

(Supplementary Schedules)



Business Performance Presentation
for the Three-Month Period Ended June 30, 2017

First Three Months of Fiscal 2018

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

<i>Consolidated Results</i>		2015.3	2016.3	2017.3	2018.3
		Actual	Actual	Actual	Forecast
Net Sales	millions of yen	371,339	408,372	402,174	413,800
YoY Change	%	8.2	10.0	(1.5)	2.9
Operating Income	millions of yen	25,370	32,598	32,842	34,500
(Operating Income Ratio to Net Sales)	%	6.8	8.0	8.2	8.3
YoY Change	%	6.4	28.5	0.7	5.0
Ordinary income	millions of yen	24,364	31,029	32,037	33,000
(Ordinary Income Ratio to Net Sales)	%	6.6	7.6	8.0	8.0
YoY Change	%	7.4	27.4	3.2	3.0
Net Income Attributable to Owners of Parent	millions of yen	15,382	19,964	23,810	21,500
(Ratio of Net Income Attributable to Owners of Parent to Net Sales)	%	4.1	4.9	5.9	5.2
YoY Change	%	22.5	29.8	19.3	(9.7)
Net Asset per Share	yen	1,210.77	1,160.05	1,242.71	-
Net Income per Share	yen	78.20	102.67	123.28	111.32
Diluted Net Income per Share	yen	78.19	-	-	-
Cash Dividends per Share	yen	24.00	32.00	34.00	34.00
Dividend Payout Ratio (Consolidated)	%	30.7	31.2	27.6	30.5
Total Net Assets	millions of yen	238,431	225,675	244,437	-
Shareholders' Equity	millions of yen	236,508	223,684	240,009	-
Total Assets	millions of yen	378,766	365,671	361,248	-
Shareholders' Equity Ratio	%	62.4	61.2	66.4	-
D/E Ratio	%	31.0	31.6	21.1	-
Dividend on Equity	%	2.1	2.7	2.8	-
Return on Equity	%	6.9	8.7	10.3	-
Ordinary Income to Total Assets	%	6.7	8.3	8.8	-
Share Price as of Term-end	yen	3,815	3,700	3,325	-
PER	times	48.8	36.0	27.0	-
Cash Flows from Operating Activities	millions of yen	31,658	37,661	26,136	-
Cash Flows from Investing Activities	millions of yen	(5,041)	(15,855)	13,235	-
Cash Flows from Financing Activities	millions of yen	(21,566)	(17,801)	(30,359)	-
Term-end Cash and Cash Equivalents	millions of yen	32,398	35,150	44,205	-
Free Cash Flows	millions of yen	19,151	24,132	14,536	-
Free Cash Flows per Share	yen	97.36	124.10	75.26	-
Interest-bearing Debt	millions of yen	73,299	70,610	50,570	-
Capital Expenditures	millions of yen	13,087	14,795	12,165	17,400
(For Property, Plant and Equipment)	millions of yen	11,761	13,464	11,362	16,500
Depreciation and Amortization	millions of yen	12,901	11,936	12,339	12,900
(For Property, Plant and Equipment)	millions of yen	12,026	10,967	11,304	11,800
R&D Costs	millions of yen	3,598	3,662	3,943	-
Net Financial Income (Loss)	millions of yen	(238)	(186)	754	-
Average Term Exchange Rate	yen/US\$	110.03	120.16	109.03	105.00
No. of Employees	people	5,912	5,933	6,771	-
No. of Shares Issued and Outstanding at Term-end	thousand	195,336	192,822	193,133	-

(Notes) 1. Net sales do not include consumption and other taxes.

2. Free cash flows = Cash flows from operating activities – Purchase of property, plant, equipment and intangible + Sales of property plant, equipment and intangible asset;

3. Interest-bearing debt refers to all liabilities on the consolidated balance sheet on which interest is paid.

4. Net financial income = Interest and dividend income – Interest expense

5. Shareholders' equity is computed by subscription rights to shares and non-controlling interests from net assets

6. D/E ratio = Interest-bearing debt / Shareholders' equity

7. No. of shares issued and outstanding at term-end is computed, excluding treasury share

8. Depreciation and Amortization do not include the amortization of goodwill

9. The Net Income Attributable to Owners of Parent and the Ratio of Net Income Attributable to Owners of Parent to Net Sales for 2015.3 Actual were previously presented as Net Income and Net Income Ratio to Net Sales, respectively.

