



Kikkoman Data Book 2018

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About Kikkoman Data Book

Kikkoman Data Book reports the Kikkoman Group's environmental, social and management activities and data.

① Environmental report

The Kikkoman Group's policies and performance related to environmental preservation.

② Social report

Activities with stakeholders surrounding the Kikkoman Group.

③ Management report

The management system and policies of the Kikkoman group.

Scope: This report covers the activities of the Kikkoman Group, comprising the Group's holding company, Kikkoman Corp., as well as its consolidated subsidiaries and equity-method subsidiaries and affiliates (94 in total as of March 31, 2018). This report refers to the Kikkoman Group as "Kikkoman Group" or "the Group," to Kikkoman Corporation as "Kikkoman Corp.," and to Kikkoman Corp., Kikkoman Food Products Com., Kikkoman Beverage Co., and Kikkoman Business Services Co. collectively as "Kikkoman." Otherwise companies are referred by names. Abbreviated names of group companies in this report are described in the "Major Group Companies" section.

Reporting Period: Fiscal Year (FY) 2018 (April 1, 2017 - March 31, 2018) This report may contain references to activities that were initiated prior to March 2017 or after April 2018.

Date of Publication : January 2019 Previous report: January 2018

Note on Statements about the Forecast : In addition to information about past and present activities undertaken by the Kikkoman Group, this report includes statements about the forecast in the form of plans and projections current at the time of its publication. These statements reflect the judgment of management based on information that was available at the time of their inclusion in the report. Changing conditions may cause the results of future business operations and other events to differ from projections.

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Please visit our website for further information.

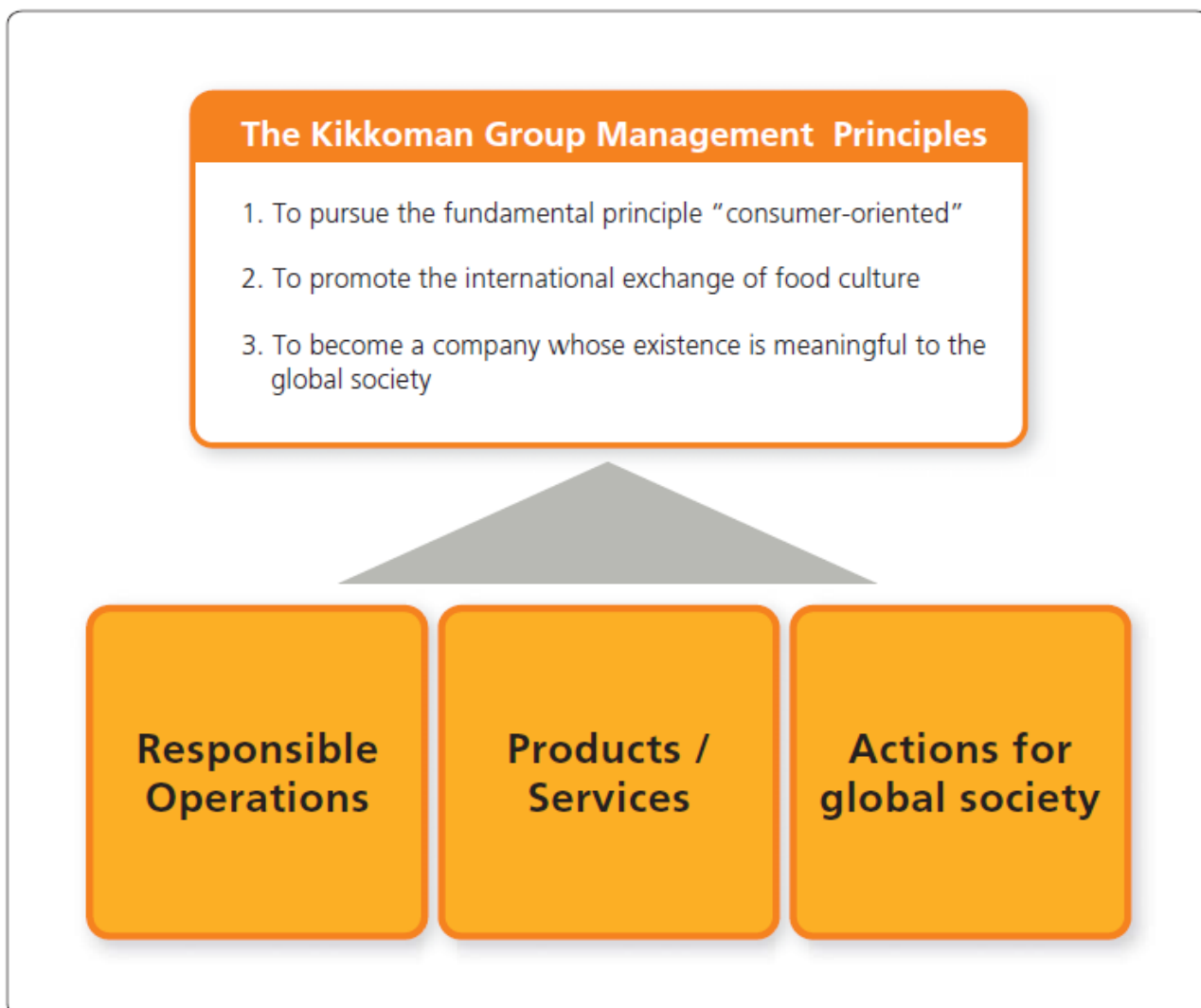
<https://www.kikkoman.com>

Kikkoman's Approach to Corporate Social Responsibility

Since its establishment, Kikkoman has always regarded a connection with society as being of great importance. This attitude is reflected in our Management Principles.

Now that we have come to supply a variety of products and services to customers in more than 100 countries worldwide, we recognize that our responsibilities to global society have grown together with the growth of our business. We aim to become a company that is valued by people around the world and we will continue to implement activities that are aligned with our Management Principles.

The basics of our Management Principles are that we carry out our day-to-day business activities in a reliable and trustworthy manner and that we contribute to the realization of rich and healthy food lifestyles through our products and services. In addition, we aim to fulfill our responsibilities as a public entity and contribute to society through activities that are unique to Kikkoman. We believe that the cumulative pursuit of each and every one of these activities is our corporate social responsibility.



Key Aspects

Responsible Operations

Fundamental responsibilities
of a corporate citizen

We carry out responsible business operations that respond to the trust and expectations of each of our stakeholders; that comply not only with the law but also with social norms and standards of propriety; and that are in harmony with the environment.

Areas of Focus

- Compliance
- Corporate governance
- Communication with stakeholders
- Environmental activities
- Building talent and fostering a positive workplace

Products / Services

Fundamental functions
of a food company

We deliver products and services of high quality and safety in a stable manner while promoting research and product development that create new value. We also propose new food lifestyles through the fusion of international food cultures.

- Product and service innovations
- Food safety and quality
- Stable supplies
- Delivering new and healthy food experiences

Actions for global society

Kikkoman's initiatives

We contribute to the sustainable development of global society mainly in the areas of "food and health" by promoting activities that are unique to Kikkoman.

- Promotion of Japanese food culture
- Exchange of food cultures across the world
- Shokuiku (Food education)
- Commitment to society through food and health

Long-Term Management Vision

In April, 2018, Kikkoman Group launched Global Vision 2030 targeted for 2030. This long-term management vision states the group's "Goals" and strategies.

Global Vision 2030 – Striving with passion to create new values–

Goals:

1. Make Kikkoman Soy Sauce a truly global seasoning

Globally spread the lifestyle adopted in North America, where Kikkoman Soy Sauce has become part of daily life, and merge soy sauce with the local food culture of each country.

2. Create new delicious experiences around the world, and contribute to richer, healthier lifestyles

Always innovate and differentiate to offer valuable products and services, which lead to delicious experiences and improve the health of people around the world.

3. Become a company whose presence in global society is ever more meaningful, through activities unique to Kikkoman

Contribute to solve global issues so that Kikkoman will be valued by people worldwide.

Outline of Global Vision 2030

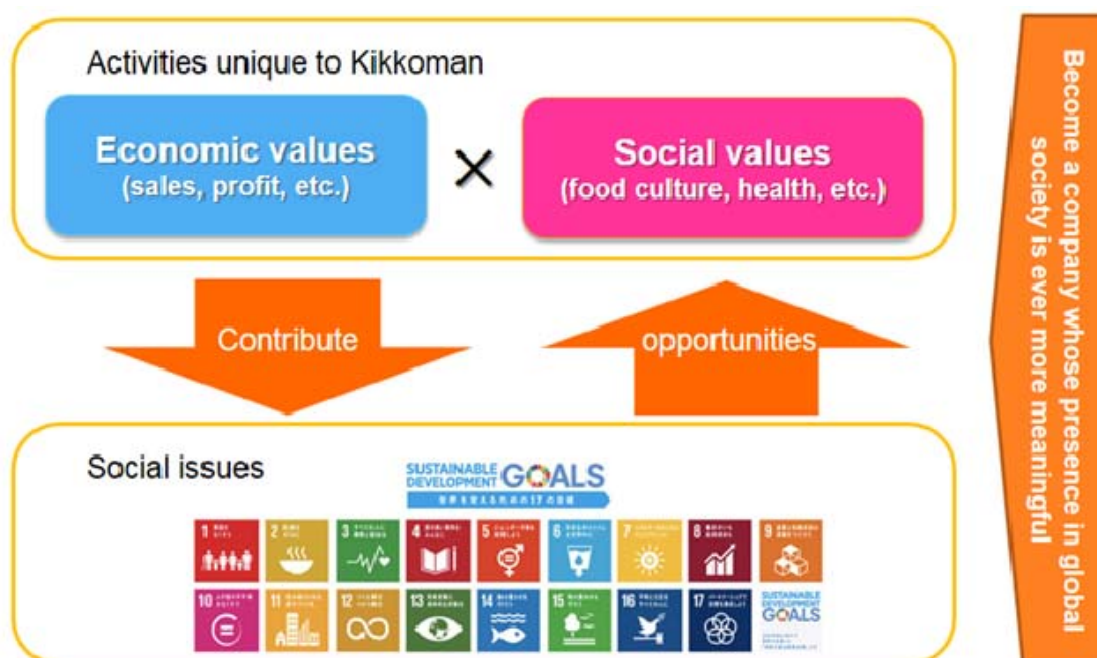


For further information: http://www.kikkoman.com/en/corporate/management/vision2030_en.html

Medium-Term Management Plan

Kikkoman Group has established a medium-term management plan that covers the period from FY2019 to FY 2021. Key Objectives of the medium-term management plan are “Increasing Profitability” and “Maintaining Growth” through “Creating higher added value,” “Improving productivity,” and “Building a new pillar.” Moreover, as we pursue our corporate principles, we will promote activities that contribute to solve global issues.

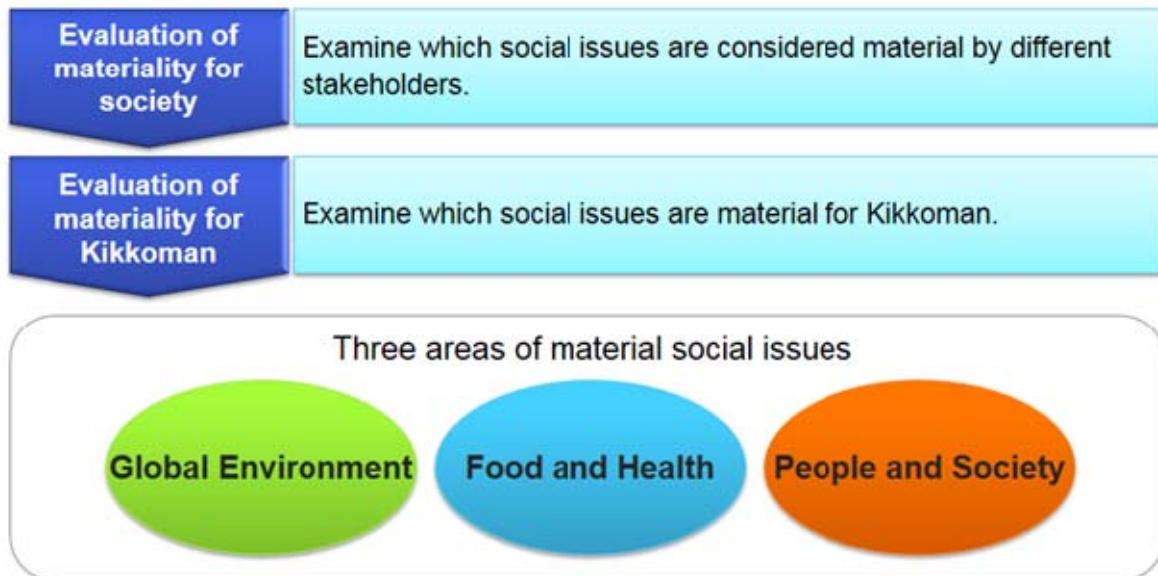
Kikkoman Group creates social (non-financial) values such as food culture and well-being as well as economic (financial) values such as revenues. We will work to solve global issues through these values that are unique to Kikkoman. As global society collaboratively moves toward achieving the Sustainable Development Goals, or SDGs, we will strive to find business opportunities in global social issues and contribute to society as we expand our business.



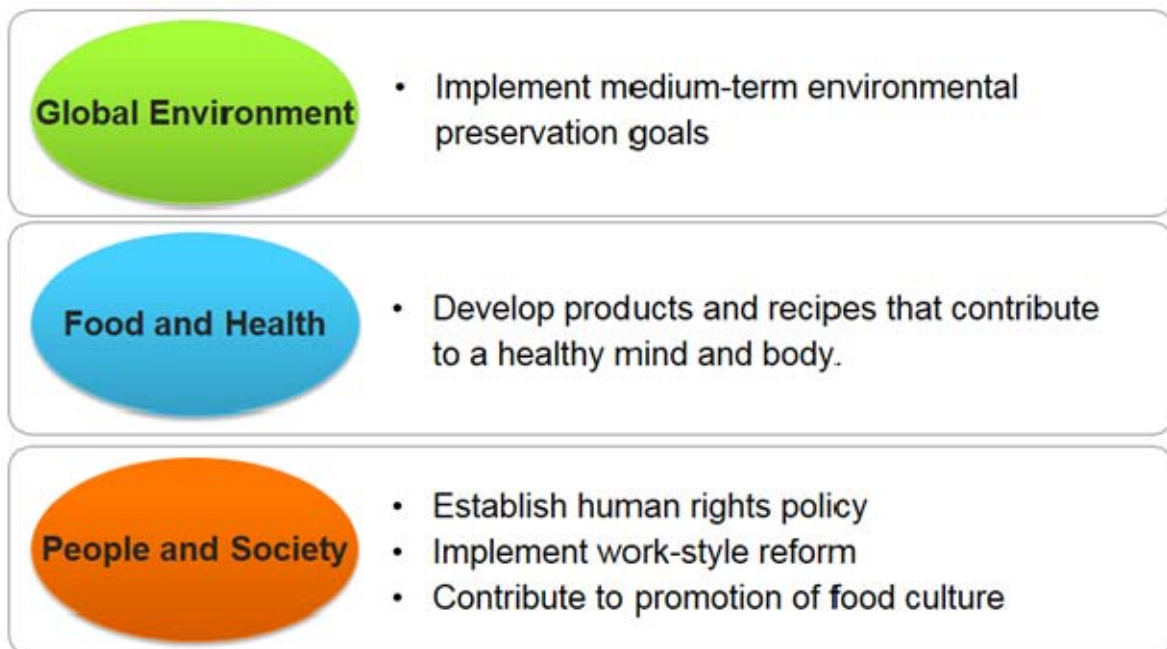
For further information about SDGs, please visit: <https://sustainabledevelopment.un.org/>

Three Areas of Social Issues Material to the Kikkoman Group

SDGs clearly show that global society faces many issues. In order to set priorities, Kikkoman Group has analyzed the issues from two viewpoints, which are “materiality for society” and “materiality for Kikkoman. After careful discussions by CEO and corporate officers at Kikkoman Corp., we have developed three areas of material social issues: “Global Environment,” “Food and Health,” and “People and Society.” These material areas were approved by a board resolution.



Kikkoman Group put in place medium-term policies for each area of material social issues.



Framework to Promote Corporate Social Responsibility

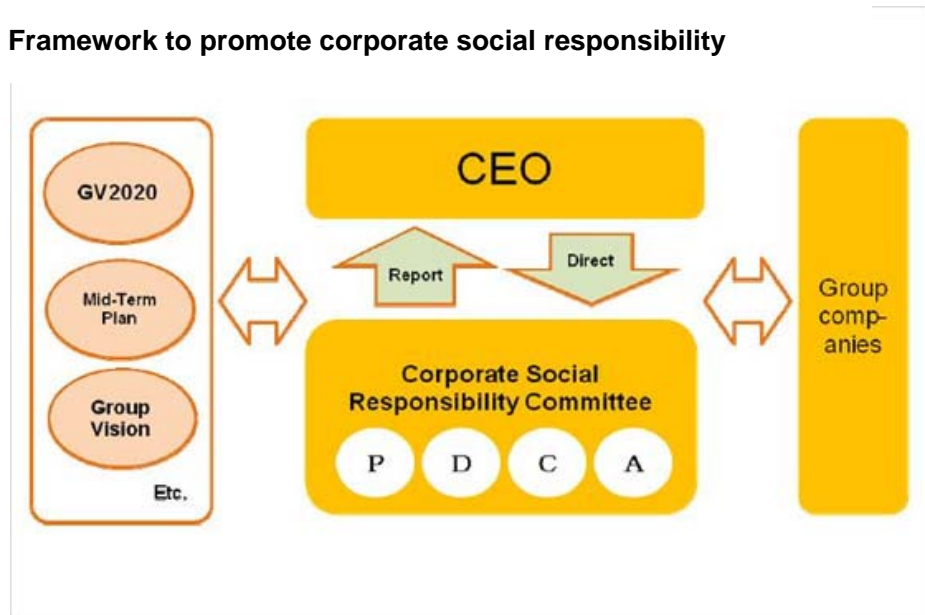
Corporate Social Responsibility Committee

The Kikkoman Group has Corporate Social Responsibility Committee to promote our corporate social responsibility. By adopting this group-wide system, we work to involve multiple departments when developing our policies.

