

FY2021
Presentation material
(Jan. to Dec. 2021)



February 17, 2022

Kanro Inc.

(TSE Code: 2216)

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Corporate philosophy

As a Purpose-Driven Company



**We Sweeten the Future
to open hearts. It's our purpose.**

**In a moment of flavor, our confections
unleash feelings of relief, excitement,
forgiveness, sometimes even inspire
a whistle or hum.**

Feelings that open hearts.

**Championing sweetness, we apply
innovative technology to contribute
to a thriving tomorrow for humanity
and the Earth, opening hearts
and minds to possibilities.**



Corporate overview and History

[Corporate overview]			As of end December 2021	
Company name	Kanro Inc.			
Date founded	May 6, 1950	President and CEO	Kazuyasu Misu	
Head office location	3-20-2, Tokyo Opera City Building 37F, Nishishinjuku, Shinjuku-ku, Tokyo		Telephone	+81-3-3370-8811
Business activities	Manufacture and marketing of confections and food		Fiscal year-end	December 31
Exchange listing	Tokyo Stock Exchange, Second Section (securities code: 2216)		Number of shares issued	7,657,802
Capital stock	¥2,864 million	Equity ratio	55.7%	Number of employees 608
Recent performance (Annual)	Net sales: ¥25.6 billion; Operating income: ¥1.2 billion; Ordinary income: ¥1.2 billion; Net income: ¥0.88 billion			
Major shareholders (Top 5)	Mitsubishi Corporation approx. 30%; Kanro Kyohei Kai approx. 7%; Enomoto Buhei Shoten K.K. approx. 6%; Sumitomo Mitsui Trust Bank, Limited approx. 5%; Sumitomo Mitsui Banking Corporation approx. 4%			

[History]	
1912	Company founder Masaichi Miyamoto establishes a confectionery manufacturing business in Hikari City, Yamaguchi Prefecture.
1950	Business is restructured into a joint-stock organization with capital of ¥1 million under the name of Miyamoto Seika Co., Ltd.
1955	<i>Kanro Ame</i> is launched, using a secret ingredient - soy sauce. Becomes the first candy to be individually wrapped in cellophane.
1959	Matsumoto Plant is established in Matsumoto City in Nagano Prefecture.
1960	Company name is changed to Kanro Co., Ltd.
1962	Head office is relocated to Toshima-ku, Tokyo. Stock listed on the second section of the Tokyo Stock Exchange.
1963	Head office is relocated to Nakano-ku, Tokyo.
1968	New plant is constructed in Hikari City, Yamaguchi Prefecture (first phase).
1972	Consolidated subsidiary, Hikari Seika Co., Ltd. (former HIKARI Seika Co., Ltd), established in Hikari City, Yamaguchi Prefecture.
1973	Business alliance and sole sales agent agreement concluded with Mitsubishi Corporation.
1981	Launch of the first throat drops in the confectionery segment.
1982	New plant constructed in Matsumoto City, Nagano Prefecture, to which existing Matsumoto Plant is relocated.
1988	New Shimada Plant constructed in Hikari City, Yamaguchi Prefecture. (Leased to former HIKARI Seika Co., Ltd.)
1989	Head office is relocated to Shinjuku-ku, Tokyo.
1992	"Non-sugar" products launched.
1995	New plant constructed in Hikari City, Yamaguchi Prefecture, with facility name changed to "Hikari Plant" on the occasion of the relocation from the existing plant.
2002	<i>Puré Gummy</i> launched.
2011	New Asahi Plant constructed in Asahi village, Nagano Prefecture. ISO 14001 (environmental management systems) certification is obtained for the Hikari Plant (2000), Matsumoto Plant (2001), head office and branch offices (obtained in 2003, surrendered in 2014), which together with the registration of the Asahi Plant means that all facilities are certified.
2012	<i>Kinno Milk</i> launched.
2012	To commemorate the 100th anniversary of the founding of the Company, the first directly operated HITOTUBU KANRO store is opened in Tokyo Station.
2015	Head office R&D department is relocated to Koto-ku, Tokyo, and renamed the Toyosu Institute for R&D. Asahi Plant obtains FSSC 22000 (Food Safety System Certification).
2016	"NewKANRO 2021" Medium-term corporate strategy is announced.
2018	Head office is relocated to Tokyo Opera City building in Shinjuku-ku, Tokyo.
2018	Hikari Plant obtains FSSC 22000 (Food Safety System Certification).
2018	Consolidated subsidiary Hikari Seika Co., Ltd. is merged into parent company.
2019	New gummy product line at Matsumoto Plant begins full-scale operation. Matsumoto Plant obtains FSSC 22000 (Food Safety System Certification).
2020	The Kanro Farm, an indoor herb garden, is opened.
2021	Kanro Vision 2030 is announced.
2022	Medium-term Corporate Strategy 2024 is announced.



