

**Business Performance Presentation
for the Six-Month Period Ended September 30, 2019**

First Six Months of Fiscal 2020

Kikkoman Corporation

Index

	page
I. Major consolidated performance indicators	1
II. Business performance	
1. Scope of consolidation and application of the equity method and exchange rates	2
2. Consolidated segment information	3
3. Consolidated segment information in Japan	4
4. Consolidated segment information overseas	5
5. Non-operating income (expenses) and extraordinary income (loss)	6
6. Consolidated balance sheets	7
7. Consolidated statements of cash flows	8
8. Capital expenditures, depreciation and amortization	9
III. Forecast of business performance	
1. Forecast of consolidated business performance (full year) (Compared with fiscal 2019 actual)	10
2. Forecast of consolidated business performance in Japan (full year)	11
3. Forecast of consolidated business performance overseas (full year)	12
4. Forecast of consolidated business performance (2nd half)	13
5. Forecast of consolidated business performance overseas (2nd half)	14
6. Forecast of consolidated business performance (full year) (Compared with initial forecast)	15
7. Forecasts of capital expenditures, depreciation and amortization (full year)	16

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		Six months ended	Six months ended	Six months ended	2018.3	2019.3	2020.3
		September 30, 2017	September 30, 2018	September 30, 2019	Actual	Actual	Forecast
Net Sales	millions of yen	214,473	226,099	231,624	430,602	453,565	465,200
YoY Change	%	9.0	5.4	2.4	7.1	5.3	2.6
Operating Profit	millions of yen	19,070	20,068	20,986	36,502	38,417	39,120
(Operating Profit Margin)	%	8.9	8.9	9.1	8.5	8.5	8.4
YoY Change	%	12.5	5.2	4.6	11.1	5.2	1.8
Ordinary Profit	millions of yen	18,840	19,998	21,554	35,985	37,925	38,400
(Ordinary Profit Margin)	%	8.8	8.8	9.3	8.4	8.4	8.3
YoY Change	%	14.6	6.1	7.8	12.3	5.4	1.3
Profit Attributable to Owners of Parent	millions of yen	12,042	14,333	15,289	23,846	25,992	26,590
(Ratio of Profit Attributable to Owners of Parent to Net Sales)	%	5.6	6.3	6.6	5.5	5.7	5.7
YoY Change	%	(24.8)	19.0	6.7	0.1	9.0	2.3
Net Assets per Share	yen	-	-	-	1,292.18	1,382.60	-
Earnings per Share	yen	62.35	74.66	79.64	123.71	135.39	138.51
Diluted Earnings per Share	yen	-	-	-	-	-	-
Cash Dividends per Share	yen	-	-	-	39.00	41.00	42.00
Dividend Payout Ratio (Consolidated)	%	-	-	-	31.5	30.3	30.3
Total Net Assets	millions of yen	256,579	272,731	273,804	253,289	270,451	-
Shareholders' Equity	millions of yen	251,639	267,671	268,697	248,072	265,428	-
Total Assets	millions of yen	346,079	361,290	377,171	343,929	362,119	-
Shareholders' Equity Ratio	%	72.7	74.1	71.2	72.1	73.3	-
D/E Ratio	%	10.6	8.1	7.6	8.6	8.2	-
Dividend on Equity	%	-	-	-	3.1	3.1	-
Return on Equity	%	4.9	5.6	5.7	9.8	10.1	-
Ordinary Profit to Total Assets	%	5.3	5.7	5.8	10.2	10.7	-
Share Price as of Term-end	yen	3,460	6,760	5,160	4,280	5,430	-
PER	times	-	-	-	34.6	40.1	-
Cash Flows From Operating Activities	millions of yen	17,501	16,885	19,275	37,645	37,023	-
Cash Flows From Investing Activities	millions of yen	(9,007)	(13,351)	(17,222)	(14,640)	(25,698)	-
Cash Flows From Financing Activities	millions of yen	(29,193)	(3,341)	(5,582)	(43,968)	(7,041)	-
Term-end Cash and Cash Equivalents	millions of yen	23,591	23,991	23,432	22,785	27,509	-
Free Cash Flows	millions of yen	10,237	3,702	4,944	22,063	10,300	-
Free Cash Flows per Share	yen	53.01	19.29	25.76	114.46	53.65	-
Interest-bearing Debt	millions of yen	26,640	21,556	20,525	21,322	21,742	-
Capital Expenditures	millions of yen	6,325	12,793	12,768	18,180	28,346	28,900
Depreciation and Amortization	millions of yen	6,380	6,459	8,080	13,159	13,258	16,800
R&D Costs	millions of yen	1,784	1,818	1,929	3,772	3,816	-
Net Financial Income (Loss)	millions of yen	488	743	443	940	1,232	-
Average Term Exchange Rate	yen/US\$	111.42	110.07	109.00	110.81	110.69	108.01
No. of Employees	people	7,043	7,091	7,381	7,105	7,100	-
No. of Shares Issued and Outstanding at Term-end	thousand	193,132	191,979	191,975	191,980	191,977	-

(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 assets + Sales of property, plant, equipment and intangible assets

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 subtracting 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. Effective from the beginning of fiscal year ended March 31, 2019, "Partial Amendments to Accounting Standard for Tax Effect Accounting" are applied. The results for the six months ended 2017.9 and fiscal year ended 2018.3 are based on figures recalculated after retroactively adopting the said accounting standards.

10. Effective from the beginning of fiscal year ending March 31, 2020, overseas subsidiaries applied IFRS 16 "Leases" and ASU 2016-02 and recorded all leases on balance sheets, in principle. For the actual results for the six months ended 2019.9 and the forecast for fiscal year ending 2020.3, these accounting standards are applied to the figures.

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

	2019.9 Actual	2018.9 Actual	Change	Particulars
Consolidated subsidiaries	60	59	1	+ PMAI INTERNATIONAL (CANADA) INC.
Equity-method unconsolidated subsidiaries and affiliates	2	2	0	

Comparison with the fiscal year ended March 31, 2019

	2019.9 Actual	2019.3 Actual	Change	Particulars
Consolidated subsidiaries	60	59	1	+ PMAI INTERNATIONAL (CANADA) INC.
Equity-method unconsolidated subsidiaries and affiliates	2	2	0	

[Exchange rates]

	2019.9 Actual		2018.9 Actual		Change Increase (decrease)			
	Period Average (19.4-19.9)	End of Term (19.9)	Period Average (18.4-18.9)	End of Term (18.9)	Period Average	%	End of Term	%
US\$	109.00	107.92	110.07	113.57	(1.07)	99.0	(5.65)	95.0
EURO	121.43	118.02	129.88	132.14	(8.45)	93.5	(14.12)	89.3
S\$	79.56	78.08	81.58	83.01	(2.02)	97.5	(4.93)	94.1
A\$	75.30	72.88	81.77	81.83	(6.47)	92.1	(8.95)	89.1

