

Press Release

Company: Kikkoman Corporation

Representative: Shozaburo Nakano, President and CEO

Securities Code: 2801

Stock Exchange: Tokyo, Prime Market

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Notice Concerning the Concluding of an Agreement Concerning the Transfer of Equity Interests in Association with the Transfer of a Specified Subsidiary (Sub-Subsidiary)

A resolution was passed at a Kikkoman Corporation Board of Directors meeting held on April 27, 2023, in relation to the transfer of the total equity interests held by KI NutriCare, Inc. (a specified subsidiary of Kikkoman Corporation) in Country Life, LLC, which is a subsidiary of KI NutriCare, Inc. and constitutes a sub-subsidiary of Kikkoman Corporation, to an entity wherein a U.S. investment fund would be directly or indirectly holding shares or equity interests, through a release titled "Notice Concerning the Transfer (Transfer of Equity Interest) of a Specified Subsidiary (Sub-Subsidiary)" on the same day.

Also, a resolution was passed at a Kikkoman Corporation Board of Directors meeting held on April 27, 2023, in relation to the transfer of the total equity interests held by KI NutriCare, Inc. in Allergy Research Group, LLC (hereinafter referred to as the "Subject Companies" together with Country Life, LLC), which is a subsidiary of KI NutriCare, Inc. and constitutes a sub-subsidiary of Kikkoman Corporation.

Thus, Kikkoman Corporation hereby announces that it has entered into an agreement (outlined as follows) pertaining to the transfer of its total equity interests (hereinafter referred to as the "Transfer of Equity Interests" or referred to as the "Transfer of Equity Interest" when referring to an individual equity interest) in the Subject Companies to Lion Equity Fund III, LP and HPH III Holdco, LP (hereinafter referred to as the "Transfer Counterparties" or referred to as the "Transfer Counterparty" when referring to an individual counterparty) after a report was provided on the matter at a Board of Directors meeting held today.

The Transfer of Equity Interests is scheduled to be approved by the relevant authorities in accordance with the competition-related laws of each country and in accordance with the related laws and regulations relevant to the Transfer Counterparties.

Details

1. Reason for the Transfer of Equity Interests

Kikkoman Corporation established KI NutriCare, Inc. to develop a manufacturing and sales business for nutraceutical and health food products in the United States, with KI NutriCare, Inc. then acquiring the total equity interests in the Subject Companies. However, in view of the changes seen recently within the business environment, it was decided that this Transfer of Equity Interests would be undertaken based on a judgement made to the effect that undertaking a selection and concentration of management resources within Kikkoman Corporation's overseas business would serve to contribute to the further growth of corporate value of Kikkoman Corporation.

2. Overview of the specified subsidiaries (sub-subsidiaries) subject to transfer

| (1) Name Country Life, LLC | | Country Life, LLC | | |
|----------------------------|--|---|--|--------------------------|
| (2) | Address | 180 Vanderbilt Motor Parkway, Hauppauge, NY 11788, U.S.A. | | |
| (3) | Name and title of | Osamu Mogi, CEO | | |
| | representative | | | |
| (4) | Content of business | Manufacturing and sale of nutraceutical food products, health food products | | |
| | | and personal care products. | | |
| (5) | Total amount of investment | US\$ 12.1 million | | |
| (6) | Date of establishment | February 8, 2005 | | |
| (7) | Investors and investment | KI NutriCare, Inc. 100% | | |
| ratio | | | | |
| | Relationships existing between the listed company (Kikkoman Corporation) and the Subject Company | Capital relationship KI NutriCare, Inc., a consolidated | | nsolidated subsidiary of |
| | | | Kikkoman Corporation | (a wholly-owned |
| | | | subsidiary and a specific | ed subsidiary), owns a |
| (8) | | | 100% interest in the Su | bject Company. |
| (0) | | Personnel relationships | One officer of Kikkoman Corporation serves | |
| | | | concurrently as an office | er of the Subject |
| | | | Company. However, any | y such concurrent |
| | | | relationships are schedu | led to be dissolved |
| | | | upon the Transfer of Equity Interest. | |
| | | Transaction-related | Loans have been provided to the Subject | |
| | | relationships | Company by Kikkoman Corporation. | |
| (9) | (9) Financial position and operating results for the Subject Company in the last three years | | | 8 |
| Accounting period | | FYE March 2021 | FYE March 2022 | FYE March 2023 |
| Net assets | | US\$ 36.4 million | US\$ 31.5 million | US\$ 27.5 million |
| Total assets | | US\$ 53.7 million | US\$ 56.5 million | US\$ 56.0 million |
| Sales revenue | | US\$ 77.0 million | US\$ 71.0 million | US\$ 68.8 million |
| Operating income | | US\$ 0.8 million | (US\$ 4.6 million) | (US\$ 3.3 million) |
| Net | income attributable to owners | US\$ 0.2 million | (US\$ 4.8 million) | (US\$ 4.0 million) |
| of th | e parent | | | |

