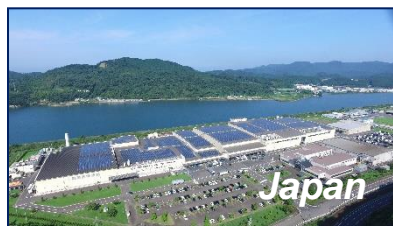


# FY2020 Interim Financial Results

April 1, 2019–September 30, 2019

November 8, 2019



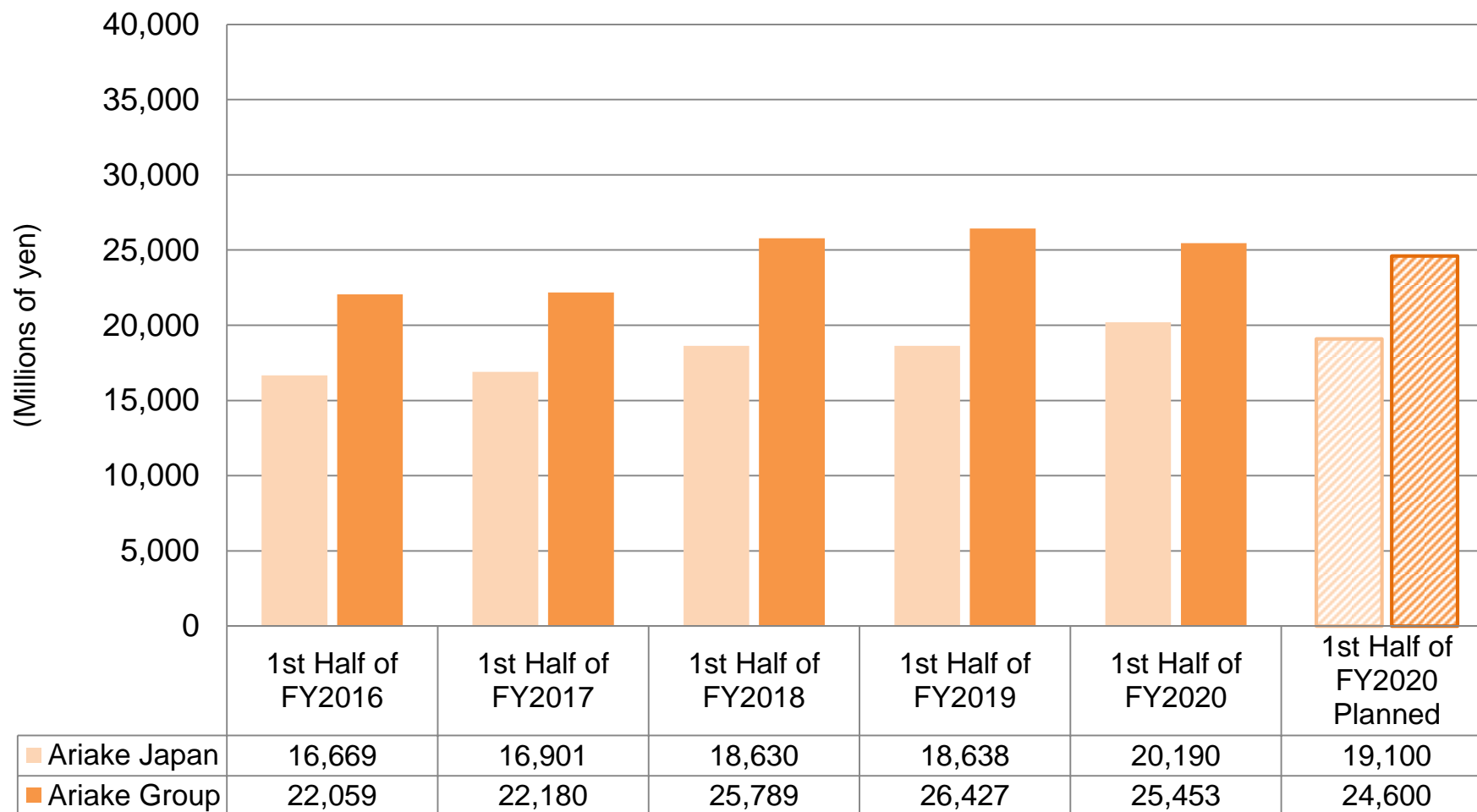
## **ARIAKE JAPAN Co., Ltd.**

Code number: 2815

