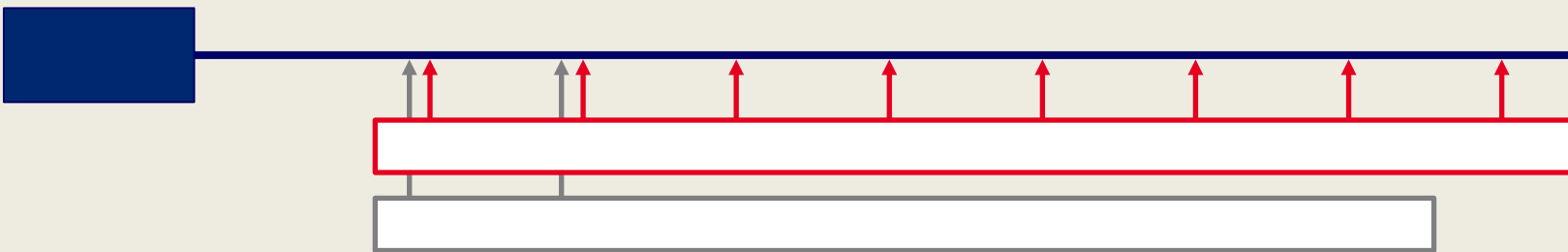
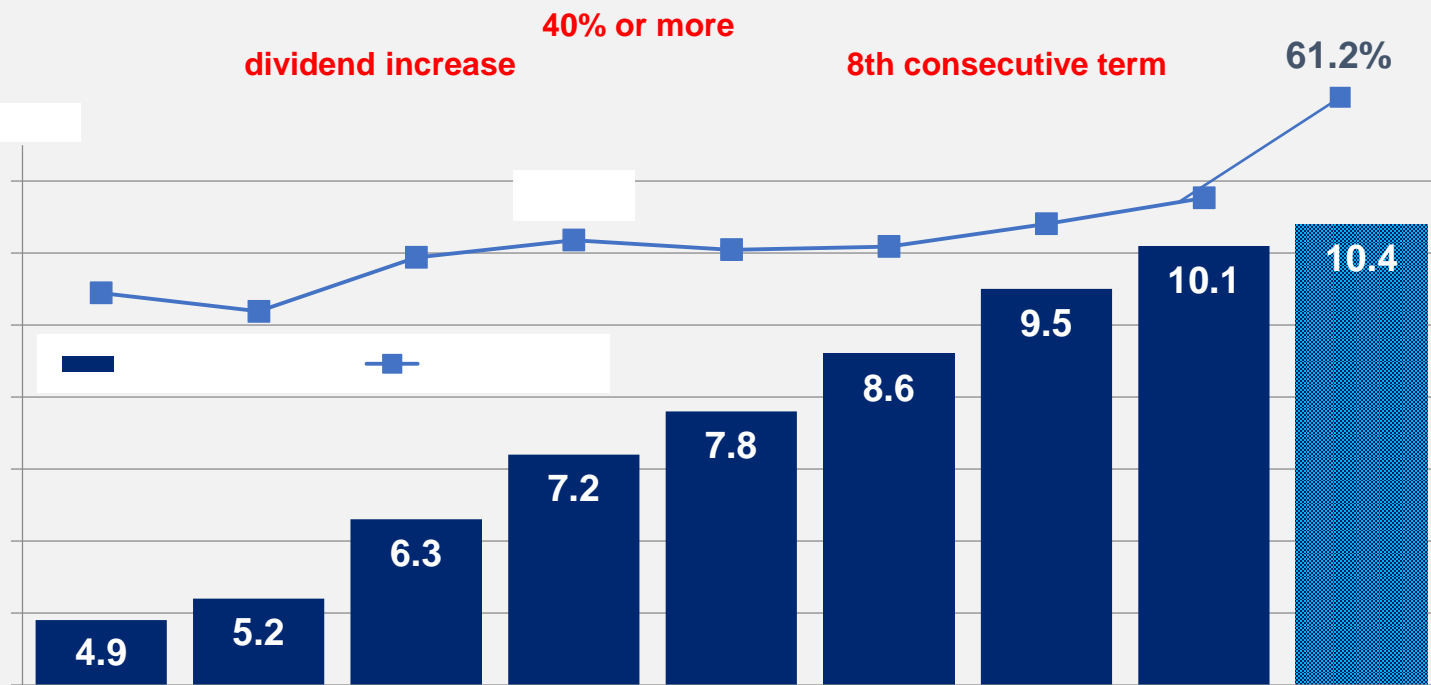


