

## Introduction

- 1 Solve Issues Facing People and the Earth and Achieve a Sustainable Future for Food
- 2 Change Generated by the New Fuji Oil

## Value Creation Story

- 13 Destination: Fuji Oil Group Management Philosophy and Vision
- 14 History: The Business Model We Have Cultivated
- 16 Business: Making Products Globally
- 17 Products: Making the Best Use of Ingredients
- 18 Products: Supporting Deliciousness
- 20 Challenge: Creating the Future of Food
- 22 Value Creation Process for Realizing our Vision
- 26 Material ESG issues

## Mid-Term Management Plan

- 28 Looking Back on Previous Mid-Term Management Plan
- 29 New Mid-Term Management Plan United for Growth 2027
- 32 Conversation between CEO and Outside Director

## Business Strategy

- 36 COO Message
- 38 Blommer
- 40 Vegetable Oils and Fats Business
- 42 Special Feature 01 Vegetable Fats for Chocolate (CBE)
- 44 Special Feature 02 Growth Strategy Driven by Building a High-Quality, Sustainable Supply Chain
- 46 Industrial Chocolate Business
- 48 Special Feature 03 Compound Chocolate
- 50 Emulsified and Fermented Ingredients Business
- 52 Soy-based Ingredients Business
- 54 Taking on Challenges in New Business Fields
- 56 Special Feature 04 GOODNOON

## Value Creation Platform

- 58 CFO Message
- 59 Financial Strategy
- 64 Research and Development
- 68 Production Activities
- 70 Human Resources Supporting Value Creation
- 76 Climate Change and Biodiversity
- 79 Human Rights Management
- 81 Sustainable Procurement

## Governance

- 84 Message from Nomination and Compensation Advisory Committee Chairperson
- 85 Roundtable Discussion with External Directors
- 88 List of Directors
- 90 Corporate Governance
- 92 Board of Directors
- 96 Nomination and Compensation Advisory Committee
- 99 Audit Supervisory Committee
- 100 Sustainability Committee
- 102 Risk Management
- 104 Group Governance



CEO Message

Using problem solution as a driving force to propel the Fuji Oil Group towards new growth



Conversation between CEO and Outside Director

Pursuing growth fields and new business fields to achieve sustainable growth



Roundtable Discussion with External Directors

Embracing a new structure to enhance corporate value

## Other Data

- 105 Data Highlights
- 110 Major Group Companies
- 111 Corporate Profile / Stock Information

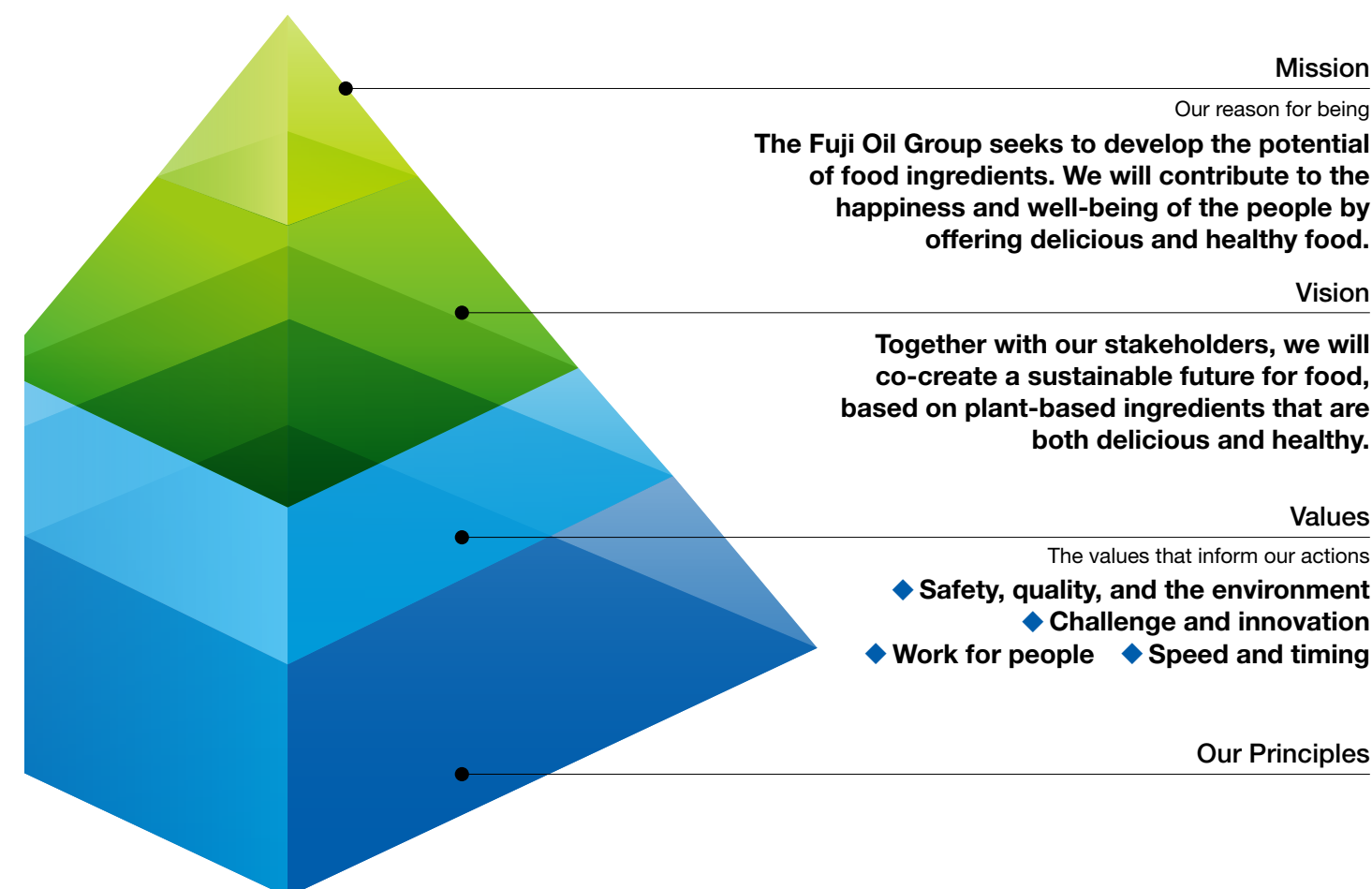
Destination

## Fuji Oil Group Management Philosophy and Vision

## Fuji Oil Group Management Philosophy

The Fuji Oil Group is strongly aware of our social responsibility as a food company. We have established the Fuji Oil Group Management Philosophy as our basic management policy. This management philosophy clearly states our mission, vision, values and principles. It serves as the guideline for all our group employees to share values and to use them as the standard for their decisions and actions.

Since our founding, we have pursued the potential of plant-based ingredients and provided value to society through products that combine both deliciousness and healthiness. "Together with our stakeholders, we will co-create a sustainable future for food, based on plant-based ingredients that are both delicious and healthy." Based on this vision, we are currently aiming to solve social issues while achieving sustainable growth.



