

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



Summary of Consolidated Financial Statements for the Fiscal Year Ended November 30, 2023 [JAPAN GAAP]

January 10, 2024

Listed company name: Kewpie Corporation
Listed exchange: Tokyo Stock Exchange
Securities code: 2809
URL: <https://www.kewpie.com/en/>
Representative: Mitsuru Takamiya,
Representative Director, President and Chief Executive Corporate Officer
Contact: Takumi Tomita,
Corporate Officer in charge of Accounting and Finance

Scheduled date for ordinary general meeting of shareholders: February 28, 2024

Scheduled date for dividend payment: February 8, 2024

Scheduled date for filing annual securities report: February 29, 2024

Supplementary data: Yes

Results briefing: Yes (for corporate investors and investment analysts)

(Amounts are rounded down to the nearest million yen.)

1. Consolidated business results for the fiscal year ended November 30, 2023

(From December 1, 2022 to November 30, 2023)

(1) Consolidated operating results

(Percentage figures show changes from the previous year.)

| | Net sales | | Operating income | | Ordinary income | | Profit attributable to owners of parent | |
|------------------|-----------------|-----|------------------|--------|-----------------|--------|---|--------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Fiscal year 2023 | 455,086 | 5.8 | 19,694 | (22.6) | 20,490 | (24.8) | 13,174 | (17.8) |
| Fiscal year 2022 | 430,304 | 5.7 | 25,433 | (9.1) | 27,249 | (8.2) | 16,033 | (11.0) |

(Note) Comprehensive income: Fiscal year 2023 ¥23,989 million (Decrease of 26.5%)
Fiscal year 2022 ¥32,635 million (Increase of 33.0%)

| | Earnings per share | Earnings per share (diluted) | Return on equity | Ordinary income to total assets | Operating income to net sales |
|------------------|--------------------|------------------------------|------------------|---------------------------------|-------------------------------|
| | Yen | Yen | % | % | % |
| Fiscal year 2023 | 94.78 | — | 4.8 | 4.9 | 4.3 |
| Fiscal year 2022 | 115.34 | — | 6.2 | 6.9 | 5.9 |

(Reference) Equity in earnings or losses of affiliates: Fiscal year 2023 ¥(343) million
Fiscal year 2022 ¥928 million

(2) Consolidated financial position

| | Total assets | Net assets | Equity ratio | Net assets per share |
|-------------------------|-----------------|-----------------|--------------|----------------------|
| | Millions of yen | Millions of yen | % | Yen |
| As of November 30, 2023 | 426,006 | 311,303 | 66.2 | 2,027.90 |
| As of November 30, 2022 | 403,384 | 294,623 | 66.4 | 1,925.54 |

(Reference) Shareholders' equity: As of November 30, 2023 ¥281,884 million
As of November 30, 2022 ¥267,657 million

(3) Consolidated cash flows

| | Net cash provided by (used in) operating activities | Net cash provided by (used in) investing activities | Net cash provided by (used in) financing activities | Cash and cash equivalents at the end of the fiscal year |
|------------------|---|---|---|---|
| | Millions of yen | Millions of yen | Millions of yen | Millions of yen |
| Fiscal year 2023 | 23,725 | (17,721) | (9,514) | 62,433 |
| Fiscal year 2022 | 27,199 | (15,947) | (16,812) | 65,335 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



2. Dividends

| | Annual dividend per share | | | | | Total amount of dividends | Dividend payout ratio (Consolidated) | Dividend on equity ratio (Consolidated) |
|-----------------------------|---------------------------|--------------------|--------------------|----------|-------|---------------------------|--------------------------------------|---|
| | End of 1st quarter | End of 2nd quarter | End of 3rd quarter | Year-end | Total | | | |
| | Yen | Yen | Yen | Yen | Yen | Millions of yen | % | % |
| Fiscal year 2022 | — | 20.00 | — | 27.00 | 47.00 | 6,533 | 40.7 | 2.5 |
| Fiscal year 2023 | — | 23.00 | — | 27.00 | 50.00 | 6,950 | 52.8 | 2.5 |
| Fiscal year 2024 (Forecast) | — | 23.00 | — | 27.00 | 50.00 | | 50.4 | |

(Note) The amount of year-end dividend for fiscal year 2023 is a forecast and it will be determined at the meeting of the Board of Directors to be held on January 19, 2024.

3. Forecasts of consolidated operating results for the fiscal year ending November 30, 2024 (From December 1, 2023 to November 30, 2024)

(Percentage figures show changes from the previous year.)

| | Net sales | | Operating income | | Ordinary income | | Profit attributable to owners of parent | | Earnings per share |
|-------------------------------|-----------------|-----|------------------|------|-----------------|------|---|-----|--------------------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % | Yen |
| Year ending November 30, 2024 | 480,000 | 5.5 | 25,500 | 29.5 | 26,700 | 30.3 | 13,800 | 4.8 | 99.28 |

*Notes

- (1) Changes in significant subsidiaries during the period (Changes in specified subsidiaries resulting in the change in the scope of consolidation): None
- (2) Changes in accounting policies and estimates, and restatements
 - a) Changes in accounting policies due to revision of accounting standards: Yes
 - b) Changes in accounting policies due to reasons other than "a)" (above): None
 - c) Changes in accounting estimates: None
 - d) Restatements: None
- (3) Number of issued shares (common stock)
 - a) Number of issued shares at the end of the period (including treasury stock):

| | |
|-------------------|--------------------|
| November 30, 2023 | 141,500,000 shares |
| November 30, 2022 | 141,500,000 shares |
 - b) Number of shares of treasury stock at the end of the period:

| | |
|-------------------|------------------|
| November 30, 2023 | 2,496,958 shares |
| November 30, 2022 | 2,495,894 shares |
 - c) Average number of shares during the period:

| | |
|---------------------------------------|--------------------|
| December 1, 2022 to November 30, 2023 | 139,003,504 shares |
| December 1, 2021 to November 30, 2022 | 139,004,435 shares |

***The summary of consolidated financial statements is outside the scope of audit by certified public accountants or an audit corporation.**

*Statement for an appropriate usage of the forecasts of operating results and other special notes

(Caution regarding forward-looking statements, etc.)

The forecasts and other forward looking statements contained in this summary are based on the information currently available to the Company and certain assumptions considered reasonable by the Company. Therefore, they are not guaranteed to be achieved by the Company. As a result, the forecasts of operating results may differ significantly from the actual operating results due to various factors.

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



*Cash flow index

| | Fiscal year 2019 | Fiscal year 2020 | Fiscal year 2021 | Fiscal year 2022 | Fiscal year 2023 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Equity ratio (%) | 53.0 | 52.8 | 64.5 | 66.4 | 66.2 |
| Equity ratio based on market value (%) | 78.3 | 68.5 | 84.2 | 84.3 | 84.2 |
| Interest-bearing debt to cash flows ratio (years) | 1.5 | 2.3 | 1.1 | 1.2 | 1.4 |
| Interest coverage ratio (times) | 144.7 | 103.7 | 159.0 | 110.6 | 61.1 |

(Notes) Equity ratio = Shareholders' equity / Total assets

Equity ratio based on market value = Total market value of the stock / Total assets

Interest-bearing debt to cash flows ratio = Interest-bearing debt / Cash flows

Interest coverage ratio = Cash flows / Interest paid

* Each index is calculated based on consolidated financial figures.

* Total market value of the stock is calculated by multiplying the final market price by the number of issued shares at the end of the fiscal year (excluding treasury stock).

* Interest-bearing debt includes all consolidated balance sheet-reported liabilities on which interest is paid.

* Cash flows and Interest paid are the same figures as found under "Net cash provided by (used in) operating activities" and "Interest paid" reported in the consolidated statements of cash flows, respectively.

* During the fiscal year ended November 30, 2021, the Company finalized the provisional accounting treatment for business combinations. As a result, figures for the fiscal year ended November 30, 2020 reflect the finalization of the provisional accounting treatment.