2. Consolidated segment information

Net sales

¥ million

		2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	24,682	24,504	177	100.7	177	100.7
	Food Products	31,552	30,784	768	102.5	768	102.5
	Portion accounted for by soy sauce derivative products	20,151	19,805	345	101.7	345	101.7
	Beverages	30,319	28,806	1,513	105.3	1,513	105.3
	Portion accounted for by soy milk beverages	21,390	19,605	1,785	109.1	1,785	109.1
	Liquor and Wine	5,136	5,313	(177)	96.7	(177)	96.7
	Eliminations	(90)	(84)	(5)	-	(5)	-
	Foods—Manufacturing and Sales	91,600	89,325	2,275	102.5	2,275	102.5
	Others	10,635	10,789	(154)	98.6	(154)	98.6
Eliminations	(6,359)	(6,122)	(236)	-	(236)	-	
Total		95,876	93,991	1,885	102.0	1,885	102.0
Overseas	Soy Sauce	38,745	37,714	1,031	102.7	2,025	105.4
	Del Monte	2,739	2,755	(16)	99.4	17	100.7
	Other Foods	6,040	6,075	(34)	99.4	25	100.4
	Foods—Manufacturing and Sales	47,525	46,544	981	102.1	2,068	104.4
	Foods—Wholesale	96,463	93,506	2,957	103.2	5,206	105.6
	Eliminations	(6,443)	(6,373)	(69)	-	(203)	-
Total		137,546	133,677	3,868	102.9	7,071	105.3
Kikkoman (Holding Company)		9,590	9,447	142	101.5	142	101.5
Eliminations		(11,389)	(11,017)	(372)	-	(372)	-
Consolidated Total		231,624	226,099	5,525	102.4	8,728	103.9

Operating profit

		2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	6,577	6,214	363	105.8	363	105.8
	Others	916	884	31	103.6	31	103.6
	Total	7,509	7,115	393	105.5	393	105.5
Overseas	Foods—Manufacturing and Sales	9,759	9,558	201	102.1	337	103.5
	Foods—Wholesale	4,495	3,808	686	118.0	700	118.4
	Total	14,095	13,211	883	106.7	1,000	107.6
Kikkoman (Holding Company)		3,580	3,820	(239)	93.7	(239)	93.7
Eliminations		(4,199)	(4,079)	(120)	-	(85)	-
Consolidated Total		20,986	20,068	917	104.6	1,068	105.3
Ordinary Profit		21,554	19,998	1,555	107.8	1,668	108.3
Profit before Income Taxes		21,540	20,056	1,483	107.4	1,596	108.0
Profit Attributable to Owners of Parent		15,289	14,333	955	106.7	1,028	107.2

3. Consolidated segment information in Japan

Net sales

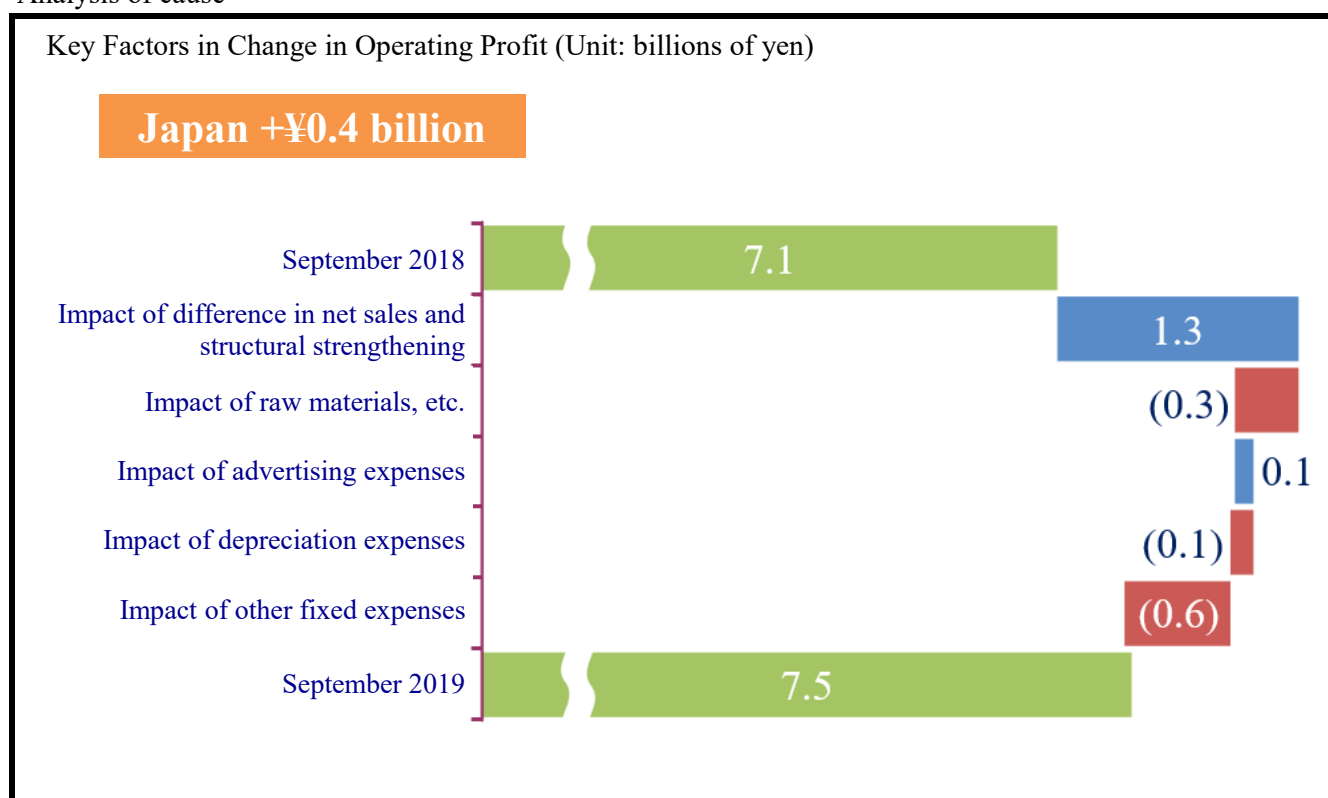
¥ million

		2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	24,682	24,504	177	100.7	177	100.7
	Food Products	31,552	30,784	768	102.5	768	102.5
	Portion accounted for by soy sauce derivative products	20,151	19,805	345	101.7	345	101.7
	Beverages	30,319	28,806	1,513	105.3	1,513	105.3
	Portion accounted for by soy milk beverages	21,390	19,605	1,785	109.1	1,785	109.1
	Liquor and Wine	5,136	5,313	(177)	96.7	(177)	96.7
	Eliminations	(90)	(84)	(5)	-	(5)	-
	Foods—Manufacturing and Sales	91,600	89,325	2,275	102.5	2,275	102.5
	Others	10,635	10,789	(154)	98.6	(154)	98.6
Eliminations	(6,359)	(6,122)	(236)	-	(236)	-	
Total		95,876	93,991	1,885	102.0	1,885	102.0

Operating profit

		2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	6,577	6,214	363	105.8	363	105.8
	Others	916	884	31	103.6	31	103.6
	Total	7,509	7,115	393	105.5	393	105.5

