



IMURAYA GROUP

2023 COMPANY INFORMATION

Hub-and-Spoke Management Model to “Make Customers Smile with Deliciousness” through Connections and Innovations

Imuraya Group features a “hub-and-spoke” management model where its operating companies are positioned in a circular manner to maximize the group’s strength and enhance its corporate value through their mutual connections and collaborations. The five domestic companies and the six overseas companies of the group cooperate to achieve synergistic effects to “make customers smile with deliciousness.”

“Glocal” expansion to spread our flavors worldwide

This company manufactures and sells products that blend Japanese and Western elements, such as *mochi* (Japanese rice cakes) and coconut cream, serves as an exclusive importer of Japanese products manufactured by our group companies, and disseminates information among the group companies. It continues to propose and pioneer a new food culture centered around *azuki* (red beans), which is the core ingredient through our business history.



Effort for the centralization of our business operations in China

This company functions as the strategic division that aims to rationalize the management of our operating companies in China (JIF, IDF and IBF) and to make effective use of funds to build up a stable business structure. It provides services, support, and suggestions to assist the growth of our operations in China.



Provision of products, such as confectionery, food, daily chilled food, ice cream, frozen traditional Japanese confectionery, dim sum and delis, and operation of a food service business

This company offers a diverse range of unique products, exemplified by long-selling items like Yude-Azuki (boiled azuki beans), Nikuman (pork buns), Anman (azuki bean buns) and Azuki Bar (azuki bean ice bars). It strives to create a new food culture by understanding social needs and combining innovative technologies with its long-standing traditions.



By fostering “autonomy and collaboration” within each of our group companies, we provide the three S’s (Service, Support, and Suggestions) to maximize synergistic effects. Adapting to the ever-changing external environment, we continue to propose new value to customers.

Manufacturing of its material products through seasoning and packaging production technologies as well as OEM and ODM

Its main production items include liquid and powdered seasonings, which serve as raw materials for creating flavors in food, and products like retort/spouted pouches. With collaboration and solution-oriented approaches, it contributes to solving the problems of customers, primarily in the food industry, through its technological expertise.



Performance of a wide range of tasks concerning employee benefits and shop management within Imuraya Group

Within Imuraya Group Co., Ltd., this company operates real estate and rental housing management businesses as well as leasing agents, in-house childcare facilities, in-house stores, and shops and outlets in commercial facilities. Through employee benefits, it contributes to the enhancement of the productivity of the group.



Planning of new core business projects for the future and support for their operationalization

Based on the concept of open innovation, this company plays the role of a strategic planning division to explore basic technologies and ideas for new business projects that could become pillars of our future as well as to support their operationalization and development. Using the strengths of Imuraya Group, it designs new business projects under the theme of “Japanese tradition and health” and provides comprehensive support for their implementation.

Japanese-style halal food targeted at Malaysia and other ASEAN countries

This company forms strategic partnerships with local OEM partners and makes use of our technologies and product development capabilities cultivated in Japan to manufacture and sell products tailored to the Malaysian market. It delivers enjoyable Japanese-style products and services to ASEAN countries.



Responsible for formulating Imuraya Group’s overall management strategies and comprehensively optimizing its business operations

Imuraya Group Co., Ltd.

Imuraya Co., Ltd.

Imuraya Foods Co., Ltd.

Imura Co., Ltd.

Imuraya Start-up Planning Corporation

Imuraya Malaysia SDN. BHD.

Beijing Kyo-Nichi Imuraya Foods Co., Ltd. (JIF)

Imuraya (Dalian) Foods Co., Ltd. (IDF)

Imuraya (Beijing) Food Co., Ltd. (IBF)

Imuraya USA, Inc.

