



アリアケジャパン株式会社

# **FY2024 Interim Financial Results**

## **April 1, 2023–December 31, 2023**

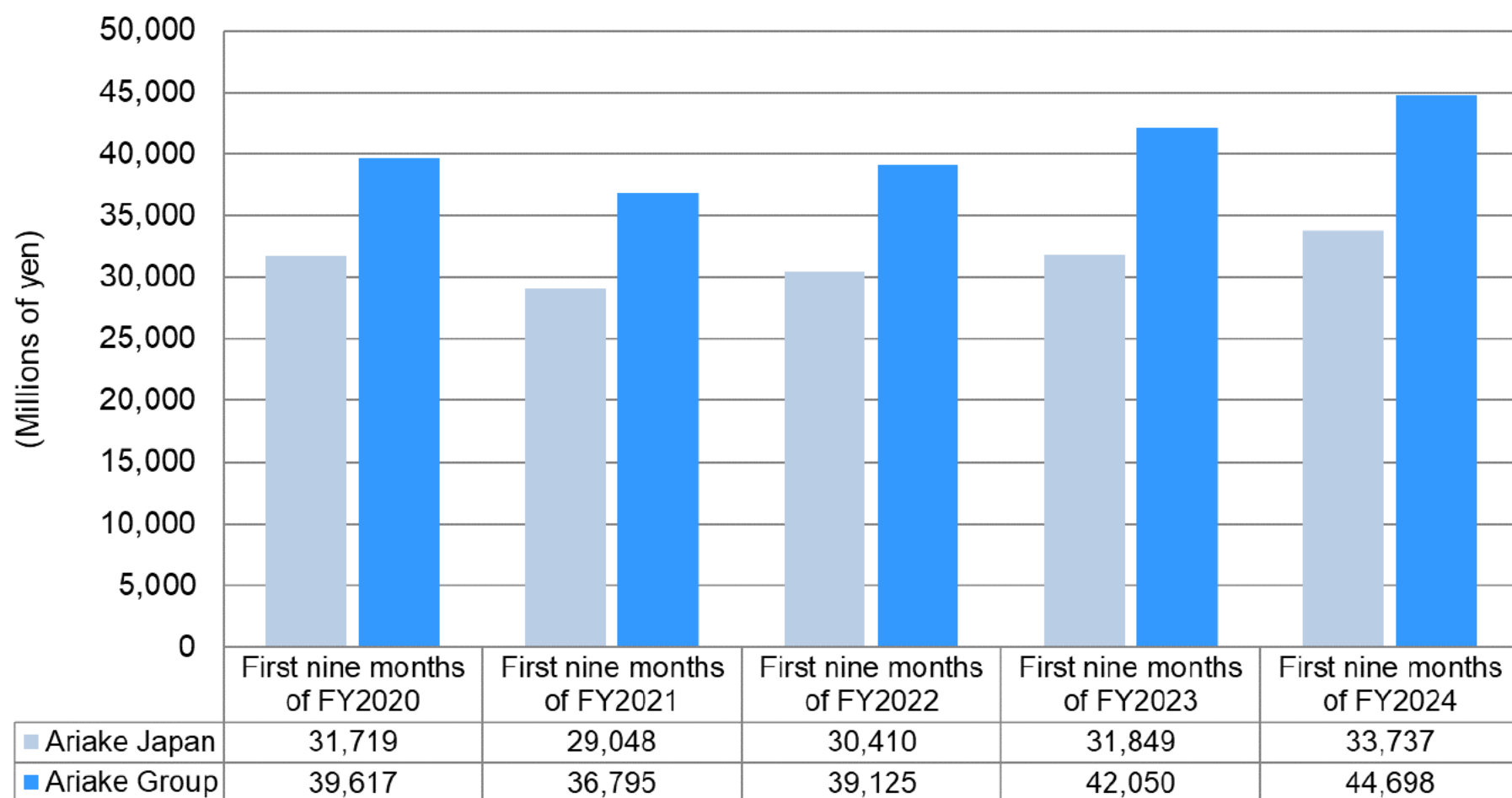
February 9, 2024

ARIAKE JAPAN Co., Ltd. (Code number: 2815)

