



Mazda Oil Co., Ltd.

Company Overview



マズダ石油

Middle East Oil & Gas

2026 Auspicious day



Company history

Mazda Oil manufactures industrial lubricants and automotive-related products under its own brand, "Mazda Oil," in Japan, automotive-related products under its own brand, "Mazda Oil," while also conducting bulk sales of petroleum and petroleum products to countries worldwide.

Policy and Standards

Our policy is to build on solid "product quality" and thoroughly pursue the improvement of customer satisfaction, the prevention of environmental pollution, and compliance with laws and regulations concerning safety and health. In the fields of lubricants and industrial cleaning agents, we focus on the research and development of new technologies and constantly pursue high-quality products.



Management Perspective

Responsibility as Social Infrastructure and Challenges for the Future

The petroleum products we handle are essential resources that support people's lives, drive the economy, and serve as the "last line of defense" for energy supply during disasters. We firmly believe that fulfilling our social responsibility for stable daily supply and continuing to support the mobility society and industry remains our unchanging mission.

In recent years, the environment surrounding our industry has undergone dramatic changes, including the transition to carbon neutrality, the introduction of renewable energy, and the electrification of automobiles. We view these changes as opportunities and have set the dual themes of "pursuing cost competitiveness" and "establishing a sustainable supply system."

We are also advancing business development in the environmental and agricultural sectors, working to build safe food supply systems that prioritize environmental conservation.

. Guided by the principle of contributing to society through our business We will strive to realize a better future for the Earth and society by collaborating with all stakeholders. to realize a better future for the planet and society.



President and CEO **Takashi Matsuda**



Company information

Goals

— Goals and Commitments

Mazda Oil pledges to protect the interests of all stakeholders, including our shareholders, and to respect the rights of our employees and related parties. To achieve sustainable growth in a global market facing challenges such as intensifying competition and oversupply, we will strive to optimize both "quality" and "price." Simultaneously, we will place key principles—environmental conservation, sustainability, safety, fostering a corporate culture, and a customer-first approach—at the core of our management.

— Our Commitment to Quality

What customers truly seek is the "reliable quality" of products and services. High-quality products resonate with customers and become our valuable asset: trust. Our management and all employees have worked together to build a quality management system meeting global standards. We firmly believe this commitment to quality and our corporate culture are the path to achieving our economic goals.

— Current Status Analysis and Improvement

We constantly maintain an objective understanding of our company's current position through comprehensive analysis of all corporate activities, including marketing, sales, production, human resources, finance, quality management, and research and development. Based on this analysis, we set clear goals and achieve steady results through continuous operational improvements.

— Partnership

In economic activities, the role of our customers, our sales partners, is crucial in the process of widely distributing products. We view our customers not merely as business partners but as "business partners," aiming for a mutually beneficial relationship of coexistence and co-prosperity. We support our customers (retailers, distributors, etc.), who serve as the bridge connecting us to the end consumer, striving to recover and expand market share while building a system that benefits all stakeholders.

— Strategy for the Future

Moving forward, we will enhance our presence in the global market through initiatives such as obtaining certifications, expanding our lineup of high-value-added products, diversifying procurement sources, and strengthening research and development. Furthermore, we will expand investment in effective projects with early payback potential, striving to sustainably secure shareholder value by improving production volume and quality and enhancing export profitability. We will also promote technical alliances with reliable overseas companies, aiming for further growth.

Mazda Oil aims to deliver value to stakeholders through its production, supply, and trading operations. In addition to handling various engine oils, industrial and automotive lubricants, and petrochemical products, we are advancing diversification into related businesses. We will dedicate our full efforts to the following key initiatives to achieve our goals.