FY2021 Presentation material (Jan. to Dec. 2021)

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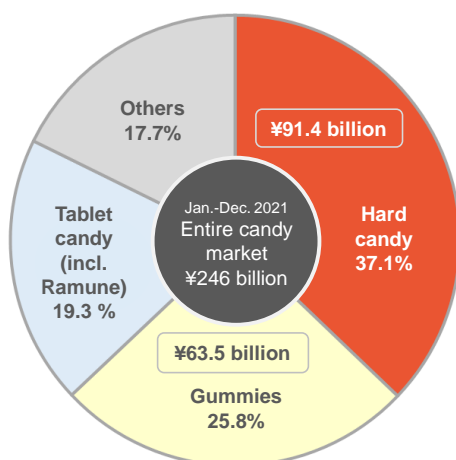
About Kanro Inc. (1/5)

- Kanro is a confectionery manufacturer involved primarily in the manufacture and marketing of candy such as *Kanro Ame*, *Kenko Nodame*, *Kinno Milk* and *Puré Gummy*.
- In line with its Medium-term Corporate Strategy “NewKANRO2021,” Kanro has pursued growth with the aim of becoming the No. 1 candy manufacturer by leveraging its “Digging deeper to further implement and strengthen brand-centric management,” which generates strong brands by focusing development on functionality and on using ingredients themselves to the full. The company is also working on “Digging deeper to further implement and strengthen sustainable management,” an initiative that uses business based on “sweetness” to support people’s healthy lifestyles and to contribute to the realization of a sustainable society, as well as “Propelling digital marketing with the aim of creating and providing special experimental value that makes use of customers’ opinions that were collected using digital contact points.”
- To achieve its vision for 2030, “Kanro Vision 2030,” Kanro announced its Medium-term Corporate Strategy 2024 built on the corporate purpose it has newly defined. Kanro will seek to contribute to a sustainable future for both people and the society through its three priority strategies of “Value creation,” “ESG management” and “Expansion of our business domains.”

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About Kanro Inc. (2/5) Candy market (Jan. to Dec. 2021)



Market environment (Jan. to Dec. 2021)

- Candy market as a whole was down 3.5% YoY due to repeated declaration of state of emergency and other factors that led to reduction in human mobility as well as mask-wearing practice becoming the norm.
- Hard candy: Mask-wearing lifestyle resulted in reduced demand for throat drops, etc.
- Gummies: Although demand for consumption in offices and on outings decreased, increase in at-home consumption resulted in rebound in demand, which increased by 11.7% YoY.
- Tablet candy: Decrease in situations where candy is eaten, etc.

Jan. to Dec. Market sales amount/YoY Unit: billion yen

	FY2021	FY2020	YoY	
Hard candy	91.4	98.6	(7.4)%	Our main market
Gummies	63.5	56.9	11.7%	
Tablet candy (incl. Ramune)	47.5	54.0	(12.0)%	
Others	43.6	45.4	(4.0)%	
Total	246.0	254.9	(3.5)%	

* INTAGE Inc. SRI+ Candy market Jan.-Dec. total for 2020 and 2021, sales amount and YoY change by type
* Amounts are rounded, and therefore totals may not add up to the same amount.

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About Kanro Inc. (3/5) Composition of net sales

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Increased composition of gummy (growth engine) sales

Unit: million yen

	Jan. to Dec. 2021		Jan. to Dec. 2020	
	Amount	% of total	Amount	% of total
Net sales	25,663	100.0%	23,321	100.0%
Hard candy	14,382	56.0%	14,692	63.0%
Gummies* ¹	10,467	40.8%	7,532	32.3%
Healthy snacks * ²	814	3.2%	1,096	4.7%

*1 Figures for Jan. to Dec. 2021 include marshmallow products.

*2 Healthy snacks: products containing healthy ingredients such as sour plum, laver, seaweed stems, and natto soybeans that have been processed for easy consumption.

