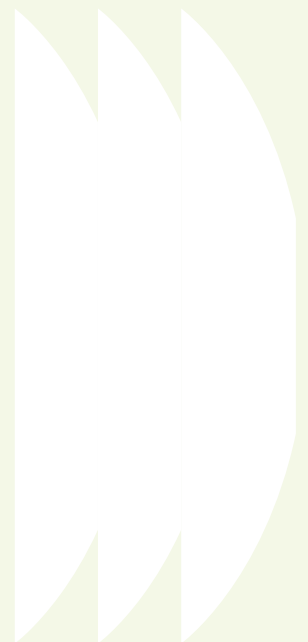
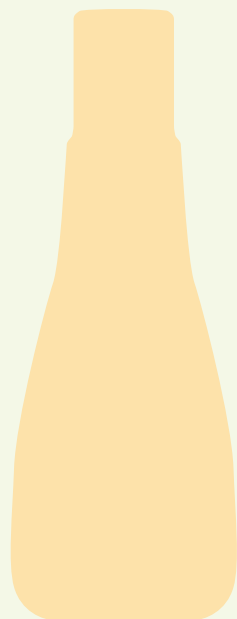
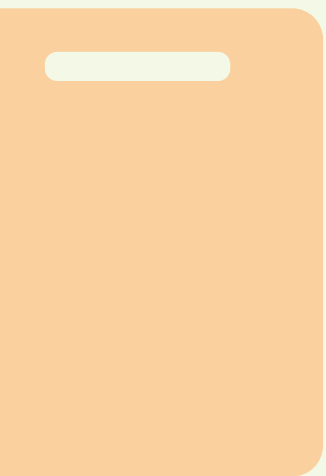
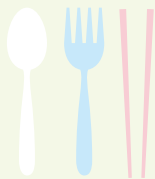




Kikkoman Group Corporate Report 2021
Non-financial Section





Index

03 Kikkoman's Basic Approach

- 03 Kikkoman's Approach to Corporate Social Responsibility
- 05 Global Vision 2030
- 06 Three Areas of Social Issues Material to the Kikkoman Group
- 08 Framework to Promote Corporate Social Responsibility

09 Global Environment

- 10 Environmental Initiatives
 - 10 Kikkoman Group Environmental Principles
 - 11 Long-Term Environmental Vision
 - 13 Environmental Management Promotion System
 - 14 Climate Change
 - 22 Food Environments
 - 24 Responding to Water-related Risk
 - 27 Natural Resources
 - 30 Appropriate Management and Pollution Prevention Based on ISO 14001

33 Food and Health

- 34 For Our Customers
 - 34 Quality Assurance Based on the Concepts of "Safety" and "Peace of Mind"
 - 36 System to Maintain a Stable Supply
 - 37 Healthy Food Lifestyles
 - 38 Intellectual Property
 - 39 Responsible Marketing Expressions and Advertisements
 - 40 Pursuing Customer Satisfaction
- 41 *Shokuiku*
 - 41 *Shokuiku* (Food Education) Activities
 - 42 Major *Shokuiku* Activities

43 People and Society

- 44 Respecting Human Rights
- 46 For Our Employees
- 53 Compliance
- 57 For Our Shareholders and Investors
- 59 Sustainable Sourcing
- 62 As a Member of Communities
- 66 Partnerships
- 67 Sports

68 Data Section

- 69 SDG Index and GRI Standards Content Index
- 74 Kikkoman Group Operational Chart

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, 2021). 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) 2021 (April 1, 2020–March 31, 2021)

Note: This report may contain references to activities that were initiated prior to March 2020 or after April 2021.

Date of Publication

March 2022

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.

Contact:

Kikkoman Corporation

Address: 2-1-1 Nishi-Shimbashi, Minato-ku, Tokyo 105-0003, Japan

Tel: +81 (3) 5521-5360

Reports on strategies, corporate governance, etc.

Corporate section

Related materials



Factbook

<https://www.kikkoman.com/en/finance/library/factbook.html>



Corporate governance report (only available in Japanese)

<https://www.kikkoman.co.jp/ir/lib/governance.html>

Non-financial report

Non-financial section

Related materials

Related information is available as "Corporate Citizenship" on our website.



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

Financial report

Financial section

Related materials

Securities report (only available in Japanese)



<https://www.kikkoman.co.jp/ir/lib/yuho.html>



Information meeting
<https://www.kikkoman.com/en/finance/library/information>

The new Medium-Term Management Plan will start from FY2023.

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

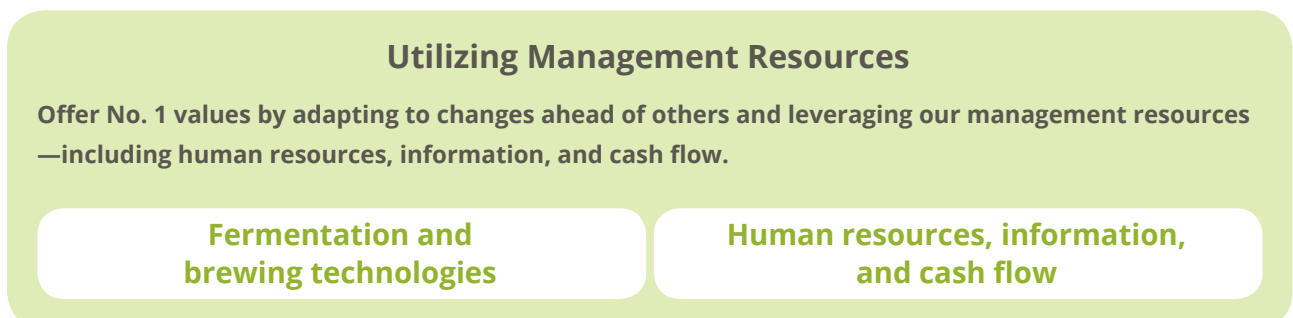
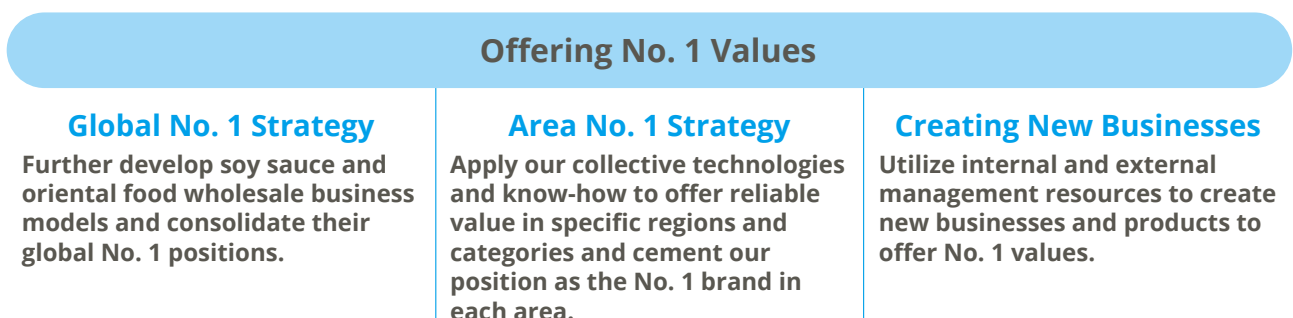
Global Vision 2030

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

Toward 2030, many changes such as social structure, the market economy, consumer behavior, information technology, and sustainability will likely occur. With those points in mind, the Kikkoman Group will

work to achieve three goals with the theme "Striving with Passion to Create New Values." The key is "offering No. 1 values." We will work on "utilizing management resources" to support this theme.

Global Vision 2030 —Striving with Passion to Create New Values—



Three Areas of Social Issues Material to the Kikkoman Group

Among many social issues, the Kikkoman Group set three areas that are especially important.

SDGs clearly show that global society faces many issues. To set priorities, the Kikkoman Group has analyzed the issues from two viewpoints, which are “materiality for society” and “materiality for Kikkoman.” After careful discussions by our CEO and corporate officers at Kikkoman Corp., we have developed three areas of

material social issues: “Global Environment,” “Food and Health,” and “People and Society.” These material areas were approved by a board resolution. We are also implementing measures to tackle social issues in each material area by setting medium-term roadmaps.

Evaluation of materiality for society

Examine which social issues are considered material by different stakeholders.

Evaluation of materiality for Kikkoman

Examine which social issues are material for Kikkoman.

Three areas of material social issues



Global Environment

P 09



Food and Health

P 33



People and Society

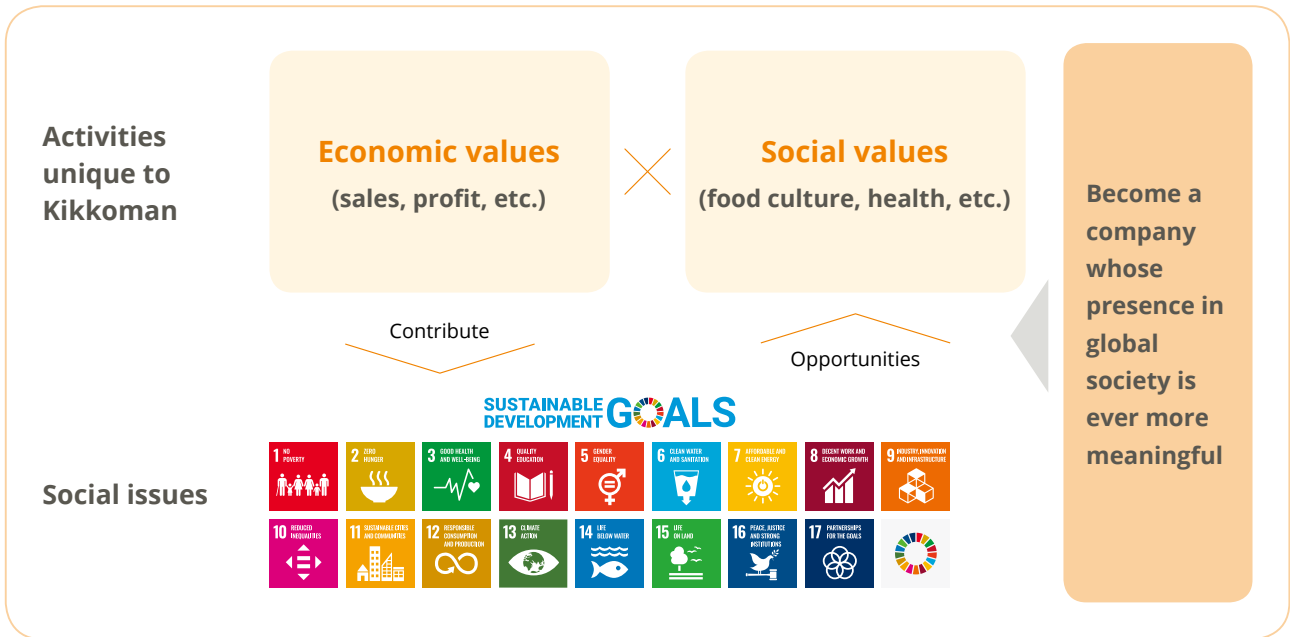
P 43

Increasing Our Presence of the Kikkoman Group in a Global Society

The Kikkoman Group is working on activities that contribute to solving global issues. By doing so, we hope to become a company that is valued by people around the world. We not only aim at contributing to

solving social issues such as SDGs* but also find business opportunities, and, by doing so, we will create both economic and social value to increase our presence in global society.

* Sustainable Development Goals



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. 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."



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 FY2021, 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.

Global Environment

- 10** Environmental Initiatives
 - 10** Kikkoman Group Environmental Principles
 - 11** Long-Term Environmental Vision
 - 13** Environmental Management Promotion System
 - 14** Climate Change
 - 22** Food Environments
 - 24** Responding to Water-related Risk
 - 27** Natural Resources
 - 30** Appropriate Management and Pollution Prevention Based on ISO 14001



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.



Long-Term Environmental Vision

Kikkoman Corp. 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.

Climate Change

The Group will tackle climate change, which can lead to serious natural disasters, by decreasing more than 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.

Long-Term Environmental Vision

Sustainable Society	Themes
Climate Change	<ul style="list-style-type: none"> • CO₂ reduction
Food Environments	<ul style="list-style-type: none"> • Water environment • Sustainable sourcing
Natural Resources	<ul style="list-style-type: none"> • Waste and food loss • Eco-friendly products

*1 (2030/2018)

*2 (2030/2011)

*3 Production facilities

Food Environments

Rich nature is essential for our food and life. We are working to maintain our food environment by preserving the 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.

