



J-OIL MILLS REPORT

2025

Integrated Report

J-OIL MILLS REPORT 2025



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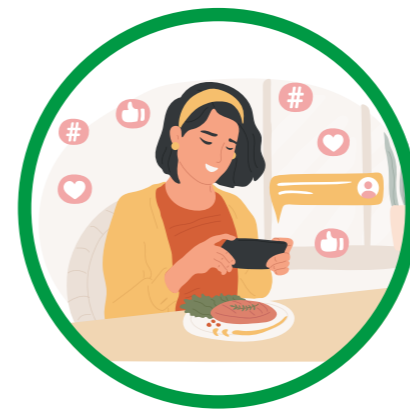
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We contribute to people, society, and the environment by delivering good taste, health, and low burden to achieve our vision of "Joy for Life: Bringing Joy to the Future by Food."

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



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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/>



Message from the CEO



Yuichiro Haruyama

Representative Director, President & CEO

Profile

April 1993	Joined Sumitomo Chemical Industry Co., Ltd. (currently SUMITOMO CHEMICAL COMPANY, LIMITED)
December 2019	Senior Strategic Officer, Sumitomo Dainippon Pharma Co., Ltd. (currently Sumitomo Pharma Co., Ltd.)
February 2020	Sumitovant Biopharma, Inc. (currently Sumitomo Pharma America, Inc.) EVP, Finance & Corporate Strategy
April 2021	CFO, Sumitovant Biopharma, Inc. (currently Sumitomo Pharma America, Inc.)
September 2022	Executive Fellow, Finance, J-OIL MILLS, Inc.
June 2023	Executive Officer, J-OIL MILLS, Inc.
July 2023	Executive Officer, CFO, Corporate Strategy & Finance and General Manager, Corporate Strategy, J-OIL MILLS, Inc.
June 2024	Executive Officer, Vice President & CSO, Corporate Strategy, J-OIL MILLS, Inc.
April 2025	Executive Officer, President & CEO, J-OIL MILLS, Inc.
June 2025	Representative Director, President & CEO, J-OIL MILLS, Inc. (to present)

My Mission: Achieving Medium- to Long-Term Growth Toward “Joy for Life—Bringing Joy to the Future by Food”

My Convictions upon Assuming the Presidency

On April 1, 2025, I assumed the role of president & CEO, and on June 25, I was appointed representative director. My mission is to carry forth the solid management foundation built by Chairman Sato and to deliver medium- to long-term growth. Reflecting on our nearly 200-year history—during which our predecessors overcame hardships and resolved numerous challenges—I am deeply aware of the responsibility of carrying the baton now passed to my generation. At the same time, I am determined to embrace external changes as opportunities and, through business transformation and development of new domains, to drive the J-Oil Mills Group toward becoming a company capable of robust growth, thereby realizing our vision: “Joy for Life—Bringing Joy to the Future by Food.”

Allow me to briefly share my background and perspective. I began my career in the life sciences industry, working in a factory, as I had asked to do. For seven years, I was engaged in production planning, coordination between sales and operations, and cost accounting. Later, in corporate planning and other company departments, I gained experience as project leader for various initiatives. My leadership style crystallized when I was dispatched as CFO to a U.S. company we had acquired. Initially, as a manager sent from a Japanese parent company, I faced skepticism and a tense atmosphere. Nevertheless, I engaged in repeated discussions with local staff to formulate and implement post-acquisition business plans. I came to realize the high level of expertise each staff member possessed, and by setting individual goals that leveraged their strengths, we gradually built momentum. By accumulating “quick wins,” the organizational climate changed, and we began to move forward smoothly as one team. This experience taught me that leadership

means drawing on each member’s expertise to create results greater than the sum of the parts. I have adopted the personal mantra of “working together with one heart and one mind,” and this will guide me as I fulfill my responsibilities as CEO.

I believe there are four key elements to corporate management: the management team, led by the CEO and executive officers, must (1) repeatedly communicate our vision to employees to gain their empathy and foster unity across the company; (2) formulate medium- to long-term management policies and strategies; (3) develop and execute strategies and tactics for each business in line with those policies and strategies; and (4) strengthen the management foundation needed to realize them. I joined the Company in 2022 as a finance fellow. Since then, I have been in charge of corporate functions, which meant that my contact with frontline sales and production, as well as with external business partners and customers, was limited—this is an issue I recognized for myself. To address it, internally I have been holding briefing and dialogue sessions for employees, continuously sharing management’s views while also receiving proposals from employees, thereby fostering the kind of communication that unifies the entire company as described in element (1). Externally, since the February 2025 announcement of the leadership transition, I have visited customers and business partners together with Chairman Sato to explain the new management structure. Through these visits, I have once again realized that building very strong relationships with our customers and partners is one of our strengths. Based on this foundation of trust, I intend to lead the company forward as CEO so that we can achieve business growth together with our customers and partners.

Message from the CEO

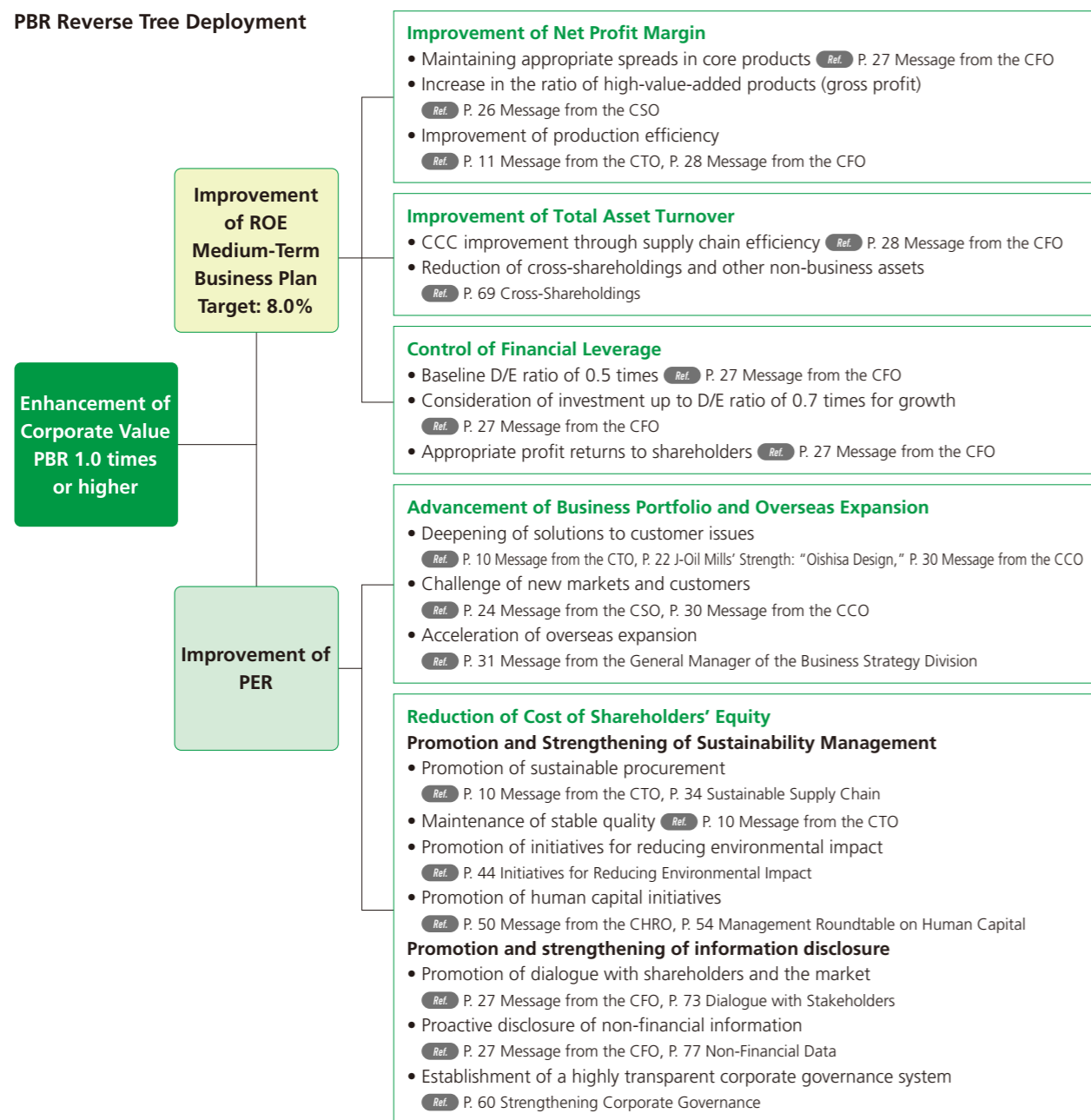
FY2024 Performance and Achievements

In FY2024, although sales declined, operating profit reached a new record high of ¥8.57 billion. We also saw improvement in key indicators under the Sixth Medium-Term Business Plan, including ROE. That said, with the PBR at only 0.63 times, I recognize this is far from a satisfactory level of corporate value. We will move swiftly to put in place growth strategies and reinforce our management base, with the aim of further enhancing ROE and PER.

During the year, we responded to external changes such as raw material price volatility by ensuring sales at

appropriate prices, while strengthening solution-based sales that combine oils and fats and food materials to meet the diverse needs of business-use customers. This enabled us to expand sales volume, particularly of high-value-added products such as long-lasting oils, seasoning and cooking oils, and starches that produce “Good Taste” by enhancing taste and juiciness. In household-use oils, we expanded our Smart Green Pack lineup—characterized by reduced environmental impact and ease of use—and enriched our product portfolio, thereby increasing market share.

PBR Reverse Tree Deployment



On structural reforms, we exited the domestic household-use margarine business, while improving profitability in business-use margarines by shifting production overseas. In addition, we enhanced asset efficiency by reducing inventories through value chain optimization and selling cross-shareholdings, thereby

raising ROIC.

That said, I recognize that the pace of cultivating growth domains, including overseas businesses, remains an issue. From the next fiscal year onward, we will step up initiatives to accelerate growth.

J-Oil Mills' Value Proposition

As I mentioned at the outset, our company has a history spanning nearly 200 years. This longevity is the result of steadily evolving the value we provide in response to changing values and needs over time. Today, perceptions of food, “good taste,” and health are undergoing significant change. Looking at the food industry’s business environment from a medium- to long-term perspective, we foresee challenges such as declining demand due to Japan’s shrinking population, and heightened risks to the continuity and cost of energy and raw material procurement stemming from climate change and sharp currency fluctuations. At the same time, however, we also anticipate opportunities for new market expansion, driven by rising awareness of sustainability, growth in the elderly population in Japan, and advances in kitchen technology and food tech, all of which are reshaping the values and needs surrounding food.

To respond to these changes in the business environment, we must further pursue our strength in “Oishisa Design (creating deliciousness).” By acquiring new competitiveness, including through alliances with other companies and M&A where appropriate, we will further enhance our ability to provide solutions that address issues related to food. In doing so, we aim to realize our vision of “bringing joy to people, society, and the environment through good taste, health, and low burden,” thereby contributing to society, the environment, and consumers’ lives.

In 2023, we reviewed our materiality and reorganized it into four key themes. With the new management structure now in place, we have judged it necessary to focus even more on areas such as advancing our business portfolio, accelerating overseas expansion, and strengthening our management foundation, including human capital development. For these areas, we are

delving deeper, setting new KPIs, and promoting initiatives to connect our materiality with both the business environment and our strategies in a more explicit manner.

Ref. P. 41–43 materiality

In addition, by adding the perspective of promoting and strengthening sustainability management toward medium- to long-term growth and enhancement of corporate value, we will respond swiftly and reliably to changes in the business environment and society. In this era of rapid change, the risk of being unable to set out a long-term growth strategy has increased compared with the past. We recognize that non-financial information is a key factor in ensuring that stakeholders, including shareholders and investors, view us as a sustainable company, and we consider improving ESG evaluations to be extremely important. Among these areas, this fiscal year we will particularly focus on promoting initiatives for human capital. Human capital management generally includes (1) human resource development, (2) health management and well-being, and (3) diversity, equity, and inclusion (DE&I). These are key drivers of sustainable growth, including the innovation, and we see them not only as enhancing each employee’s growth and job satisfaction, but also as raising the overall strength of the organization.

One of the areas we want to work on going forward is to define with greater clarity and granularity what we aim to be in the next five or ten years, working backward from our long-term and universal vision. By doing so, we can make the input elements in our value creation process more tangible, and demonstrate a persuasive story both inside and outside the company regarding business portfolio advancement, next-generation technologies, and capital allocation for business investment. At the core of our value creation process, and our differentiating



We aim to build strong relationships of trust by becoming a company that delivers true value to all of our stakeholders.

strength, is the ability to provide “Oishisa Design.” In addition to solid points of contact with a wide range of ready-made meal and restaurant customers through sales of oils and fats, we are able to offer solutions that combine oils and fats with our proprietary starches, typified by the “TXdeSIGN” series, which can be applied to nearly all processed foods to address a variety of customer issues.

To advance our business portfolio, in addition to the experience and know-how gained through solution proposals to date, it will be important to analyze and understand “Good Taste”—which professional chefs have

traditionally identified through their skills and experience—from a scientific perspective, and to elevate our “Oishisa Design” into organizational knowledge by systematizing it into a database. This will further strengthen our ability to offer solutions based on “Oishisa Design.” Beyond responding to customers’ explicit needs, we aim to differentiate ourselves by making unique proposals initiated by our company, using the database to address latent issues that customers themselves may not yet recognize. We are also considering building new business models that make use of the knowledge accumulated through “Oishisa Design.”

Growth Strategy

As we move forward with the Sixth Medium-Term Business Plan, we have reviewed our management structure. In light of major changes in the external environment, we adopted a flat organizational structure based on the concept of thinking and responding together as a team. The intent is to improve the speed of decision-making for overall optimization. In the new management team, each executive officer is responsible not only for initiatives aimed at achieving the annual budget, but also for serving as the lead or a participant in important medium- to long-term themes such as growth strategy and corporate culture reform. Incentives have been added by linking the outcomes of these initiatives to executive compensation. In this way, we believe we can further strengthen the perspective of companywide optimization and medium- to long-term

management. The new management team also shares the recognition that strengthening the management foundation is a priority. By reinforcing not only financial capital but also non-financial capital—human capital, natural capital, intellectual capital, manufacturing capital, and social relationship capital—we aim to realize sustainable medium- to long-term growth.

In particular, we will accelerate initiatives on human capital this fiscal year. In FY2023, we established a Human Capital Subcommittee under the Sustainability Committee and formulated a Human Capital Policy, thereby shifting toward human capital management. In today’s uncertain times, it is crucial to focus on developing human resources, promoting diversity, and reforming organizational culture to build organizational strength that can respond flexibly to change, while also achieving both employees’ self-

fulfillment and enhancement of our corporate value. Accordingly, with the inauguration of the new management team, on April 1, 2025, we dissolved the Human Capital Subcommittee of the Sustainability Committee and established the Human Resources Committee as an advisory body to the Management Committee. Going forward, we will examine the ideal human capital portfolio in light of our medium- to long-term strategy and advance human capital management to achieve it.

Ref. P. 51 Message from the CHRO

As part of initiatives for strengthening our management foundation, we are also working on dX*. Last year, we established a promotion framework centered on management and business leaders, and set four reform themes with each executive officer in charge serving as a leader: business process reform, SCM/ distribution, sales and marketing, and human resource development. The dX we are aiming for is not limited to simple operational improvements, but rather seeks to realize our vision and mission through transformation encompassing businesses, products and services, and business models, including the systematization of “Oishisa Design” into a database to establish a comparative advantage. In FY2025, we will focus on building the foundation for this by driving transformation in each theme through the use of digital technologies.

*We write “dX” with an emphasis on the “X” to highlight “transformation in operations” as the true objective, rather than focusing just on the tool of digitalization.

With respect to progress under the Sixth Medium-Term Business Plan, we believe that strengthening

To Our Stakeholders

Under the leadership of Chairman Sato, we achieved a recovery in performance and accomplished a revival, while also building a solid management foundation in our existing businesses. Our commitment to achieving the goals of the Sixth Medium-Term Business Plan remains unchanged, but as some aspects of our growth strategy have shifted from the original assumptions, we will move forward with a sense of urgency, including those changes, to realize medium- to long-term growth. To achieve sustainable growth, we will advance the initiatives

profitability in existing businesses is proceeding steadily at present. On the other hand, advancing the business portfolio and promoting overseas business remain key issues, and we will focus our efforts in these areas. One example of our investment in next-generation technologies and businesses is the March 2025 press conference on a flight using domestically produced SAF generated from non-edible plant seeds (Ref. P. 49 Highlight (4)). This is a long-term initiative, and we intend to continue exploring seeds of opportunity while monitoring changes in the external environment.

Regarding the priority issue of overseas business promotion, in the ASEAN region, at our subsidiary J-OIL MILLS (THAILAND) Co., Ltd., we have begun offering new solutions that combine oils and fats and starches, steadily producing results. At Premium Fats Sdn Bhd, we are expanding sales of margarine and shortening. In North America, we are focusing on exports of “MAMENORI SAN edible soybean sheets” and vitamin K2 “menatto.” To further strengthen our business there, we have initiated collaboration with a local company and assigned our own personnel locally. Through this collaboration, in addition to expanding sales of our existing products, we aim to build a win-win relationship in which we also contribute to the partner’s business development and expansion while promoting the development and commercialization of new oil and fat products of our own. Going forward, as we advance the business portfolio, we plan to expand the concept of “Oishisa Design” in overseas businesses as well, establishing our positioning by addressing customer issues through a diverse array of materials and services.

necessary to foster human resources capable of leading business transformation and to build an organizational culture that acts autonomously.

Looking ahead to the Company’s growth and sustainable development, we will steadily implement initiatives on near-term materiality, respond swiftly and reliably to changes in society, and become a company of true value to our stakeholders, including investors, thereby building strong relationships of trust.

I ask for your continued support of our endeavors.

Message from the Director, Executive Officer, Executive Vice President & CTO

Amid a rapidly changing business environment, while preserving our essential values, I will lead transformation from a technological perspective and contribute to creating new value, all toward realizing “Joy for Life—Bringing Joy to the Future by Food.”

Kazuya Kondo

Director, Executive Officer, Executive Vice President & CTO & General Manager of the R&D Strategy Department



My Convictions upon Assuming the Role of Executive Vice President and My Mission as CTO

On April 1, 2025, I was appointed executive vice president & CTO, and on June 25 I became a director. I joined the Company in 2023, and initially

I was an executive officer responsible for research and development. In FY2024, in addition to R&D, I also oversaw dX* and the IT division. With the recent changes to our management structure, I now oversee a broad range of areas, including manufacturing, quality assurance, procurement, oil meal & bulk oil sales, oil milling management, and aspects of supply chain management such as distribution. My experience has been shaped primarily through production sites and R&D both in Japan and overseas. During my previous posting in Brazil, I also served as executive vice president, where I was responsible for production, technology oversight, and DX. Drawing on this knowledge and skill set, I want to lead transformation from the technological side and contribute to creating new value so that, even amid a rapidly shifting business environment, our company can continue moving toward the realization of “Joy for Life—Bringing Joy to the Future by Food.” At the same time, J-Oil Mills is a time-honored Japanese company with a history spanning nearly 200 years. The technologies that have been passed down, along with values of safety, security, and quality, must also be preserved. Striking a balance between protecting what must be preserved and driving change, I will work with the management team to share issues and execute our growth strategy.

*We write “dX” with an emphasis on the “X” to highlight “transformation in operations” as the true objective, rather than focusing just on the tool of digitalization.

Contributing to the Well-Being of All through Food Safety and Security

From a medium- to long-term perspective, we recognize and address issues while aiming to enhance corporate value. In the production division, we place the highest priority on the manufacturer’s responsibility of stable supply and food safety and security. We have set “contributing to the well-being of all through food and safety” as one of our materiality themes. To meet society’s expectations for safety and security and to ensure stable

supply, we are continuously making capital investments and fulfilling our responsibility for stable production at six plants in Japan and one plant overseas.

While safety can be achieved through scientific approaches, security ultimately depends on customers feeling it for themselves. For this reason, we have built management systems across all processes of delivering our products to customers, and we are working to improve quality. Furthermore, to contribute to the well-being of all people, it is essential to address health and diverse needs. In addition to disclosing information on raw material origins and food allergens, we recognize that expanding halal and kosher compliance is also an issue given customer diversity, and we are examining these options. Through these initiatives, we intend to continue providing not only safety but also peace of mind to customers.

In the R&D department, we are continuously refining our strength in “Oishisa Design (creating deliciousness)” and working on technology and product development. Our research areas span a wide range, from core technologies to product development, application development, and containers and packaging. Among these, product development and application development are positioned as priority areas, as they are drivers for enhancing the technological capabilities and materials essential for advancing “Oishisa Design.” To respond quickly to customer needs and requests, we have emphasized collaboration with the sales division and placed product development units within each business division, a structure that has been highly regarded. At the same time, we were aware that relying solely on our existing technological capabilities and materials could



Rendering of planned R&D facility (exterior view)

eventually lead to stagnation. To ensure that R&D contributes to medium- to long-term business growth, in 2025 the management team integrated the functions of the R&D organization. In addition, we decided to consolidate our three existing R&D sites and relocate them to the city of Kawasaki, Kanagawa Prefecture, in January 2027. Through this integration, we aim to invigorate innovation by strengthening collaboration among research domains, generate synergies such as enhancing responsiveness to cross-divisional projects and improving productivity, and further reinforce our R&D capabilities.

Ref. P. 22-23 J-Oil Mills’ Strength: “Oishisa Design”

Within the R&D department, we have established a dedicated unit for intellectual property. Generally, IP activities have both a defensive aspect—patenting advantageous technologies to protect them from infringement—and an offensive aspect—leveraging technologies to advance R&D and business. In 2023, our number of patent registrations was 38, ranking sixth in the food chemistry field (source: Japan Patent Office, Annual Report on Patent Administration 2024). However, in order to advance business offensively through intellectual property, it is important not only to increase the quantity but also to improve the quality of our patents.

As for next-generation technologies and businesses, we plan to launch new projects in FY2025 that leverage our technologies. Safety assurance is essential, but we intend to start small and without delay. We are also continuing to pursue fundamental next-generation technologies such as alternatives to oils, which could represent both business opportunities and threats for us.

Realizing a Sustainable Society through Stable Food Supply

For our company, which creates products from the bounty of nature such as soybeans and rapeseed and delivers valuable goods to customers, sustainable procurement of raw materials is essential. In recent years, the risks of sharp price fluctuations in raw materials have risen due to the impacts of climate change. Moreover, because we procure nearly all of our raw materials from overseas, we must be mindful not only of social ethics, legal compliance, and fair trade, but also of addressing global

Message from the Director, Executive Officer, Executive Vice President & CTO

social issues such as environmental destruction, human rights violations, and forced labor. Supply chain management requires that the entire supply chain be sustainable, and society demands that we continue initiatives that stay one step ahead. Supplying edible oils—indispensable to people’s daily lives—and supporting food are the values and purpose of our company. Going forward, we will continue to work with business partners and relevant institutions, while making use of opportunities for dialogue with raw material producing countries.

Traceability is also important in terms of appropriate management. We procure raw materials through local collection and export agents as well as trading companies. To ensure procurement in line with our “Sustainable Procurement Policy and Standards,” we have been advancing the signing of contracts that include sustainability clauses, and have completed such agreements with nearly all of our raw material suppliers. In addition, we are conducting surveys of suppliers handling other materials to confirm the status of their sustainability

initiatives. We will continue to carry out regular surveys and work to build a responsible supply chain.

Ref. P. 34 Sustainable Supply Chain

Promotion of dX

To realize the future set out in our corporate philosophy system and to fulfill our mission, we have defined our target vision for dX as “Utilizing digital technologies such as AI and IoT to transform businesses, products and services, and business models, and to establish competitive advantage.”

In April 2024, as project leader, I launched the “dX Promotion Project.” We set four stages: business process transformation, collaborative transformation (inside and outside the Company), business transformation / new business development, and social transformation. We began by working on business process transformation and collaborative transformation, setting themes for each. This approach stems from my experience overseeing DX in my previous position, where I learned that business

transformation cannot be achieved without first implementing business process transformation and collaborative transformation. However, the stages we have set are not intended as steps to be climbed sequentially, but rather as elements that accumulate in combination. While I believe there are still issues to be resolved before reaching the level I expect, and that it will take time, I recognize that progress has been steady. From experience, I also believe that as collaborative transformation advances, new business possibilities often come into view, and I have high expectations in that regard. In 2025, we will continue initiatives on collaborative transformation and aim to raise themes for business transformation by identifying several seeds of new business, leading to initiatives starting in 2026. The intent behind setting social transformation as the final stage is that by driving business transformation through dX and delivering social value, we will contribute to realizing the future we aspire to—“Joy for Life—Bringing Joy to the Future by Food”—which will ultimately lead to social transformation.

As for themes under business transformation, discussions are still underway, but one example under consideration is deepening “Oishisa Design.” This might involve building a business model that addresses customers’ latent issues by systematizing and creating a database of solution proposals, the driving force behind “Oishisa Design.” For example, by combining oils and starches we can currently achieve textures such as crispiness or juiciness, verified mainly through sensory evaluation. On the other hand, scientifically clarifying the basis for these effects remains an issue. By converting such know-how and scientific evidence into knowledge and creating

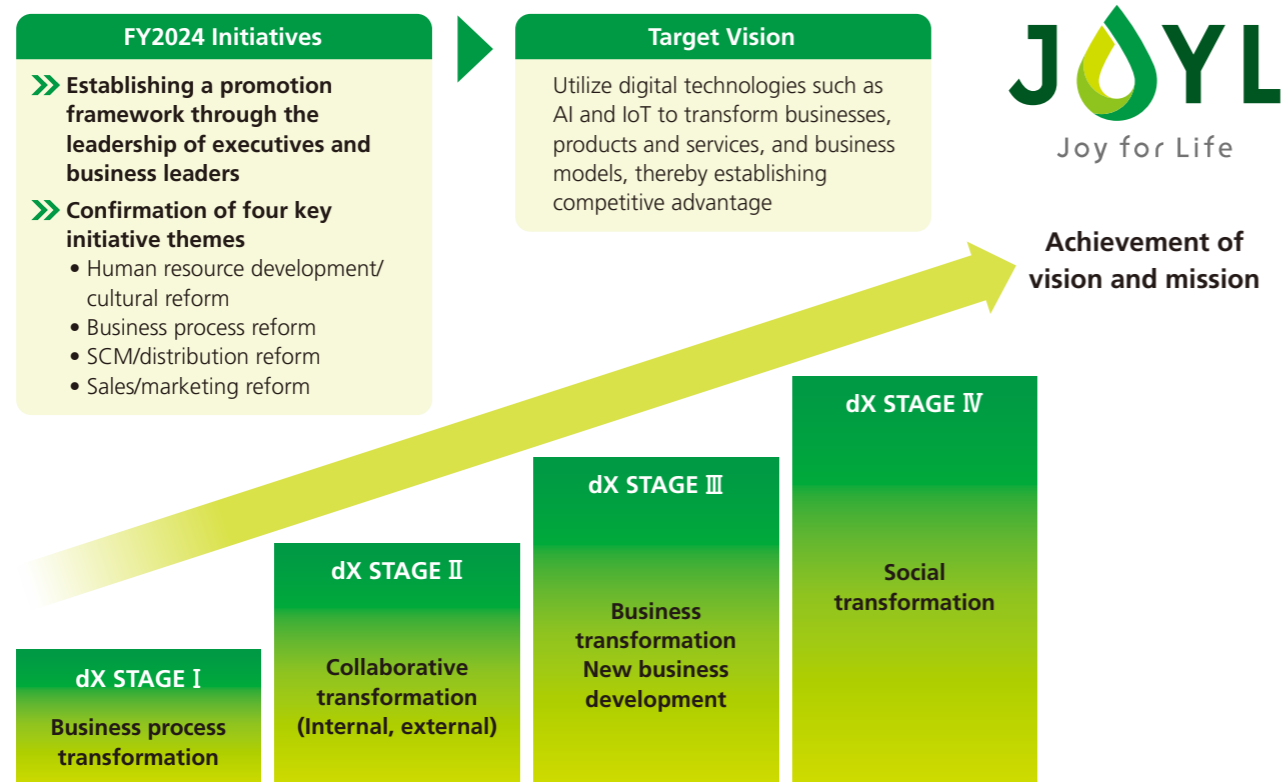
a database, we can deepen the resolution of customer issues (through proposals for solutions to latent issues and the development of new applications), take on new markets and customers (active investment and human resource development in fields where we can leverage our strengths), and accelerate overseas expansion. All of these could potentially lead to business transformation. This is just one example of a potential theme, but during FY2025 we will discuss and set themes within the dX Promotion Project and move forward with initiatives accordingly.

Ref. P. 32 dX

To Our Stakeholders

In the years ahead, advances in new technologies and changes in the business environment may bring about major shifts in customer needs and values. Even in such circumstances, while fulfilling the responsibilities we have inherited as a food manufacturer over many years, we intend to boldly pursue transformation aimed at enhancing corporate value and provide new value to society. I respectfully ask for your continued support.

