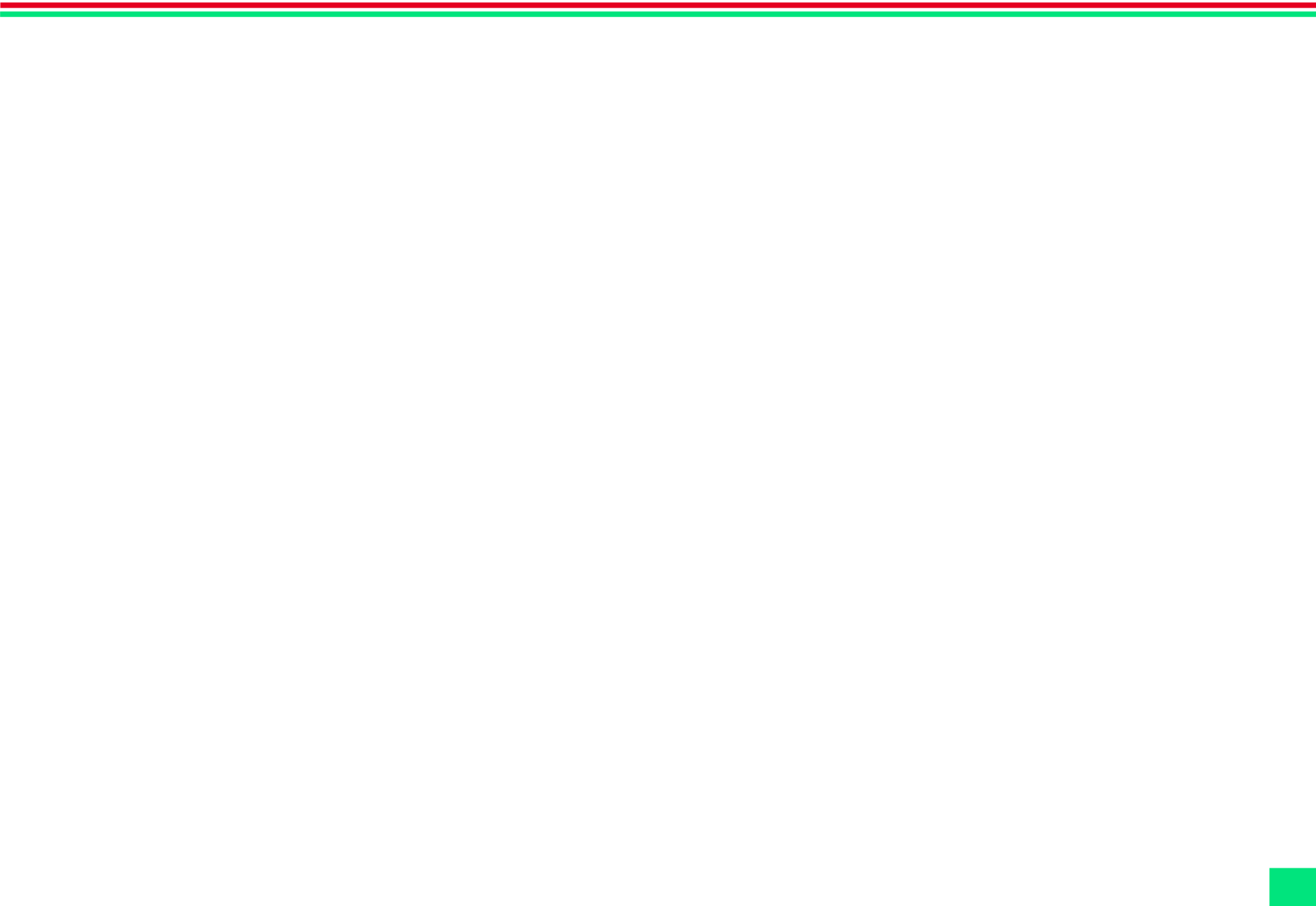




First Six Months of Fiscal 2025

Results Briefing

November 1, 2024
Nisshin Seifun Group Inc.



I. First Six Months of Fiscal 2025 and Fiscal 2025 Forecasts

2. First Six Months of Fiscal 2025 Operating Profit - Analysis vs. Fiscal 2024



: A recovery of demand for the restaurant industry and an increase in shipments resulting from sales promotions, etc.

