

Kikkoman Group

Intellectual Property Report 2008



M e s s a g e

The Kikkoman Group carries out our business over 90 years since its foundation. The activity maintains its management culture based on traditions that go back to the 17th century, and is innovative in its ability to discern trends. In Japan, we offer various products placing emphasis on taste and health, under the brands of Kikkoman, Del Monte, Manjo, Manns Wine and so on. In overseas markets, we have been promoting soy sauce as a world taste rather than merely Japanese one. At present, worldwide “KIKKOMAN” brand soy sauce is shipped from our plants in various locations in the world to more than 100 countries, making meals more rich and savory in each country.

In April 2008, we announced our “Global Vision 2020,” laying out our plans for the Kikkoman Group to develop in the future. We also introduced a new corporate brand logo and a new corporate slogan in all Group companies both in Japan and abroad in June 2008, and we are promoting them globally.

In order to strengthen our global competitive edge and to sustain our growth in the future, research and development are essential, along with technological advances aiming at innovation and differentiation. In addition to the R&D Division and Product Development Division in Japan at the core, and with the purpose of developing the global R&D system, the Kikkoman Group established Asian, European, and North American R&D Laboratories in Singapore in 2005, the Netherlands in 2007, and the United States in 2008.

The intellectual property from research and development activities conducted globally provides the Kikkoman Group with a strong base to support our operations and contribute to the source of the Group’s competitiveness. We in the Kikkoman Group consider this intellectual property strategy, in conjunction with our business and R&D strategies, to be one of our core management strategies and will place greater importance on it.

We take pleasure in presenting our position in this Intellectual Property Report.

Yuzaburo Mogi
Chairman & CEO



Mitsuo Someya
President & COO



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Company Profile

Intellectual Property Report

Kikkoman has been publishing the Intellectual Property Report annually since 2005. We disclose to all our stakeholders the policies and programs of the Kikkoman Group regarding business, research and development, and intellectual property. This Report explains, in a reader-friendly manner, the Group's intellectual properties related to business strategies, in particular, patents and trademarks.

Reference Guidelines

"Guidelines on the disclosure of information on intellectual property" by the Ministry of Economy, Trade and Industry.

Organizations Covered by the Report

This Report covers the Kikkoman Group (Kikkoman Corp. and subsidiaries under group management as of March 2008) operating both in Japan and abroad. The terms "Kikkoman" and "the company" in the report indicate "Kikkoman Corp.," whereas "the Group" indicates the "Kikkoman Group." Otherwise, the names of companies are mentioned.

Period of Coverage

April 2007 to March 2008

Partial descriptions on of the situation before March 2007 and after April 2008 are included.

Date of Publication

October 2008

Previous issue: September 2007

Forthcoming issue: October 2009

This report contains not only past and present factual information of the Kikkoman Group, but also predictions based on plans and prospects at the time of preparing this report.

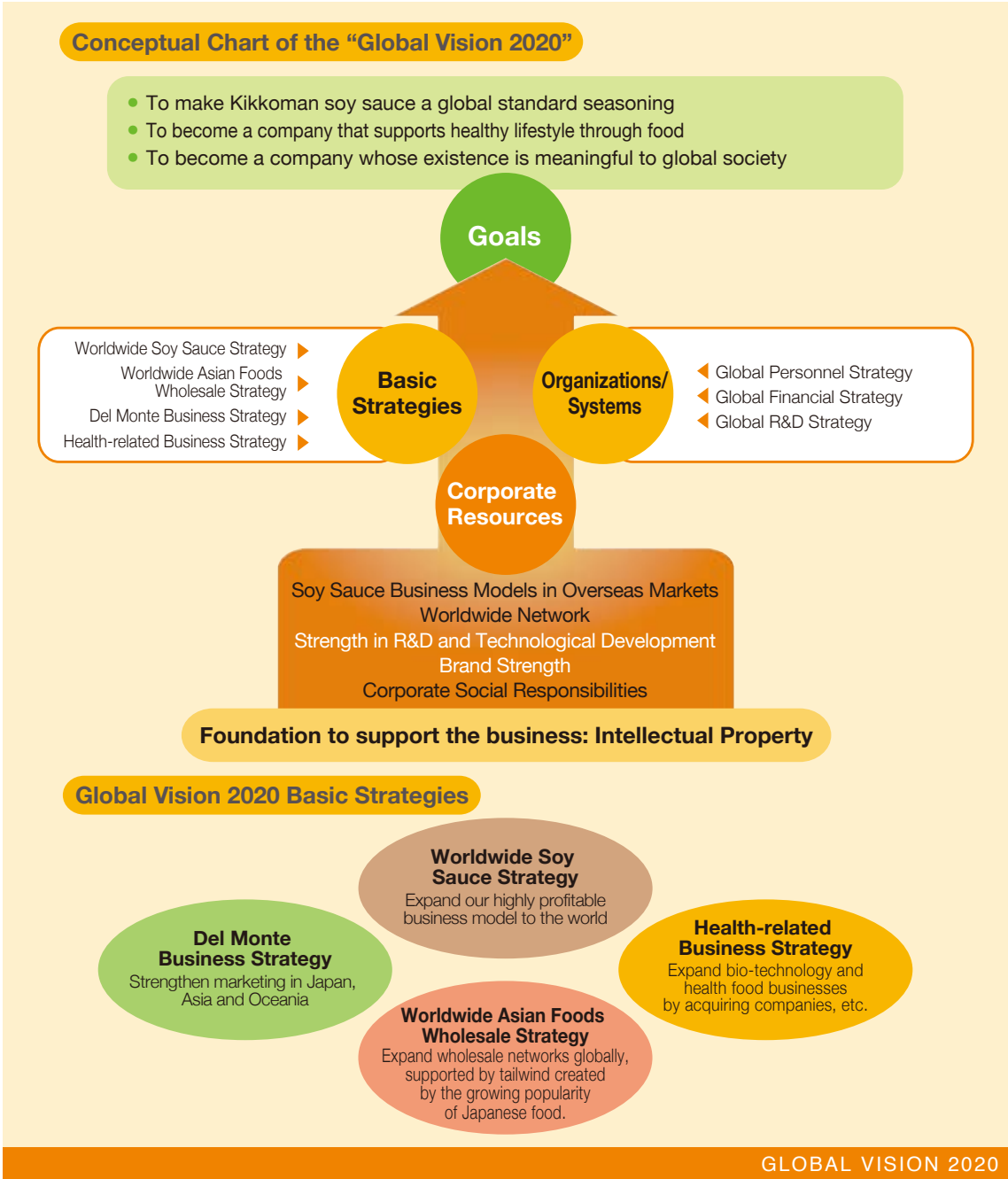
Forecasts are projections and judgments made based on information obtained at the time of preparing this Report; actual business results may differ.

