



# *FY3/2020 1Q Results Explanatory Materials*

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Oisix  
August 13, 2019

## Executive summary

- ✓ **Sales, EBITDA, and operating income are progressing steadily** compared to initial forecasts.
- ✓ **Successfully increased both sales and profits YoY on an adjusted like-for-like basis\***.  
\*Due to a change in the consolidated fiscal year of Radish Boya, FY2019/3 includes one extra month (4-months in 1Q resulting in 13-months total). For the purposes of like-for-like YoY comparisons, one month of Radish Boya data (March) was deducted.
- ✓ **We established Future Food Fund and launched Oisix Craft Market services to create an ecosystem that supports start-up companies in the food business.**

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- 2. Results on Business segment**
- 3. Solving issues in the food field**
- 4. Social Activities**
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## *1. FY3/2020 Achievements*

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# 1Q Highlights

Sales

**16.26**bn yen  
(vs Target **+1.4%**)

EBITDA  
※1

**0.75**bn yen  
(vs target **+29.8%**)

Operating  
Profit

**0.54**bn yen  
(vs Target **+58.1%**)

Net income  
Attributable to  
owners of the  
parent

**0.27**bn yen

## Home Delivery Business

Oisix

Sales

**8.30**bn yen

Marginal profit

**0.93**bn yen

Daichi  
※2

Sales

**2.58**bn yen

Marginal profit

**0.45**bn yen

Radish Boya

Sales

**3.77**bn yen

Marginal profit

**0.68**bn yen

Other Business  
※2

Sales

**1.66**bn yen

Marginal profit

**0.24**bn yen

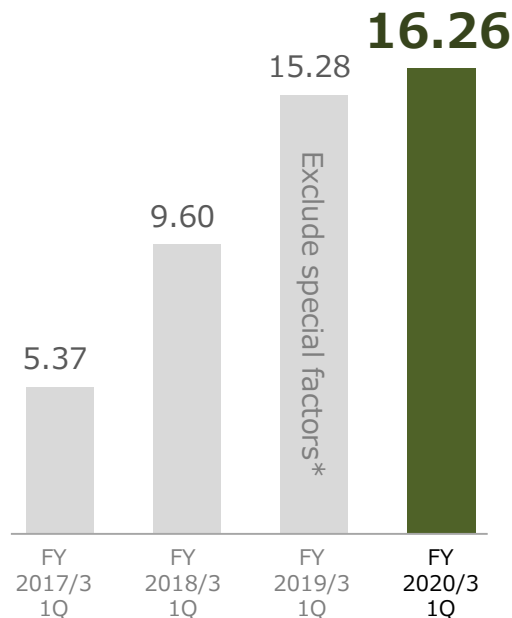
# Consolidated Results Overview

\* Due to a change in the consolidated fiscal year, FY2019/3 includes one extra month (4-months in 1Q resulting in 13-months total). For the purposes of like-for-like YoY comparisons, one month of RadishBoya data (March) was deducted.

Successfully increased both sales and profits YoY on an adjusted like-for-like basis\*.

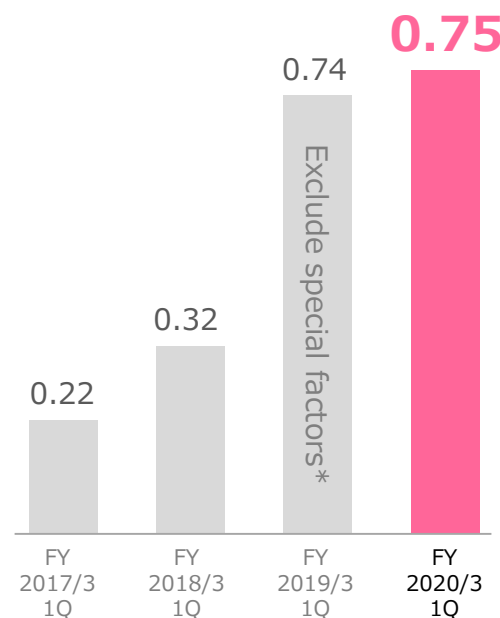
## Sales

**16.26** bn yen



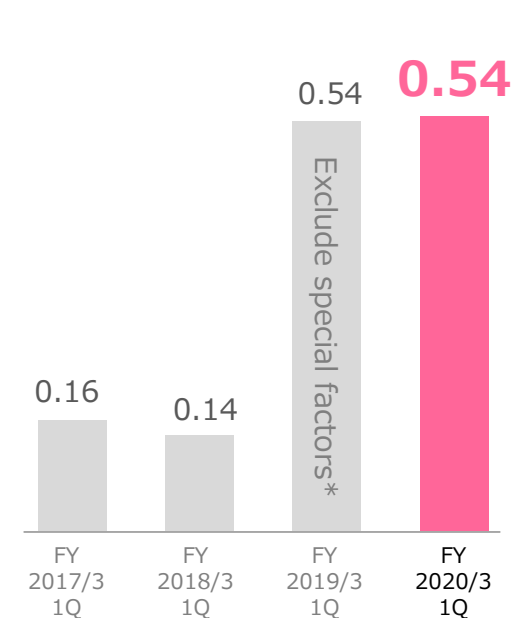
## EBITDA

**0.75** bn yen



## Operating Profit

**0.54** bn yen

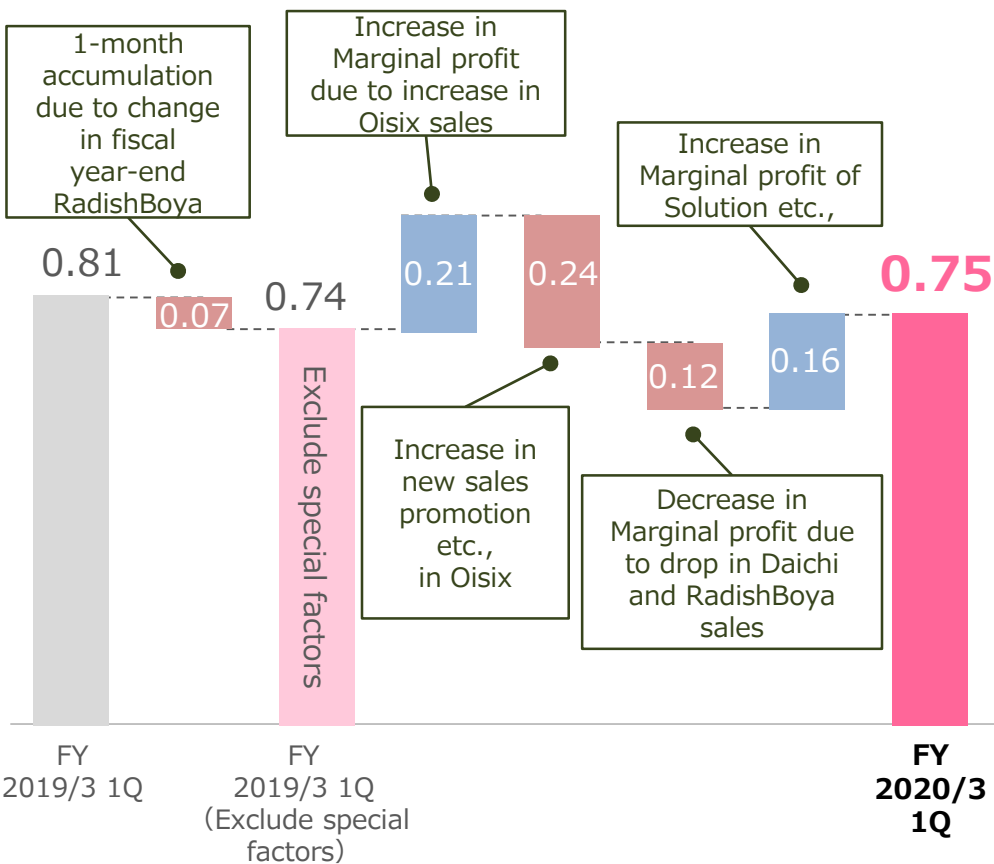


# EBITDA/ Net income comparison with FY3/2019 1Q

\* Due to a change in the consolidated fiscal year, FY2019/3 includes one extra month (4-months in 1Q resulting in 13-months total). For the purposes of like-for-like YoY comparisons, one month of RadishBoya data (March) was deducted.

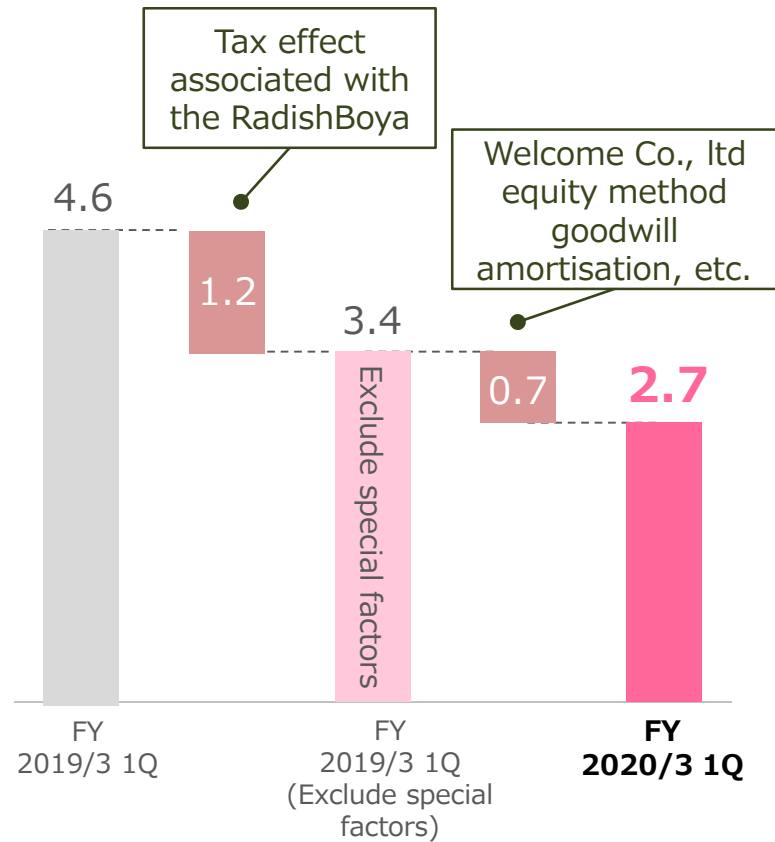
EBITDA increased YoY on an adjusted like-for-like basis\*, despite investments to Oisix bland. Net income decreased due to normalization of RadishBoya income tax rate and amortisation of goodwill at Welcome Co., Ltd..

