

## Consolidated Financial Results

# Kikkoman Corporation Flash Report 2021 (Japanese GAAP) (Consolidated)

Year ended March 31, 2021

Listed company name: **Kikkoman Corporation**  
Shares listed: Tokyo (1st Section)  
Code No.: 2801  
URL: <https://www.kikkoman.com>  
Representative: Noriaki Horikiri, President and Chief Executive Officer  
Contact: Kazuki Usui, General Manager, Corporate Communication Department  
E-mail: [ir@mail.kikkoman.co.jp](mailto:ir@mail.kikkoman.co.jp)

Scheduled Date of Ordinary General Meeting of Shareholders: June 22, 2021  
Scheduled Date of Dividend Payment Commencement: June 23, 2021  
Scheduled Date for Release of Annual Securities Report: June 22, 2021  
Business Performance Presentation to Be Held: Yes

Notes:

1. All information has been prepared in accordance with accounting principles and practices generally accepted in Japan.
2. Amounts less than ¥1 million, except for per share amounts, have been omitted in the following tables.

## 1. Business Performance for the Year Ended March 31, 2021 (April 1, 2020 to March 31, 2021)

### 1) Business Performance

(Millions of yen)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Amount	Y o Y (%)	Amount	Y o Y (%)	Amount	Y o Y (%)	Amount	Y o Y (%)
Apr. 1, 2020 –Mar. 31, 2021	468,119	(0.1)	42,613	7.0	41,464	6.1	28,828	8.4
Apr. 1, 2019 –Mar. 31, 2020	468,616	3.3	39,826	3.7	39,078	3.0	26,595	2.3

(Note) Comprehensive Income

April 1, 2020 to March 31, 2021: ¥ 42,060 million (165.4 %)

April 1, 2019 to March 31, 2020: ¥ 15,850 million ((37.2) %)

	Earnings per share (yen)	Earnings per share (Assuming full dilution) (yen)	ROE	Ordinary profit to total assets	Operating Profit Margin
Apr. 1, 2020 –Mar. 31, 2021	150.17	—	10.0	10.2	9.1
Apr. 1, 2019 –Mar. 31, 2020	138.53	—	9.9	10.4	8.5

(Reference) Equity-method investment gain

April 1, 2020 to March 31, 2021: ¥ 206 million

April 1, 2019 to March 31, 2020: ¥ 209 million

### 2) Financial Position

(Millions of yen)

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share (yen)
Mar. 31, 2021	427,470	311,402	71.6%	1,593.89
Mar. 31, 2020	387,329	277,757	70.3%	1,419.12

(Reference) Total shareholders' equity

March 31, 2021: ¥ 305,982 million

March 31, 2020: ¥ 272,434 million

### 3) Cash Flows

(Millions of yen)

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Apr. 1, 2020 –Mar. 31, 2021	55,136	(16,811)	(13,179)	55,873
Apr. 1, 2019 –Mar. 31, 2020	39,654	(29,229)	(9,146)	28,103

## 2. Cash Dividends

	Cash dividends per share (yen)					Cash dividends total (full year) (millions of yen)	Dividend payout ratio (consolidated)	Dividend on equity (consolidated)
	Three-month period ended	Six-month period ended	Nine-month period ended	Full year ended	Total			
Apr. 1, 2019 -Mar. 31, 2020	—	21.00	—	21.00	42.00	8,065	30.3%	3.0%
Apr. 1, 2020 -Mar. 31, 2021	—	21.00	—	24.00	45.00	8,641	30.0%	3.0%
Apr. 1, 2021 -Mar. 31, 2022 (Estimated)	—	22.00	—	23.00	45.00		30.0%	

## 3. Forecasts of Business Performance for the Fiscal Year Ending March 31, 2022 (April 1, 2021 to March 31, 2022)

(Millions of yen)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share (yen)
	Amount	Y o Y (%)	Amount	Y o Y (%)	Amount	Y o Y (%)	Amount	Y o Y (%)	
Apr.1, 2021-Sep.30, 2021	243,900	7.2	21,800	2.6	21,200	0.3	15,000	2.6	78.14
Apr.1, 2021-Mar.31, 2022	492,500	5.2	43,900	3.0	43,000	3.7	28,830	0.0	150.18

Note: As stated in the Notice Regarding Voluntary Application of the International Financial Reporting Standards (IFRS) (Japanese only), the timely disclosure issued on May 12, 2020, the Company followed the Japanese accounting standards as before in creating Flash Reports for the fiscal year ended March 31, 2021, including forecasts of consolidated business performance for the fiscal year ending March 31, 2022. The Company voluntarily applies IFRS, starting from the consolidated financial statements in securities reports for the fiscal year ended March 31, 2021. The Company will announce forecasts of consolidated business performance for the fiscal year ending March 31, 2022 based on IFRS as soon as they become clear.

