

Supplementary Schedules

Consolidated Financial Results for FY2026

The fiscal year ended March 31, 2026

IFRS

Kikkoman Corporation

Index

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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			FY3/23	FY3/24	FY3/25	FY3/26	FY3/27
			Actual	Actual	Actual	Actual	Forecast
Revenue		millions of yen	618,899	660,835	708,979	745,539	799,100
	YoY change	%	19.8	6.8	7.3	5.2	7.2
Business profit		millions of yen	58,777	73,402	77,275	79,512	82,300
(Business profit ratio)		%	9.5	11.1	10.9	10.7	10.3
	YoY change	%	12.4	24.9	5.3	2.9	3.5
Operating profit		millions of yen	55,370	66,733	73,698	75,940	78,800
(Operating profit ratio)		%	8.9	10.1	10.4	10.2	9.9
	YoY change	%	9.2	20.5	10.4	3.0	3.8
Profit before income taxes		millions of yen	60,797	75,605	83,754	84,069	84,400
(Profit before income tax ratio)		%	9.8	11.4	11.8	11.3	10.6
	YoY change	%	12.1	24.4	10.8	0.4	0.4
Profit for the period/year attributable to owners of the parent		millions of yen	43,733	56,441	61,695	61,615	61,300
(Ratio of profit for the period/year attributable to owners of the parent to revenue)		%	7.1	8.5	8.7	8.3	7.7
	YoY change	%	12.4	29.1	9.3	(0.1)	(0.5)
Comprehensive income for the period/year attributable to owners of the parent		millions of yen	66,665	106,304	55,170	96,559	-
Basic earnings per share		yen	45.67	59.19	64.99	65.99	65.65
Diluted earnings per share		yen	-	-	-	-	-
Cash dividends per share		yen	78.00	104.00	25.00	25.00	25.00
Dividend payout ratio (consolidated)		%	34.2	35.1	38.5	37.9	38.1
Total equity		millions of yen	416,969	498,255	516,049	568,841	-
Total equity attributable to owners of the parent		millions of yen	410,513	491,355	508,539	560,924	-
Equity attributable to owners of the parent per share		yen	428.78	516.42	539.54	605.40	-
Total assets		millions of yen	566,385	667,877	679,414	751,660	-
Ratio of equity attributable to owners of the parent to total assets		%	72.5	73.6	74.8	74.6	-
D/E ratio		%	13.2	12.8	12.2	11.5	-
Ratio of dividend to equity attributable to owners of the parent (consolidated)		%	3.9	4.4	4.7	4.4	-
ROE attributable to owners of the parent		%	11.4	12.5	12.3	11.5	-
Ratio of profit before income taxes to total assets		%	11.4	12.3	12.4	11.7	-
Return on invested capital (ROIC)		%	10.2	11.2	11.1	10.5	-
Weighted average cost of capital (WACC)		%	6.3	6.8	7.1	6.5	-
Share price at end of period (before split)		yen	6,740	9,845	-	-	-
Share price at end of period (after split)		yen	1,348	1,969	1,441	1,435	-
PER		times	29.5	33.3	22.2	21.7	-
Cash flows from operating activities		millions of yen	59,197	80,807	73,978	90,508	-
Cash flows from investing activities		millions of yen	(26,620)	(42,994)	(38,456)	(43,245)	-
Cash flows from financing activities		millions of yen	(20,379)	(31,418)	(46,086)	(53,088)	-
Cash and cash equivalents at end of period		millions of yen	99,347	119,159	106,184	111,770	-
Free cash flows		millions of yen	32,755	49,838	33,367	31,023	-
Free cash flows per share		yen	34.21	52.27	35.15	33.23	-
Interest-bearing debt		millions of yen	54,145	63,101	62,246	64,647	-
Capital expenditures		millions of yen	38,228	43,501	46,835	70,910	60,700
Depreciation and amortization		millions of yen	22,252	24,020	26,917	26,746	31,400
R&D costs		millions of yen	5,174	5,067	5,362	5,236	-
Net financial income (costs)		millions of yen	1,704	3,619	4,759	2,799	-
Average term exchange rate		yen/USD	134.95	144.40	152.48	150.97	155.00
Number of employees		people	7,775	7,521	7,716	7,911	-
Average number of temporary workers		people	612	568	515	482	-
Shares issued and outstanding at end of period (before split)		thousand	191,477	190,293	-	-	-
Shares issued and outstanding at end of period (after split)		thousand	957,386	951,467	942,534	926,539	-

(Notes)

- Revenue does not include consumption and other taxes.
 - Free cash flows = Cash flows from operating activities - Cash used for the purchase of property, plant and equipment and intangible assets + Cash provided from the proceeds from 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(costs) = Interest and dividend income - Interest expense
 - Total 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 2023. 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 2023 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 -Mar 31, 2026)	End of period (Mar 31, 2026)	Period average (Apr 1, 2024 -Mar 31, 2025)	End of period (Mar 31, 2025)	Period average	%	End of period	%
USD	150.97	159.88	152.48	149.52	(1.51)	99.0	10.36	106.9
EUR	174.54	183.41	163.62	162.08	10.92	106.7	21.33	113.2
S\$	116.94	123.74	113.84	111.48	3.10	102.7	12.26	111.0
A\$	99.89	109.68	99.22	93.97	0.67	100.7	15.71	116.7

