



FY2024

# Financial Meeting

---

January 9, 2025 Kewpie Corporation

## Achieved record high annual profit due to overseas growth and improvement in domestic profitability

### FY2024 Key Earnings Data

#### Overseas

- Net sales growth rate of +11%, exceeding the management indicator's target level of +10% in the Medium-Term Business Plan
- Profit composition ratio rose to over 30%
- Following China, Southeast Asia and North America emerging as key pillars of overseas expansion

#### Eggs

- Significant profitability improvement
- Sales recovered post-avian influenza, enhanced added value, Implementation of price revision

#### Condiments

- Profitability recovered as new prices took hold and the impact of key raw materials eased
- Progress in strengthening lineup of core products and expanding added-value products

## Defying strengthening headwinds, we will invest management resources for further growth

### FY2025 Outlook

#### Laying groundwork

- Counter rising costs and build the capacity to generate ¥14.7 billion. Accelerating overseas growth, adding value, cultivating new areas, price revisions, and reorganizing Group companies
- We expect a significant increase in profit due to the sale of assets associated with the reorganization, and we are also looking at growth investments

#### Anniversary

- Global brand promotion to commemorate the 100th anniversary of Kewpie Mayonnaise
- Plans for a commemorative dividend, strengthening shareholder returns



1. FY2024 Financial Results
2. FY2025 Target
3. FY2025 Outlook
4. Reference Materials

## 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.
- The numbers related to Overseas cover the period from October through September of the following year. (December through November for the Australian subsidiary)
- Changes for Overseas in FY2024 include foreign exchange effects (Net sales +¥5.7 billion, operating income +¥0.8 billion). Changes for Overseas in the FY2025 forecast include foreign exchange effects (Net sales -¥0.3 billion, operating income -¥0 billion).
- Starting in FY2025, the allocation standards for company-wide expenses have been changed to more accurately reflect the actual profits and losses of each segment.



# 1. FY2024 Financial Results

# Achieved record high profit due to overseas growth and improvement in profitability

FY2024 Financial Results

Record-high profits

Record-high profits

Record-high profits

**Net sales**  
**¥484.0bn**  
YoY **+6%**

**Operating income**  
**¥34.3bn**  
YoY **+74%**

**Ordinary income**  
**¥36.9bn**  
YoY **+80%**

**Profit**  
**¥21.4bn**  
YoY **+63%**

**ROE**  
**7.3%**  
YoY **+2.5%**

**ROA**  
**8.3%**  
YoY **+3.4%**

**Operating income ratio**  
**7.1%**  
YoY **+2.8%**

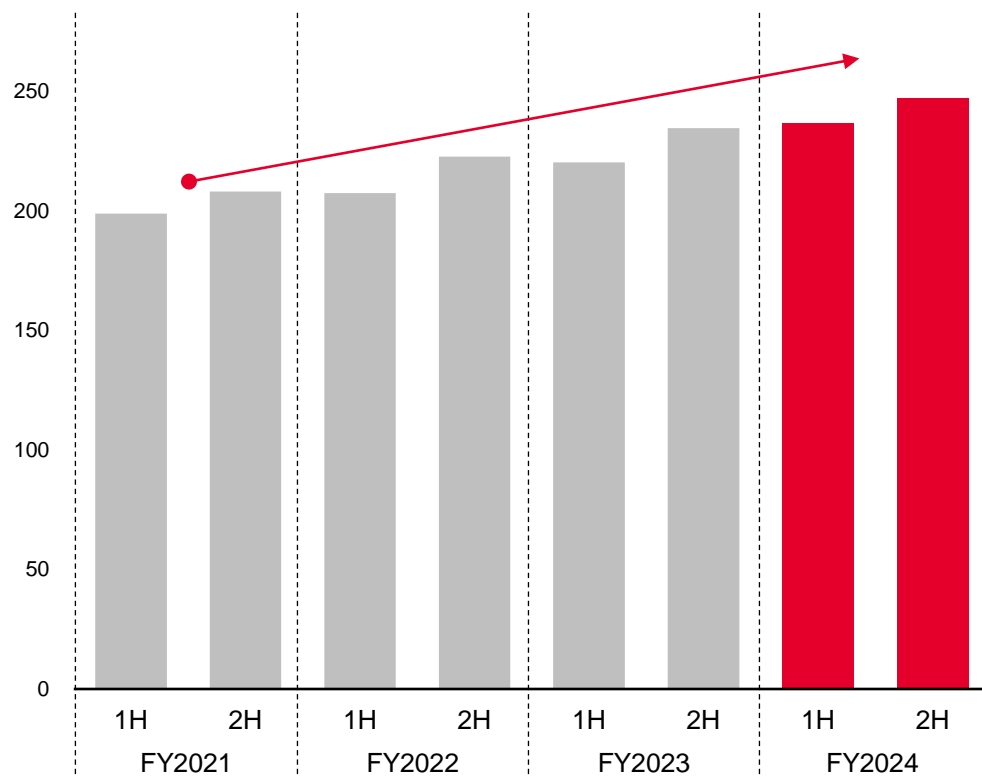
**Overseas growth rate**  
**+11%**  
(YoY in local currency)

**Net sales**

**¥484.0bn**

**Increase in sales** (+¥28.9bn)  
Percentage change **+6%**

- Increase in sales due to sustained double-digit growth Overseas
- Increase in sales due to condiment new prices taking hold
- Increase in sales due to higher egg sales and impact of price revisions

