



RIKEN VITAMIN CO.,LTD.

Integrated Report 2025



Contents and Editorial Policy

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► Editorial Policy

This integrated report is a tool for communicating with our shareholders, investors, and other stakeholders. We produced this report based on the following editorial policy in order to provide a deeper understanding of the Riken Vitamin Group.

- Disclose financial and non-financial information in an easily understood format so that readers can evaluate the Riken Vitamin Group's corporate value from short-, medium-, and long-term perspectives

● Disclose the Group's current condition and challenges as openly as possible

Another objective in issuing this report was to apply a production process that encourages holistic thinking and stimulates discussion of management strategies and the creation of a new corporate culture. We produced this report with reference to the IFRS Foundation's "International Integrated Reporting Framework" and the Ministry of Economy, Trade and Industry's "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation."

► Scope of This Report

Riken Vitamin Co., Ltd. and Group companies

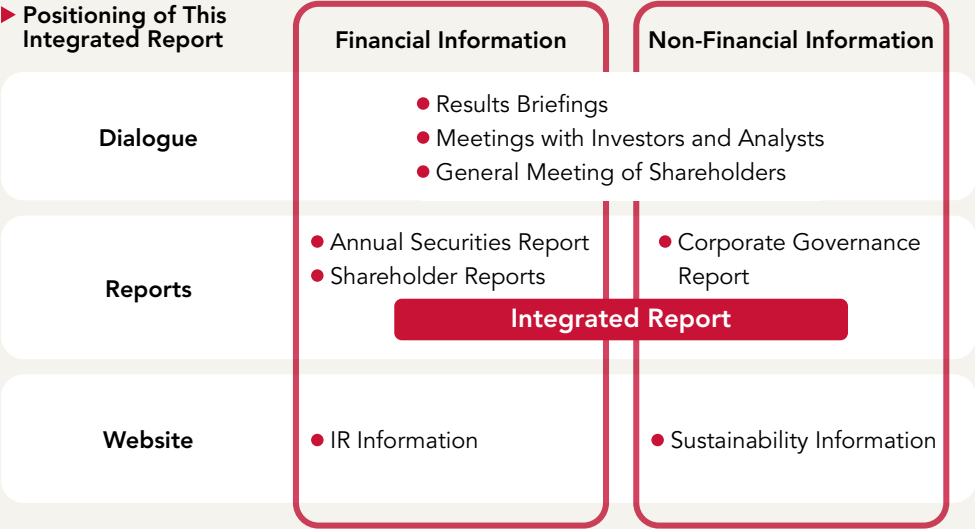
► Reporting Period

This report primarily covers FY2024 (April 1, 2024 to March 31, 2025), and includes information up to the date of publication to the extent possible.

► Cautionary Statement Regarding Forward-looking Statements

Business forecasts and other forward-looking statements in this report are predictions based on information available at the time of publication. Such statements are subject to potential risks, uncertainties and other factors that could cause actual results to differ materially from those described in this report. We caution readers that forward-looking statements are not guarantees of future performance.

► Positioning of This Integrated Report



Philosophy Framework



➤ Corporate Philosophy

Contribute to people's health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society

➤ Management Philosophy

1. Provide health and a rich dietary life to society through foods
2. Fulfill corporate social responsibility by engaging in business activities while adhering to compliance
3. Evolve as a company full of flexibility and creativity
4. Direct the focus and scope of business activities overseas to ensure Riken Vitamin's global presence
5. Create a respectful, appealing workplace for employees

➤ Medium- to Long-Term Vision

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

A History of Value Creation

Expanding Businesses Based on Vitamin A Extraction, Refining, and Concentration Technologies to Meet the Needs and Challenges of the Times

The Riken Vitamin Group has its roots in RIKEN (the Institute of Physical and Chemical Research), which was founded in 1917. Our first business was the extraction of natural vitamin A from the internal organs of fish, and this is also the origin of the company name. Subsequently, the advent of synthetic vitamin A led us to diversify. We expanded our business portfolio by deploying core technologies to create products and by developing applications aligned with contemporary needs. Today, we contribute to people's lives through a broad range of businesses.

► Riken Vitamin's Roots

DNA with roots in RIKEN

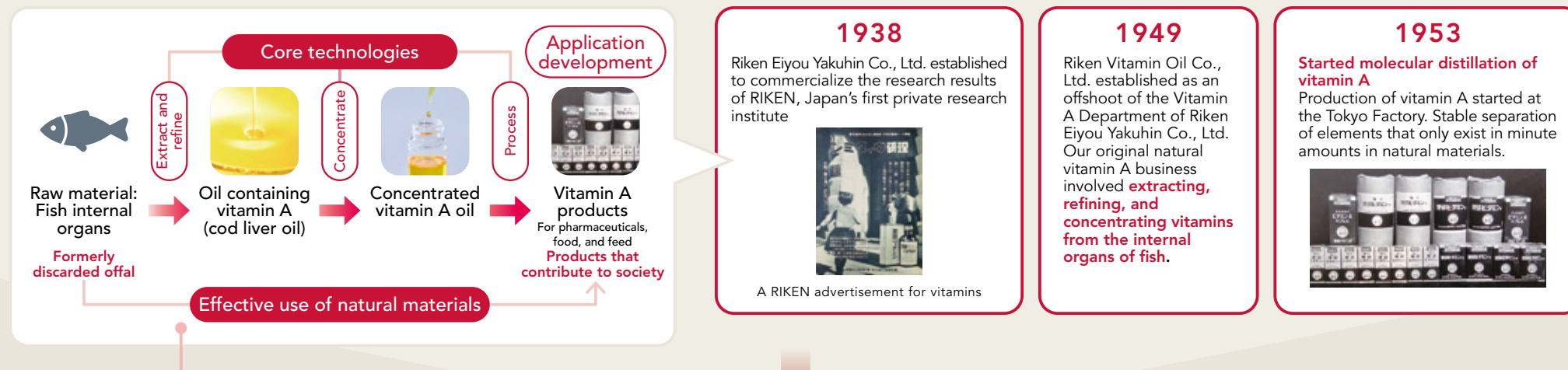
Free and open-minded corporate culture

Consumer-centric research and development activities

A Corporate Philosophy developed through business growth

Contribute to people's health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society

► Core Technologies and Application Development Cultivated in the Vitamin A Business from Founding to the 1950s



Core technologies acquired in natural vitamin A production

Extraction, refining, and concentration technologies

Molecular distillation technology

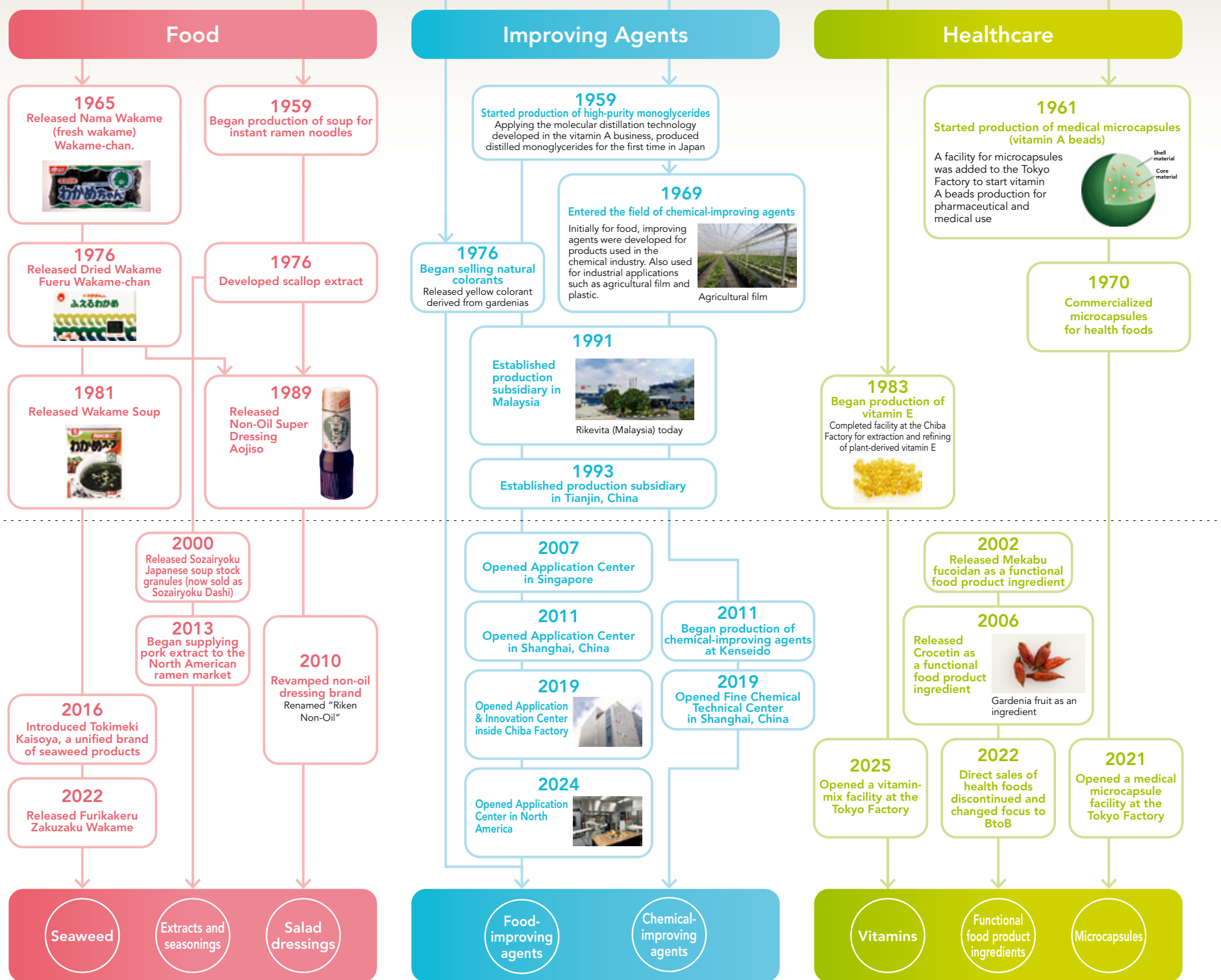
Core technologies refined through the process of application development

Processing technology

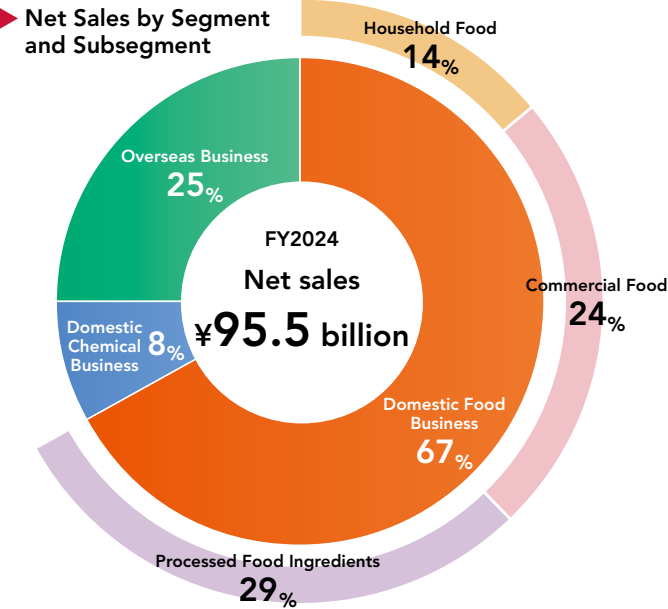
Formulation technology

Procurement of fish internal organs as a raw material for producing vitamin A led to the creation of a marine resource supply route

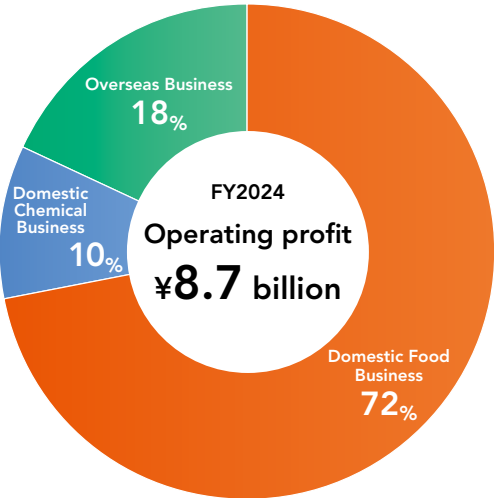
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Riken Vitamin at a Glance



► Operating Profit by Segment



Note: Share of net sales and operating profit before segment adjustments

► Business Fields and Primary Product Lines

Food

- Seaweed
- Extracts and seasonings
- Salad dressings

Non-oil dressings

Instant wakame soup

Scallop extract

Japanese dried wakame for household use

No.1 share

No.1 share

No.1 share

No.1 share

Improving Agents

- Food-improving agents
 - Emulsifiers
 - Vitamins (antioxidants)
 - Colorants
- Chemical-improving agents

Food emulsifiers

Yellow colorant derived from gardenias

No.1 share

No.1 share

Healthcare

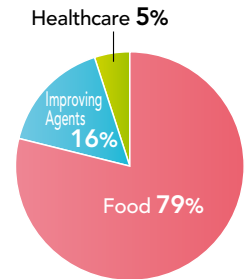
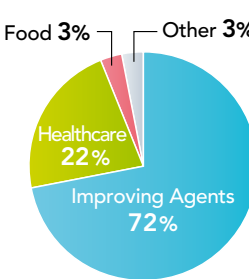
- Vitamins (nutritional enrichment)
- Functional food product ingredients
- Microcapsules

Vitamin E

Share of over 40%

Note: Share in the Japanese market based on Riken Vitamin data

Riken Vitamin at a Glance

		B to C		B to B		
		Domestic Food Business		Domestic Chemical Business	Overseas Business	
Primary Products	Household Food		Commercial Food	Processed Food Ingredients		
	● Riken Non-Oil (salad dressings) ● Furu Wakame-chan (dried wakame seaweed) ● Wakame Soup ● Sozairyoku Dashi 	● Extracts and seasonings ● Seaweed ● Salad dressings ● Food-improving agents ● Vitamins 	● Food-improving agents ● Vitamins ● Functional food product ingredients ● Microcapsules 	● Chemical-improving agents ● Feed additives 	● Food-improving agents ● Chemical-improving agents ● Extracts and seasonings 	
Net Sales by Business Field*						
Primary Retailers	● Supermarkets ● Drugstores		● Lunch programs for company cafeterias ● School lunch programs ● Restaurant industry ● Convenience stores ● Processed food manufacturers	● Processed food manufacturers ● Health food manufacturers ● Pharmaceutical manufacturers	● Chemical manufacturers	● Overseas processed food manufacturers ● Overseas chemical manufacturers ● Overseas restaurant industry

* Vitamins are included in Healthcare sales, regardless of application.

Message from the President



We aim to enhance corporate value by embracing change and challenges, and by continuously creating specialty products and services.

A handwritten signature in black ink, reading "T. Mochizuki".

Tsutomu Mochizuki

President & Representative Director

Message from the President

My Mission as President

When I was appointed president in June 2025, I brought considerable overseas experience, including in sales, managing subsidiaries, and overseeing production facilities. During my time as director, I approached management with both a global perspective and a front-line perspective. I believe I was chosen to succeed President Kazuhiko Yamaki because my experience is seen as essential for the Group to add momentum to its overseas expansion, which is our growth driver.

Mr. Yamaki, who served as president from 2016, successfully oversaw the steady establishment of a foundation on which the Company can pursue medium- to long-term growth. Despite many challenges, he achieved all the targets of the previous medium-term management plan and worked diligently to strengthen the governance structure. Having reached those milestones, the time was right to transition to a different structure for a new growth phase, and I was selected to succeed Mr. Yamaki, who will continue to provide strong support in his new capacity as chairman, particularly in supporting operations in Japan.



Looking to the future, overseas growth will be a vital aspect of the Group's overall growth. Our overall strategy is to use the business foundation established by our Japanese operations as the bedrock on which to build overseas operations. Key to this will be our ability to harness the experience and expertise amassed in carrying out our operations in Japan. For example, in the food business, we will take the insights gained in meeting a broad range of needs in Japan and apply these to overseas markets, thereby helping enrich dietary life in each region. Indeed, we are already pursuing personnel exchanges and knowledge sharing between Japanese and overseas operations, particularly with regards to development. However, there is still somewhat of an organizational gap between Japanese and overseas back-office operations—an issue that particularly concerned Mr. Yamaki these past two or three years. We are convinced that achieving substantial overseas growth requires a proactive re-focusing of the Group's business resources on growing overseas operations. For my own part, I have worked to forge stronger relationships with departments such as production, marketing, development, and administration, as well as to engage all departments in efforts to expand the Group's business. I now look forward to harnessing this experience to drive growth in our overseas operations.

Riken Vitamin's Corporate Culture and Strengths

As Mr. Yamaki stated in last year's integrated report, our Group culture has its roots in RIKEN and its founding mission of contributing to the development of Japanese industry. As such, our culture is characterized by a certain wildness of spirit—a desire to take on challenges and a determined open-mindedness. Indeed, this culture has been a constant part of my own experience.

When I joined Riken Vitamin in 1985, I soon had the chance to gain experience in the Company's overseas operations. I took on each task in front of me one by one, and after just a few months I was able to fulfill my wish to work in sales. I subsequently volunteered and was accepted to work on various projects including the establishment a factory in Malaysia and a sales facility in Singapore. Thus, I was able to build experience within a corporate culture that respects a desire to take on challenges and provides opportunities to do so.

The Group has always embraced change, taking on challenges and pursuing transformation and growth through constant evolution. The Group's openness to unique ideas has fostered excitement for work among more and more people, and has generated tremendous energy. In this way, the Group's culture is an essential element in its future because we cannot hope to create hit products and high-value-added brands if we do not continue to embrace this culture that encourages us to seek out new challenges. And yet, in recent years I have increasingly noticed a tendency toward caution. As president, I am determined to revitalize our organization by reaffirming the wildness of spirit we have embraced in the past—i.e., that is a desire to take on challenges and a determined open-mindedness. I believe that we need a two-pronged approach: On the one hand, thorough self-process completion, in which each person takes on the responsibility of seeing their own work to the end; and on the other, constructive boundary-crossing, where we cross into other departmental areas without losing our focus on overall optimization. I am also a big believer in the power of a smile at work. Wearing a smile as you work naturally fosters trust with those around you and leads to a positive workplace.

Message from the President

But our greatest strengths and the source of our competitiveness are our ability to develop competitive technologies based on a corporate culture that values a certain wildness, and the close ties and trust we have developed with our customers over many years in Japan and overseas. An unwaveringly honest and sincere approach to work invariably helps build long-lasting trust, which I believe will further increase corporate value. I believe that sharing these values and getting all employees to buy in will lead to a stronger organization.

Medium-Term Management Plan 2027 and Our Vision for FY2034

April 2025 marked the start of Medium-Term Management Plan 2027, which builds upon the achievements and lessons learned from the previous plan. Put simply, the previous medium-term management plan period devoted significant time and management resources to responding to changes in the external environment. That allocation of substantial resources was a necessary factor in our response, but we also made steady progress on important initiatives that laid the groundwork for Medium-Term Management Plan 2027. Moreover, the achievement of all performance targets set out in the plan gave us a sense of accomplishment. That being said, we have reached a point where further growth will require aggressive investment both in Japan and overseas. While the four basic policies set out under the previous plan yielded certain results, some challenges remain that must be addressed within the framework of Medium-Term Management Plan 2027. Regarding strengthening our management foundation, we promoted governance-related issues such as reducing cross-shareholdings and increasing the number of female directors. We recognize the need for ongoing efforts if we are to further enhance



market valuation, including stock price and PBR. Regarding swifter expansion in Asia and North America, we further promoted overall efforts toward global expansion, including through investment in a new factory in Tianjin, China. However, some challenges remain, such as strengthening our production framework for specialty products overseas. Regarding expansion of our presence in the Japanese market and entering new domains, we implemented bold price increases and streamlined our portfolio amid rising costs, and successfully released hit products for the household market. However, as consumers become increasingly cautious, the pace of business expansion has slowed somewhat, which is a cause for concern. In promoting sustainable management, we implemented a variety of important measures, but issues still remain, including our failure to meet the target for percentage of female managers. As we embark on Medium-Term Management

Plan 2027, we are determined to tackle these remaining challenges as we build off the previous plan.

With the launch of Medium-Term Management Plan 2027, we have revised the final year targets of our medium- to long-term vision from FY2030 to FY2034 and set new quantitative targets. In addition, expanding overseas operations is now a major medium- to long-term theme, and we aim to increase overseas sales by 10 percentage points to 35% of total net sales within 10 years. This would represent roughly double the overseas sales level of FY2024. As part of our effort to make our medium- to long-term vision a reality, we are focusing on two main themes under Medium-Term Management Plan 2027: strengthening systems to generate sustainable profit in Japan and building a new framework for further growth overseas.

Our basic policy remains unchanged. We have identified three core businesses—food, improving

Message from the President

agents, and healthcare—and will pursue growth in both BtoB and BtoC markets with the goal of making people's lives better. Each business in the Group serves a wide range of industries and implements a variety of initiatives. Rather than operating with a silo mindset, those various businesses will work together and harness our collective strengths to create value-added products and services. I believe that collaboration holds the potential for the Group to find unique competitive advantages. To give an example, we need look no further than Patto Jutto, a household food product. Patto Jutto is the result of just such collaboration. It was developed through a combination of trying to forge a new market slightly removed from existing ones and combining our expertise in seasoning for household foods with knowledge we have gained



in our food-improving agent business. This approach to development is unique to us, and enables us to carve out our own position by creating and expanding new markets. I believe that creating value unique to the Group helps increase corporate value.

Moreover, high-value-added business activities like these are underpinned by our human resources. In January 2025, we established a Human Capital Policy based on the ideas of “respecting and enhancing individuality,” and “thinking and acting proactively.” I believe that, under this policy, we can achieve sustainable growth when each employee leverages their own specialties and the entire Group continues to evolve as a “thinking organization.”

Enhancing Dialogue to Gain a More Favorable Assessment of Corporate Value

In addition to quantitative targets, we have established a medium- to long-term vision and initiatives to be pursued during Medium-Term Management Plan 2027. We are proactively communicating this information to our stakeholders, including shareholders and investors. Boosting shareholder returns has led to an increase in our share price since the announcement of Medium-Term Management Plan 2027. However, we have yet to fully communicate a compelling growth narrative for the future. The processed food industry tends to be seen as mature with limited growth potential. Nonetheless, we are pursuing unique initiatives in Japan and overseas, and will work to enhance communication regarding our growth potential. Through dialogue, we aim to deepen investor understanding on key points such as how we demonstrate the growth potential of our core business and how we achieve a style of management

that is conscious of the cost of capital. As part of these efforts, in April 2025 we made the IR & PR Department independent from the Corporate Planning Department in order to better communicate corporate value and improve the quality of dialogue. For my own part, it is crucial that I create more opportunities for direct dialogue with investors.