Imuraya (Beijing) Corporate Management Co., Ltd. (ICM)

Entry into the Chinese market with Japanese confectionery like Castella cake

This company develops and sells Japanese confectionery, such as Castella (sponge cake) and Japanese-style Nikuman (pork buns) and Anman (azuki bean buns). It strengthens its sales strategy through online sales and social media as well as its marketing function through product development for convenience stores, etc., in order to expand our sales channels not only in China but also in other countries.



Seasoning and baked goods production factory to collaborate with JIF and IBF for export to the global market

This company is responsible for the manufacturing of products, such as powdered seasonings and Castella (sponge cake), for JIF and IBF. It also devotes effort to propose the development of new products and works hard to further expand our market presence in Japan, Korea, ASEAN countries, etc.



Proper response to the dietary needs of the Chinese market through the development and sale of seasonings

This company provides powdered seasonings made primarily from vegetables, seafood, etc., to processed food makers within and outside China which manufacture instant noodles, seasonings, restaurant food and the like. Since 2014, it has specialized in marketing and management, advancing product development targeting the needs of local markets.

Attempts to Move into Diverse Fields to Make More Customers Smile with Deliciousness

Based on its ideas of “continuing to provide new products while maintaining a sense of universality (Continuity and Change)” and “pursuing originality without imitating other companies (Distinctive Management)” as well as on its mission to “make customers smile with deliciousness,” Imuraya Group utilizes traditional Japanese and natural tastes to offer products in diverse business fields, such as those focused on confectionery, food, frozen desserts, dim sum and delis, daily chilled food, sweets, seasonings and VISON business.

● Confectionery Business

Confectionery has been the core business of Imuraya Group to assist its development since its foundation. We offer a wide range of products, including yokan (azuki bean jelly), gifts, Castella (sponge cake) *dorayaki* (azuki bean pancakes) and so on.

● Food Business

In addition to traditional Japanese sweets, such as Yude-Azuki (boiled azuki beans), *zenzai* (azuki bean soup) and Kori-Mitsu (syrup for shaved ice), we also offer microwavable frozen products like Nikuman (pork buns) and Anman (azuki bean buns) as well as OEM products, including spouted pouches.

● Ice Cream Business

Utilizing our strengths, we manufacture and sell distinctive Japanese-style ice creams as well as other original ice creams, as exemplified by Azuki Bar (azuki bean ice bars) and Yawamochi Ice Cream (ice cream topped with *mochi* or *warabimochi*).

● Dim Sum and Deli Business

We manufacture and sell products, such as Nikuman (pork buns) and Anman (azuki bean buns), which can be enjoyed warm at any time using in-store steamers.

● Daily Chilled Food Business

Responding quickly to changes in dietary lifestyles, such as greater preference for long-life and organic food as well as for small portions, we offer products like tofu and chilled Nikuman (pork buns) and Anman (azuki bean buns).

● Sweets Business

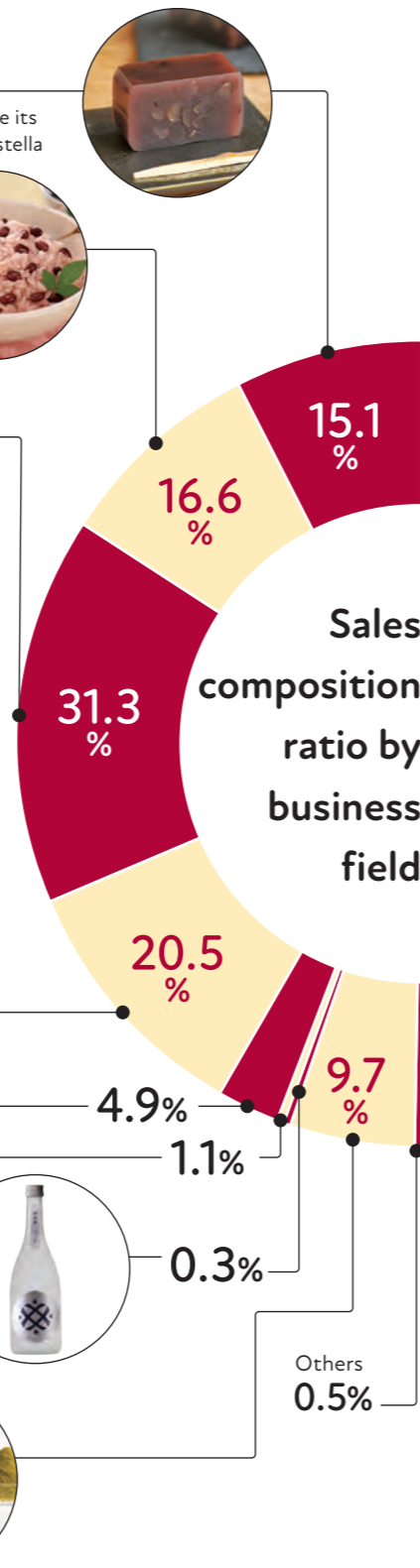
We are engaged in various sweets-related business activities, such as online sales of branded products of Anna Miller's as well as operation of Waryokado, a luxury ice cream shop, and the Japanese branches of La maison JOUVAUD, a patisserie from southern France.

