

Stock code: 4526

## 1H FY2024 Financial Results Briefing

(Fiscal Year Ending March 31, 2025)

November 25, 2024

### 1. 1H FY2024 Results

2. Full-year FY2024 Forecast



Sales grew 5.7% to JPY47.1bn
 Operating profit increased 0.7% to JPY4.6bn

(If not for forex impact, sales would have risen 3.9%, and operating profit would have fallen 1.4% YoY)

- Due to cost growth, profit fell despite expansion in sales generated through the Domestic Food and Overseas businesses
- Sales and profit secured through the Domestic Chemical business rose thanks to sales volume growth



### Profitability declined YoY but exceeded projections

(Millions of yen)

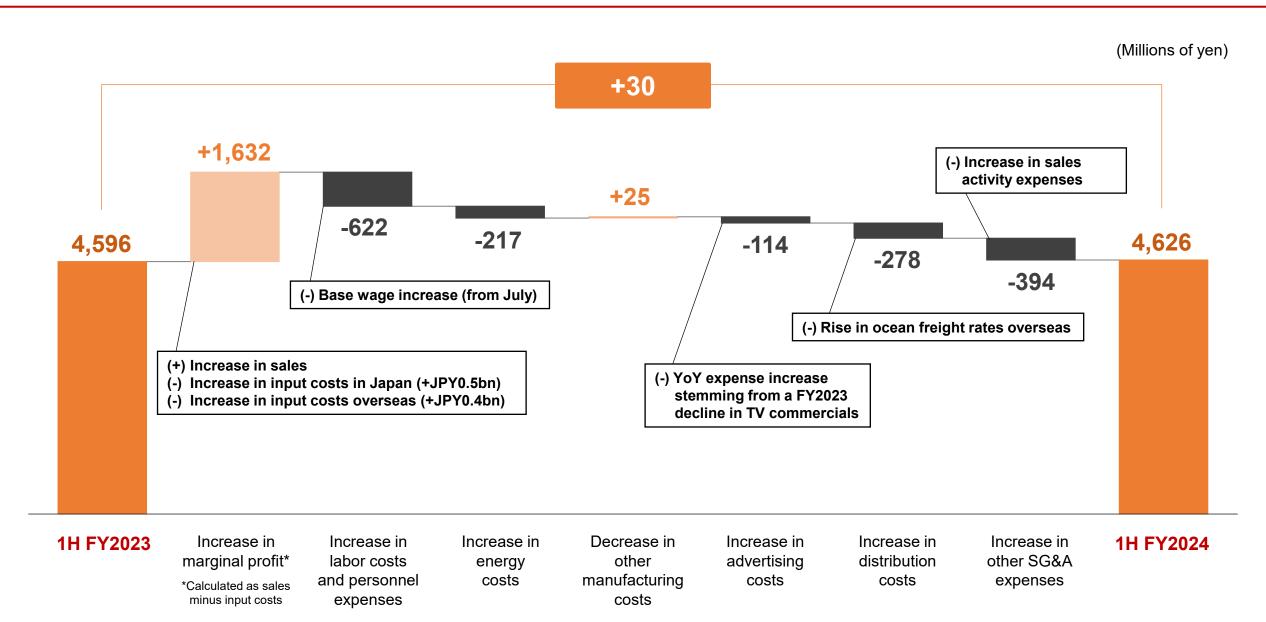
	4H EV2022	4H EV2024	YoY change		FY2024	Versus
	1H FY2023	1H F 12U24	Amount	%	forecast	initial forecast
Net sales	44,613	47,149	+2,536	+5.7%	45,500	+1,649
Operating profit	4,596	4,626	+30	+0.7%	4,000	+626
Operating profit margin	10.3%	9.8%	-0.5pp		8.8%	+1.0pp
Ordinary profit	5,220	4,786	-433	-8.3%	4,300	+486
Profit attributable to owners of parent	3,667	3,255	-411	-11.2%	3,300	-44

Forex impact: Sales +JPY776mn operating profit +JPY96mn Operating profit down JPY66mn YoY if excluding forex impact

Average rate: JPY142/USD for 1H FY2023, JPY152/USD for 1H FY2024

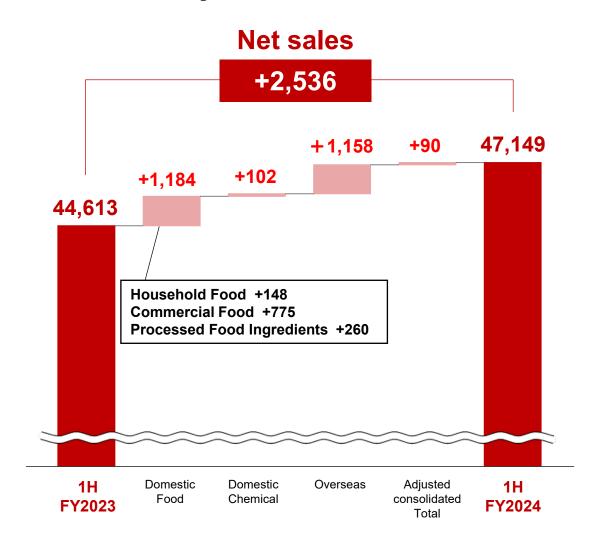
## **Factors Affecting Operating Profit**