## EBITDA (bn yen)

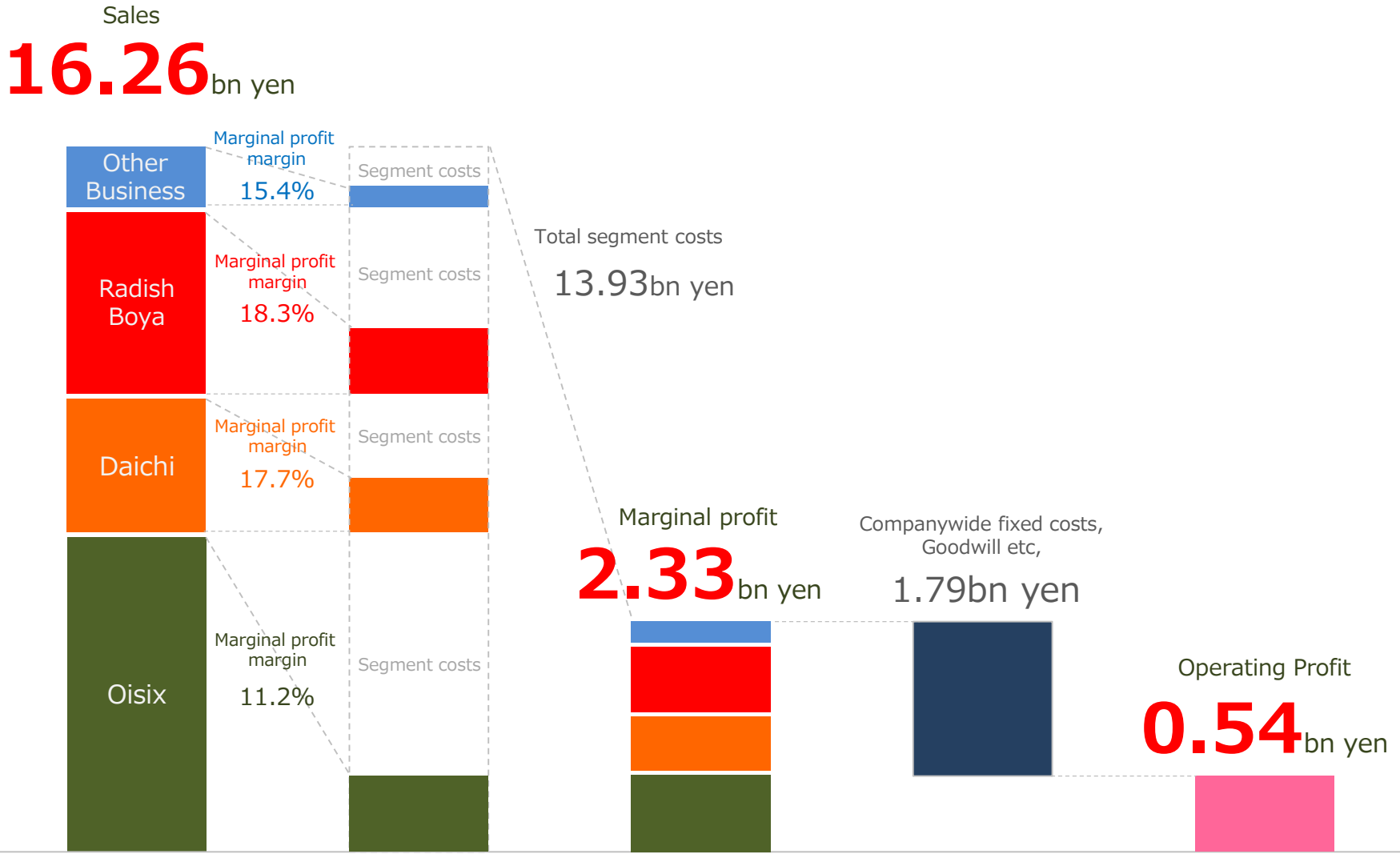


## Net income

attributable to owners of the parent (bn yen)



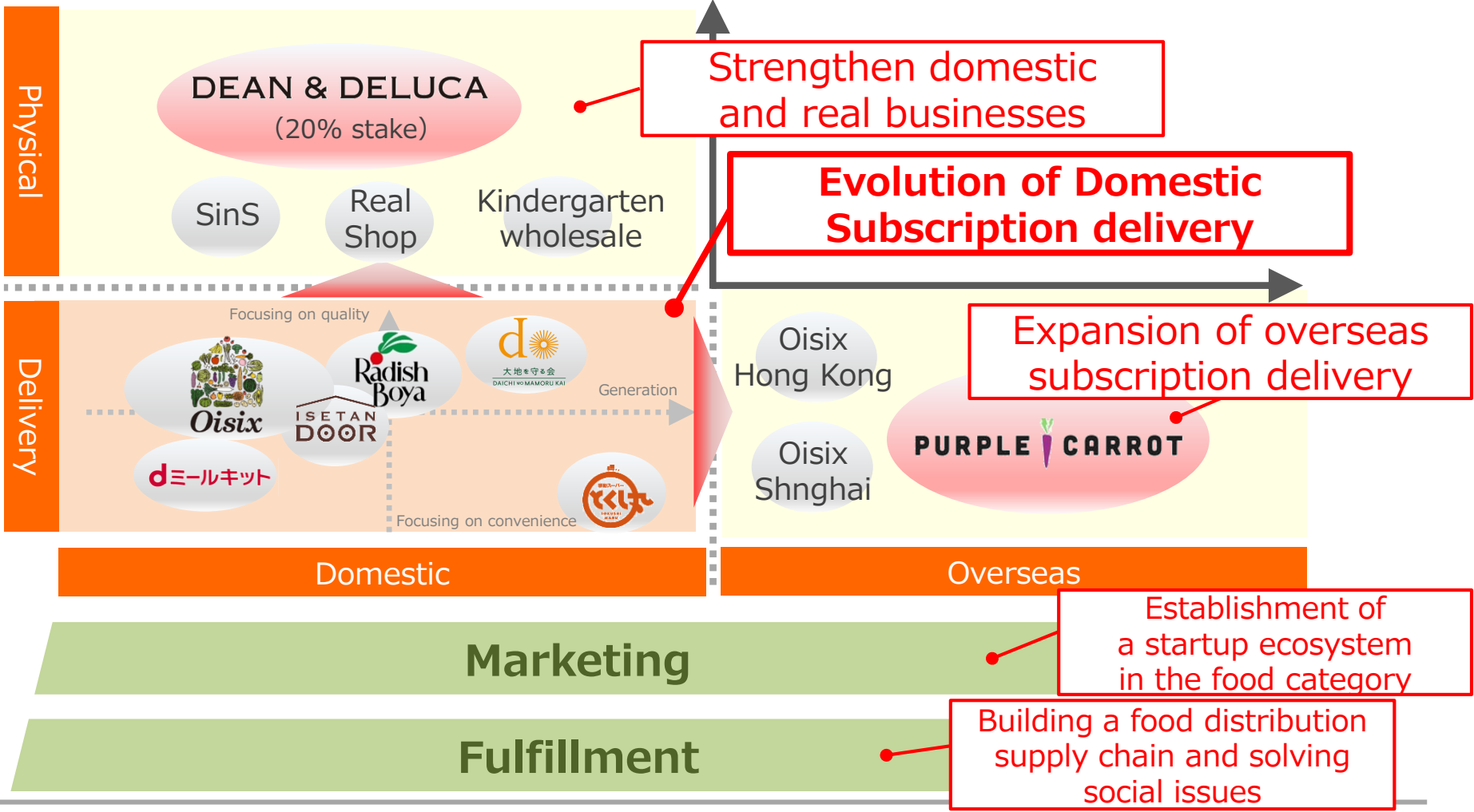
# Business segment Results Overview





# Expanding Business Domains to Non-Linear Growth

In addition to the domestic delivery of subscribers, we began overseas delivery of subscribers and entry into the domestic real estate business.



## *2. Results on Business segments*

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# Overview of Business Segments

## ① Domestic Delivery business (Three major brands)

- Oisix
- DWMK
- Radish Boya

## ② Domestic Delivery business (Other)

- EC support business for other companies (Alliance)
- Tokushimaru (Subsidiary)

## ③ Other Business

- Overseas Business
- Real Retail Business

## ① Domestic Delivery business (Three major brands)

- Oisix
- DWMK
- Radish Boya

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## ③ Other Business

- Overseas Business
- Real Retail Business

Domestic Delivery business (Three major brands)
Domestic Delivery business (Other)
Other Business

# Oisix KPI

No. of subscribers :

**Significant growth** due to the effects of large-scale promotions and television broadcasting

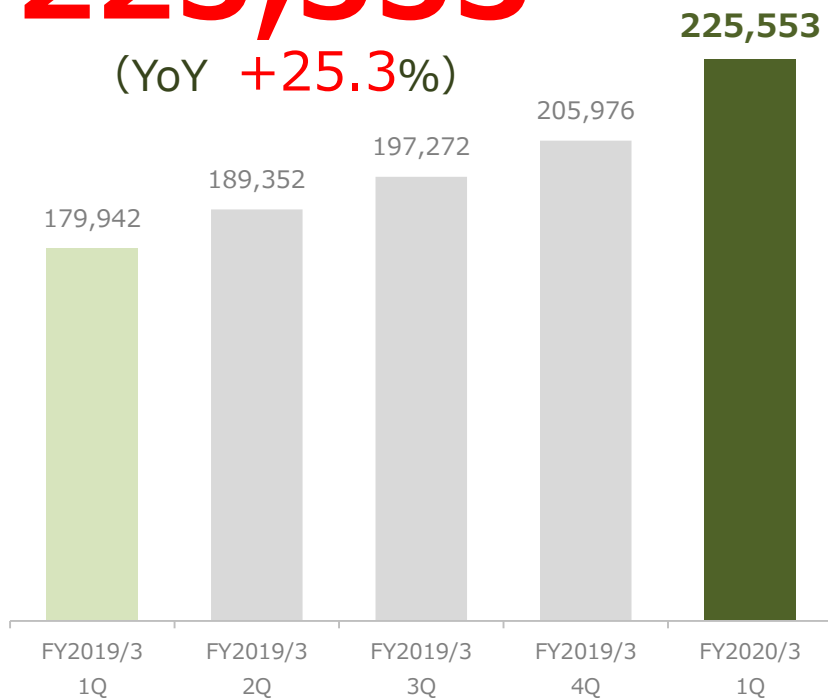
ARPU :

**Slight decrease** due to decrease in both frequency and price/purchase due to increase in new light users

## ■ No. of subscribers

# 225,553

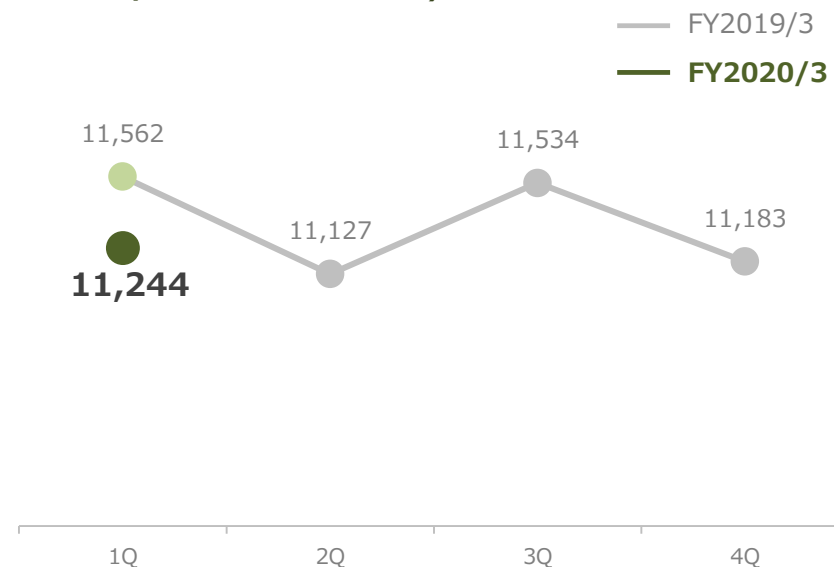
(YoY **+25.3%**)



## ■ ARPU\*

# 11,244 yen

(YoY **△2.8%**)



# Oisix Topics

Domestic Delivery business (Three major brands)
Domestic Delivery business (Other)
Other Business

By focusing new customer acquisitions activities on meal kits, subscriptions have increased rapidly to over 120,000.

