








Sustainability priorities progress in fiscal 2025

Sustainability priorities	Priority themes	Approaches and targets	Risks	Opportunities	Progress in FY2025
 Provide safe and healthy food and responsible consumer communication	Ensuring food safety	Implement quality assurance from the viewpoint of consumers and continually strengthen the quality assurance system <ul style="list-style-type: none">Acquire and maintain certification for food safety management systems	<ul style="list-style-type: none">Loss of social reputation and stakeholder confidence due to quality-related incidents or other issuesLoss of growth opportunities due to delays in responding to the health needs of consumers	<ul style="list-style-type: none">Gaining the trust of consumers through the supply of safe, reliable productsCreation of opportunities through the enhancement or development of products based on consumer feedbackExpansion of business opportunities linked to rising health consciousness	<ul style="list-style-type: none">Certification of food safety management systems: Percentage of systems certified 97% (Results for fiscal 2025: The achievement of certification at a business site of company in the Kumamoto Flour Milling group marked the completion of certification at all business sites of Kumamoto Flour Milling and all Kumamoto Flour Milling group companies, which joined the Group in FY2024.)  Certification progress https://www.nisshin.com/english/safety/authentication.htmlPeriodic audits of the quality assurance systems at all Group business sites and contracted factories (Domestic: 64 sites, including 42 contracted sites; overseas: 6 sites, including 2 contracted sites)Provision of quality assurance training for around 5,000 employees involved in R&D, production, and sales at all group companies in Japan and overseas
	Responsible consumer communication	Provide fair and responsible consumer communication <ul style="list-style-type: none">Conduct advertising activities that consider ethics, human rights, and the environmentPromote measures to increase consumer engagement			<ul style="list-style-type: none">In-house training about discriminatory language in advertising, etc. (scope: Group employees involved in advertising and promotion, participants: 52)Educational visits (58 visits, 1,168 participants) to enable people of all ages to learn more about wheat and wheat flour and how these products are handledInitiatives based on consumer feedback, including the revision of recipes published on the website, changes to packaging, and the establishment of special web pages, in response to input from consumers
	Contribution to healthy diets	Research and develop health functions of food ingredients, primarily focused on wheat, such as its effectiveness in preventing metabolic syndrome and promoting brain functions and anti-aging			<ul style="list-style-type: none">Establishment of a special e-commerce site to enable more consumers to access products based on <i>Amuleia</i> high-fiber flourSelection of <i>Amuleia</i> high-fiber flour for the top prize at the 2024 Wellness Food Award.Launch of high-fiber wheat flour on the Australian market under the Wise Wheat® brand (Allied Pinnacle Pty Ltd.)
 Enable secure and sustainable raw material procurement	Ensuring stable wheat procurement	Establish sustainable procurement of wheat, our primary raw material <ul style="list-style-type: none">Understand that climate change, biodiversity, and exploitation of human rights is having an impact on wheat procurement, and thus implement mitigation and adaptation measures	<ul style="list-style-type: none">Impact of climate change or other factors on our ability to procure wheatProcurement problems or impairment of corporate value due to environmental or human rights issues in our supply chainsSlowdown or disruption of supplies of raw materials due to natural disasters, epidemics, or geopolitical risks, such as conflicts	<ul style="list-style-type: none">Creation of structures to support stable supplies of safe, reliable products and services	<ul style="list-style-type: none">Continued to investigate the impact of climate change and sustainable agriculture on wheat production under the 4°C and 1.5°C scenarios, and worked toward the sustainable procurement of wheat through partnerships with growers and other approaches.  Analysis results and initiatives (Pages 48-49)
	Sustainable raw material procurement	Promote responsible procurement activities based on fair and ethical transactions <ul style="list-style-type: none">Enforce the Responsible Procurement PolicyStrengthen supply chain management			<ul style="list-style-type: none">Distributed the Group procurement policy to key primary domestic suppliers for the engineering business, and conducted risk assessments through CSR procurement self-assessment surveys. (Completed first round of CSR procurement self-assessment surveys of key primary domestic suppliers to all group companies.)Monitored the status of human rights due diligence initiatives in all businesses and continue addressing high-risk and priority issues
