



FY2021 Interim Financial Results

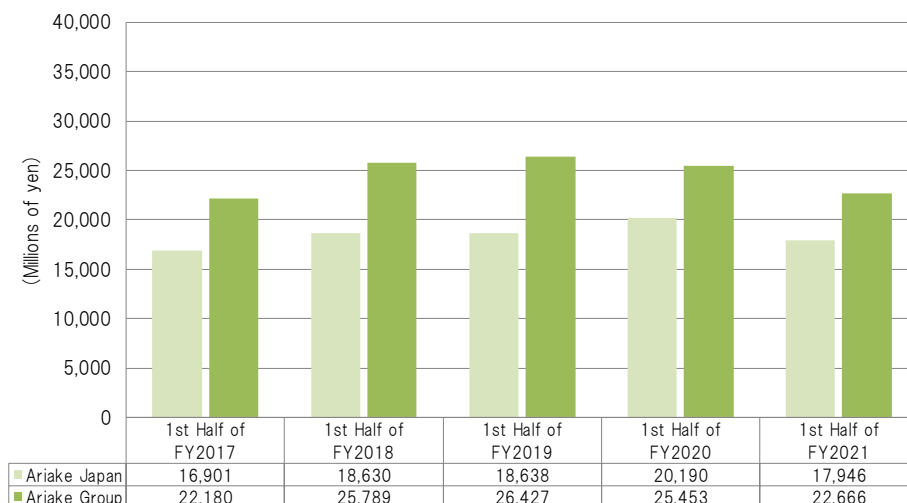
April 1, 2020–September 30, 2020

In Telephone Conference on November 11, 2020
ARIAKE JAPAN Co., Ltd. (Code number: 2815)

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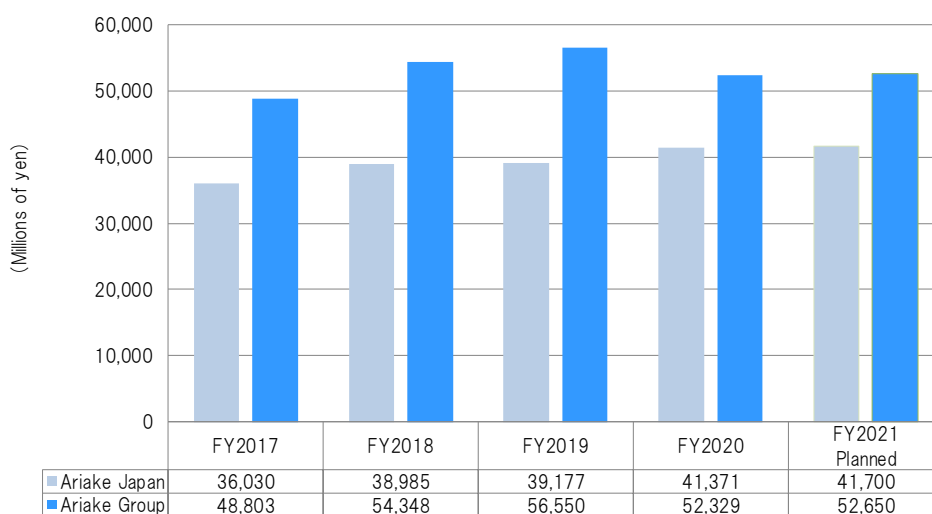
Consolidated and Non-consolidated Net Sales for the First Half Periods