1 Business Models and Business Segments

Kikkoman Group's Future Vision

To mark its 50th year of our full-scale entry into the United States market in 2007, the Kikkoman Group formulated the "Global Vision 2020." The "Global Vision 2020" envisages the goals for the Group to reach by 2020 and lays down basic strategies to

achieve the goals on a platform of the five corporate resources. It sets three goals of the Group and four basic strategies to reach them.



Strengths Supporting the Business Models

The Kikkoman Group is promoting soy sauce, which has long played a central role in Japanese food culture, to markets in Japan and overseas. With this as the core, the following five corporate resources are combined in multiple ways to create business models.

1 Soy Sauce Business Models in Overseas Markets

The Kikkoman Group is exploring worldwide markets by fusing soy sauce, a seasoning that has its roots in Japanese food culture, with different food cultures in other countries, and by establishing production and sales bases at strategic locations. The Group will stay competitive by maintaining high quality and by ensuring profitability.

2 Worldwide Network

The Kikkoman Group has established networks for the production and sales of soy sauce, and for wholesalers of Asian foods at various locations worldwide. Expansion of these markets is supported by the favorable tailwind created by the growing popularity of Japanese food.

3 R&D strength and Effectiveness of Technological Development

The Kikkoman Group is enhancing its development effectiveness by incorporating the R&D Divisions of each company of the Group both in Japan and abroad, as well as introducing external technology through capital and business cooperation, in addition to our technologies related to brewing and microorganisms that have been gained through our experience in brewing soy sauce.

4 Brand Strength

“Kikkoman” is recognized as a scrupulous and trustworthy brand that is supported by its long tradition and high quality products.

5 Corporate Social Responsibilities

In addition to discharging its social responsibilities as a corporation, the Kikkoman Group is involved in international exchanges in food culture, food education and makes contributions to local communities.

This report will focus on 3) R&D strength and Effectiveness of Technological Development, and 4) Brand Strength.

Business Segments

The business segments of the Kikkoman Group are “Foods-manufacturing and sales,” “Foods-wholesale,” “Coca-Cola” and “others.” The Foods-manufacturing and sales segment consists of the Soy Sauce Division, the Soy Sauce Derivative Products Division (producing seasoning sauces for noodles and grilled meat sauces), the Del Monte Division (producing processed tomato foods and vegetable and fruit drinks), the Sake and Wine Division (producing mirin (sweet sake) and wine), and the Other Foods Division (dealing with soymilk drinks, food materials for business use, and health foods for the U.S. market). The “Others” Segment produces and sells functional food materials, materials for medicines, and clinical diagnostic reagents.



* Tone Coca-Cola Bottling Co., Ltd., a subsidiary, sells Coca-Cola and other refreshments in the sales area covering Chiba, Ibaraki and Tochigi Prefectures.

2 Core Technologies and Technological Strengths

Core Technologies

The core technologies of the Group are its brewing and food processing technologies. Other related technologies are exploitation of microorganisms, enzyme, food development, physiological functional material development, separation and purification, and food safety.

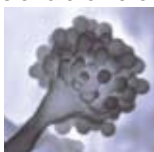
These core technologies are used in each division of the "Foods-manufacturing and sales" segment, as well as in the biotechnological field of the "Others" segment. These divisions and fields are promoting products with higher value based on these core technologies. At the same time, they are pushing technological innovation and differentiation to develop new competitive products.

Technological Strengths

Soy Sauce Brewing Technology

Kikkoman has long been improving its soy sauce brewing technology and its related brewing processes.

Specifically, these processes and technology include 1) food processing technology in material processing, pressing and pasteurization, and 2) brewing and microorganism exploitation technologies to highly control microorganisms in the koji preparation process, brewing preparation, fermentation and maturation stages to enhance the color, taste and aroma of soy sauce. In addition, technologies to screen, breed and improve the functions of koji mold (Kikkoman mold), lactic acid bacteria, and yeast are among the fundamental technologies that support the Kikkoman Group.



These fundamental technologies are applied in multiple ways to food and biochemical products other than soy sauce.

Vegetable and Fruit Processing and Cultivation Technologies

Nippon Del Monte Corporation a member of the Kikkoman Group, has gathered cultivation technologies and processing and fermentation technologies for vegetables and fruits. These cultivation technologies include



Virus-resistant gentians developed by Nippon Del Monte Corporation

antiviral technologies for plants to prevent infection and breeding technologies to create new cultivars. Virus-resistant gentians developed by Nippon Del Monte Corporation.

Wine Brewing and Grape Growing Technologies

Mann's Wine Co., Ltd., another member of the Kikkoman Group, has various wine-related brewing technologies and grape plantation technologies, which help to produce high-quality wine. These technologies and know-how are poured into the production of "Premium Wine" using 100 percent Japan-grown grapes.



The highest grade of SOLARIS series, SOLARIS MAGNIFICA 2002 (limited sale)

Food Safety Technologies

As a group of food manufacturers, the Kikkoman Group maintains and improves its analysis technologies and continuously increases product quality to offer products that consumers feel safe in eating.

