



FY2019/3 Results Explanatory Materials

Oisix
2019.5.21

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1. FY3/2019 Achievements

Highlights

Sales

64.02bn yen
(YoY **+60.1%**)

EBITDA
※1

3.15bn yen
(YoY **+88.8%**)

Operating
Profit

2.31bn yen
(YoY **+159.4%**)

Attributable to
owners of the
parent

2.38bn yen
(YoY **+906.4%**)

Home Delivery Business

Oisix

Sales

29.61bn yen
(YoY **+19.4%**)

Marginal profit

4.03bn yen
(YoY **+22.7%**)

DWMK
※2

Sales

10.90bn yen
(YoY **-2.8%**)

Marginal profit

1.98bn yen
(YoY **-5.1%**)

Radish Boya

Sales

18.02bn yen
(YoY **— %**)

Marginal profit

3.34bn yen
(YoY **— %**)

Other Business
※2

Sales

5.79bn yen
(YoY **+36.3%**)

Marginal profit

0.72bn yen
(YoY **-4.7%**)

Highlights

(Excluding extraordinary factors)

Excluding extraordinary factors of the FY2019/3
Details are described on P7

Sales

62.43bn yen

EBITDA
※1

3.08bn yen

Operating
Profit

2.24bn yen

Net income
Attributable to
owners of the
parent

About 0.11bn yen

Home Delivery Business

Oisix

DWMK

Radish Boya

Other Business

Sales

29.61bn yen

Sales

10.90bn yen

Sales

16.51bn yen

Sales

5.70bn yen

Marginal profit

4.03bn yen

Marginal profit ※2

1.98bn yen

Marginal profit

3.09bn yen

Marginal profit ※2

0.72bn yen

Consolidated Results Overview

Thanks to growth in the Oisix business and management integration with Radish Boya, **Sales, Operating Profit and EBITDA set new record highs**

■ Sales

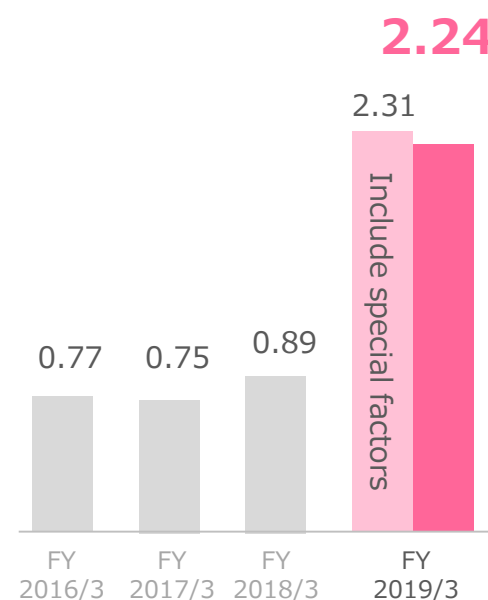
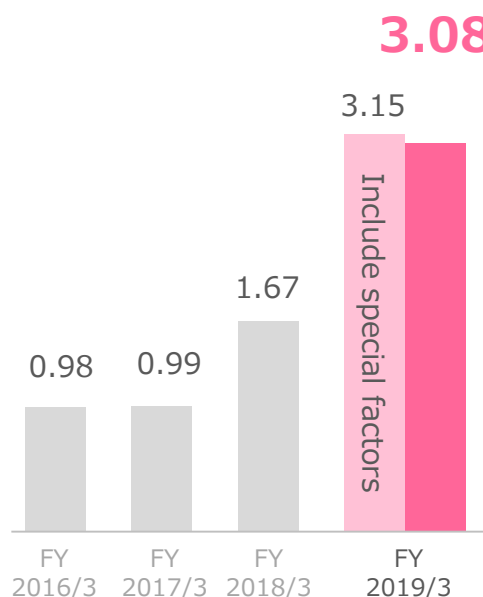
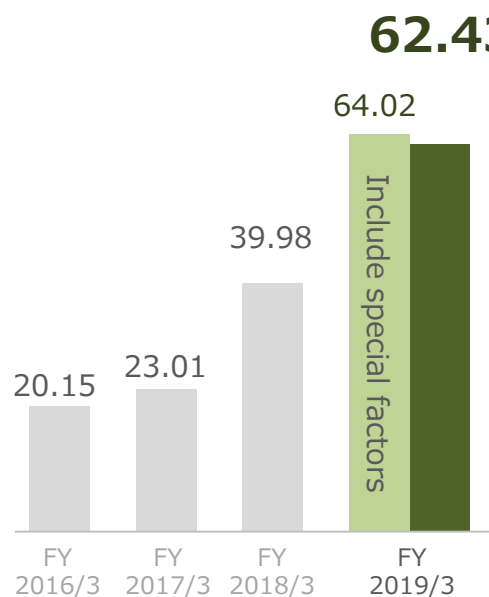
62.43 bn yen

■ EBITDA

3.08 bn yen

■ Operating Profit

2.24 bn yen



FY2019/03 Extraordinary Factors

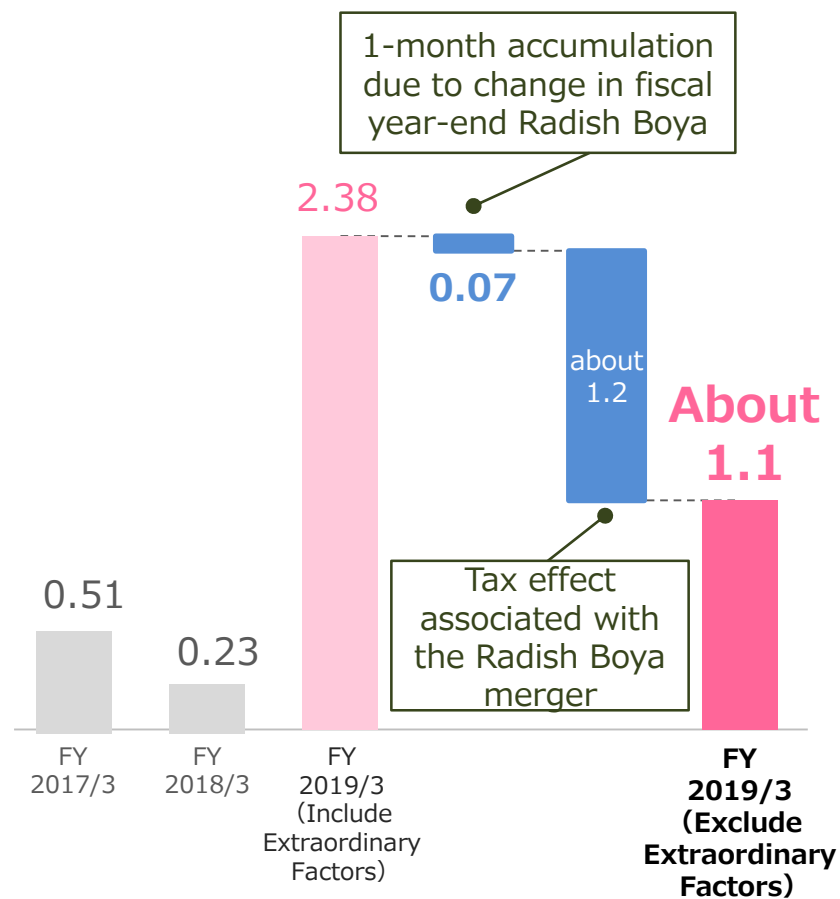
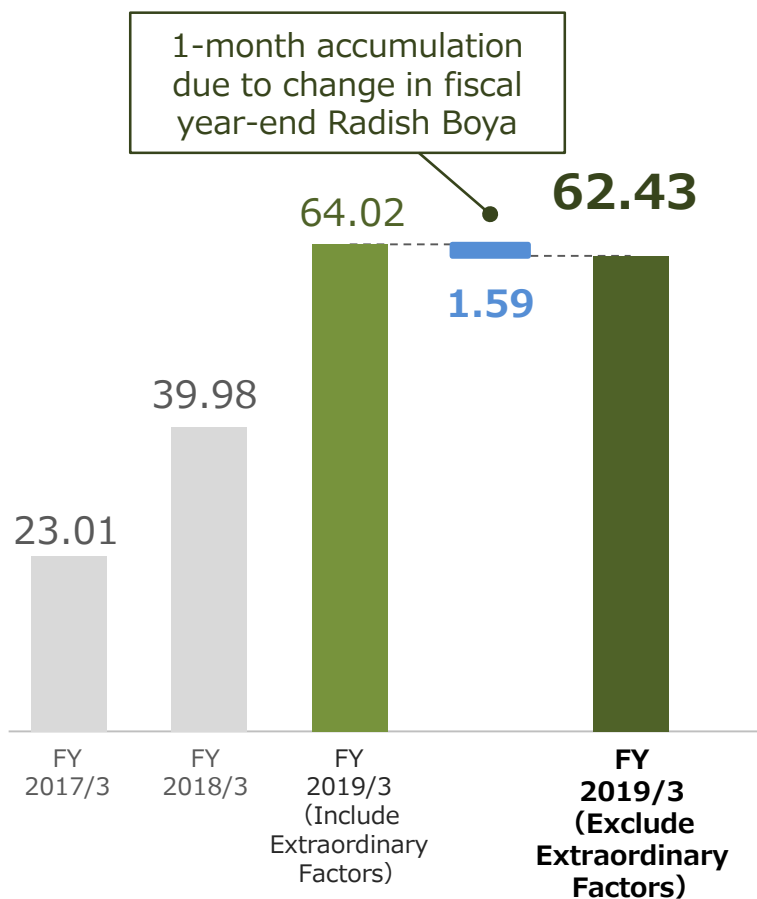
In FY2019/3, extraordinary factors contributed to sales and profits, such as tax effect associated with the Radish Boya merger and including performance of Radishboya for 13 months due to change in fiscal year-end.

■ Sales

(bn yen)

■ Net income

(bn yen)

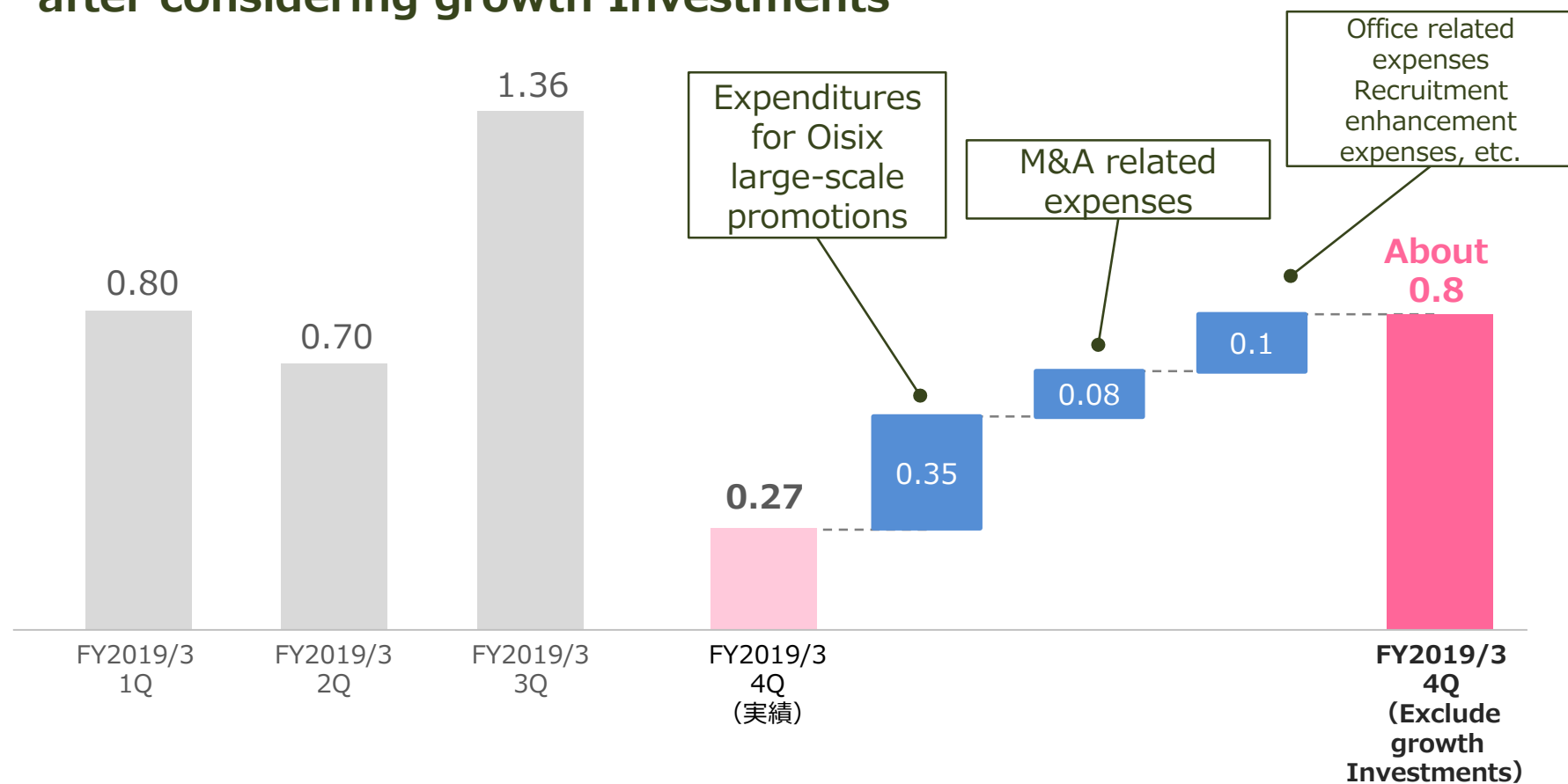


Profit structure in 4Q

Large-scale promotion of Oisix brands and M&A-related investments to grow business from the next fiscal year onward in 4Q

