

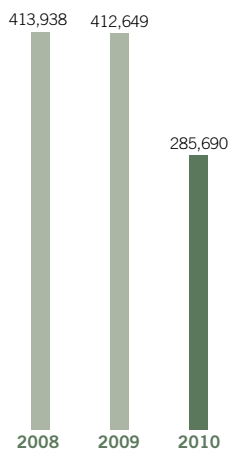
# Financial Highlights

Kikkoman Corporation and Consolidated Subsidiaries

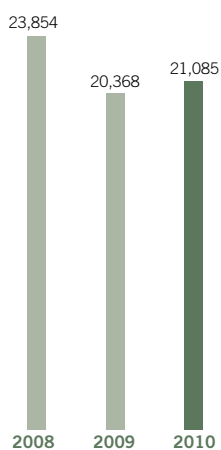
Years ended March 31	Millions of yen					Thousands of U.S. dollars (Note 5)
	2010	2009	2008	2007	2006	2010
<b>For the year:</b>						
Net sales	<b>¥285,690</b>	¥412,649	¥413,938	¥392,611	¥359,906	<b>\$3,071,935</b>
Operating income	<b>21,085</b>	20,368	23,854	21,646	18,557	<b>226,720</b>
Net income	<b>8,602</b>	2,746	11,447	10,739	10,125	<b>92,494</b>
<b>At year-end:</b>						
Total assets	<b>¥311,175</b>	¥310,873	¥342,287	¥348,995	¥331,781	<b>\$3,345,967</b>
Property, plant and equipment, net	<b>97,955</b>	96,671	134,042	133,522	114,062	<b>1,053,279</b>
Interest-bearing debt (Note 1)	<b>97,081</b>	102,083	78,716	70,616	69,396	<b>1,043,881</b>
Net assets (Note 2)	<b>167,086</b>	161,817	199,415	206,919	—	<b>1,796,623</b>
Shareholders' equity, net	—	—	—	—	168,676	—
U.S. dollars (Note 5)						
Yen						
<b>Per share data:</b>						
Net income (Note 3)	<b>¥41.65</b>	¥13.59	¥59.16	¥55.49	¥51.80	<b>\$0.44</b>
Diluted net income	—	13.59	59.12	55.45	51.79	—
Cash dividends applicable to the year (Note 4)	<b>15.00</b>	15.00	15.00	15.00	12.00	<b>0.16</b>

- Notes: 1. Interest-bearing debt refers to all liabilities on the consolidated balance sheets on which interest is paid.  
 2. ASBJ Statement No. 5 "Accounting Standard for Presentation of Net Assets in the Balance Sheet" has been adopted from the year ended March 31, 2007.  
 3. Net income per share is computed based on the weighted average number of shares outstanding during the year.  
 4. The fiscal year ended March 31, 2007 dividend includes a commemorative dividend of ¥3.00 per share.  
 5. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥93=US\$1.00.  
 6. 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)

