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On January 13, 2021, Aeon Fantasy Co., Ltd. announced earnings results for Q3 FY02/21.

Cumulative (JPYmn)	FY02/19				FY02/20				FY02/21			FY02/21	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	% of Est.	FY Est.
Sales	17,586	37,763	54,081	74,244	17,980	38,960	55,695	73,493	3,677	16,381	30,231	63.6%	47,500
YoY	8.2%	5.7%	2.6%	2.9%	2.2%	3.2%	3.0%	-1.0%	-79.6%	-58.0%	-45.7%		-35.4%
Cost of sales	15,715	32,253	47,675	64,239	16,234	33,302	49,030	64,766	6,627	19,880	33,886		
YoY	8.1%	4.9%	4.7%	4.7%	3.3%	3.3%	2.8%	0.8%	-59.2%	-40.3%	-30.9%		
Gross profit	1,871	5,511	6,407	10,005	1,745	5,658	6,665	8,727	-2,950	-3,499	-3,655		
YoY	9.4%	10.3%	-10.5%	-7.5%	-6.7%	2.7%	4.0%	-12.8%	-	-	-		
GPM	10.6%	14.6%	11.8%	13.5%	9.7%	14.5%	12.0%	11.9%	-80.2%	-21.4%	-12.1%		
SG&A expenses	1,322	2,659	4,018	5,353	1,436	2,805	4,176	5,515	1,185	2,300	3,542		
YoY	10.8%	8.5%	11.2%	10.6%	8.6%	5.5%	3.9%	3.0%	-17.4%	-18.0%	-15.2%		
SG&A ratio	7.5%	7.0%	7.4%	7.2%	8.0%	7.2%	7.5%	7.5%	32.2%	14.0%	11.7%		
Operating profit	549	2,851	2,388	4,652	310	2,853	2,489	3,212	-4,136	-5,799	-7,197	-	-7,800
YoY	6.2%	12.0%	-32.6%	-22.1%	-43.6%	0.1%	4.2%	-31.0%	-	-	-		
OPM	3.1%	7.6%	4.4%	6.3%	1.7%	7.3%	4.5%	4.4%	-112.5%	-35.4%	-23.8%		-16.4%
Recurring profit	467	2,654	2,126	4,300	91	2,394	1,864	2,387	-4,280	-6,097	-7,420	-	-8,700
YoY	-4.8%	15.3%	-33.9%	-23.2%	-80.5%	-9.8%	-12.3%	-44.5%	-	-	-		
RPM	2.7%	7.0%	3.9%	5.8%	0.5%	6.1%	3.3%	3.2%	-116.4%	-37.2%	-24.5%		-18.3%
Net income	108	1,361	519	1,865	-315	1,176	112	-325	-5,620	-7,116	-8,556	-	-11,000
YoY	532.8%	23.5%	-62.0%	-37.5%	-	-13.5%	-78.4%	-	-	-	-		
Net margin	0.6%	3.6%	1.0%	2.5%	-1.8%	3.0%	0.2%	-0.4%	-152.9%	-43.4%	-28.3%		-23.2%

Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21			FY02/21	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	% of Est.	FY Est.
Sales	17,586	20,177	16,318	20,162	17,980	20,980	16,735	17,798	3,677	12,704	13,850	63.6%	47,500
YoY	8.2%	3.5%	-3.8%	3.6%	2.2%	4.0%	2.6%	-11.7%	-79.6%	-39.4%	-17.2%		-35.4%
Cost of sales	15,715	16,538	15,422	16,564	16,234	17,068	15,727	15,736	6,627	13,253	14,006		
YoY	8.1%	2.0%	4.2%	4.7%	3.3%	3.2%	2.0%	-5.0%	-59.2%	-22.4%	-10.9%		
Gross profit	1,871	3,639	896	3,598	1,745	3,912	1,008	2,062	-2,950	-549	-156		
YoY	9.4%	10.7%	-58.5%	-1.5%	-6.7%	7.5%	12.5%	-42.7%	-	-	-		
GPM	10.6%	18.0%	5.5%	17.8%	9.7%	18.6%	6.0%	11.6%	-80.2%	-4.3%	-1.1%		
SG&A expenses	1,322	1,337	1,359	1,335	1,436	1,369	1,372	1,339	1,185	1,114	1,242		
YoY	10.8%	6.2%	17.0%	8.8%	8.6%	2.4%	0.9%	0.3%	-17.4%	-18.6%	-9.4%		
SG&A ratio	7.5%	6.6%	8.3%	6.6%	8.0%	6.5%	8.2%	7.5%	32.2%	8.8%	9.0%		
Operating profit	549	2,302	-463	2,263	310	2,543	-364	723	-4,136	-1,663	-1,398		
YoY	6.2%	13.5%	-	-6.7%	-43.6%	10.5%	-	-68.1%	-	-	-		
OPM	3.1%	11.4%	-2.8%	11.2%	1.7%	12.1%	-2.2%	4.1%	-112.5%	-13.1%	-10.1%		-16.4%
Recurring profit	467	2,187	-527	2,173	91	2,303	-530	523	-4,280	-1,817	-1,323		
YoY	-4.8%	20.8%	-	-8.7%	-80.5%	5.3%	-	-75.9%	-	-	-		
RPM	2.7%	10.8%	-3.2%	10.8%	0.5%	11.0%	-3.2%	2.9%	-116.4%	-14.3%	-9.6%		
Net income	108	1,252	-841	1,346	-315	1,491	-1,064	-437	-5,620	-1,496	-1,440		
YoY	532.8%	15.5%	-17.0%	-	-	19.1%	-	-	-	-	-		
Net margin	0.6%	6.2%	-5.2%	6.7%	-1.8%	7.1%	-6.4%	-2.5%	-152.9%	-11.8%	-10.4%		