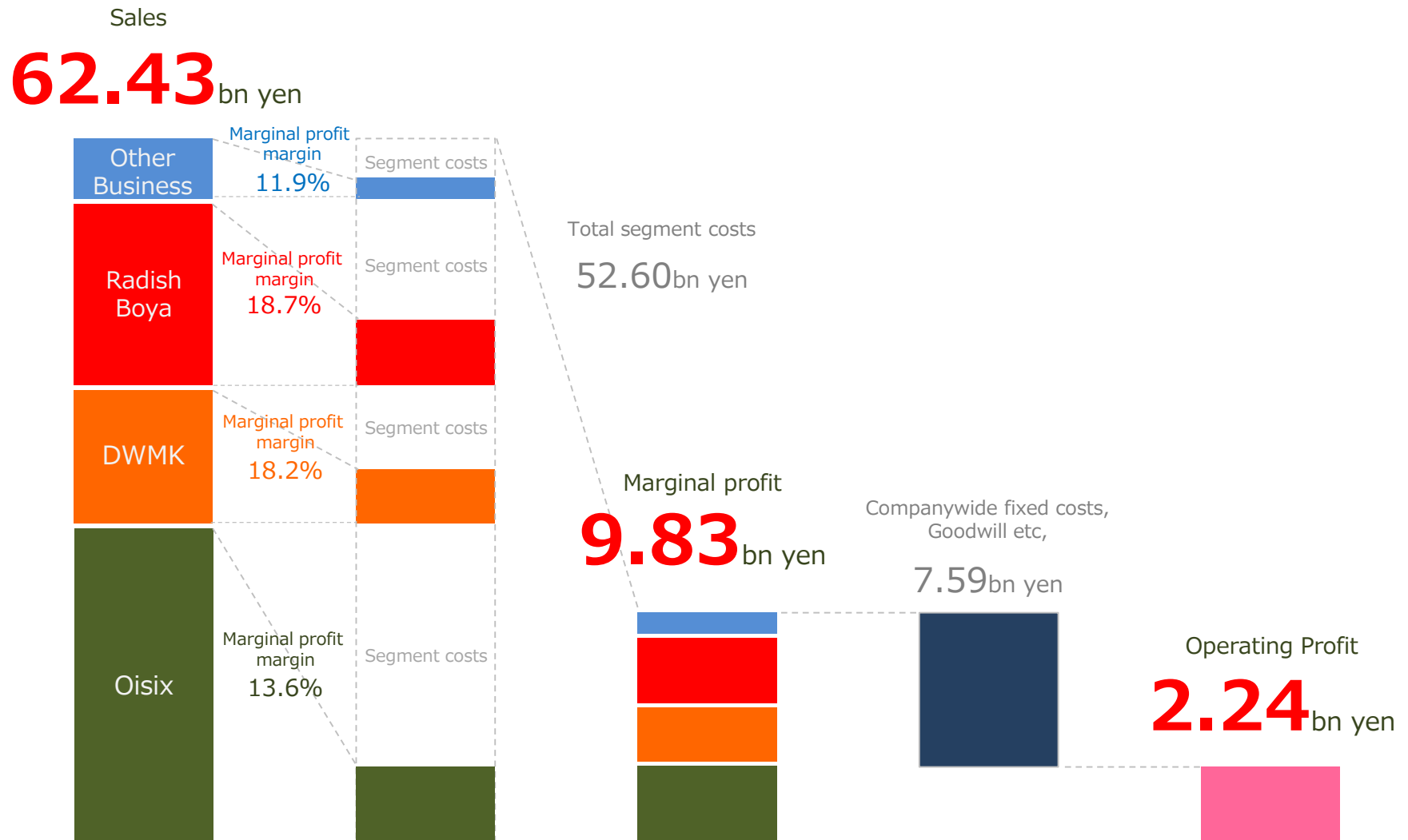
■ Quarterly EBITDA trends after considering growth Investments

(bn yen)



Business segment Results Overview

Excluding extraordinary factors of the FY2019/3
Details are described on P7



Achievements in Social Issues

In promoting solutions to social issues, we also look to quantify social activities achievements and accelerate the resolution of issues through our business.

■ Approach to social problem

Manufacture

Procurement

Warehouse
distribution

Sale

Consumption

Directly contracted
Producers

About

4,000

Shipments of organic and
low-pesticide vegetables
that meet our own standards

About

15,000_t

No. of subscribers

About

300,000

No. of participants
in Producer technical
workshops

Total

864

No. of participants
in exchange events connecting
Producers and consumers

Total

6,250

No. of children
eating meals
using our Food

About

14,000

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
- Subsidiary, Affiliate

Overview of Business Segments

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

① Domestic Delivery business (Three major brands)

- Oisix
- DWMK
- Radish Boya

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③ Other Business

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- Subsidiary, Affiliate

Oisix KPI

No. of subscribers :

Increased due to effects of large-scale promotions implemented in March

ARPU :

Price/purchase increased despite slight decrease in purchase frequency
owing to an increase in light users

Domestic Delivery business
(Three major brands)

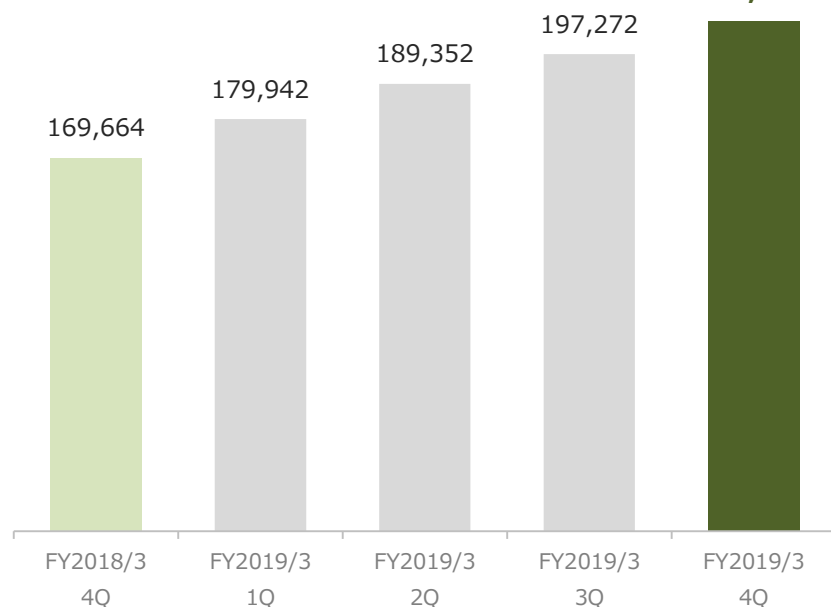
Domestic Delivery business
(Other)

Other Business

■ No. of subscribers

205,976

(YoY +21.4%)

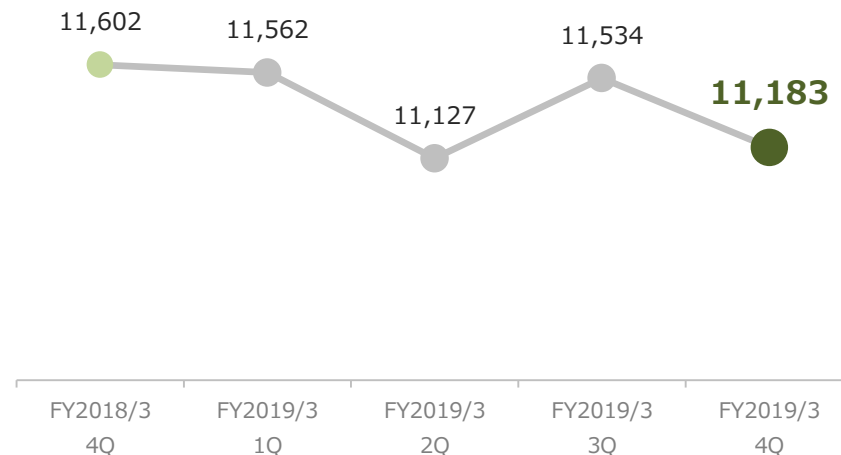


■ ARPU※

11,183

 yen

(YoY -3.6%)



Oisix Topics

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

In addition to the rapid expansion of awareness of meal kits, we were able to capture potential demand by strengthening PR in various media.

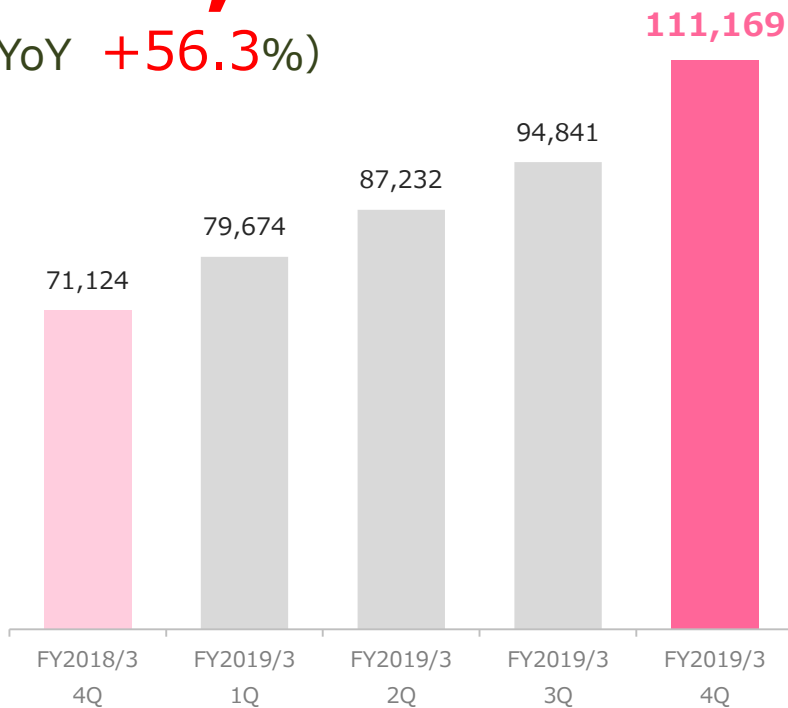
As a result, the number of meal kit course subscribers exceeded **110,000**.

■ No. of meal kit course subscribers

(Includes Oisix subscribers)

111,169

(YoY +56.3%)



■ 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.



Oisix Topics

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

Large-scale promotions of Kit Oisix were conducted in March.
Maximizing new acquisitions to contribute to earnings from the next fiscal year onward

■ Maximize acquisition through large-scale promotions

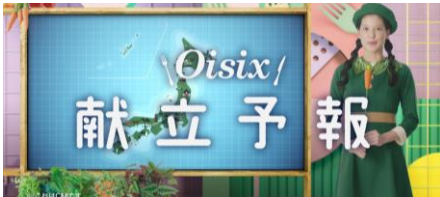
Awareness

Interest

Acquisition

● Expansion of awareness through TV commercials

Focus on Kit Oisix convenience



● Expanding media exposure

Presentation of recipes and cooking classes under the supervision of Yuko Ogura of Oisix Mamasa Supporter



● Strengthen online advertisement

Strengthen online advertisement in conjunction with TV commercials



● Coupons linked to campaigns

Giving coupons linked to TV commercials



Significant growth
in orders
for trial sets limited
to first-time users



DWMK KPI

No. of subscribers :

Prioritize service design to improve LTV and shrink low LTV channels

ARPU :

Increasing due to implementation of product development and services with an emphasis on Subscription

Domestic Delivery business
(Three major brands)

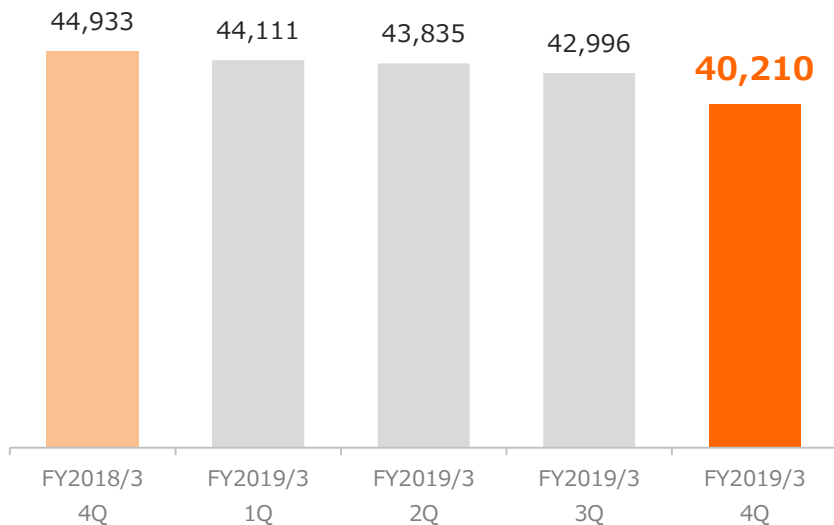
Domestic Delivery business
(Other)

Other Business

■ No. of subscribers

40,210

(YoY -10.5%)

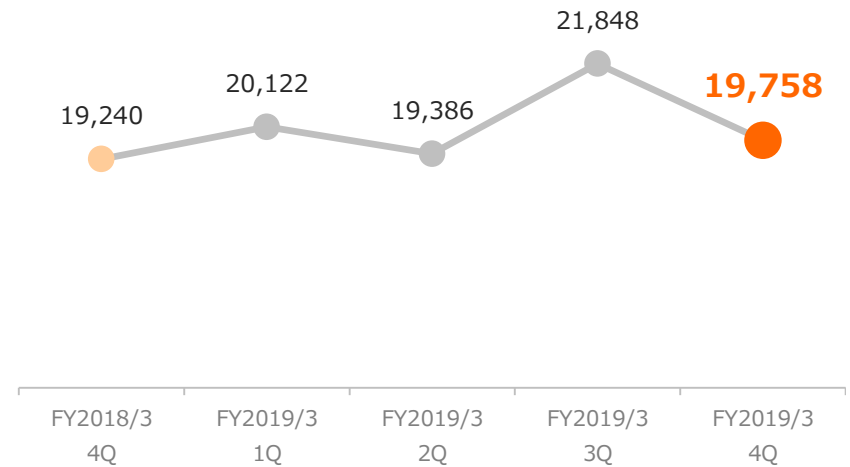


■ ARPU※

19,758

 yen

(YoY +2.7%)



[Change of No. of subscribers definition]

No. of subscribers definitions were changed as subscription management was strengthened.

