

Kikkoman Corporation



*Business Performance Presentation
for the Year Ended March 31, 2006*

Fiscal 2006
Year Ended March 31, 2006



- *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 April to March.*
- *From 2005, one domestic consolidated subsidiary and five North American consolidated subsidiaries changed their fiscal year-ends from December 31 to March 31.*



Today's Agenda

I. Corporate Strategic Overview in Fiscal 2007

Yuzaburo Mogi, Chairman and CEO

II. Performance in Fiscal 2006 and Forecast for Fiscal 2007

Takashi Ushiku, President and COO