

Supplementary Schedules

Consolidated Financial Results for H1 FY2026

Six-Month period ended September 30, 2025

IFRS

Kikkoman Corporation

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Forecasts throughout this document were based on the economic environment as of the time they were prepared. Kikkoman therefore wishes to caution readers that actual results may differ materially from forecasts due to a number of unpredictable factors.

I. Major consolidated performance indicators

Consolidated Results		FY3/2024 H1 Actual	FY3/2025 H1 Actual	FY3/2026 H1 Actual	FY3/2024 Actual	FY3/2025 Actual	FY3/2026 Forecast
Revenue	millions of yen	322,733	355,569	358,610	660,835	708,979	731,000
YoY change	%	5.7	10.2	0.9	6.8	7.3	3.1
Business profit	millions of yen	38,170	42,621	41,236	73,402	77,275	78,000
(Business profit ratio)	%	11.8	12.0	11.5	11.1	10.9	10.7
YoY change	%	20.2	11.7	(3.2)	24.9	5.3	0.9
Operating profit	millions of yen	33,484	41,997	39,633	66,733	73,698	75,000
(Operating profit ratio)	%	10.4	11.8	11.1	10.1	10.4	10.3
YoY change	%	10.4	25.4	(5.6)	20.5	10.4	1.8
Profit before income taxes	millions of yen	37,854	47,344	43,039	75,605	83,754	81,800
(Profit before income tax ratio)	%	11.7	13.3	12.0	11.4	11.8	11.2
YoY change	%	16.6	25.1	(9.1)	24.4	10.8	(2.3)
Profit attributable to owners of the parent	millions of yen	28,809	34,755	31,315	56,441	61,695	60,000
(Ratio of profit attributable to owners of the parent to revenue)	%	8.9	9.8	8.7	8.5	8.7	8.2
YoY change	%	23.7	20.6	(9.9)	29.1	9.3	(2.7)
Comprehensive income attributable to owners of the parent	millions of yen	66,845	15,016	40,274	106,304	55,170	-
Basic earnings per share	yen	30.16	36.52	33.34	59.19	64.99	64.04
Diluted earnings per share	yen	-	-	-	-	-	-
Cash dividends per share	yen	-	-	-	104.00	25.00	25.00
Dividend payout ratio (consolidated)	%	-	-	-	35.1	38.5	39.0
Total equity	millions of yen	466,577	500,462	531,294	498,255	516,049	-
Equity attributable to owners of the parent	millions of yen	459,802	493,012	523,959	491,355	508,539	-
Equity attributable to owners of the parent per share	yen	-	-	-	516.42	539.54	-
Total assets	millions of yen	619,180	656,515	699,481	667,877	679,414	-
Ratio of equity attributable to owners of the parent to total assets	%	74.3	75.1	74.9	73.6	74.8	-
D/E ratio	%	13.0	12.4	11.9	12.8	12.2	-
Ratio of dividend to equity attributable to owners of the parent (consolidated)	%	-	-	-	4.4	4.7	-
ROE attributable to owners of the parent	%	6.6	7.1	6.1	12.5	12.3	-
Ratio of profit before income taxes to total assets	%	6.4	7.1	6.2	12.3	12.4	-
Return on invested capital (ROIC)	%	-	-	-	11.2	11.1	-
Weighted average cost of capital (WACC)	%	-	-	-	6.8	7.1	-
Share price at end of period (before split)	yen	7,844	-	-	9,845	-	-
Share price at end of period (after split)	yen	1,569	1,628	1,255	1,969	1,441	-
PER	times	-	-	-	33.3	22.2	-
Cash flows from operating activities	millions of yen	33,822	34,149	-	80,807	73,978	-
Cash flows from investing activities	millions of yen	(13,445)	(11,861)	-	(42,994)	(38,456)	-
Cash flows from financing activities	millions of yen	(20,482)	(17,503)	-	(31,418)	(46,086)	-
Cash and cash equivalents at end of period	millions of yen	109,364	118,813	-	119,159	106,184	-
Free cash flows	millions of yen	18,933	15,647	-	49,838	33,367	-
Free cash flows per share	yen	19.82	16.44	-	52.27	35.15	-
Interest-bearing debt	millions of yen	59,600	61,364	62,596	63,101	62,246	-
Capital expenditures	millions of yen	18,777	19,172	28,500	43,501	46,835	70,000
Depreciation and amortization	millions of yen	11,536	13,320	13,017	24,020	26,917	27,300
R&D costs	millions of yen	2,344	2,564	2,547	5,067	5,362	-
Net financial income (loss)	millions of yen	1,664	2,728	1,704	3,619	4,759	-
Average term exchange rate	yen/USD	141.31	152.30	146.57	144.40	152.48	148.24
Number of employees	people	7,539	7,659	7,917	7,521	7,716	-
Average number of temporary workers	people	-	-	-	568	515	-
Shares issued and outstanding at end of period (before split)	thousand	190,464	-	-	190,293	-	-
Shares issued and outstanding at end of period (after split)	thousand	952,324	951,790	934,226	951,467	942,534	-

(Notes)

- Revenue does not include consumption and other taxes.
- Free cash flows = Cash flows from operating activities - Cash used for the acquisition of property, plant and equipment and intangible assets + Cash provided from the sale of property, plant and equipment and intangible assets
- Interest-bearing debt refers to all liabilities on the consolidated statement of financial position on which interest is paid.
- Net financial income(loss) = Interest and dividend income - Interest expense
- Equity attributable to owners of the parent = Total equity - Share acquisition rights - Non-controlling interest
- D/E ratio = Interest-bearing debt/Equity attributable to owners of the parent
- Shares issued and outstanding at end of period is computed, excluding treasury stock.
- Business profit = Revenue - Cost of sales - Selling, general and administrative expenses
- Return on invested capital (ROIC) = Profit before interest after tax / (Average of interest-bearing debt at beginning and end of the period + Average of total equity at beginning and end of the period)
- The weighted average cost of capital (WACC) is the capital structure weighted average of cost of debt and cost of equity, which is the risk-free rate plus the product of β and the market risk premium.
- The risk-free rate is the average rate for the most recent one year of 10-year JGBs.
- β , or the beta coefficient, is a 5-year weekly beta of Kikkoman Corporation.
- The market risk premium is set at 6% based on the deviation between the risk-free rate and the average total return of the stock market over the past years.
- Effective on April 1, 2024, the Company conducted a 5-for-1 stock split for its common stock. To reflect this transaction, basic earnings per share, equity attributable to owners of the parent per share, and free cash flow per share are calculated as if the stock split had been conducted at the beginning of Fiscal 2024. For the share price at the end of period and the number of shares issued at the end of period, the figures calculated as if the stock split had been conducted at the beginning of Fiscal 2024 and those before the stock split are both presented. For annual dividends per share, the figures for the fiscal year ended March 31, 2024 and before represent the actual dividends paid before the stock split.