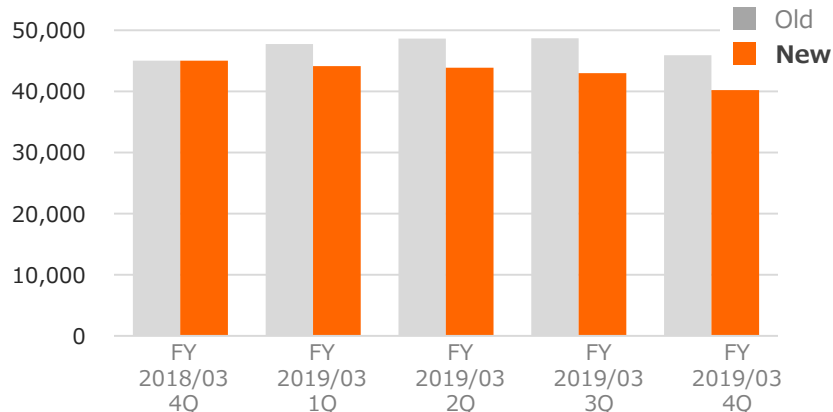
No. of subscribers definitions were changed to strengthen Subscription management. Accelerate product development based on the concept of "proper dietary habits" to improve LTV.

Changes in No. of subscribers definitions in line with subscription contract

Require subscription contracts at admission and change Number of subscribers definitions accordingly.

Old : The annual membership fee expiration date is valid.

New : Excluding non-active members who pay only annual membership fee and counts only customers with a subscription contract



Product development to meet target needs

● "Eating with Vegetable"

A side dish product that can be produced by adding only one kind of vegetables. Sales more than doubled compared to ordinary new product



Radish Boya KPI

No. of subscribers :

Continue to focus on improving profit structure and decrease due to reduction of loss-making users

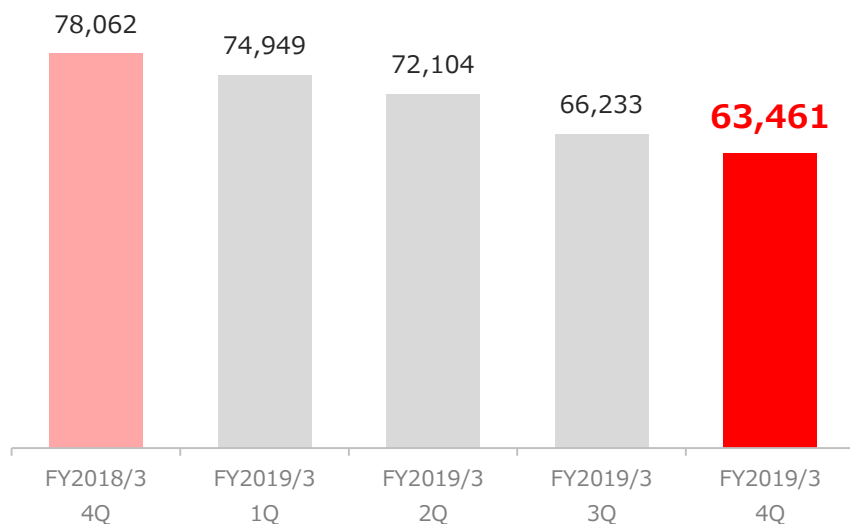
ARPU :

Increased due to the revision of delivery fees and the upselling of subscription products.

■ No. of subscribers

63,461

(YoY **-18.7%**)

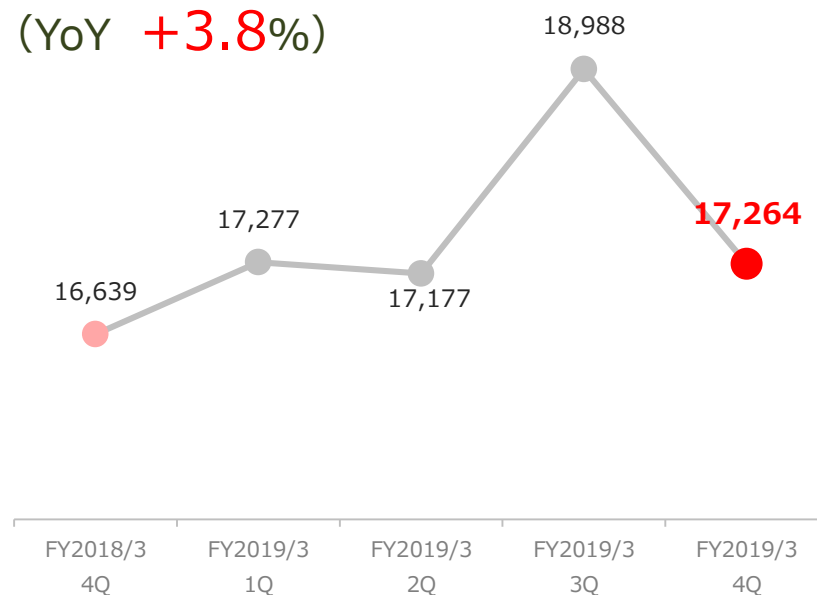


■ ARPU※

17,264

yen

(YoY **+3.8%**)



[Change of No. of subscribers definition]

No. of subscribers definitions were changed as subscription management was strengthened.

Radish Boya Topics

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

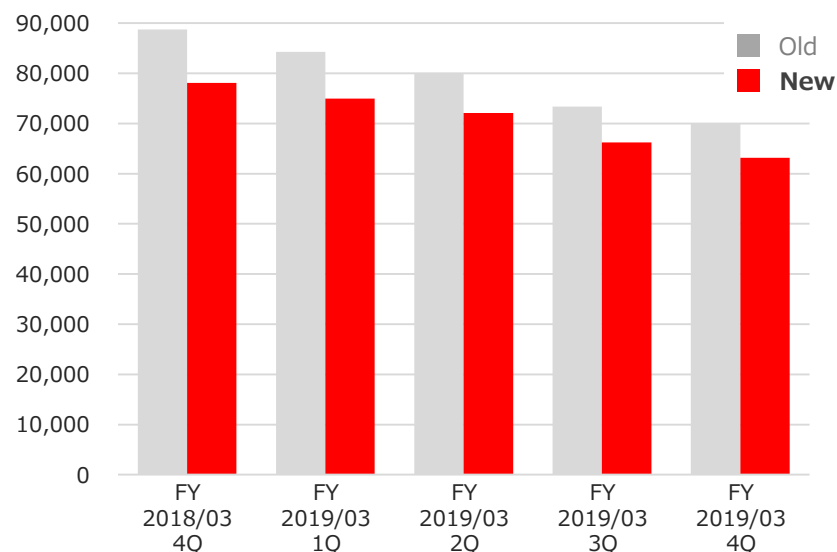
Other Business

Changes in No. of subscribers definitions. Loss-making user ratio steadily decreased due to the revision of delivery fees and the upselling of subscription products.

Changes in No. of subscribers definitions in line with subscription contract

Old : The annual membership fee expiration date is valid.

New : Excluding non-active members who pay only annual membership fee and counts only customers with a subscription contract

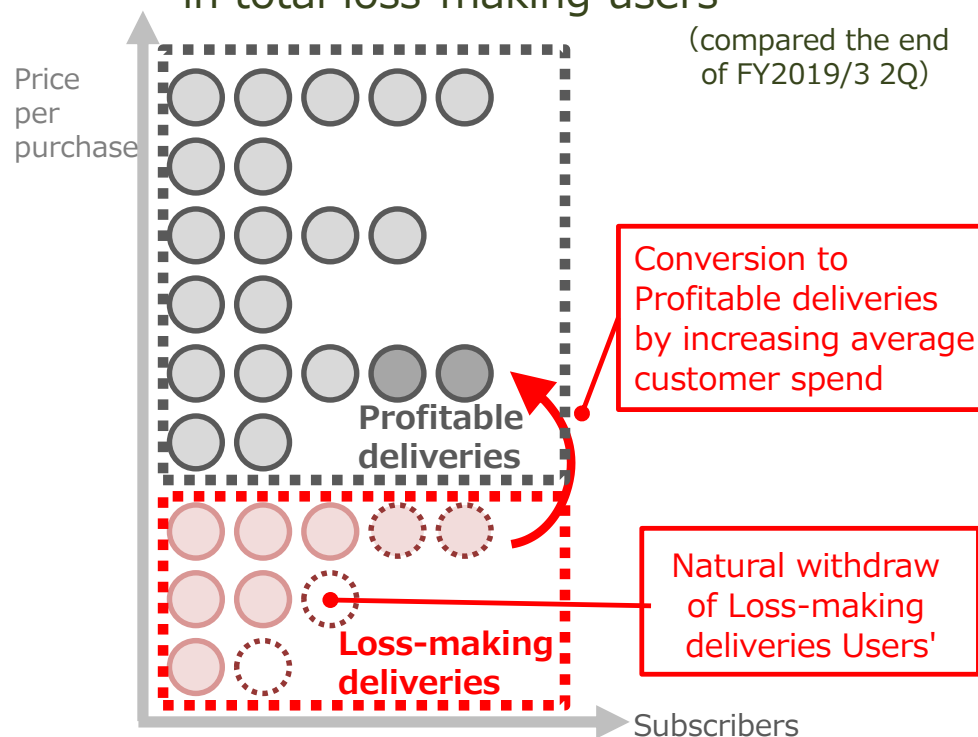


Reduction in the number of loss-making users

43% decrease

in total loss-making users

(compared the end of FY2019/3 2Q)



Overview of Business Segments

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

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
- Subsidiary, Affiliate

EC support businesses (Alliance)

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

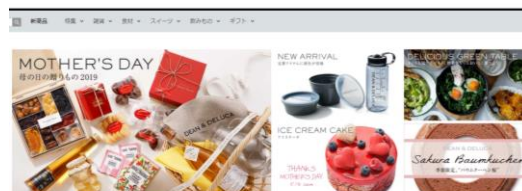
Other Business

Steady expansion of EC support businesses utilizing our strengths of
"Subscription e-commerce know-how" and "logistics schemes"



Exceeded
10,000 users
at the fastest
rate in our
EC-support
business

DEAN & DELUCA



 住友生命 Vitality



We support "Food Subscription businesses"
that understand the value offered by each brand
and meet the needs

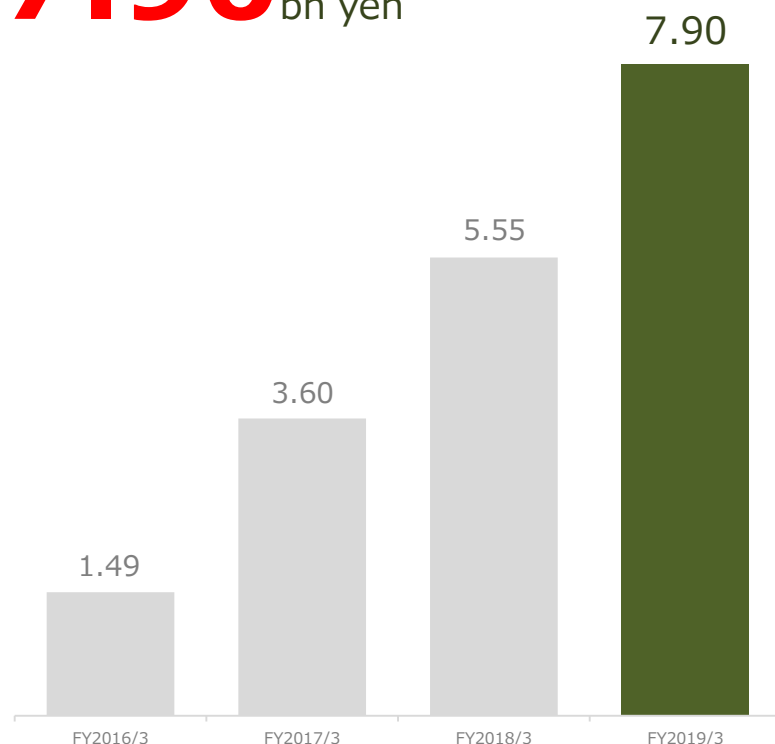
Tokushimaru(subsidiary)

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

The mobile Supermarket business for elderly shopping refugees
(Acquired all shares in 2016).The value of circulation has grown steadily,
and the number of operating vehicles has surpassed 380

■ The value of circulation

7.90 bn yen



■ Development Scale

Number of affiliated supermarkets Number of vehicles in operation

109 **385**



Overview of Business Segments

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

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③ Other Business

- Overseas Business
- Real Retail Business
- Subsidiary, Affiliate

Other Business : Overseas Business

Hong Kong :

We renewed the regular delivery "Oisix Club" for Hong Kong residents.

Shanghai :

We launched a Chinese-language website to expand services for Chinese customers.

■ Oisix Hong Kong

We renewed the regular delivery

"Oisix Club" for Hong Kong residents.



ようこそ。

Oisix
週期宅配訂購服務

でございます。

Oisix「週期宅配訂購」
5大好處

1. 不說謊的明確產地

街市
本地
Oisix
熊本縣產

香港蔬菜自給率全年只有1.7%*
街市卻到處都說在賣「本地菜」。

*漁農署網頁資料

■ Oisix Shanghai

We launched a Chinese-language website

to expand services for Chinese customers.



愛宜食
Oisix

购买生鲜 Oisix简介 加入Oisix Club 定期配送

日本领先的
安心安全食材品牌

18年创业经验 日本230万家庭
上海300位 日本妈妈正在使用!

