

Fuji Co., Ltd.

Financial Results for the Fiscal Year Ended February 2025

**April 10, 2025
Fuji Co., Ltd.**

Today's Topics

- 1. Summary of Consolidated Financial Results for FY2024**
- 2. Priority Policies for FY2025**
- 3. Forecast of Consolidated Financial Results for FY2025**

*In these materials, FY2024 means the fiscal year ended February 2025

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- 1. Summary of Consolidated Financial Results for FY2024**
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1. Summary of Consolidated Financial Results for FY2024

Operating Revenue Rose for a Fourth Consecutive Fiscal Year, Marking a Record High

Executing our medium-term management plan (FY2024-FY2026), we are investing aggressively in stores to improve competitiveness, including remodeling and reconstructing existing stores. Further, we continue to appeal to customers through low prices, strengthening our lineup of EDLP* products to respond to a heightened awareness of the need to preserve livelihoods.

Net sales rose +1.0% due to our efforts, mainly from steady growth in food products. *Everyday low prices

Consolidated Operating Results

(Millions of yen, %)

| | FY2023 | | FY2024 | | Change | |
|--|---------|-----------------|---------|-----------------|--------|-------|
| | Result | Net Sales Ratio | Result | Net Sales Ratio | Change | YoY |
| Operating revenue | 801,022 | — | 808,928 | — | 7,906 | 1.0 |
| Operating profit | 15,110 | 2.0 | 12,953 | 1.7 | △2,157 | △14.3 |
| Ordinary profit | 17,374 | 2.3 | 14,315 | 1.8 | △3,059 | △17.6 |
| Profit (loss) attributable to owners of parent | 7,436 | 1.0 | 3,818 | 0.5 | △3,618 | △48.7 |

1. Summary of Consolidated Financial Results for FY2024

- ✓ Completed the reconstruction of 4 stores and remodeling of 37 existing stores as planned to meet diversifying customer needs and improve store convenience, resulting in strong sales
- ✓ We continue to strengthen *price appeal* to respond to growing price sensitivity among consumers, while raising *value appeal* to respond to polarization in consumption
- ✓ Aggressive investments in this first year of integration placed downward pressure on operating profit

Operating Revenue, Operating Profit

(Millions of yen, %)

| | FY2023 | FY2024 | YoY |
|---|----------------|----------------|--------------|
| Net sales | 771,123 | 778,238 | 100.9 |
| Operating revenue | 801,022 | 808,928 | 101.0 |
| Gross profit | 207,157 | 218,817 | 105.6 |
| Gross operating profit | 237,056 | 249,507 | 105.3 |
| Total selling, general and administrative e | 221,945 | 236,554 | 106.6 |
| Operating profit | 15,110 | 12,953 | 85.7 |

1. Summary of Consolidated Financial Results for FY2024

Breakdown of Selling, General and Administrative Expenses

Aiming for sustainable growth, we invested actively in improving our competitiveness and productivity during this first year of integration

Utilities: Reduced unit power costs by switching to a new electric power company in cooperation with the AEON Group

Personnel Expenses: Continue to raise wages positively to cope with rising living costs and improve employee satisfaction

Facility Expenses: Actively conduct renovations and reconstruction of existing stores as investments for the future; conducting repairs to preserve facilities

Advertising, Repair Expenses: Conducted sales promotions (New Fuji Birthday Festival at the beginning of the year; head office relocation, etc.) as planned

Breakdown of Selling, General and Administrative Expenses

(Millions of yen, %)

| | FY2023 | FY2024 | YoY |
|---|----------------|----------------|--------------|
| Advertising expenses | 9,261 | 10,093 | 109.0 |
| Personnel expenses | 95,746 | 102,240 | 106.8 |
| Rent expenses on land and buildings | 19,706 | 19,284 | 97.9 |
| Utilities expenses | 18,008 | 17,859 | 99.2 |
| Enterprise tax ,etc. | 445 | 1,908 | 428.8 |
| Depreciation | 15,580 | 15,610 | 100.2 |
| Other(Facilities, advertising, repair expenses) | 63,193 | 69,560 | 110.0 |
| Selling, general and administrative expenses | 221,945 | 236,554 | 106.6 |

1. Summary of Consolidated Financial Results for FY2024 Non-Consolidated

✓ Net sales steady, particularly for food products

Net sales steady, particularly for food products, with ongoing price promotions and other initiatives in response to consumer awareness of the need to protect livelihoods and proposals of value-added products meeting consumer needs

✓ Number of customers and Number of items purchased items down year on year, despite increases in unit prices and average spend per customer

■ Sales by Category (Directly Managed Stores) *Based on management accounting (Millions of yen, %)

| | FY2023 Net sales | Composition | FY2024 Net sales | YoY | Composition |
|-----------------------|---------------------|-------------|---------------------|-------|-------------|
| Food | 675,620 | 89.5 | 686,228 | 101.6 | 90.0 |
| Apparel | 23,345 | 3.1 | 21,543 | 92.3 | 2.8 |
| Household and leisure | 51,509 | 6.8 | 51,434 | 99.9 | 6.7 |
| Other* | 4,487 | 0.6 | 3,571 | 79.6 | 0.5 |
| Total | 754,962 | 100.0 | 762,778 | 101.0 | 100.0 |

*Other: Cigarettes, gifts, entertainment, etc.

