

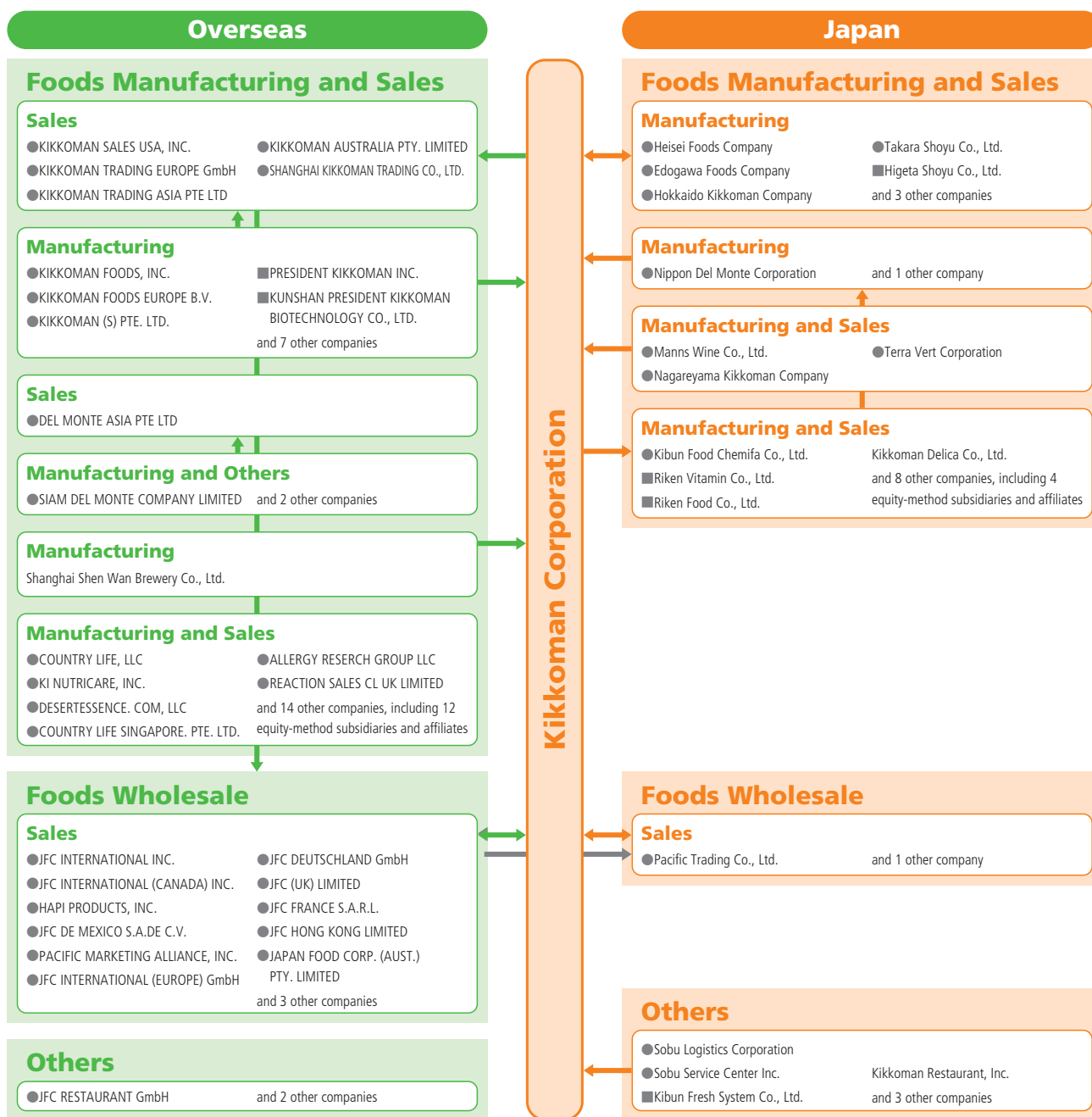
Kikkoman Group Overview (as of March 31, 2009)

Date of Establishment: December 7, 1917
Head Office: 250 Noda, Noda-shi, Chiba 278-8601, Japan
Phone: +81-4-7123-5111
Representatives: Yuzaburo Mogi, Chairman and CEO
 Mitsuo Someya, President and COO
Paid-in Capital: ¥11,599 million

Number of Employees: 5,226
Number of Group Companies: 62 (includes consolidated subsidiaries and equity-method subsidiaries and affiliates)

Note: The data refer to Kikkoman Corporation except for "Number of Employees" and "Number of Group Companies."

