

Integrated Report 2023



株式会社 日新
NISSIN CORPORATION

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Yokohama Head Office
6-81 Onoe-Cho, Naka-Ku, Yokohama, 231-8477
TEL: +81-45-671-6111

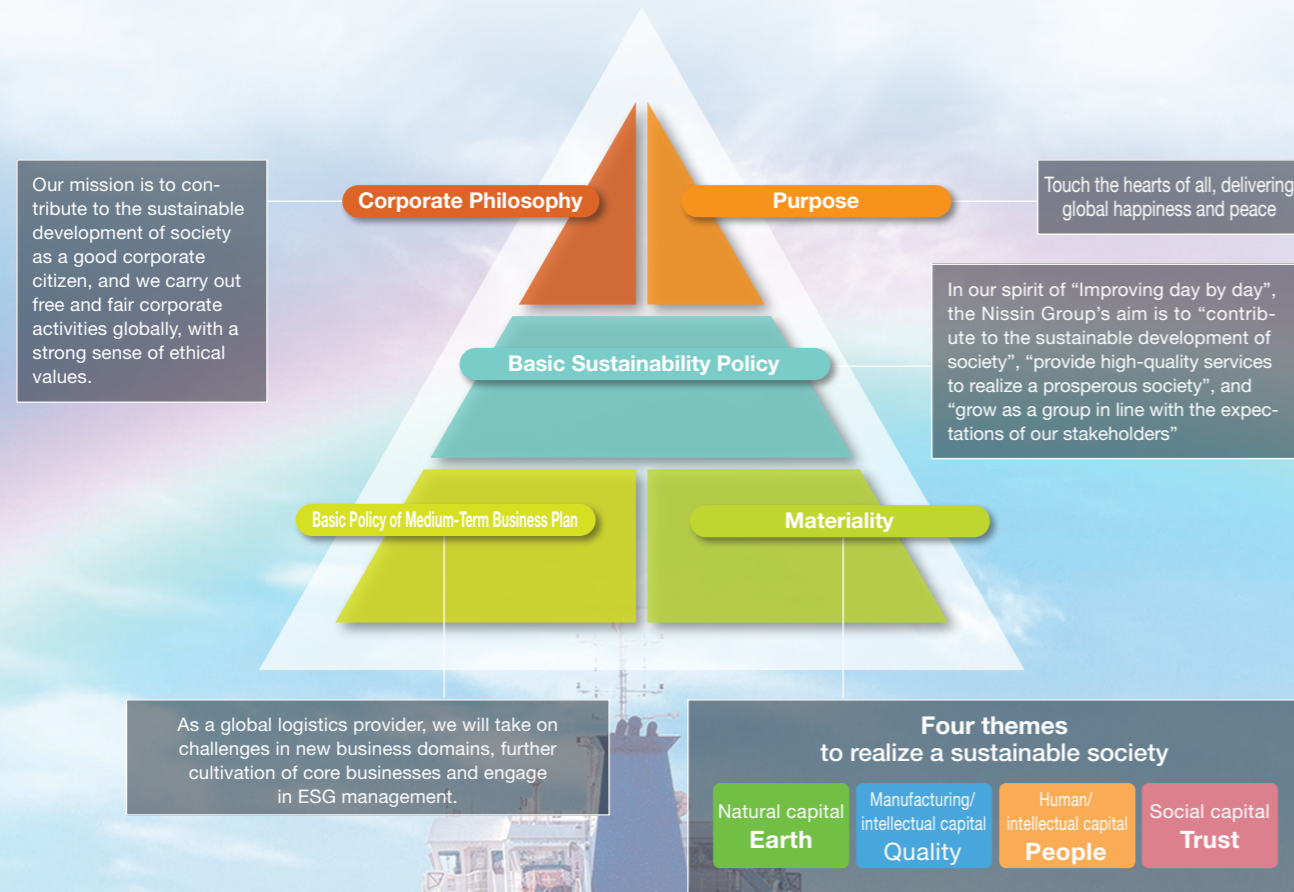
Tokyo Office
6-4, Kojimachi 1-chome, Chiyoda-ku, 102-8350 Tokyo
TEL: +81-3-3238-6666

○ Official Home Page
<https://www.nissin-tw.com/english>

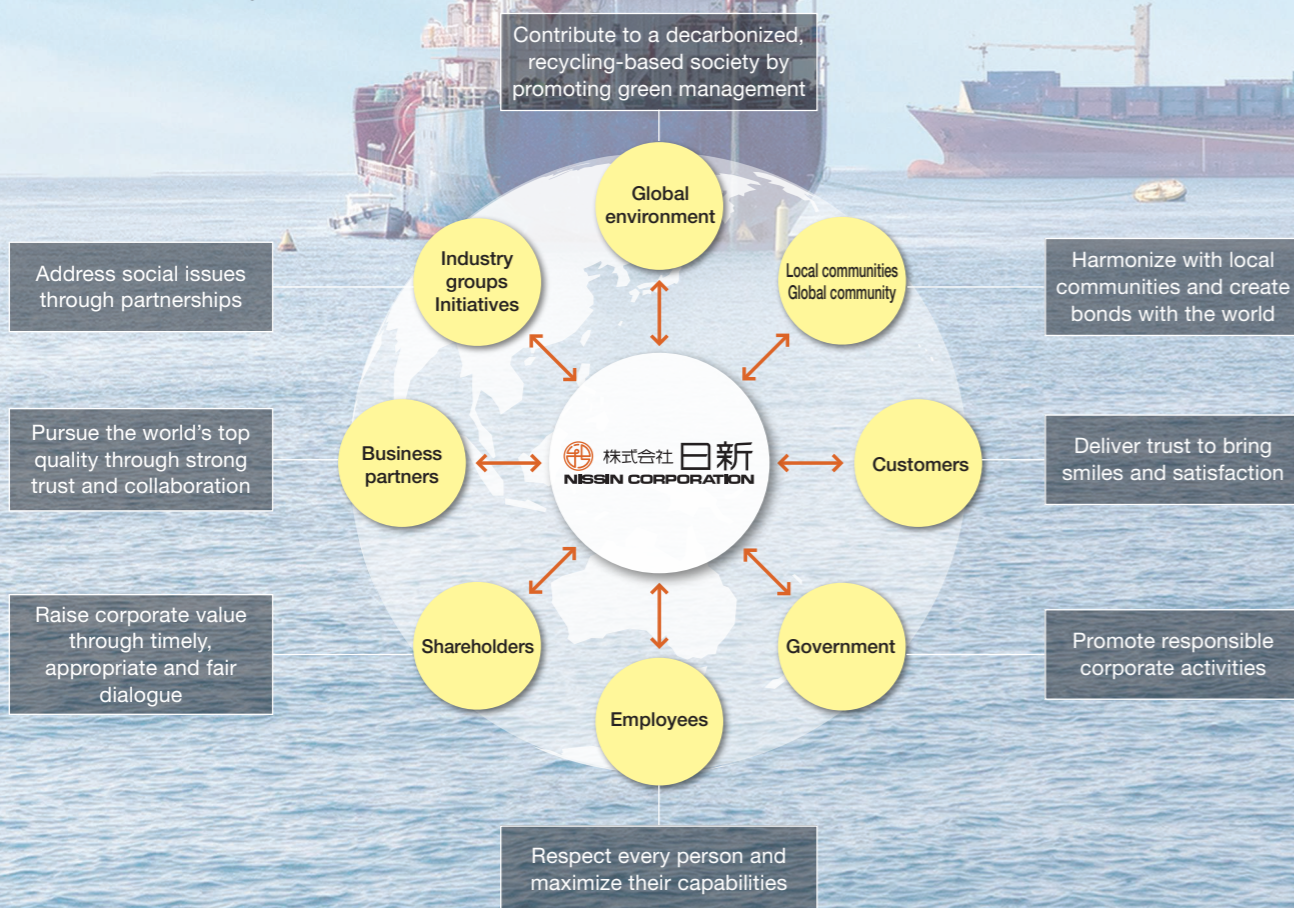
○ Contact details for inquiries
Corporate Planning Dept.
PR & IR Section
TEL: +81-3-3238-6555
E-Mail: planning_prir@nissin-tw.com



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The Company and Stakeholders



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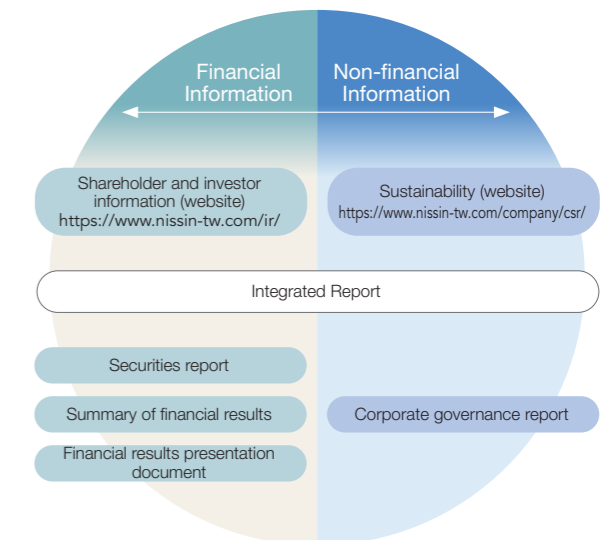
The Nissin Group published CSR Reports until 2021 and a Sustainability Report in 2022. This year, 2023, we have newly published the Integrated Report to provide more extensive information. This new report communicates the Group's business activities more clearly to a wide range of stakeholders to facilitate a deeper understanding.

The main topics presented in the report include the Message from the President, Value Creation Process, Growth Strategy, Strategy in Each Business, ESG Management, and other Non-Financial Information, as well as Financial Information such as an overview of the Group's financial results. This year, we present our initiatives for each main business under the Medium-Term Business Plan and our progress on these initiatives. Regarding ESG management, we explain the Company's initiatives aimed at sustainable growth. The Group places emphasis on an active dialogue with stakeholders. We will continue to expand and enhance the content of our integrated report to provide useful tools for all our stakeholders. It would be grateful if you could give us your honest opinions on it. In editing this report, we referred to the "Guidance for Collaborative Value Creation," published by the Ministry of Economy, Trade and Industry.

Scope of report: Nissin Corporation and its subsidiaries (the Nissin Group)

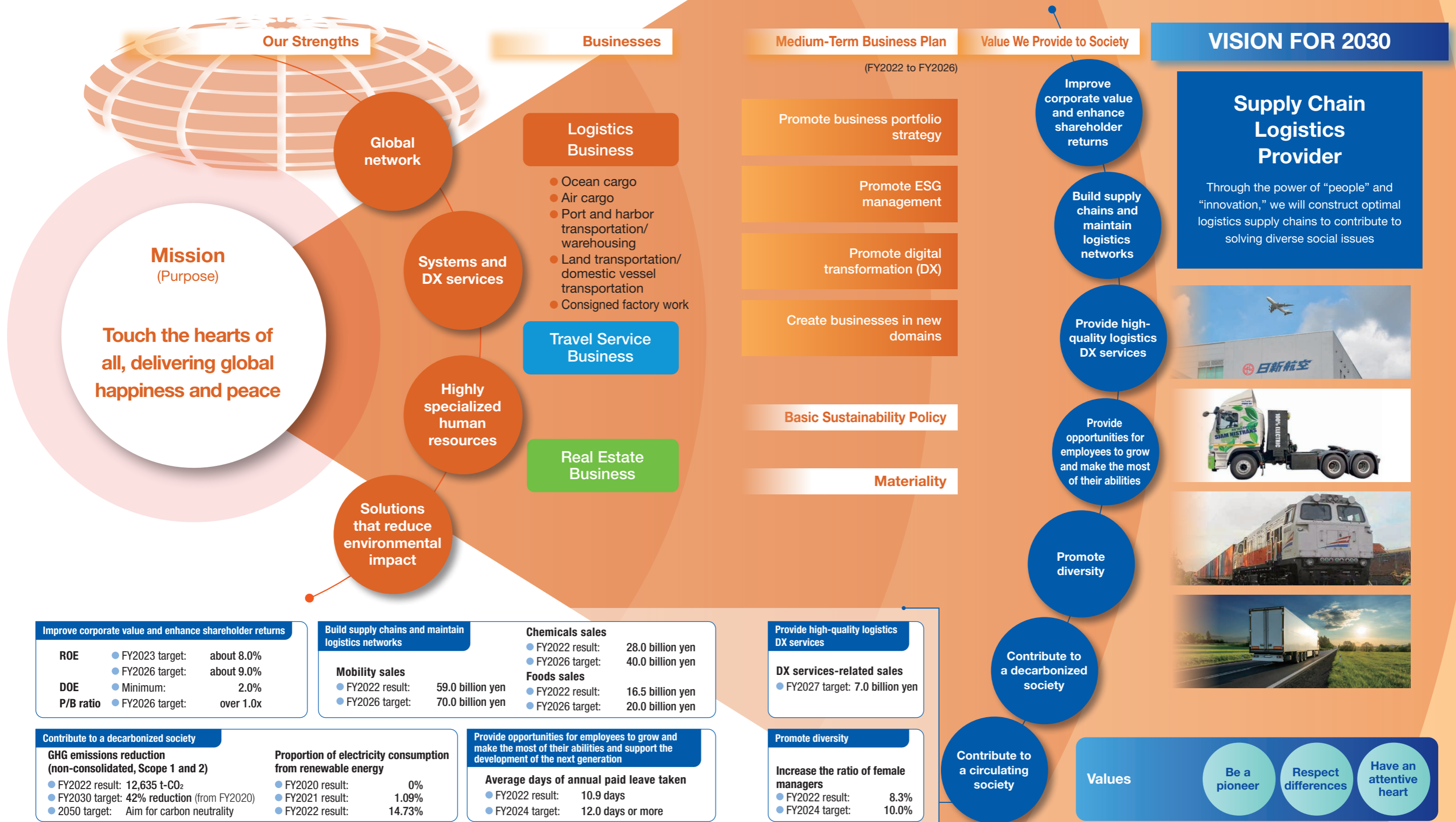
Period covered: April 1, 2022 - March 31, 2023
(This report also includes some related information that is outside this period.)

Tools Map



Value Creation

The Group's Mission, Vision, Values, and Management Strategies



Message from the President

We will overcome changes and
build an abundant future to
“touch the hearts of all, delivering
global happiness and peace.”

President

Tsutsui Masahiro

筒井 雅浩



Reaffirming our ability to respond to changes and our purpose as “Nissin for emergencies”

In recent years, the society around us has been shaken to the core by unprecedented changes, such as the COVID-19 pandemic and the outbreak of the Ukraine crisis, with the outlook for the future remaining unpredictable. The impact of these changes has significantly affected the logistics industry, with rising energy prices and supply chain disruptions giving rise to strain and delays in logistics due mainly to a shortage of containers, as well as an abnormal surge in freight rates.

Under these circumstances, the Group has responded to customer needs by using swift and flexible methods to solve issues, such as securing a variety of transportation modes, proposing and providing alternative transport routes, etc. This enabled us to fulfill our social duty as a logistics infrastructure operator. We have been known for some time as “Nissin for emergencies,” and we reaffirmed our purpose by demonstrating this capacity to respond to changes, even in unprecedented conditions, and carry out the mission entrusted to us as a logistics company.

At the same time, society as a whole faces the need to address the global issue of climate change. Amid the increasingly widespread movement towards decarbonization, logistics, as an industry that supports people’s lives

and industry, has also played host to various initiatives.

We have identified “realizing a decarbonized society and contributing to an environmentally conscious, circulating society” at the top of the list of the Group’s important issues (materiality) related to sustainability. As environmental measures based on this, we are endeavoring to reduce our greenhouse gas (GHG) emissions by focusing on initiatives to switch to renewable energy in our business activities, introduce energy-saving equipment, and use electric vehicles (EV).

As a logistics company, we have a social duty to implement initiatives to address climate change and achieve decarbonization. At the same time, these initiatives also help us capture new demand by responding to the environmental needs of our customers and target industries, promoting modal shift, and so on. By actively promoting these initiatives, we hope to contribute to creating a sustainable society while simultaneously raising the Group’s corporate value and achieving medium- and long-term growth.

We will work to overcome changes and build an abundant future so that we can fulfill our purpose of touching the hearts of all, delivering global happiness and peace.

Building and providing flexible and seamless logistics to meet the needs of our customers

We pride ourselves on pioneering international comprehensive logistics, with the Group’s overseas network covering 24 countries and regions worldwide. Our broad range of services encompasses all aspects of the logistics business, from global multimodal transport, including ocean, air, rail, and truck transportation, to port and harbor transportation and warehousing, house moving, and customs clearance. At present, our logistics business is focused on the three pillars of automobile-related, chemicals and hazardous materials, and food logistics. We have won high acclaim and trust by leveraging our extensive overseas network and comprehensive logistics function to build and provide flexible and seamless logistics to meet the needs of our customers.

One of the strengths that provides the Group with its competitive advantage is our high level of expertise, supported by a sales structure specialized for each industry.

By maintaining staff with extensive expertise and skills in each industry and utilizing the Group’s accumulated know-how, we can provide high-value-added logistics services. Making the most of this strength helps to differentiate us from our competitors. Particularly in our mainstay automobile-related logistics, we handle not only completed vehicles but also an extremely wide variety of parts and components used in automobile manufacturing. A precise and accurate response, underpinned by our expertise, is required to meet the wide range of demands placed on us by our customers. Of course, a high degree of expertise is also essential for the special transportation of hazardous materials, etc.

In terms of tangibles, we boast a broad network of our own warehouses and logistics facilities with advanced environmental performance. In terms of intangibles, we are ahead of our competitors in providing digital

Message from the President

transformation (DX) solutions, such as the digital forwarding service Forward ONE. Higher logistics quality through the active implementation of these solutions is also one of our significant competitive advantages.

Another element we prize as one of our strengths is

Steady progress on initiatives to further cultivate core businesses, promote ESG management, and pursue businesses in new domains

We are currently implementing the Group's Seventh Medium-Term Business Plan, "Nissin Next 7th" (NN7), spanning the five years from FY2022 to FY2026. NN7 is based on three basic policies: 1) further cultivation of core businesses, 2) ESG management, and 3) businesses in new domains. The first two years of the five-year plan (FY2022 and FY2023) are designated as Phase 1, and the last three years (FY2024 to FY2026) as Phase 2. Based on the platform set up in Phase 1, we aim to achieve our targets and create high corporate value in Phase 2.

In FY2022, we achieved a good start to Phase 1, with increased sales and profits due to a strong performance in the logistics business, mainly in Japan, and progress on improving earnings in the travel service business. That situation was brought about as a result of our capital investments and measures implemented under the previous medium-term business plan (FY2017 to FY2021), and the transportation of urgent cargo increased amid a recovery after the COVID-19 pandemic.

In FY2023, we anticipate a decline in sales and profits due to a decrease in the volume of cargo handled after the unusual demand seen in FY2022, as well as the expected normalization of soaring freight rates. Nevertheless, we expect to achieve all of the performance

our approach to providing value through "customer-close proposals" and "high hospitality services." This approach embodies our purpose to "deliver global happiness and peace," and we will continue to uphold it as part of the Group's corporate culture.

targets we have set for Phase 1: net sales of 190.0 billion yen, operating profit of 8.5 billion yen, ordinary profit of 9.0 billion yen, profit attributable to owners of parent of 6.5 billion yen, and ROE of about 8.0%.

Going forward, we will implement the following initiatives based on our basic policy under NN7. As for further cultivation of core businesses: In automobile-related logistics, we will focus on growing the volume of EV-related cargo we handle and leveraging our global network to expand these efforts around the world to achieve the further cultivation of core businesses. In chemical logistics, we will utilize our Kanagawa Wharf Warehouse, which began operation in September 2023, to meet the expanding demand for hazardous materials logistics while also boosting our price competitiveness. In terms of our DX strategy, we are making steady progress in providing our Forward ONE digital forwarding service, and we will extend the range of our businesses by expanding the implementation of this service, as well as the HACO Lab. returnable logistics container management service.