Changes in behavior	Changes in markets	Company response to achieving fiscal 2021 targets
		À
		À
		À



2. Shareholder Returns

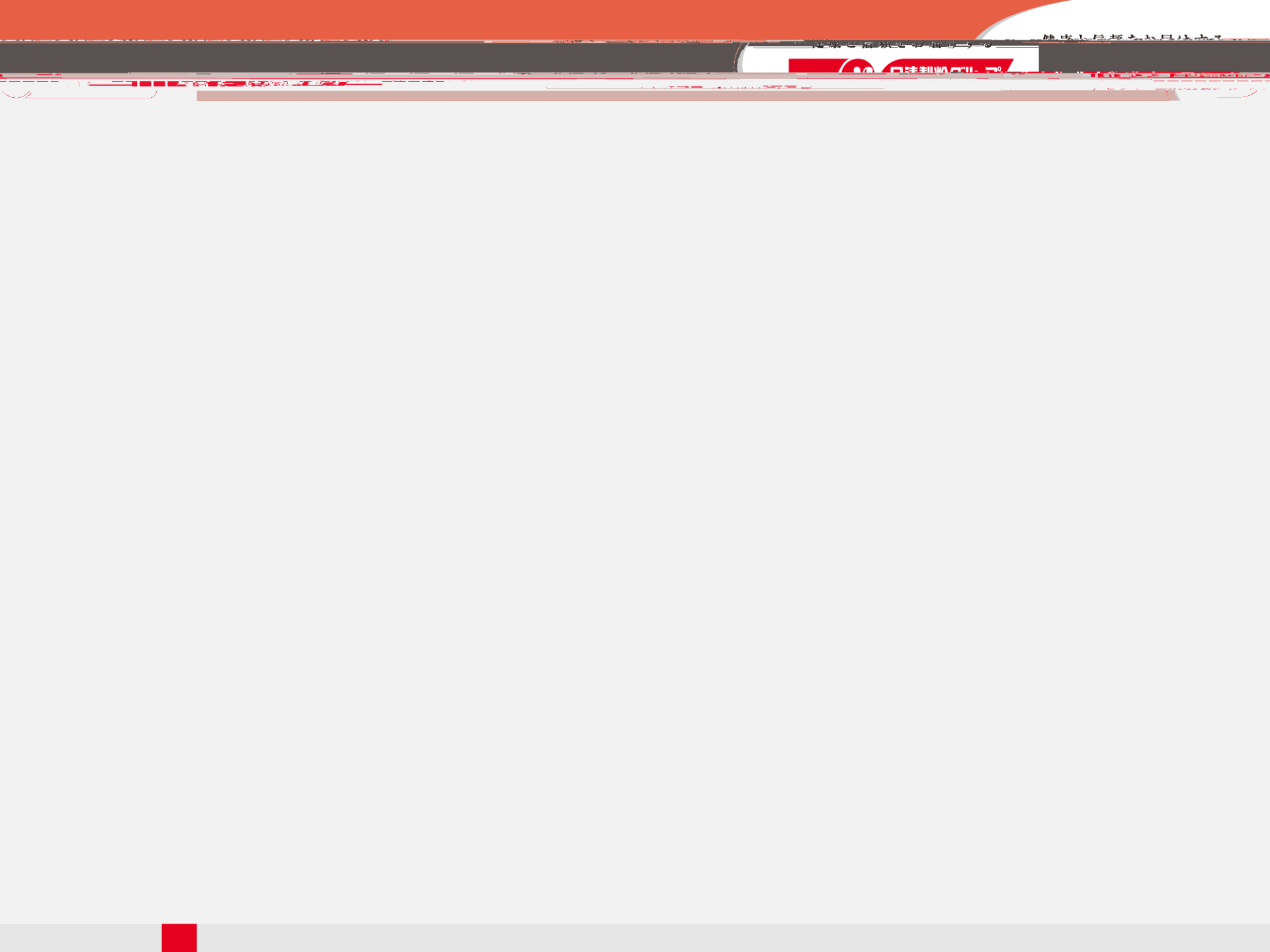
Trends in Total Dividends and Payout Ratio