2. Consolidated business performance

Revenue

Millions of yen

		FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	45,956	45,854	102	100.2	102	100.2
	Food Products	53,376	52,524	851	101.6	851	101.6
	Portion accounted for by soy sauce derivative products	36,104	35,610	494	101.4	494	101.4
	Beverages	50,287	45,312	4,975	111.0	4,975	111.0
	Portion accounted for by soy milk beverages	37,312	32,314	4,998	115.5	4,998	115.5
	Liquor and Wine	10,736	10,818	(81)	99.2	(81)	99.2
	Eliminations	(217)	(212)	(4)	-	(4)	-
	Foods—Manufacturing and Sales	160,138	154,296	5,842	103.8	5,842	103.8
	Others	21,765	21,566	198	100.9	198	100.9
	Eliminations	(12,323)	(12,259)	(63)	-	(63)	-
Total		169,580	163,603	5,977	103.7	5,977	103.7
Overseas	Soy Sauce	162,324	156,234	6,090	103.9	5,195	103.3
	Del Monte	10,014	9,831	182	101.9	158	101.6
	Other Foods	1,174	1,114	60	105.4	75	106.7
	Foods—Manufacturing and Sales	173,506	167,175	6,331	103.8	5,427	103.2
	Foods—Wholesale	432,941	407,524	25,417	106.2	26,114	106.4
	Eliminations	(23,367)	(22,553)	(813)	-	(655)	-
Total		583,080	552,145	30,935	105.6	30,886	105.6
Kikkoman (Holding Company)		60,681	62,700	(2,019)	96.8	(2,019)	96.8
Eliminations		(67,802)	(69,470)	1,667	-	1,712	-
Consolidated Total		745,539	708,979	36,560	105.2	36,556	105.2

Business profit

		FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	9,886	8,527	1,359	115.9	1,359	115.9
	Others	1,627	1,173	454	138.8	454	138.8
	Total	11,530	9,725	1,805	118.6	1,805	118.6
Overseas	Foods—Manufacturing and Sales	40,929	39,851	1,078	102.7	1,304	103.3
	Foods—Wholesale	30,668	30,439	229	100.8	552	101.8
	Total	71,580	70,189	1,391	102.0	2,011	102.9
Kikkoman (Holding Company)		43,083	46,462	(3,379)	92.7	(3,379)	92.7
Eliminations		(46,682)	(49,101)	2,419	-	2,349	-
Consolidated Total		79,512	77,275	2,236	102.9	2,786	103.6

Operating profit	75,940	73,698	2,242	103.0	2,862	103.9
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Profit before income taxes	84,069	83,754	314	100.4	1,012	101.2
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Profit for the period attributable to owners of the parent	61,615	61,695	(79)	99.9	431	100.7
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3. Consolidated business performance in Japan

Revenue

Millions of yen

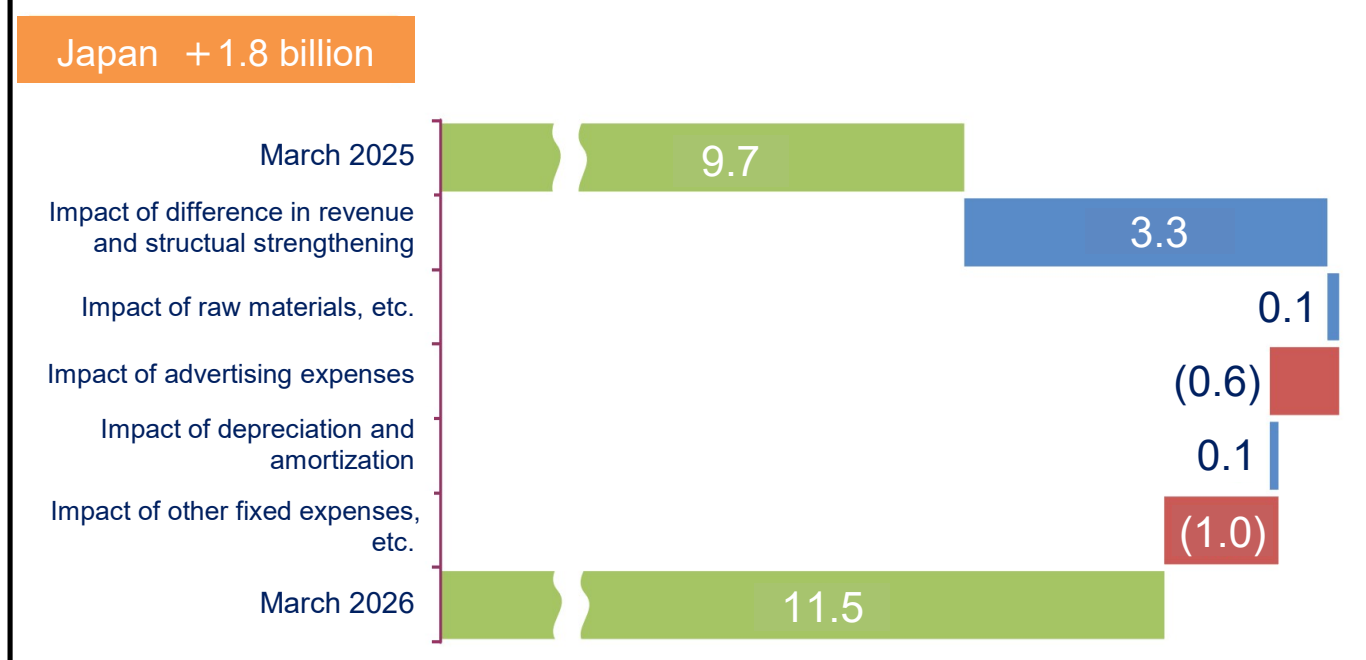
		FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	45,956	45,854	102	100.2	102	100.2
	Food Products	53,376	52,524	851	101.6	851	101.6
	Portion accounted for by soy sauce derivative products	36,104	35,610	494	101.4	494	101.4
	Beverages	50,287	45,312	4,975	111.0	4,975	111.0
	Portion accounted for by soy milk beverages	37,312	32,314	4,998	115.5	4,998	115.5
	Liquor and Wine	10,736	10,818	(81)	99.2	(81)	99.2
	Eliminations	(217)	(212)	(4)	-	(4)	-
	Foods—Manufacturing and Sales	160,138	154,296	5,842	103.8	5,842	103.8
	Others	21,765	21,566	198	100.9	198	100.9
	Eliminations	(12,323)	(12,259)	(63)	-	(63)	-
Total		169,580	163,603	5,977	103.7	5,977	103.7