Regarding ESG management, we will not only pursue efforts to address important issues (materiality) related to sustainability, described below, but also structure a highly effective framework for corporate governance to reinforce our relationships of trust with all stakeholders.

We have established a project calling for the submission of ideas for businesses in new domains from within the Group, and we are currently in the process of examining and selecting the ideas we have collected. The "New Business Development Office" will be central in commercializing specific businesses under Phase 2.

Under NN7, we have also established new capital policies for the Group, aiming to swiftly raise the price/book ratio (P/B ratio) to more than 1.0x by expanding investment for growth and new businesses and improving capital efficiency. We will implement 20.0 to 25.0 billion yen of capital investment and 5.0 to 10.0 billion yen of other investment during the five years of the plan, as well as pursuing measures such as dividends with a minimum DOE of 2.0%, share repurchases, and the reduction of cross-shareholdings.

Practicing sustainability and human capital management based on materiality

We have launched initiatives to address sustainability based on the four important issues (materiality) we identified in August 2022: "realize a decarbonized society and contribute to an environmentally conscious, circulating society," "implement cutting-edge technology and provide high-quality service," "respect all people and build an environment where individuals can bring out their best abilities," and "create a company that is fair, valuable, and hopeful to all stakeholders."

As one of these initiatives, we declared our support for the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations in June 2023. We now disclose our GHG emissions targets based on the 1.5°C scenario, aiming to achieve carbon neutrality by 2050. Specifically, we aim to reduce our GHG emissions by 42% by FY2030 (compared to FY2020; Scope 1 and 2 for the Company on a non-consolidated basis). As a global logistics company, this is a very hard goal for us to achieve. We have begun by targeting electric power, which accounts for a large proportion of our emissions, achieving a reduction of approximately 20% (annualized) at ten facilities in FY2022 through introducing renewable energy. We will continue to expand the application of renewable energy at our facilities. At the same time, we

aim to achieve our targets by promoting the use of electric trucks and other commercial vehicles with high environmental performance, as well as the use of alternative fuels. Looking ahead, we plan to expand these efforts to our consolidated Group companies and proceed to address Scope 3 emissions.

Meanwhile, the materiality to "respect each person and build an environment where individuals can bring out their best abilities" corresponds with our efforts to promote the active participation and growth of our employees, based on our belief that they are the vital "human capital" required to expand corporate value. We have established new policies on the recruitment and training of human resources and the improvement of the internal environment, with the aim of promoting the Group's human capital management by securing diverse human resources and boosting the abilities of each employee. We have also taken active steps to enhance personnel systems and reform workplace environments to support active participation by female employees.

Through our initiatives focused on human capital, we will create a corporate environment that fosters both personal and organizational growth.

Creating even more significant social value to meet the expectations of all our stakeholders

We believe that the value of Nissin as a company depends on how we address the expectations of all our stakeholders.

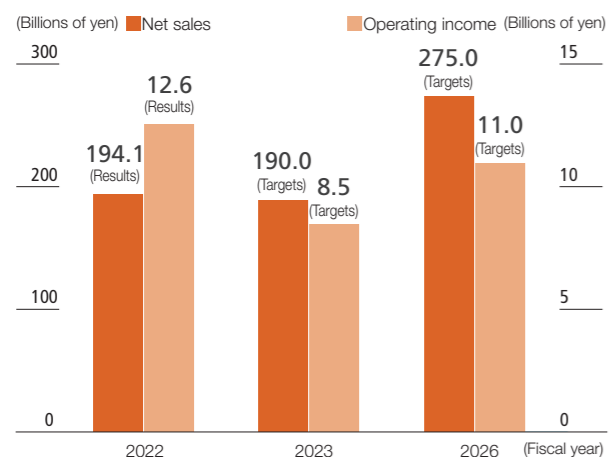
As:

- **logistics infrastructure that supports people's lives and industry**
- **a business partner that supports the growth of our customers and trading partners**
- **a listed company that rewards the support it receives from shareholders and investors**
- **a workplace where employees can work with a sense of security, grow, and play an active part**

we will deliver global happiness and peace, aiming for a prosperous future.

We look forward to all our stakeholders' expectations and continued support for the Group as we create even greater social value.

● Results of Sixth Medium-Term Business Plan & quantitative targets of Seventh Medium-Term Business Plan



Nissin Group's History

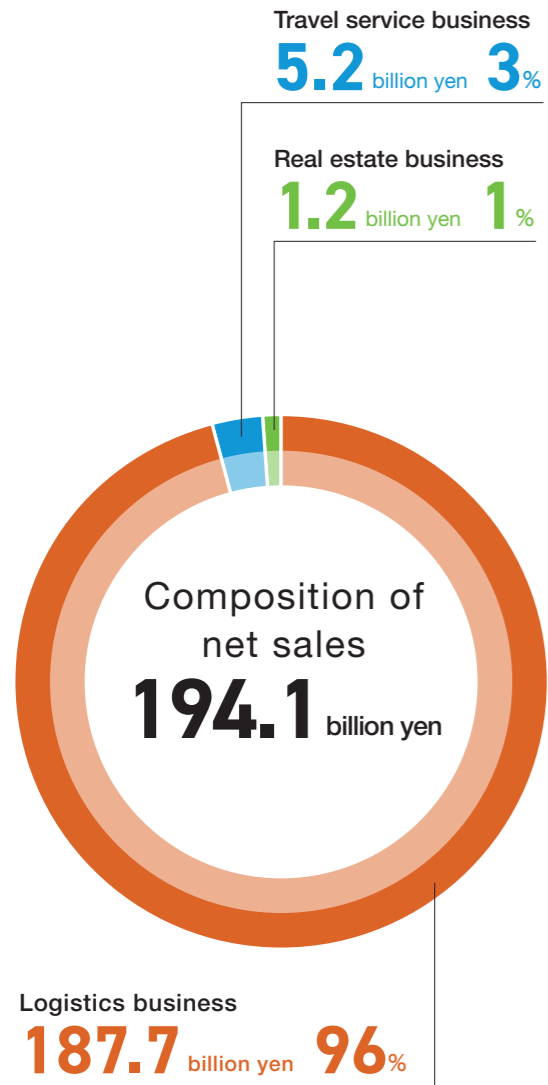
As a pioneer in international comprehensive logistics, Nissin Corporation provides a full range of logistics services including ocean, air, rail, and truck transport, as well as warehousing, moving, and customs clearance.



<p>December 1938 Established Nissin Transport Co., Ltd. in Kawasaki, Japan</p> <p>October 1942 Relocated head office to Yokohama</p>  <p>Head office of Nissin Transport Co., Ltd. Tokyo Sales Office</p> <p>March 1946 Changed company name to Nissin Trading Co., Ltd.</p> <p>November 1948 Established Kobe Branch Office</p> <p>April 1949 Started warehousing business and strengthened warehousing department</p>  <p>Strengthened warehousing department</p> <p>January 1950 Changed company name to Nissin Transportation & Warehousing Co., Ltd.</p> <p>April 1950 Listed on First Section of the Tokyo Stock Exchange</p> <p>April 1950 Port and harbor transportation began in port of Yokohama</p> <p>November 1954 Established Tokyo Branch Office</p> <p>May 1958 Established Osaka Branch Office</p> <p>July 1961 Entered the travel service business</p> <p>August 1961 Completed Kanagawa Pier and started operations as Nissin Pier</p>  <p>Nissin Kanagawa Pier</p> <p>April 1969 Established Chiba Branch Office</p> <p>July 1969 Established Sapporo Branch Office</p> <p>April 1970 Started ocean export of completely built up (CBU) vehicles</p>  <p>Exporting CBU vehicles</p>	<p>May 1973 Listed on First Section of the Osaka Stock Exchange</p> <p>December 1973 Established Nissin International Transport U.S.A., Inc. as first overseas subsidiary</p>  <p>NISSIN INTERNATIONAL TRANSPORT U.S.A., INC.</p> <p>January 1974 Established Nissin Transportation & Warehousing (H.K.) Ltd. as a local subsidiary in Hong Kong</p> <p>July 1975 Established London Branch Office</p> <p>April 1978 Spun off air travel section into Nissin Travel Services Co., Ltd.</p> <p>April 1981 Established Hokkaido Nissin Transportation & Warehousing Co., Ltd.</p> <p>October 1981 Consolidated five offices in different Tokyo wards to establish Tokyo Office (5, Sanban-cho, Chiyoda-ku, Tokyo)</p> <p>March 1983 Nissin Aircargo Co., Ltd was established upon obtaining Airfreight Forwarder License</p> <p>October 1983 Established Nissin Transport (S) Pte., Ltd. as a local subsidiary in Singapore</p> <p>October 1983 Spun off London Branch Office to the local subsidiary Nissin (U.K.) Ltd.</p>  <p>NISSIN (U.K.) LTD.</p> <p>October 1984 Established Nissin Transport (Canada) Inc. as a local subsidiary in Canada</p> <p>January 1985 Established Nissin Transport G.m.b.H. as a local subsidiary in West Germany</p> <p>October 1985 Changed company name to Nissin Corporation</p> <p>October 1987 Established Siam Nistrans Co., Ltd. as a local subsidiary in Thailand</p> <p>December 1987 Established Nissin Transport Ges. M.B.H. as a local subsidiary in Austria</p> <p>October 1988 Established Nissin Transportes Espana S.A. in Spain</p>	<p>April 1992 Established Nissin France S.A.S. as a local subsidiary in France</p> <p>August 1992 Established joint venture Shanghai Gaosin Trade & Warehousing Industrial Co., Ltd. in Shanghai, China</p> <p>June 1994 Established Nistrans (M) Sdn. Bhd. as a local subsidiary in Malaysia</p> <p>February 1995 Established joint venture Changshu Nissin-Sinotrans Transportation Co., Ltd. in China</p> <p>March 1995 Established Nissin Airport Service Co.,Ltd. for ground service in Kansai International Airport.</p> <p>March 1997 Established joint venture Jiangsu Nissin-Sinotrans International Transportation Co., Ltd. in China</p> <p>April 1997 Established Nissin Belgium N.V. as local subsidiary in Belgium</p> <p>December 1997 Established joint venture Nissin Transport Philippines Corporation in Philippines</p> <p>May 1999 Established joint venture Nissin ABC Logistics Private Ltd. in India</p> <p>July 2000 Established Nistrans Internacional de Mexico, S. de R.L. de C.V. as a local subsidiary in Mexico</p>  <p>NISTRANS INTERNACIONAL DE MEXICO,S.DE R.L.DE C.V.</p> <p>August 2004 Established PT. Nissin Transport Indonesia as a local subsidiary in Indonesia</p> <p>March 2005 Established LLC Nissin Rus as a local subsidiary in Russia</p> <p>November 2005 Established joint venture Nissin-Sinotrans International Logistics Co., Ltd. in Beijing, China</p> <p>May 2006 Established Nissin Logistics (VN) Co., Ltd. as a local subsidiary in Vietnam</p> <p>June 2007 Established Nissin Logistics Poland Sp. zo. o as a local subsidiary in Poland</p> <p>November 2009 Acquired Tsurumi Warehouse Co., Ltd., as a subsidiary</p> <p>February 2012 Established Lao Nissin SMT Co., Ltd. as a local subsidiary in Laos</p> <p>June 2012 Established Nissin Logistics Shenzhen Co., Ltd. as local subsidiary in Shenzhen City, China</p> <p>October 2013 Acquired Shanghai Gaosin International Logistics Co., Ltd. as a subsidiary</p>	<p>March 2014 Established joint venture PT. Nissin Jaya Indonesia in Indonesia</p>  <p>PT.NISSIN JAYA INDONESIA</p> <p>January 2017 Established Nissin International Logistics (M) SDN. BHD as local subsidiary in Malaysia</p> <p>March 2017 Acquired Changshu Nissin-Sinotrans Transportation Co., Ltd. (currently Nissin (Changshu) International Logistics Co., Ltd.) as a subsidiary</p> <p>December 2018 Marked 80th anniversary</p> <p>April 2019 Established joint venture Nissin Global Logistics (Taiwan) Co., Ltd. in Taiwan, R.O.C.</p> <p>March 2021 Established Heiwajima Refrigerated Logistics Center</p>  <p>July 2021 Established Yokohama Heavy Cargo Packing Center</p>  <p>January 2022 Established Nissin International Logistics (C) Co., Ltd. as local subsidiary in Shanghai, China</p>  <p>NISSIN INTERNATIONAL LOGISTICS(C)CO., LTD.</p> <p>February 2022 Relocated Tokyo Office to current location (6-4, Kojimachi 1-chome Chiyoda-ku, Tokyo)</p> <p>April 2022 Moved to Tokyo Stock Exchange Prime Market</p>
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Business Model

The Nissin Group operates a worldwide logistics business as well as travel service and real estate businesses.



Logistics business

As a pioneer in international comprehensive logistics, we have built a global network encompassing 24 countries and regions worldwide.

Global network (Page 12)

Ocean cargo

We have extensive achievements, including NVOCC* services and large-scale plant transportation.

We are a pioneer in global multimodal transport.

* NVOCC: Non-Vessel Operating Common Carrier



Air cargo

Our consolidated air transport services cover the major cities of the world. At the destination, we provide safe, accurate, and prompt door-to-door service to the consignee through our network of local subsidiaries and agents. Our strengths include the ability to secure cargo space through our cooperative relationships with airlines and our competitive freight rates.



Port and harbor transportation and warehousing

We are engaged in the container terminal business at ports in Yokohama, Osaka, and Kobe. We possess not only standard warehouses but also those with added value, including temperature-controlled, hazardous materials, and automated warehouses, located mainly in port gateways.



Land transportation and coastal transportation

We provide logistics services utilizing extensive transportation modes and networks, such as truck, tanker truck, rail, and domestic vessel transportation.



Onsite logistics support

We undertake various work (packing, packaging, sorting, storage, retrieval, etc.) onsite at customers' factories and logistics centers.



Travel service business

Nissin provides total support to companies and other organizations for their business trips.

Nissin proposes travel plans that are tailored to the organization's objectives for business inspection tours, training trips, seminar and event tours, and more.

Real estate business

Nissin operates commercial buildings and parking lots and leases land for commercial use mainly in the Keihin area.

Global Network

The Group's overseas locations span 24 countries and regions and 36 local subsidiaries (including joint venture companies). A finely tuned global logistics network has been established through our abundant overseas bases, providing a one-stop service to meet diverse customer needs from air cargo, sea cargo, ports and warehousing, to domestic Japanese operations.

Regarding overseas subsidiaries and affiliates in the logistics business, we have four companies in the Americas, seven companies in Europe, 17 companies in the Southeast Asia/India region, and eight companies in China (as of the end of March 2023).

Logistics Network

- Travel service business: 9 companies
- Real estate business: 4 companies (incl. 1 specialized real estate company)

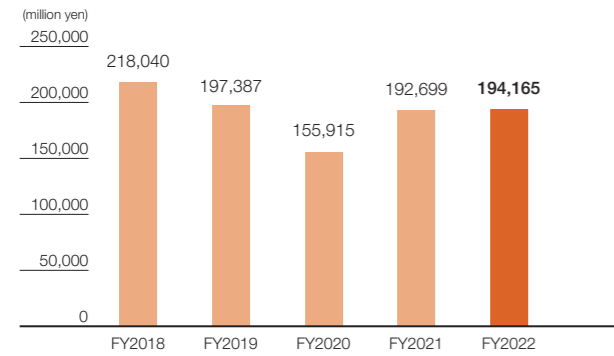


Financial and Non-financial Highlights

Financial Highlights

Net sales

194,165 million yen

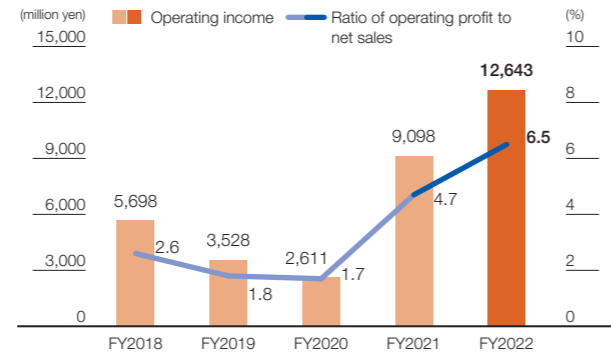


Operating income

12,643 million yen

Ratio of operating profit to net sales

6.5%

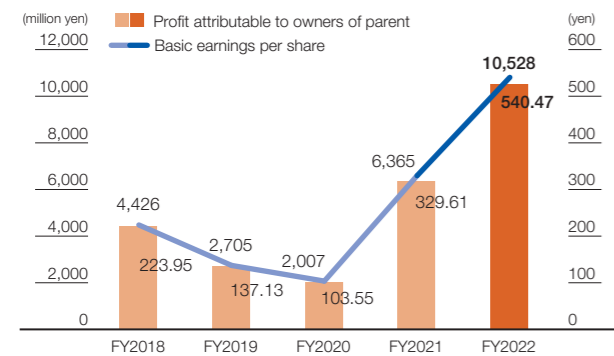


Profit attributable to owners of parent

10,528 million yen

Basic earnings per share

540.47 yen

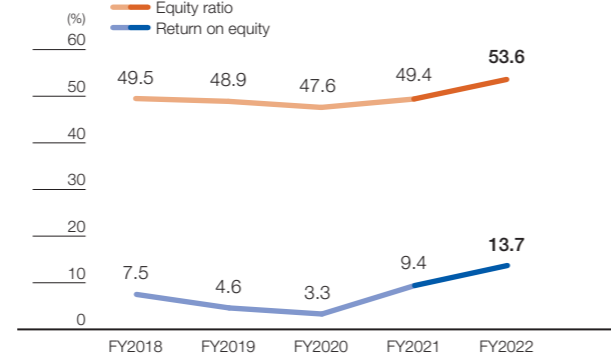


Equity ratio

53.6%

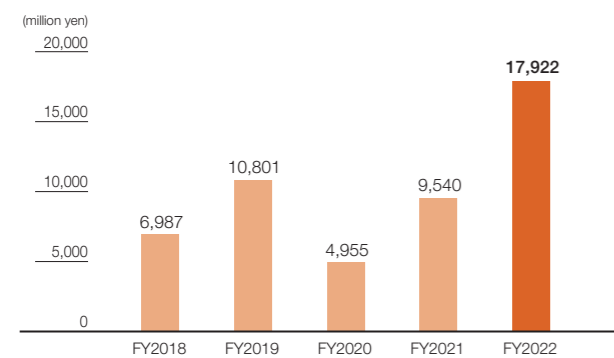
Return on equity

13.7%



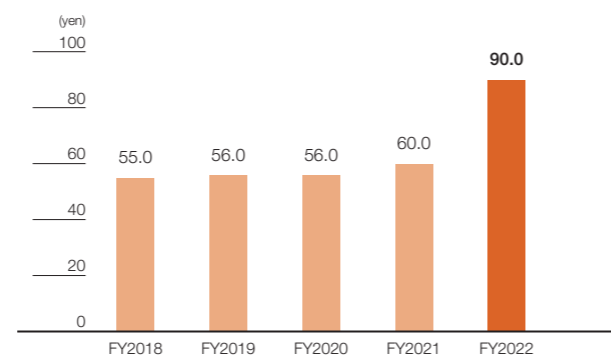
Cash flows from operating activities

17,922 million yen



Dividends per share (Newly established target DOE of 2.0% or above)