II. Business performance

1. Scope of consolidation and application of the equity method and exchange rates

[Scope of Consolidation]

Comparison with the same period of the previous year

	2017.6 Actual	2016.6 Actual	Change	Particulars
Consolidated subsidiaries	54	52	2	+ PRESIDENT KIKKOMAN ZHENJI FOODS CO., LTD. + KUNSHAN PRESIDENT KIKKOMAN BIOTECHNOLOGY CO., LTD. + JFC NEW ZEALAND LIMITED + JFC NORDEN (SWEDEN) AB - EDOGAWA FOODS COMPANY - JFC RESTAURANT GmbH
Equity-method unconsolidated subsidiaries and affiliates	2	3	(1)	- KUNSHAN PRESIDENT KIKKOMAN BIOTECHNOLOGY CO., LTD

Comparison with the fiscal year ended March 31, 2017

	2017.6 Actual	2017.3 Actual	Change	Particulars
Consolidated subsidiaries	54	53	1	+ KUNSHAN PRESIDENT KIKKOMAN BIOTECHNOLOGY CO., LTD + JFC NEW ZEALAND LIMITED + JFC NORDEN (SWEDEN) AB - EDOGAWA FOODS COMPANY - JFC RESTAURANT GmbH
Equity-method unconsolidated subsidiaries and affiliates	2	3	(1)	- KUNSHAN PRESIDENT KIKKOMAN BIOTECHNOLOGY CO., LTD

[Exchange Rates]

	2017.6 Actual		2016.6 Actual		Change Increase (decrease)			
	Period Average (17.4-17.6)	End of Term (17.6)	Period Average (16.4-16.6)	End of Term (16.6)	Period Average	%	End of Term	%
US\$	111.61	112.00	109.07	102.91	2.54	102.3	9.09	108.8
EURO	123.14	127.97	122.47	114.39	0.67	100.5	13.58	111.9
S\$	80.33	81.24	80.41	76.41	(0.08)	99.9	4.83	106.3
A\$	84.54	86.18	81.55	76.74	2.99	103.7	9.44	112.3

2. Consolidated segment information

Net Sales

¥ million

		2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	12,183	12,094	88	100.7	88	100.7
	Food Products	14,939	14,785	153	101.0	153	101.0
	Portion accounted for by soy sauce derivative products	9,343	9,155	188	102.1	188	102.1
	Beverages	13,542	11,913	1,628	113.7	1,628	113.7
	Portion accounted for by soy milk beverages	8,965	8,095	869	110.7	869	110.7
	Liquor and Wine	2,945	2,970	(25)	99.1	(25)	99.1
	Eliminations	(43)	(43)	0	-	0	-
	Foods-Manufacturing and sales	43,566	41,720	1,845	104.4	1,845	104.4
	Others	5,279	5,363	(84)	98.4	(84)	98.4
	Eliminations	(3,090)	(2,978)	(112)	-	(112)	-
Total		45,754	44,105	1,649	103.7	1,649	103.7
Overseas	Soy Sauce	18,241	16,065	2,175	113.5	1,943	112.1
	Del Monte	886	1,222	(336)	72.5	(360)	70.5
	Other Foods	3,207	3,334	(127)	96.2	(46)	98.6
	Foods-Manufacturing and sales	22,334	20,623	1,711	108.3	1,536	107.5
	Foods-Wholesale	42,658	37,528	5,130	113.7	4,452	111.9
	Eliminations	(3,172)	(2,701)	(470)	-	(410)	-
Total		61,821	55,450	6,371	111.5	5,578	110.1
Kikkoman (Holding Company)		5,261	4,164	1,097	126.4	1,097	126.4
Eliminations		(6,003)	(4,856)	(1,146)	-	(1,146)	-
Consolidated Total		106,834	98,863	7,970	108.1	7,177	107.3

