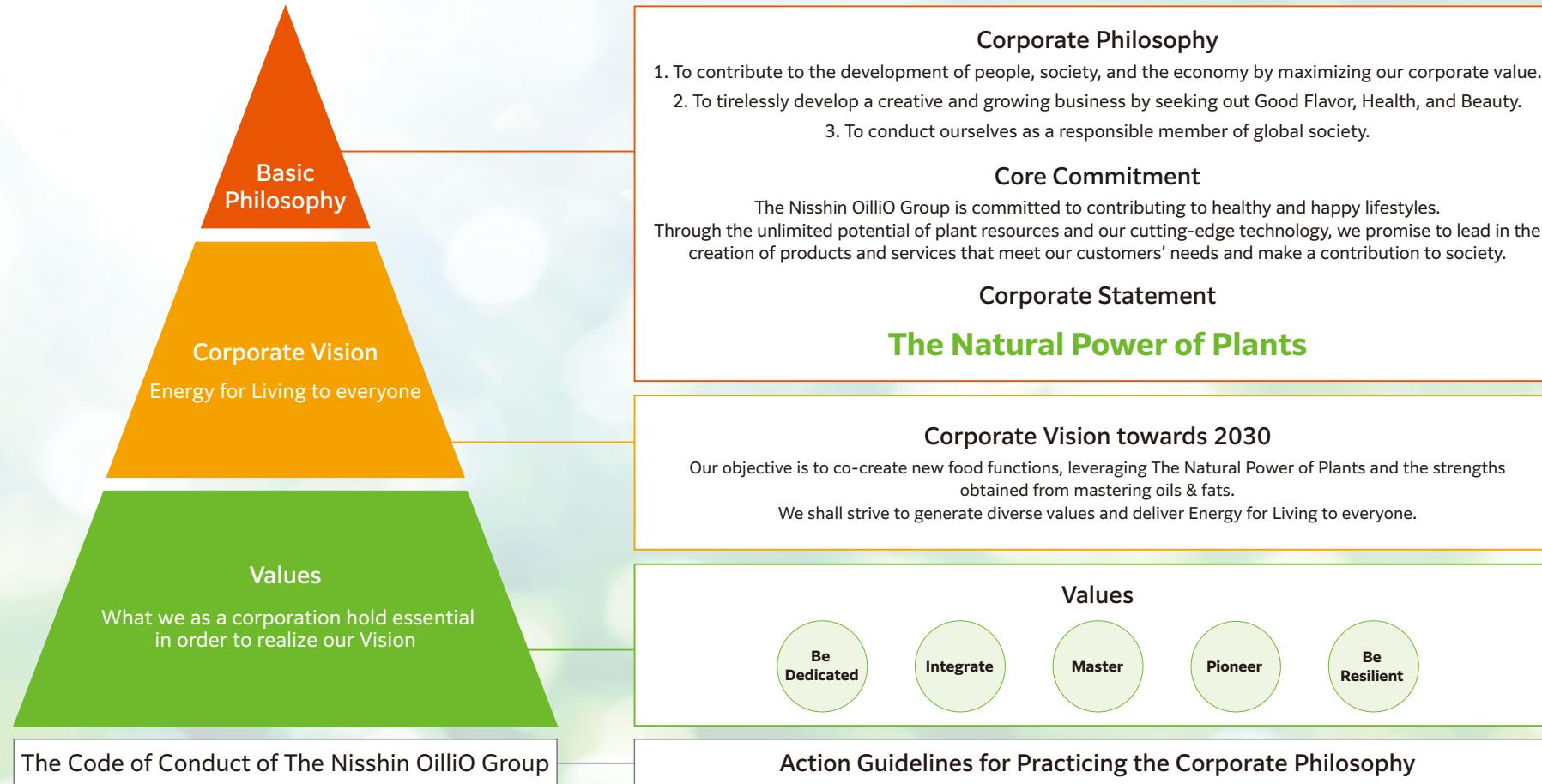


# The Essence of The Nisshin OilliO Group



## The Five Values

Since its establishment in 1907, the Group has cherished an attitude of meticulous **dedication** to all aspects of our operations including product development, production, quality, and customer service. We have also valued the teamwork and organizational capabilities that **integrate** people—two aspects that are deeply rooted in our corporate culture—since our development from our starting point as a manufacturer. In addition, to achieve our Corporate Vision towards 2030, we are determined to pursue the following:

- We must **master** our strength, or core competence in oils and fats, which is the source of our Group's competitiveness.
- To create diverse value, we must **pioneer** new domains by taking on the challenges of unknown business domains, business development areas, and technical fields.
- As we head into an era of rapid change, we face the challenge of determining which things must change and which must be held firm. We need **resilient** adaptability that combines the acceptance of change and the need to make changes while also recognizing the enduring importance of our strengths.
- We must develop our business to be closer than ever before to our customers by leveraging our **integration** with various networks.

