

# Our Value Creation Story

To become a company that delivers Energy for Living to everyone, we will continue to create oils & fats solutions through co-creation, harnessing the core concepts of The Natural Power of Plants and the strengths obtained from mastering oils & fats.



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## Trajectory of Growth

In the more than 110 years since its establishment in 1907, The Nisshin OilliO Group has been delivering "deliciousness and wholesomeness" to daily meals, always remaining in step with the dietary habits of the times.

By mastering oils & fats, we continuously work to co-create diverse forms of value as we seek to further expand the market for our products.

### Providing oils & fats solutions through B2C products

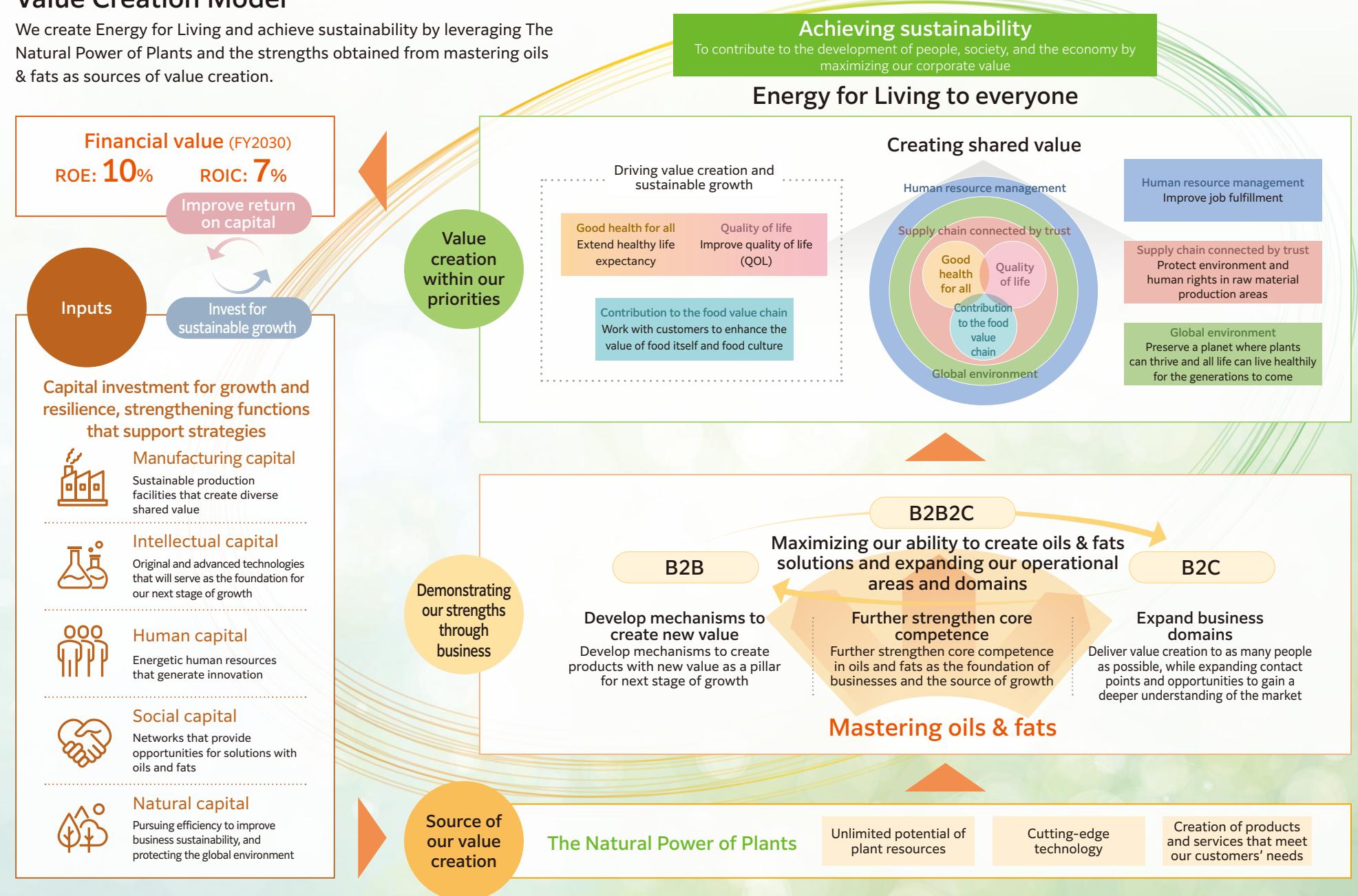


### Providing solutions focused on B2B business



## Value Creation Model

We create Energy for Living and achieve sustainability by leveraging The Natural Power of Plants and the strengths obtained from mastering oils & fats as sources of value creation.