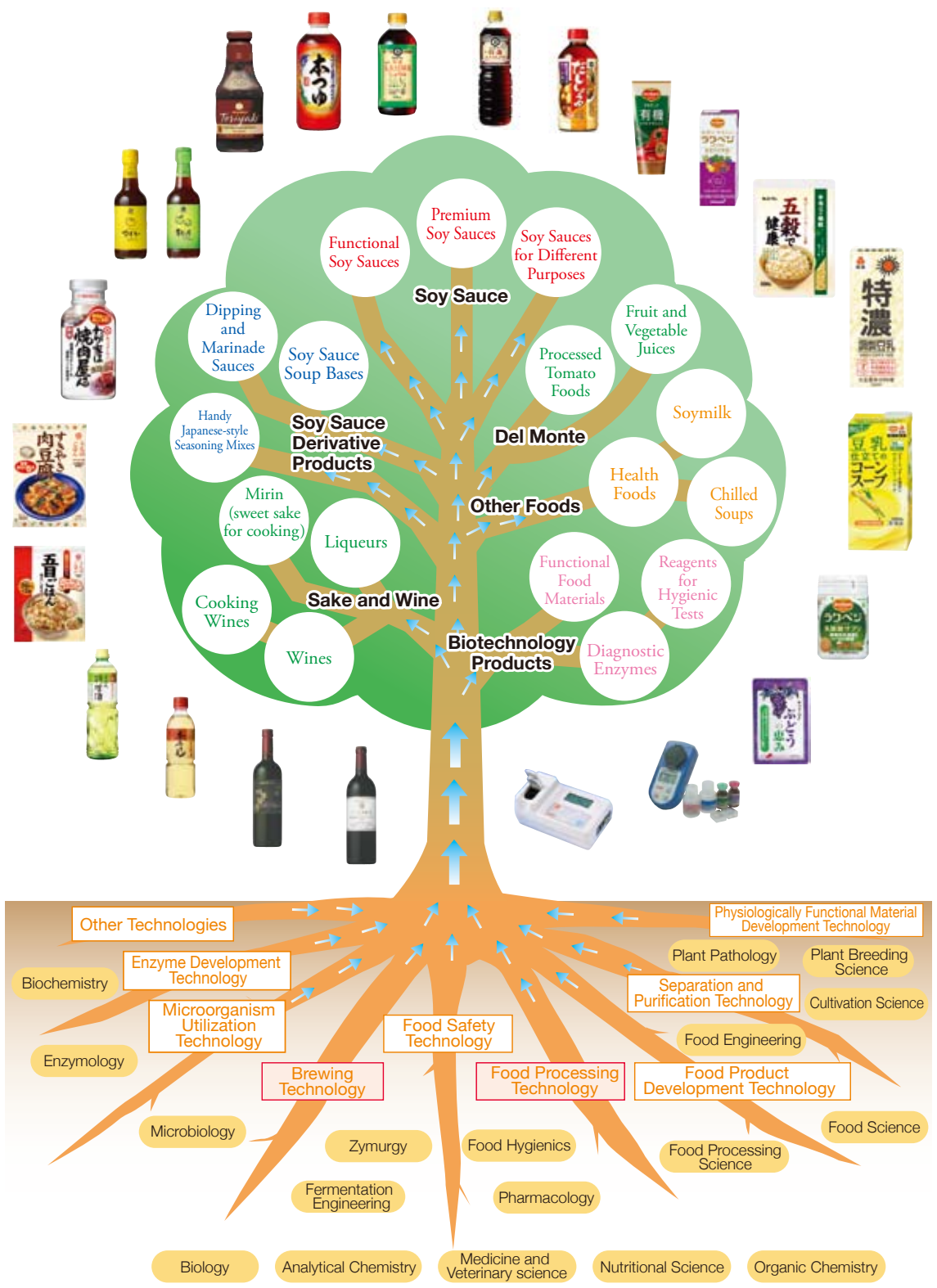
The Kikkoman Group considers the use of safe raw materials as one of the highest priorities to protect food safety. For all raw materials, rigorous systems to trace their origin and to analyze agricultural chemical residues have been established, and research and identification of allergic substances are conducted to ensure safety and legal compliance.

In response to the Positive List System of agricultural chemical residues introduced with the revision of the Food Hygiene Law in Japan, the Kikkoman Group developed a method to analyze around 300 kinds of commonly used chemicals at one time (this method won the technology Award of the Soysauce Information Center in 2006). For allergic substances, the trustworthiness of labels is enhanced through voluntary inspection of raw materials.



Analyzing agricultural chemical residues

Fundamental Technological Fields and Business Deployment of the Kikkoman Group



3 Directions for Research & Development and Business Strategies

With the R&D Division and Product Development Division of Kikkoman Corp. as the central players, the Kikkoman Group conducts a wide range of research & development activities focusing on everything from the basics to creating new uses of soy sauce. In order to respond to the needs of consumers and customers in the field of “food and health,” the Group targets a wide range of R&D subjects with the aim of developing new technologies to put forward new creative food products and further enhance the quality of products.

The R&D spending of the Kikkoman Group in FY2007 was about 3.8 billion yen in total, which was earmarked for R&D activities in the “Foods-manufacturing and sales” segment and for biotechnology in of the “Others” segment.

Foods-Manufacturing and Sales Segment

Soy Sauce Division

In Japan, the Division is promoting the production of higher value soy sauce to increase profitability. In North America, where soy sauce consumption has entered a stable growth period, the Division will be shifting its production focus to premium products, and exploring the soy sauce market for increased use in processed food and commercial use applications.

In Europe, the Division will try to further spread the consumption of soy sauce products in the market, to explore new markets in Russia and Central and Eastern Europe. It will aim to continue to obtain double-digit growth in sales in the region. In Asia, the Division expects that consumers will increasingly seek better quality soy sauce, and will continue to have brewed soy sauce permeate the market. At the same time, greater importance will be placed on the exploration of markets in China and India.

To promote these regional strategies, the Division is engaged in technological development in brewing to produce higher value soy sauce products, to improve the quality of products, and to upgrade production efficiency to obtain higher profitability.

Soy Sauce Derivative Products Division

This division is expanding the Kikkoman brand in a range of products from soy sauce to Japanese-flavor seasonings and firmly establishing the positions of these products. It is developing grilled meat sauces, seasoning sauces for noodles and one-pot cooking, as well as a new series of foods such as more highly processed “Uchi-no-gohan®”(my family meals) and new products for food processing and commercial purposes.



Basic Strategy

Worldwide Soy Sauce Strategy

Expand our highly profitable business model to the world.

**No. 1 Share
in monetary
terms**

Europe

- Maintain 2-digit growth
- Deeply permeate in the major markets
- Explore markets in Russia and Central and Eastern Europe

Japan

- Maturity period
- Higher value added products
- Expansion of Soy Sauce Derivative Seasonings

North America

- Stable growth period
- Increase higher added value products
- Explore markets for products for food processing and commercial purposes

Africa

Preparatory period

Asia

- Help brewed soy sauce take root among consumers.
- Explore markets in China and India.

South America

Preparatory period

The “World Soy Sauce Strategy” to spread the highly profitable “Soy Sauce Business Model” is the core of the “Global Vision 2020.” The Vision aims to sell 300 billion yen, or 1 million kiloliters, of soy sauce a year. When this goal is achieved, Kikkoman’s share of soy sauce sales will be 12 percent in quantity, and No. 1 in monetary terms.