Establishing Competitive Advantage through Transformation Using dX



J-Oil Mills by the Numbers

Company Highlights (FY2024)



Number of employees in Japan and overseas

1,248

Ref. P77



Production sites

7 locations

6 locations in Japan, 1 overseas

Ref. P35



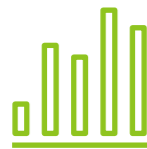
Years since founding

199 years

(founded in 1826)

Ref. P18-19

Key Financial Results (FY2024) Ref. P74-75



Net sales

230.8 billion



Profit attributable to owners of parent

7.0 billion



Dividend per share (payout ratio)

¥70 (33.1%)

Ref. P28

Key Non-Financial Results

(FY2024; only traceability to palm plantations based on Jan-Dec 2024 results) Ref. P42-43, P77



CO₂ emissions (Scope 1, 2)

34% reduction

Target by FY2030

50% reduction

(compared to FY2013)

Ref. P45



Traceability to palm plantations

49.9%

Target by 2030

100% traceability

Ref. P34



Water usage

17% reduction

Target by 2030

30% reduction

(compared to FY2019)

Ref. P46

Long-Selling Products*1 (Company survey)

*1 As of July 1, 2025



Household-use long-selling products

20 years

(launched in 2005)



JOYL "AJINOMOTO. Sarasara Canola Oil"

29 years

(launched in 1996)



JOYL "AJINOMOTO. Extra Virgin Olive Oil"

42 years

(launched in 1983)



JOYL "FILIPPO BERIO Extra Virgin Olive Oil"



Business-use long-selling products

63 years

(launched in 1962)



Golden Refined Soybean Oil 16.5kg Can

67 years

(launched in 1958)*2



Salad Oil Orange 16.5kg Can

98 years

(launched in 1927)



Honen Oil 16.5kg Can

*2 Year of launch for 16.5kg canned salad oil for commercial use

Share of the olive oil market*3

No.1

(as of FY2024)



JOYL "AJINOMOTO. Olive Oil" series

Edible oil products in paper cartons Number of SKUs

No.1

(Company estimate for FY2024)



"Smart Green Pack" series

U.S. Market Sales (seaweed alternative category)

No.1

(Company estimate for FY2024)



"MAMENORISAN" edible soybean sheets

*3 INTAGE SCI Olive Oil Market Share of purchase amount, April 2024-March 2025

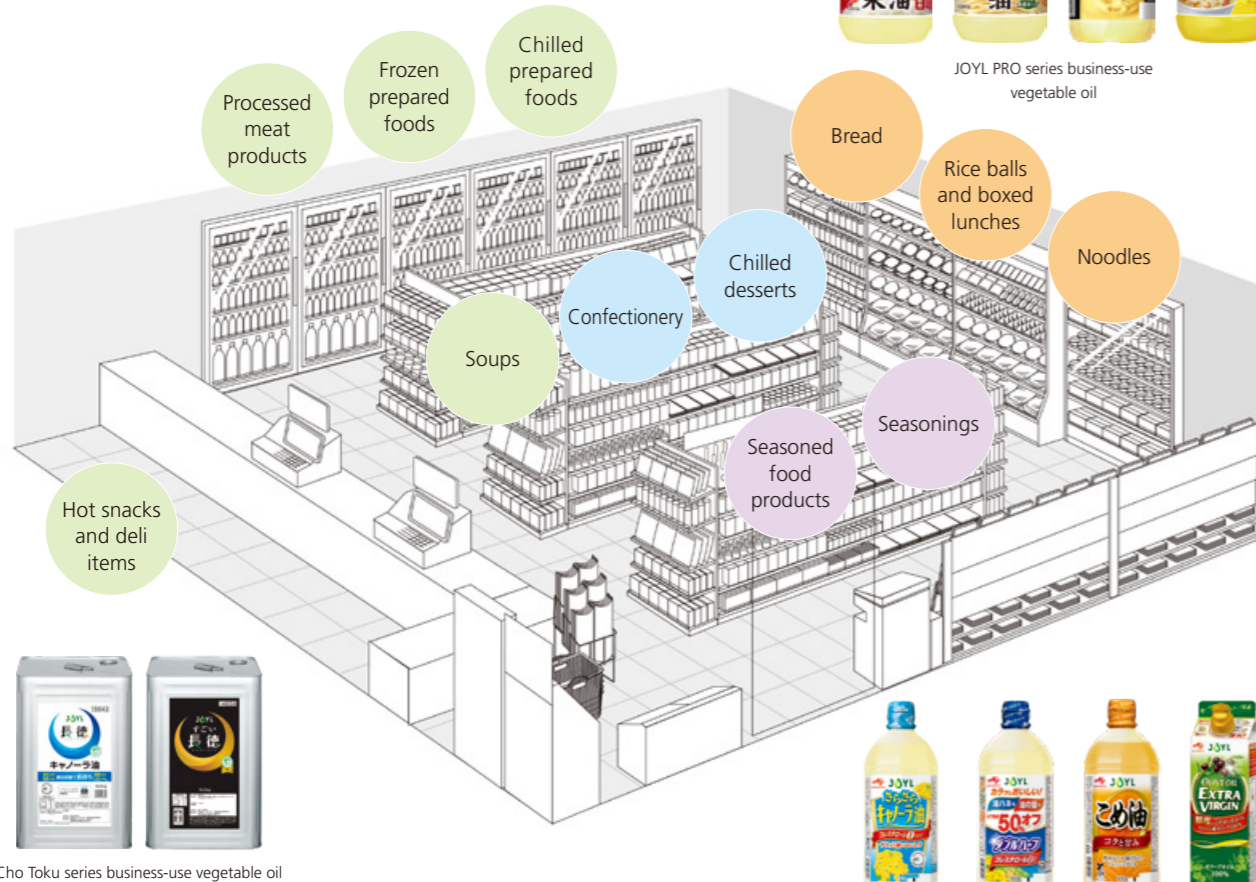
J-Oil Mills' Business Areas

Examples of How J-Oil Mills Products Are Used in Everyday Life


Our products and technologies are used in a wide range of food items commonly seen in convenience stores.



In Stores (Business Use)
Our cooking oils and frying oils have been used by many customers—including restaurants and prepared food shops—for many years.



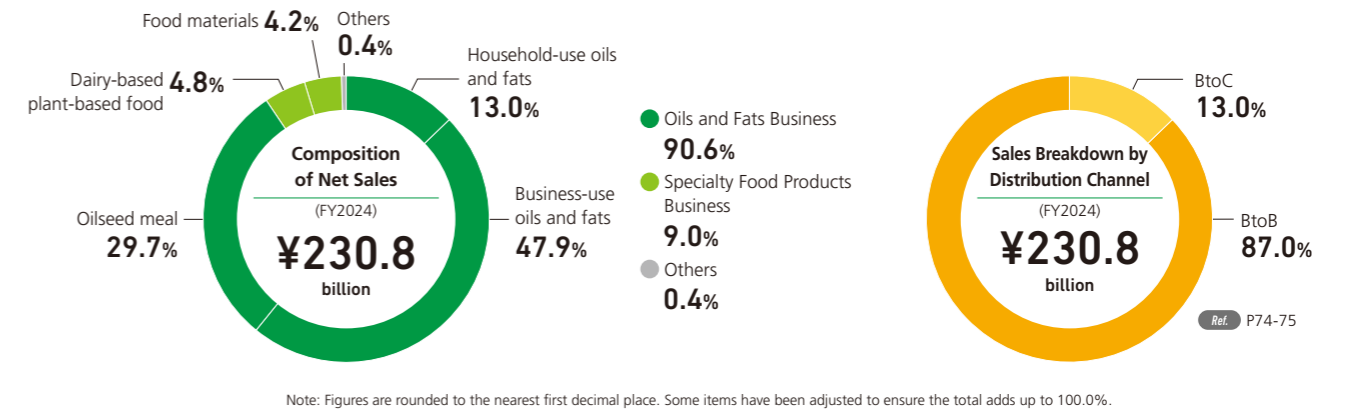

In Processed Food Manufacturing (Business Use)
We supply oils and fats to processed food manufacturers, where they are used in a wide variety of products such as mayonnaise, dressings, margarine, canned foods, ready-to-eat meals, and frozen foods.



At Home
Through products such as AJINOMOTO-branded oils and fats, we bring good taste, the joy of cooking, and health to our customers' homes.



Business Introduction



Oils and Fats Business

The Oils and Fats Business is J-Oil Mills' core segment. We import oilseeds—mainly from overseas—and process them into two primary products: oils and fats, and oilseed meal. As specialists in oils, we pursue our “Oishisa Design (creating deliciousness)” philosophy, grounded in safety and security. Our product range extends from versatile everyday oils to high-value-added products that deliver unique benefits of oil in cooking, flavoring, and health. Through this, we aim not only to offer good taste, but also to contribute to solving issues faced by customers and society.



We manufacture and sell a wide array of cooking oils—including canola oil and rice oil—as well as olive oil, flaxseed oil and perilla oil (both rich in omega-3), and MCT oil. These products deliver good taste, health benefits, and a lower environmental burden.



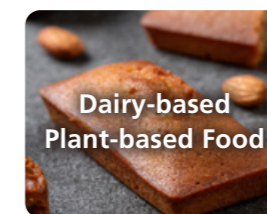
Leveraging our proprietary technologies, we offer a robust lineup including the long-lasting and great-tasting Sugoi Cho Toku and Cho Toku series, as well as the JOYL PRO seasoning oil series for food professionals. These products help address the challenges faced by our customers in the food service and manufacturing sectors.



Oilseed meal, the byproduct remaining after oil extraction, is widely used as a raw material. Soybean meal serves as a high-quality protein source in mixed feeds and soy sauce production, while rapeseed meal is used in organic fertilizers and feed ingredients.

Specialty Food Products Business

The word “specialty” reflects our desire to deliver unique, high-value-added products. We combine plant-based ingredients such as oils, starches, and proteins with proprietary processing and application technologies to provide value centered on “good taste, health, and low burden” both in Japan and overseas. Through these efforts, we aim to contribute to solving societal issues.



We develop and sell a broad range of margarine and shortening products enhanced with unique processing and flavor technologies. Our GRANMASTER line, in particular, offers an extensive lineup designed for professional confectionery and bakery makers.



We also develop and sell starch products derived from corn and tapioca, functional ingredients for supplements, processed foods, and cosmetics, as well as soy protein-based food products.

J-Oil Mills' History

Please see the website for details.
<https://www.j-oil.com/en/corporate/history.html>

Birth of J-Oil Mills' Predecessors

The companies that would later become J-Oil Mills trace their roots back to the 19th and early 20th centuries: Ajinomoto Oil Mills Co., Inc. was founded in 1826, Honen Corporation in 1907, and Yoshihara Oil Mill, Ltd. in 1855. As Japan entered the modern era under the banner of civilization and enlightenment, these companies grew in prominence, and the role of the edible oil industry steadily expanded amid the shifting social and economic landscape.

From
1826

Ajinomoto Oil Mills Co., Inc.



Honen Corporation



Yoshihara Oil Mill, Ltd.



Responding to Evolving Lifestyles and Emerging Markets

During Japan's period of rapid economic growth, the rise of supermarkets spurred the widespread adoption of plastic bottles. At the same time, the expansion of restaurants and ready-made meal services drove a sharp increase in demand for oils and fats. In response, our predecessor companies played an increasingly important role in the food industry.

From
1945



Driving High-Value-Added Innovation with "Something Extra"

As Japan's economy grew, demand increased for high-quality, multifunctional products. In response to diversifying consumer needs, we developed a range of products tailored to specific demands—from premium oils and health-conscious options to functional oils designed specifically for stir-frying or use in dressings.

From
1989



The Launch of J-Oil Mills, Inc. and Its Evolution to the "Oishisa Design" Company

In April 2002, our company was established as HONEN AJINOMOTO OIL MILLS, INC., a joint holding company between Honen Corporation and Ajinomoto Oil Mills Co., Inc. Following the business integration with Yoshihara Oil Mill, Ltd. the following year, we changed our company name to J-Oil Mills, Inc. In July 2004, the three former operating companies were merged, completing full integration.



We strengthened our product development and sales capabilities by leveraging the strengths of each company—for example, launching commodity oils and long-lasting oils that make use of proprietary technologies.

From
2004



2005
Launched "AJINOMOTO Sarasara Canola Oil"



2007
Launched "Cho Cho Toku Toku" long-lasting business-use oil (Now known as "Cho Toku")



2018
Opened the Oishisa Design Studio, a multi-functional presentation facility

Toward the Realization of Our Vision for the Future, "Joy for Life—Bringing Joy to the Future by Food"

With a view toward a transforming business environment and in drawing our target vision for FY2030, we revamped our corporate philosophy system in FY2021 and introduced our communication brand, JOYL.



By realizing "good taste, health, and low burden—starting with environmentally conscious products—we aim to bring the joy of eating and the joy of creating food to society, and contribute to people's lives by helping solve social issues.

From
2021

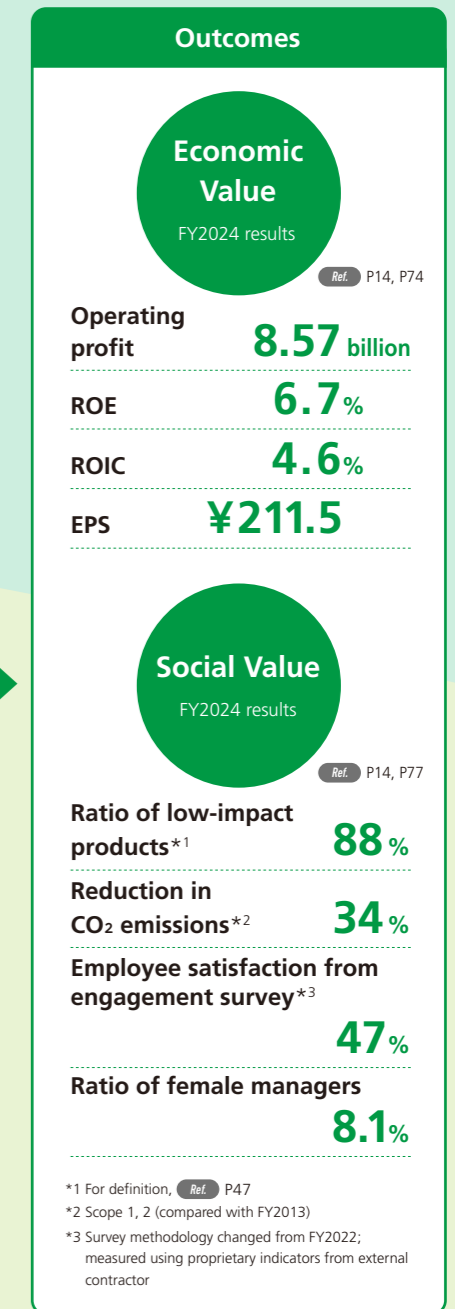
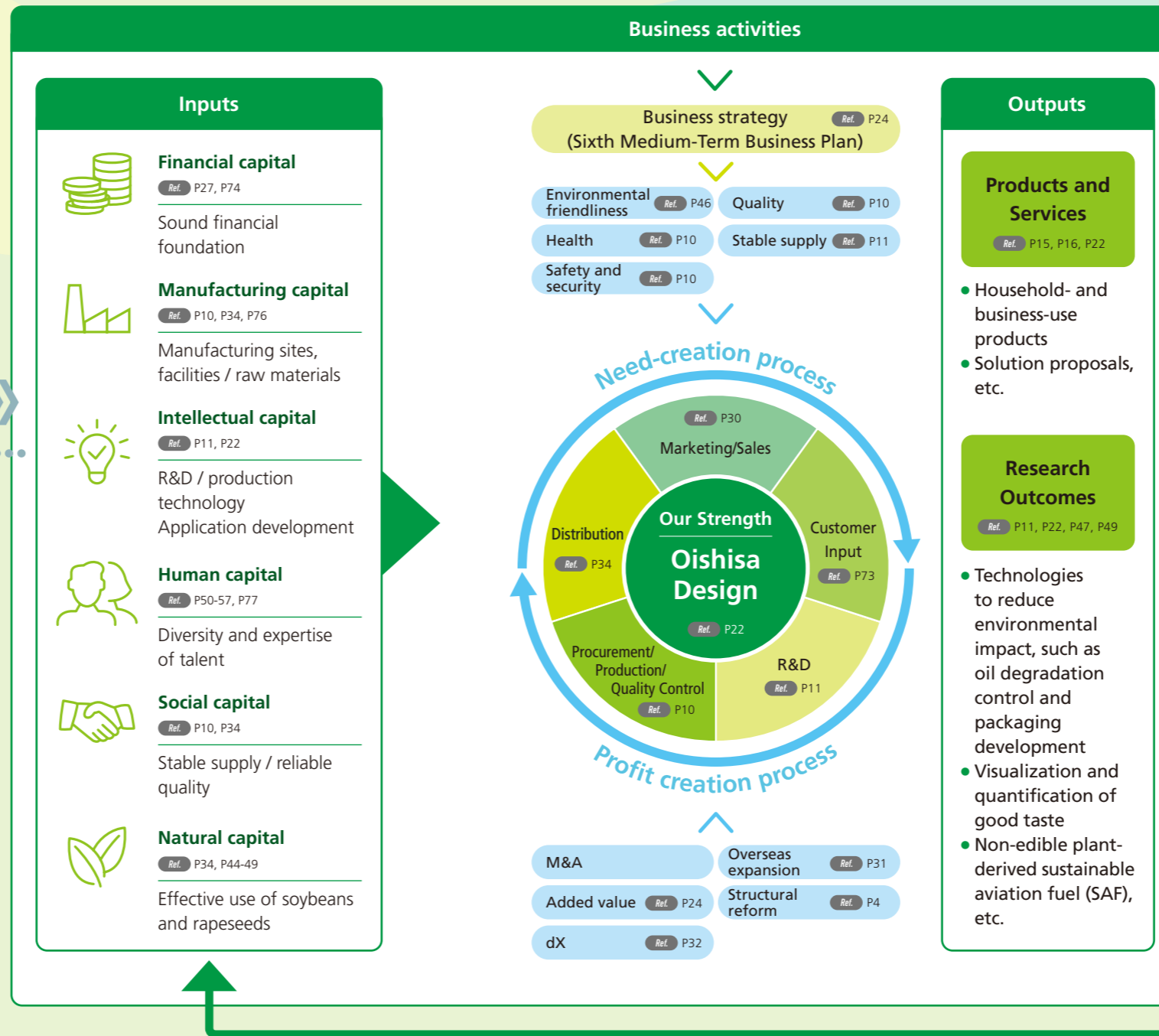
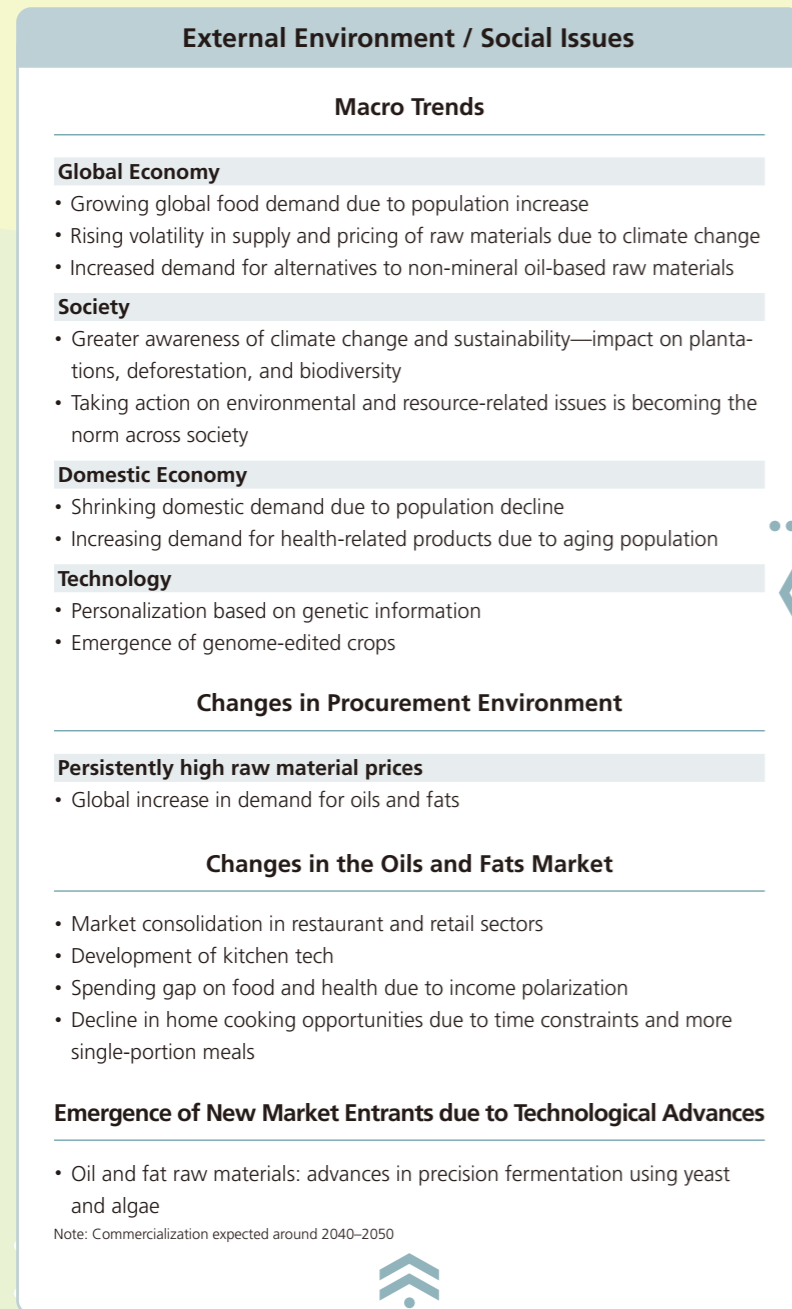


2025
Launched JOYL "AJINOMOTO. MCT Oil" 90g stay-fresh bottle, 320g stay-fresh bottle

Powered by "Good Taste" for **199** years

Value Creation Model

J-Oil Mills aims to help solve social issues through business activities rooted in oils—an essential part of everyday life—leveraging its strength in “Oishisa Design (creating deliciousness).” The following value creation model diagram illustrates the process by which we seek to sustainably maximize corporate value through our corporate activities. By continuously developing this value creation model, we aim to create joy for people, society, and the environment, contribute to solving social issues, and ultimately realize the future envisioned by our corporate philosophy system: “Joy for Life—Bringing Joy to the Future by Food.”



J-Oil Mills' Strength: "Oishisa Design"

Our strengths lie in our ingredients, technological expertise, customer touchpoints and reach, and our solution capabilities—delivering value by sincerely engaging with customer insights and helping solve their issues. Moving forward, we aim to further hone these strengths and maximize the value we provide as an "Oishisa Design" (creating deliciousness) company by strengthening and integrating our marketing, R&D, production, and sales functions.



Case Study 1

Making Hamburg Steak Juicier

Enhancing the Inherent Appeal of the Food

To address issues such as loss of fluffiness and juiciness during heating and baking, we used our proprietary ingredient, "NEOTRUST," which improves retention of both water and oil. This enabled our customers to create a delicious hamburger steak with the natural umami, juiciness, and texture of the meat intact.



Case Study 2

Developing a Popular, Moist "Fresh Texture" Bread

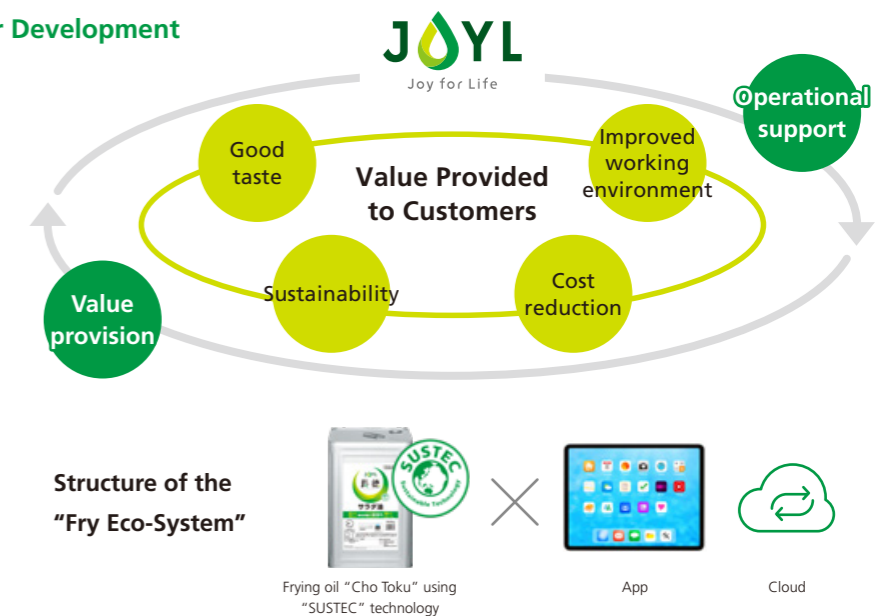
Improving Texture

Aiming to create a bread that consumers will continue to choose despite ongoing price increases, we combined the aroma of our business-use margarine, "GRANMASTER PRIMERAN I," with the water retention and melt-in-the-mouth qualities of our proprietary ingredient, "NEOTRUST," to achieve a fresh, moist texture. We proposed this as a product offering clear differentiation.

Enhancing Oishisa Design

Solutions and IT Services under Development

The "Fry Eco-System" is a system that combines "Cho Toku" long-lasting oil—made using our proprietary "SUSTEC" technology—with IT-based services to support oil degradation measurement, extended-use operations, and task automation. By offering a combination of proprietary products and operational support services, we are enhancing our ability to solve customer issues.



Highlight

Oishisa Design Studio: The Engine Behind "Oishisa Design" Staffed by Chefs, Pâtissiers, Bakers, and Other Food Professionals

The Oishisa Design Studio was established in 2018 to strengthen our ability to propose solutions to customers and to share new good taste concepts both internally and externally. Equipped with kitchen, bakery, and office functions, it is a multi-functional presentation facility serving all kinds of customers—including those in household use, restaurants, ready-made meals, food processing, and the confectionery or bakery industries. The studio hosts tastings, presentations, and product demo sessions. It serves as a touchpoint between our company and customers and markets—a place where people gather, exchange ideas, and spark new synergies, contributing to the creation of new value.



Message from the CSO

Positioning of the Sixth Medium-Term Business Plan



Akihiko Nakabayashi

Executive Officer & CSO
 General Manager of the Corporate Strategy Division



As we look toward further growth, I would like to share the progress and issues of the medium-term business plan, as well as the direction for resolving these issues.

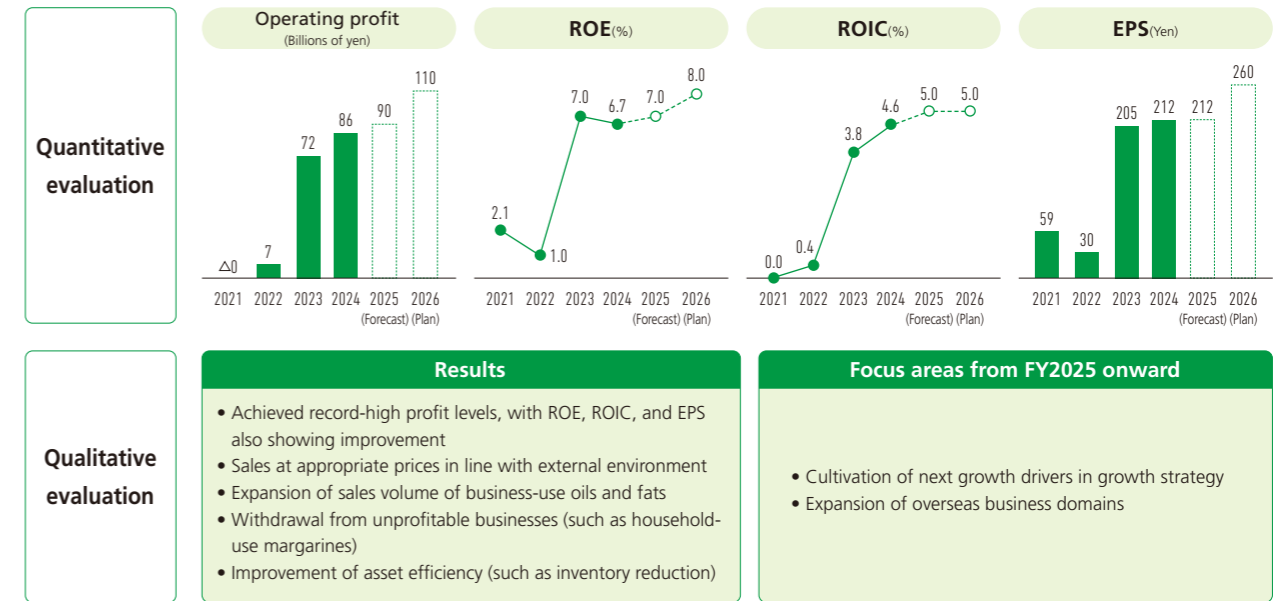
CSO Mission and Progress of the Medium-Term Business Plan

Since April 2025, I have been overseeing the Corporate Strategy Division, with responsibilities including corporate strategy, governance, sustainability, risk management, and public relations.

