

The Nisshin OilliO Group Vision 2030

We formulated Vision 2030 as a guiding principle for the goals we aim to achieve by 2030 and the strategies to reach them, striving to leap forward as a global top provider of oils & fats solutions.

To realize our vision, we have identified six priorities (materiality) on which the Group should focus its efforts to create shared value.



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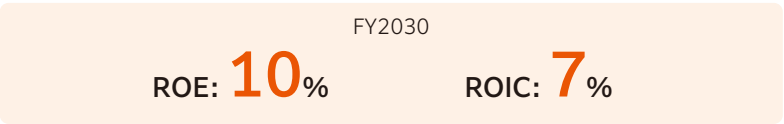
Overview of Vision 2030

The Nisshin OilliO Group Vision 2030

Our objective is to co-create new food functions, leveraging
The Natural Power of Plants and the strengths obtained from
mastering oils & fats.
We shall strive to generate diverse values and deliver
Energy for Living to everyone.

- The core competence of the Group lies in oils and fats. By continuing to master oils & fats, we can generate oils & fats solutions through co-creation.
- The value of oils and fats lies in the fundamental energy that people need to live. There are also no limits to how this energy can make meals more tasty, improve people's health through their nutritional components, and enhance people's beauty and vitality.
- We define the diverse values of the oils and fats delivered through our six priorities, along with the energy generated by materials, technologies, and businesses that synergize with oils and fats, as Energy for Living.
- Our aim is to become a corporate group that delivers Energy for Living to as many people as possible.

Performance targets



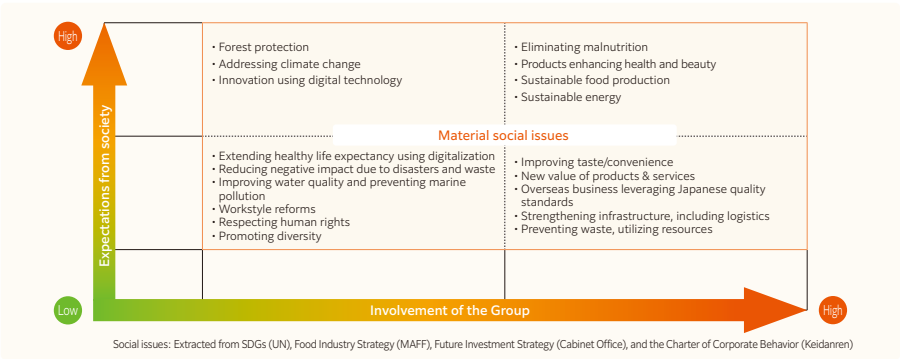
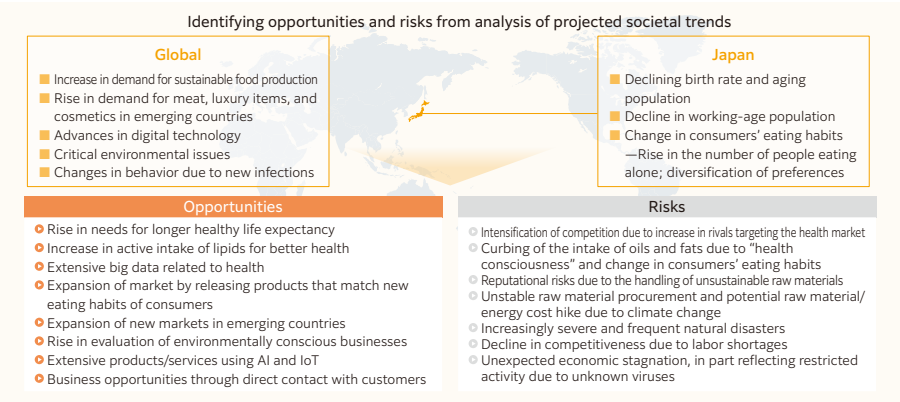
Our priorities



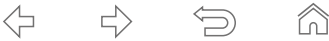
Process for identifying the six priorities

To achieve the corporate vision outlined in Vision 2030, we identified six priorities on which the Group must focus its efforts. Our solutions in pursuit of these priorities positioned creating shared value (CSV) with society as the driver of growth. Based on anticipated societal trends for 2030, we analyzed the Group's risks and opportunities. We also identified issues that could impact value creation, evaluated them using two axes—"expectations from society" and "involvement of the Group"—and pinpointed the material social issues. With this analysis, we have made conclusive determinations about the Group's areas of strength and other matters, identified six priorities, set CSV goals in those areas, and are advancing initiatives toward achieving our goals for 2030.

