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## Performance Highlight Information

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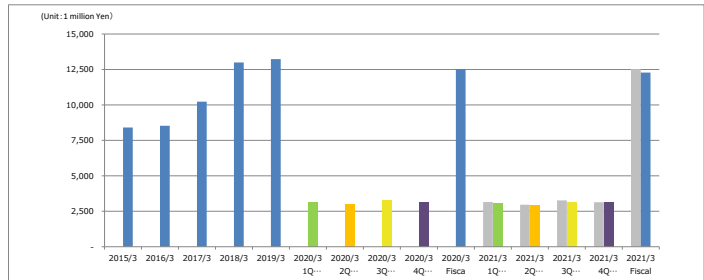
Term Ended March 2021(4th Quarter)

SHOWA KAKO CORPORATION

PERFORMANCE Highlight (Consolidated)

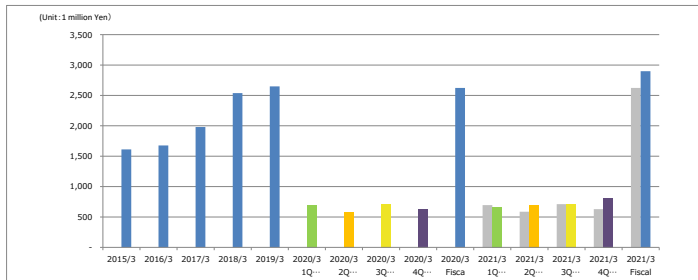
[Current year track record plan] 1st quarter 2nd quarter 3rd quarter 4th quarter fiscal year

Sales



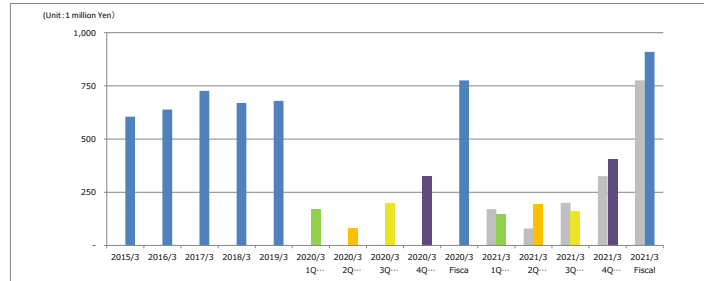
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
						1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	
Sales	8,411	8,527	10,231	##	13,232	3,155	2,963	3,270	3,136	12,524	3,062	2,908	3,166	3,145	12,280	
										Plan Value	3,494	3,341	3,490	3,414	13,740	
										Actual progress rate against the fiscal plan	22.3%	43.3%	66.5%	89.4%	-	
										The previous fiscal year actual figures	3,155	2,963	3,270	3,136	12,524	
										The previous fiscal year comparison rate of change	97.1%	98.1%	96.8%	100.3%	98.1%	

Gross Margin



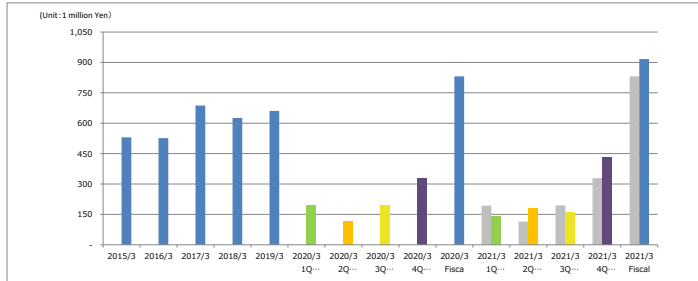
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
						1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	
Gross Margin	1,612	1,677	1,980	2,538	2,649	695	587	712	630	2,623	660	703	714	812	2,898	
										Plan Value	821	747	787	778	3,132	
										Actual progress rate against the fiscal plan	21.4%	43.8%	66.6%	92.5%	-	
										The previous fiscal year actual figures	695	587	712	630	2,623	
										The previous fiscal year comparison rate of change	96.2%	119.8%	100.3%	129.0%	110.5%	