As president, I place the highest priority on learning from those on our front lines and hearing what people have to say. Naturally, this depends on our ability to create environments where psychological safety is guaranteed and everyone feels they can speak freely. It is vital that our organization encourages the frank exchange of opinions and ideas, regardless of position or rank. This philosophy has always been close to my heart, dating back to my long years working on the front lines of our overseas businesses. Even now, I am convinced of the importance of embracing challenges without fear of change within a free and open-minded organization. In this era of rapid change when various risks are emerging, I believe that the most effective risk mitigation strategy is constant evolution through change and the ongoing pursuit of new challenges. We aim to enhance our corporate value by developing highly competitive businesses and consistently creating new value. I look forward to your unwavering support in our quest for growth.

Value Creation Process

Supporting a Sustainable Society with Specialty Products and Services

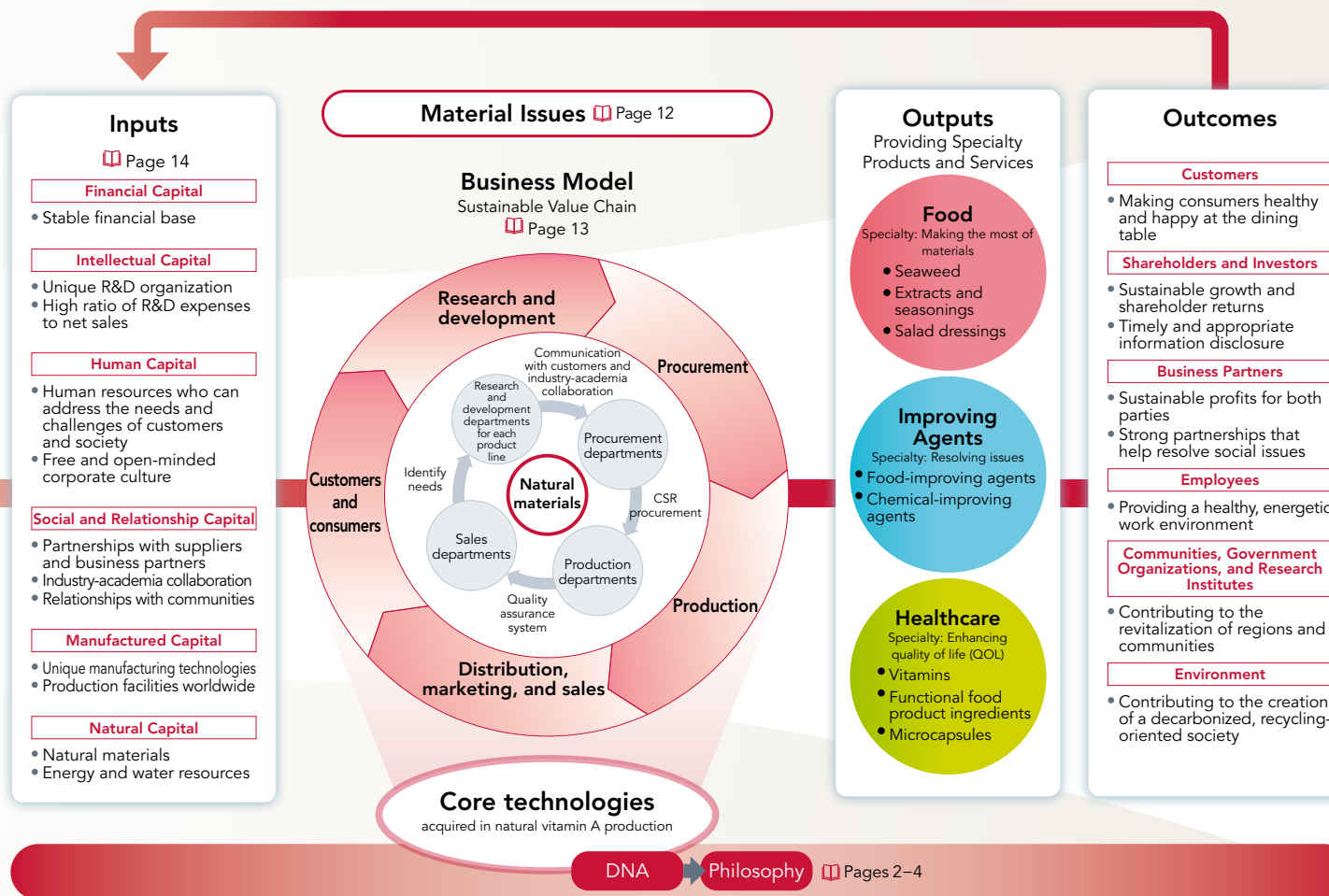
External Environment

Global

- Demographic changes
- Climate change
- Geopolitical risks

Japan

- Labor and workforce shortages
- More diverse dietary preferences
- Growing awareness of safety, reliability, and health



Material Issues

We reviewed our material issues in 2024. We identified eight material issues that we consider priority management issues, and the Management Meeting and the Board of Directors have approved them.

Our objective is to increase corporate value while creating environmental and social value through initiatives related to our material issues.

Process for Identifying Material Issues

Step 1 Identify and summarize social issues we need to address

- Drew on the SDGs and other inspirations to identify social issues and trends
- Clarified the relationship between business and social issues and trends

Step 2 Submit outcomes to senior management for discussion and create draft

- Drew on interviews and discussions with senior management to identify business opportunities and risks for each social issue and trend
- Created draft

Step 3 Evaluation by external experts

- Obtained third-party opinions on the draft by interviewing two external experts

Hidemi Tomita
Managing Director, LRQA Sustainability Co., Ltd.
Mika Takaoka
Professor, College of Business, Rikkyo University

Step 4 Approval by the Board of Directors

- Finalized the draft
- Presented the draft to the Board of Directors

Contributing to the Global Environment



Contribute to the transition to a circular economy

We promote the transition to a circular economy with products and technologies that help reduce food loss and environmental impact.



12.2 / 12.3

Address climate change

We help to mitigate climate change by providing products that reduce greenhouse gas emissions and promote decarbonization. We also promote the development of technologies for adapting to climate change.



13.1 / 13.3 14.2

Create value through research and development

As a research and development-oriented company, we focus on the development of new technologies, new applications, and new products that support a sustainable society.



9.4 / 9.5

Provide safe and reliable products

We provide safe, high-quality products and appropriate information that reassures customers.



12.8

Technology-Based Value Creation



Contribute to health and a rich dietary life

We contribute to health and a rich dietary life for all people by providing specialty products and services.



2.2

Riken Vitamin's Material Issues

Build a resilient supply chain

Together with our stakeholders, we aim to build a resilient supply chain with careful consideration of human rights, the environment, and biodiversity.



8.7 12.2

Provide a safe and healthy working environment

As a company that contributes to health and nutrition, we provide a safe and healthy environment in which employees can work with confidence and motivation.



3.4 8.8

Promote diversity and inclusion

We aim to be a company that can generate sustainable growth by respecting diversity and employing and developing the capabilities of all individuals.



5.1 / 5.4 / 5.5 8.5 10.3

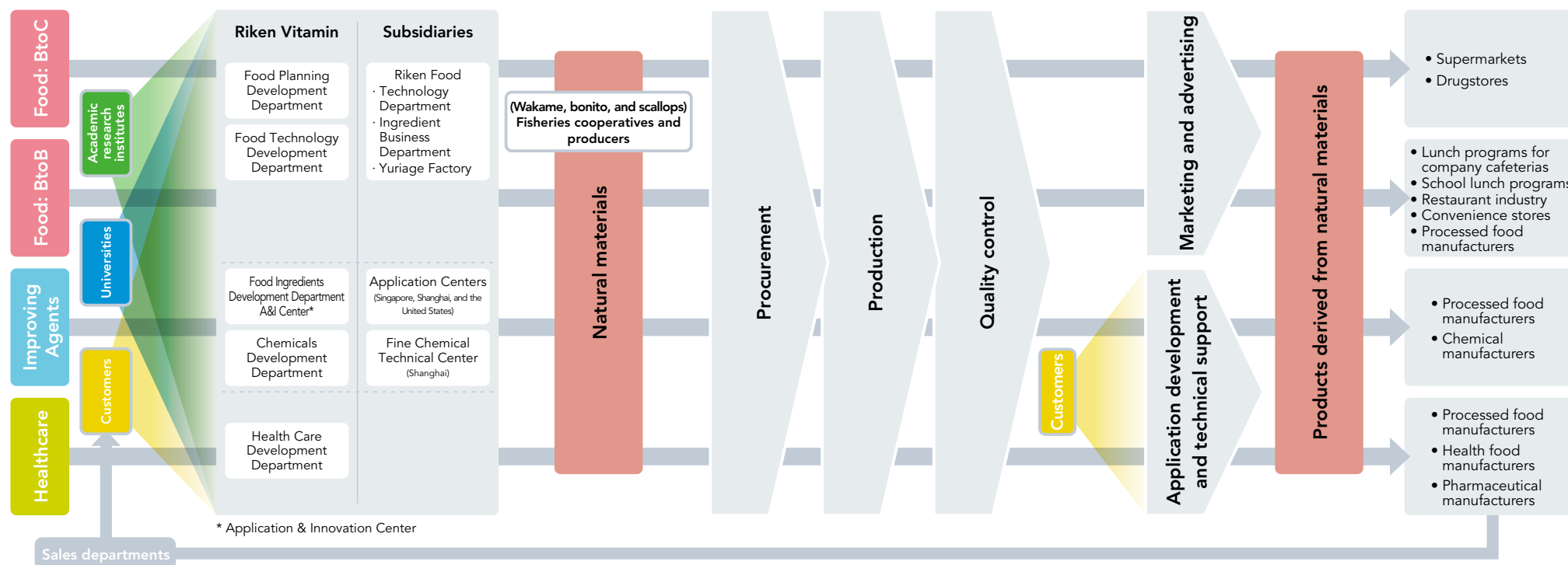
Well-Being for People and Society



Value Chain

Creating Added Value with Technologies That Make Effective Use of Natural Materials

	Research and development	Procurement	Production	Distribution, marketing, and sales	Customers and consumers
Overview	 With roots in RIKEN (the Institute of Physical and Chemical Research), we focus on research and development based on our Corporate Philosophy of "contributing to people's health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society."	 We have a procurement network for natural materials, including marine resources. Our procurement network, coupled with in-depth knowledge of natural materials, enables us to operate in a wide range of businesses.	 Our core technologies that originate in our initial vitamin A business involve extraction, refining, and concentration. Our molecular distillation technology, which is a concentration technology, has contributed significantly to the diversification of our business portfolio.	 In the improving agents business, we communicate with a wide range of customers to gain an understanding of their issues and needs, and then provide proposal-based sales and customized product development.	 Our products are widely used in three markets: food, improving agents, and healthcare. As a result, we have an extensive customer base and are able to make a variety of proposals to our customers.
Strengths	Research and development strengths	Supply chain for natural materials	Technologies that make effective use of natural materials	Ability to provide solutions	Broad customer base Household food brands



Enhancing Our Value Chain

Main types of capital for each activity and initiatives to further enhance them

	Research and development	Procurement	Production	Distribution, marketing, and sales	Customers and consumers
Strengths	Research and development strengths - Unique R&D organization - High ratio of R&D expenses to net sales	Supply chain for natural materials - An improving agent production base in Malaysia that provides procurement advantages - Strong ties with fisheries cooperatives and fishermen	Technologies that make effective use of natural materials - Businesses based on core technologies that make effective use of natural materials - Statistical analytics by the Food Analysis & Research Group	Ability to provide solutions - Accurate identification of customer issues based on relationships of trust - Effective solutions based on extensive R&D	Broad customer base Household food brands Diverse value propositions by leveraging knowledge gained from our customer base and a wide range of business operations
Capital Relevant to Our Strengths	Financial Capital	Financial Capital	Financial Capital	Financial Capital	
	Intellectual Capital	Intellectual Capital	Intellectual Capital	Intellectual Capital	Intellectual Capital
	Human Capital			Human Capital	
	Social and Relationship Capital	Social and Relationship Capital	Social and Relationship Capital	Social and Relationship Capital	Social and Relationship Capital
			Manufactured Capital		Manufactured Capital
		Natural Capital	Natural Capital		
Material Issues Relevant to Our Strengths	Create value through research and development Provide safe and reliable products Contribute to health and a rich dietary life	Contribute to the transition to a circular economy Address climate change		Provide safe and reliable products Contribute to health and a rich dietary life	
	Build a resilient supply chain / Promote diversity and inclusion / Provide a safe and healthy working environment				
Initiatives to Enhance Our Value Chain	Unique R&D organization - Accumulate knowledge in R&D departments for each product line - Share knowledge within the Group through research presentations - Ensure collaboration among the A&I Center and overseas application centers High ratio of R&D expenses to net sales - Ratio of R&D expenses to net sales: 3.8% Tokyo Stock Exchange, Prime Market (Food Sector) Average for 66 companies excluding Riken Vitamin: Approximately 1.0% Note: Data for FY2024	Initiatives for stable procurement - Support large-scale wakame aquaculture in cooperation with a fishing company and fisheries cooperative - Stable procurement of seaweed by supplying seedlings - Strengthen cooperation with suppliers Enhance internal organization - Collaboration with procurement departments during development	Raise production capacity at overseas factories - China: Construction of new food-improving agent factory (Started operation in May 2025) - United States: Expansion of pork extract manufacturing facilities (Scheduled to start operation in summer 2026) Reorganize factories in Japan - Tokyo Factory: Construction of vitamin-mix facility (Scheduled to start operation in December 2025) Note: Entire project scheduled for completion in FY2027	Provide a wide array of solutions - Enhance ability to make proposals Develop sales personnel with broad product knowledge through interdepartmental personnel transfers - Expand range of proposals Two approaches for proposals: Reduction of loss during production and reduction of final product disposal Enhance ability to make proposals outside Japan - Opened Riken Vitamin USA Application Center (June 2024) - Ended production of commodity chemical products in China Concentrating resources on providing high- value-added products	

Enhancing Our Value Chain 1: Research and Development

Promoting Industry-Academia Collaboration for Medium- to Long-Term Basic Research

Research and development

Procurement

Production

Distribution, marketing, and sales

Customers and consumers

Strength Unique R&D System with High Ratio of R&D Expenses to Net Sales

Elucidating the Mechanism of Action of Improving Agents Using NanoTerasu, a Next-Generation Synchrotron Radiation Facility

NanoTerasu is one of the world's leading synchrotron radiation facilities. It is located on Tohoku University's Aobayama New Campus, and has been operational since April 2024. The facility uses X-rays with high directionality and brightness exceeding one billion times that of sunlight, enabling observation of the fine internal structures of materials, their elemental composition, and the chemical states of elements—such as valence and bonding—at micro- to nano-scale resolution.

Riken Vitamin is a member of a coalition of parties with priority access to NanoTerasu. Through a joint research agreement with Tohoku University, we utilize NanoTerasu to analyze the effects of improving agents on food and chemical products. By elucidating the mechanisms of action of improving agents, we aim to develop new technologies and products, and expand the applications of existing ones.

► Examples of Research Performed at NanoTerasu

As an example of our research projects, we are conducting synchrotron radiation measurements to elucidate the mechanism of action of emulsifiers in the bread-making process. Emulsifiers are used worldwide as improving agents in bread-making. Although they have been studied using various approaches, their mechanism of action remains insufficiently understood. Our approach is to use X-ray scattering (SAXS/WAXS, XPCS) and X-ray absorption/emission spectroscopy (XAS/XES) on bread and wheat flour gels to analyze the internal structural changes caused by adding emulsifiers. Due to the limited number of prior studies involving synchrotron radiation measurements on bread, we must advance our research through trial and error. Nevertheless, we expect to obtain unique data not accessible through conventional methods.



Entrance to NanoTerasu



An experiment underway



Inside NanoTerasu



Experimental equipment

Joint Research Projects at NanoTerasu



Takanori Abe
Food Ingredients
Development Department

Food typically contains moisture and has a heterogeneous structure. In fact, these characteristics play a crucial role in the overall sensory experience, including taste, texture, and appearance. On the other hand, moisture content and heterogeneity make precise measurement difficult. At NanoTerasu, we are working on new measurement techniques, but food measurement is anything but straightforward, and the challenges are endless. However, the process of solving these challenges through in-depth discussions with our joint research partners is proving to be a valuable opportunity to deepen our understanding of food.

At the same time, this research has given us valuable opportunities to work with engineers from our chemical division, which we feel is contributing to stronger collaboration across divisions.

I love working on research like this, and look forward to making many exciting discoveries.

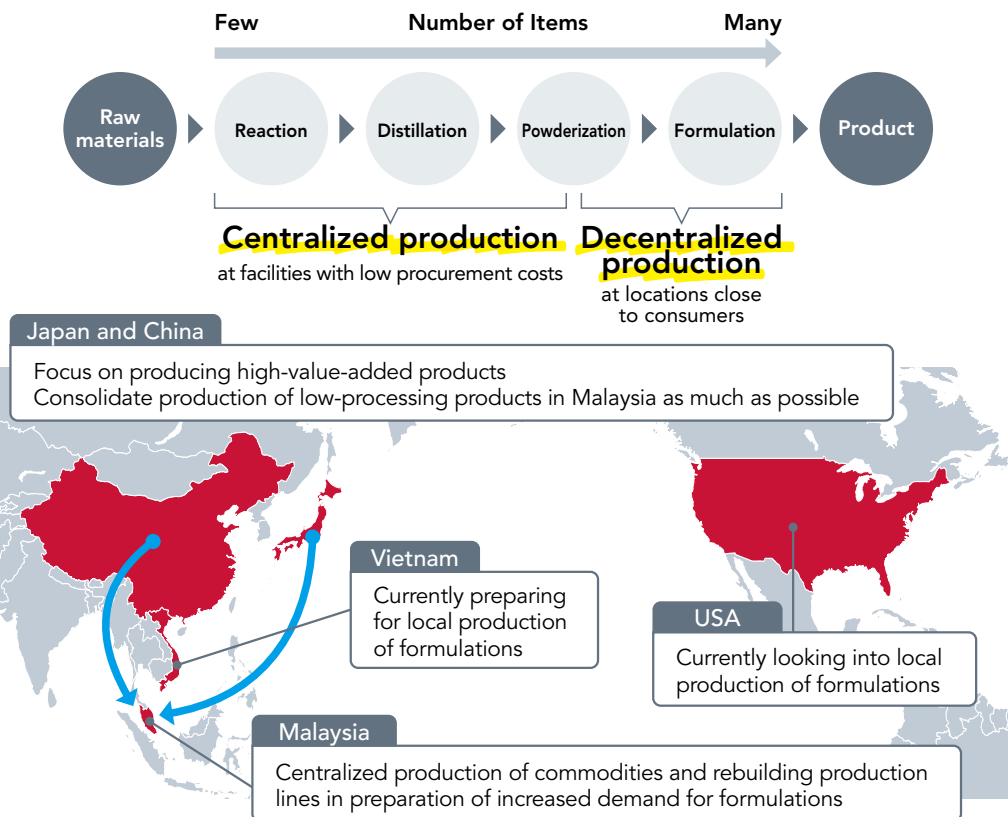
Enhancing Our Value Chain 2: Production System

Leveraging Local Characteristics to Optimize the Production System



Restructuring Our Improving Agent Production Systems

In addition to clarifying the roles of our existing improving agent production facilities (in Japan, Malaysia, and China), we are also planning to start local production of formulations in Southeast Asia and North America, where demand for highly processed formulations is strong. Our aim is to build a production system that is both sustainable and cost-effective, while also maintaining the ability to respond flexibly to customer needs. We will do so through the strategic use of centralized and decentralized production based on processing levels and number of items.



Upgrading Production Systems



Takeo Yotsuzuka
Managing Executive
Officer

Historically, we have tended to view domestic and overseas business as being separate. If we are to achieve sustainable growth, however, it is vital that we optimize Group operations by leveraging the local characteristics of each production facility. That is why we have embarked on a fundamental restructuring of our improving agent production system.

For instance, we will enhance competitiveness by concentrating the production of low-processing commodity products in regions with low procurement costs. Conversely, specialty products requiring a lot of processing and small-lot, multi-variety production will be decentralized and performed at facilities closer to customers to enable a more flexible response to their needs. Having defined each facility's role, we can then assign products to appropriate facilities and make investments conducive to those roles.

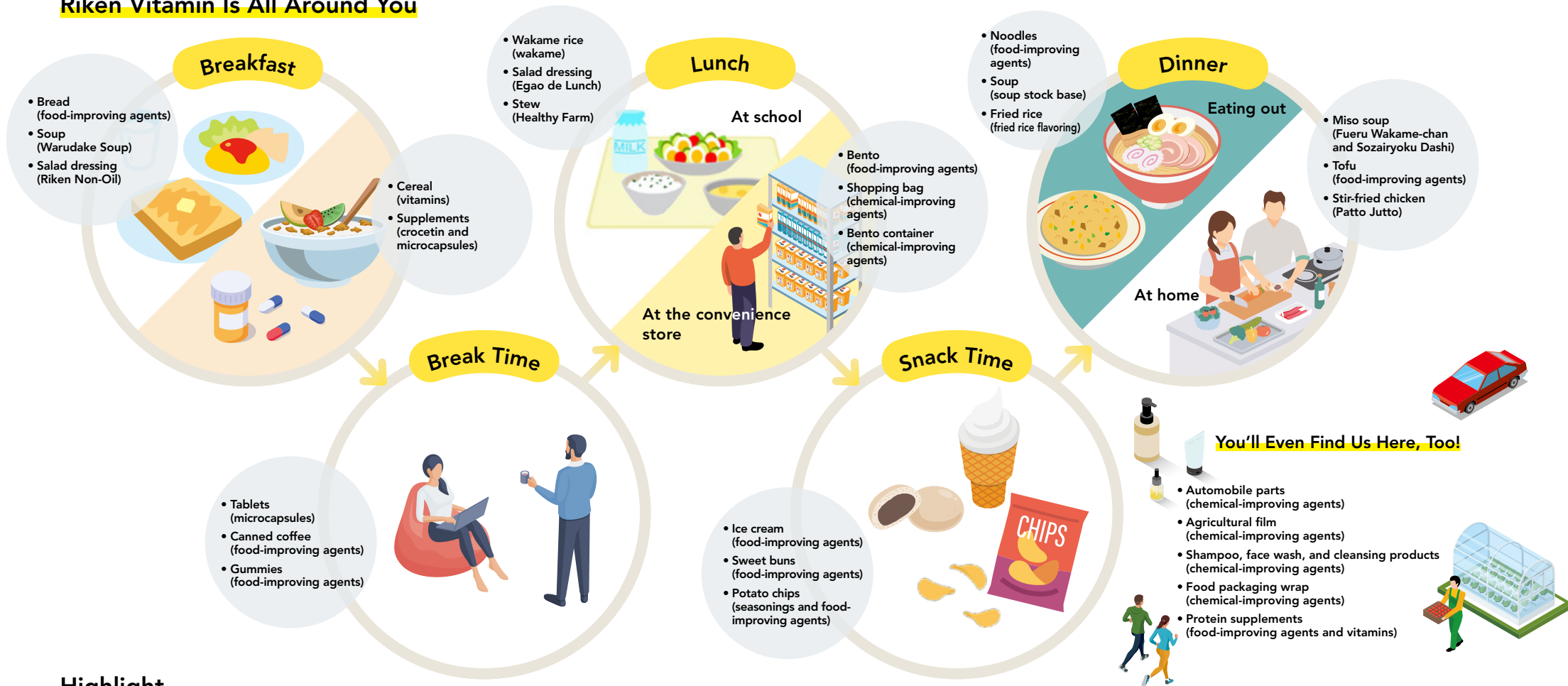
For example, while Rikevita (Malaysia) will handle the centralized production of commodity products, we will also need to boost production of specialty products for the Southeast Asian market. To that end, Medium-Term Management Plan 2027 provides for investment of approximately ¥5 billion for upgrading the formulation plant. Our aim is not merely to expand capacity, but to introduce new equipment that can save on labor and promote the evolution and advancement of our production technologies.