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



Table of contents

| | |
|--|----|
| I. Basic policy on earnings distributions, and dividends for the recent and next fiscal years | 2 |
| II. Consolidated financial statements and major notes | 3 |
| 1. Consolidated Balance Sheets | 3 |
| 2. Consolidated Statements of Income and Consolidated Statements of Comprehensive Income | 5 |
| (Consolidated Statements of Income)..... | 5 |
| (Consolidated Statements of Comprehensive Income)..... | 6 |
| 3. Consolidated Statements of Changes in Net Assets..... | 7 |
| 4. Consolidated Statements of Cash Flows | 9 |
| 5. Notes Regarding Consolidated Financial Statements..... | 11 |
| (Notes regarding assumption of a going concern)..... | 11 |
| (Changes in accounting policies)..... | 11 |
| (Segment information) | 11 |
| (Per share information) | 16 |
| (Significant subsequent events) | 16 |
| III. Other | 17 |
| Changes in officers (effective as of February 28, 2024) | 17 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



I. Basic policy on earnings distributions, and dividends for the recent and next fiscal years

The Company considers the provision of returns to its shareholders with top priority on dividend distributions to be fundamental, and provides returns to shareholders based on the policy set forth in each Medium-term Business Plan. While aiming to continue providing stable dividends, the Company also reviews options for repurchasing and retiring treasury stock as necessary, giving consideration to factors such as stock price trends and financial conditions.

As for retained earnings, the Company endeavors to adequately secure them to strengthen its financial position and provide funds for future business developments. The Company will take a medium- to long-term view to allocate funds for capital investments, research and development, and rationalization of operations to enhance its competitiveness. The Articles of Incorporation of the Company stipulate that the Company can distribute dividends from surplus twice a year, comprising of interim and year-end dividends by the resolutions of the Board of Directors in accordance with the provisions of Article 459, Paragraph 1 and Article 454, Paragraph 5 of the Companies Act.

In determining dividends under the Medium-term Business Plan through 2024, with its assumption that the annual dividend per share would be ¥45 or more, the Company aims to set target for consolidated dividend payout ratio of 35% or more and accumulated total return ratio over four fiscal years of 50% or more.

For the year ended November 30, 2023, the Company plans to distribute an annual dividend of ¥50 per share, consisting of an interim dividend of ¥23 and a year-end dividend of ¥27, with consolidated dividend payout ratio of 52.8%.

For the year ending November 30, 2024, the Company expects to distribute an annual dividend of ¥50 per share, consisting of an interim dividend of ¥23 and a year-end dividend of ¥27, with consolidated dividend payout ratio of 50.4%.

The Company is a company to which consolidated dividend regulations apply, meaning that it calculates the distributable amount for dividends on a consolidated basis (if the amount calculated on a consolidated basis is smaller than the amount calculated on a non-consolidated basis).

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



II. Consolidated financial statements and major notes

1. Consolidated Balance Sheets

| | Previous fiscal year (As of November 30, 2022) | Current fiscal year (As of November 30, 2023) |
|---|---|--|
| (Millions of yen) | | |
| Assets | | |
| Current assets | | |
| Cash and deposits | 57,825 | 66,610 |
| Notes and accounts receivable - trade | 59,414 | 64,515 |
| Securities | 10,000 | 2,000 |
| Purchased goods and products | 20,867 | 27,939 |
| Work in process | 2,659 | 2,064 |
| Raw materials and supplies | 13,551 | 13,990 |
| Other | 3,524 | 5,329 |
| Allowances for doubtful accounts | (115) | (370) |
| Total current assets | 167,726 | 182,080 |
| Fixed assets | | |
| Tangible fixed assets | | |
| Buildings and structures | 162,131 | 159,074 |
| Accumulated depreciation | (97,130) | (97,560) |
| Net book value | 65,001 | 61,514 |
| Machinery, equipment and vehicles | 153,551 | 152,809 |
| Accumulated depreciation | (111,171) | (111,556) |
| Net book value | 42,379 | 41,252 |
| Land | 30,529 | 30,762 |
| Lease assets | 5,544 | 5,817 |
| Accumulated depreciation | (2,048) | (2,253) |
| Net book value | 3,496 | 3,564 |
| Construction in progress | 3,446 | 7,093 |
| Other | 13,223 | 13,256 |
| Accumulated depreciation | (11,027) | (11,244) |
| Net book value | 2,196 | 2,011 |
| Total tangible fixed assets | 147,050 | 146,199 |
| Intangible fixed assets | | |
| Goodwill | 364 | 182 |
| Software | 13,768 | 13,768 |
| Other | 1,506 | 1,856 |
| Total intangible fixed assets | 15,639 | 15,807 |
| Investments and other assets | | |
| Investment securities | 45,633 | 48,975 |
| Long-term loans receivable | 850 | 595 |
| Assets for retirement benefits | 18,656 | 25,630 |
| Deferred tax assets | 2,749 | 2,308 |
| Other | 5,198 | 4,499 |
| Allowances for doubtful accounts | (119) | (91) |
| Total investments and other assets | 72,969 | 81,918 |
| Total fixed assets | 235,658 | 243,926 |
| Total assets | 403,384 | 426,006 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



(Millions of yen)

| | Previous fiscal year (As of November 30, 2022) | Current fiscal year (As of November 30, 2023) |
|---|---|--|
| Liabilities | | |
| Current liabilities | | |
| Notes and accounts payable - trade | 33,051 | 33,414 |
| Short-term loans payable | 3,058 | 17,200 |
| Accounts payable - other | 17,001 | 17,577 |
| Accrued expenses | 2,118 | 2,291 |
| Accrued income taxes | 2,157 | 2,330 |
| Reserves for bonuses | 1,487 | 1,650 |
| Reserves for directors' bonuses | 74 | 71 |
| Other | 6,303 | 6,835 |
| Total current liabilities | 65,252 | 81,372 |
| Non-current liabilities | | |
| Bonds | 10,000 | 10,000 |
| Long-term loans payable | 16,070 | 784 |
| Lease obligations | 3,337 | 3,807 |
| Deferred tax liabilities | 9,558 | 12,766 |
| Liabilities for retirement benefits | 2,840 | 2,107 |
| Asset retirement obligations | 267 | 275 |
| Other | 1,434 | 3,588 |
| Total non-current liabilities | 43,508 | 33,330 |
| Total liabilities | 108,761 | 114,702 |
| Net assets | | |
| Shareholders' equity | | |
| Paid-in capital | 24,104 | 24,104 |
| Capital surplus | 28,634 | 28,638 |
| Earned surplus | 203,515 | 209,740 |
| Treasury stock | (5,840) | (5,842) |
| Total shareholders' equity | 250,413 | 256,639 |
| Accumulated other comprehensive income | | |
| Unrealized holding gains (losses) on securities | 9,348 | 11,939 |
| Unrealized gains (losses) on hedges | (1) | (2) |
| Foreign currency translation adjustments | 5,911 | 7,037 |
| Accumulated adjustments for retirement benefits | 1,985 | 6,269 |
| Total accumulated other comprehensive income | 17,244 | 25,244 |
| Non-controlling interests | 26,965 | 29,419 |
| Total net assets | 294,623 | 311,303 |
| Total liabilities and net assets | 403,384 | 426,006 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



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

| | (Millions of yen) | |
|---|---|--|
| | Previous fiscal year (From December 1, 2021 to November 30, 2022) | Current fiscal year (From December 1, 2022 to November 30, 2023) |
| Net sales | 430,304 | 455,086 |
| Cost of sales | 306,114 | 332,755 |
| Gross profit | 124,189 | 122,330 |
| Selling, general and administrative expenses | 98,755 | 102,636 |
| Operating income | 25,433 | 19,694 |
| Non-operating income | | |
| Interest income | 253 | 534 |
| Dividends income | 458 | 474 |
| Insurance return | 15 | 434 |
| Equity in earnings of affiliates | 928 | - |
| Other | 828 | 906 |
| Total non-operating income | 2,483 | 2,350 |
| Non-operating expenses | | |
| Interest expenses | 255 | 393 |
| Equity in losses of affiliates | - | 343 |
| Provision of allowances for doubtful accounts | - | 203 |
| Other | 413 | 614 |
| Total non-operating expenses | 668 | 1,554 |
| Ordinary income | 27,249 | 20,490 |
| Extraordinary gains | | |
| Gains on sales of shares of subsidiaries and associates | 1,288 | 2,968 |
| Gains on sales of investment securities | 256 | 758 |
| Gains on sales of fixed assets | 39 | 20 |
| Other | 0 | 432 |
| Total extraordinary gains | 1,585 | 4,178 |
| Extraordinary losses | | |
| Impairment losses | 908 | 1,484 |
| Losses on disposal of fixed assets | 1,129 | 733 |
| Other | 166 | 375 |
| Total extraordinary losses | 2,203 | 2,593 |
| Profit before income taxes | 26,630 | 22,075 |
| Income taxes | 6,774 | 5,851 |
| Income taxes - deferred | 1,489 | 699 |
| Total income taxes | 8,264 | 6,550 |
| Profit | 18,366 | 15,524 |
| Profit attributable to non-controlling interests | 2,332 | 2,350 |
| Profit attributable to owners of parent | 16,033 | 13,174 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