: Bran prices remained flat from the previous year

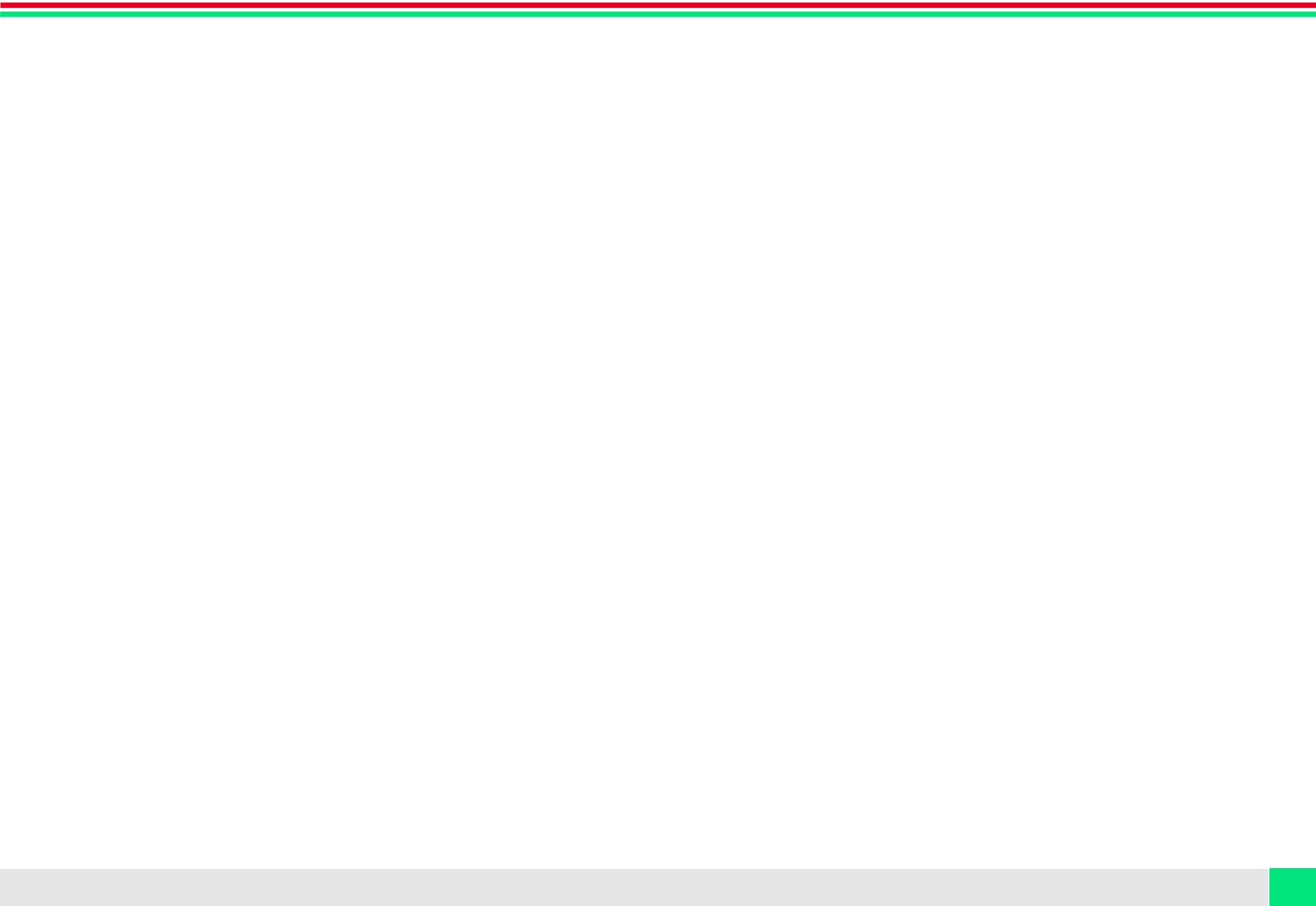
: An increase in costs, including logistics and labor costs