**Be Dedicated, Integrate, Master, Pioneer, and Be Resilient**—these are the five Values that form the basis of all our actions.

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# Integrated Report 2025 Highlights

The Nissin OillIO Group has published the Integrated Report to better inform readers about the Group's medium- to long-term value creation strategy from both financial and non-financial perspectives. This report introduces not only our initiatives for value creation through our business operations but also the story of our efforts toward sustainability.

In this report, we illustrate the path of growth in seeking to achieve Vision 2030, highlighting in particular the strategies of *Value UpX*, the new medium-term business plan we launched in fiscal 2025.

## Message from the President



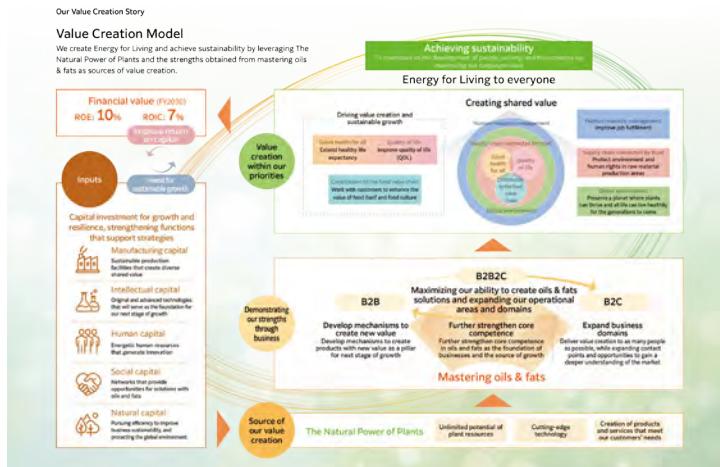
President Kuno discusses the four aspirations embodied in the title of our new medium-term business plan, *Value UpX*, as we strive to become a global top provider of oils & fats solutions.

## Strategies to Enhance Corporate Value

Under *Value UpX*, we will promote strategies for our next stage of growth.



## Our Value Creation Story



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

## Message from the Director in Charge of Finance



Director Koike discusses ROIC management aimed at achieving our growth targets.

## The Nissin OillIO Group Vision 2030

We have identified six priorities (materiality) to deliver Energy for Living to everyone.



## Feature: Improving Return on Capital



The officers in charge of initiatives for sales, production, and logistics discuss how the Group integrates the three areas to shift conventional thinking and transform processes.

## Dialogue with Outside Directors



Three Outside Directors discuss key points for strengthening governance to achieve Vision 2030.

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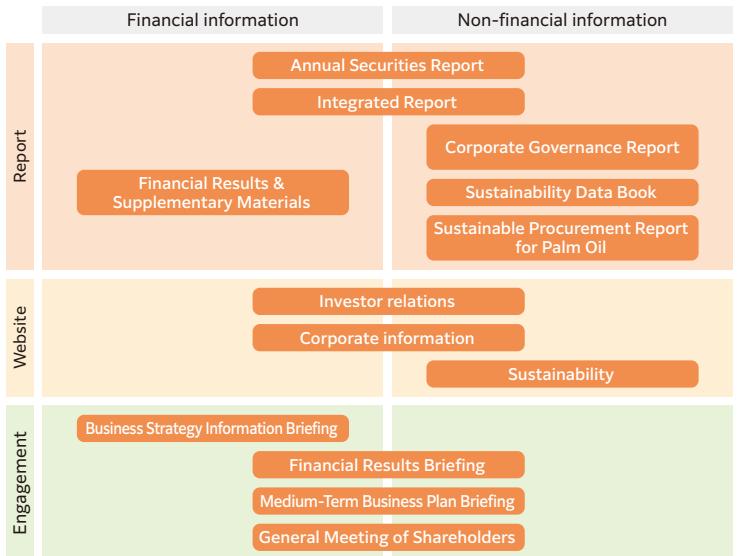
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# Overview of Corporate Communication



## Editorial policy

The Nissin OillIO Group has published the Integrated Report 2025 to better inform readers about our medium- to long-term value creation from both financial and non-financial perspectives. We hope that all stakeholders—especially shareholders and other investors—can come to understand the story of our long-term corporate value creation. In producing this report, we referred to the International Integrated Reporting Framework, published by the IFRS Foundation, as well as the Guidance for Integrated Corporate Disclosure and Company–Investor Dialogues for Collaborative Value Creation, published by Japan's Ministry of Economy, Trade and Industry (METI).