Business profit

		FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	9,886	8,527	1,359	115.9	1,359	115.9
	Others	1,627	1,173	454	138.8	454	138.8
	Total	11,530	9,725	1,805	118.6	1,805	118.6

Analysis of cause

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



4. Consolidated business performance overseas

Revenue

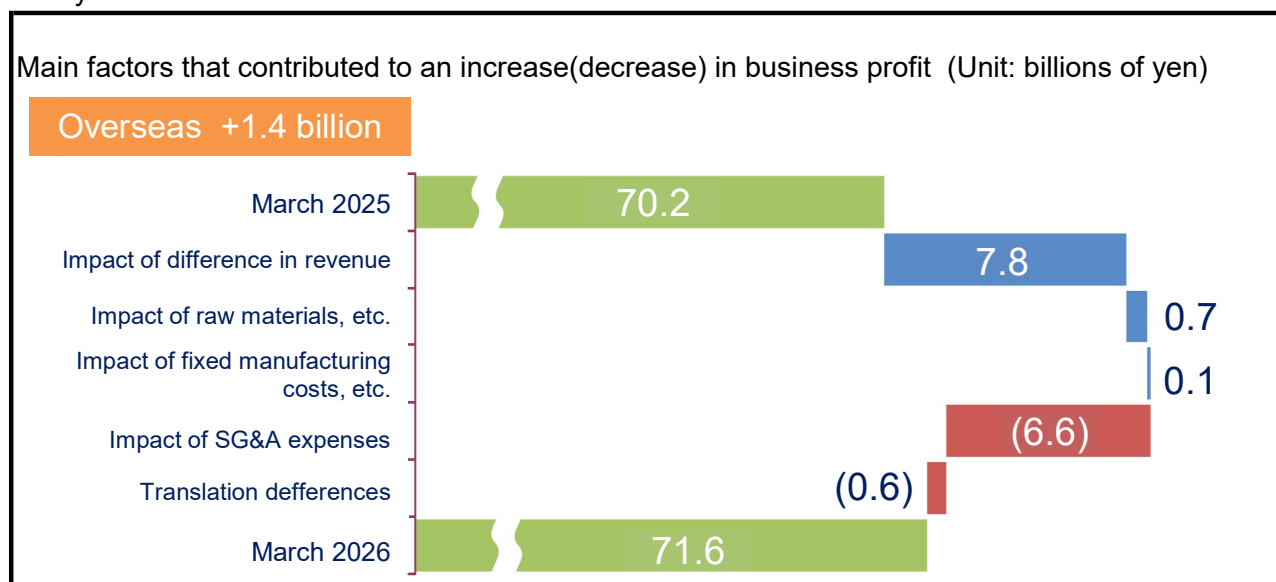
Millions of yen

			FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Soy Sauce	102,216	101,371	844	100.8	2,128	102.1
		Other Foods	1,174	1,114	60	105.4	75	106.7
		Foods—Manufacturing and Sales	103,391	102,486	905	100.9	2,203	102.1
		Foods—Wholesale	315,552	294,141	21,411	107.3	25,067	108.5
		Eliminations	(15,587)	(15,545)	(41)	-	(262)	-
		Total	403,356	381,081	22,274	105.8	27,008	107.1
	Europe	Foods—Manufacturing and Sales	35,342	31,092	4,250	113.7	2,143	106.9
		Foods—Wholesale	48,701	42,893	5,807	113.5	2,979	106.9
		Eliminations	(6,110)	(5,420)	(690)	-	(322)	-
		Total	77,933	68,564	9,368	113.7	4,801	107.0
	Asia & Oceania	Soy Sauce	23,478	22,488	989	104.4	911	104.1
		Del Monte	10,014	9,831	182	101.9	158	101.6
		Foods—Manufacturing and Sales	33,486	32,315	1,171	103.6	1,068	103.3
		Foods—Wholesale	59,883	55,222	4,660	108.4	4,510	108.2
		Eliminations	(711)	(642)	(68)	-	(57)	-
		Total	92,658	86,896	5,762	106.6	5,522	106.4
	Others		77,698	82,375	(4,677)	94.3	(4,677)	94.3
Eliminations		(68,565)	(66,772)	(1,792)	-	(1,768)	-	
Total		583,080	552,145	30,935	105.6	30,886	105.6	

Business profit

			FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Foods—Manufacturing and Sales	28,966	28,871	94	100.3	608	102.1
		Foods—Wholesale	24,636	24,274	361	101.5	648	102.7
		Total	53,561	53,126	434	100.8	1,274	102.4
	Europe	Foods—Manufacturing and Sales	7,999	7,143	856	112.0	538	107.5
		Foods—Wholesale	1,456	1,225	230	118.8	134	111.0
		Total	9,479	8,294	1,184	114.3	795	109.6
	Asia & Oceania	Foods—Manufacturing and Sales	3,586	3,295	290	108.8	288	108.8
		Foods—Wholesale	1,761	2,099	(337)	83.9	(377)	82.0
		Total	5,341	5,393	(52)	99.0	(88)	98.4
	Others		3,447	3,585	(138)	96.1	(138)	96.1
	Total		71,580	70,189	1,391	102.0	2,011	102.9

