

Kikkoman Group Corporate Report

2025

Non-financial Section



The Kikkoman Group's Basic Approach

- 2 Basic Approach to the Kikkoman Group's Sustainability Reporting
- 3 Guiding Principles
- 4 Management Principles
- 5 Kikkoman's Approach to Corporate Social Responsibility and Framework

Sustainability Strategy

- 7 Basic Approach to Promoting Sustainability
- 7 Long-Term Vision "Global Vision 2030" and Recognition of Social Issues
- 8 Three Areas of Material Social Issues
- 8 Initiatives and Review of the Three Areas of Material Social Issues under the Medium-Term Management Plan (FY2023-FY2025)
- 13 Sustainability Strategy in the Medium-Term Management Plan (FY2026-FY2028)
- 13 Materiality and Key Targets for FY2028
- 16 Process and Evolution of Identification of Materiality
- 19 Sustainability Governance Structure
- 22 Risk Management

Approach to Materiality

Global Environment

- 25 Global Environment
- 26 Environmental Initiatives
 - 26 Kikkoman Group Environmental Principles
 - 27 Long-Term Environmental Vision
 - 28 Environmental Management Promotion System
 - 29 Climate Change
 - 35 Food Environments
 - 45 Natural Resources
 - 51 Disclosures Based on TCFD Recommendations
 - 58 Disclosures Based on TNFD Recommendations
 - 66 Environmental Management System

Food and Health

- 69 Food and Health
- 70 Basic Approach to Food and Health
 - 71 Initiatives to "Help Customers Around the World Achieve a Well-balanced Diet"
 - 73 Healthy Food Lifestyles
- 77 Shokuiku
 - 77 Shokuiku (Food Education) Activities
 - 78 Major Shokuiku Activities
- 81 For Our Customers
 - 81 Quality Assurance Based on the Concepts of "Safety" and "Peace of Mind"
 - 84 Quality Assurance Systems for Delivering Safe and High-quality Products to Customers
 - 84 Tour of Overseas Group Companies
 - 84 System to Maintain a Stable Supply
 - 85 Responsible Marketing Expressions and Advertisements
 - 86 Pursuing Customer Satisfaction
- 87 Intellectual Property
 - 87 Kikkoman Group Intellectual Property Strategy

People and Society

- 93 People and Society
 - 94 Respect for Human Rights
 - 94 Management System
 - 95 Implementation of Human Rights Due Diligence
 - 99 Common Initiatives to Address Human Rights Risks
 - 101 Together with Our Employees
 - 101 Human Capital Strategies
 - 102 Initiatives to Create Professional Talent
 - 106 The Workplace for Diverse Human Resources to Thrive
 - 116 Human Resource Data
 - 117 Compliance
 - 117 The Kikkoman Group Code of Conduct
 - 117 Initiatives to Promote Compliance
 - 119 Corporate Social Responsibility Survey
 - 119 Anti-Corruption Policy
 - 120 Tax
 - 121 For Our Shareholders and Investors
 - 121 Actions to Achieve Management with Awareness of Stock Price and Cost of Capital
 - 121 Fair, Proper, and Timely Disclosure of Information
 - 121 Shareholder Returns and Internal Reserves
 - 122 Open General Shareholders' Meetings
 - 122 Credit Rating
 - 122 Inclusion in ESG Indices
 - 123 Sustainable Sourcing
 - 123 Conducting Fair Business Practices
 - 123 Developing Good Partnerships with Suppliers
 - 123 Consolidation of the Group's Purchasing Functions
 - 123 Ensuring Quality of Ingredients
 - 124 Preserving Environment in Procurement
 - 124 The Kikkoman Group's Policy for Business Partners
 - 125 Sustainable Sourcing
 - 126 Sedex
 - 127 As a Member of Communities
 - 127 Our Social Activities
 - 128 Passing Down and Promoting Food Cultures
 - 128 The Kikkoman General Hospital
 - 129 Social Contribution Activities Worldwide
 - 133 Partnerships
 - 133 Value Creation through Partnerships

Data Section

- 135 SDGs Index and GRI Standards Content Index
 - 135 SDG Index
 - 136 GRI Standards Content Index
- 142 Kikkoman Group Operational Chart

Kikkoman Group Corporate Report 2025
Non-financial Section

The Kikkoman Group's Basic Approach

Basic Approach to the Kikkoman Group's Sustainability Reporting

In FY2007, the Kikkoman Group began publication of the Corporate Citizenship Report, which described our Group's basic social and environmental policies and activities. In FY2017, we restructured this as the Kikkoman Data Book. In FY2020, we reworked the report into the Kikkoman Group Corporate Report, an integrated report covering the Group's strategies and financial and non-financial initiatives. This report (Non-financial Section) shows how the Kikkoman Group, based on its Management Principles, fulfills its corporate social responsibilities, advances initiatives that contribute to solving social issues, and how we believe these lead to achieving a sustainable society (sustainability).

Viewing sustainability as a key management issue for our Group, we promote initiatives to achieve the Kikkoman Group's Management Principles through collaboration with a wide range of stakeholders. The secretariat of the Kikkoman Corporation Sustainability Committee takes a leading role in identifying, evaluating, and prioritizing the content of this report.

Scope ● The Kikkoman Group Corporate Report Non-Financial Section (this report) covers the activities of the Kikkoman Group, consisting of Kikkoman Corporation as the Group's holding company, 54 subsidiaries, and two affiliates (as of March 31, 2025). In this report, the Kikkoman Group is referred to as "The Kikkoman Group," "the Group," or "our Group," and Kikkoman Corporation is referred to as "Kikkoman Corporation," "Kikkoman," or "the Company." Otherwise, the relevant company and department are explicitly indicated. Abbreviated names of Group companies in this report are described in the "Major Group Companies" section.

Reporting Period ● Fiscal Year (FY) 2025 (April 1, 2024 to March 31, 2025)
Note: This report may contain references to activities that were initiated prior to March 2024 or after April 2025.

Date of Publication ● March 2026 Previous publication: March 2025

Note on Statements about the Forecast ● In addition to information about past and present activities undertaken by the Kikkoman Group, this report includes statements about the forecast in the form of plans and projections current at the time of its publication. These statements reflect the judgment of management based on information that was available at the time of their inclusion in the report. Changing conditions may cause the results of future business operations and other events to differ from projections.

Contact ● The Kikkoman Consumer Center
Toll-free telephone number: 0120-120-358
Hours: 10:00 to 16:00, Mon to Fri (excluding public holidays)
2-1-1 Nishi-Shimbashi, Minato-ku, Tokyo 105-0003, Japan

Reports on strategies, corporate governance, etc. Corporate section

Related materials ▶▶▶  **Factbook:** <https://www.kikkoman.com/en/finance/library/factbook.html>
Corporate governance report: <https://www.kikkoman.com/jp/ir/lib/governance.html>

Non-financial report Non-financial section (this handbook)

Related materials ▶▶▶ Related information is available as "Corporate Citizenship" on our website.
 <https://www.kikkoman.com/en/csr/>

Financial report

Related materials ▶▶▶  **Securities Report:** <https://www.kikkoman.com/jp/ir/lib/yuho/>
Materials from results briefings: <https://www.kikkoman.com/en/finance/library/information/>

The Kikkoman Group's Basic Approach

Guiding Principles

The Kikkoman Group has a long history that dates back to the first half of the 17th century. Throughout that history, the Group has engaged in management with an emphasis on our connections with society. This management stance is expressed in the Guiding Principles set forth following the establishment of Noda Shoyu Co., Ltd., the predecessor of Kikkoman Corporation.



Guiding Principles

Stating that we “believe the interests of society as a whole to be our own interests,” the Guiding Principles stress the importance of companies playing roles as members of society. This corporate stance is similarly reflected in our current Kikkoman Group Management Principles.

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

The Kikkoman Group believes that a company's survival and prosperity can be achieved only when it has earned the satisfaction of consumers. Acting under this recognition, our Group listens to consumers, deeply considers what the market demands, and provides products and services that have value for consumers. We also believe that the basic mission of a food products manufacturer is to efficiently, safely, and hygienically produce high-quality goods. At every workplace, we pay meticulous attention to product quality as well as to containers and packaging, recognizing the importance of quality control and addressing it through comprehensive systems. Moreover, by communicating Japan's food culture to the world, primarily through soy sauce, we hope to promote exchanges of food cultures and achieve fusions of different countries' food cultures while also contributing to the passing down and promoting food cultures in Japan. We are also working toward coexistence with society by making societal contributions through our business activities, actively engaging in environmental conservation and social activities, and otherwise undertaking actions as a good corporate citizen. By making such efforts with sincerity, we hope to make Kikkoman valued by people around the world.

The Approach of the Kikkoman Group

Kikkoman's Approach to Corporate Social Responsibility and Framework

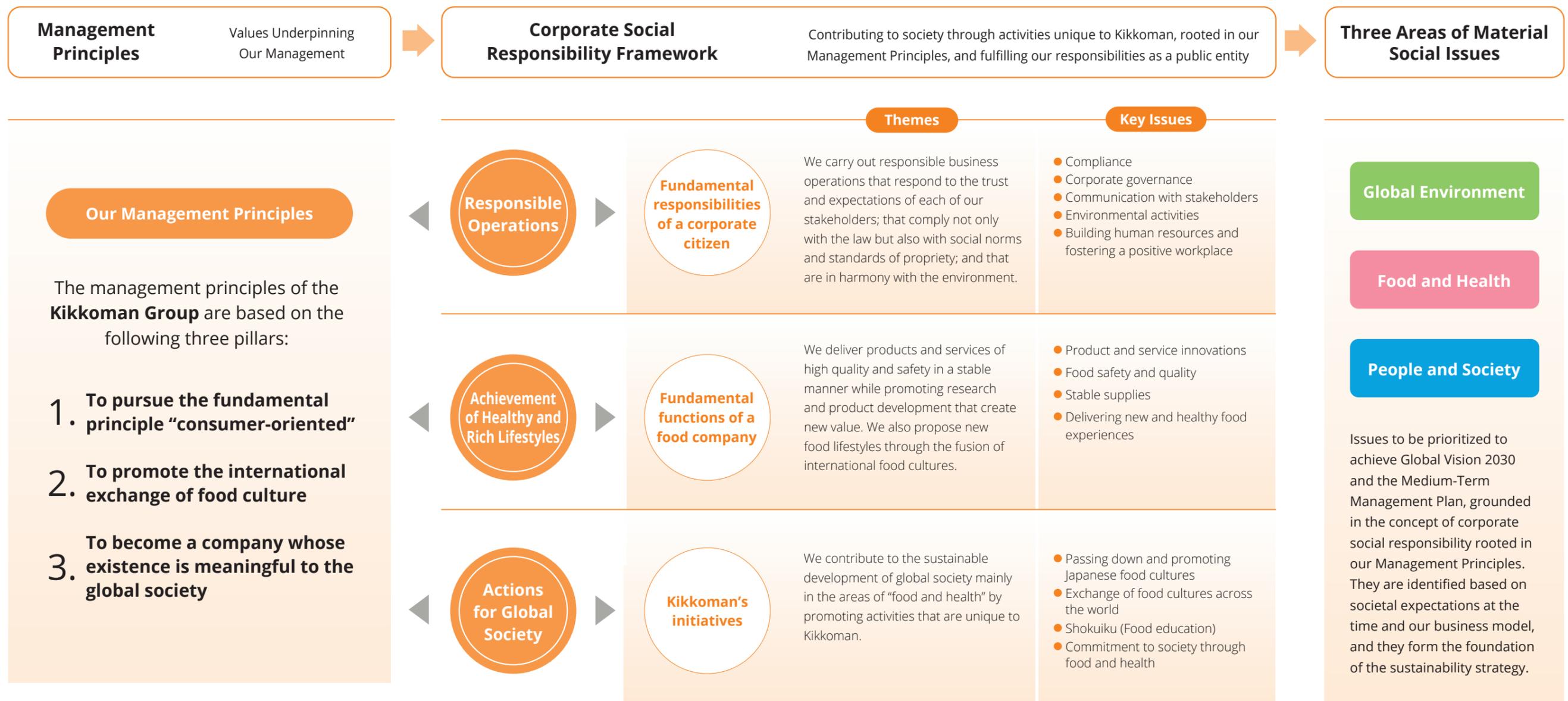
The Kikkoman Group recognizes that, based on its Management Principles, fulfilling its corporate social responsibilities and engaging in initiatives that contribute to solving social issues leads to sustainability.

Since our establishment, Kikkoman has always regarded a connection with society as being of great importance. This attitude continues in the Kikkoman Group's Management Principles. Now that we have come to supply a variety of products and services to customers in more than 100 countries worldwide, we recognize that our responsibilities to global society have grown together with the growth of our business. We aim to become a company that is valued by people around the world and will continue to implement activities that are aligned with our Management Principles. The foundation of this is to conduct our daily business activities with integrity and to contribute to achieving rich and

healthy food lifestyles through our products and services. In addition, we aim to fulfill our responsibilities as a public entity and contribute to society through activities that are unique to Kikkoman. We believe that the cumulative pursuit of each and every one of these activities is our corporate social responsibility.

To organize this approach, we formulated Kikkoman's Social Responsibility Framework in 2011 as our Group's policy on Corporate Social Responsibility. Our Group fulfills social responsibilities including compliance with laws, regulations, and environmental conservation, carries out our proper roles as a food company including the provision of food safety and new proposals, and seeks to engage in activities unique to Kikkoman.

Kikkoman Group Corporate Social Responsibility Framework



Sustainability Strategy

Basic Approach to Promoting Sustainability

The Kikkoman Group recognizes sustainability as an important management issue, based on the Management Principles and the concept of corporate social responsibility described above. We aim to contribute to solving social issues through our Group's business activities and, by balancing the sustainable development of society with the growth of our Group, achieve Global Vision 2030 and put our Management Principles into practice.

Long-Term Vision "Global Vision 2030" and Recognition of Social Issues

Based on our Management Principles, the Kikkoman Group formulated Global Vision 2030 in 2018 as a long-term vision that defines our Group's aspirations and basic strategies. Global Vision 2030 sets forth a vision for our Group heading toward 2030, based on the theme of "Striving with passion to create new values."

In formulating Global Vision 2030, we discussed contribution to solving social issues as a key element and, from among the many social issues facing global society, identified as our material social issues the three areas that our Group should prioritize: Global Environment, Food and Health, and People and Society. This was decided after conducting analysis from two perspectives—the importance to society and the importance to Kikkoman—and repeated discussions by the CEO and Corporate Officers. Since then, in the Medium-Term Management Plan and other plans, our Group has made it a key management theme to address materiality so as to both help solve social issues and seize business opportunities.

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



Three Areas of Material Social Issues

Our Group believes that contributing to the resolution of social issues through initiatives in these three areas of material social issues will lead to business opportunities.

The Kikkoman Group's Three Areas of Material Social Issues



Initiatives and Review of the Three Areas of Material Social Issues under the Medium-Term Management Plan (FY2023–FY2025)

The Kikkoman Group has formulated its Medium-Term Management Plan for FY2023 to FY2025 and has been advancing initiatives toward achieving Global Vision 2030. In this Medium-Term Management Plan, we positioned "contributing to solving social issues through our business activities" as one of the key issues, set specific targets in the three materiality areas of "Global Environment," "Food and Health," and "People and Society," and promoted initiatives.

Summary

Through three years of activities, we achieved many targets and confirmed steady progress in our sustainability initiatives. In particular, we delivered results in reducing environmental impact in the "Global Environment" area and in promoting diversity and inclusion in the "People and Society" area. On the other hand, some targets, such as "Reducing food loss" and "Increasing the share of less salt-type soy sauce," were not achieved, highlighting the need to further strengthen our initiatives.

Sustainability Strategy

Under the FY2023–FY2025 Medium-Term Management Plan, we worked toward the targets set in each of the areas of the Global Environment, Food and Health, and People and Society.

FY2023–FY2025 Medium-Term Management Plan Social Issues Initiatives/Targets/Performance

Social Issues	Summary	Themes	Actions	FY2023–FY2025 Medium-Term Management Plan Targets
 <p>Global Environment</p>	<p>We made significant progress in our initiatives to realize a decarbonized society. In terms of CO₂ emission reductions, increasing the number of facilities achieving 100% renewable energy, and reducing water consumption (per unit of production), we met our targets and steadily contributed to reducing environmental impact. However, as food loss in the manufacturing stage increased, we are working to prevent the occurrence of problems during manufacturing. In addition, the manufacturing, logistics, and sales divisions are working together to reduce returns and optimize inventory.</p>	<p>Climate change</p>	<p>Reducing CO₂</p>	<p>Reducing CO₂ emissions by more than 25% compared to FY2019^{*1}</p> <p>Increasing facilities fully operated by renewable energy^{*1}</p>
		<p>Food environments</p>	<p>Preserving water environment</p>	<p>Reducing water consumption (per unit of production) by more than 25% compared to FY2012^{*2}</p> <p>Achieving 100% compliance with the voluntary wastewater standard^{*3}</p>
		<p>Natural resources</p>	<p>Promoting recycling activities</p> <p>Reducing food loss</p> <p>Reducing plastic usage</p>	<p>Achieving more than 99% recycling rate^{*2*4}</p> <p>Reducing food loss by more than 25% compared to FY2019^{*5}</p> <p>Developing eco-friendly products</p>
		<p>Joy of food and health</p>	<p>Proposing tasty, healthy, and balanced diet</p> <p>Tackling a variety of nutrition issues</p> <p>Promoting proper salt intake</p>	<p>Promoting products and services that contribute to solving nutrition issues</p> <p>Utilizing nutrition-related data</p> <p>Percentage of sales of less salt-type soy sauce in Japan 25%^{*6}</p>
 <p>Food and Health</p>	<p>We did not meet the target for the percentage of sales of less salt-type soy sauce, which is intended to respond to growing health consciousness. We view this as due to the diversification of customers' taste preferences and values, and believe it will be necessary to further deepen initiatives to better communicate health value.</p>	<p>Diverse food needs</p>	<p>Expanding plant-based protein products</p> <p>Offering more choices for consumers</p>	<p>Expanding soymilk business in Japan and overseas</p> <p>Launching plant-based protein products</p> <p>Offering various choices through product labeling</p>
		<p>Communication</p>	<p>Promoting food education</p> <p>Promoting international exchange of food culture</p> <p>Supporting activities to promote mental well-being</p>	<p>Offering recipes through various channels</p> <p>Introducing diverse food cultures</p> <p>Implementing programs to connect people</p>
		<p>Respect for human rights</p>	<p>Implementing human rights due diligence</p> <p>Promoting diversity, equity and inclusion</p>	<p>Proportion of managers who participated in human rights training programs: 100%^{*7*8}</p> <p>Proportion of women in management positions (Japan): 10% or more^{*9}</p> <p>Employment rate of persons with disabilities (Japan): 2.5%^{*10*11}</p>
 <p>People and Society</p>	<p>Percentage of Female Managers exceeded the target, and Men's childcare leave take-up rate also improved significantly, indicating progress in building an environment for and deepening understanding of diversity. Annual leave take-up rate: 80% or more remained high, and we also began initiatives to support employee health; our health management is steadily advancing. We verify employee awareness of these goals through engagement surveys. Going forward, we believe it is important to expand these initiatives on a global, consolidated basis.</p>	<p>Collaborating with stakeholders</p>	<p>Creating a work environment with opportunities to improve capabilities</p> <p>Contributing to development of communities</p> <p>Promoting stakeholder engagement</p>	<p>Men's childcare leave take-up rate (Japan): 100% (For companies without a short-term childcare leave system, promote introduction.)^{*10*12}</p> <p>Annual paid leave take-up rate (Japan): 80% or more^{*9*10}</p> <p>Conducting engagement survey and improving engagement</p> <p>Strengthening human resource development/human resource fostering</p> <p>Nourishing the mind and body of employees</p> <p>Promoting activities to support sustainable development of society</p> <p>Implementing stakeholder engagement programs</p>
		<p>Strengthening of the management system</p>	<p>Strengthening corporate governance</p> <p>Strengthening compliance</p> <p>Strengthening risk management</p>	<p>Strengthening the corporate governance system</p> <p>Conducting annual compliance training programs</p> <p>Putting in place a global BCP program</p> <p>Enforcing data security system</p>

*1 Kikkoman and consolidated subsidiaries; *2 Domestic production divisions of Kikkoman and consolidated subsidiaries + major overseas production divisions; *3 12 domestic business sites that discharge into rivers; *4 Percentage recycled, etc., of volumes other than products shipped from factories; *5 Domestic production divisions of consolidated subsidiaries and their logistics divisions; *6 Percentage of sales of less salt-type soy sauce for home-use Kikkoman Soy Sauce in Japan; *7 Targeting 100% on a cumulative three-year basis; *8 Kikkoman and 22 companies in Japan, 45 companies overseas; *9 Kikkoman and 22 companies in Japan; *10 Single-year target for FY2025; *11 Kikkoman and 22 companies in Japan (only those companies subject to the statutory employment obligation); *12 Among Kikkoman and the 22 companies in Japan, companies that have introduced a paid short-term childcare leave system

Sustainability Strategy

Social Issues	FY2023-FY2025 Medium-Term Management Plan Targets	FY2023		FY2024		FY2025	
		Actual	Targets	Actual	Targets	Actual	Targets
 Global Environment	Reducing CO ₂ emissions by more than 25% compared to FY2019 ^{*1}	27.9% reduction	20% reduction	34.9% reduction	24% reduction	37.1% reduction	36% or more reduction
	Increase the number of facilities operating on 100% renewable energy ^{*1}	20 facilities	No numerical targets	20 facilities	No numerical targets	21 facilities	No numerical targets
	Reducing water consumption (per unit of production) by more than 25% compared to FY2012 ^{*2}	21.0% reduction compared to FY2012	23% reduction compared to FY2012	22.9% reduction compared to FY2012	23% reduction compared to FY2012	26.6% reduction compared to FY2012	More than 25% reduction compared to FY2012
	Achieving 100% compliance with the voluntary wastewater standard ^{*3}	12 facilities (100%)	12 facilities (100%)	12 facilities (100%)	12 facilities (100%)	12 facilities (100%)	12 facilities (100%)
	Achieving more than 99% recycling rate ^{*2*4}	99.5%	99% or more	99.4%	99% or more	99.3%	99% or more
	Reducing food loss by more than 25% compared to FY2019 ^{*5}	42.8% reduction compared to FY2019	More than 20% reduction compared to FY2019	24.4% reduction compared to FY2019	More than 30% reduction compared to FY2019	17.0% reduction compared to FY2019	More than 30% reduction compared to FY2019
Developing eco-friendly products		Examples of initiatives ○ For the 1-liter PET bottles used for soy sauce, by adopting the “Waist-Fit Bottle” that features a widened “waist” section in the middle of the bottle, we reduced weight by 10%. Estimated annual reduction: about 80 tons of plastic and CO ₂ of about 124 tons. ○ Switched the straw attached to “Kikkoman Soy Milk 200 mL” to one made from 100% plant-based biomass plastic (derived from sugarcane). This is expected to reduce petroleum-based plastics by approximately 125 tons per year.					
 Food and Health	Promoting products and services that contribute to solving nutrition issues	Proposals for nutritionally balanced eating lifestyles through products and services ○ Products: Expansion of products that contribute to health. ○ Services: Recipe suggestions. Expanded moderate-salt recipes and vegetable recipes on the Home Cooking App. Added a feature to assist users in creating balanced meal plans in the Today's Menu app. ○ Health guidance and communication at The Kikkoman General Hospital.					
	Utilizing nutrition-related data	Communications and proposals based on scientific evidence from R&D results. For example: We share research data showing that replacing salt used for seasoning with soy sauce can reduce salt intake from dishes while maintaining perceived flavor intensity and satisfaction.					
	Percentage of sales of less salt-type soy sauce in Japan 25% ^{*6}	22.2%		22.5%		22.2%	
	Expanding soymilk business in Japan and overseas	Japan: Initiatives to broaden reach and depth, such as new product launches and events. Overseas: Promotions to expand the user base.					
	Launching plant-based protein products	○ In August 2022, launched and expanded the Kikkoman Soy Noodles series. ○ Launched new soymilk products.					
	Offering various choices through product labeling	Expanding the product lineup to include products made without wheat or soy, and organic soy sauce, among others.					
	Offering recipes through various channels	Introducing nutritionally balanced recipes via our website, apps, and social media.					
	Introducing diverse food cultures	○ Manufacture and sale of soy sauce overseas, and activities to popularize Japanese cuisine (Food Wholesale Business). ○ Continue initiatives to introduce Japanese food culture overseas, such as cooking classes for overseas chefs. ○ Implement initiatives to introduce overseas food cultures and recipes in Japan.					
Implementing programs to connect people		Promoting Food Education Carry out activities to expand the sentiment embodied in our Corporate Slogan, “seasoning your life” (e.g., holding an essay contest, producing and distributing documentary entertainment programs).					
 People and Society	Proportion of managers who participated in human rights training programs: 100% ^{*7*8}	Deciding on the content	Proceed with content selection	Proportion of managers who participated in human rights training programs: 100% (Managers in Japan and those on overseas assignment)	Proportion of managers who participated in human rights training programs: 100% (Managers in Japan and those on overseas assignment)	Proportion of managers who participated in human rights training programs: 100% (Local managers overseas)	Proportion of managers who participated in human rights training programs: 100% (Local managers overseas)
	Proportion of women in management positions (Japan): 10% or more ^{*9}	As of end-March 2023 9.22% (combined for target companies)	9%	10.5%	10% or more	11.3%	10% or more
	Employment rate of persons with disabilities (Japan): 2.5% ^{*10*11}	As of end-March 2023 2.44% (combined for target companies)	2.3%	2.48%	2.5% or more	2.39%	2.5% or more
	Men's childcare leave take-up rate (Japan): 100% (For companies without a short-term childcare leave system, promote introduction.) ^{*10*12}	64.5%	Following October legal revision, we are promoting introduction of the system at Group companies, aiming for 100% implementation in the second half.	87.8%	Build a business support framework and aim for 100% take-up	98.4%	Build a business support framework and achieve 100% take-up
	Annual paid leave take-up rate (Japan): 80% or more ^{*9*10}	Total take-up rate across target companies: 77.4%; number of companies exceeding 80%: 8	Number of companies exceeding 80%: 10	Total take-up rate across target companies: 82%; number of companies exceeding 80%: 11	Total take-up rate across target companies: 80% or more Number of companies exceeding 80%: 12	Total take-up rate across target companies: 81.9%; number of companies exceeding 80%: 15	Total take-up rate across target companies: 80% or more Number of companies exceeding 80%: 15
	Implementing stakeholder engagement programs	Since FY2023, we have conducted an annual survey. We implemented improvement action plans at each workplace, and, in priority organizations, promoted workplace culture improvement activities together with top management.					
	Strengthening human resource development/human resource fostering	We strengthened the provision of overseas experience to foster global human resources. We also implemented programs to foster digital human resources.					
	Nourishing the mind and body of employees	We advanced the groundwork for improving health literacy, including establishing a health management promotion framework, introducing a system for managing health checkup results, and rolling it out to Group companies.					
	Promoting activities to support sustainable development of society	We implemented various programs in collaboration with local communities and carried out donation activities.					
	Implementing stakeholder engagement programs	We drew on stakeholders' feedback when formulating the Medium-Term Management Plan. We will continue initiatives to reflect stakeholders' opinions.					
	Strengthening the corporate governance system	While the basic corporate governance framework is already in place, we will work to further enhance its effectiveness.					
	Conducting annual compliance training programs	Conducted various training programs at Group companies in Japan and overseas.					
	Putting in place a global BCP program	By preparing common materials and packaging, and developing products using raw materials compliant with regulations in each country, we will enable cross-area sourcing of materials and packaging and product supply in emergencies.					
Enforcing data security system	○ Preparation of security policy-related documents ○ Definition of the information security continual improvement process ○ Ongoing security training for system users ○ Strengthening ID protection measures, such as multi-factor authentication ○ Rollout of mobile device management tools						

*1 Kikkoman and consolidated subsidiaries; *2 Domestic production divisions of Kikkoman and consolidated subsidiaries + major overseas production divisions; *3 12 domestic business sites that discharge into rivers; *4 Percentage recycled, etc., of volumes other than products shipped from factories; *5 Domestic production divisions of consolidated subsidiaries and their logistics divisions; *6 Percentage of sales of less salt-type soy sauce for home-use Kikkoman Soy Sauce in Japan; *7 Targeting 100% on a cumulative three-year basis; *8 Kikkoman and 22 companies in Japan, 45 companies overseas; *9 Kikkoman and 22 companies in Japan; *10 Single-year target for FY2025; *11 Kikkoman and 22 companies in Japan (only those companies subject to the statutory employment obligation); *12 Among Kikkoman and the 22 companies in Japan, companies that have introduced a paid short-term childcare leave system

Sustainability Strategy

Sustainability Strategy in the Medium-Term Management Plan (FY2026–FY2028)

In the Medium-Term Management Plan for FY2026–FY2028, in response to rising international expectations and based on the concept of double materiality—assessing materiality from two perspectives, “Social and Environmental Issues Affecting the Company Financially” and “Corporate Activities that Impact Society and the Environment”—the Kikkoman Group re-assessed its materiality from FY2024 through FY2025. Based on the results obtained, we then clarified, by theme, the initiatives to focus on at this point in time. We believe that accelerating initiatives linked to these materiality themes will lead to sustainable enhancement of corporate value through the resolution of social issues.

Materiality and Key Targets for FY2028

Global Environment

We will address interrelated issues such as climate change, water, and sustainable sourcing of raw materials.

Actions and Plans: Social Issue

Themes	Actions	FY2028 Targets	2030 (FY3031) Long-Term Environmental Vision
 Climate Change	Reducing CO ₂ emissions (compared to FY2019) ^{*1}	42% or more	50% or more
 Food Environments	Reducing water consumption (per unit of production) (compared to FY2012) ^{*2}	28% or more	30% or more
	Compliance with wastewater standards that are stricter than laws and regulations ^{*3}	BOD of 8 mg/L or less	BOD of 8 mg/L or less
	Sustainable raw material procurement	Soybeans: 100% certified or equivalent Container and packaging paper: 85% or more certified	Soybeans: 100% certified or equivalent Container and packaging paper: 100%
 Natural Resources	Promoting recycling activities ^{*2}	Recycling rate of 99% or more	Recycling rate of 100%
	Reducing food loss (compared to FY2019) ^{*4}	38% or more	50% or more
	Utilizing sustainable materials	PET containers: 30% or more made of sustainable materials	PET containers: 50% or more made of sustainable materials

^{*1} Kikkoman and consolidated subsidiaries ^{*2} Production divisions of Kikkoman and consolidated subsidiaries
^{*3} 12 domestic facilities that discharge into rivers ^{*4} Production divisions of consolidated subsidiaries and their logistics divisions

Food and Health

By offering diverse options that balance great taste and health to meet diversifying lifestyles and values, we will contribute to richer food lifestyles, deliver the joy of food worldwide, and aim to achieve health management.

Actions and Plans: Social Issue

Themes	Actions	FY2028 Targets
 Making Health Simple and Delicious	Expanding health products and services	Expanding products that help resolve nutritional deficiencies
	Proposing simple, nutritionally balanced recipes and diets	Proposing diets that emphasize proper salt intake, expansion of vegetable-based recipes, and mental and physical health
	Promoting proper salt intake	Percentage of sales of less salt-type soy sauce in Japan: 30%*
 Responding to the Challenges of Individuals	Supporting health based on scientific evidence	Providing useful information on health and nutrition concerns
	Developing services that address individual nutrition challenges	Developing and implementing Kikkoman NPS* * Nutritional Profiling System
	Responding to diverse dietary needs	Expanding product offerings such as allergen-free and organic soy sauce
 Bringing the Joy of Food to the Next Generation	Enhancing food education	Offering more enjoyable food and culinary experiences
	Promoting international exchange of food culture	Providing opportunities to experience new food culture and healthy eating habits
	Connecting with people through food	Enhancing activities to deliver more delicious memories
 Co-creation and Innovation	Promoting health management	Supporting employees to improve their health and take on new challenges
	Helping create food environments	Co-creation with society through industry-government-academia collaboration
	Strengthening communication	Company-wide promotion of health value based on business

* Percentage of sales for home-use Kikkoman Soy Sauce in Japan

Sustainability Strategy

People and Society

From our own employees to people working across the value chain and local communities, we will respect human rights and further deepen collaborating with stakeholders.

Actions and Plans: Social Issue

Themes	Actions	FY2028 Targets	
 <p>Respect for Human Rights</p>	Implementing human rights due diligence	Participation in training to deepen understanding of business policies regarding respect for human rights*1	100%
		Completion of assessments of key suppliers and contractors at domestic and overseas manufacturing sites	100%
 <p>Collaborating with Stakeholders</p>	Promoting diversity, equity and inclusion	“DE&I Awareness Score” in employee engagement survey*2	65%
		Proportion of women in management positions*2	20%
		Employment rate of persons with disabilities*3	2.7%
		Men’s childcare leave take-up rate*4	100%
	Creating a workplace where employees can work enthusiastically	“Health Management” score in employee engagement survey*2	65%
		Maintaining annual leave take-up rate*4	80% or more
		“Provision of Growth Opportunities” score in employee engagement survey*2	70%
Contributing to the development of local communities	Promoting activities to support sustainable development of society		
Promoting stakeholder engagement	Implementing stakeholder engagement programs		
 <p>Strengthening of the management system</p>	Strengthening corporate governance	Strengthening the corporate governance system	
	Strengthening compliance	Conducting annual compliance training programs	
	Strengthening risk management	Putting in place a global BCP program and enforcing data security	

*1 Designated Group companies in Japan and overseas *2 23 Group companies in Japan (incl. employees seconded overseas) *3 Legally obligated Group companies *4 23 Group companies in Japan

By faithfully implementing initiatives to achieve these targets, the Kikkoman Group will contribute to solving social issues, enhance trust among stakeholders, and strive to remain a company whose existence is meaningful to the global society.

Process and Evolution of Identification of Materiality

Approach to Identifying and Assessing Materiality

The Kikkoman Group identifies social issues that are particularly important to our business activities as “material issues” and promotes initiatives to address them, in order to embody our concept of corporate social responsibility rooted in our material social issues and contribute to achieving a sustainable society. We enhance the effectiveness of our materiality through periodic reviews that take into account societal expectations, the degree of impact on our business, and international norms.

Since reviews conducted under Global Vision 2030, our Group has continuously evolved the process of identifying materiality in response to changes in the social environment and rising expectations from stakeholders. Through multiple evaluation processes, we continue to update the process while deepening our understanding of material social issues.

In recent years, in response to heightened international interest in sustainability and to enable disclosures aligned more closely with international standards, we conducted a materiality assessment based on the concept of double materiality. This approach analyzes and evaluates importance from two perspectives: the financial impact of society and the environment on our Group (financial materiality), and the impact of our Group’s business activities on society and the environment (impact materiality).

As a result, it was reaffirmed that the Three Areas of Material Social Issues we have identified to date—Global Environment, Food and Health, and People and Society—remain important for both society and our Group. Based on these results, we further clarified the themes and initiatives within the above three areas in the Medium-Term Management Plan for FY2026–FY2028 as the material issues on which our Group should focus.

Identification of the Three Areas of Material Social Issues in Formulating Global Vision 2030 (2017)

In formulating Global Vision 2030 (announced in 2018), we held discussions on material social issues in 2017. At that time, led by the secretariat of the Corporate Social Responsibility Committee (now the Sustainability Committee), we identified 26 material social issues—including climate change, human rights, and health—mapped them on two axes, [Material social issues for society] and [Material social issues for Kikkoman], and analyzed the risks and opportunities. This content was reported and discussed in Group Management Committee meetings, and the three material social issues of Global Environment, Food and Health, and People and Society were identified as major directions for the Company. These were determined by the Representative Director, President and CEO who had responsibility at the time, and were reported to The Board of Directors. These Three Areas of Material Social Issues subsequently became the foundation for sustainability initiatives in our Medium-Term Management Plans.

Assessment of Materiality Under the Medium-Term Management Plan 2022 - 2024 (2021 - 2022)

Our Group formulated the Medium-Term Management Plan for FY2023 to FY2025 as medium-term targets for achieving Global Vision 2030. In considering the Medium-Term Management Plan, we held discussions on sustainability as a key issue, within which we conducted assessment of material issues from 2021 to 2022. Through this evaluation process, we organized the specific themes to be addressed and set targets as “Key Issues” in the Medium-Term Management Plan, based on the identified material social issues—the Three Areas of Material Social Issues. In the review process, led by the secretariat of the Corporate Social Responsibility Committee (now the Sustainability Committee), data and external indicators were organized, and discussions and deliberations were conducted primarily in the Group Management Committee.

Sustainability Strategy

Materiality Assessment Based on International Standards (Double Materiality) (2023 - 2024)

In light of the growing global interest in sustainability and the establishment of international frameworks for non-financial information disclosure, the Kikkoman Group conducted a new materiality assessment from FY2024 to FY2025, while building on our previous efforts to identify and assess materiality, to review our material issues in a more objective manner that responds to the demands of the international community. This aims to enable disclosures with greater alignment to international standards while building on our existing efforts.

Methods of Materiality Assessment

The Secretariat of the Sustainability Committee took the lead in conducting the assessment based on the Implementation Guidance for the materiality assessment established by the European Financial Reporting Advisory Group (EFRAG). In doing so, we sought to achieve a highly objective assessment aligned with the European Sustainability Reporting Standards (ESRS), reflecting double materiality—assessing along two axes: the impact of the natural environment and society on companies (financial material issues) and the impact of companies on the natural environment and society (impact material issues).

The Processes of Materiality Assessment

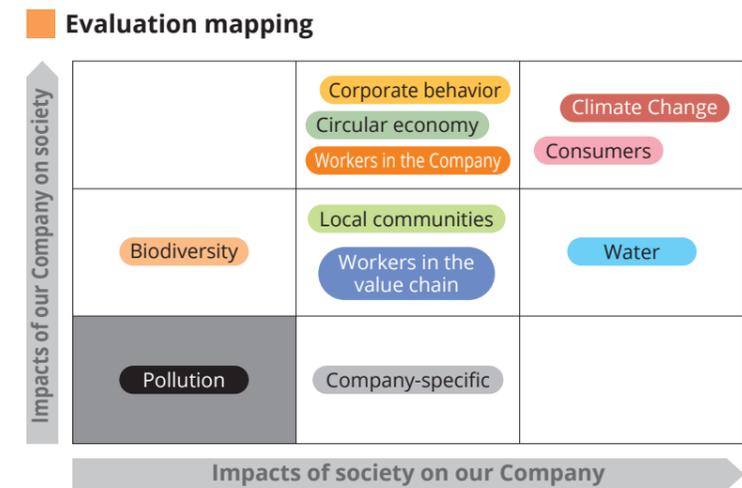
<p>STEP 1</p> <p>Internal Analysis based on ESRS</p>	<ul style="list-style-type: none"> Organize topics unique to our Company based on Global Vision 2030 and the Medium-Term Management Plan. Add topics unique to our Company to the ESRS subtopics, and comprehensively analyze relationships with our value chain*1. Organize the value chains, stakeholders, and businesses related to our Company's business, and identify domains where key impacts, risks, and opportunities are concentrated.
<p>STEP 2</p> <p>Scoring of Items</p>	<ul style="list-style-type: none"> Based on the results of analysis in STEP 1, identify impact, risk, and opportunity items. Create question forms from the identified items. Conduct questionnaire surveys and interviews with related departments in Kikkoman Corporation, Kikkoman Group companies, and external stakeholders*2. Score survey results and perform evaluation, incorporating objective opinions from multiple perspectives.
<p>STEP 3</p> <p>Assessment Based on Double Materiality</p>	<ul style="list-style-type: none"> Evaluate the importance of ESRS subtopics and topics unique to the Company, on the basis of double materiality. Based on EFRAG guidance and the Company's existing evaluation methods, determine areas evaluated as important. Through these processes, we conducted a basic analysis of dependencies arising from the points of contact between our Group's business activities and the natural environment/society, and evaluated the relationships between these and risks/opportunities. The Sustainability Committee held discussions on the topic and reported its findings to the Board of Directors.

*1 R&D, procurement, manufacturing, logistics, sales, consumption, and disposal

*2 Consumer groups, soybean suppliers, container suppliers, packaging material suppliers, institutional investors

Results of the Materiality Assessment and Identified Materiality

Following the materiality assessment process, we analyzed the importance of both impact materiality and financial materiality (double materiality) for each ESRS subtopic, and summarized the results of the materiality assessment.



Identified Materiality (Three Areas of Material Social Issues and Key Themes)



Based on this assessment, the "Three Areas of Material Social Issues" previously confirmed as important were identified and reaffirmed as the current material issues of the Kikkoman Group. By analyzing more deeply from the perspective of double materiality, within that framework we revisited and organized the specific themes that our Group should prioritize going forward as key initiatives.

Future Initiatives

By conducting a double materiality assessment based on the Materiality Assessment Implementation Guidance, we carried out a multifaceted analysis that differs from conventional materiality assessments. For Medium-Term Management Plan for FY2026–FY2028, we organized the themes and initiatives in the above three areas by referring to the results obtained as the materiality that our Group should focus on at this time. Through continuous reviews, we will further enhance our Group's sustainability initiatives and translate them into contributions to solving social issues.

Sustainability Strategy

Sustainability Governance Structure

The Kikkoman Group recognizes its sustainability initiatives as a key management issue. By putting the Kikkoman Group's Management Principles into practice through our sustainability initiatives, we are working to develop a Group-wide structure for engaging in initiatives and realize Global Vision 2030.

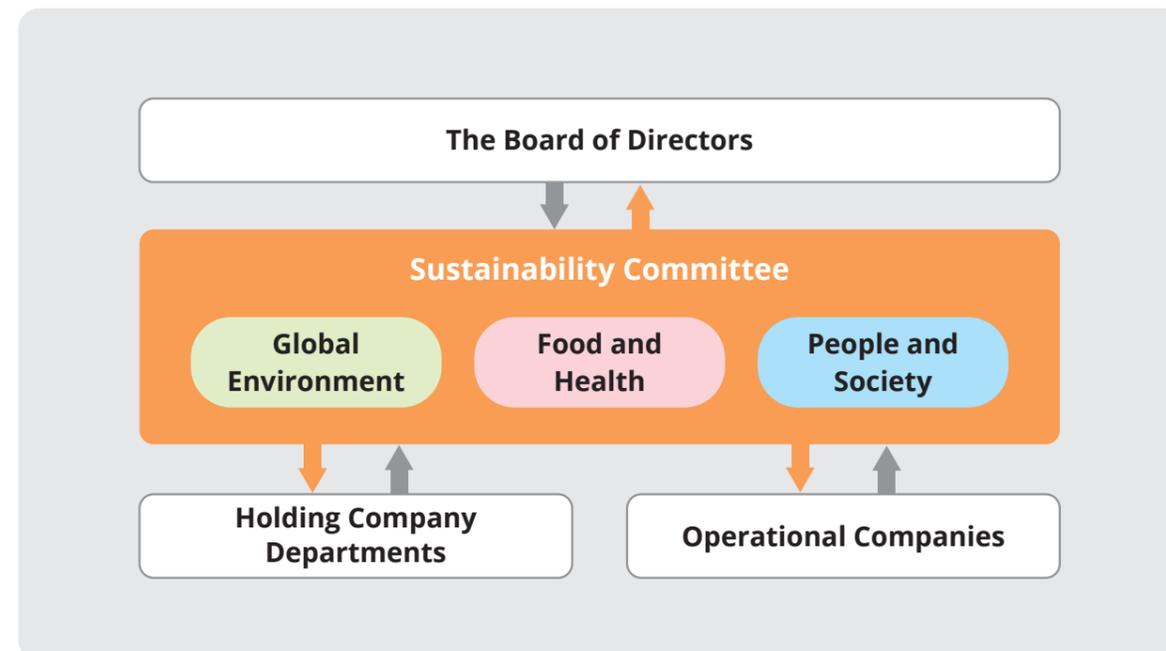
Sustainability Committee

The Kikkoman Group has established a Sustainability Committee* chaired by the CEO. As described on p. 20, the members of the Sustainability Committee have knowledge in the field of sustainability, which they draw on to set out Company-wide action policies and to assess and respond to impacts, risks, and opportunities. We have also developed a structure for reporting by responsible managers in the three fields set as material social issues by the Group (Global Environment, Food and Health, and People and Society), with specific measures discussed within the Sustainability Committee. The committee also oversees internal and external communication of measures and examines issues concerning information disclosure.

On matters related to sustainability, the CEO reports as needed to the Company's Board of Directors in the capacity of committee Chair. Based on reports from the committee, the Board of Directors determines the Group's key sustainability-related policies, oversees the status of progress, and incorporates the policies into Group management strategy. We held nine meetings in FY2025, with the main agenda items including the materiality assessment; initiatives and targets related to material issues under the Medium-Term Management Plan for FY2026–FY2028; and the disclosure of non-financial information (Securities Report, this report, and others).

* Renamed from the Corporate Social Responsibility Committee in April 2024.

Sustainability Governance Structure



Sustainability Committee Members

Representative Director and Executive Chairman

Noriaki Horikiri

Sustainability-related experience, etc.:

- Vice Chair, Committee on HR Strategy and Labor Market Reform, KEIZAI DOYUKAI (Japan Association of Corporate Executives)
- Member, Environment, Natural Resources and Energy Committee, KEIZAI DOYUKAI
- Member, Sustainable Development Goals (SDGs) Study Group, KEIZAI DOYUKAI; others

Representative Director, President and CEO

Shozaburo Nakano

Sustainability-related experience, etc.:

- Vice Chair, Regional Co-Creation Committee, KEIZAI DOYUKAI
- Member, Environment, Natural Resources and Energy Committee, KEIZAI DOYUKAI
- Member, Work Style Reform Committee, KEIZAI DOYUKAI
- Leadership incubator programme "Workshop for Executive Leaders (Future Management)", Global Compact Network Japan; others

Representative Director and Senior Executive Corporate Officer

Osamu Mogi

Sustainability-related experience, etc.:

- Chair, International Affairs Committee, KEIZAI DOYUKAI
- Member, Committee on the Design of New Economy and Society, KEIZAI DOYUKAI
- Member, Demographic Challenges and Labor Issues Committee, KEIZAI DOYUKAI

Executive Corporate Officer, Chief Strategy Officer

Yasuharu Nakajima

Sustainability-related experience, etc.:

- Member, Global Sustainability Committee, KEIZAI DOYUKAI
- Member, Committee on Responsible Business Conduct & SDGs Promotion, Keidanren (Japan Business Federation)
- Leadership incubator programme "Workshop for Executive Leaders (Future Management)", Global Compact Network Japan; others

All members of the Sustainability Committee are male. All members execute operations of the Company; no employees or other labor representatives are on the committee. The Company recognizes that all members possess at least 30 years of experience in the food industry and have expertise related to food sectors, products, and geographical regions.

Sustainability Strategy

Remuneration Policy for Sustainability Committee Members

Performance evaluation indicators, including sustainability indicators, are used in the remuneration of Sustainability Committee members.

■ Kikkoman Performance Index (KPI)

In 2002, Kikkoman Corporation introduced the Kikkoman Performance Index (KPI) as our internal performance evaluation system. The KPIs consists of seven main items, including CO₂ emissions reduction and other sustainability-related items. We have set targets that add up to 100 for all items. The KPIs are reflected in officer remuneration for Sustainability Committee members, and progress is checked every six months.

■ Policy on Determination of Individual Remuneration for Directors

At a meeting of the Board of Directors on April 27, 2022, the Company adopted the Policy on Determination of Individual Remuneration for Directors that sets amounts and methods of calculation of remuneration for directors of Kikkoman Corporation.

Of the four members of the Sustainability Committee, three serve as Directors of Kikkoman Corporation. Evaluations of individual sustainability-related issues are reflected in remuneration for the above Sustainability Committee members in accordance with the Policy on Determination of Individual Remuneration for Directors.

Overview of the policy on determination of individual remuneration for directors

Basic remuneration for an individual director is determined by multiplying standard monthly remuneration set according to the position and job responsibilities of the director during the current fiscal year, by a coefficient reflecting a company performance evaluation indicator and an individual performance evaluation indicator. The evaluation indicator for company performance is determined mainly from the business profit of departments under the director's charge and consolidated business profit in the previous fiscal year, both compared to two fiscal years previous. The evaluation indicator for individual performance of a director is determined mainly from performance evaluation indicators for the business under the director's charge (profitability, growth, asset efficiency, sustainability-related individual issues, etc.), degree of achievement of policies in departments under the director's charge, qualitative evaluation, and other factors in the previous fiscal year. Basic remuneration is 100% when criteria have been met, and can vary between 90% and 110% in accordance with evaluations. Basic remuneration is paid as a fixed amount of cash at a set time every month.

The amount of bonus paid is determined by multiplying a standard bonus amount calculated from monthly remuneration as basic remuneration and a coefficient reflecting a company performance evaluation indicator and an individual performance evaluation indicator, taking into account consolidated pre-tax profit in the current fiscal year. The evaluation indicator for company performance is determined mainly from the business profit of departments under the director's charge and consolidated business profit in the current fiscal year, both compared to the previous fiscal year. The evaluation indicator for individual performance is determined mainly from performance evaluation indicators for the business under the director's charge (profitability, growth, asset efficiency, sustainability-related individual issues, etc.), degree of achievement of policies in departments under the director's charge, qualitative evaluation, and other factors in the current fiscal year. The bonus amount is 100% when criteria have been met, and can vary between 25% and 150% in accordance with evaluations. Bonuses are paid in cash, generally on the day of the general shareholders' meeting.

Stock-based remuneration uses a stock grant trust mechanism and is determined in accordance with factors including the positions of individual directors. It consists of a performance-linked portion and a fixed portion not linked to performance. For the fixed portion, points are calculated in accordance with position and other factors for individual directors. For the performance-linked portion, similarly calculated points are multiplied by a coefficient that reflects the Company's performance evaluation indicator every fiscal year. Based on these points, the number of shares to be issued is determined. For the performance-linked portion, the evaluation indicator for company performance is determined using factors including indicators related to consolidated business profit margin, consolidated revenue, and sustainability. The performance-linked portion makes up approximately two-thirds of stock-based remuneration, and can vary between 0% and 155% in accordance with evaluations as above. Shares granted on the basis of stock-based remuneration are issued following the retirement of directors, with a portion paid following conversion into cash for the purpose of securing funds for payment of taxes.

Risk Management

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. Given the global reach of the Group's many businesses, there are a variety of different risks and opportunities that must be understood and managed. Corporate Officers and corporate officers of equivalent status* direct subsidiaries and divisions under their charge and work to prevent the materialization of risks. In October 2010, to ensure effective management and implementation in response to the various risks surrounding the Group, we established the Kikkoman Group Risk Management Guideline, which sets forth the basic matters related to risk management. We define risk as "all uncertainties in management" and recognize that it encompasses sustainability-related matters, including climate change.

To evaluate, manage, and appropriately address medium- to long-term sustainability risks, we engage with external organizations and stakeholders to confirm risks and incorporate them as needed into our initiatives. Each year, the Group comprehensively assesses risks related to our businesses from two perspectives—degree of impact and probability of occurrence—and addresses sustainability as one such risk. The Group identifies risks that affect operations and analyzes the degree of impact of each risk, and submits risk reports to the Board of Directors.

Risk Management

Based on the Kikkoman Group Risk Management Guideline, we are promoting risk management across the entire Group. At the Group Management Committee chaired by the CEO, we regularly analyze and examine the Group's risks, including those related to sustainability. For risk evaluation and selection, we take a broad view of changes affecting our internal and external management environments, identify matters that could become risks going forward, evaluate their importance from two perspectives—degree of impact and probability of occurrence—and then prioritize and address those risks.

We have also set up committees to deal with risks related to ensuring the stable supply and the safety of products, a fundamental function of a food company. With regard to the stable supply of products, we have established a Risk Management Committee that takes prompt and appropriate action in the event of accidents, disasters, or other crises that impact the Group. With regard to the safety of products, we have established the Kikkoman Group Quality Policy and a Department in Charge of Quality Assurance at major group manufacturing companies. Our Quality Assurance Committee, consisting of members from throughout the Group, meets to ensure safety, legal and regulatory compliance, and social fairness.

Sustainability Strategy

Major Risks

Among matters related to the state of our business and accounting described in securities reports, the main risks that we recognize as presenting potential major impacts on investor decisions are as follows.

Risks related to the “socioeconomic environment”

(1) Natural disasters, etc.

Our Group has established production facilities in Japan, the Americas, Europe, and Asia, primarily for local production. We perform business continuity planning (BCP) to prepare for unforeseen circumstances and conduct training and reviews as appropriate. However, the occurrence of large-scale accidents or natural disasters such as earthquakes, hurricanes, droughts, and heavy rains that cause production stoppages, supply chain interruptions, or other situations exceeding assumptions could affect the Group's performance or financial position.

(2) Fluctuations in raw material prices

Our Group incorporates the effects of fluctuations in crude oil prices and of international commodity market conditions for the soybeans and wheat used in key products such as soy sauce and soy milk into budget drafting, assessing and responding to impacts on a monthly basis. In formulating our Medium-Term Management Plan, too, we consider the impacts of rising materials and utilities prices. However, if factors such as geopolitical risks cause prices to surge beyond these assumptions, or if production shortages occur due to climate change events like abnormal weather, cool summers, or warm winters, this could impact the Group's business performance and financial position.

(3) Social and economic disruption

Under our long-term Global Vision 2030, our Group engages in business globally, including in Japan, the Americas, Europe, and Asia, and works to decentralize risks in order to combat localized economic fluctuations. However, the occurrence of political upheaval, terrorism, or military conflict in our business regions or global pandemic resulting in sudden changes in market environments or major social or economic turmoil could affect the Group's performance or financial position.

Risks related to the “business environment”

(1) Changes in the competitive environment

Our Group formulates medium- and long-term management plans on the basis of trends in society, consumers, and competitors. We also strive for technological innovation, through means including the improvement of our R&D structure and the promotion of Company-wide DX initiatives. However, the occurrence of a drop-off in demand for our Group's product and service offerings due to medium-term changes in consumer values and preferences, the emergence of new competitors, drastic increases in competing product quality, or sudden changes in the environment due to factors such as IT innovations could affect the Group's business performance or financial position.

(2) Sustainability

Our Group seeks to contribute to the resolution of social issues through our business activities, as well as fulfill our corporate social responsibility by unearthing business opportunities while solving social issues. Toward that end, we have set out Global Environment, Food and Health, and People and Society as three core material issues, for which we engage in initiatives under the oversight of the Sustainability Committee. However, failure on our part to sufficiently address social issues amid heightened international concern, with the result of restrictions imposed on our corporate activities or the loss of the community's trust, could affect our Group's business performance or financial position.

Risks related to the “business operations”

(1) Compliance

a. Compliance

In Japan, our Group is subject to legal regulations including the Food Sanitation Law, the Product Liability Law, and the Antimonopoly Act. We similarly face regulations in the countries in which we conduct business. Our Group has established a Code of Conduct which we communicate and enforce through training on compliance with laws and regulations. We further develop and operate internal controls covering all work processes. However, changes to or tightening of laws and regulations that create difficulties in the continuation of our current forms of business dealings or product standards, or the occurrence of actions that violate laws, regulations, or social demands, could affect our Group's business performance or financial position.

b. Intellectual property rights and infringement

With respect to technologies developed within the Group, we acquire patent rights, utility model rights, trademark rights, and other industrial property rights as necessary. Viewing these rights as key business resources that confer numerous advantages in management, we thoroughly manage them through a specialized department while ensuring that they do not conflict with other companies' patents concerning product manufacturing methods. However, the development by other companies of technologies similar to or superior to those of our Group, or the occurrence of disputes with other companies over matters such as infringement of intellectual property rights, could affect our Group's business performance or financial position.

(2) Information systems and information security

Our Group maintains systems that support the work of development, production, logistics, sales, and other functions, as well as key information concerning Group management, corporations, and individuals. We enact measures for the maintenance and preservation of these and strive to enforce an information management structure. However, power outages, disasters, software or equipment defects, computer virus infection, unauthorized access, or other unforeseeable incidents that result in system failure, information leaks, tampering, or other issues could affect our Group's business performance or financial position.

(3) Food safety

Viewing the stable supply of safe, high-quality products as our fundamental mission, our Group has established a Quality Policy and works to strengthen our quality assurance structure and quality control structure. However, accidental or other product incidents, and the occurrence of circumstances beyond the control of the Group's efforts, could affect the Group's business performance or financial position.

(4) Human resources

Our Group works to enhance labor productivity through capital investment and enhanced work efficiency, while striving to secure and foster human resources with high-level expertise in different countries and occupational positions. However, the inability to secure necessary human resources due to a shrinking workforce or rising labor costs, resulting in obstacles to operations and business development, could affect our Group's business performance or financial position.

(5) Finances

a. Currency exchange rates

Our Group prepares medium-term plans, budgets, and performance forecasts with exchange rate fluctuation risks taken into account. However, unforeseeable exchange rate fluctuations resulting in sudden increases in prices for raw materials and commodities procured through foreign currency, or the occurrence of superficial decreases in yen-converted business performance figures for overseas subsidiaries, could affect our Group's business performance or financial position.

b. Asset-impairment accounting

Our Group has established decision-making guidelines under which resolutions of the Board of Directors, with consideration of investment effectiveness and other factors, are made concerning new businesses, capital investment, M&A, and other investments exceeding a certain level. However, the application of asset-impairment accounting due to failure to realize the revenue or other outcomes of a project anticipated at the time of approval could affect our Group's business performance or financial position.

Global Environment

- 26 Environmental Initiatives
- 26 Kikkoman Group Environmental Principles
- 27 Long-Term Environmental Vision
- 28 Environmental Management Promotion System
- 29 Climate Change
- 35 Food Environments
- 45 Natural Resources
- 51 Disclosures Based on TCFD Recommendations
- 58 Disclosures Based on TNFD Recommendations
- 66 Environmental Management System

[Note] Scope for: Water use; trends in annual water use by withdrawal source and in annual wastewater volume; Implementation Rate of Recycling, etc.; Energy and Resource Flow Diagram; and Food Loss Volume (Japan): 19 domestic plants and 4 overseas plants

Environmental Initiatives

The Kikkoman Group's Basic Approach

The Kikkoman Group believes that our corporate slogan, "seasoning your life," can be realized through the bounty of nature. Soybeans, wheat, vegetables, fruit, salt, Koji Mold (Kikkoman Aspergillus), yeast, lactobacillus, and water. Each raw material used in our products is a condensed power of nature. Only a healthy environment can be the starting point of "seasoning your life" because they cannot carry out their role as raw materials without the assistance of the natural environment. Therefore, the natural environment is the base that enables the Kikkoman Group to season people's lives in food cultures all over the world, and preserving the natural environment for food is the core position of all Kikkoman Group environmental preservation activities.

Kikkoman Group Environmental Principles

Environmental Philosophy

The Kikkoman Group will respect the working of nature, and contribute to the realization of a society comfortable to live in through our corporate activities keeping harmony with the environment.

Commentary of Environmental Philosophy

- | | | |
|----------|---|---|
| 1 | "Respect the workings of nature" means: | The Kikkoman Group looks to create an atmosphere where human life fits harmoniously within the natural world. |
| 2 | "Our corporate activities keeping harmony with the environment" means: | We will improve and develop our means of production and distribution to minimize our impacts on the global environment. |
| 3 | "A society comfortable to live in" means: | A society in which individuals are respected and emotional richness is valued within a healthy global environment. |

Action Guidelines

The Kikkoman Group acts on the following guidelines with enthusiasm and creativity to achieve the goals of our Environmental Philosophy.

- 1** Every one of us will aim to remain in harmony with the environment when performing our duties across all sectors (development, procurement, production, sales, and support).
- 2** In addition to observing standard laws, we will formulate and observe our own company rules and regulations related to environmental protection.
- 3** As responsible members of society, we will actively participate in efforts to preserve the environment in our local communities.
- 4** We will study and deepen our understanding of the environment.
- 5** We will think and act from a global point of view.

Environmental Initiatives

Long-Term Environmental Vision

Kikkoman Corporation has launched “Kikkoman Group Long-Term Environmental Vision” as our environmental vision for 2030 in 2020. With this vision, we are working to protect the natural environment for sustainability and food and further promote environmental activities by setting categories, themes, and targets for a sustainable future. The Medium-Term Management Plan sets forth specific measures and numerical targets from a medium-term perspective to achieve this, and it is linked with the Kikkoman Group Long-Term Environmental Vision.

Climate Change

The Group will tackle climate change, which can lead to serious natural disasters, by decreasing more than 50% of CO₂ emissions by FY2031 compared with FY2019. 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

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

Natural Resources

In order to make smart use of precious resources, we will work to reduce food waste and develop environmentally friendly products. Our programs to reduce food loss and waste include reducing product disposal and improving Kikkoman’s recycling rate toward a 100% recycling rate in production. We will also promote the development of eco-friendly products throughout the entire value chain including the reduction of petroleum-based raw materials used in containers, etc.

Long-Term Environmental Vision

Area	Themes	Targets for FY2031	
Sustainable Society	Climate Change	<ul style="list-style-type: none"> CO₂ reduction 	<ul style="list-style-type: none"> CO₂ emissions reduced by 50% or more*¹ (Target renewed from 30% to 50% in June 2023.)
	Food Environments	<ul style="list-style-type: none"> Water environment Sustainable sourcing 	<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
	Natural Resources	<ul style="list-style-type: none"> Waste and food loss Eco-friendly products 	<ul style="list-style-type: none"> Reduce waste in production and sales 100% recycling rate*³ Developing eco-friendly products throughout the value chain

*1 Compared to FY2019, Scope1+2 scope: Kikkoman Corporation and consolidated subsidiaries

*2 Compared to FY2012, scope: Manufacturing divisions

*3 Calculated using the Implementation Rate of Recycling, etc., including heat recovery; applicable scope: Manufacturing divisions.

▶ See p. 13 for the Medium-Term Management Plan.

Environmental Management Promotion System

The Kikkoman Group has established a Sustainability Committee* chaired by the CEO of Kikkoman Corporation. The Sustainability Committee sets company-wide policies for initiatives, identifies risks and opportunities, and determines how to respond to them. It also reviews specific measures and oversees their internal rollout and external communications. It also reports to the Board of Directors on matters related to sustainability as appropriate. Based on reports from the Sustainability Committee, the Board of Directors determines the Group’s key sustainability-related policies, oversees progress, and incorporates them into the Group’s management strategy.

Through the General Environmental Preservation Committee, which is chaired by an Executive Corporate Officer (General Environmental Management Representative) of Kikkoman Corporation, the Company sets targets and implements concrete policies for Group companies and business sites, aiming to accumulate Group-wide environmental expertise and technologies to improve the Group’s ability to adapt to change.

In addition, the Environmental Preservation Promotion Committee, which consists mainly of members who are responsible for environmental management at each facility, promotes the sharing of detailed data and case studies.

In this way, the Kikkoman Group sets the targets and policies related to environmental conservation activities from the perspective of the entire Kikkoman Group. Based on this, we have established a system for exchanging information while regularly reviewing on-site responses, which leads to the improvement of our environmental management system.

* Renamed from the Corporate Social Responsibility Committee in April 2024.

Environmental Management Promotion System



Kikkoman Group Environmental Preservation Activities Case Book

For additional information on specific measures and previous initiatives related to environmental preservation activities, please see the Kikkoman Group Environmental Preservation Activities Case Book on our website.

🌐 Visit our website for more information: <https://www.kikkoman.com/jp/csr/environment/case.html>

Environmental Initiatives

Climate Change

Climate change caused by rising emissions of CO₂ and other greenhouse gases is closely associated with social issues such as health impacts arising from high temperatures and heat waves, water shortages due to serious droughts, and flooding caused by heavy rain. Recognizing climate change as a material social issue, the Kikkoman Group is working to achieve net-zero CO₂ emissions by 2050. By FY2031, the Group will reduce CO₂ emissions by at least 50% compared with FY2019. To achieve this target, we will undertake measures including process improvements, installation of energy-efficient equipment, utilization of renewable energy, and technological innovation.

CO₂ Emissions (Kikkoman Corporation and consolidated subsidiaries)



* Targets in the Long-Term Environmental Vision

Medium- and Long-Term Reduction Targets for CO₂ Emissions

In December 2023, the Kikkoman Group's GHG reduction targets for FY2031 have been approved by SBTi (Science Based Targets initiative)*¹. It recognizes the scientific grounding of our Group's FY2031 greenhouse gas reduction targets aimed at constraining temperature rise to within 1.5°C the level prior to the Industrial Revolution. The Kikkoman Group's greenhouse gas reduction targets that received certification are as follows.

- Scope 1+2*²** To reduce absolute scope 1 and 2 GHG emissions 50.4% by FY2031 from a FY2019 base year.
- Scope 3*³** To reduce absolute scope 3 GHG emissions 30% within the same timeframe.

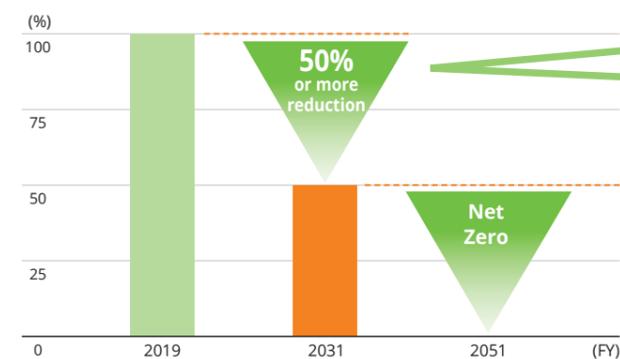
*1 SBT initiative: An international initiative to certify that corporations' greenhouse gas emission reduction targets are consistent with standards set by the Paris Agreement

*2 Scope 1: Direct emissions of greenhouse gases by an organization (from fuel combustion and industrial processes)
Scope 2: Indirect emissions associated with the use of electricity, heat, and steam supplied by other entities

*3 Scope 3: Indirect emissions other than Scope 1 and Scope 2 (emissions by other entities related to an organization's activities).
Based on SBT guidelines, targets are set for amounts that cover at least 2/3 of company-wide emissions.

CO₂ Emissions Reduction Target

(total of Scope 1 + Scope 2)



Main Initiatives

- Process Improvements
- Renewable Energy
- Technological Innovation
- New Facilities

* Net zero CO₂ emissions means to achieve zero overall balance between CO₂ emissions produced and CO₂ removed by forests and carbon capture and storage technology.

* In June 2023, we renewed our target for 2030 from 30% or more to 50% or more.

The Kikkoman Group's total FY2025 CO₂ emissions were reduced by 37.1% compared with FY2019, achieving the targets under the Medium-Term Management Plan FY2023-FY2025.

As part of these efforts, we actively expanded the use of renewable electricity at domestic and overseas facilities, bringing the number of facilities using 100% renewable electricity to 21. As of the end of March 2025, the overall renewable electricity usage rate also increased to 72%. For energy conservation, Group companies are reducing gas consumption through heat recovery, implementing operational improvements such as changing boiler air-supply methods, taking measures to prevent heat loss from steam pipelines, and using cloud-based controls for outdoor air-conditioning units. In all cases, we integrate environmental impact reduction measures into our business operations, and we will continue to further promote the use of renewable energy and energy-saving activities.

Amount of CO₂ Emissions

CO₂ emissions (Scope 1) (thousands of t-CO₂e)

	FY2019	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	73.1	72.5	69.9	66.2	58.9	60.0
Overseas Manufacturing and Sales	24.9	24.4	26.9	26.4	26.1	27.3
Overseas Wholesale Business	14.8	14.0	15.4	15.1	14.9	15.1
Total	112.8	110.9	112.3	107.7	99.9	102.4

CO₂ emissions (Scope 2) (thousands of t-CO₂e)

	FY2019	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	56.8	52.3	40.5	16.3	12.8	11.5
Overseas Manufacturing and Sales	47.1	42.4	36.8	31.1	29.5	26.3
Overseas Wholesale Business	12.9	14.5	16.6	10.5	7.4	4.4
Total	116.9	109.2	93.8	57.9	49.7	42.1

CO₂ emissions (Scope 3) (thousands of t-CO₂e)

	FY2019	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	760.9	722.7	734.7	794.0	706.6	751.0
Overseas Manufacturing and Sales	374.9	377.1	414.1	415.4	405.3	451.2
Overseas Wholesale Business	1,007.0	1,040.1	1,178.7	1,322.6	1,211.5	1,250.4
Total	2,142.8	2,139.8	2,327.4	2,532.0	2,323.4	2,452.7

Environmental Initiatives

CO₂ Emissions by Category

(thousands of t-CO₂e)

	FY2019	FY2021	FY2022	FY2023	FY2024	FY2025
Company-wide	2,142.8	2,139.8	2,327.4	2,532.0	2,323.4	2,452.7
Category 1 Purchased goods and services	1,569.0	1,587.5	1,723.3	1,868.4	1,676.7	1,752.9
Category 2 Capital goods	90.2	66.6	78.4	122.2	136.5	147.0
Category 3 Fuel - and energy-related activities	49.3	50.3	51.8	49.3	43.3	44.8
Category 4 Upstream transportation and distribution	322.4	325.0	353.1	371.5	345.5	360.7
Category 5 Waste generated in operations	5.7	5.3	5.6	7.8	7.4	8.3
Category 6 Business travel	0.9	1.0	1.0	1.0	1.0	1.0
Category 7 Employee commuting	2.6	2.8	2.8	2.9	2.8	2.9
Category 8 Upstream leased assets	0.4	0.4	0.4	0.3	0.4	0.3
Category 9 Downstream transportation and distribution	20.9	21.1	23.1	22.5	25.9	27.5
Category 10 Processing of sold products	46.5	43.4	47.1	46.4	44.7	50.7
Category 11 Use of sold products	0.0	0.0	0.0	0.0	0.0	0.0
Category 12 End-of-life treatment of sold products	34.8	36.5	40.7	39.7	39.2	56.6
Category 13 Downstream leased assets	0.0	0.0	0.0	0.0	0.0	0.0
Category 14 Franchises	0.0	0.0	0.0	0.0	0.0	0.0
Category 15 Investments	0.0	0.0	0.0	0.0	0.0	0.0

For information on Scope 3 categories, please refer to the following website. https://www.env.go.jp/earth/ondanka/supply_chain/gvc/estimate.html

Note: • “CO₂e” stands for CO₂ equivalent, referring to the value of greenhouse gases converted to carbon dioxide.
• Following a review of the calculation methodology, some FY2024 data has been revised.

Third-Party Verification

To enhance the reliability of our FY2025 greenhouse gas (GHG) emissions information and environmental information (water usage), we underwent third-party verification by Japan Management Association Sustainability Center, a general incorporated association, and obtained a verification report.

GHG Emissions / Environmental Information Verification Report (Japanese): https://www.kikkoman.com/jp/csr/environment/img/organization_im05.pdf

GHG Emissions / Environmental Information Verification Report (English): https://www.kikkoman.com/jp/csr/environment/img/organization_im06.pdf

Method of Calculating GHG Emissions

Scope	Amount of Activity	Intensity	
Scope 1	<ul style="list-style-type: none"> Amount of fuel used in factories, offices, logistics, etc.; amount of freon leakage Analysis values at wastewater treatment facilities Amount of soy sauce oil (for boiler fuel) 	<ul style="list-style-type: none"> Greenhouse gas emissions accounting and reporting manual (Ver.6.0) Emission factors for fuels reported by countries 	
Scope 2	<ul style="list-style-type: none"> Amount of electricity purchased in factories, offices, logistics, etc. Amount of purchased steam used in factories 	<ul style="list-style-type: none"> Greenhouse gas emissions accounting and reporting manual (Ver.6.0) IEA Emissions Factors - 2024 edition Emission factors reported by countries and electricity providers 	
Scope 3	Cat 1 Purchased goods and services	<ul style="list-style-type: none"> Amount or value of materials and packaging materials procured Amount or value of wholesale business products procured Amount of outsourcing of manufactured products 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5) IDEAv2 Embodied energy and emission intensity data for Japan using input-output tables (3EID)
	Cat 2 Capital goods	<ul style="list-style-type: none"> Capital Expenditures 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5)
	Cat 3 Fuel - and energy-related activities	<ul style="list-style-type: none"> Energy consumption 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5) IDEAv2
	Cat 4 Upstream transportation and distribution	<ul style="list-style-type: none"> Amount of procured goods; transport distance Transport costs Amount of fuel used in outsourced transport 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5) Greenhouse gas emissions accounting and reporting manual (Ver.6.0)
	Cat 5 Waste generated in operations	<ul style="list-style-type: none"> Weight of waste treated or disposed 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5) IDEAv2
	Cat 6 Business travel	<ul style="list-style-type: none"> Number of employees 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5)
	Cat 7 Employee commuting	<ul style="list-style-type: none"> Number of employees 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5)
	Cat 8 Upstream leased assets	<ul style="list-style-type: none"> Occupied area of office space 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5)
	Cat 9 Downstream transportation and distribution	<ul style="list-style-type: none"> Amount of products manufactured in factories Amount of products sale wholesale business 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5)
	Cat 10 Processing of sold products	<ul style="list-style-type: none"> Manufacture of products for processing 	<ul style="list-style-type: none"> Emission factor calculated in-house
	Cat 11 Use of sold products	N/A	N/A
	Cat 12 End-of-life treatment of sold products	<ul style="list-style-type: none"> Weight of packaging materials 	<ul style="list-style-type: none"> Emission Factor Database on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 3.5) IDEAv2
	Cat 13 Downstream leased assets	N/A	N/A
	Cat 14 Franchises	N/A	N/A
	Cat 15 Investments	N/A	N/A

Reduction of CO₂ Emissions Per Unit of Revenues

The Kikkoman Group is working to reduce CO₂ emissions per unit of revenues. CO₂ emissions per unit of revenues in FY2025 were 0.204 t-CO₂e/million yen, a 10.0% reduction from FY2024.

CO ₂ Emissions Per Unit of Revenues (Scope 1+2)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
CO ₂ emissions per unit	0.512	0.501	0.399	0.242	0.226	0.204

(t-CO₂e/million yen)

Environmental Initiatives

Renewable Energy Use

The Kikkoman Group is pursuing the introduction of renewable electricity to reduce CO₂ emissions. As of the end of FY2025, we had transitioned to 100% renewable energy at 21 facilities, with renewable energy accounting for 72% of purchased electricity usage by the Kikkoman Corporation and consolidated subsidiaries. We have also installed solar panels on the roofs of plants and at other locations to supply electric power to facilities. We are working to reduce CO₂ emissions by producing clean electric power from sunlight for use in production at locations including Kikkoman Food tech Company (Main Plant), Saitama Kikkoman Company, and Kikkoman General Hospital in Japan, and KSP and KFI Folsom Plant overseas.

Facilities using 100% renewable energy-derived electricity in Japan (in order of transition-completed year)

2020	Kikkoman Noda Head Office, Saitama Kikkoman Company, Kikkoman General Hospital
2021	Kikkoman Soyfoods Company (Gifu Plant), Kikkoman R&D Center, Kikkoman Food tech Company (Nakanodai Plant)
2022	Kikkoman Tokyo Head Office, Kikkoman Food Products Company (Noda Plant), Kikkoman Food tech Company (Main Plant), Kikkoman Food tech Company (Edogawa Plant), Manns Wine (Komoro Winery), Manns Wine (Katsunuma Winery), Kikkoman Biochemifa Company (Edogawa Plant), Kikkoman Biochemifa Company (Kamogawa Plant), Hokkaido Kikkoman Company, Nagareyama Kikkoman Company, Kikkoman Soyfoods Company (Saitama Plant), Kikkoman Soyfoods Company (Ibaraki Plant)
2024	Kikkoman Kinki Office

Facilities using 100% renewable energy-derived electricity overseas (in order of transition-completed year)

2021	Kikkoman Foods Europe B.V.
2023	Kikkoman Foods, Inc. (California Folsom Plant), JFC International Inc. (North American offices)*

* Achieved 100% renewable energy-derived electricity by combining green power certificates with purchased electricity.

Percentage of Renewable Energy

FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
1.6%	3.7%	22.3%	50.7%	62.1%	71.8%

Going forward, we will continue to work together as a Group toward achieving 100% renewable energy.

Total Energy Consumption (Kikkoman Corporation and Consolidated Subsidiaries)

FY2025	Heating value	Amount of energy from renewable sources (unit: MWh)	Amount of energy from non-renewable sources (unit: MWh)	Total (renewable and non-renewable) (unit: MWh)
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	0	460,074	460,074
Consumption of purchased or acquired electricity		171,530	67,369	238,899
Consumption of purchased or acquired steam		0	39,543	39,543
Consumption of self-generated non-fuel renewable energy		1,074	0	1,074
Total energy consumption		172,604	566,985*	739,590

* Due to rounding, totals may not equal the sums of separate figures.

Internal Carbon Pricing

The Kikkoman Group uses internal carbon pricing (ICP) for Scope 1 and Scope 2 emissions, with the objective of changing business conduct within the Group and promoting energy efficiency and low-carbon investments.

Based on the nature of the food manufacturing industry, the generation of CO₂ from electric power consumption and fuel-derived CO₂ emissions from the use of thermal energy in heating processes of food manufacturing are among the CO₂ and other greenhouse gas emission factors of the Kikkoman Group. In the calculation of ICP, we calculate theoretical values based on external data for the price of renewable electric power energy required for future reductions and the price of CO₂ certificates in the thermal field, as shadow price estimates used primarily in investment decisions.

Internal carbon prices calculated by our Group are used as future costs for achieving our 2030 targets that were approved by SBTi. Note: ICP is applied mainly in the manufacturing divisions, which account for over 80% of our Group's CO₂ emissions (Scope 1+2).

In FY2025, we used the average value of the two prices, 6,500 yen, as our calculated internal carbon price.

Kikkoman Performance Index

The Kikkoman Group introduced an index called the Kikkoman Performance Index (KPI) as a means of managing corporate objectives (see p. 67 of the Corporate Report). By adopting CO₂ emission reductions as KPIs alongside revenues and invested capital turnover ratio, we are communicating to Group companies that the reduction of CO₂ emissions is of importance on par with financial matters, while also utilizing the KPIs in department-specific progress management to achieve more efficient initiatives.

We have set KPIs for target companies based on the CO₂ reduction targets determined by the Kikkoman Group Management Committee (see p. 27 of this report). Achievement rates based on the targets are evaluated at the end of the first half (April to September) and the second half (October to March) of every fiscal year. Bonuses for executive officers are also directly linked to KPI scores achieved.

Participation in International Initiatives

In 2009, the Kikkoman Group signed the Caring for Climate initiative led by the UN Global Compact. Caring for Climate is a framework for reducing risks due to climate change and for promoting initiatives aimed at solving issues through cooperation among signatory companies. The Kikkoman Group is working on measures to combat climate change issues via the exchange of information with signatory companies and organizations.

External Evaluations

CDP, an international nonprofit organization, selected the Kikkoman Group as one of its target corporations to which CDP sent its Climate Change Questionnaire to know and evaluate their efforts on reducing CO₂ emissions. CDP's evaluation based on the questionnaires is provided to institutional investors as information disclosing the companies' actual stances toward reducing CO₂ emissions. The evaluation is considered as one of the significant pieces of information from the ESG investment viewpoint. The Kikkoman Group has replied to the questionnaire since FY2015.

In the CDP 2024 Climate Change, the Kikkoman Group acquired a Leadership-level B- score.

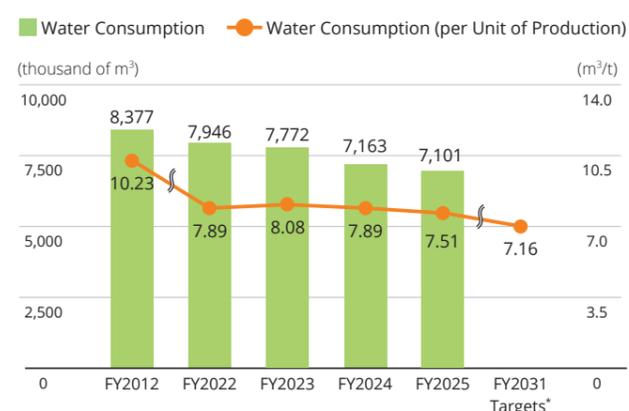
Environmental Initiatives

Food Environments

The Kikkoman Group believes that a rich natural environment is vital to support tasty, satisfying diets. We are working to preserve natural environments related to food and ensure sustainable procurement practices in partnership with local communities and suppliers, as well as through our own business activities. The Group aims to reduce water consumption (per unit of production) by 30% or more by FY2031, making efficient use of water and returning the water used at our plants to nature as clean as possible. We also work closely with local communities to ensure environmental and sustainable sourcing of raw materials.

Water Consumption (Transition of Water Consumption)

(Domestic manufacturing divisions, major overseas manufacturing divisions)



* Target in the Long-Term Environmental Vision:
"30% reduction in water consumption (per unit of production)"

Water Environment

As part of water management, we are working to reduce water consumption (per unit of production) across the production facilities of Group companies. We achieved reductions through steady efforts such as reviewing methods of water consumption in cleaning processes, replacing cleaning equipment, and enhancing maintenance; in FY2025, we achieved a 26.6% reduction compared with FY2012, meeting the targets of the Medium-Term Management Plan FY2023–FY2025. At facilities with wastewater treatment plants, we also rigorously manage operations from receipt of raw wastewater through equalization, treatment, and discharge. For BOD, a water quality indicator, we set voluntary environmental standards stricter than legal requirements, and all 12 applicable facilities achieved their targets.

Water Consumption and Discharge Management

Based on our Long-Term Environmental Vision, eligible production facilities in the Kikkoman Group operate an ISO 14001-compliant environmental management system for monitoring the volume of water consumption and discharge. The system manages water consumption separately for surface water, groundwater, and municipal water, and manages discharge volume separately for rivers, brackish water and seawater, groundwater, public sewers, and other destinations. The Group will work to make more effective use of water resources through the proper management of water consumption and discharge.

Annual Water Consumption and Discharge Volume by Source

(Domestic manufacturing divisions, major overseas manufacturing divisions)

Water consumption

(1,000 m³)

	FY2021	FY2022	FY2023	FY2024	FY2025
Total Water Consumption	7,908	7,946	7,772	7,163	7,101
Surface water (river water)	215	191	246	201	196
Brackish water, seawater	0	0	0	0	0
Groundwater (renewable)	5,748	5,834	5,625	5,220	5,077
Groundwater (non-renewable)	0	0	0	0	0
Municipal water, industrial water	1,945	1,921	1,901	1,741	1,828

Discharge

(1,000 m³)

	FY2021	FY2022	FY2023	FY2024	FY2025
Total Discharge	6,335	6,433	6,145	5,753	5,894
Rivers	4,464	4,447	4,202	3,903	3,907
Brackish water, seawater	674	644	633	626	603
Groundwater	0	0	0	0	0
Public sewers, etc.	1,197	1,341	1,309	1,224	1,384

	FY2021	FY2022	FY2023	FY2024	FY2025
Consumed for production process (1,000 m³)	1,573	1,514	1,627	1,410	1,207
Water consumption per unit of production (m³/t)	8.33	7.89	8.08	7.89	7.51
Reducing water consumption (per unit of production) compared to FY2012	18.6%	22.9%	21.0%	22.9%	26.6%
Water consumption per unit of Revenues (m³/million yen)	0.018	0.015	0.013	0.011	0.010

* Brackish water refers to water with a salt content between that of sea water and fresh water. It is found in estuaries where rivers flow into the sea.

* Due to rounding, totals may not equal the sums of separate figures.

Environmental Initiatives

Responding to Water-Related Risk

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

Meanwhile, the world's water resources face a number of risks. Although the causes are diverse, it is necessary for not only businesses but also a wide range of stakeholders to work together to implement risk mitigation measures. The Kikkoman Group is taking steps to mitigate any impact by identifying and analyzing potential water-related risks and implementing preventative measures. In addition to managing water in our own business activities, we are using a water stewardship approach to actively contribute to the protection of water resources in local communities.

■ Overview of Water-Related Risks

- The Kikkoman Group has long recognized flooding as a risk to business continuity and a cause of lower profit margins. We have responded with Group-wide measures that include business continuity planning (BCP) and natural hazard simulations. Recognizing the importance of knowledge gained from historical water-related risk events and countermeasures, we have collected information on such historical events at our manufacturing facilities for use in developing Group-wide water risk countermeasures. In addition to this in-house knowledge, we make use of evaluation tools such as Aqueduct from WRI (World Resources Institute). When the findings of these tools return relevant indicators in excess of normal levels, we recognize the water risk to be high and supplement our internal knowledge. These evaluation tools allow us to reference objective indicators for a wide range of water risks, including regulatory risks, reputational risks, and other risks that are difficult to quantify. We also draw on advice from external consultants as needed when using water risk evaluation tools and carrying out flood simulations. We also refer to climate change projections by the Intergovernmental Panel on Climate Change (IPCC) to support our climate change scenario analyses, and gather information on water regulations from local government databases in areas where our manufacturing facilities are located.
- In Kikkoman's own operations, we use Water Risk Filter and Aqueduct to assess water risks at domestic and overseas manufacturing facilities. To evaluate water risk in the supply chain, we use the Water Risk Filter to verify water stress levels in major producing areas for key raw materials. In other stages of the value chain, we supplement our internal knowledge with findings from reputational risk and regulatory risk evaluations using Aqueduct and Water Risk Filter, particularly for risks related to local communities and regulations.
- We conduct evaluations of business-related risks at Group companies primarily through the Group Management Committee and other bodies. In the event of a crisis that impacts the Group, the Risk Management Committee promptly reports the situation to directors in charge and implements appropriate and rapid risk response measures in accordance with the Kikkoman Group Risk Management Guideline. For water risk evaluation findings obtained from Aqueduct and Water Risk Filter, the committee follows a similar process. Another area of concern is water safety, which has the potential to seriously affect many Kikkoman products. To reinforce quality assurance and quality management, the Quality Assurance Committee meets monthly, and inspections of processes are conducted at key manufacturing facilities in Japan and overseas. Kikkoman recognizes that protecting water, a precious resource for all of society, is a vital issue. We control and manage outflows from wastewater treatment facilities under voluntary standards that are stricter than those of environmental statutes. In these ways, Kikkoman complies with safety standards, laws, and regulations while working to ensure social equality.

■ Water Withdrawal from Areas with Water Stress

The Kikkoman Group used WWF's Water Risk Filter 5.0 to investigate water stress for about 30 facilities in Japan, the U.S., China, the Netherlands, Singapore, Taiwan, Thailand, and elsewhere.

Under our definition of water stress, when an indicator for water depletion falls under "5. Very high risk" or "4. High risk" within the five-level indicator of Water Risk Filter, we deem water stress to be higher than average.

Our survey found the volume of water withdrawal from water-stressed areas to be 5.7% in the fiscal year under review (water withdrawal from water-stressed areas: 432ML; total water intake: 7,558ML), compared to 5.5% in the previous fiscal year (water withdrawal from water-stressed areas: 418ML; total water withdrawal: 7,606ML). The relevant production sites were the same as in the previous fiscal year. Although water withdrawal from water-stressed areas increased slightly on a single-year basis due to the installation of new production lines, in the medium term it is trending downward.

Supporting Activities to Protect Water Environments Overseas

The Kikkoman Group supports water environment preservation activities conducted by local governments or NGOs to help solve water issues in areas where our manufacturing facilities are located, such as Singapore and the Netherlands. Please refer to pages 43–44, "Major Initiatives Overseas," for further detailed information in relation to this.

Participation in Initiatives in Japan and Overseas

In FY2016, the Kikkoman Group participated in the "Water Project," which is hosted by the Japanese Ministry of the Environment. We also signed the "CEO Water Mandate," an initiative that is led by the UN Global Compact. We will continue to put our environmental philosophy into practice by participating in initiatives that protect precious water resources towards the future and integrate them into our activities.

External Evaluation System

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

In the CDP 2024 Water Security, the Kikkoman Group acquired a Leadership-level A score.

Environmental Initiatives

Sustainable Sourcing

The Kikkoman Group is working with suppliers to reduce environmental impact and realize a sustainable society. As part of initiatives toward the target under the Kikkoman Group Long-Term Environmental Vision of building and promoting a sustainable sourcing framework, our Group formulated the Kikkoman Group Sustainable Sourcing Policy in FY2021 and summarized into six items the matters to be addressed in collaboration with suppliers, in addition to activities carried out by our Group. Based on this policy, the Group has established Packaging Guidelines, Forest Resources Guidelines, and Soybean Sourcing Guidelines, from which activities to address specific issues will be developed. The Packaging Guidelines specifies the 4Rs (Reduce, Reuse, Recycle, and Renewable), and our business partners are requested to understand and cooperate with these initiatives. For more details, please refer to page 125 of this report.

■ Initiatives with Supply Chains

At the Kikkoman Group, we explain our basic ideas, philosophies, and policies in relation to transactions through the “Kikkoman Group Transaction Policies” to business partners. Furthermore, we added an item on environmental preservation in “Priority Items,” in which we require business partners to follow, aiming to conduct environmental preservation activities through supply chains. We also confirmed initiatives that pertain to CO₂ reductions and forest protection from a perspective of global warming prevention, when holding discussions with business partners. For more details, please refer to page 124 of this report.

■ Development of Supply Chains Not Associated with Deforestation and Conversion of Natural Biodiversity

Forests not only supply timber and other resources, but also play a key role in preventing global warming by absorbing carbon dioxide. They are also an essential resource in terms of biodiversity and cultural significance. Yet at the same time, deforestation is becoming a worldwide problem, and all stakeholders involved in forestry need to take measures to halt the spread of deforestation and restore forests to their former levels. The Kikkoman Group recognizes the importance that forests have for the global environment, and is advancing initiatives toward developing supply chains that are not associated with deforestation and conversion of the natural biodiversity (Deforestation and Conversion-Free: DCF).

■ Initiatives for Development and Commercialization

● Initiatives for Sourcing Soybeans

The Kikkoman Group sources soybeans for use as raw materials for soy sauce, soymilk and other products. In line with its The Kikkoman Group Sustainable Sourcing Policy and Soybean Procurement Guidelines, the Group has expressed that it will not tolerate sourcing soybeans that are grown using agricultural methods that are not considered sustainable. Initiatives are being implemented with a priority on aspects that are not associated with conversion of the natural biodiversity, in line with this policy and guidelines.

Japan

When procuring soybeans made in the U.S., the KBS Purchasing Department and Kikkoman Soyfoods source those that are backed with U.S. Soy Sustainability Assurance Protocol (SSAP) certification, which is issued to soybeans exported from the U.S. that have been produced and managed with sustainable methods with a low environmental impact. In FY2023, the KBS Purchasing Department engaged in dialogue with the U.S.SOYBEAN EXPORT COUNCIL that issues SSAP.

Overseas

KFI, which has facilities in the U.S., sources U.S.-grown soybeans that have received Pro Terra certification* or that otherwise conform to procurement policies. KFE, with facilities in the Netherlands, sources U.S.- and Brazil-grown soybeans with Pro Terra certification and Italy-grown soybeans with Europe Soya certification. PKI, with facilities in Taiwan, sources U.S.-grown soybeans with SSAP certification. KDB, with facilities in Brazil, sources Brazil-grown soybeans with Pro Terra certification.

* Pro Terra: A not-for-profit organization headquartered in the Netherlands. The foundation sets sustainability standards and issues certification in the food and feed production sector.

● Guidelines for Containers and Packaging

In March 2008, the Kikkoman Group stipulated the “Kikkoman’s Guidelines for Containers and Packaging” to clarify the Group’s attitude toward enhancing convenience and safety for customers, and reducing impact on the environment by reducing container and package weight, and recycling.

Guidelines for Containers and Packaging

The Kikkoman Group will procure, develop, and productize containers and packaging that minimize global environmental impact, are safe and easy for customers to use, and are suited to production, transportation, storage, and sales.

- 1 **Reduce weight of containers and packaging.**
- 2 **Introduce and use returnable containers and packaging.**
- 3 **Consider and apply forms, designs, and materials to containers and packaging that facilitate sorted collection and reuse, and promote the repackaging of current products in compliance with countries’ laws and regulations.**
- 4 **Use sustainable resources.**
- 5 **Increase procurement from environmentally conscious companies.**
- 6 **Use materials with material quality and forms that have been verified as safe for humans.**
- 7 **Develop new containers and packaging that reflect customers’ wishes and purchase/usage conditions.**
- 8 **Develop containers and packaging with consideration of universal design for ease of use by a diverse range of customers.**

The majority of forest-derived materials used by the Kikkoman Group are for containers and packaging. Accordingly, by considering DCF (Deforestation and Conversion Free: free from deforestation and land conversion) from the containers and packaging development stage, we are expanding products with a lower environmental impact. This is linked to specific policies based on items related to DCF included in the “Guidelines for Containers and Packaging.” Furthermore, Our Group takes action toward water issues and conservation of life below water through our Guidelines for Containers and Packaging. As a component of this, in product design we work to control water resource consumption at the manufacturing stage and to make refinements for easier recycling at the disposal stage.

Environmental Initiatives

● Containers Made from Paper Certified by the FSC®

The Kikkoman Group focuses on using environmentally friendly paper, and promotes the use of paper certified by the FSC®* as part of these initiatives. Kikkoman Soyfoods Company uses FSC®-certified paper for 100% of the paper cartons for the soy milk beverages it manufactures. In addition, at Kikkoman Food Products Company, the material used for cartons (paper boxes for packing products) is being switched to FSC®-certified paper (with exceptions such as plain cartons or where there is no space). Furthermore, the paper used for labels is also being switched over to environmentally friendly materials.

* FSC®-certified paper: Paper that is certified by the Forest Stewardship Council (FSC) under global standards as using raw materials supplied from forests under sustainable management that considers the environment and society, and delivered to consumers through appropriate processing and distribution stages.

■ Back Office Initiatives

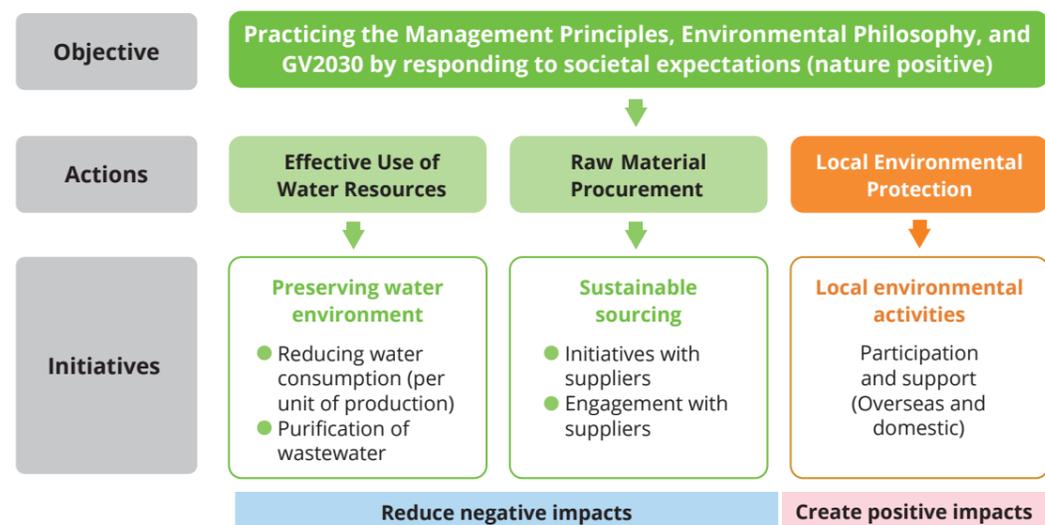
● Measures for Paper Used at Offices

Paper is used throughout the Kikkoman Group as printed documents. To reduce its environmental impact and achieve DCF, the Group is working to reduce the amount of paper it uses by shifting to digitalization and more efficient operations. In addition, the Kikkoman Group in principle, purchases office paper made from environmentally friendly pulp, such as FSC® - or PEFC (Programme for the Endorsement of Forest Certification Scheme)-certified paper that helps reduce ecosystem destruction and deforestation caused by logging.

Biodiversity

Biodiversity plays an important role in supporting the natural environment. The various ecosystem services it generates, such as supplying resources, climate mitigation, cultural value, and water cycles, are essential to our lives. Yet at the same time, the rapid loss of biodiversity around the world is a cause for concern.

Going forward, the Kikkoman Group will seek to identify impacts on natural capital and nature-related risks with a focus on biodiversity, in addition to biodiversity conservation. Through these efforts we aim to ensure that the positive impacts of our business activities on biodiversity outweigh the negative, in turn helping to realize “Nature Positive,” in which nature recovers to beyond its 2020 state by 2030.



■ Major Initiatives in Japan

● Certification of Forest Land at Hokkaido Kikkoman Company as a Nature Symbiosis Site

The forest area within the factory premises of Hokkaido Kikkoman Company was certified by Japan's Ministry of the Environment as a “Nature Symbiosis Site.” A “Nature Symbiosis Site” is a system under which the national government certifies areas where biodiversity is being conserved through private-sector efforts and other initiatives.

Subsequently, “OECM”* status was also registered in an international database. Within the forest area (25,640 m²) on the Hokkaido Kikkoman Company premises, deciduous broad-leaved trees have remained for about 80 years, creating a valuable green belt where a diverse array of flora and fauna—including rare species—live and thrive; these efforts were recognized in the certification.



Tree farm panorama of Hokkaido Kikkoman Company

* Other Effective area-based Conservation Measures Means of effectively conserving biodiversity outside public protected areas, such as on corporate-owned land



Great Spotted Woodpecker peeking out of its nest hole



Sapporo mai-mai snail



Mountain Woods Trillium

As a result of the field survey, 184 plant species, 226 insect species, 12 terrestrial mollusk species, 53 bird species, and three mammal species were confirmed (as of March 2025).

Among the confirmed species are rare species listed in the Ministry of the Environment Red List 2020 and the Hokkaido Red Data Book, among others.

● Participation in Chiba Corporate Network for Biodiversity

In April 2013, we launched the “Chiba Corporate Network for Biodiversity” in cooperation with the public and private sectors in Chiba Prefecture. This initiative is aimed at supporting and strengthening the efforts of municipalities, corporations, NPOs, and educational and research institutes in preserving and sustainably utilizing biodiversity. Kikkoman has participated in this network since its launch. In the Kikkoman Soy Sauce Museum for factory tours, we opened Biodiversity Satellite Station as a new area for communicating information to tour participants.



Biodiversity Satellite (Kikkoman Soy Sauce Museum)

Environmental Initiatives

Major Initiatives Overseas

Initiatives in the U.S.

Kikkoman Foods, Inc. (KFI), our soy sauce production base in the U.S., established Kikkoman Foods Foundation Inc. as a charitable foundation in 1993. Through this organization, KFI donates to local educational institutions and disaster relief funds.

In 2013, to commemorate the 40th anniversary of KFI's first shipment, Kikkoman Foods Foundation Inc. donated \$1 million to the University of Wisconsin-Milwaukee. This contribution was used in establishing the Kikkoman Healthy Waters Environmental Health Laboratories, which is involved in research on water environments in the university's life sciences department.



The building housing the Laboratories

To commemorate the 50 years since the grand opening of KFI in 1973, KFI announced a donation of \$5 million to the University of Wisconsin in support of its sustainable agriculture and freshwater research in June 2023. Specifically, it donated \$3 million to the University of Wisconsin-Madison's College of Agricultural & Life Sciences to support research on the sustainable production of agricultural crops, including soybeans and wheat.

It also donated \$2 million to the University of Wisconsin-Milwaukee's School of Freshwater Sciences to support the construction and operation of a state-of-the-art research vessel to be used on the Great Lakes.

These donations will contribute to protecting the valuable natural resources that also initially led KFI to establish sites in the region.



Professor Jackson of the University of Wisconsin-Madison, who conducts research on the sustainable production of agricultural crops



University of Wisconsin-Milwaukee Great Lakes research vessel

Initiatives in the Netherlands

Located in the province of Groningen in the Netherlands, Kikkoman Foods Europe B.V. (KFE) has served since 2000 as a main sponsor of a water quality improvement project at Lake Zuidlaardermeer in Groningen, which was begun by a local environmental conservation organization with support from the EU and the government of the Netherlands. In the project, donations from KFE were used for actions including the introduction and management of the Kikkoman Windmill that pumps water from Lake Zuidlaardermeer into a purification channel. This has contributed to remarkable improvement in water quality and the recovery of wildlife species in the lake.

In FY2014, KFE's ongoing environmental conservation activities were recognized by the government of the Netherlands through designation as a recipient of the EDEN Award (2013).



The "Kikkoman Windmill" standing on the shore of the Lake of Zuidlaaren

Initiatives in Singapore

In 2010, Kikkoman (S) Pte. Ltd. (KSP), our soy sauce production base in Singapore, supported the construction of Kingfisher Lake (a lake incorporating a system that purifies water using the power of aquatic plants and other natural processes) inside the Gardens by the Bay nature park in Singapore, as a component of the Company's 25th anniversary celebrations.

In recognition of this support, the Singaporean government commended KSP as a company promoting beautification and greening in Singapore. The government further presented KSP with an 80-year-old "Heritage Tree" rain tree in Fort Canning Park.

In commemoration of its 30th anniversary, KSP also donated 500,000 Singapore dollars to environmental education and conservation support activities including mangrove planting along the coastline of the Sungei Buloh Wetland Reserve, a natural heritage site in northern Singapore.

To commemorate its 35th anniversary in 2021, KSP donated an additional 500,000 Singapore dollars to the development of Kingfisher Wetlands, a nature sanctuary for mangroves and wild birds adjacent to Kingfisher Lake. This initiative contributes to Singapore's efforts in water quality improvement and decarbonization, and it aligns with the Kikkoman Group's Management Principles of striving for harmony with nature and a sustainable society.



Kingfisher Wetlands

Environmental Initiatives

Natural Resources

The Kikkoman Group believes that one of the key responsibilities of food companies is to use nature's precious resources efficiently. The recycling rate of waste and by-products generated at facilities* in FY2025 was 99.3%, achieving the targets of the Medium-Term Management Plan FY2023-FY2025 and maintained at a high level. Furthermore, the Group's manufacturing divisions are targeting a 100% resource recycling rate in order to reduce food product losses in manufacturing, sales and other stages of the value chain. We are also introducing products that are environmentally friendly across the entire value chain.

Implementation Rate of Recycling, etc.

(Domestic production • Major overseas production)

	2021	2022	2023	2024	2025	2031
Implementation Rate of Recycling, etc.	99.6%	99.6%	99.5%	99.4%	99.3%	100.0%
						Target Values

* Calculated using the Implementation Rate of Recycling, etc., including heat recovery

Energy, Resource, and Discharge Flows

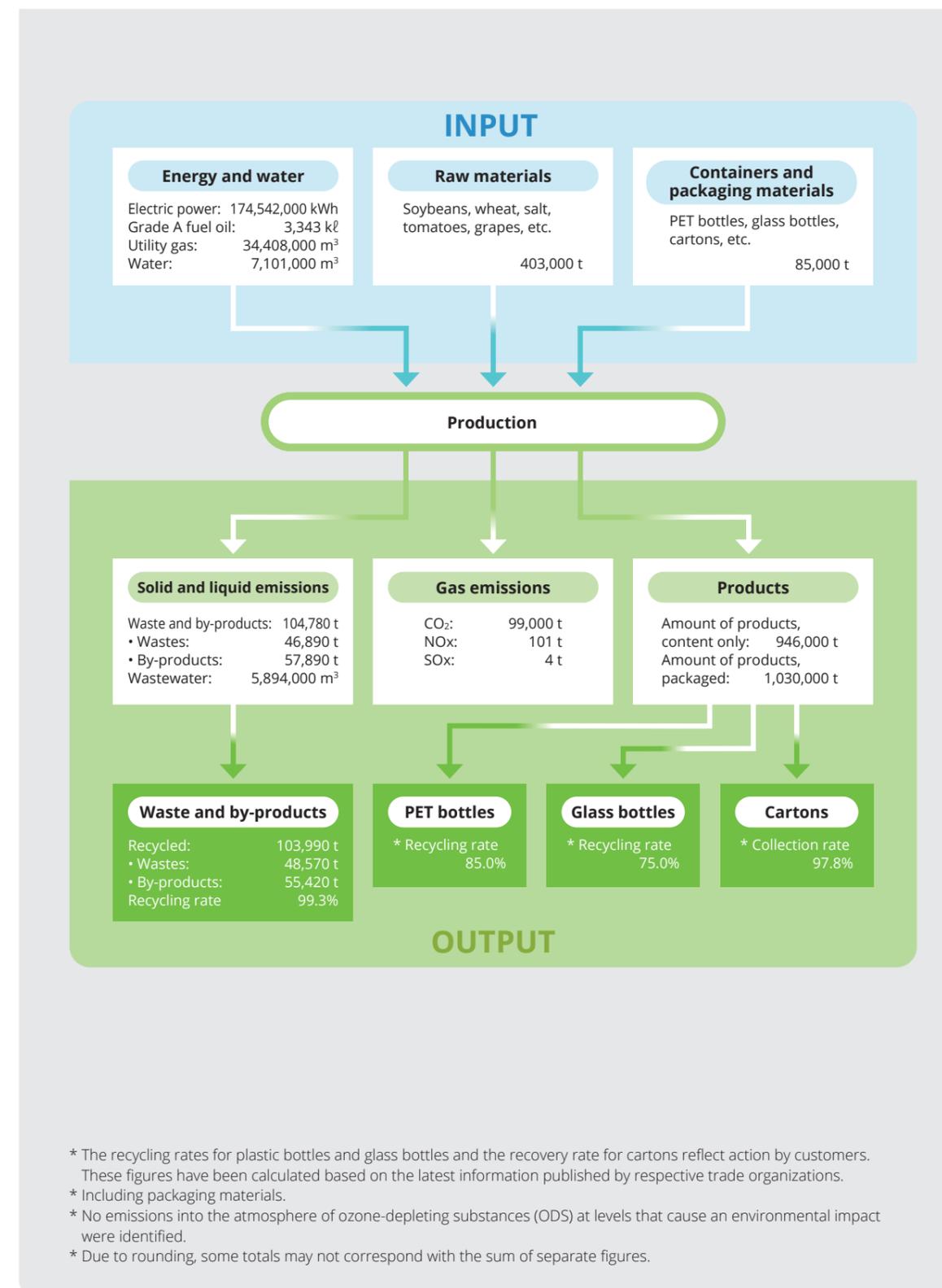
The Kikkoman Group manufactures and sells an assortment of products, including soy sauce, soy sauce derivative products, beverages, ketchup, wine and soy milk to customers both within and outside of Japan. In the process of manufacturing these products, we consume not only raw materials but also energy, water, and packaging materials; moreover, we discharge solid, liquid, and gas waste.

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

"Soy sauce cake" is a by-product left over after pressing soy sauce broth during the production of raw soy sauce. At Kikkoman Food Products Company, almost all of the soy sauce cake generated during the soy sauce production process is supplied as feed to livestock farmers through feed producers.

We also attempt to reduce the environmental load of products after consumption by developing and using more readily recyclable containers and packaging materials, such as glass and plastic bottles and cartons.

Energy, Resource and Discharge Flows for FY2025



Environmental Initiatives

Reducing Food Loss

Large quantities of food that can still be consumed are discarded around the world, and such food is referred to as “food product loss” or “food loss.” The Kikkoman Group is developing initiatives for reducing food loss with the view to contributing to reducing environmental impact and realizing a sustainable society.

■ Reduction of Food Loss at the Production Stage

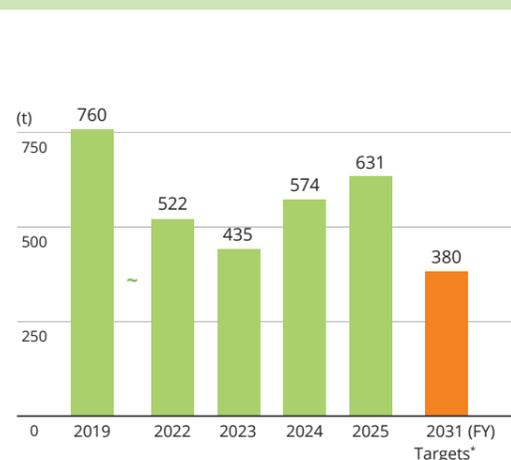
The Kikkoman Group defines food loss at the production stage as follows.

- Products discarded due to production issues such as contamination with foreign material, printing mistakes, leaking liquid, or deviations from standards
- Products returned due to spoilage, past expiry date or other reasons

The Kikkoman Group strives to limit issues occurring during the production in order to reduce the amount of food loss during the production stage. For production issues that result in disposal fees of a given amount, the cause of the issue is identified and shared throughout the Group in order to limit such issues from occurring. Efforts are also being made to enhance production efficiency, reduce the amount of returns and improve stock inventory. As a result of these initiatives, food loss in FY2025 was reduced by 17.0% compared with FY2019*.

* In order to quantify and reduce the amount of food loss during the production stage, the Kikkoman Group calculates food loss in accordance with the global Food Loss and Waste Accounting and Reporting Standard in line with the Food Loss & Waste Protocol.

■ Food Product Losses (Japan)



* Target in the Long-Term Environmental Vision (50% of FY2019)

● Participation in the 10x20x30 Food Loss and Waste Initiative

Kikkoman Food Products Company takes part in the “10x20x30 Food Loss and Waste Initiative” developed by the World Resources Institute (WRI)*. The “10x20x30” initiative brings together 10 of the world’s biggest food retailers and providers to each engage with 20 of their suppliers with the aim of halving rates of food loss and waste at main suppliers by 2030.

* World Resource Institute: Non-profit organization based in the U.S. that conducts policy research and technological development related to issues concerning the global environment and development.

● Special Website Launched to Help Reduce Food Loss

In March 2023, Kikkoman Food Products Company has publicly launched a special website titled “Otoku Hakken Reizoko, mitsukete! / Check this fridge for the best uses for leftovers!” which will be useful in reducing household food loss. In an entertaining format, it provides recipes that eliminate waste by using up ingredients and seasonings that tend to become leftovers in the refrigerator, as well as techniques for preserving ingredients deliciously.



Eco-Friendly Products

■ Sustainable Use of Plastic

Plastic is a material that is not only highly durable, but also lightweight and easy to shape, and thus used as containers for many types of food and beverage products. Yet plastic has a major drawback in that it poses a significant impact on the environment as ocean plastic pollution if it is not used and disposed of properly. The Kikkoman Group strives to use plastic in a sustainable manner based on the 4R concept of Reduce, Reuse, Recycle, Renewable.

■ Initiatives for Development and Commercialization

● Guidelines for Containers and Packaging

The Kikkoman Group has formulated the “Guidelines for Containers and Packaging” (see page 40 of this report for details). The Group promotes the sustainable use of plastic in line with the “Guidelines for Containers and Packaging.”

● Use of Readily Recyclable Materials

Used PET* containers discarded from general households are, in principle, collected by municipalities and sold to recycling companies, which process the containers into PET resin pellets (or flakes) that are then reused as material for manufacturing new containers (egg packages, etc.), clothes, stationery, and other products. To make it easier to reuse such materials, Kikkoman Food Products Company is exploring various ideas that make it easier to separate caps, labels and other parts that are non-PET materials. Kikkoman Food Products Company is also switching over from polyethylene (PE) containers to PET variants.

* PET: A petroleum-based resin called polyethylene terephthalate. The name PET comes from the initials of this material. PET is a material that is suitable for recycling.

Environmental Initiatives

● Lighter Weight Containers and Packaging

The Kikkoman Group is working to achieve lighter weight containers and packaging.

Kikkoman Food Products Company adopted the “Waist-Fit Bottle” for the 1-liter plastic bottles used for soy sauce, widening the “waist” portion located around the middle of the bottle.*1 As a result, the weight is 26 g, which is 10% lighter than the previous 29 g. We expect annual reductions of approximately 80 tons in plastic use and approximately 124 tons in CO₂ emissions.*2

*1 Excluding products manufactured by Hokkaido Kikkoman Company

*2 Estimate based on FY2024 sales performance.



● Use of Plant-Based Plastics

Kikkoman Soyfoods Company switched the straws for Kikkoman’s soy milk 200 mL packs to plant-derived (using sugarcane as a raw material) biomass plastic in FY2025. Biomass plastic is plastic made from renewable organic resources such as plants and is considered to have carbon-neutral properties. The use of these straws is expected to reduce the use of petroleum-derived plastic by approximately 125 tons annually.



● Use of Biomass Ink

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



Biomass logo on product labeling

■ Partnership and Cooperation with External Organizations

● Participation in “Declaration of Action on Plastic Recycling”

Kikkoman Corporation takes part in the “Declaration of Action on Plastic Recycling” launched by the Ministry of Agriculture, Forestry and Fisheries from November 2018. Under this declaration, the Ministry of Agriculture, Forestry and Fisheries collects examples (activities related to reduction, reuse and recycling) of policies and initiatives for plastic waste taken by industry organizations and companies using plastic products, containers and packaging in the food production, food logistics, food retailers, restaurant and other sectors. These are then showcased as a way of highlighting the various issues caused by plastic waste and the importance of methods to address those issues, with the aim of promoting initiatives extensively throughout society and amongst citizens.

● Joint Research with Other Food Producers

To promote the use of recycled PET bottles in the seasoning and cooking oil industry, Kikkoman Corporation entered a 4-way partnership with Mizkan Holdings, Kewpie Corporation and the Nisshin Oillio Group, Ltd. under the supervision of the principle researcher Asako Ozaki at the Osaka City Institute of Public Health and Environmental Sciences to conduct research assessing how mechanically recycled PET bottles are safe to use as containers for liquid seasoning and cooking oils. Mechanically* recycled PET bottles were assessed as being safe to use for almost all types of liquid seasoning and cooking oils, with the research results outlined in the “Japanese Journal of Food Chemistry and Safety, Volume 29 (1)” published on April 27, 2022.

* “Safety evaluation of PET bottles regenerated through mechanical recycling for use as liquid-seasoning and edible-oil containers” Jpn. J. Food Chem. Safety, 2022; 29 (1): 19-27

Environmental Initiatives

Disclosures Based on TCFD Recommendations

The Kikkoman Group recognizes that climate change is one of the most serious issues facing international society. Our Group believes that addressing climate change equates to putting into practice our Management Principles aimed to become a company whose existence is meaningful to the global society, and also has financial implications directly connected to the resilience of our strategies for sustainable growth.

Our Group has declared its support for the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB). Based on TCFD recommendations, we evaluate risks and opportunities concerning our operations stemming from climate change, and disclose information on our governance, strategy, risk management, indicators, and targets.

Governance

Our Group has established a Sustainability Committee chaired by the CEO. The Sustainability Committee sets company-wide policies for initiatives, identifies risks and opportunities, and determines how to respond. It also reviews specific measures and oversees their internal rollout and external communications. It also reports to the Board of Directors on matters related to sustainability as appropriate. Based on reports from the Sustainability Committee, the Board of Directors determines our Group's key sustainability-related policies, oversees progress, and incorporates them into our Group's management strategy.

▶ For details, see P28 "Environmental Management Promotion System".

Strategy

In 2018, the Group formulated Global Vision 2030 (GV2030) as its long-term vision for defining basic strategies and goals based on its Management Principles. In formulating Global Vision 2030, we conducted analysis from two perspectives: Material Social Issues for Society and Material Social Issues for the Kikkoman Group. This led us to identify three material social issues: Global Environment, Food and Health, and People and Society. The Kikkoman Group Long-Term Environmental Vision, our environmental vision aimed at 2030, was established in 2020 to guide specific measures. While advancing activities under this vision and others, the Group has long understood that flooding risks associated with earthquakes and climate change could result in business disruptions and weaker earnings. Accordingly, the Group has advanced measures including business continuity planning (BCP) and natural disaster simulation. Across the Group, we carefully watch the potential for major impacts on operations due to climate change, such as changes that climate change could cause to the use of natural materials in core products. Amid growing concerns in society over the risks of climate change, the Group follows the TCFD recommendation to analyze risks in multiple scenarios that could affect our business domains, to quantifiably measure risks and medium- to long-term impacts on the Group stemming from climate change.

Climate-Related Risks and Opportunities

Key Climate-Related Risks

The core business of the Kikkoman Group is the manufacture and sale of soy sauce, soy milk, ketchup, and tomato juice. Revenues of the domestic and international food manufacturing and sales segments, including our core business, in the fiscal year ended March 2025 were 321,471 million yen, accounting for about 45% of overall Group revenues. The key materials used in our food manufacturing businesses are agricultural products including soybeans, wheat, and tomatoes, the cultivation of which is greatly affected by climate change. Soy sauce business and soymilk business sales of 234,402 million yen account for a major portion of total Group sales (about 33%). The soybeans and wheat used in soy sauce and the soybeans used in soy milk are affected by market conditions for these agricultural products. Our Group's raw materials must also meet stringent quality and food safety standards independently established by our Group, and procurement sources are limited. For this reason, changes in the amount of rainfall and effects of drought and heavy rains in cultivation areas due to climate change present risks.

Over 90% of the soybeans used in the soy sauce we produce comes from North America. Frequent natural disasters and extreme droughts in the North American region caused by climate change can change supply and demand relationships, resulting in procurement difficulties and soaring prices.

Key Climate-Related Opportunities

The Kikkoman Group holds advantages in product development technologies centered on fermentation and brewing. We are able to leverage these strengths to process varied materials, including alternative materials that address material procurement challenges under climate change, to develop products that take advantage of natural umami. In this way, we are able to deploy competitive product groups made with alternative materials and create opportunities for pioneering new markets.

The Kikkoman Group manufactures soy sauce and other food products not only in Japan but also overseas. Through this, we have accumulated food manufacturing know-how and technologies. In soy sauce brewing and fermentation processes, temperature control is important. For example, at the Walworth Plant in the U.S., where the average winter temperature falls below freezing, we adopted equipment capable of drawing in more cold outside air for temperature control, thereby reducing CO₂ emissions associated with the operation of refrigeration equipment.

Through innovation in manufacturing processes and equipment, the Kikkoman Group carries out manufacturing more efficiently, enhancing our productivity and allowing us to manufacture products in a manner suited to a low-carbon society. These initiatives are creating opportunities to reduce costs.

Environmental Initiatives

List of Risks and Opportunities Associated with Climate Change

Climate Change Risks and Opportunities	Specific Details of Risks and Opportunities	Business Impact	Timeframe
Physical Risks	Risk of severe disasters associated with climate change (e.g., flooding, power transmission failures)	Small	by 2050
	Risk of difficulties in raw material procurement and cost increases associated with climate change	Small	by 2100
Transition Risks	Risk of increased manufacturing costs due to investments for climate change adaptation	Small	by 2027
	Risk of higher manufacturing costs due to investments for climate change mitigation	Medium	by 2030
	Risk of increased burden due to carbon taxes	Medium	by 2030
	Risk of consumer aversion—deterioration in corporate reputation due to delays in climate change action, human rights violations, etc.	Medium	by 2050
	Risk of cost increases due to introducing renewable energy	Small	by 2030
	Risk of higher manufacturing costs due to introducing alternative technologies to replace fossil fuel-derived gases	Medium	by 2050
	Risk of higher transportation costs due to surging fossil fuel prices and procurement of alternative fuels	Small	by 2027
Opportunities	Opportunity to increase sales through product development technologies using alternative raw materials	Small	by 2027
	Opportunity to reduce costs through energy-saving activities	Small	by 2030
	Opportunity to enhance brand and corporate value and influence consumer choice by implementing climate change mitigation measures	Small	by 2030

Scenario Analysis

The Group's scenario analysis is based on Representative Concentration Pathways (RCP) scenarios, with reference to reports by the Intergovernmental Panel on Climate Change (IPCC) and net-zero scenarios (NZE) from the International Energy Agency (IEA). Analytical results and estimated impacts on Group operations for each scenario are outlined below.

Climate Change Scenarios and Models	Content
RCP2.6 RCP8.5	<p>Summary of scenario analysis:</p> <ul style="list-style-type: none"> The IPCC has reported that climate change could lead to more frequent and larger natural disasters. In light of this, the Group used the RCP2.6 and RCP8.5 scenario to analyze the potential impacts of climate change on its production facilities, based on location information for major facilities. To evaluate impacts on the Group under 2°C and 4°C temperature rise scenarios, we employed RCP2.6 and RCP8.5 scenarios. The natural hazards of flooding, strong winds, high tides and forest fires were analyzed. To understand the current state of natural hazards, the Group analyzed changes in hazards caused by climate change and measured the potential impacts of these changes on production facilities. To assess current natural hazards, we referred to the Flood Hazard Map of the World & European Union, GAR 2015, and other databases, while also consulting hazard maps published by the Ministry of Land, Infrastructure and Transport and local governments in Japan and data gleaned from simulations run by external consulting firms. The Group's analysis of trends under climate change relied on RCP2.6 and RCP8.5 for flooding and high tides and SRES A1B and SRES A2 for strong winds during typhoons and forest fires, respectively. While verifying the change in disaster frequency with existing literature, research results and hazard maps, the Group measured the potential impacts from increases in global temperatures. The Group's analysis covered natural hazards at the production facilities of the entire Group. Due to the need for decision-making from a long-term perspective, the Group followed RCP2.6 and RCP8.5 through the year 2100. <p>Results of scenario analysis:</p> <ul style="list-style-type: none"> For all production facilities of the Group, flooding presents the greatest natural hazard risk. Under climate change, the frequencies of flooding, typhoon-force winds, and forest fires are likely to increase. However, climate change does not present changes to the threat of flooding at production facilities due to higher tides. <p>Impacts of scenario analysis results on business strategy:</p> <ul style="list-style-type: none"> The results of the scenario analysis are used in the evaluation of climate change's impacts on the Kikkoman Group's business strategies. Before the scenario analysis, the Company had been aware of the risk of business interruptions and decline in earnings caused by flooding. Group-wide, management has advanced measures that include BCP and simulations of natural disasters. The results of the scenario analysis have prompted management to consider additional measures at facilities that are at risk of serious impacts from climate change. In 2020, the Group established and released the Kikkoman Group Long-Term Environmental Vision as our long-term environmental policy aimed at 2030. To achieve net zero CO₂ emissions by 2050 and pursue efforts to constrain temperature rise to within 1.5°C of the level prior to the industrial revolution, in June 2023 we updated our CO₂ reduction target through FY2031 from 30% to 50% and in December 2023 obtained certification from the Science Based Targets initiative (SBTi). The results of our scenario analysis informed the creation of targets for our long-term environmental vision.

Environmental Initiatives

Climate Change Scenarios and Models	Content
RCP2.6 RCP8.5	<p>Summary of scenario analysis:</p> <ul style="list-style-type: none"> To assess changes in our ability to procure key materials, we used the Kikkoman Group's procurement quantities of key materials by procurement source country to recognize trends in changing procurement potential, taking into account fluctuations in countries' harvest volume per unit of area under climate change. We used FAO GAEZ v4 simulation data to assess changes in countries' harvest volumes under climate change. In the simulations, we performed analysis using production forecast value (t) data for target crops (soybeans, wheat, tomatoes, and rice) under climate change in two scenarios (based on RCP2.6 and RCP8.5). To assess changes in harvest volumes from current levels, we analyzed changes in production forecast value (t) for target crops (soybeans, wheat, tomatoes, and rice) by procurement source country, and summarized the results, weighted and averaged by procurement country ratio, as the achievable rate of harvest volume change (%). To evaluate impacts on the Group under 2°C and 4°C temperature rise scenarios, we employed RCP2.6 and RCP8.5 scenarios. The analysis covered soybeans, wheat, tomatoes, and rice, which are key materials and procured goods for the Kikkoman Group. Due to the need for decision-making from a long-term perspective, the Group followed RCP2.6 and RCP8.5 through the year 2100. <hr/> <p>Results of scenario analysis:</p> <ul style="list-style-type: none"> Analysis revealed that, despite producing area-specific differences in both the 2°C increase and 4°C increase scenarios, risks are generally low. In the 4°C increase scenario, however, there is a risk of a decline in tomato harvest volume in Spain from 2070 onward. <hr/> <p>Impacts of scenario analysis results on business strategy:</p> <ul style="list-style-type: none"> The results of the scenario analysis are used in the evaluation of climate change's impacts on the Kikkoman Group's business strategies. Prior to the scenario analysis, the Company had managed key materials risks through procurement of alternate materials or from other regions to avoid impacts on business. Based on the analysis results, we will further strengthen management. However, as serious impacts will not materialize for several decades and time exists for evaluating and implementing countermeasures, the risks do not currently influence the business strategies of the Kikkoman Group.

Climate Change Scenarios and Models	Content
IEA NZE Scenario	<p>Summary of scenario analysis:</p> <ul style="list-style-type: none"> Based on the Kikkoman Group's total emissions calculated from current Scope 1 and Scope 2 total emissions (t-CO₂), we estimated the costs of achieving the Group's medium- to long-term reduction targets under the IEA WEO 2023 NZE scenario. We analyzed costs for a number of cases involving measures to achieve our targets, including cases in which reductions are achieved through the use of renewable energy combined with various capital investments and production efficiency improvements, cases in which renewable energy or non-fossil-fuel credits are deployed to cover the entire usable amount, and cases in which the entire amount of emissions is paid for through carbon taxes, depending on conditions in renewable energy markets. A timeline through 2030 is considered, in line with the Kikkoman Group's medium- to long-term targets for reducing CO₂ emissions. Total emissions (Scope 1+2) for the Kikkoman Group are considered. <hr/> <p>Results of scenario analysis:</p> <ul style="list-style-type: none"> As various capital investments, fuel conversion, improvements in production efficiency, and other measures are already progressing at production facilities, choosing additional measures for reducing CO₂ emissions will not be easy from a cost-benefit perspective. As the Group has production facilities in the developed world where increases in carbon taxes are expected and public pledges for net zero emissions have been made, failure to advance CO₂ emissions reductions will invite increases in manufacturing costs. <hr/> <p>Impacts of scenario analysis results on business strategy:</p> <ul style="list-style-type: none"> The results of the scenario analysis are used in the evaluation of climate change's impacts on the Kikkoman Group's business strategies. The Kikkoman Group's Global Vision 2030 depicts a vision in which we help to solve issues in global society through our unique activities, and further enhance our reason for existence in global society as we head toward 2030. Reducing CO₂ emissions is a core element in addressing material social issues under Global Vision 2030. Accordingly, the results of the scenario analysis are reflected in the Kikkoman Group's measures to reduce CO₂ emissions by FY2031. The Kikkoman Group Long-Term Environmental Vision aimed at FY2031 was drawn up in 2020 based on the directions of Global Vision 2030, and is linked to business targets. Our Group aims to reduce CO₂ emissions by at least 50% by 2030 compared with levels in FY2019, and is drafting CO₂ reduction measures within its business strategy to achieve this. We are considering and implementing many measures to reduce CO₂ emissions, including fuel conversion, increased purchase of renewable energy, and facilities upgrades for greater efficiency.

Environmental Initiatives

Risk Management for Climate-Related Issues

Risk management process

We have integrated climate change-related risk management into our company-wide risk management process. The company-wide risk management process is led by the Corporate Planning Department of Kikkoman Corporation, which conducts comprehensive annual assessments and quarterly evaluations at the Group Management Committee. Based on these evaluations, risks that could affect our Group's performance and financial position are disclosed as "Risks Related to Business, etc." in the securities report.

Risk and opportunity assessment

We identify risk events that affect our business not only in direct operations but also upstream and downstream in the value chain, and we analyze and evaluate their impact levels several times a year from short-, medium-, and long-term perspectives.

As a method of identifying and classifying climate-related water risks such as heavy rains and droughts, we make use of in-house knowledge along with evaluation tools including the Water Risk Filter from the World Wide Fund for Nature (WWF) and Aqueduct from WRI. When evaluation tool findings yield relevant indicators that exceed normal levels, we recognize water risk to be high and supplement our in-house knowledge with the information.

In evaluating risks and opportunities, we define the potential financial impacts of climate change and the impacts on market capitalization as significant. When risks of manufacturing facilities stoppages in major businesses present strategic impacts, we deem those to be risks with significant impact.

Metrics and Targets

The Paris Agreement, adopted in 2015 at the Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change, set out, among other things, the objective to keep the increase in global average temperature well below 2°C above pre-industrial levels and to pursue efforts to limit the increase to 1.5°C.

Based on the long-term goals indicated in the Paris Agreement, the Kikkoman Group aims to achieve net-zero CO₂ emissions by 2050 and has established a policy for working on reducing CO₂ emissions. To that end, our Group will advance initiatives to achieve a reduction of 50% or more in CO₂ emissions by 2030 compared with FY2019, based on the Kikkoman Group Long-Term Environmental Vision. We will also update our medium- to long-term CO₂ emission reduction plans as appropriate in line with future technological innovations.

The Kikkoman Group's greenhouse gas reduction targets are as follows.

Scope 1+2	To reduce absolute scope 1 and 2 GHG emissions 50.4% by FY2031 from a FY2019 base year.
Scope 3	To reduce absolute scope 3 GHG emissions 30% within the same timeframe.

Disclosures Based on TNFD* Recommendations

The Kikkoman Group recognizes that, alongside climate change, biodiversity is one of the most important material social issues. Working to conserve biodiversity is, in addition to reflecting our Management Principles, the practical embodiment of our environmental philosophy of "Corporate Activities Respecting the Workings of Nature and Harmonizing with the Environment." Our Group's businesses are sustained by the blessings of the planet, including resources such as soybeans, wheat, and water; therefore, we regard these efforts as important elements that underpin our business foundation.

Accordingly, we support the TNFD, an international task force on natural capital and biodiversity, and we will evaluate risks and opportunities based on the TNFD framework and advance disclosures regarding governance, strategy, risk management, and metrics and targets.

* The abbreviation for the Taskforce on Nature-related Financial Disclosures, an international initiative that is building a framework for companies to assess and disclose risks and opportunities related to natural capital and biodiversity.

Governance

Governance Structure for Natural Capital

Our Group has established a Sustainability Committee chaired by the CEO. The Sustainability Committee sets company-wide policies for initiatives, identifies risks and opportunities including natural capital, and determines how to respond to them.

▶ For details, see P28 "Environmental Management Promotion System".

Respect for Human Rights Across the Entire Supply Chain

As a member of the global corporate community, our Group is committed to respecting human rights throughout the entire supply chain.

🌐 **The Kikkoman Group Human Rights Policy:** <https://www.kikkoman.com/jp/csr/management/pdf/humanrightspolicyJP.pdf>

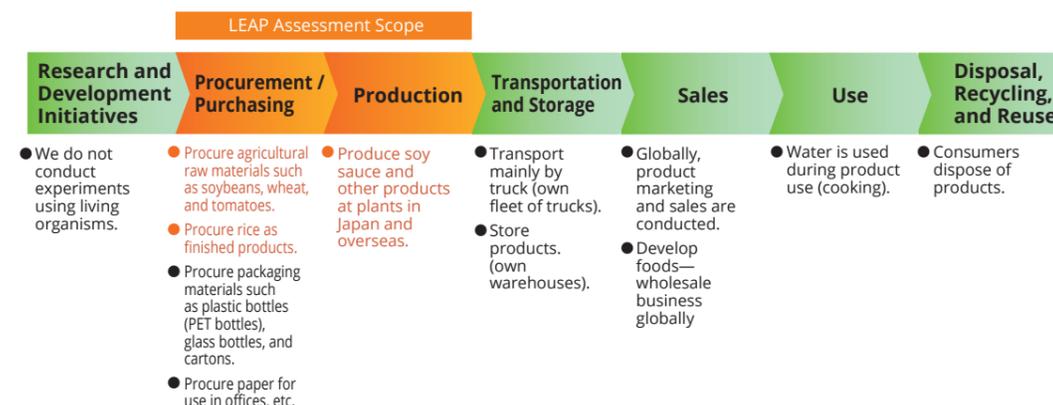
Strategy

Based on the LEAP approach*, we evaluated dependencies, impacts, and risks and opportunities, and examined key measures.

* LEAP approach: A four-step process recommended by the TNFD (Taskforce on Nature-related Financial Disclosures) for companies to assess and disclose nature-related risks and opportunities: Locate, Evaluate, Assess, and Prepare.

Scoping of the Assessment

In selecting the scope for the LEAP assessment, we depicted the Kikkoman Group's Value Chain and decided to focus our review on procurement/purchasing and production, which are presumed to have strong relationships with natural capital (under the LEAP approach, assessed as Procurement / Purchasing (agriculture) and production (processing)).



Environmental Initiatives

Locate: Identify Points of Contact with Nature

Using ENCORE*, a sector-specific tool for assessing nature-related dependencies and impacts, we examined the dependencies and impacts on natural capital within the sectors related to the Kikkoman Group's value chain.

* ENCORE: a global tool developed by the United Nations Environment Programme World Conservation Monitoring Centre and others that assesses corporate dependencies and impacts on nature and identifies nature-related risks and opportunities

The ENCORE analysis of procurement/purchasing (agriculture) and production (processing) was conducted in 2022, and we evaluated the Consumer Staples Sector*¹ and selected the Sub-industry*² Agricultural Products*³ and Packaged Foods and Meat*⁴ (reflecting the ENCORE assessment as of 2025 in the Evaluate process).

*1 Consumer Staples Sector: consumer staples *2 Sub-industry: sub-industry *3 Agricultural Products: agricultural products *4 Packaged Foods and Meat: packaged foods and meat

Evaluate: Diagnose Dependencies and Impacts

Based on ENCORE's dependency and impact assessment, we mapped procurement/purchasing (agriculture) and production (processing) to the Kikkoman Group's Value Chain and examined the impacts and dependencies in detail. In conducting the analysis, we also consulted the 2025 edition of ENCORE as appropriate. The results of the assessment are as follows.

We found that, for impacts on natural capital, the significant factors in procurement/purchasing are water use, use of terrestrial and freshwater ecosystems, and water and soil pollutants, while in production, water use is significant.

We found that, for dependencies on natural capital, procurement/purchasing relies significantly on groundwater and surface water, and on soil quality and soil maintenance; production relies significantly on groundwater and surface water, and on water quality and flow regulation.

Impacts on Natural Capital in the Value Chain

Evaluate (Diagnosis) Impacts

	Input (Use)		Output (Pollution)					Importance
	Water Use	Use of Terrestrial and Freshwater Ecosystems	Water and Soil Pollutants	Solid Waste	GHG Emissions	Emissions of Air Pollutants Other than GHGs	Invasive alien species	
Procurement / Purchasing (Agriculture)	High	High	High	High	High	High	High	High
Production (Processing)	High	NA	High	High	High	NA	NA	High

Evaluate (Diagnosis) Dependencies

	Direct physical inputs			Facilitation of production		Mitigation of direct impacts				Protection against collapse		
	Ground-water	Surface water	Biomass	Genetic material	Soil quality and soil maintenance	Water quality and flow regulation	Buffering and attenuation of mass flows in rivers, etc.	Climate and rainfall regulation	Disease control	Pest control	Protection from floods and typhoons	Land stabilization and erosion prevention
Procurement / Purchasing (Agriculture)	High	High	High	High	High	High	High	High	High	High	High	High
Production (Processing)	High	High	NA	NA	High	High	NA	NA	NA	NA	High	High

Assess: Evaluate Risks and Opportunities

For both impacts and dependencies in procurement/purchasing (agriculture) and production (processing), we comprehensively organized items rated high or above across transition risks (policy / market / technology / reputation / liability), physical risks (acute / chronic), opportunities for corporate performance (market / capital flows and procurement / resource efficiency / products and services / reputation capital), and opportunities for sustainable performance (sustainable use of natural resources / protection, restoration, and regeneration of ecosystems), and identified material risks and opportunities.

For procurement/purchasing (agriculture), transition risks include regulations on water use and land use and the associated market responses and reputational effects; physical risks include reduced yields due to declining irrigation water in rice and tomato producing areas, and damage to crops caused by natural disasters such as floods. For production (processing), transition risks include restrictions on water use and associated market responses and reputational effects; physical risks include procurement difficulties caused by depletion of groundwater and rivers and deterioration in water quality and flow functions.

Prepare: Preparation to Respond and Report

For the main measures addressing the key risks and opportunities in procurement/purchasing (agriculture) and production (processing) identified in Assess, SBTN*¹'s AR3T Framework*² was used to comprehensively organize them, and we identified the higher-priority items as follows.

*1 SBTN (Science Based Targets Network): an international collaborative network that enables companies and cities to set science-based targets related to the natural environment

*2 AR3T Framework: an action framework that guides companies in achieving nature-related targets (SBTs for Nature), prioritizing and structuring corporate actions toward target attainment (in the order of Avoid > Reduce > Restore & Regenerate)

	Category (Risks / Opportunities)	Anticipated Risks and Opportunities	Key Measures
Procurement / Purchasing (Agriculture)	Transition Risks	Policy	Increased procurement difficulties and higher costs due to regulations on water use, land and freshwater use, pollutants, and GHG emissions
		Market	Reduced purchasing by consumers concerned about ecosystem destruction, pollution, and GHG emissions
		Reputation	Decline in reputation and brand value due to being seen as complicit in ecosystem destruction and environmental pollution
	Opportunities	Market	Growing demand for products that use certified sustainable raw materials and crops produced through organic, regenerative, and GHG emission-reducing farming practices
		Reputational Capital	Enhanced reputation and brand value through sustainable sourcing of certified raw materials and procurement of crops produced via organic, regenerative, and GHG emission-reducing farming methods
Physical Risks	Acute / Chronic	Reduced yields due to decreased irrigation water in rice and tomato production regions. Resulting cost increases Damage to crops due to natural disasters such as floods. Resulting cost increases	<ul style="list-style-type: none"> Continue to monitor water stress conditions in soybean, wheat, tomato, and rice procurement regions Procure sustainably certified or certification-equivalent raw materials (soybeans) Continue operating the Kikkoman Group Sustainable Sourcing Policy (Soybean Sourcing Guidelines) Promote regenerative agriculture Support research on sustainable production of crops including soybeans and wheat Detailed assessment of water risks in procurement regions and promotion of procurement that accounts for water risks

	Category (Risks / Opportunities)	Anticipated Risks and Opportunities	Key Measures
Production (Processing)	Transition Risks	Policy	Higher costs for implementing measures due to requirements to reduce water use
		Resource Efficiency	Improved business continuity and cost reductions through enhanced water-use efficiency
	Opportunities	Reputational Capital	Improved reputation through initiatives such as water source recharge and water-use efficiency
		Physical Risks	Chronic
			<ul style="list-style-type: none"> Management of targets to reduce water consumption (per unit of production) in production Promotion of recharge activities at plants' water sources Detailed assessment of water source depletion risks Promotion of recharge activities at plants' water sources

Environmental Initiatives

Managing Risks and Impacts

Our Group is advancing initiatives to prepare for risks surrounding our Group's activities in order to achieve stable business development and fulfill our responsibilities to stakeholders. Given that the Kikkoman Group operates numerous businesses globally, to identify and manage a wide variety of risks and opportunities, each corporate officer also directs the subsidiaries and divisions they are in charge of and works to prevent risks from materializing.

Metrics and Targets

TNFD Global Core Disclosure Metrics

Current Status Regarding TNFD Global Core Disclosure Metrics on Nature-Related Dependencies and Impacts

Metric No.	Driver of Nature Change	Indicators	Our Group's Status
C1.0	Land/freshwater/ocean-use change	Total spatial footprint	Headquarters, production, research, logistics, etc. site area (including leased): 3,003,349 m ²
C1.1		Extent of land/freshwater/ocean-use change	
C2.0	Pollution/pollution removal	Pollutants released to soil split by type	We conduct voluntary analyses of residual pesticides for agricultural raw materials such as grains, legumes, vegetables, and fruits, and verify the history of pesticide use
C2.1		Wastewater discharged	Total wastewater volume: 5,894,000 m ³ (FY2025). (Domestic production; major overseas production) At the 10 plants and 12 sites in the "river discharge area" that discharge treated wastewater from wastewater treatment facilities into rivers, we set a goal of maintaining BOD (biochemical oxygen demand) at 8 ppm/mL or less, and in FY2025 all facilities achieved this goal
C2.2		Waste generation and disposal	Waste and By-Products: 104,780 t, Recycled volume (including heat recovery): 103,990 t (FY2025)
C2.3		Plastic pollution	PET usage: 7,900 t, Plastic usage (excluding PET): 15,600 t (FY2025)
C2.4		Non-GHG air pollutants	NOx: 101 t, SOx: 4 t (FY2025). (Domestic production; major overseas production)
C3.0	Resource use/replenishment	Water withdrawal and consumption from areas of water scarcity	Total water withdrawal: 7,558,000 m ³ , withdrawal from water-stressed regions: 5.7% (FY2025. Assessed using the WWF Water Risk Filter)
C3.1		Quantity of high-risk natural commodities sourced from land/ocean/freshwater	Among the raw materials designated as High Impact Commodities by SBTs for Nature, we procure soybeans as a principal raw material for soy sauce and rice as a principal product for Foods—Wholesale Business.
C4.0	Invasive alien species and other	Measures against unintentional introduction of invasive alien species	None
C5.0	State of nature	Ecosystem condition Species extinction risk	No action

Current Status Regarding the TNFD Global Core Disclosure Indicators for Nature-Related Risks and Opportunities

Metric No.	Category	Metric	Our Group's Status
C7.0	Risk	Value of assets, liabilities, revenue and expenses that are assessed as vulnerable to nature-related transition risks.	Revenues from domestic and overseas food manufacturing and sales that use agricultural raw materials affected by climate change, such as soybeans, wheat, and tomatoes: ¥321,471 million (FY2025)
C7.1		Value of assets, liabilities, revenue and expenses that are assessed as vulnerable to nature-related physical risks.	
C7.2		Description and value of significant fines/penalties received/litigation action in the year due to negative nature-related impacts.	None
C7.3	Opportunity	Amount of capital expenditure, financing or investment deployed towards nature-related opportunities, by type of opportunity, with reference to a government or regulator green investment taxonomy or third-party industry or NGO taxonomy, where relevant.	In FY2025, at production facilities we spent ¥1,131 million as environmental conservation investments, such as improving wastewater treatment and renewing equipment, and ¥3,732 million as environmental conservation expenses
C7.4		Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature with a description of impacts.	

Long-Term Environmental Vision

Our Group has formulated the Kikkoman Group Long-Term Environmental Vision toward 2030. To help achieve a sustainable society, we have set out the fields, themes, and targets for our long-term efforts, and we continue to strengthen the Group's environmental activities, including those related to natural capital.

 **P27 Long-Term Environmental Vision**

Environmental Initiatives

Specific Initiatives

■ Ongoing Assessment of Water Stress in Soybean, Wheat, Tomato, and Rice Sourcing Regions

The WWF Water Risk Filter* is used to assess the level of water stress in key sourcing regions for soybeans, wheat, rice, and tomatoes. Overall, soybeans, wheat, and rice were not assessed as high risk. Tomato cultivation inherently requires relatively little water, and our sourcing is also diversified. We will continue to monitor and keep abreast of conditions.

* WWF's Water Risk Filter: Developed by WWF and the German financial institution DEG, this is a primary screening tool that investigates and evaluates water environment-related risks in corporate activities and enables appropriate responses.

■ Procurement of Raw Materials (Soybeans) with Sustainable Certification or Certification-Equivalent Status

Soybeans certified under SSAP*¹ in Japan, and overseas, soybeans certified under Pro Terra*², as well as soybeans that comply with our sourcing policy, are being sourced. As a medium-term target, we are promoting the procurement of soybeans with sustainable certification or certification-equivalent status.

*¹ SSAP certification: An abbreviation of the U.S. Soybean Sustainability Assurance Protocol, this international certification system evaluates soybeans produced in the United States from the three perspectives of environment, society, and economy, and certifies that they are produced using sustainable methods.

*² ProTerra certification: an international certification scheme operated by the ProTerra Foundation that guarantees high-quality crops, foods, and feeds produced in environmentally, economically, and socially sustainable ways.

■ Continued Implementation of the Responsible Soybean Procurement Policy

Under the Kikkoman Group Sustainable Sourcing Policy, the Soybean Sourcing Guidelines set forth the following five items.

- 1 **Prioritize the sourcing of sustainable soybeans.**
- 2 **Not use soybeans sourced from illegal or unethical processes.**
- 3 **Ensure legal and ethical compliance by obtaining sustainability certifications when sourcing soybeans from areas at risk of illegal logging and deforestation.**
- 4 **Notify the Group's soybean suppliers of these guidelines.**
- 5 **Work with suppliers to address sustainability issues should they be identified.**

■ Promoting Regenerative Agriculture

In Japan and overseas, we procure raw materials in line with the Kikkoman Group Sustainable Sourcing Policy. Kikkoman Tokusen Organic Soy Sauce is a premium-grade whole-soybean soy sauce made with organic whole soybeans and organic wheat; 100% of its ingredients are organic whole soybeans and organic wheat grown under strict restrictions on agricultural chemicals, and the manufacturing process is also certified under the Organic JAS standard.

We will also promote regenerative agriculture at overseas soybean sourcing sites by engaging with suppliers and conducting pilot verification trials.

■ Support Research on the Sustainable Production of Crops, Including Soybeans and Wheat

Kikkoman Foods, Inc. (KFI), our soy sauce production base in the United States, donated a total of \$5 million to the University of Wisconsin in support of sustainable agriculture and freshwater research. Specifically, the donation supports research at the University of Wisconsin-Madison's College of Agricultural and Life Sciences on the sustainable production of crops, including soybeans and wheat, and supports the University of Wisconsin-Milwaukee's School of Freshwater Sciences in building and operating a state-of-the-art research vessel for the Great Lakes. These efforts will help protect the valuable natural resources that KFI has benefited from since its opening.

▶ See p. 43: Biodiversity.

■ Thorough Assessment of Water Risks in Sourcing Regions, and Promotion of Procurement Practices that Take Water Risks Into Account

Our Group is a member of Sedex* and monitors suppliers' initiatives using indicators such as the average annual water consumption and the target percentage for water-use reduction, which are common response items in Sedex. We confirm that suppliers appropriately manage their water dependency, their impact on water availability, and their impact on water quality. We have determined that they do not pose a material impact on our Group.

* Supplier Ethical Data Exchange: a global platform for companies to manage and share ethical and sustainable business practices within their own operations and across their supply chains.

■ Managing Targets to Reduce Water Consumption (Per Unit of Production) in Production

Water is a primary raw material for our Group, and we recognize the importance of conserving the water environment. At our Group's production facilities, we measure water use and manage the water used per unit of output (water consumption per unit of production).

Under the Kikkoman Group Long-Term Environmental Vision, we manage progress toward a target of reducing water consumption (per unit of production) by 30% by FY2031 (vs. FY2012).

We aim to efficiently reduce consumption by reviewing cleaning processes, introducing effective measures, and appropriately maintaining equipment.

■ Promoting Watershed Recharge Activities at Plant Water Sources

We conducted studies and analyses on the water sources in the Noda area of Chiba Prefecture, a key production facility for our Group. We will work with local governments and community organizations to carry out watershed cultivation activities—such as forest conservation and tree planting—in the surrounding area.

■ Assessment of Water Source Depletion Risk

WRI's Aqueduct* and other assessment tools are used to evaluate the degree of water depletion in the production division. We also conduct risk analyses related to climate change, and where no significant risks are identified, we enhance the maintenance and management of the wells in use.

* WRI's Aqueduct: A global tool provided by the World Resources Institute (WRI) to identify and manage water risks such as floods, droughts, and water scarcity

■ Participation in Chiba Corporate Network for Biodiversity

In April 2013, we launched the "Chiba Corporate Network for Biodiversity" in cooperation with the public and private sectors in Chiba Prefecture. This initiative is aimed at supporting and strengthening the efforts of municipalities, corporations, NPOs, and educational and research institutes in preserving and sustainably utilizing biodiversity. Kikkoman has participated in this network since its launch. In the Kikkoman Soy Sauce Museum facility for factory tours, we opened Biodiversity Satellite Station as a new area for communicating information to tour participants.

▶ See p. 42, Biodiversity.

■ Certification of Hokkaido Kikkoman Company's Forest Area as a Nature Symbiosis Site

The forest area within the factory premises of Hokkaido Kikkoman Company was certified by Japan's Ministry of the Environment as a "Nature Symbiosis Site." "Nature Symbiosis Site" is a system by which the government certifies areas where biodiversity is conserved through private-sector initiatives, etc.; subsequently, "OECM" * was also registered in an international database. Within the forest area (25,640 m²) on the Hokkaido Kikkoman Company premises, deciduous broad-leaved trees have remained for about 80 years, creating a valuable green belt where a diverse array of flora and fauna—including rare species—live and thrive; these efforts were recognized in the certification.

* Other Effective area-based Conservation Measures

An effective means of conserving biodiversity outside public protected areas, such as on land owned by companies

▶ See p. 42, Biodiversity.

Environmental Initiatives

Support for the Kingfisher Lake Development Project in Singapore and the Award of a Rain Tree (Kikkoman (S) Pte. Ltd. (KSP))

In 2010, Kikkoman (S) Pte. Ltd. (KSP), a soy sauce manufacturing company in Singapore, supported the construction of Kingfisher Lake, an aquatic wildlife sanctuary inside the Gardens by the Bay national park in Singapore, as a component of the Company's 25th anniversary celebrations.

In recognition of this support, the Singaporean government commended KSP as a company promoting beautification and greening in Singapore. The government further presented KSP with an 80-year-old "Heritage Tree" rain tree in Fort Canning Park.

▶ See p. 44: Biodiversity

Support for Water Resource Conservation Projects in the Netherlands and Receipt of the "EDEN Award 2013" (Kikkoman Foods Europe B.V. (KFE))

Located in the province of Groningen in the Netherlands, Kikkoman Foods Europe B.V. (KFE) has served since 2000 as a main sponsor of a water quality improvement project at Lake Zuidlaardermeer in Groningen, which was begun by a local environmental conservation organization with support from the EU and the government of the Netherlands. In the project, donations from KFE were used for actions including the introduction and management of the Kikkoman Windmill that pumps water from Lake Zuidlaardermeer into a purification channel. This has contributed to remarkable improvement in water quality and the recovery of wildlife species in the lake.

In FY2014, KFE's continuous environmental conservation activities were recognized by the government of the Netherlands through designation as a recipient of the EDEN Award (2013).

▶ See p. 44: Biodiversity

The Sungei Buloh Wetland Reserve — Support for Tree-Planting Activities (Kikkoman (S) Pte. Ltd. (KSP))

In Singapore, mangrove forests have been in decline, raising serious concerns about the possible extinction of rare tropical species of plants and animals. The Singapore government began to take serious steps to improve this situation. One such initiative, launched in 2015, was mangrove planting along the coastline of the Sungei Buloh Wetland Reserve, a natural heritage site in northern Singapore.

In commemoration of its 30th anniversary, KSP in Singapore donated 500,000 Singapore dollars to environmental conservation activities such as tree planting and to environmental education. After some of the mangroves donated by KSP had grown to a size suitable for planting, volunteers consisting of KSP employees and their families carried out planting work at the Sungei Buloh Wetland Reserve in FY2018–FY2019.

▶ See p. 44: Biodiversity

Support for Water Purification Projects (Kikkoman (S) Pte. Ltd. (KSP))

KSP, our production facility in Singapore, supports activities aimed at improving the water environment through the water purification conducted by aquatic plants and other organisms in the urban nature park "Gardens by the Bay", which is being developed by the Singapore government.

In 2021, to commemorate KSP's 35th anniversary, KSP donated another 500,000 Singapore dollars to the development of Kingfisher Wetlands (mangrove and wild bird conservation area), adjacent to Kingfisher Lake (an aquatic wildlife sanctuary), a facility it has supported over the years. These activities contribute to Singapore's initiatives for water quality improvement and decarbonization.

▶ See p. 44: Biodiversity

Environmental Management System

The Kikkoman Group utilizes ISO 14001 as a tool for achieving the environmental policies and objectives of the Group. In June 2011, batch certification was obtained within Japan and also secured certification at each major overseas facilities, thereby promoting a higher level of environmental management.

We follow not only environment-related laws and regulations, but also a management standard that we independently established, and integrate environmental risk reductions into our everyday work. In addition, we actively share information with stakeholders and use all information, technologies, and experiences that we acquire inside and outside of the Kikkoman Group in our environmental preservation activities.

- 1 **To keep improving the environmental management system** Environmental Education, adopt revisions of the ISO 14001 standard.
- 2 **To respond against environmental risks** In addition to observing standard laws, we will formulate and comply with our own company rules and regulations related to environmental protection.
- 3 **Environmental communication** Promoting the dissemination of environmental information and regional contribution activities to enhance communication.

1 To Keep Improving the Environmental Management System

The Kikkoman Group aims to achieve higher levels of environmental management, while also continually improving environmental management systems. We use the PDCA cycle in order to steadily implement the management system throughout the Group and promote continuous improvements through specific activities at each division. We improve our environmental management systems by establishing objectives and policies for environmental conservation activities from a perspective of the entire Group, and prepare structures to exchange information, while reviewing results at all sites. In addition, we conduct internal audits at Group companies inside and outside of Japan. We conduct training for new employees in order to allow them to recognize global and ecological perspectives and the importance of environmental conservation, while also conducting more specialized training for environmental conservation representatives.

Major Environmental Education Programs for Employees during FY2025

Programs	Implementation date/frequency	Target	No. of participants
Training of ISO 14001 internal environmental auditors	September 2024	Employees (Qualified auditor candidates)	45
Training of ISO 14001 internal environmental auditors	5	Group companies (Qualified auditor candidates)	37
Training for wastewater treatment facility managers	July 2024	Wastewater treatment facility managers	38
Waste guidelines seminar	February 2025	Industrial waste managers	65
Workshop for managers in charge of waste management	November 2024	Industrial waste managers	68
New employee training program	Twice in April 2024	New employees in FY2025	41
Delivery of environmental information	13	Group Companies in Japan	—
Delivery of legal and ordinance information	4	Group Companies in Japan	—

Environmental Initiatives

2 To Respond Against Environmental Risks

Water Pollution Prevention

As we use and discharge large volumes of water in the manufacturing and washing process of our products, we pay full attention to improving water quality and preventing river pollution through setting our own standards.

Manual for the Proper Disposal of Industrial Waste

We sort industrial waste before disposal, reduce industrial waste as much as possible, and pursue recycling. In Japan, the collection, transportation, and treatment of industrial waste is consigned to licensed collection and transportation operators and intermediate treatment operators. We comply with the Kikkoman Manual for the Proper Disposal of Industrial Waste and strive to ensure that waste is disposed of properly. In FY2024, there were no serious discharges of wastewater or waste or incidents of pollution or environmental damage caused by the transport of hazardous waste by the Kikkoman Group.

Noise, Vibration, and Odor Prevention

To prevent noise, vibration, and odors, we have been installing quieter machines and soundproof/sound-absorbing walls around our plants. Noise and vibration levels are monitored regularly along the boundaries of our plants to ensure they do not exceed the levels prescribed by local community regulations.

Air Pollution Prevention

In addition to observing regional regulations on the concentration and total amount of sulfur oxides (SOx), nitrogen oxides (NOx), and soot and particulate emissions, we seek to control these emissions by establishing voluntary standards at each of our plants.

Black Mold Pollution Prevention

Trees, roofs, and walls in the vicinity of soy sauce and mirin plants can be darkened by mold classified in the genus *Aureobasidium*. It propagates through the intake of alcohol, and its presence can generate a black pigment on material surfaces. In consideration of local residents, the Kikkoman Group hermetically seals the source of emissions, installs cleaning devices on air ducts, and recovers alcohol content from the exhausted gases to prevent the microbe from spreading to residential areas.

Proper Treatment of Waste Plastics

As a waste-generating business operator, Kikkoman Food Tech Company sets the following targets and promotes activities toward resource utilization and circulation, based on the Act on Promotion of Recycling of Plastic Resources.

Kikkoman Food Tech Company "Plastic Resource Circulation" Targets

- 1 **Thorough sorting:**
Properly sort plastic waste in the plant and manage it under the environmental management system.
- 2 **Promote recycling and conversion into valuable resources:**
Reduce waste by utilizing plastic waste as a resource and establishing a mechanism to steadily channel it into recycling.

Amount of Industrial Plastic Waste Generated

FY	FY2023	FY2024	FY2025
Waste volume	245.6	234.3	270.6

(t)
(Kikkoman Food Tech Company Performance)

3 Environmental Communication

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

Major Environmental Communication Programs during FY2025

Programs	Implementation date/frequency	Target
Publication of Corporate Report in Japanese	November 2024	General public
Publication of Corporate Report in English	April 2025	General public
Update of the Kikkoman Group Environmental Preservation Activities Case Book	October 2024	General public
Introduction to activities via our website in Japanese	On occasion	General public
Introduction to activities via our website in English	On occasion	General public
Distribution of potted plants (fertilized by mud from wastewater treatment)	July 2024	City offices and commercial areas around Noda City, Nagareyama City, Kamogawa City, nearby children's facilities and shopping areas, etc..
Operations for cleaning	On occasion	Employees of Group Companies
Activities with outside environmental groups	55	National, prefecture, and city governments and private companies

Food and Health

70	Basic Approach to Food and Health
71	Initiatives to “Help Customers Around the World Achieve a Well-balanced Diet”
73	Healthy Food Lifestyles
77	Shokuiku
77	Shokuiku (Food Education) Activities
78	Major Shokuiku Activities
81	For Our Customers
81	Quality Assurance Based on the Concepts of “Safety” and “Peace of Mind”
84	Quality Assurance Systems for Delivering Safe and High-quality Products to Customers
84	Tour of Overseas Group Companies
84	System to Maintain a Stable Supply
85	Responsible Marketing Expressions and Advertisements
86	Pursuing Customer Satisfaction
87	Intellectual Property
87	Kikkoman Group Intellectual Property Strategy

Basic Approach to Food and Health

Drawing on our Management Principles of being consumer-oriented, the Kikkoman Group believes that contributing to the mental and physical well-being of people around the world through “food,” the core of its business, is the very essence of business activities.

In recent years, the world has been facing “All Forms of Malnutrition,” including undernutrition, micronutrient deficiencies, and being overweight or obese. Along with the rise in noncommunicable diseases (NCDs) attributable to dietary habits, this has been cited as a common global social issue in a joint WHO/FAO statement. Against this backdrop, “balanced diets,” which form the foundation of lifelong health, are being called for more strongly than ever as one solution. Under this recognition of being a global issue, our Group set “Help Customers Around the World Achieve a Well-Balanced Diet” as a basic policy in the Medium-Term Management Plan.

We believe that merely balancing nutrients does not by itself constitute everything about a “well-balanced diet.” The joy of delicious food in everyday meals, the fun of gathering around the table with family and friends, and encounters with diverse food cultures are also indispensable parts of the “balance” that nurtures a fulfilling life. By incorporating a variety of ingredients in a Delicious, Fun, and Effortless way, we aim to “balance” the mind and body in a healthy manner. This is expressed in Kikkoman’s Promise: “To fill the world with the joy of food by delivering wholehearted flavor.” These are the initiatives we put into practice.

Basic Approach to Food and Health

Initiatives to “Help Customers Around the World Achieve a Well-balanced Diet”

With “Help Customers Around the World Achieve a Well-balanced Diet” as a basic policy in the Medium-Term Management Plan, we will undertake initiatives tailored to each country and region regarding specific nutritional issues: proper salt intake, proactive vegetable consumption, and diversified protein intake. We have defined four themes and have systematized and presented both the various initiatives we have pursued to date and the new challenges we should take on.

FY2026 - FY2028 Medium-Term Management Plan

Themes	Actions	Targets
1 Making Health Simple and Delicious	Expansion of healthy products and services	● Expanding products that contribute to resolving nutritional excesses and deficiencies
	Proposals for Simple, Nutritionally Balanced Recipes and Eating Lifestyles	● Expanding appropriate-salt and vegetable recipes; proposing eating lifestyles that value mental well-being and physical health
	Promoting Proper Salt Intake	● Share of sales from less-sodium soy sauce: 30% (Japan) *
2 Responding to the Challenges of Individuals	Health Support Based on Scientific Evidence	● Provide information useful for addressing health and nutrition challenges
	Development of Services Addressing Individual Nutritional Issues	● Kikkoman NPS *: development and practical application * Nutritional Profiling System
	Addressing Diverse Food Needs	● Expanding product offerings such as allergen-free and organic soy sauce
3 Bringing the Joy of Food to the Next Generation	Enhancement of Shokuiku Activities	● Expand offerings that provide enjoyable food and cooking experiences
	Promoting international exchange of food culture	● Providing opportunities to experience new food cultures and healthy eating habits
	Connections Between People Through Food	● Enhance activities that spread “delicious memories”
4 Co-creation and Innovation	Promotion of Health Management	● Support employees' health promotion and new challenges
	Contribution to Building a Food Environment	● Co-create with society through industry-government-academia collaboration
	Strengthening Communication	● Companywide communication of “health value” based on our businesses

* Percentage of sales for home-use Kikkoman Soy Sauce in Japan

1 Making Health Simple and Delicious

This theme offers the most extensive concrete measures for contributing to social issues through our Group's businesses—from products and services to proposals for recipes and eating habits. We are advancing initiatives in the hope that people will continue “Healthy Meals” and “Nutritionally Balanced Meals” without overcomplicating them—in a Delicious, Fun, and Effortless way.

Leveraging their unique know-how, our Group Companies offer a wide range of products that contribute to customers' healthy eating, including a variety of reduced-sodium soy sauces to suit individual preferences; the Uchino Gohan Osozai-no Moto series, which lets you easily make vegetable dishes; Del Monte vegetable beverages and grated-fruit products processed to make vegetables and fruits easier to consume; as well as soy milk containing nutrients such as plant-based protein. On our “Home Cooking” recipe site, we provide easy, nutritionally balanced recipes developed by food professionals that make the most of seasonal ingredients, along with information on ingredient characteristics and nutrition. Going forward, we will continue to expand our products and recipes by using Kikkoman products, so that, in everyday meals, you can incorporate a variety of ingredients in a Delicious, Fun, and Effortless way and achieve a balanced diet.

2 Responding to the Challenges of Individuals

Health and nutrition challenges differ from person to person, and awareness of those challenges and willingness to make changes for the better also vary. To help people recognize their own challenges in their daily eating habits and make product choices and dietary practices suited to making improvements, we are advancing service development and information provision with an approach based on scientific evidence. One such initiative is the plan for the development and practical application of “Kikkoman NPS*.” By taking advantage of our “Home Cooking” recipe site and our “Today's Menu” app, we aim to provide services that make it easy to choose recipes and meal plans suited to you for everyday meals. We will also expand allergen-free products and items such as organic soy sauce to meet diverse food needs.

* Nutritional Profiling System (nutrition profiling system)

3 Bringing the Joy of Food to the Next Generation

We value activities that convey the joy and abundance that food brings and the warmth of connections between people, and that propose new deliciousness through promoting international exchange of food culture. We will enhance these with additional elements that lead to physical health alongside mental well-being. In particular, in shokuiku activities for the next generation, we will help by providing enjoyable eating and cooking experiences that foster interest in food and make food an ally for one's mental well-being and physical health.

4 Co-creation and Innovation

Our Group is promoting initiatives to broaden the provision of “health value” through Co-creation with Society.

Under the concept of health management, we support each and every employee in leading vibrant lives in both mind and body and, by leveraging their own health-building experiences and the knowledge and skills gained through their work, in creating new value together with society. We also place importance on collaboration among industry, academia, and government, and will promote initiatives while exchanging views on issues in dietary habits. And by having all employees communicate Kikkoman's initiatives in various situations, we will deliver this value to more people and enhance our contribution to society.

Basic Approach to Food and Health

Healthy Food Lifestyles

1 Making Health Simple and Delicious

A Rich Lineup of Reduced-Sodium Soy Sauces You Can Choose to Suit Your Tastes, and “Deliciously Balanced Salt” Recipes

Kikkoman Food Products Company places importance on being Sustainably Delicious and is expanding its lineup of reduced-sodium soy sauces that cut salt content by 25% to 66% compared with regular koikuchi soy sauce. For recipes as well, we develop and propose low-sodium recipes, enabling customers to choose according to their needs and preferences.

In addition to low-sodium recipes made with the reduced-sodium “Itsudemo Shinsen Ajiwai Rich Less Sodium Soy Sauce,” we are also expanding recipes using “Itsudemo Shinsen (Always Fresh) Freshly Squeezed Soy Sauce” that keep salt per serving to 1.5 g or less for main dishes and 1.0 g or less for side dishes. We are also continually developing recipes that enable salt reduction by making use of dashi soy sauce, as well as tomato ketchup and yakiniku sauce. All of these are easy-to-start low-sodium recipes that, with a few simple twists to ingredients, seasonings, and cooking methods, allow salt to be adjusted while finishing deliciously. They are available on our “Kikkoman Home Cooking” recipe site and our “Home Cooking Today’s Menu” recipe app.



Deliciously Balanced Salt website: <https://www.kikkoman.com/jp/csr/foodhealth/teken/>

Proposing Simple, Nutritionally Balanced Recipes and Diets

Kikkoman Corporation features approximately 9,000 recipes on the “Home Cooking” recipe site. By utilizing seasonal ingredients, securing nutritional balance, and prioritizing mental well-being and physical health as basic policies for recipe development, we are working to expand healthy recipes, including “Gentle, Comfortable Balance” and “Refined, Deeper Balance,” as well as “1/2 Day’s Worth of Vegetables” and “1/2 Day’s Worth of Protein.”

In addition, through our Home Cooking Newsletter web magazine, we present knowledge about food in an enjoyable, easy-to-understand way, including information on nutrition and tips for effectively consuming ingredients such as vegetables and protein.

Osozai-no Moto that Makes it Easy to Get Half a Day’s Worth of Vegetables

In January 2025, Kikkoman Food Products Company launched the “Uchino Gohan Vege Osozai-no-Moto” series, which makes it easy to get 1/2 day’s worth of vegetables*. Using the method described on the back of the package, you can easily prepare a side dish that contains at least half of the “Health Japan 21 (Third Term)” daily target vegetable intake (350 g) per serving.

* “Health Japan 21 (Third Term)” (Ministry of Health, Labour and Welfare) sets the target daily vegetable intake at 350 g.



Soymilk Beverages that Help You Take in Nutrients that Tend to be Lacking

Kikkoman Soyfoods Company develops and markets soymilk that makes it easy and delicious to get the nutrition of soybeans. From September 2024, we have been launching and rolling out the “Soymilk +” series, which enables consumers to take in nutrients that tend to be lacking. We will continue to enhance our unique product lineup so that people can easily enjoy the nutritional benefits of soybeans anytime and in a variety of situations, supporting healthy eating habits.



2 Responding to the Challenges of Individuals

Toward the Development and Practical Implementation of Kikkoman NPS

Nutrient profiling is the science of classifying or ranking foods based on their nutritional components for purposes such as disease prevention and health promotion. A system that applies this concept is the Nutritional Profiling System (NPS). Leveraging NPS makes it possible to build mechanisms that support recipe and menu proposals mindful of nutritional issues, and to create indicators for product development and product improvements.

We first aim to provide a service that makes it easy to choose nutritionally balanced menus tailored to the characteristics of Japan’s food culture and food customs, and will ultimately link this to “Initiatives to “Help Customers Around the World Achieve a Well-balanced Diet.”

Responding to Diverse Dietary Needs

The Kikkoman Group is developing products across countries and regions to address diverse food needs, in response to growing social interest in such needs—including “allergen-free,” “organic,” “gluten-free,” “vegan,” “vegetarian,” and “Halal Certification.” In recent years, as allergen-free soy sauce alternatives made without soy or wheat, we launched “Pea Soy Sauce” in Japan and “UMAMI JOY SAUCE,” with tomatoes as the main ingredient, in the United States.

We also actively disseminate practical information—such as product information and recipes—to business partners and general consumers.

Some of our soy sauce products we make at plants in the United States, the Netherlands, and Brazil have obtained vegan certification, and we are strengthening in-store communication for vegan customers by printing the certification mark on product labels. In addition, on the “Cookbook” recipe page on our global corporate information website, we introduce numerous vegan and vegetarian-friendly recipes. Anyone can easily access them via the recipe theme search function.



Basic Approach to Food and Health

3 Bringing the Joy of Food to the Next Generation

■ Enhancement of Shokuiku Activities

Our Group's "Shokuiku Philosophy: Three Wishes" and "Shokuiku Promotion Policies" highlight the importance of mental and physical health through food, connections between people, and promoting international exchange of food culture. Based on this approach, under the Medium-Term Management Plan and with the theme "Bringing the Joy of Food to the Next Generation," we will expand initiatives rooted in our businesses and operations by adding elements that lead to both "mental and physical well-being."

▶ For details on shokuiku activities, see P77 "The Kikkoman Group's Shokuiku Activities".

■ Activities to Expand "Delicious Memories"

Since 2008, when Kikkoman established its corporate brand architecture, the corporate slogan "Seasoning Your Life," we have continued to pursue activities that spread the sentiment embodied in it.

As part of those activities, since 2010, The Yomiuri Shimbun and Chuo Koron Shinsha have organized—with our sponsorship—the contest "Please Share Your "Delicious Memories"." We have produced the documentary program "Please Tell Us Your Delicious Memories" based on the essays received and distribute it on YouTube. In this program, interviewers visit the essay authors and, while reflecting together on food-related memories, depict in a documentary style how new "Delicious Memories" are nurtured. Its authenticity—real stories rather than something fabricated—resonates, and the program now garners about 2.5–3 million views per month on YouTube (April–August 2025), with total viewing time averaging over 300,000 hours per month, steadily expanding its audience.

Additionally, in December 2024, we redesigned our corporate brand website "Delicious Memories." As a platform aggregating more than 800 "Delicious Memories" contents—including programs, graphic advertisements, and award-winning works from the essay contest—we aim to convey more attractively to a broader audience the joy and richness that food brings, the connections between people, and warmth.

▶ Watch "Delicious Memories" at the link below.

<https://www.kikkoman.com/jp/memory/>



4 Co-creation and Innovation

■ Implementation of the Internal Health Challenge

As part of promoting health management, Kikkoman Corporation implemented a new challenge to help Group employees develop healthy lifestyle habits. We provided soymilk or tomato juice for 60 days to more than 1,000 employees and the family members, enabling them to experience how continuous consumption affects their physical condition and lifestyle habits. In the post-campaign survey, many respondents reported perceivable changes in their health condition, and we will continue to support the health promotion of our employees.



■ Toward Building a Food Environment

Because there are limits to what a single company can do to resolve issues such as eliminating nutritional excesses and deficiencies, we will also focus on collaboration among industry, government, and academia, advancing our efforts while sharing information and exchanging opinions.

● Major Initiatives in Which We Participate

▶ "Strategic Initiative for a Healthy and Sustainable Food Environment"

An initiative led by the Ministry of Health, Labour and Welfare, with collaboration among industry, academia, and government, aiming to create a food environment that enables everyone to become healthy naturally.

<https://sustainable-nutrition.mhlw.go.jp/>

▶ "Collaborative Project among Industry, Academia, and Government for Promoting Healthy Food Environments"

Led by the National Institutes of Biomedical Innovation, Health and Nutrition (NIBIOHN), in collaboration with food companies, this initiative aims to build a food environment model through efforts such as creating databases of nutrient content in processed foods and dishes, and examining models of healthy and delicious dishes using a culinary nutrition profile.

<https://www.nibn.go.jp/eiken/seibi/>

▶ "Tsujitsuma Shiawase — A Project to Promote Enjoyable, Balanced Nutrition"

An initiative to enjoyably promote the "tsujitsuma" approach: instead of seeking perfection in a single meal, adjust the nutritional balance across preceding and subsequent meals.

<https://tsujitsumashiawase.net/>

▶ "Platform for Addressing Sustainability Challenges in the Food System"

An initiative led by the Ministry of Agriculture, Forestry and Fisheries, which seeks to solve challenges in the food industry through joint public-private deliberations on sustainability issues.

<https://shokusus.net/>

▶ "Public-Private Partnership Platform for Food Education"

Led by the Ministry of Agriculture, Forestry and Fisheries, this initiative promotes "Shokuiku for Adults" through public-private collaboration to deepen understanding of food and agriculture and spread healthy, enjoyable eating habits.

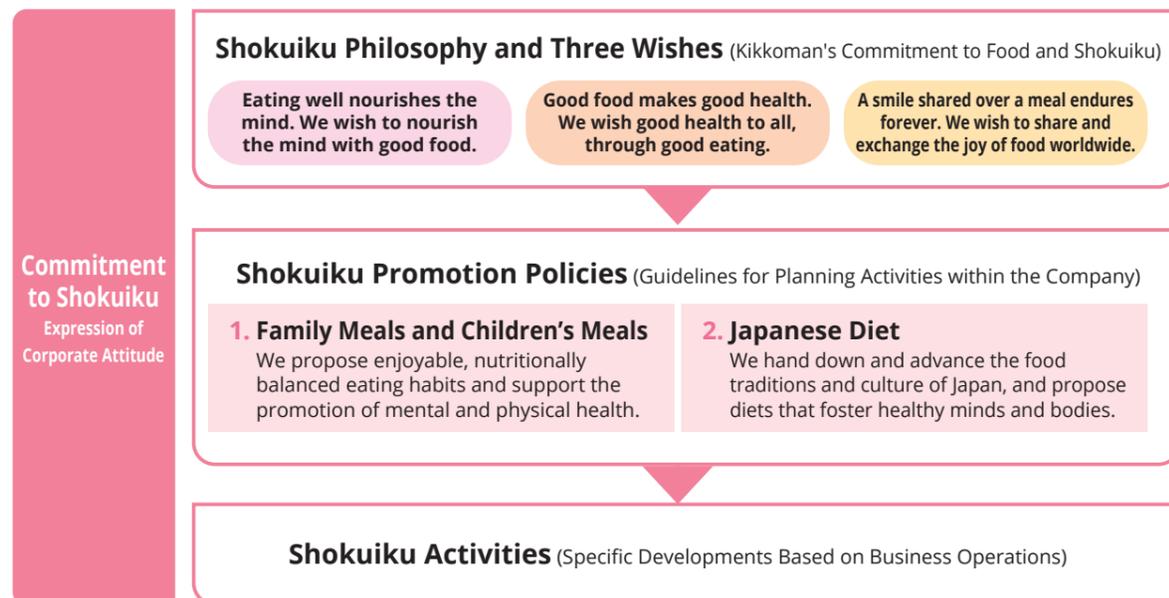
https://www.maff.go.jp/j/syokuiku/otona_syokuiku/platform.html

Shokuiku

Shokuiku (Food Education) Activities

The Kikkoman Group believes Shokuiku (food education) is a special responsibility for companies in the food industry. Since we announced our “Commitment to Shokuiku” in 2005, we have been promoting shokuiku activities based on our shokuiku framework.

Our Group’s “Shokuiku Philosophy and Three Wishes” and “Shokuiku Promotion Policies” articulate the importance of mental well-being and physical health through food, connections between people, and promoting international exchange of food culture. Under the Medium-Term Management Plan, based on these ideas, we are advancing various initiatives rooted in our businesses and operations under the theme “Bringing the Joy of Food to the Next Generation.”



Commitment to Shokuiku

Cherishing global cuisine, Japanese cuisine, and the dietary culture of each and every person.
We began producing soy sauce back in the Edo Period.
Since then, we have played a role adding flavors to foods, not only in Japan, but around the world.
Eating is the source of life, bound by the blessings of the land and nature.
Yet as we lead such busy lives today, we are beginning to lose sight of the importance of a good diet.
In light of this, we are channeling our company-wide efforts toward “Shokuiku” to generate interest in proper diets and make dining more entertaining.
Kikkoman’s history is closely linked with Japanese dietary culture, and so is in a position of conveying information, knowledge and experiences related to dining.
Kikkoman also proposes new types of Japanese dining experiences that match contemporary lifestyles.
For delicious food packed full of flavor and excitement.
Kikkoman wants to help create delicious memories.
Kikkoman hereby expresses its commitment to “Shokuiku” as a company deeply involved with food.

May 2005

Major Shokuiku Activities

Visiting Lectures

■ The Kikkoman Soy Sauce Seminar

As part of our shokuiku activities, we conduct an outreach seminar, the Kikkoman Soy Sauce Seminar, for elementary school students (primarily middle grades). Dressed as Soy Sauce Professors, Kikkoman staff present a unique program for learning in an entertaining way. Schools use this program as part of their integrated study time to provide an opportunity for students to think about the importance of food and what it means to enjoy eating while simultaneously learning more about soy sauce. Programs were held at 72 schools during FY2025.

■ Kikkoman Shokuiku Course

“Kikkoman Shokuiku Course” are held for parents and teachers of kindergarten, nursery school and elementary school students as part of Shokuiku activities. Lecturers from the NPO Nihon Shokuiku Instructors’ Association provide a wealth of information on Shokuiku in our day-to-day lives. The topic will be presented in a more specific and practical manner, based on the NPO Nihon Shokuiku Instructors’ Association’s shokuiku theory, “The Three Pillars of Shokuiku.”



1. Cultivate food selection abilities for safety, peace of mind, and health
2. Passing down and teaching clothing, diet, and living starts from eating together (with family)
3. Thinking about global food, including food supply issues and ecology

■ Shokuiku & Soy Sauce Remote Learning Program

Kikkoman Corporation organizes remote classes for elementary schools in mountainous regions and remote islands to reduce the educational disparity among children, in cooperation with a joint venture launched by the Faculty of Education of Shizuoka University, “Professionals for All Schools” (Representative: Shingo Shioda, Associate Professor, Faculty of Education, Shizuoka University).

The “Shokuiku & soy sauce remote learning program” run from FY2021 connects elementary school students and staff at the Kikkoman Tokyo head office via the internet, to teach about how soy sauce is made and used to flavor food, as part of courses about the “secrets of eating tasty meals.”

A new program called “Looking at local cuisine in our areas” also commenced at some elementary schools from FY2023 and rolled out in full as a new program from FY2024, as a way of getting elementary school students to think more closely about local cuisine in their area. Programs were held at 14 schools during FY2025.

■ Junior High School Home Economics Program “The Secret of Japanese Cuisine’s Deliciousness”

Kikkoman Corporation jointly developed with ARROWS Inc. the junior high school shokuiku materials “The Secret of Japanese Cuisine’s Deliciousness,” which enable students to learn about Japanese cuisine and soy sauce, an essential seasoning for Japanese cuisine. This program aims to spark interest in everyday meals and provide information useful for making food-related choices over the long term.

Shokuiku

Factory Tours

Kikkoman offers factory tours at three soy sauce factories across Japan—Noda Plant in Noda City, Chiba Prefecture; Takasago Plant in Takasago City, Hyogo Prefecture; and Hokkaido Kikkoman in Chitose City, Hokkaido (advance reservations required).

Manns Wines also offers tours at its Komoro Winery in Komoro City, Nagano Prefecture, and Katsunuma Winery in Kosu City, Yamanashi Prefecture.

■ Kikkoman Soy Sauce Museum

Located within the Noda Plant, the Kikkoman Soy Sauce Museum is a tour facility where visitors can learn everything about soy sauce, one of Japan's representative seasonings. Visitors can learn about the processes for making soy sauce, including viewing mash fermenting and getting a feel for the color, flavor and aroma of soy sauce. Discover the history and knowledge of soy sauce through exhibits in an entertaining manner.



■ Kikkoman Goyogura Brewery

Kikkoman Goyogura Brewery was reconstructed on-site at the Noda Plant in 2011. Before it was reconstructed, Goyogura was the exclusive brewery for soy sauce delivered to the Imperial Household Department (current Imperial Household Agency), built along the Edo River (Nakanodai in Noda City, Chiba Prefecture) in 1939. With the deteriorating facilities requiring extensive refurbishment work, the building was reconstructed on its 70th anniversary. During reconstruction, the same soy sauce brewing vats, roof framing trusses, roof tiles, stone walls, gates and other features of the old building were used to recreate an atmosphere reminiscent of the original.



Goyogura continues to brew soy sauce for the Imperial Household Agency to this day. The museum houses and exhibits traditional soy sauce brewing technology as well as the tools and equipment used at Goyogura from when it was first constructed in 1939.

Other Shokuiku Activities

■ Hands-on "Food" Program

Hands-on learning programs were run to discover fun, flavor and usefulness of "food." The hands-on parents and children food experiences invited elementary school students and their parents to take part in a hands-on program in cooperation with people involved in the food industry in regions where Kikkoman Group factories are located.

■ KCC Lectures on Food Culture and Cooking

Professional cooks, chefs, researchers of cuisine, and other experts with food provide useful information on Japanese and international food culture, cuisine, and daily dining.

■ Kikkoman Institute of International Food Culture

The institute conducts research activities centered on fermented seasonings and soy sauce, cultural and social activities, and the collection and disclosure of information. At the facility, visitors can view exhibits on the history of soy sauce and Kikkoman, and browse books related to food culture.



Kikkoman Institute of International Food Culture

Visit our website for details.: <https://www.kikkoman.com/jp/shokuiku/>

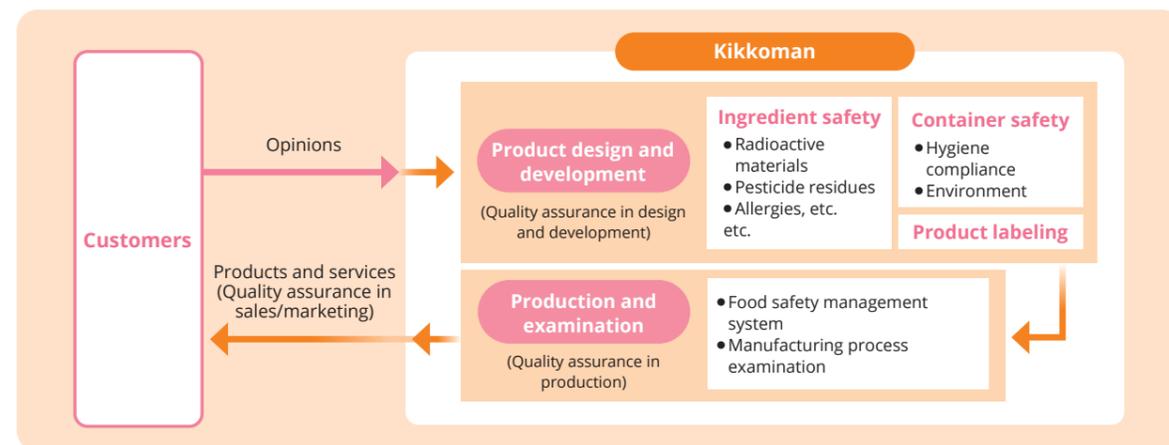
For Our Customers

Quality Assurance Based on the Concepts of "Safety" and "Peace of Mind"

At the Kikkoman Group, we consider the "safety" of our products and services as our highest priority. From this viewpoint of "safety," we conduct quality assurance inspections based on strict standards for all processes from ingredient selection to the final product stage as part of our system in place for ensuring food safety. Our quality assurance examinations extend from the product development stage to ingredient production sites, processing, manufacturing, sterilization, product packaging, and labeling based on related laws and regulations. We also examine product patentability, trademarks, and related regulations, and the Quality Assurance Committee only approves the manufacture of a new product after it passes these inspections.

At the same time, we also place importance on delivering products that give "peace of mind" to customers. The Kikkoman Group believes that "peace of mind" comes from building relationships of deep trust by communicating the "safety" of our products in an easy-to-understand manner. We strive to improve customer satisfaction by delivering product "safety" as well as "peace of mind" to customers. From this viewpoint of "peace of mind," we actively communicate through our website and other means. Moreover, we place great importance on labeling and advertisements. In addition to compliance with laws and industry standards, we strive to provide clear and easy-to-understand expressions beyond legal requirements.

The Kikkoman Group's Quality Assurance Flow



Quality Assurance in Product Development

At Kikkoman, using safe ingredients and materials is a top priority for ensuring food safety. We track country of origin information on all of our ingredients and materials and thoroughly examine them for safety and legal compliance.

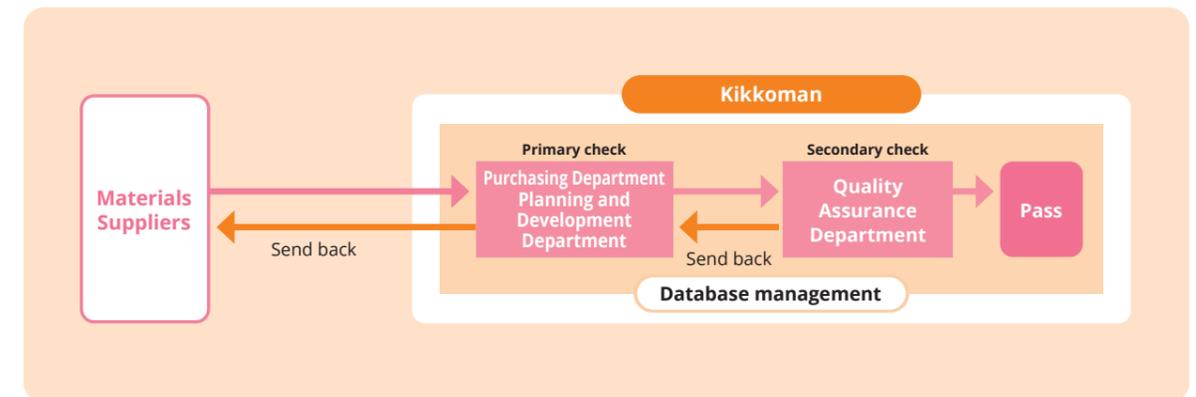
Quality Assurance at the Manufacturing Stage

Kikkoman has put in place a system for monitoring quality control to ensure that customers can use Kikkoman brand products with confidence and peace of mind no matter where in the world they are. At the Group's Japanese and overseas manufacturing plants, auditors from outside the plants draw on specialized knowledge to provide comprehensive and regular monitoring of food product hygiene, equipment management, and other aspects of operations. The Kikkoman Corporation Quality Assurance Department takes the lead in carrying out process inspections at the Kikkoman Group's factories in Japan.

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

We also monitor the number of nonconformities that occur at factories. Under the annual Group Quality Assurance Policy, we set targets to reduce factory nonconformities and carry out various initiatives.

Kikkoman's Process for Verifying Ingredient Specifications



Leveraging Customer Feedback in Our Business

The Kikkoman Consumer Center is the contact point for communication with customers. We monitor the number of opinions received from customers and analyze their content, then consider whether improvements are required for aspects such as product usability and labeling. We also share customer feedback internally and reflect it in the development and improvement of products and services.

When quality claims occur, we thoroughly investigate the cause of every case and strive to prevent recurrence.

For Our Customers

Traceability

Traceability is the capacity to track the production and distribution history of products as well as the raw materials used in those products. We take a thorough approach to record management for processes, from raw material procurement to manufacturing and shipment, to deliver products that give customers safety and peace of mind, and we promote systems that make traceability possible.



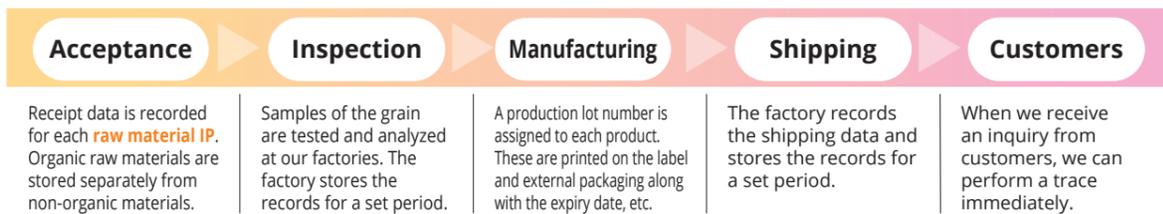
● Organic Soy Sauce

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

■ Flow of Organic Crops (From the farm to the Kikkoman factory)



■ Flow of Products (From the Kikkoman factory to the consumer)



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

At this stage, the **raw material IP** and the **production lot numbers** are linked. From the **production lot code** the **raw material IP** can be looked up at; this is an important element of traceability.

* Tracing procedure: Check production lot number → Identify raw material used from the raw material IP → Investigate transportation route and farm location

Kikkoman factories retain records for all of their raw materials including packaging, production processing, and distribution routes for not only their organic soy sauce but for all of their products. Through this system, if an issue arises, Kikkoman factories can quickly target the affected products and minimize any negative impact. The system also allows us to quickly identify the cause and resolve the issue.

Radioactive Materials

Soon after the Great East Japan Earthquake, the Kikkoman Group deployed various Group-wide efforts to deal with radioactive materials. We confirm the safety of raw materials by monitoring results of radioactive material tests conducted by the Japanese government and local governments. Also, we confirm the safety of our products by collecting and checking information from our suppliers regarding the place of origin and control systems. When necessary, we analyze raw materials and water through our own analyzers or external institutions and ensure safety. At Kikkoman, the Environment & Food Safety Analysis Center and/or each plant undertake the examinations by using germanium semiconductor detectors or NaI scintillation spectrometers.

Quality Assurance Systems for Delivering Safe and High-quality Products to Customers

Acquired Certification of International Food Safety Management Systems and Quality Management Systems

Aiming to produce safer, higher-quality products, the Kikkoman Group has obtained certification at all manufacturing facilities for Food Safety Management Systems (FSSC 22000, SQF 2000, JFS-C) that are schemes benchmarked by the Global Food Safety Initiative (GFSI), or for the International Organization for Standardization (ISO) Food Safety Management System (ISO 22000).

Use of Original Food Product Safety Management System

Kikkoman Food Products Company manages production activities utilizing its proprietary product safety management system, the Kikkoman Food Products Food Chain Management System (KFM). KFM was systematized to manage food manufacturing in accordance with laws, regulatory requirements, FSSC22000 ver. 6, and our in-house requirements. The system aims to fulfill our responsibilities for food safety, quality control, and environmental burden reduction in the food chain, to ensure the provision of safe products.

Tour of Overseas Group Companies

Representatives in charge of the Kikkoman Corporation Legal & Compliance Department, Quality Assurance Department, and Environment Department tour overseas group companies to provide explanations of the Group's policies and initiatives as well as conduct interviews regarding the state of those initiatives at each company. In addition to exchanging opinions with the leaders of the Group Companies we visit, the tour includes training sessions for managers and employees working on site. During the tour of production facilities, representatives check up on facilities and the state of operation including aspects like quality management systems and environment conservation initiatives.

Following our tour to Singapore (KSP, KTA, DMA, JFC Singapore) and Thailand (SDM, JFC Thailand) in FY2024, in FY2025 we toured the Netherlands (KFE) and Germany (KTE, JFC-EU).

System to Maintain a Stable Supply

The Group believes that it is our social responsibility to deliver our products in a stable manner.

Our plants constantly update their facilities for smooth production, and each plant works to prevent any chance of accidents, which affect our production capabilities. Also, Kikkoman works with Sobu Logistics Co., Ltd. to review the Group's logistics on a continuous basis to build a faster and stabler logistics system.

The Great East Japan Earthquake in March 2011 affected our production and logistics capabilities, and a supply of some of our products stopped for a temporary period of time. Neither production nor logistics were seriously damaged, but the Group decided to introduce the BCP (Business Continuity Plan) in preparation for possible future disasters.

For Our Customers

Responsible Marketing Expressions and Advertisements

At the Kikkoman Group, we pursue socially responsible marketing expressions and advertisements based on the Group Code of Conduct, which states we “do not pursue profits by unfair or unjust means which may offend the customers, competitors, and/or business partners.” We recognize that our marketing expressions and advertisements have an influence over consumers. Therefore, in addition to compliance with laws and social norms, we strive to bring forward fair and accurate information as well as sensible expressions.

Complying with Laws Concerning Product Labeling and Advertisement

Kikkoman rigorously checks the veracity of product labeling and advertisement to verify compliance with related laws and regulations. This includes industry guidelines as well. If any problem is found, we immediately take corrective action before products reach the market to ensure that our product labeling complies with these laws and regulations.

Ensuring Social Fairness

To ensure social fairness from the customer’s perspective, Kikkoman has established internal guidelines for labeling and advertisements. Based on the guidelines, the Quality Assurance departments of the Group companies play central roles in ensuring the absence of misleading, exaggerated, or unfair labeling and descriptions of unscientific effects. At the same time, Kikkoman’s Intellectual Property Department plays a lead role in verifying that Kikkoman does not violate patents, trademarks, etc., held by other companies.

Information Access through Website

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

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

Protecting Personal Information

The Kikkoman Group believes that protecting personal information is both fundamental to our business operations and is also our duty to society. Based on this thinking, we established our Group privacy policy. We work to make this policy thoroughly known as we strive for the protection of personal information.

* Scope: Consolidated subsidiaries and directly owned non-consolidated subsidiaries in Japan.

For more information on the Privacy Policy, please visit our website. : <https://www.kikkoman.co.jp/kiyaku/privacy.html>

Pursuing Customer Satisfaction

The Kikkoman Consumer Center

Kikkoman has established the Kikkoman Consumer Center to serve as the primary channel through which Kikkoman communicates with customers. The Center strives to provide accurate, speedy, and heartfelt service to customers in accordance with a basic policy of “Speed, Precision, and Sincerity.”

Questions and comments received from customers are utilized Company-wide to help provide speedy, accurate service and to take full advantage of customer feedback as business resources. Furthermore, information summarizing customer feedback is communicated and shared internally in the form of weekly, monthly, and seasonal reports.

Participation of the Kikkoman Consumer Center in the Quality Assurance Committee helps bring customer feedback to bear in our efforts to both improve existing products and develop new ones.

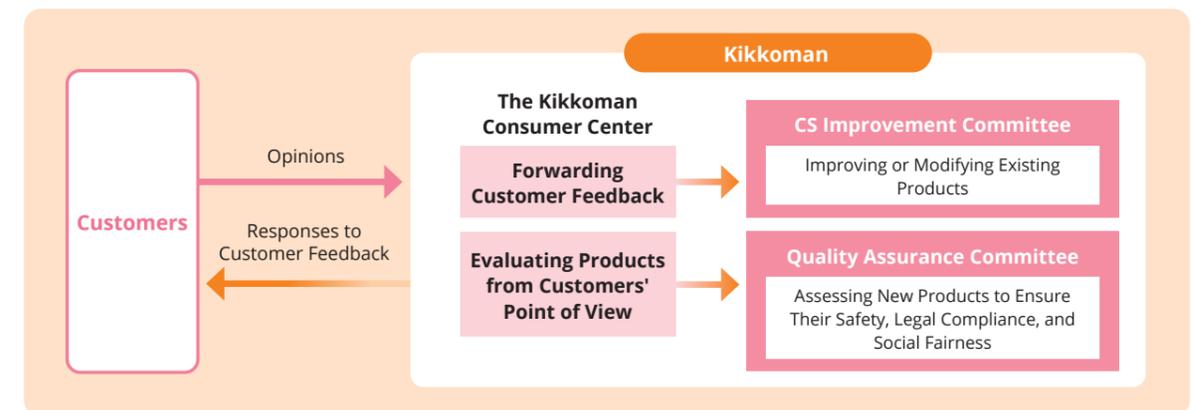
Number of Customer Inquiries

FY	Total	Comments	Inquiries	Suggestions
2020	20,837	1,391	16,503	2,943
2021	17,980	1,092	12,769	4,119
2022	15,220	1,701	10,803	2,716
2023	17,036	1,641	12,613	2,782
2024	16,429	1,949	12,231	2,249
2025	15,179	1,808	11,513	1,858

CS Improvement Committee

The suggestions from customers include ones that cannot be dealt with by the Kikkoman Consumer Center alone. The Customer Satisfaction (CS) Improvement Committee, chaired by top management and counting departmental officers as its members, takes care of inquiries that fall beyond the scope of the Center’s responsibility in order to improve Kikkoman’s products and services.

How Kikkoman Acts on Customer Feedback



Visit our website for more information on other “For Our Customers” initiatives: <https://www.kikkoman.com/jp/quality/>

Intellectual Property

Basic Policy

To continuously provide better products and services to our customers, the Kikkoman Group works to maintain and improve our business competitiveness through the effective use of patent rights, trademark rights, and other intellectual property. We also make every effort to avoid infringing on the rights of other companies and take measures to protect our customers from counterfeit products.

Kikkoman Group Intellectual Property Strategy

Intellectual property includes inventions, trademarks, designs, copyrighted materials, and technical and business information useful to business activities, and is the foundation underpinning the business activities of the Kikkoman Group.

The Kikkoman Group's Global Vision 2030 long-term vision calls for us to draw on internal and external business resources to create new businesses and products in endeavoring to offer No. 1 value. To ensure a longer-term competitive advantage for the new businesses and products created under the Global Vision 2030, the Group has formulated an intellectual property strategy tied in with its business and R&D strategies, which together are guiding us in the pursuit of activities to support the foundation of each of our businesses.

The Group engages in intellectual property strategy from the following three perspectives.

Strategy

1 Maintenance and enhancement of competitiveness based on our patent strategy

The Group actively carries out R&D and strategically applies for patents and acquires patent rights. We are also working to maintain and enhance longer-term competitiveness by gathering and analyzing information from patent searches and addressing patents pending and registered by other companies.

2 Maintenance and enhancement of competitiveness based on our brand strategy

As initiatives to establish differentiated products and services in markets, we work to guard not only our patent rights but also rights that combine our trademarks, designs, and other rights.

3 Brand protection strategy centered on anti-counterfeit measures

The Group is strengthening its monitoring and response to trademark infringements in the form of counterfeit products. From the perspective of protecting consumers as well, we respond aggressively to the cases of counterfeit products we detect, including requesting the authorities to crack down on offending operations.

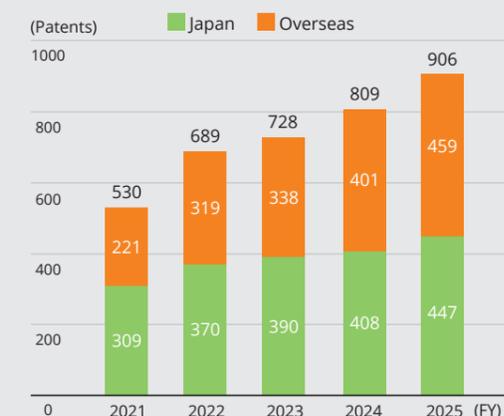
Actions

1 Initiatives for the maintenance and enhancement of competitiveness based on our patent strategy

Based on fermentation and brewing technologies we have cultivated through the application of microorganisms, our Group actively conducts R&D in a range of fields including food products, biotechnology, food and health, and container development. With respect to inventions arising from our efforts to create new businesses, products, and value that can provide greater value to customers, we seek to establish a competitive advantage by combining proactive patent filings and rights acquisition with know-how management, and by building a robust patent portfolio aligned with our international business strategy. In terms of patent holdings, we prioritize concentration on priority themes and the quality of patents. Drawing on the realities of our products and businesses, we conduct intensive filings in priority themes and pursue early acquisition of rights; we also regularly review our patent holdings from the standpoint of strategic necessity, aiming to build and maintain a more robust, leading-edge patent portfolio.

Patent searches are not limited to searches for possible infringements of other companies' rights or to determine whether there is existing technology—recently, we have been addressing the intellectual property landscape, taking an integrated overview of intellectual property and market data and using the results of our analysis to validate the direction of our R&D themes. We also monitor other companies' patent application and registration information and, as necessary, secure our Group's freedom to conduct R&D initiatives and business operations by taking legal actions such as offering information statements on other companies' pending patent applications or seeking the invalidation of other companies' patents. In recent years, the volume of patent applications and patents held by the Group have been on the rise both in Japan and overseas as a result of our proactive promotion of rights acquisition and the expansion of business overseas.

Number of Patents Held by the Kikkoman Group Over the Past Five Years



Intellectual Property

“Just sprinkle it on” to Unlock New Value in Food—Proprietary Technology Supports “発酵のちから” (The Power of Fermentation Crunchy Series)

Kikkoman Cocoro Dining Corporation sells “発酵のちから” (The Power of Fermentation Crunchy Series), a topping seasoning characterized by a crunchy texture and toasty flavor, made by adding roasted almonds, fried onion, garlic, and other ingredients to freeze-dried soy sauce.

Under the concept of “Soy Sauce Eaten as an Ingredient,” with this product we attempted to freeze-dry soy sauce to achieve size and texture; however, at the initial stage of development, the soy sauce would dissolve due to the high salt content, and we were unable to make it successfully.

As a result of repeated prototyping aimed at improving texture and flavor, we succeeded in producing freeze-dried soy sauce that balances a crunchy texture while maximizing the umami and flavor derived from moromi and soy sauce’s inherent toasty aroma, by freeze-drying soy sauce to which soy sauce moromi had been added and then crushing the resulting solids to an appropriate size. By formulating it together with ingredients and fats while maintaining the texture of this freeze-dried soy sauce, “Crunchy Soy Sauce Almond” has continued to expand its range of flavors since its launch in 2018, and its manufacturing technique is backed by multiple patents and proprietary know-how (including Patent No. 5864580 in Japan).

In 2024, we also launched a new product, “Crunchy Salt koji Lemon Cashew Nuts,” leveraging manufacturing technology for freeze-dried salt koji that offers a pleasantly crunchy texture and the flavor of salt koji itself (including Patent No. 7659693 in Japan).

By pairing products that let consumers easily enjoy “addictive taste and texture” with our extensive menu suggestions, we will continue to deliver new value and enjoyment to the dining table.



“Sakusaku Shoyu Almond”



From left: “Crunchy Soy Sauce Almond Truffle Flavor,” “Crunchy Soy Sauce Almond Pepper & Smoke Flavor,” “Crunchy Salt koji Lemon Cashew Nuts”

“The Power of Fermentation Crunchy Series” Awards

<Crunchy Soy Sauce Almond>
Seasoning Championship 2019: Overall 3rd Place
6th Tamago Kake Gohan Festival, Toppings Category: 2nd Place
Rakuten Ranking, Furikake Category: 1st Place
“Superior Taste Award” certified by world-class chefs
Two Stars ★★ Awarded
<Crunchy Salt koji Lemon Cashew Nuts>
Seasoning Championship 2024, All-Purpose Seasoning Category: Grand Prize

* “発酵のちから” is a registered trademark of Kikkoman Corporation in Japan.

2 Initiatives for the maintenance and enhancement of competitiveness based on our brand strategy

In addition to creating unique technologies, to establish differentiated products and services in markets, our Group devises product names and shapes that make an impression on customers and continues to create product forms and designs that are both functional and aesthetically pleasing. By incorporating these elements into Kikkoman products, we are aiming to enhance brand recognition in Japan and overseas. Moreover, we strategically acquire intellectual property rights generated through these efforts as patent, trademark, and design rights.

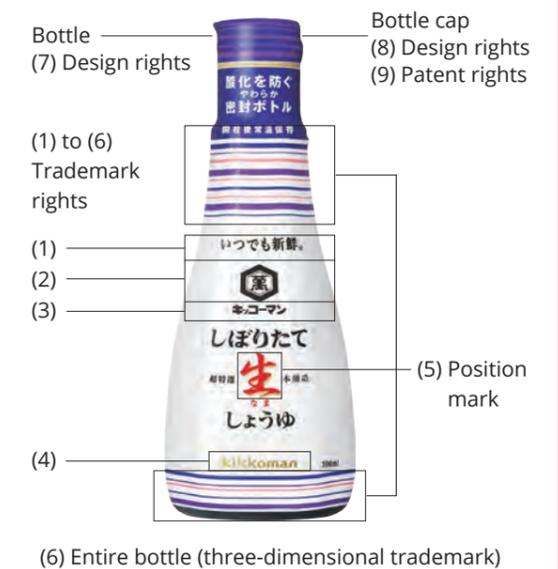
Number of Trademarks Held by the Kikkoman Group Over the Past Five Years



Protection through a Combination of Intellectual Property Rights for “いつでも新鮮” (Freshly Squeezed Soy Sauce)

The Kikkoman “いつでも新鮮*” (Freshly Squeezed Soy Sauce) 200ml Bottle product sold by Kikkoman Food Products Company is protected by an array of intellectual property rights. In addition to trademark rights for label items (1) to (6), we hold design rights for the bottle cap design ((7) and (8)) and patent rights for the cap (9). Of these, (5) is protected by a position mark, and (6) is protected by a three-dimensional trademark. In this way, we strive to prevent product counterfeiting through a combination of patent, trademark, and design rights and to establish a longer-term differentiated competitive advantage for our products and businesses.

* “いつでも新鮮” is a registered trademark of Kikkoman Corporation in Japan.



3 Initiatives to formulate a brand protection strategy centered on anti-counterfeit measures

Counterfeit products differ from genuine products in quality, and present risks to customers who mistakenly purchase and use them in place of genuine products. We have strengthened our capacity to monitor and respond to trademark infringements that counterfeit the Kikkoman brand and continue to take proactive countermeasures with a focus on particularly in Asia, including China, and Russia. In recent years, we have discovered multiple cases of counterfeit products in not only these regions but also in Europe and the United States. When we discover a counterfeit product, we work to eliminate it in several ways, including: (1) requesting administrative exposure by authorities; (2) requesting the deletion of links to online sites selling the counterfeit product; (3) issuing a warning letter to counterfeit product sellers. We will continue to respond resolutely to cases of counterfeit products.

Intellectual Property

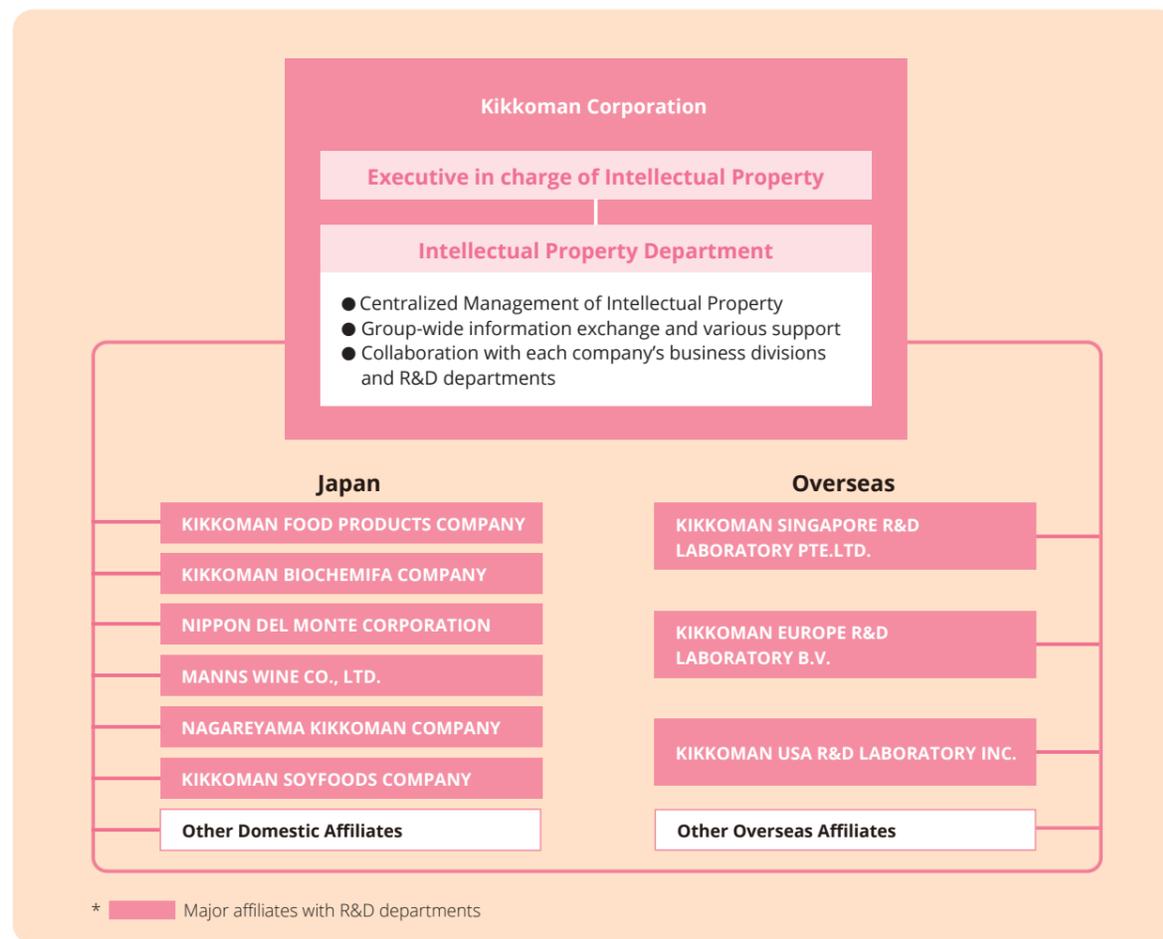
Intellectual Property Management System

To control the effective and proper use of the various intellectual property held by the Kikkoman Group, the Intellectual Property Department at Kikkoman Corporation collectively manages all intellectual properties for Group companies, who facilitate information exchange and support across the Group. We also work closely with our R&D departments to promote intellectual property activities that align with our Group's R&D strategy. Furthermore, to encourage and capitalize on inventions, under a resolution by the Board of Directors we have established rules for handling employee inventions and formed a committee to evaluate the achievements of inventors.

As information dissemination from the Intellectual Property Department to our Group, we continuously undertake initiatives such as (1) Research and provide information in response to individual filing cases and inquiries; (2) Raise awareness by regularly emailing IP information; and (3) Education and awareness-raising regarding intellectual property.

In joint R&D with external parties, we prepare, conclude, or support various agreements—such as non-disclosure agreements, joint R&D agreements, and joint patent filing agreements—to prevent the leakage of various information, an important Intellectual Property of our Group, to external parties.

■ The Kikkoman Group's Intellectual Property Management



Protection of Intellectual Property and Non-infringement

The Kikkoman Group holds numerous patent rights, design rights, trademark rights, and other rights in Japan and overseas, covering the output of inventions, logos, figurative trademarks, and other assets invented, devised, and created through our R&D and product development. The Kikkoman Group promotes fair business practices to avoid infringing on the rights of other companies at every stage of development, from selecting research themes to commercialization. Kikkoman's quality assurance processes are systematically implemented as a part of these activities. All Kikkoman-branded products developed and produced in Japan and overseas are subject to examination and approval of the Intellectual Property Department at Kikkoman Corporation (A total of 324 patent searches and 495 trademark searches were performed in FY2025.) As of March 31, 2025, the Kikkoman Group had no active intellectual property infringement legal cases in Japan or overseas.

People and Society

94 Respect for Human Rights

94 Management System

95 Implementation of Human Rights Due Diligence

99 Common Initiatives to Address Human Rights Risks

101 Together with Our Employees

101 Human Capital Strategies

102 Initiatives to Create Professional Talent

106 The Workplace for Diverse Human Resources to Thrive

116 Human Resource Data

117 Compliance

117 The Kikkoman Group Code of Conduct

117 Initiatives to Promote Compliance

119 Corporate Social Responsibility Survey

119 Anti-Corruption Policy

120 Tax

121 For Our Shareholders and Investors

121 Actions to Achieve Management with Awareness of Stock Price and Cost of Capital

121 Fair, Proper, and Timely Disclosure of Information

121 Shareholder Returns and Internal Reserves

122 Open General Shareholders' Meetings

122 Credit Rating

122 Inclusion in ESG Indices

123 Sustainable Sourcing

123 Conducting Fair Business Practices

123 Developing Good Partnerships with Suppliers

123 Consolidation of the Group's Purchasing Functions

123 Ensuring Quality of Ingredients

124 Preserving Environment in Procurement

124 The Kikkoman Group's Policy for Business Partners

125 Sustainable Sourcing

126 Sedex

127 As a Member of Communities

127 Our Social Activities

128 Passing Down and Promoting Food Cultures

128 The Kikkoman General Hospital

129 Social Contribution Activities Worldwide

133 Partnerships

133 Value Creation through Partnerships

Respect for Human Rights

Basic Policy

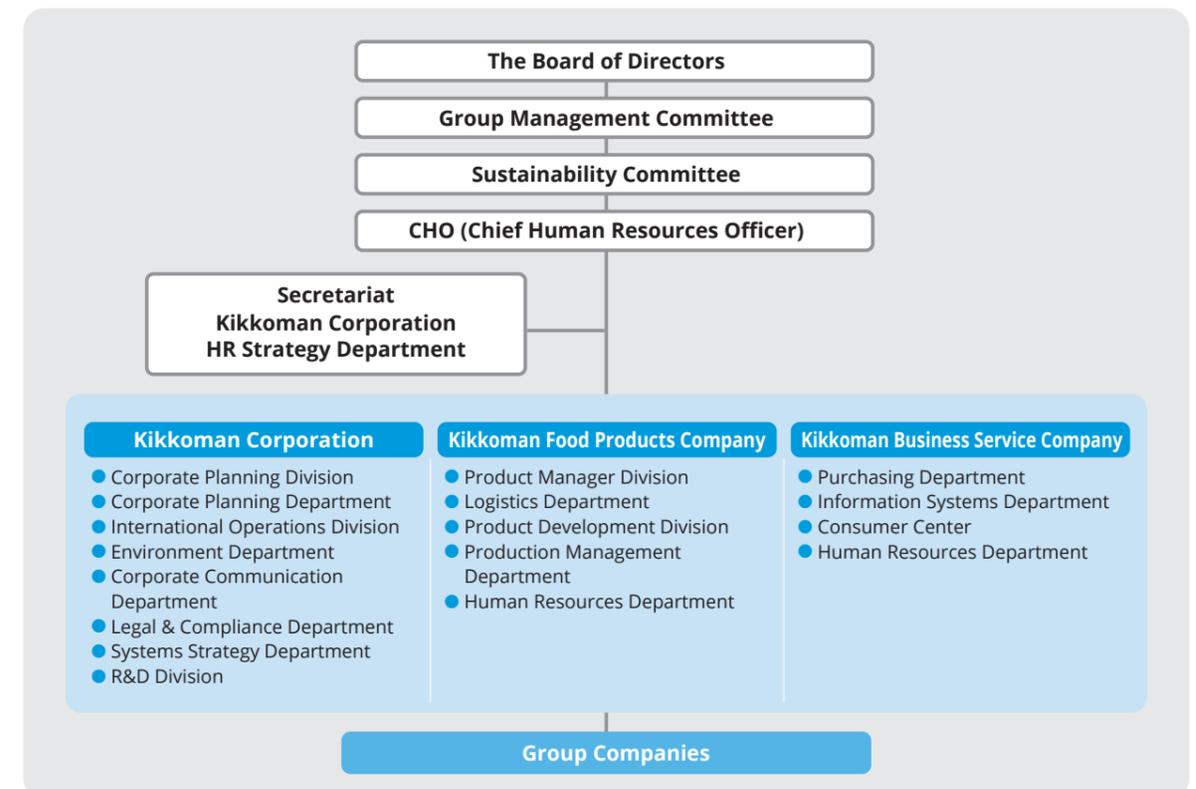
As a group of global companies, the Kikkoman Group is committed to putting the Kikkoman Group's Management Principles into practice by fulfilling our responsibilities to respect human rights within our organization and throughout the supply chain.

In December 2020, our Group formulated the Kikkoman Group Human Rights Policy. This policy sets forth our support and respect for international norms concerning human rights, including the ILO Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights, in line with the United Nations Guiding Principles on Business and Human Rights. Under our Kikkoman Group Human Rights Policy, we will carry out business activities with respect for the basic human rights established in the Universal Declaration of Human Rights and other norms, and will also advance initiatives including employee education and surveys of the supply chain.

 **The Kikkoman Group Human Rights Policy:** <https://www.kikkoman.com/jp/csr/management/pdf/humanrightspolicyJP.pdf>

Management System

The Kikkoman Group engages in human rights initiatives under the CHO (Chief Human Resources Officer), led by Kikkoman Corporation, Kikkoman Food Products Company, and Kikkoman Business Service Company. The HR Strategy Department of Kikkoman Corporation, acting as the secretariat, coordinates Group-wide activities, monitors and reviews activity status at the Sustainability Committee, and issues improvement instructions as necessary. We regularly report the progress and outcomes of our initiatives to the Board of Directors.

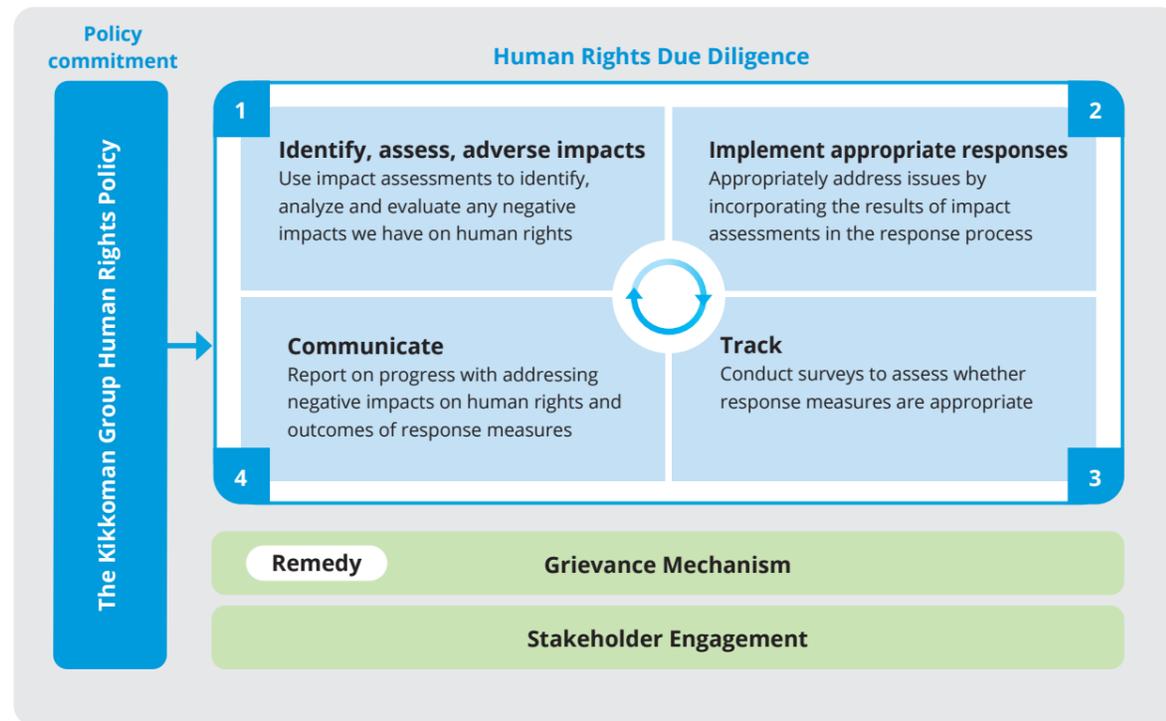


Respect for Human Rights

Implementation of Human Rights Due Diligence

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

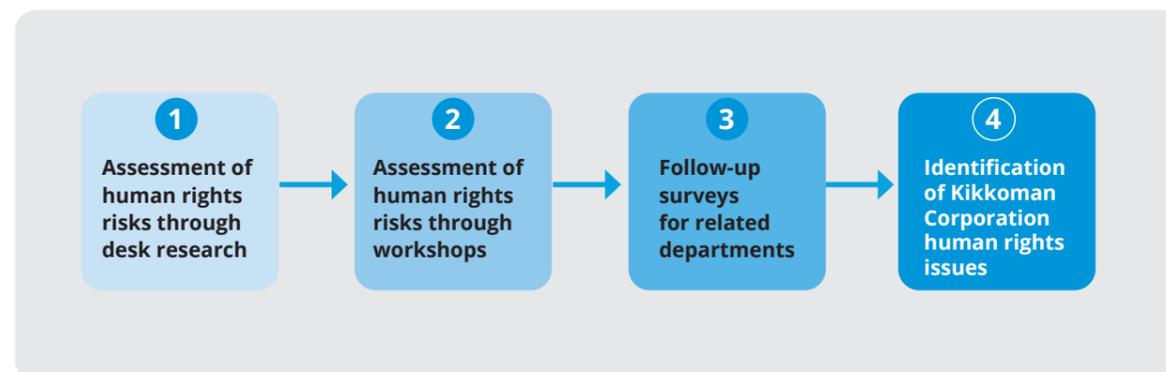
Our approach to Human Rights Due Diligence



Impact Assessment

In FY2021, Kikkoman Corporation conducted a human rights risk assessment with the support of Caux Round Table Japan (CRT Japan).

Human Rights Impact Assessment Process



Details of Processes

1 Assessment of human rights risks through desk research

To identify human rights risks involving Kikkoman, we conducted a desk research from the following perspective.

Risk evaluation by country	Based on human rights-related global risk data ^{*1} , we evaluated human rights risks by country using a four-tier ranking. Human rights risks subject to analysis: Access to remedy, child labor, fair wages, working hours, discrimination in the workplace, education, forced labor, freedom of association and collective bargaining, freedom of expression, rights of indigenous people, land rights, migrant workers, minority rights, modern slavery, occupational health and safety, poverty, privacy rights, sexual minorities, women's rights, young workers
Risk evaluation by business	We evaluated the degree of impact on human rights risks on the basis of net sales, number of plants, number of employees, and other aspects of business scale, and evaluated specific human rights risks incidental to products, services, procurement, operations, and other aspects of business.
Evaluation based on risk data analysis	We carried out the work of identifying human rights risks that are globally high and relevant to our business, based on the two criteria of human rights issues that are important to the food industry ^{*2} and are generally considered business-related, and the human rights risk indicators evaluated as 3 or higher on a four-tier ranking, based on global risk data.

*1 We used research materials from Verisk Maplecroft, which provides a risk solutions portfolio within its primary work of global risk analysis, research, and strategic forecasting.

*2 "Human rights issues that are important to the food industry" is a program provided by the Caux Round Table Japan (CRT Japan). In response to business- and human rights-related issues raised by 10 organizations including NGOs, CRT Japan held discussions on the context in which human rights issues arise in major Japanese food companies, the relationship between business activities and human rights, key human rights issues, and the importance of business activities that take human rights into account.

2 Assessment of human rights risks through workshops

With participation from 26 members across 14 departments involved in human rights risks, particularly in the supply chain, we examined global trends in Business and Human Rights in a study group format, and, with consideration of changes in societal demands, identified potential human rights risks related to the value chain overall in a workshop format.

Participants' departments:

KIKKOMAN CORPORATION	Board of Directors Secretariat, Corporate Planning Division, Corporate Planning Department, Overseas Business Department, Foreign Administration Department, Overseas Production Promotion Department, Legal & Compliance Department, Internal Auditing Department, Quality Assurance Department, Human Resources Department
KIKKOMAN FOOD PRODUCTS COMPANY	Product Manager Division, Production Management Department, Human Resources Department
KIKKOMAN BUSINESS SERVICE COMPANY	Purchasing Department, Human Resources Department

3 Follow-up surveys for related departments

To dig deeply into the human rights risks identified following the workshop, we conducted a follow-up survey targeting the Corporate Planning Department and the Purchasing Department.

4 Identification of Kikkoman's human rights issues

Based on the results of (1), (2), and (3), we identified "human rights risks in the supply chain" and "identifying foreign workers at our own factories in Japan and overseas" as key human rights themes for Kikkoman.

Respect for Human Rights

Key Human Rights Issues at Kikkoman

Based on the results of the human rights impact assessment, the human rights themes identified as important for Kikkoman are as follows.

1 Human rights risks in the supply chain (producers of materials for Kikkoman) (foreign workers at original equipment manufacturers (OEMs))

I. Overview	As a societal trend, producers and workers at suppliers of materials may face human rights risks including non-payment of wages, forced labor, and child labor. Accordingly, it is necessary that we understand human rights risks to workers at our main suppliers as well as at OEMs.
II. Rights holders	Producers and workers across the supply chain
III. Our initiatives	<ul style="list-style-type: none"> ● Policy formulation <ul style="list-style-type: none"> ▶ Transaction policies ▶ Kikkoman Group Sustainable Sourcing Policy (cf. p. 125) ▶ Soybean Sourcing Guidelines ▶ Forest Resources Guidelines ▶ Packaging Guidelines ● Education activities and surveys for suppliers <ul style="list-style-type: none"> ▶ Conducted a Sedex*1 questionnaire targeting major suppliers, with 11 suppliers responded ▶ Carry out supplier briefings <p>In January 2023, Kikkoman Corporation worked with other buyer members to hold a joint briefing for Sedex supplier members in Japan, providing business- and human rights-related information and calling for participation in Sedex. Seven OEM companies took part in the briefing.</p> ▶ Publicized the Kikkoman Group Human Rights Policy and our approach to business and human rights toward 38 OEMs ● Encouragement of improvements to working conditions at logistics contractors <ul style="list-style-type: none"> ▶ Conducted hearings with logistics contractors through Sobu Logistics, which handles logistics for our domestic Group Companies ▶ As a specific improvement measure, cooperated with Kikkoman Food Products Company to carry out the following initiatives <ul style="list-style-type: none"> • Reduction of driver idle time through systematization of out-warehouse operations • Reduction of waste in work and dispatching by extending order lead time • Improvement of improper work demands at delivery destinations • Consolidation of distributed shipping warehouses to reduce truck driver working hours ▶ Kikkoman Food Products Company submitted a declaration of voluntary action as a supporting company of “White Logistics” Promotion Initiative*2. ● Launched the establishment of a grievance mechanism for business partners of Kikkoman Corporation and domestic Group Companies
IV. Future measures	<ul style="list-style-type: none"> ● Construction and operation of a human rights due diligence framework in the supply chain ● Survey of domestic business partners, OEMs, and logistics contractors regarding human rights risks, and communication of the Kikkoman Group Human Rights Policy

*1 Sedex (Supplier Ethical Data Exchange): an online platform for managing and improving working conditions in the supply chain

*2 “White Logistics” Promotion Initiative portal site (Japanese only): <https://white-logistics-movement.jp/>

2 Survey on the foreign workers at our factories

I. Overview	International organizations and NGOs report that foreign workers are often in vulnerable positions due to their employment status, and numerous cases of human rights violations have been reported. Accordingly, it is necessary that we make sure human rights risks to foreign workers at our plants in Japan and overseas.
II. Rights holders	Group employees
III. Our initiatives	<ul style="list-style-type: none"> ● Survey of Group companies in Japan and overseas <ul style="list-style-type: none"> ▶ We conducted a questionnaire- and interview-based survey of human resources staff concerning the working environments for foreign-national employees at Kikkoman Corporation and 22 domestic Group Companies. ▶ Based on the survey results, in collaboration with a third-party organization*1, we selectively conducted interviews with HR personnel and site managers, on-site inspections, and direct dialogues with foreign-national employees. As a result, no signs that could lead to human rights violations were identified. ▶ We conducted a survey of the working environment of foreign-national employees at our overseas factories, using both SMETA audits and questionnaires. As a result, no signs that could lead to human rights violations were identified. ● Education activities targeting Group companies in Japan <ul style="list-style-type: none"> ▶ We distributed guidelines on the employment of foreign workers to Group companies in Japan, and communicated cautions concerning the employment of foreign workers.
IV. Future measures	<ul style="list-style-type: none"> ● Regular surveys of working environments of foreign workers in our plants in Japan and regular dialogues with them ● Continue to survey and assess the working environments for foreign workers at our overseas plants

*1 The Global Alliance for Sustainable Supply Chain (ASSC), a General Incorporated Association

Respect for Human Rights

Common Initiatives to Address Human Rights Risks

Training for Our Employees

The Kikkoman Group conducts a variety of education activities to promulgate our approach to respect for human rights.

■ Training for New Employees

Every year, we conduct training on Business and Human Rights for new employees, and communicate the Kikkoman Group Human Rights Policy and our approach to Business and Human Rights.

■ Training on Business and Human Rights

In FY2024, we conducted e-learning training for approximately 900 managers at domestic Group Companies, and in FY2025 for approximately 3,400 non-managers at domestic Group Companies and approximately 400 local managers at overseas Group Companies, to enhance understanding of the basic concepts of “Business and Human Rights” and the “Kikkoman Group Human Rights Policy.” We will continue to deliver these training programs on an ongoing basis.

■ Training Programs for Managers

Every year, we conduct training programs for all managers. Focusing on roles and key human resources measures to be carried out by managers, the training enhances recognition of human rights-related and other compliance matters, employee management, and human resource issues. In FY2025, 432 managers attended the training. In the training, they learned about examples of human rights violations caused by companies and engaged in discussions of human rights risks lurking within their own companies and departments.

■ Business and Human Rights Workshop for Overseas Facilities

In FY2024, Kikkoman Corporation and SDG Partners, Inc. held a workshop on Business and Human Rights. The workshop was held once in each of three regions—the Americas, Europe/Australia, and Asia—with a total of 43 participants from Kikkoman Corporation (Corporate Planning Department, International Operations Division, and Human Resources Department), JFC JAPAN INC., and 28 overseas Group Companies. Participants identified human rights risks in their regions and countries and discussed initiatives to address human rights risks specific to business in those regions and countries. We are undertaking initiatives based on the issues summarized in the workshop.

Endorsement of and Participation in Initiatives

▶ United Nations Global Compact (UNGC)

In 2001, Kikkoman Corporation signed the United Nations Global Compact (UNGC). In addition to engaging in business activities grounded in the 10 principles of the UNGC, we actively participate in subcommittees hosted by the UNGC Japan Secretariat and are building a network with other companies and academics.

 **United Nations Global Compact (UNGC):** <https://www.ungcn.org/index.html>



▶ The Consumer Goods Forum (CGF)

Kikkoman Corporation participates in The Consumer Goods Forum (CGF), the only organization in the world that globally connects consumer goods retailers and manufacturers. The CGF forms specialist bodies through global and regional working groups in non-competitive areas, addressing social and environmental issues. In Japan, local groups have been established in the areas of “Sustainability,” “Global Warming,” “Healthier Living,” and “Food Safety,” calling for collaboration to solve issues and engaging in activities.

 **The Consumer Goods Forum (CGF):** <https://www.theconsumergoodsforum.com/jp/>



▶ Seidanren

In 2022, Kikkoman Corporation endorsed the basic policies put forth by Seidanren, a consumer goods industry and consumer group federation, concerning the acceptance of foreign nationals, and has adopted these policies for our own use.

 **Seidanren:** <https://www.seidanren.jp/>

 **Basic policies concerning the acceptance of foreign nationals:** <https://www.kikkoman.com/jp/assets/kikoman-basic-polic.pdf>

Together with Our Employees

Basic Policy

The Kikkoman Group is committed to creating work environments where each employee feels motivated and can fully utilize their abilities. By doing so, we aim to realize our Management Principles and deliver wholehearted flavor to consumers.

Human Capital Strategies

Faced with dramatic changes to the environment in which the Kikkoman Group operates, we believe human resource is the key to creating value for society and enabling the Group to continue its sustainable growth. This belief is reflected in the Group's Global Vision 2030 and Medium-Term Management Plan. Based on our management strategy, we will foster professional talent who can contribute to promoting global management and overseas businesses, and support them in autonomously building their careers. We will also cultivate an environment where diverse human resources within the Group can achieve their full potential in their respective fields.

In our efforts for Global Vision 2030—Offering No. 1 Values—, we lay out our policy of harnessing our business resources, including human capital, by anticipating changes in the environment. For each individual to play an active role as professional talent and to achieve our Global Vision 2030, we pursue a human capital strategy that amounts to bridge the gap between our ideal for human capital and our current state.

In particular for overseas operations, with a longer-term view of the business environment, we have begun discussions—working with the HR departments of our overseas Group Companies—on recruitment, fostering, and rotation of human resources, including employees of overseas local subsidiaries.

Our Ideal for Human Resources

Amid drastic changes in society, employees who strive for self-fulfillment and contribute to corporate value are essential. The Kikkoman Group defines such employees as professional talent. These professional talents are individuals who have the requisite expertise, can harness their capabilities, take initiative in achieving results, and meet needs both within the Group and beyond, bringing value to the markets we serve. We make nurturing such professional talent our policy for talent development.

For our Group to continue to grow as a company whose existence is meaningful to global society, it is crucial that every employee has a sense of ownership, acts autonomously in their duties, and takes initiative in achieving results.

Deepening their expertise while maintaining an interest in peripheral fields and related areas is a quality required across all positions. This ideal human resource profile will be fostered and developed through work at the company.

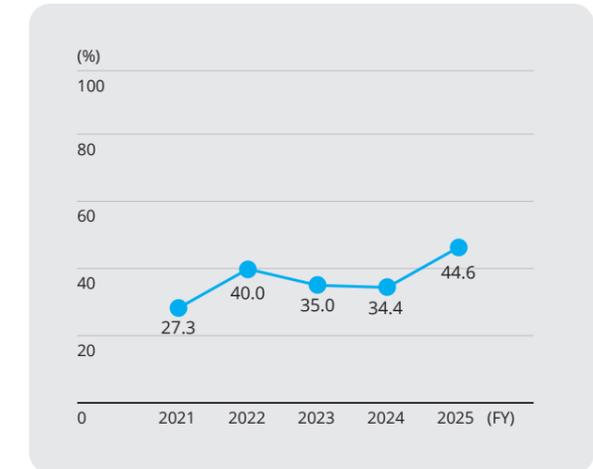
Initiatives to Create Professional Talent

Recruitment of Human Resources

The Kikkoman Group, in recruiting human resources—the source of value creation—looks beyond personal experience and skills to place great importance on human resources who can share our management philosophy, values, and policies of the Group.

In the process of hiring new graduates, we recruit human resources who possess the qualities Kikkoman seeks in human resources and share our values. In interviews, along with staff from the Human Resources Department, heads of each business department participate to ensure personnel selections incorporate a wide range of perspectives. Kikkoman has been hiring experienced personnel for posts to be strengthened in line with the human capital strategy and to enhance the required level of expertise. At Kikkoman, the ratio of experienced personnel accounting for all hires in FY2025 was 44.6%.

Ratio of Experienced Hires Among All Hires



Talent Development

Developing talent is an essential part of the Kikkoman Group's management strategy. In addition to conducting job level-specific training under a system that supports each individual employee in playing an active role, we also operate our proprietary Career Development Program (CDP) along with training programs and selective training from a global perspective.

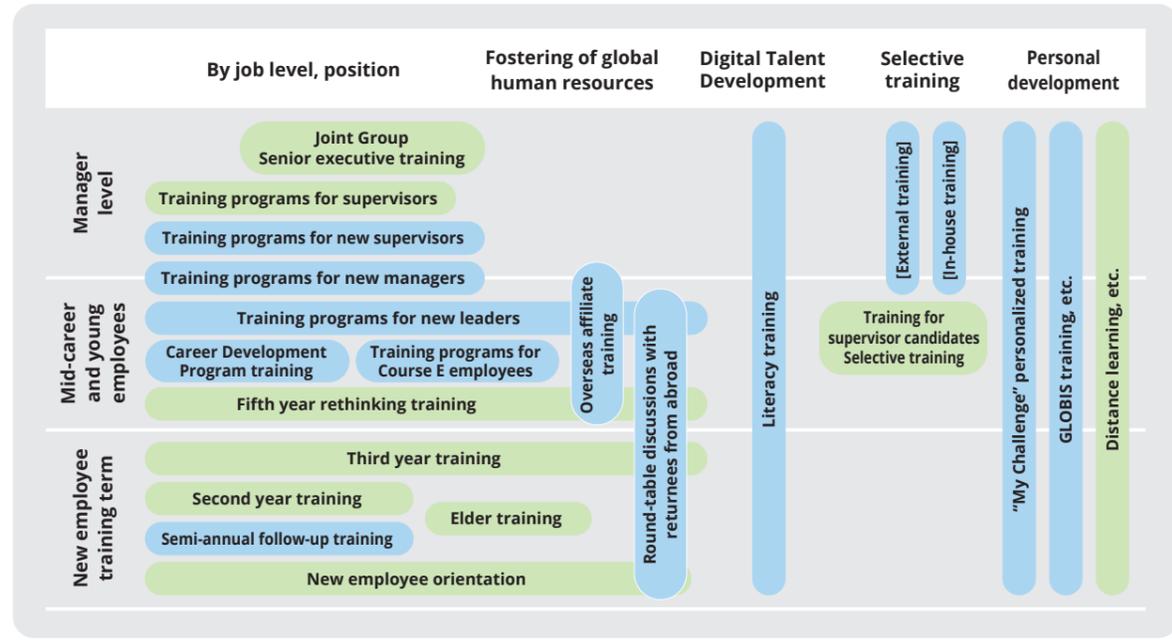
Basic Approach to Talent Development

We believe it is important to support employees in developing their capabilities and growth, so that they can work in a lively, authentic manner and help drive transformation across the organization. Kikkoman's talent development system is designed to offer support so that individual employees enjoy learning, hone their specialized skills, and continue to grow through lifelong learning.

Together with Our Employees

Talent Development

Kikkoman has put in place training programs to foster personnel specializing in various fields who can play an active role in our global operations, as well as working with outside institutions to develop an array of educational programs. We are revising and expanding these programs with the aim of instilling skills needed to address changes in social conditions. Our training makes use of both in-person and online methods depending on the social context and the nature of the training. We offer training related to work duties and for personal development, including correspondence courses and “My Challenge” training that allows selection from a menu of learning options.



New Employee Training

New Kikkoman employees undergo training for about two months before being assigned to their first post. For new hire training, we have constructed a program to help instill the attitudes and awareness expected of working adults and to learn about our Management Principles, business, and products. In addition to classroom lectures, they learn the ropes of being a Kikkoman employee through hands-on soy sauce making, product presentations, and project work. We also provide many opportunities for interaction with senior employees and have introduced programs for considering future career paths. After placement, in addition to follow-up training carried out by the Human Resources Department, we appoint elder employees and have a framework in which they, together with supervisors, support new employees.

Fostering of Global Human Resources

To further expand our global business going forward, we view global human resource fostering as a key issue in our human resource strategy and are strengthening associated efforts. In FY2025, six employees participated in the overseas Group Company dispatch training, a program in which employees voluntarily apply to visit and gain experience at overseas Group Companies for two weeks to one month. In addition, a total of 94 employees participated in international roundtable sessions where employees who have worked overseas shared their experiences. Furthermore, three employees participated in the Global Parttime Assignment (GPA) program, under which employees partially take on overseas duties while continuing in their current roles, thereby advancing the fostering of human resources who can thrive globally.

Digital Talent Development

Drawing on the belief that leveraging digital aspects in any department enhances corporate competitiveness, we have conducted digital literacy training for domestic and overseas Group employees since FY2023 to foster digital talent company-wide, and by FY2025, a total of 1,876 employees had completed the training. From the more than 2,000 ideas proposed during the training, we are selecting high-priority initiatives and working to implement them. Furthermore, 18 organizations from Group companies in Japan participated in a workshop to promote digital utilization, and we are advancing initiatives at the workplace level as well.

Fostering of Management Talent

The selective training program launched in 2010 to foster management talent, the Future Creation School, consists of Stage I for managerial candidates and Stage II for executive candidates. For each stage, the Representative Director and Executive Chairman and the Honorary CEO serve as deans, respectively, providing direct instruction and supporting the acquisition of the knowledge and skills required for management. Of the 50 participants to date in Stage II, 58% have been appointed to executive positions.

CDP System

To develop professional talent, Kikkoman supports employees' career advancement through the Career Development Program (CDP). The three pillars of the CDP are job rotation through personnel transfers, interviews with the Human Resources Department and employees' supervisors, and training and education programs. Personnel transfers are carried out with due consideration given to each individual's ideal career path. Employees also express their preferences through a self-reporting system and through interviews with the Human Resources Department and their supervisors.

Job Rotation through Personnel Transfers

Kikkoman structures career development into Stage I and Stage II. In Stage I, we aim for the growth of fundamental capabilities that go beyond the domain of work duties for eight years after joining the Company. We uncover individuals' aptitudes through job rotation and offer support for personal growth and self-fulfillment. In Stage II, during employees' 9th to 15th years with the Company, we aim to have employees shape their careers through self-directed selection and responsibility, demonstrate professional capabilities, and realize our corporate philosophy as leaders.

Training and Education Programs

In Stage I, we provide training for two months after employees join the Company to help new hires leverage their individuality; follow-up training six months after joining the Company to review employees' work following assignment to posts and to confirm their footing; third-year training in the third year with the Company as an opportunity to consider careers; fifth-year rethinking training in the fifth year with the Company to actively engage in work; and CDP training in the seventh year with the Company to form a career vision.

In Stage II, we conduct training in the 10th year with the Company to improve skills in analyzing financial statements, and in the 13th year with the Company to strengthen capabilities for delivering results as professional talent.

Together with Our Employees

Program for Interviews with the Human Resources Department and Supervisors

Development interviews conducted during Stage I include a first assignment placement interview upon joining the Company, follow-up training six months after joining the Company, and a capability development and motivation enhancement interview in the equivalent of the third year with the Company. In around their fourth year after joining the Company, employees have a career interview with the Human Resources Department; in around their seventh year, they meet with a division head outside their own department to discuss capability development and career plans for Stage II and beyond.

CDP-Related Programs

Our mentorship program seeks to help new employees settle in quickly by offering support for aspects of healthy social lives. Under our mentorship program, young employees provide support for new employees. After a new employee is assigned to a post, another young employee in the department, referred to as an "Elder," is assigned to support the new employee. We also offer mentor training to support these assigned elders. We also operate a self-reporting system as a support tool for building career plans that allows employees expand their capabilities and choose roles aligned with their aptitudes for self-fulfillment. Once a year, employees submit a self-report to the Human Resources Department after meeting with their supervisor.

Use of the Talent Management System

To achieve our strategy, we are leveraging the Talent Management System to manage successor candidates for approximately 90 critical positions across domestic and overseas Group Companies, visualize function-based talent pools to identify shortages, and formulate strengthening measures. While deliberating these matters in the Human Resource Utilization Committee chaired by the Representative Director and Executive Chairman of Kikkoman Corporation, we are promoting cross-organizational, globally optimized placement of the right people in the right positions.

Initiatives with Kikkoman Group companies

We hold the Group Human Resources Networking Session, organized by Kikkoman Corporation's HR Strategy Department, which brings together heads of Human Resources from major Group Companies in Japan. During these sessions, the Group's human capital policies are shared, and information on topics such as recruitment activities, talent development is exchanged to enhance the human resources system. In FY2025, we also conducted new employee training jointly across ten Group Companies in Japan, this joint training not only helps convey the Group's philosophies and policies but also fosters a sense of belonging among participants and cultivates a broad perspective towards their tasks.

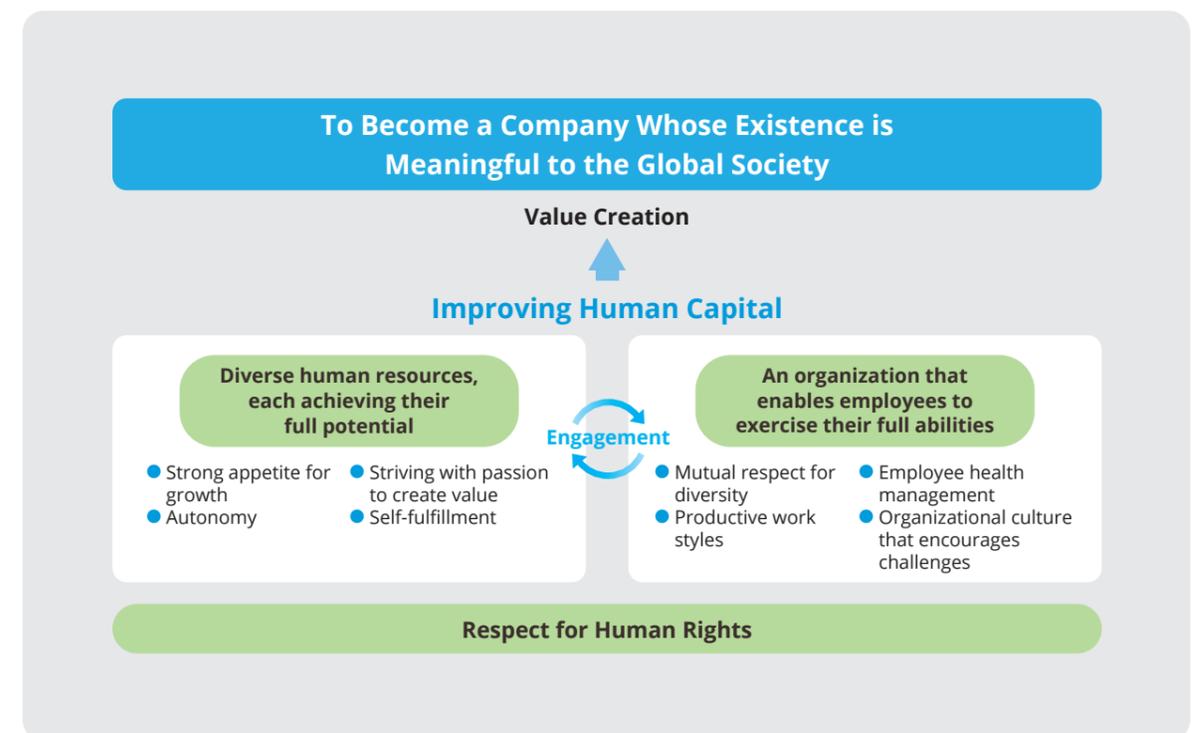
From the results of the employee awareness survey, indicated strong demand more communication across companies and workplaces, so we are conducting Group-wide joint communication training and exchange activities such as plant tours.

The Workplace for Diverse Human Resources to Thrive

Diverse employees from various backgrounds work within the Kikkoman Group. Our Group strives to develop programs that foster an environment where all employees can work productively in an atmosphere of mutual respect for diversity, fully exerting their capabilities and creativity in tackling challenges.

Our Vision

We aim to be a company with a meaningful presence in the global community by creating an environment in which every individual in our diverse workforce is able to reach their full potential. We believe that having "diverse personnel, each achieving their full potential" requires sharing the organization's vision, enhancing employee engagement, and encouraging employees to take proactive action with a strong desire for growth. To be an organization that enables employees to fully exercise their abilities, we are working to establish an organizational culture that recognizes diversity, encourages employees to take on challenges, and provides an environment where they can be healthy and productive.



Together with Our Employees

Creation of Fulfilling Workplaces

The Kikkoman Group is developing a working environment where diverse employees can work with confidence.

Employee Engagement Surveys

Since FY2023 we have conducted an annual employee awareness survey at Kikkoman Corporation and 22 Group Companies in Japan, aimed at creating a workplace where each employee can actively engage with challenges and find their work fulfilling. The purpose of this survey is to quantitatively and qualitatively identify the current state of the organization and to continuously improve the workplace environment by formulating and implementing improvement measures for the issues identified.

Items indicating organizational unity, such as identification with the Management Principles and trust in one's supervisor, emerged as strengths, whereas items related to self-fulfillment, such as taking on challenges and growth, were identified area for improvement. We also recognize items related to DE&I and Health and Productivity Management as future challenges, and each company and organization is working on improvement activities to achieve a workplace where it is rewarding for everyone to work. For the main issues, we aim to raise engagement by implementing the measures outlined below.

Key Issues

Items	Targets (FY2028)	Performance (FY2025)
Providing Growth Opportunities	70%	60%
DE&I Awareness	65%	53%
Health and Productivity Management	65%	56%

* Targets and performance show the percentage of positive responses.

Organizational Revitalization Vision

Our Organizational Revitalization Vision consists of organizational units' ideals for themselves over the next two to three years, along with the policies and talent development measures to achieve those ideals. These are expressed by the heads of Kikkoman Group company workplaces in their own words, based on Kikkoman's Promise, Global Vision 2030, and individual Group companies' visions. Introduced in 2009, it has expanded to encompass all Group companies and published on the Group's portal site.

We also continue to conduct "Organizational Revitalization Vision training" with participation by supervisors. Through deepening interactions among supervisors and gaining new perspectives and learning, we are further strengthening management aimed at achieving better working environments.

Promoting Growth Opportunities and Career Development

To continue taking on challenges and achieving growth, the Kikkoman Group will place greater emphasis than ever on supporting each employee's autonomous career development so that they can work with a strong sense of purpose.

Providing opportunities is crucial for encouraging autonomous growth; by running the cycle of "Know," "Think," and "Act" as the flow of career development, we support employees' ideals and advance initiatives that enable each individual to grow autonomously as professional talent.

Personal Vision

To prompt employees to consider their own dreams and ideals within the Kikkoman Group, we encourage them to create a Personal Vision. By describing their abilities and experience into words, employees clarify what they should do and come to realize that acting to achieve their division's Organizational Revitalization Vision connects directly to their own dreams and ideals. To date, more than 1,300 employees have created one.

Launch of the Workplace Introduction Site

We launched a Workplace Introduction Site to visualize the missions and job content of each workplace across the Kikkoman Group so that each employee can enhance their understanding of each workplace, reaffirm their own role, and think more proactively about their career. By specifically listing the knowledge, skills, and experience required in each workplace, the site also supports capability development toward employees' desired careers.

Diversity, Equity & Inclusion (DE&I)

To achieve a workplace that is rewarding for all employees, it is essential to recognize and share each other's values we believe that advancing DE&I will create new value and enhance corporate value. To that end, we need to further raise employees' awareness of DE&I, and are promoting a range of initiatives.

In May 2018, the Kikkoman Group established a basic policy on DE&I and has since strengthened its initiatives.

Basic Policy on Diversity, Equity and Inclusion

The Kikkoman Group values diversity in terms of gender, age, nationality, race, sexual orientation, and physical challenges, and respects various careers and work styles.

Kikkoman is working towards creating workplaces where employees can maximize their individual capabilities, aiming to become an ambitious company where employees engage in friendly competition.

By leveraging diversity, Kikkoman aims to increase its meaningfulness in global society by creating exciting new flavor experiences that match the times and cultures, and to create value while fusing food cultures from around the world.

Better Work Environment for Female Employees

The Kikkoman Group is advancing initiatives to build an environment where female employees can pursue long-term careers and thrive. In FY2025, we proactively appointed female employees to key positions across our Group. As of March 2025, Kikkoman had 55 female managers, representing 9.9% of total managers. For female employees who are managerial candidates, we provided opportunities to consider their careers by sending them to external management development programs and to external mentoring programs where they could discuss career concerns.

Together with Our Employees

To help female employees return after childbirth, Kikkoman introduced childcare leave in 1981, 10 years before the enactment of the law in Japan. In FY2024, 47 employees utilized the childcare leave program, including short-term childcare leave for male employees.

■ LGBTQ Initiatives

In December 2023 we opened a dedicated consultation desk for LGBTQ matters that is available to everyone working at the workplaces of our domestic Group Companies, with the aim of promoting understanding and support for sexual minorities. Starting in April 2024, Kikkoman also extended various spouse-related programs to same-sex partners.

■ Promoting Employment of People with Disabilities

Under the principle of “normalization,” which seeks the creation of a society where people with and without disabilities live and work on equal terms, Kikkoman is developing a work environment that enables the employment and ongoing work of person with disabilities. In FY2025, we worked to further build awareness, by hosting seminars and other initiatives led by people with hearing disabilities.

In line with our DE&I Basic Policy—and with employment at each company and workplace as the foundation—we established Kikkoman Clean Service Company in April 2019, a company whose main operations are cleaning and laundry, designed for people to work together and thrive regardless of disabilities. It was certified as a special subsidiary in July 2019.

As of March 2025, the employment rate of persons with disabilities was 2.62% for Kikkoman (Group application) and 2.39% for our Group (companies subject to statutory employment obligations).

■ Localization of Management and Appointing Senior Managers

When expanding our operations overseas, the Kikkoman Group places great importance on the localization of management. We have sought to trade with local companies wherever possible and have actively hired local employees, with the aim of coexistence and mutual prosperity with local communities. We also appoint local employees to senior management positions, such as heads of human resources and accounting.

Health Management Initiatives

The Kikkoman Group believes that employee health is the foundation for foster a corporate culture which values people, while contributing to the sustainable development of society, and under the Medium-Term Management Plan 2022–2024, we have advanced initiatives to support the mental and physical health of employees.

As part of these efforts, Kikkoman promotes the early detection and treatment of diseases by encouraging employees to undergo health checks, annual physical examinations, and stress tests. We are also working to create comfortable work environments by establishing separate smoking areas and promoting a healthy work-life balance. As a result, since FY2019, Kikkoman Corporation, Kikkoman Food Products Company, and Kikkoman Business Service Company have all received Excellent Health and Productivity Management Corporation certification.*

Our overseas Group Companies are also working to promote health. For example, Kikkoman Foods, Inc. has established a Wellness Committee to plan health promotion programs and events. Kikkoman Foods Europe B.V. has also introduced a program that allocates an individual budget which can be used for health promotion and skill development.

* Excellent Health and Productivity Management Corporation certification 2024 (large enterprise category): March 11, 2024 to March 31, 2025
 Excellent Health and Productivity Management Corporation certification 2024 (small and medium-sized enterprise category) for Sobu Logistics Co., Ltd. and Nagareyama Kikkoman Company: March 11, 2024 to March 31, 2025

■ Strengthening the Health Management Promotion Framework

The Kikkoman Group aims to create new delicious experiences around the world and contribute to richer, healthier lifestyles. In May 2025, we established a promotion framework under which the President & CEO of Kikkoman corporation serves as the Chief Health Officer, and announced the “Kikkoman Group Health Commitment.”

In our Group, with the aim of improving employees’ health literacy and encouraging changes in awareness and behavior, we newly established a Health and Productivity Management Group within the HR Strategy Department of Kikkoman Corporation in FY2025, thereby strengthening the health management promotion framework.

..... The Kikkoman Group Health Commitment

As part of its initiatives to address important social issues, the Kikkoman Group has identified Food and Health as one key focus, and aims to realize abundant and healthy food-lifestyles. To achieve this, the Group will promote fusion with food cultures from around the world, proposing food-lifestyles that are joyful and nutritionally balanced to assist people in attaining their physical and mental well-being goals.

Maintaining and enhancing the physical and mental well-being of our employees who pursue these initiatives is also a key management issue.

Our Group will foster a corporate culture in which all Group employees can advance their health with a sense of ownership as they work with vitality and purpose, enjoying sound physical and mental well-being while challenging their unique abilities in bold ways.

We will unite as one to fill the world with the joys of food by delivering wholehearted flavor.

Shozaburo Nakano
 President and Chief Executive Officer
 Chief Health Officer
 Kikkoman Corporation

■ Health Management Promotion Framework



Together with Our Employees

■ Enhancing Employees' Health Awareness

Recognizing that extending healthy life expectancy requires autonomous changes in awareness and self-care by each employee, we advanced our foundation for improving health literacy, such as expanding the health-check results management system to Group Companies. We conducted health awareness seminars—such as seminars to understand diseases specific to women and seminars encouraging the importance and improvement of sleep—and worked to raise employees' health consciousness. To further enhance outcomes, we will introduce health apps and promote the activities of health-promotion ambassadors in the workplace.

In addition, through our Kikkoman Counseling Program, offered in collaboration with external specialist organizations, and the Kikkoman Mutual Aid Society's Family Health Consultation, we have established a system that enables employees and their families to consult not only on physical health but also on mental well-being and medical care.

In FY2025, we held the Kikkoman Group Sports Day for the first time in six years. 826 participants (including family members) from 16 domestic Group Companies took part and enjoyed invigorating exercise.



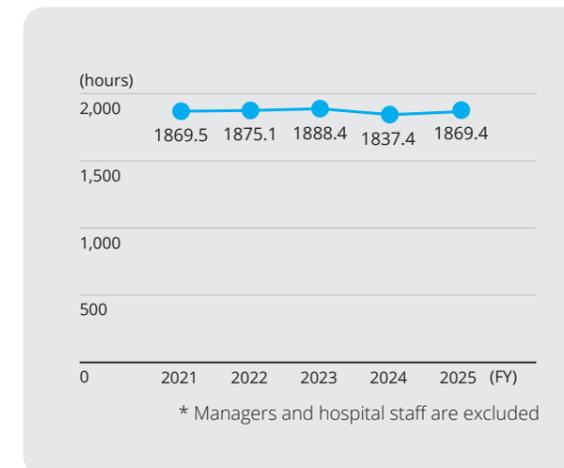
■ Improving Productivity by Means of Efficient Work Styles

Kikkoman believes that boosting productivity requires increasing added value while also improving workflows and working more efficiently. We believe that promoting efficient work styles is also important for achieving employees' work-life balance.

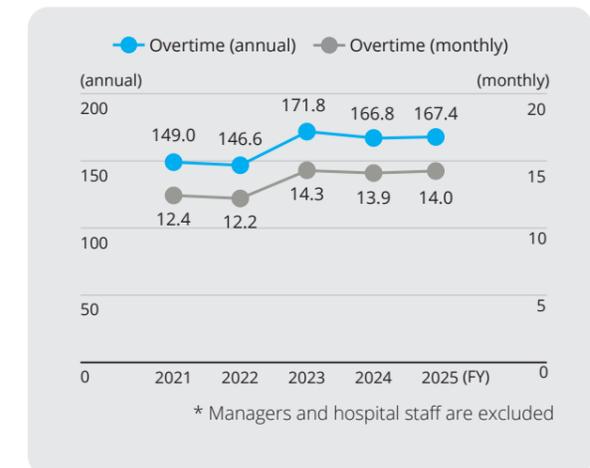
Prompted by the increasing importance of remote work since 2020 due to COVID-19, we are exploring and implementing various projects to enable more efficient work styles, such as further adoption of working from home, encouraging online meetings, expanding the departments eligible for the flextime system, encouraging paperless operations, trial office sharing arrangements, and revising the management of commuter passes. The work-from-home rate at Kikkoman in FY2025 was 26.9% (excluding manufacturing divisions, hospital staff, secondees, and employees on leave), maintaining a steady level. Going forward, we will continue to promote efficient work styles that lead to higher productivity taking into account changes in the external environment and employee needs.

The Labor-Management Work Style Review Committee meets regularly to exchange opinions on the effectiveness of these systems and other matters related to work styles.

■ Total Hours Worked



■ Average Overtime Hours



Together with Our Employees

Kikkoman's Initiatives on Work Style Reforms

At Kikkoman, we have introduced and operated programs related to workstyle reforms aimed at improving productivity.

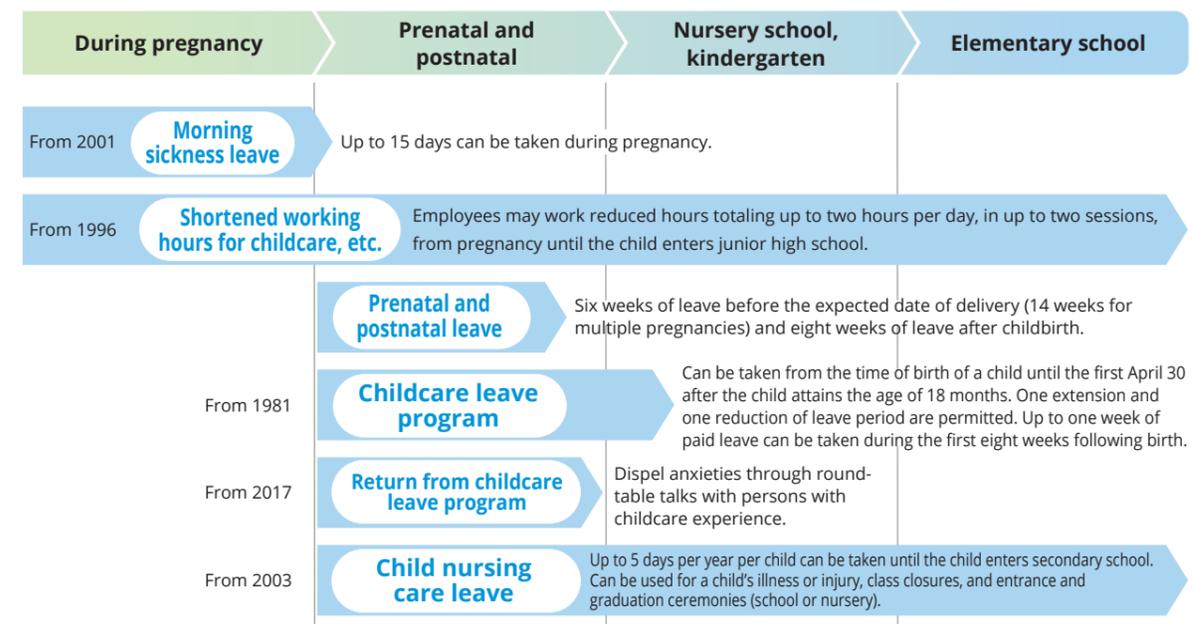
Programs and Initiatives	Description
Flexitime system (since 1992)	Allows employees to choose their own start and finish times without changing the total number of hours worked each month. * Started with the R&D Division and the Product Development Division. In 2022, the scope was extended to indirect departments, and in 2024 to the Sales Division.
Discretionary work system for specialist roles (since 2011)	A system for eligible employees in R&D departments who want to work on key themes approved by the Company.
<ul style="list-style-type: none"> • Shinkansen commuting system (since 1990) • Work-from-home system (since 2017) • Accompanying spouse leave system (since 2017) 	A broader choice of work styles to address increasingly diverse approaches to commuting and work.
Establishment of the Labor-Management Work Style Review Committee (2017)	A committee for employees and managers to exchange opinions on realizing work style reforms to support more diverse ways of working and improvements in productivity.
Staggered work shift system (since 2019)	A system that allows employees to adjust start and finish times without changing their daily scheduled working hours.
Extended mandatory retirement age (since 2020)	The mandatory retirement age was raised to 65 to encourage senior employees aged 60 and older to continue working in order to leverage and utilize their wealth of expertise.
Appropriate Working Hours Management Review Committee (since 2020)	A committee for workers and managers to exchange opinions on understanding and addressing issues related to the management of working hours.
Home working allowance introduced (since 2021)	A new allowance was introduced to cover costs related to working from home for a sustained period.
Shared offices (since 2022)	Utilization of shared offices to enhance productivity and WLB through increased choices in location of work.
Review of Tokyo Head Office (since 2023)	Review of workplaces with the goal of open innovation.
Communication of policies on approaches to future work styles (since 2023)	Presentation of a guideline promoting presence in the workplace two times a week from the standpoint of effective utilization of work at workplaces and at home, taking into consideration the balancing of trouble-free workplace management with work efficiency/productivity.
Establishment of rules for working away from home during long leave (since 2023)	To promote mental and physical refreshment, sustain and enhance motivation to work, and encourage consecutive and long vacations, when taking five or more consecutive days off, we permit working from a place other than the employee's home on one of the days during that period.
External secondary employment program (since 2024)	Provide opportunities that foster employee growth by enabling them to gain "new perspectives and experiences" that cannot be obtained in their primary job.

Employee Support Programs Tailored to Life Stages

Kikkoman is working to implement systems that accommodate the various life stages of our employees. Through these efforts, we aim to foster an environment where employees can work without anxiety.

Programs and Initiatives	Description
Family care leave (since 1978)	Up to 2 years can be taken at any interval.
Shorter work hours for family care (since 1999)	An employee can take up to two reductions in regular work hours totaling a maximum of two hours daily in one or more 1-month blocks for a total period of up to 1 year.
Nursing care leave (since 2010)	Five days of nursing care leave can be taken per sick or injured family member requiring care per year.
Planned annual leave (since 2015)	Scheme that allows employees to take planned annual leave.
Hourly units of annual leave (since 2016)	A system that allows employees to flexibly use their annual leave in half-day or hourly increments, as well as full days.
Challenger leave system (since 2020)	A leave system to help employees pursue self-improvement goals.
Shorter work hour system for rehabilitation (since 2022)	Shorter work hour system for promoting recovery of employees who face difficulties fulfilling their duties during prescribed working hours due to personal illness or injury, with the aim of faster return to normal work hours (up to 2 hours/day).
Treatment support leave system (since 2022)	Leave system available for use by employees who require ongoing treatment at hospital due to personal illness or injury (up to 4 times/month).

Childcare Support Programs



Together with Our Employees

Safe and Healthy Work Environment

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

In FY2025, there was one lost-time accident (previous year: 2), four non-lost-time accidents (previous year: 7), and 11 minor-injury accidents (previous year: 19). The frequency rate* was 0.299. We are continuing to strengthen initiatives towards achieving zero accidents by implementing risk assessments on a company-wide scale. To enhance the Group's overall level of occupational safety and health, we also hold a Safety and Health Convention attended by domestic Group Companies to share information on safety and health initiatives, and we promptly share bulletins on occupational accidents occurring at each company and the countermeasures taken, striving to prevent similar accidents.

* Indicator outlining the frequency that accidents occur. Number of fatalities and injuries due to occupational accidents per 1 million working hours

Safety and Health and Productivity Management Organization (Kikkoman)



Efforts by the Group Companies Overseas

The Kikkoman Group is working on improving safety and health systems at our overseas companies. At Kikkoman Foods, Inc., Kikkoman Foods Europe B.V., And Kikkoman (S) Pte. Ltd., each company has organized a Safety and Health Committee and is working systematically to strengthen safety and health. All of our overseas Group companies provide lectures and/or training sessions regarding safety and health, as well as using proper protection while performing job functions. Our affiliates share accident reports with the Foreign Administration Department at Kikkoman Corporation to avoid repeating similar accidents.

Maintaining Sound Labor-Management Relationships

The main labor union of the Kikkoman Group is the Kikkoman Labor Union of Kikkoman Corporation, which had 1,195 members as of March 1, 2025, and is a member of the FOOD RENGO (JFU) federation of food-related industry labor unions. Under the Labor-Management Joint Declaration announced in 1998, Kikkoman has established and maintained sound labor-management relationships based on mutual trust and respect. Additionally, Kikkoman has adopted a union shop labor agreement.

A Balance Between Stable Corporate Pension Fund Management and Fulfilling Social Responsibilities

Kikkoman employs a defined benefit corporate pension plan and a corporate defined contribution pension plan to ensure stable operation of its corporate pension system while adapting to changes in the environment, such as employee attitudes and employment conditions. Furthermore, when entrusting the ownership of stocks or fund management in a corporate pension fund, we express our commitment to fulfilling corporate social responsibility by taking into account issues related to the global environment, society, and corporate governance.

Performance on Efforts Toward Medium-term Management Plan Goals

	FY2025 Target	FY2023 Performance	FY2024 Performance	FY2025 Performance
Proportion of women in management positions	10% or more	9.2%	10.5%	11.3%
Employment rate of persons with disabilities	2.5% or more	2.44%	2.48%	2.39%
Men's childcare leave take-up rate	100%	64.5%	87.8%	98.4%
Annual leave take-up rate: 80% or more	80% or more	77.4%	82.0%	81.9%

* As of March 31, 2025

* Kikkoman and 22 domestic companies. However, the employment rate of persons with disabilities is calculated only among those of Kikkoman and domestic group companies that are subject to the hiring obligation.

Human Resource Data

Kikkoman Group Employee Data

Number of employees	7,716		
	Total	Managers	Percentage of Female Managers
Japan	3,897	808	94 (11.6%)
North America	1,687	186	42 (22.6%)
Europe	610	66	19 (28.8%)
Asia & Oceania	1,522	216	68 (31.5%)

Number of employees in Japan	3,897
Kikkoman employees	1,769
Newly recruited Kikkoman employees	31
Kikkoman employee turnover (excluding employees who retired at age of 60)	49
Employees who used the early retirement program	13
Newly recruited Kikkoman employee turnover rate (less than 3 years)	7.7%
Kikkoman employees on medical leave	12

As of March 31, 2025

Compliance

The Kikkoman Group Code of Conduct

The Kikkoman Group Code of Conduct, which commits Kikkoman officers and employees to contribute to the development of society by fulfilling their work responsibilities with a sense of ethics and mission, consists of six principles: “Commitment to safety and the global environment”, “business activities with fair and free competition”, “business information disclosure and promotion of communication”, “respect for human rights and establishment of positive working environment”, “observation of laws and regulations inside and outside the country and maintenance of social orders”, and “positive social action program”. In an effort to ensure that the Code is well understood and thoroughly practiced throughout the Group. In addition to the Japanese edition, Kikkoman Corporation has issued English, Chinese, German, French, Dutch, Spanish, Russian, Italian, Portuguese, Korean, and Thai editions.

We require all officers and employees in management positions at domestic Group companies, as well as the presidents and other top executives of overseas Group companies, to submit once a year a pledge to comply with the Kikkoman Group Code of Conduct, and we strive throughout the Group to put into practice actions grounded in corporate ethics and a spirit of legal compliance.

Initiatives to Promote Compliance

The Kikkoman Group Corporate Ethics Committee

The Kikkoman Group has established the Kikkoman Group Corporate Ethics Committee, composed of six members including two outside experts such as lawyers and four officers etc. of Kikkoman Corporation. The committee sets and manages policies concerning actions required for compliance with laws, regulations, and the Kikkoman Group Code of Conduct. Regarding corrupt practices and other matters related to compliance, the committee reports to the Kikkoman Corporation CEO, the Board of Directors, and the Audit & Supervisory Board and receives instruction from these as needed.

During FY2025, the committee held meetings a total of 12 times. Additionally, committee members met with standing Audit & Supervisory Board Members 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 as an internal desk accepting whistleblowing reports from all Group companies in Japan. Overseas, too, we are encouraging major Group companies to establish hotlines.

The Group Corporate Ethics Hotline is designed to allow anonymous reports if desired, to protect the identity of employees who provide information. Guided by its own Kikkoman Group Corporate Ethics Committee Regulation and Kikkoman Group internal reporting regulations, the Kikkoman Group Corporate Ethics Committee investigates, reviews, and resolve issues involving ethics violations, including corrupt practices. The Committee received and worked to resolve 19 reports in FY2025.



Implementation of Compliance Audits, Inspections, and Surveys

In addition to instructions in daily operations by the Legal & Compliance Department of Kikkoman Corporation and regular audits by the Kikkoman Corporation Internal Auditing Department, a legal affairs officer and other personnel conduct compliance fact-finding missions at Group companies overseas. In FY2025, we also conducted a corporate ethics survey to confirm the level of awareness of the Kikkoman Group Code of Conduct and the status of compliance within the Company. Based on this, we shared the results internally and carried out various initiatives, including improvement activities informed by the results. We also aim to strengthen compliance across the Group through deep-rooted awareness activities at frontline business sites.

Liaison Conference of the Kikkoman Group Compliance Promotion

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

The members attend the Liaison conference of compliance promotion organized by staff members of the Kikkoman Group Corporate Ethics Committee (the Legal & Compliance Department of Kikkoman Corporation). The members work on projects such as developing compliance education programs, lectures to deepen the understanding of legal issues, and sharing information about good practices of the Group companies.

Compliance Education and Awareness Programs

To raise employee awareness and enforce corporate ethics based on the Kikkoman Group Code of Conduct, we provide compliance education during training sessions for all managers/supervisors and newly appointed managers/supervisors. Compliance education is also incorporated into training programs for all new recruits etc. In addition to these efforts, the Legal & Compliance Department at Kikkoman Corporation holds compliance lectures for each group company, using online learning system. In FY2025, we engaged in awareness-raising during Compliance Enhancement Month and held compliance training at Group companies in Japan and overseas, covering topics including legal compliance, responses to legal revisions, and communicating our Basic Policy on Anti-bribery.

Compliance Handbook

To develop a firm understanding of compliance, Kikkoman Corporation issued the Kikkoman Group Compliance Handbook in October 2011 and distributed it to employees in Japan. The handbook was updated and redistributed in FY2022. The handbook describes specific examples involving non-compliance with the Kikkoman Group Code of Conduct. By giving visible examples, we are trying to raise awareness as well as of practices at workplaces.



Compliance Handbook

Compliance

Corporate Social Responsibility Survey

The Kikkoman Group conducted compliance surveys from FY2011 to FY2014 with the objective of comprehensively assessing and improving the compliance status of Group companies in Japan. We subsequently enhanced the survey by adding items of high social interest, and since FY2015 have continued the survey under the name Corporate Social Responsibility Survey. In FY2025, we conducted the Corporate Social Responsibility Survey to verify conditions at relevant Group companies. The survey included questions about legal compliance, internal controls, compliance with Group rules, the Code of Conduct, risk management, and social issues. Based on the survey results, we also carried out follow-ups to encourage improvements tailored to the systems and environments of each Group company.

Anti-Corruption Initiatives

As the Kikkoman Group Code of Conduct states, the Group does not tolerate bribery, graft, or other corrupt practices. Moreover, Kikkoman Corporation signed the UNGC in 2001, and has enforced the 10 principles, including the anti-corruption principle since its inclusion in 2004. In our business activities, our Group conducts its operations so as not to engage in acts prohibited by domestic and overseas anti-corruption laws and regulations, including the United Nations Convention against Corruption, the U.S. Foreign Corrupt Practices Act, the UK Bribery Act, and Japan's Penal Code and Unfair Competition Prevention Act.

Statement on the Anti-Corruption Policy in the Kikkoman Group Code of Conduct

In August 2002, the Group formulated the Kikkoman Group Code of Conduct based on the approval of the Board of Directors of Kikkoman Corporation. Among the six principles, the fifth one states "Observation of laws and regulations inside and outside the country, and maintenance of social orders," and within this item we state our anti-corruption philosophy. Officers and all employees in managerial positions at Group companies in Japan, as well as the presidents and other senior executives of Group companies overseas, are also required once each year to submit a written pledge to comply with the Kikkoman Group Code of Conduct.

Formulation of, and initiatives under, the Basic Policy on Anti-bribery and the Basic Policy on Compliance with the Competition Law

In FY2023, the Kikkoman Group formulated the Group-wide Basic Policy on Anti-bribery and the Basic Policy on Compliance with the Competition Law. At the time of establishment, we also conducted training for our Group employees, and thereafter have continued to provide training as needed to foster compliance awareness. Through measures including this internal training, we will continue to strengthen our compliance system.

Internal Communication and Training to Prevent Corruption

The Kikkoman Group disseminates messages from the CEO, Kikkoman Corporation, on rigorous legal compliance, including anti-corruption, at senior management meetings and through internal communication. At Group companies in Japan and overseas also, the Code of Conduct is read aloud in order to make it well known to their employees. We regularly have the officer in charge of legal affairs and compliance and others also conduct compliance monitoring visits to overseas Group companies, and carry out awareness-raising activities rooted in the workplace.

Risk Assessment Related to Prevention of Corrupt Practices

In FY2013, the Kikkoman Group used the UNGC Self-Assessment Tool to carry out a self-assessment, which included anti-corruption items. We also reviewed the specific business measures in the regions where the risk of bribery is a concern, and thereafter conducted hearing and risk assessments.

Working with Suppliers

The Kikkoman Group's Policy for Business Partners was established in FY2014 to communicate our policy regarding business transactions with our business partners, including service contractors. In line with this Policy, we explain to our business partners the principles of the United Nations Global Compact, including anti-corruption, as well as the Kikkoman Group's stance on preventing corrupt practices. Among the key items we expect of our business partners under "Business transactions," we also include items related to the prevention of corrupt practices, such as "prohibit inappropriate exchange of gifts or client entertainment".

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

In FY2025, there were neither penalties nor corrupt or anti-competitive practices reported in the Kikkoman Group. In addition, there were no internal reports related to such practices. Accordingly, no measures were taken against infringements.

Serious Legal and Regulatory Infractions Occurring During the Reporting Period

In FY2025, there were no cases of serious legal or regulatory infractions in which fines and surcharges were imposed. There were also no cases of serious legal or regulatory infractions in which non-monetary sanctions were imposed.

Tax

The Kikkoman Group recognizes that the proper payment of taxes in the countries and regions where we operate has important implications for the fulfillment of our responsibilities as a corporate citizen, in addition to contributing to the sound development of society. Based on this belief, we strictly observe the relevant tax-related laws and regulations as well as the spirit of the law in these countries.

Efforts Accompanying the Globalization of Business

With the globalization of the Kikkoman Group's business, intra-group transactions in different countries and regions are also increasing. The Group holds discussions whenever necessary with the tax authorities and other relevant parties in each country regarding the transfer pricing that arises from these transactions. In addition to accurately reporting the Group's business transactions, we exchange information with a focus on fairness, and promote efforts aimed at the proper payment of taxes. We have established a system for handling important matters related to the payment of taxes under which the CFO reports to the Board of Directors as appropriate, and instructions can be received from the Board of Directors. Furthermore, the Group does not engage in the systematic utilization of tax havens outside the countries in which we operate.

Disclosure of Information on Corporation Taxes, etc.

Information on the Kikkoman Group's corporate taxes, etc., is disclosed on the Company website. In FY2025, the statutory effective tax rate was 30.5%.

 **Visit our website for more information:** <https://www.kikkoman.com/jp/ir/lib/yuho/>

For Our Shareholders and Investors

Actions to Achieve Management with Awareness of Stock Price and Cost of Capital

In its Medium-Term Management Plan (FY2026 to FY2028), the Kikkoman Group has set targets of a sales growth rate CAGR of 5% or higher, a business profit margin of 10% or higher, and ROE of 12% or higher, and works to enhance corporate value with an awareness of the cost of capital. By evaluating the performance of major business companies through indicators such as ROIC, we operate with an awareness of the profitability of invested capital. Based on these indicators, we are reviewing businesses that face challenges in growth and profitability while working to optimize our portfolio over time.

The Company also positions its dividend policy for shareholders as one of its important management priorities, and its basic policy is to distribute profits while taking into account the strengthening of its corporate foundation, the expansion of future businesses, and consolidated performance. Based on this policy, we aim for a consolidated payout ratio of 35% or higher, continue to pay progressive dividends, and opportunistic acquisition of treasury stock, thereby providing shareholder returns.

Fair, Proper, and Timely Disclosure of Information

Kikkoman Corporation discloses information and conducts investor relations (IR) activities that prioritize fairness, propriety, and timeliness. In addition to holding IR meetings in Japan, as well as in the United States, and Europe, we also promptly disclose IR information on our website for the benefit of investors who are unable to participate in results briefings.

In FY2025, we held results briefings for analysts and institutional investors and individual meetings for institutional investors in Japan and overseas. We also engaged in dialogue on ESG with institutional investors. Going forward, we remain committed to pursuing activities designed to promote better understanding of our businesses while also taking on board feedback from shareholders and investors.

Shareholder Returns and Internal Reserves

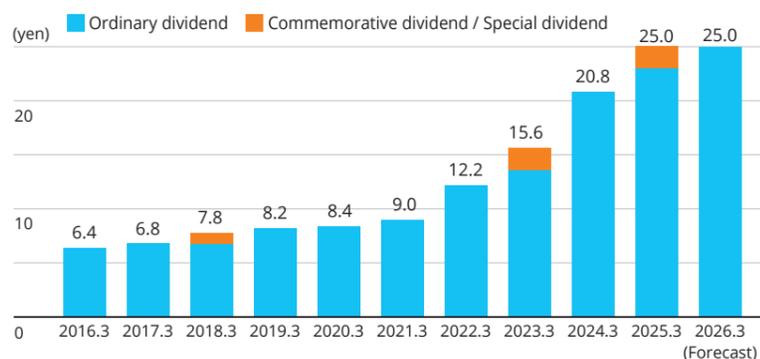
Kikkoman Corporation positions its dividend policy for shareholders as one of its key management priorities. Our basic policy is to distribute profits through dividends while considering factors such as strengthening our corporate foundation, expanding future businesses, and consolidated results.

Our basic policy is to distribute surplus as dividends twice a year. The decision-making bodies for these dividends are the General Meeting of Shareholders for the year-end dividend and the Board of Directors for the interim dividend.

We will use internal reserves, from a long-term perspective, for measures to increase corporate value, such as overseas investments and loans, capital investment for growth fields and streamlining, investments in R&D aimed at commercialization, and market investments to stimulate new demand.

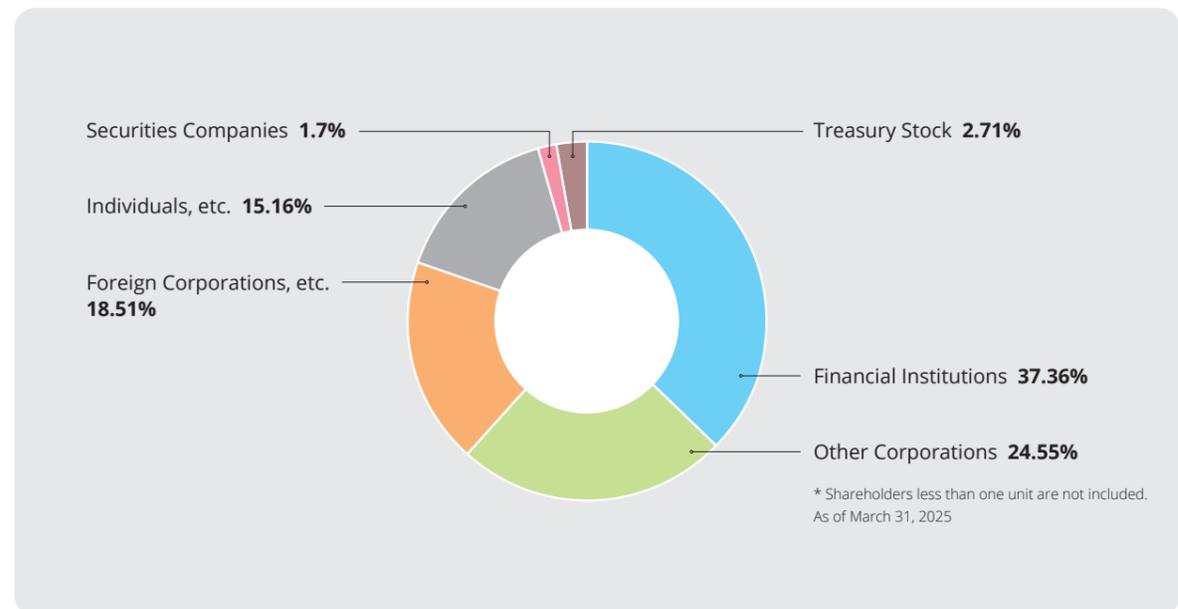
In addition, to deepen understanding of and support for our Group's products, we offer a shareholder benefit program to unit shareholders.

Dividend



Note: The Company conducted a 5-for-1 stock split of shares of common stock on April 1, 2024; the annual dividend per share for the fiscal years ended March 2016 through March 2024 is calculated as if such stock split had been conducted.

Shareholder Composition (By Shareholder Type)



Open General Shareholders' Meetings

To encourage higher attendance, Kikkoman Corporation schedules the annual general shareholders' meeting to avoid clashing with the most common dates for other companies' meetings. Moreover, we deliver the convocation notice and related documents to shareholders three weeks in advance in order to allow careful review of the agenda. We also send an English-language convocation notice to overseas shareholders. In order to make it more convenient for shareholders to exercise their voting rights, we arrange an online voting system for shareholders. We also participate in a voting platform for institutional investors.

Credit Rating

Credit ratings provided by rating agencies serve as a means of better understanding financial soundness of Kikkoman Corporation. Credit ratings are given an important role by Kikkoman Corporation in financial strategy out of recognition that they reflect the manner in which capital markets evaluate the Company's performance and creditworthiness. As of June 2025, Kikkoman Corporation held a rating of AA- from Rating and Investment Information, Inc., and we will continue to strive to maintain and improve our ratings.

Inclusion in ESG Indices

ESG stands for Environmental, Social and Corporate Governance, and ESG indexes are brands determined by how a company's ESG initiatives are evaluated by corporate ratings agencies. Kikkoman Corporation is included in the FTSE4Good Index Series, a tradeable index designed to promote investments in companies that meet environmental, social and governance-related global standards. As of June 2025, the Company was also included in the MSCI Japan ESG Select Leaders Index and FTSE Blossom Japan Index.

Sustainable Sourcing

Conducting Fair Business Practices

In selecting and dealing with business partners, the Kikkoman Group adopts a fair and selfless stance in accordance with the Kikkoman Group Code of Conduct. The Group selects business partners with emphasis on quality, price, and capabilities, not on individuals' personal preferences or favoritism.

As a management system for purchasing activities in line with this policy, the Purchasing Department of Kikkoman Business Service Company conducts purchasing in accordance with the Procurement Guidelines. We conduct criteria-based evaluations when selecting new suppliers and regularly re-evaluate business partners with whom we conduct ongoing transactions, to ensure fairness toward suppliers and opportunities for entry by new suppliers. To help minimize potential risks, we procure ingredients and raw materials from multiple suppliers. We also strictly manage any business or technical information obtained through our purchasing operations and will not disclose it externally without the consent of our business partners.

Appropriate Payment Practices

The Kikkoman Group promotes appropriate payment practices. Inappropriate demands in transactions with smaller companies are a concern around the world. In dealings with small business partners, our Group acts from a basic stance of seeking mutual prosperity. Our Group does not request unreasonable cost reductions from business partners, and when determining transaction prices, responds to requests for consultation from business partners to include appropriate gain for the business partner in discussions. When concluding contracts—including the determination of transaction prices—we also clearly set out and provide the terms in writing or by equivalent means.

Developing Good Partnerships with Suppliers

At Kikkoman, the Purchasing Department, Kikkoman Business Service Company plays a key role in maintaining close communication with suppliers in order to build and maintain fair and good relationships. Whenever we enter into basic contracts with suppliers for new transactions, we explain our compliance policies and share compliance concerns with them. Moreover, we brief subcontractors on Japan's Act against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors each time an agreement is signed.

Consolidation of the Group's Purchasing Functions

The Kikkoman Business Service Purchasing Department combines the purchasing functions of Group manufacturing companies in Japan including Takara Shoyu, Nippon Del Monte, and Kikkoman Soyfoods. As an integrated purchasing department, it works toward fair transactions and positive partnerships with suppliers.

Ensuring Quality of Ingredients

Kikkoman works closely with suppliers to ensure ingredient quality. When procuring food raw materials, we check the production history, assess risks such as residual pesticides, and carry out voluntary testing and analyses as required. When procuring organic crops or non-GMO produce as raw materials, we strive to maintain and improve the quality of procured materials through such measures as obtaining Certified Organically Grown Food Certificates, investigating the country of origin, and conducting joint inspections on IP handling.

Preserving Environment in Procurement

The Kikkoman Group works closely with suppliers through the container and packaging procurement process to develop environmentally friendly containers. In FY2008, we formulated Guidelines for Containers and Packaging to illustrate the Group's commitment to a stance of reducing the environmental impact of containers and packaging while enhancing customer satisfaction. We ensure that our suppliers understand the Guidelines, and we work with them to reduce the environmental impact of their products.

In addition, we ask suppliers of ingredients and raw materials to deliver them in packages that generate less waste and require that their delivery truck drivers shut off engines while unloading at our facilities.

When ordering ingredients and raw materials, we work with suppliers and Sobu Logistics Co., Ltd. to streamline truck deliveries and reduce the environmental impact of our operations, for example, by using trucks returning from product delivery runs to pick up shipments from suppliers.

The Kikkoman Group's Policy for Business Partners

Building a Sustainable Value Chain through Collaboration with Suppliers

The Kikkoman Group aims to fulfill its social responsibilities across the entire supply chain and contribute to achieving a sustainable society. To underpin collaboration with our suppliers toward that end, we have established various policies.

Sharing Our Basic Approach: The Kikkoman Group's Policy for Business Partners

To share our Group's basic approach and principles regarding transactions with suppliers, we established the Kikkoman Group's Policy for Business Partners in FY2014. This policy serves as a foundation for building fair and transparent business relationships and sets out key items we ask our suppliers to comply with from the perspectives of human rights, labor, the environment, and anti-corruption, in line with principles such as the United Nations Global Compact. We regard this as a starting point for conveying our Group's values and engaging in constructive dialogue.

The Key Factors of the Kikkoman Group's Policy for Business Partners

- Quality and Stable Supply**
 - Retain and improve quality and safety of products and services.
 - Create systems for the stable supply of products and services.
- Human Rights**
 - Respect human rights in compliance with international conventions.
 - Do not discriminate on the basis of race, ethnicity, nationality, religion, beliefs, gender, home origin, disability, illness, age, etc.
- Labor Practices**
 - Prohibit all forms of harassment.
 - Comply with minimum age standards.
 - Prohibit compulsory labor and cruel punishments.
 - Provide a safe and hygienic workplace environment.
 - Pay wages at or above the legally prescribed amount.
 - Comply with laws and ordinances on working hours.
 - Respect the various rights applicable to workers.
- Environmental Measures**
 - Undertake initiatives to appropriately process and reduce waste products.
 - Undertake initiatives to constrain the emissions of greenhouse gases.
 - Create systems to promote compliance with environmental laws and regulations in the countries and territories of companies' business activities.
- Business Transactions**
 - Prohibit transactions with organized crime.
 - Prohibit inappropriate exchange of gifts or client entertainment.
 - Prohibit making excessive demands on suppliers.

Sustainable Sourcing

Sustainable Sourcing

Basic Approach

We put the principles set out in the Policy for Business Partners into practice in our procurement activities and advance initiatives that take sustainability into account. While striving to ensure the safety, reliability, and quality of food, our Group promotes sustainable sourcing, over the long term and for the benefit of both society and our Group, from the perspectives of governance, human rights, labor practices, the environment, fair business practices, consumer issues, and community involvement.

The Kikkoman Group Sustainable Sourcing Policy

Based on the above approach, we have established the Kikkoman Group Sustainable Sourcing Policy. In addition to the activities implemented by our Group, in this policy we identify six key items to be addressed in collaboration with our suppliers.

In addition, to promote specific activities based on the Policy, we have established the following guidelines for each priority area. These guidelines help drive concrete activities.

Packaging Guidelines

Forest Resources Guidelines

Soybean Sourcing Guidelines

Kikkoman Group Sustainable Sourcing Policy Items

- | | |
|--|-------------------------------------|
| 1. Supply Chains | 4. Internal training |
| 2. Guideline | 5. Requests to suppliers |
| 3. Supplier selection for goods and services | 6. Addressing issues with suppliers |

Visit the URL on the right for details of each item : <https://www.kikkoman.com/jp/csr/management/jizoku.html>

Supplier Engagement

The Kikkoman Group strives for collaboration with suppliers. As part of these efforts, in FY2025, members from the Corporate Planning Department, Environment Department, and Human Resources Strategy Department of Kikkoman Corporation, together with the Purchasing Department of Kikkoman Business Service Company, jointly visited supplier companies and engaged in dialogue. In these dialogues, we explained the Kikkoman Group's approach, received explanations from suppliers regarding their sustainability initiatives, and exchanged views with them toward future collaboration.

Comment from Rengo Co., Ltd., which Participated in the Engagement

The Rengo Group has supplied packaging materials for Kikkoman's products for many years. Our company has obtained FSC forest certification for all our carton and paper container plants as well as our paper mills that manufacture base paper for cartons, and established a nationwide supply system for certified products. As an initiative to reduce greenhouse gas emissions, we were among the first in our industry to obtain SBT certification at the 1.5°C level from the international Science Based Targets initiative (SBTi). With respect to biodiversity conservation, the biotopes at our Fukushima-Yabuki Plant (Fukushima Prefecture) and Takefu Plant (Fukui Prefecture) have been recognized as Nature Symbiosis Sites—the first such designations in each prefecture. Rengo will continue to carefully assess the diverse issues that change with the times and contribute to the realization of a sustainable society.

Sedex

The Kikkoman Group is a member of Sedex (supplier ethical data exchange). Sedex is one of the world's leading platforms for collecting and sharing information on ethical trade, with the goal of improving working conditions and environmental activities in global supply chains. In FY2025, the Group expanded the use of Sedex within the Group and deployed it at suppliers. (See p. 97)

As a Member of Communities

Our Social Activities

Supporting Food Bank Organizations

Since FY2010, the Kikkoman Group has been active in donating products to food bank organizations in Japan and the United States. Food banks are organizations that receive food provisions from food industry companies and freely donate food to facilities in the welfare sector that require assistance. The focus is on effectively utilizing food that is designated for disposal even though it can still be eaten. In addition to assisting welfare facilities and the like through our efforts through food banks, the Kikkoman Group is also lightening the burden on the environment by reducing food loss.

At Kikkoman Food Products Company and other Group companies, we donate products that cannot be sold for reasons unrelated to quality, such as soiled labels, despite having more than one month remaining before the best-before date, to the certified NPO Second Harvest Japan. Around 1,400 cases of products were supplied during FY2025.

Shokuiku Activities

Kikkoman Corporation is a member of the “Good Gohan” initiative supporting single-parent households with food products run by the Good Neighbors Japan non-profit organization. “Good Gohan” is a program that distributes food products donated by individuals and companies to eligible households, with food products equivalent to 10,000 yen delivered per allocation. Products for 600 households were donated during FY2025. Around 190 volunteers from the Kikkoman Group also took part in writing letters that are included with the donations.

Kikkoman Corporation also donated food products to the Food Box for Children campaign run by Save the Children Japan. The Food Box for Children is an outreach delivering food and other items to children of low-income households during long school breaks when school lunches are unavailable and children are likely to lack sufficient food. Food and supplies were delivered to 10,009 households in FY2025.

Sponsoring English Education in Noda

Kikkoman hopes that children will enhance their communication skills and grow into talented human resources who can thrive globally and has supported English-language education in Noda since FY2008.

Sales Event by Welfare Facilities

At the Noda Head Office and Tokyo Head Office, Kikkoman Corporation conducts in-house sales events together with companies focused on employment of people with disabilities. At the events, employees help to support welfare facilities through purchases of the handmade bread, confections, ice cream, vegetables, and other goods offered for sale.

Cooperation: Swan Co., Ltd., Social Welfare Service Corporation Olive Tree, Pasona Heartful Inc., Asian Education and Friendship Association

Support for Athletes

At Kikkoman Corporation we hire top athletes who have their sights set on competing at the Olympic Games, because we agree with the objectives of the Japanese Olympic Committee's employment support program “Athnavi.” More specifically, the program aims to provide top athletes with a stable living environment through support for employment and sporting activity from the hiring company, while at the same time, giving companies the opportunity to lead social contributions, as well as generate a sense of solidarity within the organization.

Supporting Employees' Volunteer Activities

Kikkoman encourages our employees to engage in volunteer activities. We have introduced programs, such as a matching donation program, a community service program, and a volunteer leave program.

Employee donations

Kikkoman launched an employee donation program in December 2024 through the Philanthropy Bank operated by the Japan Philanthropic Association, a public interest incorporated foundation. For the first initiative, we conducted a fundraising campaign to support recovery from the Noto Peninsula Earthquake that struck in January 2024, and the Company also made matching donations. The funds raised are being used to provide supplies and cover operating costs for shelters, people evacuating at home, and residents of temporary housing, among others.

Passing Down and Promoting Food Cultures

Kikkoman is committed to passing down and promoting food cultures 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

The Kikkoman Institute of International Food Culture, located at the Noda Head Office, engages in activities including research on food culture centered on fermented seasonings and soy sauce and the collection of information. We widely disseminate research findings and collected information and materials through publication of our research journal, holding seminars, exhibitions at the facility, and post them on our website, thereby helping to promote “international exchange of food culture”.

The Kikkoman General Hospital

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

In order to further contribute to the local community through providing better medical services, Kikkoman began the construction of a new hospital in March 2011. Construction was completed in June 2012, and the hospital began operating in

August 2012. In addition to installing new medical devices, the new hospital reopened the maternity department with a better environment for expecting mothers in the local community. The new hospital also has new features such as relaxation spaces and countermeasures against disasters.



As a Member of Communities

Social Contribution Activities Worldwide

North America

Kikkoman Foods Foundation Inc.

Kikkoman Foods, Inc. (KFI), our soy sauce production base in the U.S., established Kikkoman Foods Foundation Inc. as a charitable foundation in 1993. Through this organization, KFI donates to local educational institutions and disaster relief funds.

Initiatives to Protect Water and Agricultural Resources in the United States

In 2013, as part of the 40th anniversary celebration of opening our Walworth, Wisconsin Plant, the foundation made a USD \$1 million contribution to the University of Wisconsin-Milwaukee. This contribution was used in establishing the Kikkoman Healthy Waters Environmental Health Laboratories that engage in research on water environments in the university's life sciences department.

To commemorate the 50 years since the grand opening of KFI in 1973, KFI announced a donation of \$5 million to the University of Wisconsin in support of its sustainable agriculture and freshwater research in June 2023. Specifically, we donated \$3 million to the University of Wisconsin-Madison's College of Agricultural & Life Sciences to support research on the sustainable production of agricultural crops, including soybeans and wheat.

We also donated \$2 million to the University of Wisconsin-Milwaukee's School of Freshwater Sciences to support the construction and operation of a state-of-the-art research vessel for the Great Lakes. These donations will contribute to protecting the valuable natural resources that also initially led KFI to establish sites in the region.



The building housing the Laboratories

Support for International Youth Exchange Between Japan and the United States

Kikkoman has supported an exchange student program by the non-profit international exchange organization Youth for Understanding (YFU) since 1978 through the Kikkoman Scholarship Program. This program supports a six-week summer homestay in Japan for about 20 U.S. high school students, and a one-year study abroad program in the United States for Japanese high school students. Additionally, during the YFU Kikkoman Summer Activities, we invite the U.S. high school students visiting Japan and their host families to our Soy Sauce Museum, providing opportunities to experience soy sauce making and to tour the plant as a venue for learning about Japanese food culture and Kikkoman.



Experiencing making soy sauce during the Summer Activities

Europe

Water Quality Improvement Project in the Netherlands

Since 1997, Kikkoman Foods Europe B.V. (KFE), our soy sauce production site in the Netherlands, has supported a water quality improvement project for Zuidlaardermeer (Lake of Zuidlaren) in Groningen, the Netherlands. A unique aspect of this project is its water purification mechanism that uses the power of nature as an energy source, to purify through natural restorative power. A vast water purification area is located adjacent to the lake, with water from the lake slowly drawn in by the windmill. After the water has been gradually purified by beneficial aquatic organisms and microbes, it is returned to the lake. The windmill, which was introduced with support from KFE, was named "Kikkoman Windmill."



Kikkoman Windmill

Support for Promoting Arts and Culture in the Netherlands

KFE has provided ongoing support for the promotion of arts and culture in the Netherlands for many years.

In 1997, to commemorate the grand opening of the KFE plant, KFE made donations for the interior restoration of the main building of the Rembrandt House Museum and the construction of a new annex, where an exhibition room called the "Kikkoman Gallery" has been established and is used as a venue for special exhibitions.

In 2017, to mark the 20th anniversary of KFE's grand opening, we supported the restoration project for two Van Gogh works that were returned to the Van Gogh Museum 14 years after their theft. At the milestone of the 25th anniversary of the grand opening in 2023, we also sponsored the restoration project of Van Gogh's "Olive Grove."



Rembrandt House Museum

As a Member of Communities

Asia

Water Purification Project in Singapore

In 2010, Kikkoman (S) Pte. Ltd. (KSP), our soy sauce production site in Singapore, supported the construction of Kingfisher Lake (an aquatic wildlife sanctuary), located inside “Gardens by the Bay”, an urban garden in Singapore. Kingfisher Lake has an environmentally friendly water purification system that utilizes the nature within the park, such as aquatic plants. The Singaporean government recognized KSP as a corporation which has contributed to the promotion of beautification and greening in Singapore, and as a token, dedicated a natural heritage “Rain Tree” (80 years old) in the Fort Canning Park to KSP.

In 2021, the Company also supported the development of Kingfisher Wetlands (mangrove and wild bird conservation area), a new area in Gardens

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



Kingfisher Wetlands

Mangrove Tree Planting in Singapore

Singapore has seen a decline in mangrove forests, creating a threat to rare tropical species of plants and animals. In FY2016, KSP donated 500,000 Singapore dollars to a mangrove planting program along the coastline of the Sungei Buloh Wetland Reserve, in support of conservation activities for ecosystems that are home to many living organisms.



Commemorative ceremony for the support of tree-planting activities

Food Culture Exchange in China

The Kikkoman Group exhibited an authentic Japanese restaurant, MURASAKI, in the Japanese industry pavilion at Expo 2010 Shanghai China. Students from Shanghai University participated in operating MURASAKI. Prompted by this event, the “KIKKOMAN MURASAKI” fund was established in October 2010, between the Department of Japanese, School of Foreign Languages at Shanghai University and the Kikkoman Group, and launched support such as scholarships and training in Japan for outstanding scholarship recipients.

In addition, every year we continue our exchange by holding events such as lectures on food culture at Shanghai University and vocational training schools. These activities promote the fostering of skilled and

aspiring human resources who can contribute to the international exchange of food culture and serve as a bridge between Japan and China.



Food Culture Exchange in China

Africa

Project to Improve Nutrition in Africa

From 2013 to 2016, with support from the Japan International Cooperation Agency (JICA), Kikkoman Corporation conducted a three-year business research project in Kenya on improving nutrition based on fermentation. In Kenya, we established koji production using a variety of grains and cooking techniques based on amazake. We also affirmed that the promotion of soy foods is effective in improving nutrition for local children, and that our soybean processing technologies are valid. At the same time, we found that local hygiene conditions and other factors presented challenges for the introduction of salt-free fermentation and cooking techniques in a sustainable way.

Following JICA’s survey in Kenya, we continued to examine local production and supply of high-protein foods based on soybeans processed using our technology. Over the two-year period spanning 2023 to 2025, we concluded an agreement under JICA’s “SME/SDGs Business: Dissemination, Demonstration and Commercialization (SDGs Business Support Type)” for the “Project to disseminate, demonstrate, and commercialize high-protein foods using Puffed Soybeans in Tanzania,” and carried out on-site field surveys. Our proposed product, “Puffed Soybeans” (soybeans processed by puffing. By applying puffing, soybeans can be made into a tasty, easily digestible food ingredient while also shortening cooking time) uses locally grown soybeans as ingredients. We examined how to improve local nutrition under a business model in which sweets and other processed products are sold at retail stores in Tanzania, the products are used in local school lunch programs, and puffed soybean powder is supplied as a foodservice-use ingredient. Furthermore, toward local commercialization, we have investigated nutrition education and the local suitability of processed soy products by conducting shokuiku workshops for Tanzanian parents and children, members of the food industry, school lunch program personnel, and health center stakeholders. As a result, we found that while soybeans are scarcely eaten in everyday diets locally, Puffed Soybeans—particularly kinako (roasted soybean flour)—are highly preferred and well accepted within the local food culture, which centers on flour-based foods.

After FY2026, we will undertake surveys and studies aimed at launching a business in the region to popularize soybean foods.

Supporting Improvements to Children’s Development Environments through Sponsorship of a Youth Soccer League in Kenya

Kikkoman Corporation has been sponsoring the youth soccer league “Kibera A-GOAL League” in Nairobi, Kenya, organized by General Incorporated Association A-GOAL, since 2024.

Kibera, located in Nairobi, is one of Africa’s largest slums, and its high crime rate, poor sanitation, and malnutrition make it a difficult environment for children to grow and thrive. Against this backdrop, the Kibera A-GOAL League creates an environment where children living in Kibera can immerse themselves in soccer, helping prevent them from becoming involved in crime, while also providing meals to participating children to improve nutrition. In addition, the league provides sanitary products and counseling for female players.

In the 2024 season, a total of 1,405 matches were held during the year, and approximately 42,000

meals were provided. In the 2025 season, Kikkoman Corporation became the naming-rights partner, and the league kicked off in March as “KIKKOMAN presents Kibera A-GOAL League 2025.”



Group photo after a match

Partnerships

Value Creation through Partnerships

The Kikkoman Group believes that, to help solve social issues through our business, it is essential not only to advance our own initiatives but also to collaborate with external expert organizations with diverse insights. On social issues centered on our materiality, we work with external organizations, each with their own perspectives and expertise, to gather the latest information and feed it back into our business strategies and sustainability activities, striving to enhance corporate value. Below are the key partnerships in which we participate.

Global Compact Network Japan

Main objectives and activities

Anchored in the UN's Ten Principles on human rights, labor, environment, and anti-corruption, Global Compact Network Japan promotes responsible corporate conduct and aims to achieve a sustainable society.

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

 **Global Compact Network:** <https://www.ungcn.org>

The Consumer Goods Forum

Main objectives and activities

A global network in which consumer goods manufacturers and retailers around the world collaborate to address industry-wide challenges such as sustainability, health, and food safety.

Kikkoman Corporation is a member of the Consumer Goods Forum (CGF), a global network of consumer goods manufacturers and distributors. CGF has been calling for cooperation among companies around the world to solve problems in non-competitive fields. CGF has been conducting a variety of relevant activities, such as establishing the Japan Sustainability Local Group. By participating in CGF activities, we learn global best practices.

 **The Consumer Goods Forum:** <https://www.theconsumergoodsforum.com>

Japan Climate Leaders' Partnership

Main objectives and activities

It is a unique corporate group composed of Japanese companies that aim to achieve a sustainable decarbonized society, and its activities aim to: (1) Achieve a sustainable decarbonized society by having decarbonization as a premise of economic activities, (2) Draw a common vision for a sustainable decarbonized society as the basis for the participating companies in taking their own commitments and initiatives, and (3) Send out proactive messages to speed up social changes and focus the activities in Asia.

Kikkoman Corporation is a supporting member of the Japan Climate Leaders' Partnership (JCLP). In JCLP, we collect information through activities such as participating in its subcommittees.

 **Japan Climate Leaders' Partnership:** <https://japan-clp.jp/>

Japan Climate Change Initiative

Main objectives and activities

A network of companies, municipalities, NGOs, and others actively engaged in climate change action. Japan Climate Initiative aims to build momentum across society to accelerate the transition to a decarbonized society.

One initiative for tackling climate change led us to join the Japan Climate Initiative (JCI) in September 2021, with the aim of mitigating global warming and reducing greenhouse gas emissions.

Kikkoman endorses the initiatives of JCI, and JCI is also an organization supporting the messages that the government is disseminating in relation to climate change issues.

 **Japan Climate Initiative:** <https://japanclimate.org/>

Beyond these initiatives, we will continue engaging with various industry associations related to our businesses, deepening dialogue with stakeholders, and earnestly taking on board the feedback and societal expectations we receive, as we pursue sustainable growth and solutions to social issues.

SDGs Index and GRI Standards Content Index

SDG Index

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

Targets	Corporate Non-financial Section Items		
1	Our Social Activities		
2	Healthy Food Lifestyles Social Contribution Activities Worldwide	Shokuiku (Food Education) Activities	Our Social Activities
3	Healthy Food Lifestyles Our Social Activities	The Kikkoman General Hospital	Social Contribution Activities Worldwide
4	Healthy Food Lifestyles	Shokuiku (Food Education) Activities	Our Social Activities
5	Responsible Marketing Expressions and Advertisements	Implementation of Human Rights Due Diligence	The Workplace for Diverse Human Resources to Thrive
6	Food Environments	Social Contribution Activities Worldwide	
7	Climate Change	Natural Resources	Environmental Management System
8	The Workplace for Diverse Human Resources to Thrive	Implementation of Human Rights Due Diligence	Human Resource Strategies
9	Value Creation through Partnerships		
10	Implementation of Human Rights Due Diligence	The Workplace for Diverse Human Resources to Thrive	Compliance
11	Social Contribution Activities Worldwide		
12	Climate Change Quality Assurance Based on the Concepts of "Safety" and "Peace of Mind" Pursuing Customer Satisfaction Implementation of Human Rights Due Diligence	Food Environments Healthy Food Lifestyles Shokuiku (Food Education) Activities	Natural Resources Responsible Marketing Expressions and Advertisements Quality Assurance Systems for Delivering Safe and High-quality Products to Customers
13	Climate Change	Food Environments	Environmental Management System
14	Food Environments		
15	Disclosures Based on TNFD Recommendations	Food Environments	Environmental Management System
16	Implementation of Human Rights Due Diligence Social Contribution Activities Worldwide	Compliance	Our Social Activities Value Creation through Partnerships
17	Implementation of Human Rights Due Diligence	Sustainable sourcing	Value Creation through Partnerships

■ Global Environment
 ■ Food and Health
 ■ People and Society

GRI Standards Content Index

Note

Items that are included in this report are indicated in the Content Index. Items that are covered in the corporate section are designated with (*) at the end. HTML links are for content or media available on our website.

GRI 1: Foundation 2021	
Statement of use	Kikkoman Corporation is reporting on the information included in this GRI Content Index from April 1, 2024 to March 31, 2025 in accordance with GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
General Disclosures	Page no. or URL
GRI 2: GENERAL DISCLOSURES 2021	
1. The organization and its reporting practices	
2-1 Organizational details	Scope
2-2 Entities included in the organization's sustainability reporting	108th term Securities Report—Company overview Data Section—Business facilities (*)
2-3 Reporting period, frequency and contact point	Reporting Period Contact:
2-4 Restatements of information	—
2-5 External assurance	Preparations are being made for acquiring external assurance.
2. Activities and workers	
2-6 Activities, value chain and other business relationships	Kikkoman Overview—At a Glance (*) Kikkoman Business Resources—The Kikkoman Group's Value Chain (*)
2-7 Employees	People and Society—Together with Our Employees—Human Resource Data
2-8 Workers who are not employees	—
3. Governance	
2-9 Governance structure and composition	Corporate governance report (only in Japanese) Foundations of Value Creation—Strengthening corporate governance (*) Sustainability Strategy—Sustainability Governance Structure
2-10 Nomination and selection of the highest governance body	Corporate governance report (only in Japanese) Foundations of Value Creation—Strengthening corporate governance (*)
2-11 Chair of the highest governance body	Corporate governance report (only in Japanese) Foundations of Value Creation—Strengthening corporate governance (*)
2-12 Role of the highest governance body in the oversight of impact management	Foundations of Value Creation—Strengthening corporate governance (*) Sustainability Strategy—Sustainability Governance Structure Global Environment—Climate Change—Disclosures based on TCFD recommendations
2-13 Delegation of responsibility for managing impacts	Foundations of Value Creation—Strengthening corporate governance (*) Sustainability Strategy—Sustainability Governance Structure Global Environment—Environmental Management Promotion System Global Environment—Climate Change—Disclosures based on TCFD recommendations People and Society—Respect for Human Rights—Governance Framework
2-14 Role of the highest governance body in sustainability reporting	Foundations of Value Creation—Strengthening corporate governance (*) Sustainability Strategy—Sustainability Governance Structure
2-15 Conflicts of interest	Corporate governance report (only in Japanese)
2-16 Communication of critical concerns	Foundations of Value Creation—Risk Management (*)
2-17 Collective knowledge of the highest governance body	114th General Meeting of Shareholders/shareholder meetings notice of convocation
2-18 Evaluation of the performance of the highest governance body	Corporate governance report (only in Japanese)
2-19 Remuneration policies	Sustainability Strategy—Sustainability Governance Structure
2-20 Process to determine remuneration	Sustainability Strategy—Sustainability Governance Structure
2-21 Annual total compensation ratio	—

SDGs Index and GRI Standards Content Index

General Disclosures	Page no. or URL
4. Strategies, Policies, and Practices	
2-22 Statement on sustainable development strategy	Our Vision and Strategy—Message from the CEO (*)
2-23 Policy commitments	The Kikkoman Group Human Rights Policy Kikkoman Group Sustainable Sourcing Policy Global Environment—Environmental Initiatives Foundations of Value Creation—Compliance (*)
2-24 Embedding policy commitments	People and Society—Respect for Human Rights—Human Rights Due Diligence People and Society—Sustainable Sourcing
2-25 Processes to remediate negative impacts	Foundations of Value Creation—Compliance (*) People and Society—Respect for Human Rights—Human Rights Due Diligence
2-26 Mechanisms for seeking advice and raising concerns	Foundations of Value Creation—Compliance (*)
2-27 Compliance with laws and regulations	People and Society—Compliance
2-28 Membership associations	People and Society—Partnerships—Value Creation through Partnerships
5. Stakeholder engagement	
2-29 Approach to stakeholder engagement	Kikkoman Business Resources—Stakeholders (*) People and Society—For Our Shareholders and Investors—Fair, Proper, and Timely Disclosure of Information
2-30 Labor Agreement	People and Society—Together with Our Employees—The Workplace for Diverse Human Resources to Thrive—Maintenance of Sound Labor-Management Relationships
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Sustainability Strategy—Identification of the Process and Evolution of Materiality
3-2 List of material topics	Sustainability Strategy—Sustainability Strategy
3-3 Management of material topics	Sustainability Strategy—Sustainability Governance Structure Global Environment Food and Health People and Society
Economic Items	
GRI 201: Economic performance 2016	
201-1 Direct economic value generated and distributed	Data Section—Financial and Non-financial Data (*)
201-2 Financial implications and other risks and opportunities due to climate change	Global Environment—Climate Change—Disclosures based on TCFD recommendations
201-3 Defined benefit plan obligations and other retirement plans	108th Term Securities Report—Accounting
201-4 Financial assistance received from government	People and Society—As a Member of Communities—Project to Improve Nutrition in Africa
GRI 202: Market presence 2016	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2 Proportion of senior management hired from the local community	People and Society—Together with Our Employees—Localization of Management and Appointing Senior Managers
GRI 203: Indirect economic impacts 2016	
203-1 Infrastructure investments and services supported	People and Society—As a Member of Communities—Kikkoman General Hospital People and Society—As a Member of Communities—Social Activities in the World
203-2 Significant indirect economic impacts	People and Society—As a Member of Communities—Our Social Activities People and Society—As a Member of Communities—Kikkoman General Hospital People and Society—As a Member of Communities—Social Activities in the World
GRI 204: Procurement practices 2016	
204-1 Proportion of spending on local suppliers	People and Society—Together with Our Employees—Localization of Management and Appointing Senior Managers

General Disclosures	Page no. or URL
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	People and Society—Compliance—Anti-Corruption Policy
205-2 Communication and training about anti-corruption policies and procedures	People and Society—Compliance—Anti-Corruption Policy
205-3 Confirmed incidents of corruption and actions taken	People and Society—Compliance—Anti-Corruption Policy
GRI 206: Anti-competitive behavior 2016	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No incidents reported.
GRI 207: Tax 2019	
207-1 Approach to tax	108th Term Securities Report—Accounting People and Society—Compliance—Tax
207-2 Tax governance, control, and risk management	108th Term Securities Report—Accounting
207-3 Stakeholder engagement and management of concerns related to tax	108th Term Securities Report—Accounting
207-4 Country-by-country reporting	108th Term Securities Report—Accounting
Environmental Items	
GRI 301: Materials 2016	
301-1 Materials used by weight or volume	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
301-2 Recycled input materials used	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows Global Environment—Environmental Initiatives—Natural Resources—Eco-Friendly Products
301-3 Reclaimed products and their packaging materials	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows Global Environment—Environmental Initiatives—Natural Resources—Eco-Friendly Products
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
302-2 Energy consumption outside of the organization	—
302-3 Energy intensity	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
302-4 Reduction of energy consumption	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
302-5 Reductions in energy requirements of products and services	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
GRI 303: Water and effluents 2018	
303-1 Interactions with water as a shared resource	Global Environment—Environmental Initiatives—Responding to Water-related Risk
303-2 Management of water discharge-related impacts	Global Environment—Environmental Initiatives—Responding to Water-related Risk
303-3 Water consumption	Global Environment—Environmental Initiatives—Food Environments—Water Consumption and Discharge Management
303-4 Discharge	Global Environment—Environmental Initiatives—Food Environments—Water Consumption and Discharge Management
303-5 Water consumption	Global Environment—Environmental Initiatives—Food Environments—Water Consumption and Discharge Management

SDGs Index and GRI Standards Content Index

General Disclosures	Page no. or URL
GRI 304: Biodiversity 2016	
304-1 Operational facilities owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Global Environment—Environmental Initiatives—Food Environments—Biodiversity
304-2 Significant impacts of activities, products, and services on biodiversity	—
304-3 Habitats protected or restored	Global Environment—Environmental Initiatives—Food Environments—Biodiversity
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	—
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	Global Environment—Environmental Initiatives—Climate Change—Medium- to long-term CO ₂ emissions reduction target
305-2 Energy indirect (Scope 2) GHG emissions	Global Environment—Environmental Initiatives—Climate Change—Medium- to long-term CO ₂ emissions reduction target
305-3 Other indirect (Scope 3) GHG emissions	Global Environment—Environmental Initiatives—Climate Change—Medium- to long-term CO ₂ emissions reduction target
305-4 GHG emissions intensity	Global Environment—Environmental Initiatives—Climate Change—Medium- to long-term CO ₂ emissions reduction target
305-5 Reduction of GHG emissions	Global Environment—Environmental Initiatives—Climate Change—Medium- to long-term CO ₂ emissions reduction target
305-6 Emissions of ozone-depleting substances (ODS)	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
GRI 306: Waste 2020	
306-1 Waste generation and significant waste-related impacts	Global Environment—Environmental Initiatives—Natural Resources—Reducing food loss Global Environment—Environmental Initiatives—Natural Resources—Eco-Friendly Products
306-2 Management of significant waste-related impacts	Global Environment—Environmental Initiatives—Natural Resources—Reducing food loss Global Environment—Environmental Initiatives—Natural Resources—Eco-Friendly Products
306-3 Waste generated	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
306-4 Waste diverted from disposal	—
306-5 Waste directed to disposal	Global Environment—Environmental Initiatives—Natural Resources—Energy, Resource, and Discharge Flows
GRI 308: Supplier environmental assessment 2016	
308-1 New suppliers that were screened using environmental criteria	—
308-2 Negative environmental impacts in the supply chain and actions taken	Global Environment—Environmental Initiatives—Sustainable Sourcing—Development of Supply Chains Not Associated with Deforestation and Conversion of Natural Biodiversity

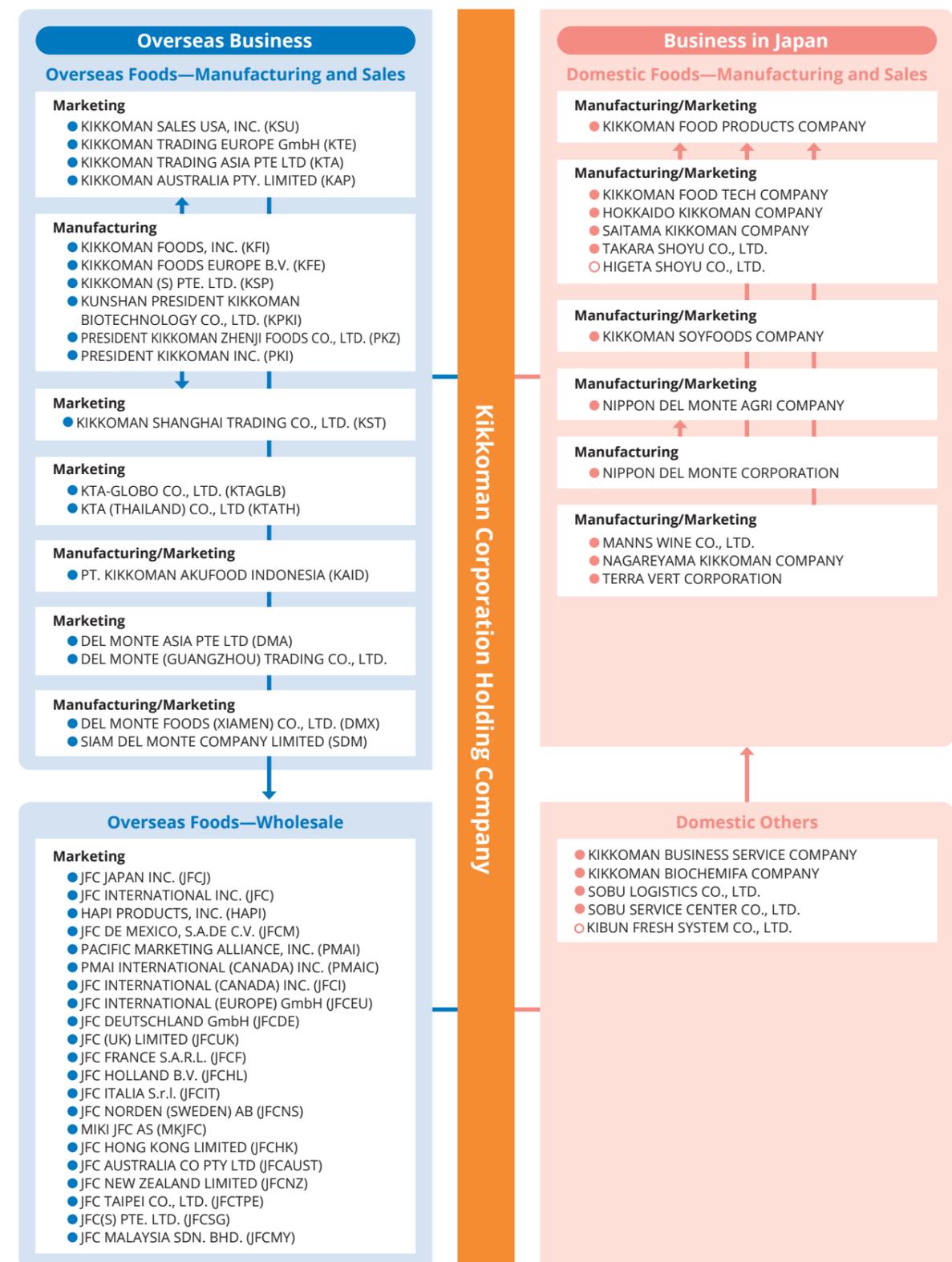
General Disclosures	Page no. or URL
Social Items	
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	People and Society—Together with Our Employees—Human Resource Data
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3 Parental leave	People and Society—With Our Employees—The Workplace for Diverse Human Resources to Thrive—Improving Productivity by Means of Efficient Work Styles
GRI 402: Labor/management relations 2016	
402-1 Minimum notice periods regarding operational changes	—
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	People and Society—With Our Employees—Safe and Healthy Work Environment
403-2 Hazard identification, risk assessment, and incident investigation	People and Society—With Our Employees—Safe and Healthy Work Environment
403-3 Occupational health services	People and Society—With Our Employees—Safe and Healthy Work Environment
403-4 Worker participation, consultation, and communication on occupational safety and health	People and Society—With Our Employees—Safe and Healthy Work Environment
403-5 Worker training on occupational health and safety	People and Society—With Our Employees—Safe and Healthy Work Environment
403-6 Promotion of worker health	People and Society—With Our Employees—Safe and Healthy Work Environment
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People and Society—With Our Employees—Safe and Healthy Work Environment
403-8 Workers covered by an occupational health and safety management system	People and Society—With Our Employees—Safe and Healthy Work Environment
403-9 Work-related injuries	People and Society—With Our Employees—Safe and Healthy Work Environment
403-10 Work-related ill health	People and Society—With Our Employees—Safe and Healthy Work Environment
GRI 404: Training and education 2016	
404-1 Average hours of training per year per employee	People and Society—With Our Employees—Human Resource Fostering
404-2 Programs for upgrading employee skills and transition assistance programs	People and Society—With Our Employees—Human Resource Fostering
404-3 Percentage of employees receiving regular performance and career development reviews	—
GRI 405: Diversity and equal opportunity 2016	
405-1 Diversity of governance bodies and employees	Sustainability Strategy—Sustainability Governance Structure Foundations of Value Creation—Strengthening corporate governance (*)
405-2 Ratio of basic salary and remuneration of women to men	108th term Securities Report—Company overview
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	No incidents reported.
GRI 407: Freedom of association and collective bargaining 2016	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	The Kikkoman Group Human Rights Policy People and Society—Respect for Human Rights—Human Rights Due Diligence People and Society—Together with Our Employees—The Workplace for Diverse Human Resources to Thrive—Maintenance of Sound Labor-Management Relationships
GRI 408: Child labor 2016	
408-1 Operations and suppliers at significant risk for incidents of child labor	The Kikkoman Group Human Rights Policy People and Society—Respect for Human Rights—Human Rights Due Diligence People and Society—Sustainable Sourcing

SDGs Index and GRI Standards Content Index

General Disclosures		Page no. or URL
GRI 409: Forced or compulsory labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	The Kikkoman Group Human Rights Policy People and Society—Respect for Human Rights—Human Rights Due Diligence People and Society—Sustainable Sourcing
GRI 410: Security practices 2016		
410-1	Security personnel trained in Kikkoman Group Human Rights Policy or procedures	—
GRI 411: Rights of indigenous peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	No incidents reported.
GRI 413: Local communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Our Vision and Strategy—Value Creation Story—Kikkoman's Internationalization (*) People and Society—As a Member of Communities
413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI 414: Supplier social assessment 2016		
414-1	New suppliers that were screened using social criteria	—
414-2	Negative social impacts in the supply chain and actions taken	—
GRI 415: Public policy 2016		
415-1	Political contributions	—
GRI 416: Customer health safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Food and Health—For Our Customers
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Important announcements
GRI 417: Marketing and labeling 2016		
417-1	Requirements for product and service information and labeling	Food and Health—For Our Customers—Quality Assurance Based on the Concepts of "Safety" and "Peace of Mind" Food and Health—For Our Customers—Responsible Marketing Expressions and Advertisements
417-2	Incidents of non-compliance concerning product and service information and labeling	Important announcements
417-3	Incidents of non-compliance concerning marketing communications	—
GRI 418: Customer privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	—

Kikkoman Group Operational Chart

As of the end of June 2025



● Consolidated subsidiaries (54 companies)
○ Equity-method affiliates (2 companies)