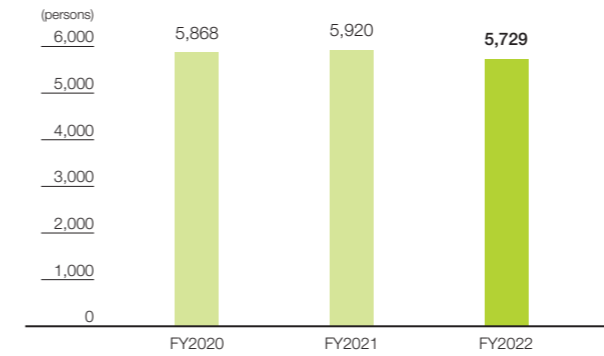
90.0 yen



Non-financial Highlights

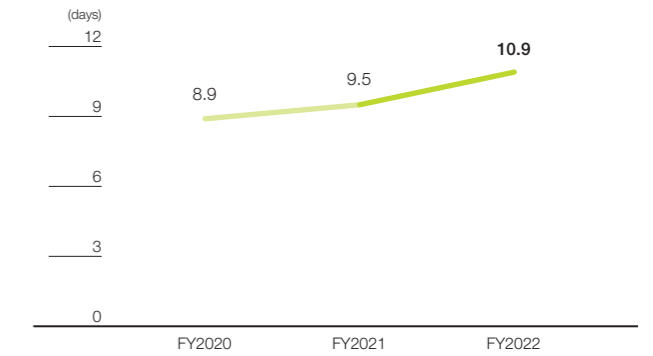
Number of employees

5,729 persons



Average days of paid leave taken*

10.9 days

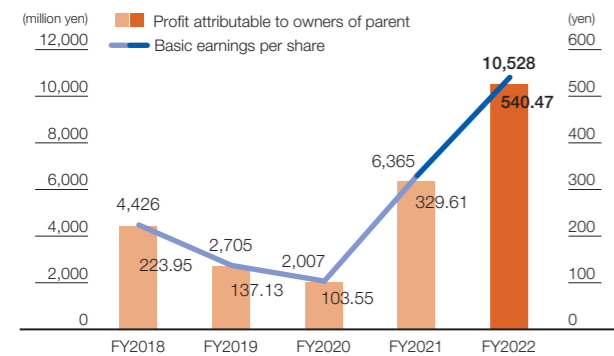


Profit attributable to owners of parent

10,528 million yen

Basic earnings per share

540.47 yen

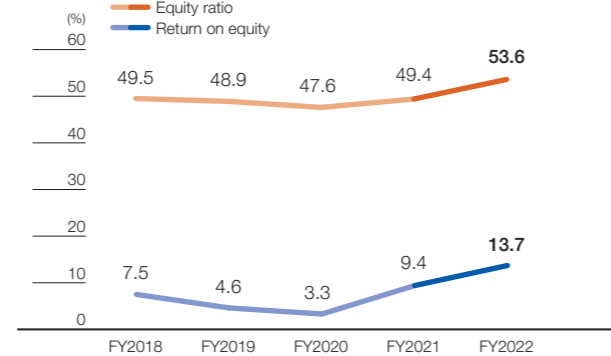


Equity ratio

53.6%

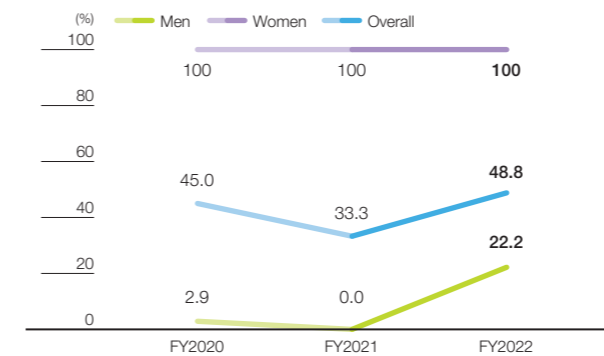
Return on equity

13.7%



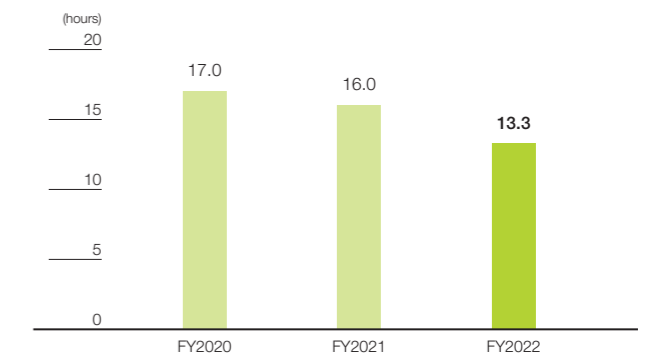
Childcare leave acquisition rate*

48.8% Overall (Men: 22.2%; Women: 100%)



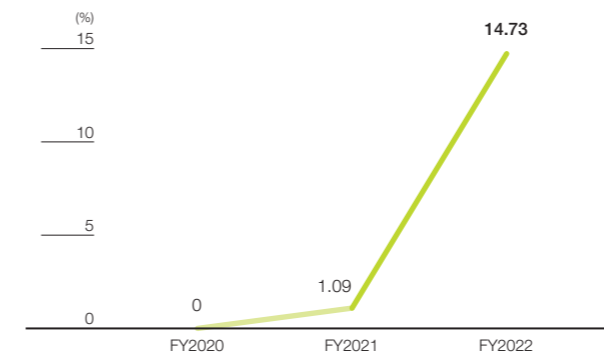
Average overtime hours*

13.3 hours



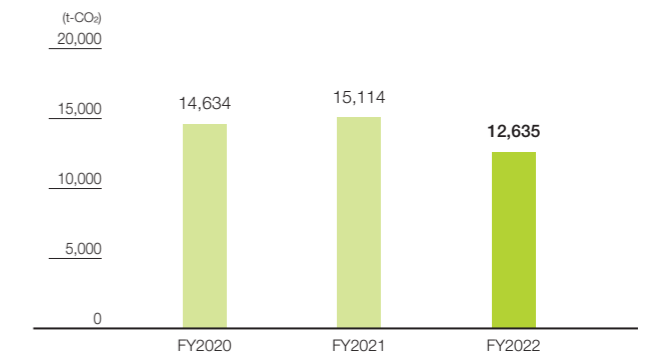
Proportion of electricity consumption from renewable energy*

14.73%



GHG emissions volume* (Scope 1 and 2)

12,635 t-CO₂



(Nissin Corporation on a non-consolidated basis)

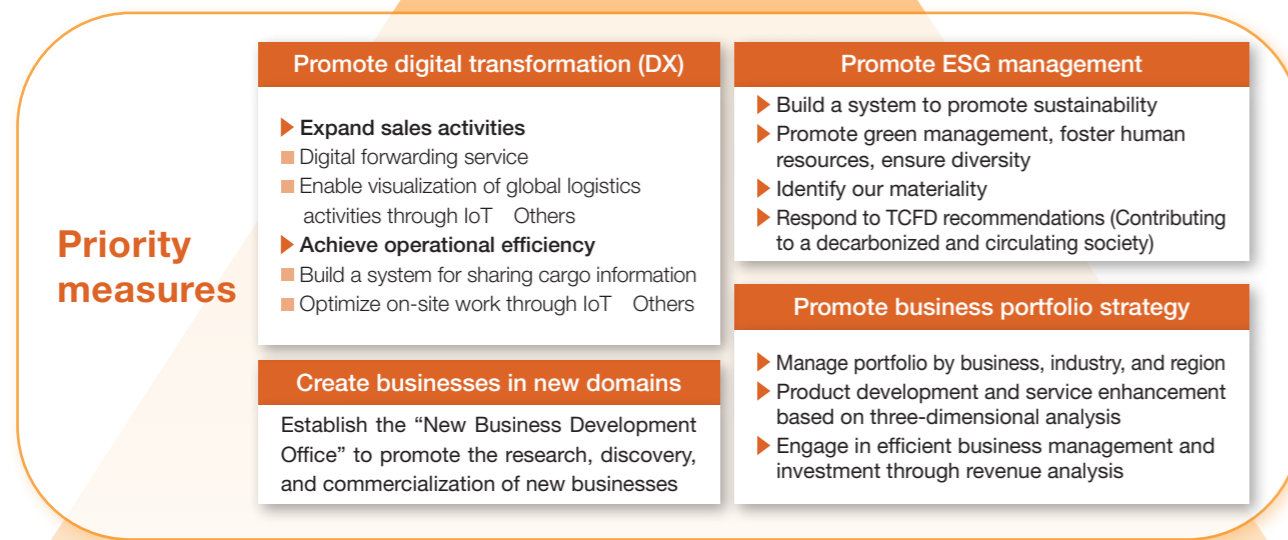
Medium-Term Business Plan and Financial Plans

Seventh Medium-Term Business Plan [Nissin Next 7th]

Under the Seventh Medium-Term Business Plan, the Group aims for the early realization of a price/book ratio (P/B ratio) of over 1.0x through measures such as expanding new businesses and improving capital efficiency, in addition to further cultivating existing businesses.

Overview of the 7th Medium-Term Business Plan: **Phase 1** :April 2022 through March 2024(two years)
Phase 2 :April 2024 through March 2027(three years)

	Financial Targets					P/B ratio
	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	ROE	
Phase 1 (Targets for FY2023)	190.0 billion yen	8.5 billion yen	9.0 billion yen	6.5 billion yen	Around 8.0%	Over 1.0x
Phase 2 (Targets for FY2026)	275.0 billion yen	11.0 billion yen	11.5 billion yen	8.6 billion yen	Around 9.0%	



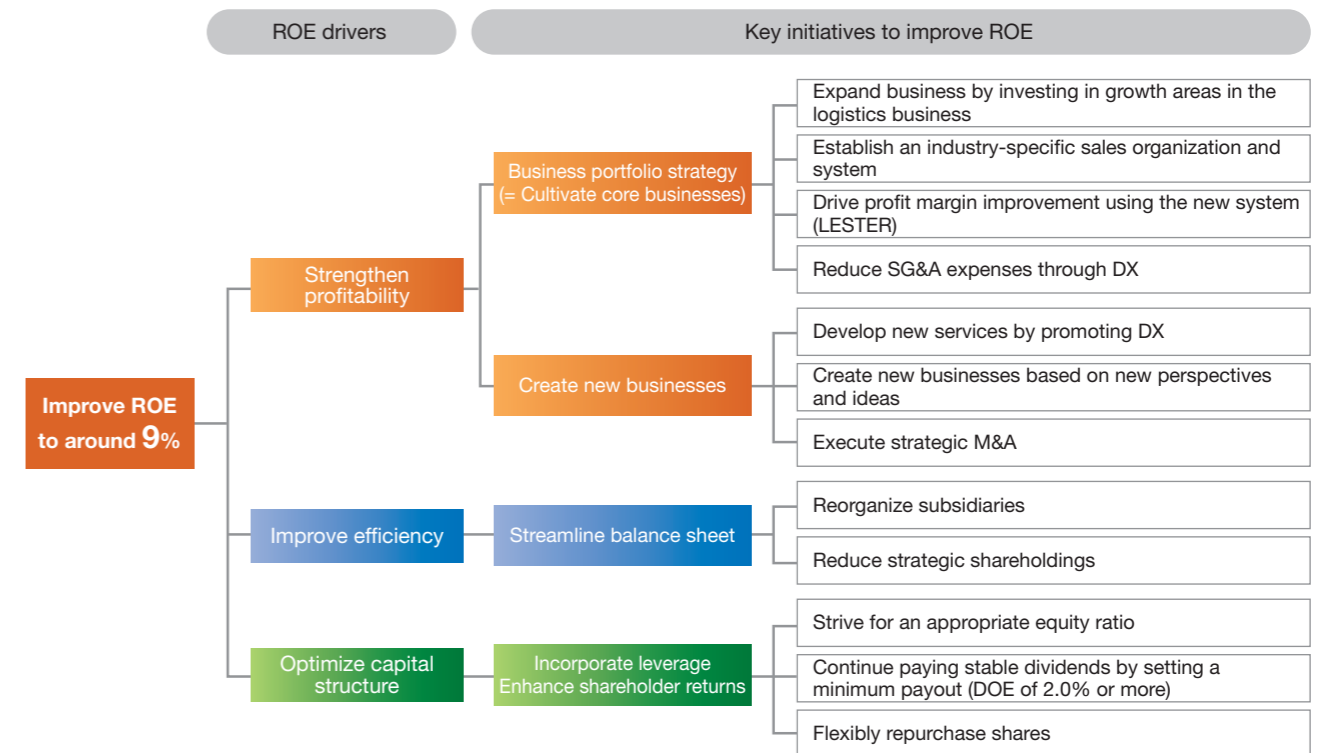
Basic policy As a "global logistics provider," we will take on challenges in new business areas, deepen core businesses, and engage in ESG management



ROE tree

For the final year of the 7th Medium-Term Business Plan, we target ROE of around 9.0%.

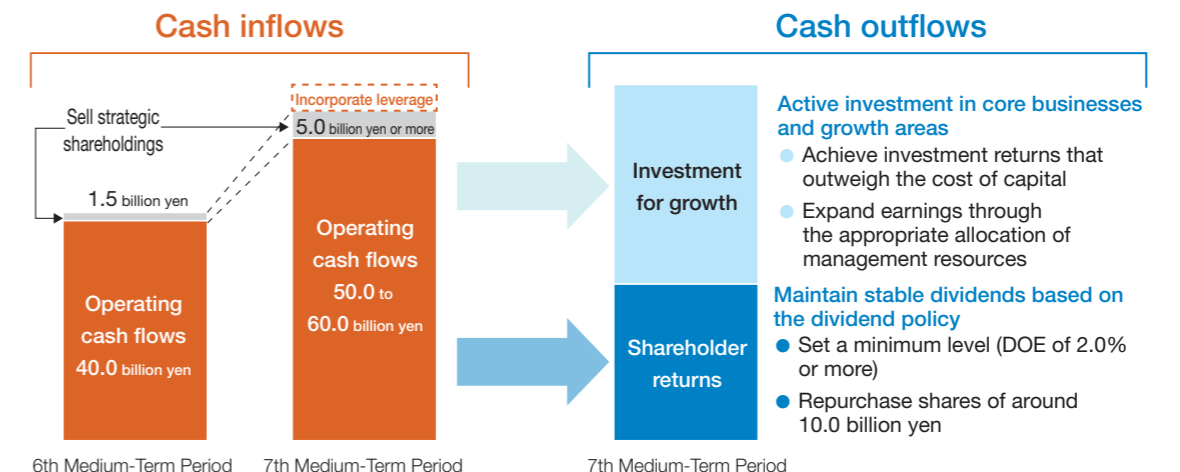
We will strengthen profitability by promoting our business portfolio strategy and creating new businesses, improve efficiency by streamlining the balance sheet, mainly by reducing strategic shareholdings, and optimize the capital structure, including enhanced shareholder returns through measures such as flexible share repurchases.



Cash allocation

We plan for cash inflows of 50.0 to 60.0 billion yen. We will allocate the cash generated to investment for growth and shareholder returns.

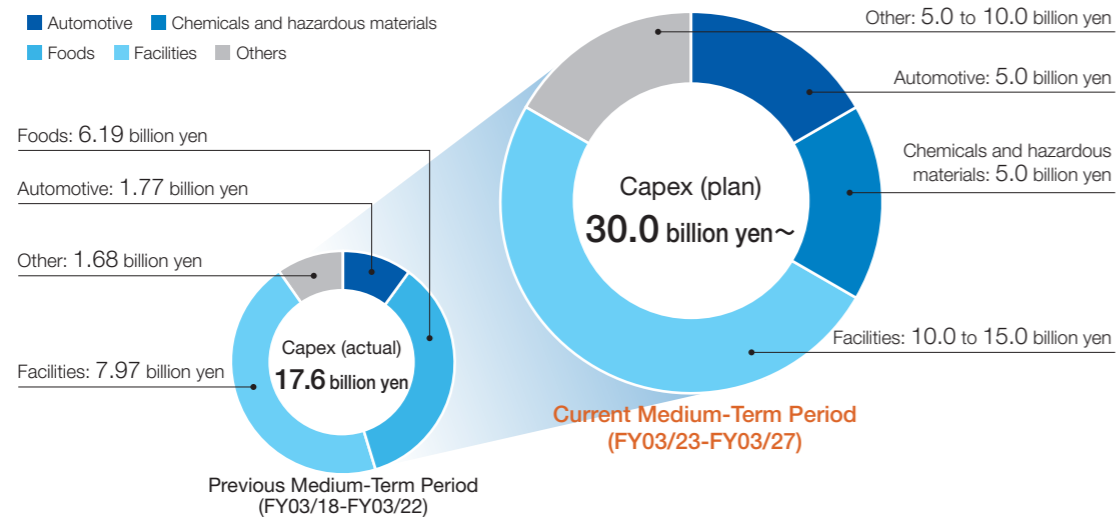
Investment for growth will include capital investments in facilities in Japan and overseas, M&A, and investments in IT, DX, ESG, human resources development, and other areas. Shareholder returns will include flexible share repurchases in addition to stable dividends.



Medium-Term Business Plan and Financial Plans

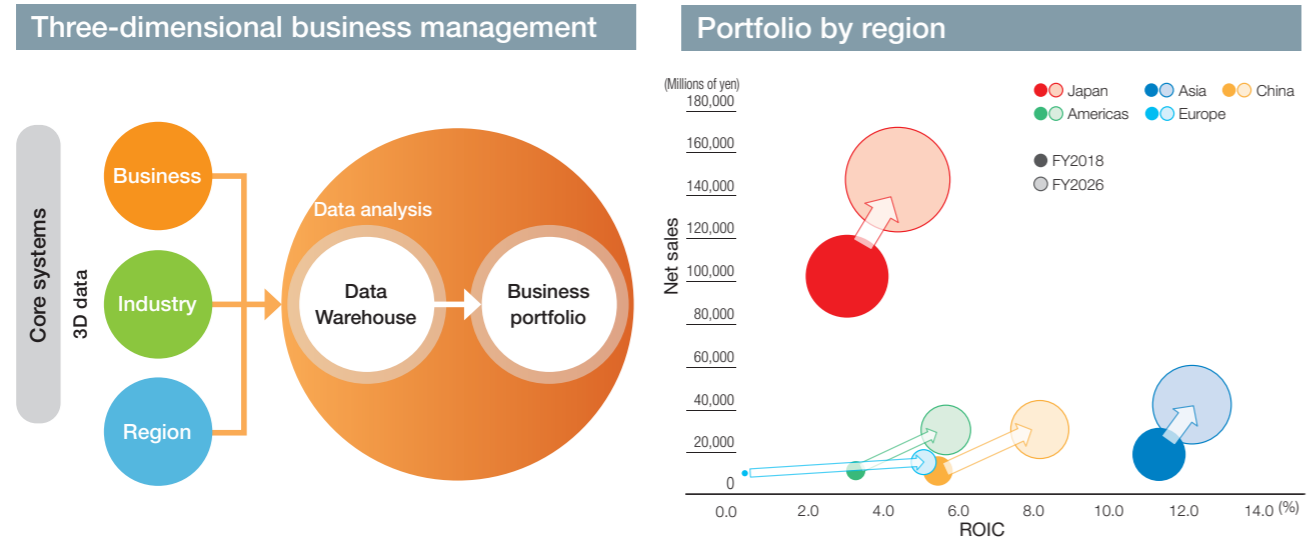
Investment plan

We have implemented capital investment in priority areas and growth areas since the time of the 6th Medium-Term Business Plan, mainly focusing on automobile-related, chemicals and hazardous materials, and food logistics. Under the current Medium-Term Business Plan, we will further expand our investments, targeting a total amount of 30.0 billion yen or more. We will continue to invest in priority areas, as we did under the 6th Medium-Term Business Plan, further cultivating our core businesses while also strengthening the business foundation and management fundamentals through investment in new revenue sources for the Company, such as businesses in new domains and DX.