Operating Income

		2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods-Manufacturing and sales	2,887	1,910	976	151.1	976	151.1
	Others	367	342	24	107.2	24	107.2
	Total		3,262	2,264	997	144.1	997
Overseas	Foods-Manufacturing and sales	4,733	4,441	292	106.6	291	106.6
	Foods-Wholesale	2,071	2,038	32	101.6	76	103.8
	Total		6,689	6,424	264	104.1	340
Kikkoman (Holding Company)		2,415	1,421	994	170.0	994	170.0
Eliminations		(2,663)	(1,641)	(1,022)	-	(1,031)	-
Consolidated Total		9,703	8,469	1,234	114.6	1,301	115.4
Ordinary Income		9,962	8,653	1,309	115.1	1,383	116.0
Income before Income Taxes		9,362	8,425	936	111.1	1,010	112.0
Net Income Attributable to Owners of Parent		6,102	11,073	(4,971)	55.1	(4,916)	55.6

3. Consolidated segment information in Japan

Net Sales

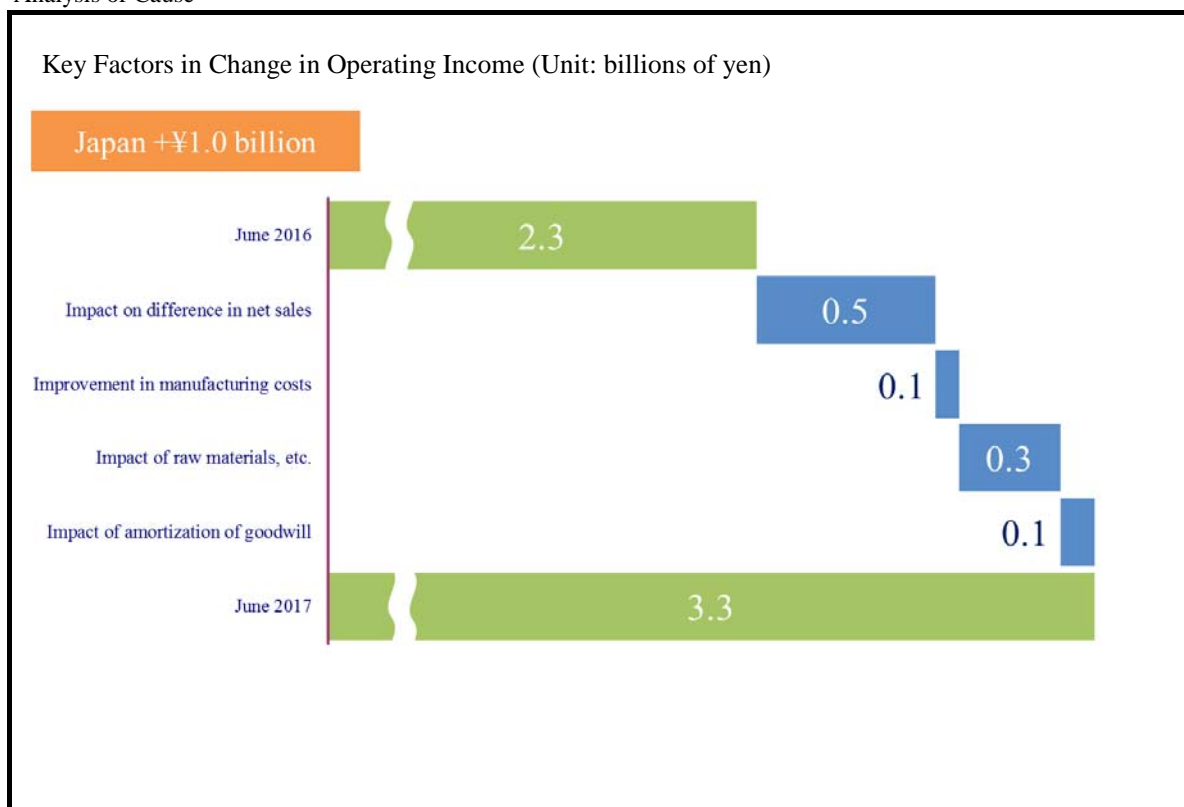
¥ million

		2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	12,183	12,094	88	100.7	88	100.7
	Food Products	14,939	14,785	153	101.0	153	101.0
	Portion accounted for by soy sauce derivative products	9,343	9,155	188	102.1	188	102.1
	Beverages	13,542	11,913	1,628	113.7	1,628	113.7
	Portion accounted for by soy milk beverages	8,965	8,095	869	110.7	869	110.7
	Liquor and Wine	2,945	2,970	(25)	99.1	(25)	99.1
	Eliminations	(43)	(43)	0	-	0	-
	Foods-Manufacturing and sales	43,566	41,720	1,845	104.4	1,845	104.4
Others	5,279	5,363	(84)	98.4	(84)	98.4	
Eliminations	(3,090)	(2,978)	(112)	-	(112)	-	