Analysis of cause



4. Consolidated segment information overseas

Net sales

¥ million

			2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Soy Sauce	24,929	23,799	1,129	104.7	1,374	105.8
		Other Foods	6,040	6,075	(34)	99.4	25	100.4
		Foods—Manufacturing and Sales	30,970	29,874	1,095	103.7	1,399	104.7
		Foods—Wholesale	75,137	70,902	4,234	106.0	5,090	107.2
		Eliminations	(4,418)	(4,335)	(83)	-	(126)	-
	Total		101,689	96,441	5,247	105.4	6,363	106.6
	Europe	Foods—Manufacturing and Sales	6,235	6,397	(161)	97.5	272	104.3
		Foods—Wholesale	10,257	9,940	316	103.2	1,072	110.8
		Eliminations	(1,239)	(1,242)	2	-	(83)	-
	Total		15,252	15,095	157	101.0	1,261	108.4
	Asia & Oceania	Soy Sauce	7,186	7,228	(42)	99.4	286	104.0
		Del Monte	2,739	2,755	(16)	99.4	17	100.7
		Foods—Manufacturing and Sales	9,925	9,983	(58)	99.4	304	103.1
		Foods—Wholesale	9,383	8,686	697	108.0	1,341	115.4
		Eliminations	(157)	(162)	4	-	(6)	-
	Total		19,151	18,507	643	103.5	1,639	108.9
	Others		19,950	21,069	(1,118)	94.7	(1,118)	94.7
Eliminations		(18,498)	(17,437)	(1,061)	-	(1,074)	-	
Total		137,546	133,677	3,868	102.9	7,071	105.3	

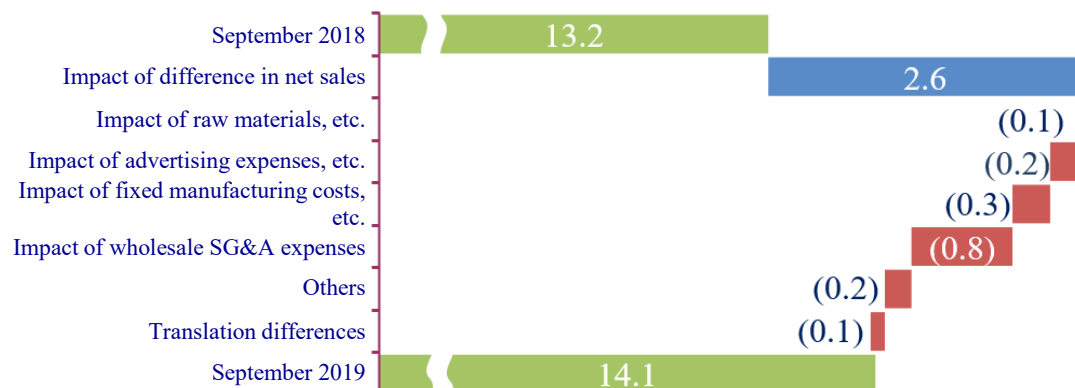
Operating profit

			2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Foods—Manufacturing and Sales	6,430	6,234	195	103.1	198	103.2
		Foods—Wholesale	3,281	2,659	621	123.4	660	124.8
		Total	9,555	8,764	791	109.0	809	109.2
	Europe	Foods—Manufacturing and Sales	1,864	1,864	0	100.0	118	106.4
		Foods—Wholesale	381	373	8	102.2	30	108.1
	Total		2,240	2,227	12	100.6	143	106.5
	Asia & Oceania	Foods—Manufacturing and Sales	1,168	1,248	(80)	93.5	(48)	96.1
		Foods—Wholesale	146	81	65	180.1	73	189.7
	Total		1,320	1,331	(11)	99.2	28	102.1
	Others		1,036	934	102	111.0	102	111.0
Total		14,095	13,211	883	106.7	1,000	107.6	

Analysis of cause

Key Factors in Change in Operating Profit (Unit: billions of yen)

Overseas +¥0.9 billion



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

[Consolidated total]

¥ million

	2019.9 Actual	2018.9 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Operating profit	20,986	20,068	917	104.6	1,068	105.3
Financial income (expenses) and dividends income	443	743	(300)	59.7	(304)	59.0
Equity in earnings (loss) of affiliates	111	93	17	118.9	17	118.9
Foreign exchange gains (losses) and gain (loss) on valuation of derivatives	957	83	873	-	844	-
Other	(944)	(991)	46	-	42	-
Total non-operating income (expenses)	568	(69)	637	-	599	-
Ordinary profit	21,554	19,998	1,555	107.8	1,668	108.3
Gain on sales of property, plant and equipment	-	382	(382)		(382)	
Gain on sales of investment securities	148	-	148		148	
Total extraordinary income	148	382	(233)	38.9	(233)	38.9
Loss on retirement of noncurrent assets	162	65	97		97	
Provision for environmental measures	-	259	(259)		(259)	
Total extraordinary loss	162	324	(161)	50.2	(161)	50.2
Total extraordinary income (loss)	(14)	58	(72)	-	(72)	-
Profit before income taxes	21,540	20,056	1,483	107.4	1,596	108.0
Income taxes	6,012	5,493	518	109.4	549	110.0
Profit	15,528	14,563	964	106.6	1,046	107.2
Profit attributable to non-controlling interests	239	229	9	104.3	17	107.7
Profit attributable to owners of parent	15,289	14,333	955	106.7	1,028	107.2

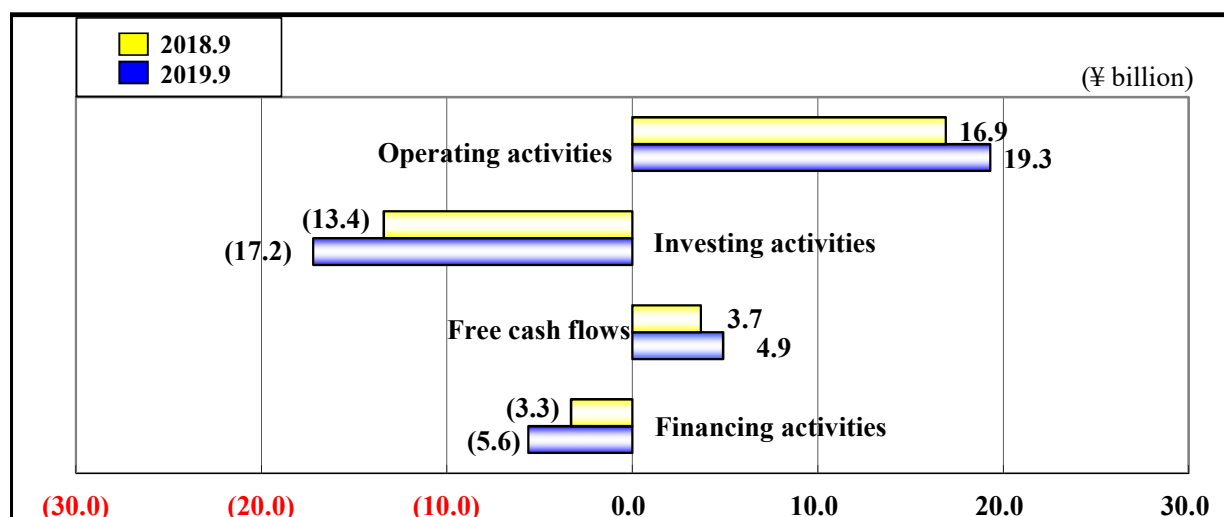
6. Consolidated balance sheets

As of September 30, 2019 (Compared with 2019.3)