As CSO, my mission is to strengthen initiatives on materiality, contribute to building new food cultures through further deepening and advancing our strengths, and thereby achieve medium- to long-term enhancement of corporate value while meeting the expectations of all stakeholders. In FY2024, through measures such as ensuring sales at appropriate prices, expanding sales volume, and exiting unprofitable businesses, operating profit reached ¥8.57 billion, a record high. In addition, by reducing inventories and selling cross-shareholdings, ROIC improved to 4.6%. On the other hand, there are still issues with our growth strategy, including overseas business, and we will strengthen our initiatives to address these.

Progress on the Sixth Medium-Term Business Plan

In FY2024 we achieved record-high profits, and we will pursue initiatives under our strategies for achieving further growth and improved profitability.



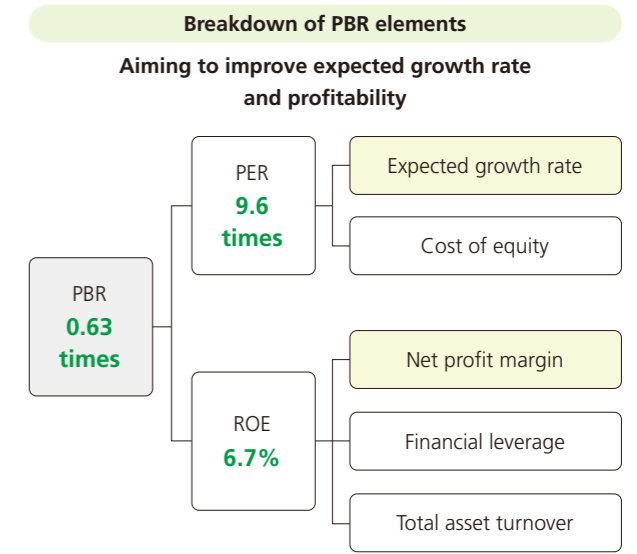
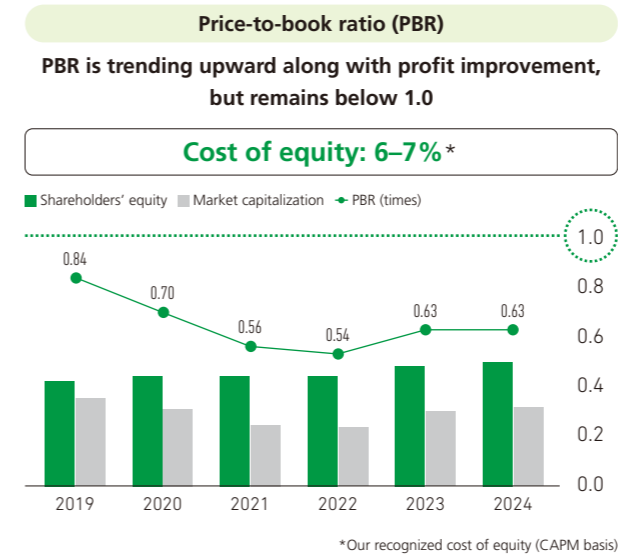
Changes in Market Valuation and Breakdown of PBR

PPBR has remained below 1.0, which we recognize as a significant issue. The reasons include the high volatility of our core domestic oils and fats business, the lack of clear new initiatives to support future growth strategies, and the fact that ROE remains at roughly the same level

as the cost of equity. To overcome this, we aim to realize growth strategies quickly and strengthen our management foundation, thereby improving expected growth rates and profitability.

Ref. P. 6 PBR Reverse Tree Deployment

Achieving an ROE Level above the Cost of Equity and Strengthening Initiatives for Growth Strategies to Improve PBR



Message from the CSO

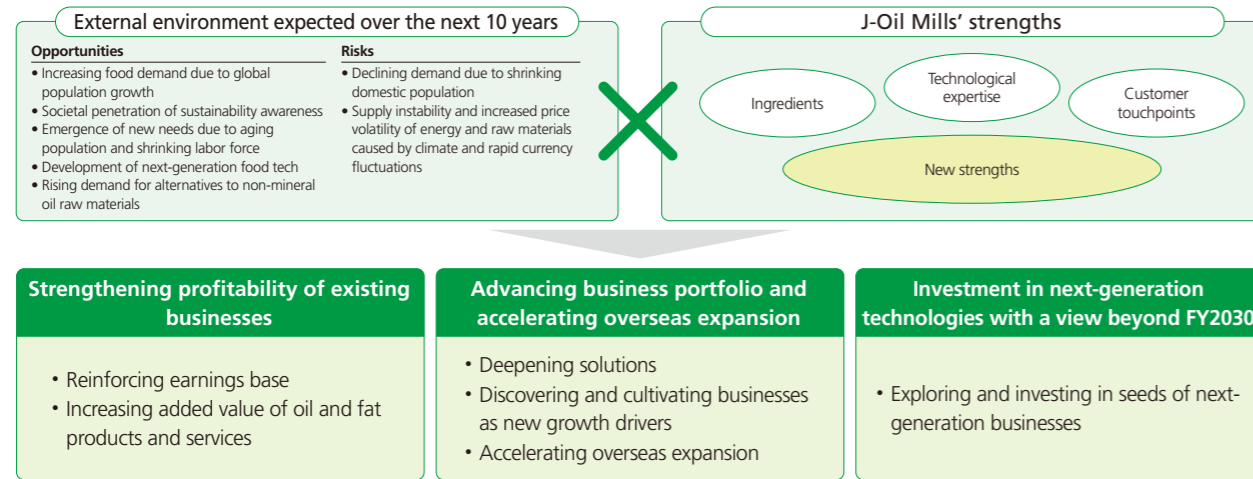
Direction of Growth Strategy

Based on changes in the external environment and our own strengths, we have begun formulating a medium- to long-term business portfolio and business model. While addressing challenges such as population decline and resource risks, we see opportunities for growth in the senior market and the rising awareness of sustainability. By leveraging our wide range of food ingredients, differentiated technological capabilities, and unique customer connections—and, where appropriate, acquiring new strengths through M&A and strategic alliances—we

will further enhance our ability to provide solutions that address food-related issues, and bringing joy for people, society, and the environment through our mission of “good taste, health, and low burden.” In addition, as part of our dX initiatives, we are fostering organizational culture and implementing measures in line with the Digital Governance Code, while also aiming to obtain DX certification as defined by the Ministry of Economy, Trade and Industry.

Ref. P. 20 Value Creation Model, P32 dX

Accelerating Our Growth Strategy to Bring Joy for People, Society, and the Environment through Good Taste, Health, and Low Burden



Raising the Ratio of High-Value-Added Products (Gross Profit)

Our proprietary “SUSTEC” technology is applied in long-lasting oils which, through renewal, now contribute even more to reducing both cost and environmental impact. Seasoning and cooking oils that enhance diverse aspects of “Good Taste”—such as flavor, aroma, texture, and freshness—have also been well received as solutions to labor shortages. By increasing our proportion of such high-value-added products, we will strengthen profitability.

Advancing the Business Portfolio

By reinforcing solution proposals that address customers’ diverse issues—our core strength—we will build new business models that leverage “Oishisa Design (creating

deliciousness)” knowledge, and expand overseas rollout of “Oishisa Design” solutions, primarily in the ASEAN region and North America. Through these efforts, we will transform our business portfolio into one with greater added value.

Initiatives toward the Next Medium-Term Business Plan

Looking ahead to medium- to long-term external conditions, we will analyze risks and opportunities and accelerate growth strategies such as advancing our business portfolio and promoting overseas business, initiatives that we began in earnest this fiscal year. In doing so, we aim to achieve our envisioned future of “Joy for Life—Bringing Joy to the Future by Food” and further enhance corporate value.

Message from the CFO

We will continue to meet the expectations of society, the market, and all stakeholders as we pursue further growth and enhanced corporate value.

Takayuki Uchida

Executive Officer & CFO, General Manager of the Finance Division & Finance Department



CFO Mission and FY2024 Overview

In addition to management by business division, we are advancing a matrix-style management structure that integrates a functional perspective. This enables management to exercise leadership from the standpoint of overall company optimization, working together to address materiality.

As CFO, I am committed to advancing initiatives under the three pillars of our Sixth Medium-Term Business Plan—growth strategy, structural reform, and financial strategy—in a well-balanced manner. My goal is not only to achieve the numerical targets but also to steadily enhance corporate value over the medium to long term.

In FY2024, operating profit and other profit stages exceeded full-year forecasts, and we achieved record-high profit levels. While continuing to pursue structural reforms, in our existing businesses we strengthened profitability by securing sufficient spreads through appropriate sales pricing, thereby responding to increased costs across the supply chain, including fluctuations in raw material prices and higher distribution, materials, and energy costs in Japan. As a result, key indicators such as return on invested capital (ROIC) and earnings per share (EPS) are progressing steadily toward the targets in the Sixth Medium-Term Business Plan.

On the other hand, I recognize the fact that our price-to-book ratio (PBR) has remained below 1.0 as a serious management issue. Contributing factors include the high dependence on the domestic oils and fats business, where volatility in raw material prices directly impacts performance, and the fact that return on equity (ROE) has not consistently exceeded the weighted average cost of capital. More fundamentally, however, I believe the issue lies in our inability to sufficiently convey to capital markets the management strategies and growth story that will enable us to raise corporate value over the medium to long term.

PBR is one indicator that reflects the capital market’s assessment of our company’s growth potential and future prospects. To clearly present our medium- to long-term growth story, in addition to steadily achieving the strategies and targets set forth in the Sixth Medium-Term Business Plan, we will formulate and implement comprehensive management measures such as maximizing capital efficiency, advancing our business portfolio, and pursuing a cash allocation strategy that balances growth investment with financial soundness. Going forward, the management team will continue to work together to ensure that our direction is clearly understood by all stakeholders through consistent and persuasive communication.

Message from the CFO

Capital Policy and Current-Term Initiatives toward Growth

Looking back on cash allocation up to FY2024, operating cash flow continued to perform strongly for the second consecutive year. In addition, improvements in asset efficiency, such as inventory reduction through value chain optimization and the sale of cross-shareholdings, produced results that exceeded the progress expected under the Medium-Term Business Plan. In particular, for improving the cash conversion cycle (CCC) aimed at enhancing working capital efficiency, we have identified a variety of measures and are developing frameworks that allow rapid responses according to circumstances.

In terms of external financing, our fundamental policy is to maintain sound financial management, with the preservation of our credit rating as a key premise. In FY2024, we made planned repayments of borrowings, reduced interest-bearing debt, and brought the D/E ratio to a healthy level of 0.26 times, thereby securing financial flexibility for future growth investments. Going forward, we will review our approach to cash allocation, using the cash generated and our strong financial foundation to strengthen competitiveness in existing businesses, invest in growth—including new businesses and M&A—and enhance shareholder returns. In growth investment in particular, agile responses are essential, and we are preparing multiple scenarios for capital policy, including financing methods.

Regarding business investments, our focus is on projects that can create synergies with existing businesses or supplement management resources to achieve our strategies. In FY2024, after careful consideration, no such

projects were executed. We will continue to carefully assess opportunities that contribute to realizing our vision of “Joy for Life—Bringing Joy to the Future by Food” and proceed steadily.

In existing businesses, we are examining dX measures to deepen our solution proposal capabilities, the driving force of our strength in “Oishisa Design (creating deliciousness),” by converting customer issue-solving know-how and scientific evidence into knowledge and building and utilizing databases. Centered on the CTO-led “dX Promotion Project” (Ref. P. 32 dX), we will systematize this as organizational knowledge, thereby contributing to the realization of “advancing the business portfolio,” a priority measure of the Sixth Medium-Term Business Plan.

Furthermore, in addition to deepening solutions and expanding into new markets and customers, we will accelerate overseas expansion in the ASEAN region and North America by leveraging our strengths in “Oishisa Design,” thus advancing another key issue: “promotion of overseas business.”

With regard to capital investment, until now we have primarily updated facilities within the scope of depreciation expenses. However, recent surges in material and labor costs have made the cost of renewing aging facilities increasingly significant. To fulfill our social responsibility of delivering safe and reliable products on a stable basis, capital investment requires even greater planning from a medium- to long-term perspective. Accordingly, when approving investment budgets, I make every effort to visit production sites whenever possible, to accurately understand actual conditions on the ground and make optimal investment decisions.

On shareholder returns, our basic policy is to provide stable and continuous dividends, with a medium- to long-term target of a consolidated dividend payout ratio of around 40%. For FY2024, the annual dividend per share was ¥70, the highest since our listing, including a ¥10 commemorative dividend marking the 20th anniversary of J-Oil Mills. Looking ahead, we will continue to target stable business growth and, by enhancing corporate value over the medium to long term, aim for a consolidated dividend payout ratio of 40% while further enhancing returns to shareholders.

Strategic Investment for Our Sustainable Growth

Bringing joy for people, society, and the environment through “good taste, health, and low burden,” we aim to contribute to solving social issues by creating value that meets societal expectations. We believe that creating and delivering social value while enhancing corporate value is a fundamental responsibility of a company. To this end, in addition to generating synergies through the integration of our R&D sites (Ref. P. 10 Message from the CTO) and promoting dX (Ref. P. 32 dX), we view investments in non-financial domains as important opportunities for enhancing corporate value. By quantifying their financial impact, we prioritize investment targets.

Going forward, we will clarify our basic policy and overall framework for these investments, including non-

financial domains, and further strengthen the allocation of resources to priority areas directly linked to enhancing corporate value.

To Our Stakeholders

We recognize that further growth and enhancement of corporate value require raising the bar across all aspects of our business—scale, market capitalization, and profitability. To reliably meet the expectations of society, the market, and stakeholders, it is essential that we communicate our potential and growth story more clearly and more forcefully.

Ref. P. 73 Dialogue with Stakeholders

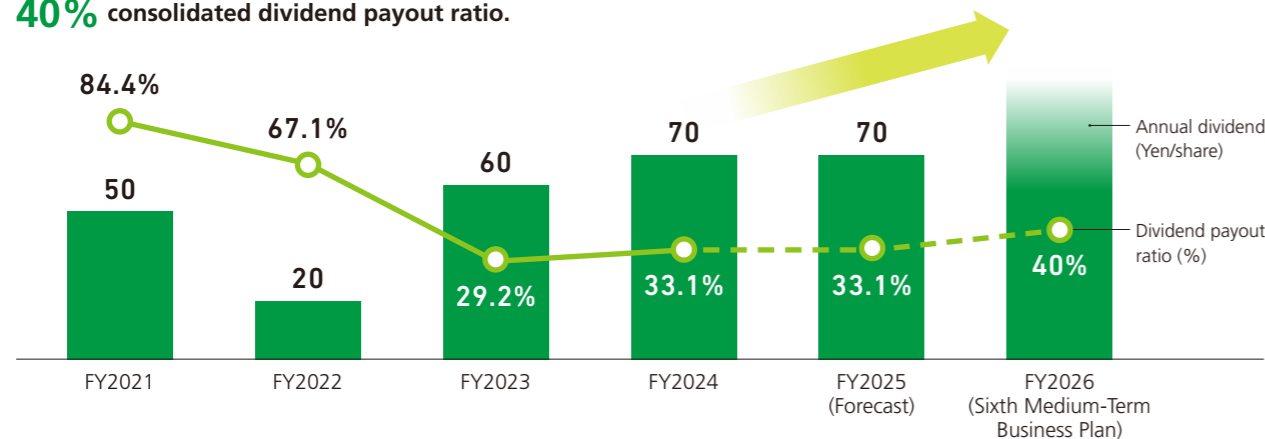
As CFO, I consider it vital to balance the implementation of growth strategies with the maintenance of financial soundness, in order to improve capital efficiency and achieve a PBR of 1.0 times at the earliest possible date. Looking to medium- to long-term corporate value enhancement, we will introduce a companywide KPI map to visualize the progress of each initiative, enabling us to press the accelerator where necessary in a timely manner.

In addition, supporting the execution of initiatives that contribute to growth is also a key responsibility of the CFO. As a strategic partner in management, I will continue to focus on developing human resources so that our organization can evolve into one capable of proactive action—reading the facts and signs behind the numbers and managing risks appropriately.

I sincerely ask for your continued understanding and support

Shareholder Returns

In FY2024, we awarded annual dividends of a record ¥70 per share, including a ¥10 commemorative dividend. We will continue to target stable dividends, with a medium- to long-term benchmark of a 40% consolidated dividend payout ratio.



Highlight Investor FAQ

Q: Please explain the impact that sudden changes in the external environment, such as tariff measures or trade friction, may have on soybean oil extraction and J-Oil Mills’ business.

A: The external environment changes daily, making it difficult to provide a definitive view at this time. From a supply-demand perspective, however, in addition to the United States, Brazil is also a major supplier of soybeans, and therefore we do not expect any immediate, serious supply impact. On the other hand, we believe that fluctuations in foreign exchange rates have a greater effect on our costs and earnings.

Ref. P. 76 Raw Material Price Data

Q: What measures will you take going forward to improve total shareholder return (TSR)?

A: To date, we have pursued profit growth through improved asset efficiency and securing appropriate sales prices, while also maintaining a stable dividend policy with a target dividend payout ratio of 40%. We will continue these initiatives, while also strengthening IR activities to communicate the growth strategy of the next Medium-Term Business Plan to investors, and considering shareholder return measures including share buybacks. Through such management initiatives that are conscious of share price, we will work to improve TSR and, ultimately, maximize shareholder value.

Ref. P. 78 Company Information, Share Price

Message from the CCO

My Convictions upon Assuming the Role of CCO

On April 1, 2025, I was appointed executive officer, vice president, & chief commercial officer (CCO). Before joining J-Oil Mills, I served as president of Ajinomoto Hokkaido and later as general manager of the Marketing Division at Ajinomoto Frozen Foods. While the medium- to long-term business environment surrounding Japan's food industry remains uncertain, I also believe that shifts in customer values and needs related to food present opportunities for developing new markets and expanding existing businesses. To realize our goals of strengthening profitability in existing businesses and advancing our business portfolio, we established the new role of CCO. The CCO's mission is to "focus on the Company's strengths, combine and amplify them, and sustainably expand the total area of business opportunities." I am acutely aware of the great responsibility that comes with this role.

J-Oil Mills' Strength: "Oishisa Design (creating deliciousness)" and Marketing Strategy

Our strengths lie in robust customer connections and reach, as well as in delivering solutions that embody "good taste, health, and low burden" through the unique combination of our advanced technologies and distinctive ingredients. In addition to sharpening and focusing on these strengths, we will proactively incorporate rapidly evolving external insights and networks to take "Oishisa Design" to the next stage.

In the household-use market, we will not only continue to compete effectively in homogeneous competition, but also challenge ourselves to create markets with products and value propositions that have not existed before. Our original "Smart Green Pack" series of products in paper packs, developed with keywords such as environmental friendliness, ease of use, and usability, is a prime example of new market creation. By addressing latent needs and resolving pain points, we will expand the total area of business opportunities sustainably, in both business-use and household-use markets.

Sales and Marketing dX

In the Sales Department, we have launched a digital-driven system to promote decision-making, knowledge systematization, and process visualization. This will not only improve and streamline daily operations but also greatly contribute to linkage with the marketing division. We are also advancing the quantification of "Oishisa Design" know-how. Looking ahead, we plan to evolve offerings such as "Cho Toku," a long-lasting oil developed using our proprietary "SUSTEC" technology, and the IT-based service "Fry Eco-System," and advance the steps of dX toward social transformation.

Ref. P. 22-23 J-Oil Mills' Strength: "Oishisa Design"

Masayuki Matsumoto

Executive Officer,
Vice President & CCO

Message from the General Manager of the Business Strategy Division

My Convictions upon Assuming the Position of General Manager of the Business Strategy Division

On April 1, 2025, I was appointed general manager of the Business Strategy Division. With the organizational reform on the same date, we abolished the business headquarters system and transitioned to a flat structure that enables faster decision-making. As part of this shift, the Business Strategy Division was newly established as the division overseeing the Overseas Business division and the Oils&Fats Processed Products division. To date, as general manager of the Food Service Products Marketing Department, I have worked to solve issues for our domestic customers in the restaurant, ready-made meal, and processed food sectors through solution proposals, while also expanding sales of high-value-added products such as the "Cho Toku" series. Business-use oils and fats, supported by our unique strength in "Oishisa Design (creating deliciousness)," have established a strong presence in the domestic market and are a pillar of our earnings. Looking ahead, however, given the significant changes anticipated in the business environment, relying on a single business for earnings

could pose a risk. I have long recognized that diversification of revenue sources is one of our urgent issues. From this perspective, realizing the goal set out in the Sixth Medium-Term Business Plan—"growth of the Oil and Fat Processed Products Business, driven by overseas expansion and structural reforms"—is extremely important for our company. I intend to grow the overseas business and the Oil and Fat Processed Products Business into our next pillars of earnings, contributing to both hedging against environmental change and expanding profits.

Future Outlook for the Oil and Fat Processed Products Business

The driving force behind realizing "Oishisa Design" is our ability to propose solutions that solve customer issues. In the Oil and Fat Processed Products Business, too, we leverage our strengths in ingredients, technological expertise, and customer touchpoints and reach. We are strengthening our product lineup in solid fats such as margarine and powdered oils and fats, expanding diverse application development, and enhancing sales.

As part of structural reforms, in 2024 we ended production and sales of household-use margarine. Currently, business-use margarine is produced at our Shizuoka plant as well as at our subsidiary Premium Fats Sdn Bhd in Malaysia.

Initiatives for Overseas Expansion

In Japan, both the number of inbound visitors and their travel spending reached record highs in FY2024, fueling stronger demand for Japanese food after visitors return home. In existing businesses, we see the achievements of our subsidiary, J-OIL MILLS (THAILAND) Co., Ltd., in providing solutions to Japanese companies as proof of our solution capability—our core strength—which can also address the issues of local companies. We aim to extend this capability throughout Southeast Asia. In North America, to date we have developed sales through trading companies. Recently, however, we have begun collaborating with local firms, deploying our personnel locally to expand sales of existing products and to develop new businesses. Going forward, we will work to establish a business base in the region and pursue further expansion and strengthening of our business portfolio.

Ref. P. 9 Message from the CEO, Growth Strategy

Akihito Kashihara

Executive Officer
General Manager of the
Business Strategy Division

dX

dX Policy

To realize the future envisioned in our corporate philosophy system—“Joy for Life—Bringing Joy to the Future by Food”—and to fulfill our mission, we are actively promoting digital transformation (dX). dX refers to the use of digital technologies such as AI and IoT to transform businesses, products, services, and business models with the aim of enhancing competitiveness. We write “dX” with an emphasis on the “X” to highlight “transformation in operations” as the true objective, rather than focusing just on the tool of digitalization.

Our dX initiatives are structured around four stages: “business process transformation,” “collaborative transformation (internal and external),” “business transformation / new business development,” and “social transformation.” These will be pursued in a phased and layered manner. Of these, “social transformation” refers to creating value for society through business transformation, ultimately leading to the realization of our corporate philosophy.

Ref. P12 Message from the Director, Executive Officer, Executive Vice President & CTO

Stage	Name	Initiative Overview
dX STAGE I	Business process transformation	Initiatives aimed at dramatically improving operational efficiency while remaining conscious of customer satisfaction
dX STAGE II	Collaborative transformation (internal and external)	Initiatives that create results based on significantly improved efficiency and strengthened collaboration, using IT where needed
dX STAGE III	Business transformation New business development	Initiatives that create value and customer-integrated businesses, building on collaborative operations and using IT where needed
dX STAGE IV	Social transformation	Initiatives that address societal paradigm shifts and help solve social issues, based on the created value and customer-integrated businesses, using IT where needed

Promotion of dX and Development of IT Systems and Operations

From FY2020 to FY2024, we carried out a large-scale overhaul of our core systems (sales, procurement, production, and accounting). This has enabled advanced management of each function and streamlined operations through seamless information linkage between systems. At the same time, we developed a data warehouse to store accumulated data, manage and distribute master data used across various systems, and store output from each system. We also built a data dictionary (a database of metadata) to make it easier to search for data. A business intelligence (BI) tool has been introduced to automatically visualize and provide information that supports decision-making. We continue to build and use this system, and plan to invest approximately ¥4 billion in dX between FY2025 and FY2030.

We are also moving forward with the use of generative AI. In addition to providing learning opportunities, we are building user communities as spaces for co-creation where knowledge can be shared.

Furthermore, we are promoting the automation of tasks through RPA, and developing internal business applications using no-code/low-code tools to quickly and continuously meet business needs.

Regarding cybersecurity risk, we are monitoring trends and working to strengthen the following measures:

- Introduction of systems and software to prevent unauthorized access to internal networks
- Introduction of PPAP*1 countermeasures to prevent information leaks via email attachments
- Security training for all employees
- Establishment of a CSIRT*2 to ensure early incident resolution and minimize damage
- Promotion of migration to a zero trust security*3 framework

*1 PPAP: A method of sending password-protected ZIP files by email

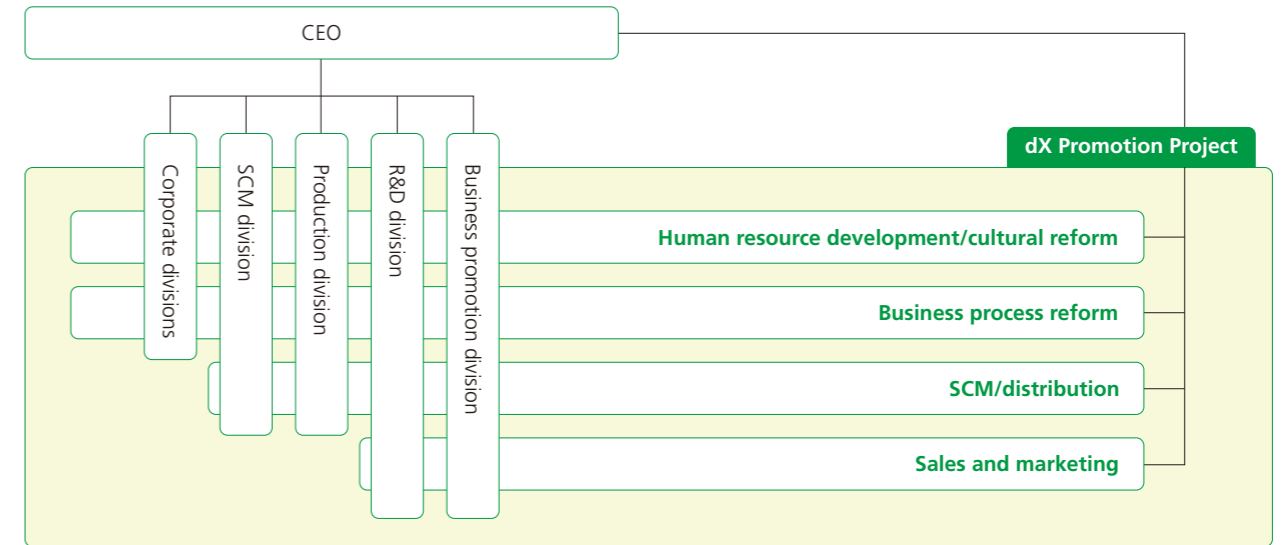
*2 Computer Security Incident Response Team (CSIRT): A team responsible for responding to security-related incidents in computer systems and networks

*3 A security model that assumes no trust for any users, devices, or networks—whether inside or outside the organization—and requires strict verification and authentication for every access request

dX Promotion Structure

We have launched the dX Promotion Project directly under the CEO to advance cross-departmental dX initiatives. Currently, based on our dX strategy, four

themes are being led by executive officers. We will continue to launch and advance new themes in the future.



Specific dX Initiatives

Human Resource Development / Cultural Reform Team

We are promoting dX education by providing opportunities and information company-wide. For management-level staff, classroom-style training is held internally to promote penetration within their teams. We have also established online communities for each advanced technology—such as AI and BI tools—to encourage information sharing. We monitor training participation and community engagement to measure the degree of digital adoption.

Business Process Reform Team

Going beyond simple operational improvement, we are driving fundamental reforms to tackle Companywide shared issues using digital technology. By quantitatively analyzing current workflows and addressing issues from a Companywide optimization perspective, we are working to create structural solutions and build new systems that break free from traditional frameworks.

SCM / Distribution Team

We are using digital technologies and data to improve distribution systems and optimize delivery efficiency. KPIs such as inventory turnover days are used to manage these initiatives.

Sales and Marketing Team

To elevate our sales activities, we are introducing new systems to digitize customer touchpoints and promote data-driven decision-making, while also systematizing and institutionalizing organizational knowledge.

