

Kikkoman Corporation



Corporate and Strategic Overview

November 2007

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President and Chief Operating Officer



- *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.*



Topics for this Presentation

I. Key Themes in Fiscal 2008

II. Performance in the Fiscal 2008 Interim Period

III. Forecast for Fiscal 2008

IV. Performance Target for fiscal 2011



1. Key Themes in Fiscal 2008

1) Cultivate Existing Markets and Develop New Markets

2) Increase Earnings in Domestic Businesses

3) Reform Business Structures

*4) Raise Corporate Value in Marking
Kikkoman's 50th Anniversary in the U.S.*



I. Key Themes in Fiscal 2008

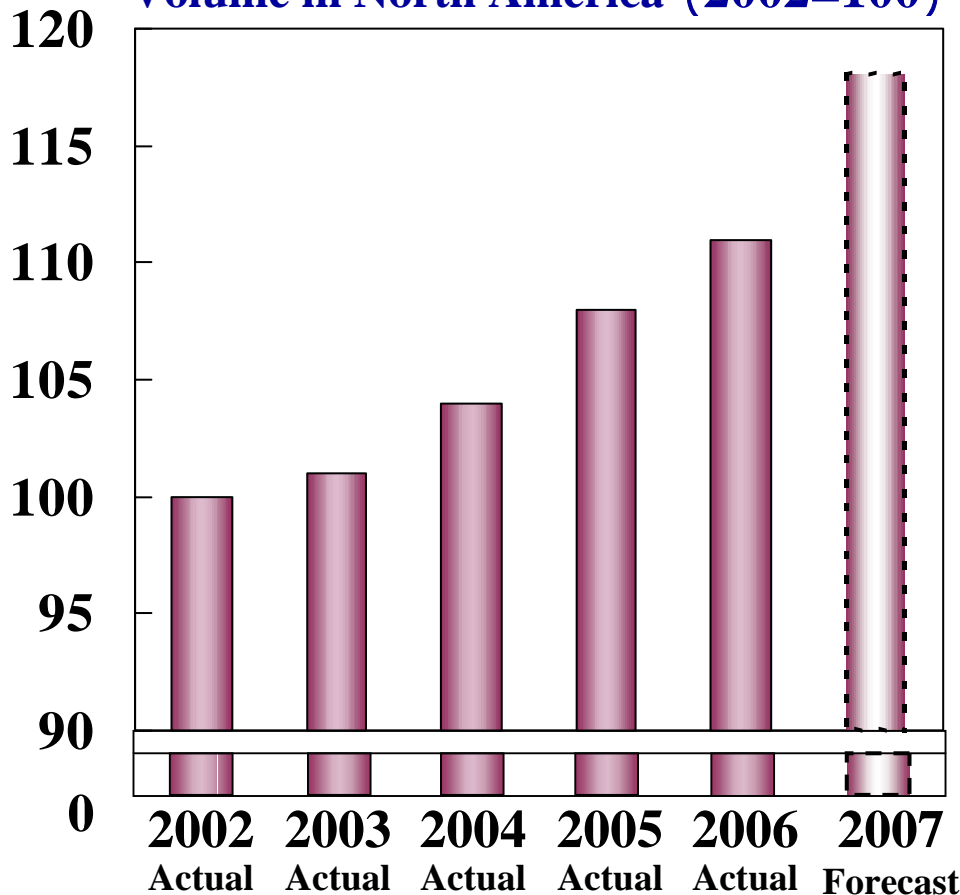
KIKKOMAN

1) Cultivate Existing Markets and Develop New Markets

Soy Sauce Business

Stable Growth in North America

Changes in Kikkoman Soy Sauce Sales Volume in North America (2002=100)