(Consolidated Statements of Comprehensive Income)

(Millions of yen)

| | Previous fiscal year (From December 1, 2021 to November 30, 2022) | Current fiscal year (From December 1, 2022 to November 30, 2023) |
|--|---|--|
| Profit | 18,366 | 15,524 |
| Other comprehensive income | | |
| Unrealized holding gains (losses) on securities | 638 | 2,483 |
| Unrealized gains (losses) on hedges | (23) | 0 |
| Foreign currency translation adjustments | 7,894 | 1,364 |
| Adjustments for retirement benefits | 4,968 | 4,272 |
| Share of other comprehensive income of entities accounted for using equity method | 790 | 345 |
| Total other comprehensive income | 14,268 | 8,465 |
| Comprehensive income | 32,635 | 23,989 |
| (Breakdown) | | |
| Comprehensive income attributable to owners of parent | 28,550 | 21,174 |
| Comprehensive income attributable to non-controlling interests | 4,084 | 2,814 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



3. Consolidated Statements of Changes in Net Assets

Previous fiscal year (From December 1, 2021 to November 30, 2022)

(Millions of yen)

| | Shareholders' equity | | | | |
|---|----------------------|-----------------|----------------|----------------|----------------------------|
| | Paid-in capital | Capital surplus | Earned surplus | Treasury stock | Total shareholders' equity |
| Balance at the beginning of the current fiscal year | 24,104 | 28,632 | 194,015 | (5,838) | 240,913 |
| Changes of items during the fiscal year | | | | | |
| Dividends from surplus | | | (6,533) | | (6,533) |
| Profit attributable to owners of parent | | | 16,033 | | 16,033 |
| Purchase of treasury stock | | | | (1) | (1) |
| Sales of shares of consolidated subsidiaries | | (4) | | | (4) |
| Change in ownership interest of parent due to transactions with non-controlling interests | | 6 | | | 6 |
| Net changes of items other than shareholders' equity | | | | | |
| Total changes of items during the fiscal year | — | 2 | 9,500 | (1) | 9,500 |
| Balance at the end of the current fiscal year | 24,104 | 28,634 | 203,515 | (5,840) | 250,413 |

| | Accumulated other comprehensive income | | | | | Non-controlling interests | Total net assets |
|---|---|-------------------------------------|--|---|--|---------------------------|------------------|
| | Unrealized holding gains (losses) on securities | Unrealized gains (losses) on hedges | Foreign currency translation adjustments | Accumulated adjustments for retirement benefits | Total accumulated other comprehensive income | | |
| Balance at the beginning of the current fiscal year | 8,690 | 8 | (962) | (3,008) | 4,727 | 23,660 | 269,301 |
| Changes of items during the fiscal year | | | | | | | |
| Dividends from surplus | | | | | | | (6,533) |
| Profit attributable to owners of parent | | | | | | | 16,033 |
| Purchase of treasury stock | | | | | | | (1) |
| Sales of shares of consolidated subsidiaries | | | | | | | (4) |
| Change in ownership interest of parent due to transactions with non-controlling interests | | | | | | | 6 |
| Net changes of items other than shareholders' equity | 657 | (9) | 6,874 | 4,994 | 12,516 | 3,305 | 15,821 |
| Total changes of items during the fiscal year | 657 | (9) | 6,874 | 4,994 | 12,516 | 3,305 | 25,322 |
| Balance at the end of the current fiscal year | 9,348 | (1) | 5,911 | 1,985 | 17,244 | 26,965 | 294,623 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



Current fiscal year (From December 1, 2022 to November 30, 2023)

(Millions of yen)

| | Shareholders' equity | | | | |
|---|----------------------|-----------------|----------------|----------------|----------------------------|
| | Paid-in capital | Capital surplus | Earned surplus | Treasury stock | Total shareholders' equity |
| Balance at the beginning of the current fiscal year | 24,104 | 28,634 | 203,515 | (5,840) | 250,413 |
| Changes of items during the fiscal year | | | | | |
| Dividends from surplus | | | (6,950) | | (6,950) |
| Profit attributable to owners of parent | | | 13,174 | | 13,174 |
| Purchase of treasury stock | | | | (2) | (2) |
| Sales of shares of consolidated subsidiaries | | | | | |
| Change in ownership interest of parent due to transactions with non-controlling interests | | 4 | | | 4 |
| Net changes of items other than shareholders' equity | | | | | |
| Total changes of items during the fiscal year | – | 4 | 6,224 | (2) | 6,226 |
| Balance at the end of the current fiscal year | 24,104 | 28,638 | 209,740 | (5,842) | 256,639 |

| | Accumulated other comprehensive income | | | | | Non-controlling interests | Total net assets |
|---|---|-------------------------------------|--|---|--|---------------------------|------------------|
| | Unrealized holding gains (losses) on securities | Unrealized gains (losses) on hedges | Foreign currency translation adjustments | Accumulated adjustments for retirement benefits | Total accumulated other comprehensive income | | |
| Balance at the beginning of the current fiscal year | 9,348 | (1) | 5,911 | 1,985 | 17,244 | 26,965 | 294,623 |
| Changes of items during the fiscal year | | | | | | | |
| Dividends from surplus | | | | | | | (6,950) |
| Profit attributable to owners of parent | | | | | | | 13,174 |
| Purchase of treasury stock | | | | | | | (2) |
| Sales of shares of consolidated subsidiaries | | | | | | | – |
| Change in ownership interest of parent due to transactions with non-controlling interests | | | | | | | 4 |
| Net changes of items other than shareholders' equity | 2,591 | (0) | 1,125 | 4,283 | 8,000 | 2,453 | 10,454 |
| Total changes of items during the fiscal year | 2,591 | (0) | 1,125 | 4,283 | 8,000 | 2,453 | 16,680 |
| Balance at the end of the current fiscal year | 11,939 | (2) | 7,037 | 6,269 | 25,244 | 29,419 | 311,303 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



4. Consolidated Statements of Cash Flows

(Millions of yen)

| | Previous fiscal year (From December 1, 2021 to November 30, 2022) | Current fiscal year (From December 1, 2022 to November 30, 2023) |
|--|---|--|
| Cash flows from operating activities | | |
| Profit before income taxes | 26,630 | 22,075 |
| Depreciation and amortization | 16,062 | 16,935 |
| Impairment losses | 908 | 1,484 |
| Amortization of goodwill | 187 | 182 |
| Retirement benefit expenses | 541 | (150) |
| Equity in losses (earnings) of affiliates | (928) | 343 |
| Increase (decrease) in liabilities for retirement benefits | 0 | (977) |
| Decrease (increase) in assets for retirement benefits | (983) | (929) |
| Increase (decrease) in reserves for directors' bonuses | (12) | (3) |
| Increase (decrease) in reserves for bonuses | (114) | 129 |
| Increase (decrease) in allowances for doubtful accounts | (32) | 220 |
| Interest and dividends income | (712) | (1,009) |
| Interest expenses | 255 | 393 |
| Losses (gains) on sales of investment securities | (256) | (758) |
| Losses (gains) on sales of shares of subsidiaries and associates | (1,288) | (2,968) |
| Losses (gains) on sales and disposal of fixed assets | 1,112 | 713 |
| Decrease (increase) in notes and accounts receivable - trade | (1,320) | (4,775) |
| Decrease (increase) in inventories | (5,949) | (6,555) |
| Increase (decrease) in notes and accounts payable - trade | 4,337 | 162 |
| Increase (decrease) in accounts payable - other | (940) | 393 |
| Increase (decrease) in accrued consumption taxes | (1,623) | 1,116 |
| Increase (decrease) in long-term accounts payable | - | 338 |
| Other | 231 | 728 |
| Sub-total | 36,106 | 27,090 |
| Proceeds from compensation | - | 1,661 |
| Settlement received | - | 167 |
| Interest and dividends income received | 1,013 | 1,308 |
| Interest paid | (245) | (388) |
| Income taxes paid | (9,674) | (7,121) |
| Income taxes refund | - | 1,007 |
| Net cash provided by (used in) operating activities | 27,199 | 23,725 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