### [Notes]

- 1) Changes in important subsidiaries during the period (Changes in certain specific subsidiaries resulting in a revised scope of consolidation): None
- 2) Changes in accounting policy, changes in accounting estimates and restatement of revisions
  - ① Changes in accounting policy associated with accounting standard revisions: None
  - ② Changes in accounting policy other than those in ① above: None
  - ③ Changes in accounting estimates: None
  - ④ Restatement of revisions: None
- 3) Issued and outstanding shares (common stock)
  - ① Shares issued and outstanding at end of period (including treasury stock)

March 31, 2021 — 193,883,202 shares	March 31, 2020 — 193,883,202 shares
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  - ② Treasury stock at end of period

March 31, 2021 — 1,911,533 shares	March 31, 2020 — 1,908,731 shares
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  - ③ Shares outstanding during the period (cumulative for period, consolidated)

March 31, 2021 — 191,973,212 shares	March 31, 2020 — 191,975,974 shares
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## (Reference) Overview of Non-consolidated Results

1. Business Performance (unconsolidated) for the Year Ended March 31, 2021  
(April 1, 2020 to March 31, 2021)

## 1) Business Performance (unconsolidated)

(Millions of yen)

	Net sales		Operating profit		Ordinary profit		Profit	
	Amount	Y o Y (%)	Amount	Y o Y (%)	Amount	Y o Y (%)	Amount	Y o Y (%)
Apr. 1, 2020 –Mar. 31, 2021	25,484	8.5	8,944	18.6	9,810	14.9	9,656	18.0
Apr. 1, 2019 –Mar. 31, 2020	23,485	(2.3)	7,538	(7.6)	8,535	(8.0)	8,184	(14.9)

	Earnings per share (yen)	Earnings per share (Assuming full dilution) (yen)
Apr. 1, 2020 –Mar. 31, 2021	50.28	—
Apr. 1, 2019 –Mar. 31, 2020	42.62	—

## 2) Financial Position (unconsolidated)

(Millions of yen)

	Total assets	Net assets	Shareholders' equity ratio	Net assets per share (yen)
Mar. 31, 2021	226,224	88,080	38.9 %	458.68
Mar. 31, 2020	217,761	85,725	39.4 %	446.41

(Reference) Total shareholders' equity

March 31, 2021: ¥ 88,080 million

March 31, 2020: ¥ 85,725 million

\* This flash report is not included in the scope of an audit by certified public accountants or the audit corporations.

\* Explanation of appropriate use of business forecasts and other special matters

(Caution Regarding Forward-looking Statements)

Forecasts of business performance and future developments noted in this report are based on assumptions from information available to management at the time of disclosure and deemed reasonable at the present time. Actual results may differ significantly from forecasts. For details of business performance forecasts and guidelines for assumptions, please refer to the attachments to this report, Page 6, 2.Consolidated Business Forecasts.

(How to obtain business performance presentation materials)

(1)Kikkoman will publish supplementary schedules on TD-net for viewing in Japan, and on its website.

(2)Kikkoman plans to publish business performance presentation materials on its website.

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## 1. Consolidated Operating Results

## &lt;Consolidated Financial Statements&gt;

(Millions of yen, %)

	Fiscal 2020 Actual		Fiscal 2021 Actual		Increase /Decrease			Translation difference	Increase /Decrease except translation difference	
	4.1.2019 – 3.31.2020		4.1.2020 – 3.31.2021		Amount	YoY	%		Amount	YoY
	Amount	%	Amount	%						
Net Sales	468,616	100.0	468,119	100.0	(497)	99.9	–	(4,961)	4,464	101.0
Operating Profit	39,826	8.5	42,613	9.1	2,786	107.0	0.6	(762)	3,548	108.9
Ordinary Profit	39,078	8.3	41,464	8.9	2,385	106.1	0.6	(727)	3,112	108.0
Profit attributable to owners of parent	26,595	5.7	28,828	6.2	2,232	108.4	0.5	(547)	2,780	110.5
Exchange Rate (¥/US\$)	109.10		106.17		(2.93)					
(¥/EUR)	121.14		123.73		2.59					

## &lt;Reporting Segments&gt;

(Millions of yen, %)