Since this committee was established in 2005, it plays a central role not only in promoting our policies and initiatives throughout the Group but also in communicating and reporting for our stakeholders. The committee also works to continuously improve activities related to corporate social responsibility through the PDCA (Plan-Do-Check-Act) management cycle. Under this system, the committee reports to and receives instructions from CEO of Kikkoman Corp.

In FY 2018, a board member of Kikkoman Corp. chaired the committee, and department heads from Corporate Planning Department, Foreign Administration Department, Environment Department, Corporate Communication Department, Legal & Compliance Department, Human Resources Department at Kikkoman Corp. joined as committee members. In FY 2012, based on discussions from this committee, we developed the Kikkoman Corporate Citizenship Framework.

Framework to promote corporate social responsibility



Reporting Policy for Corporate Social Responsibility

In 2006, the Kikkoman Group started publishing the Corporate Citizenship Report, which reported our social and environmental policies and activities. Since 2016, we have published the Kikkoman Data Book as a replacement for the Corporate Citizenship Report. This reports focuses more on data. Corporate Social Responsibility Committee takes a leading role in reviewing, specifying, and setting priorities for this report. We refer to guidelines such as Global Reporting Initiative (GRI) Sustainability Reporting Standard.

Reporting Policies for ESG

Corporate valuation methods, which consider not only financial information such as revenue but also non-financial information such as Environment, Social and Governance, or ESG, are widely accepted in recent years. The concept of ESG is relatively new, but the Kikkoman Group has promoted many initiatives that can be categorized as ESG for many years. By reporting our activities through ESG framework, we are working to achieve a better corporate disclosure. As part of that, this report consists of E, S, and G chapters.

Environmental Initiatives

Basic approach of the Kikkoman Group

The Kikkoman Group believes that its corporate slogan, “seasoning your life,” can be realized through the bounty of nature. The Kikkoman Group uses many raw materials for its products such as soybeans, wheat, vegetables, fruit and water. They all contain the condensed power of nature. Only a healthy environment can be the starting point of “seasoning your life” because they cannot carry out their role as raw materials without the assistance of the natural environment.

Therefore, the natural environment is the base that enables the Kikkoman Group to season people’s lives in food cultures all over the world, and preserving the natural environment for food is the core position of all Kikkoman Group environmental preservation activities.

*The corporate slogan, “seasoning your life,” suggests that, as Kikkoman seasons and enriches your food, it also brings fulfillment to life as a whole.

Kikkoman Group Environmental Principles

Environmental Philosophy

The Kikkoman Group will respect
the working of nature, and contribute to
the realization of a society comfortable to live in
through our corporate activities
keeping harmony with the environment.

[Commentary of Environmental Philosophy]

1. “Respect the working of nature” means:

Kikkoman Group looks to create an atmosphere where human life fits harmoniously within the natural world.

2. “Our Corporate activities keeping harmony with the environment” means:

We will improve and develop our means of production and distribution to minimize our impact on the environment.

3. “A society comfortable to live in” means:

A society in which individuals are respected and emotional richness is valued within a healthy natural environment.

Action Guidelines

The Kikkoman Group acts on the following guidelines with enthusiasm and creativity to achieve the goals of our Environmental Philosophy.

1. Every one of us will aim to remain in harmony with the environment when performing our duties across all sectors (development, procurement, production, sales, and support).
2. In addition to observing standard laws, we will formulate and observe our own company rules and regulations related to environmental protection.
3. As responsible members of society, we will actively participate in efforts to preserve the environment in our local communities.
4. We will study and deepen our understanding of the environment.
5. We will think and act from a global point of view.

Medium-term Environmental Policy

The Kikkoman Group adopted the following Medium-term Environmental Preservation Goals for FY2016-2018.

Goal	Objective
Low Carbon Society	To reduce CO ₂ emissions in procurement of raw materials.
	To reduce CO ₂ emissions in manufacturing.
	To reduce CO ₂ emissions in distribution.
Recycling Based Society	To reduce waste from products and work in progress.
	To reduce waste in general.
	To reduce environmental load in containers and packaging.
Symbiotic Society	To enhance environmental assessment in raw material procurement.
	To preserve water environment.
	To reduce water consumption.
Environmental Management Activity	To cooperate with local communities.
	To respond against environmental risks.
	To keep improving the environmental management system.

Two approaches to “preserve the natural environment for food”

The Kikkoman Group will take action with two approaches to “Preserve the natural environment for food.”

1. Conduct environmental preservation activities by setting specific targets.
2. Appeal the importance of environmental preservation activities to encourage active participation by all.

Practical activities to “preserve the natural environment for food”

The Kikkoman Group has set three concrete goals for its practical activities as follows:

1. To realize a low-carbon society to protect the food environment against global warming.
2. To realize a recycle-based society to effectively use food resources.
3. To realize a symbiotic society to preserve the sources of the food environment.

Environmental Management Promotion System

The Kikkoman Group established the General Environmental Preservation Committee as the supreme decision-making organ for environmental preservation activities of all Group companies. The Committee, which is chaired by the Kikkoman Corporation President and CEO, will formulate, promote and supervise all aspects of medium and long-term environmental policies.

Under the direct supervision of the General Environmental Preservation Committee, the Environmental Preservation Promotion Committee, consisting of management employees and environmental administrators of Group's companies, has been established to supervise and provide instructions on environmental preservation activities from a Group-wide perspective.

Specific activities are conducted under the leadership of the Environmental Preservation Committee, which has been established at each site, while information and technologies that need to be shared or utilized across the Group, are shared through Environmental Managers Information Exchange Meetings that are held among major Group companies.



Kikkoman Group companies have pursued effective programs of environmental preservation activities under the management and leadership of the Environmental Preservation Promotion Committee. During and after FY2018, the Group will continue to establish new objectives and conduct its business activities in an environmentally friendly manner.

Kikkoman Group Environmental Preservation Activities Case Book

For additional information in relation to specific measures and previous initiatives of environmental preservation activities, please check the Kikkoman Group Environmental Preservation Activities Case Book at our website listed below.

<https://www.kikkoman.com/en/csr/environment/case.html>

Low Carbon Society

To reduce CO₂ emissions

The Kikkoman Group promotes the activities for reducing the emissions of CO₂ that may cause global warming, in all factories, plants and offices.

Objectives

Objective (1) To reduce CO₂ emissions in manufacturing

- 1) To reduce the CO₂ emissions per unit of production* at the domestic manufacturing divisions by 20% or more from the FY2006 level by FY2018
- 2) To reduce the CO₂ emissions per unit of production* at the major overseas manufacturing divisions by 3% or more from the FY2015 level by FY2018
- 3) To reduce the CO₂ emissions at the domestic sales and back-office divisions annually by 1% or more from that of the previous fiscal year (FY)

*To calculate the CO₂ emissions per unit of production, the manufacturing volume (t) is used excluding packaging materials (t).

Scope:

Objective (1) To reduce CO₂ emissions in manufacturing

- 1) Reduction of the CO₂ emissions per unit of production at the domestic manufacturing divisions:

19 plants; Kikkoman Food Products Co. (Noda Factory (Chiba Prefecture), Takasago Factory (Hyogo Prefecture)), Hokkaido Kikkoman Co., Nagareyama Kikkoman Co., Ltd. (Chiba Prefecture), Kikkoman Foodtech Co. (Main Plant (Chiba Prefecture), Nakanodai Plant (Chiba Prefecture), Edogawa Plant (Chiba Prefecture), Nishinippon Plant (Hyogo Prefecture)), Saitama Kikkoman Co., Nippon Del Monte Corp. (Gunma Plant, Nagano Plant), Manns Wine Co., Ltd. (Katsunuma Winery (Yamanashi Prefecture), Komoro Winery (Nagano Prefecture)), Kikkoman Biochemifa Co. (Edogawa Plant (Chiba Prefecture), Kamogawa Plant (Chiba Prefecture)), Kikkoman Soyfoods Co. (Saitama Plant, Gifu Plant, Ibaraki Plant), Takara Shoyu Co., Ltd. (Choshi Plant (Chiba Prefecture))

*Heisei Foods Co. absorbed Edogawa Foods Co. on April 1, 2017 and changed its name to Kikkoman Foodtech Co. on the same day.

- 2) Reduction of the CO₂ emissions per unit of production at the major overseas manufacturing divisions:

4 plants; KFI (Wisconsin Plant (United States), California Plant (United States)), KSP (Singapore), KFE (The Netherlands)

- 3) Reduction of the CO₂ emissions at the domestic sales and back-office divisions:

The domestic sales and back-office divisions; Kikkoman Corp., Kikkoman Food Products Co., Kikkoman Beverage Co., Kikkoman Business Service Co., Nippon Del Monte Agri Co.

Initiatives

Objective (1) To reduce CO₂ emissions in manufacturing

- 1) Reduction of the CO₂ emissions per unit of production at the domestic manufacturing divisions
- 2) Reduction of the CO₂ emissions per unit of production at the major overseas manufacturing divisions

The Kikkoman Group will continue to work on optimizing and reducing energy consumption through the integration of plants and review and improve (efficiency promotion) all production processes. We will reduce CO₂ emissions by installing equipment and facilities with high energy saving performance and heat efficiency. In addition, we will work on reducing the environmental load by converting fuel that we use from type-A heavy oil to natural gas and also optimize our energy consumption.

3) Reduction of the CO₂ emissions at the domestic sales and back-office divisions

We aim to reduce the CO₂ emissions at Kikkoman Group domestic sales and back-office divisions with a reviewing business activities and promoting energy saving enlightening activities.

FY2018 Review

Objective (1) To reduce CO₂ emissions in manufacturing

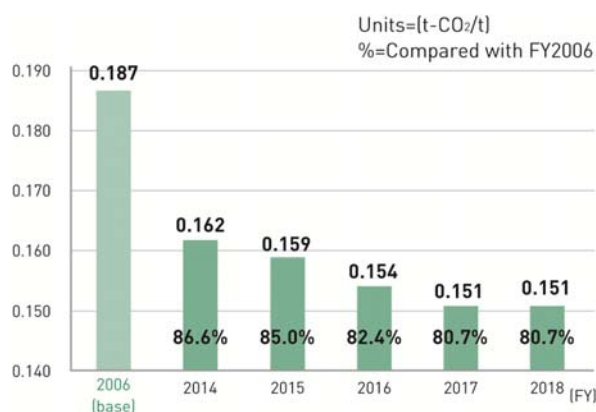
- 1) Reduction of the CO₂ emissions per unit of production at the domestic manufacturing divisions
- 2) Reduction of the CO₂ emissions per unit of production at the major overseas manufacturing divisions

The CO₂ emissions per unit of production at Kikkoman Group domestic manufacturing divisions in FY2018 was 0.151t-CO₂/t, which was decreased by 19.3% as compared with FY2006 (0.187t-CO₂/t), equal to FY2017 (0.151t-CO₂/t).

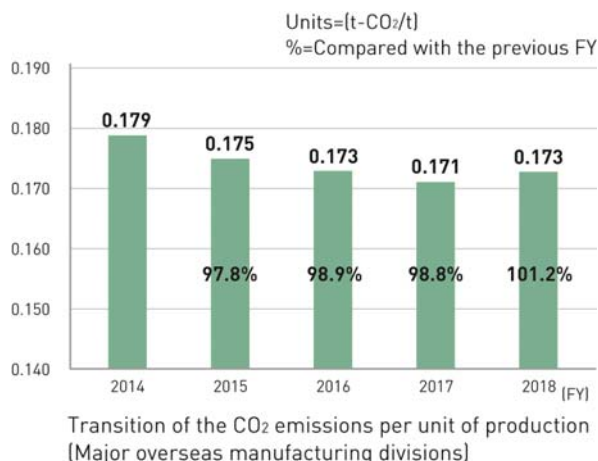
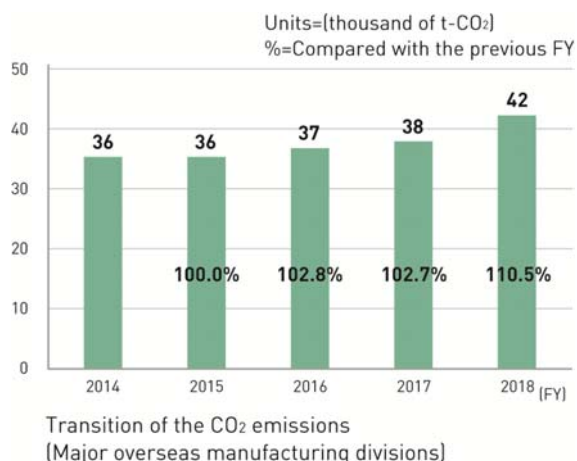
In addition, the CO₂ emissions per unit of production at Kikkoman Group major overseas manufacturing divisions in FY2018 was 0.173t-CO₂/t, which was decreased by 1.1% as compared with FY2015 (0.175t-CO₂/t), but increased by 1.2% as compared with FY2017 (0.171t-CO₂/t).



Transition of the CO₂ emissions
[Domestic manufacturing divisions]

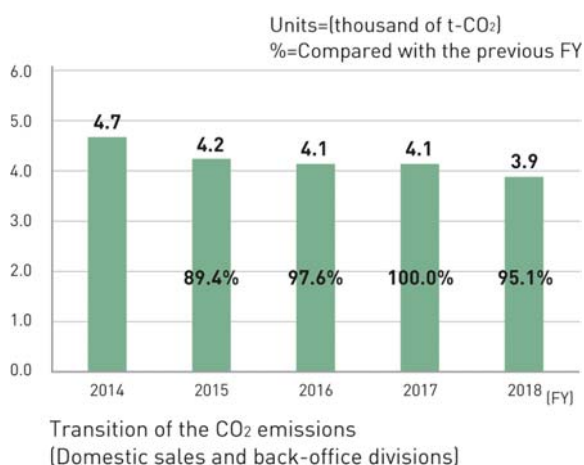


Transition of the CO₂ emissions per unit of production
[Domestic manufacturing divisions]



3) Reduction of the CO₂ emissions at the domestic sales and back-office divisions

The CO₂ emissions at Kikkoman Group domestic sales and back-office divisions in FY2018 were 3,900t-CO₂, which was decreased by 4.9% as compared with FY2017 (4,100t-CO₂). The objective was achieved in these divisions. We will put further efforts into achieving CO₂ reductions going forward.



Kikkoman Performance Index

At the Kikkoman Group, we introduced an index called the Kikkoman Performance Index (KPI), as a means to managing corporate objectives (Refer to page 58 of this report). By adopting CO₂ emission reductions into KPI items, in addition to sales and asset turnover ratios, we aim to clearly show group companies that the importance of reducing CO₂ emissions is equivalent to that of actual financial affairs, while utilizing it in terms of progress management at each division for more efficient initiatives.

KPI is prescribed at each division in all scopes, based on the CO₂ reduction objective (Refer to page 14 of this report), by the Kikkoman Group General Environmental Preservation Committee. At such divisions, achievement rates based on the objective are evaluated at the end of the first half (April to September) and the second half (October to March) each fiscal year. In addition, bonuses for executive officers are directly linked to the KPI scores achieved.

Utilization of renewable energies and sustainable resources

At the Kikkoman Group, we are working on CO₂ reductions through the utilization of renewable energies. We installed solar panels and wind power generators, while utilizing them as power sources for facilities at the Kikkoman Food Products Noda Factory, Nagareyama Kikkoman, Saitama Kikkoman and Kikkoman General Hospital in Japan, and also the KFI California Plant.

In addition, as part of an initiative to utilize sustainable resources, we use forest certified paper packaging in certain products.

Participation in international initiatives

In 2009, the Kikkoman Group signed the Caring for Climate initiative, which is an initiative led by the UN Global Compact. Caring for Climate is a framework for reducing risks due to climate change and promoting initiatives towards solving various issues through cooperation between signatory companies. At the Kikkoman Group, we are working on countermeasures for climate change issues via the exchange of information with signatory companies and various organizations.

CDP evaluation

CDP, an international nonprofit organization, selected the Kikkoman Group as one of their target corporations to which CDP sent its Climate Change Questionnaire to know and evaluate their efforts on reducing CO₂ emissions. CDP's evaluation based on the questionnaires are provided to institutional investors as an information disclosing the companies' actual stances toward reducing CO₂ emissions. The results are considered as one of the significant information from the ESG investment view point. The Kikkoman Group has replied to the questionnaire since FY2015.

In the CDP 2017 Climate Change Japan 500, which is the CDP's evaluation report based on the 2016 questionnaire, the Kikkoman Group acquired a B score.

Recycling based Society

Reduction and recycling of waste and byproducts

In addition to raising the recycling rate for waste and byproducts, the Kikkoman Group is pursuing qualitative recycling improvements in keeping with the objectives of the Food Recycling Law. We strive to develop environmentally friendly packages as specified under “Kikkoman’s Guidelines for Containers and Packaging.”

Objectives

Objective (1) To reduce waste* in general

- 1) To keep the waste generation per unit of production** at the domestic and major overseas manufacturing divisions comparing with the level of the previous fiscal year or below
- 2) To keep the waste generation at the domestic sales and back-office divisions comparing with the level of the previous fiscal year or below

*Waste is defined as products generated as a result of business activities, excluding

- (1) Produced at the Kikkoman Group
- (2) Consumed at the Kikkoman Group, for example, the usage of soy sauce oil as fuel
- (3) Sold to companies outside the Kikkoman Group
- (4) Collected free of charge

in other words, products whose disposal was outsourced to waste collection, transport and disposal companies.