Projects like this require talent with a long-term, global perspective. Accordingly, we plan to increase the number of employees with overseas experience and pursue borderless operations to cultivate talent capable of managing a global supply chain.

Feature 1: Expanding Riken Vitamin's Value Creation

Diverse Value Propositions Based on a Broad Range of Businesses and Proven Ability to Provide Solutions

Riken Vitamin Is All Around You



Highlight

Quicker and tastier

Patto Jutto Series

Pre-seasoned frozen meal kits that let you freeze meat and cook it without thawing. The ideal time and cost saver for today's busy dual-income households.



Making everyday life more convenient

Compatibilizing Agents

Improving agents that compatibilize (i.e., make a uniform blend of) fillers like wood flour with plastics. These agents are used in items such as wood deck materials, where they improve the compatibility of resins and fillers, thereby enhancing product strength and durability.



For everyday health

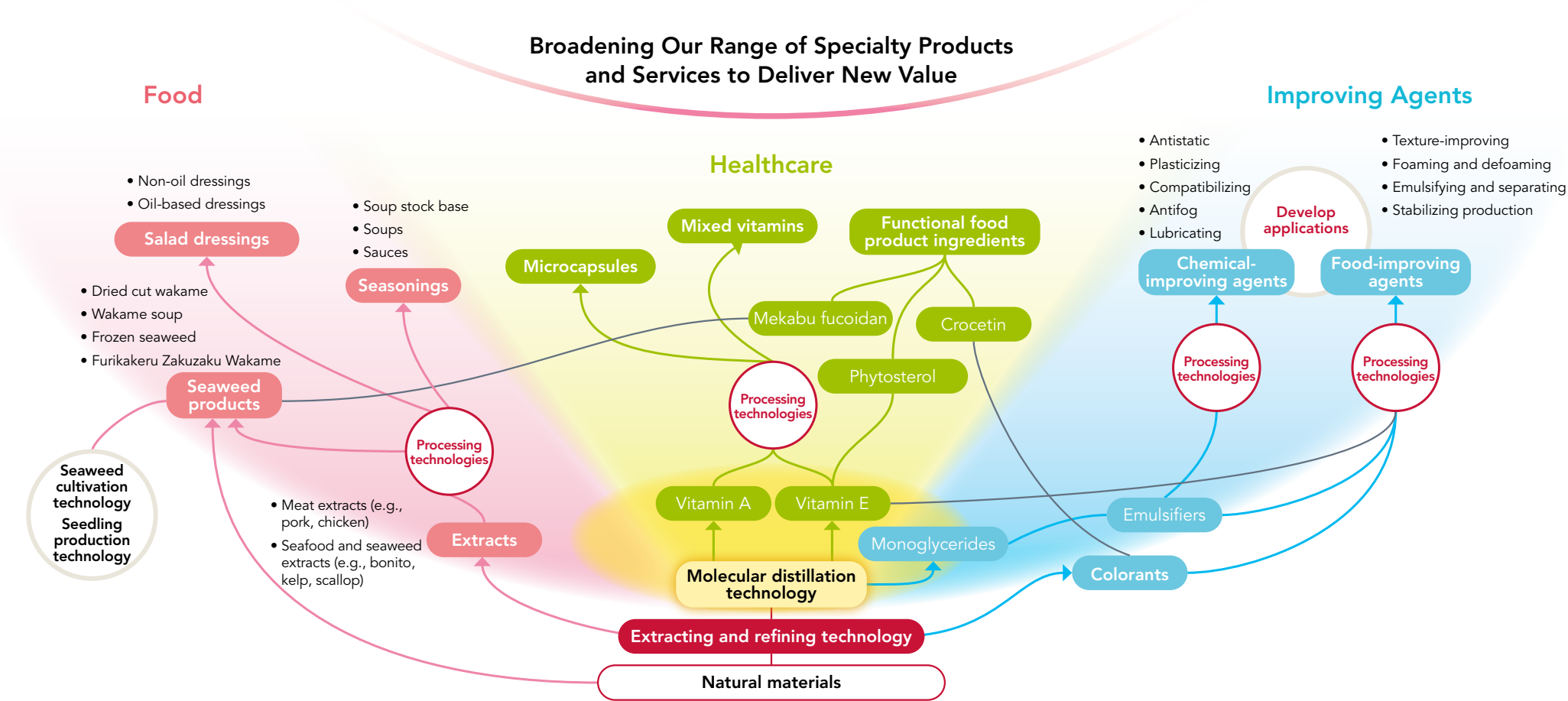
Crovit (Crocetin)

A standardized ingredient for functional food containing crocetin, a healthy component found in gardenia fruit. Crocetin is reported to support sleep quality and eye focus.



Feature 2: Riken Vitamin's Technology

At Riken Vitamin, we leverage proprietary specialized technologies—including extraction and purification, molecular distillation, and processing—in diverse businesses spanning food, healthcare, and improving agents. Integrating these technologies to generate synergy that enhances added value enables us to develop products that meet new market needs. We will continue to build on the technologies we have developed over many years of business diversification, while developing new technologies to create new value.



Extract Useful Components

Extracting and refining technology

We make effective use of various components found in natural products as raw materials to create our diverse range of products.

Concentrate for Higher Purity

Molecular distillation technology

We isolate and recover specific components to improve quality and stability.

Add Value

Processing technologies

We can deliver in a range of forms—e.g., powder, solution, capsules—to meet a wide variety of needs.

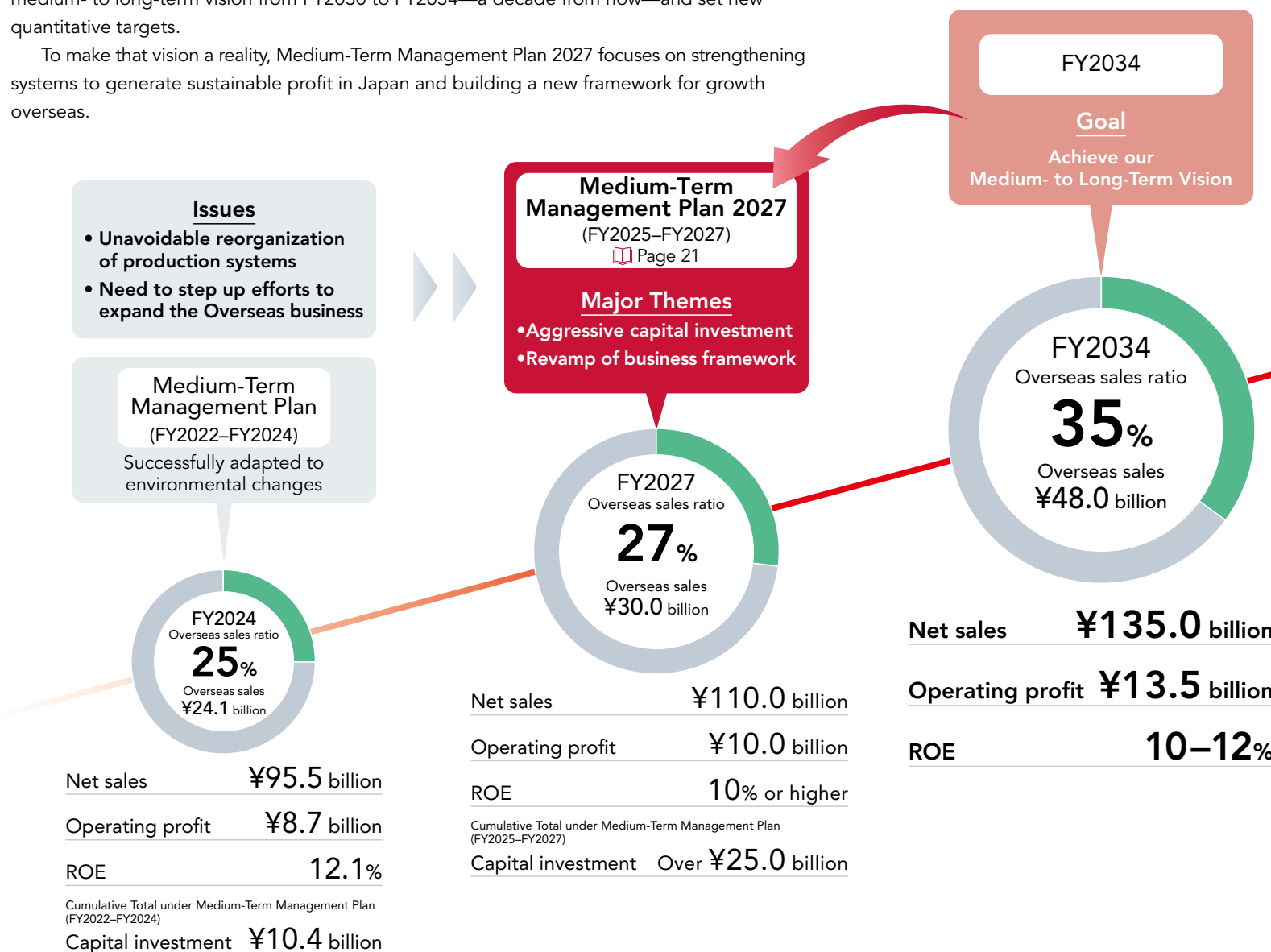
Targets for FY2034 and Positioning of Medium-Term Management Plan 2027

In formulating Medium-Term Management Plan 2027, we extended the endpoint of our medium- to long-term vision from FY2030 to FY2034—a decade from now—and set new quantitative targets.

To make that vision a reality, Medium-Term Management Plan 2027 focuses on strengthening systems to generate sustainable profit in Japan and building a new framework for growth overseas.

Medium- to Long-Term Vision

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



Medium-Term Management Plan (FY2022–FY2024): Review

Medium-Term Management Plan (FY2022–FY2024): Performance Assessment

During the period of the previous medium-term management plan we successfully adapted to changes in the business environment caused by COVID-19 and geopolitical factors, and improved profitability. Regarding sustainability, we also made some gains in the areas of the environment, society, and governance. Looking forward, we recognize the need to accelerate our efforts to address issues such as aging factories and expanding the Overseas business.

Achievements and Ongoing Challenges

	Strengthen management foundation (governance)	Accelerate expansion in Asia and North America	Further expand presence in domestic market and enter new domains	Promote sustainable management
Achievements	- Achieved targets for reducing cross-shareholdings - Had an external organization evaluate the effectiveness of the Board of Directors - Expanded disclosure through <i>Integrated Report</i> and other means and enhanced feedback of IR/SR interviews to management - Increased the number of female directors by 1 (total of 2)	- Implemented local-based strategies to address supply chain disruptions and spikes in inflation - Invested in a new factory in Tianjin, China and an extract factory in North America - Opened Application Center in North America - Opened business sites in Thailand and Vietnam (began operations in April 2025) - Reconfigured organization in Japan for overseas development	- Responded to sudden cost increases by raising prices and reviewing product line-up - Created new markets with unique new household products - Developed food products and improving agents for the growing ready-to-eat meal market - Initiatives to reduce food loss and address egg supply instability	- Conducted research into blue carbon - GHG emissions (Scope 1 and 2) were down 32% in FY2023 (compared with FY2021) - Expanded use of eco-friendly packaging using recycled PET or paper-based alternatives for household products - Selected as a White 500 enterprise (KENKO Investment for Health) for the second consecutive year - First appointment of female executive officer via internal promotion (April 2025)
Issues	- Share price, PBR, and PER have plateaued - Further reductions of cross-shareholdings needed - Ongoing Board of Directors discussion of appropriate oversight of human resource strategies and diversity needed	- Lack of human resources needed to expand production and sales foundation for specialty products overseas - Instability in supply chains - Growing geopolitical risks - Impact of tariffs, especially by the USA	- Prioritizing price revisions has delayed market exploration and ventures into new fields - Aging factories and worsening labor shortages - Intellectual property strategies	- Failed to achieve target for percentage of female managers - Growing demand for disclosure relating to sustainability initiatives - Need to address human rights issues

Business Environment

Demographic changes Population decline and aging society in Japan Global population increasing	Climate change Increasing risks relating to raw material procurement and natural disasters	Lifestyle changes Gradual expansion of processed food markets	Increasing uncertainties Future harder to predict than ever before
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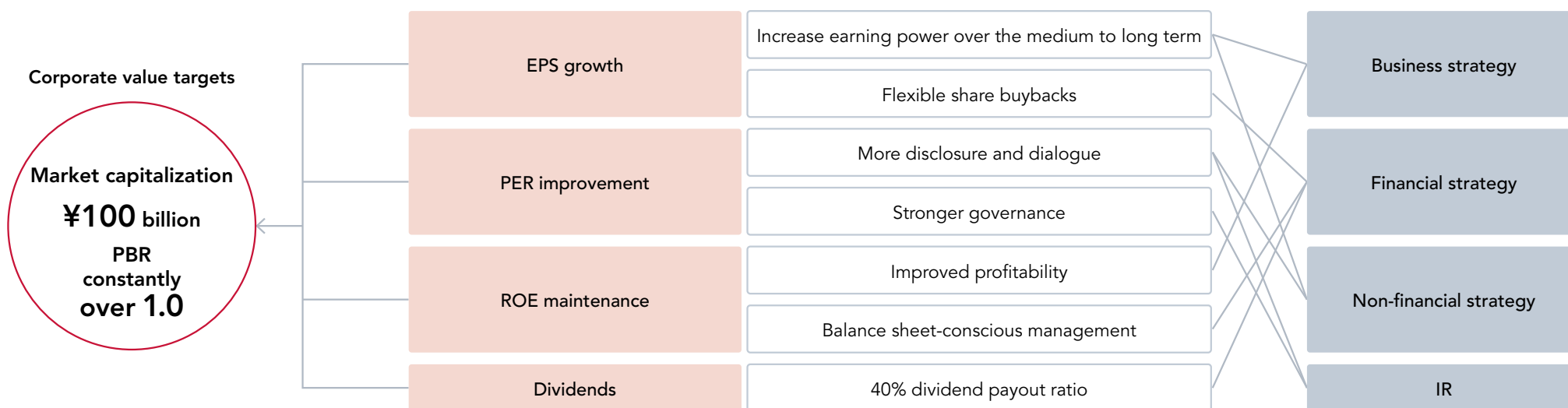
How we intend to respond under Medium-Term Management Plan 2027

Medium-Term Management Plan 2027

As part of our efforts to make our medium- to long-term vision a reality, we are focusing on two main themes in Medium-Term Management Plan 2027: Strengthening systems to generate sustainable profit in Japan and building a new framework for growth overseas.

At the same time, we are shifting toward management with greater awareness of the balance sheet and share price, and aim to increase corporate value over the medium to long term by promoting dialogue with investors.

Our Approach to Increasing Corporate Value



Performance Targets

	Management Targets	FY2024 Results	FY2027 Targets
Growth	Net sales	¥95.5 billion	¥110.0 billion
Improved profitability	Operating profit	¥8.7 billion	¥10.0 billion
	EBITDA	¥11.9 billion	¥14.2 billion
Efficiency	ROE	12.1%	10% or higher
Shareholder returns	Dividend payout ratio	30.3%	40% or higher
Financial discipline	Equity ratio	70.1%	60–65%
Governance	Cross-shareholdings to net assets ratio	19.0%	Less than 10%

Cash Allocation

We will draw on operating cash flow, proceeds from the sale of cross-shareholdings, and cash and deposits to invest aggressively and deliver shareholder returns. We are planning for ¥25.0 billion in capital investment during the current medium-term management plan period, approximately 2.5 times that of the previous plan. Moreover, we intend to take on debt as necessary for strategic investments, including inorganic investments. As we maintain financial soundness, we will pursue strategies to ensure sustainable growth.

See “Financial and Capital Strategy” on [page 23](#) for more details.

Domestic Food Business

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- Pages 28–30

Domestic Chemical Business

- Page 31

Overseas Business

- Pages 32–33

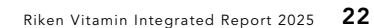
- R&D Incorporating Medium- to Long-Term Themes Page 15

- Establish a Personnel System Based on Our Human Capital Policy  Pages 41–42

Page 46

Medium- to Long-Term Vision

8 Material Issues
 Page 12



Financial and Capital Strategy

We will shift our financial strategy to focus on the balance sheet and allocate capital to promote sustainable growth and reliable returns.

Takahiro Tomitori
Managing Director



Medium-Term Management Plan (FY2022–FY2024) in Review

We achieved all of the KPIs set in the previous medium-term management plan for the first time in our history. We achieved this despite multiple events with a negative impact on performance during the plan period. Challenges originating outside the Group included the COVID-19 pandemic and the Russian invasion of Ukraine, as well as the ensuing logistics disruptions, including blockages at the Suez Canal and Panama Canal. Internally, we were still reeling from the aftermath of inappropriate accounting practices at a Chinese subsidiary when the previous plan was formulated. The fact that we succeeded in achieving our goals despite these challenges boosted confidence throughout the Company.

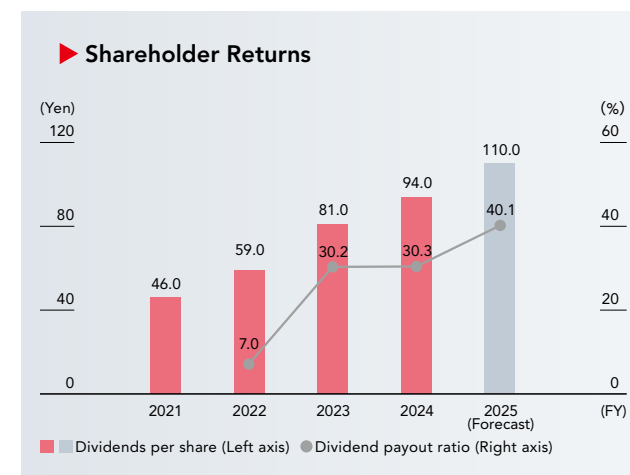
In addition, one significant environmental change in recent years is rising costs for everything from raw materials

to labor, logistics, and energy. In the face of these issues, we made the decision to raise prices, mainly in the Domestic Food business. I believe that our ability to build up the top line and increase operating profit was the result of persistence in price-revision negotiations under strong leadership from management without being tied to precedent.

Regarding shareholder returns, we prioritized a dividend payout ratio of at least 30% and stable dividends. Reflecting the increase in profit, dividends per share rose significantly from ¥42 in FY2021 (prior to the previous plan) to ¥59 in FY2022, ¥81 in FY2023, and ¥94 in FY2024.

On the financial front, we brought a strong sense of mission in addressing the difficult issue of reducing cross-shareholdings. Our goal was to reduce cross-shareholdings to less than 20% of consolidated net assets. We managed to sell off approximately ¥3.0 billion in FY2023, but rising share prices for the remaining cross-held shares kept them stubbornly above that target line. However, we were finally able to reduce cross-shareholdings to 19% of consolidated net assets by selling off ¥5.5 billion in FY2024. As a

financial officer, I am relieved that we have successfully handled one of the Group's key challenges, equal in importance to performance targets.



Financial and Capital Strategy

Investment-Focused Financial Policy in Medium-Term Management Plan 2027

The period of Medium-Term Management Plan 2027 will be one of aggressive capital investment and business restructuring to achieve our medium- to long-term vision by its final year of FY2034. Aggressive capital investment will be key. We will allocate ¥25.0 billion to capital investments—approximately 2.5 times the amount of the previous plan—primarily funded by operating cash flow of ¥28.0 billion and ¥9.0 billion from the reduction of cross-shareholdings. Other uses of cash will include more than ¥12.4 billion for shareholder returns. We are also planning to make strategic investments.

A key part of our capital investment strategy is to increase production capacity at our main improving agent factory in Malaysia in anticipation of growth in specialty product sales. In Japan, we are looking at measures to improve efficiency,

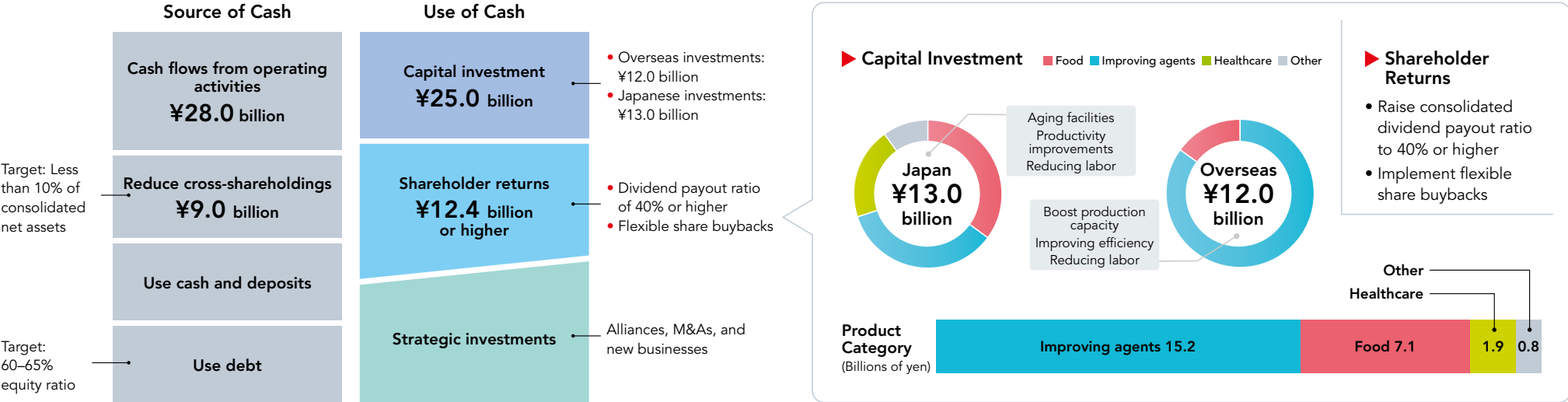
reduce labor, and address aging facilities at factories in the food, improving agent, and healthcare businesses. This is because we need facilities that can operate with fewer people as it is becoming increasingly difficult to secure enough factory workers.