		Fiscal 2020 Actual		Fiscal 2021 Actual		Increase /Decrease			Translation difference	Increase /Decrease except translation difference	
		4.1.2019 – 3.31.2020		4.1.2020 – 3.31.2021		Amount	YoY	%		Amount	YoY
		Amount	%	Amount	%						
Domestic Foods— Manufacturing and Sales	Net Sales	179,444	100.0	175,639	100.0	(3,805)	97.9	–	–	(3,805)	97.9
	Operating Profit	11,460	6.4	11,299	6.4	(160)	98.6	0.0	–	(160)	98.6
Domestic Others	Net Sales	21,341	100.0	21,186	100.0	(155)	99.3	–	–	(155)	99.3
	Operating Profit	1,832	8.6	1,699	8.0	(133)	92.7	(0.6)	–	(133)	92.7
Overseas Foods— Manufacturing and Sales	Net Sales	96,591	100.0	102,196	100.0	5,605	105.8	–	(1,634)	7,239	107.5
	Operating Profit	19,251	19.9	21,156	20.7	1,905	109.9	0.8	(382)	2,287	111.9
Overseas Foods— Wholesale	Net Sales	200,249	100.0	198,351	100.0	(1,898)	99.1	–	(3,507)	1,609	100.8
	Operating Profit	9,147	4.6	10,194	5.1	1,047	111.5	0.5	(319)	1,367	114.9
Adjustments	Net Sales	(29,010)	100.0	(29,253)	100.0	(243)	–	–	180	(424)	–
	Operating Profit	(1,864)	–	(1,736)	–	128	–	–	(59)	187	–
Amount recorded in consolidated financial statements	Net Sales	468,616	100.0	468,119	100.0	(497)	99.9	–	(4,961)	4,464	101.0
	Operating Profit	39,826	8.5	42,613	9.1	2,786	107.0	0.6	(762)	3,548	108.9
Exchange Rate (¥/US\$)		109.10		106.17		(2.93)					
(¥/EUR)		121.14		123.73		2.59					

## 2. Consolidated Business Forecasts

Consolidated business forecasts for the year ending March 31, 2022 are as follows:

(Millions of yen)

	Net Sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	Earnings per share (yen)
Apr. 1, 2021 –Mar. 31, 2022	492,500	43,900	43,000	28,830	150.18
Apr. 1, 2020 –Mar. 31, 2021	468,119	42,613	41,464	28,828	150.17
Changes (YoY)	24,380 (105.2%)	1,286 (103.0%)	1,535 (103.7%)	1 (100.0%)	0.01 (-)

\* Kikkoman is assuming an average foreign exchange rate of US\$1=¥107.00 for the year ending March 31, 2022. (¥106.17 for the year ended March 31, 2021)

\* The above forecasts are prepared assuming economic conditions prevailing at the time of preparation. Actual results may differ from these business forecasts due to various unforeseen factors.

## 3. Basic policy for selecting accounting standards

Given the global nature of its business operations, the Group has decided voluntarily to apply the International Financial Reporting Standards (IFRS) in place of the conventional Japanese Standards, beginning with the consolidated financial statements required by the Annual Securities Report for the fiscal year ending March 31, 2021, aiming to enhance stakeholder convenience in the international comparison of financial statements while standardizing accounting rules in use within the Group for the improved accuracy of business management.

## 4. Consolidated Financial Statements

### 1) Consolidated Balance Sheets

	(Millions of yen)	
	As of March 31, 2020	As of March 31, 2021
<b>Assets</b>		
Current assets		
Cash and deposits	30,088	58,321
Notes and accounts receivable-trade	61,145	61,739
Securities	—	195
Merchandise and finished goods	43,255	45,388
Work in process	11,798	11,726
Raw materials and supplies	5,901	5,970
Other	8,543	9,510
Allowance for doubtful accounts	(1,192)	(665)
<b>Total current assets</b>	<b>159,540</b>	<b>192,187</b>
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	55,200	55,540
Machinery, equipment and vehicles, net	44,751	45,002
Land	20,900	20,920
Lease assets, net	15,841	17,218
Construction in progress	7,705	8,827
Other, net	4,669	4,524
<b>Total property, plant and equipment</b>	<b>149,067</b>	<b>152,034</b>
Intangible assets		
Goodwill	4,164	3,622
Other	5,004	5,134
<b>Total intangible assets</b>	<b>9,168</b>	<b>8,757</b>
Investments and other assets		
Investment securities	57,672	60,779
Long-term loans receivable	1,881	1,666
Net defined benefit asset	4,934	7,871
Deferred tax assets	3,416	2,916
Other	3,799	3,259
Allowance for doubtful accounts	(2,153)	(2,002)
<b>Total investments and other assets</b>	<b>69,552</b>	<b>74,490</b>
<b>Total non-current assets</b>	<b>227,788</b>	<b>235,282</b>
<b>Total assets</b>	<b>387,329</b>	<b>427,470</b>