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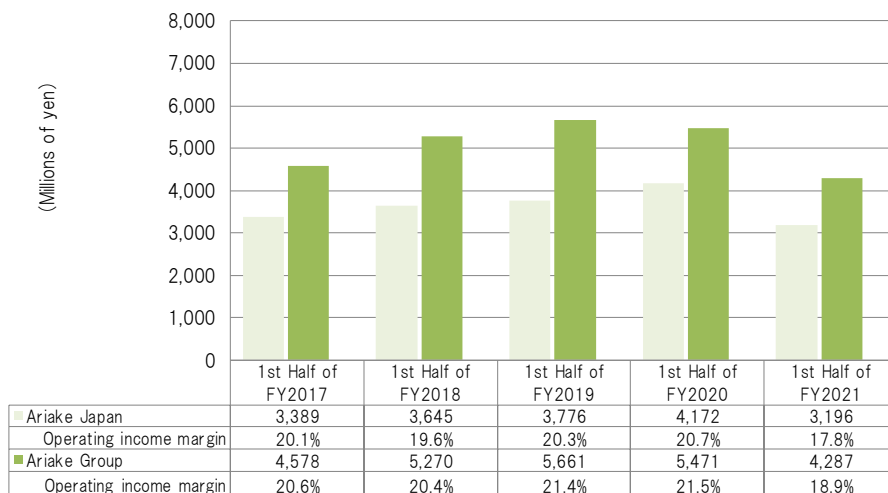
Consolidated and Non-consolidated Net Sales for the Fiscal Years



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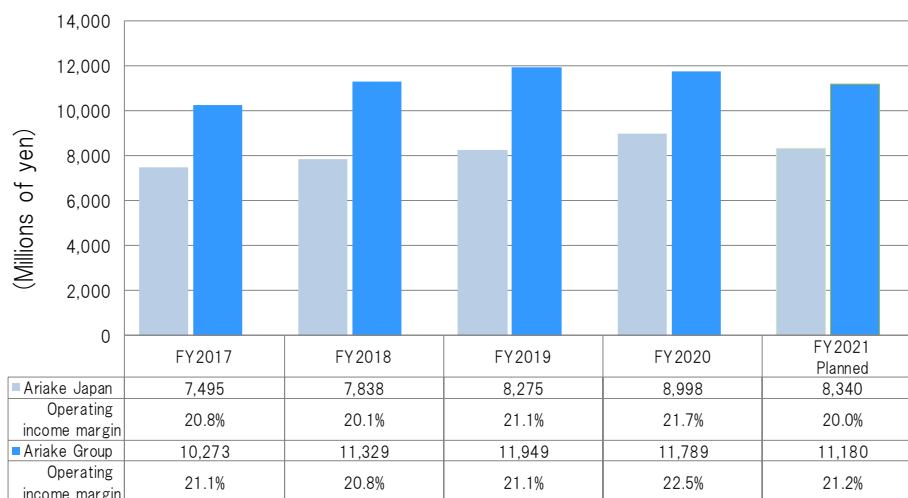
Consolidated and Non-consolidated Operating Income for the First Half Periods



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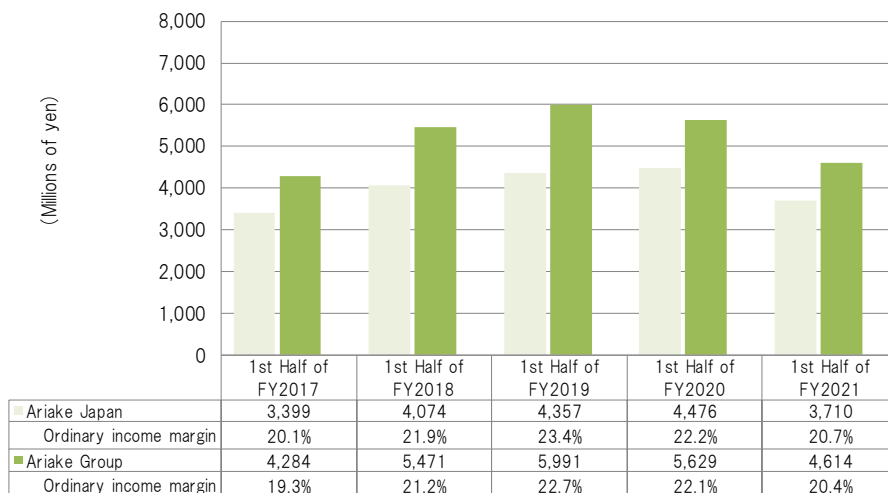
Consolidated and Non-consolidated Operating Income for the Fiscal Years



