

Financial and Non-Financial Highlights

(Years ended December 31)

Fiscal Year	Millions of Yen											Change (%) 2015 / 2014
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Sales	¥1,632,249	¥1,665,946	¥1,801,164	¥2,303,569	¥2,278,473	¥2,177,802	¥2,071,774	¥2,186,177	¥2,254,585	¥2,195,795	¥2,196,925	0.1
Less: Japanese liquor taxes	397,527	402,321	400,555	380,691	359,743	342,527	323,375	315,549	310,798	301,365	305,697	1.4
Net sales	1,234,721	1,263,625	1,400,608	1,922,877	1,918,730	1,835,274	1,748,398	1,870,627	1,943,786	1,894,429	1,891,227	(0.2)
Japan Integrated Beverages Business	—	—	—	—	—	934,765	859,672	871,842	869,377	851,591	885,856	4.0
Overseas Integrated Beverages Business	—	—	—	—	—	403,977	454,216	579,391	685,254	693,175	624,169	(10.0)
Pharmaceuticals and Bio-chemicals Business	—	—	—	—	—	404,714	332,843	322,976	331,377	325,149	355,777	9.4
Other businesses	—	—	—	—	—	91,818	101,665	96,417	57,778	24,513	25,424	3.7
Operating income	111,708	116,358	120,608	145,977	128,435	151,612	142,864	153,022	142,818	114,549	124,751	8.9
Operating income (before amortization of goodwill, etc.)	—	—	—	—	157,769	193,600	189,812	202,675	198,086	171,542	158,537	(7.6)
EBITDA*1	188,459	191,161	213,129	264,620	212,838	269,392	247,602	297,185	—	—	—	—
Normalized EBITDA*2	—	—	—	—	—	—	—	307,339	301,486	273,183	258,922	(5.2)
Ordinary income	114,881	120,865	123,389	103,065	144,614	140,969	136,818	138,452	132,134	94,211	128,199	36.1
Net income (loss)	51,263	53,512	66,713	80,182	49,172	11,394	7,407	56,198	85,656	32,392	(47,329)	—
Normalized net income*3	—	—	—	—	—	—	—	112,868	115,426	108,779	107,063	(1.6)
Cash flows from operating activities	104,716	123,685	114,585	131,281	189,907	218,025	196,792	212,061	205,517	155,247	171,011	10.2
Cash flows from investing activities	(66,693)	(153,239)	(269,621)	(169,330)	(321,654)	(140,917)	(361,658)	(48,379)	85,526	(139,397)	(70,659)	—
Cash flows from financing activities	(52,041)	(50,012)	121,555	26,684	174,208	(140,197)	193,214	(160,008)	(272,357)	(80,701)	(78,221)	—
Fiscal year-end												
Total assets	¥1,937,866	¥1,963,586	¥2,469,667	¥2,619,623	¥2,861,194	¥2,649,197	¥2,854,254	¥2,951,061	¥2,896,456	¥2,965,868	¥2,443,773	(17.6)
Interest-bearing debt	309,976	302,762	673,872	723,703	963,209	859,376	1,144,786	1,037,188	858,911	873,003	821,478	(5.9)
Shareholders' equity*4	972,601	993,989	1,054,811	927,812	981,322	962,476	852,922	948,943	1,075,861	1,101,833	663,842	(39.8)
Per share data												
Net income (loss) per share (EPS) (Yen)	¥ 53.23	¥ 55.98	¥ 69.86	¥ 84.01	¥ 51.54	¥ 11.95	¥ 7.70	¥ 58.44	¥ 90.76	¥ 35.27	¥ (51.87)	—
Normalized EPS (Yen)*5	—	—	—	—	—	—	—	117	122	118	117	(0.8)
EPS (before amortization of goodwill, etc.) (Yen)	61.21	66.18	79.72	34.72	81.92	94.31	70.58	124.87	159.92	108.57	(2.83)	—
Dividends per share (Yen)	14.50	17.00	21.00	23.00	23.00	25.00	27.00	29.00	36.00	38.00	38.00	0.0
Financial indicators												
ROE (%)*6	5.6	5.4	6.5	8.1	8.3	8.8	6.9	12.4	14.0	8.6	(0.3)	—
Operating income (before amortization of goodwill, etc.) / Net sales (%)	—	—	—	—	—	10.5	10.9	10.8	10.2	9.1	8.4	—
Net debt / Normalized EBITDA (Times)	—	—	—	—	—	—	—	2.86	2.25	2.76	2.67	—
Dividend payout ratio (%)*7	27.2	30.4	30.1	27.4	44.6	26.5	38.3	24.8	29.5	32.2	32.5	—

Note: Figures are rounded down to the nearest million yen.

*1. For fiscal 2007 and before:

EBITDA = Income before income taxes and minority interests + Interest expense - Interest income - Dividend income + Depreciation + Amortization of goodwill, etc.

For fiscal 2008 and thereafter:

EBITDA = Operating income + Equity in earnings or losses of affiliates + Depreciation + Amortization of goodwill, etc. ± Special income and expenses

(Losses on impairment regarding goodwill, etc., are excluded.)

*2. Normalized EBITDA = Operating income + Depreciation + Amortization of goodwill, etc. + Dividends received from entities accounted for by the equity method

*3. Normalized net income = Net income + Amortization of goodwill, etc. ± Special income or expenses after income taxes and minority interests

*4. Shareholders' equity = Total net assets - Minority interests - Subscription rights to shares (as recorded on the balance sheet)

*5. Normalized EPS = Normalized net income / Average number of shares outstanding during period

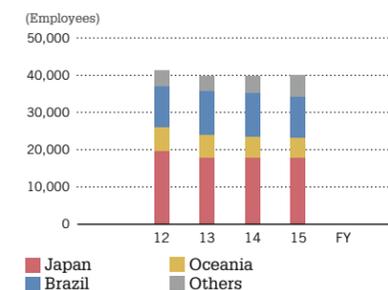
*6. ROE = Net income / Average shareholders' equity

For fiscal 2009 and thereafter: ROE calculated before amortization of goodwill, etc., and these figures exclude losses with no effect on cash outflow

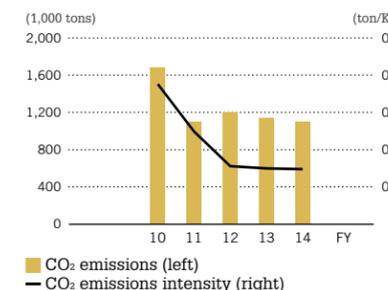
*7. For fiscal 2010 and 2011: Figures for dividend payout ratio use EPS (before amortization of goodwill, etc.), and these figures exclude losses with no effect on cash outflow

For fiscal 2012 and thereafter: Figures for dividend payout ratio use normalized EPS

Number of Regional Employees (Consolidated)



CO₂ Emissions / Intensity



Water Usage Amounts / Water Usage Intensity