: Profit

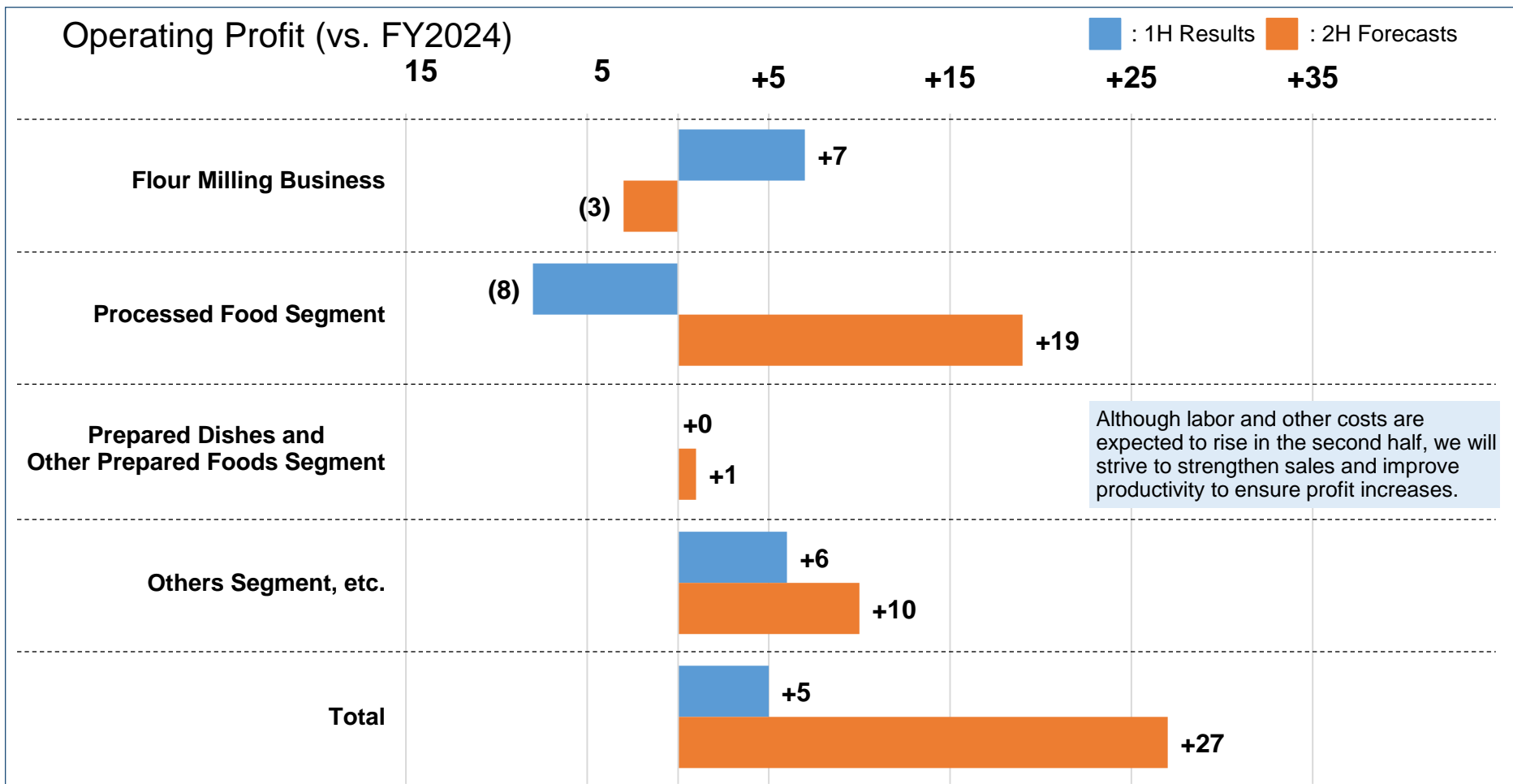


: A decrease due to expenses for expanding sales being more than offset by the increase in shipments

: An increase in import costs due to the effect of foreign currency translation and a rise in transportation costs, etc.



4. Operating Profit by Business in the First Half and Forecasts for the Second Half Year on Year



Operating profit is increasing in line with the full-year forecast.

5. Top Priority Measures for FY2025: Review of the First Half



(1) Stimulate the Group's Ability to Grow by Restructuring the Business Portfolio

(2) Implement Initiatives to Achieve a Recovery in the Australia Flour Milling Business and India Yeast Business

(3) Produce Visible Results by Executing the R&D Strategy

(4) Attain the Benefits of Automation and Labor-saving

II. Revising Numerical Targets in Medium-Term Management Plan 2026 Upward

1. Revising Numerical Targets Upward in the Final Year of the Medium-Term Management Plan (MTP)



During the Medium-Term Management Plan period, we have **achieved significant growth and are likely to meet the ambitious targets for the final year of the period.** Accordingly, we have revised the forecast upward.

New targets for the final year

	MTP base year results (Fiscal 2022)	Initial final year targets (Fiscal 2027)	New final year targets (Fiscal 2027)	Change	New final year targets (Difference from fiscal 2022)	Compound annual growth rate FY2022- FY2027
Net sales (100 millions of yen)	6,797	9,000	9,500	+500	+2,703	6.9%
Operating profit (100 millions of yen)	294	480	570	+90	+276	14.1%
EPS (Yen)	59	110	140	+30	+81	18.9%
ROE (%)	4.0	7.0	8.0	+1.0	+4.0	—

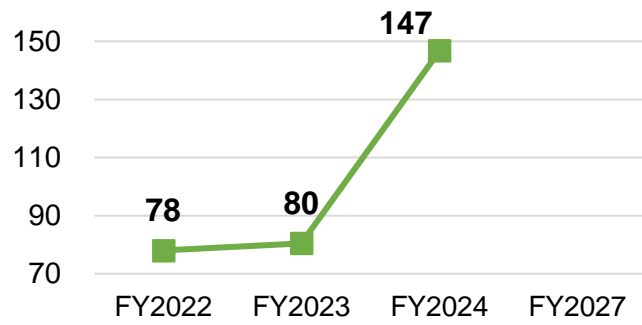


4. Subjects Discussed to Determine Revisions to Targets



1. Securing an earnings base that will drive high profitability in the domestic flour milling business as a core business

(We anticipate growth from FY2026 onwards, attrib()13(F)4(N11 EMCpd. -3(rom)4()13(F)4(ro)-3(833(e)22



