

The Ariake Japan Website

Our website contains a variety of information about the Company.  
<http://www.ariakejapan.com/en/>

or



▲ Home

Please visit this page to view information for shareholders and investors.  
<http://www.ariakejapan.com/en/ir>



▲ IR Top Page

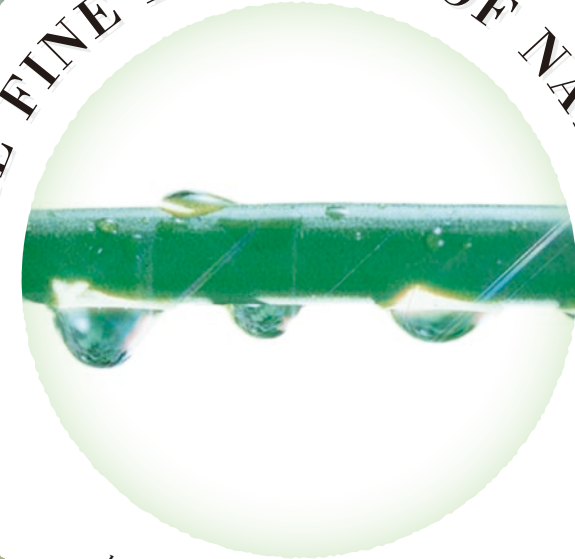


**Where we make our products (Japanese only)**

This video presentation shows each step of the production process at our Kyushu Plant, where we make our products. Each step uses exclusive machinery that incorporates advances based on our own experience along with the latest technologies. The factory handles everything from issuing production directives to the collection of production data. Please take the time to view this presentation to learn more about our Kyushu Plant, which is one of the largest food production facilities in Japan.

# Business Report

THE FINE FLAVORS OF NATURE



<http://www.ariakejapan.com/en/>



Headquarters 3-2-17 Ebisu-Minami, Shibuya-ku, Tokyo 150-0022  
 TEL: 03-3791-3301



Securities code number : 2815



April 1, 2010 ▶ March 31, 2011

# Business Report

## CONTENTS.....

01

### TO OUR SHAREHOLDERS

03

### SPECIAL ISSUE

Global Network and Business Strategies of the Ariake Group

06

### TOPICS

R&D Section

07

### CONSOLIDATED OPERATING RESULTS

Operating and Financial Review of This Fiscal Year

09

### CONSOLIDATED FINANCIAL STATEMENTS

Consolidated Balance Sheets  
Consolidated Statements of Income  
Consolidated Statements of Cash Flows  
Consolidated Statements of Changes in Shareholders' Equity

12

### NON-CONSOLIDATED FINANCIAL STATEMENTS

Non-consolidated Balance Sheets  
Non-consolidated Statements of Income  
Non-consolidated Statements of Changes in Shareholders' Equity

13

### CORPORATE INFORMATION

Company Profile  
Shareholder Benefit Program

14

### INVESTOR INFORMATION

Stock Data  
Stock Information

## TO OUR SHAREHOLDERS

The Ariake Group grasps on, expands their existing businesses throughout the world and actively while striving to pursue food safety, good health, customer needs early on, expands their existing businesses throughout the world and actively develops new businesses, while striving to pursue their commitments to food safety, good health, and better taste.

We are pleased to present the Ariake Group's "Business Report" for the year ended March 31, 2011 (FY2011) and to have this opportunity to offer our shareholders.

Before I begin this year's message, I would like to express my deepest condolences for all those who have lost their lives as well as my sincere sympathies to the people affected by the tragic Great East Japan Earthquake that occurred in March 2011.

During the fiscal year ended March 31, 2011, the Japanese economy showed some signs of hope as consumer spending turned up with the help of government stimulus measures and improvements were seen in corporate earnings. However, with the persistent yen appreciation and deflationary trends, the economy was somewhat lackluster.

Amid slow progress toward an economic recovery, the domestic food industry is facing soaring prices of fuel, food product raw materials, and other items and purchasing power of consumers did not improve. Additionally, the after effects of the earthquake and impacts of the need to reduce electricity consumption have resulted in an economic uncertainty, eliciting anticipatory difficulties in business conditions for the coming fiscal year.

In this environment, The Ariake Group, trusting in its strengths, will move ahead with efforts to maintain and expand existing markets and develop a new market to strive to increase sales.

Ariake Japan Co., Ltd. (the Company) and its Group companies (collectively, the Ariake Group) are global enterprise setting up a "global six-pillar system," with production and sales bases in Japan, the U.S., China, Taiwan, France, and Belgium. Under this



Chairman of the Board (CEO)  
**Kineo Okada**



President (COO)  
**Tomoki Tagawa**

system, as leading manufacturers in the field of natural seasonings, the Ariake Group grasps customer needs early on, expands their existing businesses throughout the world and actively develops new businesses, while striving to pursue their commitments to food safety, good health, and better taste.