II. Business performance

1. Exchange rates

Exchange Rates

	Current year actual		Previous year actual		Change increase (decrease)			
	Period average Apr 1, 2025 –Sep 30, 2025	End of period Sep 30, 2025	Period average Apr 1, 2024 –Sep 30, 2024	End of period Mar 31, 2025	Period average	%	End of period	%
USD	146.57	148.88	152.30	149.52	(5.73)	96.2	(0.64)	99.6
EUR	167.74	174.47	165.46	162.08	2.28	101.4	12.39	107.6
S\$	112.98	115.33	114.05	111.48	(1.07)	99.1	3.85	103.5
A\$	94.59	97.89	101.34	93.97	(6.75)	93.3	3.92	104.2

2. Consolidated business performance

Revenue

Millions of yen

		H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	22,697	22,686	11	100.1	11	100.1
	Food Products	27,706	27,174	531	102.0	531	102.0
	Portion accounted for by soy sauce derivative products	18,818	18,564	254	101.4	254	101.4
	Beverages	25,490	23,545	1,944	108.3	1,944	108.3
	Portion accounted for by soy milk beverages	18,754	16,556	2,198	113.3	2,198	113.3
	Liquor and Wine	5,063	5,135	(72)	98.6	(72)	98.6
	Eliminations	(110)	(105)	(4)	-	(4)	-
	Foods—Manufacturing and Sales	80,848	78,437	2,411	103.1	2,411	103.1
	Others	10,938	11,033	(94)	99.1	(94)	99.1
	Eliminations	(6,179)	(6,222)	43	-	43	-
Total		85,607	83,247	2,359	102.8	2,359	102.8
Overseas	Soy Sauce	79,867	79,655	211	100.3	2,699	103.4
	Del Monte	4,880	4,634	245	105.3	350	107.6
	Other Foods	604	612	(7)	98.7	18	103.0
	Foods—Manufacturing and Sales	85,348	84,902	445	100.5	3,065	103.6
	Foods—Wholesale	202,912	202,598	313	100.2	9,027	104.5
	Eliminations	(11,529)	(11,766)	237	-	(143)	-
Total		276,731	275,734	996	100.4	11,949	104.3
Kikkoman (Holding Company)		15,334	13,892	1,442	110.4	1,442	110.4
Eliminations		(19,062)	(17,305)	(1,757)	-	(1,740)	-
Consolidated Total		358,610	355,569	3,041	100.9	14,010	103.9

Business profit

		H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	5,824	5,261	562	110.7	562	110.7
	Others	859	762	96	112.6	96	112.6
	Total	6,690	6,037	652	110.8	652	110.8
Overseas	Foods—Manufacturing and Sales	22,429	22,493	(64)	99.7	730	103.2
	Foods—Wholesale	13,594	14,921	(1,326)	91.1	(640)	95.7
	Total	35,987	37,351	(1,363)	96.3	162	100.4
Kikkoman (Holding Company)		6,944	6,235	708	111.4	708	111.4
Eliminations		(8,386)	(7,003)	(1,382)	-	(1,312)	-
Consolidated Total		41,236	42,621	(1,385)	96.8	211	100.5
Operating profit		39,633	41,997	(2,363)	94.4	(802)	98.1
Profit before income taxes		43,039	47,344	(4,305)	90.9	(2,610)	94.5
Profit attributable to owners of the parent		31,315	34,755	(3,439)	90.1	(2,179)	93.7

3. Consolidated business performance in Japan

Revenue

Millions of yen

		H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	22,697	22,686	11	100.1	11	100.1
	Food Products	27,706	27,174	531	102.0	531	102.0
	Portion accounted for by soy sauce derivative products	18,818	18,564	254	101.4	254	101.4
	Beverages	25,490	23,545	1,944	108.3	1,944	108.3
	Portion accounted for by soy milk beverages	18,754	16,556	2,198	113.3	2,198	113.3
	Liquor and Wine	5,063	5,135	(72)	98.6	(72)	98.6
	Eliminations	(110)	(105)	(4)	-	(4)	-
	Foods—Manufacturing and Sales	80,848	78,437	2,411	103.1	2,411	103.1
	Others	10,938	11,033	(94)	99.1	(94)	99.1
	Eliminations	(6,179)	(6,222)	43	-	43	-
Total		85,607	83,247	2,359	102.8	2,359	102.8

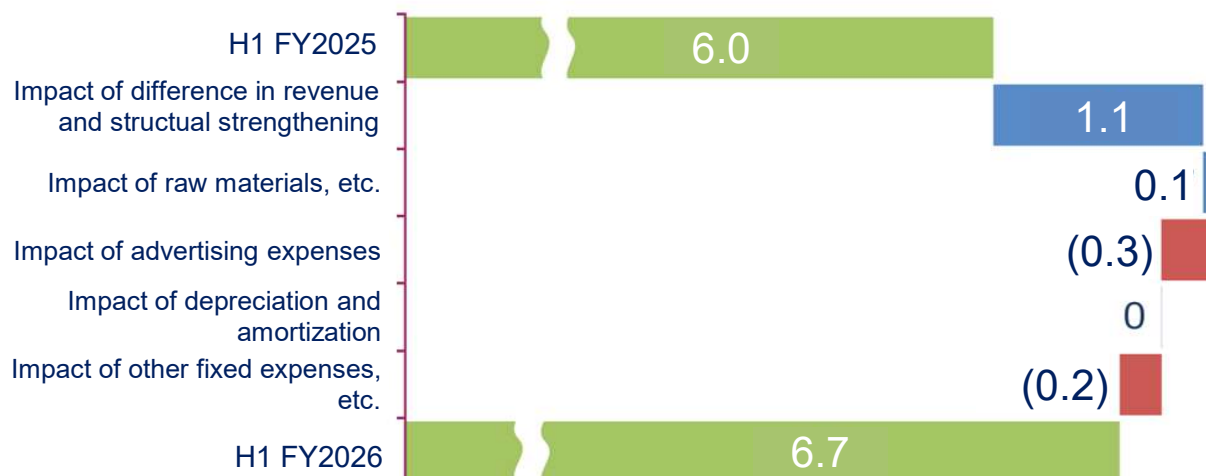
Business profit

		H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	5,824	5,261	562	110.7	562	110.7
	Others	859	762	96	112.6	96	112.6
	Total	6,690	6,037	652	110.8	652	110.8

Analysis of cause

Main factors that contributed to an increase(decrease) in business profit (Unit: billions of yen)

