

FY2021 Interim Financial Results April 1, 2020–September 30, 2020

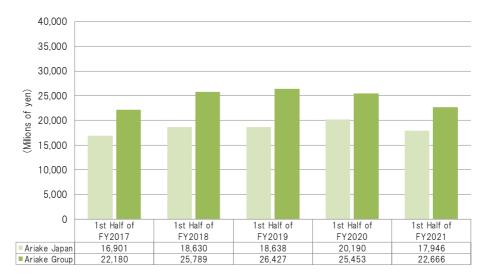
In Telephone Conference on November 11, 2020 ARIAKE JAPAN Co., Ltd. (Code number: 2815)

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[Supplementary Material] Points of Non-consolidated Financial Results

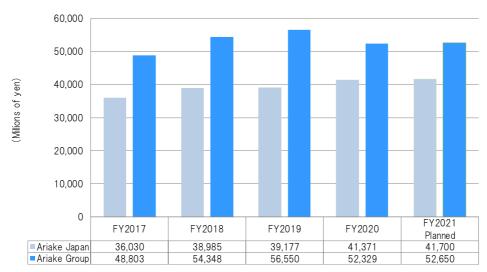
Consolidated and Non-consolidated Net Sales for the First Half Periods



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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



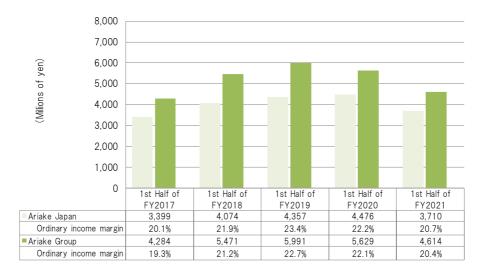
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Consolidated and Non-consolidated Operating Income for the Fiscal Years



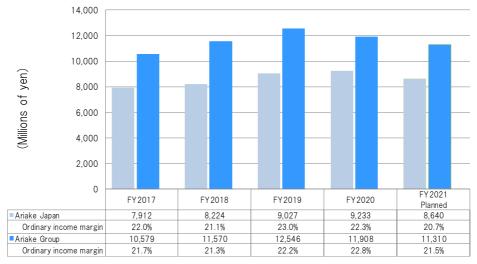
Consolidated and Non-consolidated Ordinary Income for the First Half Periods



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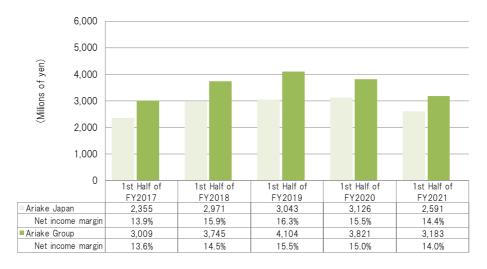
Consolidated and Non-consolidated Ordinary Income for the Fiscal Years



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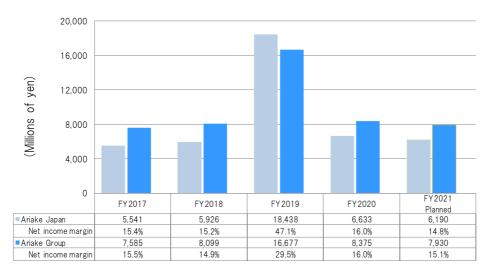
Consolidated and Non-consolidated Net Income Attributable to Shareholders of Parent Company for the First Half Periods



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

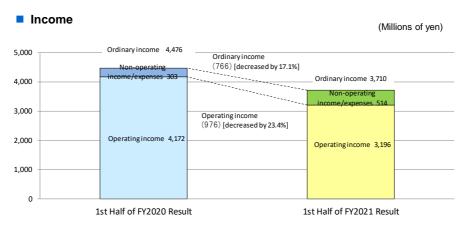


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[Comparison with FY2020 Results] Non-consolidated Business Summary for the First Half Periods

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

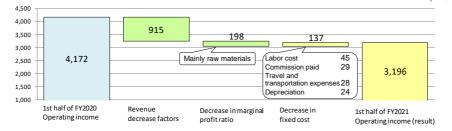


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[Comparison with FY2020 Results] Non-consolidated Business Summary for the First Half Periods (Income Change Factors)

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



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

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

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

* Subsidiaries' figures are after consolidation adjustments			S	(Billions of yen)		
		1st Half of FY2021 Results	1st Half of FY2020 Results	Change		Currencyneutral
Ar	iake Japan	17.95	20.19	(2.24)	-11.1%	-11.1%
Subs	sidiaries 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%
Ari	ake Group	22.67	25.45	(2.78)	-10.9%	-10.8%
	EUR RMB TWD	121.08 15.23 3.60	122.49 15.69 3.47	-1.41 -0.46 0.13		

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

0.0077

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* Subsidiaries' figures are after consolidation adjustments (Billions of yen)								
		1st Half of FY2021 Results	1st Half of FY2020 Results	Change		Currencyneutral		
Ar	iake 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%		
Ari	ake Group	4.29	5.47	(1.18)	-21.6%	-21.5%		

IDR

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0.0076

Business Summary of Major Subsidiaries for the First Half Periods

Asia

- 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.

Europe

 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.

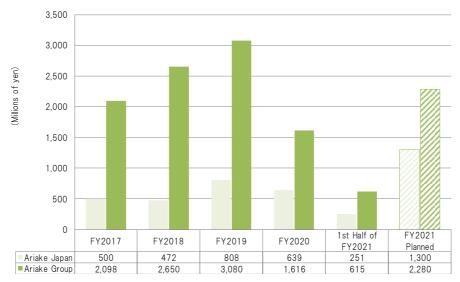
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Ariake Group's Global Seven-Pillar System



Consolidated and Non-consolidated Capital Expenditures



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Consolidated and Non-consolidated Depreciation Expenses



Business Model Pursuing Sustainability for Business and Society

Towards sustainable growth Coexist with society as a partner Innovation contributing to the social good Produce 2,500 varieties of high-quality, safe and secure natural seasonings Construct new business models Stable distribution across the world Promote coexistence with environment and society Develop business by leveraging our core strengths Strength 1
Sophisticated production and technological capabilities Effective use of resources and creating a recycling-oriented society Computerized production system
 Tasty, healthy, high-quality and safe food products Environmentally conscious in all production processes Effective use of livestock carcasses in main products Effective use of soup sto
 Effective use of energy Mass production Effective use of soup stock residue Stable distribution Reducing greenhouse gas emissions Strength 2 Strength 3 Reducing waste and emissions Advanced quality control and hygiene management capabilities Global production network Production in 7 countries
 Global procurement, Build a sustainable business foundation

Promote community development Accredited for advanced, international certifications for quality control and hygiene management production and stable distribution Human resource development through educational Ongoing social issues Restaurant and food industry: Increased demand for natural seasonings Risks to stable food supply (due to diseases and natural disasters) (due to aging and declining population, growing interest in healthy diet and labor shortages) ARIAKE JAPAN CO.,LTD. 18

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- 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.