Developing new customers

Increasing sales of value-added products

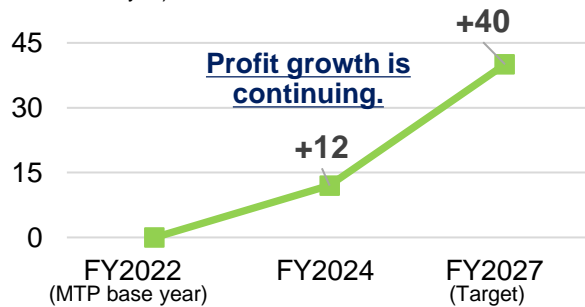
4-2 (1). Improvement of the Performance of the Australia Flour Milling Business



Operating profit:

Growth trend over time (FY2022 base)

(100 millions of yen)



We aim to exceed the initial profit increase target **(+4 billion yen)** and **achieve greater profit growth.**

Achievements in FY2025

We have established a foundation for stabilizing the performance of the business.
We will now implement new initiatives to advance to the next stage.

Core strategies to advance to the next stage

We will implement initiatives to increase our market share in India to 30% (from the current 20%).
The business aims to generate profits before the end of the period of the Medium-Term Management Plan.

Initiatives to achieve targets for the final year

(1) Expanding sales share (achieving 30% in the Medium-Term Management Plan period)

(2) Enhancing the foundation of sales (strengthen the logistics infrastructure)

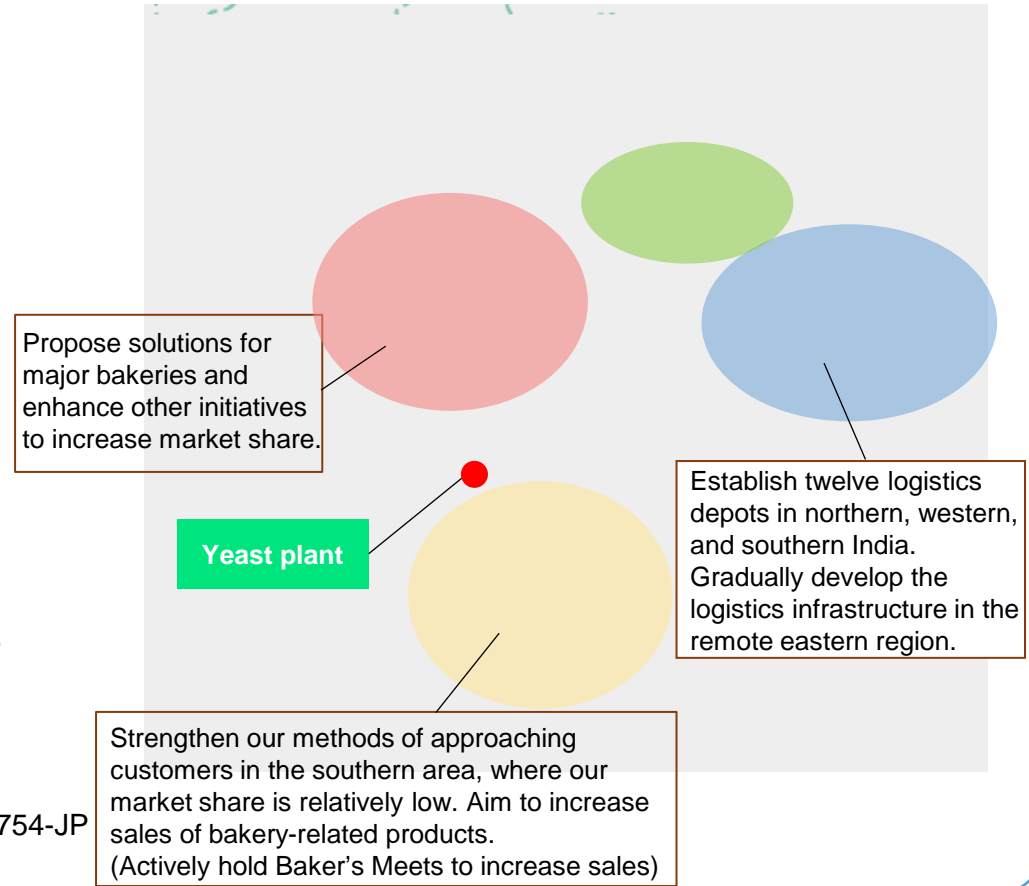
(3) Revisions to product prices

(4) Developing highly productive yeast strains

(5) Raw material price stabilization

The market prices for molasses, a primary raw material, 754-JP

Current situation in different areas





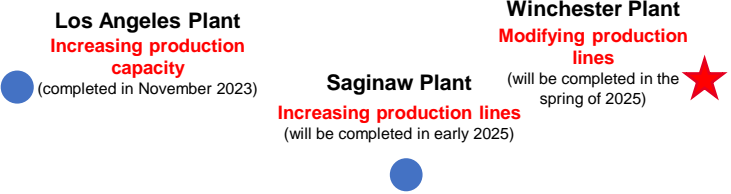
4-3. Growth of the US Flour Milling Business

Strengthening the production system in the US during the MTP period

We have established a system for maintaining and improving high profit levels in the US flour milling business.