Business portfolio strategy

In the logistics business, we boast a sales structure specialized for each industry, and we will leverage our expert skills and accumulated know-how to provide unique services with higher added value. We will also expand our businesses and strengthen profitability by analyzing data across the three dimensions of business, industry, and region, as well as through efficient business operations and the appropriate allocation of resources.



Creating new businesses

We are striving to create new businesses such as the promotion of digital transformation (DX) based on unconventional ideas.

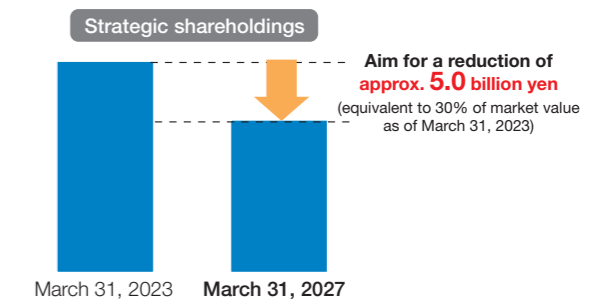
In terms of our DX strategy, we are further cultivating existing business operations and expanding the creation of opportunities with new business partners through the use of our Forward ONE digital forwarding service, which underwent a complete renewal in March this year, to provide services with a high level of customer convenience.

We have also established a project calling for the submission of ideas for new businesses from within the Group, and we are in the process of selecting the ideas collected for commercialization. We are working towards creating new commercial businesses from those totally new inspirations, such as logistics support using agricultural robots and drones, as well as the use of AI for logistics management.



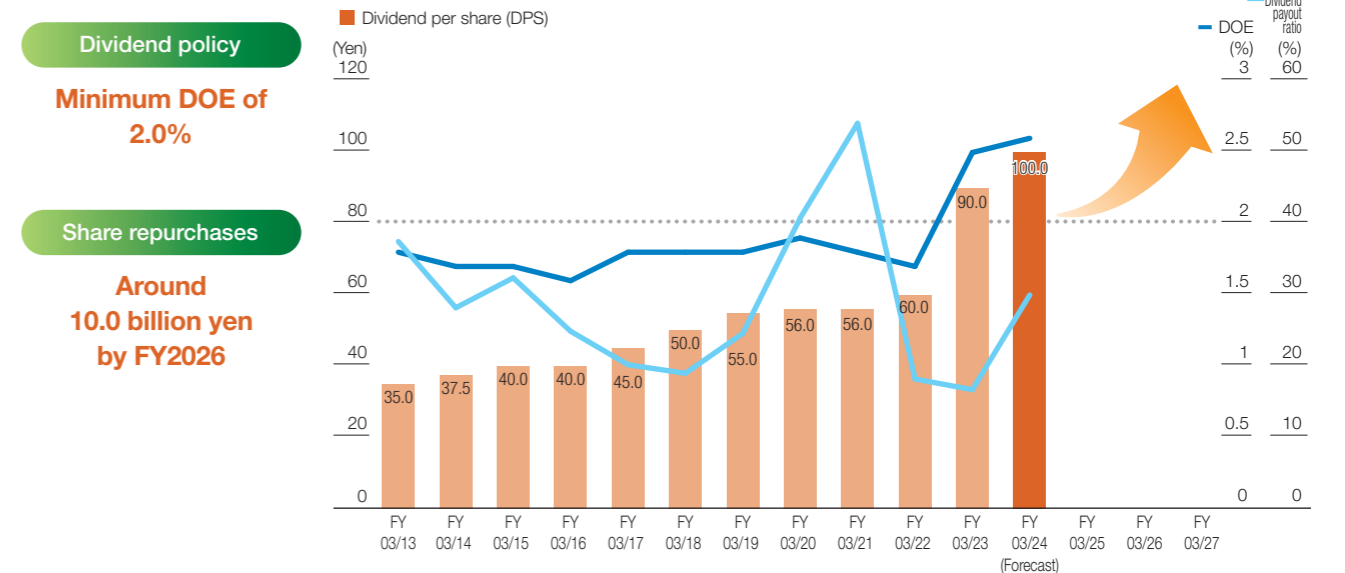
Streamlining the balance sheet

We aim to reduce strategic shareholdings by approximately 5.0 billion yen (equivalent to approximately 30% of their market value as of March 31, 2023) by the end of FY2026 (March 31, 2027). We will allocate the cash generated from these sales to investment for growth and shareholder returns. We will also engage in restructuring Group companies and other measures to improve efficiency and strengthen functions.



Enhancing shareholder returns

The Company's basic policy has been to maintain stable dividends based on a comprehensive consideration of factors such as business performance, financial condition, and the level of the dividend payout ratio, with our sights set on aspects including future changes in the operational environment and business development. We have now established a minimum dividend on equity (DOE) of 2.0%. We will also endeavor to further enhance shareholder returns through measures such as the flexible implementation of share repurchases.



Logistics Business



Japan

Our logistics business was founded as an in-harbor transport company in Yokohama, Japan's primary gateway to the world, and expanded to the Ports of Kobe, Osaka, and Chiba. Today, we provide high-quality services using various modes of transportation such as air, sea, truck, and rail, as well as standard, temperature-controlled, and hazardous materials warehouses located in both port and inland areas. In addition, we have been certified as an Authorized Economic Operator (AEO), organizing a well-developed system of security and compliance management. We provide services with a high added value that are well received by our customers.



	Net sales	Operating income
FY03/2020	99.2 billion yen	2.0 billion yen
FY03/2021	100.4 billion yen	2.0 billion yen
FY03/2022	114.1 billion yen	4.1 billion yen
FY03/2023	114.9 billion yen	5.9 billion yen

Main initiatives

- In September 2023, we opened our Kanagawa Wharf Warehouse Office in Yokohama City. Our storage area (volume) of hazardous materials is the largest in the Keihin area.
- Expanding our framework for handling pharmaceuticals
We acquired GDP* certification for our Osaka Nanko Warehouse in April 2023, enabling us to provide higher-quality services. We are also expanding our ultra-low temperature transportation business using VIXELL vacuum-insulated cooling boxes.

* GDP: Good Distribution Practice

Asia

Nissin has subsidiaries and representative offices in the Southeast Asia region, including Thailand and Singapore, as well as in the India region. In response to growing intra-regional transportation, we provide not only air and ocean transportation, but also various services such as cross-border trucking in the Malay Peninsula and Mekong Land Bridge services. We are also expanding our facilities such as halal-compliant and hazardous materials warehouses. In India, we have a logistics network that covers the whole country, handling domestic transport and DC operations.



	Net sales	Operating income
FY03/2020	16.7 billion yen	0.7 billion yen
FY03/2021	19.6 billion yen	1.4 billion yen
FY03/2022	29.4 billion yen	2.6 billion yen
FY03/2023	27.6 billion yen	3.1 billion yen

Main initiatives

- Acquiring GDP certification in Thailand
In April 2023, we obtained GDP certification, which stipulates appropriate standards for the distribution of pharmaceuticals, for land transportation within Thailand using four- and six-wheeled trucks that are temperature-controlled at 25-30°C. We will provide high quality services by utilizing our global network, which is one of our strengths, and by establishing a system to meet the high needs of our customers.
- Opening a new warehouse in Singapore
In August 2022, we opened our second warehouse in the Jurong district. The new warehouse mainly handles chemicals, providing services that meet the high demands of our customers.

China

Starting from when we handled exhibition transport services for the International Commodity Fair held in both China and Japan in 1955, we have a long history and track record in East Asia and currently have offices in major cities throughout the region. In November 2005, we established Nissin-Sinotrans International Logistics Co., Ltd. together with Sinotrans, the largest logistics company in China. We aim to build an efficient global logistics supply chain management system by leveraging our logistics network covering all across China.

* SCM: Supply Chain Management

	Net sales	Operating income
FY03/2020	9.2 billion yen	0.04 billion yen
FY03/2021	11.8 billion yen	0.6 billion yen
FY03/2022	17.3 billion yen	1.3 billion yen
FY03/2023	16.5 billion yen	1.5 billion yen



Europe

We first opened a sales office in Hamburg in 1974, and currently have local subsidiaries in the nine countries of Germany, the Netherlands, Spain, the United Kingdom, France, Belgium, Poland, Austria, and Russia. We have acquired GDP certification in Germany, Belgium, and France. In Belgium, we operate the European depot for VIXELL vacuum-insulated cooling boxes and are working to strengthen a broad range of pharmaceuticals transportation services.



The Americas

We entered the American market in 1973 ahead of our competitors, and currently have offices in the United States, Canada, and Mexico. As a global logistics provider, we provide air, ocean, and land transportation, customs clearance, warehousing, and JIT* delivery services, among others. We are constantly working to create new services, such as transport to the Midwestern United States via the port of Manzanillo in Mexico to avoid port congestion along the West Coast of the United States.

* JIT: Just In Time

	Net sales	Operating income
FY03/2020	10.7 billion yen	0.06 billion yen
FY03/2021	11.8 billion yen	0.02 billion yen
FY03/2022	18.3 billion yen	1.0 billion yen
FY03/2023	19.4 billion yen	1.0 billion yen

Main initiatives

- Developing and spreading EMG services
We are progressively developing and spreading Nissin's End to End Management Group (EMG), which enables the visualization of cargo movements from purchase order (PO) to delivery. The introduction of this system, which penetrates deep into our customers' supply chains, will strengthen our services as a forwarder, such as the booking of ocean and air transportation space.

	Net sales	Operating income
FY03/2020	7.3 billion yen	-0.3 billion yen
FY03/2021	6.7 billion yen	-0.2 billion yen
FY03/2022	9.5 billion yen	0.1 billion yen
FY03/2023	8.9 billion yen	0.1 billion yen

Main initiatives

- Launching the VIE GATEWAY CONNECTION, a hub service for Central and Eastern Europe using the Vienna International Airport (VIE)
We established an office at the Vienna International Airport in Austria in September 2022, and have launched a service using the airport as a gateway for truck transportation to countries in Central and Eastern Europe. This enables a reduction in lead time compared to the previous route via Frankfurt. We are progressively expanding this business.

Mobility



Our vision for the final year of NN7

Our automotive logistics business has a long track record of safely managing car loading operations at Keihin Port, stretching from 1970 to the present. We are also highly valued by our customers for our ability to propose packaging and transportation methods that accounts for the characteristics of each part — an ability developed through the handling of prototype parts — as well as the delivery date management services that maintain the automobile supply chain through coordination across 24 countries and regions around the world.

Looking ahead, the automotive industry is expected to shift to electric vehicles and embrace new technologies progressively. This is adding impetus to the collaboration between Japanese automobile manufacturers and new clients, and is expected to further increase the importance of coordinating with suppliers around the world. Amid these momentous upheavals, more is required of logistics services than just conventional punctuality and adherence to delivery dates. We must pursue environmentally friendly logistics, reducing CO₂ emissions and promoting the reuse of resources.

Under our automobile project, we are promoting businesses based on three keywords: electrification, digital transformation, and reuse. Through our packaged service combining LiB-Pack (lithium-ion battery container), Forward ONE (digital forwarding service), and HACO Lab. (returnable logistics container management service),

developed by Nissin, we will actively expand our sales activities globally, aiming to support parts procurement by all mobility products manufacturers shifting to electrification through our logistics network.



Our story and aspiration to achieve our vision

This fiscal year, we have undertaken an organizational restructuring, splitting off our automotive logistics sales division in Japan, to achieve the goals of the Seventh Medium-Term Business Plan. The new structure is more flexible, enabling us to understand our existing customers' needs more "deeply" and acquire new customers more "broadly." Overseas, we are pursuing sales activities centered on four key regions: the Americas, Europe, Asia, and China. We also plan to expand into new regions in Eastern Europe and Africa. In Japan, we are working with local communities to research truck-sharing services, agricultural product transportation assistance using AGV* to support agriculture, and production support using drones, aiming to promote decarbonized logistics services.

We are also actively undertaking capital investment. In order to respond to the EV shift, we will construct new warehouses in inland and develop new logistics services at Keihin Port.



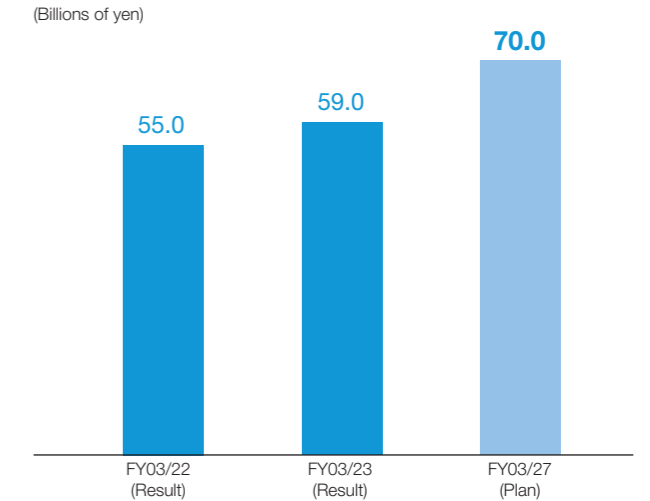
* AGV: Automatic Guided Vehicle

Overview of the business, plans, targets, and status of progress

- Main products handled : Automobiles, automotive parts, etc.
- Client industries : Automobile manufacturers, automotive parts manufacturers, etc.
- Main facilities : Daikoku motor pool, Narashino motor pool, Ota Office, Haga Warehouse, etc.
- New facilities : Haga Logistics Center (tentative name, expected to start operation in 2024)

- Overview of facility
- 1) Electrification checking for electrical components
 - 2) Battery charging and discharging
 - 3) Rapid charging of electric vehicles
 - 4) Storage of parts and components requiring temperature and humidity control
 - 5) Storage of lithium-ion batteries in a fixed-temperature warehouse

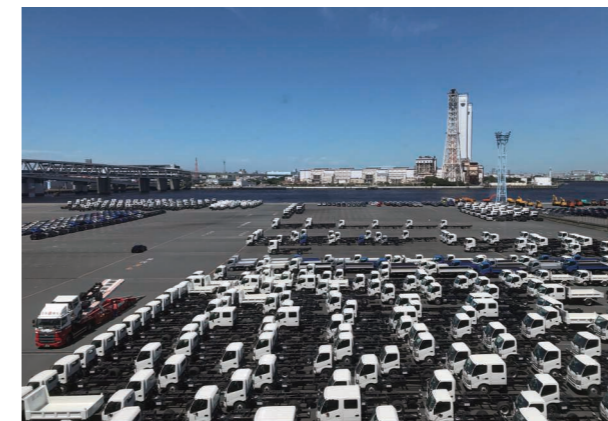
● Net sales of automobile-related logistics



Haga Logistics Center ground-breaking ceremony



Exterior of the Haga Logistics Center

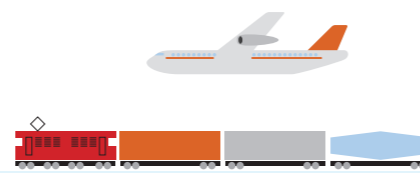


Daikoku motor pool



Narashino motor pool

Chemical Products



Our vision for the final year of NN7

In our chemicals and hazardous materials logistics business, we are striving to expand revenue by enhancing our facilities and equipment to meet customer demand and increasing our handling of hazardous materials and high-pressure gas. We will also strengthen our ISO tank container transportation business and promote the global expansion of supply chains to provide high-value-added services to our customers.



Our story and aspiration to achieve our vision

In the chemicals business, we entered the hazardous materials warehousing business in earnest with the acquisition of Tsurumi Warehouse Co., Ltd. (Tsurumi-ku, Yokohama City) as an affiliate in November 2009, under the Third Medium-Term Business Plan. To expand the business, we then dismantled the grain silos, fixed-temperature warehouse, packaging plant, and other structures that previously stood on company-owned land (approximately 22,000 m²) in Ebisu-cho, Kanagawa-ku, Yokohama City, and constructed five new hazardous materials warehouses, two new high-pressure gas warehouses, and one new general products warehouse under the Sixth Medium-Term Business Plan (FY2017 to FY2021). These began operation on September 4, 2023. These new warehouses mark the Company's first entry into the high-pressure gas warehousing business.

Under the Seventh Medium-Term Business Plan (FY2022 to FY2026), we are actively considering the construction of new facilities to provide hazardous materials and high-pressure gas to advanced semiconductor plants to

be established in Japan. We will also take the challenge of constructing new hazardous materials facilities in Japan and overseas in the future.

Meanwhile, in the forwarding business, we launched our full-scale worldwide ISO container transportation business in November 2014 with the signing of an agreement with Den Hartogh Logistics, a leading global company in ISO tank container transportation for liquids and gases, to become its general agent in Japan. Going forward, we aim to work with the Company's overseas subsidiaries to construct supply chains covering the entire globe, aspiring to provide logistics that will make our customers feel safe and secure.

The working population is forecast to decline in the medium and long term, and we are faced with the challenge of preventing any decline in service quality amid labor shortages. We will utilize DX to achieve personnel and labor savings through more efficient onsite work and office operation, and do our utmost to ensure an even higher level of service.



Kawasaki Oil-Product Storage Office

Overview of the business, plans, targets, and status of progress

- Main products handled : Chemicals, hazardous materials, high-pressure gas, etc.
- Client industries : Petroleum manufacturers, petrochemical manufacturers, etc.
- Main facilities : Kanagawa Wharf Warehouse Office (hazardous materials and high-pressure gas warehouse), Tsurumi Warehouse (hazardous materials warehouse), Kawasaki Oil-Product Storage Office (chemical tanks and silos), etc.



Administration wing of the Kanagawa Wharf Warehouse Office



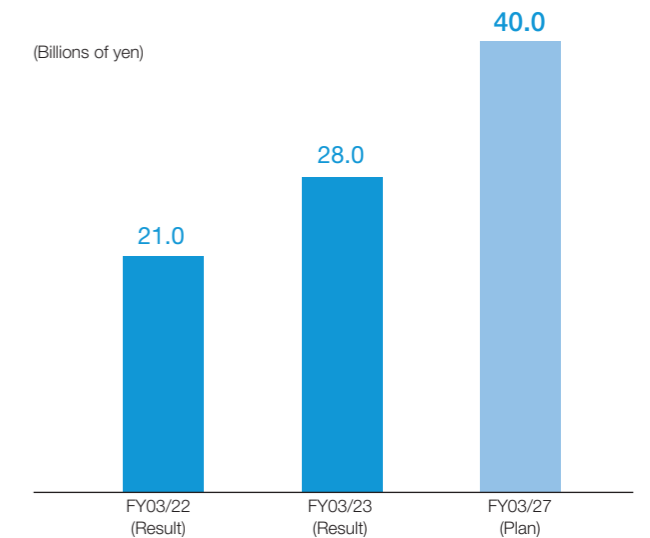
Kanagawa Wharf Warehouse Office



Tsurumi Warehouse

● Net sales of chemicals and hazardous materials logistics

(Billions of yen)



Warehouse	Permitted products	Total floor space	Capacity	Specifications
1) High-pressure gas warehouse	High-pressure gas	Approx. 1,000 m ²	-	Single-story warehouse
2) High-pressure gas warehouse	High-pressure gas	Approx. 450 m ²	-	Single-story warehouse
3) Hazardous materials warehouse	Fire Service Act Category IV Class III and IV petroleum	Approx. 1,000 m ²	Approx. 650 kL	Mobile rack warehouse
4) Hazardous materials warehouse	Fire Service Act Category IV Class I to IV petroleum	Approx. 1,000 m ²	Approx. 1,000 kL	Single-story warehouse
5) Hazardous materials warehouse	Fire Service Act Category IV Class I to IV petroleum	Approx. 1,000 m ²	Approx. 1,000 kL	Single-story warehouse
6) Hazardous materials warehouse	Fire Service Act Category IV Class I to IV petroleum	Approx. 1,000 m ²	Approx. 1,000 kL	Single-story warehouse
7) Hazardous materials warehouse	Fire Service Act Category IV Class III and IV petroleum	Approx. 1,000 m ²	Approx. 760 kL	Mobile rack warehouse
8) General products warehouse	Flammable liquids, etc.	Approx. 2,000 m ²	-	Two-story
9) Hazardous materials sorting facility	Class I to IV petroleum	Approx. 760 m ²	-	

Warehouse	Permitted products	Total floor space
1) Indoor storage facility for hazardous materials	Fire Service Act Category IV Class I to IV petroleum	Approx. 990 m ² × 3 buildings
2) Indoor storage facility for hazardous materials	Fire Service Act Category IV Class III and IV petroleum	Approx. 990 m ² × 4 buildings
3) Outdoor storage facility for hazardous materials	Fire Service Act Category IV Class III and IV petroleum	Approx. 1,700 m ²
4) General handling facility	Fire Service Act Category IV Class III and IV petroleum	Approx. 400 m ²
5) General products warehouse	General goods, toxic and deleterious substances, designated flammable goods	Approx. 990 m ²
6) Logistics center	General goods, toxic and deleterious substances, designated flammable goods	Approx. 10,600 m ²
7) Cargo handling shed	Fire Service Act Category IV Class I to IV petroleum	Approx. 670 m ²

Food Logistics



Our vision for the final year of NN7

Our food logistics project group will utilize our strength in land-ocean-air transportation modes as a comprehensive logistics company to establish vital networks for foods logistics. We will enhance our food logistics facilities in Japan and overseas, promoting business activities to connect the current food logistics “points” to form “lines” by the final year of the plan.