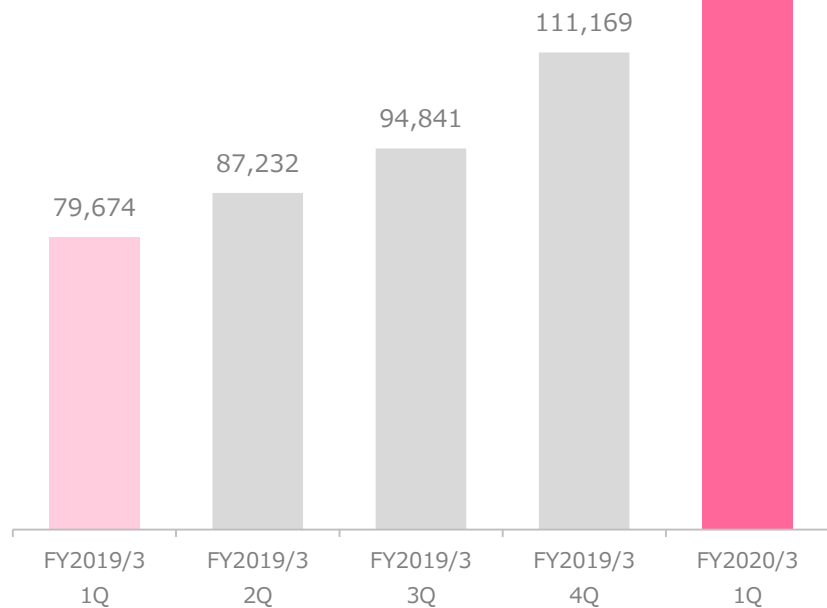
## No. of meal kit course subscribers

(Includes Oisix subscribers)

# 128,551

(YoY +61.3%)

128,551



## Feature of Kit Oisix

1

Delivers volumes/quantities of food suitable for a given family size. Allows preparation of the main dish and side dish in 20 minutes.



2

All menus contain five or more types of vegetables and reflect consideration for well-balanced nutrition.

3

Uses only safe, reliable ingredients from farmers and manufacturers under contract to us.



Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

Other Business

# Oisix Topics

Led by meal kits, overall subscriptions saw rapid increase due to the effects of exposure from the likes of “*Sakagami & Sashihara no Tsubure-nai Mise*” (TBS affiliate) which was aired in April.

## ■ TV broadcast in April

4/14(日) 「坂上&指原のつぶれない店」(TBSテレビ)  
でOisixが紹介されました!

ヒロミさん命名  
つますきてごまっ菜

みりトマト

Oisix TV放送記念

TVで話題の野菜も買える!

3 今入会すると  
大特典  
プレゼント!

The graphic features a green header with the broadcast date and program name. Below it, two images show a vegetable dish and sliced tomatoes. A yellow banner at the bottom highlights a '3 major benefits' offer for new subscribers. The background is bright yellow with a stylized TV set and gift box icon.

## ■ Collaboration with *Crayon Shinchan*





# Oisix Topics

Oisix Prime Pass, a new subscription service, was launched on June 27<sup>th</sup> with the aim of increasing new customer retention and purchase frequency.

## ■ Oisix Prime Pass

By paying 1,280yen per month



## Oisix Prime Pass

Daily free pass

Free of 3 items every week



Vege/Fruit pass

20% discount on vegetables and fruit





# Daichi KPI

Domestic Delivery business (Three major brands)
Domestic Delivery business (Other)
Other Business

No. of subscribers :

Continuing to prioritize product/service design and in the curbing of inefficient channels in the area of customer acquisition.

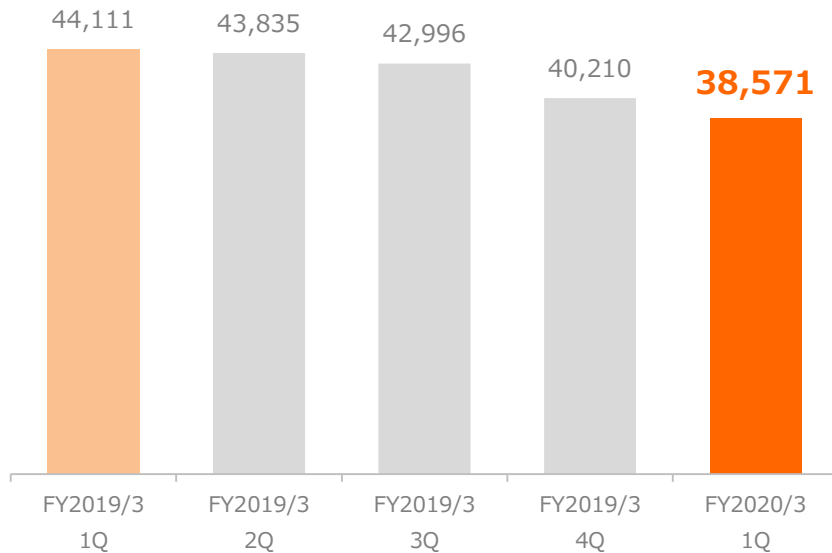
ARPU :

**Increased** owing to analysis of customer acquisition channels and effects of existing customer purchase frequency/ customer baskets.

## ■ No. of subscribers

# 38,571

(YoY  $\Delta$ 12.6%)

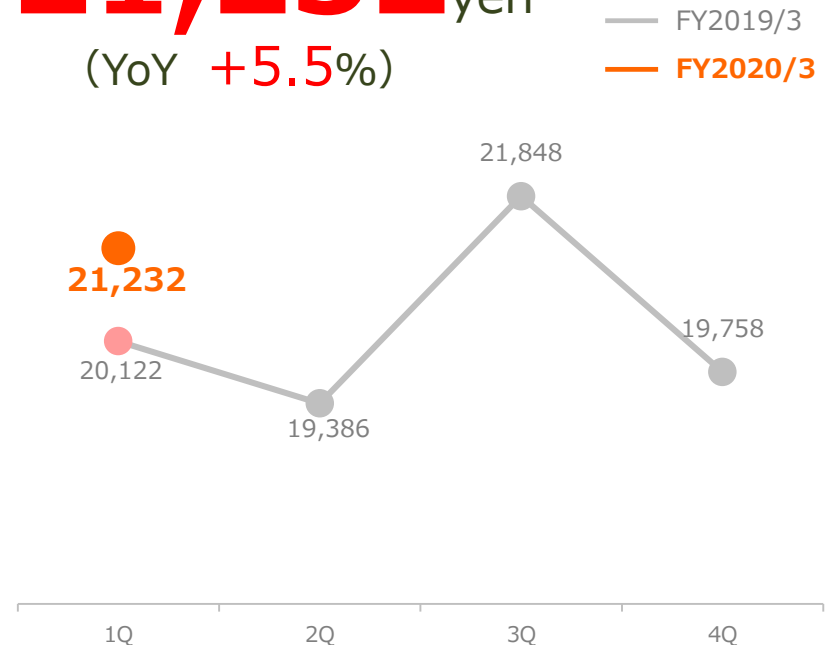


## ■ ARPU\*

# 21,232

 yen

(YoY +5.5%)



# Daichi Topics

Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

Other Business

Owing to higher penetration of the subscription course among new subscribers, customer retention post subscription has risen. In the area of product development, we launched new items consistent with our concept of “proper dietary habits”.

## ■ Establishment of subscription courses



New users select courses suited to their needs from a menu of 3 subscription courses at the time of membership.

• Seasonal vegetables course



• Relief for children course



• Smoothie course



## ■ Product development in line with “proper dietary habits”

### ◆ Everyday Vegetable Side dishes Set



### ◆ The “Delectable Fish in a Flash” series



**New user retention has increased with promotion of subscriptions..**

Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

Other Business

# Radish Boya KPI

No. of subscribers :

Continued decline owing to improved profitability of existing subscribers and curbing of new customer acquisitions.

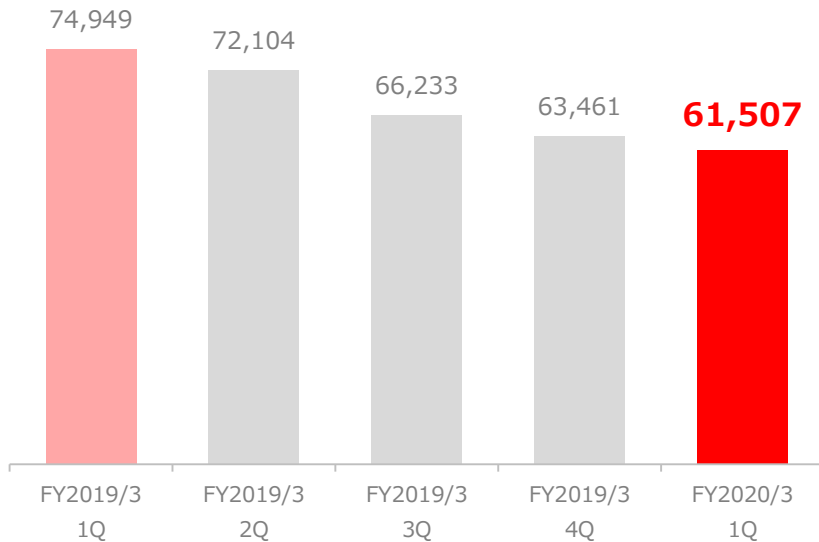
ARPU :

Increased owing to a reduction in unprofitable users and the resulting improvement in average customer baskets.

## ■ No. of subscribers

# 61,507

(YoY  $\Delta$ 17.9%)

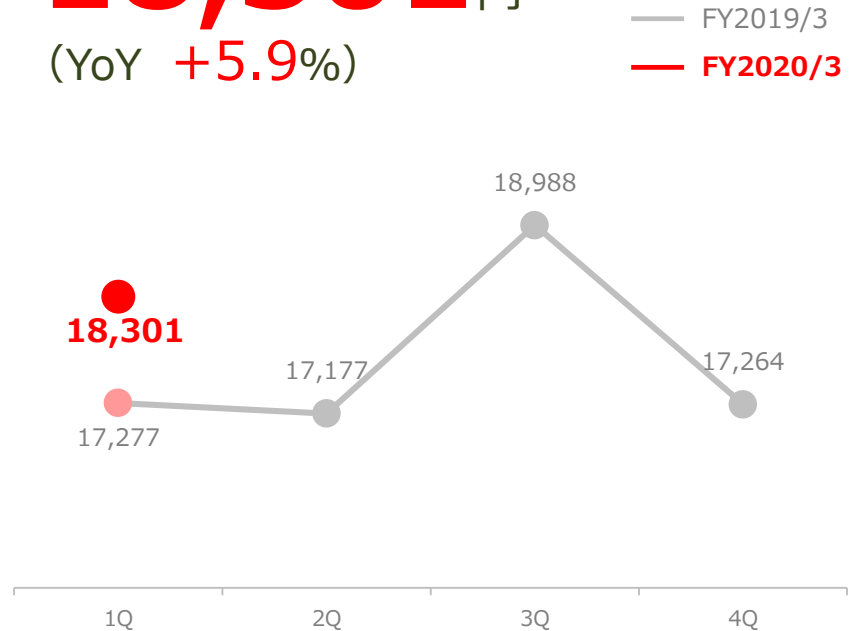


## ■ ARPU\*

# 18,301

円

(YoY +5.9%)



# Radish Boya Topics

Development of user-focused services and customer acquisition channels under the concept of "A green grocery that makes cooking enjoyable."