Sustainable Supply Chain

Basic Approach to the Supply Chain

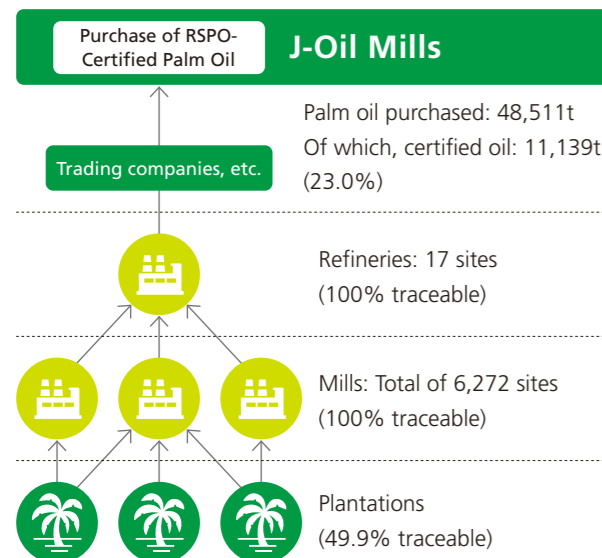
The J-Oil Mills Group imports raw materials such as soybeans and rapeseeds from around the world and processes them into a variety of products for sale. We believe that taking responsibility for environmental and human rights considerations, as well as ensuring quality and safety across the entire supply chain, is a fundamental corporate obligation. To build a sustainable supply chain, we are actively addressing social and environmental issues by developing policies to serve as benchmarks for our initiatives and establishing systems to manage the supply chain appropriately. In addition, we aim to achieve sustainable growth throughout the supply chain by promoting flexible sales strategies that respond to diversifying needs and strengthening R&D to enhance technological innovation and product capabilities. Going forward, we will continue working to build a responsible supply chain not only from a corporate standpoint, but in collaboration with suppliers and relevant organizations.

Supply Chain Management
https://www.j-oil.com/en/sustainability/supply_chain/

Palm Oil Supplier Traceability Survey

2024 Results Ref. P42-43 Progress on Materiality

To verify sustainable production practices, protect the environment, and ensure social responsibility, we are working to strengthen traceability. We are aiming for 100% traceability to plantation level by 2030, with a 2025 target of 60%.



Note: Aggregation period: January to December (J-Oil Mills purchase data)

Procurement

Sustainable Procurement and Appropriate Cost Management

To enhance the effectiveness of sustainable procurement, we source raw materials from optimal origins at appropriate cost levels, while promoting procurement practices aligned with our various policies, including the Sustainable Procurement Policy and Standards, Soybean Procurement Policy, and Palm Oil Procurement Policy.

Key Raw Materials

Nearly 100% of raw materials are imported.
Soybeans, rapeseeds

Main production regions of raw materials

Soybeans	Rapeseed	Olive oil
● United States	● Canada	● Spain
● Brazil	● Australia	

Palm oil

- Malaysia

Sustainable Procurement Policy and Standards (Japanese only)
https://www.j-oil.com/sustainability/materials/policy_csr_procurement_rev.pdf

Soybean Procurement Policy (Japanese only)
https://www.j-oil.com/sustainability/materials/policy_soy_rev.pdf

Palm Oil Procurement Policy (Japanese only)
https://www.j-oil.com/sustainability/materials/policy_palm_oil_rev.pdf

Production and Quality Control

Building a Framework to Ensure Food Safety and Security

We have established a Quality Policy and are thoroughly committed to ensuring food safety and compliance with laws and regulations. In addition, by building a sustainable and competitive production and supply network, we provide safe, secure, and high-quality products and services in a stable manner.

Domestic Production Bases and Products

- Chiba Factory (oils and fats, oilseed meals)
- Yokohama Factory (oils and fats)
- Shizuoka Plant (oils and fats, oilseed meals, margarine, powered oils and fats, starch)
- Asaba Factory (soybean functional ingredients)
- Kobe Factory (oils and fats, oilseed meals)
- Wakamatsu Factory (edible soybean sheets, etc.)

Overseas production sites and product items

- Premium Fats Sdn Bhd (margarine) in Malaysia

Uses of oilseed meal

Oilseed meal, the byproduct remaining after extracting oil from soybeans, rapeseeds, and other seeds, is widely used as a valuable raw material in products such as soy sauce, miso, mixed feeds, and organic fertilizers.

Pursuit of Safety and Security
https://www.j-oil.com/en/food_safety/

Quality Policy (Japanese only)
https://www.j-oil.com/sustainability/materials/policy_quality_management_2.pdf

Sales

Building Strong Sales Capabilities to Ascertain Customer Needs and a Network That Delivers across Japan and the World

By combining our unique foundational elements—ingredients, technological expertise, and customer touchpoints and reach—we provide solutions that embody “good taste, health, and low burden,” contributing to the resolution of customer issues.

Domestic Locations

● Head Office/Tokyo Branch	● Tohoku Branch	● Kyushu Branch
● Nagoya Branch	● Kanto Shinetsu Branch	● Hokkaido Regional Branch
● Osaka Branch	● Hokuriku Branch	● Chushikoku Branch

Overseas Locations

- J-OIL MILLS (Thailand) Co., Ltd. (Thailand)

Business-use oils and fats

Domestic market share of business-use vegetable oil sales*

Approx. **40%**

*"Cho Toku," "JOYL PRO" series, etc.

Household-use oils and fats

Domestic market share of household-use vegetable oil sales*

Approx. **20%**

*"Smart Green Pack" series, etc.

*Market share based on sales volume of major companies (estimated by the Company, per Nikkan Keizai Tsushinsha, FY2024)

Research and Development

High-Value-Added Innovation and Responsiveness to Diverse Needs

We leverage a wide range of research—from core technologies to product development, application development, and containers and packaging—to strengthen coordination across the supply chain and contribute to the delivery of safe, secure, and high-quality food.

Through the integration of our R&D sites in January 2027, we aim to stimulate innovation and drive medium- to long-term business growth.

Ref. P10 Message from the CTO

Application and R&D sites

Tokyo, Yokohama, Shizuoka, Kobe

J-Oil Mills' Research and Development
https://www.j-oil.com/en/research_and_development/

Business and Human Rights

Basic Approach and Promotion Framework

Given that we operate global procurement and sales networks, we recognize that respect for human rights throughout the entire supply chain is a natural responsibility of any company. Based on this understanding, we are promoting initiatives across the Group under the J-Oil Mills Group Human Rights Policy.

These human rights initiatives are promoted by the Human Rights Subcommittee under the Sustainability Committee. Activities are regularly reported to the Management Committee and the Board of Directors, both of which supervise and issue directives. Recognizing the growing societal expectations, the significance of

human rights-related risks, and the potential impact if such risks materialize, we have identified “human rights-related risks” as a management risk and are focusing on managing them under the Risk Management Committee.

Under this approach and framework, we will continue to strengthen initiatives across the supply chain to achieve sustainable growth based on respect for human rights, with the goal of realizing our vision: “Joy for Life—Bringing Joy to the Future by Food.”

 Human Rights Policy (Japanese only)
https://www.j-oil.com/sustainability/materials/policy_human_rights.pdf

Past Achievements and Roadmap

	To FY2024	FY2025–FY2026	From FY2027
Policies	<ul style="list-style-type: none"> Formulation and partial revision of the Human Rights Policy Dissemination to employees, including those at overseas Group companies 	<ul style="list-style-type: none"> Continued efforts to deepen understanding of the Human Rights Policy among internal and external stakeholders 	<ul style="list-style-type: none"> Continued efforts to deepen understanding of the Human Rights Policy among internal and external stakeholders
Human rights DD*1	<ul style="list-style-type: none"> Direct engagement with rights holders Strengthening of raw material traceability Expansion of SAQ*2 coverage among suppliers and dialogue based on analysis results Improvement of employee human rights literacy Enhancement of information disclosure 	<ul style="list-style-type: none"> Analysis and identification of human rights risks Direct engagement with rights holders Development of a human rights DD system for suppliers 	<ul style="list-style-type: none"> Implementation of responses to identified issues Expansion of the human rights DD system to suppliers
Remediation	<ul style="list-style-type: none"> Establishment and improvement of grievance mechanisms for employees, including those at overseas Group companies Clarification of policy toward establishing consultation points for external stakeholders 	<ul style="list-style-type: none"> Expansion to external stakeholders 	<ul style="list-style-type: none"> Operation and continuous improvement of grievance mechanisms for internal and external stakeholders

*1 Due diligence
 *2 A CSR Procurement Self-Assessment Questionnaire created by the Global Compact Network Japan (GCNJ) and shared across industries. Based on international norms, it includes questions reflecting the 10 principles in four areas: human rights, elimination of unjust labor, environmental responsibility, and anti-corruption.

Initiatives for Respecting Human Rights in the Supply Chain

To promote procurement aligned with the Sustainable Procurement Policy and Standards, we have been concluding contracts with sustainability clauses and have completed agreements with almost all raw material suppliers. Since FY2022, we have also begun evaluating human rights impacts using the SAQ*2 for suppliers accounting for about 80% of our raw material and procurement costs, and we are gradually expanding the scope. For suppliers where issues were found, we provided feedback and engaged in dialogue to support improvement. In FY2024, we visited soybean farmers and exporters in Brazil to assess human rights impacts. We

confirmed that mechanization had progressed, reducing human rights risks related to occupational health and safety in manual labor, and that local companies were implementing appropriate management measures.

However, Brazil-specific issues remain, and the importance of promoting greater transparency and mutual understanding around human rights in the supply chain was reaffirmed.



Illustration

Ref. P34 Sustainable Supply Chain

Main Issues and Future Actions in Developing the Human Rights DD Process

Based on the Guidelines for Respecting Human Rights in Responsible Supply Chains, we are following a process that includes identifying and assessing the risk of human rights violations, taking preventive, corrective, and mitigating

actions, and verifying and disclosing results. Looking ahead, we are considering establishing external stakeholder contact points to strengthen the remediation system.

	Category	Stakeholder	Main issues identified	Direction of actions to address issues	Achievements through FY2024
Human rights DD*1	Impact / assessment	Employees	No direct engagement with employees to assess impact	Dialogue with rights holders	Conducted human rights impact assessments for employees
		Overseas Group companies	No survey conducted for Malaysian subsidiary	Understanding the situation of overseas companies	Survey conducted to understand the actual situation of the Malaysian subsidiary
		Suppliers	Actions such as requests for improvement and monitoring based on the analysis of SAQ*2 results conducted in FY2022	Development of systems for ongoing assessment and impact evaluation	Expanded SAQ*2 scope and conducted dialogue with selected suppliers based on analysis results
	Non-Japanese technical interns	No direct dialogue with non-Japanese technical interns	Response to stakeholders in vulnerable positions	Direct dialogue on labor conditions and work environment to understand actual situation	
Prevention / mitigation	Suppliers	ESG factors not included in criteria for selecting new suppliers	Assessing impacts when launching new business or partnerships	Consideration underway for including ESG perspectives in evaluations of new business relationships	
		Disclosure / improving literacy	All stakeholders	Lack of monitoring functions to check status of issue resolution	Evaluating the effectiveness of human rights DD
Remediation measures	Overseas Group companies	Unclear if grievance hotlines at overseas Group companies are well known	Ensure awareness of contact points	Distribution of English-language help desk guidance	
		External stakeholders	No established grievance hotline or support system accessible to external stakeholders	Establishment of grievance mechanisms	Policy clarification for building a support system for external stakeholder consultations



Example of Initiatives

Interviews with Non-Japanese Technical Interns

Recognizing that technical interns from overseas are in vulnerable positions, we conducted briefings on the J-Oil Mills Group Human Rights Policy and interviews at two of our Group company contractors. We focused on confirming the actual working arrangements and support systems such as employment contracts. We also spoke directly with the interns about their working and living environments. As a result, we found no serious human rights violations, but we will continue to conduct regular interviews and dialogue to identify human rights issues in our supply chain.

Human Rights Education

In light of corporate responsibilities under “Business and Human Rights,” we are continuing to provide human rights training. In FY2024, training focused on understanding the Human Rights Policy and specific initiatives related to our human rights risks. It was conducted for all employees, including those at overseas Group companies, with a participation rate of over 95%.



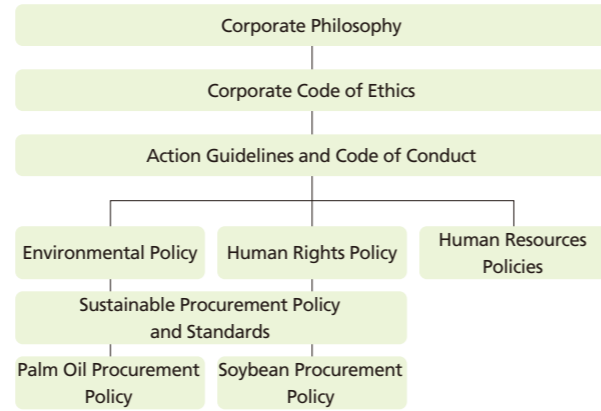
Excerpt from training materials on human rights

Sustainability Approach and Promotion Framework

Formulation of Sustainability-Related Policies

As a guideline for promoting sustainability, the J-Oil Mills Group has formulated various policies based on relevant laws and international norms, reviewing them as needed in response to changes in social conditions. The Sustainability Committee, established in July 2020, promotes Companywide initiatives such as sustainable raw material procurement and product development with consideration for human rights and the environment, as well as product strategies aimed at solving social issues. By organically linking the outcomes of these activities and communicating them internally and externally, the committee aims to enhance corporate value. The committee seeks to integrate sustainability into our

business activities in concrete ways and contribute to the realization of a sustainable society.



Strengthening the Sustainability Promotion Framework

The J-Oil Mills Group views ESG as an indicator of corporate value and promotes ESG management and sustainability initiatives aligned with long-term strategies and growth investments. We have established the Sustainability Committee, chaired by a director, to advance these efforts through a Companywide, cross-functional structure. The committee consists of three subcommittees: the Sustainable R&D Subcommittee, the Sustainable Procurement and Environment Subcommittee, and the Human Rights Subcommittee, each composed of representatives from relevant departments. Up to FY2024, recognizing the importance of initiatives related to human capital, we promoted the development of systems and workplace environments to support employee growth through the Human Capital Subcommittee. As of April

2025, to strengthen the formulation and implementation of HR strategies aligned with management and business strategies, this body has been reorganized into the Human Resources Committee. Six working groups have been established under the Sustainability Committee—packaging standardization, packaging, environment, TCFD*, logistics, and procurement—to advance specific initiatives. The activities of the subcommittees and working groups are organically linked, with progress reviewed quarterly and reported to the Management Committee and the Board of Directors. Each organizational unit is overseen by a responsible executive officer who leads planning and execution of initiatives.

*Task Force on Climate-related Financial Disclosures Working Group

Sustainability Education

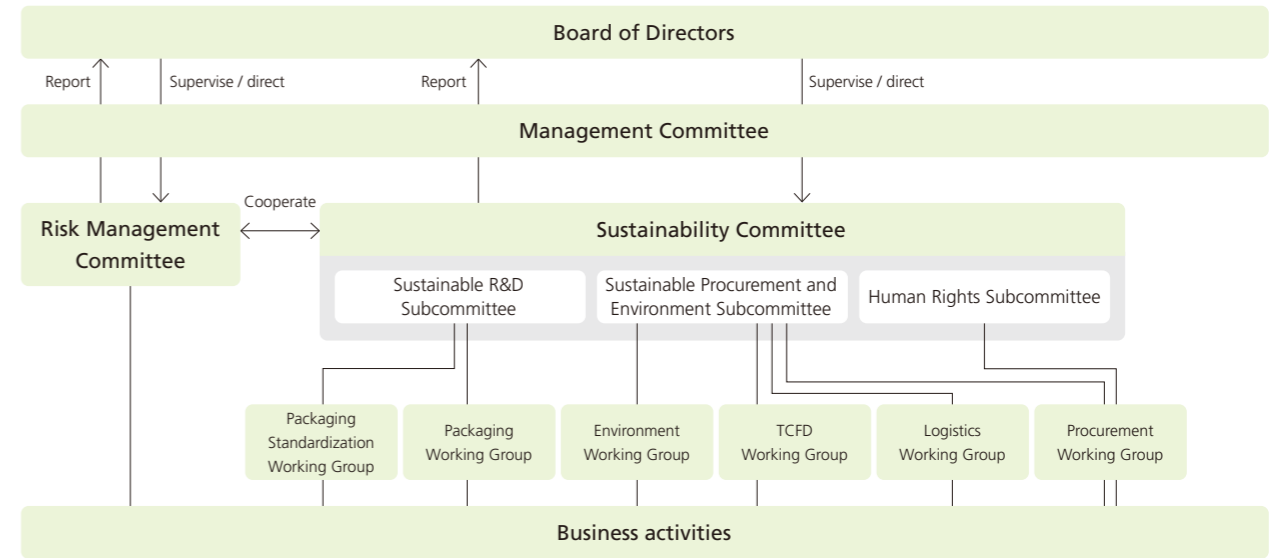
Across the J-Oil Mills Group, we regularly conduct sustainability training for employees—including executives, temporary staff, contract employees, and part-

time workers. We will continue these efforts to deepen understanding and promote sustainability throughout the entire organization.

FY2024 Implementation Details

Purpose	To regard ESG as an indicator of corporate value and deepen knowledge and understanding of sustainability issues
Content	Introduction to J-Oil Mills' sustainability initiatives, basic knowledge of the SDGs
Format	E-learning
Languages	Japanese and English
Participants	All employees working in the J-Oil Mills Group (including executives, temporary staff, contract employees, and part-time workers)
Completion rate	95%

Sustainability Promotion System (as of April 1, 2025)



Sustainability-Related Structure and Roles (as of June 25, 2025)

Structure	Roles	Members
Board of Directors	Receives quarterly reports from the Sustainability Committee on social sustainability issues and supervises/directs initiatives	Directors
Management Committee	Receives quarterly reports from the Sustainability Committee on social sustainability issues and supervises/directs initiatives	Director and executive officer, primary members of the Management Committee, and operational executives appointed by the director, president & CEO
Sustainability Committee	Handles responses to social sustainability issues and reports quarterly to the Management Committee and Board of Directors	Chair: Director, executive officer, executive vice president & CTO Vice chair: Executive officer, vice president & CCO Members: Responsible officers, chairs, and vice chairs of each subcommittee and working group, observers, secretariat, and others

Sustainability Committee Activities

Under the leadership of the responsible executive officer, the Sustainability Committee addresses issues such as reducing environmental impact, promoting sustainable procurement and product development, and responding to human rights issues. In addition to managing progress and reporting to the Management Committee and Board

of Directors, the committee also regularly holds study sessions with external experts. It engages in dialogue with external experts to work toward solving social issues and enhancing corporate value from a long-term and multi-stakeholder perspective.

Themes of Study Sessions Led by External Experts

Fiscal year	Lecturer	Theme
FY2025	Senior researcher, Agriculture and Forestry Research Institute	Response to natural capital and biodiversity – What is expected of companies today
FY2024	LGBTQ+ and diversity consultant	LGBTQ+ seminar, including insights from those with lived experience
FY2023	University professor	Exploring sustainability issues facing the food industry

Sustainability Approach and Promotion Framework

Sustainability Committee Initiatives

Category	Main themes and activity goals	Materiality			
		Realizing a sustainable society through stable food supply	Contributing to the well-being of all through food safety and security	Respect for diversity and enhancement of employees' engagement	Strengthening corporate governance
Environment	CO ₂ emissions reduction Reduction of Scope 1 and 2 emissions (50% reduction by FY2030 compared to FY2013) Setting of Scope 3 emissions reduction targets	■			
	Promotion of ICP system*1 adoption and environmental investment	■			
	Water usage reduction Reduction of municipal and industrial water usage (30% reduction by FY2030 compared to FY2019)	■			
	Development of disclosure story and roadmap toward FY2030 aligned with TCFD*2 framework	■			■
	Dialogue with investors (e.g., TCFD*2 Consortium Roundtable)	■			■
Procurement	Deepening of sustainable procurement (Confirmation of compliance with our Sustainable Procurement Policy and Standards, promotion of system development, strengthening of communication through SAQ*3 and dialogue)	■			
	Improvement of traceability to palm plantations (100% by 2030)	■			
Product development	Increase in the ratio of low-impact products (100% by FY2030)	■	■		
	Zero plastic waste (FY2030)	■	■		
Human rights	Addressing issues through human rights due diligence (e.g., considering and implementing grievance mechanisms for external stakeholders)	■		■	
	Promoting understanding and dissemination of respect for human rights	■		■	

*1 Internal carbon pricing system: a company's own carbon price used internally to promote low-carbon investments and measures
 *2 Task Force on Climate-related Financial Disclosures
 *3 A CSR Procurement Self-Assessment Questionnaire created by the Global Compact Network Japan (GCNJ) and shared across industries. Based on international norms, it includes questions reflecting the 10 principles in four areas: human rights, elimination of unjust labor, environmental responsibility, and anti-corruption.


Materiality

Materiality Identification Process

Materiality refers to issues that represent either risks or opportunities for our business, and we aim to address them over the medium to long term as we work toward our Vision for FY2030.

In 2022, the J-Oil Mills Group revised its Sixth Medium-Term Business Plan, extending the four-year plan covering 2021–2024 by two years, resulting in a six-year plan. As a result of this change, a discrepancy arose between the target years for materiality-linked goals and the final year of the Sixth Medium-Term Business Plan. In response, we conducted a review of our materiality. In 2023, we identified four materiality areas: for materiality relating to business strategy, realizing a sustainable

society through stable food supply and contributing to the well-being of all through food safety and security; and for materiality relating to the business foundation, respect for diversity and enhancement of employees engagement and strengthening corporate governance.” Since FY2024, we have been promoting initiatives based on these newly defined materiality areas. Going forward, we will continue to regularly review our materiality, taking into account shifts in societal trends, emerging issues, and evolving needs.

 Materiality Identification Process
<https://www.j-oil.com/en/sustainability/materiality/process.html>

Setting Targets for Activities Linked to Materiality



Activities to Date Linked to Materiality

2021 With the establishment of the new corporate philosophy, we conducted a review of our materiality in light of that philosophy and the "Joy for Life Map," which outlines the future we aspire to achieve. Through discussions with relevant departments, we integrated our values and the activities of each department aimed at resolving social issues, and after obtaining approval from the Management Committee, identified new materiality items.

- Materiality identified in FY2019: contribution to society and the globe (e.g., food safety and security)
- Materiality after the FY2021 review: reduction of environmental impact (e.g., ensuring sustainability of resources and farmland)

2022 Following the review of the Sixth Medium-Term Business Plan, we began a new review of our materiality.

2023~2024 We mapped the new materiality to the former materiality and initiated the PDCA cycle based on the new materiality.

Materiality

State of Progress on Materiality

Classification	Materiality	Key Goals / Quantitative Targets for 2030	FY2024 results	Notes
Materiality Relating to Business Strategy	Realizing a Sustainable Society through Stable Food Supply	<Sustainable procurement> • Advance of sustainable procurement • 100% traceability to palm plantations	<Sustainable procurement> • Maintained 100% traceability to palm oil mills • Traceability to palm plantations: 49.9% (results from January–December 2024) • Purchase ratio of RSPO*1-certified palm oil: 21.6% (results from January–December 2024, including Group company PF*2)	<ul style="list-style-type: none"> Ref. P11 Message from the CTO Ref. P34 Palm Oil Supplier Traceability Survey Ref. P36 Initiatives for Respecting Human Rights in the Supply Chain
		<Climate change countermeasures> • Contribute to solving social issues related to climate change and realize sustainable growth • Achieve 50% reduction in CO ₂ emissions (Scope 1 and 2, compared to FY2013)	<Climate change countermeasures> • 34% reduction in CO ₂ emissions (Scope 1 and 2, compared to FY2013)	<ul style="list-style-type: none"> Ref. P44 Response to the Task Force on Climate-related Financial Disclosures (TCFD) Ref. P77 Non-Financial Data
		<R&D> • Contribute to the stabilization of increasing demand for protein by expanding ingredients that respond to the diversification of animal and plant-based protein sources, and by providing applications • Expand plant-based food materials that respond to diversified protein needs • Expand plant-based food materials that replace livestock and marine ingredients, providing applications to meet diverse needs and contributing to the preservation of livestock and marine resources • Expand plant-based food materials that substitute the functions and textures of livestock and marine ingredients	<R&D> • Initiated development of new materials using starch, and proposed applications using newly developed and existing starch materials in response to various customer needs • In response to rising prices of livestock and marine ingredients and related demand, proposed applications using starch products as animal protein alternatives • In anticipation of growing demand for plant-based meat products, initiated development of materials that function as both a protein source and as agents to improve texture and flavor	<ul style="list-style-type: none"> Ref. P10 Message from the CTO Ref. P22 -Oil Mills' Strength: "Oishisa Design" Research & Development https://www.j-oil.com/en/research_and_development/
		<Products> • From the perspective of "Long-lasting Oishisa," achieve low burden through food loss reduction and improved work efficiency • Reach a 70% development ratio of sustainable products or products utilizing customer insights	<Products> • Increased composition ratio within business-use vegetable oil products of the "Cho Toku" series featuring the long-lasting "SUSTEC" technology • To achieve "low burden" value, expanded the scope of application of the environmental guideline-based checklist from the product design and development stage	<ul style="list-style-type: none"> Ref. P46 Resource Recycling Low-Impact Product Development https://www.j-oil.com/en/research_and_development/low_load/
		<Sustainable distribution> • Steadily prepare the introduction of the physical internet*3	<Sustainable distribution> • Monitored industry trends • Worked to understand government trends and carried out activities to reflect the Company's requests in government policies through industry organizations	<ul style="list-style-type: none"> Launched the Conference to Promote the Future of Distribution in Oils and Fats, a council for sustainable distribution in the plant-based oil industry (Japanese only) https://www.j-oil.com/press/article/250724_007398.html
		<Social contribution activities> • Strengthen social contribution activities, increase expenditures (1% of ordinary profit)	<Social contribution activities> • Strengthened social contribution activities, FY2024 social contribution activity expenditures: ¥25 million	<ul style="list-style-type: none"> Ref. Social Contribution Activities https://www.j-oil.com/en/sustainability/society.html
Materiality Relating to Business Strategy	Contributing to the Well-Being of All through Food Safety and Security	<Quality management> • Further enhance the quality and food safety management system through continuous improvement using information such as trends in relevant domestic and international laws and regulations related to quality and food safety, case studies from the food industry, results of quality-related audits conducted on the company by customers, and customer needs • Expand the food safety management system • Continue to achieve zero product recalls and zero serious quality complaints	<Quality management> • As part of the expansion of the food safety management system, partial FSSC 22000 certification at the Yokohama Factory was extended to full plant certification • Maintained zero product recalls	<ul style="list-style-type: none"> Ref. P10 Message from the CTO Pursuit of Safety and Security https://www.j-oil.com/en/food_safety/
		<Research and development> • Establish technologies that highlight the benefits of oils and fats and their components, contributing to immune strength enhancement and prevention of health issues through maintenance and improvement of basic physical strength • Develop products based on various forms of evidence to help maintain both physical and mental health • Provide functional improvements through nutritional components targeting elderly health issues such as frailty (vulnerability), by offering optimal solutions according to the condition of the individual • Develop and provide functional ingredients tailored to the needs of end consumers (e.g., health conditions) • Provide delicious and healthy food and ingredients that leverage the benefits of plant-based materials and respond to diverse lifestyles • Commercialize products utilizing the Company's proprietary materials • Provide functional ingredients and foods to address health-related issues such as lifestyle diseases, and continue to enhance customer benefits through feedback to the assessment and development functions	<Research and development> • Continued to explore components effective in maintaining and promoting both physical and mental health, and consideration of commercialization. Also, engaged in ongoing consideration of ways to apply the Company's proprietary plant-based materials to these areas.	<ul style="list-style-type: none"> Ref. P10 Message from the CTO Ref. P22 J-Oil Mills' Strength: "Oishisa Design" Research & Development https://www.j-oil.com/en/research_and_development/
Materiality Relating to the Business Foundation	Respect for Diversity and Enhancement of Employee Engagement	<Human capital and diversity> • Enhance dialogue between management members and employees	<Human capital and diversity> • Held 41 dialogue sessions between management members and employees	<ul style="list-style-type: none"> Ref. P4 Message from the CEO Ref. P36 Business and Human Rights Ref. P50 Message from the CHRO Ref. P73 Dialogue with Stakeholders Ref. P77 Non-Financial Data
		<Corporate governance> • Enhance the effectiveness of the Board of Directors • Realize corporate governance that contributes to improving corporate value • Enhance stakeholder engagement • Improve corporate value by strengthening our management foundation and by reforming our organizational culture • Achieve zero serious violations • Achieve a positive response rate of 90% or more in the engagement survey (compliance area)	<Corporate governance> • Strengthened agenda setting based on the Board of Directors' monitoring function • Strengthened Group compliance (e.g., compliance training, e-learning) • Enhanced awareness of the internal reporting system (helpline consultation desk) • Achieved zero serious violations • Achieved a positive response rate of 75% in the engagement survey (compliance area)	<ul style="list-style-type: none"> Ref. P63 Evaluating the Effectiveness of the Board of Directors Ref. P72 Thorough Compliance Ref. P73 Dialogue with Stakeholders
	Strengthening Corporate Governance	<Risk management> • Enhance corporate value through appropriate risk management during normal times and accurate response during emergencies • Steadily execute a managerial risk management process that captures changes in the business environment and social conditions	<Risk management> • Risk Management Committee identified the management risks for the following fiscal year and appointed risk management officers for each risk • In identifying the above management risks, conducted a questionnaire survey of all executive officers and interviews with internal directors to reflect the risk awareness of management • To enhance the effectiveness of countermeasures, selected management risks for focused discussion by the Risk Management Committee, and the committee conducted monitoring every six months	<ul style="list-style-type: none"> Ref. P70 Risk Management Risk Management https://www.j-oil.com/en/ir/corporate_governance/risk_management.html
		<Media strategy> • Enhance corporate value through media strategies aligned with business expansion and company growth	<Media strategy> • Engaged in media communications aimed at increasing corporate recognition and reputation, including expanded media exposure related to the 20th anniversary of establishment and enhanced content on the corporate website	<ul style="list-style-type: none"> Ref. Know and Enjoy (Japanese only) https://www.j-oil.com/infotainment/

*1 Roundtable on Sustainable Palm Oil (RSPO)
*2 Premium Fats Sdn Bhd, a consolidated subsidiary of the Company
*3 Physical internet: An innovative distribution system aimed at realizing a sustainable society by improving utilization rates and reducing fuel consumption through the sharing of transportation methods such as trucks and warehouses

Initiatives for Reducing Environmental Impact

The J-Oil Mills Group, which conducts business that harnesses the blessings of nature, has set forth a vision of creating joy for people, society, and the environment through “good taste, health, and low burden.” We recognize reducing environmental impact as a critical management issue, particularly as a concrete countermeasure against the urgent issue of climate change. We are continuously undertaking initiatives such as reducing greenhouse gas (GHG) emissions, cutting waste and promoting resource recycling, and reducing plastics. Through these efforts, we aim to reduce environmental impact across the entire value chain and contribute to the realization of a circular economy.