 Efficiently handle product and packaging waste	Reducing food waste	Reduce food waste and contribute to realizing sustainable food systems <ul style="list-style-type: none">Reduce food waste, from the procurement of raw materials to the delivery of products to customers, by 50% or more compared with the fiscal 2017 level by 2030*1,*2Work with our partners to reduce food waste at all supply chain stages Note: Scope of reduction: Production and distribution by-products and waste that are not suitable for use as food and are processed through thermal recycling, volume reduction, landfill disposal, or incineration, etc.	<ul style="list-style-type: none">Higher compliance costs resulting from changes to or strengthening of laws and regulations relating to waste and resource recyclingLoss of stakeholder confidence due to delays in actions to reduce waste and recycle resources	<ul style="list-style-type: none">Efficiency improvements and cost reductions resulting from waste reduction initiativesExpansion of business opportunities through the development of environmentally responsible products	<ul style="list-style-type: none">Food waste in fiscal 2025: 908 tons (66% reduction compared with the base year) *Target achieved ahead of schedule through initiatives up to fiscal 2024Ongoing efforts to shift from thermal recycling to material recycling (feed and fertilizer production, fermentation, reuse, etc.) through changes to disposal methods, installation of on-site feed production facilities, and other initiativesResearch and development of food preparation and processing technologies focused on lengthening product shelf lives and continuing study of efficient supply and demand management
	Reducing packaging waste	Promote the 3Rs (reduce, reuse, and recycle) + renewables with our partners at all supply chain stages <ul style="list-style-type: none">Reduce the amount of fossil fuel-derived plastics used by at least 25% compared with the fiscal 2020 level by 2030*2Promote plastic recycling, such as by using environmentally friendly package designsIncrease the use of sustainable packaging materials, such as biomass plastics, recycled plastics, recycled paper, and FSC®-certified paper			<ul style="list-style-type: none">Use of fossil fuel-derived plastics in fiscal 2025: 5,154 tons (14% reduction compared with the base year)Reduction of use of fossil fuel-derived plastics, including the use of thinner plastic packaging and paper and biomass materials, and the reduction of product sizes while maintaining content volumesEco-friendly packaging design measures, such as the use of biomass inks and FSC-certified paper
 Address climate change and water resource issues	Climate change adaptation and mitigation	Introduce energy-saving technology and promote the use of renewable energy, and contribute to realizing a decarbonized society <ul style="list-style-type: none">Reduce CO₂ emissions from Group-owned facilities to net zero by 2050Reduce CO₂ emissions from Group-owned facilities by 50% compared with the fiscal 2014 level by 2030Reduce CO₂ emissions across our supply chains Strengthen resilience against increasingly severe natural disasters <ul style="list-style-type: none">Take steps to protect major domestic flour milling plants, including tidal surge protection and seismic strengthening	<ul style="list-style-type: none">Increased intensity and frequency of natural disasters, rising temperatures, and water shortages that could impact our ability to operate production sites and affect procurement of raw materialsIncreased costs relating to regulations, including carbon taxesLoss of stakeholder confidence due to a slow response to climate change and water problems	<ul style="list-style-type: none">Expansion of business opportunities through increased demand for sustainable, environmentally responsible products and services	<ul style="list-style-type: none">Fiscal 2025 CO₂ emissions reduction: 362,000 tons (24% reduction compared with the base year)50% reduction in non-consolidated CO₂ emissions by the Nisshin Seifun Welna Group (Achievements in fiscal 2025 include a transition to net 100% renewable electric power at six overseas business sites, and the achievement of carbon neutrality at one business site in Japan.)70% reduction in non-consolidated CO₂ emissions by the NBC Meshtec Group (Achievements in fiscal 2025 include transition to net 100% renewable electric power at one overseas business site and transition to CO₂-free electric power at three business sites in Japan.)Large-scale capital investment to achieve targets in a CO₂ reduction roadmap, and adoption of internal carbon pricing (ICP)Reflection of progress toward the achievement of CO₂ reduction roadmap targets in bonuses for internal directors (excluding directors who are also members of the Audit & Supervisory Board)Energy conservation efforts, including waste heat utilization, the introduction of high-efficiency equipment, and the reduction of losses through pipe maintenanceMeasures to protect major domestic flour milling plants in coastal locations from surge tides, including the expansion of flood barriers