(Millions of yen)

| | Previous fiscal year (From December 1, 2021 to November 30, 2022) | Current fiscal year (From December 1, 2022 to November 30, 2023) |
|--|---|--|
| Cash flows from investing activities | | |
| Purchases of tangible fixed assets | (12,482) | (15,164) |
| Purchases of intangible fixed assets | (4,323) | (2,281) |
| Purchases of investment securities | (117) | (1,325) |
| Proceeds from sales of investment securities | 440 | 1,139 |
| Proceeds from sales of shares of subsidiaries and associates | 1,498 | 3,440 |
| Net decrease (increase) in short-term loans receivable | 130 | (74) |
| Payments of long-term loans receivable | (113) | (44) |
| Collection of long-term loans receivable | 98 | 1 |
| Payments into time deposits | (1,823) | (5,567) |
| Proceeds from withdrawal of time deposits | 1,197 | 2,184 |
| Other | (453) | (30) |
| Net cash provided by (used in) investing activities | (15,947) | (17,721) |
| Cash flows from financing activities | | |
| Net increase (decrease) in short-term loans payable | 1,388 | (1,179) |
| Repayment of lease obligations | (647) | (726) |
| Proceeds from long-term loans payable | 15 | – |
| Repayment of long-term loans payable | (10,301) | (285) |
| Proceeds from share issuance to non-controlling shareholders | – | 1,044 |
| Cash dividends paid | (6,533) | (6,950) |
| Cash dividends paid to non-controlling interests | (1,230) | (1,411) |
| Purchase of treasury stock | (1) | (2) |
| Proceeds from sales of shares of subsidiaries not resulting in change in scope of consolidation | 441 | – |
| Proceeds from withdrawal of deposits with withdrawal restrictions | 55 | – |
| Other | – | (2) |
| Net cash provided by (used in) financing activities | (16,812) | (9,514) |
| Effects of exchange rate changes on cash and cash equivalents | 4,192 | 607 |
| Increase (decrease) in cash and cash equivalents | (1,367) | (2,902) |
| Cash and cash equivalents at the beginning of the fiscal year | 66,703 | 65,335 |
| Cash and cash equivalents at the end of the fiscal year | 65,335 | 62,433 |

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



5. Notes Regarding Consolidated Financial Statements

(Notes regarding assumption of a going concern)

Not applicable.

(Changes in accounting policies)

Application of U.S. GAAP ASU 2016-02 "Leases"

Overseas consolidated subsidiaries adopting U.S. GAAP have applied U.S. GAAP ASU 2016-02 "Leases" effective from the current fiscal year. This requires lessees to recognize assets and liabilities on the balance sheet for, in principle, all lease transactions. In applying this accounting standard, the Company has adopted the method that the cumulative effect of this accounting standard is recognized as of the first day of the application, which is allowed as a transitional measure.

The effect of applying this accounting standard on the consolidated financial statements was immaterial.

(Segment information)

[Segment information]

1. Outline of reporting segments

The Company has organized reporting segments according to markets into "Retail Market Business", "Food Service Business", "Overseas", "Fruit Solutions", "Fine Chemicals" and "Common Business" out of constituent operational units of the Group, for each of which the separate financial statements are available and periodic reviews are conducted so that the Board of Directors may make decisions on the allocation of management resources and evaluate business performance.

The following is the overview of each segment:

| | |
|------------------|--|
| Retail Market: | Manufactures and sells products that include mayonnaise, dressings, pasta sauces, salads, delicatessen foods, packaged salads, baby foods and nursing care foods in the retail market. |
| Food Service: | Manufactures and sells products that include mayonnaise, dressings, vinegar, liquid egg, frozen egg, dried egg and egg processed foods in the food service market. |
| Overseas: | Manufactures and sells products that include mayonnaise and dressings in the overseas markets which include China, Southeast Asia and North America. |
| Fruit Solutions: | Manufactures and sells products that include jams for household-use and fruit processed foods for industrial use. |
| Fine Chemicals: | Manufactures and sells products that include hyaluronic acid and egg yolk lecithin used as an ingredient for pharmaceuticals, cosmetics and food products. |
| Common Business: | Engages in sale of food products and food production equipment. |

2. Method used to calculate amounts of net sales, profit or loss, assets, liabilities and others by reporting segment

Accounting treatment applied to the reported business segments complies with the accounting policy that is adopted for preparing consolidated financial statements.

Profit of the reporting segments is based on operating income. Intersegment net sales and transfers are based on prevailing market price.

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



3. Information on amounts of net sales, profit or loss, assets, liabilities and others by reporting segment and information on disaggregation of revenue Previous Fiscal Year (From December 1, 2021 to November 30, 2022)

(Millions of yen)

| | Retail Market | Food Service | Overseas | Fruit Solutions | Fine Chemicals | Common Business | Total | Adjustments (Note 1) | Amount reported on the consolidated financial statements (Note 2) |
|---|---------------|--------------|----------|-----------------|----------------|-----------------|---------|----------------------|---|
| Net sales | | | | | | | | | |
| Revenue from contracts with customers | 173,392 | 158,832 | 66,267 | 16,461 | 10,013 | 5,335 | 430,304 | – | 430,304 |
| Other revenue | – | – | – | – | – | – | – | – | – |
| Net sales to outside customers | 173,392 | 158,832 | 66,267 | 16,461 | 10,013 | 5,335 | 430,304 | – | 430,304 |
| Intersegment net sales or transfers | 799 | 4,918 | 1,664 | 210 | 349 | 11,446 | 19,389 | (19,389) | – |
| Total | 174,192 | 163,750 | 67,931 | 16,672 | 10,363 | 16,782 | 449,693 | (19,389) | 430,304 |
| Segment profit | 13,433 | 6,923 | 8,471 | 315 | 1,267 | 1,209 | 31,621 | (6,187) | 25,433 |
| Segment assets | 96,504 | 115,201 | 60,175 | 17,882 | 8,597 | 47,614 | 345,976 | 57,408 | 403,384 |
| Others | | | | | | | | | |
| Depreciation and amortization | 4,679 | 6,145 | 2,627 | 909 | 478 | 901 | 15,741 | 320 | 16,062 |
| Investment in affiliates accounted for by equity method | 1,906 | – | – | – | – | 20,662 | 22,568 | – | 22,568 |
| Increase in tangible and intangible fixed assets | 5,656 | 5,050 | 2,288 | 286 | 240 | 659 | 14,181 | 3,046 | 17,227 |

(Notes) 1. Adjustments are as follows:

- (1) "Adjustments" of ¥(6,187) million in "Segment profit" includes company-wide expenses unallocated to the respective reporting segments. The company-wide expenses mainly consist of expenditures pertaining to general and administrative expenses not attributable to particular reporting segments.
 - (2) "Adjustments" of ¥57,408 million in "Segment assets" mainly includes company-wide assets of ¥62,176 million and elimination of intersegment receivables and payables of ¥(2,590) million. Major items in company-wide assets are surplus funds managed by the Company (cash and deposits and securities) and long-term investment funds (investment securities).
 - (3) "Adjustments" of ¥320 million in "Depreciation and amortization" is mainly related to company-wide assets unallocated to the reporting segments.
 - (4) "Adjustments" of ¥3,046 million in "Increase in tangible and intangible fixed assets" mainly represents the investments in the Kewpie Group core systems before allocation to the reporting segments.
2. Adjustments are made between "Segment profit" and "Operating income" reported in the consolidated statements of income.
3. "Depreciation and amortization" and "Increase in tangible and intangible fixed assets" include "Long-term prepaid expenses".