■ Customer Traffic, Avg. Spend Per Customer, Avg. Spend Per Item, No. Basket Items YoY (Directly Managed Stores) (%)

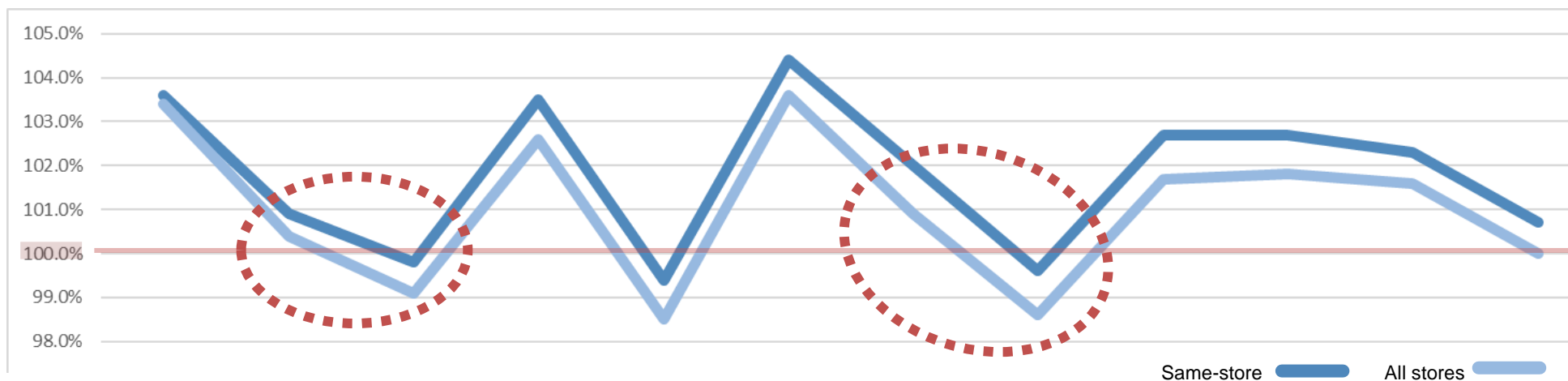
| No. of customers | Avg. Spend Per Customer | Avg. value of items purchased per customer | No. of items purchased |
|------------------|-------------------------|--|------------------------|
| 99.4 | 102.4 | 103.2 | 99.1 |

1. Summary of Consolidated Financial Results for FY2024 Non-Consolidated

- ✓ **1st Half:** Personal consumption fell sharply in April-May due to higher inflation (price hikes, etc.).
Strong sales beginning in June with stepped-up price promotions
- ✓ **2nd Half:** Delayed response to climate change (extended summer temperatures, etc.) in
September-October
Slow sales, mainly for clothing

■ Fuji Non-Consolidated Sales by Month (YoY)

| | March | April | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. | Jan. | Feb. |
|------------|--------|--------|-------|--------|-------|--------|--------|-------|--------|--------|--------|--------|
| Same-store | 103.6% | 100.9% | 99.8% | 103.5% | 99.4% | 104.4% | 102.0% | 99.6% | 102.7% | 102.7% | 102.3% | 100.7% |
| All stores | 103.4% | 100.4% | 99.1% | 102.6% | 98.5% | 103.6% | 100.9% | 98.6% | 101.7% | 101.8% | 101.6% | 100.0% |



1. Summary of Consolidated Financial Results for FY2024

- ✓ Reduced dependence on interest-bearing debt (borrowings decreased)
- ✓ Efforts to reduce cash and deposits through improved capital efficiency resulted in lower current assets

