

The Ariake Japan Web Site

Our Web site contains a variety of information about the Company

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



▲ Home

Please visit this page to view information for shareholders and investors

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



▲ IR Top Page

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 managers 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 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 to purchase shares and other procedures for shareholders 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.

April 1, 2008 ▶ March 31, 2009

Business Report

THE FINE FLAVORS OF NATURE

TO OUR SHAREHOLDERS

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01 TO OUR SHAREHOLDERS

We have completed our “global six-pillar system” with the start of full-scale operations at the two factories in Europe. This gives us an optimal regional production system that can consistently provide customers with high-quality products and respond to a diverse range of customer needs.

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We have completed our “global factories in Europe. This gives us customers with high-quality products and respond to a diverse range of customer needs.”



Chairman of the Board (CEO)

Kineo Okada



President (COO)

Tomoki Tagawa

We are pleased to present the Ariake Group’s “Business Report” for the year ended March 31, 2009 (FY2009) and to have this opportunity to offer our shareholders.

During the consolidated fiscal year, the Japanese economy rapidly weakened as corporations put off capital investments and adjusted inventories due to uncertainty about the future stemming from hikes in the price of crude oil and commodities and the global financial crisis that originated from the subprime mortgage problem in the U.S.

In the food industry, business conditions were harsh as consumer spending stagnated for several reasons including deterioration in employment and income conditions due to weak corporate earnings.

In this environment, as a leading manufacturer in the field of natural seasonings, the Group is anticipating customer needs and actively working to expand existing businesses both overseas and within Japan and to actively develop new business fields. In addition, the Group is striving to ensure “food safety” and “high quality.”

The Company has traditionally built plants not only in Japan but also overseas in order to expand its natural seasoning business throughout the world. In particular, the Company has made around 20 billion yen worth of large-scale capital investments over the past couple of years throughout the world for the construction and expansion of its factories. Last year operations at two European

plants were launched, completing the “global six-pillar system” of production and sales bases, centered on Japan but including the U.S., China, Taiwan, Belgium, and France. This “global six-pillar system” will result in optimal regional production system that can provide a stable and high-quality supply of products and create a system that can handle all the needs of our many customers.

During the consolidated fiscal year, the Company not only reorganized or eliminated product lines that were no longer profitable but also coordinated and cooperated with customers, and these efforts included establishing a system that can rapidly and efficiently meet the needs of customers by having the headquarters laboratories conduct some of the R&D that had previously only been carried out at the Kyushu Plant and not raising product prices when the price of crude oil and commodities jumped. In addition to launching operations at the European plants, the Company started marketing new products from Europe in Japan and focused on expanding sales.

To show our appreciation for the daily support of our shareholders and with hope for their continued support, we plan to pay an annual dividend of 40 yen per share, which is 10 yen greater than the previous fiscal year.

We look forward to receiving your continued guidance and encouragement.



Completed an optimal regional production system based on the “global six-pillar system”

The Company has built plants not only in Japan but also overseas in order to expand its natural seasonings business throughout the world. In particular, the Company has made around 20 billion yen worth of large-scale capital investments over the past couple of years throughout the world for the construction and expansion of its factories. In 2008, operations started at two European factories and a subsidiary in China completed construction of a factory in March 2009. This gives

us a “global six-pillar system” of production and sales bases that is centered on Japan and includes the U.S., China, Taiwan, Belgium and France. This “global six-pillar system” will result in optimal regional production system that can provide a stable and high-quality supply of products and create a system that can handle all the needs of our many customers.

1 Japan

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

▼ Status of new construction and expansion at No.2 Kyushu Plant



2 U.S.A.



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

3 China



- **Company Name** QINGDAO ARIAKE FOODSTUFF Co., Ltd.
- **Office Location** Jiaonan, Qingdao, 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



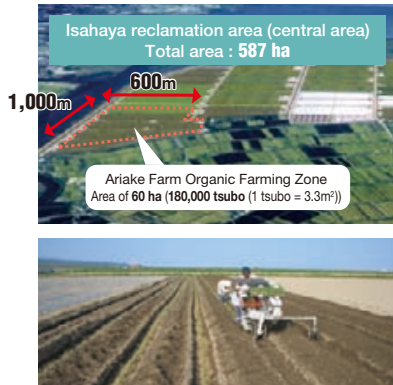
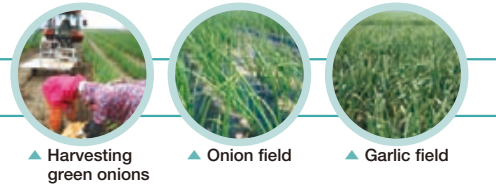
- **Company Name** F.P. Natural Ingredients S.A.S.
- **Office Location** Alençon, France
- **Established** March 2003
- **Capital** €16 million