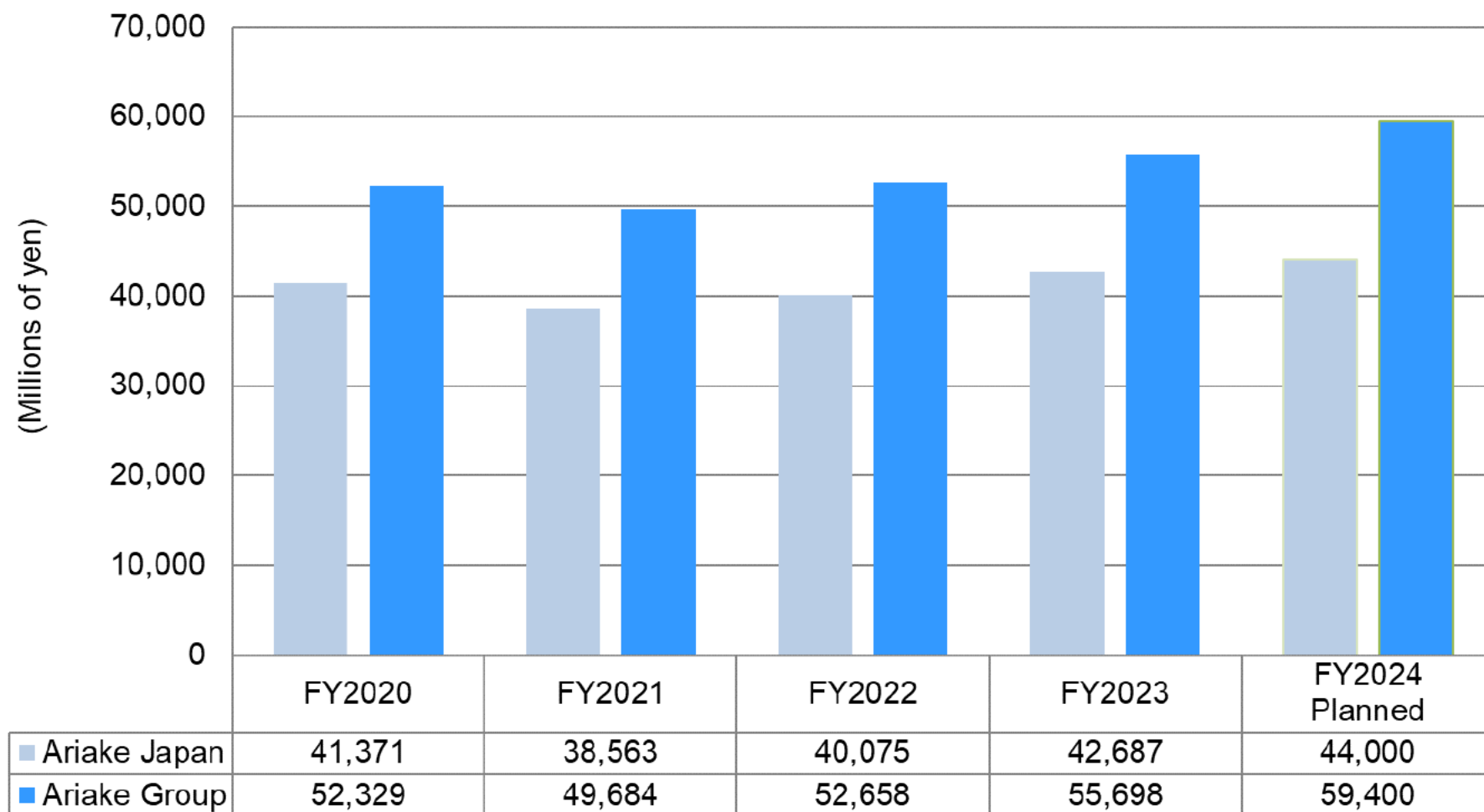
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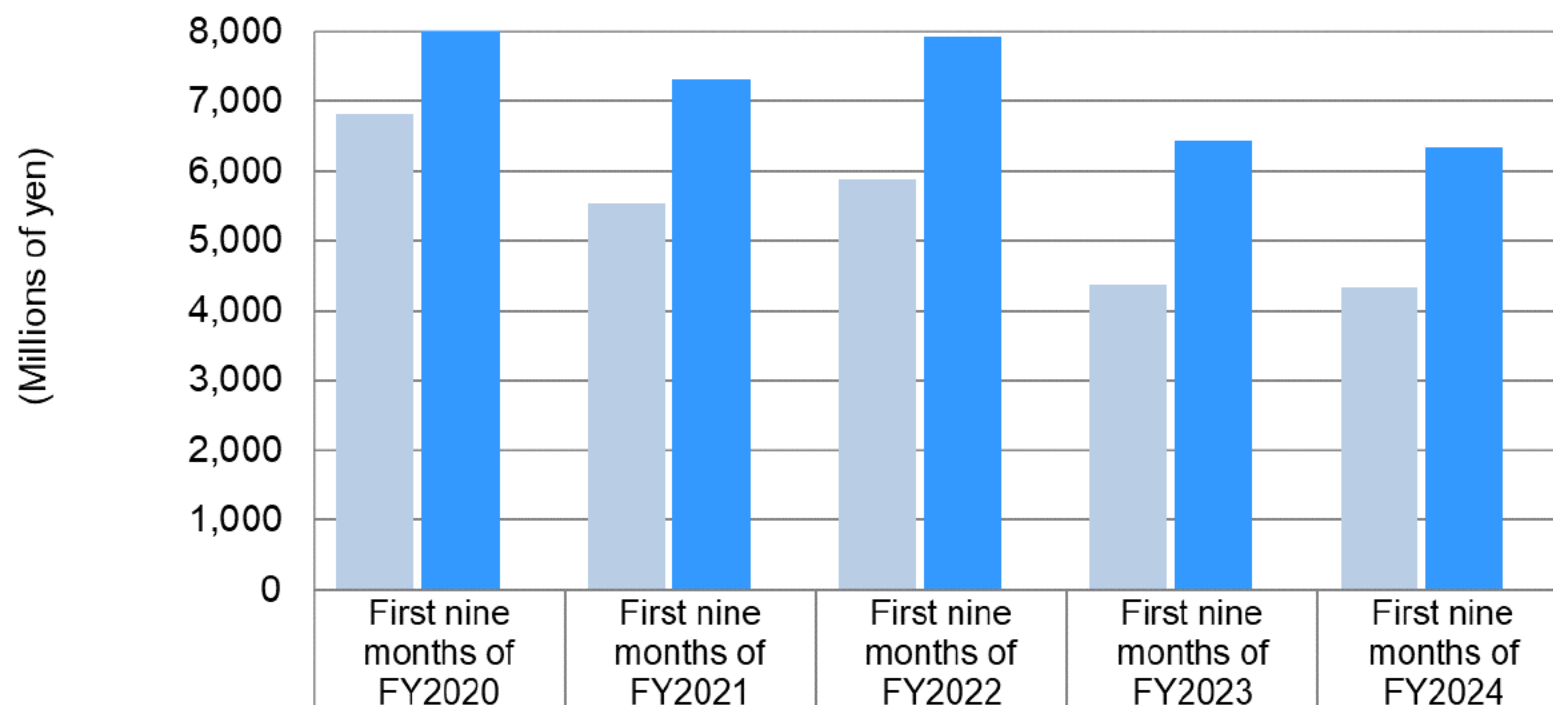
## FOR THE FIRST NINE-MONTH PERIODS