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## Inputs

The core competence of The Nisshin OilliO Group lies in oils and fats.

We will invest proactively to further strengthen the capital we have accumulated over the years to become a global top provider of oils & fats solutions.

	Main investments in <i>Value Up+</i> (FY2021–FY2024)	Points to be strengthened under <i>Value UpX</i> (FY2025–FY2028)	
 <b>Manufacturing capital</b> Sustainable production facilities that create diverse shared value	<ul style="list-style-type: none"> <li>■ Expanded confectionery fats production facilities at ISF</li> <li>■ Teamed with J-Oil Mills to establish Oilseed Processing Partners Japan, Ltd., a joint venture to rebuild the production system for the next 50 years</li> <li>■ Made progress on smart factory conversion at the Nagoya Plant</li> <li>■ Implemented small-scale manufacturing functions by opening Incubation Square</li> </ul>	<ul style="list-style-type: none"> <li>■ Expand supply capacity for high-quality, sustainable palm oil by strengthening production functions in Europe in the Global Processed Oil &amp; Fat domain</li> <li>■ Strengthen edible oil production facilities at production plants in Japan; increase production capacity in the Fine Chemical domain</li> <li>■ Implement more smart factory conversions; improve sustainability and competitiveness of production</li> </ul>	<b>Capital investment</b> Approx. <b>¥90 billion</b>
 <b>Intellectual capital</b> Original and advanced technologies that will serve as the foundation for our next stage of growth	<ul style="list-style-type: none"> <li>■ Utilized AI and other means to strengthen digital infrastructure</li> <li>■ Translated granted patents into sales revenue; established a robust patent network with advantages in both quality and quantity</li> <li>■ Obtained new health evidence for lipids</li> <li>■ Established co-creation infrastructure by opening Incubation Square</li> </ul>	<ul style="list-style-type: none"> <li>■ Accelerate innovation by using digital technology in research</li> <li>■ Ensure competitive advantages with strategic use of intellectual property</li> <li>■ Further promote functional materials marketing</li> <li>■ Promote lipid nutrition research on physical condition</li> </ul>	<b>Investing in strengthening functions that support strategies</b> <b>Digital &amp; IT</b> Approx. <b>¥15 billion</b>
 <b>Human capital</b> Energetic human resources that generate innovation	<ul style="list-style-type: none"> <li>■ Strengthened recruiting of new graduates and highly specialized personnel; introduced rehiring system</li> <li>■ Improved wage levels for younger workers; revised salaries for management positions</li> <li>■ Invested in systems for talent management practices</li> <li>■ Designed and implemented Global Human Resources Registration System, company-wide digital literacy education, internal proposal system for DX ideas, etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Execute strategy-linked human resource infrastructure enhancement (recruiting, training, assignment)</li> <li>■ Develop a system for developing the next generation of managers</li> <li>■ Acquire and develop global and DX human resources</li> <li>■ Strengthen infrastructure through continuous development to cultivate strong practical capabilities</li> <li>■ Further promote health management</li> </ul>	<b>R&amp;D</b> Approx. <b>¥20 billion</b>
 <b>Social capital</b> Networks that provide opportunities for solutions with oils and fats	<ul style="list-style-type: none"> <li>■ Strengthened incubation functions and established other network infrastructure for co-creation</li> <li>■ Promoted inbound marketing</li> <li>■ Established a global network by expanding overseas locations</li> <li>■ Administered SAQ to raw material suppliers and logistics partners as an effort to respect human rights in the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>■ Upgrade customer touchpoints through outbound sales and inbound marketing</li> <li>■ Establish a sustainable global supply chain to enhance competitive advantages</li> <li>■ Ensure traceability to palm oil plantations</li> </ul>	<b>Supply chain</b> Approx. <b>¥15 billion</b>
 <b>Natural capital</b> Pursuing efficiency to improve business sustainability, and protecting the global environment	<ul style="list-style-type: none"> <li>■ Expanded environmentally conscious products; implemented a pilot project to recycle used PET bottles that once contained oil</li> <li>■ Disclosed information based on TNFD recommendations; formulated a strategic roadmap to promote decarbonization; installed hydrogen co-firing-compatible cogeneration systems</li> <li>■ Formulated Soybean Procurement Policy, Soybean Action Plan, Cacao Procurement Policy, and Cacao Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Create a mechanism to recycle collected plastic bottles</li> <li>■ Promote efforts to be hydrogen-ready; increase the percentage of non-fossil energy</li> <li>■ Steadily promote action plans based on the Palm Oil Procurement Policy, Soybean Procurement Policy, and Cacao Procurement Policy</li> </ul>	<b>Sustainability (protecting the global environment and resources)</b> Approx. <b>¥10 billion</b>

Note: The investment amounts include overlaps between the roughly ¥90 billion of capital investments and investments to enhance functions

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## Group Strengths

The Group's strength lies in mastering oils & fats.