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>01 Product Penetration and Distribution Expansion
We will enhance market recognition of our products and establish a smooth distribution system.</p> | <p>02 Expansion of Global Distributor Network
We will expand and strengthen our distributor network to ensure stable product supply worldwide.</p> |
| <p>03 Enhancement of Production, Filling, and Packaging Capacity
We will enhance manufacturing lines and packaging capacity to meet increased demand.</p> | <p>04 Maximizing Human Resource Performance
We will promote personnel development and skill enhancement to maximize production and sales.</p> |
| <p>05 Improving Resource Efficiency Through Cross-Departmental Collaboration
Research and development, production, sales, and export departments will collaborate to ensure planned resource utilization.</p> | <p>06 Manufacturing Engine Oil to Meet Diverse Needs
We will diversify our product lineup to meet market demands.</p> |
| <p>07 Expansion of the Product Line for Distributors
We will add and strengthen our product groups of industrial oils and gear oils.</p> | <p>08 Enhancing Profitability Through Increased Finished Product Exports
We will increase finished product exports to overseas markets and aim to build a highly profitable business structure.</p> |
| <p>09 Strengthening Base Oil Strategy
Secure available resources through base oil imports (including temporary imports). Expand production share and allocate to finished product exports.</p> | <p>10 Collaboration with Industry and Technical Support
By collaborating with domestic industries and providing sales and technical services, and training, thereby contributing to market development.</p> |

The purpose of this project is to deliver strong results to our shareholders. To achieve this, all departments across the company will collaborate to implement effective initiatives. We aim to maintain a strong presence in the global market for manufacturing industrial and automotive lubricants and to remain a company trusted by all our customers. With the support of all stakeholders and the combined efforts of our employees, we intend to further expand our presence in the lubricant industry across all regions.

Business overview

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|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| <p>01. Procurement and sales of fuel oil, crude oil, and petroleum products</p> | <p>06. Renewable energy-related business</p> |
| <p>02. Handling/sales of LNG (Liquefied Natural Gas) and LPG (Liquefied Petroleum Gas)</p> | <p>07. Agricultural business</p> |
| <p>03. Sales of straight asphalt, ammonia, and aviation/marine fuels</p> | <p>08. Environmental business</p> |
| <p>04. Trading of mineral resources</p> | <p>09. Import and Sales of Engineering Plastics</p> |
| <p>05. Coal sales business</p> | <p>10. Biodegradable Plastics and Consulting Business</p> |

Product Details

■ Energy Sector

- LPG (Liquefied Petroleum Gas)
- Diesel / Gas Oil
- Heavy Oil
- Lubricants
- Mineral Oil
- Naphtha
- Heavy Crude Oil
- Straight Asphalt
- Ammonia

■ Mineral Resources

- Iron Ore
- Silver Ore
- Copper Ore
- Molybdenum
- Rhodium

■ Other Business Fields

- Plastic Materials
- Agriculture
- Renewable Energy Field

Motor oil products

Semi Synthetic engine oil 10W-40/SM

- Advanced formulation using imported first-class base oil and additives
- Excellent resistance to temperature change

Fully synthetic engine oil 15W-30/SN

- API SN quality level. Three stage engine protection
- Suitable at 1st vehicles from 2011 and higher technology including Mercedes-Benz, BWM, TOYOTA, HYUNDAI, KIA, Renault

Fully synthetic engine oil 5W-30/SN

- Three stage engine protection from the vehicle start until the engine off
- Suitable for vehicles from 2011 and higher technology including Mercedes-Benz, BWM, TOYOTA, HYUNDAI, KIA, Renault

Fully synthetic engine oil 5W-40/SN

- API SN quality level. IT 20W-30 index
- Excellent for gasoline vehicles from 2011 and above

Gasoline engine 10W-40/SL

- API SL quality level
- Quick starts in any weather condition
- Stable to all anying styles auwear

Gasoline engine 10W-40/SL

- Used for motor oil that includes synthetic and mineral base materials, suitable for all driving styles

ST4+ Engine oil Motorcycle Oil

- Compliant w/ synthetic technology that includes synthetic and mineral, base material is for 4-stroke wet clutch motorcycle

Engine oil 20W-50/SL

- API SL quality level 20W-50 viscosity index
- Suitable for gasoline from 2001 and above regardless of season and weather