**To calculate the waste generation per unit of production, the manufacturing volume (t) is used excluding packaging materials (t).

Objective (2) To reduce environmental load in containers and packaging

- 1) Reconsider materials (quality), amounts used, usage methods, collection methods, disposal methods, etc. of containers and packaging materials.

Scope:

Objective (1) To reduce waste in general

- 1) Reduction of the waste generation per unit of production at the domestic and major overseas manufacturing divisions:

23 plants; Kikkoman Food Products Co. (Noda Factory (Chiba Prefecture), Takasago Factory (Hyogo Prefecture)), Hokkaido Kikkoman Co., Nagareyama Kikkoman Co., Ltd. (Chiba Prefecture), Kikkoman Foodtech Co. (Main Plant (Chiba Prefecture), Nakanodai Plant (Chiba Prefecture), Edogawa Plant (Chiba Prefecture), Nishinippon Plant (Hyogo Prefecture)), Saitama Kikkoman Co., Nippon Del Monte Corp. (Gunma Plant, Nagano Plant), Manns Wine Co., Ltd. (Katsunuma Winery (Yamanashi Prefecture), Komoro Winery (Nagano Prefecture)), Kikkoman Biochemifa Co. (Edogawa Plant (Chiba Prefecture), Kamogawa Plant (Chiba Prefecture)), Kikkoman Soyfoods Co. (Saitama Plant, Gifu Plant, Ibaraki Plant), Takara Shoyu Co., Ltd. (Choshi Plant (Chiba Prefecture)), KFI (Wisconsin Plant (United States), California Plant (United States)), KSP (Singapore) and KFE (The Netherlands)

*Heisei Foods Co. absorbed Edogawa Foods Co. on April 1, 2017 and changed its name to Kikkoman Foodtech Co. on the same day.

- 2) Reduction of the waste generation at the domestic sales and back-office divisions:

The domestic sales and back-office divisions; Kikkoman Corp., Kikkoman Food Products Co., Kikkoman Beverage Co., Kikkoman Business Services Co. and Nippon Del Monte Agri Co.

Objective (2) To reduce environmental load in containers and packaging

1) All Kikkoman Group companies

Initiatives

Objective (1) To reduce waste in general

1) Reduction of the waste generation per unit of production at the domestic and the major overseas manufacturing divisions

We will work on optimizing production volumes, reducing various materials, and improving process yield rates in order to reduce waste that is generated as a result of production processes.

2) Reduction of the waste generation at the domestic sales and back-office divisions

We will conduct further work on converting waste into valuable resources by thoroughly sorting waste in order to reduce waste that is generated through business activities.

Objective (2) To reduce environmental load in containers and packaging

Reconsider quality, amounts used, methods of usage, collection and disposal, etc. of containers and packaging materials.

At the Kikkoman Group, we constantly reconsider all materials and quality, amounts used, usage methods, recovery methods, disposal methods, etc. of containers and packaging materials, and promote reducing weight and recycling under the “Kikkoman’s Guidelines for Containers and Packaging.”

[Kikkoman’s Guidelines for Containers and Packaging]

1. Reduce weight of containers and packaging.
2. Introduce and use returnable containers and packaging for our products.
3. Consider applying shapes, designs, and materials to containers and packaging that facilitate sorted collection and reuse.
4. Make greater use of sustainable resources.
5. Increase procurement from environmentally conscious suppliers and vendors.
6. Use materials with chemical compositions and shapes that have been verified as safe for humans.
7. Collect customer feedback and information regarding where and how they purchase and use our products and incorporate it into the development of new containers and packaging.
Strive to develop new containers and packaging.
8. Develop containers and packaging with universal designs to make them easy to use for a diverse range of customers.

FY2018 Review

Objective (1) To reduce waste in general

1) Reduction of the waste generation per unit of production at the domestic and major overseas manufacturing divisions

The waste generation per unit of production at Kikkoman Group domestic and major overseas manufacturing divisions in FY2018 was 0.0375t/t, which was increased by 2.5% as compared with FY2017 (0.0366t/t). We will put further efforts into waste reduction going forward.

2) Reduction of the waste generation at the domestic sales and back-office divisions

The waste generation at Kikkoman Group domestic sales and back-office divisions in FY2018 were 330 tons, which was decreased by 5.7% as compared with FY2017 (350 tons). The objective was achieved in these divisions. We will put further efforts into waste reduction going forward.

Objective (2) To reduce environmental load in containers and packaging

In FY2018, Kikkoman Food Products Co. has developed a new bottle, “*Mippu Eco Bottle*,” adopting the two changes, the main material of the bottle from PE (polyethylene) to PET (polyethylene terephthalate) and the cap and the label of the bottle to easily removed parts, and started to use the bottle as a container of a raw soy source named “*Kikkoman Itsudemo-shinsen Shiboritate Nama-shoyu Mild*” from February 2018. The bottle, which was made easily recyclable with the two changes, also reduced its weight by 10.3% compared with the bottle named “*Yawaraka Mippu Bottle*,” which had been used for the same kind of soy source before. Kikkoman Food Products Co. also succeeded in reducing the weight of the 400g PET bottle by 12.5% and started to use the bottle as a container for a sesame soup product named “*Kikkoman Kobashi-baisen Gomadare-tsuyu*.”

Nippon Del Monte Corp. reduced weight of the 800g tube by 3.5%, of the 1kg tube by 2.9% and of the hinge cap by 33.8% respectively used for “*Del Monte Tomato Ketchup*.”

Preservation of the water environment

The business of the Kikkoman Group is supported by and depends on the water environment. Water plays a crucial role in both the manufacture of products and also the production of crops in the form of raw materials. In addition, water is a precious resource for society at large, and we are well aware of the sheer importance of water preservation.

For this reason, at the Kikkoman Group, we implement various initiatives in order to make the most efficient use of water and reduce the environmental load.

Objectives

Objective (1) To preserve water environment

1) Reduce wastewater BOD to less than 10 mg/ℓ, or COD to less than 8 mg/ℓ at domestic river discharge areas.

Objective (2) To reduce water consumption

1) To keep the water consumption per unit of production* at the domestic and major overseas manufacturing divisions comparing with the level of the previous fiscal year or below

2) Work on reducing water consumption at all domestic sales and back-office divisions

*To calculate the water consumption per unit of production, the manufacturing volume (t) is used excluding packaging materials (t).

Scope:

Objective (1) To preserve water environment

1) Reduction of wastewater BOD or COD: 10 plants at domestic river discharge areas.

Objective (2) To reduce water consumption

1) Reduction of the water consumption per unit of production:

23 plants; Kikkoman Food Products Co. (Noda Factory (Chiba Prefecture), Takasago Factory (Hyogo Prefecture)), Hokkaido Kikkoman Co., Nagareyama Kikkoman Co., Ltd. (Chiba Prefecture), Kikkoman Foodtech Co. (Main Plant (Chiba Prefecture), Nakanodai Plant (Chiba Prefecture), Edogawa Plant (Chiba Prefecture), Nishinippon Plant (Hyogo Prefecture)), Saitama Kikkoman Co., Nippon Del Monte Corp. (Gunma Plant, Nagano Plant), Manns Wine Co., Ltd. (Katsunuma Winery (Yamanashi Prefecture), Komoro Winery (Nagano Prefecture)), Kikkoman Biochemifa Co. (Edogawa Plant (Chiba Prefecture), Kamogawa Plant (Chiba Prefecture)), Kikkoman Soyfoods Co. (Saitama Plant, Gifu Plant, Ibaraki Plant), Takara Shoyu Co., Ltd. (Choshi Plant (Chiba Prefecture)), KFI (Wisconsin Plant (United States), California Plant (United States)), KSP (Singapore), KFE (The Netherlands)

*Heisei Foods Co. absorbed Edogawa Foods Co. on April 1, 2017 and changed its name to Kikkoman Foodtech Co. on the same day.

2) Work on reducing water consumption:

The domestic sales and back-office divisions; Kikkoman Corp., Kikkoman Food Products Co., Kikkoman Beverage Co., Kikkoman Business Service Co. and Nippon Del Monte Agri Co.

Initiatives

Objective (1) To preserve water environment

At the Kikkoman Group, we set our own standards that are stricter than the legal standards (regulations) designated by the nation, prefectures and municipalities for all wastewater BOD (Biochemical Oxygen Demand) or COD (Chemical Oxygen Demand) produced as a result of our manufacturing activities. We put great effort into the preservation of water environments surrounding our plants by reviewing manufacturing processes and equipment, introducing the latest technologies and facilities and taking the most efficient measures possible.

In addition, we improve the knowledge and skills pertaining to wastewater treatment by periodically conducting training course for managers and employees at wastewater treatment facilities such as “Training for wastewater treatment facility managers,” while also optimizing facility management and improving on capabilities to deal with unexpected situations.

Objective (2) To reduce water consumption

At the Kikkoman Group domestic and major overseas manufacturing divisions (23 plants), we are aiming to efficiently reduce water consumption by measuring water consumption of our manufacturing activities and controlling water consumption per unit of production, while also reviewing existing processes and undertaking effective initiatives. In addition, we aim to reduce water consumption at the domestic sales and back-office divisions by reviewing business activities and conducting awareness-raising activities for water conservation.

FY2018 Review

Objective (1) To preserve water environment

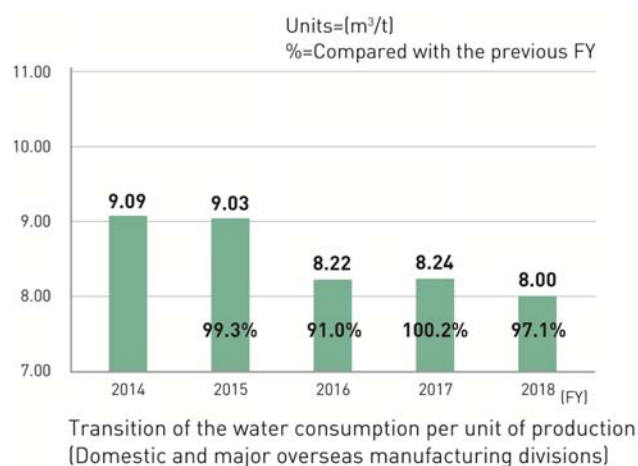
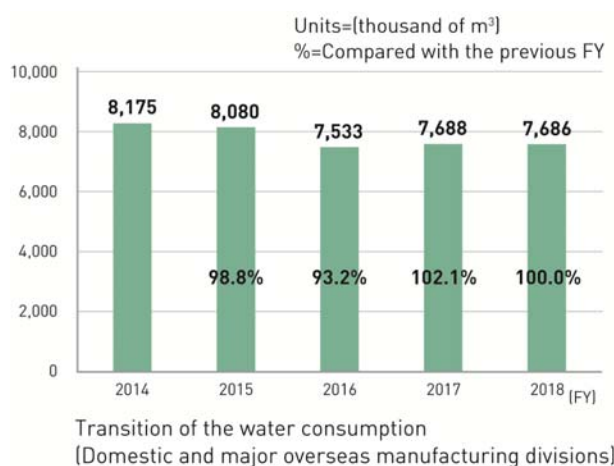
1) Reduction of wastewater BOD or COD

Among the domestic manufacturing divisions of the Kikkoman Group, 10 plants are located in river discharge areas, where wastewater is discharged into rivers after being treated at wastewater treatment facilities, the objective was achieved in 9 plants.

Objective (2) To reduce water consumption

1) Reduction of the water consumption per unit of production at the domestic and major overseas manufacturing divisions

The water consumption per unit of production at Kikkoman Group domestic and major overseas manufacturing divisions in FY2018 was 8.00 m³/t, which was decreased by 2.9% as compared with FY2017 (8.24 m³/t). The objective was achieved in these divisions. We will continue to make efforts for a further reduction by tackling the efficient use of water.



Support of water stress* reduction activities

The Kikkoman Group has manufacturing bases in regions where water stress has become a significant social issue, such as the US, the Netherlands and Singapore. At these manufacturing bases, we support water environment preservation activities that are conducted by local governments or NGOs in order to contribute to solving such issues. Please refer to page 50, “Social Activities in the World” for further detailed information in relation to this.

*Water stress: Situation when water demand exceeds the amount of water available at certain periods of time or when use of water is limited as a result of water quality.

Participation in initiatives in Japan and overseas

In FY2016, the Kikkoman Group participated in “Water Project,” which is hosted by the Japanese Ministry of the Environment. We also signed the “CEO Water Mandate,” an initiative that is led by UN Global Compact. We will continue to put our environmental policy into practice by participating in initiatives that protect precious water resources towards the future and integrate them into our activities.

Initiatives with supply chains

At the Kikkoman Group, we explain our basic ideas, philosophies and policies in relation to transactions through the “Kikkoman Group Transaction Policies” to business partners. Furthermore, we added an item on environmental preservation in “Priority Items,” in which we require business partners to follow, aiming to conduct environmental preservation activities through supply chains. We also confirmed initiatives that pertain to CO₂ reductions and forest protection from a perspective of global warming prevention, when holding discussions with business partners. Please refer to page 46 of this report for further details.

CDP evaluation

From FY2018, the Kikkoman Group began to reply to the CDP Water questionnaire sent by CDP, an international nonprofit organization. The evaluation based on the questionnaire are provided to institutional investors as an information disclosing the companies' actual stances toward reduction of water consumption and preservation activities of water quality and environment. The evaluation is considered as one of the significant information from the ESG investment view point.

In the CDP 2017 Water Report, the Kikkoman Group acquired a C score.

Energy, Resource, and Discharge Flows

The Kikkoman Group manufactures and sells an assortment of products, including soy sauce, soy sauce derivative products, beverages, ketchup, wine, soymilk, etc., to customers both within and outside of Japan. In the process of manufacturing these products, we consume not only raw materials but also energy, water, and packaging materials; moreover, we discharge solid, liquid, and gas waste.

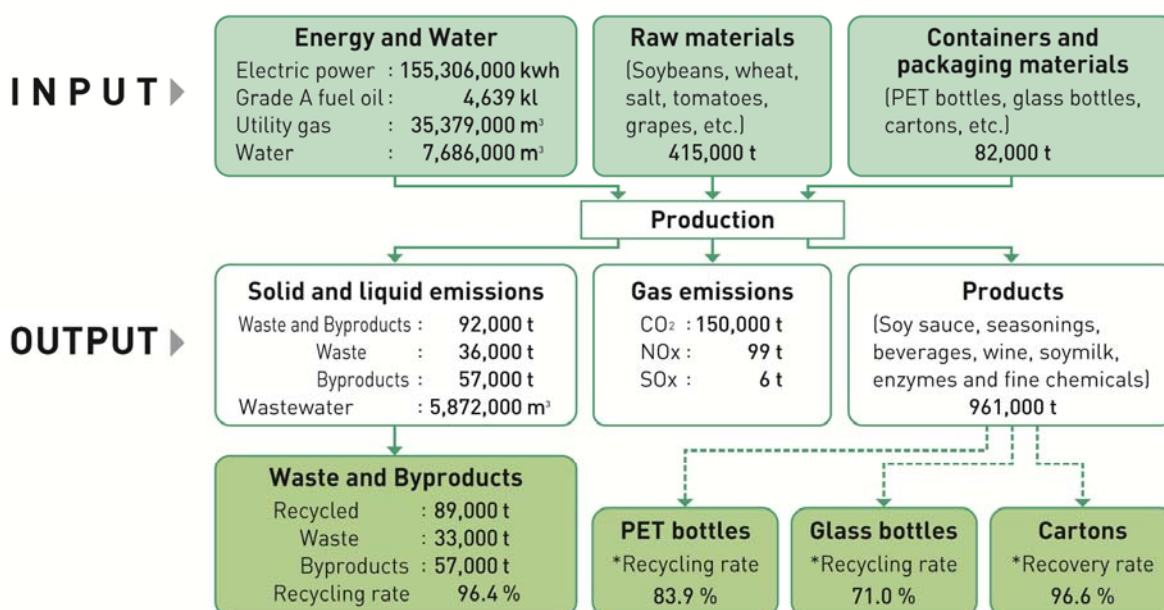
The Kikkoman Group strives to minimize its environmental load by seeking to consume less energy, water, and materials; improve efficiency in manufacturing and energy use; and reduce waste. We also attempt to reduce the environmental load of products after consumption by developing and using more readily recyclable containers and packaging materials, such as glass and plastic bottles and cartons.

Scope:

23 plants (the domestic and the major overseas manufacturing divisions); Kikkoman Food Products Co. (Noda Factory, Takasago Factory), Hokkaido Kikkoman Co., Nagareyama Kikkoman Co., Ltd., Kikkoman Foodtech Co. (Main Plant, Nakanodai Plant, Edogawa Plant, Nishinippon Plant), Saitama Kikkoman Co., Nippon Del Monte Corp. (Gunma Plant, Nagano Plant), Manns Wine Co., Ltd. (Katsunuma Winery, Komoro Winery), Kikkoman Biochemifa Co. (Edogawa Plant, Kamogawa Plant), Kikkoman Soyfoods Co. (Saitama Plant, Gifu Plant, Ibaraki Plant), Takara Shoyu Co., Ltd. (Choshi Plant), KFI (Wisconsin Plant, California Plant), KSP and KFE

*Heisei Foods Co. absorbed Edogawa Foods Co. on April 1, 2017 and changed its name to Kikkoman Foodtech Co. on the same day.

● Energy, resource and discharge flows for FY2018 (based on FY2018 Environmental accounting)



* The recycling rates for plastic bottles and glass bottles and the recovery rate for cartons reflect action by customers. These figures have been calculated based on the latest information published by respective trade organizations.

** Due to rounding, some totals may not correspond with the sum of the separate figures.

Environmental Management Activity

At the Kikkoman Group, we obtained ISO14001 batch certification for all major Group facilities in Japan, in order to construct an efficient environmental management system, while promoting a higher level of environment management. As part of this initiative, we follow not only environment-related laws and regulations, but also a management standard that we independently established, and integrate environmental risk reductions into our everyday work. In addition, we actively share information with stakeholders and use all information, technologies and experiences that we acquire inside and outside of the Kikkoman Group in our environmental preservation activities.