Targets for 2030

- **Reduce CO₂ emissions by more than 30%*¹**

- **Reduce water consumption (per unit of production) by more than 30%*²**
- **Set high standards for wastewater treatment**
- **Build systems to ensure sustainable sourcing**

- **Reduce waste in production and sales**
- **100% recycling rate*³**
- **Develop eco-friendly products throughout the value chain**

Environmental Management Promotion System

At the Group, the CEO of Kikkoman Corp. is the chief executive officer for the entire Group, and the Group Management Committee serves as a deliberative body for the CEO's decision-making. The Group Management Committee discusses social issues, including environmental preservation activities, formulates policies and explores ways of reinforcing the Group's initiatives. In addition, the CEO reports on environmental preservation activities to the Board of Directors, with any recommendations reflected in Group management strategy.

The Company has also established a Corporate Social Responsibility Committee, which is chaired by the Chief Strategy Officer (CSO), a Representative Director and Senior Executive Corporate Officer of Kikkoman Corp. The committee is tasked with leading Groupwide initiatives to tackle social issues, including implementing environmental preservation activities in accordance with Group management strategy. Moreover, through the General Environmental Preservation Committee, which is chaired by the Chief Production Officer (CPO), an Executive Corporate Officer of Kikkoman Corp., the Company sets targets and implements concrete policies for each Group company and business site, aiming to accumulate Groupwide environmental expertise and technologies to improve the Group's ability to adapt to change.

In addition, the Environmental Preservation Promotion Committee, which is mainly comprised of individuals responsible for environmental management at each business site, collects and shares detailed data and case studies.

In this way, the Kikkoman Group has created a framework to formulate environmental preservation targets and policies from a Groupwide perspective and to exchange information based on regular reviews of frontline progress against those targets and policies, leading to improvements in environmental management.

Environmental Management Promotion System



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.



Visit our website for more information.

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

Climate Change

Climate change caused by rising emissions of CO₂ and other greenhouse gases is closely associated with social issues such as health impacts arising from high temperatures and heatwaves, water shortages due to serious droughts, and flooding caused by heavy rain. The Kikkoman Group recognizes that climate change is a major social issue and is working to achieve net-zero CO₂ emissions by 2050. By FY2031, the Group will reduce CO₂ emissions by more than 30% compared with FY2019. In addition, to achieve this target, we will work on programs such as process improvements, installing high energy efficient facilities, utilizing renewable energies, and innovations.

To Reduce CO₂ Emissions

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.

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.

Environmental Initiatives

FY2019–FY2021 Review

Objective 1 To reduce CO₂ emissions

CO₂ emissions at Kikkoman Group domestic manufacturing divisions, domestic sales and back-office divisions, and major overseas manufacturing divisions in FY2021 totaled 170,000 t-CO₂, a reduction of 3.9% from FY2019.

CO₂ emissions per unit of production at 1. the domestic manufacturing divisions and 3. the major overseas manufacturing divisions

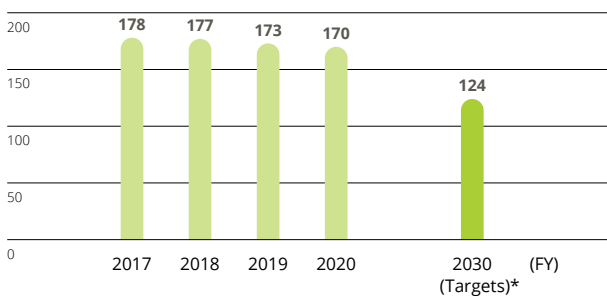
CO₂ emissions per unit of production at Kikkoman Group domestic manufacturing divisions in FY2021 were 0.164 t-CO₂/t, down 1.2% from 0.167 t-CO₂/t in FY2018, but falling short of the target for a reduction of at least 4%.

In addition, CO₂ emissions per unit of production at Kikkoman Group major overseas manufacturing divisions in FY2021 were 0.202 t-CO₂/t, down 9.6% compared with 0.223 t-CO₂ in FY2018 and comfortably exceeding the target. Going forward, Kikkoman will work to reduce CO₂ emissions further in order to achieve its Long-Term Environmental Vision.

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

Transition of CO₂ emissions (All divisions)

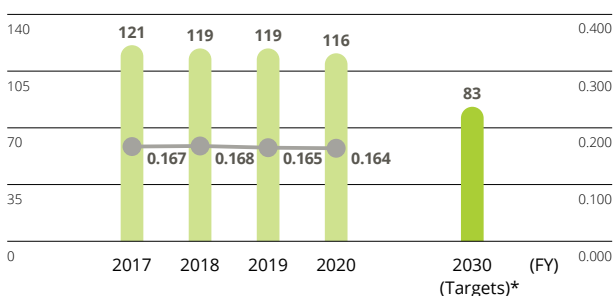
(thousands of t-CO₂)



* Targets in the Long-Term Environmental Vision

Transition of CO₂ emissions (Domestic manufacturing divisions)

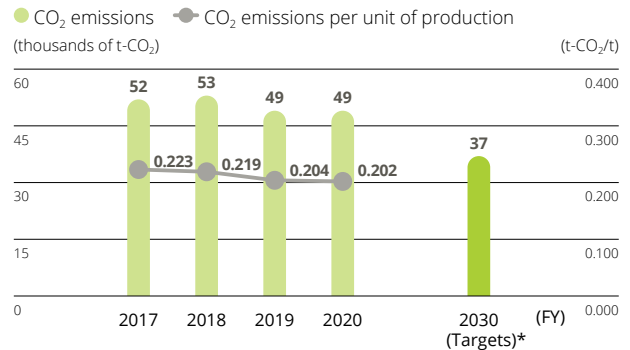
CO₂ emissions (thousands of t-CO₂) and CO₂ emissions per unit of production (t-CO₂/t)



* Targets in the Long-Term Environmental Vision

Transition of CO₂ emissions

(Major overseas manufacturing divisions)



* Targets in the Long-Term Environmental Vision

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

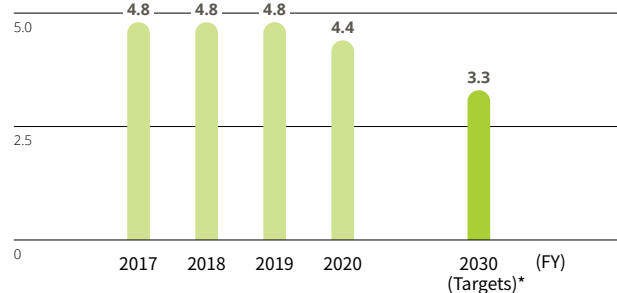
CO₂ emissions at Kikkoman Group domestic sales and back-office divisions in FY2021 totaled 4,400 t-CO₂, down 6.4% compared with 4,800 t-CO₂ in FY2018 and comfortably exceeding the target. Going forward, Kikkoman will work to reduce CO₂ emissions further in order to achieve its Long-Term Environmental Vision.

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

Transition of CO₂ emissions

(Domestic sales and back-office divisions)

(thousands of t-CO₂)



* Targets in the Long-Term Environmental Vision

Greenhouse Gas Emissions by Scope

In FY2021, greenhouse gas emissions at domestic manufacturing divisions, domestic sales and back-office divisions, and major overseas manufacturing

divisions totaled 9,100 t-CO₂ for Scope 1 and 7,900 t-CO₂ for Scope 2.

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 pages 1–12 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.

Renewable Energy Use

To reduce CO₂ emissions, the Kikkoman Group promotes the introduction of renewable electricity. In FY2021, Kikkoman Corp., Noda Office, the Kikkoman General Hospital, Saitama Kikkoman, Kikkoman Food Products Noda Factory, Nagareyama Kikkoman, Kikkoman Soy foods Saitama Plant, Kikkoman Foods Europe BV, a soy sauce plant in the Netherlands, and other domestic and international sites began using renewable electricity.

In addition, we installed solar panels on plant roofs and at other locations, using them to supply power for facilities. We are working to reduce CO₂ emissions by generating solar power and using the clean energy for manufacturing and other activities at Kikkoman Foodtech Co., Ltd. (Main Plant), Saitama Kikkoman, Kikkoman General Hospital and other sites in Japan, and at the KFI California Plant and other sites overseas.

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 2020 Climate Change, the Kikkoman Group acquired a Leadership-level A- score.

Environmental Initiatives

Disclosures Based on TCFD Recommendations

The Kikkoman Group, or the Group, recognizes that climate change is one of the most serious issues facing international society. In addressing climate change, the Group is putting into practice its management principles of becoming a company whose existence is meaningful to the global society, while understanding the financial implications that climate change could have on the resilience of its

strategy for sustaining growth.

In this context, the Group has declared its support of the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB). Based on TCFD recommendations, the Company evaluates risks and opportunities for its operations from climate change, and makes disclosure about governance, strategy, risk management, and indicators and targets.

Governance

At the Group, the CEO of Kikkoman Corp. is the chief executive officer for the entire Group, and the Group Management Committee serves as a deliberative body for the CEO's decision-making. At meetings of the Group Management Committee, discussions are held about policy formulation and initiative reinforcement, while risks and opportunities are constantly monitored with social and environmental issues regarded as important management topics. The Company also formulates long-term business plans with the Kikkoman Group Long-Term Environmental Vision as a major pillar for addressing climate change. To align issues identified in this vision with the Group's strategies, the CEO reports on progress towards climate-related targets to the Board of Directors. Based on these reports, the Board of Directors determines and supervises the Group's major policies, including those related to climate change, to be reflected in the Group's business strategy.

In addition, the Group has established the Corporate Social Responsibility Committee headed by the Representative Director, Senior Executive Corporate Officer, and Chief Strategy Officer. Based on the Group's business strategy, the Group is advancing Companywide initiatives to solve social issues, including climate change. The Corporate Social Responsibility Committee secretariats examine social issues, including climate change, and report to the CEO. The Corporate Social Responsibility Committee also reports to committees attended by the CEO (Group Management Committee, etc.) and discusses social issues.

Moreover, a General Environment Preservation Committee, headed by the Chief Production Officer (CPO), an Executive Corporate Officer of Kikkoman

Corporation, is in place to disseminate details about targets and policies related to climate change and other environmental protection activities to Group companies and business site organizations. The committee also promotes the accumulation of expertise and technologies related to the environment and improves the Group's responsiveness to change. Moreover, environmental preservation subcommittees, comprised of members centered on environmental management officers at each base, are set up under the General Environment Preservation Committee, facilitating the sharing of detailed data and case studies.

Strategy

The Group formulated the Global Vision 2030 (GV2030) in 2018 as its long-term vision for defining basic strategies and goals based on its management principles. In formulating the GV2030, management analyzed material issues from society's perspective and the Group's perspective, and identified three core material issues comprising "the global environment," "food & health" and "people & society." The Kikkoman Group Long-Term Environmental Vision, its environmental vision through 2030, was created in 2020 to guide specific measures. While advancing activities under this vision and others, the Group has long understood that flooding risks associated with earthquakes and climate change could result in business disruptions and weaker earnings. Accordingly, the Group has advanced measures, such as creating Business Continuity Plans (BCP) and running simulations of natural disasters. As a Group, management monitors risks that could have a major impact on operations caused by climate change, such as potential changes

related to the use of natural ingredients in its core products. Amid growing concerns in society about the risks of climate change, the Group analyzes risks in multiple scenarios that could affect the business domains of the Group, based on the TCFD recommendations to quantifiably measure risks and the medium- to long-term impact on the Group from climate change.

[Scenario Analysis]

The Group's scenario analysis is based on Representative Concentration Pathways (RCP) scenarios, referring to reports by the Intergovernmental Panel on Climate Change (IPCC), and sustainable development scenarios advocated by the International Energy Agency (IEA). Below, the Group presents the results of its analysis in each scenario and the estimated impact on its operations.

Climate change scenarios and models	Details
<p>RCP8.5</p>	<p>Summary of scenario analysis:</p> <ul style="list-style-type: none"> ● The IPCC has reported that climate change could lead to more frequent and larger natural disasters. In light of this, the Group analyzed the potential impact of climate change on its production sites, based on location information for each of its major production sites. For the analysis, the Group used the RCP 8.5 scenario to measure the impact on the Group in situations where climate change has an even greater impact. ● Among natural hazards, flooding, strong winds, high tides and forest fires were analyzed. To understand current conditions for natural hazards, the Group analyzed changes in hazards caused by climate change, and measured the potential impact of these changes on each production base. To understand natural hazards today, the Group referred to the Flood Hazard Map of the World & European Union, GAR 2015 and other databases, while also consulting hazard maps published by the Ministry of Land, Infrastructure and Transport and local governments in Japan, in addition to data gleaned from simulations run by external consulting firms. The Group's analysis of trends under climate change relied on RCP 8.5 for flooding and high tides, and SRES A1B and SRES A2 for strong winds during typhoons and forest fires, respectively. While verifying the change in disaster frequency with existing literature, research results and hazard maps, the Group measured the potential impact from increases in global temperatures. ● Since the Group's analysis covered natural hazards at the production sites of the entire Group, and due to the need to make decisions from a long-term perspective, the Group referred to RCP 8.5 until 2100. <hr/> <p>Results of scenario analysis:</p> <ul style="list-style-type: none"> ● For all the production sites of the Group, flooding presents the greatest risk among natural hazards. For flooding, typhoon-force winds, and forest fires, climate change is likely to increase the frequency of these events, and higher tides pose the threat of flooding to these production sites with or without climate change.