6 Belgium



- **Company Name** F.P.N.I.BELGIUM N.V.
- **Office Location** Maasmechelen, Belgium
- **Established** January 2004
- **Capital** €30 million

Large organic vegetable farm on Isahaya reclamation area



▲ Aerial view of the expansive organic vegetable fields of Ariake Farm

Ariake Japan affiliate Ariake Farm Co., Ltd., which was established in 2005, started a large agricultural operation on reclaimed land along Isahaya Bay in Nagasaki in April 2008. The facility will help provide us with a reliable supply of safe, secure and low-cost organic vegetables.

Ariake Farm will grow vegetables on a site of about 60 hectares, which is approximately 10% of the reclaimed land in this area, to grow vegetables without the use of agricultural chemicals or chemical fertilizers. This is the largest organic agricultural operation in Japan.

Ariake Farm will directly produce a large volume of Japanese-grown organic vegetables with complete traceability. With these vegetables, Ariake Japan

plans to make its soup products and to develop healthy products made primarily from vegetables. Furthermore, we believe that these vegetables will be superior to imported vegetables in terms of both their safety and prices.

We currently grow onions, garlic, carrots and green onions. By 2011, when we plan to have a full-scale production system in place, we expect to have an annual output of 2,500 tons of vegetables.

After processing these organic vegetables to produce bouillon, we will use biotechnology to recycle the remnants of the vegetables as compost. This will make our operations even more environmentally responsible by contributing to recycling.

Ariake at Tokyo Taste – The World Summit of Gastronomy 2009

Tokyo Taste took place at the Tokyo International Forum for three days beginning on February 9, 2009. This event was held to increase the international exchange of ideas of chefs and cooking culture. There were presentations and cooking demonstrations by 21 famous chefs from eight countries. Participants included Joel Robuchon and Ferran Adria. The summit also included exhibits by a number of companies that support the objective of this event.

Ariake was a popular exhibitor at Tokyo Taste, giving visitors an opportunity to sample Infusion Bouillon and many other Ariake products. Joel Robuchon, who helped to develop this product, spent time at the Ariake booth to explain why Infusion Bouillon is so special. This bouillon generated a strong response from the large number of visitors to our booth. Many people asked for a household version of this product in addition to the foodservice version.

In response to requests from visitors to Tokyo Taste, Joel Robuchon set aside time to give out autographs and pose for pictures. This made the gastronomy summit an even more enjoyable and worthwhile event.



▼ The Ariake Japan booth



▼ The Infusion Bouillon corner



Dear.SOUP gift package for shareholders

Shareholders of record on March 31, 2009 who have held at least 100 shares of Ariake Japan stock for at least one year will receive at no cost a gift package containing seasoning products and Western-style sauce products.



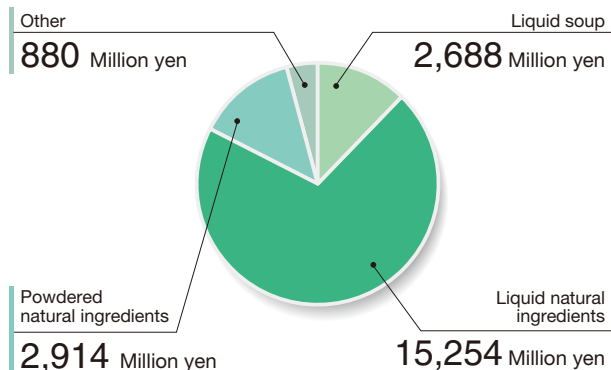
At least one unit (100 shares) but no more than ten units (1,000 shares)