We will establish cold chains using low-temperature facilities, vital for food logistics, to meet customer needs in each of our four key regions (the Americas, Europe, Asia, and China) and achieve seamless logistics for all kinds of foods and ingredients to support our customers’ food logistics.



Our story and aspiration to achieve our vision

We will 1) expand our facilities, 2) develop our human resources, 3) coordinate with other divisions, and 4) actively introduce DX to achieve our vision.

First, we will expand our facilities by enhancing our food logistics facilities (especially temperature-controlled and fixed-temperature facilities) in Japan, which are working close to capacity, accurately ascertain our customers’ logistics demands, and contribute to SCM optimization. We will also engage in the expansion of overseas food logistics facilities (through capital investment and M&A), looking beyond the Japanese market, which is expected to shrink due to the low birth rate and aging population, to overseas markets where sustainable growth is anticipated into the future. Our efforts will begin by focusing on the North American market, one of the Company’s most vigorous food logistics markets, to establish cold chain logistics. We will use the further expansion of food logistics between Japan and the United States as an opportunity to expand into other key regions (Europe, Asia, and China).

Regarding the development of human resources, we will implement regular personnel rotations to deploy specialist representatives (key persons), who are closely familiar with food logistics in Japan and overseas, in our target countries. We will also develop personnel familiar with the systems and rules involved in international logistics, such as import and export controls in each country and the various EPAs* aimed at reducing customs duties, deepen our specialist knowledge of food logistics, and build sustainable relationships of trust by providing added value to customers. The absorption-type merger (in 2024) of Nissin Aircargo Co., Ltd., a wholly-owned subsidiary, will provide an opportunity for us to share know-how on food import and export by air, promoting the development of human resources capable of proposing a full range of transport services.

Our efforts to coordinate with other divisions include cooperation with the machinery transportation division. We aim to capture orders from food manufacturers with overseas production bases for multimodal transportation, from exporting food manufacturing equipment to on-site installation of it. We will continue to assist food manufacturers in their overseas expansion even after the equipment begins operation, by engaging in the transportation of food ingredients.

Lastly, in terms of measures to actively introduce DX, we will introduce picking, palletizing, and other robots, and expand our installation of truck booking systems to address the Year 2024 Problem. In addition, we will develop services that use electronic tags and IoT devices to achieve the real-time measurement of variables for agricultural products such as location data, temperature and humidity, and any impact during transportation, aiming to increase our handling of fresh foods.

We will leverage our extensive logistics services and global network to achieve our net sales target of 20.0 billion yen in the food logistics business by FY2026.

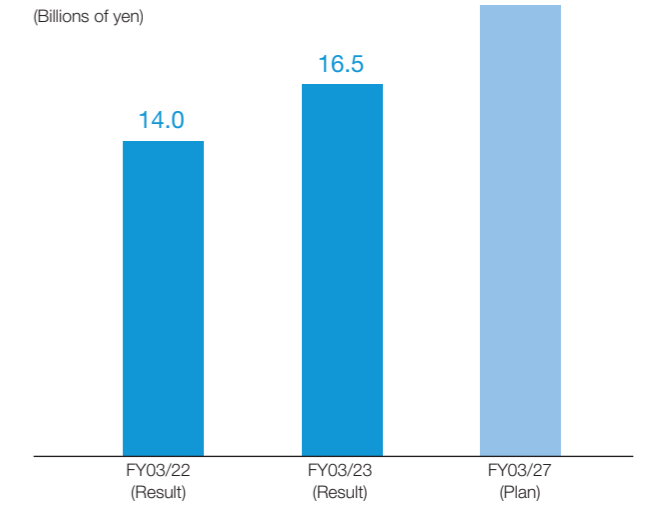
* EPA: Economic Partnership Agreement



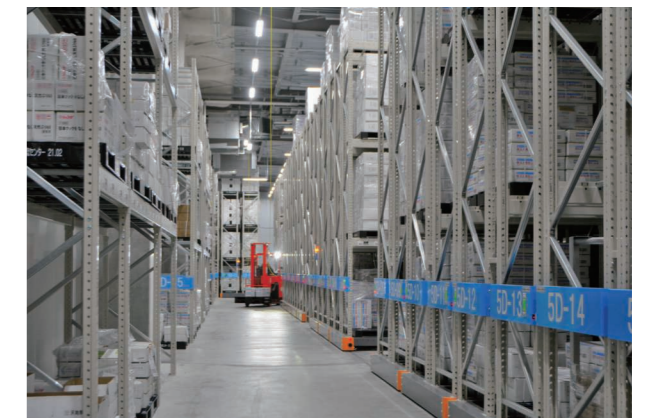
Overview of the business, plans, targets, and status of progress

- Main products handled : Livestock-based foods, dairy products, seafood, fresh foods, beverages, various processed foods, etc.
- Client industries : Food manufacturers, food trading companies, etc.
- Main facilities : (Kanto) Heiwajima Refrigerated Logistics Center, Oi Warehouse, Daikoku Refrigerated Warehouse (Kansai) Maya Refrigerated Center (A, B, and C Wings), Nanko Warehouse (Overseas) Singapore: TUAS Warehouse, USA: LA Warehouse, Seattle Warehouse, etc.
- Main topics : Expansion of certified halal-compliant warehouses (Singapore, Indonesia)

Net sales of food logistics



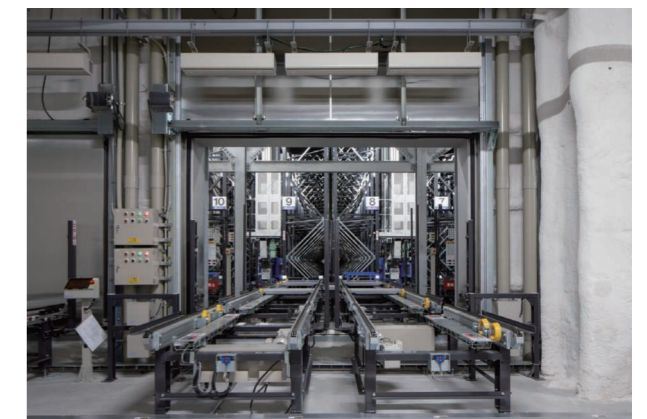
Heiwajima Refrigerated Logistics Center



Interior of the Heiwajima Refrigerated Logistics Center

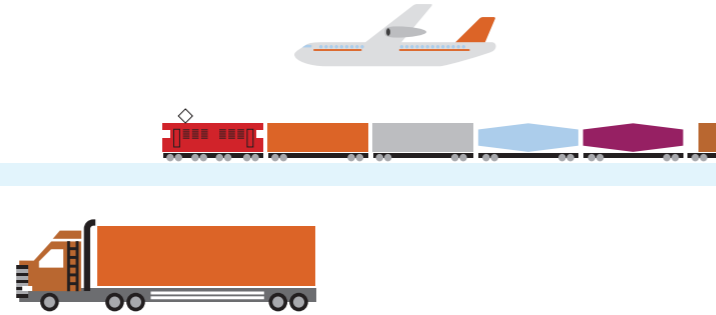


Maya Refrigerated Center



Interior of the Maya Refrigerated Center

DX and New Businesses



Our vision for the final year of NN7

We have established “take on challenges in new business areas” as part of our basic policy under the Seventh Medium-Term Business Plan, and we are striving to create new businesses as a companywide project.

The international logistics environment makes responding to the “advance of digitalization,” “diversification of logistics needs,” and “digitization of logistics operations” an

urgent task. “New business development” is also crucial for the Company’s future growth. Under our DX and new businesses project, we are undertaking measures aimed at achieving the four targets we have set as our vision for FY2026. We will help our customers solve their issues through the value creation generated by our new logistics services.

1. Advance of digitalization

- Transform the freight forwarding business model and build a new revenue model compatible with the digital society

2. Diversification of logistics needs

- Develop logistics services that promote the optimization of supply chains to advance the logistics business

3. Digitization of logistics operations

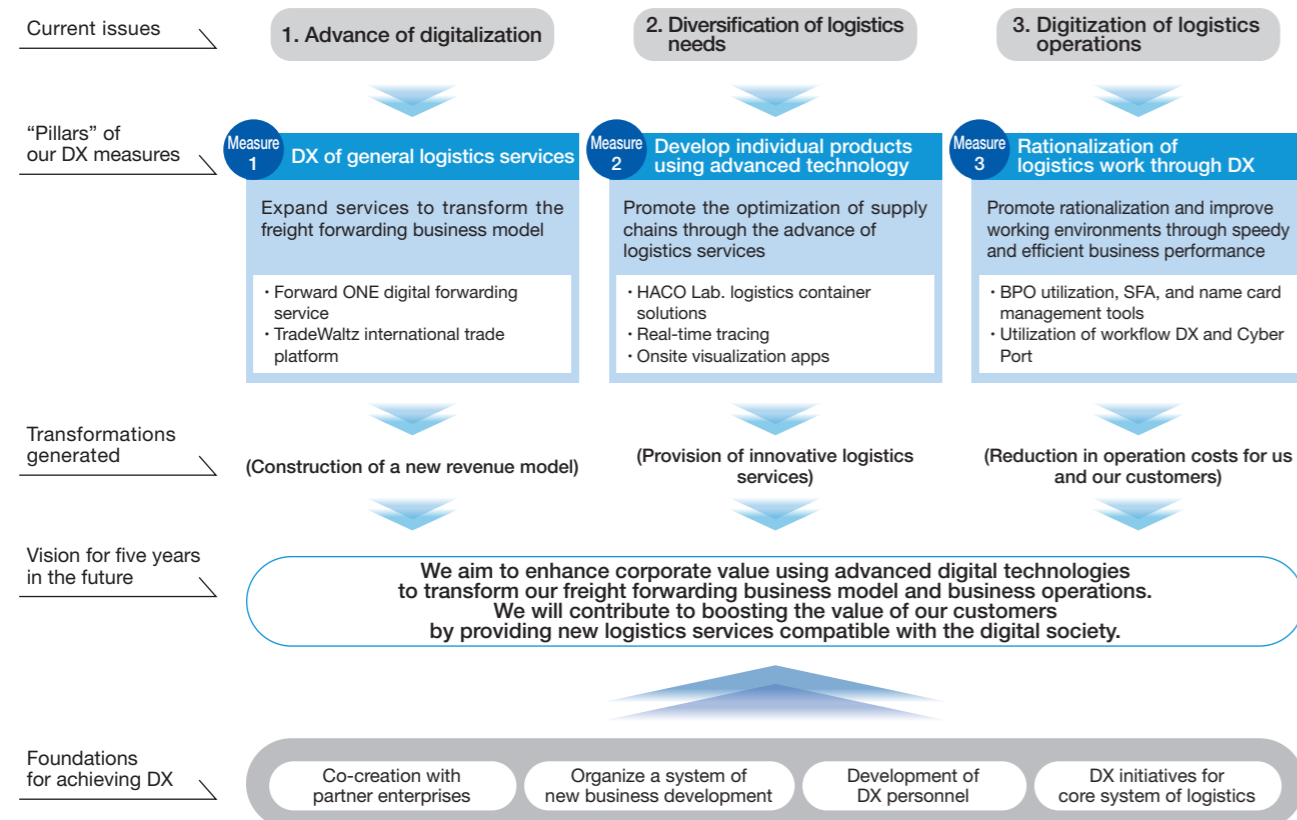
- Improve work efficiency and reduce operation costs for us and our customers through DX

4. New business development

- Create new services unconstrained by the Company’s existing logistics services framework

Our story and aspiration to achieve our vision

Our logistics DX initiatives



1. Advance of digitalization

• Developing our digital forwarding service (sales)

On March 27, 2023, we launched the completely updated Forward ONE digital forwarding service.

By enabling the integration of operations between customers and the freight forwarder, such as the calculation of international transportation charges, the confirmation of the vessel schedule and shipping space, booking requests, the exchange of documentation, the progress management of loading work, and vessel tracking through an online website, Forward ONE contributes to more efficient operations and less workload for all those involved.

The features of this first upgraded version include the ability to search the schedules of ocean and air transportation provided by the Company, the instantaneous calculation of estimated costs, including overseas costs, and the ability to check shipping space and submit booking requests. We are continuing to develop the service beyond this first release, and in FY2023, we plan to progressively introduce new features such as the progress management of loading work, the real-time tracking of vessel movements, a cargo insurance function, and a function enabling users to check estimated CO₂ emissions. We will continue providing highly convenient services for our customers and promote more efficient international trade, export, and import arrangements together with our partner companies.

• Participating in a trade digitalization platform (sales)

In August 2021, we invested in TradeWaltz Inc., which provides platform services aimed at completely digitizing trade operations. We are promoting the digitization of trading operations as an international logistics company.

2. Diversification of logistics needs

• Providing a returnable logistics container management service (sales, onsite)

We are expanding our HACO Lab. returnable packaging container management service. HACO Lab. is a logistics solution that achieves a reduction in logistics costs for customers, a reduction in environmental impact, and greater operational efficiency. We provide a one-stop service combining the development and provision of returnable containers, system administration, and international operation.

• Visualizing transportation status using the IoT (sales)

We are engaged in an initiative using IoT communications and various sensors to enable the visualization of transportation status and location data for global cargo. The visualization of transportation status will enhance transportation quality for our customers.

3. Digitization of logistics operations

• Participating in Cyber Port (onsite)

We participate in the initiative promoted by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) to digitize port logistics procedures. We will contribute to boosting productivity across all facets of port logistics.

• Promoting workflow DX (administration)

We will promote more efficient information-sharing and decision-making by introducing workflows using systems and abolishing paper-based business documents and seal-based approval procedures.

4. New business development

In FY2022, we established the New Business Development Office as a specialist internal section with the aim of creating new services unconstrained by the Company’s existing logistics services framework. This new section is engaged in initiatives to develop human resources, foster the internal environment, and research, discover, and commercialize new businesses.

• Holding an innovation program

We held an innovation program as a forum to learn about new business development, aiming to generate a growth cycle where we develop personnel able to create new businesses, these personnel go on to create businesses, and develop other personnel through the process of business creation. The program was attended by 60 or more participants, from younger to mid-level employees and management, and they learned how to generate new business ideas and ideation techniques.

• The new business proposal program “Nissin gets the point”

As one of our initiatives to promote the creation of new businesses, we launched the new business proposal program (project) for internal submissions, “Nissin gets the point,” in FY2023. Under this program, we call for the submission of ideas for new businesses from employees. The Company supports all aspects of employees’ endeavors, such as inputting specialist knowledge, refining ideas, mentoring, producing prototypes, and establishing frameworks at the time of the business launch.

• Cooperation with external groups

We also promote initiatives for new business creation through open innovation in cooperation with local governments, public agencies, the Yokohama Future Organization, and other external groups, as well as startup companies.

It is vital that all our employees engage in these measures for new business creation with a sense of ownership, a medium- to long-term perspective, and the leadership of the Company’s management team. We will also pursue projects targeting the “establishment of new, next-generation businesses,” aiming to develop human resources, foster an internal environment that facilitates new business endeavors, and spread a corporate culture that is receptive to failure and encourages challenges.

Travel Service & Real Estate Business



Travel Service Business

The travel service business is comprised of four consolidated domestic subsidiaries including Nissin Travel Service Co., Ltd. and overseas subsidiaries and affiliates, operating corporate/retail/wholesale businesses in Japan and abroad.

	Net sales	Operating income
FY03/2020	52.4 billion yen	0.1 billion yen
FY03/2021	4.1 billion yen	-2.3 billion yen
FY03/2022	2.5 billion yen	-1.0 billion yen
FY03/2023	5.2 billion yen	-0.014 billion yen



Corporate business

We maintain one of the largest market shares in the handling of business travel through transactions with corporate clients nationwide. In order to meet the trust by providing high-quality services, we have sales and on-site offices in Japan and overseas, centered around the Communication Center located within the head office.

Main services for corporate clients

- Provision of contract-based overseas business travel arrangement services
- Support for obtaining short-term work and work visas
- Consultations about cost reductions, risk management, etc.
- Consignment of various types of travel-related procedures

In order to offer support after departing from Japan we also place staff specifically for corporate clients at our overseas subsidiaries and affiliates, providing services such as responses to emergency situations, arranging post-assignment business trips and temporary returns to Japan, and travel procedures related to collaborative projects with Japan.



We will always be there for our customers, focusing on professional services by people and strengthen future investment in IT to realize a “Big Drive & Small Company Feel.”



Retail business

The retail business mainly provide various specialized procedures related to shorts/entertainment long-term studies abroad and homestay programs for educational institutions nationwide as well as arranging various national and international events for sports-related associations. We are expanding our business in a wide range of other areas, including arranging for overseas business inspection tours for corporate clients, various groups related to rewards, and commercial groups visiting Japan.



Wholesale business

The business maintains a unique purchasing power in all areas of the world, and operates the distribution of international airline tickets and sale of sightseeing package products to travel agencies nationwide. In the tourism field, the business is expanding by developing learning and experience-based themed products and collaborating with related subsidiaries to distribute products to all types of customers.

NISSIN TRAVEL ONLINE

Assisting in “people- and earth-friendly travels”

Through business operations based on our corporate slogan, we aim to contribute to society through sound corporate activities while giving due consideration to the global environment.

We always strive to offer the highest-quality service, providing safety, security, and inspiration to our customers, developing our business towards sustainable growth and social development.



Real Estate Business

The Company and our Group companies are involved in leasing land, buildings, and other real estate in the Keihin area and elsewhere, effectively utilizing our assets.

	Net sales	Operating income
FY03/2020	1.4 billion yen	0.8 billion yen
FY03/2021	1.2 billion yen	0.7 billion yen
FY03/2022	1.3 billion yen	0.7 billion yen
FY03/2023	1.2 billion yen	0.8 billion yen



Under the basic sustainability policy based on our corporate philosophy, Nissin has established the four sustainability themes of “Earth, Quality, People, and Trust.” The Nissin Group will contribute to sustainable social development on a global scale through our business activities.