	(Millions of yen)	
	As of March 31, 2020	As of March 31, 2021
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable-trade	23,414	25,530
Short-term loans payable	5,311	3,950
Lease obligations	2,437	2,823
Accounts payable-other	19,249	20,714
Income taxes payable	3,297	4,234
Provision for bonuses	2,662	2,992
Provision for directors' bonuses	129	126
Other	5,288	7,770
<b>Total current liabilities</b>	<b>61,791</b>	<b>68,144</b>
Non-current liabilities		
Long-term loans payable	13,602	13,400
Lease obligations	13,997	15,379
Deferred tax liabilities	6,847	7,970
Provision for directors' retirement benefits	732	674
Provision for environmental measures	31	3
Net defined benefit liability	7,243	4,447
Other	5,326	6,047
<b>Total non-current liabilities</b>	<b>47,780</b>	<b>47,923</b>
<b>Total liabilities</b>	<b>109,571</b>	<b>116,067</b>
<b>Net assets</b>		
Shareholders' equity		
Capital stock	11,599	11,599
Capital surplus	13,695	13,695
Retained earnings	244,044	264,807
Treasury stock	(3,641)	(3,658)
<b>Total shareholders' equity</b>	<b>265,697</b>	<b>286,443</b>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	14,012	15,083
Deferred gains or losses on hedges	(0)	22
Foreign currency translation adjustment	(4,376)	3,364
Remeasurements of defined benefit plans	(2,898)	1,067
<b>Total Accumulated other comprehensive income</b>	<b>6,736</b>	<b>19,539</b>
<b>Non-controlling interests</b>	<b>5,322</b>	<b>5,419</b>
<b>Total net assets</b>	<b>277,757</b>	<b>311,402</b>
<b>Total liabilities and net assets</b>	<b>387,329</b>	<b>427,470</b>

## 2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income (Consolidated Statements of Income)

(Millions of yen)

	Year ended March 31, 2020	Year ended March 31, 2021
Net sales	468,616	468,119
Cost of sales	286,978	285,289
Gross profit	181,638	182,829
Selling, general and administrative expenses		
Selling expenses	108,725	107,177
General and administrative expenses	33,086	33,038
Total selling, general and administrative expenses	141,812	140,216
Operating profit	39,826	42,613
Non-operating income		
Interest income	257	152
Dividends income	979	963
Equity in earnings of affiliates	209	206
Rent income	709	731
Foreign exchange gains	1,720	606
Gain on valuation of derivatives	450	2,488
Other	1,937	2,732
Total non-operating income	6,264	7,881
Non-operating expenses		
Interest expenses	464	523
Foreign exchange losses	328	1,827
Loss on valuation of derivatives	0	155
Other	6,219	6,523
Total non-operating expenses	7,012	9,030
Ordinary profit	39,078	41,464
Extraordinary income		
Gain on sales of property, plant and equipment	15	204
Gain on sales of investment securities	202	890
Total extraordinary income	217	1,095
Extraordinary loss		
Impairment loss	301	1,170
Loss on retirement of non-current assets	793	730
Loss on valuation of investment securities	—	12
Loss on valuation of subsidiary securities	253	61
Loss on valuation of golf club membership	16	—
Provision of allowance for doubtful accounts	—	65
Total extraordinary loss	1,365	2,040
Profit before income taxes	37,930	40,519
Income taxes-current	10,053	11,439
Income taxes-deferred	871	(209)
Total income taxes	10,925	11,230
Profit	27,005	29,288
Profit attributable to non-controlling interests	409	460
Profit attributable to owners of parent	26,595	28,828

## (Consolidated Statements of Comprehensive Income)

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
Profit	27,005	29,288
Other comprehensive income		
Valuation difference on available-for-sale securities	(3,320)	838
Deferred gains or losses on hedges	4	22
Foreign currency translation adjustment	(5,447)	7,709
Remeasurements of defined benefit plans, net of tax	(2,149)	3,879
Share of other comprehensive income of associates accounted for using equity method	(241)	322
Total other comprehensive income	(11,154)	12,772
Comprehensive income	15,850	42,060
Total comprehensive income attributable to:		
Owners of parent	15,401	41,636
Non-controlling interests	448	424