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

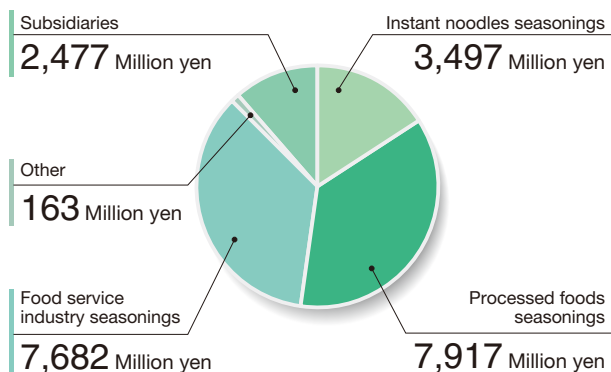
More than ten units (1,000 shares)

4,000 yen value (equivalent to 8,000 yen / year)

Breakdown of net sales by product



Breakdown of net sales by business segment



FY2009 Net Sales

21,736 Million yen

Consolidated net sales shrank 5.3% (1,225 million yen) year on year, to 21,736 million yen. Non-consolidated net sales shrank 3.7% (731 million yen) year on year to 19,258 million yen, mainly because of stagnant consumption due to growing defensiveness among Japanese consumers regarding spending and fiercer competition with rival companies. Broken down by segment, the Group recorded year on year growth in sales of 0.8% in the processed food segment as a result of the benefits of a sales strategy for prepared foods but saw sales shrink 4.9% year on year in the instant noodle segment and 6.6% year on year in the restaurant industry as consumers became more thrifty regarding eating out.

As for sales for consolidated subsidiaries, sales decreased 17.5% year on year mainly because of economic downturn overseas.

Consolidated operating income shrank 29.0% (1,183 million yen) year on year to 2,890 million yen as operating income from the Company declined, operating income from overseas subsidiaries fell as sales shrank, and expenses rose such as those for raw materials used by subsidiaries. Consolidated operating income to net sales was 13.3%.

Operating income for the Company fell 13.4% (502 million yen) year on year to 3,254 million yen because of not only a decline in sales but also an increase in expenses such as for raw materials (by 392 million yen) and energy due to hikes in crude oil prices (by 72 million yen).

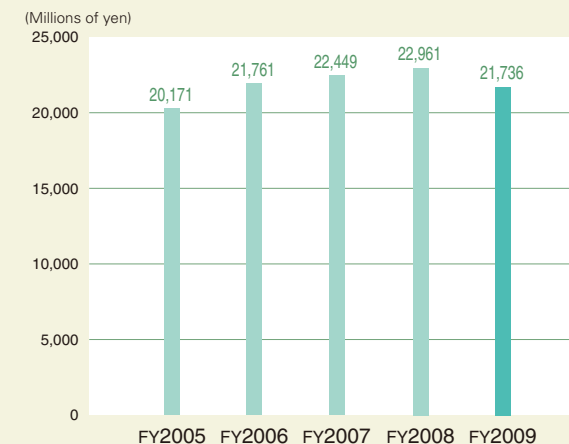
Consolidated ordinary income declined 47.6% (1,663 million yen) year on year to 1,830 million yen, and consolidated ordinary income to net sales was 8.4%.

Ordinary income for the Company fell 34.3% (1,303 million yen) year on year to 2,491 million yen for various reasons including the decline in operating income and the recording of 827 million yen in loss on valuation of derivatives.

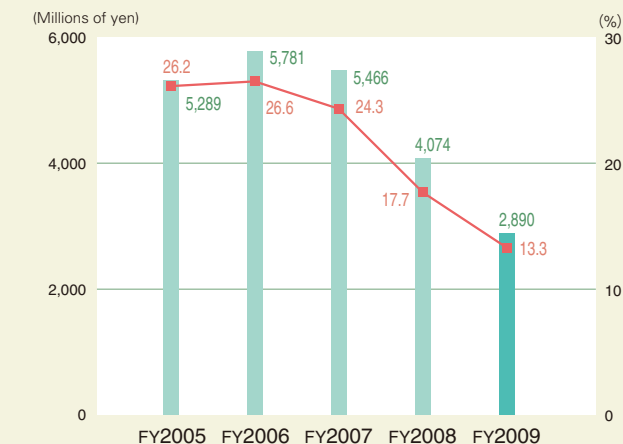
The Company has concluded long-term foreign exchange contracts for ten years or so in order to hedge foreign exchange risk related to imports from overseas subsidiaries. Starting this fiscal year, as there were changes in accounting policies for recording gains and losses, the unrealized losses on these contracts resulted in the recording of the above loss under non-operating expenses.

