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FY2021 (Year Ending January 20, 2022) 3rd Quarter Financial Highlights

DyDo Group Holdings, Inc.

(1st Section of the Tokyo Stock Exchange: 2590)

November 26, 2021



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On November 15, 2021, we submitted a copy of our Corporate Governance Report, based on revisions from June, to the Tokyo Stock Exchange. The report can be found via the link below.

https://www.dydo-ghd.co.jp/en/ir/governance/governance_report.html

In this document, figures less than one million yen have been rounded down therefore the total amount may differ from the breakdown, and the figures including component ratio have been rounded to the first decimal point.

The plans, future projections and strategies for the DyDo Group stated in this document, with the exception of past or current facts, are projections of our future performance, and are based on the judgment and postulations of our management team based on the information available at the time. Accordingly, the actual performance may differ greatly from these due to unforeseen factors, the economic situation and other risks. This document is not intended to solicit any investment. Please use your own judgment when making investment decisions.

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1. Efforts toward Group Mission 2030

The DyDo Group's purpose for existing



- ▶ Offering delicious products for sound mind and body

DyDo Group Corporate Philosophy

Creating happiness and prosperity, together with people and with society. To achieve this goal, the DyDo Group will continue to embrace new challenges in a dynamic way.

DyDo Group Corporate Vision

Together with our customers.

With our high-quality products, we will offer our customers excitement and enhanced wellness, with distinctive delicious flavors that only DyDo can.

Together with the next generation.

We will create a "DyDo Standard" for the next generation that transcends national borders and conventional frameworks.

Together with society.

Bringing together all DyDo's resources in the entire Group's product development and corporate activities, we will help build a rich and vibrant society.

Together with our people.

We will tirelessly embrace the "DyDo Challenge" of bringing happiness to all whose lives are touched by the DyDo Group.

DyDo Group Slogan

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Offering delicious products
For sound mind and body

Group Mission 2030

For DyDo Group to create enjoyable, healthy lifestyles for people around the world

Together with our customers.



Nurturing our customers' health

We will deliver products and services that help improve health and quality of life for our customers around the world, in a tireless quest for delicious taste.

Together with society.



Taking the lead in social reform

We will take the lead in social reform, going beyond conventional wisdom to adopt new perspectives for achieving a sustainable society.

Together with the next generation.



Creating new value for future generations

We will take advantage of innovative technologies, bringing surprise and delight to all of our stakeholders.

Together with our people.

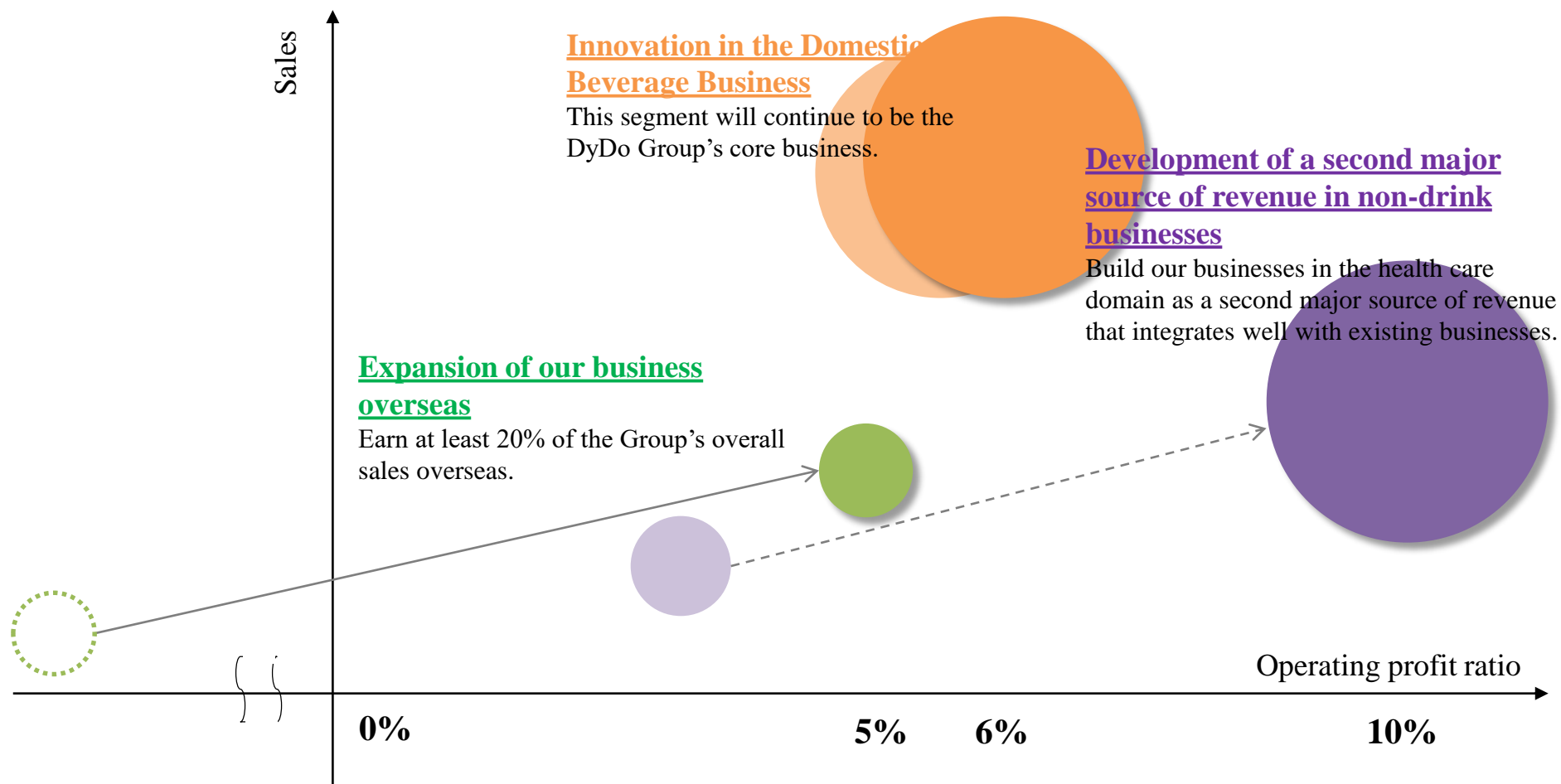


Connecting people to people

We will seek out new ways to form mutually beneficial relationships with stakeholders, both old and new, within and outside the company, working flexibly with them and respecting the diversity of their values and abilities.