Basic Sustainability Policy

In our spirit of
“Improving day by day”,
the Nissin Group’s aim is to
“contribute to the sustainable
development of society”,
“provide high-quality services to
realize a prosperous society”, and
“grow as a group in line with the
expectations of our stakeholders”

System to promote sustainability

The Sustainability Committee deliberates on major issues such as identifying and reviewing materiality, and regularly reports to and makes recommendations for both the Executive Committee and Board of Directors.



Major issues related to sustainability (Materiality)

Theme	(Materiality)	Key initiatives	SDGs
Natural capital Earth	Realize a decarbonized society and contribute to an environmentally conscious, circulating society	<ul style="list-style-type: none"> Environmentally friendly logistics (proposing the use of returnable containers and logistics using rail and coastal vessels) Reduce greenhouse gas emissions Switch to renewable energy and implement energy-saving equipment 	<ul style="list-style-type: none"> Respond to extreme weather and natural disasters Respond to environmental regulations Cooperation in reforestation and conservation activities
Manufactured/ intellectual capital Quality	Implement cutting-edge technology and provide high-quality service	<ul style="list-style-type: none"> Promote logistics innovation and DX using cutting-edge technology Provide safe, attentive, high-quality service Expand dialogue and information distribution 	<ul style="list-style-type: none"> Build partnerships with business partners and customers Eliminate illegal labor in the supply chain
Personnal/ intellectual capital People	Respect all people and build an environment where individuals can bring out their best abilities	<ul style="list-style-type: none"> Capacity building through human resource development and acquisition of specialized skills Optimal placement of human resources Respect and promote diversity Create a comfortable workplace for women and promote them to management positions 	<ul style="list-style-type: none"> Improve employee engagement Create a safe and comfortable working environment Promote health management
Social and relationship capital Trust	Create a company that is fair, valuable, and hopeful to all stakeholders	<ul style="list-style-type: none"> Develop a system to promote sustainability Reinforce corporate governance and risk management Strengthening corporate governance and risk management Ensure compliance 	<ul style="list-style-type: none"> Increase stakeholder engagement Strengthen BCP efforts Thorough information management

Materiality identification process

Based on our Group’s Purpose of “Touch the hearts of all, delivering global happiness and peace” and our basic sustainability policy, we identified four materiality related to sustainability. We will strive to realize a sustainable society and enhance our corporate value by resolving the identified materiality through the Group’s business activities.

Step1
Establishing a philosophical system as a basis for materiality

- Establish a philosophical system that is necessary to consider materiality, such as Purpose, basic sustainability policy, defining stakeholders, etc.

Step2
Derive potential materiality

- Identify initiatives for stakeholders from a risk and opportunity standpoint while referencing international frameworks such as SASB Standards, IIRC and GRI.
- Derive potential materiality by comparing to the sustainability philosophical system.
- Create materiality proposals by grouping them into the four sustainability themes of Earth, Quality, People, and Trust.

Step3
Narrowing down materiality proposals

- Narrow down materiality proposals based on degree of impact on stakeholders and the Group.
- A working team comprised of external experts and relevant internal departments verifies and coordinates the operational validity of materiality proposals, including monitoring and effectiveness.

Step4
Identifying materiality

- Confirm consistency between the business and growth strategies of the Seventh Medium-Term Business Plan and “promoting ESG management,” as well as the materiality’s positioning as an important issue in management strategy.
- Formally identified as a materiality of the Nissin Group after assessment and verification by the Sustainability Committee as well as discussion and approval by the Executive Committee and Board of Directors.



We are promoting efforts to reduce our environmental impact, including reducing our CO₂ and other greenhouse gases (GHG) emissions, to realize a decarbonized and circulating society.

I. Approach to environmental management

1) Environmental policy (philosophy and basic policy)

Environmental philosophy

Nissin Corporation and its Group companies aim to be logistics enterprises trusted by customers all over the world. We harmonize the economy and the environment as a key pillar of management and we will strive to curb environmental impact based on the spirit of “improving day by day,” aiming to contribute to the sustainable development of society as a good corporate citizen.

Basic policy

1. We shall establish environmental goals for the conservation of the global environment and prevention of pollution, and strive to continuously improve them through periodical reviews.
2. We shall comply with all environmental laws and regulations, accords and terms of agreements relating to business activities.
3. We shall make active efforts to conserve resources and energy and reduce waste to minimize the burden on the environment.
4. We shall work together with our clients and partner companies to take into account the prevention of global warming and controlling of air pollutants and provide environmentally friendly logistics services from a life cycle perspective.
5. We shall thoroughly inform all employees and affiliated parties and disclose to the general public the contents of this Environmental Policy.

2) Green Management Initiatives

Recognizing that environmental conservation is a corporate social responsibility, Nissin carries out environmental measures independently and systematically, and strives to improve management in that regard. Nissin believes it is its social responsibility as a logistics services provider to ensure the blessings of the earth are passed on to the next generation, and provide efficient and environmentally friendly logistics services.



II. Initiatives to reduce GHG emissions from our businesses

1) North-South railway transportation service in Vietnam

NR GREENLINES LOGISTICS, part of the Nissin Group, provides a railway transport service along the North-South line that links Hanoi and Ho Chi Minh City via Da Nang. Compared to truck transportation, this service enables a reduction in CO₂ emissions of approximately 60%, and is offered to customers as an environmentally friendly logistics service using block trains that consist of in-house developed specialized car wagons and general containers.



2) Introduction of Electric trailers in Thailand

In June 2023, Siam Nistrans Co., Ltd., a consolidated subsidiary of the Nissin Group, introduced electric trailers for major construction machinery manufacturers. The trailers will be used for the delivery of completed machines. In addition to reducing environmental impact, with no GHG or pollutant emissions, electric trailers are also highly effective in solving noise issues and reducing driver burden due to their low-noise, low-vibration motors. I-RECs (internationally recognized renewable energy certificates) have also been obtained for these trailers, which have achieved net zero emissions associated with charging and transportation.



3) Warehouses with reduced environmental impact

We have installed a wide range of equipment and systems at our facilities to reduce GHG emissions and environmental impact. The Yokohama Heavy Cargo Packing Center has achieved rank A of the Comprehensive Assessment System for Built Environment Efficiency (CASBEE Yokohama) as a high environmental performance building with materials of low environmental impact, LED lighting, greenery on its premises, and an absence of waste heat-emitting equipment. The Maya West Refrigerated Warehouse and Heiwajima Refrigerated Logistics Center, which have been certified by the Comprehensive Logistics Efficiency Act, have implemented cloud-based truck reservation systems, improving the efficiency of pickup and delivery by reducing waiting times as well as contributing to the reduction of GHG emissions.

The Heiwajima Refrigerated Logistics Center and Maya West Refrigerated Warehouse have also reduced GHG emissions (Scope 1) by switching from CFCs to natural refrigerants.



Yokohama Heavy Cargo Packing Center

4) Railway transportation service in Indonesia

PT. NISSIN JAYA INDONESIA, a consolidated subsidiary of the Nissin Group, has provided a railway transportation service between Jakarta and Surabaya since 2014. This service provides a combination of railway and truck transportation for round-trip ocean containers. It not only reduces GHG emissions compared to entirely truck-dependent transportation but also contributes to more stable lead times and less cargo damage. Deliveries to all areas of Indonesia began in 2019.



Facilities using renewable energy electricity

Company name	Facility name	Location	Introduction	Forecast annual electricity consumption (1,000 kwh)	Forecast annual reduction in CO ₂ emissions (tons)
Nissin Corporation	9 facilities in the Kansai area	Osaka and Hyogo	Jul. 2021	6,200	2,000
Nissin Corporation	Tokyo Office	Chiyoda-ku, Tokyo	Nov. 2022	600	300
Nissin Corporation	Heiwajima Refrigerated Logistics Center	Ota-ku, Tokyo	Jan. 2023	2,000	1,000

2) Install solar panels

We installed solar panels at the Sakai Logistics Center in 2013, generating approximately 1.3 million kwh of renewable energy electricity per year. We contribute to reducing GHG emissions by selling the electric power generated through the feed-in tariff (FIT) program.

We have also installed solar panels at Kanagawa Wharf Warehouse, a chemicals (hazardous materials and high-pressure gas) warehouse opened in September 2023, and expect to generate approximately 40,000 kwh of electricity per year. We use the renewable energy electricity generated here to power our facility in Tokyo, contributing to the reduction of GHG emissions (Scope 2).



Solar panels at the Sakai Logistics Center

Facilities with solar panels

Company name	Facility name	Location	Installation	Forecast annual electricity generation (1,000 kwh)	Forecast annual reduction in CO ₂ emissions (tons)
Nissin Corporation	Sakai Logistics Center	Sakai City, Osaka	Mar. 2013	1,300	400
Nissin Corporation	Kanagawa Wharf Warehouse	Yokohama City, Kanagawa	Sep. 2023	40	20

3) S Class rating for eight consecutive years

The Company (non-consolidated) is designated as a Specified Business Operator under the Act on Rationalizing Energy Use and measures its monthly energy consumption at each of its locations to annually report to the Ministry of Economy, Trade and Industry. We have also set a target for more efficient energy consumption of “reducing five-year average emission intensity by 1% or more per year,” and we have acquired the S-class rating, given to companies that achieve this target, for eight consecutive years (FY2021 emissions results).



For more detailed information on our environmental initiatives, please see the URL below.
<https://www.nissin-tw.com/company/csr/environment.html>



IV. Responding to climate change

Endorsement of the TCFD recommendations and disclosure based on the recommendations

We have identified “realizing a decarbonized society and contributing to an environmentally conscious, circulating society” as one of the Group’s important issues (materiality) related to sustainability, and we perceive responding to climate change as an especially important management issue.

In June 2023, we declared our support for the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. We disclose climate-related information

across four areas based on the framework set forth in the TCFD recommendations: governance, strategy, risk management, and metrics and targets.

TCFD: An international framework promoting the disclosure by companies and other organizations of specific risks, opportunities, and initiatives related to climate change.



Governance

We have established the Sustainability Committee, chaired by the President and Representative Director, to respond systematically to climate change. As an advisory body to the Executive Committee, the Sustainability Committee identifies, evaluates, and manages risks and opportunities related to climate change. It also sets targets, plans and

formulates measures, and manages progress on initiatives such as the reduction of GHG emissions, reporting its recommendations back to the Executive Committee. These results are then reported to the Board of Directors, which passes resolutions on important matters. In this way, an effective governance framework is in place.

Strategies

We have identified risks and opportunities, considered response measures, and analyzed the financial impact as of FY2030 based on two climate change scenarios, representing temperate increases of 1.5°C and 4°C, respectively, above pre-industrial levels.

Category	Subcategory	Identified risks	Significance		Timeframe	Impact	Response measures
			1.5°C	4°C			
Transition risks	Policy and law	Increase in costs due to the introduction of carbon taxes	High	Medium	Medium	Increase in costs payable due to the introduction of carbon taxes on GHG emissions	<ul style="list-style-type: none"> Upgrade to low-emissions vehicles Upgrade to natural refrigerants in refrigeration equipment Promote the introduction of renewable energy
		Increase in vehicle purchase costs due to the transition to low-carbon vehicles	High	Low	Medium	Increase in purchase costs due to the need to upgrade to expensive low-carbon vehicles such as EVs and FCVs.	<ul style="list-style-type: none"> Systematically upgrade vehicles by utilizing subsidies Operate our vehicles more efficiently by promoting joint transportation and modal shift
		Increase in capital investment costs due to stricter regulation of refrigerants such as CFC substitutes	Medium	Low	Medium	Increase in the costs of upgrading refrigeration equipment from CFC substitutes to natural refrigerants due to stricter regulation	<ul style="list-style-type: none"> Systematically upgrade equipment by utilizing subsidies
Physical risks	Technical reputation	Decline in sales due to insufficiently addressing customers emphasizing low-carbon transportation	High	Low	Medium	Loss of customers and decline in sales due to insufficiently addressing the increase in demand for low-carbon transportation resulting from rising environmental consciousness and stronger GHG emissions reduction initiatives among customers	<ul style="list-style-type: none"> Expand environmentally friendly services such as the visualization of CO₂ emissions volume, joint transportation and modal shift
		Acute	Increase in costs from damage to facilities and compensation for damaged cargo due to more intense wind and flood damage	Medium	High	Short	Repair and compensation costs associated with damage to warehouses and other facilities and consigned cargo resulting from an increase in the frequency of wind and flood damage due to rising temperatures
Chronic	Chronic		Increase in repair costs at logistics facilities in coastal areas due to rising sea levels	Medium	High	Medium	Repair costs due to damage to warehouses, office buildings, and equipment, with an increase in the probability of flooding from storm surges associated with rising sea levels
		Decline in work efficiency due to rising temperatures and increase in the cost of countermeasures (air conditioning, etc.)	Low	High	Medium	Decline in the work efficiency and productivity of employees due to rising temperatures and a corresponding increase in air conditioning costs	<ul style="list-style-type: none"> Achieve greater efficiency and labour-saving in warehouse operations through working robots, electronic tags, and other DX Efficient goods in-out operation at temperature-controlled facilities

Category	Subcategory	Identified risks	Significance		Timeframe	Impact	Response measures
			1.5°C	4°C			
Opportunities	Resource efficiency	Reduce fuel costs by improving vehicle fuel efficiency	High	Low	Medium	Reduction in fuel costs due to greater fuel efficiency, with the introduction of EVs and FCVs	<ul style="list-style-type: none"> Introduce EVs, FCVs, and other low-emission vehicles and promote eco-driving
		More efficient logistics through the introduction of new transportation modes	Medium	Low	Medium	Greater energy efficiency and the introduction of DX, associated with the expansion of low-emissions logistics services, will contribute to reducing costs by improving work efficiency and reducing the ownership of vehicles and other equipment.	<ul style="list-style-type: none"> Expand modal shift, joint transportation and delivery, uncrewed operation, and other efficient transportation modes and introduce new transportation modes such as drones
		Higher sales with the provision of new services utilizing DX and IoT	High	Low	Medium	Greater energy efficiency due to the introduction of DX and the IoT, as well as the expansion of low-emissions logistics services, lead to an increase in sales due to the patronage of highly environmentally conscious customers	<ul style="list-style-type: none"> Expand services enabling the visualization of CO₂ emissions at the transportation stage Optimize inventory management using electronic tags, etc. Achieve more efficient warehouse operations through the introduction of robots, etc.
Opportunities	Energy sources	Customer acquisition and higher sales due to the introduction of environmentally friendly services	High	Low	Medium	Increase in sales of environmentally friendly services using lower-emissions transportation modes and fuels due to the patronage of highly environmentally conscious customers	<ul style="list-style-type: none"> Transition to transportation modes with low environmental impact Select transportation modes that use fuels with low environmental impact, such as SAF Enter new businesses such as the generation and sale of renewable energy electricity Enter the EV station business
		Markets	Increase in revenue due to expansion into new businesses such as EVs and hydrogen fuel	High	Low	Long	Increase in sales due to the launch and expansion of EV- and hydrogen-related businesses and the development of new markets
Opportunities	Resilience	Increase in sales due to greater customer trust resulting from the maintenance of logistics functions and the transportation of supplies in the event of a disaster	Low	Medium	Medium	Increase in sales from strengthening measures and coordination to minimize damage from disasters and capturing customer trust	<ul style="list-style-type: none"> Strengthen operational coordination BCPs with other companies for disaster response Decentralize logistics facilities

Timeframes: Short: FY2026, the final year of the 7th Medium-Term Business Plan
Medium: FY2030
Long: FY2050

Financial significance: Financial impact evaluated as high, medium, or low based on qualitative and quantitative factors
Note: Evaluated for the activities of Nissin Corporation on a non-consolidated basis. A scenario of less than 2°C has also been used in parts.

Risk Management

We have established the Risk Management Committee, chaired by an executive officer with a special title, based on the risk management regulations, to identify and appropriately respond, from a companywide perspective, to risks with a material impact on management. For climate change-related risks in particular, the Risk Management Committee engages in evaluation and monitoring from a

companywide perspective, in addition to evaluation by the Sustainability Committee.

Risks identified as significant by the Risk Management Committee are recognized as significant risks for the Group after debate and approval by the Executive Committee and the Board of Directors, and response measures are considered and implemented for them.

Metrics and Targets

Metric:

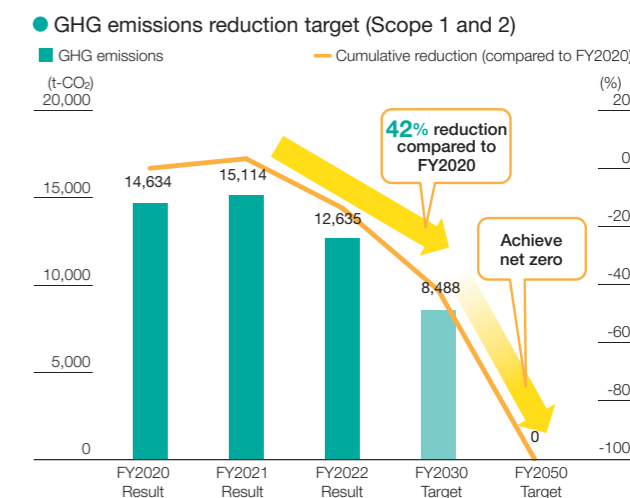
We use greenhouse gas (GHG) emissions (Scope 1, 2) as our metric to measure our response to climate change risks and opportunities and their effect.

Target:

We have set a target* of 42% reduction in GHG emissions by FY2030 compared to FY2020. We will strive to reduce emissions even further, aiming to achieve carbon neutrality in FY2050.

Note: The above targets are for Nissin Corporation on a non-consolidated basis.

For more details on the information disclosed, please see our website.
https://www.nissin-tw.com/company/csr/pdf/TCFD_information.pdf (Japanese only)



Note: The above results and reduction targets are for Scope 1 and 2 emissions by Nissin Corporation on a non-consolidated basis. We plan to disclose emissions and reduction targets for the consolidated Group in FY2024.



We have established and expanded a system that enables us to provide high-quality services by creating a comfortable working environment to develop human resources for a wide range of fields and to respect diversity.

I. Human capital management

1) Policies on the recruitment and development of human resources

We have established the following policies on the recruitment and development of human resources to recruit and develop employees capable of embodying the Group's basic business policy, including facets such as self-innovation, the realization of an affluent society, and meeting the expectations of all our stakeholders.

1. Human resources recruitment policy

New graduate recruitment: We have defined the human resources sought by the Company as "a person with creativity, enterprise, a spirit of cooperation, and high aspirations who can undertake new challenges," based on the slogan "BE A CHALLENGER." We will continue to strive to maintain sustainable business activities by continuing to recruit a certain number of new graduates each year.

Mid-career recruitment: We respect diversity and endeavor to ensure a diverse workforce by continually recruiting human resources with different experience and technical expertise. We believe that the immediate contribution to our capabilities by mid-career recruits leads to the revitalization of our business activities and we will continue to actively engage in mid-career recruitment.

Securing diverse human resources: We respect diversity and endeavor to ensure a diverse workforce within the Company and address the increasing mobility of the working population by continually recruiting diverse human resources irrespective of gender, nationality, or age.

2. Human resources development policy

We will continue to strive to expand our investment in internal training to enable employees to acquire specialist skills and provide them with opportunities to reskill so that all employees can continue to constantly pursue and achieve their own goals.

Main internal training programs

- Expansion of level-specific training (training for 3rd-year employees, training for promoted employees, training for new section managers, etc.)
- Internal internship program to enable employees to learn about business operations at other departments and locations
- Job rotation program centering on younger employees to provide opportunities for them to grow
- Overseas trainee system to help employees develop international perceptions and perspectives early on

2) Policy on the improvement of workplace environments

We will continue to engage in improving workplace environments so that all employees of the Nissin Group can continue to work in safety and security with a sense of fulfillment.

