

## *II. Performance in Fiscal 2007 and Forecast for Fiscal 2008*

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# *Topics for This Presentation*

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*1. Performance in Fiscal 2007*

*2. Forecast for Fiscal 2008*



# 1-1. Highlights of Fiscal 2007

## Japan: Sales and Earnings up on Consolidation of Kibun Food Chemifa despite Sluggish Business Results of Coca-Cola Business

(unit: billions of yen)

	Fiscal 2007 Actual	Fiscal 2006 Actual	Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
	Amount	Amount	Amount	%		Amount	%
<b>Net Sales</b>	<b>294.9</b>	<b>279.6</b>	<b>15.3</b>	<b>105.5</b>	-	<b>15.3</b>	<b>105.5</b>
Kikkoman	120.0	128.4	(8.4)	93.4	-	(8.4)	93.4
Coca-Cola Business	116.8	117.9	(1.1)	99.1	-	(1.1)	99.1
Kibun Food Chemifa	24.2	-	24.2	-	-	24.2	-
<b>Operating Income</b>	<b>10.6</b>	<b>8.8</b>	<b>1.8</b>	<b>120.6</b>	-	<b>1.8</b>	<b>120.6</b>
Kikkoman	4.0	4.1	(0.0)	99.8	-	(0.0)	99.8
Coca-Cola Business	2.5	2.7	(0.3)	90.7	-	(0.3)	90.7
Kibun Food Chemifa	2.3	-	2.3	-	-	2.3	-

## Overseas: Continued to Perform Well

Net Sales	110.9	91.8	19.1	120.8	4.0	15.1	116.4
Operating Income	11.1	9.8	1.3	113.4	0.5	0.8	108.7

## Achieved Higher Consolidated Net Sales and Earnings

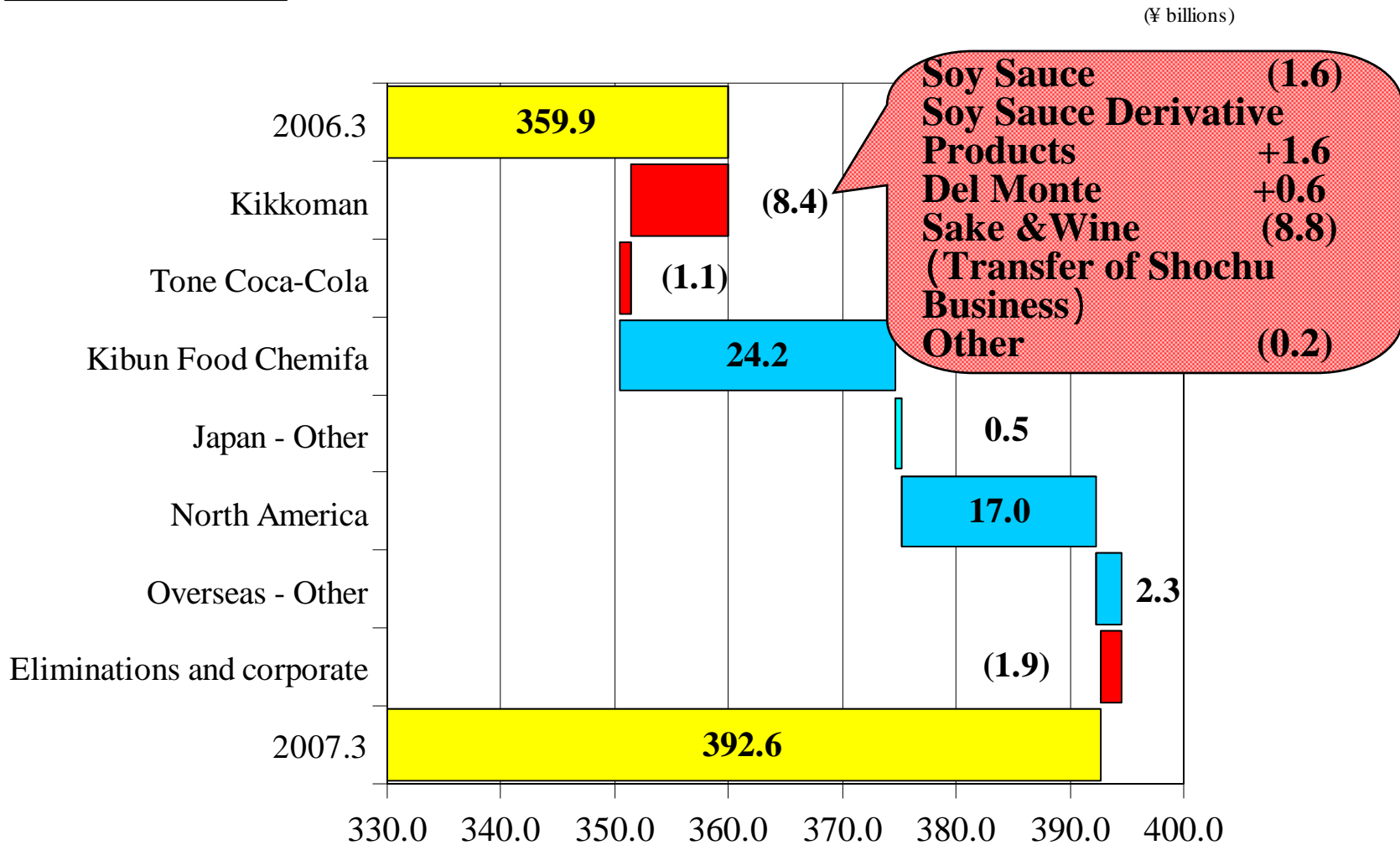
Net Sales	392.6	359.9	32.7	109.1	2.6	28.8	108.0
Operating Income	21.6	18.6	3.1	116.6	0.3	2.6	114.1
Net Income	10.7	10.1	0.6	106.1	0.3	0.3	103.3

