



"The Natural Power of Plants"

The Nisshin Oillio Group, Ltd.

# Sustainability Data Book 2025

## Editorial Policy

The Nisshin Oillio Group has issued the Sustainability Data Book 2025 to complement the Integrated Report 2025, which presents a comprehensive picture of the Group's corporate value. The data book contains detailed ESG performance data aligned with The Nisshin Oillio Group Vision 2030.

### Scope

This data book covers the entire Group, including The Nisshin Oillio Group, Ltd. and its consolidated subsidiaries (domestic and overseas). In cases where the scope differs, it is indicated as such for each item.

### Period covered

FY2024 (April 1, 2024 – March 31, 2025)

Some initiatives outside the above period are also included.

### Date of issue

September 30, 2025

### Guidelines referenced

- GRI Sustainability Reporting Guidelines
- Environmental Reporting Guidelines (2018) by the Ministry of the Environment of Japan
- SASB Standards
- TCFD Recommendations
- TNFD Recommendations

### Disclaimer on forward-looking statements

Forward-looking statements contained in this data book are based on information available at the time of publication. Various factors may result in substantially different outcomes.

### Usage of company names

In parts of this data book, 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." The abbreviation ISF is used, in some cases, for Intercontinental Specialty Fats Sdn. Bhd.

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### Websites

<b>Corporate Information</b>	
➡ <a href="https://www.nisshin-oillio.com/english/">https://www.nisshin-oillio.com/english/</a>	
<b>Investor Relations</b>	
➡ <a href="https://www.nisshin-oillio.com/english/inv/">https://www.nisshin-oillio.com/english/inv/</a>	
<b>Sustainability</b>	
➡ <a href="https://www.nisshin-oillio.com/english/sustainability/">https://www.nisshin-oillio.com/english/sustainability/</a>	
<b>Library</b>	
➡ <a href="https://www.nisshin-oillio.com/english/sustainability/report/">https://www.nisshin-oillio.com/english/sustainability/report/</a>	

## Corporate Profile

Scope of disclosure: Consolidated

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales		Millions of yen	336,306	432,778	556,565	513,541	530,878
Operating profit		Millions of yen	12,324	11,670	16,186	20,840	19,278
Net sales by business segment*	Oil and Fat	%	79.2	82.1	84.1	82.1	80.8
	Processed Food and Materials		15.8	13.4	11.7	13.7	14.8
	Fine Chemical		4.2	3.9	3.7	3.7	3.9
	Other		0.8	0.6	0.5	0.5	0.4
Net sales composition	The Nissin OilliO Group, Ltd.	%	51.4	51.1	53.3	53.2	48.1
	Domestic subsidiaries		30.3	26.3	23.2	24.6	25.1
	Overseas subsidiaries		18.3	22.6	23.5	22.2	26.8
Number of production plants		-	13 plants, 9 companies, 6 countries	12 plants, 8 companies, 6 countries			

\* Through FY2020, the reporting segments were classified as: "Oil, Meal, and Processed Food," "Processed Oil and Fat," and "Fine Chemical." In FY2021, the segments were changed to "Oil and Fat," "Processed Food and Materials," and "Fine Chemical" to align with the business strategies in the medium-term management plan, *Value Up+*.

## Environment

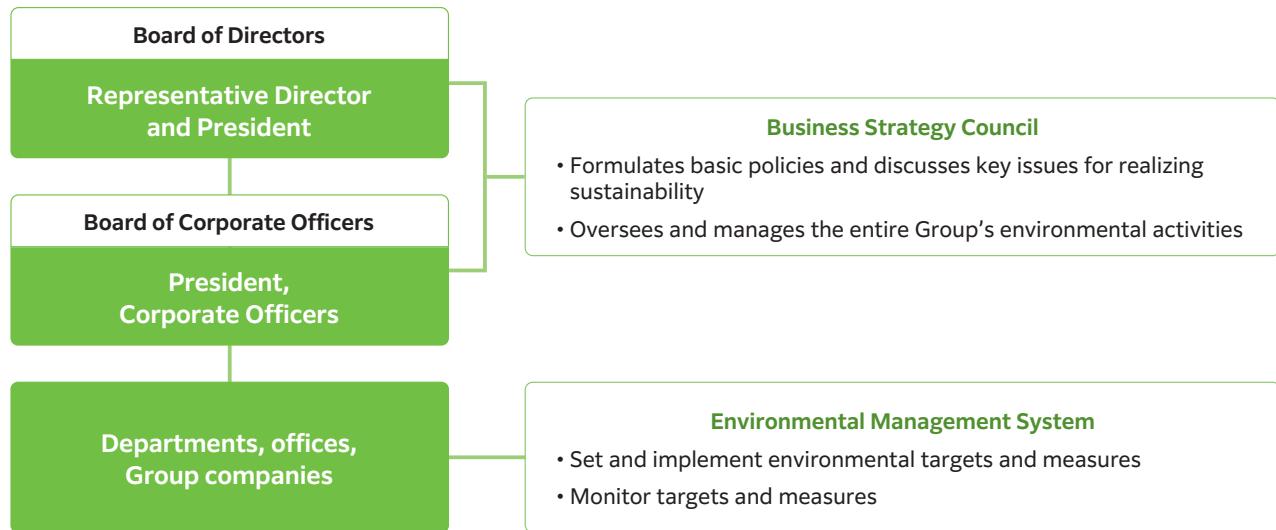
## Environmental Management

## Environmental management promotion system

The Group's Business Strategy Council sets out environmental policies to achieve the sustainable growth of the Group and sustainable development of society (sustainability). The council also oversees and manages the environmental activities of the entire Group. In response to these environmental policies, each department, office, and Group company has established an environmental management system under which they set out, implement, and monitor environmental targets and measures.

Of the six priorities established in Vision 2030, the Group has formulated Environmental Targets for 2030 with "Global environment" and "Supply chain connected by trust" as the main priorities to be addressed.

## Organization



## Efforts policy



For further information on our global environment initiatives:

For further information on our global environment initiatives:

## Status of environmental management system certification

Certification	Date obtained	Organization
ISO 14001	September 2009 (Multi-site integration certification)	The Nissin OilliO Group, Ltd. Yokohama Isogo Complex, Nagoya Plant, Sakai Plant, Mizushima Complex Distribution centers (Tohoku-Ishinomaki, Fukuoka)
	February 2013	Industrial Química Lasem, S.A.U.
	September 2018	Port Klang Plant, Intercontinental Specialty Fats Sdn. Bhd.
	October 2018	Dengkil Plant, Intercontinental Specialty Fats Sdn. Bhd.
	November 2024	Intercontinental Specialty Fats (Italy) S.r.l.
Eco-Action 21	January 2014	Nakai Plant, Daito Cacao Co., Ltd.
Rainforest Alliance certification	June 2017 July 2022	Daito Cacao Co., Ltd. T. & C. Manufacturing Co. Pte. Ltd.

## Number of fines for major environment-related matters [consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of fines	0	0	0	0	0

## Third-party audit [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Third-party audit conducted	Yes <sup>*1</sup>	Yes <sup>*2</sup>	Yes <sup>*3</sup>	Yes <sup>*3</sup>	Yes (in progress)

\*1 Audits of energy consumption at The Nissin OilliO Group production plants; in FY2020, audit conducted by the Japan Quality Assurance Organization (JQA)

\*2 Audits of CO<sub>2</sub> emissions and energy consumption at The Nissin OilliO Group production plants; in FY2021, audit conducted by SGS

\*3 Audits of CO<sub>2</sub> emissions at The Nissin OilliO Group production plants; in FY2022 and FY2023, audits conducted by SGS

## Preventing Global Warming

### Responding to climate change

The Nissin Oillio Group is dedicated to achieving sustainability—the sustainable growth of the Group and the sustainable advancement of society—by working with society to create shared value through solutions to societal issues. Because our business operations are based on plant resources, and because climate change has a significant impact on plant growth, responding to climate change is a key management theme. To promote climate change-related measures, we endorsed the TCFD recommendations in March 2021, and since FY2022, we have made disclosures (analysis of climate change-related risks and opportunities, financial impact simulations, and other aspects) in line with the recommendations.

### Analysis of risks and opportunities based on climate change scenarios

We analyzed climate change-related risks and opportunities under two scenarios: a world where climate change is limited (a world where the global mean temperature increase since the Industrial Revolution is limited to around 1.5°C to 2°C [the 1.5°C/2°C scenario]) and a world where climate change continues to progress (a world where the global mean temperature increase since the Industrial Revolution is around 4°C or higher [the 4°C scenario]).

Of the risks identified in FY2023, we analyzed the financial impact of the following: Increased costs due to carbon taxes, ETS, and the like; increased raw soybean prices due to decarbonization in agriculture; and decreased profits due to shutdowns caused by climate-related disasters. For specific considerations, we referred to qualitative and quantitative information under the scenarios published by the IPCC\*1, IEA\*2, NGFS\*3, and other international organizations. We will continue to analyze and consider our response.

\*1 IPCC: Intergovernmental Panel on Climate Change, an intergovernmental organization that aims to provide a scientific basis for national governments' climate change policies.

\*2 IEA: International Energy Agency, an international organization established in the wake of the 1973 oil crisis to cover energy security and all other aspects of energy policy.

\*3 NGFS: Network for Greening the Financial System, an international network of central banks and financial supervisory agencies for considering financial supervisory responses to climate change risks.

#### For further information:

☞ <https://www.nissin-oillio.com/english/sustainability/environment/tcfd.html>

## Greenhouse gases (GHG)

### GHG emissions

	Unit	FY2020	FY2021	FY2022	FY2023*1	FY2024*2
Scope 1 + 2	t-CO <sub>2</sub>	340,249	337,099	328,857	260,443	255,446
Scope 1	t-CO <sub>2</sub>	249,449	244,745	243,902	221,484	123,596
of which, non-consolidated	t-CO <sub>2</sub>	151,004	144,285	141,679	130,893	31,479
Scope 2 (market standards)	t-CO <sub>2</sub>	90,800	92,353	84,954	38,959	131,850
of which, non-consolidated	t-CO <sub>2</sub>	10,131	12,277	12,829	10,577	112,743
GHG emission intensity per unit of production volume	t-CO <sub>2</sub> /t	0.128	0.121	0.117	0.098	0.094
Carbon offset	t-CO <sub>2</sub>	66.0	66.0	70.0	0.2	1,493.3

#### Scope of disclosure:

- The Nissin Oillio Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.
- The five companies account for 99% or more of the Group's total Scope 1 + 2 emissions.