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



Current Fiscal Year (From December 1, 2022 to November 30, 2023)

(Millions of yen)

| | Retail Market | Food Service | Overseas | Fruit Solutions | Fine Chemicals | Common Business | Total | Adjustments (Note 1) | Amount reported on the consolidated financial statements (Note 2) |
|---|----------------|----------------|---------------|-----------------|----------------|-----------------|----------------|----------------------|---|
| Net sales | | | | | | | | | |
| Revenue from contracts with customers | 177,395 | 165,336 | 78,277 | 16,953 | 11,170 | 5,953 | 455,086 | – | 455,086 |
| Other revenue | – | – | – | – | – | – | – | – | – |
| Net sales to outside customers | 177,395 | 165,336 | 78,277 | 16,953 | 11,170 | 5,953 | 455,086 | – | 455,086 |
| Intersegment net sales or transfers | 887 | 4,708 | 1,297 | 294 | 381 | 11,374 | 18,944 | (18,944) | – |
| Total | 178,282 | 170,045 | 79,574 | 17,247 | 11,551 | 17,328 | 474,030 | (18,944) | 455,086 |
| Segment profit | 9,939 | 4,135 | 10,308 | 320 | 1,040 | 1,209 | 26,954 | (7,259) | 19,694 |
| Segment assets | 103,384 | 127,231 | 74,072 | 17,637 | 8,972 | 45,360 | 376,659 | 49,346 | 426,006 |
| Others | | | | | | | | | |
| Depreciation and amortization | 4,976 | 6,449 | 2,864 | 895 | 495 | 911 | 16,592 | 342 | 16,935 |
| Investment in affiliates accounted for by equity method | 1,898 | – | – | – | – | 20,229 | 22,127 | – | 22,127 |
| Increase in tangible and intangible fixed assets | 4,471 | 6,400 | 5,339 | 278 | 289 | 398 | 17,176 | 670 | 17,846 |

(Notes) 1. Adjustments are as follows:

- (1) "Adjustments" of ¥(7,259) million in "Segment profit" includes company-wide expenses unallocated to the respective reporting segments. The company-wide expenses mainly consist of expenditures pertaining to general and administrative expenses not attributable to particular reporting segments.
 - (2) "Adjustments" of ¥49,346 million in "Segment assets" mainly includes company-wide assets of ¥53,321 million and elimination of intersegment receivables and payables of ¥(2,407) million. Major items in company-wide assets are surplus funds managed by the Company (cash and deposits and securities) and long-term investment funds (investment securities).
 - (3) "Adjustments" of ¥342 million in "Depreciation and amortization" is mainly related to company-wide assets unallocated to the reporting segments.
 - (4) "Adjustments" of ¥670 million in "Increase in tangible and intangible fixed assets" mainly represents the investments in the Kewpie Group core systems before allocation to the reporting segments.
2. Adjustments are made between "Segment profit" and "Operating income" reported in the consolidated statements of income.
3. "Depreciation and amortization" and "Increase in tangible and intangible fixed assets" include "Long-term prepaid expenses".

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



[Related information]

Previous Fiscal Year (From December 1, 2021 to November 30, 2022)

1. Information by product and service

It is omitted here since similar information is disclosed in "Segment information".

2. Information by region

(1) Net sales

(Millions of yen)

| Japan | China | Southeast Asia | North America | Other | Total |
|---------|--------|----------------|---------------|-------|---------|
| 364,036 | 28,355 | 18,033 | 14,368 | 5,511 | 430,304 |

(2) Tangible fixed assets

(Millions of yen)

| Japan | China | Southeast Asia | North America | Other | Total |
|---------|--------|----------------|---------------|-------|---------|
| 129,618 | 10,910 | 4,530 | 1,118 | 871 | 147,050 |

3. Information by major customer

It is omitted here since there is no customer occupying 10% or more of net sales reported in the consolidated statements of income.

Current Fiscal Year (From December 1, 2022 to November 30, 2023)

1. Information by product and service

It is omitted here since similar information is disclosed in "Segment information".

2. Information by region

(1) Net sales

(Millions of yen)

| Japan | China | Southeast Asia | North America | Other | Total |
|---------|--------|----------------|---------------|-------|---------|
| 376,808 | 31,553 | 21,262 | 18,046 | 7,414 | 455,086 |

(2) Tangible fixed assets

(Millions of yen)

| Japan | China | Southeast Asia | North America | Other | Total |
|---------|-------|----------------|---------------|-------|---------|
| 125,006 | 9,906 | 5,664 | 4,610 | 1,011 | 146,199 |

3. Information by major customer

It is omitted here since there is no customer occupying 10% or more of net sales reported in the consolidated statements of income.

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



[Information on losses on impairment of fixed assets by reporting segment]

Previous Fiscal Year (From December 1, 2021 to November 30, 2022)

(Millions of yen)

| | Retail Market | Food Service | Overseas | Fruit Solutions | Fine Chemicals | Common Business | Total | Adjustments | Total |
|-------------------|---------------|--------------|----------|-----------------|----------------|-----------------|-------|-------------|-------|
| Impairment losses | 16 | 837 | – | 54 | – | – | 908 | – | 908 |

Current Fiscal Year (From December 1, 2022 to November 30, 2023)

(Millions of yen)

| | Retail Market | Food Service | Overseas | Fruit Solutions | Fine Chemicals | Common Business | Total | Adjustments | Total |
|-------------------|---------------|--------------|----------|-----------------|----------------|-----------------|-------|-------------|-------|
| Impairment losses | 210 | 1,083 | 81 | – | – | 109 | 1,484 | – | 1,484 |

[Information on amortization of goodwill and unamortized balance by reporting segment]

Previous Fiscal Year (From December 1, 2021 to November 30, 2022)

(Millions of yen)

| | Retail Market | Food Service | Overseas | Fruit Solutions | Fine Chemicals | Common Business | Total | Adjustments | Total |
|--|---------------|--------------|----------|-----------------|----------------|-----------------|-------|-------------|-------|
| Amortization in the relevant fiscal year | 2 | 2 | 0 | 182 | 0 | 0 | 187 | – | 187 |
| Unamortized balance at the end of the relevant fiscal year | – | – | – | 364 | – | – | 364 | – | 364 |

Current Fiscal Year (From December 1, 2022 to November 30, 2023)

(Millions of yen)

| | Retail Market | Food Service | Overseas | Fruit Solutions | Fine Chemicals | Common Business | Total | Adjustments | Total |
|---|---------------|--------------|----------|-----------------|----------------|-----------------|-------|-------------|-------|
| Amortization in the current fiscal year | – | – | – | 182 | – | – | 182 | – | 182 |
| Unamortized balance at the end of the current fiscal year | – | – | – | 182 | – | – | 182 | – | 182 |

[Information on gains on negative goodwill by reporting segment]

Previous Fiscal Year (From December 1, 2021 to November 30, 2022)

Not applicable.

Current Fiscal Year (From December 1, 2022 to November 30, 2023)

Not applicable.

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



(Per share information)

| | Previous Fiscal Year (From December 1, 2021 to November 30, 2022) | Current Fiscal Year (From December 1, 2022 to November 30, 2023) |
|----------------------------|---|--|
| Net assets per share (yen) | 1,925.54 | 2,027.90 |
| Earnings per share (yen) | 115.34 | 94.78 |

(Notes) 1. "Earnings per share (diluted)" is not presented because of no issue of potential shares.
2. Calculation basis of net assets per share is as follows.

| | Previous fiscal year (As of November 30, 2022) | Current fiscal year (As of November 30, 2023) |
|--|---|--|
| Total net assets (millions of yen) | 294,623 | 311,303 |
| Amount subtracted from total net assets (millions of yen) | 26,965 | 29,419 |
| [Non-controlling interests (millions of yen)] | [26,965] | [29,419] |
| Net assets attributable to common stock at the end of the fiscal year (millions of yen) | 267,657 | 281,884 |
| Number of shares of common stock at the end of the fiscal year (thousand shares) | 139,004 | 139,003 |

3. Calculation basis of earnings per share is as follows.

| | Previous Fiscal Year (From December 1, 2021 to November 30, 2022) | Current Fiscal Year (From December 1, 2022 to November 30, 2023) |
|---|---|--|
| Profit attributable to owners of parent (millions of yen) | 16,033 | 13,174 |
| Amounts not attributable to common shareholders (millions of yen) | – | – |
| Profit attributable to owners of parent attributable to common stock (millions of yen) | 16,033 | 13,174 |
| Average number of shares of common stock during the fiscal year (thousand shares) | 139,004 | 139,003 |

(Significant subsequent events)

Acquisition of significant assets and termination of significant agreements

The Company resolved at its Board of Directors meeting held on October 26, 2023 to acquire trademark rights for the "Salad Club" and other brands held by NAKASHIMATO CO., LTD., and has implemented the acquisition of these assets on December 1, 2023.

1. Reason for the acquisition

The Company has decided that by having the Company own all the brands used by the Group, the Company is able to pursue brand strategies that respond to diversifying customer needs and changing preferences, thereby leading to enhance market competitiveness.

2. Name of the counterparty to the agreement for the acquisition

NAKASHIMATO CO., LTD.

3. Class of assets subject to the acquisition

Trademark rights for the "Salad Club", "Snowman", and "Hoshienu" brands.