■ Hard candy ■ Gummies *¹ ■ Healthy snacks *²

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About Kanro Inc. (4/5) Market share from Jan. to Dec. 2021

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Hard candy market share: No.1 **20.7%**¹
(Previous year 19.4%)

Gummies market share: No.2 **17.5%**²
(Previous year 16.8%)

Candy market as a whole: No. 1 share (12.3%) *³ (Previous year No. 1 (11.3%))

*1 INTAGE Inc. SRI+ Hard candy market Jan.-Dec. total for 2020 and 2021, share of sales amount by type
*2 INTAGE Inc. SRI+ Gummies market Jan.-Dec. total for 2020 and 2021, share of sales amount by type
*3 INTAGE Inc. SRI+ Candy market Jan.-Dec. total for 2020 and 2021, share of sales amount

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Manufacture and marketing of confections and food



“HITOTUBU KANRO” directly operated store, GRANSTA TOKYO Shinjuku MYLORD store for a limited time
Online shop can be accessed here:
→<https://kanro.jp/pages/hitotubu>

The HITOTUBU gift shops are based on the concept of “HITOTUBU connects people to people,” embodying the joy of giving and receiving in the form of drop candy.
Their purpose is to support the corporate brand and product brands through the test marketing of high value-added products, new products, and so on.

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1. Review of FY2021 (Jan. to Dec. 2021)

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Market environment/status of business in FY2021

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◆Market environment

- Hard candy (down 7.4% YoY): Due to the decline in consumption in offices and on outings, sales of candy in stick-shaped or compact packaging* continued to decline, and demand for throat drops fell due to a mask-wearing lifestyle.
- Gummies (up 11.7% YoY): Recovered due to increase in at-home consumption.

◆Status of company business (Topics)

- Feb.: Vision for 2030, "Kanro Vision 2030" was released
- Mar.: Selected for the New Diversity Management Selection 100 in FY2020 (Minister of Economy, Trade and Industry Award)
- Sep.: Won the best of category "Grand Award" in 2 categories of the "International ARC Awards 2021," the world's largest annual report competition
- Nov.: Selected as one of the "Top Hundred Telework Pioneers" (Ministry of Internal Affairs and Communications)
- Dec.: Released the outline of the future design business
- Dec. *Marosh* won the "Excellent Hit Award" of the 40th GREAT HIT FOOD PRODUCT AWARD sponsored by The Japan Food Journal



*Hard candy packaged in small bags

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Summary of FY2021 performance (vs. revised forecast / YoY)

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Unit: million yen

	FY2021					FY2021	FY2020
	Actual	vs. revised forecast	vs. revised forecast	YoY	YoY %	Revised forecast *2	Actual
Net sales	25,663	363	1.4%	2,342	10.0%	25,300	23,321
Operating income	1,259	99	8.6%	423	50.6%	1,160	836
Ordinary income	1,296	96	8.0%	435	50.6%	1,200	860
Net income	882	2	0.3%	271	44.5%	880	610
Basic earnings per share (Unit: yen)	125.12	0.32	0.3%	38.54	44.5%	124.80	86.58

*1 The values displayed in these materials are truncated at the million-yen level, so the breakdowns and totals may not always match completely.

*2 Released on October 29, 2021.

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Main factors behind changes in FY2021 performance (vs. revised forecast / YoY)

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- Vs. revised forecast (increase in net sales, increase in incomes)
 - Net sales (increase): Gummies recorded increased net sales reflecting strong performance of mainstay brands, such as *Puré Gummy*, and new products. Hard candy also enjoyed higher net sales driven by gourmet candy such as *Kinno Milk* candy, although throat drops struggled.
 - Operating income/ordinary income (increase): Marginal profit increased due to higher net sales.
 - Net income (slight increase): Net income increased slightly, which reflected impairment loss associated largely with facility upgrades to enhance production capacity of gummies.
- Year on year (increase in net sales, increase in incomes)
 - Net sales (increase): Significantly increased sales from gummies > Lower sales of hard candy
 - Gummies: Mainstay brands *Puré Gummy* and *Candemina* and new product *Marosh*, among others, contributed to achieve substantial increase in net sales to outpace market recovery.
 - Hard candy: Sales from throat drops fell due to the mask-wearing lifestyle, and opportunities to consume candy in stick-shaped or compact packaging declined, among other factors.
 - Operating income/ordinary income (increase): Increase in income due to higher sales and decrease in cost of sales ratio > Increase in selling, general and administrative expenses
 - Net income (increase): Despite impairment loss associated largely with facility upgrades to enhance production capacity, substantial increase in net income was secured, partly as a result of posting gains on sales resulting from reductions in strategic shareholdings that exceeded levels in the previous year.