Japan +0.7 billion



4. Consolidated business performance overseas

Revenue

Millions of yen

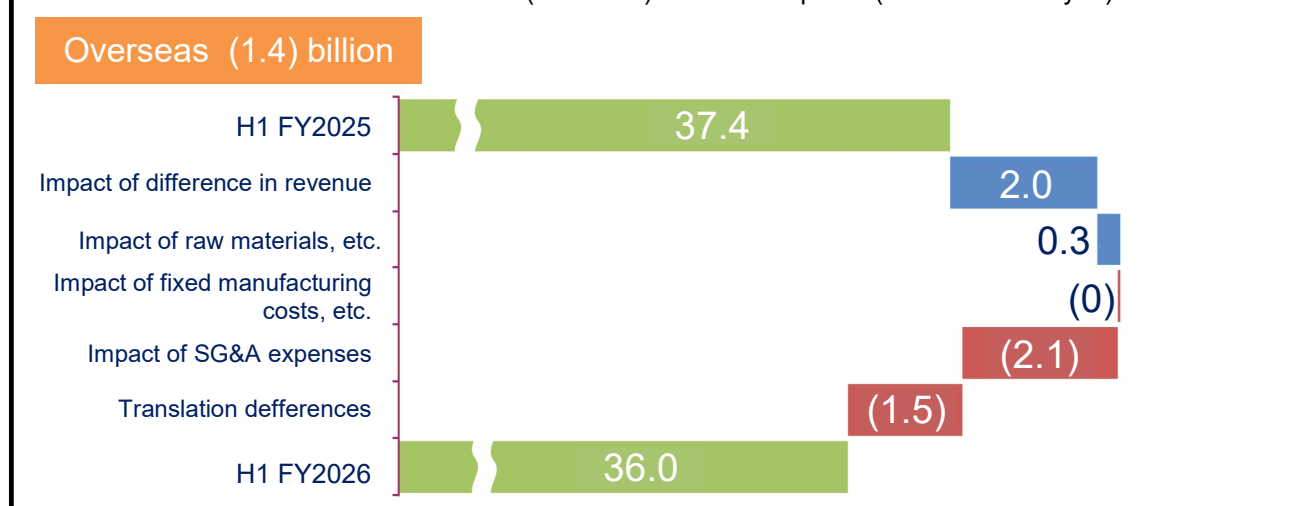
			H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Soy Sauce	49,619	51,399	(1,779)	96.5	569	101.1
		Other Foods	604	612	(7)	98.7	18	103.0
		Foods—Manufacturing and Sales	50,223	52,011	(1,787)	96.6	587	101.1
		Foods—Wholesale	149,208	144,363	4,844	103.4	12,106	108.4
		Eliminations	(7,802)	(8,107)	304	-	(76)	-
		Total	191,629	188,267	3,361	101.8	12,617	106.7
	Europe	Foods—Manufacturing and Sales	17,787	16,045	1,742	110.9	1,578	109.8
		Foods—Wholesale	23,147	21,866	1,280	105.9	1,056	104.8
		Eliminations	(2,956)	(2,911)	(44)	-	(26)	-
		Total	37,977	35,000	2,977	108.5	2,608	107.5
	Asia & Oceania	Soy Sauce	11,873	11,575	297	102.6	627	105.4
		Del Monte	4,880	4,634	245	105.3	350	107.6
		Foods—Manufacturing and Sales	16,749	16,210	539	103.3	975	106.0
		Foods—Wholesale	28,111	28,020	90	100.3	1,768	106.3
		Eliminations	(311)	(279)	(32)	-	(49)	-
		Total	44,549	43,952	597	101.4	2,693	106.1
	Others		36,984	42,035	(5,051)	88.0	(5,051)	88.0
	Eliminations		(34,410)	(33,520)	(889)	-	(920)	-
	Total		276,731	275,734	996	100.4	11,949	104.3

Business profit

			H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Foods—Manufacturing and Sales	14,997	15,799	(802)	94.9	(33)	99.8
		Foods—Wholesale	11,586	11,789	(202)	98.3	358	103.0
		Total	26,518	27,571	(1,053)	96.2	301	101.1
	Europe	Foods—Manufacturing and Sales	5,217	4,657	559	112.0	538	111.6
		Foods—Wholesale	467	749	(282)	62.4	(284)	62.1
		Total	5,709	5,357	352	106.6	345	106.5
	Asia & Oceania	Foods—Manufacturing and Sales	1,947	1,733	214	112.4	245	114.2
		Foods—Wholesale	625	1,182	(557)	52.9	(517)	56.3
		Total	2,577	2,920	(342)	88.3	(270)	90.7
	Others		1,749	1,792	(42)	97.6	(42)	97.6
	Total		35,987	37,351	(1,363)	96.3	162	100.4

Analysis of cause

Main factors that contributed to an increase(decrease) in business profit (Unit: billions of yen)



5. Other income(expenses) and finance income(costs)

Consolidated Total

Millions of yen

	H1 FY3/26 Actual	H1 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Business profit	41,236	42,621	(1,385)	96.8	211	100.5

Gain on sale of non-current assets	39	23	16	167.6	16	170.2
Rental income	333	340	(6)	98.1	(6)	98.2
Royalty income	237	238	0	99.6	0	99.6
Foreign exchange gains	350	626	(276)	55.9	(229)	63.4
Other	271	456	(185)	59.3	(185)	59.5
Total of other income	1,232	1,685	(453)	73.1	(404)	76.0
Loss on sale and disposal of non-current assets	489	141	348	346.8	350	347.9
Impairment losses	2	0	1	391.3	1	383.1
Foreign exchange losses	686	377	309	181.9	374	199.1
Other	1,657	1,790	(133)	92.5	(116)	93.5
Total of other expenses	2,835	2,310	525	122.8	609	126.4
Total of other income and expenses	(1,603)	(624)	(978)	-	(1,013)	-

Operating profit	39,633	41,997	(2,363)	94.4	(802)	98.1
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Net financial income	1,704	2,728	(1,024)	62.5	(1,004)	63.2
Foreign exchange gains (losses) and gain (loss) on valuation of derivatives	1,399	1,845	(445)	75.8	(333)	81.9
Other	116	575	(459)	20.1	(458)	20.4
Total of finance income and costs	3,219	5,149	(1,930)	62.5	(1,796)	65.1

Share of profit of associates accounted for using the equity method	186	198	(11)	94.0	(11)	94.0
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Profit before income taxes	43,039	47,344	(4,305)	90.9	(2,610)	94.5
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Income taxes	11,425	12,317	(892)	92.8	(464)	96.2
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Profit	31,613	35,027	(3,413)	90.3	(2,146)	93.9
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Profit attributable to non-controlling interests	298	271	26	109.8	32	111.9
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Profit attributable to owners of the parent	31,315	34,755	(3,439)	90.1	(2,179)	93.7
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6. Consolidated statement of financial position

