



Kikkoman Corporation
Business Performance Presentation for the
Year Ended March 31, 2008

Presentation Material

April 24, 2008

- *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.*
Example, 2008=April 2008 – March 2009

Today's Agenda

I. Corporate Strategic Overview in Fiscal 2009

Yuzaburo Mogi, Chairman and CEO

II. Unconsolidated Key Themes in Fiscal 2009

Mitsuo Someya, President and COO

III. Performance in Fiscal 2008 and Forecast for Fiscal 2009

Koichi Yamazaki, Corporate Officer