Fiscal 2022
Second Quarter Results
(For the Period from January 1, 2022, to June 30, 2022)

Yamazaki Baking Co., Ltd.
(August 2, 2022)

1. Overview
(Millions of yen)

|  | Fiscal 2021 <br> 2nd Quarter |  | Fiscal 2022 |  | Increase/ <br> (decrease) | Percentage change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \% | 2nd Quarter | \% |  |  |
| Net sales | 512,210 | 100.0 | 528,252 | 100.0 | 16,041 | 3.1 |
| Operating income | 12,223 | 2.4 | 14,381 | 2.7 | 2,157 | 17.7 |
| Ordinary income | 13,753 | 2.7 | 17,111 | 3.2 | 3,358 | 24.4 |
| Profit attributable to owners of parent | 7,237 | 1.4 | 9,023 | 1.7 | 1,786 | 24.7 |


| Increase/ <br> (decrease) before <br> application of <br> revenue <br> recognition <br> standards | Percentage change <br> before application <br> of revenue <br> recognition <br> standards |
| ---: | ---: |
| 36,191 | 7.1 |
| - | - |
| - | - |


| Comprehensive income | 10,441 | 2.0 | 12,897 | 2.4 | 2,456 | 23.5 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |


|  | 1st Quarter | 2nd Quarter |
| :--- | ---: | ---: |
| Net sales | 259,727 | 268,524 |
| Operating income | 6,945 | 7,435 |


|  | Fiscal 2021 <br> 2nd Quarter | Fiscal 2022 <br> 2nd Quarter | Increase/ <br> (decrease) |
| :--- | ---: | ---: | ---: |
| Number of consolidated <br> subsidiaries | 30 | 35 | 5 |
| Number of equity-method <br> subsidiaries | 3 | 2 | $(1)$ |

2. Net Sales by Segment

| Increase/ <br> (decrease) before <br> application of <br> revenue <br> recognition <br> standards | (Millions of yen) <br> Percentage change <br> before application <br> of revenue <br> recognition <br> standards |
| ---: | ---: |
| 32,627 | 6.8 |
| 3,190 |  |
| 13,481 |  |
| 1,086 | 6.5 |
| 716 | 7.7 |
| 4,341 | 3.3 |
| 9,810 | 1.0 |
| 3,413 | 6.2 |
| 149 | 12.0 |
| 36,191 | 13.1 |

3. Operating Income by Segment

|  | Fiscal 2021 <br> 2nd Quarter | Fiscal 2022 <br> 2nd Quarter | Increase/ <br> (decrease) | Percentage <br> change |
| :--- | ---: | ---: | ---: | ---: |
| Food business | 13,083 | 14,712 | 1,629 | 12.5 |
| Retail business | $(2,206)$ | $(1,804)$ | 402 | - |
| Other businesses | 1,075 | 1,195 | 120 | 11.2 |
| Subtotal | 11,952 | 14,103 | 2,151 | 18.0 |
| Adjustment | 271 | 277 | 6 | - |
| Total | 12,223 | 14,381 | 2,157 | 17.7 |