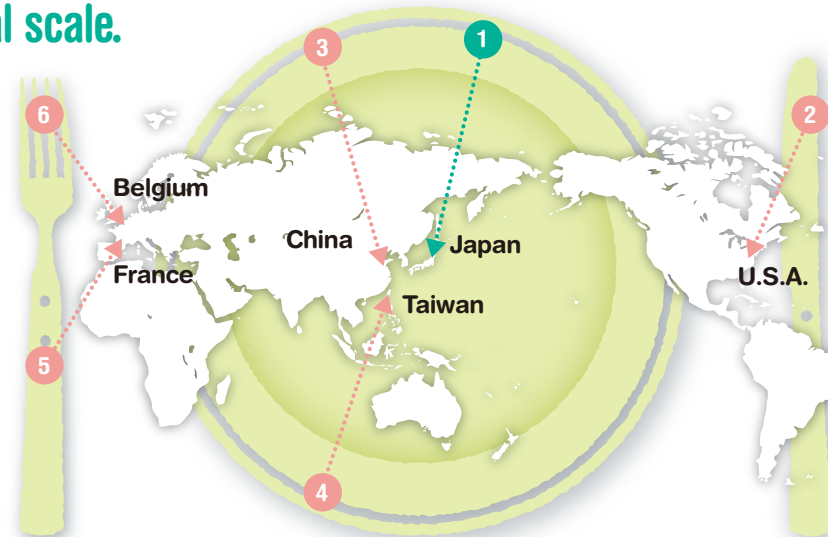
To express our appreciation to shareholders for their support and ask for their continued support, we have decided to pay an annual dividend of ¥40 per share as initially planned.

We look forward to receiving your continued guidance and encouragement.

July 2011

### With this optimal regional production system, we established the structure to meet a diverse array of needs of customers on a global scale.

Contributing to the advancement of the culture of food worldwide has always been a goal of the Ariake Group. Since our inception, we have been dedicated to operating on a global scale as both a Japanese company and a global enterprise. In recent years, we have made enormous capital expenditures outside Japan that total approximately ¥20 billion. Having completed this round of overseas investments, we are now entering the stage where we generate returns from these expenditures. The Ariake Group has a global six-pillar system covering Japan, the U.S., China, Taiwan, France and Belgium. With this optimal regional production system, we established the structure to meet a diverse array of needs of customers on a global scale.



#### 1 Japan

▼ No.2 Kyushu Plant



- **Company Name** ARIAKE JAPAN Co., Ltd.
- **Headquarters Location** Shibuya-ku, Tokyo
- **Plant Location** Kita-Matsuura-gun, Nagasaki
- **Established** June 1966
- **Capital** ¥7,095 million

#### 2 U.S.A.



- **Company Name** ARIAKE U.S.A., Inc.
- **Office Location** Harrisonburg, Virginia, U.S.A.
- **Established** February 1985
- **Capital** US\$18 million

#### 3 China



- **Company Name** QINGDAO ARIAKE FOODSTUFF Co., Ltd.
- **Office Location** Qingdao Jiaonan Shandong Province, China
- **Established** December 1994
- **Capital** US\$5.12 million

#### 4 Taiwan



- **Company Name** Taiwan Ariake Foods Co., Ltd.
- **Office Location** Ping Tung, Taiwan
- **Established** May 1985
- **Capital** NT\$250 million

#### 5 France



- **Company Name** F.P. Natural Ingredients S.A.S.
- **Office Location** Alençon, France
- **Established** March 2003
- **Capital** €16 million

#### 6 Belgium



- **Company Name** F.P.N.I. BELGIUM N.V.
- **Office Location** Maasmechelen, Belgium
- **Established** January 2004
- **Capital** €25 million

### Business Plan of the Ariake Group

The optimal regional production system of the Ariake Group can provide a consistent supply of high quality, low cost products. Having completed work on this system, the Ariake Group has established a business plan that has clear numerical targets.

#### Future Business Plan

(Billions of yen)

		FY2010 Result	FY2011 Result	Target				
				FY2012	FY2013	FY2014	FY2015	FY2016
Ariake Japan	Net sales	20.2	22.9	25.1	25.5	27.0	28.5	30.0
	Ordinary income	3.9	4.1	4.6	5.1	5.4	5.7	6.0
Consolidated Subsidiaries	Net sales	2.6	4.1	6.2	8.5	12.0	15.5	16.5
	Ordinary income	(1.0)	(0.7)	(0.3)	0.4	0.8	1.2	1.5
Ariake Group	Net sales	22.8	27.0	31.3	34.0	39.0	44.0	46.5
	Ordinary income	2.9	3.4	4.3	5.5	6.2	6.9	7.5

\* Figures of subsidiaries are adjusted ones of consolidations.



# SPECIAL ISSUE

## Global Network and Business Strategies of the Ariake Group

### Future Business Strategies of the Ariake Group

The Ariake Group has established a specific business strategy for individual regions and countries of the world in line with the Ariake Group's business plan. Targets for sales five years from now, which is the fiscal year ending in March 2016, were also set up.