\*1 Figures for FY2023 have been revised based on results of third-party verification

\*2 Figures for FY2024 have been revised in December 2025, based on results of third-party verification; breakdown of Scope 1 and 2 emissions has changed due to a change in the purchased energy category

## Supply chain GHG emissions

(t-CO<sub>2</sub>)

	FY2020	FY2021	FY2022*1	FY2023*1	FY2024*2
Scope 1 + 2 + 3	4,831,511	4,811,915	5,086,523	4,633,151	5,011,263
Scope 1	245,341	240,820	240,160	221,484	123,596
Scope 2 (market standards)	83,008	82,845	77,171	38,959	131,850
Scope 3 (total)	4,503,162	4,488,250	4,750,630	4,372,708	4,755,817
of which, non-consolidated	3,688,121	3,595,538	3,915,436	3,478,356	3,877,230
Category 1	3,856,360	3,801,466	4,096,385	3,730,634	4,079,892
Category 2	15,082	55,530	11,739	17,109	32,471
Category 3	130,827	128,657	128,085	134,519	143,115
Category 4	335,676	332,552	346,627	320,320	338,980
Category 5	11,205	12,220	14,861	22,003	21,863
Category 6	160	163	182	184	188
Category 7	348	354	409	412	422
Category 8	N/A	N/A	N/A	N/A	N/A
Category 9	63,200	68,742	61,069	59,579	61,454
Category 10	43,045	43,820	44,396	44,615	40,157
Category 11	18,370	17,019	17,577	15,445	14,585
Category 12	28,857	27,678	29,182	27,795	22,618
Category 13	32	49	118	93	71
Category 14	N/A	N/A	N/A	N/A	N/A
Category 15	N/A	N/A	N/A	N/A	N/A

Scope of disclosure:

- The Nissin Oillio Group, Ltd., Intercontinental Specialty Fats Sdn. Bhd.
- The two companies account for 95% or more of the Group's total Scope 1 + 2 emissions
- Aggregated scope of categories for The Nissin Oillio Group, Ltd.: 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13
- Aggregated scope of categories for Intercontinental Specialty Fats Sdn. Bhd.: 1, 3, 4, 5, 9

\*1 Figures for FY2022 and FY2023 have been revised

\*2 Figures for FY2024 have been revised in December 2025, based on results of third-party verification

## [The Nissin Oillio Group's calculation methods]

## Scope 1 + 2

- Through FY2023: Calculated by using the latest emission factors at the time of preparing this data book.
- FY2024: Calculated based on the GHG Protocol. Emission factors are those of the Japanese Ministry of the Environment (as of June 2025).

## Scope 3

- Calculated based on the "Basic Guidelines for Calculating Greenhouse Gas Emissions through the Supply Chain (v2.3)" (Ministry of the Environment).
- Emissions intensity is based on IDEA (v2.3), Ministry of the Environment DB (v3.2), and a list of calculation methods and emission factors in the calculation, reporting, and publication system under the Law Concerning the Promotion of the Measures to Cope with Global Warming.
- The amount of biomass-derived CO<sub>2</sub>, such as CO<sub>2</sub> absorbed by plant materials during growth, is not included in the calculation.

## [ISF's (Malaysia) calculation methods]

## Scope 3

- Through FY2022: Calculated using AGRIBALYSE, ACYVIA & Ecoinvent database, UK Government GHG Conversion Factors for Company Reporting, DEFRA (2022), and other resources.
- Since FY2023: Calculated based on the GHG Protocol.

For information on third-party certification:

☞ <https://www.nissin-oillio.com/english/sustainability/report/data.html>

## Initiatives to reduce CO<sub>2</sub> emissions in logistics

There are a number of issues when it comes to logistics in the food industry, including a chronic shortage of drivers, more stringent laws and regulations, and a need to reduce CO<sub>2</sub> emissions. In February 2015, as part of efforts to build a sustainable logistics system, six domestic food manufacturers, including the Company, began joint initiatives to help improve the efficiency of logistics operations and to reduce CO<sub>2</sub> emissions. This was performed through the joint use of delivery bases and vehicles as well as improvements in transportation and delivery efficiency, respectively. In April 2019, a new logistics company, F-LINE Co., Ltd., was established with the investment from five of the aforementioned food manufacturers to further improve logistics operations.

	Unit	FY2020	FY2021	FY2022	FY2023*4	FY2024
CO <sub>2</sub> emissions in logistics*1	t-CO <sub>2</sub>	23,811	23,153	23,902	24,465	24,631
Energy consumption per unit in transportation and delivery of oils and fats*1	kL/ton-kilometer	-	0.0137	0.0135	0.0139	0.0139
Rate of modal shift*2	%	52	51	50	56	59
Co-distribution rate*3	%	14	14	14	14	14

Scope of disclosure: The Nissin OilliO Group, Ltd. (non-consolidated)

\*1 Applies to packaged and bulk oil (excluding meal and transportation between business bases for production)

\*2 Applies to delivery between business bases of packaged oil (excluding bulk oil and movement within blocks)

\*3 Applies to joint deliveries by six domestic food manufacturers participating in the F-LINE project

\*4 Figures for FY2023 have been revised

## Energy management

### Total energy consumption

	Unit	FY2020	FY2021	FY2022	FY2023*3	FY2024
Total energy consumption	GJ	6,079,055	5,997,055	6,052,030	5,909,877	6,174,267
of which, non-consolidated	GJ	3,163,263	3,144,591	3,112,515	2,887,472	3,009,009
Percentage of natural energy to electricity*1	%	0.2	0.8	1.3	45	32
Energy consumption per unit of production*2	GJ/t	2.29	2.15	2.16	2.23	2.27

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.

\*1 (By energy type (2) + (3))/Electricity total

\*2 Total energy consumption/Production volume

\*3 Figures for FY2023 have been revised

### By energy type

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Electricity	Electricity total	1,000 kWh	130,871	136,802	141,686	145,898	327,591
	(1) Purchased electricity	1,000 kWh	130,627	135,775	139,829	80,306	247,353
	(2) Electricity from solar power	1,000 kWh	244	1,026	2,103	3,616	3,629
	(3) Electricity from other natural resources	1,000 kWh	0	0	0	61,976	76,608
Fuel oil	Fuel Oil A (JIS)	kL	0	0	0	0	0
	Fuel Oil C (JIS)	kL	0	0	0	0	0
Gas	Liquefied natural gas	t	27,137	25,898	25,337	23,598	7,803
	City gas	1,000 Nm <sup>3</sup>	43,170	41,571	41,118	39,312	6,732
	Natural gas	1,000 Nm <sup>3</sup>	31,989	31,953	33,311	35,479	37,235
Coal	Coal	t	0	0	0	0	0
Steam	Steam	GJ	-	-	-	-	1,279,164

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.

## Emissions of air pollutants and chemical substances

### Emissions of NOx and other substances [non-consolidated]

(Metric tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Nitrogen oxides (NOx)	138	136	137	125	115
Sulfur oxides (SOx)	7	7	7	6	6
PRTR substances (Emissions and transfers of Class I Designated Chemical Substances)	882	882	874	852	1,012

## Establishing Resource Recycling

### Water management

#### Water Policy

The Nissin Oillio Group Water Policy was formulated on December 22, 2023. For The Nissin Oillio Group, The Natural Power of Plants is the source for value creation, and water is a vital resource for raising our raw materials and manufacturing products. Global demand for water is growing annually due to increasing population, economic growth, and climate change, while at the same time, droughts, floods, and deteriorating water quality are becoming more common. The Nissin Oillio Group is committed to reducing water usage in our business activities and promoting water risk management in our supply chain.

For further information on our water policy:

☞ [https://www.nissin-oillio.com/english/sustainability/environment/water\\_policy.html](https://www.nissin-oillio.com/english/sustainability/environment/water_policy.html)

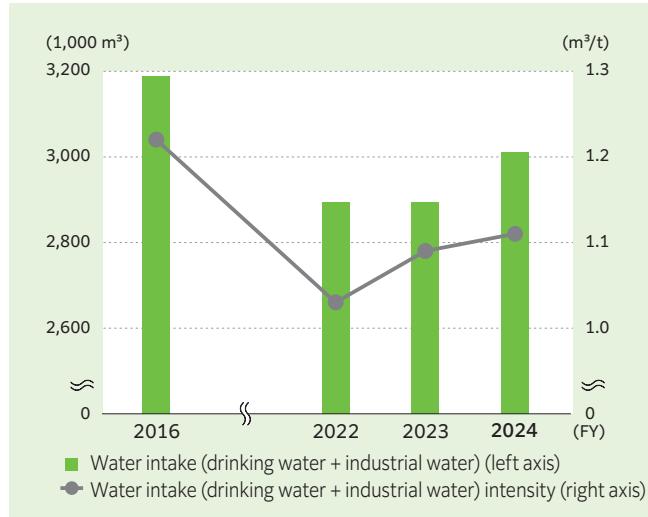
#### Initiatives to reduce water-related risks

##### ■ Effectively utilize and recycle water resources in production activities

Under Environmental Targets for 2030, we have set the target of reducing water consumption intensity in our production activities by 16% in FY2030 compared with FY2016. All our domestic production plants have acquired ISO 14001 certification for environmental management systems and are monitoring and managing their water consumption. By managing monthly usage per process at each plant and improving water usage methods, we achieved a 9.5% reduction by FY2024.

Our plants use water in the manufacturing process for edible oils and for cleaning equipment among other uses. We are working to reduce usage through water conservation and recycling.

#### Changes in the Group's water consumption and consumption intensity



## ■ Water risk assessment

Soybean and rapeseed, which are used as raw materials for edible oil, cannot live without water for their growth. Weather conditions such as drought can decrease yields and increase cultivation costs. To maintain a nurturing environment with access to good quality and sufficient quantities of water is crucial for the Group's business activities. Using Baseline Water Stress, which is an aqueduct assessment indicator published by the World Resources Institute (WRI) as a tool for assessing water risks, we conducted a primary assessment of water stress at our production plants in Japan (in Kanagawa, Aichi, Osaka, and Okayama Prefectures) and the major production areas of raw materials for soybean oil and palm oil used for the Group's products. The results confirmed that no water was taken from water resources in areas with high water stress.