选择Oisix爱宜食的理由

1. CHECKED BY JAPAN

Other Business : Real Retail Business

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

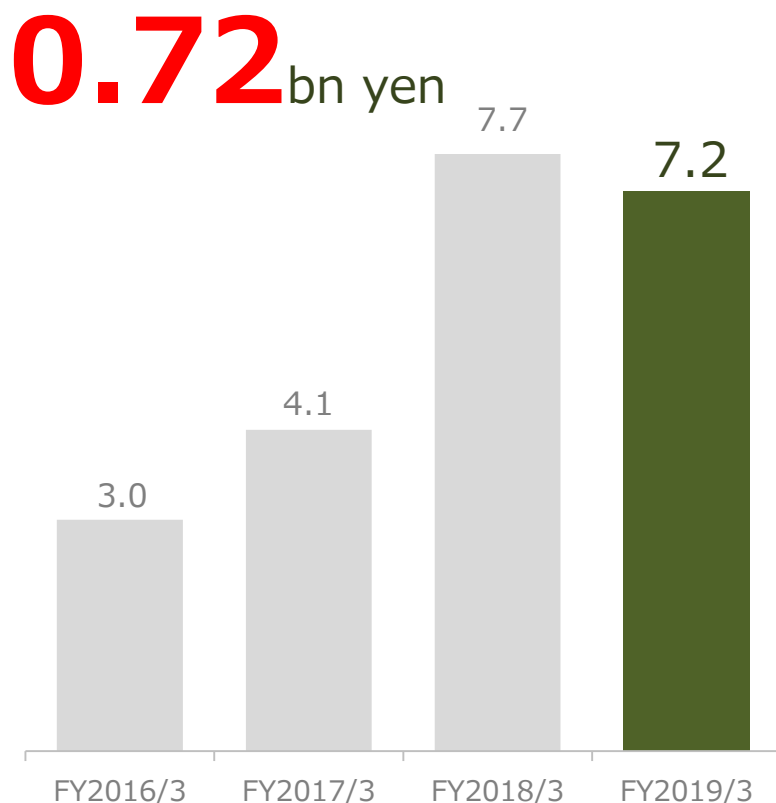
Other Business

■ Shop in Shop

Overall sales decreased due to the withdrawal from unprofitable Shop continuously, **but profit structure improved**.

Recently, we are expanding Shop by selling meal kits with vegetables/fruit.

■ Sales



■ No. of shops

134

Muraya
Healthy & Safe

Tokyu Store

SEIWA

Odakyu OX

QUEEN'S SETAN

7-11

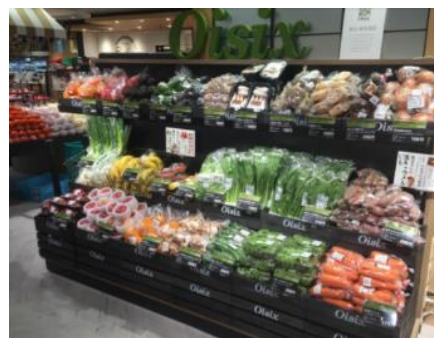
LI REKEISEI

ALFA

HEIWAIDO

MARUSHO

AEON



Other Business : Real Retail Business

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

■ Kindergarten Wholesale

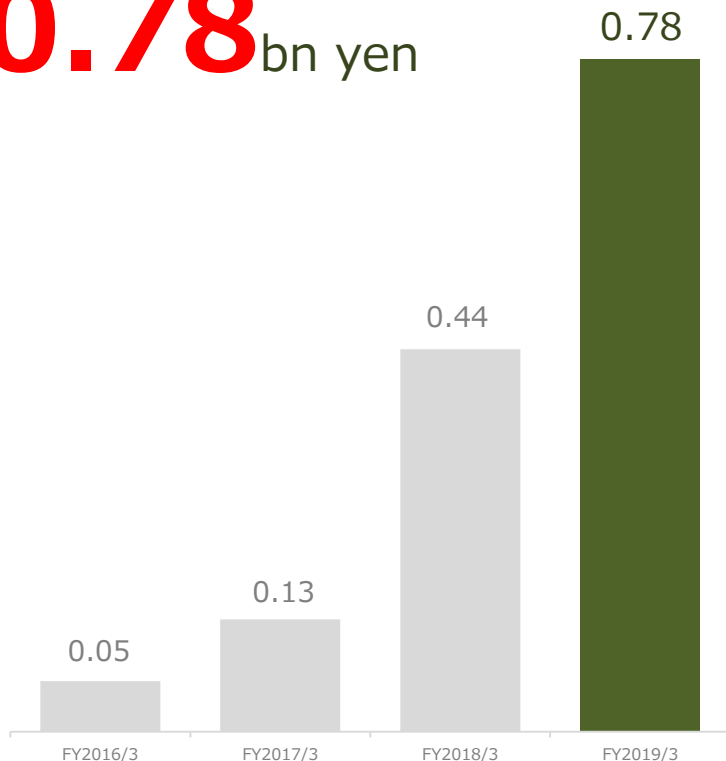
Sales increased due to steady growth in new No. of participating kindergartens due to the timing of fiscal year switching.

■ Sales

0.78 bn yen

■ No. of trading kindergartens

351



2. Future Growth Strategy

Growth Strategy for 3 Home Delivery Brands

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

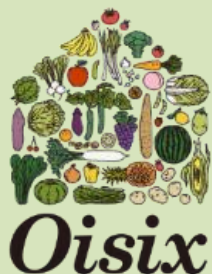
In accordance with management expertise in Subscription delivery, we properly implement business strategies in line with the business phases of each brand during the FY2020/3 period

Accelerating Business Growth by Capturing Increased Needs in Kit Oisix

- ✓ Further evolution of Kit Oisix



- ✓ Development of new services following Kit Oisix



Design service and product takeoffs to meet target needs

- ✓ Providing service of "Grocery Stores that make your cooking enjoyable"



- ✓ Providing service that realize a "proper dietary habits"



大地を守る会
DAICHI wo MAMORU KAI

Further evolution of Kit Oisix

With regard to Oisix brands, we will continue to position "Kit Oisix" as the core of our strategies, and implement measures to strengthen evolve the brand, including strengthening appeal and expanding sales channels.

Kit Oisix



Strengthen collaborative products

Collaboration with the animation "Crayon Shin-chan" and "Kurihara Shinpei", cooking expert



Expanding sales channels

Expanding sales channels such as Shop in Shop and Kindergarten Wholesale



Appeal for food loss

Appeal the reduction of food waste in the household as a secondary factor using evidence



Development of new services following Kit Oisix

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

Accelerate development of new services following Kit Oisix.
Released services for new value propositions, “Chanto Oisix”
and Prime Pass Service

Oisix



■ “Chanto Oisix”

Delivery sets of foodstuffs and recipe for
Vegetable main dishes for 3 or 5 days



■ Prime Pass Service

Flat-rate service with selectable vegetables
and fruits. Customer Customers can
choose several items a week (Scheduled in June)



Growth strategy of DWMK

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

Providing service that realize a "proper dietary habits" in an easy-to-use manner

DWMK



■ Everyday Vegetable Side dishes Set

A set of ingredients and recipe for 5-days
Vegetable-centered side dish



■ Strengthen the frozen fish category

Easy reproduction of the Showa 50's
dinner table, which is said
to be the most healthy



Growth strategy of Radish Boya

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

Providing service of "Grocery Stores that make your cooking enjoyable"

Radish Boya



■ Palette customization



Rooted vegetables tend to be extravagant
and are always discarded...



We don't want poor vegetables...



Enable customization
to meet the needs
of individual households

■ Product development for enjoying vegetable-friendly and cooking



We expand products which set of
foodstuffs + seasonings that can be cooked
one dish simply by adding vegetables

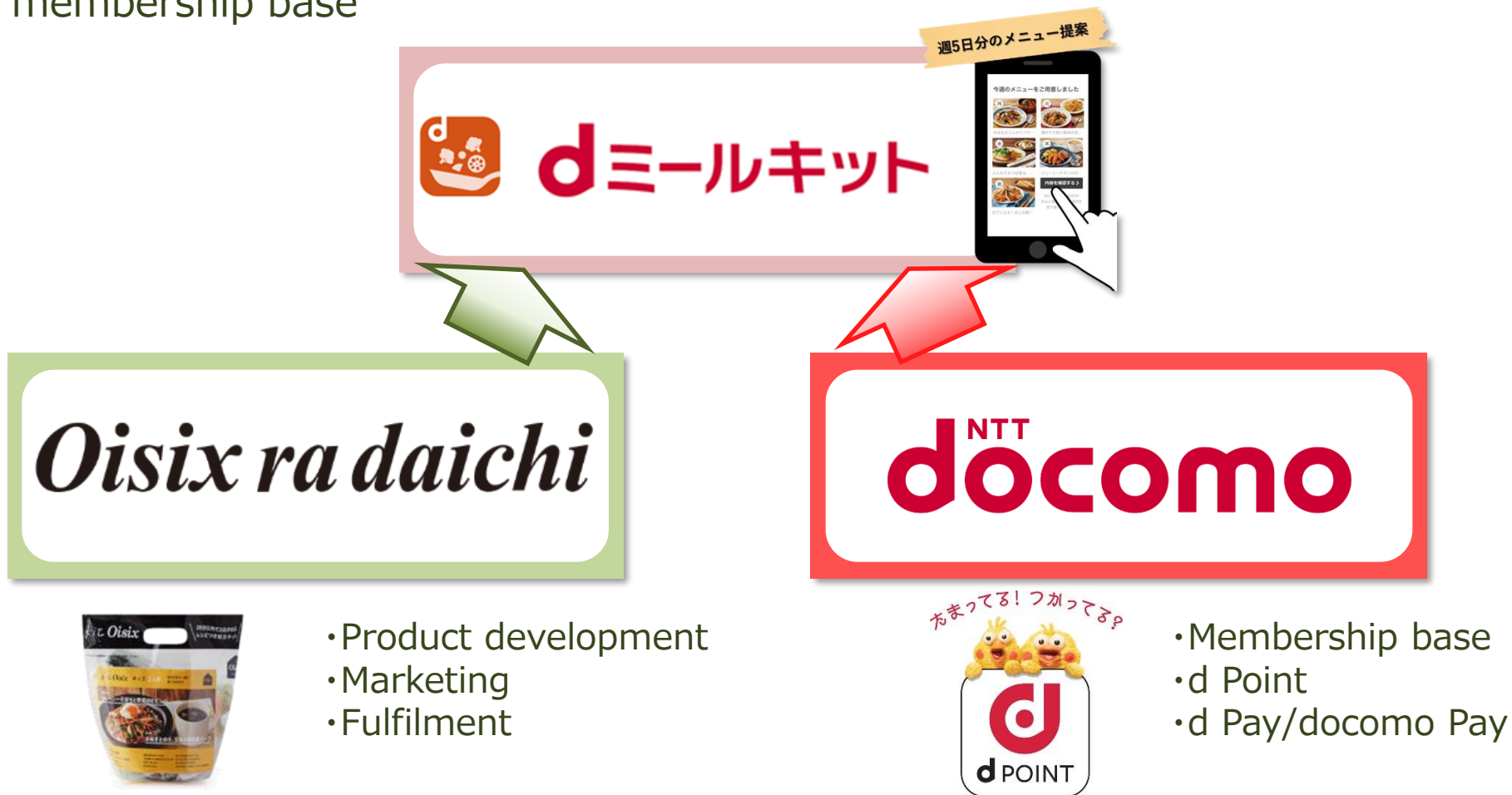
Launch of d-meal kits

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

“d-meal kits” which we have been promoting with NTT docomo, is scheduled to be launched in July. Utilizing Our Meal Kit know-how and NTT docomo's membership base



VegeNeco Project

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

We aim to build an open platform that offers one-stop efficiencies from ordering and delivery of agricultural products with Yamato Transport

■ Overview



We initiatives began
to resolve issues
related to purchasing
and logistics from Producers,
as well as the last mile.

■ Recent Efforts (since March in 2019)

Complex analog tasks, such as order exchange, data management, and ledger preparation, are performed collectively using PCs and smartphones.



【Introduced Companies】

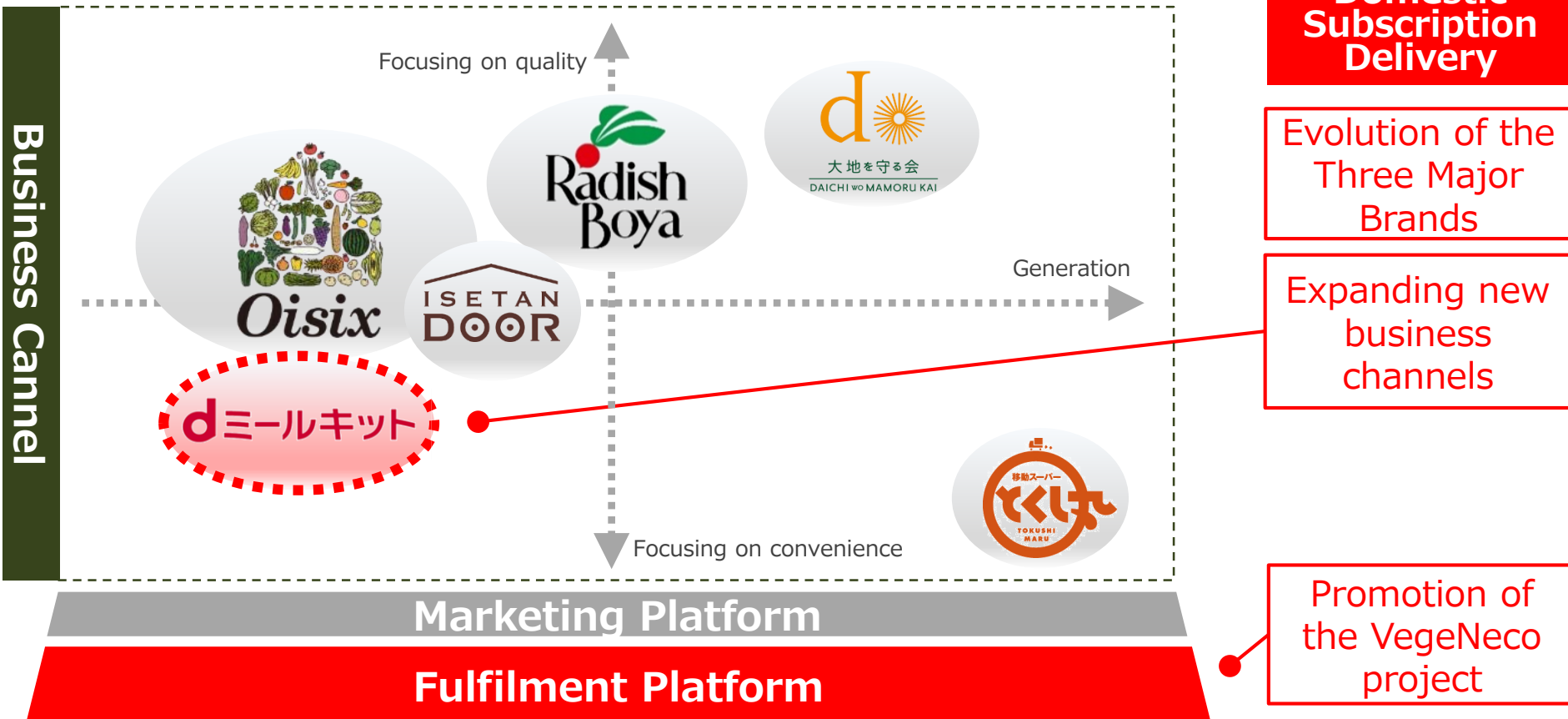
“Nagasaki Nanbu” Production Union

Salad Bowl Co., Ltd.