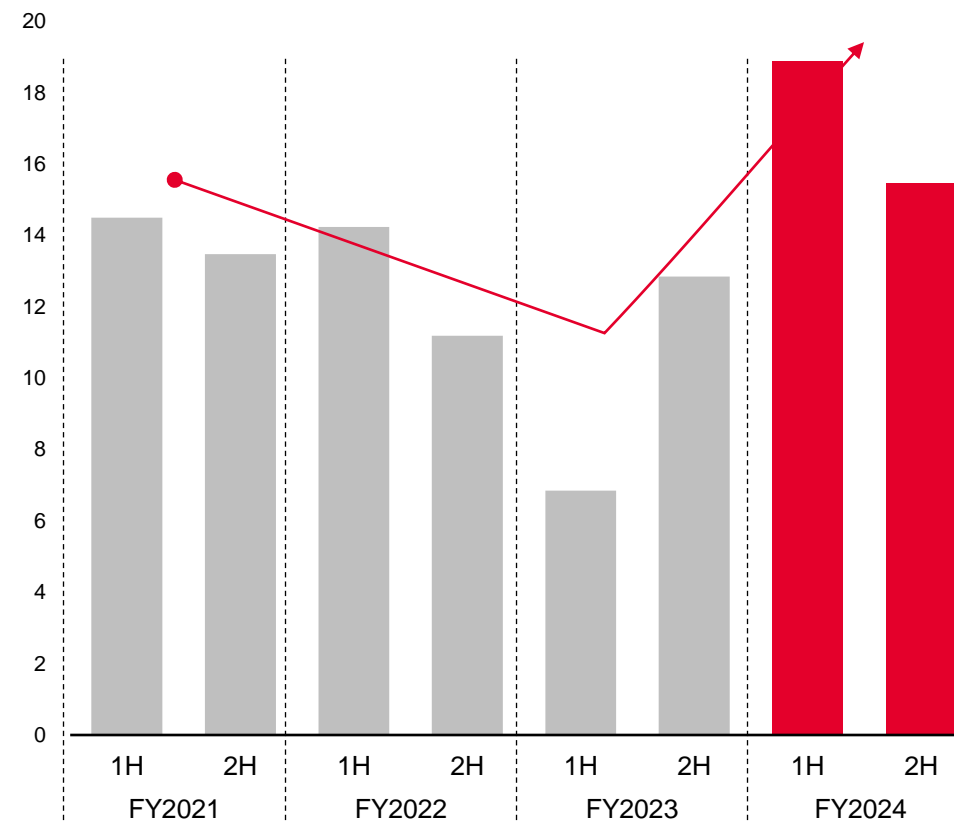


**Operating income**

**¥34.3bn**

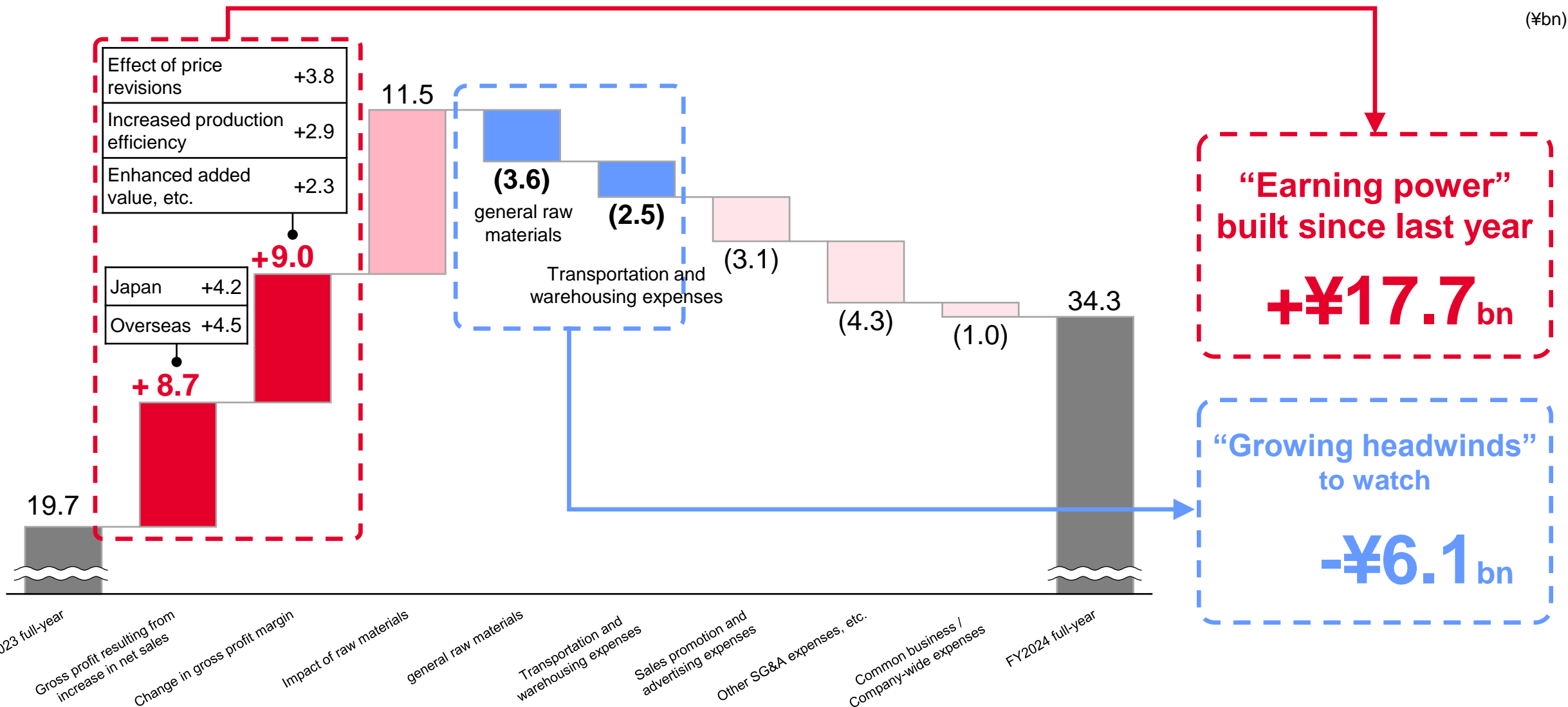
**Increase in income** (+¥14.6bn)  
Percentage change **+74%**

- Overseas business income increased by 39% in line with sales growth
- For condiments and eggs, profits increased due to price revisions and easing of surging raw material costs
- In 2H, we will invest in marketing, human capital, etc. as future investments



**Operating income**

FY2024: **¥34.3bn** YoY change: **+¥14.6bn**



# FY2024 Net Sales and Business Income by Segment

(¥bn)

## Net sales

FY2024 full-year **¥484.0bn**

YoY change **+¥28.9bn**

YoY change (%) **+6%**

	FY2023 full-year	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
Retail Market	177.4	<b>186.7</b>	+9.4	+5%	+5.1	+4.3
Food Service	165.3	<b>170.1</b>	+4.8	+3%	+1.8	+2.9
Overseas	78.3	<b>92.2</b>	+13.9	+18%	+9.3	+4.6
Fruits Solutions	17.0	<b>17.0</b>	+0	+0%	+0.4	-0.4
Fine Chemicals	11.2	<b>11.4</b>	+0.2	+2%	+0.2	-0
Common Business	6.0	<b>6.6</b>	+0.6	+10%	-0.4	+1.0

## Operating income

FY2024 full-year **¥34.3bn**

YoY change **+¥14.6bn**

YoY change (%) **+74%**

	FY2023 full-year	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
Retail Market	9.9	<b>14.3</b>	+4.3	+44%	+3.6	+0.7
Food Service	4.1	<b>12.0</b>	+7.8	+189%	+5.0	+2.8
Overseas	10.3	<b>14.4</b>	+4.1	+39%	+4.0	+0.1
Fruits Solutions	0.3	<b>0.2</b>	-0.1	-38%	-0.1	-0
Fine Chemicals	1.0	<b>0.6</b>	-0.5	-45%	-0.1	-0.4
Common Business	1.2	<b>1.4</b>	+0.1	+12%	-0.1	+0.3
Company-wide expenses	-7.3	<b>-8.4</b>	-1.1	-	-0.3	-0.8



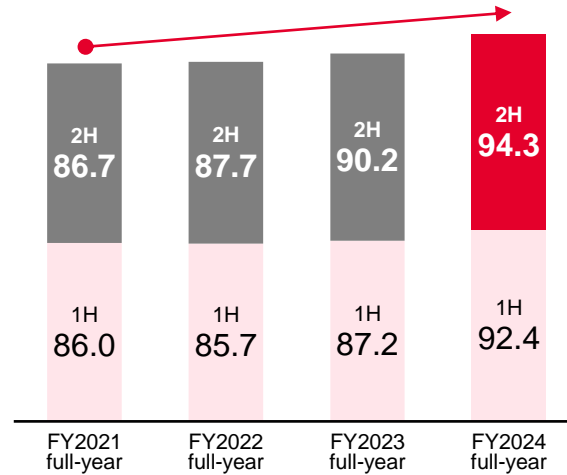
## Net sales

FY2024 full-year **¥186.7bn**

YoY change **+¥9.4bn**

YoY change (%) **+5%**

### FY2021-FY2024 Medium-Term Business Plan



**Increase in sales due to higher unit prices from new condiments prices taking root and recovery in sales of delicatessen foods**

	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
Condiments	77.5	+3.4	+5%	+2.1	+1.2
Delicatessen	65.3	+3.2	+5%	+2.0	+1.1
Cut vegetables	28.6	+2.2	+8%	+0.6	+1.6

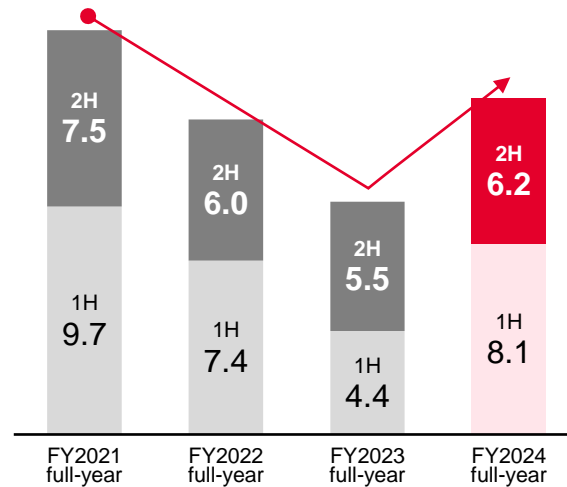
## Business income

FY2024 full-year **¥14.3bn**

YoY change **+¥4.3bn**

YoY change (%) **+44%**

### FY2021-FY2024 Medium-Term Business Plan



**Increase in income due to price revision effects for condiments and easing of raw material impact**  
**Increase in income due to expansion of core products in condiments and delicatessen foods**

	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
Condiments	10.2	+4.3	+73%	+3.0	+1.2
Delicatessen	3.1	+0.5	+19%	+0.7	-0.2
Cut vegetables	0.9	+0.2	+29%	+0.1	+0.1

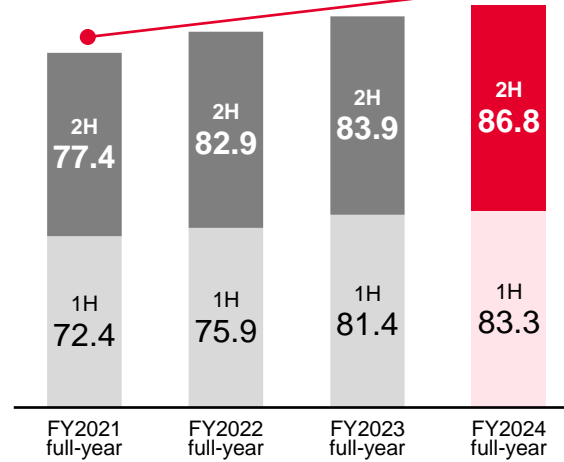
Net sales

FY2024 full-year **+¥170.1bn**

YoY change **+¥4.8bn**

YoY change (%) **+3%**

FY2021-FY2024  
Medium-Term Business Plan



Increase in sales due to higher unit prices resulting from price revisions for condiments and eggs, recovery in dining out demand, and the rebound in egg supply

	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
Condiments	52.0	+1.4	+3%	+1.7	-0.3
Eggs	101.6	+3.7	+4%	+0.2	+3.5

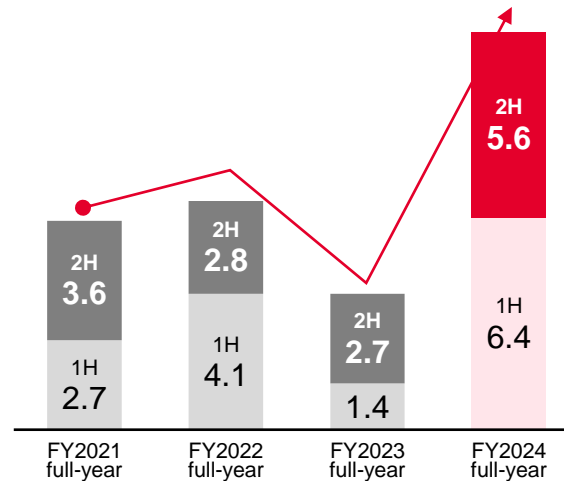
Business income

FY2024 full-year **+¥12.0bn**

YoY change **+¥7.8bn**

YoY change (%) **+189%**

FY2021-FY2024  
Medium-Term Business Plan



Increase in income due to price revisions for condiments and eggs  
Increase in income from the easing of raw material cost impacts and expansion of value-added products.

