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October 31, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

Company name: FUJICCO CO., LTD.
Listing: Tokyo Stock Exchange

Securities code: 2908

URL: https://www.fujicco.co.jp/english/ Representative: Masakazu Fukui, President and CEO

Inquiries: Takeo Kodan, Senior Executive Officer E-mail: kikaku2908@fujicco.co.jp

Scheduled date to file semi-annual securities report: November 7, 2025 Scheduled date to commence dividend payments: December 5, 2025

Preparation of supplementary material on financial results: Yes Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

| | Net sales | S | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | |
|--------------------|-----------------|-------|------------------|--------|-----------------|--------|---|--------|
| Six months ended | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| September 30, 2025 | 27,745 | (1.1) | 506 | 96.4 | 713 | 58.6 | 763 | 101.8 |
| September 30, 2024 | 28,055 | 2.1 | 257 | (61.0) | 449 | (46.3) | 378 | (34.7) |

Note: Comprehensive income For the six months ended September 30, 2025: ¥1,232 million [552.3%] For the six months ended September 30, 2024: ¥188 million [(80.7)%]

| | Basic earnings per share | Diluted earnings per share |
|--------------------|--------------------------|----------------------------|
| Six months ended | Yen | Yen |
| September 30, 2025 | 26.82 | _ |
| September 30, 2024 | 13.29 | - |

(2) Consolidated financial position

| | Total assets | Net assets | Equity-to-asset ratio |
|--------------------|-----------------|-----------------|-----------------------|
| As of | Millions of yen | Millions of yen | % |
| September 30, 2025 | 79,902 | 69,181 | 86.6 |
| March 31, 2025 | 79,429 | 68,596 | 86.4 |

Reference: Equity

As of September 30, 2025: ¥69,181 million As of March 31, 2025: ¥68,596 million

2. Dividends

| | | Annual dividends per share | | | | |
|--|-------------------|----------------------------|-------------------|-----------------|-------|--|
| | First quarter-end | Second quarter-end | Third quarter-end | Fiscal year-end | Total | |
| | Yen | Yen | Yen | Yen | Yen | |
| Fiscal year ended March 31, 2025 | _ | 23.00 | _ | 23.00 | 46.00 | |
| Fiscal year ending March 31, 2026 | _ | 23.00 | | | | |
| Fiscal year ending March 31, 2026 (Forecast) | | | _ | 23.00 | 46.00 | |

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated financial result forecast for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

| | Net sales | | Operating pr | ofit | Ordinary pro | fit | Profit attributa owners of pa | | Basic earnings per share |
|-----------|-----------------|-------|-----------------|------|-----------------|------|----------------------------------|------|--------------------------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % | Yen |
| Full year | 56,600 | (0.8) | 1,650 | 45.9 | 1,900 | 22.2 | 1,350 | 41.8 | 47.42 |

Note: Revisions to the financial result forecast most recently announced: None

* Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 0 companies

Excluded: 1 company (Foods Palette Co., Ltd.)

- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements:

 None
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
 - (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None
- (4) Number of issued shares (common shares)
 - (i) Total number of issued shares at the end of the period (including treasury shares)

| As of September 30, 2025 | 30,050,759 shares |
|--------------------------|-------------------|
| As of March 31, 2025 | 30,050,759 shares |

(ii) Number of treasury shares at the end of the period

| As of September 30, 2025 | 1,579,059 shares |
|--------------------------|------------------|
| As of March 31, 2025 | 1,582,059 shares |

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

| Six months ended September 30, 2025 | 28,470,200 shares |
|-------------------------------------|-------------------|
| Six months ended September 30, 2024 | 28,466,993 shares |

Note: The number of treasury shares at the end of the period includes the number of the shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account E) established in conjunction with the introduction of a Japanese employee stock ownership plan (J-ESOP). In addition, the average number of shares outstanding of the Company during the period held by Custody Bank of Japan, Ltd. (Trust Account E) established in conjunction with the introduction of a Japanese employee stock ownership plan (J-ESOP) was included in the number of treasury shares, which was to be deducted from the calculation of the average number of shares outstanding during the period.

- * Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.
- * Proper use of earnings forecasts and other special matters

[Disclaimer regarding forward-looking statements and other information]

The forward-looking statements including earnings forecast contained in this document are based on information currently available to the Company and certain assumptions deemed reasonable. These statements do not represent a promise or commitment by the Company to achieve those forecasts. Actual operating results may differ significantly due to various factors. For the conditions underlying financial results forecast and instructions regarding its use, please refer to the explanation of "Forward-looking Information including the Consolidated Financial Results Forecast" on page 4 of the Attachments of the Consolidated Financial Results for the Six Months Ended September 30, 2025.

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1. Qualitative Information on Semi-annual Financial Results

(1) Operating Results

For the six months ended September 30, 2025, the Japanese economy was in a moderate recovery trend due to improved employment and income conditions and various governmental policies. However, the outlook remains uncertain given the impact of trade policies in the U.S., fluctuations in financial and capital markets, and other factors.

The food industry remained in a challenging environment as consumers continued to be reluctant to spend in the face of continued price hikes.

In this environment, based on its "2025–2027 Medium-term Management Plan" the Fujicco Group has worked to enhance its core businesses and strengthen its business foundation.

Sales of kombu products and yogurt products increased year on year, whereas sales of dessert products, bean products, and delicatessen products declined year on year. As a result, net sales came in at \pm 27,745 million (down 1.1% year on year).

On the profit front, operating profit came in at \\$506 million (up 96.4% year on year), attributable to a review of the timing of advertising investments based on investment efficiency and expense control measures to address the issue of increasing major costs, despite a year-on-year decline in net sales. While ordinary profit was \\$713 million (up 58.6% year on year), profit attributable to owners of parent amounted to \\$763 million (up 101.8% year on year) due to the recording of extraordinary income resulting from the transfer of shares of a subsidiary as well as to a decrease in income taxes.

Sales by product category were as follows.

Sales of delicatessen products decreased year on year. Packaged delicatessen foods saw strong sales in *Obanzai Kobachi* and *Asanotaberu soup*, resulting in a year-on-year increase in sales. In September, we revamped the *Asanotaberu soup* series so that customers can feel the natural texture of vegetables even more. Despite our efforts to expand the sales channels of existing mainstay products, such as *tofu* hamburger steak and namul (Korean seasoned vegetables), sales of delicatessen products delivered daily decreased year on year due to a decline in sales of prepared Chinese foods as a result of the sale of the subsidiary in August.

Among *kombu* products, value-sized *Shio-kombu* (salted *kombu*) saw strong sales amid the high price environment, resulting in a year-on-year rise in sales. As part of our project of creating new demand for *Fujicconi*, a cup *tsukudani* (food simmered in sweetened soy sauce), we proposed original recipes of dishes using *Fujicconi* created by a chef of one Michelin-starred restaurant, promoting a new style of eating with *Fujicconi*, other than as a savory side dish perfectly for plain rice, to consumers. Thanks to this effort, sales volume, which temporarily decreased after the price increase, has now remained on a recovery trend. In addition, we released a new product *Fujicconi MIRAI yuzu mentai Namakombu* in September.

Despite robust sales of Omamesan Mamekobachi, sales of bean products decreased year on year due to stagnant sales of the pouched product series of boiled, water boiled, and steamed beans, negatively affected by the price hikes. For the premium types of Omamesan Mamekobachi Tamba Dainagon Azuki and Omamesan Mamekobachi Tambaguro Kuromame, we carried out a bean-themed haiku poetry campaign from June to August and proposed arranged menu combining with frozen desserts and a new style of eating to overcome intense summer heat, resulting in growth in sales. In addition, for the series of water boiled and steamed beans, we will seek to increase the product's exposure at stores by working on, among other sales promotion activities, a promotional campaign to increase the product content in the second half of this fiscal year.

Sales of yogurt products remained strong in its mainstay *Caspian Sea Yogurt Plain* and *Marugoto SOY Caspian Sea Yogurt*, resulting in a year-on-year increase in sales. With the aim of growing yogurt products into the third pillar of business as a sustainable growth driver, we launched a new product commemorating the 20th anniversary of the release of *Caspian Sea Yogurt* series called *Caspian Sea Yogurt Richmo Plain* in September.

