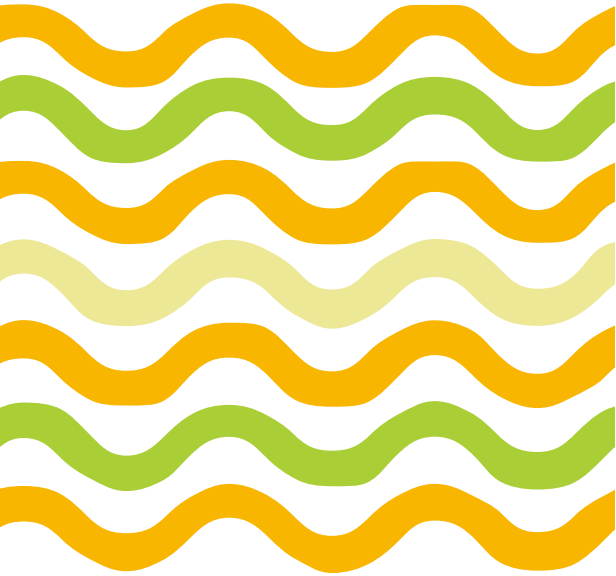


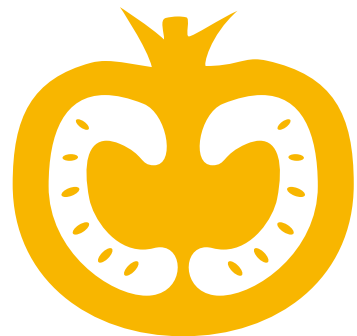
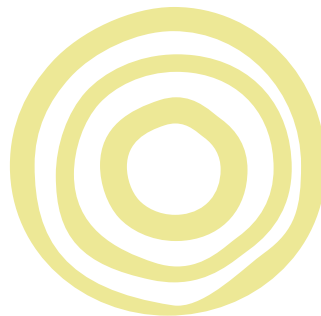
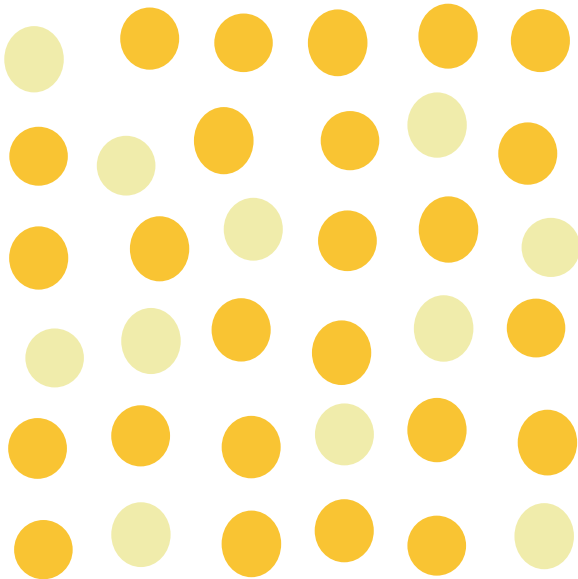


kikkoman
seasoning your life



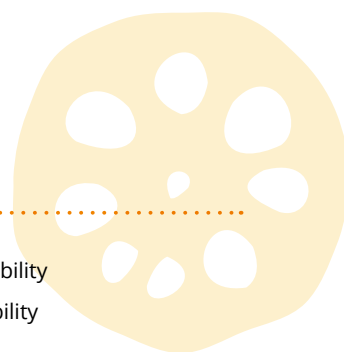
**Kikkoman Group
Corporate Report 2020**

**Non-financial
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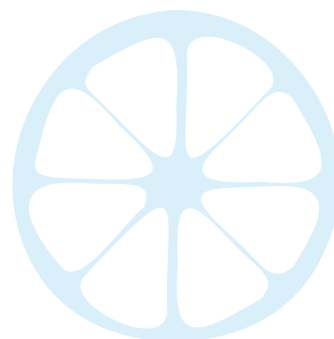
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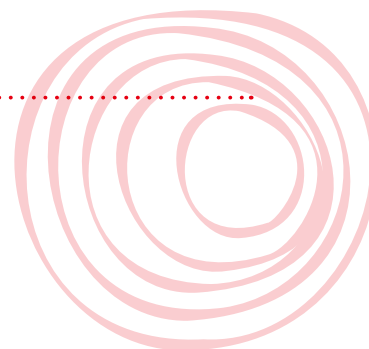


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Reporting Policy for Corporate Social Responsibility

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. In 2019, we replaced the report with the Kikkoman Group Corporate Report for integrated reporting. The Corporate Social Responsibility Committee takes a leading role in reviewing, specifying, and setting priorities for this report.

ESG Reporting Policy

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, have been 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 the ESG framework, we are working to achieve better corporate disclosure.

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 (102 in total as of March 31, 2020). 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 Co., Kikkoman Beverage Co., and Kikkoman Business Service Co. collectively as "Kikkoman." Otherwise, companies are referred to by names. Abbreviated names of Group companies in this report are described in the "Major Group Companies" section.

Reporting Period

Fiscal Year (FY) 2020 (April 1, 2019–March 31, 2020)

Note: This report may contain references to activities that were initiated prior to March 2019 or after April 2020.

Date of Publication

January 2021

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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Kikkoman's Approach to Corporate Social Responsibility

Since our 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 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.

Kikkoman Group Corporate Social Responsibility Framework

The Kikkoman Group Management Principles

- 1 To pursue the fundamental principle "consumer-oriented"
- 2 To promote the international exchange of food culture
- 3 To become a company whose existence is meaningful to the global society

Responsible
Operations

Products/
Services

Actions for Global
Society

Key Aspects

Areas of Focus

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.

- 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

Framework to Promote Corporate Social Responsibility

Corporate Social Responsibility Committee

In order to fulfill our responsibilities as a good corporate citizen and achieve goals set for the Global Vision 2030, the Kikkoman Group promotes corporate social responsibility. We believe it is essential that each employee understands policies of the Group and recognizes/practices his/her role at his/her workplace. It is based on this idea that the Group has developed the Corporate Social Responsibility Committee to promote Groupwide initiatives.

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 the CEO of Kikkoman Corp.

A board member of Kikkoman Corp. chairs the committee, and department heads from the Corporate Planning Department, Foreign Administration Department, Environment Department, Corporate Communication Department, Legal & Compliance Department, and Human Resources Department at Kikkoman Corp. joined as committee members. In FY2012, based on discussions from this committee, we developed the Kikkoman Corporate Citizenship Framework.

Framework to Promote Corporate Social Responsibility



Roles of Board of Directors in Promoting Corporate Social Responsibility

To improve the Group's long-term corporate value, the Board of Directors of Kikkoman Corp. plays essential roles, including responding to environmental and social issues. Every year, all directors and corporate auditors submit a pledge to comply with the Group's Code of Conduct.

In FY2020, the Board of Directors of Kikkoman Corp. received reports on the Group's activities for environmental conservation, the condition of the Group's internal control system, quality assurance initiatives, and the status of the Kikkoman Group Corporate Ethics Hotline.

Environmental Initiatives

Basic Approach of the Kikkoman Group

The Kikkoman Group believes that our corporate slogan, “seasoning your life,” can be realized through the bounty of nature. The Group uses many raw materials for our 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

Note: 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: | The 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.



Environmental Policy

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 to 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 our practical activities as follows:

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

Long-Term Environmental Vision

Kikkoman Corporation has launched “Kikkoman Group Long-Term Environmental Vision” as our environmental vision for 2030. With this vision, we are working to protect the natural environment for sustainability and food and further promote environmental activities by setting categories, themes, and targets for a sustainable future.

Long-Term Environmental Vision

Sustainable Society			
Categories	Climate Change	Food Environments	Natural Resources
Themes	<ul style="list-style-type: none"> • CO₂ reduction 	<ul style="list-style-type: none"> • Water environment • Sustainable sourcing 	<ul style="list-style-type: none"> • Waste and food loss • Eco-friendly products
Targets for 2030	<ol style="list-style-type: none"> 1. Reduce CO₂ emissions by more than 30%*¹ 	<ol style="list-style-type: none"> 1. Reduce water consumption (per unit of production) by more than 30%*² 2. Set high standards for wastewater treatment 3. Build systems to ensure sustainable sourcing 	<ol style="list-style-type: none"> 1. Reduce waste in production and sales 2. 100% recycling rate*³ 3. Develop eco-friendly products throughout the value chain

*1 (2030/2018)

*2 (2030/2011)

*3 Production facilities

Climate Change

The Group will tackle climate change, which can lead to serious natural disasters, by decreasing 30% of CO₂ emissions by 2030 compared with 2018. To achieve this target, we will work on programs such as process improvements, installing high energy efficient facilities, utilizing renewable energies, and innovations.

Food Environments

Rich nature is essential for our food and life. We are working to maintain food environment by preserving water environment and sustainable sourcing. We will reduce water consumption and do our best to purify water when we return it to nature. We also work to

source from sustainable materials that are environmentally friendly.

Natural Resources

In order to make smart use of precious resources, we will work to reduce food waste and develop environmentally friendly products. Our programs to reduce food loss and waste include reducing product disposal and improving Kikkoman's recycling rate. In addition, we will reduce petroleum derived raw materials used for packages and develop environmentally friendly products throughout our value chain from product development, production, to disposal after use.

Medium-term Environmental Preservation Targets

The Kikkoman Group has set the following Medium-term Environmental Preservation Targets for FY2019–FY2021.

Medium-term Environmental Goals

Goal	Low Carbon Society	Symbiotic Society	Recycling Based Society
Objective	Reduce CO ₂ emissions per unit of production at the domestic manufacturing divisions.	Reduce water consumption at the domestic and major overseas manufacturing divisions.	Reduce food loss.
	Reduce CO ₂ emissions at the domestic sales and back-office divisions.	Preserve water environment at the domestic manufacturing divisions.	Improve the recycling rate of the waste and byproducts at the domestic and major overseas manufacturing divisions.
	Reduce CO ₂ emissions per unit of production at the major overseas manufacturing divisions.	Promote sustainable procurement.	Reduce environmental load in containers and packaging.



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 Corp. 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 companies, has been established to supervise and provide instructions on environmental preservation activities from a Groupwide perspective.

Specific activities are conducted under the leadership of the General 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.