	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
Condiments	3.7	+1.0	+37%	+1.1	-0.1
Eggs	7.6	+6.4	+633%	+3.5	+2.9

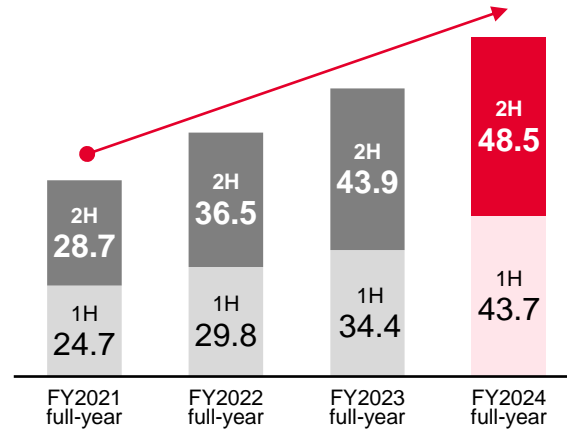
Net sales

FY2024 full-year **¥92.2bn**

YoY change **+¥13.9bn**

YoY change (%) **+18%**

FY2021-FY2024  
Medium-Term Business Plan



Increase in sales due to higher-than-expected growth in China, Southeast Asia and North America

	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
China	36.0	+4.5	+14%	+3.2	+1.3
Southeast Asia	25.9	+4.6	+22%	+2.2	+2.4
North America	20.8	+2.8	+16%	+2.7	+0.1

\*Foreign exchange effects: YoY change in net sales +¥5.7bn

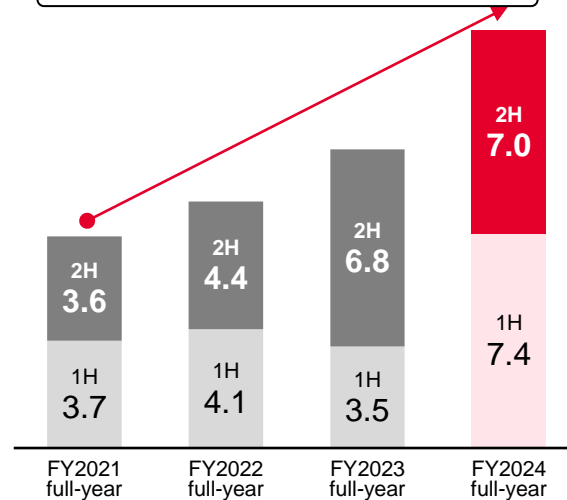
Business income

FY2024 full-year **¥14.4bn**

YoY change **+¥4.1bn**

YoY change (%) **+39%**

FY2021-FY2024  
Medium-Term Business Plan



Increase in income due to market recovery from China's zero-COVID policy and expansion of branded products in North America  
Following China, Southeast Asia and North America emerging as key pillars of overseas expansion

	FY2024 full-year	YoY change	YoY change (%)	1H YoY change	2H YoY change
China	4.8	+1.2	+33%	+1.7	-0.6
Southeast Asia	3.8	+1.1	+41%	+0.7	+0.4
North America	3.6	+1.0	+38%	+1.0	+0

\*Foreign exchange effects: YoY change in operating income +¥0.8bn



## 2. FY2025 Target

# Sustainable growth in profit while actively investing in the future

## Plan for significant increase in profit

FY2025 target

Net sales

**¥505.0bn**

YoY +4%

Operating income

**¥34.5bn**

YoY +0%

Ordinary income

**¥36.6bn**

YoY -1%

Profit

**¥29.2bn**

YoY +36%

ROE

**9.4%**

YoY +2.1%

ROIC

**6.6%**

YoY -0.2%

Domestic business  
income ratio**7.1%**

YoY -0.1%

Overseas growth rate

**+15%**

(YoY in local currency)

# FY2025 Net Sales and Business Income Targets by Segment

## Net sales

FY2025 full-year **¥505.0bn**

YoY change **+¥21.0bn**

YoY change (%) **+4%**

## Operating income

FY2025 full-year **¥34.5bn**

YoY change **+¥0.2bn**

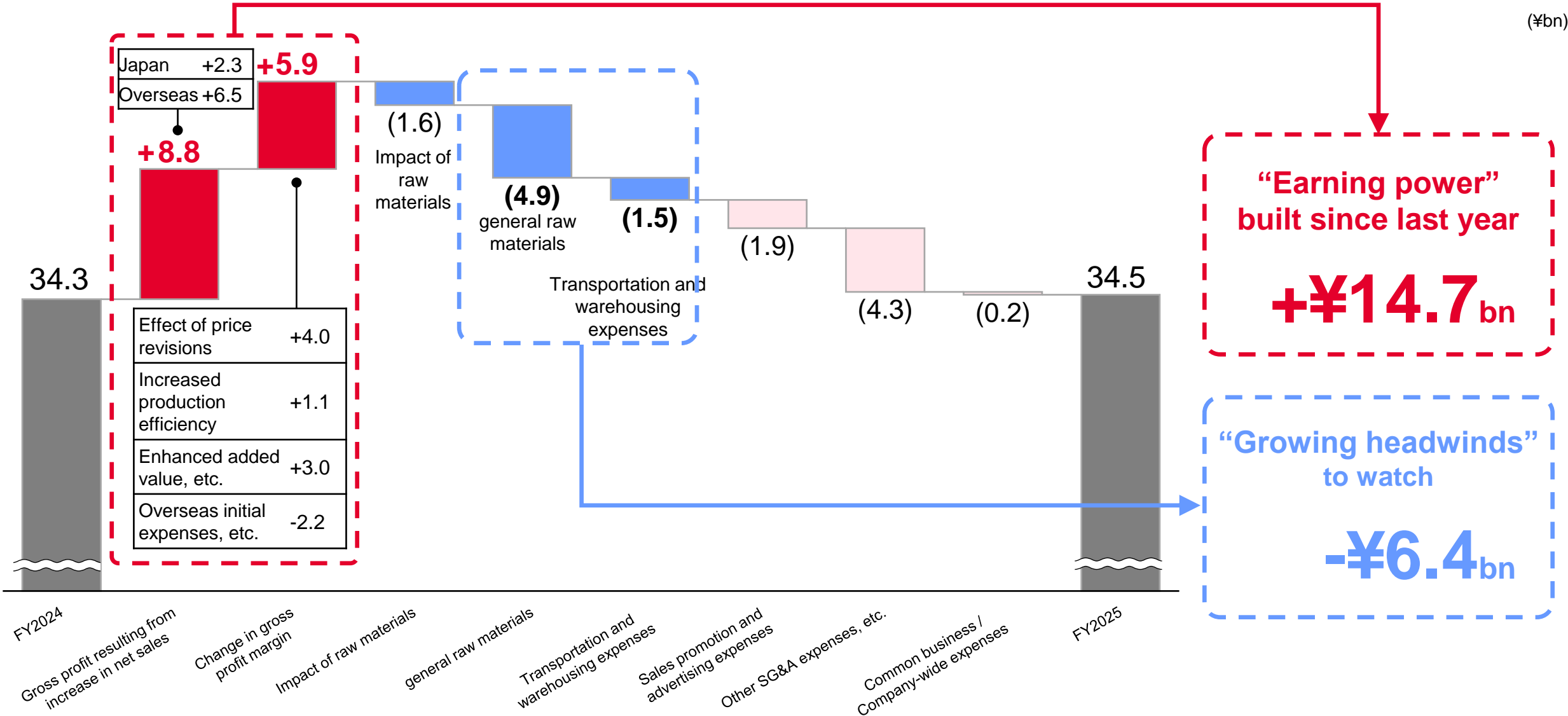
YoY change (%) **+0%**

	FY2024 full-year	FY2025 full-year	YoY change	YoY change (%)	Medium-Term Business Plan targets for FY2028
Retail Market	186.7	<b>189.6</b>	+2.9	+2%	196.0
Food Service	170.1	<b>172.1</b>	+2.0	+1%	179.0
Overseas	92.2	<b>105.5</b>	+13.3	+14%	180.0
Fruits Solutions	17.0	<b>17.1</b>	+0.1	+1%	
Fine Chemicals	11.4	<b>12.8</b>	+1.4	+12%	45.0
Common Business	6.6	<b>7.9</b>	+1.3	+20%	
	FY2024 full-year	FY2025 full-year	YoY change	YoY change (%)	Medium-Term Business Plan targets for FY2028
Retail Market	14.3	<b>13.3</b>	-1.0	-7%	15.6
Food Service	12.0	<b>12.3</b>	+0.3	+3%	14.1
Overseas	12.5	<b>12.7</b>	+0.2	+2%	18.0
Fruits Solutions	0.2	<b>0.5</b>	+0.3	+154%	
Fine Chemicals	0.6	<b>1.0</b>	+0.4	+75%	4.3
Common Business	1.4	<b>1.3</b>	-0.1	-4%	
Company-wide expenses	-6.5	<b>-6.6</b>	-0.1	-	-7.0

Figures for FY2024 are after retroactive application.