But investments will not be limited to capital investments; we also plan to pursue strategic inorganic investments in areas such as mergers, acquisitions, alliances, and new business developments. It is vital that we exercise caution in strategic investments, and we do not plan to stray far from our current operations. We will evaluate investment opportunities carefully, and primarily target businesses with connections to our existing operations. Inorganic growth has not been factored into the performance targets of Medium-Term Management Plan 2027 or the medium- to long-term vision.

Naturally, increased investment will lead to higher depreciation costs. Medium-Term Management Plan 2027 provides for substantially more investment than the previous medium-term management plan, and we expect to see an impact on profitability at each stage. On this point, we will

adopt EBITDA as a KPI and monitor pre-depreciation profit closely. ROIC is a topic of frequent investor interest, and we calculate this for each product line. As our financial reporting segments span multiple product groups and encompass different perspectives, we do not disclose ROIC publicly. Internally, however, we use it as a metric when discussing challenges within product lines.

We will continue to reduce cross-shareholdings as we work to bring them below 10% of consolidated net assets. Regarding shareholder returns, we will raise the dividend payout ratio, which was maintained at 30% or higher during the previous medium-term management plan, by 10% to at least 40%. Accordingly, we project total dividends of ¥10.4 billion over the next three years. Furthermore, in addition to the ¥2.0 billion share buyback announced on April 30, 2025, we also plan to continue buying back shares flexibly while monitoring the impact on liquidity and other factors.



Financial and Capital Strategy

Management Conscious of the Cost of Capital and Share Price

Another area of focus is realizing management mindful of the cost of capital and share price. As things stand, we estimate our cost of capital to be 7–8%. We arrived at this figure based on three sources: A CAPM-based estimate of approximately 4.6%, investor feedback indicating a range of 6–10%, and publicly available information from other companies in the food sector. Data from the previous medium-term management plan period shows that ROE has steadily increased, from 9.3% in FY2022 to 11.8% in FY2023 and 12.1% in FY2024. Not only does this exceed the 8% target set under the previous plan, but it is also a high level of ROE overall. ROE consistently in excess of 10% indicates that the Company has the ability to generate

returns exceeding the cost of capital. However, despite these achievements, PBR was stuck at around 0.9 in FY2024.

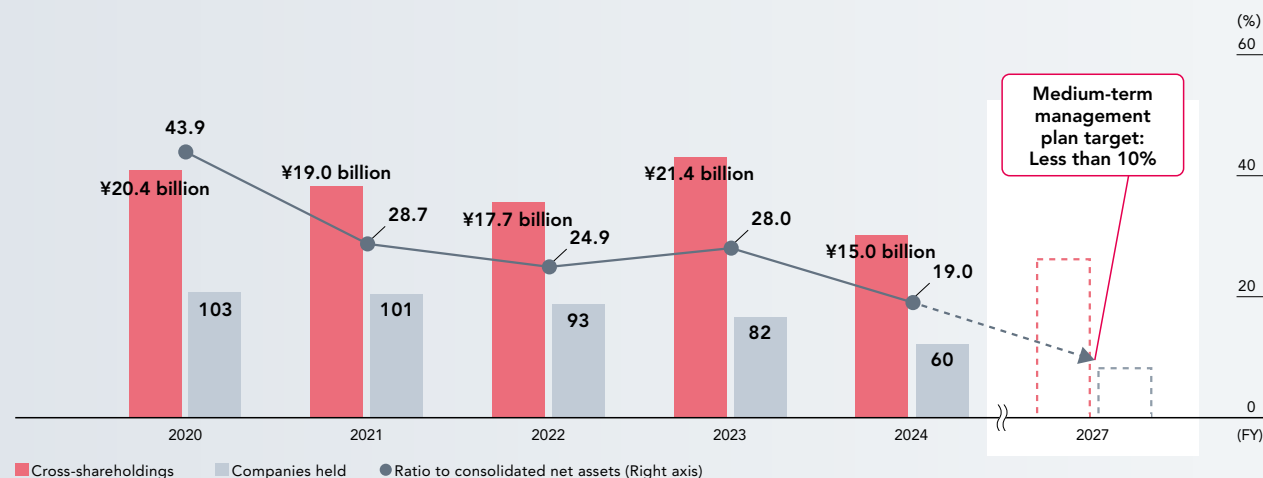
I believe that this continued underperformance of our share price despite the fact that we are able to generate returns higher than cost of capital, stems from a low PER, reflecting investors' low expectations for growth. One reason for this may be the low growth outlook for the Japanese food market as a whole. Another factor may be that the sheer breadth and diversity of our businesses make it hard for people to gain a full picture of the Company. In addition, given that we have only a relatively small number of shares outstanding, there appears to be a tendency to worry about liquidity risks. Indeed, institutional investors have stated their doubts that we are making the fullest possible use of equity capital for growth, and have also expressed the view that we are lacking when it comes to balance sheet management.

Based on the outcomes of our analysis, we have put a number of measures in place. With regards to finances, we have decided to review our balance sheet management. Medium-Term Management Plan 2027 emphasizes aggressive investments. To make those investments happen, we will utilize not only operating cash flow and cash freed up by reducing cross-shareholdings, but also cash and deposits, and debt. Cash and deposits stood at ¥22.2 billion at the end of FY2024, equivalent to approximately 2.7 months of sales (assuming turnover of ¥8.0 billion). As such, I believe we are now in a position to place greater emphasis on capital efficiency when considering how to use funds, while still keeping an eye on financial soundness. Our policy regarding the use of debt is to apply financial leverage with due consideration of our cash position. The equity ratio was 70.1% at the end of FY2024, and we aim to reduce this to around 60–65%.

With regard to management, we have set a clear policy of expanding our Overseas business. We have initiated a plan to increase overseas sales from the current level of 25% of total net sales at the end of FY2024 to 35% by FY2034, the final year of our medium- to long-term vision. In monetary terms, this represents roughly doubling overseas sales, from ¥24.1 billion in FY2024 to approximately ¥48.0 billion.

We have always viewed the Overseas business as a growth driver, but Medium-Term Management Plan 2027 takes this even further, and we will restructure our business framework to accelerate growth in this area. First, Tsutomu Mochizuki, who has extensive experience in overseas operations, became president and representative director in June 2025—the first time a director in charge of international business has been made president at Riken Vitamin. With Mr. Mochizuki at the helm, we aim to achieve further growth in the Overseas business. We still expect domestic businesses to account for a larger proportion of sales and operating profit a decade from now, so we will keep working to strengthen our earning power in Japan.

► Status of Cross-Shareholdings



Financial and Capital Strategy

Another facet of restructuring our business operations is a review of back-office functions. Until now, overseas assignments have primarily involved employees from production, sales, and development departments. Going forward, however, we intend to place more employees from back-office departments on overseas assignments. By focusing on back-office functions together with other initiatives under Medium-Term Management Plan 2027, including expanding production capacity and developing and deploying global talent, we plan to enhance operational and governance efficiency, thereby enabling us to establish a resilient global position.

Dialogue with Investors and Approach to Disclosure

Dialogue with investors is crucial to increasing expectations for growth. We tried to increase dialogue significantly during the three years of the previous medium-term management plan. First, we published integrated reports, which we feel have helped investors and other stakeholders gain a better understanding of the Company. This year's report is our third, and we are determined to make these reports a solid base for communicating with institutional investors as we aim for more in-depth dialogue.

We also expanded the scope of IR activities. In October 2024, we met with investors in the UK and the US—the first time we have travelled outside Japan to engage with investors. Hearing from investors in person rather than online gave us many valuable insights, and enabled us to understand more clearly what each investor values and what they hoped to see in Medium-Term Management Plan 2027, which was being formulated at the time. Indeed, this was a reminder of just how crucial it is to keep up with the steady, day-to-day work of IR. We also held multiple briefings for individual investors each year, featuring presentations

by former President Kazuhiko Yamaki (now chairman), or the general manager of the IR & PR Department. Consequently, we are seeing an upswing in the number of individual shareholders.

Investor dialogue remains an area of primary focus under Medium-Term Management Plan 2027. Through more meetings and a variety of other events, we hope to deepen understanding of the Company among investors. In FY2025, we plan to hold tours of the Application & Innovation Center, a research facility for food-improving agents at our Chiba Factory. Food-improving agents play a vital role in food manufacturing, yet they are less understood than our other food products like dressings and seaweed. By inviting investors to see our operations first-hand and hear about our business, we hope to provide insights to aid their investment decisions.

We are also committed to continuing with our rigid adherence to fair disclosure rules as part of our disclosure policy. We will disclose information to the greatest extent possible so that stakeholders can gain an accurate understanding of the Company.

IR Activities

	FY2022	FY2023	FY2024
Financial results briefings for analysts and institutional investors	2	2	2
Briefings and participation in online events for individual investors	3	2	4
One-on-one meetings	54 (incl. 9 shareholder relations meetings)	68 (incl. 8 shareholder relations meetings)	98 (incl. 8 shareholder relations meetings)

Business Strategy

Business Segment Overview

In Japan, our sales structure is organized around each product market. Each unit formulates strategies and develops business activities for its respective products. Overseas, the Global Business Unit formulates strategies for products manufactured in Japan and products manufactured by overseas production subsidiaries, and overseas sales subsidiaries market those products. We therefore have two geographical business areas—Japan and overseas—and three reportable business segments: The Domestic Food business, the Domestic Chemical business, and the Overseas business. An overview of each business segment is on the right.



Takahisa Nakano
Senior Managing Director &
Representative Director



Nobuo Dotsu
Senior Managing Director &
Representative Director



Masaaki Nakano
Director



Takumi Aoki
Managing Executive Officer

Responsible Director or Managing Executive Officer

Takumi Aoki
Managing Executive Officer

Masaaki Nakano
Director

Nobuo Dotsu
Senior Managing Director &
Representative Director

Takahisa Nakano
Senior Managing Director &
Representative Director

Business

Domestic Food Business

Household Food

Consumer Food Unit

Yasunori Iwasa
Executive Officer

Commercial Food

Food Service Unit

Noriyuki Kawasaki
Executive Officer

Key Account Management Unit

Seiji Akutsu
Executive Officer

Branches

Chugoku-Shikoku Sales Department

Processed Food Ingredients

Food Ingredients Sales Unit

Tomoya Sato
Executive Officer

Health Care Unit

Yasuhiko Kondo
Executive Officer

Sales Subsidiaries in Japan

Domestic Chemical Business

Chemicals Unit

Toshinaga Horikawa
Executive Officer

Sales Subsidiaries in Japan

Overseas Business

Global Business Unit

Wataru Minami
Executive Officer

Overseas Sales Subsidiaries

Share of Net
Sales

67%

8%

25%

Business Strategy

Domestic Food Business | Household Food

We aim for sustainable sales growth through strategic sales activities based on a balance between offensive and defensive measures.

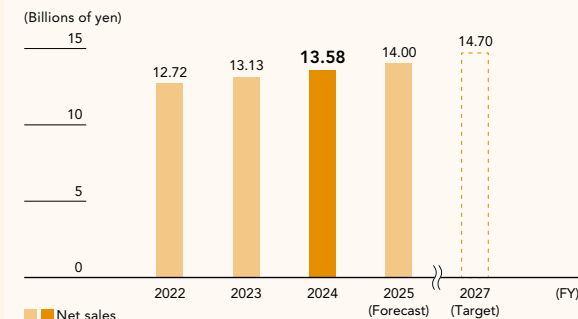


Yasunori Iwasa
Executive Officer
General Manager of Consumer Food Unit

Business Overview

We manufacture and sell dressings including Riken Non-Oil, Riken Salad Duo, and Indo Kareya-san no Nazo Dressing; seaweed products including Furu Wakame-chan and Wakame Soup; Japanese-style seasonings including Sozaiyoku Dashi; retort pouch foods; and other general household products.

Net Sales



Strengths and Characteristics

We have the top market share in multiple sub-categories, including non-oil dressings, dried cut wakame and wakame soup. By creating unique new products in categories adjacent to existing markets, we aim to establish new markets with high barriers to entry for competitors.

Business Environment

In recent years, rapid inflation has led to an increase in demand for relatively inexpensive private brand products. Notably, however, there is a tendency for unique products like Indo Kareya-san no Nazo Dressing to gain market acceptance for their value rather than their price. Amid rising prices, we believe it is vital to differentiate ourselves from others through value, not price.

Opportunities

- Growing consumer health consciousness, including reduced salt intake
- Increased acceptance of products based on value rather than price
- Diversification of sales channels to include drugstores and other outlets

Risks

- Medium- to long-term population decline in Japan
- Thriftier consumers due to rising prices
- Rising manufacturing and sales costs
- Fewer at-home cooking opportunities due to the expansion of the market for ready-to-eat meals

Medium-Term Management Plan 2027: Review of Previous Plan and Future Direction

Multiple new products launched during the previous medium-term management plan were well received by the market. These included Furikakeru Zakuzaku Wakame (released in 2022), followed by Indo Kareya-san no Nazo Dressing, Yoshokuya-san no Tadatada Oishii Dressing and the Waru Dake Soup series. However, sales volumes of many mainstay products declined due to price revisions in reaction to increased costs, as well as a sluggish market. This resulted in a slowdown in overall sales growth. As a result, we fell short of the medium-term management plan sales target of ¥14.3 billion, and we ended the three-year period of the plan in a disappointing way.

One of the reasons for that failure was a lack of sales capability. Under Medium-Term Management Plan 2027, we will pursue more strategic sales activities by fully optimizing staff allocation, being more selective of the retailers and wholesalers we focus on and concentrating our resources there, and strengthening customer relationships through a three-tiered sales approach. We will also position product categories more clearly, and seek to restore and then increase sales based on a balance between offensive and defensive measures.

We will work to improve gross profit margins across the segment amid rising costs by keeping a careful eye on market trends and consumer attitudes, and revising prices and adjusting our product mix with appropriate care and prudence.

In this way, we seek to reinforce our foundation with mainstay products while striving to increase sales by 8.2% over three years with new products as growth drivers.

Business Strategy

Domestic Food Business | Commercial Food

We aim expand our business by responding to market changes and focusing on offerings to users and markets where growth is expected.



Noriyuki Kawasaki
Executive Officer
General Manager of Food
Service Unit

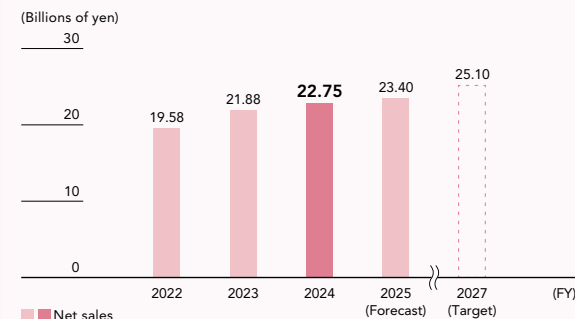


Seiji Akutsu
Executive Officer
General Manager of Key
Account Management Unit

Business Overview

We provide processed foods such as dressings, seaweed products, Japanese, Western and Chinese seasonings and soups, and natural extracts for school lunch programs and the restaurant industry. We also offer food ingredients and food-improving agents to address the challenges faced by processed food manufacturers in the ready-to-eat, home-cooked and instant meal markets.

Net Sales



Strengths and Characteristics

In the food market, the vast range of products we offer—not just seasonings but also seaweed products such as frozen seaweed, seaweed-based side dishes—sets us apart from the competition. We are able to harness the full range of Riken Vitamin products, including improving agents and healthcare products, to offer solutions to help our customers overcome challenges related to raw material procurement, quality and factory productivity.

Business Environment

Despite the current changes in the social structure in Japan, such as population decline, the increase in dual-income households and aging society, we believe there is potential for growth in markets for ready-to-eat meals and for elderly care facilities, satisfying demand for convenient, tasty food. Needs are changing in mainstay markets as well, with the restaurant industry responding to labor shortages and rising costs by consolidating operations into centralized kitchens.

Opportunities

- Growing demand in the ready-to-eat meal market and from elderly care facilities
- Growing popularity of nutritionally balanced products
- Growing requirements for flavor retention soon after cooking and productivity improvements aimed at addressing labor shortages and reducing food loss

Risks

- Growing instability of raw material procurement due to climate change
- Profit pressure due to rising logistics and labor costs
- Declining growth potential in Japan's food market due to changes including contraction in the school lunch market resulting from the declining birthrate

Medium-Term Management Plan 2027: Review of Previous Plan and Future Direction

The initial aim of the previous medium-term management plan was restoring business performance that had suffered during the COVID-19 pandemic. The past three years were challenging as we grappled with rising costs, but in FY2023 the recovery in dining-out demand following the lifting of movement restrictions provided a boost, while in FY2024 the adoption of new proposals in response to a wave of new product development across the industry added momentum. As a result, we were able to exceed the sales target of ¥20.7 billion under the plan.

Nonetheless, challenges still remain. For example, the restaurant and school lunch industries face medium- to long-term difficulties due to population decline and labor shortages, and we predict that this will lead to ongoing consolidation among the larger companies as they work to improve efficiency by integrating operations into centralized kitchens. Changes in the market environment can also be seen in the growing ready-to-eat meal segment, where the increased popularity of frozen meals is driving new demand. Under Medium-Term Management Plan 2027, we will address these changes by channeling resources to product development and offerings in areas where greater growth is expected.

Similarly, we will be more selective of the processed food manufacturers we work with, and concentrate our resources on strengthening our business with them. We will focus on making proposals to leading manufacturers and top brands in each category, aiming for a sales growth rate slightly higher than that of the market as a whole.

Meeting diversifying needs in different market fields will require people with the capability to offer the right balance of food products, improvement agents and healthcare products. To that end, we remain determined to develop a workforce with extensive product knowledge built up through interdepartmental exchanges and other means.

Business Strategy

Domestic Food Business | Processed Food Ingredients

For improving agents, we will continue to work on human resource development and focus on creating solutions for the whole industry. In the healthcare field, we will pursue research and development with an eye on the future.



Tomoya Sato
Executive Officer
General Manager of Food
Ingredients Sales Unit

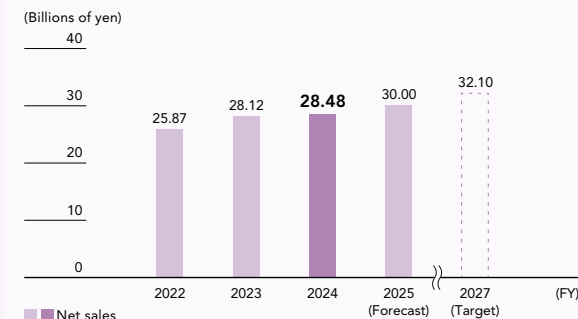


Yasuhiko Kondo
Executive Officer
General Manager of Health
Care Unit

Business Overview

We offer a wide range of food-improving agents, colorants and vitamins for processed food manufacturers, as well as vitamins and functional food ingredients for pharmaceutical and health food manufacturers.

Net Sales



Strengths and Characteristics

Our strength lies in our ability to offer solutions to customer issues through improving agents such as food emulsifiers, for which we hold the top market share in Japan. In the healthcare field, we have established a unique position with vitamin products, including vitamin E, in which we have a market share of over 40% in Japan, as well as functional food product ingredients and microcapsules.

Business Environment

Although production volumes of processed foods using improving agents are expected to decrease in line with the decline in population, we are forecasting a gradual increase in the size of the market in terms of monetary value. As a result, demand for improving agents is expected to remain positive. Moreover, the healthcare market is expected to expand due to the aging population and growing health consciousness.

Opportunities

- Growing diversification of issues such as food loss
- Increased demand for pharmaceuticals and health foods due to Japan's aging population and heightened health consciousness
- Increased customer requirements for cost reductions as well as need for productivity improvements

Risks

- Reduced food production due to population decline and food loss countermeasures
- Heightened raw material procurement risks due to geopolitical factors and climate change
- Demand fluctuations for health foods due to fads

Medium-Term Management Plan 2027: Review of Previous Plan and Future Direction

During the previous medium-term management plan, new product development slowed throughout the industry because of rising raw material prices and lack of stability in procurement. As such, our focus shifted to price increase negotiations and proposals for food-improving agents that help reduce costs for customers. The outcome was a reduction in proposals that incorporated new value. In the healthcare field, sales of vitamins and Crocetin, which improves sleep quality, were strong due to the health boom sparked by the COVID-19 pandemic. Challenges still remain, though, such as the need to strengthen our response to recent changes in vitamin trends and the ongoing development of functional food ingredients to follow Crocetin.

Under Medium-Term Management Plan 2027, we are determined to focus on initiatives aimed at medium- to long-term growth. For improving agents, we will again work to promote awareness of their value in order to stay ahead of the industry-wide increase in product development and renewals. The entire industry faces challenges such as food loss and raw material procurement issues, and we believe that contributing to finding solutions will lead to medium- to long-term growth.

In the healthcare field, we will continue to restructure our production system—including construction of the vitamin-mix facility at the Tokyo Factory, which will begin operation in December 2025—while also focusing our efforts on the development of new functional food product ingredients and medical microcapsules. Since the development cycle for health foods and pharmaceuticals is long, we believe it is important to lay the groundwork now with a view to the next 5 to 10 years.

Business Strategy

Domestic Chemical Business

We will concentrate resources into developing markets where we excel, and honing our strengths for future growth.

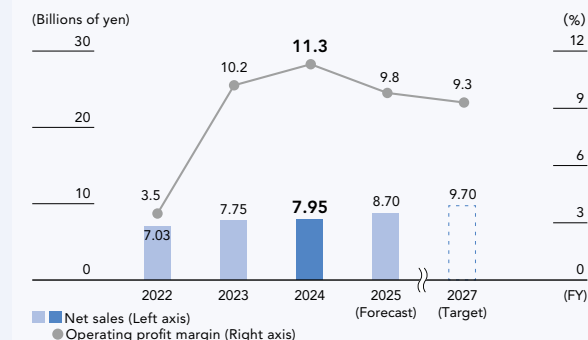


Toshinaga Horikawa
Executive Officer
General Manager of Chemicals Unit

Business Overview

For chemical manufacturers, we provide improving agents that enhance functionality and processability in areas such as plastic product, rubber, cosmetics, agricultural film, and food packaging materials applications. In addition, we sell feed oils and fats.

Net Sales and Operating Profit Margin



Strengths and Characteristics

In keeping with our business's origins of applying food-improving agents to chemical products, today we offer an extensive lineup of biomass-rich improving agents, primarily made from plant-derived oils and fats. We hold a high market share for food-adjacent products such as food packaging wrap and agricultural film.

Business Environment

Given growing environmental awareness, we predict that overall production volumes of resin-based products will decline gradually. Having said that, as environmentally friendly products such as biomass and biodegradable plastics become more prevalent, demand for our improving agents may increase in the medium to long term.

