



RIKEN VITAMIN CO.,LTD.

Stock code: 4526

FY2024 Financial Results

May 23, 2025

1. **FY2024 Results**
2. FY2025 Forecast

- **Net sales of JPY95.5bn, operating profit of JPY8.7bn, and ROE of 12.1%, achieving performance targets of Medium-Term Management Plan**
- **Profit declined YoY due to rising cost pressures (Labor costs and personnel expenses: +JPY97.2mn; logistics expenses: +JPY48.6mn, etc.)**
- **Divested cross-shareholdings of JPY5.5bn in 31 companies**
Cross-shareholdings to net assets ratio dropped to 19%, achieving under 20% as the target of Medium-Term Management Plan

- **Net sales reached an all-time high**
- **Despite declining YoY, operating and ordinary profit met Medium-Term Management Plan targets**

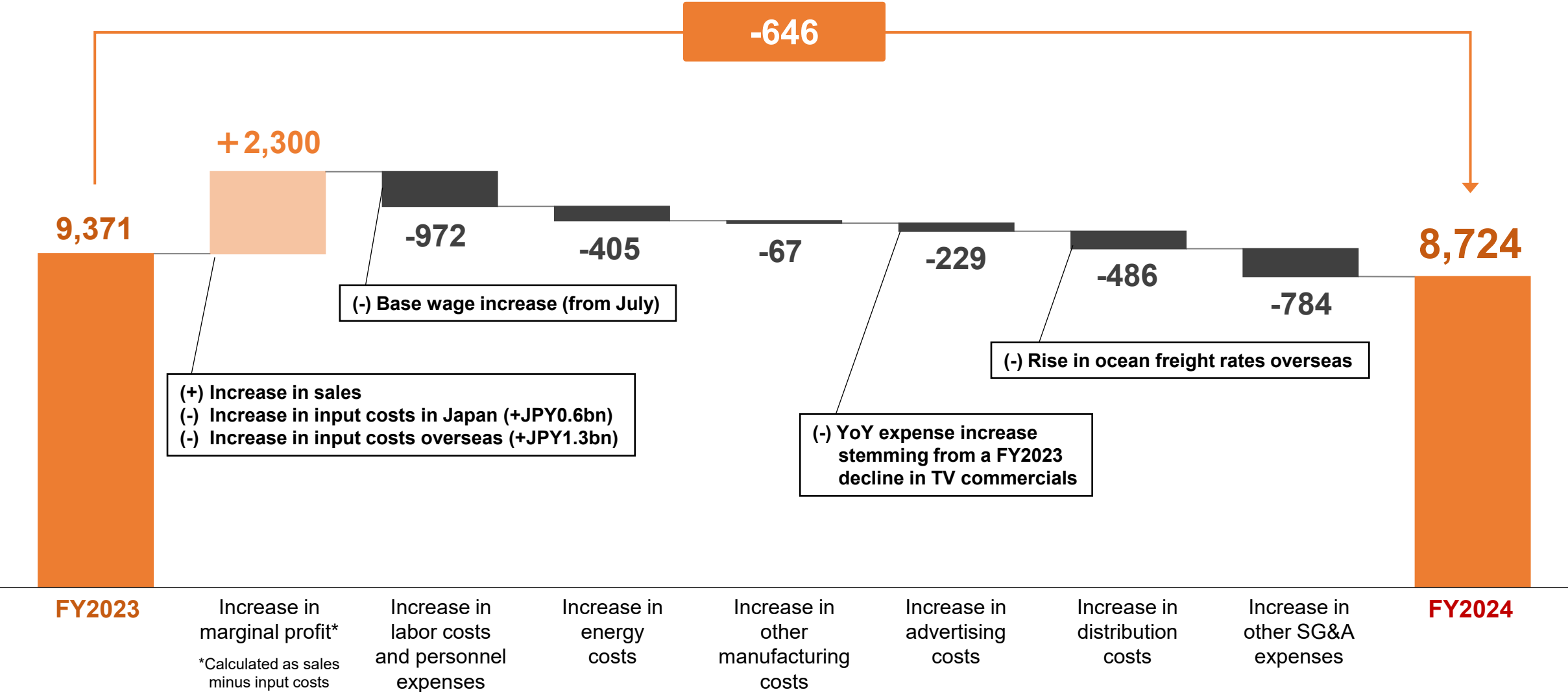
(Millions of yen)	FY2023	FY2024	Amount of change	Rate of change	Medium-Term Management Plan target
Net sales	91,484	95,582	+4,098	+4.5%	94,000
Operating profit	9,371	8,724	-646	-6.9%	8,000
Operating profit margin	10.2%	9.1%	-1.1pp		8.5%
Ordinary profit	10,296	9,417	-878	-8.5%	8,200
Profit attributable to owners of parent	8,755	9,388	+632	+7.2%	6,500
ROE	11.8%	12.1%	+0.3pp		≥8%

Forex impact: Sales +JPY1,150mn, operating profit +JPY141mn

Average rate: JPY145/USD for FY2023, JPY152/USD for FY2024

- Operating profit declined due to rising cost pressures

(Millions of yen)






Change in Non-Operating Income/Expenses, Extraordinary Income/Losses, etc.

- Ordinary profit fell due to forex impact
- Profit attributable to owners of parent improved primarily because our divestiture of cross-shareholdings was more extensive than anticipated

(Millions of yen)	FY2023	FY2024	YoY	Main reasons for increase/decrease (YoY change)	
Operating profit	9,371	8,724	-646		
Non-operating income	1,122	1,123	+0	Foreign exchange gains (-267)	Total loss of approximately JPY0.5bn
Non-operating expenses	197	429	+232	Foreign exchange losses (+230)	
Ordinary profit	10,296	9,417	-878		
Extraordinary income	2,364	4,503	+2,139	Gain on sale of non-current assets* (+307) Gain on sale of investment securities (+1,996)	
Extraordinary losses	751	1,214	+463	Loss on revision of retirement benefit plan (+680)	
Profit before income taxes	11,909	12,706	+797		
Income taxes	3,149	3,314	+164		
Profit attributable to non-controlling interests	3	3	+0		
Profit attributable to owners of parent	8,755	9,388	+632		

*Sold unused employee housing; impact incorporated into initial projections

- **Sales increased YoY for all segments**
- **Profit growth was limited to the Domestic Chemical business**

(Millions of yen)		FY2024 results	YoY change	Primary contributing factors
 Domestic Food business	Net sales	64,821	+2.6%	<ul style="list-style-type: none"> • New household product lines boosted sales • Secured new business from top restaurant chains and other clients
	Operating profit	6,681	-4.0%	<ul style="list-style-type: none"> • Observed growth in labor costs, advertising costs, and other outlays
 Domestic Chemical business	Net sales	7,959	+2.7%	<ul style="list-style-type: none"> • Previously sluggish demand recovered within some industries
	Operating profit	895	+13.0%	<ul style="list-style-type: none"> • Performance boosts from sales volume growth and selling price revisions outweighed impact from cost expansion • Regardless, operating profit declined in Q4 primarily because impact from selling price revisions failed to fully offset cost growth
 Overseas business	Net sales	24,199	+10.4%	<ul style="list-style-type: none"> • Achieved success through our sales volume-focused strategy
	Operating profit	1,644	-26.4%	<ul style="list-style-type: none"> • Lowered selling prices and adjusted our product mix in response to intensifying competition • Incurred growth in outlays such as labor and logistics costs

- Sozairyoku Dashi and new product lines released within the past three years performed strongly
- Sales volumes of non-oil dressings and other products have been slow to recover from earlier declines caused by price increases

(Millions of yen)	FY2023	FY2024
Net sales	13,138	13,586 ↗

New Product Lines

Furikakeru Zakuzaku Wakame



- Launched nationwide in September 2022
- FY2024 shipment volume

4.0mn packages

*For all three products in series
*+8% YoY
Rising rice prices began impacting sales in 2H



Indo Kareya-san no Nazo Dressing

- Launched nationwide in August 2023
- FY2024 shipment volume

1.6mn bottles

*+14% YoY

Yoshokuya-san no Tada Tada Oishii Dressing



- Launched nationwide in August 2024
- FY2024 shipment volume

1.0mn bottles



Warudake Soup

- Launched nationwide in August 2024
- FY2024 shipment volume

1.0mn bottles

*For all three products in the series

Existing Product Lines

Sozairyoku Dashi



Strong performance

- Effective price increase implemented through product volume adjustments in March 2024
- Brand awareness increased through TV commercials, contributing to sales volume growth

Riken Non-Oil Dressings



Struggling

Selling price hikes impacted sales volumes

Wakame Soup

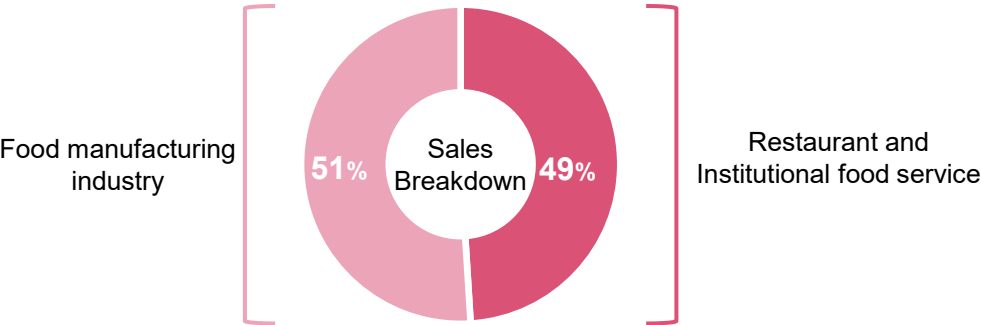


Fueru Wakame-chan

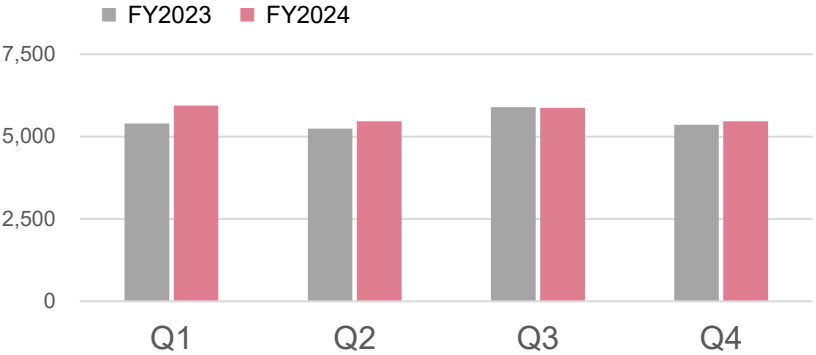


- We generated positive performance impact through new business from the restaurant and food manufacturing industries
- Heightened consumer sensitivity toward saving began gradually impacting performance in 2H

(Millions of yen)	FY2023	FY2024
Net sales	21,887	22,755 ↗



Quarterly Sales



Overview of business partners by industry

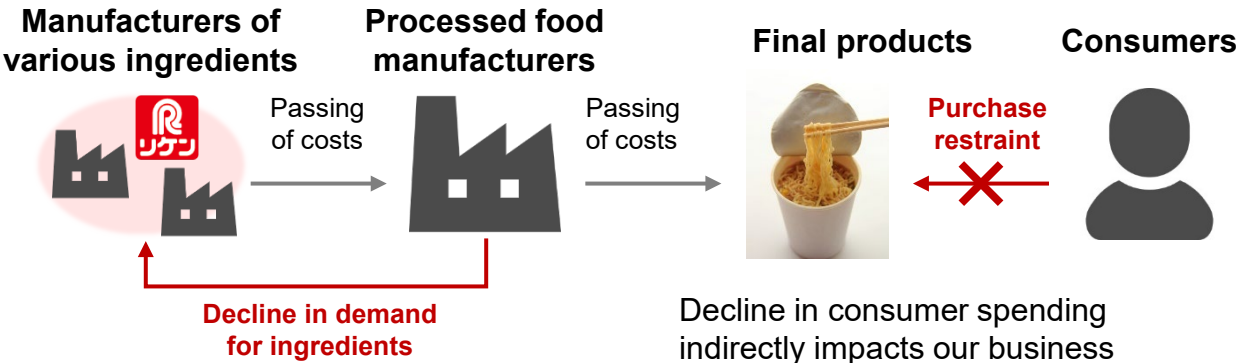
● Restaurant and Institutional food service

- Offset negative performance impact from price revisions with new business
- Profitability improved despite a slight decline in overall sales volume caused by product lineup streamlining

Most recent price revisions	
March 2024:	48 products
August 2024:	42 products
February 2025:	70 products
July 2025 (planned):	92 products

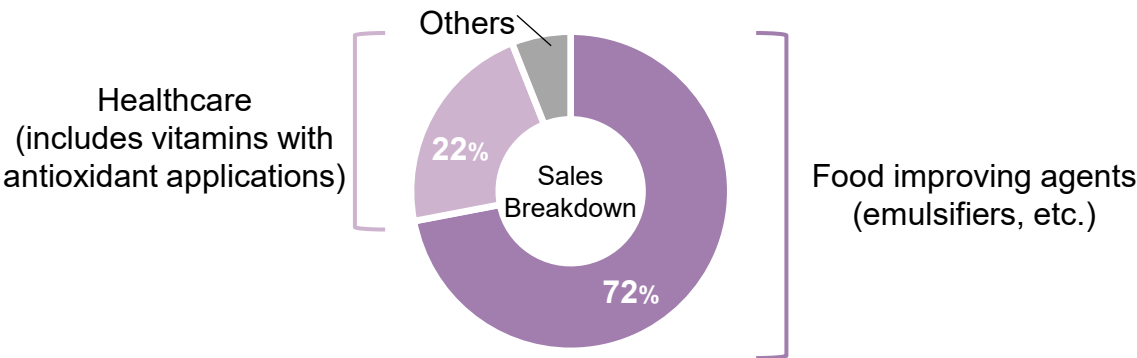
● Food manufacturing industry

- Secured new business amid heightened new product development industry-wide
- Client companies observed declines in final product sales volumes due to heightened consumer sensitivity toward saving, and this trend began impacting our sales volumes in 2H