Analysis of cause



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

Consolidated Total

Millions of yen

	FY3/26 Actual	FY3/25 Actual	YoY	%	YoY excl. FX impact	%
Business profit	79,512	77,275	2,236	102.9	2,786	103.6
Gain on sale of non-current assets	78	54	23	143.7	24	144.1
Rental income	675	674	1	100.2	1	100.2
Royalty income	483	485	(1)	99.6	(1)	99.6
Foreign exchange gains	676	150	526	450.1	646	530.3
Other	864	1,946	(1,082)	44.4	(1,097)	43.6
Total of other income	2,778	3,311	(532)	83.9	(427)	87.1
Loss on sale and disposal of non-current assets	1,430	1,206	224	118.6	226	118.8
Impairment losses	2	1,932	(1,930)	0.1	(1,930)	0.1
Foreign exchange losses	1,327	488	839	271.6	884	280.9
Other	3,588	3,260	327	110.1	315	109.7
Total of other expenses	6,350	6,888	(538)	92.2	(503)	92.7
Total of other income and expenses	(3,571)	(3,577)	5	-	75	-
Operating profit	75,940	73,698	2,242	103.0	2,862	103.9
Net financial income	2,799	4,759	(1,960)	58.8	(1,934)	59.4
Foreign exchange gains (losses) and gain (loss) on valuation of derivatives	3,071	3,404	(333)	90.2	(283)	91.7
Other	1,842	1,458	383	126.3	386	126.5
Total of finance income and costs	7,712	9,623	(1,911)	80.1	(1,832)	81.0
Share of profit of associates accounted for using the equity method	415	432	(17)	96.1	(17)	96.1
Profit before income taxes	84,069	83,754	314	100.4	1,012	101.2
Income taxes	21,910	21,568	342	101.6	530	102.5
Profit for the period	62,158	62,186	(27)	100.0	482	100.8
Profit for the period attributable to non-controlling interests	542	490	52	110.6	50	110.3
Profit for the period attributable to owners of the parent	61,615	61,695	(79)	99.9	431	100.7

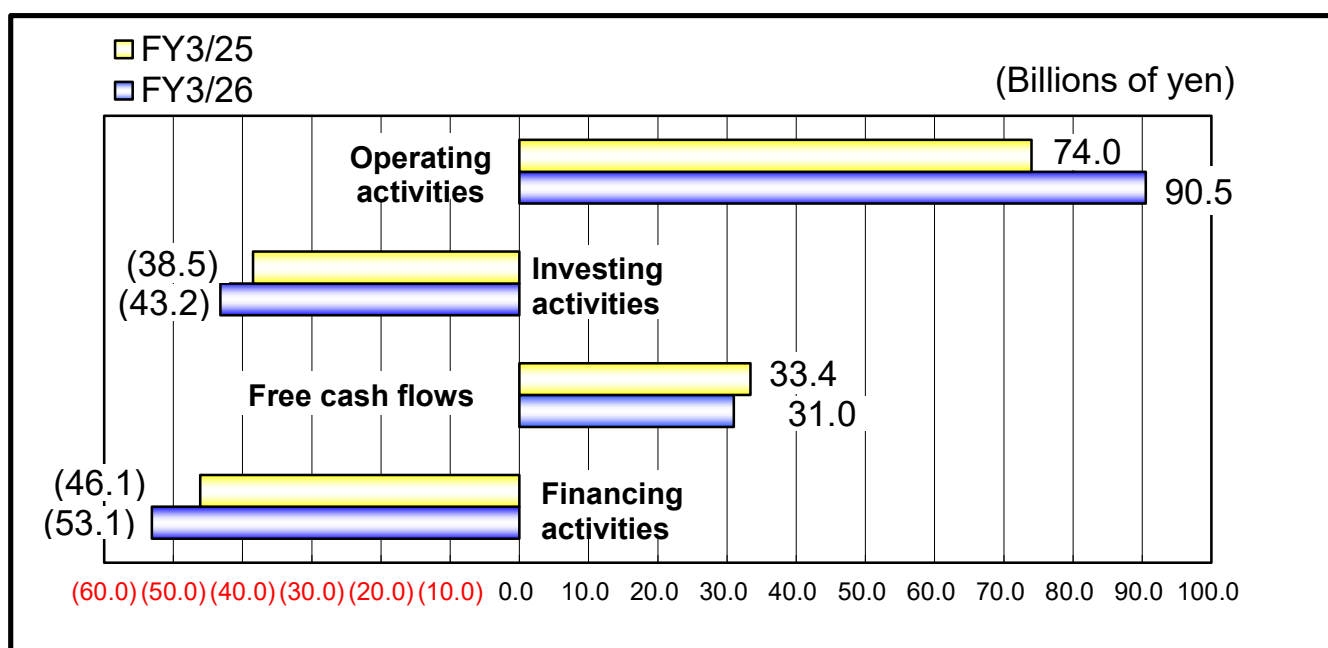
6. Consolidated statement of financial position

Mar 31, 2026 Actual (compared with Mar 31, 2025 results)