Environmental Management Promotion System



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 FY2021, the Group will continue to establish new objectives and conduct our 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 activities for reducing CO₂ emissions that may cause global warming in all factories, plants, and offices.

Medium-term Environmental Preservation Targets FY2019–FY2021

Objective 1 To reduce CO₂ emissions

① CO₂ emissions per unit of production* at the domestic manufacturing divisions

Reduce by 4% or more

② CO₂ emissions at the domestic sales and back-office divisions

Reduce by 3% or more

③ CO₂ emissions per unit of production* at the major overseas manufacturing divisions

Reduce by 3% or more

* 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

① 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., Ltd. (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 Wines 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))

② CO₂ emissions at the domestic sales and back-office divisions

The domestic sales and back-office divisions of 8 companies: Kikkoman Corp., Kikkoman Food Products Co., Kikkoman Beverage Co., Kikkoman Business Service Co., Kikkoman Biochemifa Co., Nippon Del Monte Corp., Nippon Del Monte Agri Co., Kikkoman Soyfoods Co.

③ 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)

Initiatives

Objective 1 To reduce CO₂ emissions

① the domestic manufacturing divisions and

③ 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.

CO₂ emissions at ② the domestic sales and back-office divisions

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

FY2020 Review

Objective 1 To reduce CO₂ emissions

CO₂ emissions per unit of production at

- ① the domestic manufacturing divisions and**
- ③ the major overseas manufacturing divisions**

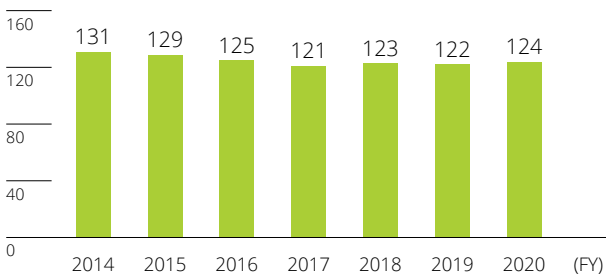
The CO₂ emissions per unit of production at Kikkoman Group domestic manufacturing divisions in FY2020 were 0.170 t-CO₂/t, which was 102.4% as compared with 0.167 t-CO₂/t in FY2019. In addition,

the CO₂ emissions per unit of production at Kikkoman Group major overseas manufacturing divisions in FY2020 were 0.217 t-CO₂/t, which was 99.1% as compared with 0.219 t-CO₂/t in FY2019. To achieve Medium-term Environmental Preservation Targets FY2019-FY2021, we will work to reduce CO₂ emissions.

Note: CO₂ emissions are calculated based on the market standard from Medium-term Environmental Preservation Targets FY2019-FY2021.

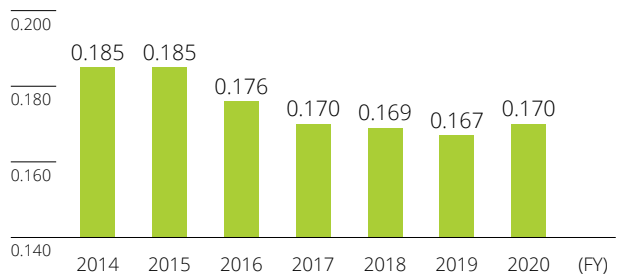
Transition of the CO₂ emissions

(Domestic manufacturing divisions) (thousands of t-CO₂)



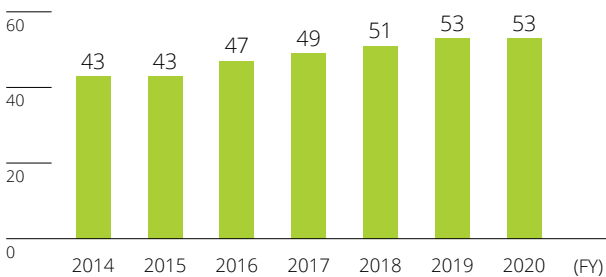
Transition of the CO₂ emissions per unit of production

(Domestic manufacturing divisions) (t-CO₂/t)



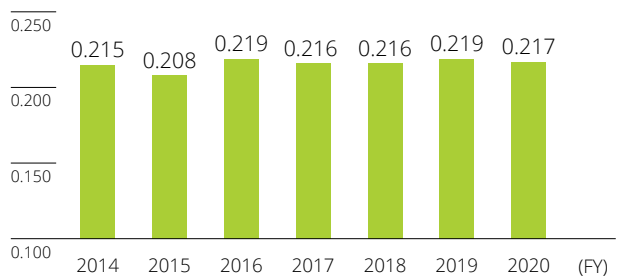
Transition of the CO₂ emissions

(Major overseas manufacturing divisions) (thousands of t-CO₂)



Transition of the CO₂ emissions per unit of production

(Major overseas manufacturing divisions) (t-CO₂/t)



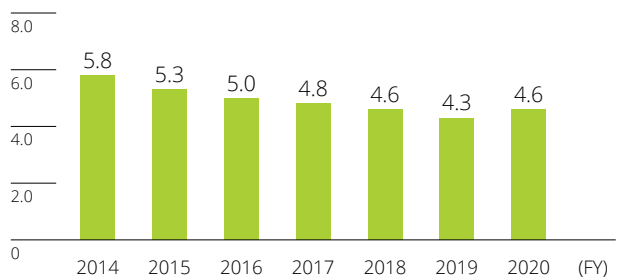
CO₂ emissions at ② the domestic sales and back-office divisions

The CO₂ emissions at Kikkoman Group domestic sales and back-office divisions in FY2020 were 4,600t-CO₂, which was 107% as compared with FY2019 4,300t-CO₂. In order to achieve Medium-term Environmental Goals for FY2019-2021, we will put further efforts into reducing CO₂ emissions.

Note: CO₂ emissions are calculated based on the market standard from Medium-term Environmental Preservation Targets FY2019-FY2021.

Transition of the CO₂ emissions

(Domestic sales and back-office divisions) (thousands of t-CO₂)



Kikkoman Performance Index

At the Kikkoman Group, we introduced an index called the Kikkoman Performance Index (KPI), as a means of managing corporate objectives (Refer to page 41 of the Corporate Report.). By adopting CO₂ emission reductions into KPI items, in addition to sales and Invested Capital 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 10 of this report.), by the Kikkoman Group General Environmental Preservation Committee. At such divisions, achievement rates based on the objectives 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 Kikkoman Foodtech Co., Ltd. (Main Plant), Nagareyama Kikkoman, Saitama Kikkoman, and the 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.

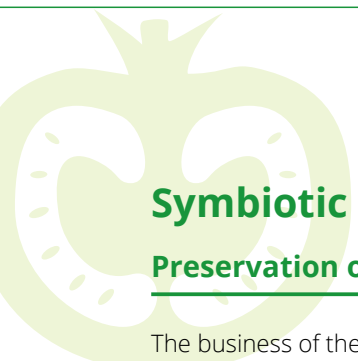
Participation in International Initiatives

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 toward 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.

External Evaluation System

CDP, an international nonprofit organization, selected the Kikkoman Group as one of its 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 is provided to institutional investors as information disclosing the companies' actual stances toward reducing CO₂ emissions. The results are considered as one of the significant pieces of information from the ESG investment viewpoint. The Kikkoman Group has replied to the questionnaire since FY2015.

In the CDP 2019 Climate Change, the Kikkoman Group acquired a Leadership-level A- score.



Symbiotic Society

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 farming 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.

Medium-term Environmental Preservation Targets FY2019–FY2021

Objective 1 To reduce water consumption

① Water consumption per unit of production (domestic manufacturing divisions)

Reduce by 6% or more

② Water consumption per unit of production (major overseas manufacturing divisions)

Consume less than the previous fiscal year

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

Objective 2 To preserve the water environment

① Aim for reducing wastewater BOD to less than 8 mg/ℓ, or COD to less than 5 mg/ℓ

Scope

Objective 1 To reduce water consumption

① Water consumption per unit of production (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., Ltd. (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 Wines 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))

② Water consumption per unit of production (major overseas manufacturing divisions)

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

Objective 2 To preserve the water environment

① Reduction of wastewater BOD or COD

10 plants at domestic river discharge areas

Initiatives

Objective 1 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.

Objective 2 To preserve the 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 courses 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.

FY2020 Review

Objective 1 To reduce water consumption

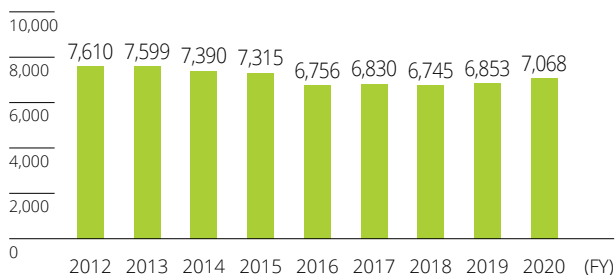
Reduction of the water consumption per unit of production at ① the domestic manufacturing divisions and ② the major overseas manufacturing divisions

The water consumption per unit of production at Kikkoman Group domestic manufacturing divisions in FY2020 was 9.74 m³/t, which was 103.8% as compared with 9.38 m³/t in FY2019.

The water consumption per unit of production at Kikkoman Group major overseas manufacturing divisions in FY2020 was 3.98 m³/t, which was 99.1% as compared with 4.01 m³/t in FY2019. In order to meet Medium-term Environmental Preservation Targets FY2019-FY2021, we will continue to make efforts for a further reduction by tackling the efficient use of water.

