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To whom it may concern:

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FUJI OIL Group Mid-Term Management Plan for FY2025-2027 **“United for Growth 2027”**

The Fuji Oil Group announces it has formulated a new Mid-Term Management Plan, *United for Growth 2027*, for the three-year period between fiscal year 2025 and fiscal year 2027.

During this plan period, we will enhance overall Group governance to reflect changes in our operating environment while working to further strengthen our core competence in Growth Fields such as vegetable fats for chocolate (CBE) and compound chocolate. Additionally, we will focus on developing New Business Fields that can serve as new business pillars, as we strive to achieve sustainable improvements in corporate value.

1. Mid-Term Management Plan Slogan, “United for Growth 2027”



Fuji Oil Group aspires to co-create a ‘Sustainable Future of Food’ in collaboration with the diverse stakeholders in Fuji’s eco-system, including our suppliers, business partners, customers, and local communities.

Through the united aspiration of all Fuji Oil group companies around the globe, we will take on the challenges of people and the planet and aim to create sustainable growth and innovative value for our entire eco-system through plant-based ingredients.

2. Basic Policies

We will improve corporate value through three basic policies.

(1) Enhance Governance

Implement an effective governance structure across the business and functional axes

[Key initiatives]

- Accelerate transformation into a Business Holding Company structure and enhance governance
- Complete the turnaround of Blommer Chocolate Company, LLC

(2) Further Strengthen Growth Fields

Strengthen core competence of main strategic product streams with substantial market share

[Key initiatives]

- Strengthen core competence of vegetable fats for chocolate (CBE)
- Expand compound chocolate sales

(3) Establish New Business Fields

Establish and promote unique and innovative business fields in each business units and areas

[Key initiatives]

- Create profitable New Business Fields in each business units through innovation

3. Financial Strategy

We aim to strengthen our financial foundation by thoroughly managing investments based on capital cost and improving capital efficiency through the reduction of working capital.

Regarding shareholder returns, we maintain a policy of a dividend payout ratio of between 30% and 40%, and will continue to provide stable and consistent dividends.

4. Quantitative targets for FY2027

(1) Financial Metrics

	Targets
Business Profit	45.0 billion yen
ROE	Over 10.0%
FUJI ROIC*	Over 6.0%

* FUJI ROIC = Business profit after tax / (operating capital + fixed assets + equity method investments)

(2) Future Financial Metrics

	Targets
Total GHG Emissions* ¹ (Scope 1+2)	20% reduction
Sustainable Procurement (Palm oil)	TTP* ² ratio Maintain over 95%

*¹ Base year: fiscal year 2020, target: consolidated subsidiaries

*² TTP: Traceability to Plantation

End