

Assumptions for disclosed figures in the presentation of the president

Slide No.		FY19 Forecast	Sales growth	FY20~22 Impact of asset light	FY20~22 Business risk															
Main Story																				
7	<p>Efficiency ROIC (=Capital cost) FY19 (Forecast) 3%, FY22 (Target) 8%, FY25 (Target) 10-11%, 2030 Goal 13%</p> <p>Growth Organic sales growth (FY19) 2%, FY22 (Target) 4%, FY25 (Target) 5%, 2030 Goal 5%</p> <p>Priority KPIs Sales ratio of core businesses 65%, FY22 (Target) 70%, FY25 (Target) 80%, 2030 Goal 80% Employee engagement ("50% as soon relative") 55%, FY22 (Target) 70%, FY25 (Target) 80%, 2030 Goal 85% Unit price growth (FY19) (Operational consumer products) 2.5%, FY22 (Target) 3%, FY25 (Target) 3%</p>	Latest Forecast	FY20~22 YonY ≒ CAGR FY23~25 YonY ≒ CAGR	Including	Including															
17	<p>ROIC FY19 9%~ FY22 12%~ FY25 17%~ WACC* 6%</p> <p>Food FY19 -0%~ FY22 1%~ FY25 5%~ WACC* 5%</p> <p>Healthcare services FY19 -0%~ FY22 10%~ FY25 12%~ WACC* 8%</p>	Latest Forecast		Including	Including															
18	<p>ROIC FY19 3% FY22 5% FY25 8% WACC Hurdle rate 10-11%</p> <p>Margin improvement by segment: Food: +2p (FY22-25) Healthcare services: +1p (FY22-25) Total: +3p (FY22-25)</p>	Latest Forecast		Including	Including															
19	<p>Organic Growth FY19 4% FY22 5% FY25 5%</p> <p>Unit Price Growth through Ecosystems of Food and Health products: FY19 1.3, FY22 1.8, FY25 2.0</p> <p>Unit Price Growth by Capturing Lifestyle Changes: FY19 0.7, FY22 1.2, FY25 2.0</p>	Latest Forecast	FY20~22 YonY ≒ CAGR FY23~25 YonY ≒ CAGR	Including	Including															
Reference Materials																				
36-38	<p>Strategies by business segments: Seasonings and Foods</p> <table border="1"> <thead> <tr> <th></th> <th>FY19 (Forecast)</th> <th>FY22 (Plan)</th> </tr> </thead> <tbody> <tr> <td>Sales (BY)</td> <td>654.5</td> <td>-</td> </tr> <tr> <td>Organic Sales Growth</td> <td>1%</td> <td>5%</td> </tr> <tr> <td>BP ratio</td> <td>11%</td> <td>12%</td> </tr> </tbody> </table>		FY19 (Forecast)	FY22 (Plan)	Sales (BY)	654.5	-	Organic Sales Growth	1%	5%	BP ratio	11%	12%	Revised Forecast for FY19 Interim Period	FY20~22 CAGR	Not Including	Not Including			
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41	<table border="1"> <thead> <tr> <th></th> <th>Sales growth (FY19-23 CAGR)</th> <th>BP ratio (FY22 plan)</th> </tr> </thead> <tbody> <tr> <td>Japan</td> <td>2%</td> <td>9%</td> </tr> <tr> <td>Asia</td> <td>4%</td> <td>15%</td> </tr> <tr> <td>Americas</td> <td>5%</td> <td>8%</td> </tr> <tr> <td>Europe, Middle East & Africa</td> <td>-5%</td> <td>9%</td> </tr> </tbody> </table>		Sales growth (FY19-23 CAGR)	BP ratio (FY22 plan)	Japan	2%	9%	Asia	4%	15%	Americas	5%	8%	Europe, Middle East & Africa	-5%	9%	Revised Forecast for FY19 Interim Period	FY20~22 CAGR	Including	Including
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