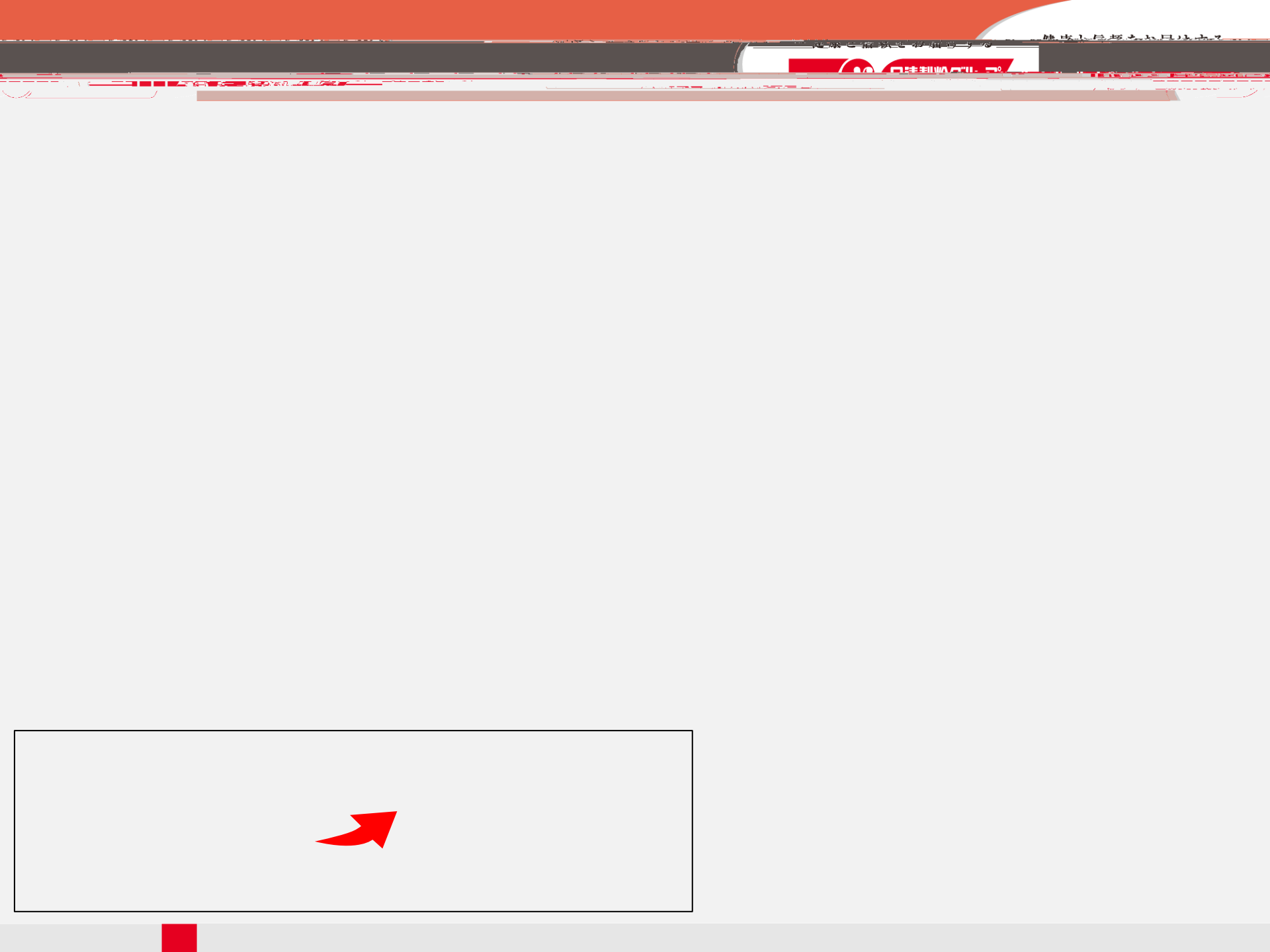




IV. Long-term Vision “NNI ‘Compass for the Future’” Initiatives





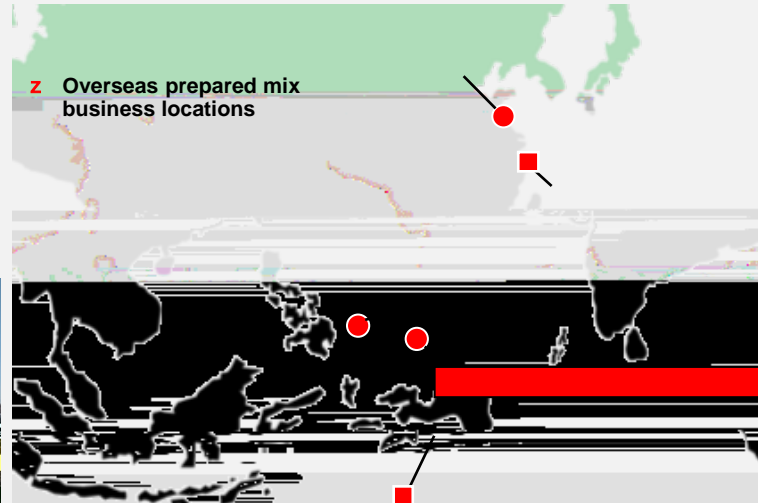


2. Overseas Processed Food Business Growth Strategies

Amid market stagnation caused by the novel coronavirus pandemic, we are looking ahead to future Asia business expansion, completing construction of **a new prepared mix plant in