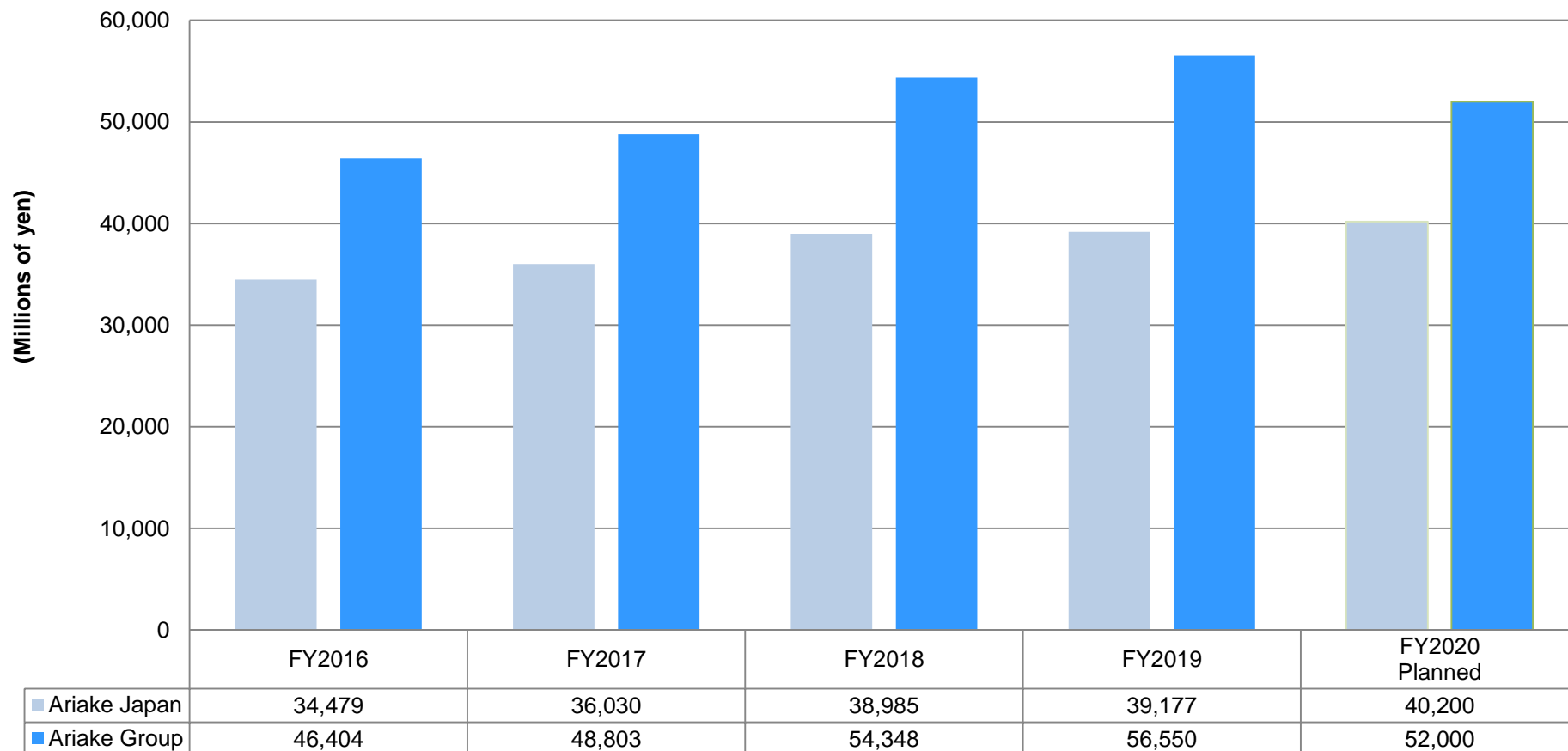
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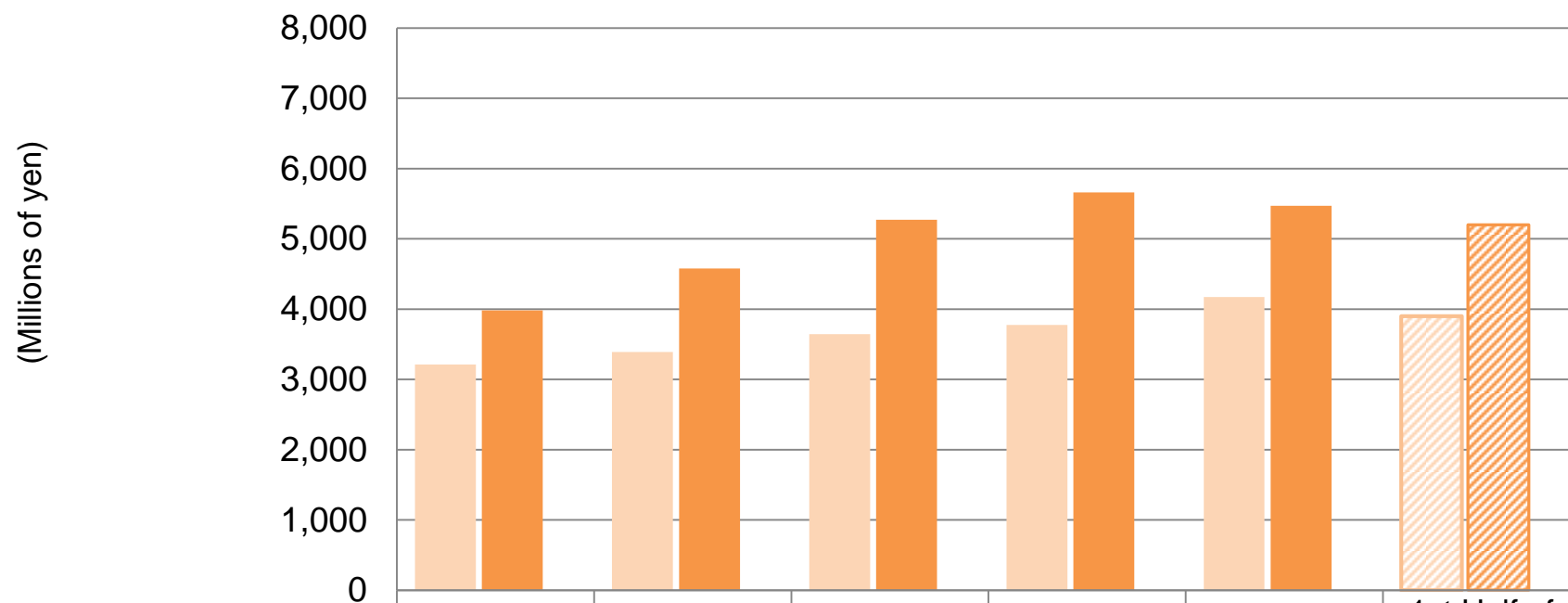
# Consolidated and Non-consolidated Net Sales for the First Half Periods