Millions of yen

	FY3/26 Actual		Change increase (decrease)		
	Amount	Composition ratio (%)	Amount	Excl. FX impact	Change from previous year (%)
I. Current assets	348,900	46.4	14,050	(1,461)	99.6
Cash and cash equivalents	111,770	14.9	5,586	3,008	102.8
Trade and other receivables	90,640	12.1	8,055	3,788	104.6
Inventories	110,358	14.7	5,462	(900)	99.1
Other financial assets	23,172	3.1	(6,106)	(7,777)	73.4
Other current assets	12,958	1.7	1,052	420	103.5
II. Non-current assets	402,760	53.6	58,195	42,802	112.4
Property, plant and equipment	242,056	32.2	52,735	40,925	121.6
Investment properties	9,485	1.3	254	252	102.7
Right-of-use assets	38,349	5.1	1,540	(1,004)	97.3
Goodwill	3,261	0.4	65	-	100.0
Intangible assets	7,626	1.0	2,692	2,564	152.0
Investments in associates accounted for using the equity method	7,367	1.0	1,079	1,079	117.2
Other financial assets	80,628	10.7	5,499	4,910	106.5
Employee defined benefit assets	10,429	1.4	(5,668)	(5,683)	64.7
Deferred tax assets	3,376	0.4	327	89	102.9
Other non-current assets	177	0.0	(330)	(331)	34.7
Total assets	751,660	100.0	72,245	41,341	106.1
I. Current liabilities	106,011	14.1	17,959	9,008	110.2
Trade and other payables	72,002	9.6	11,355	4,881	108.0
Short-term borrowings	4,217	0.6	374	347	109.1
Short-term lease liabilities	8,282	1.1	1,490	1,014	114.9
Income tax payable	5,886	0.8	2,948	2,670	190.9
Other financial liabilities	557	0.1	(173)	(177)	75.8
Other current liabilities	15,064	2.0	1,962	270	102.1
II. Non-current liabilities	76,807	10.2	1,494	(1,539)	98.0
Long-term borrowings	14,000	1.9	(400)	(400)	97.2
Long-term lease liabilities	34,930	4.6	950	(1,479)	95.6
Deferred tax liabilities	15,891	2.1	1,216	822	105.6
Employee defined benefit liabilities	3,464	0.5	8	(14)	99.6
Other financial liabilities	4,023	0.5	(18)	(18)	99.5
Other non-current liabilities	4,497	0.6	(262)	(449)	90.6
Total liabilities	182,818	24.3	19,453	7,468	104.6
Total equity	568,841	75.7	52,791	33,872	106.6
Total equity attributable to owners of the parent	560,924	74.6	52,384	33,481	106.6
Non-controlling interests	7,917	1.1	407	390	105.2
Total liabilities and equity	751,660	100.0	72,245	41,341	106.1

7. Consolidated statements of cash flows



Consolidated statements of cash flows

Millions of yen

	FY3/26 Actual	FY3/25 Actual	YoY
	Amount	Amount	Amount
I. Cash flows from operating activities	90,508	73,978	16,530
Profit before income taxes	84,069	83,754	314
Depreciation and amortization	26,746	26,917	(170)
Impairment losses	2	1,932	(1,929)
Interest and dividends income received and interest paid	(2,799)	(4,759)	1,960
Share of (profit) loss of associates accounted for using the equity method	(415)	(432)	17
Increase (decrease) in net defined benefit assets and liabilities	(2,046)	(2,608)	561
(Gain) loss on sale and disposal of property, plant and equipment	1,352	1,151	200
(Increase) decrease in trade and other receivables	(2,854)	409	(3,264)
(Increase) decrease in inventories	1,333	(10,932)	12,266
Increase (decrease) in trade and other payables	1,594	(3,166)	4,761
Other	(476)	(820)	344
Subtotal	106,507	91,445	15,061
Cash received from interest and dividends/interest paid	2,948	4,504	(1,556)
Income taxes paid	(18,946)	(21,972)	3,025
II. Cash flows from investing activities	(43,245)	(38,456)	(4,789)
Purchase of property, plant and equipment	(56,392)	(39,487)	(16,905)
Proceeds from sale of property, plant and equipment	128	59	68
Purchase of intangible assets	(3,220)	(1,182)	(2,038)
Payments into time deposits	(3,203)	(7,449)	4,245
Proceeds from withdrawal of time deposits	11,636	11,307	329
Purchase of securities	(1,824)	(2,335)	510
Proceeds from sale of securities	5,488	14	5,473
Proceeds from distributions from investment partnerships	3,528	1,218	2,310
Payments for loans receivable	(1,139)	(868)	(271)
Collection of loans receivable	1,791	332	1,458
Other	(38)	(66)	27
III. Cash flows from financing activities	(53,088)	(46,086)	(7,001)
Increase (decrease) in short-term borrowings	(96)	32	(128)
Repayments of lease liabilities	(8,170)	(7,804)	(365)
Purchase of treasury stock	(20,992)	(15,205)	(5,786)
Disposal of treasury stock	0	0	0
Cash dividends paid (including non-controlling interests)	(23,829)	(23,108)	(720)
IV. Effect of exchange rate changes on cash and cash equivalents	11,410	(2,411)	13,822
V. Net increase (decrease) in cash and cash equivalents	5,586	(12,975)	18,561
Free cash flows	31,023	33,367	(2,343)

* Free cash flows = Cash flows from operating activities

- Cash used for the purchase of property, plant and equipment and intangible assets

+ Cash provided from the proceeds from sale of property, plant and equipment and intangible assets