I. Key Themes in Fiscal 2008

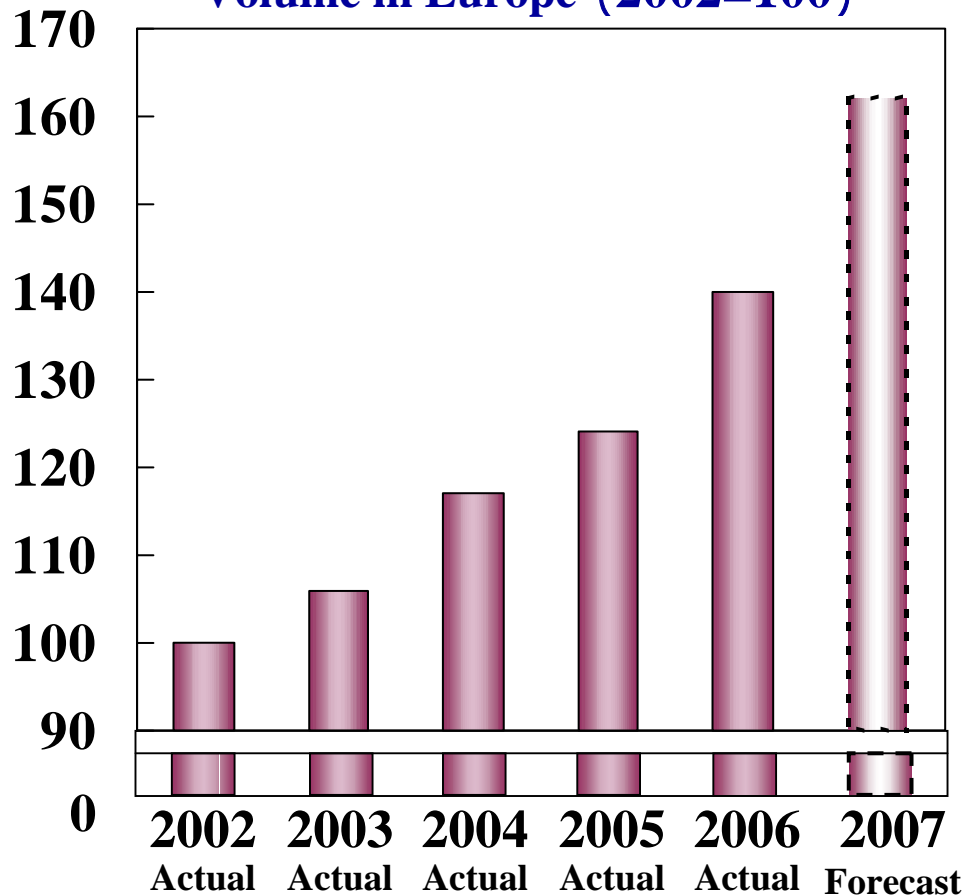
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1) Cultivate Existing Markets and Develop New Markets

Soy Sauce Business

Europe: Driving Overseas Growth

Changes in Kikkoman Soy Sauce Sales
Volume in Europe (2002=100)