## Statistics on water consumption\*

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total water intake	m <sup>3</sup>	11,667,082	11,773,740	11,895,113	8,211,279	8,247,612
Drinking water and industrial water	m <sup>3</sup>	2,973,969	2,958,399	2,893,249	2,976,097	3,010,090
Seawater	m <sup>3</sup>	8,660,052	8,780,333	8,966,730	5,199,058	5,201,866
River water	m <sup>3</sup>	0	0	0	0	0
Groundwater	m <sup>3</sup>	33,061	35,008	35,134	36,124	35,656
Total wastewater volume	m <sup>3</sup>	11,150,066	11,172,239	10,948,356	7,416,287	7,061,904
Sewers	m <sup>3</sup>	0	0	0	0	0
Sea/ocean regions	m <sup>3</sup>	11,150,066	11,172,239	10,948,356	7,416,287	7,061,904
Rivers	m <sup>3</sup>	0	0	0	0	0
Other	m <sup>3</sup>	0	0	0	0	0
Water intake per unit of production	m <sup>3</sup> /t	1.12	1.06	1.03	1.12	1.11

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.

\* Total water intake and groundwater figures for FY2020–FY2023 have been revised. Additionally, the method of calculating seawater intake was changed in FY2023.

## Statistics on water consumption [non-consolidated]

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total water intake (Drinking water and industrial water)	m <sup>3</sup>	2,183,978	2,142,482	2,001,978	2,024,677	1,994,136
Total wastewater volume	m <sup>3</sup>	2,195,781	2,069,730	1,640,106	1,862,873	1,862,846
Water intake per unit of production	m <sup>3</sup> /t	1.07	1.01	0.92	0.97	0.98
Total COD emissions	t	70	58	26	47	48
Phosphorous	t	2	1	2	2	1
Total nitrogen emissions	t	10	10	9	11	7

## Water intake from areas with high water stress (as of March 2025)

	Percentage
Percentage of total water intake from areas with water stress	N/A
Percentage of total water discharge to areas with water stress	N/A

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.

## Number of incidents of non-compliance related to permissions, standards, and laws/regulations with regard to water volumes, water quality, or both [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of incidents	0	0	0	0	0

## Waste reduction and prevention of pollution

### Initiatives to reduce waste in product lifecycles

The Group endorses the concept of zero emissions aimed at building a recycling-oriented society. We are committed to achieving zero emissions by valuing plant resources, water, energy, and materials, and striving to use them completely without waste.

By recycling and adding value to the byproducts from the manufacturing processes for edible oils and meal, we have been able to raise our recycling rate and achieve zero emissions (recycling rate of 99% or higher\*) consistently since FY2005.

\* Scope: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd.

### Raw materials used

(Metric tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Raw materials used	2,826,566	2,854,412	2,937,780	2,727,709	2,925,418

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.

### Production volumes

(Metric tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Production volumes	2,651,877	2,791,208	2,798,834	2,655,582	2,721,862
of which, non-consolidated	2,044,830	2,124,499	2,166,303	2,004,645	2,041,381

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd., Intercontinental Specialty Fats Sdn. Bhd., Industrial Química Lasem, S.A.U.

### Waste generated

(Metric tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total waste	24,309	20,898	20,889	20,456	21,211
of which, volume recycled	24,233	20,859	20,862	20,438	21,123
of which, volume of landfill	77	39	27	18	88
Recycling rate	99.7%	99.8%	99.9%	99.9%	99.6%

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd.

## Containers and packaging lifecycle management

### Initiatives to reduce containers and packaging

Vision 2030 sets out the CSV goals of reducing plastic containers and packaging as well as promoting resource recycling. In pursuit of our vision, we are also promoting efforts to reduce plastic use, increase the use of recycled and plant-derived materials, and develop a recycling system.

The Company has been designing products geared toward reducing environmental impact, including edible-oil products with reduced-weight plastic containers. We are committed to strengthening such efforts as the introduction of recycled PET resin and biomass materials for edible-oil containers and the use of paper-based containers. Also, as there is currently no widely used system in place for collecting and recycling edible-oil PET bottles, we are collaborating with different companies and running a pan-industry demonstration experiment on collecting such containers with a view toward the building of a recycling system.

### Containers and packaging used

(Metric tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Glass	9,285	8,456	7,582	6,853	6,724
Plastic*	14,175	13,660	14,347	12,596	11,872
Metal	9,815	10,171	9,639	9,396	9,716
Paper	13,637	13,165	13,213	12,583	12,508

Scope of disclosure: The Nissin OilliO Group, Ltd., Settsu Inc., Daito Cacao Co., Ltd.

\* Scope: Edible oils and seasonings of The Nissin OilliO Group, Ltd.

## Initiatives to recycle edible-oil PET bottles

### ■ Collecting used PET bottles that once contained oil in collaboration with Kewpie

To gain a better understanding of consumer behavior when disposing of PET bottles that once contained oil, we collaborated with Kewpie Corporation on a demonstration experiment from May to November 2024. We set up collection boxes at stores and collected roughly 175 kg of used PET bottles that once contained oil, exceeding the target. The experiment showed a high level of interest in recycling among consumers. However, given that many polyethylene (PE) bottles were mixed in with the bottles we intended to collect, the experiment also revealed that we must be more precise in communicating what kind of bottles we intend to collect.



### ■ Collecting plastic bottles that once contained oil from employees at our Yokohama Isogo Complex

From January to April 2025, we collected plastic bottles for edible oil and salad dressing used by our employees at home with the aim of identifying issues with environmentally conscious design. By using a 3D printer to create recycled products from the bottles we collected, we identified issues with recycling, such as cleaning residues and separating caps. The findings from this study will be duly applied to our recycling initiatives.

Clean the collected bottles



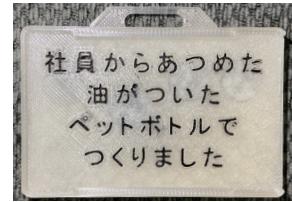
Crush the bottles



Produce 3D printing filament



Mold the material



## Plant Resources/Nature Conservation

### Raw material procurement

#### Approach to sustainable raw material procurement

As a supplier of the key ingredients and energy that underpins the supply of food in Japan, we strive to build a supply chain that will remain dependable into the future by using sustainably produced raw materials and by always respecting the gravity of our responsibility to deliver quality products to customers.

Any initiative to ensure the procurement of raw materials must be environmentally conscious and sustainable all the way along the supply chain. Based on this recognition, we established The Nissin Oillio Group Basic Procurement Policy in 2018, which is used as a guideline for procurement activities for raw materials, services, etc., handled by the Group. With regard to the major raw materials procured by the Group, we also formulated the Palm Oil Procurement Policy in 2018 and the Soybean Procurement Policy and Cacao Procurement Policy in 2022 to address social and environmental issues throughout the entire supply chain.

For further information on our procurement policies:

☞ [https://www.nissin-oillio.com/english/sustainability/sustain/procurement\\_policy.html](https://www.nissin-oillio.com/english/sustainability/sustain/procurement_policy.html)

#### Identification of major raw materials

Major raw materials		Major sources of procurement
Agricultural and forestry resources	Soybean	United States, Brazil
	Rapeseed	Canada, Australia
	Palm oil	Malaysia, Indonesia
	Cacao	Ghana, Côte d'Ivoire, Nigeria
	Olive oil	Italy, Spain
	Sesame	Nigeria, Burkina Faso

#### Initiatives to reduce environmental and social risk associated with major raw materials

##### ■ Palm oil

The Group manufactures frying oil, margarine and shortening, confectionery fats and other products using palm oil-based raw materials produced primarily in Malaysia and Indonesia. Palm oil is easily processable and produces a high per-unit yield. For this reason, it is used widely in a range of products, including foods, cosmetics, and chemical products and has become the most produced and used vegetable oil in the world. To make the production and consumption of this palm oil more sustainable, we must meet the social demand to conserve the natural environment and ecosystems of the production areas and protect the human rights of the indigenous populations and the people working at the plantations. In 2018, we formulated the Palm Oil Procurement Policy and made our NDPE Declaration, which states that we shall not engage in deforestation or new development of peatland and that we shall not exploit indigenous people or workers.

In 2019, we formulated an action plan (revised in 2024) and have proceeded with efforts toward five aims: (1) establishing a traceable, transparent supply chain, (2) protecting forests and respecting human rights by helping smallholders increase their productivity and profitability, (3) promoting human rights efforts and collaboration with stakeholders, (4) reducing Scope 3 CO<sub>2</sub> emissions in the palm oil supply chain, and (5) implementing social contribution activities. Our efforts for palm oil are also mentioned in our Sustainable Procurement Report for Palm Oil.

##### ■ Soybean

In line with our Soybean Procurement Policy, we are making efforts to resolve issues throughout the supply chain, including environmental considerations in soybean production areas and continuous monitoring to gain an understanding of actual conditions. We are also a member of the Round Table on Responsible Soy Association (RTRS) and promote concrete initiatives, including the utilization of certification systems.

##### ■ Cacao

We work as a Group to resolve issues in line with our Cacao Procurement Policy. Daito Cacao, a commercial-use chocolate manufacturer and wholesaler, and a consolidated subsidiary of the Group, has joined the World Cocoa Foundation (WCF) and acquired Rainforest Alliance (RA) and other certifications in an effort to resolve societal and environmental issues in the cacao supply chain. We will continue further efforts in line with the action plan.