**Operating income**

FY2025 full-year plan: **¥34.5bn** YoY change: **+¥0.2bn**

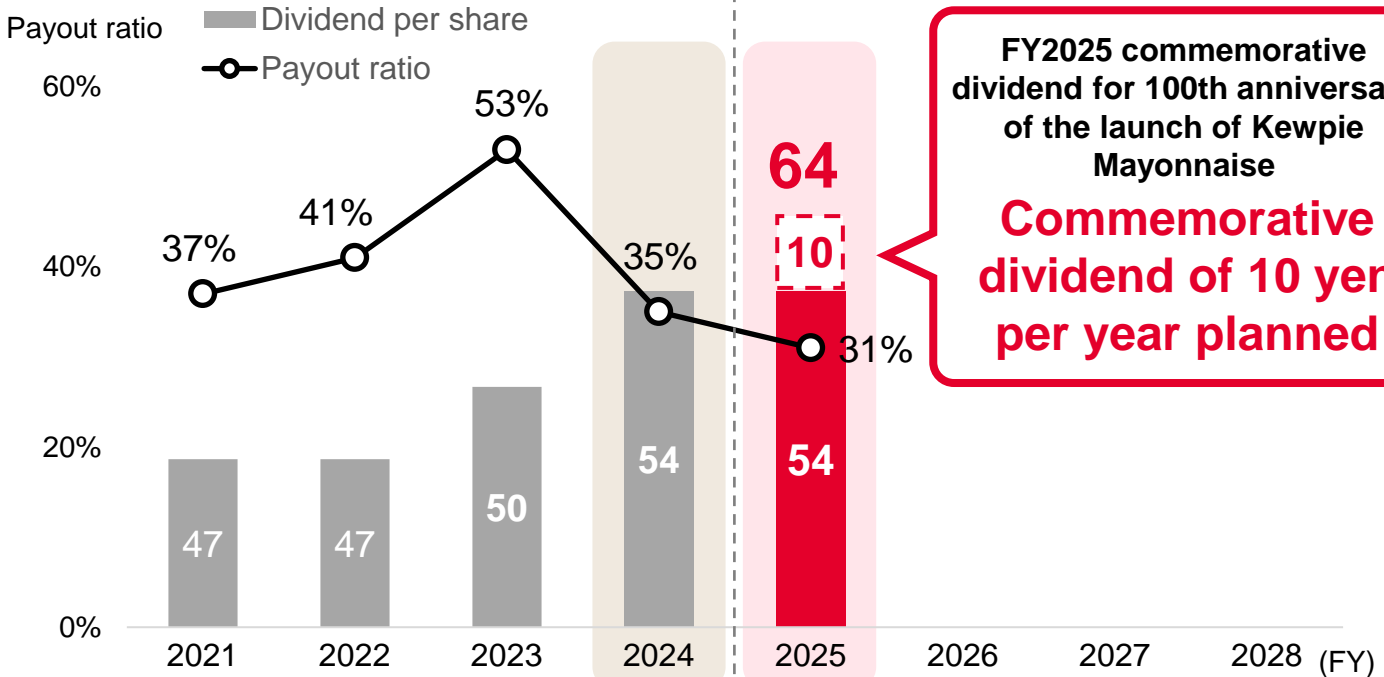


**FY2025-FY2028 shareholder returns plan**

- Total return ratio of 50% or more over the next four years
- Setting a minimum annual dividend of 54 yen per share and gradually increasing it

Cumulative Results for FY2021-FY2024 Medium-Term Business Plan  
Total return ratio of 55%

FY2025-FY2028 Medium-Term Business Plan  
Total return ratio of 50% or more



FY2025 commemorative dividend for 100th anniversary of the launch of Kewpie Mayonnaise  
**Commemorative dividend of 10 yen per year planned**

**FY2024**

Annual dividend of 54 yen planned **4 yen increase**

1H: 23 yen, 2H: 31 yen  
Consolidated payout ratio of 35.0%

**FY2025**

Annual dividend of 64 yen planned **10 yen increase**

100th anniversary of the launch of Kewpie Mayonnaise  
Commemorative dividend of 10 yen per year planned

1H: 32 yen, 2H: 32 yen  
Consolidated payout ratio of 30.5%

Acquisition of treasury shares **¥10.0bn**

Perform flexible acquisition of treasury shares





## 3. FY2025 Outlook

## Our Ideal and 2030 Vision

### —Change & Challenge—

Improving management efficiency in mature markets  
and accelerating investment in growth areas

## Evolution of the value creation process

### Economic value

#### Profitability

### Structural Reform of domestic business

- Portfolio transformation and SCM productivity improvement
- Expansion of value creation through promotion of DX

#### Growth potential

### Acceleration of global expansion

- Expansion of business areas and enhancement of brand value
- Creation of a foundation for global management

### Social value

### Contributing to food culture and health

- Expansion of opportunities to eat salads

### Consideration for the environment

- Plastic reduction
- Reduction of food loss

### Enhancing the value of human capital

- Improvement of employee engagement

Management with an awareness of the cost of capital and stock price

## Focus on sought-after, high-value products and transformation into a high-profitability portfolio

### Condiments

#### Evolution of marketing processes

- Strengthening lineup of core products and expanding applications
- Expansion of high-value-added products in the form of cooking sauces
- Shift to appropriate price

### Egg

#### Expansion of high-value-added products and renewal of production system

- Reorganizing low-profit products
- Revising prices and concentrating on high-value-added products
- Improving automation rate through investment in rationalization

### Delicatessen foods, cut vegetables

#### Implement structural reforms throughout the entire value chain

- Consolidation of delicatessen SKUs and shift to profitable products
- Dynamic pricing of cut vegetables
- Improving automation rate through expansion of robots

Quickly identifying low-profit and inefficient products, and accelerating their reorganization through the promotion of DX

Retail Market + Food Service

**Gross profit margin**

FY2024  
**28.6%**

**+0.4%**

FY2025  
**29.0%**

FY2028  
At least **30%**

# Expansion of valuable products in new markets and growth areas

## Expansion of domain from salad market



Expanding the range of uses in dishes and seasons through our unique technology for creating ingredients and flavors

## Strengthening lineup of core products



In addition to bottle size measures and expansion into the health area, expanding flavors

Two products to launch in Spring 2025

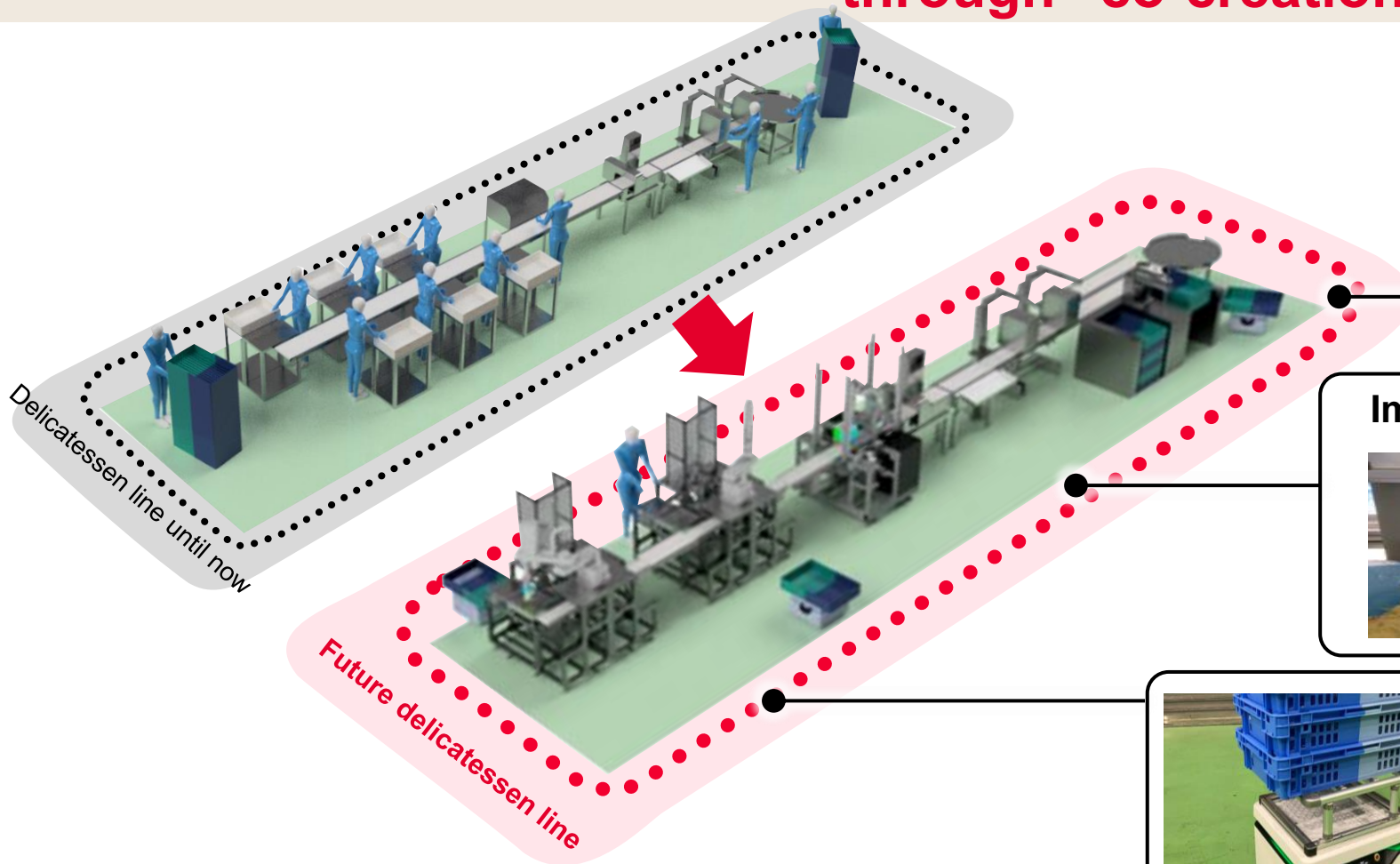
## Responding to needs to solve labor shortage