Group Mission 2030 Basic Policies

- ▶ Strive to develop a business portfolio characterized by high growth, profitability, and efficiency

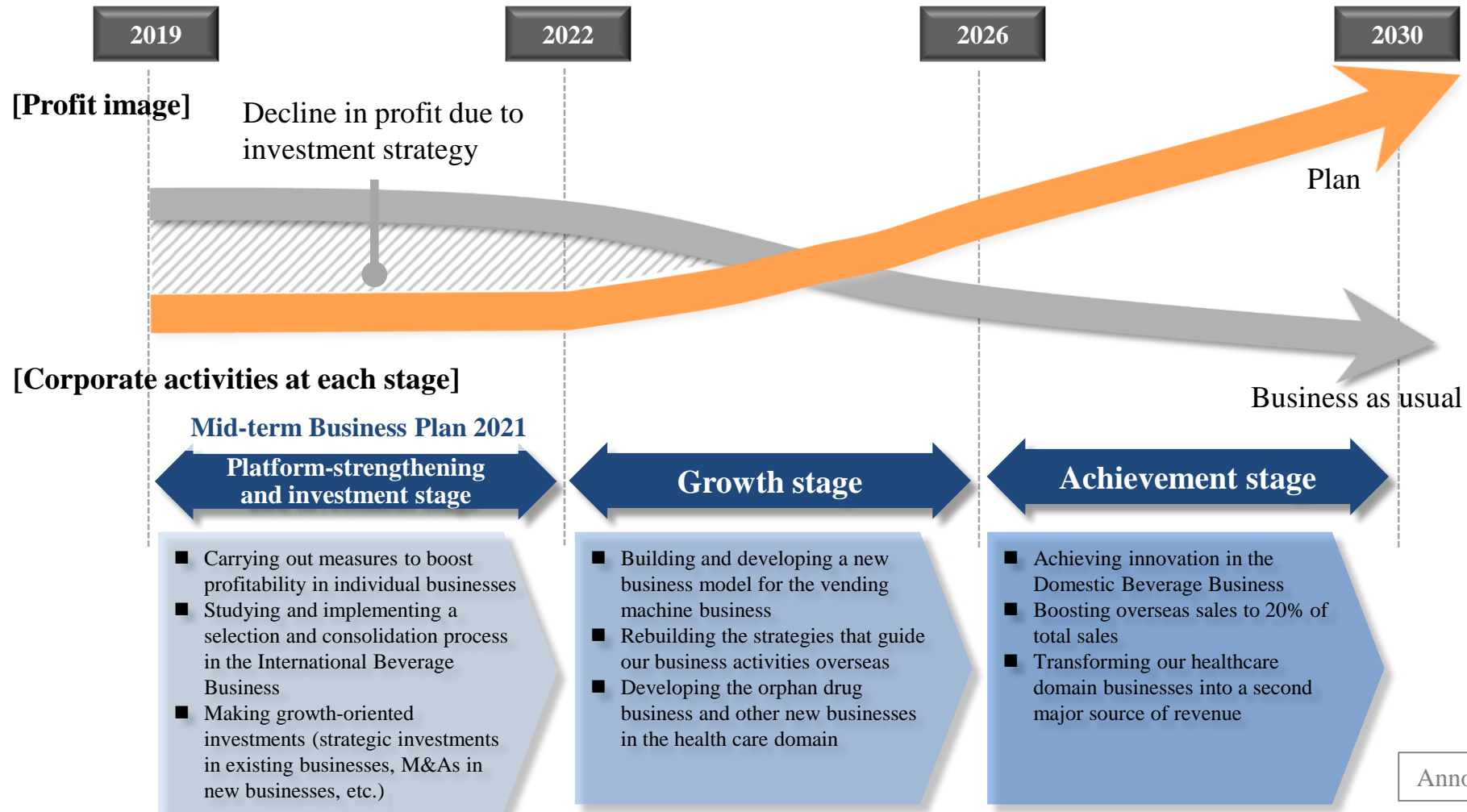


*Figure intended as a general illustration. The size of each circle represents operating income, with FY2018 and FY2030 indicated by light and dark colors, respectively.

Announced January 2019

Group Mission 2030 Roadmap

▶ Although revenue will fall temporarily, we will make advance investments to achieve sustained growth.



Major Measures in FY2021

▶ In the Domestic Beverage Business, we are aiming to improve both profitability and our competitiveness in the labor market, and to that end we will implement the following two major measures in fiscal 2021

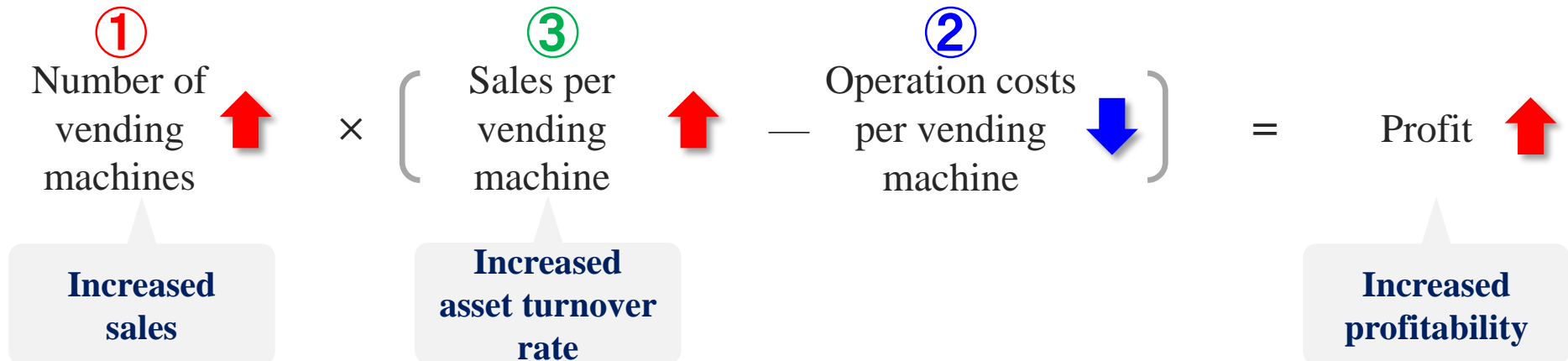
1 Strengthening and expanding our vending machine network

- ✓ Increase in the number of vending machines ①
- ✓ Acquisition of high-profit locations and curbing removals from sites ③

2 Companywide rollout of smart operations

- ✓ Enhancement of operational productivity (target: 30% improvement over pre-switch levels) ②
- ✓ Application of personnel to location development and as support representatives ① ③
- ✓ Optimization of product lineups by applying data findings ③

● Effect of measures



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2. FY2021 (Year Ending January 20, 2022) 3rd Quarter Financial Highlights

Overview of Consolidated Financial Results for FY2021 3rd Quarter

- ▶ Consolidated sales totaled 124,658 million yen (up 1.9% year on year) with increased revenue, particularly in the Domestic Business
- ▶ Due to advance investment expenses and rising costs in the International Beverage Business, operating profits were down 17.6% from the previous year
- ▶ Due to a decrease in exchange rate losses and other factors, ordinary profits were down 6.5% from the previous year

Millions of yen

	3rd quarter (Jan.21-Oct.20)						Full year					
	FY2020		FY2021				FY2020		FY2021 (outlook)			
		Component ratio		Component ratio	% (YoY)	Amount (YoY)		Component ratio		Component ratio	% (YoY)	Amount (YoY)
Net sales	122,351	100.0%	124,658	100.0%	1.9%	2,307	158,227	100.0%	164,500	100.0%	4.0%	6,272
Operating profit	6,377	5.2%	5,257	4.2%	(17.6%)	(1,120)	5,602	3.5%	4,200	2.6%	(25.0%)	(1,402)
Ordinary profit	6,394	5.2%	5,980	4.8%	(6.5%)	(414)	5,727	3.6%	4,300	2.6%	(24.9%)	(1,427)
Profit attributable to owners of parent	4,646	3.8%	3,909	3.1%	(15.9%)	(736)	3,204	2.0%	2,600	1.6%	(18.9%)	(604)
EPS	290.24yen		250.15yen				201.31yen		166.46yen			
						(40.09yen)						(34.86yen)