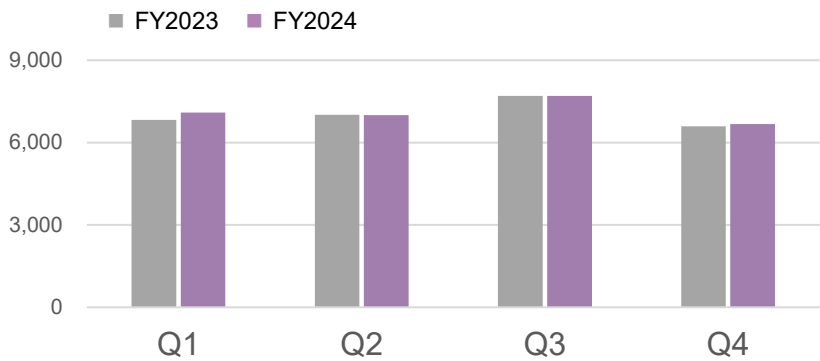


- Demand for improving agents was steady across all industries
- We observed a decline in nutritional enhancement vitamin sales generated through the healthcare business field

(Millions of yen)	FY2023	FY2024
Net sales	28,128	28,480 ↗



Quarterly Sales



【Sales by product type】

● Food-improving agents

- Demand remained steady, particularly in the core baking industry
- Sales volumes remained roughly level YoY despite selling price revisions



● Vitamins

- Demand for protein-related products slowed down
- Performance from vitamin E supplements was unfavorable
- We responded to expanding market needs with antioxidant solutions



● Other healthcare products

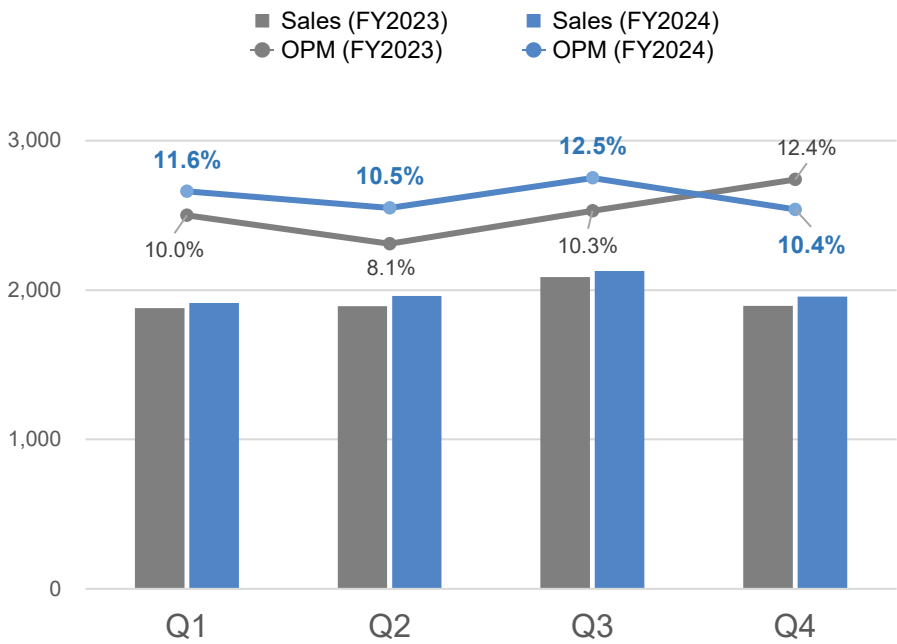
- Sales of crocetin were strong, but other functional food ingredients struggled
- Demand for microcapsules with food product applications was sluggish, while demand for microcapsules with pharmaceutical applications held steady



- Demand is recovering in the agricultural film industry and some other sectors
- We captured new demand in product categories such as general merchandise, stationery, and food containers

(Millions of yen)	FY2023	FY2024
Net sales	7,753	7,959 ↗
Operating profit	792	895 ↗

Quarterly Sales and OPM



Overview of business partners by industry

Demand recovery and favorable performance

Agricultural film



Plastic wrap for food packaging



▲ Increased consumption in the restaurant industry

General merchandise, stationery, etc.



◀ Increased adoption of low-cost resins

New demand

Automobile industry



Sluggish demand

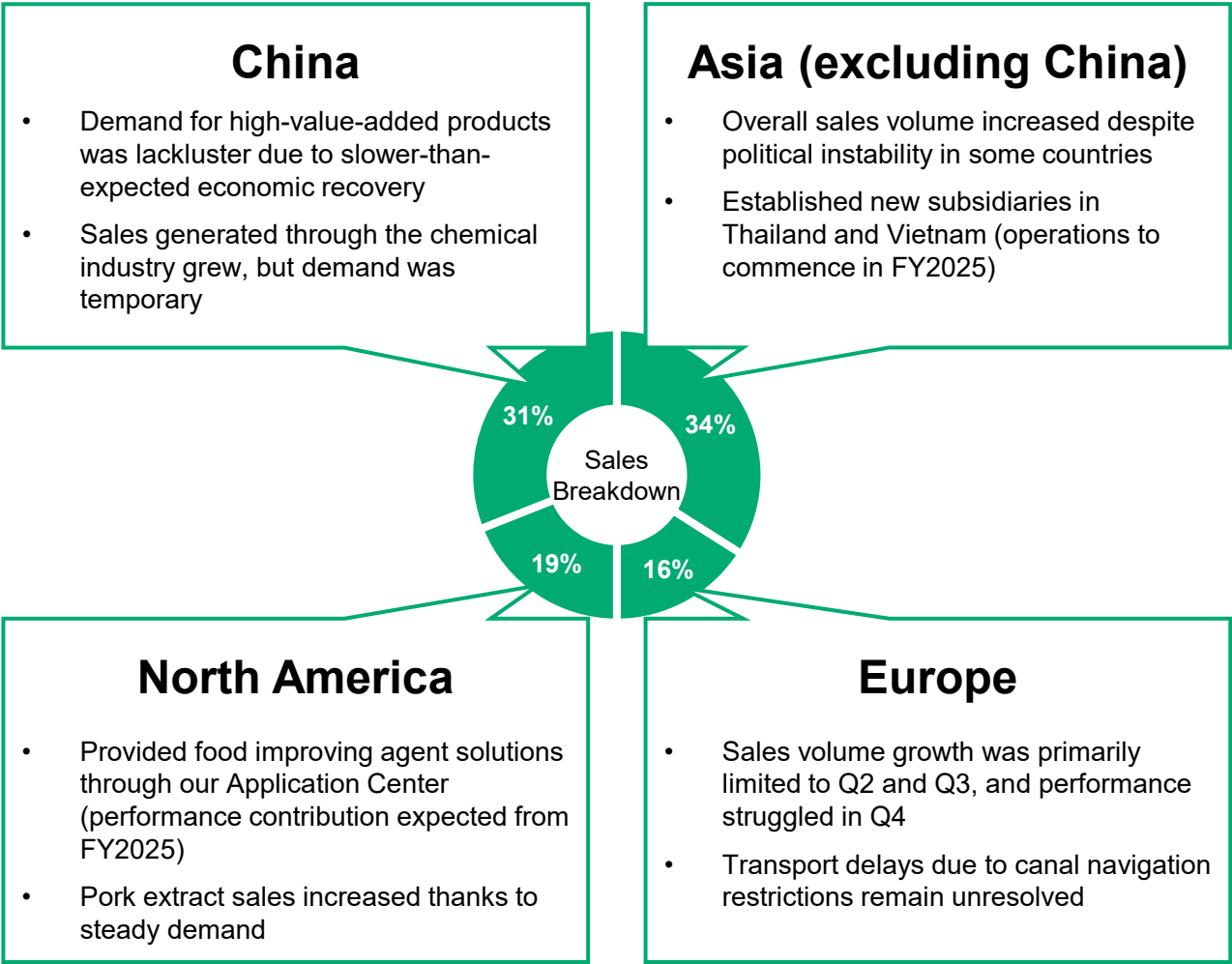
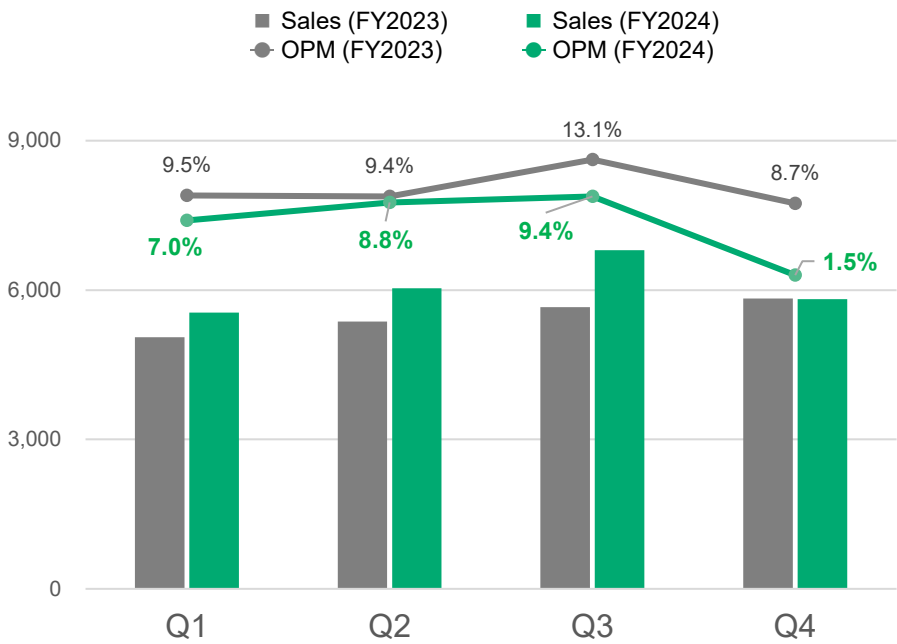
Sluggish growth in production volume

Decline in demand for parts

- We pushed forward with our volume-focused sales strategy
- Profitability fell in Q4 due primarily to a decline in sales generated through markets in Europe and the US

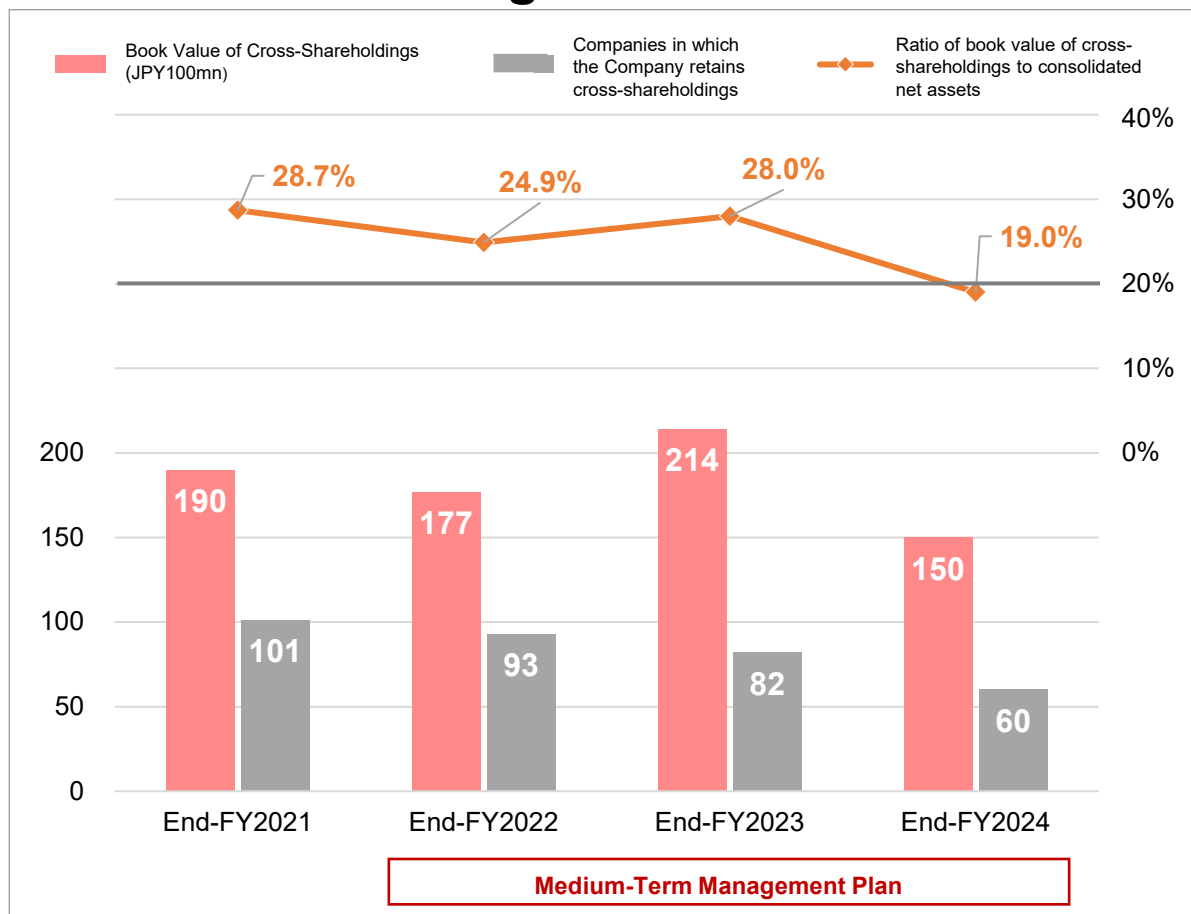
(Millions of yen)	FY2023	FY2024
Net sales	21,910	24,199 ↗
Operating profit	2,233	1,644 ↘

Quarterly Sales and OPM



- We achieved our Medium-Term Management Plan target of a cross-shareholdings to net assets ratio under 20%
- Moving forward, we will continue reducing our cross-shareholdings