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Factors behind change in FY2021 operating income

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Unit: million yen

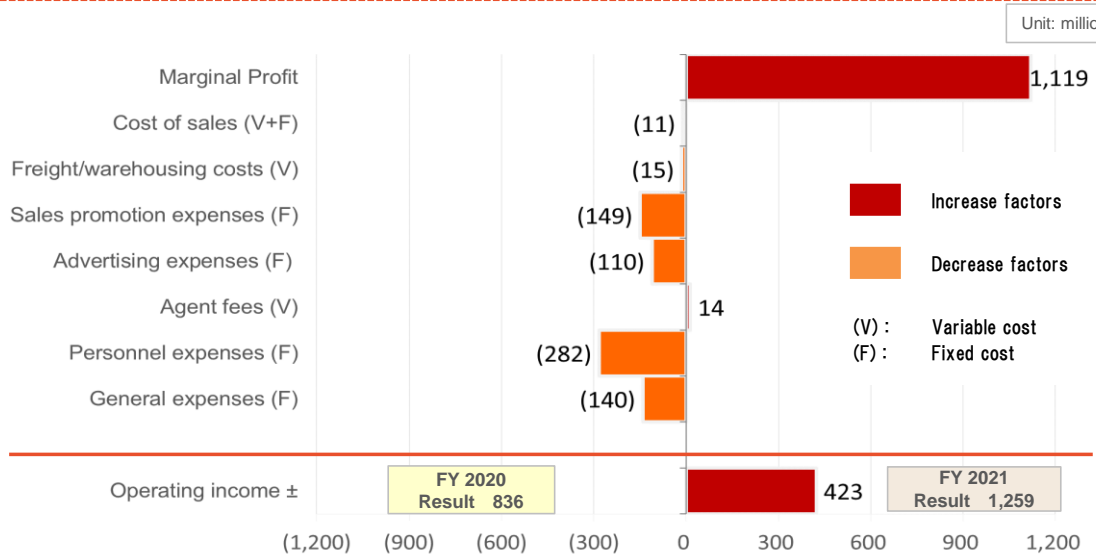
	FY2021					FY2021	FY2020
	Actual	Vs. revised forecast	Vs. revised forecast	YoY	YoY %	Revised forecast*	Actual
Net sales	25,663	363	1.4%	2,342	10.0%	25,300	23,321
Cost of sales	13,241	-	-	783	6.3%	-	12,457
Freight/warehousing costs	1,504	-	-	151	11.2%	-	1,353
Sales promotion expenses	830	-	-	149	22.0%	-	681
Advertising expenses	471	-	-	110	30.7%	-	360
Agent fees	3,440	-	-	301	9.6%	-	3,139
Personnel expenses	3,359	-	-	282	9.2%	-	3,076
General expenses	1,556	-	-	140	9.9%	-	1,415
Operating income	1,259	99	8.6%	423	50.6%	1,160	836

* Released on October 29, 2021

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Factors of changes in OP (FY2020 Result Vs. FY2021 Result)



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2. Mainstay brand status (Jan. to Dec. 2021)

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Mainstay brand status: Hard candy (net sales down 2.1% YoY)

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A premium milk candy for grown-ups that uses carefully selected ingredients in pursuit of a sense of high-class luxury.



Salty-sweet Japanese deliciousness



A special throat drop made with health in mind, featuring a careful blend of 31 traditional Japanese medicinal ingredients as well as manuka honey.



A non-sugar throat drop with a juicy deliciousness that can be enjoyed in four fruit flavors; a refreshing sweetness with zero saccharide that uses no artificial sweeteners.

- **Kinno Milk candy** (No.1 milk candy brand by sales*)
 - Brand as a whole enjoyed YoY increase in sales in the face of the COVID-19 crisis, with the introduction of a new cafe latte flavor for which TV and SNS advertising campaigns were rolled out.
 - 2022 marks the 10th anniversary of product launch
- **Kanro Ame** (a long-selling brand in its 67th year from launch)
 - Released the book “Welcome Kanroame shokudo” published by SHOGAKUKAN Inc.
 - Sales fell slightly from forecast and previous year’s level
- **Non-Sugar series**
 - Sales increased YoY due to growth in sales of gourmet products, offsetting YoY decrease in sales of throat drops
- **Kenko Nodoume**
 - Double-digit decline from both forecast and previous year’s level

*INTAGE Inc. SRI+ “Milk-flavor Candy Market” July 2020 – June 2021, cumulative sales amount brand ranking for “Kinno Milk brand”

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Mainstay brand status: Gummies* (net sales up 39.0% YoY)

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Fruit gummies with an enjoyable sweet-and-sour fruit taste, in which the acidity of the powder is followed by the spreading sweetness of the gummies.