FY2021 3rd Quarter Consolidated Earnings (by Segment)

- ▶ In the Domestic Beverage Business, beverage sales slowed as a result of unseasonable weather but home shopping sales of supplements continued to maintain its high levels of growth
- ▶ In the International Beverage Business, the Turkish beverage business, its main driver, achieved improved revenue on a local currency basis, but sales were down on a Japanese yen basis due to fluctuations in the exchange rate

Millions of yen

	3rd quarter (Jan.21-Oct.20)				Full year			
	FY2020	FY2021	% (YoY)	Amount (YoY)	FY2020 results	FY2021(outlook)	% (YoY)	Amount (YoY)
Domestic Beverage Business	86,934	89,516	3.0%	2,581	115,536	122,400	5.9%	6,863
International Beverage Business	10,388	9,723	(6.4%)	(665)	12,191	10,400	(14.7%)	(1,791)
Pharmaceutical-Related Business	8,173	8,532	4.4%	358	10,324	11,400	10.4%	1,075
Food Business	17,434	17,350	(0.5%)	(83)	20,900	20,900	(0.0%)	(0)
Other	—	—	—	—	—	—	—	—
Adjustment	(578)	(463)	—	115	(725)	(600)	—	125
Total net sales	122,351	124,658	1.9%	2,307	158,227	164,500	4.0%	6,272
Domestic Beverage Business	6,152	5,876	(4.5%)	(275)	7,110	7,150	0.6%	39
International Beverage Business	59	(384)	—	(443)	(175)	350	—	525
Pharmaceutical-Related Business	(203)	71	—	274	(425)	(450)	—	(24)
Food Business	1,465	1,301	(11.2%)	(164)	946	550	(41.9%)	(396)
Other	(114)	(463)	—	(349)	(317)	(1,050)	—	(732)
Adjustment	(982)	(1,144)	—	(162)	(1,536)	(2,350)	—	(813)
Total operating profit	6,377	5,257	(17.6%)	(1,120)	5,602	4,200	(25.0%)	(1,402)

*"Other" represents the orphan drug business, which is not included in the reported segments

Principal Impacts of COVID-19 and Future Measures

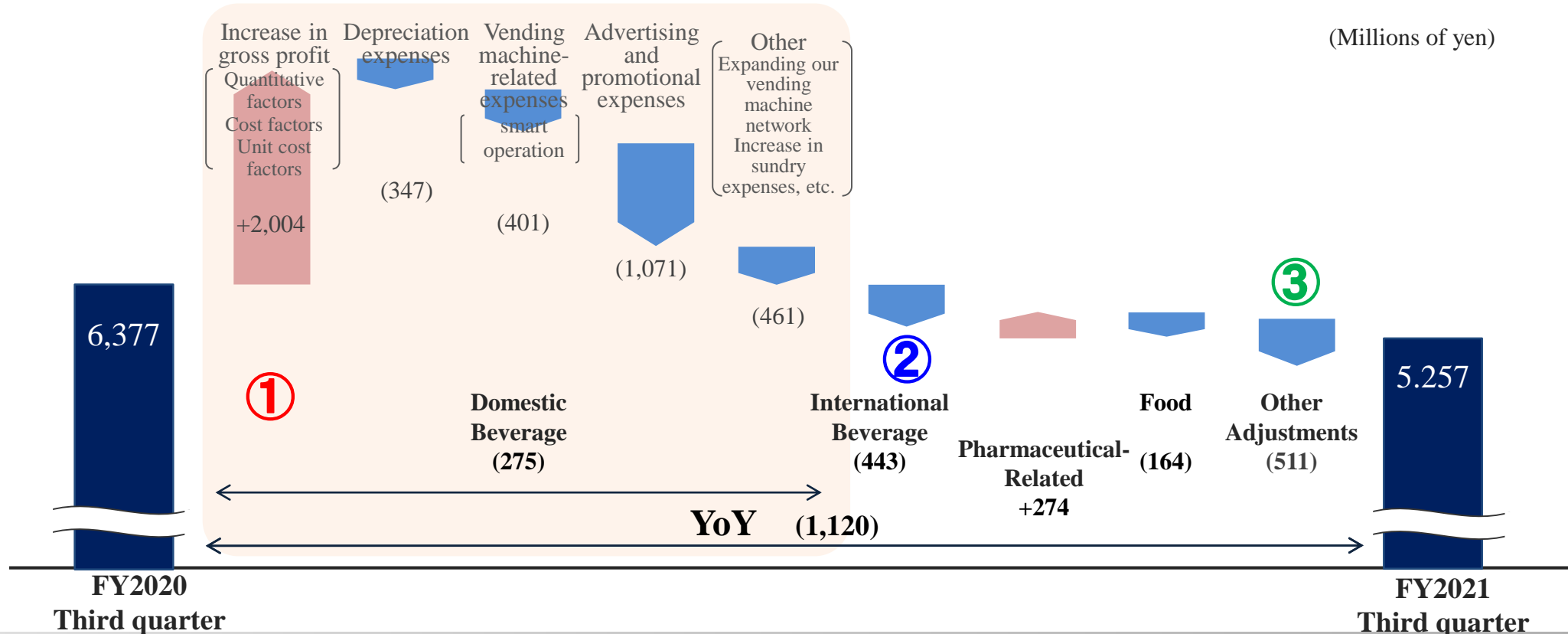


▶ While the changes to the economy wrought by COVID-19 are still having some effect on our performance, at this time we have judged that there is no need to amend our performance forecasts.

	Overview and Anticipated Principal Impacts of COVID-19 and Future Measures	Future Measures
Domestic Beverage Business	<ul style="list-style-type: none"> Sales in the beverage industry for Jan–Sep were about equal to those from FY2020, but these still fell short of FY2019 results by around 7%; performance has not yet returned to pre-pandemic levels. While sales competition in the distribution market (convenience stores, mass retailers, etc.) has intensified due to people working from home and changes to consumer behavior, the industry is also seeing differences in the measures companies are taking toward vending machines. 	<ul style="list-style-type: none"> We are strengthening our sales activities and increasing the number of vending machines. In line with our plans, we are expanding our smart operational structure companywide. Our aim is to establish a sustainable vending machine business model that is able to respond flexibly to changes in the market.
International Beverage Business	<ul style="list-style-type: none"> In the Turkish beverage business, forecasts predict that the impact on the economy of COVID-19 will drag on. The weakness of the Turkish lira has also affected imported material prices. Between this and dramatic increases in logistics expenses inside and outside Turkey, our costs have risen. 	<ul style="list-style-type: none"> We aim to secure profits by raising prices in stages and controlling costs for advertising, etc., in Q3 and beyond. We have set ourselves the goal of transitioning the entire International Beverage Business segment to a profitable footing and we are rebuilding our overseas business strategy.
Pharmaceutical-related Business	<ul style="list-style-type: none"> Sales trends for drinkable preparations for our customer companies and other products have been, by and large, downward. There is, however, also a change toward proactive investment in certain products. With the pandemic having gone on for a year, the market for pouch products has been improving since April, compared to last year. 	<ul style="list-style-type: none"> We focus our efforts on launching new contracted products that use pouch containers and on new drinkable preparation products. We promote an internal structure that allows us to achieve more efficient production through our four plants at two bases.
Food Business	<ul style="list-style-type: none"> As people have been staying at home more, they are finding other ways to enjoy fruit. This has meant that sales in the dessert market, which includes jelly, are down on last year. There is the possibility that changes in consumer behavior will result in a continuation of the challenging sales situation at convenience stores. 	<ul style="list-style-type: none"> We are pressing forward with developing products that meet changes in consumer behavior, such as lifestyle changes and health consciousness. We are continuing with initiatives that enhance our productivity. Our aim through these efforts is to bolster our revenue power.
Other	<ul style="list-style-type: none"> There is a risk that clinical trials of orphan drugs may become delayed by the pandemic. 	<ul style="list-style-type: none"> While making forecasts of the influence posed by COVID-19 is difficult, we will continue to work to gather information.