Realization of simplification and shorter cooking times

Expansion of existing products and acceleration of new development  
Three products to launch in Spring 2025

# The implementation phase begins for automation technology brought to life through “co-creation”



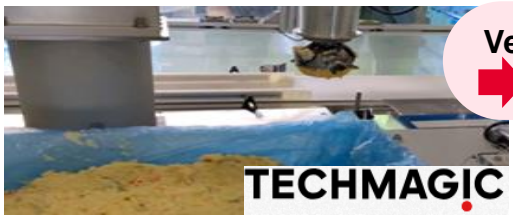
**Simultaneous introduction of lid-closing robots**



Increase from 5 → 9 units

**YASKAWA**

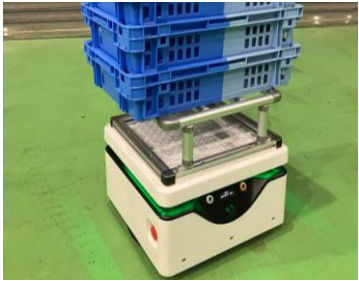
**Implementation of food plating robot**



Verification complete → implementation

**TECHMAGIC**

**Ingredient transportation robot**



Verification underway  
→ Aiming for implementation

**Production lines will change in prepared food factories**  
**Solving labor shortages and strengthening cost competitiveness**



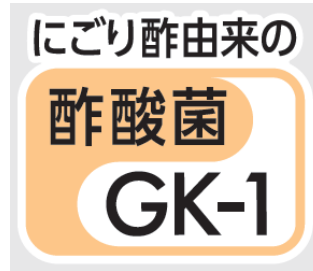
# Aiming for sales of ¥10.0bn with new unique “Acetic acid bacteria GK-1”

## Kewpie mail order supplements



Expansion of the health mail order business through Kewpie’s e-commerce site

## Sale of materials to other companies



Sale as materials for immunity care products

## Kewpie immunity care products



Incorporation into Kewpie’s own healthy and frequently consumed products

Market size of immunity care products

**¥150.0bn**

\*According to Self Healthcare Market Survey 2023

Increased recognition through advertising  
18% → **40%**

**Double** supply capacity through capital investment

**FY2030  
Sales of ¥10.0bn**

## Improving management efficiency through structural reform of organizations and systems



**Continuing to promote reorganization to support business growth, such as the overseas regional systems**

# Enhancing sales by launching new factories and production lines to boost production capacity

## Strengthening of production and structure

## Sales

## Net sales

<p>Southeast Asia</p>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;">  <p style="text-align: right; font-size: small;">December 2024</p> <p><b>PT KEWPIE INDONESIA</b></p> <ul style="list-style-type: none"> <li>• Start of production of mayonnaise and dressings</li> </ul> </div> <div>  <p style="text-align: right; font-size: small;">January 2025</p> <p><b>KEWPIE (THAILAND) CO., LTD.</b></p> <ul style="list-style-type: none"> <li>• Shipping of mayonnaise starts at the end of January</li> </ul> </div> </div>	<ul style="list-style-type: none"> <li>• Expansion of middle-class market</li> <li>• Enhance customer touchpoints ➔ Establishment of new factory tour facilities in Thailand and Indonesia</li> <li>• Capturing inbound demand and expanding sales channels, including exports to neighboring countries</li> </ul>	<p>FY2024 ¥25.9bn ➔ <b>¥29.2bn</b> FY2025</p> <p style="text-align: center; border: 1px solid red; border-radius: 15px; padding: 5px;"><b>+13%</b></p>
<p>North America</p>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;">  <p style="text-align: right; font-size: small;">May 2025</p> <p><b>Tennessee Factory</b></p> <ul style="list-style-type: none"> <li>• Line setup for operation starting in May</li> </ul> </div> </div>	<ul style="list-style-type: none"> <li>• Expanding distribution area and strengthening branding</li> <li>• Expansion across the entire United States</li> </ul> 	<p>FY2024 ¥20.8bn ➔ <b>¥22.2bn</b> FY2025</p> <p style="text-align: center; border: 1px solid red; border-radius: 15px; padding: 5px;"><b>+7%</b></p>
<p>China</p>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;">  <p><b>Beijing and Hangzhou Factories</b></p> <ul style="list-style-type: none"> <li>• Investment in rationalization of production lines, ➔ Increased supply capacity automation</li> </ul> </div> </div>	<ul style="list-style-type: none"> <li>• Expanding local products linked to e-commerce</li> </ul>	<p>FY2024 ¥36.0bn ➔ <b>¥42.8bn</b> FY2025</p> <p style="text-align: center; border: 1px solid red; border-radius: 15px; padding: 5px;"><b>+19%</b></p>



## Building a global supply network centered on world strategy products



**Expanding from bases in Japan and overseas to 79 countries and regions worldwide**

\* As of November 2024

# 100th anniversary of the launch of Kewpie Mayonnaise: Becoming condiments loved around the world

## Creating new fans



A food truck serving a variety of mayonnaise-based dishes from around the world at 7 locations nationwide  
Various other campaigns are also planned

## Stimulating Japan market

### Limited launch of “Mayonnaise to Savor the World”



Kewpie mayonnaise spreading around the world  
Expansion of uses of mayonnaise

## Overseas branding

### Enhancing Kewpie brand value



Global promotion to expand the possibilities of new food experiences



<Contact for inquires>

IR Team, Corporate Planning Department,  
Kewpie Corporation  
TEL: +81-3-3486-3331

Information regarding future performance, such as Kewpie Corporation's earnings forecasts, presented in these briefing materials are based on certain assumptions determined as rational using the obtainable information at the time of their publishing. Actual results, etc. may differ from these forecasts due to various risks, uncertainties, and economic circumstances, etc.

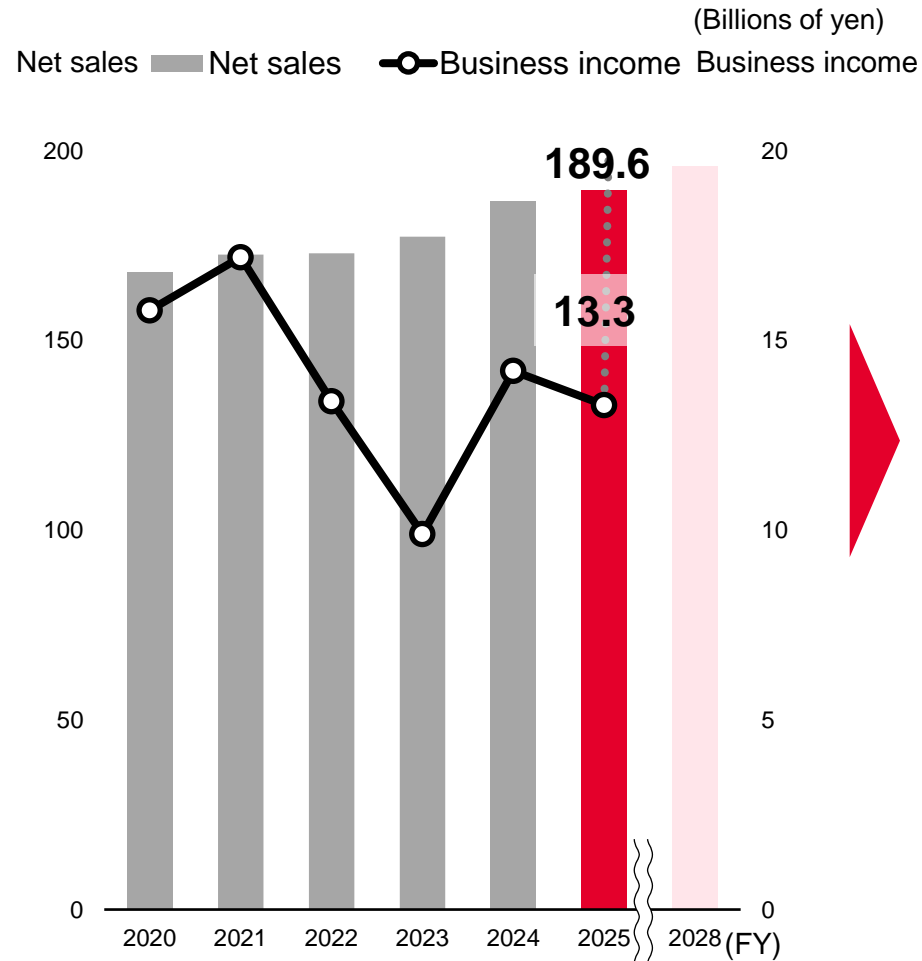
Information disclosed by the Company is intended to deepen the reader's understanding of the Company and is not intended as an investment recommendation. Please make any investment decisions according to your own judgment. If by chance the user of this information incurs any loss or damage, the Company and the Company's information provider bears no responsibility for this loss.