¥/US\$      117.00      113.42      3.58      103.2



# 1-2. Change in Net Sales by Geographical Segment

**+ ¥32.7 billion**



**For more information, please see page 6 of "Supplementary Schedules"**

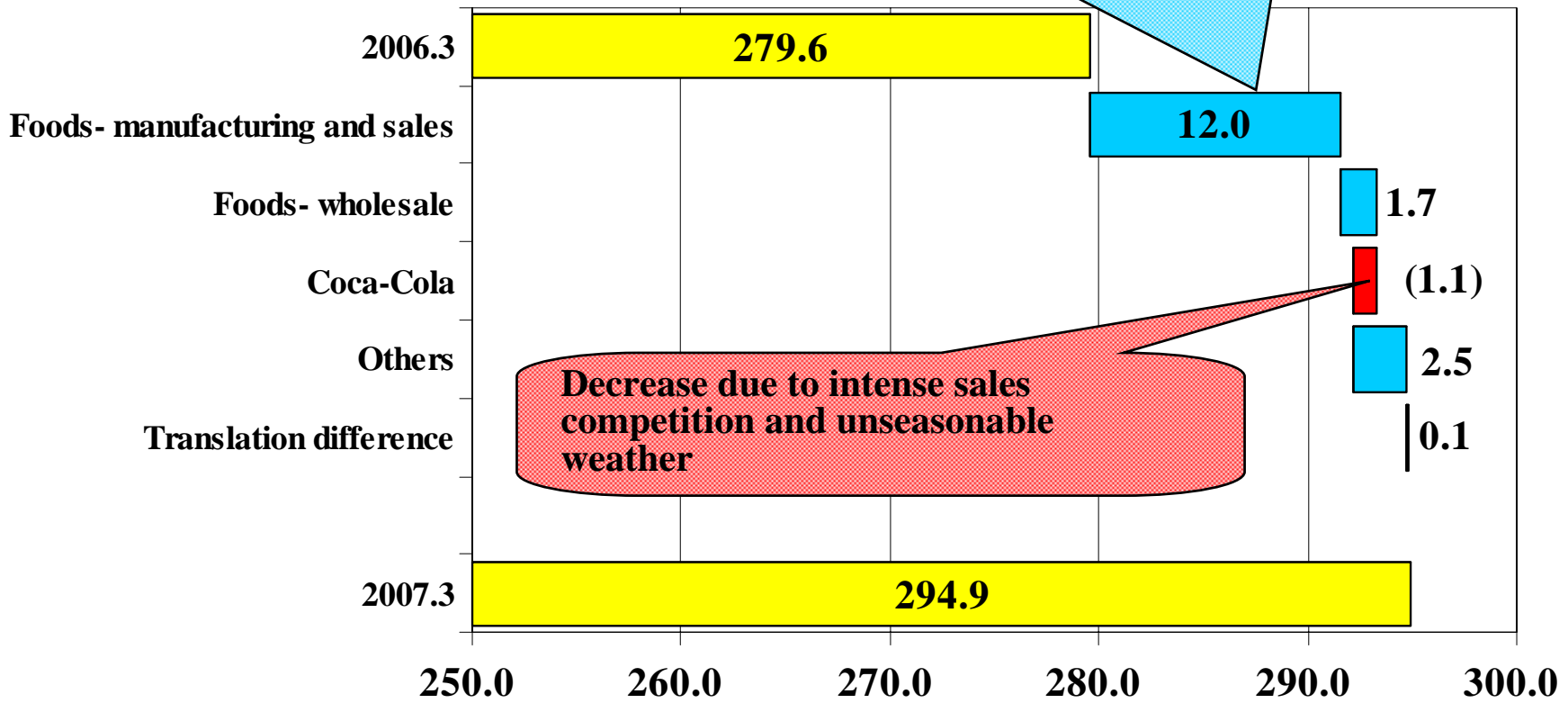


# 1-3. Change in Net Sales by Business Segment in Japan

**+¥15.3 billion**

Increase in sales from