## for the Fiscal Years

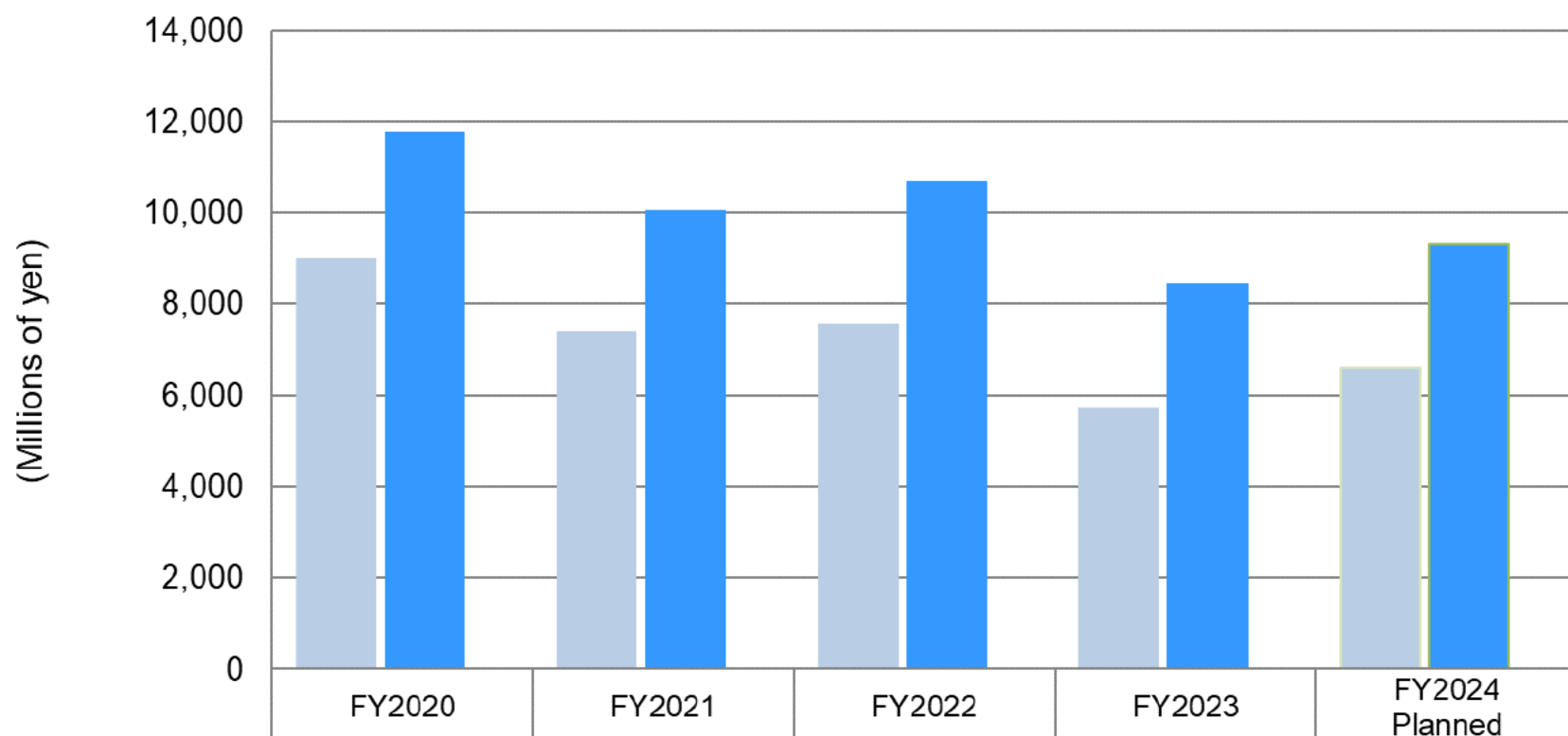


# INCOME FOR THE FIRST NINE-MONTH PERIODS



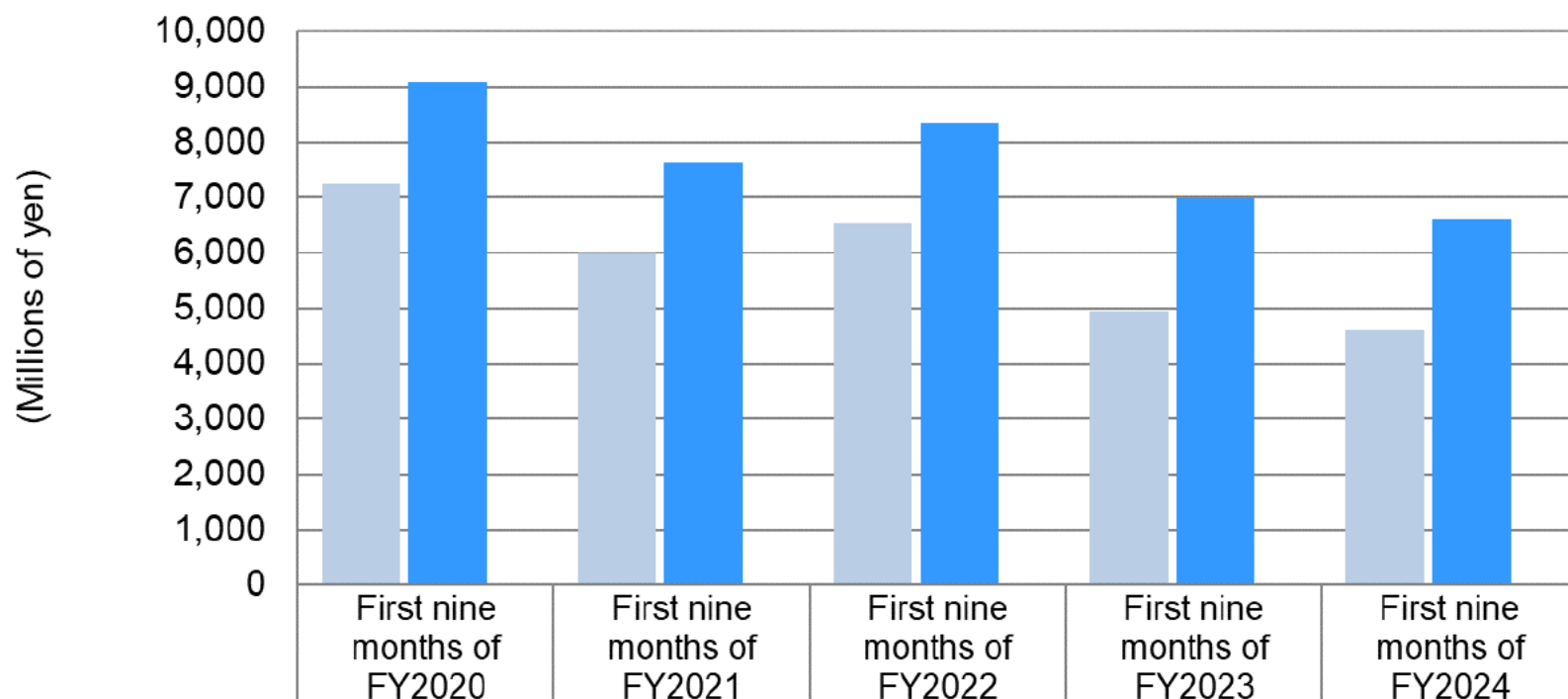
■ Ariake Japan	6,829	5,539	5,890	4,391	4,345
■ Operating income margin	21.5%	19.1%	19.4%	13.8%	12.9%
■ Ariake Group	8,852	7,317	7,921	6,440	6,348
■ Operating income margin	22.3%	19.9%	20.2%	15.3%	14.2%