## 4. Reference Materials

# Expanding market share and building a revenue base through strengthened promotion for the 100th anniversary

## Retail Market net sales and business income



### Condiments



### Evolution of marketing processes

- Revitalizing the market and accelerating growth, starting with the 100th anniversary of the launch of Kewpie Mayonnaise
- Strengthening lineup of core dressing products and promoting market growth by expanding applications
- Creation of new markets through the expansion of high-value-added condiment sauces such as tartar sauce

### Delicatessen



### Transform the business model through selection and concentration

- Expansion and establishment of branded products in the growing delicatessen foods market
- Consolidation of SKUs and enhancement of individual product competitiveness in preparation for reorganization
- Improving productivity through automation using robots

### Cut vegetables

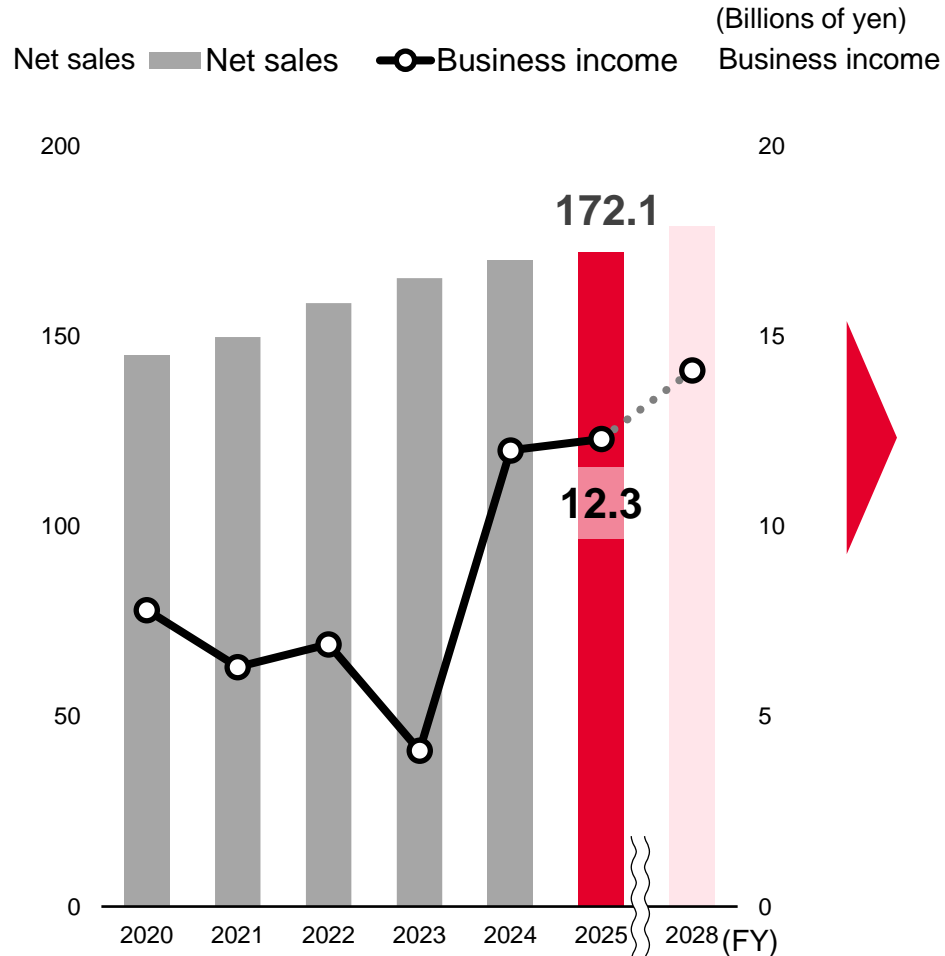


### Implement structural reforms throughout the entire value chain

- Driving market expansion through the strengthening of core products and exploration and development of new materials
- Transforming business practices through a new pricing strategy (realizing dynamic pricing)
- Improvement of productivity through reduction of small lots and careful examination of the number of SKUs at each factory

# Defying strengthening headwinds and driving forward the transformation of the category portfolio

## Food Service net sales and business income



### Condiments

## Strengthen and establish the sauce business domain

- Responding to headwinds (price revision, efficiency improvement, etc.)
- Creating new value and enhancing customer touchpoints, starting with the 100th anniversary of the launch of Kewpie Mayonnaise
- Expansion of cooking sauces in response to the labor shortage
- Expansion of tartar sauce linked with Retail Market

### Eggs

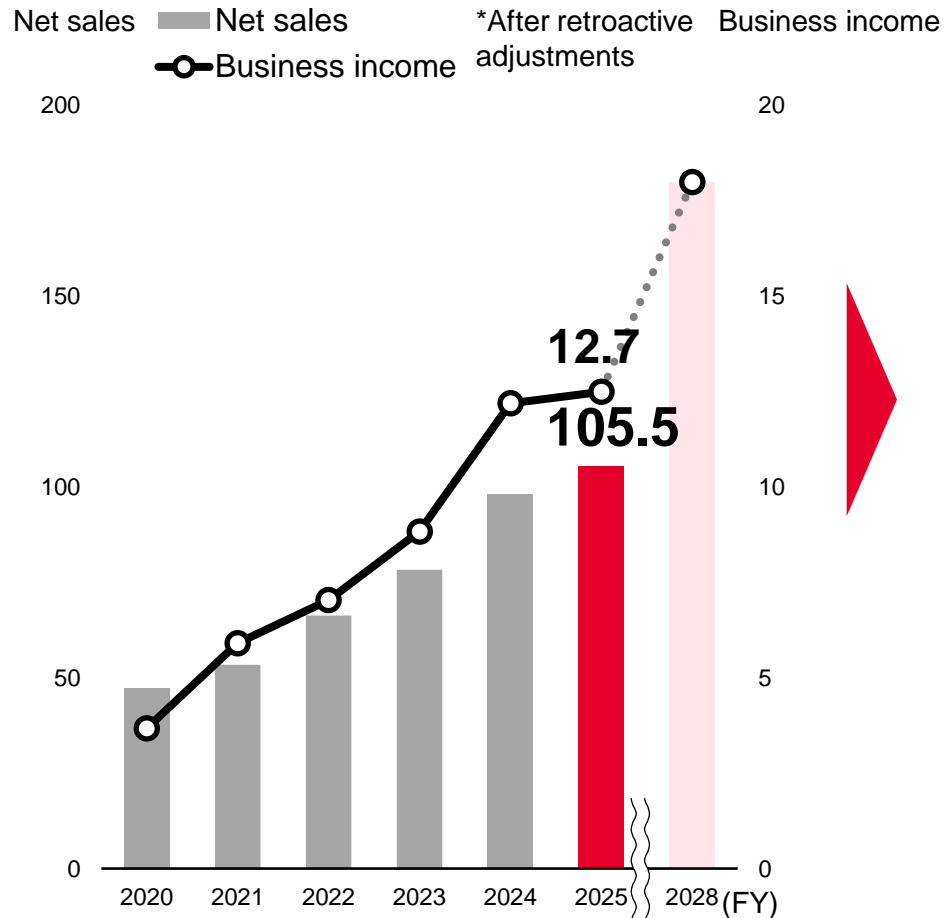
## Enhance value of egg products

- Responding to headwinds (price revision, efficiency improvement, etc.)
- Creation and development of value-added products, and expansion of distribution rates to priority companies
- Improvement of productivity (promoting production automation through investment in rationalization)

# New factories operational in 2025 with increased production systems in place

## Overseas net sales and business income

(Billions of yen)



## Strengthening sales with increased production systems in place

### China

- Increased supply capacity through investment in automation of production lines
- Expanding local products linked to e-commerce

### North America

- Development of the eastern region through the launch of the Tennessee Factory

### Southeast Asia

- Launch of new factories in Indonesia and Thailand
- Capturing inbound demand and expanding exports to neighboring countries



# Promote initiatives to create social value for the future

## Consideration for the environment

**Toward the realization of the Kewpie Group Environmental Vision 2050**

Efforts aimed at effective use and recycling of resources

### Plastic reduction

Joint efforts with local municipalities, distributors, and manufacturers  
Accelerating the formulation of a resource-recycling society



### Reduction of food loss

Development of upcycled products with high social value



## Contributing to food culture and health

**Contribution to extending healthy life expectancy through dietary habits**

Efforts to increase the number of salads eaten

### Salad First

Proactive efforts to communicate the new appeal of salads



### Even overseas

Create a salad-eating culture globally, tailored to the food culture of each country



## Enhancing the value of human capital

**We support efforts for each person to examine their own lifestyles and take on challenges toward self-fulfillment as the driving force for growth**

### Human capital investment

#### Generate opportunities for new success

- Shift of human resources to growth areas such as overseas

#### Strengthen diverse individual capabilities

- Career support that encourages autonomy in each individual

#### Enhance HR system

- Personnel system that increases compensation and enhances expertise

Improve employee engagement

FY2024: 69 points → FY2028: **75** points or more



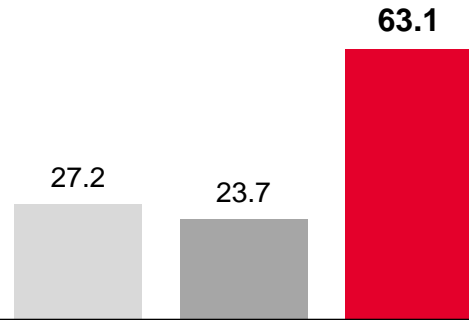
# FY2025 Financial Results Summary

(¥bn)