## ■ Arrange "Palette"\*(vegetable box)

In answer to customer requests, the "Palette" is a service that makes possible selection between potatoes, onions, and carrots – vegetable items often purchased in excess.



Can be freely switched



## ■ Promotion in Cooking class

Designated "ambassadors," culinary professionals introduce our services using RadishBoya products.



# Overview of Business Segments

Domestic Delivery business (Three major brands)
<b>Domestic Delivery business (Other)</b>
Other Business

## ① Domestic Delivery business (Three major brands)

- Oisix
- DWMK
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## ③ Other Business

- Overseas Business
- Real Retail Business

# "d-meal kit" Release

In collaboration with NTT DOCOMO, we launched a new service "d-meal kit powered by Oisix" on July 25th.

**dミールキット** powered by *Oisix*

## ◆ Outline of "d-meal kit"

### ✓ Regular delivery of "d-meal kit".

Offer a 5-day meal kit menu.  
In the original meal kit "5min. delicious" series, 2 products, main dishes and side dishes, are completed in 5 minutes.

### ✓ Delicious Breakfast Passport

Customers can purchase milk, bread, ham, etc.  
– handy for breakfast, with a simple fixed monthly payment.



Via collaborative work with NTT DOCOMO, we aim to provide solutions to the many customers having thoughts on issues such as the burden of housework and food waste



# Alliance projects

Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

Other Business

Alliance projects (e.g., ISRTAN DOOR, Sumitomo Life Vitality), ongoing since last year, have been progressing smoothly.

## ■ ISETAN DOOR

Exceeded 10 thousand users in May.  
Gross transaction value also steadily increasing



## ■ Sumitomo Life Vitality

The number of users grew steadily.  
Add "Kit Oisix" to discount products and expand services



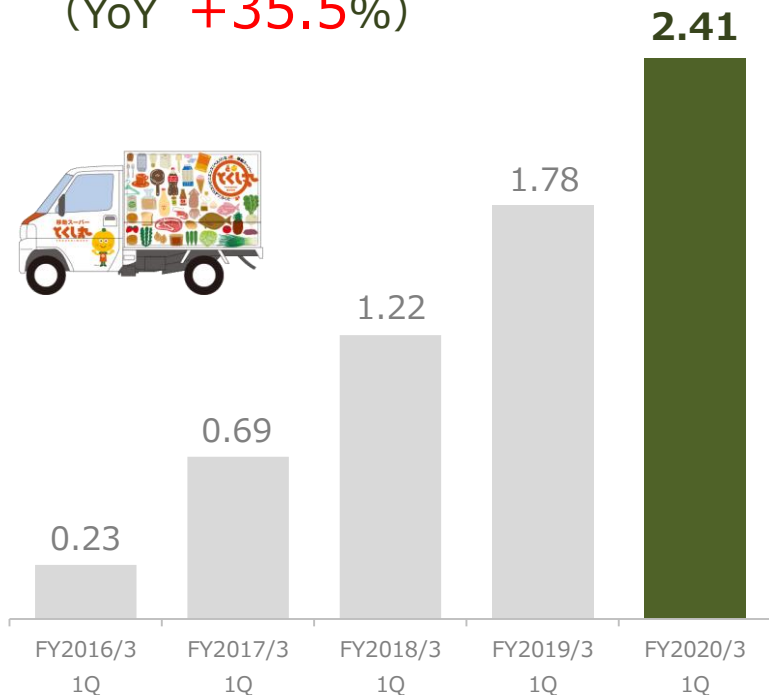
# Tokushimaru(subsidiary)



The mobile Supermarket business for elderly shopping refugees (Acquired shares in 2016). The value of circulation has grown steadily, and the number of operating vehicles has surpassed 400.

## ■ The value of circulation

**2.41** bn yen  
(YoY +35.5%)



## ■ Development Scale

Number of affiliated supermarkets      Number of vehicles in operation

**113**      **415**



## ■ Recent topics

In July 2019, Tokushimaru entered into a new business alliance with “Delicia”, a supermarket centered in the Koshinetsu region, and “Matsugen”, a supermarket centered in the Kansai region. Vehicles in operation exceeded 400. Aiming for further expansion of infrastructure.





# Overview of Business Segments

Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

**Other Business**

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# Overseas Business : Hong Kong/China(Shanghai)

Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

Other Business

Hong Kong: Entering a customer acquisition expansion phase  
having fine-tuned services content

China: Advancing improvements to services launched in March.

## ■ Oisix Hong Kong

Whilst we continue to fine-tune the revamped "Oisix Club," we are also moving into a customer acquisition expansion phase.

## ■ Oisix Shanghai

Launched services for Chinese customers in March 2019.

Securing customer feedback to advance improvements to products/services.



Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

Other Business

# Overseas Business : Purple Carrot(subsidiary)

Promoting personnel exchanges post acquisition.

Developing a Japanese Vegan Menu and Improving Profitability in the Purple Carrot Business.

## ■ Purple Carrot in Oisix

We plan to roll out a vegan menu in Japan by the end of this year

## ■ Initiatives to improve profitability

We prioritize quality improvement through improved logistics operations

- Optimize packaging materials to prevent damage
- Change of box layout for quality assurance of fruits and vegetables etc.,

## Creation of the Vegan market in Japan

## Decline in churn rate due to improvement in customer satisfaction



# Real Retail Business : Shop in Shop

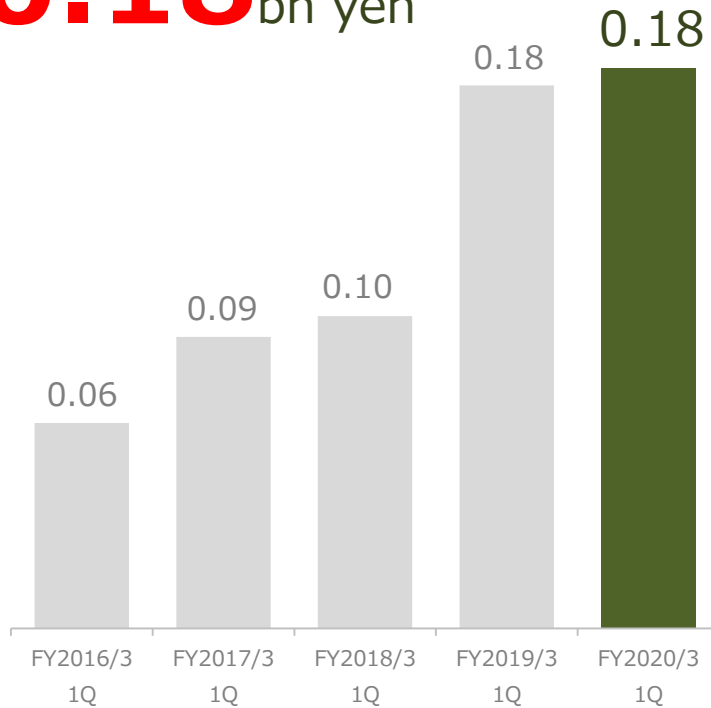
Domestic Delivery business (Three major brands)
Domestic Delivery business (Other)
<b>Other Business</b>

## Shop in Shop

While carefully withdraw unprofitable shop, **expand the shop of transactions centered on Oisix brands**. Developing a sales format that includes both fruit and vegetable as well as meal kits

## Sales

**0.18** bn yen



## No. of shops

**139**



# Real Retail Business : Kindergarten Wholesale

Domestic Delivery business  
(Three major brands)

Domestic Delivery business  
(Other)

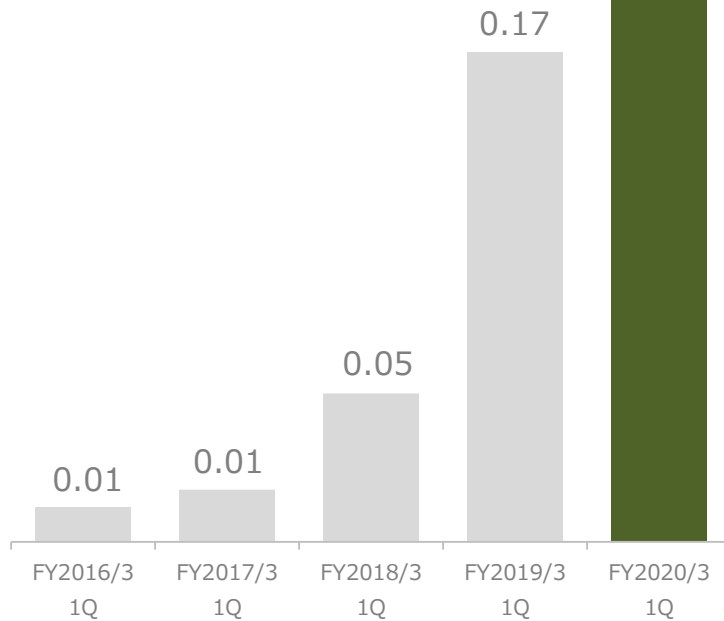
Other Business

## ■ Kindergarten Wholesale

Sales increased due to steady growth in new No. of participating kindergartens due to the timing of fiscal year switching.

## ■ Sales

**0.24**bn yen



## ■ No. of trading kindergartens

**380**

## ■ Recent topics

In addition to school lunch, in order to provide children with a wealth of food experience, we donate an original-design walking cart and hold marche where the children can experience greengrocers.



### *3. Solving issues in the food field*

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- ① **Creation of a Food Start-ups ecosystem**
- ② **Efficient food supply chain**
- ③ **Notice of Issuance of New Shares  
via Third-Party Allotment (27 June, 2019 released)**



- ① **Creation of a Food Start-ups ecosystem**
- ② Efficient food supply chain
- ③ Notice of Issuance of New Shares  
via Third-Party Allotment (27 June, 2019 released)



# Creation of a Food Start-ups ecosystem in Japan

## ■ The Environment surrounding Food Start-ups in US



**Exit**

**IPO of Beyond meat**

**BEYOND MEAT**

**Nestlé → Blue Bottle Acquisition**

**BLUE BOTTLE COFFEE**

**Coca Cola → ZICO Acquisition**

**ZICO COCONUT WATER**

# Creation of a Food Start-ups ecosystem in Japan

An environment where food startups are difficult to grow in Japan



Exit

**Aim to Build an Ecosystem to Support Startups in Japan**

# Future Food Fund

We established a venture capital firm specializing in the food field. The size of the fund is expected to be several billion. Aggressively invest in advanced food, agriculture and healthcare fields in Japan and overseas with partner companies.