## Reporting period

April 1, 2024, to March 31, 2025

Some initiatives outside the above period are also included. The names of organizations and positions mentioned are valid as of September 30, 2025.

## Scope of report

This report covers the entire Group, including The Nissin OillIO Group, Ltd. and its consolidated subsidiaries (domestic and overseas). However, some initiatives pertain only to The Nissin OillIO Group, Ltd. on a non-consolidated basis.

## Organization names in this report

The Nissin OillIO Group, Ltd. on a non-consolidated basis is referred to as the "Company," and the entire group including The Nissin OillIO Group, Ltd. and its consolidated subsidiaries (domestic and overseas) is referred to as the "Group." Abbreviations are used in some cases for the following companies:

### Company name / Abbreviation

ISF Group  
Intercontinental Specialty Fats Sdn. Bhd. / ISF  
Intercontinental Specialty Fats (Shanghai) Co., Ltd. / ISF Shanghai  
Intercontinental Specialty Fats (Italy) S.r.l. / ISF Italy  
Nissin OillIO America Inc. / NOA  
T&C Manufacturing Co., Pte. Ltd. / T&C  
PT Indoagri Daitocacao / IADC  
Industrial Química Lasem, S.A.U. / IQL  
IQL-USA Inc. / IQL-USA  
The Nissin OillIO (Shanghai) International Trading Co., Ltd. / NOST

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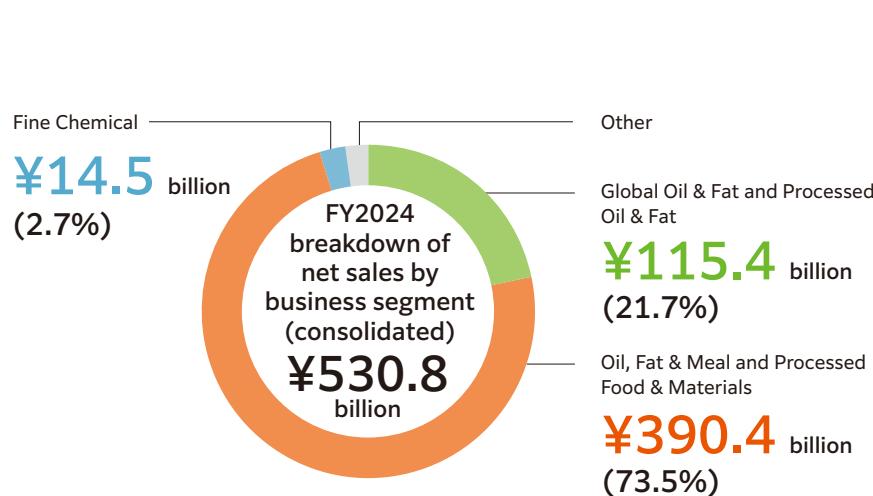
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## Current State of the Group

A strong presence in the edible oil market as a leading company in the field of vegetable oils



### Global Oil & Fat and Processed Oil & Fat

North America  
ISF Group



### Oil, Fat & Meal and Processed Food & Materials

Oil, Fat & Meal	Processed Food & Materials
Oil & Fat and Processed Oil & Fat	Chocolate
Meal	Functional Materials and Foods
	Seasoning, Soybean Materials and Foods



### Fine Chemical

Fine Chemicals



Share of edible oil in Japan (sales volume)

No. 1\*<sup>1</sup>

Global market share of CBEs (volume)

Approx. 6%\*<sup>2</sup>

Global market share of cosmetic oils (value)

Approx. 6%\*<sup>2</sup>

Sales of functional oils & fats and functional oil-based materials (excluding frying oil)

¥4.3 billion

Number of patents held (including domestic and overseas subsidiaries)

Approx. 1,320

Traceability to palm oil plantations

92.9%

Reduction rate of Scope 1 and 2 CO<sub>2</sub> emissions (compared with FY2016)

20.7%\*<sup>3</sup>

Number of employees (consolidated)