For dessert products, despite our efforts to promote the value of *Fruits Therapy* to consumers through bundling projects toward the peak demand period in summer, the product experienced challenging conditions as we failed to secure sales volume as expected after the price revision. As a result, sales of dessert products fell year on year. Although we are facing a harsh situation, we will work to promote the purchase of dessert products, while increasing product recognition and expanding topicality among young people by implementing a campaign directed at consumers through social media in the second half of this fiscal year.

(2) Financial Position

Total assets as of September 30, 2025 increased ¥472 million from the end of the previous fiscal year to ¥79,902 million.

Current assets increased ¥903 million from the end of the previous fiscal year to ¥35,445 million. This is attributable mainly to an increase in inventories as well as to an increase in cash and deposits as a result of the sale of the subsidiary.

Non-current assets decreased ¥431 million from the end of the previous fiscal year to ¥44,456 million. This is attributable mainly to the exclusion of non-current assets held by said subsidiary from the scope of consolidation as a result of the sale of the subsidiary as well as to the progress of depreciation of property, plant and equipment, partially offset by an increase in the fair value of investment securities.

Current liabilities increased ¥327 million from the end of the previous fiscal year to ¥9,126 million. This is attributable mainly to an increase in accounts payable – other and to an increase in accounts payable – trade due to seasonality of raw material purchases.

Non-current liabilities decreased ¥439 million from the end of the previous fiscal year to ¥1,594 million. This is attributable mainly to a decrease in retirement benefit liability as a result of the contribution to the retirement benefit trust.

Net assets increased ¥584 million from the end of the previous fiscal year to ¥69,181 million. This is attributable mainly to increases in valuation difference on available-for-sale securities and retained earnings.

As a result, the equity-to-asset ratio rose to 86.6% from 86.4% at the end of the previous fiscal year.

Cash flows

Cash and cash equivalents as of September 30, 2025 increased ¥297 million from the end of the previous fiscal year to ¥11,989 million.

Cash flows from operating activities

Cash flows from investing activities

During the six months ended September 30, 2025, net cash used in investing activities amounted to \(\pm\)1,179 million (compared with \(\pm\)1,683 million used for the same period a year ago) due primarily to purchases of property, plant and equipment and intangible assets.

Cash flows from financing activities

During the six months ended September 30, 2025, net cash provided by financing activities amounted to \\ \pm 342 \) million (compared with \\ \pm 656 \) million used for the same period a year ago) due primarily to proceeds from long-term borrowings of \\ \pm 1,000 \) million, partially offset by the dividend payment of \\ \pm 656 \) million.

Note that the above-mentioned long-term borrowings are attributable to the divested subsidiary. Accordingly, there are no outstanding balances of long-term borrowings in the consolidated financial statements as of September 30, 2025.

(3) Forward-looking Information Including the Consolidated Financial Results Forecast For the consolidated financial results forecast for the fiscal year ending March 31, 2026 announced on May 2, 2025, we have revised the full-year forecast of the fiscal year.

For details, please refer to the "Notice of Revision to Earnings Forecast" announced on October 24, 2025.

2. Semi-annual Consolidated Financial Statements and Principal Notes (1) Semi-annual Consolidated Balance Sheets

(Millions of yen)