(Billions of yen)

	Details	Sales Target for FY2016
<b>Japan</b>		
ARIAKE JAPAN Co., Ltd.	<b>Create a new business model</b> <ul style="list-style-type: none"> <li>Expand the operations of agricultural companies, with Ariake Farm as the nucleus, to start an organic vegetables agricultural business</li> <li>Start producing food for older consumers and health food</li> </ul>	30.0
Domestic Subsidiaries	<b>Maintain steady sales</b>	0.5
<b>U.S.A.</b>		
ARIAKE U.S.A., Inc.	<b>Conduct aggressive sales and R&amp;D activities</b> <ul style="list-style-type: none"> <li>Form relationships with new customers by using sales activities by senior executives</li> <li>Establish strong relationships with large customers with good prospects for growth</li> <li>Reinforce the sales organization by hiring many more salespeople</li> <li>Increase the R&amp;D workforce</li> <li>Move ahead with a joint project with Pennsylvania State University</li> </ul>	5.0
<b>China</b>		
QINGDAO ARIAKE FOODSTUFF Co., Ltd.	<b>Continue to grow in China</b> <ul style="list-style-type: none"> <li>Rapidly expand the scope of sales activities by establishing an office in Shanghai</li> <li>Increase sales to companies making instant-noodle products</li> </ul>	5.0
<b>Taiwan</b>		
Taiwan Ariake Foods Co., Ltd.	<b>Increase sales of food products to restaurants</b> <ul style="list-style-type: none"> <li>Food sales to restaurants are small but increasing every year</li> </ul>	1.0
<b>Europe</b>		
F. P. Natural Ingredients S.A.S. (France)	<b>Sales contribution from the Robuchon brand</b> <ul style="list-style-type: none"> <li>Higher sales of Infusion Bouillon, Robuchon brand soup and other products</li> </ul>	5.0
F. P. N. I. BELGIUM N.V. (Belgium)		

# TOPICS

ARIAKE JAPAN Co., Ltd.

## R&D Section

### R&D Center that treats flavors as a science and uses the customer's perspective

The Company's Central Research Laboratory R&D Center utilizes natural seasonings and other seasonings to develop general food products as well as food products that perform specific functions. The basic research section examines the scientific aspects of the flavors and functions of natural seasonings. The applied research section is responsible for developing new products. Activities of this comprehensive R&D facility also encompass manufacturing operations, such as by creating ways to improve manufacturing efficiency and quality control.



▲ The Central Research Laboratory R&D Center at the Kyushu Plant

#### Basic Research Section

Research scientists examine soup and other food products with the goal of better reflecting the needs of users. Numerical analysis is used to study the five basic taste sensations (umami, sweet, bitter, sour and salty flavor) along with associated food fragrances. Knowledge gained from this research is passed on for the development of new products.

#### Applied Research Section

Based on the analysis of data, The Company uses its knowledge of more than 2,000 elements in order to recreate the flavors that customers seek. All development programs are performed from the customer's standpoint, including programs that involving the Company's own brands. Newly created products are first made on a trial basis at a medium-lot pilot plant. After confirming quality and other items, these products are then shifted to full-scale production.