Factors Contributing to Changes in Operating Profit in FY2021 3rd Quarter

- ▶ In the Domestic Beverage Business, increased revenue in the vending machine and healthcare channels led to improved gross profit ①
- ▶ The International Beverage Business' performance was affected by a dramatic rise in raw material prices and logistics costs that has continued since the start of the year, as well as other factors, in the Turkish beverage business ②
- ▶ Other adjustments include expenses incurred in concluding DyDo Pharma's license agreements (signed June 2021) ③

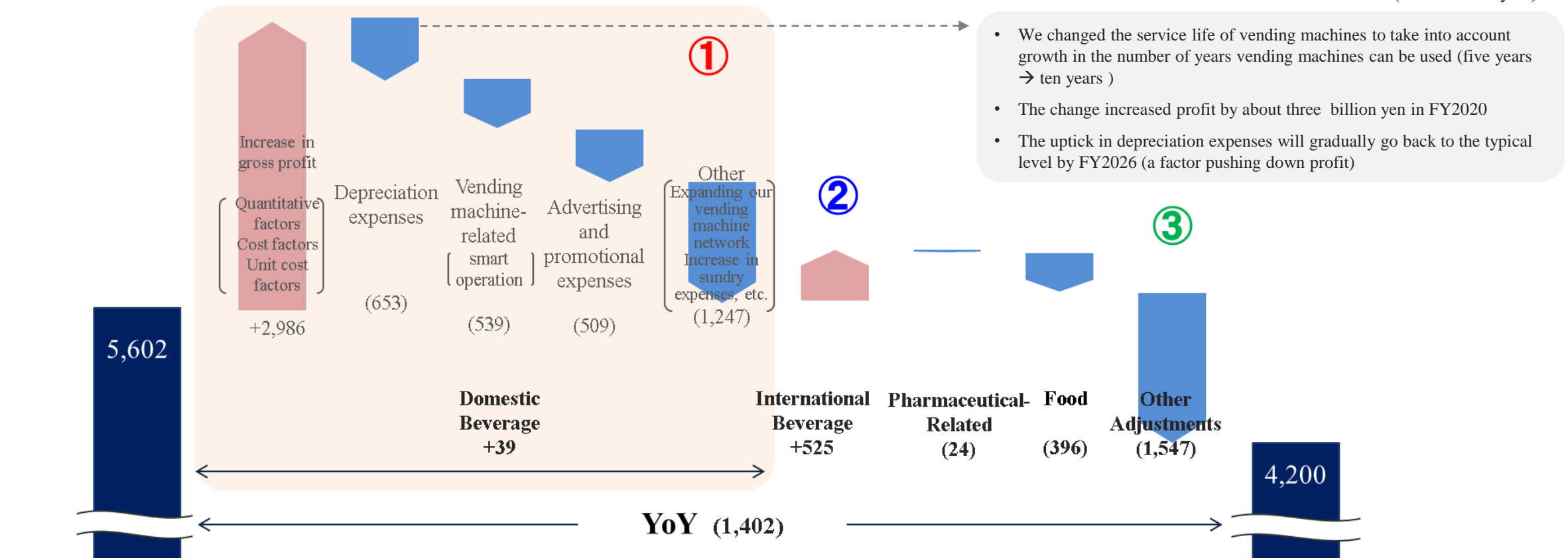


【Reference】

FY2021 Factors Contributing to Changes in Operating Profit (vs. Previous Year)

- ▶ The expenses for expanding our vending machine network and establishing smart operation increased in the Domestic Beverage Business ①
- ▶ We achieved profitability in the International Beverage Business through the withdrawal from the Malaysian business and improved profits in the Chinese business ②
- ▶ We earmarked a budget associated with our growth strategy in the Healthcare domain ③

(Millions of yen)



Financial Position: Principal Changes in the Consolidated Balance Sheet

- ▶ The increases in accounts receivable, inventories, and accounts payable are seasonal factors
- ▶ Fluctuations in the market value of cross-shareholdings led to an increase in the valuation difference on available-for-sale securities

(Millions of yen)

Financial assets ^{*1}	70,415	Interest-bearing debt ^{*2}	36,949
Accounts receivable	16,010	Accounts payable	16,174
Inventories	8,103	Other	21,860
Property, plant and equipment	51,093	Net assets	82,609
Intangible assets			
Other	11,970		
Total assets	157,594	Total liabilities and net assets	157,594

January 20, 2021

(Millions of yen)

Change from previous year shown underneath each figure

Financial assets ^{*1}	70,782	Interest-bearing debt ^{*2}	36,311	△638
Accounts receivable	21,757	Accounts payable	21,685	▲5,510
Inventories	10,131	Other	24,280	2,420
Property, plant and equipment	52,852	Net assets	86,504	▲3,895
Intangible assets	1,758			
Other	13,258			
Total assets	168,782	Total liabilities and net assets	168,782	
	11,187		11,187	

October 20, 2021

*1: Cash and deposits, securities, investment securities (excluding shares of subsidiaries), and long-term deposits

*2: Short- and long-term loans payable, short- and long-term lease liabilities and obligations, bonds payable, and long-term guaranty deposits