| | As of March 31, 2025 | As of September 30, 2025 |
|--|----------------------|--------------------------|
| ssets | | |
| Current assets | | |
| Cash and deposits | 11,692 | 11,989 |
| Accounts receivable - trade | 9,598 | 9,474 |
| Merchandise and finished goods | 1,552 | 1,636 |
| Work in process | 314 | 350 |
| Raw materials and supplies | 11,026 | 11,426 |
| Other | 359 | 571 |
| Allowance for doubtful accounts | (2) | (2) |
| Total current assets | 34,542 | 35,445 |
| Non-current assets | | |
| Property, plant and equipment | | |
| Buildings and structures | 41,989 | 40,935 |
| Accumulated depreciation | (27,737) | (27,037) |
| Buildings and structures, net | 14,252 | 13,898 |
| Machinery, equipment and vehicles | 34,027 | 34,249 |
| Accumulated depreciation | (24,711) | (24,992) |
| Machinery, equipment and vehicles, net | 9,315 | 9,257 |
| Tools, furniture and fixtures | 2,407 | 2,199 |
| Accumulated depreciation | (1,801) | (1,642) |
| Tools, furniture and fixtures, net | 605 | 557 |
| Land | 11,975 | 11,363 |
| Construction in progress | 228 | 265 |
| Total property, plant and equipment | 36,377 | 35,341 |
| Intangible assets | 713 | 655 |
| Investments and other assets | , 15 | |
| Investment securities | 3,944 | 4,637 |
| Deferred tax assets | 618 | 551 |
| Long-term time deposits | 1,000 | 1,000 |
| Other | 2,239 | 2,275 |
| Allowance for doubtful accounts | (5) | (5) |
| Total investments and other assets | 7,796 | 8,459 |
| Total non-current assets | 44,887 | 44,456 |
| Total assets | 79,429 | 79,902 |

| | As of March 31, 2025 | As of September 30, 2025 |
|---|----------------------|--------------------------|
| Liabilities | | |
| Current liabilities | | |
| Accounts payable - trade | 3,855 | 4,178 |
| Accounts payable - other | 3,449 | 3,790 |
| Income taxes payable | 294 | 149 |
| Accrued consumption taxes | 151 | 86 |
| Provision for bonuses | 479 | 437 |
| Deposits received | 77 | 52 |
| Other | 491 | 431 |
| Total current liabilities | 8,799 | 9,126 |
| Non-current liabilities | | |
| Retirement benefit liability | 1,057 | 530 |
| Provision for share awards for employees | 149 | 142 |
| Other | 826 | 921 |
| Total non-current liabilities | 2,033 | 1,594 |
| Total liabilities | 10,833 | 10,720 |
| Net assets | | |
| Shareholders' equity | | |
| Share capital | 6,566 | 6,566 |
| Capital surplus | 1,006 | 1,006 |
| Retained earnings | 62,383 | 62,492 |
| Treasury shares | (3,046) | (3,039) |
| Total shareholders' equity | 66,909 | 67,025 |
| Accumulated other comprehensive income | | |
| Valuation difference on available-for-sale securities | 1,594 | 2,068 |
| Remeasurements of defined benefit plans | 93 | 87 |
| Total accumulated other comprehensive income | 1,687 | 2,155 |
| Total net assets | 68,596 | 69,181 |
| Total liabilities and net assets | 79,429 | 79,902 |

(2) Semi-annual Consolidated Statements of Income and Comprehensive Income Semi-annual Consolidated Statements of Income

(Millions of yen)

| | | (Willions of yell) |
|---|---|---|
| | For the six months ended September 30, 2024 | For the six months ended September 30, 2025 |
| Net sales | 28,055 | 27,745 |
| Cost of sales | 19,885 | 19,660 |
| Gross profit | 8,169 | 8,085 |
| Selling, general and administrative expenses | 7,912 | 7,578 |
| Operating profit | 257 | 506 |
| Non-operating income | | |
| Interest income | 2 | 12 |
| Dividend income | 138 | 140 |
| Rental income | 30 | 30 |
| Electricity sale income | 32 | 40 |
| Other | 17 | 16 |
| Total non-operating income | 221 | 240 |
| Non-operating expenses | | |
| Interest expenses | 0 | 0 |
| Rental expenses | 7 | 8 |
| Electricity sale expenses | 19 | 16 |
| Other | 3 | 8 |
| Total non-operating expenses | 29 | 33 |
| Ordinary profit | 449 | 713 |
| Extraordinary income | | |
| Gain on sale of non-current assets | _ | 1 |
| Gain on sale of investment securities | _ | 13 |
| National subsidy income | 107 | 2 |
| Gain on sale of shares of subsidiaries and associates | _ | 110 |
| Total extraordinary income | 107 | 126 |
| Extraordinary losses | | |
| Loss on disposal of non-current assets | 16 | 30 |
| Loss on valuation of investment securities | _ | 1 |
| Extra retirement payments | _ | 71 |
| Total extraordinary losses | 16 | 103 |
| Profit before income taxes | 540 | 736 |
| Income taxes - current | 328 | 120 |
| Income taxes - deferred | (166) | (147) |
| Total income taxes | 162 | (26) |
| Profit | 378 | 763 |
| Profit attributable to non-controlling interests | _ | _ |
| Profit attributable to owners of parent | 378 | 763 |
| • | | |