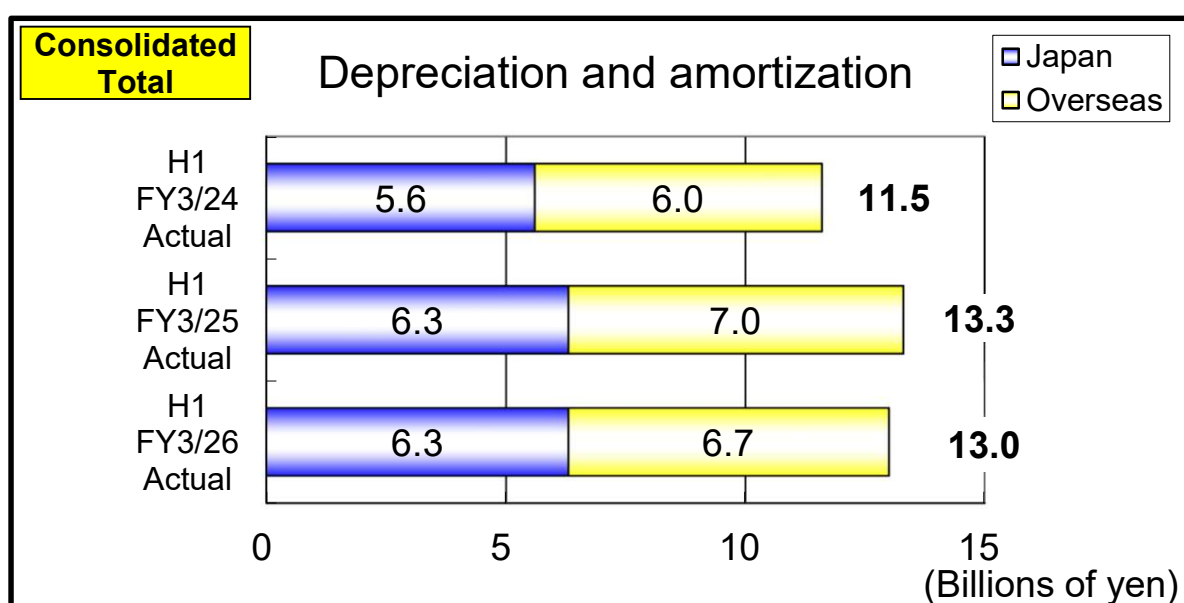
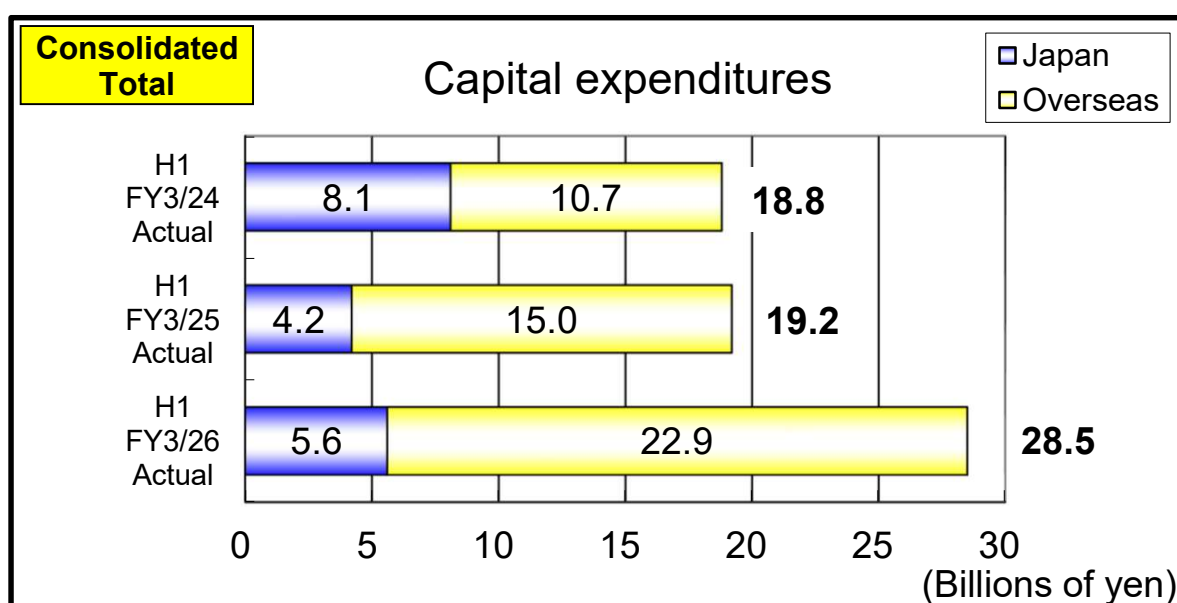
Sep. 30, 2025 Actual (compared with Mar. 31, 2025)

Millions of yen

	Sep. 30, 2025 Actual		Change increase (decrease)		
	Amount	Composition ratio (%)	Amount	Excl. FX impact	Change from previous year (%)
I. Current assets	330,195	47.2	(4,654)	(7,085)	97.9
Cash and cash equivalents	104,601	15.0	(1,582)	(1,998)	98.1
Trade and other receivables	87,109	12.5	4,525	3,882	104.7
Inventories	102,846	14.7	(2,049)	(2,921)	97.2
Other financial assets	24,090	3.4	(5,187)	(5,583)	80.9
Other current assets	11,546	1.7	(359)	(463)	96.1
II. Non-current assets	369,286	52.8	24,721	23,168	106.7
Property, plant and equipment	205,618	29.4	16,297	15,345	108.1
Investment properties	9,170	1.3	(61)	(60)	99.3
Right-of-use assets	36,744	5.3	(63)	(427)	98.8
Goodwill	3,214	0.5	18	—	100.0
Intangible assets	5,723	0.8	789	824	116.7
Investments in associates accounted for using the equity method	6,847	1.0	559	559	108.9
Other financial assets	78,390	11.2	3,261	3,059	104.1
Employee defined benefit assets	20,087	2.9	3,989	3,980	124.7
Deferred tax assets	3,311	0.5	261	218	107.2
Other non-current assets	177	0.0	(330)	(330)	35.0
Total assets	699,481	100.0	20,067	16,083	102.4

I. Current liabilities	91,583	13.1	3,531	2,642	103.0
Trade and other payables	61,392	8.8	745	385	100.6
Short-term borrowings	3,891	0.6	48	10	100.3
Short-term lease liabilities	7,573	1.1	781	693	110.2
Income tax payable	6,441	0.9	3,504	3,369	214.7
Other financial liabilities	425	0.1	(305)	(306)	58.1
Other current liabilities	11,858	1.7	(1,242)	(1,510)	88.5
II. Non-current liabilities	76,603	11.0	1,291	903	101.2
Long-term borrowings	14,400	2.1	—	—	100.0
Long-term lease liabilities	33,500	4.8	(480)	(843)	97.5
Deferred tax liabilities	16,860	2.4	2,186	2,186	114.9
Employee defined benefit liabilities	3,387	0.5	(68)	(79)	97.7
Other financial liabilities	4,038	0.6	(2)	(1)	100.0
Other non-current liabilities	4,416	0.6	(344)	(359)	92.5
Total liabilities	168,187	24.0	4,823	3,546	102.2
Total equity	531,294	76.0	15,244	12,537	102.4
Total equity attributable to owners of the parent	523,959	74.9	15,420	12,709	102.5
Non-controlling interests	7,334	1.0	(176)	(171)	97.7
Total liabilities and equity	699,481	100.0	20,067	16,083	102.4

7. Capital expenditures, depreciation and amortization



Capital expenditures (including investment properties, right-of-use assets and intangible assets)

Millions of yen

	Consolidated	Japan	Overseas
H1 FY3/24 Actual	18,777	8,086	10,691
H1 FY3/25 Actual	19,172	4,212	14,960
H1 FY3/26 Actual	28,500	5,594	22,905

Depreciation and amortization (including investment properties, right-of-use assets and intangible assets)

	Consolidated	Japan	Overseas
H1 FY3/24 Actual	11,536	5,566	5,970
H1 FY3/25 Actual	13,320	6,285	7,035
H1 FY3/26 Actual	13,017	6,288	6,729

III. Forecast of business performance

1. Forecast of consolidated business performance (H2)

Revenue

Millions of yen

			H2 FY3/26 Forecast	H2 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce		23,352	23,167	184	100.8	184	100.8
	Food Products		26,203	25,349	853	103.4	853	103.4
	Portion accounted for by soy sauce derivative products		17,391	17,046	345	102.0	345	102.0
	Beverages		23,009	21,766	1,243	105.7	1,243	105.7
	Portion accounted for by soy milk beverages		17,105	15,757	1,347	108.6	1,347	108.6
	Liquor and Wine		5,686	5,682	3	100.1	3	100.1
	Eliminations		(59)	(107)	47	-	47	-
	Foods—Manufacturing and Sales		78,191	75,859	2,332	103.1	2,332	103.1
	Others		11,031	10,533	497	104.7	497	104.7
	Eliminations		(6,190)	(6,037)	(153)	-	(153)	-
Total			83,032	80,355	2,676	103.3	2,676	103.3
Overseas	Soy Sauce		80,692	76,578	4,114	105.4	3,525	104.6
	Del Monte		5,349	5,197	152	102.9	179	103.4
	Other Foods		415	502	(86)	82.8	(82)	83.6
	Foods—Manufacturing and Sales		86,461	82,272	4,189	105.1	3,631	104.4
	Foods—Wholesale		218,767	204,925	13,842	106.8	13,828	106.7
	Eliminations		(12,440)	(10,786)	(1,653)	-	(1,544)	-
Total			292,788	276,411	16,377	105.9	15,915	105.8
Kikkoman (Holding Company)			43,235	48,808	(5,573)	88.6	(6,180)	87.3
Eliminations			(46,667)	(52,165)	5,497	-	6,108	-
Consolidated Total			372,389	353,409	18,979	105.4	18,520	105.2

