

Kikkoman Corporation

***Business Performance Presentation
for the Six-Month Period Ended September 30, 2016***

November 1, 2016

- *The information in this presentation is based on Kikkoman's best knowledge at the time it was prepared.*
- *This presentation does not constitute a promise or guarantee that the company will achieve its numerical targets or necessarily implement the strategies outlined.*

➤ *Performance in the Six Months Ended September 30, 2016 and Forecast for the Second Half*

➤ *Progress of the Medium-Term Management Plan*
Shozaburo Nakano
Director, Executive Corporate Officer and CFO

➤ *Enhancing Corporate Value by Embodying the Management Principles*

Noriaki Horikiri
President and CEO

Performance in the Six Months Ended September 30, 2016 and Forecast for the Second Half

Shozaburo Nakano
Director, Executive Corporate Officer and CFO

***(1) Performance in the First Six Months of
FY2017***

(2) Forecast for the Second Half of FY2017

1-1. Performance in the Six Months Consolidated P/L Results (Compared with Previous Year)

1st half actual

(Unit: billion yen)

	Fiscal 2017	Fiscal 2016	Change Increase / Decrease	%	Breakdown of change		
					Translation Difference	Actual Difference	%
Net Sales	196.8	202.8	(6.0)	97.0	(14.6)	8.6	104.3
Japan	89.0	89.0	(0.1)	99.9		(0.1)	99.9
Overseas	109.2	114.9	(5.8)	95.0	(14.6)	8.9	107.7
Operating Income	16.9	16.9		100.0	(1.5)	1.5	108.9
Japan	5.3	4.4	1.0	121.7		1.0	121.7
Overseas	11.9	12.1	(0.2)	98.3	(1.4)	1.1	109.4
Kikkoman (Holding Company)	2.0	2.8	(0.8)	72.1		(0.8)	72.1
Eliminations	(2.3)	(2.3)			(0.1)	0.2	
Ordinary income	16.4	16.0	0.5	103.0	(1.3)	1.8	111.3
Income before income taxes	15.8	15.8		99.7	(1.4)	1.3	108.3
Net income attributable to owners of parent	16.0	10.5	5.5	152.7	(0.9)	6.4	161.3
Exchange Rate (¥/US\$)	106.4	121.5	(15.1)				
(¥/EUR)	119.1	134.6	(15.5)				

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1-2. Performance in the Six Months Net Sales in Japan (Compared with Previous Year)

1st half actual

(Unit: billion yen)

		Fiscal 2017	Fiscal 2016	Change Increase / Decrease	%
Japan	Soy Sauce	24.5	23.7	0.8	103.4
	Food Products	29.5	30.8	(1.2)	96.0
	Beverages	24.2	24.1	0.2	100.7
	Liquor and wine	6.0	6.2	(0.2)	97.0
	Eliminations	(0.1)	(0.1)		
	Foods-Manufacturing and sales	84.2	84.6	(0.4)	99.5
	Others	10.8	10.4	0.3	103.3
	Eliminations	(6.0)	(6.0)		
Total		89.0	89.0	(0.1)	99.9

- **Soy sauce:** Sales of the “*Itsudemo Shinsen*” (always fresh) series were strong.
- **Food products:** Sales declined due to the effect of a revision to the price structure associated with the renewal of “*Hon Tsuyu.*”
- **Beverage products:** Sales rose slightly due to a rise in sales of soy milk, despite a fall in sales of Del Monte beverages.

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1-3. Performance in the Six Months Net Sales Overseas (Compared with Previous Year)

1st half actual

(Unit: billion yen)

		Fiscal 2017	Fiscal 2016	Change Increase / Decrease	%	Breakdown of change		
						Translation Difference	Actual Difference	%
Overseas	North America	82.2	88.2	(6.0)	93.2	(11.3)	5.3	106.0
	Foods-Manufacturing and sales	27.7	29.1	(1.4)	95.1	(3.5)	2.0	107.0
	Foods-Wholesale	58.2	63.1	(4.9)	92.3	(8.3)	3.4	105.5
	Europe	11.0	11.7	(0.7)	94.4	(1.7)	1.1	109.1
	Foods-Manufacturing and sales	4.9	5.3	(0.4)	92.5	(0.6)	0.2	104.6
	Foods-Wholesale	6.9	7.2	(0.2)	96.9	(1.2)	1.0	113.6
	Asia & Oceania	13.7	14.3	(0.7)	95.3	(1.8)	1.2	108.1
	Foods-Manufacturing and sales	6.8	8.0	(1.2)	84.6	(0.9)	(0.3)	95.9
	Foods-Wholesale	7.0	6.4	0.6	109.1	(0.9)	1.5	123.9
	Others	16.7	15.9	0.8	105.2		0.8	105.2
	Eliminations	(14.4)	(15.2)	0.7		0.2	0.5	
Total	109.2	114.9	(5.8)	95.0	(14.6)	8.9	107.7	

Exchange Rate (¥/US\$) 106.4 121.5 (15.1)

(¥/EUR) 119.1 134.6 (15.5)

<Explanations of changes excluding translation differences>

- **Foods-Manufacturing and sales:** Sales increased steadily in North America and Europe. In Asia and Oceania, sales of Del Monte declined.
- **Foods-Wholesale:** Growth continued in each area.

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1-4. Performance in the Six Months Consolidated Operating Income (Compared with Previous Year)

1st half actual

(Unit: billion yen)

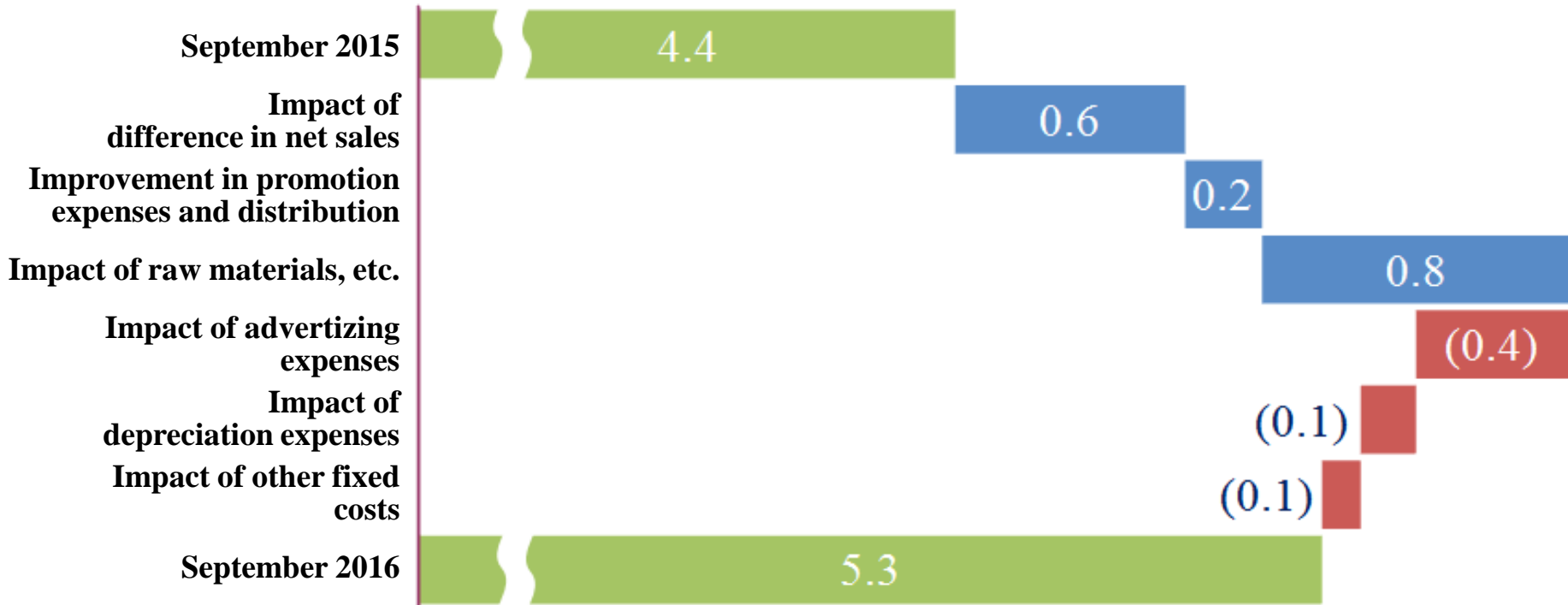
		Fiscal 2017	Fiscal 2016	Change Increase / Decrease	%	Breakdown of change		
						Translation Difference	Actual Difference	%
Japan	Foods-Manufacturing and sales	4.7	3.5	1.1	131.8		1.1	131.8
	Others	0.7	0.9	(0.2)	80.1		(0.2)	80.1
	Total	5.3	4.4	1.0	121.7		1.0	121.7
Overseas	North America	8.4	8.6	(0.2)	97.7	(1.1)	0.9	110.3
	Europe	1.6	1.6	0.1	103.3	(0.2)	0.2	115.6
	Asia & Oceania	1.1	1.3	(0.2)	87.4	(0.1)		98.6
	Others	0.8	0.8		98.8			98.8
	Total	11.9	12.1	(0.2)	98.3	(1.4)	1.1	109.4
Kikkoman(Holding Company)		2.0	2.8	(0.8)	72.1		(0.8)	72.1
Eliminations		(2.3)	(2.3)			(0.1)	0.2	
Consolidated Total		16.9	16.9		100.0	(1.5)	1.5	108.9
Exchange Rate (¥/US\$)		106.4	121.5	(15.1)				
(¥/EUR)		119.1	134.6	(15.5)				

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1-5. Major Factors for Changes in Operating Income in Japan

Japan +¥1.0 billion

(Unit: billion yen)



1-6. Major Factors for Changes in Operating Income Overseas

Overseas -¥0.2 billion

(Unit: billion yen)



1-7. Performance in the Six Months Consolidated P/L Results (Compared with Forecasts)

1st half actual

(Unit: billion yen)

	Fiscal 2017	Forecast	Change Increase / Decrease	%	Breakdown of change		
					Translation Difference	Actual Difference	%
Net Sales	196.8	198.5	(1.7)	99.1	(3.6)	1.9	101.0
Japan	89.0	90.2	(1.2)	98.6		(1.2)	98.6
Overseas	109.2	109.7	(0.5)	99.5	(3.6)	3.1	102.8
Operating Income	16.9	16.2	0.7	104.6	(0.3)	1.0	106.3
Japan	5.3	4.6	0.7	116.3		0.7	116.3
Overseas	11.9	11.9		100.0	(0.2)	0.2	102.0
Kikkoman (Holding Company)	2.0	2.3	(0.3)	86.4		(0.3)	86.4
Eliminations	(2.3)	(2.6)	0.3			0.3	
Ordinary income	16.4	14.6	1.8	112.6	(0.2)	2.1	114.2
Income before income taxes	15.8	14.6	1.2	107.9	(0.2)	1.4	109.5
Net income attributable to owners of parent	16.0	14.5	1.5	110.4	(0.2)	1.7	111.5
Exchange Rate (¥/US\$)	106.4	110.0	(3.6)				
(¥/EUR)	119.1	125.0	(5.9)				

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1-8. Consolidated Cash Flows

Net CF (a + b + c + d) = (1.4)

(Unit: billion yen)

a. Cash flows from operating activities	+9.9
Income before income taxes	+15.8
Depreciation and amortization	+6.0
Notes and accounts receivable-trade	(1.7)
Inventories	(1.0)
Notes and accounts payable-trade	+1.1
Income taxes	(9.8)
Other	(0.4)

b. Cash flows from investing activities	+17.9
2' Purchase of property, plant, equipment and intangible assets	(5.5)
2' Proceeds from sales of property, plant and equipment	+0.0
Purchase of investment securities	(0.3)
Increase (decrease) in loans receivable	(0.1)
Proceeds from sales of investment securities	+23.3
Other	+0.5

a.+2' Free Cash Flows	+4.4
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b.-2' Cash Flows from Investing Activities (Excluding Purchase of Property, Plant and Equipment)	+23.4
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c. Cash flows from financing activities	(27.1)
Increase (decrease) in short-term loans payable	(0.3)
Redemption of bonds	(20.4)
Cash dividends paid	(6.3)
Purchase of treasury stock	(0.1)
Other	(0.1)

d. Effect of exchange rate	(2.1)

➤ Exchange rates

2nd half: ¥100.0/US\$, ¥112.0/EUR

Full year: ¥103.5/US\$, ¥115.8/EUR

➤ Impact of raw materials, etc.

Consolidated total

2nd half: ¥0.5 billion increase in profit

(Japan +¥0.7 billion, Overseas -¥0.2billion)

Full year: ¥1.3 billion increase in profit

(Japan +¥1.5 billion, Overseas -¥0.2billion)

(Underlying assumptions)

Soybeans (market price)	approx. \$9-\$11/bushel
Wheat (market price)	approx. \$5-\$7/bushel
Crude oil (market price)	approx. \$40-\$60/barrel

2-2. Forecast for the Second Half of FY2017 Consolidated P/L Results (Compared with Previous Year)

2nd half forecast

(Unit: billion yen)

	Forecast	Fiscal 2016	Change Increase / Decrease	%	Breakdown of change		
					Translation Difference	Actual Difference	%
Net Sales	196.2	205.6	(9.4)	95.4	(18.1)	8.7	104.2
Japan	89.0	87.5	1.5	101.8		1.5	101.8
Overseas	108.3	119.3	(11.0)	90.8	(18.1)	7.1	106.0
Operating Income	14.6	15.7	(1.1)	93.0	(1.9)	0.8	105.0
Japan	4.2	3.7	0.5	113.9		0.5	113.9
Overseas	10.8	11.9	(1.1)	91.1	(1.7)	0.7	105.6
Kikkoman (Holding Company)	0.6	1.7	(1.0)	37.0		(1.0)	37.0
Eliminations	(1.1)	(1.5)	0.5		(0.2)	0.6	
Ordinary income	13.6	15.1	(1.5)	90.0	(1.7)	0.2	101.2
Income before income taxes	13.2	14.5	(1.2)	91.6	(1.7)	0.5	103.3
Net income attributable to owners of parent	8.0	9.5	(1.5)	84.2	(1.2)	(0.3)	96.5
Exchange Rate (¥/US\$)	100.0	118.6	(18.6)				
(¥/EUR)	112.0	129.7	(17.8)				

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2-3. Forecast for the Second Half of FY2017 Net Sales in Japan (Compared with Previous Year)

2nd half forecast

(Unit: billion yen)

		Forecast	Fiscal 2016	Change Increase / Decrease	%
Japan	Soy Sauce	26.6	25.7	0.9	103.6
	Food Products	29.1	29.6	(0.5)	98.4
	Beverages	21.9	20.7	1.2	105.7
	Liquor and wine	7.4	7.2	0.2	102.1
	Eliminations	(0.1)	(0.1)		
	Foods-Manufacturing and sales	84.8	83.1	1.7	102.1
	Others	10.1	10.2	(0.1)	99.1
	Eliminations	(5.9)	(5.8)	(0.1)	
Total	89.0	87.5	1.5	101.8	

2-4. Forecast for the Second Half of FY2017 Net Sales Overseas (Compared with Previous Year)

2nd half forecast

(Unit: billion yen)

		Forecast	Fiscal 2016	Change Increase / Decrease	%	Breakdown of change		
						Translation Difference	Actual Difference	%
Overseas	North America	79.5	88.7	(9.3)	89.6	(14.5)	5.2	105.9
	Foods-Manufacturing and sales	24.9	28.7	(3.8)	86.8	(4.6)	0.8	102.8
	Foods-Wholesale	58.0	63.7	(5.7)	91.0	(10.5)	4.8	107.5
	Europe	10.8	12.0	(1.2)	90.1	(2.0)	0.8	106.8
	Foods-Manufacturing and sales	4.9	5.2	(0.3)	93.6	(0.7)	0.4	107.7
	Foods-Wholesale	6.7	7.5	(0.9)	88.6	(1.4)	0.5	107.0
	Asia & Oceania	14.9	14.8	0.1	100.7	(1.9)	2.0	113.3
	Foods-Manufacturing and sales	7.9	8.2	(0.2)	97.3	(1.2)	0.9	111.3
	Foods-Wholesale	7.2	6.8	0.4	106.1	(0.7)	1.1	116.9
	Others	17.7	18.6	(0.9)	95.4		(0.9)	95.4
Eliminations	(14.6)	(14.8)	0.2		0.2			
Total	108.3	119.3	(11.0)	90.8	(18.1)	7.1	106.0	

Exchange Rate (¥/US\$) 100.0 118.6 (18.6)

(¥/EUR) 112.0 129.7 (17.8)

2-5. Forecast for the Second Half of FY2017 Consolidated Operating Income (Compared with Previous Year)

2nd half forecast

(Unit: billion yen)

		Forecast	Fiscal 2016	Change Increase / Decrease	%	Breakdown of change		
						Translation Difference	Actual Difference	%
Japan	Foods-Manufacturing and sales	3.7	3.0	0.7	123.0		0.7	123.0
	Others	0.5	0.7	(0.1)	78.1		(0.1)	78.1
	Total	4.2	3.7	0.5	113.9		0.5	113.9
Overseas	North America	7.2	8.1	(0.8)	89.6	(1.3)	0.5	106.2
	Europe	1.6	1.7	(0.1)	94.0	(0.2)	0.1	108.3
	Asia & Oceania	1.2	1.2		99.1	(0.1)	0.1	111.1
	Others	0.7	0.7		100.1			100.1
	Total	10.8	11.9	(1.1)	91.1	(1.7)	0.7	105.6
Kikkoman(Holding Company)		0.6	1.7	(1.0)	37.0		(1.0)	37.0
Eliminations		(1.1)	(1.5)	0.5		(0.2)	0.6	
Consolidated Total		14.6	15.7	(1.1)	93.0	(1.9)	0.8	105.0
Exchange Rate (¥/US\$)		100.0	118.6	(18.6)				
(¥/EUR)		112.0	129.7	(17.8)				

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2-6. Forecast for Fiscal 2017

Consolidated P/L Results (Compared with Forecast Announced on June 1(*))

(Unit: billion yen)

Full-year forecasts

	Forecast	Announced on June 1	Change Increase / Decrease	%	Breakdown of change		
					Translation Difference	Actual Difference	%
Net Sales	393.0	403.5	(10.5)	97.4	(13.4)	2.9	100.7
Japan	178.0	179.0	(1.0)	99.4		(1.0)	99.4
Overseas	217.5	227.5	(10.0)	95.6	(13.4)	3.4	101.5
Operating Income	31.5	31.5		100.0	(1.3)	1.3	104.2
Japan	9.6	8.6	1.0	111.0		1.0	111.0
Overseas	22.7	23.7	(1.0)	96.0	(1.2)	0.2	101.0
Kikkoman (Holding Company)	2.6	3.5	(0.9)	75.4		(0.9)	75.4
Eliminations	(3.4)	(4.2)	0.9		(0.1)	1.0	
Ordinary income	30.0	29.0	1.0	103.4	(1.2)	2.2	107.5
Income before income taxes	29.0	29.0		100.0	(1.2)	1.2	104.1
Net income attributable to owners of parent	24.0	24.0		100.0	(0.8)	0.8	103.3

Exchange Rate (¥/US\$) 103.5 110.0 (6.5)

(¥/EUR) 115.8 125.0 (9.2)

(* Announced on April 27 and revised on June 1

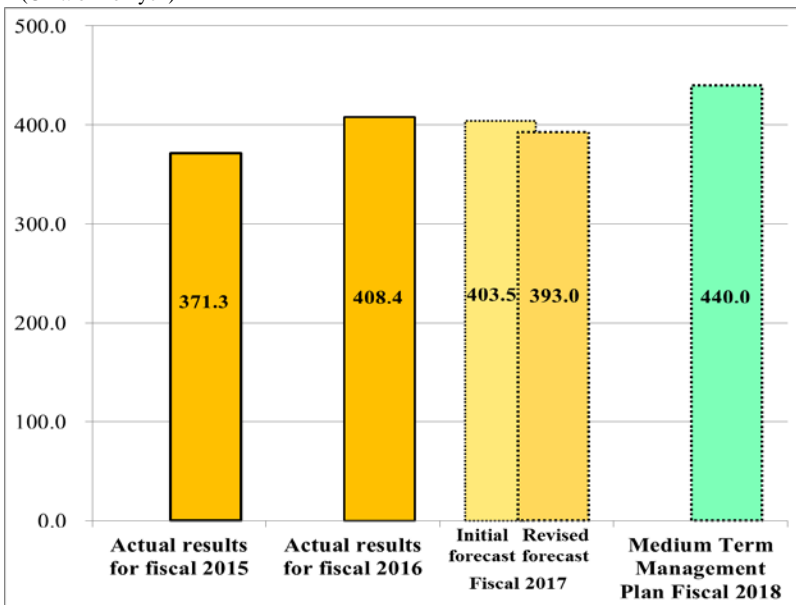


Progress of the Medium-Term Management Plan

Medium-Term Management Plan: Consolidated Targets and Progress

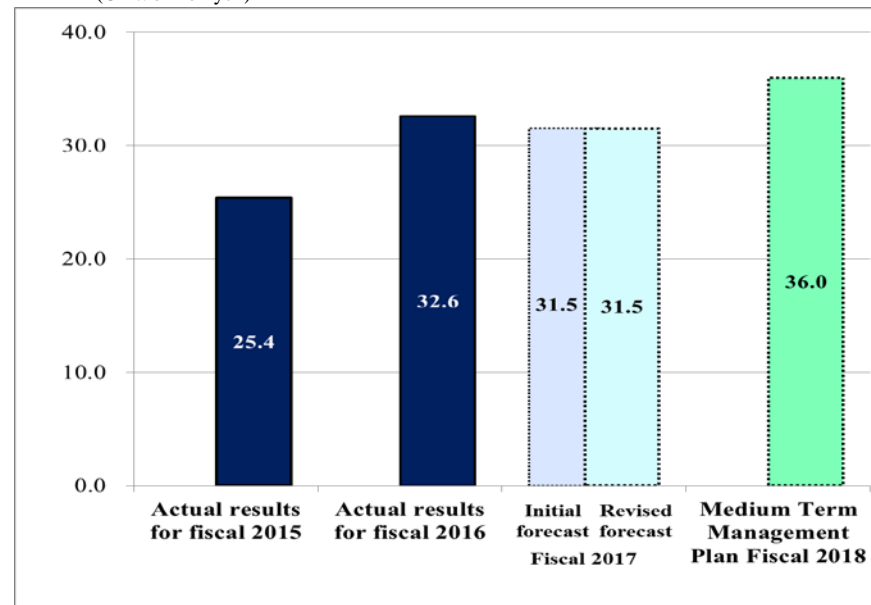
Net Sales

(Unit: billion yen)



Operating Income

(Unit: billion yen)



		Actual results for fiscal 2015	Actual results for fiscal 2016	Initial forecast for fiscal 2017	Revised forecast for fiscal 2017	Target for fiscal 2018
Net Sales		¥371.3 billion	¥408.4 billion	¥403.5 billion	¥393.0 billion	¥440.0 billion
Operating Income		¥25.4 billion	¥32.6 billion	¥31.5 billion	¥31.5 billion	¥36.0 billion
Operating income ratio		6.8%	8.0%	7.8%	8.0%	8.2%
ROE		6.9%	8.7%	(-)	(-)	9% or more
Foreign Exchange Rates	Dollar	¥110.0	¥120.2	¥110.0	¥103.5	¥115.0
	Euro	¥138.7	¥132.4	¥125.0	¥115.8	¥125.0

Medium-Term Management Plan: Consolidated Targets by Segment

(Unit: billion yen)

		Actual results for fiscal 2015	Actual results for fiscal 2016	Initial forecast for fiscal 2017	Revised forecast for fiscal 2017	Target for fiscal 2018	
Japan	Net Sales	169.7	176.6	179.0	178.0	183.8	
	Operating Income	3.8	8.1	8.6	9.6	9.1	
	Operating income ratio (%)	2.2	4.6	4.8	5.4	5.0	
Overseas	North America	Net Sales	153.5	176.9	171.7	161.7	192.2
		Operating Income	13.8	16.6	16.2	15.6	17.4
		Operating income ratio (%)	9.0	9.4	9.4	9.6	9.1
	Europe	Net Sales	21.9	23.6	23.8	21.8	25.5
		Operating Income	3.2	3.3	3.5	3.3	4.2
		Operating income ratio (%)	14.7	14.0	14.5	14.9	16.4
	Asia & Oceania	Net Sales	25.3	29.2	29.0	28.6	39.2
		Operating Income	2.1	2.5	2.5	2.3	3.2
		Operating income ratio (%)	8.4	8.5	8.6	8.0	8.2
	Total	Net Sales	203.9	234.3	227.5	217.5	258.4
		Operating Income	20.5	24.0	23.7	22.7	26.4
		Operating income ratio (%)	10.1	10.2	10.4	10.4	10.2
Kikkoman (Holding Company) Elimination	Net Sales	(2.2)	(2.5)	(3.0)	(2.5)	(2.2)	
	Operating Income	1.0	0.5	(0.8)	(0.8)	0.5	
Consolidated Total	Net Sales	371.3	408.4	403.5	393.0	440.0	
	Operating Income	25.4	32.6	31.5	31.5	36.0	
	Operating income ratio (%)	6.8	8.0	7.8	8.0	8.2	
Exchange Rate (¥/US\$)		110.0	120.2	110.0	103.5	115.0	
(¥/EUR)		138.7	132.4	125.0	115.8	125.0	

Improving profitability

1. Maintaining growth overseas

- **All businesses and regions make steady progress. We will continue to aim for growth.**

2. Improving productivity in Japan

- **Both the strengthening of growth categories and structural improvement show good progress.
We will continue to seek to achieve the targets.**

Financial Strategy

**Cash flows from operating activities
Fiscal 2016 to fiscal 2018
Approx. 90 billion yen**

Returns to Shareholders

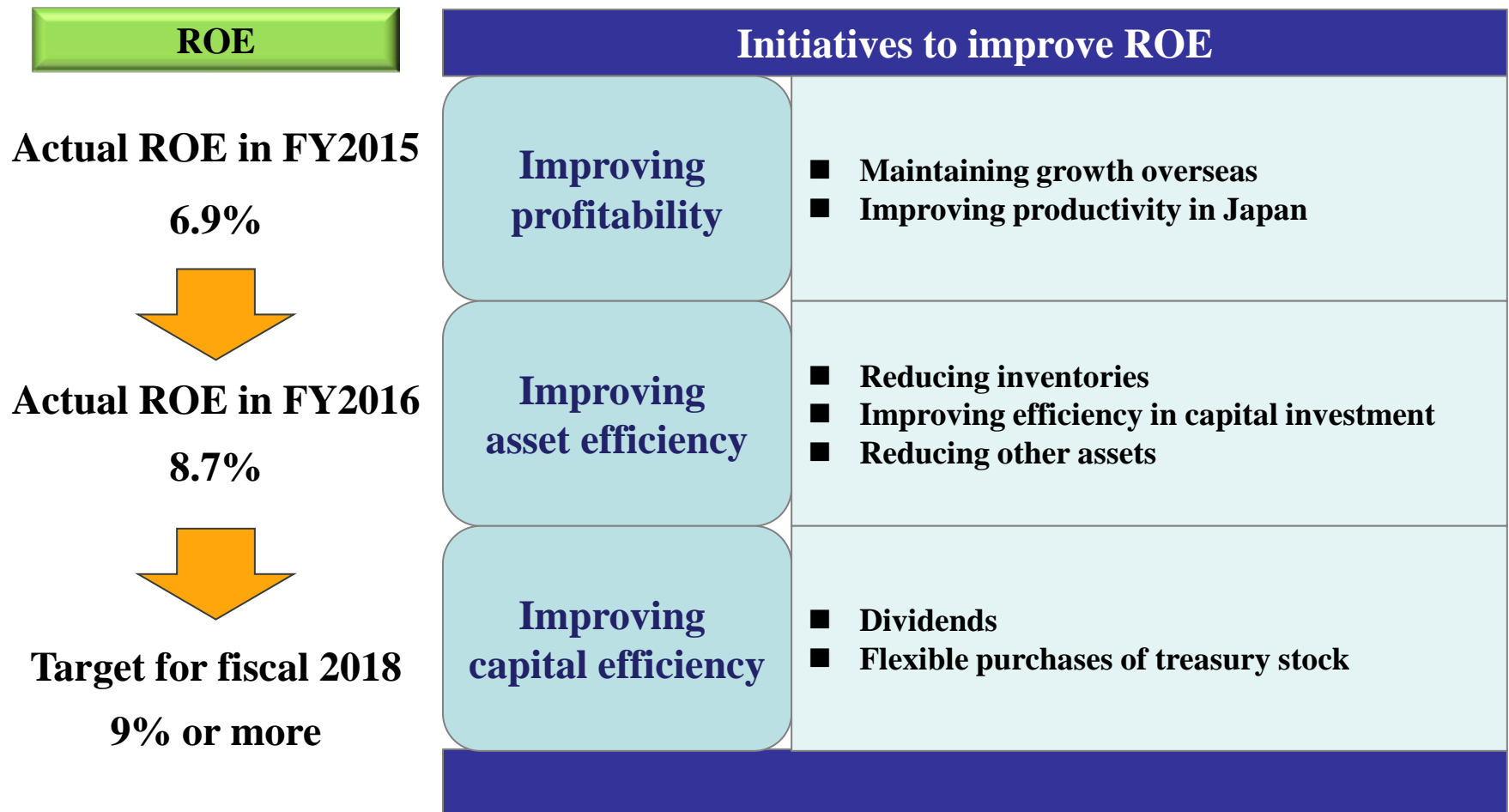
- Consolidated payout ratio *target 30% or more*
Fiscal 2016 31.2%
Fiscal 2017 Interim dividend paid
- Flexible share buybacks
Fiscal 2016 Actual Result
¥10 billion

Capital Investment

- Investment in growth fields
Approx. ¥40 billion for fiscal 2016 – 2018
(the same level as depreciation and amortization)
Fiscal 2016 Actual Result
¥14.8 billion

Investment in New Business

- Actively promoting investment to strengthen the business portfolio



The target above is based on the assumption that the exchange rates in fiscal 2018 will be 115 yen against the dollar and 125 yen against the euro and that the stock market will be at the level at the end of March 2015.

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seasoning your life

Enhancing Corporate Value by Embodying the Management Principles

Noriaki Horikiri
President and CEO

The Kikkoman Group Management Principles

1. To pursue the fundamental principle “consumer-oriented”
2. To promote the international exchange of food culture
3. To become a company whose existence is meaningful to the global society

**Responsible
Operations**

**Products /
Services**

**Actions for
global society**

RESPONSIBLE OPERATIONS

**Responsible
Operations**

The strengthening of the corporate governance system is one of our most important management issues.

2001

Introduced corporate officer system

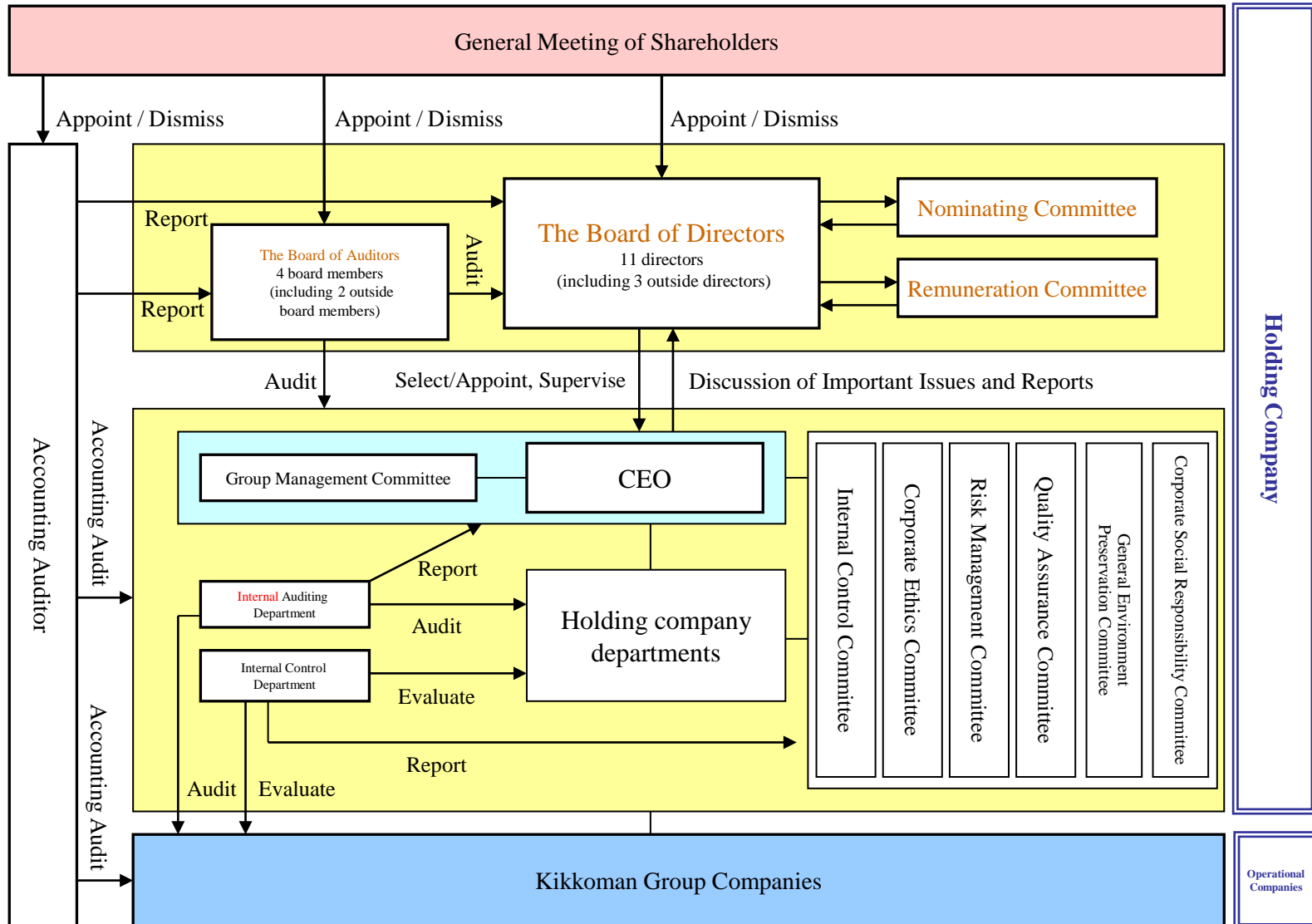
2002

**Appointed outside directors
Established Nominating Committee /
Remuneration Committee**

**Greater management transparency
Clearly defined management responsibilities
Speedy decision-making
Stronger management oversight**

Kikkoman Corporation introduced the corporate governance system relatively early. We will continue to strengthen the system

The Corporate Governance System



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.

CO₂ emission per unit of production
(domestic manufacturing divisions)

0.187 t - CO₂/t
FY2006

Down 17.6%
from FY2006

0.154 t - CO₂/t
FY2016

Water consumption per unit of production
(major manufacturing divisions in Japan and overseas)

10.36 m³/t
FY2012

Down 20.7%
from FY2012

8.22 m³/t
FY2016

PRODUCTS / SERVICES

**Products /
Services**

Itsudemo Shinsen (Always Fresh) series



Products that have created new value reveal customers' potential needs and create markets.

Aiming for healthy and rich diets and improvements in profitability

Maintaining freshness



Ease of use



Health consciousness



Convenience



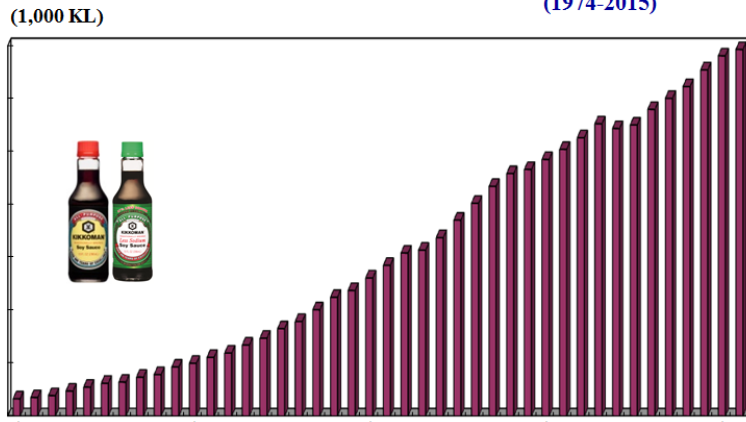
Proposing products and uses that integrates with local food cultures



A demonstration in a store in the U.S.
(around 1960)

A demonstration in a store in Germany (2016)

Overseas - Changes in Kikkoman's Soy Sauce Sales Volume (1974-2015)



Note) Includes sales volume of non-consolidated companies.

Source: Kikkoman Data

Kikkoman General Hospital



Recipe books published under the supervision of Kikkoman General Hospital

Kikkoman General Hospital is involved in community healthcare and engages in activities that reflect its status as the only hospital in Japan that is owned by a food manufacturer.



Sales promotion tool created under the supervision of registered dietitians at Kikkoman General Hospital



ACTIONS FOR GLOBAL SOCIETY

**Actions for
global society**

Food cultural exchanges in China prompted by the Shanghai Expo



Opened Japanese restaurant “紫 MURASAKI” and ran a booth themed “seasoning your life” (2010)



Lecture in China sponsored by the Kikkoman “Murasaki” fund

Japanese cooking classes in Shanghai and Guangzhou



Food cultural exchanges and the passing down of Japanese food culture prompted by Expo Milano
“Washoku is wonderful!: the appeal of Japanese cuisine”



Held events to introduce the appeal of Japanese food at a PR venue for the Japan Pavilion at Expo Milano with nine renowned Japanese cuisine cooks (2015).



Panel discussion



Cooking salon

Promoting Shokuiku (Food Education)



The Kikkoman Soy Sauce Seminar
Employees give lectures to elementary school children. The subjects are “How to make soy sauce and the power of soy sauce” and “How to enjoy meals.”



Parents and children’s food experience
Parents and children experience harvesting and make soy sauce.



Kikkoman’s Shokuiku Framework



The philosophy referred to as
“Kikkoman’s Three Wishes”

**Eating well nourishes the mind. We wish to nourish the mind with good food.
Good food makes good health. We wish good health to all, through good eating.
A smile shared over a meal endures forever. We wish to share and exchange the joy of food worldwide.**

**Shokuiku Promotion Policies
Shokuiku (Food Education)**

- 1. For families and children it means:**
well-balanced, nutritious homemade food; healthy growth, based on regular family meals where food itself is part of the family conversation; sharing good dietary rules via product labels, advertising and other means; and encouraging Kikkoman group employees and families to have food-centered lives making the best use of their family meals for better communication.
- 2. In Japanese dietary culture it means:**
studying and developing our traditional food culture based on our experience of international food culture exchange; reasserting the positive aspects of the rice-centered diet in preventing lifestyle-related diseases and adapting to lifestyle changes; and enriching people’s lives through communal meals.

Shokuiku Activities

Kikkoman’s Shokuiku Commitment Expression of Corporate Attitude

Co-existing with
global society

Kikkoman's unique activities mainly in the
areas of "food and health"

Tokyo 2020 Official Partner

あたらしいWA!をつくろう。

キッコーマンは、東京2020オリンピック・
パラリンピックを応援します。



Kikkoman is a Tokyo 2020 Official Partner in the category "Sauces (including soy sauce), vinegar, mirin and cooking sake" for Japan.

**we support healthy minds and bodies
by suggesting rich and varied food-
lifestyles flavoured with soy sauce.**

Official Sponsor of Japan Karatedo Federation



"Heart of Japan" becomes the connector.

Kikkoman × Karate

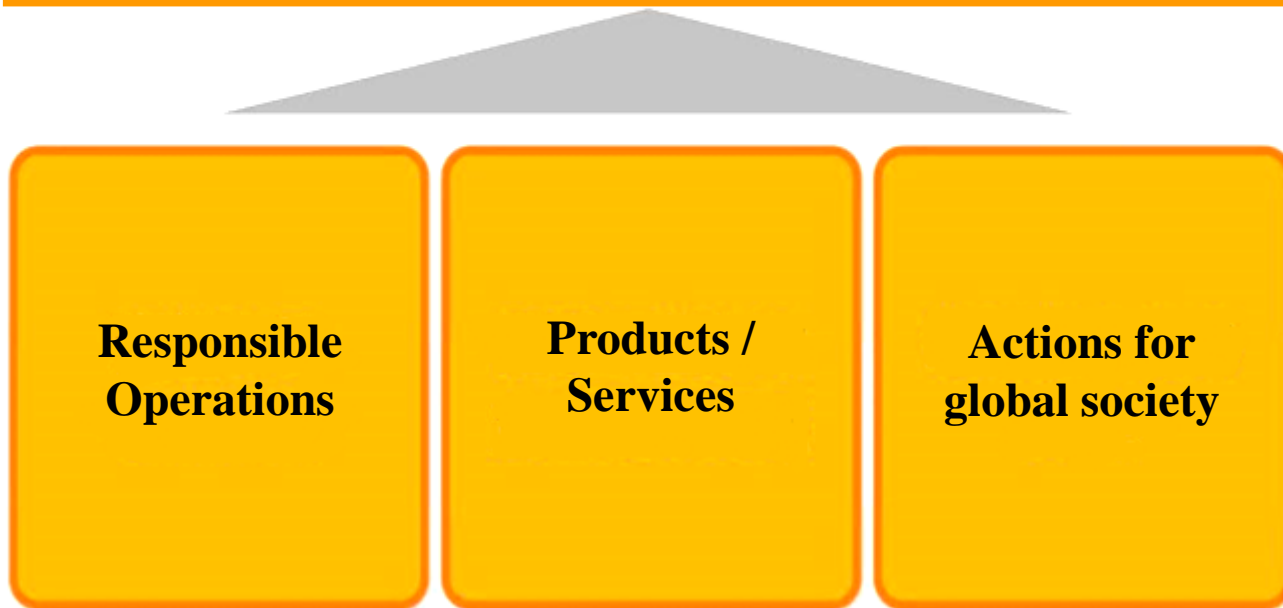
Support for athletes' job finding



IN CONCLUSION

The Kikkoman Group Management Principles

1. To pursue the fundamental principle “consumer-oriented”
2. To promote the international exchange of food culture
3. To become a company whose existence is meaningful to the global society



Enhancing corporate value by taking steps to realize the Management Principles

kikkoman 
seasoning your life