4. Content of the agreement

Agreement for the acquisition of the assets, and agreements for termination of license and sublicense related to the assets

5. Date of the acquisition and termination of the agreements

December 1, 2023

6. Value of the acquisition

¥3,800 million

7. Significant impact of the conclusion and termination of agreements on operating activities and others

As stated in "1. Reason for the acquisition", the Company believes that by having the Company own all the brands used by the Group, the Company is able to pursue brand strategies that respond to diversifying customer needs and changing preferences, thereby leading to enhance market competitiveness.

Accounting implications caused by an increase in amortization of trademark rights and a decrease in royalties are currently calculating.

Kewpie Corporation

1-4-13 Shibuya, Shibuya-ku, Tokyo 150-0002, Japan Tel:03-3486-3331



III. Other

Changes in officers (effective as of February 28, 2024)

Changes in Directors

(i) New candidates

| Name | New title | Previous title |
|--------------------|------------------|---|
| Kuniko Nishikawa | Outside Director | Currently, President of FIRSTSTAR Healthcare Co., Ltd. |
| Harold George Meij | Outside Director | Former Representative Director, President & CEO of TOMY Company, Ltd. |

(ii) Retiring officer

| Name | New title | Previous title |
|----------------|-----------|------------------|
| Shihoko Urushi | – | Outside Director |

(Reference) Changes in the allocation of duties

Effective as of February 28, 2024, the allocation of duties shall be changed as follows. Amendments are underlined.

| Name | New title | Previous title |
|---------------------|---|---|
| Shinichiro Yamamoto | Director, Senior Corporate Officer In charge of Corporate <u>and Senior</u> <u>General Manager of Management</u> <u>Promotion Division</u> | Director, Senior Corporate Officer In charge of Corporate, <u>Group</u> <u>Governance and Risk Management</u> |
| Shinya Hamasaki | Director, Senior Corporate Officer In charge of <u>Group Sales in general</u> <u>and Retail Market Business in</u> <u>general</u> | Director, Senior Corporate Officer In charge of Retail Market Business in general |

**Supplementary Data
for the Fiscal Year Ended
November 30, 2023**

January 10, 2024

Kewpie Corporation

Securities code: 2809

Table of contents

| | | |
|-----|--|---|
| 1. | Breakdown of net sales and operating income by segment | 1 |
| 2. | Factors behind changes in operating income | 2 |
| 3. | Domestic sales volume and amount of salad condiments by business category (Kewpie Corporation) | 2 |
| 4. | Exchange rates (average exchange rates during the period) | 2 |
| 5. | Changes in market prices for major raw materials | 3 |
| 6. | Capital investments and main components of selling, general and administrative expenses | 3 |
| 7. | Summary of non-operating income (expenses) and extraordinary gains (losses) | 3 |
| 8. | Summary of balance sheets | 3 |
| 9. | Summary of cash flows | 4 |
| 10. | Sustainability targets and performance | 4 |
| 11. | Changes in principal management indexes | 5 |

■Notes regarding the information in this document

- The amounts stated in this document are rounded to the nearest 100 million yen when figures are presented in billions of yen.
- Figures for the overseas operations in the year are results for the period from October to September.
YoY changes overseas of FY2023 include a ¥5.1 billion increase in net sales and a ¥0.7 billion increase in operating income caused by fluctuations of exchange rates.
YoY changes overseas of FY2024 Forecast include a ¥1.1 billion increase in net sales and a ¥0.1 billion increase in operating income caused by fluctuations of exchange rates.

1. Breakdown of net sales and operating income by segment

| Net sales (Billions of yen) | FY2023 | | | | | YoY change | | | | | FY2024 (Forecast) | |
|--------------------------------|-------------------|------------------|-------------------|-------------------|--------------|-------------------|------------------|-------------------|-------------------|-------------|----------------------|---------------|
| | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | Year | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | Year | Year | YoY change |
| Retail Market | 41.9 | 45.3 | 45.1 | 45.1 | 177.4 | (0.7) | 2.3 | 0.3 | 2.2 | 4.0 | 179.9 | 2.5 |
| Condiments | 17.3 | 19.3 | 19.1 | 18.4 | 74.1 | (0.3) | 3.0 | 0.5 | 1.6 | 4.8 | 77.0 | 2.9 |
| Delicatessen | 14.8 | 15.7 | 15.6 | 16.0 | 62.1 | (0.1) | (0.2) | 0.0 | 0.6 | 0.3 | 62.5 | 0.4 |
| Cut vegetables | 6.2 | 6.6 | 6.7 | 6.9 | 26.5 | (0.3) | (0.3) | (0.2) | 0.1 | (0.6) | 26.5 | 0.0 |
| Other | 3.6 | 3.7 | 3.7 | 3.7 | 14.7 | (0.1) | (0.2) | (0.0) | (0.2) | (0.5) | 13.9 | (0.8) |
| Food Service | 41.7 | 39.7 | 40.6 | 43.3 | 165.3 | 5.7 | (0.2) | 0.4 | 0.6 | 6.5 | 173.6 | 8.3 |
| Condiments | 11.2 | 13.0 | 13.2 | 13.2 | 50.6 | 0.9 | 1.5 | 1.7 | 1.3 | 5.4 | 52.2 | 1.6 |
| Egg | 26.6 | 22.3 | 23.1 | 25.9 | 98.0 | 5.1 | (2.0) | (1.6) | (0.9) | 0.7 | 106.0 | 8.0 |
| Other | 3.9 | 4.4 | 4.3 | 4.2 | 16.8 | (0.3) | 0.3 | 0.3 | 0.2 | 0.5 | 15.4 | (1.4) |
| Overseas | 16.0 | 18.4 | 20.9 | 22.9 | 78.3 | 1.7 | 2.9 | 3.3 | 4.1 | 12.0 | 90.1 | 11.8 |
| China | 5.8 | 7.4 | 9.0 | 9.5 | 31.6 | (0.3) | 0.9 | 1.5 | 1.2 | 3.2 | 39.1 | 7.5 |
| Southeast Asia | 5.1 | 5.2 | 5.2 | 5.7 | 21.3 | 1.1 | 1.0 | 0.5 | 0.7 | 3.2 | 23.6 | 2.3 |
| North America | 3.5 | 3.9 | 5.1 | 5.5 | 18.0 | 0.8 | 0.7 | 1.0 | 1.3 | 3.7 | 19.2 | 1.2 |
| Other | 1.7 | 1.9 | 1.6 | 2.2 | 7.4 | 0.2 | 0.4 | 0.4 | 1.0 | 1.9 | 8.2 | 0.8 |
| Fruit Solutions | 3.8 | 4.5 | 4.8 | 3.8 | 17.0 | 0.1 | (0.2) | 0.7 | (0.1) | 0.5 | 17.9 | 0.9 |
| Fine Chemicals | 2.8 | 2.9 | 2.7 | 2.8 | 11.2 | 0.4 | 0.3 | 0.2 | 0.4 | 1.2 | 12.3 | 1.1 |
| Common Business | 1.3 | 1.9 | 1.4 | 1.3 | 6.0 | (0.1) | 0.6 | 0.0 | 0.0 | 0.6 | 6.2 | 0.2 |
| Total | 107.7 | 112.7 | 115.5 | 119.2 | 455.1 | 7.1 | 5.7 | 4.8 | 7.1 | 24.8 | 480.0 | 24.9 |