Consolidated net income fell 57.4% (1,061 million yen) year on year to 789 million yen, and non-consolidated net income fell 35.2% (776 million yen) year on year to 1,428 million yen.

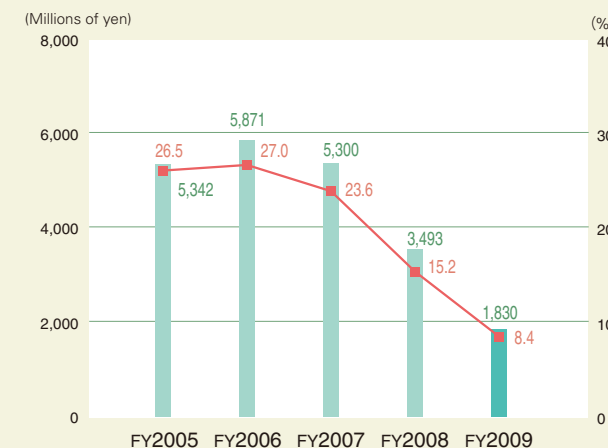
Net sales



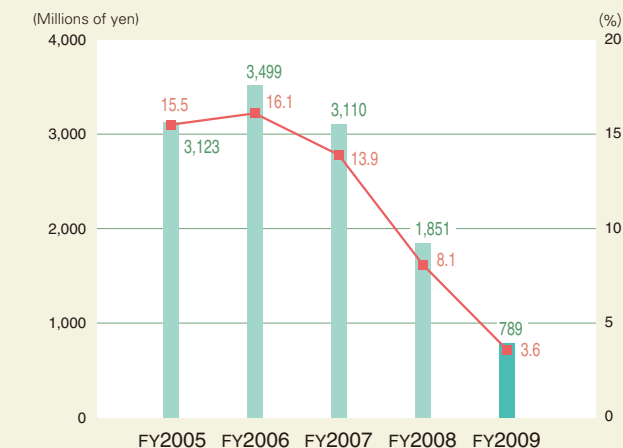
Operating income / Operating income to net sales



Ordinary income / Ordinary income to net sales



Net income / Profit ratio



CONSOLIDATED FINANCIAL STATEMENTS

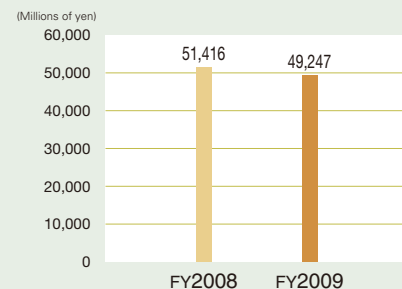
Consolidated Balance Sheets

(Millions of yen)

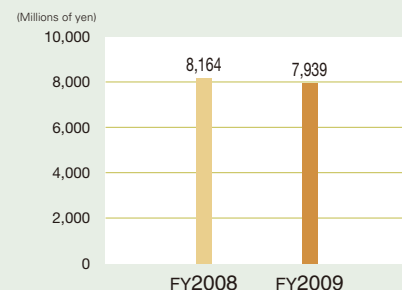
	FY2008 As of March 31, 2008	FY2009 As of March 31, 2009
Assets		
Current assets	20,515	20,885
Fixed assets	30,901	28,362
Tangible fixed assets	27,218	24,715
Intangible fixed assets	116	88
Investments and other assets	3,565	3,557
Total assets	51,416	49,247
Liabilities		
Current liabilities	6,506	6,601
Long-term liabilities	1,658	1,338
Total liabilities	8,164	7,939
Net Assets		
Shareholders' equity	42,239	41,912
Unrealized gains and adjustments	730	(835)
Minority interest	282	230
Total net assets	43,251	41,308
Total liabilities and net assets	51,416	49,247