Response to the Task Force on Climate-related Financial Disclosures (TCFD)

In November 2020, we expressed our support for the Task Force on Climate-related Financial Disclosures’ (TCFD’s) recommendations and joined the TCFD consortium. We have established a cross-functional TCFD Working Group within the Sustainability Committee and are working on disclosing information in line with the disclosure items recommended by the TCFD.

Governance

Under the Sustainability Committee, which is chaired by a Board member, we have set up a TCFD Working Group chaired by the CFO to analyze the risks and opportunities associated with climate change and consider response measures. The results of this review are reported to the Board of Directors and Management Committee to reflect the opinions and advice of the directors. Please refer to page 39 to see a diagram of the Company’s sustainability promotion structure.

Strategy

Climate change risks and opportunities identified

We see climate change as a key business risk in terms of business continuity and have analyzed the risks and opportunities for the below 2°C and 4°C scenarios. In addition to climate change, we also see the increasing severity of typhoon damage resulting from global warming as a risk factor.

Assumptions

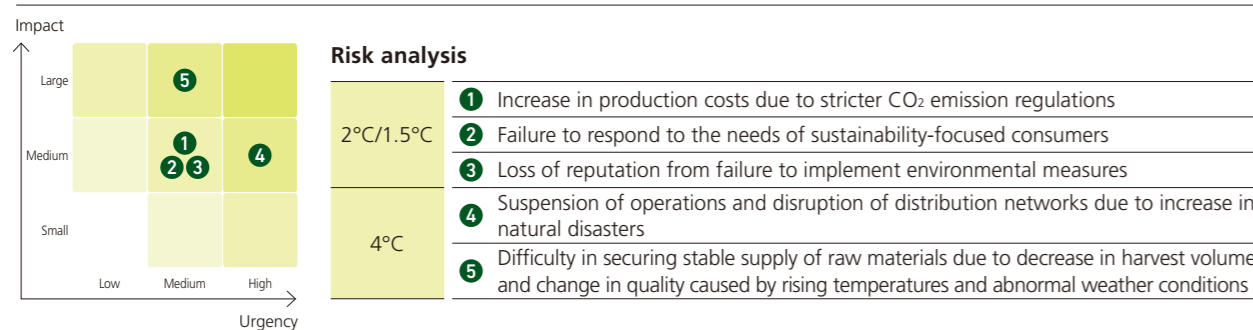
Scenario	We referenced RCP8.5 (4°C scenario) of the United Nations Intergovernmental Panel on Climate Change (IPCC) and the NZE scenario of the International Energy Agency (IEA) to define a world of continued global warming and a world of decarbonization.
Applicable period	Present–2050
Scope of coverage	All J-Oil Mills Group businesses

Scenario analysis results

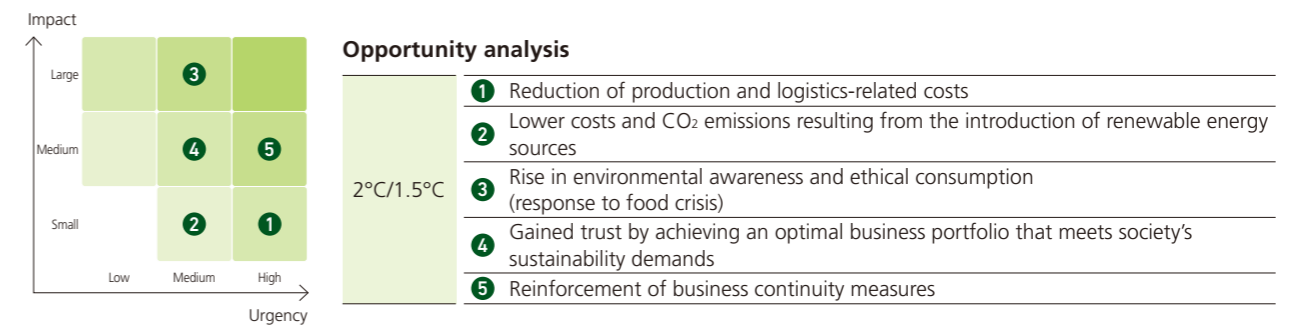
We assessed the key climate change risks and opportunities along two axes: the impact on business performance and the level of urgency. Looking ahead, we will continue to expand and deepen the financial impact assessment from the highest priority items, and will continue to examine measures to address issues.

Please visit our website to see the results of the scenario analysis and our response measures.
https://www.j-oil.com/en/sustainability/environment/climate_change/tcf.html

Risk Map



Opportunity Map



Definition of impact and urgency

Impact: Large: Those that could have a significant impact on business performance (10 billion yen or more)
 Medium: Those that could have a significant impact on business performance (between 1 billion yen and 10 billion yen)
 Small: Those with small impact on business performance (less than 1 billion yen)
Urgency: High: within 1 year
 Medium: within 5 years
 Low: Over 5 years

Risk Management

We have established a Risk Management Committee, chaired by the president and CEO, which reports to the Board of Directors and the Management Committee twice a year. The Risk Management Committee manages key company-wide risks, including climate change, from a short- to medium-term perspective, and works to prevent and mitigate them.

Risks and opportunities our business faces due to climate change are managed from a medium- to long-term perspective under our sustainability promotion structure by the Sustainability Committee and the TCFD Working Group.

Every year, we conduct a quantitative assessment of the financial impacts of risks and opportunities identified through scenario analysis and revise our countermeasures accordingly. The TCFD Working Group reports its discussions quarterly to the Board of Directors and the Management Committee. The Board of Directors provides necessary instructions or advice as appropriate and conducts monitoring.

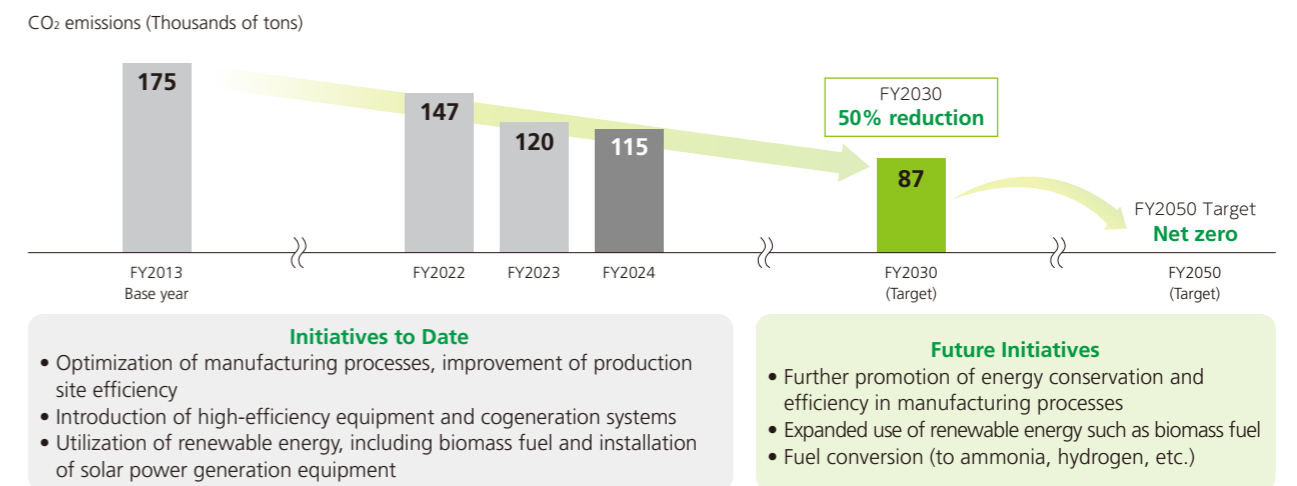
Going forward, we will continue to expand and deepen the scope of our analysis to minimize risks and maximize opportunities to bolster our resilience.

Metrics and Targets

We have set a target to reduce CO₂ emissions by 50% by FY2030 compared to FY2013 levels (Scope 1 and 2), and to achieve carbon neutrality—net zero emissions—by FY2050. In addition, we aim to reduce emissions across the entire supply chain (Scope 3), including emissions from the raw materials and products we purchase, in collaboration with our suppliers. For Scope 3, we are working to improve

calculation accuracy for high-emission categories such as Category 1 and Category 4, and are examining methods for reduction. In April 2023, we introduced internal carbon pricing (ICP). Going forward, we will continue to promote CO₂ reduction investments and support investment decision-making.

CO₂ Emissions Reduction Targets and Results



Initiatives for Reducing Environmental Impact

Resource Recycling

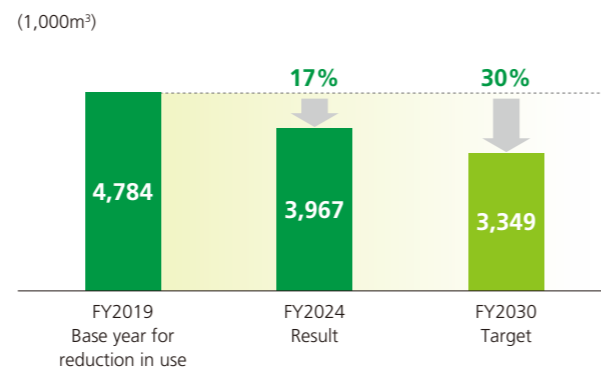
The J-Oil Mills Group promotes the reduction and recycling of waste and practices zero emissions* every year. In FY2024 as well, we advanced the conversion of waste into valuable resources and continued to maintain a recycling rate of 99.9% or higher in the production division, achieving our target. We will continue to work on reducing the input of energy, raw materials, water, and materials, while promoting initiatives to reduce emitted pollutants and waste and to encourage recycling. Furthermore, we are striving to reduce plastic waste derived from fossil fuels. In non-production divisions as well, we are implementing e-learning programs and environmental seminars related to waste, and working company-wide to maximize resource use efficiency.

* We define "zero emissions" as the complete avoidance of simple incineration or landfill disposal of industrial waste generated from production sites, maintaining a recycling rate of 99.9% or higher.

Preserving Water Resources

Water is an essential resource in the supply chain, including for the cultivation of raw material crops and the processes of manufacturing our products. We strive to accurately identify water-related risks specific to each production site and take planned countermeasures. The Environment Working Group, under the Sustainability Committee, takes the lead in promoting initiatives and monitoring their progress and outcomes. Going forward, we will continue to reduce water usage in our business operations and promote the identification and management of water risks across the supply chain, thereby advancing further initiatives for environmental conservation and water resource sustainability.

Targets and Results for Municipal and Industrial Water Use



Working to Achieve Zero Plastic Waste

We are working to reduce plastic waste—a major contributor to marine pollution and climate change—as part of efforts to help realize a circular economy by FY2030.

We are expanding the Smart Green Pack series, which is packaged in paper containers (certified forest paper)—an unusual packaging choice for edible oils. We are also introducing biomass resins, promoting the reuse of plastic waste and the use of recycled resins, and developing recycling technologies through inter-company

collaboration. The Smart Green Pack series combines environmental consciousness, with more than 60%* less plastic use and over 26% lower CO₂ emissions, and ease of use, with a double cap that allows for adjustable pouring volume.

We will continue working to reduce environmental impact by switching to recyclable packaging materials and developing new recycling technologies through corporate collaboration.

Roadmap of Our Initiatives Aimed at Realizing a Circular Economy by FY2030



* Company calculations. Compared to conventional plastic containers of around the same capacity.

Development of Low-Impact Products

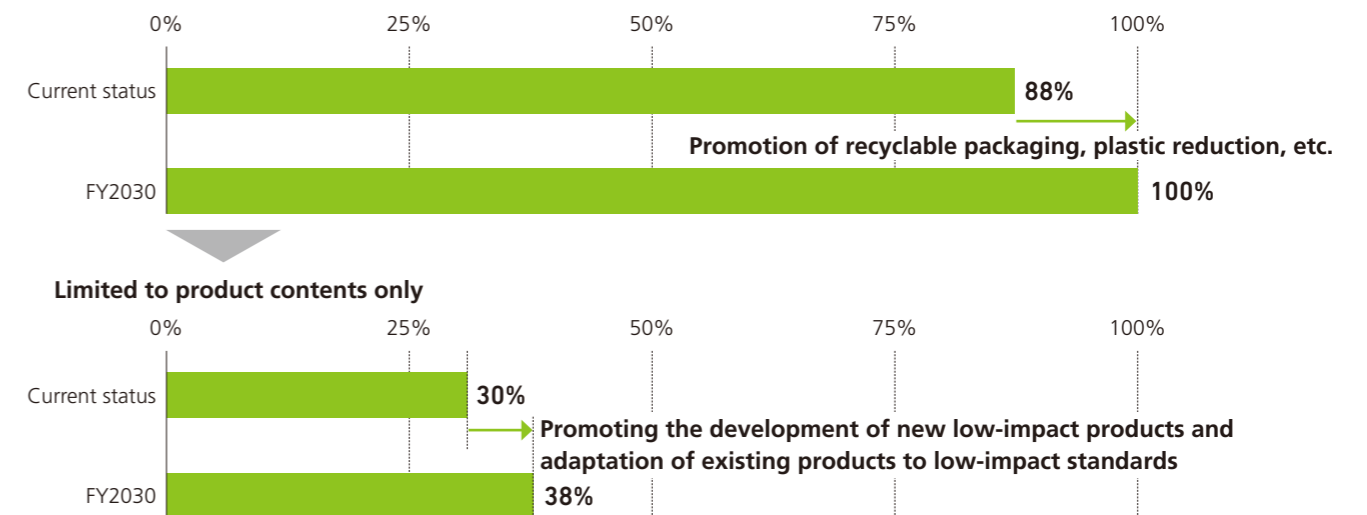
The Sustainable R&D Subcommittee, which spans departments including R&D, quality assurance, business, production, and distribution, defines low-burden products as those that meet one or more of the following criteria: 1) reducing environmental impact, 2) improving work/labor environments, or 3) addressing the depletion of food resources. The subcommittee aims to achieve a 100%*1 ratio of low-impact products by FY2030. The current ratio for product contents*2 alone is 30%, and the goal is to reach 38% by FY2030. For containers and packaging, Sustainability Committee's Packaging Working Group*3 is leading initiatives such as the development of the Smart

Green Pack series and the promotion of recyclability through mono-material*4 packaging. Going forward, we will also strengthen initiatives aligned with the third criterion, such as extending shelf life and reducing food loss. Since FY2023, we have implemented an environmental checklist in product design, aiming to enhance the consistency and appropriateness of both internal and external communication under the vision of "Joy for Life—Bringing Joy to the Future by Food."

*1 Based on in-house definitions
 *2 Product contents
 *3 Working group specializing in packaging technology
 *4 Made from a single material

Current Status and FY2030 Target for the Ratio of Low-Impact Products

Definition of low-impact products: Products whose contents or packaging address at least one of the following—low environmental impact, low burden on human work/labor environments, or mitigation of food resource depletion.



1 Highlight Joint Development of Business-Use Oils and Fats Containers Using Recycled Materials

BASF Japan, Kohjin Film & Chemicals, TOPPAN, and J-Oil Mills have begun collaborating on the development of Japan's first*1 business-use edible oil container (BIB*2) made with chemically recycled polyamide. Used mixed plastics are converted into base raw materials and allocated to polyamide*3 using a mass balance approach*4 to replace fossil-based materials. The aim is to establish a supply scheme by March 2026 and achieve a circular model including horizontal recycling*5 of multi-material packaging*6 by FY2030.



*1 Based on research by BASF Japan, Kohjin Film & Chemicals, TOPPAN, and J-Oil Mills
 *2 Bag-in-box (BIB): A liquid container consisting of a plastic bag placed inside a cardboard box. In this case, only the inner plastic bag is subject to recycling.
 *3 Polyamide: Enhances container strength and helps protect contents. Polyamide used in consumer product packaging becomes part of mixed plastic waste that is separated under special conditions and then processed recycling.
 *4 Mass balance approach: A method used when raw materials with certain attributes (e.g., biomass-derived) are mixed with other raw materials (e.g., petroleum-derived) during manufacturing or distribution. The attribute is allocated to a portion of the product based on the input ratio of the special raw material (source: Ministry of the Environment, Japan). Allocation is done under third-party certification.
 *5 Horizontal recycling: A method of resource circulation where part of a used product is recycled into a product for the same use.
 *6 Multi-material packaging: Packaging composed of multiple film materials—such as polyester, polyamide, polyethylene, and polypropylene—laminated with adhesives to take advantage of the individual properties of each material.

Initiatives for Reducing Environmental Impact

2 Highlight Response to Natural Capital and Biodiversity

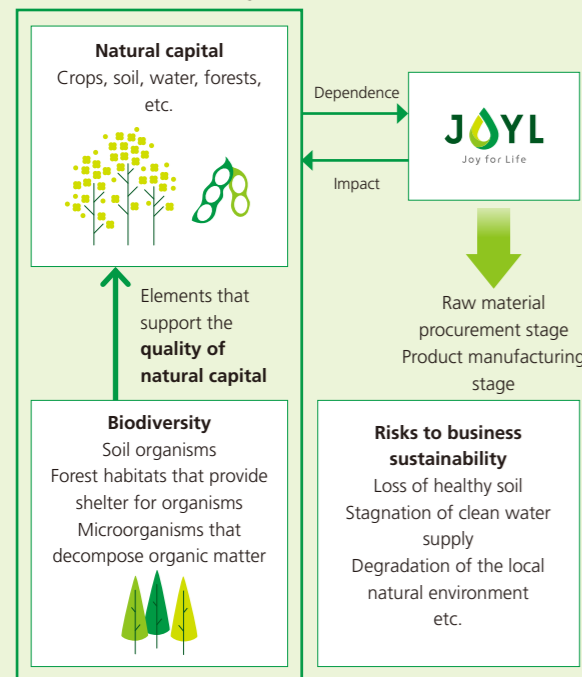
The J-Oil Mills Group's business is supported by the blessings of the Earth, which are created through biodiversity—including agricultural products such as soybeans, rapeseeds, palm, and olives. In addition, the company relies on natural capital and ecosystem services in many ways, such as through the use of water resources and wastewater management at its business sites. At the same time, its business activities exert various inputs on the natural environment. Recognizing and addressing these impacts is essential for the sustainability of both food and business.

We analyzed the relationship between natural capital/biodiversity and our business across the entire value chain, including raw material procurement and product manufacturing (Figure 1). The agricultural products selected for analysis were chosen based on whether they fall under high-impact commodities that are said to impose significant environmental burdens, as well as their handling volume and importance to the business (Figure 2). By using analysis tools such as ENCORE* to visualize the geographical relationship with nature for each crop and country of origin (Figure 3), we found that ecosystem degradation and environmental pressures vary by country and region.

Going forward, we will work to appropriately disclose information related to natural capital.

* ENCORE stands for Exploring Natural Capital Opportunities, Risks and Exposure. It is a tool that allows companies to evaluate the impact of their business activities on nature.

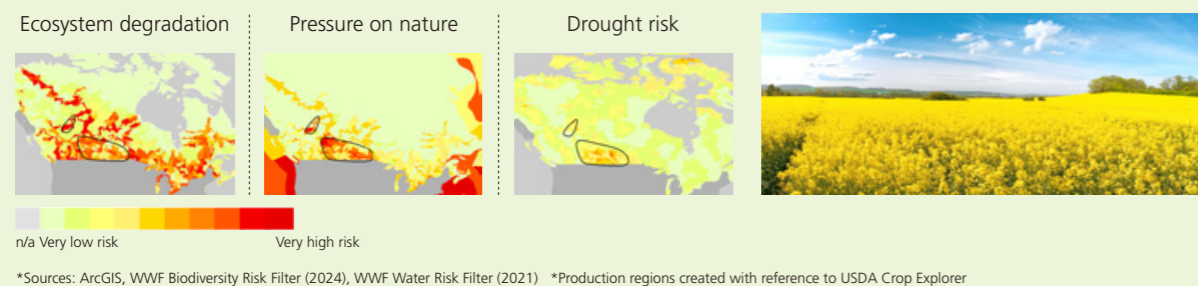
[Figure 1] Relationship between Natural Capital / Biodiversity and Our Business



[Figure 2] Agricultural Crops Subject to Analysis

High-Impact Commodities	Inputs	Main Producing Countries
Soybeans	Land use, Water use, Freshwater ecosystems, Climate	United States, Brazil
Rapeseeds	Land use, Water use, Climate, Soil pollution, Water pollution	Canada, Australia
Palm	Land use, Water use, Climate, Soil pollution, Freshwater ecosystems, Other resources	Malaysia

[Figure 3] Analysis Example of Major Producing Country (Canada for Rapeseed)



3 Highlight Ongoing Support for the Reduction of Plastic Waste in Oceans and Rivers

As part of its efforts to reduce environmental impact, the J-Oil Mills Group has been continuing the JOYL Green Project since 2022, in which a portion of the sales from its paper-container-packaged edible oils, Smart Green Pack, is donated to JEAN, a general incorporated association working to reduce marine plastic waste. The fourth iteration of the project began in late May 2025. Smart Green Pack reduces plastic usage by over 60% and CO₂ emissions by over 26%*, and is part of the Ministry of the Environment's Plastic Smart campaign.

* Company estimate. Compared with conventional plastic containers of the same volume.



4 Highlight Progress Toward Development and Commercialization of Domestic SAF from Non-Edible Plants

Under its aspirational vision, "Joy for Life—Bringing Joy to the Future by Food," the J-Oil Mills Group is working toward achieving good taste, health, and low burden by engaging in the research and development of sustainable aviation fuel (SAF). In 2022, the Group was selected for a NEDO grant project and succeeded in producing SAF from the seeds of *terihaboku* (*Calophyllum inophyllum*) and *pongamia* (*Millettia pinnata*),*¹ both non-edible plants, that meets the international ASTM D7566 Annex A2*² fuel standard. In March 2025, a domestic flight using SAF produced in Japan was successfully conducted in Okinawa Prefecture. These plants are characterized by their ability to grow in arid and salt-affected soils, and they do not compete with food resources. Moving forward, stable procurement of raw materials, the establishment of cultivation technologies, and value chain development will be key issues. The Group has begun small-scale trial plantings in collaboration with local producers and research institutions in Okinawa. With a view toward a sustainable future, J-Oil Mills aims to commercialize and expand the use of domestically produced SAF.



*¹ Subtropical plants found in Okinawa, Japan and parts of Southeast Asia; commonly used in Okinawa as street or windbreak trees.
*² An internationally recognized standard for aviation fuel as defined by ASTM International.
*³ "Neat SAF" refers to 100% pure jet fuel derived from biomass or other renewable feedstocks. Currently, it may be blended at up to 50% with conventional fossil-based jet fuel. After blending with conventional fossil-derived jet fuel, it is used as SAF.



Message from the CHRO

We aim to build teams that embody our values—“Work together to achieve high targets and exceed expectations”—and this fiscal year we will actively pursue human resource development and the cultivation of organizational culture.

Koji Yamaguchi

Executive Officer & CHRO
General Manager of the Legal & HR Division



My Convictions upon Assuming the Role of CHRO

I was appointed Executive officer & CHRO on April 1, 2025. Before taking on this role, I served as executive officer in charge of production, where I worked toward realizing our vision of “Joy for Life—Bringing Joy to the Future by Food” by focusing on the stable supply of safe and reliable products and on building a sustainable production system and foundation. With my appointment as CHRO, our vision for the future remains unchanged, but I will devote myself fully to enhancing our corporate value from the perspective of human capital.

The results of last year’s engagement survey showed an overall trend of improvement in employees’ sense of attachment to the organization and willingness to contribute. At the same time, however, I recognize that there are issues with the penetration of our management strategy.

Ref. P. 53 Visualization of Results through Employee Engagement, P. 77 Non-Financial Data

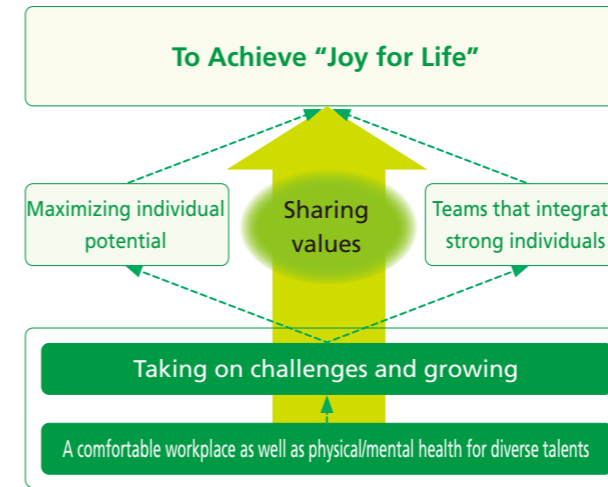
Because human capital is the driving force behind enhancing our corporate value, we will once again strengthen the dissemination and understanding of our VMV (vision, mission, and values). I believe that when each employee feels the role, contribution, and significance of their work, and when they can see how their own growth is connected to enhancing corporate value, that engagement becomes a driver of corporate growth. The management team will continue to carefully communicate our vision for the company and the human capital strategy linked to management strategy. By providing feedback on employee opinions and comments shared during briefing and dialogue sessions, and by placing importance on proactive communication, we will work to resolve issues. Furthermore, in promoting dX*, we are entering an era in which responsiveness itself is becoming a major differentiator in competitiveness. Enhancing responsiveness requires sustained, medium- to long-term initiatives, including human resource development. By using digital technology to transform business processes, products, services, and even business models, we will work to establish a competitive advantage.

*We write “dX” with an emphasis on the “X” to highlight “transformation in operations” as the true objective, rather than focusing just on the tool of digitalization.

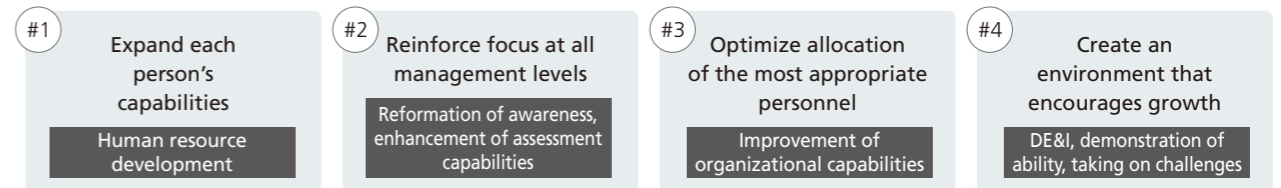
Human Capital Policy

Last year, we shifted the direction of our HR management to human capital management, which maximizes each individual’s ability to create value, and established our Human Capital Policy as the vision we aim to achieve. Expectations for human resource development and organizational strength are growing both inside and outside the Company, and we have felt an overall positive response.

The policy outlines four directions: (1) expand each person’s capabilities, (2) reinforce focus at all management levels, (3) optimize allocation of the most appropriate personnel, and (4) create an environment that encourages



Directions of Initiatives



growth. We believe that enabling individuals to fully leverage their own personalities and abilities, and to take on challenges and grow autonomously, leads directly to the sustainable growth of the Company.

Currently, as part of our human resource development, we are placing importance on job rotation. While this also contributes to organizational vitality, what matters most is fostering a mindset in which each employee embraces change as an opportunity to challenge themselves and to grow. The key focus is transforming our corporate culture so that individuals and the company can grow together. At the same time, we are building mechanisms that allow everyone to thrive, establishing human capital development systems by function while using each headquarters division as a central axis. Through our Career Development Program, we identify each employee’s career plan and, in collaboration with the Human Resource Development Group, study and implement measures to support their career advancement. These measures include not only on-the-job training but also external training programs, enabling us to support employee growth from multiple angles.