Objectives

Objective (1) To cooperate with local communities

1) We will further promote regional contribution activities and continue working on creating intimate communities.

Objective (2) To response against environmental risks

1) We will put further effort into strengthening compliance rules.

Objective (3) To keep improving the environmental management system

1) We will conduct environmental educations, promote environmental communications and adopt revisions of ISO14001 standard.

Scope:

Objective (1) All Kikkoman Group companies

Objective (2) All Kikkoman Group companies

Objective (3) All Kikkoman Group companies

FY2018 Review

Objective (1) To cooperate with local communities

At the Kikkoman Group, we share information in relation to environmental preservation activities through seminars and exhibitions, while also cooperating and conducting activities with industries, governments, academia and nonprofit organizations. In addition, we use all information, technologies and experiences that we acquire inside and outside of the Kikkoman Group in our environmental preservation activities.

● Major environmental communication programs during FY2018

Programs	Date, or times	Target audience	No. of participants
Publication of Data Book (Japanese version)	Oct.-17	General public	-
(English version)	Jan.-18	General public	-
Revision of the Environmental Preservation Activities Case Book	Dec.-17	General public	-
Disclosing information on the website (Japanese version)	Feb.-18	General public	-
(English version)	Feb.-18	General public	-
Summer Vacation Class "Production and Ecology"	Aug.-17 (3 times)	Elementary school students	58
University Internship	Aug., Sep.-17	Students at national, public, private universities and national colleges	5
Environmental Lecture at Kanagawa Institute of Technology	Oct.-17	Students of Kanagawa Institute of Technology	56
Training Program for school teachers	Aug.-17	Teachers from Nerima and Edogawa Wards	20
Activities with outside environmental groups	15 times	National, Prefecture and City governments and private companies	-

Objective (2) To response against environmental risks

1) Water pollution prevention

As we use and discharge large volumes of water in the manufacturing and washing process of our products, we pay full attention to improve water qualities and prevent river pollution through setting our own standards. For wastewater, we introduced management objectives using BOD or COD as indicators and systems to evaluate the achievement levels of these objectives in Medium-term Environmental Goals for FY2016-2018.

2) Manual for the proper disposal of industrial waste

We sort industrial waste before disposal, reduce industrial waste as much as possible, and pursue recycling. In Japan, we consign the collection, transfer, processing, and disposal of industrial waste to licensed service providers. We comply the Kikkoman Manual for the Proper Disposal of Industrial Waste and strive to ensure that waste is disposed of properly.

3) Noise, vibration, and odor prevention

To prevent noise, vibration, and odors, we have been installing quieter machines and soundproof/sound-absorbing walls around our plants. Noise and vibration levels are monitored regularly along the boundaries of our plants to ensure they do not exceed the levels prescribed by local community regulations.

4) Air pollution prevention

In addition to observing regional regulations on the concentration and total amount of sulfur oxides (SO_x), nitrogen oxides (NO_x), and soot and particulate emissions, we seek to control these emissions by establishing voluntary standards at each of our plants.

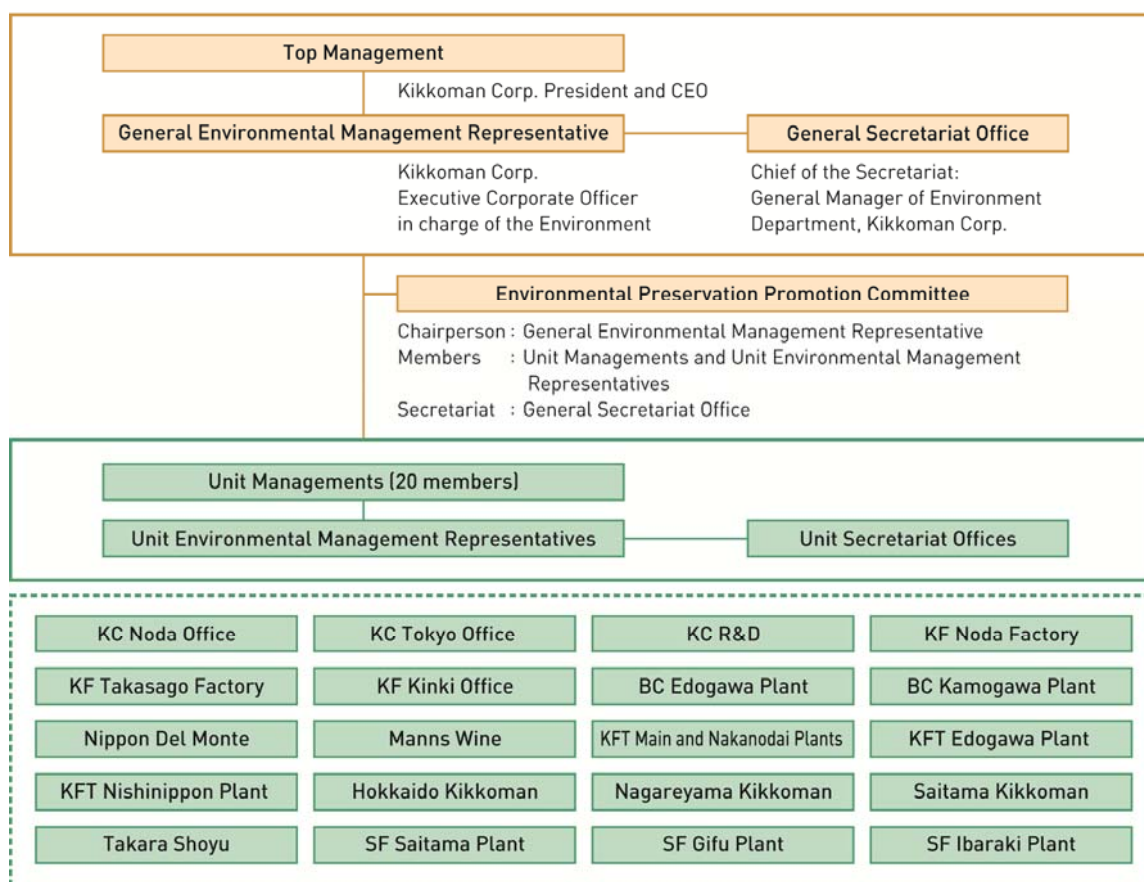
5) Black mold pollution prevention

Trees, roofs, and walls in the vicinity of soy sauce and *mirin* plants can be darkened by mold classified in the genus *Aureobasidium*. It propagates through the intake of alcohol, and its presence can generate a black pigment on material surfaces. In consideration of local residents, the Kikkoman Group hermetically seals the source of emissions, installs cleaning devices on air ducts, and recovers alcohol content from the exhausted gases to prevent the microbe from spreading to residential areas.

Objective (3) To keep improving the environmental management system

Since obtaining ISO14001 batch certification for all major Group facilities in Japan in June 2011, the Kikkoman Group aims to achieve higher levels of environmental management by further enhancing group-wide communication, while also continually improving environmental management systems. We use the PDCA cycle in order to steadily implement the management system throughout the group and promote continuous improvements through specific activities at each division. We improve our environmental management systems by establishing objectives and policies for environmental conservation activities from a perspective of the entire group, and prepare structures to exchange information, while reviewing results at all sites. In addition, we conduct internal audits at group companies inside and outside Japan. We conduct training for new and mid-level employees in order to recognize global and ecological perspectives and the importance of environmental conservation, while also conducting more specialized training for environmental conservation representatives.

● Framework to Promote ISO14001 (FY2018)



KC=Kikkoman Corp. KF=Kikkoman Food Products BC=Kikkoman Biochemifa KFT=Kikkoman Foodtech
SF=Kikkoman Soyfoods

*Heisei Foods Co. absorbed Edogawa Foods Co. on April 1, 2017 and changed its name to Kikkoman Foodtech Co. on the same day.

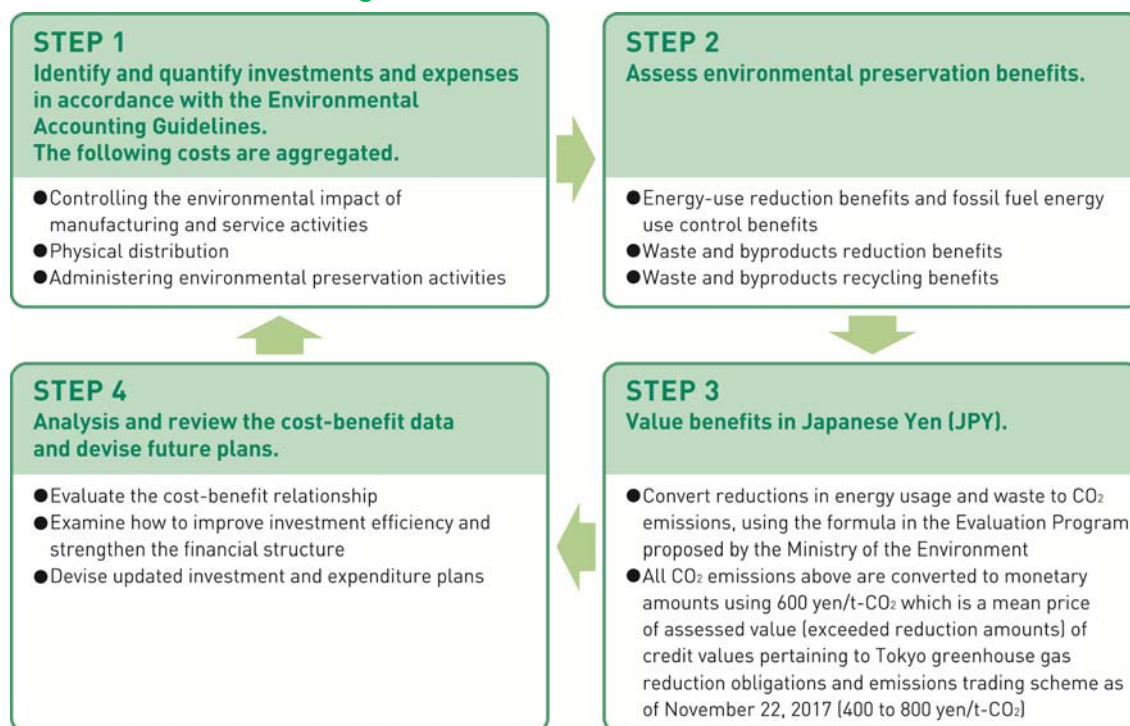
● Major environmental education programs during FY2018

Programs	Date, or times	Target audience	No. of participants
Training of ISO14001 internal environmental auditors	Jul.-17	Employees	24
	Oct.-17 (2 times)	(Qualified auditor candidates)	48
Skill up training of ISO14001 internal environmental auditors	May-17 (2 times)	Employees (Licensees of internal environmental audit, etc.)	57
	Jun.-17		15
	Sep.-17 (2times)		32
	Oct.-17		10
	Nov.-17		4
	Jan.-18		5
Training for wastewater treatment facility managers	Jul.-17	Wastewater treatment facility managers	20
	Mar.-18		24
Environmental lecture at domestic group companies	23 times	Domestic group companies	—
Employees training program at overseas group companies	Feb.-18	PKI employees, etc.	—
New employee training program	Apr.-17	New employees in FY2018	21
Environmental lecture by Dr.Yuji Kishi	Sep.-17 (2 times)	Domestic group companies	184
Transmission of environmental information	17 times	Domestic group companies	—
Transmission of legal and ordinance information	4 times	Domestic group companies	—

Environmental Accounting

The Kikkoman Group quantifies and assesses from multiple perspectives the costs and benefits of its operations in relation to environmental preservation. This helps us pursue efficient environmental preservation practices.

Environmental Accounting Scheme



Environmental Accounting for FY2018

Scope:

Kikkoman Food Products Co. (Noda Factory, Takasago Factory), Hokkaido Kikkoman Co.*, Nagareyama Kikkoman Co., Ltd.*, Kikkoman Foodtech Co. (Main Plant, Nakanodai Plant, Edogawa Plant, Nishinippon Plant)*, Saitama Kikkoman Co.*, Nippon Del Monte Corp. (Gunma Plant, Nagano Plant), Manns Wine Co., Ltd. (Katsunuma Winery, Komoro Winery), Kikkoman Biochemifa Co. (Edogawa Plant, Kamogawa Plant), Kikkoman Soyfoods Co. (Saitama Plant, Gifu Plant, Ibaraki Plant), Takara Shoyu Co., Ltd. (Choshi Plant), KFI (Wisconsin Plant, California Plant), KSP, KFE (domestic manufacturing divisions (19 plants) and major overseas manufacturing divisions (4 plants))

Companies with * are included in the environmental accounting records of Kikkoman Food Products Co..

**Heisei Foods Co. absorbed Edogawa Foods Co. on April 1, 2017 and changed its name to Kikkoman Foodtech Co. on the same day.

Reporting Period: April 1, 2017 – March 31, 2018

Environmental preservation investments and expenses

(Rounded to the nearest million yen)

Category	Kikkoman Food Products	Nippon Del Monte	Manns Wine	Kikkoman Biochemifa	Kikkoman Soyfoods	Takara Shoyu	KFI	KSP	KFE	Total
Environmental preservation investments	115	9	153	86	80	19	80	13	0	555
Environmental preservation expenses	1,568	116	38	52	568	78	233	30	56	2,739

Environmental preservation benefits

Energy use reduction	0	0	0	0	-2	0	-2	0	0	-4
Energy (fossil fuel) control	2	0	0	0	0	0	0	0	0	2
Waste and byproducts reduction	1	0	0	0	0	0	-3	0	-1	-3
Waste and byproducts control (recycling)	29	2	1	1	17	1	23	2	3	79
Total	32	2	1	1	15	1	18	2	2	74

* Due to rounding, some totals may not correspond with the sum of separate figures.

FY2018 Review

Environmental preservation investments

Environmental preservation investments in FY2018 totaled 555 million JPY (Japanese Yen), an increase of 115 million JPY from FY2017 (440 million JPY). The main reasons for this increase in investments were associated with the fact that investments in wastewater treatment facilities in Manns Wine Co., Ltd. and air-conditioning equipment in Takara Shoyu Co., Ltd. were done.

Environmental preservation expenses

Environmental preservation expenses in FY2018 totaled 2,739 million JPY, an increase of 9 million JPY from FY2017 (2,730 million JPY). The main reason for this increase in expenses was associated with the increase in administrative expenses due to increase in production volume compared to the previous fiscal year (FY). In FY2018, overseas companies (KFI, KSP, KFE) 's environmental preservation expenses in JPY increased compared to the previous fiscal year (FY2017), as the exchange rates of USD/JPY and SGD/JPY, EUR/JPY in FY2018 tended to be higher than previous fiscal year (FY2017).

Environmental preservation benefits

The CO₂ emission in FY2018 (123 thousand t-CO₂) was converted to monetary amount by Tokyo greenhouse gas reduction obligations and emissions trading schemes (Tokyo Cap-and-Trading Program) using the mean price as November 22, 2017 (600 JPY/t-CO₂). The environmental preservation benefit was calculated at 74 million JPY. It was decreased by 117 million JPY from FY2017 (191 million JPY converted using the same method from 127 thousand t-CO₂). The main reason for this decrease in benefit was associated with fact that the mean price used in conversion of FY2018 was lower than that of FY2017.

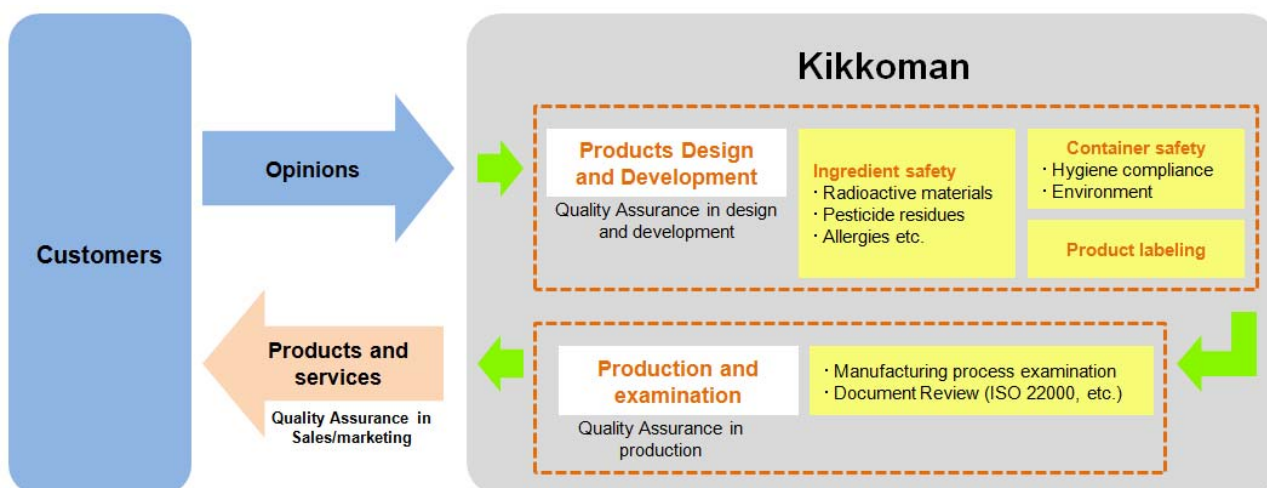
For Our Customers

Quality Assurance based on the Concepts of “Safety” and “Peace of Mind”

At the Kikkoman Group, we consider the “safety” of the products and services is our highest priority. From this viewpoint of “safety,” we conduct quality assurance inspections based on strict inspection standards for all processes from ingredient selection to the final product stage as part of our system in place for ensuring food safety. Our quality assurance examinations extend from the product development stage to ingredient production sites, processing, manufacturing, sterilization, product packaging, and labeling based on related laws and regulations. We also examine product patentability, trademarks and related regulations, and the Quality Assurance Committee only approves the manufacture of a new product after it passes these inspections.