## Vision

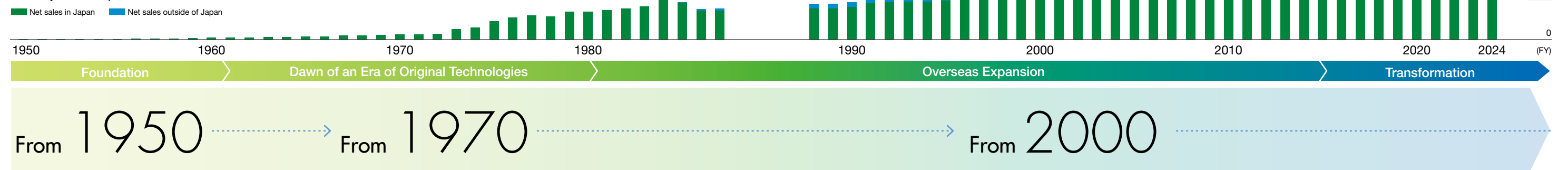
**Together with our stakeholders, we will co-create a sustainable future for food, based on plant-based ingredients that are both delicious and healthy.**

# History

## The Business Model We Have Cultivated

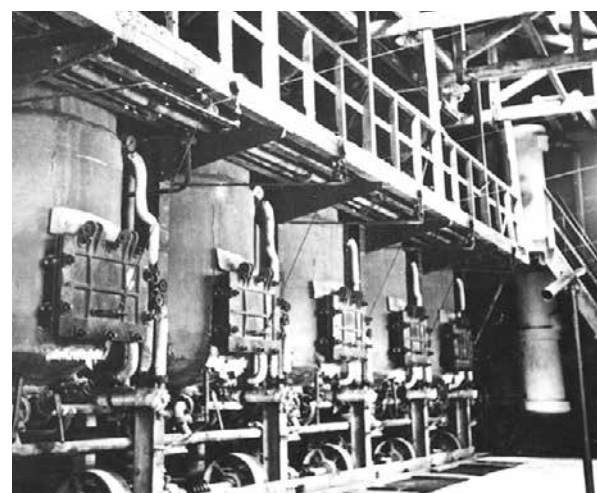


The Fuji Oil Group's Consolidated Net Sales



### Not Imitating Others: Challenge and Innovation

In 1950, the Osaka plant of Fuji Sanshi became independent as an oil refinery, resulting in the founding of FUJI OIL CO., LTD. Fuji Oil, which started as a latecomer in Japan's oils and fats industry, found it difficult to procure sufficient oil and fat raw materials such as soybeans and rapeseed. Amid such an operating environment, Fuji Oil focused on solid fats from tropical regions, which were relatively unused in Japan at the time. Adhering to our founding spirit of not imitating others, Fuji Oil became Japan's first company to successfully extract coconut oil using the compression extraction method. From that success, we built a unique business foundation with raw materials and technology.

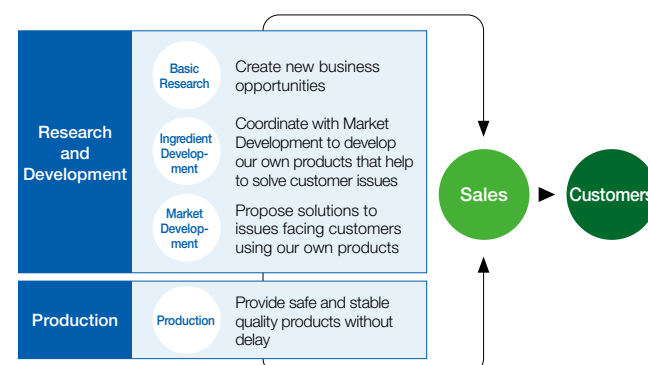


Japan's first compression extractor for tropical oils and fats

### Establishment of a Solution-based Business Model for Customer

Fuji Oil has grown by solving customer issues and uncovering latent needs. We opened Fuji Sunny Plaza Tokyo as a place for co-creation with customers in 1977. We began employing a proposal-based sales approach on a full-scale basis. This is an approach to sales which goes beyond simply introducing products to making proposals for solutions that address the issues of our customers.

Fuji Oil's proposal-based sales approach gained widespread recognition following a rise in the popularity of tiramisu in 1988. An employee of Fuji Oil on an inspection tour in Europe instinctively felt that tiramisu would also be well-received by Japanese people. However, it was only possible to procure mascarpone cheese, a raw material of tiramisu, in Japan at that time by shipping it by air from Italy and it was extremely expensive to do that. Therefore, Fuji Oil developed cheese flavor ingredients as an alternative to mascarpone cheese. This made it possible to make tiramisu at an affordable price in Japan. Tiramisu has now become a standard dessert.



Since our founding, the Fuji Oil Group has strived to provide solutions to address the issues faced by our customers and society by continuously pursuing unique ideas and challenges with our core technologies in tropical oils and fats and soy protein. Based on our spirit of not imitating others, we have continued to pursue innovation. This has allowed us to meet the expectations of our customers, consumers and other stakeholders and to achieve sustainable growth.

### To Solve Issues Facing People and the Earth

#### Technology

Since 2000, the Fuji Oil Group has made great progress in relation to deliciousness and healthiness in terms of technology.

#### ◆ Low-trans-fatty-acid oils and fats technology using enzymatic interesterification:

There is now a need, especially in the United States, for a reduction in trans-fatty-acid oils and fats as excessive intake of them increases the risk of heart disease. The Fuji Oil Group has responded to market expectations with low-trans-fatty acid oils and fats technology using enzymatic interesterification technology.

#### ◆ Ultra Soy Separation (USS) manufacturing method:

While pursuing the deliciousness inherent in soybeans, the Fuji Oil Group established the world's first USS manufacturing method to separate soy milk into soy milk cream and low-fat soy milk in 2012.

This technology is based on the idea of separating dairy cream and skim milk from milk. Applying this technology has produced new deliciousness and value in plant-based ingredients.

#### ◆ MIRACORE™:

The feature of the Fuji Oil Group is that we make products applying our knowledge of plant-based proteins and oils and fats. MIRACORE™, a technology we launched in 2021, produces flavors and a sense of satisfaction just like that of animal-based foods by combining vegetable oils and fats and proteins. We deliver delicious, healthy products made from plant-based ingredients that people can enjoy, expanding food choices and contributing to the well-being of consumers and society worldwide.



#### Procurement

It has been pointed out that palm oil and cocoa, our main raw materials, have issues relating to the environment and human rights in their places of origin. The Fuji Oil Group joined the Roundtable on Sustainable Palm Oil (RSPO) in the same year it was established in 2004. We have promoted the sustainable procurement of main raw materials ahead of other Japanese companies. Since the 2010s, interest in sustainability has been rising in Europe and other countries. Demand from customers for our Group's traceable palm oil has also been increasing. The Fuji Oil Group forms partnerships with companies that operate palm plantations. In addition, we engage in activities rooted in local communities such as by running one-to-one supply chain transformation programs. In this way, we are building a robust supply chain.

