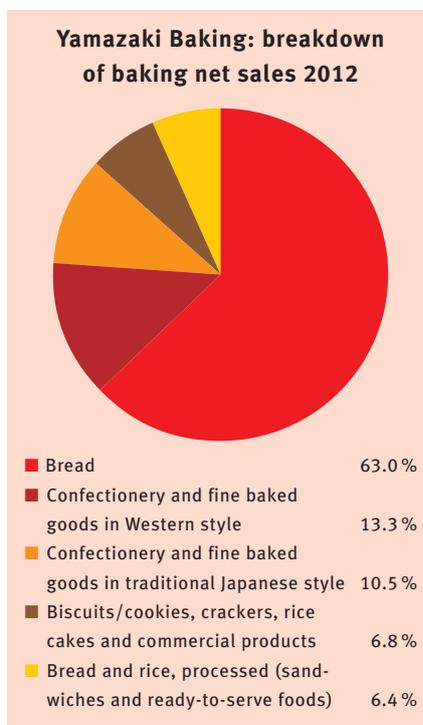


# Yamazaki worldwide

THE YAMAZAKI GROUP CLEARLY SHOWS THAT THE BIGGEST BAKED GOODS MANUFACTURERS DON'T COME FROM EUROPE. HERE IS A BRIEF INSIGHT INTO THE COMPANY, WITH THE LATEST BUSINESS FIGURES

**+** Yamazaki Baking Co. Ltd, Tokyo, Japan, the world's second biggest bakery group, reported annual sales of JPY 951.502bn (around EUR 7.720bn) for 2012, with 24,827 employees and 103,381 sales outlets (all consolidated figures). However, Yamazaki produces not only baked goods but also rice products, jams, desserts and ready-to-serve foods. Yamazaki sells via all the distribution channels as well as through its own convenience stores and baked goods shops, in some of which goods are also baked. Incidentally the business was founded by Tojuro Iijima in 1948, when there was still a food shortage in Japan. The President of the business today is his son Nobuhiro Iijima. Yamazaki gave a figure of JPY 875.640bn (approx. EUR 7.105bn) for sales purely of food in 2012. The company made just under half of this turnover (namely JPY 415.732bn, i.e. EUR 3.373bn) with bread and sweet buns alone.

Yamazaki, which in Japan operates 19 factories, two trading groups and a series of other businesses concerned with logistics, cleaning and the manufacture of ready-to-use dough mixes and artificial sweetener, has for a long time not restricted



itself to its homeland. There are already 43 shops in Hong Kong, another 80 in Thailand, 39 in Taiwan, three in Malaysia and two under Sunmoulin Yamazaki (Singapore) Pte. Ltd., together with 30 shops operated by Four Leaves Pte. Ltd. (Singapore). In addition there are nine shops in Shanghai and two in Chengdu (Sichuan province/China). The number of its own shops in other Asian countries, now 208, shows where the group's expansion interests lie. But attempts are also being made to gain a foothold on other continents as well. The company operates six shops on the east coast of the USA and one in California under the Vie de France brand (and thus under the subsidiary Vie de France Yamazaki Inc.) and with Yamazaki California Inc. Yamazaki took over the Vie de France brand in 1991 from a Frenchman who had built up the brand

in Vienna, Virginia, USA. His bakery in Alexandria, Virginia, USA, became a manufacturer of frozen baked goods that now markets its products throughout the country, while operating six bakery-café's at the same time. Yamazaki France SAS has operated the Pâtisserie Yamazaki in Paris, Chaussée de la Muette No. 6, since 1988. +++

Yamazaki Baking Co. Ltd – Development of key figures from 2007 to 2012						
bakery branches unconsolidated, in million JPY						
year	2007	2008	2009	2010	2011	2012
net sales	585,595	614,582	615,313	615,151	620,945	630,890
gross profit	181,827	190,320	191,626	192,692	195,345	196,123
operating income	14,883	18,591	18,685	16,476	18,848	15,396
ordinary income	16,012	18,622	20,219	18,328	21,234	18,247
net income	6,528	6,010	9,021	9,052	5,208	8,139
depreciation and amortization	20,584	24,462	24,792	25,955	25,651	25,763
capital investment	22,886	24,659	31,265	21,742	23,708	25,261
total shareholders' equity	209,792	20,908	217,315	221,493	222,822	230,099
total liabilities	222,590	239,994	228,925	233,672	221,999	229,199
interest-bearing debt	71,684	82,191	76,583	73,937	58,455	66,952
return on equity (ROE)	3.12%	2.86%	4.21%	4.13%	2.34%	3.59%
return on assets (ROA)	1.52%	1.36%	2.01%	2.01%	1.16%	1.80%

source: Yamazaki



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