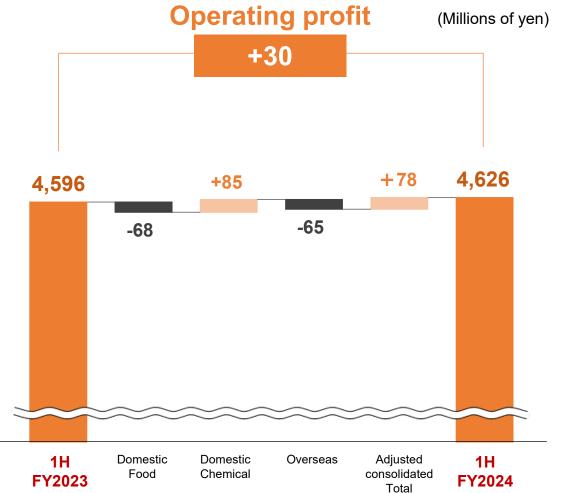






# Sales increased across all segments, but only the Domestic Chemical business generated profit growth



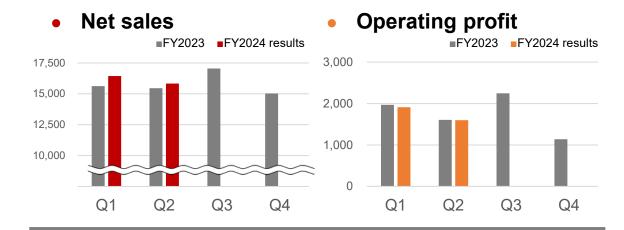


## Results by Segment: Domestic Food (1/2)



#### **Domestic Food business**

(Millions of yen)	1H FY2023	1H FY2024
Net sales	31,082	32,267
Operating profit	3,575	3,506 🔪



- Household Food: performance received a boost from new products and dashi stock
- Commercial Food: products targeting both the restaurant industry and the prepared meal market achieved performance growth
- Processed Food Ingredients: demand was strong for food-improving agents Results secured through the healthcare field slightly declined due to a reactionary downturn following strong performance in previous years
- Personnel, logistics, and advertising expenses expanded YoY

#### **Household Food**

 (Millions of yen)
 1H FY2023
 1H FY2024

 Net sales
 6,606
 6,754

#### [Sales of major brands]

#### **Riken Non-Oil Dressings**



Value: down Volume: down

Mainstay Aojiso performed well, but other dressings struggled

#### Fueru Wakame-chan



Value: up slightly Volume: down

Demand surged ahead of selling price hikes

#### **Wakame Soup**



Value: down Volume: down

Performance has remained sluggish since selling price hikes implemented in February

#### Oil-containing dressings



New products achieved hit performance in FY2023

Initial performance from new products launched in August 2024 was also strong

#### Furikakeru Zakuzaku Wakame



Value: up Volume: up

Sales expanded thanks in part to the addition of new flavors

#### Sozairyoku Dashi



Value: up Volume: up

TV commercials contributed to expansion in consumer awareness

## Results by Segment: Domestic Food (2/2)



#### **Commercial Food**

(Millions of yen)	1H FY2023	1H FY2024
Net sales	10,639	11,415 🗡

#### [Sales by customer type]

#### To restaurant and meal service industry

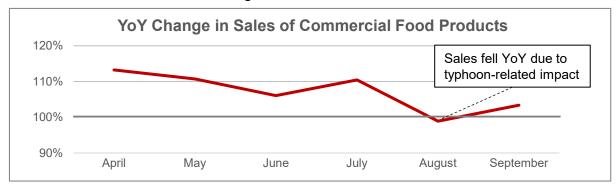
Demand was stronger than initially projected

Major chains began using limited-time products and other offerings, contributing to performance

#### Prepared meal market

Sales generated through convenience stores fell slightly YoY due in part to a rise in domestic wakame prices

Performance from seasonings and improving agents for various prepared foods and instant noodles grew



#### **Processed Food Ingredients**

(Millions of yen)	1H FY2023	1H FY2024
Net sales	13,837	14,098 🖊

#### [Sales by product type]

#### Food-improving agents

Demand was strong overall, including the core baking industry

Profitability improved alongside reassessments of our product mix



#### Vitamins

Sales generated through the use of vitamins for nutritional enhancement fell in comparison to the strong performance observed in FY2023



#### Other healthcare products

Sales of crocetin were robust

Growth has slowed throughout the health food market due to quality issues involving other companies