Vietnam**. Construction of **new yeast plant in India** is postponed, pending reopening

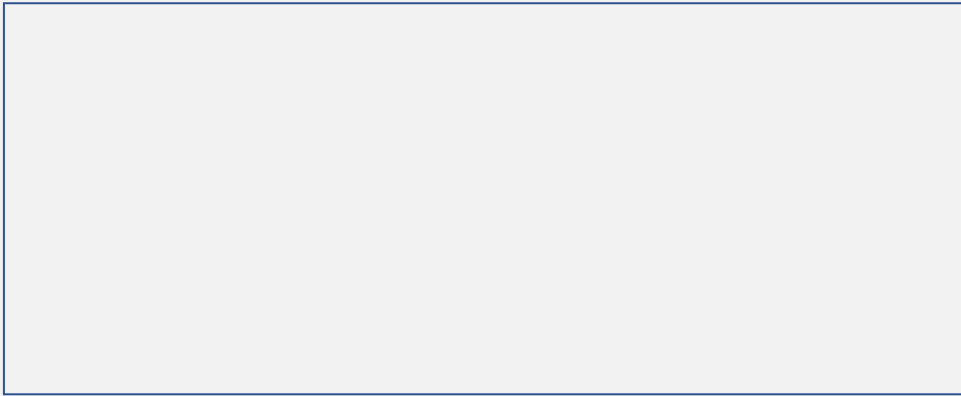
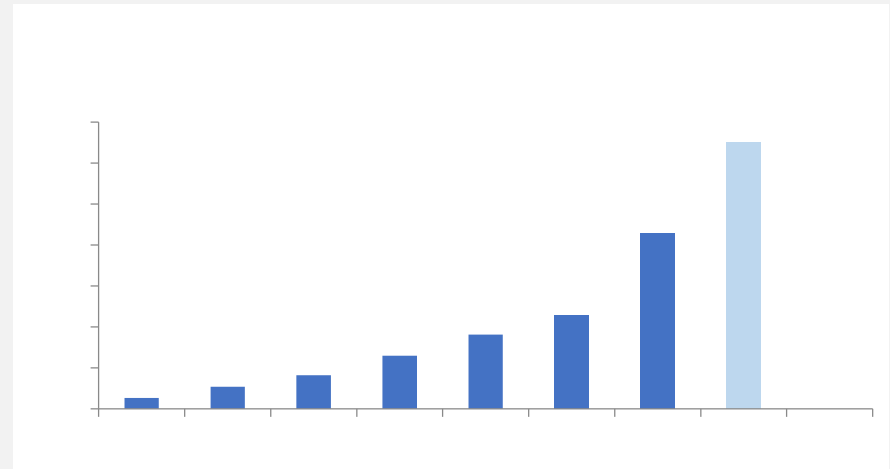
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For FY2020, net sales amounted to ¥130 billion (up 97% year on year), with operating profit of ¥1.7 billion (up 104% year on year, 212% before amortization of goodwill, etc.). This