How priorities were identified (during formulation of Vision 2030)



Our priorities and CSV goals



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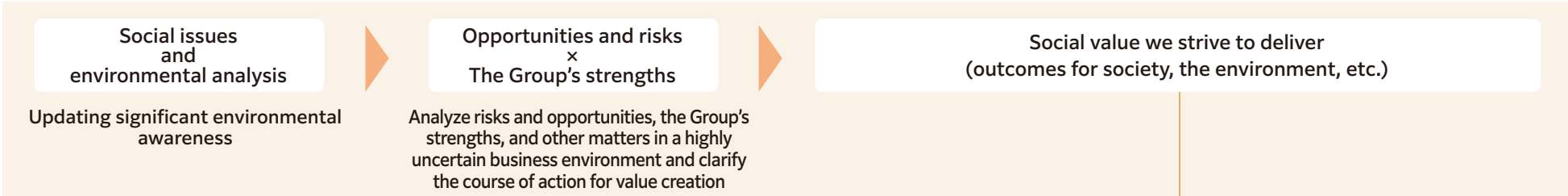
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Revising CSV Goals to Achieve Vision 2030

We have revised our CSV goals for fiscal 2025 and beyond in line with our new medium-term business plan *Value UpX*. Based on our analysis of social issues and the environment in and after 2030, and taking into account ideas of what we can and should do by leveraging our strengths, we set new CSV goals by backcasting from the social, environmental, and economic results (social value) the Group's corporate activities will ultimately bring.

For each priority, we reorganized two elements—social value we strive to deliver, and results through business activities (economic value) to be realized by the Group to create that social value—and positioned Good health for all, Quality of life, and Contribution to the food value chain as growth-driving priorities during the four years of *Value UpX*. By integrating our business strategies and CSV goals more firmly than ever before, we will achieve both the social and economic value to which the Group aspires.

Approach to CSV goals in this revision



We are living in an age where stable raw material procurement and product manufacturing & supply can no longer be taken for granted . . .

Impact of environmental aspects on business

- Increasingly unstable yields of raw material crops resulting from climate change
- Increasingly severe and frequent natural disasters
- Restrictions on access to the Panama Canal due to major droughts

Impact of social aspects on business

- Supply chain disruptions due to outbreaks of international conflict, etc.
- Increasingly severe labor shortage in Japan
- Stricter regulations on logistics

Major opportunities and risks

- Expanding health issues to which lipids can contribute
- Increasing nature-oriented and sustainability demand
- Diversification of preferences; change in consumers' eating habits
- Expanding food industry and increasing demand for cosmetics in regions with a growing middle class
- Increasingly severe human rights and environmental issues

Examples of the Group's strengths

Mastering oils & fats

- Analysis, evaluation, and nutrition research of oils and fats
- Oils and fats processing technologies, application skills
- Creating opportunities for co-creation with customers
- Sustainable procurement
- Production and logistics for stable supply

CSV goals in six priorities		Integration	Three-tiered strategy of <i>Value UpX</i>
Results through business activities		Performance indicators	
Growth-driving priorities	Good health for all	Products that generate health and vitality	Profit growth rate
	Quality of life	Value-added products that resonate with customers	Profit growth rate
	Contribution to the food value chain	Solutions that pursue user benefits Stable supply of oils, fats, and meal	Profit growth rate
	Supply chain connected by trust	Sustainable raw material procurement system Highly efficient and sustainable logistics network	Traceability to plantations Truck drivers' time spent at plants
	Global environment	Evolving into a company of choice in a decarbonized, recycling-oriented society	Reduction rate of CO ₂ emissions Reduction rate of emissions per plastic container Profit growth rate of products that have a positive environmental impact
	Human resource management	Building a strong workforce Leveraging diverse talent Evolution of an organizational culture	Amount of investment in human resource development Percentage of management positions held by women Percentage of employees who feel a sense of fulfillment at work

p. 30 Three-tiered Strategy

- I. Growth strategy as a pillar of future profit growth
- II. Core strategy as a growth driver of *Value UpX*
- III. Fundamental strategy as the foundation of stable, sustainable growth