soy sauce derivative products, and newly consolidated Kibun Food Chemifa covered declines in soy sauce, and sake and wine

(¥ billions)



For more information, please see page 14 of "Supplementary Schedules"

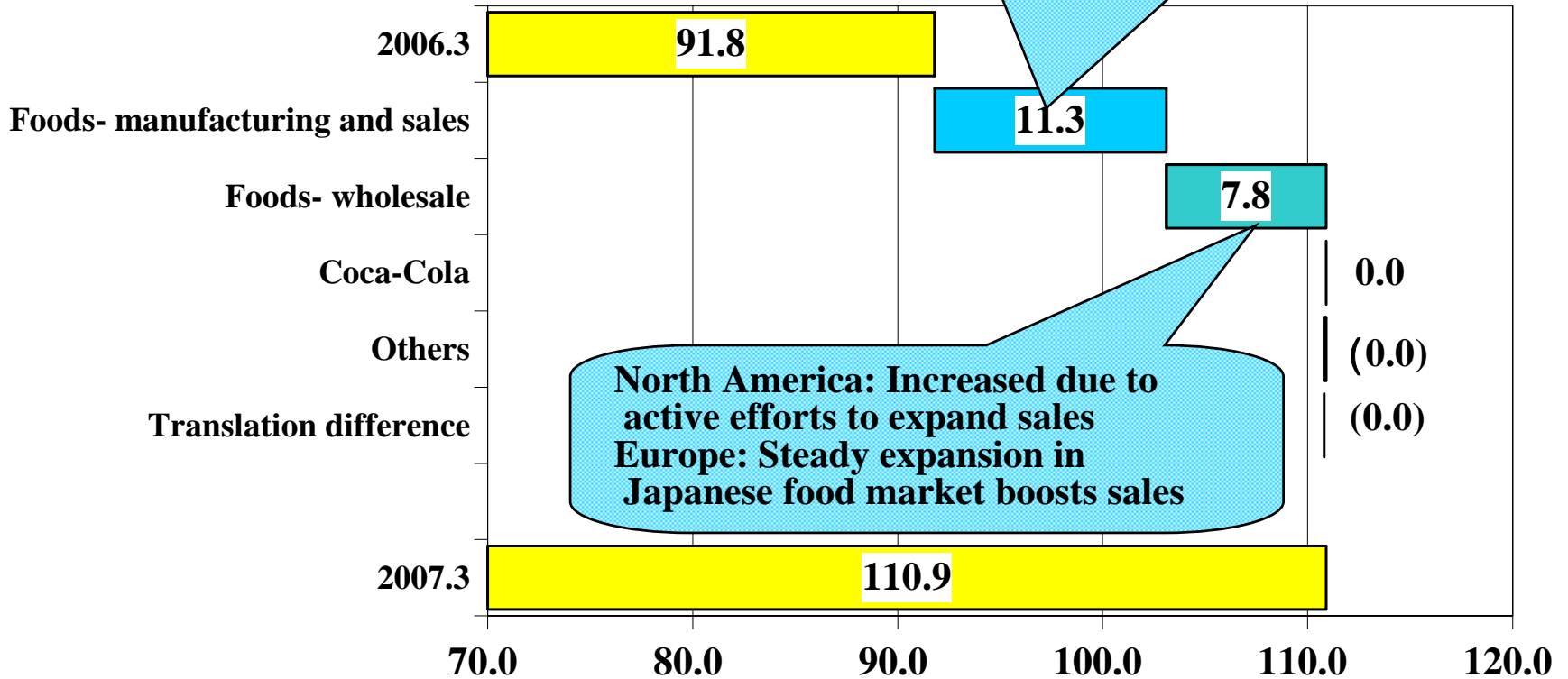


# 1-4. Change in Net Sales by Business Segment Overseas

**+¥19.1 billion**

(¥ billions)