3,254

\*1 Researched by Nikkan Keizai Tsushin Co., Ltd. \*2 Company estimate \*3 Preliminary figure

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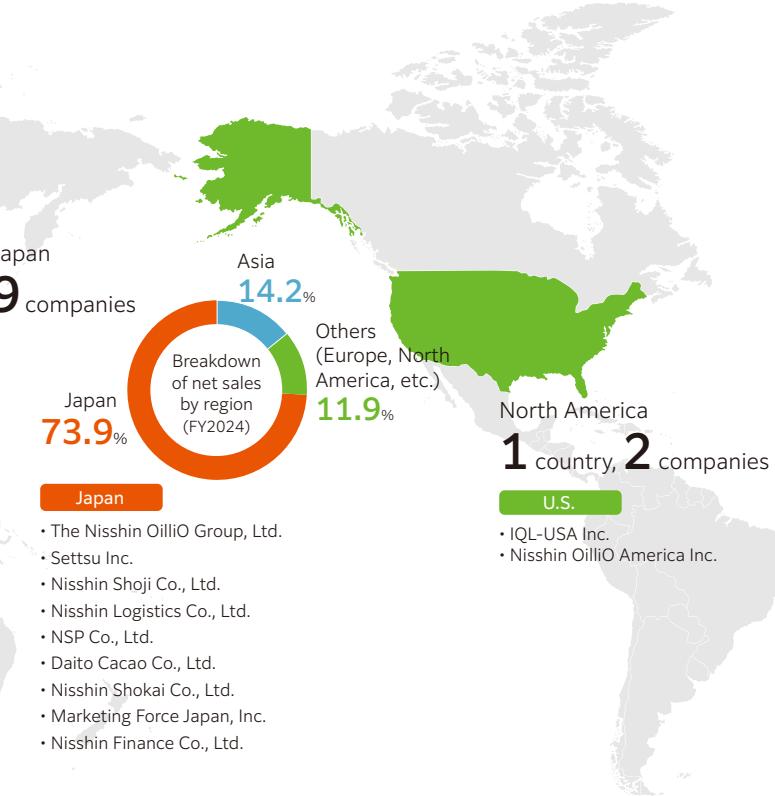
## Network (as of September 30, 2025)

Major locations  
**9** countries,  
**20** companies

Number of countries where  
 our products are distributed  
**57**

Europe  
**2** countries,  
**2** companies  
 Spain  
 Industrial Química  
 Lasem, S.A.U.  
 Italy  
 Intercontinental Specialty  
 Fats (Italy) S.r.l.

Asia  
**5** countries,  
**8** companies  
 China  
 • Shanghai Nissin Oil & Fats, Ltd.  
 • The Nissin OillIO (China) Investment Co., Ltd.  
 • The Nissin OillIO (Shanghai) International Trading Co., Ltd.  
 • Intercontinental Specialty Fats (Shanghai) Co., Ltd.  
 Malaysia  
 Intercontinental Specialty Fats Sdn. Bhd.  
 Singapore  
 T.C. Manufacturing Co., Pte. Ltd.  
 Indonesia  
 PT Indoagri Daitocacao  
 Thailand  
 The Nissin OillIO Group, Ltd.  
 Bangkok Representative Office



### Major Locations

Functions	Businesses
Japan	Manufacturing/Sales/Research Oil, Fat & Meal and Processed Food & Materials/Fine Chemical
Malaysia	Manufacturing/Sales/Research Global Oil & Fat and Processed Oil & Fat
China	Sales Global Oil & Fat and Processed Oil & Fat/ Oil, Fat & Meal and Processed Food & Materials/Fine Chemical
Singapore	Manufacturing/Sales Oil, Fat & Meal and Processed Food & Materials
Indonesia	Manufacturing/Sales Oil, Fat & Meal and Processed Food & Materials
Spain	Manufacturing/Sales Fine Chemical
Italy	Manufacturing/Sales Global Oil & Fat and Processed Oil & Fat
U.S.	Sales Global Oil & Fat and Processed Oil & Fat/Fine Chemical



### Four Domestic Production Plants

- ① Yokohama Isogo Complex  
Site area: Approx. 233,100 m<sup>2</sup>
- ② Nagoya Plant  
Site area: Approx. 98,800 m<sup>2</sup>
- ③ Sakai Plant  
Site area: Approx. 28,800 m<sup>2</sup>
- ④ Mizushima Complex  
Site area: Approx. 110,000 m<sup>2</sup>



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