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Priority 1

Good Health for All



Shared value Addressing undernutrition, overnutrition, physical condition, and other personal health issues to contribute to mental and physical health which are critical in the era of 100-year lifespans

The Nisshin Oillio Group has extensively researched vegetable oils and fats, continuously improving both their nutritional value and processing technology. We are able to provide them as ingredients that enhance the flavor of foods, as well as safe, high-quality products. By proposing tasty daily meals, diets, and dietary habits, we are dedicated to promoting active, healthy lifestyles in all stages of life and in diverse health conditions.

CSV as a growth driver toward FY2030

Social value we strive to deliver (outcomes for society, the environment, etc.)	Results through business activities (What the Group must achieve to create social value)	Performance indicators	FY2025 targets	FY2028 targets	FY2030 targets
<ul style="list-style-type: none">Increasing people's health with better nutrition tailored to their stages of lifeCreating a lifestyle in which people can experience an overall sense of well-being	Products that generate health and vitality at different stages of life	Profit growth rate of products that contribute to nutritional improvements in each age group and an overall sense of well-being (compared with FY2023)	125%	165%	-

Approach to CSV goal setting

Health issues are becoming more widespread as lifestyles diversify and the population ages. As it becomes increasingly important to have the right knowledge and make the right choices—especially regarding lipid intake—expectations for the roles of lipids in maintaining and promoting health are mounting.

With cutting-edge research findings and extensive scientific evidence on lipid nutrition, the Group's strength lies in its time-tested ability to develop products that combine good flavor and high functionality. We believe that we can contribute to vibrant, healthy lifestyles by leveraging this strength to provide nutritional supplementation as well as optimal value tailored to different stages of life.

Value UpX commits us to providing products that generate health and vitality so that we can promote health through nutritional improvements tailored to different stages of life and support a lifestyle in which consumers can experience an overall sense of well-being.

For more information about related businesses, see [p. 37](#) and [p. 39](#)

Focus Products that generate health and vitality at different stages of life



Using The Natural Power of Plants to give people what they need for good health

- Propose diets and provide good products to ensure optimal intake of the right types of lipids
- Create a market for frailty prevention by raising awareness of the need for oils and fats in preventing frailty and pre-frailty and offering foods that capitalize on lipid nutrition



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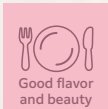
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Priority 2
Quality of Life

Shared value Promoting a higher quality of life through our products and services by providing oils and fats that offer Good Flavor and Beauty

Good Flavor and Beauty are vital elements that shape personal values. Fulfilling these values leads to people living happier lives. By pursuing Good Flavor and Beauty, we enhance people’s quality of life and create shared societal value, continuously enriching daily living.

CSV as a growth driver toward FY2030

Social value we strive to deliver (outcomes for society, the environment, etc.)	Results through business activities (What the Group must achieve to create social value)	Performance indicators	FY2025 targets	FY2028 targets	FY2030 targets
<ul style="list-style-type: none">Fulfilling the diverse values that consumers have about foodProviding enjoyment and satisfaction through tasty mealsImproving the sense of security with plant-based focus and environmental considerationsIncreasing well-being through the experience of beauty	Products that are not only tasty, but also add diverse values that resonate with customers	Profit growth rate of marketing-based functional products in the household-use and wellness foods domains (compared with FY2023)	150%	200%	-
	Products that meet the needs of customers in the pursuit of beauty	Profit growth rate of specialty oils in the Fine Chemical domain (compared with FY2023)	160%	210%	-

Approach to CSV goal setting

Interest in nature and sustainability has spread worldwide of late. With this perspective of social values, consumers’ preferences and lifestyles are diversifying. The business environment surrounding the Group is changing significantly; for example, the expansion of the global middle class is driving increased demand for cosmetics. The Group’s strengths lie in its extensive expertise and technological capabilities with a broad variety of oil types, and its ability to propose new dietary lifestyles. We aim to apply these strengths to meet the values and needs of individuals and create new value in a changing society.