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

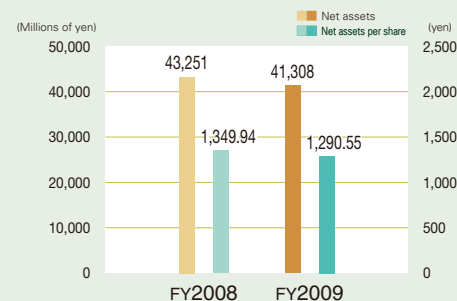
Assets



Liabilities



Net Assets / Net Assets per Share



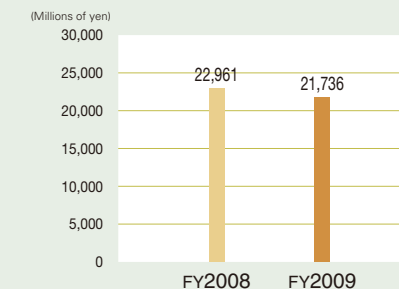
Consolidated Statements of Income

(Millions of yen)

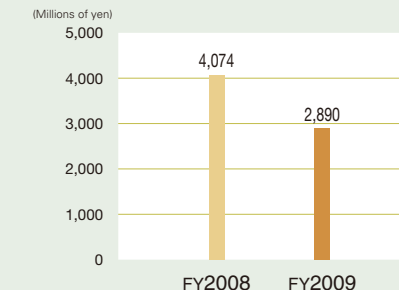
	FY2008 From April 1, 2007 to March 31, 2008	FY2009 From April 1, 2008 to March 31, 2009
Net sales	22,961	21,736
Cost of sales	14,765	14,781
Gross profit	8,196	6,955
Selling, general and administrative expenses	4,122	4,064
Operating income	4,074	2,890
Non-operating income	200	279
Non-operating expenses	781	1,339
Ordinary income	3,493	1,830
Extraordinary gains	235	1
Extraordinary losses	308	59
Income before income taxes	3,421	1,772
Income, inhabitant and business taxes	1,608	1,005
Adjustments for income and other taxes	(53)	(17)
Minority interest in net income	14	(4)
Net income	1,851	789

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

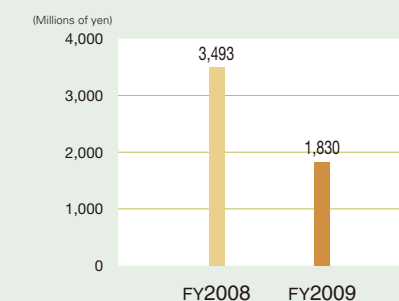
Net Sales



Operating Income



Ordinary Income



CONSOLIDATED FINANCIAL STATEMENTS

NON-CONSOLIDATED FINANCIAL STATEMENTS

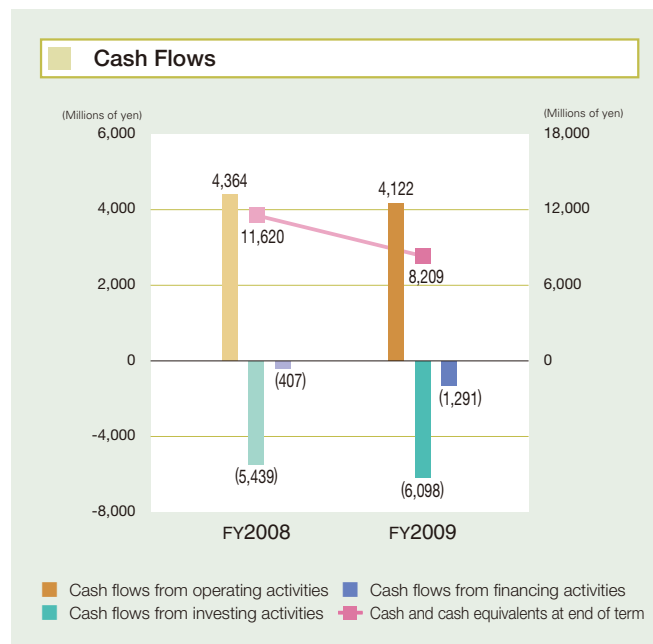
www.ariakejapan.com/

Consolidated Statements of Cash Flows

(Millions of yen)

	FY2008 From April 1, 2007 to March 31, 2008	FY2009 From April 1, 2008 to March 31, 2009
I. Cash flows from operating activities	4,364	4,122
II. Cash flows from investing activities	(5,439)	(6,098)
III. Cash flows from financing activities	(407)	(1,291)
IV. Exchange difference of cash and cash equivalents	174	(143)
V. Decrease in cash and cash equivalents	(1,308)	(3,410)
VI. Cash and cash equivalents at beginning of term	12,928	11,620
VII. Cash and cash equivalents at end of term	11,620	8,209