Consolidated Assets and Liabilities

(Millions of yen, %)

| | | FY2023 (Feb. 29, 2024) | | FY2024 (Feb. 28, 2025) | | |
|---|-----------------------|---------------------------|--------------|---------------------------|--------------|----------------|
| | | Consolidated | Composition | Consolidated | Composition | Change |
| Assets | Current assets | 92,135 | 21.5 | 78,744 | 19.1 | △13,391 |
| | Non-current assets | 335,566 | 78.5 | 333,064 | 80.9 | △2,502 |
| Total assets | | 427,702 | 100.0 | 411,808 | 100.0 | △15,894 |
| Liabilities and Shareholders' Equity | Current liabilities | 132,084 | 30.9 | 121,331 | 29.5 | △10,753 |
| | Long-term liabilities | 79,521 | 18.6 | 72,449 | 17.6 | △7,072 |
| | Total liabilities | 211,605 | 49.5 | 193,780 | 47.1 | △17,825 |
| | Total net assets | 216,097 | 50.5 | 218,028 | 52.9 | 1,931 |
| Total liabilities and net assets | | 427,702 | 100.0 | 411,808 | 100.0 | △15,894 |
| Interest-bearing debt | | 81,664 | 19.1 | 70,451 | 17.1 | △11,213 |

1. Summary of Consolidated Financial Results for FY2024

- ✓ **Operating CF:** Decrease due to the temporary impact of the change in closing date for trade payables in conjunction with the integration
- ✓ **Investing CF:** Systematic investments in facilities
- ✓ **Financing CF:** Decrease in debt balances

Consolidated Cash Flows

(Millions of yen, %)

| Category | FY2023 Cumulative Consolidated | FY2024 Cumulative Consolidated | Change |
|--|--------------------------------------|--------------------------------------|---------|
| Cash flows from operating activities | 30,607 | 16,747 | △13,860 |
| Cash flows from investing activities | △14,607 | △15,980 | △1,373 |
| Cash flows from financing activities | △10,618 | △11,658 | △1,040 |
| Net increase (decrease) in cash and cash equivalents | 5,381 | △10,891 | △16,272 |
| Cash and cash equivalents at beginning of period | 31,800 | 37,182 | 5,382 |
| Cash and cash equivalents at end of period | 37,182 | 26,291 | △10,891 |

1. Summary of Consolidated Financial Results for FY2024

Key Management Indicators

(Millions of yen, %)

| | 2023年度 | 2024年度 |
|--|--------|--------|
| Return on assets (ROA) | 1.7 | 0.9 |
| Return on equity (ROE) | 3.5 | 1.8 |
| Ratio of operating profit to net sales | 2.0 | 1.7 |
| Ratio of ordinary profit to net sales | 2.3 | 1.8 |
| Net asset per share (yen) | 2,491 | 2,513 |
| Equity ratio | 50.5 | 52.9 |
| Return on invested capital (ROIC) | 3.8 | 3.2 |

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 - 2. Priority Policies for FY2025**
 3. Forecast of Consolidated Financial Results for FY2025

2. Priority Policies for FY2025

- We intend to shift action in the second year of the medium-term management plan to deliver speedy results

1. Solidify corporate culture

- Establish awareness and practice of management policies
- Improve policy implementation
- Recruit and retain human resources through D&I

2. Reform existing businesses

- Review business structure to improve competitiveness and profitability
- Pursue further reforms in existing stores
- Adapt and reform sales policies/measures in light of a changing environment

3. Integrate business infrastructure and create synergies

- Integrate and reform business infrastructure
- Create synergies and manage progress
- Engage in new research and development for the future

Pursue ESG Management

~Foster Decarbonized Societies
and Contribute to Local Communities~

Set targets for ESG management and environmental initiatives

Company-Wide Priority Policies for FY2025

1. Solidify corporate culture

Build a corporate culture of mutual learning and growth

Establish awareness and practice of management policies

- Ensure **every employee** embodies management policy
- Develop organizations that **focus on the front lines of the business**
- Foster a **customer-oriented approach**

Improve policy implementation

- Deepen **policy management** to improve execution
- Improved work accuracy through **data utilization**
- Create a **data-driven** organization



Pursue D&I

- Make the most effective use of **diverse human resources** (prepare to receive foreign-national human resources)
- Encourage **women's active engagement**
- Create systems supporting **work-style reform and enhanced job satisfaction**

Company-Wide Priority Policies for FY2025

2. Reform existing businesses

Implement sales measures to create robust stores

Improve competitiveness
Improve earning power

Reform existing stores

Respond to changes in the environment

- Share **best practices**, highlight initiatives and business results
- Pursue **labor savings and work efficiencies**
- Expansion of the scope of work and multifunctional measures to **improve labor-hour productivity**
- **Revitalize and pursue scrap-and-build** to improve competitiveness
- Speed up the pace of best practice **adoption and lateral expansion among existing stores**
- **Understand profitability** at the business unit and **sales** floor level
- **Reduce costs and secure value** in an inflationary environment
- Expand sales of **Topvalu** products and develop **private-brand products**
- **Restructure the merchandising cycle** and pursue customer-oriented **digitalization**

Company-Wide Priority Policies for FY2025

3. Integrate business infrastructure and create synergies

Create synergies

Reform business structure

- Integrate **supply chain infrastructure**
- Pursue **purchasing and procurement integration** and benefits
- Implement robust **systems integration**

