

- *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. Performance in the Six Months Ended  
September 2009*

*III. Forecast for Fiscal 2010*

*IV. Medium-term Management for Kikkoman Group  
- Consolidated Targets for Fiscal 2013 -*

*(Reference) Global Vision 2020*