



Kikkoman Corporation

Business Performance Presentation

for the Six-Month Period Ended September 30, 2009

Presentation Material

November 2, 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, Fiscal 2010=April 2009 – March 2010

***I. Performance in the six months ended
September 30, 2009 and Forecast for Fiscal 2010***

Koichi Yamazaki, Executive Corporate Officer and CFO

***II. Performance Target for fiscal 2013
Medium-term Management Plan of Kikkoman Group***

Yuzaburo Mogi, Chairman and CEO