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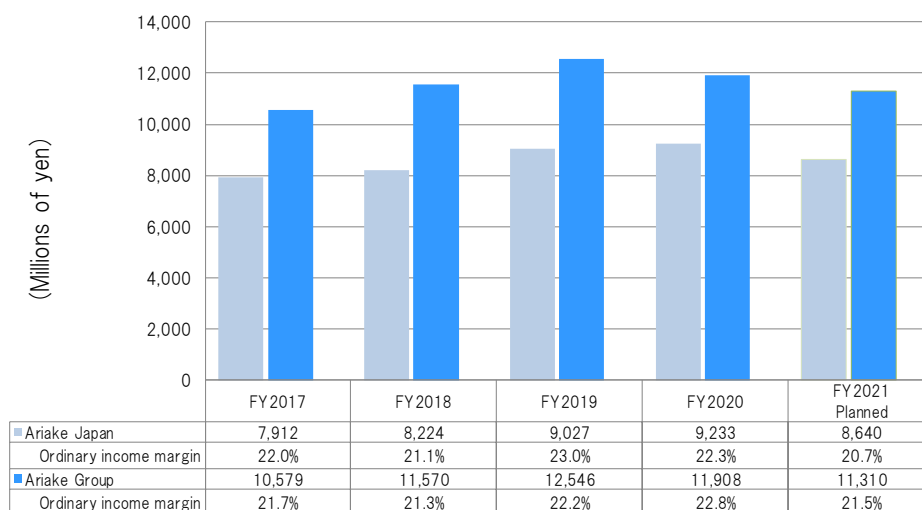
Consolidated and Non-consolidated Ordinary Income for the First Half Periods



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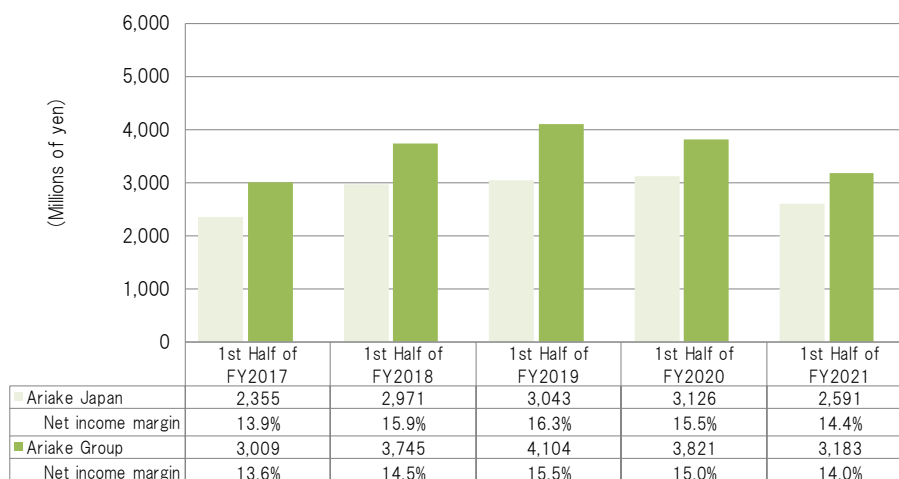
Consolidated and Non-consolidated Ordinary Income for the Fiscal Years