GLOBAL VISION 2020

Del Monte Division

This division is engaged in developing drinks and seasonings, breeding tomatoes and other new plant strains, as well as developing technologies to control plant viruses. The new vegetable drink series “LACT-VEGE®,” a novel health drink, has been created as result of the integration of Kikkoman’s brewing and fermenting technologies and Del Monte’s strength in the procurement and R&D of vegetables and fruits.



soymilk drinks, food materials for commercial use, and health foods. In Japan, it is engaged in the development of new soymilk products. In North America, it produces and promotes soymilk and health foods, as part of the second pillar of profit growth following soy sauce. By considering possible acquisitions, it will expand the health-related business to achieve growth in the area of “Food and Health.”



Sake and Wine Division

This Division emphasizes technological developments relating to the production of mirin (sweet cooking sake), the development of cooking sake and new liqueur products. It also develops new wine products such as value-added “SOLARIS®” and “Shiki-shunka®” 100-percent made from grapes grown in Japan. The Division pays special attention to grape species, viticulture and brewing methods, with an emphasis on enhancing the value of final products.



“Others” Segment

Biotechnology

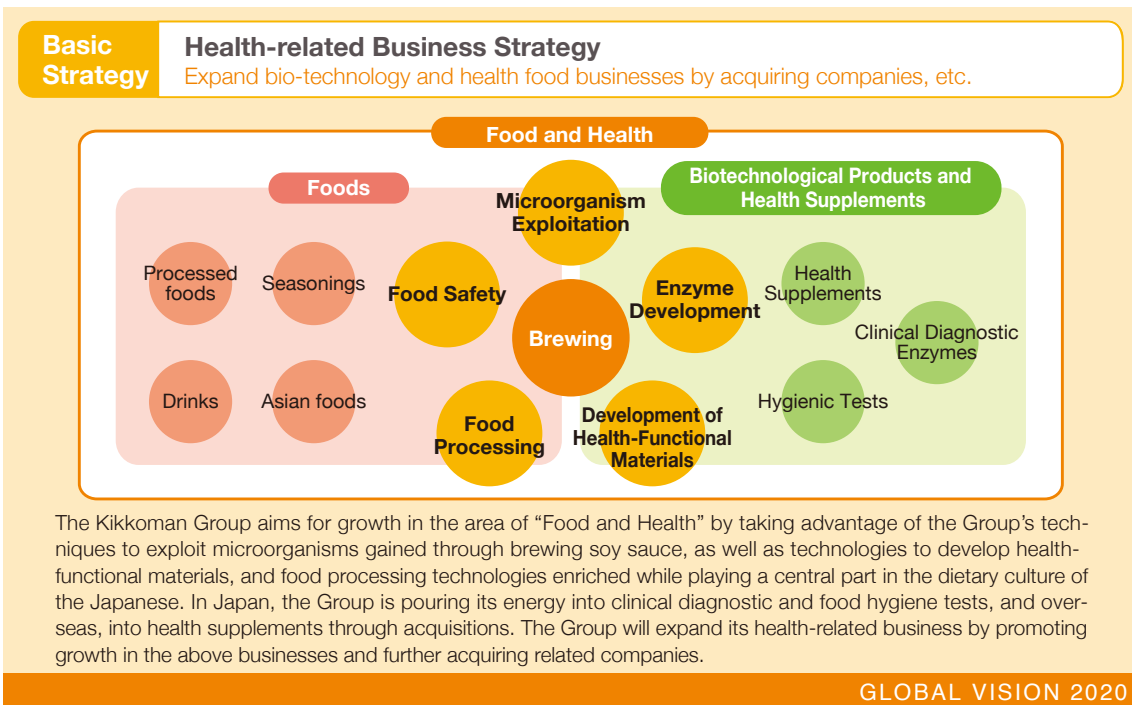
R&D continues in the area of functional foods and materials, enzymes for clinical diagnostic tests and food hygiene test kits, as well as hyaluronic acid and alginic acid production, to secure higher profitability and product quality.



The Kikkoman Group is endeavoring to enhance the productivity and the quality of all the segments mentioned above. To ensure safety, in particular, the Group conducts strict in-house inspections and is engaged in the development of various detection technologies.

“Other Foods” Division

This Division is promoting the development of



4 Outline of Research & Development and Intellectual Property

Along with the accumulation of greater technical know-how, the Kikkoman Group is aggressively applying for patents for inventions made through its research & development activities in order to build a strong patent network for its business strategies. For example, the large number of patents obtained by Kikkoman for technologies to solve problems in each stage of brewing soy sauce is one of the factors underlying Kikkoman's ability to maintain its large share of its primary product in the soy sauce market.

In 2004, to strengthen its patent network for key products from an international perspective, the Foods-manufacturing and sales segment began strategically applying for patents for selected expertise from among the many technologies that appear to be useful commercially.

Considering it important to commercially apply and obtain rights for new technologies ahead of other companies, the "Others" segment also employs the strategy of applying for patent for all new technologies. Kikkoman's patent handling policy is to maintain selected patents according to the product and commercial needs, and to sustain a bold and proactive patent network. Under this policy, Kikkoman's core technologies will be established with strong protection by patents.

In the future, the Kikkoman Group will place a greater emphasis on intellectual property activities as part of its three core strategies: business, R&D, and intellectual property.

5 Organizational Structure for Research & Development and Intellectual Property, and Research & Development Alliances

R&D Organization

In Japan, the Kikkoman Research & Development Division and Product Development Division are engaged in R&D of basic technologies focusing on soy sauce, soy sauce-related seasonings and biotechnology, and developing products using these technologies.

In addition to its R&D bases in Japan, the Kikkoman Group has established R&D bases overseas. The first one was established in Singapore to conduct R&D for merchandising safe and high quality foods on the base of traditional food in Asia.

Another R&D base was established in the Netherlands in October 2007 to develop products to satisfy the needs of the European markets.

Furthermore, R&D activities in the Kikkoman Group are conducted by the Research & Development Division of Nippon Del Monte Corporation, the Research & Development Section of Manns Wine Co., Ltd., the Product Development Department of Nagareyama Kikkoman Company, the Central Research & Development Department of Kibun Food Chemifa Co., Ltd., and the Research & Development Office of Takara Shoyu Co., Ltd.

Nippon Del Monte is engaged in the development of drinks and seasonings, plant virus prevention technologies, and new plant strains. Manns Wine concentrates its efforts on technical and product development of wines for drinking and cooking, and liqueurs. Nagareyama Kikkoman specializes in technical and product development of mirin and other products. Kibun Food Chemifa is engaged in product and technical development of soymilk, hyaluronic acid, and alginic acid. Takara Shoyu develops processed seasoning mixes for cooking and flour products such as deep-fry coating ingredients.