4. Income and Expenses

|  | Fiscal 2021 |  | Fiscal 2022 |  | Increase/ (decrease) | Percentage change | Reasons |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2nd Quarter | \% | 2nd Quarter | \% |  |  |  |
| Gross profit | 181,131 | 35.4 | $\begin{array}{r} \hline 173,835 \\ \langle 192,443\rangle \end{array}$ | $\left\lvert\, \begin{array}{r} 32.9 \\ \langle 35.1\rangle \end{array}\right.$ | $\begin{array}{r} \hline(7,296) \\ \langle 11,311\rangle \end{array}$ | $\begin{aligned} & \hline(4.0) \\ & \langle 6.2\rangle \end{aligned}$ | Figures in brackets indicate the actual performance before application of revenue recognition |
| Selling, general and administrative expenses <br> Sales promotion expenses <br> Advertising expenses <br> Haulage expenses <br> Personnel expenses <br> Depreciation and amortization <br> Rental fees <br> Others | $\begin{array}{r} 168,907 \\ 17,677 \\ 5,541 \\ 31,789 \\ \\ 69,617 \\ 5,759 \\ 10,769 \\ 27,751 \end{array}$ | 33.0 | 159,454 $\langle 178,061\rangle$ 3,236 $\langle 18,050\rangle$ 5,856 $\langle 6,062\rangle$ 31,377 $\langle 33,630\rangle$ 72,962 6,123 11,608 28,288 $\langle 29,624\rangle$ | $\left\lvert\, \begin{array}{r} 30.2 \\ \langle 32.5\rangle \end{array}\right.$ | $(9,453)$ $\langle 9,154\rangle$ $(14,441)$ $\langle 372\rangle$ 315 $\langle 520\rangle$ $(412)$ $\langle 1,840\rangle$ 3,344 363 838 537 $\langle 1,872\rangle$ | $\begin{gathered} (5.6) \\ \langle 5.4\rangle \end{gathered}$ |  |
| Operating income | 12,223 | 2.4 | 14,381 | 2.7 | 2,157 | 17.7 |  |
| Nonoperating income <br> Interest income <br> Dividend income <br> Rent income on fixed assets <br> Foreign exchange gains <br> Equity in earnings of affiliates <br> Other nonoperating income | 2,324 70 717 451 342 231 510 | 0.5 | 3,438 62 747 496 1,143 339 650 | 0.6 | 1,113 $(8)$ 29 44 801 107 139 | 47.9 |  |
| Nonoperating expenses <br> Interest expense <br> Rent expenses on fixed assets <br> Other nonoperating expenses | $\begin{aligned} & 795 \\ & 356 \\ & 149 \\ & 289 \end{aligned}$ | 0.2 | $\begin{aligned} & \hline 708 \\ & 367 \\ & 163 \\ & 177 \end{aligned}$ | 0.1 | $\begin{gathered} \hline(86) \\ 11 \\ 13 \\ (111) \end{gathered}$ | (10.9) |  |
| Ordinary income | 13,753 | 2.7 | 17,111 | 3.2 | 3,358 | 24.4 |  |
| Extraordinary gains <br> Gain on sales of fixed assets <br> Subsidy income <br> Other extraordinary gains | 972 47 922 2 | 0.1 | $\begin{array}{r} 441 \\ 52 \\ 375 \\ 13 \end{array}$ | 0.1 | $\begin{array}{r} \hline(531) \\ 4 \\ (547) \\ 11 \\ \hline \end{array}$ | (54.6) |  |
| Extraordinary losses <br> Loss on sales and retirement of fixed assets Impairment loss <br> Loss on valuation of investment securities <br> Other extraordinary losses | $\begin{array}{r} \hline 1,222 \\ 475 \\ 479 \\ 20 \\ 247 \\ \hline \end{array}$ | 0.2 | $\begin{array}{r} \hline 1,756 \\ 658 \\ 610 \\ 305 \\ 182 \\ \hline \end{array}$ | 0.3 | 534 <br> 183 <br> 131 <br> 284 <br> $(65)$ | 43.7 |  |
| Income before income taxes | 13,503 | 2.6 | 15,796 | 3.0 | 2,292 | 17.0 |  |
| Income and other taxes | 5,554 | 1.0 | 5,673 | 1.1 | 119 | 2.1 |  |
| Profit | 7,949 | 1.6 | 10,122 | 1.9 | 2,173 | 27.3 |  |
| Profit attributable to noncontrolling interests | 712 | 0.2 | 1,099 | 0.2 | 387 | 54.4 |  |
| Profit attributable to owners of parent | 7,237 | 1.4 | 9,023 | 1.7 | 1,786 | 24.7 |  |
| Comprehensive income | 10,441 | 2.0 | 12,897 | 2.4 | 2,456 | 23.5 |  |