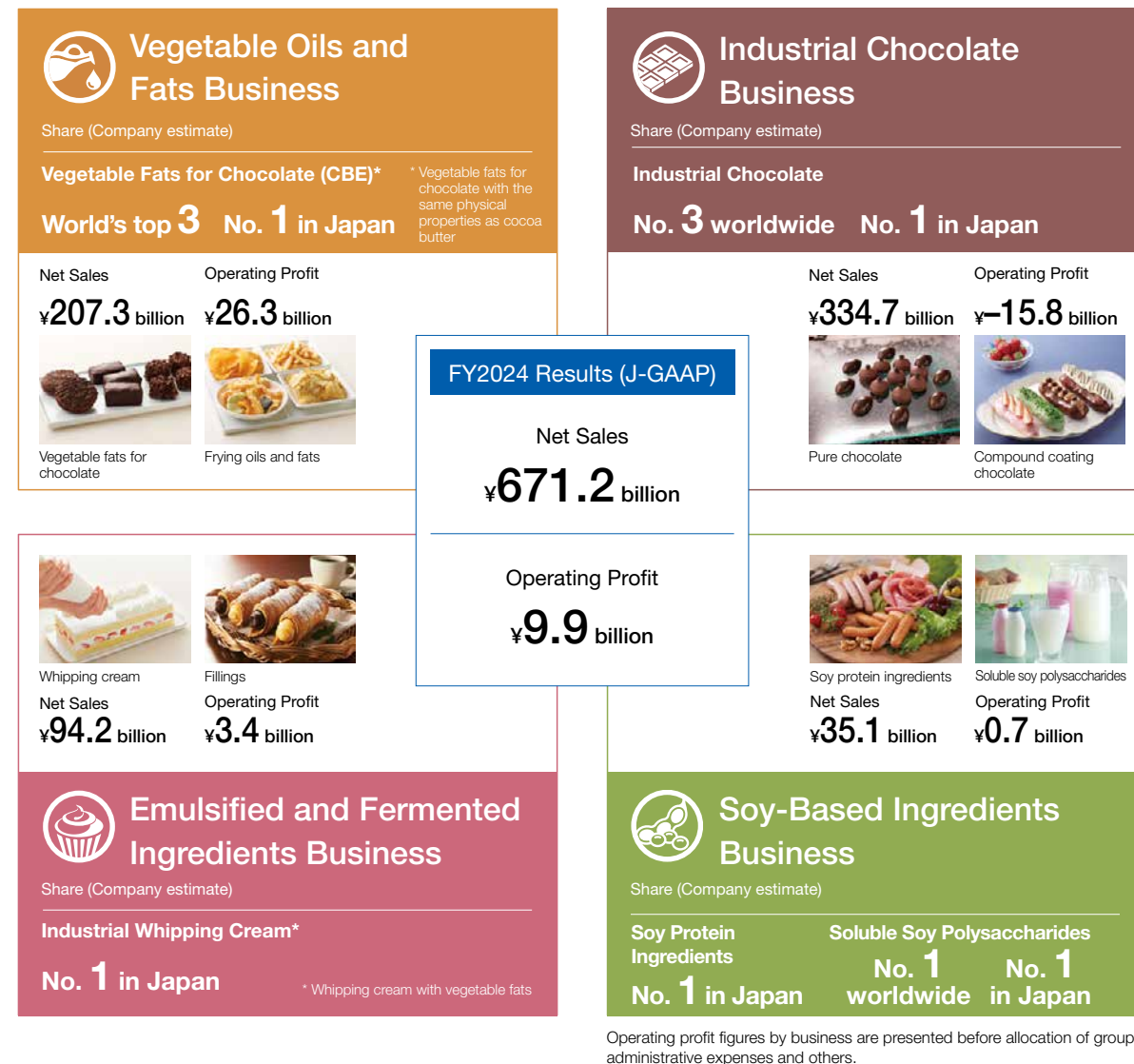


Palm

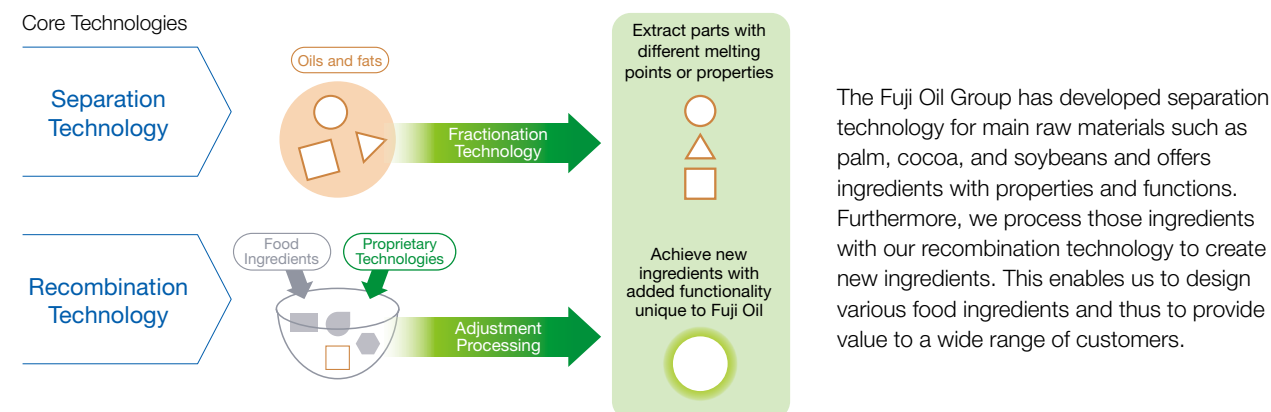


# Making Products Globally

Since 1980, we have developed business globally with the aim of establishing a supply chain. We support diverse food cultures around the world.