TO OUR SHAREHOLDERS

SPECIAL ISSUE

TOPICS

CONSOLIDATED OPERATING RESULTS

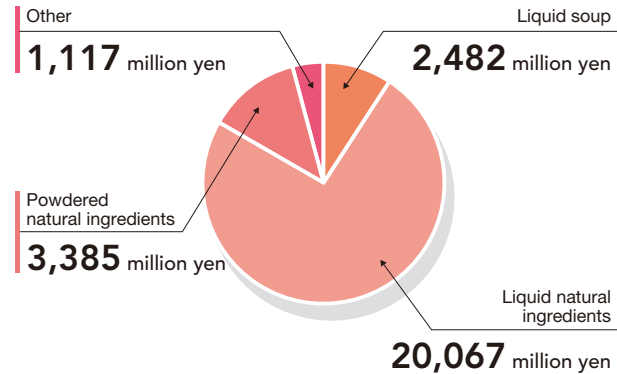
FINANCIAL INFORMATION

CORPORATE INFORMATION

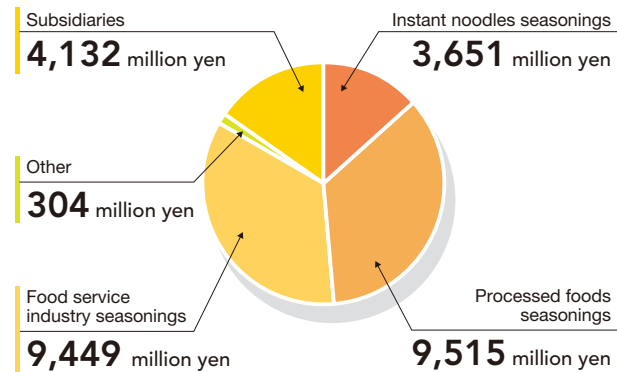
INVESTOR INFORMATION

# CONSOLIDATED OPERATING RESULTS

Breakdown of net sales by product



Breakdown of net sales by business segment



FY2011 Net Sales

27,051 million yen

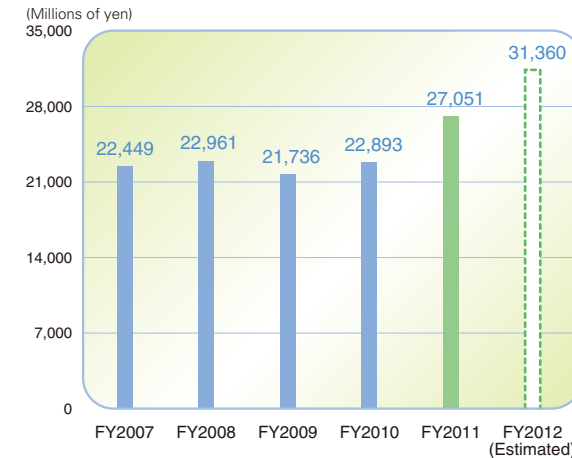
**Consolidated net sales** for the fiscal year under review increased by 18.2% (¥4,158 million) year on year to ¥27,051 million mainly due to the higher sales at European subsidiaries. Reflecting the unified efforts of the Company, net sales increased by 13.6% (¥2,735 million) year on year to ¥22,919 million. By segment, sales from instant noodles seasonings increased by 5.6%, while sales from seasonings for processed foods and for food service industry seasonings increased by 14.0% and 16.0%, year on year respectively.

**Consolidated operating income** increased by 30.3% (¥880 million) year on year to ¥3,783 million. The operating income to net sales was 14.0%. Offsetting negative factors such as increases in raw material costs (approx. ¥378 million increase) and the labor costs which consist of product cost of manufacture (approx. ¥251 million increase), an increase in operating income associated with an increase in net sales and a decline in depreciation and amortization (¥183 million decrease) allowed the Company's operating income to increase by 12.8% (¥492 million) year on year to ¥4,330 million.

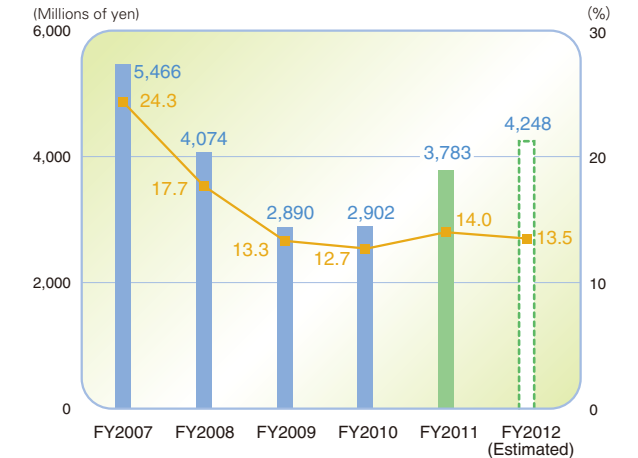
**Consolidated ordinary income** increased by 17.4% (¥517 million) year on year to ¥3,484 million. The ordinary income to net sales was 12.9%. The Company recorded loss on foreign exchange of ¥488 million (¥345 million increase) as non-operating expenses. However, supported by increased operating income, ordinary income increased by 4.6% (¥180 million) year on year to ¥4,116 million. Gain on valuation of derivatives came to ¥46 million, ¥26 million less than the previous fiscal year's gain on valuation of ¥72 million.

**Consolidated net income** increased by 32.6% (¥422 million) to ¥1,716 million. The net income to net sales was 6.3%. Net income for the Company increased by 5.6% (¥126 million) year on year to ¥2,382 million.

