



***Kikkoman Corporation***  
***Business Performance Presentation for the***  
***Year Ended March 31, 2009***

***Presentation Material***

***April 28, 2009***

- *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, 2009=April 2009 – March 2010*

## *Today's Agenda*

### ***I. Corporate Strategic Overview in Fiscal 2010***

*Yuzaburo Mogi, Chairman and CEO*

### ***II. Performance in Fiscal 2009 and Forecast for Fiscal 2010***

*Koichi Yamazaki, Senior Corporate Officer*