Respect for Human Rights as a Foundation

Our initiatives on respect for human rights are promoted by the Human Rights Subcommittee under the Sustainability Committee. In FY2023, the Human Rights Subcommittee conducted human rights due diligence (“human rights DD”), identifying issues and stakeholders involved in building the human rights DD process, and organized the current status and items for consideration at our company. In line with the roadmap, from FY2024 we have been prioritizing issues according to urgency and importance and moving forward with corresponding measures.

Human Resources Policies

- We will secure the physical/mental health of our employees and ensure workplace safety. We also ensure a healthy work environment that respects human rights and is free from discrimination.
- At the same time, we will create a “workplace which is easy and desirable to work” for diverse talents by establishing systems and environments that allows individuals to fully utilize their unique character and skills.
- We will support those who are willing to “challenge themselves” and “seek personal growth” encouraging autonomous challenges and growth. With these initiatives, we will promote the cycle of the development of individuals with strength in sustainability and their active role as a team with enhanced engagement, namely integration of strong individuals.

To raise awareness of human rights and foster a culture of respect for human rights, we are also continuing to provide training to employees. In FY2024, as in the previous year, we conducted human rights e-learning for all employees in the J-Oil Mills Group, both in Japan and overseas, to promote understanding of our Human Rights Policy, initiatives related to issues identified through human rights DD, and initiatives related to LGBTQ+.

Ref. P. 36 Business and Human Rights

Establishment of the Human Resources Committee

At the beginning of FY2025, to further promote human capital management, we constructively dissolved the Human Capital Subcommittee that had been under the Sustainability Committee, and established the Human Resources Committee as an advisory body to the Management Committee. The role of the Human Resources Committee is to formulate human resource strategies aligned with management strategies and to strengthen their effectiveness. From this perspective, the important themes of the Human Resources Committee are human resource development and organizational culture cultivation, health management and well-being, and DE&I, as well as building a human capital portfolio based on management strategy and setting human resource development investments that deliver value to stakeholders. In FY2025, by focusing on human resource development and organizational culture cultivation, we will work to build teams that embody our values—“Work together to achieve high targets and exceed expectations.”

Ref. P. 61 Corporate Governance System

Human Capital

#1 Expand each person's capabilities

#2 Reinforce focus at all management levels

#3 Optimize allocation of the most appropriate personnel

Initiatives to Develop Talent That Drives Value Creation

To realize sustainable value creation, we position human resource development as one of our most critical management issues. To enable a diverse workforce to fully demonstrate their abilities and enhance the overall strength of the organization, we are working to expand training opportunities, enhance career support systems, and foster a corporate culture that encourages challenge. Furthermore, by nurturing next-generation leaders, we aim to develop talent capable of flexibly and proactively responding to evolving social issues and market conditions, and driving transformation. These initiatives not only support the growth of each individual employee, but also revitalize the organization, thereby enhancing corporate value while contributing to a sustainable society. Going forward, we will continue building an environment that draws out the potential of our people and leads value creation toward the future.



"Bucho Juku," Our Next-Generation Executive Development Program

We conducted a next-generation executive development program aligned with our executive succession planning. Sixteen selected participants explored not only management perspectives but also what it means to be a true leader—developing a sense of mission, personal principles, convictions, and resolve. In doing so, they cultivated both the mindset and the capabilities required to act on these ideals. The program fostered leadership mindset transformation and behavioral change, contributing to the sustainable enhancement of corporate value. Four of the program participants have since been appointed as executive officers.



Human Resources Strategy
https://www.j-oil.com/en/sustainability/social/human_capital/about_strategic_personnel.html

#1 Expand each person's capabilities

Career Development That Supports the Growth of Each Individual

We believe that our people are the driving force behind our corporate value creation, and we are committed to supporting career development that aligns with each individual's career vision. To help employees expand their potential and proactively build their careers, we are revitalizing cross-departmental rotations to provide a wide range of experiences. In FY2025, we reinstated an open application system for internal transfers as a framework to encourage employees to take on new challenges. This allows individuals to proactively pursue new opportunities on their

own initiative, striking a balance between personal growth and organizational revitalization. Additionally, we are enhancing our Career Development Program and training systems to help each employee discover their own potential and develop a long-term career outlook. Through these career development initiatives, we will continue to unlock the full potential of our people and strive for the sustainable enhancement of corporate value.



Human Resource Development
https://www.j-oil.com/en/sustainability/social/human_capital/human_development.html



Stepping up Succession Planning

To strengthen the alignment between our business and HR strategies, we have established the Human Resources Committee and are working to deepen our succession planning. This initiative has enabled us to build a more strategic framework for identifying and developing next-generation leaders. We are also advancing the establishment of development councils at the function and department levels. These councils ensure that individual talent information is appropriately escalated to the Human Resources Committee, thereby building a robust system for succession planning. Through these efforts, we are reinforcing our talent foundation to support sustainable growth.

#4 Create an environment that encourages growth

Promoting DE&I to Empower a Diverse Workforce Ref. P77 Non-financial Data

Based on our Human Resources Policies, we are working to create systems and workplace environments where individuals can fully demonstrate their unique personalities and abilities, aiming to realize a "comfortable and desirable workplace" for a diverse range of talent. To achieve this, we regard the promotion of DE&I as a critical element and are committed to fostering an environment that supports the growth of each and every employee. In FY2024, we promoted diverse workstyles that enhance both job satisfaction and productivity for all employees. This included initiatives such as leadership training programs for female employees to advance their careers, and the introduction of new childcare support leave to encourage male employees to take parental leave. These initiatives have been recognized with the acquisition of the "Platinum Kurumin" certification. Furthermore, we conducted internal training sessions to raise awareness of LGBTQ+ issues, thereby deepening understanding of human rights and gender diversity and working toward a more inclusive



workplace environment.

Supporting these initiatives is a collaborative structure consisting of three key elements: (1) management communicating the importance and policy direction of DE&I, (2) the dedicated DE&I Promotion Office, and (3) the cross-functional, company-wide openly recruited project team, the Cassiopeia W Project. These three entities work closely together to actively promote DE&I. Their collaboration enables the planning and implementation of initiatives that reflect on-the-ground employee perspectives, helping to cultivate a corporate culture that respects diversity throughout the organization.

FY2024 results

Female managers

8.1%

(Target: 20.0% by FY2030)

Paternity leave usage rate*

89.7%

(Target: 100% by FY2030)

* Percentage of male employees whose spouses gave birth and who took either childcare leave or leave under the childcare purpose leave system.

#4 Create an environment that encourages growth

Enhancing Health and Productivity Management to Support Physical and Mental Well-Being

We believe employees are the driving force behind our medium- to long-term growth. We place great importance on enabling our employees to work while remaining physically and mentally healthy. In FY2025, in addition to addressing health-related issues, we launched new initiatives aimed at achieving well-being. These included the distribution of videos on a wide range of health topics and the introduction of services that support collaboration with medical institutions. We are also strengthening

collaboration with occupational physicians to enhance engagement in health initiatives. Going forward, we will continue to promote the creation of a safe and healthy workplace, and work to establish a comfortable environment and effective systems.



Certification as One of the "Health and Productivity Management Outstanding Organizations" for the Fifth Year Running (Japanese only)
https://www.j-oil.com/press/article/250314_007059.html

#1 Expand each person's capabilities

#2 Reinforce focus at all management levels

#4 Create an environment that encourages growth

Visualization of Results through Employee Engagement Ref. P77 Non-financial Data

At our company, we utilize employee engagement surveys as a means of visualizing the outcomes of our human capital management. Steady improvements have been observed across various items, confirming that progress is being made in establishing systems and workplace

environments where each employee can demonstrate their individuality and capabilities, and take on challenges. Under our new management structure, we will further accelerate the pace of improvement and work to strengthen our foundation for sustainable growth.



Management Roundtable on Human Capital with the CEO, CHRO, and an Outside Director

Members of our management team exchanged views based on their respective areas of responsibility and experience. The focus was on maximizing the value of human capital—an important management resource—and linking it to enhancing corporate value.

Koji Yamaguchi

Executive Officer & CHRO
General Manager of the Legal & HR Division



Yuichiro Haruyama

Representative Director,
President & CEO



Akiko Ikeda

Member of the Board
(Independent Outside Director)

Basic Approach to Human Capital

Haruyama: Human resources are the most important type of capital for achieving the targets of the Sixth Medium-Term Business Plan and realize medium- to long-term growth. Strengthening execution through human resource development toward our goals is indispensable, and I believe it is important to instill a shared understanding of our corporate philosophy system and management strategy.

Yamaguchi: I am acutely aware of the importance of people in realizing our vision of “Joy for Life—Bringing Joy to the Future by Food.” In 2024, we set our HR management direction as “human capital,” defined as maximizing each individual’s ability to create value, and established the Human Capital Policy. Over the past year, we have focused on fostering individuals who embody challenge and growth, and on preparing systems and workplace environments in which strong individuals can also thrive as teams.

Ikeda: The perspectives you both shared are extremely important for sustainable human capital management. I believe the most important thing is to formulate a human capital strategy that is linked to our management strategy and to execute it steadily.

Haruyama: In pursuing sustainable growth, we must adapt to medium- to long-term changes in the business environment. Especially in today’s so-called VUCA era, where external changes accelerate, we must respond quickly—sometimes even ahead of change—while also refining our core strength, “Oishisa Design (creating deliciousness).” By doing so, we will enhance our positioning and corporate value. I believe that the drivers of our vision will be enhancing the diversity and expertise of our human resources, and fostering an organizational culture that acts autonomously. As an executive, I will push forward human capital management to build the kind of people and organizational culture that embody our values: “Work together to achieve high targets and exceed expectations.”

Yamaguchi: Because initiatives on human capital are fundamental to enhancing corporate value, we set up the Human Capital Subcommittee under the Sustainability Committee, and have worked to create systems and environments where employees can grow more than ever, making them a driving force for growth. However, to formulate human capital strategies aligned with our

management and business strategies and strengthen their effectiveness, we made the constructive decision to dissolve the subcommittee and, from April 2025, establish the Human Resources Committee. Our highest priorities are developing people and fostering an autonomous organizational culture. We have many highly specialized personnel, and in addition to supporting them to further deepen their expertise, it is also essential to develop our middle management so they can lead transformation boldly, and to implement interdepartmental rotations that promote both challenge and growth. Alongside human resource development through rotation to broaden perspectives and skills, we are also working on cultivating the next generation of management talent.

Ikeda: From my experience managing major national-chain retailers and restaurant companies, I know first-hand the importance of people to a company. A business operates because its employees, each with different roles, give their best, and this enables initiatives for growth. That is why I believe it is vital to recognize each and every individual, and to provide skill development support, growth opportunities, and a comfortable workplace environment so they can realize their potential and thrive where they should be. That, in itself, is what DE&I initiatives are all about.

Haruyama: Our workforce is made up of people with diverse backgrounds and expertise. The key in DE&I initiatives is to create an environment that enables diverse talent to work together and thereby enhance corporate value. In such initiatives, we have also received support from our outside directors, who bring a wealth of

To further strengthen “Oishisa Design,” everything ultimately comes down to human capital.



We will provide feedback on employees' opinions and comments and pursue proactive communication.



experience. For example, Outside Director Ikeda has participated in our Cassiopeia Management School, launched in 2022 to develop female management candidates. By sharing her experiences and providing feedback on participants' business project presentations, she has been a tremendous source of motivation and growth for them. She has also taken part in new initiatives to enhance the effectiveness of the Board of Directors. For instance, outside directors visited several of our domestic plants, and for the first time we held a Board meeting at a plant, in addition to holding a roundtable with female employees at production sites.

Ikeda: Yes, I have been actively participating in such initiatives, which has also deepened my own understanding of J-Oil Mills as an outside director. New executive members, including CEO Haruyama and CHRO

Current Initiatives and Issues in Human Capital Management

Yamaguchi: As I mentioned earlier, our highest priority issues in 2025 are developing people and fostering an autonomous organizational culture. For human resource development, we need to clarify our specific development targets by creating a future human capital portfolio based on the business portfolio we should aim for over the medium to long term, and then identify the gaps with our current human capital portfolio. On that basis, we must effectively advance human resource development linked to our management strategy, including next-generation management talent, future young leaders, talent focused on specialized fields, people well-versed in dX, and talent who

Yamaguchi, are continuing to expand initiatives that involve directly visiting sites nationwide, not only to communicate management policy but also to engage in interactive exchanges of opinions. Sending the message that "we see you as individuals" and recognizing and respecting every single employee as a person is extremely important. I sincerely hope these activities will continue.

Haruyama: Successive presidents of our company have always placed importance on dialogue with employees, and I intend to carry on that tradition by actively engaging with them, sharing our values including our VMV (vision, mission, and values), and fostering unity. Meanwhile, at the Board of Directors, our discussions in recent years were inevitably centered on short-term business strategies for performance recovery amid severe business conditions such as surging raw material prices and yen depreciation. It was difficult to put "people" at the center of the agenda. Now that we have achieved a "revival" in FY2024, I would like to reestablish "people"—that is, human capital—as a key theme for J-Oil Mills, and as a director I intend to further enrich discussions on this subject.

Ikeda: Disclosure on human capital has been mandatory in securities reports since the fiscal year ended March 2023. This is a societal demand, and I understand it as proof that human capital is extremely important for companies. At our company as well, we want to discuss the subject thoroughly. However, what is truly important is initiatives aimed at enhancing corporate value; disclosure itself should not become the purpose. As the Board of Directors, we must take care to ensure that remains the focus.

will pioneer new business domains. In particular, in this uncertain era often referred to as VUCA, it is essential not to rely solely on a linear extension of the past but to approach business with new ways of thinking and drive transformation. Developing leaders capable of doing this is an urgent task. Such talent will be the force that spurs transformation and fosters an autonomous organizational culture.

Haruyama: I believe corporate management consists of four elements: (1) vision, mission, and values (VMV): the management team, led by the CEO, repeatedly communicates our vision to employees to gain their empathy and unify the company; (2) management policy;

formulating medium- to long-term policies and strategies; (3) business strategies and tactics: formulating and executing strategies and tactics for each business in line with management policy and strategy; and (4) management foundation: strengthening the corporate management foundation that makes all of this possible. My role as CEO is to promote and embed the VMV initiatives (1) and formulate the business strategy (2), while ownership of (3) business strategies and tactics and (4) management foundation lies with each responsible CxO. Promotion of the human capital strategy, one of the pillars of the management foundation, is being led by the CHRO.

Ikeda: I believe the Company's measures on human capital are being advanced actively. Even when issues are identified, translating them into concrete actions and implementing them quickly is difficult. For example, it is important that employee satisfaction as measured by engagement surveys improves not temporarily, but continuously. The foundation for that is building a sound relationship of trust between the company and its employees. To gain empathy and understanding from employees and enhance their voluntary motivation to contribute, ensuring thorough understanding and penetration of the VMV is a major issue. At our company, CEO Haruyama has made it one of his management missions to "repeatedly communicate our vision to employees to gain their empathy and unify the Company," and this is also a theme being discussed at the Board of Directors. I therefore look forward to seeing results in this area.

Future Initiatives

Ikeda: In today's world, employees are able to maintain direct connections with society. Unlike before, engagement no longer naturally rises just through their connection to the company. Even as employees of our company, they are individuals within society. In this context, when I think about how to raise employee engagement, I believe it can only be done by aligning the company's mission with each individual's dreams. Specifically, it is important to communicate with each employee, to share our vision and management policies, and to reflect each individual's aspirations in their development. We need to advance initiatives that respect each person. I want to support and have high expectations for the initiatives the management team is now undertaking.

Haruyama: As management, I am mindful of carefully and clearly explaining the VMV so that every employee can understand and empathize with it as a shared recognition. In addition, as part of this year's policy, we are emphasizing the achievement and accumulation of positive change and small successes—so-called quick wins—in our communication with employees. Even small changes, if approached with a focus on positive movement, can give our employees a tangible sense of transformation and deepen their confidence. This, in turn, leads to the development of our people and the further cultivation of our organizational culture.

Yamaguchi: As mentioned earlier, beginning in July 2025 we have started visits by the management team to all business sites. We provide feedback on employees' opinions and comments gathered during these dialogues and pursue proactive communication. As part of communication with employees, we also held, for the first time, a dialogue session with about 50 national executive committee members of the labor union, in addition to the regular settlement of accounts meetings conducted in the past. In this way, we shared the direction the company aims to pursue. As a companywide initiative, I want every employee, through dialogue, to internalize our value and raison d'être—"Work together to achieve high targets and exceed expectations"—as the foundation of their own actions, toward realizing our envisioned future of "Joy for Life—Bringing Joy to the Future by Food."

I believe the most important thing in human capital management is to formulate human resource strategies linked to management strategy and to execute them steadily.



Directors and Executive Members (As of June 25, 2025)



I K G C E A B D F J H L

Members of the Board

- A Tatsuya Sato**
Chairman of the Board
- B Yuichiro Haruyama**
Representative Director,
President & CEO
- C Kazuya Kondo**
Director, Executive Officer,
Executive Vice President & CTO
& General Manager of the R&D
Strategy Department
- D Tatsuya Sasaki**
Member of the Board
(Outside Director)
Significant concurrent positions
Member of the Board, Executive Officer &
Senior Vice President General Manager,
Corporate Division, AJINOMOTO CO., INC.
- E Kaku Yoshisato**
Member of the Board
(Outside Director)
Significant concurrent positions
Associate Officer, Assistant to General Manager,
Food Business Unit, MITSUI & CO., LTD.
External Director, Starzen Co., Ltd.
External Director, FEED ONE CO., LTD.
- F Yugo Ishida**
Member of the Board
(Independent Outside Director)
Significant concurrent positions
Senior Advisor, LAZARD JAPAN ASSET
MANAGEMENT K.K.
- G Akiko Ikeda**
Member of the Board
(Independent Outside Director)
Significant concurrent positions
Outside Member of the Board, NIPPON
SHOKUBAI CO., LTD.
- H Mifuyu Maki**
Member of the Board
(Independent Outside Director)

Audit & Supervisory Board Members

- I Masami Kashiwakura**
Audit & Supervisory Board
Member (Standing)
- J Masaki Ueno**
Outside Audit & Supervisory
Board Member
(Independent Director)
- K Mariko Sugawara**
Outside Audit & Supervisory
Board Member
(Independent Director)
Significant concurrent positions
OHHARA LAW OFFICE (lawyer)
Board Member, Sozei Soshou Gakkai
(Japan Association of Tax Litigators)
External Director, Sanken Electric Co., Ltd.
- L Masafumi Tanabu**
Outside Audit & Supervisory
Board Member
(Independent Director)
Significant concurrent positions
President, Tanabu Certified Public
Accountant Office (certified public
accountant)

Executive Officers

- Masayuki Matsumoto**
Executive Officer, Vice
President & CCO
- Kazumi Hataya**
Executive Officer, General
Manager of the Supply Chain
Management Division
- Takayuki Uchida**
Executive Officer & CFO,
General Manager of the
Finance Division & Finance
Department
- Akihito Kashiwara**
Executive Officer, General
Manager of the Business
Strategy Division
- Kazunobu Tanaka**
Executive Officer, Premium Fats
Sdn Bhd COO
- Atsuki Mizumoto**
Executive Officer, General
Manager of the Procurement,
Oil Meal & Bulk Oil Sales, Oil
Milling Management Division
- Makoto Uehara**
Executive Officer, General
Manager of the Manufacturing
Division, & General Manager
of the Production Strategy
Department
- Ryo Sato**
Executive Officer, General
Manager of the Marketing
Division
- Koji Yamaguchi**
Executive Officer & CHRO
General Manager of the Legal
& HR Division
- Kazushi Takahashi**
Executive Officer, General
Manager of the Sales Strategy
Division, & General Manager
of the Tokyo Branch
- Akihiko Nakabayashi**
Executive Officer & CSO
General Manager of the
Corporate Strategy Division

Strengthening Corporate Governance

Message from the Chairman of the Board



Tatsuya Sato

Chairman of the Board
Chairman of the Japan Oilseed Processors Association

Profile

April 1983 Joined Ajinomoto Co., Inc.
July 2016 President, Ajinomoto North America, Inc.
June 2017 Corporate Fellow, Ajinomoto Co., Inc.
July 2018 General Manager, North America Division, Ajinomoto Co., Inc.
July 2018 President, Ajinomoto Health and Nutrition North America
June 2019 Corporate Vice President, Ajinomoto Co., Inc.
April 2021 Senior Managing Executive Officer, In Charge of Corporate Administration, J-OIL MILLS, Inc.
June 2021 Director, J-OIL MILLS, Inc.
July 2021 In Charge of Corporate Administration, J-OIL MILLS, Inc.
April 2022 Representative Director, Executive Officer, President, J-OIL MILLS, Inc.
July 2023 CEO, J-OIL MILLS, Inc.
May 2024 Chairman, Japan Oilseed Processors Association (to present)
April 2025 Representative Director, Chairman of the Board, J-OIL MILLS, Inc.
June 2025 Chairman of the Board, J-OIL MILLS, Inc. (to present)

Amid a challenging business environment, we united as one company to implement initiatives for delivering new value and carrying out structural reforms in order to achieve revival and growth. As a result, in FY2024 we achieved record-high profit levels. The next stage for our company is growth. Believing that leadership driven by the fresh ideas of the younger generation is essential, we held repeated discussions in the Nomination Advisory Committee. I am confident that President Haruyama, with his extensive experience in corporate

planning, finance, and overseas operations, will lead the management team toward growth.

As chairman of the Board of Directors, I will continue to serve in this capacity while also engaging in external activities such as my role as chairman of the Japan Oilseed Processors Association and other industry organizations. As chairman of the Board, I will encourage active discussion within the Board of Directors and work to drive the enhancement of our corporate value.

Basic Approach to Corporate Governance

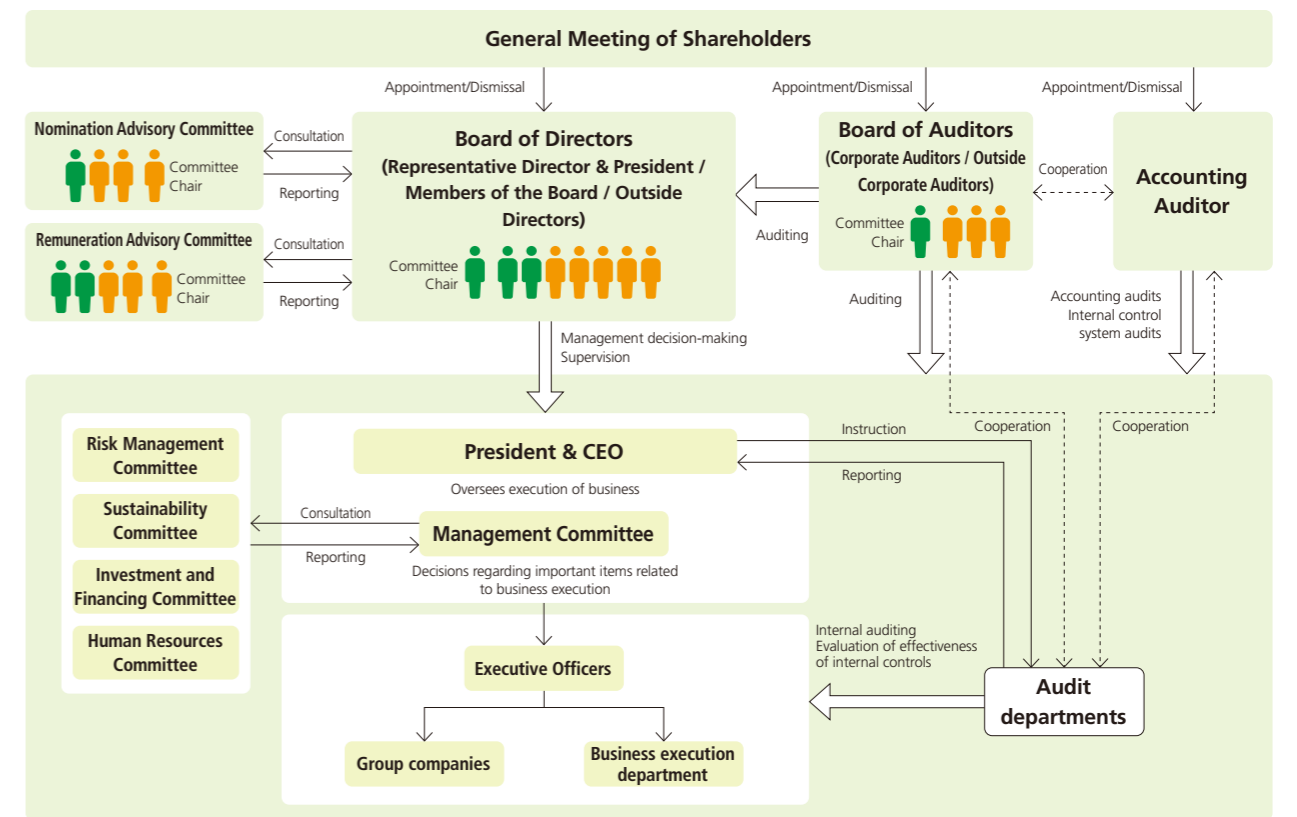
The Company believes that fulfilling its responsibilities in various fields such as the economy, environment, and society are fundamental to its sustainable development. Under this policy, the Company considers strengthening the legality and efficiency of management as important priorities in order to meet the trust of shareholders and other stakeholders. To achieve this, we have established

a management monitoring and supervision system, and we maintain an internal control system. We will strive to enhance the trust we earn from society by promoting ESG management and implementing various measures, such as strengthening our compliance system and risk management framework.

Overview of Corporate Governance

Organizational form	Company with a Board of Corporate Auditors
Chairman of the Board of Directors	Tatsuya Sato (Chairman of the Board)
Director term of office	1 year
Voluntary committees equivalent to the Nomination Committee and Remuneration Committee	<ul style="list-style-type: none"> The Nomination Advisory Committee deliberates on proposals for the appointment and dismissal of directors and executive officers in response to consultations from the Board of Directors, and reports to the Board of Directors. The committee consists of three outside independent directors and one internal director. The Remuneration Advisory Committee deliberates on proposals regarding the remuneration of directors and executive officers in response to consultations from the Board of Directors, and reports to the Board of Directors. The committee consists of three outside independent directors, one internal director, and one internal audit and supervisory board member .

Corporate Governance System (As of July 1, 2025)



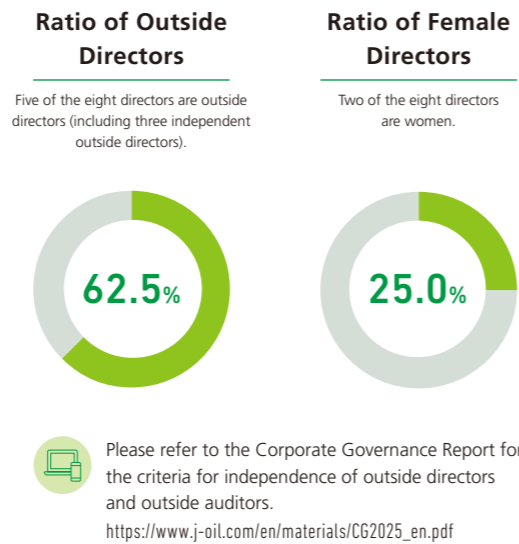
Strengthening the Corporate Governance System

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
I Board of Directors and Board of Auditors	Began evaluating effectiveness of the Board of Directors						
	Appointment of outside directors, including women (Number of outside directors: 5) (At least 1/3 of the total number of independent outside directors)					Number of outside directors: 6	Number of outside directors: 5
	Number of directors	9	9	9	8	8	9
	Number of outside directors	5	5	5	5	5	6
	Number of independent officers	3	3	3	3	3	4
Number of female directors	1	1	1	1	1	2	2
Advisory bodies to the Board of Directors	Establishment of Remuneration Advisory Committee						
	Establishment of Nomination Advisory Committee						
II Advisory bodies to the Management Committee	Establishment of Branding Committee and Information Disclosure Committee						
	Establishment of Investment and Financing Committee						
	Establishment of Sustainability Committee and Risk Management Committee						
	Establishment of Marketing Committee						
	Establishment of Human Resources Committee						
III Other systems, initiatives, etc.	Discontinued the retirement benefit system						
	Introduced a new remuneration system for directors (excluding outside directors) and executive officers with a higher percentage of remuneration linked to performance		Revised executive remuneration system	Revised executive remuneration system	Revised executive remuneration system		
	Began providing training for members of the board and executive management candidates						
	Formulated and implemented a succession plan						
	Formulated and executed a plan to reduce cross-shareholdings						
	Discontinued hostile takeover defense						

Strengthening Corporate Governance

Board of Directors

The Board of Directors, as the highest decision-making body of management, makes decisions on matters stipulated by laws, the Articles of Incorporation, and the Board of Directors Regulations, and supervises the execution of duties by directors and executive officers. In accordance with the provisions regarding resolutions and reporting matters of the Board of Directors, the Board resolves and deliberates on matters related to basic management policies, matters stipulated by laws and the Articles of Incorporation, and important matters concerning business execution. It also receives reports on matters stipulated by laws and the Articles of Incorporation as well as important business execution matters. In principle, the Board of Directors meets once a month, and extraordinary meetings are held as necessary. In the fiscal year under review, the Board met a total of 16 times.