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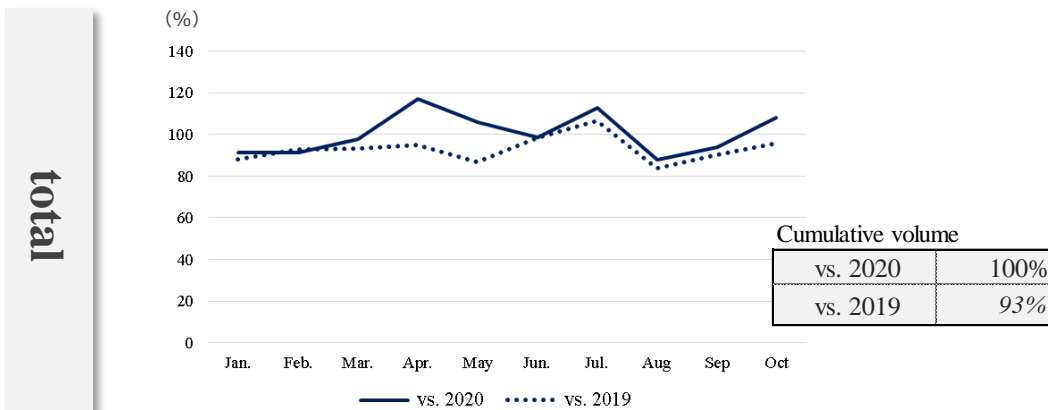
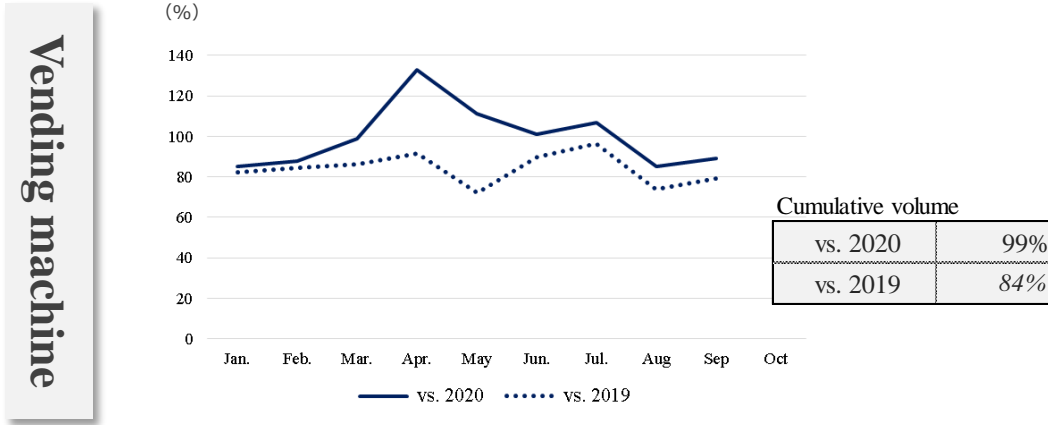


3. Overview by Segment for FY2021 (Year Ending January 2022) 3rd Quarter

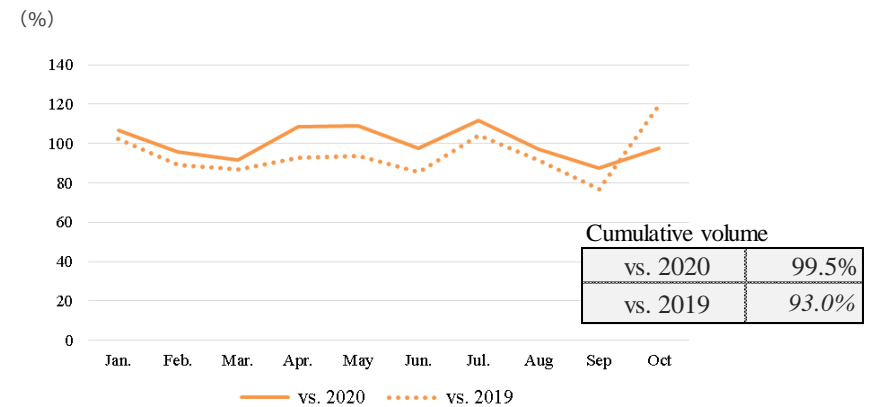
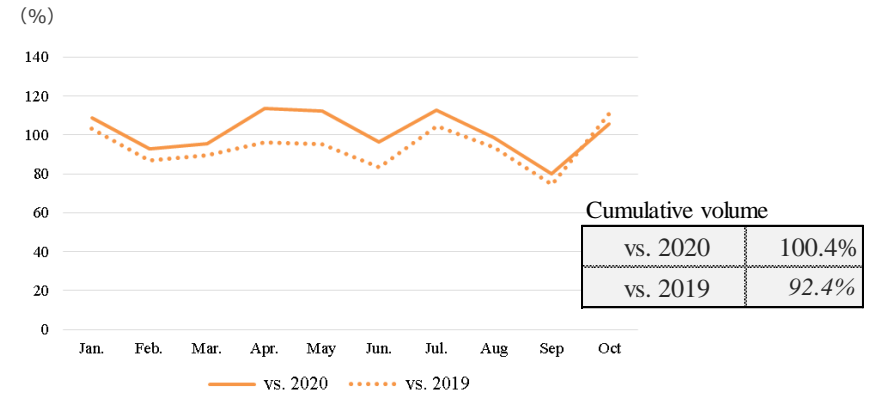
Trends in Domestic Beverage Market

▶ Impacted by heavy rain in August, unusually low temperatures in September, and other phenomena, overall industry sales have been trending downward

● Monthly sales in the beverage industry (vs.2020/vs.2019)



● Our monthly sales (vs.2020/vs.2019)



Monthly accounting period: 21st of previous month to 20th of current month
(For example, the July accounting period runs from June 21 to July 20.)

Source: Food Marketing Research Center

Domestic Beverage Business Overview by Segment

- ▶ With an increase in the number of machines, sales volume increased in the vending machine channel and profits grew in the Domestic Beverage Business

Millions of yen

	3rd quarter					Full year						
	FY2020	Component ratio	FY2021	Component ratio	% (YoY)	Amount (YoY)	FY2020	Component ratio	FY2021 (outlook)	Component ratio	% (YoY)	Amount (YoY)
Net sales	86,934	—	89,516	—	3.0%	2,581	115,536	—	122,400	—	5.9%	6,863
Operating profit	6,152	7.1%	5,876	6.6%	(4.5%)	(275)	7,110	6.2%	7,150	5.8%	0.6%	39
Depreciation expenses	2,616		2,963		13.2%	346	3,548		4,200		18.4%	651

(Accounting period under review: January 21 to October 20)

- ✓ Sales volume in the vending channel exceeded the previous year against the backdrop of more vending machines (The number of vending machines continues to rise) **p.19**
- ✓ Sales slowed as a result of unseasonable weather in August and September, but they improved in October due to the end of the state of emergency and beneficial temperatures. There was also the effect of the canned coffees we produced as a tie-up with a popular anime. This meant sales totaled 97.8% of the previous year (and 119.9% compared to FY2019). We plan to optimize the effect of these collaborative drinks as we work toward the end of the fiscal year **p.20**
- ✓ The rollout of smart operations is going largely according to plan **p.21**
- ✓ The home shopping supplement business continued to grow
- ✓ We will push forward with studies into how we respond to dramatic rises in raw material prices for the next fiscal year

● Sales by channel

		1Q	2Q	3Q	4Q	Cumulative
Net Sales	Vending machine channel	1.9%	9.6%	(1.6%)	-	3.1%
	Other	(2.8%)	9.2%	0.5%	-	2.3%
	Total	1.0%	9.5%	(1.1%)	-	3.0%
Sales Quantity*	Vending machine channel	0.8%	6.5%	(5.1%)	-	0.6%
	Other	(12.1%)	0.2%	(7.1%)	-	(6.2%)
	Total	(1.6%)	5.3%	(5.5%)	-	(0.7%)

*Based on cases

- Other : Distribution channel, Mail-order channel, and International channel (an export of Japanese products to Asia etc.)