Business profit

			H2 FY3/26 Forecast	H2 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales		3,855	3,265	589	118.1	589	118.1
	Others		640	410	230	156.1	230	156.1
	Total		4,499	3,687	812	122.0	812	122.0
Overseas	Foods—Manufacturing and Sales		18,580	17,357	1,222	107.0	1,067	106.2
	Foods—Wholesale		15,955	15,518	437	102.8	423	102.7
	Total		34,562	32,837	1,724	105.3	1,522	104.6
Kikkoman (Holding Company)			33,765	40,227	(6,461)	83.9	(7,068)	82.4
Eliminations			(36,063)	(42,097)	6,034	-	6,606	-
Consolidated Total			36,763	34,654	2,109	106.1	1,872	105.4
Operating profit			35,366	31,701	3,665	111.6	3,425	110.8
Profit before income taxes			38,760	36,409	2,351	106.5	2,132	105.9
Profit for the year attributable to owners of the parent			28,684	26,940	1,744	106.5	1,597	105.9

Exchange rate

Yen/USD	150.00	152.69	(2.69)
Yen/EUR	170.00	161.47	8.53

2. Forecast of consolidated business performance in Japan (H2)

Revenue

Millions of yen

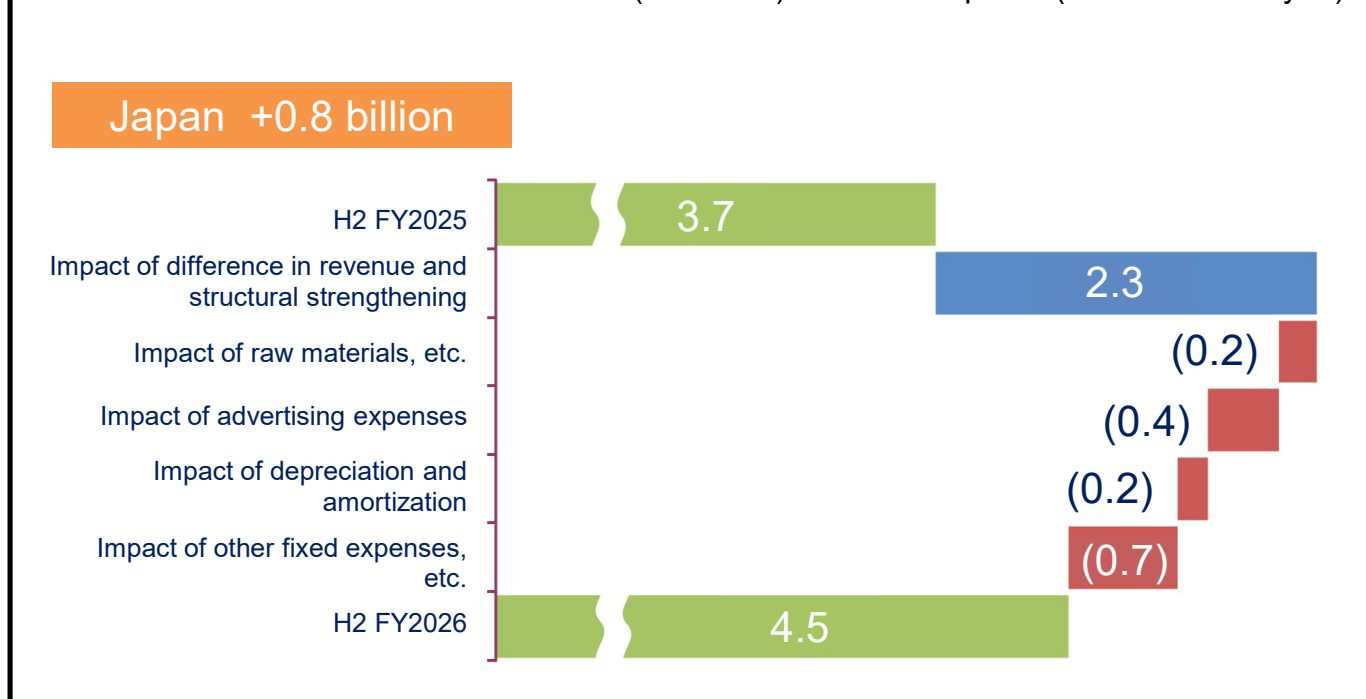
			H2 FY3/26 Forecast	H2 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce		23,352	23,167	184	100.8	184	100.8
	Food Products		26,203	25,349	853	103.4	853	103.4
	Portion accounted for by soy sauce derivative products		17,391	17,046	345	102.0	345	102.0
	Beverages		23,009	21,766	1,243	105.7	1,243	105.7
	Portion accounted for by soy milk beverages		17,105	15,757	1,347	108.6	1,347	108.6
	Liquor and Wine		5,686	5,682	3	100.1	3	100.1
	Eliminations		(59)	(107)	47	-	47	-
	Foods—Manufacturing and Sales		78,191	75,859	2,332	103.1	2,332	103.1
	Others		11,031	10,533	497	104.7	497	104.7
Eliminations			(6,190)	(6,037)	(153)	-	(153)	-
Total			83,032	80,355	2,676	103.3	2,676	103.3

Business profit

			H2 FY3/26 Forecast	H2 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales		3,855	3,265	589	118.1	589	118.1
	Others		640	410	230	156.1	230	156.1
	Total		4,499	3,687	812	122.0	812	122.0

Analysis of cause

Main factors that contributed to an increase(decrease) in business profit (Unit: billions of yen)



3. Forecast of consolidated business performance overseas (H2)

Revenue

Millions of yen

			H2 FY3/26 Forecast	H2 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Soy Sauce	51,090	49,972	1,118	102.2	1,750	103.5
		Other Foods	415	502	(86)	82.8	(82)	83.6
		Foods—Manufacturing and Sales	51,506	50,474	1,031	102.0	1,668	103.3
		Foods—Wholesale	158,501	149,777	8,724	105.8	10,051	106.7
		Eliminations	(7,807)	(7,438)	(368)	-	(461)	-
	Total		202,200	192,813	9,386	104.9	11,258	105.8
	Europe	Foods—Manufacturing and Sales	17,672	15,047	2,625	117.5	1,624	110.8
		Foods—Wholesale	23,672	21,026	2,646	112.6	1,457	106.9
		Eliminations	(3,293)	(2,509)	(784)	-	(586)	-
	Total		38,052	33,564	4,487	113.4	2,495	107.4
	Asia & Oceania	Soy Sauce	11,566	10,912	653	106.0	426	103.9
		Del Monte	5,349	5,197	152	102.9	179	103.4
		Foods—Manufacturing and Sales	16,920	16,105	815	105.1	614	103.8
		Foods—Wholesale	30,208	27,202	3,006	111.1	2,854	110.5
		Eliminations	(328)	(363)	34	-	38	-
	Total		46,800	42,944	3,855	109.0	3,506	108.2
	Others		38,635	40,340	(1,704)	95.8	(1,704)	95.8
	Eliminations		(32,899)	(33,251)	352	-	359	-
	Total		292,788	276,411	16,377	105.9	15,915	105.8