Environmental Initiatives

Climate change scenarios and models	Details
RCP8.5	<p>Impact on business strategy of scenario analysis results:</p> <ul style="list-style-type: none"> The results of this scenario analysis are used in the evaluation of climate change's impact on the business strategies of the Group. Before the scenario analysis was performed, the Company was aware of the risk of business interruptions and decline in earnings caused by flooding risks. Groupwide, management has advanced measures that include the formulation of Business Continuity Plans (BCP) and simulations of natural disasters. The results of the scenario analysis have prompted management to consider additional measures at sites at risk of serious impacts from climate change in the future. In 2020, the Group established and released the Kikkoman Group Long-Term Environmental Vision as a long-term environmental policy for 2030. The results of this scenario analysis informed the creation of targets for this long-term environmental vision.
RCP6.0 RCP8.5	<p>Summary of scenario analysis:</p> <ul style="list-style-type: none"> To understand changes in its ability to procure key raw materials, the Group referred to the volume of key raw materials procured by country of procurement for the Group. Using this data, the Group assessed climate change's impact on changes in harvest volume per unit of land area by country of procurement, and measured changes in its ability to procure these raw materials. The Group used data from simulations run by external research organizations to better grasp changes in harvest volume due to climate change in each country. Under these simulations, the Group analyzed the impact of climate change in two scenarios (scenario based on RCP 6.0 and SSP2, and a scenario based on RCP 8.5 and SSP3) on harvest volume per unit of land (t/ha) for soybeans and wheat, and used this data in its analysis. To gain clarity on changes in harvest volumes from current levels, the Group analyzed by country of procurement the changes in harvest volume per unit of land (t/ha) for applicable crops of soybeans and wheat. Based on the results of this analysis, the Group calculated the weighted average of projected harvest volumes (t/ha) while referring to ratios of procurement source. To evaluate the impact on the Group under more serious circumstances, the Group employed RCP 6.0 and RCP 8.5 scenarios. The analysis covered soybeans and wheat, the main ingredients used in the core soy sauce business of the Group. Due to the need to make decisions from a long-term perspective, the Group referred to RCP 6.0 and RCP 8.5 until 2100. <p>Results of scenario analysis:</p> <ul style="list-style-type: none"> One of the results of the analysis that the Group recognized as important was that harvest volume per unit of land for soybeans will start to decline from 2060. <p>Impact on business strategy of scenario analysis results:</p> <ul style="list-style-type: none"> The results of this scenario analysis informed the evaluation of impacts on the Group's business strategies. Before the scenario analysis was performed, the Company managed risks so that they would not impact operations, such as the procurement of key raw materials from other regions or use of alternative raw materials. In light of the results of the scenario analysis, management has begun to evaluate the strengthening of measures to mitigate the serious impact of further climate change on the procurement of soybeans. However, this serious impact will not start to materialize for several decades. Since there is still time to evaluate the situation and take countermeasures, this risk presently does not influence the business strategies of the Group.

Climate change scenarios and models

Details

IEA's sustainable development scenario

Summary of scenario analysis:

- The Group compiled estimates of total CO₂ emissions based on its business growth targets, referring to current total emissions (t-CO₂) under Scopes 1 and 2 for the Group's production sites. Under the IEA's WEO SDS scenario, the Group calculated estimates of costs to achieve the Group's CO₂ reduction targets over the medium to long term. The Group analyzed the cost of achieving its targets in a number of scenarios, such as a scenario where capital is invested and production efficiency is improved without the additional use of renewable energy for almost the entire amount of emission reductions, a scenario where renewable energy is deployed to cover the entire usable amount, and a scenario where a carbon tax is paid for the entire amount of emissions, depending on the renewable energy market.
- Timeline is by 2030, in line with the Group's medium- to long-term targets for reducing CO₂ emissions.
- Total emissions (Scopes 1 and 2) of production sites for all of the Group.

Results of scenario analysis:

- The Group's production sites have already seen progress in terms of capital investments, fuel conversion and improvements in production efficiency, so it will not be easy to choose additional measures for reducing CO₂ emissions from a cost-benefit perspective. The Group has production sites in OECD countries where carbon taxation may increase, and these sites account for more than 90% of the CO₂ emissions of the entire Group. Production costs are forecast to increase unless the Company can reduce CO₂ emissions.

Impact on business strategy of scenario analysis results:

- The results of the scenario analysis are reflected in the business strategies of the Group. In GV2030, the Group intends to help solve issues in global society through unique activities, and aims to increase its meaningfulness in global society by 2030. Reducing CO₂ emissions is a core element of addressing major social issues in GV2030. Accordingly, the results of the scenario analysis are reflected in measures to reduce CO₂ emissions across the Group by FY2031.
- The Kikkoman Group Long-Term Environmental Vision through FY2031 was drawn up in 2020 based on the aims of GV2030, and it is linked with business targets. The Group aims to reduce CO₂ emissions by at least 30% by FY2031, compared with levels in FY2019. Its business strategies contain measures for cutting CO₂ emissions with the intention of achieving this target. The Group is considering additional purchase of renewable energy as a major means of reducing CO₂ emissions.

Kikkoman's Basic Approach

Global Environment

Food and Health

People and Society

Data Section

Environmental Initiatives

Risk Management

At the Group, to fulfill its responsibilities to stakeholders and realize stable business development, the Group advances initiatives to prepare for risks that may affect the activities of the Group. Given the global reach of the Group's many businesses, there are a variety of different risks and opportunities that must be understood and managed. Executive officers at subsidiaries and business divisions are put in charge of preventing the materialization of risks.

In October 2010, with the objective of accurately managing the various risks faced by the Group, the Group formulated the Kikkoman Group Risk Management Guideline (Risk Management Guideline), which lays out the basic elements of risk management. In the Risk Management Guideline, risk is defined as all uncertainties in management and includes the following. Its definition of risk goes beyond natural disasters and accidents to include environmental problems, such as climate change.

- 1. Possibilities to cause direct or indirect economic loss to the Kikkoman Group**
- 2. Possibilities to interrupt or stop business continuity of the Kikkoman Group**
- 3. Possibilities to cause damage to the credibility of the Kikkoman Group and undermine brand images**

The Group analyzes scenarios to assist with the evaluation, management and appropriate response to climate-related risks over the medium to long term, while identifying and addressing physical risks and transition risks. Through partnerships with external organizations (Japan Climate Leaders' Partnership and The Consumer Goods Forum), the Group ascertains the attitudes and regulations of countries regarding climate change, and reflects this information in its initiatives as necessary. Every year, the Group comprehensively assesses the business-related risks of the Group, and the issue of climate change is one such risk. The Group identifies risks that affect operations and analyzes the degree of impact of each risk, and submits risk reports to the Board of Directors.

Metrics and Targets

The United Nations Framework Convention on Climate Change (COP21) adopted the Paris Agreement in 2015 to keep the average increase in global temperatures to well below 2°C compared with before the industrial revolution, and try to keep the average temperature rise below 1.5°C.

In light of the long-term targets of the Paris Agreement, the Group aims to have net zero CO₂ emissions by 2050, and set in motion initiatives to cut CO₂ emissions. Based on its long-term environmental vision, the Group is working to reduce its CO₂ emissions by 30% or more by FY2031, compared with the FY2019 level. The Group will periodically update its medium- to long-term plans for cutting CO₂ emissions to align with technological innovations in the future.

Food Environments

The Kikkoman Group believes that a rich natural environment is vital to support tasty, satisfying diets. We are working to preserve natural environments related to food and ensure sustainable procurement practices in partnership with local communities and suppliers, as well as through our own business activities. We use water efficiently and return water used by our plants to nature in as clean a condition as possible. We also work closely with local communities to ensure environmental and sustainable sourcing of raw materials.

Preservation of the Water Environment

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

Environmental Initiatives

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.

FY2019–FY2021 Review

Objective 1 To reduce water consumption

Water consumption per unit of production at Kikkoman Group domestic manufacturing divisions and major overseas manufacturing divisions in FY2021 totaled 8.33 m³/t, a reduction of 18.6% compared with FY2012.

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

Water consumption per unit of production at Kikkoman Group domestic manufacturing divisions in FY2021 was 9.76 m³/t, up 5.0% compared with 9.29 m³/t in FY2018.

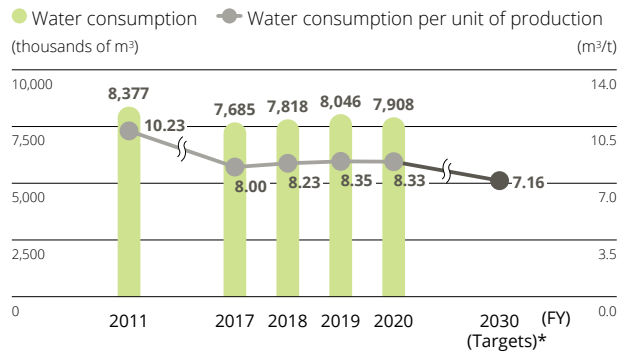
Water consumption per unit of production at Kikkoman Group major overseas manufacturing divisions in FY2021 was 4.22 m³/t, up 5.0% compared with 4.02 m³/t in FY2018. Going forward, Kikkoman will work to use water efficiently and further reduce water consumption per unit of production in order to achieve its Long-Term Environmental Vision.

Objective 2 To preserve the water environment

1. Reduction of wastewater BOD or COD

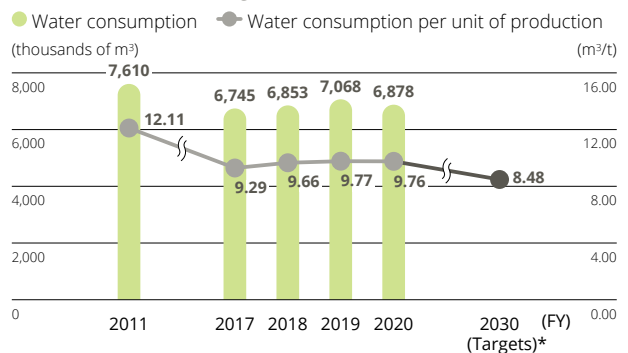
Among the domestic manufacturing divisions of the Kikkoman Group, 12 plants are located in river discharge areas, where wastewater is discharged into rivers after being treated at wastewater treatment facilities; the objective (BOD to less than 8 mg/ℓ or COD to less than 5 mg/ℓ) was achieved in 11 plants. One business site did not achieve its water reduction target, but it did meet statutory legal standards for wastewater quality (regulatory value).

Transition of water consumption (Domestic manufacturing divisions and major overseas manufacturing divisions)



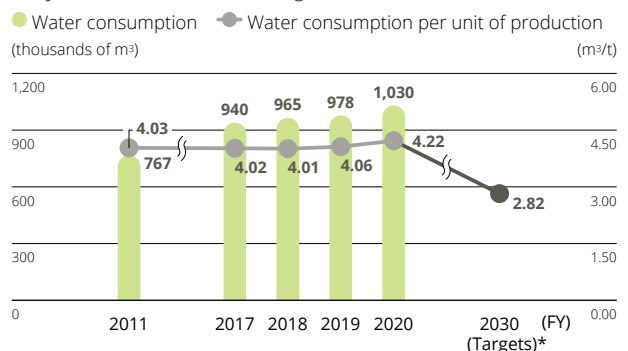
* Targets in the Long-Term Environmental Vision

Transition of water consumption (Domestic manufacturing divisions)



* Targets in the Long-Term Environmental Vision

Transition of water consumption (Major overseas manufacturing divisions)



* Targets in the Long-Term Environmental Vision

Responding to Water-related Risk

The Kikkoman Group's business activities are dependent on water resources. Water is the main ingredient in soy sauce, one of the Group's most important products, and water is used heavily in the cultivation and processing of rice, wheat, soybeans and tomatoes – ingredients in the Group's key products. Without sufficient volumes of good quality water across the supply chain, Kikkoman would struggle to cultivate and procure agricultural produce for raw materials and manufacture products.

Meanwhile, the world's water resources face a number of risks. Causes are diverse, but businesses and a wide range of other stakeholders need to work together to address them. The Kikkoman Group is taking steps to mitigate any impact by identifying and analyzing potential water-related risks and implementing preventative measures. In addition to managing water in our own business activities, we are using a water stewardship approach to actively contribute to the protection of water resources in local communities.