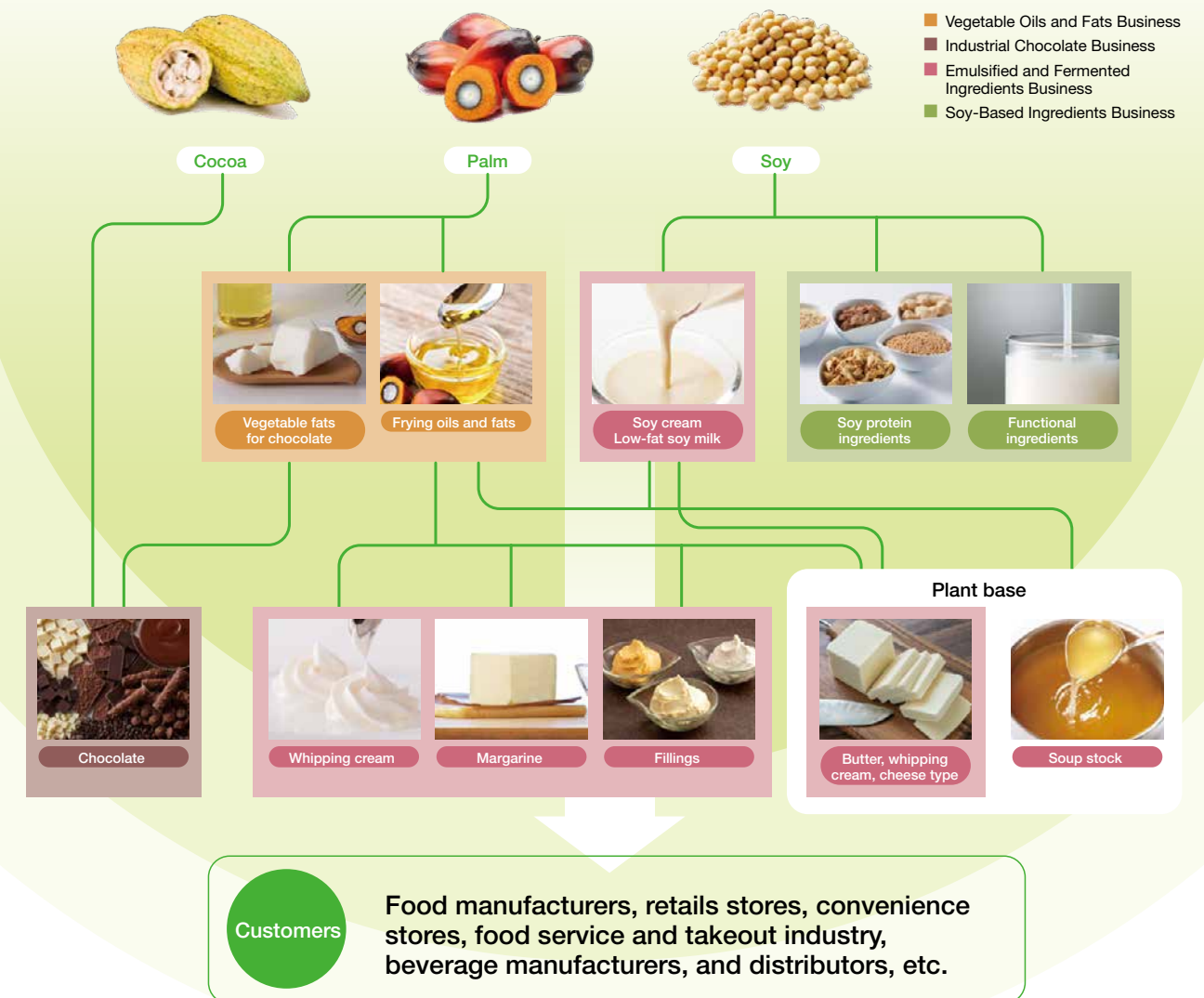


## Unique Portfolio Based on Core Technologies

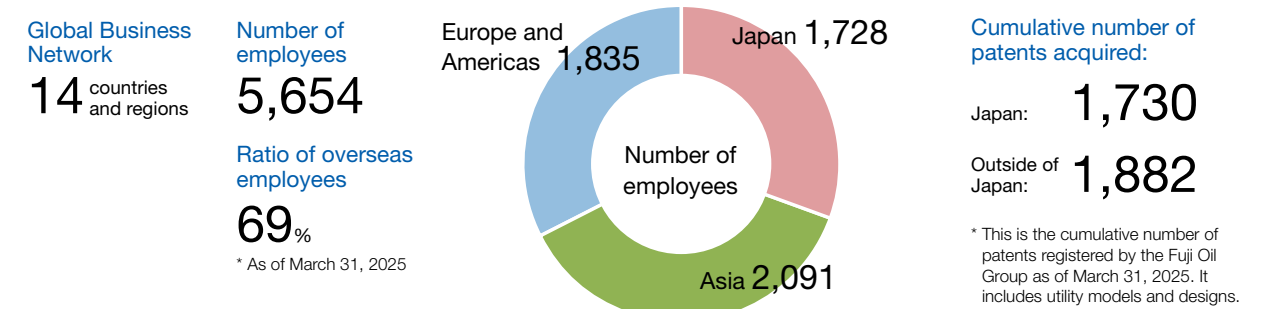


# Making the Best Use of Ingredients

The Fuji Oil Group produces many products using palm, cocoa and soybeans as the main raw materials. We use those raw materials in a sophisticated manner without waste to create highly unique products.



## Global Expansion






Products


Supporting Deliciousness

The Fuji Oil Group's products, including chocolate, bread, prepared foods and beverages, are used in all kinds of everyday food settings. They have naturally blended into the lives of consumers. We support food safety and deliciousness with our reliable technology and quality.




**Whipping cream**

Preserves the freshness of whipping cream with emulsification technology




**Margarine**

Maintains the deliciousness of long-life bread




**Functional ingredients**

Contributes to deliciousness by improving the looseness of noodles and cooked rice




**Plant-based soup**

Flavorful soup with a sense of satisfaction made using MIRACORE™ technology




**Chocolate filling**

Rich taste chocolate with a melt-in-your-mouth texture even after baking




**Plant-based cheese and butter**

Plant-based cheese and butter with outstanding richness and flavor even though it is derived from plants




**Frying oils and fats**

Achieves high quality even with long-term distribution by preventing the oxidation of oils and fats




**Vegetable fats for chocolate**

Prevents the softening and stickiness in chocolate that occurs when it is combined with cookies by adding oils and fats




**Chocolate coating**

Freely control the texture, such as realizing a crisp texture or a smooth feel, with the power of oils and fats



**Soy protein ingredients**

The delicious and refreshing taste of soy protein with outstanding flavor



**High-protein chocolate**

A combination of chocolate and protein that combines deliciousness with ease of eating



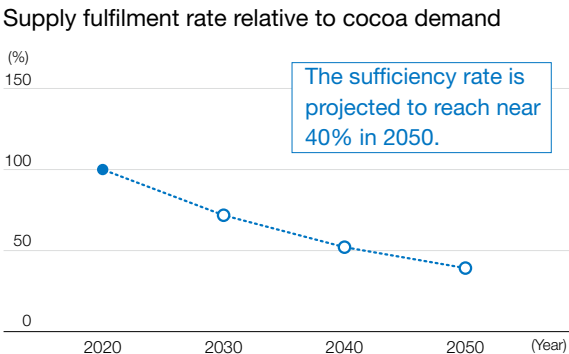
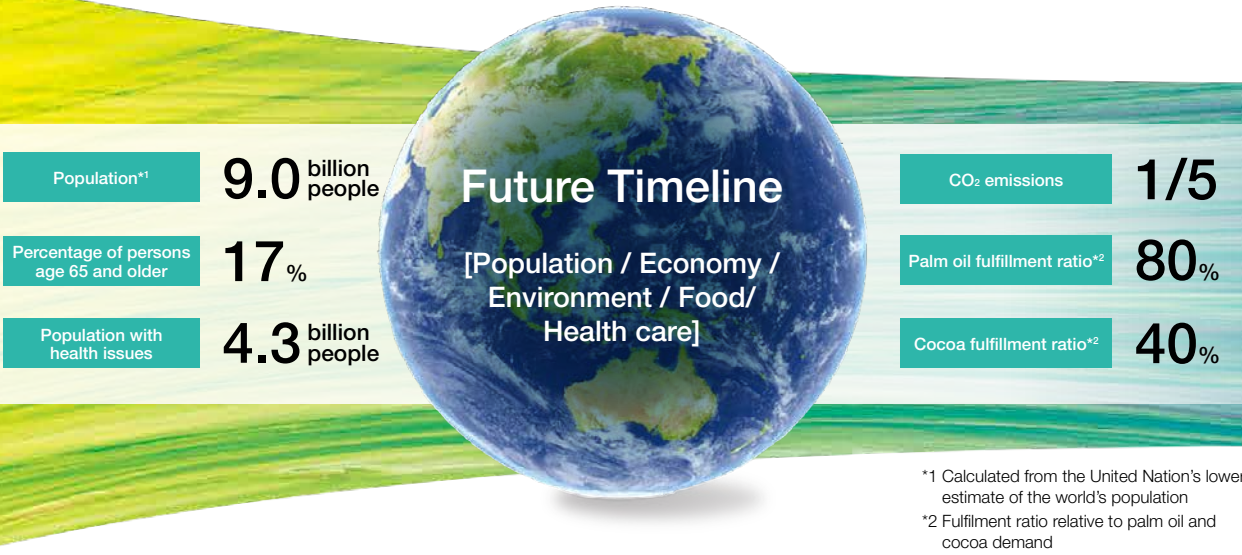


# Creating the Future of Food

## The World in 2050

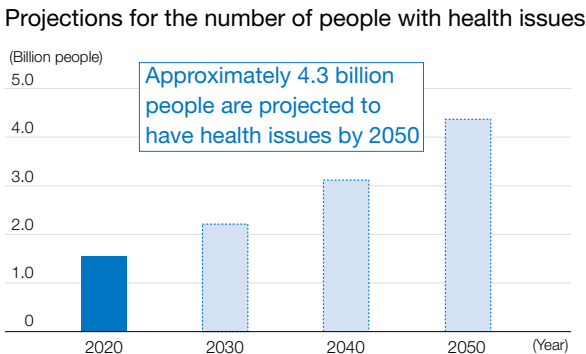
The environment influencing food is undergoing dramatic change due to population growth, environmental issues, increasing shortages of food resources and other factors. The Fuji Oil Group has prepared a Future Timeline looking ahead to the future in 2050 and is predicting the social issues that may occur in the future. The world's population is expected to reach approximately 9.0 billion in 2050. It is anticipated that 17% of those people will be aged 65 or older. Moreover, 4.3 billion people, equivalent to approximately half of the world's population, may face health issues such as obesity, diabetes and dementia. It is predicted that CO<sub>2</sub> emissions will be kept to about one fifth of current levels due to improved productivity. Nevertheless, there are also concerns about serious resource shortages such as it only being possible to supply approximately 80% of the palm oil and approximately 40% of the cocoa demanded.