## ■ Feature of Future Food Fund

Venture capital to support startups specializing in the field

Start-ups in the domestic and overseas food field



Future Food Fund



Domestic food-related companies

Collaboration with overseas venture capital firms and incubators specializing in the food industry

powerplant  
VENTURES

Venture capital on new food sector in US



Support of share offices and test kitchens

Launch of an innovative food category

Agri-Tech

Health Care

New Food

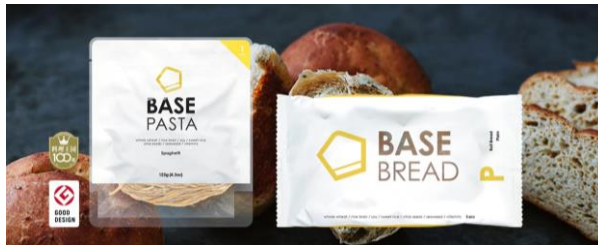
# Oisix Craft Market

We established the Oisix Craft Market to create a food startup ecosystem in Japan

## ◆ Domestic Startup ※Plan to sale in Autumn in 2019

Ex) Base Food Co., Ltd.

- Sell pasta / bread with a complete diet



## ◆ Collaboration with overseas venture capital / Incubators

powerplant

VENTURES

American New Food Category  
Venture Capital



Support for shared office  
and test kitchen



# About A-FIVE

◆ investment and growth support to businesses  
in order to further strengthen and grow the Japanese agriculture,  
forestry and fisheries industries.

- Support for the sixth industrialization
- Support for business restructuring and entry
- Support for the rationalization of food distribution

**Total investment 127**

※As of end of March 2018





# About the Approach with A-FIVE

we will sale products from A-FIVE investees and partner Producers in the "Craft Market",



Investment and growth support



A-FIVE investees and partner Producers

◆ candidate



Tsuno Wine Co., Ltd.



Other investees



- ① Creation of a Food Start-ups ecosystem
- ② **Efficient food supply chain**
- ③ Notice of Issuance of New Shares  
via Third-Party Allotment (27 June, 2019 released)

## About the Approach with Yamato HD

### *Oisix ra daichi*

- No.1 Natural food delivery company
- 5,000 directly contracted producers



ヤマト運輸

- No.1 domestic courier service share
- Logistics / Delivery Network based on the whole world

Entered into a business alliance agreement  
to utilize the assets of both companies  
to resolve issues  
in the entire food distribution supply chain



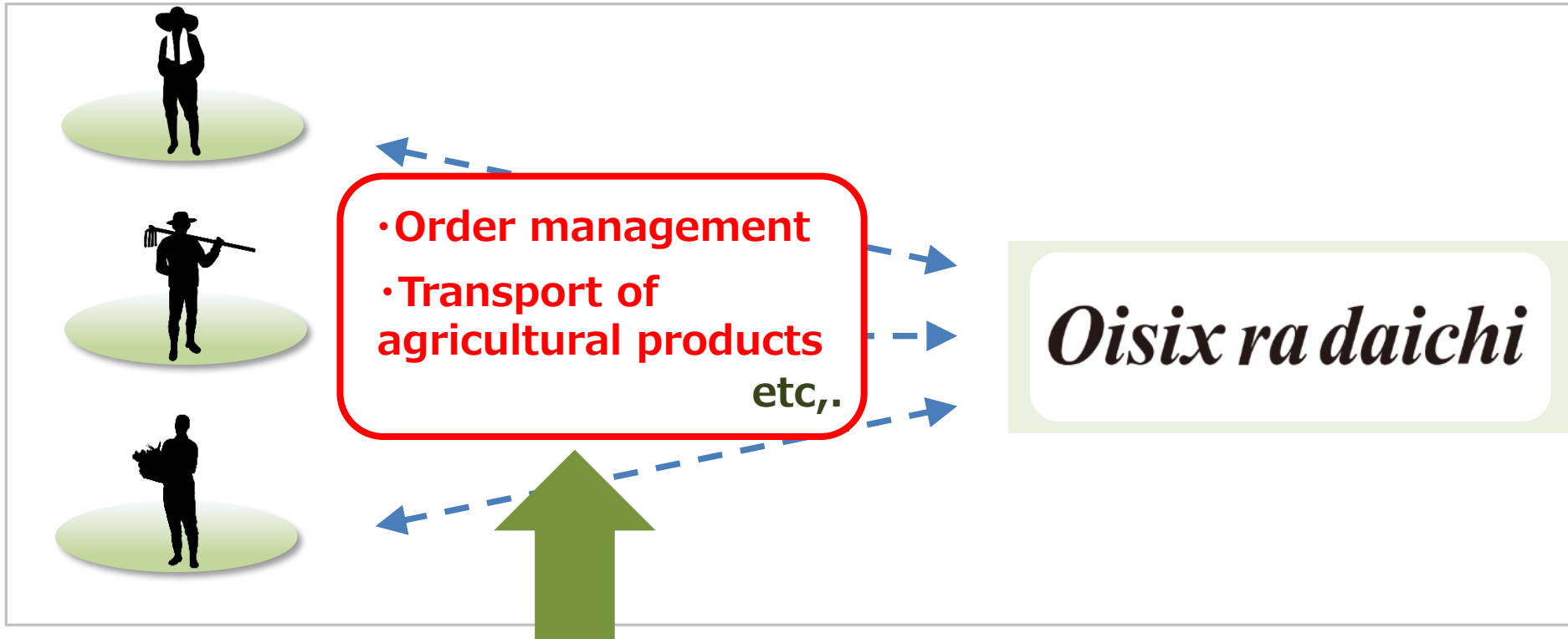
# Background of the partnership



There is room for improvement

**There are a wide range of supply chain issues to be addressed**

# Background of the partnership



## VegeNeco Project

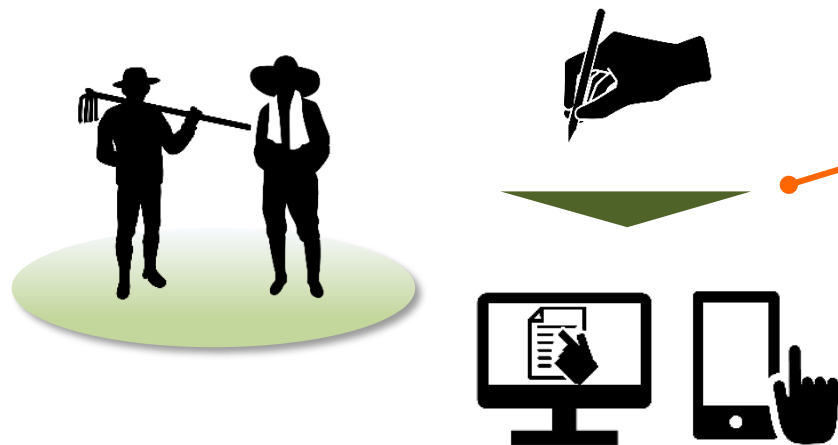
*Oisix ra daichi*  ヤマト運輸

In 2017, we have launched the "VegeNeco project" as a open platform that offers 1-stop, efficient delivery from Producers ordering to customers.

# Background of the partnership

## ■ Recent Efforts (since March in 2019)

Order exchange, Data management, Form creation etc.,



**From Analog Method  
to PC or Smartphone**

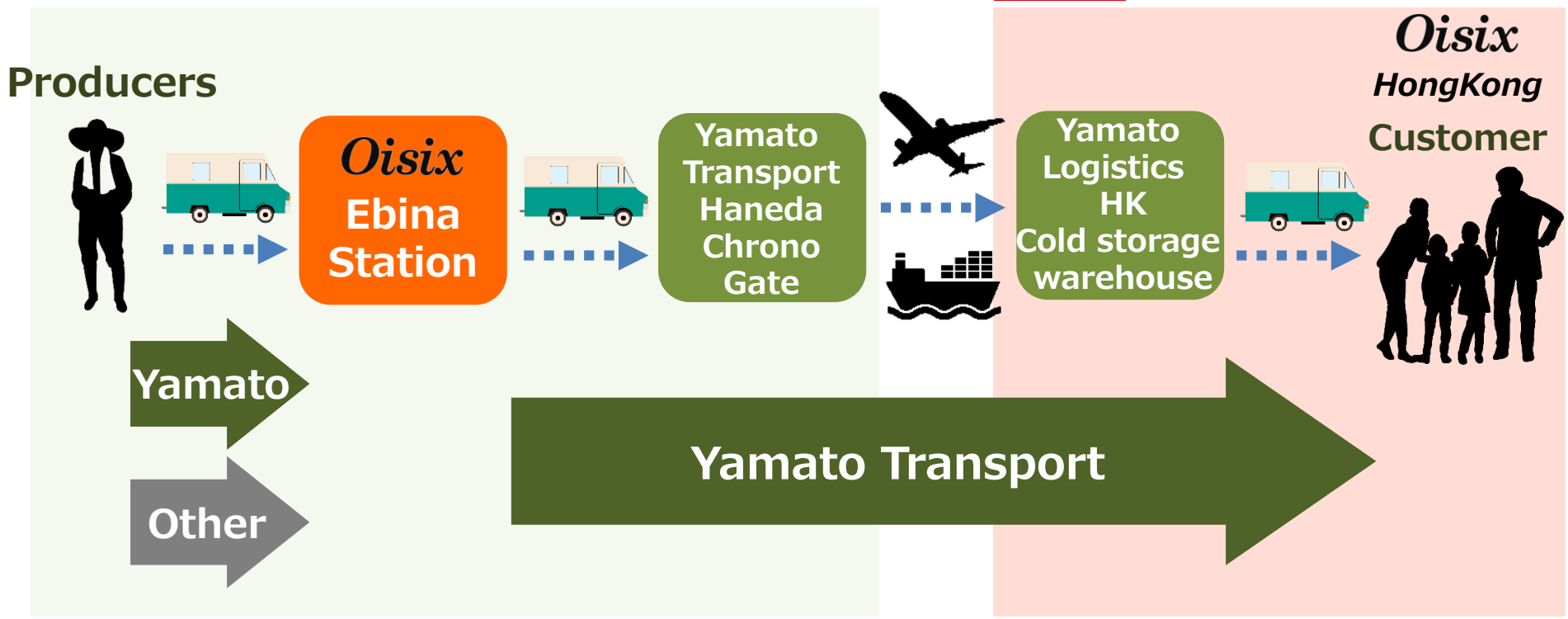
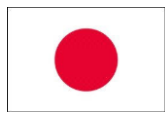
【Introduced Companies】

“Nagasaki Nanbu” Production Union  
Salad Bowl Co., Ltd.

- User interface was improved based on interviews with introduced users, and it was re-released in June.
- Introduced services at seminars gathered by Producers, steadily increasing the number of companies using the service.

# Background of the partnership

In Hong Kong, we began using a high-quality, integrated cold storage transportation network using a cold warehouse owned by Yamato HK.



- ① Creation of a Food Start-ups ecosystem
- ② Efficient food supply chain
- ③ **Notice of Issuance of New Shares  
via Third-Party Allotment** (27 June, 2019 released)

# Third-Party Allotment

## ◆ Issuance of New Shares via Third-Party Allotment

- Subscriber of Allocated Shares : Yamato Holdings Co., Ltd.
  - : A-FIVE
- Number of New Shares to be Issued : 586,000 shares  
(1.71% of the total number of shares)
  - └ Yamato HD : 219,700 shares  
(Percentages of Shares 0.64%)
  - └ A-FIVE : 366,300 shares  
( Percentages of Shares 1.07%)
- Aggregate Funding Amount : JPY 799,890,000
- Specific Use of Funds Procured : Investment for capital expenditures to build a network for the entire food distribution chain.