Opportunities

- Growing market related to the promotion of decarbonization
- Popularity of ethical consumption
- Trend among companies in customer industries to move operations back to Japan in response to supply chain instability

Risks

- Contracting markets for existing chemical products due to more stringent environmental regulations
- Intensifying competition in sustainability-related markets
- Rising costs including for raw materials

Medium-Term Management Plan 2027: Review of Previous Plan and Future Direction

During the previous medium-term management plan, the inability to cope with the sudden rise in raw material prices in the first year resulted in a significant decline in profit margins. Subsequent price revisions led to performance recovery in FY2023 and FY2024, but the market environment remained challenging and sales volumes stagnated. As a result, although we achieved our final profit target under the plan, we fell short of the net sales target.

Under Medium-Term Management Plan 2027, we will work to boost sales volumes by concentrating resources in areas where we excel. The Domestic Chemical business is one of the Group's smaller segments, and given our modest size, spreading ourselves too thinly by trying to build a presence in every field will prevent us from achieving significant penetration in any market.

Therefore, we will aim for solid, steady growth by refining the expertise we have gained from existing products such as anti-fogging agents, antistatic agents, lubricants and compatibilizers, and by focusing on fields where we can leverage this knowledge. That being said, we will actively pursue opportunities outside our existing business areas where we see potential for growth, including through collaboration with other companies.

Although significant improvements in the market environment are unlikely between now and the end of Medium-Term Management Plan 2027, we do expect the chemical products industry to shift toward environmentally friendly products over the medium to long term. To that end, we will continue to hone our strengths so that we can ride this trend and contribute to the Group's growth.

Business Strategy

Overseas Business

We will further strengthen our business foundation in production, sales, development and management in pursuit of our goal of bringing overseas sales to 35% of consolidated net sales.

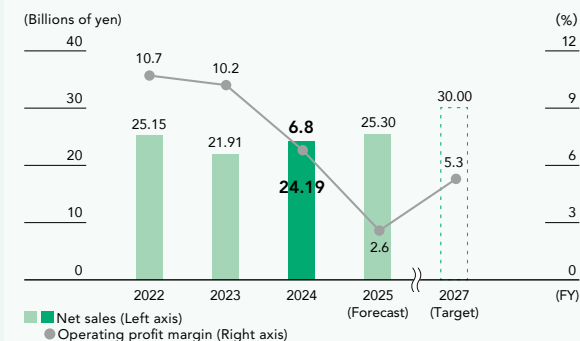


Wataru Minami
Executive Officer
General Manager of Global Business Unit

Business Overview

We produce and sell improving agents for food and chemical products, extracts, and seasonings at our overseas locations. We have customers in dozens of countries worldwide, mainly in Asia and North America.

Net Sales and Operating Profit Margin



Strengths and Characteristics

Our strength lies in our capacity for offering value-added solutions based on technological capabilities cultivated in Japan. At our research and development bases—Application Centers in China, Singapore and the United States, and the Fine Chemical Technical Center in China—we develop formulations that incorporate our various improving agents to meet the needs of local customers.

Business Environment

Given their sizeable populations and markets, Asia (including China) and North America are our core focus. Currently, the economic downturn in China is holding back demand for high-value-added products in Asia, and there are concerns about the impact of U.S. tariffs, but we still believe these markets are poised for growth in the medium and long term.

Opportunities

- Global population growth and economic growth in emerging countries
- Growing appreciation of Japanese food culture
- Growing environmental awareness and interest in reducing food loss

Risks

- Reduced demand and intensified competition for commodity products due to economic downturns around the world
- Increasing geopolitical risks that impact supply chains
- Delays in hiring and training global talent

Medium-Term Management Plan 2027: Review of Previous Plan and Future Direction

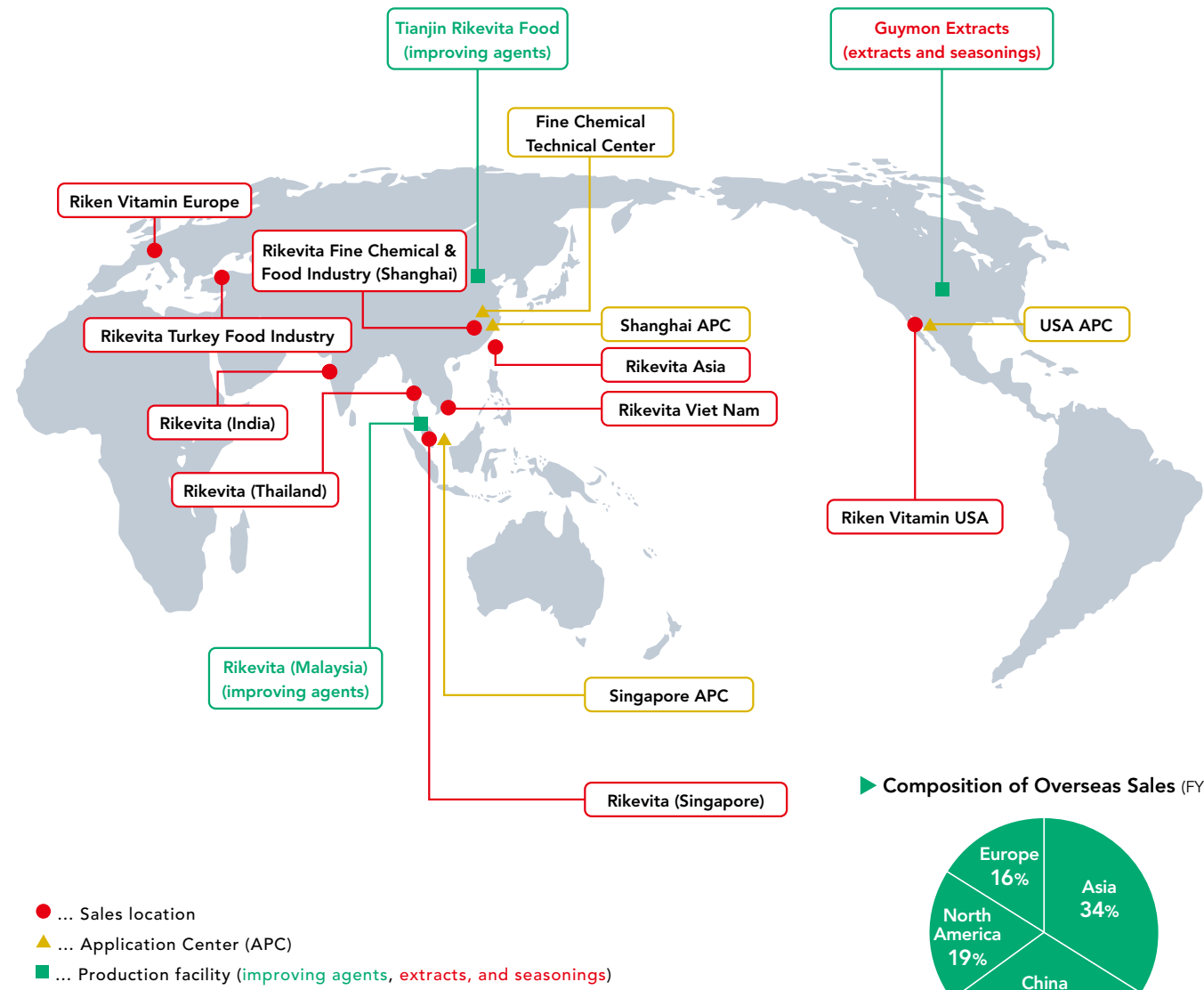
During the previous medium-term management plan, business performance fluctuated significantly due to changes in the external environment. In FY2022, special demand resulting from supply chain disruptions caused by geopolitical factors led to significant increases in both sales and operating profit. Subsequently, however, the absence of that special demand and a global economic downturn made the market environment more challenging. In FY2023, although we managed to maintain profit margins to some degree, sales volumes declined significantly.

In FY2024, we pivoted to a strategy aimed at boosting sales volume. This, plus increases in various costs, such as raw material and logistics costs, put pressure on profits. Consequently, profit margins were down year on year, but we did achieve the operating profit target set out in the medium-term management plan. The Overseas business is a growth driver, and it remains our policy to prioritize the top line and sales volume expansion. Under Medium-Term Management Plan 2027, we will work to strengthen our business foundation to ensure further growth.

We will bolster production capacity in our priority regions—Asia and North America—and increase our pool of sales and development personnel to focus on expanding sales of specialty products. We will also aim to stabilize business operations through stronger teamwork with back-office departments such as human resources, quality assurance and legal affairs. By establishing a foundation as a global company, we aim to increase the proportion of overseas sales from 25% in FY2024 to 35% by FY2034.

Business Strategy

Overseas Business



Our Evolution from Commodity to Specialty Products



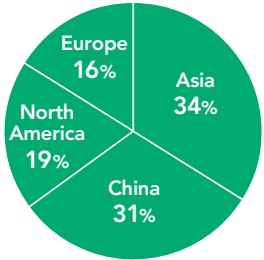
Tomohiko Himei
President
Rikevita Fine Chemical & Food Industry
(Shanghai) Co., Ltd.

Here at Rikevita Fine Chemical & Food Industry (Shanghai) in China, we sell food-improving agents and chemical-improving agents. To respond quickly to customer needs, our sales and development departments work together at the on-site Application Center and Fine Chemical Technical Center to come up with solutions that deliver the quality improvements our customers require.

In FY2025, Tianjin Rikevita Food, a production company, pivoted away from commodities aimed at chemical products, and began making food-improving agents at a new factory. Having shifted to production geared toward specialty products, we can now focus on offering value-added solutions to customers. While China’s economy has been sluggish in recent years, there is still a certain number of middle-class and upper-class consumers seeking high-value-added products, and it remains an attractive market. While our move away from commodity production will result in a short-term dip in revenue, we hope to reallocate these resources to specialty products and spark medium- to long-term growth.

To achieve that growth, in the food-improving agent field, we will continue to enhance our proposals to the core bakery market, and also work to open up new channels. In addition, we are working to restructure our business foundation by reviewing our portfolio of chemical-improving agents.

► Composition of Overseas Sales (FY2024)



Discussion: A Business Model That Focuses on Providing Solutions

We will further develop our solutions-focused sales capabilities, which integrate production, sales, and development, to help customers overcome challenges.

The department heads responsible for solutions-focused sales in the Japanese processed food industry discussed how they deliver solutions to customer challenges.



Seiji Akutsu Executive Officer
General Manager of Key Account Management Unit

Tomoya Sato Executive Officer
General Manager of Food Ingredients Sales Unit

Riken Vitamin's Sales Structure and Focus on Delivering Solutions

Akutsu: Mr. Sato and I work in two sub-segments of the Group's Domestic Food business: Commercial Food and Processed Food Ingredients, respectively. Both of our departments deal primarily with processed food manufacturers. The Key Account Management Unit, which I lead, is part of the food business. Seasonings are our biggest seller, but we also offer food-improving agents and other products to meet customers' needs. In this way, we deliver comprehensive solutions that incorporate both food and improving agents.

Sato: The Food Ingredients Sales Unit, which is part of the food-improving agent business, primarily focuses on coming up with food-improving agent solutions for processed food manufacturers. However, like the Key Account Management Unit, we can also sell food ingredients such as seaweed and seasonings in bulk in response to customer needs. Our target industries are extremely diverse, including baking, confectionery, beverages, dairy and ice cream, flour milling, noodles,

sugar refining, and tofu, as well as oils and fats. We also supply raw materials to other companies in our industry, including manufacturers of food-improving agents and food ingredients.

Akutsu: The Key Account Management Unit deals with processed food manufacturers in three main markets. First is the ready-to-eat market, where people buy precooked food (e.g., frozen food, processed seafood, processed meat, and convenience store side dishes) to eat at home or work. Second is the home cooking market, where people buy ingredients to cook with (e.g., seasoning products like miso, soy sauce, and curry roux, as well as extracts). Third is the instant meal market, which includes items such as instant noodles and snacks. Of these, the ready-to-eat and instant meal markets are expected to continue growing as they are ideally suited to meeting demand for simplicity, convenience, and taste, and conducive to adaptation to socio-structural changes. That is why we are focused on deepening our understanding of the needs of existing clients to enable us to deliver new themes and help them overcome challenges, rather than focusing on developing new businesses.

Sato: While there is some degree of compartmentalization, the sheer range of products we handle means it is very common to collaborate with other departments. For example, we sometimes discuss issues like territory with Mr. Akutsu's Key Account Manufacturing Unit before negotiating with a customer, and we also deal with some of the same wholesalers. To ensure we represent Riken Vitamin with cohesive proposals, we coordinate internally to overcome organizational boundaries and make sure we come up with the best approach to take to each customer.

Our Strength: Ability to Offer Useful Solutions

Sato: Food-improving agents are a specialty item capable of solving a variety of issues. We serve a diverse range of industries, and have established a cross-industry sales framework in which each representative is responsible for multiple sectors, enabling us to solve customers' problems by leveraging insights from different business segments. In practice, that means we adopt both tightly focused and broadly inclusive approaches. For instance, when an issue

Discussion: A Business Model That Focuses on Providing Solutions

arises, we discuss as a team whether that issue is unique to one specific industry or more widely representative of different industries.

Akutsu: As Mr. Sato mentioned, food-improving agents have a number of applications. As such, they are also highly relevant to the markets my department serves. Take the growing ready-to-eat meal market for example. Unlike eating out or cooking at home, there is often a gap between when ready-to-eat meals are cooked and when they are eaten, and it is assumed they will be reheated in a microwave. Because of that, one of the primary uses of food-improving agents is to lock in that fresh-cooked deliciousness. In addition, ready-to-eat meals are mostly made in factories, and food-improving agents are used to help enhance productivity in mass production settings using various equipment and machinery. At Riken Vitamin, our inherent strengths are in technologies for extracting, refining, and concentrating extracts from natural sources, as well as formulating seasonings that use those extracts as ingredients. By incorporating the expertise cultivated through our food-improving agent business into these technologies, we are able to develop functional seasonings that impart a freshly cooked quality, as well as soup stocks for a variety of cuisine styles that bring out the flavors and aromas of the ingredients. We leverage our technologies and product lines to deliver solutions to issues at various stages of customers' operations—from product development and raw materials procurement to production, distribution, and consumption. This unique sales style, which takes an



all-encompassing view of customers' work processes, is one of our strengths.

Sato: As Mr. Akutsu explained, we also have a sales style that focuses on the frontline operations of customers. In particular, we have seen changes in the product strategies of customers amid rapid inflation in recent years. There are fewer new products and a growing need to improve existing products and make them more appealing. We help customers tackle these challenges by offering them improvements in areas mostly related to quality enhancement, cost reduction, shelf life extension, and waste reduction across the manufacturing, distribution, and consumption stages. When we work closely with customers to address the changes in their business environment and offer them optimal solutions, I feel that they are reminded of just how effective our food-improving agents can be. In one recent example related to egg shortages, some customers—especially confectionery manufacturers—were experiencing a variety of difficulties related to cake batter volume, color, and flavor, so we formulated a comprehensive menu of solutions to tackle each one of those issues. Our strength lies in our flexibility to come up with optimal solutions through collaboration and co-creation with customers, as well as prototyping and testing at the A&I Center, even if it means we need to look outside Riken Vitamin's product lines to source the right item.

Akutsu: That's right. Close collaboration between R&D and production departments is one of our defining features, and I believe it leads to highly practical solutions. In my view, information gathered during meetings with customers must be documented. We use detailed meeting records—covering things like quality-related customer needs pertaining to product taste, texture, and storage conditions; steady supply of raw materials; response to price fluctuation risks; and improving factory productivity—as the basis for our proposals for food-improving agents and raw materials. I am convinced that we can continue to earn the trust of customers when we offer them solutions rooted in accurate records.



Outlook and Challenges

Akutsu: I will continue to promote our sales style, which integrates the whole Group's production, sales, and development functions, to offer specialty services. Beyond that, I will do my part to accelerate overseas operations—one of the pillars of the growth strategy under Medium-Term Management Plan 2027—by broadening our perspective to incorporate both Japanese and overseas operations, and conducting personnel exchanges with our overseas divisions as a means of cultivating human resources with the potential to excel in Japan and worldwide.

Sato: That's right. I look forward to working together to develop a workforce of people who can compete globally. To make our medium- to long-term vision a reality, I believe it is vital to develop today's young employees and turn them into the next decade's leaders. I am committed to promoting internal and external training programs to enhance sales capabilities. We have already begun conducting inspection tours of our facilities and holding comprehensive study sessions covering the characteristics of our main product lines.

Akutsu: Moreover, bringing employees back to their original departments after overseas exchange postings will put us on the path to becoming a truly integrated global company, bridging Japanese and international operations.

Sustainability Initiatives to Increase Corporate Value

Promoting Sustainable Management

In keeping with our policy of pursuing the effective use of natural materials, we are committed to realizing our medium-to long-term vision of achieving growth by supporting a sustainable society with specialty products and services. We aim to contribute to a sustainable society by addressing eight material issues in three areas identified in 2024: Technology-based value creation, contributing to the global environment, and well-being for people and society.



Internal Training and Education Programs

We provide various training and education programs for a wide range of employees, from managers to new hires, so that each employee can personalize sustainability issues and find ways to address them. We also provide e-learning programs for all employees, and share sustainability-related information in Company newsletters and on our intranet to raise awareness and promote understanding of sustainability.

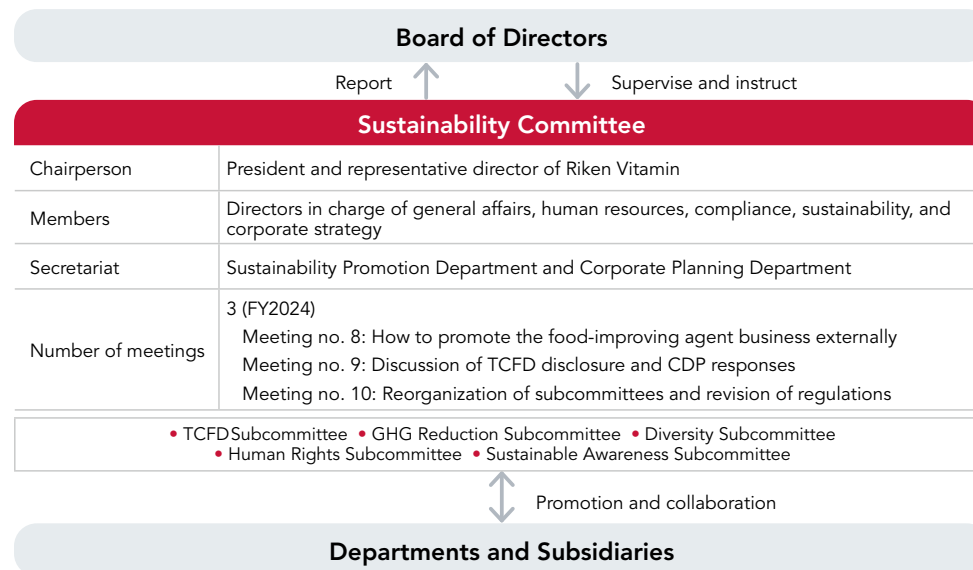
► Tier-Specific Training (FY2024)

New Employees	Managers	Executives
New employee training Topic: SDGs and CSR Number of participants: 39	Training for newly appointed managers Topic: SDGs and CSR Number of participants: 23	
	Sustainability training session (July 2025) Topic: Thinking about sustainability management Number of participants: 349 (incl. presidents of domestic and overseas subsidiaries)	
E-learning Topic: What Is the Company's Policy on Human Rights? Number of participants: 1,106 Topic: What Are the Company's Material Issues? Number of participants: 1,069 (Scope: Riken Vitamin Group)		

Promotion Framework

The Riken Vitamin Group has formed a Sustainability Committee, chaired by the president and representative director, to address sustainability issues. The Sustainability Committee has established five subcommittees (the TCFD Subcommittee, the GHG Reduction Subcommittee, the Diversity Subcommittee, the Human Rights Subcommittee, and the Sustainable Awareness Subcommittee), and reports to the Board of Directors in a timely manner. The Board of Directors supervises the committee's activities and the progress of initiatives, and issues instructions to the committee as necessary.

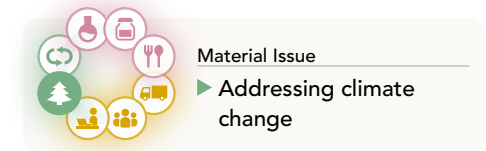
► Organization Chart



► Overview of Subcommittees

Subcommittee Name	Main Agenda Items	Main Participants
TCFD Subcommittee	Information disclosure based on TCFD recommendations	IR & PR Department, Finance & Accounting Department, and Sustainability Promotion Department
GHG Reduction Subcommittee	Reduction of GHG emissions	Production Planning and Development Unit
Diversity Subcommittee	Promotion of diversity and inclusion	Human Resources Department, General Affairs Department, Corporate Planning Department, Sustainability Promotion Department, Compliance Promotion Department, and IR & PR Department
Human Rights Subcommittee	Promotion of business activities that respect the human rights of stakeholders	Sustainability Promotion Department and Procurement Department
Sustainable Awareness Subcommittee	Food-Improving Agents Working Group Raise awareness of functions of food-improving agents and their social role in reducing food loss	Food Ingredients Sales Unit, Food Ingredients Development Department, Key Account Management Unit, and Sustainability Promotion Department

Information Disclosure Based on TCFD Recommendations



The Riken Vitamin Group uses agricultural and marine products as its primary raw materials, so we recognize that addressing climate change is an important management issue. Accordingly, we are analyzing the risks and opportunities that arise from climate change, considering countermeasures, and disclosing information appropriately. However, given that TCFD only came up in three of 98 conversations with shareholders and investors in FY2024, we believe that investor interest in disclosures related to climate change is somewhat limited. In FY2025, we will analyze the gap between the Sustainability Standards Board of Japan's (SSBJ) sustainability disclosure standards and our current disclosures. Based on that, we will consider what measures we might take, taking into account trends such as mandatory disclosures related to SSBJ standards.

Governance

The Sustainability Committee's TCFD Subcommittee holds Groupwide discussions on climate change risks, opportunities, and countermeasures, and discusses policies and plans at the Management Meeting as necessary. The Board of Directors receives reports on these matters from the relevant directors and oversees activities.

Strategies

In FY2022, we conducted scenario analyses and identified risks and opportunities for two of our businesses: The improving agents we produce in Japan and overseas that use vegetable oil as the primary raw material; and the food products (such as seaweed, dressings, and soups) we produce in Japan. In identifying risks and opportunities, we focused on evaluating the financial impact of the 1.5°C/2°C scenario, which is the target of the Paris Agreement, and the 4°C scenario in which global warming progresses. As a result, we found that both transition and physical risks could have a significant impact on raw material procurement, and that physical risks could have a significant impact on our production facilities. We began considering countermeasures in FY2023, and will reflect them in our medium- to long-term business strategies.