Mazda Oil Original Brand / Engine Oil Product Lineup



#3 Fully synthetic engine oil

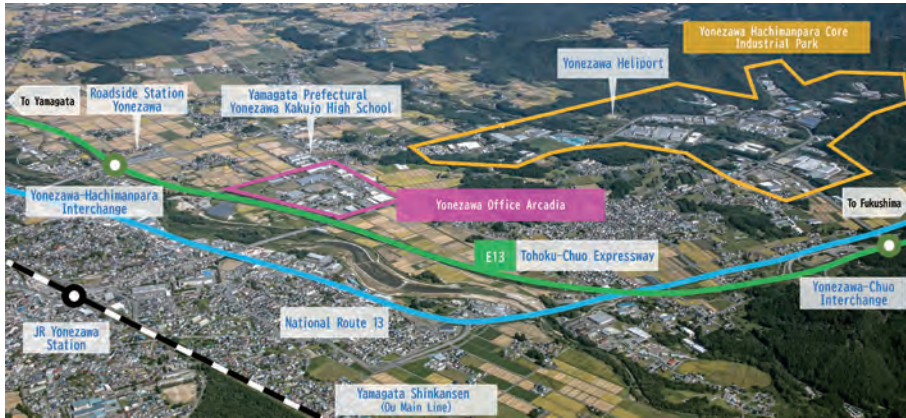
Mazda Oil Original Brand / Engine Oil Product Lineup

#	Product Name	SAE Viscosity Grade	Base Oil Type	API Spec	Primary Applications	Features and Selection Criteria
1	Semi Synthetic engine oil	10W-40	Semi-Synthetic Oil	SM	All gasoline engines, including slightly older models ~Current passenger cars	Imported base oil + additives for a versatile type resistant to temperature changes. "Standard grade semi-synthetic 10W-40". Suitable for city driving to general highway use.
2	Fully synthetic engine oil	10W-40	Fully synthetic oil	SN	Passenger cars and high-tech engines (including European vehicles) from 2011 onward	A higher grade than API SN. Provides three levels of engine protection. Offers higher-temperature and high-RPM for users prioritizing protection performance.
3	Fully synthetic engine oil	5W-30	Fully synthetic oil	SN	Passenger vehicles from 2011 onward, fuel-efficient vehicles	High low-temperature fluidity, designed to consistently protect from to high RPMs. 5W-30 Recommended for fuel-efficiency-focused domestic and European vehicles.
4	Fully synthetic engine oil	5W-40	Fully synthetic oil	SN	Passenger vehicles manufactured after 2011, high-power vehicles, Vehicles with frequent high-speed driving	API SN with slightly higher viscosity. Designed for protection under high-stress conditions (high speed, long distance, high temperature). Specified as 5W but with a high-temperature rating of 40, suitable for high-load engines like European vehicles and turbos.
5	Gasoline engine oil (4L blue bottle)	10W-40	Semi-synthetic (Gasoline oil)	SL	All Gasoline Vehicles	API SL level. Provides excellent cold cranking performance in any weather, and is labeled as suitable for all seasons. Intended for vehicles and fleets designed for slightly older specifications than #1, for fleets.
6	Gasoline engine oil (1L black bottle)	10W-40	Mineral oil + synthetic oil blend	SL	Same as above gasoline For automotive use, top-up and refill	"synthetic and mineral base materials" is stated, Mineral oil + synthetic blend. The specs themselves are almost identical to #5, sold in 1L bottles for refilling and small quantities.
7	ST4+ Engine oil Motorcycle Oil	30W-oil	Fully Synthetic (synthetic technology)	SL	4-stroke (motorcycle) With Wet Clutch Motorcycle	For 4-stroke bikes only. with friction characteristics. Promotes engine starting and fuel efficiency, so it's intended for "regular 4-stroke bikes" rather than scooters. Do not mix with automotive oil.
8	Engine oil 20W-50	20W-50	(Mineral oil-based)	SL	Gasoline vehicles from 2001 onward, older vehicles, high-temperature regions, High-load vehicles	High viscosity 20W-50. For older vehicles prone to oil dripping at high temperatures, engines with high oil consumption, hot climates, and heavy loads (e.g., heavy cargo, frequent hill climbing). Suitable for engines with large oil clearances.