We anticipate increased costs due to inflation and weaker bran market prices. However, we plan to **maintain high profit levels during the MTP period** by increasing the production capacity of each plant and enhancing our production and sales systems. We also aim to **increase earnings and expand the business after the MTP period.**



Our production capacity will rise to **4th in the US** after the expansion of the Saginaw Plant.

Production lines

We will enhance the production of wheat flour products, which are in high demand. To increase sales of these products, we will modify the current production lines.

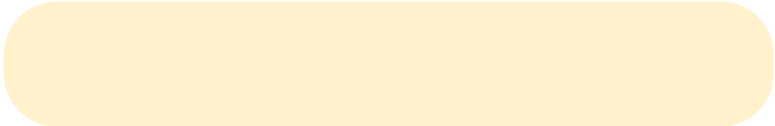
Business strategy Our production capacity will increase 14% and we will move to 4th in the US market (up from the current 5th place) due to investments in the three plants. We plan to open the Innovation & Technical Center in FY2025 and **enhance our market presence in terms of both hardware and software.**

We will actively invest in expanding markets to achieve profit growth over the medium to long term. We aim to establish a long-term cycle of profit growth while closely monitoring changes in earning opportunities associated with the fluctuation of grain prices.

4-4. Increasing Profitability in the Processed Food Business (1)



Operating profit: Trend over time (FY2022 base)



(3) Increasing production capacity and improving productivity

Initiatives in overseas operations

Full-scale entry into the Vietnamese BtoC market

- Since entering Vietnam in 2013, we have been selling commercial-use products from two production bases and cultivating the Vietnamese market.
- Vietnam is undergoing rapid economic growth and has a large population. As a consumer market, Vietnam is expected to continue to grow.

We leverage the technology and expertise in product development that we have cultivated in Japan to develop products tailored to local preferences.

Pasta sauces Dry mixtures of rice and assorted ingredients Prepared mixes

* We plan to launch 11 products in three categories by November.

HAYAYUDE global strategy

- MA•MA Hayayude Spaghetti has grown to capture approximately 20% of the Japanese pasta market.
 - An overseas survey has confirmed the demand for quicker cooking pasta solutions.
- Three manufacturing bases will export products to the Asian, American, and European markets.

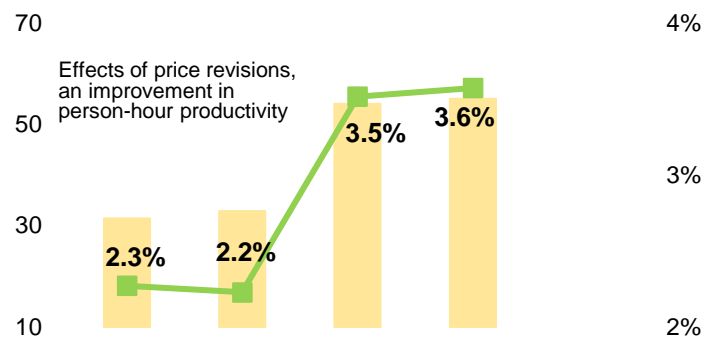


From HAYAYUDE in Japan to a global HAYAYUDE

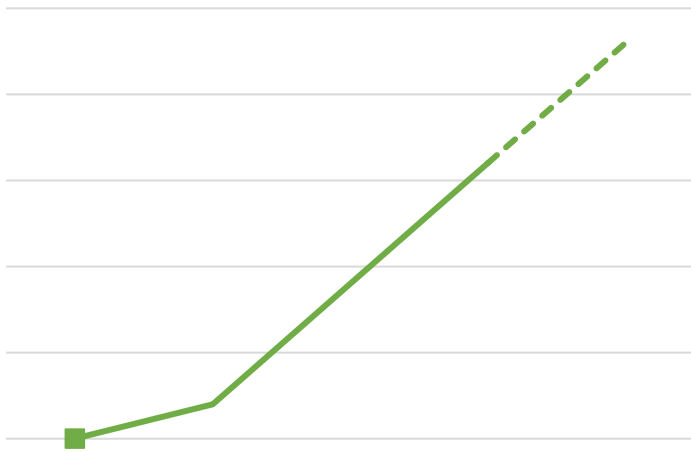


* We plan to sell products in the European and Vietnamese markets in FY2025.

