

Business Performance Presentation  
for the Year Ended March 31, 2009

**Fiscal 2009**

April 27, 2009  
Kikkoman Corporation

## Index

	by geographical segment	by business segment	page
<b>I. Major consolidated performance indicators</b>			1

	by geographical segment	by business segment	page
<b>II. Business performance</b>			
1. Scope of consolidation and application of the equity method			2
2. Exchange rates [US\$, EUR, S\$]			3
3. Consolidated results [Net Sales, Operating income, Ordinary income, Net income]			4
4. Ratio of Japan and overseas - sales and operating income [Net sales, Operating income]	Japan total Overseas total		5
5. Changes in net sales by geographical segment	Japan total Overseas : North America, Europe Asia & Oceania	Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	6
6. Cost of sales, selling, general and administrative expenses by geographical segment	Japan total Overseas total		7
7. Cost of sales, selling, general and administrative expenses by geographical segment (Japan)	Japan total	Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	8
8. Cost of sales, selling, general and administrative expenses by geographical segment (Overseas)	Overseas : North America, Other		9
9. Changes in operating income by geographical segment	Japan total Overseas : North America, Europe Asia & Oceania	Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	10
10. Changes in net sales by business segment		Breakdown: Food - manufacturing and sales Food - wholesale, Coca-Cola, Others	11
11. Changes in operating income by business segment		Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	12
12. Consolidated segment information [Net sales, Operating income]		Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	13
13. Consolidated segment information in Japan [Net sales, Operating income]	Japan total	Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	14
14. Consolidated segment information overseas [Net sales, Operating income]	Overseas total	Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	15
15. Changes in ordinary income			16
16. Changes in net income			17
17. Financial position (balance sheets)			18
18. Changes in cash flows			19
19. Capital expenditures, depreciation and amortization	Japan total Overseas total		20

	by geographical segment	by business segment	page
<b>III. Forecasts of business performance</b>			
1. Forecasts of consolidated business performance (full year) [Net sales, Operating income, Ordinary income, Net income]			21
2. Forecasts of consolidated business performance by geographical segment (full year) [Net sales, Operating income]	Japan total Overseas total		22
3. Forecasts of consolidated business performance by business segment (full year) [Net sales, Operating income]		Food - manufacturing and sales total Food - wholesale, Coca-Cola, Others	23
4. Forecasts of consolidated business performance: comparison with interim period [Net sales, Operating income, Ordinary income, Interim net]			24
5. Forecasts of capital expenditures, depreciation and amortization (full year)	Japan total Overseas total		25

	by geographical segment	by business segment	page
<b>IV. Supplementary schedules</b>			
1. Sales to third parties by business segment	Japan total Overseas total	Breakdown: Food - manufacturing and sales Food - wholesale, Coca-Cola, Others	26
2. Sales to third parties by geographical segment	Japan total Overseas : North America, Europe Asia & Oceania		27

Forecasts throughout this document were based on the economic environment as of the time they were prepared.

Kikkoman therefore wishes to caution readers that actual results may differ materially from forecasts due to a number of unpredictable factors.