

- *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

Topics for This Presentation

I. Key Themes in Fiscal 2009

II. Performance in the Six Months Ended September 2008

III. Forecast for Fiscal 2009

IV. Global Vision 2020 and New Corporate Brand