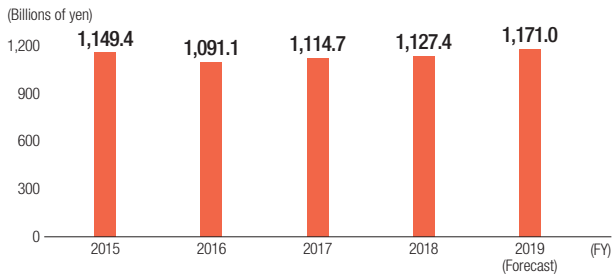


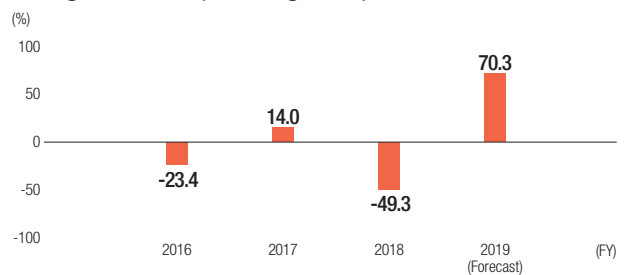
Performance Data

Financial Data under IFRS (Economic Value)

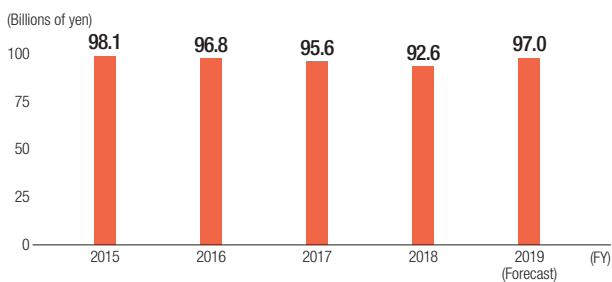
Sales



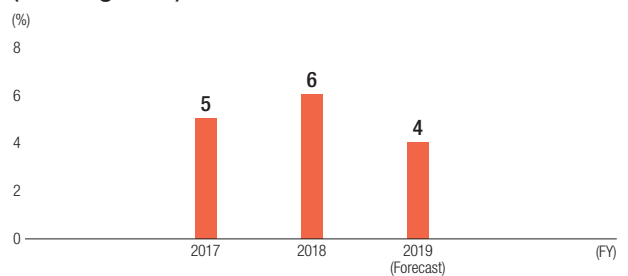
EPS growth rate (annual growth)



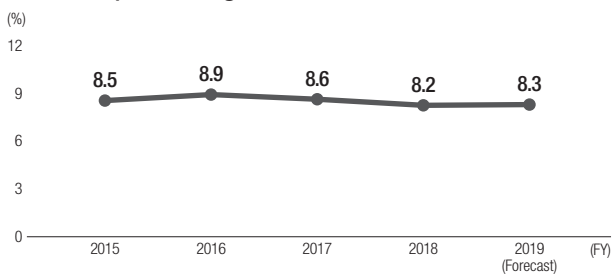
Business profit



International consumer foods sales growth rate*3 (annual growth)



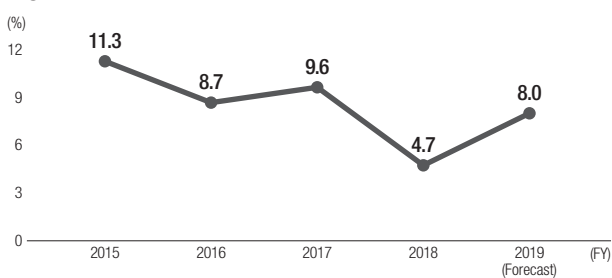
Business profit margin



Sales volume increase (vs. FY2015)

Umami seasonings	FY2017 + 20 k tons	FY2018 + 20 k tons	FY2020 Target + 100 k tons
Flavor seasonings	FY2017 + 30 k tons	FY2018 + 30 k tons	FY2020 Target + 90 k tons
Amino acids	FY2017 ± 0 tons	FY2018 - 90 k tons	FY2020 Target + 80 k tons
Frozen foods*4	FY2017 + 10 million packages	FY2018 ± 0 packages	FY2020 Target + 30 million packages
Soups*5	FY2017 + 60 million servings	FY2018 + 50 million servings	FY2020 Target + 100 million servings

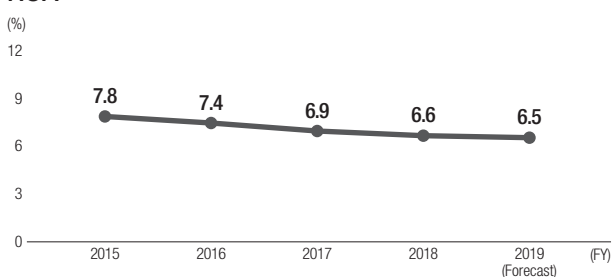
ROE*1



Cost reduction (vs. FY2016)