Affiliates

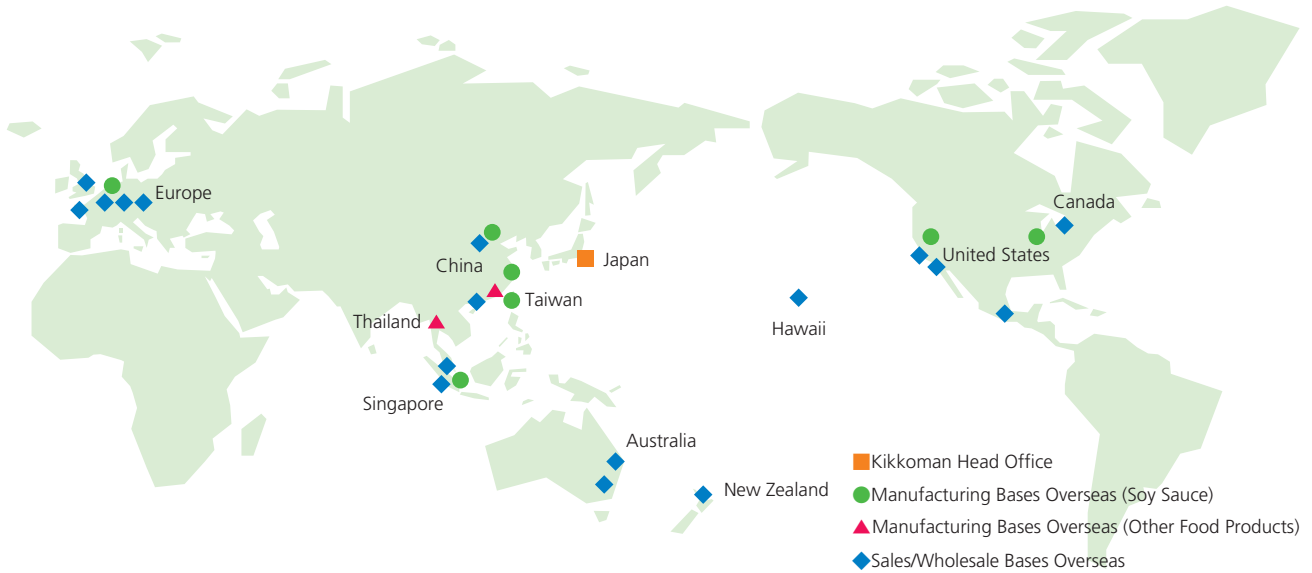


● Consolidated Subsidiaries (40 companies) ■ Equity-method unconsolidated subsidiaries and affiliates (22 companies)

* Kibun Food Chemifa Co., Ltd., changed its name to Foodchemifa Co., Ltd., effective April 1, 2009.

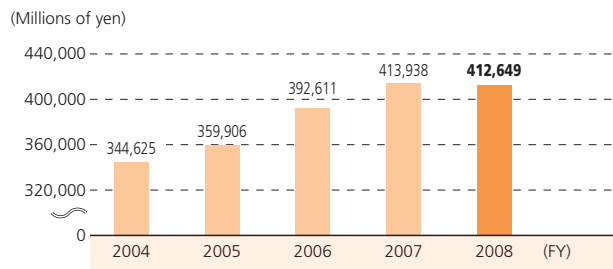
* The Coca-Cola business has been eliminated from the above table due to the transfer of some shares of Tone Coca-Cola Bottling Co., Ltd.

● Domestic and Global Network

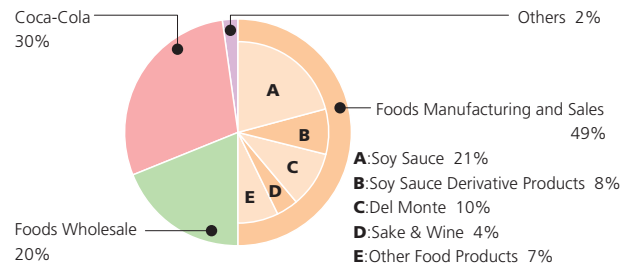


● Financial Highlights

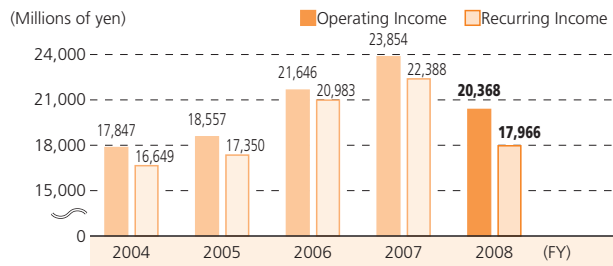
Net Sales



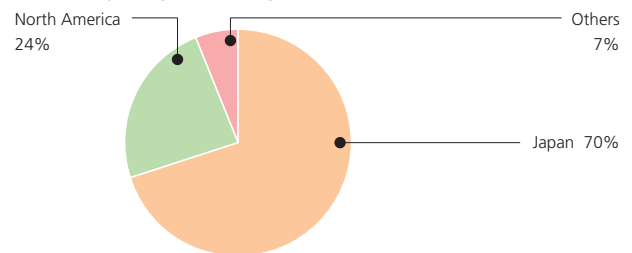
Net Sales by Business Segment (FY2009)



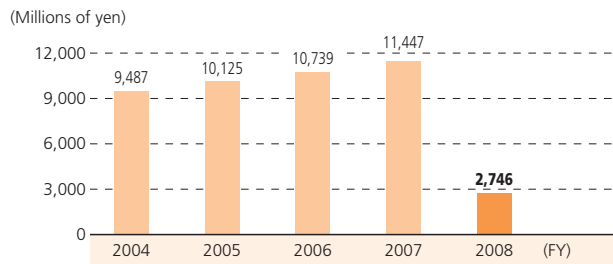
Operating Income/Recurring Income



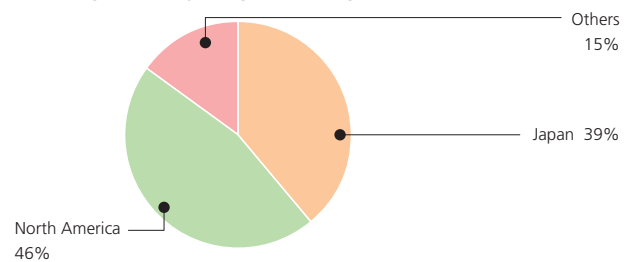
Net Sales by Geographical Segment (FY2009)



Net Income



Operating Income by Geographical Segment (FY2009)



* Note about FY2009 net income
 Net income decreased significantly compared to the previous fiscal year due to losses on the sale of shares in affiliates and an increase in the Company's corporate and other tax burden.

Note: "Net Sales by Business Segment" and "Net Sales by Geographical Segment" exclude intra-segment transactions.