Overview of water-related risks

- For some time, Kikkoman has recognized that flooding is a risk to business continuity and a cause of lower profit margins. In response, we have developed a Business Continuity Plan (BCP) and conducted natural hazard simulations as part of Groupwide measures. Knowledge gained from historical water-related risk phenomena and countermeasures is important, so we have collated information on historical water-related risk from each manufacturing site and used it to develop Groupwide water risk countermeasures. In addition to this internal expertise, we use evaluation tools such as the WFF Water Risk Filter and WRI's Aqueduct to identify and classify water risk. When indicators in these evaluation tools signify higher-than-normal risk, we assign a high risk rating, supplementing our internal knowledge. We employ these external evaluation tools because they allow us to reference objective indicators on a wide range of water risks, including regulatory risk and reputational risk, which are hard to quantify. We also draw on advice from external consultants as needed when using water risk evaluation tools and carrying out flood simulations. In addition, we refer to IPCC climate change projections and other models to support our climate change scenario analysis, and gather information on water regulations from local government databases in areas where our manufacturing sites are located.
- In frontline operations, we use the Water Risk Filter and Aqueduct to assess water risk at domestic and overseas manufacturing sites. To evaluate water risk in the supply chain, we use the Water Risk Filter to verify water stress levels in major producing areas for key raw materials. In other stages of the value chain, we supplement internal knowledge with results from reputational risk and regulatory risk evaluations using Aqueduct and the Water Risk Filter, particularly for risks related to local communities and regulations.
- The Group Management Committee is the main body responsible for evaluating business-related risks at Group companies. In the event of a crisis that impacts the Group, the Risk Management Committee promptly reports the situation to the relevant directors in charge and implements appropriate and rapid risk response measures, in accordance with the Kikkoman Group Risk Management Guideline. The committee follows the same process for water risk evaluation results generated by Aqueduct and the Water Risk Filter. Another area of concern is water safety, which has the potential to seriously affect many Kikkoman products. To improve quality assurance and quality management, the Quality Assurance Committee meets monthly and conducts inspections of processes at key manufacturing sites in Japan and overseas. Water is a precious resource for the whole of society and Kikkoman recognizes that protecting water resources is an important issue. Because of that, we control and manage outflows from wastewater treatment facilities using voluntary standards that are even stricter than environmental regulations. In these ways, Kikkoman is complying with safety standards, laws and regulations and working to ensure social equality.

Environmental Initiatives

Supporting Activities to Protect Water Environments Overseas

The Kikkoman Group supports water environment preservation activities conducted by local governments or NGOs to help solve water issues in areas where our manufacturing sites are located, such as Singapore and

the Netherlands. Please refer to page 64, "Social Activities in the World," for further detailed information in relation to this.

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.

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 FY2021 CDP water security questionnaire, the Kikkoman Group was included in the group of leading companies (leadership level) and received an A score - the highest rank - for the second consecutive year.

Sustainable Sourcing

The Kikkoman Group is working with suppliers to reduce environmental impact and realize a sustainable society. In FY2021, we established the Kikkoman Group Sustainable Sourcing Policy, which defines six key sustainability areas of focus for the Group and our

suppliers. In addition, based on this policy, we have established a series of guidelines covering packaging, forest resources, and soybean procurement to underpin more specific activities. For more details, please refer to page 61 of this report.

Case study: Adoption of biomass ink

Kikkoman has started introducing food product labels printed with biomass ink. Biomass ink is recyclable environmentally friendly ink made with plant-based organic material (biomass) rather than oil and other depletable resources. We plan to work with suppliers to use this kind of environmentally friendly material.

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 60–61 of this report for further details.

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 and using environmentally friendly alternatives

The main domestic business sites*1 in the Kikkoman Group have acquired ISO 14001 certification, 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 office paper 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 Corp.'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

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.



Natural Resources

The Kikkoman Group believes that one of the key responsibilities of food companies is to use nature's precious resources efficiently. The Group's manufacturing divisions are targeting a 100% resource recycling rate in order to reduce food product losses in manufacturing, sales and other stages of the value chain. We are also introducing products that are environmentally friendly across the entire value chain.

Reduction and Recycling of Waste and By-products

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

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."

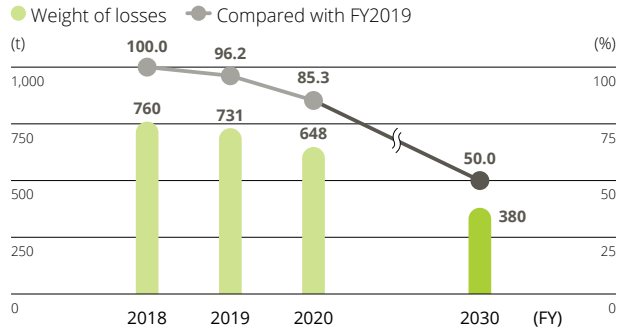
FY2019–FY2021 Review

Objective 1 To reduce food loss

In FY2021, the Group's food product losses in Japan totaled 648t, down 14.7% from FY2019. We are working to reduce food product losses even further by FY2031.

Food product losses

(Japan)



The waste per unit of production at Kikkoman Group domestic and major overseas manufacturing divisions in FY2021 was 0.0434t/t, which was 115.7% as compared with FY2018. We will further work on reducing more waste.

Objective 2 To raise the resource recycling rate

The resource recycling rate in FY2021 at Kikkoman Group domestic and major overseas manufacturing divisions was 99.4%. We will further work on improving our resource recycling rate.

Resource recycling rate (Domestic manufacturing divisions and major overseas manufacturing divisions)

(FY)	2018	2019	2020
	99.3%	99.5%	99.4%

Objective 3 To promote environmentally conscious containers and packaging

The Kikkoman Group is developing safe, easy-to-use containers with low impact on the global environment and working to help create a sustainable society.

In the *Itsudemo Shinsen* series, we are increasing the number of products with containers made from PET material, which is easy to recycle after use. We also started using environmentally friendly recycled PET plastic in some bottles from FY2021 and we are progressively switching to these containers across our product range.

Environmental Initiatives

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.

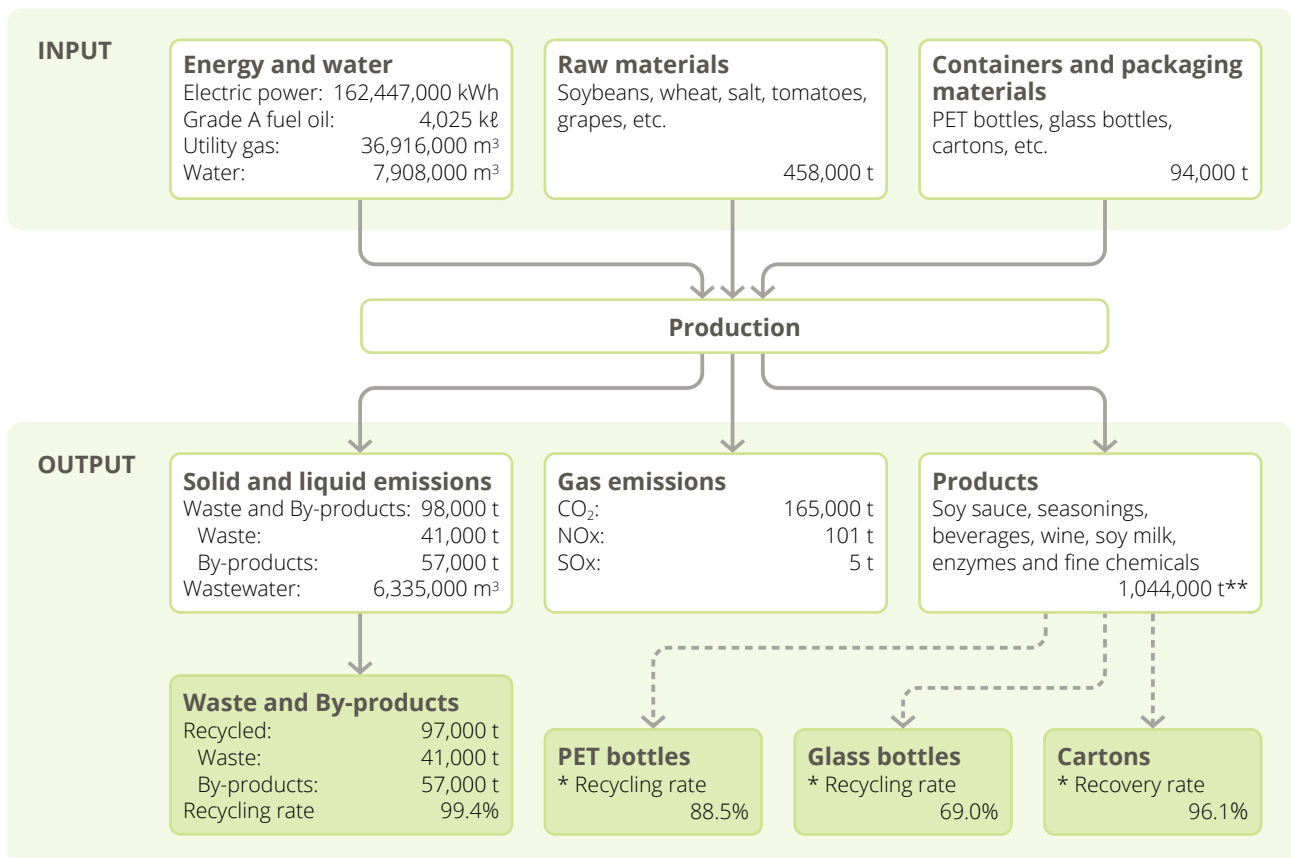
The Kikkoman Group strives to minimize our environmental load by seeking to consume less energy, water, and materials; improve efficiency in manufacturing and energy use; and reduce waste.

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 FY2021



* 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.



Appropriate Management and Pollution Prevention Based on ISO 14001

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 FY2021 Review

1) To cooperate with local communities

The Kikkoman Group shares information about its environmental preservation activities through its Corporate Report and website, while also cooperating and conducting activities with industry, governments, academia, and NPOs. We also use all information, technologies, and experiences acquired inside and outside of the Kikkoman Group in our environmental preservation activities.

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,

Major Environmental Communication Programs during FY2020

Programs	Implementation date/frequency	Target
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 Suginami wards
Activities with outside environmental groups	17	National, prefecture, and city governments and private companies

Environmental Initiatives

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. In FY2021, there were no serious discharges of wastewater or waste or incidents of pollution or environmental damage caused by the transport of hazardous waste by the Kikkoman Group.

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

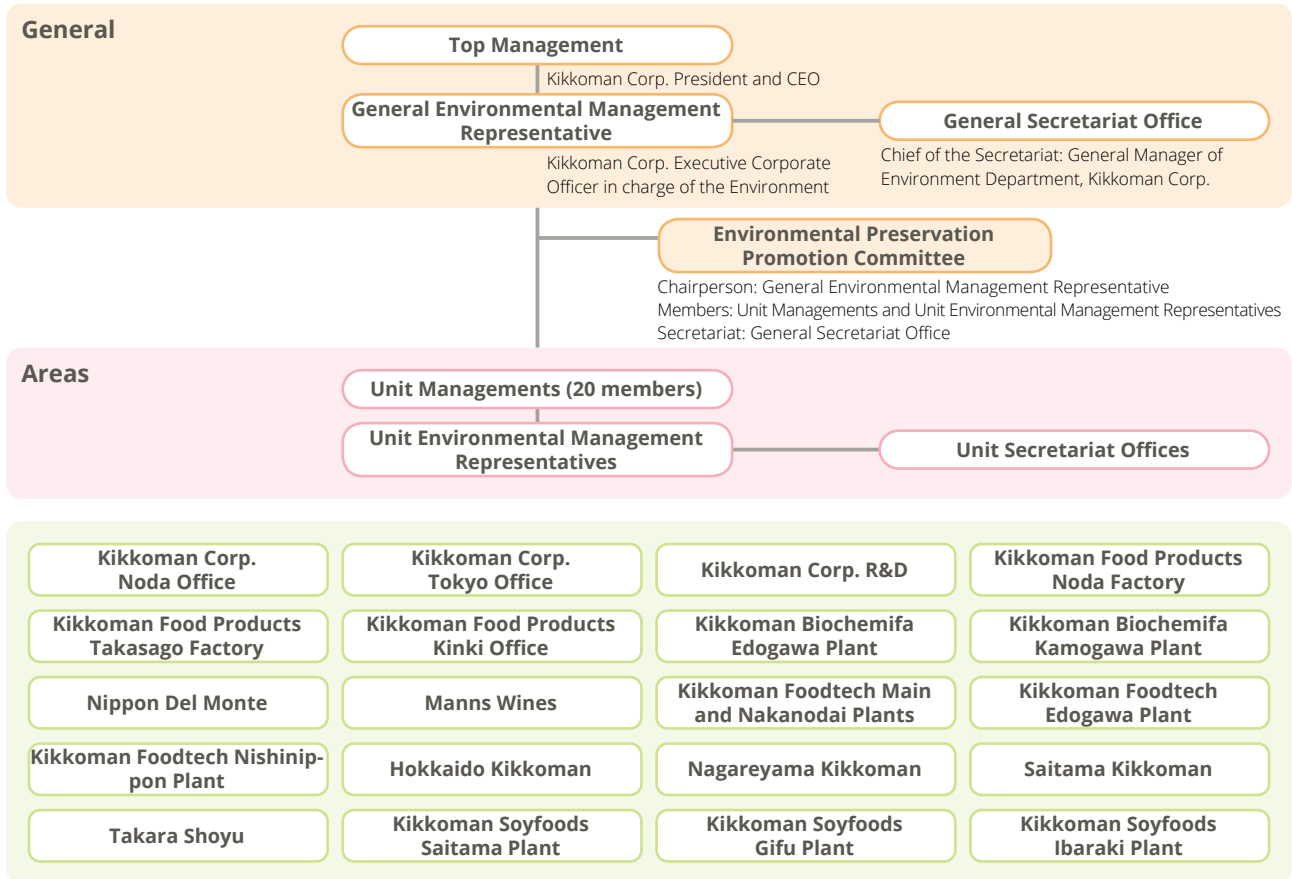
Since obtaining ISO 14001 batch certification for all major Group facilities in Japan in June 2011, the Kikkoman Group aims to achieve higher levels of environmental management by further enhancing Groupwide communication, while also continually improving environmental management systems. We use the 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 of 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.