● VISON Business

We operate two shops, namely Fukuwagura that produces and sells sake (Japanese rice wine) rooted in terroirs using water, sake rice and yeast from Mie Prefecture and Kashiho Imuraya that sells traditional Japanese confectionery. Both of those shops are located at VISON resort-type commercial facilities in Taki Town, Mie Prefecture.

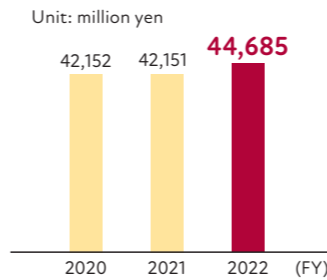
● Seasoning Business

We powderize, liquidize and granulate extracts from vegetables, seafood, and livestock meat to sell them to domestic and international food manufacturers, etc., as commercial seasonings.



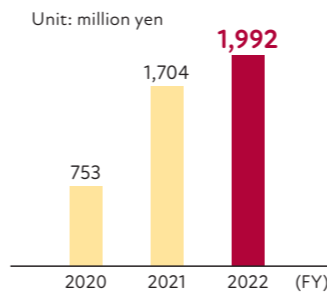
Financial Highlights

▶ Revenue

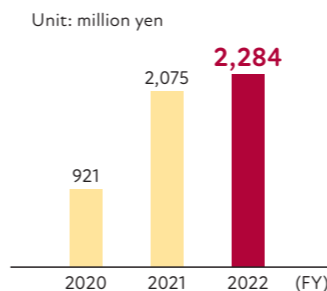


*Since fiscal year 2021, we have adopted the Accounting Standard for Revenue Recognition (Corporate Accounting Standard No. 29), etc.