By segment Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21			FY02/21	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	% of Est.	FY Est.
Sales	17,586	20,177	16,318	20,162	17,980	20,980	16,735	17,798	3,677	12,704	13,850	63.6%	47,500
YoY	8.2%	3.5%	-3.8%	3.6%	2.2%	4.0%	2.6%	-11.7%	-79.6%	-39.4%	-17.2%		-35.4%
Japan	14,403	15,739	13,504	15,507	15,033	16,417	13,444	14,961	3,248	10,306	11,653	64.6%	39,000
YoY	4.7%	-1.3%	-2.8%	1.9%	4.4%	4.3%	-0.4%	-3.5%	-78.4%	-37.2%	-13.3%		-34.8%
Overseas	3,268	4,520	2,878	4,717	3,062	4,639	3,334	2,820	467	2,427	2,246	59.4%	8,650
YoY	26.5%	24.4%	-7.8%	7.4%	-6.3%	2.6%	15.9%	-40.2%	-84.7%	-47.7%	-32.6%		-37.6%
China	1,924	3,146	1,496	3,081	1,509	3,034	1,813	1,287	328	2,184	1,868	67.4%	6,500
YoY	20.8%	21.4%	-21.9%	4.9%	-21.6%	-3.6%	21.2%	-58.2%	-78.3%	-28.0%	3.0%		-15.0%
ASEAN	1,344	1,373	1,381	1,636	1,553	1,605	1,521	1,533	139	243	378	35.4%	2,150
YoY	35.9%	32.0%	14.8%	12.4%	15.6%	16.9%	10.1%	-6.3%	-91.0%	-84.8%	-75.2%		-65.4%
Adjustments	-85	-81	-64	-62	-115	-76	-44	16	-38	-29	-48		-150
Operating profit	549	2,302	-463	2,263	310	2,543	-364	723	-4,136	-1,663	-1,398		-7,800
YoY	6.2%	13.5%	-	-6.7%	-43.6%	10.5%	-	-68.1%	-	-	-		
OPM	3.1%	11.4%	-2.8%	11.2%	1.7%	12.1%	-2.2%	4.1%	-112.5%	-13.1%	-10.1%		-16.4%
Japan	735	1,689	318	1,621	1,019	2,092	198	1,166	-3,347	-1,471	-916		-6,000
YoY	-4.1%	-0.8%	-72.8%	-18.6%	38.6%	23.8%	-37.7%	-28.0%	-	-	-		
OPM	5.1%	10.7%	2.4%	10.5%	6.8%	12.7%	1.5%	7.8%	-103.0%	-14.3%	-7.9%		-15.4%
Overseas	-185	614	-780	643	-707	452	-562	-463	-789	-191	-482		-1,800
YoY	-	87.5%	-	47.7%	-	-26.3%	-	-	-	-	-		
OPM	-5.7%	13.6%	-27.1%	13.6%	-23.1%	9.7%	-16.8%	-16.4%	-168.8%	-7.9%	-21.5%		-20.8%
China	-236	573	-803	525	-762	395	-498	-335	-378	222	-117		-300
YoY	-	56.7%	-	41.5%	-	-31.0%	-	-	-	-43.8%	-		
OPM	-12.2%	18.2%	-53.7%	17.0%	-50.5%	13.0%	-27.4%	-26.0%	-115.2%	10.2%	-6.3%		-4.6%
ASEAN	51	41	23	118	55	57	-64	-129	-411	-413	-365		-1,500
YoY	-	-	-17.1%	84.1%	7.6%	39.0%	-	-	-	-	-		
OPM	3.8%	3.0%	1.7%	7.2%	3.5%	3.5%	-4.2%	-8.4%	-294.9%	-169.7%	-96.5%		-69.8%
Adjustments	-1	-1	-1	-0	-2	-1	-0	19	-1	-0	-0		

Source: Shared Research based on company data

Q3 FY02/21 results (out January 13, 2021)

Consolidated results for the nine-month period through Q3 FY02/21

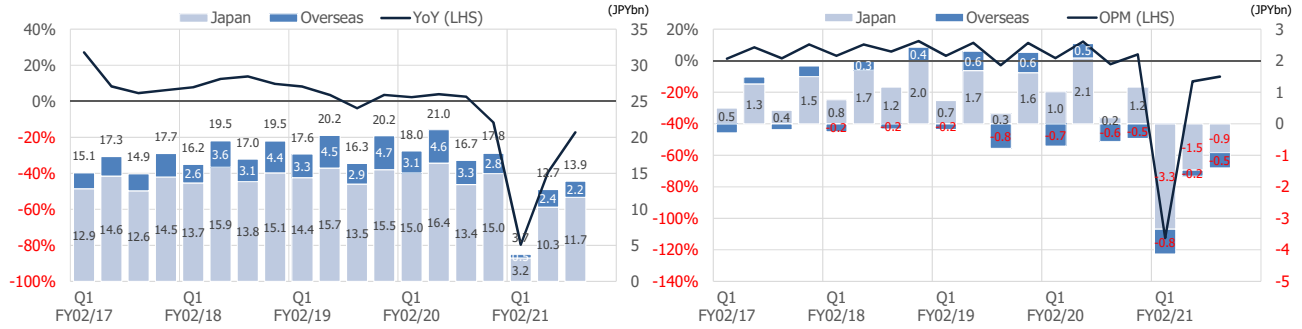
- ▷ Sales: JPY30.2bn (-45.7% YoY)
- ▷ Operating loss: JPY7.2bn (versus profit of JPY2.5bn in Q3 FY02/20)
- ▷ Net loss*: JPY8.6bn (versus profit of JPY112mn in Q3 FY02/20)