## ◆ Yamato Holdings Co., Ltd.

- **Representative** : Nagao Yutaka
- **Capital** : JPY 127,234 million
- **Business Description** : Business management of companies engaged in the delivery business, etc.

## ◆ A-FIVE

- **Representative** : Mitsumasu Yasuhiro
- **Capital** : JPY 17,551 million
- **Business Description** : Investment and growth support to businesses in order to further strengthen and grow the Japanese agriculture, forestry and fisheries industries

## *4. Social Activities*

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# Farm for Tomorrow, Table for Tomorrow

We provide services that enable a better food life for more people.

We evolve continuously where good farmers are rewarded and proud.

We realize a society that deliver a sustainable framework that links farm and table.

We solve social issues related to food through business approaches.

We create and expand Tomorrow's Food.

# A Million People Candle night

Initiatives to propose a sloping lifestyle for the sustainability of society without using electricity

There were 2.5 thousand visitors despite the rainy.



# Tokyo Harvest 2019

Marking its seventh anniversary this year, Tokyo Harvest 2019 will have been scheduled for September.

A two-day opportunity to experience the “great taste” of products from a multitude of Japanese regions and the “awesomeness” of the producers that produce them.



Tokyo Harvest, one of Japan’s top harvest festivals, expressed gratitude and respect for those who produce our food: farmers, fisher people, and ranchers. Tokyo Harvest is an enjoyable opportunity to rediscover the culture, traditions, and history of each region and to community information on delicious Japanese fare from Tokyo to the nation and to the world.





# Sustainable “Doyo no Ushinohi” (Dog days of Summer)

Under the concept of a sustainable “dog days of summer,” we have set-up a special site to convey the roots of “Doyo no ushi no hi” beginning with a proposal for proper consumption of eels which are now endangered.



## ◆ Proposal on how to eat eel

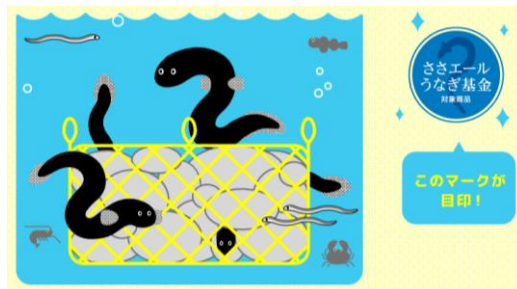
“U Bowl” that can be enjoyed with a small amount of eel



“Bowl with Pacific saury/conger” that can be enjoyed with alternative ingredients



## ◆ “Sasaeel Unagi Fund”



Aiming to safeguard/bring back eel resources, ¥50 of the purchase price of certain products goes to the fund. Proceeds are used to establish “stone cages” for the release of eels & to provide them with shelter.

## *5. APPENDIX • DATA SHEET*

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# Corporate Overview

Name : Oisix ra daichi Inc.

Location : Shinagawa-ku, Tokyo

Established : June 2000

Representative : Kohey Takashima, Representative Director & CEO

Capital : 1,286,253,000 yen

Employees : 735 (consolidated), as of the end of March 2019

# Overview of Affiliates

## ■ Consolidated subsidiaries

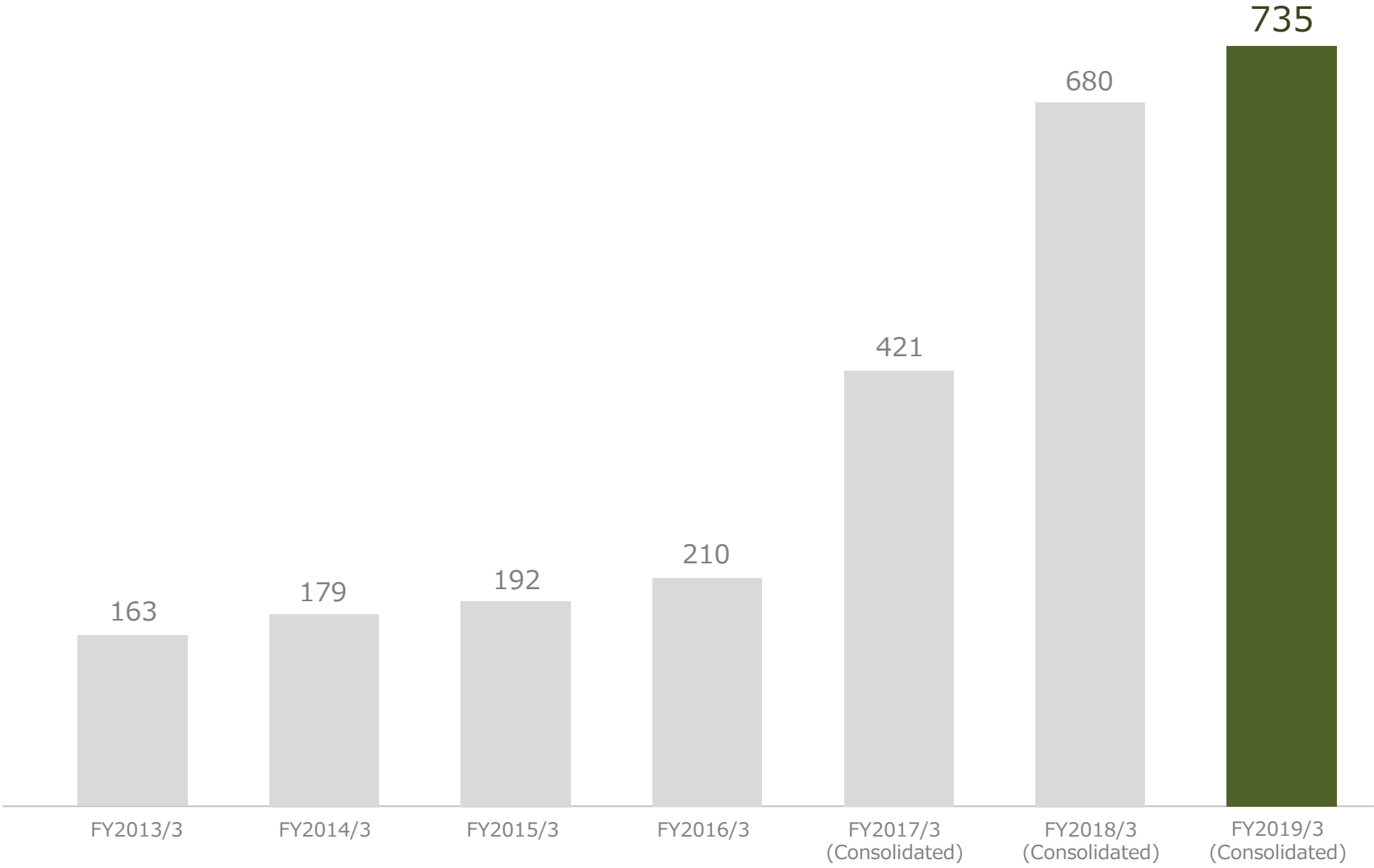
Tokushimaru Inc.	Develops alliances with supermarkets in the mobile supermarket business; provides expertise to sales partners.
Fruits Basket Co., Ltd.	Handles processing, product development, and sales, for agricultural produce, including fruits and vegetables.
Karabiner Inc.	Develops and operates platform systems for EC sites; produces websites.
Crazy Kitchen Co., Ltd.	Handles catering, event production, and space production businesses.
Oisix Hong Kong Co.,Ltd.	Operates our businesses in Hong Kong under contract.
Oisix Shanghai Co., Ltd.	Operates the food products home delivery business in China.
Three Limes Inc.	Meal kit delivery service in the United States

## ■ Affiliates

Nihon Agri Inc.	Exports agricultural products.
Welcome Co., Ltd	Lifestyle business through retail and restaurant businesses Manufacture and sale of imported and processed foods, and operation of cafes



# Trend in No. of Employees



# Main Business Risks

## ■ Effects of poor weather

Fresh produce accounts for about 30 % of Group sales. We deploy a structure for fresh produce that makes it possible to secure supplies from other regions if poor weather in specific regions prevents harvests or results in poor quality. The system distributes transactions and in principle allows procurement of key products from multiple producer regions. Nevertheless, poor weather lasting longer and having more broad-ranging effects than expected may lead to product shortages and quality issues, with potential consequences for Group businesses and business results.



## ■ Effects of concentration of logistics centers

We operate our own logistics centers, where logistics functions such as inspection, storage, sorting, and packing of our products are concentrated. For the most part, products under the Oisix brand are shipped to customers through our logistics center located in the city of Ebina, Kanagawa Prefecture. Those under the DWMK brand are shipped through a center located in the city of Narashino, Chiba Prefecture. If a natural disaster, fire, or other cause were to render either or both logistics centers unable to operate, potential consequences include inventory losses, shipping delay, and temporary suspension of services, which in turn would affect Group businesses and business results.

## ■ Issues related to food safety

We have established proprietary standards for the products handled for all our major brands. Whenever possible, we seek to offer produce grown without pesticides or chemical fertilizers. Our processed food products are made using the fewest possible additives. We have also established unique inspection systems for produce (including inspections of production sites and testing for residual pesticides) and processed food products (including use of third-party experts and independent institutions). We also strive to secure appropriate quality and safety that can be objectively demonstrated and evaluated through health and safety management guidance provided to suppliers and other means. Nevertheless, it remains possible that those who produce the products we offer may provide misleading or fraudulent labels regarding use of pesticides and similar matters or provide false quality information. Such cases could well lead to rebuke or penalties from regulators, customer complaints, and compensation for damages, in turn damaging the image of the Group's brands or leading to a loss of confidence in the Group and potentially affecting Group businesses and business results.