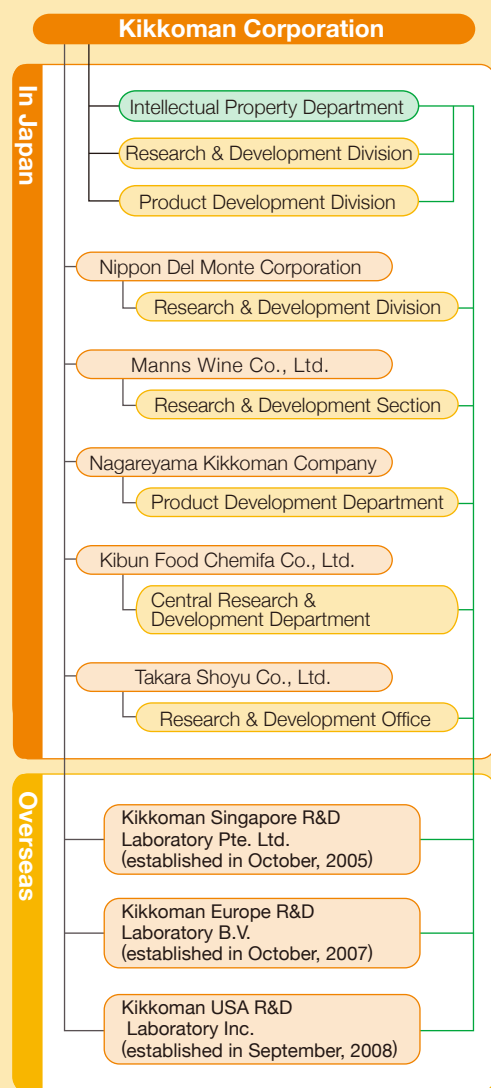
KIKKOMAN USA R&D LABORATORY, INC.

Kikkoman's third R&D base was established in Madison City, Wisconsin in the United States in September 2008. This laboratory will develop products for North America on the base of Kikkoman's technology and in cooperation with local research institutes to make use of their research resources, including a joint R&D project with Wisconsin University.

Intellectual Property Organization

The Intellectual Property Department operates from our head office to strongly promote the intellectual property strategy of the Kikkoman Group. The staff of the department exchange information with those in charge of intellectual property in each research and development department of member companies, and they provide necessary support to strengthen cooperation within the Group.

Organizational Structure of R&D and Intellectual Property of the Kikkoman Group



Green lines show the channels of information exchange and support relations with the Intellectual Property Department.

R&D Cooperation and Partnership

National University of Singapore

Kikkoman established the Kikkoman Singapore R&D Laboratory in cooperation with the National University of Singapore. Making use of Kikkoman's brewing and fermenting technologies and the university's scientific knowledge on functional food, this R&D Laboratory has developed soy sauce containing Chinese medicinal herbs for markets in Asia.



Wageningen University (Netherlands)

Kikkoman Europe R&D Laboratory B.V. was established in the city of Wageningen in the east Netherlands in October, 2007.

The city and its environs are called a "Food Valley," as it is one of the centers of knowledge and information on food and health in Europe. The Laboratory is located within an institute under Wageningen University which is playing a central role in the Food Valley. Making use of research resources in the Food Valley, and Kikkoman's technology, new products for European markets will be developed by the Laboratory. Further growth is expected in expanding markets.

Riken Vitamin

Kikkoman and Riken Vitamin concluded a basic business tie-up contract in June 2008. According to the contract, both companies will cooperate in a broad range of fields such as using their brands, integrating the R&D and technological strengths of both parties, and cooperative purveyance.

Noda Institute for Scientific Research

Founded in 1942 with funds contributed by Kikkoman Corporation, the institute specializes in fermentation chemistry, in particular, fundamental research on koji mold and halotolerant microorganisms, and provides grants for research projects. The achievements of this institute in determining the kinds and roles



"Biotechnology Seminar" organized by NISR

of microorganisms in soy sauce brewing have made great contributions to the quality improvements of products within the soy sauce industry as a whole.

6 Intellectual Property Management

Patents and other intellectual property rights for technologies developed from R&D activities are important management resources of the Kikkoman Group. The Kikkoman Intellectual Property Department manages these intellectual property rights for the Kikkoman Group as a whole.

The department carries out all the required procedures to obtain intellectual property rights, from research and pre-application studies to the preparation and submission of applications, with speed and prudence. Upon submission, the department follows prescribed procedures until the rights are obtained. After the rights have been granted, the department passes the information to concerned business segments at an appropriate time for decision on the continued usability of the rights, and when necessary, gives them advice.

Information Management

The Intellectual Property Department releases regular e-mail information on intellectual property to all business sectors of Kikkoman, and maintains the department website. In response to inquiries, and for each application for intellectual property rights, the department provides research, information, warnings, and educational activities.

Appropriate agreements are concluded for joint research and development with organizations outside the company, such as Confidentiality Agreements, Joint R&D Agreements, Joint Application for Patent Agreements, etc. Through these measures, the Kikkoman Group is keeping valuable information categorized as intellectual property from leaking out, and this strengthens its monitoring system.

Measures Against Disputes

In order to avoid lawsuits and disputes with other companies over patents and trademarks, the Kikkoman Group conducts continuous research from the conception of a subject for R&D activities to the merchandising stage, to ensure that the technology to be deployed and products to be launched will not infringe the rights of others.

Employee's Invention System

Kikkoman has been administering Rules and Regulations on Inventions made by employees to encourage inventive activities. The Rules and Regulations provide, among other things, that employees are obliged to transfer the rights of their inventions in service to the company, and that the company should compensate inventors when applying for patents on the inventions, at the time of grant registration, and at the time of gaining actual benefits.

Raising Awareness on Intellectual Pro

When necessary, the Intellectual Property Department sends staff to Divisions and Departments within the Group to explain the importance of intellectual property. The Department encourages researchers in the R&D Division to take part in training programs organized by the Japan Intellectual Property Association and other organizations, to help them gain greater understanding about the intellectual property system and practical skills for writing patent specifications. Reflecting greater interest in intellectual property, the number of participants is increasing every year. For newly employed staff members, a lecture is given on intellectual property in general during the initial training course.

7 Policy for Intellectual Property Portfolio

In selecting and focusing the areas of business and R&D activities, the Kikkoman Group forecasts the sustainable development and possible limitations conditions for proposed businesses, and thereby determines the course to follow. To help determine the course, the Kikkoman Group analyzes its R&D

potential and the intellectual properties that the Kikkoman Group and competitors hold. By managing these portfolios, efforts to obtain patents are made strategically in the specific promising areas.