Under *Value UpX*, we will provide products that both deliver Good Flavors and respond to diverse values that resonate with customers and their demand for Beauty. We will enhance people’s quality of life and contribute to realizing a fulfilling life by improving their sense of well-being through the enjoyment and satisfaction of good food, the peace of mind from natural products, and the tangible experience of beauty.

For more information about related businesses, see □□p. 39 and □□p. 42

Focus Providing products that meet the needs of customers in the pursuit of beauty

In the Fine Chemical business, we will develop products that meet customer needs in terms of both “naturalness” and specialty, and provide only the finest cosmetic ingredients.

- “Naturalness” is the concept we use to emphasize the natural origin of product ingredients and manufacturing processes. It is an essential value standard that accommodates consumers’ growing health consciousness and environmental awareness. In the expanding market for natural cosmetics, we will develop and provide cosmetic ingredients that leverage the Group’s distinct knowledge and technology and the characteristics of plant-derived materials. Specifically, we intend to offer new products for skin care and makeup.
- Specialty refers to value-added products with high quality and functionality. We are expanding the range of our proposed applications from makeup to skin care, hair care, and more through persistent technological development based on dermatology, surface chemistry, and other scientific evidence, and by strengthening our technical support system.



Examples of products

- Salacos TG-810S, a new generation of plant-derived base oil with excellent adhesion, water resistance, and pigment dispersion, suitable for a wide range of products, such as lipstick and foundation
- Salacos DG-HS, a plant-derived multifunctional polymer ester, ideal for products, such as sunscreen
- Salacos DT8 and Salacos DP810, new emollients that can be formulated into base makeup and skincare products to provide a smooth feel and increase the moisture content of each layer
- EMOLID ISN, a plant-derived ester with high cleansing performance that removes makeup that does not come off easily

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Priority 3

Contribution to the Food Value Chain



Shared value Working with customers to refine our technologies, products, and services for enhanced value

Global demand for oils and fats is increasing, and as society and the environment change, people are using oils and fats more frequently and in different ways. The Group uses technology to further enhance the value of plant resources and to collaborate with customers to achieve the solutions they need. We contribute to the food value chain by creating value and consistently providing products and services that engender a sense of security.

CSV as a growth driver toward FY2030

Social value we strive to deliver (outcomes for society, the environment, etc.)	Results through business activities (What the Group must achieve to create social value)	Performance indicators	FY2025 targets	FY2028 targets	FY2030 targets
■ Providing oils & fats solutions to new customers in the global market	Solutions that pursue user benefits in the B2B market	Profit growth rate of the Global Oil & Fat and Processed Oil & Fat business (compared with FY2023)	160%	210%	-
		Capital investment and policy advancement in the Global Oil & Fat and Processed Oil & Fat business	Add sales locations and enhance user support functions in Southeast Asia	Establish production and marketing infrastructure in North America, Europe, and Asia	-
■ Increasing the functions of oils & fats and maximizing user benefits through co-creation with customers		Profit growth rate of confectionery fats (compared with FY2023)	140%	175%	-
		Profit growth rate of marketing-based functional products for the domestic B2B market (compared with FY2023)	110%	130%	-
■ Stably supplying sustainable food energy in Japan	Stable supply of oils, fats, and meal that underpin the diet in Japan	ROIC of the Oil, Fat & Meal and Processed Food & Materials business	4.3%	5.5%	-
		Maintenance and establishment of stable supply systems for oils, fats, and meal with an eye on future demand trends	Formulate a plan and make strategic investments to rebuild production and supply systems	Reconstruct to optimize the supply system for oils, fats, and meal for the next 50 years (before 2035)	

Approach to CSV goal setting

Over the past several years, the global food industry has developed and expanded alongside the world's growing population and middle class. As the functions required of oils and fats become increasingly diverse, opportunities to provide oils & fats solutions are also expanding. A good example is the increased demand for confectionery fats due to the decline of cacao yields caused by climate change and other factors. Meanwhile, the challenge in Japan is to rebuild production and supply systems in the oilseed processing business in preparation to maintain and expand international competitiveness.