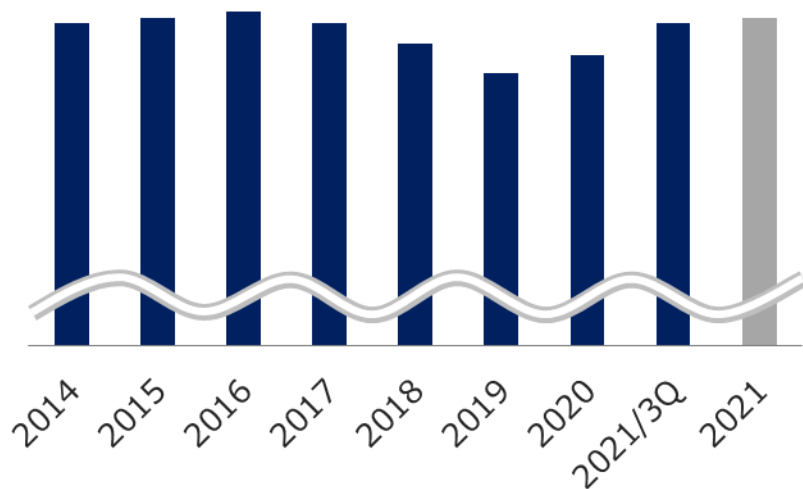
Progress of Major Measures in FY2021



1 Strengthening and expanding our vending machine network

- ✓ Our policy of curbing how many machines are removed has been a success; we will continue to maintain a steady increase in the number of machines
- ✓ We will increase dramatically the number of new locations compared to the previous year
- ✓ Steadily improve remote sales team performance

● Trends in DyDo vending machine numbers

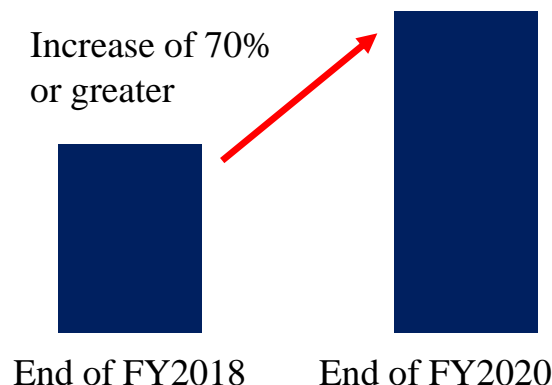


▶ Reinforcing our sales system

- ✓ Actively redistributing personnel within the company and hiring mid-career employees

● No. of sales reps

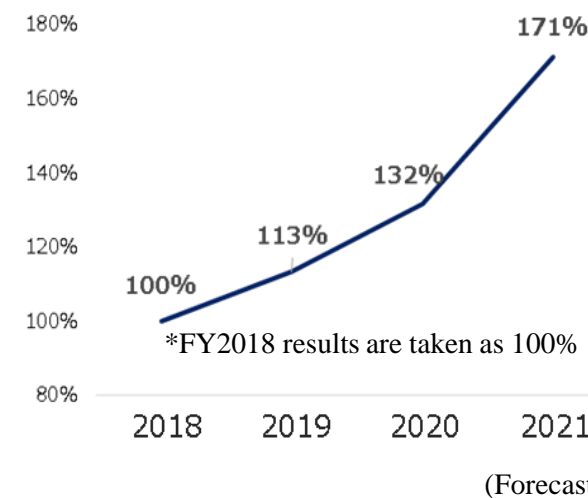
Increase of 70% or greater



▶ Strengthening our sales capabilities

- ✓ Continuously implementing in-house training
- ✓ Strengthening management to improve the quality of business negotiations

● Productivity per person



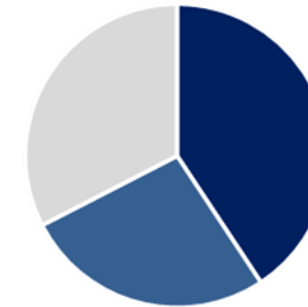
Progress of Major Measures in FY2021



2 Companywide rollout of smart operations

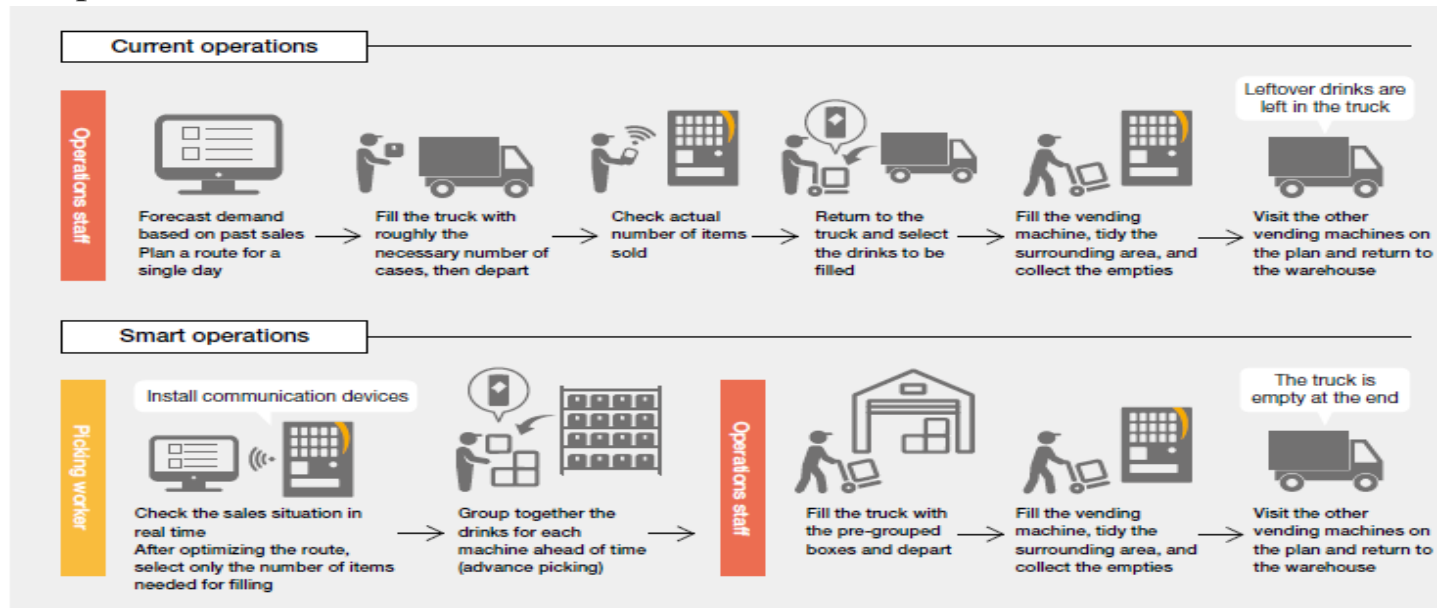
- ✓ In Q3, we have finished rolling out smart operations to 40% of our sales locations.
- ✓ A global shortage of semiconductors could affect the procurement of certain communications devices required for smart operations.
- ✓ By promoting workstyle diversification, we will provide the kind of value that customers, location owners, and society will choose

- Status of transition to operations
(proportion of sites where the switchover is complete)