Total		45,754	44,105	1,649	103.7	1,649	103.7

Operating Income

		2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods-Manufacturing and sales	2,887	1,910	976	151.1	976	151.1
	Others	367	342	24	107.2	24	107.2
	Total	3,262	2,264	997	144.1	997	144.1

Analysis of Cause



4. Consolidated segment information overseas

Net Sales

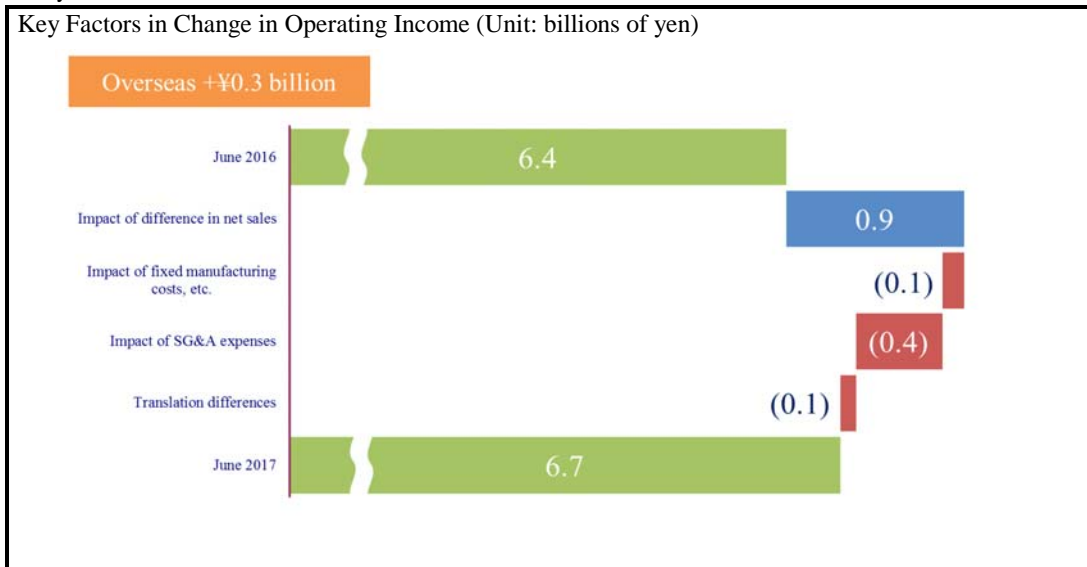
¥ million

			2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Soy Sauce	11,794	11,085	709	106.4	441	104.0
		Other Foods	3,207	3,334	(127)	96.2	(46)	98.6
		Foods-Manufacturing and sales	15,001	14,419	582	104.0	395	102.7
		Foods-Wholesale	33,004	29,719	3,284	111.1	2,606	108.8
		Eliminations	(2,284)	(2,026)	(258)	-	(206)	-
		Total	45,722	42,113	3,608	108.6	2,795	106.6
	Europe	Foods-Manufacturing and sales	2,831	2,596	235	109.1	219	108.5
		Foods-Wholesale	4,183	3,677	505	113.8	604	116.5
		Eliminations	(577)	(447)	(130)	-	(127)	-
		Total	6,436	5,825	611	110.5	697	112.0
	Asia & Oceania	Soy Sauce	3,464	2,269	1,195	152.7	1,243	154.8
		Del Monte	886	1,222	(336)	72.5	(360)	70.5
		Foods-Manufacturing and sales	4,351	3,492	858	124.6	882	125.3
		Foods-Wholesale	4,023	3,453	570	116.5	464	113.4
		Eliminations	(76)	(59)	(17)	-	(15)	-
	Total	8,298	6,886	1,412	120.5	1,331	119.3	
	Others		10,140	8,103	2,037	125.1	2,037	125.1
	Eliminations		(8,775)	(7,477)	(1,297)	-	(1,283)	-
	Total		61,821	55,450	6,371	111.5	5,578	110.1