Semi-annual Consolidated Statements of Comprehensive Income

(Millions of yen)

| | For the six months ended September 30, 2024 | For the six months ended September 30, 2025 |
|---|--|--|
| Profit | 378 | 763 |
| Other comprehensive income | | |
| Valuation difference on available-for-sale securities | (165) | 474 |
| Remeasurements of defined benefit plans, net of tax | (24) | (5)_ |
| Total other comprehensive income | (189) | 468 |
| Comprehensive income | 188 | 1,232 |
| Comprehensive income attributable to: | | |
| Owners of parent | 188 | 1,232 |
| Non-controlling interests | _ | _ |

| | (Millions of yen) | | | |
|---|---|---|--|--|
| | For the six months ended September 30, 2024 | For the six months ended September 30, 2025 | | |
| Cash flows from operating activities | • | • | | |
| Profit before income taxes | 540 | 736 | | |
| Depreciation | 1,723 | 1,751 | | |
| Increase (decrease) in allowance for doubtful accounts | 0 | 0 | | |
| Increase (decrease) in provision for bonuses | (120) | (37) | | |
| Increase (decrease) in retirement benefit liability | 1 | (512) | | |
| Interest and dividend income | (140) | (152) | | |
| Interest expenses | 0 | 0 | | |
| Loss (gain) on disposal of non-current assets | 16 | 29 | | |
| Extra retirement payments | _ | 71 | | |
| Loss (gain) on sale of shares of subsidiaries and associates | - | (110) | | |
| Loss (gain) on sale of investment securities | _ | (13) | | |
| Loss (gain) on valuation of investment securities | _ | 1 | | |
| Decrease (increase) in trade receivables | 514 | (85) | | |
| Decrease (increase) in inventories | 156 | (572) | | |
| Increase (decrease) in trade payables | 715 | 434 | | |
| Increase (decrease) in accounts payable - other | (188) | (23) | | |
| Increase (decrease) in accrued consumption taxes | 215 | (46) | | |
| Increase (decrease) in deposits received | (91) | (17) | | |
| Other, net | (279) | (218) | | |
| Subtotal | 3,063 | 1,234 | | |
| Interest and dividends received | 140 | 152 | | |
| Interest paid | (0) | (0) | | |
| Income taxes refund (paid) | (275) | (252) | | |
| Net cash provided by (used in) operating activities | 2,928 | 1,134 | | |
| Cash flows from investing activities | , | , | | |
| Purchase of property, plant and equipment | (1,540) | (1,021) | | |
| Proceeds from sale of property, plant and equipment | 4 | 23 | | |
| Purchase of intangible assets | (91) | (65) | | |
| Purchase of investment securities | (9) | (8) | | |
| Proceeds from sale of investment securities | | 19 | | |
| Payments for sale of shares of subsidiaries resulting in change in scope of consolidation | - | (56) | | |
| Other, net | (46) | (70) | | |
| Net cash provided by (used in) investing activities | (1,683) | (1,179) | | |
| Cash flows from financing activities | ` | ` ' | | |
| Purchase of treasury shares | (0) | _ | | |
| Proceeds from long-term borrowings | | 1,000 | | |
| Dividends paid | (656) | (656) | | |
| Repayments of lease liabilities | <u> </u> | (1) | | |
| Net cash provided by (used in) financing activities | (656) | 342 | | |
| Effect of exchange rate change on cash and cash equivalents | _ | _ | | |
| Net increase (decrease) in cash and cash equivalents | 588 | 297 | | |
| Cash and cash equivalents at beginning of period | 11,340 | 11,692 | | |
| Cash and cash equivalents at end of period | 11,929 | 11,989 | | |
| | 11,727 | 11,707 | | |

(4) Notes to Semi-annual Consolidated Financial Statements

Going concern assumption

For the six months ended September 30, 2025 (April 1, 2025 to September 30, 2025)

Not applicable.

