



Disclaimer

- *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.*
- *In 2001, Kikkoman changed its fiscal year from January – December to April – March. In this presentation, fiscal years up to 2000 run January – December. From 2001 to 2004, fiscal years run April – March. Overseas businesses and the Coca-Cola business, however, have December 31 balance dates. From 2005, One domestic consolidated subsidiary and five North American consolidated subsidiaries changed their fiscal year-ends from December 31 to March 31.*



Topics for This Presentation

I. Key Themes in Fiscal 2006

II. Performance in the Fiscal 2006 Interim Period

III. Forecast for Fiscal 2006

IV. Appendix – Performance in Fiscal 2005 –