At the same time, we also place importance on delivering products that give “peace of mind” to customers. The Kikkoman Group believes that “peace of mind” comes from building relationships of deep trust by communicating the “safety” of our products in an easy-to-understand manner. We strive to improve customer satisfaction by delivering the product “safety” as well as “peace of mind” to customers. From this viewpoint of “peace of mind,” we actively communicate through our website and other means. Moreover, we place great importance on labeling and advertisements. In addition to compliance with laws and industry standards, we strive to provide clear and easy-to-understand expressions beyond legal requirements.

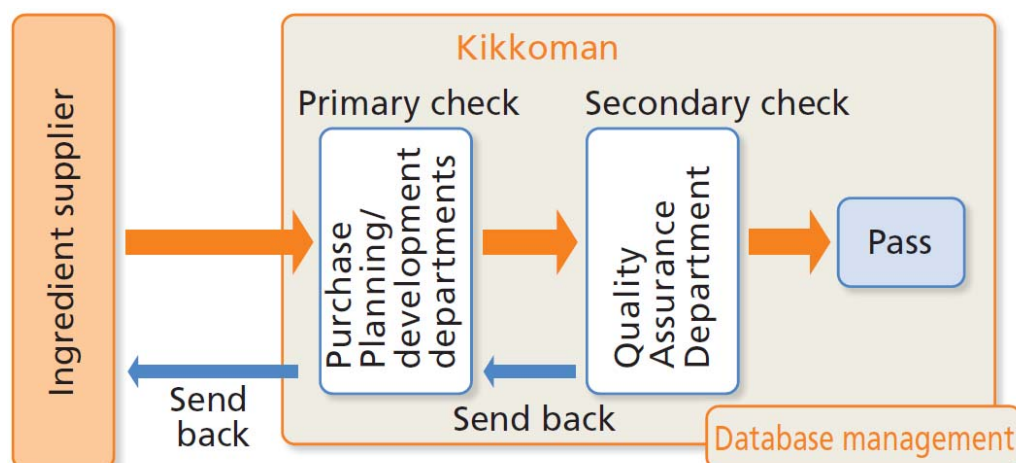
•The Kikkoman Group’s quality assurance flow



Quality Assurance in the Product Development

At Kikkoman, using safe ingredients and materials is a top priority in ensuring food safety. We track country of origin information on all of our ingredients and materials and thoroughly examine them for safety and legal compliance.

● **Kikkoman's Process for verifying ingredient specifications**



Monitoring quality control

Kikkoman has put in place a system for monitoring quality control to ensure that customers can use Kikkoman brand products with confidence and peace of mind no matter where in the world they are. Managers with specialized knowledge extending beyond the plant in which they work provide comprehensive and regular monitoring of food product hygiene, equipment management, and other aspects of operation at the Group's Japanese and overseas manufacturing plants.

Original Equipment Manufacturers (OEM) manufacture a certain amount of the Kikkoman products. In order to assure quality of those products, we monitor the OEM based on our OEM assessment sheet that consists of 70 questions. The questions cover the following categories: administration, building/facilities, sanitation in general, raw materials, production, foreign materials, examination, and shipping. Before conducting site audits, the OEM are requested to implement self assessments. By comparing results of audits and self assessments, we strive to further improve our quality assurance system.

Radioactive materials

Soon after the Great East Japan Earthquake, the Kikkoman Group deployed various group-wide efforts to deal with radioactive materials.

We confirm safety of raw materials by monitoring results of radioactive material tests conducted by the Japanese government and local governments. Also, we confirm safety of our products by collecting and checking information from our suppliers regarding place of origin and control systems. When necessary, we analyze raw materials and water through our own analyzers or external institutions and ensure safety.

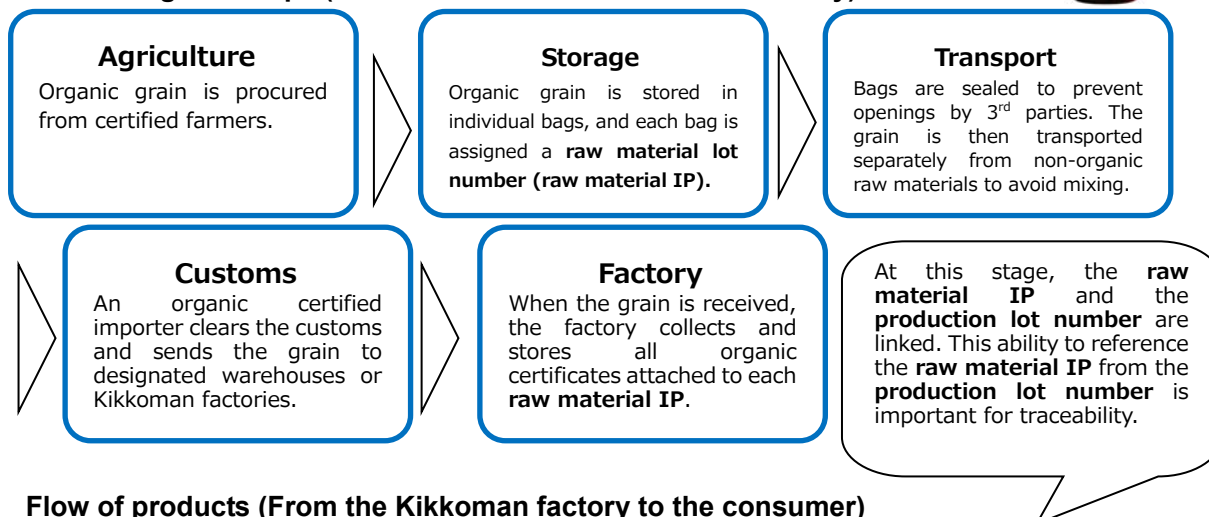
At Kikkoman, Environment & Food Safety Analysis Center and/or each plant undertake the examinations by using germanium semiconductor detectors or NaI scintillation spectrometers.

Case example: Traceability of organic soy sauce

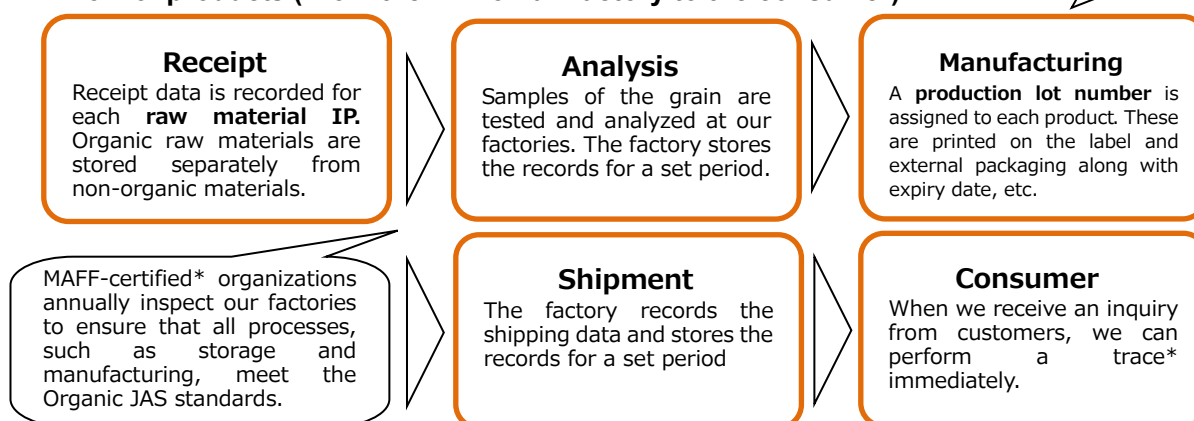
The organic soybeans and organic wheat used in organic soy sauce is managed strictly to ensure that they do not become mixed with other raw ingredients. Kikkoman has established a system for traceability, which includes certification and transportation history to ensure that the products are organic.



Flow of organic crops (From the farm to the Kikkoman factory)



Flow of products (From the Kikkoman factory to the consumer)



*Ministry of Agriculture, Forestry and Fisheries

*Tracing procedure:

Check production lot number → Identify raw material used from the raw material IP → Investigate transportation route and farm location.

Kikkoman factories retain records for all of our raw materials including packaging, production processing, and distribution routes for not only our organic soy sauce but for all of our products. Through this system, if an issue arises, Kikkoman factories can quickly target the affected products and minimize any negative impact. The system also allows us to quickly identify the cause and resolve the issue.

System to Maintain a Stable Supply

The Group believes that it is our social responsibility to deliver our products in a stable manner. Our plants constantly update their facilities for smooth productions and each plant works to obviate any chance of the accidents, which affects our production capabilities. Also, Kikkoman works with Sobu Logistics Corp. to review the Group's logistics on a continuous basis to build a faster and more stable logistic system.

The Great East Japan Earthquake affected our production and logistics capabilities, and a supply of some of our products stopped for a temporary period of time. Neither productions nor logistics were seriously damaged, but the Group decided to introduce BCP (Business Continuity Plan) in preparation for the possible future disasters.

Healthy Food Lifestyles

“Realization of rich and healthy food lifestyles” is one of the three themes of the Kikkoman Group Corporate Social Responsibility Framework. Nutritional challenges, including both obesity and malnutrition, are becoming more widespread globally. Kikkoman strives to address these issues by supporting healthy food lifestyles by providing nutritious products and appropriate health information.

Products

At Kikkoman Group, to provide customers with products that are rich in nutrition and good for health, we strive to develop new products and continuously improve existing ones. By utilizing the proprietary know-how of each of the group companies and with the aim of contributing to healthy lifestyles for consumers, we have developed products such as low-sodium soy sauce that contains about 50% less salt than regular soy sauce products, easy-to-drink vegetable based beverages, soy milk rich in important nutrients such as vegetable protein, and specially processed food for the elderly.

Raising awareness for healthy eating habits

Kikkoman Group provides information regarding healthy eating habits on our website. The information is not only related to products; we also share information on healthy recipes as well as characteristics and nutrition information regarding ingredients for better eating habits.

Research and developments initiatives

The R&D Laboratory at Kikkoman Corp., which focuses on research areas mainly related to our business domain of “Food and Health,” conducts research on soy-sauce brewing, food products, biotechnology, and healthy food. The Kikkoman Group pursues innovative initiatives by collaborating with external research laboratories across a number of areas. These initiatives range from basic researches that form the foundation of our future products to tangible product development. In addition to the research and development department in Japan, three research facilities have been established: Kikkoman Singapore R&D Laboratory PTE. LTD. in 2005,

Kikkoman Europe R&D Laboratory B.V. in 2007, and Kikkoman USA R&D Laboratory, INC. in 2008. We are engaged in research from a global perspective by coordinating activities through the four regional organizations in Japan, Asia, Europe, and North America.

Initiatives through social activities

Kikkoman group is engaged in social activities based on the theme of “Food and Health.” As an entity engaged in the provision of food products on a global scale, we conduct activities that are geared toward helping people who don’t receive adequate nutrients. In 2012, Kikkoman Corp. conducted a preparatory survey with the aim of improving nutrition for infants, mothers, and patients in Kenya through the use of traditional Japanese fermentation technologies.

Intellectual Property

Kikkoman Group maximizes our competitive strengths through the effective use of our Intellectual property, such as patents rights and trademark rights. These tools allow us to offer trustworthy products and services to consumers. Moreover, Kikkoman Group takes measures to protect our consumers from counterfeit products and gives great consideration to respect the rights of other companies.

Intellectual Property Management System

Kikkoman Group possesses a multitude of patent rights obtained through our research and product development efforts and trademarks as brand names, logos and so on.

Kikkoman Group has implemented a system to control the effective and proper use of these resources. The Intellectual Property Department at Kikkoman Corporation collectively manages all intellectual properties for Kikkoman Group companies. Intellectual property personnel are appointed at each group company where they facilitate information exchange and support. Furthermore, Kikkoman Corporation has also adopted a system for evaluating the achievements of inventors, based on a resolution by the Board of Directors, to raise employees’ motivation for making inventions.

Protection of Intellectual Property and Noninfringement

Kikkoman Group protects intellectual property through acquiring patent right for inventions and trademark registrations. In FY 2018, 32 patents were obtained in Japan and 47 patents were obtained overseas. The “Hexagon Kikkoman Logo” that is a Kikkoman Group’s representative trademark Kikkoman Group, is currently registered in 167 countries.



The Hexagon Kikkoman Logo

Kikkoman Group promotes fair business practices to avoid infringing on the rights of other companies at every stage of development, from selecting research themes to commercialization. Kikkoman's quality assurance processes are systematically implemented as a part of these activities. All Kikkoman-branded products developed and produced in Japan and overseas are subject to examination and approval of the Intellectual Property Department at Kikkoman Corporation (297 patent search and 366 trademark search performed in FY 2018). As of April 1, 2018, Kikkoman Group has no active intellectual property infringement legal cases in Japan or overseas.

Measures Against Counterfeit Products

Kikkoman Group is strengthening efforts to monitor and respond to trademark infringements by counterfeit products. Counterfeit products, such as soy sauce products made by companies using fake Kikkoman labels, have been reported. These counterfeit products not only damage the value of the Kikkoman brand, but also harm the interests of consumers, who mistakenly purchased these products.

To protect consumers, when we detect counterfeit of Kikkoman products, Kikkoman Group will deal with such counterfeit products with a resolute attitude including such as requesting of administrative exposure by authorities

Responsible Marketing Expressions and Advertisements

At the Kikkoman Group, we pursue socially responsible marketing expressions and advertisements based on the Group Code of Conduct, which states we “do not pursue profits by unfair or unjust means which may offend the customers, competitors and business partners.” We recognize that our marketing expressions and advertisements have an influence over consumers. Therefore, in addition to compliance with laws and social norms, we strive to bring forward fair and accurate information as well as sensible expressions.

Complying with laws concerning product labeling and advertisement

Kikkoman rigorously checks the veracity of product labeling and advertisement to verify compliance with related laws and regulations. This includes industry guidelines as well. If any problem is found, we immediately take corrective action before products reach the market to ensure that our product labeling complies with these laws and regulations.

Ensuring Social Fairness

To ensure social fairness from the customer's perspective, Kikkoman has established internal guidelines for labeling and advertisements. Based on the guidelines, the Quality Assurance Departments of the Group companies play central roles in ensuring the absence of misleading, exaggerated, or unfair labeling and descriptions of unscientific effects. At the same time, Kikkoman's Intellectual Property Department plays a lead role in verifying that Kikkoman does not violate patents, trademarks, etc. held by other companies.

Pursuing Customer Satisfaction

The Kikkoman Consumer Center

Kikkoman has established the Kikkoman Consumer Center to serve as the primary channel through which Kikkoman communicates with customers. The Center strives to provide accurate, speedy, and heartfelt service to customers in accordance with a basic policy of “Speed, Precision, and Sincerity.”

Questions and comments received from customers are utilized companywide to help provide speedy, accurate service and to take full advantage of customer feedback as a management resource. Furthermore, customer feedback is summarized and shared internally with executives, managers, and supervisors nationwide in the form of weekly reports. Participation of the Kikkoman Consumer Center in the Quality Assurance Committee helps bring customer feedback to bear in our efforts to both improve existing products and develop new ones.

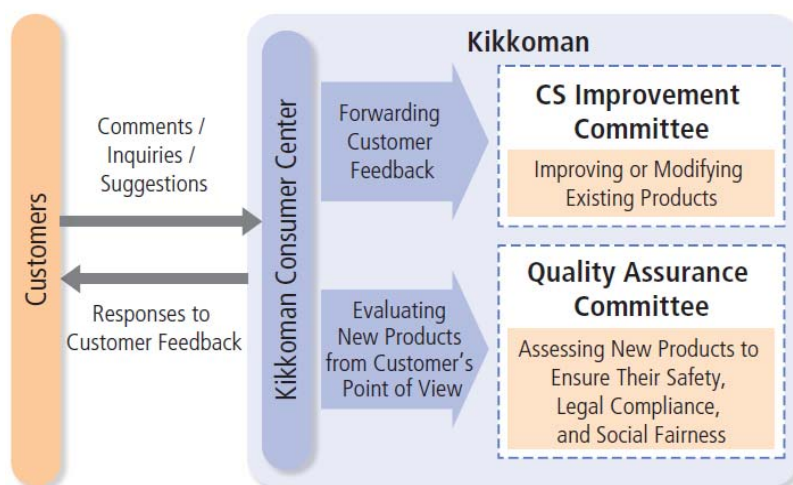
- Number of Customer inquiries

FY	Total	Comments	Inquiries	Suggestions
2014	27,365	1,580	22,055	3,730
2015	25,827	1,626	20,234	3,903
2016	26,082	1,678	19,972	4,432
2017	25,721	1,780	21,075	2,866
2018	22,939	1,764	18,790	2,385

The CS Improvement Committee

The suggestions from customers include ones that can't be dealt with by the Kikkoman Consumer Center alone. The Customer Satisfaction (CS) Improvement Committee, chaired by top management and counting departmental officers as its members, takes care of inquiries that fall beyond the scope of the Center's responsibility in order to improve Kikkoman's products and services.

- How Kikkoman acts on customer feedback



Please visit our website for more information. <http://www.kikkoman.com/en/quality/>

For Our Employees

Kikkoman Group Employee Data

Employee Data	No. of employees
Total employees	7,105
Employees in Japan	3,438
Kikkoman employees (※) Scope of "Kikkoman" is Kikkoman Corp., Kikkoman Food Products Com., Kikkoman Beverage Co., and Kikkoman Business Services Co., and data below covers "Kikkoman"	1,617
Newly recruited employees	31
Employee turnover	50
Managers	446
Female managers (ratio of female managers)	33 (7.4%)
Average annual hours worked per employee *managers and hospital staff are excluded	1,881.0
Average monthly overtime hours per employee *managers and hospital staff are excluded	12.6
Employees on medical leave	4

As of 3/31/2018

Respecting Human Rights

Basic Approach

Kikkoman Group respects human rights described in internationally recognized documents such as the Universal Declaration of Human Rights. The Kikkoman Group Code of Conduct states, "We respect personalities and individualities, foster mutual understanding, and stamp out discriminations based on prejudices. We make fair evaluations in the treatment of employees."