For further information on the action plan and its progress:

☞ [https://www.nissin-oillio.com/english/sustainability/sustain/procurement\\_policy2.html](https://www.nissin-oillio.com/english/sustainability/sustain/procurement_policy2.html)

**Sustainable procurement of raw materials [consolidated]**

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of certified oil* <sup>1</sup>	41.9	48.4	52.3	58.1	67.3
Percentage of certified palm oil* <sup>2</sup>	46.9	54.9	59.6	66.9	77.7
Percentage of RSPO certified oil (SG) in procured palm oil* <sup>2</sup>	46.8	49.6	51.1	56.3	70.5
Traceability to oil mills* <sup>3</sup>	98.3	99.0	98.8	99.6	99.8
Traceability to refineries	-	-	-	99.8	99.9
Palm oil traceability to plantations* <sup>4</sup>	-	68.5	90.9	92.7	92.9
Palm kernel oil traceability to plantations* <sup>4</sup>	-	30.5	72.7	90.9	31.3

\*1 Percentage of total procurement of palm oil, palm kernel oil, fatty acids, and others certified by RSPO, MSPO, ISPO or other third-party organizations. Data collected each calendar year.

\*2 Palm oil (does not contain palm kernel oil, fatty acids, and others). Data collected each calendar year.

\*3 Palm oil, palm kernel oil, fatty acids, and others. Data collected each calendar year.

\*4 Data collected each calendar year.

**Percentage of raw materials procured from areas with high water stress (as of March 2025)**

	Evaluation results
Soybean	N/A
Palm oil	N/A

## Biodiversity

### Biodiversity Policy

The Nissin Oillio Group Biodiversity Policy was formulated on December 22, 2023. Plants are the foundation of the value created by The Nissin Oillio Group. To ensure the healthy growth of plants, it is essential to maintain harmony with environmental factors, such as climate, biological organisms, and water. By harnessing The Natural Power of Plants through our business operations, we aim to resolve societal challenges for the future. To achieve this, we are committed to promoting biodiversity conservation and restoration, striving to build a society in harmony with nature.

For further information on our biodiversity policy:

☞ [https://www.nissin-oillio.com/english/sustainability/environment/biodiversity\\_policy.html](https://www.nissin-oillio.com/english/sustainability/environment/biodiversity_policy.html)

### Endorsing initiatives

#### ■ Registering as a TNFD Adopter

We disclosed information based on the TNFD recommendations in September 2024, and registered as a TNFD Adopter in March 2025. Through this registration, we have reiterated our commitment to disclosing information in line with the TNFD recommendations.



The Nissin Oillio Group's business activities are based on plant resources; the very sustainability of our business relies on conserving and restoring the global environment and natural capital. We will continue our earnest efforts to conserve and restore natural capital through our business activities to create shared value with society and achieve the sustainable growth of the Group and the sustainable advancement of society.

#### ■ Endorsing the Keidanren Declaration for Biodiversity

We endorse the Keidanren Declaration for Biodiversity and Guideline of the Keidanren Nature Conservation Council. Accordingly, we will promote biodiversity conservation and restoration to build a society in harmony with nature.



For further information:

☞ [https://www.keidanren-biodiversity.jp/pdf/067\\_E.pdf](https://www.keidanren-biodiversity.jp/pdf/067_E.pdf)

## Response to the TNFD recommendations

### Approach to natural capital

Recognizing that natural capital has a substantial bearing on the sustainability of our business, we began analyzing nature-related risks and opportunities in FY2023 in reference to the framework published by the TNFD.

### Accomplishments under the LEAP approach

	Details
Locate	<ul style="list-style-type: none"><li>Identified countries and regions of relevance to our value chain</li><li>Identified essential ecosystem services (major dependencies) and impact factors in each business process in direct operations and upstream and downstream value chains</li></ul> <p>Note: Used database recommended by the TNFD for identification</p>
Evaluate	
Assess	<ul style="list-style-type: none"><li>Identified risks and opportunities arising from the major dependencies and impacts</li><li>Listed current efforts to address the risks and opportunities</li></ul>
Prepare	<ul style="list-style-type: none"><li>Sorted out how existing nature-related indicators and goals are associated with dependencies, impacts, risks, and opportunities</li></ul>

For further information on our response to the TNFD recommendations:

☞ <https://www.nissin-oillio.com/english/sustainability/environment/tnfd.html>

## Social

### Employment Status

#### Full-time employees

##### Number of full-time employees [consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		2,930	2,991	3,004	3,121	3,200
By gender	Male	2,227	2,277	2,251	2,328	2,362
	Female	703	714	753	793	838
By region	Non-consolidated	1,290	1,309	1,305	1,339	1,356
	Domestic subsidiaries	878	841	834	843	842
Overseas subsidiaries	Overseas subsidiaries	762	841	865	939	1,002
	Europe & Americas	-	81	93	100	109
	Asia	-	760	772	839	893

\* As of March 31 of each fiscal year

##### Breakdown of full-time employees [consolidated]\*

(%)

		FY2020	FY2021	FY2022	FY2023	FY2024
By gender	Male	76.0	76.1	74.9	74.6	73.8
	Female	24.0	23.9	25.1	25.4	26.2
By region	Non-consolidated	44.0	43.8	43.4	42.9	42.4
	Domestic subsidiaries	30.0	28.1	27.8	27.0	26.3
Overseas subsidiaries	Overseas subsidiaries	26.0	28.1	28.8	30.1	31.3
	Europe & Americas	-	-	-	10.6	10.9
	Asia	-	-	-	89.4	89.1

\* As of March 31 of each fiscal year

##### Number of non-regular employees [consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		-	-	-	382	402
	Male	-	-	-	206	234
	Female	-	-	-	176	168

\* As of March 31 of each fiscal year

##### Average number of years worked [non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		19.2	19.1	18.9	18.5	18.2
	Male	19.6	19.7	19.6	19.2	19.2
	Female	17.3	16.8	16.5	16.0	15.2

\* As of March 31 of each fiscal year

##### Average age [non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		42.3	42.2	42.5	42.3	42.2
	Male	42.5	42.6	43.1	42.9	42.9
	Female	41.3	40.8	40.6	40.3	40.1

\* As of March 31 of each fiscal year

### Number of employees by age group [non-consolidated]\*

	Total	Male	Female
Total	1,356	1,028	328
Under 30	327	228	99
30–39	237	185	52
40–49	309	224	85
50–59	482	390	92
60 and older	1	1	0

\* As of March 31, 2025

### Recruitment and turnover

#### Number of new recruits

		FY2020	FY2021	FY2022	FY2023	FY2024	
Consolidated	Total	237	246	280	313	299	
	Male	159	179	188	221	201	
	Female	78	67	92	92	98	
Non-consolidated	By gender	Total	69	58	64	91	84
		Male	45	38	39	62	49
		Female	24	20	25	29	35
	By recruitment type	New graduates	56	53	47	61	51
		Mid-career hires	13	5	17	30	33

#### Number of resignations

		FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated	Total	165	186	224	178	206
	Male	124	139	171	129	152
	Female	41	47	53	49	54
Non-consolidated	Total	28	35	68	62	62
	Male	22	27	52	49	48
	Female	6	8	16	13	14
	of which, resigned for personal reasons	10	13	31	24	34

### Number of officers and managers

[Consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Managers	Total	598	592	602	586	598
	Male	543	533	535	508	511
	Female	55	59	67	78	87

\* As of April 1 of the subsequent fiscal year

[Non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Directors	Total	-	9	9	9	9
	Male	-	7	7	7	7
	Female	-	2	2	2	2
Audit & Supervisory Board Members	Total	-	4	4	4	4
	Male	-	3	3	3	3
	Female	-	1	1	1	1
Corporate Officers	Total	-	18	18	17	18
	Male	-	18	18	17	18
	Female	-	0	0	0	0
Managers	Total	283	278	286	287	299
	Male	270	264	268	266	274
	Female	13	14	18	21	25
Section Heads	Total	-	305	309	308	312
	Male	-	260	259	257	257
	Female	-	45	50	51	55

\* As of March 31 of each fiscal year for Directors, Audit & Supervisory Board Members, and Corporate Officers, and as of April 1 of the subsequent fiscal year for Managers and Section Heads

## Appropriate working hours

Working hours [non-consolidated]		(Hours)				
		FY2020	FY2021	FY2022	FY2023	FY2024
Annual total working hours		1,974.8	1,982.1	1,973.5	1,968.0	1,989.0

## Average monthly non-statutory working hours (per person) [non-consolidated]

		(Hours/month)				
		FY2020	FY2021	FY2022	FY2023	FY2024
Total		14.0	14.6	14.6	14.5	16.3
Male		-	-	16.2	16.0	17.0
Female		-	-	10.5	10.4	11.2

## Leave

Number of days of annual paid leave taken [non-consolidated]		(Days)				
		FY2020	FY2021	FY2022	FY2023	FY2024
Total		13.1	13.4	13.9	13.7	13.7
Male		12.9	13.2	13.6	13.5	13.7
Female		14.0	14.0	14.8	14.4	13.6

## Percentage of annual paid leave taken [non-consolidated]

		(%)				
		FY2020	FY2021	FY2022	FY2023	FY2024
Total		70.7	72.6	75.6	75.7	73.7
Male		69.0	71.0	73.3	73.6	72.6
Female		77.6	79.0	84.5	83.6	77.7

## Leveraging Diverse Talent

### Basic policy on diversity and inclusion

Creativity rooted in diverse perspectives is essential for the sustainable growth of the Group. Our aim is to achieve diversity and create new value through the actions of diverse human resources, which we hope will lead to increased competitiveness and growth.

In addition to increasing the recruitment of highly specialized human resources and improving the training opportunities for internal human resources, we are building a deep and expansive organizational structure that leverages diversity as a means to deliver better results. We are realizing this through the creation of an environment in which everyone, regardless of gender, age, nationality, or any other such attributes, has the same opportunity to participate in decision making and exhibit leadership. By improving the quality of management, the individuality and strengths of each employee can be leveraged to maximize organizational capabilities.

Above all, a CSV goal was set to have women hold 20% of management positions (non-consolidated basis) by FY2030 to promote the active participation of women in the workplace. In addition to actively recruiting women and supporting their career development, we are advancing initiatives to create an environment that fosters both "job satisfaction" and "workplace ease." This includes supporting the balance between work and family responsibilities (such as childcare and eldercare), and promoting flexible work arrangements that enhance productivity.