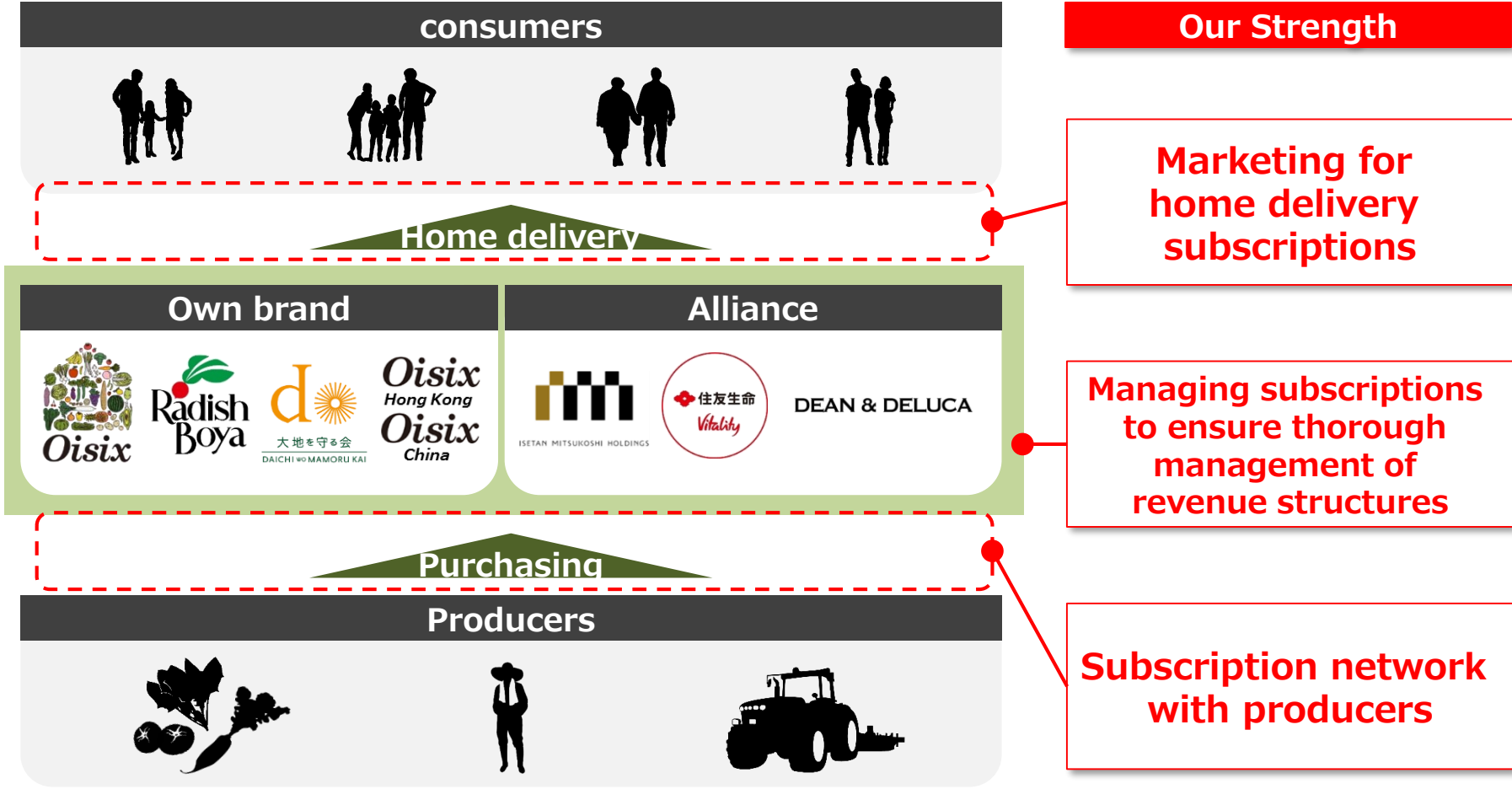
## ■ Effects of relationship with Yamato Transport Co., Ltd.

Most deliveries of the Group's products to subscribers are handled by Yamato Transport. While the Group strives to maintain a favorable ties to Yamato while building relationships with alternative delivery services, due to current conditions in the logistics business, if the Yamato Group were to demand a major increase in delivery fees or if transaction volumes between us were to shrink, the resulting changes may affect Group businesses and business results.



# Our Subscription Model

Expanding our business areas to include alliances and marketing support for other companies based on subscription model strengths in our three home delivery brands.



# What Our Three Brands Deliver

Based on the distribution of safe, reliable food products, each of our three brands delivers products tailored to the lives and values of our customers.

Working mothers with small children



Meals that can be boasted without taking time



Mothers focusing on the home and children



Self realization through Cooking



Senior women in two-person households



Healthy daily living



Producers

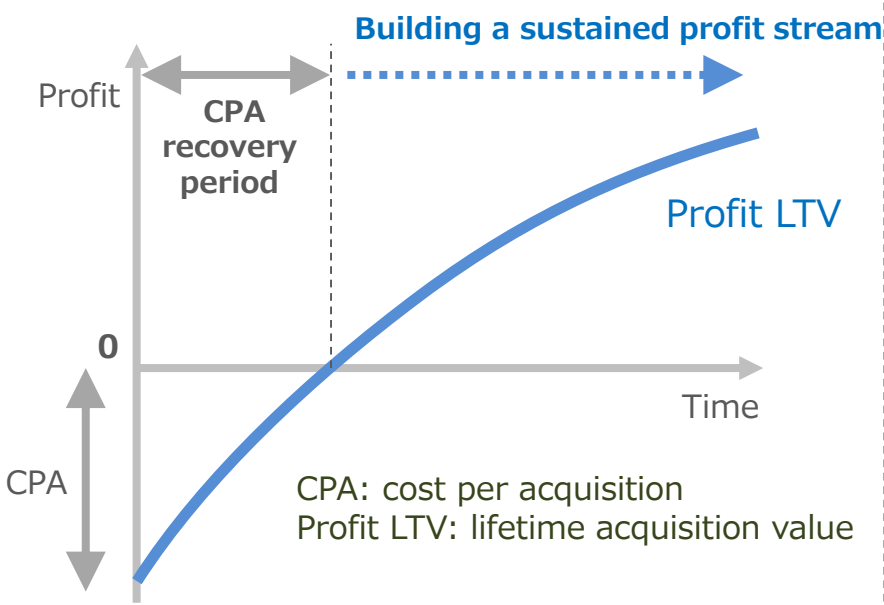


# Subscription Management

Building a subscription model that generates sustained profits through rapid returns on investment to secure new customers and rigorous management of per delivery revenue and expenditures

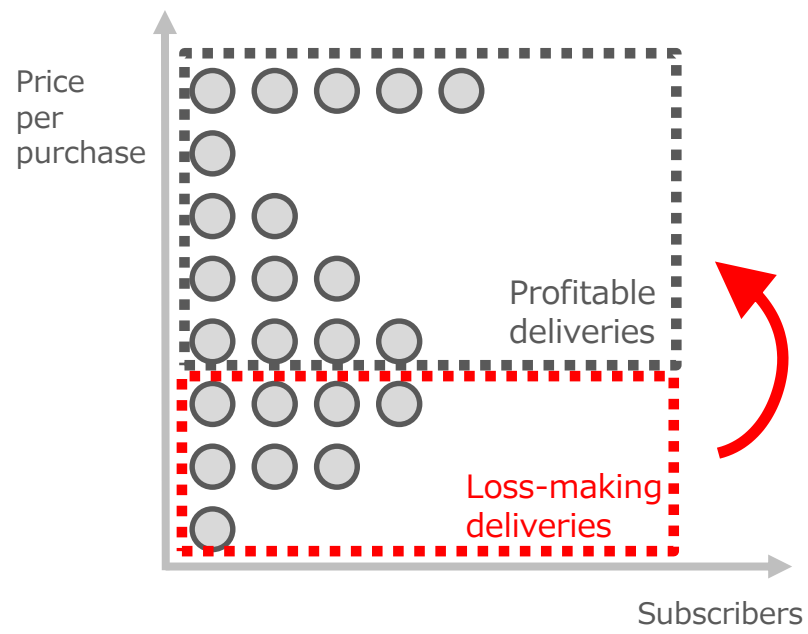
## ■ Rigorous CPA and LTV management

Setting a period to recoup CPA and rigorously managing CPA within this range



## ■ Rigorous management of unit revenues and expenditures

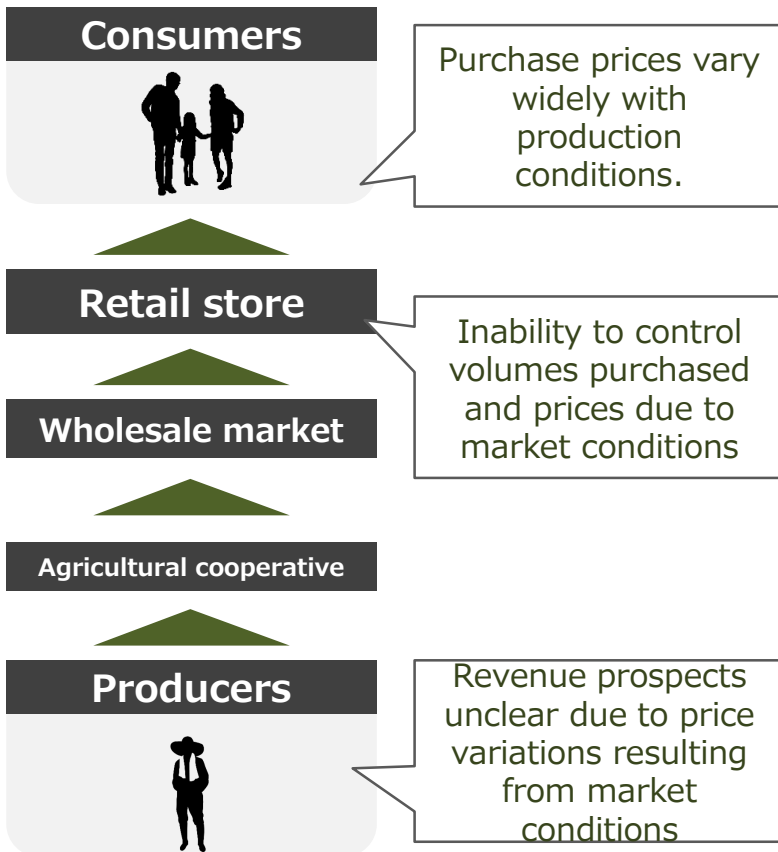
Making percentages of loss-making deliveries visible for each unit and reducing them structurally



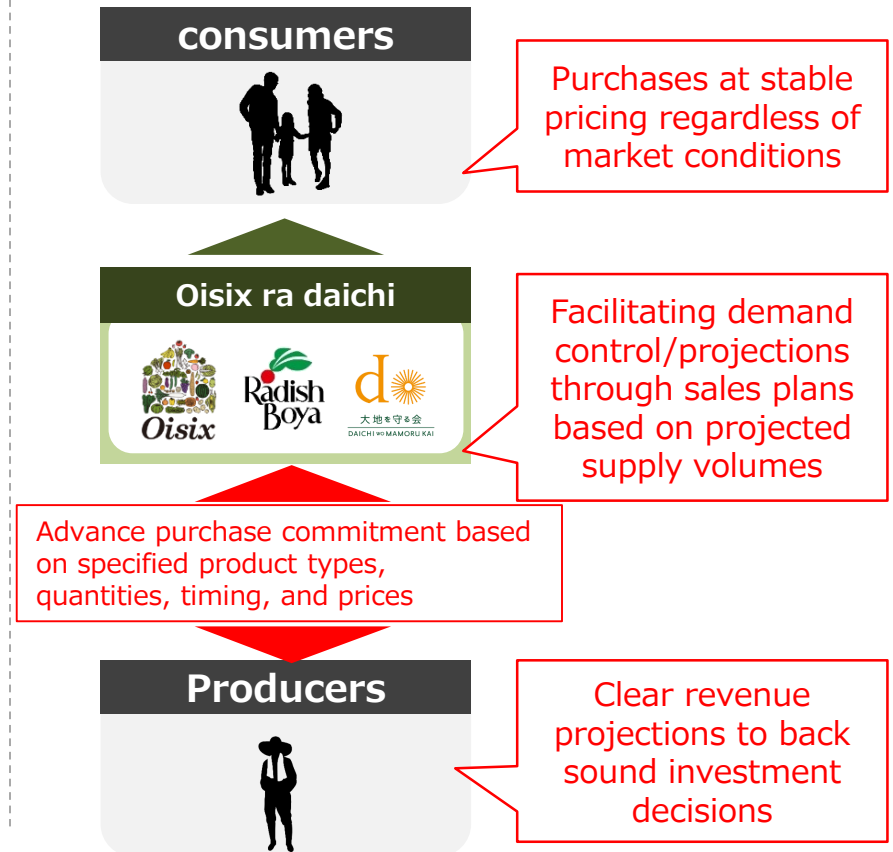
# Subscription Network

Reducing risks and securing stable transactions through a subscription network based on 4,000 producers nationwide and procurement under transaction conditions arranged in advance