| Operating income (Billions of yen) | FY2023 | | | | | YoY change | | | | | FY2024 (Forecast) | |
|---------------------------------------|-------------------|------------------|-------------------|-------------------|--------------|-------------------|------------------|-------------------|-------------------|--------------|----------------------|---------------|
| | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | Year | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | Year | Year | YoY change |
| Retail Market | 1.6 | 2.8 | 2.9 | 2.6 | 9.9 | (2.4) | (0.6) | (0.7) | 0.2 | (3.5) | 11.6 | 1.7 |
| Condiments | 1.0 | 1.6 | 1.8 | 1.5 | 5.9 | (1.9) | (0.4) | (1.1) | (0.1) | (3.5) | 7.7 | 1.8 |
| Delicatessen | 0.3 | 0.9 | 0.6 | 0.8 | 2.6 | (0.4) | (0.1) | 0.1 | 0.2 | (0.2) | 2.9 | 0.3 |
| Cut vegetables | 0.1 | 0.2 | 0.2 | 0.2 | 0.7 | (0.2) | (0.2) | (0.1) | 0.0 | (0.6) | 0.8 | 0.1 |
| Other | 0.2 | 0.1 | 0.3 | 0.1 | 0.8 | 0.2 | 0.1 | 0.4 | 0.0 | 0.8 | 0.2 | (0.6) |
| Food Service | 0.5 | 0.9 | 1.0 | 1.7 | 4.1 | (1.3) | (1.5) | (0.5) | 0.5 | (2.8) | 7.5 | 3.4 |
| Condiments | 0.2 | 0.7 | 0.9 | 0.8 | 2.7 | (0.4) | (0.1) | 0.5 | 0.4 | 0.4 | 3.2 | 0.5 |
| Egg | 0.3 | 0.0 | 0.0 | 0.8 | 1.2 | (0.6) | (1.4) | (1.0) | (0.0) | (2.9) | 4.0 | 2.8 |
| Other | (0.1) | 0.1 | 0.1 | 0.1 | 0.3 | (0.4) | 0.0 | 0.0 | 0.1 | (0.3) | 0.3 | 0.0 |
| Overseas | 1.1 | 2.4 | 3.5 | 3.3 | 10.3 | (0.8) | 0.2 | 0.9 | 1.6 | 1.8 | 12.0 | 1.7 |
| China | 0.0 | 0.7 | 1.4 | 1.4 | 3.6 | (0.7) | (0.1) | 0.5 | 0.5 | 0.2 | 4.9 | 1.3 |
| Southeast Asia | 0.6 | 0.7 | 0.7 | 0.8 | 2.7 | (0.0) | 0.1 | 0.1 | 0.3 | 0.4 | 3.1 | 0.4 |
| North America | 0.3 | 0.5 | 1.0 | 0.8 | 2.6 | 0.0 | 0.2 | 0.6 | 0.4 | 1.2 | 2.6 | 0.0 |
| Other | 0.2 | 0.5 | 0.3 | 0.3 | 1.4 | (0.1) | 0.0 | (0.3) | 0.4 | 0.1 | 1.4 | 0.0 |
| Fruit Solutions | 0.0 | 0.2 | 0.2 | (0.1) | 0.3 | (0.0) | (0.1) | 0.2 | (0.1) | 0.0 | 0.1 | (0.2) |
| Fine Chemicals | (0.4) | 0.3 | 0.7 | 0.5 | 1.0 | (0.5) | (0.2) | 0.0 | 0.4 | (0.2) | 1.2 | 0.2 |
| Common Business | 0.4 | 0.3 | 0.2 | 0.3 | 1.2 | 0.0 | 0.0 | (0.1) | 0.1 | (0.0) | 1.1 | (0.1) |
| Company-wide expenses | (1.5) | (1.7) | (2.0) | (2.0) | (7.3) | (0.1) | (0.2) | (0.5) | (0.2) | (1.1) | (8.0) | (0.7) |
| Total | 1.7 | 5.2 | 6.5 | 6.4 | 19.7 | (5.1) | (2.3) | (0.7) | 2.3 | (5.7) | 25.5 | 5.8 |

| | | | | | | | | | | | | |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|---------------|---------------|---------------|-------------|---------------|-------------|-------------|
| Operating income ratio | 1.5% | 4.6% | 5.6% | 5.3% | 4.3% | (5.2)% | (2.4)% | (0.9)% | 1.7% | (1.6)% | 5.3% | 1.0% |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|---------------|---------------|---------------|-------------|---------------|-------------|-------------|

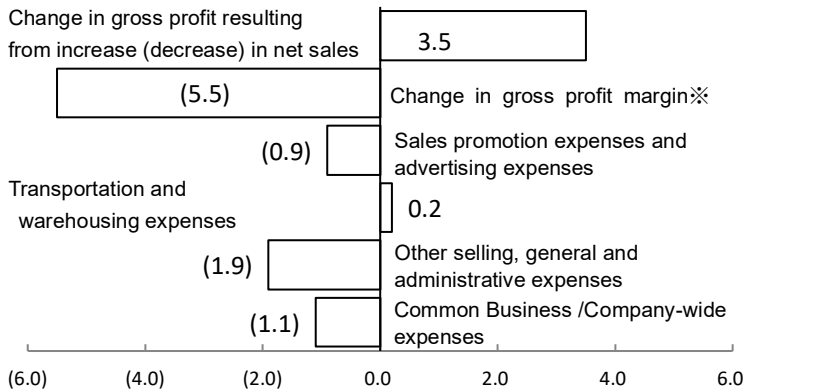
※ Growth rate in overseas net sales (Local currency basis) FY2023 10% FY2024 Forecast 14%

2. Factors behind changes in operating income

| (Billions of yen) | FY2023 | YoY change | FY2024 Forecast | YoY change |
|-------------------|--------|------------|-----------------|------------|
| Operating income | 19.7 | (5.7) | 25.5 | 5.8 |

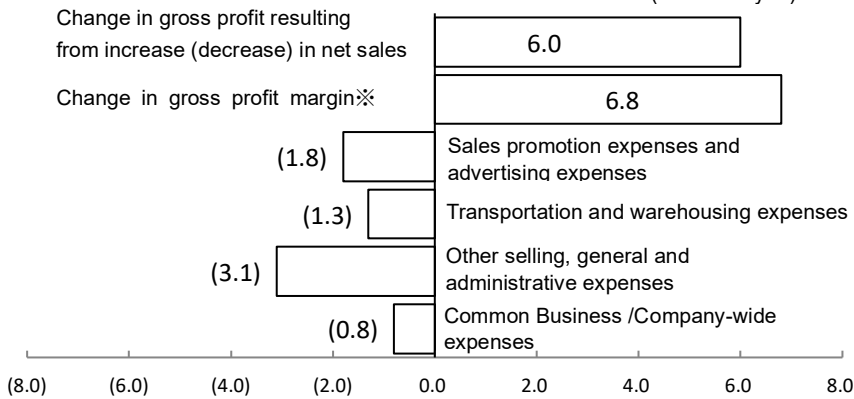
[FY2023]

(Billions of yen)



[FY2024 Forecast]

(Billions of yen)



| (Billions of yen) | | FY2023 YoY change | FY2024 Forecast YoY change |
|---|----------------------------------|-------------------|----------------------------|
| Impact of spike in main raw material prices | | (15.6) | 6.1 |
| By raw material | Major raw materials (Condiments) | (11.6) | 5.1 |
| | Eggs | (4.0) | 1.0 |
| | Total | (15.6) | 6.1 |
| By Segment | Retail Market | (7.0) | 2.8 |
| | Food Service | (7.9) | 2.5 |
| | Overseas | (0.7) | 0.8 |

※Impact of spike in main raw material prices is included in the change in gross profit margin.

3. Domestic sales volume and amount of salad condiments by business category (Kewpie Corporation)

| | | FY2021 | FY2022 | FY2023 | YoY change | YoY change (%) |
|--------------------|----------------------------|--------|--------|--------|------------|----------------|
| For household use | Volume (Thousands of tons) | 133 | 124 | 120 | (3) | (3)% |
| | Amount (Billions of yen) | 67.5 | 68.1 | 73.0 | 4.9 | 7% |
| For commercial use | Volume (Thousands of tons) | 91 | 92 | 93 | 0 | 1% |
| | Amount (Billions of yen) | 35.7 | 38.8 | 44.4 | 5.6 | 14% |
| Exports | Volume (Thousands of tons) | 9 | 9 | 11 | 2 | 19% |
| | Amount (Billions of yen) | 3.7 | 4.4 | 5.8 | 1.4 | 32% |

※ Exports includes figures for household use and for commercial use.