Total Asset	=	377,171	+15,052	(¥ million)
			(5,274)	US\$ 107.92 (3.07)
				EUR 118.02 (6.54)
		Actual Difference	+20,327	
Current assets		(1,164)		Liabilities +13,582
Cash and deposits		(4,018)		Interest-bearing debt (164)
Notes and accounts receivable-trade		(1,069)		Notes and accounts payable-trade/ Accounts payable-other (3,407)
Inventories		+1,536		Income taxes payable +546
Other		+2,387		Net defined benefit liability (216)
				Deferred tax liabilities (589)
Noncurrent assets		+21,491		Lease obligations +16,828 *
Property, plant and equipment		+21,147		Other +584
[Tangible lease assets		+16,018]*		Net assets +6,744
Intangible assets		(338)		Retained earnings +11,092
[Goodwill		(399)]		Valuation difference on available-for-sale securities (1,742)
Investments and other assets		+682		Foreign currency translation adjustment (2,604)
[Investment securities		+761]		Non-controlling interests +92
[Deferred tax assets		+99]		Other (94)

* Starting from the first three-month period ended June 30, 2019, IFRS 16 "Leases" and ASU 2016-02 "Leases" are adopted by our overseas consolidated subsidiaries. As a result, all leases are recorded as assets or liabilities on balance sheets.
In comparison with the case in which the previous accounting standards are applied, "tangible lease assets" and "lease obligations" have increased ¥15,373 million and ¥16,141 million at the end of the second quarter, respectively.

7. Consolidated statements of cash flows



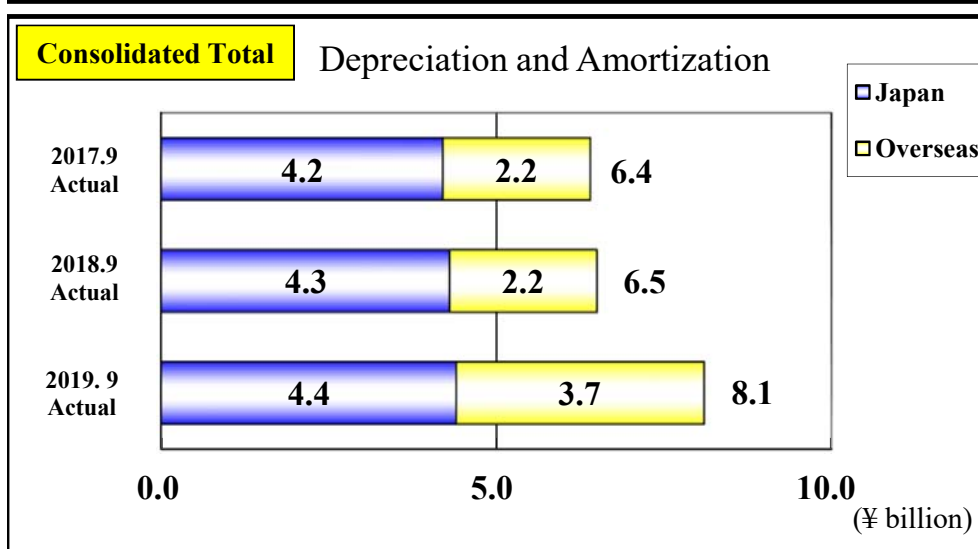
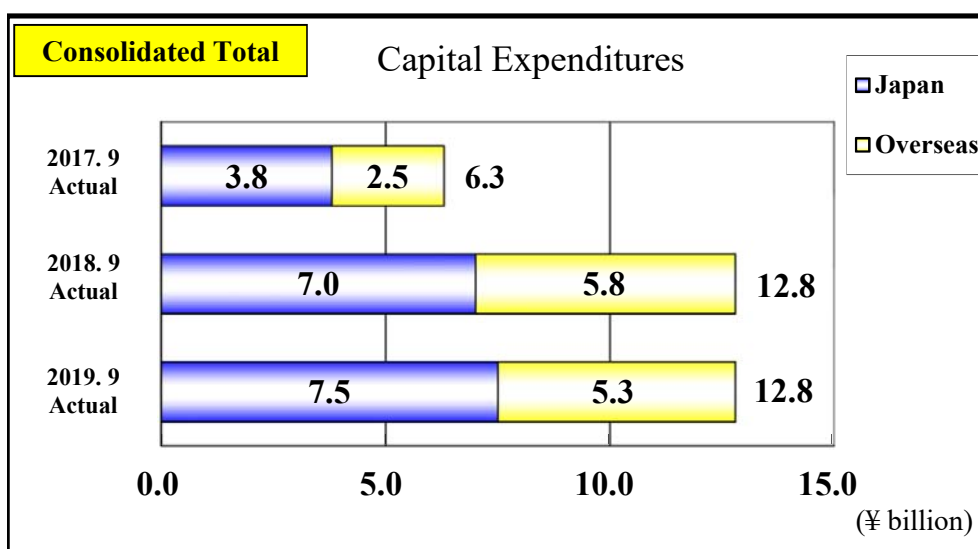
Consolidated statements of cash flows

¥ million

	2019.9 Actual	2018.9 Actual	Change increase (decrease)
	Amount	Amount	Amount
I Cash flows from operating activities	19,275	16,885	2,390
Profit before income taxes	21,540	20,056	1,483
Depreciation and amortization	8,079	6,459	1,620
Increase (decrease) in provision for directors' retirement benefits	12	(12)	24
Increase (decrease) in net defined benefit liability	(599)	(194)	(405)
Interest and dividends income / interest expenses	(443)	(743)	300
Equity in (earnings) losses of affiliates	(111)	(93)	(17)
Loss (gain) on sales of property, plant and equipment / Loss on retirement of property, plant and equipment	262	(172)	435
Loss (gain) on sales of investment securities / Loss (gain) on valuation of investment securities	(148)	(5)	(143)
Decrease (increase) in notes and accounts receivable-trade/ Increase (decrease) in notes and accounts payable-trade	1,054	(1,603)	2,658
Decrease (increase) in inventories	(1,460)	(1,601)	140
Other, net	(3,196)	(42)	(3,153)
(Subtotal)	24,989	22,046	2,942
Interest and dividends received / Interest expenses paid	468	837	(368)
Income taxes paid	(6,183)	(5,999)	(183)
II Cash flows from investing activities	(17,222)	(13,351)	(3,870)
Purchase of property, plant and equipment	(13,819)	(13,173)	(645)
Proceeds from sales of property, plant and equipment	21	505	(484)
Purchase of intangible assets	(532)	(514)	(17)
Purchase of investment securities	(3,293)	(590)	(2,703)
Proceeds from sales of investment securities	150	36	113
Payments of loans receivable	(547)	(1,114)	566
Collection of loans receivable	321	394	(73)
Other, net	477	1,103	(626)
III Cash flows from financing activities	(5,582)	(3,341)	(2,240)
Net increase (decrease) in loans payable	(54)	197	(252)
Repayments of lease obligations	(1,261)	(22)	(1,239)
Purchase of treasury stock	(6)	(9)	2
Cash dividends paid (including non-controlling shareholders)	(4,257)	(3,508)	(749)
Other, net	(1)	0	(2)
IV Effect of exchange rate change on cash and cash equivalents	(683)	816	(1,500)
V Net increase (decrease) in cash and cash equivalents	(4,212)	1,008	(5,221)
Free cash flows	4,944	3,702	1,242