Operating Profit



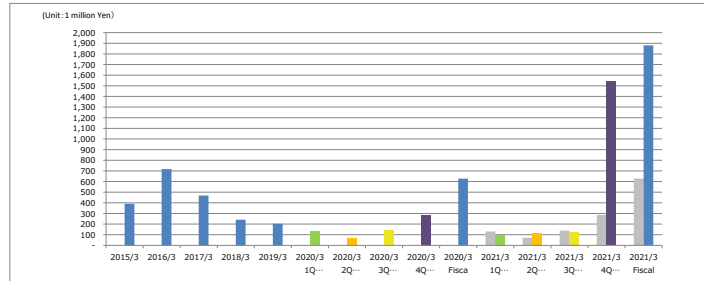
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
						1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	
Operating Profit	605	639	727	670	680	171	80	200	326	776	149	197	160	404	910	
										Plan Value	219	168	195	210	792	
										Actual progress rate against the fiscal plan	18.8%	43.6%	63.8%	114.9%	-	
										The previous fiscal year actual figures	171	80	200	326	776	
										The previous fiscal year comparison rate of change	87.1%	247.0%	79.9%	124.2%	117.2%	

Non Operating Profit



	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
						1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	
Non Operating Profit	530	527	687	626	661	193	115	194	329	831	141	180	163	433	916	
										Plan Value	198	145	171	151	664	
										Actual progress rate against the fiscal plan	21.2%	48.3%	72.8%	138.0%	-	
										The previous fiscal year actual figures	193	115	194	329	831	
										The previous fiscal year comparison rate of change	72.9%	156.7%	83.7%	131.8%	110.3%	

Profit Before Tax



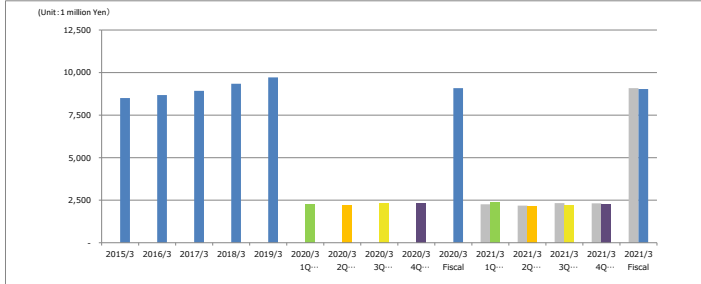
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
						1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	1Q Actual	2Q Actual	3Q Actual	4Q Actual	Fiscal	
Profit Before Tax	390	717	468	241	203	131	71	139	286	627	95	118	125	1,941	1,880	
										Plan Value	193	141	163	112	609	
										Actual progress rate against the fiscal plan	15.7%	35.1%	55.6%	308.7%	-	
										The previous fiscal year actual figures	131	71	139	286	627	
										The previous fiscal year comparison rate of change	72.8%	166.6%	90.0%	538.6%	299.7%	

\* The Consolidated companies are eight, namely: Showa Enterprises, Showa Kako Corporation, Kyusu Kako Co. Ltd, Satuma Kako Co. Ltd, IKARUGA MILK and SAMURAI DAIRY PRODUCTS PRIVATE LIMITED.

Performance Highlight (Non Consolidated)

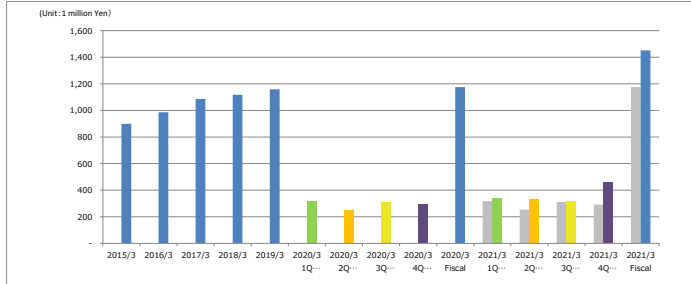
[Current year track record or plan] 1st quarter 2nd quarter 3rd quarter 4th quarter fiscal year