## 3) Consolidated Statements of Changes in Net Assets

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
<b>Shareholders' equity</b>		
<b>Capital stock</b>		
Balance at beginning of the period	11,599	11,599
Changes of items during the period		
Total changes of items during the period	—	—
Balance at end of the period	11,599	11,599
<b>Capital surplus</b>		
Balance at beginning of the period	13,695	13,695
Changes of items during the period		
Disposal of treasury stock	0	0
Total changes of items during the period	0	0
Balance at end of the period	13,695	13,695
<b>Retained earnings</b>		
Balance at beginning of the period	225,835	244,044
Cumulative effects of the change in accounting policy	(384)	—
Balance at the beginning of the period after the retroactive application	225,450	244,044
Changes of items during the period		
Dividends from surplus	(8,065)	(8,065)
Profit attributable to owners of parent	26,595	28,828
Change of scope of consolidation	64	—
Total changes of items during the period	18,593	20,762
Balance at end of the period	244,044	264,807
<b>Treasury stock</b>		
Balance at beginning of the period	(3,631)	(3,641)
Changes of items during the period		
Purchase of treasury stock	(8)	(17)
Disposal of treasury stock	0	0
Change in treasury shares arising from change in equity in entities accounted for using equity method	(1)	(0)
Total changes of items during the period	(9)	(17)
Balance at end of the period	(3,641)	(3,658)

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
<b>Total shareholders' equity</b>		
Balance at beginning of the period	247,498	265,697
Cumulative effects of the change in accounting policy	(384)	
Balance at the beginning of the period after the retroactive application	247,113	265,697
<b>Changes of items during the period</b>		
Dividends from surplus	(8,065)	(8,065)
Profit attributable to owners of parent	26,595	28,828
Change of scope of consolidation	64	—
Purchase of treasury stock	(8)	(17)
Disposal of treasury stock	0	0
Change in treasury shares arising from change in equity in entities accounted for using equity method	(1)	(0)
Total changes of items during the period	18,584	20,745
Balance at end of the period	265,697	286,443

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
<b>Accumulated other comprehensive income</b>		
Valuation difference on available-for-sale securities		
Balance at beginning of the period	17,521	14,012
Changes of items during the period		
Net changes of items other than shareholders' equity	(3,509)	1,071
Total changes of items during the period	(3,509)	1,071
Balance at end of the period	14,012	15,083
Deferred gains or losses on hedges		
Balance at beginning of the period	(4)	(0)
Changes of items during the period		
Net changes of items other than shareholders' equity	4	22
Total changes of items during the period	4	22
Balance at end of the period	(0)	22
Foreign currency translation adjustment		
Balance at beginning of the period	1,081	(4,376)
Changes of items during the period		
Net changes of items other than shareholders' equity	(5,457)	7,741
Total changes of items during the period	(5,457)	7,741
Balance at end of the period	(4,376)	3,364
Remeasurements of defined benefit plans		
Balance at beginning of the period	(667)	(2,898)
Changes of items during the period		
Net changes of items other than shareholders' equity	(2,230)	3,966
Total changes of items during the period	(2,230)	3,966
Balance at end of the period	(2,898)	1,067
<b>Total accumulated other comprehensive income</b>		
Balance at beginning of the period	17,930	6,736
Changes of items during the period		
Net changes of items other than shareholders' equity	(11,193)	12,802
Total changes of items during the period	(11,193)	12,802
Balance at end of the period	6,736	19,539

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
<b>Non-controlling interests</b>		
Balance at beginning of the period	5,022	5,322
<b>Changes of items during the period</b>		
Net changes of items other than shareholders' equity	300	97
<b>Total changes of items during the period</b>	<b>300</b>	<b>97</b>
Balance at end of the period	5,322	5,419
<b>Total net assets</b>		
Balance at beginning of the period	270,451	277,757
Cumulative effects of the change in accounting policy	(384)	
Balance at the beginning of the period after the retroactive application	270,066	277,757
<b>Changes of items during the period</b>		
Dividends from surplus	(8,065)	(8,065)
Profit attributable to owners of parent	26,595	28,828
Change of scope of consolidation	64	—
Purchase of treasury stock	(8)	(17)
Disposal of treasury stock	0	0
Change in treasury shares arising from change in equity in entities accounted for using equity method	(1)	(0)
Net changes of items other than shareholders' equity	(10,893)	12,899
<b>Total changes of items during the period</b>	<b>7,691</b>	<b>33,644</b>
Balance at end of the period	277,757	311,402