5. Expanding Demand for Raw Material for Pharmaceuticals “EPA-

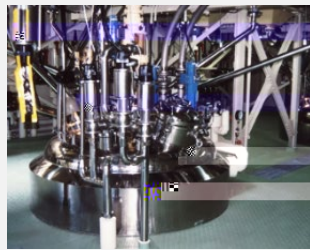


6. Others Segment Status (Engineering Business)

While the business environment comes in waves, the engineering business has marked firm progress in acquiring orders in the last three years. As a result, the Others Segment **achieved record-high operating profit** in fiscal 2020

In fiscal 2021, **facility construction is projected to decline temporarily**; capital investment is also becoming sluggish due to the impact of the novel coronavirus pandemic. Coupled with difficulties ahead in conducting sales activities, project completion is expected to decline temporarily

Features of the Engineering Business

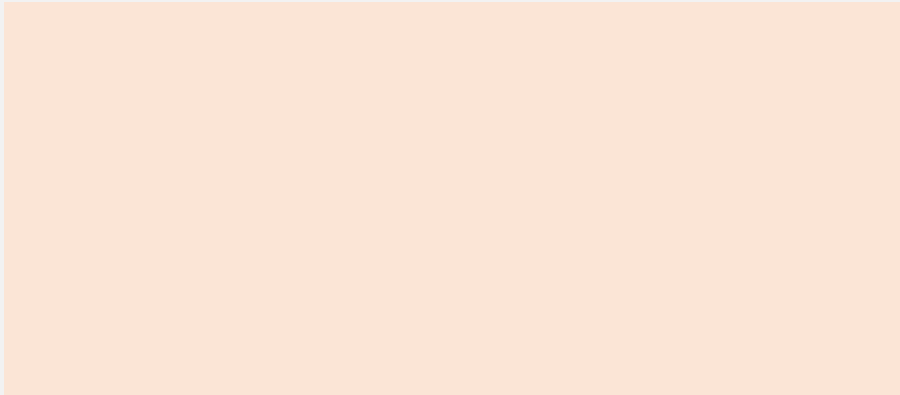


Others Segment Net Sales, Operating Profit



(Ref.) The Wheat Market

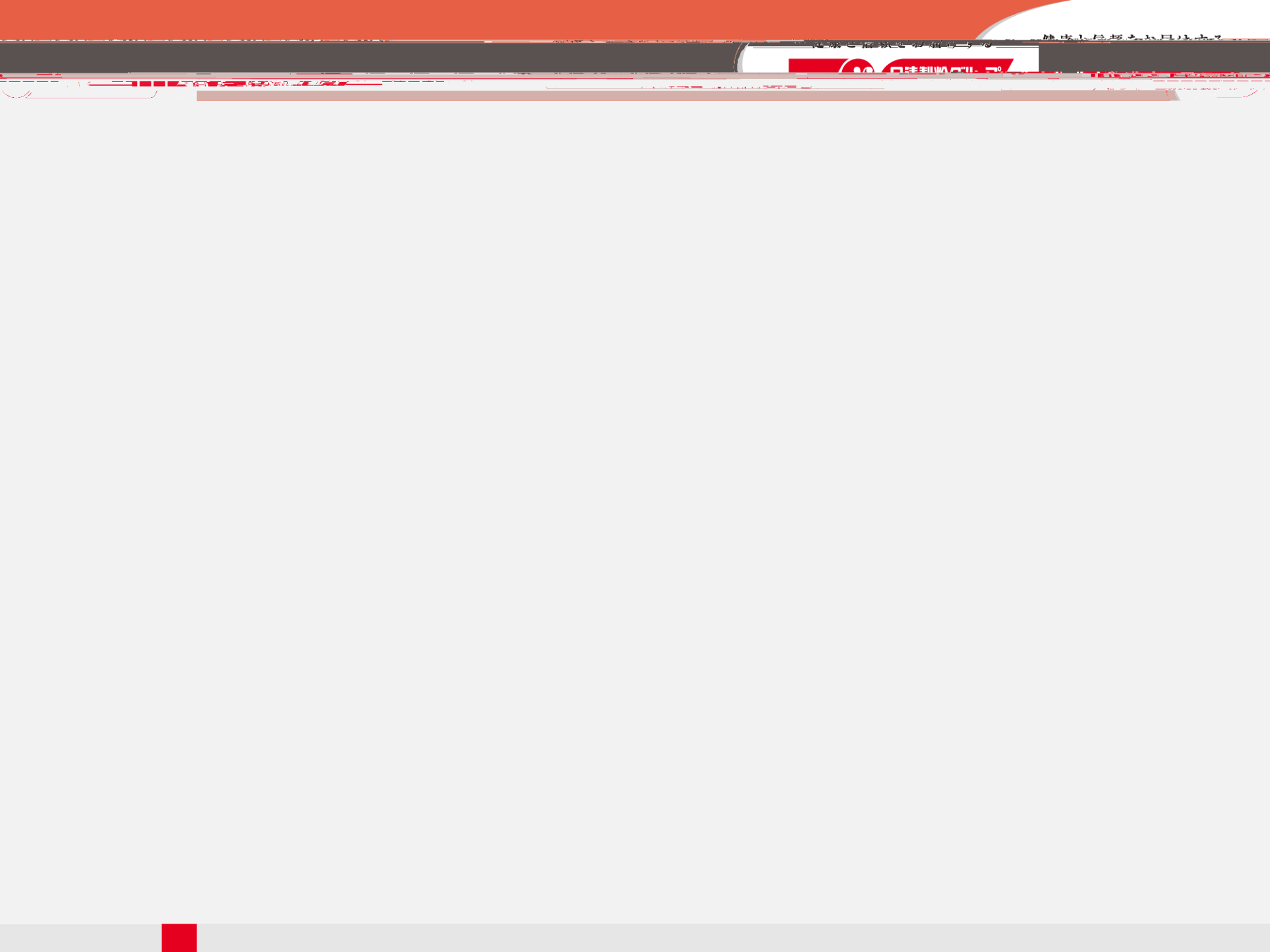
The Wheat Market (2)