#### External evaluation

Platinum Kurumin certification



Eruboshi certification



### Promoting active participation by women

#### Percentage of officer positions held by women [non-consolidated]\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Directors	-	22.2	22.2	22.2	22.2
Audit & Supervisory Board Members	-	25.0	25.0	25.0	25.0
Corporate Officers	-	0	0	0	0

\* As of March 31 of each fiscal year

#### Percentage of management positions held by women [consolidated]\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Managers	9.2	10.0	11.1	13.3	14.5

\* As of April 1 of the subsequent fiscal year

#### Percentage of management positions held by women [non-consolidated]\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Managers	4.6	5.0	6.3	7.3	8.4
Section Heads	-	14.8	16.2	16.6	17.6

\* As of April 1 of the subsequent fiscal year

## Nationality

### Number of foreign full-time employees\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated	Total	87	71	85	85	78
	Male	74	57	76	79	75
	Female	13	14	9	6	3
Non-consolidated	Total	5	6	5	5	5
	Male	4	4	5	5	5
	Female	1	2	0	0	0

\* "Foreign" employees refer to people whose nationality is a country other than the country in which their company is located

### Number of senior managers recruited from local communities [overseas Group companies]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total number of overseas Group company officers	41	42	41	43	46
Number of local officers	7	6	5	5	7

### Percentage of senior managers recruited from local communities [overseas Group companies] (%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of local officers	17.1	14.3	12.2	11.6	15.2

## People with disabilities

### Number of people with disabilities [non-consolidated]\*<sup>1, 2</sup>

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	36	39	41	40	43

\*1 The Nissin Oillio Group, Ltd. and a designated special subsidiary

\*2 Calculated based on the statutory employment rate

### Percentage of people with disabilities [non-consolidated]\*<sup>1, 2</sup>

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	2.44	2.58	2.70	2.55	2.67

\*1 The Nissin Oillio Group, Ltd. and a designated special subsidiary

\*2 Calculated based on the statutory employment rate

## Systems to deal with diversifying lifestyles [non-consolidated]

Hourly leave	Up to 40 hours of annual paid leave may be taken in the form of hourly leave
Half-day leave	Up to 20 half days of annual paid leave may be taken in the form of half-day leave
Accumulated paid leave	May be taken in cases of extended periods of absence from work due to personal injury/illness and/or for reasons of long-term care or treatment (illness, fertility treatment, etc.)
System for honoring employees for years of dedicated service	Giving awards and commemorative gifts, etc., for every 10 years of service
Childcare leave system	Can be taken until the child enters elementary school Encouraging male employees to take childcare leave (in principle, should be taken by all employees) Note: Five days with pay from the start of the childcare leave
Short-time work system	Working hours can be shortened until the child completes the third grade of elementary school
Long-term care leave system	If an employee has a family member requiring long-term care, the leave can be taken up to three times for a total of up to 365 days
Volunteer leave system	Employees participating in volunteer activities approved by the Company may take up to six days annually
Re-employment system (1) Re-employment system for employees who have resigned after leaves of absence, etc. (2) "Comeback" employment system	(1) A re-employment system for employees who left the Company for reasons of marriage, childbirth/childcare, work transfer of spouse, long-term care, etc. (five years after resigning) (2) A re-employment system for those who wish to utilize their experience and re-enter the workforce, regardless of the reason for their resignation

## Childcare/long-term care system

We support our employees in balancing work with family care and other life events. We have established a range of systems that go beyond legal requirements—such as childcare leave, a short-time work system for childcare, and re-employment system for employees raising children, and caregiver leave system (short term) and caregiver leave of absence system for employees providing long-term care—to maintain environments where all employees, including those who are balancing work and family care, can thrive.

### Number of employees taking childcare leave

		FY2020	FY2021	FY2022	FY2023	FY2024
Domestic Group companies*	Total	52	48	61	68	80
	Male	13	19	27	32	37
	Female	39	29	34	36	43
Non-consolidated	Total	32	32	40	50	54
	Male	7	10	14	22	25
	Female	25	22	26	28	29

\* The Nissin OilliO Group, Ltd., and domestic subsidiaries

### Percentage of employees taking childcare leave [non-consolidated]

(%)

		FY2020	FY2021	FY2022	FY2023	FY2024
Male		-	33.3	70.0	84.0	95.7
Female		-	100.0	100.0	100.0	100.0

### Number of employees using short-time work system

		FY2020	FY2021	FY2022	FY2023	FY2024
Domestic Group companies*	Total	110	70	68	70	72
	Male	2	2	3	3	3
	Female	108	68	65	67	69
Non-consolidated	Total	41	46	46	50	52
	Male	0	0	0	1	2
	Female	41	46	46	49	50

\* The Nissin OilliO Group, Ltd., and domestic subsidiaries

### Number of employees taking caregiver leave of absence

		FY2020	FY2021	FY2022	FY2023	FY2024
Domestic Group companies*	Total	3	0	0	1	2
	Male	3	0	0	1	2
	Female	0	0	0	0	0
Non-consolidated	Total	0	0	0	1	2
	Male	0	0	0	1	2
	Female	0	0	0	0	0

\* The Nissin OilliO Group, Ltd., and domestic subsidiaries

### Senior employees

#### Number of employees using the re-employment system [non-consolidated]

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		17	20	30	30	24

#### Percentage of employees using the re-employment system [non-consolidated]\*

(%)

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		100	100	100	100	100

\* Percentage of employees re-employed out of those who want to be re-employed after retirement age during the applicable fiscal year

## Other

### Number of employees awarded for years of dedicated service [non-consolidated]\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	119	140	119	76	52

\* Number of people awarded for years of dedicated services during the applicable fiscal year

### Status of participation in the employee stock ownership plan [non-consolidated]

	FY2022	FY2023	FY2024
Number of participants	414	599	627
Participation rate	31.8%	44.9%	46.0%

## Human Resource Development

### Personnel system

The basic principle of our personnel system is to enhance the value of employees and organizations with diverse strengths. Based on this principle, we implement performance assessment, benefits, and human resource development systems to empower all employees to aim higher and achieve growth and success. Our goals are to maximize everyone's motivation and skills and achieve more targeted human resource management.

### Human resource development program

Amid the swiftly changing business environment, and as strategic themes become more sophisticated and problems become increasingly complex to solve, we must further enhance and solidify the capabilities of each individual, including highly specialized personnel and those who underpin solid, unshakable practical capacities. We have a human resource development policy based on the "principle of prioritizing human resource development" and have positioned this as a key management theme for many years and have made it an integral part of our operations. We will spread this good culture throughout the Group and actively invest in human resources to realize Vision 2030.

### Examples of initiatives

#### ■ Strengthening management skills

We provide training for managers in charge of organizational management to shift toward a management style that seeks to draw the most out of the individuality and initiative of employees under their supervision, and to improve their skills in supporting career development. The training emphasizes the acquisition of essential behaviors for responding to change—for example, reform leadership, understanding diversity, psychological safety, and two-way communication—and enhances learning with a practical, hands-on program to strengthen organizational capabilities that underpin sustainable growth.

#### ■ Developing global human resources

Striving to become a global top provider of oils & fats solutions, the Group implements the Global Human Resources Registration System for employees who will play an active role on the global stage. Under the system, employees voluntarily apply to register as candidates to drive global business initiatives. The system is used not only to assign employees but also to provide training programs tailored to registrants' international experience and language ability.

#### ■ Building a foundation for promoting digital strategies

Aiming to harness digital technology to transform our business model and promote innovative business reforms, we aim to help employees improve their digital knowledge and skills and foster a mindset conducive to promoting the use of digital technology. In FY2024, we held a general course on how to utilize systems and tools, a basic course for system implementation, a course on logical thinking as a base skill, and more. We will also provide specialized training to selected employees who will be the driving force behind promoting the use of digital technology in the future.

### ■ Promoting onboarding measures for mid-career hires

With the recent increase in the number of mid-career hires, we are enhancing our onboarding measures. Through intensive lectures, group work, and tours of production and R&D facilities, we provide opportunities to further understand the Company and interact with employees in other departments. Through these efforts, we expedite the success of those we hire and create environments where everyone can maximize their background, experience, strengths, and other elements of their diverse individuality.

#### Human resource development

[https://www.nissin-oillio.com/english/sustainability/human\\_management/career/](https://www.nissin-oillio.com/english/sustainability/human_management/career/)

## Education and training

### Education and training costs [non-consolidated]

(Millions of yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	43	67	92	160	149

### Education and training costs per employee [non-consolidated]

(Thousands of yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	-	-	68	80	110

## Participation in employee skills improvement programs

### Number of registrants in the Global Human Resources Registration System [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	-	-	38	43	41

### Status of periodic personnel interviews [non-consolidated]

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	-	-	100	100	100

### Number of users of educational support systems relating to qualification acquisition and language learning [non-consolidated]\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	-	145	184	291	399

\* Cumulative number of users

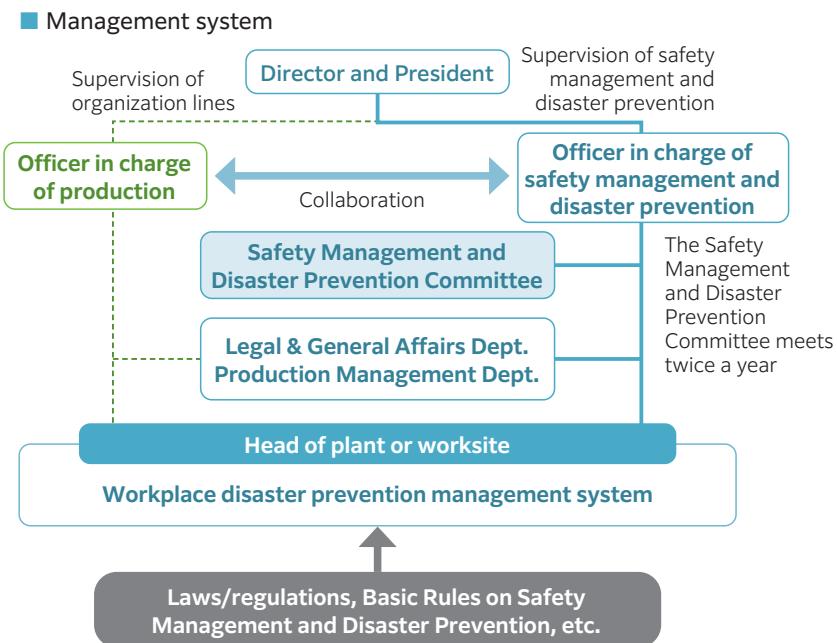
## Occupational Health and Safety

### Safety, occupational health, and disaster prevention systems

The Company has appointed an executive officer in charge of safety management and disaster prevention, who holds overall responsibility for company-wide safety and disaster prevention management. We have also established a company-wide disaster prevention system centered on the Safety Management and Disaster Prevention Committee, as well as workplace disaster prevention systems. Furthermore, we have established emergency response procedures and conduct comprehensive disaster drills and training on a regular basis. We strive to prevent accidents while also preparing for any unforeseen occurrences.