Business profit

			H2 FY3/26 Forecast	H2 FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Foods—Manufacturing and Sales	13,522	13,071	450	103.4	543	104.2
		Foods—Wholesale	12,473	12,485	(12)	99.9	92	100.7
		Total	26,031	25,554	477	101.9	638	102.5
	Europe	Foods—Manufacturing and Sales	3,092	2,486	606	124.4	399	116.1
		Foods—Wholesale	562	476	86	118.1	56	111.9
		Total	3,650	2,936	713	124.3	481	116.4
	Asia & Oceania	Foods—Manufacturing and Sales	1,782	1,562	219	114.1	191	112.3
		Foods—Wholesale	1,034	916	118	112.9	114	112.5
		Total	2,822	2,473	348	114.1	316	112.8
	Others		1,710	1,793	(83)	95.4	(83)	95.4
	Total		34,562	32,837	1,724	105.3	1,522	104.6

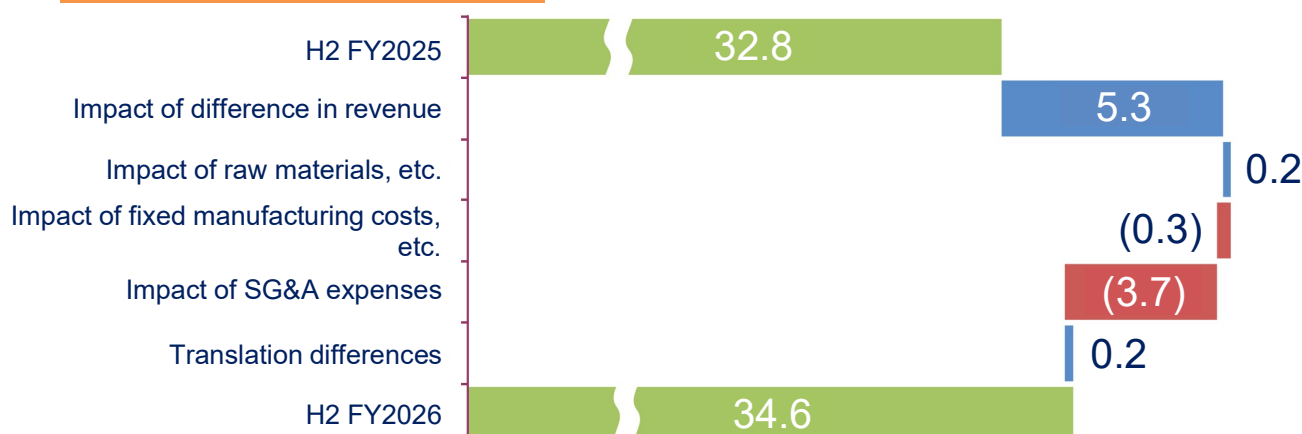
Exchange rate

Yen/USD	150.00	152.69	(2.69)
Yen/EUR	170.00	161.47	8.53

Analysis of cause

Main factors that contributed to an increase(decrease) in business profit (Unit: billions of yen)

Overseas +1.7 billion



4. Forecast of consolidated business performance (full year)

Revenue

Millions of yen

			FY3/26 Forecast	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce		46,050	45,854	195	100.4	195	100.4
	Food Products		53,910	52,524	1,385	102.6	1,385	102.6
	Portion accounted for by soy sauce derivative products		36,210	35,610	599	101.7	599	101.7
	Beverages		48,500	45,312	3,187	107.0	3,187	107.0
	Portion accounted for by soy milk beverages		35,860	32,314	3,545	111.0	3,545	111.0
	Liquor and Wine		10,750	10,818	(68)	99.4	(68)	99.4
	Eliminations		(170)	(212)	42	-	42	-
	Foods—Manufacturing and Sales		159,040	154,296	4,743	103.1	4,743	103.1
	Others		21,970	21,566	403	101.9	403	101.9
	Eliminations		(12,370)	(12,259)	(110)	-	(110)	-
Total			168,640	163,603	5,036	103.1	5,036	103.1
Overseas	Soy Sauce		160,560	156,234	4,325	102.8	6,225	104.0
	Del Monte		10,230	9,831	398	104.0	529	105.4
	Other Foods		1,020	1,114	(94)	91.5	(64)	94.2
	Foods—Manufacturing and Sales		171,810	167,175	4,634	102.8	6,696	104.0
	Foods—Wholesale		421,680	407,524	14,155	103.5	22,855	105.6
	Eliminations		(23,970)	(22,553)	(1,416)	-	(1,688)	-
Total			569,520	552,145	17,374	103.1	27,864	105.0
Kikkoman (Holding Company)			58,570	62,700	(4,130)	93.4	(4,737)	92.4
Eliminations			(65,730)	(69,470)	3,740	-	4,367	-
Consolidated Total			731,000	708,979	22,020	103.1	32,531	104.6

Business profit

			FY3/26 Forecast	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales		9,680	8,527	1,152	113.5	1,152	113.5
	Others		1,500	1,173	326	127.8	326	127.8
	Total		11,190	9,725	1,464	115.1	1,464	115.1
Overseas	Foods—Manufacturing and Sales		41,010	39,851	1,158	102.9	1,797	104.5
	Foods—Wholesale		29,550	30,439	(889)	97.1	(216)	99.3
	Total		70,550	70,189	360	100.5	1,685	102.4
Kikkoman (Holding Company)			40,710	46,462	(5,752)	87.6	(6,359)	86.3
Eliminations			(44,450)	(49,101)	4,651	-	5,293	-
Consolidated Total			78,000	77,275	724	100.9	2,083	102.7
Operating profit			75,000	73,698	1,301	101.8	2,623	103.6
Profit before income taxes			81,800	83,754	(1,954)	97.7	(478)	99.4
Profit for the year attributable to owners of the parent			60,000	61,695	(1,695)	97.3	(582)	99.1

Exchange rate

Yen/USD 148.24 152.48 (4.24)