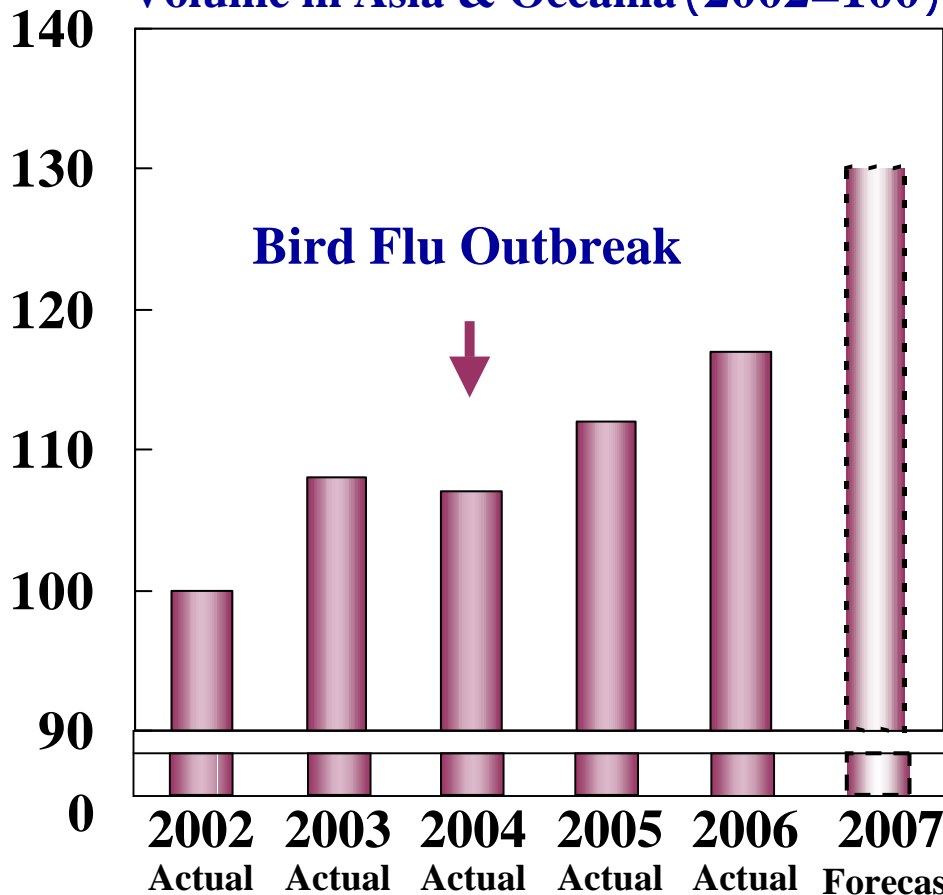
I. Key Themes in Fiscal 2008

1) Cultivate Existing Markets and Develop New Markets

Soy Sauce Business

Asia & Oceania: Future Growth Region

Changes in Kikkoman Soy Sauce Sales Volume in Asia & Oceania (2002=100)





I. Key Themes in Fiscal 2008

1) Cultivate Existing Markets and Develop New Markets

Del Monte Business

Utilize Siam Del Monte Company Limited





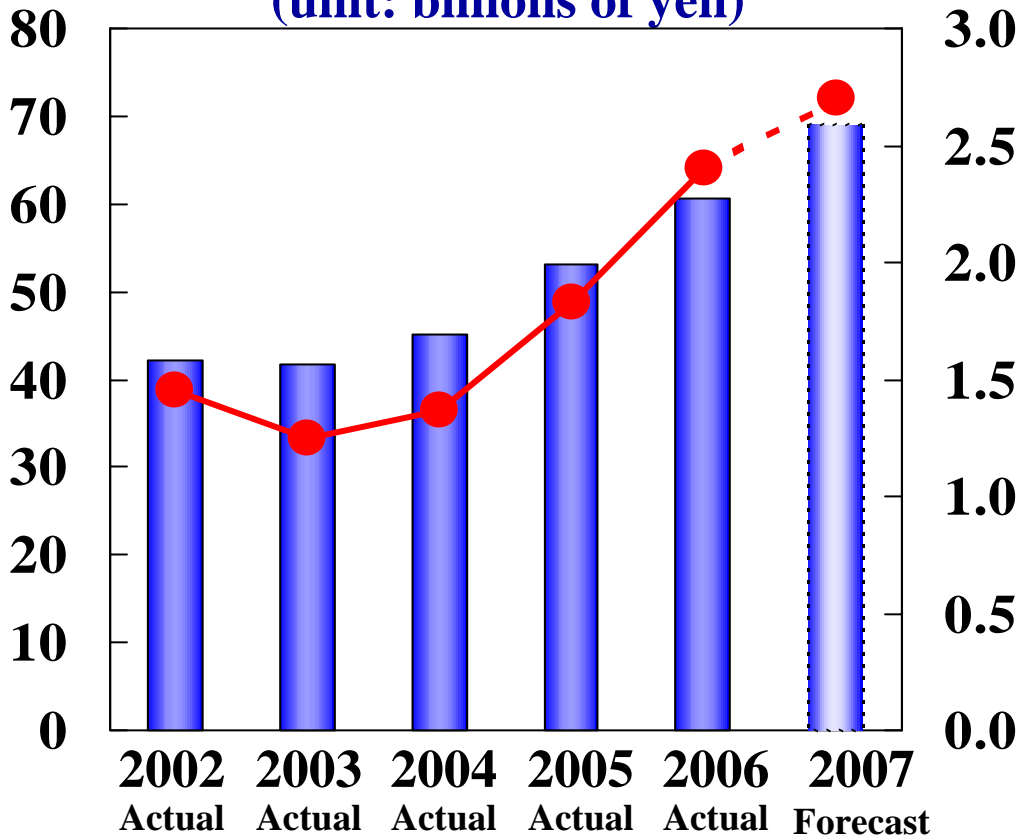
I. Key Themes in Fiscal 2008

1) Cultivate Existing Markets and Develop New Markets

Foods - Wholesale Business

Increase Sales by Tapping Into Expansion of Japanese Food Market

Net Sales and Operating Income of Foods-Wholesale Business Overseas (unit: billions of yen)





I. Key Themes in Fiscal 2008

2) Increase Earnings in Domestic Businesses

Soy Sauce & Soy Sauce Derivative Products Business

**Promote Development of High-value-added Products
Based on Three Themes**

—Tastiness, Healthiness and Greater Convenience





I. Key Themes in Fiscal 2008

2) Increase Earnings in Domestic Businesses

Del Monte Business

Vitalize the Del Monte Brand





I. Key Themes in Fiscal 2008

2) Increase Earnings in Domestic Businesses

Sake & Wine Business

Hon Mirin: Strengthen Sales Promotion and Clarify Positioning as Japanese Seasoning

Wine: Promote High-value-added Products





I. Key Themes in Fiscal 2008

3) Reform Business Structures

Capture More Synergies With Kibun Food Chemifa

Use Consolidation of Kibun Food Chemifa to Accelerate Business Development





I. Key Themes in Fiscal 2008

3) Reform Business Structures

Enhance the Profitability of Coca-Cola Business





I. Key Themes in Fiscal 2008

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4) Raise Corporate Value in Marking Kikkoman's 50th Anniversary in the U.S.