- Switchover complete
- To be completed within FY2021

● Smart operations workflow

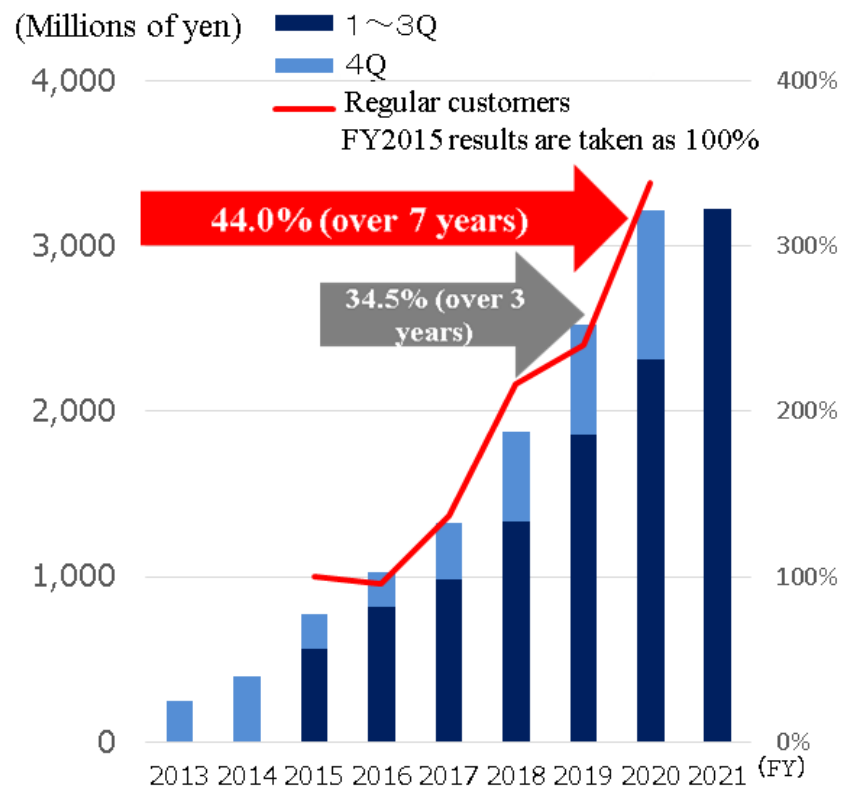


Domestic Beverage Business

Progress in the Mail-order Business

- ▶ There has been steady growth in the supplement home shopping sales channel
 - ✓ The number of regular customers has steadily increased, and growth continues in both sales and profit
 - ✓ We have enhanced measures that target new customers and ensure that they become regulars

● Mail-order sales channel sales and CAGR (full-year)



● The flagship channel product, “Locomo Pro,” is driving the growth of the customer base



International Beverage Business Overview by Segment

- ▶ Sales were down on a Japanese yen basis due to fluctuations in the exchange rate for the Turkish lira. Prices for our products were revised to respond to a dramatic rise in raw material prices.

Millions of yen

	3rd quarter					Full year						
	FY2020	Component ratio	FY2021	Component ratio	% (YoY)	Amount (YoY)	FY2020	Component ratio	FY2021 (outlook)	Component ratio	% (YoY)	Amount (YoY)
Net sales	10,388	—	9,723	—	(6.4%)	(665)	12,191	—	10,400	—	(14.7%)	(1,791)
Operating profit	188	1.8%	(275)	(2.8%)	—	(464)	(9)	(0.1%)	470	4.5%	—	479
Amortization of goodwill, etc.	129	1.2%	108	1.1%	(16.2%)	(20)	165	1.4%	120	1.2%	(27.5%)	(45)
Operating profit after subtracting amortization of goodwill, etc.	59	0.6%	(384)	(4.0%)	—	(443)	(175)	(1.4%)	350	3.4%	—	525
JPY per TRY	15.81yen		13.25yen		(2.56yen)		15.18yen		11.00yen		(4.18yen)	
JPY per CNY	15.35yen		16.86yen		1.51yen		15.45yen		15.38yen		(0.07yen)	

(Accounting period under review: January 1 to September 30)

● Turkish beverage business

- ✓ We achieved improved revenue on a local currency basis but sales were down on a Japanese yen basis due to fluctuations in the exchange rate
- ✓ The weakness of the lira led to increased imported raw material prices and logistics costs continued to rise dramatically. However, from August onward we have been able to gradually raise prices for our products. Our aim going forward is to secure profit through cost controls

● Chinese beverage business

- ✓ Local production started smoothly, and we focused our efforts on constructing a new business model

● (Reference) Performance in Malaysian business in FY2020

- ✓ We sold out the stock in previous year (October 2020)

Millions of yen

	FY2020	
	3rd quarter	Full year*
Net sales	720	720
Operating profit	(448)	(448)
Malaysian ringgit	25.33	25.33

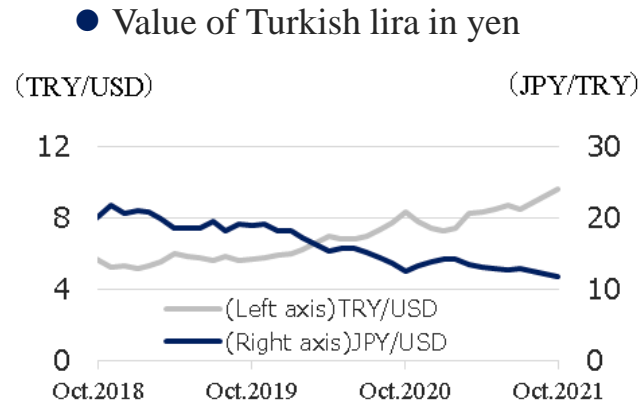
※consolidated until the 3rd quarter

International Beverage Business

Overview of Performance in each country

▶ Turkish Beverage Business

- ✓ We acquired the stock share of our joint venture partner and made the sales company into a wholly-owned subsidiary in March 2021
- ✓ Although lockdown ended in mid-May, a curfew is still in place
- ✓ As the vaccination rate improves, restrictions are currently being lifted but inflation is high, which reduces customers' purchasing power
- ✓ Since August, we have gradually raised sales prices, but this has lagged behind rising raw material prices



● Local-currency-basis results (year-on-year change in sales)

		1st quarter	2nd quarter	3rd quarter	4th quarter	cumulative
FY2021	vs.2020	(8%)	+30%	+29%		+19%
	vs.2019	+10%	+10%	+31%		+18%
	exchange rate	13.98yen	13.44yen	13.25yen		13.25yen
FY2020	vs.2019	+19%	(15%)	+2%	(12%)	(3%)
	exchange rate	17.48yen	16.55yen	15.81yen	15.18yen	15.18yen

Figures in lower rows cumulative exchange rate (yen value of 1 Turkish lira).