## Income for the Fiscal Years



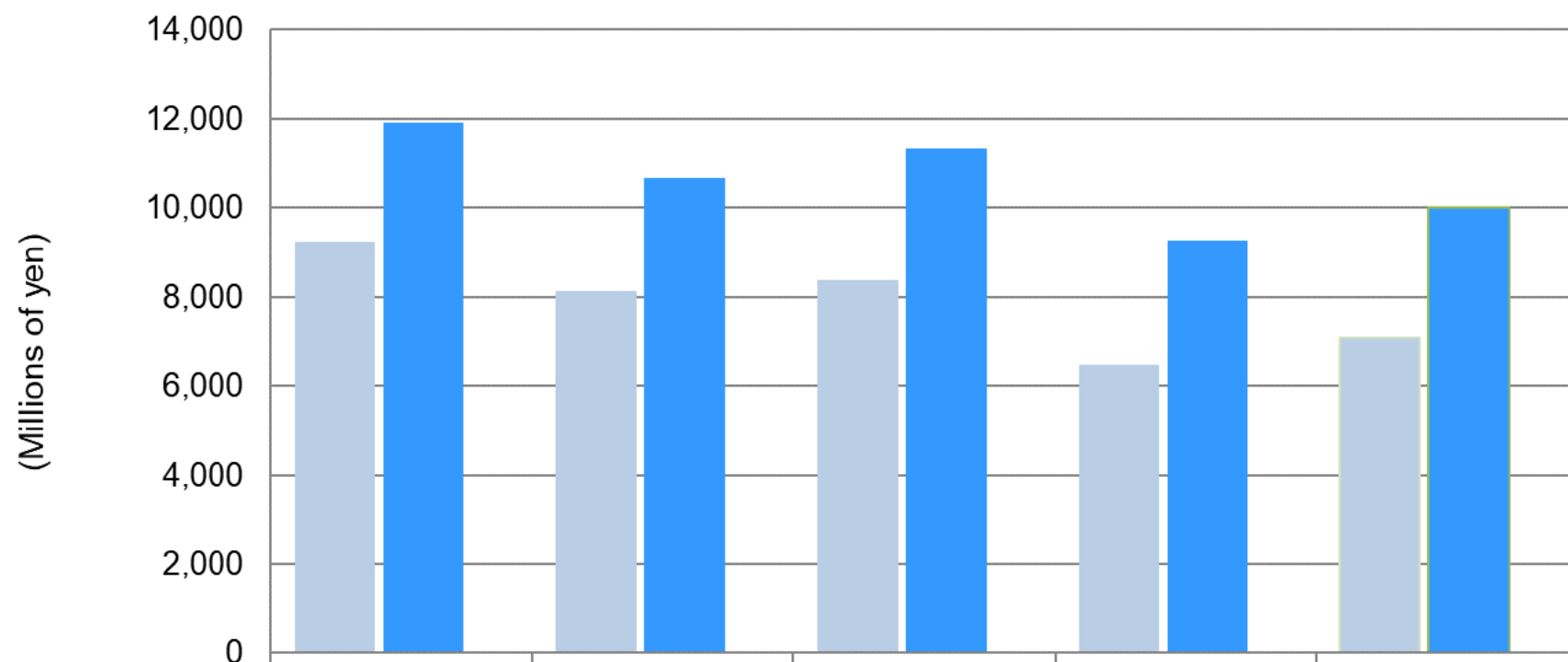
■ Ariake Japan	8,998	7,407	7,551	5,714	6,600
Operating income margin	21.7%	19.2%	18.8%	13.4%	15.0%
■ Ariake Group	11,789	10,046	10,682	8,455	9,300
Operating income margin	22.5%	20.2%	20.3%	15.2%	15.7%

## FOR THE FIRST NINE-MONTH PERIODS



Ariake Japan	7,254	6,014	6,523	4,954	4,614
Ordinary income margin	22.9%	20.7%	21.4%	15.6%	13.7%
Ariake Group	9,081	7,630	8,364	6,986	6,609
Ordinary income margin	22.9%	20.7%	21.4%	16.6%	14.8%

