



J-OIL MILLS REPORT

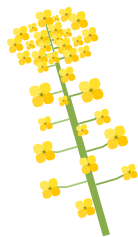
2025

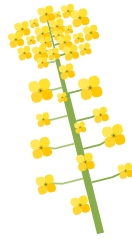
Integrated Report





We contribute to people, society, and
the environment by delivering good taste, health,
and low burden to achieve our vision of
“Joy for Life: Bringing Joy to the Future by Food.”





J-Oil Mills Group Philosophy

Each of our employees will contribute to creating a better society by consciously thinking about and internalizing our vision, mission, values, and purpose, which are set forth in our corporate philosophy.

■ Our Vision

We specialize in plant-based oil, starch, and protein—the three essential sources of life. Our aim is to contribute to good taste “*Oishisa*”, people’s health, reducing environmental load and creating a brighter tomorrow through our products. We believe this aim in aspiring for a future defined by “Joy for Life.”

■ Our Mission

People naturally want to enjoy delicious food free of concerns about health or the environment, yearn to cook special dishes that bring happiness to their loved ones and guests. To fulfill such wishes, we utilize our unique strength of “*Oishisa Design*” to create the joys of eating and producing through food cultivation and cooking. We share an equal commitment to building a better society through sincere efforts in health, the environment, food resources and other key nutrition-related issues.

■ Our Values and Purpose

To exceed people’s expectations and create new value, we unite in rising to high targets by overcoming barriers of conventional knowledge, and reaching beyond our own limits by working together any and all situations. As the foundation of this value and initiative, we never waver from our purpose of reaping nature’s potential, and sincerely supporting and contributing to people with our origins as a supplier of oils essential in our lives, and continuing to support our diet.

Joy for Life

Bringing joy to the future by food

Bringing joy to people, society,
and the environment
by good taste, health, and low burden

Through “*Oishisa Design*”,
we aim to enhance society
by addressing better eating and producing

Work together to achieve high targets
and exceed expectations

Intelligence
& Skills

Synergies of
Strength

Co-existence &
Co-creation

Venture with sincerity Respect & Confidence

Based on our origin as an oil supplier,
we support our diet
with reliable quality by reaping
nature’s potential



CONTENTS



Messages from Management



Introduction



Value Creation Strategies



Corporate Governance



Data Section

J-Oil Mills Group Philosophy

Message from the CEO	4
Message from the Director, Executive Officer, Executive Vice President & CTO.....	10

J-Oil Mills by the Numbers.....	14
J-Oil Mills' Business Areas	16
J-Oil Mills' History.....	18

Value Creation Model.....	20
J-Oil Mills' Strength: "Oishisa Design"	22
Message from the CSO.....	24
Message from the CFO.....	27
Message from the CCO	30
Message from the General Manager of the Business Strategy Division.....	31
dX.....	32
Sustainable Supply Chain.....	34
Business and Human Rights.....	36
Sustainability Approach and Promotion Framework.....	38
Materiality	41
Initiatives for Reducing Environmental Impact.....	44
Message from the CHRO.....	50
Human Capital.....	52
Management Roundtable on Human Capital with the CEO, CHRO, and an Outside Director	54

Directors and Executive Members.....	58
Strengthening Corporate Governance	60
Risk Management and Compliance	70
Dialogue with Stakeholders	73

11-Year Financial Summary	74
Raw Material Price Data	76
Non-Financial Data.....	77
Company Information.....	78

Editorial Policy

This integrated report has been issued to introduce the J-Oil Mills Group's initiatives to enhance its corporate value over the medium to long term.

In this year's integrated report, we focus on the mission of our new management team—to realize medium- to long-term growth—building on the initiatives that led to our recovery in performance and the structural reforms that underpin it. Centered on our core strength, "Oishisa Design," the report presents our approach to addressing material issues, with each executive communicating specific policies and initiatives in a narrative format to clearly connect management direction with concrete actions.

To further advance the quality of our disclosure, we once again received valuable feedback from Mr. Tamio Yamaguchi of the NPO Junkan Workers Club. The full text of Mr. Yamaguchi's comments is available on our website.

We hope this report will serve as a foundation for dialogue with all our stakeholders, including shareholders and investors.

Going forward, we will continue to share the J-Oil Mills Group's initiatives through this integrated report and our website, aiming to further promote engagement and dialogue with our stakeholders.

Period Covered by This Report

This report primarily covers the Group's activities in FY2024 (April 1, 2024 to March 31, 2025). Some initiatives outside of this period are also included.

Scope of This Report

This report encompasses the entire Group, including consolidated subsidiaries. In cases where the scope of coverage differs, the scope of coverage for each such case is indicated.

Date of Publication

September 2025

Forward-looking Projections, Forecasts, and Plans

The forward-looking statements in this report are based on information available at the time of writing, and results may differ depending on changes in the business environment and other factors.

Referenced Guidelines

- International Integrated Reporting Framework (ISSB: International Sustainability Standards Board)
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0 (Ministry of Economy, Trade and Industry)
- GRI Sustainability Reporting Standards (GRI)

Positioning of the Integrated Report

This report presents a compilation of key information, while comprehensive data and detailed disclosures are available on our website.

Financial Information

Website: Shareholder/Investor information



Earnings materials, securities reports, and other disclosure documents
<https://www.j-oil.com/en/ir/>

Integrated Report



Integrated report
https://www.j-oil.com/en/ir/library/integrate_report.html

Non-Financial Information

Website: Sustainability



Information on Materiality, ESG, etc.
<https://www.j-oil.com/en/sustainability/>



Company Website

<https://www.j-oil.com/en/>