We

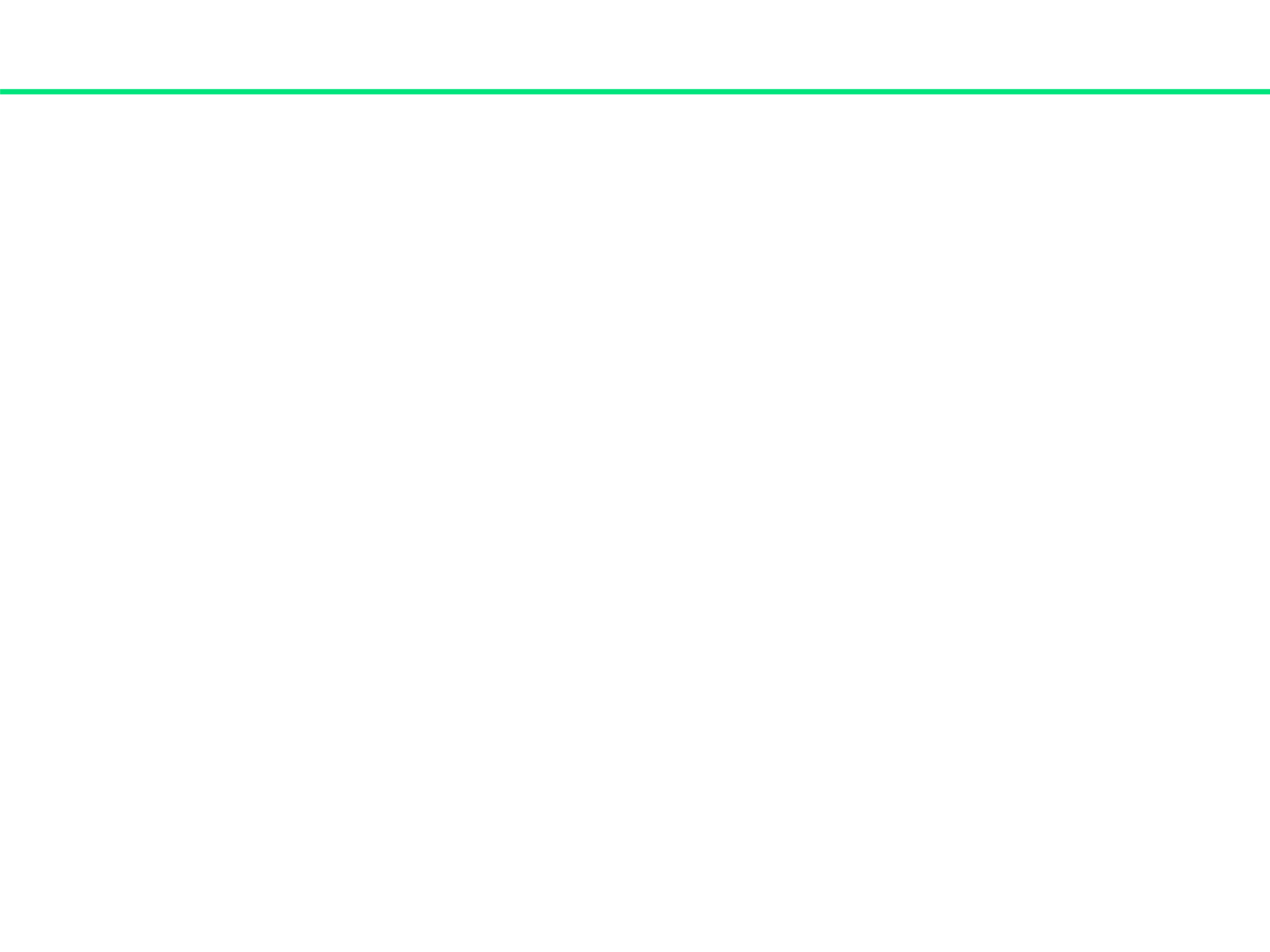


- Differentiation
- Health
- The environment



III. Capital Policy

We aim to **increase**





2. Reducing Cross-Shareholdings

Reducing cross-shareholdings (As of May 2024)

We have already achieved our cross-shareholdings reduction target for the five-year Medium-Term Management Plan. We **aim to reduce cross-shareholdings worth 15.0 billion yen or more** over the three-year period from FY2025 to FY2027.