# Consolidated and Non-consolidated Net Sales for the Fiscal Years

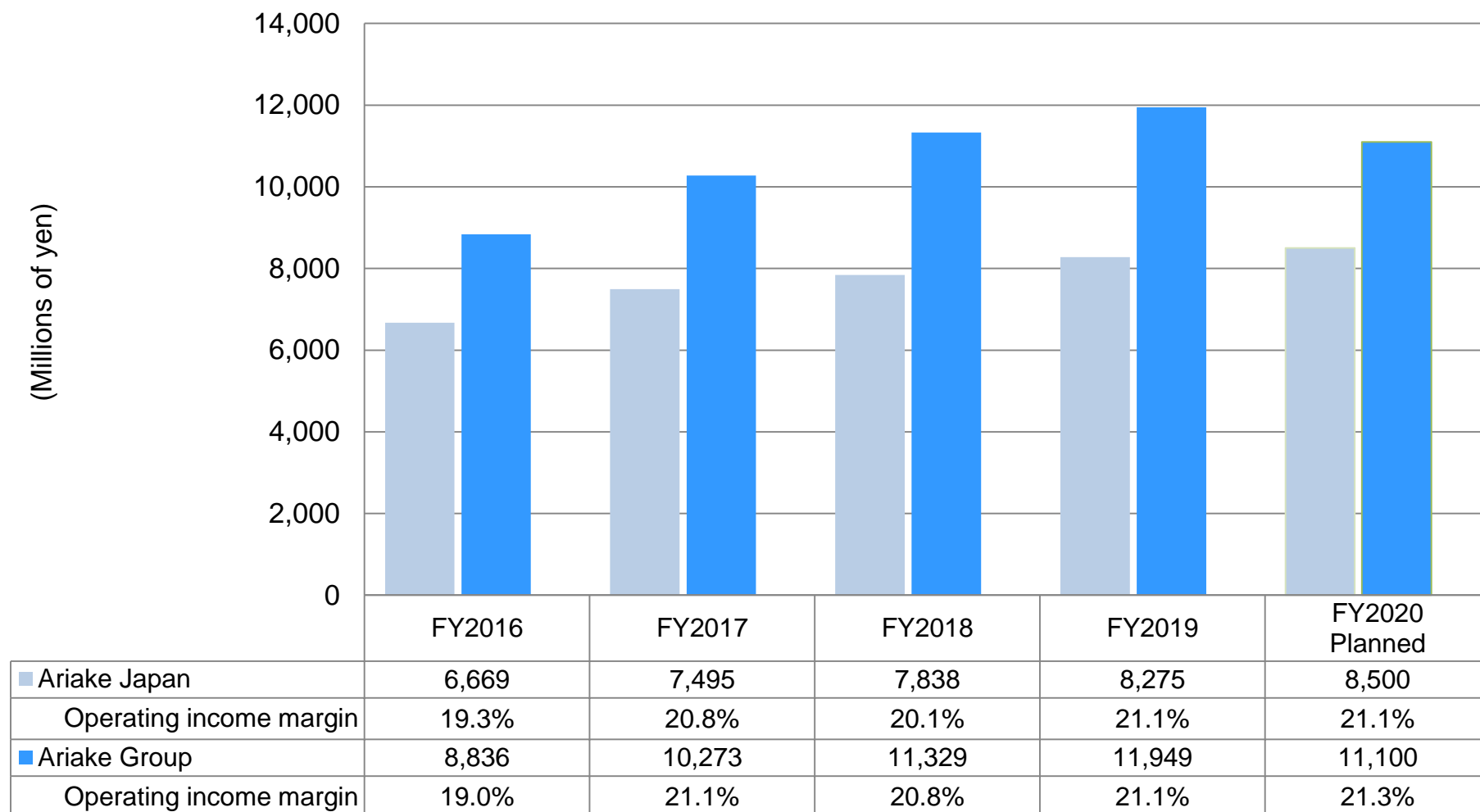


# Consolidated and Non-consolidated Operating Income for the First Half Periods

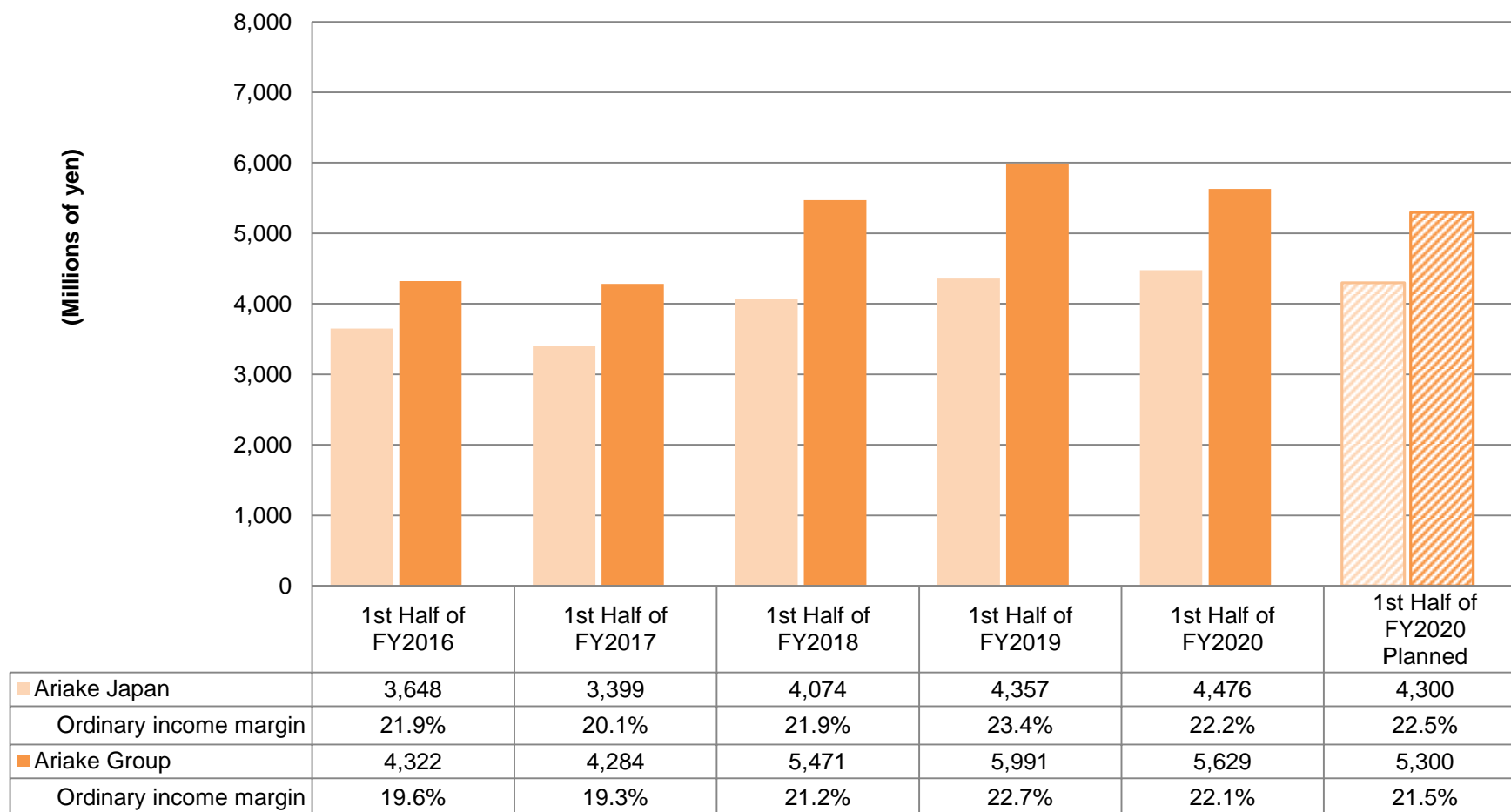


	1st Half of FY2016	1st Half of FY2017	1st Half of FY2018	1st Half of FY2019	1st Half of FY2020	1st Half of FY2020 Planned
■ Ariake Japan	3,214	3,389	3,645	3,776	4,172	3,900
Operating income margin	19.3%	20.1%	19.6%	20.3%	20.7%	20.4%
■ Ariake Group	3,984	4,578	5,270	5,661	5,471	5,200
Operating income margin	18.1%	20.6%	20.4%	21.4%	21.5%	21.1%