Cross-Shareholdings



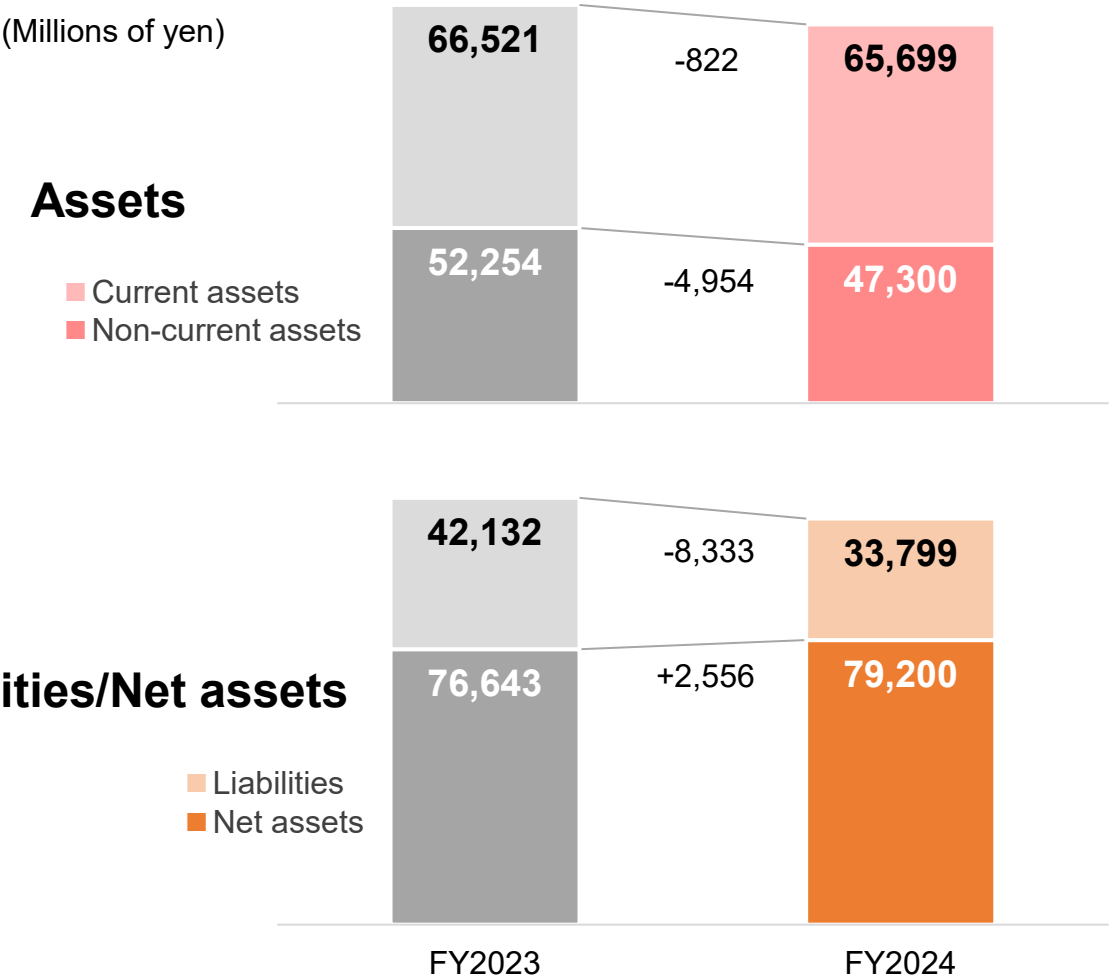
	FY2022	FY2023	FY2024	Total
Number of equity holdings sold (company count)	10	16	31	51 ^{*1}
Of which, fully divested (company count)	8	11	20	39 ^{*2}
Sale amount (JPYmn)	304	2,970	5,517	8,792
Gains on sale (JPYmn)	184	2,115	4,112	6,411

^{*1} Companies for which cross-shareholdings were sold across multiple fiscal years reflected only once

^{*2} The count of companies in which we retain cross-shareholdings decreased by 41 when accounting for mergers among investees

- Stock prices grew throughout Japan during our medium-term plan; as a result, our cross-shareholdings sale amount exceeded the initial estimate (JPY5.0bn in total)
- Total three-year sale amount: JPY8.7bn
Achieved target cross-shareholdings to net assets ratio of under 20%
- Our strategic commitment to reducing cross-shareholdings remains unchanged

- **Non-current assets decreased due to our divestment of cross-shareholdings**
- **Our equity ratio rose to 70.1% thanks in part to higher-than-expected profit attributable to owners of parent**



- Notes and accounts receivable – trade -1,151
- Inventories +1,029
- Investment securities -6,441

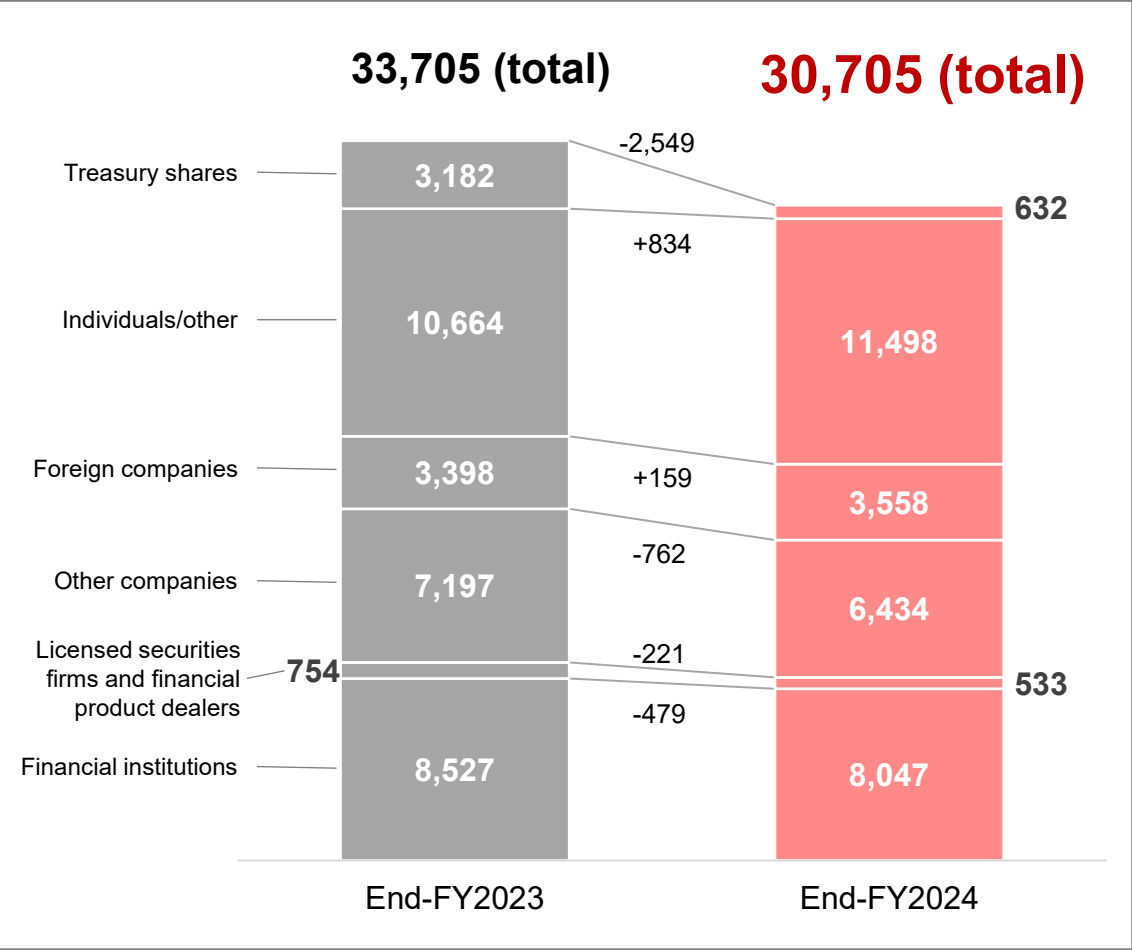
Total assets 112,999
[-5,776 compared to March 31, 2024
(foreign exchange effect +1,293)]

- Short-term borrowings -8,565
 - Long-term borrowings +2,426
- Partly refinanced into long-term borrowings

Equity ratio 70.1%
(+5.6pp compared to March 31, 2024)

- The composition of our shareholders has changed due to the cancellation of treasury shares

Breakdown of Share Ownership (in thousands of shares)



- Decline in treasury shares
 - Acquired: 487,100 shares (total amount: JPY1,132mn)
 - Cancelled: 3.0mn shares
 - Proportion of issued shares held as treasury stock: 9% (as of end-FY2023) ⇒ 2% (as of end-FY2024)
- Increase in shares held by individual investors
 - Revisions to the Nippon Individual Savings Account System have stimulated activity among individual investors
 - We have stepped up information disclosure for individual investors
 - FY2024: Briefings for individual investors: three
 - Participation in online IR fairs: one fair
- Decrease in shares held by other companies and financial institutions
 - We pushed forward with our reduction of cross-shareholdings

1. FY2024 Results
2. **FY2025 Forecast**

- We aim to generate net sales of JPY**100.0**bn (+JPY4.4bn YoY) for the first time
- Due to anticipated growth in personnel and logistics expenses, we project operating profit will decrease to JPY**8.5**bn (-JPY200mn YoY).
- In the Overseas business, changes in the accounting method used to calculate segment profit adjustments and higher depreciation are also expected to weigh on profit
- We have revised our dividend policy and project JPY**110** per share in annual dividends (+JPY16 per share YoY; consolidated payout ratio of 40.1%)

- **Profit decline due to further increase in cost pressures**
- **Maintenance of ROE at 10% or higher**

(Millions of yen)	FY2024 actual	FY2025 forecast	Amount of change	Rate of change
Net sales	95,582	100,000	+4,417	+4.6%
Operating profit	8,724	8,500	-224	-2.6%
Operating profit margin	9.1%	8.5%	-0.6pp	
Ordinary profit	9,417	9,000	-417	-4.4%
Profit attributable to owners of parent	9,388	8,200	-1,188	-12.7%
ROE	12.1%	10.3%	-1.8pp	
EBITDA (Operating profit + depreciation)	11,928	12,000	+71	+0.6%

Forex assumption: JPY150/USD

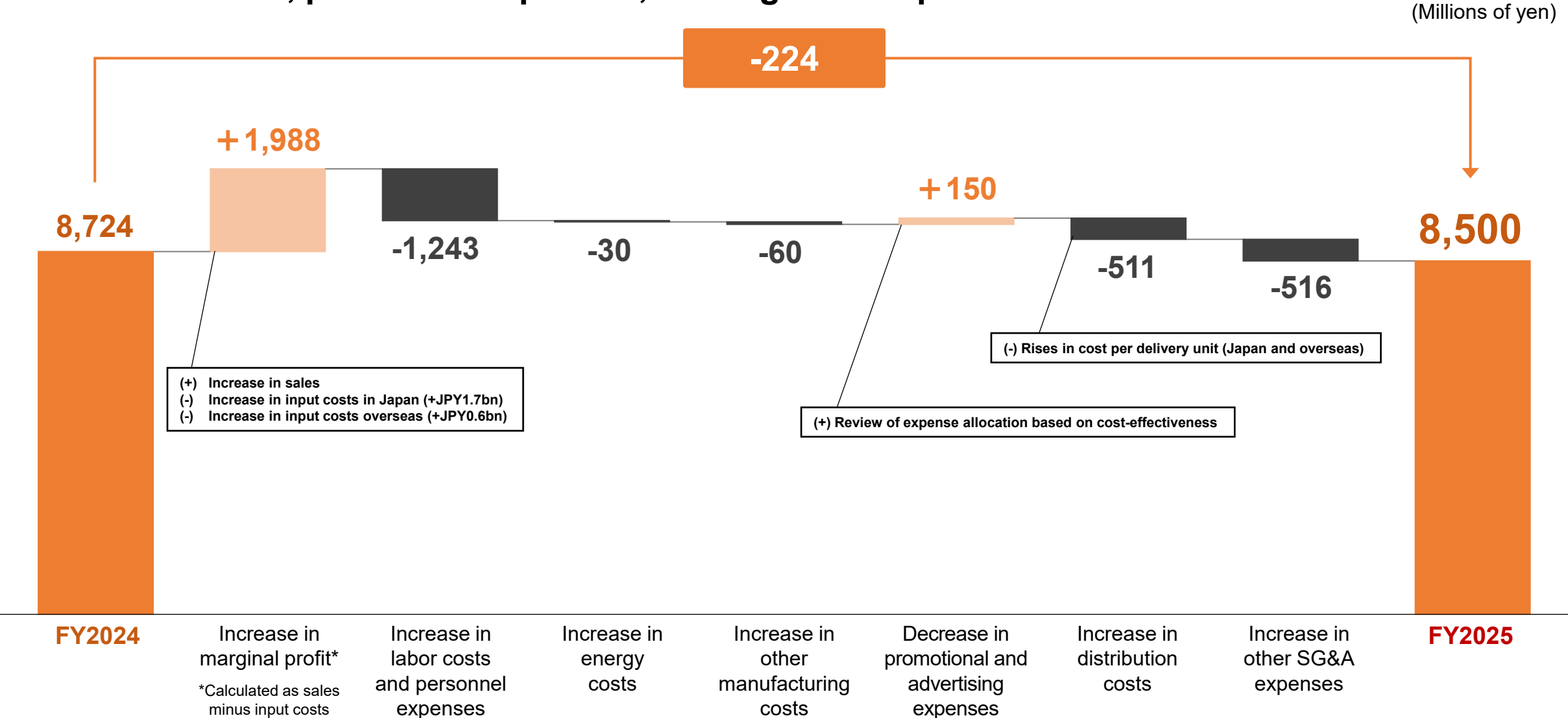
Primary sources of positive profit impact

- Selling price revisions implemented in response to growth in costs incurred through domestic operations
- More efficient spending (on advertising, etc.)