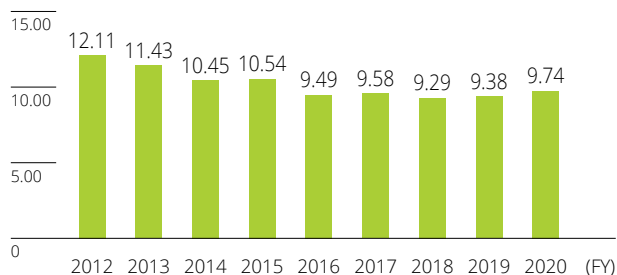
Transition of the water consumption

(Domestic manufacturing divisions) (thousands of m³)



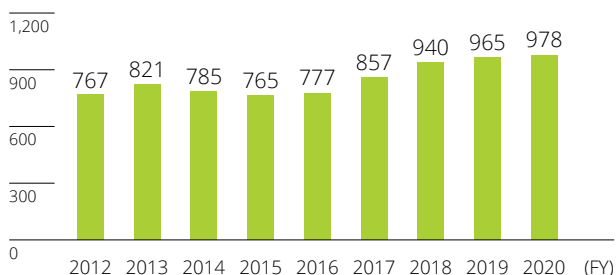
Transition of the water consumption per unit of production

(Domestic manufacturing divisions) (m³/t)



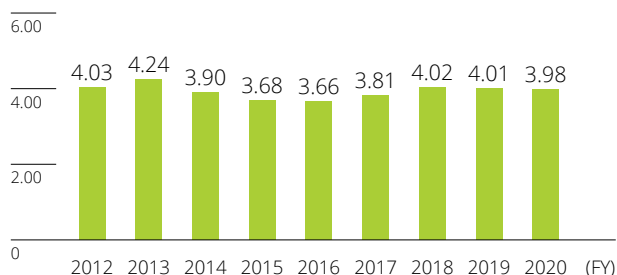
Transition of the water consumption

(Major overseas manufacturing divisions) (thousands of m³)



Transition of the water consumption per unit of production

(Major overseas manufacturing divisions) (m³/t)



Objective2 To preserve the 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 (BOD to less than 8 mg/ℓ or COD to less than 5 mg/ℓ) was achieved in 9 plants.

**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 United States, 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 45, "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 the "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 the 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 41 of this report for further details.

External Evaluation System

Since FY2018, the Kikkoman Group answers the CDP water security questionnaire sent by CDP, an international nonprofit organization. The evaluation based on the questionnaire is provided to institutional investors as information disclosing the companies' actual stances toward the reduction of water consumption and preservation activities of water quality and the environment. The evaluation is considered as one of the significant pieces of information from the ESG investment viewpoint.

In the CDP water security questionnaire, the Kikkoman Group has been included in the group of leading companies (leadership level) and acquired an A score for the first time.

Forest Conservation

Forests not only supply timber and other resources, but also play a key role in preventing global warming by absorbing carbon dioxide. They are also a valuable resource in terms of biodiversity and cultural significance. The Kikkoman Group recognizes the importance of forests in the global environment and continues to undertake forest conservation initiatives.

Reducing office paper

The main domestic business sites*¹ in the Kikkoman Group have acquired ISO 14001, and as part of our efforts to minimize waste, we are taking steps to reduce the amount of office paper used. Starting with the Noda Plant (now called the Noda Factory), which gained accreditation in 1997, we continue to set reduction targets and employ measures aimed at reaching our goals. For example, we use both sides of paper for printing, implement paperless measures such as sending order forms electronically and using digital files for meeting materials, and employ a system that eliminates needless printing. We also purchase, in principle, office printing paper made from environmentally friendly pulp sourced from operations that do not damage ecosystems or cause deforestation as a result of illegal logging. For example, paper certified by the FSC®*² or PEFC*³.

*1 Business sites: Kikkoman Corporation's Noda Head Office and Tokyo Head Office and all sites of Kikkoman Food Products Co., Nippon Del Monte Corporation, Manns Wines Co., Ltd., and other Group companies.

*2 Forest Stewardship Council: An independent NPO that works to globally promote responsible forest management. It also manages an international forest certification system.

*3 PEFC (Programme for the Endorsement of Forest Certification Schemes): PEFC is an internationally recognized forest certification.

Container and packaging initiatives

Paper is used in many of the products manufactured and sold by the Kikkoman Group. In addition to our initiatives aimed at reducing the volume of paper we use, we are also stepping up our development of products that use raw materials certified as being sustainable (in terms of forest conservation). The paper carton used for our soy milk products is made from paper certified by the FSC®.



Kikkoman
Processed Soy Milk



Certification displayed
on packaging

Initiatives for preventing deforestation

Global deforestation is a serious issue for society and also a challenge for the entire food industry, especially considering that deforestation is currently occurring in places like South America as a result of farm land reclamation. The Kikkoman Group has established guidelines on the use of forest resources based on a sustainable sourcing policy and undertakes activities that aim to contribute to the prevention of deforestation.



Recycling Based Society

Reduction and Recycling of Waste and By-products

In addition to reducing food loss and raising the resource recycling rate, 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.”

Medium-term Environmental Preservation Targets FY2019–FY2021

Objective 1 To reduce food loss

- ① Promoting reduction of product waste
- ② Elimination of waste from production trouble (domestic and major overseas manufacturing divisions)

Objective 2 To raise the resource recycling rate

- ① 100% resource recycling rate

Objective 3 To promote environmentally conscious containers and packaging

- ① Research and development on environmentally conscious containers and packaging as well as reducing the weight of containers and packaging materials

Scope

Objective 1 To reduce food loss

- ① Promoting reduction of product waste
All Kikkoman Group companies
- ② Elimination of waste from production trouble (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., Ltd. (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 Wines 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)

Objective 2 To raise the resource recycling rate

- ① 100% resource recycling rate (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., Ltd. (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 Wines 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)

Objective 3 To promote environmentally conscious containers and packaging

- ① All Kikkoman Group companies

Initiatives

Objective 1 To reduce food loss

- ① Promoting reduction of product waste and
- ② Elimination of waste from production trouble (domestic and major overseas manufacturing divisions)

In order to promote the reduction of food loss, the Kikkoman Group will work to achieve zero waste

through the reduction of product waste and elimination of waste from production trouble. However, as the Kikkoman Group is a food manufacturer, waste from manufacturing divisions has a large impact on food loss. Therefore, we reduce waste volume from production processes through efforts on improving the optimization of production volume, reducing various raw materials, and improving our process yield.

Objective 2 To raise the resource recycling rate

① 100% resource recycling rate

To reduce waste volume from production processes, we work on improving the optimization of production volume, reducing various raw materials, and improving our process yield.

Objective 3 To promote environmentally conscious containers and packaging

① Research and development on environmentally conscious containers and packaging as well as reducing the weight 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 Group Packaging Guidelines.”

FY2020 Review

Objective 1 To reduce food loss

The waste per unit of production at Kikkoman Group domestic and major overseas manufacturing divisions in FY2020 was 0.0411t/t, which was 109.1% as compared with FY2019. We will further work on reducing more waste.

Objective 2 To raise the resource recycling rate

The resource recycling rate in FY2020 at Kikkoman Group domestic and major overseas manufacturing divisions was 99.5%. We will further work on improving our resource recycling rate to achieve Medium-term Environmental Preservation Targets FY2019–FY2021.

Objective 3 To promote environmentally conscious containers and packaging

The Kikkoman Group is working to reduce the weight of our products.

- We reduced the weight of the “Kikkoman *Kaoru ichiban dashi zaru soba tsuyu* (500ml PET bottle) by 22%.
- We trimmed the thickness of the shrink wrap on “Kikkoman *Wagayaha yakiniku yasan Karakuchi* 400g” by 22%.
- We reduced the weight of the cartons used for Del Monte Unsalted Tomato Juice and Del Monte Unsalted Vegetable Juice and thereby achieved a weight reduction of 2.4% per carton.



Kikkoman *Kaoru ichiban dashi zaru soba tsuyu*

Kikkoman *Wagayaha yakiniku yasan Karakuchi* 400g

Del Monte Unsalted Tomato Juice

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 and soy milk 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.

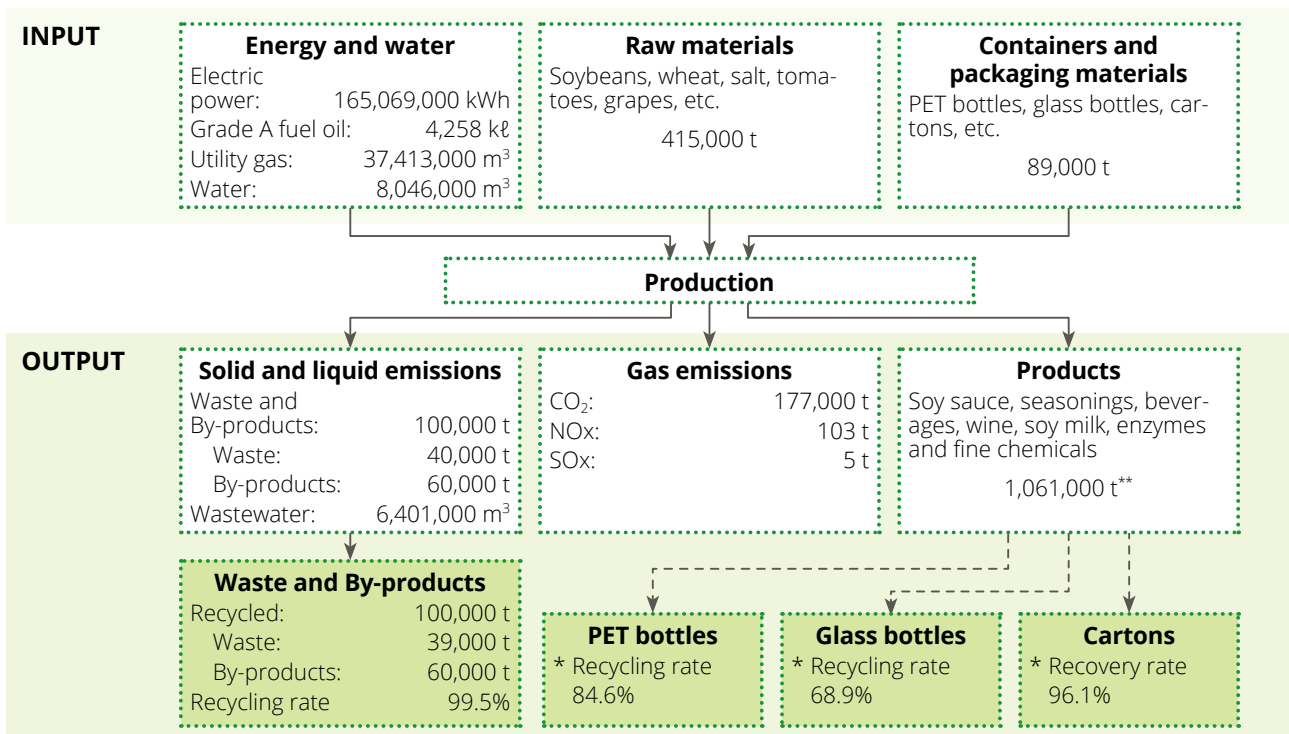
The Kikkoman Group strives to minimize our environmental load by seeking to consume less energy, water, and materials; improve efficiency in manufacturing and energy use; and reduce waste.