### Basic Rules on Safety Management and Disaster Prevention

Our production and R&D departments have formulated the Basic Rules on Safety Management and Disaster Prevention to use as a basic framework for safety and disaster management. Each of our workplaces implements safety and disaster management that reflects its local and regional characteristics in accordance with these rules.



## ■ Basic principles behind Basic Rules on Safety Management and Disaster Prevention

## 1. Basic Principles

**Don't let it happen!  
Don't let it spread!  
Recover promptly!**

- Ensure the safety of all on-site workers and visitors, creating a safe and secure workplace
- Ensure solid foundations for the launching of businesses maintaining stable operations and shipping systems
- Maintain and improve levels of social trust by securing the operations of business partners and maintaining a sense of security for the local community

Implementation of risk management in safety and disaster risk reduction

The Company identifies material risks on an annual basis and manages them through the Risk Management Committee on a group-wide basis. In FY2024, we identified two specific risks at our production plants and have since taken measures to mitigate them.

#### ■ Identified risks and initiatives to mitigate risks

Identified risks	Initiatives to mitigate risks
<b>1</b> Major accidents (fires, explosions, etc.)	<ul style="list-style-type: none"> <li>Review procedures and improve facilities in pursuit of safety and disaster prevention in production processes</li> <li>Spread awareness of safety as a top priority to everyone in the workplace</li> <li>Provide education to impart the knowledge employees need to realize the personal relevance of incidents and accidents</li> </ul>
<b>2</b> Earthquakes, tsunamis, and extreme weather events (storms, floods, etc.)	<ul style="list-style-type: none"> <li>Update risk and disaster assumptions, including the Nankai Trough earthquake, based on recent earthquakes and extreme weather events</li> <li>Update BCM to be more straightforward and effective for stakeholders</li> <li>Formulate an action plan for each disaster area and type of damage to enable rapid response in the event of a major earthquake</li> </ul>

## Disaster readiness training

Each business unit conducts a comprehensive disaster drill every year, led by the self-defense disaster prevention team. Basic activities in the drill include initial responses to outbreaks of fire, measures to prevent its spread, prevention of oil spills, and rescue operation. We are making concerted efforts together with public fire departments and other local businesses to maintain and improve our readiness for dealing with disasters that may occur at any time.

**Number of people participating in disaster readiness training (cumulative total) [non-consolidated]**

	FY2020	FY2021	FY2022	FY2023	FY2024
Head office	300	288	328	314	316
Yokohama Isogo Complex	2,528	1,886	2,146	1,998	2,492
Nagoya Plant	169	331	472	329	313
Sakai Plant	443	332	324	270	246
Mizushima Complex*	497	401	336	340	310

\* The name of the Mizushima Plant changed to the Mizushima Complex in FY2023.

## Number of people taking part in mandatory safety training [non-consolidated]

Number of people taking part in mandatory safety training [New recruits]	FY2020	FY2021	FY2022	FY2023	FY2024
Total	61	123	112	137	116

## Industrial accidents

### Number of industrial accidents [non-consolidated]\*1

	FY2020	FY2021	FY2022	FY2023	FY2024
Yokohama Isogo Complex	0	0	2	0	1
Nagoya Plant	0	0	0	0	0
Sakai Plant	0	0	0	0	0
Mizushima Complex*2	0	0	0	0	0

\*1 Employee basis, for industrial accidents requiring time off work of four days or more

\*2 The name of the Mizushima Plant changed to the Mizushima Complex in FY2023

### Incident and severity rates [non-consolidated]

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Incident rate	Number of fatalities and injuries caused by industrial accidents per million total actual working hours	0.594	0.593	1.171	0.000	0.573
Severity rate	Number of days of lost labor per thousand total actual working hours	0.059	0.002	0.073	0.000	0.003

### Fatal accidents [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	0	0	0	0	0

### Fatality rate [non-consolidated] (%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	0	0	0	0	0

## Consecutive accident-free records

### Number of consecutive days without an accident [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Yokohama Isogo Complex	1,451	1,816	116	482	53
Nagoya Plant	781	1,146	1,511	1,877	2,242
Sakai Plant	8,688	9,053	9,418	9,784	10,149
Mizushima Complex*	324	353	718	1,084	1,449

\* The name of the Mizushima Plant changed to the Mizushima Complex in FY2023

### Number of hours without an accident [non-consolidated] (1,000 hours)

	FY2020	FY2021	FY2022	FY2023	FY2024
Yokohama Isogo Complex	3,780	4,780	340	1,430	160
Nagoya Plant	583	871	1,164	1,456	1,750
Sakai Plant	4,596	4,804	5,011	5,212	5,409
Mizushima Complex*	180	183	363	511	634

\* The name of the Mizushima Plant changed to the Mizushima Complex in FY2023

## Labor Relations

### Labor union

#### Labor union enrollment rate and totals [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total enrolled	-	-	-	1,150	1,169
Enrollment rate	100%	100%	100%	100%	100%

## Health Management

### Efforts for health management

Our employees are our greatest asset. Based on the belief that maintaining and enhancing the physical and mental health of our employees and their families is a vital "investment" in our management, we established the Health Management Declaration in 2017.

We believe that "employee health" is the foundation of corporate management. It is essential for improving performance, preventing productivity losses due to illness, and ensuring the stable provision of safe and reliable products to our customers.

We have established three key measures—preventing lifestyle-related diseases/disorders, promoting smoking cessation, and supporting mental health—and are advancing initiatives such as disease prevention, dietary habit improvement programs, quit-smoking campaigns, and promotion of exercise and communication.

The promotion framework involves top management serving as the chief executive responsible for health management initiatives. Centered around the dedicated Health and Productivity Management Department, we are advancing these efforts as a unified company, collaborating with each workplace and the health insurance society.

#### Efforts for health management

□ [https://www.nissin-oillio.com/english/sustainability/health\\_management/](https://www.nissin-oillio.com/english/sustainability/health_management/)

#### External evaluation

Certified as a Health & Productivity Management Outstanding Organization 2025 (White 500)



#### Health checkup participation rate [non-consolidated]

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	100	100	100	100	100

#### Stress checks [non-consolidated]

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Stress check participation rate	95.7	97.5	97.5	98.4	98.0
Percentage of employees with a stress check test score of A or B	90.5	88.3	88.5	87.9	87.9

#### Number of participants in walking events\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	568	531	452	441	453

\* Total number of participants in walks organized by The Nissin Oillio Group health insurance society to prevent lifestyle-related diseases/disorders, and in online walking events for the Group's officers and employees

#### Percentage of smokers [non-consolidated]

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	22.8	21.9	21.2	20.4	19.6

#### Percentage of employees who regularly exercise [non-consolidated]

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	35.9	37.1	37.0	45.8	46.8

## Human Rights

### The Group's approach to human rights efforts

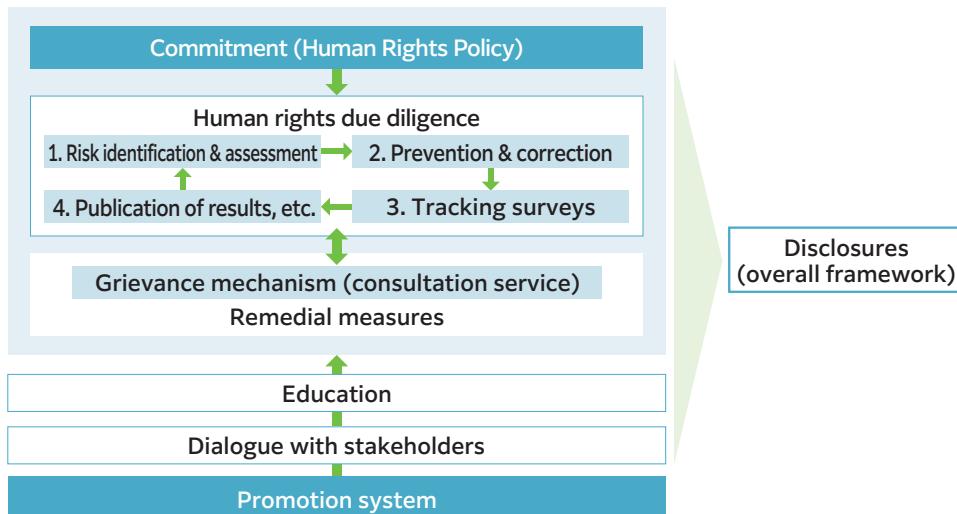
Recognizing that our business may directly or indirectly affect human rights in our supply chain, we promote group-wide efforts to respect human rights in line with the United Nations Guiding Principles on Business and Human Rights.

We respect human rights as defined in the International Bill of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Declaration on Fundamental Principles and Rights at Work.

Our main human rights framework comprises commitments under our human rights policy, human rights due diligence for the Group and our supply chain, and remedial measures under our grievance mechanism. We publish the details of our efforts on our website as appropriate.

Furthermore, we consider it vital to instill the importance of respecting human rights through education for management and employees, and to understand and respond to stakeholders' views and requests through dialogue with them.