Primary sources of negative profit impact

- Further growth in labor costs, personnel expenses, and logistics expenses
- Rising prices of raw materials (fats and oils, fatty acids, etc.)
- Decrease in sales due to a strategic restructuring of our product offerings in China

- Operating profit incurring downward pressure from ongoing increase in labor costs, personnel expenses, and logistics expenses





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Medium-Term Management Plan 2027

May 23, 2025

1. **Review of Previous Medium-Term Management Plan**
2. Strategic Positioning of Medium-Term Management Plan 2027
3. Business Objectives and Financial Strategy
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- **Achieved all performance targets**
- **Profit attributable to owners of parent significantly exceeded our forecast due in part to the sale of cross-shareholdings**

(Billions of yen / %)	FY2021 actual	FY2024 actual	FY2024 initial forecast
Net sales	79.2	95.5	94.0
Operating profit	5.8	8.7	8.0
Operating profit margin	7.4%	9.1%	8.5%
Ordinary profit	6.1	9.4	8.2
Profit attributable to owners of parent	21.5*	9.3	6.5
ROE	38.3%*	12.1%	8.0% or more
Cross-shareholdings to net assets ratio	28.7%	19.0%	Less than 20%

*Abnormal value resulting from the exclusion of a subsidiary from consolidated reporting

Results of Previous Medium-Term Management Plan

Strengthen management foundation (governance)	Accelerate expansion in Asia and North America	Delve into the domestic market and enter new domains	Pursue sustainable management
<ul style="list-style-type: none"> ✓ Achieved cross-shareholdings reduction target ✓ Evaluated the effectiveness of the Board of Directors through an external organization ✓ Enhanced feedback to senior management based on disclosures such as integrated reports and IR/SR meetings discussions ✓ Increased female director count from one to two 	<ul style="list-style-type: none"> ✓ Adopted region-specific strategies in response to supply chain disruptions and rapid inflation ✓ Invested in our new factory in Tianjin, China and our North American extract factory ✓ Opened North American application center ✓ Established facilities in Thailand and Vietnam (operations commenced in April 2025) ✓ Conducted domestic organizational realignment to facilitate global expansion 	<ul style="list-style-type: none"> ✓ Responded to rapid cost increases through selling price hikes and product line adjustments ✓ Created new markets through the launch of new, standout household products ✓ Approached the expanding prepared meal market with both food- and improving agent-based solutions ✓ Implemented proposed solutions aiming to address issues such as food loss and egg supply instability 	<ul style="list-style-type: none"> ✓ Pushed forward with blue carbon research ✓ Reduced FY2023 Scope 1 and 2 GHG emissions 32% compared to FY2021 ✓ Expanded use of environmentally friendly packaging for household products (recycled PET, paper-based alternatives, etc.) ✓ Received White 500 certification for the second consecutive year ✓ Appointed the first internally promoted female executive officer (April 2025)

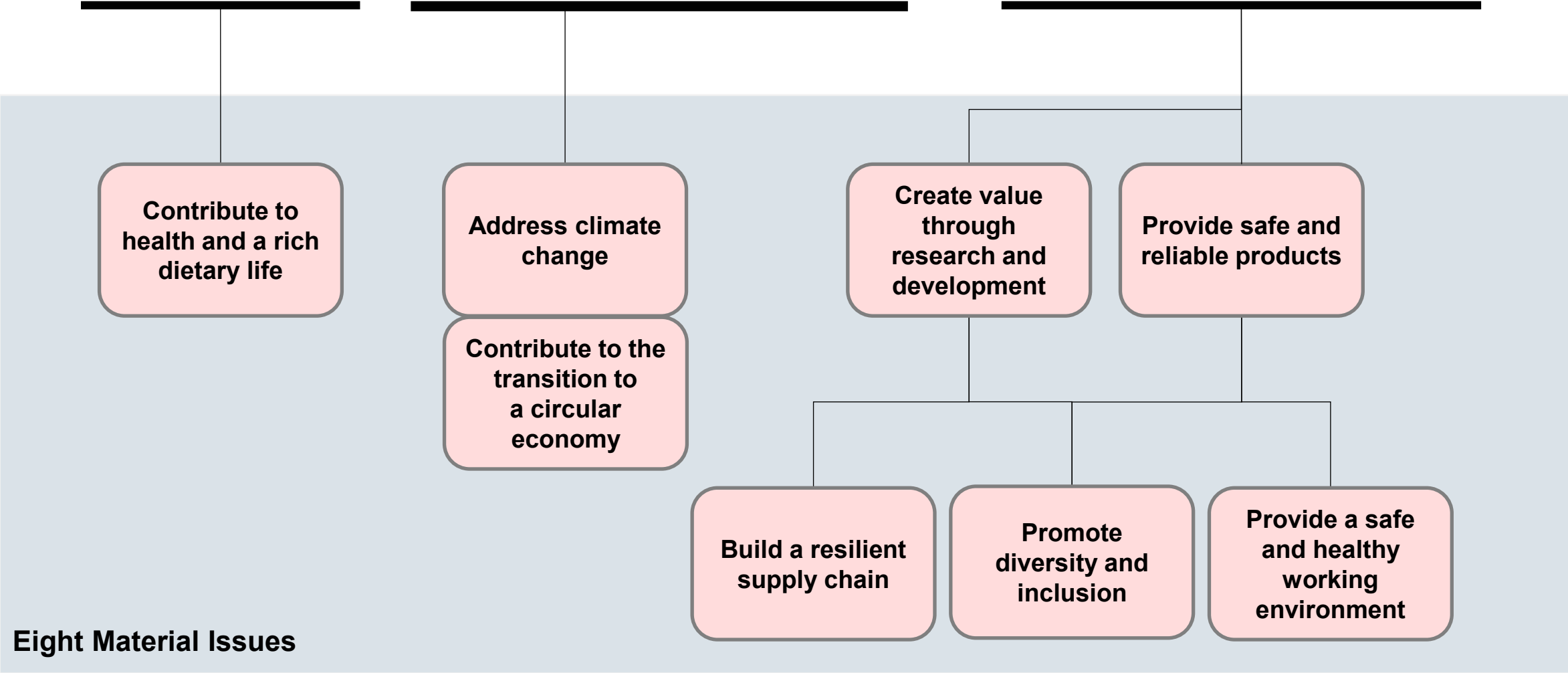
Key Issues for New Medium-Term Management Plan

Strengthen management foundation (governance)	Accelerate expansion in Asia and North America	Delve into the domestic market and enter new domains	Pursue sustainable management
<ul style="list-style-type: none">✓ Our share price, PBR, and PER have plateaued✓ Further reduction of cross-shareholdings targeted✓ Further board-level discussion required to ensure proper governance of our human resource strategy and diversity initiatives	<ul style="list-style-type: none">✓ Insufficient supply of human capital for building out overseas production systems and sales infrastructure for specialty products✓ Supply chain disruptions✓ Expanding geopolitical risk✓ Tariff-related impact driven primarily by the United States	<ul style="list-style-type: none">✓ Prioritization of selling price revisions has delayed efforts targeting market penetration and the exploration of new domains✓ Aging factory infrastructure and increasingly severe labor shortages✓ IP strategy requirements	<ul style="list-style-type: none">✓ Target ratio of female managers remains unmet✓ Growing demand for disclosure of sustainability initiatives✓ Need for response to human rights issues

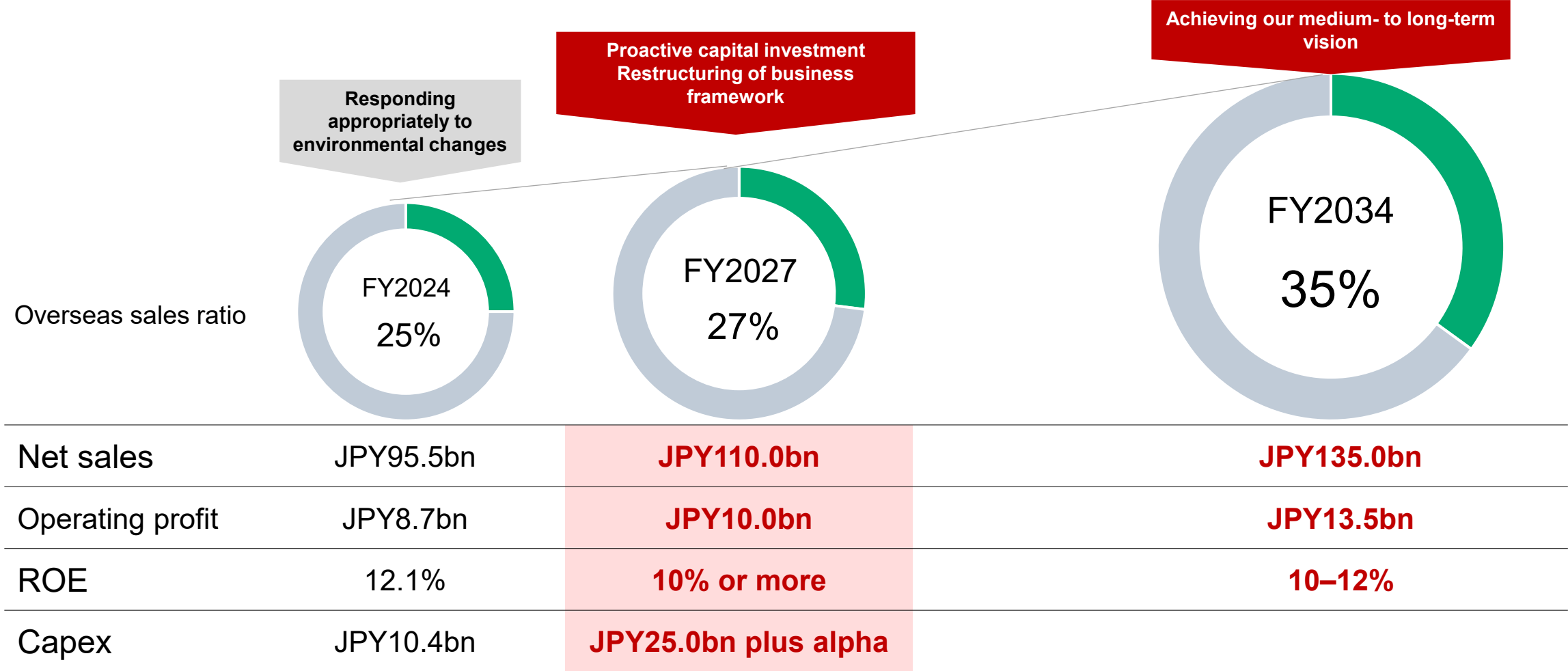
1. Review of Previous Medium-Term Management Plan
2. **Strategic Positioning of Medium-Term Management Plan 2027**
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Medium- to Long-Term Vision:

Achieving growth by supporting a sustainable society with specialty products and services



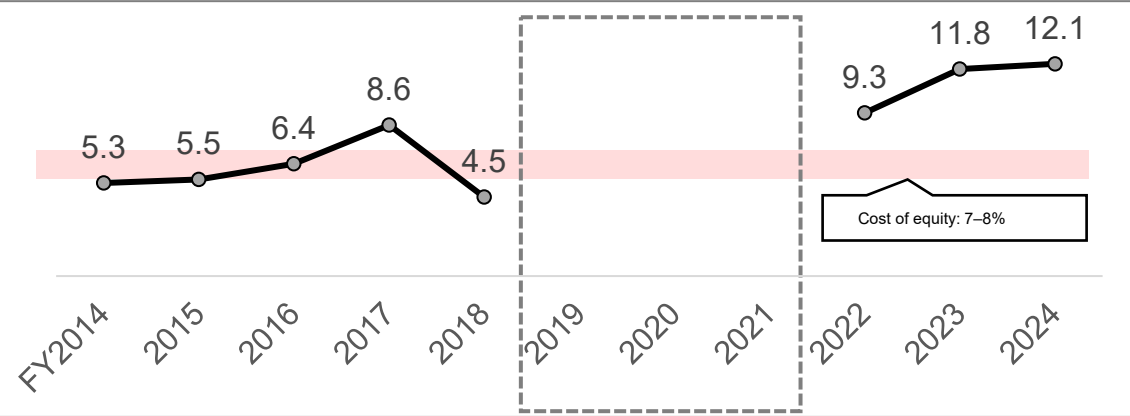
- We have moved the target year for our medium- to long-term goals from FY2030 to FY2034 while establishing specific numerical performance targets
- In anticipation of demographic changes, we will restructure our business framework and target sustainable growth



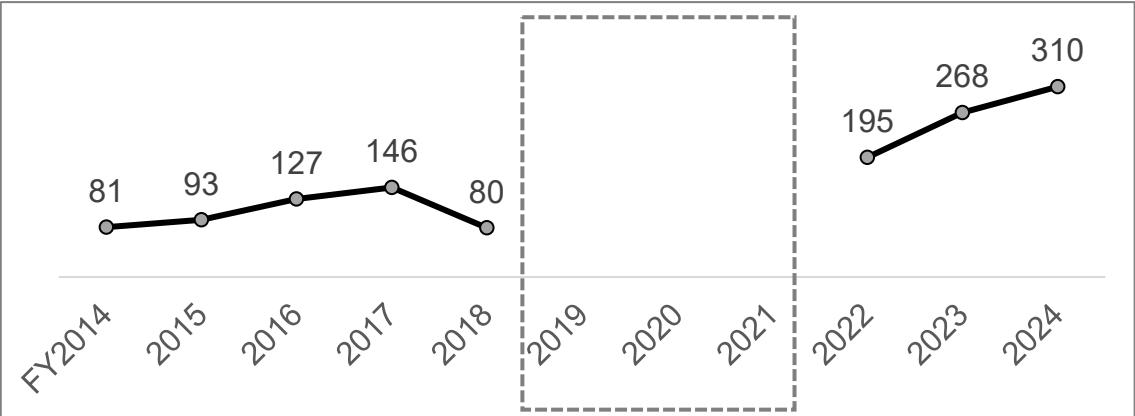
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- ROE and EPS improved mainly due to an increase in operating profit and the sale of cross-shareholdings
- Share price growth has stalled, our PBR is below 1.0, and our PER remains low

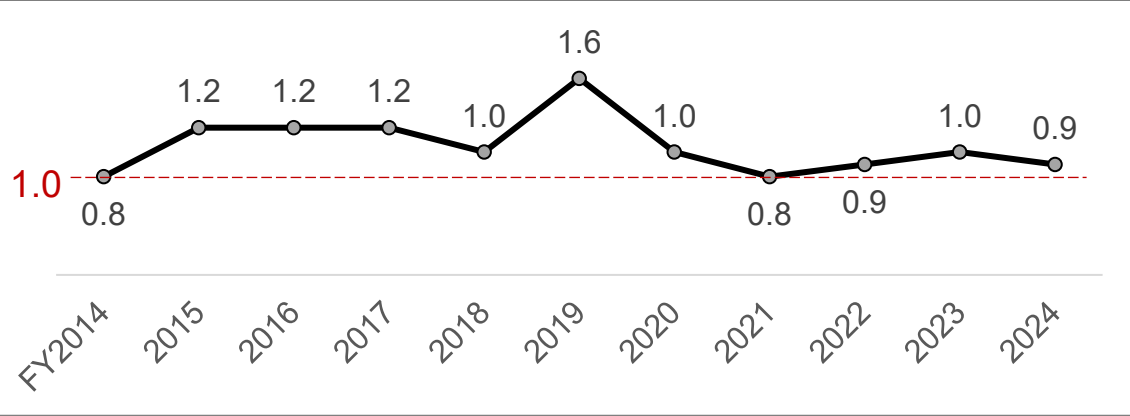
ROE (%)