Changes in scope of consolidation or equity method

Changes in scope of consolidation

During the six months ended September 30, 2025, Foods Palette Co., Ltd., which had been a consolidated subsidiary of the Company, was excluded from the scope of consolidation as a result of the transfer of all of its shares.

Significant changes in shareholders' equity

For the six months ended September 30, 2025 (April 1, 2025 to September 30, 2025)

Not applicable.

Segment information

As the Group operates in a single segment that exclusively manufactures and sells similar or related processed foods, as judged by the similarity of product type, characteristics, manufacturing methods, and sales markets, the segment information is immaterial and therefore omitted.

Significant subsequent events

Absorption-type merger of a consolidated subsidiary

The Company resolved at a meeting of its Board of Directors held on July 7, 2025 to conduct an absorption-type merger with its wholly owned subsidiary, FUJICCO NEW DELICA CO., LTD. (hereinafter "NEW DELICA"), and merged the subsidiary on October 1, 2025.

1. Purpose of the absorption-type merger

In August 2021, the Company established NEW DELICA as a new entity to assume the operations of the manufacturing division for delicatessen products delivered daily, aiming to enhance responsiveness to the evolving needs of the home meal replacement market amid the COVID-19 pandemic. However, the surrounding business environment has since undergone significant changes, including the decline of the pandemic, sharp increases in ingredient prices driven by global inflation, surging gas, electricity, and other energy prices, rising logistics costs, and higher labor costs due to labor shortages.

To respond to this new environment, we carried out an absorption-type merger with NEW DELICA to accelerate Group-wide efforts to optimize the entire supply chain—integrating production, sales, logistics, and management functions. We will also focus on human resource development by promoting interactions among employees and providing training, aiming to further strengthen business competitiveness and enhance management efficiency.

2. Outline of the merger

(1) Schedule of the merger

Date of the merger: October 1, 2025

(2) Method of the merger

An absorption-type merger in which the Company was the surviving company, and NEW DELICA was the dissolved company

(3) Details of allotment pertaining to the merger

As NEW DELICA was a wholly owned subsidiary of the Company, no shares, cash, or other consideration were allotted in connection with the merger.

(4) Treatment of share options and bonds with share options of the dissolved company Not applicable.

3. Outline of the subsidiary

(1) Name FUJICCO NEW DELICA CO., LTD.

(2) Business Manufacture and sale of a variety of food products

(3) Share capital ¥90 million

4. Status after the merger

There have been no changes to the Company's name, location, representative (name and title), business description, share capital, or fiscal year-end.

5. Outline of accounting treatment implemented

The merger was accounted for as a transaction under common control in accordance with the *Accounting Standard for Business Combinations* (ASBJ Statement No. 21, January 16, 2019) and the *Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures* (ASBJ Guidance No. 10, January 16, 2019).

Business combination through share acquisition

The Company resolved at a meeting of its Board of Directors held on September 25, 2025 to acquire shares of FB Food Service (2017) Co., Ltd. (hereinafter "FBF") to make it a subsidiary, and concluded a share purchase agreement on October 10, 2025 as detailed below. In conjunction with the share acquisition, the Company also resolved to establish a joint venture subsidiary named FUJICCO FOODS ASIA CO., LTD. (hereinafter "FFA") through joint investment (the Company's investment ratio: 49%) with SBCS Co., Ltd., SMBC Management Service Co., Ltd., and SMSB Co., Ltd. in December 2025. In order to reduce FBF's joint venture operating costs, FFA will be established as an intermediate holding company, which will acquire a portion of FBF's shares.