* Free cash flows = cash flows from operating activities – purchase of noncurrent assets + proceeds from sales of noncurrent assets

8. Capital expenditures, depreciation and amortization



Capital expenditures (including intangible assets) (¥ million)

	Consolidated	Japan	Overseas
2017.9 Actual	6,325	3,818	2,506
2018.9 Actual	12,793	6,955	5,837
2019.9 Actual	12,768	7,456	5,312

Depreciation and amortization (including intangible assets)

	Consolidated	Japan	Overseas
2017.9 Actual	6,380	4,186	2,194
2018.9 Actual	6,459	4,264	2,195
2019.9 Actual	8,080	4,406	3,674

Note 1: Depreciation and amortization do not include the amortization of goodwill.

Note 2: Effective from the fiscal year under review, overseas subsidiaries applied IFRS 16 “Leases” and ASU 2016-02 and recorded all leases on balance sheets, in principle, with ¥942 million and ¥1,426 million included above in capital expenditures and depreciation and amortization in 2019.9 Actual, respectively.

III. Forecast of business performance

1. Forecast of consolidated business performance (full year)

(Compared with fiscal 2019 actual)

Net sales

¥ million

		Fiscal 2020 Forecast	Fiscal 2019 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	50,000	49,781	218	100.4	218	100.4
	Food Products	62,300	60,188	2,111	103.5	2,111	103.5
	Portion accounted for by soy sauce derivative products	39,200	38,081	1,118	102.9	1,118	102.9
	Beverages	56,400	53,719	2,680	105.0	2,680	105.0
	Portion accounted for by soy milk beverages	40,300	37,374	2,925	107.8	2,925	107.8
	Liquor and Wine	10,900	11,145	(245)	97.8	(245)	97.8
	Eliminations	(200)	(180)	(19)	-	(19)	-
	Foods—Manufacturing and Sales	179,400	174,654	4,745	102.7	4,745	102.7
	Others	21,500	21,427	72	100.3	72	100.3
Eliminations	(12,600)	(12,287)	(312)	-	(312)	-	
Total		188,300	183,794	4,505	102.5	4,505	102.5
Overseas	Soy Sauce	76,900	75,394	1,505	102.0	4,441	105.9
	Del Monte	6,100	5,810	289	105.0	451	107.8
	Other Foods	12,000	12,305	(305)	97.5	4	100.0
	Foods—Manufacturing and Sales	95,000	93,510	1,489	101.6	4,897	105.2
	Foods—Wholesale	196,900	192,109	4,790	102.5	11,837	106.2
	Eliminations	(11,500)	(12,605)	1,105	-	709	-
Total		280,400	273,013	7,386	102.7	17,443	106.4
Kikkoman (Holding Company)		19,300	18,976	323	101.7	323	101.7
Eliminations		(22,800)	(22,219)	(580)	-	(580)	-
Consolidated Total		465,200	453,565	11,634	102.6	21,692	104.8

Operating profit

		Fiscal 2020 Forecast	Fiscal 2019 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	11,150	10,597	552	105.2	552	105.2
	Others	1,700	1,773	(73)	95.8	(73)	95.8
	Total	12,850	12,403	446	103.6	446	103.6
Overseas	Foods—Manufacturing and Sales	18,900	18,745	154	100.8	802	104.3
	Foods—Wholesale	9,500	8,597	902	110.5	1,136	113.2
	Total	28,170	27,121	1,048	103.9	1,894	107.0
Kikkoman (Holding Company)		6,600	7,278	(678)	90.7	(678)	90.7
Eliminations		(8,500)	(8,385)	(114)	-	(16)	-
Consolidated Total		39,120	38,417	702	101.8	1,646	104.3
Ordinary Profit		38,400	37,925	474	101.3	1,302	103.4
Profit before Income Taxes		37,800	37,595	204	100.5	1,033	102.7
Profit Attributable to Owners of Parent		26,590	25,992	597	102.3	1,152	104.4

Exchange rate

Yen/US\$	108.01	110.69	(2.68)
Yen/EUR	119.85	128.43	(8.58)