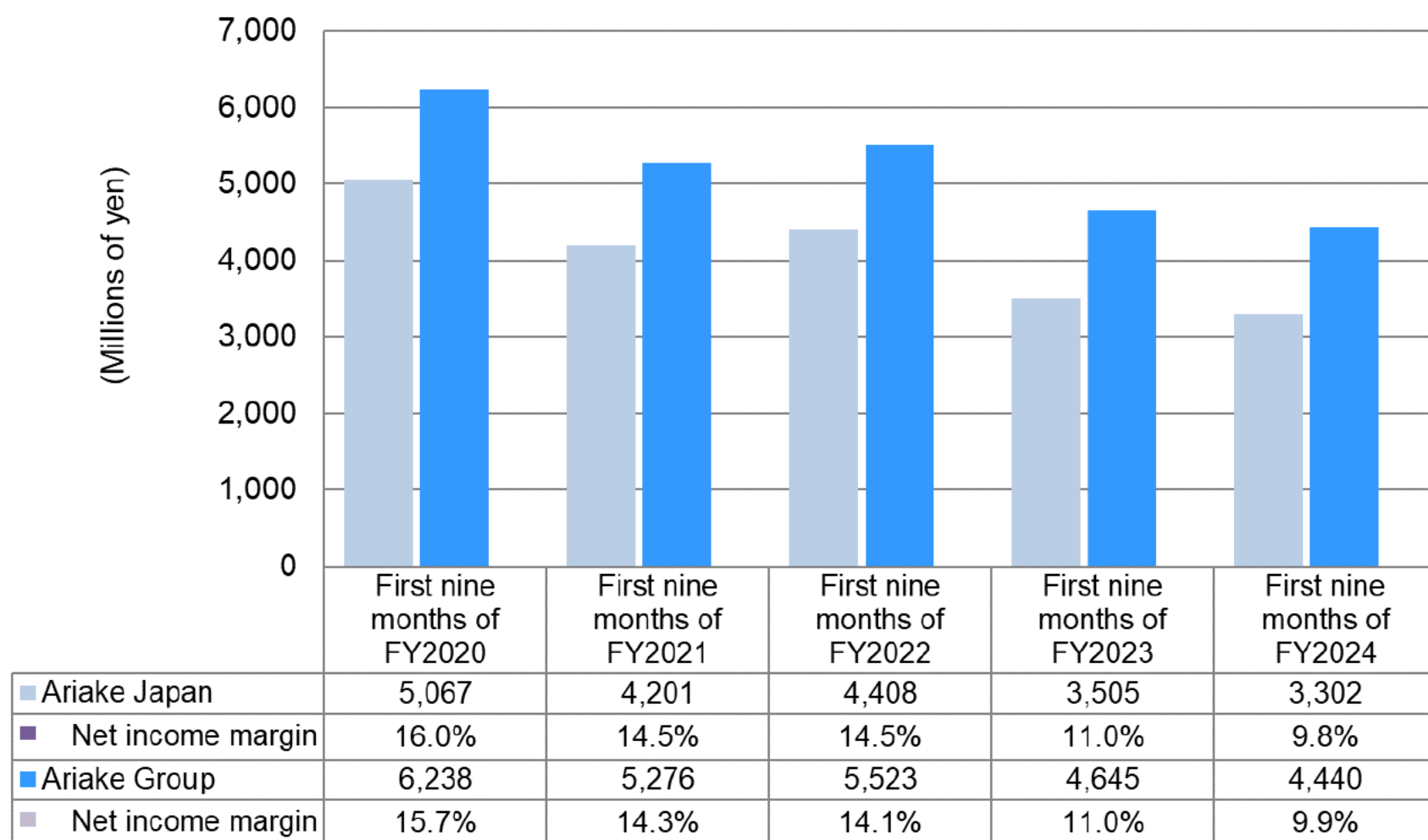
## for the Fiscal Years



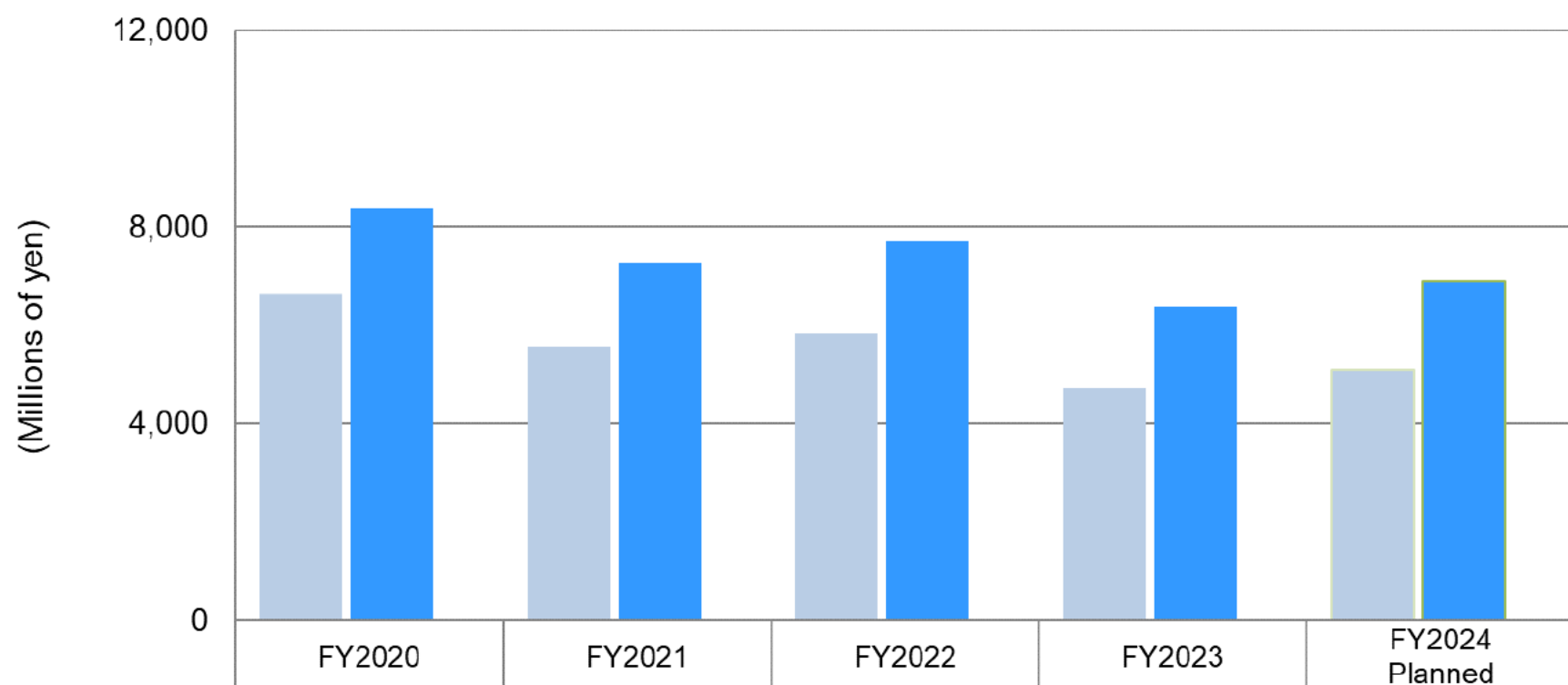
	FY2020	FY2021	FY2022	FY2023	FY2024 Planned
■ Ariake Japan	9,233	8,116	8,357	6,492	7,100
Ordinary income margin	22.3%	21.0%	20.9%	15.2%	16.1%
■ Ariake Group	11,908	10,675	11,340	9,270	10,000
Ordinary income margin	22.8%	21.5%	21.5%	16.6%	16.8%



# Attributable to Shareholders of Parent Company for the First Nine-month Periods



# Attributable to Shareholders of Parent Company for the Fiscal Years



■ Ariake Japan	6,633	5,578	5,841	4,712	5,090
Net income margin	16.0%	14.5%	14.6%	11.0%	11.6%
■ Ariake Group	8,375	7,277	7,708	6,385	6,900
Net income margin	16.0%	14.6%	14.6%	11.5%	11.6%

## [Comparison with FY2023 Results]

\* Subsidiaries' figures are after consolidation adjustments

(Billions of yen)

	First Nine Months of FY2024 Results	First Nine Months of FY2023 Results	Change		Currency neutral
Ariake Japan	33.74	31.85	1.89	5.9%	5.9%
Subsidiaries total*	10.96	10.20	0.76	7.4%	3.3%
Asia	7.07	6.54	0.53	8.0%	7.1%
Europe	3.66	3.45	0.22	6.3%	-4.2%
Japan	0.23	0.21	0.02	8.3%	8.3%
Ariake Group	44.70	42.05	2.65	6.3%	5.3%

(Figures in parentheses are planned exchange rates)

EUR (141.47)	158.00	142.32	15.68
RMB (19.01)	20.46	20.37	0.09
TWD (4.33)	4.63	4.56	0.07
IDR (0.0085)	0.0097	0.0095	0.0002