Sales



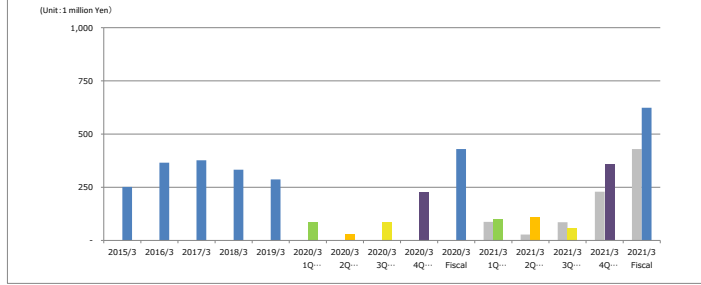
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
Sales	8,503	8,679	8,922	9,342	9,718	2,261	2,181	2,326	2,318	9,086	2,532	2,466	2,510	2,517	10,025
						Plan Value					2,532	2,466	2,510	2,517	10,025
						Actual progress rate against the fiscal plan					23.7%	45.3%	67.3%	90.1%	-
						The previous fiscal year actual figures					2,261	2,181	2,326	2,318	9,086
						The previous fiscal year comparison rate of change					104.9%	99.6%	94.7%	98.5%	99.4%

Gross Margin



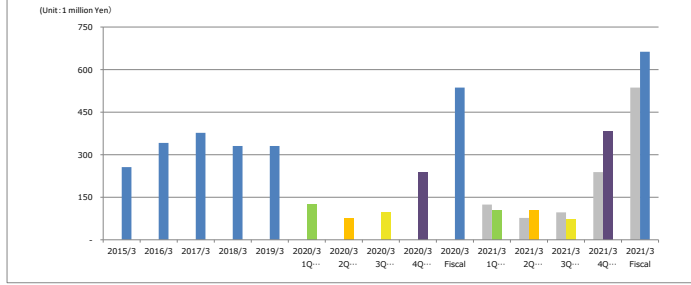
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
Gross Margin	900	986	1,086	1,118	1,159	318	254	312	292	1,175	412	386	375	391	1,564
						Plan Value					412	386	375	391	1,564
						Actual progress rate against the fiscal plan					21.9%	43.2%	63.5%	92.8%	-
						The previous fiscal year actual figures					318	254	312	292	1,175
						The previous fiscal year comparison rate of change					107.6%	131.3%	101.9%	157.1%	123.5%

Operating Profit



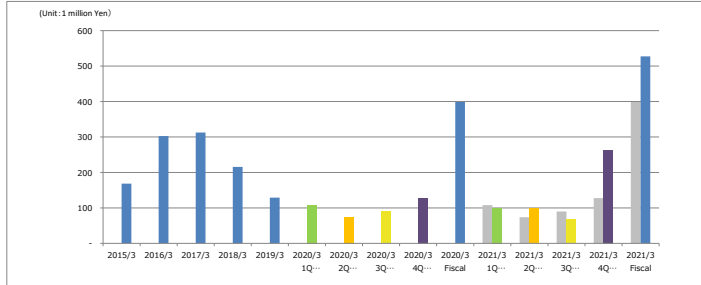
	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
Operating Profit	251	365	377	332	287	87	28	85	229	430	102	85	62	105	353
						Plan Value					102	85	62	105	353
						Actual progress rate against the fiscal plan					28.2%	59.5%	75.6%	176.5%	-
						The previous fiscal year actual figures					87	28	85	229	430
						The previous fiscal year comparison rate of change					114.3%	396.7%	66.6%	155.7%	145.2%

Non Operating Profit



	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
Non Operating Profit	256	341	377	331	331	124	77	97	239	537	103	103	73	81	663
						Plan Value					95	79	56	100	299
						Actual progress rate against the fiscal plan					31.4%	63.5%	85.6%	201.6%	-
						The previous fiscal year actual figures					124	77	97	239	537
						The previous fiscal year comparison rate of change					83.1%	137.0%	75.2%	159.8%	123.5%

Profit Before Tax



	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2020/3	2020/3	2020/3	2020/3	2021/3	2021/3	2021/3	2021/3	2021/3
Profit Before Tax	168	303	313	216	129	108	74	90	127	399	91	76	53	75	295
						Plan Value					91	76	53	75	295
						Actual progress rate against the fiscal plan					33.6%	67.0%	89.7%	178.7%	-
						The previous fiscal year actual figures					108	74	90	127	399
						The previous fiscal year comparison rate of change					92.1%	133.8%	74.4%	206.2%	132.3%

