Summary of main questions and answers
at the business performance presentation for the year ended March 31, 2026

<Date and time> 2:30 p.m.–3:30 p.m., April 27, 2026

Q. You explained that annual costs would increase by 8-10 billion yen if crude oil market prices remained at 90-100 dollars per barrel for a one-year period. What is the breakdown of the increase, and what is your approach to passing on to prices?

A.
- High crude oil prices are expected to primarily affect packaging and logistics costs and then spread to other various expenses.
- Overseas (soy sauce and wholesale combined) costs are expected to increase more than those in Japan.
- An increase in packaging cost is expected to be about the same between Japan and overseas.
- This does not include an increase in merchandise purchasing costs in the wholesale business. Merchandise purchasing costs, if increased, will be passed on to prices.
- While cost reduction is promoted, price revisions would also become necessary.
- Addressing cost increases is important, but maintaining our supply capability is critical for the sake of business. We believe stable supply leads to higher competitiveness.

Q. Can you maintain profit growth even if costs increase due to high crude oil prices?

A.
- We aim to achieve profit growth by implementing measures such as pricing policies and cost-cutting initiatives.

Q. How will the production capacity, profit margin, and growth opportunities change after the third U.S. plant starts shipping?

A.
- To avoid overcapacity, we plan to increase production capacity in stages by about 40% over the next decade. That said, we will decide our investment plans while closely watching demand growth going forward.
- In the short term, we gradually increase production capacity to meet stable sales growth at a high annual rate of about 5%.
- We aim to improve profit margin alongside shipment growth in the medium to long term (despite a temporary decline in profit margin due to an increase in fixed costs).
- The objectives of constructing the third U.S. plant are the following two; (1) to increase production volume of soy sauce and (2) to enable high-mix low-volume production to respond to demand diversification in the U.S. We believe that expanding the market of soy sauce derivative products, in addition to soy sauce sales, can generate new growth opportunities. Furthermore, we will promote insourcing of items that are currently produced on an OEM basis to ensure stable supply and profitability expansion.

Q. For the North American wholesale business, you expect profit margin of 7.5%, which is lower than the previous year. Are there actual signs of deterioration? What is the impact of high crude oil prices?

A. - Risks include an increase in freight and other merchandise purchasing costs, but none have become apparent at this point.
- Distribution costs, albeit expected to increase, is not immediately passed on to prices, and there will probably be some time lag until the cost is passed on to prices.

Q. What is your intention toward new business and M&A?

A. - We aim to launch new businesses and conduct M&A in Japan. The situation is fluid, but we intend to work on these and hopefully make some announcements this year or next year.
- These could likely increase ROE. We aim to achieve ROE of 15% early in the period after fiscal 2031.

Q. What is the background of the amount of 30 billion yen to be spent on share buybacks, and what is the outlook?

A. - Toward achieving the ROE target of 12%, we expanded the amount to 30 billion yen (from 20 billion yen in the previous year).
- We think there is room for returns, given that operating CF has been generated at a high level, and free CF of about 30 billion yen has been generated even while capital investments are increasing.
- The scale going forward will be decided considering the situation, but our intention of expanding and continuing share buybacks does not change.

Q. Of the planned capital investments of 170 billion yen during the three years of the medium-term management plan, 70 billion yen was invested in fiscal 2026 and 60 billion is expected for fiscal 2027. This implies that capital investments in fiscal 2028 would be 40 billion yen. Is this in line?

A. - Capital investments are in line with our plan. We expect about 40 billion yen in fiscal 2028.

End