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

Net sales

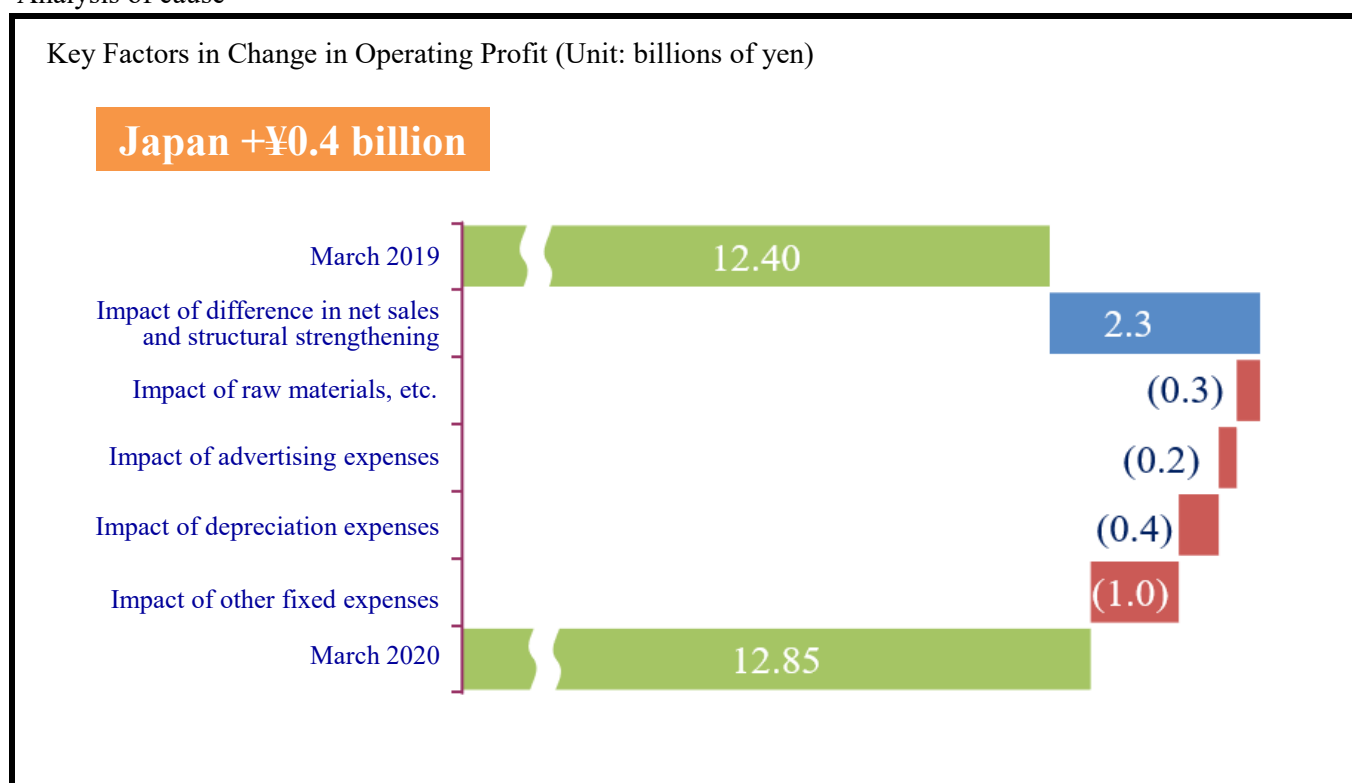
¥ million

		Fiscal 2020 Forecast	Fiscal 2019 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	50,000	49,781	218	100.4	218	100.4
	Food Products	62,300	60,188	2,111	103.5	2,111	103.5
	Portion accounted for by soy sauce derivative products	39,200	38,081	1,118	102.9	1,118	102.9
	Beverages	56,400	53,719	2,680	105.0	2,680	105.0
	Portion accounted for by soy milk beverages	40,300	37,374	2,925	107.8	2,925	107.8
	Liquor and Wine	10,900	11,145	(245)	97.8	(245)	97.8
	Eliminations	(200)	(180)	(19)	-	(19)	-
	Foods—Manufacturing and Sales	179,400	174,654	4,745	102.7	4,745	102.7
	Others	21,500	21,427	72	100.3	72	100.3
Eliminations	(12,600)	(12,287)	(312)	-	(312)	-	
Total		188,300	183,794	4,505	102.5	4,505	102.5

Operating profit

		Fiscal 2020 Forecast	Fiscal 2019 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	11,150	10,597	552	105.2	552	105.2
	Others	1,700	1,773	(73)	95.8	(73)	95.8
	Total	12,850	12,403	446	103.6	446	103.6

Analysis of cause



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

Net sales

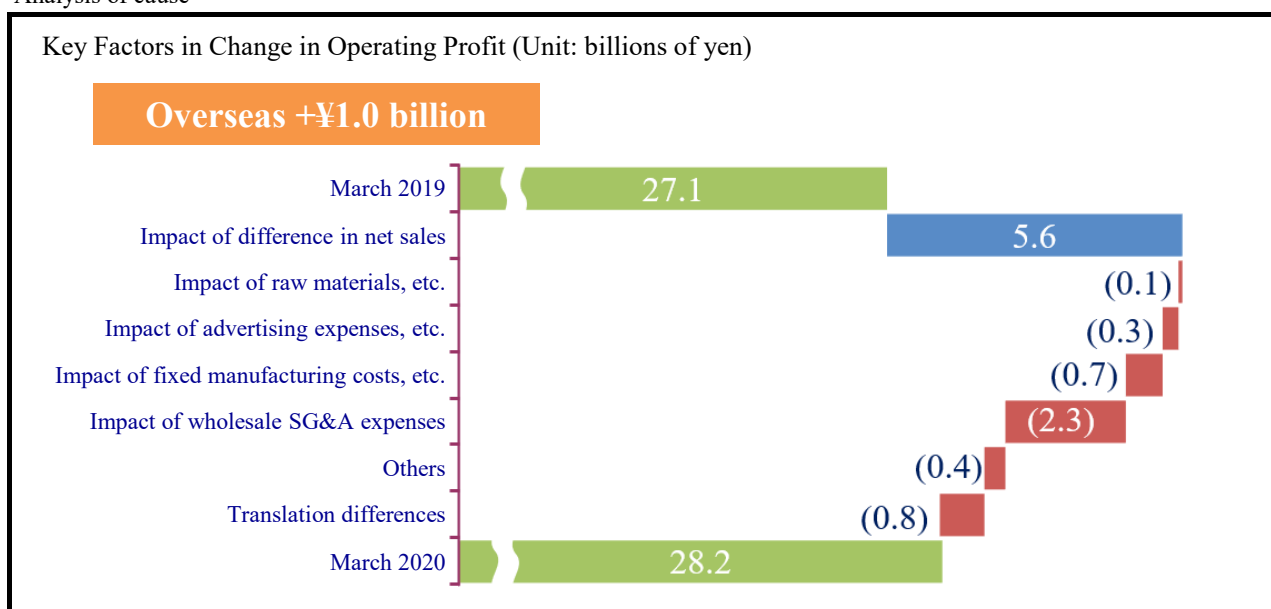
¥ million

			Fiscal 2020 Forecast	Fiscal 2019 Actual	Change increase (decrease)	%	Change excluding translation difference	%	
Overseas	North America	Soy Sauce	49,000	47,534	1,465	103.1	2,668	105.6	
		Other Foods	12,000	12,305	(305)	97.5	4	100.0	
		Foods—Manufacturing and Sales	61,000	59,839	1,160	101.9	2,672	104.5	
		Foods—Wholesale	152,900	146,603	6,296	104.3	10,203	107.0	
		Eliminations	(8,600)	(8,496)	(103)	-	(312)	-	
	Total			205,300	197,946	7,353	103.7	12,563	106.3
	Europe	Foods—Manufacturing and Sales	13,200	13,168	31	100.2	993	107.5	
		Foods—Wholesale	20,800	20,578	221	101.1	1,895	109.2	
		Eliminations	(2,400)	(2,504)	104	-	(66)	-	
	Total			31,600	31,242	357	101.1	2,822	109.0
	Asia & Oceania	Soy Sauce	13,900	14,161	(261)	98.2	564	104.0	
		Del Monte	6,100	5,810	289	105.0	451	107.8	
		Foods—Manufacturing and Sales	20,000	19,971	28	100.1	1,016	105.1	
		Foods—Wholesale	18,500	18,043	456	102.5	1,953	110.8	
		Eliminations	(300)	(344)	44	-	17	-	
	Total			38,200	37,670	529	101.4	2,987	107.9
Others			42,300	42,490	(190)	99.6	(190)	99.6	
Eliminations			(37,000)	(36,336)	(663)	-	(739)	-	
Total			280,400	273,013	7,386	102.7	17,443	106.4	