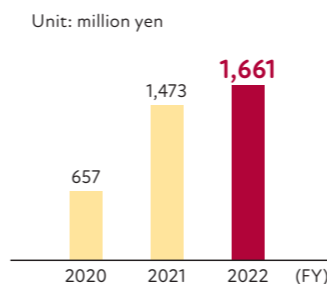
▶ Operating profit



▶ Ordinary profit

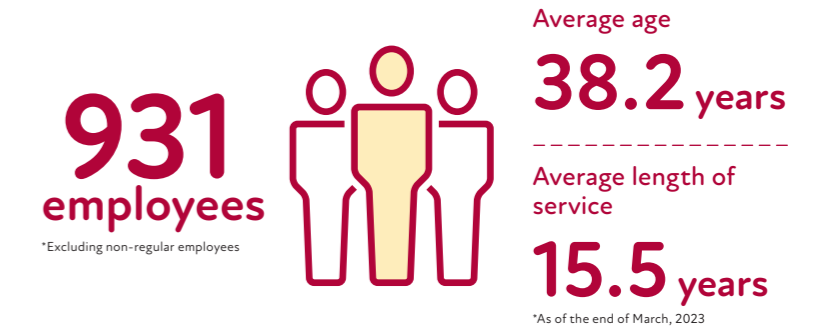


▶ Net profit attributable to owners of the parent



Non-Financial Highlights

▶ Number of Employees of Our Group



▶ Percentage of female employees



Percentage of female managers

13.9%

▶ Average overtime hours



Paid leave acquisition rate

72.9%

▶ Number of employees who take parental leave



Percentage of employees who return to work after taking parental leave

100.0%

For unchanging happiness, we continue to change and move towards the future.

History of Imuraya's "Distinctive Management"

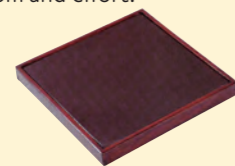
On November 15, 1896, Wazo IMURA began confectionery production in Matsusaka Town, Iin County, Mie Prefecture (now Matsusaka City) and founded a Japanese confectionery shop. Since the foundation of the shop, we have continued to provide new products while maintaining a sense of universality under the philosophy of "Continuity and Change."

Start of a Family Business

- 1896**
- Wazo IMURA founded **Kashiho Imuraya** under the principle of "always providing delicious products and keeping promises with sincerity."
 - A challenge from scratch: Yamadazen-Yokan infused with "wisdom and effort."



▲ Founder:
Wazo IMURA



▲ Yamadazen-Yokan
Imuraya's first product for sale, which was solidified using a serving tray called a yamadazen since there were no molds to solidify boiled yokan (azuki bean jelly) at that time.

Development as a Company

- 1947**
- "Products are my life and people are my treasure."
Jiro IMURA established Imuraya Co., Ltd. as an incorporated company.
 - He continued to create hit products one after another under the philosophy of "doing what others do not."



▲ Jiro IMURA
He succeeded Wazo Imura and developed his family business into an incorporated company.



▲ Jiro IMURA and his companions
He is the fourth person from the right in the front row.

- 1950** • Formed a labor union.
1953 • Changed its company name to Imuraya Seika Co., Ltd.
1960 • Released Instant Zenzai.



◀ Instant Zenzai

- 1961** • Became listed on the Second Section of the Nagoya Stock Exchange.

- 1962** • Launched its internal newsletter *Izumi*.
• Released Yude-Azuki.



▼ Yude-Azuki

- 1963** • Entered the ice cream business.



▲ Its early products released after entering the ice cream business: Kori-Kintoki, Onigiri-Monaka and Bye-bye Bar

- 1964** • Released **Nikuman and Anman**.
Developed steamers jointly with a manufacturer to make it possible to enjoy Nikuman at the storefront and created a new dietary habit.
- Released Mizu-Yokan.



▲ Nikuman and Anman

▲ Mizu-Yokan

- 1967** • Released Kori-Mitsu.
1972 • Released Ice Melon and Daizukko.



▲ Kori-Mitsu

▲ Ice Melon

▲ Daizukko

- 1973** • Released **Azuki Bar**.
• Established **Imura Co., Ltd.**
• Opened the first Japanese store of **Anna Miller's**.



▲ Azuki Bar



▲ First Japanese store of Anna Miller's

- 1974** • Released Chilled Nikuman and Anman.
1978 • Entered the seasoning business.
1979 • Released BOX Azuki Bar and Cup Shiruko.
1984 • Released Castella 5.



▲ Castella 5

◀ BOX Azuki Bar

- 1986** • Released a 5-pack of Mizu-Yokan.
1993 • Released Okiniiri-Shiruko.

Okiniiri-Shiruko ▶



- 1998** • Its Seasoning Business Division obtained ISO 14001 certification, and that stimulated each company of Imuraya Group to obtain ISO 9001/14001.

- 2000** • Established **Beijing Kyo-Nichi Imuraya Foods Co., Ltd. (JIF)** as the first step to expand globally.