Addictively chewable gummies with a firm, springy texture and a unique shape.



Gummies which are fun for both kids and adults. Contain Japanese-grown fruit juice, with no artificial colors.



Marosh is a marshmallow product that gives a whole new sensation. It is coated on the surface with a fresh powder that melts in the mouth and spreads throughout for a fresh taste, but when chewed, has a sticky spring to it.



- **Puré Gummy** *Including marshmallow products
 - Revamped in March 2021 and doing well
 - Double-digit growth over both previous year and forecast
 - Collaboration with Pokémon continued
 - 2022 marks the 20th anniversary of product launch
- **Candemina Gummy**
 - Despite COVID-19, sales grew at double-digit rate over previous year and forecast
 - Taste, shape, texture, entertainment value are well received
- **Asobon! Gummy**
 - Put on the market as the third brand. Sales achieved double-digit growth over previous year but fell short of forecast
- **Marosh**
 - A new product (marshmallow product) that is expected to grow into a new mainstay brand. Doing well, achieving triple-digit growth over forecast
 - Won the “Excellent Hit Award” of the 40th GREAT HIT FOOD PRODUCT AWARD sponsored by The Japan Food Journal
 - Selected as one of the Nikkei TRENDY Magazine 2021 Hit Selection Processed Foods Division

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Others: Healthy snacks/ HITOTUBU KANRO (Directly operated store/ E-commerce)

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Healthy snacks: products containing healthy ingredients such as sour plum, laver, seaweed stems, and natto soybeans that have been processed for easy consumption.



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POCKET

Sold at "HITOTUBU KANRO" directly operated store, *Gummy-zel* is a type of gummies with next-generation texture, crispy on the outside and moist on the inside.

- Healthy snacks
 - Down by 25.7% YoY reflecting further shift toward private brands at convenience stores.
- HITOTUBU KANRO
 - Sales through online stores doing well in the face of COVID-19
 - *Gummy-zel* has gained popularity since it became a hot topic in ASMR videos and, as HITOTUBU KANRO business, has achieved a roughly twofold growth over the previous year.

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4. Forecast for FY2022

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FY2022 Management Policy

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Aiming for further growth in the first year of the Medium-term Corporate Strategy 2024, to achieve “Kanro Vision 2030”

- **<Expansion of our business domains>**
 - Core businesses: Thoroughly implement brand-centric management and expand the share of the mainstay brands of candies and gummies that are Kanro’s core businesses
 - Digital commerce business: Achieve sales expansion by offering experience value through sale of HITOTUBU KANRO products and products exclusive for e-commerce
 - Global business: Expand sales in the global market centering on enhancement of collaboration with Chinese candy maker Amos
 - Future design business: Build the foundation for commercialization of products and services with “sustainable” and “well-being” as the keywords
- **<Value creation>**
 - Innovation through digital marketing and research/development as well as productivity enhancement (such as smart factories and RPA)
- **<ESG management>**
 - With respect to the five priority areas of SDGs that Kanro has selected, implement initiatives with greater attention to the link with business activities, and work towards resolution of social issues.
 - Implement ESG financing.

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Forecast for FY2022

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Unit: million yen

	FY2022	YoY		FY2021 (New revenue recognition standard)
	Forecast	YoY	Vs. forecast	Actual
Net sales	22,600	1,010	4.7%	21,589
Operating income	1,140	(114)	(9.2)%	1,254
Ordinary income	1,160	(131)	(10.2)%	1,291
Net income	820	(59)	(6.7)%	879
Basic earnings per share (Unit: yen)	116.29	(8.37)	(6.7)%	124.66

The “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29) and related guidance is applied from the fiscal year ending Dec. 31, 2022. Accordingly, certain items that were recorded as selling expenses, including agent fees, are deducted from net sales.

* The values displayed in these materials are truncated at the million-yen level, so the breakdowns and totals may not always match completely.