*Net income (loss) attributable to owners of parent

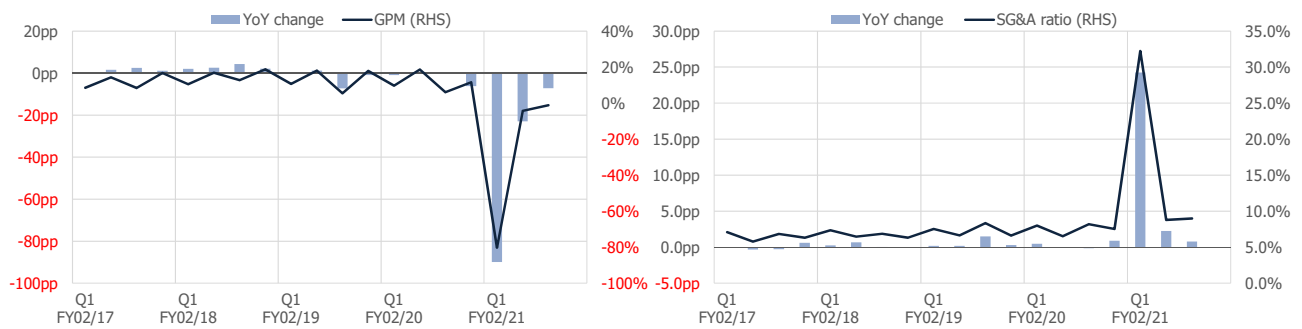
- ▷ **Q3 results:** For the three-month period of Q3 FY02/21, the company reported consolidated sales of JPY13.9bn (-17.2% YoY), an operating loss of JPY1.4bn (JPY364mn loss in Q3 FY02/20) and a net (after-tax) loss of JPY1.4bn (JPY1.1bn loss in Q3 FY02/20). Customer numbers declined due to the impact of the pandemic. Q1 sales fell 79.6% YoY, with Q2 down 39.4% YoY. However, Q3 was better with a 17.2% YoY decline. The net loss of JPY1.4bn was lower than the levels of Q1 (JPY5.6bn) and Q2 (JPY1.5bn). The prizes division, which includes the online crane games, was the driving force behind this improvement, helped by the introduction of attractive prizes for customers. Reflecting these losses, shareholders equity at the end of Q3 was down to JPY17.3bn (versus JPY26.6bn at the end of FY02/20), bringing the shareholders equity ratio down to 31.8% (versus 47.8% at the end of FY02/20) and book value per share down to JPY874 (versus JPY1,349 at the end of FY02/20).
- ▷ **Full-year forecast:** Having made no changes to its full-year forecast announced on August 25, 2020, the company continues to project full-year consolidated sales of JPY47.5bn (-35.4% YoY), an operating loss of JPY7.8bn (versus profit of JPY3.2bn in FY02/20), a net loss of JPY11.0bn (versus loss of JPY325mn in FY02/20), and expects to pay a dividend of JPY30.0 per share (versus JPY50.0 per share in FY02/20). The Q4 forecast (company forecast – cumulative Q3) is calculated as sales of JPY17.3bn (-3.0% YoY), operating loss of JPY603mn and a net loss of JPY2.4bn.
- ▷ **Japan:** For the three-month period of Q3 FY02/21, the company's operations in Japan reported sales of JPY11.7bn (-13.3% YoY) and an operating loss of JPY916mn (versus profit of JPY198mn in Q3 FY02/20). Sales at existing stores fell 14.8% YoY, recovering from a 79.2% drop in Q1 and a 37.8% drop in Q2. Divisional sales rose 1.1% with development of prizes related to "Demon Slayer: Kimetsu no Yaiba" in the prizes division and the aggressive launch of tie-up prizes with the company's limited edition popular characters and confectionery producers contributing to the recovery. In October, the company implemented a number of infection prevention initiatives, including installation of acrylic panels in all stores in the medals business and the promotion of customer safety and security initiatives. The number of domestic stores in operation at the end of Q3 was 432 (-0.9% YoY), the company having opened two new stores and closed three during Q3.
- ▷ **China:** For Q3, the company's operations in China generated sales of JPY1.9bn (+3.0% YoY) and an operating loss of JPY117mn (loss of JPY498mn in FY02/20). Sales at existing stores increased by 2.1% due to a recovery in sales as the number of coronavirus infections fell. In particular, October, which includes the National Foundation Day holiday, was strong, with sales rising 10.0% YoY. In addition to the increase in sales, the company achieved cost reductions including control of store opening hours, rent reduction negotiations and rationalization of head office staff. These measures contributed to a reduction in the operating loss for the period. The company had a total of 209 stores in China at the end of Q3 (-5.9% YoY), having opened no new stores while closing three during Q3.
- ▷ **ASEAN:** For Q3, the company's operations in ASEAN countries reported sales of JPY378mn (-75.2% YoY) and an operating loss of JPY365mn (versus loss of JPY64mn in the same quarter last year). Sales have recovered from JPY139mn in Q1 (-91.0% YoY) and JPY243mn in Q2 (-84.8% YoY), but the pace of recovery remains slow compared to other regions. Existing store sales are on a recovery trend in Vietnam and Thailand, but the recovery in Indonesia and Malaysia is sluggish, and business activity in the Philippines is still closed due to government regulations. No new stores were opened in Q3 and one store was closed; the total number of stores at the end of Q3 was 219 (220 stores at end-Q3 FY02/20).

Seasonality: The company's business is prone to large fluctuations in earnings due to seasonal factors in each quarter. Q2 and Q4 are periods of high demand, while demand tends to decline in Q1 and Q3. Q1 (March–May) is affected by a lack of school holidays and restraint in purchasing following the Chinese New Year, with March marking a low point. Q3 includes the Mid-Autumn Festival (15th day of the 8th month of the lunar calendar, which corresponds to late September to early October of the Western calendar) and the National Foundation holidays (October), with September marking the low point. Conversely, Q4 coincides with the Chinese New Year holidays (first month of the lunar calendar, which corresponds to the period from late January to early February of the Western calendar), which affect monthly sales. (When the holiday period shifts into February, January sales worsen.)