## [Comparison with FY2023 Results]

\* Subsidiaries' figures are after consolidation adjustments

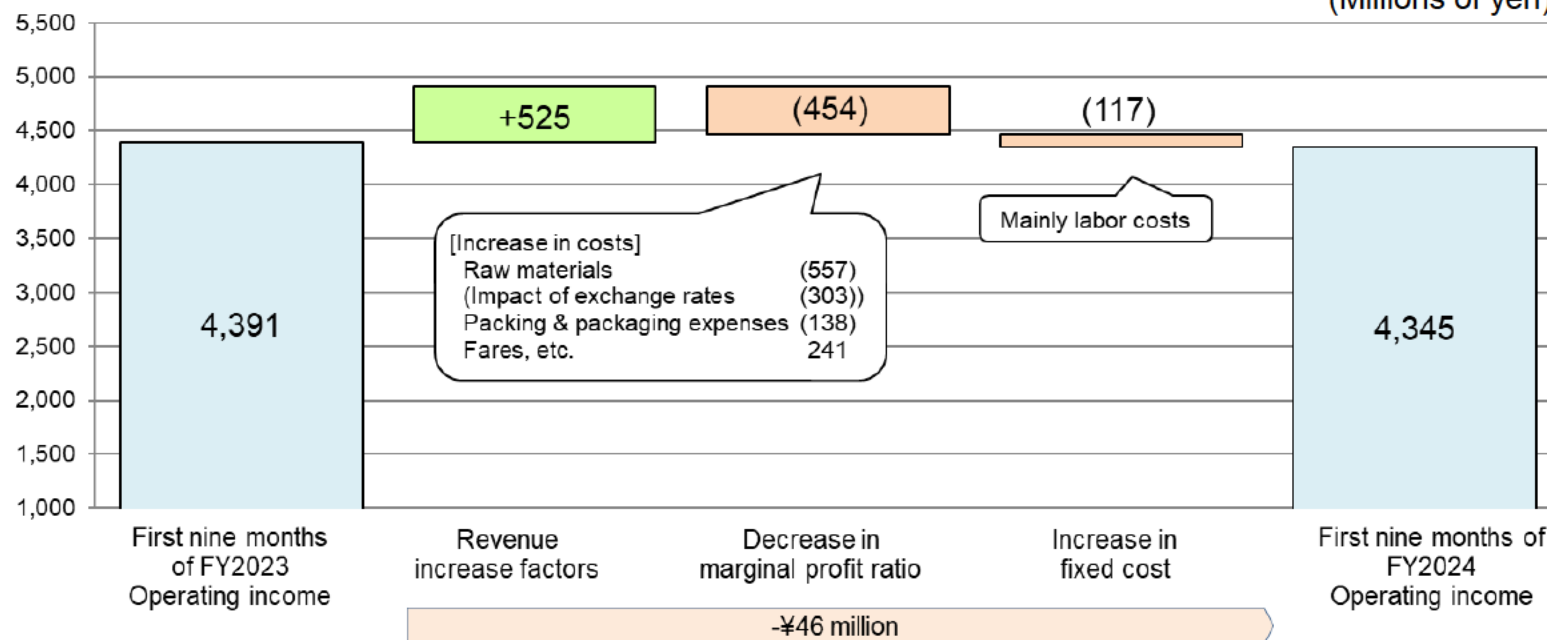
(Billions of yen)

	First Nine Months of FY2024 Results	First Nine Months of FY2023 Results	Change		Currency neutral
Ariake Japan	4.34	4.39	(0.05)	-1.0%	-1.0%
Subsidiaries total*	2.00	2.05	(0.05)	-2.2%	-4.6%
Asia	1.67	1.52	0.15	9.7%	8.7%
Europe	0.32	0.52	(0.20)	-37.8%	-44.0%
Japan	0.01	0.01	0.00	0.0%	0.0%
Ariake Group	6.35	6.44	(0.09)	-1.4%	-2.2%

# for the First Nine-month Periods (Income Change Factors)

■ **Operating income: ¥4,344 million** Year-on-year decrease of ¥46 million (-1.0%)

(Millions of yen)

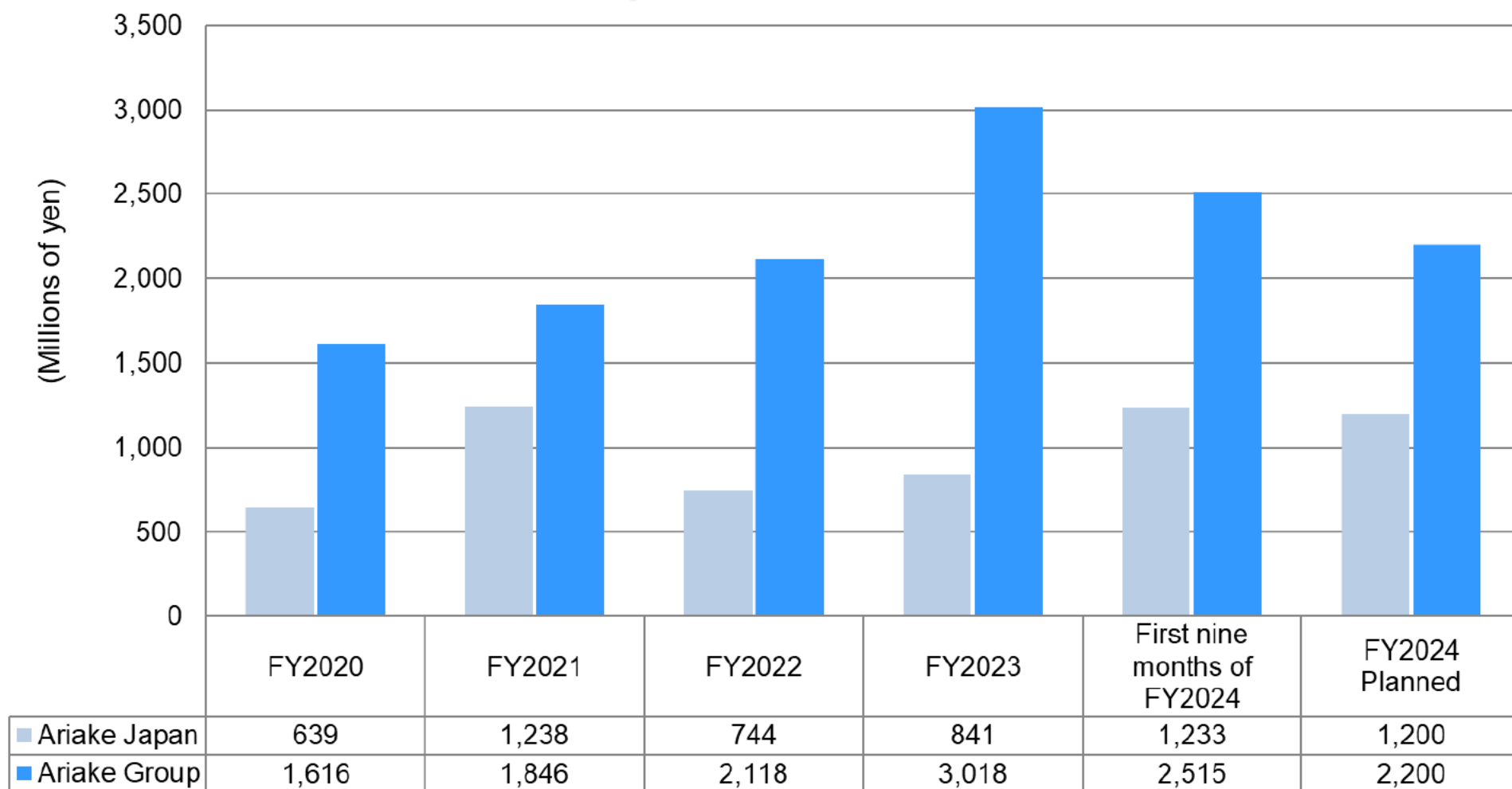


■ **Ordinary income: ¥4,614 million** Year-on-year decrease of ¥340 million (-6.9%)