#### ■ Overview of the Group's human rights efforts



### Human rights policy

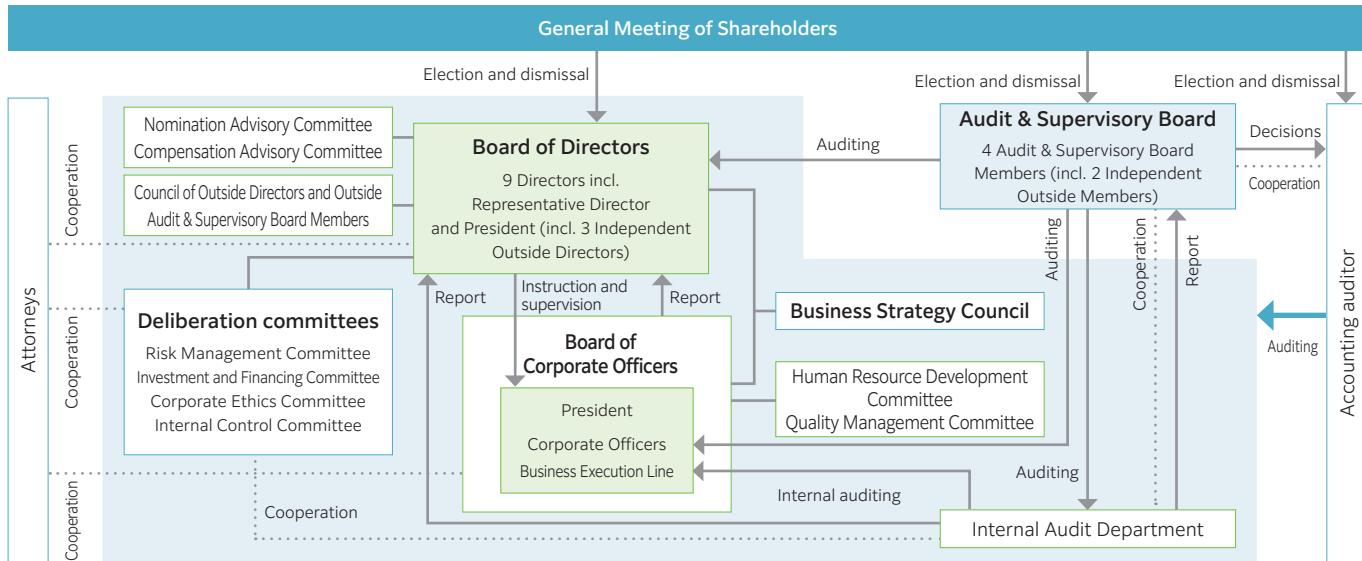
The Group established The Nissin Oillio Group Human Rights Policy on March 25, 2022, and is promoting initiatives to respect human rights throughout the entire supply chain.

#### The Nissin Oillio Group Human Rights Policy

[https://www.nissin-oillio.com/english/sustainability/human\\_rights/](https://www.nissin-oillio.com/english/sustainability/human_rights/)

## Promotion system

Basic policies, strategies, and measures regarding human rights issues are approved by the Board of Directors after deliberation by the Business Strategy Council, a deliberation body for the execution of business.



Notes: 1. Standing Audit & Supervisory Board members attend meetings of the Risk Management Committee, the Internal Control Committee, and the Business Strategy Council as observers.  
 2. Aside from the above, a meeting body has been organized to ensure the effectiveness of auditing through regular information exchange and sharing between standing Audit & Supervisory Board members and corporate staff divisions.

## Identifying human rights risks (status of human rights due diligence)

### (1) Policy

In accordance with the process advocated in the UN Guiding Principles on Business and Human Rights, the Ministry of Economy, Trade and Industry's Guidelines on Respecting Human Rights in Responsible Supply Chains, and other publications, we identify and assess human rights risks throughout our supply chain and implement human rights due diligence efforts while receiving advice from outside experts.

### (2) Status of implementation

In FY2022, after seeking the opinions of outside experts, we classified the Group's supply chain into agricultural, general manufacturing, and non-manufacturing sectors, and analyzed human rights risks by assessing in terms of "severity" and "likelihood of occurrence" with regard to internationally required human rights items.

We also developed a Self-Assessment Questionnaire (SAQ) with reference to the ILO Declaration, UN Global Compact, ETI Base Code, and the like, and administered it to consolidated and non-consolidated companies. Based on the results of this survey and other information, we have established The Nissin Oillio Group Human Rights Guidelines, which set out standards to be observed by Group companies.

In light of the Group's human rights risks, in FY2023, we established and took steps to disseminate The Nissin Oillio Group Supplier Guidelines. We then conducted SAQ surveys on approximately 40 high-priority manufacturing partners, considering factors such as impact on our business, marketability, regional characteristics, and regulatory compliance, and received responses from all companies. Additionally, we visited two of these companies to explain The Nissin Oillio Group Human Rights Policy and engage in dialogue, including exchanging opinions.

In FY2024, we administered the SAQ to 24 of our suppliers of soybean, rapeseed, palm oil, and other high-priority raw materials as well as key logistics-related suppliers of the Group's products, and visited four of these companies to engage in dialogue. We also administered the SAQ to 18 Group companies, mainly to check on their compliance with The Nissin Oillio Group Human Rights Guidelines.

Although the results of the SAQ and dialogue did not reveal any new severe human rights risks, we will continue our efforts to identify and improve on human rights issues in our supply chain through ongoing surveys and dialogue.

Our Malaysian subsidiary Intercontinental Specialty Fats Sdn. Bhd. (ISF) promotes human rights efforts through engagement with palm plantations and oil mills. With the support of Earthworm (an NPO), ISF worked with Ferrero to investigate and provide support for improving the plantation laborers' work environments and the hiring of foreign workers at Johor Plantations, one of the Group's main sourcing plantations. We also monitor the action plans of the plantations to which we provide support. ISF also surveys small and medium-sized oil mills—the direct suppliers—on the progress of their NDPE commitments to promote their understanding of the key points of NDPE and provide support for acquiring RSPO certification and other aspects of operation and management.

### (3) Future plans

In light of the Group's human rights risks, in FY2025, we will broaden the scope of our promotion of human rights due diligence efforts to include logistics- and packaging material-related suppliers, who are essential for supplying the Group's products.

#### Human rights grievance hotline and remedial measures

In accordance with the Group's Palm Oil Procurement Policy, the Company and Intercontinental Specialty Fats Sdn. Bhd. (Malaysia) operate a grievance hotline and disclose the information we receive from this hotline on our website.

[The Nissin Oillio Group, Ltd.](https://www.nissin-oillio.com/company/sustainability/sustain/pdf/Nissin_Oillio_Grievance_Procedure.pdf)

 [https://www.nissin-oillio.com/company/sustainability/sustain/pdf/Nissin\\_Oillio\\_Grievance\\_Procedure.pdf](https://www.nissin-oillio.com/company/sustainability/sustain/pdf/Nissin_Oillio_Grievance_Procedure.pdf)

[Intercontinental Specialty Fats Sdn. Bhd.](https://isfsb.com/grievances/)

 <https://isfsb.com/grievances/>

We have also established The Nissin Oillio Group Corporate Ethics Hotline for whistleblowing and other internal reporting systems. The hotline also covers requests for consultation and reports regarding human rights.

## Education

We will instill our human rights policy and human rights efforts among the Group's management and employees through training, briefings, and other means.

In FY2022, we held a briefing on the Group's human rights efforts for representative directors, people in charge and those responsible for practical operations at Group companies. In FY2023, we provided human rights training to a total of 303 employees. In FY2024, we continued to view human rights efforts as part of the foundation of our human resource development efforts and promoted group-wide educational programs for our employees, with a total of 1,446 employees participating.

We will continue to promote these programs to institutionalize our human rights policy and the concept of respect for human rights throughout Group companies.

#### Number of employees who underwent training on human rights [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	254	143	156	303	1,446

## Dialogue with stakeholders

To ensure that the Group remains trusted by all stakeholders, we will promote dialogue with stakeholders and incorporate their recommendations into future human rights efforts.

## Food Safety and Quality Control

### Approach to food safety and quality control

As part of its responsibility as a manufacturer of foodstuffs to provide customers with safe products, the Group operates a quality assurance system that aims to guarantee safety across each of its processes—from research and development to raw-material procurement, manufacturing, and sales—and to ensure environmentally conscious practices. The Group uses this system to make continuous improvements to its operations. We have established Core Commitment as our quality policy, and all employees are committed to continuously providing products that satisfy our customers. At our production plants in particular, we ensure safety through thorough hygiene management and initiatives to prevent foreign object contamination.

### Quality management system

In operating our unique quality management system, Oillio QMS, the Company is building a system for delivering safe and secure high-quality products and services to customers. The Quality Management Committee, a deliberation committee established by the Board of Corporate Officers, identifies management issues related to quality assurance, and deliberates on and monitors implementation of the Group's policies and measures, while supervising the Oillio QMS.

To strengthen quality management, the Group established common regulations, including rules to involve the management of each Group company in quality management and the maintenance in conformity with quality-related laws and regulations. Through the clarification and adherence to the rules, we are enhancing the level of quality management and strengthening the framework across the entire Group.

For more information on quality assurance activities and quality assurance systems, please visit the Company website (in Japanese only):  
<https://www.nissin-oillio.com/company/safety/quality>

### Certifications

#### Number of Group companies that have obtained certification [consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
ISO 9001	5	5	4	4	4
HACCP	1	1	1	1	1
AIB	3	1	1	1	1
ISO 22000	1	1	1	1	1
FSSC 22000	6	6	6	6	6
GMP	3	3	3	3	3
Halal	4	4	4	4	4
Kosher	3	3	3	3	3
ISO 17025	1	1	1	1	1

Note: The results for each fiscal year are calculated using the latest data at the time of preparing this data book.

### Status of quality audits

#### Number of citations in audits [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Internal quality audits	Citations for improvement	3	22	5	7
	Proposals for improvement	26	57	29	47
Periodic inspections (external)	Citations for improvement	0	0	0	0
	Proposals for improvement	21	22	50	27

#### Number of citations for food quality violations by government agencies or other external bodies [non-consolidated]

We received no notifications of food safety violations in FY2024.