III. Forecast of business performance

1. Forecast of consolidated business performance (full year)

Revenue

Millions of yen

		FY3/27 Forecast	FY3/26 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	46,750	45,956	793	101.7	793	101.7
	Food Products	55,380	53,376	2,003	103.8	2,003	103.8
	Portion accounted for by soy sauce derivative products	37,470	36,104	1,365	103.8	1,365	103.8
	Beverages	52,860	50,287	2,572	105.1	2,572	105.1
	Portion accounted for by soy milk beverages	39,420	37,312	2,107	105.6	2,107	105.6
	Liquor and Wine	11,280	10,736	543	105.1	543	105.1
	Eliminations	(230)	(217)	(12)	-	(12)	-
	Foods—Manufacturing and Sales	166,040	160,138	5,901	103.7	5,901	103.7
	Others	22,890	21,765	1,124	105.2	1,124	105.2
	Eliminations	(12,620)	(12,323)	(296)	-	(296)	-
Total		176,310	169,580	6,729	104.0	6,729	104.0
Overseas	Soy Sauce	176,080	162,324	13,755	108.5	8,328	105.1
	Del Monte	11,200	10,014	1,185	111.8	676	106.8
	Other Foods	1,190	1,174	15	101.3	(15)	98.7
	Foods—Manufacturing and Sales	188,470	173,506	14,963	108.6	8,997	105.2
	Foods—Wholesale	468,170	432,941	35,228	108.1	21,028	104.9
	Eliminations	(26,680)	(23,367)	(3,312)	-	(2,596)	-
Total		629,960	583,080	46,879	108.0	27,430	104.7
Kikkoman (Holding Company)		59,820	60,681	(861)	98.6	(861)	98.6
Eliminations		(66,990)	(67,802)	812	-	872	-
Consolidated Total		799,100	745,539	53,560	107.2	34,170	104.6

Business profit

		FY3/27 Forecast	FY3/26 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	10,560	9,886	673	106.8	673	106.8
	Others	1,650	1,627	22	101.4	22	101.4
	Total	12,210	11,530	679	105.9	679	105.9
Overseas	Foods—Manufacturing and Sales	41,940	40,929	1,010	102.5	(233)	99.4
	Foods—Wholesale	32,060	30,668	1,391	104.5	516	101.7
	Total	74,000	71,580	2,419	103.4	300	100.4
Kikkoman (Holding Company)		41,020	43,083	(2,063)	95.2	(2,063)	95.2
Eliminations		(44,930)	(46,682)	1,752	-	1,578	-
Consolidated Total		82,300	79,512	2,787	103.5	494	100.6
Operating profit		78,800	75,940	2,859	103.8	774	101.0
Profit before income taxes		84,400	84,069	330	100.4	(1,821)	97.8
Profit for the period attributable to owners of the parent		61,300	61,615	(315)	99.5	(1,929)	96.9

Exchange rate

Yen/USD	155.00	150.97	4.03
Yen/EUR	180.00	174.54	5.46

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

Revenue

Millions of yen

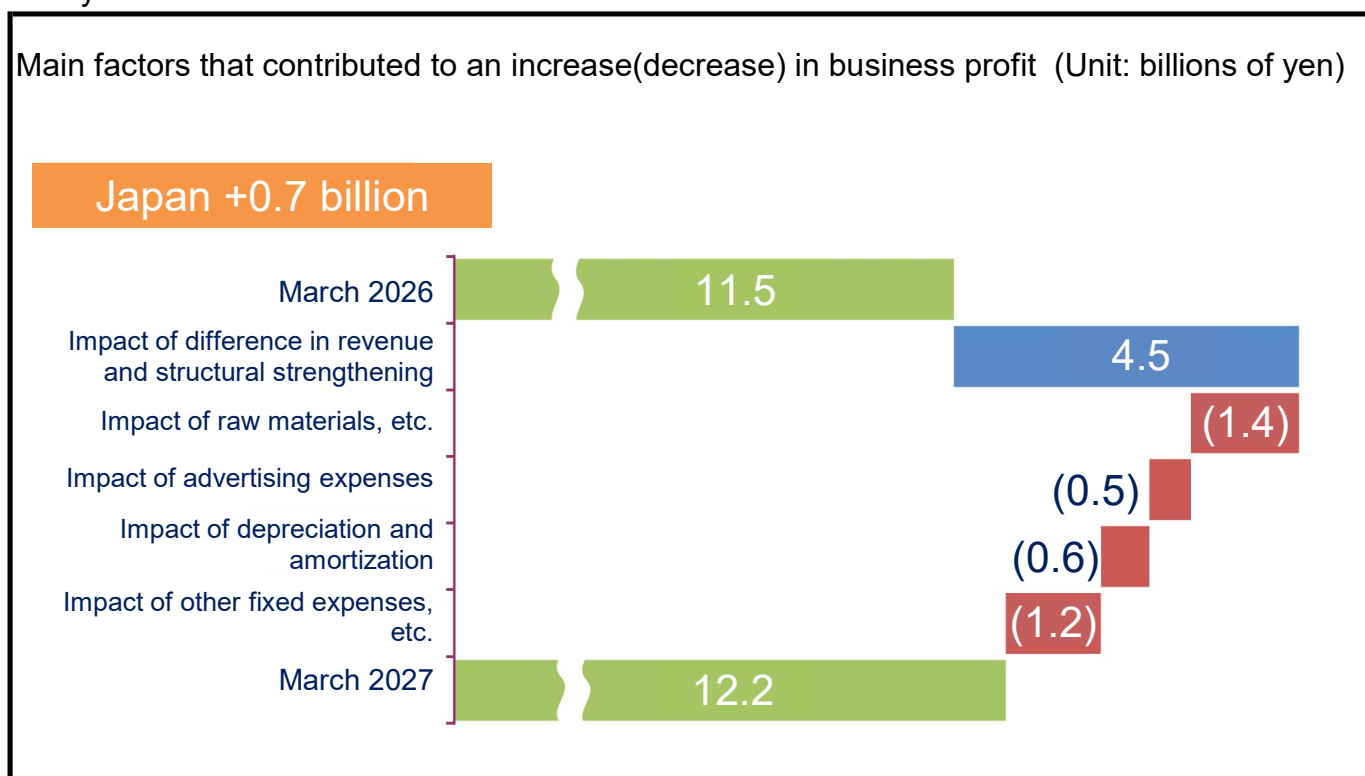
		FY3/27 Forecast	FY3/26 Actual	YoY	%	YoY excl. FX impact	%
Japan	Soy Sauce	46,750	45,956	793	101.7	793	101.7
	Food Products	55,380	53,376	2,003	103.8	2,003	103.8
	Portion accounted for by soy sauce derivative products	37,470	36,104	1,365	103.8	1,365	103.8
	Beverages	52,860	50,287	2,572	105.1	2,572	105.1
	Portion accounted for by soy milk beverages	39,420	37,312	2,107	105.6	2,107	105.6
	Liquor and Wine	11,280	10,736	543	105.1	543	105.1
	Eliminations	(230)	(217)	(12)	-	(12)	-
	Foods—Manufacturing and Sales	166,040	160,138	5,901	103.7	5,901	103.7
	Others	22,890	21,765	1,124	105.2	1,124	105.2
	Eliminations	(12,620)	(12,323)	(296)	-	(296)	-
Total		176,310	169,580	6,729	104.0	6,729	104.0