Main programs aimed at the improvement of workplace environments

- Introduction of flextime, staggered working hours, and telecommuting
- Establishment of childcare and nursing leave regulations and a system of reduced working hours, preparation of the Compliance Manual, and implementation of anti-harassment training
- Establishment of an internal whistleblowing system to prevent misconduct and harassment

3) Promoting women's empowerment

We support the lifelong careers of working women so that all our female employees can be empowered to make the most of their abilities.

Enhancement of various internal programs

- Provision of paid leave before and after giving birth
- Expansion of the childcare leave program
- Expansion of the shortened working-hour program
- Expansion of the reemployment system for employees who have resigned due to marriage, childbirth, childcare duties, etc.

Implementation of training in women's career development support, diversity management, etc.
Active promotion of female employees to overseas postings and traineeships
Improving percentage of female managers (FY2024 target: 10% or more)

Note: We were awarded the highest rank (three stars) of the "Eruboshi" certification (for companies promoting women's empowerment) in January 2022 as an excellent company for our initiatives based on the Act on Promotion of Women's Active Participation and Advancement in the Workplace.



Internal training program*

Category	Skill	Entry-level	Young	Mid-level	Leader	Management
Level-specific	Role awareness	Entry-level training		Training for promoted employees		
	Career design	Follow-up training	Training for 3rd-year employees Women's career development support training course Internal internship program	Training for promoted employees		Training for new section managers Training for new presidents of domestic affiliates
Practical operations-related	Practical basics	International trade training course On-the-job (OJT) training	International Multimodal Transport Specialists course Training for OJT leaders	Practical training Customs clearance training (for employees newly assigned to customs clearance-related operation and new employees)		
	IT-related	IT training course		IT literacy development program		
Global	Global talent		Overseas trainee system Pre-overseas assignment training (for employees assigned overseas)			
	Languages		Various language trainings TOEIC exam			
Diversity and inclusion					Anti-harassment training Female manager development course Male childcare leave promotion course	
Personal development and skill enhancement		Course to promote recruitment of persons with disabilities			LGBTQ+ understanding promotion seminar	
		Various internal e-learning courses			Various remote learning courses	

*Including training courses currently offered or planned.



II. Diversity

1) Balancing childcare and work

We have several initiatives to make balancing childcare and work possible.

- Childcare leave available until the child reaches one year of age
- Reduced working hours, staggered working hours, flex-time, etc. for childcare purposes
- Re-employment system for employees who resigned due to childcare or similar reasons
- Initiatives for male employees to take childcare leave (target: at least three male employees taking childcare leave by FY2024)

https://ryouritsu.mhlw.go.jp/hiroba/planfile/202202211313175651825_1.pdf

Note: We acquired the “Kurumin” certification (which recognizes companies that support childcare) in February 2022 as an excellent company for our initiatives based on the Act on Advancement of Measures to Support Raising Next-Generation Children.



2) Hiring seniors and people with disabilities

We have introduced a contract re-employment system to effectively utilize the specialized knowledge, abilities and know-how developed by retirees over their long careers. We promote the transmission of these qualities to younger employees. In addition, we are also hiring people with disabilities and have a diverse range of human resources working in various fields.

III. Human rights

1) Disclosure of statement on the UK Modern Slavery Act

Every year, the Nissin Group publishes a statement about the United Kingdom’s Modern Slavery Act 2015. We stipulate the elimination of slave labor, child labor, human trafficking and other forms of illegal labor within our supply chain in our Charter of Corporate Behavior and share it throughout the Group and request business partners, suppliers and other related parties to take appropriate actions. We have established a whistleblowing hotline where employees can report or receive advice in the event that they discover a compliance violation or possible violations such as discrimination in business activities or harassment as part of a whistleblowing system, aiming to raise awareness of human rights through early detection, resolution, and correction of issues.

IV. Quality

1) AEO certification

Under the Authorized Economic Operator (AEO) program, government agencies and customs authorities in each country around the world approve and certify business operators that have established cargo security management and compliance systems. The program is aimed at achieving smoother international trade and improving safety.

We will strive to provide high-quality logistics services related to customs clearance and all aspects of import and export operations based on this certification.

Note: The Nissin Group has acquired AEO certification at nine companies overseas and four companies in Japan.



2) Acquiring GDP certification

In April 2023, we acquired Good Distribution Practice (GDP) certification, quality control standards for pharmaceutical logistics, in Thailand and at our Nanko Warehouse in Japan (Suminoe-ku, Osaka), in addition to our existing certification in Germany, France, and Belgium. With this certification, we aim to handle a broad range of pharmaceuticals and create more opportunities for business utilizing the Group’s global network.



3) halal certification

We have acquired halal certification, which stipulates strict quality and sanitation management for warehouse storage operations in accordance with Islamic law, at two overseas subsidiaries in Singapore and Indonesia. We ensure and provide a seamless supply chain to meet our customers’ stringent requirements.



V. Social contribution

1) Support for the Turkey–Syria earthquake recovery

We have donated 5 million yen through the Japanese Red Cross Society to aid the people who suffered massive damage from the February 2023 earthquake centered near the Turkey–Syria border and assist in the recovery of the affected area.

2) Sports

Yokohama Marathon: We cosponsored the 2022 Yokohama Marathon as a Yokohama supporter, providing space for car parks, with the aim of contributing to society and the regional community by promoting sport in the local Yokohama area. Some of the Company’s employees also participated as runners.

Baseball: In January 2023, we signed an official sponsorship agreement with Kanagawa Future Dreams (Kanagawa Prefecture Citizens Baseball Association). Through our support for the Kanagawa Future Dreams, we will support the endeavors of children and players as they strive to achieve their dreams for the future as a company with its roots in Kanagawa.



3) Arts

Kanagawa Philharmonic Orchestra: We support the activities of the Kanagawa Philharmonic Orchestra, aiming to contribute to promoting culture in Kanagawa Prefecture, the Company’s local region. The orchestra holds regular and special concerts in Kanagawa Prefecture, hosts performance tours and other performances, and conveys the joy of music to a broad range of age groups, including through music appreciation classes for elementary and junior high school students around Japan.

<https://www.kanaphil.or.jp/>

Japan Symphony Foundation: The Company is a supporting member of the Japan Symphony Foundation, assisting its activities to support the spread and promotion of music. The foundation was established for the purpose of promoting and spreading orchestral music in Japan. It is engaged in performance activities such as regional concert tours by professional orchestras and supporting performances by amateur orchestras, as well as orchestral concerts at special support schools.

<https://www.symphony.or.jp/index.html>

Yokohama Symphony Orchestra: We support the activities of the Yokohama Symphony Orchestra to contribute to fostering musical culture and developing performers in our local Yokohama area. The Yokohama Symphony Orchestra is an amateur orchestra established in 1932. Its achievements include the receipt of the Yokohama Culture Award and the Kanagawa Culture Award, and it is vigorously engaged in music promotion activities, with a total of over 700 regular performances so far.

<https://yokokyo.net/>

4) Forest conservation

Yadoriki water source forest: We joined the Reforestation Partnership program, a forest creation project in Kanagawa Prefecture, in January 2019. We are working together with the prefectural government to enhance water source forests and contribute to the local community from the perspective of environmental conservation and preserving biodiversity. We are engaged in forest conservation activities in the forest associated with the Company, which we have named “Forest connecting mother earth, open sea and great sky.”



5) Employment support

As a member of the Yokohama YMCA Support Association, we have held mock interviews to support the job-seeking activities of international students in Japan, with the Company’s interviewers providing advice from their extensive experience. As a result, two international students were able to find employment, and we witnessed their entry into the Japanese business world. We will continue to provide employment support as part of our contribution to the local community.

6) Education

We cosponsor *Oshigoto Nenkan* (“The Job Almanac”), which educates elementary and junior high school students about careers. This publication is donated to elementary and junior high schools in Japan and Japanese schools for citizens who live abroad, with a circulation of about 5,000 copies. It contains detailed answers by the representatives of companies to children’s honest questions about each job.



We are working to enhance our fair governance structure in order to build a relationship of trust with all stakeholders.

I. Corporate Governance

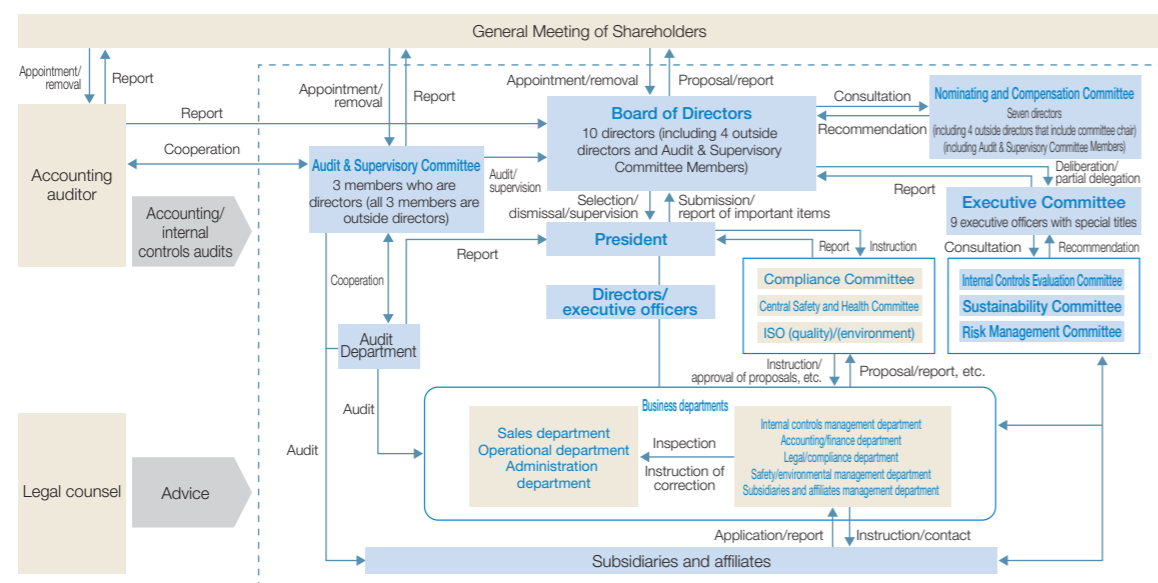
1) Nissin's Basic Approach to Corporate Governance

Nissin group strives to implement a thorough corporate governance system building on improving business transparency and efficiency in order to contribute to society and meet the expectations of stakeholders by enhancing corporate value.

Furthermore, to ensure that corporate governance functions effectively, Nissin has also established the Nissin Charter of Corporate Behavior, which sets out specific guidelines for complying with the laws of Japan and other countries and acting in accordance with corporate ethics, and carries out compliance activities stated in the charter.

Governance Structure

(As of September 1, 2023)



2) Assessing effectiveness of Board of Directors

In order to assess the effectiveness of the Board of Directors, we conduct self-evaluations through an annual survey for directors regarding the role, functions, and operation methods of the Board of Directors. Based on the results, the Board of Directors discusses issues and how to respond to them in order to ensure its effectiveness and make further improvements.

shall apply), the promotion and demotion of executive officers, independence standards for outside directors and remuneration for directors, then reports to the Board of Directors. We are strengthening our corporate governance system by increasing the transparency and objectivity of the decision-making process related to the nomination and remuneration of directors.

3) Establishment of Nominating and Compensation Committee

A Nominating and Compensation Committee comprised of four outside directors and three internal directors was established as an advisory body of the Board of Directors. This committee deliberates on the appointment and dismissal of directors (excluding Audit & Supervisory Committee Members; hereinafter the same

4) Establishment of Sustainability Committee

We have established the Sustainability Committee, chaired by the President and Representative Director, for the realization of a sustainable society and enhancing corporate value. As an advisory body to the Executive Committee, it deliberates on matters related to the Group's sustainability. Going forward, we will continue to manage the progress of measures to resolve issues and promote effective sustainability activities by passing resolutions on important matters by the Board of Directors.

Executives

 Masahiro Tsutsui President and Representative Director President and Executive Officer	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1975 Joined Mitsui O.S.K. Lines, Ltd. Jul. 1986 Joined the Company Jun. 1993 Director Apr. 2001 Managing Director Jun. 2005 Senior Managing Director Jun. 2007 Representative Director and Vice President Jun. 2008 President, Chief Operating Officer and Representative Director Jun. 2019 President and Representative Director, Yokohama Air Cargo Terminal Co., Ltd. Jun. 2020 President and Representative Director, President and Executive Officer (to present)	 Junichiro Watanabe Representative Director and Senior Managing Executive Officer	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1981 Joined The Sanwa Bank, Ltd. Nov. 2009 Joined the Company Jun. 2010 Executive Officer Jun. 2012 Director and Executive Officer Oct. 2012 Director and Managing Executive Officer Apr. 2016 Director and Senior Managing Executive Officer Apr. 2020 Assistant to the President, General Manager, Sales Division and Head of Operational Headquarters (to present) Jun. 2020 Representative Director and Senior Managing Executive Officer (to present)
 Masataka Tsutsui Director and Senior Managing Executive Officer	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1990 Joined the Company Apr. 2011 General Manager, Personnel Department Apr. 2013 Executive Officer Jun. 2014 Director and Executive Officer Apr. 2016 Director and Managing Executive Officer Apr. 2020 Director and Senior Managing Executive Officer (to present) Apr. 2020 General Manager, Operational Headquarters (to present)	 Satoshi Kuwahara Director and Managing Executive Officer	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1986 Joined the Company Apr. 2013 General Manager, Corporate Planning Department Apr. 2015 General Manager, Human Resources Department Apr. 2016 Executive Officer Apr. 2020 Managing Executive Officer Apr. 2022 General Manager, Administration Headquarters (to present) Jun. 2022 Director and Managing Executive Officer (to present)
 Tetsuo Sakurai Director and Managing Executive Officer	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1985 Joined the Company Apr. 2014 General Manager, General Sales Department No. 1 Apr. 2017 Executive Officer Apr. 2020 Managing Executive Officer Jun. 2022 Director and Managing Executive Officer (to present) Apr. 2023 Head of Air Freight Business Division and in charge of Mobility Logistics Sales Department No.1, Mobility Logistics Sales Department No.2 (to present)	 Shigeki Mine Director and Managing Executive Officer	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1985 Joined the Company Apr. 2012 General Manager, Kobe Branch Apr. 2014 General Manager, Osaka Branch Apr. 2015 Executive Officer Apr. 2021 Managing Executive Officer (to present) Apr. 2023 Head of Kanto Warehouse Division, Customs Brokerage Department and General Manager, Container And Land Transportation Division and General Manager, Marine And Port Operation Division (to present) Jun. 2023 Director and Managing Executive Officer (to present)
 Susumu Fujimoto Director	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1972 Joined Ministry of Finance Jun. 1992 Director, Asian Development Bank Jun. 1998 Director-General, Yokohama Customs Jun. 2007 Director, MS&AD Insurance Group Holdings Apr. 2008 Director, Managing Executive Officer, Mitsui Sumitomo Insurance Company, Limited Apr. 2014 Director, Executive Vice President, MS&AD Insurance Group Holdings Apr. 2014 Vice President, Executive Officer, Mitsui Sumitomo Insurance Company Limited Apr. 2016 Director, Chairman, InterRisk Research Institute & Consulting, Inc. Oct. 2018 Advisor, the Company Apr. 2019 Director and Chairman, Tokai Tokyo Research Institute Co., Ltd. (to present) Jun. 2019 Outside Director, the Company (to present)	 Shinya Yamada Director (Audit & Supervisory Committee Member (Full-time))	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1982 Joined The Bank of Yokohama, Ltd. Apr. 2007 General Manager, Direct Sales Department Apr. 2008 General Manager, Individual Customers Department Apr. 2009 Executive Officer Apr. 2014 Managing Executive Officer Apr. 2015 Supervisory Manager, Kanagawa Prefecture SME Business Rehabilitation Support Co-operative Jun. 2019 Full-time Audit & Supervisory Board Member, The Bank of Yokohama, Ltd. Jun. 2023 Outside Director who is an Audit & Supervisory Committee Member, the Company (to present)
 Junko Kogayu Director (Audit & Supervisory Committee Member)	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1991 Joined Chuo Shinko Audit Corporation Mar. 1994 Registered as certified public accountant Sep. 2006 Joined PricewaterhouseCoopers Aarata (currently PricewaterhouseCoopers Aarata LLC) Aug. 2012 Group leader, Research and Consultation, Self-regulation, Professional Standards and Practices, The Japanese Institute of Certified Public Accountants Oct. 2012 Professor, Accounting School, Graduate School of Economics and Management, Tohoku University (to present) Jan. 2020 Established Junko Kogayu Certified Public Accountant Office (to present) Mar. 2020 Registered as tax accountant Apr. 2020 Joined Ayako Takeuchi Tax Accountant Office (to present) Dec. 2020 Outside Director who is an Audit & Supervisory Committee Member, NIHON CHORIKI CO., LTD. (to present) Jun. 2021 Outside Director who is an Audit & Supervisory Committee Member, the Company (to present) Nov. 2021 Supervisory Director, Daiwa House REIT Investment Corporation (to present) Mar. 2022 Outside Director and Audit & Supervisory Committee Member, CERES INC. Jun. 2022 Outside Audit & Supervisory Board Member, Private Finance Initiative Promotion Corporation of Japan (to present) Jun. 2022 External Audit & Supervisory Board Member, The Shoko Chukin Bank, Ltd. (to present)	 Kazuhiro Suzuki Director (Audit & Supervisory Committee Member)	<p><i>Past experience, positions, responsibilities, and significant concurrent positions</i></p> Apr. 1980 Joined Yokohama City Hall Apr. 2008 General Manager, Financial Department, Administrative Management Coordination Bureau, Yokohama City Apr. 2010 Deputy Director, General Affairs Bureau May 2011 Mayor, Hodogaya Ward Apr. 2014 President, Finance Bureau Jun. 2018 President and Representative Director, Yokohama Bayside Marina Co., Ltd. Jun. 2023 Outside Director who is an Audit & Supervisory Committee Member, the Company (to present)

Skill Matrix

Name	Position	Attributes	Specialization and knowledge, experience							
			Corporate management	Sales and sales planning	Finance and accounting	Global operations	Administration and research institute	Personnel affairs, labor and human resource development	Legal affairs and compliance	Information technology (IT)
Masahiro Tsutsui	President and Representative Director President and Executive Officer	—	●	●		●		●	●	
Junichiro Watanabe	Representative Director and Senior Managing Executive Officer	—	●	●	●	●				
Masataka Tsutsui	Director and Senior Managing Executive Officer	—		●				●		
Satoshi Kuwahara	Director and Managing Executive Officer	—			●	●		●	●	●
Tetsuo Sakurai	Director and Managing Executive Officer	—		●		●				
Shigeki Mine	Director and Managing Executive Officer	—		●						
Susumu Fujimoto	Director	Outside, independent	●			●				
Shinya Yamada	Director (Audit & Supervisory Committee Member)	Outside, independent	●		●				●	●
Junko Kogayu	Director (Audit & Supervisory Committee Member)	Outside, independent			●	●		●		
Kazuhiro Suzuki	Director (Audit & Supervisory Committee Member)	Outside, independent	●		●			●		



II. Compliance

1) Compliance Committee

We have established the Compliance Committee, chaired by the President, to systematically, effectively, steadily promote the Group's compliance activities. The Compliance Committee formulates companywide policies and key measures related to compliance, confirms their implementation status, and deliberates on matters such as investigations into the cause of legal and regulatory violations, harassment, and other compliance violations, as well as measures to prevent recurrence. The committee reports to the Board of Directors on the status of activities every six months.