In 2001, Kikkoman announced our participation in the United Nations Global Compact(UNGC). The ten principles of the UNGC set forth in the Global Compact's "Human Rights" and "Labor Standards" sections are fully compatible with those stipulated in our Labor Agreement, Working Regulations, and Labor-Management Joint Declaration.

Assessment

When conducting the Corporate Social Responsibility Survey, Kikkoman Corp. assesses conditions of group companies by setting items regarding prevention of discrimination, working hours, safe work environment, anti-harassment measures. In FY 2018, the result of the survey showed that there were no problems on these issues. Please see 62 about the Corporate Social Responsibility Survey.

Training programs for the managers

Every year, Kikkoman conducts a management training program for all managers. This training program focuses on roles and measures as managers and helps managers to develop further understanding of compliance including human rights, employee management, and proper performance reviews. In FY 2018, 233 managers participated in this program.

Nurturing Better Work Environment

In order to support and encourage employee efforts to achieve a healthy balance between rewarding work and fulfilling private lives, Kikkoman has implemented a set of Company-developed support programs designed to create an environment whereby employees can make the most of their abilities in a healthy and vital manner. We introduced childcare leave 10 years before its enactment in law and family care leave 20 years before its enactment in law.

In May, 2017, Kikkoman started work-from-home system as part of way of working more efficiently. We also aim at helping employees manage work and parental and/or nursing care.

Human Resource Development

Training

Kikkoman offers tier-based training for its new employees and employees in management positions. In order to enhance the Group's synergy, collective training programs with affiliates have been taken place. Kikkoman offers a broad range of self-development training programs for employees, including courses at business schools; "My Challenge Training," which allows trainees to select from several courses; correspondence courses; and e-learning courses. Through these educational and training opportunities, we support employees' autonomous skill-building and career development efforts.

The human resource development vision

In keeping with the Human Resources Development Vision, Kikkoman's educational programs are designed to offer support so that individual employees take joy in learning, work to strengthen their specialized skills, and continue to grow through lifelong learning.

The Human Resources Development Vision aims to foster the development of professionals for the 21st century by helping employees develop skills and grow personally so that they can participate in their jobs in an engaged and energetic manner and contribute to organization innovation.

Maintaining sound labor-management relationships

Under the Labor-Management Joint Declaration, which was announced in 1998, Kikkoman has established and maintained sound labor-management relationships based on mutual trust and respect. Additionally, Kikkoman has adopted a union shop labor agreement.

Socially responsible corporate pension management

Kikkoman has a contract-based defined-benefit pension plan to ensure the stability of our corporate pension fund in response to changes in employees' needs and employment conditions in Japan. In 2006, Kikkoman became a signatory to the United Nations Principles of Responsible Investment. The move marks Kikkoman's commitment to fulfilling its social responsibility by incorporating environmental, social, and corporate governance issues into investment decision-making and stock ownership practices with respect to its pension fund.

Safe and Healthy Work Environment

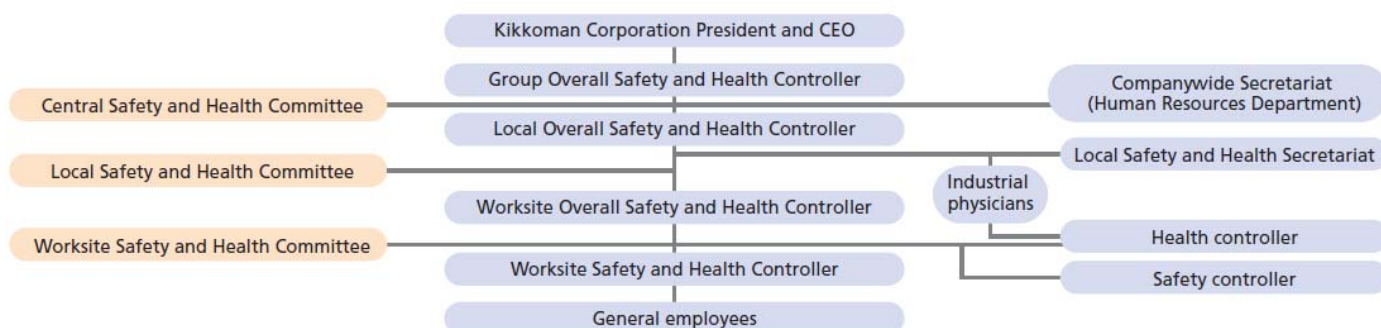
Kikkoman believes that providing a safe and pleasant work environment for employees is a fundamental principle of corporate management. Accordingly, Kikkoman's Safety and Health Committee, made up of labor and management representatives, plays a central role in implementing its occupational safety and health management system (OSHMS).

Promoting safety and health activities

Kikkoman has set up the Central Safety and Health Committee to review and determines policies and key objectives for companywide safety and health initiatives, and its decisions are made known throughout Kikkoman. Daily safety and health activities are undertaken through local safety and health committees. In addition, monitoring teams consisting of labor and management representatives conduct periodic monitoring inspections at both the central and local levels, and Kikkoman works to assess the causes of safety and health risks and take corrective action.

In FY 2018, there were 2 minor accidents, 8 accidents resulting in work stoppages, and 12 accidents that caused minor injuries. We remain committed to strengthening efforts to eliminate accidents by applying risk assessment practices companywide. In order to further improve the Group's Safety and Health standards, the Group held two joint meetings that the domestic affiliates discuss and share safety and health issues. Through these efforts, the Group is working to prevent future accidents.

● Safety and Health Management Organization (Kikkoman)



Efforts by the Group companies overseas

The Group is working on improving safety and health system at our Group companies overseas. At KFI, KFE, and KSP, each company forms their Safety and Health Committee and strives to improve effectiveness of the safety and health system.

All of our Group companies overseas provide with the lectures and/or trainings regarding safety and health as well as using proper protections while performing job functions. The affiliates share accident reports with the Foreign Administration Department at Kikkoman Corp. to avoid repeating the similar accidents.

Physical and mental well-being of employees

Kikkoman provides medical supports to employees. Employees who need re-examination following their medical check-ups can receive advice from medical nurse. The employees can also access a health databank to check their records of health checkup.

Kikkoman has a 24-hour telephone hotline for health and medical questions in partnership with an outside institution as part of our ongoing commitment to helping employees maintain good physical and mental health. In addition to regular medical checkups, Kikkoman offered dental checkups, VDT check, and immunization against influenza by Kikkoman General Hospital.

Diversity in the workplace

Promoting employment of people with disabilities

Based on the principle of “normalization,” the concept of creating a society in which able-bodied and disabled people live and work together on equal terms, Kikkoman works to develop a work environment for people with disabilities. The proportion of employees with disabilities at Kikkoman was 1.61% as of 3/31/2018.

The Continuing Employment System

In 2001, Kikkoman introduced the Post Retirement Employment System, which is available to those who retire at age of 60. This system made it possible to provide opportunities for the object employees to exercise their skills as well as passing on the skills of experienced workers to younger workers.

Anti-harassment Policy

Kikkoman believes that harassment, such as sexual harassment, and any mistreatment of employees in the workplace are socially unacceptable behaviors that hurt the dignity of our employees. In order to prevent harassment in any form, we developed the Anti-Harassment Policy and established a committee consisting of members from management and its labor union. Additionally, Kikkoman conducts education programs and established a hotline to respond to our employees.

Better work environment for female employees

Kikkoman is working to create a better work environment for female employees. As of July, 2018, there were 33 female managers at Kikkoman (7.4% of total managers). We set a goal to increase the percentage to 10% by 2020. In order to help female employees come back after childbirth, Kikkoman introduced the Childcare Leave 10 years before its enactment in law. In FY 2018, 38 employees including male employees applied for this program. Since the program was introduced, 611 employees in total have applied.

Localization of management and appointing senior managers

When expanding our operation overseas, Kikkoman Group places great importance on the localization of management. We contract with local companies and recruit local employees as much as possible to grow successfully in the community. Our marketing companies share the same policy. Moreover, we appoint local employees for senior management positions, such as heads of human resources and accounting. In FY 2018, approximately 60% of management positions at our overseas subsidiaries were locally hired managers.

For Our Shareholders and Investors

Fair, Proper, and Timely Disclosure of Information

Kikkoman Corporation discloses information and conducts investor relation (IR) activities that prioritize fairness, propriety, and timeliness. In addition to holding IR meetings in Japan, the United States and Europe, we also promptly disclose IR information on our website for the benefit of investors who are unable to participate in these meetings.

In FY2018, for analysts and institutional investors, Kikkoman Corp. conducted 2 information meetings, 4 meetings with the management, and 2 visits to institutional investors overseas. Going forward, we remain committed to pursuing activities designed to promote a better understanding of our businesses while receiving feedbacks from shareholders and investors.

Open General Shareholders' Meetings

To encourage higher attendance, Kikkoman Corp. schedules the annual general shareholders' meeting to avoid clashing with the most common dates for other companies' meetings. Moreover, we deliver the convocation notice and related documents to shareholders three weeks in advance in order to allow careful review of the agenda. We also send an English-language convocation notice to overseas shareholders. In order to make it more convenient for shareholders to exercise their voting rights, we arrange an online voting system for shareholders. We also participate in a voting platform for institutional investors.

Shareholder Return

Kikkoman Corp. considers the dividend policy as one of our key management issues. In this area, our basic policy is to reward shareholders through consistent distribution of profits backed by strong consolidated financial performance, while using funds to invest in strengthening its corporate foundation and future businesses.

The dividend for Fiscal Year ending March 31, 2018 was 34 yen per share and an additional 5 yen per share as part of the 100th anniversary memorial dividend. In addition, we have a special benefit plan for shareholders aimed at deepening their understanding of the Kikkoman Group's products and encouraging their ongoing support.

Composition of shareholders (as of March 31, 2018)

By Shareholder Type	
Financial Institutions	35.97%
Securities Companies	0.78%
Other Companies	23.82%
Foreign Investors	15.39%
Individuals and etc.	24.04%

Credit Rating

Credit ratings provided by rating agencies serve as a means of better understanding financial soundness of Kikkoman Corp. Kikkoman Corp. gives credit ratings an important role in financial strategy out of recognition that they reflect the manner in which capital markets evaluate the Company's performance and creditworthiness. Kikkoman Corp. was given a rating of A+ by Rating and Investment Information, Inc., in Japan as of March 31, 2018. We are striving to maintain and further improve our ratings.

ESG Investment

ESG Investment is a method of investment based on evaluation criteria that consider non-financial aspects, such as the environment, social issues, and corporate governance, in addition to financial considerations, such as revenues.

Kikkoman has been incorporated into the FTSE4Good stock index series, designed to promote investment in businesses that satisfy global environmental, social, and governance standards. Kikkoman has also been incorporated into the Morningstar Socially Responsible Investment Index. This index by Morningstar, Inc. is the first social responsibility investment share index developed in Japan, indexing 150 companies selected from among Japan's domestic listed companies.



FTSE4Good

Website : <http://www.ftse.com/products/indices/FTSE4Good>



Website : <http://www.morningstar.co.jp/sri/>

The Morningstar Socially Responsible Investment Index (MS-SRI) is the first socially responsible investment index in Japan. Morningstar Japan K.K. selects 150 companies from among approximately 4,000 listed companies in Japan by assessing their social responsibility, and converts their stock prices into the index. The Morningstar Socially Responsible Investment Index does not guarantee future performances, including those of the stocks that constitute the index. The index is calculated and managed based on data deemed reliable by Morningstar Japan K.K., but the company does not guarantee its accuracy or completeness. Without limiting the matters mentioned above, even where Morningstar Japan K.K. is notified of direct damage, indirect damage, special damage, punitive damage, enhanced damage, or any other damage (including lost earnings), the company will not assume any liability for such damage. Intellectual property rights, such as copyrights, and all other rights belong to Morningstar Japan K.K. and Morningstar, Inc., and copies, reproductions and citations without permission are prohibited.

Please visit our website for more information. <http://www.kikkoman.com/en/finance/>

Working with Suppliers

Conducting Fair Business Practices

As outlined in our Code of Conduct, Kikkoman's selection of and transactions with suppliers are fair and based solely on vendors' ability to provide good quality, prices, and services, and not on the personal preferences or considerations of employees. Internal Procurement Guidelines provide a basis for the management system that ensures that this policy is followed. We have in place a system for reviewing proposed business with new suppliers against evaluation criteria and for reevaluating existing suppliers on a regular basis. Both of these measures ensure fair evaluation and provide opportunities for new suppliers. To help minimize potential risks, we procure ingredients and raw materials from multiple suppliers.

Developing Good Partnerships with Suppliers

At Kikkoman, the Purchasing Department, Kikkoman Business Service Co., plays a key role in maintaining close communication with suppliers in order to build and maintain fair and good relationships. Whenever we enter into basic contracts with suppliers for new transactions, we explain our compliance policies and share compliance concerns with them. Moreover, we brief subcontractors on Japan's Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors each time an agreement is signed.

Consolidation of the Group's purchasing functions

The Purchasing Department carries out centralized purchasing by combining the purchasing functions of domestic manufacturing companies such as Takara Shoyu, Higeta Shoyu, Nippon Del Monte, and Kikkoman Soyfoods. The Department strives to carry out fair transactions with suppliers while building mutually beneficial partnerships.

Ensuring Quality of Ingredients

Kikkoman works closely with suppliers to ensure ingredient quality. For example, when procuring raw farm produce, we track its production history and conduct voluntary checks for residual agricultural chemicals. When procuring organic crops or non- GMO produce as raw materials, we strive to maintain and improve the quality of procured materials through such measures as obtaining Certified Organically Grown Food Certificates, investigating the country of origin, and conducting joint inspections on IP handling.

Preserving Environment in Procurement

The Kikkoman Group works closely with suppliers through the container and packaging procurement process to develop environmentally friendly containers. In FY2008, we formulated Guidelines for Containers and Packaging to illustrate the Group's commitment to reducing the environmental impact of containers and packaging while improving customer satisfaction. We ensure that our suppliers understand the Guidelines, and we work with them to reduce the environmental impact of their products. In addition, we ask suppliers of ingredients and raw materials to deliver them in packages that generate less waste and require that their delivery truck drivers shut down engines while unloading at our facilities.

When ordering ingredients and raw materials, we work with suppliers and Sobu Logistics Corporation to streamline truck deliveries and reduce the environmental impact of our operations, for example by using trucks returning from product delivery runs to pick up shipments from suppliers.

The Kikkoman Group's Policy for Business Partners

The Kikkoman Group believes that cooperating with our business partners is very important to contributing to global society as a corporate citizen. Through activities resulting from these partnerships, we strive to enhance the corporate values of both the Group and our partners. In FY 2014, the Kikkoman Group established the Kikkoman Group's Policy for Business Partners to clarify in detail the Group's basic ideas, concepts and policies including the UN Global Compact. This policy explains the principles and standards of the Kikkoman Group.

Introducing the Policy to our suppliers

To effectively communicate the Kikkoman Group's viewpoint, we do not, in principle, undertake a unilateral approach of informing only in writing. Instead, we meet each partner in person to explain the policies. We are striving to build long-lasting relationships through improvements in mutual communication by listening to and understanding the partner's viewpoints and the business situations. For the purpose of better communication with business partners, manuals and checklists have been prepared to facilitate accurate communication of relevant policy information between the person-in-charge and the respective business partners.

[The Key Factors of The Kikkoman Group's Policy for Business Partners]

Quality and stable supply

- Retain and improve quality and safety of products and services.
- Create systems for the stable supply of products and services.

Human Rights

- Respect human rights in compliance with international conventions.
- Do not discriminate based on race, ethnicity, nationality, religion, belief, gender, home origin, disability, illness, age, etc.

Labor practices

- Prohibit all forms of harassment.
- Comply with minimum age standards.
- Prohibit compulsory labor and cruel punishments.
- Provide a safe and hygienic workplace environment.
- Pay wages at or above the legally prescribed amount.
- Comply with laws and ordinances on working hours.
- Respect the various rights applicable to workers.

Environmental measures

- Initiatives to appropriately process and reduce waste products
- Initiatives to constrain the emissions of greenhouse gasses
- System to comply with environmental laws in the countries and territories in which one's company conducts business activities

Business transactions

- Prohibit transactions with organized crime.
- Prohibit inappropriate exchange of gifts or client entertainments.
- Prohibit making excessive demands on one's suppliers.

As a Member of Communities

Our Social Activities

Supporting employees' volunteer activities

Kikkoman encourage our employees to engage in volunteer activities. We have introduced programs, such as the matching donation program, the community service program, and the volunteer leave programs, Kikkoman also facilitates nationwide volunteer activities in which employees can easily participate. They include collecting old postcards and used books in support of NGOs and NPOs, holding fund-raising drives for charity, assisting with sales of charity merchandise, and holding charity events to promote interaction with NGOs.

Supporting food bank organizations

Since FY 2010, the Kikkoman Group has been active in donating products to food bank organizations in Japan and the United States. Food banks are organizations that receive food provision from food industry companies and freely donate food to facilities in the welfare sector that require assistance. The focus is on effectively utilizing food that is designated for disposal even though it can still be eaten. In addition to assisting welfare facilities and the like through our efforts through food banks, the Kikkoman Group is also lightening the burden on the environment by reducing food loss. To Second Harvest Japan, for example, Kikkoman Foods and other Group companies donate products that cannot be sold due to reasons unrelated to product quality such as soiled labeling, even though they still have more than 1 month left before the “best used by” date.