**North America: Favorable performance centered on home-use and industrial-use sectors  
Europe: Strong results in key markets (U.K., etc.);  
High growth in Russia and elsewhere**



**North America: Increased due to active efforts to expand sales  
Europe: Steady expansion in Japanese food market boosts sales**

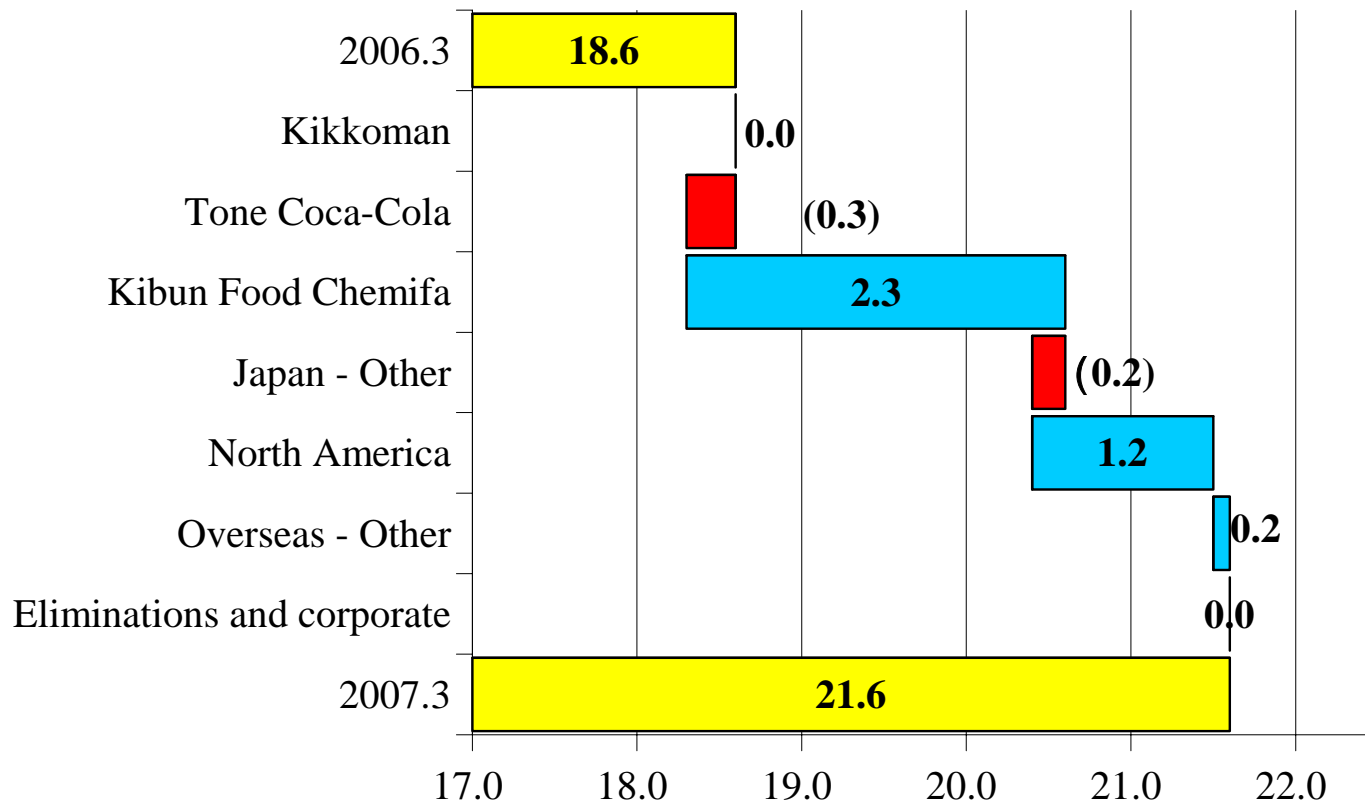
**For more information, please see page 14 of "Supplementary Schedules"**



