



Kikkoman Corporation
Business Performance Presentation for the
Year Ended March 31, 2010

Presentation Material

April 27, 2010

- *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.*
- *Kikkoman Corporation transitioned to a holding company structure on October 1, 2009. As a result certain business segments were changed. In order to facilitate year-on-year comparisons, figures for fiscal 2008 and fiscal 2009 in these materials have been recalculated on the assumption that the Company shifted to a holding company structure starting in the beginning of fiscal year, and therefore differ from the figures presented in the Flash Report. Please refer to these materials in conjunction with the Flash Report supplementary schedules.*

Today's Agenda

I. Corporate Strategic Overview in Fiscal 2011

Yuzaburo Mogi, Chairman and CEO

II. Performance in Fiscal 2010 and Forecast for Fiscal 2011

Koichi Yamazaki, Executive Corporate Officer and CFO