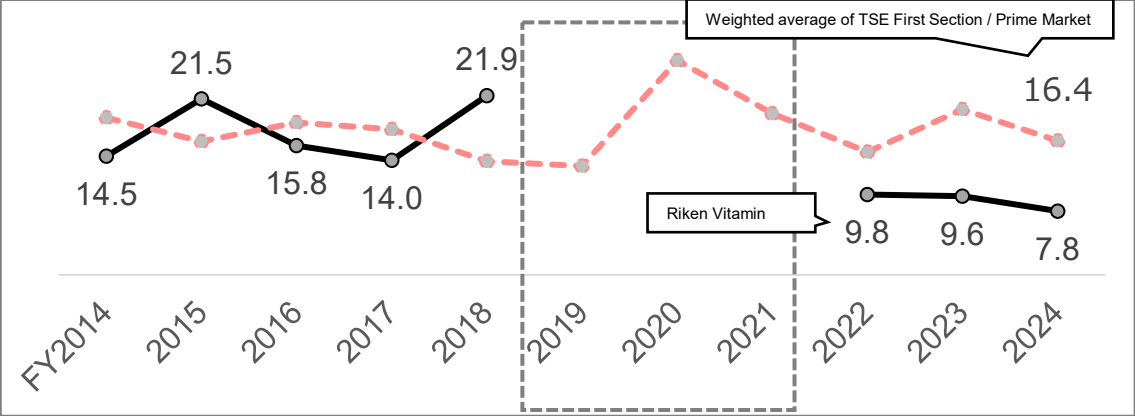
EPS (JPY)



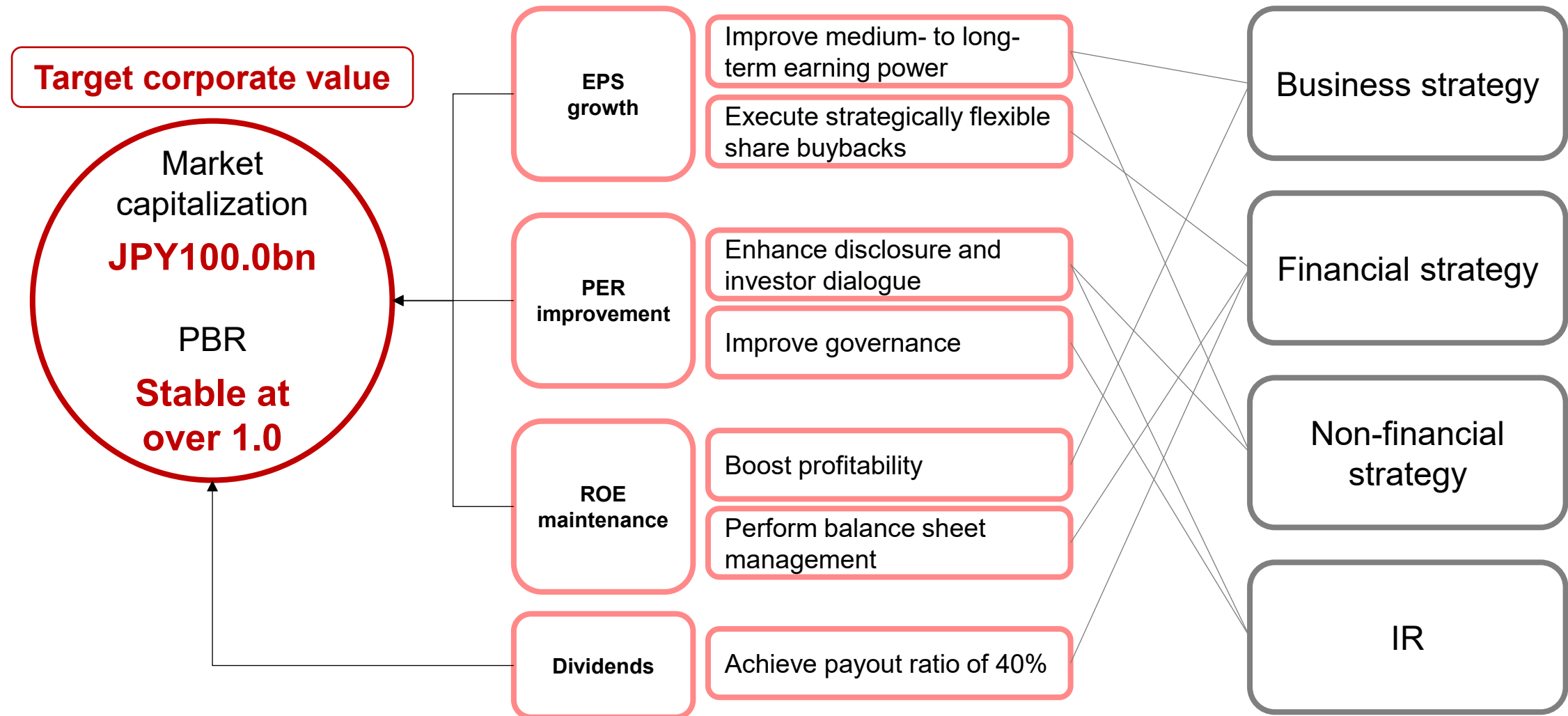
PBR (Multiples)



PER (Multiples)

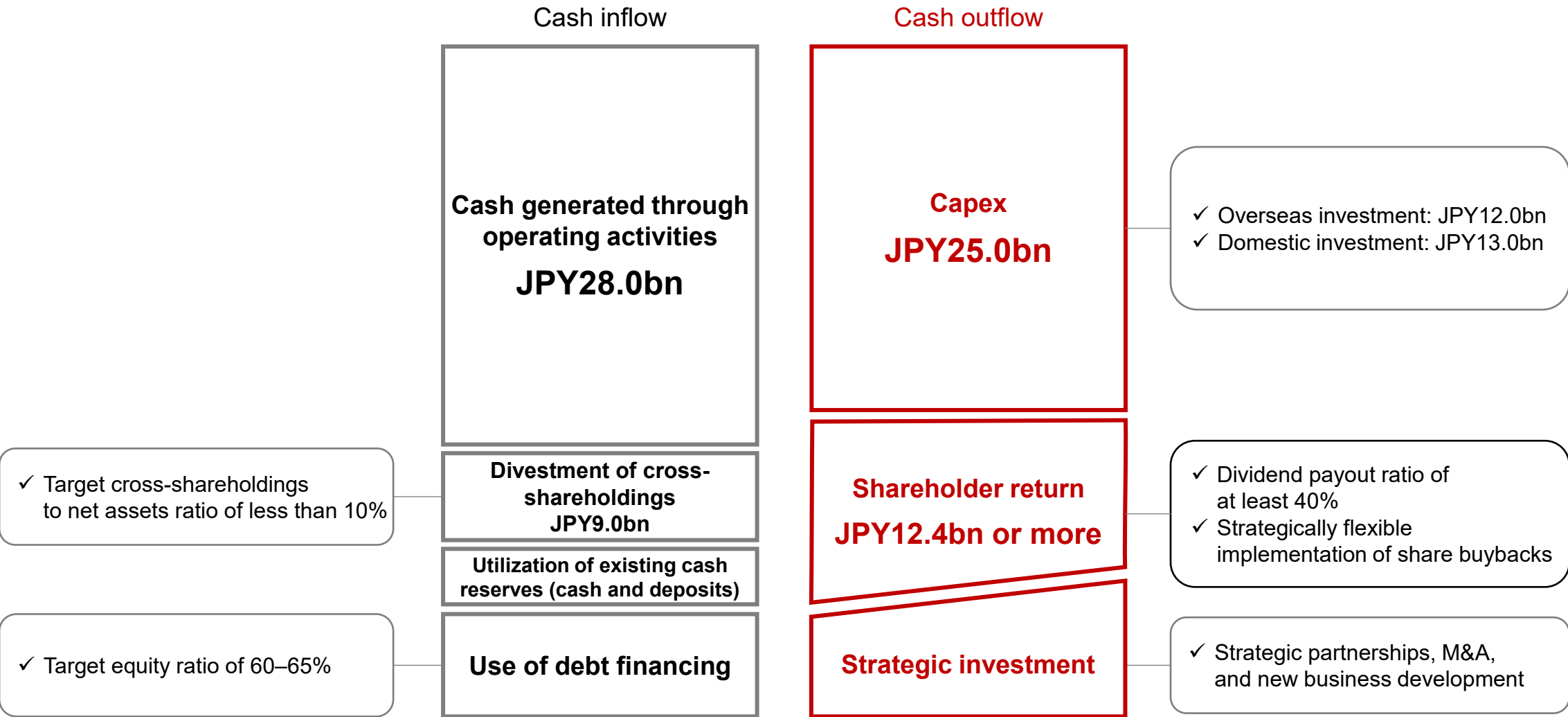


- Our PER is one of our most pressing strategic priorities
- We aim to raise our anticipated rate of growth by improving earnings momentum (EPS), maintaining ROE, and strengthening investor communication

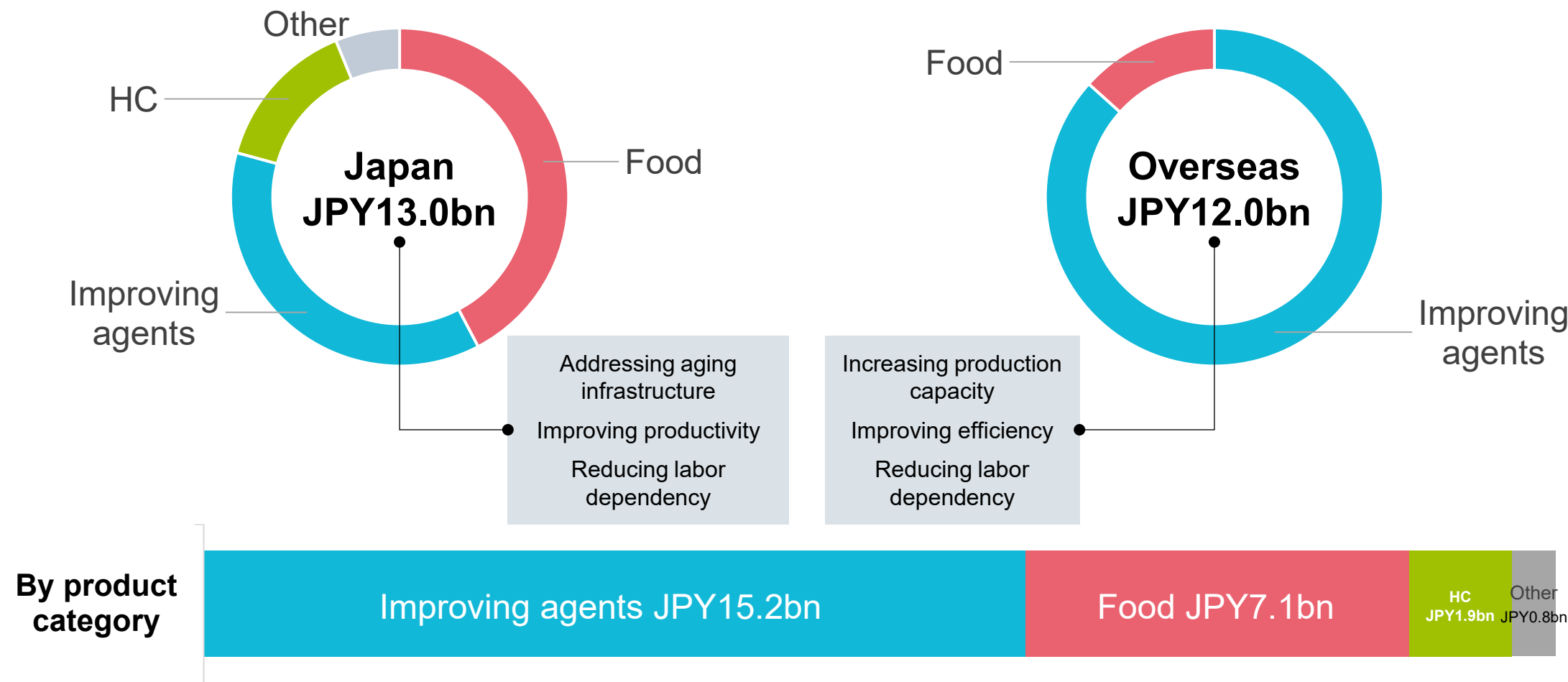


	(Billions of yen / %)	FY2024 actual	FY2027 target
Growth potential	Net sales	95.5	110.0
Profitability	Operating profit	8.7	10.0
	Operating profit margin	9.1%	9.1%
	EBITDA (Operating profit + depreciation)	11.9	14.2
Efficiency	ROE	12.1%	10% or more
Shareholder return	Payout ratio	30.3%	40% or more
Financial discipline	Shareholder equity ratio	70.1%	60–65%
Governance	Cross-shareholdings to net assets ratio	19.0%	Less than 10%

- Leveraging cash from operations and divestments of cross-shareholdings, we will proactively invest while enhancing shareholder return
- When deemed in alignment with strategic needs or objectives, we will selectively utilize debt to finance strategic investments



- Through investment in domestic infrastructure and overseas growth, we will strive to build optimal production systems
- Allocate funds primarily toward improving agents and associated operations



- We have raised our target consolidated dividend payout ratio
- The Company will execute share buybacks with strategic flexibility

■ Dividend policy

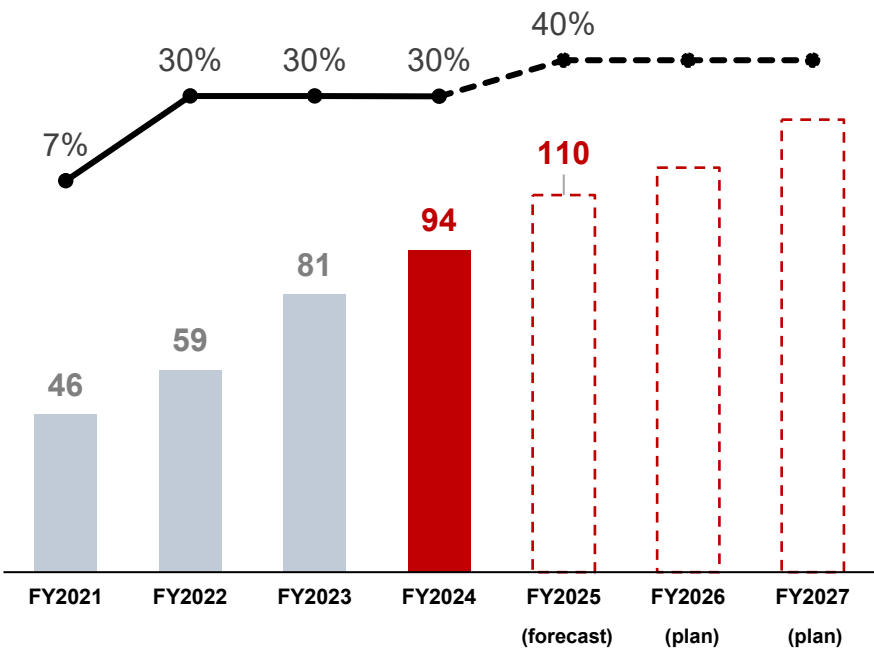
Consolidated dividend payout ratio of at least 40%

■ Share buybacks

Conduct with strategic flexibility when deemed appropriate

A FY2025 budget of JPY2.0bn has been allocated for share buybacks

■ Dividends per Share (JPY) and Dividend Payout Ratio



Share Buyback Amounts (JPYbn)				
		6.3	1.1	2.0 (forecast)

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- Our fundamental awareness regarding our business environment remains consistent with our previous Medium-Term Management Plan
- We are confident tackling environmental and social issues will generate growth

Demographic changes

Japan's population is declining and aging, while the global population is increasing.