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Forecast for FY2022 (Year on year)

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Year on year

– Net sales (increase) (comparison with the restated FY2021 figures after application of the new revenue recognition standard)

- 8.3% YoY increase in the first-half forecast, 1.6% YoY increase in the second-half forecast, and 4.7% YoY increase for the full-year forecast
- Increase in net sales of both candies and gummies from market share expansion of existing brands and growth of digital commerce business

– Operating/ordinary income/net income (decrease):

- 9.2% YoY decrease in operating income despite increase in marginal profit reflecting increased sales (reasons (1) - (3))

- (1) Surge in raw material prices, rise of oil prices, etc. pushing up several expenses → increase in cost of sales
- (2) Increase in general expenses due to repercussions of COVID-19 and expansion of business areas
- (3) Increase in advertising expenses for the mainstay brands

– Net sales in Jan. 2022: up 30% YoY

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FY2022 operating income forecast (vs. FY2021)

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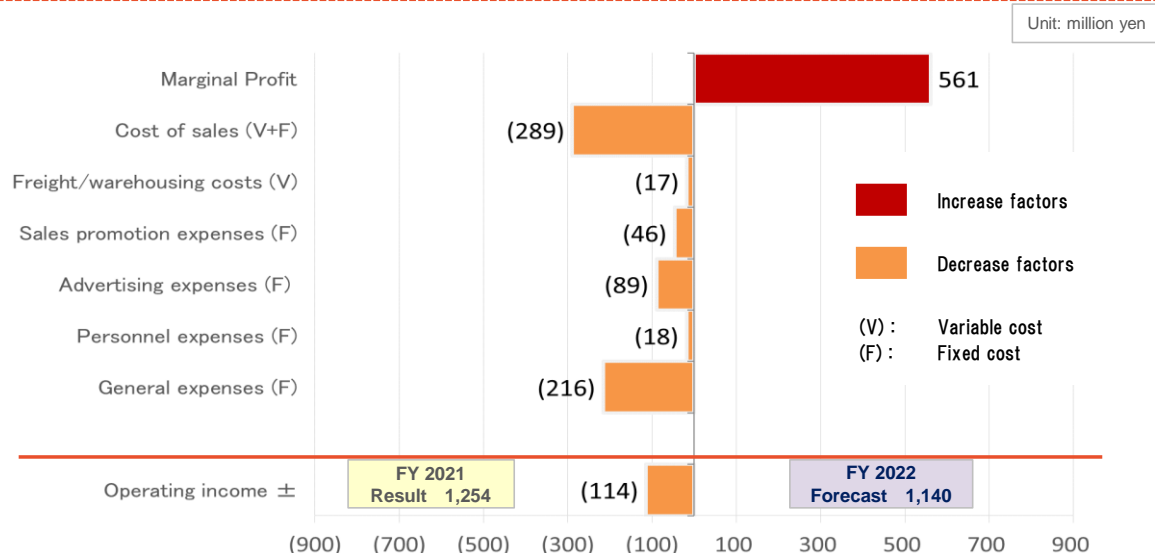
	FY2022 Forecast	Vs. FY2021		FY2021 (New revenue recognition standard)
		YoY	YoY %	
Net sales	22,600	1,010	4.7%	21,589
Cost of sales	13,902	666	5.0%	13,236
Freight/warehousing costs	1,592	87	5.8%	1,504
Sales promotion expenses	253	46	22.4%	206
Advertising expenses	560	89	19.0%	471
Personnel expenses	3,378	18	0.6%	3,359
General expenses	1,773	216	13.9%	1,556
Operating income	1,140	(114)	(9.2) %	1,254

* The values displayed in these materials are truncated at the million-yen level, so the breakdowns and totals may not always match completely.

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Factors of changes in OP (FY2021 Result Vs. FY2022 Forecast)



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FY2022: dividend forecast

Unit: Yen

	Annual dividend			Dividend payout ratio
	2nd quarter-end	Year-end	Total	
FY2021	15	25	40	32.0%
FY2022 (forecast)	20	20	40	34.4%

- The return of profits to shareholders is an important policy, and the current dividend of ¥40 will be maintained despite forecast of a decrease in income.
- Dividend payout ratio will be gradually raised during the period of the Medium-term Corporate Strategy 2024, up to 40%.

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4. Summary of Medium-term Corporate Strategy 2024

If you want to know more details, please refer to the other document,
" Medium-term Corporate Strategy 2024".
<https://www.kanro.co.jp/en/ir/news/>

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Medium-term Corporate Strategy 2024

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Our vision: As a Purpose-Driven Company

OUR PURPOSE

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STATEMENT

We Sweeten the Future
to open hearts. It's our purpose.

In a moment of flavor, our confections
unleash feelings of relief, excitement,
forgiveness, sometimes even inspire
a whistle or hum.

Feelings that open hearts.

Championing sweetness, we apply
innovative technology to contribute
to a thriving tomorrow for humanity
and the Earth, opening hearts
and minds to possibilities.