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., Ltd. (Main Plant, Nakanodai Plant, Edogawa Plant, Nishinippon Plant), Saitama Kikkoman Co., Nippon Del Monte Corp. (Gunma Plant, Nagano Plant), Manns Wines 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

Energy, Resource and Discharge Flows for FY2020



* 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.

** Including packaging materials.

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



Environmental Management Activities

At the Kikkoman Group, we obtained ISO 14001 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.

1) To cooperate with local communities

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

2) To respond against environmental risks

① We will put further effort into strengthening compliance rules.

3) To keep improving the environmental management system

① We will conduct environmental education, promote environmental communications, and adopt revisions of the ISO 14001 standard.

Scope

- 1) All Kikkoman Group companies
- 2) All Kikkoman Group companies
- 3) All Kikkoman Group companies

Initiatives and FY2020 Review

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 FY2020

Programs	Date or times	Target	No. of participants
Publication of Corporate Report in Japanese	January 2020	General public	—
Publication of Corporate Report in English	March 2020	General public	—
Disclosing information on our website in Japanese	September 2019	General public	—
Disclosing information on our website in English	September 2019	General public	—
Distribution of potted plant (fertilized by mud from wastewater treatment)	June 2019	Local communities around Noda city and Nagareyama city	—
Operations for cleaning	On occasion	Employees from the Group companies	—
Training program for school teachers	July 2019	Teachers from Shinagawa and Sugunami wards	11
Activities with outside environmental groups	17	National, prefecture, and city governments and private companies	—

2) To respond 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 quality 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 Preservation Targets for FY2019–2021 launched in FY2019.

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 with 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 (SOx), nitrogen oxides (NOx), 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

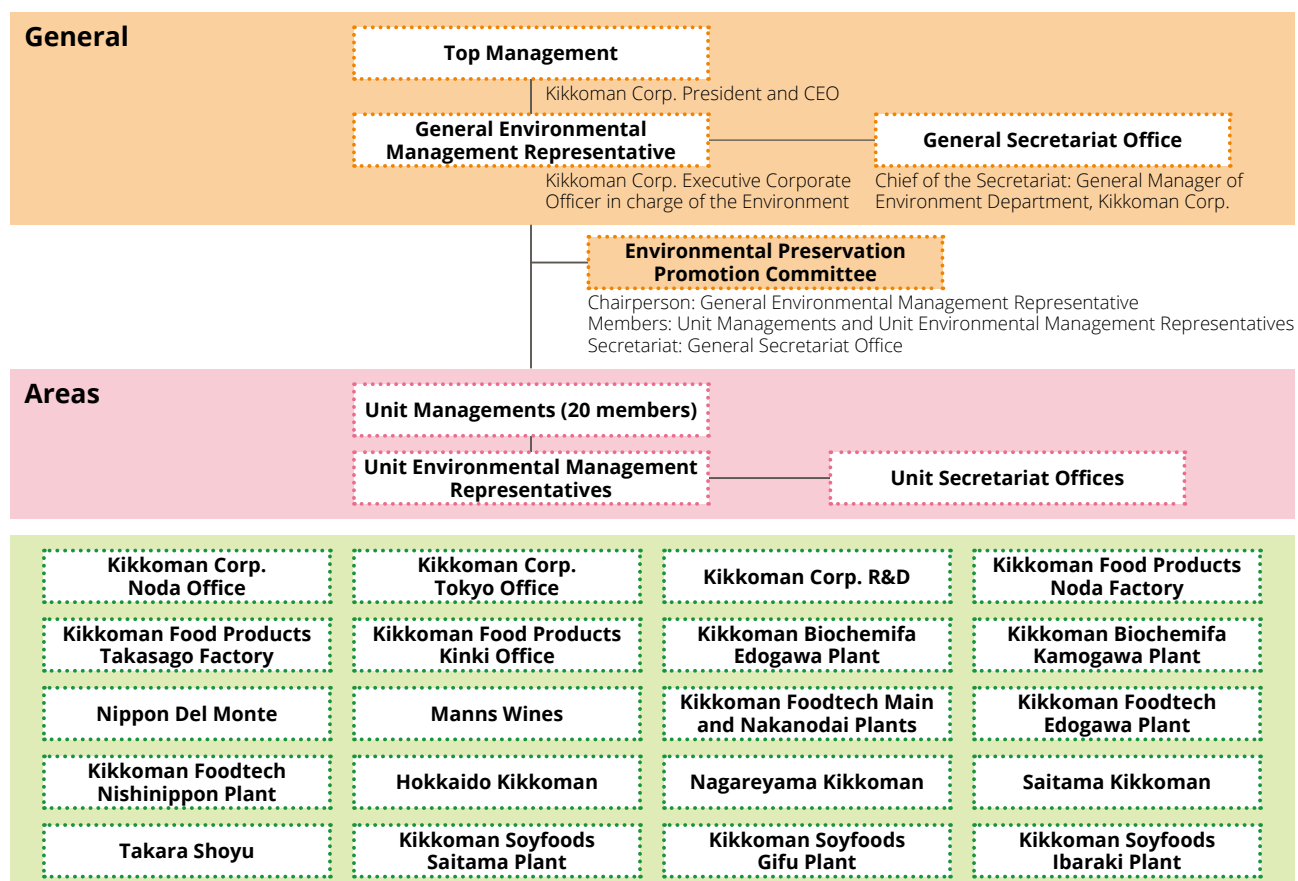
gases to prevent the microbe from spreading to residential areas.

3) To keep improving the environmental management system

Since obtaining ISO 14001 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 Groupwide 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 allow them to recognize global and ecological perspectives and the importance of environmental conservation, while also conducting more specialized training for environmental conservation representatives.

Also, we give environmental awards every two years. This award is aimed at promoting Kikkoman's unique environmental activities by selecting good environmental activities and sharing information group-wide. In FY2019, among environmental activities, one highest award and four awards were given. Also, three special awards were given to recognize activities that build environment-friendly culture.

Environmental Management Promotion System (FY2020)



Major Environmental Education Programs during FY2020

Programs	Date or times	Target	"No. of participants"
Training of ISO 14001 internal environmental auditors	July 2019	Employees (Qualified auditor candidates)	24
Training of ISO 14001 internal environmental auditors	October 2019	Employees (Qualified auditor candidates)	23
ISO14001: 2015 follow-up workshop	September 2019	Employees (Qualified auditor candidates)	19
Skill-up training of ISO 14001 internal environmental auditors	8	Group companies (Qualified auditor candidates)	40
Training for wastewater treatment facility managers	July 2019	Wastewater treatment facility managers	19
Training for industrial waste managers (Guideline seminar)	December 2019	Industrial waste managers	27
Seminar on industrial waste (Incineration facility conditions, etc.)	November 2019	Employees in charge at Noda and Nagareyama plants	12
Site visits	24	Group companies in Japan	—
Employees training program at overseas Group companies	September 2019	KFI employees, etc.	—
New employee training program	April 2019	New employees in FY2020	51
Environmental lecture by Ms. Mariko Kawaguchi	October 2019 (Twice)	Group companies in Japan	157
Delivery of environmental information	14	Group companies in Japan	—
Delivery of legal and ordinance information	4	Group companies in Japan	—

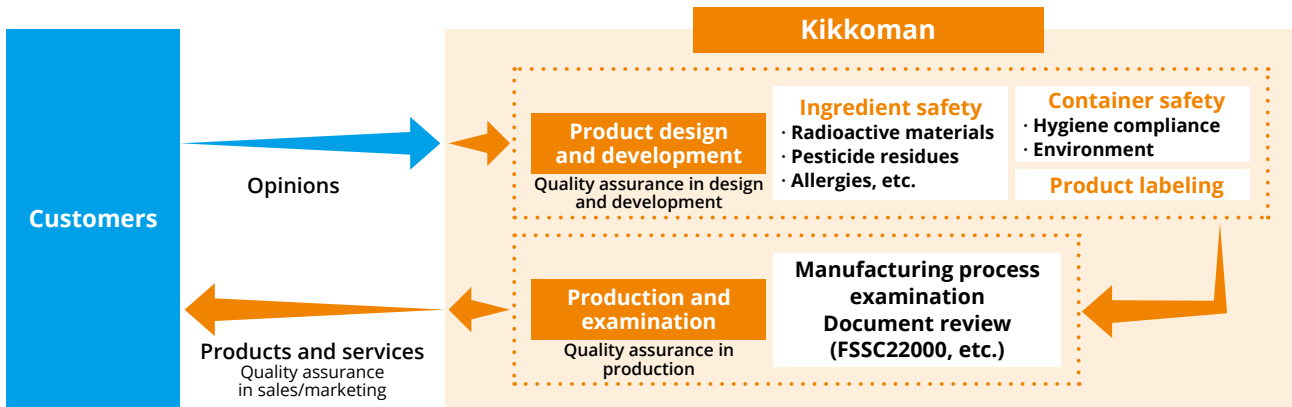
For Our Customers

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

At the Kikkoman Group, we consider the “safety” of our 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 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

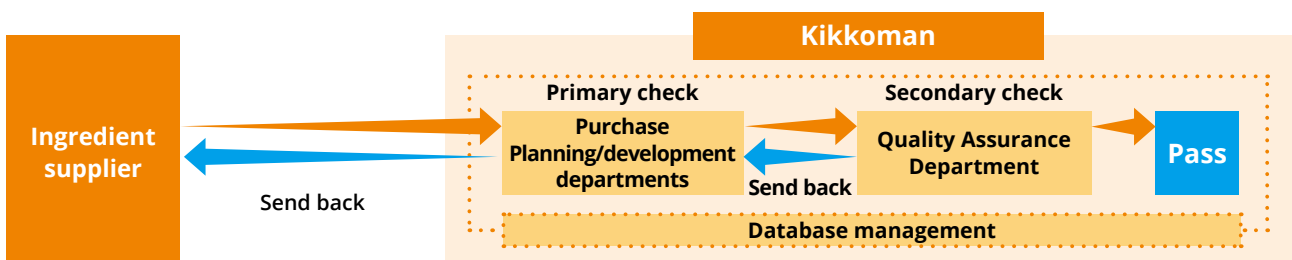


Quality Assurance in Product Development

At Kikkoman, using safe ingredients and materials is a top priority for 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



