



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.*
- *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. And from 2006, five Asian & Oceanian consolidated subsidiaries changed their fiscal year-ends from December 31 to March 31, too.*



Topics for This Presentation

I. Key Themes in Fiscal 2007

II. Performance in the Fiscal 2007 Interim Period

III. Forecast for Fiscal 2007