Lifestyle changes

The processed food market is slowly expanding.

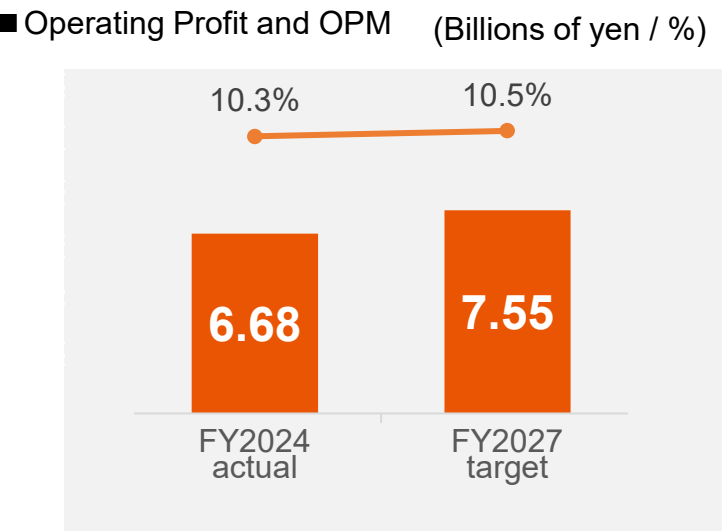
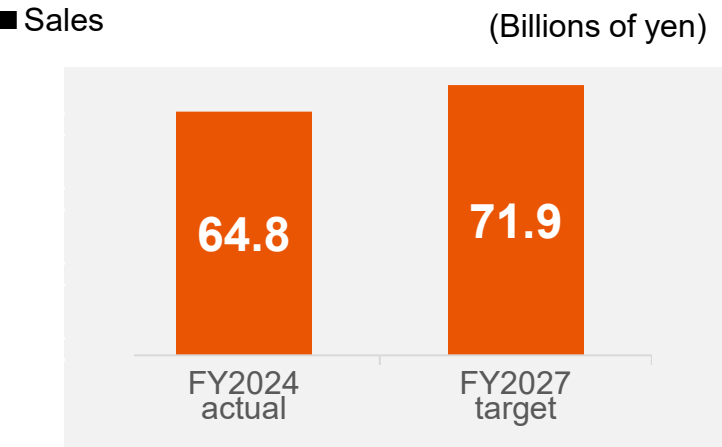
Climate change

Risks associated with raw material procurement and natural disasters are on the rise.

Increasing uncertainty

Forecasting the future is becoming increasingly challenging.

- We are responding to market changes caused by population decline while addressing rising costs attributable to raw material supply constraints and labor shortages
- Despite performance impact from broader trends within the processed food market, we aim to generate slightly above-market growth

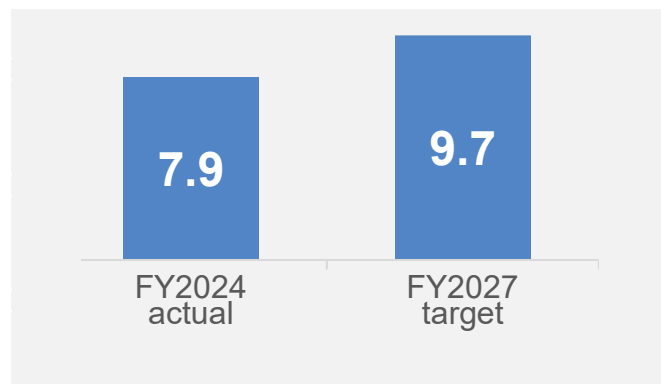


■ Subsegment-Specific / Common Strategies

Household Food +JPY1.1bn	<ul style="list-style-type: none">✓ Develop and enhance market-creating products✓ Revamp and revitalize existing product lines	<ul style="list-style-type: none">✓ Perform appropriate price revisions✓ Narrow down sales and development targets✓ Reduce number of product items✓ Improve procurement capabilities✓ Execute labor-saving investment
Commercial Food +JPY2.3bn	<ul style="list-style-type: none">✓ Provide solutions for the prepared meal and ready-to-eat product markets✓ Deliver solutions to growing markets impacted by labor shortages	
Processed Food Ingredients +JPY3.6bn	<ul style="list-style-type: none">✓ Have products adopted in customers' main brands✓ Provide solutions that deliver functional alternatives for ingredients with unstable availability, improve production efficiency, and reduce food loss✓ Enhance solutions for health-oriented markets	

- In response to the shrinking domestic market for chemical products, we are focusing on our core areas of strength and deepening our engagement in selected markets
- Meanwhile, we are enhancing our solutions for Japanese companies conducting business abroad

■ Sales (Billions of yen)



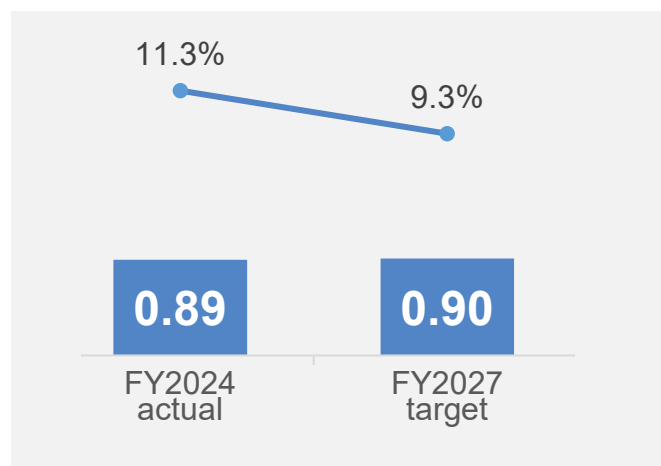
■ Business environment surrounding the chemical industry



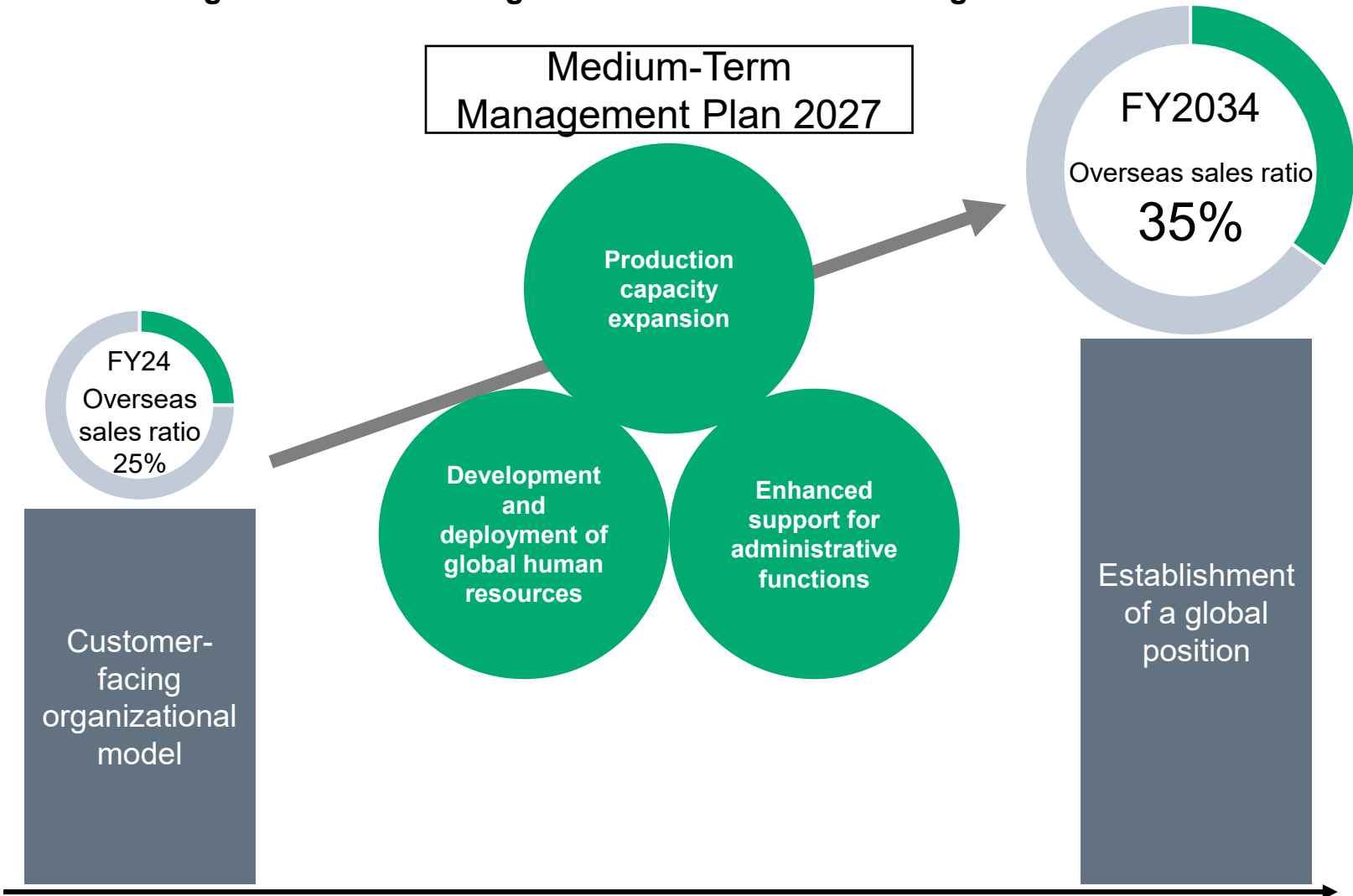
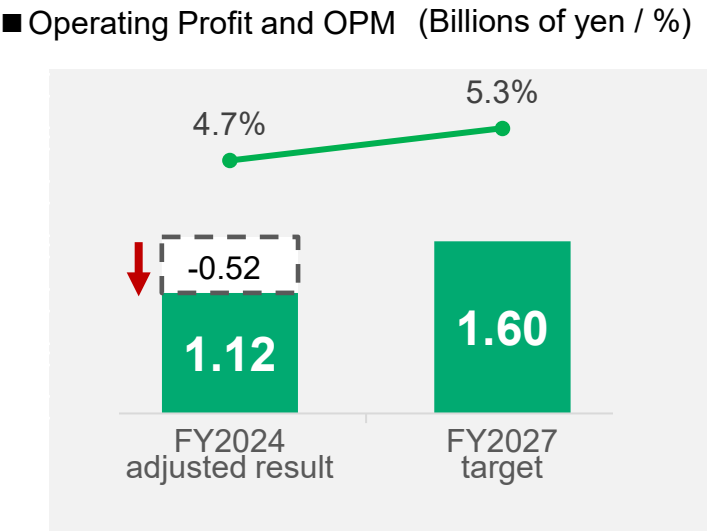
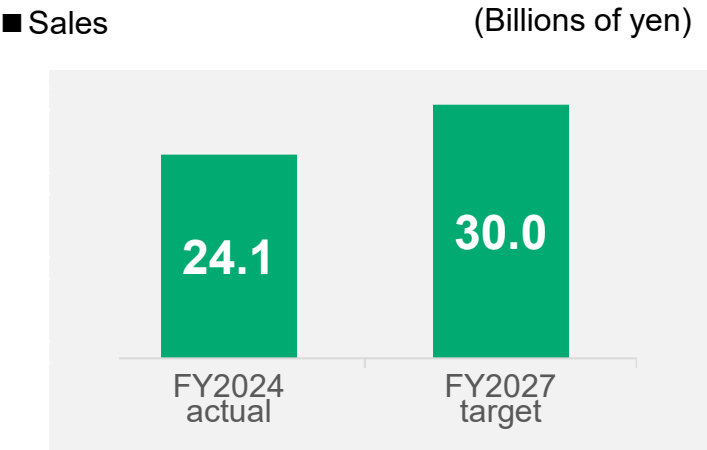
■ Business strategy

- ✓ Centrally allocate sales and development resources to established product categories (lubricants, anti-fogging agents, plasticizers, antistatic agents, etc.) while accelerating value-added development
- ✓ Leverage our strengths in biomass-based raw materials to expand our portfolio of environmentally conscious products
- ✓ Pursue cooperative initiatives with other companies to boost efficiency in areas outside our core focus
- ✓ Scale up support for the overseas marketing and development of chemical product improving agents

■ Operating Profit and OPM (Billions of yen / %)



- Anticipating future growth in the processed food market, we are investing in growth while establishing new organizational frameworks
- Overseas operating profit declined due to changes in the accounting method used to calculate segment profit adjustments



- **Focusing centrally on Southeast Asia, China, and North America, we are implementing region-specific expansion strategies**

Southeast Asia



- ✓ Streamline production of commodity products
- ✓ Strategically establish a production system for specialty products
- ✓ Build sales infrastructure firmly rooted in Southeast Asian nations

China



- ✓ Launch operations at our newly established food improving agent facility
- ✓ Shut down production lines for general-purpose additives with chemical product applications and transfer employees to newly established facility
- ✓ Take advantage of consumer market potential, which remains strong despite challenging economic conditions, by prioritizing expansion of high value-added products

