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Pharmaceutical Company

# Food & Healthcare Company





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# To establish a business model

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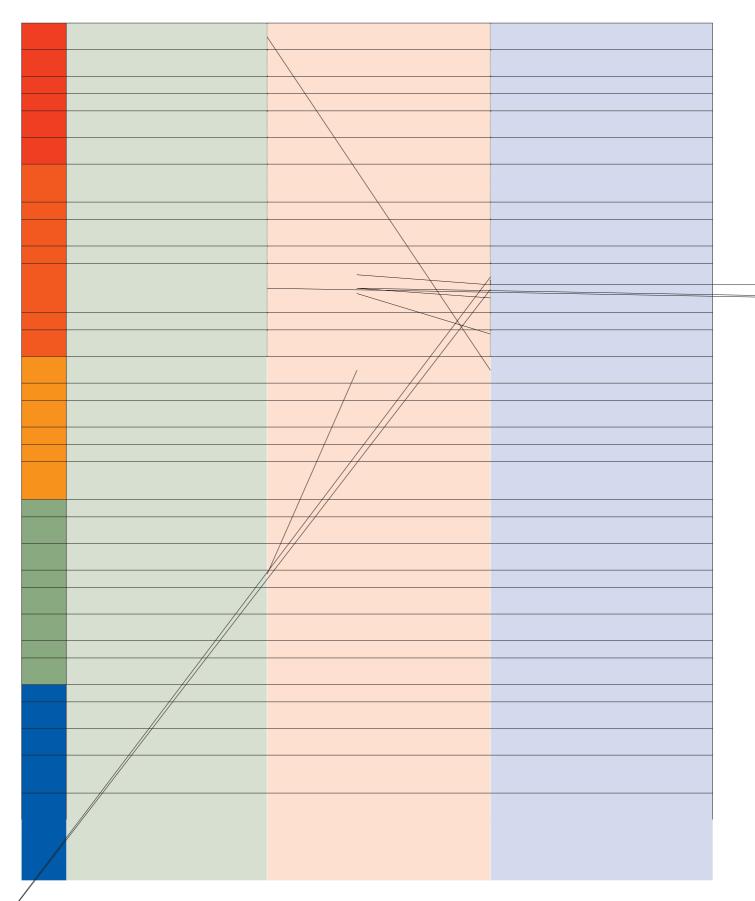
## Corporate Information (\* , , , )

| С | а | Da a | Number of Employees:           | 3,904       |
|---|---|------|--------------------------------|-------------|
|   |   |      | Stock Listing:                 |             |
|   |   |      | Authorized Common Stock:       | 796,104,000 |
|   |   |      | Shares Issued and Outstanding: | 385,535,116 |
|   |   |      | Number of Shareholders:        | 72,823      |

#### [AMERICAS]

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A History of Innovation and Growth



#### For the Year:

Net sales Food & Healthcare\*1 Pharmaceutical Office building leasing Others Operating income Net income (loss) Capital expenditures Depreciation and amortization R&D costs

#### Per Share Data (Yen and U.S. dollars):

Net income (loss) Cash dividends Net assets\*2

#### At Year-End:

Total assets Total net assets

#### Ratios (%):

ROE ROA Equity ratio\*3

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### Food & Healthcare Company

| Share of<br>Fiscal 2006 | Market Position   | Target of Fiscal 2008   | Strategies  |
|-------------------------|---|---|---|
| 71.4%                   | 's U<br>3 U<br>4 4 4<br>3 U<br>4 4<br>4 5<br>5 0<br>5 0<br>5 0<br>5 0<br>5 0<br>5 0<br>5 0<br>5 | y<br>3 5<br>3 5<br>4<br>3 5<br>4<br>3 5<br>4<br>3 5<br>4<br>3 5<br>4<br>3 5<br>4<br>5 5<br>4<br>5 5<br>4<br>5 5<br>4<br>5 5<br>5 5<br>5 5<br>5 5 5<br>5 5 5 5 5 5 | Confectionery<br>$ \begin{array}{ccccccccccccccccccccccccccccccccccc$ |

#### Market Position