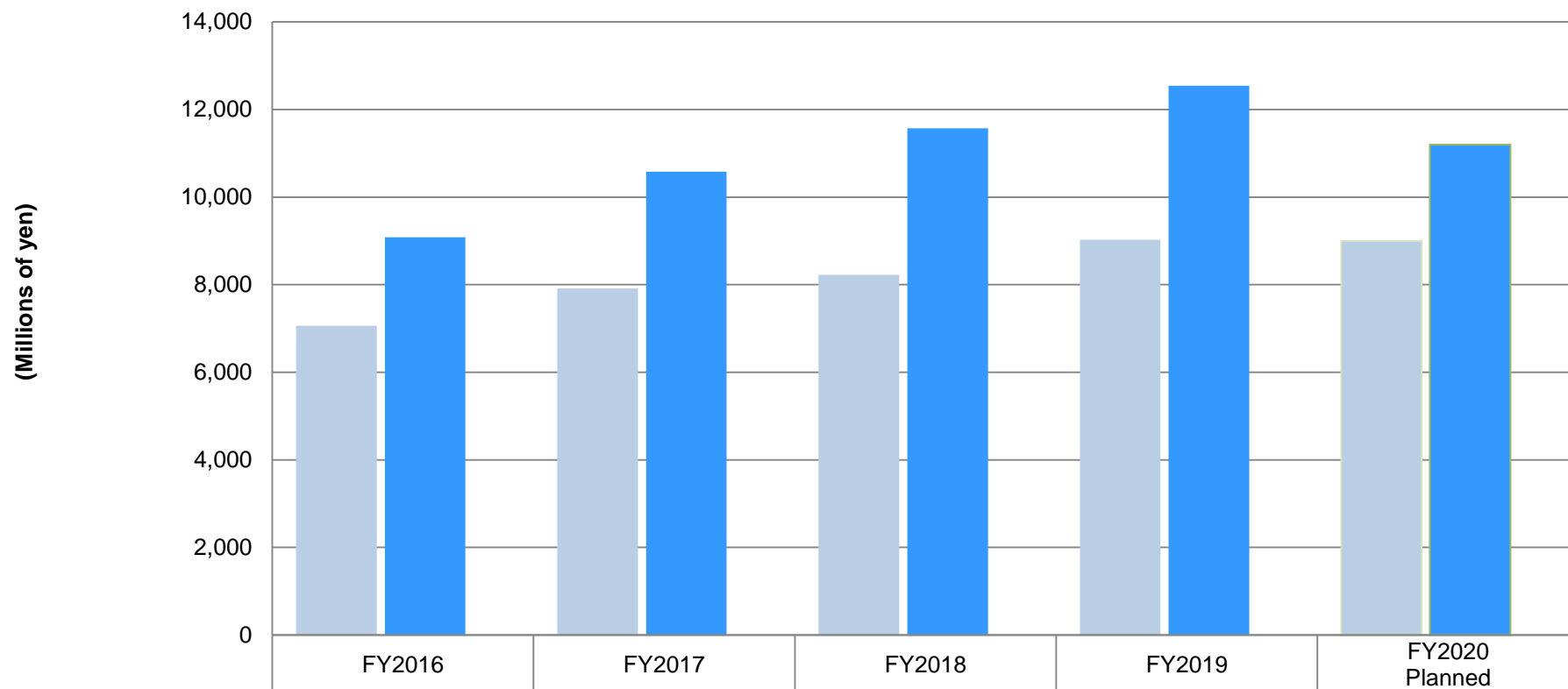
# Consolidated and Non-consolidated Operating Income for the Fiscal Years



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



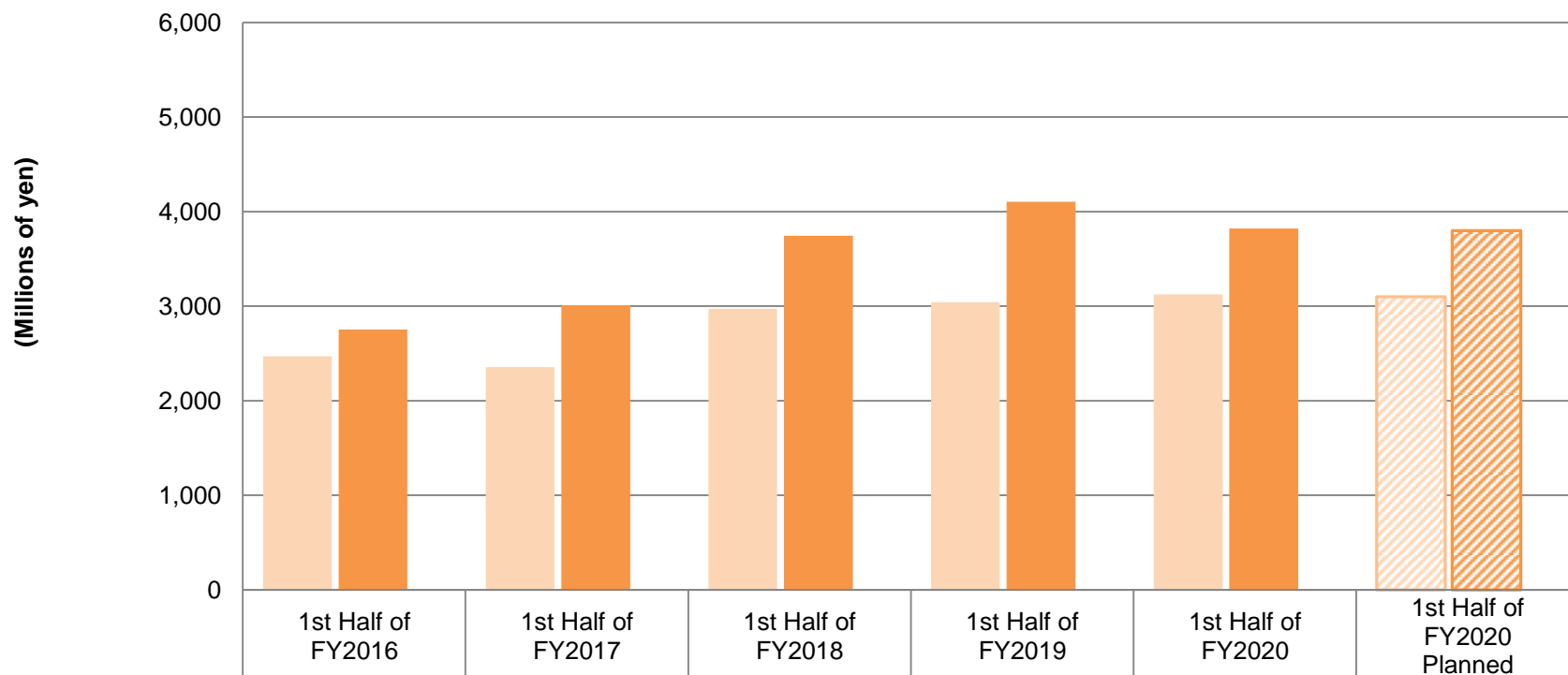
# Consolidated and Non-consolidated Ordinary Income for the Fiscal Years



■ Ariake Japan	7,060	7,912	8,224	9,027	9,000
Ordinary income margin	20.5%	22.0%	21.1%	23.0%	22.4%
■ Ariake Group	9,081	10,579	11,570	12,546	11,200
Ordinary income margin	19.6%	21.7%	21.3%	22.2%	21.5%