	FY2023 results	FY2024 results	<b>FY2025 target</b>	YoY change (2025-2024)	YoY change (%) (2025/2024)	FY2028 Medium- Term Business Plan target
<b>Net sales</b>	455.1	484.0	<b>505.0</b>	+21.0	+4%	At least <b>600.0</b>
<b>Operating income</b>	19.7	34.3	<b>34.5</b>	+0.2	+0%	At least <b>45.0</b>
Operating income ratio (%)	4.3%	7.1%	<b>6.8%</b>	-0.3%	-	At least <b>7.5%</b>
<b>Ordinary income</b>	20.5	36.9	<b>36.6</b>	-0.3	-1%	-
<b>Profit attributable to owners of parent</b>	13.2	21.4	<b>29.2</b>	+7.8	+36%	-
ROE (%)	4.8%	7.3%	<b>9.4%</b>	+2.1%	-	At least <b>8.5%</b>
ROIC (%)	4.1%	6.8%	<b>6.6%</b>	-0.2%	-	At least <b>8.5%</b>
EPS (yen)	94.8	154.1	<b>210.1</b>	+56.0	+36%	-
Overseas net sales growth rate (%) (local currency-based)	<b>+14%</b>	<b>+11%</b>	<b>+15%</b>	<b>+4%</b>	-	At least <b>+10%</b>
USD (yen)	139	151	<b>151</b>	+0	-	-
CNY (yen)	20	21	<b>21</b>	+0	-	-
Lorry market price (yen/kg)	390	351	<b>352</b>	+1	-	-
Chicken egg market price (yen/kg)	309	223	<b>250</b>	+27	-	-

(¥bn)

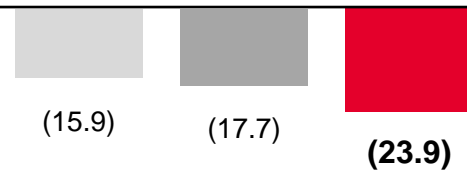
### Cash Flows from Operating Activities



YoY change

Increase in profit before income taxes	↑	+11.6
Decrease in inventories	↑	+10.8
Increase in notes and accounts payable - trade	↑	+11.3

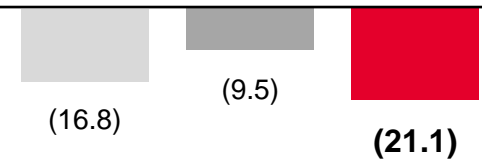
### Cash Flows from Investing Activities



YoY change

Increase in purchases of fixed assets	↓	-6.5
Decrease in proceeds from sale of shares of subsidiaries and associates	↓	-3.4

### Cash Flows from Financing Activities



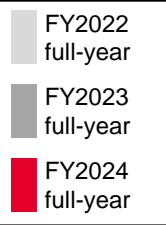
YoY change

Increase in proceeds from long-term borrowings	↑	+5.0
Increase in repayments of long-term borrowings	↓	-15.0

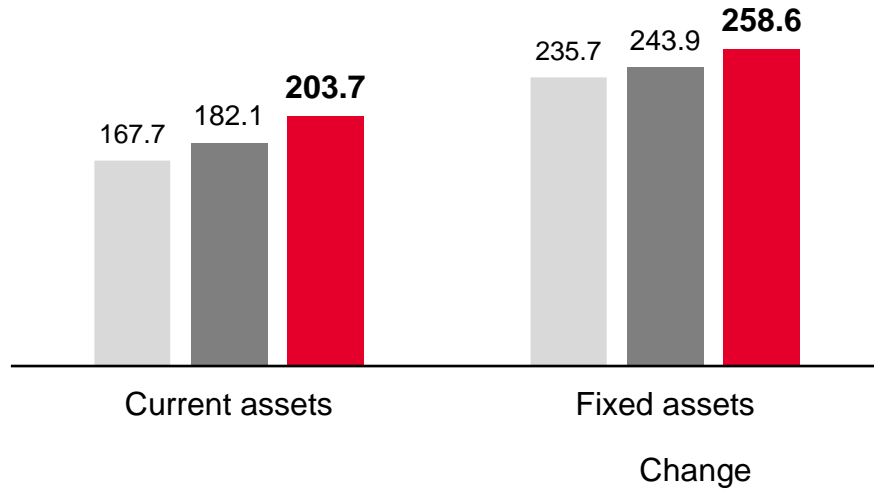
### Status of capital investments

FY2024: **¥20.6bn** FY2025 Target: **¥19.1bn**

(¥bn)



## Assets



### Current assets

**+¥21.6bn**

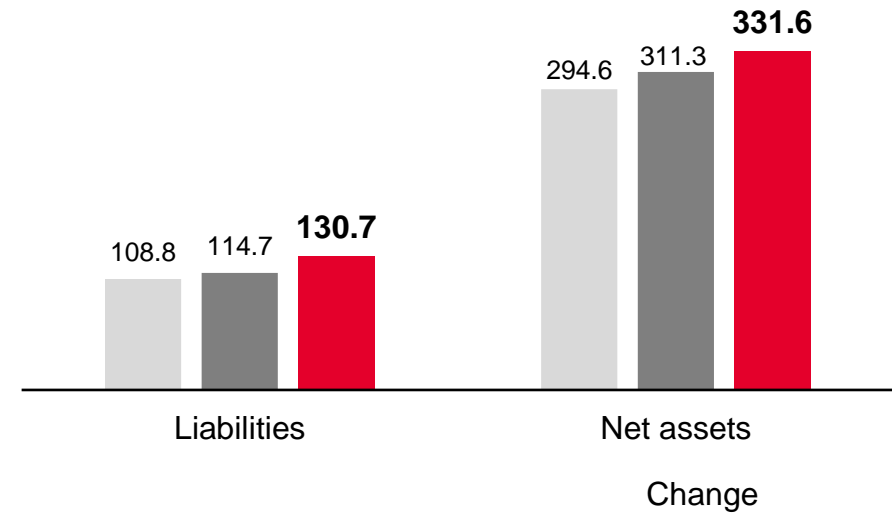
- Increase in cash and deposits ↑ +11.5
- Increase in notes and accounts receivable - trade ↑ +7.3
- Increase in securities ↑ +8.0
- Decrease in inventories ↓ -4.1

### Fixed assets

**+¥14.7bn**

- Increase in buildings in progress ↑ +7.2
- Increase in retirement benefit assets ↑ +9.0

## Liabilities and Net Assets



### Liabilities

**+¥16.0bn**

- Increase in notes and accounts payable - trade ↑ +11.4
- Decrease in short-term borrowings ↓ -14.9
- Increase in accounts payable - other ↑ +7.6
- Increase in long-term borrowings ↑ +4.7

### Net assets

**+¥20.3bn**

- Increase in earned surplus ↑ +14.5
- Increase in remeasurements of defined benefit plans ↑ +5.2

## Net Sales by Segment

(¥bn)

	FY2023 full-year	FY2024 full-year	YoY change	YoY change (%)	FY2025 target		
					Target	YoY change	YoY change (%)
<b>Retail Market</b>	177.4	186.7	+9.4	+5%	<b>189.6</b>	<b>+2.9</b>	<b>+2%</b>
Condiments	74.1	77.5	+3.4	+5%	<b>79.5</b>	<b>+2.0</b>	<b>+3%</b>
Delicatessen	62.1	65.3	+3.2	+5%	<b>66.0</b>	<b>+0.7</b>	<b>+1%</b>
Cut vegetables	26.5	28.6	+2.2	+8%	<b>28.3</b>	<b>-0.3</b>	<b>-1%</b>
Other	14.7	15.3	+0.6	+4%	<b>15.8</b>	<b>+0.5</b>	<b>+3%</b>
<b>Food Service</b>	165.3	170.1	+4.8	+3%	<b>172.1</b>	<b>+2.0</b>	<b>+1%</b>
Condiments	50.6	52.0	+1.4	+3%	<b>53.1</b>	<b>+1.1</b>	<b>+2%</b>
Eggs	98.0	101.6	+3.7	+4%	<b>102.4</b>	<b>+0.8</b>	<b>+1%</b>
Other	16.8	16.5	-0.3	-2%	<b>16.6</b>	<b>+0.1</b>	<b>+1%</b>
<b>Overseas</b>	78.3	92.2	+13.9	+18%	<b>105.5</b>	<b>+13.3</b>	<b>+14%</b>
China	31.6	36.0	+4.5	+14%	<b>42.8</b>	<b>+6.8</b>	<b>+19%</b>
Southeast Asia	21.3	25.9	+4.6	+22%	<b>29.2</b>	<b>+3.3</b>	<b>+13%</b>
North America	18.0	20.8	+2.8	+16%	<b>22.2</b>	<b>+1.4</b>	<b>+7%</b>
Other	7.4	9.5	+2.1	+28%	<b>11.3</b>	<b>+1.8</b>	<b>+19%</b>
<b>Fruits Solutions</b>	17.0	17.0	+0	+0%	<b>17.1</b>	<b>+0.1</b>	<b>+1%</b>
<b>Fine Chemicals</b>	11.2	11.4	+0.2	+2%	<b>12.8</b>	<b>+1.4</b>	<b>+12%</b>
<b>Common Business</b>	6.0	6.6	+0.6	+10%	<b>7.9</b>	<b>+1.3</b>	<b>+20%</b>
<b>Total</b>	<b>455.1</b>	<b>484.0</b>	<b>+28.9</b>	<b>+6%</b>	<b>505.0</b>	<b>+21.0</b>	<b>+4%</b>

\* Year-on-year changes in Overseas include foreign exchange effects (YoY change in FY2024: Net sales +¥5.7 billion, FY2025 target YoY change: Net sales -¥0.3 billion).

