



kikkoman
seasoning your life

**Kikkoman Group
Corporate Report
2022**



kikkoman
seasoning your life

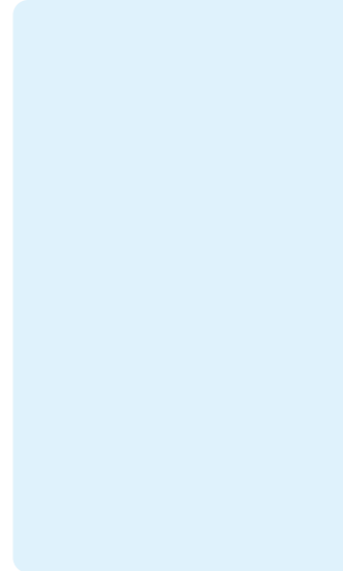
Kikkoman Corporation

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Kikkoman Corporation



Management Principles

The management principles of the Kikkoman Group are based on the following three pillars:

- 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

Kikkoman's Promise

To fill the world with the joy of food by delivering wholehearted flavor.

- To provide high-quality products and services with integrity by continuously improving on our long tradition of techniques and know-how.
- To propose a well-balanced and nutritious diet that brings out the flavor of ingredients and brings happiness to the world every day by helping to support a healthy mind and body.
- To create exciting new flavor experiences by fusing food cultures from around the world and to propose a rich and varied food lifestyle that matches the times.

seasoning your life

In a time of constant change, some things remain the same. Tasty encounters and the enjoyment and fun that come from sitting down to a meal with family and friends all combine to create delicious memories. Our aim of filling the world with the joys of food so as to give people these delicious memories is encapsulated in our corporate slogan. The corporate slogan, "seasoning your life," 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 Management Principles represents the values that we must uphold in our business activities. On the other hand, Kikkoman's Promise articulates our attitude toward our business and the values to our customers in our words. In each organization in the Group, we consider how to fulfill and realize the promise.

- 1 Management Principles
- 2 Kikkoman's Promise

Our Values

- 4 Message from the Chairman
- 5 History of the Kikkoman Group
- 7 At a Glance

Our Vision and Strategy

- 9 Message from the CEO
- 13 The Value Creation Process
- 15 Global Vision 2030
- 17 COO message
- 21 Medium-Term Management Plan

Value Creation

- 35 Initiatives for Three Areas of Material Social Issues
- 43 Segment Information
- 51 The Kikkoman Group's Value Chain

Foundations of Value Creation

- 53 Stakeholders
- 54 Respect for Human Rights
- 55 Our People
- 57 Corporate Governance
- 61 Compliance
- 62 Risk Management

Data Section

- 64 External Evaluation/Support and Membership with Initiatives
- 65 Financial and Non-financial Data
- 69 Business Sites

Reporting Policy

The Kikkoman Group Corporate Report describes the Kikkoman Group's management strategies and business activities. Through this report, the Group aims at communicating how the Group creates both economic and social value to a wide range of stakeholders.

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 (62 in total as of March 31, 2022). 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., and Kikkoman Business Services Co. collectively as "Kikkoman." Otherwise, companies are referred to by names. In addition, some company names are abbreviated. Their official names are listed in "Business Locations" in the end of this report.

Reporting Period

Fiscal Year (FY) 2022 (April 1, 2021–March 31, 2022)
This report may contain references to activities that were initiated prior to March 2021 or after April 2022.

Date of Publication

February 2023

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.

Guidelines

This report refers to guidelines including the Global Reporting Initiative (GRI) Sustainability Reporting Standard, the International Integrated Reporting Framework, and the Guidance for Collaborative Value Creation.

Information system

The Kikkoman Group Corporate Report details the Kikkoman Group's financial and non-financial activities as well as the Group's strategies through integrated reporting.
This report contains corporate, non-financial, and financial sections. The corporate section focuses on our strategies and corporate governance. The non-financial section describes our environmental and social activities. The financial section shows our financial performance.

Message from the Chairman



It has been three years since the global spread of the novel coronavirus disease (COVID-19) began. Vaccination programs have progressed during this period, but many people are still being impacted in many ways. We express our respect to the medical professionals who are on the frontline treating COVID-19 patients and wholeheartedly hope that COVID-19 will be contained as soon as possible.

Kikkoman's soy sauce production dates back to the Edo period, Noda Shoyu Co., Ltd., the predecessor of Kikkoman Corp., was established in 1917 as a joint venture by eight founding families. Over the next 100 years, Kikkoman grew from a local to a national brand, and then a global brand. In FY2022, overseas performance in the Kikkoman Group's consolidated results accounted for 70% in revenue and 77% in business profit, with our overseas businesses supporting our group in both growth and profit. We believe that our investment efforts in U.S. and European production sites and other bold initiatives have led to today's results.

To keep bearing the fruit of such initiatives in the future, our Group put forward the "Global Vision 2030," which we are now working to achieve. By 2030 the world will have likely undergone many changes across social structures, consumer behavior, and information technology. In these rapidly changing times, management must make decisions more quickly and transparently, and corporate governance is becoming ever more significant. The most important aspect of corporate governance is the active exercising of leadership by the CEO. In addition, there must be a mechanism for thorough management supervision by the Board of Directors. With this in mind, Kikkoman Corporation has appointed outside directors and auditors and established the Nominating Committee and Remuneration Committee, which are both comprised mostly of outside directors, to enhance corporate governance.

In FY2022, the Board reviewed how social affairs surrounding our Group impact our business and discussed the response. We also discussed the medium-term management plan that includes our growth strategies and initiatives for social issues. Going forward, the Board of Directors will continue to hold active discussions to further increase corporate value.

February 2023

Yuzaburo Mogi

Honorary Chief Executive Officer and Chairman of the Board of Directors
Kikkoman Corporation

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>

History of the Kikkoman Group

The Kikkoman Group has supported the development of food culture in Japan since the early 17th century. Today, we offer a wide assortment of food and health-related products and services around the world. Through our business, we are working to propose a rich food lifestyle in harmony with nature.

Tradition of Techniques and Know-how

Kikkoman's soy sauce production began in the early 17th century in what is now Noda City, Chiba Prefecture. Noda was the best place to procure raw materials, such as high-quality soybeans and wheat, salt from Edo Bay, and was also blessed with abundant water and water transport from the Edo River. Due to these geographical conditions, soy-sauce brewing developed greatly in Noda. The basic brewing methods of soy-sauce production through fermentation by microorganisms have hardly changed since the 17th century. We have taken advantage of our traditional skills and experience to further improve the quality of our soy-sauce while carefully preserving it. This attitude continues at the Kikkoman Group as our business has diversified and expanded internationally.



Aiming for a Global Standard

The internationalization of the Kikkoman Group began with its full-scale expansion into the United States in the 1950s. More than half a century has passed, and Kikkoman soy sauce is now stocked in about half of American homes, and "KIKKOMAN" has become synonymous with soy sauce. Since then, Kikkoman has expanded into Europe in the '70s, Asia in the '80s, and South America in recent years, and is now used in more than 100 countries around the world. When introducing Kikkoman Soy Sauce overseas, we have encouraged the use of Kikkoman Soy Sauce in local ingredients and dishes, and to expand the market by integrating it with the local food culture. We can say that overseas expansion has been a series of challenges. We will continue to take on new challenges to make Kikkoman Soy Sauce a global seasoning.



Business Diversification



The Kikkoman Group, which started out making soy sauce, has diversified its business, especially since the 1960s. The current Kikkoman Group is developing a wide range of businesses related to food and health. In addition to the soy sauce-based Kikkoman brand, there are the *Manjo* brand, the Del Monte brand, the Manns Wine brand, and Kikkoman soy milk. In addition, we are proposing food offerings through our *Tsuyu* and *Tare* brands. We are also engaged in business in the chemical products category.

Addressing Social Issues



The Kikkoman Group has promoted management in a way that respects nature and places importance on connections with society. This attitude continues in the Kikkoman Group's Management Principles. Today, our society faces global challenges. By contributing to the resolution of social issues represented by the SDGs* through initiatives unique to Kikkoman, we are working to put the Kikkoman Group's Management Principles into practice. We also see addressing social issues as business opportunities. By connecting the resolution of social issues to business growth, we will enhance the significance of the Kikkoman Group's presence in global society.

* Sustainable Development Goals

1917 Established Noda Shoyu Co., Ltd.

Noda Shoyu Co., Ltd.—the forerunner of today's Kikkoman—was formed in 1917 through the merger of several soy sauce brewing family businesses.

1940 Unified Kikkoman™ trademark

The Kikkoman hexagonal trademark was likely first used around 1820. There were several trademarks when the company was founded, but in 1940, the Japanese trademark was unified as the hexagonal trademark.

1957 Full-scale entry into U.S. market

To establish a full-scale presence, a sales and marketing company was established in San Francisco in 1957. Today, Kikkoman Soy Sauce is the most widely recognized brand name of soy sauce in the United States.

2001 Signature of United Nations Global Compact

In 2001, Kikkoman was the first Japanese company to sign the United Nations Global Compact, a global framework to achieve sustainable growth by acting as a model member of society.

2008 Introduction of the new corporate mark

In 2008, Kikkoman introduced the corporate mark in use today and revamped the corporate slogan "Creating delicious memories."

2018 Global Vision 2030

In 2018, the Kikkoman Group formulated the Group's long-term vision, Global Vision 2030, under the theme of "Taking on the Challenge of Creating New Values."

At a Glance

The Kikkoman Group provides products and services related to food and health around the world.

FY2022 revenue

¥ **516.4** billion

(Overseas revenue **70%**)

FY2022 business profit

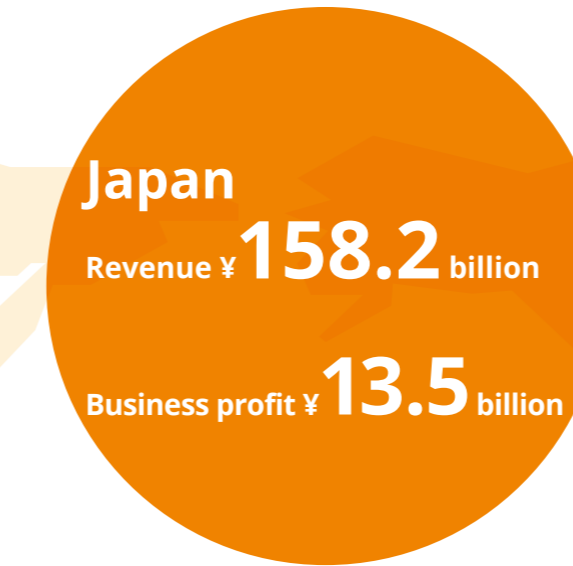
¥ **52.3** billion

(Overseas profit **77%**)

Number of employees

(As of March 31, 2022. Consolidated.)

7,686



Voluntary Adoption of International Financial Reporting Standards (IFRS)
Starting with consolidated financial statements for the year ended March 31, 2021, Kikkoman adopted IFRS.

Overview

Overseas

Foods—Manufacturing and Sales

Soy Sauce Division



Del Monte Division



Other Foods Division



Foods—Wholesale



Domestic

Foods—Manufacturing and Sales

Soy Sauce Division



Food Products Division



Beverage Division



Liquor and Wine Division



Others



Message from the CEO

We will promote management for the sustainable development of society and the future of the Kikkoman Group.



Noriaki Horikiri
Chairman and CEO

Introduction

While the spread of the novel coronavirus has yet to be fully brought under control, the price of raw materials such as soybeans and wheat has been fluctuating wildly due to heightened geopolitical tensions, and the prices of natural resources such as crude oil and natural gas have been increasing. In addition, the impact of climate change and other environmental issues is becoming more serious, and we must say that the social situation surrounding the Kikkoman Group is becoming increasingly uncertain. In addition, due to the advancement of digitalization and other factors, people's behavior and attitudes are undergoing significant changes. In times of great change, companies need to respond faster and more flexibly. On the other hand, we believe that it is important to uphold the values we cherish in these times of rapid change.

From its inception, the Kikkoman Group has consistently valued its connection to society, and this tradition can be traced back to our guiding principles drawn up in 1925, shortly after Noda Shoyu Co., Ltd.—the forerunner of today's Kikkoman—was formed in 1917 through the merger of eight soy sauce brewing family businesses. The management members at that time pledged that the company would pay even greater attention to its social responsibility after the merger. The philosophy of our predecessors has been carried on in the current Kikkoman Group Management Principles.



Guiding principles

Global Vision 2030

Our group launched Global Vision 2030 in 2018. This is our group's long-term vision for 2030, based on the theme of "Striving with passion to create new values" and 3 Ideal Figures.

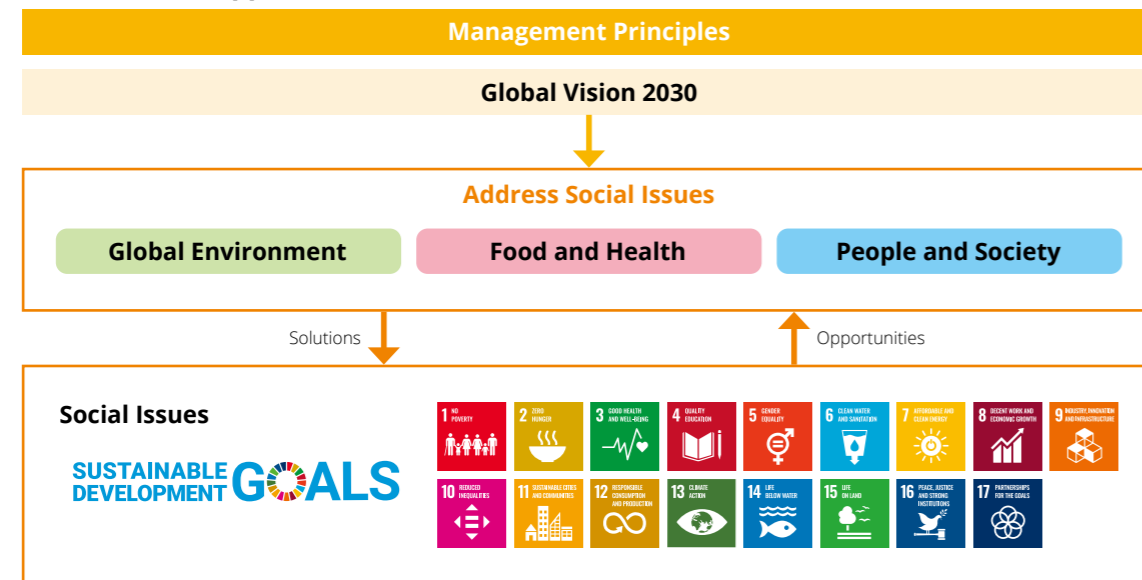
The first goal is to make Kikkoman soy sauce a truly global seasoning. Now, in North America, Kikkoman soy sauce is permeating everyday life. We hope to promote the acceptance of Kikkoman soy sauce throughout the world. To this end, we will move North America, Europe and Asia to the growth stage, followed by South America and India in the 2020s and Africa in the 2030s and beyond. As part of these efforts, in fiscal 2021 we established a new plant in Brazil and started shipping Kikkoman soy sauce.

The second is "Create new delicious experiences around the world, and contribute to richer, healthier lifestyles." This means that by constantly striving to innovate and differentiate ourselves, we will continue to provide valuable products and services that contribute to the joy of food and health of people around the world.

The third is "Become a company whose presence in global society is ever more meaningful, through activities unique to Kikkoman." This means that by helping to solve the problems facing the global community through our business activities, we will become a company that is valued by people around the world.

Message from the CEO

◆ Kikkoman's Approach



Medium-Term Management Plan (FY2022 to FY2024)

With the aim of realizing Global Vision 2030, the Kikkoman Group has established a new medium-term management plan with two key issues. The first of these is “Respond to changing environments to sustain growth and improve profitability.”

Overseas, we will continue to grow and increase earnings. In the overseas soy sauce business, demand for home use expanded in North America and Europe even as the novel coronavirus pandemic spread. Going forward, we will further expand the home market and strengthen the development of the commercial market. As for ASEAN, the market is expected to grow significantly in the future, and we will strengthen our efforts. In South America, India and Africa, we will continue to develop markets by proposing recipes tailored to local eating habits and increasing opportunities for the use of Kikkoman soy sauce. We will continue to increase the speed of our business development by appropriately allocating management resources according to the penetration stage in each region. The wholesale grocery business responded appropriately to the changes in market conditions caused by the novel coronavirus and saw significant growth, especially in North America. Going forward, we will continue to expand our global footprint and strengthen our competitiveness so that we can maintain high growth. The Del Monte business in Asia will continue to seek market penetration and expansion, with the aim of accelerating growth and higher profit margins.

In Japan, we will give top priority to improving profitability. To this end, it is important to increase value-added and productivity. We will enhance the value we provide to consumers through technological innovations and other means, while building processes to further increase productivity at each operating company and division in Japan. The soy sauce business will establish a presence in the market as the No. 1 manufacturer in Japan. The soy milk business will drive and further expand the market, which is expected to continue to grow.

The second priority is “Contribute to solving social issues through our business activities.” As our group continues to expand globally, it is essential for the company to address social issues represented by the SDGs through its business activities. We also recognize this initiative as an important business opportunity for our group, and we will use the results to grow our group.

Based on this philosophy, the Medium-Term Management Plan sets goals in three key social issues: the global environment, food and health, and people and society.

Under Global Environment, we will promote activities to realize our Long-Term Environmental Vision for 2030. We have set medium-term environmental targets in each of the three areas of “Climate Change,” “Food Environment” and “Natural resources” as defined in our Long-Term Environmental Vision, and we will make steady efforts to achieve these targets.

Food and Health is an area that is unique to Kikkoman, and we would like to take advantage of Kikkoman's strengths and deepen our efforts. It's really about living up to Kikkoman's Promise. Concretely, we will make full use of our group's assets, including products, services, technology, know-how and recipes, to improve the “tasty” and “mental and physical health” of people around the world.

With respect to people and society, we will further foster a corporate culture that values people and society, which we have fostered since our founding, and contribute to the sustainable development of society by respecting human rights and working with various stakeholders, including employees.

Future Initiatives

The Kikkoman Group will continue to grow overseas and take on new challenges. To achieve this, effective utilization of management resources is essential. First, we will actively work to create an environment in which human resources, which are important management resources, can maximize their individual capabilities, and then strategically place human resources in global expansion, growth areas and new fields. In addition, based on the recognition that the use of information will greatly determine our future competitiveness, we will use digital technology to provide new value and innovate our operations. We will also make active investments in production bases and businesses that will support the Group's future growth. We will promote management that contributes to the sustainable development of society by connecting these initiatives aimed at increasing corporate value to solving social issues.

February 2023

Noriaki Horikiri

Chairman and CEO

The Value Creation Process

The Kikkoman Group creates economic value, that is, sales and profit, as well as social value by contributing to food culture and good health in parallel with its medium- to long-term growth strategies. The Group also works to solve social issues through its business activities in order to grow sustainably with society.

Social issues such as SDGs



Three areas of material social issues

- Global Environment P16
- Food and Health
- People and Society



Our Vision

To become a company whose existence is meaningful to the global society

Value Created by Kikkoman

Economic Value
Sales, Profit, etc.

Social Value
Food Culture, Good Health, etc.

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—

Goals

1

Make Kikkoman Soy Sauce a truly global seasoning

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

2

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

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

3

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

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

Offering No. 1 Values

Global No. 1 Strategy

Further develop soy sauce and oriental food wholesale business models and consolidate their global No. 1 positions.

Area No. 1 Strategy

Apply our collective technologies and know-how to offer reliable value in specific regions and categories and cement our position as the No. 1 brand in each area.

Creating New Businesses

Utilize internal and external management resources to create new businesses and products to offer No. 1 values.

Utilizing Management Resources

Offer No. 1 values by adapting to changes ahead of others and leveraging our management resources—including human resources, information, and cash flow.

Fermentation and brewing technologies

Human resources, information, and cash flow

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



COO Message

We will contribute to the resolution of social issues and realize the aspirations contained in Kikkoman's Promise.

Shozaburo Nakano

President and COO



Our Values

Our Vision and Strategy

Value Creation

Foundations of Value Creation

Data Section

Establishment of the Medium-Term Management Plan

The Medium-Term Management Plan for the fiscal years 2022 to 2024 was postponed from the announcement scheduled after the end of the previous Medium-Term Management Plan for the fiscal years 2018 to 2020, and was announced one and a half years later. This was due to unpredictable changes in the external environment, including the spread of the novel coronavirus disease at the beginning of the fiscal year 2021, rising geopolitical risks, soaring prices of raw materials and crude oil, and the rapid depreciation of the yen from the end of the fiscal year 2021 to 2022. We positioned fiscal 2021 as a preparation period for developing a medium-term management plan to assess the impact of changes in the market environment on our business, and focused on strengthening profitability and continuing growth in our overseas and domestic businesses, as well as ensuring thorough risk management. As a result, we reported fiscal 2021 revenue of 516.4 billion yen, up 17.5% from the previous fiscal year, and operating profit of 52.3 billion yen, up 22.6% from the previous fiscal year, and profit attributable to owners of the parent of 38.9 billion yen, up 24.9% from the previous fiscal year.

In the Medium-Term Management Plan, we first discussed strategies to increase growth and profitability at each operating

company in light of changes in the external environment, followed by further discussion at the Group Management Committee and developed business strategies by brushing up. In addition, the major theme of the Medium-Term Management Plan is "Contribute to solving social issues through our business activities" and the development of this theme also took place at the Board of Directors meetings. In particular, I feel that the suggestions from outside directors and the opinions of outside stakeholders were very meaningful in formulating the plan not only based on internal understanding but also on the needs of society.

In formulating the current medium-term management plan, I particularly emphasized that "Amidst the changing external environment, the Kikkoman Group must remain a meaningful company for society." To this end, it is important to devote resources to areas and issues where we can take advantage of the strengths that Kikkoman has cultivated over its long history, and I believe that this will enable the entire Group to provide unique value that is unique to Kikkoman and contribute to solving social issues.

Business Strategy of the Medium-Term Management Plan

Kikkoman's soy sauce production began in the Edo period. Later, in 1917, during the Taisho period, eight brewers from Noda and Nagareyama in Chiba joined forces to establish Noda Shoyu Co., Ltd., the predecessor of Kikkoman, and this led to the modernization of the business. Since then, we have worked to ensure a stable supply of high-quality products. After World War II, the development of overseas markets and the diversification of our domestic business became major themes. In the development of overseas markets, we established a sales company in San Francisco in the United States in 1957, and since the 1960s, we have diversified our domestic business into a variety of fields, including the Del Monte business, the wine business and the biotechnology business, and we entered the soy milk business in 2004. Our medium-term management plan continues this trend of business development, and we have formulated strategies for our overseas and domestic businesses.

First, we will continue to develop markets for our overseas businesses. There are many regions overseas where soy sauce is not yet used. We will steadily increase demand by offering a new flavor using soy sauce for local dishes. In addition, the recognition of the Kikkoman brand overseas is increasing, so we will increase our product lineup and

strengthen our operational structure through the expansion of sales companies.

In our domestic business, the key to providing high-value-added products is the declining demand for food products due to the declining population and aging population. For example, we will continue to provide new value, including containers as well as the products themselves, such as the double-structured, non-air-touched bottles used in our "Always Fresh" series. The sealed bottles used in our "Always Fresh" series are unique in that they can preserve the taste of soy sauce for a long time. This has led to an increase in the value of soy sauce itself, for example, by making low-salt soy sauce more palatable, which in the past tended to deteriorate in flavor due to oxidation.

In addition, in fiscal 2022, we began selling soy noodles. This product is a 50% soy blend with high protein and low sugar content. It is noodles that provide the value that Kikkoman has been pursuing, such as deliciousness and convenience. We will continue to develop other products in areas where we can take advantage of Kikkoman's unique strengths, using a different approach from other companies.

In the soy milk business, we will strive to improve productivity and increase business profits. The amount of soy milk

COO Message

used for cooking, as well as for drinking, is increasing. As the leading manufacturer of soy milk, we will strive to expand the soy milk market by offering products that meet the needs of consumers and proposing applications.

On the other hand, it is also important to look at risk factors when expanding our business in our group. In particular, we are taking steps to diversify our suppliers in response to

geopolitical risks, and we are in a position to ensure a stable supply of products. In Japan, we are also promoting disaster and other BCP measures, and we will strengthen our risk management system by conducting simulation assessments in the event of a disaster to ensure that the supply of products related to people's lifelines will not be disrupted.

Addressing Three Areas of Material Social Issues

The Kikkoman Group has identified three important social issues: the global environment, people and society, and food and health, and is promoting initiatives tailored to each of them.

The Medium-Term Management Plan emphasized setting specific goals for each of these activities. For example, with regard to the issue of climate change in the Global Environment category, we backcast from net 0 in 2050 and reduction targets in 2030, and set CO₂ reduction targets. In the food environment category, we also set a voluntary standard for wastewater treatment, which is higher than the target value for the basic unit of water use and the regulations under the Drainage Act, as a way to preserve the water environment. In the use of resources, we will also strive to reduce food loss (by more than 25% compared to fiscal 2018). In addition, in order to reduce the amount of plastic used in containers used for products, we will consider reducing weight and changing materials.

With regard to People and Society, we will work to practice human rights due diligence and reduce human rights risks within the company and in the supply chain. In addition, we will work to create an environment in which our employees can demonstrate their abilities. We will continue to develop

products and conduct engagement surveys, and make improvements based on the survey results. In addition, we will work to develop local communities and strengthen relationships with people around the Kikkoman Group through dialogue with stakeholders. As for strengthening our management structure, in addition to strengthening the risk management structure mentioned earlier, we will also strengthen corporate governance and compliance.

Finally, when it comes to food and health, which has the most to do with our company's business, we have adopted the basic concept of "We will put into practice the ideas contained in Kikkoman's Promise." Kikkoman Promise embodies our desire to "To fill the world with the joys of food by delivering wholehearted flavor." To realize this desire, it is necessary for each employee to take the promise as his or her own, to think about what he or she should do in his or her role, and to voluntarily consider contributing to society. We believe that each employee can find an answer or goal that is acceptable to him or her, and that by taking action and taking initiatives toward it, we will be able to achieve the goals of our medium-term management plan, which is to contribute to social issues through our business.

About Human Resources Strategy and DX Strategy

I believe that the role of management in human resources strategy is to provide a place for each employee to realize his or her dreams. To this end, management and employees should share the same vision and realize the goals of the organization. It is important for us to understand the role of our inner self and then connect it to our daily activities. Since July 2021, the Kikkoman Group has been holding Special Training on the Vision of Activating the Organization (see page 41) twice a month as an opportunity for management and field managers to share Kikkoman's Promise and other aspects of the Group as a whole. About 15 managers from domestic group companies participate in this training each time. It is an opportunity for them to freely talk about their own departments and visions in coming three years.

Through this dialogue, they share the ideas of the management with the department heads, and the participants exchange their opinions, thereby reaffirming the connection between their daily operations and Kikkoman's Promise, and giving them the opportunity to reconsider the role of their own work. Furthermore, when the department heads provide similar opportunities for dialogue in their own departments, each employee working in the field can understand the connection between their own work and the vision of the entire group. Through these initiatives, we will strive to develop human resources that embody Kikkoman's Promise.

In addition, the human resources strategy of the medium-term management plan aims to motivate employees by promoting human resources management systems and

investment in education, in order to place the right people in the right positions, revitalize the organization and develop their skills throughout their careers. Our group's overseas business has grown significantly, and we believe that developing human resources to support overseas business expansion is an important management issue. Also, in our domestic business, we actively support employees who take on new businesses and initiatives, and provide educational support. Given the increasing importance of digital technology, especially in recent years, we will work to strengthen the digital literacy of all Kikkoman Group employees through training and participation in external programs.

While the use of data is progressing in areas such as streamlining administrative processes, we recognize the importance of using data to increase the added value of products themselves. For example, we may aggregate and analyze sales data to develop products that meet customer preferences, or reflect customer feedback through two-way communication such as SNS. We will also gather ideas from within the company and actively promote the use of data to create products and services unique to Kikkoman, leading to the creation of new value. We believe that strengthening these initiatives and connecting them to DX will be a future challenge.

Contributing to Solving Social Issues through Value Creation

As a food company since the Edo period, Kikkoman has always supported the food of its customers. The history of our company has always been working together with our employees who want to make our customers happy through food. We have also worked together with many of the people who support our company's business.

Building on the strengths that we have developed over the years, we will implement the ideas contained in Kikkoman's Promise and provide products and services unique to the Kikkoman Group. In addition to achieving the goals set forth in the Medium-Term Management Plan, we will contribute to solving social issues through the creation of new value through food, thereby realizing a sustainable society.

February 2023

Shozaburo Nakano

President and COO



Medium-Term Management Plan

Aiming for the Growth of the Kikkoman Group and the Sustainable Development of Society

The Kikkoman Group has formulated its Medium-Term Management Plan for the fiscal years 2023 to 2025 (Medium-Term Management Plan) and laid out a plan to work toward the realization of Global Vision 2030.

The Medium-Term Management Plan established two key issues: “Respond to changing environments to sustain growth and improve profitability” and “Contribute to solving social issues through our business activities.” We will work to address social issues and use the results to grow our business. By doing so, we will contribute to the sustainable development of society.

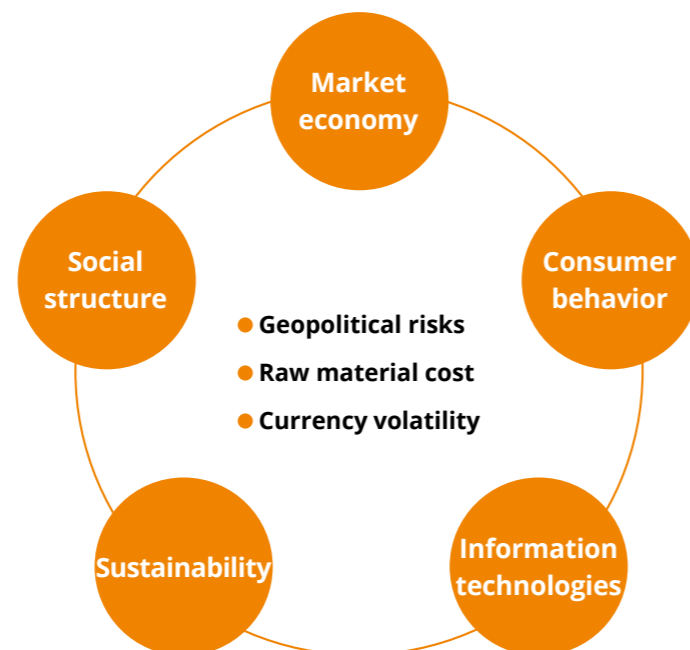
Targets



* CAGR=Compound Annual Growth Rate
** Excluding foreign exchange gains (losses)

Changing business environment

The social landscape surrounding the Kikkoman Group continues to change, and the pace of change is increasing. In addition, we have recently faced rising geopolitical risks, fluctuations in raw material markets and foreign exchange rates. We will respond appropriately to these changes, strengthen our global business development, and contribute to resolving social issues.



Key Issues

1 Respond to changing environments to sustain growth and improve profitability

The Kikkoman Group will promote initiatives both in Japan and Overseas.

Overseas business	The overseas soy sauce business has continued to grow while expanding its business areas. In order to continue our growth in the future, we will develop new markets with a long-term view. We will also promote a growth strategy tailored to the business stages.	P23
Business in Japan	In Japan, we aim to improve profitability by promoting measures in the soy sauce, food and soy milk businesses.	P24

2 Contribute to solving social issues through our business activities

We established policies and themes based on three areas of material social issues defined in Global Vision 2030. By steadily implementing our initiatives, we will work to realize a sustainable society through our business activities.

Initiatives for three areas of material social issues

Global Environment	Food and Health	People and Society	P27
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Utilization of management resources

We will utilize the management resources of the Kikkoman Group to promote activities aimed at creating value.

Operating cash flow	Invest for the future	P25
Technological development	Technological development to support growth	P25
Human capital	Develop systems to enable employees to fully demonstrate their abilities	P26
Information and data	Initiatives for business transformation through digitalization	P26

Medium-Term Management Plan

Overseas Soy Sauce Business

In 1957, the Kikkoman Group established a sales company in the United States and began full-scale marketing of soy sauce overseas. Since then, we have been developing our operations based on each business stage. We will continue to grow and achieve earnings growth that exceeds sales growth to improve our profitability.

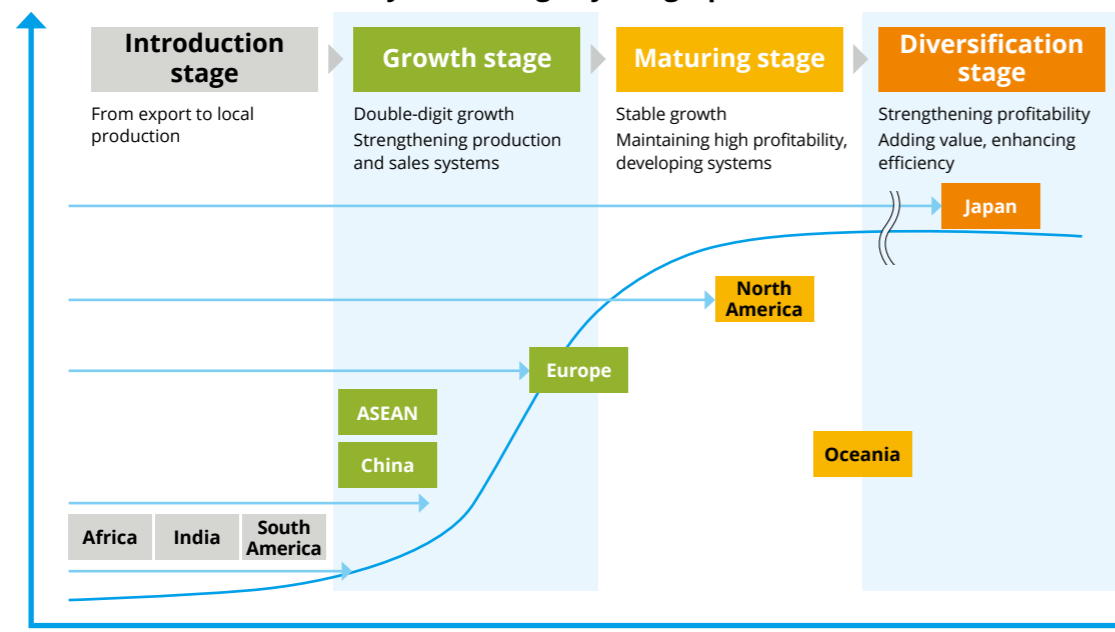
In North America and Europe, we have seen a strong demand of soy sauce for the home-use market due to the pandemic. We will work to maintain the growth in the home-use market while expanding the business use of restaurants and other businesses. In Asia and Oceania, we will aim to consolidate double-digit growth, especially in the ASEAN region, and continue steady growth in Oceania, aiming for average annual sales growth of 7%* overall. In addition, we will pursue initiatives in new markets such as South America, India and Africa with a long-term view.

◆ Targets

North America	■ Maintain stable growth	Sales growth CAGR 5% *
Europe	■ Sustain double digit growth in FY2024 and beyond by executing detailed initiatives on a region-by-region basis	Sales growth CAGR 10% *
Asia & Oceania	■ ASEAN region: Maintain double digit growth ■ Oceania: Stable growth	Sales growth CAGR 7% *
New Markets	■ South America: Facilitate market development ■ India: Move on to the growth stage in the 2020s ■ Africa: Lay foundations with a view toward growth in the 2030s	

* The annual average sales growth rates exclude foreign exchange gains (losses).

◆ Global Rollout of Kikkoman Soy Sauce Stage by Geographical Area



Overseas Wholesale Business

The Kikkoman Group entered the overseas wholesale business in 1969. As the Japanese food market continues to expand around the world, we are expanding our global operations. As for the overseas wholesale business, we are responding to changes in the market by further expanding the home-use market as well as the food-service market, and making efforts to create a well-balanced business structure. In order to further strengthen our competitiveness, we will continue to develop and expand our bases, while also working to strengthen our procurement capabilities.

◆ Targets



Business in Japan

We will further expand this business as the No. 1 manufacturer of soy sauce and soy sauce derivatives which includes not only soy sauce but also *Tare* and *Tsuyu*. We will also promote higher value-added products and efficiency through investment in our facilities. In addition, we will work to create demand through new categories and new businesses and promote our brand through the EC channel. As a leading manufacturer of soy milk, we will drive the soy milk market, which is expected to continue to grow, and return it to a growth trajectory, while increasing business profits by improving productivity. We will strengthen initiatives in new categories and channels as well.

◆ Targets

	Sales growth CAGR 2%	Business Profit Margin 8%
Soy Sauce	<ul style="list-style-type: none"> ■ Expand sales of soy sauce derivatives including <i>tsuyu</i> (soy sauce soup base) and <i>tare</i> (dipping and marinade sauces). ■ Expand products with high added value and improve efficiency by capital investment. 	
Food Products	<ul style="list-style-type: none"> ■ Create demand in new categories and new businesses. ■ Promote brands through e-commerce. 	
Soy Milk	<ul style="list-style-type: none"> ■ Revitalize the market as a leading manufacturer and expand demand. ■ Increase business profit through improvements in productivity. ■ Take initiatives to develop new categories and new channels. 	

Medium-Term Management Plan

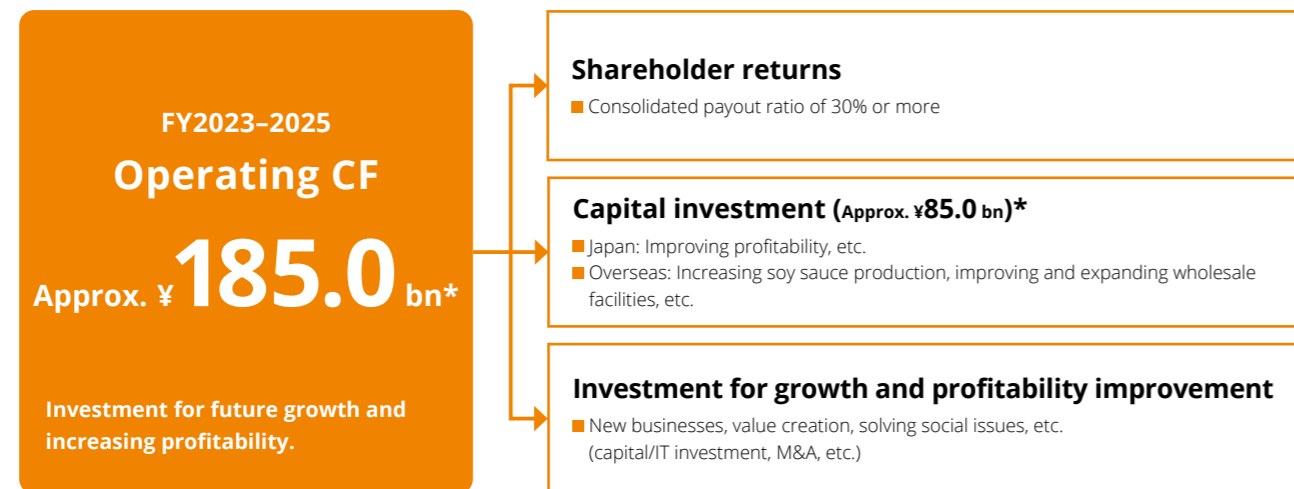
Utilizing Management Resources

Utilizing operating cash flow

In utilizing operating cash flow, we will actively invest for future growth and profitability. Our policy on shareholder returns is to aim for a consolidated payout ratio of at least 30%, with an emphasis on stable dividends.

We will also flexibly purchase our own shares, taking into account the market environment and funding needs.

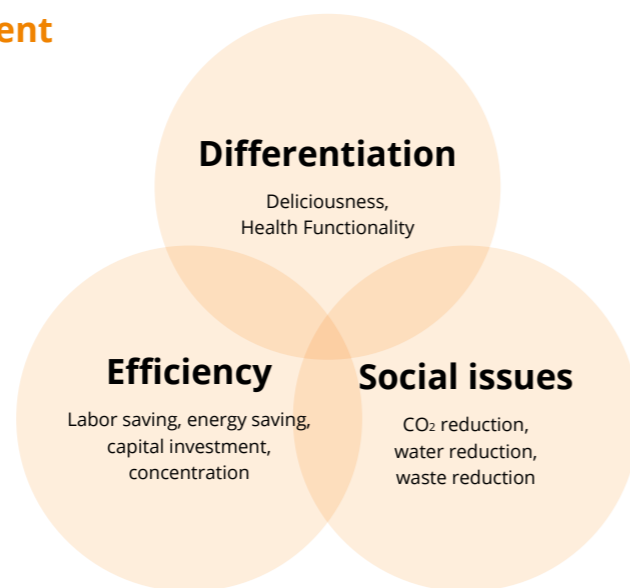
Capital expenditures will include investments to improve productivity in domestic operations, as well as growth investments overseas, such as an increase in soy sauce production and the development and expansion of wholesale locations. In addition, we will invest in new businesses, businesses that create new value, product development, and solutions to social issues to increase growth and profitability.



* Calculated based on the following exchange rates:
145 yen against the dollar and 145 yen against the euro

Utilizing technological development

We will promote differentiation to maintain competitiveness, efficiency to support cost competitiveness, and technological development to solve social issues such as CO₂ reduction.



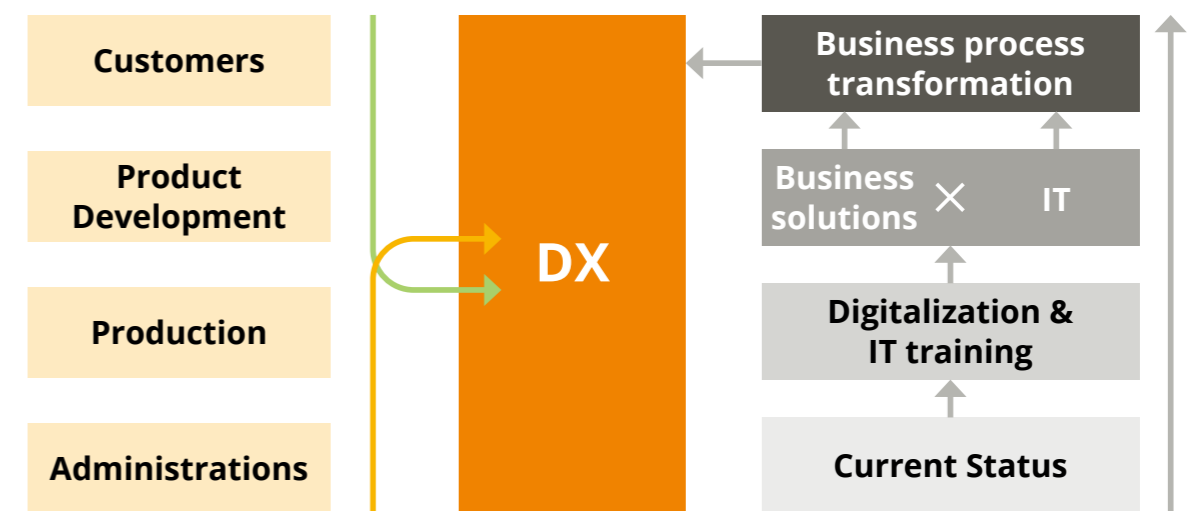
Utilizing human capital

The Kikkoman Group believes that people who work at the Group are one of the most important management resources. We invest in human resources through recruitment, development, and placement to strengthen our ability to create value. In our medium-term management plan, we will promote initiatives through talent management systems, educational investments, and engagement surveys.



Use of information and data

To achieve Global Vision 2030, we believe it is necessary to create new value and improve productivity by using information and IT technologies both inside and outside the company. All Kikkoman Group employees are required to improve their digital literacy in order to promote activities. Through training programs in the digital field, we will promote the development of human resources and work toward the realization of business process transformation.



Medium-Term Management Plan

Initiatives for three areas of material social issues

Solving social issues as business opportunities

The Kikkoman Group believes that contributing to the resolution of social issues through initiatives in three areas of material social issues, the global environment, food and health, and people and society, will lead to business opportunities. By balancing the sustainable development of society with the growth of the Kikkoman Group, we aim to realize our Global Vision 2030 and put our management principles into practice.

◆ Overview: Three areas of material social issues

Area	Basic concepts	Themes
Global Environment	The Group holds respect for nature and pursues corporate activities in harmony with the environment.	<ul style="list-style-type: none"> Climate change Food environments Natural resources
Food and Health	The Group takes actions based on the values of Kikkoman's Promise.	<ul style="list-style-type: none"> Joy of food and health Diverse food needs Communication
People and Society	The Group fosters a corporate culture that values people and contributes to the sustainable development of society.	<ul style="list-style-type: none"> Respecting human rights Working with stakeholders Strengthening the management system

Rediscovering importance of our connections with society



Yasuharu Nakajima
General Manager,
Corporate Planning Department
Executive Corporate Officer
Kikkoman Corporation

In formulating the midterm targets for the three areas of material social issues, we held more than a year of discussions at group management meetings chaired by the CEO. In addition to internal discussions, we received a variety of opinions from stakeholders such as suppliers, institutional investors, customers, and experts, and we were able to obtain many suggestions. Through the process of setting goals for social issues, we were able to rediscover our connections to society and confirm the role that our group should play.

The goals for social issues set out "basic concepts" and "themes" for three areas of material social issues. The "basic concepts" are how our company thinks about each area. Based on these concepts, we have created "Themes" that lead to specific goals. Below that, we set more specific targets.

While all of these targets are important to our group's management, they can only be achieved through the accumulation of specific actions. In addition to our group's efforts, we must work with many stakeholders to achieve these targets. We intend to make steady efforts to contribute to the development of society while achieving growth of our group.

Process of formulating targets of social issues

In discussing targets of social issues, we discussed the strengths and values of the Kikkoman Group. We then surveyed stakeholders' expectations of the Kikkoman Group and analyzed future visions from external reports.

◆ Three Perspectives



◆ Details of the Three Perspectives

1 The strengths and values of the Kikkoman Group

The Kikkoman Group believes nature, joy of food, and globalization are significant elements for our management. In formulating targets, we emphasized reflecting these values.

2 Stakeholders' expectations

To understand what society expects from the Kikkoman Group, we conducted a questionnaire survey and interviews with stakeholders including customers, consumers, institutional investors, suppliers and experts. The feedback was reviewed when discussing targets.

3 Future visions

Using reports from international organizations, we investigated future projections such as the world population and simulations of food supply. Based on that research, we examined the role that our group should play in the future.

Medium-Term Management Plan

Global Environment

Basic Approach

The Kikkoman Group's products are made mainly from agricultural products. A rich natural environment is the foundation on which we deliver joy of food. Protecting the natural environment is the core position of the Kikkoman Group's environmental conservation activities. The group established its environmental philosophy in 1992, and has continued to make efforts to protect the environment through initiatives such as the establishment of the Environmental Management Promotion System. In 2020, we formulated the Kikkoman Group Long-Term Environmental Vision, our policy for 2030, and are strengthening our efforts from a long-term perspective. In the Medium-Term Management Plan, we set goals centered on what the Kikkoman Group should address by fiscal 2025 in order to achieve our Long-Term Environmental Vision.



Background

A rich natural environment is necessary for our lives. The water used in our daily lives and the ingredients used in our meals are a blessing of nature. On the other hand, modern society places a heavy burden on the natural environment. Much of our vital energy comes from emitting CO₂, which is one of the causes of climate change. The haphazard use of water resources can lead to pollution of rivers and oceans, as well as water shortages. In addition, the earth's resources, including forests, are limited and need to be used carefully and effectively. According to UN estimates*, the world's population is expected to increase to 9.7 billion by around 2050. The action of all people is required to protect the rich natural environment in the future.

* World Population Prospects 2022

◆ Actions and Plans: Social Issue

Themes	Actions	Targets	Descriptions of actions and targets
Climate change	<ul style="list-style-type: none"> CO₂ reduction 	<ul style="list-style-type: none"> Reducing CO₂ emissions by more than 25% compared to FY2019 Increasing facilities 100% operated by renewable energy 	Climate change due to emissions of CO ₂ and other greenhouse gases is a major cause of serious environmental problems such as increased natural disasters. The Kikkoman Group will address climate change by reducing CO ₂ emissions by 30% or more from the fiscal 2018 level by fiscal 2030. To achieve this goal, we will promote measures such as process improvement, installation of energy-efficient equipment, utilization of renewable energy and technological innovation.
Food environments	<ul style="list-style-type: none"> Preserving water environment 	<ul style="list-style-type: none"> Reducing water consumption (per unit of production) by more than 25% compared to FY2012 Achieving 100% high standards for wastewater treatment 	The Kikkoman Group recognizes that protecting the water environment is an important responsibility of companies involved in the food industry. We strive to preserve the food environment by conserving the water environment and engaging in sustainable sourcing. We reduce the amount of water used by our plants by using it efficiently, and treat the water used at our plants to clean it up and return it to nature.
Natural resources	<ul style="list-style-type: none"> Promoting recycling activities Reducing food loss Reducing plastic usage 	<ul style="list-style-type: none"> Achieving more than 99% recycling rate Reducing food loss by more than 25% compared to FY2019 Developing eco-friendly products throughout the value chain 	To make effective use of valuable resources, the Kikkoman Group will work to reduce food loss and develop environmentally friendly products. As a measure to reduce food loss, the Group will set goals and promote the reduction of waste generated in the manufacturing and distribution stages. In the manufacturing divisions, we will strive to achieve a 100% resource recovery rate. We will promote the development of eco-friendly products throughout the entire value chain including the reduction of petroleum-based raw materials used in containers, etc.

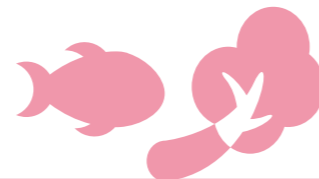
Medium-Term Management Plan

Food and Health

Basic Approach

The Kikkoman Group defines our business fields as follows. "The Kikkoman Group will pursue global operations in the following fields: 1. Manufacturing and marketing food products. 2. Providing products and services related to food and health." Food and health are at the heart of our business activities and we believe we have an important responsibility as a company involved in the food.

In setting the targets for Food and Health in the Medium-Term Management Plan, we set out a policy of implementing the ideas contained in Kikkoman's Promise. Kikkoman's Promise spells out the attitude of each and every employee of the Kikkoman Group toward their business and the value they provide to consumers through their business. By fulfilling Kikkoman's Promise, we will strive to achieve a healthy and rich food lifestyle.



Background

Mental and physical health has become a social issue internationally. Depending on the country or region, in some cases, obesity is a problem, but on the contrary, unintentional weight loss and hunger are problems in other areas. Also, as life expectancy has increased, healthy life expectancy has also been recognized as an issue. Although health problems come from a variety of circumstances and different backgrounds, many experts point out the importance of preventing diseases before they occur by continuing to intake adequate nutrition. In addition to physical health, mental health due to excessive stress and loneliness is also recognized as a major issue. Efforts to help people with diverse lifestyles maintain their mental and physical health while enjoying delicious food are becoming increasingly important.

◆ Actions and Plans: Social Issue

Themes	Actions	Targets	Descriptions of actions and targets
Joy of food and health	<ul style="list-style-type: none"> Proposing tasty, healthy, and balanced diet Tackling a variety of nutrition issues Proper salt intake 	<ul style="list-style-type: none"> Promoting products and services that contribute to solving nutrition issues Utilizing nutrition-related data Achieving 25%* sales composition ratio for less salt-type soy sauce in Japan <p><small>* The percentage of sales of home-use Kikkoman Soy Sauce in Japan</small></p>	<p>The Kikkoman Group believes that joy of food and healthy eating are not mutually exclusive. It is not easy to continue eating healthy meals if they are not delicious. On the other hand, we don't feel safe if some meals can be harmful to our health although they taste good. We strive to contribute to mental and physical health through a balanced diet by providing products and services that balance joy of food and health.</p>
Diverse food needs	<ul style="list-style-type: none"> Expanding plant-based protein products Offering more choices for consumers 	<ul style="list-style-type: none"> Expanding soy milk business in Japan and overseas Launching plant-based protein products Offering various choices through product labeling 	<p>The conditions surrounding food vary greatly from country to country and region to region. There are needs to avoid certain foods or actively consume other foods, depending on health, cultural, and social reasons. Responding to food needs from a variety of backgrounds is an important responsibility of the Kikkoman Group as a company involved in food. Through the development of products that do not contain specific ingredients and the use of plant-based ingredients, we promote proposals that allow consumers with diverse values to enjoy delicious, safe and healthy meals.</p>
Communication	<ul style="list-style-type: none"> Promoting food education International exchange of food culture Activities to promote mental well-being 	<ul style="list-style-type: none"> Offering recipes through various channels Introducing diverse food cultures Implementing programs to connect people 	<p>The Kikkoman Group believes that joy of food includes a variety of elements. Taste is very important, but, in addition, other elements such as the enjoyment of cooking and conversation during meals also shape joy of food. We also recognize that exchange through food plays a major role in cross-cultural mutual understanding and connecting people. Through promoting communication through food, we will promote activities that expand the joy of food.</p>

Medium-Term Management Plan

People and Society

Basic Approach

From its foundation, the Kikkoman Group has pursued a management approach that values connections with society. This continues in our Management Principles. In line with our Management Principles of “To become a company whose existence is meaningful to the global society,” we respect human rights, emphasize relationships with the communities in which we operate, and respect the voices of the stakeholders involved in the Kikkoman Group.

As our business continues to diversify and globalize, our medium-term management plan sets targets to strengthen our structure to meet the expectations of a wide range of stakeholders. By promoting initiatives aimed at contributing to the sustainable development of society, we will work to promote responsible business activities and coexistence with local communities.



Background

Companies have a responsibility to play their part as members of society. That includes not only legal and social compliance with social rules but also broader societal expectations. To do so, companies need to work with our stakeholders and have a system that engages in dialogue, seeks to understand the expectations of society and puts them into practice. Expectations for companies cover a wide range of factors, but respect for human rights is a particularly important theme. It has been pointed out that companies are involved in human rights violations, and measures to prevent such violations are essential. It is also important for companies to invest in employees, who are key stakeholders in creating value, through training and the development of working environments. A wide range of corporate initiatives are expected to contribute to the sustainable development of society.

◆ Actions and Plans: Social Issue

Themes	Actions	Targets	Descriptions of actions and targets
Respecting human rights	<ul style="list-style-type: none"> Implementing human rights due diligence Promoting diversity and inclusion 	<ul style="list-style-type: none"> All managers take human rights training programs* * Designated companies in Japan and overseas Proportion of women in management positions (Japan): 10% Employment rate of persons with disabilities (Japan): 2.5% 	<p>The Kikkoman Group has fostered a corporate culture that values people. As our business activities expand, it is becoming more important for us to address issues on business and human rights and promote activities based on human rights due diligence. As part of this, we will further strengthen our diversity and inclusion initiatives through training and the development of internal systems.</p>
Working with stakeholders	<ul style="list-style-type: none"> Creating a work environment with opportunities to improve capabilities Contributing to development of communities Stakeholder engagement 	<ul style="list-style-type: none"> Conducting engagement survey Strengthening human resource development Men's childcare leave take-up rate (Japan): 100% Annual paid leave take-up rate (Japan): 80% Nourishing the mind and body of employees Programs to contribute to sustainable development of society Implementing stakeholder engagement programs 	<p>The Kikkoman Group's business activities are based on relationships with stakeholders, and we have promoted initiatives that emphasize relationships between stakeholders. For our employees, who are key stakeholders in creating value for society, we will continue to conduct engagement surveys and work to create an environment in which they can demonstrate their full potential. We will also continue to conduct activities in conjunction with the communities in which we operate.</p>
Strengthening the management system	<ul style="list-style-type: none"> Strengthening corporate governance Strengthening compliance Strengthening risk management 	<ul style="list-style-type: none"> Strengthening the corporate governance system Conducting annual compliance training programs Building global business continuity programs Enforcing data security system 	<p>The Kikkoman Group has promoted management that emphasizes corporate governance, compliance and risk management systems. As the social situation surrounding us changes, we will further strengthen these initiatives. In addition to strengthening our corporate governance structure and providing compliance training in response to changes in the international environment, we will strengthen data security as information technology advances. We will also promote the development of a BCP system to prepare for disasters.</p>

Initiatives for Three Areas of Material Social Issues



Long-Term Environmental Vision

The Kikkoman Group recognizes that environmental preservation activities are an important factor when implementing the Management Principles. The group established its Environmental Philosophy in 1992, and since then, we have continued to set goals for our activities. In 2020, we formulated the Kikkoman Group Long-Term Environmental Vision, our environmental vision for 2030, to further strengthen our efforts by setting long-term policies.

◆ Kikkoman Group's Long-Term Environmental Vision

Sustainable society

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

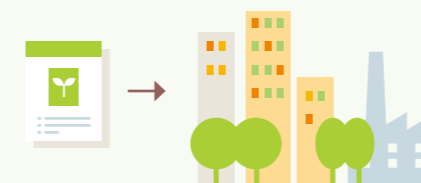
*1 (2030/2018)
 *2 (2030/2011)
 *3 Production facilities. Calculated based on the rate of recycling, etc.

Reducing CO₂ Emissions: Introducing Renewable Energy

The Kikkoman Group has been promoting the introduction of renewable energy to reduce CO₂ emissions. The introduction of renewable energy involves a combination of purchasing virtually CO₂-free electricity and installing solar panels and other equipment to generate electricity on its own.

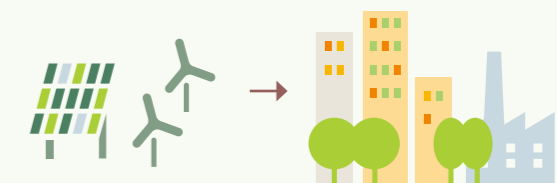
How to use renewable energy

Use of virtually CO₂-free electricity



Purchase a certificate that certifies that electricity has zero CO₂ emissions

Power generation by solar panels, etc.



Install in-house solar panels and other equipment to generate renewable electricity

The Kikkoman Group is promoting the purchase of virtually CO₂-free electricity to utilize renewable energy and has so far switched to using 100% of virtually CO₂-free electricity on sites in Japan and overseas (1). In addition, we have installed solar panels at some of our own sites to use as a power source in our facilities (2). As a result of these initiatives, at the end of fiscal year 2022, renewable energy accounted for 28.4% of the electricity use of the target Group companies (3). Going forward, we will continue to promote the use of renewable energy.

- 1 Kikkoman Food Products Co. (Noda Factory), Kikkoman Foodtech Co., Ltd. (Nakanodai Plant), Kikkoman Soyfoods Co. (Gifu Plant), Kikkoman Foods Europe B.V. and others.
- 2 Kikkoman Foodtech Co., Ltd. (Main Plant), Saitama Kikkoman Co., the Kikkoman General Hospital, KFI (California Plant) and others
- 3 19 factories in Japan, 4 factories overseas, and 5 sales and back-office divisions in Japan

Initiatives for Three Areas of Material Social Issues

Food and Health

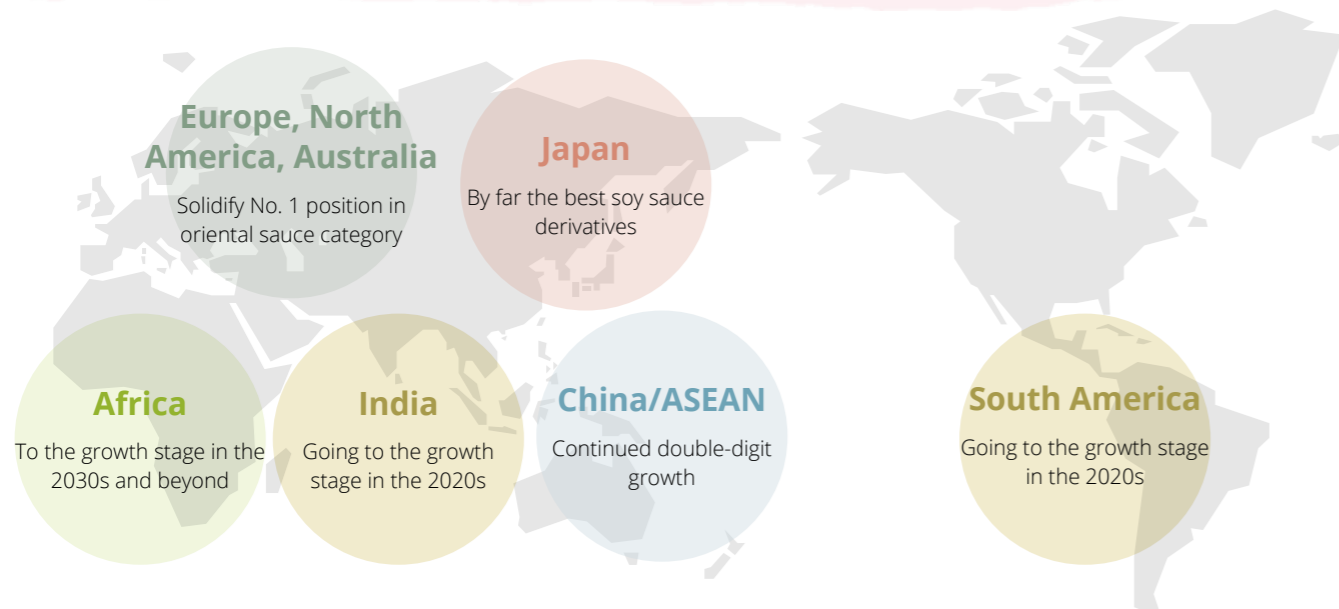
A Healthy and Rich Food Lifestyle around the World

As a food company, the Kikkoman Group believes that we have an important responsibility for food and health. We place great importance on safety and peace of mind when providing products and services. The Group is also promoting initiatives to support mental and physical health through proposals for a well-balanced and nutritious diet. We will expand our operations to deliver a healthy and rich food lifestyle.

Soy sauce global strategy

As part of its Global Soy Sauce Strategy, the Group is strengthening its position as the No. 1 soy sauce producer in developed markets and is working to begin our full-scale expansion in emerging markets. Based on our Global Soy Sauce Strategy, we are strengthening our market foothold so that South America and India can enter the growth stage in the 2020s, and Africa can enter the growth stage after the 2030s. By delivering Kikkoman Soy Sauce to more consumers, we will put into practice one of our Management Principles, "To promote the international exchange of food culture" and contribute to the realization of a healthy and rich food lifestyle.

Developed markets will solidify our No. 1 position and begin full-scale expansion in emerging markets.



Production of Kikkoman Soy Sauce Starts in Brazil

In April 2020, KIKKOMAN DO BRASIL INDUSTRIA E COMERCIO DE ALIMENTOS E BEBIDAS LTDA (KDB) was established in Sao Paulo, Brazil as the new South American base of the Kikkoman Group. The KDB Campinas plant began shipping Kikkoman soy sauce in November 2021. Along with the penetration of the Kikkoman brand in Brazil, we plan to expand our business with a view to exporting to South American countries in the future.

New values proposed in Kikkoman soy sauce

Soy sauce has a history in Brazil along with the history of Japanese immigrants and is widely popular among Brazilians. On the other hand, unlike in Japan, soy sauce in Brazil is distributed mainly from soybeans and corn. Through the traditionally brewed Kikkoman soy sauce made from soybeans and wheat, we will offer the unique value of Kikkoman soy sauce to tables in Brazil and South America.

KDB Campinas Plant



Proposing values of Kikkoman soy sauce from Brazil



Sosuke Akimoto
Director of Marketing
KIKKOMAN DO BRASIL
INDÚSTRIA E COMÉRCIO DE
ALIMENTOS E BEBIDAS LTDA.

I am in charge of marketing activities such as market research and product planning in South America, especially in Brazil. In Brazil, soy sauce is often used in stir-fried dishes such as Yakissoba* and Shimeji na Manteiga, while meat is usually seasoned with salt. Through our proposal to replace salt with Kikkoman soy sauce, we are working to give consumers a taste of the appetizing aroma of traditionally brewed soy sauce when heated. We are also offering healthy recipe suggestions that allow dishes to taste better with relatively little salt, thanks to the umami taste of brewing and the taste without the sharp taste of salt.

As we develop products to suit local tastes, we are glad when consumers appreciate the value we aim for. We will continue to work to encourage more South American consumers to pick up Kikkoman products.

* Yakissoba is a soy sauce-flavored fried noodle dish popular in Brazil

Initiatives for Three Areas of Material Social Issues

Food and Health

Initiatives for *Shokuiku* (Food Education)

The Kikkoman Group considers *Shokuiku* to be the responsibility of companies involved in food, and, since the announcement of the *Shokuiku* Declaration in 2005, we have been promoting *Shokuiku* activities based on the *Shokuiku* system. In fiscal year 2022, we held various programs, including the Kikkoman Online Soy Sauce School and the Kikkoman Online *Shokuiku* Course.

Online Cooking Class “Family Cooking”

In fiscal year 2022, Kikkoman Corp. held “Family Cooking,” an online cooking class for parents and children, inviting cooking experts to teach how to cook. We aim to provide an easy and enjoyable cooking experience. Family Cooking not only offers a cooking experience, but also introduces the importance of food and how to make soy sauce.



Food experiences delivered through cooking



Maki Ichikawa
Corporate Planning Division,
Kikkoman Corp.

I'm in charge of organizing events where we invite our customers. Among these, I focus on cooking for families. The concept of cooking for families is to provide an enjoyable dining experience for parents and children. Through our events, we hope to make many children aware of the fun of cooking, and to share delicious memories as Kikkoman. We have received positive feedbacks that even children who didn't like vegetables have been able to eat those vegetables by cooking on their own. I also want to contribute to health through the experience of enjoying seasonal ingredients.

Promotions and preservations of food cultures

Kikkoman is committed to promotions and preservations of food culture in Japan and around the world through lectures on food and cooking workshops, and management of food facilities.

Research and communication on food culture with a focus on soy sauce

Kikkoman Institute for International Food Culture, located at Kikkoman Corporation's Noda headquarters, works mainly on the historical research of fermented seasonings and soy sauce from cultural and social aspects, and the collection and publication of food-related information.

Lectures on food culture and cooking

Kikkoman Corp. holds food culture and cooking workshops by food researchers, chefs and other food professionals. The workshops cover topics such as Japanese food culture and cooking, global food culture and cooking, and food and health, and include lectures, cooking demonstrations and food tastings.

From January to March 2022, a series of special program was held as an online workshop. We invited professional chefs and culinary researchers to discuss food and sustainability and the food experts demonstrated special dishes.

Part 1

What we can do now for the future of food

Fumio Yonezawa NO CODE CEO
Ryohei Hayashi Tenoshima owner
Ryosuke Tamura Itsuka owner-chef



Part 2

Fish in Tokyo Bay and the Future of Global Fishery Resources

Naoyuki Yanagihara Successor at Kinsaryu Culinary Discipline, vice-president of Yanagihara Cooking School, PhD (Oenology)
Takahiro Iwamoto the third-generation chef of “Nihonbashi Izumoya.”
Yoshinori Tezuka Matsunozushi Fourth-generation sushi chef



Part 3

Wisdom of home cooking to reduce food waste

Horie Sawako Culinary Researcher
Yummy Culinary Researcher
Masami Kobayashi Culinary Researcher

Initiatives for Three Areas of Material Social Issues

People and Society

Organizational Revitalization Vision

The Kikkoman Group has leaders (department heads) who lead groups at various levels in each business. The “Organizational Revitalization Vision” is a detailed statement in which the department heads describe in their own words what their organization wants to be in two to three years and what their vision will be. The vision is published on the internal portal site and is utilized by each organization.

The Organizational Revitalization Vision training sessions

Since 2009, we have been offering training programs to encourage employees to take action to realize the Organizational Revitalization Vision by sharing information and exchanging ideas about the vision. Each time, about 15 participants from domestic group companies join the programs and discuss common issues such as human resource development. In addition to exchanging opinions, this training also allows participants to deepen their mutual understanding.

In July 2021, we started the Organizational Revitalization Vision Training Sessions, which are held once or twice a month. The COO attends these sessions and discusses the visions with the participants.

◆ The Purposes of the Organizational Revitalization Vision Training Sessions

- To understand the effects of utilizing visions.
- To refine visions.
- To recognize the importance of “talking” and to encourage managers to make opportunities for dialogue at each workplace so that the vision can be instilled.
- To promote interaction between the group companies.

Revitalizing the organization through interactions and dialogues



Akira Mannen
Corporate Planning Division,
Kikkoman Corp.

I have been a member of the Organizational Revitalization Vision since 2019. Through the training programs, I tried to provide participants with opportunities to think about the connections between their daily operations and Kikkoman’s promise by talking with the COO and other participants. I hope this program serves as an opportunity for cross-career interaction. We have held 29 sessions since 2021. I will continue to work on further invigorating the Kikkoman Group.

An Overview of the Organizational Revitalization Vision Training Sessions

Department heads at the Kikkoman Group responsible for a wide range of tasks join the sessions. The following is an overview of the training sessions by department heads from the manufacturing, sales and hospital departments.



A major feature of the organization revitalization vision special training is that the participants themselves make presentations on their visions, and based on the presentation, they discuss with the COO and other participants.

The Organizational Revitalization Vision Training Sessions start with a speech by the COO stating that the purpose of the session is to stimulate dialogues with the members of their workplaces about the visions and to lead to action. The participating department heads then make a presentation on their vision set to the COO and other participants. The COO then asks questions and exchanges views with the department heads. In response to the presentations, other participants express their opinions at the end.

Participants’ Voices

Participating in the session inspired me especially when I listened to the visions of other department heads. In the session, I was able to hear about the problems of other participants, who are from other departments, and how they manage those problems. I think this training is unique to Kikkoman, where the heads of departments can inspire each other.

It was also a good opportunity to brush up on the vision of my department. I learned a lot of new things from the managers of factories and the hospital with whom I usually have little contact. From this new discovery, I am considering activities that can be incorporated into my department.

Shogo Misawa

Manager, Nagoya Sales Office, Chubu Branch,
Kikkoman Food Products Co.

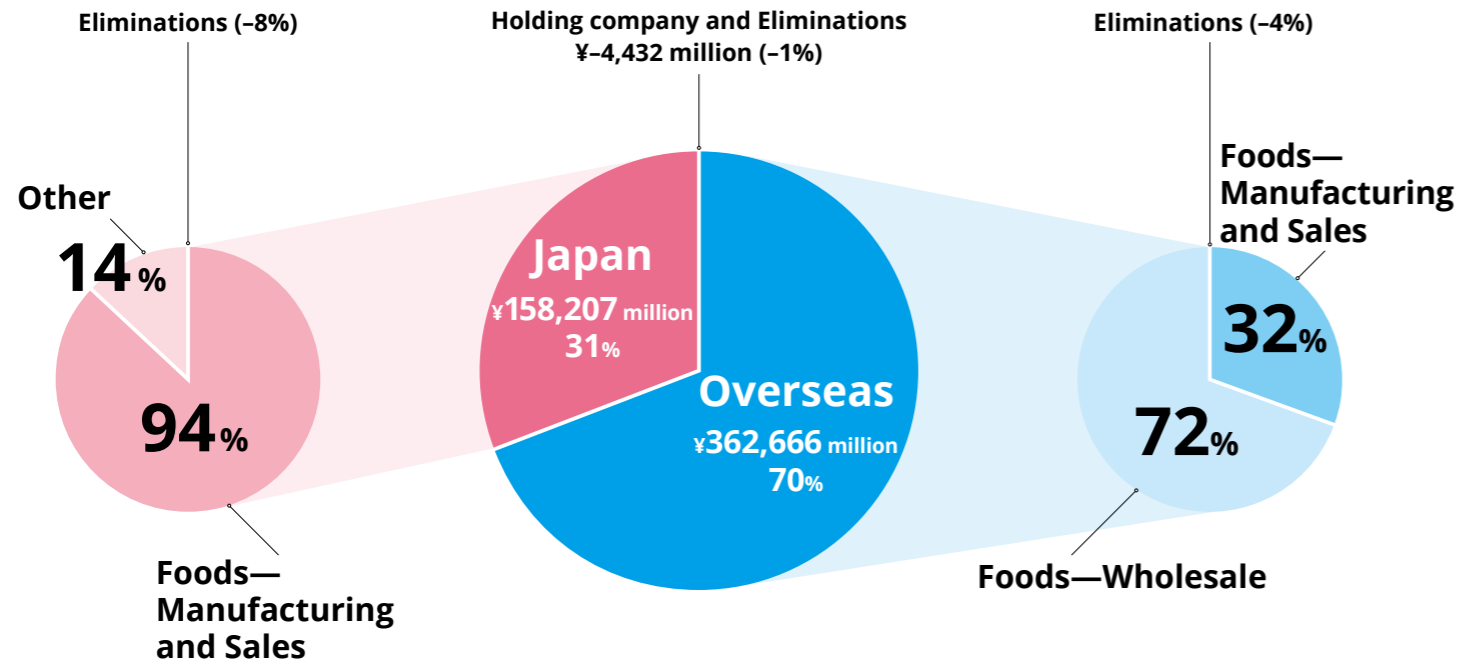
By presenting my vision to the COO and other participants, I had the opportunity to rethink what I wanted to do and what my goals were going forward. The Medical Examination Department at Kikkoman General Hospital provides health support to help people in the community live a vibrant and energetic life. I strongly felt that we would like to place even greater importance on our staff as they work towards this goal. Furthermore, I would like to communicate with our staff more than ever before and build a team that our staff feel is rewarding and can continue to take on challenges of any kind.

Toshinaga Ishibashi

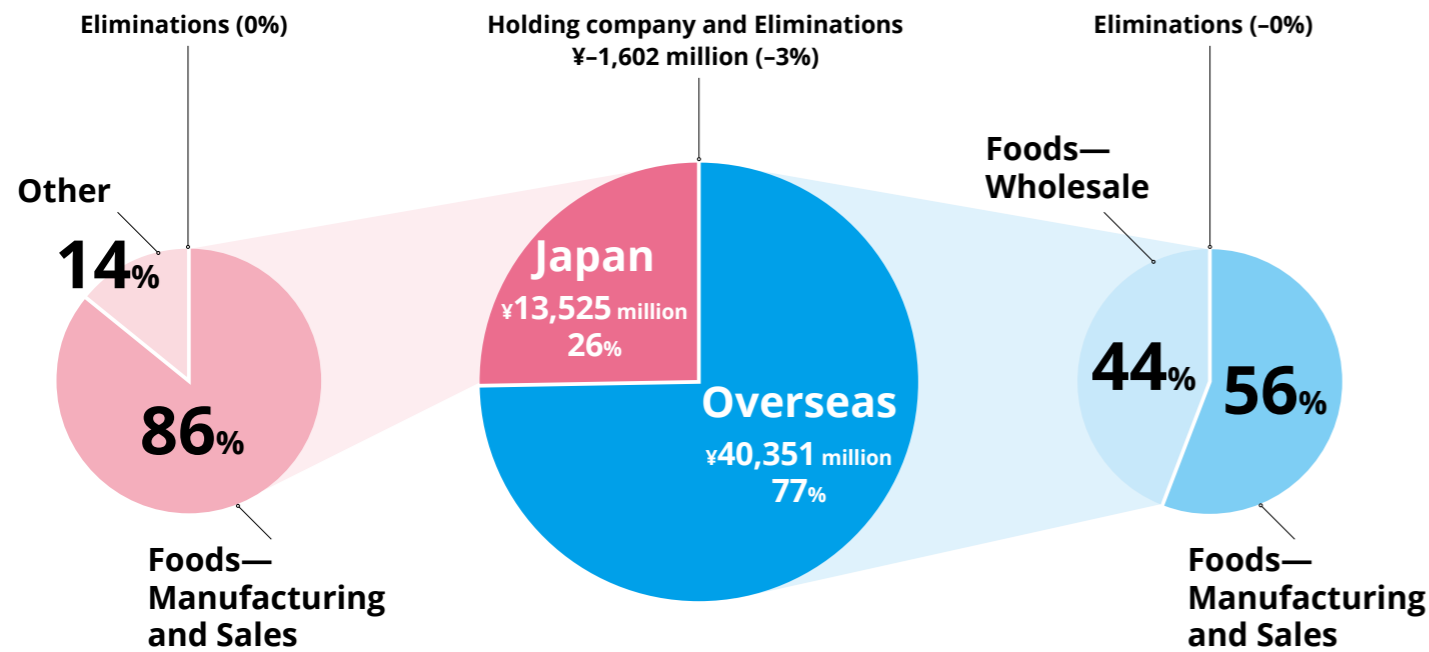
Manager, Medical Examination Department,
Kikkoman General Hospital, Kikkoman Corp.

Segment Information

Revenue **¥516,440 million**



Business profit **¥52,273 million**



Business profit = Revenue - Cost of sales - Selling, general and administrative expenses

Japan



Foods—Manufacturing and Sales

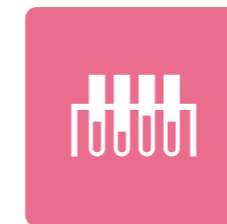
Revenue

¥148,815 million

Business profit

¥11,622 million

The Domestic Foods—Manufacturing and Sales segment handles the domestic manufacture and sale of products and is comprised of the Soy Sauce Division; the Food Products Division, where key areas include *tsuyu* (soy sauce soup base) products, *tare* (dipping and marinade sauces), and Del Monte seasonings; the Beverages Division, where major products include soy milk beverages and Del Monte beverages; and the Liquor and Wine Division, which includes *mirin* (sweet sake for cooking) and wine.



Other

Revenue

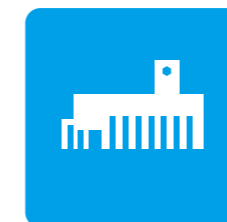
¥21,643 million

Business profit

¥1,870 million

This segment handles the production and sale of clinical diagnostic reagents, hygiene inspection agents, processing enzymes, and chemical products such as hyaluronic acid, as well as providing real estate rental, logistics, and back-office support for the Kikkoman Group.

Overseas



Foods—Manufacturing and Sales

Revenue

¥115,793 million

Business profit

¥22,711 million

The Overseas Foods—Manufacturing and Sales segment is comprised of the Soy Sauce Division, the Del Monte Division, and the Other Foods Division, which includes health food products.



Foods—Wholesale

Revenue

¥262,068 million

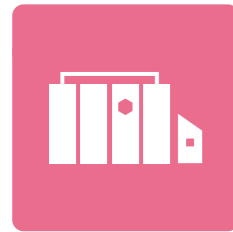
Business profit

¥17,686 million

The Overseas Foods—Wholesale segment engages in the procurement and sale of oriental food products for the domestic and overseas markets.

Segment Information

Japan



Foods—Manufacturing and Sales

Soy Sauce Division

Revenue

¥42,762 million



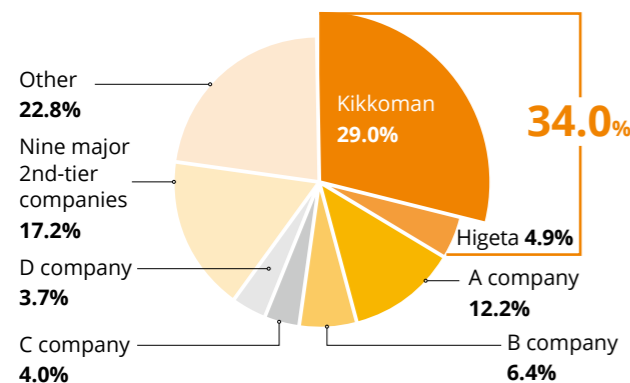
Outline

This division manufactures and sells soy sauce products including the Kikkoman brand.

FY2022 Overview

Sales of *Itsudemo Shinsen* series grew due to marketing activities centered on TV commercials reflecting growing recognition in the market for these product's added value. Sales of PET bottle products such as *Tokusen Maru Daizu* decreased compared with the previous fiscal year. However, sales in the industrial and foodservice sectors rose compared with the previous fiscal year. Also, in February 2022, we revised the price of soy sauce due to rising raw material prices. As a result, sales of the overall division increased compared with the previous fiscal year.

◆ Soy Sauce Market Shares in Japan (Shipment Volume) (Jan.–Dec. 2021)



Source: Nikkan Keizai Tsushin Co. Ltd.



Natsuhiro Ito

Soy Sauce/Mirin Group,
Product Management
Division, Kikkoman Food
Products Co.

Contributing to solving social problems through high-quality less salt soy sauce

I am mainly responsible for the planning/development of less salt soy sauce at Kikkoman Food Products Co. Exploring consumer demand and providing new value is a key theme of my work. In addition, I believe that the promotion of less salt soy sauce will contribute to solving social issues such as achieving healthy life expectancy and reducing salt intake.

Kikkoman Food Products Co. has worked for many years to develop delicious less salt soy sauce. We would like to share the quality of Kikkoman's less salt soy sauce with our customers.



Food Products Division

Revenue

¥53,642 million



Outline

This division manufactures and sells soy sauce-related seasonings including *tsuyu* products such as the *Hon Tsuyu* and *tare* brands such as the *Wagaya wa Yakinikuyasan* series, as well as Del Monte tomato processed products, canned products, and food service-use ingredients.

FY2022 Overview

Although sales of *Gumen* and *Shirodashi* were strong, overall sales were flat year on year. In *tare*, sales of mainstay *Wagaya wa Yakinikuyasan* series were strong, and sales were up from the same period last year. Sales of the *Uchi no Gohan* series (handy Japanese-style seasoning mixes) increased compared to the previous year due to strong sales of a new series, *Niku Gohan no Mato*. In Del Monte seasonings, sales increased compared to the previous year. Although sales declined in the home-use sector, sales in the industrial-use and food service-use sectors increased compared with the previous fiscal year. As a result, sales of the overall division increased compared with the previous fiscal year.

Beverage Division

Revenue

¥43,582 million



Outline

This division manufactures and sells items including soy milk beverages and Del Monte-brand fruit and vegetable beverages.

FY2022 Overview

Demand for soy milk beverages is growing due to health consciousness, and consumers are increasingly using soy milk not only for drinking but also as a cooking ingredient. Sales were higher than in the same period of the previous year, mainly due to strong sales of Food for Specified Health Uses (FOSHU) products and plain soy milk. Soy milk beverage prices were revised in February 2022 against the backdrop of rising raw material prices. In Del Monte beverages, sales fell year on year due to weak sales of fruit juice products. As a result, sales of the overall division decreased compared with the previous fiscal year.

Tomomi Matsuura

Product Development Division,
Kikkoman Soy Foods Co. Ltd



New ideas for delivering Kikkoman soy milk to new customers

I am in charge of online sales promotion at Kikkoman Soy Foods Co. Ltd., which manufactures and sells soy milk. I was involved in the launch of SOYMILK DAYS, a product exclusively for Amazon Japan G.K. For this product, a box with a wood-grain appearance was adopted, and we have received positive feedback from many customers.

Kikkoman's soy milk is available in a variety of flavors, and the sale of the new flavors has helped to attract younger customers. In addition, it has less soy odor and is easy to drink. I myself use plain soy milk for cooking with Kikkoman seasonings. I am working on new ideas to deliver Kikkoman soy milk to as many customers as possible.



Segment Information

Liquor and Wine Division

Revenue

¥902 million

Outline

This division manufactures and sells the *Manjo* brand of *Hon Mirin* and cooking liquor, as well as wines including the *Manns Wines* brand.



FY2022 Overview

In the home-use sector, high-value-added products such as *NohKoh Jukusei Hon-Mirin* and *Komekoji Kodawari-jikomi Hon Mirin* (premium sweet sake for cooking) were strong, while products in large containers for food service and industrial users were flat year on year. Sales of wine increased. As a result, sales of the overall division increased compared with the previous fiscal year.



FY2022 Overview

Kikkoman Biochemifa Co., Ltd. has developed a clinical diagnostic enzyme that measures trace components in urine and blood and is used in tests to investigate health conditions such as glucose metabolism, lipid metabolism, kidney function, pancreatic function and parathyroid function. As a result of higher sales of the clinical diagnostic enzyme compared to the same period of the previous year, sales of the division as a whole increased compared with the same period of the previous year.



TOPICS

Lumitester Smart Wins iF Design Award 2021

"Lumitester Smart," a hygiene monitoring system jointly developed by Kikkoman Biochemifa Co., Ltd. and OPTEX Co., Ltd. won the German iF Design Award 2021, one of the

world's top 3 design awards. We will continue to contribute to hygiene management through testing tools that can be used by more people.

Our Values

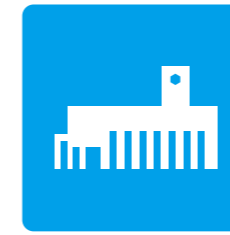
Our Vision and Strategy

Value Creation

Foundations of Value Creation

Data Section

Overseas



Foods—Manufacturing and Sales Soy Sauce Division

Soy Sauce Division

Revenue

¥96,414 million



Outline

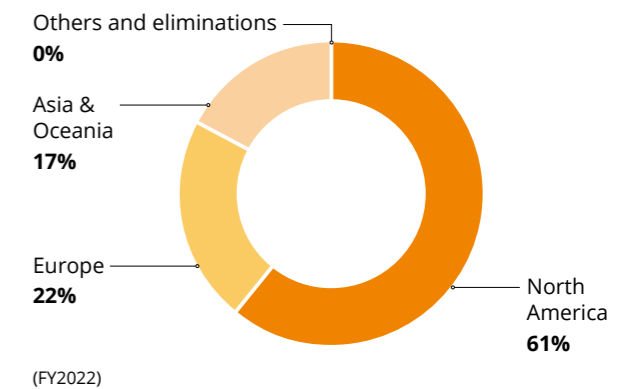
This division mostly engages in the manufacturing and sale of Kikkoman brand soy sauce.

FY2022 Overview

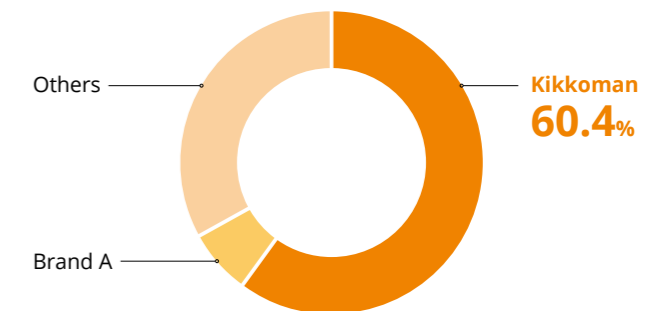
In North America, we pursued business development based on the Kikkoman brand mainly in the home-use sector, and enhanced the lineup of mainstay soy sauce products as well as other products such as soy sauce-based seasonings. In the fields of industrial-use and foodservice-use, we also sought to expand our business by providing meticulous responses to customer needs. As a result, sales in North America increased from the previous fiscal year.

In the European market, sales increased year on year, reflecting a strong performance in key markets such as Germany, the Netherlands, and Italy. In Asia/Oceania, sales rose in China due to a recovery from the COVID-19 pandemic. Sales in Indonesia and Thailand rose as well. As a result, sales in the overseas Soy Sauce Division increased compared with the previous fiscal year.

◆ Sales composition of Soy Sauce Business Overseas by region



◆ Kikkoman's share of the U.S. home-use soy sauce market (volume)



* Source: Kikkoman estimate. (Years in chart are calendar years.)

Segment Information

Del Monte Division

Revenue

¥6,703 million



Outline

This division manufactures and sells items such as canned fruit, corn products, and tomato ketchup in the Asia/Oceania region.

FY2022 Overview

Sales growth in the Chinese market drove the overall increase. As a result, overall sales of this division increased year on year.

Other Foods Division

Revenue

¥12,675 million



Outline

This division manufactures and sells health food products, mainly in the North American market.

FY2022 Overview

Sales in the division as a whole increased year on year, partly due to the impact of currency fluctuations.



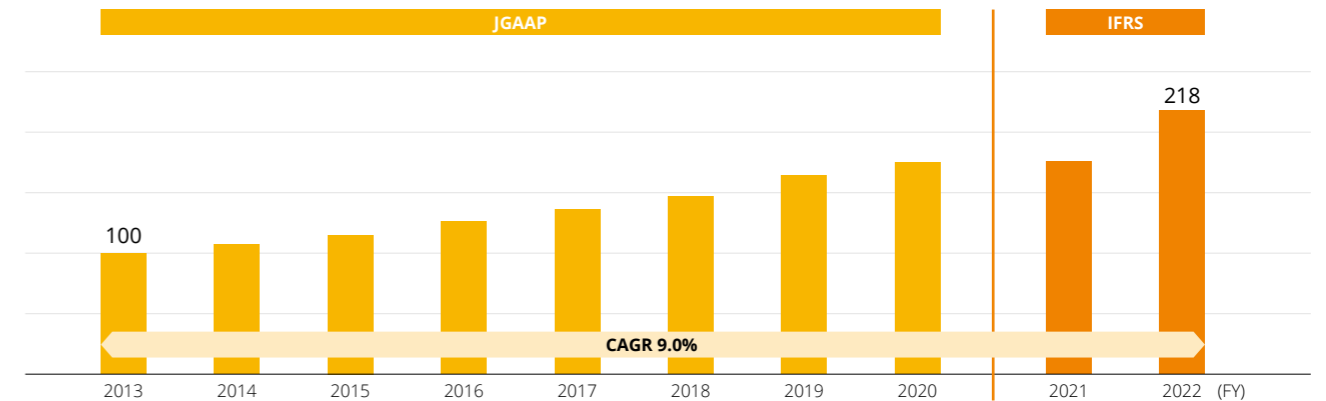
Foods—Wholesale

FY2022 Overview

The Overseas Foods—Wholesale segment engages in the procurement and sale of oriental food products for the domestic and overseas markets. In North America, demand for foodservice has been recovering due to the easing of the Covid-19 restrictions, and sales in North America increased year on year. Sales in Europe, Asia and Oceania also rose compared with the previous fiscal year for similar reasons. As a result, sales in this division increased year on year.



◆ Sales (Amount) of Foods—Wholesale Business (FY2013–FY2022)



Note: Figures in the table above represent actual change on a local currency basis, excluding the translation difference, indexed to consolidated sales in FY2013 as 100. Sales for the period of FY2013–FY2020 are JGAAP-based net sales while those for the period of FY2021–FY2022 are IFRS-based revenues. The compound average growth rates were calculated based on a difference between net sales for FY2013 (JGAAP) and revenue for FY2022 (IFRS).

The Kikkoman Group's Value Chain

A value chain gives a visible indication of what kind of value each part of the business process provides. As the Kikkoman Group's activities traverse a wide variety of business spheres, the value chain differs by business. Here, we would like to highlight the example of the value chain in the food manufacturing operations.

1 R&D



With soy sauce brewing technologies as the base, we are engaged in expanding new areas of research.

Our research focuses mainly on the Kikkoman Corp.'s core business spheres of "Food and Health," and we have research structures for food products and for biotechnology and healthy food in addition to soy sauce brewing. We remain active and engaged with both domestic and overseas research institutes in our pursuit of basic research which will serve as a pipeline for delivering future products. In addition to the R&D Department in Japan, we are implementing R&D from a global perspective provided by our four regional organizations in Japan, Asia, Europe, and North America. With the aim of bolstering R&D capabilities going forward, the Kikkoman R&D Center, the new research and development base, was completed in 2019.

2 Procurement



We pursue sustainable sourcing while working to maintain a stable supply of safe, high-quality ingredients.

Using safe ingredients to ensure the safety of food is one of the highest priorities for the Kikkoman Group. Kikkoman Corp.'s Quality Assurance Department inspects the safety and quality of our ingredients against strict standards. By striving to strengthen relationships with suppliers through efforts such as visiting the farms where agricultural products are cultivated, it endeavors to secure a stable supply of ingredients. The Kikkoman Group Sustainable Sourcing Policy was established and put into practice in 2020. 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.

3 Manufacturing

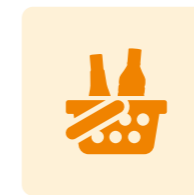


We are working to improve our production structures to deliver safe, high-quality products to customers.

To deliver safe, high-quality products to customers, almost all the Kikkoman Group's domestic and overseas plants have implemented global quality assurance systems (including FSSC22000, SQF 2000 Level 2, ISO 22000, ISO 9001, and HACCP). In addition, to ensure that Kikkoman brand products can be used

with peace of mind in all countries, both at the manufacturing plants of domestic Group companies and overseas manufacturing plants, the Kikkoman Group uses its own experts who are not affiliated with each plant to monitor food hygiene and equipment maintenance conditions.

4 Marketing



We offer new food lifestyle proposals and introduce diverse food cultures to customers worldwide.

We propose new food lifestyles that enable the creation of high-value-added products. These activities are not limited to the development of new recipes and opening up of new sales areas, but also tie in to the "international exchange of food cultures" through the introduction and proposal of diverse food cultures. What is more, as well as selling in-house manufactured products, we sell a wide variety of items including seafood and rice through our food wholesaling business JFC International Inc. To facilitate more effective marketing, in recent years we have been making active use of social media.

5 Customers



We highly value feedback from customers to improve our products and services.

The Kikkoman Group promotes operations that take full account of customer feedback to adopt a "consumer-oriented" perspective. As part of these efforts, we have established the Kikkoman Consumer Center in Japan to facilitate communication with customers. Operating under a basic policy of "Speed, Precision, and Sincerity," the Center communicates with customers via telephone, fax, email, and regular mail. The questions and comments we receive from our customers are entered into a database and shared internally for improvements.

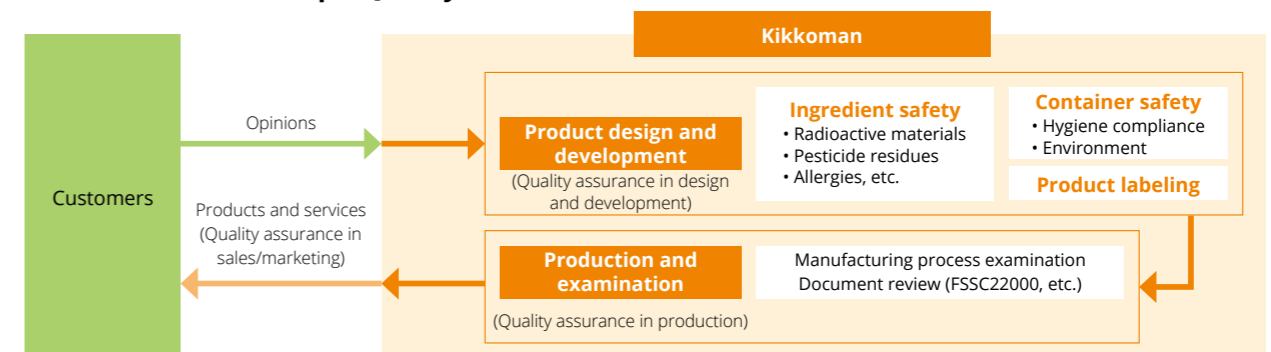
6 Quality assurance



We conduct quality assurance programs on a global scale for safety, legal compliance, and social fairness.

The Kikkoman Group considers the "safety" of our products and services as our highest priority. By maintaining stable quality, we aim to communicate simply to customers that the products and services we provide are safe and can be used with peace of mind. 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. We also actively provide information through our website and other means to reassure customers about safety.

The Kikkoman Group's Quality Assurance Flow

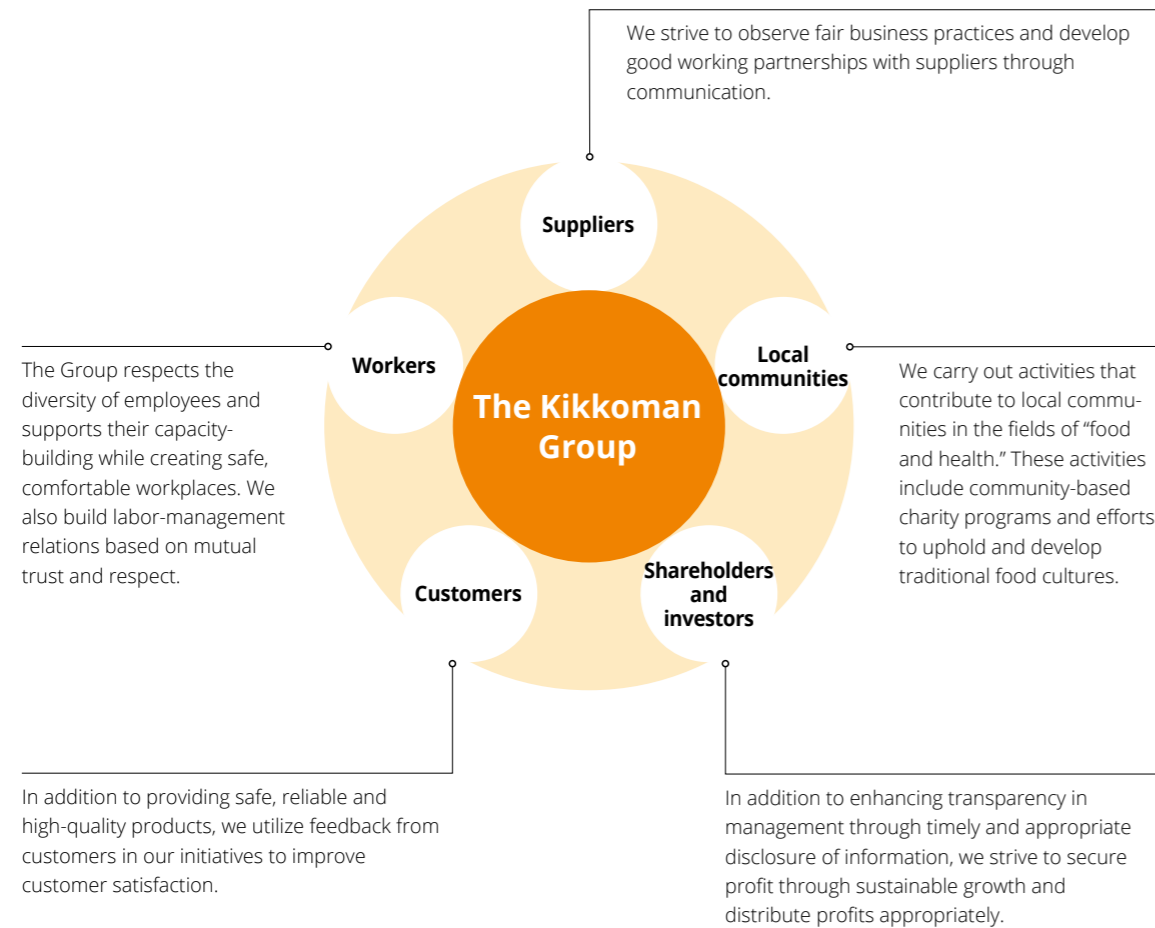


Stakeholders

Basic Approach

Stakeholders refer to a group of people that have a relationship with the company and affect or are affected by the activities that the company carries out.

The Kikkoman Group is working to fulfill responsibilities to our stakeholders.



Cooperation with External Organizations

The Kikkoman Group partners with external organizations, such as NGOs (non-governmental organizations) with special expertise.

Respect for Human Rights

Basic Approach

Based on the United Nations Guiding Principles on Business and Human Rights (UNGP), the Kikkoman Group fulfills our responsibility to respect human rights. We also support and respect the International Bill of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. The Kikkoman Group Code of Conduct states, "We respect personalities and individualities, foster mutual understanding, and stamp out discriminations based on prejudices. We make fair evaluations in the treatment of our employees." In 2001, Kikkoman announced our participation in the United Nations Global Compact (UNGC), and we have conducted our business in accordance with the UNGC principles.

The Kikkoman Group Human Rights Policy

The Kikkoman Group established the Kikkoman Group Human Rights Policy, or the Policy. The Policy states that the Group supports and respects international standards for human rights, such as the International Bill of Human Rights, in line with the United Nations Guiding Principles on Business and Human Rights. The Group is working on implementing specific measures based on this Policy.

Visit our website for more information.

[Respecting Human Rights: https://www.kikkoman.com/en/csr/humanrights/index.html](https://www.kikkoman.com/en/csr/humanrights/index.html)

Human Rights Risk Assessment

In fiscal year 2022, Kikkoman Corp. conducted a human rights risk assessment with the support of the Caux Round Table Japan (CRT Japan). In the human rights risk assessment, we used CRT Japan's analysis of human rights risks to identify important human rights issues and conducted a workshop on business and human rights to assess human rights issues. From the Kikkoman Group, 26 members from 12 departments participated in the workshop and identified issues. Since then, we have been working with CRT Japan to identify and address important human rights themes.

Our People

Basic Approach

The Kikkoman Group is working to create work environments where each individual employee feels motivated and exercises his/her full abilities. By doing so, we will realize our Management Principles and deliver wholehearted flavor to consumers.

Fairness in Human Resources and Respect for Employees' Individuality

Kikkoman's human resources system is based on a grading system and consists of personnel utilization, training, performance evaluation and wages. The performance evaluation system linked to the Objective Management System is based on interviews between employees and department heads. By conducting evaluator training for department heads, we strive to ensure fair evaluations. In addition, we have a self-assessment system that allows employees to independently choose their workplaces while developing their own abilities. In order to ensure the fairness of our human resources system, we have established a Human Resources System Operation Reviewing Committee, which consists of labor and management, and the Human Resources Department conducts human resources visits to offices in Japan and overseas, interviewing each employee.

Skill Development Programs

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

Nurturing Better Work Environment

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

Safe and Healthy Work Environment

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

Efforts by the Group Companies Overseas

The Group is working on improving the safety and health systems at our Group companies overseas. Our soy sauce factories in the United States, the Netherlands, and Singapore form their respective Safety and Health Committee and strive to improve the effectiveness of the safety and health systems. All of our Group companies overseas provide lectures and/or training sessions regarding safety and health as well as use proper protectionary measures while performing job functions. Affiliates share accident reports with the Foreign Administration Department at Kikkoman Corp. to avoid repeating similar accidents.

Corporate Governance

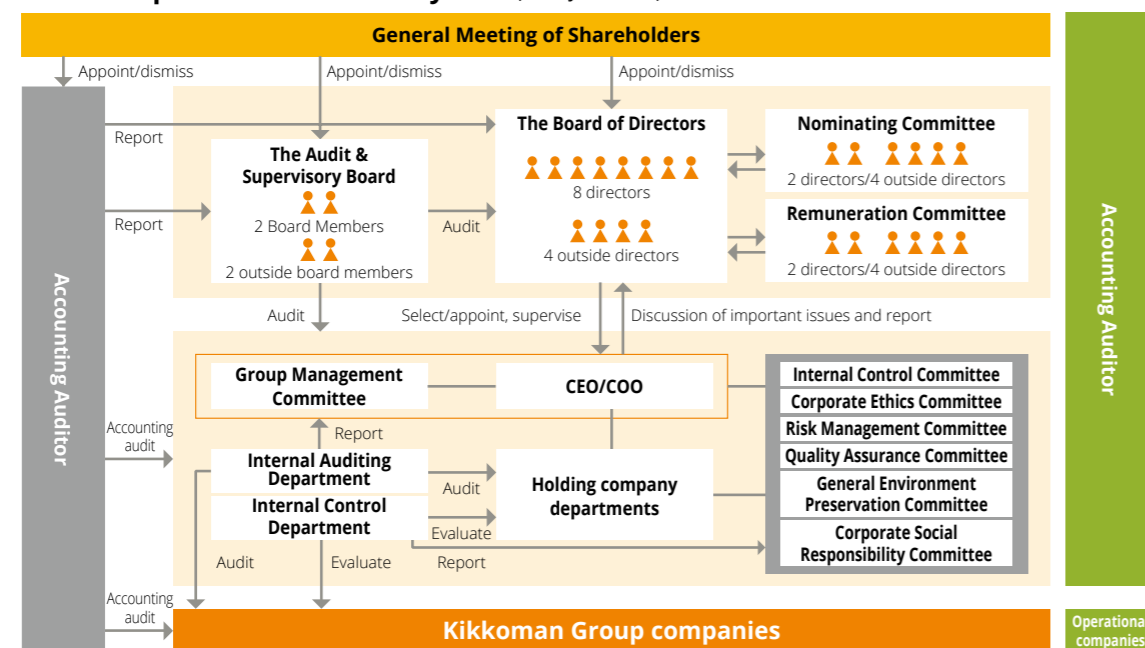
Basic Approach

Our basic management approach is to increase corporate value by implementing the Kikkoman Group Management Principles. To realize this objective, Kikkoman emphasizes the highest priority on improving and reinforcing the Group's corporate governance framework. In line with this thinking, the Kikkoman Group is taking concrete steps to enhance corporate governance. Specifically, we are working to reinforce management supervisory functions and to improve oversight by appointing outside directors and outside audit & supervisory board members who satisfy the criteria for independent appointments and by establishing a Nominating Committee and Remuneration Committee on which over half the members are outside directors. We have also introduced a corporate officer system to speed up decision making and business execution.

Corporate Governance Framework

Kikkoman Corp. employs an audit & supervisory board system. We strive to improve and enhance our corporate governance framework. In March 2001, we introduced a corporate officer system and transferred authority for business execution to corporate officers in an effort to streamline operational responsibilities and speed up decision making and business execution. In June 2002, Kikkoman Corp. appointed outside directors and established the Nominating Committee and Remuneration Committee to improve the transparency of management and strengthen management oversight. In addition to these efforts, we also strengthen oversight of the management by effectively using the functions of our Corporate Auditors. We adopted the current system with the aim of achieving greater management transparency, clearly defined management responsibility, speedy decision making, and stronger management oversight.

◆ The Corporate Governance System (As of June 2022)



Appointment of Outside Directors and Outside Audit & Supervisory Board Members

In June 2002, Kikkoman Corp. appointed outside directors and established the Nominating Committee and Remuneration Committee to achieve greater management transparency and strengthen management oversight. In FY2022, four of twelve directors were outside directors, and two of four audit & supervisory board members were outside board members. The role of the outside directors and outside audit & supervisory board members is to strengthen management oversight from an objective perspective on the basis of their wide-ranging experience and insights. In addition, the outside directors strive to increase management transparency by participating in the Nominating Committee and Remuneration Committee.

Nominating Committee

Kikkoman Corp. established the Nominating Committee in June 2002. This committee consists of four outside directors and two directors and recommends candidates for directors, audit & supervisory board members, corporate officer posts and Corporate Officer Status* to the Board of Directors. In FY2022, the Nominating Committee was held four times and outside directors attended 94% of them.

* Corporate Officer Status refers to an important executive officer of a subsidiary of our company whose rank is equivalent to that of a corporate officer at Kikkoman Corporation.

Remuneration Committee

The Remuneration Committee consists of four outside directors and two directors. This committee is chaired by an outside director and develops remuneration proposals for directors, audit & supervisory board members and corporate officers. In FY2022, the Remuneration Committee was held three times and the attendance rate of outside directors was 92%.

Board of Corporate Auditors

Kikkoman Corporation has a Board of Corporate Auditors. These corporate auditors meet with the accounting auditors to formulate audit plans, quarterly reviews, and year-end audits, hear and receive explanations of plans and reports, and exchange opinions. In addition, the corporate auditors attend audits by the accounting auditors. The corporate auditors have established a system that enables them to understand the implementation status of internal controls by conducting hearings, etc., as necessary, with the internal control divisions including the Internal Control Department, Accounting Department, and Legal & Compliance Department.

Corporate Governance

Internal Control Systems

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

We periodically review and update “the basic policy for establishing an internal control system” that the Board of Directors adopted in May 2006. In accordance with the revision of the Companies Act in Japan, which became effective in May 2015, we made significant revisions to the basic policy. Moreover, in order to comply with the internal controls reporting system mandated by the Financial Instruments and Exchange Act, which went into effect in April 2008, we established an Internal Control Committee and Internal Control Department in November 2008. To this same end, we have adopted a basic policy concerning internal controls as they relate to financial reporting and established a structure for strengthening internal controls related to financial reporting.

Kikkoman Performance Index

In 2002, Kikkoman Corp. introduced the Kikkoman Performance Index (KPI) as our internal performance evaluation system. Since then, the system has been improved and adopted across our wider Group companies. In the KPI, results are measured numerically, and progress is reviewed twice a year.

The results of these evaluations are linked to bonuses for senior managers of Kikkoman Corp.

The KPI consists of seven main indicators, which include financial elements such as revenue and non-financial elements such as reducing CO₂ emissions as well as health and safety standards. Kikkoman Corp.'s Group companies operate businesses in different categories. As such, each Group company selects KPI indicators that are important and appropriate for its business category. This system allows the Group companies to reflect the nature of their unique management challenges for their evaluations. In addition, there are department-level KPI targets that are linked to company-level KPI. The KPI system aims to motivate Group companies to reach their distinct goals, rather than compete with other Group companies. Additionally, Kikkoman Corp. works to effectively convey the priorities of both financial and non-financial management goals to our Group companies by changing the KPI indicators over time.

◆ Kikkoman Performance Index (conceptual diagram)

Indicators	Marketing/ Manufacturing	Manufacturing	Marketing	Wholesale
Invested Capital Turnover	○	○	○	○
Business Profit	○	○	○	○
Revenue	○	○	○	○
Environment	○	○	○	○
Product Quality	○	○		
Health & Safety	○	○		
Individual Indicators	○	○	○	○
Total	100	100	100	100

Directors and Audit & Supervisory Board Members (As of June 21, 2022)

Yuzaburo Mogi

Honorary CEO and Chairman of the Board of Directors

Apr. 1958 Joined Kikkoman
Mar. 1977 General Manager, Foreign Operations Department
Mar. 1979 Director
Mar. 1982 Managing Director
Oct. 1985 Representative Director and Managing Director
Mar. 1989 Representative Director and Senior Managing Director
Mar. 1994 Representative Director and Deputy President
Feb. 1995 Representative Director and President
Jun. 2004 Representative Director, Chairman of the Board and Chief Executive Officer
Jun. 2011 Honorary CEO and Chairman of the Board of Directors (incumbent)

Noriaki Horikiri

Representative Director, Chairman and CEO

Apr. 1974 Joined Kikkoman
Jun. 2002 General Manager, Kanto Region
Jun. 2003 Corporate Officer
Jun. 2006 Executive Corporate Officer
Apr. 2008 General Manager, 1st International Operations Division and General Manager, 2nd International Operations Division
Jun. 2008 Director and Executive Corporate Officer
Jun. 2011 Representative Director and Senior Executive Corporate Officer
Jun. 2011 Representative Director and President, Kikkoman Food Products Company
Jun. 2013 Representative Director, President and Chief Executive Officer
Jun. 2021 Representative Director, Chairman and CEO (incumbent)

Shozaburo Nakano

Representative Director, President and COO (Chief Operating Officer)

Apr. 1981 Joined Kikkoman
Apr. 2008 General Manager, Corporate Planning Department
Jun. 2008 Corporate Officer
Dec. 2009 General Manager, Corporate Planning Department and General Manager, Business Development Department
Jun. 2011 Executive Corporate Officer
Jun. 2011 General Manager, Corporate Planning Division and General Manager, Business Development Department
Jun. 2012 Chief Financial Officer
Jun. 2015 Director and Executive Corporate Officer
Jun. 2019 Representative Director and Senior Executive Corporate Officer
Jun. 2019 Representative Director and President, Kikkoman Food Products Company (incumbent)
Jun. 2021 Representative Director, President and COO (Chief Operating Officer) (incumbent)

Koichi Yamazaki

Representative Director and Senior Executive Corporate Officer

Chief Strategy Officer
General Manager, Corporate Planning Division
Apr. 1974 Joined Kikkoman
Sep. 2001 General Manager, Finance & Accounting Department
Jun. 2004 Corporate Officer
Jun. 2008 Executive Corporate Officer
Oct. 2009 Chief Financial Officer
Jun. 2010 Director and Executive Corporate Officer
Jun. 2012 Chief Strategy Officer General Manager, Corporate Planning Division (incumbent)
Jun. 2014 General Manager, Business Planning Department
Jun. 2016 Director and Senior Executive Corporate Officer
Jun. 2017 Representative Director and Senior Executive Corporate Officer (incumbent)

Masanao Shimada

Director and Senior Executive Corporate Officer

Apr. 1973 Joined Kikkoman
Dec. 2001 Representative employee, Kikkoman Trading Europe GmbH
Jun. 2006 Corporate Officer
Jun. 2009 Executive Corporate Officer
Oct. 2012 Director and President, CEO and Secretary, Kikkoman Sales USA, Inc. (incumbent)
Jun. 2013 Director and Executive Corporate Officer
Jun. 2016 Director and Senior Executive Corporate Officer (incumbent)

Osamu Mogi

Director and Senior Executive Corporate Officer

General Manager, International Operations Division
Oct. 1996 Joined Kikkoman
Jul. 2011 Deputy Manager, Foreign Operations Department
Jun. 2012 Corporate Officer
Jun. 2012 General Manager, Foreign Operations Department
Apr. 2013 Assistant Manager, International Operations Division
Jun. 2014 Deputy General Manager, International Operations Division
Jun. 2015 Executive Corporate Officer
Jun. 2017 Director and Executive Corporate Officer
Jun. 2017 Representative Director, International Operations Division (incumbent)
Jun. 2021 Director and Senior Executive Corporate Officer (incumbent)

Asahi Matsuyama

Director and Executive Corporate Officer

General Manager, Research and Development Division
Apr. 1980 Joined Kikkoman
Jun. 2006 General Manager, 3rd Research and Development Department, Research and Development Division
Jun. 2008 Corporate Officer
Jun. 2008 General Manager, Research and Development Division (incumbent)
Jun. 2014 Executive Corporate Officer
Jun. 2017 Representative Director and President, Kikkoman Biochemifa Company (incumbent)
Jun. 2018 Director and Executive Corporate Officer (incumbent)

Takao Kamiyama

Director and Executive Corporate Officer CFO (Chief Financial Officer)

Apr. 1979 Joined Kikkoman
Nov. 2008 General Manager, Finance & Accounting Department
Jun. 2011 Corporate Officer
Jun. 2011 Assistant to CFO (Chief Financial Officer)
Jun. 2017 Executive Corporate Officer
Jun. 2017 CFO (Chief Financial Officer) (incumbent)
Jun. 2021 Director and Executive Corporate Officer (incumbent)

Toshihiko Fukui

Outside Director

Apr. 1958 Joined Bank of Japan
Sep. 1989 Executive Director, Bank of Japan
Dec. 1994 Deputy Governor, Bank of Japan
Nov. 1998 Chairman, Fujitsu Research Institute
Jun. 2002 Director of Kikkoman
Mar. 2003 Governor, Bank of Japan
Dec. 2008 President, The Canon Institute for Global Studies (incumbent)
Jun. 2009 Director of Kikkoman (incumbent)

Takeo Inokuchi

Outside Director

Apr. 1965 Joined Taisho Marine and Fire Insurance Company, Limited
Apr. 1996 President and Representative Director, Mitsui Marine and Fire Insurance Co., Ltd.
Jun. 2000 President, Chief Executive Officer, Chairman of the board and Representative Director of Mitsui Marine and Fire Insurance Co., Ltd.
Oct. 2001 Joint Chief Executive Officer, Chairman of the board and Representative Director Mitsui Sumitomo Insurance Co., Ltd.
Jul. 2007 Senior Advisor, Mitsui Sumitomo Insurance Co., Ltd.
Jun. 2008 Audit & Supervisory Board Member of Kikkoman
Jun. 2014 Director of Kikkoman (incumbent)
Apr. 2018 Honorary Advisor, Mitsui Sumitomo Insurance Co., Ltd. (incumbent)

Masako Iino

Outside Director

Apr. 1991 Professor, Tsuda College (current Tsuda University)
Nov. 2004 President, Tsuda College
Jun. 2012 President, Japan-U.S. Educational Exchange Promotion Foundation (Fulbright Foundation)
Nov. 2012 Chair, Board of Trustees, Tsuda College
Apr. 2013 Professor Emeritus, Tsuda College (incumbent)
Apr. 2013 Advisor, Tsuda College (incumbent)
Jun. 2018 Director of Kikkoman (incumbent)

Shinsuke Sugiyama

Outside Director

Apr. 1977 Joined the Ministry of Foreign Affairs of Japan
Jul. 2008 Director General for Global Issues, Minister's Secretariat (Ambassador)
Jan. 2011 Director-General of the Asian and Oceanian Affairs Bureau
Jun. 2013 Senior Deputy Minister for Foreign Affairs
Jun. 2016 Vice-Minister for Foreign Affairs
Jan. 2018 Ambassador to the United States of America, Representative of the Government of Japan
Feb. 2021 Advisor for the Ministry of Foreign Affairs of Japan (incumbent)
Jun. 2022 Director of Kikkoman (incumbent)

Koichi Mori

Audit & Supervisory Board Member

Apr. 1979 Joined Kikkoman
Nov. 2008 General Manager, Internal Control Department
Jun. 2012 Audit & Supervisory Board Member (incumbent)

Haruhiko Fukasawa

Audit & Supervisory Board Member

Apr. 1985 Joined Kikkoman
Jul. 2015 General Manager, Foreign Administration Department
Jun. 2021 Audit & Supervisory Board Member (incumbent)

Motohiko Kogo

Outside Audit & Supervisory Board Member

Apr. 1967 Registered as a lawyer with the Tokyo Bar Association
Apr. 1967 Logan, Okamoto & Takashima
Oct. 1994 Partner, Kioizaka Patent and Law Office (currently, Kioizaka Themis) (incumbent)
Jun. 2006 Substitute Audit & Supervisory Board Member of Kikkoman
Jun. 2009 Audit & Supervisory Board Member of Kikkoman (incumbent)

Toru Kajikawa

Outside Audit & Supervisory Board Member

Oct. 1976 Joined Chuo Accounting Office
Sep. 1979 Registered as a certified public accountant
Sep. 1990 Representative Partner, Taiyo Audit Corporation
Jul. 2000 Managing Partner, Taiyo Audit Corporation
Jun. 2014 Audit & Supervisory Board Member of Kikkoman (incumbent)
Jul. 2014 Chairman and Representative Partner, Grant Thornton Taiyo ASG LLC
Oct. 2014 Chairman and Representative Partner, Grant Thornton Taiyo LLC (incumbent)

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 and maintenance of social order, and a positive social action program. In an effort to ensure that the Code is well understood and thoroughly practiced throughout the Group, Kikkoman Corp. has issued English, Chinese, German, French, Dutch, Spanish, Russian, Italian, Portuguese, Korean, and Thai editions.

The Kikkoman Group Corporate Ethics Committee and Corporate Ethics Hotline

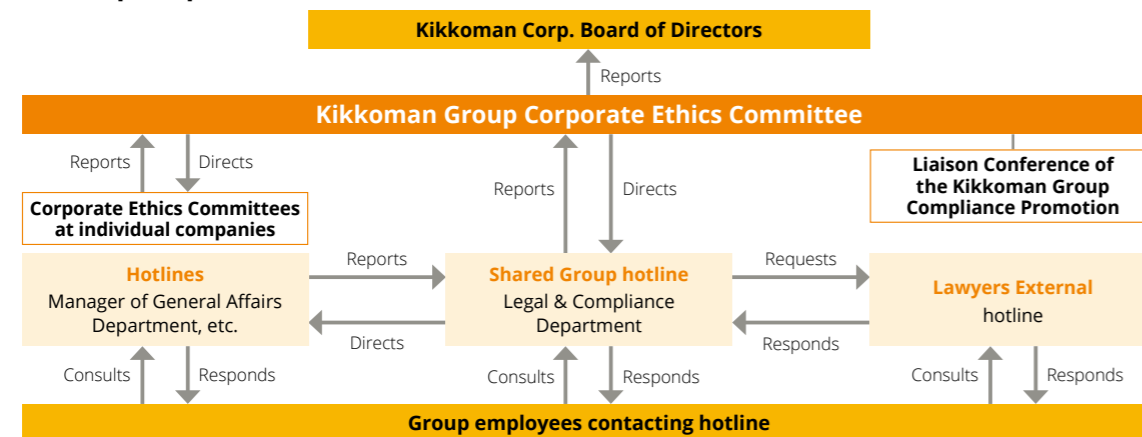
◆ The Kikkoman Group Corporate Ethics Committee

The Kikkoman Group Corporate Ethics Committee was formed to ensure that the Kikkoman Group Code of Conduct is put into practice. With a total of six members including two outside experts such as outside lawyers as well as a director and officers from Kikkoman Corp., the Committee has the overall responsibility for studying and implementing policies related to compliance. During FY2022, the Committee held meetings a total of 12 times. Additionally, Committee members met with standing auditors to exchange information once in each half of the fiscal year.

◆ The Kikkoman Group Corporate Ethics Hotline

The Kikkoman Group has established a Group Corporate Ethics Hotline and made it available for all employees of the Group companies in Japan. To raise awareness, this hotline is repeatedly announced to employees through individual companies' internal notices, Group newsletters, and training sessions.

◆ Group Corporate Ethics Hotline



Risk Management

Basic Approach

In order to achieve stable growth and carry out our responsibility to our stakeholders, the Kikkoman Group is reinforcing management systems to address risks that may affect the Group's operations. At Kikkoman Corp., directors, corporate officers, and corporate officer status manage their responsible divisions and subsidiaries to prevent potential risks.

Risk Assessment

The Group conducts risk assessment periodically and checks if our measures are adequate. Listed below are the risks recognized by the Group as of June 2021.

- | | | |
|--|---|--|
| <p>1 Risks related to the "socioeconomic environment"</p> <ol style="list-style-type: none"> 1. Natural disasters and other events 2. Fluctuations in raw material prices 3. Social and economic disruption 4. The novel coronavirus disease (COVID-19) | <p>2 Risks related to the "business environment"</p> <ol style="list-style-type: none"> 1. Changes in the competitive environment 2. Corporate Social Responsibility | <p>3 Risks related to the "business operations"</p> <ol style="list-style-type: none"> 1. Compliance 2. Information systems and information security 3. Food safety 4. Human resources 5. Finances |
|--|---|--|

The Kikkoman Group Risk Management Guideline

In October 2010, aiming to accurately manage and make implementations in response to the various risks surrounding the Kikkoman Group, we established "The Kikkoman Group Risk Management Guideline" (Risk Management Guideline) to set forth basic matters related to risk management. In addition to this, we have been compiling a series of Crisis Management Manuals to promote the standardization of the Group's crisis management response. The Kikkoman Group Risk Management Guideline defines the risks as "all uncertainties in management," which include 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 values.

The Risk Management Guideline specifies the policies for eliminating or reducing the impact of risks for stakeholders of the Kikkoman Group. Rather than limiting the definition of risks to only natural disasters and accidents, the Risk Management Guideline also encompasses other content that would have a large impact on stakeholders such as compliance and environmental problems.

In order to handle major risks, basic manuals are shared by subsidiaries in Japan. The Group has a system that the Risk Management Committee responds to risks when the risks become apparent.

Data Section

64 External Evaluation/Support and Membership with Initiatives

65 Financial and Non-financial Data

65 Financial Data

68 Non-financial Data

69 Business Sites

Our Values

Our Vision and Strategy

Value Creation

Foundations of Value Creation

Data Section

External Evaluation

The Kikkoman Group strives to disclose information in the environmental, social and corporate governance fields through corporate reports and websites. In fiscal year 2022, as a result of the Group's outcomes and communication efforts, the Group was included in the following.



FTSE4Good

FTSE4Good Index Series



FTSE Blossom Japan

FTSE Blossom Japan Index

2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

MSCI Japan ESG Select Leaders Index

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CDP Water Security A List



The 2022 Certified Health & Productivity Management Outstanding Organizations Recognition Program

Support and Membership with Initiatives

The Kikkoman Group has endorsed and joined initiatives in both Japan and overseas. Through these partnerships, we are expressing our group's policies and incorporating a wide range of knowledge including social and environmental ones into our own activities to strengthen our efforts.



United Nations Global Compact



Sedex (Supplier Ethical Data Exchange)



Task force on Climate-related Financial Disclosures



Japan Climate Leaders' Partnership

Financial and Non-financial Data

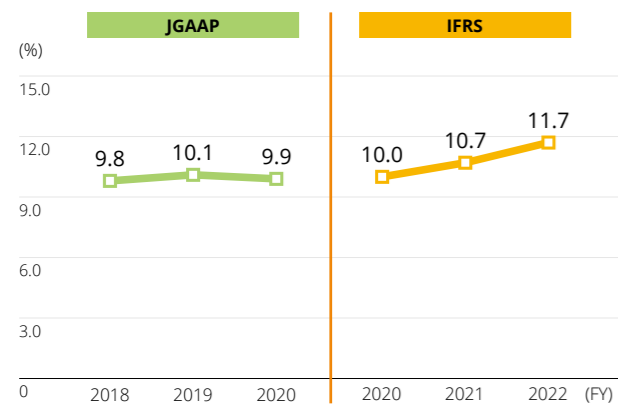
Financial Data

(millions of yen)

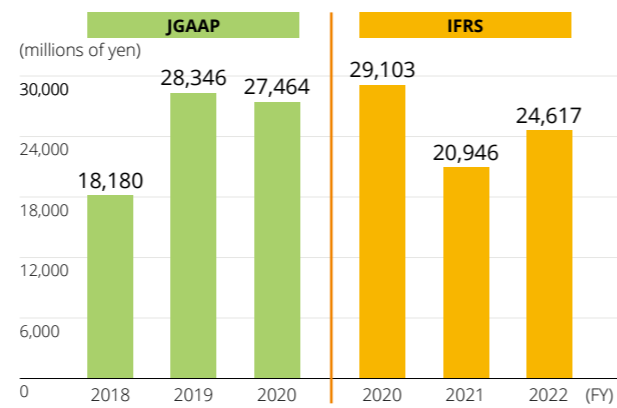
Consolidated Results	JGAAP									IFRS			
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2021	FY2022	
Net Sales	283,239	300,245	343,168	371,339	408,372	402,174	430,602	453,565	468,616	Revenue	439,627	439,411	516,440
YoY Change (%)	(0.1)	—	14.3	8.2	10.0	(1.5)	7.1	5.3	3.3	YoY Change (%)	—	(0.0)	17.5
Operating Profit	17,764	19,808	23,847	25,370	32,598	32,842	36,502	38,417	39,826	Business Profit	38,041	42,650	52,273
Operating Profit Ratio to Net Sales (%)	6.3	6.6	6.9	6.8	8.0	8.2	8.5	8.5	8.5	Business Profit Ratio (%)	8.7	9.7	10.1
YoY Change (%)	(7.5)	—	20.4	6.4	28.5	0.7	11.1	5.2	3.7	YoY Change (%)	—	12.1	22.6
Ordinary Profit	15,242	18,700	22,682	24,364	31,029	32,037	35,985	37,925	39,078	Operating Profit	34,903	41,672	50,682
Ordinary Profit Ratio to Net Sales (%)	5.4	6.2	6.6	6.6	7.6	8.0	8.4	8.4	8.3	Operating Profit Ratio (%)	7.9	9.5	9.8
YoY Change (%)	(9.0)	—	21.3	7.4	27.4	3.2	12.3	5.4	3.0	YoY Change (%)	—	19.4	21.6
Profit Attributable to Owners of Parent	8,983	11,006	12,559	15,382	19,964	23,810	23,846	25,992	26,595	Profit before Income Taxes	37,814	43,194	54,231
Ratio of Profit Attributable to Owners of Parent to Net Sales (%)	3.2	3.7	3.7	4.1	4.9	5.9	5.5	5.7	5.7	Profit before Income Tax Ratio (%)	8.6	9.8	10.5
YoY Change (%)	15.6	—	14.1	22.5	29.8	19.3	0.1	9.0	2.3	YoY Change (%)	—	14.2	25.6
Shareholders' Equity per Share (yen)	808.40	931.70	1,045.62	1,210.77	1,160.05	1,242.71	1,292.18	1,382.60	1,419.12	Profit for the Year Attributable to Owners of the Parent	26,827	31,159	38,903
Earnings per Share (yen)	43.80	54.84	62.82	78.20	102.67	123.28	123.71	135.39	138.53	Ratio of Profit for the Year Attributable to Owners of the Parent to Revenue (%)	6.1	7.1	7.5
Diluted Earnings per Share (yen)	—	—	62.79	78.19	—	—	—	—	—	YoY Change (%)	—	16.1	24.9
Dividend Payout Ratio (Consolidated) (%)	34.2	36.5	31.8	30.7	31.2	27.6	31.5	30.3	30.3	Comprehensive Income for the Period Attributable to Owners of the Parent	16,018	43,919	61,686
Total Net Assets	167,352	187,459	210,407	238,431	225,675	244,437	253,289	270,451	277,757	Basic Earnings per Share (yen)	139.74	162.31	202.94
Shareholders' Equity	165,762	186,168	209,166	236,508	223,684	240,009	248,072	265,428	272,434	Diluted Earnings per Share (yen)	—	—	—
Total Assets	331,371	337,051	349,103	378,766	365,671	361,248	343,929	362,119	387,329	Dividend Payout Ratio (Consolidated) (%)	30.1	27.7	30.1
Shareholders' Equity Ratio (%)	50.0	55.2	59.9	62.4	61.2	66.4	72.1	73.3	70.3	Total Equity	277,543	313,514	363,907
Debt Equity Ratio (%)	71.8	52.4	38.5	31.0	31.6	21.1	8.6	8.2	8.1	Equity Attributable to Owners of the Parent	272,258	308,130	357,816
Dividend on Equity (%)	1.9	2.3	2.0	2.1	2.7	2.8	3.1	3.1	3.0	Equity Attributable to Owners of the Parent per Share (yen)	1,418.20	1,605.08	1,868.13
ROE (%)	5.5	6.3	6.4	6.9	8.7	10.3	9.8	10.1	9.9	Total Assets	398,698	438,508	503,061
Ordinary Profit to Total Assets (%)	4.8	5.6	6.6	6.7	8.3	8.8	10.2	10.7	10.4	Equity Attributable to Owners of the Parent to Total Assets (%)	68.3	70.3	71.1
Share Price as of Term-end (yen)	957	1,657	1,947	3,815	3,700	3,325	4,280	5,430	4,605	D/E Ratio (%)	16.9	14.6	13.1
PER (Times)	21.8	30.2	31.0	48.8	36.0	27.0	34.6	40.1	33.2				
Exchange Rate (yen/US\$)	79.30	83.23	100.00	110.03	120.16	109.03	110.81	110.69	109.10				

Financial and Non-financial Data

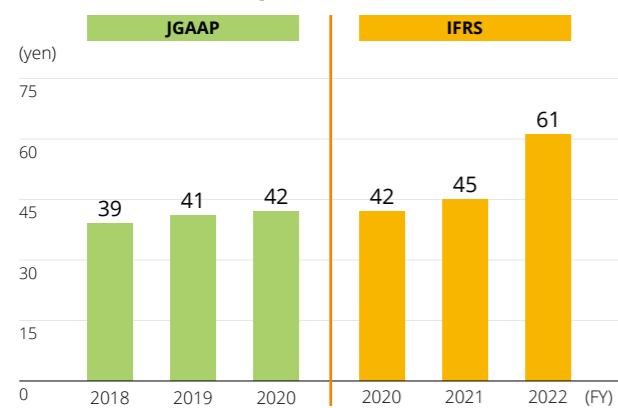
◆ ROE Attributable to Owners of the Parent



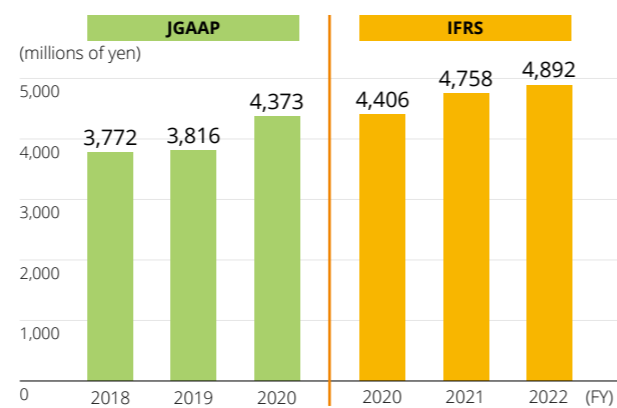
◆ Capital Expenditures



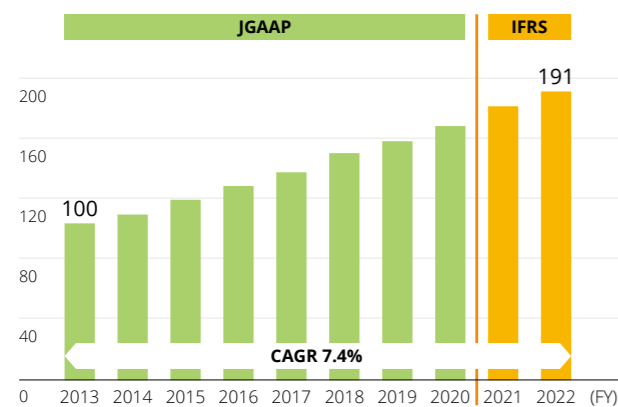
◆ Cash Dividends per Share



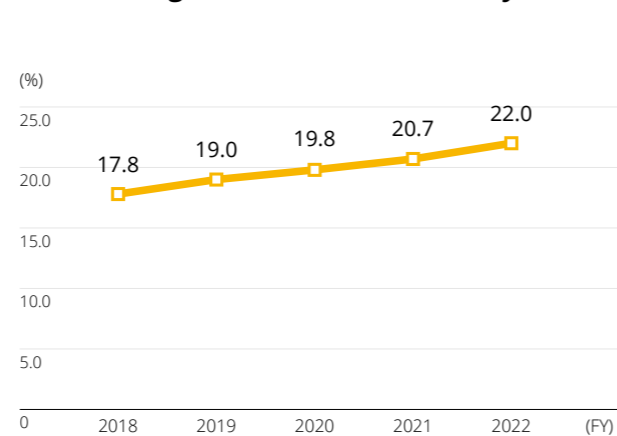
◆ R&D Costs



◆ Sales (Amount) of Soy Sauce Business Overseas*



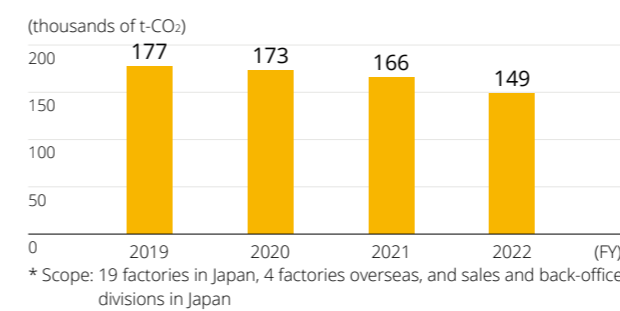
◆ Percentage of Sales of Less Salt Soy Sauce*



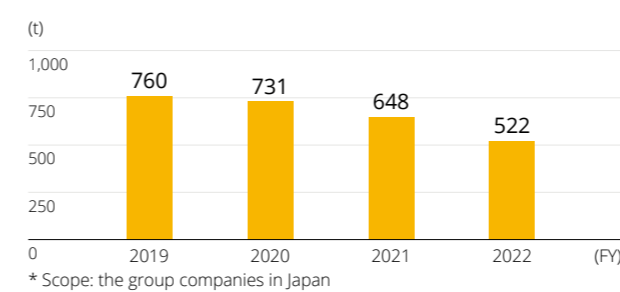
* Figures in the table above represent actual change on a local currency basis, excluding the translation difference, indexed to consolidated sales in FY2013 as 100. Sales for the period of FY2013–FY2020 are JGAAP-based net sales while those for the period of FY2021–FY2022 are IFRS-based revenues. The compound average growth rates were calculated based on a difference between net sales for FY2013 (JGAAP) and revenue for FY2022 (IFRS).

* Percentage of sales of less salt Kikkoman soy sauce (home-use) in Japan

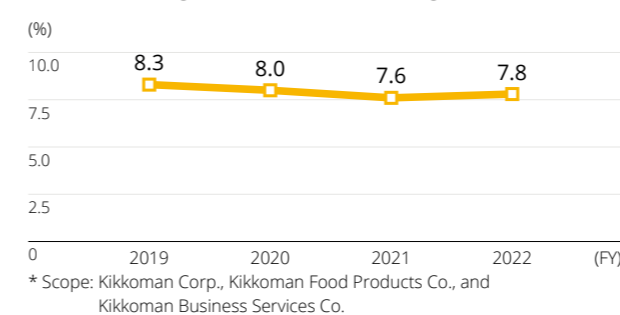
Non-financial Data

◆ CO₂ Emissions

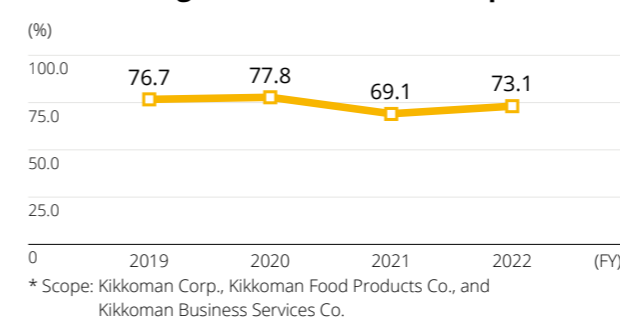
◆ Food Product Losses



◆ Percentage of Female Managers



◆ Percentage of Paid Leave Take-up

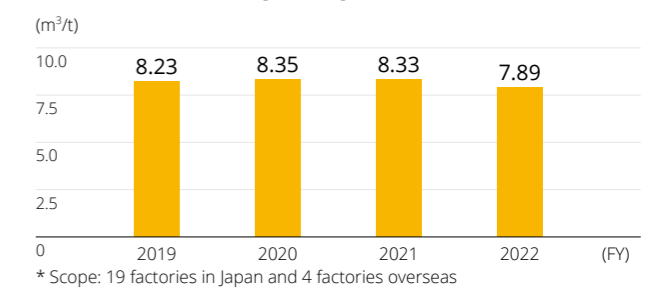


Note 1: Scope of CO₂ emissions, water consumption per unit of production, food product losses, and rate of recycling, etc.

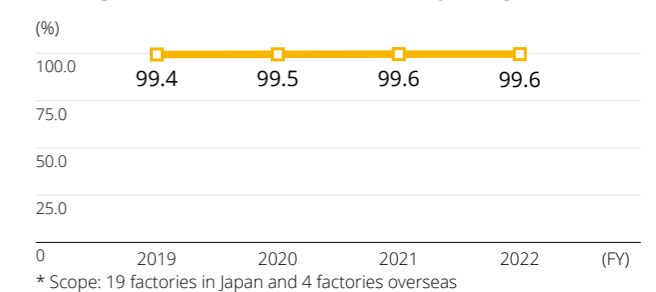
Japan (19 factories): Kikkoman Food Products Co. (Noda Factory (Chiba Prefecture), Takasago Factory (Hyogo Prefecture)), Hokkaido Kikkoman Co., Nagareyama Kikkoman Co., Ltd. (Chiba Prefecture), Kikkoman Foodtech Co., Ltd. (Main Plant (Chiba Prefecture), Nakanodai Plant (Chiba Prefecture), Edogawa Plant (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))

Overseas: KFI (Wisconsin Plant (United States), California Plant (United States)), KSP (Singapore), KFE (The Netherlands)
The domestic sales and back-office divisions of 8 companies: Kikkoman Corp., Kikkoman Food Products Co., Kikkoman Beverage Co., Kikkoman Business Service Co.
Note 2: Due to changes in the calculation method, the CO₂ emissions in FY2021 and the implementation rate of recycling, etc., in FY2019 and 2021 have changed from what was reported last year.

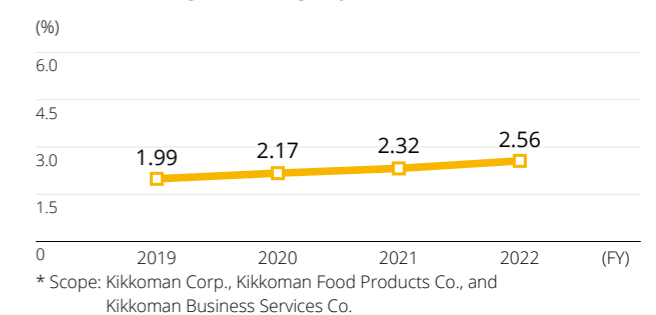
◆ Water Consumption per Unit of Production



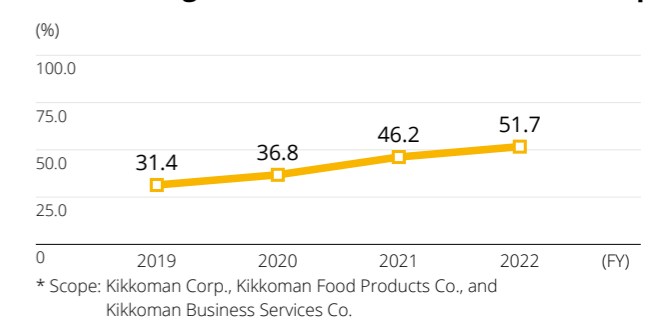
◆ Implementation Rate of Recycling, etc.



◆ Percentage of Employees with Disabilities



◆ Percentage of Men's Childcare Leave Take-up

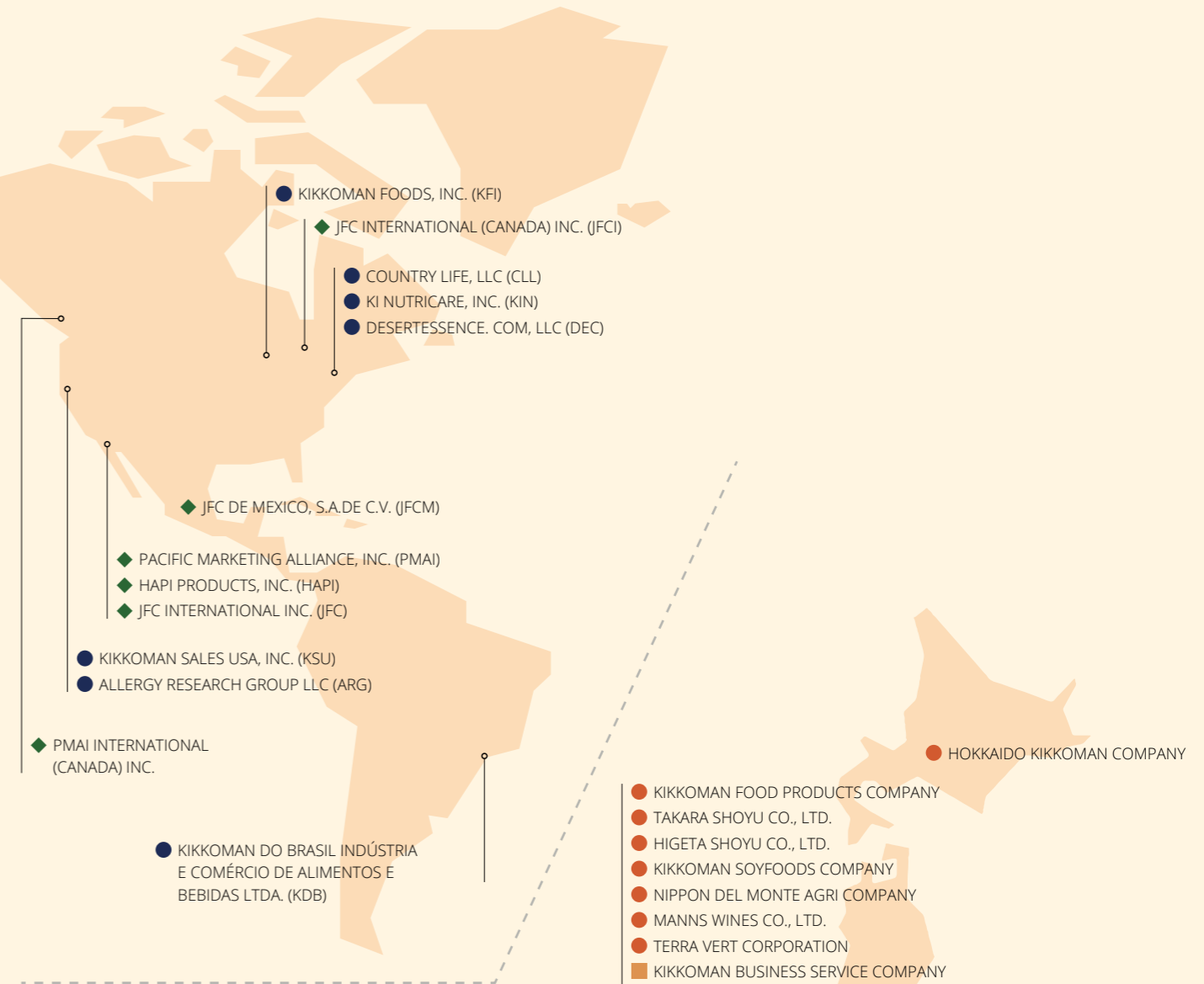


Business Sites

Overseas



- Manufacturing and Sales
- ◆ Wholesale



Domestic

- Manufacturing and Sales
- Others