## 4) Consolidated Statements of Cash Flows

(Millions of yen)

	Year ended March 31, 2020	Year ended March 31, 2021
Cash flows from operating activities		
Profit before income taxes	37,930	40,519
Depreciation and amortization	16,787	17,695
Impairment loss	301	1,170
Increase (decrease) in provision for directors' retirement benefits	20	(57)
Increase (decrease) in net defined benefit liabilities	597	(1,690)
Interest and dividends income	(1,236)	(1,116)
Interest expenses	464	523
Equity in (earnings) losses of affiliates	(209)	(206)
Loss (gain) on sales of property, plant and equipment	(43)	(250)
Loss (gain) on sales of investment securities	(202)	(890)
Loss on retirement of property, plant and equipment	1,253	1,210
Loss (gain) on valuation of investment securities	3	12
Decrease (increase) in notes and accounts receivable-trade	(1,592)	1,352
Decrease (increase) in inventories	(3,586)	532
Increase (decrease) in notes and accounts payable-trade	2,026	(33)
Other, net	(3,387)	6,097
Subtotal	49,126	64,867
Interest and dividends received	1,250	1,178
Interest expenses paid	(453)	(536)
Income taxes paid	(10,269)	(10,372)
Net cash provided by (used in) operating activities	39,654	55,136
Cash flows from investing activities		
Purchase of property, plant and equipment	(24,801)	(15,654)
Proceeds from sales of property, plant and equipment	124	300
Purchase of intangible assets	(1,159)	(1,383)
Purchase of investment securities	(4,492)	(1,948)
Proceeds from sales of investment securities	374	1,142
Payments of loans receivable	(1,526)	(416)
Collection of loans receivable	1,028	420
Other, net	1,224	728
Net cash provided by (used in) investing activities	(29,229)	(16,811)
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	1,949	(1,582)
Repayments of lease obligations	(2,792)	(3,201)
Purchase of treasury stock	(16)	(33)
Cash dividends paid	(8,065)	(8,065)
Dividends paid to non-controlling interests	(219)	(295)
Other, net	(1)	0
Net cash provided by (used in) financing activities	(9,146)	(13,179)
Effect of exchange rate change on cash and cash equivalents	(820)	2,623
Net increase (decrease) in cash and cash equivalents	458	27,769
Cash and cash equivalents at beginning of the period	27,509	28,103
Increase in cash and cash equivalents from newly consolidated subsidiary	135	—
Cash and cash equivalents at end of the period	28,103	55,873



## (Reference) Changes in cash flow-related indices

	Year ended March 31, 2017	Year ended March 31, 2018	Year ended March 31, 2019	Year ended March 31, 2020	Year ended March 31, 2021
Shareholders' equity ratio (%)	66.4	72.1	73.3	70.3	71.6
Shareholders' equity ratio (%) using fair value	177.8	238.9	287.9	228.2	295.9
Ratio of cash flow to interest-bearing debt (years)	1.9	0.6	0.6	0.6	0.7
Interest coverage ratio (times)	27.1	87.3	265.6	87.4	102.8

## Notes:

Shareholders' equity ratio

Shareholders' equity / Total assets

Shareholders' equity ratio using fair value

Market capitalization / Total assets

Ratio of cash flow to interest-bearing debt

Interest-bearing debt / Cash flows

Interest coverage ratio

Cash flows / Interest payments

\* From the beginning of the consolidated fiscal year ended March 31, 2019, "Partial Amendments to Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan ("ASBJ") Guidance No. 28, February 16, 2018), have been applied, and therefore the figures for Year ended March 31, 2018 in the table above are those after the said standards, are applied retroactively.

\* Each index is calculated using consolidated figures.

\* Market capitalization is calculated by multiplying the closing share price at the fiscal year-end by the number of shares issued and outstanding at the fiscal year-end (excluding treasury stock).

\* Cash flows refer to operating cash flow.

\* Interest-bearing debt refers to all liabilities on the consolidated balance sheets on which interest is paid.

\* Interest payments represent interest paid as shown on the consolidated statements of cash flows.

## 5) Notes on consolidated financial statements (Notes Regarding Going Concern)

No applicable items.

### (Segment Information)

Year ended March 31, 2021 (April 1, 2020 —March 31, 2021)

#### 1. Overview of Reporting Segments

For reporting segments, financial data is available broken down into separate business segments and decisions for allocating business resources and performance assessments are subject to regular review by the Board of Directors.