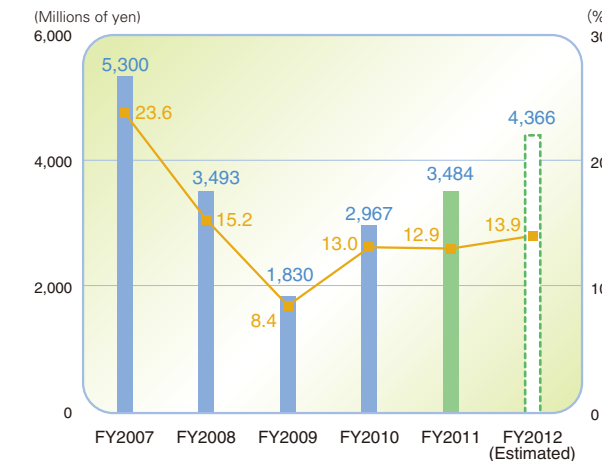
Net sales



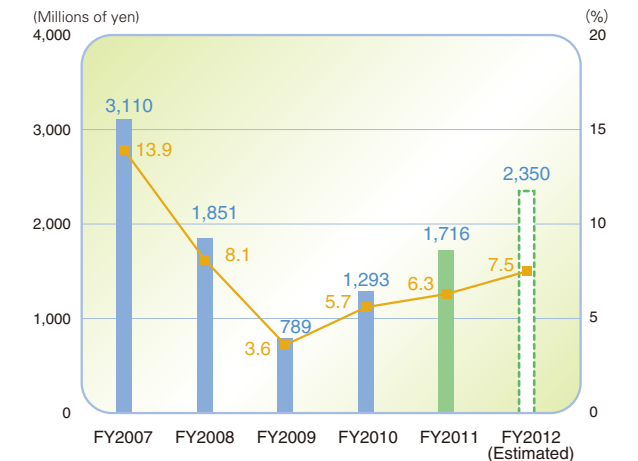
Operating income / Operating income to net sales



Ordinary income / Ordinary income to net sales



Net income / Net income to net sales



# CONSOLIDATED FINANCIAL STATEMENTS

ARIAKE JAPAN Co., Ltd.

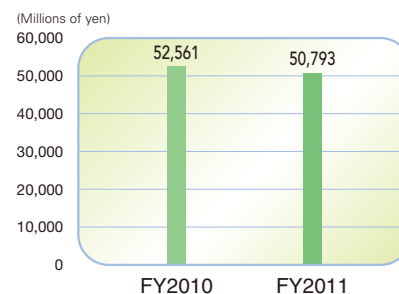
## Consolidated Balance Sheets

(Millions of yen)

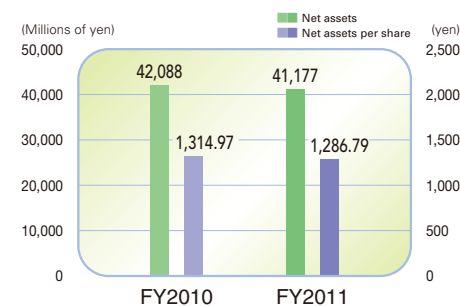
	FY2010 As of March 31, 2010	FY2011 As of March 31, 2011
<b>Assets</b>		
Current assets	23,335	<b>21,613</b>
Fixed assets	29,225	<b>29,180</b>
Tangible fixed assets	24,322	<b>21,790</b>
Intangible fixed assets	125	<b>101</b>
Investments and other assets	4,777	<b>7,288</b>
Total assets	52,561	<b>50,793</b>
<b>Liabilities</b>		
Current liabilities	9,101	<b>8,050</b>
Long-term liabilities	1,372	<b>1,565</b>
Total liabilities	10,473	<b>9,616</b>
<b>Net assets</b>		
Shareholders' equity	41,932	<b>42,374</b>
Accumulated other comprehensive income	(78)	<b>(1,418)</b>
Minority interests	234	<b>220</b>
Total net assets	42,088	<b>41,177</b>
Total liabilities and net assets	52,561	<b>50,793</b>

Note: Amounts presented are rounded down to the nearest million yen.

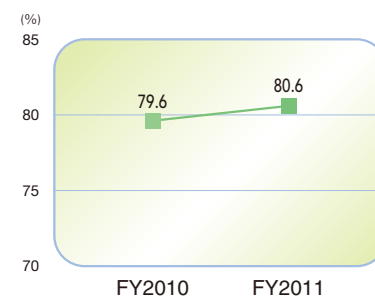
## Assets



## Net assets / Net assets per share



## Equity ratio



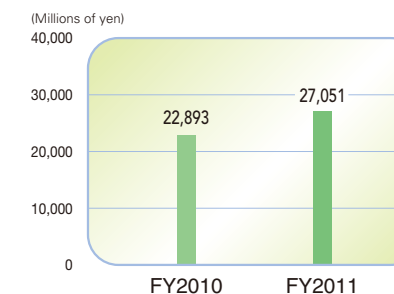
## Consolidated Statements of Income

(Millions of yen)

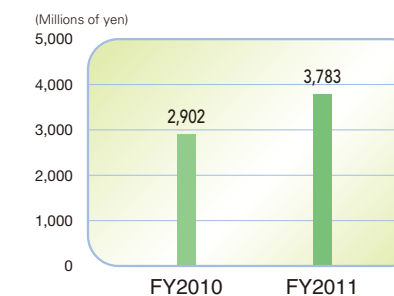
	FY2010 From April 1, 2009 to March 31, 2010	FY2011 From April 1, 2010 to March 31, 2011
Net sales	22,893	<b>27,051</b>
Cost of sales	15,711	<b>18,557</b>
Gross profit	7,181	<b>8,493</b>
Selling, general and administrative expenses	4,278	<b>4,710</b>
Operating income	2,902	<b>3,783</b>
Non-operating income	385	<b>327</b>
Non-operating expenses	320	<b>626</b>
Ordinary income	2,967	<b>3,484</b>
Extraordinary income	—	<b>0</b>
Extraordinary losses	—	<b>44</b>
Income before income taxes	2,967	<b>3,440</b>
Income taxes - current	1,732	<b>1,754</b>
Income taxes - deferred	(59)	<b>(37)</b>
Income before minority interests	—	<b>1,723</b>
Minority interests	1	<b>7</b>
Net income	1,293	<b>1,716</b>

Note: Amounts presented are rounded down to the nearest million yen.