Operating Income

			2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Foods-Manufacturing and sales	3,288	3,131	157	105.0	134	104.3
		Foods-Wholesale	1,532	1,466	65	104.4	37	102.5
		Total	4,732	4,538	194	104.3	162	103.6
	Europe	Foods-Manufacturing and sales	789	735	54	107.4	63	108.7
		Foods-Wholesale	177	185	(8)	95.6	0	100.5
		Total	949	916	32	103.6	62	106.8
	Asia & Oceania	Foods-Manufacturing and sales	535	457	77	116.9	84	118.5
		Foods-Wholesale	91	90	1	101.1	(0)	99.0
		Total	624	548	76	113.9	82	115.1
	Others		477	437	40	109.2	40	109.2
	Total		6,689	6,424	264	104.1	340	105.3

Analysis of Cause



5. Non-operating income (expenses) and extraordinary income (loss)

Consolidated Total

¥ million

	2017.6 Actual	2016.6 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Operating income	9,703	8,469	1,234	114.6	1,301	115.4
Financial income (expenses) and dividends income	483	720	(236)	67.1	(236)	67.1
Equity in earnings (loss) of affiliates	50	28	21	176.2	21	174.8
Other	(274)	(564)	290	-	298	-
Total non-operating income (expenses)	259	183	75	141.1	82	145.0
Ordinary income	9,962	8,653	1,309	115.1	1,383	116.0
Gain on sales of property, plant and equipment	5	—	5		5	
Gain on sales of investment securities	—	149	(149)		(149)	
Total extraordinary income	5	149	(144)	3.5	(144)	3.5
Loss on valuation of investment securities	605	—	605		605	
Loss on sales of shares of subsidiaries and affiliates	—	377	(377)		(377)	
Total extraordinary loss	605	377	228	160.6	228	160.6
Total extraordinary income (loss)	(600)	(227)	(373)	-	(373)	-
Income before income taxes	9,362	8,425	936	111.1	1,010	112.0
Income taxes	3,152	(2,723)	5,875	-	5,894	-
Net income	6,210	11,149	(4,939)	55.7	(4,884)	56.2
Net income attributable to non-controlling interests	107	75	31	142.1	32	142.5
Net income attributable to owners of parent	6,102	11,073	(4,971)	55.1	(4,916)	55.6

6. Consolidated balance sheets

As of June 30, 2017 (Compared with 2017.3)

Total Asset =	364,618	+3,369	(¥ million)	
Translation Difference		+467	USD 112.00	(0.19)
			EUR 127.97	+8.18
Actual Difference		+2,901		
Current assets	+104	Liabilities	(2,238)	
Cash and deposits	(3,818)	Interest-bearing debt	+59	
Notes and accounts receivable-trade	+659	Notes and accounts payable-trade	(3,016)	
Inventories	+3,396	Accounts payable-other	+1,309	
Deferred tax assets	+78	Income tax payable	+29	
Other	(211)	Net defined benefit liability	+572	
Noncurrent assets	+2,797	Deferred tax liabilities	(1,191)	
Property, plant and equipment	+787	Other	(1,191)	
Intangible assets	(327)	Net assets	+5,140	
[Goodwill	(158)]	Retained earnings	+2,534	
Investments and other assets	+2,336	Valuation difference on available-for-sale securities	+1,567	
[Investment securities	+2,404]	Foreign currency translation adjustment	+512	
[Deferred tax assets	(117)]	Non-controlling interests	+382	
		Other	+145	