Mazda Oil/Engine Oil Manufacturing - Yamagata Plant

Location

4736-6 Hachimanbara 2-chome, Yonezawa City,
Yamagata Prefecture
(Within the Yonezawa Hachimanbara Core Industrial Park)



※Courtesy of Yonezawa City



NO.50

**Yamagata Plant
Construction Site**

Scheduled to begin full-scale
operations in 2026

Strategy Classification	Year 1 (Foundation Building)	Year 2 (Market Development)	Year 3 (Expansion & Export)
① Procurement Strategy	<ul style="list-style-type: none"> Contracts with local Middle Eastern suppliers Establishment of logistics schemes (UAE/Oman) Design of import regulations and customs clearance procedures 	<ul style="list-style-type: none"> Long-term supply stabilization agreements Emergency Transport Route Planning 	<ul style="list-style-type: none"> Introduction of stockpiling systems Automation of raw material quality control
② Production Strategy	<ul style="list-style-type: none"> OEM Line Design / Equipment Procurement ISO certification preparation / QC system establishment 	<ul style="list-style-type: none"> Manufacturing Process Optimization (JIT) Initiation of Custom Product Support 	<ul style="list-style-type: none"> New Series Development (e.g., for EVs) Automation and Unmanned Line Testing
③ Product Strategy	<ul style="list-style-type: none"> Brand name development Design of domestic regulatory compliance labeling 	<ul style="list-style-type: none"> Premium line development B2C Package Development 	<ul style="list-style-type: none"> Development of products compliant with international standards (API, ACEA)
④ Sales Strategy	<ul style="list-style-type: none"> Establishment of Sales Department Preparation of E-commerce Channels Compilation of potential sales channel partners 	<ul style="list-style-type: none"> Commencing sales to domestic mass retailers, repair shops, etc. Launch wholesale distribution Commencing sales on Amazon/Rakuten, etc. Sales at 3 overseas locations (Vietnam/Laos/Philippines) 	<ul style="list-style-type: none"> Expanding sales to other Southeast Asian countries Forming alliances with local distributors
⑤ Legal and Risk Management	<ul style="list-style-type: none"> Legality review via third countries (Structure of imports) Import licensing and manufacturing permits 	<ul style="list-style-type: none"> Legal Review of Product Labeling, Ingredients, and Advertising Intellectual Property Management 	<ul style="list-style-type: none"> Third-country route scheme Audit support Compliance measures for overseas laws such as OECD and EPA
⑥ Organizational Finance	<ul style="list-style-type: none"> Specialized personnel (import, manufacturing, sales) Recruitment Grant/Subsidy Applications 	<ul style="list-style-type: none"> Implementation of Management Accounting and Cost Management Systems Implementation Profit reinvestment scheme design 	<ul style="list-style-type: none"> External funding (VC, trading company partnerships) Preparation for Overseas Sales Company Establishment

Petroleum-related transactions with Southeast Asian countries (ancillary business)

01

Since early 2025, we have been visiting government agencies in Vietnam and Laos to hold repeated discussions regarding the sale of petroleum-related products and plans for constructing associated petroleum-related facilities (port facilities, pipelines, etc.).

- 1 Progress in negotiations with the Vietnamese government regarding oil sales and preparations for establishing a joint venture (JV)
- 2 Signing of a Memorandum of Understanding (MOU) with Laos for gasoline sales and commencement of negotiations with local stakeholders
- 3 Contract for construction of pipeline connecting Laos & Vietnam and petroleum sales



Projected Revenue

Vietnam ➔ $100,000 \text{ liters/month} \times \$650 \times 0.5\% \text{ commission} \times 12 \text{ months} = \text{approx. } \text{¥}1.755 \text{ billion/year}$

Laos ➔ $\text{Gasoline sales/annual scale of } \text{¥}18.8 \text{ billion} \times 0.5\% \text{ commission} = \text{approx. } \text{¥}2.82 \text{ billion/year}$

Pipeline construction between Laos and Vietnam and associated petroleum trading agreement

➔ $2 \text{ million liters/month} \times \$650 \times 0.5\% \text{ commission} \times 12 \text{ months} = \text{approx. } \text{¥}11.7 \text{ billion/year}$

(Subtotal)
Approximately
¥18.03 billion

02

We have received orders for diesel oil purchases from major companies in the Philippines and Thailand and are advancing negotiations.