## Business Income by Segment

(¥bn)

	FY2023 full-year	FY2024 full-year	YoY change	YoY change (%)	FY2024 full-year after retroactive adjustment	FY2025 full-year target		
						Target	YoY change	YoY change (%)
<b>Retail Market</b>	9.9	14.3	+4.3	+44%	14.3	<b>13.3</b>	<b>-1.0</b>	<b>-7%</b>
Condiments	5.9	10.2	+4.3	+73%	10.2	<b>9.2</b>	<b>-1.0</b>	<b>-10%</b>
Delicatessen	2.6	3.1	+0.5	+19%	3.1	<b>2.9</b>	<b>-0.2</b>	<b>-6%</b>
Cut vegetables	0.7	0.9	+0.2	+29%	0.9	<b>1.1</b>	<b>+0.2</b>	<b>+28%</b>
Other	0.8	0.2	-0.6	-75%	0.2	<b>0.1</b>	<b>-0.1</b>	<b>-33%</b>
<b>Food Service</b>	4.1	12.0	+7.8	+193%	12.0	<b>12.3</b>	<b>+0.3</b>	<b>+3%</b>
Condiments	2.7	3.7	+1.0	+37%	3.7	<b>4.2</b>	<b>+0.5</b>	<b>+13%</b>
Eggs	1.2	7.6	+6.4	+533%	7.6	<b>7.5</b>	<b>-0.1</b>	<b>-2%</b>
Other	0.3	0.6	+0.3	+100%	0.6	<b>0.6</b>	<b>+0</b>	<b>+1%</b>
<b>Overseas</b>	10.3	14.4	+4.1	+40%	12.5	<b>12.7</b>	<b>+0.2</b>	<b>+2%</b>
China	3.6	4.8	+1.2	+33%	4.4	<b>5.4</b>	<b>+1.0</b>	<b>+23%</b>
Southeast Asia	2.7	3.8	+1.1	+41%	3.5	<b>3.5</b>	<b>+0</b>	<b>+1%</b>
North America	2.6	3.6	+1.0	+38%	3.5	<b>2.2</b>	<b>-1.3</b>	<b>-38%</b>
Other	1.4	2.2	+0.8	+57%	1.1	<b>1.6</b>	<b>+0.5</b>	<b>+47%</b>
<b>Fruits Solutions</b>	0.3	0.2	-0.1	-33%	0.2	<b>0.5</b>	<b>+0.3</b>	<b>+154%</b>
<b>Fine Chemicals</b>	1.0	0.6	-0.5	-40%	0.6	<b>1.0</b>	<b>+0.4</b>	<b>+75%</b>
<b>Common Business</b>	1.2	1.4	+0.1	+17%	1.4	<b>1.3</b>	<b>-0.1</b>	<b>-4%</b>
Company-wide expenses	-7.3	-8.4	-1.1	-	-6.5	<b>-6.6</b>	<b>-0.1</b>	<b>-</b>
<b>Total</b>	<b>19.7</b>	<b>34.3</b>	<b>+14.6</b>	<b>+74%</b>	<b>34.3</b>	<b>34.5</b>	<b>+0.2</b>	<b>+1%</b>

\* Year-on-year changes in Overseas include foreign exchange effects (YoY change in FY2024: Operating income +¥0.8 billion, 2025 target YoY change: Operating income +¥0 billion).

## Factors behind Changes in Operating Income (by Segment)

(¥bn)

<b>FY2024 full-year</b>		Change in gross profit resulting from increase (decrease) in net sales	Change in gross profit margin	Sales promotion expenses and advertising expenses	Transportation and warehousing expenses	Other selling, general and administrative (SG&A) expenses	YoY change
	Retail Market	+2.2	+4.8	-0.8	-0.5	-1.3	+4.3
	Food Service	+1.8	+8.8	-0.4	-1.5	-0.9	+7.8
	Overseas	+4.5	+3.4	-1.5	-0.5	-1.9	+4.1
	Fruits Solutions	+0	-0.1	+0.1	-0	+0	-0.1
	Fine Chemicals	+0.2	-0	-0.4	+0	-0.2	-0.5
	<b>Total</b>	<b>+8.7</b>	<b>+16.8</b>	<b>-3.1</b>	<b>-2.5</b>	<b>-4.3</b>	<b>+15.6</b>

<b>FY2025 target</b>		Change in gross profit resulting from increase (decrease) in net sales	Change in gross profit margin	Sales promotion expenses and advertising expenses	Transportation and warehousing expenses	Other selling, general and administrative (SG&A) expenses	YoY change
	Retail Market	+0.9	+0.1	-0.3	-0.2	-1.5	-1.0
	Food Service	+0.3	+1.4	+0.1	-0.7	-0.8	+0.3
	Overseas	+6.5	-2.4	-1.4	-0.5	-1.9	+0.2
	Fruits Solutions	+0.1	+0.3	-0.1	-0	+0.1	+0.3
	Fine Chemicals	+0.9	-0	-0.2	-0	-0.3	+0.4
	<b>Total</b>	<b>+8.8</b>	<b>-0.7</b>	<b>-1.9</b>	<b>-1.5</b>	<b>-4.3</b>	<b>+0.4</b>

The year-on-year changes in factors for the FY2025 targets are compared with the figures for FY2024 after retroactive adjustment

# Overview of Non-operating Income (Expenses) and Extraordinary Gains (Losses)

(¥bn)













<b>FY2024 full-year</b>	FY2023 full-year	FY2024 full-year	YoY change	Main factors
Operating income	19.7	34.3	+14.6	
Non-operating income (expenses), net	0.8	2.5	+1.7	• Change in equity-method investment income +1.7
Ordinary income	20.5	36.9	+16.4	
Extraordinary gains (losses), net	1.6	-3.2	-4.8	• Decrease in gain on sale of shares of subsidiaries and associates -2.8 • Increase in loss on retirement of non-current assets -0.8 • Increase in loss on valuation of investment securities -0.8
Profit before income taxes	22.1	33.6	+11.5	
Income taxes				
Profit attributable to non-controlling interests	8.9	12.2	3.3	
Profit attributable to owners of parent	13.2	21.4	+8.2	
<b>FY2025 target</b>	FY2024 full-year	FY2025 full-year target	YoY change	Main factors
Operating income	34.3	34.5	+0.2	
Non-operating income (expenses), net	2.5	2.1	-0.4	• Decrease in interest income -0.2 • Change in equity-method investment income -0.2
Ordinary income	36.9	36.6	-0.3	
Extraordinary gains (losses), net	-3.2	9.0	12.2	• Gain on sale of former factory site +12.0
Profit before income taxes	33.6	45.6	+12.0	
Income taxes				
Profit attributable to non-controlling interests	12.2	16.4	+4.2	
Profit attributable to owners of parent	21.4	29.2	+7.8	

## Mayonnaise/Dressings Changes in Net Sales

(¥bn)

		FY2022 full-year	FY2023 full-year	FY2024 full-year
Mayonnaise	Japan	50.4	57.0	<b>59.1</b>
	Overseas	35.5	40.9	<b>48.0</b>
Dressings	Japan	37.3	38.7	<b>39.3</b>
	Overseas	18.3	22.3	<b>24.2</b>
Total	Japan	87.7	95.7	<b>98.4</b>
	Overseas	53.8	63.2	<b>72.2</b>
	Total	141.5	158.8	<b>170.6</b>



Key issues	Themes of initiatives	Indicators	Baseline	FY2024 results	FY2028 target	FY2030 target	Alignment with SDGs
Contributing to food culture and health	Contribution to extending healthy life expectancy	We are promoting initiatives centered on increasing opportunities to eat salads and adding value to eggs in order to contribute to our customers' healthy eating habits					  
	Mental and physical health support for children	Number of children's smiles via our activities	Cumulative since FY2019	463 thousand people	At least 800 thousand people	At least 1,000 thousand people	
Effective use and recycling of resources	Reduction and effective utilization of food loss	Rate of reduction of food waste	FY2015	60.6%	At least 63%	At least 65%	  
		Rate of effective utilization of unused portion of vegetables (Main vegetables: Cabbage, etc.)	Current year	85.3%	At least 88%	At least 90%	
	Rate of product waste volume reduction	FY2015	65.9%	At least 70%	At least 70%		
	Reduction and reuse of plastics	Rate of plastic volume reduction	FY2018	-	At least 25%	At least 30%	
	Sustainable use of water resources	Water usage (per-unit-basis) reduction rate	FY2020	7.8%	At least 8%	At least 10%	
Dealing with climate change	Reduction of CO <sub>2</sub> emissions	Reduction of CO <sub>2</sub> emissions rate	FY2013	44.4%	At least 46%	At least 50%	 
Conservation of biodiversity	Conservation of biodiversity	100% sustainable paper procurement rate by FY2025 (container packaging materials, printed booklets, sales promotion materials, office supplies)	Current year	—	At least 100%	At least 100%	 
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					