Led by the holding company, Kikkoman formulates Group strategies and manages operating companies. Under this structure, companies in Japan are categorized into those that primarily engage in the manufacture and sale of foods and those that operate other businesses. Overseas, the holding company's overseas divisions are categorized as operating companies that engage in foods manufacturing and sales and those that engage in oriental food wholesaling under the holding company's overseas business divisions.

Consequently, Group operations are divided into segments broken down into domestic and overseas operations and into overlapping businesses. The four segments are: Domestic Foods— Manufacturing and Sales, Domestic Others, Overseas Foods—Manufacturing and Sales, and Overseas Foods—Wholesale.

Domestic Foods— Manufacturing and Sales engages in the manufacturing and sale of soy sauce, food products, beverages, liquor and wine. The Domestic Others engages in the manufacturing and sale of pharmaceuticals, chemical products, etc. and in real estate rentals, logistics, back-office functions, and other businesses. Overseas Foods— Manufacturing and Sales engages in the manufacturing and sale of soy sauce, Del Monte products, health foods, etc. overseas and in the export and sales of products for overseas sales. Overseas Foods—Wholesale purchases and sells oriental foods, etc.

#### 2. Calculation Method for the Amount of Sales, Operating Profits (Losses), Assets (Liabilities) and Other Items by Reporting Segment

Profits for the reporting segments are operating profit amounts and adjustments for intra group profit and transfers are based on prevailing market prices.

### 3. Information on the Amount of Sales, Operating Profits (Losses), Assets (Liabilities) and Other Items by Reporting Segment

Fiscal 2020 Actual (Apr. 1, 2019 –Mar. 31, 2020)

(Millions of yen)

	Reporting Segment					Adjustments (Note 1)	Amount recorded in consolidated financial statements (Note 2)
	Domestic Foods — Manufacturing and Sales	Domestic Others	Overseas Foods — Manufacturing and Sales	Overseas Foods — Wholesale	Total		
Sales							
Sales to third parties	177,281	7,221	84,307	199,805	468,616	—	468,616
Intra group sales or transfers	2,163	14,119	12,283	444	29,010	(29,010)	—
Total sales	179,444	21,341	96,591	200,249	497,627	(29,010)	468,616
Operating profit	11,460	1,832	19,251	9,147	41,691	(1,864)	39,826
Total assets	124,494	22,946	162,329	93,017	402,787	(15,458)	387,329
Other items							
Depreciation and amortization	6,802	1,419	4,170	3,440	15,832	831	16,664
Amortization of goodwill	543	—	104	29	676	—	676
Increase in the amount of tangible fixed assets and intangible fixed assets	10,045	1,418	7,226	4,927	23,618	3,845	27,464

(Notes) 1. Adjustment amounts are as follows.

- 1) Adjustments of ¥(1,864) million in segment operating profit include ¥(1,763) million difference in the allocation of corporate expenses.
- 2) Adjustments of ¥(15,458) million in segment assets include ¥125,579 million in corporate assets, which consist primarily of Kikkoman's cash and deposits and investment securities, in addition to the elimination of transactions between segments.
- 3) The adjustment of ¥831 million posted in depreciation and amortization was depreciation and amortization charges for corporate assets.
- 4) The adjustment of ¥3,845 million posted in the increase in property, plant and equipment and intangible assets was an increase in corporate assets, primarily comprising capital investment in a new research and development building.

2. Segment operating profits are adjusted to the operating profits recorded in the consolidated statements of income.

Fiscal 2021 Actual (Apr. 1, 2020 –Mar. 31, 2021)

(Millions of yen)

	Reporting Segment					Adjustments (Note 1)	Amount recorded in consolidated financial statements (Note 2)
	Domestic Foods — Manufacturing and Sales	Domestic Others	Overseas Foods — Manufacturing and Sales	Overseas Foods — Wholesale	Total		
Sales							
Sales to third parties	172,835	7,541	89,854	197,888	468,119	—	468,119
Intra group sales or transfers	2,803	13,644	12,342	462	29,253	(29,253)	—
Total sales	175,639	21,186	102,196	198,351	497,373	(29,253)	468,119
Operating profit	11,299	1,699	21,156	10,194	44,349	(1,736)	42,613
Total assets	127,903	21,798	179,933	109,237	438,873	(11,403)	427,470
Other items							
Depreciation and amortization	7,098	1,280	4,340	3,799	16,518	1,052	17,570
Amortization of goodwill	543	—	103	28	674	—	674
Increase in the amount of tangible fixed assets and intangible fixed assets	8,027	1,523	4,985	4,103	18,639	1,062	19,702

(Notes) 1. Adjustment amounts are as follows.