8 Contribution of Patents to the Business

The Kikkoman Group actively applies for patents on inventions that are considered to be valuable for its businesses in order to obtain rights to make exclusive use of them. For an invention whose use would be limited if the same invention were patented by another company, the Group will also make a defensive patent application.

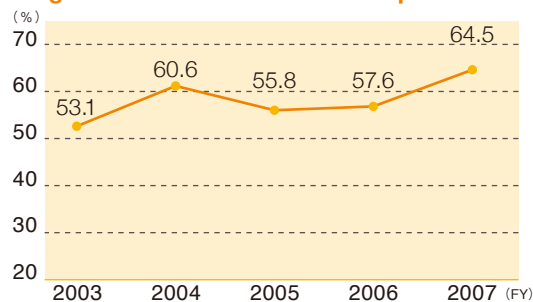
The numbers of patents that the Kikkoman Group has held in the past five years are as follows.

Number of Patents

| | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|----------|--------|--------|--------|--------|--------|
| Japan | 192 | 190 | 194 | 224 | 218 |
| Overseas | 120 | 127 | 118 | 180 | 202 |

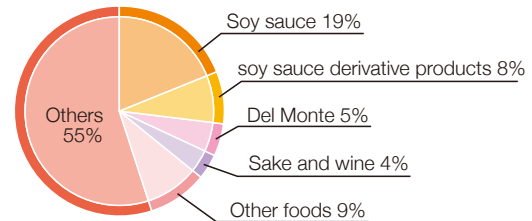
Patents are regularly reviewed to determine whether they should be maintained or waived according to their level of their usefulness to our business. The usage rate of patented rights in Japan as of March 31, 2008 has increased to 65 percent (use/held). According to the Results of the Survey of Intellectual Property-Related Activities by the Japan Patent Office, the average patent usage rate in the food industry was 44 percent in 2005 and 48 percent in 2006. Therefore, Kikkoman's patent usage rate is above average. The patent usage rates in the past five years are shown below.

Usage Rates of Patents held in Japan



The patents held for technologies classified by commercial field are: soy sauce (19%), soy sauce derivative products (8%), Del Monte (5%), sake and wine (4%), other foods (9%), and "Others" segment (55%). The patents in the biochemical field, which occupy that occupies a large portion of the "Others" segment, include technologies for functional health foods and ingredients, which are promising areas.

Patents held in Japan by field



The Kikkoman Group has accumulated technologies and expertise through its product development and processing methods for soy sauce and other foods. The Kikkoman Group considers them to be important intellectual properties, and, at the same time, obtains rights for these technologies for a range of the Group's products to sustain its market superiority. For example, the large patent share that Kikkoman has continued to maintain for years in the soy sauce industry reflects the company's high technical capabilities, which is the main factor in the Kikkoman Group maintaining its top ranked position in the food industry.

Quick and Highly Sensitive Hygiene Tester by Firefly Light

「ATP Swab Testing System」

This is a method of highly sensitive hygiene monitoring method using luminescence of fireflies (luciferase reaction) and ATP as an indicator.

As it is able to detect even a small stain on fingers and instruments quickly and easily, the system is the most popular hygiene monitoring method for preventing food poisoning in food-processing factories and for improving hygienic conditions in clinical facilities.

Kikkoman has been early to undertake development of luciferase. We are continuously promoting R&D and technological development to apply luciferase for various purposes including hygienic testing, obtaining patents both in Japan and in other countries.



An example of Kikkoman's hygiene testing device.

* ATP Swab Testing is published in the "Guidelines for Food Hygiene Testing – Microorganisms" edited by the Ministry of Health, Labor and Welfare.

9 Contribution of Licensing Activities to the Business

The Kikkoman Group considers it important to maintain exclusive use within the Group of technologies that have been patented. However, in some cases, the Group grants licenses to selected companies for intellectual property that satisfies certain requirements.

For intellectual property which is anticipated to contribute to the business of the Kikkoman Group, the Group may obtain licenses from other companies.

10 Trademarks and Brands

Corporate Brand

In June 2008, the Kikkoman Group introduced the new corporate logo and corporate slogan in all group companies both in Japan and overseas, and has been promoting them globally. The essence of the corporate brand is Kikkoman's promise, "To fill the world with the joys of food by delivering whole-hearted flavor." This promise is the expression of the values that the Group intends to convey through its business stance and businesses.

Corporate Logo



The central concept for the corporate logo is "heart to heart communication." It uses lowercase letters in soft, flowing style that conveys "kindness," "warmth" and "approachability." The traditional hexagonal mark that has been used for years domestically and internationally, at the top right, represents Kikkoman's dedication to harnessing both "innovation" and "tradition." The corporate color, orange, symbolizes "good health," "youthfulness" and "vitality." It evokes images of the sun, flames, earth and a good harvest, while at the same time stimulating the appetite.

This change of the corporate mark is after 21 years since previous change.

Corporate Slogan

おいしい記憶をつくりたい。

Slogan in Japanese Oishii Kioku wo Tsukuritai

The slogan means that "we would like to help people keep memories of deliciousness."

"Memories of deliciousness" are stored through our various experiences in eating, including a lively and warm atmosphere over the table. These experiences help people become healthy both physically and emotionally. The slogan expresses our wish to help more people in the world keep happy memories and live a fulfilling life.

seasoning your life

Global slogan

This slogan contains the core message that Kikkoman "helps you savor the joys of life." It suggests that, as Kikkoman seasons and enriches your food, it also brings fulfillment to life as a whole.





The corporate brand is considered as the umbrella brand for the entire Kikkoman Group to be carried both in Japan and overseas.

Product Line Brands

The Kikkoman Group embraces “Kikkoman,” “Del Monte,” and other brands with their respective product lines. They are called “Product Line Brands for products lines.”

On the occasion of introducing the new corporate brand, a promise and slogan for “Kikkoman,” “Del Monte,” “Manjo” and “Manns Wine” were set forth in Japan.