Growth in Domestic Subscription Delivery

Providing Food Subscription Services that meet the Needs of Each Generation through Multiple Brands

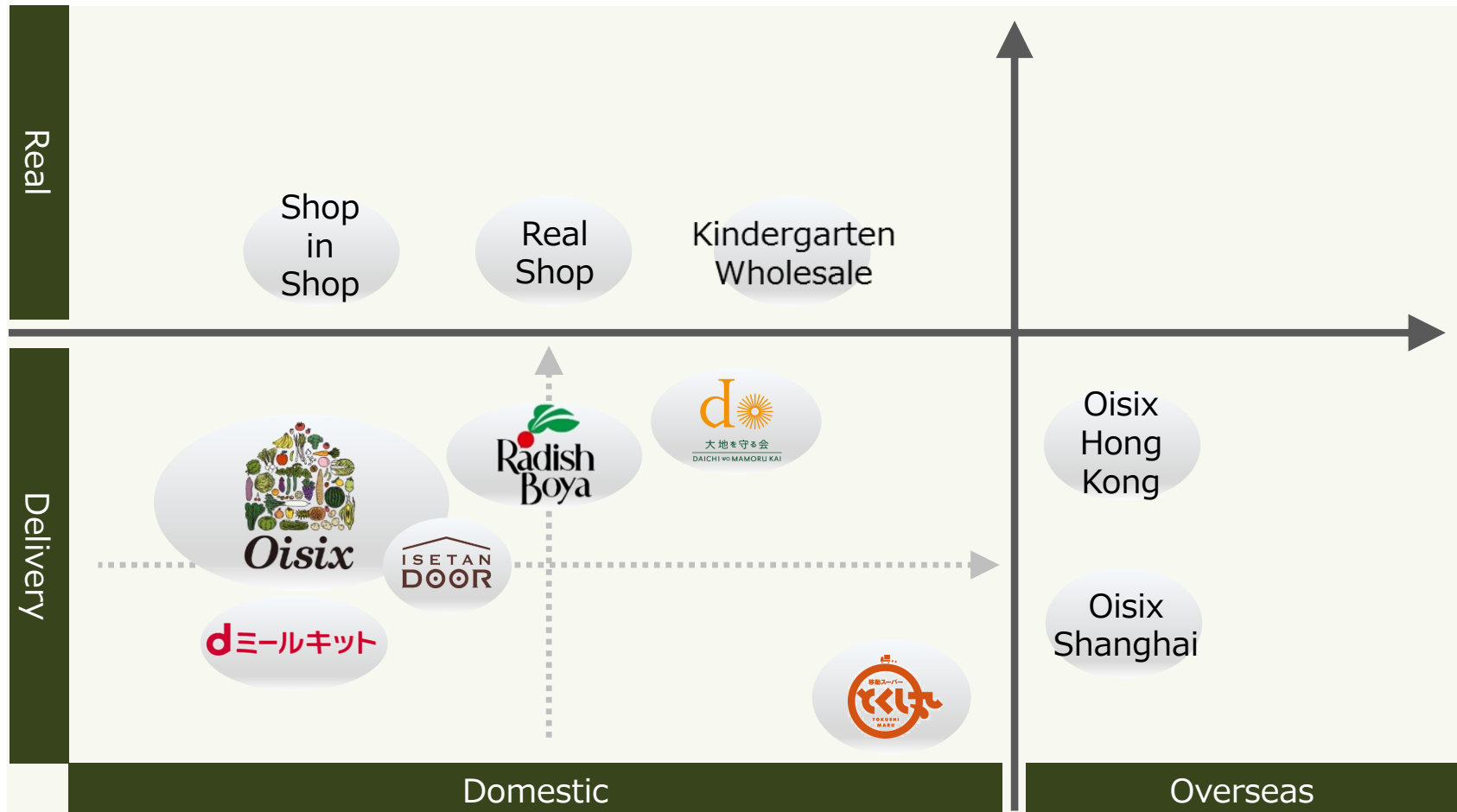
Strategy of Domestic Subscription Delivery



Current business matrix

In addition to the domestic delivery of subscribers, we are partially developing the domestic real business and the overseas subscription Home Delivery Business.

■ Current business matrix



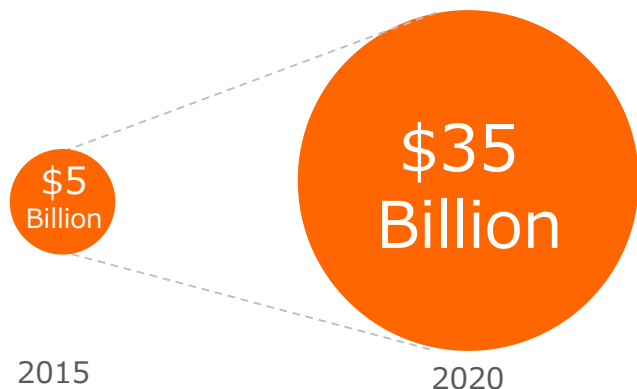
Topic1: Acquisition Purple Carrot as a subsidiary

We acquired Purple Carrot, a wholly owned U.S. vegan meal kit, as a subsidiary. We will leverage the strengths of subscription services cultivated in Japan to develop business in the U.S.

Size of the U.S. meal kit market

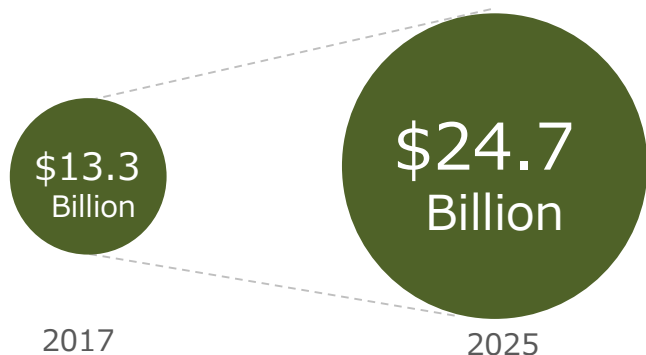
Oisix ra daichi

PURPLE CARROT



Size of the U.S. plant-based food market

- ✓ Global Expansion of Vegan Food × Health Conscious Food of Japanese Food in both Asia and the U.S.
- ✓ Expanding management expertise in food Subscription Model to Purple Carrot to achieve profitability at an early stage



※Consolidated results for the fiscal year ending March 31, 2020 are for six months.

Topic2: Acquisition Welcome as a affiliate

Domestic Delivery business
(Three major brands)

Domestic Delivery business
(Other)

Other Business

We made DEAN & DELUCA brand operating company "Welcome Co., Ltd.", where we had a small investment, affiliate company by underwriting a third-party allotment of new shares. We plan to conclude capital and business alliance agreements and implement initiatives utilizing the assets of both parties

Oisix ra daichi

Oisix ra daichi

- EC marketing know-how
- About 300,000 Subscription members



Welcome

DEAN & DELUCA

- Real Shop management know-how
- Tremendous brand image centered on young women

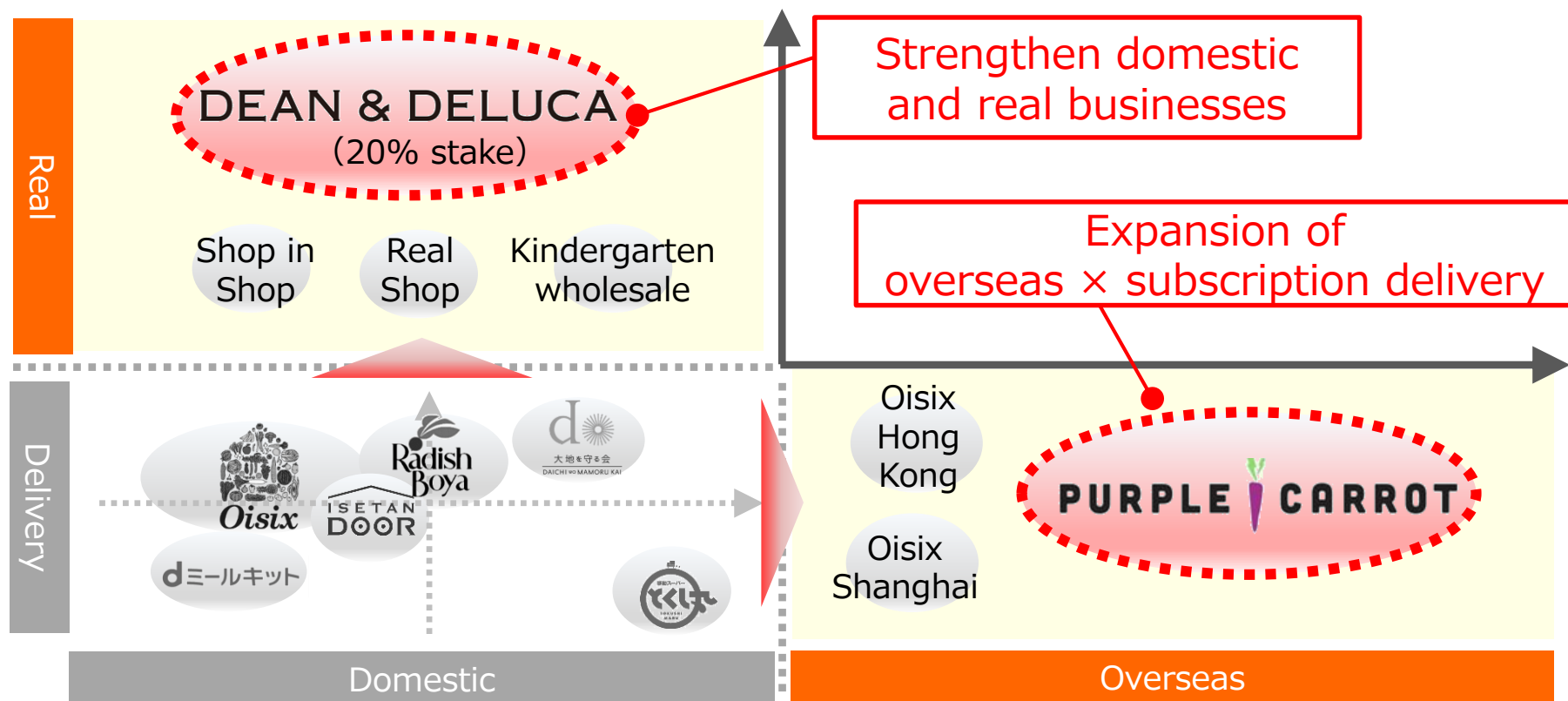
- ✓ Launch of logistics reform project for Welcome
- ✓ Strengthen products jointly developed
- ✓ Coordination of Know-how with our shop business

※Consolidated results for the fiscal year ending March 31, 2020 are for nine months.

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.

■ Business Area Expansion



3. FY3/2020 Outlook

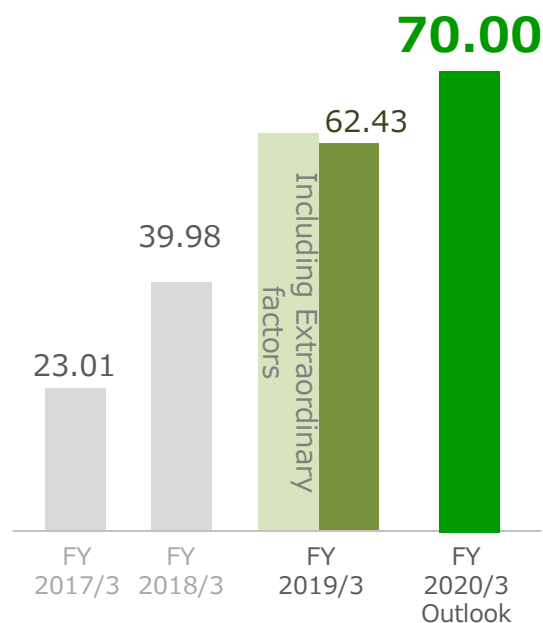
Consolidated Outlook Overview

Sales and EBITDA are expected to increase.

Operating income is expected to decline due to goodwill amortisation at subsidiaries.