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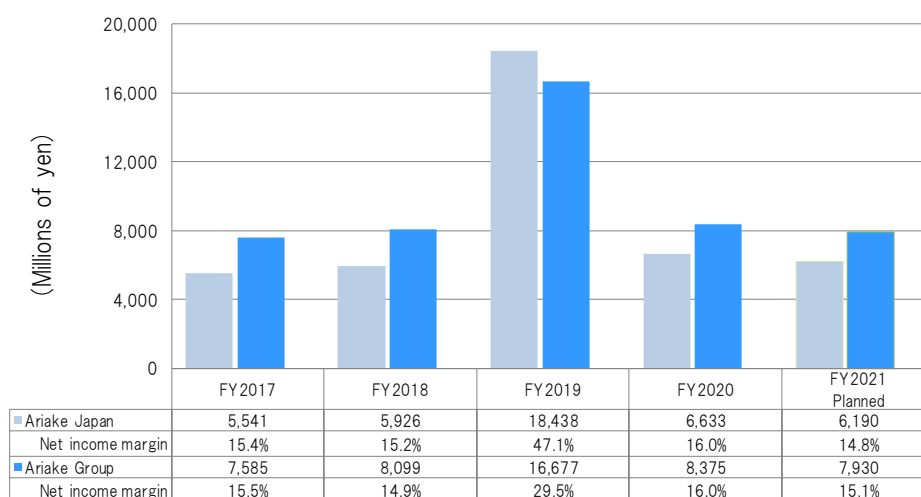
Consolidated and Non-consolidated Net Income Attributable to Shareholders of Parent Company for the First Half Periods



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Consolidated and Non-consolidated Net Income Attributable to Shareholders of Parent Company for the Fiscal Years



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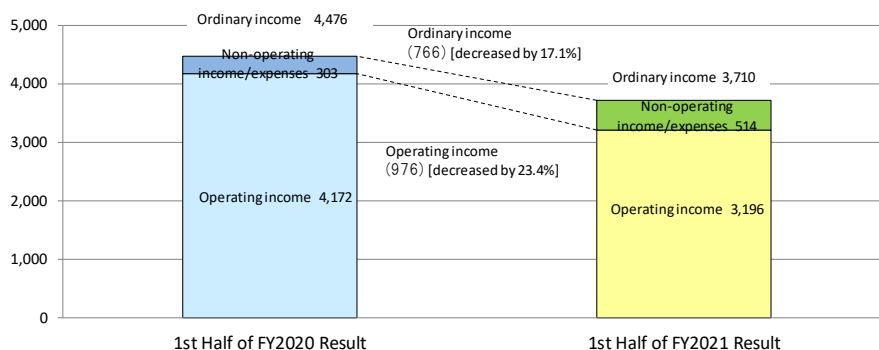
[Comparison with FY2020 Results] Non-consolidated Business Summary for the First Half Periods

■ Net sales

Non-consolidated net sales decreased by ¥2,244 million year-on-year, to ¥17,946 million.

■ Income

(Millions of yen)

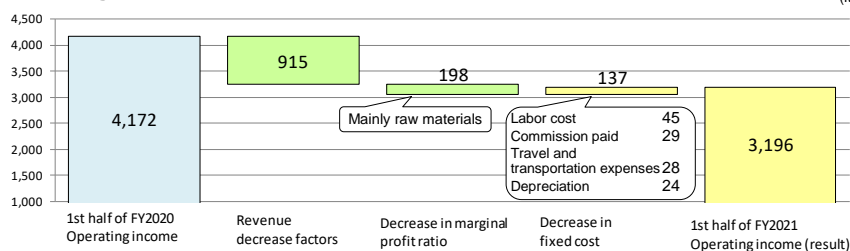


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[Comparison with FY2020 Results] Non-consolidated Business Summary for the First Half Periods (Income Change Factors)

■ Operating income: ¥3,196 million Year-on-year decrease of ¥976 million (-23.4%) (Millions of yen)



■ Ordinary income: ¥3,710 million Year-on-year decrease of ¥766 million (-17.1%) (Millions of yen)

Increase factors	Dividend income	96
	Foreign exchange gains (losses)	71
	Interest income, etc.	43
Decrease factors	Decrease in operating income	(976)
Total		(766)

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[Comparison with FY2020 Results] Net Sales for the First Half Periods

* Subsidiaries' figures are after consolidation adjustments (Billions of yen)