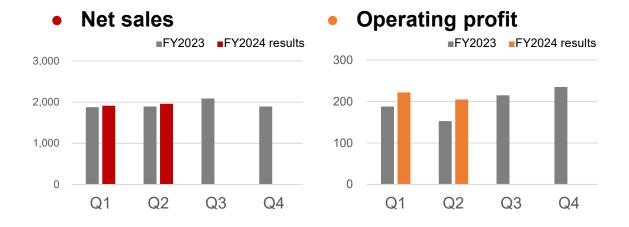


## Results by Segment: Domestic Chemical, Overseas



#### **Domestic Chemical business**

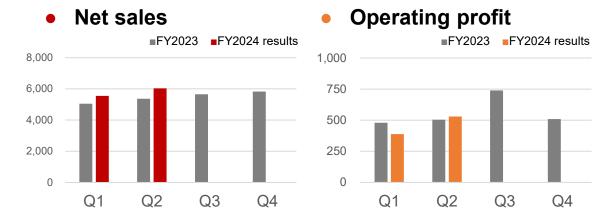
(Millions of yen)	1H FY2023	1H FY2024
Net sales	3,771	3,874 🗡
Operating profit	342	427 🗡



- Both sales and sales volume expanded YoY
- Performance from products for food packaging wrap expanded However, sales volume to the automobile and construction materials industries fell
- Low plant utilization rates remain an issue, but profitability improved regardless thanks to the maintenance of appropriate selling prices

#### **Overseas business**

(Millions of yen)	1H FY2023	1H FY2024
Net sales	10,423	11,582
Operating profit	984	918 🥆



- Our sales volume-focused strategy proved successful, and sales volumes increased across all regions other than Taiwan
- Profitability decreased due to lower selling prices and growth in personnel and logistics expenses
- Disruptions of maritime logistics for Europe and the United States continued



## Change incurred influence from both foreign exchange losses and loss on retirement benefit system revisions

(Millions of yen)

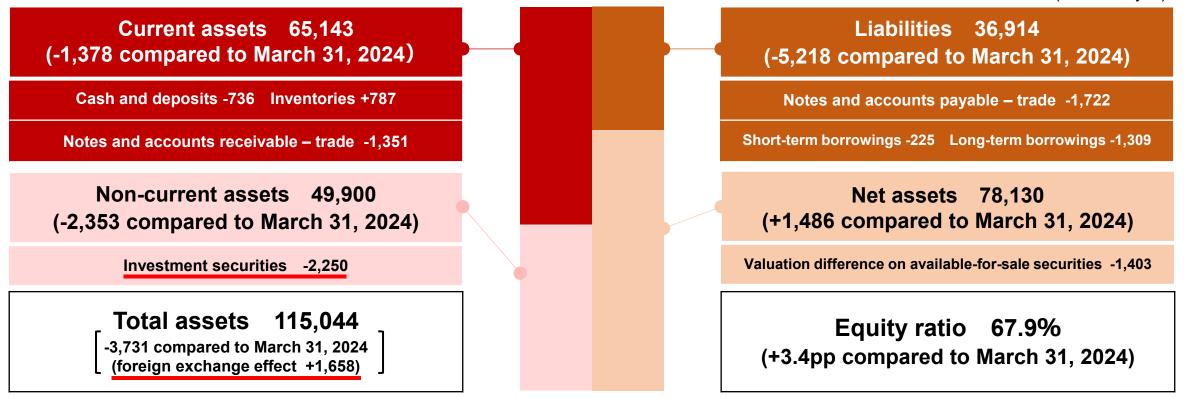
	1H FY2023	1H FY2024	YoY	Main reasons for increase/decrease (YoY change)
Operating profit	4,596	4,626	+30	
Non-operating income	724	642	-82	
Non-operating expenses	99	481	+382	Foreign exchange losses (+396)
Ordinary profit	5,220	4,786	-433	
Extraordinary income	78	681	+603	Gains on sale of investment securities (+552)
Extraordinary losses	118	961	+842	Loss on revision of retirement benefit plan (+680)
Profit before income taxes	5,181	4,507	-673	
Income taxes	1,511	1,250	-261	
Profit attributable to non- controlling interests	2	2	-0	
Profit attributable to owners of parent	3,667	3,255	-411	



#### Total assets would have fallen JPY5.3bn if not for favorable forex impact

- Investment securities decreased JPY2.2bn due to downturns in cross-shareholdings and share prices
- Accounts receivable and accounts payable were higher than usual because the end of FY2023 coincided with a holiday
   These balances were normalized by the close of 1H FY2024

(Millions of yen)

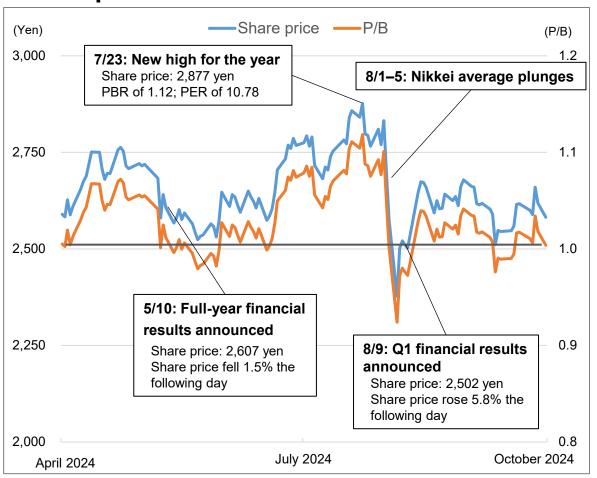


## Return on Capital and Market Valuation



# We must adopt measures aimed at winning the trust and confidence of capital markets

#### Share price and P/B



- Our share price was somewhat low following the release of our full-year financial results for FY2023
- In July, our share price hit a high for the year, but stock prices plummeted throughout the Japanese market immediately afterward
- Our share price recovered slightly following the announcement of our Q1 financial results but did not achieve significant growth