The Group will leverage the technological capabilities and infrastructure for co-creation with customers; sustainable raw material procurement; and production and processing technologies cultivated under *Value Up+*, to provide solutions that pursue user benefits and reinforce the stable supply of oils, fats, and meal under *Value UpX*. Through these efforts, we will provide oils & fats solutions to new customers in the global market, create new functions of oils and fats through co-creation, and, in Japan, promote initiatives predicated on the stable supply of sustainable food energy.

For more information about related businesses, see □□ p. 37 and □□ p. 39

Focus

ISF establishes joint venture sales company in Thailand to expand value proposition in Southeast Asia



ISF (Malaysia) teamed with PCE* to establish Nitthai Specialty Oil & Fats Co., Ltd. in Thailand in July 2025. Thailand—the world's third largest producer of palm oil—has grown into a promising market for the palm industry given the broad range of food-related markets in the country and the large number of Japanese food companies operating there. By leveraging the ISF Group's expertise in palm oil processing and utilizing joint venture partner PCE's formidable palm oil supply chain assets, ISF will strengthen its ability to procure raw materials and sell products in Thailand, creating a strong driving force for the company's Asian market strategy.

* Petchsriwichai Enterprise Public Company Ltd.

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Priority 4

Supply Chain Connected by Trust



Shared value Building a strong, resilient supply chain that values integrity

As a vital supplier of the key ingredients and energy that underpin Japan’s food system, we strive to build a traceable, highly transparent supply chain by using sustainably produced raw materials, always respecting the gravity of our responsibility to deliver quality products to customers. We also strive to build trusting relationships with our customers and society at large by supplying safe products, ensuring highly transparent communication.

CSV as a growth driver, and targets for FY2030

Social value we strive to deliver (outcomes for society, the environment, etc.)	Results through business activities (What the Group must achieve to create social value)	Performance indicators	FY2025 targets	FY2028 targets	FY2030 targets
Stably supplying food through building a supply chain with responsible quality and sustainability	Supply chain for sustainable raw material procurement to enhance competitive advantage	Traceability to palm oil plantations	94%	97%	100%
		Business activities based on human rights	Deploy human rights due diligence system to at least two major subsidiaries	Deploy human rights due diligence system to 10 major subsidiaries	Establish mechanisms to prevent human rights violations
		Measures for more sustainable and strategic procurement of raw materials (soybeans, cacao, etc.)	Soybeans: Study supply capacity of Tier 3 companies (local collection companies) that signed the Soy Moratorium*1 Cacao: Publish results of sustainable cocoa bean initiatives	Soybeans: Procure 90% of soybeans from Tier 3 companies that signed the Soy Moratorium Cacao: Achieve production on plantations of Arriba cacao, an endemic variety in Ecuador	Sustainable raw material procurement predicated on stable supply
	Highly efficient and sustainable logistics network	Co-distribution rate through F-LINE	22%	27%	30%
		Truck drivers’ time spent at plants*2	Average: Within 60 minutes	Average: Within 45 minutes	Average: Within 30 minutes

*1 Eliminated forest clearing in and after July 2008
*2 Average of four Nisshin OilliO non-consolidated plants

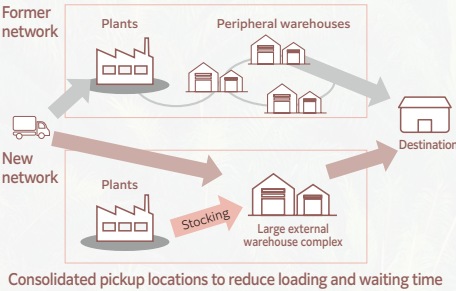
Approach to CSV goal setting

Amid the increasing severity of human rights and environmental issues in the global community, companies are expected to take higher-level sustainability measures. Climate change and geopolitical risks are exacerbating the risks of supply chain disruptions and raw material procurement. Additionally, global population growth and increasing demand for biodiesel are heightening the risk of overwhelming demand for plant resources, making sustainability efforts a determining factor in companies’ endeavors to enhance sustainability and remain attractive to stakeholders.