## Consultations from customers

### Number of references made to customer service [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	13,677	13,485	13,990	13,176	13,670
Inquiries	12,802	12,739	13,322	12,569	12,989
Citations	489	354	383	274	319
Opinions/requests	386	392	285	333	362

### Breakdown of inquiry details [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	12,802	12,739	13,322	12,569	12,989
Product features, method of use, etc.	6,937	7,006	7,781	7,039	7,724
Sales stores and how to purchase	1,261	1,286	1,174	1,327	1,183
Questions about shelf life	1,812	1,702	1,820	1,701	1,751
Questions related to product quality	661	860	736	513	645
Requests for materials, samples, etc.	541	511	526	517	437
Other	1,590	1,374	1,285	1,472	1,249

## Marketing [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of non-compliance cases with industry or regulatory labeling/marketing codes	N/A	N/A	N/A	N/A	N/A
Total amount of financial loss due to legal measures related to labeling/marketing practices	N/A	N/A	N/A	N/A	N/A

## Social Contribution [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of participants in factory tours of Yokohama Isogo Complex* <sup>1</sup> [non-consolidated]	Total	0	0	0	2,944
	Ordinary consumers	0	0	0	1,367
	Students	0	0	0	832
	PTAs	0	0	0	25
	Business partners	0	0	0	652
	Visitors from overseas	0	0	0	93
Number of participants in WFP Walk the World (charity walk)* <sup>2</sup> [domestic Group companies]	0	28	36	29	19
Number of charity lunch meals* <sup>3</sup> [domestic Group companies]	517	460	501	511	980
Number of participants in local cleanup activities, etc.* <sup>4</sup>	279	445	100	308	146
Number of participants in environmental preservation activities* <sup>5</sup>	0	0	11	52	14

\*1 Factory tours were cancelled from FY2020 to FY2022 to prevent the spread of COVID-19

\*2 A charity walk event held by the UN World Food Programme to eradicate starvation. We did not participate in FY2020 in an effort to prevent the spread of COVID-19

\*3 A charity event in the employee cafeteria

\*4 Total number of participants in cleanup activities in the vicinity of our locations or communities near the Company's Yokohama Isogo Complex, Nagoya Plant, Sakai Plant, Mizushima Complex, Daito Cacao Co., Ltd. and Settsu, Inc.

\*5 Total number of participants in beach cleanup activities (Yokohama Isogo Complex) and forest preservation activities (Yokohama Isogo Complex). Not held in FY2020 and FY2021 in an effort to prevent the spread of COVID-19

## Governance

### Governance Structure

#### Directors

##### Number of Directors [non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		9	9	9	9	9
Inside	Total	6	6	6	6	6
	Male	6	6	6	6	6
	Female	0	0	0	0	0
Outside	Total	3	3	3	3	3
	Male	1	1	1	1	1
	Female	2	2	2	2	2

\* After the General Meeting of Shareholders held in the subsequent fiscal year

##### Number of Independent Outside Directors [non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		3	3	3	3	3

\* After the General Meeting of Shareholders held in the subsequent fiscal year

### Audit & Supervisory Board Members

##### Number of Audit & Supervisory Board Members [non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		4	4	4	4	4
Inside	Total	2	2	2	2	2
	Male	2	2	2	2	2
	Female	0	0	0	0	0
Outside	Total	2	2	2	2	2
	Male	1	1	1	1	1
	Female	1	1	1	1	1

\* After the General Meeting of Shareholders held in the subsequent fiscal year

### Corporate Officers

##### Number of Corporate Officers [non-consolidated]\*

		FY2020	FY2021	FY2022	FY2023	FY2024
Total		17	18	17	18	20
	Female	0	0	0	0	0
	Foreign nationals	1	0	0	0	0

\* After the General Meeting of Shareholders held in the subsequent fiscal year

### Board of Directors

#### Chair of the Board of Directors [non-consolidated]

		FY2020	FY2021	FY2022	FY2023	FY2024
Chair		President	President	President	President	President

**Duration of appointment as director [non-consolidated]**

(Years)

	FY2020	FY2021	FY2022	FY2023	FY2024
Duration of appointment	1	1	1	1	1

**Number of Board of Directors meetings held [non-consolidated]**

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	11	13	12	12	13

**Attendance rate at Board of Directors meetings [non-consolidated]**

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	99.2	99.4	99.3	98.7	99.4
Directors	100.0	99.1	100.0	99.1	99.1
Audit & Supervisory Board Members	97.5	100.0	97.7	97.9	100.0

**Audit & Supervisory Board****Number of Audit & Supervisory Board meetings held [non-consolidated]**

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	19	19	19	19	19

**Attendance rate at Audit & Supervisory Board meetings [non-consolidated]**

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	98.5	100.0	98.5	98.6	100.0

**Compensation Advisory Committee****Number of members of the Compensation Advisory Committee [non-consolidated]**

	FY2020	FY2021	FY2022	FY2023	FY2024
Total*	6	6	6	6	6
Outside Directors	3	3	3	3	3
Outside Audit & Supervisory Board Members	2	2	2	2	2

\* Including one chair

**Chair of the Compensation Advisory Committee [non-consolidated]\***

	FY2020	FY2021	FY2022	FY2023	FY2024
Chair	Representative Director and President	Representative Director and President	Representative Director and President	Outside Director	Outside Director

\* As of April 1 of the subsequent fiscal year

**Number of Compensation Advisory Committee meetings held [non-consolidated]**

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	3	4	3	3	3

**Attendance rate at Compensation Advisory Committee meetings [non-consolidated]**

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	100.0	95.8	100.0	94.4	100.0
Outside Directors	100.0	100.0	100.0	100.0	100.0
Outside Audit & Supervisory Board Members	100.0	87.5	100.0	100.0	100.0

## Nomination Advisory Committee

### Number of members of the Nomination Advisory Committee [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total*	4	4	4	4	4
Outside Directors	3	3	3	3	3

\* Including one chair

### Chair of the Nomination Advisory Committee [non-consolidated]\*

	FY2020	FY2021	FY2022	FY2023	FY2024
Chair	Representative Director and President	Representative Director and President	Representative Director and President	Outside Director	Outside Director

\* As of April 1 of the subsequent fiscal year

### Number of Nomination Advisory Committee meetings held [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	2	4	2	2	2

### Attendance rate at Nomination Advisory Committee meetings [non-consolidated]

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	100.0	100.0	100.0	100.0	100.0
Outside Directors	100.0	100.0	100.0	100.0	100.0

## Compensation for Directors and Audit & Supervisory Board Members

### Directors (excluding Outside Directors)

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total amount of compensation	Millions of yen	249	260	283	300	276
Total amount of compensation by type	Basic compensation (fixed compensation)	Millions of yen	179	179	178	184
	Bonuses (performance-linked compensation)	Millions of yen	50	59	68	73
	Stock-based compensation (non-monetary compensation)	Millions of yen	19	22	37	42
Number of eligible people	People	6	7	6	6	7

### Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total amount of compensation	Millions of yen	42	42	42	42	44
Total amount of compensation by type	Basic compensation (fixed compensation)	Millions of yen	42	42	42	44
	Bonuses (performance-linked compensation)	Millions of yen	-	-	-	-
	Stock-based compensation (non-monetary compensation)	Millions of yen	-	-	-	-
Number of eligible people	People	2	2	3	2	2

### Outside Directors

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total amount of compensation	Millions of yen	29	32	32	32	32
Total amount of compensation by type	Basic compensation (fixed compensation)	Millions of yen	29	32	32	32
	Bonuses (performance-linked compensation)	Millions of yen	-	-	-	-
	Stock-based compensation (non-monetary compensation)	Millions of yen	-	-	-	-
Number of eligible people	People	3	3	4	3	4

## Outside Audit & Supervisory Board Members

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Total amount of compensation	Millions of yen	14	14	16	16	18
Total amount of compensation by type	Basic compensation (fixed compensation)	Millions of yen	14	14	16	18
	Bonuses (performance-linked compensation)	Millions of yen	-	-	-	-
	Stock-based compensation (non-monetary compensation)	Millions of yen	-	-	-	-
Number of eligible people	People	3	2	2	2	3

## Compliance

### Basic approach to compliance

The Group does not view compliance as mere adherence to laws and regulations, but rather as adherence to business ethics and, furthermore, to social norms. As such, the Code of Conduct of The Nissin OilliO Group is positioned as a set of action guidelines for both complying with social norms and realizing the Group's Corporate Philosophy. All officers and employees of The Nissin OilliO Group have a full and complete understanding of the Code of Conduct, and actively conduct business operations with a strong sense of responsibility. As a member of society, we comply with relevant laws and regulations and practice conduct consistent with social ethics and norms.

### Compliance Challenge\*1 participation rate

(%)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total*2	99.7	99.7	99.5	100.0	100.0

\*1 Initiatives using a quiz format to ask about compliance case studies using the Company intranet and other means.

\*2 Scope: Domestic consolidated subsidiaries, designated special subsidiary, ISF

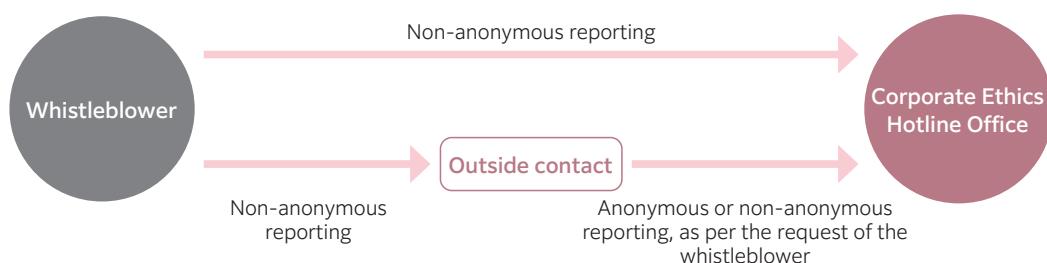
## Whistleblowing system

### Group corporate ethics system

The Nissin OilliO Group Corporate Ethics Hotline has been established as an information reporting system. This system operates independently of regular reporting channels, enabling employees to directly convey critical information regarding legal violations and corporate ethics—including those involving subsidiaries—from the workplace to management. It serves to advance corporate ethics and legal compliance throughout the Group.

The Group will take strict measures against any disadvantage or retaliation against whistleblowers, while giving full consideration to protecting their privacy.

### The Nissin OilliO Group Corporate Ethics Hotline



### Number of serious violations of laws and regulations [non-consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total	0	0	0	0	0
Cases that resulted in fines or fees	0	0	0	0	0
Cases that resulted in non-economic sanctions	0	0	0	0	0
Cases of corruption or bribery	0	0	0	0	0
Number of Antimonopoly Act violations and anticompetitive acts	0	0	0	0	0