	Water resource conservation	Work with our partners to ensure effective utilization of water at all stages of our supply chain <ul style="list-style-type: none">Reduce the amount of water used in plants per unit of production by 30% compared with the fiscal 2022 level by 2040*3 Note: Halving of water use in regions where there is a high risk of water supply problems in the future			<ul style="list-style-type: none">Water use per unit of production in fiscal 2025: 1.06m³/t (3% reduction compared with the base year)Reassessment of water risk and stress at production site
 Provide working environments that are healthy and fulfilling	Respect for diversity	Respect humanity and diversity, and create workplaces that consider work-life balance March 2027 targets (for eight Group companies) <ul style="list-style-type: none">Percentage of management positions held by women in Japan: 15%Percentage of female employees returning to work after childbirth (retention rate one year after returning to work): 100%Percentage of eligible male employees taking parental leave: 100%	<ul style="list-style-type: none">Labor shortages caused by reduced competitiveness in the recruitment market and the loss of existing employeesImpact on business continuity due to increases in occupational accidents and heightened employee health risks	<ul style="list-style-type: none">Employee retention through the improvement of work motivation and job satisfactionInnovation and corporate growth resulting from the activities of diverse human resources	<ul style="list-style-type: none">Percentage of management positions held by women in Japan: 13.5% (scope: eight Group companies)Percentage of female employees returning to work after childbirth (retention rate one year after returning to work: 73.3%) (scope: eight Group companies)Percentage of eligible male employees taking parental leave: 88.6% (scope: eight Group companies)Continuing provision of career seminars for female employees (scope: eight Group companies)
	Cultivation of human resources	Cultivate human resources so each person can grow and fulfill their potential <ul style="list-style-type: none">Cultivate next-generation business managersDevelop the skills of technical personnel in specialized fieldsCultivate human resources with global perspectives			<ul style="list-style-type: none">Training programs for next-generation managers, including company-developed training programs (N-Map) and participation in external training programs (scope: eight Group companies, 110 participants)Facilitation of participation in IT-related qualification courses as part of training for DX personnel (qualifications obtained by 43 employees)Program to train human resources with global perspectives (17 participants, total of 34 alumni transferred overseas as of June, 2025)
	Employee working environments and health	<ul style="list-style-type: none">Continuously strengthen occupational health and safety management activities (zero occupational accidents)Promote workstyle reformPromote health management by implementing measures based on these three pillars: work environment, personal physical care, and mental healthcare			<ul style="list-style-type: none">Regular in-house occupational health and safety audits implemented at all Group business sites (implemented at 31 sites, including seven overseas sites)Occupational accidents are analyzed and issues identified, and equipment safety measures and safety education are conducted for accidents deemed particularly serious (such as getting caught in or tangled in machinery, or an elderly worker falling)Operational efficiency improvement through DX initiatives (e.g., introduction of AI and BI)Walking campaigns (twice in fiscal 2025) designed to encourage employees to take regular exercise, provision of self-care and line care training programs with the aim of maintaining/improving mental healthRedevelopment of office environments including the construction of the new Yoga Office (provisional name) to support diverse workstyles

*1 Initio Foods Inc., Joyous Foods Co., Ltd., and Tokatsu Foods Co., Ltd., compared to fiscal 2020 *2 Group companies in Japan (excluding the Kumamoto Flour Milling Group) *3 All Group companies in Japan and overseas (excluding the Kumamoto Flour Milling Group)