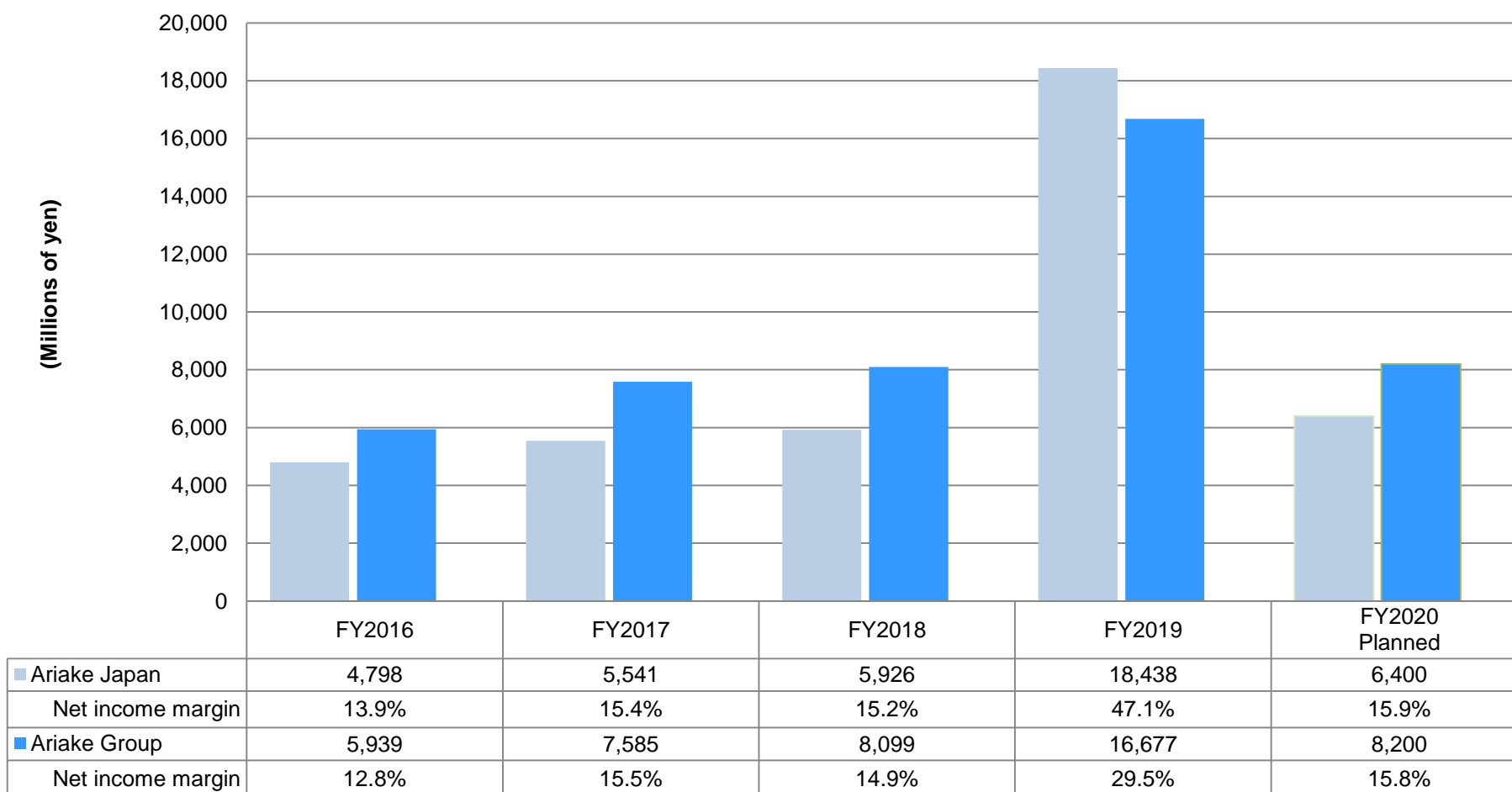


# Consolidated and Non-consolidated Net Income Attributable to Shareholders of Parent Company for the First Half Periods



■ Ariake Japan	2,468	2,355	2,971	3,043	3,126	3,100
Net income margin	14.8%	13.9%	15.9%	16.3%	15.5%	16.2%
■ Ariake Group	2,754	3,009	3,745	4,104	3,821	3,800
Net income margin	12.5%	13.6%	14.5%	15.5%	15.0%	15.4%

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



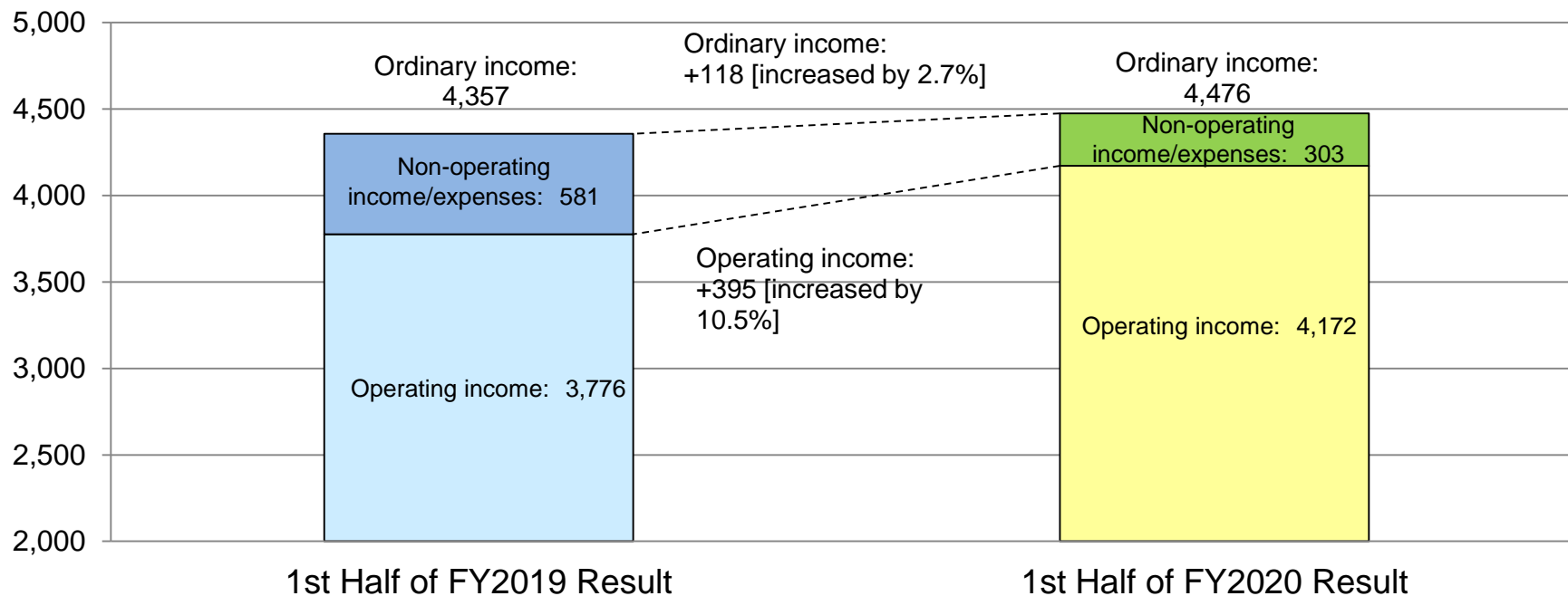
# [Comparison with FY2019 Results] Non-consolidated Business Summary for the First Half Periods

## ■ Net sales

Non-consolidated net sales increased by ¥1,551 million year-on-year, to ¥20,190 million.