Quarterly earnings (left: sales, right: operating profit)



Gross profit (left), SG&A expenses (right)



Source: Shared Research based on company data

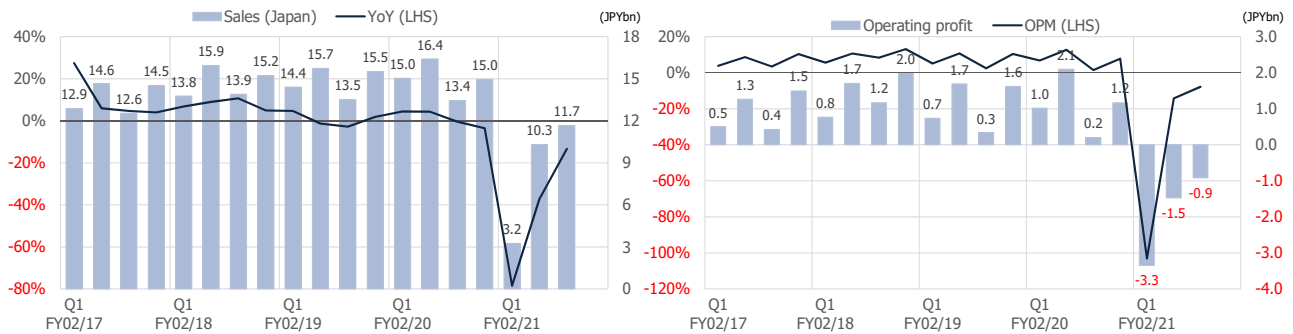
Domestic business

Business performance: Japan (parent)

Japan (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Parent Sales	14,403	15,739	13,503	15,506	15,032	16,417	13,444	14,961	3,247	10,306	11,652
YoY	4.7%	-1.3%	-2.8%	1.9%	4.4%	4.3%	-0.4%	-3.5%	-78.4%	-37.2%	-13.3%
Sales breakdown											
Time-based	613	702	562	600	595	667	520	508	48	246	301
Physical activities	1,026	1,139	964	1,046	1,041	1,107	854	911	191	635	670
Cards	2,067	1,794	1,753	1,816	1,934	1,790	1,695	1,672	458	1,066	1,225
Medals	3,264	3,993	3,212	3,585	3,570	4,313	3,509	3,852	694	1,803	2,173
Prizes	6,514	7,128	6,304	7,724	7,035	7,714	6,232	7,316	1,547	5,738	6,323
Stickers	399	374	294	323	416	358	280	284	80	205	231
Capsules	128	125	120	138	134	163	160	224	105	266	301
Comparable-store sales YoY											
Time-based	5.2%	-1.9%	-7.6%	-5.6%	-4.4%	-5.0%	-6.3%	-13.3%	-91.5%	-58.7%	-40.8%
Physical activities	-7.5%	-0.8%	-1.8%	1.8%	1.9%	-2.9%	-6.2%	-9.3%	-81.5%	-40.3%	-21.5%
Cards	1.8%	-14.5%	-17.7%	-16.8%	-7.8%	-1.8%	-3.5%	-8.5%	-76.6%	-40.5%	-29.3%
Medals	-1.2%	-0.7%	-3.1%	0.3%	9.3%	8.8%	10.5%	9.8%	-80.9%	-57.9%	-37.9%
Prizes	15.3%	0.6%	0.8%	6.6%	5.9%	7.5%	-0.3%	-4.2%	-78.6%	-25.6%	1.1%
Stickers	-10.0%	-4.8%	-1.7%	-1.2%	2.0%	-4.0%	-4.0%	-7.8%	-80.6%	-41.5%	-14.4%
Capsules	-10.5%	-14.1%	-8.4%	-4.5%	-6.2%	32.7%	54.6%	79.9%	-18.7%	110.0%	198.2%
Total	5.5%	2.1%	-3.7%	0.6%	3.7%	5.2%	1.7%	-1.4%	-79.2%	-37.8%	-14.8%
Cost of sales	12,761	13,182	12,261	12,976	13,055	13,420	12,318	12,922	5,780	11,026	11,708
YoY	5.1%	-1.6%	3.0%	4.4%	2.3%	1.8%	0.5%	-0.4%	-55.7%	-17.8%	-5.0%
Gross profit	1,642	2,556	1,242	2,530	1,977	2,997	1,126	2,039	-2,533	-719	-56
YoY	1.2%	0.0%	-37.2%	-9.4%	20.4%	17.3%	-9.3%	-19.4%	-	-	-
GPM	11.4%	16.2%	9.2%	16.3%	13.2%	18.3%	8.4%	13.6%	-78.0%	-7.0%	-
SG&A expenses	907	867	910	909	959	905	928	872	812	751	859
YoY	6.0%	1.6%	12.2%	13.5%	5.7%	4.4%	2.0%	-4.1%	-15.3%	-17.0%	-7.4%
SG&A ratio	6.3%	5.5%	6.7%	5.9%	6.4%	5.5%	6.9%	5.8%	25.0%	7.3%	7.4%
Operating profit	735	1,689	332	1,620	1,018	2,092	198	1,166	-3,346	-1,471	-915
YoY	-4.0%	-0.8%	-71.6%	-18.6%	38.5%	23.9%	-40.4%	-28.0%	-	-	-
OPM	5.1%	10.7%	2.5%	10.4%	6.8%	12.7%	1.5%	7.8%	-103.0%	-14.3%	-
No. of facilities	461	458	453	448	441	439	436	435	434	433	432
Openings	3	2	6	-	1	-	2	5	3	-	2
Closures (est.)	-1	-5	-11	-5	-8	-2	-5	-6	-4	-1	-3
Sales per facility	31.31	34.25	29.64	34.42	33.82	37.31	30.73	34.35	7.47	23.77	26.94
Cost per facility	27.74	28.69	26.92	28.80	29.37	30.50	28.16	29.67	13.30	25.43	27.07
GP per facility	3.57	5.56	2.73	5.62	4.45	6.81	2.57	4.68	-5.83	-1.66	-0.13
SG&A per facility	1.97	1.89	2.00	2.02	2.16	2.06	2.12	2.00	1.87	1.73	1.99

