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Press Release

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Notice Concerning the Reorganization of the Production System at Kikkoman Corporation's Wholly-owned Subsidiary

Kikkoman Corporation (the "Company") hereby announces that, at the meeting of the Board of Directors held on October 25, 2023, it resolved to reorganize the production system of its wholly-owned subsidiary, Nippon Del Monte Corporation (head office: Numata City, Gunma Prefecture; President: Futoshi Kozuka; capital: 10 million yen; hereinafter, "Nippon Del Monte"). The details of the reorganization are as follows:

1. Purpose of the reorganization of Nippon Del Monte's production system

In Japan, consumer needs are becoming more diverse due to changes in the social structure, such as the aging population with a declining birthrate and an increase in the number of single-person households, as well as changes in consumer awareness, behavior and lifestyle. In addition, it is believed that the method of production is expected to change, while actively utilizing IT, data, etc., as the working population is expected to decrease. In response to these changes in the business environment, the Company is promoting the reorganization of the production system for its seasoning business in Japan, including the construction of a new plant, which will start production in April 2024, of Kikkoman Food Tech Company.

Currently, Nippon Del Monte produces seasonings, beverages, etc. at the Gunma Plant (Numata City, Gunma Prefecture) and the Nagano Plant (Chikuma City, Nagano Prefecture). In order to further improve the productivity, the Company decided to revise the production system by terminating production at the Nagano Plant and consolidating production at the Gunma Plant.

2. Summary of the reorganization

- Currently, the Gunma Plant's major production items are tomato seasonings while the Nagano Plant is mainly producing beverages. The Company will build an efficient production system by making a new capital investment in the Gunma Plant and consolidating production items.
- The production at the Nagano Plant will end in June 2025.

### 3. Employees

The Company will support the employees who are currently working at the Nagano Plant and will strive to secure their employment by means such as reassignment to Nippon Del Monte's other plants and reemployment by the Kikkoman Group companies in Japan or other companies.

### 4. Summary of the two plants

#### <Nagano Plant>

- Name: Nagano Plant, Nippon Del Monte Corporation
- Address: 485, Sakurado, Chikuma City, Nagano Prefecture
- Beginning of operation: July 1961
- Site area: 14,048m<sup>2</sup>
- Number of employees: 87 (as of October 1, 2023)
- Production items: Beverages, processed apple products, etc.

#### <Gunma Plant>

- Name: Gunma Plant, Nippon Del Monte Corporation
- Address: 3748, Shimizu-cho, Numata City, Gunma Prefecture
- Beginning of operation: July 1963
- Site area: 32,500 m<sup>2</sup>
- Number of employees: 125 (as of October 1, 2023)
- Production items: Tomato seasonings, beverages, grilled meat sauces, Chinese sauces, other sauces, etc.

### 5. Future outlook

The impact of this matter on the Company's consolidated business results for the current fiscal year will be immaterial.