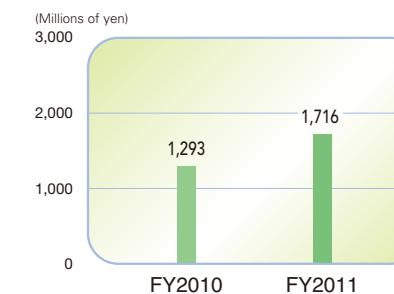
## Net sales



## Operating income



## Net income



TO OUR  
SHAREHOLDERS

SPECIAL  
ISSUE

TOPICS

CONSOLIDATED  
OPERATING RESULTS

FINANCIAL  
INFORMATION

CORPORATE  
INFORMATION

INVESTOR  
INFORMATION

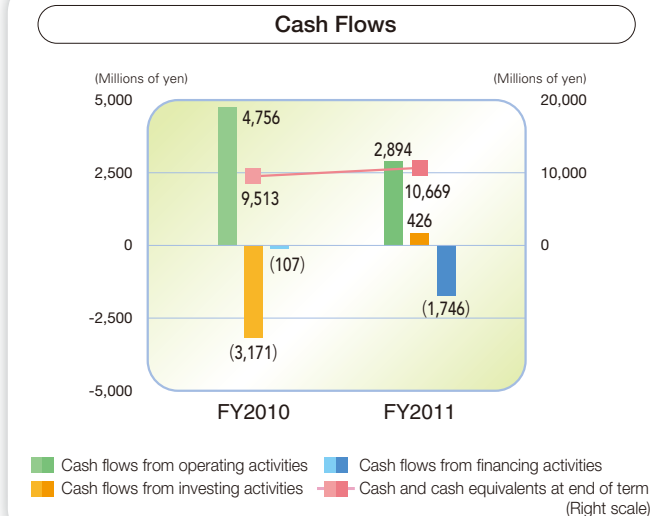


# CONSOLIDATED FINANCIAL STATEMENTS

## Consolidated Statements of Cash Flows (Millions of yen)

	FY2010 From April 1, 2009 to March 31, 2010	FY2011 From April 1, 2010 to March 31, 2011
I. Cash flows from operating activities	4,756	2,894
II. Cash flows from investing activities	(3,171)	426
III. Cash flows from financing activities	(107)	(1,746)
IV. Exchange difference of cash and cash equivalents	(173)	(418)
V. Increase (decrease) in cash and cash equivalents	1,304	1,155
VI. Cash and cash equivalents at beginning of term	8,209	9,513
VII. Cash and cash equivalents at end of term	9,513	10,669

Note: Amounts presented are rounded down to the nearest million yen.



# NON-CONSOLIDATED FINANCIAL STATEMENTS

ARIAKE JAPAN Co., Ltd.

## Non-consolidated Balance Sheets (Millions of yen)

	FY2010 As of March 31, 2010	FY2011 As of March 31, 2011
<b>Assets</b>		
Current assets	21,815	20,355
Fixed assets	28,270	30,792
Tangible fixed assets	14,099	13,313
Intangible fixed assets	19	20
Investments and other assets	14,150	17,458
Total assets	50,086	51,148
<b>Liabilities</b>		
Current liabilities	4,877	5,180
Long-term liabilities	912	871
Total liabilities	5,789	6,051
<b>Net assets</b>		
Shareholders' equity	43,661	44,769
Unrealized gains and adjustments	635	327
Total net assets	44,296	45,096
Total liabilities and net assets	50,086	51,148

Note: Amounts presented are rounded down to the nearest million yen.

## Non-consolidated Statements of Income (Millions of yen)

	FY2010 From April 1, 2009 to March 31, 2010	FY2011 From April 1, 2010 to March 31, 2011
Net sales	20,183	22,919
Cost of sales	13,058	14,909
Gross profit	7,125	8,009
Selling, general and administrative expenses	3,287	3,679
Operating income	3,837	4,330
Non-operating income	335	299
Non-operating expenses	237	513
Ordinary income	3,935	4,116
Extraordinary losses	53	36
Income before income taxes	3,882	4,079
Income taxes - current	1,708	1,710
Income taxes - deferred	(81)	(12)
Net income	2,255	2,382

Note: Amounts presented are rounded down to the nearest million yen.