Source: Shared Research based on company data

Domestic earnings



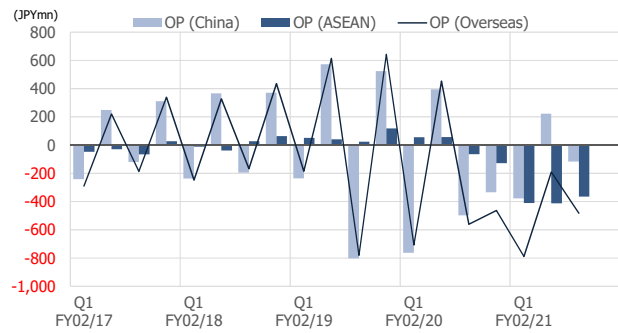
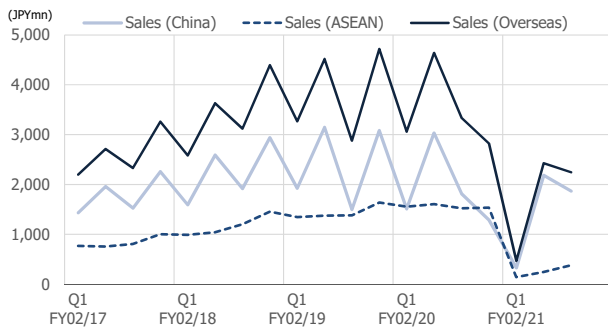
Source: Shared Research based on company data

Overseas business

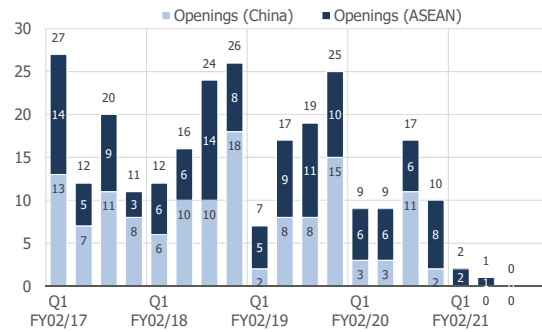
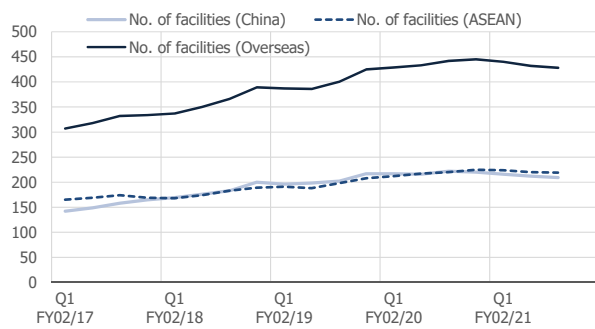
Overseas (JPYmn)	FY02/19				FY02/20				FY02/21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Sales	3,268	4,520	2,878	4,717	3,062	4,639	3,334	2,820	467	2,427	2,246	
YoY	26.5%	24.4%	-7.8%	7.4%	-6.3%	2.6%	15.9%	-40.2%	-84.7%	-47.7%	-32.6%	
China	1,924	3,146	1,496	3,081	1,509	3,034	1,813	1,287	328	2,184	1,868	
YoY	20.8%	21.4%	-21.9%	4.9%	-21.6%	-3.6%	21.2%	-58.2%	-78.3%	-28.0%	3.0%	
ASEAN	1,344	1,373	1,381	1,636	1,553	1,605	1,521	1,533	139	243	378	
YoY	35.9%	32.0%	14.8%	12.4%	15.6%	16.9%	10.1%	-6.3%	-91.0%	-84.8%	-75.2%	
Operating profit	-185	614	-780	643	-707	452	-562	-463	-789	-191	-482	
YoY	-	87.5%	-	47.7%	-	-26.3%	-	-	-	-	-	
OPM	-5.7%	13.6%	-27.1%	13.6%	-23.1%	9.7%	-16.8%	-	-168.8%	-7.9%	-21.5%	
China	-236	573	-803	525	-762	395	-498	-335	-378	222	-117	
YoY	-	56.7%	-	41.5%	-	-31.0%	-	-	-	-43.8%	-	
OPM	-12.2%	18.2%	-53.7%	17.0%	-50.5%	13.0%	-27.4%	-26.0%	-115.2%	10.2%	-6.3%	
ASEAN	51	41	23	118	55	57	-64	-129	-411	-413	-365	
YoY	-	-	-17.1%	84.1%	7.6%	39.0%	-	-	-	-	-	
OPM	3.8%	3.0%	1.7%	7.2%	3.5%	3.5%	-4.2%	-8.4%	-294.9%	-169.7%	-96.5%	
No. of facilities	387	386	400	425	429	433	442	445	440	432	428	
Openings	7	17	19	25	9	9	17	10	2	1	-	
China	Sales	1,923	3,147	1,496	3,081	1,508	3,034	1,813	1,287	327	2,184	1,868
YoY	20.7%	21.5%	-22.0%	4.8%	-21.6%	-3.6%	21.2%	-58.2%	-78.3%	-28.0%	3.0%	
Facility profit	10	869	-524	767	-495	673	-251	-73	-181	396	89	
Profit margin	0.5%	27.6%	-	24.9%	-	22.2%	-	-	-	18.1%	4.8%	
SG&A expenses	245	297	279	243	266	279	246	260	196	175	205	
YoY	21.3%	13.4%	28.0%	-20.8%	8.6%	-6.1%	-11.8%	7.0%	-26.3%	-37.3%	-16.7%	
Operating profit	-235	572	-802	523	-762	396	-498	-334	-377	222	-117	
OPM	-	18.2%	-	17.0%	-	13.1%	-	-	-	10.2%	-	
Malaysia	Sales	593	594	630	700	611	642	656	607	53	92	126
YoY	25.6%	14.5%	8.2%	4.0%	3.0%	8.1%	4.1%	-13.3%	-91.3%	-85.7%	-80.8%	
Facility profit	113	104	135	181	111	96	103	-27	-170	-159	-166	
Profit margin	19.1%	17.5%	21.4%	25.9%	18.2%	15.0%	15.7%	-	-	-	-	
SG&A expenses	70	71	76	72	88	82	86	21	49	62	54	
YoY	22.8%	31.5%	18.8%	-1.4%	25.7%	15.5%	13.2%	-70.8%	-44.3%	-24.4%	-37.2%	
Operating profit	43	33	60	107	23	13	17	-48	-219	-221	-221	
OPM	7.3%	5.6%	9.5%	15.3%	3.8%	2.0%	2.6%	-	-	-	-	
Thailand	Sales	192	180	161	194	206	198	175	165	8	69	118
YoY	-4.0%	-2.2%	-11.5%	-1.0%	7.3%	10.0%	8.7%	-14.9%	-96.1%	-65.2%	-32.6%	
Facility profit	-9	-3	0	21	31	26	8	-2	-24	-21	-3	
Profit margin	-	-	-	10.8%	15.0%	13.1%	4.6%	-	-	-	-	
SG&A expenses	32	28	24	32	31	22	22	27	21	19	21	
YoY	14.3%	27.3%	-	14.3%	-3.1%	-21.4%	-8.3%	-15.6%	-32.3%	-13.6%	-4.5%	
Operating profit	-42	-30	-25	-10	-	3	-13	-28	-45	-41	-24	
OPM	-	-	-	-	-	1.5%	-	-	-	-	-	
Philippines	Sales	330	317	338	402	396	378	371	416	29	0	-
YoY	44.7%	34.3%	18.6%	21.8%	20.0%	19.2%	9.8%	3.5%	-92.7%	-	-	
Facility profit	63	25	18	39	51	24	-15	9	-14	-3	-18	
Profit margin	19.1%	7.9%	5.3%	9.7%	12.9%	6.3%	-	2.2%	-	-	-	
SG&A expenses	26	27	29	31	36	33	35	49	21	34	35	
YoY	-16.1%	-25.0%	163.6%	-50.0%	38.5%	22.2%	20.7%	58.1%	-41.7%	3.0%	-	
Operating profit	36	-2	-10	7	14	-8	-49	-40	-36	-37	-53	
OPM	10.9%	-	-	1.7%	3.5%	-	-	-	-	-	-	
Indonesia	Sales	160	190	188	262	237	267	231	261	20	-1	45
YoY	83.9%	88.1%	44.6%	41.6%	48.1%	40.5%	22.9%	-0.4%	-91.6%	-	-80.5%	
Facility profit	48	77	49	72	61	87	42	52	-8	-59	-17	
Profit margin	30.0%	40.5%	26.1%	27.5%	25.7%	32.6%	18.2%	19.9%	-	-	-	
SG&A expenses	29	37	33	48	46	46	45	26	48	38	31	
YoY	45.0%	68.2%	43.5%	14.3%	58.6%	24.3%	36.4%	-45.8%	4.3%	-17.4%	-31.1%	
Operating profit	18	41	15	25	14	41	-2	26	-56	-97	-48	
OPM	11.3%	21.6%	8.0%	9.5%	5.9%	15.4%	-	10.0%	-	-	-	
Vietnam	Sales	66	159	223	302	101	221	308	394	26	110	198
YoY	-	-	-	-	53.0%	39.0%	38.1%	30.5%	-74.3%	-50.2%	-35.7%	
Facility profit	25	58	71	100	32	68	87	94	-17	0	16	
Profit margin	37.9%	36.5%	31.8%	33.1%	31.7%	30.8%	28.2%	23.9%	-	-	8.1%	
SG&A expenses	20	41	61	91	19	37	61	96	24	49	75	
YoY	-	-	-	-	-5.0%	-9.8%	-	5.5%	26.3%	32.4%	23.0%	
Operating profit	5	16	10	8	12	30	25	-1	-41	-48	-58	
OPM	7.6%	10.1%	4.5%	2.6%	11.9%	13.6%	8.1%	-	-	-	-	