Yen/EUR 168.44 163.62 4.82

5. Forecast of consolidated business performance in Japan (full year)

Revenue

Millions of yen

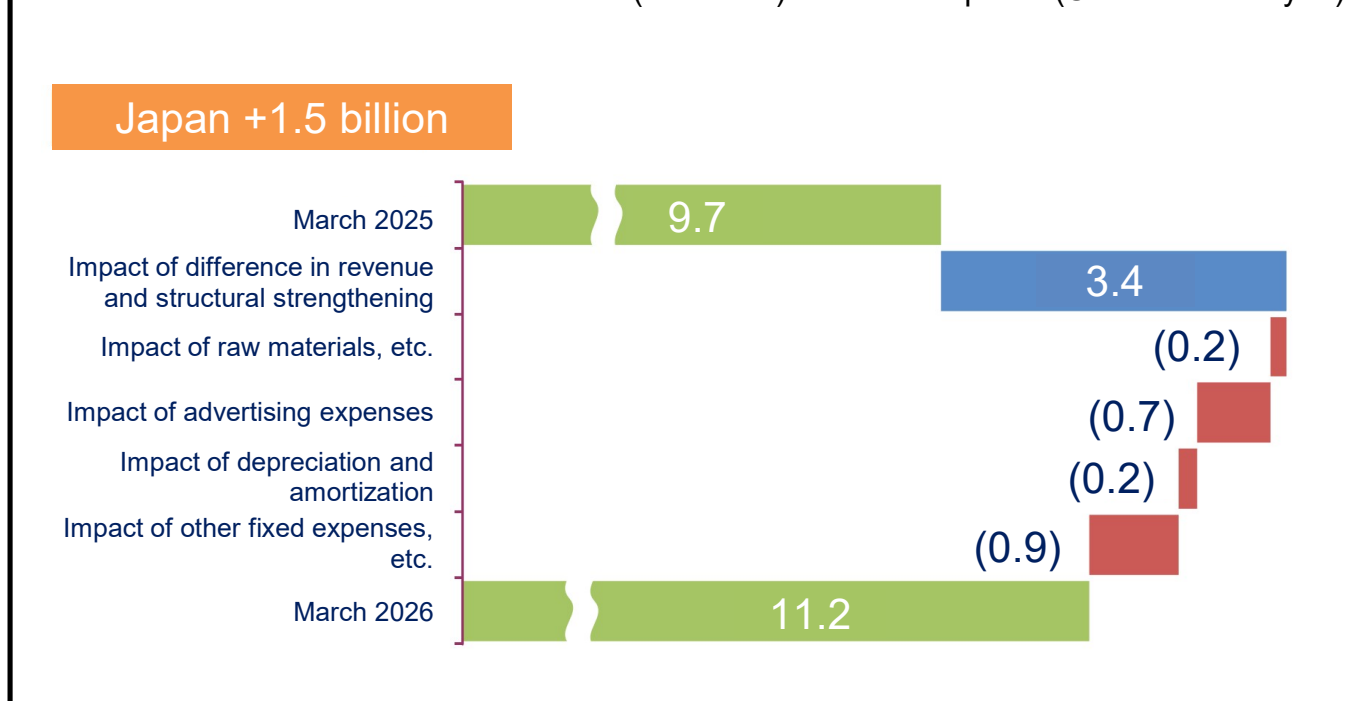
		FY3/26 Forecast	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	46,050	45,854	195	100.4	195	100.4
	Food Products	53,910	52,524	1,385	102.6	1,385	102.6
	Portion accounted for by soy sauce derivative products	36,210	35,610	599	101.7	599	101.7
	Beverages	48,500	45,312	3,187	107.0	3,187	107.0
	Portion accounted for by soy milk beverages	35,860	32,314	3,545	111.0	3,545	111.0
	Liquor and Wine	10,750	10,818	(68)	99.4	(68)	99.4
	Eliminations	(170)	(212)	42	-	42	-
	Foods—Manufacturing and Sales	159,040	154,296	4,743	103.1	4,743	103.1
	Others	21,970	21,566	403	101.9	403	101.9
	Eliminations	(12,370)	(12,259)	(110)	-	(110)	-
	Total	168,640	163,603	5,036	103.1	5,036	103.1

Business profit

		FY3/26 Forecast	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	9,680	8,527	1,152	113.5	1,152	113.5
	Others	1,500	1,173	326	127.8	326	127.8
	Total	11,190	9,725	1,464	115.1	1,464	115.1

Analysis of cause

Main factors that contributed to an increase(decrease) in business profit (Unit: billions of yen)



6. Forecast of consolidated business performance overseas (full year)

Revenue

Millions of yen

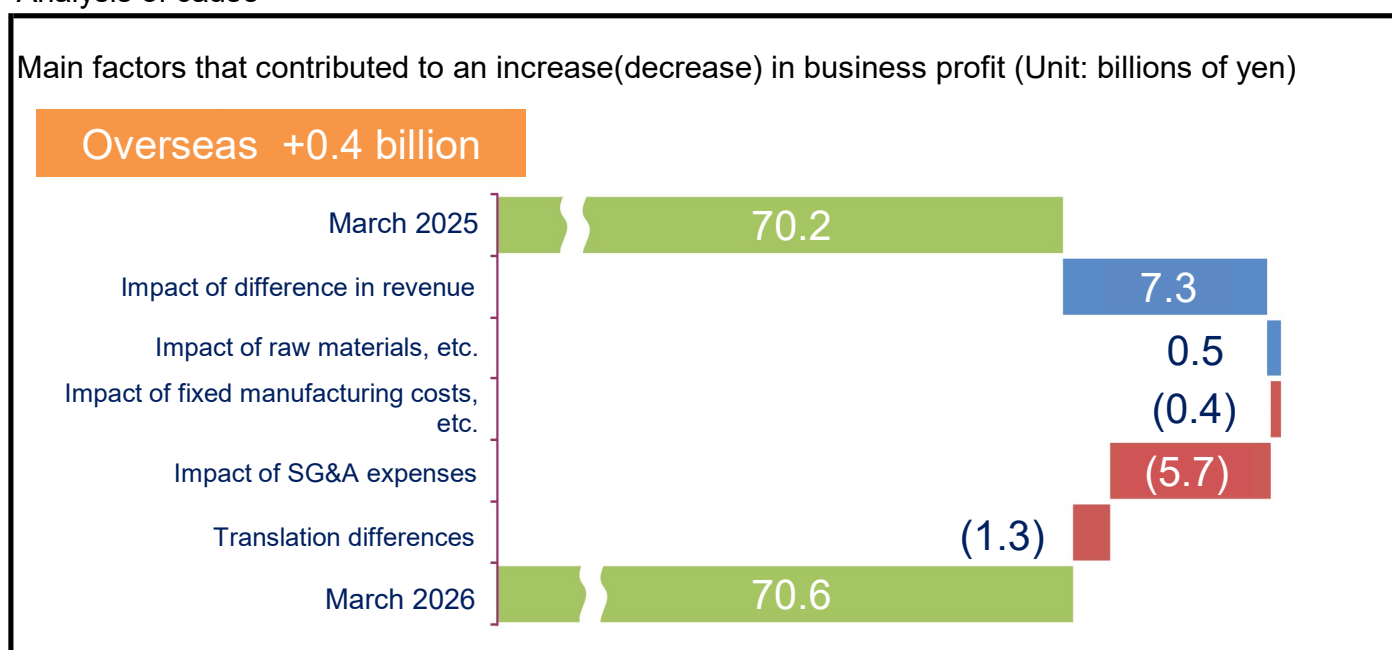
			FY3/26 Forecast	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Soy Sauce	100,710	101,371	(661)	99.3	2,320	102.3
		Other Foods	1,020	1,114	(94)	91.5	(64)	94.2
		Foods—Manufacturing and Sales	101,730	102,486	(756)	99.3	2,256	102.2
		Foods—Wholesale	307,710	294,141	13,568	104.6	22,157	107.5
		Eliminations	(15,610)	(15,545)	(64)	-	(537)	-
		Total	393,830	381,081	12,748	103.3	23,876	106.3
	Europe	Foods—Manufacturing and Sales	35,460	31,092	4,367	114.0	3,203	110.3
		Foods—Wholesale	46,820	42,893	3,926	109.2	2,514	105.9
		Eliminations	(6,250)	(5,420)	(829)	-	(613)	-
		Total	76,030	68,564	7,465	110.9	5,104	107.4
	Asia & Oceania	Soy Sauce	23,440	22,488	951	104.2	1,054	104.7
		Del Monte	10,230	9,831	398	104.0	529	105.4
		Foods—Manufacturing and Sales	33,670	32,315	1,354	104.2	1,589	104.9
		Foods—Wholesale	58,320	55,222	3,097	105.6	4,622	108.4
		Eliminations	(640)	(642)	2	-	(11)	-
		Total	91,350	86,896	4,453	105.1	6,200	107.1
	Others		75,620	82,375	(6,755)	91.8	(6,755)	91.8
	Eliminations		(67,310)	(66,772)	(537)	-	(560)	-
	Total		569,520	552,145	17,374	103.1	27,864	105.0