5. Consolidated Balance Sheets (Including Reasons for Major Changes)
(Millions of yen)

|  | Fiscal 2021 | Fiscal 2022 <br> 2nd Quarter | Increase/ <br> (decrease) | Reasons |
| :---: | :---: | :---: | :---: | :---: |
| Current assets <br> Cash and deposits <br> Notes and accounts receivable <br> Merchandise and finished goods <br> Work in process <br> Raw materials and supplies <br> Other current assets <br> Allowance for doubtful accounts | $\begin{array}{r} \hline 289,984 \\ 138,143 \\ 114,588 \\ 12,034 \\ 718 \\ 11,793 \\ 13,093 \\ (387) \end{array}$ | $\begin{array}{r} \hline 275,113 \\ 145,689 \\ 90,911 \\ 12,764 \\ 1,125 \\ 10,948 \\ 14,017 \\ (344) \end{array}$ | $(14,871)$ <br> 7,545 <br> $(23,676)$ <br> 730 <br> 406 <br> (845) <br> 924 <br> 43 | Decrease in loans payable: $¥ 7.9$ billion Collection of accounts receivable, etc.: $¥ 15.4$ billion <br> Decrease due to seasonal fluctuation |
| Fixed assets <br> Tangible fixed assets <br> Buildings and structures <br> Machinery, equipment and vehicles <br> Tools, furniture and fixtures <br> Land <br> Lease assets <br> Construction in progress <br> Intangible fixed assets <br> Investments and other assets <br> Investment securities <br> Long-term loans receivable <br> Net defined benefit asset <br> Deferred tax assets <br> Other investments and other assets <br> Allowance for doubtful accounts | 467,367 328,527 108,925 86,902 7,631 113,331 6,779 4,957 22,258 116,581 65,219 877 457 22,309 30,243 $(2,525)$ | 463,199 327,119 109,473 83,691 7,903 114,149 6,679 5,222 22,254 113,824 62,986 879 541 22,331 29,486 $(2,400)$ | $(4,168)$ <br> $(1,407)$ <br> 547 <br> $(3,210)$ <br> 272 <br> 817 <br> $(100)$ <br> 265 <br> $(4)$ <br> $(2,756)$ <br> $(2,233)$ <br> 2 <br> 84 <br> 22 <br> 2 <br> $(756)$ <br> 124 | Capital investment: $¥ 15.0$ billion <br> Depreciation and amortization: $¥ 18.9$ billion <br> Decrease due to mark-to-market valuation difference: $¥ 0.9$ billion |
| Total assets | 757,352 | 738,312 | $(19,040)$ |  |
| Current liabilities <br> Notes and accounts payable <br> Short-term loans payable <br> Lease obligations <br> Accrued income tax <br> Accrued expenses <br> Allowance for employees' bonuses <br> Reserve for sales promotion expenses <br> Provision for loss on store closures <br> Asset retirement obligations <br> Other current liabilities | 235,286 <br> 76,414 <br> 60,913 <br> 2,942 <br> 5,793 <br> 41,634 <br> 4,952 <br> 1,238 <br> 41,342 | 219,986 <br> 74,787 <br> 57,946 <br> 2,927 <br> 7,207 <br> 34,779 <br> 4,772 <br> 42 <br> 12 <br> 37,509 | $(15,300)$ <br> $(1,627)$ <br> $(2,966)$ <br> (15) <br> 1,413 <br> $(6,854)$ <br> (180) <br> $(1,238)$ <br> 5 <br> (3) <br> $(3,832)$ | Decrease due to seasonal fluctuation <br> Transfer from long-term loans payable: $¥ 6.2$ billion Decrease due to repayment, etc.: $¥ 9.5$ billion <br> Decrease due to application of revenue recognition: $¥ 5.3$ billion Decrease due to seasonal fluctuation: $¥ 1.5$ billion <br> Decrease due to application of revenue recognition: $¥ 1.2$ billion |
| Long-term liabilities <br> Long-term loans payable <br> Lease obligations <br> Reserve for retirement benefits for directors and corporate auditors <br> Provision for environmental measures <br> Reserve for loss on guarantees <br> Net defined benefit liability <br> Asset retirement obligations <br> Other long-term liabilities | $\begin{array}{r} \hline 139,848 \\ 29,172 \\ 4,831 \\ 4,212 \\ \\ - \\ 33 \\ \\ 89,943 \\ 5,043 \\ 6,611 \end{array}$ | 134,139 <br> 24,445 <br> 4,426 <br> 4,650 <br> 0 <br> 33 <br> 88,553 <br> 5,023 <br> 7,004 | $(5,709)$ <br> $(4,727)$ <br> (404) <br> 437 <br> 0 <br> - <br> $(1,389)$ <br> (19) <br> 392 | Increase in new loans payable: $¥ 1.4$ billion Transfer to short-term loans payable: $¥ 6.2$ billion <br> Increase due to provision for liabilities: $¥ 6.2$ billion Decrease due to pension contributions/benefits: $¥ 7.6$ billion |
| Total liabilities | 375,135 | 354,125 | $(21,009)$ |  |
| Total net assets | 382,217 | 384,186 | 1,969 | Non-controlling interests: $¥ 42.6$ billion (up $¥ 2.9$ billion) |
| Total liabilities and net assets | 757,352 | 738,312 | $(19,040)$ |  |

