

The Essence of The Nisshin OilliO Group

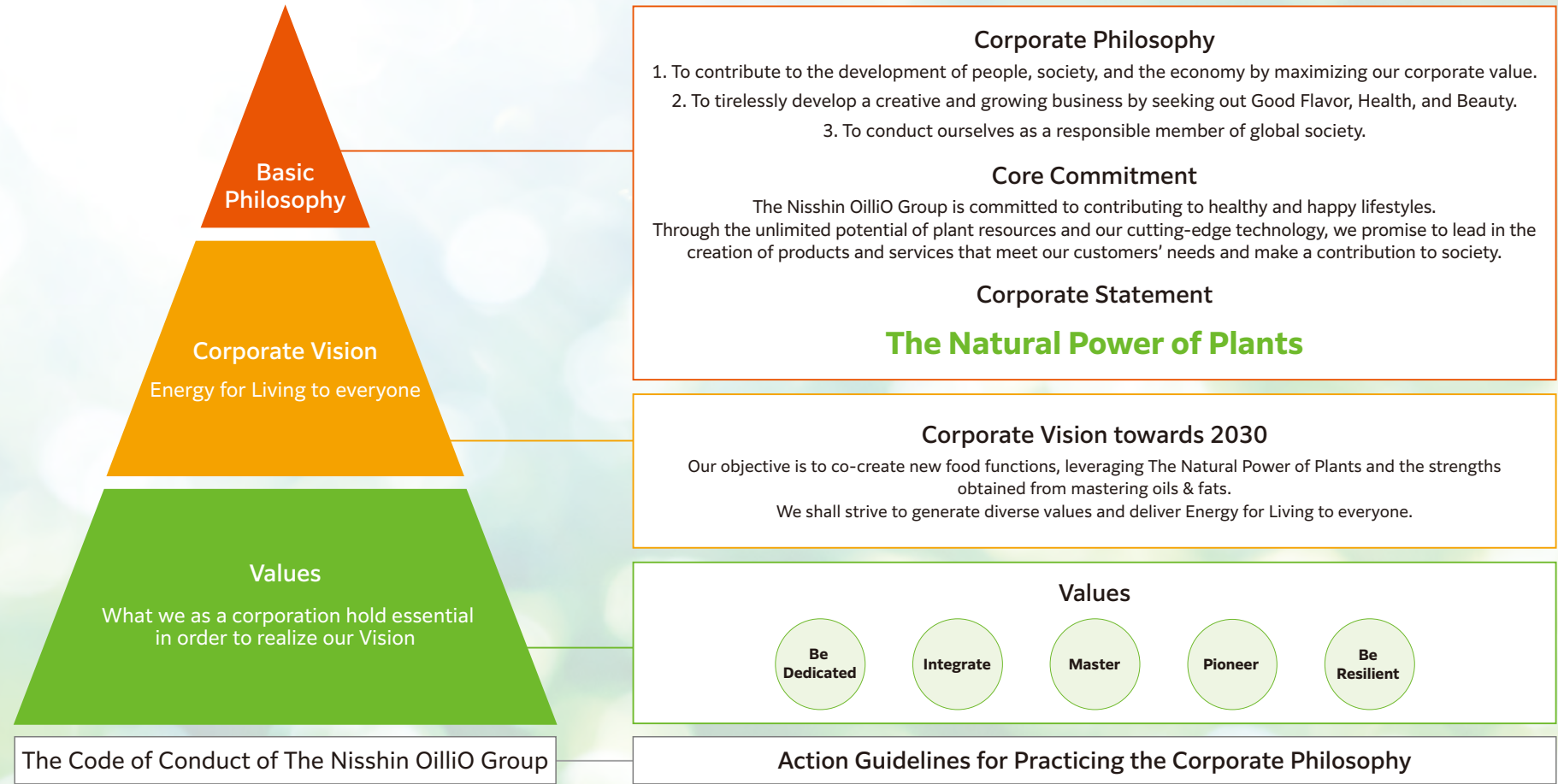
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The Five Values

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.