	Share price	PBR	PER
April 1, 2024	2,590 yen	1.01	9.71
September 30, 2024	2,582 yen	1.00	9.68

Our share price remains undervalued relative to our projected ROE of 10.4%

Moving forward, we will continue improving internal management practices while enhancing our communication with stakeholders

Note: PER has been calculated based on our initial projected EPS for FY2024.

## Capital Efficiency Improvement Initiatives



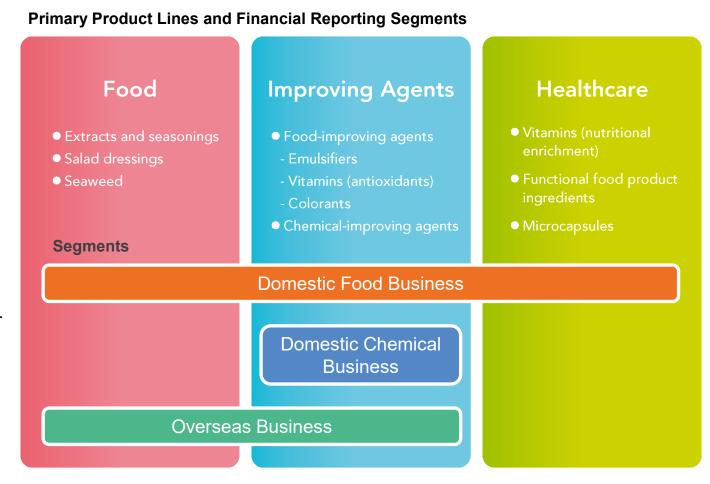
## We calculate ROIC separately for each business, with product groups serving as the main unit of analysis

#### Our business structure

- Primary businesses: Food, improving agents, and healthcare
- To facilitate proper management, we organize our business operations around specific product lines
   →ROIC calculated separately for each business
- Our financial reporting segments are organized by market and therefore cover multiple businesses

#### **Future policies**

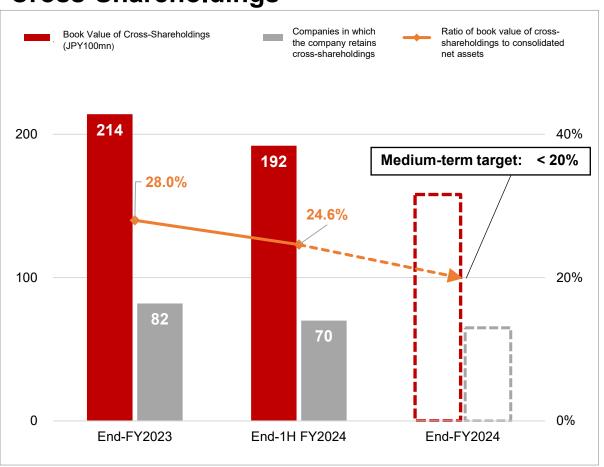
- We utilize ROIC as a metric for strengthening our management while carefully accounting for interbusiness synergies
- We analyze the causes when businesses generate low ROIC and take corrective action





### We will continue to reduce our cross-shareholdings as we pursue our targets

#### **Cross-Shareholdings**



- Sold approximately JPY800mn in cross-shareholdings during 1H FY2024 (in 14 companies, including partial sales)
- Our balance sheet value of cross-shareholdings fell JPY2.2bn compared to end-FY2023 due in part to share price decline
- In 2H, we will accelerate our reduction of crossshareholdings, targeting a cross-shareholdings to net asset ratio of less than 20%



Current target of less than 20 % is an interim milestone We will continue to assess our cross-shareholdings in FY2025 and subsequent accounting periods

### 1. 1H FY2024 Results

## 2. Full-year FY2024 Forecast



- We have made no changes to our annual earnings or dividend projections
- Results for 1H exceeded expectations, but we forecast an increasingly challenging business environment during 2H
- Rises in raw material (domestic wakame, etc.) prices and expenses associated with packaging, energy, personnel, and logistics are impacting profits
- We project disruptions impacting maritime logistics overseas will continue for the foreseeable future



## All financial metrics other than profit attributable to owners of parent exceeded 50% of their corresponding full-year projections