FY2018	-¥4.1 billion	FY2019 Target	-¥10.0 billion
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ROA*2



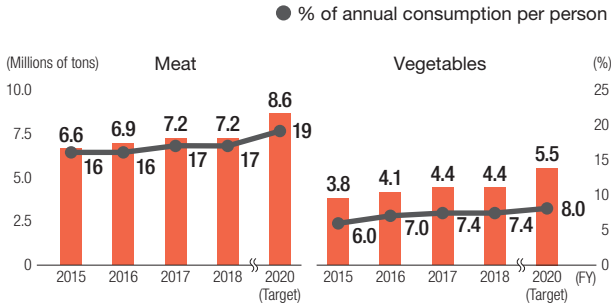
*1 Return on equity = Profit attributable to owners of the parent company / Average equity attributable to owners of the parent company

*2 Ratio of business profit to total assets = Business profit / Total assets *3 Local currency basis including frozen foods

*4 Counting only products for household consumers in Japan *5 Counting only cup soup products in Japan

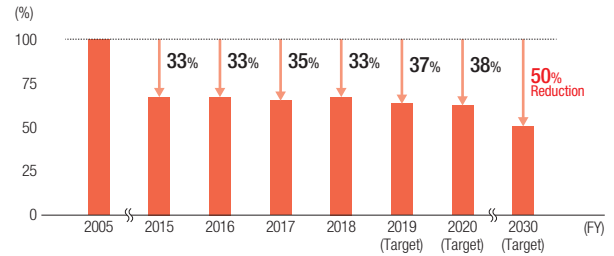
Non-Financial Data (Social Value)

Volume of meat and vegetable consumption through the Group's products (Japan and Five Stars*1)

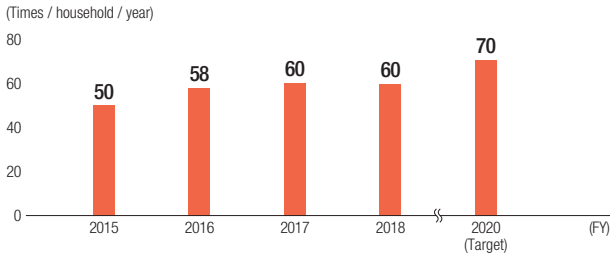


Reduce greenhouse gases

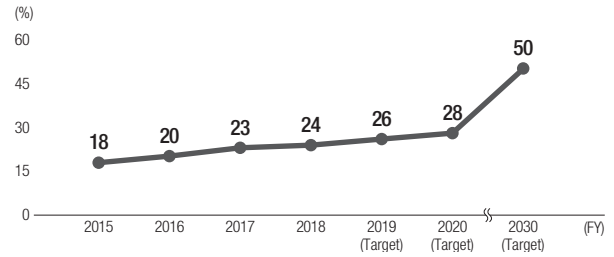
- Reduction rate of greenhouse gas emission volume vs. emission intensity (vs. FY2005)



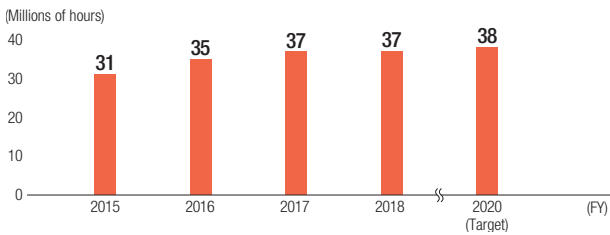
Contribution to people eating together through the Group's products (Japan and Five Stars)



- Renewable energy use ratio



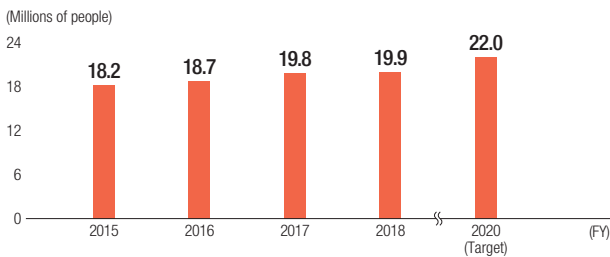
Spare time created through the Group's products (Japan)