Integrated Report 2025 Highlights

The Nisshin 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



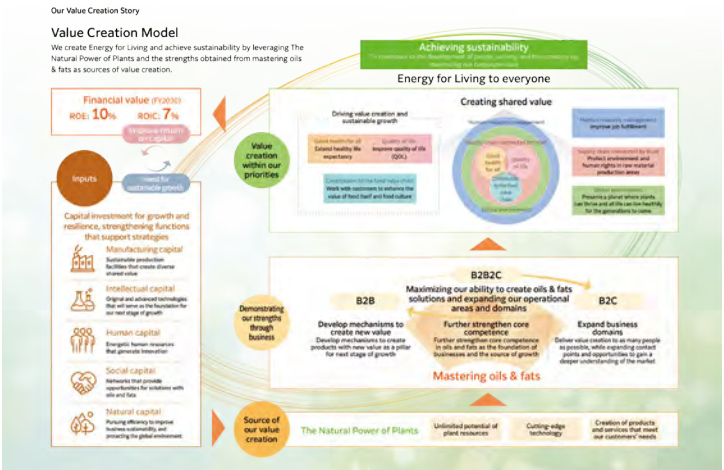
President Kuno discusses the four aspirations embodied in the title of our new medium-term business plan, *Value UpX*, as we strive to become a global top provider of oils & fats solutions.

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 Nisshin 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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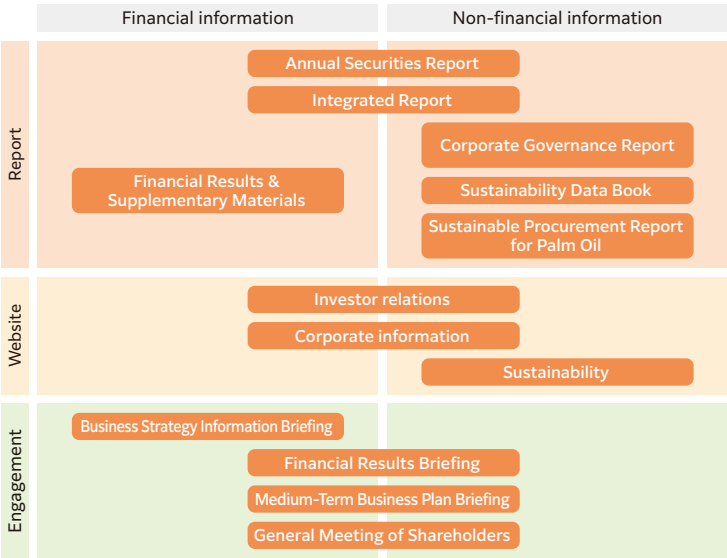
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Performance and Corporate Information

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Overview of Corporate Communication



Editorial policy
The Nisshin 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 Nisshin Oillio Group, Ltd. and its consolidated subsidiaries (domestic and overseas). However, some initiatives pertain only to The Nisshin Oillio Group, Ltd. on a non-consolidated basis.

Organization names in this report
The Nisshin Oillio Group, Ltd. on a non-consolidated basis is referred to as the “Company,” and the entire group including The Nisshin 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
Nisshin Oillio America Inc. / NOA
T.&C. Manufacturing Co., Pte. Ltd. / T&C
PT Indoagri Daitocacao / IADC
Industrial Química Lasern, S.A.U. / IQL
IQL-USA Inc. / IQL-USA
The Nisshin Oillio (Shanghai) International Trading Co., Ltd. / NOST