Risk Management

The Group has established a Risk Management Committee to assess, reduce, and address risks related to business execution. We also manage the climate change risks we have identified through a Groupwide risk management system.

Benchmarks and Targets

We aim to reduce the Group's GHG emissions (Scope 1 and 2) by 40% (compared with FY2018) by FY2030, and achieve carbon neutrality through net zero emissions by FY2050.

In addition, we began calculating Scope 3 emissions in FY2023. We will proceed with calculations for high-emission categories while considering revised GHG emissions reduction targets.

Risks and Opportunities Based on Scenario Analysis

Category	Variables	Impact on Businesses	Degree of Impact		Countermeasures	Opportunities
			1.5°C / 2°C	4°C		
Transition Risks	Government policies, laws, and regulations	Introduction of carbon taxes	Overall increase in costs	Medium	Small	• Intensive energy-saving activities • Use of renewable energy • Use of biomass fuel • Geographically diversified procurement • Alternative product research and development • Address gradually increasing customer needs • Product development that addresses changes in market needs • Multifaceted management that disperses risk • Differentiation from developing and increasing sales of high-value-added products in each business • Ensure multiple reliable and stable suppliers • Switch to alternative raw materials based on long-term outlook • Systematically plan and manage inventory • Share risk information with customers • Conduct ongoing surveys • Revise business continuity plan (BCP) • Implement safety confirmation systems • Educate employees through training and manuals • Seismically reinforce facilities
	Technology	Replacement with decarbonized equipment and production methods	Increased capital investment costs due to the large-scale introduction of equipment to decarbonize production systems	Medium	Small	
	Market	Growing demand for biofuels	Increased vegetable oil procurement costs and expenses to develop alternative products	Large	Medium	
		Customer purchasing behavior that emphasizes sustainability	Increased procurement costs for certified products such as palm oil	Small	Small	
	Reputation	Expanded ethical consumption	Reduced net sales due to inability to address demand for sustainable products	Small	Small	
Physical Risks	Rise in air and sea temperature	Decreased production of raw materials	Higher procurement costs, costs incurred to switch suppliers, and costs incurred to develop alternative products	Large	Large	• Stable procurement of seaweed by supplying seedlings as part of efforts to address climate change • Large-scale seaweed aquaculture and commercialization of blue carbon research findings
	Water procurement risk	Aggravated water stress at production facilities	Decrease in sales due to suspended operations among raw material suppliers and production facilities	Small	Small	
	More intense extreme weather	More frequent floods and heavy rain	Decrease in sales due to disruption of supply chains and production facility shutdowns	Small	Small	
			Impairment of existing assets due to damage to plant and equipment at production facilities and investment required to replace with new assets	Small	Medium	

Addressing Climate Change

Natural Capital

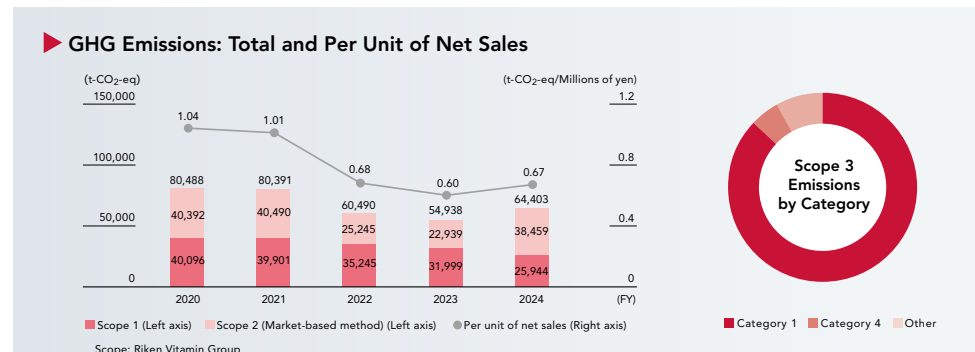


Climate Change Mitigation and Adaptation

Medium- to Long-Term Plan for Reducing Greenhouse Gas (GHG) Emissions

We aim to reduce the Group's GHG emissions (Scope 1 and 2) by 40% (compared with FY2018) by FY2030, and achieve carbon neutrality through net zero emissions by FY2050. In addition, we began calculating Scope 3 emissions in FY2023.

Riken Vitamin Group
FY2030 GHG Emissions
40% reduction
(Scope 1 and 2; compared with FY2018)
FY2050 Target
Carbon neutrality



Initiatives at Production Facilities

▶ Expanding Use of Renewable Energy

The Group is working to reduce CO₂ emissions and use renewable energy by installing solar power generation systems on the rooftops of its factories. In conjunction with the addition of 100 kW of solar power generation capacity to the Soka Factory in April 2025, the installation of lithium-ion batteries with a total storage capacity of 200 kWh will enable us to harness the energy we generate more efficiently.



Lithium-ion battery (Soka Factory)

▶ Helping Our Employees Beat the Heat

To prevent the working environment from worsening due to rising temperatures, we are taking measures to prevent heatstroke, such as sprinkling water on rooftops as well as using heat reflective coating, spot coolers, air-conditioned clothing, and electrolyte tablets.



Spot cooler installed on a forklift (Chiba Factory)

Water Resources

The Group's primary raw materials are agricultural and marine products, and water is an essential resource. The Riken Vitamin Group Environmental Policy emphasizes the efficient use of water resources under the concept of "sustainable use of resources," and we are working to reduce the environmental impact of wastewater by reducing, reusing and recycling water, and by using wastewater treatment technologies such as activated sludge processing and methane fermentation treatment.

Water Risk Survey

We use the Aqueduct Water Risk Atlas tool of the World Resources Institute (WRI) to evaluate water risk at our production facilities in Japan. The Aqueduct rating for overall water risk is not extremely high at any of our production facilities in Japan. We will continue to conduct regular surveys using the Aqueduct Water Risk Atlas tool to better understand water risk.

Efficient Use of Water

The Soka Factory filters and sterilizes some of the wastewater from its production lines for use as grey water in designated applications. Each year, approximately 42,000 m³ of grey water is sprinkled on rooftops and outdoor air conditioning units utilizing a cascading multi-stage water system.



Grey water facilities (Soka Factory)

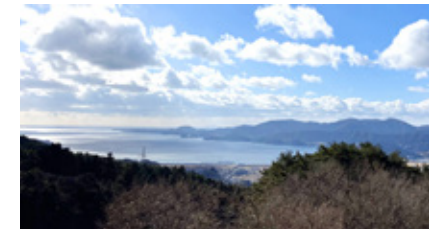


Water sprinkling

Protecting Biodiversity

As a Group that harnesses nature's bounty for raw materials, we recognize the importance of preserving biodiversity and working toward sustainable use in our business activities, including in raw material procurement.

As part of these efforts, we have entered into an agreement with Rikuzentakata City (Iwate Prefecture) and the Save Earth Foundation on a corporate forestry program. Under the program, we plan to use land provided by Rikuzentakata City as a kind of "corporate forest" where we will conduct environmental education for employees.



View of Hirota Bay from the site of our corporate forest

Transition to a Circular Economy



Material Issue

► Contribute to the transition to a circular economy

Reducing the Environmental Impact of Packaging

Based on the Group's medium- to long-term vision of achieving growth by supporting a sustainable society with specialty products and services, we strive to use more environmentally responsible packaging and containers.



► Bottles Made from Recycled PET Materials

We forecast* that using bottles made with 30% recycled PET materials will reduce new plastic use by 96 tons per year (starting in 2025).

* Riken Vitamin calculations based on FY2023 shipping volumes.

Scope: 190 ml bottles in the Riken Non-Oil series and others

► Thinner Shrink-Wrap Film

We are reducing plastic use by using bottle and cap shrink-wrapping film that is 10% thinner (starting in 2025).

Scope: 380 ml bottles in the Riken Non-Oil series



Riken Vitamin's Own Environmental Label



In 2023, we launched our own unique mark to denote products with reduced environmental impact. The mark's design is based on the concepts of "a clean environment for life without stress" and "kindness for life, people, and the earth."

Reducing Food Loss

We launched our food business when whaling was still common, producing extracts from whale meat by-products not used for food after processing. Based on our policy of making effective use of natural materials, we will contribute to a sustainable and rich dietary life using the extraction, refining, concentration, and processing technologies we have developed since our founding, and by effectively employing unused resources.

Raw Material Development

Finding Ways to Harness Unused By-Products

We teamed up with Hokuto Corp. to develop a mushroom extract from unused brown beech mushroom parts and non-standard products, and obtained a patent (no. 7588471) in 2024. The extract is used as an ingredient in our products.



Product that uses the mushroom extract

Manufacturing

Reducing Waste from Manufacturing Processes

We are working to reduce food loss by introducing high-efficiency production equipment and promoting operational improvements including quality control (QC) activities. Used cooking oil and spent fish flakes generated during the manufacturing process are repurposed into energy sources, animal feed, and fertilizer, contributing to resource circulation.



New robotic transport system helps reduce food loss (Soka Factory)

Distribution and Consumption

Best-Before Date Format

Using a year/month format for best-before dates is an initiative that impacts the entire supply chain. It helps reduce food loss and supports inventory management efficiency for logistics and distribution. We have changed the best-before date format to year/month from year/month/day format for household products including the Furu Wakame-chan, Wakame Soup, and Sozairyoku Dashi series.



Change in best-before date format

Human Rights

Riken Vitamin Group Human Rights Policy

Living up to our Corporate Philosophy of “contributing to people’s health and nutrition with technologies and products that make effective use of natural materials, thereby contributing to society” requires respect for human rights in all facets of our business. To that end, we have organized our approach to human rights—as set out in the Group’s Code of Conduct and the fundamental policy on CSR—around the United Nations Guiding Principles on Business and Human Rights. Based on this, we established the Riken Vitamin Group Human Rights Policy, which the Board of Directors approved. The policy serves as the bedrock on which the entire Group’s human rights efforts are founded.

🔗 Riken Vitamin Group Human Rights Policy
<https://www.rikenvitamin.jp/corporate/sustainability/human-rights/> (Japanese only)

► Major Tenets of the Riken Vitamin Group Human Rights Policy

Core of our business activities	Based on our Corporate Philosophy and Code of Conduct, the Human Rights Policy is our primary, overriding policy regarding human rights, and is positioned at the very core of our business activities.
Informed by global standards	Our Human Rights Policy was formulated with reference to the United Nations Guiding Principles on Business and Human Rights.
Close collaboration with stakeholders	We actively promote respect for human rights among our employees, business partners, and suppliers.

Promotion Framework

The former Human Rights Working Group of the Sustainability Committee (chaired by the president and representative director), was elevated in status and relaunched as the Human Rights Subcommittee to ensure consideration for human rights in our business activities. 📖 Page 36

► Education and Training

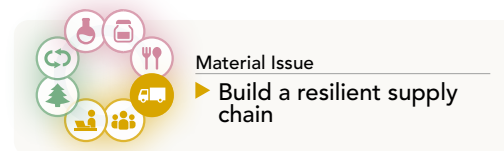
We have launched e-learning programs to ensure that our Human Rights Policy is instilled among all employees and executives, and to make sure it is applied in our business activities. We also provide DVDs and educational materials for compliance study sessions.



► Seeking Advice and Whistleblowing

We have an Internal Whistleblower System in place for employees to seek advice or bring attention to potential issues, including those related to human rights. 📖 Page 50

Supply Chain



CSR Procurement

We have established a CSR Procurement Policy with the aim of promoting responsible procurement and realizing a sustainable society. Based on that policy, we conducted a CSR procurement survey of Riken Vitamin’s raw material suppliers as part of our efforts to work with suppliers to realize a sustainable society. We intend to continue conducting these surveys on a regular basis to identify issues in the supply chain and promote CSR procurement together with our suppliers.

🔗 CSR Procurement Policy
https://www.rikenvitamin.jp/corporate/sustainability/supply_chain/ (Japanese only)

► Education and Training in Procurement Departments

As part of our efforts to promote CSR procurement, employees in procurement departments undergo regular education and training. A general meeting is also held once a year, bringing together procurement personnel from the Head Office and our factories, to share information and deepen their knowledge on topics including CSR procurement. In addition, employees newly assigned to procurement-related positions undergo orientation to bring them up to speed on procurement operations, including relevant laws and regulations.

Ensuring a Stable Supply of Natural Resources

The results of our research into wakame form the backbone of our initiatives to ensure stable production at aquaculture sites. We have begun producing wakame seedlings at the Yuriage Factory. By ensuring the stable production of high-quality seedlings, we can support improved productivity in seaweed farming. In addition, the death of juveniles in the early stages of growth reduces production volume in wakame farming, so we are continuing to research the stress resistance of seedlings using the knowledge we have gained from optimizing seedling production conditions, and are beginning to obtain results that will support better farming techniques. Moreover, we are proposing the use of both early-maturing seedlings and late-maturing seedlings to lengthen the wakame harvesting period and lessen the workload during harvesting.



Human Capital Strategy



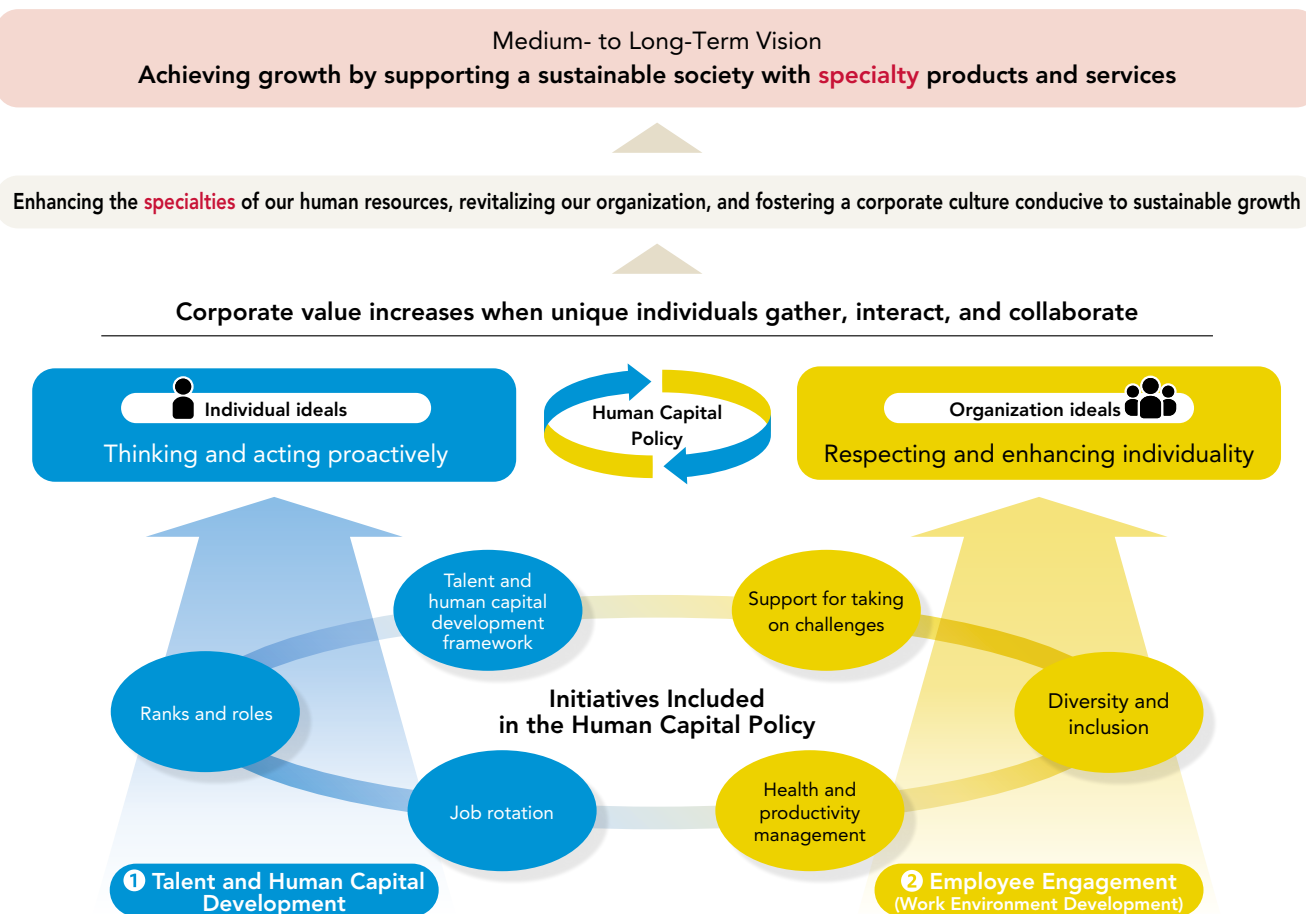
Material Issues

- ▶ Promote diversity and inclusion
- ▶ Provide a safe and healthy working environment

Human Capital Policy

As one of the tenets of our Management Philosophy, we uphold the idea of “creating a respectful, appealing workplace for employees” and, as a vibrant and dynamic company, we value the creativity and ingenuity of each employee. In line with this philosophy, in January 2025 we established our Human Capital Policy, which emphasizes “respecting and enhancing individuality” and “thinking and acting proactively.” By using this policy as a guiding principle in human capital management and workplace enhancement, we expect to foster both the growth of the specialties of our human resources* and revitalization of the organization, thereby cultivating a corporate culture that enables sustainable growth.

* This refers to the individuality of employees, including their inherent diversity as well as the experience, knowledge, and skills acquired or enhanced after joining the Company.



Human Capital Policy and Strategies



Toshiyuki Tanaka
Executive Officer and General Manager
of Human Resources Department

In today's rapidly changing business environment, success requires a workforce that is not of uniform “similarities,” but one enriched by diverse “differences.” With this in mind, we have established our Human Capital Policy, which emphasizes “respecting and enhancing individuality” and “thinking and acting proactively.” Individuality encompasses not only inherent traits but also the knowledge and skills that can be cultivated and strengthened through various experiences. To support this, in recent years we have expanded opportunities for cross-functional transfers. Given our wide range of businesses, employees can gain experience in multiple divisions, and such exposure provides valuable learning opportunities that foster significant growth. By setting high expectations for each individual, respecting their aspirations, and promoting job rotations, we encourage employees to take on challenges proactively. Furthermore, to promote more practical challenges, we plan to revise our personnel evaluation system under Medium-Term Management Plan 2027. In addition to business outcomes, we will evaluate individual growth, thereby clarifying incentives for taking on challenges and enhancing employee engagement. The growth of people is indispensable for the sustainable development of the Company. Going forward, we will continue to refine our human capital management practices in line with the Human Capital Policy, enhancing the specialties and individuality of our people, and in doing so, further strengthen our corporate value.

Human Capital Strategy



Material Issues

- ▶ Promote diversity and inclusion
- ▶ Provide a safe and healthy working environment

Initiatives Included in the Human Capital Policy

① Talent and Human Capital Development

Personnel Optimization Review Meetings: Allocation and Development Plan (Job Rotation)

At personnel optimization review meetings, which are led by the director in charge of human resources, department heads work together to ensure systematic hiring in line with our management strategies, as well as strategic job rotations between departments and business sites, both in Japan and overseas. In this way, we seek not only to develop a workforce of experienced human resources, but also to nurture candidates for future management positions. In addition, employees review their career history and present their future aspirations and plans through an annual "self-declaration system."

Developing a Pool of Experienced Successor Candidates

▶ Developing Global Talent

Positioning overseas markets as key growth drivers, we are focusing on developing talent with a global perspective (Ratio of global talent: FY2024: 13.0%; FY2030 target: 20%). To spark interest and broaden the horizons of new employees, we offer an Overseas Training Program in their first year. In addition, we have introduced the Global Talent Development Program, which is open to all employees regardless of age, to foster global-minded professionals. We also subsidize correspondence courses and tuition for language schools, including for English and other foreign languages. Furthermore, when employees are assigned overseas, we provide pre-assignment training tailored to the destination to strengthen comprehensive support.



▶ Strengthening Education and Training and the Self-Development Support System

The core of our talent development lies in on-the-job training (OJT) and self-development. Through executive training and hierarchical training programs organized by the Human Resources Department—tailored to each career stage, grade, and position—we support employees in acquiring the appropriate mindset, general knowledge, and skills (Training investment per employee: FY2024: ¥81,628; FY2023: ¥72,304). In terms of self-development, in line with our policy of "thinking and acting proactively," we have introduced a voluntary Self-Development Support System and a list of Company-endorsed qualifications, under which employees receive financial support.



② Employee Engagement (Work Environment Development)

We believe that corporate value is enhanced when individuals with diverse personalities come together to engage in dialogue and collaborate, and are working to develop a fulfilling workplace.

Diversity and Inclusion

Since FY2015, we have promoted diversity by advancing the recruitment and development of diverse talent, while creating an environment that enables all employees to thrive. We are committed to building a psychologically safe workplace where employees with diverse experiences and perspectives can openly share their opinions. Through these efforts, we aim to foster innovation and create new corporate value.

▶ Promotion of Women's Empowerment

We recognize that enabling more women to participate in organizational management is essential to cultivating a culture where diverse perspectives are shared openly. To support women in taking on greater responsibility and leadership roles, we have established the following targets and are enhancing the workplace environment to achieve them.



	FY2023	FY2024	FY2024–FY2026 Targets
Ratio of female new hires	25.4%	24.6%	35%
Ratio of female section managers	13.0%	14.0%	15%
Percentage of female managers	4.9%	4.0%	10%
Difference in average years of employment between male and female employees	1.8 years	1.4 years	1.2 years

Note: The methodology prescribed by the Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015) is the basis for calculating the percentage of female managers.

▶ Promoting the Use of Childcare Leave by Male Employees

To support the balance between work and family life for both men and women, the Company has set a target for the average duration of paternity leave taken by male employees at one month or longer and is working to enhance support systems. In addition, we have introduced the Parental Leave Support 39 Campaign to encourage employees to take 39 days or more of childcare leave. As part of this initiative, we also provide incentives to people who support the employees taking leave, thereby fostering a workplace culture that actively supports child-rearing.

Labor-Management Communication

Effective communication between employees and the Company requires frameworks for gathering and sharing employees' opinions. We hold both regular and ad-hoc labor-management discussions with the labor union, providing employee representatives with opportunities to engage directly with management. In addition, we incorporate employees' opinions directly through a self-declaration system.

Quality Assurance



Material Issue

► Provide safe and reliable products

Quality Assurance System

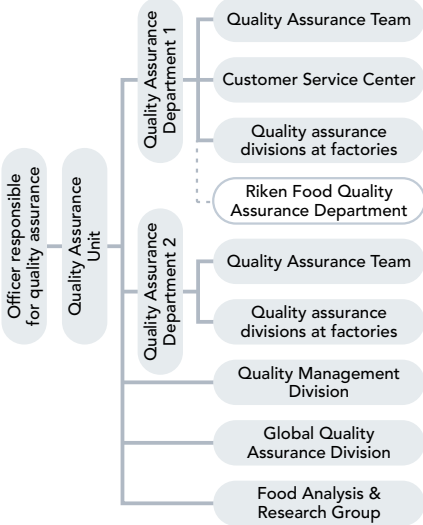
The Group’s quality assurance departments are separate from other departments to ensure an objective and centralized quality assurance system.