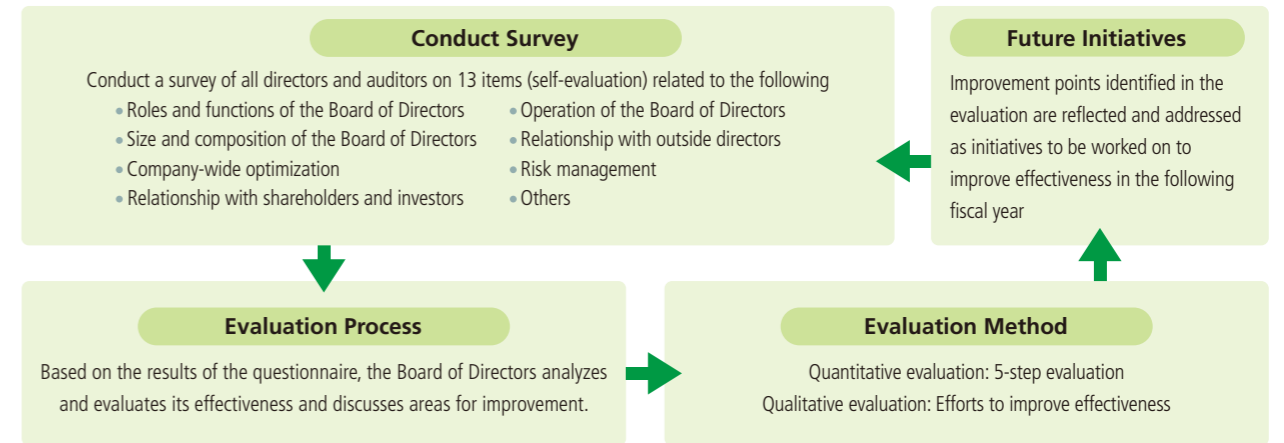
Key Topics Discussed by the Board of Directors in FY2024

Category	Agenda item, theme	Overview
Growth strategies	Oils and Fats Business strategy	• Strengthen sales expansion of high-value-added products and rebuild the portfolio through collaboration with the food materials business
	Overseas business	• Establish a business platform centered on oils and fats and starches, with a focus on the ASEAN region and North America
	R&D strategy	• Enhance innovation and development efficiency through the integration of R&D bases
	New business	• Contribute to energy security utilizing next-generation technologies such as domestic sustainable aviation fuel (SAF), and promote initiatives toward achieving a decarbonized circular society
Structural reforms	Reorganization of the business portfolio	• Rebuild the business model for wet milling products • Reallocate resources and focus on growth areas by reviewing the household-use margarine and dairy-based plant-based food businesses
	dX* reform	• Improve profitability and operational efficiency through business process reform via dX
Strengthening our management foundation	Sixth Medium-Term Business Plan	• Assess progress on the Sixth Medium-Term Business Plan and verify its effectiveness for medium- to long-term value creation • Form policy on initiatives to improve PBR from the perspective of corporate value creation • Strengthen the business platform through organizational restructuring to enhance execution capabilities and agility in management
	Sustainability	• Establish policy direction for ESG management centered on the Sustainability Committee
	Risk management	• Strengthen Companywide risk management systems and response planning via the Risk Management Committee • Enhance responses to information security risks and reconstruction of the crisis management system • Ensure current status and direction of strengthening internal control system operations in line with the basic policy
	Internal audits	• Check status of internal audit implementation and conduct review aimed at strengthening responses to management risks
	Governance	• Ensure policy on cross-shareholdings with a view to improving capital efficiency • Review Group governance to strengthen Companywide management control capabilities
	Human capital management	• Strengthen human capital management and strategic talent development through the establishment of the Human Resources Committee • Promote diversity through development and appointment of female talent

*We write "dX" with an emphasis on the "X" to highlight "transformation in operations" as the true objective, rather than focusing just on the tool of digitalization.

Evaluating the Effectiveness of the Board of Directors

To ensure the effective functioning of our corporate governance, we conduct an annual analysis and evaluation of the overall effectiveness of the Board of Directors. This process aims to verify how the Board contributes to governance, identify any issues, and implement improvements.



FY2024 Initiatives

We worked on the following initiatives in FY2024 based on the issues identified in the FY2023 effectiveness evaluation.

- Further strengthen agenda setting for discussions on management issues to achieve sustainable growth**
We formulated an annual agenda aligned with our growth strategy, structural reforms, and strengthening our management foundation, all of which contribute to our sustainable growth. In addition, we held discussions on our medium- to long-term vision and updates to the Medium-Term Business Plan.
- Enhance the role and function of the Board of Directors**
To augment external directors' understanding of our business, we conducted study sessions on our products and technologies as well as site visits to our production facilities. In addition, to mitigate the information asymmetry between internal and outside directors, we enhanced pre-briefings for the Board of Directors and made efforts to ensure opportunities for information sharing, such as by encouraging participation in executive-side events, including off-site meetings with executive officers.

FY2024 Board of Directors Effectiveness Evaluation Results

The FY2024 evaluation results showed that the effectiveness of the Board of Directors was generally consistent. While some items have improved as a result of efforts to improve the effectiveness of the Board of Directors, others were identified as areas for further improvement.

In FY2025, while continuing to advance the initiatives from FY2024, we have decided to further strengthen the following initiatives based on discussions held by the Board of Directors.

FY2025 Initiatives: Key Improvement Points for Future Effectiveness Evaluations

- Clarify the role and functions of the Board of Directors**
With the aim of contributing to the Company's sustainable growth, we will promote discussions on the future direction of the Board of Directors, including its organizational structure and the composition of its members.
- Enhance executive discussions and optimize the Board of Directors' agenda**
We will enhance discussions among the executive side regarding matters such as the business portfolio and allocation of management resources, and work to optimize the agenda setting of the Board of Directors.

Strengthening Corporate Governance

Board of Auditors

The Board of Auditors is composed of a total of four members: one full-time Board of Auditors member and three part-time outside Board of Auditors members. At least one member is required to have a considerable degree of expertise in finance and accounting. An Auditors Office has been established to support the

activities of the Board of Auditors. Staff in the Auditors Office are evaluated by the standing (full-time) auditor, and any personnel transfers or disciplinary actions require the consent of the Board of Auditors, thereby ensuring independence from the directors.

Status of Activities by the Board of Auditors

The Board of Auditors makes resolutions regarding audit policies, audit plans, assignment of duties, reappointment of accounting auditors, and approval of audit fees. For quarterly and annual financial results, the Board receives an overview explanation from the Finance Department, along with progress updates, interim review results, and final audit reports from the accounting auditor. The Board also reviews proposals scheduled for discussion by the

Board of Directors and examines issues raised by the Risk Management Committee. In terms of the internal control system, the Board of Auditors conducts audits to evaluate its development and operational effectiveness, with attention to changes in the social environment and legal reforms. The findings of these audits are reported annually to the Board of Directors as part of the Board of Auditors' audit activity report.

Key audit items	Activity details
Responsibilities of the Board of Directors and verification of the effectiveness of the Board of Directors	<ul style="list-style-type: none"> Exchanges of opinion with the member of the board, executive officer, president & CEO, and member of the board and executive officers Confirmation of the status of initiatives in the medium-term business plan
Verification of the internal control system	<ul style="list-style-type: none"> Verification of functioning of the Risk Management Committee and Sustainability Committee Liaison with audit departments and confirmation on the status of audits Strengthening of audits at affiliated companies
Verification of initiatives targeting internal cultural reform	<ul style="list-style-type: none"> Assessment of the degree of penetration of the corporate philosophy, the state of communication between management and employees, total actual working hours, and the results of the engagement survey along with follow-up measures
Verification of the governance status of Group companies	<ul style="list-style-type: none"> Conducting on-site audits (including overseas) with enhanced site inspections

Policy on Training for Members of the Board and Corporate Auditors

We have traditionally conducted training sessions for members of the board and executive officers on management strategy, risk, governance, and other related topics. In FY2024, we organized focused discussions on a wide range of management challenges involving both outside directors and executive officers. Executive goals are set not only in terms of single-year performance targets, but also with a focus on key initiatives based on the Medium-Term Business Plan, considering the mission and responsibilities of each executive's area of oversight. In addition, succession plans are formulated and translated into concrete actions. Training programs are conducted for both current executives and future management

candidates to further enhance the effectiveness of these efforts. We offer opportunities for outside directors and outside audit and supervisory board members to deepen their understanding of the J-Oil Mills Group, offering briefings on business operations from each department upon appointment and as needed, along with visits to key facilities. We are also considering further improvements in the way we convey information. Audit and supervisory board members proactively participate in training seminars conducted by external experts on relevant laws, governance, and the business environment, helping them to fulfill their responsibilities. The Company provides necessary and appropriate support in this regard.

Nomination Advisory Committee

The Nomination Advisory Committee deliberates on proposals for the appointment and dismissal of directors and executive officers in response to consultations from the Board of Directors, and reports its findings back to the Board. It is composed of three outside directors and one internal director. The chairperson of the committee is nominated by the chair of the Board of Directors and

appointed by resolution of the Board. In FY2024, the committee convened six times. The composition ensures the committee's independence by having a majority of its members be outside independent directors, while also including an internal director to enhance the depth and quality of discussions.

Major Topics Discussed by the Nomination Advisory Committee in FY2024

- Proposed selection and dismissal of members of the board and executive officers
- FY2024 committee action plan
- CEO succession plan
- Succession of management personnel
- Matrix of Board members' skills



Please see our corporate governance report for details on the appointment and dismissal of the CEO, and the succession plan. https://www.j-oil.com/en/materials/CG2025_en.pdf

Remuneration Advisory Committee

The Remuneration Advisory Committee deliberates on matters such as compensation proposals for directors and executive officers in response to consultations from the Board of Directors and reports its findings back to the Board. The committee is composed of three outside directors, one internal director, and one standing auditor.

The committee chair is nominated by the chairperson of the Board and appointed through a Board resolution. In FY2024, the committee convened six times. To ensure the committee's independence, a majority of its members, including the chair, are outside independent directors.

Major Topics Discussed by the Remuneration Advisory Committee in FY2024



- Executive remuneration system, etc.
- FY2024 committee action plan

Perspective on the Overall Balance of Knowledge, Experience, and Skills, Diversity, and Size of the Board of Directors

The Company believes that to effectively supervise business execution and make important decisions, the Board of Directors must be composed of members who possess diverse knowledge, a wide range of experience, and highly specialized capabilities. Directors are therefore selected based on careful deliberation regarding the balance of knowledge, experience, and skills across the Board, as well as its diversity and appropriate size. As of 2024, the Board consists of eight directors, including five outside directors, three of whom are independent outside directors. At the 2024 Annual General Meeting of Shareholders, efforts to ensure diversity were reflected

in the appointment of two female independent outside directors. The Board of Auditors consists of four members: one standing auditor, one outside auditor with high-level expertise in accounting, and two outside auditors with deep knowledge of legal affairs. Each member contributes to multifaceted decision-making and the supervision of business execution by leveraging their respective knowledge, experience, and expertise. Details regarding the specialties and experience of each director and auditor are presented in the skills matrix on pages 66–67 of the report.

Expertise and Experience of Directors and Auditors (as of June 25, 2025)

	Name	Title	Years in Office	Shares Held (Of which, number of shares to be granted under the stock compensation plan)	Committee Memberships				Attendance record in FY2024 (meetings attended / meetings held)				Expertise and experience					
					Nominating Advisory Committee	Compensation Advisory Committee	Board of Directors*1	Board of Auditors*2	Nomination Advisory Committee*3	Remuneration Advisory Committee*4	Corporate Management	Financial Accounting/ Finance	Sales/ Marketing	R&D/Production	Global	Legal/Compliance/ Sustainability	Human capital/ Organizational development	
Members of the Board	 Tatsuya Sato	Chairman of the Board	4	55,300 (40,900)			16/16		6/6	6/6	■		■		■			
	 Yuichiro Haruyama	Representative Director, President & CEO	—	9,682 (8,400)	○	○					■	■			■			
	 Kazuya Kondo	Director, Executive Officer, Executive Vice President & CTO & General Manager of the R&D Strategy Department	—	2,800 (2,800)							■			■		■		
	 Tatsuya Sasaki	Member of the Board (Outside Director)	3	—			16/16				■				■	■		
	 Kaku Yoshisato	Member of the Board (Outside Director)	1	—			12/12				■	■			■			
	 Yugo Ishida	Member of the Board (Independent Outside Director)	6	1,400	○	○ Chairman	16/16		6/6	6/6	■	■			■			
	 Akiko Ikeda	Member of the Board (Independent Outside Director)	1	100	○	○ Chairman	10/12		4/4	5/5	■		■				■	
	 Mifuyu Maki	Member of the Board (Independent Outside Director)	1	100	○	○	12/12		4/4	5/5	■		■			■		




*1 As Mr. Kaku Yoshisato, Ms. Akiko Ikeda, and Ms. Mifuyu Maki assumed their positions at the 22nd Annual General Meeting of Shareholders held on June 24, 2024, only their attendance records after their appointment are provided.

*2 As Mr. Masami Kashiwakura and Mr. Masaki Ueno assumed their positions at the 22nd Annual General Meeting of Shareholders held on June 24, 2024, only their attendance records after their appointment are provided.

*3 As Ms. Akiko Ikeda and Ms. Mifuyu Maki assumed their positions at the 22nd Annual General Meeting of Shareholders held on June 24, 2024, only their attendance records after their appointment are provided.

*4 As Ms. Akiko Ikeda, Ms. Mifuyu Maki, and Mr. Masami Kashiwakura assumed their positions at the 22nd Annual General Meeting of Shareholders held on June 24, 2024, only their attendance records after their appointment are provided.

Note: Up to three skills are listed for each director, but this does not necessarily represent their entire skillset.

	Name	Title	Years in Office	Shares Held (Of which, number of shares to be granted under the stock compensation plan)	Committee Memberships	Board of Directors*1	Board of Auditors*2	Nominating Advisory Committee*3	Remuneration Advisory Committee*4	Finance/Accounting	Legal/Compliance	Corporate Management (Including Overseas)	Risk Management/ Internal Control
Corporate auditors	 Masami Kashiwakura	Corporate Auditor (Standing)	1	—		12/12	16/16		5/5			■	■
	 Masaki Ueno	Outside Corporate Auditor (Independent Director)	1	100		12/12	16/16					■	■
	 Mariko Sugawara	Outside Corporate Auditor (Independent Director)	—	—									■
	 Masafumi Tanabu	Outside Corporate Auditor (Independent Director)	—	—						■			■

Note: Up to two skills are listed for each corporate auditor, but this does not necessarily represent their entire skillset.

Strengthening Corporate Governance

Executive Remuneration

Our executive remuneration system clearly defines responsibilities for improving performance and corporate value, and is designed to motivate and encourage executives to enhance the Company's performance and corporate value.

The remuneration of directors consists of fixed remuneration and performance-based remuneration. Performance-based remuneration comprises bonus payments and share-based remuneration, serving as incentives for both short- and long-term improvements in business performance and corporate value. The amount of performance-based remuneration is determined based on a combination of company-wide performance evaluation and individual performance evaluation, with the evaluation weighting adjusted according to each director's position and role. The higher the position, the greater the proportion of performance-based remuneration, thereby demanding a higher level of achievement and performance accountability from senior executives. For directors (excluding non-executive directors and outside directors), the proportion of performance-based remuneration ranges from 0% to 73%. Outside directors receive only fixed remuneration.

Remuneration for corporate auditors consists solely of fixed remuneration.

Fixed remuneration for directors is structured based on the duties associated with business execution and is divided into: the executive portion, determined according to the individual's position; the director portion, based on the fundamental responsibilities of a director; and the representative authority portion, tied to responsibilities associated with representative authority. Each of these components is calculated using a performance evaluation weighting appropriate to the individual's role. Additionally,

at the Board of Directors meeting held on January 29, 2025, a new component was added for directors serving as chairs of the Board of Directors, Nomination Advisory Committee, and Remuneration Advisory Committee, reflecting the responsibilities of those roles.

Fixed remuneration for corporate auditors is determined through deliberation among the auditors themselves.

Regarding the level of director compensation, we use external survey data as an objective benchmark. Targeting peer companies of similar size in terms of net sales and operating profit, we ensure that total compensation at the 25th percentile is secured, and aim for compensation levels to reach the 50th to 75th percentile range when Medium-Term Business Plan targets are achieved.

Remuneration for corporate auditors is determined through consultation among the auditors, within the upper limit approved by resolution at the General Meeting of Shareholders.

Following the appointment of a new president, a new non-executive director position was established as a non-standing role at the Board of Directors meeting held on January 29, 2025. As of April 2025, the executive remuneration system for directors has been revised as follows.

In FY2022, ESG indicators were incorporated into individual executive goals to promote the enhancement of corporate value through non-financial metrics. ESG indicators are mandatory and account for 10–20% of evaluation criteria, including engagement survey scores and human resource development. Additional issues are set based on the characteristics of each department, such as climate change, sustainable procurement, development of sustainable products, job satisfaction, and diversity, equity, and inclusion (DE&I).

Overview of Executive Remuneration System

	Fixed remuneration (monthly remuneration)	Bonus payment (short-term incentive)	Share-based remuneration (long-term incentive)
Linkage to business performance	Fixed	Linked to short-term performance	Linked to medium- to long-term performance
Performance evaluation period	—	One year	Six years
Calculation method	The executive portion is set according to position. The director portion is set according to directors' responsibilities. The portion corresponding to the right of representation is set according to the representative's responsibilities.	Standard amount by position for each expected amount of consolidated operating profit at the beginning of the year x (percentage of company-wide performance targets achieved relative to the operating profit target at the beginning of the year x role-based allocation*1 + percentage of commitment target achieved*2 x role-based allocation*)	Standard points awarded by position x percentage of each fiscal year's target achieved for individual indicators*3
Performance-linked range	—	0 to 200%	0 to 200%
Timing of payment	Monthly	Once a year	At retirement
Payment method	Cash	Cash (A clause provides for reduction in the event of misconduct, etc.)	70% stock, 30% cash Subject to malus and clawback clauses

*1 Allocation by position: Determined based on the individual's role and rank
*2 Among the initiatives prioritized by the Company, the implementation status of those to which the individual executive is particularly committed
*3 Indicators: Consolidated operating profit, ROIC, ROE, EPS

For FY2024, Total Remuneration by Category of Director, Total by Type of Remuneration, and Number of Directors Receiving Remuneration

Director and officer category	Total remuneration (millions of yen)	Total by type of remuneration (millions of yen)			Number of directors and officers (persons)
		Fixed remuneration	Performance-based remuneration		
			Bonus payment (monetary compensation)	Share-based remuneration (non-monetary compensation)	
Directors (excluding outside directors)	238	104	41	92	3
Auditors (excluding outside auditors)	35	35	—	—	3
Outside directors	67	67	—	—	8

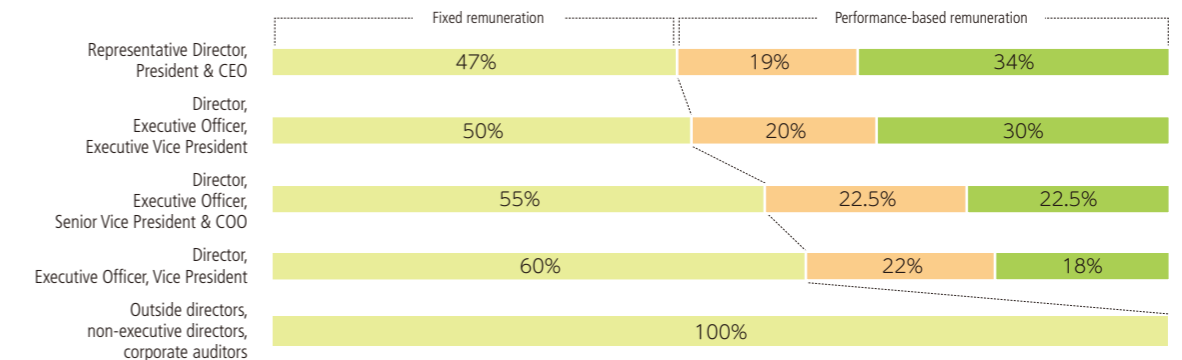
Note 1: The amount of share-based remuneration represents the expense recorded during the fiscal year for the Board Benefit Trust (BBT).
Note 2: Bonus amounts are expected payment amounts.
Note 3: The three outside directors (including one who retired at the conclusion of the 22nd Annual General Meeting of Shareholders held on June 24, 2024) are not included, as they did not receive any remuneration.

Total Consolidated Remuneration, by Officer

Name	Total consolidated remuneration (millions of yen)	Director and officer category	Company classification	Total consolidated remuneration by type (millions of yen)		
				Fixed remuneration	Performance-based remuneration	
					Bonus (monetary compensation)	Share-based remuneration (non-monetary compensation)
Tatsuya Sato	122	Director	Reporting company	46	19	57

Note 1: The amount of share-based remuneration represents the expense recorded during the fiscal year for the Board Benefit Trust (BBT).
Note 2: Bonus amounts are expected payment amounts.

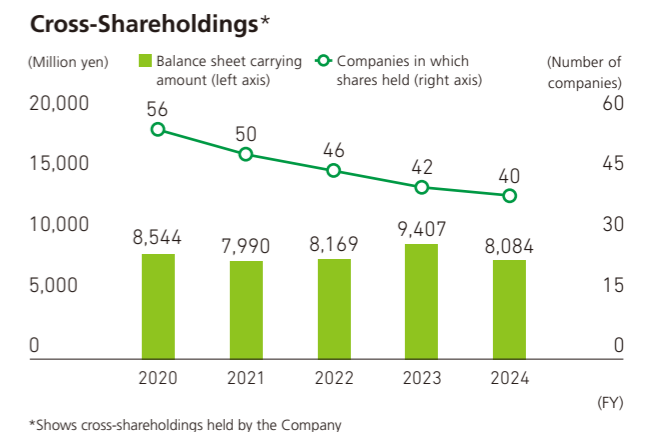
Composition of Executive Remuneration



Cross-Shareholdings

With respect to cross-shareholdings, we are pursuing a reduction policy from the standpoint of improving asset efficiency, with the intention of reallocating capital toward growth-oriented investments. The shares we retain are limited to those deemed to contribute to the sustainable growth and enhancement of corporate value for both our company and the investee companies, and are kept to the minimum necessary. Each year, the Board of Directors conducts a comprehensive assessment based on a quantitative evaluation of whether the associated benefits and risks are commensurate with the cost of capital. If the assessment deems that continued holding is no longer appropriate, we proceed with selling such shares. Even for holdings deemed meaningful, we may choose to sell them depending on market conditions, management and financial strategies, and other relevant factors.

In FY2024, we sold three investment securities, including a complete divestiture of one issue.



*Shows cross-shareholdings held by the Company

Risk Management and Compliance

Risk Management System

The J-Oil Mills Group has established a Risk Management Committee as an advisory body to the Management Committee, with the president & CEO serving as chair and executive officers as members. This committee oversees enterprise-wide risk management and deliberates on key matters related to risk management, including the identification of management risks that could significantly impact the Group's operations, initiatives to mitigate such risks, and response measures for risks that have materialized. Audit & Supervisory Board Members, including outside Audit & Supervisory Board Members, also attend the meetings and provide advice as needed. The matters discussed by the Risk Management Committee are reported as appropriate to both the Management Committee and the Board of Directors. The Board of Directors supervises the effectiveness of risk management through these reports.

The Risk Management Committee oversees the Risk Management Subcommittee and the Compliance Subcommittee, managing and maintaining the internal control system focused on risk management and compliance. The Risk Management Subcommittee is responsible for identifying and preventing risks, as well as

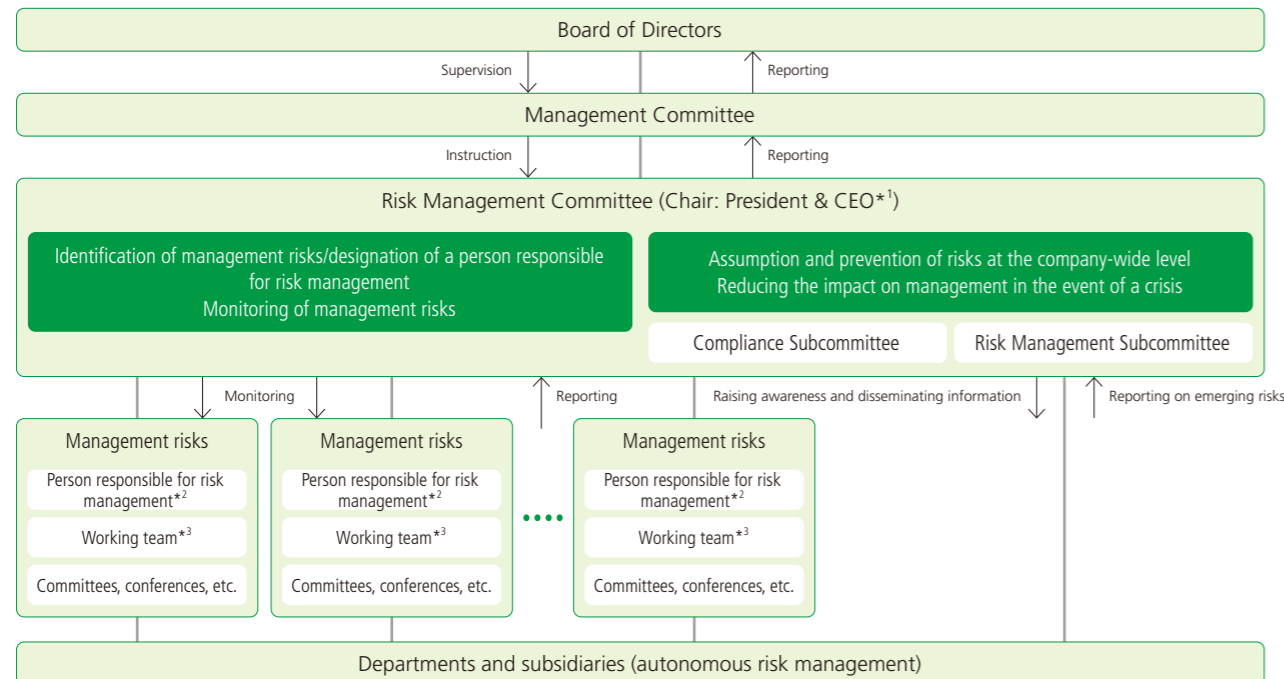
responding to crises. The Compliance Subcommittee is responsible for overseeing compliance, which is a critical element of risk management, and it carries out such tasks as enhancing employee awareness and addressing compliance violations.

For each identified management risk, a risk owner is assigned to lead the formulation and execution of response plans and specific countermeasures. Risk owners are selected from among executive officers, including CxOs, and are appointed by the Risk Management Committee. The president & CEO, who also serves as an executive officer, is positioned as the individual responsible for overseeing all management risks across the organization.

Under this structure, each Company department and subsidiary works autonomously to implement risk management measures. Various risk responsibility departments, committees, and conferences provide guidance and support to ensure effective risk mitigation efforts.

The Sustainability Committee discusses and promotes risk response measures to management risks associated with sustainability, such as human rights, climate change, and environmental issues.

Risk Management System



*1 The president & CEO assumed the position of representative director following the General Meeting of Shareholders held on June 25, 2025.
 *2 People responsible for risk management are executive officers, including CxOs.
 *3 The working teams are composed of the executive officer in charge of the risk responsibility department and department heads, among others.

Risk Management Process

We review management risks every fiscal year based on the Medium-Term Business Plan and Code of Conduct, with particular attention to ESG-related risks.

In FY2024, to accurately assess our awareness of management risks, we conducted a survey of executive officers and interviews with internal directors. Taking into consideration changes in the management environment surrounding the J-Oil Mills Group, shifts in social conditions, and potential long-term risks and management issues, the Risk Management Committee deliberated on these matters and identified the management risks for FY2025. Furthermore, we appointed executive officers, including CxOs, as persons responsible for risk management.

For the risks that have been identified, the Risk Management Committee conducts semiannual

monitoring to confirm whether the measures and initiatives for mitigating and preventing risks are functioning effectively.

In addition, for any crises that occur during the fiscal year—defined as events in which risks materialize and have a significant impact on corporate value—we have established a crisis management framework in which the president and CEO serves as the chief officer and the chairperson of the Risk Management Subcommittee takes command on the front lines, to ensure swift and appropriate responses. Once a crisis has been resolved, under the leadership of the Risk Management Committee, we conduct root cause analysis of the incident, implement corrective measures, and work to prevent recurrence across the organization.

