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NISSIN FOODS HOLDINGS CO., LTD.

Koki Ando

President and Representative Director, CEO

Notice Concerning NISSIN FOODS Group Mid- to Long-Term Growth Strategy

The NISSIN FOODS HOLDINGS Co., Ltd. has formulated the NISSIN FOODS Group Mid- to Long-Term Growth Strategy, a business plan that defines growth strategies for FY 3/ 2022 and beyond, and growth targets over the next 10 years. The Mid- to Long-Term Growth Strategy, an overview of which follows below, takes over for the Mid-Term Business Plan 2021, which covered the preceding five years from FY 3/2016 through FY 3/2021 (fiscal year ended March 31, 2021).

1. NISSIN FOODS Group Creating Shared Value (CSV) Management

To achieve sustainable growth while solving environmental and social issues as an “EARTH FOOD CREATOR”, constantly creating new food cultures through innovation.

Mission	<p style="text-align: center;"><u>Enduring Values</u></p> <p>食足世平 Peace will come to the world when there is enough food</p> <p>食創為世 Create foods to serve society</p> <p>美健賢食 Eat wisely for beauty and health</p> <p>食為聖職 Food related jobs are a sacred profession</p>
Vision	EARTH FOOD CREATOR
Value	<p style="text-align: center;"><u>Four Attributes</u></p> <p style="text-align: center;">Creative, Unique, Happy, Global</p>

2. Mid- to Long-Term Growth Strategy

NISSIN FOODS Group will engage in three mid- to long-term growth strategies, pursuing the Group's vision and sustainable growth based on CSV management.

#	Growth Strategy	Overview
1	Strengthen Cash Generation Capabilities of Existing Businesses	Make a significant shift in profit portfolio through aggressive growth in Overseas and Non-Instant Noodles Businesses, while pursuing sustainable growth
2	EARTH FOOD CHALLENGE 2030	A challenge to utilize finite resources effectively and reduce the impact of climate change Lengthen the life cycles of existing businesses
3	Pursue New Businesses	Co-create foods of the future with food science Become a company that provides food and health solutions through technology

Growth Targets Over the Next 10 Years: Profit Structure and Profit Growth Levels

Business	Overseas	Domestic Non-Instant Noodles Business	Domestic Instant Noodles Business
Target Structure	Current 30% → 45%	Current 10% → 15%	Current 60% → 40%
Growth Targets	High-single Digit to Double Digit	High-single Digit	Outpace Market Growth
Strategic Goal	The Leading Company in the High-Value-Added Market	Build a Second Profit Pillar Next to the Instant Noodles Business	A Century Brand Company
Future Strategic Direction	Deepen <i>CUP NOODLES</i> branding to further solidify competitive advantage, and roll out operational strategies according to markets, competitive environment, and the Group's own competitive abilities	Leverage growth and profitability improvement in each business, focusing on added value by pursuing Group synergies on both the supply and demand sides	Deepen efforts to develop demand, penetrate brands, develop markets, and strengthen supply capabilities to continue to grow over the medium to long term, steadily increasing sales and profits, even in mature markets

3. Quantitative Targets

NISSIN FOODS Group is committed to achieving four mid- to long-term economic value (financial) targets through CSV management: (1) Sustainable profit growth, (2) Efficient use of capital, (3) Safe use of debt, and (4) Stable shareholder returns. The group will pursue these targets while also pursuing targets related to social value and environmental value (non-financial).

Value Classification		Management Indicator	Mid- to Long-Term Target
Financial	Growth Potential	Core Operating Profit Growth Rate ¹ for Existing Businesses (Constant Currency)	Mid-single Digit
	Efficiencies	ROE	10% over the long term
	Safety	Net Debt/EBITDA Ratio	≤ 2x
	Stable Shareholder Returns	Dividend Policy	Progressive Dividends
		Relative TSR vs. TOPIX (Foods)	> 1x
Non-Financial ²	Effective Use of Finite Resources	Sustainable Palm Oil Procurement Ratio ³	100%
		Water Usage Per million yen of revenue (IFRS basis)	12.3 m ³
		Total Waste Reduction Compared to FY 3/2016/Japan	-50%
	Reduce Climate Change Impact	Reduction of CO ₂ Emissions (Scope 1+2) Compared to FY 3/2019	-30%
		Reduction of CO ₂ Emissions (Scope 3) Compared to FY 3/2019	-15%

Related information:

https://www.nissin.com/en_jp/ir/library/file/2021/4q_presentation_material_slide_only.pdf

¹ A non-GAAP key performance indicator calculated by deducting other income and expenses (defined as income/expenses from new businesses targeted by aggressive up-front investment and non-recurring income/expenses) from IFRS operating profit

² Non-financial targets reflect FY3/2031 figures

³ Based on external certifications and independent assessments