| (1) Name | | Allergy Research Group, LLC | | |
|-------------------------------------|----------------------------|--|---------------------------------------|--------------------------|
| (2) | Address | 2300 S Main Street, Salt Lake City, Utah 84115, U.S.A. | | |
| (3) | Name and title of | Osamu Mogi, CEO | | |
| | representative | | | |
| (4) | Content of business | Manufacturing and sale of nutraceutical food products, and health food | | |
| | | products. | | |
| (5) | Total amount of investment | US\$ 18.3 million | | |
| (6) | Date of establishment | April 7, 1997 | | |
| (7) | Investors and investment | KI NutriCare, Inc. 100% | | |
| | ratio | | | |
| | | Capital relationship | KI NutriCare, Inc., a con | nsolidated subsidiary of |
| | | | Kikkoman Corporation | (a wholly-owned |
| | | | subsidiary and a specific | ed subsidiary), owns a |
| (8) Relationships existing Personn | | | 100% interest in the Subject Company. | |
| | | Personnel relationships One officer of Kikkoman Corpor | | n Corporation serves |
| | between the listed company | | concurrently as an office | er of the Subject |
| | (Kikkoman Corporation) | | Company. However, any | y such concurrent |
| | and the Subject Company | | relationships are schedu | led to be dissolved |
| | | | upon the Transfer of Eq | uity Interest. |
| | | Transaction-related | No significant business | relationship exists |
| | | relationships | between Kikkoman Cor | poration and the |
| | | | Subject Company. | |
| (9) Financial position and operatin | | ng results for the Subject Comp | any in the last three years | 8 |
| Accounting period | | FYE March 2021 | FYE March 2022 | FYE March 2023 |
| Net assets | | US\$ 44.5 million | US\$ 47.9 million | US\$ 51.5 million |
| Total assets | | US\$ 48.2 million | US\$ 50.4 million | US\$ 54.2 million |
| Sales revenue | | US\$ 33.6 million | US\$ 34.4 million | US\$ 31.3 million |
| Operating income | | US\$ 4.3 million | US\$ 4.2 million | US\$ 4.1 million |
| Net income attributable to owners | | US\$ 3.0 million | US\$ 3.9 million | US\$ 4.2 million |
| of th | e parent | | | |

3. Description of KI NutriCare, Inc.

| (1) | Name | KI NutriCare, Inc. |
|-----|---------------------|---|
| (2) | Address | 180 Vanderbilt Motor Parkway, Hauppauge, NY 11788, U.S.A. |
| (3) | Name and title of | Osamu Mogi, President |
| | representative | |
| (4) | Content of business | Manufacturing and sale of nutraceutical food products, health food products |
| | | and personal care products. |
| (5) | Stated capital | US\$ 49.6 million |

4. Overview of the Transfer Counterparties

Country Life, LLC

One Transfer Counterparty is Lion Equity Fund III, LP. A disclosure of the details pertaining thereto will not be provided at this point in time owing to confidentiality obligations which exist and due to a firm request provided to that effect by the counterparty. There are no capital relationships, personnel-related relationships or transaction-related relationships existing between Kikkoman Corporation and the Transfer Counterparty.

Allergy Research Group, LLC

Another Transfer Counterparty is HPH III Holdco, LP. A disclosure of the details pertaining thereto will not be provided at this point in time owing to confidentiality obligations which exist and due to a firm request provided to that effect by the counterparty. There are no capital relationships, personnel-related relationships or transaction-related relationships existing between Kikkoman Corporation and the Transfer Counterparty.

5. Equity subject to transfer, transfer price, and status of the equity before and after the transfer

| (1) | Percentage of equity before | KI NutriCare, Inc. 100% |
|-----|-----------------------------|---|
| | the transfer | |
| (2) | Percentage of equity to be | 100% (total equity interest held by KI NutriCare, Inc.) |
| | transferred | |
| (3) | Percentage of equity after | 0% |
| | the transfer | |
| (4) | Transfer price | US\$ 63 million |

^{*}The Transfer of Equity Interests is constituted by a series of transactions purposed with transferring the health food businesses of the companies in question. As such, the transfer price shown is the combined total transfer price for the Subject Companies.

6. Schedule

Country Life, LLC

| (1) | Contract date (U.S. time) | June 21, 2023 |
|-----|---------------------------------------|---------------------------|
| (2) | Date of execution for the transfer of | July 31, 2023 (Scheduled) |
| | equity interest | |

Allergy Research Group, LLC

| (1) | Contract date (U.S. time) | June 14, 2023 |
|-----|---------------------------------------|---------------------------|
| (2) | Date of execution for the transfer of | June 30, 2023 (Scheduled) |
| | equity interest | |

^{*}At a Kikkoman Corporation Board of Directors meeting held on April 27, 2023, a resolution was passed for the approval of the Transfer of Equity Interests in the Subject Companies. After the issuance of that resolution, an agreement was entered into and the matter was reported at a Kikkoman Corporation Board of Directors meeting held on June 27, 2023.

7. Future outlook

As a result of the Transfer of Equity Interests, the Subject Companies will be removed from the scope of consolidation of Kikkoman Corporation and KI NutriCare, Inc. will be subject to liquidation. As a result of this transaction, Kikkoman Corporation expects to record a loss of JPY 4.8 billion, including expenses related to the sale, within its consolidated financial statement for FYE March 2024. Please note that this amount constitutes an estimate at this time and may be subject to changes due to elements such as recalculation performed on the execution dates of the Transfer of Equity Interests as well as the currency exchange rates applicable at that time. Furthermore, no changes have been made to the consolidated earnings forecast for FYE March 2024 published on April 27, 2023.

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