- 2001** • Released Osekihan-no-Moto.

Osekihan-no-Moto ▶



- 2006** • Established **Imuraya (Beijing) Food Co., Ltd. (IBF)**.

- 2008** • Released Eiyokan.



▲ Eiyokan

- 2009** • Established **Imuraya USA, Inc.**



▲ Completed the construction of the factory of Imuraya USA, Inc.

Transition to Group Management

- 2010** • Transitioned to a holding company system to gather diverse management resources and achieve synergistic effects.

- 2012** • Released Yawamochi Ice Cream.



▲ Holding company system



▲ Yawamochi Ice Cream

- 2013** • Obtained a trademark registration for **Azuki Bar** after developing it into a brand through activities to hand down azuki food culture, etc.

- Established Imuraya (Dalian) Foods Co., Ltd. (IDF).

- 2017** • Merged Nippon Food Co., Ltd. and Imuraya Seasoning Co., Ltd. to establish **Imuraya Foods Co., Ltd.** with the aim of achieving synergistic effects to evolve business-to-business transactions.

- Became listed on the First Section of the Tokyo and Nagoya Stock Exchanges.

- 2018** • Completed the construction of **AZUKI•FACTORY**.



▲ Listing on the First Section of the Tokyo and Nagoya Stock Exchanges



▲ AZUKI•FACTORY

- 2019** • Established **Imuraya Start-up Planning Corporation**.

- Established **Imuraya Malaysia SDN. BHD.** to expand to Malaysia, a gateway to the ASEAN market.

- Entered the sake business.

- 2020** • Completed the construction of Imuraya Foods' new factory to manufacture spouted pouches.

- 2022** • Transitioned to the Prime Market and Premier Market.

- Celebrated the 125th anniversary of its foundation and the 75th anniversary of its incorporation.

- 2023** • Completed the construction of **ANOTSU FACTORY**.



▲ ANOTSU FACTORY

Overview of the Holding Company (as of April 1, 2023)

Imuraya Group Co., Ltd.

Head office location: 7-1-1 Takachaya, Tsu City,

Mie Prefecture 514-8530 Japan

Phone: +81(0)59-234-2131

Foundation: 1896

Incorporation: April 1947

Capital: 2,576,530,000 yen



Head office of Imuraya Group

Overviews of the Operating Companies (as of April 1, 2023)

Imuraya Co., Ltd.

Head office location: 7-1-1 Takachaya, Tsu City, Mie Prefecture

514-8530 Japan

Phone: 059-234-2132

President: Yasushi IWAMOTO

Vice-President: Hiroshi MASUKAWA

Establishment: October 2010

Capital: 310,000,000 yen

Imuraya Foods Co., Ltd.

Head office and Nakahara Site:

24-1 Jibu, Nakaharacho, Toyohashi City,

Aichi Prefecture 441-3106 Japan

Phone: 0532-41-1191

Nanane Site: 88 Okuashidaguchi, Nishi-Nananecho,
Toyohashi City, Aichi Prefecture 441-3202
Japan

Phone: 0532-21-2311

Chairperson: Shigemoto SUGANUMA

President: Hisashi KONDO

Establishment: January 1969

Capital: 50,000,000 yen

Imura Co., Ltd.

Head office location: 5-6-1 Takachaya, Tsu City, Mie Prefecture

514-0819 Japan

Phone: 059-234-2080

President: Masato IWAKAMI

Imuraya Start-up Planning Corporation

Head office location: 7-1-1 Takachaya, Tsu City, Mie Prefecture

514-8530 Japan

Phone: 059-234-2135

President: Yasuki ONISHI

Beijing Kyo-Nichi Imuraya Foods Co., Ltd. (JIF) –

Head office location: Room 101, Building 11, Pomegranate

Center, 88 Liuxiang Road, Fengtai

District, Beijing City, China

Phone: +86-10-5676-2191

Chairperson and General Manager: Yoshiteru ONISHI

Imuraya (Dalian) Foods Co., Ltd. (IDF)