Traceability

Traceability is the capacity to track the production and distribution history of products as well as the raw materials used in those products. We take a thorough

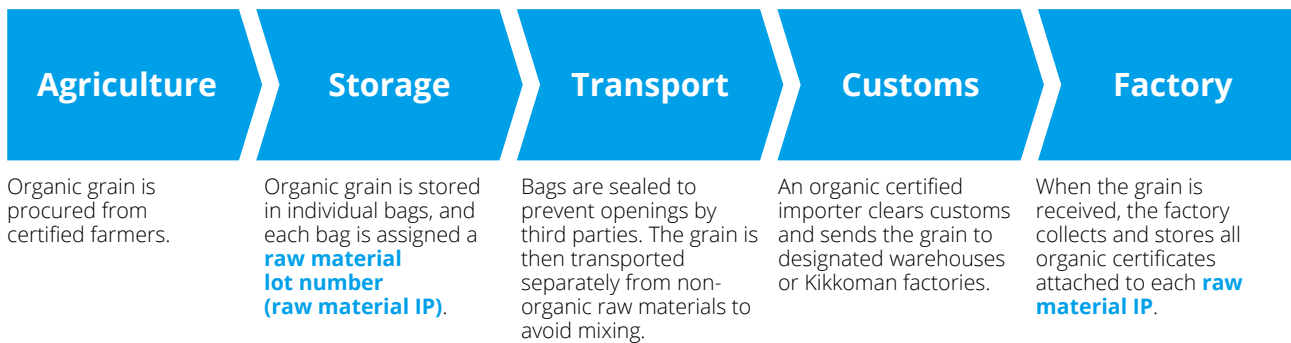
approach to record management for processes, from raw material procurement to manufacturing and shipment, to deliver products that give customers safety and a peace of mind, and we promote systems that make traceability possible.

Example of Traceability: Organic Soy Sauce

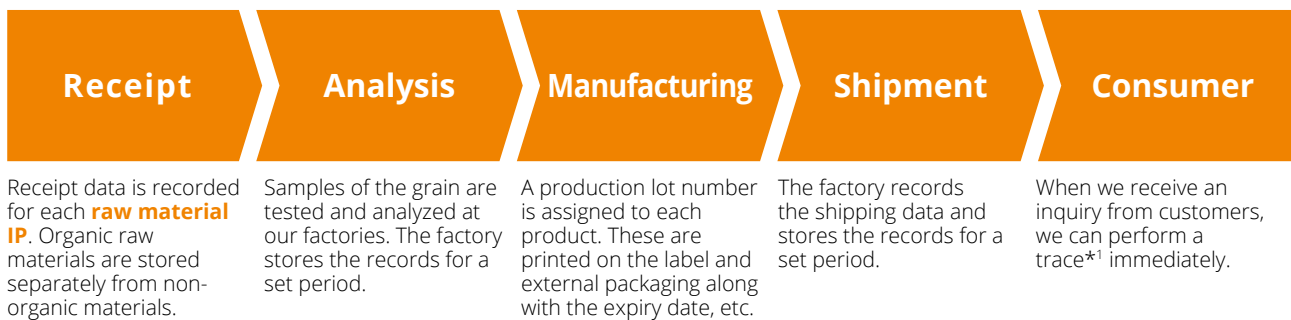
The organic soybeans and organic wheat used in organic soy sauce is managed strictly to ensure that they do not become mixed with other raw ingredients. Kikkoman has established a system for traceability, which includes certification and transportation history to ensure that the products are organic.



Flow of Organic Crops (From the Farm to the Kikkoman Factory)



Flow of Products (From the Kikkoman Factory to the Consumer)



MAFF*2-certified organizations annually inspect our factories to ensure that all processes, such as storage and manufacturing, meet the Organic JAS standards.

At this stage, the **raw material IP** and the **production lot numbers** are linked. This ability to reference the **raw material IP** from the **production lot number** is important for traceability.

*1 Tracing procedure: Check production lot number → Identify raw material used from the raw material IP → Investigate transportation route and farm location
 *2 Ministry of Agriculture, Forestry and Fisheries

Kikkoman factories retain records for all of their raw materials including packaging, production processing, and distribution routes for not only their organic soy sauce but for all of their 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.

Radioactive Materials

Soon after the Great East Japan Earthquake, the Kikkoman Group deployed various Groupwide efforts to deal with radioactive materials. We confirm the safety of raw materials by monitoring results of radioactive material tests conducted by the Japanese government and local governments. Also, we confirm the safety of our products by collecting and checking information from our suppliers regarding the 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, the Environment & Food Safety Analysis Center and/or each plant undertake the examinations by using germanium semiconductor detectors or NaI scintillation spectrometers.

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



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 production, and each plant works to prevent any chance of accidents, which affect our production capabilities. Also, Kikkoman works with Sobu Logistics Corporation to review the Group's logistics on a continuous basis to build a faster and stabler logistics 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 production nor logistics were seriously damaged, but the Group decided to introduce the BCP (Business Continuity Plan) in preparation for 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 the 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

The 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 Development 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 research that forms the foundation of our future products to tangible product development. In addition to the R&D 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

The 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 do not receive adequate nutrients.

Intellectual Property

The Kikkoman Group maximizes our competitive strengths through the effective use of our intellectual property, such as patent rights and trademark rights. These tools allow us to offer trustworthy products and services to consumers. Moreover, the Group takes measures to protect our consumers from counterfeit products and consider respect for the rights of other companies.

Intellectual Property Management System

The Kikkoman Group possesses a multitude of patent rights obtained through our research and product development efforts and trademarks such as brand names and logos. The Kikkoman Group has implemented a system to control the effective and proper use of these resources. The Intellectual Property Department at Kikkoman Corp. 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 Corp. 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

The Kikkoman Group protects intellectual property through acquiring patent rights for inventions and trademark registrations. In FY2020, 31 patents were

obtained in Japan and 20 patents were obtained overseas. The "Hexagon Kikkoman Logo" that is a Kikkoman Group's representative trademark, is currently registered in 178 countries as of March 31, 2020.

The 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 Corp. (A total of 396 patent searches and 460 trademark searches were performed in FY2020.). As of March 31, 2020, the Kikkoman Group had no active intellectual property infringement legal cases in Japan or overseas.

Measures against Counterfeit Products

The 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 Kikkoman products, the Kikkoman Group will deal with such counterfeit products with a resolute attitude including such as requesting administrative exposure by authorities.



The Hexagon Kikkoman Logo



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/or 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.

Information Access through Website

In the Consumer Center corner of our Japanese-language website, we include category-specific Q&As based on inquiries and comments from customers as well as a page highlighting product improvements prompted by suggestions from customers. We do more than just listen to customers; we incorporate their ideas into our activities and convey the results to customers through our products and website content.

In addition, for mainstay products and products that attract a significant number of comments, we indicate the geographical area from which the ingredients are sourced on the Ingredient Origins page accessed from the Consumer Center on our Japanese-language website.



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

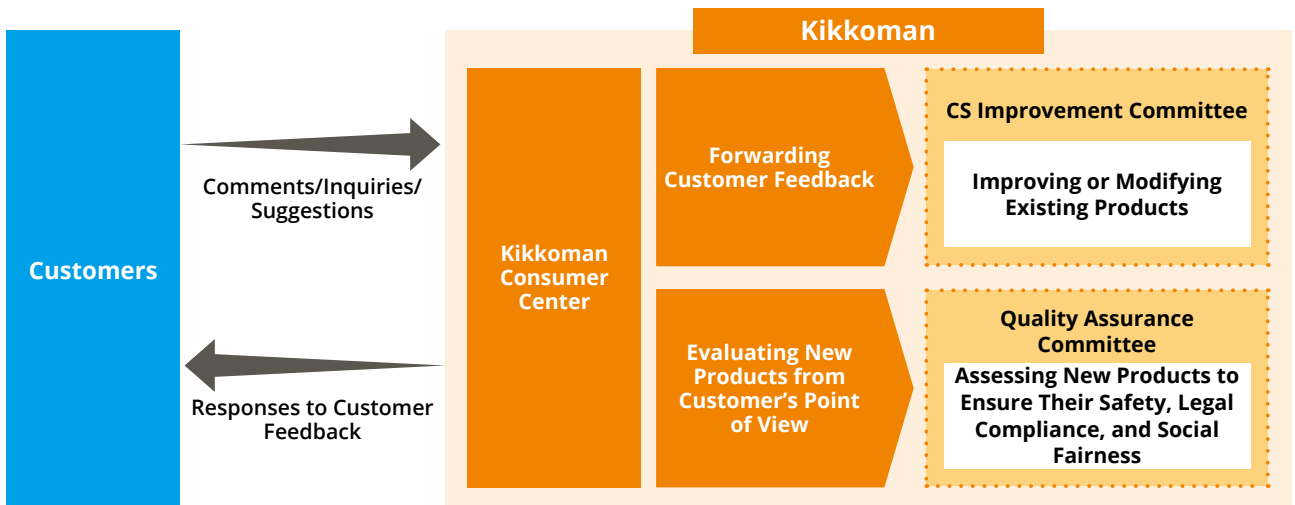
FY	Total	Comments	Inquiries	Suggestions
2015	26,082	1,678	19,972	4,432
2016	25,721	1,780	21,075	2,866
2017	22,939	1,764	18,790	2,385
2018	21,928	1,557	18,320	2,051
2019	20,837	2,943	16,503	1,391

The CS Improvement Committee

The suggestions from customers include ones that cannot 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.
<https://www.kikkoman.com/en/quality/>

For Our Employees

Kikkoman Group Employee Data

Total employees	7,376
Employees in Japan	3,583
Kikkoman employees * Scope of "Kikkoman" is Kikkoman Corp., Kikkoman Food Products Co., Kikkoman Beverage Co., and Kikkoman Business Service Co., and data below covers "Kikkoman"	1,626
Newly recruited employees	51
Employee turnover (excluding employees who retired at age of 60)	17
Employees who used the early retirement program	5
Newly recruited employee turnover rate (less than 3 years)	2%
Managers	437
Female managers (ratio of female managers)	38 (8.0%)
Average annual hours worked per employee * Managers and hospital staff are excluded	1,823
Average monthly overtime hours per employee * Managers and hospital staff are excluded	11.3
Employees on medical leave	8

As of March 31, 2020

Respecting Human Rights

Basic Approach

The 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 discrimination 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). In December 2020, the Group formulated the Kikkoman Group Human Rights Policy." In accordance with this policy, the Group will work on activities such as supply chain surveys and employee training.