▶ Chinese beverage business

- ✓ To improve profits, we started local manufacturing of roasted barley tea products in February
- ✓ Since the switch to local production, distribution has continued to go well, particularly to convenience stores
- ✓ To improve on-shelf product appeal, we developed a black tea drink as a region-specific product that is locally produced, and we started sales alongside our barley tea
- ✓ Carving out sales in a niche category of the gargantuan Chinese market has proven a success and sales have grown



We began producing our products in a local Japanese plant

Pharmaceutical-related Business Overview by Segment

- ▶ While the downward trend for orders of existing products continued due to the effects of COVID-19, positive sales of pouch jellies led to increased profit overall

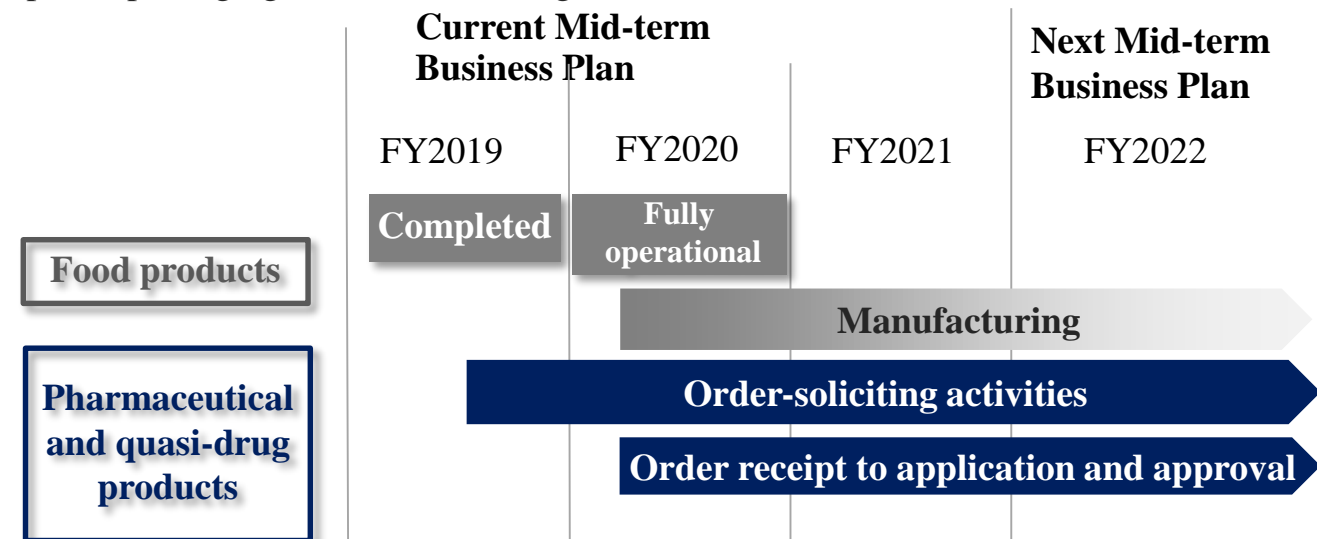
Millions of yen

	3rd quarter					Full year						
	FY2020	Component ratio	FY2021	Component ratio	% (YoY)	Amount (YoY)	FY2020	Component ratio	FY2021 (outlook)	Component ratio	% (YoY)	Amount (YoY)
Net sales	8,173	—	8,532	—	4.4%	358	10,324	—	11,400	—	10.4%	1,075
Operating profit	(203)	(2.5%)	71	0.8%	—	274	(425)	(4.1%)	(450)	(3.9%)	—	(24)
Depreciation expenses	820		892		8.8%	71	1,122		1,200		6.9%	77

(Accounting period under review: January 21 to October 20)

- ✓ While there have been exceptions with some brands that have sold well, the continued slump in office demand means that the negative impact on orders for existing products is set to continue until the end of the fiscal year
- ✓ We improved profits through controls on expenses
- ✓ We began preparations to manufacture products for orders we have already received for the next fiscal year
- ✓ As we look toward the next fiscal year and beyond, we will enhance our proposal-based sales activities to secure new orders for both drinkable preparations and pouch jellies

- pouch packaging line manufacturing (illustration)



Food Business Overview by Segment

▶ While the dry jelly market contracted as consumer behavior changed in response to COVID-19, our market share continued to grow

Millions of yen

	3rd quarter						Full year					
	FY2020		FY2021		% (YoY)	Amount (YoY)	FY2020		FY2021 (outlook)		% (YoY)	Amount (YoY)
		Component ratio		Component ratio			Component ratio	Component ratio	Component ratio			
Net sales	17,434	—	17,350	—	(0.5%)	(83)	20,900	—	20,900	—	(0.0%)	(0)
Operating profit	1,729	9.9%	1,565	9.0%	(9.5%)	(164)	1,298	6.2%	902	4.3%	(30.5%)	(396)
Amortization of goodwill, etc.	264	1.5%	263	1.5%	(0.1%)	(0)	352	1.7%	352	1.7%	0.1%	0
Operating profit after subtracting amortization of goodwill, etc.	1,465	8.4%	1,301	7.5%	(11.2%)	(164)	946	4.5%	550	2.6%	(41.9%)	(396)

(Accounting period under review: January 1 to September 30)

- ✓ The volume of sales to convenience stores dropped, and while last year sales to mass retailers went up as people stayed at home, this has now ended and sales decreased; in addition, the market continues to stratify into high and low price brackets
- ✓ The home shopping channel and exports are performing well
- ✓ The pouch market has returned to positive performance as the pandemic has now gone on for over a year
- ✓ In response to consumer behavior changes, convenience stores and mass retailers have changed their shelving allocations. As more space has been allocated to frozen foods and desserts, competition has sprung up with others outside our industry

⇒ This trend is continuing and so we will be strengthening our development of health foods and desserts to respond to changing tastes



High quality PURE

We focus on the development of the dessert type products and the products which copes with health consciousness

Seasonal Fluctuations by Segment

▶ Each segment showed strong seasonal fluctuations in normal times (2nd and 3rd quarter)

Millions of yen

		Net sales/net sales by segment					Operating profit (loss)/segment profit (loss)*				
		1Q	2Q	3Q	4Q	total	1Q	2Q	3Q	4Q	total
Consolidated	FY2020	37,413	40,359	44,577	35,875	158,227	741	2,034	3,601	(775)	5,602
		23.6%	25.5%	28.2%	22.7%	100.0%	13.2%	36.3%	64.3%	—	100.0%
	FY2021	36,150	43,772	44,736	—	—	426	2,317	2,513	—	—
Domestic Beverage	FY2020	26,662	28,160	32,111	28,601	115,536	870	1,922	3,358	957	7,110
		23.1%	24.4%	27.8%	24.8%	100.0%	12.2%	27.0%	47.2%	13.5%	100.0%
	FY2021	26,923	30,841	31,752	—	—	707	2,656	2,512	—	—
International Beverage	FY2020	3,551	3,218	3,618	1,803	12,191	110	(61)	140	(198)	(9)
		29.1%	26.4%	29.7%	14.8%	100.0%	—	—	—	—	100.0%
	FY2021	2,366	3,344	4,011	—	—	7	(287)	3	—	—
Pharmaceutical -Related		2,900	2,509	2,763	2,151	10,324	(8)	(55)	(139)	(222)	(425)
	FY2021	28.1%	24.3%	26.8%	20.8%	100.0%	—	—	—	—	100.0%
	FY2020	2,693	2,988	2,849	—	—	17	31	21	—	—
Food	FY2021	4,497	6,687	6,249	3,465	20,900	287	746	695	(431)	1,298
	FY2020	21.5%	32.0%	29.9%	16.6%	100.0%	22.1%	57.5%	53.6%	—	100.0%
		4,293	6,795	6,261	—	—	231	749	585	—	—
Other	FY2020	—	—	—	—	—	(39)	(35)	(38)	(202)	(317)
		—	—	—	—	—	—	—	—	—	100.0%
	FY2021	—	—	—	—	—	(44)	(354)	(63)	—	—

*Figures for the International Beverage Business and Food Business indicate segment profit before goodwill and other amortization.