## Typical distribution of agricultural products



## Our efforts



# Differences in the assets of the three brands

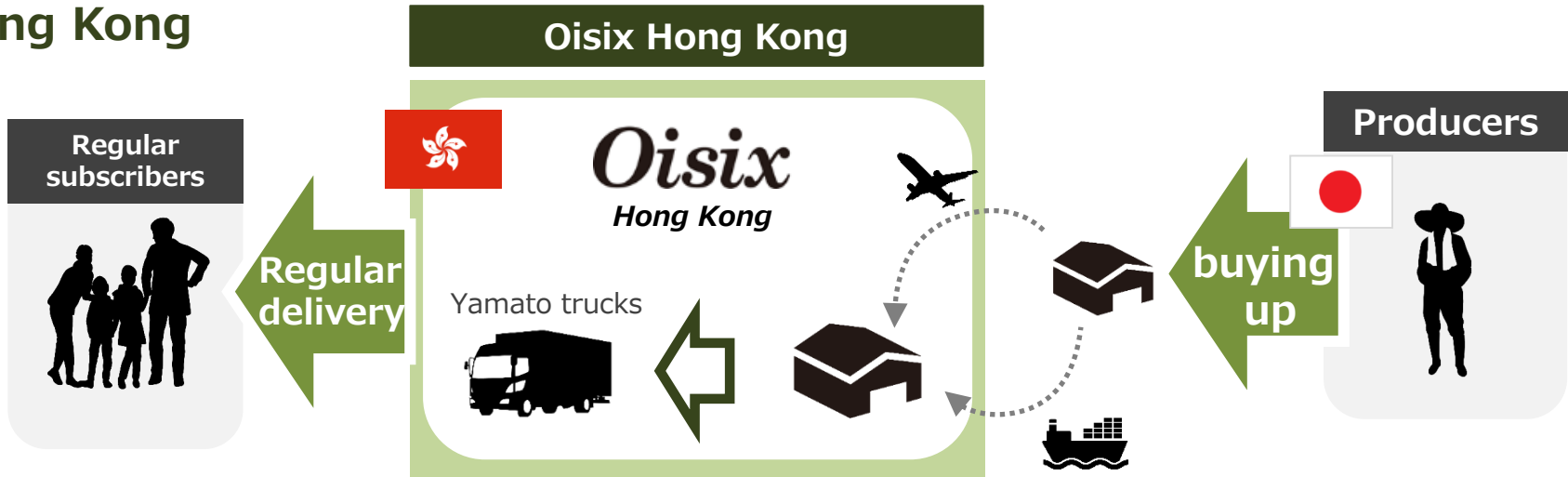


How to join	WEB mainly	WEB/ door-to-door sales	WEB mainly
How to order	WEB only	WEB/ Paper catalogs/ TEL	WEB/ Paper catalogs/ TEL
Logistics bases	1 place in Kanagawa	6 places in Hokkaido, Miyagi, Tokyo, Kanagawa, Aichi, Osaka,.	1 place in Chiba
Last One Mile	Yamato trucks approximately 99%	Our trucks approximately 95% (area around Logistics bases)	Our trucks approximately 85% (area around metropolitan area)



# International Business

## Hong Kong



## China

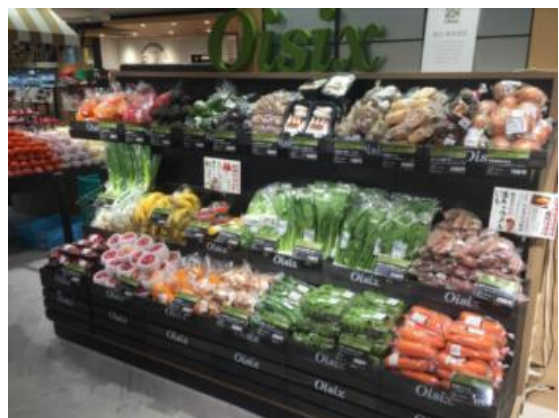


# Shop in Shop

Setting up booths for individual brands in the produce sections of partner supermarkets to sell produce and products that meet each brand's standards



ISETAN MITSUKOSHI HOLDINGS



# Kindergarten wholesale

The kindergarten wholesale business was launched in FY2015. Based on the Omakase Boya system that makes it possible to order ingredients for student meals based on menus, it provides support for kindergarten operations in both serving meals and nutrition.

## Kindergarten



- ◆ Stable purchases of safe produce and processed food meeting strict standards
- ◆ A wide-ranging product lineup that eliminates the need for additional purchasing
- ◆ Full-time senior nutritionists develop unique menus for use by kindergartens; they also respond to requests for nutritional consultations.
- ◆ Easy ordering using a simplified Web form
- ◆ Simplified single supplier management

Ordering

Delivery on Requested date

## Oisix ra daichi

Omakase Boya system for receiving orders from kindergartens



## Producers



Purchase

# Business Solutions

We propose B2B business solutions based on our safe, reliable products, outstanding customer base, and expertise in subscription-based EC.

## ■ EC consulting

Solutions support based on our expertise in repeat marketing, site user interface/user experience improvements, food logistics in three temperature zones, securing new EC customers, and omni-channel management



## ■ Ad Oisix: Periodic advertisements delivered to subscribers

In addition to an EC site that boasts 1.2 million unique views per month, this service delivers advertising to about 300,000 households, including subscribers to DWMK and Radish Boya.



## ■ Tavelty : seasonal vegetable novelty products

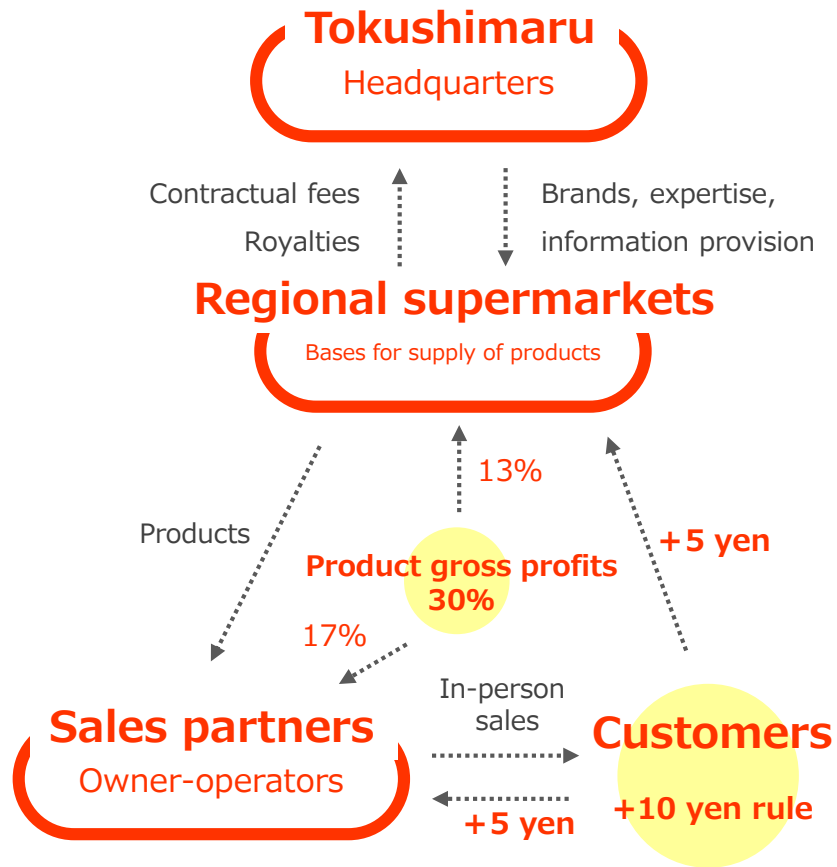
We offer novelty products based on our expertise in service, products, and delivery, established through more than 3 million regular deliveries a year.



# Tokushimaru

Offering mobile supermarkets for seniors and “shopping refugees” difficult to approach via the Internet

## ■ Business model



# DATA SHEET : Results

## ■ Results

	FY2017/3				FY2018/3				FY2019/3				FY2020/ 3
(mn yen)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Sales	5,379	10,718	17,113	23,016	9,602	18,935	30,007	39,987	16,853	31,720	48,906	64,026	16,265
Operating Profit	169	270	625	752	141	237	692	891	610	1,115	2,265	2,312	543
EBITDA	225	391	810	996	320	635	1,282	1,670	808	1,513	2,882	3,154	755
Net income Attributable to owners of the parent	119	187	429	515	72	93	336	237	537	893	2,533	2,387	270



# DATA SHEET : Business Segment Result

## ■ Business Segment Result

		FY2018/3				FY2019/3				FY2020/3
(mn yen)		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Oisix	Sales	5,790	11,470	18,481	24,799	6,863	13,769	22,190	29,619	8,308
	Marginal profit	674	1,392	2,421	3,288	970	1,943	3,371	4,036	933
Daichi	Sales	2,790	5,487	8,508	11,215	2,769	5,440	8,405	10,902	2,587
	Marginal profit	539	1,078	1,650	2,095	479	960	1,536	1,989	457
Radish Boya	Sales	-	-	-	-	5,811	9,926	14,346	18,028	3,770
	Marginal profit	-	-	-	-	1,030	1,765	2,657	3,342	688
Other Business	Sales	1,109	2,163	3,263	4,250	1,482	2,755	4,198	5,793	1,663
	Marginal profit	185	384	571	760	154	290	479	724	256
Companywide fixed costs, Goodwill etc		1,257	2,853	3,951	5,253	2,024	3,844	5,779	7,779	1,792

# Data Sheet : Main KPI

## KPI trend

		FY2018/3	FY2019/3				FY2020/3
		4Q	1Q	2Q	3Q	4Q	1Q
Oisix	Subscribers (number)	169,664	179,942	189,352	197,272	205,976	225,553
	ARPU (yen)	11,602	11,562	11,127	11,534	11,183	11,244
	Price/purchase (yen)	5,925	6,002	5,973	6,150	6,015	5,887
	Purchase Frequency (number)	1.96	1.93	1.86	1.88	1.86	1.91
Daichi	Subscribers (number)	44,933	44,111	43,835	42,996	40,210	38,571
	ARPU (yen)	19,240	20,122	19,386	21,848	19,758	21,232
	Price/purchase (yen)	7,726	7,770	7,553	8,529	7,811	7,990
	Purchase Frequency (number)	2.49	2.59	2.57	2.56	2.53	2.66
Radish Boya	Subscribers (number)	78,062	74,949	72,101	66,233	63,144	61,507
	ARPU (yen)	16,639	17,277	17,177	18,988	17,264	18,301
	Price/purchase (yen)	5,278	5,460	5,616	6,114	5,869	6,055
	Purchase Frequency (number)	3.15	3.16	3.06	3.11	2.94	3.02



# Disclaimers

◆ This material is intended to provide an understanding of Oisix ra daichi activities, not to solicit investment

◆ Forecasts of Oisix ra Daichi's operating results and future performance are based on information available to Oisix ra daichi at the time this material was drafted and are not guaranteed to be accurate.

Actual operating results may differ from the future outlooks contained in this material.

*Oisix ra daichi*