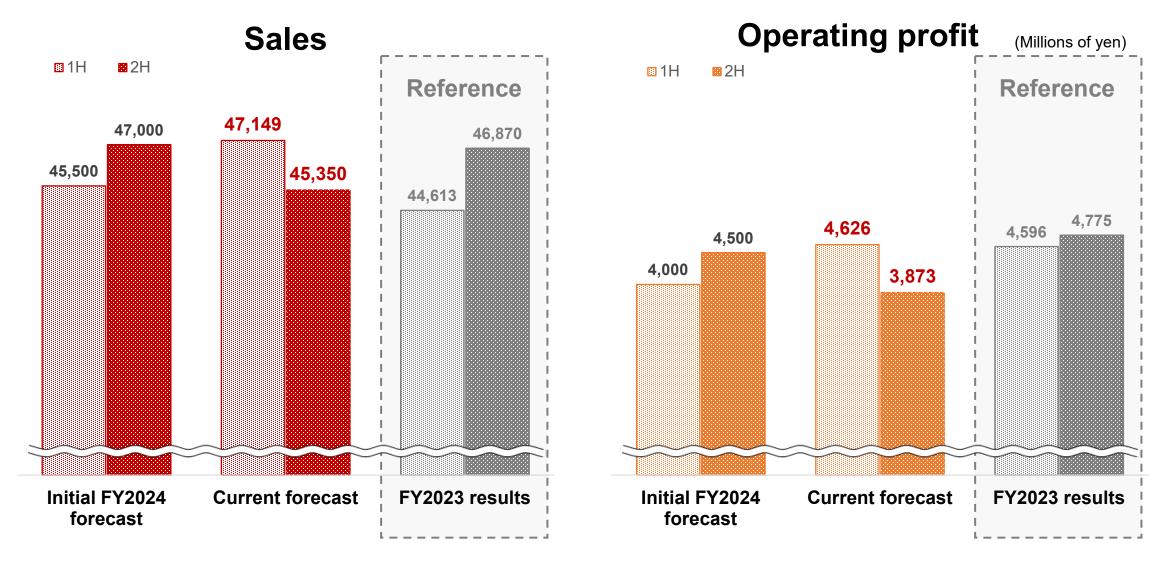
(Millions of yen)

	1H FY2024	Full-year FY2024 forecast	Progress rate	FY2023 actual	YoY change
Net sales	47,149	92,500	51.0%	91,484	+1.1%
Operating profit	4,626	8,500	54.4%	9,371	-9.3%
Operating profit margin	9.8%	9.2%		10.2%	-1.0pp
Ordinary profit	4,786	9,000	53.2%	10,296	-12.6%
Profit attributable to owners of parent	3,255	8,100	40.2%	8,755	-7.5%
ROE	-	10.4%		11.8%	-1.4pp

- In Japan, sales performance may incur impact from growing cost-consciousness among consumers aiming to
  protect their living standards, while overseas, sales are expected to face negative effects from disruptions impacting
  maritime logistics
- Performance will be hindered by growth in prices for raw materials (fats and oils, fatty acids, vitamins, seasonings, colorants, etc.) and an unexpected surge in prices for domestic wakame
- In 2H, we will accelerate our reduction of cross-shareholdings and expect to record gains on the sale of investment securities



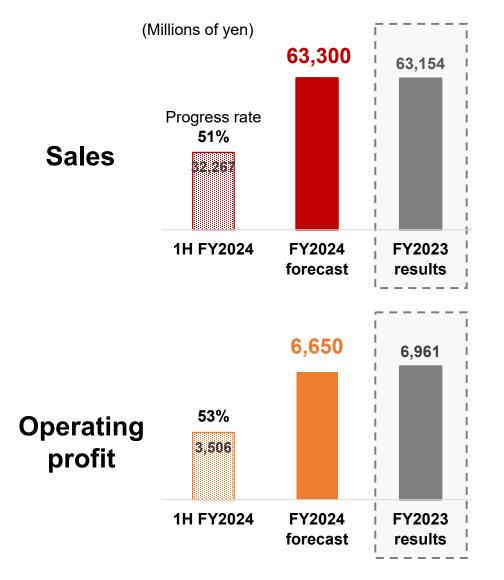
## Our projected distribution of performance between 1H and 2H is nearly the inverse of our initial forecast

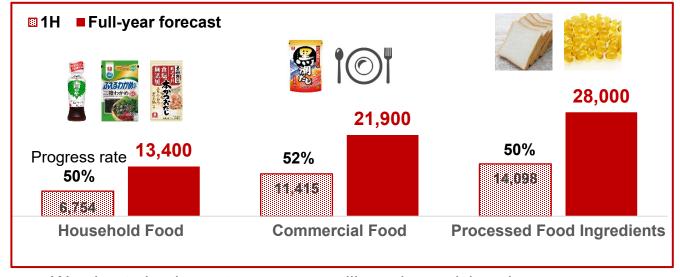


## Segment Forecasts: Domestic Food Business



## We acknowledge potential negative sales volume impact from selling price revisions and other factors





- We plan to implement necessary selling price revisions in response to rising raw material prices
- We aim to establish a market presence for new product groups in the Household Food category
- With regard to the Commercial Food category, we are focusing on new product proposals while also striving to improve performance from lowmargin products
- In the Processed Food Ingredients category, we are aiming to expand performance from food-improving agents
   As for the healthcare field, we are responding to adapting to changes in functional food labeling regulations



# 2024 Autumn/Winter New Product Competition: won overall grand prize and placed first in the processed foods category

(Organized by Nippon Access, Inc.)