Business profit

		FY3/27 Forecast	FY3/26 Actual	YoY	%	YoY excl. FX impact	%
Japan	Foods—Manufacturing and Sales	10,560	9,886	673	106.8	673	106.8
	Others	1,650	1,627	22	101.4	22	101.4
	Total	12,210	11,530	679	105.9	679	105.9

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 (full year)

Revenue

Millions of yen

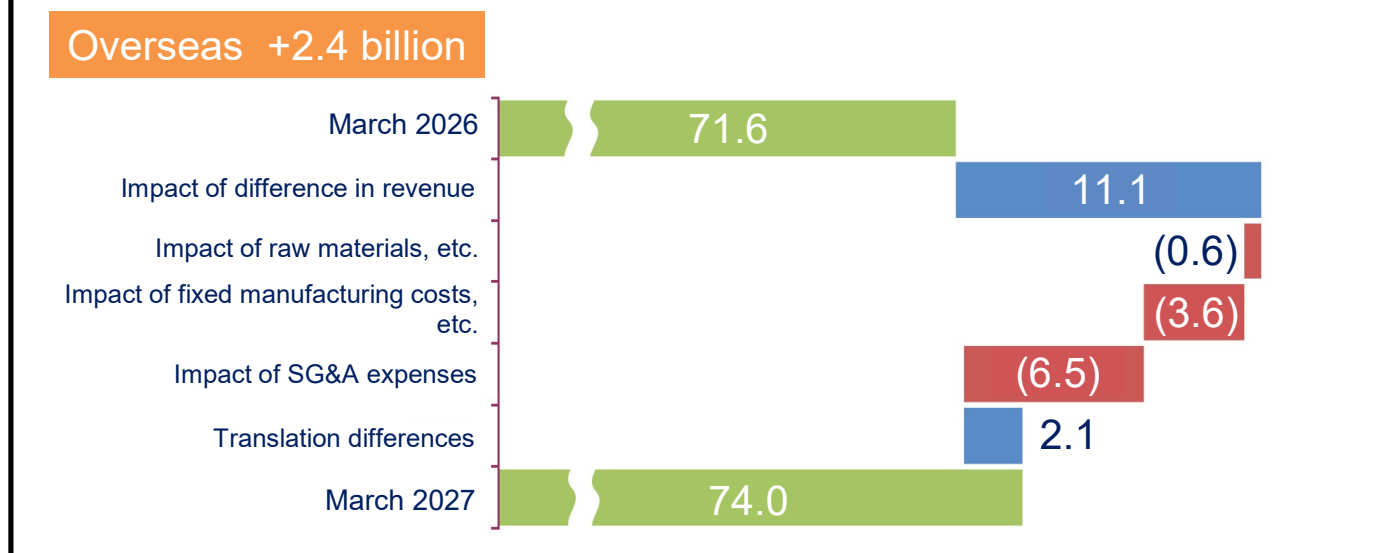
			FY3/27 Forecast	FY3/26 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Soy Sauce	108,650	102,216	6,433	106.3	3,629	103.6
		Other Foods	1,190	1,174	15	101.3	(15)	98.7
		Foods—Manufacturing and Sales	109,840	103,391	6,448	106.2	3,613	103.5
		Foods—Wholesale	340,040	315,552	24,487	107.8	15,038	104.8
		Eliminations	(17,370)	(15,587)	(1,782)	-	(1,334)	-
	Total		432,510	403,356	29,153	107.2	17,317	104.3
	Europe	Foods—Manufacturing and Sales	40,110	35,342	4,767	113.5	3,541	110.0
		Foods—Wholesale	53,570	48,701	4,868	110.0	2,931	106.0
		Eliminations	(7,560)	(6,110)	(1,449)	-	(1,217)	-
	Total		86,120	77,933	8,186	110.5	5,255	106.7
	Asia & Oceania	Soy Sauce	26,380	23,478	2,901	112.4	1,431	106.1
		Del Monte	11,200	10,014	1,185	111.8	676	106.8
		Foods—Manufacturing and Sales	37,560	33,486	4,073	112.2	2,096	106.3
		Foods—Wholesale	63,920	59,883	4,036	106.7	1,166	101.9
		Eliminations	(800)	(711)	(88)	-	(52)	-
	Total		100,680	92,658	8,021	108.7	3,210	103.5
	Others		79,700	77,698	2,001	102.6	2,001	102.6
Eliminations		(69,050)	(68,565)	(484)	-	(354)	-	
Total		629,960	583,080	46,879	108.0	27,430	104.7	