To deal with these future issues, the Fuji Oil Group is working to create sustainable substitute ingredients to palm oil, cocoa and other natural resources and new ingredients that address health issues. We will contribute to society with innovative technologies and ingredients to support a sustainable future for food.



\* Reorganized by Fuji Oil based on data from the Food and Agriculture Organization of the United Nations (UNFAO) and the United Nations Environment Program (UNEP).

The chocolate confectionery market is projected to expand due to an increasing global population and economic growth. It is difficult to increase the production of cocoa beans, the raw material for chocolate. As such, there are opportunities to fill the demand-supply gap with solutions such as cocoa substitutes.



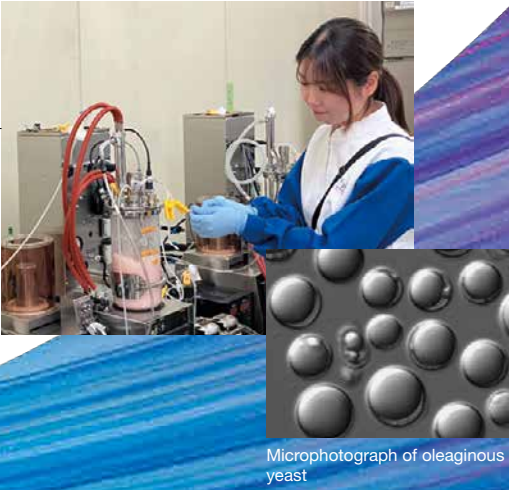
\*1 Reorganized by Fuji Oil based on data from the World Health Organization (WHO), National Cancer Center, and Alzheimer's Disease International (ADI).  
\*2 Calculated of predicted numbers for obese population, number of people with diabetes, and population with dementia.

As the global population increases, developed countries are experiencing population aging due to lower mortality rates and longer lifespans attributable to advances in medical care. Meanwhile, emerging countries are seeing an increase in lifestyle-related diseases as economic development continues. These conditions are expected to lead to increased health-consciousness.

## Fuji Oil Group's Initiatives for a Sustainable Future for Food

### Sustainable Palm Oil and Fat Alternatives Using Oleaginous Yeast

As part of the Biomanufacturing project promoted by the New Energy and Industrial Technology Development Organization (NEDO), we are collaborating with Niigata University of Pharmacy and Medical and Life Sciences to develop production technology for sustainable palm oil and fat alternatives using oleaginous yeast. We developed a breeding strain that has oil productivity at the highest level in the world in 2022. We have continued to improve it by breaking that record. We will continue to work together with industry, government and academia to implement this strain in society as a sustainable oil and fat raw material by around 2030.



Microphotograph of oleaginous yeast

### Cocoa Alternative Ingredient Responsible for the Future of Chocolate

The Fuji Oil Group is actively intensifying research and development to be able to provide customers with a full set of options in response to the cocoa crisis. We launched "Ano-The M" as a symbolic new product in Japan in spring 2025. This is a milk chocolate type that is made without using any cocoa raw materials. We began collaborating with Planet A Foods in Europe in 2024. We are working to improve the quality of the company's ChoViva sustainable cocoa-free chocolate based on sunflowers and grapes. The Research Institute for Creating the Future and the Chocolate R&D Department joined this initiative in 2025. We are now working together to further improve the deliciousness of ChoViva.



Ano-The M: a new product in Japan



Treets Peanuts with ChoViva from Treets: a product made using ChoViva in Europe

### Soy Peptides: Supporting Mental Capacity and Physical Strength in Competitive Settings

The Fuji Oil Group has accumulated a wealth of evidence relating to the effects of soy peptides on brain and physical functions through research on them. The e-sports market, which has been attracting attention in recent years, is a promising area to raise awareness among customers of the potential of soy peptides. Accordingly, we are currently proactively cultivating this market. We provided soy peptide-containing Karada Mainte as a "winning drink" at the Shogi Meijin Title Match held in Izumisano, Osaka in May 2025. This contributed to a setting that requires mental capacity and physical strength like with e-sports.