- 1) Adjustments of ¥(1,736) million posted in segment operating profit include ¥(1,648) million difference in the allocation of corporate expenses.
  - 2) Adjustments of ¥(11,403) million posted in segment assets include ¥136,135 million in corporate assets, which consist primarily of Kikkoman's cash and deposits and investment securities, in addition to the elimination of transactions between segments.
  - 3) The adjustment of ¥1,052 million posted in depreciation and amortization was depreciation and amortization charges for corporate assets.
  - 4) The adjustment of ¥1,062 million posted in the increase in property, plant and equipment and intangible assets was an increase in corporate assets.
2. Segment operating profits are adjusted to the operating profits recorded in the consolidated statements of income.

**(Per Share Information)**

	Year ended March 31, 2020	Year ended March 31, 2021
Net assets per share	¥1,419.12	¥1,593.89
Earnings per share	¥138.53	¥150.17

Note : 1. Diluted earnings per share is not stated because there are no dilutive securities.

2. The basis for the calculation of earnings per share is as follows.

	Year ended March 31, 2020	Year ended March 31, 2021
Profit attributable to owners of parent (¥ million)	26,595	28,828
Amount not attributable to common shareholders (¥ million)	—	—
Profit attributable to owners of parent related to common stock (¥ million)	26,595	28,828
Average number of shares of common stock outstanding during the fiscal year (thousands of shares)	191,975	191,973

**(Material Subsequent Events)****Acquisition of Own shares**

At a meeting of the Board of Directors held on April 27, 2021, the Company resolved to acquire its own shares under Article 156 of the Companies Act of Japan, applied pursuant to Article 165-3 of the said Act.

**1. Reason for the acquisition of own shares**

To promote an expeditious financial strategy according to changes in the business environment.

**2. Details of the acquisition**

- (1) Class of shares to be acquired: Common shares of the Company
- (2) Total number of shares to be acquired: 2,200,000 shares (maximum)  
(Equivalent to 1.15% of outstanding shares (excluding treasury shares))
- (3) Total acquisition price: ¥10,000 million (maximum)
- (4) Acquisition period: From May 6, 2021 to March 31, 2022
- (5) Acquisition method: Market transactions on the Tokyo Stock Exchange

## 5. Supplementary Schedules

## 1) Consolidated Forecasts for FY2022 and Effect of Exchange Rate Differences on Translation of Overseas Subsidiaries' Financial Statements

Net sales (Millions of yen)

		Fiscal 2022 Forecast	Fiscal 2021 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	181,600	175,639	5,960	103.4	5,960	103.4
	Others	21,750	21,186	563	102.7	563	102.7
	Eliminations	(12,350)	(12,198)	(151)	—	(151)	—
	Total	191,000	184,626	6,373	103.5	6,373	103.5
Overseas	Foods—Manufacturing and Sales	107,500	102,196	5,303	105.2	3,674	103.6
	Foods—Wholesale	211,400	198,351	13,048	106.6	10,306	105.2
	Eliminations	(13,400)	(12,795)	(604)	—	(417)	—
	Total	305,500	287,751	17,748	106.2	13,563	104.7
Kikkoman (Holding Company)		19,900	20,565	(665)	96.8	(665)	96.8
Eliminations		(23,900)	(24,824)	924	—	924	—
Consolidated Total		492,500	468,119	24,380	105.2	20,195	104.3

Operating Profit (Millions of yen)

		Fiscal 2022 Forecast	Fiscal 2021 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	11,450	11,299	150	101.3	150	101.3
	Others	1,550	1,699	(149)	91.2	(149)	91.2
	Total	13,000	13,026	(26)	99.8	(26)	99.8
Overseas	Foods—Manufacturing and Sales	22,200	21,156	1,043	104.9	688	103.3
	Foods—Wholesale	10,950	10,194	755	107.4	642	106.3
	Total	32,990	31,209	1,780	105.7	1,314	104.2
Kikkoman (Holding Company)		6,550	8,019	(1,469)	81.7	(1,469)	81.7
Eliminations		(8,640)	(9,641)	1,001	—	953	—
Consolidated Total		43,900	42,613	1,286	103.0	772	101.8

Exchange Rate (¥/US\$)	107.00	106.17	0.83
(¥/EUR)	128.00	123.73	4.27