Head office location: Dafangshen Village, Changcheng

Street, Lüshunkou District, Dalian

City, Liaoning Province, China

Phone: +86-411-8627-8020

Chairperson: Yoshiteru ONISHI

General Manager: Chohei UEDA

Imuraya (Beijing) Food Co., Ltd. (IBF)

Head office location: Room 101, Building 11, Pomegranate

Center, 88 Liuxiang Road, Fengtai

District, Beijing City, China

Phone: +86-10-5676-2192

Chairperson and General Manager: Yoshiteru ONISHI

Imuraya (Beijing) Corporate Management Co., Ltd. (ICM)

Head office location: Room 101, Building 11, Pomegranate

Center, 88 Liuxiang Road, Fengtai

District, Beijing City, China

Chairperson and General Manager: Yoshiteru ONISHI

Imuraya USA, Inc.

Head office location: 2502 Barranca Parkway, Irvine,

CA 92606, USA

Phone: +1-949-251-9205

COO: Masatoshi KAISHITA

Imuraya Malaysia SDN. BHD.

Head office location: Unit 32-01, Level 32, The Vertical

Corporate Office Tower B, Avenue 10,

Bangsar South, No. 8 Jalan Kerinchi,

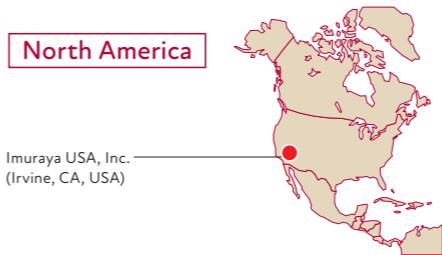
59200 Kuala Lumpur, Malaysia

Phone: +603-2786-3794

Chairperson: Yasuki ONISHI

President: Atsushi OGAWA

Imuraya Group's Activity Hubs (as of April 1, 2023)



Imuraya Group's Board Members

(as of the end of June, 2023)