1. Purpose of the business combination

Under the 2025-2027 Medium-term Management Plan, with the fiscal year ending March 31, 2026 as its first year, the Company has set forth the basic policy of "Reshaping the future of *kombu* and beans together with customers by gathering full force of employees" and has endeavored to enhance its core business and build its medium-and-long-term financial base. The Company considers that, in order to achieve the objectives based on the above Medium-term Management Plan, it is absolutely necessary for the Company to pursue global expansion.

FBF, whose shares are to be acquired by the Company, is engaged in the manufacture and sale of various frozen delicatessen products in Thailand and demonstrates its strength in sales of modern trade such as convenience stores and foodservice channels, such as restaurants. The Company believes that, by bringing FBF into the Company Group (hereinafter, the "Group"), it will be possible not only to build on its existing products but also to leverage the Company's product development capabilities to expand a lineup of healthier and more nutritious offerings and to develop new sales channels. This, in turn, will strengthen FBF's business in the Thai market. Initially, FBF will focus on sales in the Thai market. Over time, it will seek to contribute to the health of people worldwide through products centered on seaweed and Japanese delicatessen. In the future, the Company intends to promote its global growth by manufacturing and exporting FUJICCO-branded products not only in Asian markets but also in the U.S. and Europe.

The Company regards Thailand as an attractive market for the Company to realize its management philosophy on a global scale, because it has the largest number of Japanese restaurants among Southeast Asian countries and its people have a high degree of health awareness. Throughout this transaction, the Company plans to build the foundation of its business expansion in the Asian region. For the above reason, the Company determined that this transaction could enhance the Company's corporate value and thereby, resolved to conduct this share acquisition.

2. Outline of the business combination

(1) Name and business description of the acquired company

Name of the acquired company: FB Food Service (2017) Co., Ltd.

Business description: Manufacture and wholesale of business-use food products

(2) Date of the business combination

Date of the share acquisition: November 3, 2025

Deemed acquisition date: December 31, 2025

(3) Legal form of the business combination Share acquisition in consideration for cash

(4) Company name after the business combination

The company name will remain unchanged.

(5) Percentage of voting rights to be acquired 30%

Following this acquisition, FFA (holding a 49% stake in the Company) will acquire 51% of FBF's shares. As a result, the Company will hold a 54.99% voting rights ratio in FBF, including 24.99% held indirectly, and FBF is expected to become a consolidated subsidiary.

3. Acquisition cost of the acquired company and breakdown by type of consideration

Consideration for the acquisition: cash THB 93,900 thousand

Acquisition cost THB 93,900 thousand

4. Details and amount of major acquisition-related expenses The details have yet to be determined.

- 5. Amount of goodwill to be recognized, reason for recognition, and amortization method and period The details have yet to be determined.
- 6. Amounts of assets to be acquired and liabilities to be assumed at the date of the business combination and their main components

The details have yet to be determined.

3. Supplementary Information

(1) Status of Sales

(Millions of yen)

| Product category Six months ended September 30, 2024 (From April 1, 2024 to September 30, 2024) | | Six months ended September 30, 2025 (From April 1, 2025 to September 30, 2025) | | YoY change | (Reference) Previous fiscal year (From April 1, 2024 to March 31, 2025) | | |
|---|--------|---|--------|-----------------|---|--------|---------------------|
| | Amount | Component ratio | Amount | Component ratio | | Amount | Percentage of total |
| Delicatessen products | 9,447 | 33.7% | 9,357 | 33.7% | (90) | 19,064 | 33.4% |
| Kombu products | 7,803 | 27.8% | 7,866 | 28.4% | 63 | 15,917 | 27.9% |
| Bean products | 4,590 | 16.4% | 4,494 | 16.2% | (95) | 10,483 | 18.4% |
| Yogurt products | 3,427 | 12.2% | 3,474 | 12.5% | 47 | 6,759 | 11.8% |
| Dessert products | 1,781 | 6.3% | 1,366 | 4.9% | (415) | 2,715 | 4.8% |
| Other products | 1,004 | 3.6% | 1,185 | 4.3% | 180 | 2,138 | 3.7% |
| Total | 28,055 | 100.0% | 27,745 | 100.0% | (310) | 57,077 | 100.0% |

Note: "YoY change" represents the difference between the amount for the six months ended September 30, 2024 and 2025.