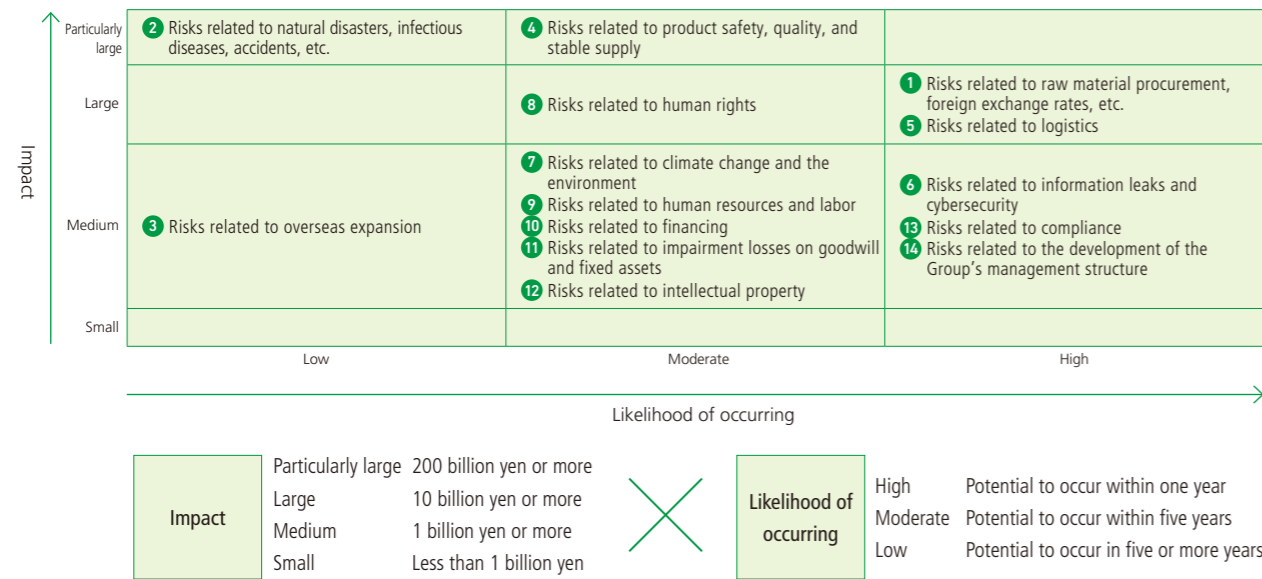
(As of April 1, 2025)

Management risks	Person responsible for risk management	Year on year	
1 Risks related to raw material procurement, exchange rates, etc.	Executive Officer & General Manager of the Procurement, Oil Meal & Bulk Oil Sales, Oil Milling Management Division	Continue	—
2 Risks related to natural disasters, infectious diseases, accidents, etc.	Executive officer, Executive Vice President CTO*	Continue	—
3 Risks associated with overseas expansion	Executive Officer General Manager of the Business Strategy Division	Continue	—
4 Risks related to product safety, quality, and supply stability	Executive officer, Executive Vice President CTO*	Continue	—
5 Risks related to logistics	Executive Officer General Manager of the Supply Chain Management Division	Continue	—
6 Risks related to information leaks and cyber-security	Executive officer, Executive Vice President CTO*	Continue	—
7 Risks related to climate change and the environment	Executive officer, Executive Vice President CTO*	Continue	—
8 Risks related to human rights	Executive Officer General Manager of the Legal & HR Division CHRO	Continue	—
9 Risks related to securing human resources and labor management	Executive Officer General Manager of the Legal & HR Division CHRO	Change	Title changed from "Risks related to human resources and labor" to "Risks related to securing human resources and labor management"
10 Risks related to financing	Executive Officer General Manager of the Finance Division CFO	Continue	—
11 Risks related to goodwill and impairment losses on fixed assets	Executive Officer General Manager of the Finance Division CFO	Continue	—
12 Risks related to intellectual property	Executive Officer, Executive Vice President General Manager of the R&D Strategy Department CTO*	Continue	—
13 Risks related to compliance	Executive Officer General Manager of the Legal & HR Division CHRO	Continue	—
14 Risks related to the development of the Group's management structure	Executive Officer General Manager of the Corporate Strategy Division CSO	Continue	—

* The executive officer, executive vice president, & CTO was appointed director following the General Meeting of Shareholders on June 25, 2025.

Risk Management and Compliance

Risk Map



Thorough Compliance

The J-Oil Mills Group believes that compliance extends beyond legal compliance and includes adherence to corporate ethics and social norms as are expected of a member of society. We strive to ensure thorough compliance in order to remain a company society trusts, and this commitment applies to all employees.

The Compliance Subcommittee under the Risk Management Committee regularly reviews the effectiveness of the J-Oil Mills Code of Conduct, confirms whether actions are being taken in accordance with the code, and promotes awareness and behavioral improvements.

The Compliance Subcommittee includes the heads of each corporate division as well as representatives from the labor union. Through the sharing of department-specific issues within the J-Oil Mills Group, the committee works to implement improvements and reviews that strengthen compliance.

In the event that a compliance violation is identified, the company first investigates the circumstances surrounding the incident and requests the workplace where it occurred to report on the root cause and measures to prevent recurrence. The submitted report is then evaluated, and based on a confirmation of its effectiveness, the company implements appropriate countermeasures—including those that extend to similar workplaces.

To prevent and correct behavior that contravenes social norms or corporate ethics, the company has also established an internal whistleblowing system (help line). This system provides both internal and external reporting channels and allows for anonymous submissions. The company ensures protection for whistleblowers. Through in-house training and awareness activities, the company promotes understanding and usage of the whistleblowing system and is working to create an environment where employees can feel secure in using it

Major Initiatives in FY2024

- Strengthened the internal reporting system (help line) and promoted awareness
- Conducted compliance training
- Implemented compliance-related e-learning (1,252 participants)
- Implemented Compliance Enhancement Month (disseminated the top management message)
- Operated the Compliance Subcommittee, shared issues, and considered improvement measures

Etc.

Number of Internal Reports and Consultations

	(Instances)		
	FY2022	FY2023	FY2024
	15	13	9

Dialogue with Stakeholders

The Company recognizes that appropriately reflecting the insights of its stakeholders in management is one of its important management issues for realizing sustainable growth and medium- to long-term enhancement of corporate value.

By sharing information with a wide range of stakeholders, including consumers and customers, employees, business partners, shareholders and investors, local communities, NPOs and NGOs, and academia, we

strive to deepen mutual understanding and build relationships of trust. In particular, collaboration with stakeholders is indispensable in formulating strategies that incorporate ESG perspectives and in responding to global social issues. Going forward, we will continue to engage in dialogue to meet the expectations and demands of society and to promote more progressive initiatives that contribute to the realization of a sustainable society.



Meetings between members of management and employees



Financial results briefing for FY2025



Parent-child cooking events

Stakeholders	Main Expectations and Requests	Examples of Dialogue Methods
Consumers and Customers	Food safety and security Compliance (legal compliance) Building relationships of trust Pursuit of customer satisfaction	<ul style="list-style-type: none"> • Receiving opinions and inquiries through the Customer Service Office • Communicating and engaging through official social media channels • Daily sales activities and business dealings • Solution proposals • Responses to corporate research questionnaires
Employees	Ensuring a comfortable working environment Providing opportunities for challenge and growth Promotion of DE&I Enhancing health and productivity management Occupational health and safety Compliance (legal compliance)	<ul style="list-style-type: none"> • Enhancement of various systems • Implementation of various employee training programs • Implementation of the Career Development Program • Direct dialogue with management members ("Joy for Life Dining," etc.) • Establishment of an internal reporting system (helpline consultation desk) • Building systems for interviews and consultations with industrial physicians and external counselors • Communication and information sharing through the internal portal • Implementation of engagement surveys • Discussions and dialogue meetings with the labor union
Business Partners	Food safety and security Building a sustainable supply chain Fair and equitable transactions	<ul style="list-style-type: none"> • Explanations and exchange of opinions regarding the Sustainable Procurement Policy and Standards • Exchange of opinions with producers in raw-material production regions • ESG-related communications: 42 cases in FY2024 • Implementation of SAQ* and interviews
Shareholders and Investors	Timely and appropriate information disclosure Dialogue Enhancement of corporate value Appropriate profit returns	<ul style="list-style-type: none"> • Holding the Annual General Meeting of Shareholders • Holding financial results briefings: four times in FY2024 • Individual meetings with institutional investors and analysts: 22 times in FY2024
Local Communities	Contribution to and cooperation with local communities Food education activities Contribution to solving environmental issues	<ul style="list-style-type: none"> • Volunteer activities in areas adjacent to factories (such as cleanup activities) • Sponsorship of local events • Support for community activities and social contribution activities • Hosting food-education experience events for children • Donations to environmental conservation activities
NPOs, NGOs, etc.	Global information gathering Sharing of knowledge	<ul style="list-style-type: none"> • Exchange with outside experts, NGOs/NPOs, and industry organizations
Academia	Sharing of technologies, expertise, and human resources	<ul style="list-style-type: none"> • Joint research • Endowed courses, etc.

SAQ: A "CSR Procurement Self-Assessment Questionnaire" common across industries, prepared by the Global Compact Network Japan (GCNJ). Based on international standards, the questionnaire reflects 10 principles covering four areas—protection of human rights, elimination of unfair labor practices, environmental response, and prevention of corruption.

11-Year Financial Summary

See our Securities Report for further details. (Japanese only)
https://ssl4.eir-parts.net/doc/2613/yuho_pdf/S100W2BH/00.pdf

(Millions of yen)

	FY2014	FY2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Results (Fiscal Year)											
Net sales	193,884	187,329	180,225	183,361	186,778	178,196	164,816	201,551	260,410	244,319	230,783
Oils and Fats Business	—	—	—	—	—	—	138,899	178,364	236,513	220,000	209,231
Household-use	—	—	—	—	—	—	26,697	26,249	29,102	29,092	30,002
Business-use	—	—	—	—	—	—	75,360	94,039	126,342	116,953	110,670
Meal	—	—	—	—	—	—	36,841	58,075	81,067	73,954	68,558
Specialty Food Products Business*1	—	—	—	—	—	—	19,610	21,128	22,847	23,279	20,566
Dairy PBF	—	—	—	—	—	—	12,128	12,700	13,522	12,953	10,965
Food materials	—	—	—	—	—	—	7,481	8,428	9,325	10,326	9,601
Operating profit / loss	4,193	4,634	5,468	4,005	5,663	6,661	6,687	(21)	734	7,243	8,572
Oils and Fats Business	—	—	—	—	—	—	6,223	325	1,394	6,952	8,243
Specialty Food Products Business	—	—	—	—	—	—	(226)	(620)	(815)	122	135
Ordinary profit	4,796	5,357	5,832	5,137	6,326	7,302	7,374	596	1,436	9,043	10,031
Profit attributable to owners of parent	3,105	2,973	3,258	4,127	4,749	5,203	5,253	1,953	986	6,792	6,996
EBITDA*2	10,130	8,818	9,788	8,923	10,639	11,745	11,631	4,792	5,520	11,919	12,630
Financial Position (Fiscal Year-End)											
Current assets	85,656	79,134	82,108	74,652	70,883	73,908	82,686	94,196	110,793	108,806	101,415
Cash and deposits	5,806	6,027	5,631	2,856	2,425	8,429	7,848	3,579	2,424	4,246	3,250
Notes and accounts receivable - trade, and contract assets, net	—	—	—	—	—	—	—	35,126	44,308	45,486	36,483
Notes and accounts receivable	37,534	35,857	35,539	33,981	36,953	33,954	35,958	—	—	—	—
Merchandise and finished goods	14,181	14,102	14,068	14,543	13,156	12,959	12,610	20,918	25,562	17,614	19,613
Raw materials and supplies	24,590	19,218	22,183	19,915	15,614	15,800	23,328	29,979	35,334	37,863	26,152
Non-current assets	71,397	74,493	82,814	78,922	76,745	73,579	73,778	67,466	67,797	69,263	68,733
Property, plant and equipment	52,693	56,889	63,004	61,271	59,217	56,692	55,372	51,502	51,052	42,813	43,456
Intangible assets	406	390	578	976	1,529	1,467	1,556	2,667	3,092	2,835	2,476
Investments and other assets	18,298	17,214	19,231	16,674	15,998	15,419	16,849	13,295	13,652	23,613	22,800
Deferred assets	28	15	2	67	59	52	45	37	30	23	15
Total assets	157,082	153,643	164,925	153,642	147,688	147,541	156,509	161,700	178,621	178,093	170,164
Current liabilities	50,175	42,750	60,922	40,398	31,854	30,205	34,605	40,748	51,527	42,971	37,540
Notes and accounts payable - trade	22,079	17,005	16,138	14,796	12,654	12,441	18,625	17,057	18,244	20,727	15,015
Short-term borrowings and the current portion of long-term borrowings	14,800	7,950	14,050	11,950	2,800	600	650	12,790	20,400	4,600	6,390
Non-current liabilities	27,267	31,080	20,470	29,128	28,924	27,651	27,428	26,427	32,829	33,071	26,335
Bonds, long-term borrowings, and lease obligations	16,649	20,885	9,771	20,646	20,337	19,837	19,099	19,106	25,328	25,186	18,733
Net assets	79,639	79,811	83,531	84,115	86,908	89,683	94,475	94,523	94,263	102,051	106,288
Total liabilities and net assets	157,082	153,643	164,925	153,642	147,688	147,541	156,509	161,700	178,621	178,093	170,164
Cash flow											
Cash flows from operating activities	6,937	9,798	6,066	6,572	13,075	14,647	4,270	(16,807)	(10,022)	22,468	18,294
Cash flows from investing activities	(3,016)	(5,320)	(10,294)	(3,766)	(2,623)	(4,235)	(2,438)	1,917	(3,709)	(3,336)	(3,776)
Cash flows from financing activities	(4,434)	(4,249)	3,830	(5,600)	(11,066)	(4,396)	(2,476)	10,576	12,628	(17,347)	(6,855)
Free cash flow	3,921	4,477	(4,227)	2,806	10,452	10,412	1,832	(14,889)	(13,731)	19,132	14,518
Depreciation, capital investment, and R&D expenses											
Depreciation	5,937	4,184	4,319	4,917	4,976	5,084	4,944	4,813	4,785	4,675	4,058
Capital investment	3,938	8,654	11,196	5,444	5,159	4,252	3,892	5,129	5,060	3,981	4,668
R&D expenses	1,470	1,428	1,447	1,325	1,511	1,577	1,518	1,248	1,355	1,307	1,266
Per share information*3 (yen):											
Earnings per share (EPS)	18.66	17.87	195.91	249.52	288.57	316.21	319.24	59.24	29.82	205.36	211.52
Book value per share (BVPS)	478.43	479.58	5,019.67	5,107.63	5,276.75	5,428.99	5,718.68	2,846.30	2,837.41	3,072.06	3,199.00
Dividend per share (DPS)	9.00	9.00	90.00	90.00	90.00	100.00	100.00	50.00	20.00	60.00	70.00
Metrics											
Return on equity (ROE) (%)	4.0	3.7	4.0	4.9	5.6	5.9	5.7	2.1	1.0	7.0	6.7
Net profit margin (%)	1.6	1.6	1.8	2.3	2.5	2.9	3.2	1.0	0.4	2.8	3.0
Total asset turnover (times)	1.2	1.2	1.1	1.2	1.3	1.2	1.1	1.2	1.5	1.4	1.4
Financial leverage (times)	2.0	1.9	2.0	1.9	1.8	1.7	1.7	1.7	1.8	1.7	1.7
Return on assets (ROA)*4 (%)	2.0	1.9	2.0	2.6	3.2	3.5	3.5	1.2	0.6	3.8	4.0
Return on invested capital (ROIC) (%)	2.4	2.9	3.2	2.4	3.6	4.3	4.1	(0.0)	0.4	3.8	4.6
Shareholders' equity ratio (%)	50.7	51.9	50.6	54.7	58.8	60.6	60.1	58.2	52.5	57.1	62.2
Shareholders' equity ratio on a market value basis*5 (%)	44.3	37.2	42.4	38.9	45.9	51.0	42.0	32.9	28.2	36.0	39.4
D/E ratio (times)	0.44	0.40	0.47	0.42	0.30	0.26	0.24	0.32	0.47	0.28	0.26
Ratio of cash flow to interest-bearing liabilities*6,7 (years)	5.0	3.3	6.4	5.4	2.0	1.6	5.2	—	—	1.4	1.5
Interest coverage ratio*7 (times)	43.0	64.4	46.6	50.4	127.5	172.7	36.3	—	—	174.9	161.5
Dividend payout ratio (%)	48.2	50.4	45.9	36.1	31.2	31.6	31.3	84.4	67.1	29.2	33.1

*1 From FY2022, Oil and Fat Processed Products have been reclassified as Dairy PBF, and texture design and fine materials have been combined and presented together in the food materials business.

*2 EBITDA = operating profit + depreciation

*3 Earnings per share, net assets per share, and dividend per share for FY2015 have been calculated on the assumption that the reverse stock split of 10 ordinary shares into one share, effective October 1, 2016, had been implemented at the beginning of the fiscal year. In addition, on April 1, 2021, each ordinary share was split into two shares.

*4 Calculated using profit attributable to owners of parent.

*5 Market capitalization is calculated by multiplying the year-end share price by the number of shares issued and outstanding at year-end (after excluding treasury shares).

*6 Interest bearing liabilities includes all liabilities with interest payable recorded in the liabilities section of the consolidated statements of balance sheets. Interest payable refers to interest expenses stated in the consolidated statements of cash flows.

*7 Omitted, as cash flows from operating activities were negative in FY2021 and FY2022.

Raw Material Price Data

		FY2024 Market Prices								
		Q1		Q2		Q3		Q4		
		Actual	YoY change	Actual	YoY change	Actual	YoY change	Actual	YoY change	
Raw materials – expenditures (purchases)										
Soybeans	Chicago	¢/Bu*1	1,193.4	-315.3	1,186.0	-246.8	1,040.1	-368.5	993.5	-319.9
Rapeseeds	Winnipeg	C\$/MT*2	608.1	-207.3	631.6	-102.0	601.2	-181.2	614.6	-68.1
Olive oil	Milan	€/MT	9,298.1	+3,768.1	8,457.7	+2,176.4	8,039.6	-299.1	6,921.2	-1,583.0
Palm oil	Malaysia	\$/MT	887.8	-69.7	893.1	-3.3	940.9	+80.9	1,159.9	+339.3
Raw materials – revenue (sales)										
Soybean meal		JPY	105.8	+0.5	99.2	-5.2	96.9	-2.7	91.0	-10.0
Meal value		%	59.8	-2.0	61.5	+0.0	60.7	+4.5	58.3	-3.4
Rapeseed meal		JPY	75.0	-2.3	70.0	-6.9	68.3	-4.8	64.1	-8.8
Exchange rates										
US\$*3		JPY/US\$	149.4	+15.9	156.9	+18.4	150.6	+5.0	153.4	+4.5
€*4		JPY/€	162.4	+19.4	169.2	+18.2	166.3	+7.4	163.9	+2.9

*1 Bushel *2 Metric Ton *3 Uses calculations for soybeans, rapeseeds, and palm oil *4 Uses calculations for olive oil
 Note: Purchases of raw materials for oil extraction are typically made approximately three months in advance. This document shows the average of the periodic market prices that affect the performance of each period.

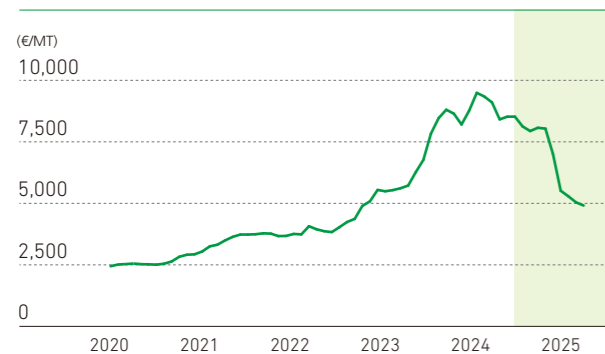
Chicago soybean market price*5



Winnipeg rapeseed market price*5



Milan olive oil market price*5



Malaysia palm oil market price*5



*5 Average monthly amount

Non-financial Data

See the ESG data section for further details.
<https://www.j-oil.com/en/sustainability/esg/esg.html>

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Environmental impact data*1						
GHG emissions*2						
Scope 1	kt-CO ₂	111	116	119	92	92
Scope 2	kt-CO ₂	36	34	28	28	24
Scope 3*3	kt-CO ₂	3,301	3,347	3,413	3,357	3,121
Recycling rate	%	99.99	99.96	99.99	99.98	99.99
Water intake*4	1,000m ³	11,907	12,416	12,375	11,980	11,794
Wastewater volume	1,000m ³	10,698	11,172	11,068	10,742	11,035
Social impact data*5						
Number of employees	Persons	1,074	1,104	1,080	1,021	994
Male	Persons	865	878	850	788	753
Female	Persons	209	226	230	233	241
Female managers*6	%	6.0	6.0	6.3	7.0	8.1
Employees with disabilities	%	2.40	2.40	2.27	2.34	2.33
Percentage of women among regular employees*7	%	40.3	42.9	32.3	69.6	41.4
New graduates hired	Persons	24	22	17	10	12
Male	Persons	14	12	11	3	5
Female	Persons	10	10	6	7	7
New graduates' turnover (within three years)*8	%	8.3	10.5	0.0	—	—
Average length of service	Years	16.8	16.1	17.1	17.7	18.2
Male	Years	17.8	17.6	18.2	18.9	19.7
Female	Years	13.1	12.2	12.8	13.3	13.5
Employee turnover*9	Persons	20	27	39	45	29
Average paid leave acquisition	%	63.7	63.3	64.6	67.3	67.1
Hours worked per annum	Hours	1,944.0	1,978.0	1,964.0	1,946.0	1939.3
Overtime hours (per person average)	Hours/month	16.9	21.5	21.9	21.0	20.6
Parental leave acquisition	Persons	12	12	17	29	25
Reinstatement after parental leave	%	100	100	100	100	100
Employee satisfaction according to the engagement survey*10	Points (%)	3.54	3.54	3.2(41)	3.3(45)	3.3(47)
Social contribution expenditure*11	Million yen	31	22	15	22	25

*1 Encompasses the J-Oil Mills Group (consolidated subsidiaries in Japan)
 *2 Third-party verification obtained from FY2021 (Scope1, 2 and Scope3 Category1, 4); FY2021 figures were revised according to the verification.
 *3 Figures for FY2023 have been revised, owing to a change of the calculation method.
 *4 Freshwater and saltwater
 *5 Scope of aggregation, excluding employee satisfaction based on the engagement survey, is non-consolidated.
 *6 A person in a "managerial position" has duties above and beyond those typical of a subordinate, or indicates a person of equivalent status even the person in the managerial position has no subordinate.
 *7 Proportion of women hired among the total of new graduate and mid-career hires
 *8 Turnover rate: Number of employees who resigned within three years after joining the company / the total number of new graduates who joined the company on the first business day of the fiscal year x 100; data is left blank if employment period is less than three years.
 *9 Does not include retirees.
 *10 From FY2022, the implementation method was revised, and measurements are now taken using proprietary indicators of an external contractor. The new indicators are shown in percentages (in parentheses), while figures up to FY2021 were based on a five-point scale. The scope of aggregation covers the J-Oil Mills Group (domestic consolidated subsidiaries).
 *11 Based on Keidanren's guideline.

Company Information

(As of end-FY2024)

Company Overview

Name	J-OIL MILLS, INC.	Business 1. Production, processing, and sales of oils and fats and oilseed meals
Head office	St. Luke's Tower, 8-1 Akashi-cho, Chuo-ku, Tokyo, 104-0044, Japan TEL: +81-3-5148-7100 (Front desk)	2. Production, processing, and sales of starch
Established	July 1, 2004	3. Production, processing, and sales of various foods
Common stock	10 billion yen	4. Production, processing, and sales of feedstuff and fertilizer
Listed stock exchange	Tokyo Stock Exchange, Prime Market	5. Cultivation, growing, processing, and sales of crops
Securities code number	2613	6. Sales of food-production machinery
		7. Real estate leasing

Stock Data

Number of authorized shares	54,000,000
Number of issued shares*	33,508,446
Number of shareholders	33,810

*On April 1, 2021, the company conducted a 2-for-1 stock split of common stock.

Major Shareholders

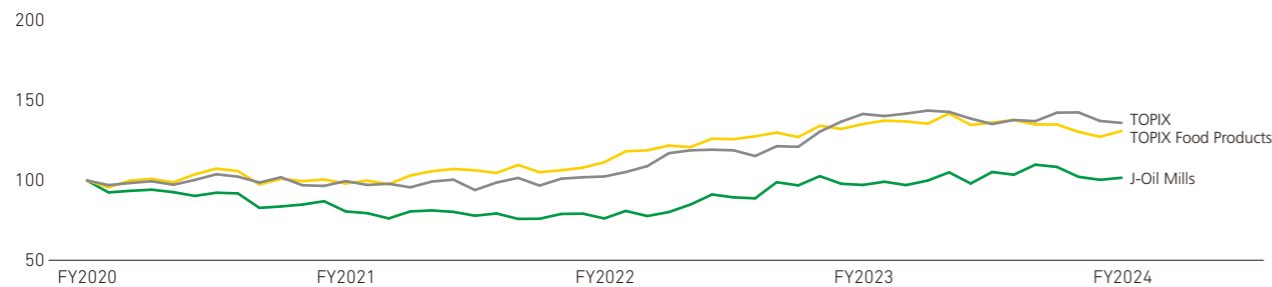
Name	Number of shares held (Thousand shares)
Ajinomoto Co., Inc.	9,053
MITSUI & CO., LTD.	4,175
The Master Trust Bank of Japan, Ltd. (Trust account)	3,079
Customers Fund for J-Oil Mills Shares	839
Custody Bank of Japan, Ltd. (Trust account)	605
DFA INTL SMALL CAP VALUE PORTFOLIO	316
The Norinchukin Bank	270
J-Oil Mills Employee Stock Ownership Plan	264
Custody Bank of Japan, Ltd. (Trust account E)	257
JP MORGAN CHASE BANK 385781	249

Note: The percentage of shares owned is calculated based on the total number of shares issued after deduction of treasury shares.

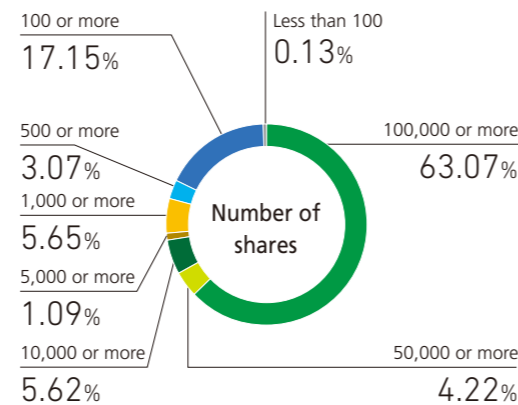
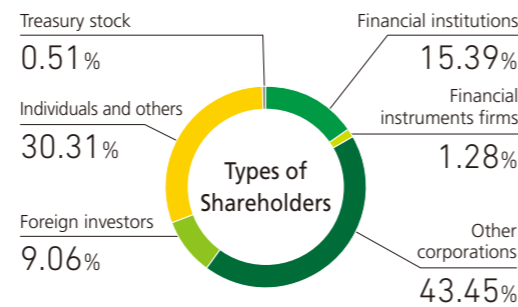
Share Price

Total Shareholder Return	2021/3	2022/3	2023/3	2024/3	2025/3
J-Oil Mills	89.5%	74.7%	71.8%	92.8%	99.7%
TOPIX, including dividends	142.1%	145.0%	153.4%	216.8%	213.4%

*Indexed to the closing price on March 31, 2021 equals 100.



Breakdown of Shareholders



Statement of Authenticity



Yuichiro Haruyama

Representative Director,
President & CEO

This report introduces the Company's initiatives toward realizing our envisioned future of "Joy for Life—Bringing Joy to the Future by Food." Building on the growth strategies and structural reforms that enabled our recovery in performance, it focuses on the mission of our new management team: achieving medium- to long-term growth with a view to further development.

This report was prepared in good faith under the leadership of the Corporate Communication & ESG·CSR Department, with the cooperation and collaboration of relevant divisions. We also sought to enhance the objectivity and reliability of the content by obtaining a third-party opinion.* As the overall supervisor responsible for editing, I hereby declare that the preparation process for this report was appropriate and that its contents are accurate. We hope this report will help shareholders, investors, and a broad range of stakeholders gain a deeper understanding of the J-Oil Mills Group's initiatives for sustainable growth and the realization of a sustainable society. We will continue working to further enhance the content of this Report and make it a valuable tool for dialogue with our stakeholders.



*Third-party opinion "Reflections on the J-OIL MILLS REPORT 2025"
https://www.j-oil.com/en/ir/library/integrate_report_opinion.html

External Evaluations

FTSE Blossom Japan Index

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

FTSE Blossom Japan Sector Relative Index

SOMPO Sustainability Index

Sompo Sustainability Index

Health and Productivity Management Outstanding Organization 2025 (Large Enterprise Category)

健康経営優良法人 2025 KENKO Investment for Health 大規模法人部門 A02613

Eruboshi Certification

Eruboshi Certification

Platinum Kurumin Certification

Platinum Kurumin Certification

External Initiatives Endorsed

United Nations Global Compact (UNGC)

WE SUPPORT UN GLOBAL COMPACT

Carbon Disclosure Project (CDP)

CDP

Japan Clean Ocean Material Alliance

Clean Ocean Material Alliance

Roundtable on Sustainable Palm Oil (RSPO)

CERTIFIED SUSTAINABLE PALM OIL RSPO 2-0250-11-100-00

Check our progress at www.rspo.org/

Keidanren Initiative for Biodiversity Conservation

Keidanren Initiative for Biodiversity Conservation