## Consolidated Statements of Changes in Shareholders' Equity (From April 1, 2010 to March 31, 2011) (Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income			Minority interests	Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance as of March 31, 2010	7,095	7,833	29,062	(2,058)	41,932	635	(713)	(78)	234	42,088
Amount of fluctuation during the consolidated fiscal year										
Dividend from retained earnings			(1,273)		(1,273)					(1,273)
Net income			1,716		1,716					1,716
Acquisition of treasury stock				(1)	(1)					(1)
Disposal of treasury stock				0	0					0
Amount of fluctuation of items other than shareholders' equity during the consolidated fiscal year (net)						(307)	(1,032)	(1,339)	(13)	(1,353)
Total amount of fluctuation during the consolidated fiscal year			442	(0)	442	(307)	(1,032)	(1,339)	(13)	(911)
Balance as of March 31, 2011	7,095	7,833	29,505	(2,059)	42,374	327	(1,746)	(1,418)	220	41,177

Note: Amounts presented are rounded down to the nearest million yen.

## Non-consolidated Statements of Changes in Shareholders' Equity (From April 1, 2010 to March 31, 2011) (Millions of yen)

	Common stock	Shareholders' equity						Treasury stock	Total shareholders' equity	Unrealized gains and adjustments		Total net assets		
		Capital surplus		Legal reserve of retained earnings	Retained earnings					Valuation difference on available-for-sale securities	Total unrealized gains and adjustments			
		Capital reserve	Total capital surplus		Other retained earnings	Total retained earnings								
Balance as of March 31, 2010	7,095	7,833	7,833	441	64	7,820	22,465	30,790	(2,058)	43,661	635	635	44,296	
Amount of fluctuation during the fiscal year														
Provision of reserve for special depreciation					12		(12)							
Withdrawal of reserve for special depreciation					(19)		19							
Dividend from retained earnings							(1,273)	(1,273)		(1,273)			(1,273)	
Net income							2,382	2,382		2,382			2,382	
Acquisition of treasury stock									(1)	(1)			(1)	
Disposal of treasury stock									0	0			0	
Amount of fluctuation of items other than shareholders' equity during the fiscal year (net)											(307)	(307)	(307)	
Total amount of fluctuation during the fiscal year						(6)		1,115	1,108	(0)	1,108	(307)	(307)	800
Balance as of March 31, 2011	7,095	7,833	7,833	441	57	7,820	23,581	31,899	(2,059)	44,769	327	327	45,096	

Note: Amounts presented are rounded down to the nearest million yen.

# CORPORATE INFORMATION

## Company Profile

(As of March 31, 2011)

- **Trade Name** ARIAKE JAPAN Co., Ltd.
- **Representatives** Kineo Okada,  
Chairman of the Board (CEO)  
Tomoki Tagawa,  
President (COO)
- **Established** June 2, 1966
- **Capital** 7,095,096 thousand yen
- **Employees** 378
- **Business Activities**
  1. Manufacture, processing and sale of natural seasonings
  2. Production, processing, import / export and sale of livestock products
  3. Processing, import / export and sale of marine products
  4. Production, import / export and sale of non-pharmaceutical products
  5. Restaurant management
  6. Technical guidance concerning the above activities
  7. Operations incidental to above activities
- **Banks** Sumitomo Mitsui Banking Corp.  
The Bank of Tokyo-Mitsubishi UFJ, Ltd.
- **Affiliated Companies**
  - ARIAKE U.S.A., Inc.
  - QINGDAO ARIAKE FOODSTUFF Co., Ltd.
  - Taiwan Ariake Foods Co., Ltd.
  - F.P.Natural Ingredients S.A.S.
  - F.P.N.I.BELGIUM N.V.
  - Dear. SOUP Co., Ltd.
  - A.C.C. Co., Ltd.
  - Ariake Farm. Co., Ltd.
  - GLOBEAT USA, Inc.
- **Office Location**
  - **Headquarters**  
3-2-17, Ebisu-Minami, Shibuya-ku, Tokyo 150-0022  
TEL: 03-3791-3301  
TEL: 03-3791-3350 (Marketing Department)  
TEL: 03-3791-3302 (General Affairs Department)
  - **Kyushu Plant**
    - **No.1 Kyushu Plant**
    - **No.2 Kyushu Plant**
    - **Central Research Laboratory R&D Center**
    - **Packing Center**
    - 1572-21, Kouramen Aza Kourahama, Saza-cho, Kita-Matsuura-gun, Nagasaki 857-0361  
TEL: 0956-63-5500
  - **Fukuoka Branch**  
3-15-19, Hakataekimae, Hakata-ku, Fukuoka 812-0011  
TEL: 092-475-2990
  - **Sapporo Sales Office**  
WALL ANNEX 601, 9-1, Kita nijō Nishi, Chuo-ku, Sapporo 060-0002  
TEL: 011-272-2881
  - **Sendai Sales Office**  
HSG Building 5F, 4-7, Kitame-machi, Aoba-ku, Sendai 980-0023  
TEL: 022-225-3590
  - **Nagoya Branch**  
3-11-20, Sakae, Naka-ku, Nagoya 460-0008  
TEL: 052-238-7700
  - **Osaka Branch**  
1-3-5, Kyomachibori, Nishi-ku, Osaka 550-0003  
TEL: 06-6459-3771



Headquarters building

## Shareholder Benefit Program

### Ariake Gift Pack for Shareholders

All shareholders who have held at least 100 shares continuously for more than one year will receive a gift pack of Ariake Japan's products created specifically for shareholders. This shareholder benefit program will increase return to shareholders. We also expect that this program will deepen the understanding of the Ariake Group.

