kikkoman
seasoning your life

Annual Report 2012

Year Ended March 31, 2012

Profile

KIKKOMAN CORPORATION takes pride in enriching the lives of consumers throughout the world with the distinctive qualities of its food seasonings. The No. 1 producer of soy sauce in the world, Kikkoman has grown from humble beginnings in the 17th century to become a company that provides a comprehensive range of foodstuffs, fine wines, superb dining, and effective biotechnology. We are constantly searching for new recipes to enhance the flavors of Western and Oriental cuisines, drawing on more than 350 years of natural brewing experience. Superseding these activities is a higher goal of contributing to the health and happiness of the communities in the almost 100 countries in which we operate.

Contents

Forward-Looking Statements:
Statements made in this annual report with respect to the Kikkoman Group's present plans, outlook, strategies and projections regarding future business results inherently involve risks and uncertainties. Potential risks and uncertainties include, without limitation, general economic conditions, conditions in the Group's business domains and exchange rates. Please be aware that actual results could differ significantly from forecasts because of these risks and uncertainties.

On the Front Cover

(Description of photographs on the cover)

A word about the photographs used in this Annual Report
As part of an effort to share the meaning of its corporate slogan of "seasoning your life" with customers everywhere, Kikkoman launched a photography contest on its website in fiscal 2008, the year ended March 31, 2009, based on the theme of "delicious things you use to season your life."
During fiscal 2011, the year ended March 31, 2012, customers responded by submitting many wonderful photographs, all of which can be viewed on Kikkoman's website.
Some of the prize-winning submissions to this photography contest are featured on the cover of this Annual Report.

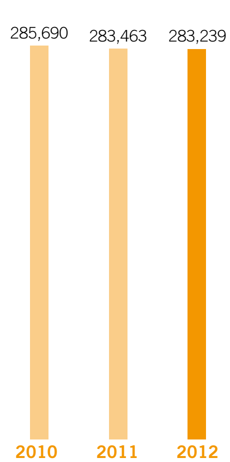
Financial Highlights

Kikkoman Corporation and Consolidated Subsidiaries

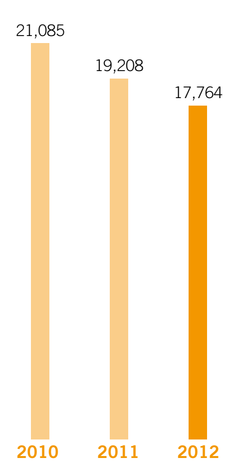
Years ended March 31	2012	2011	2010	2009	2008	2012
	Millions of yen					Thousands of U.S. dollars (Note 3)
For the year:						
Net sales	**¥283,239**	¥283,463	¥285,690	¥412,649	¥413,938	**$3,454,134**
Operating income	**17,764**	19,208	21,085	20,368	23,854	**216,634**
Net income	**8,983**	7,770	8,602	2,746	11,447	**109,548**
At year-end:						
Total assets	**¥331,371**	¥298,867	¥311,175	¥310,873	¥342,287	**$4,041,109**
Property, plant and equipment, net	**99,170**	96,323	97,955	96,671	134,042	**1,209,390**
Interest-bearing debt (Note 1)	**119,039**	89,832	97,081	102,083	78,716	**1,451,695**
Net assets	**167,352**	162,600	167,086	161,817	199,415	**2,040,878**
	Yen					U.S. dollars (Note 3)
Per share data:						
Net income (Note 2)	**¥43.80**	¥37.74	¥41.65	¥13.59	¥59.16	**$0.53**
Diluted net income	**–**	–	–	13.59	59.12	**–**
Cash dividends applicable to the year	**15.00**	15.00	15.00	15.00	15.00	**0.18**

Notes: 1. Interest-bearing debt refers to all liabilities on the consolidated balance sheets on which interest is paid.
2. Net income per share is computed based on the weighted average number of shares outstanding during the year.
3. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥82=US$1.00.
4. Tone Coca-Cola Bottling Co., Ltd. was removed from the scope of consolidation as of March 31, 2009. This change affects results starting in fiscal 2009, the year ending March 31, 2010.

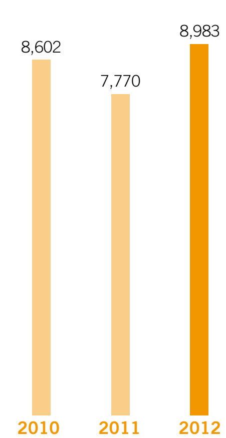
Net sales (Millions of yen)



Operating income (Millions of yen)



Net income (Millions of yen)



Message from the Management

The Fiscal Year in Review

Fiscal 2012 (ended March 31, 2012), which came to a close on March 31 this year, held a number of causes for concern for the world economy, such as the debt crisis in Europe and the accompanying high unemployment rates, as well as growing tension in the Middle East. Despite this, the growth in China and other emerging countries continues, meaning the global economy is expected to recover gradually.

In Japan, while there will be demand for reconstruction following the Great East Japan Earthquake, the outlook for business recovery remains uncertain due to factors that include deflation and the challenging employment environment.

Within this context, the Kikkoman Group's overall sales in Japan declined from the previous fiscal year due to factors including lower demand for soy sauce and the termination of sales of some beverages and casual wines.

Left:
Yuzaburo Mogi
Honorary Chief Executive Officer and Chairman of the Board of Directors

Right:
Mitsuo Someya
President and Chief Executive Officer

Overseas sales rose year on year thanks to higher sales of soy sauce on a local currency basis, driven by favorable performance in North America, Europe, and the Asia and Oceania region, and favorable results in our foods–wholesale business.

As a result, consolidated net sales decreased 0.1% to ¥283,239 million, while operating income fell 7.5% to ¥17,764 million. Net income increased 15.6% to ¥8,983 million.

Management Principles and Business Fields

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 global society

We believe that the future performance and prosperity of the Group will be a reflection of customer satisfaction. Based on this conviction, the Kikkoman Group is sincerely interested in the opinions of consumers and closely observes the market in order to offer products and services that will be of value to them.

Moreover, as a manufacturer of food products, our fundamental mission is to offer consumers a stable supply of safe, high-quality products at reasonable prices. Moving forward, we will continue our efforts in this area.

The Kikkoman Group will pursue global operations in the following fields:
1. Manufacturing and marketing food products
2. Providing products and services related to food and health

Medium-Term Management Plan

The Kikkoman Group has revised the medium-term management plan scheduled to conclude in fiscal 2013 (ending March 31, 2013) and established a new medium-term management plan covering the period from fiscal 2013 to fiscal 2015.

Background to Revision of the Medium-Term Management Plan

At the time the previous management plan was established, the currency exchange rate assumptions were ¥90 to the U.S. dollar and ¥125 to the euro. However, exchange rates have swung sharply since that time. In addition, changes have occurred in the business environment, including soaring raw material costs and the additional accrual of pension expenses due to falling stock prices. Accordingly, we judged it advisable to once again set consolidated performance targets at this time.

Differences between the consolidated targets for fiscal 2013, the final year of the previous medium-term plan, and the forecasts for fiscal 2013 are as follows.

Although the net sales outlook for our overseas business is in line with the target in the plan on a local currency basis, earnings forecasts are slightly below the target due to the impact of the strong yen.

Sales growth forecasted for Japan is slightly below the target, and earnings deviate from the original target as well, due to factors including raw material costs and the additional accrual of pension expenses.

Revised Medium-Term Management Plan

Consolidated targets for fiscal 2015 under the revised medium-term management plan are:
· Net sales of ¥320,000 million (average annual growth rate of 4.6%)
· Operating income of ¥23,000 million (for a 7.2% operating income margin)
· Return on assets (ROA) of 7.0%

Key issues identified in the medium-term management plan are as follows.

Overseas, we plan to maintain growth in North America, Europe, and Asia and Oceania. Overseas business is developing favorably, and we will look to open up new markets while continuing the measures implemented to date.

Domestically, we will seek to increase profitability through sales growth and restructuring. We will accelerate the shift to high-margin businesses and products and increase the overall profit margin via cost reductions and efficiency improvements, etc.

The Kikkoman Group has established the "Global Vision 2020," which expresses our vision for the future of the Group. This vision statement sets forth our goals for 2020 and the basic strategy for reaching the goals.

The new medium-term management plan was formulated in accordance with this basic strategy.

Vision for the Future:
1. Make Kikkoman soy sauce a truly global seasoning
2. Become a company that supports healthy lifestyles through food
3. Become a company whose existence is meaningful to global society

Basic Strategies:
1. Global soy sauce strategy
2. Global strategy for oriental food wholesale
3. Del Monte business strategy
4. Health-related business strategy
5. Soy milk business strategy

Financial Strategy to Support the Medium-Term Management Plan

We will allocate a stable flow of cash (generated from Japan and overseas) within the scope of depreciation and amortization to the investment in growth areas, while at the same time providing shareholder returns.

In addition, we will strive to increase ROA by boosting profitability and continuing efforts to increase asset efficiency by decreasing inventory and other assets.

Basic Policy on Distribution of Profits

Kikkoman considers its shareholder dividend policy to be a key management issue. Our basic policy is to reward shareholders with a distribution of profits, backed by strong financial performance on a consolidated basis, while using funds to strengthen the company's corporate foundation and future business.

In the long-term, we will deploy internal reserves in ways that create robust corporate value. Our future plans include market and strategic investments to expand our international operations; streamlined production facilities; research and development targeting new businesses; and the cultivation of new demand.

In fiscal 2012, we paid an annual dividend of ¥15 per share of common stock, and we forecast a dividend of ¥15 per share in fiscal 2013 as well.

Outlook for the Current Fiscal Year

Our overseas business will continue to act as a driver for the future growth of the Kikkoman Group.

In North America, we will achieve stable growth by raising the frequency of soy sauce use among current users and developing markets such as the Hispanic market.

In Europe, we will continue to achieve double-digit growth by pursuing in-depth cultivation of existing markets and developing new markets in Central and Eastern Europe and Russia.

In Asia, we will engage in meticulous country-specific marketing to take advantage of the region's high growth potential.

In foods–wholesale business, we will expand our business bases to take advantage of the increasing popularity of Japanese food overseas.

In Japan, we will aim for growth from soy sauce and soy sauce-related products such as *tsuyu* (soy sauce soup base) and *tare* (dipping and marinade sauce). In addition, we will make major efforts to cultivate the growth category of value-added products, such as the *Itsudemo Shinsen* ("Always Fresh") series of soy sauce, and link this to stable growth over the medium to long term.

In beverages, we will aim for substantial growth from our top brand of soy milk by pursuing market expansion. We will achieve sustained growth from Del Monte beverages by actively proposing new products.

In the *sake* and wine business, we will focus on share expansion for home-use *mirin* and added-value wines.

We laid a foundation for the biochemical business by establishing Kikkoman Biochemifa Company last year. Going forward, we plan to increase sales of chemical products such as hyaluronic acid, clinical diagnostic reagents, and hygiene inspection agents.

The Kikkoman Group is determined to make every effort in carrying out all these tasks. We will work hard to raise Kikkoman's corporate value and increase our presence as a company.

August 2012

Yuzaburo Mogi
Honorary Chief Executive Officer and Chairman of the Board of Directors

Mitsuo Someya
President and Chief Executive Officer

Corporate Governance Framework and Corporate Citizenship

Corporate Governance

We believe that responding effectively to the changing business environment and maximizing corporate value through the enhancement of the Kikkoman Group management form the true basis for running a company with the mandate granted by shareholders. We also consider one of our most important management priorities to be executing sound governance in order to fulfill our corporate responsibilities to all stakeholders.

The Kikkoman Corporation employs a corporate auditor system. We strive to improve and enhance our corporate governance framework with the aim of achieving greater management transparency, clearly defined management responsibility, speedy decision-making, and stronger management oversight.

Appointment of Outside Directors and Outside Corporate Auditors

In June 2002, the Kikkoman Corporation appointed outside directors and established the Nominating Committee and Remuneration Committee to achieve greater management transparency and strengthen management oversight.
In fiscal 2012, three of eleven directors were outside directors, and two of four corporate auditors were outside auditors.

The role of the outside directors and outside corporate auditors is to strengthen management oversight from an objective perspective on the basis of their wide-ranging experience and deep insight. In addition, the outside directors strive to increase management transparency by participating in the Nominating Committee and Remuneration Committee.

Measures to Enhance Governance at Group Companies

The Kikkoman Group has prepared the Authorization Guidelines. By abiding by these guidelines, holding company divisions and Group companies engage in appropriate decision-making.

In addition, by instituting the Administrative Rules and Regulations for Affiliated Companies, a system has been put in place for omission-free reporting of the financial and operating details of principal Group companies to the holding company.

The holding company conducts internal audits to confirm that these systems are functioning. In fiscal 2012, audits were conducted at 20 companies, 76 departments, and 168 sections.

Internal Control Systems

Establishing an internal control system that ensures proper execution of business practices is high on our corporate agenda.

Accordingly, we have been making Group-wide efforts to develop an enhanced framework for ensuring effective and efficient operations as well as compliance with laws and regulations.

We periodically review and update the basic policy for "Establishing an Internal Control System" that the Board of Directors adopted in May 2006. In order to comply with the new internal controls reporting system mandated by the Financial Instruments and Exchange Act, which went into effect in April 2008, we established an Internal Control Committee and Internal Control Department in November 2008. To this same end, we have adopted a basic policy concerning internal controls as they relate to financial reporting and established a structure for strengthening internal controls related to financial reporting.

Corporate Citizenship

Since its establishment, Kikkoman has always regarded a connection with society as being of great importance.
This attitude is reflected in our Management Principles.

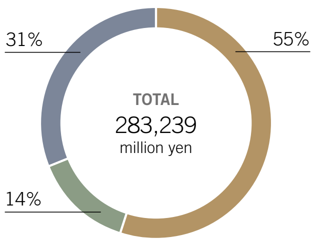
Now that we have come to supply a variety of products and services to customers in more than 100 countries worldwide, we recognize that our responsibilities to global society have grown together with the growth of our business. We aim to become a company that is valued by people around the world and we will continue to implement activities that are aligned with our Management Principles.

The basics of our Management Principles are that we carry out our day-to-day business activities in a reliable and trustworthy manner and that we contribute to the realization of 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.

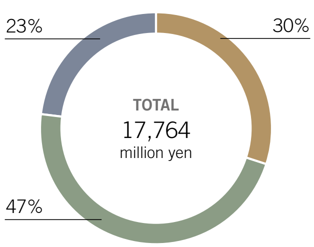
KIKKOMAN at a Glance

KIKKOMAN CORPORATION

Net Sales



Operating Income



■ Domestic
■ Overseas Foods—Manufacturing and Sales
■ Overseas Foods—Wholesale

Domestic

FOODS–MANUFACTURING AND SALES

Soy Sauce P. 10

Food Products P. 11

Overseas

FOODS–MANUFACTURING AND SALES

Soy Sauce P. 12

Other Foods P. 13

Beverages P. 11

***Sake* and Wine** P. 11

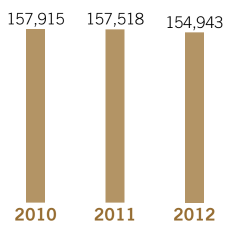
OTHERS

This segment includes production and sales of clinical diagnostic reagents, hygiene inspection agents, processing enzymes and chemical products such as hyaluronic acid, as well as real estate rental, logistics, back-office functions for the Kikkoman Group, and other businesses.

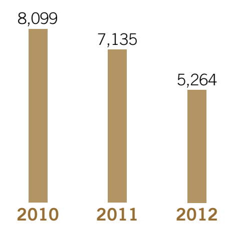
* Hygiene inspection agents and a measuring instrument

P. 12

Net Sales (Millions of yen)

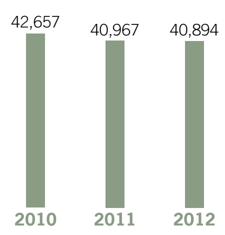


Operating Income (Millions of yen)

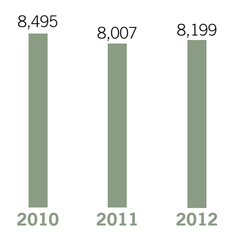


Del Monte P. 13

Net Sales (Millions of yen)



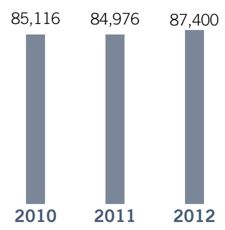
Operating Income (Millions of yen)



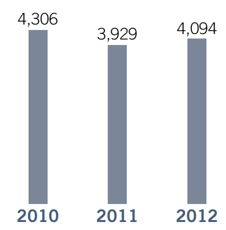
FOODS–WHOLESALE

P. 13

Net Sales (Millions of yen)



Operating Income (Millions of yen)



Management's Discussion and Analysis

OPERATING RESULTS

During the fiscal year under review, in domestic operations, the Kikkoman Group saw sales decline mainly due to a slack in the soy sauce business, and the impact of some products that were discontinued in order to improve profitability. This was despite strong sales performances domestically in soy sauce derivative products such as *tsuyu* (soy sauce soup base) and *tare* (dipping and marinade sauces), soy milk beverages, and Del Monte beverages.

Overall, domestic profits declined due to the cost of raw materials mainly rising and the impact of depreciation and amortization expenses that rose in conjunction with a reorganization of the production framework.

In overseas operations, sales and profits rose on the back of strong performance mainly in the soy sauce and foods-wholesale business, which counteracted the currency translation effects of the strong yen.

Consequently, on a consolidated basis, net sales decreased by ¥224 million, or 0.1%, year on year to ¥283,239 million. Operating income decreased by ¥1,444 million, or 7.5%, to ¥17,764 million, while net income increased by ¥1,212 million, or 15.6%, to ¥8,983 million.

SEGMENT INFORMATION

The Kikkoman Group categorizes its business operations both in Japan and overseas into four reporting segments: Domestic Foods–Manufacturing and Sales, Domestic Others, Overseas Foods–Manufacturing and Sales, and Overseas Foods–Wholesale.

DOMESTIC

DOMESTIC FOODS–MANUFACTURING AND SALES

This business segment comprises manufacturing and sales in Japan of products from the Soy Sauce Division; the Food Products Division, which includes *tsuyu* (soy sauce soup base), *tare* (dipping and marinade sauces) and Del Monte seasonings; the Beverages Division, which includes soy milk and Del Monte beverages; and the *Sake* and Wine Division, which includes *mirin* (sweet *sake* for cooking) and wines.

Segment sales edged down 1.7% year on year to ¥147,888 million, while operating income declined 36.4% to ¥3,610 million in the year ended March 31, 2012.

SOY SAUCE DIVISION

Sales of soy sauce in the home-use sector fell year on year as the soy sauce market contracted. This was despite the steady market penetration of *Shiboritate-nama Shoyu* (fresh raw soy sauce with filtration) as a new product category since its introduction in fiscal 2011, and the launch of new types of soy sauce in fiscal 2012, such as soy sauce eaten as food (freeze-dried soy sauce flakes combined with fried garlic and other ingredients) and gelée (jelly) type soy sauce.

In the industrial- and food service-use sectors, contribution from new business development and strengthened initiatives working with existing customers drove sales of soy sauce for industrial use to rise year on year. By contrast, market conditions for the food service-use of soy sauce sagged due to a decline in consumer demand for eating out.

Consequently, overall division sales fell compared to the previous year.

FOOD PRODUCTS DIVISION

In *tsuyu* (soy sauce soup base), home-use sector sales of existing lines such as the flagship product *Hon Tsuyu* and *Straight Tsuyu* were strong, as were sales of the new products. Sales increased, also, in the industrial- and food service-use sectors. As a result, overall *tsuyu* sales rose from the previous year's level.

Aggregate sales of *tare* (dipping and marinade sauces) also rose year on year. The mainstay *Wagaya-wa-Yakinikuyasan* series saw a sales increase as a result of sales promotion activities that were linked to TV commercials, and the cultivation of a market for *tare* eaten as food. Sales of soy sauce-based *sukiyaki* and steak sauces were steady, also.

Sales of the *Uchi-no-Gohan* series of handy Japanese-style seasoning mixes increased substantially from the previous year as the customer base steadily expanded, reflecting aggressive product development and storefront promotion activities.

In Del Monte seasonings, sales declined year on year due to products produced in bulk containers for food service-use being impacted by the Great East Japan Earthquake. This was despite a significant increase in home-use sales of Del Monte's *Yo-Gohan-Tsukuro* series of handy Western-style seasonings mixes.

As a result, overall division sales remained about the same as the previous year.

BEVERAGES DIVISION

Sales of soy milk beverages increased year on year. This was in large part the result of aggressive sales promotion activities for market expansion that were conducted in coordination with mass media coverage of the health benefits of soy milk mainly in television programs and magazines. Also contributing were new markets that were cultivated with the launch of soy milk beverages in 500 ml containers.

On aggregate, sales of Del Monte beverages increased year on year. This was partly because the structures for procuring and processing the ingredients into beverages were restored promptly following the Great East Japan Earthquake on March 11, 2011. Another reason for the increase was the contribution of new products and beverages packaged as gifts, as well as an increase in sales of tomato and vegetable juices among health-conscious consumers.

Division sales overall declined, however, due to the impact of some products that were discontinued in order to improve profitability.

SAKE AND WINE DIVISION

Overall sales of *Hon Mirin* declined compared to the previous year. This was because in contrast to sales rising as a result of new customers cultivated in the industrial-use sector, sales of gift products in the home-use sector slackened.

With wine, sales were steady for a new category of Manns Wine products. Although sales of imported wine were strong and increased substantially year on year, overall sales of domestic wines fell, reflecting the sales termination of certain casual wines.

As a result, overall division sales declined year on year.

DOMESTIC OTHERS

This segment includes production and sales of clinical diagnostic reagents, hygiene inspection agents, processing enzymes and chemical products such as hyaluronic acid, as well as real estate rental, logistics, back-office functions for the Kikkoman Group, and other businesses.

Sales of chemical products rose from the previous year, with favorable sales in hyaluronic acid offsetting a decline in alginate and alginate ester sales.

The logistics business saw steady performance in both sales and profits.

As a result, segment sales increased 4.4% year on year to ¥20,503 million, while operating income rose 13.6% to ¥1,654 million.

OVERSEAS

OVERSEAS FOODS–MANUFACTURING AND SALES

This business comprises the manufacturing and sales and the sale for overseas export of products from the Soy Sauce Division, the Del Monte Division, and the Other Foods Division, which sells health foods and other products.

Overseas Foods-Manufacturing and Sales saw sales edge down 0.1% year on year to ¥46,652 million, while operating income rose 2.4% to ¥8,199 million.

SOY SAUCE DIVISION

In the North American market, the division sought to leverage its brand power to expand business by enhancing the lineup of mainstay soy sauce products and soy sauce-based seasonings for the home-use sector. In addition, in the industrial- and food service-use sectors, the division worked attentively to meet customer needs. As a result, sales in all three sectors were strong and rose year on year on a local currency basis.

The division saw a double-digit increase in sales on a local currency basis in the European market, driven by a steady increase in sales in the core markets of Germany, France and the U.K., as well as an increase in soy sauce for food service-use shipped to Russia.

In the Asian and Oceanian market, sales increased substantially year on year, with growth coming primarily from the ASEAN region.

As a result, the division as a whole saw strong sales performance on a local currency basis.

DEL MONTE DIVISION

This division manufactures and sells canned fruits, canned corn, tomato ketchup and other products in the Asia and Oceania region.

During the fiscal year under review, overall division sales increased year on year as sales recovered in South Korea and increased substantially in China.

OTHER FOODS DIVISION

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

Overall division sales grew on a local currency basis for two main reasons. The first was the emerging effect of a complete remake of the Desert Essence personal care brand since fiscal 2011. The second was consistently strong performance in the division's core nutritional supplement sales.

OVERSEAS FOODS–WHOLESALE

This segment is engaged in the purchase and sale of oriental food products in Japan and overseas.

Various countries in Europe and Asia have relaxed their restrictions on foods imported from Japan, which they had imposed due to concerns about alleged radioactive contamination, while harmful rumors in Hong Kong and a few other regions about products made in Japan have begun to subside. Meanwhile, the popularity of Japanese food has continued to expand steadily in North America, Europe and Oceania, resulting in growth in sales year on year for the division overall.

As a result, Overseas Foods-Wholesale saw a sales increase of 2.8% year on year to ¥87,633 million, along with a 4.2% rise in operating income to ¥4,094 million.

FINANCIAL POSITION

ASSETS

Current assets at March 31, 2012 were up by ¥24,358 million from the end of the previous fiscal year, mainly due to an increase in short-term investment securities. Total property, plant and equipment–net and investments and other assets were up by ¥8,145 million from the previous fiscal year-end, due in part to an increase in investment securities. As a result, total assets as of March 31, 2012 were ¥331,371 million, an increase of ¥32,504 million from a year earlier.

LIABILITIES

Current liabilities increased by ¥19,610 million compared to the end of the previous fiscal year due mainly to an increase in the current portion of long-term debt. Long-term liabilities increased by ¥8,140 million, mainly reflecting an increase in bonds payable. As a result, total liabilities increased by ¥27,751 million, to ¥164,018 million.

NET ASSETS

Retained earnings rose year on year, and unrealized holding gain on securities, net of taxes, also increased due to a recovery in the market price of shares, while foreign currency translation adjustments declined due to the strong yen. As a result, net assets were ¥167,352 million, and the equity ratio decreased by 3.8 percentage points to 50.0%.
Net assets per share increased ¥24.82, to ¥808.40.

CASH FLOWS

Cash and cash equivalents were ¥45,867 million as of March 31, 2012, an increase of ¥17,012 million compared to the end of the previous fiscal year.

Details of the status of cash flows in each type of activity and the major contributing factors during the year under review are described below.

Operating activities provided net cash of ¥16,384 million, a decrease of ¥8,149 million from the previous fiscal year. This mainly reflected an increase in trade notes and accounts receivable, and inventories, which reduced cash.

Investing activities used net cash of ¥24,632 million mainly for the acquisition of property, plant and equipment.

Financing activities provided net cash of ¥25,797 million. This primarily reflected proceeds from the issuance of bonds.

RISK FACTORS

CHANGES IN THE MARKET ENVIRONMENT

The Kikkoman Group is developing business in various countries worldwide, including Japan, North America, Europe and Asia, and aims for sustained business development. A decline in demand for the products and services that the Group provides, due to worsening economic conditions in particular countries where the Kikkoman Group is doing business, a change in consumers' tastes or values held in regard to products, the emergence of new business competitors, or other factors, could result in lower sales and earnings and thus adversely affect the Kikkoman Group's business results and financial position.

CHANGES IN THE SOCIAL ENVIRONMENT

Should any disruption in business activity arise in the countries where the Group does business, due to unexpected events such as war, terrorism or changes in politics or society, it could adversely affect the Group's business results and financial position.

NATURAL DISASTERS, EPIDEMICS AND ACCIDENTS

Should any emergency situation beyond expectation arise, such as an earthquake or other natural disaster, the wide–scale spread of an epidemic, or a major accident, resulting in damage to manufacturing, logistics, or other facilities; difficulties in the procurement of raw materials or energy; or complications in securing the required personnel, such events could reduce the Group's manufacturing and sales capabilities, and could thus lower sales and earnings. In addition, cost increases including expenses incurred to restore facilities and the procurement cost of raw materials, energy and other resources, could adversely affect the Group's business results and financial position.

EXCHANGE RATE FLUCTUATIONS

Kikkoman converts the financial statements of its overseas subsidiaries and other foreign domiciled entities into Japanese yen for preparing its consolidated financial statements. The line items in the financial statements of these subsidiaries and other entities are thus subject to foreign currency exchange rate fluctuations when converted into Japanese yen. In particular, where there is an appreciation of the yen against other currencies, the converted amount in yen will be lower.

Furthermore, exchange rate fluctuations could affect the provision price of products and services denominated in foreign currencies and the procurement cost of raw materials and products purchased by the Kikkoman Group.

The Kikkoman Group uses various techniques to mitigate and avoid foreign currency exchange risk, but changes in currency markets could adversely affect its business results and financial position.

FLUCTUATIONS IN RAW MATERIAL PRICES

Some raw materials used by the Kikkoman Group are subject to the effects of commodities market conditions. The soybeans, soybean meal and wheat used in the mainstay soy sauce product are subject to the effects of conditions in international commodities markets. Fluctuations in crude oil prices could also affect manufacturing and delivery costs for PET bottles used to package Kikkoman's products and other products. A rapid increase in market prices for these materials could lead to higher manufacturing and delivery expenses and thus adversely affect the Kikkoman Group's business results and financial position.

ACCOUNTING FOR IMPAIRMENT OF ASSETS

The Kikkoman Group owns a variety of assets, including real estate used in the course of business operations. Should recovery of the Group's investment in such assets become unlikely due to a decline in market value or a decrease in profitability, the assets will become liable for asset impairment accounting. This could adversely affect the Kikkoman Group's business results and financial position.

FLUCTUATIONS IN THE MARKET VALUE OF SECURITIES

The Kikkoman Group holds marketable securities with fair market values. Should there be a significant decline in the market value of these securities, this could adversely affect the Kikkoman Group's business results and financial position.

WEATHER

The Kikkoman Group sells beverages such as soy milk and vegetable beverages that are subject to the effects of weather. In particular, a cool summer could result in lower sales of these products, and thus adversely affect the Kikkoman Group's business results and financial position.

ISSUES RELATED TO FOOD SAFETY

The Kikkoman Group works to strengthen its quality assurance and quality control systems based on the fundamental mission of providing high-quality products in a safe and stable manner. Nevertheless, in the event that an accident occurs in connection with one of its products, including as the result of a chance occurrence, or in the event that a situation beyond the scope of the Group's initiatives arises, this could adversely affect the Group's business results and financial position.

INTELLECTUAL PROPERTY

The Kikkoman Group is acquiring industrial property rights, including patent rights, utility model rights, and trademarks, as necessary with respect to the technology it develops. These intellectual property rights have many advantages from an operational perspective and are thus regarded as an important management resource. However, if another company develops similar rights or technology that are superior, the Kikkoman Group could lose its competitive advantage, which could adversely affect its business results and financial position.

ALLIANCES AND CORPORATE ACQUISITIONS

The Kikkoman Group has formed alliances with other companies in specific fields of business. Going forward, to utilize resources as necessary from outside the Group, the Group may form strategic alliances, including equity-based alliances and corporate acquisitions. However, the inability of the Kikkoman Group to carry out its business plan as expected after forming an alliance or conducting an acquisition could adversely affect the Group's business results and financial position.

LAWS AND REGULATIONS

In Japan, the Kikkoman Group is subject to laws and regulations such as the Food Sanitation Law and the Product Liability Act. In addition, the Group is subject to the laws and regulations of each country in which it develops business. Changes to these and other laws and regulations in the future could restrict the Kikkoman Group's activities, and thus adversely affect its business results and financial position.

Financial Section

Consolidated Balance Sheets

Kikkoman Corporation and Consolidated Subsidiaries
As of March 31, 2012 and 2011

	Millions of yen		Thousands of U.S. dollars
Assets	**2012**	2011	**2012**
Current assets:			
Cash and deposits (Note 6)	**¥ 27,941**	¥ 30,247	**$ 340,743**
Trade notes and accounts receivable (Note 9)	**42,274**	39,029	**515,536**
Allowance for doubtful receivables	**(223)**	(421)	**(2,719)**
	42,050	38,608	**512,804**
Short-term investment securities (Note 6)	**20,131**	131	**245,500**
Merchandise and finished goods	**21,377**	19,063	**260,695**
Work in process	**9,386**	8,699	**114,463**
Raw materials and supplies	**3,462**	3,221	**42,219**
Deferred tax assets (Note 11)	**4,283**	4,988	**52,231**
Other	**5,171**	4,485	**63,060**
Total current assets	**133,804**	109,445	**1,631,756**
Property, plant and equipment, at cost (Note 20):			
Land	**19,764**	15,548	**241,024**
Buildings and structures	**87,609**	86,944	**1,068,402**
Machinery, equipment and vehicles	**159,161**	156,958	**1,940,987**
Leased assets	**384**	389	**4,682**
Other	**16,097**	16,152	**196,304**
Construction in progress	**3,356**	3,712	**40,926**
	286,374	279,706	**3,492,365**
Accumulated depreciation	**(187,204)**	(183,382)	**(2,282,975)**
Property, plant and equipment, net	**99,170**	96,323	**1,209,390**
Investments and other assets:			
Investment securities (Notes 7 and 18)	**29,364**	21,306	**358,097**
Investments in and advances to unconsolidated subsidiaries and affiliates	**32,523**	33,698	**396,621**
Goodwill	**23,514**	25,189	**286,756**
Other intangible assets	**3,365**	2,593	**41,036**
Deferred tax assets (Note 11)	**1,538**	2,820	**18,756**
Other	**8,090**	7,490	**98,658**
Total investments and other assets	**98,396**	93,097	**1,199,951**
Total assets	**¥ 331,371**	¥ 298,867	**$ 4,041,109**

Liabilities	Millions of yen 2012	2011	Thousands of U.S. dollars 2012
Current liabilities:			
Short-term bank loans (Notes 8, 9 and 18)	**¥ 4,262**	¥ 2,854	**$ 51,975**
Current portion of long-term debt (Notes 8 and 18)	**22,150**	2,200	**270,121**
Lease obligations (Notes 8 and 15)	**68**	71	**829**
Trade notes and accounts payable	**15,474**	14,626	**188,707**
Other accounts payable	**11,756**	12,711	**143,365**
Accrued income taxes	**980**	2,030	**11,951**
Accrued employees' bonuses	**2,154**	2,187	**26,268**
Accrued directors' bonuses	**81**	80	**987**
Provision for investment loss	**–**	267	**–**
Provision for loss on disaster	**50**	493	**609**
Provision for loss on plant closing	**209**	–	**2,548**
Other	**3,927**	3,981	**47,890**
Total current liabilities	**61,114**	41,504	**745,292**
Long-term liabilities:			
Long-term debt (Notes 8, and 18)	**87,600**	79,555	**1,068,292**
Lease obligations (Notes 8 and 15)	**105**	123	**1,280**
Accrued employees' pension and severance costs (Note 10)	**4,198**	3,922	**51,195**
Accrued directors' severance benefits	**1,114**	1,099	**13,585**
Provision for environmental remediation	**336**	348	**4,097**
Provision for loss on plant closing	**–**	209	**–**
Deposits received	**5,807**	6,002	**70,817**
Deferred tax liabilities (Note 11)	**2,688**	2,287	**32,780**
Other	**1,052**	1,214	**12,829**
Total long-term liabilities	**102,903**	94,762	**1,254,914**
Contingent Liabilities (Note 16)			
Net assets			
Shareholders' equity:			
Common stock, without par value:			
Authorized: 600,000,000 shares at March 31, 2012 and 2011			
Issued: 210,383,202 shares at March 31, 2012 and 2011	**11,599**	11,599	**141,451**
Capital surplus (Note 12)	**21,209**	21,210	**258,646**
Retained earnings (Notes 12 and 22)	**162,149**	156,248	**1,977,426**
Treasury stock, at cost:			
5,331,687 shares at March 31, 2012 and 5,259,613 shares at March 31, 2011	**(5,275)**	(5,214)	**(64,329)**
Total shareholders' equity	**189,682**	183,844	**2,313,195**
Accumulated other comprehensive income (loss):			
Unrealized holding gain (loss) on securities, net of taxes	**(392)**	(1,230)	**(4,780)**
Deferred hedge gain (loss), net of taxes	**15**	(0)	**182**
Foreign currency translation adjustments	**(22,618)**	(21,194)	**(275,829)**
Unfunded retirement benefit obligation of overseas subsidiaries	**(924)**	(688)	**(11,268)**
Total accumulated other comprehensive income (loss)	**(23,920)**	(23,113)	**(291,707)**
Stock acquisition rights	**179**	179	**2,182**
Minority interests	**1,410**	1,690	**17,195**
Total net assets	**167,352**	162,600	**2,040,878**
Total liabilities and net assets	**¥331,371**	¥298,867	**$4,041,109**

See accompanying notes to consolidated financial statements.

Consolidated Statements of Income

Kikkoman Corporation and Consolidated Subsidiaries
Years ended March 31, 2012 and 2011

	Millions of yen		Thousands of U.S. dollars
	2012	2011	**2012**
Net sales	**¥283,239**	¥283,463	**$3,454,134**
Cost of sales	**168,669**	168,147	**2,056,939**
Gross profit	**114,569**	115,315	**1,397,182**
Selling, general and administrative expenses (Notes 10 and 13)	**96,805**	96,107	**1,180,548**
Operating income	**17,764**	19,208	**216,634**
Other income (expenses):			
Interest and dividend income	**722**	813	**8,804**
Equity in earnings of unconsolidated subsidiaries and affiliates	**232**	19	**2,829**
Interest expenses	**(1,505)**	(1,446)	**(18,353)**
Foreign exchange gains, net	**106**	842	**1,292**
Gain on sales of securities	**31**	562	**378**
Gain on sales of property, plant and equipment	**1,745**	1,714	**21,280**
Gain on reversal of accrued employees' pension and severance costs	**65**	–	**792**
Loss on disposal of property, plant and equipment	**(329)**	(605)	**(4,012)**
Loss on revaluation of investment securities	**(43)**	(495)	**(524)**
Loss on liquidation of subsidiaries and affiliates	**–**	(691)	**–**
Loss on impairment of fixed assets	**(427)**	(514)	**(5,207)**
Special additional severance benefits	**–**	(377)	**–**
Loss on adjustment for changes of accounting standard for asset retirement obligations	**–**	(128)	**–**
Loss on revaluation of golf club memberships	**(6)**	(11)	**(73)**
Expenses for Shanghai Expo exhibition	**–**	(434)	**–**
Expenses related to change of corporate names of subsidiaries and affiliates	**(70)**	–	**(853)**
Loss on disaster (Note 14)	**(701)**	(2,352)	**(8,548)**
Other, net	**(2,149)**	(2,654)	**(26,207)**
Income before income taxes and minority interests	**15,431**	13,447	**188,182**
Income taxes (Note 11):			
Current	**4,343**	6,014	**52,963**
Deferred	**2,053**	(421)	**25,036**
	6,397	5,593	**78,012**
Income before minority interests	**9,034**	7,854	**110,170**
Minority interests	**(51)**	(83)	**(621)**
Net income (Note 17)	**¥ 8,983**	¥ 7,770	**$ 109,548**

See accompanying notes to consolidated financial statements.

Consolidated Statements of Comprehensive Income

Kikkoman Corporation and Consolidated Subsidiaries
Years ended March 31, 2012 and 2011

	Millions of yen		Thousands of U.S. dollars
	2012	2011	**2012**
Income before minority interests	**¥ 9,034**	¥ 7,854	**$110,170**
Other comprehensive income:			
Unrealized holding gain (loss) on securities, net of taxes	**809**	(1,661)	**9,865**
Deferred hedge gain (loss), net of taxes	**0**	(17)	**0**
Foreign currency translation adjustments	**(1,394)**	(6,155)	**(17,000)**
Unfunded retirement benefit obligation of overseas subsidiaries	**(236)**	104	**(2,878)**
Share of other comprehensive income of affiliates accounted for using the equity method	**12**	(341)	**146**
Total other comprehensive income (loss)	**¥ (807)**	¥(8,070)	**$ (9,841)**
Comprehensive income (loss)	**¥ 8,227**	¥ (215)	**$100,329**
Total comprehensive income (loss) attributable to:			
Owners of the Company	**¥ 8,177**	¥ (296)	**$ 99,719**
Minority interests	**49**	80	**597**

See accompanying notes to consolidated financial statements.

Consolidated Statements of Changes in Net Assets

Kikkoman Corporation and Consolidated Subsidiaries
Years ended March 31, 2012 and 2011

	Millions of yen		Thousands of U.S. dollars
	2012	2011	**2012**
Shareholders' equity			
Common stock			
Balance at beginning and end of the period (210,383,202 shares at March 31, 2012 and 2011)	**¥ 11,599**	¥ 11,599	**$ 141,451**
Capital surplus (Note 12)			
Balance at beginning of the period	**¥ 21,210**	¥ 21,212	**$ 258,658**
Disposal of treasury stock	**(1)**	(1)	**(12)**
Balance at end of the period	**¥ 21,209**	¥ 21,210	**$ 258,646**
Retained earnings (Notes 12 and 22)			
Balance at beginning of the period	**¥156,248**	¥151,579	**$1,905,463**
Net income	**8,983**	7,770	**109,548**
Cash dividends	**(3,082)**	(3,101)	**(37,585)**
Balance at end of the period	**¥162,149**	¥156,248	**$1,977,426**
Treasury stock			
Balance at beginning of the period	**¥ (5,214)**	¥ (4,066)	**$ (63,585)**
Purchase of treasury stock	**(71)**	(1,161)	**(865)**
Disposal of treasury stock	**10**	12	**121**
Balance at end of the period	**¥ (5,275)**	¥ (5,214)	**$ (64,329)**
Total shareholders' equity			
Balance at beginning of the period	**¥183,844**	¥180,324	**$2,242,000**
Net income	**8,983**	7,770	**109,548**
Cash dividends	**(3,082)**	(3,101)	**(37,585)**
Purchase of treasury stock	**(71)**	(1,161)	**(865)**
Disposal of treasury stock	**9**	11	**109**
Balance at end of the period	**¥189,682**	¥183,844	**$2,313,195**
Accumulated other comprehensive income (loss)			
Unrealized holding gain (loss) on securities, net of taxes			
Balance at beginning of the period	**¥ (1,230)**	¥ 536	**$ (15,000)**
Net change during the period	**837**	(1,766)	**10,207**
Balance at end of the period	**¥ (392)**	¥ (1,230)	**$ (4,780)**
Deferred hedge gain (loss), net of taxes			
Balance at beginning of the period	**¥ (0)**	¥ 27	**$ (0)**
Net change during the period	**15**	(27)	**182**
Balance at end of the period	**¥ 15**	¥ (0)	**$ 182**
Foreign currency translation adjustments			
Balance at beginning of the period	**¥ (21,194)**	¥ (14,816)	**$ (258,463)**
Net change during the period	**(1,424)**	(6,377)	**(17,365)**
Balance at end of the period	**¥ (22,618)**	¥ (21,194)	**$ (275,829)**
Unfunded retirement benefit obligation of overseas subsidiaries			
Balance at beginning of the period	**¥ (688)**	¥ (793)	**$ (8,390)**
Net change during the period	**(236)**	104	**(2,878)**
Balance at end of the period	**¥ (924)**	¥ (688)	**$ (11,268)**
Total accumulated other comprehensive income (loss)			
Balance at beginning of the period	**¥ (23,113)**	¥ (15,046)	**$ (281,865)**
Net change during the period	**(806)**	(8,067)	**(9,829)**
Balance at end of the period	**¥ (23,920)**	¥ (23,113)	**$ (291,707)**
Stock acquisition rights			
Balance at beginning of the period	**¥ 179**	¥ 185	**$ 2,182**
Net change during the period	**–**	(5)	**–**
Balance at end of the period	**¥ 179**	¥ 179	**$ 2,182**
Minority interests			
Balance at beginning of the period	**¥ 1,690**	¥ 1,623	**$ 20,609**
Net change during the period	**(279)**	66	**(3,402)**
Balance at end of the period	**¥ 1,410**	¥ 1,690	**$ 17,195**
Total net assets			
Balance at beginning of the period	**¥162,600**	¥167,086	**$1,982,926**
Net income	**8,983**	7,770	**109,548**
Cash dividends	**(3,082)**	(3,101)	**(37,585)**
Purchase of treasury stock	**(71)**	(1,161)	**(865)**
Disposal of treasury stock	**9**	11	**109**
Net change during the period	**(1,086)**	(8,005)	**(13,243)**
Balance at end of the period	**¥167,352**	¥162,600	**$2,040,878**

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

Kikkoman Corporation and Consolidated Subsidiaries
Years ended March 31, 2012 and 2011

	Millions of yen		Thousands of U.S. dollars
	2012	2011	**2012**
Cash flows from operating activities			
Income before income taxes and minority interests	**¥ 15,431**	¥ 13,447	**$ 188,182**
Depreciation and amortization	**12,611**	12,150	**153,792**
Loss on impairment of fixed assets	**427**	891	**5,207**
Increase (decrease) in accrued employees' pension and severance costs	**328**	(139)	**4,000**
Increase (decrease) in accrued directors' severance benefits	**(17)**	(43)	**(207)**
Increase (decrease) in provision for loss on disaster	**(442)**	493	**(5,390)**
Interest and dividend income	**(722)**	(813)	**(8,804)**
Interest expenses	**1,505**	1,446	**18,353**
Equity in earnings of unconsolidated subsidiaries and affiliates	**(232)**	(19)	**(2,829)**
Gain on sales of property, plant and equipment	**(1,755)**	(1,719)	**(21,402)**
Gain on sales of securities	**(31)**	(562)	**(378)**
Loss on disposal of property, plant and equipment	**592**	826	**7,219**
Loss on revaluation of investment securities	**43**	495	**524**
(Increase) decrease in trade notes and accounts receivable	**(3,809)**	504	**(46,451)**
(Increase) decrease in inventories	**(3,513)**	(264)	**(42,841)**
Increase (decrease) in trade notes and accounts payable	**1,045**	1,072	**12,743**
Other	**1,472**	2,104	**17,951**
Subtotal	**22,934**	29,870	**279,682**
Interest and dividends received	**1,052**	1,151	**12,829**
Interest paid	**(1,392)**	(1,447)	**(16,975)**
Income taxes paid	**(6,209)**	(5,040)	**(75,719)**
Net cash provided by operating activities	**16,384**	24,534	**199,804**
Cash flows from investing activities			
Acquisition of property, plant and equipment	**(17,912)**	(12,387)	**(218,439)**
Proceeds from sales of property, plant and equipment	**2,216**	1,808	**27,024**
Acquisition of intangible assets	**(1,310)**	(852)	**(15,975)**
Acquisition of investment securities	**(6,936)**	(1,557)	**(84,585)**
Proceeds from sales of investment securities	**42**	4,980	**512**
Addition to loans receivable	**(266)**	(149)	**(3,243)**
Collection of loans receivable	**195**	438	**2,378**
Other	**(661)**	(82)	**(8,060)**
Net cash used in investing activities	**(24,632)**	(7,802)	**(300,390)**
Cash flows from financing activities			
Increase (decrease) in short-term bank loans	**1,413**	(4,799)	**17,231**
Repayment of long-term debt	**(2,200)**	(2,259)	**(26,829)**
Proceeds from issuance of bonds	**29,827**	–	**363,743**
Acquisition of treasury stock	**(71)**	(1,161)	**(865)**
Cash dividends paid	**(3,094)**	(3,110)	**(37,731)**
Other	**(76)**	(162)	**(926)**
Net cash provided by (used in) financing activities	**25,797**	(11,493)	**314,597**
Effect of exchange rate changes on cash and cash equivalents	**(537)**	(1,426)	**(6,548)**
Increase (decrease) in cash and cash equivalents	**17,012**	3,812	**207,463**
Cash and cash equivalents at beginning of the year	**28,855**	25,008	**351,890**
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiary	**–**	35	**–**
Cash and cash equivalents at end of the year (Note 6)	**¥ 45,867**	¥ 28,855	**$ 559,353**

See accompanying notes to consolidated financial statements.

Notes to Consolidated Financial Statements

Kikkoman Corporation and Consolidated Subsidiaries
Years ended March 31, 2012 and 2011

1. Basis of Preparation

KIKKOMAN CORPORATION (the "Company") and its domestic subsidiaries maintain their accounting records and prepare their financial statements in accordance with accounting principles generally accepted in Japan, and its foreign subsidiaries maintain their books of account in conformity with those of their countries of domicile. The accompanying consolidated financial statements have been compiled from the consolidated financial statements prepared by the Company as required by the Financial Instruments and Exchange Act of Japan and have been prepared in accordance with accounting principles generally accepted in Japan, which are different in certain respects as to the application and disclosure requirements of International Financial Reporting Standards.

As permitted by the Financial Instruments and Exchange Act of Japan, amounts of less than one million yen have been omitted. Consequently, the totals shown in the accompanying consolidated financial statements (both in yen and U.S. dollars) do not necessarily agree with the sum of the individual amounts.

2. Summary of Significant Accounting Policies

(a) Basis of consolidation and accounting for investments in unconsolidated subsidiaries and affiliates

The accompanying consolidated financial statements include the accounts of the Company and all significant companies controlled directly or indirectly by the Company. In addition, companies over which the Company exercises significant influence in terms of their operating and financial policies have been included in the consolidated financial statements on an equity basis.

All significant inter-company balances and transactions have been eliminated in consolidation.

Investments in unconsolidated subsidiaries and affiliates not accounted for by the equity method are stated at cost.

Differences between the acquisition costs and the underlying net equities in investments in consolidated subsidiaries are recorded as goodwill in the consolidated balance sheets and amortized using the straight-line method over their estimated useful lives or a period of five years. Any immaterial amounts are charged or credited to income in the year of acquisition.

(b) Foreign currency translation

Income and expenses in foreign currencies are translated at the rates prevailing at the time of the transaction. Except as noted in (o) Derivatives below, all monetary assets and liabilities denominated in foreign currencies are translated into Japanese yen at the year-end rates. Resulting exchange gains or losses are charged or credited to income for the year.

Revenue and expense accounts of foreign consolidated subsidiaries are translated at the average exchange rates in effect during the year. Except for shareholders' equity, the balance sheet accounts of foreign consolidated subsidiaries are translated into yen at the rates of exchange in effect at the balance sheet date. The components of shareholders' equity are translated at their historical exchange rates. Differences arising on translation are presented as foreign currency translation adjustments or minority interests as a separate component of net assets.

(c) Cash equivalents

For the purposes of the consolidated statements of cash flows, the Company considers all highly liquid investments with an original maturity of three months or less to be cash equivalents.

(d) Securities

Securities, except for investments in unconsolidated subsidiaries and affiliates, are classified as trading securities, held-to-maturity securities or other securities. Trading securities are carried at fair value. Held-to-maturity securities are carried at amortized cost. Marketable securities classified as other securities are carried at fair value with any unrealized gains and losses reported as a separate component of accumulated other comprehensive income, net of taxes. Non-marketable securities classified as other securities are carried at cost. Cost of securities sold is mainly determined by the moving average method.

(e) Inventories

Inventories are mainly stated at cost determined by the periodic average method.

In cases where the profitability has declined, the book value is reduced accordingly.

(f) Depreciation and amortization

Property, plant and equipment (excluding leased assets)

Buildings and structures	In general, the straight-line method is adopted.
Assets other than buildings and structures	In general, the declining-balance method is adopted by the Company and its domestic consolidated subsidiaries. However, the straight-line method is adopted for certain rental assets of the Company and by foreign consolidated subsidiaries.

The ranges of useful lives are as follows:

Buildings and structures	from 7 to 50 years
Machinery, equipment and vehicles	from 3 to 20 years

Intangible assets (excluding leased assets) are amortized by the straight-line method over their estimated useful lives.

Software for internal use is amortized over an estimated useful life of 5 years.

The straight-line method is adopted for depreciation of leased assets, with the lease period set as the useful life and the residual value as zero.

(g) Accrued employees' and directors' bonuses

Accrued employees' and directors' bonuses are provided based on the estimated amounts to be paid.

(h) Provision for loss on disaster

Provision for loss on disaster is recognized based on the estimated losses resulting from the Great East Japan Earthquake, which mainly consist of repair costs for damaged equipment and loss on disposal of damaged inventories.

(i) Accrued employees' pension and severance costs

To provide for employees' pension and severance costs, net periodic pension and severance costs are computed by the Company and its domestic consolidated subsidiaries based on the projected benefit obligation and the fair value of pension plan assets.

Prior service cost is amortized by the straight-line method over a period of 10 years (excluding certain consolidated subsidiaries) which is shorter than the average remaining years of service of the active participants in the plans.

The adjustment made during the fiscal year arising from revisions to the actuarial assumptions (the "actuarial gain or loss") is amortized by the straight-line method beginning the following fiscal year over a period of 10 years, which is shorter than the average remaining years of service of the active participants in the plans.

Certain consolidated subsidiaries have defined contribution plans in addition to defined benefit plans.

(j) Accrued directors' severance benefits

Certain directors, corporate auditors and corporate officers of the Company and certain domestic consolidated subsidiaries are entitled to lump-sum payments under their respective unfunded retirement allowance plans. Provision for retirement allowances for these officers has been made at the estimated amounts which would be paid if all directors and corporate officers resigned as of the balance sheet dates.

(k) Provision for environmental remediation

In preparation for payments relating to disposal of polychlorinated biphenyl (PCB) and other wastes under the "Law Concerning Special Measures Against PCB Waste," a provision for environmental remediation has been made for the estimated costs to be incurred.

(l) Provision for loss on plant closing

Provision for loss on plant closing has been estimated for costs to be incurred for the closure of a plant at a subsidiary.

(m) Income taxes

Deferred tax assets and liabilities are determined based on the differences between the financial reporting and the tax bases of the assets and liabilities and are measured using the enacted tax rates and laws which are expected to be in effect when the differences are expected to reverse.

(n) Research and development costs

Research and development costs are charged to income as incurred.

(o) Derivatives

The Company and its consolidated subsidiaries utilize derivative financial instruments for the purpose of hedging their exposure to adverse fluctuations in foreign currency exchange rates but not for speculative purposes. Derivatives are stated at fair value with any changes in unrealized gain or loss charged or credited to income, except for those which meet the criteria for deferral hedge accounting under which unrealized gain or loss is deferred as a separate component of accumulated other comprehensive income, net of taxes. Payables hedged by qualified forward foreign exchange contracts are translated at the corresponding contract rates.

(p) Adoption of consolidated taxation system

The Company and certain domestic consolidated subsidiaries adopted the Japanese consolidated taxation system from the fiscal year ended March 31, 2012.

(q) Appropriation of retained earnings

Under the Corporation Law of Japan, the appropriation of retained earnings with respect to a given financial period is made by resolution of the shareholders at a general meeting held subsequent to the close of such financial period. The financial statements for that period do not, therefore, reflect such appropriations.

3. Changes in Presentation

"Loss on disposal of property, plant and equipment" and "Loss on valuation of derivatives," which were presented separately in the consolidated statement of income in the year ended March 31, 2011, are included in "Other, net" in "Other income (expenses)" for the year ended March 31, 2012, as these amounts were less than 10% of total non-operating expenses. The corresponding amounts for the year ended March 31, 2011 have been restated in order to reflect this change in presentation. As a result, ¥179 million of "Loss on disposal of property, plant and equipment" and ¥734 million of "Loss on valuation of derivatives" are included in "Other, net" in the accompanying consolidated statement of income for the year ended March 31, 2011.

4. Additional Information

Application of accounting standard for accounting changes and error corrections

Effective April 1, 2011, the Company and its domestic consolidated subsidiaries adopted the "Accounting Standard for Accounting Changes and Error Corrections" (ASBJ Statement No. 24, issued on December 4, 2009) and the "Guidance on the Accounting Standard for Accounting Changes and Error Corrections" (ASBJ Guidance No. 24, issued on December 4, 2009) for accounting changes and corrections of prior period errors.

5. U.S. Dollar Amounts

The translation of yen amounts into U.S. dollar amounts is included solely for convenience, as a matter of arithmetic computation, at the rate of ¥82 = U.S.$1.00, the approximate rate of exchange in effect on March 31, 2012. The translation should not be construed as a representation that yen amounts have been, could have been, or could in the future be, converted into U.S. dollars at the above or any other rate.

6. Cash and Cash Equivalents

The components of cash and cash equivalents in the consolidated statements of cash flows as of March 31, 2012 and 2011 were as follows:

As of March 31,	Millions of yen 2012	Millions of yen 2011	Thousands of U.S. dollars 2012
Cash and deposits	**¥27,941**	¥30,247	**$340,743**
Short-term investment securities	**20,131**	131	**245,500**
Time deposits with maturities of more than three months	**(2,205)**	(1,522)	**(26,890)**
Cash and cash equivalents	**¥45,867**	¥28,855	**$559,353**

7. Fair Value of Securities

As of March 31, 2012 and 2011, the Company and its consolidated subsidiaries did not possess any securities classified as trading securities and held-to-maturity securities. Securities classified as other securities are included in "short-term investment securities" and "investments securities" in the accompanying consolidated balance sheets.

The components of unrealized gain or loss on marketable securities classified as other securities as of March 31, 2012 and 2011 are summarized as follows:

	Millions of yen			Thousands of U.S. dollars		
As of March 31, 2012	Acquisition costs	Carrying value	Unrealized gain (loss)	Acquisition costs	Carrying value	Unrealized gain (loss)
Unrealized gain:						
Stocks	**¥12,197**	**¥17,218**	**¥ 5,021**	**$148,743**	**$209,975**	**$ 61,231**
Unrealized loss:						
Stocks	**13,157**	**9,324**	**(3,832)**	**160,451**	**113,707**	**(46,731)**
Other	**20,131**	**20,131**	**–**	**245,500**	**245,500**	**–**
	33,288	**29,455**	**(3,832)**	**405,951**	**359,207**	**(46,731)**
Total	**¥45,486**	**¥46,674**	**¥ 1,188**	**$554,707**	**$569,195**	**$ 14,487**

	Millions of yen		
As of March 31, 2011	Acquisition costs	Carrying value	Unrealized gain (loss)
Unrealized gain:			
Stocks	¥ 3,535	¥ 7,663	¥ 4,128
Unrealized loss:			
Stocks	15,333	11,116	(4,216)
Other	131	131	–
	15,464	11,247	(4,216)
Total	¥18,999	¥18,911	¥ (88)

Proceeds from sales of securities classified as other securities amounted to ¥42 million ($512 thousand) and ¥602 million with an aggregate gain on sales of ¥31 million ($378 thousand) and ¥562 million for the years ended March 31, 2012 and 2011, respectively.

8. Long-Term Debt and Credit Facilities

Long-term debt and lease obligations as of March 31, 2012 and 2011 consisted of the following:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
0.98% unsecured bonds, payable in yen, due 2012	**¥ 20,000**	¥20,000	**$ 243,902**
1.89% unsecured bonds, payable in yen, due 2016	**20,000**	20,000	**243,902**
1.88% unsecured bonds, payable in yen, due 2017	**20,000**	20,000	**243,902**
1.312% unsecured bonds, payable in yen, due 2021	**30,000**	–	**365,853**
Loans from banks	**19,750**	21,755	**240,853**
Lease obligations	**173**	194	**2,109**
	109,923	81,950	**1,340,524**
Less: Current portion	**22,218**	2,271	**270,951**
	¥ 87,705	¥79,679	**$1,069,573**

The annual maturities of long-term debt and lease obligations subsequent to March 31, 2012 are summarized as follows:

Years ending March 31,	Millions of yen	Thousands of U.S. dollars
2013	¥ 22,218	$ 270,951
2014	2,049	24,987
2015	2,632	32,097
2016	22,019	268,524
2017 and thereafter	61,002	743,926
	¥109,923	$1,340,524

The Company and its consolidated subsidiaries have lines of credit from banks that provided for up to ¥39,727 million ($484,475 thousand) and ¥39,062 million in borrowings as of March 31, 2012 and 2011, respectively. There were ¥3,783 million ($46,134 thousand) and ¥2,383 million of short-term bank loans outstanding under these credit facilities as of March 31, 2012 and 2011, respectively.

9. Pledged Assets

The assets pledged as collateral for short-term bank loans as of March 31, 2012 and 2011 were as follows:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
Trade notes and accounts receivable	**¥410**	¥455	**$5,000**

10. Accrued Employees' Pension and Severance Costs

The Company and its domestic consolidated subsidiaries have defined benefit corporate pension plans and lump-sum severance indemnity plans, covering substantially all employees who are entitled to lump-sum or annuity payments, the amounts of which are determined by reference to their basic rates of pay, length of service, and the conditions under which termination occurs. The Company has established a pension trust fund. Certain consolidated subsidiaries have defined contribution plans in addition to defined benefit plans.

The projected benefit obligation and funded status of the defined benefit plans as of March 31, 2012 and 2011 were as follows:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
Projected benefit obligation	**¥(41,100)**	¥(41,234)	**$(501,219)**
Plan assets at fair value	**34,257**	32,970	**417,768**
Unfunded benefit obligation	**(6,843)**	(8,264)	**(83,451)**
Unrecognized actuarial gain or loss	**8,555**	10,670	**104,329**
Unrecognized prior service cost (Reduction of obligation)	**(707)**	(1,070)	**(8,621)**
Prepaid pension and severance costs	**5,203**	5,258	**63,451**
Accrued employees' pension and severance costs	**¥ (4,198)**	¥ (3,922)	**$ (51,195)**

The components of net periodic pension and severance costs for the years ended March 31, 2012 and 2011 are summarized as follows:

	Millions of yen		Thousands of U.S. dollars
Years ended March 31,	**2012**	2011	**2012**
Service cost	**¥1,448**	¥1,470	**$17,658**
Interest cost on projected benefit obligation	**902**	924	**11,000**
Expected return on plan assets	**(796)**	(885)	**(9,707)**
Gain on plan amendment (Prior service cost)	**(363)**	(363)	**(4,426)**
Amortization of actuarial differences	**2,050**	1,758	**25,000**
Other	**259**	257	**3,158**
Total	**¥3,501**	¥3,161	**$42,695**

The principal assumptions used in accounting for the above plans were as follows:

Years ended March 31,	**2012**	2011
Discount rate	**Mainly 2.0%**	Mainly 2.0%
Expected rate of return on plan assets	**Mainly 2.0 ~ 3.5%**	Mainly 2.0 ~ 3.5%
Method of attributing retirement benefits to periods of service	**Periodic allocation method for projected benefit obligations**	Periodic allocation method for projected benefit obligations
Amortization period of unrecognized prior service cost	**10 years**	10 years
Amortization period of unrecognized actuarial differences	**10 years**	10 years

11. Income Taxes

Following the promulgation on December 2, 2011 of the "Act for Partial Revision of the Income Tax Act, etc. for the Purpose of Creating a Taxation System Responding to Changes in Economic and Social Structures" (Act No. 114 of 2011) and "Act on Special Measures for Securing Financial Resources Necessary to Implement Measures for Reconstruction following the Great East Japan Earthquake" (Act No. 117 of 2011), the Japanese corporate tax rate will be reduced and a special recovery tax will be imposed effective years beginning on or after April 1, 2012.

In accordance with this reform, the statutory income tax rates of the Company, which are used to measure deferred tax assets and liabilities, will be reduced to 37.8% from 40.5% for temporary differences that are expected to be settled or realized during the fiscal year beginning on April 1, 2012 through the fiscal year beginning on April 1, 2014, and to 35.5% for temporary differences that are expected to be settled or realized in and after years beginning on April 1, 2015.

As a result of these changes in the statutory income tax rates, net deferred tax assets decreased by ¥176 million ($2,146 thousand) as of March 31, 2012, and income taxes–deferred, unrealized holding gain on securities, net of taxes, and deferred hedge gain, net of taxes increased by ¥236 million ($2,878 thousand), ¥59 million ($719 thousand), and ¥0 million ($0 thousand) for the year ended March 31, 2012, respectively.

Income taxes of foreign consolidated subsidiaries are generally based on the tax rates applicable in their countries of incorporation.

The significant components of deferred tax assets and liabilities as of March 31, 2012 and 2011 were as follows:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
Deferred tax assets:			
Inventories	**¥ 263**	¥ 418	**$ 3,207**
Loss on impairment of fixed assets	**2,343**	2,506	**28,573**
Other accounts payable	**1,477**	1,408	**18,012**
Allowance for doubtful receivables	**616**	1,837	**7,512**
Accrued employees' bonus	**827**	884	**10,085**
Accrued pension and severance costs	**4,789**	5,398	**58,402**
Unrealized profit	**362**	361	**4,414**
Other	**3,830**	4,313	**46,707**
Valuation allowance	**(2,153)**	(2,241)	**(26,256)**
Total deferred tax assets	**12,358**	14,887	**150,707**
Deferred tax liabilities:			
Depreciation	**(2,132)**	(2,389)	**(26,000)**
Deferred capital gain	**(2,720)**	(2,321)	**(33,170)**
Gain on establishment of pension trust fund	**(3,426)**	(3,897)	**(41,780)**
Unrealized holding gains on securities	**(413)**	–	**(5,036)**
Adjustment for change in measurement of inventories	**(534)**	(726)	**(6,512)**
Other	**(38)**	(68)	**(463)**
Total deferred tax liabilities	**(9,266)**	(9,404)	**(113,000)**
Deferred tax assets, net	**¥ 3,092**	¥ 5,482	**$ 37,707**

Reconciliations of the difference between the statutory tax rate and the effective tax rate for the years ended March 31, 2012 and 2011 are not disclosed because the difference between the two tax rates was less than 5% of the statutory tax rate.

12. Capital Surplus and Retained Earnings

The Corporation Law of Japan provides that an amount equal to 10% of the amount to be distributed as distributions of capital surplus (other than the capital reserve) and retained earnings (other than the legal reserve) be transferred to the capital reserve and the legal reserve, respectively, until the sum of the capital reserve and the legal reserve equals 25% of the common stock account. Such distributions can be made at any time by resolution of the shareholders or by the Board of Directors if certain conditions are met, but neither the capital reserve nor the legal reserve is available for distributions.

13. Research and Development Expenses

Research and development expenses included in cost of sales and, selling, general and administrative expenses for the years ended March 31, 2012 and 2011 were ¥3,567 million ($43,500 thousand) and ¥3,530 million, respectively.

14. Loss on Disaster

Loss on disaster is recognized for losses resulting from the Great East Japan Earthquake.

The loss on disaster for the years ended March 31, 2012 and 2011 is summarized as follows:

	Millions of yen		Thousands of U.S. dollars
Years ended March 31,	**2012**	2011	**2012**
Inspection expenses	**¥276**	¥ –	**$3,365**
Logistics expenses	**217**	–	**2,646**
Write-down and loss on disposal of damaged inventories	**–**	978	**–**
Repair and removal expenses of fixed assets	**–**	442	**–**
Loss on impairment of fixed assets	**–**	376	**–**
Other	**207**	554	**2,524**
Total	**¥701**	¥2,352	**$8,548**

15. Leases

(a) Finance leases

As lessee:

The following pro forma amounts represent the acquisition costs, accumulated depreciation and net book value of leased assets as of March 31, 2012 and 2011, which would have been reflected in the consolidated balance sheets if finance lease accounting had been adopted for the finance leases of the Company and domestic consolidated subsidiaries for which the starting date of the lease was before March 31, 2008, and which are currently accounted for as operating leases:

	Millions of yen			Thousands of U.S. dollars		
As of March 31, 2012	Acquisition costs	Accumulated depreciation	Net book value	Acquisition costs	Accumulated depreciation	Net book value
Machinery, equipment and vehicles	**¥271**	**¥234**	**¥37**	**$3,304**	**$2,853**	**$451**
Other	**21**	**19**	**1**	**256**	**231**	**12**
Total	**¥292**	**¥254**	**¥38**	**$3,560**	**$3,097**	**$463**

	Millions of yen		
As of March 31, 2011	Acquisition costs	Accumulated depreciation	Net book value
Machinery, equipment and vehicles	¥293	¥219	¥73
Other	55	46	9
Total	¥349	¥266	¥82

Lease payments relating to finance leases accounted for as operating leases amounted to ¥42 million ($512 thousand) and ¥53 million, which were equal to the depreciation expense of the leased assets computed by the straight-line method over the respective lease terms, for the years ended March 31, 2012 and 2011, respectively.

Future minimum lease payments (including the interest portion thereon) subsequent to March 31, 2012 and 2011 for finance leases accounted for as operating leases are summarized as follows:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
Within 1 year	**¥19**	¥40	**$231**
Over 1 year	**19**	42	**231**
	¥38	¥82	**$463**

(b) Operating leases

As lessee:

Future minimum lease payments subsequent to March 31, 2012 and 2011 for non-cancelable operating leases are summarized as follows:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
Within 1 year	**¥1,644**	¥1,684	**$20,048**
Over 1 year	**4,546**	5,073	**55,439**
	¥6,191	¥6,758	**$75,500**

16. Contingent Liabilities

The Company and its consolidated subsidiaries had the following contingent liabilities as of March 31, 2012 and 2011:

	Millions of yen		Thousands of U.S. dollars
As of March 31,	**2012**	2011	**2012**
As guarantor of indebtedness of:			
Unconsolidated subsidiaries	**¥1,061**	¥1,250	**$12,939**
Employees	**2**	2	**24**
Others	**84**	112	**1,024**
	¥1,147	¥1,365	**$13,987**

17. Amounts Per Share

The computation of basic net income per share is based on the weighted average number of shares of common stock outstanding during each period. Diluted net income per share has been omitted because no potentially dilutive instruments were outstanding during the years ended March 31, 2012 and 2011.

Net assets per share are based on the number of shares outstanding at the respective balance sheet dates.

Cash dividends per share represent the cash dividends declared as applicable to the respective fiscal years.

	Yen		U.S. dollars
Years ended March 31,	**2012**	2011	**2012**
Net income:			
Basic	**¥ 43.80**	¥ 37.74	**$0.53**
Net assets	**808.40**	783.58	**9.85**
Cash dividends applicable to the year	**15.00**	15.00	**0.18**

18. Financial Instruments

(a) Policy for financial instruments

In light of plans for capital investment, the Company and its subsidiaries mainly raise the funds required through bank loans and bond issuance. The Company and its subsidiaries manage temporary fund surpluses through financial assets that have a high level of liquidity. Further, the Company and its subsidiaries raise short-term working capital through bank loans. Derivative transactions are used in order to mitigate risk as described below, such that speculative transactions are not undertaken based on the Company's policy.

Trade receivables (trade notes and accounts receivable) are exposed to credit risk in relation to customers. Each operating department and the accounting department performs periodic monitoring of the financial condition of major customers, manages due dates and balances, and obtains a prompt understanding and attempts to mitigate the risk of uncollectable receivables in the event of deterioration in a customer's financial condition.

Securities, which primarily comprise trading securities, held-to-maturity bonds, and shares of companies with which the Company has business relationships, are exposed to variable risks associated with market prices. The Company performs periodic monitoring of the financial condition of the issuers for marketable investment securities. A continuing review of the holding of securities, other than held-to-maturity securities, is performed by taking into consideration the market as well as the relationship with the trading counterparties.

Accounts payable have payment due dates mostly within two months. Loans payable and bonds primarily are raised for capital investment and have payment due dates within seven years and eight months at the longest.

Derivative transactions consist of foreign exchange forward contracts entered into in order to hedge currency-associated variable risks that arise from foreign currency-denominated operating receivables and payables, and interest rate swap transactions to hedge variable risk of interest related to loans payable. Enforcement and management of derivative transactions is performed by obtaining the appropriate personnel approval under the administrative procedures for trading authority and budget limits. Derivative transactions are not subject to significant credit risk since the trading counterparties are limited to financial institutions with high credit ratings.

(b) Fair value of financial instruments

The carrying value on the consolidated balance sheets, fair value and differences between carrying value and fair value for financial instruments as of March 31, 2012 and 2011 are set out below. The following table does not include financial instruments for which fair values are difficult to determine.

	Millions of yen			Thousands of U.S. dollars		
As of March 31, 2012	Carrying amount	Fair value	Difference	Carrying amount	Fair value	Difference
(1) Cash and deposits	**¥ 27,941**	**¥ 27,941**	**¥ –**	**$ 340,743**	**$ 340,743**	**$ –**
(2) Trade notes and accounts receivable	**42,274**	**42,274**	**–**	**515,536**	**515,536**	**–**
(3) Investment securities	**46,674**	**46,674**	**–**	**569,195**	**569,195**	**–**
Total assets	**116,890**	**116,890**	**–**	**1,425,487**	**1,425,487**	**–**
(1) Trade notes and accounts payable	**15,474**	**15,474**	**–**	**188,707**	**188,707**	**–**
(2) Other accounts payable	**11,756**	**11,756**	**–**	**143,365**	**143,365**	**–**
(3) Short-term bank loans (*2)	**4,262**	**4,262**	**–**	**51,975**	**51,975**	**–**
(4) Bonds (*3)	**90,000**	**93,154**	**3,154**	**1,097,560**	**1,136,024**	**38,463**
(5) Long-term bank loans (*2)	**19,750**	**20,405**	**655**	**240,853**	**248,841**	**7,987**
Total liabilities	**141,243**	**145,053**	**3,809**	**1,722,475**	**1,768,939**	**46,451**
Derivatives (*1)	**¥ (235)**	**¥ (235)**	**¥ –**	**$ (2,865)**	**$ (2,865)**	**$ –**

	Millions of yen		
As of March 31, 2011	Carrying amount	Fair value	Difference
(1) Cash and deposits	¥ 30,247	¥ 30,247	¥ –
(2) Trade notes and accounts receivable	39,029	39,029	–
(3) Investment securities	18,911	18,911	–
Total assets	88,187	88,187	–
(1) Trade notes and accounts payable	14,626	14,626	–
(2) Other accounts payable	12,711	12,711	–
(3) Short-term bank loans (*2)	2,854	2,854	–
(4) Bonds	60,000	62,575	2,575
(5) Long-term bank loans (*2)	21,755	22,182	426
Total liabilities	111,948	114,950	3,002
Derivatives (*1)	¥ (252)	¥ (252)	¥ –

(*1) The carrying amount and fair value of derivative transactions are stated on a net basis. Figures in parentheses represent net liabilities.
(*2) Long-term bank loans include the current portion of long-term debt.
(*3) Bonds include the current portion of bonds.

(Note)

Methods for calculating fair values of financial instruments

• Assets

(1) Cash and deposits, (2) Trade notes and accounts receivable

Since these assets are short-term in nature, their carrying value approximates fair value.

(3) Investment securities

Since securities such as free financial funds are short-term in nature, their carrying value approximates fair value.

The fair value of investment securities is based on the quoted market prices for listed shares.

Unlisted stocks and others in the amount of ¥2,818 million ($34,365 thousand) are excluded from investment securities in the above table, since they have no market values and their fair values are difficult to determine.

Information on investment securities categorized by holding purpose is set out in "Note 7. Fair Value of Securities."

• **Liabilities**

(1) Trade notes and accounts payable, (2) Other accounts payable, (3) Short-term bank loans

Since these liabilities are short-term in nature, their carrying value approximates fair value.

(4) Bonds

Fair value of corporate bonds is determined based on present values calculated by discounting the total principal and interest using interest rates corresponding to the credit risk and remaining period of the bond.

(5) Long-term debt

Fair value of long-term debt is calculated by discounting the total principal and interest using the incremental borrowing rate. Fair value of long-term debt with variable interest rates for which the special treatment for interest rate swaps is adopted is calculated by discounting the total principal and interest using the interest rate of similar borrowings.

• **Derivatives**

Information on derivatives is set out in "Note 19. Derivatives".

19. Derivatives

Summarized below are the notional amounts and the estimated fair value of the open derivative positions as of March 31, 2012 and 2011:

(a) Hedge accounting not applied

Currency related transactions

As of March 31, 2012		Millions of yen			
Classification	Type of transaction	Notional amount	Over 1 year	Fair value	Unrealized gain (loss)
Non-market transactions	Forward foreign exchange contracts:				
	Sell:				
	USD	**¥ 1,871**	**¥ –**	**¥ (39)**	**¥ (39)**
	HKD	**16**	**–**	**(1)**	**(1)**
	Buy:				
	USD	**13,485**	**8,957**	**(161)**	**(161)**
	EUR	**33**	**–**	**(0)**	**(0)**
	GBP	**7**	**–**	**(0)**	**(0)**
	SGD	**7**	**–**	**(0)**	**(0)**
	YEN	**459**	**–**	**(7)**	**(7)**
	Currency/interest rate swaps:				
	Fixed Receipt (USD)/Fixed Payment (EUR)	**103**	**49**	**(11)**	**(11)**
	Fixed Receipt (EUR)/Fixed Payment (THB)	**132**	**63**	**(15)**	**(15)**
Total		**¥16,117**	**¥9,070**	**¥(238)**	**¥(238)**

As of March 31, 2012		Thousands of U.S. dollars			
Classification	Type of transaction	Notional amount	Over 1 year	Fair value	Unrealized gain (loss)
Non-market transactions	Forward foreign exchange contracts:				
	Sell:				
	USD	**$ 22,817**	**$ –**	**$ (475)**	**$ (475)**
	HKD	**195**	**–**	**(12)**	**(12)**
	Buy:				
	USD	**164,451**	**109,231**	**(1,963)**	**(1,963)**
	EUR	**402**	**–**	**(0)**	**(0)**
	GBP	**85**	**–**	**(0)**	**(0)**
	SGD	**85**	**–**	**(0)**	**(0)**
	YEN	**5,597**	**–**	**(85)**	**(85)**
	Currency/interest rate swaps:				
	Fixed Receipt (USD)/Fixed Payment (EUR)	**1,256**	**597**	**(134)**	**(134)**
	Fixed Receipt (EUR)/Fixed Payment (THB)	**1,609**	**768**	**(182)**	**(182)**
Total		**$196,548**	**$110,609**	**$(2,902)**	**$(2,902)**

As of March 31, 2011		Millions of yen			
Classification	Type of transaction	Notional amount	Over 1 year	Fair value	Unrealized gain (loss)
Non-market transactions	Forward foreign exchange contracts:				
	Sell:				
	USD	¥ 1,722	¥ –	¥ (27)	¥ (27)
	HKD	17	–	(0)	(0)
	Buy:				
	USD	11,241	7,804	(501)	(501)
	EUR	37	–	0	0
	GBP	1	–	(0)	(0)
	SGD	2	–	(0)	(0)
	YEN	546	–	320	320
	Currency/interest rate swaps:				
	Fixed Receipt (USD)/Fixed Payment (EUR)	165	108	(23)	(23)
	Fixed Receipt (EUR)/Fixed Payment (THB)	212	139	(21)	(21)
Total		¥13,947	¥8,051	¥(254)	¥(254)

(Notes)

1. Fair value is calculated based on the prices provided by financial institutions.
2. The amounts in the table above include the profit or loss due to eliminating inter-company balances in consolidation.

(b) Hedge accounting applied

Currency related transactions

As of March 31, 2012			Millions of yen		
Hedge accounting method	Type of transaction	Hedged item	Contract amounts	Over 1 year	Fair value
Currency forward contracts	Forward foreign exchange contracts:				
	Sell:				
	USD	Accounts receivable	¥ 96	¥–	(Note 2)
	Buy:				
	USD	Accounts payable	298	–	(Note 2)
	EUR		21	–	(Note 2)
	JPY		5	–	(Note 2)
Deferral hedge accounting	Sell:				
	USD	Accounts receivable	32	–	(0)
	HKD		2	–	(0)
	Buy:				
	USD	Accounts payable	139	–	3
	EUR		¥ 7	¥–	¥ 0

As of March 31, 2012			Thousands of U.S. dollars		
Hedge accounting method	Type of transaction	Hedged item	Contract amounts	Over 1 year	Fair value
Currency forward contracts	Forward foreign exchange contracts:				
	Sell:				
	USD	Accounts receivable	$1,170	$–	(Note 2)
	Buy:				
	USD	Accounts payable	3,634	–	(Note 2)
	EUR		256	–	(Note 2)
	JPY		60	–	(Note 2)
Deferral hedge accounting	Sell:				
	USD	Accounts receivable	390	–	(0)
	HKD		24	–	(0)
	Buy:				
	USD	Accounts payable	1,695		36
	EUR		$ 85	$–	$ 0

As of March 31, 2011 Hedge accounting method	Type of transaction	Hedged item	Millions of yen Contract amounts	 Over 1 year	 Fair value
Currency forward contracts	Forward foreign exchange contracts:				
	Sell:				
	USD	Accounts receivable	¥ 56	¥–	(Note 2)
	Buy:				
	USD	Accounts payable	104	–	(Note 2)
	EUR		6	–	(Note 2)
	JPY		65	–	(Note 2)
Deferral hedge accounting	Sell:				
	USD	Accounts receivable	24	–	(0)
	HKD		3	–	(0)
	Buy:				
	USD	Accounts payable	¥2,039	¥–	¥ 2

(Notes)

1. Fair value is calculated based on the prices provided by financial institutions.
2. For certain accounts receivable and accounts payable denominated in foreign currencies for which foreign exchange forward contracts are used to hedge the foreign currency fluctuations, the fair value of derivative financial instruments is included in the fair value of the hedged accounts receivable and accounts payable.

Interest related transactions

As of March 31, 2012 Hedge accounting method	Type of transaction	Hedged item	Millions of yen Contract amounts	 Over 1 year	 Fair value
Special treatment for interest swaps	Interest rate swap:				
	Floating Receipt	Long-term debt	**¥19,000**	**¥17,000**	(Note 1)
	Fixed Payment				

As of March 31, 2012 Hedge accounting method	Type of transaction	Hedged item	Thousands of U.S. dollars Contract amounts	 Over 1 year	 Fair value
Special treatment for interest swaps	Interest rate swap:				
	Floating Receipt	Long-term debt	**$231,707**	**$207,317**	(Note 1)
	Fixed Payment				

As of March 31, 2011 Hedge accounting method	Type of transaction	Hedged item	Millions of yen Contract amounts	 Over 1 year	 Fair value
Special treatment for interest swaps	Interest rate swap:				
	Floating Receipt	Long-term debt	¥21,000	¥19,000	(Note 1)
	Fixed Payment				

(Note)

1. For certain long-term debt for which the special treatment for interest swaps is used to hedge the variable risk of interest rates, the fair value of derivative financial instruments is included in the fair value of the long-term debt.

20. Rental Properties

The Company and certain consolidated subsidiaries own a number of commercial facilities including land for rent in Chiba prefecture and other locations. Net rental income from such rental properties for the years ended March 31, 2012 and 2011 was ¥831 million ($10,134 thousand) and ¥946 million, respectively. The Company has recorded ¥1,740 million ($21,219 thousand) and ¥612 million of gain on sales of rental properties as other income for the years ended March 31, 2012 and 2011, respectively. The Company has recorded ¥99 million ($1,207 thousand) and ¥50 million of impairment losses of rental properties as other expenses for the years ended March 31, 2012 and 2011, respectively.

The carrying amount and the fair value of such rental properties as of March 31, 2012 and 2011 were as follows:

Millions of yen			
Carrying amount			
Beginning of fiscal year	Net change during fiscal year	End of fiscal year	Fair value as of March 31, 2012
¥7,002	**¥3,679**	**¥10,681**	**¥22,731**

Thousands of U.S. dollars			
Carrying amount			
Beginning of fiscal year	Net change during fiscal year	End of fiscal year	Fair value as of March 31, 2012
$85,390	**$44,865**	**$130,256**	**$277,207**

Millions of yen			
Carrying amount			
Beginning of fiscal year	Net change during fiscal year	End of fiscal year	Fair value as of March 31, 2011
¥7,249	¥(247)	¥7,002	¥21,362

(Note)
The fair value of significant properties is calculated based on the appraisal standard used by real estate appraisers, and the fair value of immaterial properties is calculated based on the value for property tax assessment.

21. Segment Information

(a) Segment information

i. Overview of reporting segments

Reporting segments are a component or aggregated component for which segment specific financial information is available. The Company's Board of Directors uses this financial information periodically to make decisions on the allocation of management resources and to evaluate business performance.

The Company, as a holding company, mainly plans group strategy, and manages and controls its subsidiaries. The Company divides its domestic business into manufacturing and sales of foods, and other business. The Company divides its overseas business into manufacturing and sales of foods, and the sales of oriental food products. As a result, the Company identified four reporting segments, which are "Domestic Foods–Manufacturing and Sales," "Domestic Others," "Overseas Foods–Manufacturing and Sales" and "Overseas Foods–Wholesale."

"Domestic Foods–Manufacturing and Sales" includes manufacturing and sales of foods in the domestic market, which include soy sauce, beverages and alcoholic beverages.

"Domestic Others" includes manufacturing and sales of pharmaceuticals and chemical products, real estate rental, logistics and back-office operations in the domestic market.

"Overseas Foods–Manufacturing and Sales" includes manufacturing and sales of soy sauce, Del Monte products and health foods in overseas markets, and sales of domestically manufactured products to overseas markets.

"Overseas Foods–Wholesale" includes the purchase of overseas oriental products for sale in domestic and overseas markets and sales of oriental products in domestic and overseas markets.

ii. Methods of calculating amounts for net sales, income or loss, assets, liabilities and other items by reporting segment

Segment income in the following tables is operating income. Intra group sales and transfers were made based on market prices.

iii. Information on sales, income or loss, assets and other items by reporting segment

Millions of yen

As of and for the year ended March 31, 2012	Domestic Foods–Manufacturing and Sales	Domestic Others	Overseas Foods–Manufacturing and Sales	Overseas Foods–Wholesale	Total	Adjustments	Consolidated
Sales and operating income:							
Net sales to third parties	¥146,760	¥ 8,182	¥40,894	¥87,400	¥283,239	¥ –	¥283,239
Intra group sales and transfers	1,127	12,320	5,757	232	19,439	(19,439)	–
Total net sales	147,888	20,503	46,652	87,633	302,678	(19,439)	283,239
Segment income	3,610	1,654	8,199	4,094	17,558	205	17,764
Segment assets	116,856	21,094	68,748	35,394	242,093	89,277	331,371
Other items:							
Depreciation and amortization	8,234	1,185	1,996	600	12,016	546	12,562
Amortization of goodwill	1,401	83	189	–	1,673	–	1,673
Increase in tangible and intangible fixed assets	¥ 9,312	¥ 3,765	¥ 2,227	¥ 1,394	¥ 16,699	¥ 1,314	¥ 18,014

Thousands of U.S. dollars

As of and for the year ended March 31, 2012	Domestic Foods–Manufacturing and Sales	Domestic Others	Overseas Foods–Manufacturing and Sales	Overseas Foods–Wholesale	Total	Adjustments	Consolidated
Sales and operating income:							
Net sales to third parties	$1,789,756	$ 99,780	$498,707	$1,065,853	$3,454,134	$ –	$3,454,134
Intra group sales and transfers	13,743	150,243	70,207	2,829	237,060	(237,060)	–
Total net sales	1,803,512	250,036	568,926	1,068,695	3,691,195	(237,060)	3,454,134
Segment income	44,024	20,170	99,987	49,926	214,121	2,500	216,634
Segment assets	1,425,073	257,243	838,390	431,634	2,952,353	1,088,743	4,041,109
Other items:							
Depreciation and amortization	100,414	14,451	24,341	7,317	146,536	6,658	153,195
Amortization of goodwill	17,085	1,012	2,304	–	20,402	–	20,402
Increase in tangible and intangible fixed assets	$ 113,560	$ 45,914	$ 27,158	$ 17,000	$ 203,646	$ 16,024	$ 219,682

(Notes)

Adjustments are as follows:

(1) Adjustments of ¥205 million ($2,500 thousand) in segment income mainly represent expenses relating to the corporate division of the Company, which totaled ¥153 million ($1,865 thousand).

(2) Adjustments of ¥89,277 million ($1,088,743 thousand) in segment assets represent the elimination of intersegment assets and assets relating to the corporate division of the Company, which totaled ¥120,552 million ($1,470,146 thousand). Assets relating to the corporate division of the Company consist mainly of cash and deposits and investment securities.

(3) Adjustments of ¥546 million ($6,658 thousand) in depreciation and amortization consist of depreciation of assets related to the corporate division of the Company.

(4) Adjustments of ¥1,314 million ($16,024 thousand) in increase in tangible and intangible fixed assets consist of asset acquisition of the corporate division of the Company, which are mainly acquisition for Kikkoman General Hospital.

Millions of yen

As of and for the year ended March 31, 2011	Domestic Foods– Manufacturing and Sales	Domestic Others	Overseas Foods– Manufacturing and Sales	Overseas Foods– Wholesale	Total	Adjustments	Consolidated
Sales and operating income:							
Net sales to third parties	¥149,387	¥ 8,131	¥40,967	¥84,976	¥283,463	¥ –	¥283,463
Intra group sales and transfers	1,069	11,504	5,731	296	18,602	(18,602)	–
Total net sales	150,456	19,636	46,699	85,273	302,065	(18,602)	283,463
Segment income	5,678	1,456	8,007	3,929	19,073	134	19,208
Segment assets	128,612	18,291	63,255	34,150	244,310	54,556	298,867
Other items:							
Depreciation and amortization	7,667	1,168	2,210	572	11,618	473	12,092
Amortization of goodwill	1,401	83	223	–	1,707	–	1,707
Increase in tangible and intangible fixed assets	¥ 9,730	¥ 1,348	¥ 1,326	¥ 719	¥ 13,125	¥ 1,363	¥ 14,489

(Notes)

Adjustments are as follows:

(1) Adjustments of ¥134 million in segment income mainly represent expenses relating to the corporate division of the Company, which totaled ¥103 million.

(2) Adjustments of ¥54,556 million in segment assets represent the elimination of intersegment assets and assets relating to the corporate division of the Company which totaled ¥93,139 million. Assets relating to the corporate division of the Company consist mainly of cash and deposits and investment securities.

(3) Adjustments of ¥473 million in depreciation and amortization consist of depreciation of assets related to the corporate division of the Company.

(4) Adjustments of ¥1,363 million in increase in tangible and intangible fixed assets consist of asset additions of the corporate division of the Company, which are mainly additions for Kikkoman General Hospital.

(b) Related information

Information by geographical area

Sales

For the year ended March 31, 2012	Japan	North America	Other	Total
				Millions of yen
Amount	**¥158,571**	**¥92,028**	**¥32,639**	**¥283,239**

Sales

For the year ended March 31, 2012	Japan	North America	Other	Total
				Thousands of U.S. dollars
Amount	**$1,933,792**	**$1,122,292**	**$398,036**	**$3,454,134**

Note: Sales are based on the location of customers, and are classified by country or region.

Tangible fixed assets

As of March 31, 2012	Japan	North America	Other	Total
				Millions of yen
Net book value	**¥76,675**	**¥17,284**	**¥5,210**	**¥99,170**

Tangible fixed assets

As of March 31, 2012	Japan	North America	Other	Total
				Thousands of U.S. dollars
Net book value	**$935,060**	**$210,780**	**$63,536**	**$1,209,390**

Information regarding impairment loss on tangible fixed assets by reporting segment

As of and for the year ended March 31, 2012	Domestic Foods–Manufacturing and Sales	Domestic Others	Overseas Foods–Manufacturing and Sales	Overseas Foods–Wholesale	Total	Adjustments	Consolidated
							Millions of yen
Impairment loss	**¥99**	**¥328**	**¥–**	**¥–**	**¥427**	**¥–**	**¥427**

As of and for the year ended March 31, 2012	Domestic Foods–Manufacturing and Sales	Domestic Others	Overseas Foods–Manufacturing and Sales	Overseas Foods–Wholesale	Total	Adjustments	Consolidated
							Thousands of U.S. dollars
Impairment loss	**$1,207**	**$4,000**	**$–**	**$–**	**$5,207**	**$–**	**$5,207**

Information regarding the balance of goodwill by reporting segment

As of March 31, 2012	Domestic Foods–Manufacturing and Sales	Domestic Others	Overseas Foods–Manufacturing and Sales	Overseas Foods–Wholesale	Total	Adjustments	Consolidated
							Millions of yen
Goodwill ending balance	**¥19,594**	**¥1,164**	**¥2,755**	**¥–**	**¥23,514**	**¥–**	**¥23,514**

As of March 31, 2012	Domestic Foods–Manufacturing and Sales	Domestic Others	Overseas Foods–Manufacturing and Sales	Overseas Foods–Wholesale	Total	Adjustments	Consolidated
							Thousands of U.S. dollars
Goodwill ending balance	**$238,951**	**$14,195**	**$33,597**	**$–**	**$286,756**	**$–**	**$286,756**

Information regarding amortization of goodwill is omitted, since the same information was disclosed in (a) iii. Information on sales, income or loss, assets and other items by reporting segment.

22. Subsequent Events

(a) Cash dividend

The following appropriations of retained earnings of the Company, which have not been reflected in the consolidated financial statements for the year ended March 31, 2012, were approved at the shareholders' meeting held on June 26, 2012.

	Millions of yen	Thousands of U.S. dollars
Cash dividends (¥15.00 = $0.18 per share)	**¥3,081**	**$37,573**

(b) Purchase of treasury stock

On April 27, 2012, the Board of Directors of the Company approved and implemented a plan to repurchase up to 6 million shares of the Company's common stock at a cost of up to ¥5,000 million ($60,975 thousand) for the period from May 1, 2012 to July 31, 2012. Such repurchases are intended to execute a flexible capital policy in response to changes in the business environment.

Independent Auditor's Report

The Board of Directors
KIKKOMAN CORPORATION

We have audited the accompanying consolidated financial statements of KIKKOMAN CORPORATION and its consolidated subsidiaries, which comprise the consolidated balance sheet as at March 31, 2012, and the consolidated statements of income, comprehensive income, changes in net assets, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information, all expressed in Japanese yen.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. The purpose of an audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control, but in making these risk assessments the auditor considers internal controls relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of KIKKOMAN CORPORATION and consolidated subsidiaries at March 31, 2012, and their consolidated financial performance and cash flows for the year then ended in conformity with accounting principles generally accepted in Japan.

Convenience Translation

We have reviewed the translation of these consolidated financial statements into U.S. dollars, presented for the convenience of readers, and, in our opinion, the accompanying consolidated financial statements have been properly translated on the basis described in Note 5.

Ernst & Young ShinNihon LLC

June 26, 2012
Tokyo, Japan

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* Consolidated subsidiaries
**Equity method affiliates
Note: Numbers preceded by "+" are country codes.

Home page address: http://www.kikkoman.com/

(As of August 2012)

Corporate History

The city of Noda is ideally situated close to soybean-growing regions as well as the Edo River, which provided a convenient transportation route to and from Edo (present-day Tokyo). Noda has been well-known for its soy sauce production since the Edo period (1603–1867). In December 1917, eight family-run companies merged to form Noda Shoyu Co., Ltd., the predecessor of Kikkoman Corporation, with capital of ¥7 million.

1925 April	Noda Shoyu Co., Ltd. absorbs Noda Shoyu Jozo Co., Ltd., Manjo Mirin Co., Ltd. and Nippon Shoyu Co., Ltd. through a merger.
1931 September	The Takasago soy sauce production plant (formerly the Kansai Plant) begins shipments.
1957 June	Kikkoman International Inc. (now Kikkoman Sales USA, Inc.) is established in San Francisco, California, in the United States.
1961 July	Kikko Food Industries Co., Ltd. (now Nippon Del Monte Corporation) is established.
1962 February	Tone Beverage Co., Ltd. (now Tone Coca-Cola Bottling Co., Ltd.) is established.
1962 October	Katsunuma Yoshu Co., Ltd. (now Manns Wine Co., Ltd.) is established.
1964 October	Noda Shoyu Co., Ltd. is renamed Kikkoman Shoyu Co., Ltd.
1969 June	Kikkoman invests in Japan Food Corporation (now JFC International Inc.) in the United States.
1970 March	Kikkoman invests in Pacific Trading Co., Ltd.
1972 March	Kikkoman Foods, Inc. is established in Walworth, Wisconsin, in the United States.
1973 June	The Wisconsin Plant of Kikkoman Foods, Inc. holds its grand opening.
1979 March	Kikkoman Trading Europe GmbH is established in Neuss, in Germany.
1980 October	The Company takes on its present name, Kikkoman Corporation.
1983 June	Kikkoman (S) Pte Ltd, a production facility, is established in Singapore.
1984 November	The production facility of Kikkoman (S) Pte Ltd holds its grand opening.
1987 January	Kikkoman's Chitose Plant (now Hokkaido Kikkoman Company) in Hokkaido begins shipments.
1990 January	Kikkoman buys perpetual marketing rights for the Del Monte brand in the Asia-Pacific region, excluding the Philippines.
1990 February	A joint-venture company, President Kikkoman Inc., is established to produce soy sauce in Tainan, in Taiwan.
1990 December	The production facility of President Kikkoman Inc. begins shipments.
1996 April	Kikkoman establishes Kikkoman Foods Europe B.V. in the Netherlands.
1997 October	Kikkoman Foods Europe B.V. holds its grand opening.
1998 October	The second U.S. manufacturing plant of Kikkoman Foods, Inc., in Folsom, California, holds its grand opening.
2000 May	A joint-venture company, Kunshan President Kikkoman Biotechnology Co., Ltd., is established in Kunshan, China.
2002 May	The China Plant of Kunshan President Kikkoman Biotechnology Co., Ltd. holds its grand opening.
2004 March	Kikkoman invests in Higeta Shoyu Co., Ltd. and Kibun Food Chemifa Co., Ltd. (now Kikkoman Soyfoods Company)
2005 January	Siam Del Monte Company Limited is established in Thailand.
2005 March	Country Life, LLC is established in New York in the United States.
2006 February	Siam Del Monte Company Limited holds its grand opening.
2006 November	Del Monte Foods (Xiamen) Co., Ltd. is established in Xiamen, in China.
2008 July	Kikkoman establishes joint venture President Kikkoman Zhenji Foods Co., Ltd in Shijiazhuang in China.
2008 August	Kibun Food Chemifa Co., Ltd. (now Kikkoman Soyfoods Company) becomes a wholly owned subsidiary of Kikkoman.
2008 October	Del Monte Foods (Xiamen) Co., Ltd. holds its grand opening.
2009 June	President Kikkoman Zhenji Foods Co., Ltd holds its grand opening.
2009 October	Kikkoman shifts to a holding company structure.
2011 April	Kikkoman Biochemifa Company is established.

(As of August 2012)

Directors, Corporate Auditors and Officers

Directors and Corporate Auditors

Honorary Chief Executive Officer and Chairman of the Board of Directors
Yuzaburo Mogi

President
Mitsuo Someya*

Directors
Noriaki Horikiri*
Kenichi Saito*
Koji Negishi
Toshihiko Shigeyama
Katsumi Amano
Koichi Yamazaki
Tsunao Hashimoto**
Toshihiko Fukui**
Mamoru Ozaki**

* Representative Director
** Independent Outside Director

Corporate Auditors
Takaharu Nakamura
Koichi Mori
Takeo Inokuchi***
Motohiko Kogo***

*** Independent Corporate Auditor

Corporate Officers

President and Chief Executive Officer
Mitsuo Someya

Senior Executive Corporate Officers
Noriaki Horikiri
Kenichi Saito
Koji Negishi

Executive Corporate Officers
Katsumi Amano
Koichi Yamazaki
Masanori Fukumitsu
Masanao Shimada
Shoichi Ui
Shozaburo Nakano
Satoru Abe
Shintaro Karasawa

Corporate Officers
Bunji Matsuzaki
Kazuo Shimizu
Takashi Hamada
Noboru Mimura
Asahi Matsuyama
Naoyuki Kiyomatsu
Yasuyoshi Kase
Kiminae Fujimura
Takashi Ozawa
Setsuya Hannya
Takao Kamiyama
Yoshiyuki Ishigaki
Shigehiro Kataoka
Yaichi Fukushima
Kazuki Usui
Hiroshi Miyake
Osamu Mogi

(As of June 26, 2012)

Corporate Data

Name
Kikkoman Corporation

Head Office
250 Noda, Noda-shi, Chiba 278-8601, Japan

Date of Establishment
December 7, 1917

Paid-in Capital
¥11,599 million yen

Number of Shares
Authorized: 600,000,000
Issued and outstanding: 210,383,202

Number of Employees (Consolidated)
5,316 (As of March 31, 2012)

Stock Exchange Listings
Tokyo, Osaka

Shareholder Registry Administrator
Mitsubishi UFJ Trust and Banking Corporation
1-4-5 Marunouchi, Chiyoda-ku, Tokyo 100-8212, Japan

Stock Price Range on the Tokyo Stock Exchange

Fiscal 2012:	High:	¥ 970	Low:	¥759
Fiscal 2011:	High:	¥1,137	Low:	¥707
Fiscal 2010:	High:	¥1,196	Low:	¥779

Group Business Activities
Domestic
- Kikkoman soy sauce, Higeta soy sauce, etc.
- Kikkoman *tsuyu* and *tare*, Del Monte seasonings, etc.
- Soy milk beverages, Del Monte beverages, etc.
- *Manjo mirin*, Manns Wine, imported alcoholic beverages, etc.
- Clinical diagnostic reagents, hygiene inspection agents, processing enzymes, chemical products, etc.
- Real estate rental, logistics, back-office functions for the Kikkoman Group, etc.

Overseas
- Kikkoman soy sauce, etc.
- Del Monte canned products, seasonings, etc.
- Health foods, etc.
- Oriental foods, etc.

(As of August 2012)

kikkoman

KIKKOMAN CORPORATION

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250 Noda, Noda-shi, Chiba 278-8601, Japan
Tokyo Head Office
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