Operating profit

			Fiscal 2020 Forecast	Fiscal 2019 Actual	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Foods—Manufacturing and Sales	12,350	12,165	184	101.5	480	104.0
		Foods—Wholesale	6,900	6,165	734	111.9	904	114.7
		Total	19,050	18,130	919	105.1	1,366	107.5
	Europe	Foods—Manufacturing and Sales	3,770	3,773	(3)	99.9	260	106.9
		Foods—Wholesale	850	841	8	101.0	84	110.1
		Total	4,620	4,606	13	100.3	338	107.3
	Asia & Oceania	Foods—Manufacturing and Sales	2,250	2,313	(63)	97.3	31	101.3
		Foods—Wholesale	350	247	102	141.3	131	153.0
		Total	2,600	2,559	40	101.6	163	106.4
	Others			1,950	1,903	46	102.4	46
Total			28,170	27,121	1,048	103.9	1,894	107.0

Analysis of cause



4. Forecast of consolidated business performance (2nd half)

Net sales

¥ million

		Forecast for Fiscal 2020 2H	Actual Performance for Fiscal 2019 2H	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	25,317	25,276	40	100.2	40	100.2
	Food Products	30,747	29,404	1,343	104.6	1,343	104.6
	Portion accounted for by soy sauce derivative products	19,048	18,275	772	104.2	772	104.2
	Beverages	26,080	24,913	1,167	104.7	1,167	104.7
	Portion accounted for by soy milk beverages	18,909	17,769	1,139	106.4	1,139	106.4
	Liquor and Wine	5,763	5,831	(68)	98.8	(68)	98.8
	Eliminations	(109)	(96)	(13)	-	(13)	-
	Foods—Manufacturing and Sales	87,799	85,329	2,469	102.9	2,469	102.9
	Others	10,864	10,637	226	102.1	226	102.1
	Eliminations	(6,240)	(6,164)	(76)	-	(76)	-
Total		92,423	89,802	2,620	102.9	2,620	102.9
Overseas	Soy Sauce	38,154	37,680	474	101.3	2,415	106.4
	Del Monte	3,360	3,055	305	110.0	433	114.2
	Other Foods	5,959	6,230	(271)	95.6	(20)	99.7
	Foods—Manufacturing and Sales	47,474	46,965	508	101.1	2,828	106.0
	Foods—Wholesale	100,436	98,603	1,832	101.9	6,630	106.7
	Eliminations	(5,056)	(6,232)	1,175	-	912	-
Total		142,853	139,336	3,517	102.5	10,371	107.4
Kikkoman (Holding Company)		9,709	9,528	180	101.9	180	101.9
Eliminations		(11,410)	(11,201)	(208)	-	(208)	-
Consolidated Total		233,575	227,465	6,109	102.7	12,964	105.7

Operating profit

		Forecast for Fiscal 2020 2H	Actual Performance for Fiscal 2019 2H	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	4,572	4,383	189	104.3	189	104.3
	Others	783	888	(105)	88.1	(105)	88.1
	Total	5,340	5,287	53	101.0	53	101.0
Overseas	Foods—Manufacturing and Sales	9,140	9,186	(46)	99.5	464	105.1
	Foods—Wholesale	5,004	4,788	215	104.5	435	109.1
	Total	14,074	13,909	164	101.2	894	106.4
Kikkoman (Holding Company)		3,019	3,458	(439)	87.3	(439)	87.3
Eliminations		(4,300)	(4,306)	5	-	69	-
Consolidated Total		18,133	18,349	(215)	98.8	577	103.1
Ordinary Profit		16,845	17,927	(1,081)	94.0	(365)	98.0
Profit before Income Taxes		16,259	17,538	(1,278)	92.7	(562)	96.8
Profit Attributable to Owners of Parent		11,300	11,658	(357)	96.9	123	101.1

Exchange rate

Yen/US\$	107.00	111.41	(4.41)
Yen/EUR	118.00	126.74	(8.74)

5. Forecast of consolidated business performance overseas (2nd half)

Net sales

¥ million

			Forecast for Fiscal 2020 2H	Actual Performance for Fiscal 2019 2H	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Soy Sauce	24,070	23,734	335	101.4	1,293	105.4
		Other Foods	5,959	6,230	(271)	95.6	(20)	99.7
		Foods—Manufacturing and Sales	30,029	29,964	64	100.2	1,272	104.2
		Foods—Wholesale	77,762	75,700	2,061	102.7	5,112	106.8
		Eliminations	(4,181)	(4,160)	(20)	-	(185)	-
	Total		103,610	101,504	2,105	102.1	6,199	106.1
	Europe	Foods—Manufacturing and Sales	6,964	6,771	193	102.9	721	110.7
		Foods—Wholesale	10,542	10,638	(95)	99.1	822	107.7
		Eliminations	(1,160)	(1,262)	102	-	17	-
	Total		16,347	16,146	200	101.2	1,561	109.7
	Asia & Oceania	Soy Sauce	6,713	6,932	(218)	96.8	277	104.0
		Del Monte	3,360	3,055	305	110.0	433	114.2
		Foods—Manufacturing and Sales	10,074	9,987	87	100.9	711	107.1
		Foods—Wholesale	9,116	9,357	(241)	97.4	611	106.5
		Eliminations	(142)	(182)	40	-	24	-
	Total		19,048	19,162	(114)	99.4	1,347	107.0
	Others		22,349	21,421	927	104.3	927	104.3
Eliminations		(18,501)	(18,899)	397	-	335	-	
Total		142,853	139,336	3,517	102.5	10,371	107.4	

Operating profit

			Forecast for Fiscal 2020 2H	Actual Performance for Fiscal 2019 2H	Change increase (decrease)	%	Change excluding translation difference	%
Overseas	North America	Foods—Manufacturing and Sales	5,919	5,931	(11)	99.8	282	104.8
		Foods—Wholesale	3,618	3,505	113	103.2	243	107.0
		Total	9,494	9,366	127	101.4	556	105.9
	Europe	Foods—Manufacturing and Sales	1,905	1,909	(4)	99.8	141	107.4
		Foods—Wholesale	468	468	0	100.0	54	111.6
		Total	2,379	2,379	0	100.0	194	108.2
	Asia & Oceania	Foods—Manufacturing and Sales	1,081	1,064	17	101.6	79	107.5
		Foods—Wholesale	203	166	37	122.3	58	135.0
		Total	1,279	1,227	52	104.2	134	111.0
	Others		913	969	(56)	94.2	(56)	94.2
Total		14,074	13,909	164	101.2	894	106.4	

Exchange rate

Yen/US\$	107.00	111.41	(4.41)
Yen/EUR	118.00	126.74	(8.74)