North America

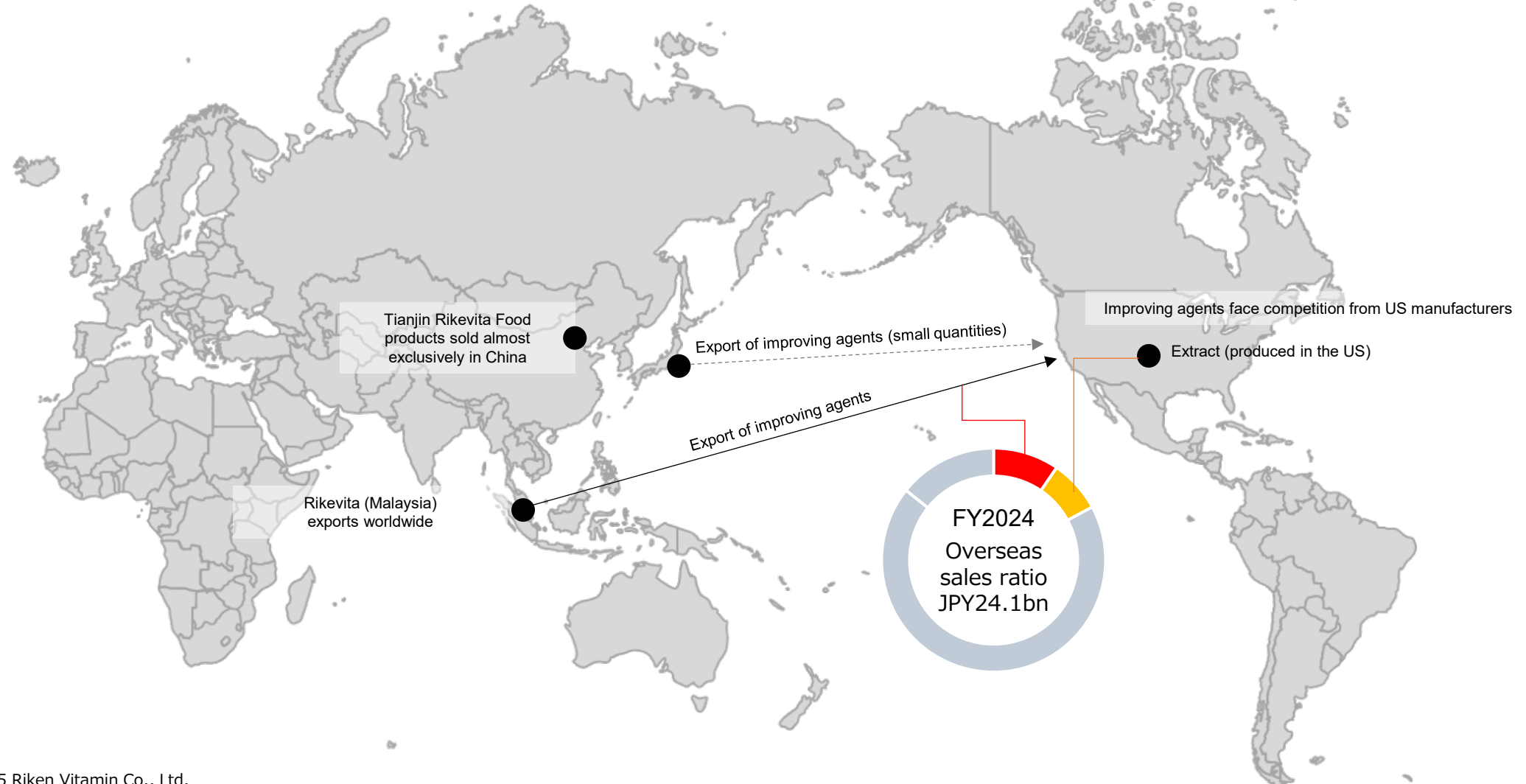


- ✓ Leverage our application center and enhance solutions for the bakery market
- ✓ Respond flexibly to trade-related issues based on thorough information gathering






- ✓ Enhance pork extract production capabilities (FY2026)
- ✓ Expand product lineup



- **Direct impact: Decline in exports of improving agents from Malaysia to the US**
- **Indirect impact:**
 - **In Japan: Ongoing uncertainty due to price fluctuations in commodity products and the appreciation of the yen**
 - **Overseas: Potential decline in demand and intensified price competition stemming from the global economic slowdown**



1. Review of Previous Medium-Term Management Plan
2. Strategic Positioning of Medium-Term Management Plan 2027
3. Business Objectives and Financial Strategy
4. Business Strategy
5. **Non-Financial Strategy**

Research category	Short-term priorities	Medium- to long-term priorities
 Seasonings and extracts	<ul style="list-style-type: none">✓ Balance efficient development and added value enhancement✓ Secure raw material strategically	<ul style="list-style-type: none">✓ Utilize unused resources✓ Develop new processing technologies
 Seaweed products	<ul style="list-style-type: none">✓ Ensure stable raw material procurement by securing a supply of high-grade seedlings✓ Monetize land-based cultivation	<ul style="list-style-type: none">✓ Commercialization of blue carbon research✓ Develop mass cultivation technology and apply it on an industrial scale
 Food improving agents	<ul style="list-style-type: none">✓ Strengthen solutions facilitating quality improvement, food loss reduction, and cost savings	<ul style="list-style-type: none">✓ Generate innovation using NanoTerasu✓ Develop new products compliant with laws and regulations overseas
 Chemical improving agents	<ul style="list-style-type: none">✓ Narrowing down research areas✓ Promote both internal and external joint research and collaboration initiatives	<ul style="list-style-type: none">✓ Create novel technologies that address environmental issues
 Healthcare	<ul style="list-style-type: none">✓ Research medical microcapsule functionality✓ Expand product lineup using existing raw materials	<ul style="list-style-type: none">✓ Develop new functional food ingredients

- **Enhance the specialty skills* of our human capital and increase corporate value**

*Refers to personnel individuality, including both innate diversity and the experience, knowledge, and skills acquired or developed after joining the Company

■ Established a human capital policy in January 2025

- **Respect the unique qualities of each individual and foster mutual growth**
- **Think and act independently**

**Medium-Term Management Plan 2027
Initiatives**

- ✓ Establish HR systems consistent with our human capital policy
- ✓ Develop global human resources
- ✓ Promote diversity

Enhance the specialty skills of our human capital

Revitalize the organization

Create a corporate culture that facilitates sustainable growth

■ Reduction of Cross-Shareholdings

Cross-shareholdings to net assets ratio

FY2024	FY2027
19.0%	→ less than 10%

■ Officer Compensation System

Advance discussions on revising performance-linked compensation indicators

■ Group Governance


Establish internal controls and expand education and training among group companies

■ Composition of Board of Directors

Assuming approval at the Annual General Meeting of Shareholders to be held on June 24, 2025.


✓ **Tsutomu Mochizuki to be appointed new president**

✓ **Current president, Kazuhiko Yamaki, to take on duties as Chairman and Director**

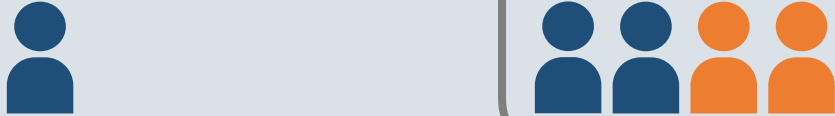


Composition of Board of Directors


Seven inside directors (58%)




Five outside directors (42%)




Five Audit and Supervisory Committee members





Ten males (83%)



Two females (17%)

Achieving growth by supporting a sustainable society with specialty products and services



Forecasts and other forward-looking statements included in this document are not guarantees of future achievements because they are based on information currently available and certain assumptions that the Company deems reasonable.

Actual results may differ significantly from the forecasts due to various factors.

Appendix

- **The increase in profit was mainly due to gains on sales of investment securities. Therefore, despite the increase in profit before income taxes, operating cash flow decreased.**

(Millions of yen)	FY2023	FY2024	YoY change	
Cashflow from operating activities	10,451	7,892	-2,558	<div>Free cash flow</div> <div>FY2023 9,897</div> <div>↓ -1,651</div> <div>FY2024 8,245</div>
Profit before income taxes	11,909	12,706	+797	
Gain on sales of investment securities	-2,115	-4,055	-1,940	
Cashflow from investing activities	-554	353	+907	
Purchase of property, plant and equipment	-2,536	-4,678	-2,142	
Proceeds from sale of investment securities	2,970	4,990	+2,019	
Cashflow from financing activities	-7,084	-9,965	-2,881	
Net increase (decrease) in short-term borrowings	4,100	-4,000	-8,100	
Purchase of treasury shares	-6,360	-1,133	+5,227	
Cash and cash equivalents at end of period	20,141	18,835	-1,306	

FY2024 Results by Segment

(Millions of yen)		FY2023	FY2024	Amount of change	Rate of change
Domestic Food business	Net sales	63,154	64,821	+1,667	+2.6%
	Operating profit	6,961	6,681	-280	-4.0%
	Operating profit margin	11.0%	10.3%	-0.7pt	
Household Food	Net sales	13,138	13,586	+447	+3.4%
Commercial Food	Net sales	21,887	22,755	+867	+4.0%
Processed Food Ingredients	Net sales	28,128	28,480	+352	+1.3%
Domestic Chemical business	Net sales	7,753	7,959	+205	+2.7%
	Operating profit	792	895	+102	+13.0%
	Operating profit margin	10.2%	11.3%	+1.1pt	
Overseas business	Net sales	21,910	24,199	+2,288	+10.4%
	Operating profit	2,233	1,644	-588	-26.4%
	Operating profit margin	10.2%	6.8%	-3.4pt	

FY2025 Forecasts by Segment

(Millions of yen)		FY2024 Actual	FY2025 Forecast	Amount of change	Rate of change
Domestic Food business	Net sales	64,821	67,400	+2,578	+4.0%
	Operating profit	6,681	7,050	+368	+5.5%
	Operating profit margin	10.3%	10.5%	+0.2Pt	
Household Food	Net sales	13,586	14,000	+413	+3.0%
Commercial Food	Net sales	22,755	23,400	+644	+2.8%
Processed Food Ingredients	Net sales	28,480	30,000	+1,519	+5.3%
Domestic Chemical business	Net sales	7,959	8,700	+740	+9.3%
	Operating profit	895	850	-45	-5.1%
	Operating profit margin	11.3%	9.8%	-1.5pt	
Overseas business	Net sales	24,199	25,300	+1,100	+4.5%
	Operating profit*	1,644	650	-994	-60.5%
	Operating profit margin	6.8%	2.6%	-4.2pt	

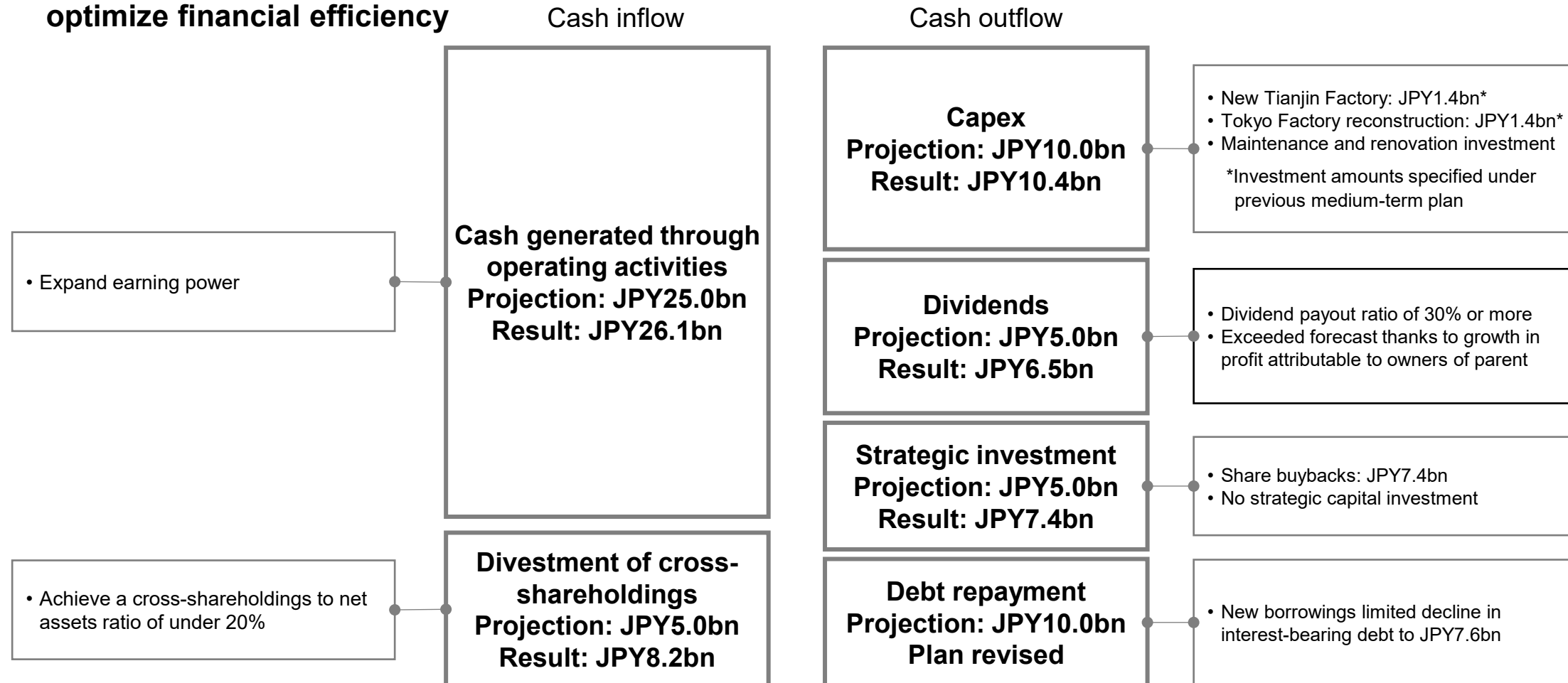
*Operating profit declined due to changes in the accounting method used to calculate segment profit adjustments

Medium-Term Management Plan 2027: Targets by Segment

(Millions of yen)		FY2024 Actual	FY2027 Target	Amount of change
Domestic Food business	Net sales	64,821	71,900	+7,078
	Operating profit	6,681	7,550	+868
	Operating profit margin	10.3%	10.5%	+0.2pt
	Household Food	Net sales	13,586	+1,113
	Commercial Food	Net sales	22,755	+2,344
	Processed Food Ingredients	Net sales	28,480	+3,619
Domestic Chemical business	Net sales	7,959	9,700	+1,740
	Operating profit	895	900	+4
	Operating profit margin	11.3%	9.3%	-2.0pt
Overseas business	Net sales	24,199	30,000	+5,800
	Operating profit*	1,644	1,600	-44
	Operating profit margin	6.8%	5.3%	-1.5pt

*Operating profit declined due to changes in the accounting method used to calculate segment profit adjustments