Create synergies

- Achieve **integration synergies**, plan for the next phase

Engage in new research and development

- Create **synergies** with physical stores through **non-store businesses**
Foster local production and consumption of specialty and seasonal products; expand e-commerce/online supermarket earnings
Make technology advancements in mobile supermarkets
- **Develop new businesses, new business formats** in areas of declining population

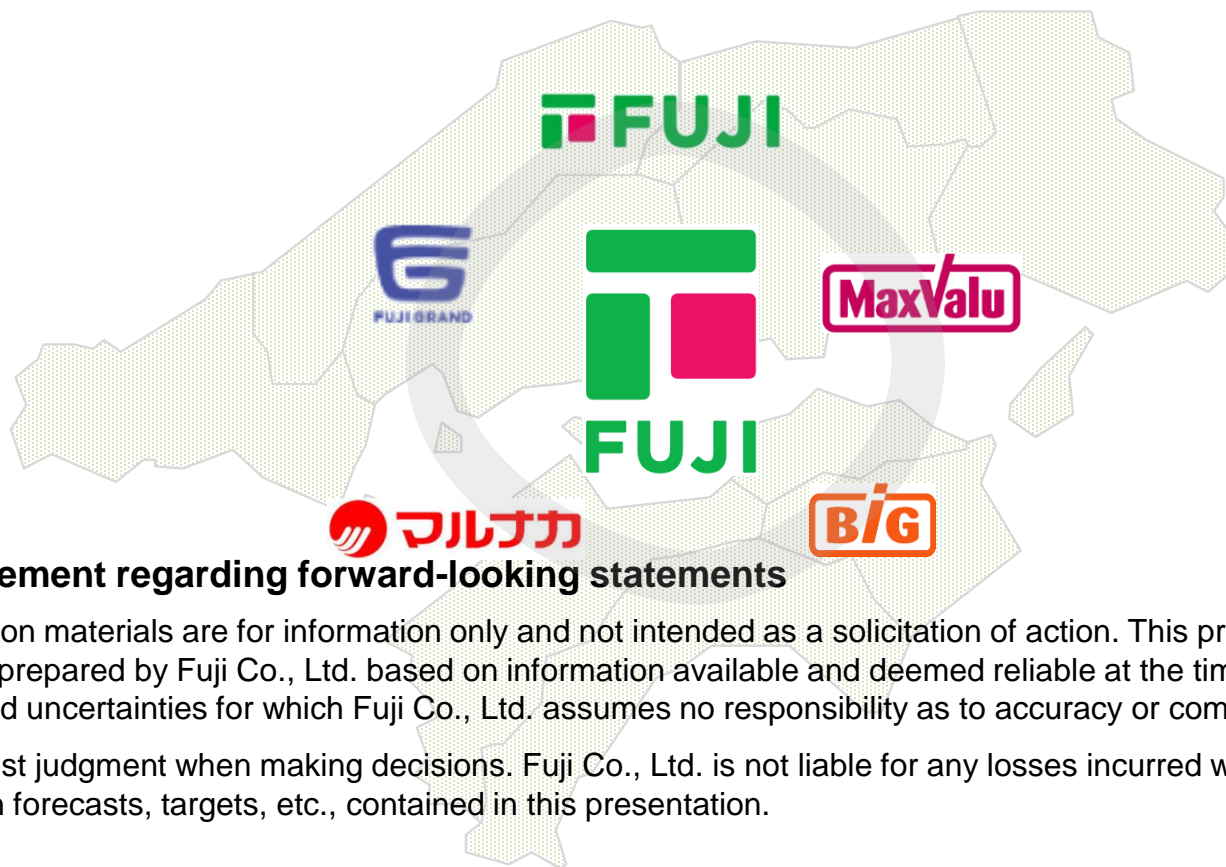
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1. Summary of Consolidated Financial Results for FY2024
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 3. **Forecast of Consolidated Financial Results for FY2025**

3. Forecast of Consolidated Financial Results for FY2025

(Millions of yen)

| | FY2024 (FY2/25) Full-Year Consolidated Financial Results | FY2025 (FY2/26) Full-Year Consolidated Financial Results Forecast | YoY |
|---|---|---|------|
| Operating revenue | 808,928 | 815,000 | 0.8 |
| Operating profit | 12,953 | 15,500 | 19.7 |
| Ordinary profit | 14,315 | 16,800 | 17.4 |
| Profit (loss) attributable to owners of parent | 3,818 | 5,500 | 44.0 |
| Net income per share | 44.06円 | 63.48円 | — |
| Dividends per share | 30円 | 30円 | — |

Rooted in Community, Fostering Connection



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