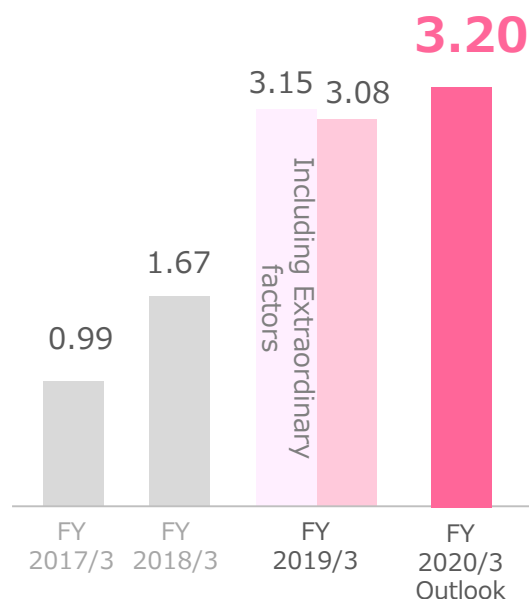
■ Sales

70.00 bn yen



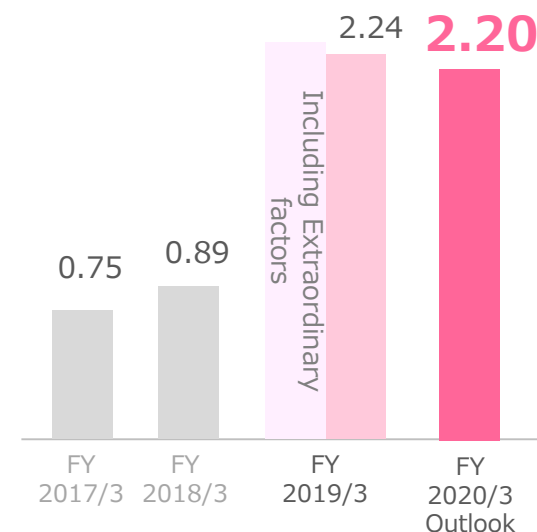
■ EBITDA

3.20 bn yen



■ Operating Profit

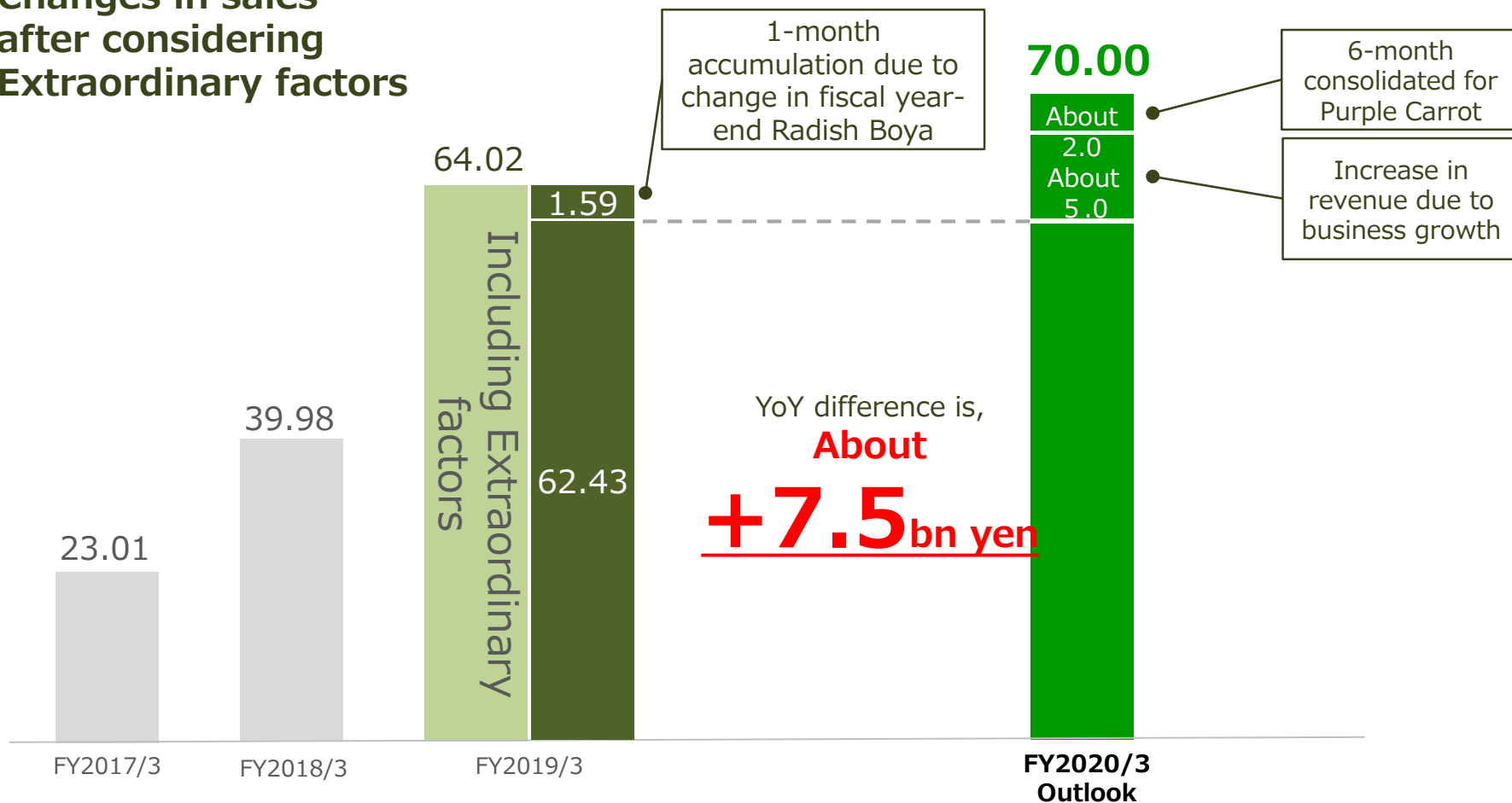
2.20 bn yen



FY2020/3 Sales Outlook

Excluding special factors caused by consolidation of subsidiaries,
Net sales increased by 5 to 6 billion yen YoY.

■ Changes in sales after considering Extraordinary factors

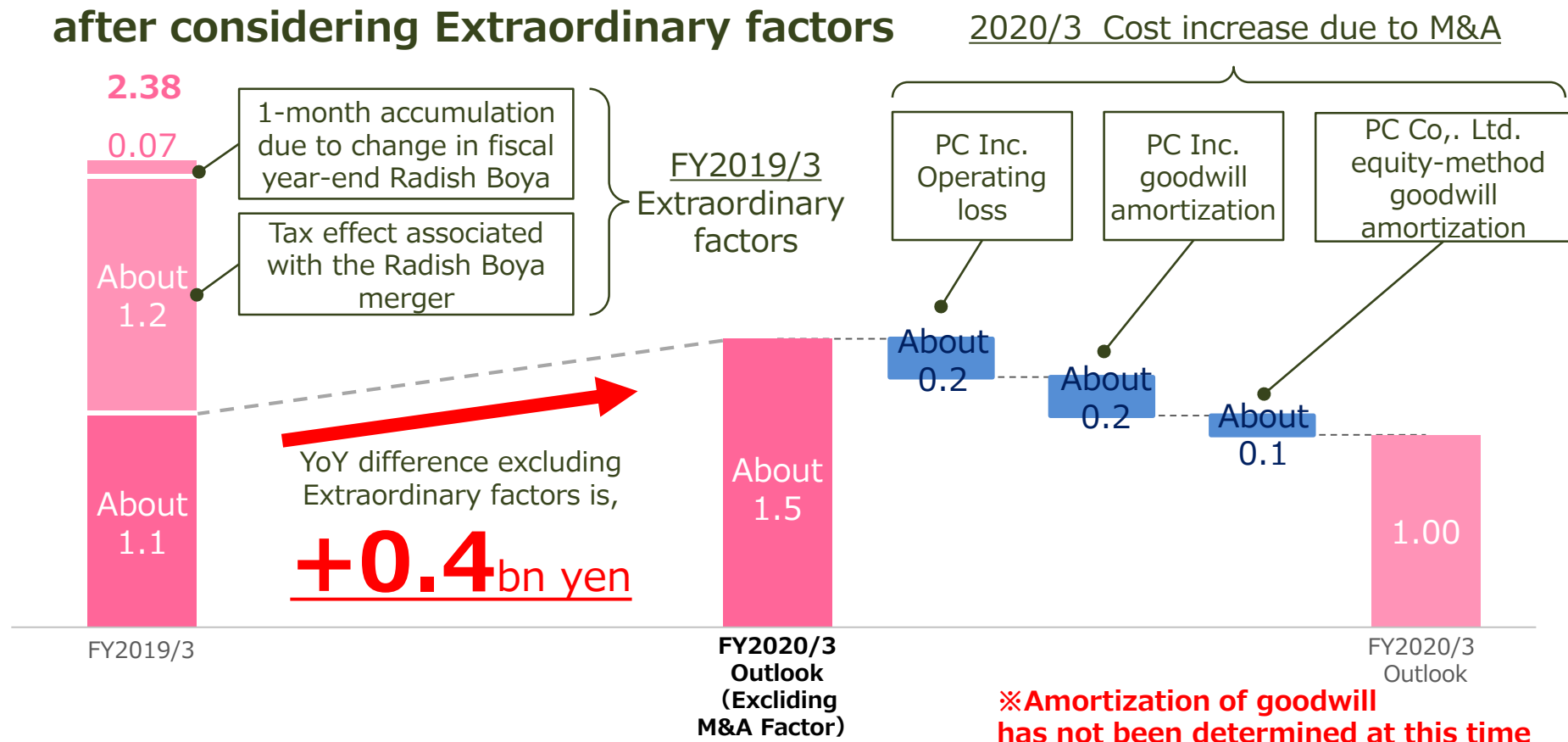


FY2020/3 Profit Outlook

Profits are expected to decline due to the elimination of corporate tax effects and the impact of goodwill amortization at subsidiaries and affiliates.

Excluding extraordinary factors, however, profits are expected to increase due to growth in Home Delivery Business.

■ Outlook of Net income after considering Extraordinary factors



Business segment Results Outlook

Sales Outlook

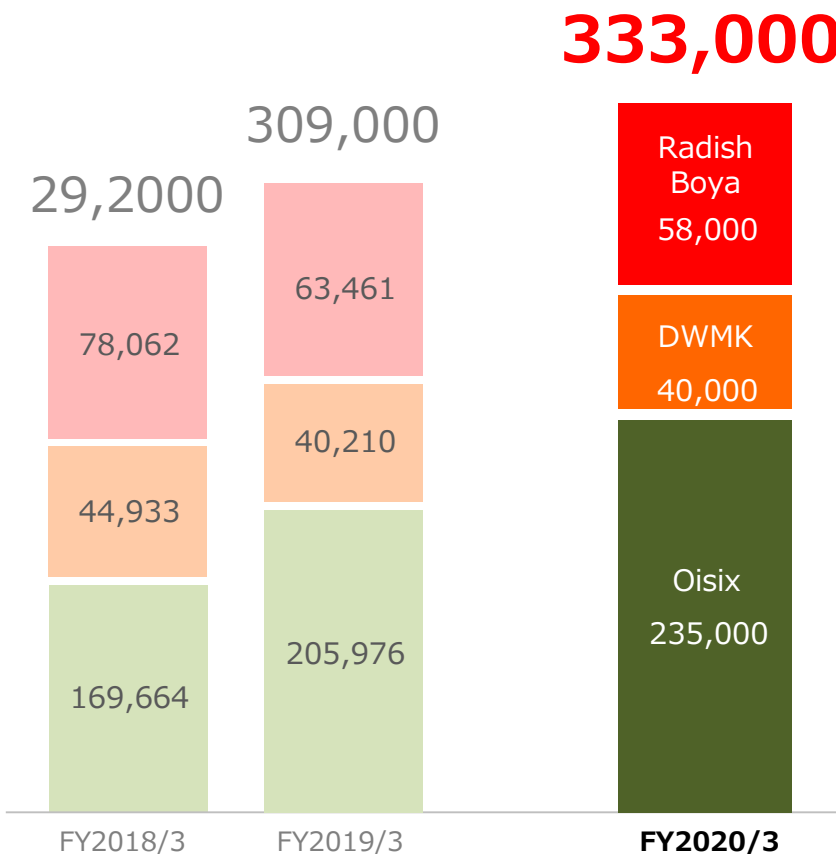
Marginal profit Outlook (Exclude the impact of goodwill amortization)

Home Delivery Business	Oisix	34.90bn yen (YoY +17.8%)	5.00bn yen (YoY +24.0%)	Grow steadily in response to growing needs for Kit Oisix
	DWMK	10.90bn yen (YoY ±0.0%)	2.00bn yen (YoY +1.0%)	Cralify products and services in line with target needs and promote service design that is supported continuously
	Radish Boya	15.30bn yen (YoY -7.8%)	3.00bn yen (YoY -3.5%)	Continuous improvement in profit structure, and design services such as product development that will be supported by targets
	Other Business	8.90bn yen (YoY +53.7%)	0.80bn yen (YoY +11.1%)	In addition to growth in Solution Business/Real Retail Business, Purple carrot Inc, sales are booked for 6months. In terms of profits, we will promote the early improvement of profitability of PC Inc..