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Medium-term Corporate Strategy 2024 Key initiatives

4 Key initiatives

Value creation	<ul style="list-style-type: none"> ◆ Beef up investment to advance innovation ◆ Aim for sustainability and strengthen pursuit of “ingredients” and “functionality” ◆ Listen to consumer feedback obtained directly through digital contacts ◆ Strengthen research and development from a global perspective
ESG management	<ul style="list-style-type: none"> ◆ Enhance internal structure to achieve SDGs ◆ Promote diversity and inclusion ◆ Strengthen corporate governance
Expansion of business domains	<ul style="list-style-type: none"> ◆ Build platform for expanding contacts with consumers while deploying the values created to new areas and new channels ◆ Continuously implement cost reduction measures to prepare for investing in future growth in the 2nd step
Human resources and organization	<ul style="list-style-type: none"> ◆ Develop environment that allows diverse workforce to play an active role ◆ Improve employee engagement

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Medium-term Corporate Strategy 2024 Financial strategy (1) Basic policy

Financial strategy based on business management focusing on cost of capital (ROIC) to achieve growth

Investment in management resources	Procur ement and distribu tion	Cash flows from operating activities generated by core business	Cash flows from investing activities for sustained growth	Cash flows from financing activities that maintain financial discipline	Increase in value of core business • Profitability and efficiency improvement	Strategic investment in growth businesses • Gummies as the growth engine • Expansion of business domains	Optimal capital structure using financial leverage	Shareholder returns	<ul style="list-style-type: none"> • Human capital : invest in human resources for value creation • Intellectual capital : invest in R&D for innovation 	<ul style="list-style-type: none"> • Manufacturing capital : increase production capacity and develop new technologies • Natural capital: implement initiatives conducive to reducing environmental load • Social capital: promote purpose-driven management 	<ul style="list-style-type: none"> • Procure funds by maintaining financial discipline • Secure liquidity to support growth strategy and ESG management → Conclude commitment line agreement based on ESG/SDGs assessment (ESG financing) 	<ul style="list-style-type: none"> • Maintain current dividend, raise dividend payout ratio gradually to 40%
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⇒ Optimize corporate value with profitability×efficiency×growth potential

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Medium-term Corporate Strategy 2024

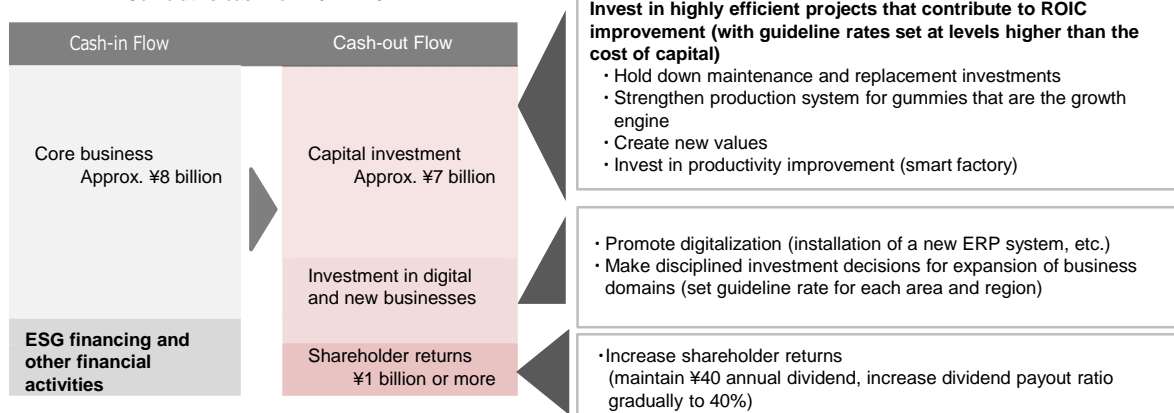
Financial strategy (2) 3-year cash flow plan

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Use operating cash flow generated from core business for investment in future growth including new business domains (digital commerce business, global business and future design business) and for increasing shareholder returns.

