

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

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Sustainable Growth Guidance



Growth, efficiency and shareholder returns

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

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