Cooking experience programs for families

Since FY 2004, the Kikkoman Group has held cooking experience programs for parents and children in communities where factories are located. The theme of these programs is “food,” and they are designed for families to stimulate their interests in good diet and local communities.

Sponsoring English education in Noda

Kikkoman has supported English-language education in Noda since FY 2008 as part of an effort to increase children's communication skills and enable them to make a contribution on the global stage when they grow up.

Supporting the YFU exchange student program

Kikkoman has supported an exchange student program by the international exchange organization Youth for Understanding (YFU) since 1979 through the Kikkoman Scholarship program.

In FY 2017, the program brought high-school students from the United States to Japan on short-term home-stays and sent Japanese high-school students to the United States on long-term home-stays. Participating students expanded their potential as “global citizens” through various activities and study with their hosts, and we expect them to take advantage of their experience to contribute to international exchanges.

Promotions and Preservations of Food Cultures

Kikkoman strives to promote and preserve international food cultures through lectures, cooking seminars, and operation of food- related facilities.

Research on food cultures and transmission of information

The Kikkoman Institute of International Food Culture, located at the Noda Head Office, conducts research on food culture with a focus on fermented seasonings and soy sauce, collects information related to food, and holds forums and seminars on related subjects.

The Center also contributes to international exchange and amalgamation of food culture by making research findings and collected information and materials available to the general public at libraries and exhibitions and on its website.

Cooking seminars at the Tokyo Head Office

At Kikkoman's Tokyo Head Office's KCC Hall, Kikkoman holds seminars in the form of lectures, demonstrations, and tastings featuring culinary experts, chefs, and other food professionals as instructors. Content spans multiple genres such as Japanese food culture and cuisine, world food culture and cuisine, and food and health. During FY2018, we held 36 seminars with 1,706 participants.

Support for Recovery from the Great East Japan Earthquake

The Group is supporting the restoration efforts of the East Japan Earthquake through the area of Food and Health.

Programs in Fukushima Prefecture

Since FY 2013 Kikkoman supported programs in Fukushima Pref. because one of Nippon Del Monte's plants had operated in Minami-Soma city, Fukushima, until the earthquake in 2011. We have worked with an international NGO, AAR Japan, which conducts various programs in Miyagi, Iwate, and Fukushima prefectures. In FY 2018, we held programs such as camp programs for children in Fukushima Pref. We also held charity fairs and sold products from affected regions at Kikkoman Tokyo Head Office and Noda Head Office.



Camp Program



Charity fairs

Social Activities in the World

North America :

Kikkoman Foods Foundation Inc.

Kikkoman Foods Inc.(KFI), our soy sauce manufacturer in the United States, established a charitable foundation, Kikkoman Foods Foundation Inc. KFI has donated to organizations such as local educational institutions and disaster relief activities. In 2013, as part of the 40th anniversary celebration of the opening of our plant in Walworth, the foundation made a one million US dollar contribution to the University of Wisconsin-Milwaukee. The purpose of the contribution was to establish the Kikkoman Healthy Waters Environmental Health Laboratories and advance a study regarding safe and sustainable drinking water.

Food bank initiatives in the United States

Kikkoman Sales U.S.A. (KSU), a marketing company in the United States, conducts a social activity called “Kikkoman Kares.” Since 2010, as part of this initiative, KSU has donated food products to the food bank organizations in the United States. JFC, which operates food wholesale business in the United States, also donates food products to food bank organizations.

The Let's Move campaign

KSU supports the “Let's Move” campaign, an initiative led by the U.S. Department of Agriculture, that aims to solve the childhood obesity epidemic. Along with other companies and NGOs, KSU encourages young people to better understand healthy lifestyle choices.

Europe :

Water quality improvement project in the Netherlands

Since 1997, Kikkoman Foods Europe B.V. (KFE), our soy sauce manufacturer in the Netherlands, has supported a water quality improvement project for Zuidlaardermeer (Lake of Zuidlaren) in Groningen, the Netherlands. A unique aspect of this project is that the water purification mechanism utilizes natural resources. A vast water purification area is located next to the lake, and water from the lake is pumped to the designated area by a windmill. After the water in the area becomes purified by aquatic organisms and microbes, the water gradually returns to the lake. The windmill, which was installed by the Kikkoman's support, was named “Kikkoman Windmill.”



Asia :

Water purification project in Singapore

KIKKOMAN (S) PTE. LTD. (KSP), a soy sauce manufacturing company in Singapore, supports the construction of Kingfisher Lake, located inside “Gardens by the Bay,” a garden in Singapore. Kingfisher Lake has an environmentally friendly water purification system that utilizes the nature within the park, such as aquatic plants. The lake is expected to contribute to solve water problems in Singapore.



Planting mangrove trees in Singapore

In FY 2016, KSP donated 500,000 Singapore dollars to support a mangrove planting program for Sungei Buloh Wetland Reserve. We support the efforts to maintain the ecosystem in the Wetland Reserve by planting mangrove trees.

Exchange of food cultures in China

The Kikkoman Group opened an authentic Japanese restaurant, “Murasaki,” in the Japanese industry pavilion at Expo 2010 Shanghai China. Students from Shanghai University participated in operating this restaurant; eight students worked as service staff, and five students served as cooking assistants. These students significantly contributed our smooth operation. In October 2010, the Kikkoman “Murasaki” fund was established between the College of Foreign Languages at Shanghai University and the Kikkoman Group. This fund provides scholarships and training programs in Japan for students of high scholastic standing.

Other regions:

Project to Improve Nutrition in Kenya

From 2013 to 2016, with support from the Japan International Cooperation Agency, Kikkoman conducted a 3-year business research project in Kenya on improving nutrition based on fermentation. While we succeeded in producing millet malts and cooking methods based on a local sweet fermented drink, the research found that it was unfeasible to diffuse these methods due to hygienic constraints. Fortunately, we learned that promoting soy beans is effective in improving nutritional conditions for local children, so our soy bean processing technology can be beneficial.



Despite the conclusion of the JICA research period, Kikkoman is sustaining efforts to develop the local production and supply of high protein food products made from soy beans processed by Kikkoman's technology. We will continue to develop and supply affordable, delicious, and nutritious food products to help tackle stunting issues in Africa.

The Kikkoman Group has conducted social activities in the regions where we don't have our subsidiaries or facilities. Those activities include supporting an establishment of elementary schools in Cambodia or supporting activities to prevent AIDS in South Africa.

Sports

Supporting a healthy mind and body through sports

Kikkoman group supports a wide variety of activities in keeping with our management principle to “promote the international exchange of food culture” and our corporate slogan of “seasoning your life”. To achieve our goals, we also support sporting activities to improve people’s healthy minds and bodies in addition to providing healthy nutritious food.

Tokyo 2020 Olympic and Paralympic Games Official Partner2020

Kikkoman signed an agreement with the Tokyo Organizing Committee of the Olympic and Paralympic Games in April 2016 to become a Tokyo 2020 Official Partner (Sauces (including Soy Sauces), Vinegar, Mirin and Cooking Sake) in the Tokyo 2020 Sponsorship Programme.

We will support healthy minds and bodies of the fans who cheer the events, and the visitors coming to Japan from all over the world, with Japanese meals, under the company’s mission statement of, “we support healthy minds in healthy bodies by suggesting enriching and nourishing meals flavoured with soy sauce”.

Along with other affiliates, local government and official partners, we are making every effort to ensure that the Tokyo 2020 Games will be a magnificent and memorable event.



Employing top athletes through “Athnavi”

Kikkoman agrees with the aim of "Athnavi" (the employment support program of the Japanese Olympic Committee (JOC)) which is to “encourage companies to help provide top athletes with a stable living environment by employing them and supporting their activities, in this way companies can contribute to society and strengthen the overall unity of the companies themselves”. Kikkoman has hired a number of top athletes aiming for the Olympic Games including a swimmer, Haruka Ueda, and a canoeist, Yuriko Takeshita in 2011, a wrestler, Chiho Hamada in 2016, and, a Karate practitioner, Masami Seiwada in 2017. We continue to support the Japanese sports community.

Kikkoman is an official sponsor of the Japan Karatedo Federation

Kikkoman Corp. signed an official sponsorship agreement with the Japan Karatedo Federation in May, 2016. We have also contracted Mr. Ryotaro Araga and Ms. Kiyou Shimizu of the Japan Karatedo Federation National Team. Our management principle is to "promote the international exchange of food culture, " and we find the same spirit in Karate, which originated in Japan and is introducing Japanese sporting culture to the world.

Karate is now popular across the globe. Our corporate principle has a strong affinity with karate, which enabled us to reach an amicable agreement. Karate was approved as an official sport for the Tokyo 2020 Olympic Games in August, 2016. With this enhanced attention on karate, Kikkoman will continue to support the development of karate in cooperation with the Japan Karatedo Federation.



Mr. Araga (left) Ms. Shimizu (right)

Shokuiku Activities

The Kikkoman Group believes *Shokuiku* (food education) is a special responsibility for companies in the food industry. Since we announced our 'Commitment to *Shokuiku*' in May 2005, we have developed programs based on our '*Shokuiku* Framework.'

Hands-on soy sauce-making program

Soy Sauce Factories at Kikkoman Food Products offer tours for elementary school students to learn and experience how soy sauce is made. In FY 2018, approx. 21,000 visitors participated in the program.

The Kikkoman Soy Sauce Academy

Kikkoman employees visit elementary schools and teach students about food and diet. Schools use this program as part of their integrated study time to provide an opportunity for students to think about the importance of food and what it means to enjoy eating while simultaneously learning about the ingredients and techniques used to make soy sauce. During FY 2018, 8,098 students participated in 242 sessions at 106 schools.

The Kikkoman Academy

This is a program that Kikkoman staff visits schools and other organizations to give lectures about a wide range of food related topics.

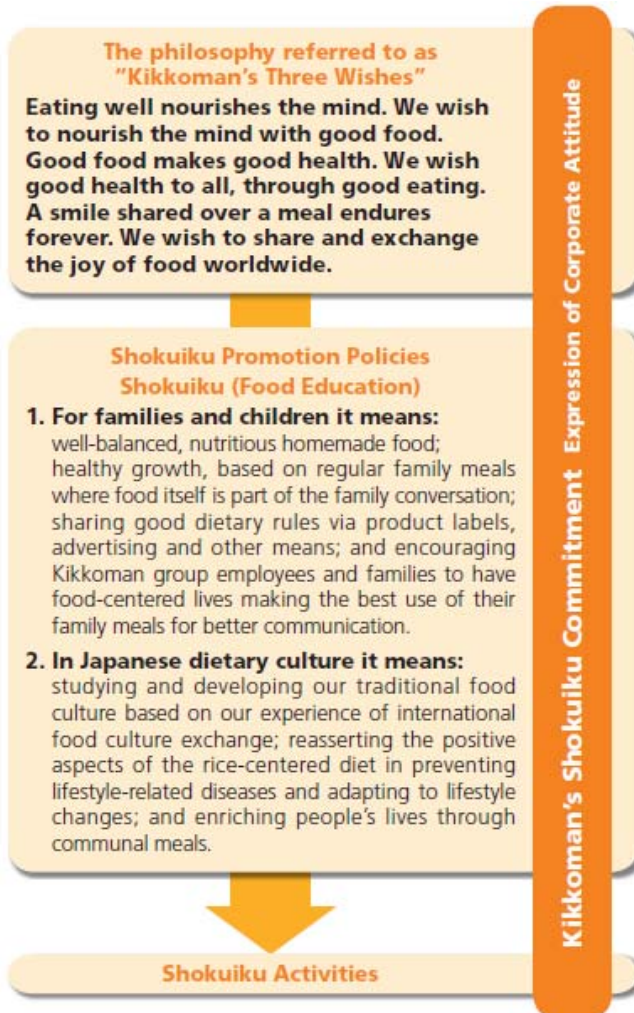
Del Monte Tomato School

These is a program that Kikkoman staff visits schools and provide lectures to second grade elementary students, with the purchase of tomato seedlings provided in the Del Monte Teaching Materials. The employees of Nippon Del Monte play a role as Dr. Tomato and his assistants and provide students with information about tomatoes and how to grow them.

Factory tours to experience the soy sauce brewing process

Kikkoman factories in Japan and wineries of Manns Wine Co., Ltd. offer factory tours. In FY 2018, approx. 158,000 visitors came to our soy sauce factories.

Shokuiku Framework



Website featuring food- and health-related information

Kikkoman's website features an extensive range of food- and health-related information, including the most recent news about our *Shokuiku* activities, seasonal recipes, and educational content for children.

Corporate Governance

Corporate Governance Framework

Kikkoman Corporation employs an audit & supervisory board system. We strive to improve and enhance our corporate governance framework. In March 2001, we introduced a corporate officer system and transferred authority for business execution to corporate officers in an effort to streamline operational responsibilities and speed decision-making and business execution. In June, 2006, Kikkoman Corp. appointed outside directors and established the Nominating Committee and the Remuneration Committee to improve transparency of the management and strengthen management oversight. In addition to these efforts, we also strengthen oversight of the management by effectively using the functions of our Corporate Auditors. We adopt the current system with the aim of achieving greater management transparency, clearly defined management responsibility, speedy decision-making, and stronger management oversight.

Role of the Board of Directors in Promoting Corporate Social Responsibility

The Board of Directors of Kikkoman Corporation play various roles in maximizing corporate value over the long term, including addressing environmental and social issues. The Kikkoman Group Code of Conduct was adopted under a resolution by the Board of Directors. All board members and corporate auditors submit annual promissory letters pledging their compliance with the Kikkoman Group Code of Conduct.

In FY 2018, the Board of Directors received reports on the Group's environmental preservation activities, status of internal control, quality control measures, the Group's Corporate Ethics Hotline, and other issues.

Appointment of Outside Directors and Outside Audit & Supervisory Board Members

In June 2002, Kikkoman Corporation appointed outside directors and established the Nominating Committee and Remuneration Committee to achieve greater management transparency and strengthen management oversight. In FY 2018, four of eleven directors were outside directors, and two of four audit & supervisory board members were outside board members.

The role of the outside directors and outside audit & supervisory board members is to strengthen management oversight from an objective perspective on the basis of their wide-ranging experience and insights. In addition, the outside directors strive to increase management transparency by participating in the Nominating Committee and Remuneration Committee.

●Directors and Audit & Supervisory Board Members (As of June 26, 2018)

**Honorary Chief Executive Officer
and Chairman of the Board of Directors**
Yuzaburo Mogi

President and Chief Executive Officer
Noriaki Horikiri*

Directors
Koichi Yamazaki*
Masanao Shimada
Shozaburo Nakano
Kazuo Shimizu
Osamu Mogi
Asahi Matsuyama
Toshihiko Fukui**
Mamoru Ozaki**
Takeo Inokuchi**
Masako Iino**

* Representative Director

** Outside Director

Internal Control Systems

The Kikkoman Group believes establishing an internal control system that ensures proper execution of business practices is high on our corporate agenda. Accordingly, the Group is enhancing the framework for ensuring effective and efficient operations as well as compliance with laws and regulations.

We periodically review and update “the basic policy for establishing an internal control system” that the Board of Directors adopted in May 2006. In accordance with the revision of Companies Act in Japan, which became effective on May 2015, we made significant revisions on the basic policy.

Moreover, in order to comply with the internal controls reporting system mandated by the Financial Instruments and Exchange Act, which went into effect in April 2008, we established an Internal Control Committee and Internal Control Department in November 2008. To this same end, we have adopted a basic policy concerning internal controls as they relate to financial reporting and established a structure for strengthening internal controls related to financial reporting.

Kikkoman Performance Index

In 2002, the Kikkoman Corp. introduced the Kikkoman Performance Index (KPI) as our internal performance evaluation system. Since then, the system has been improved and adopted across the wider group companies. In the KPI, results are measured numerically and progress is reviewed twice a year. The results of these evaluations are linked to bonuses for senior managers of Kikkoman Corp.

The KPI consists of seven main indicators. The seven indicators include financial elements such as sales volume, and non-financial elements such as reducing CO₂ emissions and health and safety standards.

Kikkoman Corp.'s group companies operate businesses in different categories. As such, each group company selects KPI indicators that are important and appropriate for their business category. This system allows the group companies to reflect the nature of their unique management challenges for their evaluations. In addition, there are department-level KPI targets that are linked to company-level KPI.

The KPI system aims to motivate group companies to reach their distinct goals, rather than compete with other group companies. Additionally, Kikkoman Corp. works to effectively convey the priorities of both financial and non-financial management goals to its group companies by changing the KPI indicators over time.

Kikkoman Performance Index (conceptual diagram)

Indicators	Business Categories			
	Marketing/ Manufacturing	Manufacturing	Marketing	Wholesale
Total Asset Turnover	●	●	●	●
Net Income	●	●	●	●
Sales	●	●	●	●
Environment	●	●		
Product Quality		●		
Health & Safety		●		
Individual Indicators	●	●	●	●
Total	100	100	100	100

Compliance

The Kikkoman Group Code of Conduct

The Kikkoman Group Code of Conduct, which commits Kikkoman employees to contribute to the development of society by fulfilling their work responsibilities with a sense of ethics and mission, consists of six principles: Securing of safety and symbiosis with global environment, Business activities with fair and free competition, Business information disclosure and promotion of communication, Respect for human rights and establishment of happy working environment, Observation of laws and regulations in Japan and abroad and maintenance of social order, an Positive social action program. In an effort to ensure that the Code is well understood and thoroughly practiced throughout the Group, Kikkoman Corp. has issued English, Chinese, German, French, Spanish, Russian, Italian, Portuguese, Korean, and Thai editions.