4. Exchange rates (average exchange rates during the period)

| (Yen) | FY2021 | FY2022 | FY2023 | FY2024 Forecast |
|----------------|--------|--------|--------|-----------------|
| USD (per \$1) | 107 | 125 | 139 | 143 |
| RMB (per RMB1) | 16 | 19 | 20 | 20 |

5. Changes in market prices for major raw materials

| (Yen/kg) | FY2021 | | | | FY2022 | | | | FY2023 | | | | FY2024 Forecast | |
|---|-------------------|------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------|--------------------|------|
| | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | 1Q (Dec.-Feb.) | 2Q (Mar.-May) | 3Q (Jun.-Aug.) | 4Q (Sep.-Nov.) | | Year |
| Average price of institutional use (tank truck base) for refined soybean and rapeseed oils for processed oil and fats | 253 | 266 | 303 | 352 | 361 | 373 | 392 | 437 | 424 | 404 | 375 | 357 | 390 | 352 |
| Benchmark price for medium-sized eggs, Tokyo market | 168 | 240 | 240 | 211 | 179 | 208 | 207 | 241 | 297 | 348 | 317 | 276 | 309 | 278 |

6. Capital investments and main components of selling, general and administrative expenses

| (Billions of yen) | FY2022 | FY2023 | YoY change | FY2024 Forecast | YoY change |
|---|--------|--------|------------|--------------------|------------|
| Capital investments | 17.2 | 17.8 | 0.6 | 20.7 | 2.9 |
| Depreciation and amortization | 16.1 | 16.9 | 0.9 | 16.9 | (0.0) |
| Sales promotion expenses | 3.8 | 4.1 | 0.3 | 4.5 | 0.5 |
| Advertising expenses | 9.7 | 10.3 | 0.6 | 11.7 | 1.3 |
| Transportation and warehousing expenses | 28.2 | 28.0 | (0.2) | 29.3 | 1.3 |
| Payroll expenses | 30.6 | 31.4 | 0.8 | 32.7 | 1.3 |
| Research and development expenses | 3.9 | 4.0 | 0.0 | 4.1 | 0.1 |

7. Summary of non-operating income (expenses) and extraordinary gains (losses)

| (Billions of yen) | FY2022 | FY2023 | YoY change | Items of changes |
|--------------------------------------|--------|--------|------------|---|
| Non-operating income (expenses), net | 1.8 | 0.8 | (1.0) | Increase in interest income 0.3 |
| | | | | Increase (decrease) in equity in profit and loss of affiliates (1.3) |
| Extraordinary gains (losses), net | (0.6) | 1.6 | 2.2 | Increase in gains on sales of shares of subsidiaries and associates 1.7 |
| | | | | Increase in gains on sales of investment securities 0.5 |

8. Summary of balance sheets

| (Billions of yen) | FY2022 | FY2023 | YoY change | Items of changes |
|--------------------------------------|--------|--------|------------|---|
| Assets | | | | |
| Current assets | 167.7 | 182.1 | 14.4 | Increase in cash and deposits 8.8 |
| | | | | Increase in notes and accounts receivable - trade 5.1 |
| | | | | Decrease in securities (8.0) |
| | | | | Increase in inventories 6.9 |
| Fixed assets | | | | |
| Tangible and intangible fixed assets | 162.7 | 162.0 | (0.7) | Decrease in buildings and structures (3.5) |
| | | | | Decrease in machinery, equipment and vehicles (1.1) |
| | | | | Increase in construction in progress 3.6 |
| Investments and other assets | 73.0 | 81.9 | 8.9 | Increase in investment securities 3.3 |
| | | | | Increase in assets for retirement benefits 7.0 |
| Liabilities | 108.8 | 114.7 | 5.9 | Increase in deferred tax liabilities 3.2 |
| | | | | Increase in other non-current liabilities 2.2 |
| Net assets | 294.6 | 311.3 | 16.7 | Increase in earned surplus 6.2 |
| | | | | Increase in accumulated adjustments for retirement benefits 4.3 |

9. Summary of cash flows

| (Billions of yen) | FY2022 | FY2023 | YoY change | Items of changes |
|--------------------------------------|--------|--------|------------|--|
| Cash flows from operating activities | 27.2 | 23.7 | (3.5) | Decrease in profit before income taxes (4.6) |
| Cash flows from investing activities | (15.9) | (17.7) | (1.8) | Decrease in purchases of intangible fixed assets 2.0 Increase in payments into time deposits (3.7) |
| Cash flows from financing activities | (16.8) | (9.5) | 7.3 | Increase in repayment of short-term loans payable (2.6) Decrease in repayment of long-term loans payable 10.0 |

10. Sustainability targets and performance

| Material Issues | Initiative Theme | Indicators | FY2022 | FY2023 | FY2024 Target | FY2030 Target |
|--|--|--|--------------|-------------------|-----------------------|--------------------|
| Contributing to Food Culture and Health | Contribution to Extending Healthy Life Expectancy | As a food partner for every person: <ul style="list-style-type: none"> Contribute to achieving a vegetable intake target of 350 grams per day Promote a boost in egg consumption in order to contribute to increasing protein intake | | | | |
| | Mental and Physical Health Support for Children | Number of children's smiles via our activities (cumulative since FY2019) | 286 thousand | 361 thousand | At least 400 thousand | At least 1 million |
| Effective Use and Recycling of Resources | Elimination and Effective Utilization of Food Loss | Food waste reduction rate (compared to FY2015) | 46.6% | 59.6% | At least 50% | At least 65% |
| | | Effective utilization rate of unused portions of vegetables Main vegetables: Cabbage, etc. | 77.5% | 82.7% | At least 70% | At least 90% |
| | | Reduction rate in volume of product waste (compared to FY2015) | 74.8% | 75.4% | At least 60% | At least 70% |
| | Reduction and Reuse of Plastic Emissions | Reduction rate in volume of plastic waste (compared to FY2018) | 7.8% | Under calculation | At least 8% | At least 30% |
| | Sustainable Use of Water Resources | Water usage (basic unit) reduction rate (compared to FY2020) | 1.6% | 2.1% | At least 3% | At least 10% |
| Deal with Climate Change | Reduction of CO ₂ emissions | Reduction rate in CO ₂ emissions (compared to FY2013) | 26.1% | 34.3% | At least 30% | At least 50% |
| Conservation of Biodiversity | Conservation of Biodiversity | Procurement rate of sustainable paper of 100% to be reached by 2025 (container packaging material, printed booklet, promotional items and office supplies) | | | | |
| Sustainable Procurement | Promotion of Sustainable Procurement | Promote Fundamental Policy for Sustainable Procurement in cooperation with business partners | | | | |
| Respect for Human Rights | Respect for Human Rights | Promote the Kewpie Group Human Rights Policy to respect the human rights of all people involved in our business | | | | |

※ The "Food waste reduction rate" indicator also includes the "Effective utilization rate of unused portions of vegetables".

※ Sustainability targets are domestic figures.

※ Quantitative target of "Conservation of Biodiversity" has been set starting from FY2024.

11. Changes in principal management indexes

| | | FY2021 | FY2022 | FY2023 | FY2024 Forecast |
|---|-------------------|----------|----------|----------|--------------------|
| Net sales | (millions of yen) | 407,039 | 430,304 | 455,086 | 480,000 |
| Operating income | (millions of yen) | 27,972 | 25,433 | 19,694 | 25,500 |
| Operating income ratio | (%) | 6.9 | 5.9 | 4.3 | 5.3 |
| Ordinary income | (millions of yen) | 29,698 | 27,249 | 20,490 | 26,700 |
| Ordinary income ratio | (%) | 7.3 | 6.3 | 4.5 | 5.6 |
| Profit attributable to owners of parent | (millions of yen) | 18,014 | 16,033 | 13,174 | 13,800 |
| Profit to net sales | (%) | 4.4 | 3.7 | 2.9 | 2.9 |
| Net assets | (millions of yen) | 269,301 | 294,623 | 311,303 | |
| Total assets | (millions of yen) | 381,003 | 403,384 | 426,006 | |
| Equity | (millions of yen) | 245,640 | 267,657 | 281,884 | |
| Equity ratio | (%) | 64.5 | 66.4 | 66.2 | |
| Cash flows from operating activities | (millions of yen) | 38,533 | 27,199 | 23,725 | |
| Cash flows from investing activities | (millions of yen) | (20,277) | (15,947) | (17,721) | |
| Cash flows from financing activities | (millions of yen) | (18,701) | (16,812) | (9,514) | |
| Free cash flow ※ | (millions of yen) | 18,255 | 11,252 | 6,004 | |
| Cash and cash equivalents at the end of the fiscal year | (millions of yen) | 66,703 | 65,335 | 62,433 | |
| Interest-bearing debt | (millions of yen) | 42,257 | 33,042 | 32,550 | |
| Net assets per share | (yen) | 1,767.14 | 1,925.54 | 2,027.90 | |
| Earnings per share | (yen) | 128.17 | 115.34 | 94.78 | 99.28 |
| Free cash flow per share | (yen) | 129.88 | 80.95 | 43.19 | |
| ROA (Return on assets) | (%) | 7.1 | 6.9 | 4.9 | 6.2 |
| ROE (Return on equity) | (%) | 7.4 | 6.2 | 4.8 | 4.9 |
| Annual (interim) dividend per share | (yen) | 47.0 | 47.0 | 50.0 | 50.0 |
| Dividend payout ratio | (%) | 36.7 | 40.7 | 52.8 | 50.4 |
| Stock price at the end of the fiscal year | (yen) | 2,309 | 2,447 | 2,580 | |

※ Free cash flow = Operating cash flows + Investing cash flows