Accelerating the reduction of cross-shareholdings

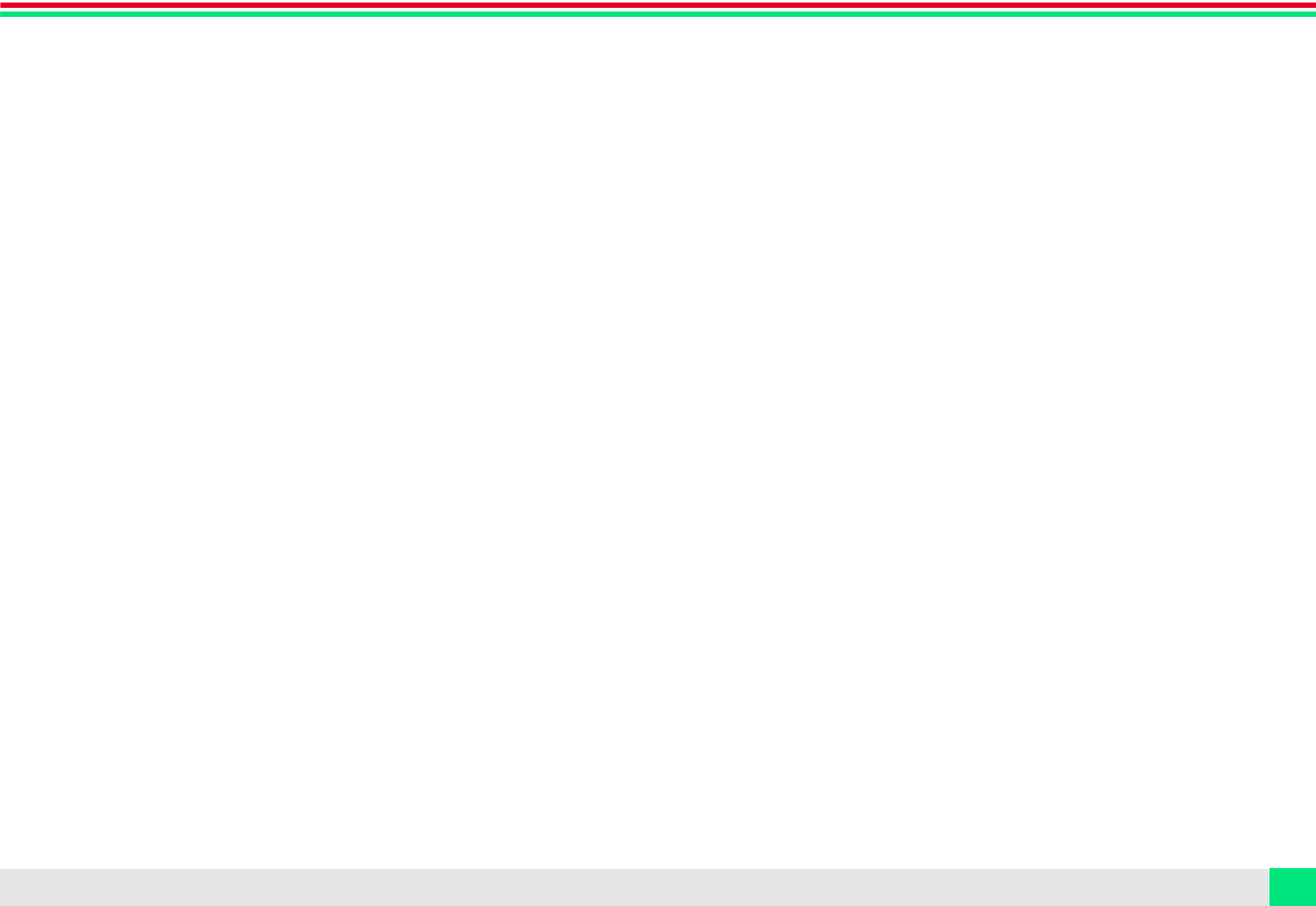
New cross-shareholding reduction target

We aim to reduce cross-

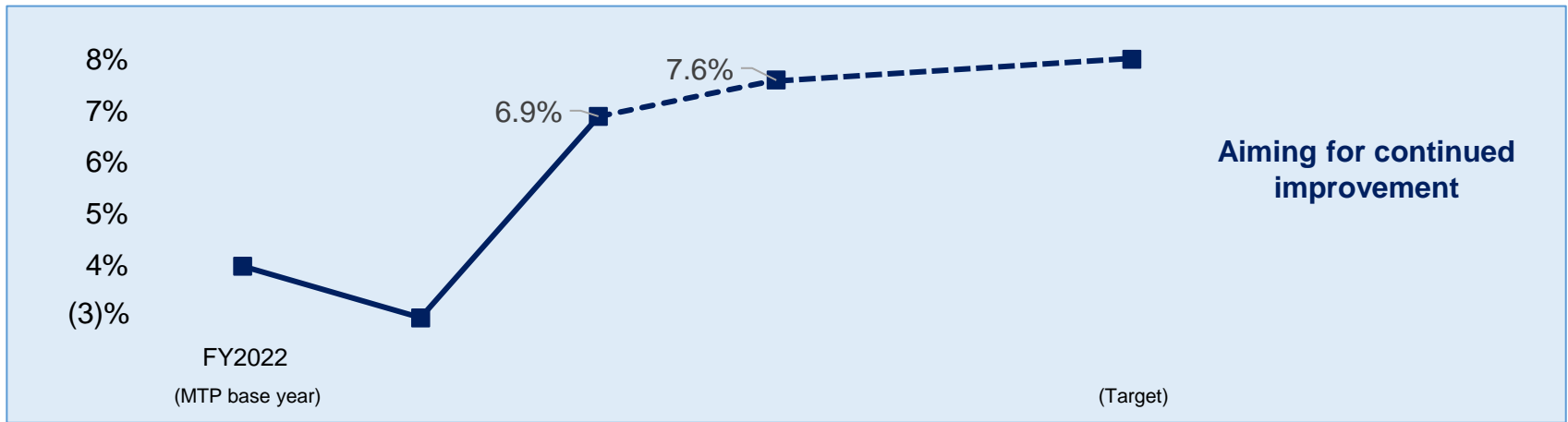
Reduction amount

FY2024 Results	FY2025-FY2029 Targets	Total
¥30.8 billion	¥40.0 billion or more ^(*)	¥70.0 billion or more

(*) Calculated using the stock price as of September 30, 2024.