# 1-5. Change in Operating Income by Geographical Segment

**+ ¥3.1 billion**

(¥ billions)



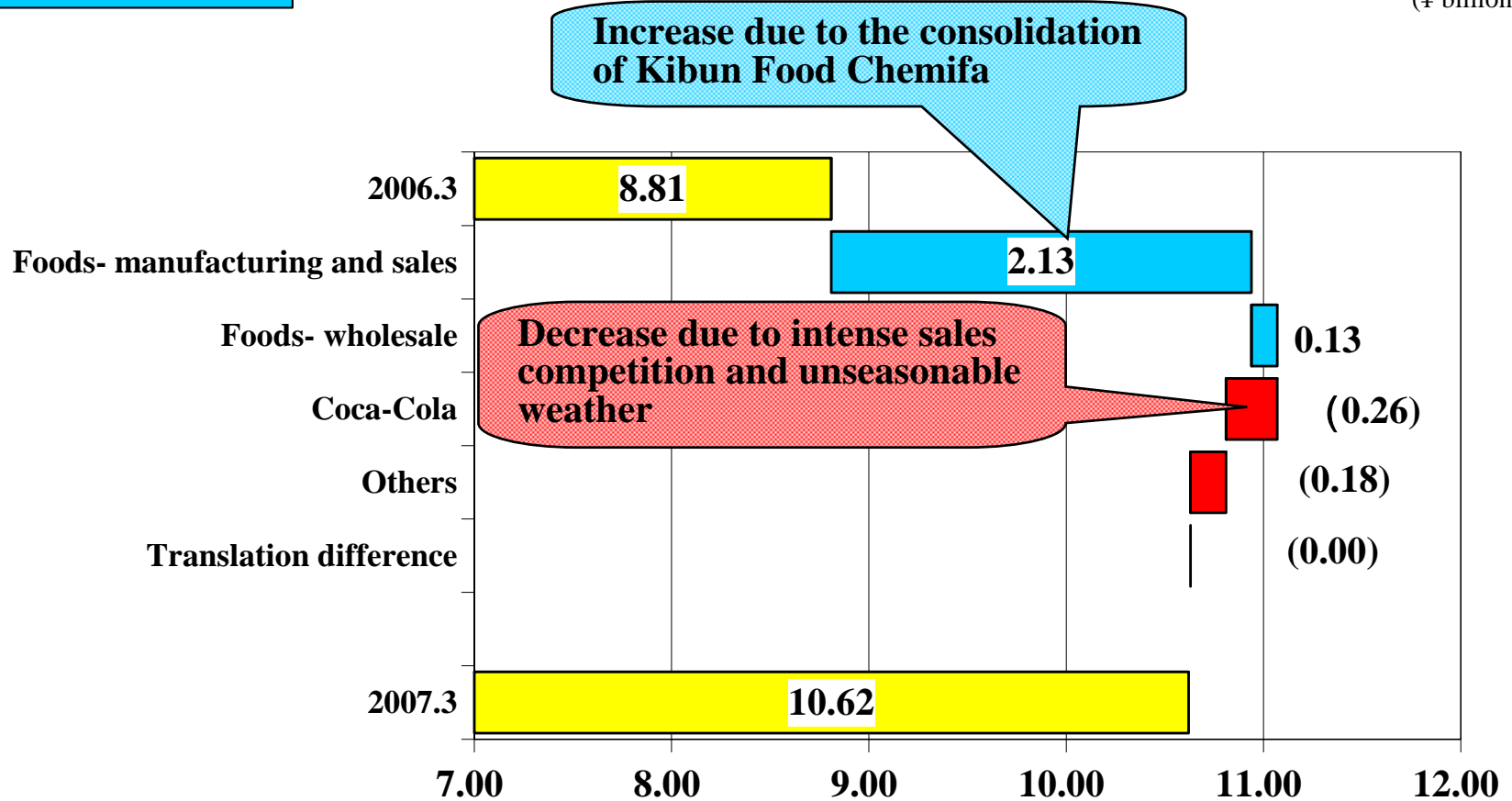
**For more information, please see page 14  
of "Supplementary Schedules"**



# 1-6. Change in Operating Income by Business Segment in Japan

**+¥1.82 billion**

(¥ billions)