## 6. Major Subsidiaries

(1) Net sales

|  | Fiscal 2021 | Fiscal 2022 |  |
| :--- | ---: | ---: | ---: |
|  | 2nd Quarter | 2nd Quarter |  |
| Increase/ <br> (decrease) |  |  |  |
| Fujiya Co., Ltd. (Consolidated) | 50,208 | 48,599 | $(1,608)$ |
| Sun-Delica Co., Ltd. | 51,017 | 47,332 | $(3,685)$ |
| Yamazaki Biscuits Co., Ltd. | 16,781 | 14,482 | $(2,299)$ |
| Vie de France Co., Ltd. | 11,807 | 12,939 | 1,132 |
| Tohato Inc. | 14,335 | 12,378 | $(1,957)$ |


| Increase/ <br> (decrease) before <br> application of <br> revenue <br> recognition <br> standards | Percentage change <br> before application <br> of revenue <br> recognition <br> standards |
| ---: | ---: |
| 6,877 | 13.7 |
| 611 | 1.2 |
| $(216)$ | $(1.3)$ |
| 1,141 | 9.7 |
| 1,279 | 8.9 |


| (2) Operating income | (Millions of yen) |  |  |
| :---: | :---: | :---: | :---: |
|  | Fiscal 2021 <br> 2nd Quarter | Fiscal 2022 <br> 2nd Quarter | Increase/ <br> (decrease) |
| Fujiya Co., Ltd. (Consolidated) | 1,621 | 2,160 | 539 |
| Sun-Delica Co., Ltd. | (169) | (64) | 105 |
| Yamazaki Biscuits Co., Ltd. | 503 | 255 | (248) |
| Vie de France Co., Ltd. | $(1,487)$ | (662) | 825 |
| Tohato Inc. | 844 | 610 | (234) |

7. Capital Investment and Depreciation and Amortization (Millions of yen)

|  | Fiscal 2021 <br> 2nd Quarter | Fiscal 2022 <br> 2nd Quarter | Increase/ <br> (decrease) |
| :--- | ---: | ---: | ---: |
| Capital investment | 15,618 | 15,074 | $(543)$ |
| Depreciation and amortization | 17,753 | 18,919 | 1,166 |

* The amounts of capital investment and depreciation and amortization of tangible fixed assets and of intangible fixed assets including lease assets have been disclosed.

8. Cash Flows
(Millions of yen)

|  | Fiscal 2021 <br> 2nd Quarter | Fiscal 2022 <br> 2nd Quarter | Increase/ <br> (decrease) | Reasons |
| :---: | :---: | :---: | :---: | :---: |
| Net cash provided by operating activities <br> Net cash used in investing activities <br> Net cash provided by (used in) financing activities | 48,486 <br> $(18,549)$ <br> 5,975 | 48,619 <br> $(21,306)$ <br> $(21,780)$ | $\begin{array}{r} 132 \\ (2,757) \\ (27,756) \end{array}$ | Increase in payments for purchase of tangible and intangible fixed assets <br> (Previous period) Revenue due to new loans payable |
| Cash and cash equivalents at beginning of period | 102,842 | 133,495 | 30,652 |  |
| Cash and cash equivalents at end of quarter | 138,981 | 140,111 | 1,130 |  |

1. Overview

|  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |

(Millions of yen)

| Increase/ <br> (decrease) before <br> application of <br> revenue <br> recognition <br> standards | Percentage <br> change before <br> application of <br> revenue <br> recognition <br> standards |
| ---: | ---: |
| 40,446 | 3.8 |
| - | - |
| - | - |
| - | - |