Business profit

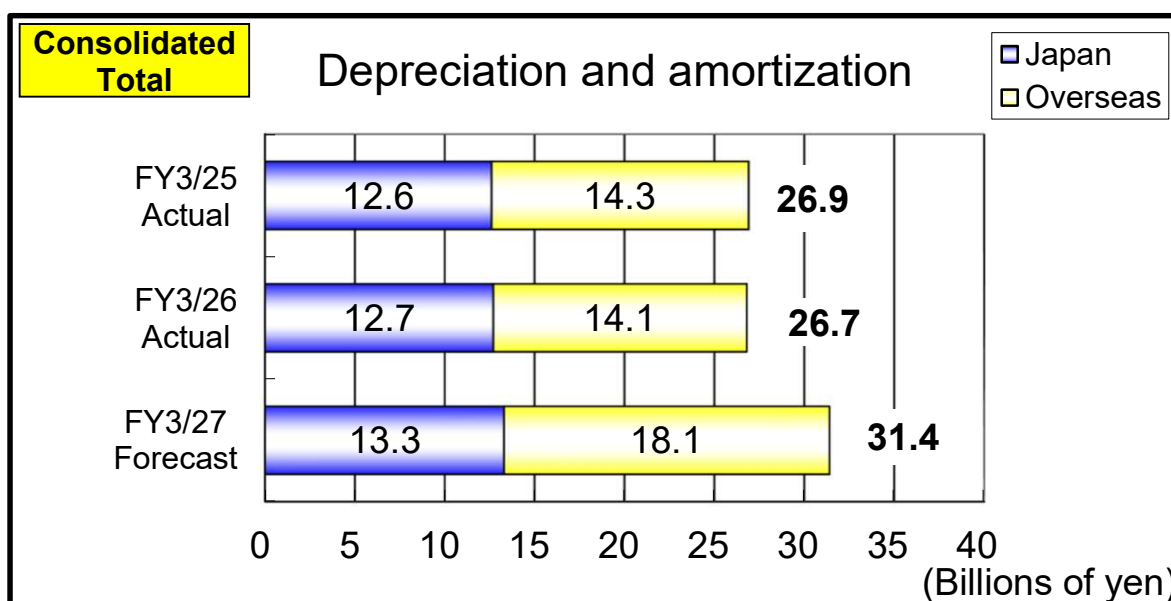
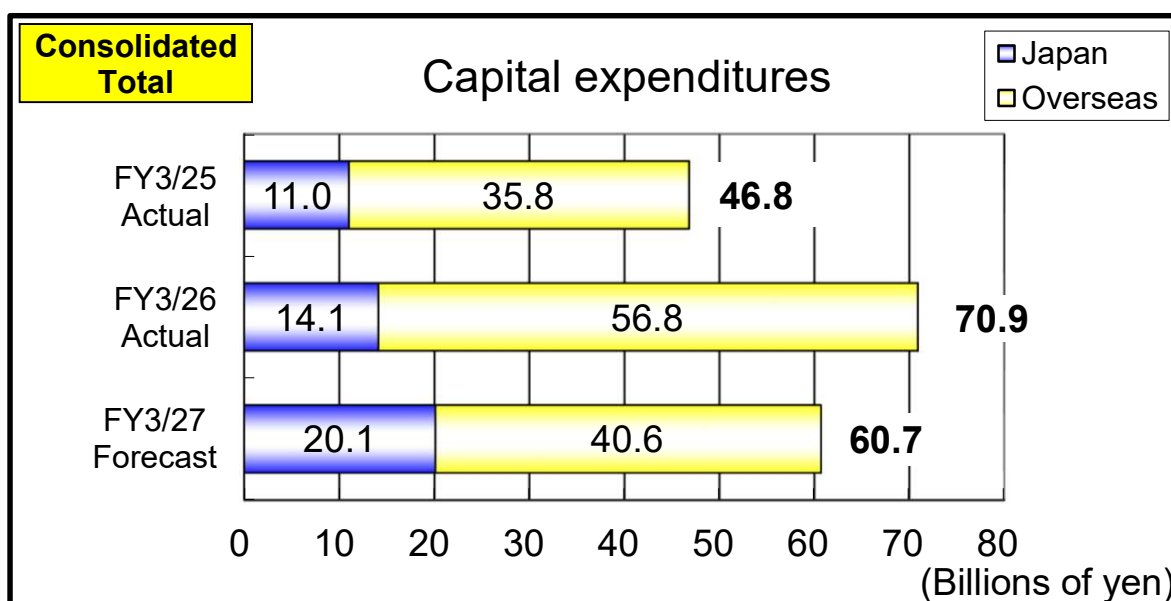
			FY3/27 Forecast	FY3/26 Actual	YoY	%	YoY excl. FX impact	%
Overseas	North America	Foods—Manufacturing and Sales	28,210	28,966	(756)	97.4	(1,479)	94.9
		Foods—Wholesale	25,360	24,636	723	102.9	21	100.1
		Total	53,570	53,561	8	100.0	(1,416)	97.4
	Europe	Foods—Manufacturing and Sales	9,440	7,999	1,440	118.0	1,138	114.2
		Foods—Wholesale	1,640	1,456	183	112.6	129	108.9
		Total	11,080	9,479	1,600	116.9	1,246	113.1
	Asia & Oceania	Foods—Manufacturing and Sales	4,090	3,586	503	114.0	284	107.9
		Foods—Wholesale	2,220	1,761	458	126.0	339	119.3
		Total	6,310	5,341	968	118.1	629	111.8
	Others		3,300	3,447	(147)	95.7	(147)	95.7
	Total		74,000	71,580	2,419	103.4	300	100.4

Analysis of cause

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



4. Capital expenditures, depreciation and amortization



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

Millions of yen

	Consolidated	Japan	Overseas
FY3/25 Actual	46,835	11,015	35,821
FY3/26 Actual	70,910	14,120	56,790
FY3/27 Forecast	60,700	20,100	40,600

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

	Consolidated	Japan	Overseas
FY3/25 Actual	26,917	12,599	14,318
FY3/26 Actual	26,746	12,672	14,074
FY3/27 Forecast	31,400	13,300	18,100