Kikkoman Corp. received the Award for Excellence in the Large Enterprise category in the 2020 Environmental Human Resources Development Corporate Awards* run by the Ministry of the Environment. The award recognized Kikkoman's varied and comprehensive personnel training programs related to the environment, such as Groupwide training, study courses, awareness activities and technical support, as a corporate group with business activities closely linked to the flourishing natural environment.

* Environmental Human Resources Development Corporate Awards - Ministry of the Environment

In accordance with Article 22-2-2 of the Act on the Promotion of Environmental Conservation Activities through Environmental Education, the Environmental Human Resources Development Corporate Awards were established by the Ministry of the Environment to recognize companies that work to identify and train personnel who can lead environmentally friendly corporate activities, while also supporting those activities. The seventh annual awards were held in FY2021. Separate awards are presented to companies in the small or midsize enterprise category and the large enterprise category.

Environmental Management Promotion System (FY2021)



Major Environmental Education Programs during FY2021

Programs	Implementation date/ frequency	Target	"No. of participants"
Training of ISO 14001 internal environmental auditors	November 2020	Employees (Qualified auditor candidates)	34
Training of ISO 14001 internal environmental auditors	8	Group companies (Qualified auditor candidates)	40
Training for wastewater treatment facility managers	July 2020	Wastewater treatment facility managers	49
Training for industrial waste managers (Guideline seminar)	December 2020	Industrial waste managers	49
Seminar on industrial waste (basic version)	March 2020	Industrial waste managers	79
New employee training program	April 2020	New employees in FY2021	42
New employee training program	October 2020	New employees in FY2021	11
Delivery of environmental information	10	Group companies in Japan	—
Delivery of legal and ordinance information	4	Group companies in Japan	—

Food and Health

34 For Our Customers

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

36 System to Maintain a Stable Supply

37 Healthy Food Lifestyles

38 Intellectual Property

39 Responsible Marketing Expressions and Advertisements

40 Pursuing Customer Satisfaction

41 *Shokuiku*

41 *Shokuiku* (Food Education) Activities

42 Major *Shokuiku* Activities



For Our Customers

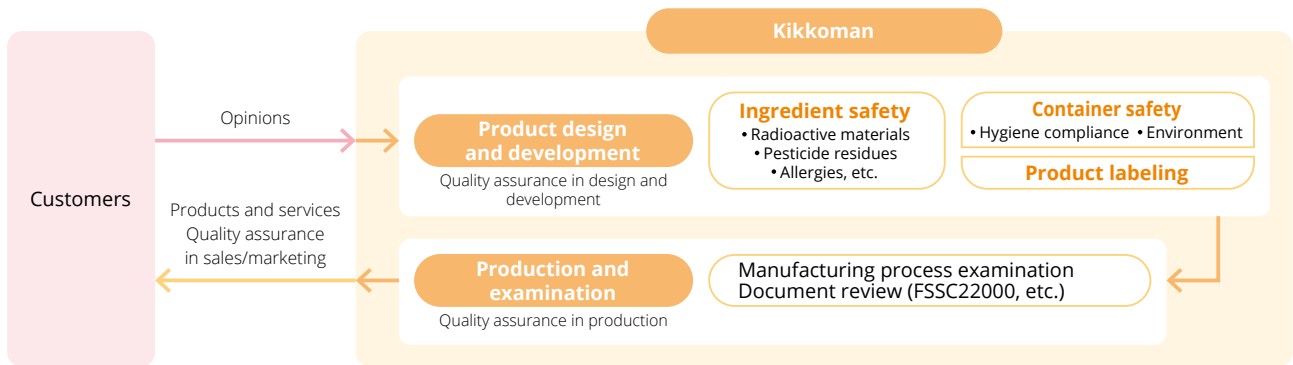
Quality Assurance Based on the Concepts of “Safety” and “Peace of Mind”

At the Kikkoman Group, we consider the “safety” of our products and services as our highest priority. From this viewpoint of “safety,” we conduct quality assurance inspections based on strict 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

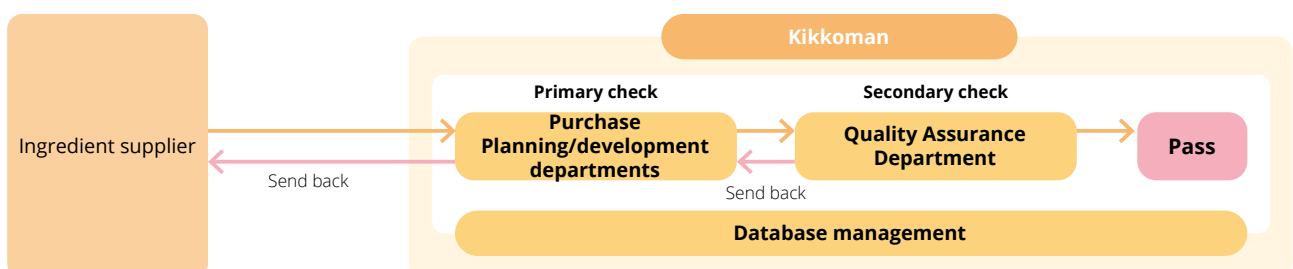


Quality Assurance in Product Development

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



For Our Customers

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

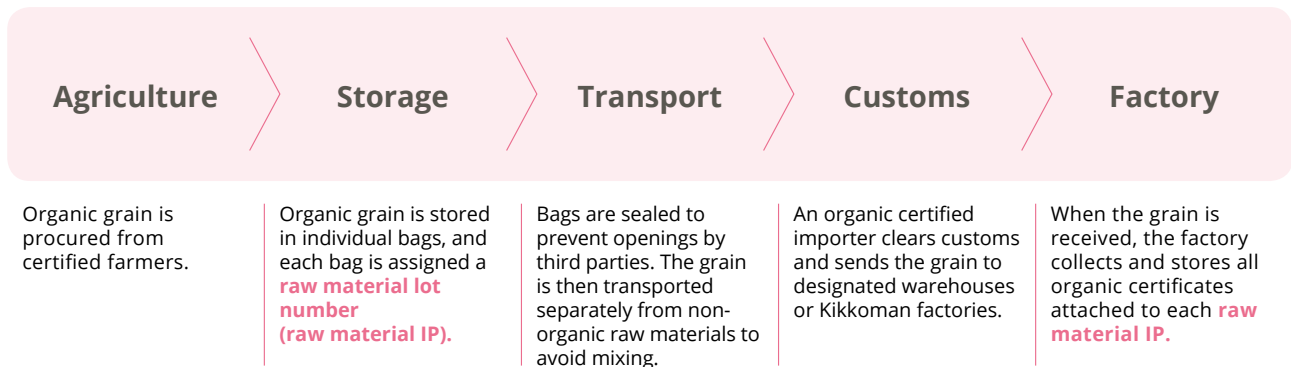
raw material procurement to manufacturing and shipment, to deliver products that give customers safety and peace of mind, and we promote systems that make traceability possible.

Example of Traceability: Organic Soy Sauce

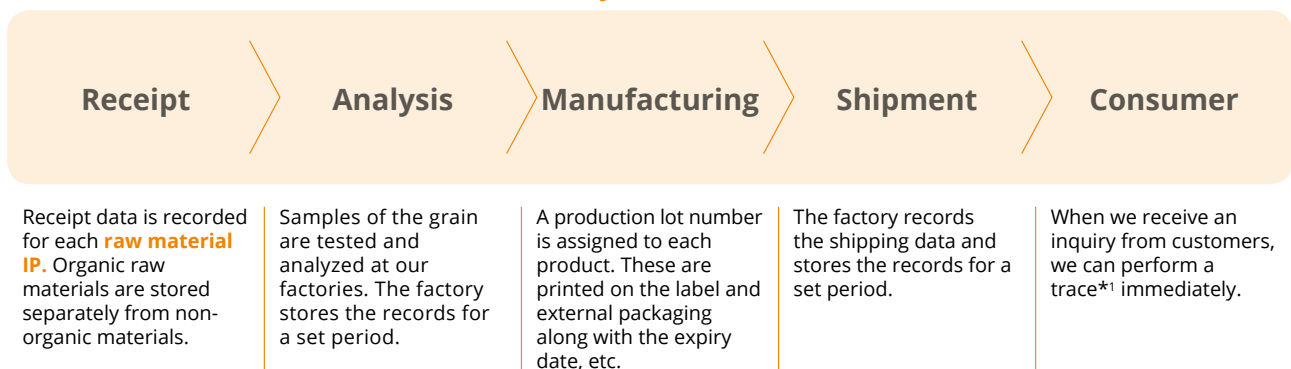
The organic soybeans and organic wheat used in organic soy sauce is managed strictly to ensure that they do not become mixed with other raw ingredients. Kikkoman has established a system for traceability, which includes certification and transportation history to ensure that the products are organic.



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 form 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 FY2021, 29 patents were obtained in Japan and 31 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, 2021.

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 324 patent searches and 420 trademark searches were performed in FY2021.). As of March 31, 2021, the Kikkoman Group had no active intellectual property infringement legal cases in Japan or overseas.



The Hexagon Kikkoman Logo

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.

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

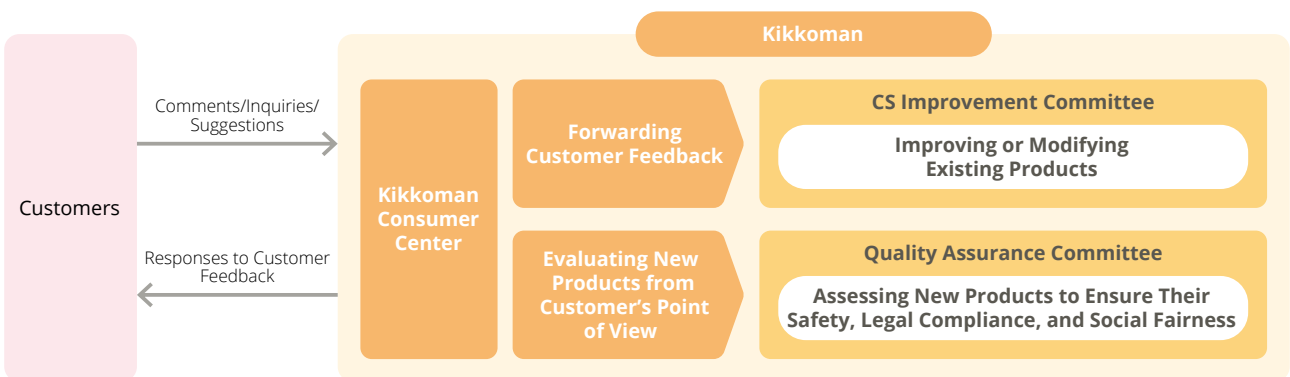
FY	Total	Comments	Inquiries	Suggestions
2016	25,721	1,780	21,075	2,866
2017	22,939	1,764	18,790	2,385
2018	21,928	1,557	18,320	2,051
2019	20,837	2,943	16,503	1,391
2020	17,980	4,119	12,769	1,092

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/>

Shokuiku (Food Education) 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.”

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.

Kikkoman’s
Shokuiku
Commitment
Expression of
Corporate
Attitude

Shokuiku Activities

Major *Shokuiku* 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 (Tour facilities were temporarily closed in FY2021 to prevent the spread of COVID-19).

The Kikkoman Soy Sauce Academy

Kikkoman employees run online classes for elementary schools to 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.

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 program was suspended in FY2021 to prevent the spread of COVID-19).

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 (The program was suspended in FY2021 to prevent the spread of COVID-19).

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 (The program was suspended in FY2021 to prevent the spread of COVID-19, but restarted in FY2022 as an online program).

Factory Tours to Experience the Soy Sauce Brewing Process

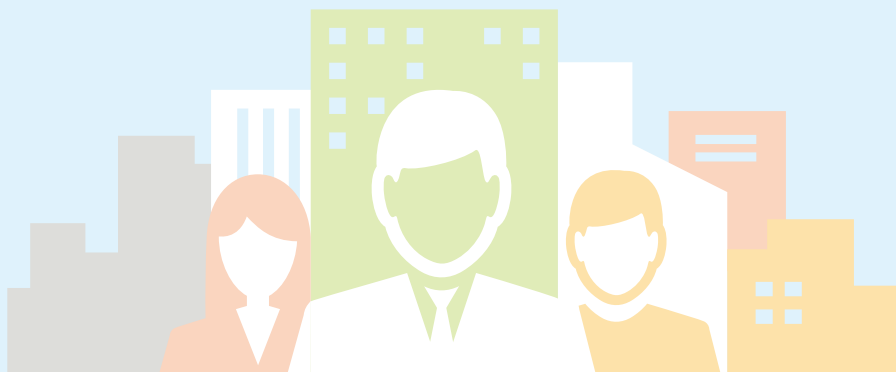
Kikkoman factories in Japan and wineries of Manns Wines Co., Ltd. offer factory tours (Tour facilities were temporarily closed in FY2021 to prevent the spread of COVID-19).

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.

People and Society

- 44 Respecting Human Rights
- 46 For Our Employees
- 53 Compliance
- 57 For Our Shareholders and Investors
- 59 Sustainable Sourcing
- 62 As a Member of Communities
- 66 Partnerships
- 67 Sports



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.



The Kikkoman Group Human Rights Policy:

<https://www.kikkoman.com/en/pdf/humanrightspolicyEN.pdf>

Corporate Governance Framework

At the Group, the CEO of Kikkoman Corp. is the chief executive officer for the entire Group, and the Group Management Committee serves as a deliberative body for the CEO's decision-making. Responding to social issues, including the issue of business and human rights, is positioned as a key management theme by the Group Management Committee, which discusses policy

formulation and ways of reinforcing the Group's human rights initiatives. The Corporate Social Responsibility Committee (see page 8 for more details) also conducts discussions related to business and human rights, explores how to strengthen initiatives, and monitors progress. In addition, the Group has a system in place to report on key projects to the Board of Directors.

Promotion System

The Group has established a system headed by the Chief Human Officer (CHO) to promote measures related to business and human rights, in accordance with the Kikkoman Group Human Rights Policy.

Under the system, we implement Groupwide activities to raise awareness of business and human rights, identify issues related to human rights and develop responses.

Initiatives in Procurement Activities

We have formulated the Kikkoman Group Sustainable Sourcing Policy (Sourcing Policy). In line with the policy, we are working to adopt sustainable initiatives across our range of goods and services. The policy also sets out our stance on promoting sustainable sourcing for the mutual benefit of society and the Group, based on governance, human rights, labor practices, the environment, fair business practices, consumer issues, and community involvement and development. In addition, based on

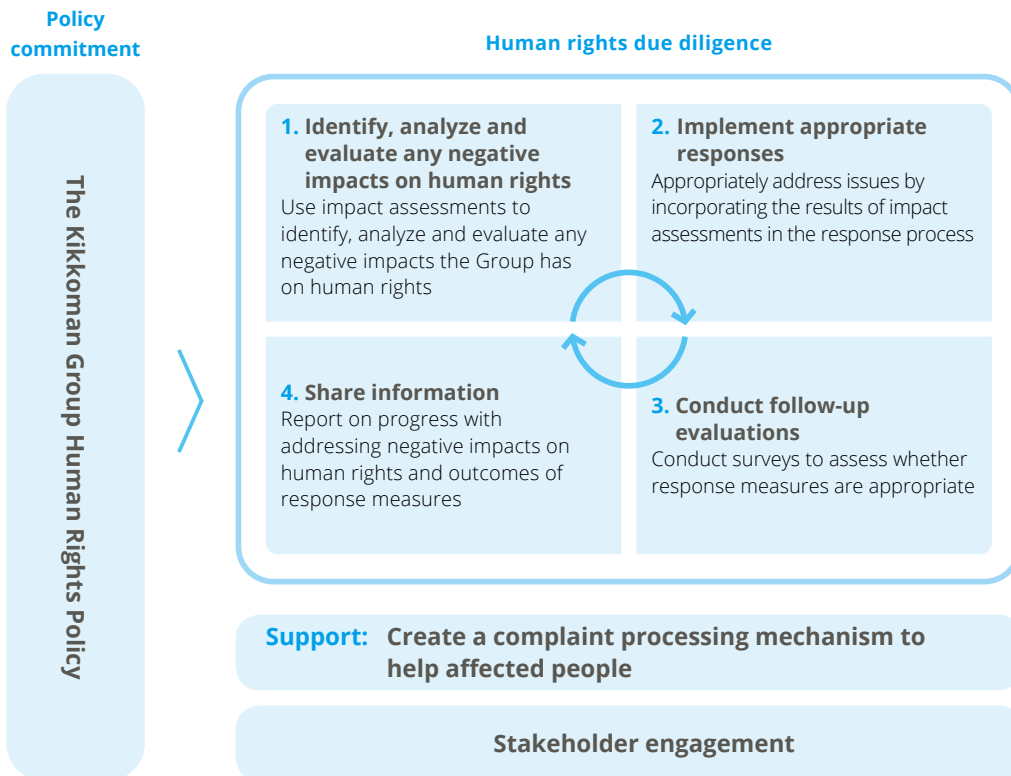
this policy, the Group has established a series of guidelines covering packaging, forest resources, and soybean procurement, to support more specific activities (see page 61 for more details). As part of these activities, we are increasing the use of Sedex, an international platform for managing and sharing information on human rights and the environment, to help us improve monitoring of suppliers (see page 61 for more details)

Respecting Human Rights

Human Rights Due Diligence

The Kikkoman Group is building a human rights due diligence framework that incorporates the United Nations Guiding Principles on Business and Human Rights, based on the Kikkoman Group Human Rights Policy.

Stance on human rights due diligence



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 FY2021, the results of the survey showed that there were no problems on these issues. Please see page 54 about the Corporate Social Responsibility Survey. In addition, to evaluate Groupwide risk, Kikkoman is implementing human rights impact assessments that take into consideration stakeholder perspectives.

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 FY2021, 234 managers received the programs.

For Our Employees

Kikkoman Group Employee Data

Total employees	7,645
Employees in Japan	3,261
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"	1,684
Newly recruited employees	55
Employee turnover (excluding employees who retired at age of 60)	14
Employees who used the early retirement program	5
Newly recruited employee turnover rate (less than 3 years)	3.0%
Managers	499
Female managers (ratio of female managers)	38 (7.6%)
Average annual hours worked per employee * Managers and hospital staff are excluded	1,869.5
Average monthly overtime hours per employee * Managers and hospital staff are excluded	12.4
Employees on medical leave	5

As of March 31, 2021

Human Resources Development

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.

For Our Employees

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. 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).

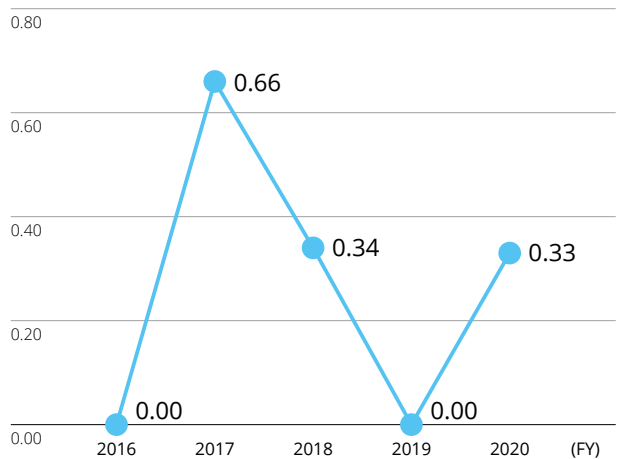
Promoting Safety and Health Activities

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 FY2021, there were 1 accident resulting in a work stoppage, 7 minor accidents, and 9 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

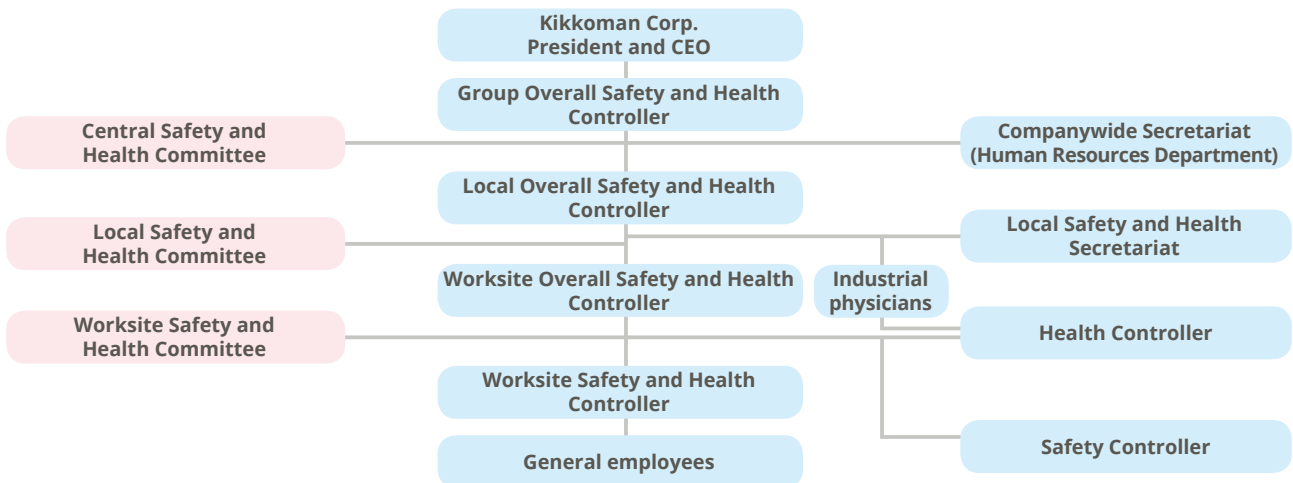
and health issues. Through these efforts, the Group is working to prevent further accidents.

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)



For Our Employees

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.

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 2.32% as of March 31, 2021.

Better Work Environment for Female Employees

Kikkoman is working to create a better work environment for female employees. As of March 2021, there were 38 female managers at Kikkoman (7.6% of total managers). We set a goal to increase the percentage to 10% by 2025. 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 FY2021, 42 employees including male employees have applied for this program. Since the program was introduced, 723 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 FY2021, approximately 60% of management positions at our overseas subsidiaries were occupied by locally hired managers.

Flexible Work Arrangements

Work Arrangements	Description
Childcare leave (since 1981)	<p>Can be taken from the time of birth of a child until the first April 30 after the child attains the age of 18 months. One extension and one reduction of leave period are permitted.</p> <p>Short-term childcare leave</p> <p>Up to one week of paid leave can be taken during the first eight weeks following birth. *Only male employees are eligible for this program.</p>
Shorter work hours for childcare (since 1996)	An employee can take up to two reductions in regular work hours totaling a maximum of two hours daily from the time of conception until the child enters secondary school.
Morning sickness leave (since 2001)	Up to 15 days can be taken during pregnancy.
Child nursing care leave (since 2003)	Up to 5 days per year per child can be taken until the child enters secondary school.
Family care leave (since 1978)	Up to 2 years can be taken at any interval.
Shorter work hours for family care (since 1999)	An employee can take up to two reductions in regular work hours totaling a maximum of two hours daily in one or more 1-month blocks for a total period of up to 1 year.
Nursing care leave (since 2010)	Five days of nursing care leave can be taken per sick or injured family member requiring care per year.
Communication with employees on leave	Updates on company and workplace information are communicated to employees on leave via newsletters and emails so that they will not feel left out.
Planned annual leave (since 2015)	Scheme that allows employees to take planned annual leave.
Hourly units of annual leave (since 2016)	A system that allows employees to flexibly use their annual leave in half-day or hourly increments, as well as full days.
Challenger leave system (since 2020)	A leave system to help employees pursue self-improvement goals.

For Our Employees

Kikkoman's Initiatives on Work Style Reforms

Names and details of initiatives to date	Description
Flextime system (since 1992)	Allows employees to choose their own start and finish times without changing the total number of hours worked each month. <small>* Aimed at R&D and product development departments.</small>
Discretionary work system for specialist roles (since 2011)	A system for eligible employees in R&D departments who want to work on key themes approved by the Company.
<ul style="list-style-type: none"> • Shinkansen commuting system (since 1990) • Work-from-home system (since 2017) • Accompanying spouse leave system (since 2017) 	A broader choice of work styles to address increasingly diverse approaches to commuting and work.
The Labor-Management Work Style Review Committee (Since 2017)	A committee for employees and managers to exchange opinions on realizing work style reforms to support more diverse ways of working and improvements in productivity.
Summertime work schedule (2018)	Work start times were brought forward 45 minutes in Jul–Aug as a way of encouraging employees to explore changes to their own work practices.
Staggered work shift system (since 2019)	A system that allows employees to adjust start and finish times without changing their daily scheduled working hours.
Expanded employee eligibility for staggered work shifts, home working (since 2020)	Introduced as a temporary measure to prevent the spread of COVID-19; aimed at helping employees avoid rush-hour travel on public transport to limit chances of infection.
Eliminated cap on working from home (since 2020)	Introduced as a temporary measure to prevent the spread of COVID-19; eliminated caps on the number of times employees can work from home per week (twice) and per calendar month (eight).
Extended mandatory retirement age (since 2020)	The mandatory retirement age was raised to 65 to encourage senior employees aged 60 and older to continue working in order to leverage and utilize their wealth of expertise.
Appropriate Working Hours Management Review Committee (since 2020)	A committee for workers and managers to exchange opinions on understanding and addressing issues related to the management of working hours.
Formulated working from home guidelines (since 2021)	New operational guidelines on working from home were formulated to leverage Groupwide capabilities and improve productivity in preparation for new work styles as home working becomes normalized.
Revised working from home guidelines (since 2021)	Amid wider adoption of working from home, guidelines were revised to address emerging issues, such as overtime work, working on days off and definition of the “home.”
Home working allowance introduced (since 2021)	A new allowance was introduced to cover costs related to working from home for a sustained period.

Health and Productivity Management Initiatives

The Kikkoman Group believes employee health is key to improving corporate productivity in order to consistently provide value to society. We therefore believe it is important to create healthy, motivating work environments that maximize the full potential of our employees. Led by the Human Resources Department and the Corporate Health Insurance Association, Kikkoman has worked to promote health and productivity management with the cooperation of the Kikkoman General Hospital and other partners. Specifically, we aim to rapidly identify health conditions and provide early treatment by encouraging employees to take health checks, annual medical assessments and stress tests. We are also working to create comfortable

work environments by establishing separate smoking areas and promoting healthy work-life balance. The Central Safety and Health Committee, which is comprised of employees and managers and is tasked with promoting safe and healthy work environments, assesses the outcomes of this strategy and discusses future policy and related issues.

In FY2021, Kikkoman Corp., Kikkoman Food Products Co. and Kikkoman Business Services Co. all received Excellent Health and Productivity Management Corporation 2021 certification (large enterprise category)*.

* Period of certification: March, 4th, 2021 to March, 31st, 2022

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 industrial 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.

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. In addition, in FY2021, we surveyed employees at all domestic Group companies about corporate ethics. We also aim to strengthen compliance across the Group through deep-rooted awareness activities at frontline business sites.

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 FY2021, 18 sessions were held at Group companies. In addition, self-learning programs based on case studies were held in November 2020.

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. The handbook will be updated and redistributed in FY2022.

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 FY2021, we conducted the Corporate Social Responsibility Survey to verify conditions at relevant Group companies. The survey included questions about legal compliance, internal controls, compliance with Group rules, the Code of Conduct, risk management, and social issues. Based on results from the survey, we implemented 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, Kikkoman Corp., 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. 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 FY2021, 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 FY2021, we held results briefings for analysts and institutional investors and individual meetings for institutional investors in Japan and overseas. Going forward, we remain committed to pursuing activities designed to promote better understanding of our businesses while also taking on board 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

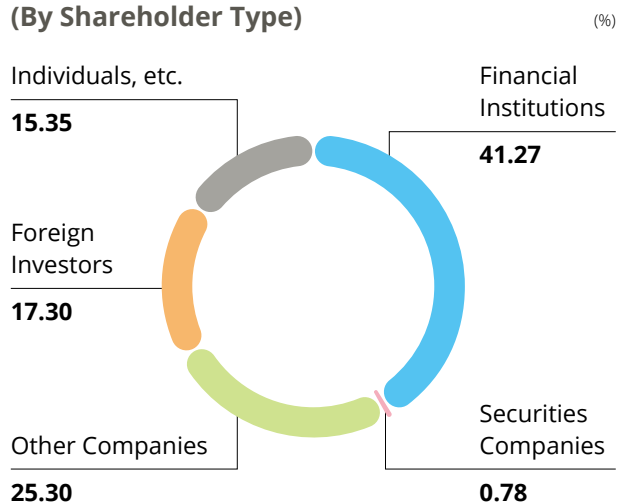
careful review of the agenda. We also send an English-language convocation notice to overseas shareholders.

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 a strong consolidated financial performance, while using funds to invest in strengthening our corporate foundation and future businesses. The dividend for FY2021 was ¥45 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 September 30, 2021

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 the

Company's performance and creditworthiness.

Kikkoman Corp. was given a rating of A+ by Rating and Investment Information, Inc. in Japan as of November 2021. 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/>

Sustainable Sourcing

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 for collecting and sharing information on ethical trade, with the goal of improving working conditions and environmental activities in global supply chains. In FY2021, the Group expanded the use of Sedex within the Group and deployed it at suppliers.



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 food-themed programs are designed to stimulate families' interest in good diet and local communities.

Employees volunteer to help run the programs. Manns Wines and Manjo Mirin sites also hold food-themed cooking experience programs for adults (The programs were suspended in FY2021 to prevent the spread of COVID-19).

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 (The program was suspended in FY2021).

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.

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

ASIA

Water Purification Project in Singapore

In 2010, Kikkoman (S) Pte. Ltd. (KSP), a soy sauce manufacturing company in Singapore, supported the construction of Kingfisher Lake, an urban garden located inside “Gardens by the Bay” 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 help solve water problems in Singapore.

In 2021, the company also supported the development of Kingfisher Wetlands, a new area in

Gardens by the Bay, as part of efforts to protect Singapore's water resources and natural environment. The new area is planted with 200 mangroves, including some species threatened with extinction, and has become a valuable habitat for 130 bird species and many other wild animals.



Kingfisher Wetlands

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.

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.ungcjin.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.

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 collaborated with the Tokyo Organising Committee of the Olympic and Paralympic Games and supported the staging of a safe and successful Games.

Kikkoman adopted “Seasoning the World” as its promotional slogan for the Tokyo 2020 Olympic and Paralympic Games. Under the slogan, we used our sponsorship rights to promote the concept of connecting with international food culture by delivering new and exciting Japanese food experiences to dining tables daily.

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. In FY2021, Kikkoman supported the international competitive efforts of Japanese sportsmen and women as an official sponsor of the Japan Karate Federation and a bronze sponsor of the Japan Hockey Association.

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.

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.

Employing Top Athletes through “Athnavi”

At Kikkoman Corp. we hire top athletes who 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 through support for employment and sporting activity from the hiring company, while at the same time, giving companies the opportunity to lead social contributions, as well as generate a sense of solidarity within the organization. In FY2022, we offered a tentative position

to Yu Hanaguruma, a swimmer on the national team. Mr. Hanaguruma plans to join the Company on April 1, 2022.

He will become the sixth top athlete hired by Kikkoman through Athnavi, following canoeist Yuriko Takeshita and swimmer Haruka Ueda in 2011, wrestler Chiho Hamada in 2016, karate-ka Masami Seiwada in 2017 and karate-ka Maho Ono in 2020. Going forward, we will continue to actively throw our support behind Japanese sporting events.

Data Section

- 69** SDG Index and GRI Standards Content Index
- 74** Kikkoman Group Operational Chart

SDG Index and GRI Standards Content Index

SDG Index

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.

Goal	Contents			
1	Our Social Activities	P62		
2	Research and Development Initiatives	P37	Products	P37
	Raising Awareness for Healthy Eating Habits	P41	Our Social Activities	P62
3	Products	P37	Raising Awareness for Healthy Eating Habits	P37
	Social Activities in the World	P64	Sports	P67
4	Raising Awareness for Healthy Eating Habits	P37	Shokuiku Activities	P41
5	Nurturing Better Work Environment	P27(c)	Responsible Marketing Expressions and Advertisements	P39
	Diversity in the Workplace	P49		
6	Preservation of the Water Environment	P22	Social Activities in the World	P64
7	To reduce CO ₂ emissions	P14	Climate change	P16
	Appropriate Management and Pollution Prevention Based on ISO 14001	P30		
8	Nurturing Better Work Environment	P27(c)	Human Rights Due Diligence	P45
	Maintaining Sound Labor-Management Relationships	P47	Safe and Healthy Work Environment	P48
9	Research and Development Initiatives	P37	Initiatives through Partnerships	P66
10	Human Rights Due Diligence	P45	Diversity in the Workplace	P49
11	Social Activities in the World	P64		
12	To reduce CO ₂ emissions	P14	Preservation of the Water Environment	P22
	Forest Conservation	P26	Energy, Resource, and Discharge Flows	P29
	Raising Awareness for Healthy Eating Habits	P37	Responsible Marketing Expressions and Advertisements	P39
	Shokuiku Activities	P41	Human Rights Due Diligence	P45
13	To reduce CO ₂ emissions	P14	Greenhouse gas emissions by scope	P16
	Disclosures based on TCFD recommendations	P17	Forest Conservation	P26
14	Preservation of the Water Environment	P22		
15	Preservation of the Water Environment	P22	Forest Conservation	P26
16	Human Rights Due Diligence	P45	Compliance	P53
	Social Activities in the World	P64	Initiatives through Partnerships	P66
17	Human Rights Due Diligence	P45	Sustainable Sourcing	P59

Corporate section Global Environment Food and Health People and Society



GRI Standards Content Index

Page numbers are provided for contents described in this report. HTML links are contents on our website.
If the numbers are with a "C" that means the contents are in the corporate section.

Disclosure	Description	Page no. or URL
Universal Standards		
GRI 102: GENERAL DISCLOSURES 2016		
1. Organizational profile	102-1 Name of the organization	2, 74
	102-2 Activities, brands, products, and services	29-36(c)
	102-3 Location of headquarters	Back cover
	102-4 Location of operations	74
	102-5 Ownership and legal form	Corporate Profile
	102-6 Markets served	29-36(c)
	102-7 Scale of the organization	5, 6(c)
	102-8 Information on employees and other workers	46
	102-9 Supply chain	59-61
	102-10 Significant changes to the organization and its supply chain	—
	102-11 Precautionary principle or approach	45(c)
	102-12 External initiatives	66
	102-13 Membership of associations	66
2. Strategy	102-14 Statement from senior decision-maker	3-4(c), 13-16(c)
	102-15 Key impacts, risks, and opportunities	—
3. Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	3-4(c),9-10(c),43(c)
	102-17 Mechanisms for advice and concerns about ethics	43-44(c)
4. Governance	102-18 Governance structure	39-40(c)
	102-19 Delegating authority	39-40(c)
	102-20 Executive-level responsibility for economic, environmental, and social topics	8, 13
	102-21 Consulting stakeholders on economic, environmental, and social topics	25(c)
	102-22 Composition of the highest governance body and its committees	39-40(c)
	102-23 Chair of the highest governance body	42(c)
	102-24 Nominating and selecting the highest governance body	39-40(c)
	102-25 Conflicts of interest	—
	102-26 Role of highest governance body in setting purpose, values, and strategy	—
	102-27 Collective knowledge of highest governance body	—
	102-28 Evaluating the highest governance body's performance	—
	102-29 Identifying and managing economic, environmental, and social impacts	11-12(c), 5-7
	102-30 Effectiveness of risk management processes	45(c)
	102-31 Review of economic, environmental, and social topics	2, 8
	102-32 Highest governance body's role in sustainability reporting	8
	102-33 Communicating critical concerns	—
102-34 Nature and total number of critical concerns	—	
102-35 Remuneration policies	—	
102-36 Process for determining remuneration	—	
102-37 Stakeholders' involvement in remuneration	—	
102-38 Annual total compensation ratio	—	
102-39 Percentage increase in annual total compensation ratio	—	
5. Stakeholder engagement	102-40 List of stakeholder groups	25(c)
	102-41 Collective bargaining agreements	—
	102-42 Identifying and selecting stakeholders	8
	102-43 Approach to stakeholder engagement	25(c)
	102-44 Key topics and concerns raised	—