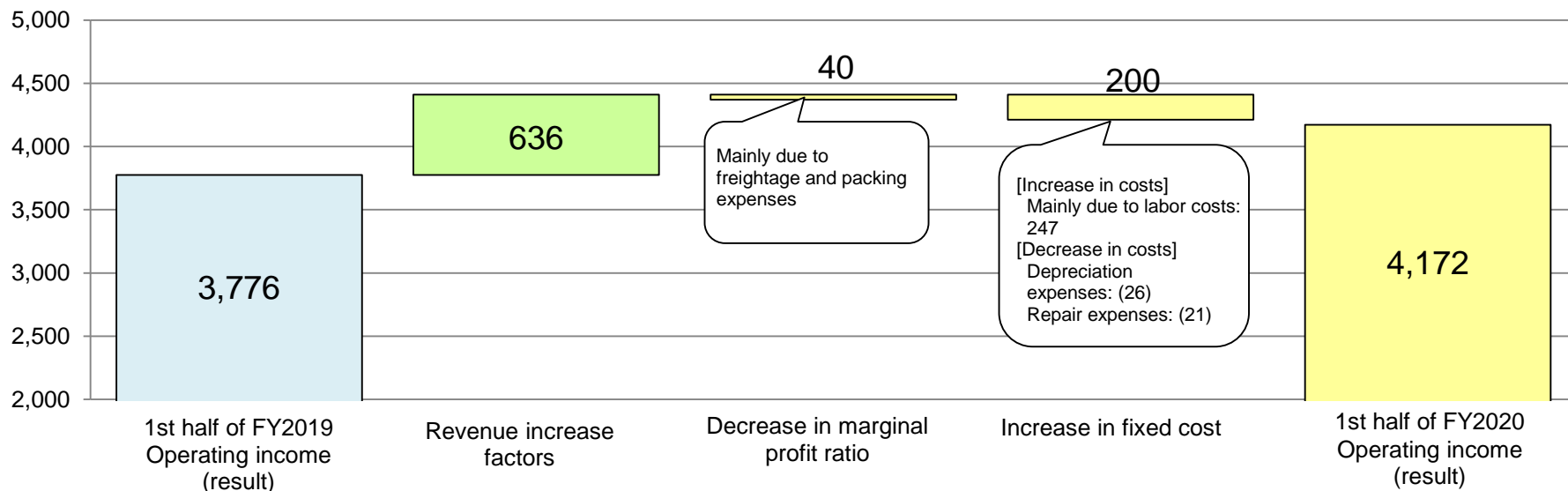
## ■ Income

(Millions of yen)



[Comparison with FY2019 Results]  
 Non-consolidated Business Summary for the First Half Periods  
 (Income Change Factors)

■ **Operating income: ¥4,172 million** Year-on-year increase of ¥395 million (10.5%) (Millions of yen)



■ **Ordinary income: ¥4,476 million** Year-on-year increase of ¥118 million (2.7%)

(Millions of yen)

Increase factors	Increase in operating income	396
	Dividend income, etc.	4
Decrease factors	Gain on valuation of derivatives	(124)
	Foreign exchange losses (gains)	(120)
	Interest income, etc.	(38)
Total		118

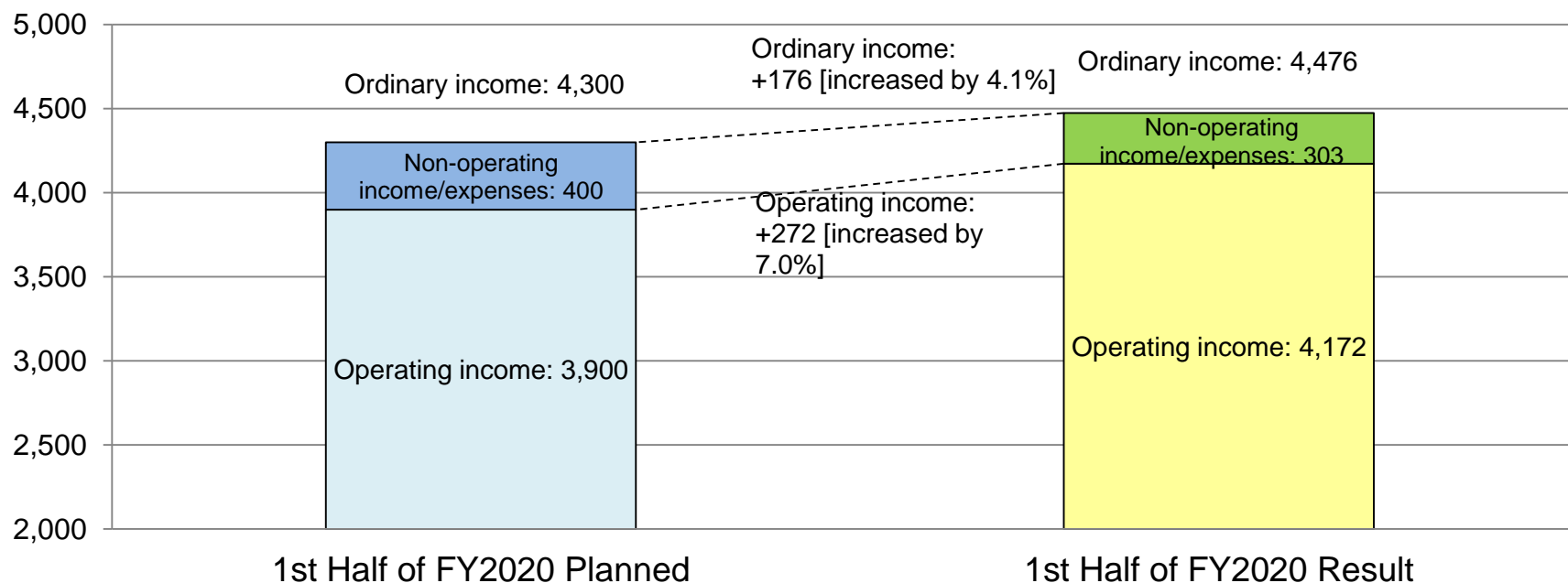
# [Comparison with FY2020 Plan] Non-consolidated Business Summary for the First Half Periods

## ■ Net sales

Non-consolidated net sales exceeded the plan by ¥1,090 million.