The e-sports market has been attracting attention in recent years



Karada Mainte

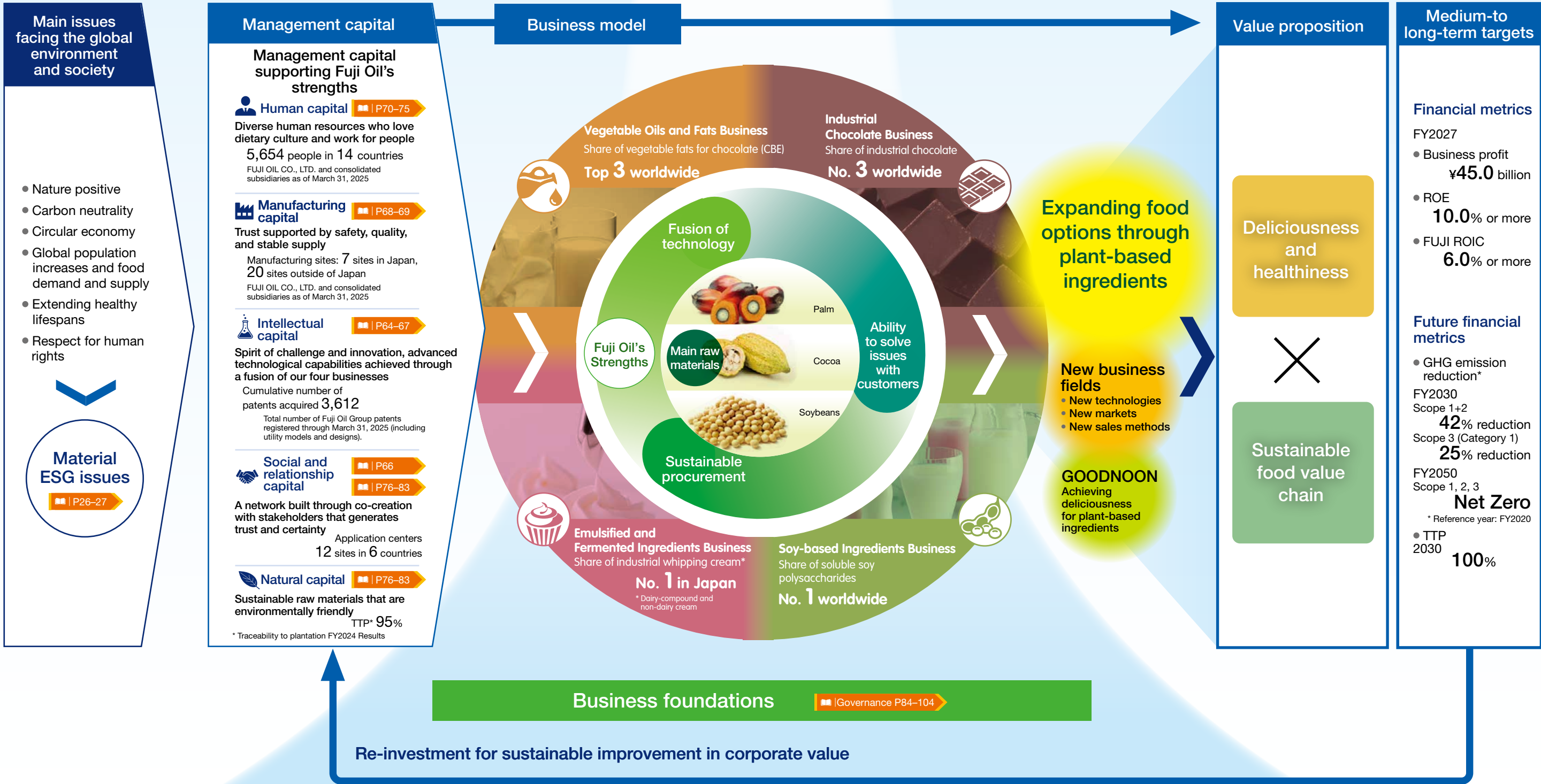


# Value Creation Process for Realizing our Vision

The Fuji Oil Group creates value by combining the strengths of the four businesses that serve as the source of our management capital. We re-invest the profits and cash flow generated through this process towards making sustainable enhancements to our corporate value. Through this cycle of value creation, we are aiming to realize a sustainable future for food.

## Vision Co-creating a sustainable future for food

P24-25





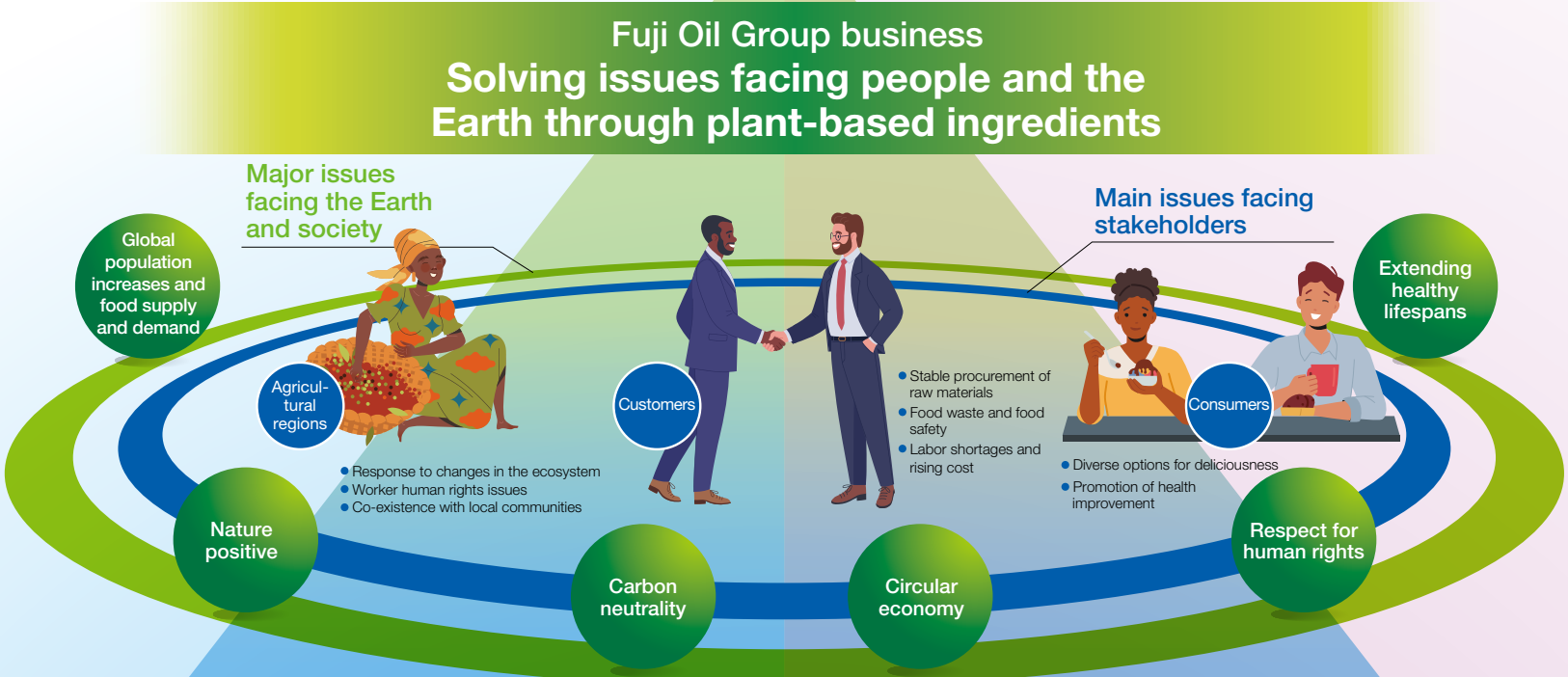
Realizing vision by offering solutions to stakeholder issues

Since our founding, the Fuji Oil Group has embraced a commitment to plant-based ingredients while refining our proprietary technology to offer products that contribute to solutions for the issues facing customers and consumers. The stakeholders with whom we engage today include not only customers and consumers, but span across our entire value chain, including the global environment, society, and raw material producer regions. Our Group will respond to the issues facing our diverse stakeholders by leveraging our unique management capital to create value through our three strengths: 1) our ability to solve issues with customers, 2) our fusion of technology, and 3) our sustainable procurement.

At the core of these strengths are our diverse human resources, employees who love food and are committed to serving others. By maximizing the potential of our human resources to generate synergy that transcends departmental boundaries, we will use plant-based ingredients to contribute solutions to the issues facing people and the earth. In doing so, together with our stakeholders, we will co-create a sustainable future for food.

Sustainable Future for Food

Sustainable growth for our entire value chain, including Fuji Oil



Solution case study (1)