6. Forecast of consolidated business performance (full year)
(Compared with initial forecast)

Net sales

¥ million

		Fiscal 2020 Forecast	Initial Forecast	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Soy Sauce	50,000	49,900	100	100.2	100	100.2
	Food Products	62,300	62,400	(100)	99.8	(100)	99.8
	Portion accounted for by soy sauce derivative products	39,200	39,800	(600)	98.5	(600)	98.5
	Beverages	56,400	56,500	(100)	99.8	(100)	99.8
	Portion accounted for by soy milk beverages	40,300	39,900	400	101.0	400	101.0
	Liquor and Wine	10,900	11,400	(500)	95.6	(500)	95.6
	Eliminations	(200)	(200)	-	-		-
	Foods—Manufacturing and Sales	179,400	180,000	(600)	99.7	(600)	99.7
	Others	21,500	22,000	(500)	97.7	(500)	97.7
	Eliminations	(12,600)	(12,700)	100	-	100	-
Total		188,300	189,300	(1,000)	99.5	(1,000)	99.5
Overseas	Soy Sauce	76,900	78,900	(2,000)	97.5	(206)	99.7
	Del Monte	6,100	6,600	(500)	92.4	(436)	93.4
	Other Foods	12,000	12,600	(600)	95.2	(369)	97.1
	Foods—Manufacturing and Sales	95,000	98,100	(3,100)	96.8	(1,013)	99.0
	Foods—Wholesale	196,900	203,100	(6,200)	96.9	(943)	99.5
	Eliminations	(11,500)	(13,600)	2,100	-	1,835	-
Total		280,400	287,600	(7,200)	97.5	(121)	100.0
Kikkoman (Holding Company)		19,300	19,900	(600)	97.0	(600)	97.0
Eliminations		(22,800)	(23,300)	500	-	500	-
Consolidated Total		465,200	473,500	(8,300)	98.2	(1,221)	99.7

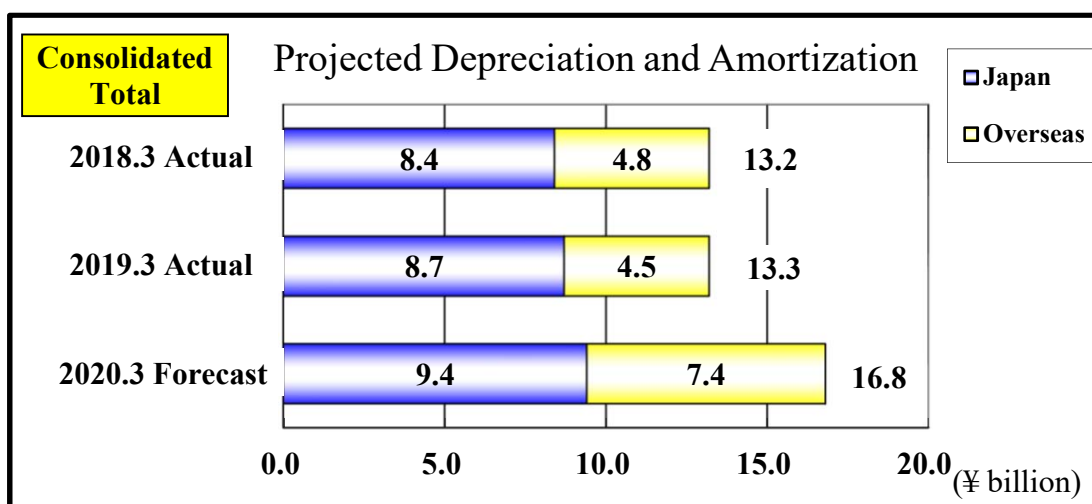
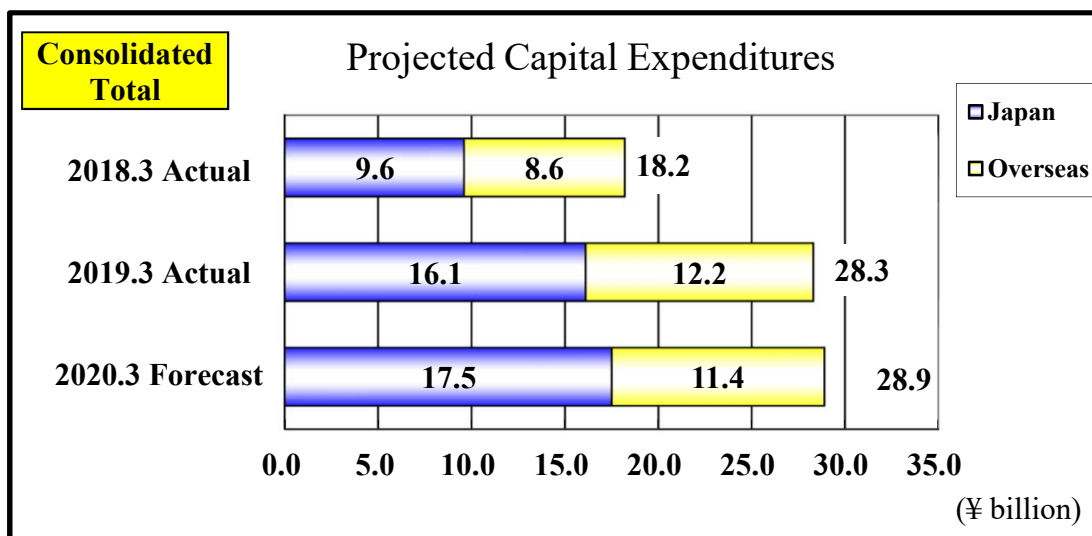
Operating profit

		Fiscal 2020 Forecast	Initial Forecast	Change increase (decrease)	%	Change excluding translation difference	%
Japan	Foods—Manufacturing and Sales	11,150	10,700	450	104.2	450	104.2
	Others	1,700	1,800	(100)	94.4	(100)	94.4
	Total		12,850	12,500	350	102.8	350
Overseas	Foods—Manufacturing and Sales	18,900	19,650	(750)	96.2	(350)	98.2
	Foods—Wholesale	9,500	9,300	200	102.2	350	103.8
	Total		28,170	28,900	(730)	97.5	(211)
Kikkoman (Holding Company)		6,600	7,300	(700)	90.4	(700)	90.4
Eliminations		(8,500)	(9,000)	500	-	560	-
Consolidated Total		39,120	39,700	(580)	98.5	(1)	100.0
Ordinary Profit		38,400	38,900	(500)	98.7	2	100.0
Profit before Income Taxes		37,800	38,300	(500)	98.7	2	100.0
Profit Attributable to Owners of Parent		26,590	26,900	(310)	98.8	4	100.0

Exchange rate

Yen/US\$	108.01	110.00	(1.99)
Yen/EUR	119.85	125.00	(5.15)

7. Forecasts of capital expenditures, depreciation and amortization (full year)



Capital expenditures (including intangible assets) (¥ million)

	Consolidated	Japan	Overseas
2018.3 Actual	18,180	9,586	8,594
2019.3 Actual	28,346	16,111	12,235
2020.3 Forecast	28,900	17,500	11,400

Depreciation and amortization (including intangible assets)

	Consolidated	Japan	Overseas
2018.3 Actual	13,159	8,360	4,799
2019.3 Actual	13,258	8,733	4,525
2020.3 Forecast	16,800	9,400	7,400

Note 1: Depreciation and amortization do not include the amortization of goodwill.

Note 2: Effective from the fiscal year under review, overseas subsidiaries applied IFRS 16 “Leases” and ASU 2016-02 and recorded all leases on balance sheets, in principle, with ¥953 million and ¥2,883 million included in capital expenditures and depreciation and amortization in 2020.3 Forecast above, respectively.