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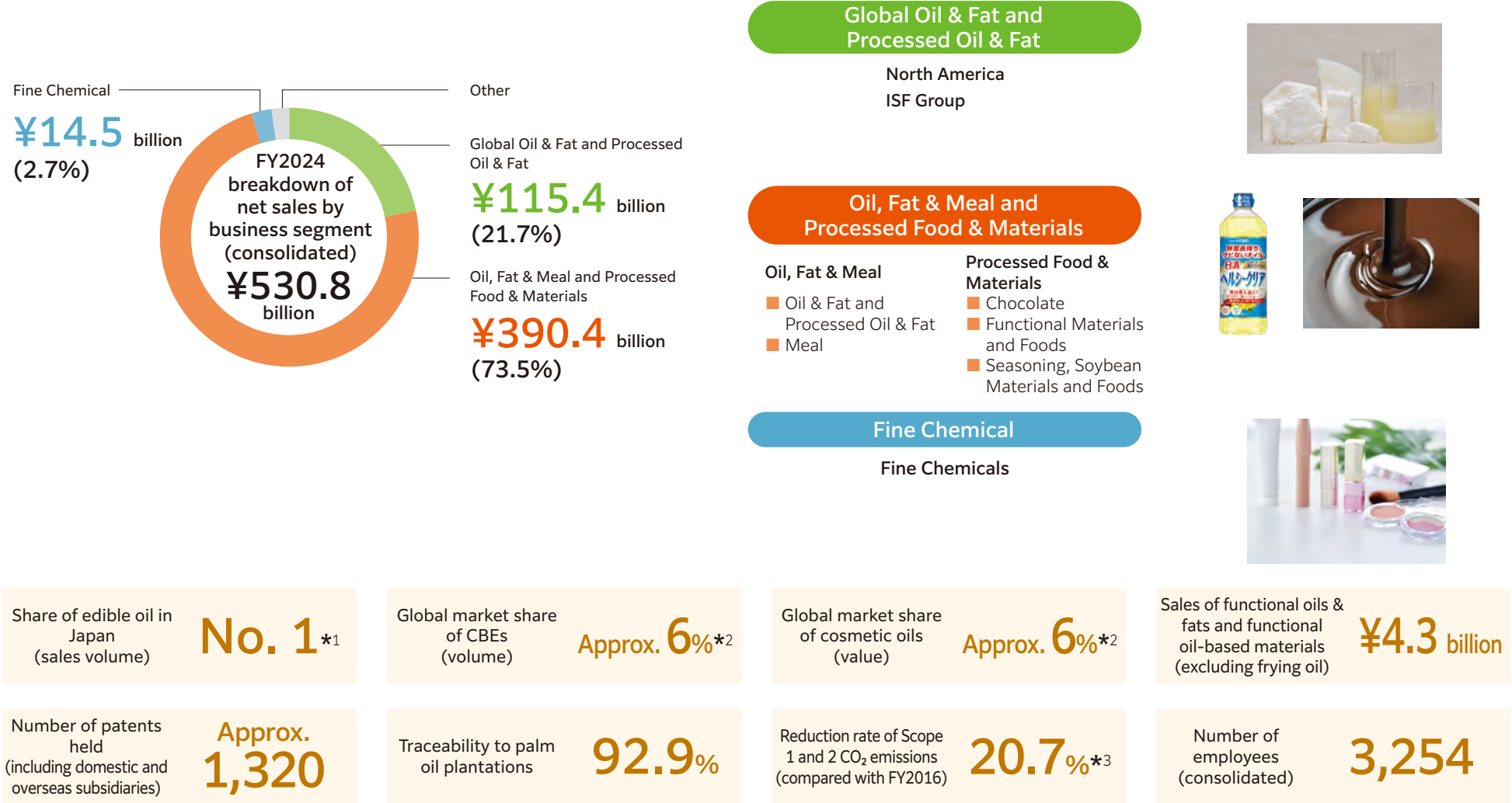
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Current State of the Group

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



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 Nisshin Oil & Fats, Ltd.
- The Nisshin OilliO (China) Investment Co., Ltd.
- The Nisshin 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 Nisshin OilliO Group, Ltd.
Bangkok Representative Office

Japan

9 companies

Japan
73.9%

Japan

- The Nisshin OilliO Group, Ltd.
- Settsu Inc.
- Nisshin Shoji Co., Ltd.
- Nisshin Logistics Co., Ltd.
- NSP Co., Ltd.
- Daito Cacao Co., Ltd.
- Nisshin Shokai Co., Ltd.
- Marketing Force Japan, Inc.
- Nisshin Finance Co., Ltd.

Asia
14.2%

Others
(Europe, North
America, etc.)
11.9%

North America

1 country, 2 companies

U.S.

- IQL-USA Inc.
- Nisshin OilliO America Inc.

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



ISF (Malaysia)



IQL (Spain)

Domestic Network

Osaka Complex, Yokohama Isogo Complex (Yokohama Isogo Plant), Nagoya Plant, Sakai Plant, Mizushima Complex (Mizushima Plant), Incubation Square (Research Laboratory), Hokkaido Branch, Tohoku Branch, Kanto Shin-etsu Branch, Tokyo Branch, Tokai-hokuriku Branch, Osaka Branch, Chu-shikoku Branch, Kyushu Branch, Morioka Sales Office, Koriyama Sales Office, Niigata Sales Office, Nagano Sales Office, Tokyo Metropolitan Sales Office, Shizuoka Sales Office, Hokuriku Sales Office, Shikoku Sales Office, Okayama Sales Office, Kagoshima Sales Office

Four Domestic Production Plants

① Yokohama Isogo Complex
Site area: Approx. 233,100 m²



② Nagoya Plant
Site area: Approx. 98,800 m²



③ Sakai Plant
Site area: Approx. 28,800 m²



④ Mizushima Complex
Site area: Approx. 110,000 m²



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