

# 2013-2017 Mid-Range Growth Strategy (2014 update)

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## Sustainable Growth Guidance



### Growth, efficiency and shareholder returns

<b>Growth</b>	Revenue growth in emerging markets, mature markets + Pipeline	Revenue	FY2013-17	Mid single digit CAGR
<b>Efficiency</b>	Robust and efficient operating model	Core earnings (CE)	FY2013-17	25% CE ratio* by FY2017 (vs. 18.6% in FY2013) +¥200bn from FY13-FY17
<b>Shareholder Return</b>	Stable dividend	Dividend per share	FY2013-15	¥180 annually

\* Achieve with at least 20% FY2013-17 CAGR of operating profit

# Forward-Looking Statements

This presentation contains forward-looking statements regarding the Company's plans, outlook, strategies, and results for the future.

All forward-looking statements are based on judgments derived from the information available to the Company at this time. Forward looking statements can sometimes be identified by the use of forward-looking words such as "may," "believe," "will," "expect," "project," "estimate," "should," "anticipate," "plan," "continue," "seek," "pro forma," "potential," "target," "forecast," or "intend" or other similar words or expressions of the negative thereof.

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