In October 2024, we reorganized the Quality Assurance Unit into a two-department structure to better create specialization in quality assurance activities for relevant product categories. Under this new system, Quality Assurance Department 1 covers food businesses, and Quality Assurance Department 2 covers improving agent and healthcare businesses. While carrying out their respective roles, the departments share information to strengthen quality assurance throughout the Group.

Organizational Chart
(As of September 2024)



Organizational Chart
(As of October 2024)



Department Roles	
Quality Assurance Department 1	Oversee quality assurance in the Group's food-related businesses
Quality Assurance Department 2	Oversee quality assurance in the Group's improving agent and healthcare businesses
Quality Management Division	Promote strategic quality control
Global Quality Assurance Division	Strengthen quality assurance throughout the Group, including at business sites outside Japan
Food Analysis & Research Group	Harness advanced technologies to improve in-house testing

Overseas Manager Candidate Training Program

The Overseas business is a core driver of business growth, and we aim to expand the ratio of overseas sales from 25% in FY2024 to 35% in FY2034. But as overseas sales grow in scale, we will need to strengthen our quality assurance system. With that in mind, the Quality Assurance Unit launched a talent development program in FY2025 to develop personnel capable of supporting overseas operations. Candidates are recommended by supervisors, nominated by the Global Quality Assurance Division, or apply voluntarily. We have high hopes that the program will grow into a core educational program in the near future.

1 Short-Term Training Program

Scope: Employees working in quality assurance departments
Content: Multiple short-term and medium-term overseas training programs
Purpose: To give employees experience in living and working overseas

2 Career Advancement Program

Scope: Graduates of short-term training (1)
Content: 1–3 years experience in management positions in Japan
Purpose: To improve management skills prior to overseas posting

3 Overseas Posting

(Up to 5 years)

A Quality Assurance Framework to Ensure Future Global Growth



Hiromi Kimura
Executive Officer and
General Manager of
Quality Assurance Unit

The mission of the quality assurance departments is to uphold quality and deliver safe and reliable products to our customers. We are committed to fulfilling this mission. At the same time, as management, we acutely feel a need to focus on building an organizational structure and nurturing talent with a view to the future not only of our own departments, but of the entire Group.

As the Overseas business continues to grow, it is vital that we strengthen support for quality assurance departments at business sites outside Japan. Due diligence related to quality will also be important when pursuing mergers, acquisitions, and alliances. Accordingly, we believe that employees in Japan will have more opportunities to be involved in the Overseas business in various capacities going forward. As such, rather than viewing overseas operations as separate from our Japanese operations, we see Japan as part of a global supply chain, and we aim to build a quality assurance system that supports the sustainable growth of the entire Group.

Intellectual Property



Material Issue

► Create value through research and development

Approach to Intellectual Property

We recognize the importance of intellectual property rights to the maintenance and revitalization of business activities, and we acquire such rights to ensure that the business activities of the Group are not restricted. To protect our brands and encourage the creation of superior technologies and designs, we have established a program to incentivize the acquisition of patents, utility model rights, and design rights. In addition to paying a fixed bonus to inventors or creators at the time of application or registration, we also pay a bonus to inventors based on their patents' contribution to the Group's business performance.

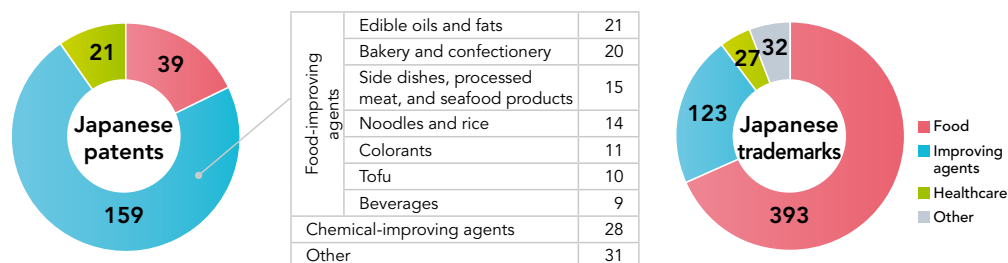
How Intellectual Property Rights Are Used in Different Fields

We make use of intellectual property to gain a competitive advantage in different ways depending on the business field. For food, we differentiate ourselves from competitors by building a wealth of know-how regarding key technologies for flavor creation, and build brand value through trademarks. In the improving agents field, we hold patents covering a wide range of technologies and supply improving agents with strong competitive advantages, thereby delivering value to our customers. In the healthcare field, we patent research outcomes and leverage them as evidence of functionality.

Industrial Property Rights (As of March 31, 2025)

► Industrial Property Rights in Japan and Overseas

	Japan	Overseas
Patents	219	21
Trademarks	575	47
Design rights	7	1



Protecting Product Value in the Food Business

Indo Kareya-san no Nazo Dressing

The product's name, bottle form, and other distinctive visual elements are protected by trademark rights and design rights.

By treating the manufacturing process as proprietary know-how, the product is resistant to replication by competitors.



Bottle Form

- Container with cap-attached packaging: Registered design no. JP1723978
- Main body of packaging container: Registered design no. JP1723976

Product Name

- 謎ドレッシング (Nazo Dressing): Registered trademark no. JP6643453
- インドカレー屋さんの謎ドレッシング (Indo Kareya-san no Nazo Dressing): Registered trademark no. JP6654176

Manufacturing Method

- Hybrid craft manufacturing method: Know-how

Intellectual Property Challenges on the Horizon

Currently, the Group holds only a small number of overseas patents and trademarks. However, as the Overseas business grows we anticipate that our rights will need to be protected more frequently in more countries. To date, our main focus has been on applying for international patents for technologies invented here in Japan, but we foresee a need for an intellectual property management system that also accounts for inventions made overseas.

We will address these issues in a variety of ways, including better arming the Riken Vitamin Legal Department to manage intellectual property, improving intellectual property literacy throughout the Group, including affiliated companies, and establishing internal regulations.

Message from an Outside Director



The Board monitors management soundness through open and multifaceted discussions.

Wataru Sueyoshi
Outside Director
Audit and Supervisory Committee Member

The Riken Vitamin Board of Directors and Its Effectiveness

Since becoming an outside director in June 2021, I have accompanied Riken Vitamin on its journey of recovery from the impact of accounting issues at its Chinese subsidiary. The experience has reinforced my belief that the role of an outside director is to focus on the oversight of corporate management from different perspectives than those already covered by executives and inside directors. Our function is one of scrutiny; for instance, identifying blind spots in management decision-making or inadequacies in risk management. Board meetings are characterized by a free and open-minded atmosphere that fosters constructive debate, and outside directors are able to ask questions and voice opinions without reservation.

Recently, I was particularly impressed that I was able to participate online as an observer in internal meetings such as the Management Meeting and Business Strategy Meeting related to the formulation of Medium-Term Management Plan 2027. Seeing the decision-making process on matters before they're tabled at Board meetings helped me to understand the key points under discussion, and I found this approach to be highly rational.

Intellectual and Human Capital

I became a lawyer by fate rather than any personal aspiration. As a student, I was fascinated by science and that led to an interest in intellectual property. I therefore have a keen interest in Riken Vitamin's intellectual property, in which the Group leverages unique strengths to come up with specialty products and services, and I can offer advice accordingly. In particular, I think it is important to study past successes to understand the strategies that turned products like Furu Wakame-chan and Chuka Hyakusen Mabo-chan into long-sellers. Intangible assets—which include intellectual property—are more than just formal knowledge. They include a complex mix of implicit knowledge and organizational culture. The product value inherent in recent hit items incorporates multiple forms of knowledge, including manufacturing methods, materials, naming, branding, and the

experience and intuition of developers, and studying these things teaches us about different intellectual property strategies. In BtoB operations, we regard trade secrets gained through communication with customers as extremely valuable assets.

I am also aware that we face challenges in areas such as human resource development and diversity. For example, employees at the Group's production sites organize their own study sessions to drive improvements, but ad-hoc efforts like these alone are not sufficient. To create a workplace where diverse talent can thrive, it is essential to invest in production automation that enables manufacturing without relying on individual skills or physical strength. In this way, I hope to see the creation of a more efficient production framework that integrates cutting-edge technology and the wealth of implicit knowledge amassed through many years of experience. Moreover, given the need to attract a more diverse range of people to work at the Group's overseas business sites, it is essential to establish internal regulations (in local languages) that comply with local laws. Following on from the previous medium-term management plan, in which we made considerable progress in strengthening global governance, I believe it is vital that the Group continues to protect local values and prevent trade secret leaks. As such, we must reinforce our global management foundation.

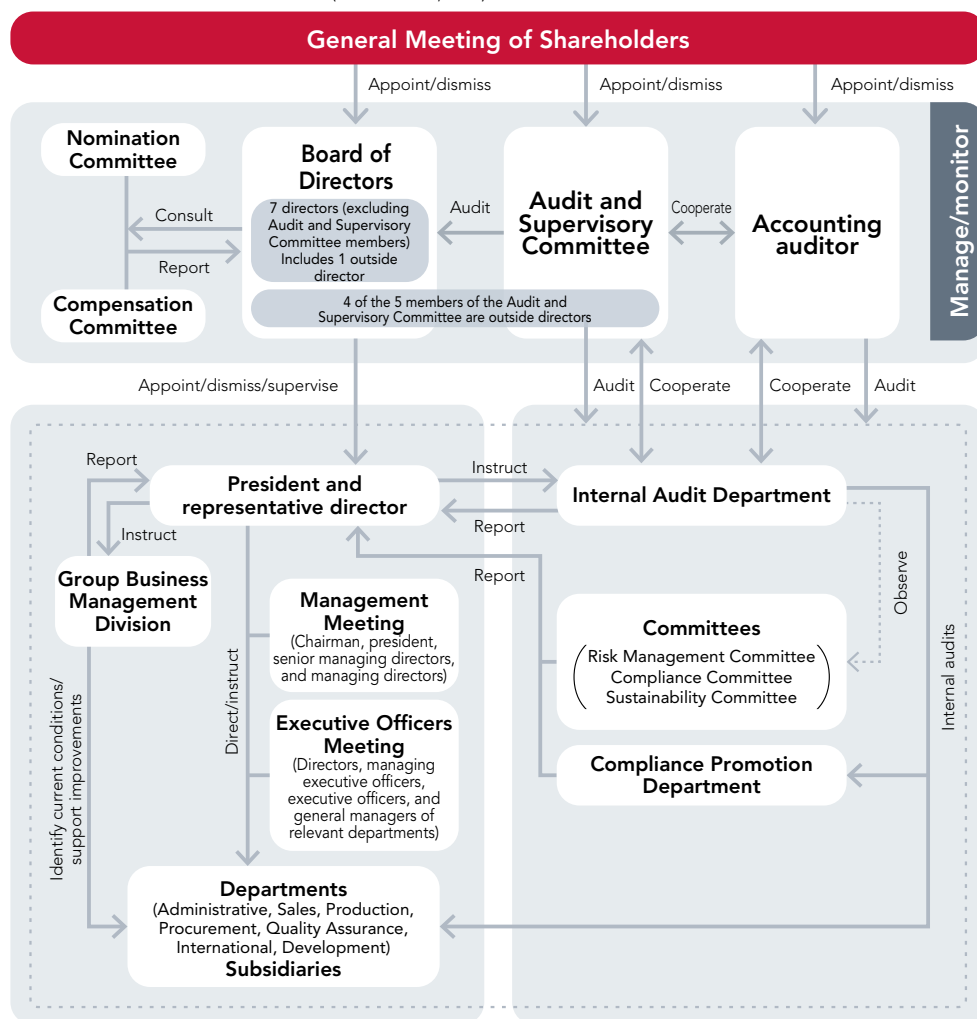
Expectations for Increasing Corporate Value

Medium-Term Management Plan 2027 prioritizes initiatives to enhance corporate value, including restructuring the production framework and expanding overseas operations. Naturally, the Company needs a balance of short-term and long-term returns, but I believe it is important to be able to make adjustments and realign this balance as appropriate. Riken Vitamin is perfectly positioned to do so with a stance that allows for prompt adoption of new approaches and improvements in response to the business environment. At the same time, it is dedicated to preserving its heritage. It is imperative that the Group defines this organizational strength—embodying the spirit of learning from the past to innovate for the future—as corporate value and presents it as a compelling narrative. I have high hopes that these strengths will help Riken Vitamin boost corporate value even in a rapidly changing business environment.

Corporate Governance

Riken Vitamin aims to achieve sustainable growth and increase its corporate value over the medium to long term through business activities based on its Management Philosophy. In order to achieve this goal, our basic approach to corporate governance is to establish a system that enables prompt, decisive, and risk-conscious decision-making, and to strive to earn the trust of shareholders and various other stakeholders.

Governance Framework (As of June 24, 2025)



Evaluation of Board of Directors Effectiveness

Since FY2016, Riken Vitamin has been analyzing and evaluating the effectiveness of the Board of Directors based on self-evaluations by each director and the opinions of the Audit and Supervisory Committee members and outside directors. To evaluate how we performed in FY2024, in April 2025 we conducted a survey with the following evaluation items. After receiving opinions from the Audit and Supervisory Committee regarding the results, the Board of Directors analyzed and evaluated its overall effectiveness at a meeting on May 14, 2025.

Evaluation items: 1. Board composition and operation; 2. Management strategy and business strategy; 3. Corporate ethics and risk management; 4. Management evaluation and compensation; and 5. Dialogue with shareholders and other constituents

Results of FY2024 Evaluation

The Board of Directors was rated highly on issues that are fundamental to corporate governance, such as basic operations of the Board and efforts to reduce cross-shareholdings, and improved its score with respect to other matters discussed by the Board, such as management and business strategies. The evaluation results generally indicated that the Board of Directors was operating effectively.

Our Evolution in Enhancing Governance

(FY)	Systems	Other Initiatives
2005	Abolished the retirement benefits system for officers	—
2006	Instituted executive officer system	—
2007	—	Implemented takeover defense measures (by shareholder resolution)
2008	—	Implemented takeover defense measures (by shareholder resolution)
2009	—	Abolished takeover defense measures
2015	Appointed an outside director and appointed a female corporate auditor	—
2016	—	Instituted evaluation of Board of Directors effectiveness
2017	Voluntarily established the Nomination and the Compensation Committee Implemented performance-linked share compensation plan	—
2019	Implemented managing executive officer system	—
2021	Appointed an outside director (other than members of the Audit and Supervisory Committee) to the Board of Directors Appointed outside directors as the chairs of the Nomination Committee and the Compensation Committee	—
2022	—	Determined targets for reducing cross-shareholdings
2023	Increased the number of female directors by 1 (total of 2)	Instituted evaluation of effectiveness of Board of Directors by an external organization
2024	—	Achieved targets for reducing cross-shareholdings

Corporate Governance

Skills Matrix

Our corporate governance guidelines delineate the people we require as directors, and we are committed to ensuring overall balance, diversity, and scale. The skills matrix shows the knowledge, experience, and abilities of directors spread across 10 categories, taking into account their relevance to our material issues.

► Director Skill Sets and Relevance to Material Issues

Skills	Material Issues								Type of Skills
	Technology-Based Value Creation			Contributing to the Global Environment		Well-Being for People and Society			
	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	
Corporate Management	○	○	○	○	○	○	○	○	Experience as a representative of the Company, its subsidiaries, or other companies
Global Affairs		○	○			○			Experience as a representative or auditor of an overseas subsidiary of the Company, and experience as a department head or corporate officer in charge of an overseas-related department
Legal Affairs and Risk Management		○		○		○		○	Attorney-at-law, etc., with knowledge of laws relevant to certified professional services, and experience as a department head, audit and supervisory committee member, or corporate officer in charge of a related department
Finance and Accounting				○	○	○			Certified tax accountant, certified public accountant, etc., with knowledge of finance and accounting, and experience as a department head or corporate officer in charge of an accounting-related department
Human Resources and General Affairs					○		○	○	Experience in execution of authority pertaining to human resources or facility management, and experience as a department head or corporate officer in charge of human resources or general affairs at the Company or other companies
Sustainability and ESG				○	○	○	○	○	Experience participating in internal committees related to sustainable business operations, and experience as department head or corporate officer in charge of a related department
Sales and Marketing		○	○			○			Experience as a department head or corporate officer in charge of a department related to production, procurement, sales, development, quality control, etc.
Development	○	○	○	○	○				
Production and Procurement	○	○	○	○	○	○			
Quality Assurance	○	○	○			○			

► Skills Matrix

Name	Responsibility	Skills										
		Corporate Management	Global Affairs	Legal Affairs and Risk Management	Finance and Accounting	Human Resources and General Affairs	Sustainability and ESG	Sales and Marketing	Development	Production and Procurement	Quality Assurance	Expertise
Kazuhiko Yamaki	Chairman and Director	○	○	○		○	○	○				
Tsutomu Mochizuki	President & Representative Director	○	○					○	○	○		
Takahisa Nakano	Senior Managing Director & Representative Director	○		○		○	○	○	○		○	Doctor of Agriculture
Nobuo Dotsu	Senior Managing Director & Representative Director			○			○	○	○	○	○	
Takahiro Tomitori	Managing Director			○	○		○					
Masaaki Nakano	Director		○					○	○			
Shinichi Hirano	Outside Director	○	○			○		○				
Takehiko Makinodan	Director, Full-time Audit and Supervisory Committee Member			○						○	○	
Satoshi Fujinaga	Outside Director, Full-time Audit and Supervisory Committee Member	○	○	○		○						Pharmacist
Towa Sueyoshi	Outside Director, Audit and Supervisory Committee Member			○								Attorney-at-Law
Wataru Sueyoshi	Outside Director, Audit and Supervisory Committee Member			○								Attorney-at-Law
Ayumi Ujihara	Outside Director, Audit and Supervisory Committee Member		○	○	○		○					CPA
Shinichi Koyama	Managing Executive Officer		○				○			○		
Takumi Aoki	Managing Executive Officer							○	○			
Takeo Yotsuzuka	Managing Executive Officer	○	○				○			○		

Corporate Governance

Officer Compensation

Policy for Determining Officer Compensation

The following policy for determining officer compensation is based on a resolution of the Board of Directors of Riken Vitamin made at a meeting on February 25, 2021.

1. The officer compensation system shall be designed to motivate officers to contribute to sustainable growth and medium- to long-term improvement of corporate value.
2. Officer compensation shall be limited to the total compensation determined by resolution of the General Meeting of Shareholders. The Board of Directors shall determine compensation for directors pursuant to deliberation by the Compensation Committee, which shall comprise a majority of outside directors.
3. Compensation for directors shall be determined and paid according to the standard for their positions and based on maximum employee compensation. Standard compensation for each position shall be determined after comprehensively considering factors including general industry standards, business performance, individual contribution, and comparative relationship with employee compensation.

Process for Determining Officer Compensation

The process for determining officer compensation shall be objective and transparent. The Compensation Committee, which is an advisory body to the Board of Directors, shall deliberate on proposed compensation from a variety of perspectives including consistency with the policy for determining compensation, and report its findings to the Board of Directors. The Board of Directors shall give due consideration to this report and approve compensation for officers individually.

Compensation System for Outside Directors

Outside directors shall be paid fixed compensation only.

Compensation System for Directors on the Audit and Supervisory Committee

Directors on the Audit and Supervisory Committee only receive fixed compensation, and they determine individual compensation through discussion among themselves.

Compensation System for Directors (Excluding Audit and Supervisory Committee Members)

► Make-Up of Compensation (Assumes Pay-Out Rate of 100% When Targets Are Met)

Fixed compensation		Performance-based compensation	
Fixed compensation Approx. 70%		Bonuses Approx. 20%	Performance-linked share compensation Approx. 10%
Fixed compensation	Comprehensive consideration of factors including business performance, employee compensation increases, individual contribution, officer tenure, comparative relationship to employee compensation, variance among positions and prevailing norms.		
Bonuses	Total bonus compensation shall be calculated by multiplying baseline bonus as per the above compensation policy using a coefficient that represents the percentage of performance targets achieved. This coefficient shall be the midpoint between the percentage of the targets achieved (as set in the medium-term management plan and for each fiscal year) for consolidated operating profit and profit attributable to owners of parent.		
Performance-linked share compensation	Eligible officers receive point awards based on the percentage of business performance targets achieved for each fiscal year. Upon retirement, directors receive Riken Vitamin shares according to the cumulative number of points awarded. Point calculation formula: (Amount of share compensation determined by position ÷ Average unit price of Riken Vitamin shares acquired by the Trust) x Performance-linked coefficient* * The performance-linked coefficient ranges from 0% to 200% according to the percentage of the targets achieved (as set in the medium-term management plan and for each fiscal year) for consolidated operating profit and net income attributable to owners of parent.		

Total Director Compensation (FY2024)

Officer Category	Total Compensation (Millions of yen)	Total Compensation by Type (Millions of yen)			Number of Eligible Officers
		Fixed Compensation	Bonuses	Non-Monetary Compensation	
Directors (Excluding directors on the Audit and Supervisory Committee)	223	153	45	24	6
(of whom, outside directors)	10	7	2*	—	1
Directors on the Audit and Supervisory Committee	68	68	—	—	5
(of whom, outside directors)	50	50	—	—	4

* Compensation for outside directors (excluding directors on the Audit and Supervisory Committee) is divided into two parts: Fixed compensation paid monthly, and two separate payments paid at pre-determined times of the year. The separate payments that form the latter of the two aforementioned parts are included under "Bonuses" in the table above for convenience, but these are not linked to performance.

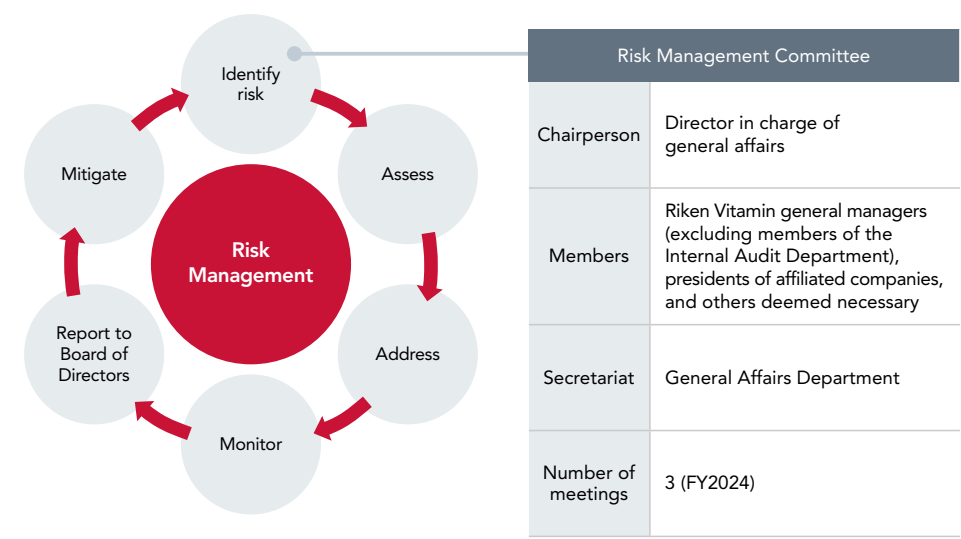
Risk Management

We have established a risk management framework to appropriately address potential material risks related to our business. Under this framework, we work to prevent risks from arising during normal operations and in the event of a management crisis. We also strive to protect the Group's assets, ensure operational effectiveness and management efficiency, and maintain the credibility of the Group.

