



Topics

- . Results and Strategy by Product Segment
- . Midterm Action Plan and Measures to Strengthen Kikkoman
- . Key Issues and Actions

(Appendix)
Results for the Fiscal Year Ended
December 31, 2000

The information in the handouts was based on the company's judgment at the time of preparation and does not constitute a promise or guarantee that the company will achieve its targets or implement the strategies outlined.