Brand Mark, Slogan and Promise of Product Line Brands

| | | | |
|--|--|---|--|
| <p>おいしいの、まんやかに。</p>  <p>[Promise] We will spread circles of happiness at the tables in the world by delivering wholehearted flavor.</p> | <p>太陽を、おいしさに。</p>  <p>We will fill daily life with cheerful smiles by the delicious gifts from the sun.</p> | <p>ひとつ上の、まごころ。</p>  <p>We will help people for seasoning wholeheartedly by our long-cherished traditional skills.</p> | <p>日本がおいしくなるワイン。</p>  <p>MANN'S WINES We will deliver a gorgeous feeling to the daily table with wine brewed in the Japanese climate.</p> |
|--|--|---|--|

Trademarks

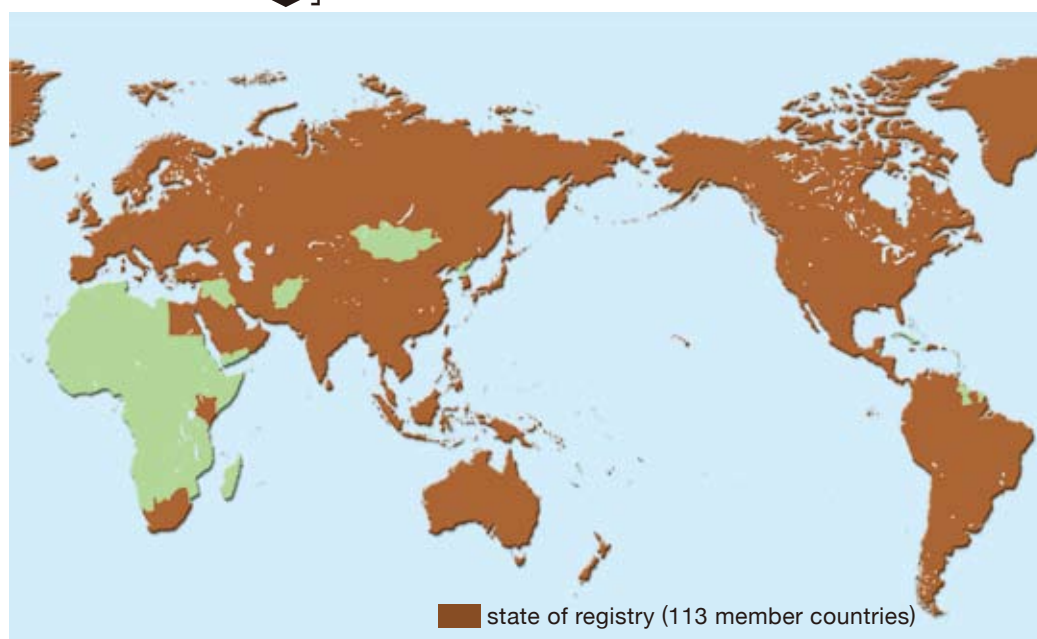
The numbers of registered trademarks held by the Group in the past five years are shown lower right. The rights held are reviewed along with the lifecycle of products to determine whether to maintain or abandon the rights.

As of March 31, 2008, the Kikkoman trademark (Chinese character “MAN” in a hexagon), which was first registered in Japan in 1912, and the Kikkoman brand logotype are now registered in 113 countries.

Numbers of Trademarks

| | FY2003 | FY2004 | FY2005 | FY2006 | FY2007 |
|----------|--------|--------|--------|--------|--------|
| Japan | 877 | 914 | 938 | 1017 | 1031 |
| Overseas | 485 | 494 | 494 | 507 | 518 |

Countries where the 「」 Mark and 「Kikkoman」 Logotype are Registered as trademarks.



Product Trademarks

Product trademarks function as the face of the product supported distinctively by the technologies of the Kikkoman Group to help consumers select products with a sense of security. We select brands by the type of products or by the country of sales, and obtain appropriate rights as necessary. By type, “Uchi-no-Gohan®” (Japanese-style seasoning mixes), “Lact-Vege®” (soft drink), “SOLARIS®” (wine), and by country, “Pearl®” (soymilk, USA) and “萬字®” (soy sauce, China) are registered brands.



Examples of Product Trademarks

| Product Line Brands | Brand Names |
|---|---|
| Kikkoman (soy sauce, soy sauce-related products) | Tokusen Marudaizu Shoyu (soy sauce), Hon Tsuyu® (soy sauce soup base), Uchi-no-Gohan®, Wagaya-wa-Yakinikuya-san®, Yuzuka® (dipping and marinade sauces) |
| Del Monte (soft drinks, processed vegetable and fruit products) | Yuki Tomato Ketchup, LACT-VEGE® (soft drink), Yasai Toranakya® (soft drink) |
| Manjo (mirin, sake) | Hojun Hon Mirin (mirin), Junmai Nama Mirin (mirin), Umekasuga® (liqueur) |
| Manns Wine (wine) | SOLARIS®, HARVEST®, Mon Frère®, Polyphenorich® (wine) |

Service Marks

Service marks for the service, such as retail prepared food business “Kuishimbo Banzai!®” by the company of the Group, is also important intellectual property to support the business of Kikkoman Group.

JFC International Inc., a group company which has been acting as an advisor in the Asian Foods category for Wal-Mart, is a major player in Asian food wholesale activities. JFC takes advantage of its strong partnerships with a number of manufacturers, and delivers a variety of brand products globally under its name.

Basic Strategy

World Asian Foods Wholesale Strategy

Expand the network globally, supported by the tailwind created by the growing popularity of Japanese food.

World No. 1 Asian Foods Wholesaler

Existing Bases
Areas in which bases are to be established.

The Kikkoman Group emphasizes this Asian-food wholesale strategy as the second pillar of its business after soy sauce. Taking advantage of the growing popularity of Japanese food in many countries and the support by the Japanese government to spread Japanese food culture, as well as making the most of its accumulated know-how, the Kikkoman Group will strengthen its position as the No. 1 Asian Food Wholesaler in the world. In addition to stepping up the existing distribution bases in the U.S.A. and Europe, the Kikkoman Group plans to expand its bases in South America, Southern, Central and Eastern Europe, the Middle East, China and Southeast Asia.

Exclusive license

In 1990, Kikkoman obtained the rights to the permanent use and sales of the global brand “Del Monte” in Asia and Oceania.

Basic Strategy

Del Monte Strategy

Strengthen business activities in Japan, and the Asia & Oceania Region

● Production sites
● Sales companies

Japan

- Greater emphasis will be placed on soft drinks and chilled foods making the most of the Group's management resources (Kibun Food Chemifa and Nippon Del Monte).

Asia & Oceania

- Improve competitiveness using production sites in Thailand and China
- Make full-scale inroads into the Chinese market.

The Kikkoman Group is expanding the Del Monte business using the rights to use the brand in Asia and Oceania, in Japan, and abroad. We will heighten product competitiveness by making use of production sites in Thailand and China. In China, additional sales bases will be established to make full entry into the market. In Japan, we will expand the soft drink business and enter the chilled foods market by making use of management resources.