We have revised our ROE target for the final year of the MTP (FY2027) from 7% to 8%. We will monitor ROIC and strive to continue to improve ROE.



[Initiatives to improve capital efficiency]

Profitability

IV. ESG Initiatives



1. Human Resource Strategy

We will implement the initiatives below to develop the human resources and organization that will support sustainable growth.

Improve personnel capabilities

Strengthen recruitment

(*1) Applied to new graduates from 2025
Applied to Nisshin Seifun Group Inc., Nisshin Flour Milling Inc., Nisshin Seifun Welna Inc., and Nisshin Seifun Delica Frontier Inc.

Enhance recruitment branding

Recruitment by Nisshin Seifun Group Inc. for Group companies, recruitment by job type (*1)

Introduce referrals (associate referrals)

Strengthen development capabilities

Strengthen measures to develop prospective executives

Strengthen measures to promote digital transformation and develop global human resources

Provide more opportunities for proactive, continuous learning

Improve organizational capabilities

Strengthen HR utilization capabilities

Promote exchanges between human resources

Establish requirements for individual positions

Improving productivity Promotion of DE&I (*2)

Improve work engagement and productivity

Promote the active participation of diverse human resources

Review personnel wage systems

Build a system to support human resource utilization

A ranking and evaluation system that rewards roles and achievements

Compensation system that considers market competitiveness

Employment system for securing diverse human resources

These initiatives will contribute to the implementation of the Group's sustainable growth strategy.

Medium-to-long-term targets for environmental issues and our progress

Action Theme	Targets	FY2024 Results (vs. the base year)
Action on climate change	Reduce the CO ₂ emissions generated by Group-operated sites by 50% by 2030 (compared with fiscal 2014 levels)	13% reduction (including OYI(*)) 29% reduction (excluding OYI)
	Reduce the CO ₂ emissions generated by Group-operated sites to effectively zero to achieve carbon neutrality by 2050	
	Reduce CO ₂ emissions in the supply chain	
Addressing food waste	Reduce food waste by at least 50% (compared with fiscal 2017 levels; compared with fiscal 2020 levels for the three prepared foods companies) from raw material procurement to delivery to customers by 2030 * Applies to domestic Group companies	60% reduction
Addressing container and packaging waste	Reduce the usage of fossil fuel-derived plastics by at least 25% (compared with fiscal 2020 levels) by 2030 * Applies to domestic Group companies	10% reduction
Addressing water resources		



Main initiatives for reducing CO₂ emissions (2)

Processed Food Business

- Six overseas bases (*) will effectively source 100% of their electricity from renewable energy by using non-fossil fuel certificates (in FY2025).

(*) Thai Nisshin Seifun Co., Ltd., Thai Nisshin Technomic Co., Ltd., Vietnam Nisshin Seifun Co., Ltd., Vietnam Nisshin Technomic Co., Ltd., Nisshin Seifun Turkey Makarna Ve Gida Sanayi Ve Ticaret A.S., and Shin Nisshin Seifun Foods (Qingdao) Co., Ltd.

▶ A reduction of appropriately 11,000 tons of CO₂ per year

- The carbon neutrality of the Kobe Plant of MA•MA-MACARONI CO., LTD. (from July 2024)

(using biomass power generation, as well as renewable energy power utilizing non-fossil fuel certificates)

▶ A reduction of appropriately 5,200 tons of CO₂ per year

We plan to achieve our CO₂ emissions reduction target for 2030 (a 50% reduction compared to FY2014) in FY2025 in the processed food business.

Mesh Cloth Business

- The Shizuoka-Kikugawa Plant has introduced electricity generated without CO₂ emissions in Shizuoka prefecture. (from April 2024)

▶ A reduction of appropriately 1,000 tons of CO₂ per year

- The head office (Hino, Tokyo) has transitioned to electricity generated without CO₂ emissions sourced from renewable sources of energy (from May 2024), following the Yamanashi-Tsuru Plant and Shizuoka-Kikugawa Plant.

CO₂ emissions from the use of electricity at all our facilities in Japan will be effectively zero.

Caution Regarding Results Briefing Content

The content of this briefing is based on various assumptions, and thus does not represent any promise or guarantee that numerical targets and initiatives projected for the future will be realized.