1 to 4 trading units (100 to 499 shares)

**3,000 yen value** (equivalent to 6,000 yen / year)

5 to 99 trading units (500 to 9,999 shares)

**6,000 yen value** (equivalent to 12,000 yen / year)

100 trading units or more (10,000 shares or more)

**9,000 yen value** (equivalent to 18,000 yen / year)

# INVESTOR INFORMATION

ARIAKE JAPAN Co., Ltd.

## Stock Data

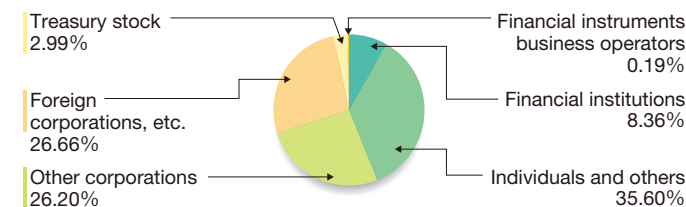
(As of March 31, 2011)

- **Total number of shares authorized to be issued**..... 130,000,000 shares
- **Total issues and outstanding shares** .....32,808,683 shares
- **Number of shareholders** .....24,670
- **Stock exchange listing**.....Tokyo Stock Exchange, First Section
- **Securities code number**.....2815

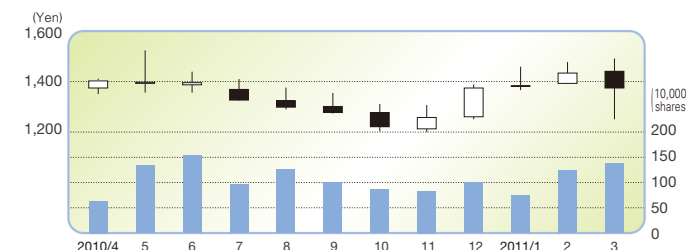
### Major Shareholders (Top 10)

Name of Shareholders	Thousand Shares	Percentage
Japan Food Business Co., Ltd.	5,338	16.27
Kineo Okada	4,342	13.23
State Street Bank and Trust Company	4,199	12.79
Kineo Okada Scholarship Foundation	2,196	6.69
Naoki Okada	1,439	4.38
Northern Trust Company (AVFC) Sub-account American Clients	1,081	3.29
Ohsho Food Service Corp.	784	2.39
Mellon Bank, N. A. as Agent for its Client Mellon Omnibus US Pension	718	2.18
The Master Trust Bank of Japan, Ltd. (Trust Account)	563	1.71
Credit Suisse (LUXEMBOURG) S.A. on Behalf of Clients	440	1.34

### Percentage Composition of Shareholders



### Stock Price (Monthly) and Trading Volume



## Stock Information

- Fiscal year** April 1 to March 31 next year
- Record date for receipt of year-end dividends** March 31
- Record date for receipt of 2nd quarter dividends** September 30
- General shareholders' meeting** Held in June each year
- Stock transfer agent** Mitsubishi UFJ Trust and Banking Corporation
- Account manager for special accounts** Mitsubishi UFJ Trust and Banking Corporation Securities Transfer Section  
TEL: 0120-232-711 (Toll free only in Japan)
- Inquiries** 7-10-11, Higashisuna, Koto-ku, Tokyo 137-8081, Japan  
Mitsubishi UFJ Trust and Banking Corporation Securities Transfer Section  
TEL: 0120-232-711 (Toll free only in Japan)
- Stock exchange listing** Tokyo Stock Exchange, First Section
- Announcement** The Company posts information about settlement announcement on its website.  
<http://www.ariakejapan.com/>

## Precautions

1. Due to the conversion of all shares to book-entry form, in principle, changes of address, requests for purchases of shares and other shareholder procedures will be performed by the account manager (securities company, etc.) for each shareholder's account. These procedures are not performed by the Company's stock transfer agent (Mitsubishi UFJ Trust and Banking).
2. For all procedures concerning stock registered in the special account, please contact Mitsubishi UFJ Trust and Banking, which is the manager of this account. These procedures are handled at the head office and all branches of Mitsubishi UFJ Trust and Banking.
3. Accrued dividends can be received at the head office or any branch of Mitsubishi UFJ Trust and Banking.