

- *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. Forecast for Fiscal 2010

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

(Reference) I. Key Themes in Fiscal 2010

*(Reference) II. Performance in the Six Months
Ended September 2009*

(Reference) III. Global Vision 2020