Business profit

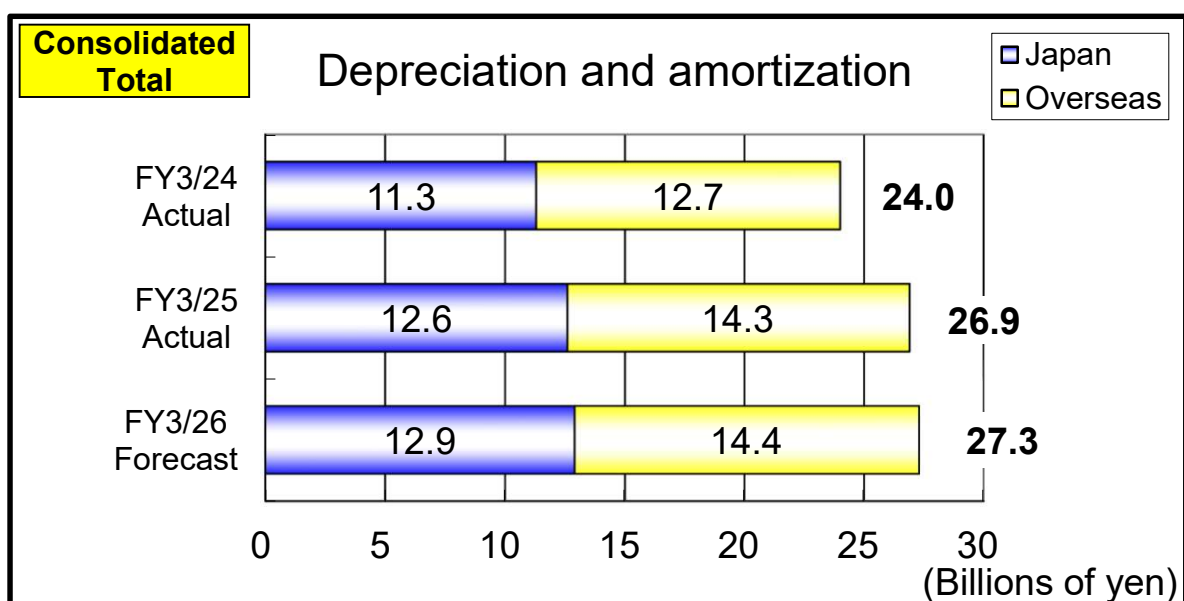
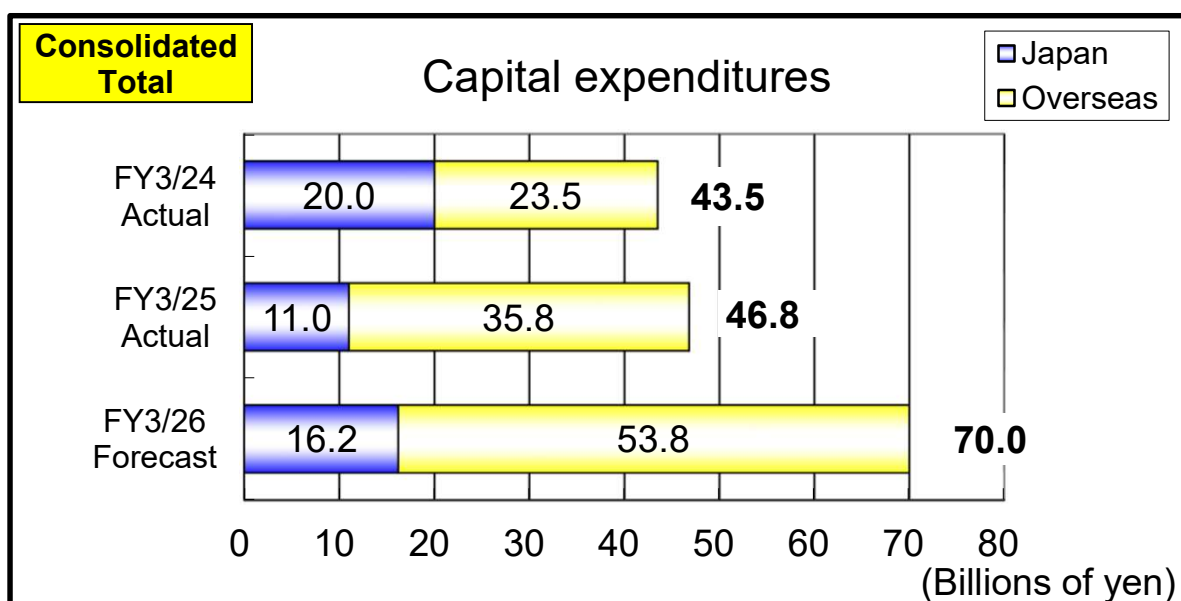
			FY3/26 Forecast	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Foods—Manufacturing and Sales	28,520	28,871	(351)	98.8	509	101.8
		Foods—Wholesale	24,060	24,274	(214)	99.1	450	101.9
		Total	52,550	53,126	(576)	98.9	939	101.8
	Europe	Foods—Manufacturing and Sales	8,310	7,143	1,166	116.3	937	113.1
		Foods—Wholesale	1,030	1,225	(195)	84.0	(227)	81.4
		Total	9,360	8,294	1,065	112.9	827	110.0
	Asia & Oceania	Foods—Manufacturing and Sales	3,730	3,295	434	113.2	437	113.3
		Foods—Wholesale	1,660	2,099	(439)	79.1	(402)	80.8
		Total	5,400	5,393	6	100.1	46	100.9
	Others		3,460	3,585	(125)	96.5	(125)	96.5
	Total		70,550	70,189	360	100.5	1,685	102.4

Analysis of cause

Main factors that contributed to an increase(decrease) in business profit (Unit: billions of yen)



7. Capital expenditures, depreciation and amortization



Capital expenditures (including investment properties, right-of-use assets and intangible assets)

Millions of yen

	Consolidated	Japan	Overseas
FY3/24 Actual	43,501	20,047	23,455
FY3/25 Actual	46,835	11,015	35,821
FY3/26 Forecast	70,000	16,200	53,800

Depreciation and amortization (including investment properties, right-of-use assets and intangible assets)

	Consolidated	Japan	Overseas
FY3/24 Actual	24,020	11,334	12,686
FY3/25 Actual	26,917	12,599	14,318
FY3/26 Forecast	27,300	12,900	14,400