

- *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

Topics for This Presentation

I. Key Themes in Fiscal 2010

II. Forecast for Fiscal 2010

III. Performance in Fiscal 2009

(Reference) Global Vision 2020