



## Disclaimer

- *The information in this presentation is based on Kikkoman's best judgment at the time it was prepared.*
- *This presentation does not constitute a promise or guarantee that the company will achieve its numerical targets or implement the strategies outlined.*
- *In 2001, Kikkoman changed its fiscal year from January – December to April – March. In this presentation, fiscal years up to 2000 run January – December. From 2001 onwards, fiscal years run April – March.*



## *Topics for This Presentation*

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*Overview of Consolidated Performance*

*Actions to Improve Business Operations  
in Japan*

*Midterm Action Plan*

*Priorities for the Current Fiscal Year*