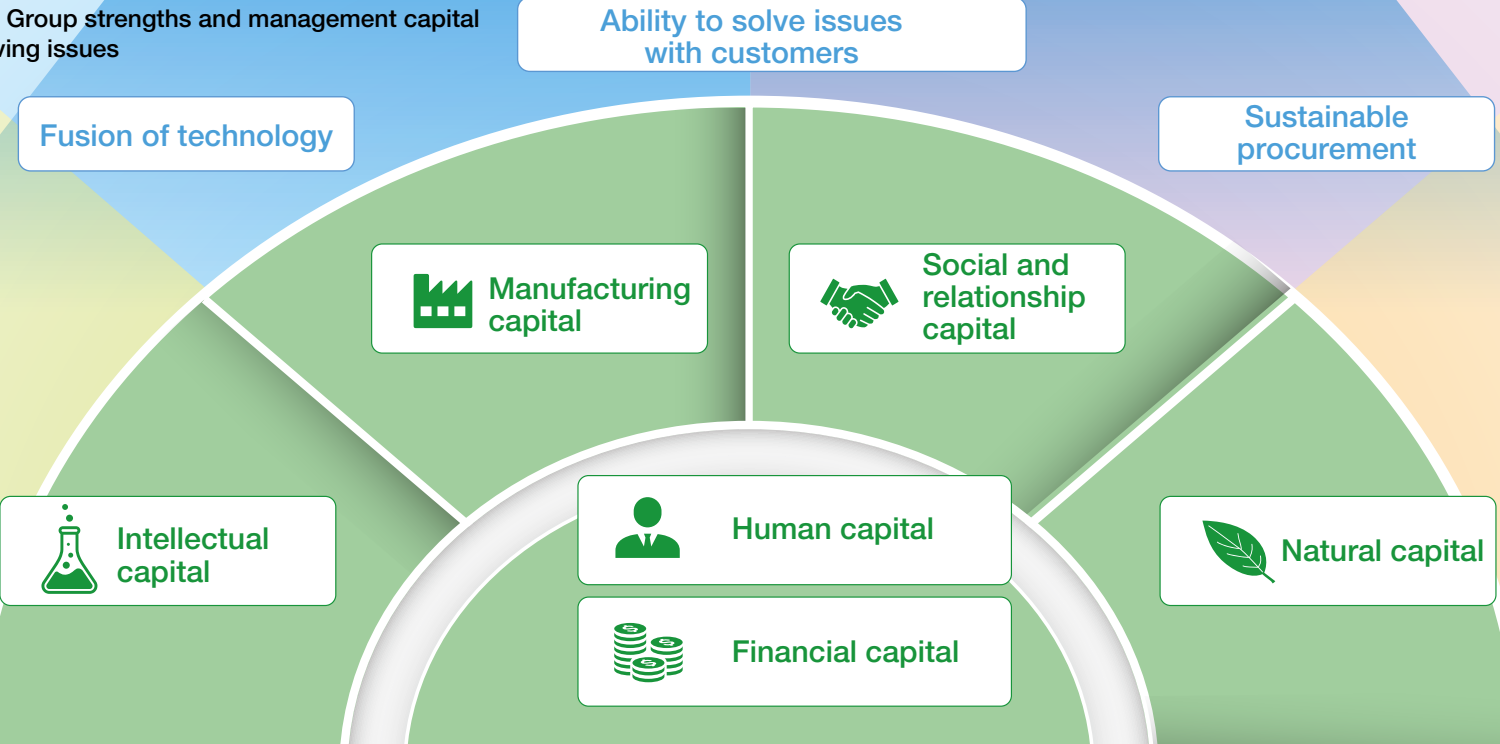
Fusion of technology

**Fusing oil and fat technology with chocolate technology to improve the quality of ice cream**

Through a fusion of oils and fat and chocolate technologies, we achieved an ice cream coating with a smooth melt-in-your-mouth feel and a crispy texture. By applying chocolate to the inside of cones and wafers, we also helped prevent moisture migration and maintain texture. These technologies not only improved flavor and texture but also contributed to increased shelf life and quality stability during transport, which contributed to overall quality.



Fuji Oil Group strengths and management capital for solving issues



Solution case study (2)

Ability to solve issues with customers

**Supporting evolution in bread and dessert culture through proposals that reflect changes in the market**

We accurately analyze the bread and dessert markets, which change with the seasons and lifestyle trends, to provide convenience stores and major bread and confectionery manufacturers with proposals for products and recipes that combine taste and workability. Through co-creation with our customers, we support the evolution of bread and dessert culture by promoting development that meets the needs of the times.



Solution case study (3)

Sustainable procurement

**Stable provision of high-quality and sustainable oil and fat products**

We have built a sustainable and high-quality supply chain by collaborating with upstream suppliers on expanding the handling of RSPO-certified palm oil and reducing processing contaminants\*. We are responding to the trust we receive from customers and consumers by ensuring both stable raw material procurement and quality.



\* Substances that may be accidentally produced during the food manufacturing process and that have the potential to have an adverse effect on human health. As the extent of the impact such substances have on human health is currently unknown, these substances are being studied by risk management organizations both inside and outside of Japan.





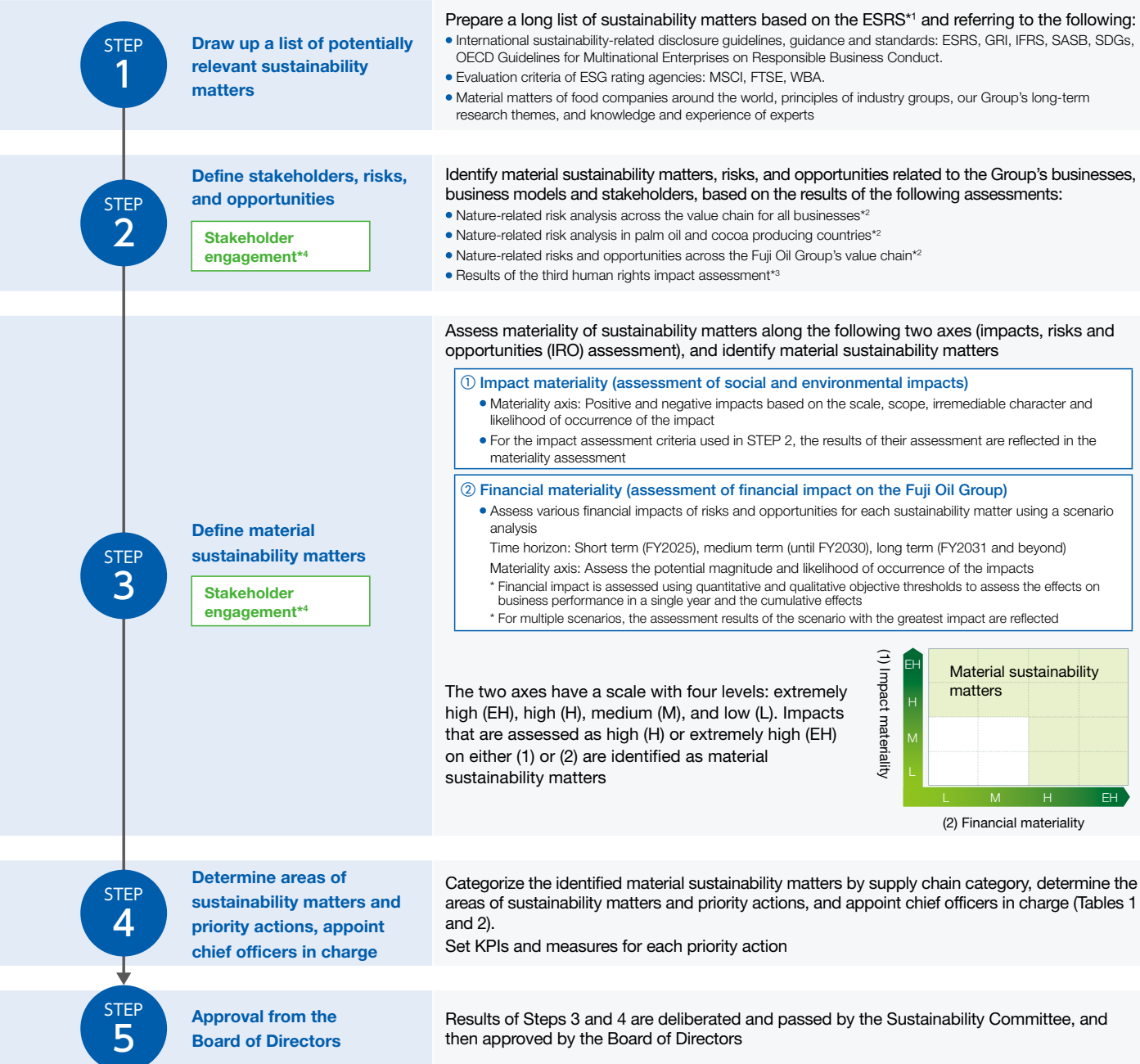
Material ESG issues

Please refer to Sustainability Report 2025 for details on material ESG issues.  
Material ESG issues https://www.fujioil.co.jp/en/sustainability/sustainability\_management/

Our raw materials are involved in a number of environmental and human rights issues throughout the food value chain, which stretches from production to consumption and disposal. Priority issues in the value chain that are related to sustainability risks and opportunities are identified as Group material ESG issues, which are used as a management strategy tool to help solve issues through our business. By addressing our material ESG issues to create a positive impact and reduce our negative impact, we aim to reduce risks and create opportunities for our business.