	1st Half of FY2021 Results	1st Half of FY2020 Results	Change		Currencyneutral
Ariake Japan	17.95	20.19	(2.24)	-11.1%	-11.1%
Subsidiaries total*	4.72	5.26	(0.54)	-10.3%	-9.6%
U.S.	—	—	—	—	—
Asia	2.77	3.28	(0.51)	-15.6%	-15.1%
Europe	1.81	1.81	0.00	0.1%	1.2%
Japan	0.14	0.17	(0.03)	-18.1%	-18.1%
Ariake Group	22.67	25.45	(2.78)	-10.9%	-10.8%

EUR	121.08	122.49	-1.41
RMB	15.23	15.69	-0.46
TWD	3.60	3.47	0.13
IDR	0.0076	0.0077	-0.00

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[Comparison with FY2020 Results] Operating Income for the First Half Periods

* Subsidiaries' figures are after consolidation adjustments (Billions of yen)

	1st Half of FY2021 Results	1st Half of FY2020 Results	Change		Currencyneutral
Ariake Japan	3.20	4.17	(0.97)	-23.4%	-23.4%
Subsidiaries total*	1.09	1.30	(0.21)	-16.0%	-15.5%
U.S.	—	0.10	(0.10)	—	—
Asia	0.62	0.82	(0.20)	-24.5%	-24.4%
Europe	0.46	0.37	0.09	27.4%	28.9%
Japan	0.01	0.01	0.00	-44.4%	-44.4%
Ariake Group	4.29	5.47	(1.18)	-21.6%	-21.5%

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Business Summary of Major Subsidiaries for the First Half Periods

Asia	Europe
<ul style="list-style-type: none"> • Although net sales and profits decreased in China mainly due to a fall in orders from restaurants, business is on a recovery trend after bottoming-out in March. • Taiwan was not heavily affected by the new coronavirus and remains on the same level as the previous fiscal year. • Exports to Japan increased and domestic sales gradually picked up in Indonesia. 	<ul style="list-style-type: none"> • Net sales in Europe remained almost unchanged from the previous fiscal year due to cooperation between three locations in Belgium, France and the Netherlands with the cost structure improving as well, resulting in profits increasing.

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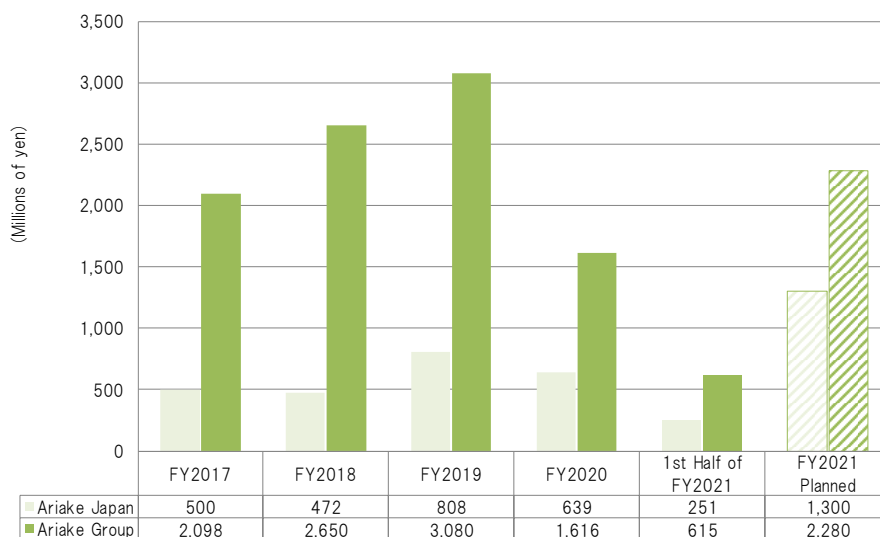
Ariake Group's Global Seven-Pillar System