Submitting promissory letters of compliance with the Kikkoman Group Code of Conduct

In Japan, pocket reference cards that include the full contents of the Code of Conduct are handed out to all Group employees. All employees are required to carry the cards with them. Kikkoman Group is working to ensure that employee conduct activities in accordance with corporate ethics and a law-abiding spirit by requiring all managerial employees holding positions of corporate officers or manager/supervisor at Kikkoman Corp. as well as the presidents and other management level employees of the Group companies to submit an annual promissory letters to the CEO pledging their compliance with the Kikkoman Group Code of Conduct. In FY 2018, 513 senior managers including corporate officers and supervisors at Kikkoman Corp. and 67 senior managers including presidents of the Group companies in Japan and overseas signed the letter.

The Kikkoman Group Corporate Ethics Committee

The Kikkoman Group Corporate Ethics Committee

The Kikkoman Group Corporate Ethics Committee was formed to ensure that the Kikkoman Group Code of Conduct is put into practice. With a total of six members including two outside experts such as outside lawyers as well as a director and officers from Kikkoman Corp., the Committee has overall responsibility for studying and implementing policies related to compliance. During FY 2018, the Committee was held a total of 12 times. Additionally, Committee members met with standing auditors to exchange information once in each half of the fiscal year.

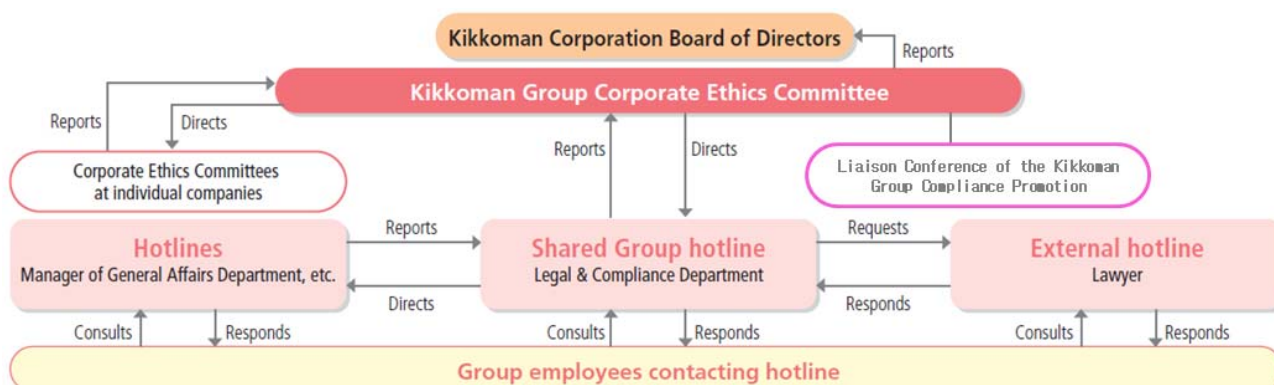
Every two years, the Kikkoman Group Corporate Ethics Committee conducts an internal survey for employees including temporary staff working at the Group companies in Japan. The purpose of this survey was to measure awareness of the Kikkoman Group Code of Conduct and the Group Corporate Ethics Hotline as well as to determine whether any issues are present. Conditions at each company were assessed and substantive responses were given to individual issues.

The Kikkoman Group Corporate Ethics Hotline

The Kikkoman Group has established a Group Corporate Ethics Hotline and made it available for all employees of the Group companies in Japan. To raise awareness, this hotline is repeatedly announced to employees through individual companies' internal notices, Group newsletters, and training sessions. We have worked to expand the system by opening the hotline up to use by part-time and temporary employees starting in FY2008 and by all Group company employees in Japan following our transition to a holding company-based organization in October 2009.

The Group Corporate Ethics Hotline consists of an external hotline that is managed by two outside lawyers, a shared Group hotline that is managed by Kikkoman Corp.'s Legal & Compliance Department, and hotlines at individual companies that are set up as needed. Reports are received via dedicated phone line, email, and dedicated post office box. When the office receives a report, an internal investigation is conducted, corrective measures taken, and feedback provided to the individual who initiated the report. The Corporate Ethics Committee Regulation stipulates protection for whistleblowers against any backlash or disadvantage that might result from submission of a report. During FY 2018, the Group Corporate Ethics Hotline received 26 calls and dealt with them appropriately.

• Group Corporate Ethics Hotline



Efforts to Promote Compliance

Conducting compliance audits

In addition to instructions in daily operations by the Legal & Compliance Department of Kikkoman Corp. and regular audits by the Kikkoman Group Internal Auditing Department, a legal affairs officer and other personnel conduct compliance fact-finding missions to Group companies overseas. In FY 2018, the mission visited PKI. This mission will be held in FY 2019 and work to strengthen compliance awareness throughout the Group.

The Liaison Conference of the Kikkoman Group Compliance Promotion

Compliance promotion has become an important issue as the number of group companies of the Kikkoman Group increases and its business fields diversifies. In order to promote compliance throughout the Group, the Kikkoman Group launched the Liaison Conference of the Kikkoman Group Compliance Promotion in FY 2012. The members attend the Liaison Conference of the Kikkoman Group Compliance Promotion organized by staff members of the Corporate Ethics Committee consisting of Legal & Compliance Department, Kikkoman Corp. The members work on projects such as developing compliance education programs, lectures to deepen understandings of legal issues, sharing information about good practices of the group companies.

United Nations Global Compact Self Assessment Tool

In FY2013, the Kikkoman Group conducted a self assessment based on the United Nations Global Compact (UNGC) Self Assessment Tool, an online survey developed by a group of institutes in Denmark to help the UNGC signatories measure their performances. This tool has 45 questions based on the ten principles of the UNGC with several indicators attached to each question. The UNGC Office introduces the tool on their website. <http://www.globalcompactselfassessment.org/>

In FY2013, the Kikkoman Group translated this tool into Japanese and conducted a survey to subsidiaries in Japan and overseas. The result suggested we should work more closely with our suppliers in the field of the corporate social responsibility, so the Group developed the Kikkoman Group's Policy for Business Partners.

Corporate Social Responsibility Survey

Kikkoman Group conducted Compliance Surveys from FY 2011 to FY 2014 with the purpose of making a comprehensive assessment of, and improving, compliance status of Group companies in Japan. In FY 2018, the Group improved the survey by adding items of high social interests and conducted the Corporate Social Responsibility Survey. Based on the Kikkoman Corporate Citizenship Framework and the ten Principles of the UN Global Compact, the Corporate Social Responsibility Survey is aimed at assessing conditions of the Group companies through 123 questions categorized by themes such as compliance, corporate governance, stakeholders, environment, human resources, products, product quality, stable supply, delivering new food experiences, Japanese food culture, world food cultures, *Shokuiku* (food education), social contribution. The results were reported to the Board and follow-up measures were taken.

Compliance Education and Awareness Programs

To raise employee awareness and enforce corporate ethics based on the Kikkoman Group Code of Conduct, we provide compliance education during training sessions for all managers/ supervisors and newly appointed managers/supervisors. Compliance education is also incorporated into training programs for all new recruits and new mid-career hires.

In addition to these efforts, Legal & Compliance Department at Kikkoman Corp. visits subsidiaries and holds compliance lectures. In FY2018, 27 sessions in total were held at group companies. During the Compliance Month in FY 2017, self-learning programs based on case studies were held at each department of 23 group companies in Japan.

The Kikkoman Group Compliance Handbook

In order to develop a firm understanding of compliance, Kikkoman Corp. issues the Kikkoman Group Compliance Handbook in October, 2011 and distributed to employees in Japan.

This handbook describes specific examples of non-compliance. By giving visible examples, we are trying to raise awareness as well as practice at workplace.



TAX

The Kikkoman Group recognizes that proper payment of taxes in the countries and regions where we operate has important implications for the fulfillment of our responsibilities as a corporate citizen, in addition to contributing to the sound development of the society. Based on this belief, we strictly observe the relevant tax-related laws and regulations as well as the spirit of the law in these countries.

Efforts Accompanying the Globalization of Business

With the globalization of the Kikkoman Group's business, intra-group transactions in different countries and regions are also increasing. The Group holds discussions whenever necessary with the tax authorities and other relevant parties in each country regarding the transfer pricing that arises from these transactions. In addition to accurately reporting the Group's business transactions, we exchange information with a focus on fairness, and promote efforts aimed at the proper payment of taxes. We have established a system for handling important matters related to the payment of taxes under which the CFO reports to the Board of Directors as appropriate, and instructions can be received from the Board of Directors. Furthermore, the Group does not engage in the systematic utilization of tax havens outside the countries in which we operate.

Disclosure of Information on Corporation Taxes, etc.

Information on the Kikkoman Group's corporation taxes, etc. is disclosed in the company website(*). In FY 2018, the total corporation tax on the Group's net sales of 430,602 million yen was 11,841 million yen. The effective tax rate was 30.7%.

* Factbook Business Information Fiscal 2018 *Only available in Japanese
<http://www.kikkoman.com/finance/library/factbook/index.shtml>

Annual Report

<http://www.kikkoman.com/finance/library/annual/index.shtml>

Anti-Corruption Policy

As the Kikkoman Group Code of Conduct states, the Group does not tolerate bribery, graft, and other corrupt practices. Moreover, Kikkoman Corp. signed the UN Global Compact in 2001, and has enforced the Ten Principles including the anti-corruption principle since its inclusion in 2004. Amidst intensifying efforts worldwide to prevent corrupt practices, particularly the Foreign Corrupt Practices Act (US FCPA) in the United States and the Bribery Act of 2010 in the United Kingdom, the Group is also strengthening our efforts toward this objective.

Statement on the Anti-Corruption Policy in the Kikkoman Group Code of Conduct

In August 2008, the Group formulated the Kikkoman Group Code of Conduct based on the approval of the Board of Directors of Kikkoman Corporation. Among the six principles, the fifth one states “Observation of laws and regulations in Japan and abroad, and maintenance of social order,” and our Anti-Corruption policy is expressed in this principle. In addition to the Japanese version of the Kikkoman Group Code of Conduct, the Group has issued English, Chinese, German, French, Spanish, and Russian editions of the text in an effort to ensure its accessibility in each Group company in Japan and overseas. In addition, all employees holding the positions of director, corporate officer, or manager/supervisor within Kikkoman, as well as the presidents and executives of the Group companies are required to submit an annual promissory letter pledging their compliance with the Code of Conduct.

Internal Communication and Training

The Kikkoman Group disseminates messages from the CEO on rigorous legal compliance, including anti-corruption, at senior management meetings and through internal communication. Group companies in Japan and overseas also read the Code of Conduct aloud in order to make it well known to their employees. In addition, the officer in charge of legal affairs and compliance and others conduct annual inspection tours on the state of compliance and undertake awareness-raising activities rooted in the workplace.

Risk Assessment Related to Prevention of Corrupt Practices

In FY 2013, the Kikkoman Group used the UN Global Compact Self Assessment Tool to carry out a self-assessment, which included anti-corruption items. In FY 2017, we conducted a Corporate Social Responsibility Survey using our own assessment standards to investigate the state of anti-corruption practices at the Group companies covered by the survey. We also reviewed the specific business measures in the regions where the risk of bribery is a concern, and thereafter conducted a follow-up.

The Kikkoman Group Corporate Ethics Committee

The Kikkoman Group has established the Kikkoman Group Corporate Ethics Committee, which strives for compliance with the Kikkoman Group Code of Conduct. With a total of six members including two outside experts such as lawyers, as well as a director and officers from Kikkoman Corporation, the Committee has established a system for reporting to the CEO, Board of Directors, and the Audit and Supervisory Board on matters of compliance, including the prevention of corrupt practices, and for receiving instructions as needed.

The Kikkoman Group Corporate Ethics Hotline

The Kikkoman Group has established a Group Corporate Ethics Hotline as the internal reporting hotline for inquiries from employees across all the Group companies in Japan. We are also establishing internal reporting hotlines at the principal Group companies overseas. We have established a system based on the Corporate Ethics Committee Regulation that allows anonymous reports and inquiries, if desired, to protect the identity of employees who provide information to internal reporting hotlines on various matters, including corrupt practices.

Working with Suppliers

The Kikkoman Group's Policy for Business Partners was established in FY 2014 to communicate our policy about business transaction to our business partners including service contractors. When we introduce the Policy to our suppliers, we explain about the ten principles of the UN Global Compact including anti-corruption as well as the Group's basic approach on this subject. Moreover, among the key factors that the Kikkoman Group expects from our business partners, "Business transactions" lists those related to anti-corruption such as "Prohibit inappropriate exchange of gifts or client entertainments."

Penalties/Settlements in relation to Corrupt/Anti-Competitive Practices and Measures Taken

In FY 2017, there were neither penalties nor related to corrupt and anti-competitive practices in the Kikkoman Group. In addition, there were no internal reports related to such practices. Accordingly, no measures were taken against infringements.

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Kikkoman Group Major Group Companies

	Name	Abbreviated Names	Operations
Japan	KIKKOMAN CORPORATION	—	Holding Company
Japan	KIKKOMAN FOOD PRODUCTS COMPANY	—	Manufacturing and Sales
Japan	KIKKOMAN BEVERAGE COMPANY	—	Manufacturing and Sales
Japan	KIKKOMAN BUSINESS SERVICE COMPANY	—	Administrations
Japan	KIKKOMAN BIOCHEMIFA COMPANY	—	Manufacturing and Sales
Japan	NIPPON DEL MONTE CORPORATION	—	Manufacturing
Japan	MANNS WINE CO., LTD.	—	Manufacturing
Japan	JFC JAPAN INC.	—	Trading
Japan	HEISEI FOODS COMPANY	—	Manufacturing
Japan	EDOGAWA FOODS COMPANY	—	Manufacturing
Japan	HOKKAIDO KIKKOMAN COMPANY	—	Manufacturing
Japan	NAGAREYAMA KIKKOMAN CO.,LTD.	—	Manufacturing
Japan	SAITAMA KIKKOMAN COMPANY	—	Manufacturing
Japan	TERRA VERT CORPORATION	—	Importing and Sales
Japan	TAKARA SHOYU CO., LTD.	—	Manufacturing and Sales
Japan	KIKKOMAN SOYFOODS COMPANY	—	Manufacturing and Sales
Japan	NIPPON DEL MONTE AGRI COMPANY	—	Manufacturing and Sales
Japan	SOBU LOGISTICS CO., LTD.	—	Logistics
Japan	KIKKOMAN MARKETING CENTER CO., LTD.	—	Promotion
Japan	KIKKOMAN RESTAURANT, INC.	—	Restaurant
Japan	KIKKOMAN NUTRICARE JAPAN, INC.	—	Mail-Order
Japan	HIGETA SHOYU CO., LTD.	—	Manufacturing
USA	KIKKOMAN FOODS, INC.	K F I	Manufacturing
USA	KIKKOMAN SALES USA, INC.	K S U	Sales
USA	KIKKOMAN MARKETING AND PLANNING, INC.	K M P	Marketing Research
USA	KIKKOMAN USA R&D LABORATORY, INC.	K U L	Research and Development
USA	KMS SERVICE INC.	K M S	IT Services
USA	JFC INTERNATIONAL INC.	J F C	Foods Wholesale
USA	COUNTRY LIFE, LLC	C L L	Manufacturing and Sales
Canada	JFC INTERNATIONAL (CANADA) INC.	J F C I	Foods Wholesale
Mexico	JFC DE MEXICO SA.DE CV	J F C M	Foods Wholesale
Germany	KIKKOMAN TRADING EUROPE GmbH	K T E	Sales
Germany	KIKKOMAN MARKETING & PLANNING EUROPE GmbH	K M P E U	Marketing Research
Germany	JFC INTERNATIONAL (EUROPE) GmbH	J F C E U	Foods Wholesale
Germany	JFC DEUTSCHLAND GmbH	J F C D E	Foods Wholesale
Germany	JFC RESTAURANT GmbH	J F C R	Restaurant
The Netherlands	KIKKOMAN FOODS EUROPE B.V.	K F E	Manufacturing
The Netherlands	KIKKOMAN EUROPE R&D LABORATORY B.V.	K E L	Research and Development
UK	JFC (UK) LIMITED	J F C U K	Foods Wholesale
France	JFC FRANCE S.A.R.L.	J F C F	Foods Wholesale
Austria	JFC AUSTRIA GmbH	J F C A T	Foods Wholesale
Singapore	KIKKOMAN (S) PTE. LTD.	K S P	Manufacturing
Singapore	KIKKOMAN TRADING ASIA PTE LTD	K T A	Sales
Singapore	KIKKOMAN MARKETING & PLANNING ASIA PTE.LTD.	K M P A	Marketing Research
Singapore	KIKKOMAN SINGAPORE R&D LABORATORY PTE.LTD.	K S L	Research and Development
Singapore	DEL MONTE ASIA PTE LTD	D M A	Sales
Singapore	JFC SINGAPORE PTE. LTD	J F C S G	Foods Wholesale
Australia	KIKKOMAN AUSTRALIA PTY. LIMITED	K A P	Sales
Australia	JFC AUSTRALIA CO PTY LTD	J F C A U S T	Foods Wholesale
Australia	JFC NEW ZEALAND LIMITED	J F C N Z	Foods Wholesale
Taiwan	PRESIDENT KIKKOMAN INC.	P K I	Manufacturing
China	KUNSHAN PRESIDENT KIKKOMAN BIOTECHNOLOGY CO.,LTD.	K P K I	Manufacturing
China	PRESIDENT KIKKOMAN ZHENJI FOODS CO.,LTD	P K Z	Manufacturing
China	JFC SHENG YUAN HONG (BEIJING) TRADING CO., LTD.	J F C B E	Foods Wholesale
China	JFC HONG KONG LIMITED	J F C H K	Foods Wholesale
China	DEL MONTE FOODS (XIAMEN) CO.,LTD.	D M X	Manufacturing
China	KIKKOMAN SHANGHAI TRADING CO., LTD.	K S T	Sales
Thailand	SIAM DEL MONTE COMPANY LIMITED	S D M	Manufacturing