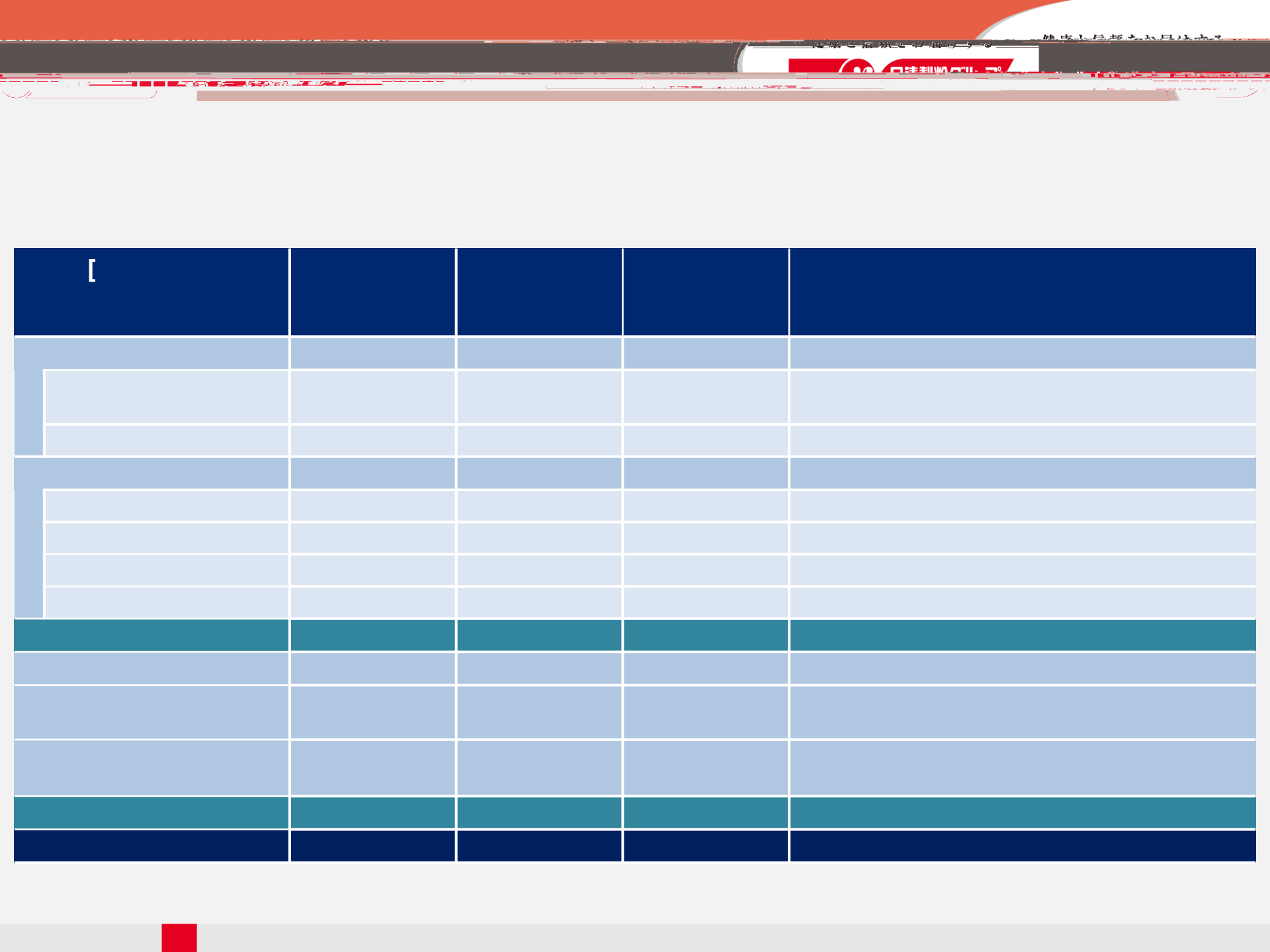


Fiscal 2020 Results Briefing

Results, Forecasts

Nisshin





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3. Fiscal 2020 Statements of Income (Result)



4. Fiscal 2021 Statements of Income (Forecast)

	Fiscal 2020 Results	Fiscal 2021 Forecasts	YoY	
			difference	change
	712,180	700,000		
	[166,188]	[162,100]		
	28,852	26,000		
	[3,878]	[4,300]		
	31,434	27,000		
	22,407	17,000		

5. Impact of the Novel coronavirus



6. Segment Results (1)

Analysis of Net Sales (YoY Difference)

Flour Milling

6. Segment Results (2)

Analysis of Operating Profit (YoY Difference)

Flour Milling

¥+0.1 billion

Processed Food

¥+0.0 billion

Prepared Dishes and Other Prepared Foods

¥+1.2 billion

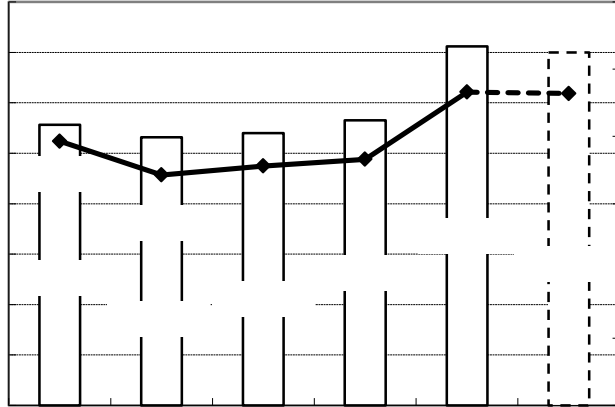
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Others

¥+0.6 billion

(Reference) Change in Consolidated Business Results



Caution Regarding Results Briefing Content