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



Consolidated Statements of Changes in Shareholders' Equity (From April 1, 2008 to March 31, 2009)

(Millions of yen)

	Shareholders' equity				Total shareholders' equity	Unrealized gains and adjustments				Minority interest	Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock		Unrealized gains on other securities	Deferred gains on hedges	Adjustment account for foreign currency exchange	Total unrealized gains on other securities		
Balance as of March 31, 2008	7,095	7,833	29,366	(2,055)	42,239	(9)	(224)	963	730	282	43,251
Amount of fluctuation during the consolidated fiscal year											
Dividend from retained earnings			(1,114)		(1,114)						(1,114)
Net income			789		789						789
Acquisition of treasury stock				(2)	(2)						(2)
Disposal of treasury stock			(0)	0	0						0
Amount of fluctuation of items other than shareholders' equity during the consolidated fiscal year (net)						79	224	(1,869)	(1,565)	(51)	(1,617)
Total amount of fluctuation during the consolidated fiscal year	—	—	(324)	(1)	(326)	79	224	(1,869)	(1,565)	(51)	(1,943)
Balance as of March 31, 2009	7,095	7,833	29,041	(2,057)	41,912	70	—	(905)	(835)	230	41,308

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

Non-consolidated Balance Sheets

(Millions of yen)

	FY2008 As of March 31, 2008	FY2009 As of March 31, 2009
Assets		
Current assets	18,336	19,271
Fixed assets	28,246	28,060
Tangible fixed assets	16,572	15,205
Intangible fixed assets	20	19
Investments and other assets	11,652	12,835
Total assets	46,583	47,332
Liabilities		
Current liabilities	3,210	3,718
Long-term liabilities	1,239	865
Total liabilities	4,450	4,583
Net assets		
Shareholders' equity	42,365	42,678
Unrealized gains and adjustments	(233)	70
Total net assets	42,132	42,749
Total liabilities and net assets	46,583	47,332

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

Non-consolidated Statements of Income

(Millions of yen)

	FY2008 From April 1, 2007 to March 31, 2008	FY2009 From April 1, 2008 to March 31, 2009
Net sales	19,990	19,258
Cost of sales	12,903	12,841
Gross profit	7,086	6,417
Selling, general and administrative expenses	3,329	3,163
Operating income	3,757	3,254
Non-operating income	175	237
Non-operating expenses	136	1,000
Ordinary income	3,795	2,491
Extraordinary gains	200	—
Extraordinary losses	276	85
Income before income taxes	3,719	2,406
Income, inhabitant and business taxes	1,580	995
Adjustments for income and other taxes	(66)	(17)
Net income	2,205	1,428

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

Non-consolidated Statements of Changes in Shareholders' Equity (From April 1, 2008 to March 31, 2009)

(Millions of yen)

	Shareholders' equity														Total net assets
	Common stock	Capital surplus		Retained earnings					Treasury stock	Total shareholders' equity	Unrealized gains and adjustments				
		Capital reserve	Total capital surplus	Legal reserve of retained earnings	Reserve for special depreciation	Special reserve fund	Earned surplus carried forward	Total retained earnings			Unrealized gains on other securities	Deferred gains on hedges	Total unrealized gains and adjustments		
Balance as of March 31, 2008	7,095	7,833	7,833	441	98	7,820	21,132	29,492	(2,055)	42,365	(9)	(224)	(233)	42,132	
Amount of fluctuation during the fiscal year															
Allowance of reserve for special amortization					5		(5)	—	—	—				—	
Withdrawal of reserve for special amortization					(21)		21	—	—	—				—	
Dividend from retained earnings							(1,114)	(1,114)	(1,114)	(1,114)				(1,114)	
Net income							1,428	1,428	1,428	1,428				1,428	
Acquisition of treasury stock									(2)	(2)				(2)	
Disposal of treasury stock							(0)	(0)	0	0				0	
Amount of fluctuation of items other than shareholders' equity during the consolidated fiscal year (net)											79	224	303	303	
Total amount of fluctuation during the fiscal year	—	—	—	—	(16)	—	330	314	(1)	312	79	224	303	616	
Balance as of March 31, 2009	7,095	7,833	7,833	441	82	7,820	21,463	29,807	(2,057)	42,678	70	—	70	42,749	