Under *Value Up+*, the Group strived to achieve high traceability, implement business operations based on human rights, and streamline logistics. Under *Value UpX*, we will devote further energy to building a sustainable procurement system and a highly efficient, sustainable logistics network. From there, we will build a supply chain that combines social quality and sustainability in a highly uncertain environment to create social value in the form of a stable food supply.

Focus Achieving a highly efficient and sustainable logistics network

To address logistics challenges, we must make further efforts to reduce truck drivers’ time spent at plants (specifically, time spent waiting and loading). At our Yokohama Isogo Plant, we consolidated multiple external warehouses into a single large external warehouse complex to reduce truck drivers’ time spent at plants, making our logistics network more efficient and sustainable. Accordingly, we will continue to promote initiatives to make our supply chain more resilient.



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Priority 5

Global Environment



Shared value Tackling challenges to pass on the global environment to the next generation

Our business is based on plant resources, and as such, the very sustainability of our business relies on protecting the global environment and resources. Our goal is to achieve a decarbonized, recycling-oriented society for the next generation. To make that future a reality, we are committed to minimize the environmental impact of our business operations and to build business domains that help resolve pressing environmental issues.

CSV as a growth driver, and targets for FY2030

Social value we strive to deliver (outcomes for society, the environment, etc.)	Results through business activities (What the Group must achieve to create social value)	Performance indicators	FY2025 targets	FY2028 targets	FY2030 targets
Achieving a decarbonized, recycling-oriented society	Evolving into a company of choice in a decarbonized, recycling-oriented society	Reduction rate of Scope 1 and 2 CO ₂ emissions (compared with FY2016)	22% (Non-consolidated: 26%)	31% (Non-consolidated: 40%)	50%
		Reduction rate of Scope 3 CO ₂ emissions (compared with FY2020, starting with Categories 1 and 4)	Category 1: Establish scientific calculation method for soybean and rapeseed GHG* ¹ emissions: At least one country (out of four)	Category 1: Work with industry groups and governments of producing countries to establish scientific calculation methods for soybean and rapeseed GHG emissions: At least three countries (out of four) Start soybean procurement with GHG emission reductions visualized	25%
		Promoting resource recycling of plastic containers and packaging	Achieve resource recycling by recycling Company PET bottles that once contained oil and reusing them to hold our products* ²	Expand recycling system for PET bottles that once contained oil, including those manufactured by other companies (deploy at multiple recyclers; use for non-oil products)	Develop and realize systems for containers, technologies, and services conducive to resource recycling
		Reduction rate of petroleum-based plastic used for containers (compared with FY2022)* ³	5%	10%	15%
		Profit growth rate of products and services that have a positive impact on the environment, utilizing plant resources and Group technology (compared with FY2023)	110%	155%	-

*1 Greenhouse gas *2 Resin (material) made from bottles that once contained oil derived from our manufacturing process (unshipped products) is used as raw material for bottles to hold our products *3 Including both bottles and caps

Approach to CSV goal setting

Around the world, efforts to achieve carbon neutrality are accelerating, and environmental regulations are being strengthened. These developments have increased the importance of products and services with high environmental value, making it essential for companies to be proactive in their environmental actions. Although this need for environmental actions creates new business opportunities, failure to act quickly enough carries the risk of declining competitiveness and compromised business continuity.

Under *Value Up+*, the Group promoted steady energy conservation measures and used renewable energy with the goal of achieving carbon neutrality by 2050, and developed reduced-plastic products to help create a recycling-oriented society. Under *Value UpX*, we will use these outcomes and the expertise we gained from these initiatives to further accelerate the spread of products involving reduced CO₂ emissions and plastic use, products involving resource recycling, and products that have a positive impact on the environment. We will also evolve into a company of choice in a decarbonized, recycling-oriented society.

Focus Environmental Targets for 2030

Based on our Environmental Philosophy, Environmental Policy, and approach to CSV priorities, we have formulated and are working to achieve Environmental Targets for 2030 as specific initiatives to realize sustainability.