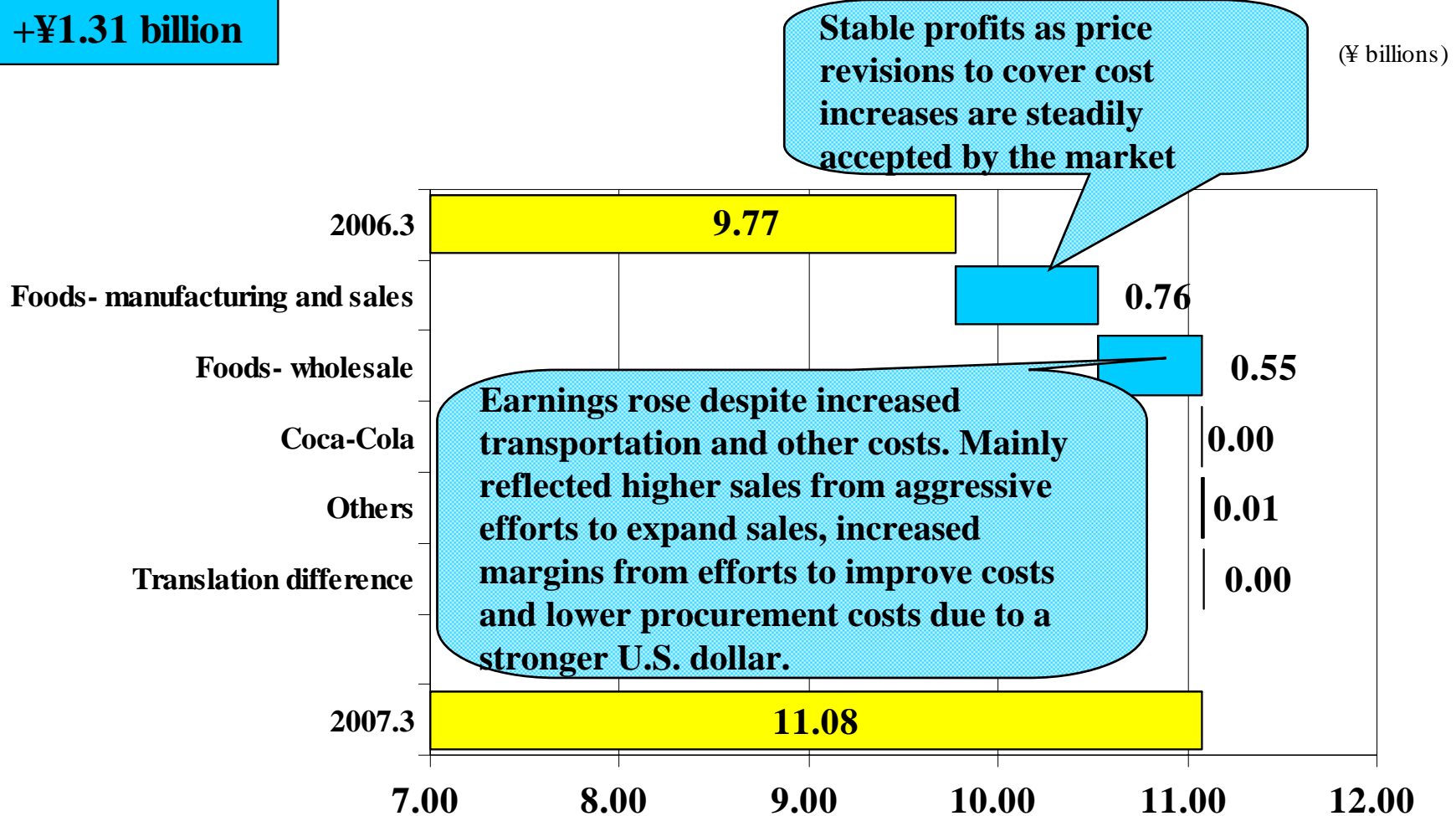


For more information, please see pages 8 and 14 of "Supplementary Schedules"



# 1-7. Change in Operating Income by Business Segment Overseas

**+¥1.31 billion**



For more information, please see [pages 9 and 15](#) of "Supplementary Schedules"



# 1-8. Summary of Consolidated Balance Sheet

**Total Assets = 349.0 +17.2** (Unit: billions of yen)

<u>Assets</u>	<u>+17.2</u>	<u>Liabilities and Net Assets</u>	<u>+ 17.2</u>
<b><u>Current Assets</u></b>	<b>(2.8)</b>	<b><u>Liabilities</u></b>	<b>+ 2.3</b>
(Impact of new consolidation)	+7.9)	Interest-bearing debt	+1.7
Cash and time deposits	(12.0)	(Redemption of bonds (5.0), loans +6.7)	
Trade notes and accounts receivable		Trade notes and accounts payable, other accounts payable	+2.4
	+6.0	Deferred tax liabilities	(0.9)
Inventories	+2.8	Accrued employees' pension and severance costs	(2.2)
Other current assets	+0.5	Other	+1.3
<b><u>Fixed Assets</u></b>	<b>+ 20.0</b>	<b><u>Net Assets</u></b>	<b>+ 14.9</b>
Property, plant and equipment	+19.5	(Fiscal 2006 : Shareholders' equity + Minority interests)	
(Impact of new consolidation)	+21.8)	Retained earnings	+ 8.5
Goodwill	+27.7	Minority interests	+ 8.1
Investments in securities	(27.5)	Unrealized holding gain on securities	(2.6)
Other	+ 0.2	Translation adjustments	+1.4
		Other	(0.5)

**For more information, please see page 19  
of "Supplementary Schedules"**



# 1-9. Changes in Cash Flows

## From April 1, 2006 to March 31, 2007

Summary of Net CF ( + + + ) = (12.1) (Unit: billions of yen)

<u>Cash Flows from Operating</u>		<u>Cash Flows from Investing</u>	
<u>Activities</u>	<u>+ 24.7</u>	<u>Activities</u>	<u>(27.6)</u>
Net income	+ 21.0	a) Acquisition of property, plant and equipment	(18.8)
Depreciation and amortization	+ 16.3	Acquisition of investments in securities	(12.1)
Accrued employees' pension and severance costs	(2.5)	Payments for purchase of shares	(6.0)
Income taxes paid	(8.3)	Proceeds from sales of property, plant and equipment	+ 6.5
Other	(1.7)	Proceeds from sales of investments in securities	+1.9
		Other	+ 0.9
<u>+ a) Free Cash Flows</u>		<u>+ 5.8</u>	
<u>- a) Cash Flows from Investing Activities</u>		<u>(8.8)</u>	
<u>(excluding acquisition of property, plant and equipment )</u>			
<u>Cash Flows from Financing</u>		<u>Other</u>	
<u>Activities</u>	<u>(9.5)</u>		<u>+ 0.4</u>
Increase in short-term bank loans and long-term debt	(1.4)		
Redemption of bonds	(5.0)		
Cash dividends paid, etc.	(3.2)		

For more information, please see page 20 of "Supplementary Schedules"



# 2-1. Forecast for Fiscal 2008

## Forecast for Fiscal 2008

(unit: billions of yen)

	Fiscal 2008 Forecast	Fiscal 2007 Actual	Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
	Amount	Amount	Amount	%		Amount	%
<b>Net Sales</b>	<b>413.0</b>	<b>392.6</b>	<b>20.4</b>	<b>105.2</b>	<b>(1.4)</b>	<b>21.8</b>	<b>105.5</b>
<b>Japan</b>	<b>305.9</b>	<b>294.9</b>	<b>11.0</b>	<b>103.7</b>	<b>-</b>	<b>11.0</b>	<b>103.7</b>
Kikkoman	125.0	120.0	5.0	104.2	-	5.0	104.2
Coca-Cola Business	120.0	116.8	3.2	102.7	-	3.2	102.7
Kibun Food Chemifa	25.9	24.2	1.6	106.7	-	1.6	106.7
<b>Overseas</b>	<b>122.3</b>	<b>110.9</b>	<b>11.4</b>	<b>110.3</b>	<b>(1.4)</b>	<b>12.8</b>	<b>111.5</b>
<b>Eliminations</b>	<b>(15.2)</b>	<b>(13.2)</b>	<b>(2.0)</b>	<b>115.4</b>	<b>(0.0)</b>	<b>(2.0)</b>	<b>115.5</b>
<b>Operating Income</b>	<b>24.0</b>	<b>21.6</b>	<b>2.4</b>	<b>110.9</b>	<b>(0.1)</b>	<b>2.5</b>	<b>111.5</b>
<b>Japan</b>	<b>11.7</b>	<b>10.6</b>	<b>1.1</b>	<b>110.1</b>	<b>-</b>	<b>1.1</b>	<b>110.1</b>
Kikkoman	4.5	4.0	0.5	111.2	-	0.5	111.2
Coca-Cola Business	2.8	2.5	0.3	112.8	-	0.3	112.8
Kibun Food Chemifa	2.2	2.3	(0.1)	96.3	-	(0.1)	96.3
<b>Overseas</b>	<b>12.3</b>	<b>11.1</b>	<b>1.2</b>	<b>111.0</b>	<b>(0.1)</b>	<b>1.4</b>	<b>112.2</b>
<b>Eliminations</b>	<b>-</b>	<b>(0.0)</b>	<b>0.0</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	<b>-</b>
<b>Recurring Income</b>	<b>22.5</b>	<b>21.0</b>	<b>1.5</b>	<b>107.2</b>	<b>(0.1)</b>	<b>1.6</b>	<b>107.8</b>
<b>Net Income</b>	<b>11.5</b>	<b>10.7</b>	<b>0.8</b>	<b>107.1</b>	<b>(0.1)</b>	<b>0.8</b>	<b>107.9</b>
¥/US\$	115.00	117.00	(2.00)	98.3			