II. Performance in the Fiscal 2008 Interim Period

1. Financial Highlights (consolidated)



II-1. Financial Highlights

(unit: billions of yen)

		Fiscal 2008 Interim	Fiscal 2007 Interim	Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
				Amount	Amount		Amount	%
Japan	Net Sales	147.3	142.8	4.5	103.2	-	4.5	103.2
	Operating Income	4.2	3.8	0.5	112.2	-	0.5	112.2
Overseas	Net Sales	63.4	53.1	10.3	119.4	2.5	7.8	114.6
	Operating Income	7.0	5.5	1.5	127.2	0.3	1.2	122.1
Eliminations	Net Sales	(8.0)	(6.2)	(1.8)	-	(0.0)	(1.8)	-
	Operating Income	(0.0)	(0.0)	0.0	-	(0.0)	0.0	-
Consolidated Total	Net Sales	202.7	189.7	13.0	106.9	2.5	10.5	105.5
	Operating Income	11.2	9.2	2.0	121.4	0.3	1.7	118.4
Net Income		5.7	5.0	0.7	113.5	0.2	0.5	109.7
	¥/US\$	119.03	115.63	3.40	102.9			
	¥/EURO	162.05	142.32	19.73	113.9			



III. Forecast for Fiscal 2008

*1. Forecast for Fiscal 2008
(compared with Original Forecast)*

*2. Forecast for Fiscal 2008
(compared with Fiscal 2007 Actual)*



III-1. Forecast for Fiscal 2008 (compared with Original Forecast)

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(unit: billions of yen)

	Fiscal 2008 Revised Forecast	Fiscal 2008 Original Forecast	Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
	Amount	Amount	Amount	%		Amount	%
Net Sales	414.0	413.0	1.0	100.2	3.7	(2.7)	99.3
Japan	303.5	305.9	(2.4)	99.2	-	(2.4)	99.2
Kikkoman	122.5	125.0	(2.5)	98.0	-	(2.5)	98.0
Coca-Cola Business	123.0	120.0	3.0	102.5	-	3.0	102.5
Kibun Food Chemifa	23.5	25.9	(2.4)	90.9	-	(2.4)	90.9
Overseas	126.5	122.3	4.2	103.4	3.8	0.4	100.3
Eliminations	(16.0)	(15.2)	(0.8)	-	(0.0)	(0.8)	-
Operating Income	23.0	24.0	(1.0)	95.8	0.4	(1.4)	94.4
Japan	10.0	11.7	(1.8)	85.0	-	(1.8)	85.0
Kikkoman	3.5	4.5	(1.0)	77.8	-	(1.0)	77.8
Coca-Cola Business	3.3	2.8	0.5	117.9	-	0.5	117.9
Kibun Food Chemifa	1.5	2.2	(0.7)	68.2	-	(0.7)	68.2
Overseas	13.1	12.3	0.8	106.1	0.4	0.4	103.2
Eliminations	-	-	-	-	-	-	-
Net Income	11.0	11.5	(0.5)	95.7	0.2	(0.7)	93.7
¥/US\$	117.00	115.00	2.00	101.7			
¥/EURO	160.00	150.00	10.00	106.7			



III-1. Forecast for Fiscal 2008 (compared with Fiscal 2007 Actual)

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(unit: billions of yen)