- Fluorocarbon elimination

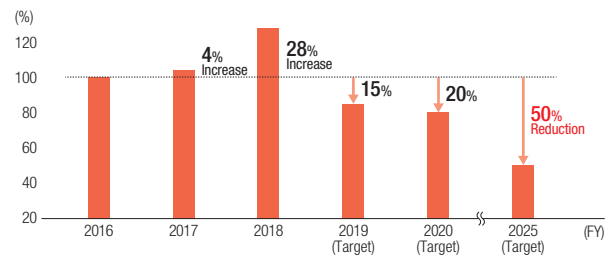
<p>FY2025</p> <p>Fluorocarbon elimination at new facilities</p> <p>100%</p>	<p>FY2030</p> <p>Extremely small volume of HFCs*2</p>
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Contribution to comfortable lifestyles through amino acid products (AminoScience)



Reduce food loss

- Reduction rate of food loss from receipt of ingredients through to customer delivery (vs. FY2016)



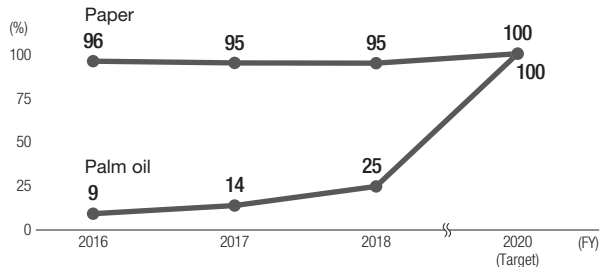
*1 Thailand, Brazil, Indonesia, Vietnam, the Philippines *2 Hydrofluorocarbons

Performance Data

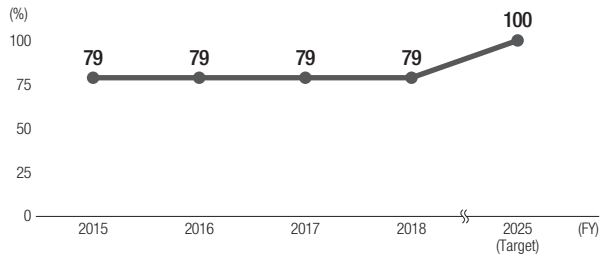
Non-Financial Data (Social Value)

Secure food resources and protect natural environment, including ecosystems and biodiversity

- Sustainable procurement

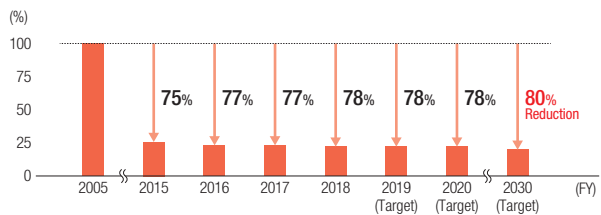


- Ratio of factories installing resource-saving fermentation technologies



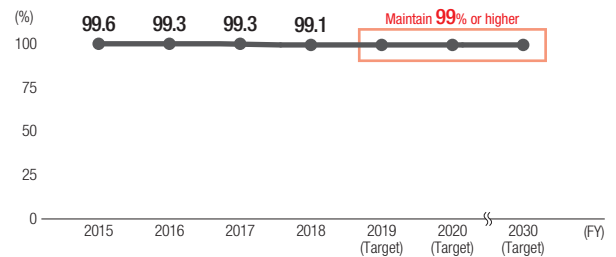
Conservation of water resources

- Reduction rate of water usage vs. production volume unit (vs. FY2005)



Reduce, reuse, recycle (3Rs) for waste material

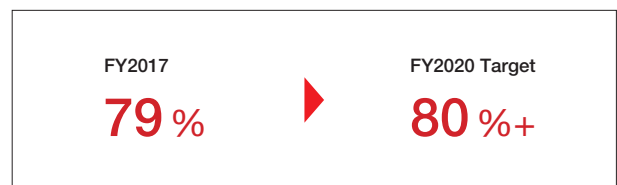
- Resource recovery ratio of waste generated by business activities



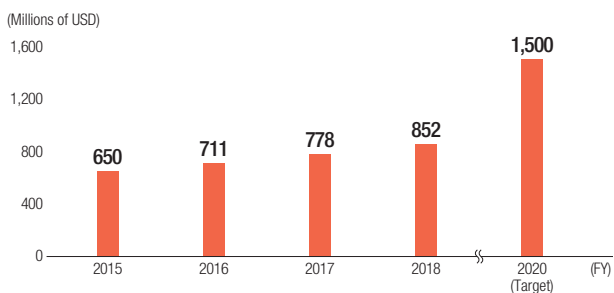
- Reduction in plastic waste

Targeting zero plastic waste
by the Group in FY2030

Percentage of employees feeling highly engaged in their work



Corporate Brand Value*



* Evaluated by Interbrand, "Japan's Best Global Brands"