System for Identifying and Monitoring Material Risks

We have identified nine main risks that we believe have the potential to have a material impact on the Group's financial position, operating results, and cash flows.

- Market fluctuation risks
 - Exchange rate fluctuation risks
 - Natural disaster risks
 - Safety risks
- Intellectual property right risks
 - Regulatory risks
 - Raw material procurement risks
- Information and management system risks
 - Overseas business risks



Business Continuity Plan

We have established a business continuity plan (BCP) to ensure the safety of employees and their families and enable the Group's businesses to continue operating appropriately in the event of a serious management crisis. The previous plan was based on assumed crisis situations such as large-scale earthquakes and outbreaks of novel strains of influenza, and it set forth guidelines for ensuring an appropriate response in such emergencies. However, in recent years, risks that could impact business operations have become more diverse due to factors such as climate change and geopolitical developments. Therefore, we decided to undertake a fundamental review of our BCP starting in FY2025. We will engage outside experts to help us identify current issues and develop a more effective crisis response system.

Media Training

Every two years, we conduct media training with the support of a consulting firm to help prevent criticism from delays in public statements during emergencies such as product recalls or a factory fire. The training session in FY2024 was based on the scenario of an explosion at one of our production facilities. Employees in management positions such as factory head and manufacturing division managers were put through their paces at mock press conferences and media scrums. Based on that experience, we revised our response manuals and have established a system that enables departments to work cohesively in emergency situations to respond swiftly and accurately.



Media training at the Chiba Factory in September 2024

Important Lessons Learned at Media Training



Tsuyoshi Shibata
Executive Officer
General Manager of
Production Planning and
Development Unit
(Head of Chiba Factory
at the time of training)

The media training session in September 2024 opened my eyes to a variety of issues, including the sheer difficulty of formulating a message with the media reaction in mind and delivering it without causing any misunderstandings; the difficulty of correcting a previous statement; and the importance of establishing a clear line about what is appropriate to say when speaking on behalf of the whole organization. It was a good opportunity to review how to sort and disclose information promptly and appropriately, and I believe it was a meaningful way for those at the management level to gain practical experience.

Compliance

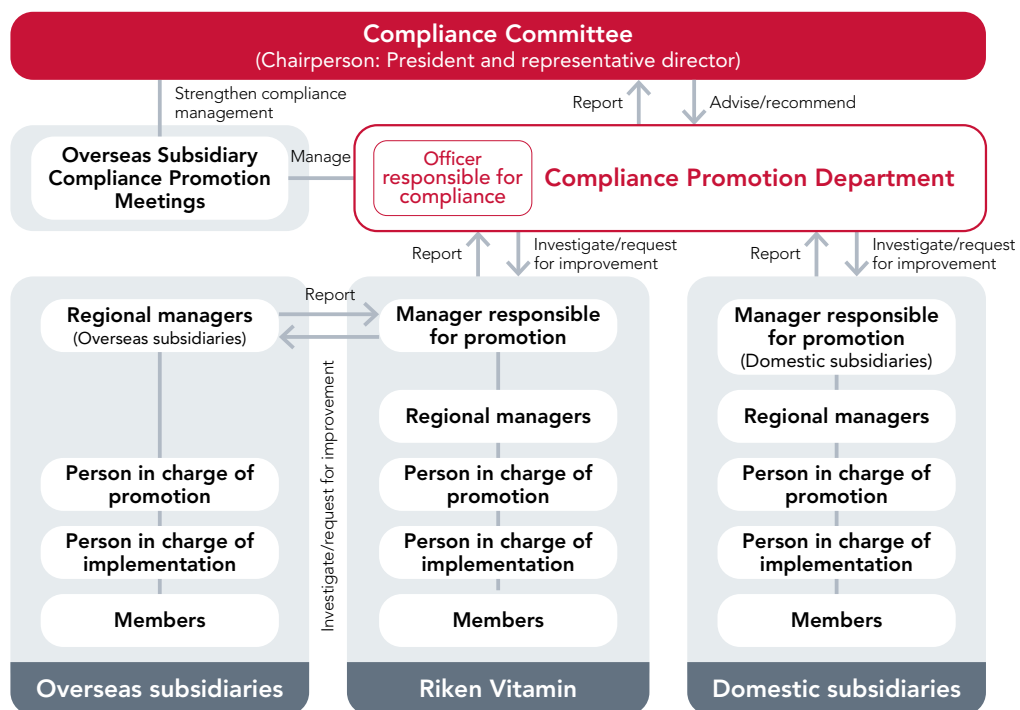
In addition to establishing a Code of Conduct as a practical standard for compliance, the Group has also created a Compliance Program as its compliance management system, and conducts ongoing education and development for all members in accordance with that program.

🔗 Code of Conduct
<https://www.rikenvitamin.jp/corporate/sustainability/compliance/#head09> (Japanese only)

Promotion Framework

We have established a Compliance Committee (chaired by the president and representative director), which conducts quarterly assessments to ensure that the system is being properly maintained. In addition, each unit has placed people in positions responsible for promoting compliance and implementing compliance activities as well as maintaining and improving compliance awareness. We also work to strengthen collaboration with overseas subsidiaries through Overseas Subsidiary Compliance Promotion Meetings.

► Compliance Framework



Education and Development

In the Riken Vitamin Group, people in charge of implementing compliance activities hold regular compliance study sessions, and distribute compliance training and educational materials to improve compliance awareness. We also conduct an annual compliance awareness survey at Group companies in Japan and overseas, as a means of monitoring implementation and understanding of the Code of Conduct.

► Tier-Specific Training and Awareness Survey (FY2024)

New Employees	Managers	Executives
New employee training Topic: Compliance and social media risks Number of participants: 39 Note: Includes an oath of compliance with the Code of Conduct.	Training for newly appointed managers Topic: Harassment Number of participants: 23	
	CSR training Topic: Information security and risks of social media posts Number of participants: 322 Topic: Practicing diversity management and how to overcome unconscious biases Number of participants: 314	
	Compliance study sessions	
	Compliance awareness surveys	
	Main survey questions: Holding of compliance study sessions, psychological safety in the workplace and awareness of hotline Responses: 1,856 (91.3%) Scope: Riken Vitamin Group	

Internal Whistleblower System

The Group has established a Corporate Ethics Hotline that employees can use to consult on issues such as harassment and compliance violations. The hotline is managed through three channels: internal and external contact points, a global contact point that supports local languages, and an Audit and Supervisory Committee contact point that is independent from the business execution line. To ensure privacy, consultations can be made anonymously, and we have established internal regulations to ensure that people who make use of the system are not subjected to disadvantageous treatment.

► Number of Reports and Cases of Disciplinary Action

	Type	FY2022	FY2023	FY2024
Number of reports	Harassment	5	8	5
	Workplace environment	2	4	3
	Bribery and abuse of dominant bargaining position	0	0	0
	Other	2	1	1
Disciplinary action	Reprimand or pay cut	0	0	0
	Suspension from work, disciplinary transfer, or demotion	0	0	0
	Requests for resignation or disciplinary dismissal	0	0	0

Scope: Riken Vitamin Group

Management Team (As of June 24, 2025)



1 Kazuhiko Yamaki
Chairman and Director

2 Tsutomu Mochizuki
President & Representative Director

3 Takahisa Nakano
Senior Managing Director & Representative Director
In charge of Administration (Compliance, General Affairs, and Human Resources) and Chemicals Business

4 Nobuo Dotsu
Senior Managing Director & Representative Director
In charge of Business Strategy, Procurement, and Health Care Business

5 Takahiro Tomitori
Managing Director
In charge of Administration (Sustainability, Accounting, and Information Technology) and Corporate Strategy

6 Masaaki Nakano
Director
In charge of Food Improving Agents Business and International Business

7 Shinichi Hirano
Outside Director

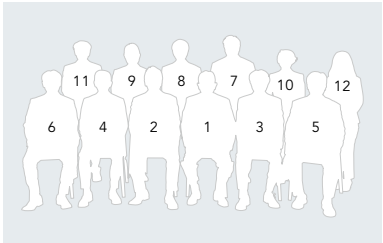
8 Takehiko Makinodan
Director
Full-time Audit and Supervisory Committee member

9 Satoshi Fujinaga
Outside Director
Full-time Audit and Supervisory Committee Member

10 Towa Sueyoshi
Outside Director
Audit and Supervisory Committee Member

11 Wataru Sueyoshi
Outside Director
Audit and Supervisory Committee Member

12 Ayumi Ujihara
Outside Director
Audit and Supervisory Committee Member



Management Team



1 Kazuhiko Yamaki
Chairman and Director

Tenure as director: 16 years
Attendance at Board of Directors meetings: 16/16



2 Tsutomu Mochizuki
President & Representative Director

Tenure as director: 4 years
Attendance at Board of Directors meetings: 16/16



3 Takahisa Nakano
Senior Managing Director & Representative Director
In charge of Administration (Compliance, General Affairs, and Human Resources) and Chemicals Business

Tenure as director: 14 years
Attendance at Board of Directors meetings: 16/16



4 Nobuo Dotsu
Senior Managing Director & Representative Director
In charge of Business Strategy, Procurement, and Health Care Business

Tenure as director: 4 years
Attendance at Board of Directors meetings: 16/16



5 Takahiro Tomitori
Managing Director
In charge of Administration (Sustainability, Accounting, and Information Technology) and Corporate Strategy

Tenure as director: 5 years
Attendance at Board of Directors meetings: 16/16



6 Masaaki Nakano
Director
In charge of Food Improving Agents Business and International Business

Tenure as director: 1st year



7 Shinichi Hirano
Outside Director

Tenure as director: 5 years
Attendance at Board of Directors meetings: 16/16

Significant concurrent positions:
• Outside Director of GiG Works Inc.
• Outside Director of Sinko Industries Ltd.



8 Takehiko Makinodan
Director
Full-time Audit and Supervisory Committee member

Tenure as director: 1st year



9 Satoshi Fujinaga
Outside Director
Full-time Audit and Supervisory Committee Member

Tenure as director: 9 years
(11 years when term as outside corporate auditor is included)
Attendance at Board of Directors meetings: 16/16
Attendance at Audit and Supervisory Committee meetings: 15/15



10 Towa Sueyoshi
Outside Director
Audit and Supervisory Committee Member

Tenure as director: 9 years
(11 years when term as outside corporate auditor is included)
Attendance at Board of Directors meetings: 16/16
Attendance at Audit and Supervisory Committee meetings: 15/15
Other major concurrent posts:
• Mukai Law Office



11 Wataru Sueyoshi
Outside Director
Audit and Supervisory Committee Member

Tenure as director: 5 years
Attendance at Board of Directors meetings: 16/16
Attendance at Audit and Supervisory Committee meetings: 15/15
Other major concurrent posts:
• Partner at Sueyoshi & Sato
• Outside Director of Mitsubishi Estate Co., Ltd.



12 Ayumi Ujihara
Outside Director
Audit and Supervisory Committee Member

Tenure as director: 3 years
Attendance at Board of Directors meetings: 16/16
Attendance at Audit and Supervisory Committee meetings: 15/15
Other major concurrent posts:
• Representative of Ayumi Ujihara CPA office
• Outside Audit & Supervisory Board Member of Yamaha Motor Co., Ltd.
• Partner of Kagayaki Audit Corporation
• Outside Director, Audit & Supervisory Committee Member of Makita Corporation

Managing Executive Officers



Shinichi Koyama
In charge of Administration (Legal Affairs) and Quality Assurance



Takumi Aoki
In charge of Food Business



Takeo Yotsuzuka
In charge of Production

10-Year Financial and Non-Financial Summary

Riken Vitamin has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) since the beginning of FY2021.

	Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Operating Results											
Net sales	Millions of yen	88,072	87,181	89,515	89,024	82,974	77,722	79,231	88,750	91,484	95,582
Operating profit	Millions of yen	6,007	6,820	5,424	4,580	5,307	1,367	5,840	7,158	9,371	8,724
Ordinary profit	Millions of yen	5,321	6,248	4,587	4,388	5,045	1,652	6,182	7,723	10,296	9,417
Profit (loss) attributable to owners of parent	Millions of yen	4,107	4,089	4,800	2,623	(8,933)	(1,618)	21,582	6,414	8,755	9,388
Financial Position											
Total assets	Millions of yen	109,030	109,342	110,994	109,706	101,853	106,535	102,660	105,223	118,776	112,999
Net assets	Millions of yen	74,341	53,611	58,919	59,229	46,789	46,674	66,539	71,371	76,643	79,200
Cash Flows											
Cash flows from operating activities	Millions of yen	8,377	8,126	5,753	6,689	5,850	7,660	6,823	7,835	10,451	7,892
Cash flows from investing activities	Millions of yen	(6,389)	(3,080)	(1,617)	(3,388)	(4,282)	(2,322)	(3,661)	(2,034)	(554)	353
Cash flows from financing activities	Millions of yen	(3,140)	(1,881)	(5,869)	(2,490)	(3,051)	(180)	(7,565)	(4,578)	(7,084)	(9,965)
Cash and cash equivalents at end of period	Millions of yen	13,154	16,207	14,488	15,157	13,604	18,655	15,064	16,656	20,141	18,835
Per Share Data¹											
Earnings (loss) per share	Yen	93.22	127.50	146.94	80.04	(272.48)	(49.36)	657.98	195.51	268.44	310.08
Net assets per share	Yen	1,677.13	1,670.30	1,783.14	1,792.07	1,411.87	1,407.47	2,027.84	2,174.39	2,523.84	2,649.95
Dividends per share	Yen	33.00	33.00	35.50	40.50	42.00	42.00	46.00	59.00	81.00	94.00
Dividend payout ratio	%	35.4	25.9	24.2	50.6	—	—	7.0	30.2	30.2	30.3
Financial Indicators											
Equity ratio	%	67.7	48.5	52.7	53.5	45.5	43.3	64.8	67.8	64.5	70.1
Profit attributable to owners of parent/equity (ROE)	%	5.5	6.4	8.6	4.5	—	—	38.3	9.3	11.8	12.1
Price-earnings ratio (PER)		21.5	15.8	14.0	21.9	—	—	2.5	9.8	9.6	7.8
Non-Financial Indicators (Non-consolidated)											
Number of employees (As of March 31)		912	923	935	945	934	942	958	957	966	997
Employees by gender	Male	721	725	735	741	729	737	738	735	736	757
	Female	191	198	200	204	205	205	220	222	230	240
Greenhouse gas (GHG) emissions ² (Group)	Scope 1	—	—	—	37,052	40,315	40,096	39,901	35,245	31,999	38,459
	Scope 2 (Market-based method)	t-CO ₂ -eq	—	—	—	47,533	44,055	40,392	40,490	25,245	22,939
	Scope 2 (Location-based method)		—	—	—	48,902	45,490	41,784	42,783	40,826	38,827
Total waste generation	t	4,325	4,041	3,981	3,853	3,506	3,557	3,960	4,304	3,956	3,889
Food waste recycling rate	%	90.1	95.0	96.7	95.7	94.7	92.2	93.5	94.5	95.2	94.4
Water usage	1,000 kL	451	464	422	400	381	386	374	383	386	378

1. The Company conducted a 2-for-1 stock split of its common stock, effective April 1, 2020. Per share data above is adjusted for the stock split.

2. Total waste generation for FY2023 has been revised following a review of data.

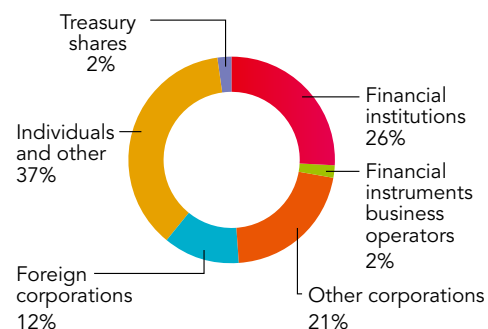
Share Information

(As of March 31, 2025)

Basic Share Information

Total number of authorized shares: 160,000,000
 Total number of issued shares: 30,705,100
 Number of shareholders: 33,883
 Stock listing: Tokyo Stock Exchange, Prime Market
 Stock code: 4526
 Shares per unit: 100
 Shareholder registry administrator: Mitsubishi UFJ Trust and Banking Corporation
 Accounting auditor: KPMG AZSA LLC

Composition of Shareholders

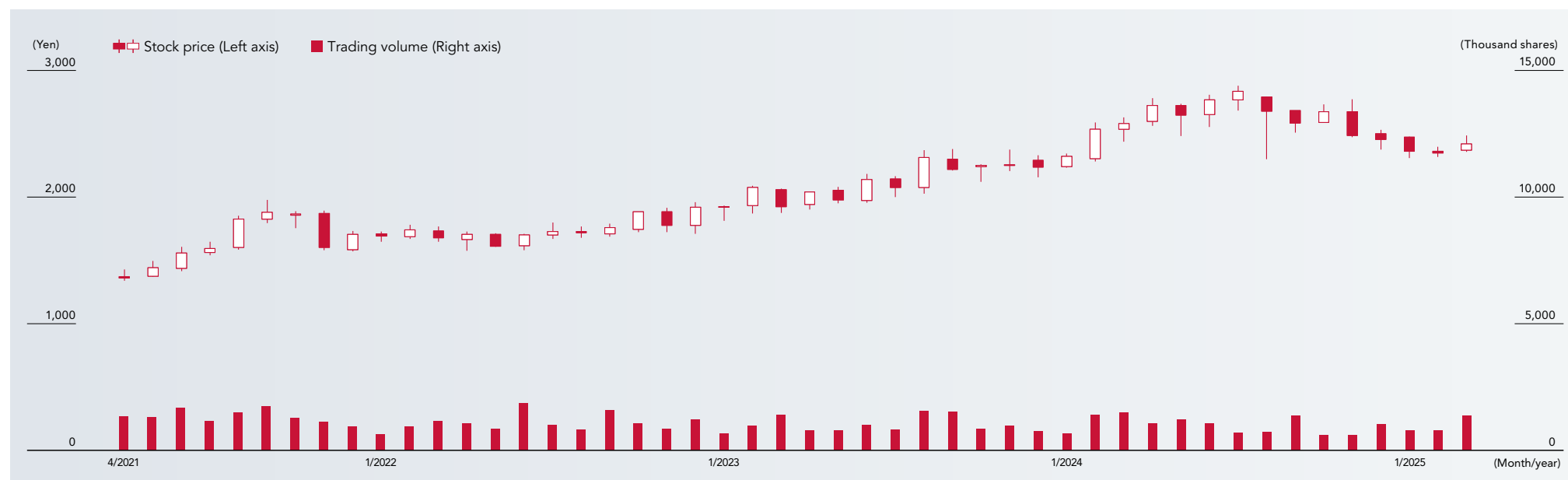


Major Shareholders

Name	Shares held (Thousand)	Shareholding ratio
Riken Vitamin Business Partners' Shareholding Association	3,250	10.80
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,098	6.97
The Master Trust Bank of Japan, Ltd. (Miyoshi Oil & Fat Co., Ltd. Pension Fund)	1,080	3.59
Mizuho Bank, Ltd.	1,039	3.45
Riken Vitamin Employees' Shareholding Association	750	2.49
Sumitomo Life Insurance Company	726	2.41
Mitsubishi UFJ Trust and Banking Corporation	504	1.67
Custody Bank of Japan, Ltd. (Trust Account)	487	1.61
MUFG Bank, Ltd.	442	1.47
Asahi Mutual Life Insurance Company	438	1.45

1. The Company holds 632,000 shares of treasury stock, which are excluded from the major shareholders listed above.
2. The 632,000 shares of treasury stock do not include the 198,000 shares of the Company's stock held by the Executive Compensation Board Incentive Plan (BIP) Trust and the Stock Grant Employee Stock Ownership Plan (ESOP) Trust.
3. The shareholding ratio does not include treasury shares.

Stock Price and Trading Volume



Corporate Data

(As of March 31, 2025)

Corporate Profile

Trade name	Riken Vitamin Co., Ltd.
Head Office address	1-6-1 Yotsuya, Shinjuku-ku, Tokyo, 160-0004, Japan
Establishment	August 1949
Capital	¥2,537 million
Number of employees	997 (consolidated: 1,858)
Business	Production and sale of household and commercial foods, processed food ingredients, food-improving agents, chemical-improving agents, and vitamins

Business sites in Japan	Business and sales locations	Head Office; Saitama Office; Osaka Branch Office; Sapporo Branch Office; Sendai Branch Office; Nagoya Branch Office; Fukuoka Branch Office; Eiken Shoji Co., Ltd.; Shinken Sangyo Co., Ltd.
	Production facilities	Soka Factory; Chiba Factory; Tokyo Factory; Kyoto Factory; Osaka Factory; Riken Food Co., Ltd.; Kenseido Co., Ltd.; Sunny Packaging Co., Ltd.
	Research and development bases	Presentation Center, Application & Innovation Center

🔗 <https://www.rikenvitamin.jp/en/corporate/domestic/>

Business sites outside Japan	Sales locations	Rikevita Fine Chemical & Food Industry (Shanghai) Co., Ltd.; Rikevita Asia Co., Ltd.; Rikevita (Singapore) Pte Ltd; Rikevita (Thailand) Co., Ltd.; Rikevita Viet Nam Co., Ltd.; Rikevita (India) Private Limited; Rikevita Turkey Food Industry Limited Company; Riken Vitamin Europe GmbH; Riken Vitamin USA, Inc.
	Production facilities	Tianjin Rikevita Food Co., Ltd.; Rikevita (Malaysia) Sdn. Bhd.; Guymon Extracts Inc.

🔗 <https://www.rikenvitamin.jp/en/corporate/overseas/>



▶ Riken Vitamin Corporate Information Website

<https://www.rikenvitamin.jp/en/>

A comprehensive overview of Riken Vitamin's corporate activities, IR information, and sustainability information.



▶ External Evaluations



2021 Platinum Kurumin Certification
(Ministry of Health, Labor and Welfare)



2025 Certified Health & Productivity Management Organization (Large enterprise category; White 500)
(Under a program by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi)