

Kikkoman Corporation



*Business Performance Presentation
for the Year Ended March 31, 2005*

Fiscal 2005
Year Ended March 31, 2005



- *The information in this presentation is based on Kikkoman's best knowledge at the time it was prepared.*
- *This presentation does not constitute a promise or guarantee that the company will achieve its numerical targets or necessarily implement the strategies outlined.*
- *Calendar years in this presentation, unless otherwise noted, represent the fiscal periods from January to December through 2000 and the fiscal periods from April to March the following year from 2001 onward. For example, 2003 refers to the period from April 1, 2003 to March 31, 2004.*



Today's Agenda

*. Summary of Performance in Fiscal 2005 and
Corporate Strategic Overview*

Yuzaburo Mogi, Chairman and CEO

*. Performance in Fiscal 2005 and
Forecast for Fiscal 2006*

. Unconsolidated Key Themes in Fiscal 2006

Takashi Ushiku, President and COO