

Message from the CEO



Management Philosophy

The management philosophy of the Kikkoman Group is based on the following three pillars:

1. To pursue the fundamental principle "consumer-oriented"
2. To provide high-quality products and services and to promote the international exchange of food culture
3. To become a company whose existence is meaningful to the global society

Kikkoman's "Corporate Social Responsibility"

We at Kikkoman have strived for the greater adoption of soy sauce in food cultures around the world, and thanks to our efforts soy sauce is now being used in over 100 countries. Japanese cuisine has experienced a boom worldwide, with more and more customers in more and more countries enjoying soy sauce and other Kikkoman Group products and services. Our business activities continue to grow increasingly global, but at the same time this also means that our relationship with the global community grows deeper and our social responsibility greater.

Kikkoman's approach to "Corporate Social Responsibility" is based on sound daily operations. Being in the food business, producing high quality products safely, sanitarily, and efficiently, in accordance with all regulations, is our most fundamental function. We believe that actively doing what we can to better society while carrying out our fundamental business activities is our responsibility as a public institution. By carrying out these activities worldwide, we hope to gain the trust of local communities and to become, as our group management principles state, "a company significant to the global society".

In 2001 we were the first Japanese company to sign the United Nations Global Compact. We agreed with its objective of resolving global issues through responsible corporate action.

Looking Back on 2008

The number of consumers who feel insecure about food safety has risen in recent years. In order to enable our customers to confidently enjoy our products we have taken a variety of measures to secure their safety, centered on the "Quality Assurance Committee" system. In 2008, in response to customer needs for detailed information regarding our products, we began providing information concerning the place of origin of ingredients in our domestically-produced products on our Web site. We will continue our "customer first" approach, working to provide products which customers can consume with peace-of-mind.

In June 2008, America’s Kikkoman Foods, Inc. (KFI) plant in Wisconsin celebrated its 35th anniversary, and in November the plant in California celebrated its 10th anniversary. The history of these plants is also a history of coexistence with local communities. By advancing the localization of operations and positively acting as a good corporate citizen, we have established a mutually beneficial relationship with local communities. We were very pleased by the number of local residents who attended the anniversary celebrations of our plants, and by their warm applause. Also, as this report details, our plant in California has received very positive evaluations for its environmental approach, and was presented with an environmental award from Sacramento County. We will continue to make positive contributions as a member of the local community.

In June 2008 the Kikkoman Group added a new major corporate brand. The bedrock of this is our approach to business, and the “Kikkoman Promise”, which embodies the value we provide to consumers through our activities.

All employees of the Kikkoman Group serve important roles in the realization of the “Kikkoman Promise” through their daily activities. The special feature of this report includes voices from the workplace, providing a glimpse into how we turn the “Kikkoman Promise” into reality.

Towards the Future of the Kikkoman Group

The Kikkoman Group moved to a holding company structure from October 2009. This was done to strengthen our management system and realize the vision for the group laid out in 2008. This future vision includes; “making Kikkoman soy sauce a global standard condiment”, “being a company which supports healthy living through a healthy diet”, and “being a company significant to the global society”.

All of this means a continued deepening of the Kikkoman Group’s relationship with the global community. Each of us realizes the gravity of this responsibility, and we wish to carry out our corporate responsibility as a public institution.

June 2009



Yuzaburo Mogi

Chairman and CEO

The Ten Principles of the Global Compact



What is the United Nations Global Compact?

The Global Compact is an initiative proposed by then UN Secretary-General Kofi Annan at the World Economic Forum held in 1999 and was officially launched at UN Headquarters in 2000. The Global Compact asks participating companies to embrace, support and enact ten universally accepted principles in the areas of human rights, labor standards, the environment, and anti-corruption.

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.
Labour Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.