Source: Shared Research based on company data

Quarterly earnings: Overseas



Number of facilities: Overseas



Source: Shared Research based on company data

China business

Business performance: Overseas (China)

China Quarterly (JPYmn)	FY02/19				FY02/20				FY02/21		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
China Sales	1,923	3,147	1,496	3,081	1,508	3,034	1,813	1,287	327	2,184	1,868
YoY	20.7%	21.5%	-22.0%	4.8%	-21.6%	-3.6%	21.2%	-58.2%	-78.3%	-28.0%	3.0%
Facility costs	1,913	2,278	2,020	2,314	2,003	2,361	2,064	1,360	508	1,788	1,779
YoY	17.6%	16.0%	6.6%	2.3%	4.7%	3.6%	2.2%	-41.2%	-74.6%	-24.3%	-13.8%
Facility profit	10	869	-524	767	-495	673	-251	-73	-181	396	89
YoY	-	38.6%	-	13.1%	-	-22.6%	-	-	-	-41.2%	-
Profit margin	0.5%	27.6%	-	24.9%	-	22.2%	-	-	-	18.1%	4.8%
SG&A expenses	245	297	279	243	266	279	246	260	196	175	205
YoY	21.3%	13.4%	28.0%	-20.8%	8.6%	-6.1%	-11.8%	7.0%	-26.3%	-37.3%	-16.7%
SG&A ratio	12.7%	9.4%	18.6%	7.9%	17.6%	9.2%	13.6%	20.2%	59.9%	8.0%	11.0%
Operating profit	-235	572	-802	523	-762	396	-498	-334	-377	222	-117
YoY	-	57.1%	-	41.4%	-	-30.8%	-	-	-	-43.9%	-
OPM	-	18.2%	-	17.0%	-	13.1%	-	-	-	10.2%	-
No. facilities	196	198	202	217	217	216	222	220	216	212	209
Openings	2	8	8	15	3	3	11	2	-	-	-
Closures (est.)	-6	-6	-4	-	-3	-4	-5	-4	-4	-4	-3
Sales per facility	9.71	15.97	7.48	14.71	6.95	14.01	8.28	5.82	1.50	10.21	8.87
Cost per facility	9.66	11.56	10.10	11.05	9.23	10.91	9.42	6.15	2.33	8.36	8.45
Profit per facility	0.05	4.41	-2.62	3.66	-2.28	3.11	-1.15	-0.33	-0.83	1.85	0.42
SG&A per facility	1.24	1.51	1.40	1.16	1.23	1.29	1.12	1.18	0.90	0.82	0.97