2. Net Sales by Segment

3. Operating Income by Segment

| (Millions of yen) |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | :---: | :---: |
|  | Fiscal 2021 | Fiscal 2022 <br> projection | Increase/ <br> (decrease) | Percentage <br> change |  |  |
| Food business | 20,027 | 24,480 | 4,452 | 22.2 |  |  |
| Retail business | $(4,193)$ | $(3,070)$ | 1,123 | - |  |  |
| Other businesses | 2,154 | 2,220 | 65 | 3.1 |  |  |
| Subtotal | 17,988 | 23,630 | 5,641 | 31.4 |  |  |
| Adjustment | 371 | 370 | $(1)$ | - |  |  |
| Total | 18,359 | 24,000 | 5,640 | 30.7 |  |  |

## 1. Overview

(Millions of yen)

|  | Fiscal 2021 |  | Fiscal 2022 |  | Increase/ (decrease) | Percentage change | Increase/ (decrease) before application of revenue recognition standards | Percentage change before application of revenue recognition standards |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2nd Quarter | \% | 2nd Quarter | \% |  |  |  |  |
| Net sales | 372,531 | 100.0 | 382,194 | 100.0 | 9,662 | 2.6 | 11,412 | 3.1 |
| Operating income | 10,513 | 2.8 | 10,779 | 2.8 | 265 | 2.5 | - | - |
| Ordinary income | 12,582 | 3.4 | 14,329 | 3.7 | 1,746 | 13.9 | - | - |
| Profit | 8,278 | 2.2 | 9,259 | 2.4 | 980 | 11.8 | - | - |


|  | 1st Quarter | 2nd Quarter |
| :--- | ---: | ---: |
| Net sales | 188,496 | 193,697 |
| Operating income | 5,034 | 5,745 |

2. Net Sales by Product Category
(Millions of yen)

|  | Fiscal 2021 |  | Fiscal 2022 |  | Increase/ <br> (decrease) | Percentage change | Increase/ <br> (decrease) before application of revenue recognition standards | Percentage change before application of revenue recognition standards |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2nd Quarter | Percentage of total | 2nd Quarter | Percentage of total |  |  |  |  |
| Bread | 49,380 | 13.3 | 50,431 | 13.2 | 1,050 | 2.1 | 1,353 | 2.7 |
| Sweet buns | 167,438 | 44.9 | 172,175 | 45.0 | 4,736 | 2.8 | 6,321 | 3.8 |
| Japanese-style confectionery | 33,333 | 8.9 | 33,905 | 8.9 | 571 | 1.7 | 839 | 2.5 |
| Western-style confectionery | 56,076 | 15.1 | 54,296 | 14.2 | $(1,779)$ | (3.2) | $(1,270)$ | (2.3) |
| Processed bread, prepared rice and processed noodles | 23,665 | 6.4 | 25,119 | 6.6 | 1,453 | 6.1 | 1,643 | 7.0 |
| Biscuits, crackers, sembei and other merchandise | 20,539 | 5.5 | 22,208 | 5.8 | 1,669 | 8.1 | 1,695 | 8.3 |
| Subtotal | 350,434 | 94.1 | 358,137 | 93.7 | 7,702 | 2.2 | 10,582 | 3.0 |
| Daily Yamazaki business | 29,243 | 7.8 | 31,451 | 8.2 | 2,207 | 7.6 | 1,638 | 5.6 |
| Internal elimination | $(7,146)$ | (1.9) | $(7,395)$ | (1.9) | (248) | - | (807) | - |
| Total | 372,531 | 100.0 | 382,194 | 100.0 | 9,662 | 2.6 | 11,412 | 3.1 |

* "Internal elimination" represents the elimination amount of intercompany transactions between the Food business and the Daily Yamazaki business of Yamazaki Baking Co., Ltd.
(Millions of yen)

|  | Fiscal 2021 |  | Fiscal 2022 |  | Increase/ <br> (decrease) | Percentage change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2nd Quarter | \% | 2nd Quarter | \% |  |  |
| Operating income |  |  |  |  |  |  |
| Yamazaki Baking Company's primary business (excluding its Daily Yamazaki business) | 12,719 | 3.6 | 12,509 | 3.5 | (209) | (1.6) |
| Daily Yamazaki business | $(2,206)$ | (7.5) | $(1,730)$ | (5.5) | 475 | - |