Assessment

When conducting the Corporate Social Responsibility Survey, Kikkoman Corp. assesses conditions of Group companies by setting items regarding the prevention of discrimination, working hours, safe work environment, and anti-harassment measures. In FY2019, the results of the survey showed that there were no problems on these issues. Please see page 36 about the Corporate Social Responsibility Survey.

Training Programs for 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 FY2020, 231 managers received the programs.



Human Resource Development

Training

Kikkoman offers tier-based training for our new employees and employees in management positions. In order to enhance the Group's synergy, collective training programs with affiliates have 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 Resources 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 our social responsibility by incorporating environmental, social, and corporate governance issues into investment decision-making and stock ownership practices with respect to our pension fund.



Safe and Healthy Work Environment

The Kikkoman Group 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 our occupational safety and health management system (OSHMS).

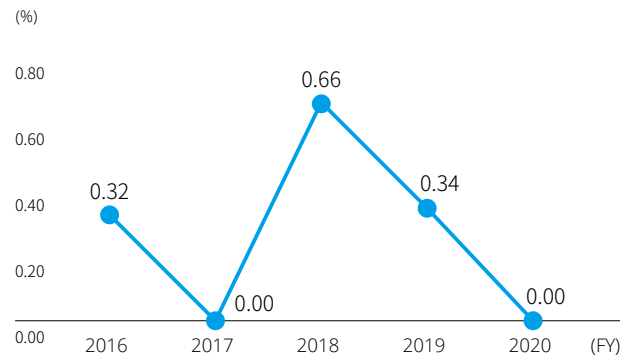
Promoting Safety and Health Activities

Kikkoman has set up the Central Safety and Health Committee to review and determine policies and key objectives for Companywide safety and health initiatives, and our 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 FY2020, there were no accidents resulting in a work stoppage, 9 minor accidents, and 10 accidents that

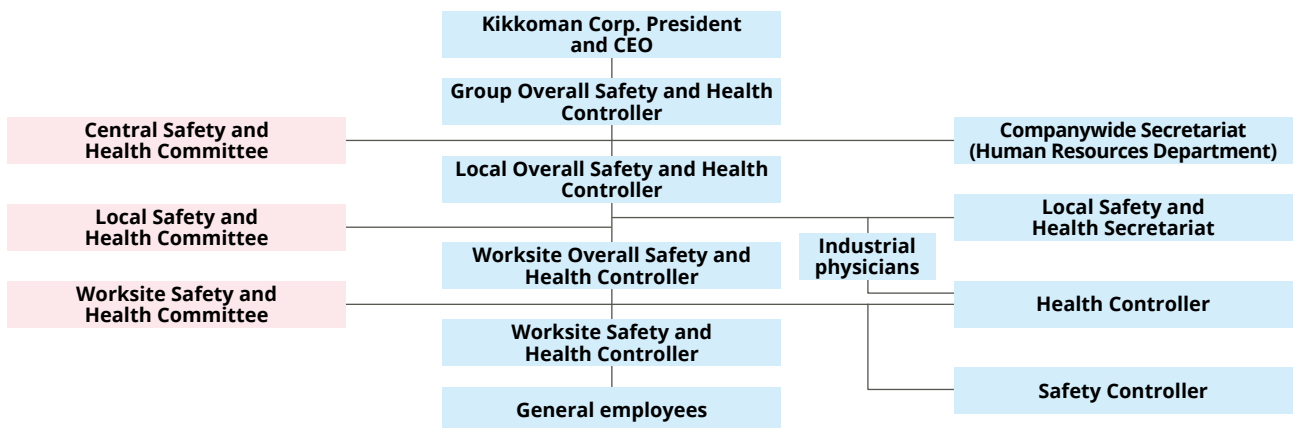
caused minor injuries. We remain committed to strengthening efforts to eliminate accidents by applying risk assessment practices Companywide. In order to further improve the Group's Safety and Health standards, the Group held a joint meeting where the domestic Group companies discuss and share safety and health issues. Through these efforts, the Group is working to prevent future accidents.

Changes in Frequency Rate* (Kikkoman)



* Index showing frequency of accidents. Number of people killed or injured in work-related accidents per million work hours

Safety and Health Management Organization (Kikkoman)



Efforts by the Group Companies Overseas

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

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

Physical and Mental Well-being of Employees

Kikkoman provides medical support to employees. Employees who need reexaminations following their medical checkups can receive advice from medical nurses. The employees can also access a health databank to check their records of past health checkups.

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 offers dental checkups, VDT checks, and immunization against influenza by the 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 2.17% as of March 31, 2020.

Anti-Harassment Policy

Kikkoman believes that harassment, such as sexual harassment, and any mistreatment of employees in the workplace is socially unacceptable behavior that hurts 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 our 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 March 2020, there were 38 female managers at Kikkoman (8.0% 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 childcare leave 10 years prior to enactment of the law in Japan. In FY2020, 33 employees including male employees have applied for this program. Since the program was introduced, 681 employees in total have applied.

Localization of Management and Appointing Senior Managers

When expanding our operations overseas, the 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 FY2020, approximately 60% of management positions at our overseas subsidiaries were occupied by locally hired managers.

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 the global environment, Business activities with fair and free competition, Business information disclosure and promotion of communication, Respect for human rights and establishment of a happy working environment, Observation of laws and regulations in Japan and

abroad as well as maintenance of social order, and Positive social action program.

The Kikkoman Group is working to ensure that employees conduct activities in accordance with corporate ethics and a law-abiding spirit by requiring board members, corporate officers, managers at Kikkoman Corp., and management-level employees at our subsidiaries to submit annual promissory letters to the CEO pledging their compliance with the Kikkoman Group Code of Conduct.

Initiatives 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 at Group companies overseas. This mission will be held in FY2020 and will work to strengthen compliance awareness throughout the Group.

The Liaison Conference of Compliance Promotion

Compliance promotion has become an important issue as the number of Group companies of the Kikkoman Group increases and our business fields diversify. In order to promote compliance throughout the Group, the Kikkoman Group launched the Liaison Conference of Compliance Promotion in FY2012.

The members attend the Liaison conference of compliance promotion organized by staff members of the Corporate Ethics Committee consisting of the Legal & Compliance Department of Kikkoman Corp. The members work on projects such as developing compliance education programs, lectures to deepen the understanding of legal issues, and 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 10 principles of the UNGC with several indicators attached to each question. The UNGC Office introduced the tool on its website.

<https://globalcompactselfassessment.org/>

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

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, the Legal & Compliance Department at Kikkoman Corp. visits subsidiaries and holds compliance lectures. In FY2020, 32 sessions were held at Group companies. In addition, self-learning programs based on case studies were held in November 2019.

The Kikkoman Group Compliance Handbook

To develop a firm understanding of compliance, Kikkoman Corp. issued the Kikkoman Group Compliance Handbook in October 2011 and distributed it to employees in Japan.

This handbook describes specific examples of non-compliance based on the Kikkoman Group Code of Conduct. By giving visible examples, we are trying to raise awareness as well as of practices at workplaces.



Compliance Handbook

Corporate Social Responsibility Survey

The Kikkoman Group conducted Compliance Surveys from FY2011 to FY2014 with the purpose of making a comprehensive assessment of, and improving, the compliance status of Group companies in Japan. Since FY2015, 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 10 principles of the UNGC. In FY2020, we conducted the Corporate Social Responsibility Survey through 65 questions under the categories of compliance, internal control, the Group rules, the Code of Conduct, risk management, and social issues. Based on results from the survey, we took the following measures.

Anti-Corruption Policy

As the Kikkoman Group Code of Conduct states, the Group does not tolerate bribery, graft, or other corrupt practices. Moreover, Kikkoman Corp. signed the UNGC in 2001, and has enforced the 10 principles, including the anti-corruption principle since its inclusion in 2004.

Amid intensifying efforts worldwide to prevent corrupt practices, particularly via the Foreign Corrupt Practices Act (U.S. 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 2002, the Group formulated the Kikkoman Group Code of Conduct based on the approval of the Board of Directors of Kikkoman Corp. Among the six principles, the fifth one states “Observation of laws and regulations in Japan and abroad, and the 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. At Group companies in Japan and overseas also, the Code of Conduct is read aloud in order to make it well known to their employees. In addition, the officer in charge of legal affairs and compliance conduct periodical 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 FY2013, the Kikkoman Group used the UNGC Self-Assessment Tool to carry out a self-assessment, which included anti-corruption items. In FY2018, 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 Corp., the Committee has established a system for reporting to the CEO, the 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 for Group companies in Japan and major Group companies overseas. We have established a system based on the Corporate Ethics Committee Regulation that allows anonymous reports if desired, to protect the identity of employees who provide information including corrupt practices. The Corporate Ethics Committee investigates, reviews, and solves issues including anti-corruption.

Working with Suppliers

The Kikkoman Group's Policy for Business Partners was established in FY2014 to communicate our policy regarding business transactions with our business partners, including service contractors. When we introduce the Policy to our suppliers, we explain about the 10 principles of the UNGC, 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 “Prohibits the inappropriate exchange of gifts or client entertainment.”

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

In FY2020, there were neither penalties nor corrupt or anti-competitive practices reported in the Kikkoman Group. In addition, there were no internal reports related to such practices. Accordingly, no measures were taken against infringements.

For Our Shareholders and Investors

Fair, Proper, and Timely Disclosure of Information

Kikkoman Corp. discloses information and conducts investor relations (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 FY2020, for analysts and institutional investors, Kikkoman Corp. conducted two information meetings, four meetings with the management, and visits to institutional investors in North America and Europe. Going forward, we remain committed to pursuing activities designed to promote a better understanding of our businesses while receiving feedback 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

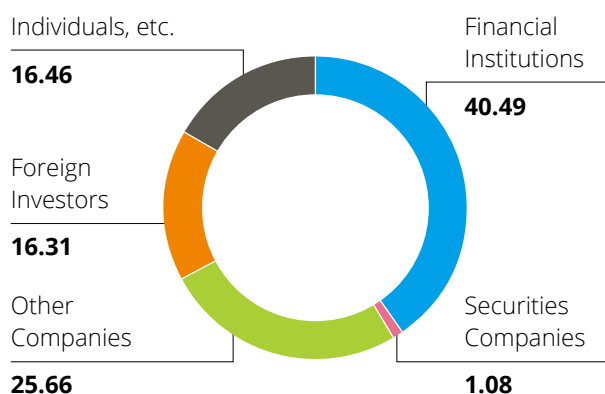
careful review of the agenda. We also send an English-language convocation notice to overseas shareholders. In order to make it more convenient for shareholders to exercise their voting rights, we arrange an online voting system for shareholders. We also participate in a voting platform for institutional 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 the consistent distribution of profits backed by strong consolidated financial performances, while using funds to invest in strengthening our corporate foundation and future businesses. The dividend for FY2020 was ¥42 per share. 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.