Chairperson and CEO Nobuko NAKAJIMA



President and COO Yasuki ONISHI

Director and Chair of the Board (COB) Takeo ASADA

Vice-President Yasushi IWAMOTO

Vice-President and CFO Jiro TOMINAGA

Managing Director Masato IWAKAMI

Director Hisashi KONDO

Director Hiroshi MASUKAWA

External Director Risa TANAKA

External Director Tomoko FUKUTANI

External Director Hiroshi TANAKA

Full-time Auditor Yukio WAKITA

Full-time Auditor Hideyuki MORII

External Auditor Masakiyo WAKABAYASHI

External Auditor Shigeru TSUCHIDA

Senior Managing Executive Officer Masatoshi KAISHITA

Managing Executive Officer Sadahiko NAMEKATA

Managing Executive Officer Shin IMURA

Managing Executive Officer Kohei OKADA

Executive Officer Koji OZAKI

Executive Officer Yuichi HIRATA

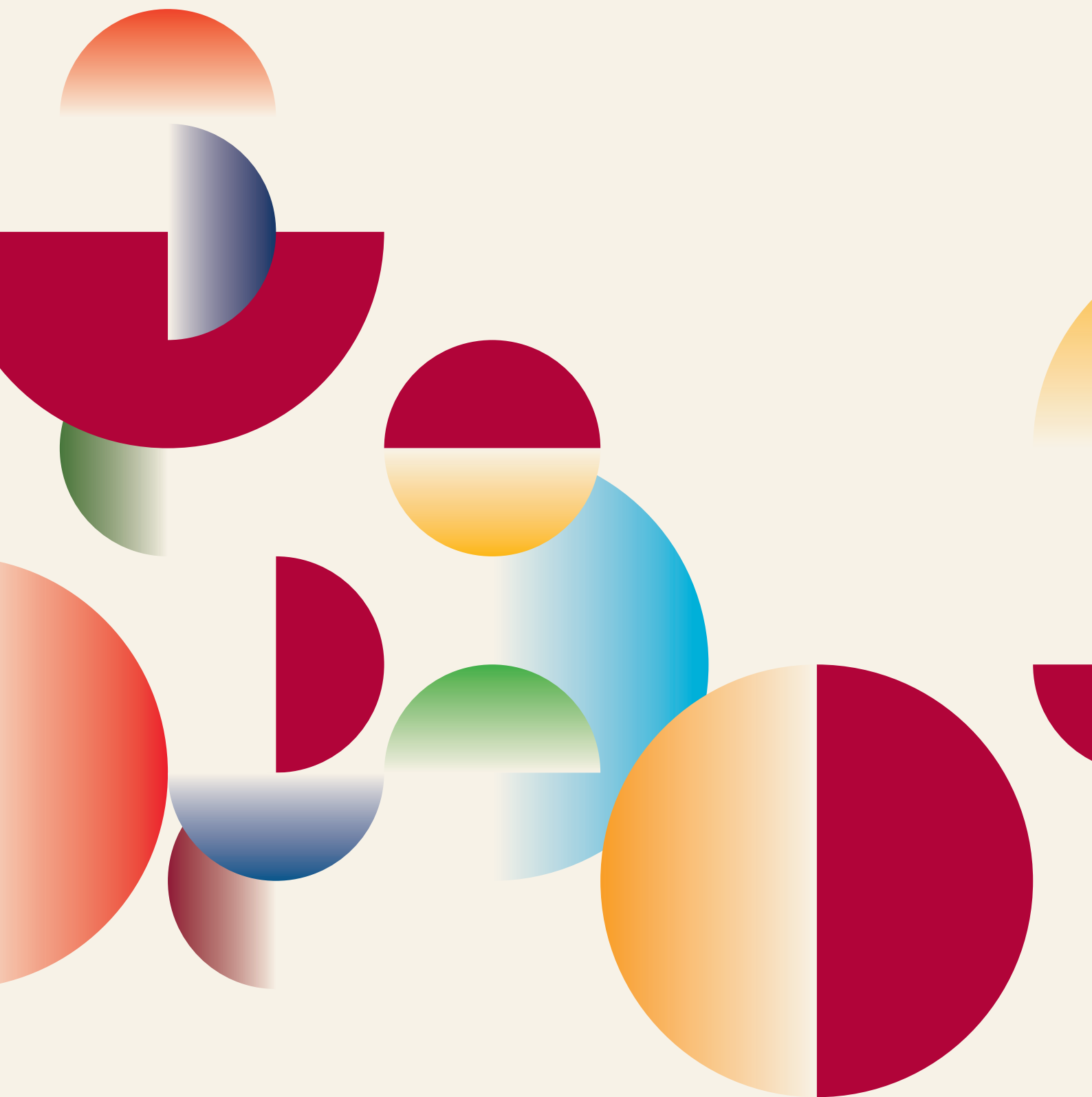
Please fill out the contact form on the website of Imuraya Group Co., Ltd. to send us your feedback.

https://www.imuraya-group.com/english/contact_us/

You can e-mail us 24 hours a day. However, we will replay to your messages not on the day, but on the next business day at earliest if you e-mail us outside our business hours or on any of the following days: Saturdays, Sundays, national holidays, Golden Week holidays, summer holidays and year-end and new-year holidays. Thank you for your understanding.

Business hours: Monday through Friday, 9:00 a.m. to 5:00 p.m.

(except Saturdays, Sundays, national holidays, summer holidays and year-end and new-year holidays)



Contact Information

Management Strategy Office, Imuraya Group Co., Ltd.

7-1-1 Takachaya, Tsu City, Mie Prefecture 514-8530 Japan

Phone: 050-1791-2014 Fax: 059-234-2130

URL: <https://www.imuraya-group.com/>

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