GLOBAL VISION 2020

Use of Other Brands for the Kikkoman Business

In the “Coca-Cola” segment of the Kikkoman Group, a subsidiary, Tone Coca-Cola Bottling Co., Ltd., produces and sells soft drinks for the area covering Chiba, Ibaraki and Tochigi Prefectures. Under license from the Coca-Cola Company, this segment actively promotes taking advantage of the brand strength of “Coca-Cola®,” “Georgia®” and “Aquarius®.”



Brand Management

The role of the Intellectual Property Department in the brand strategy of the Kikkoman Group, including the global promotion of the new corporate brand, is to provide legal assistance to Group companies in obtaining and protecting rights such as trademarks and other intellectual property. The brands of the Kikkoman Group symbolize the corporate value of the Group and the value of its products and services. They are important intangible assets to help expand and further develop the Group's business.

The Kikkoman logotype and the hexagonal mark, among others, are the main elements to express the brands of the Kikkoman Group. Looking at packages carrying these elements, consumers will understand that the quality of individual products has been assured and that the Kikkoman Group will take responsibility as the producer.

Considering the importance of these marks, the Kikkoman Group maintains especially rigid management of the use of the Kikkoman logo, both in Japa-

nese and English, and the hexagonal mark both in Japan and in other countries.

Brand and Trademark Protection

The Kikkoman Group is improving its monitoring of and is taking measures against the infringement of trademarks with a focus on Asia. In 2007, the Group asked Chinese officials to uncover counterfeit factories and wholesalers (Guangzhou in Guangdong, Beijing, etc.). As a result, about 20 raids were made. The Kikkoman Group will continue to firmly address and fight such problems of counterfeit products in the future.

11 Risk Intervention Information on Intellectual Property

There are no lawsuits concerning intellectual property filed either in Japan or in other countries as of March 31, 2008.

Company Profile (As of March 31, 2008)

Data of board of directors and major subsidiaries are as of April 1, 2008.

| | |
|----------------------------------|---|
| Name | Kikkoman Corporation |
| Head Office | 250 Noda, Noda-shi, Chiba 278-8601 Japan |
| Establishment | December 7, 1917 |
| Chairman & CEO | Yuzaburo Mogi |
| President & COO | Mitsuo Someya |
| Paid-in Capital | 11,599 million yen |
| Consolidated Annual Sales | 413,938 million yen |
| Consolidated Number of Employees | 7,348 |

Business Activities

| Segment | Activities |
|-------------------------------|--|
| Foods-manufacturing and sales | soy sauce, soy sauce derivative products, sake and wine, etc. |
| Foods-wholesale | Purchase and sales of oriental foods, etc. |
| Coca-Cola | Production and sales of Coca-Cola and other soft drinks |
| Others | Production and sales of medical reagents, real estate rental, logistics and distribution, restaurants, clinical diagnostic reagents, functional food materials, etc. |

Major Subsidiaries

<Japan>

Hokkaido Kikkoman Company
Nagareyama Kikkoman Company
Nippon Del Monte Corporation
Manns Wine Co., Ltd.
Kibun Food Chemifa Co., Ltd.
Tone Coca Cola Bottling Co., Ltd.
Pacific Trading Co., Ltd.
Heisei Foods Company
Edogawa Foods Company
Takara Shoyu Co., Ltd.

<Overseas>

Kikkoman Foods, Inc.
Kikkoman Sales USA, Inc.
JFC International, Inc.
Kikkoman Foods Europe, B.V.
Kikkoman Trading Europe GmbH
JFC International (Europe) GmbH
Kikkoman (s) Pte Ltd.
Kikkoman Trading Asia Pte Ltd.
Del Monte Asia Pte Ltd.
Siam Delmonte Company Limited
Company Life LLC
KI Nutricare, Inc.
Japan Food Canada Inc.
Kikkoman Australia Pty. Limited

Major Related Companies

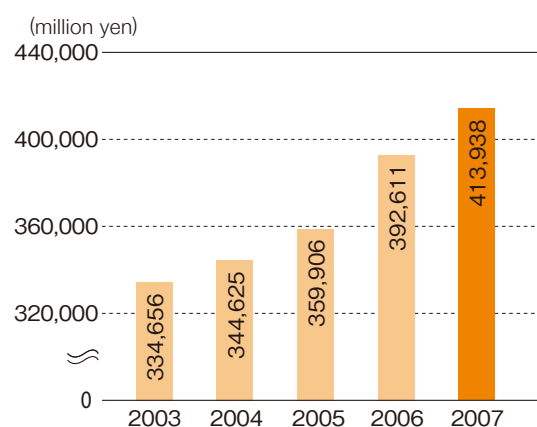
<Japan>

Higeta Shoyu Co., Ltd.
Kibun Fresh System Co., Ltd.
Coca-Cola East Japan Products Co., Ltd.

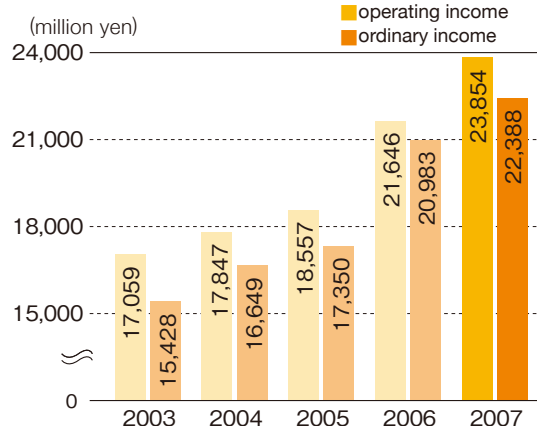
<Overseas>

President Kikkoman Inc.
Kunshan President Kikkoman Biotechnology Co., Ltd.

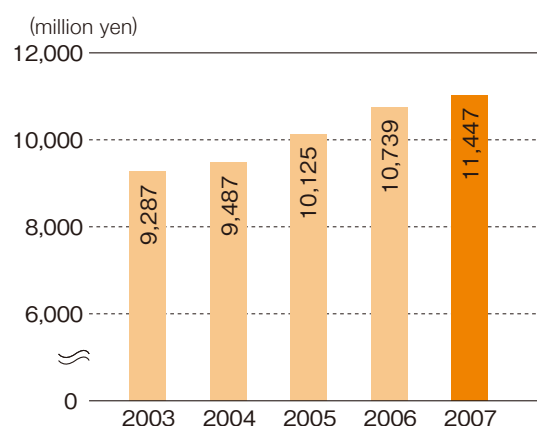
Net Sales



Operating Income and Recurrent Income



Net Income





**Kikkoman Group
Intellectual Property Report 2008**

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