## Award-winning product: Warudake Soup Scallop Chowder

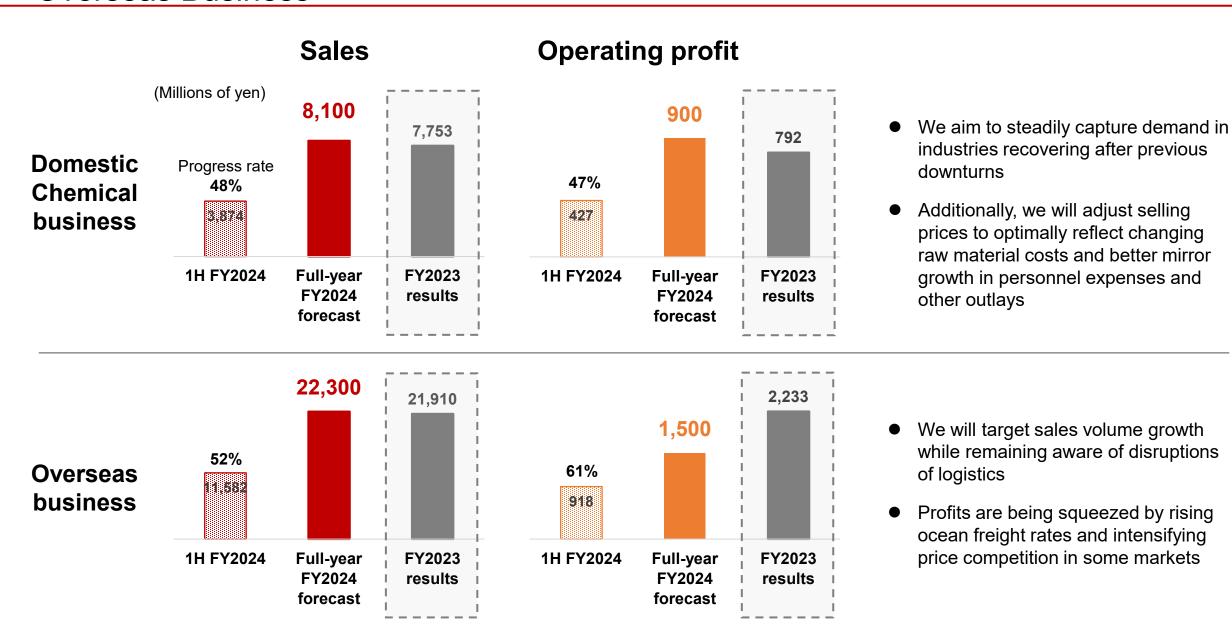
(launched in August 2024)

- · Concentrated soup base that is diluted with hot water, cold water or milk before consuming
- Does not clump as a liquid concentrated soup base, allowing free adjustment of quantity, concentration and temperature
- Made with our scallop extract, which holds the leading position in the Japanese market

## **Expanded usage of functional** food ingredient crocetin



- Crocetin is used in health foods and is increasingly being utilized for general processed foods as well
- Expansion in sleep-related markets is boosting the performance of crocetin
- While establishing a stable system for the supply of crocetin, we will also continue to develop functional ingredients with the potential to become future core products



## Overseas Business: Region-Specific Measures



#### China

- Stepping up sales of food-improving agents in preparation for the launch of a new plant in April 2025
- Expanding our reach in the bakery and frozen food markets

#### **North America**

- Focusing on agents for use in bakery products
- Targeting completed expansion of pork extract production facilities (delayed until summer 2026)

Technological support from Japan

#### **Europe**

- Aiming to maintain our market share despite a difficult environment characterized by disruptions impacting logistics and intensifying competition
- Exploring opportunities for expansion into surrounding areas

#### **Southeast Asia**

- Targeting sales expansion in Thailand and Vietnam
- Assessing methods for strengthening our production systems in response to sales volume growth

#### **South Korea, Taiwan**

 Proposing high-value-added solutions with balanced focus on the food and chemical fields

# Establishment of sales subsidiaries in Thailand and Vietnam (scheduled for January 2025)



Our subsidiary in Singapore covers the Southeast Asia, South Asia, and Oceania regions

Through three sales companies, we will aim to expand our presence in the Southeast Asian market

- Prompt and attentive customer service
- Well-ordered regulatory compliance

Improving solution proposal capabilities and facilitating business cycle acceleration

#### **Thailand**



- Mature market
- Market needs are becoming more diverse and sophisticated

#### **Vietnam**



- Growth market
- Market is expected to expand in line with economic growth



### The new plant building for Tianjin Rikevita Food is almost complete

#### New plant facility for food-improving agents



#### **Outline**

Area	Approximately 2,600 m <sup>2</sup>
Maximum capacity	15,600 tons per year (9,600 tons liquid; 6,000 tons powder)
Projected launch	April 2025



▲ Overhead shot of Tianjin Rikevita Food Co., Ltd.