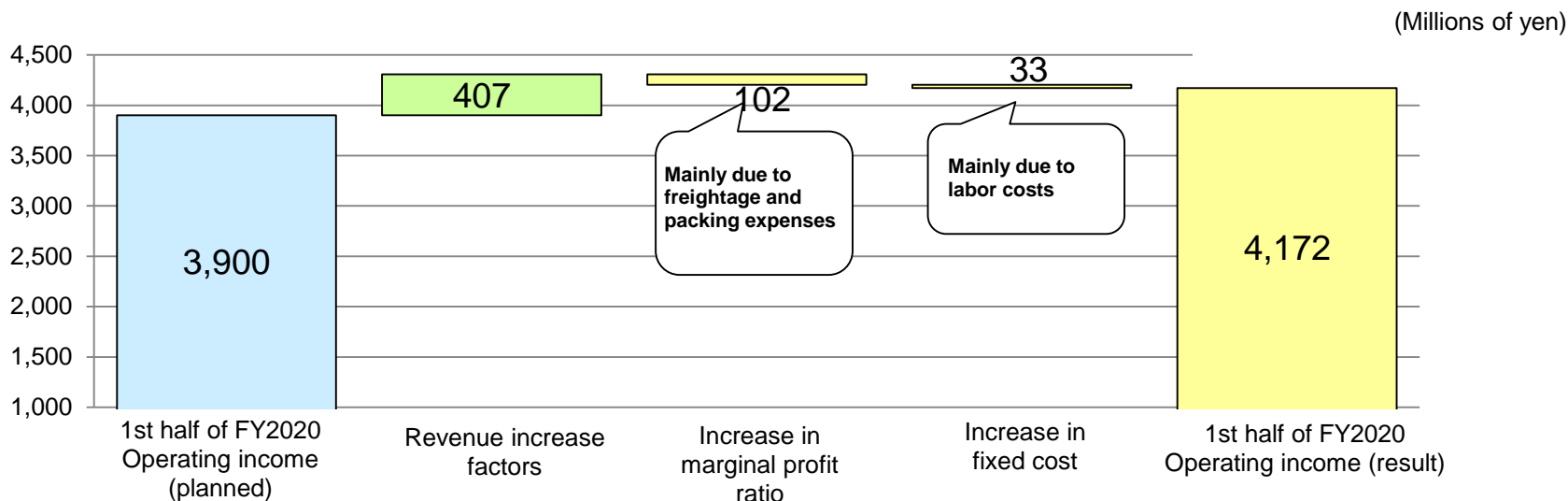
## ■ Income

(Millions of yen)



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

■ **Operating income: ¥4,172 million** Exceeded the plan by ¥272 million (7.0%)



■ **Ordinary income: ¥4,476 million** Exceeded the plan by ¥176 million (4.1%)

(Millions of yen)

Increase factors	Increase in operating income	273
	Dividend income, etc.	4
Decrease factors	Foreign exchange losses (gains)	(24)
	Interest income, etc.	(77)
Total		176

[Comparison with FY2019 Results]  
 Net Sales for the First Half Periods

\* Subsidiaries' figures are after consolidation adjustments

(Billions of yen)

	1st Half of FY 2020 Results	1st Half of FY 2019 Results	Change		Currency neutral
Ariake Japan	20.19	18.64	1.55	8.3%	—
Subsidiaries total*	5.26	7.79	(2.53)	-32.4%	-29.0%
U.S.	—	2.71	(2.71)	—	—
Asia	3.28	3.31	(0.03)	-0.8%	4.9%
Europe	1.81	1.61	0.20	13.0%	18.0%
Japan	0.17	0.16	0.01	3.4%	—
Ariake Group	25.45	26.43	(0.98)	-3.7%	-2.7%
Ariake Group (Excluding the U.S.)	25.45	23.71	1.74	7.3%	8.5%

USD	107.79	110.54	-2.75
EUR	122.49	127.91	-5.42
RMB	15.69	16.66	-0.97
TWD	3.47	3.62	-0.15
IDR	0.0077	0.0077	0.00

[Comparison with FY2019 Results]  
Operating Income for the First Half Periods

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

	1st Half of FY 2020 Results	1st Half of FY 2019 Results	Change		Currency neutral
Ariake Japan	4.17	3.78	0.39	10.5%	—
Subsidiaries total*	1.30	1.88	(0.58)	-31.1%	-27.5%
U.S.	0.10	0.76	(0.66)	-86.5%	-86.1%
Asia	0.82	0.86	(0.04)	-5.3%	0.2%
Europe	0.37	0.25	0.12	44.8%	51.2%
Japan	0.01	0.01	0.00	-6.6%	—
Ariake Group	5.47	5.66	(0.19)	0.0%	0.0%
Ariake Group (Excluding the U.S.)	5.37	4.91	0.46	9.4%	10.7%

USD	107.79	110.54	-2.75
EUR	122.49	127.91	-5.42
RMB	15.69	16.66	-0.97
TWD	3.47	3.62	-0.15
IDR	0.0077	0.0077	0.00



# Business Summary of Major Subsidiaries for the First Half Periods

## Asia

Net sales increased but profits decreased in China due to a decrease in orders from restaurants and processed food manufacturers as well as an increase in expenses such as for raw materials and utilities.

Both net sales and profits in Taiwan increased due to an increase in orders from existing clients.

In Indonesia, production for and exports to Japan got off the ground.

## Europe

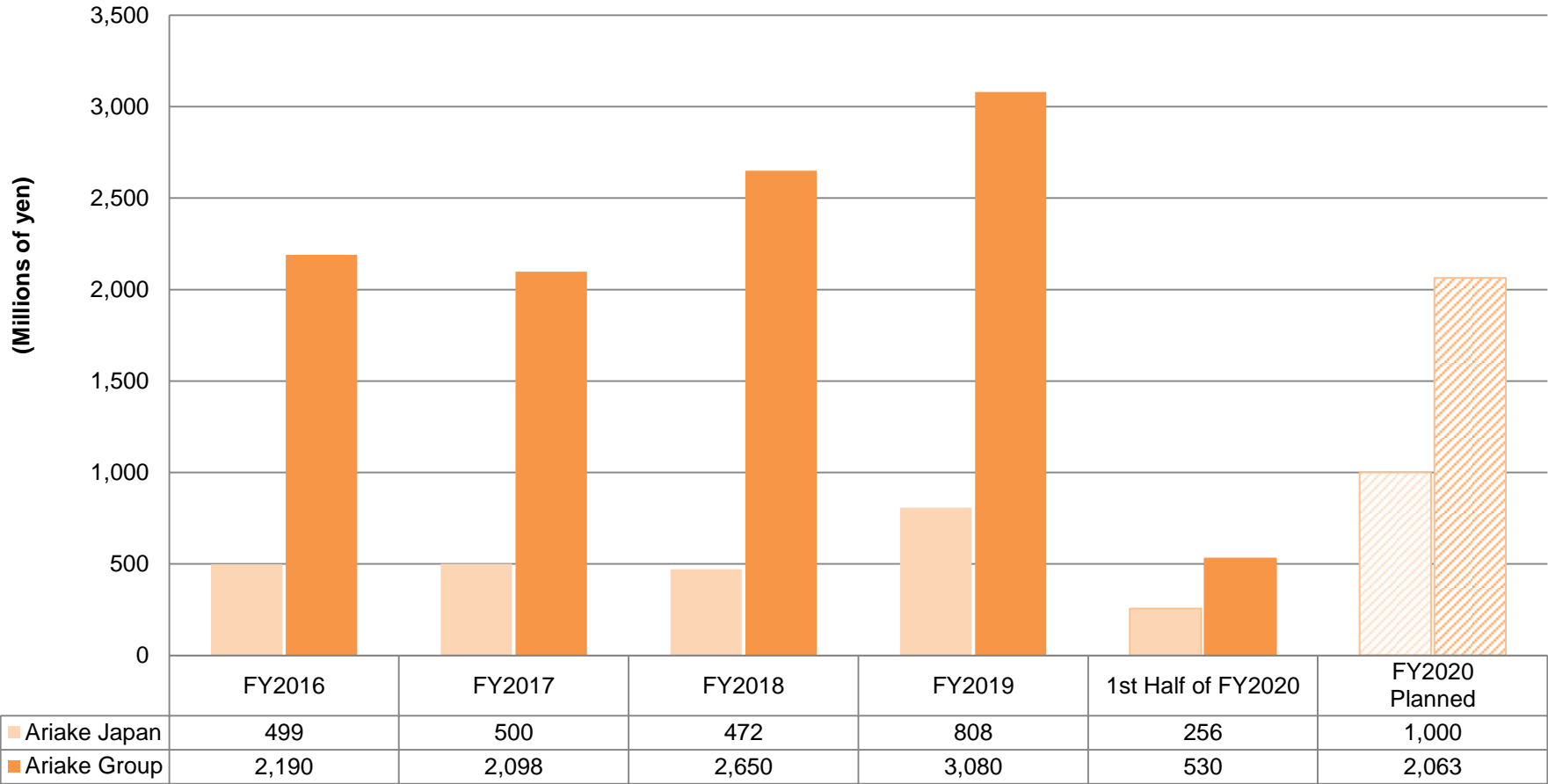
Both net sales and profits increased as cooperation between three locations in Belgium, France and the Netherlands contributed to an increase in sales in Europe.