	Fiscal 2008 Revised Forecast	Fiscal 2007 Actual	Change Increase / Decrease		Translation Difference	Change Increase / Decrease Excluding Translation Difference	
	Amount	Amount	Amount	%		Amount	%
Net Sales	414.0	392.6	21.4	105.4	1.9	19.5	105.0
Japan	303.5	294.9	8.6	102.9	-	8.6	102.9
Kikkoman	122.5	120.0	2.5	102.1	-	2.5	102.1
Coca-Cola Business	123.0	116.8	6.2	105.3	-	6.2	105.3
Kibun Food Chemifa	23.5	24.2	(0.7)	97.0	-	(0.7)	97.0
Overseas	126.5	110.9	15.6	114.1	1.9	13.7	112.4
Eliminations	(16.0)	(13.2)	(2.8)	-	(0.0)	(2.8)	-
Operating Income	23.0	21.6	1.4	106.3	0.2	1.2	105.4
Japan	10.0	10.6	(0.7)	93.7	-	(0.7)	93.7
Kikkoman	3.5	4.0	(0.5)	86.5	-	(0.5)	86.5
Coca-Cola Business	3.3	2.5	0.8	133.0	-	0.8	133.0
Kibun Food Chemifa	1.5	2.3	(0.8)	65.5	-	(0.8)	65.5
Overseas	13.1	11.1	2.0	117.8	0.2	1.8	116.1
Eliminations	-	(0.1)	0.1	-	-	0.1	-
Net Income	11.0	10.7	0.3	102.4	0.1	0.1	101.3
¥/US\$	117.00	117.00	-	100.0			
¥/EURO	160.00	146.33	13.67	109.3			



IV. Performance Targets for Fiscal 2011

*1. Performance Target for Fiscal 2011
(Geographical Segment)*

*2. Performance Target for Fiscal 2011
(Business Segment)*

3. Basic Strategies of Medium-term Action Plan



IV-1. Performance Targets for Fiscal 2011 KIKKOMAN

(Geographical Segment)

Performance Targets for Fiscal 2011

(unit: billions of yen)

		Fiscal 2007 Actual	Fiscal 2011 Target
Japan	Net sales	294.9	337.0
	Operating Income	10.6	13.2
Overseas	Net sales	110.9	160.0
	Operating Income	11.1	18.0
Eliminations	Net sales	(13.2)	(17.0)
	Operating Income	(0.1)	
Consolidated Total	Net sales	392.6	480.0
	Operating Income	21.6	31.2
Operating Income Ratio		6%	7%
ROE		6%	8%

Note: All figures are targets.



IV-2. Performance Targets for Fiscal 2011 KIKKOMAN

(Business Segment)

Performance Targets for Fiscal 2011

(unit: billions of yen)

		Fiscal 2007 Actual	Fiscal 2011 Target
Foods – manufacturing and sales	Net sales	201.8	252.4
	Operating Income	15.1	20.9
Foods – wholesale	Net sales	67.6	94.7
	Operating Income	3.0	4.4
Coca-Cola	Net sales	116.8	120.0
	Operating Income	2.5	3.0
Others	Net sales	7.3	18.7
	Operating Income	1.0	2.6
Eliminations	Net sales	(0.9)	(5.8)
	Operating Income	0.0	0.3
Consolidated Total	Net sales	392.6	480.0
	Operating Income	21.6	31.2

Note: All figures are targets.



IV-3. Basic Strategies of Medium-term Action Plan

1) Cultivate Existing Markets and Develop New Markets Overseas

2) Increase Earnings in Domestic Businesses

3) Reform Business Structures

4) Reinforce Operating Capabilities



1) Cultivate Existing Markets and Develop New Markets Overseas

Accelerate Global Development of the Soy Sauce Business

Maintain and Expand High-profit Businesses

North America: Continue to promote high added value products and cultivate and develop foodservice and industrial use markets

Europe: Cultivate major markets and develop Central and Eastern European markets, and the Russian market

Asia & Oceania: Cultivate ASEAN market and develop Chinese market



Drive Global Development of Foods-wholesale Business

Capitalize on Expansion in Japanese Food Market to Accelerate Growth



Promote Full-scale Development of the Del Monte Business in Asia & Oceania

Expand product lineup and develop Chinese and other markets





2) Increase Earnings in Domestic Businesses

Promote Growth Strategy

Soy sauce and soy sauce derivative products:

Add value and expand Japanese-style seasonings mixes

Del Monte: Expand health-oriented drinks and chilled products lineup



Strengthen Profitability

Promote the addition of value

Increase efficiency in production



3) Reform Business Structures

Create New Earnings Streams

Japan: Develop and advance health-related businesses

Overseas: Nurture soy milk drinks and health foods



Utilize Equity-based Business Alliances

Capture synergies through equity-based business alliances



4) Reinforce Operating Capabilities

Reinforce Product Development Capabilities

Build up R&D technologies on a global scale and strengthen product development in a way that matches each local market



R&D bases of Kikkoman Group

Reinforce Brand Power

Continue to invigorate the brand through development of the program to celebrate Kikkoman's 50th anniversary in the U.S. in 2007



Emphasize Corporate Social Responsibility