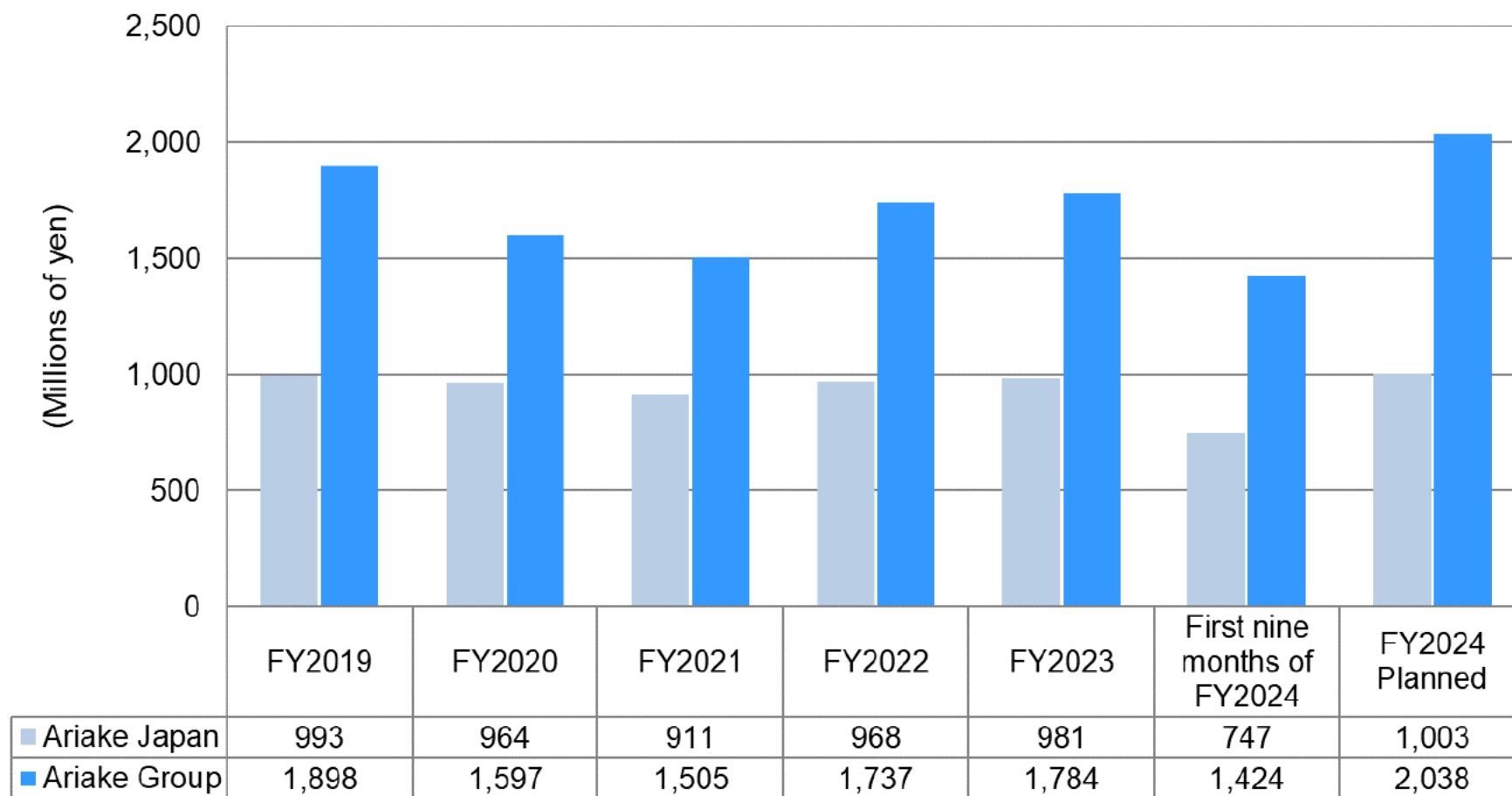
(Millions of yen)

Increase factors	Foreign exchange gains	747
	Dividend income, etc.	235
Decrease factors	Decrease in operating income	(46)
	Loss on valuation of derivatives	(1276)
Total		(340)

## Expenditures



# Consolidated and Non-consolidated Depreciation Expenses



# Future Group Growth Strategy

## ▣ Consolidated net sales of 100 billion yen in 2030

- We will increase net sales from approximately 60 billion yen (planned) in FY2024 to 100 billion yen in FY2031.
- We will focus on overseas markets with large growth potential (especially China, Belgium, and the U.S.).
- We will expand to products with a higher degree of processing and B2C products, from upstream to downstream.

## ▣ Capital expenditures

- We will expand production facilities for cooked and processed products in China and for newly developed products in the U.S. We estimate the total investment will be approximately 30 billion yen for the expansion of plants and the construction of new plants.
- We will also expand facilities at other overseas subsidiaries as needed to respond to increased sales.
- In Japan, we will expand facilities to be able to handle sales of 50 billion yen.

## ▣ Human capital

- We will strengthen and develop the human resources needed to expand our overseas business.



# [Belgium] Start of UHT Bouillon Sales

- We have built an ultra-high-temperature (UHT) treatment facility and expanded the extraction facility at our plant in Belgium, in which we invested ¥2.5 billion.
- We will manufacture high-quality UHT straight bouillon using fully natural raw ingredients and will first sell the products mainly for home use in France.
- We started sales in supermarkets such as Carrefour and Monoprix in December 2023.
- To coincide with the start of sales, we are carrying out promotions on TV, magazines, social networking sites, etc.
- At the same time, we will expand sales through B2B.
- With the strategy centered around UHT bouillon, we aim to increase sales by ¥1 billion by 2024 and achieve sales of approximately ¥10 billion in FY2031.

## Ariaké lance des bouillons de volaille prêts à l'emploi

Le spécialiste japonais des bouillons propose deux recettes au rayon des soupes et des potages liquides.



© Ariaké

La gamme compte deux recettes : le bouillon Pur, limpide et clarifié, et le bouillon Gourmand, de couleur ivoire.

Fondée en 1966 par Kineo Okada, toujours aux manettes de l'entreprise à 91 ans, Ariaké est aujourd'hui l'archi-leader de la soupe ramen au Japon. Après avoir lancé en 2010 une gamme de bouillon à infuser naturels (8 références) en collaboration avec le chef multi-étoilé Joël Robuchon, puis de soupes miso (2 recettes), la marque ose la rupture au rayon des soupes en proposant deux bouillons de volaille liquides prêts à l'emploi, pour un usage à boire ou à cuisiner, en brique de 1 litre. Tandis que le bouillon Pur est dégraissé et clarifié pour préparer un risotto ou une soupe à l'oignon, le bouillon Gourmand, de couleur ivoire, est idéal pour les plats mijotés et les soupes crémeuses. "La tradition du bouillon est encore très vivante en Asie en début de repas. Elle s'est en revanche un peu perdue en Europe et en particulier en France où seuls quelques chefs les utilisent dans leurs préparations", déplore Laurent Seguin, directeur commercial et marketing pour l'Europe.

