

Capital Authorization Request (CAR)

PROJECT DESCRIPTION:	Project T3
DIVISION / DEPARTMENT:	Japan

Corp 100 Entities **Capital CC:**

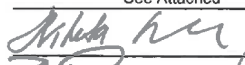


RATIONALE: <input type="checkbox"/> Increased Capacity - New Products <input type="checkbox"/> Cost Savings <input type="checkbox"/> RD&E <input type="checkbox"/> Compliance	LOCATION: Tokyo
<input type="checkbox"/> Increased Capacity - Existing Products <input type="checkbox"/> Replacement <input type="checkbox"/> IS <input type="checkbox"/> Other	EXPENSE COST CENTER: Japan
FOR FIXED ASSETS TEAM USE ONLY:	EXPENSE PROFIT CENTER: Japan
Estimated CAR Closeout* —> 08/01/21 <small>*Open CAR will be closed after Close-out Form is provided to Fixed Assets</small>	Depreciation A/C & Cost Center: 8177510 Japan

Requested Investments:	Book Life	LC	U.S. Dollars	
		Japanese Yen	@ Spot Rate	@ Mgmt Rate
Production Equipment				
Molds and Dies				
Building				
Other Capital Investments				
Leasehold Improvement	7	82,938,762	\$740,326	\$777,520
Furniture and Fixtures	11	31,233,254	\$278,794	\$292,800
Electronic Office Equipment				
IT Hardware	5	25,175,136	\$224,718	\$236,008
Purchased Software				
Internal Software Development				
External Software Development				
Total Capital		139,347,152	1,243,838	\$1,306,328
Operating Leases		163,261,120	\$1,457,298	\$1,530,512
Working Capital				
Startup Expenses		49,281,850	\$439,899	\$461,999
Total Investment		351,890,122	3,141,035	3,298,839

NPV:	(\$1,332,897)	MIRR:	1.1%
Payback:		Hurdle Rate:	12.0%
Spot Rate:	112.03	Mgmt Rate:	106.67
Tax Rate:	35.6%	Interest Rate:	3.40%
Investment	Current Year \$1,308,000	Future Yr(s) (\$1,672)	Project Total \$1,306,328
Budget	\$1,308,000	Budgeted:	Yes
Funding	\$1,308,000	Budgeted By:	Japan
Var to Bud		Funded:	No

* Lease CAR authorization:

All leases with terms of more than one year and total lease payments of greater than \$5,000 must also be approved by Finance (a 1st Level Manager or above). This is to ensure all new / amended leases are communicated to Finance for proper accounting under the new lease accounting standard.

Authorization Levels*	Approval Limits		Print Name	Signature	Date
	Lease Renewal*	Leases* / Funded			
Originator	N/A	N/A	Yasuaki Watabe	See Attached	
HRGA Director, Japan	\$25K	\$25K	Satoshi Toda	See Attached	
IT Manager, Japan	\$25K	\$25K	Hideki Matsumura	See Attached	
Finance Director & Controller, Japan	\$100K	\$100K	Yoichi Yazaki	See Attached	
Market Head, Japan	\$500K	\$250K	Ken Watanabe	See Attached	
VP Supply Chain AP	\$500K	\$250K	Lelwyn D'Sauza	See Attached	
VP Finance AP	\$500K	\$250K	Nitesh Gupta	See Attached	
EVP & President AP Region	\$2M	\$1M	Sean Toohey	See Attached	
Corporate Planning & Analysis	N/A	N/A	Nikita Levin		3/13/19
Corporate Controller	\$5M	\$2.5M	Bruno Lavandier		3/22/19
Chief Financial Officer	\$25M	\$25M	Dan Schmechel		3/27/19

Board of Directors: Approval required for acquisitions and projects > \$50M

See the Capital Policies and Procedures manual for further detail on Capital Authorization Limits.

Close out request (send to Property Acct. only)

For CP&A Use:

PIR REQUIRED

Signature

Date

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Corp 100 Entities Capital CC:

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LOCATION: Tokyo

EXPENSE COST CENTER: Japan

EXPENSE PROFIT CENTER: Japan

FOR FIXED ASSETS TEAM USE ONLY:	*Open CAR will be closed after Close-out Form is provided to Fixed Assets
Estimated CAR Closeout* -->	08/01/21

Depreciation A/C & Cost Center: 8177510 Japan

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KEY FINANCIAL DATA			
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IT Manager, Japan	\$25K	\$25K	Hideki Matsumura	Hideki Matsumura	3/4/2019
Finance Director & Controller, Japan	\$100K	\$100K	Yoichi Yazaki	Yoichi Yazaki	3/4/19
Market Head, Japan	\$500K	\$250K	Ken Watanabe	Ken Watanabe	3/6/19
VP Supply Chain AP	\$500K	\$250K	Lelwyn D'Sauza	Lelwyn D'Sauza	07/03/2019
VP Finance AP	\$500K	\$250K	Nitesh Gupta	Nitesh Gupta	3/6/19
EVP & President AP Region	\$2M	\$1M	Sean Toohy	Sean Toohy	3/7/19
Corporate Planning & Analysis	N/A	N/A	Nikita Levin		
Corporate Controller	\$5M	\$2.5M	Bruno Lavandier		
Regional President	\$5M	\$2.5M	Jill Wyant		
Chief Operating Officer	\$25M	\$25M	Tom Handley		
Chief Financial Officer	\$25M	\$25M	Dan Schmechel		

Board of Directors: Approval required for acquisitions and projects > \$50M

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Signature	Date	For CP&A Use: PIR REQUIRED <input type="checkbox"/>
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