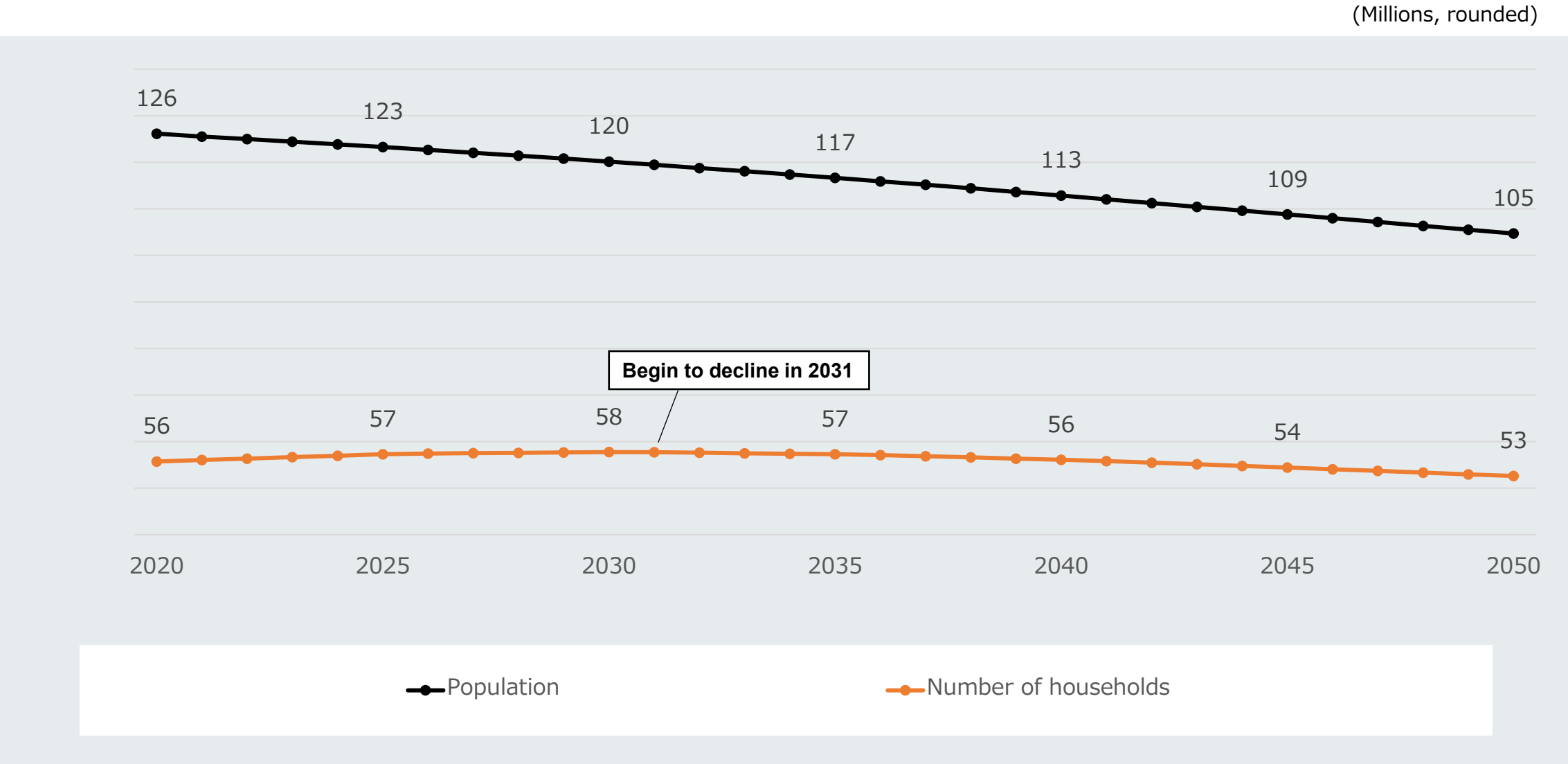
- **Net cash generated increased thanks to stronger-than-expected performance and share price growth**
- **We executed capital investment as planned and revised our debt repayment approach to optimize financial efficiency**



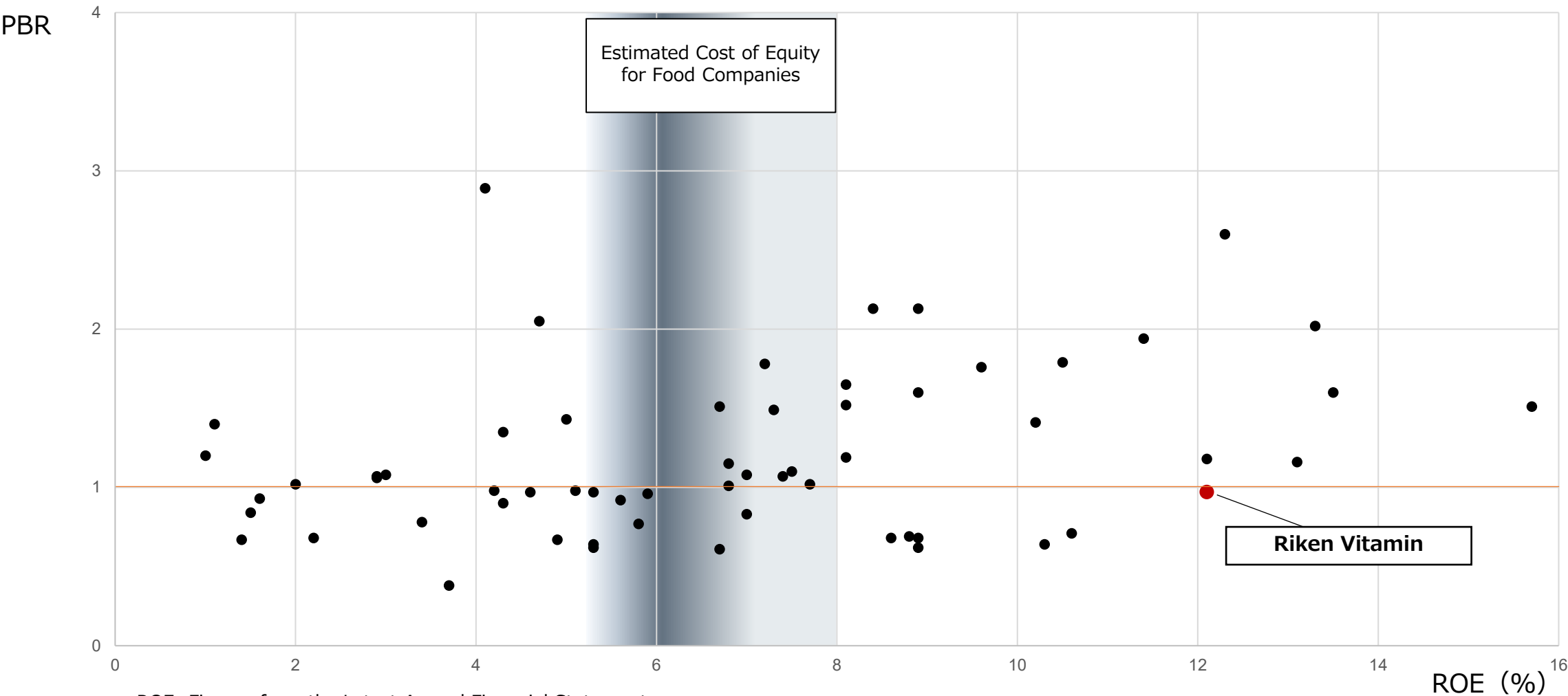
Overview of Group's Factories and Manufacturing Subsidiaries

	Current core product lines	1950-	1970-	1990-	2010-	Future
Tokyo Factory	Microcapsules and vitamins	Relocated and reestablished in 1953			Under reconstruction	<div>Sustainable profit generation</div>
Kyoto Factory	Functional food product ingredients and colorants		Established in 1985		<div>Addressing aging infrastructure</div> <div>Improving productivity</div> <div>Reducing labor dependency</div> <div>Investment</div>	
Osaka Factory	Improving agents for food and chemical products	Established in 1960				
Chiba Factory	Food improving agents and vitamin E		Established in 1973			
Soka Factory	Seasonings	Established in 1968				
Riken Food	Seaweed products and extracts	Established in 1964				
Other domestic facilities				1991: Sunny Packaging	2010: Kenseido*	<div>Growth drivers</div>
Rikevita (Malaysia)	Food and chemical improving agents			Established in 1991	Growth investment	
Tianjin Rikevita Food	Food and chemical improving agents			Established in 1995	2025: New facility	
Guymon Extracts	Extracts			Established in 2004	Under expansion	

*Kenseido: Shifted operational focus toward production of chemical improving agents



Data source: National Institute of Population and Social Security Research, “Population Projections for Japan” (2023) and “Household Projections for Japan” (2025)



- ROE: Figures from the Latest Annual Financial Statement
- PBR: Calculated Based on Figures from the Latest Annual Financial Statement and Stock Prices as of May 16, 2025
- Five Companies Outside the Scope of the Scatter Plot

Consolidated Financial Results

(Millions of yen)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Forecast
Net sales	88,072	87,181	89,515	89,024	82,974	77,722	79,231	88,750	91,484	95,582	100,000
YoY change(%)	2.9%	(1.0%)	2.7%	(0.5%)	(6.8%)	(6.3%)	1.9%	12.0%	3.1%	4.5%	4.6%
Operating profit	6,007	6,820	5,424	4,580	5,307	1,367	5,840	7,158	9,371	8,724	8,500
YoY change(%)	30.3%	13.5%	(20.5%)	(15.6%)	15.9%	(74.2%)	327.2%	22.6%	30.9%	(6.9%)	(2.6%)
Operating profit margin	6.8%	7.8%	6.1%	5.1%	6.4%	1.8%	7.4%	8.1%	10.2%	9.1%	9.2%
Ordinary profit	5,321	6,248	4,587	4,388	5,045	1,652	6,182	7,723	10,296	9,417	9,000
Ordinary profit margin	6.0%	7.2%	5.1%	4.9%	6.1%	2.1%	7.8%	8.7%	11.3%	9.9%	9.0%
Profit attributable to owners of parent	4,107	4,089	4,800	2,623	-8,933	-1,618	21,582	6,414	8,755	9,388	8,200
Net profit margin	4.7%	4.7%	5.4%	2.9%	—	—	27.2%	7.2%	9.6%	9.8%	8.2%
Total assets	109,030	109,342	110,994	109,706	101,853	106,535	102,660	105,223	118,776	112,999	
Net assets	74,341	53,611	58,919	59,229	46,789	46,674	66,539	71,371	76,643	79,200	
Shareholder equity ratio	67.7%	48.5%	52.7%	53.5%	45.5%	43.3%	64.8%	67.8%	64.5%	70.1%	
Cashflow from operating activities	8,377	8,126	5,753	6,689	5,850	7,660	6,823	7,835	10,451	7,892	
Cashflow from investing activities	(6,389)	(3,080)	(1,617)	(3,388)	(4,282)	(2,322)	(3,661)	(2,034)	(554)	353	
Cashflow from financing activities	(3,140)	(1,881)	(5,869)	(2,490)	(3,051)	(180)	(7,565)	(4,578)	(7,084)	(9,965)	
ROE	5.5%	6.4%	8.6%	4.5%	-17.0%	-3.5%	38.3%	9.3%	11.8%	12.1%	10.3%

Quarterly Cumulative Results by Segment

	(Millions of yen)	FY2023(cumulative)				FY2024(cumulative)				FY2025 Forecast	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	H1	Full-year
Net sales	Domestic Food business	15,626	31,082	48,129	63,154	16,441	32,267	49,503	64,821	33,700	67,400
	Household Food	3,403	6,606	10,058	13,138	3,397	6,754	10,412	13,586	7,000	14,000
	Commercial Food	5,397	10,639	16,532	21,887	5,946	11,415	17,287	22,755	11,700	23,400
	Processed Food Ingredients	6,825	13,837	21,538	28,128	7,097	14,098	21,803	28,480	15,000	30,000
	Domestic Chemical business	1,879	3,771	5,857	7,753	1,913	3,874	6,002	7,959	4,200	8,700
	Overseas business	5,052	10,423	16,081	21,910	5,548	11,582	18,382	24,199	11,800	25,300
	Adjustments(intersegment eliminations)	(368)	(664)	(1,010)	(1,334)	(277)	(574)	(1,035)	(1,398)	(700)	(1,400)
	Consolidated total	22,189	44,613	69,058	91,484	23,626	47,149	72,852	95,582	49,000	100,000
Operating profit	Domestic Food business	1,968	3,575	5,823	6,961	1,910	3,506	5,673	6,681	3,420	7,050
	Domestic Chemical business	188	342	557	792	222	427	693	895	400	850
	Overseas business	479	984	1,723	2,233	388	918	1,559	1,644	200	650
	Adjustments(intersegment eliminations)	(160)	(305)	(443)	(616)	0	(226)	(381)	(497)	(20)	(50)
	Consolidated total	2,476	4,596	7,660	9,371	2,522	4,626	7,544	8,724	4,000	8,500
Ordinary Profit		2,998	5,220	8,396	10,296	2,927	4,786	8,241	9,417	4,400	9,000
Profit attributable to owners of parent		2,068	3,667	6,080	8,755	2,370	3,255	5,834	9,388	2,900	8,200

	(Millions of yen)	FY2023				FY2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	Domestic Food business	15,626	15,456	17,046	15,024	16,441	15,825	17,235	15,318
	Household Food	3,403	3,202	3,452	3,079	3,397	3,356	3,657	3,174
	Commercial Food	5,397	5,242	5,892	5,355	5,946	5,468	5,872	5,468
	Processed Food Ingredients	6,825	7,012	7,701	6,589	7,097	7,001	7,705	6,676
	Domestic Chemical business	1,879	1,892	2,086	1,895	1,913	1,960	2,128	1,956
	Overseas business	5,052	5,370	5,657	5,829	5,548	6,033	6,799	5,817
	Adjustments(intersegment eliminations)	(368)	(295)	(345)	(324)	(277)	(296)	(461)	(362)
	Consolidated total	22,189	22,424	24,445	22,425	23,626	23,523	25,702	22,730
Operating profit	Domestic Food business	1,968	1,607	2,248	1,138	1,910	1,596	2,167	1,007
	Domestic Chemical business	188	153	215	235	222	205	265	202
	Overseas business	479	504	739	509	388	530	640	85
	Adjustments(intersegment eliminations)	(160)	(145)	(137)	(173)	0	(227)	(154)	(115)
	Consolidated total	2,476	2,119	3,064	1,710	2,522	2,104	2,918	1,179
Ordinary Profit		2,998	2,222	3,175	1,900	2,927	1,859	3,454	1,176
Profit attributable to owners of parent		2,068	1,598	2,413	2,675	2,370	884	2,578	3,554