### Publicité télé

"Comme l'ensemble de nos gammes élaborées par nos deux usines européennes d'Alençon, dans l'Orne, et de Maasmechelen, en Belgique, ces bouillons sont préparés à partir de carcasses fraîches de poulet, de carottes, de céleris et d'oignons. Les ingrédients sont cuits plusieurs heures avec une pointe de sel (0,55 g au 100 ml), sans exhausteurs de goûts ni arômes", précise le directeur européen. Proposés à un prix de vente indicatif de 3,2 €, ils seront implantés au rayon des soupes et des potages en avant-première chez Carrefour et Monoprix. Ce lancement sera accompagné, dès le 20 novembre 2023, par une pub télé, la première pour la marque en France, avec la promesse "avec Ariaké, bouillonnez d'inspiration", afin d'illustrer la praticité et la versatilité de la gamme. Encore inexistant, le marché du bouillon liquide prêt à l'emploi est beaucoup plus développé dans d'autres pays, "comme en Espagne où le segment du « caldo » pèse 170 M€, ou aux États-Unis, où il représente 1,9 Md€", explique Laurent Seguin. D'autres recettes de bouillon devraient suivre à base de bœuf ou de légumes.

### Nouvelle ligne de conditionnement

Pour ce lancement, Ariaké Europe (53 M€, 138 salariés) a investi 20 M€ dans l'installation d'une ligne de conditionnement en brique au sein de son unité belge. Le groupe réalise environ 400 M€ de CA, employant 1 500 salariés et exploitant 7 usines en Asie et en Europe.

# [Belgium] UHT Bouillon Extraction Facilities

Extraction tank



Extraction liquid receiving tank



Concentration equipment





# [Belgium] UHT Bouillon Sterilizer and Filling Equipment

UHT (All)



Sterilizing equipment



Filling machine



Automatic carton former



Palatalizer



## [China] Expansion of Facilities and Construction of a New Plant

### ▣ Expansion of facilities

- In order to achieve the sales target of ¥8.5 billion (before consolidation adjustments) in the medium-term business plan for FY2026, we have added extraction, filtration, concentration, and filling lines at No. 2 Qingdao Plant.
- We have installed ingredients filling equipment in the filling line to enable the production of cooked and processed products (prepared food).
- We will sell cooked and processed products to major distributors, restaurants, e-commerce operators, etc. in China.

### ▣ Construction of a new plant

- We are currently designing a new plant to be built on a site adjacent to the existing Qingdao Plant.
- We will enter the ready-made-meal (prepared food) market, which is expected to grow rapidly in the future, by utilizing our retort pouch manufacturing technology cultivated in Japan over many years.

## [China] Expansion of Qingdao Plant Facilities

- Expansion of Qingdao Plant facilities to achieve the 8.5-billion-yen sales target in FY2026



10 m<sup>3</sup> extraction tank



Filtration equipment



Vacuum concentrator



5 m<sup>3</sup> mixing tank



Ingredients filling equipment (small pouches for B2C)



## [U.S. Plants] Re-entry into the U.S. Market

### ▣ Advancing into the U.S. market again

- We have selected the state of Virginia on the East Coast as a potential construction site for our plant.
- We will establish a local subsidiary, set up a laboratory, make prototypes locally, and start marketing.

### ▣ B2C entry

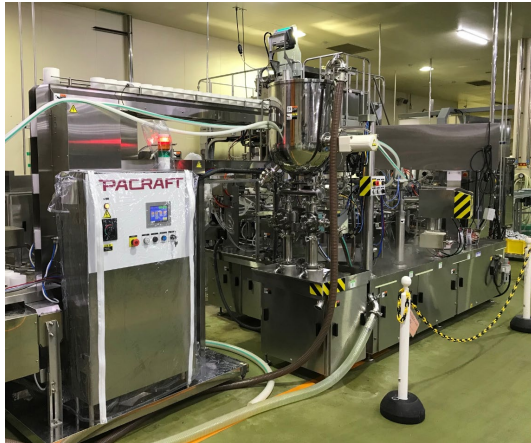
- We are planning to enter the B2C business in the U.S.
- We have been developing products for two years targeting a market estimated to be valued at ¥4 trillion. We plan to introduce new products that are superior in terms of quality, price, and health consciousness.
- Another pillar in the U.S. would be the manufacturing of finished products for consumers (cooked and processed products).

We plan to manufacture and sell high-quality products with improved convenience by further advancing our production technologies, which we have cultivated through producing beef stew, curry, etc. targeting convenience stores in Japan.

# [Ariake Japan] Expansion of Production Facilities

No. 2 Plant

Ingredients filling equipment for B2C



Automatic pouch loader



Spray-type retort sterilizer



No. 2 Plant

Ingredients filling equipment for B2B  
(large package)



No. 1 Plant

6 m<sup>3</sup> large mixing tank



Quick freezer



## [Ariake Japan] Ratio of Sales by Category and Changes

Category	Ratio of Sales	Year-on-Year Change
Food manufacturers	20%	+2%
Restaurants	45%	+14%
Convenience stores	35%	+1%
Total	100%	+6%



# Sustainability Initiatives

- We have formulated a sustainability management strategy (basic policy, vision, and management policy), established a Sustainability Committee, organized a process for identifying materialities (important issues), identified materialities and set key performance indicators (KPIs) for major initiatives, and disclosed them on our website along with specific examples of our initiatives.
- We have also been actively working on decarbonization. In April 2021, we converted all electricity used at No. 1 and No. 2 Kyushu plants to renewable energy, and in May 2022, we started using renewable energy electricity generated by self-consumption type solar photoelectric generation system (on-site PPA) .
- In addition, we worked on the air heating of LNG vaporizers, the use of waste heat emitted from boiler facilities, and the reuse of vegetable raw materials, achieving a 57% reduction in CO<sub>2</sub> emissions in FY2023 compared to those in FY2021.



No. 2 Kyushu plant, Self-consumption type solar photoelectric generation system



LNG vaporizer air heating type conversion and reuse of cold heat

# Ariake Group's Global Seven-Pillar System



Henningesen  
Nederland B.V.



QINGDAO ARIAKE  
FOODSTUFF CO., LTD.



Ariake Europe NV

F. P. Natural  
Ingredients SAS



**ARIAKE JAPAN CO., LTD.**

TAIWAN ARIAKE FOOD CO., LTD.



PT. Ariake Europe Indonesia



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