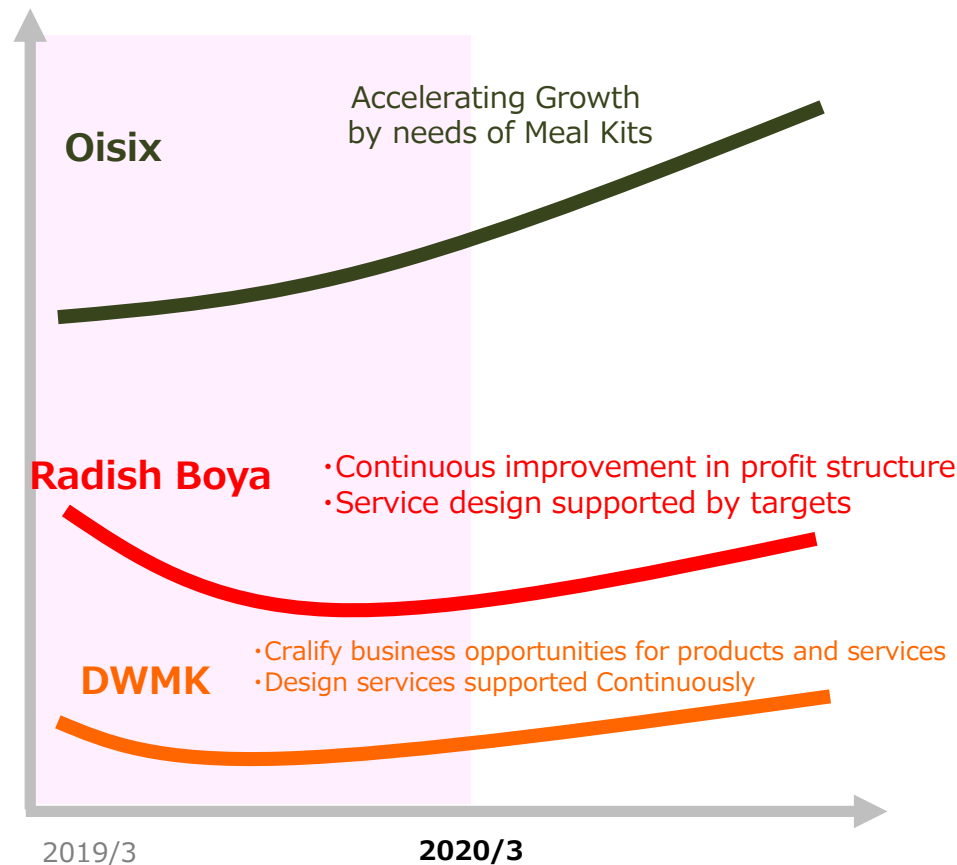
Outlook of subscribers/ 3 brands business growth

In accordance with management expertise in Subscription delivery, we properly implement business strategies in line with the business phases of each brand during the FY2020/3 period

■ Outlook of subscribers



■ 3 brands business growth



4. Social Activities

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.

N-1 Summit・Organic Festa

We held two communication events with the aim of interacting of agriculture technologies between Producers, and Producers and consumers

■ N-1 Summit (Oisix)

- Awarded "Farmers and of the Year" selected by customers and held discussions among Producers
- About 400 ORD Producers nationwide participated.



■ Organic Festa (DWMK)

- Communication events linking 「Producers」「Oisix ra daichi」「Comsumer」
- More than 2,000 subscribers participated.



Tohoku Leaders Conference

- Business people from Tohoku area participated to discuss the creation of a new business model from a regional perspective

■ Tohoku Leaders Conference

Date : April 19th ~ 20th in 2019

Place : Fukushima J Village

Main Speakers :

Members of the House of Representatives :

Mr. Koizumi Shinjiro

Governor of Fukushima Prefecture :

Mr. Uchibori Masao

Deputy Governor of Fukushima Prefecture :

Mr. Suzuki Masaaki

Deputy Mayor of Tomioka-cho, Futaba-gun,
Fukushima Prefecture :

Mr. Takahashi Yasuaki

Etc.



A Million People Candle night

- Initiatives to propose a sloping lifestyle for the sustainability of society without using electricity
- The 17th meeting is scheduled to be held at Zojoji Temple in June 15th 2019.



Welcome Back Ceremony

"Welcome Back Ceremony" for mother employees who return to work was held to ensure a smooth return.

Since listing in 2013, 37 employees have returned to work, and both the percentage of female employees taking childcare leave and the percentage of female employees returning to work after taking leave have reached 100%. Taking full advantage of the resources of short-time employees, we now have 43 short-time employees, mostly reinstated mothers



Summary of Notes Regarding Financial Results for the FY2019/3 and Forecast for the FY2020/3

①Changes in the fiscal year-end of Radishboya

Due to the change in the accounting period from the fiscal year ended February to the fiscal year ended March following the management integration, the Company's results for the 13 months from March 2018 to March 2019 are recorded as an irregular accounting period.

②Tax Effects of Radishboya

Net operating loss carryforwards and deferred tax assets have been generated, resulting in approximately 1.2 billion tax benefits.

As a result, net income is at the same level as operating income and ordinary income, but this tax effect will be eliminated from the FY2020/3 and will be in line with normal conditions.

③Consolidated Results of Operations by Purple Carrot

Purple Carrot is expected to become a consolidated subsidiary for six months, with sales of approximately 2.0 billion yen and operating income of ▲0.2 billion yen.

④Goodwill associated with the acquisition of shares of Purple Carrot and WELCOME CO.,LTD

The amount of goodwill has not been determined, but approximately 200 million yen has been allocated for Purple Carrot and 100 million yen has been allocated for WELCOME Co.,LTD.

5. APPENDIX • DATA SHEET

Corporate Overview

Name : Oisix ra daichi Inc.

Location : Shinagawa-ku, Tokyo

Established : June 2000

Representative : Kohey Takashima, Representative Director & CEO

Capital : 1,284,022,000 yen

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

Overview of Affiliates

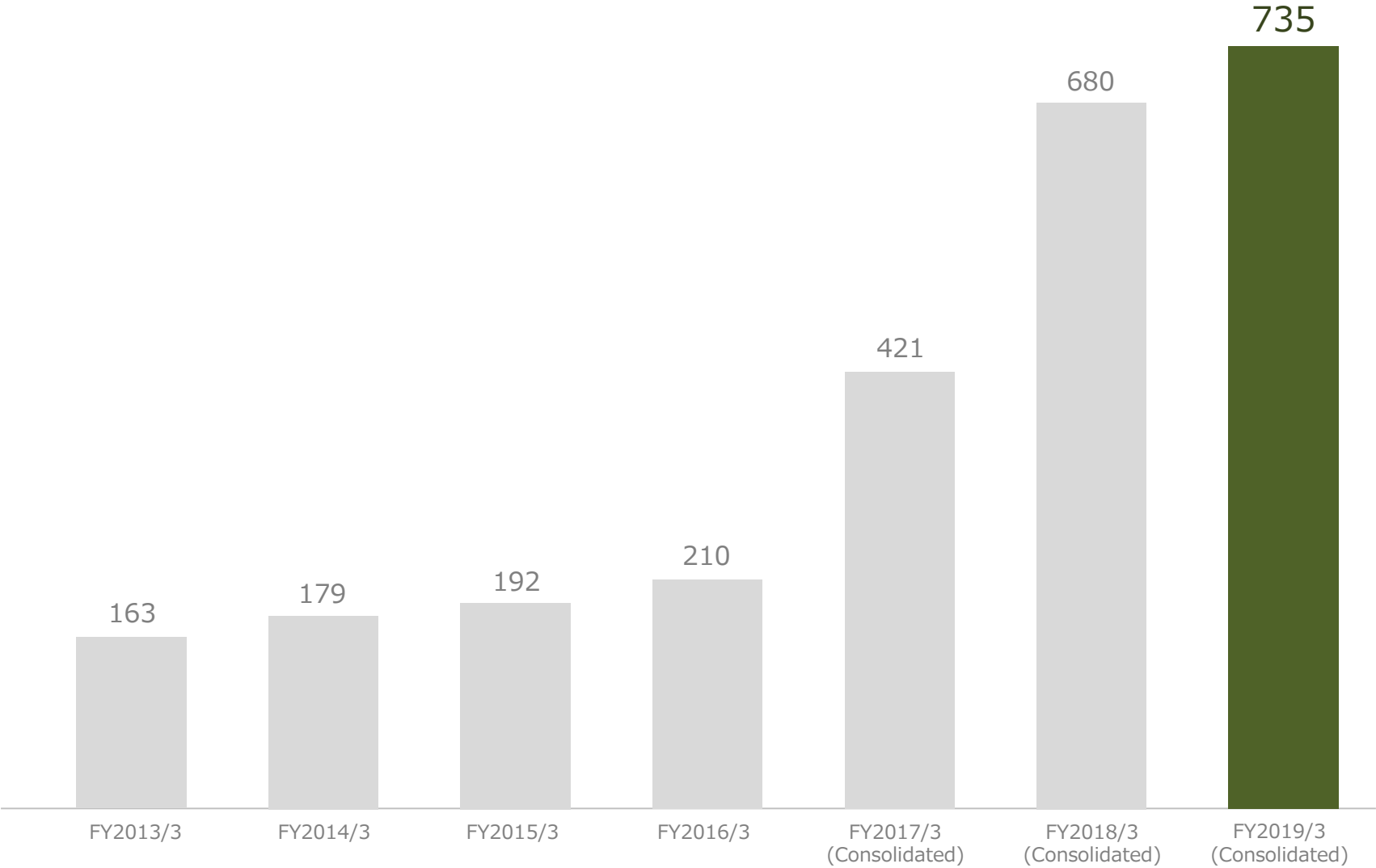
■ Consolidated subsidiaries

Tokushimaru Inc	Develops alliances with supermarkets in the mobile supermarket business; provides expertise to sales partners.
Fruits Basket	Handles processing, product development, and sales, for agricultural produce, including fruits and vegetables.
Furari Ltd.	Operates website connecting food producers and consumers.
Karabiner.Inc.	Develops and operates platform systems for EC sites; produces websites.
Crazy Kitchen	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

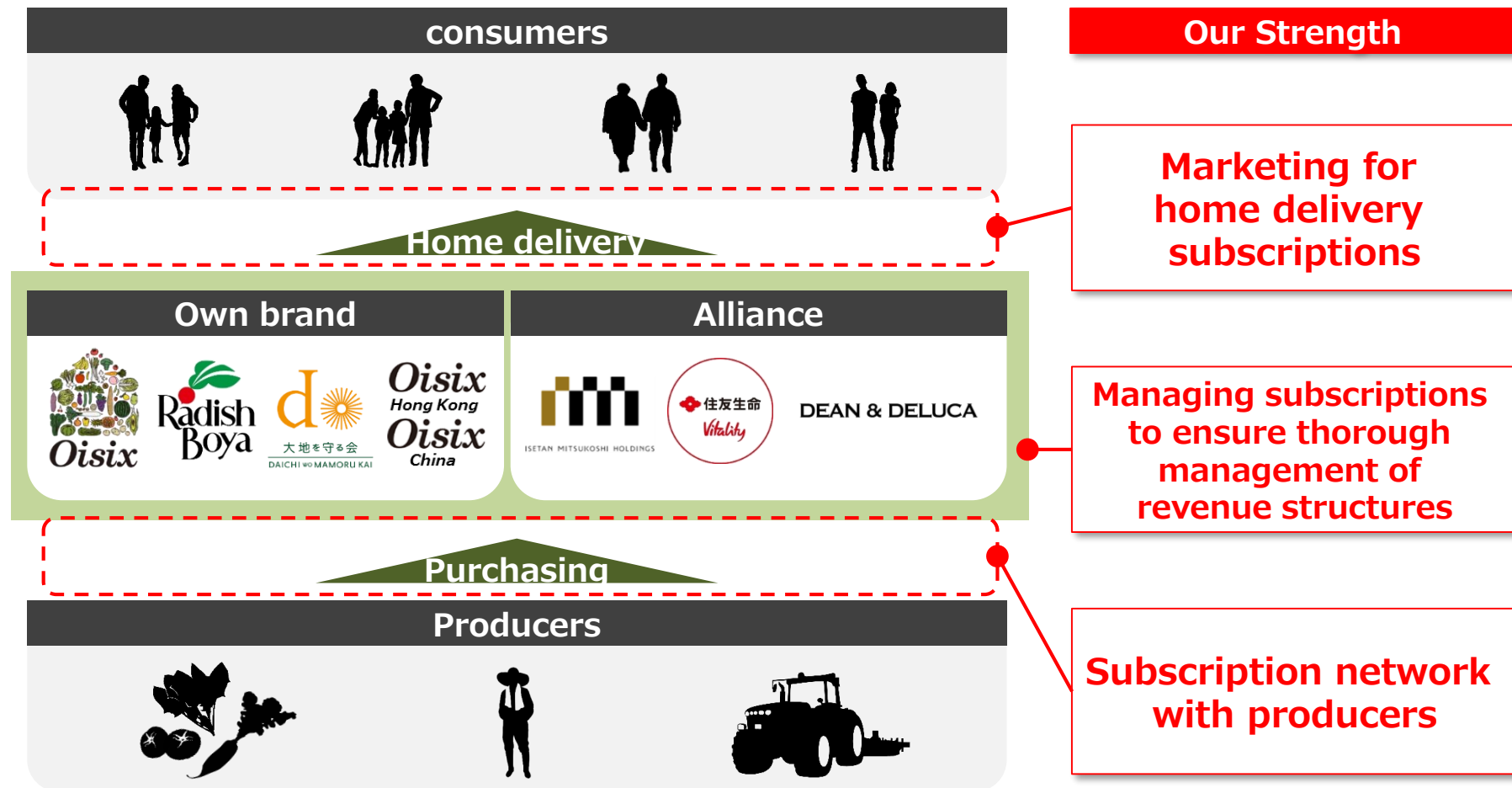
Nihon Agri Inc.	Exports agricultural products.
Welcome Co., Ltd	Lifestyle business through retail and restaurant businesses Manufacture and sale of imported and processed foods, and operation of cafes