Source: Shared Research based on company data

Business performance: Overseas (ASEAN)

ASEAN		FY02/19				FY02/20				FY02/21		
Quarterly (JPYmn)		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Malaysia	Sales	593	594	630	700	611	642	656	607	53	92	126
	YoY	25.6%	14.5%	8.2%	4.0%	3.0%	8.1%	4.1%	-13.3%	-91.3%	-85.7%	-80.8%
	Facility costs	480	490	495	519	500	546	553	634	223	251	292
	YoY	27.7%	19.5%	11.5%	1.6%	4.2%	11.4%	11.7%	22.2%	-55.4%	-54.0%	-47.2%
	Facility profit	113	104	135	181	111	96	103	-27	-170	-159	-166
	YoY	17.7%	-4.6%	-2.2%	11.7%	-1.8%	-7.7%	-23.7%	-	-	-	-
	Profit margin	19.1%	17.5%	21.4%	25.9%	18.2%	15.0%	15.7%	-	-	-	-
	SG&A expenses	70	71	76	72	88	82	86	21	49	62	54
	YoY	22.8%	31.5%	18.8%	-1.4%	25.7%	15.5%	13.2%	-70.8%	-44.3%	-24.4%	-37.2%
	SG&A ratio	11.8%	12.0%	12.1%	10.3%	14.4%	12.8%	13.1%	3.5%	92.5%	67.4%	42.9%
	Operating profit	43	33	60	107	23	13	17	-48	-219	-221	-221
	YoY	13.2%	-40.0%	-18.9%	20.2%	-46.5%	-60.6%	-71.7%	-	-	-	-
	OPM	7.3%	5.6%	9.5%	15.3%	3.8%	2.0%	2.6%	-	-	-	-
	No. of facilities	85	88	89	92	91	92	92	96	98	98	98
	Openings	1	3	1	3	1	2	1	4	2	-	-
	Closures (est.)	-1	-	-	-	-2	-1	-1	-	-	-	-
	Sales per facility	6.98	6.87	7.12	7.73	6.68	7.02	7.13	6.46	0.55	0.94	1.29
Cost per facility	5.65	5.66	5.59	5.73	5.46	5.97	6.01	6.74	2.30	2.56	2.98	
Profit per facility	1.33	1.20	1.53	2.00	1.21	1.05	1.12	-0.29	-1.75	-1.62	-1.69	
SG&A per facility	0.82	0.82	0.86	0.80	0.96	0.90	0.93	0.22	0.51	0.63	0.55	
Thailand	Sales	192	180	161	194	206	198	175	165	8	69	118
	YoY	-4.0%	-2.2%	-11.5%	-1.0%	7.3%	10.0%	8.7%	-14.9%	-96.1%	-65.2%	-32.6%
	Facility costs	201	183	161	173	175	172	167	167	32	90	121
	Cost ratio	104.7%	101.7%	100.0%	89.2%	85.0%	86.9%	95.4%	101.2%	400.0%	130.4%	102.5%
	YoY	-12.2%	-21.8%	-26.8%	-15.2%	-12.9%	-6.0%	3.7%	-3.5%	-81.7%	-47.7%	-27.5%
	Facility profit	-9	-3	-	21	31	26	8	-2	-24	-21	-3
	Profit margin	-	-	-	10.8%	15.0%	13.1%	4.6%	-	-	-	-
	SG&A expenses	32	28	24	32	31	22	22	27	21	19	21
	YoY	14.3%	27.3%	-	14.3%	-3.1%	-21.4%	-8.3%	-15.6%	-32.3%	-13.6%	-4.5%
	SG&A ratio	16.7%	15.6%	14.9%	16.5%	15.0%	11.1%	12.6%	16.4%	262.5%	27.5%	17.8%
	Operating profit	-42	-30	-25	-10	-	3	-13	-28	-45	-41	-24
	YoY	-	-	-	-	-	-	-	-	-	-	-
	OPM	-	-	-	-	-	1.5%	-	-	-	-	-
	No. of facilities	37	25	25	26	27	28	28	28	27	26	26
	Openings	-	-	1	1	1	1	-	1	-	-	-
	Closures (est.)	-2	-12	-1	-	-	-	-	-1	-1	-1	-
	Sales per facility	5.05	5.81	6.44	7.61	7.77	7.20	6.25	5.89	0.29	2.60	4.54
Cost per facility	5.29	5.90	6.44	6.78	6.60	6.25	5.96	5.96	1.16	3.40	4.65	
Profit per facility	-0.24	-0.10	-	0.82	1.17	0.95	0.29	-0.07	-0.87	-0.79	-0.12	
SG&A per facility	0.84	0.90	0.96	1.25	1.17	0.80	0.79	0.96	0.76	0.72	0.81	