Shareholder Composition (By Shareholder Type)

(%)



* Shareholders less than one unit are not included.

** Treasury stock is included in Individuals, etc.

As of March 31, 2020

Credit Rating

Credit ratings provided by rating agencies serve as a means of better understanding financial soundness of Kikkoman Corp. Credit ratings are given an important role by Kikkoman Corp. in financial strategy out of recognition that they reflect the manner in which capital markets evaluate Company's performance and creditworthiness.

Kikkoman Corp. was given a rating of A+ by Rating and Investment Information, Inc., in Japan as of November 2020. 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 natural environment, social issues, and corporate governance, in addition to financial considerations, such as revenues. As of November 2020, Kikkoman was incorporated into ESG indices such as the FTSE4Good stock index series.



FTSE4Good

Website

<https://www.ftserussell.com/products/indices/ftse4good>

Please visit our website for more information.

<https://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 off 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

In FY2014, 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.

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 gases.
- 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 entertainment.
- Prohibit making excessive demands on suppliers.



Sustainable Sourcing

Basic Approach

The Kikkoman Group is committed to adopting sustainable initiatives across our range of goods and services. In parallel with pursuing food safety and quality, the Group promotes sustainable sourcing for the benefit of society, based on governance, human rights, labor practices, the environment, fair operating practices, consumer issues, and community involvement and development.

The Kikkoman Group Sustainable Sourcing Policy

The Kikkoman Group Sustainable Sourcing Policy was established and put into practice in 2020, defining six key sustainability areas of focus for the Group and our suppliers:

1. Supply chain
2. Guidelines
3. Supplier selection for goods and services
4. Internal training
5. Requests to suppliers
6. Addressing issues with suppliers

Based on this policy, the Group has established a series of guidelines covering packaging, forest resources, and soybean procurement, from which activities to address specific issues will be developed.



Sedex

The Kikkoman Group is a member of Sedex (supplier ethical data exchange). Sedex is one of the world's leading platforms to collect and share information on ethical trade with an aim of improving working conditions and environmental activities in global supply chains. In FY2020, the Group started using Sedex internally.





As a Member of Communities

Our Social Activities

Supporting Employees' Volunteer Activities

Kikkoman encourages 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 FY2010, 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 provisions 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 one month left before the "best used by" date.

Cooking Experience Programs for Families

Since FY2004, 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 FY2008 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.



Promotions and Preservations of Food Cultures

Kikkoman strives to promote and preserve international food cultures through lectures, cooking seminars, and the 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 institute 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 our 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.



The Kikkoman General Hospital

The Kikkoman General Hospital is located in Noda City, Chiba Prefecture. Since soy sauce brewing began in Noda in the 17th century, the soy sauce business has had a mutually beneficial relationship with the local community. The origin of the hospital dates back to 1862, when a clinic was founded for workers at the breweries and their families. The clinic expanded over time and was reestablished as Noda Hospital in 1914 in Kami-Hanawa, Noda City. Soon after Noda Shoyu Co., Ltd., the predecessor of Kikkoman Corp., was formed in 1917, the Noda Hospital became Kikkoman's private hospital in 1918. In 1973, the Noda Hospital was renamed the Kikkoman General Hospital.

Support for Recovery from the Great East Japan Earthquake

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

Programs in Fukushima Prefecture

Since FY2013, Kikkoman has supported programs in Fukushima Prefecture 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 FY2020, the Group supported camp programs for children in Fukushima Prefecture by donating the Kikkoman Products. We also held charity fairs and sold products from affected regions at Kikkoman's Tokyo Head Office and Noda Head Office.



In order to further contribute to the local community through providing better medical services, Kikkoman began the construction of a new hospital in March 2011. Construction was completed in June 2012, and the hospital began operating in August 2012. In addition to installing new medical devices, the new hospital reopened the maternity department with a better environment for expecting mothers in the local community. The new hospital also has new features such as relaxation spaces and countermeasures against disasters.

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, Wisconsin, the foundation made a US\$1 million 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

Since 2010, Kikkoman Sales USA, Inc. (KSU) has donated food products to food bank organizations in the United States as part of its social activities.

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 Kikkoman's support, was named "Kikkoman Windmill."



Kikkoman Windmill

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.



Heritage Tree

Planting Mangrove Trees in Singapore

In FY2016, KSP donated 500,000 Singapore dollars to support a mangrove planting program for the 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 to 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.

Project to Improve Nutrition in Africa

From 2013 to 2016, with support from the Japan International Cooperation Agency (JICA), Kikkoman conducted a three-year business research project in Kenya on improving nutrition based on fermentation. We learned that promoting soybeans is effective in improving nutritional conditions for local children, so our soybean processing technology can be beneficial.

Despite the conclusion of the JICA research period, Kikkoman continues our efforts to develop the local production and supply of high protein food products made from soybeans processed by Kikkoman’s technology. We will work 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 different regions that include supporting the establishment of elementary schools in Cambodia and supporting activities to prevent AIDS in South Africa.

Sports

Sponsoring the Tokyo 2020 Olympic and Paralympic Games

As an official partner of the Tokyo 2020 Olympic and Paralympic Games (in the category of sauces (including soy sauces), vinegar, *mirin*, and cooking *sake*), Kikkoman

will collaborate with the Tokyo Organising Committee of the Olympic and Paralympic Games and support the staging of a safe and successful Games.

あたらしいWA!をつくろう。



kikkoman



東京2020 オフィシャルパートナー
(ソース(しょうゆ含む)、酢、みりん、料理酒)

おいしい記憶をつくりたい。



In July 2019 we employed the services of Shuzo Matsuoka as the official leader of the Kikkoman Tokyo 2020 Olympic and Paralympic supporter base.

Communication through Sports

Promoting the international exchange of food culture is part of the Kikkoman Group's corporate principle and we are undertaking a number of initiatives around the corporate slogan of "seasoning your life." To help

season people's lives, in addition to food, we are organizing activities that support healthy minds and bodies in sports.

As an official sponsor of the Japan Karatedo Federation and a bronze partner of the Japan Hockey Association, Kikkoman supports the endeavors of these Japanese national teams on the world stage.

Promoting Events

As part of our efforts to promote the martial art of karate as a supporter of the national team, on August 24, 2020 we hosted a live streaming karate event on social media platforms. While national sporting meets and events had to be cancelled or postponed because of COVID-19, in order to bring a smile to the faces of sport-lovers throughout Japan, national karate team members Ryutaro Araga (male *kumite*) and Kiyou Shimizu (female *kata*) appeared in the show to convey the appeal of karate.



Contributing to the Success of International Tournaments

We sponsor international tournaments held in different countries around the world and provide support to make sure they are staged successfully. We also support the efforts of all athletes with food by providing Kikkoman products during Japanese national team training camps or overseas tours.



Ryutaro Araga won the 84Kg male *kumite* division in the Karate1 Premier League competition held in Tokyo in September 2019

Photo: Japan Karatedo Federation

Communicating Japanese Food Culture to Global Athletes

We provide opportunities for global athletes visiting Japan for international competitions and the like to get a taste of Japanese food culture. As a company involved in all things food, we hope to support athletes with food and also organize opportunities for the international exchange of food culture.



At an international hockey tournament, we organized an exchange of Japanese food culture centering on hand-rolled sushi, known as *temaki sushi*, for international rival players

Employing Top Athletes through “Athnavi”

At Kikkoman Corp. we hire top athletes that have their sights set on competing at the Olympic Games because we agree with the objectives of the Japanese Olympic Committee’s employment support program “Athnavi.” More specifically, the program aims to provide top athletes with a stable living environment thanks to employment and sporting activity support from the hiring company, while at the same time, it has the potential to lead to social contributions on the part of the company, as well as generate a sense of solidarity within the organization. In FY2021, we tentatively offered a position to karate-ka Maho Ono. Ms. Ono plans to join the Company on April 1, 2021.

We have now hired five top athletes in total through Athnavi, following canoeist Yuriko Takeshita and swimmer Haruka Ueda in April 2011, wrestler Chiho Hamada in July 2016, and karate-ka Masami Seiwada in April 2017. Going forward, we will continue to actively throw our support behind Japanese sporting events.



Partnerships

Initiatives through Partnerships

The Kikkoman Group collaborates and cooperates with different external associations and organizations.

Through these partnerships, we are making efforts that reflect the extensive knowledge in our business activities, which include social and environmental aspects.

Global Compact Network Japan

In 2001, Kikkoman became the first Japanese company to sign the United Nations Global Compact. We signed it because we agreed with the purpose of the UN Global Compact to solve global issues through responsible corporate activities. Kikkoman Corp. has been involved in relevant activities, such as becoming a member of the board of the Global Compact Network Japan, a local network of the United Nations Global Compact in Japan.

Global Compact Network Japan

<https://www.ungcn.org> (Japanese only)

The Consumer Goods Forum

Kikkoman Corp. is a member of the Consumer Goods Forum (CGF), a global network of consumer goods manufacturers and distributors. CGF has been calling for cooperation among companies around the world to solve problems in non-competitive fields. CGF has been conducting a variety of relevant activities, such as establishing the Japan Sustainability Local Group. Kikkoman Corp. conducted several activities with CGF including participation in the Social Sustainability Study Group.

The Consumer Goods Forum

<https://www.theconsumergoodsforum.com>

Japan Climate Leaders' Partnership

Kikkoman Corp. is an official member of the Japan Climate Leaders' Partnership (JCLP). JCLP is a group of Japanese companies, which was established based on the awareness that the industry needs to have a healthy sense of crisis and start aggressive actions to realize a sustainable decarbonized society. JCLP's activities aim to: (1) Realize a sustainable decarbonized society by having decarbonization as a premise of economic activities, (2) Draw a common vision for a sustainable decarbonized society as the basis for the participating companies in taking their own commitments and initiatives, and (3) Send out proactive messages to speed up social changes and focus the activities in Asia. In JCLP, we collect information through activities such as participating in its subcommittees.