Trend in No. of Employees



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

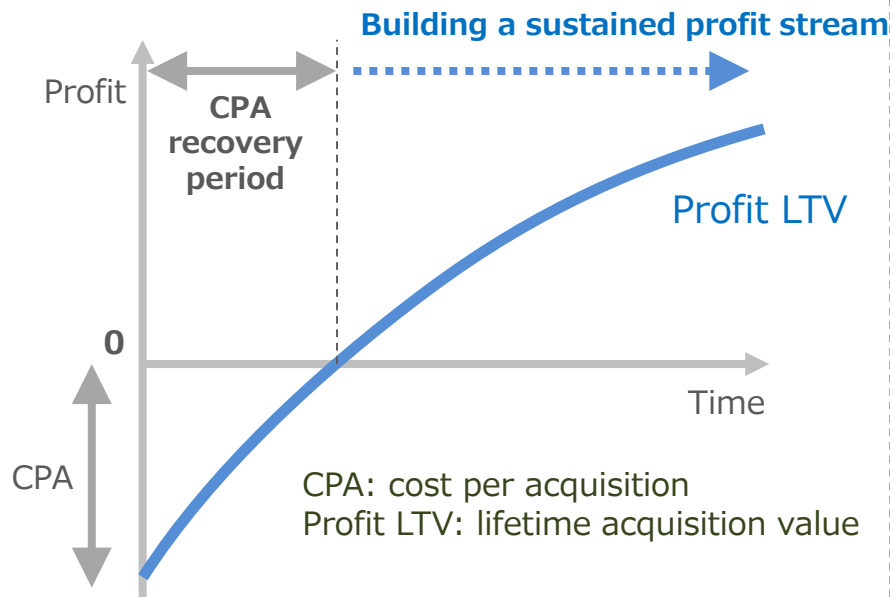


Subscription Manager

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

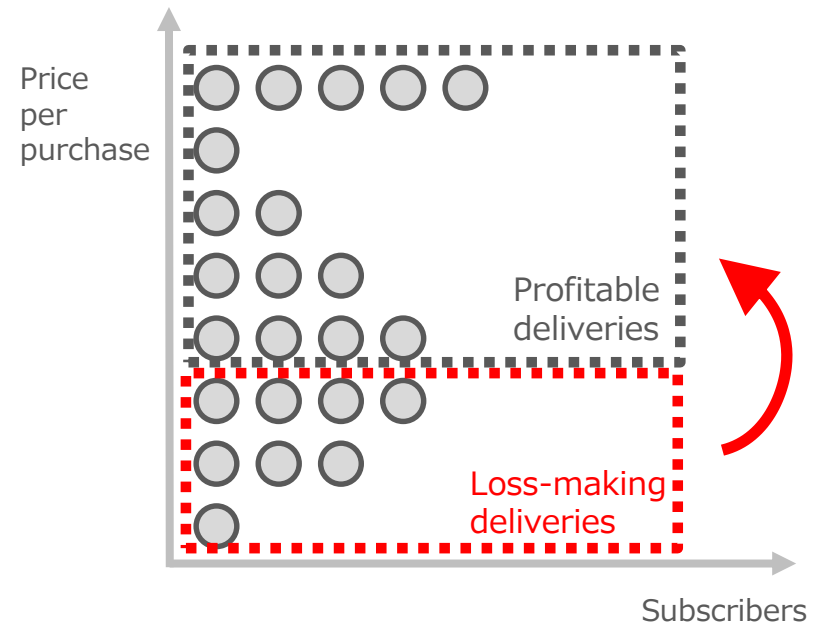
■ Rigorous CPA and LTV management

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



■ Rigorous management of unit revenues and expenditures

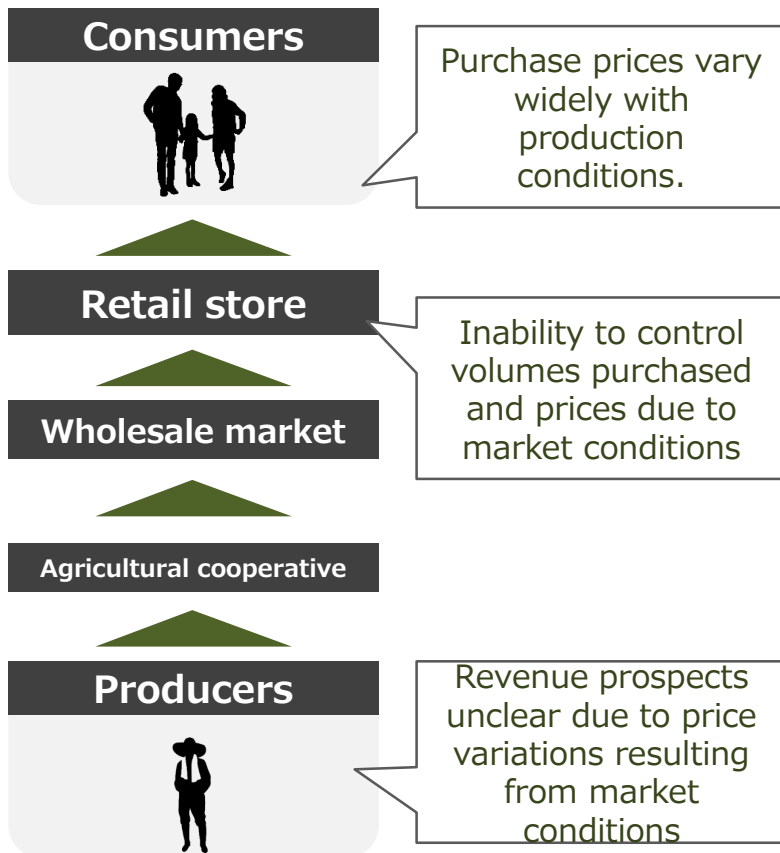
Making percentages of loss-making deliveries visible for each unit and reducing them structurally



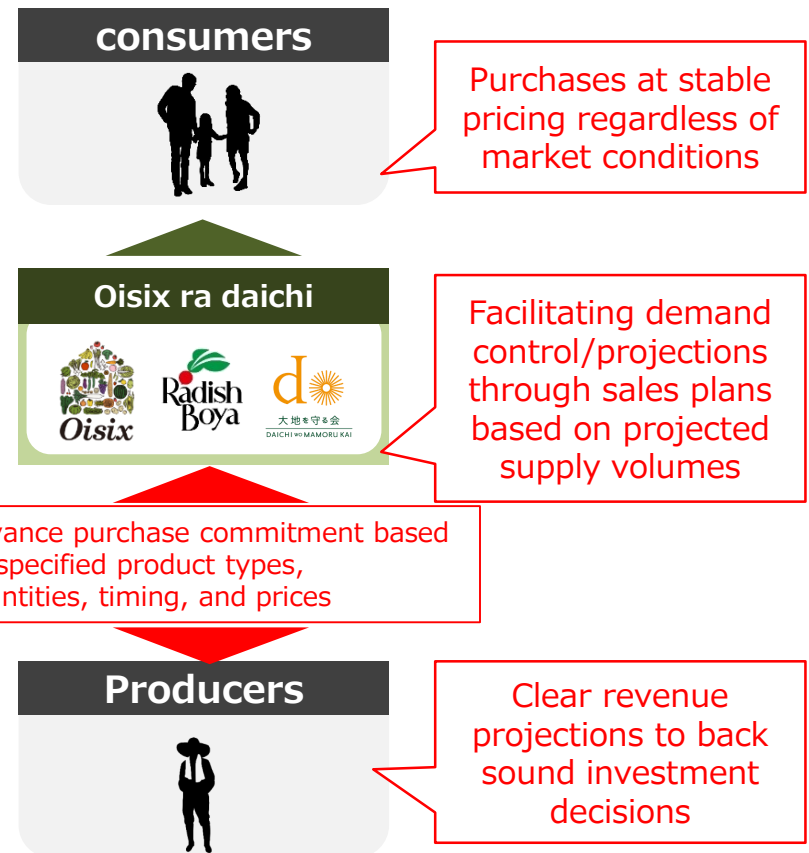
Subscription Network

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



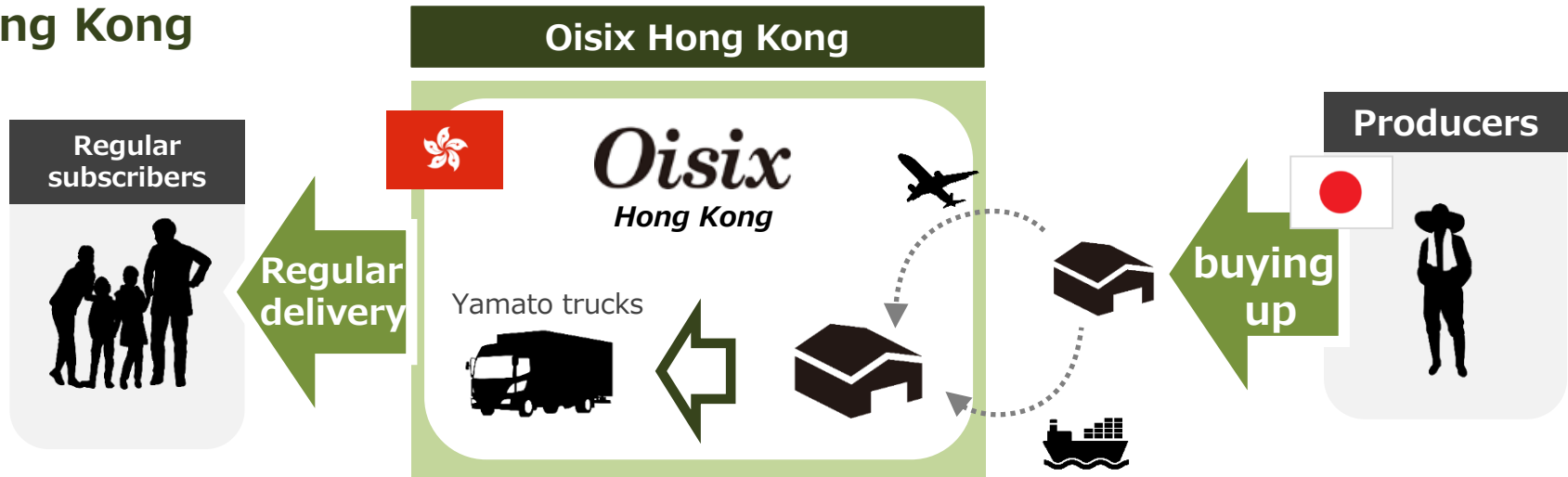
Differences in the assets of the three brands



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

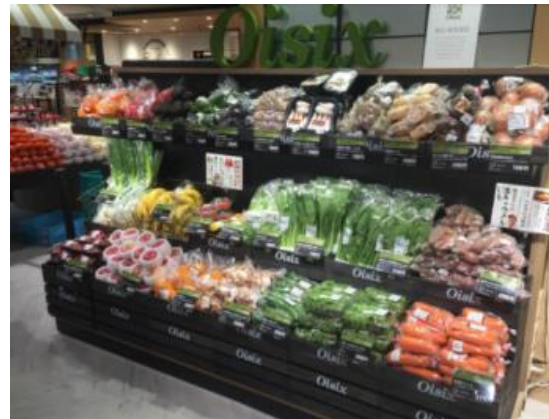


Shop in Shop

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



品名	数量	単位	価格	合計	備考
りんご	100	個	100	10000	
バナナ	50	本	200	10000	
...



Ordering

Delivery
on
Requested
date

- ◆ 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

Oisix ra daichi

Omakase Boya system
for receiving orders from kindergartens



品名	数量	単位	価格	合計	備考
りんご	100	個	100	10000	
バナナ	50	本	200	10000	
...



Purchase

Producers



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

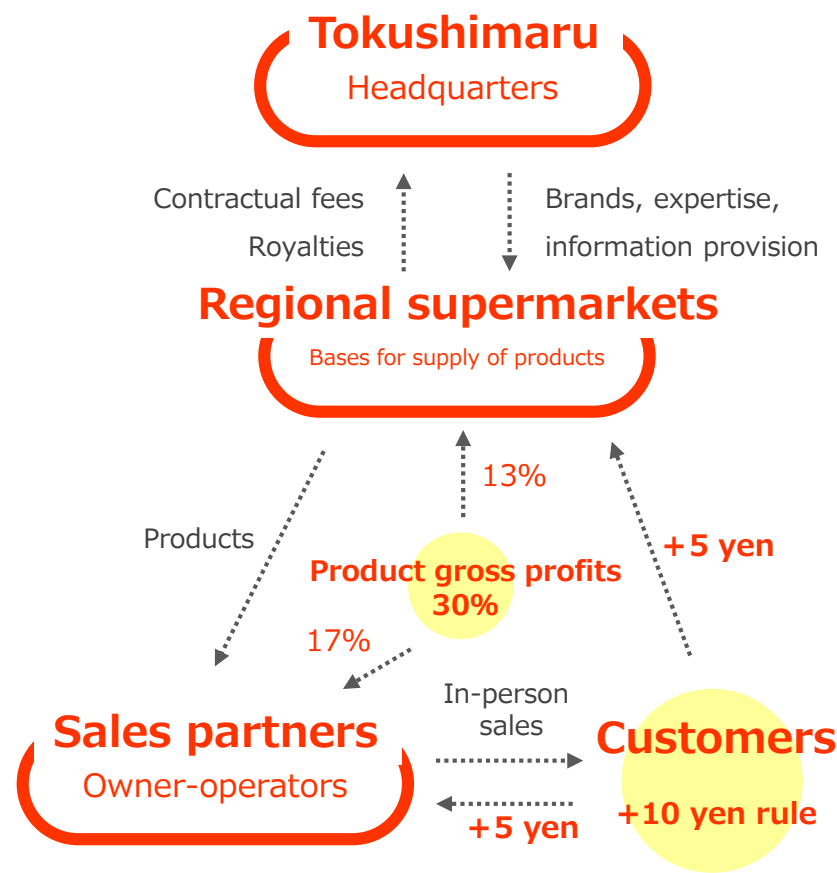
We offer novelty products based on our expertise in service, products, and delivery, established through more than 3 million regular deliveries a year.



Tokushimaru

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

■ Business model



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.



DATA SHEET : Results

■ Results

	FY2017/3				FY2018/3				FY2019/3			
(mn yen)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
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
Operating Profit	169	270	625	752	141	237	692	891	610	1,115	2,265	2,312
EBITDA	225	391	810	996	320	635	1,282	1,670	808	1,513	2,882	3,154
Net income Attributable to owners of the parent	119	187	429	515	72	93	336	237	537	893	2,533	2,387

DATA SHEET : Business Segment Result

■ Business Segment Result

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

Data Sheet : Main KPI

KPI trend

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

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