#### **Existing food-improving agent plant facilities**

(Some equipment will be shut down upon completion of the new plant facility)

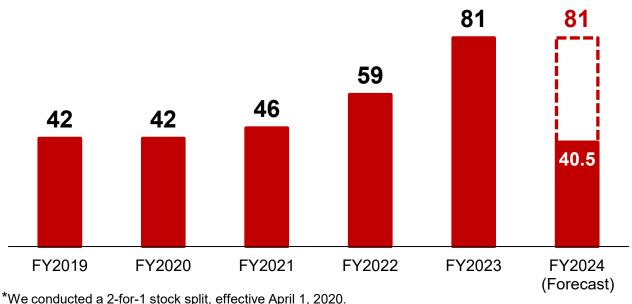
With the added support of existing plant facilities, we aim to roughly double\* current production capacity by 2028

\*19,000 tons per year



### We have made no changes to our interim or full-year dividend forecasts

#### Annual dividend per share (JPY)



We anticipate measurable gains on the sale of investment securities in 2H as we reduce our cross-shareholdings

	FY2	Progress	
	1H	Full-year forecast	rate
Profit attributable to owners of parent (JPYmn)	3,255	8,100	40.2%
Total dividends (JPYmn)	1,237	2,475	50.0%
Payout ratio	-	30.6%	-

#### <Dividend policy >

Our basic policy is to continue to pay stable dividends with <u>a consolidated dividend payout ratio of at least 30%</u> as we comprehensively consider our business environment, earnings, financial condition, shareholder return ratio, and internal reserves for strengthening the management base

<sup>\*</sup>We conducted a 2-for-1 stock split, effective April 1, 2020.

The annual dividend per share above is adjusted after the stock split.



### We identified eight new material issues



#### **Material Issues**

- Create value through research and development
- Provide safe and reliable products
- Contribute to health and a rich dietary life
- Address climate change
- Contribute to the transition to a circular economy
- Build a resilient supply chain
- Promote diversity and inclusion
- Provide a safe and healthy working environment

#### **Background**

2019: Identified the key themes (material issues) of our CSR activities

2024: Re-identified material issues as the priority management issues

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.



## **Supplementary Material**



# Cash flows from operating activities decreased JPY1.8bn YoY due primarily to a decline in profit attributable to owners of parent

(Millions of yen

	1H FY2023	1H FY2024	YoY change
Cashflow from operating activities	4,649	2,836	-1,813
Profit before income taxes	5,181	4,507	-673
Gain on sales of investment securities	-	-550	-550
Cashflow from investing activities	-729	-828	-99
Purchase of property, plant and equipment	-754	-2,166	-1,412
Proceeds from sales of investment securities	-	789	+789
Cashflow from financing activities	-2,673	-2,984	-310
Dividends paid	-1,188	-1,538	-349
Cash and cash equivalents at end of 1H	18,490	19,632	+1,142

1H FY2024

FCF: 2,007

(Millions of yen)

				(Willions of ye					
		1H FY2023	1H FY2024	YoY cl	nange				
		111112023	111112024	Amount	%				
Domestic Food business	Net sales	31,082	32,267	+1,184	+3.8%				
	Operating profit	3,575	3,506	-68	-1.9%				
	Operating profit margin	11.5%	10.9%	-0.6pt					
Household Food	Net sales	6,606	6,754	+148	+2.2%				
Commercial Food	Net sales	10,639	11,415	+775	+7.3%				
Processed Food Ingredients	Net sales	13,837	14,098	+260	+1.9%				
Domestic Chemical business	Net sales	3,771	3,874	+102	+2.7%				
	Operating profit	342	427	+85	+25.0%				
	Operating profit margin	9.1%	11.0%	+1.9pp					
Overseas business	Net sales	10,423	11,582	+1,158	+11.1%				
	Operating profit	984	918	-65	-6.6%				
	Operating profit margin	9.4%	7.9%	-1.5pp					

(Millions of yen)

					(Willions of yen)		
		FY2023	FY2024	YoY change			
		F 12023	F 1 2024	Amount	%		
Domestic Food business	Net sales	63,154	63,300	+145	+0.2%		
	Operating profit	6,961	6,650	-311	-4.5%		
	Operating profit margin	11.0%	10.5%	-0.5pp			
Household Food	Net sales	13,138	13,400	+261	+2.0%		
Commercial Food	Net sales	21,887	21,900	+12	+0.1%		
Processed Food Ingredients	Net sales	28,128	28,000	-128	-0.5%		
Domestic Chemical business	Net sales	7,753	8,100	+346	+4.5%		
	Operating profit	792	900	+107	+13.6%		
	Operating profit margin	10.2%	11.1%	+0.9pp			
Overseas business	Net sales	21,910	22,300	+389	+1.8%		
	Operating profit	2,233	1,500	-733	-32.8%		
	Operating profit margin	10.2%	6.7%	-3.5pp			