# Consolidated Financial Plan by Geographical Area for the Fiscal Years

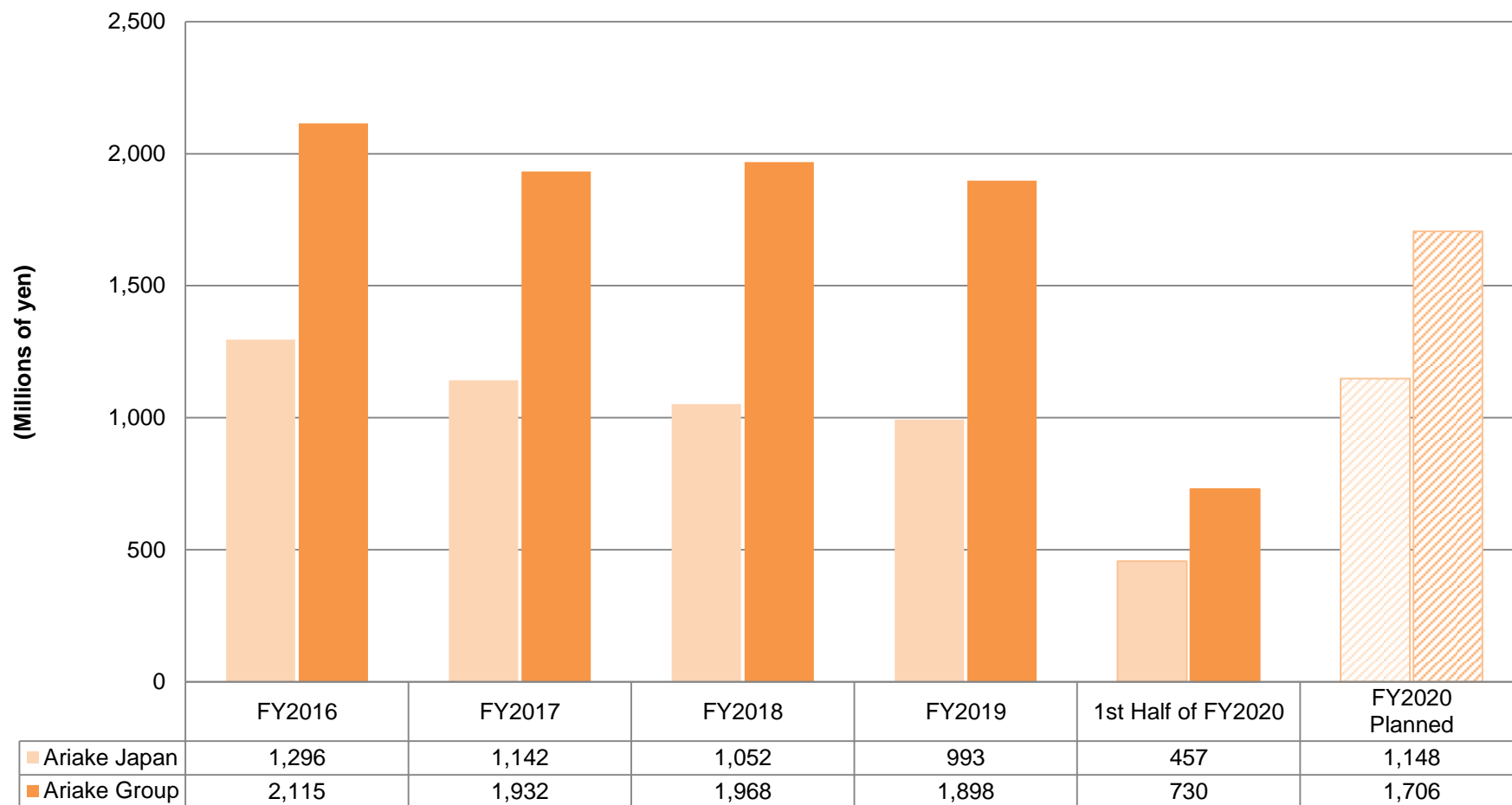
(Billions of yen)

			Result				Planned		
			FY2017	FY2018	FY2019	FY2019 (Excluding the U.S.)	FY2020	FY2021	FY2022
Net sales	Ariake Japan	36.0	39.0	39.2	39.2	40.2	41.2	42.2	
	Consolidated subsidiaries	15.3	18.0	19.5	13.7	14.0	15.4	16.6	
	Consolidation adjustments	(2.5)	(2.7)	(2.2)	(3.1)	(2.2)	(2.3)	(2.5)	
	Consolidated net sales	48.8	54.3	56.6	49.8	52.0	54.3	56.2	
Operating income	Ariake Japan	7.5	7.8	8.3	8.3	8.5	8.7	8.9	
	Consolidated subsidiaries	2.8	3.5	3.7	2.0	2.6	2.9	3.2	
	Consolidated operating income	10.3	11.3	11.9	10.3	11.1	11.6	12.1	

# Consolidated and Non-consolidated Capital Expenditures



# Consolidated and Non-consolidated Depreciation Expenses



# Ariake Group's Global Seven-Pillar System



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. However, actual business results may significantly vary due to a variety of factors.

Thank you for your attention.