〈Increase or Decrease in the Results of Yamazaki Baking Company's Primary Business (excluding the Daily Yamazaki Business)>

|  | Fiscal 2021 |  | Fiscal 2022 |  | Increase/ <br> (decrease) | Percentage change | Factors affecting operating income increase/(decrease) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2nd Quarter | \% | 2nd Quarter | \% |  |  |  |  |
| Gross profit | 112,106 | 32.0 | 110,883 | 31.0 | $(1,222)$ | (1.1) | Increase in net sales | 4,859 |
|  |  |  |  |  |  |  | Decrease in raw material expenses | 94 |
|  |  |  |  |  |  |  | Decrease in manufacturing labor cost | 132 |
|  |  |  |  |  |  |  | Increase in manufacturing expenses | (2,22) |
|  |  |  |  |  |  |  | Increase in manufacturing amortization | (226) |
|  |  |  |  |  |  |  | Others | (980) |
|  |  |  |  |  |  |  | Impact of revenue recognition (decrease in sales) | $(2,879)$ |
| Selling, general and administrative expenses | 99,386 | 28.4 | 98,373 | 27.5 | $(1,013)$ | (1.0) | Increase in personnel expenses | (364) |
|  |  |  |  |  |  |  | Increase in expenses | $(1,502)$ |
|  |  |  |  |  |  |  | Impact of revenue recognition (cost reduction) | 2,879 |

* Negative impacts on operating income are shown in parentheses in the column of "Factors affecting operating income increase/(decrease)."
* The value of the "\%" field represents the ratio of each account title to net sales of Yamazaki Baking Company's primary business (excluding those of the Daily Yamazaki business).

1. Overview

|  | Fiscal 2021 |  | Fiscal 2022 plan |  | Increase/ (decrease) | Percentage change | Increase/ <br> (decrease) before application of revenue recognition standards | Percentage change before application of revenue recognition standards |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \% |  | \% |  |  |  |  |
| Net sales | 741,371 | 100.0 | 754,000 | 100.0 | 12,628 | 1.7 | 19,075 | 2.6 |
| Operating income | 14,750 | 2.0 | 16,500 | 2.2 | 1,749 | 11.9 | - | - |
| Ordinary income | 18,622 | 2.5 | 20,000 | 2.7 | 1,377 | 7.4 | - | - |
| Profit | 9,821 | 1.3 | 11,000 | 1.5 | 1,178 | 12.0 | - | - |

2. Net Sales by Product Category

|  | Fiscal 2021 | Percentage of total | Fiscal 2022 plan | Percentage of total | Increase/ (decrease) | Percentage change | Increase/ (decrease) before application of revenue recognition standards | Percentage change before application of revenue recognition standards |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Bread | 94,700 | 12.8 | 96,000 | 12.7 | 1,299 | 1.4 | 2,083 | 2.2 |
| Sweet buns | 331,150 | 44.7 | 336,650 | 44.7 | 5,499 | 1.7 | 8,224 | 2.5 |
| Japanese-style confectionery | 67,540 | 9.1 | 69,360 | 9.2 | 1,819 | 2.7 | 2,385 | 3.5 |
| Western-style confectionery | 110,603 | 14.9 | 111,360 | 14.8 | 756 | 0.7 | 1,663 | 1.5 |
| Processed bread, prepared rice and processed noodles | 48,921 | 6.6 | 50,040 | 6.6 | 1,118 | 2.3 | 1,523 | 3.1 |
| Biscuits, crackers, sembei and other merchandise | 42,668 | 5.7 | 43,880 | 5.8 | 1,211 | 2.8 | 1,565 | 3.7 |
| Subtotal | 695,585 | 93.8 | 707,290 | 93.8 | 11,704 | 1.7 | 17,445 | 2.5 |
| Daily Yamazaki business | 60,570 | 8.2 | 62,510 | 8.3 | 1,939 | 3.2 | 2,645 | 4.4 |
| Internal elimination | $(14,784)$ | (2.0) | $(15,800)$ | (2.1) | $(1,015)$ | - | $(1,015)$ | - |
| Total | 741,371 | 100.0 | 754,000 | 100.0 | 12,628 | 1.7 | 19,075 | 2.6 |

[^0]Cautionary Statements
This document contains discussions that include management plans, projections, strategies and estimates that are not historical facts. Projections of future performance are based on management extrapolations from current data, but actual future performance may differ materially from projections.


[^0]:    * "Internal elimination" represents the elimination amount of intercompany transactions between the Food business and the Daily Yamazaki business of Yamazaki Baking Co., Ltd.