Japan Climate Leaders' Partnership

<https://japan-clp.jp/en>

In addition to the organizations above, the Group engages in various activities by participating in a wide range of organizations.

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."

Major *Shokuiku* (food education) Activities

Visiting Lectures to Spur Interest in Food

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 FY2020, approximately 4,200 visitors participated in the program.

* Since 2019, tour facilities in Noda, Japan, are closed for repairs.

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 FY2020, 8,764 students participated in 244 sessions at 101 schools.

The Kikkoman Academy

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

The Kikkoman Soy Milk Lecture

In this visiting lecture program, employees from within the Kikkoman Group promote a fundamental awareness of soy milk and describe its nutritional benefits as well as dietary balance in general.

Del Monte Tomato School

This is a program where Kikkoman staff visit 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 Wines Co., Ltd. offer factory tours. In FY2020, approximately 78,000 visitors came to our soy sauce factories.

* Since 2019, tour facilities in Noda, Japan, are closed for repairs.

Shokuiku Framework



The philosophy referred to as "Kikkoman's Three Wishes"

Eating well nourishes the mind. We wish to nourish the mind with good food.
Good food makes good health. We wish good health to all, through good eating.
A smile shared over a meal endures forever. We wish to share and exchange the joy of food worldwide.

Shokuiku Promotion Policies Shokuiku (Food Education)

- 1 For families and children it means:** well-balanced, nutritious homemade food; healthy growth, based on regular family meals where food itself is part of the family conversation; sharing good dietary rules via product labels, advertising and other means; and encouraging Kikkoman Group employees and families to have food-centered lives making the best use of their family meals for better communication.
- 2 In Japanese dietary culture it means:** studying and developing our traditional food culture based on our experience of international food culture exchange; reasserting the positive aspects of the rice-centered diet in preventing lifestyle-related diseases and adapting to lifestyle changes; and enriching people's lives through communal meals.

Shokuiku Activities

Kikkoman's
Shokuiku
Commitment
Expression
of Corporate
Attitude

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.

SDG Index and GRI Standards Content Index

SDG Index

The Kikkoman Group's Approach to SDGs

As global society collaboratively moves toward achieving SDGs, the Kikkoman Group is working to contribute to achieving SDGs through our business activities in environmental and social fields. We believe this will lead us to practice one of our Management Principles, "To become a company whose existence is meaningful to the global society."



The Kikkoman Group is working on a wide range of activities to contribute to achieving SDGs.

If the note field is blank, we provide a page number in the non-financial section of the report. A page number in the corporate section is designated with a "c" with the page number.

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Corporate section Environment Social

GRI Standards Content Index

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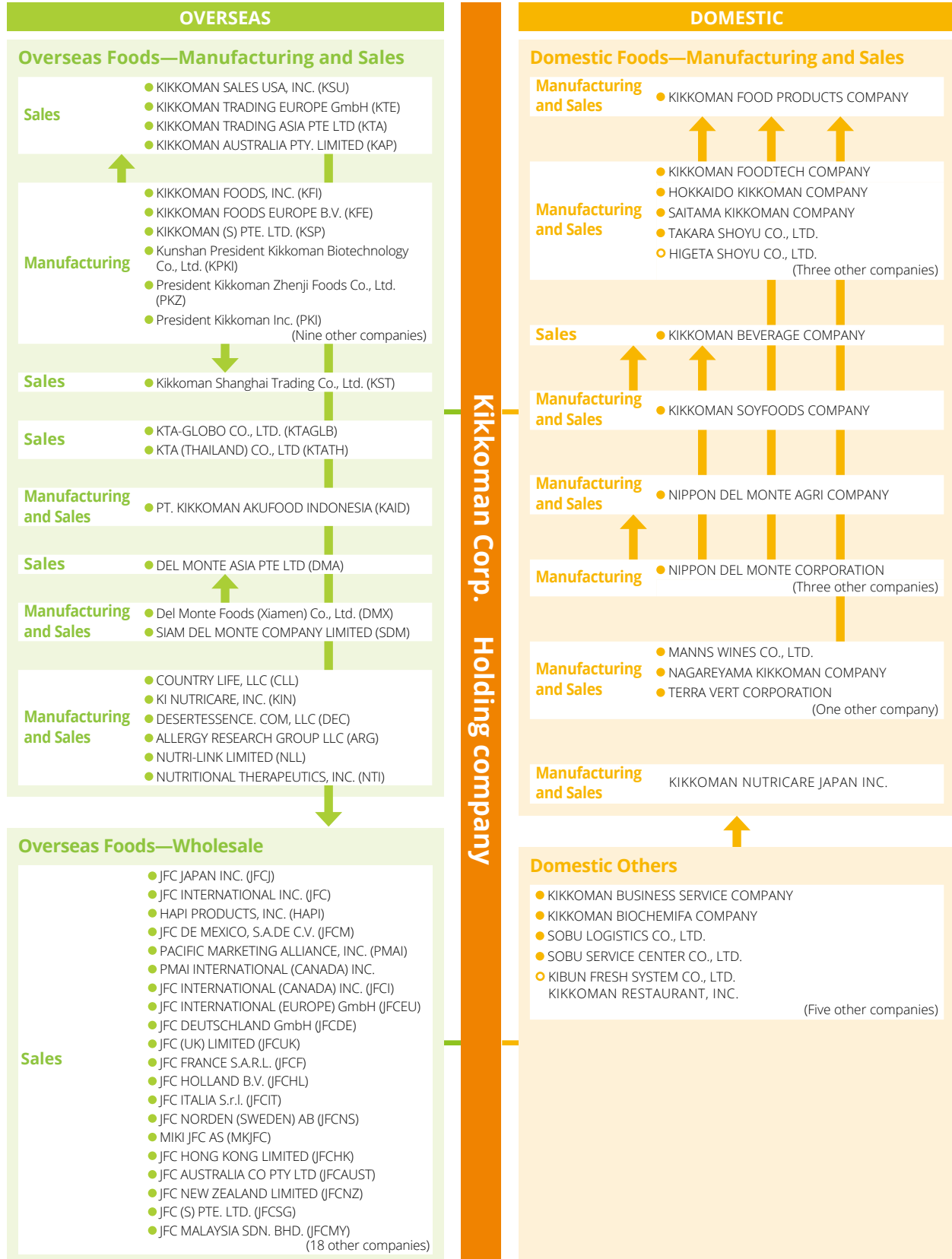
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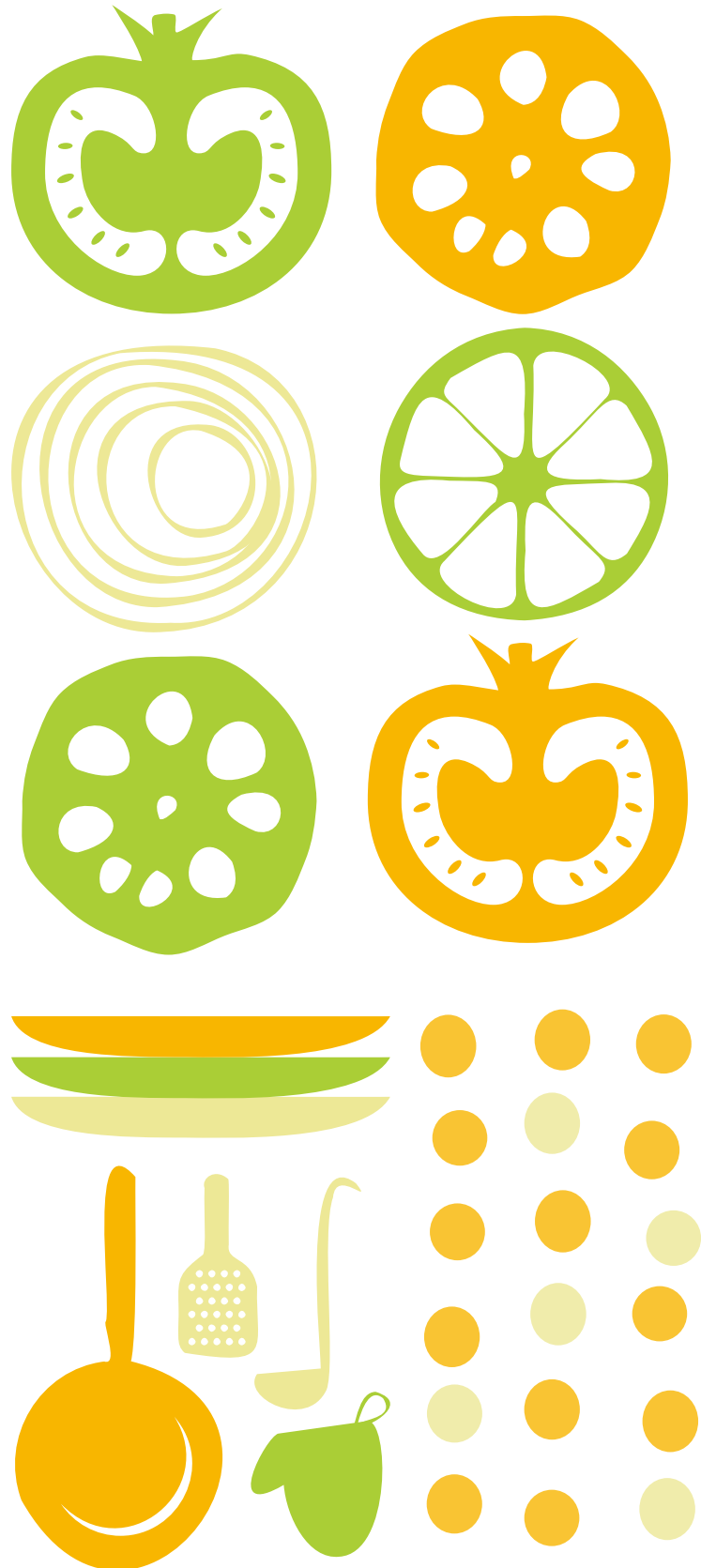
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Kikkoman Group Operational Chart



● Consolidated subsidiaries (59 companies)
○ Equity-method affiliates (Two companies)




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seasoning your life

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