Cumulative cash flow 2022 - 2024



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Medium-term Corporate Strategy 2024

Financial strategy (3) Financial indicators

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	Medium-term Corporate Strategy 2024				KanroVision 2030	
	2021	2022	2023	2024	2030	
Net sales *1	¥25.66 billion	—	—	—	¥55 billion	
Net sales *2	¥21.58 billion	¥22.6 billion	—	—	¥50 billion	
* Compound annual growth rate	Total of 4 businesses CAGR*			5% or higher		
	Core business CAGR			3% or higher	Core business	¥30 billion
	(Digital/Commerce/Global/Future Design) 3 businesses CAGR			30% or higher	(Digital/Commerce/Global/Future Design) 3 businesses	¥20 billion
Operating income	¥1.25 billion	¥1.14 billion	—	—	—	
Operating income margin	5.8%	5.0%	—	7.0%	9% or higher	
Ordinary income	¥1.29 billion	¥1.16 billion	—	—	—	
ROIC	7.3%	—	—	7.5% or higher	10% or higher	
Dividend payout ratio	32.0%	34.4%	—	40%	50%	

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Medium-term Corporate Strategy 2024 Non-financial indicators

Sweeten the Future
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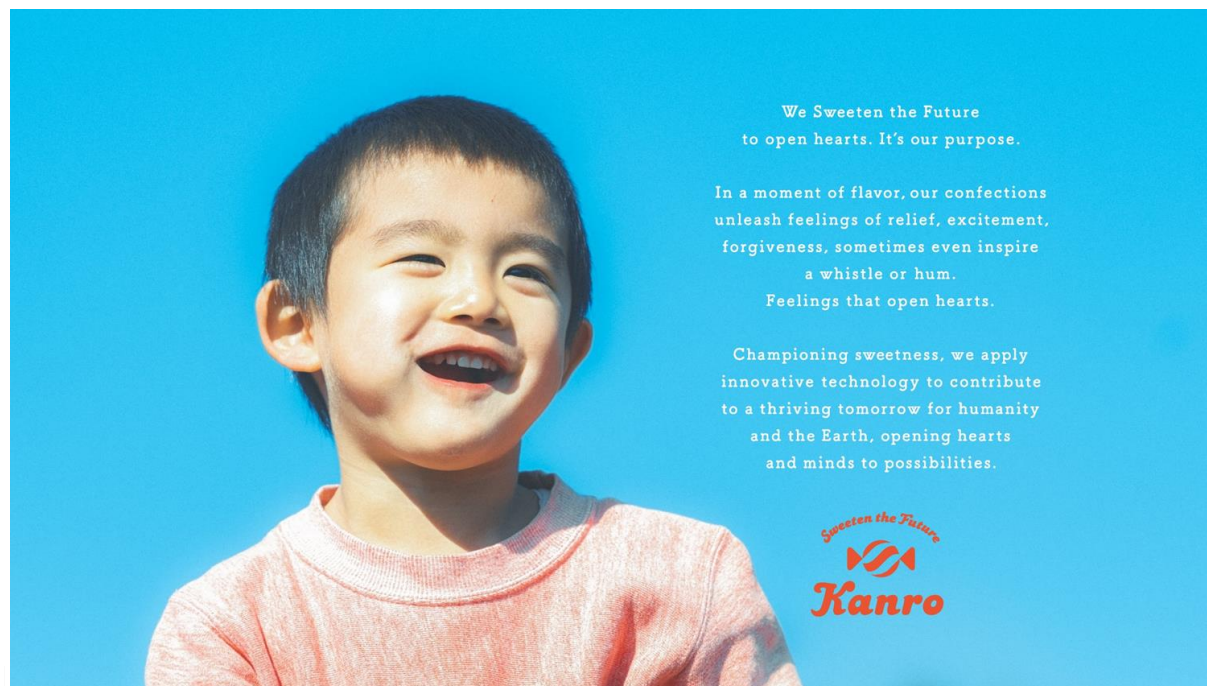
Key sustainability indicators	Base		Medium-term Corporate Strategy	Kanro Vision 2030
	2019	2020	2024	2030
Mitigating environmental load through business	• Reduction of CO ₂ emissions (scope 1 to 3) (per unit of net sales)		262.4 t/¥100 million (-15%) ^{*2}	216.0 t/¥100 million (-30%) ^{*1}
	• Reduction of food waste (per unit of net sales)		4.12 t/¥100 million (-11%) ^{*1}	3.24 t/¥100 million (-30%) ^{*1}
Promotion of human rights and diversity	• Rate of women in management (manager or above)		20%	In the 30% range
	• Employment rate of persons with disabilities		3.0% with expansion of Kanro farm	Maintain 3.0%
	• Employee engagement score		55.0%	70.0%
Creating value through sweetness	• Activities to disseminate correct information on the value of sugar		8 million people	15 million people

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^{*1}Restated due to application of the new revenue recognition standard

^{*2}Restated due to application of the new revenue recognition standard; reduction target has been revised

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■ Company URL: <https://www.kanro.co.jp/en/>

■ QR code for the
above:

