



## *Appendix*

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*1. Corporate Image Survey*

*2. Performance in Fiscal 2002*

*3. Market and Kikkoman Sales Data*

*4. Kikkoman Group Sales Companies and Wholesalers*





# 1. Corporate Image Survey

## Popularity Ranking of Leading Companies Among General Public (Nikkei Research, August 2001)

< Typical cross-section  
of people >

1. Q.P. Corporation

**2. Kikkoman**

3. Kagome Co., Ltd.

4. House Foods Corporation

5. Kirin Brewery Company,  
Limited

< Businessman >

1. Sony Corporation

2. Kirin Brewery Company,  
Limited

3. Asahi Breweries, Ltd.

**4. Kikkoman**

5. House Foods Corporation

Sample: 9,323 men and women between  
the ages of 18 and 69, living within a  
40km radius of metropolitan Tokyo

Sample: 9,207 businessmen working at  
leading private companies in Japan



## 2. Performance in Fiscal 2002

### 1) Performance in Fiscal 2002

(Ref: Comparisons with year ended December 31, 2000)

(Unit:¥ 1 million, %)

Consolidated	Amount	Increase/ Decrease	Growth Rate (%)	Increase/ Decrease except Coca-Cola business	Exchange Rate Adjustment	%
Net Sales	336,887	10,179	3	4,773	-1,811	-1
Operating Income	14,942	255	2	877	88	1
Recurring Income	13,183	271	2	656	-23	0
Net Income	5,363	-786	-13	137	-280	-5

Exchange Rate (¥/\$US)      121.64      13.69      13



## 2. Performance in Fiscal 2002

### 2) Net Sales and Operating Income by Segment

(Unit:¥ 1 million, %)

Consolidated	Net sales	%	Operating Income	%	Operating Income Ratio(%)
Foods-manufacturing and sales	172,388	51.2	34,468	72.1	20.0
Foods-wholesale	47,655	14.1	3,125	6.5	6.6
Coca-Cola	113,469	33.7	9,226	19.3	8.1
Others	4,565	1.4	1,008	2.1	22.1
Eliminations	-1,190	-0.4	-26	0.0	2.2
<b>Total</b>	<b>336,887</b>	<b>100.0</b>	<b>47,802</b>	<b>100.0</b>	<b>14.2</b>

Note: Operating Income=Income before deducting advertising and headquarter operating expenses



## 2. Performance in Fiscal 2002

### 3) Foods – Manufacturing and Sales Segment: Breakdown of Net Sales and Operating Income

(Unit:¥ 1 million, %)

Consolidated	Net sales	%	Operating Income	%	Operating Income Ratio(%)
Soy Sauce	87,476	26.0	25,799	54.0	29.5
Soy Sauce Derivative Products	17,250	5.1	2,485	5.2	14.4
Del Monte	42,476	12.6	3,194	6.7	7.5
Sake and Wine	25,942	7.7	2,988	6.2	11.5
Eliminations	-756	-0.2		0.0	0.0
<b>Food-manufacturing and sales</b>	<b>172,388</b>	<b>51.2</b>	<b>34,468</b>	<b>72.1</b>	<b>20.0</b>

Note: Operating Income=Income before deducting advertising and headquarter operating expenses



## 2. Performance in Fiscal 2002

### 4) Breakdown of Net sales and Operating Income by Region and Segment

(Unit:¥ 1 million, %)

		Consolidated	Segment Total	Japan	Overseas
Foods- Manufacturing and Sales	Sales	172,388	175,667	142,338	33,328
	Operating Income	34,468	34,472	23,164	11,308
	Operating IncomeRatio(%)	20.0	19.6	16.3	33.9
Foods- Wholesale	Sales	47,655	54,903	14,908	39,995
	Operating Income	3,125	3,121	493	2,628
	Operating IncomeRatio(%)	6.6	5.7	3.3	6.6
Coca-Cola	Sales	113,469	113,469	113,469	
	Operating Income	9,226	9,226	9,226	
	Operating IncomeRatio(%)	8.1	8.1	8.1	
Others	Sales	4,565	4,565	3,713	851
	Operating Income	1,008	1,008	952	55
	Operating IncomeRatio(%)	22.1	22.1	25.7	6.5
Eliminations	Sales	-1,190	-765	-723	-41
	Operating Income	-26	-33	-32	
	Operating IncomeRatio(%)	2.2	4.3	4.5	0.7
Total	Sales	336,887	347,839	273,706	74,133
	Operating Income	47,802	47,796	33,804	13,991
	Operating IncomeRatio(%)	14.2	13.7	12.4	18.9

Note: Operating Income=Income before deducting advertising and headquarter operating expenses



## 2. Performance in Fiscal 2002

### 5) Foods – Manufacturing and Sales Segment: Breakdown of Net Sales and Operating Income by Region and Segment

(Unit:¥ 1 million, %)

		Consolidated	Segment Total	Japan	Overseas
Soy Sauce	Sales	87,476	90,754	62,582	28,172
	Operating Income	25,799	25,803	14,693	11,109
	Operating IncomeRatio(%)	29.5	28.4	23.5	39.4
Soy Sauce DerivativeProducts	Sales	17,250	17,250	17,250	
	Operating Income	2,485	2,485	2,485	
	Operating IncomeRatio(%)	14.4	14.4	14.4	
Del Monte	Sales	42,476	42,476	37,320	5,155
	Operating Income	3,194	3,194	2,996	198
	Operating IncomeRatio(%)	7.5	7.5	8.0	3.8
Sake and Wine	Sales	25,942	25,942	25,942	
	Operating Income	2,988	2,988	2,988	
	Operating IncomeRatio(%)	11.5	11.5	11.5	
Eliminations	Sales	-756	-756	-756	
	Operating Income				
	Operating IncomeRatio(%)				
Food-manufacturing and sales	Sales	172,388	175,667	142,338	33,328
	Operating Income	34,468	34,472	23,164	11,308
	Operating IncomeRatio(%)	20.0	19.6	16.3	33.9

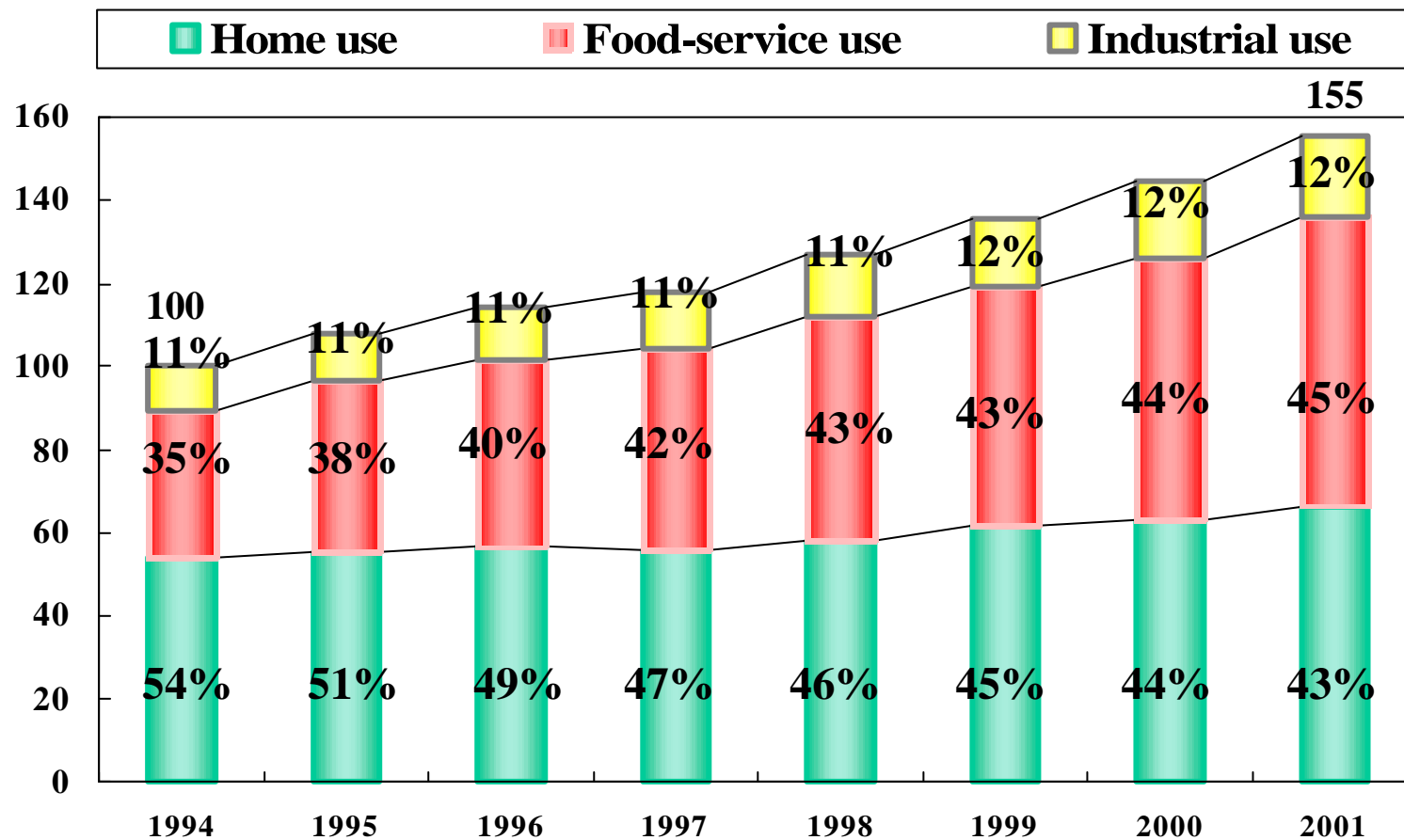
Note: Operating Income=Income before deducting advertising and headquarter operating expenses



### 3. Market and Kikkoman Sales Data

#### 1) U.S. Market Breakdown of Sales for Soy Sauce

1994=100



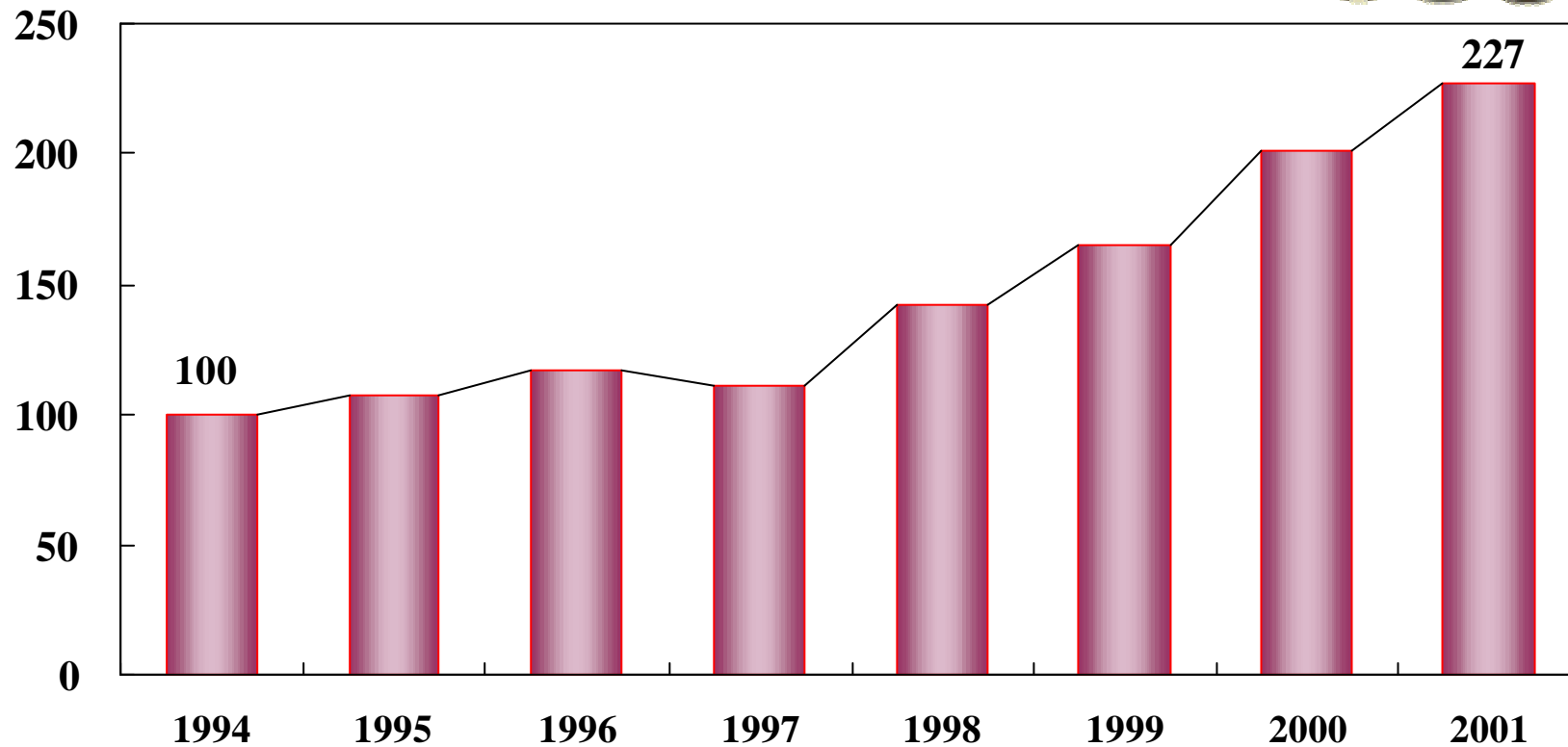
Source: Kikkoman data



### 3. Market and Kikkoman Sales Data

#### 2) Soy Sauce Sales Volumes in Europe

1994=100



Source: Kikkoman data

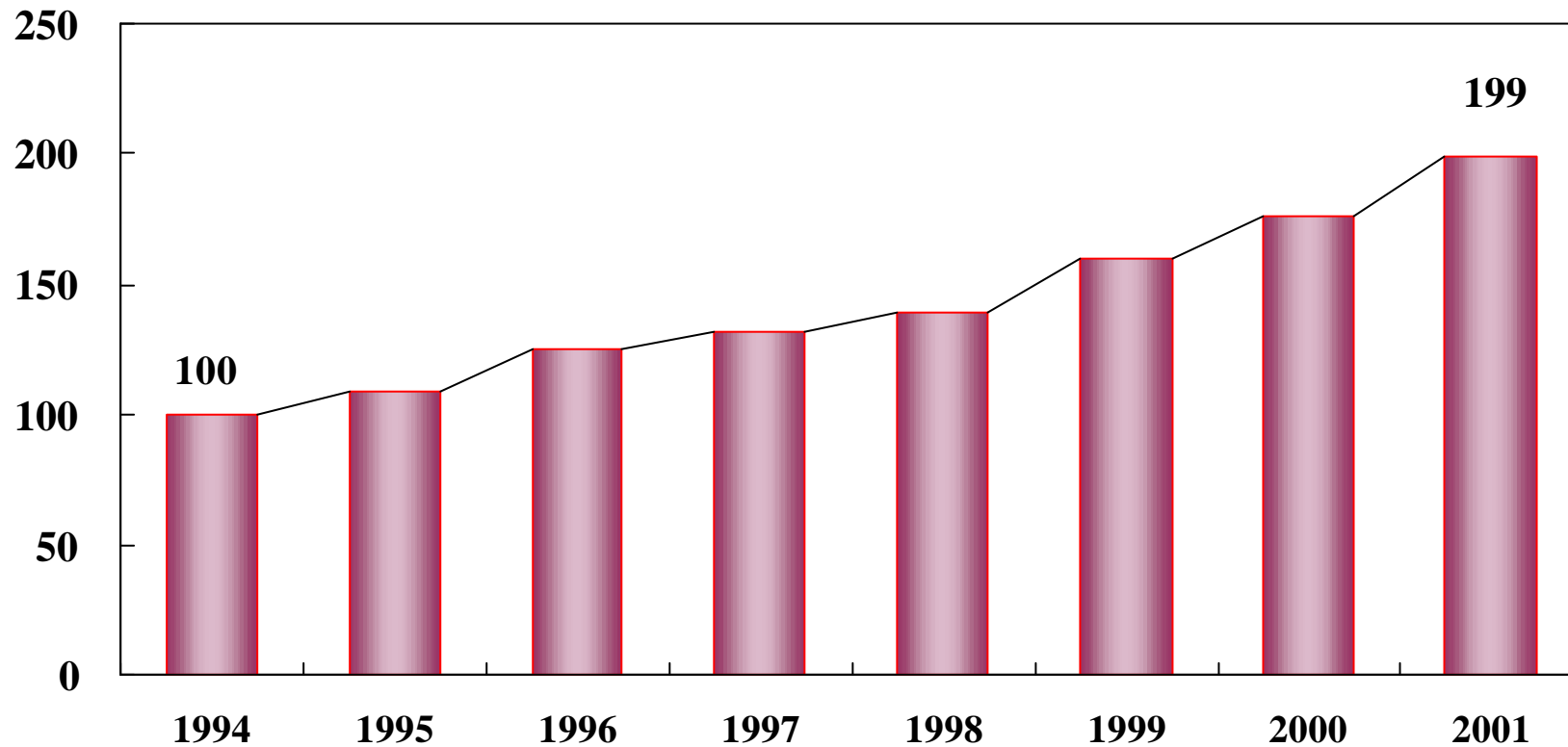


### 3. Market and Kikkoman Sales Data

#### 3) Soy Sauce Sale Volumes in Asia and Oceania



1994=100

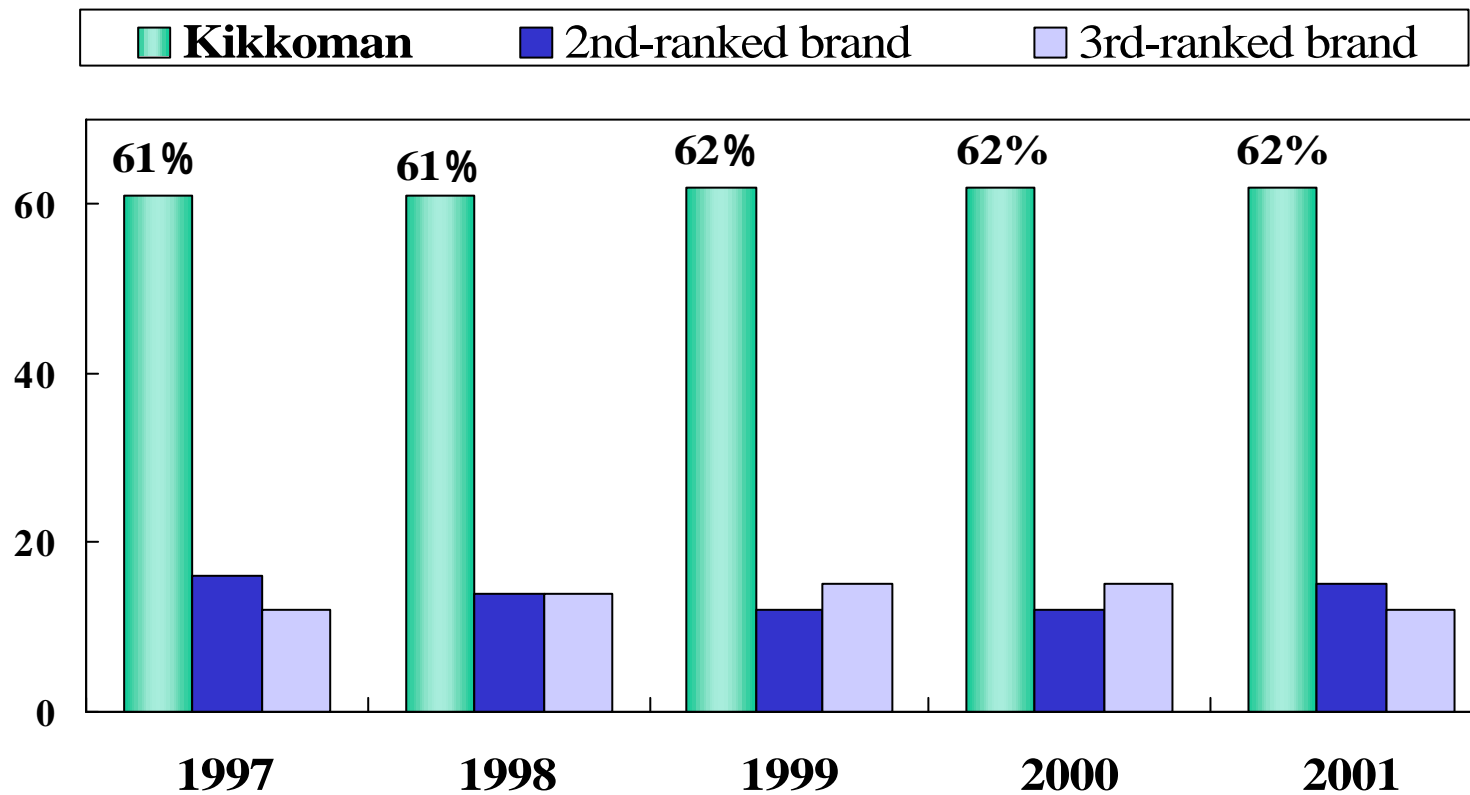


Source: Kikkoman data