2) Compliance education and training

To ensure compliance with laws and regulations and improve corporate ethics, we have established the Nissin Charter of Corporate Behavior, a set of corporate behavior guidelines, and the Compliance Manual. We conduct compliance training, such as e-learning programs, to raise employee awareness of legal and regulatory compliance. We publish the "Legal & Compliance Department Newsletter" internally to ensure thorough compliance education, including dissemination of the latest legal and regulatory information and precautions.

3) Whistleblowing system

The Group has established whistleblowing handling rules for the early detection and correction of violations and potential violations of laws, regulations and internal rules such as business-related misconduct and harassment. In addition to a helpdesk that acts as a whistleblowing hotline for reporting or receiving advice, we have established an external reporting desk (an advisory legal firm) for further enhancement of our compliance system.

III. Risk Management

1) Risk Management Committee

The Group has established risk management regulations to identify and manage all risks that could cause physical or economic losses. We have also established the Risk Management Committee, chaired by an executive officer with a special title, to recognize and identify significant risks, evaluate and deliberate on loss prevention measures and conduct regular monitoring to strengthen risk management. Risks identified as significant are recognized as significant risks for the Group after debate and approval

by the Executive Committee, and response measures are considered and implemented for them.

2) Internal control

The Nissin Group has formulated a basic policy on establishing internal control systems to ensure employees and directors perform their duties properly and appropriate business operations. We have also established the Internal Controls Evaluation Committee, chaired by the President, to oversee the evaluation of the Group's internal controls. The committee evaluates and sets annual plans for the establishment and operating status of internal controls, deliberates and approves corrective measures for any defects and significant flaws discovered through this evaluation, and reports to the Board of Directors on important matters. In this way, we aim to build an effective internal control system.

3) BCP

In order to strengthen our resilience, we have established the Crisis Management Regulations and formulated a business continuity plan (BCP) for emergencies such as disasters and infectious diseases. Placing the highest priority on human life and safety, we will strive to ensure business continuity and fulfill our social responsibility as a logistics provider through initial responses to emergencies and early restoration of operations, as well as disaster prevention and mitigation efforts such as disaster countermeasures and drills.

In March 2021, we were certified by Development Bank of Japan Inc.'s DBJ BCM (Business Continuity Management) Rating to be a company with "sufficient initiatives for disaster measures and BCP." The DBJ BCM Rating evaluates and selects companies with outstanding disaster prevention and business continuity initiatives.



In March 2021, we received a DBJ BCM Rated Loan from Development Bank of Japan and were rated to have "sufficient initiatives for business continuity."

Non-Financial Information

(Nissin Corporation on a non-consolidated basis)

Environmental data

Item	Unit	FY2020	FY2021	FY2022
Total energy consumption	Crude oil equivalent KL	7,474	7,740	7,508
Electricity	Crude oil equivalent KL	6,110	6,355	6,276
Diesel	Crude oil equivalent KL	1,098	1,112	965
Gasoline	Crude oil equivalent KL	70	71	74
Other	Crude oil equivalent KL	195	201	191
GHG emissions (Scope 1 and 2)	t-CO ₂	14,634	15,114	12,635
Electricity consumption	1,000 kWh	24,270	25,246	24,932
CFC leakage	t-CO ₂	719	385	386
Electricity generated from renewable energy	1,000 kWh	1,407	1,336	1,365
Proportion of electricity consumption from renewable energy	%	0	1.09	14.73
Electricity consumption from renewable energy	1,000 kWh	0	277	3,672
Reduction in copying paper (year on year)	%	-9.14	1.07	-8.47
Eco-car rate (business vehicles)	%	13.51	12.93	26.71
Proportion of LEDs	%	41.00	48.60	55.60
Green purchasing rate (office supplies)	%	64.00	57.00	57.00
Environment-related legal and regulatory violations	Cases	0	0	0
Proportion of electric forklifts	%	—	—	66.90

Social data

Item	Unit	FY2020	FY2021	FY2022
Number of employees (all/male/female)	Persons	1,636/1,081/555	1,685/1,091/594	1,601/1,041/560
Share of women in managerial positions	%	8.5	8.5	8.3
Number of recruits (all/male/female)	Persons	Mid-career: 10/2/8 New graduates: 69/40/29	Mid-career: 9/2/7 New graduates: 71/38/33	Mid-career: 14/1/13 New graduates: 48/32/16
Number of foreign nationals employed	Persons	8	13	13
Employment rate of people with disabilities	%	1.95	1.97	2.12
Average length of employment (all/male/female)	Years	13.3/15.2/9.4	13.3/15.3/9.4	13.9/15.9/10.2
Employee turnover rate	%	2.68	3.40	4.04
Graduate recruit retention rate	%	78.00	83.05	86.96
Average overtime hours	Hours	17.0	16.0	13.3
Number of childbirth leave-takers	Persons	26	21	14
Number of childcare leave-takers	Persons	27	21	19
Of whom, number of male employees	Persons	1	0	6
Days of paid leave taken (average)	Days	8.9	9.5	10.9
Number of work-related accidents	Cases	7	4	9
Medical check-up participation rate	%	100	100	100
Stress check participation rate	%	97.7	98.0	98.4

Governance data

Item	Unit	FY2020	FY2021	FY2022
Directors' compensation (total)	Millions of yen	233	270	305
Attendance rate of Audit & Supervisory Committee Members at meetings of the Audit & Supervisory Committee	%	100	100	100
Attendance rate of Outside Directors at meetings of the Board of Directors	%	100	100	100
AEO training participation rate (compliance)	%	99.62	99.44	99.95
Reports through the internal whistleblowing system	Reports	4	5	9

	Unit	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Operating results												
Net sales	millions of yen	175,230	193,709	204,461	201,705	201,209	216,924	218,040	197,387	155,915	192,699	194,165
Operating profit	millions of yen	3,422	4,042	4,664	5,587	5,607	6,389	5,698	3,528	2,611	9,098	12,643
Ordinary profit	millions of yen	3,558	4,681	5,135	5,887	6,266	6,869	6,584	4,114	4,287	9,859	13,634
Profit attributable to owners of parent	millions of yen	1,836	2,624	2,447	3,196	4,457	5,210	4,426	2,705	2,007	6,365	10,528
Financial position												
Current assets	millions of yen	41,109	46,362	48,760	48,284	52,489	55,384	55,285	48,693	53,506	62,209	62,485
Total assets	millions of yen	102,236	109,486	114,224	108,439	112,413	120,030	120,516	118,678	132,973	144,898	153,263
Current liabilities	millions of yen	32,348	34,016	34,277	27,854	29,615	32,910	33,384	31,518	33,824	38,815	35,880
Net assets	millions of yen	41,625	46,636	52,282	50,747	55,128	61,041	62,070	60,437	65,848	74,406	85,263
Cash flows												
Cash flows from operating activities	millions of yen	4,208	5,970	3,934	6,342	8,368	7,142	6,987	10,801	4,955	9,540	17,922
Cash flows from investing activities	millions of yen	(62)	(3,807)	(1,118)	(1,486)	(2,143)	(3,131)	(4,650)	(6,117)	(8,938)	(3,586)	(5,557)
Cash flows from financing activities	millions of yen	(2,208)	(1,595)	(1,965)	(4,189)	(4,636)	(3,050)	(1,266)	(4,711)	1,973	(5,438)	(8,615)
Free cash flow	millions of yen	4,146	2,163	2,816	4,856	6,225	4,011	2,337	4,684	(3,983)	5,954	12,365
Cash and cash equivalents at end of period	millions of yen	10,791	12,595	14,272	14,598	15,936	17,106	17,846	18,474	16,949	18,168	22,466
Per-share information												
Dividends per share*	yen	35.0	37.5	40.0	40.0	45.0	50.0	55.0	56.0	56.0	60.0	90.0
Basic earnings per share*	yen	93.37	132.83	123.41	160.47	223.29	263.61	223.95	137.13	103.55	329.61	540.47
Net assets per share*	yen	2,071.23	2,279.27	2,541.96	2,454.49	2,674.49	2,965.95	3,020.69	2,968.03	3,296.04	3,693.10	4,201.29
Financial indicators												
Return on assets (ROA)	%	3.5	4.4	4.6	5.3	5.7	5.9	5.5	3.4	3.4	7.1	9.1
Return on equity	%	4.7	6.1	5.1	6.4	8.8	9.3	7.5	4.6	3.3	9.4	13.7
Equity ratio	%	39.9	41.2	44.2	45.2	47.0	48.8	49.5	48.9	47.6	49.4	53.6
Price/earnings ratio	Times	14.3	11.1	12.4	9.6	8.3	10.6	8.3	11.7	14.0	5.0	3.9
Others												
Capital investment	millions of yen	4,791	2,097	2,127	2,062	2,265	2,933	6,744	6,310	10,177	5,359	14,139
Depreciation	millions of yen	2,965	2,768	2,881	2,724	2,625	2,681	2,609	5,062	5,311	5,878	5,571

* The Company executed a 1-for-5 reverse stock split of common stock effective October 1, 2017.
"Dividends per share," "basic earnings per share," and "net assets per share" are calculated as if the reverse stock split was carried out at the start of FY2012.

Financial Information

Consolidated Balance Sheet (millions of yen)

	FY2021	FY2022		FY2021	FY2022
Assets			Liabilities		
Current assets			Current liabilities		
Cash and cash equivalents	19,834	25,923	Notes and accounts payable-trade	14,973	11,066
Notes and accounts receivable-trade	35,021	29,169	Bonds payable due within one year	1,000	–
Raw materials and supplies	138	132	Short-term loans payable	7,398	7,738
Others	7,307	7,375	Lease obligations	2,208	3,222
Allowance for doubtful accounts	(91)	(115)	Income taxes payable	2,069	2,527
Total current assets	62,209	62,485	Accrued bonuses	2,578	2,816
Noncurrent assets			Accrued directors' bonuses	68	83
Property, plant, and equipment			Others	8,518	8,425
Buildings and structures	72,378	81,094	Total current liabilities	38,815	35,880
Accumulated depreciation	(46,049)	(49,803)	Noncurrent liabilities		
Buildings and structures, net	26,329	31,291	Bonds payable	–	1,000
Machinery, equipment, and vehicles	15,130	15,593	Long-term loans payable	21,592	16,934
Accumulated depreciation	(11,150)	(11,485)	Lease obligations	3,201	7,733
Machinery, equipment and vehicles, net	3,979	4,108	Long-term accounts payable	58	56
Land	25,569	26,379	Deferred tax liabilities	1,769	1,204
Construction in progress	46	2,181	Net defined benefit liabilities	3,252	3,209
Other noncurrent assets	3,551	3,586	Others	1,801	1,981
Accumulated depreciation	(2,860)	(2,843)	Total noncurrent liabilities	31,676	32,120
Other, net	691	742	Total liabilities	70,491	68,000
Total Property, plant, and equipment	56,616	64,703	Net assets		
Intangible assets			Shareholders' equity		
Leasehold rights	500	497	Capital stock	6,097	6,097
Others	795	883	Capital surplus	4,707	4,712
Total intangible assets	1,296	1,380	Retained earnings	54,328	63,428
Investments and other assets			Treasury stock	(1,284)	(1,056)
Investment securities	18,088	18,156	Total shareholders' equity	63,848	73,182
Long-term loans receivable	394	242	Other comprehensive income		
Net defined benefit assets	1,563	1,426	Valuation difference on available-for-sale securities	5,673	5,565
Deferred tax assets	462	563	Deferred gains or losses on hedges	–	0
Others	4,407	4,376	Foreign currency translation adjustment	1,496	2,772
Allowance for doubtful accounts	(140)	(71)	Remeasurements of defined benefit plans	576	613
Total investments and other assets	24,776	24,693	Accumulated other comprehensive income	7,746	8,952
Total noncurrent assets	82,688	90,777	Non-controlling interests	2,812	3,129
Total assets	144,898	153,263	Total net assets	74,406	85,263
			Total liabilities and net assets	144,898	153,263

Consolidated Statement of Income (millions of yen)

	FY2021	FY2022
Net sales	192,699	194,165
Cost of sales	170,590	167,560
Gross profit	22,108	26,605
Selling, general and administrative expenses	13,009	13,961
Operating income	9,098	12,643
Non-operating income	1,672	1,889
Non-operating expenses	911	898
Ordinary income	9,859	13,634
Extraordinary income	593	1,071
Extraordinary loss	1,072	333
Income before income taxes	9,380	14,371
Income taxes-current	3,011	4,057
Income taxes-deferred	(197)	(599)
Total taxes	2,813	3,458
Net income	6,567	10,913
Profit attributable to non-controlling interests	201	385
Profit attributable to owners of parent	6,365	10,528

Consolidated Statement of Comprehensive Income (millions of yen)

	FY2021	FY2022
Net income	6,567	10,913
Other comprehensive income	3,052	1,253
Comprehensive income	9,619	12,166

Consolidated Statements of Cash Flows (millions of yen)

	FY2021	FY2022
Cash flows from operating activities	9,540	17,922
Cash flows from investing activities	(3,586)	(5,557)
Cash flows from financing activities	(5,438)	(8,615)
Effect of exchange rate change on cash and cash equivalents	703	548
Net increase (decrease) in cash and cash equivalents	1,219	4,298
Cash and cash equivalents at beginning of year	16,949	18,168
Cash and cash equivalents at end of year	18,168	22,466

Company Data & Stock Information

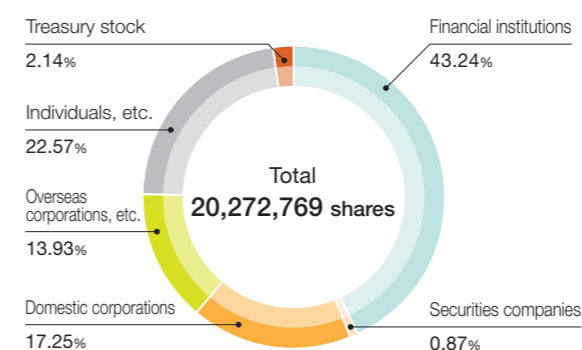
Company Data (as of March 31, 2023)

Name: NISSIN CORPORATION
 Established: December 14, 1938
 Yokohama Head Office: 6-81 Onoe-Cho, Naka-Ku, Yokohama
 Tokyo Head Office: 6-4, Kojimachi 1-chome, Chiyoda-ku, Tokyo
 Representative: Masahiro Tsutsui, President
 Capital: 6,097 million yen
 Number of employees: 1,601 (non-consolidated)
 URL: <https://www.nissin-tw.com/english/>

Stock Information (as of March 31, 2023)

Total number of authorized shares: 40,000,000 shares
 Total number of issued shares: 20,272,796 shares
 Total number of shareholders: 5,072

Distribution of shareholders (as of March 31, 2023)



Main shareholders (as of March 31, 2023)

Name	No. of shares held (thousand shares)	Ownership of Voting Shares (%)
The Master Trust Bank of Japan, Ltd. (trust account)	1,953	9.84
Custody Bank of Japan, Ltd.	1,048	5.28
The Bank of Mitsubishi UFJ, Ltd.	986	4.97
The Bank of Yokohama, Ltd.	978	4.93
Nissin Shoji Co., Ltd.	890	4.48
Nissin Employee Stock Ownership Association	800	4.03
Nippon Life Insurance Company	735	3.70
Sumitomo Mitsui Banking Corporation	649	3.27
Nissin Kyoeikai	561	2.83
Sompo Japan Insurance Inc.	423	2.13

(Note) Percentage of shares held is calculated by the total number of shares excluding treasury stock.

Group companies (as of April 31, 2023)

Japan

Hokkaido region

Hokkaido
 HOKKAIDO NISSIN CORPORATION
 HOKUSHIN KOUN CORPORATION

Kanto region

Chiba
 NISSEI KOUUN CORPORATION
 Tokyo
 NISSIN TRAVEL SERVICE CO., LTD.
 NISSIN SHOJI CO., LTD.
 ITABASHI TRANSPORTATION CO., LTD.
 NISSIN AIR CARGO CO., LTD.
 TAIYO MARINE CO., LTD.
 SHOWA NITTAN CORPORATION.
 KINKAI TANKER CO., LTD.

Kanagawa

TSURUMI WAREHOUSE CO., LTD.
 KEIHIN REAL ESTATE CO., LTD.
 YOKOKAI RIKUUN CO., LTD.
 NISSIN PACKAGING CO., LTD.
 NISSIN INDUSTRY CORPORATION
 MARUSHIN CO., LTD.
 NISSIN KOUSAN CORPORATION
 SHINEI UNYU CO., LTD.
 KOEI UNYU CO., LTD.
 HARADA KOWAN CO., LTD.
 SHINKO LUMBER CO., LTD.

Chubu region

Aichi
 AICHI NISSIN CO., LTD.

Kansai region

Osaka
 NISSIN AIRPORT SERVICE CO., LTD.
 TSURUMARU UNYU CO., LTD.
 MARUSHIN KOUN CO., LTD.
 MATSUBISHI UNYU CO., LTD.
 Hyogo
 SHIGA NISSIN CORPORATION
 NICHIEI UNYU CO., LTD.
 SHINKO KONPO CO., LTD.

Kyusyu region

Fukuoka
 KYUSYU NISSIN CORPORATION

Overseas

Americas

United States
 NISSIN INTERNATIONAL TRANSPORT U.S.A., INC.
 Canada
 NISSIN TRANSPORT (CANADA) INC.
 Mexico
 NISTRANS INTERNACIONAL DE MEXICO,S.DE R.L.DE C.V.

Europe

Germany
 NISSIN TRANSPORT GMBH
 Netherlands
 NISSIN TRANSPORT GMBH TILBURG BRANCH
 Spain
 NISSIN TRANSPORT GMBH SPAIN BRANCH

United Kingdom
 NISSIN (U.K.) LTD.
 France
 NISSIN FRANCE S.A.S.
 Belgium
 NISSIN BELGIUM N.V.
 Poland
 NISSIN LOGISTICS POLAND SP. Z O.O.
 Austria
 NISSIN TRANSPORT GES. MBH
 Russia
 LIMITED LIABILITY COMPANY "NISSIN RUS"

Asia

Singapore
 NISSIN TRANSPORT (S) PTE. LTD.
 Thailand
 SIAM NISTRANS CO., LTD.
 BEST COLD CHAIN CO., LTD.
 SIAM NISSIN & SEO LOGISTICS CO., LTD.
 Malaysia
 NISTRANS (M) SDN. BHD.
 NISSIN INTERNATIONAL LOGISTICS (M) SDN. BHD.
 Philippines
 NISSIN TRANSPORT PHILIPPINES CORPORATION
 ANCHOR LOGISTICS FACILITIES CORPORATION.
 India
 NISSIN ABC LOGISTICS PRIVATE LIMITED
 Indonesia
 PT.NISSIN JAYA INDONESIA
 PT.NISSIN TRANSPORT INDONESIA

Vietnam
 NISSIN LOGISTICS (VN) CO., LTD.
 NR GREENLINES LOGISTICS CO., LTD.
 Laos
 LAO NISSIN SMT CO., LTD.

China

China
 NISSIN-SINOTRANS INTERNATIONAL LOGISTICS CO., LTD.
 SHANGHAI GAOSIN INTERNATIONAL LOGISTICS CO., LTD.
 NISSIN INTERNATIONAL LOGISTICS(C)CO., LTD.
 NISSIN (CHANGSHU) INTERNATIONAL LOGISTICS CO., LTD.
 NISSIN LOGISTICS SHENZHEN CO., LTD.

Hong Kong

NISSIN TRANSPORTATION & WAREHOUSING (H.K.) LTD.

Taiwan

NISSIN GLOBAL LOGISTICS(TAIWAN) CO., LTD.