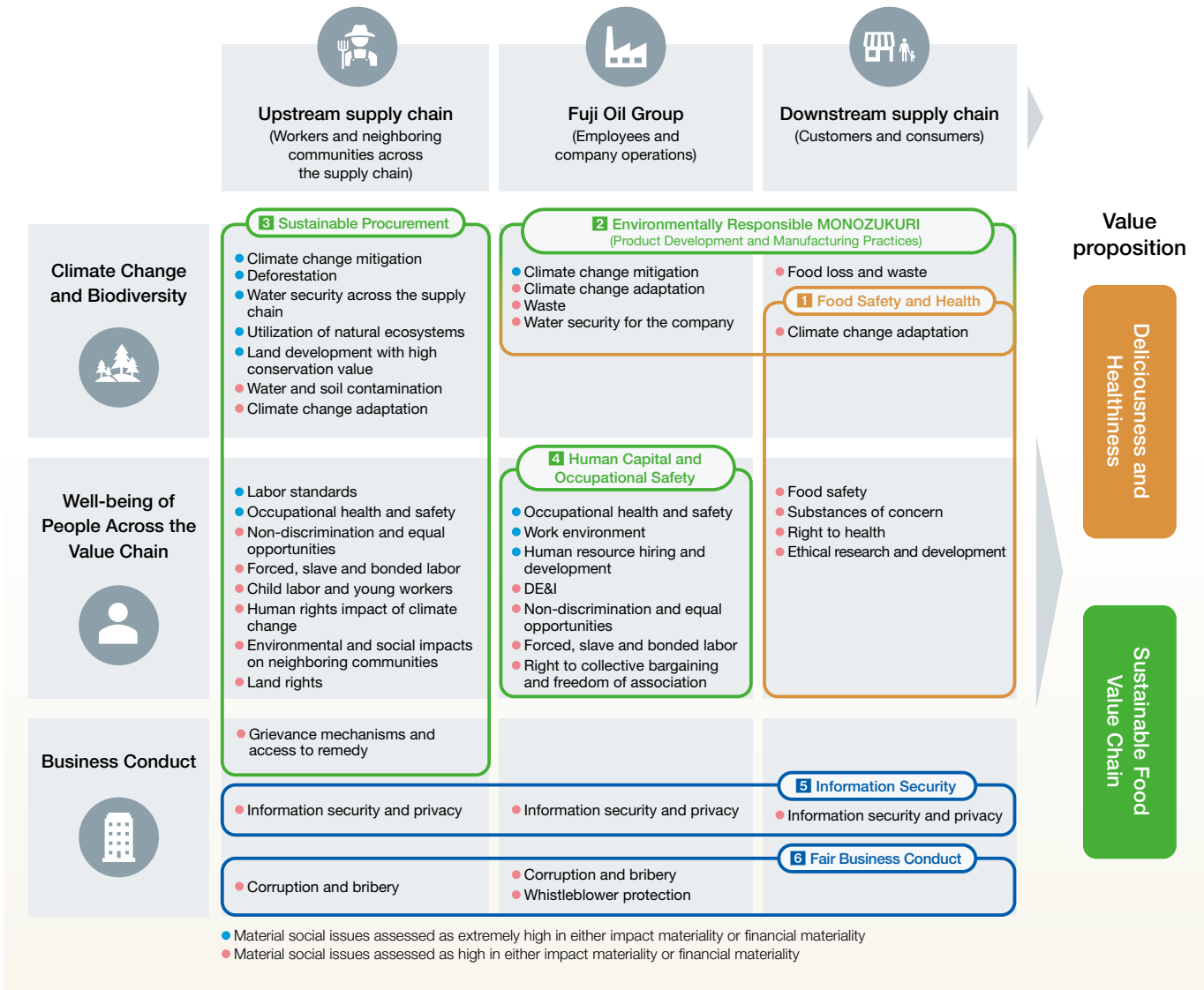
Each year, the Fuji Oil Group conducts a review based on its assessment of new global issues and stakeholder engagement, and selects material ESG issues and priority actions for the following fiscal year. For these material issues, managing officers are appointed under the supervision of the chief officer in charge to decide on targets and measures for promoting initiatives.

Material ESG issues assessment process (conducted in FY2024)



\*1 ESRS: European Sustainability Reporting Standards    \*2 https://www.fujioil.co.jp/en/sustainability/environmental\_management/  
\*3 https://www.fujioil.co.jp/en/sustainability/human\_rights/  
\*4 Experts in the process of selecting material ESG issues (sustainability management in general), experts on human rights and biodiversity, institutional investors, our Group officers, outside directors, Business headquarters, Finance and Accounting headquarters, R&D headquarters, Safety, Quality and Production Technology headquarters, Human Resources & administration headquarters

(Table 1) Determine areas of sustainability matters and priority actions



(Table 2) Material ESG issues and Chief officer in charge

Theme	No	Sustainable Matters Areas	Material ESG issues	Chief officer in charge
			Priority action	
Deliciousness and Healthiness	1	Food Safety and Health	① Ensuring Product Safety and Quality Control	Head of Safety, Quality and Production Technology Headquarters
			② Reduction of Process Contaminants in Oils and Fats	Head of Oils & Fats Business Headquarters
			③ Solutions for Healthy and Well-being	Head of R&D Headquarters
			④ Creation of Diverse Plant-based Ingredients	Head of R&D Headquarters
Sustainable Food Value Chain	2	Environmentally Responsible MONOZUKURI (Product Development and Manufacturing Practices)	⑤ Reduction and Upcycling of Food Loss and Waste	Head of R&D Headquarters
			⑥ Establishment of Circular Food Systems	Head of R&D Headquarters
			⑦ CO <sub>2</sub> Emissions Reduction	Head of Safety, Quality and Production Technology Headquarters
			⑧ Water Use Reduction	Head of Safety, Quality and Production Technology Headquarters
	3	Sustainable Procurement	⑨ Waste Reduction	Head of Safety, Quality and Production Technology Headquarters
			⑩ Biodiversity Conservation and Restoration	Head of Corporate Planning Headquarters
			⑪ Sustainable Procurement of Palm Oil	Head of Oils & Fats Business Headquarters
			⑫ Sustainable Procurement of Cocoa	Chief Operating Officer (COO) Head of Chocolate Business Headquarters
			⑬ Sustainable Procurement of Soybeans	Head of Soy Ingredients Business Headquarters
			⑭ Sustainable procurement of shea kernels	Head of Oils & Fats Business Headquarters
	4	Human Capital and Occupational Safety	⑮ Promotion of DE&I	Chief Financial Officer (CFO) and Head of Human Resources & Administration Headquarters
			⑯ Securing and Developing Human Resources	Chief Financial Officer (CFO) and Head of Human Resources & Administration Headquarters
Business Conduct	5	Information Security	⑰ Reducing Occupational Accidents and Property Damage	Head of Safety, Quality and Production Technology Headquarters
			⑱ Information Security Management	Chief Financial Officer (CFO) and Head of Finance and Accounting Headquarters
			⑲ Operation of a Trustworthy Whistleblowing System	Chief Financial Officer (CFO) and Head of Legal Department
	6	Fair Business Conduct	⑳ Promoting Fair Business Practices	Chief Financial Officer (CFO) and Head of Legal Department