Source: Shared Research based on company data

ASEAN Quarterly (JPYmn)		FY02/19				FY02/20				FY02/21		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Philippines	Sales	330	317	338	402	396	378	371	416	29	0	-
	YoY	44.7%	34.3%	18.6%	21.8%	20.0%	19.2%	9.8%	3.5%	-92.7%	-	-
	Facility costs	267	292	320	363	345	354	386	407	43	3	18
	Cost ratio	39.1%	39.7%	33.9%	31.0%	29.2%	21.2%	20.6%	12.1%	-87.5%	-99.2%	-95.3%
	YoY	63	25	18	39	51	24	-15	9	-14	-3	-18
	Facility profit	75.0%	-7.4%	-60.9%	-26.4%	-19.0%	-4.0%	-	-76.9%	-	-	-
	Profit margin	19.1%	7.9%	5.3%	9.7%	12.9%	6.3%	-	2.2%	-	-	-
	SG&A expenses	26	27	29	31	36	33	35	49	21	34	35
	YoY	-16.1%	-25.0%	163.6%	-50.0%	38.5%	22.2%	20.7%	58.1%	-41.7%	3.0%	-
	SG&A ratio	7.9%	8.5%	8.6%	7.7%	9.1%	8.7%	9.4%	11.8%	72.4%	-	-
	Operating profit	36	-2	-10	7	14	-8	-49	-40	-36	-37	-53
	YoY	620.0%	-	-	-	-61.1%	-	-	-	-	-	-
	OPM	10.9%	-	-	1.7%	3.5%	-	-	-	-	-	-
	No. of facilities	42	45	48	52	53	55	57	57	55	54	53
	Openings	3	3	3	4	1	2	3	-	-	1	-
	Closures (est.)	-	-	-	-	-	-	-1	-	-2	-2	-1
	Sales per facility	8.15	7.29	7.27	8.04	7.54	7.00	6.63	7.30	0.52	-	-
Cost per facility	6.59	6.71	6.88	7.26	6.57	6.56	6.89	7.14	0.77	0.06	0.34	
Profit per facility	1.56	0.57	0.39	0.78	0.97	0.44	-0.27	0.16	-0.25	-0.06	-0.34	
SG&A per facility	0.64	0.62	0.62	0.62	0.67	0.61	0.63	0.86	0.38	0.62	0.65	
Indonesia	Sales	160	190	188	262	237	267	231	261	20	-1	45
	YoY	83.9%	88.1%	44.6%	41.6%	48.1%	40.5%	22.9%	-0.4%	-91.6%	-	-80.5%
	Facility costs	112	113	139	190	176	180	189	209	28	58	62
	Cost ratio	103.6%	66.2%	28.7%	65.2%	57.1%	59.3%	36.0%	10.0%	-84.1%	-67.8%	-67.2%
	YoY	48	77	49	72	61	87	42	52	-8	-59	-17
	Facility profit	50.0%	133.3%	122.7%	2.9%	27.1%	13.0%	-14.3%	-27.8%	-	-	-
	Profit margin	30.0%	40.5%	26.1%	27.5%	25.7%	32.6%	18.2%	19.9%	-	-	-
	SG&A expenses	29	37	33	48	46	46	45	26	48	38	31
	YoY	45.0%	68.2%	43.5%	14.3%	58.6%	24.3%	36.4%	-45.8%	4.3%	-17.4%	-31.1%
	SG&A ratio	18.1%	19.5%	17.6%	18.3%	19.4%	17.2%	19.5%	10.0%	240.0%	-	68.9%
	Operating profit	18	41	15	25	14	41	-2	26	-56	-97	-48
	YoY	63.6%	241.7%	-	-10.7%	-22.2%	-	-	4.0%	-	-	-
	OPM	11.3%	21.6%	8.0%	9.5%	5.9%	15.4%	-	10.0%	-	-	-
	No. of facilities	15	17	23	25	26	26	28	30	30	28	28
	Openings	-	2	6	2	1	-	2	2	-	-	-
	Closures (est.)	-	-	-	-	-	-	-	-	-	-2	-
	Sales per facility	10.67	11.88	9.40	10.92	9.29	10.27	8.56	9.00	0.67	-0.03	1.61
Cost per facility	7.47	7.06	6.95	7.92	6.90	6.92	7.00	7.21	0.93	2.00	2.21	
Profit per facility	3.20	4.81	2.45	3.00	2.39	3.35	1.56	1.79	-0.27	-2.03	-0.61	
SG&A per facility	1.93	2.31	1.65	2.00	1.80	1.77	1.67	0.90	1.60	1.31	1.11	
Vietnam	Sales	66	93	64	79	101	120	87	6	26	84	88
	YoY	-	-	-	-	53.0%	29.0%	35.9%	-92.4%	-74.3%	-30.0%	1.1%
	Facility costs	41	60	51	50	69	84	68	1	43	67	72
	Cost ratio	-	-	-	-	68.3%	40.0%	33.3%	-98.0%	-37.7%	-20.2%	5.9%
	YoY	25	33	13	29	32	36	19	5	-17	17	16
	Facility profit	-	-	-	-	28.0%	9.1%	46.2%	-82.8%	-	-52.8%	-15.8%
	Profit margin	37.9%	35.5%	20.3%	36.7%	31.7%	30.0%	21.8%	83.3%	-	20.2%	18.2%
	SG&A expenses	20	21	20	30	19	18	24	4	24	25	26
	YoY	-	-	-	-	-5.0%	-14.3%	20.0%	-86.7%	26.3%	38.9%	8.3%
	SG&A ratio	30.3%	22.6%	31.3%	38.0%	18.8%	15.0%	27.6%	66.7%	92.3%	29.8%	29.5%
	Operating profit	5	11	-6	-2	12	18	-5	-	-41	-7	-10
	YoY	-	-	-	-	140.0%	63.6%	-	-	-	-	-
	OPM	7.6%	11.8%	-	-	11.9%	15.0%	-	-	-	-	-
	No. of facilities	9	10	10	10	12	13	12	11	11	11	11
	Openings	-	1	-	-	2	1	-	1	-	-	-
	Closures (est.)	-	-	-	-	-	-	-	-	-	-	-

Source: Shared Research based on company data

This note is the most recent addition to the [full report](#).

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