By maximizing this strength, we will create new value and strive to become a global top provider of oils & fats solutions.

# Becoming a global top provider of oils & fats solutions



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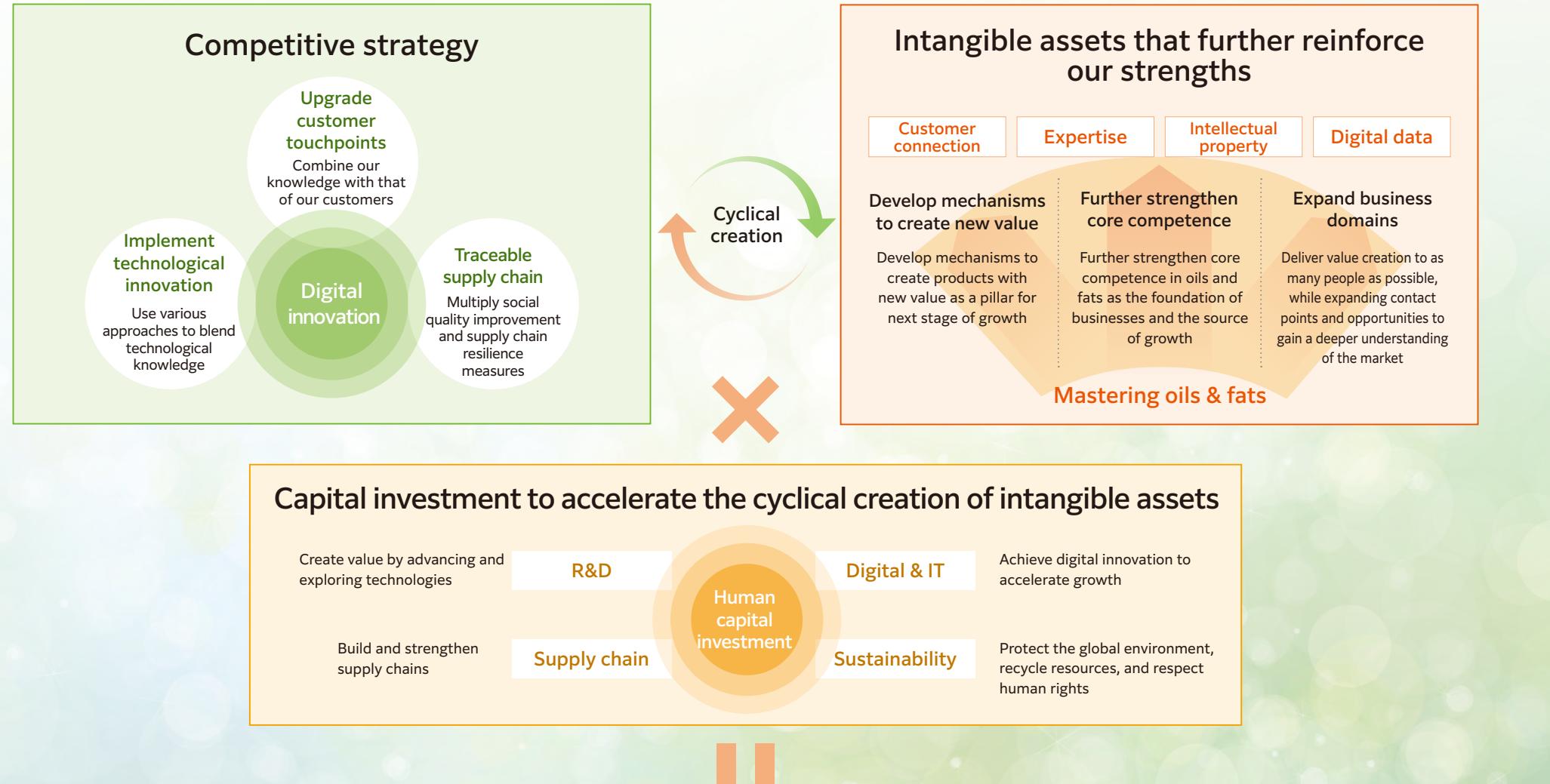
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## Distinctive Winning Formula of The Nisshin OilliO Group

We will evolve into a corporate structure that generates innovation through the cyclical creation of intangible assets, striving to become a global top provider of oils & fats solutions.



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