SDG Index and GRI Standards Content Index

Disclosure	Description	Page no. or URL	
6. Reporting practice	102-45	Entities included in the consolidated financial statements	—
	102-46	Defining report content and topic boundaries	2, 8
	102-47	List of material topics	4
	102-48	Restatements of information	—
	102-49	Changes in reporting	—
	102-50	Reporting period	2
	102-51	Date of most recent report	2
	102-52	Reporting cycle	2
	102-53	Contact point for questions regarding the report	2
	102-54	Claims of reporting in accordance with the GRI Standards	2(c)
	102-55	GRI content index	70
	102-56	External assurance	—
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundaries	3–4
	103-2	The management approach and its components	39–40(c), 8
	103-3	Evaluation of the management approach	8
Economic Standards			
GRI 201: Economic performance 2016	GRI 103: Management approach 2016		—
	201-1	Direct economic value generated and distributed	5–6(c)
	201-2	Financial implications and other risks and opportunities due to climate change	17–21
	201-3	Defined benefit plan obligations and other retirement plans	—
	201-4	Financial assistance received from government	—
GRI 202: Market presence 2016	GRI 103: Management approach 2016		50, 62–65
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
	202-2	Proportion of senior management hired from the local community	50
GRI 203: Indirect economic impacts 2016	GRI 103: Management approach 2016		—
	203-1	Infrastructure investments	—
	203-2	Indirect economic impacts	—
GRI 204: Procurement practices 2016	GRI 103: Management approach 2016		59–61
	204-1	Proportion of spending on local suppliers	—
GRI 205: Anti-corruption 2016	GRI 103: Management approach 2016		55–56
	205-1	Operations assessed for risks related to corruption	—
	205-2	Communication and training about anti-corruption policies and procedures	55
	205-3	Confirmed incidents of corruption and actions taken	—
GRI 206: Anti-competitive behavior 2016	GRI 103: Management approach 2016		53
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—
GRI 207: Tax 2019	GRI 103: Management approach 2016		44(c)
	207-1	Approach to tax	44(c)
	207-2	Tax governance, control, and risk management	44(c)
	207-3	Stakeholder engagement and management of concerns related to tax	—
	207-4	Country-by-country reporting	—
Environmental Standards			
GRI 301: Materials 2016	GRI 103: Management approach 2016		10–13, 27
	301-1	Materials used by weight or volume	29
	301-2	Recycled input materials used	27–28
	301-3	Reclaimed products and their packaging materials	29
GRI 302: Energy 2016	GRI 103: Management approach 2016		10–13, 29
	302-1	Energy consumption within the organization	29
	302-2	Energy consumption outside of the organization	—
	302-3	Energy intensity	—
	302-4	Reduction of energy consumption	29
	302-5	Reductions in energy requirements of products and services	29

KIKKOMAN GROUP CORPORATE REPORT 2021 Non-financial Section

Disclosure	Description	Page no. or URL
GRI 303: Water and effluents 2018	GRI 103: Management approach 2016	10-12, 22-25
	303-1 Interactions with water as a shared resource	—
	303-2 Management of water discharge-related impacts	—
	303-3 Water withdrawal	22-23
	303-4 Water discharge	22-23
	303-5 Water consumption	22-23
GRI 304: Biodiversity 2016	GRI 103: Management approach 2016	26
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—
	304-2 Significant impacts of activities, products, and services on biodiversity	—
	304-3 Habitats protected or restored	64-65
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	—
GRI 305: Emissions 2016	GRI 103: Management approach 2016	10-13, 14-21
	305-1 Direct (Scope 1) GHG emissions	14-15
	305-2 Energy indirect (Scope 2) GHG emissions	—
	305-3 Other indirect (Scope 3) GHG emissions	—
	305-4 GHG emissions intensity	14-15
	305-5 Reduction of GHG emissions	14-15
	305-6 Emissions of ozone-depleting substances (ODS)	—
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	31
GRI 306: Waste 2020	GRI 103: Management approach 2016	10-13, 27
	306-1 Waste generation and significant waste-related impacts	—
	306-2 Management of significant waste-related impacts	—
	306-3 Waste generated	29
	306-4 Waste diverted from disposal	—
	306-5 Waste directed to disposal	—
GRI 307: Environmental compliance 2016	GRI 103: Management approach 2016	10-13, 30-32
	307-1 Non-compliance with environmental laws and regulations	—
GRI 308: Supplier environmental assessment 2016	GRI 103: Management approach 2016	26, 59-61
	308-1 New suppliers that were screened using environmental criteria	—
	308-2 Negative environmental impacts in the supply chain and actions taken	—
Social Standards		
GRI 401: Employment 2016	GRI 103: Management approach 2016	27(c)
	401-1 New employee hires and employee turnover	46
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
	401-3 Parental leave	27(c), 50
GRI 402: Labor/management relations 2016	GRI 103: Management approach 2016	47
	402-1 Minimum notice periods regarding operational changes	—
GRI 403: Occupational Health and Safety 2018	GRI 103: Management approach 2016	48-49
	403-1 Occupational health and safety management system	48-49
	403-2 Hazard identification, risk assessment, and incident investigation	48-49
	403-3 Occupational health services	—
	403-4 Worker participation, consultation, and communication on occupational health and safety	47-49
	403-5 Worker training on occupational health and safety	48
	403-6 Promotion of worker health	52
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	—
	403-8 Workers covered by an occupational health and safety management system	48
	403-9 Work-related injuries	48
	403-10 Work-related ill health	48

Kikkoman's
Basic Approach

Global Environment

Food and Health

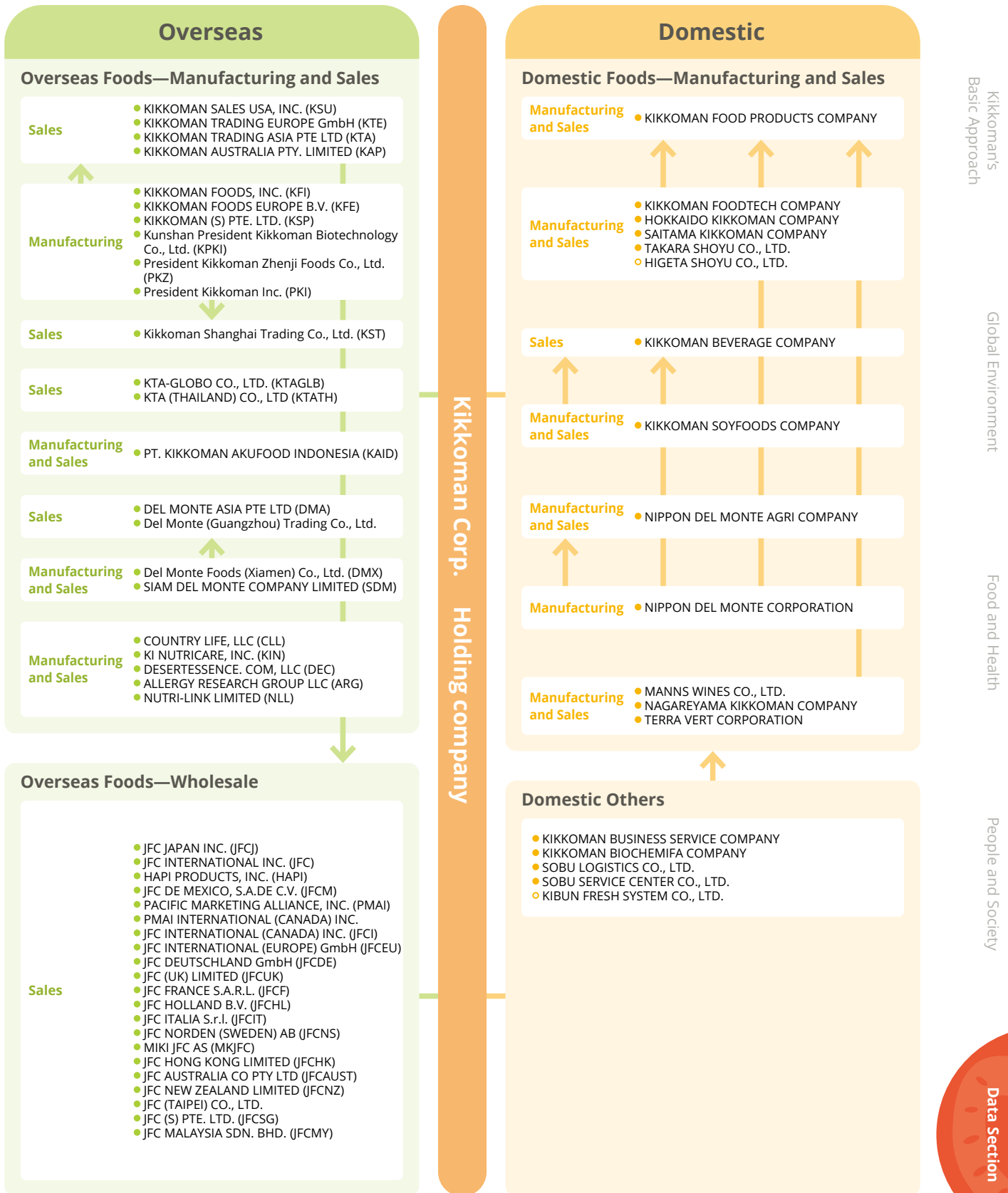
People and Society



SDG Index and GRI Standards Content Index

Disclosure	Description	Page no. or URL
GRI 404: Training and education 2016	GRI 103: Management approach 2016	27(c)
	404-1 Average hours of training per year per employee	—
	404-2 Programs for upgrading employee skills and transition assistance programs	27(c)
	404-3 Percentage of employees receiving regular performance and career development reviews	—
GRI 405: Diversity and equal opportunity 2016	GRI 103: Management approach 2016	12(c), 26(c), 44, 49
	405-1 Diversity of governance bodies and employees	42(c), 46
	405-2 Ratio of basic salary and remuneration of women to men	—
GRI 406: Non-discrimination 2016	GRI 103: Management approach 2016	12(c), 26(c), 44, 49
	406-1 Incidents of discrimination and corrective actions taken	—
GRI 407: Freedom of association and collective bargaining 2016	GRI 103: Management approach 2016	47
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—
GRI 408: Child labor 2016	GRI 103: Management approach 2016	12(c), 26(c), 44, 60–61
	408-1 Operations and suppliers at significant risk for incidents of child labor	—
GRI 409: Forced or compulsory labor 2016	GRI 103: Management approach 2016	12(c), 26(c), 44, 60–61
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	—
GRI 410: Security practices 2016	GRI 103: Management approach 2016	—
	410-1 Security personnel trained in human rights policies or procedures	—
GRI 411: Rights of indigenous peoples 2016	GRI 103: Management approach 2016	—
	411-1 Incidents of violations involving rights of indigenous peoples	—
GRI 412: Human rights assessment 2016	GRI 103: Management approach 2016	12(c), 26(c), 44, 60–61
	412-1 Operations that have been subject to human rights reviews or impact assessments	—
	412-2 Employee training on human rights policies or procedures	12(c), 26(c), 44, 60–61
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	—
GRI 413: Local communities 2016	GRI 103: Management approach 2016	25(c)
	413-1 Operations with local community engagement, impact assessments, and development programs	—
	413-2 Operations with significant actual and potential negative impacts on local communities	—
GRI 414: Supplier social assessment 2016	GRI 103: Management approach 2016	59–61
	414-1 New suppliers that were screened using social criteria	—
	414-2 Negative social impacts in the supply chain and actions taken	—
GRI 415: Public policy 2016	GRI 103: Management approach 2016	—
	415-1 Political contributions	—
GRI 416: Customer health safety 2016	GRI 103: Management approach 2016	34
	416-1 Assessment of the health and safety impacts of product and service categories	—
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	—
GRI 417: Marketing and labeling 2016	GRI 103: Management approach 2016	39
	417-1 Requirements for product and service information and labeling	—
	417-2 Incidents of non-compliance concerning product and service information and labeling	—
	417-3 Incidents of non-compliance concerning marketing communications	—
GRI 418: Customer privacy 2016	GRI 103: Management approach 2016	—
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	—
GRI 419: Socioeconomic compliance 2016	GRI 103: Management approach 2016	—
	419-1 Non-compliance with laws and regulations in the social and economic area	—

Kikkoman Group Operational Chart



- Consolidated subsidiaries (60 companies)
- Equity-method affiliates (Two companies)



Kikkoman Corporation

Noda Head Office

250 Noda, Noda-shi, Chiba 278-8601, Japan

Tokyo Head Office

2-1-1 Nishi-Shimbashi, Minato-ku, Tokyo 105-0003, Japan

<https://www.kikkoman.com/en/>