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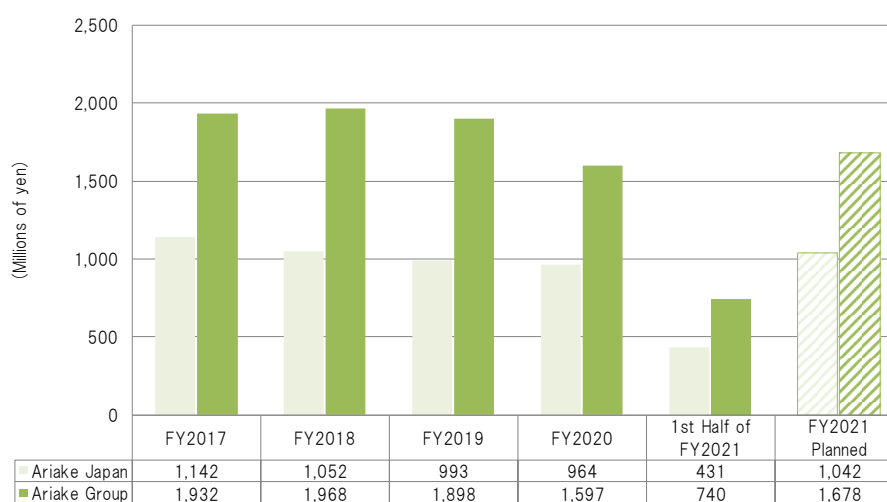
Consolidated and Non-consolidated Capital Expenditures



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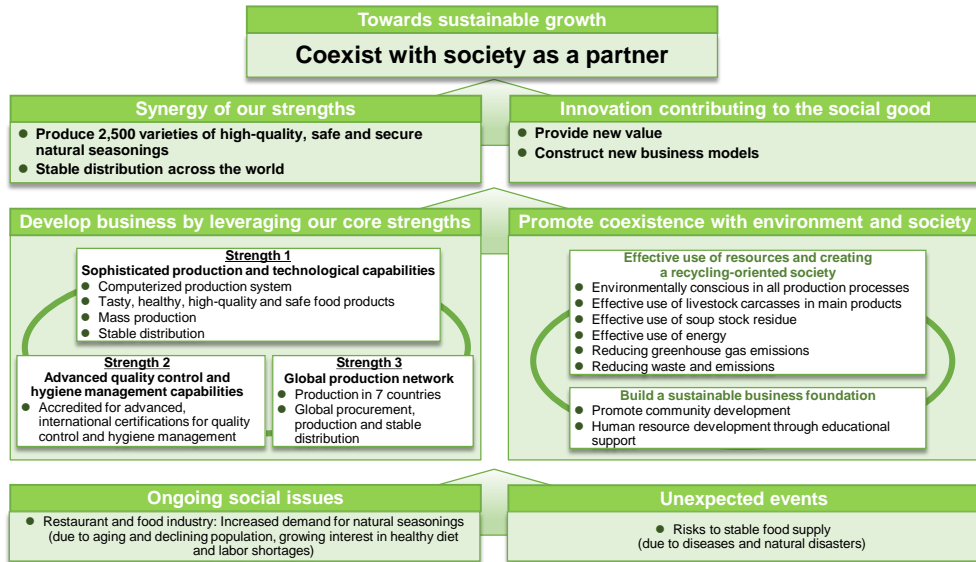
Consolidated and Non-consolidated Depreciation Expenses



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Business Model Pursuing Sustainability for Business and Society



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- This presentation material is a tool to understand our business and is not intended to solicit investment.
- Descriptions regarding the future, including financial forecasts contained in this material, are based on certain information currently available to the Company and particular assumptions, which are, at the discretion of the Company, deemed to be reasonable. They contain various uncertain factors, such as foreign exchange and interest rates, the international situation, market trends and economic conditions, competition, production capacity, future sales, profitability and capital expenditure; the situation for other financial indicators; the legal, political and regulatory situation, and the impact of the ongoing COVID-19 pandemic and other disease and health issues, which may cause the actual results to be different from the contents in this presentation. The Company does not give any assurances to the accuracy and completeness of such information.

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