Theme	Key initiatives
Preventing climate change	■ Reduce GHG emissions in the supply chain (Scope 1, 2, and 3) ■ Promote the use of renewable energy
Establishing resource recycling	■ Promote recycling in production processes ■ Efficiently use water resources for production
Plant resources/nature conservation	■ Promote sustainable raw material procurement ■ Promote natural conservation activities
Promoting environmentally conscious development	■ Reduce plastic containers/packaging and promote resource recycling ■ Develop products/services that use plant resources and have a positive environmental impact

Details and results of Environmental Targets for 2030: <https://www.nisshin-oillio.com/english/sustainability/environment/target.html>

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Priority 6

Human Resource Management



Shared value Enhancing fulfillment among diverse human resources to improve organizational capacity and drive innovation

Creativity rooted in diverse perspectives is essential for the sustainable growth of the Group. By realizing diversity and constantly striving to create opportunities for better health and education and a broader range of experiences for all employees, the sense of fulfillment shall be enhanced among the employees, thereby increasing organizational capacity and driving innovation at all points along the value chain.

CSV as a growth driver, and targets for FY2030

Social value we strive to deliver (outcomes for society, the environment, etc.)	Results through business activities (What the Group must achieve to create social value)	Performance indicators	FY2025 targets	FY2028 targets	FY2030 targets
Creating innovation by enhancing fulfillment among diverse human resources and by enabling them to exercise their abilities	Resonance with the Group's philosophy and vision	Resonance index for the Group's Corporate Philosophy and Vision 2030	95% or more of employees resonating 15% or more of core group resonating strongly	95% or more of employees resonating 20% or more of core group resonating strongly	95% or more of employees resonating 25% or more of core group resonating strongly
	Building a strong workforce and leveraging diverse talent	Investment in human resource development (annual training and education expenditure per employee)	¥80,000 or more	¥88,000 or more	¥95,000 or more
		Percentages of employees who are "growth-oriented" and who "feel they are growing" through their work	Growth-oriented: 95% or more Feel they are growing: 82% or more	Growth-oriented: 95% or more Feel they are growing: 85% or more	Growth-oriented: 95% or more Feel they are growing: 90% or more
		Percentage of management positions held by women (non-consolidated)	10%	16%	20%
	Evolving into an organizational culture that creates innovation	Percentage of employees who feel a sense of fulfillment at work	70% or more	75% or more	80% or more

Approach to CSV goal setting

We view human resources as the driving force for sustainability and growth. Accordingly, we will promote human resource management with an eye toward 2030 under two policies: building a strong and resilient human resources base, and creating an attractive company and organizational culture conducive to mutual success. To respond to rapidly changing market competition and meet customer needs, we must develop an organizational culture with comfortable work environments in addition to securing human resources capable of implementing strategies.

Under *Value UpX*, we will create environments where diverse human resources can demonstrate their abilities to the fullest, fueling the creation of new ideas and technology. With these environments in place, we will improve fulfillment among diverse human resources and promote value creation that contributes to society.

Focus

Efforts to increase the resonance index for our Corporate Philosophy and Vision 2030

To realize Vision 2030, it is absolutely crucial for all Group employees to resonate with, take pride in, and take it upon themselves to act in accordance with our philosophy, Vision, and corporate value. Looking ahead, we will continue to strengthen information sharing, provide training and workshops, and create opportunities for dialogue between management and employees.

Key efforts to improve the resonance index

- Sending regular messages from top management (Intranet, Integrated Report, New Year's Briefing, etc.)
- Running feature articles in the Group newsletters to promote understanding of our philosophy and Vision
- Lectures from management in training for managers and job-level-specific training
- Reading through our philosophy and Vision during training for new hires
- Using Group awareness surveys to conduct fixed point observation, identifying issues to consider measures

The Essence of The Nisshin OilliO Group
Integrated Report 2025 Highlights
Contents/Overview of Corporate Communication
Current State of the Group
Network

Message from the President

Our Value Creation Story

- The Nisshin OilliO Group Vision 2030
- Overview of Vision 2030
- Revising CSV Goals to Achieve Vision 2030
- Priority 1: Good Health for All
- Priority 2: Quality of Life
- Priority 3: Contribution to the Food Value Chain
- Priority 4: Supply Chain Connected by Trust
- Priority 5: Global Environment
- Priority 6: Human Resource Management

Strategies to Enhance Corporate Value

Business Strategies

Implementing Our Strategies

Corporate Governance

Performance and Corporate Information