### 3. Market and Kikkoman Sales Data

#### 4) Kikkoman Premium Soy Sauce Share in the Home-Use Market in Japan (Volume Basis)



Source: Kikkoman data



## 4. Kikkoman Group Sales Companies and Wholesalers

**KIKKOMAN**

	Company	Headquarter
<b>Sales Company</b>	<b>Kikkoman International Inc. (KII)</b>	<b>San Francisco</b>
	<b>Kikkoman Trading Europe GmbH (KTE)</b>	<b>Düsseldorf</b>
	<b>Kikkoman Trading Asia Pte. Ltd. (KTA)</b>	<b>Singapore</b>
	<b>Del Monte Asia Pte. Ltd. (DMA)</b>	<b>Singapore</b>
	<b>Kikkoman Australia Pty. Limited (KAP)</b>	<b>North Sydney</b>
<b>Wholesale Company</b>	<b>JFC International Inc. (JFC)</b>	<b>San Francisco</b>
	<b>JFC International (Europe) GmbH (JFC-Europe)</b>	<b>Düsseldorf</b>
	<b>Japan Food Canada Inc. (JFCI)</b>	<b>Mississauga</b>
	<b>JFC de Mexico S.A. de C.V. (JFCM)</b>	<b>San Antonio</b>
	<b>Japan Food (Hawaii), Inc. (JFH)</b>	<b>Honolulu</b>
	<b>JFC France S.A.R.L. (JFCF)</b>	<b>Saint-Ouen</b>
	<b>JFC Hong Kong Limited (JFC-HK)</b>	<b>Hong Kong</b>
	<b>Japan Food Corp. (Aust.) Pty. Limited (JFC AUST)</b>	<b>Lane Cove</b>
	<b>JFC (UK) Ltd. (JFC UK)</b>	<b>London</b>

Consolidated Subsidiaries  
Unconsolidated Subsidiaries Accounted for by Equity Method