## **Consolidated Financial Results**

(Millions of yen)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 Forecast
Net sales	85,419	85,603	88,072	87,181	89,515	89,024	82,974	77,722	79,231	88,750	91,484	92,500
YoY change(%)	10.1%	0.2%	2.9%	-1.0%	2.7%	-0.5%	-6.8%	-6.3%	1.9%	12.0%	3.1%	1.1%
Operating profit	5,027	4,610	6,007	6,820	5,424	4,580	5,307	1,367	5,840	7,158	9,371	8,500
YoY change(%)	39.6%	-8.3%	30.3%	13.5%	-20.5%	-15.6%	15.9%	-74.2%	327.2%	22.6%	30.9%	-9.3%
Operating profit margin	5.9%	5.4%	6.8%	7.8%	6.1%	5.1%	6.4%	1.8%	7.4%	8.1%	10.2%	9.2%
Ordinary profit	5,294	4,645	5,321	6,248	4,587	4,388	5,045	1,652	6,182	7,723	10,296	9,000
Ordinary profit margin	6.2%	5.4%	6.0%	7.2%	5.1%	4.9%	6.1%	2.1%	7.8%	8.7%	11.3%	9.7%
Profit attributable to owners of parent	3,590	3,755	4,107	4,089	4,800	2,623	-8,933	-1,618	21,582	6,414	8,755	8,100
Net profit margin	4.2%	4.4%	4.7%	4.7%	5.4%	2.9%	_	_	27.2%	7.2%	9.6%	8.8%
Total assets	102,345	114,049	109,030	109,342	110,994	109,706	101,853	106,535	102,660	105,223	118,776	
Net assets	67,253	76,036	74,341	53,611	58,919	59,229	46,789	46,674	66,539	71,371	76,643	
Shareholder equity ratio	65%	66%	68%	49%	53%	54%	46%	43%	65%	68%	65%	
Cashflow from operating activities	6,908	5,941	8,377	8,126	5,753	6,689	5,850	7,660	6,823	7,835	10,451	
Cashflow from investing activities	-3,578	-5,690	-6,389	-3,080	-1,617	-3,388	-4,282	-2,322	-3,661	-2,034	-554	
Cashflow from financing activities	-861	-1,222	-3,140	-1,881	-5,869	-2,490	-3,051	-180	-7,565	-4,578	-7,084	
ROE	5.7%	5.3%	5.5%	6.4%	8.6%	4.5%	-17.0%	-3.5%	38.3%	9.3%	11.8%	10.4%

			FY2023(cı	ımulative)		FY2024(cumulative)			
	(Millions of yen)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	Domestic Food business	15,626	31,082	48,129	63,154	16,441	32,267		
	Household Food	3,403	6,606	10,058	13,138	3,397	6,754		
	Commercial Food	5,397	10,639	16,532	21,887	5,946	11,415		
	Processed Food Ingredients	6,825	13,837	21,538	28,128	7,097	14,098		
	Domestic Chemical business	1,879	3,771	5,857	7,753	1,913	3,874		
	Overseas business	5,052	10,423	16,081	21,910	5,548	11,582		
	Adjustments(intersegment eliminations)	-368	-664	-1,010	-1,334	-277	-574		
	Consolidated total	22,189	44,613	69,058	91,484	23,626	47,149		
Operating	Domestic Food business	1,968	3,575	5,823	6,961	1,910	3,506		
profit	Domestic Chemical business	188	342	557	792	222	427		
	Overseas business	479	984	1,723	2,233	388	918		
	Adjustments(intersegment eliminations)	-160	-305	-443	-616	0	-226		
	Consolidated total	2,476	4,596	7,660	9,371	2,522	4,626		
Ordinary Pr	Ordinary Profit		5,220	8,396	10,296	2,927	4,786		
Profit attributable to owners of parent		2,068	3,667	6,080	8,755	2,370	3,255		

FY2024
Forecast
63,300
13,400
21,900
28,000
8,100
22,300
-1,200
92,500
6,650
900
1,500
-550
8,500
9,000
8,100
 ,

			FY2	023		FY2024			
	(Millions of yen)	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		
	Household Food	3,403	3,202	3,452	3,079	3,397	3,356		
	Commercial Food	5,397	5,242	5,892	5,355	5,946	5,468		
	Processed Food Ingredients	6,825	7,012	7,701	6,589	7,097	7,001		
	Domestic Chemical business	1,879	1,892	2,086	1,895	1,913	1,960		
	Overseas business	5,052	5,370	5,657	5,829	5,548	6,033		
	Adjustments(intersegment eliminations)	-368	-295	-345	-324	-277	-296		
	Consolidated total	22,189	22,424	24,445	22,425	23,626	23,523		
Operating	Domestic Food business	1,968	1,607	2,248	1,138	1,910	1,596		
profit	Domestic Chemical business	188	153	215	235	222	205		
	Overseas business	479	504	739	509	388	530		
	Adjustments(intersegment eliminations)	-160	-145	-137	-173	0	-227		
	Consolidated total	2,476	2,119	3,064	1,710	2,522	2,104		
Ordinary Profit		2,998	2,222	3,175	1,900	2,927	1,859		
Profit attributable to owners of parent		2,068	1,598	2,413	2,675	2,370	884		