For more information, please see pages 21 and 22 of "Supplementary Schedules"



## 2-2. Net Sales and Operating Income by Geographical Segment

KIKKOMAN

### Forecast for Fiscal 2008

(unit: billions of yen)

		Fiscal 2008 Forecast		Fiscal 2007 Actual		Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
		Amount	%	Amount	%	Amount	%		Amount	%
Japan	Net Sales	305.9	100.0	294.9	100.0	11.0	103.7	-	11.0	103.7
	Operating Income	11.7	3.8	10.6	3.6	1.1	110.1	-	1.1	110.1
Overseas	Net Sales	122.3	100.0	110.9	100.0	11.4	110.3	(1.4)	12.8	111.5
	Operating Income	12.3	10.1	11.1	10.0	1.2	111.0	(0.1)	1.4	112.2
Eliminations	Net Sales	(15.2)	100.0	(13.2)	100.0	(2.0)	115.4	0.0	(2.0)	115.5
	Operating Income	-	-	(0.0)	-	(0.0)	-	-	0.0	-
Consolidated Total	Net Sales	413.0	100.0	392.6	100.0	20.4	105.2	(1.4)	21.8	105.5
	Operating Income	24.0	5.8	21.6	5.5	2.4	110.9	(0.1)	2.5	111.5
¥/US\$		115.00		117.00		(2.00)	98.3			

For more information, please see page 22  
of "Supplementary Schedules"



## 2-3. Net Sales and Operating Income by Business Segment

KIKKOMAN

### Forecast for Fiscal 2008

(unit: billions of yen)

		Fiscal 2008 Forecast		Fiscal 2007 Actual		Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
		Amount	%	Amount	%	Amount	%		Amount	%
Foods- Manufacturing and sales	Net Sales	208.8	100.0	201.8	100.0	7.0	103.5	(0.6)	7.6	103.8
	Operating Income	16.1	7.7	15.1	7.5	0.9	106.2	(0.1)	1.0	106.9
Foods- Wholesale	Net Sales	75.5	100.0	67.6	100.0	7.9	111.7	(0.8)	8.7	112.9
	Operating Income	3.4	4.6	3.0	4.4	0.4	114.7	-	0.5	115.8
Coca-cola	Net Sales	120.0	100.0	116.8	100.0	3.2	102.7	-	3.2	102.7
	Operating Income	2.8	2.3	2.5	2.1	0.3	112.8	-	0.3	112.8
Other	Net Sales	16.5	100.0	7.3	100.0	9.2	226.0	0.0	9.2	225.9
	Operating Income	1.7	10.3	1.0	14.3	0.7	162.2	-	0.7	162.2
Eliminations and Corporate	Net Sales	(7.9)	100.0	(0.9)	100.0	(6.9)	861.8	0.0	(6.9)	862.0
	Operating Income	-	-	0.0	-	(0.0)	-	-	(0.0)	-
Consolidated Total	Net Sales	413.0	100.0	392.6	100.0	20.4	105.2	(1.4)	21.8	105.5
	Operating Income	24.0	5.8	21.6	5.5	2.4	110.9	(0.1)	2.5	111.5
		¥/US\$	115.00	117.00		(2.00)	98.3			

For more information, please see page 23  
of "Supplementary Schedules"