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

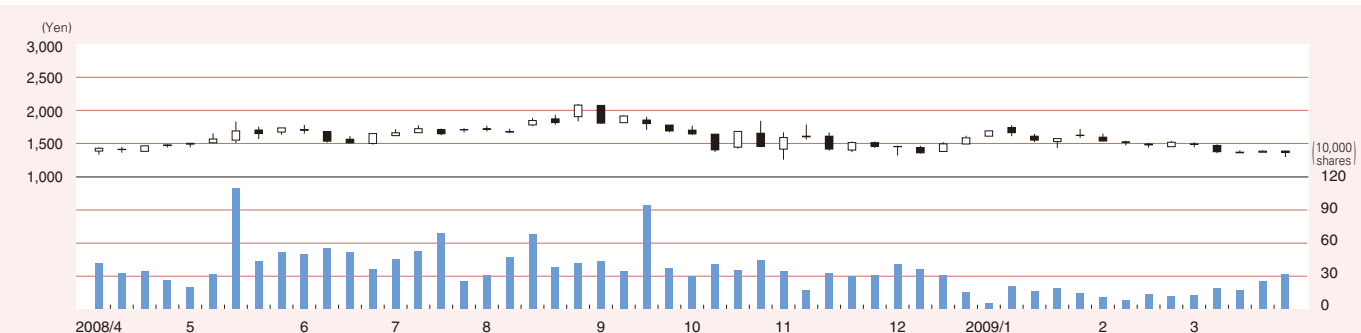
Stock Data (As of March 31, 2009)

- Total number of shares authorized to be issued..... 130,000,000 shares
- Total issues and outstanding shares 32,808,683 shares
- Number of shareholders 20,903
- Stock exchange listing Tokyo Stock Exchange, First Section
- Securities code number 2815

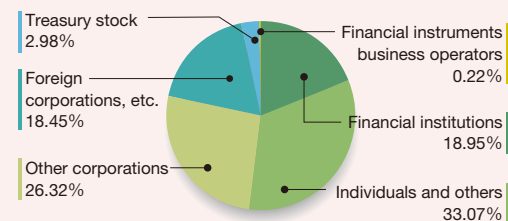
Major Shareholders (Top 10)

Name of Shareholders	Thousand Shares	Percentage
Japan Food Business Co., Ltd.	5,338	16.27
Kineo Okada	4,217	12.85
State Street Bank and Trust Company	3,203	9.76
Kineo Okada Scholarship Foundation	2,196	6.69
National Mutual Insurance Federation of Agricultural Cooperatives	1,502	4.57
Naoki Okada	1,439	4.38
Japan Trustee Service Bank, Ltd. (Trust Account)	1,140	3.47
The Master Trust Bank of Japan, Ltd. (Trust Account)	791	2.41
Japan Trustee Services Bank, Ltd. (Trust Account 4G)	787	2.40
Ohsho Food Service Corp.	784	2.39

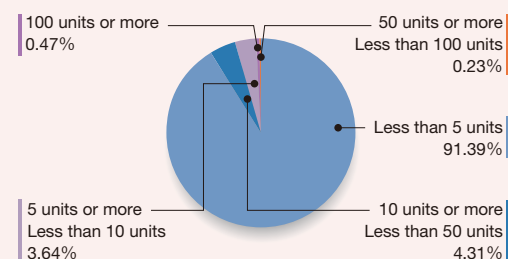
Stock Price (Weekly)



Percentage Composition of Shareholders



Percentage Composition by Number of Shares Held (Shares=100)



Company Profile (As of March 31, 2009)

■ **Trade Name** ARIAKE JAPAN Co., Ltd.

■ **Representative** Kineo Okada,
Chairman of the Board (CEO)
Tomoki Tagawa,
President (COO)

■ **Established** June 2, 1966

■ **Capital** 7,095,096 thousand yen

■ **Employees** 347

■ **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

■ **Bank** 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.

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

● 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

● Fukuoka Branch

3-15-19, Hakataekimae, Hakata-ku, Fukuoka 812-0011
TEL: 092-475-2990

● Sapporo Sales Office

WALL ANNEX 601, 9-1, Kita niyo 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



Headquarters building