- 1 Negotiations for petroleum product sales to the Philippines and conducting due diligence (DD) on local companies
- 2 Negotiations for petroleum product sales to Thailand and conducting due diligence (DD) on local companies

Projected Revenue

Philippines ➔ $100,000 \text{ liters/month} \times \$650 \times 0.5\% \text{ commission} \times 12 \text{ months} = \text{approx. } \text{¥}1.755 \text{ billion/year}$

03

Additionally, purchase order offers have been received from African countries and Chinese companies via our Dubai branch (local subsidiary).

* Dubai Branch (Local Subsidiary) scheduled for official establishment in February 2026.



Biodegradable Plastics Consulting Business Transfer



Business Partner

China Grain Corporation / China Grain Reserves Corporation (Sinograin) / Qingdao Jibao Sealing Industry Co., Ltd. / Tianjin Asia Pacific / Yonghui / Evergreen Marine Corporation / Swing Co., Ltd.
/ Kyowa Material, etc.

Partner entities

- Silk Road Chamber of Commerce
- Miyashita Co.
- UN NGO Peace and Friendship Ambassador
- Watsuki International Law Office
- Tokino Co., Ltd.
- Sakura Agricultural Production Co., Ltd.
- Dokuganryu Agricultural Cooperative
- Early Bait General Incorporated Association
- STD Co., Ltd.
- Fujihakuen Co., Ltd.
- Chance International Co., Ltd.
- Mitsubishi Energy Co., Ltd.
- Nisshin Medical Foods Co., Ltd.
- Nisshin Seifun Group
- Nisshinbo Holdings Inc.
- Teijin Limited
- National Federation of Fisheries Cooperatives (JF Zen-Gyoren)
- National Federation of Agricultural Cooperative Associations (JA Zen-Nō)
- The University of Tokyo
- Tohoku University
- Yamagata University, etc.



Company Overview

Trade Name	Mazda Petroleum Co., Ltd.
English Company Name	Mazda Oil Co., Ltd.
Head Office Address	143-0015 7-7-19 Omori Nishi, Ota-ku, Tokyo TEL +81-3-6263-8808 Email: info@mazda-oil.jp / ari@mazda-oil.jp Official Website : mazda-oil.jp
Yamagata Plant	992-1128 4736-6 Hachimanbara 2-chome, Yonezawa City, Yamagata Prefecture (Yonezawa Hachimanbara Core Industrial Park)
Dubai Branch (Local Subsidiary)	Office#04, 4I-SH-331 Saih Shuaib, Dubai Industrial City (DIC), Dubai, UAE PO Box: 531510
Established	March 23, 2010
Capital	¥100 million





Representative	Representative Director: Takashi Matsuda
Officers	Director: Tetsunobu Ishihama Director: Wataru Igarashi Auditor: Koki Kobayashi
Business Activities	<ol style="list-style-type: none"> 1. Import, export, and sale of petroleum, petrochemical products, and energy-related products 2. Manufacturing, refining, blending, and packaging of lubricants and oils 3. Participation in energy and petrochemical projects (EPC business) 4. Design and implementation of renewable energy and related systems 5. Research and development of additives and materials for lubricants and petrochemicals 6. Import and export of related equipment and materials
Principal Banks	Mitsubishi UFJ Bank, Mizuho Bank, Sumitomo Mitsui Banking Corporation
Major Clients	China Grain Corporation, China Grain Reserves Corporation (Sinograin), Qingdao Jibao Sealing Industry Co., Ltd., Tianjin Asia Pacific, Yonghui, Evergreen Marine Corporation, Nisshin Food Service, Swing Co., Ltd., Kyowa Materials, etc.

Contact

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