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April 7, 2026

Consolidated Financial Results for the Fiscal Year Ended February 28, 2026 (Under Japanese GAAP)



Company name: FUJI CO.,LTD.

Listing: Tokyo Stock Exchange

Securities code: 8278

URL: <https://www.the-fuji.com/>

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President, Representative Director

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Scheduled date of annual general meeting of shareholders: May 19, 2026

Scheduled date to commence dividend payments: May 20, 2026

Scheduled date to file annual securities report: May 18, 2026

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 fiscal year ended February 28, 2026 (from March 1, 2025 to February 28, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended February 28, 2026	814,260	0.7	11,217	(13.4)	12,527	(12.5)	8,176	114.1
February 28, 2025	808,928	1.0	12,953	(14.3)	14,315	(17.6)	3,818	(48.7)

Note: Comprehensive income For the fiscal year ended February 28, 2026: ¥ 11,806 million [159.5%]
For the fiscal year ended February 28, 2025: ¥ 4,549 million [(51.4) %]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended February 28, 2026	94.36	-	3.7	3.0	1.4
February 28, 2025	44.06	-	1.8	3.4	1.7

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended February 28, 2026: ¥ 973 million

For the fiscal year ended February 28, 2025: ¥ 1,024 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of February 28, 2026	415,212	227,227	54.7	2,619.30
February 28, 2025	411,808	218,028	52.9	2,513.14

Reference: Equity

As of February 28, 2026: ¥ 226,952 million

As of February 28, 2025: ¥ 217,756 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended February 28, 2026	39,184	2,430	(28,962)	38,943
February 28, 2025	16,747	(12,969)	(14,669)	26,291

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended February 28, 2025	-	15.00	-	15.00	30.00	2,604	68.1	1.2
Fiscal year ended February 28, 2026	-	15.00	-	15.00	30.00	2,604	31.8	1.2
Fiscal year ending February 28, 2027 (Forecast)	-	15.00	-	15.00	30.00		-	

3. Consolidated financial result forecasts for the fiscal year ending February 28, 2027 (from March 1, 2026 to February 28, 2027)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	825,000	1.3	17,000	51.5	17,200	37.3	7,000	(14.4)	80.79

* Notes

(1) Significant changes in the scope of consolidation during the period: None

Newly included: - companies()
Excluded: - companies()

(2) 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

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of February 28, 2026	86,856,954 shares
As of February 28, 2025	86,856,954 shares

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

As of February 28, 2026	210,535 shares
As of February 28, 2025	209,722 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended February 28, 2026	86,646,863 shares
Fiscal Year ended February 28, 2025	86,670,393 shares

(Note) The number of treasury shares at the end of the period includes shares of FUJI CO., LTD. held by Custody Bank of Japan, Ltd. (trust account) (182,500 shares as of February 28, 2025; 182,500 shares as of February 28, 2026) as trust assets under the “Share Delivery Trust for Directors.”
Treasury shares to be deducted in the calculation of the average number of shares outstanding during the period include shares of FUJI CO., LTD. held by Custody Bank of Japan, Ltd. (trust account) (182,500 shares as of February 28, 2026; 159,589 shares as of February 28, 2025).

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended February 28, 2026 (from March 1, 2025 to February 28, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
February 28, 2026	773,888	0.7	9,333	(19.1)	10,361	(17.7)	16,332	0.9
February 28, 2025	768,534	-	11,539	360.5	12,593	118.5	16,181	330.6

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
February 28, 2026	188.50	-
February 28, 2025	186.70	-

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
February 28, 2026	389,961	205,976	52.8	2,377.21
February 28, 2025	380,786	190,704	50.1	2,200.92

Reference: Equity

As of February 28, 2026:	¥	205,976 million
As of February 28, 2025:	¥	190,704 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Explanation of proper use of earnings forecasts and other special matters

Earnings forecasts and other forward-looking statements in this document are based on information currently available to FUJI CO., LTD. and certain assumptions deemed to be reasonable. Actual results may differ materially from these forecasts due to various factors. Please refer to “1. Overview of Operating Results, etc. (1) Overview of Operating Results for the Fiscal Year under Review” on page 2 of this financial results report for the conditions that form the basis for the forecasts and cautions when using the forecast

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1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended February 28, 2026 (from March 1, 2025 to February 28, 2026), the Japanese economy remained on a moderate recovery track, backed by improvements in employment and income conditions and increased corporate earnings. The outlook, however, remained uncertain, as stagnant real wage growth due to the impact of persistently high prices continued to drive consumers to tighten their purse strings.

The operating environment surrounding the retail industry also remains challenging, due to market shrinkage caused by population decline, falling birth rates, and an aging society, as well as intensifying competition across business lines, and various rising costs, including personnel expenses, in addition to the growing cost-saving awareness among consumers.

In this environment, the Company has been committed to the basic strategies formulated in its Medium-Term Management Plan for fiscal 2024–2026: “establishing a corporate culture,” “transforming existing businesses,” and “integrating business infrastructure and creating synergies,” along with “promoting ESG management,” across the company.

In establishing a corporate culture, we are working to ensure that our management philosophy and vision are fully embraced, aiming to create a culture and organization in which each and every employee acts more autonomously. Additionally, the stores are taking the initiative to provide services that lead to greater customer satisfaction.

For transforming existing businesses, we are promoting the revitalization of existing stores through renovations, along with scrapping and building. In terms of revitalization, we are promoting initiatives, including the revamping of our product lineups through the expansion of high-demand instant meals and convenient products, the renovation of facilities such as parking lots and resting spaces, and the expansion of self-checkout registers. The aim of these initiatives is to increase store convenience and competitiveness. Additionally, by introducing more tenants and specialty stores, we are working to further increase our appeal as shopping centers. In the fiscal year under review, we revitalized 37 stores through renovations of existing stores, conducted scrapping and building at three stores, and opened two new stores as planned. To improve store productivity, we formulated and implemented work plans based on sales forecasts and relocated staff to sections of focus and peak hours. In addition, we introduced electronic shelf tags at 120 stores (total of 210 stores) and self-checkout registers at nine stores (total of 379 stores), thereby saving labor.

With regard to integrating business infrastructure and creating synergies, we have been promoting management efficiency by pursuing economies of scale. To improve the logistics network, last year, we completed the reorganization of the Shikoku area. In the fiscal year under review, as part of efforts to improve the Chugoku region, we improved the bases in the San-in area and built a more stable product supply system and further streamlined logistics. On the back of the supply system improvement, we were able to supply products promptly by demonstrating group synergies when we sold stockpiled government rice (under a discretionary contract) in June. Product-wise, we consolidated business partners and unified product lineups, while at the same time further expanded the lineup of TOPVALU products. At our process centers, where original products, including fresh foods and delicatessen, are prepared, we standardized product specifications to strengthen our product capabilities and streamlined logistics by improving our product supply system. Furthermore, in terms of service, we commenced the awarding and the use of the WAONPOINT, the common point system of the Aeon Group at all stores, and have been striving to enhance customer convenience through the awarding of common store-wide points.

As for promoting ESG management, we are actively promoting activities rooted in local communities in terms of both the environment and society based on our Basic Sustainability Policy. In terms of the environment, in order to reduce food waste, we launched in-store food drive and food bank activities at 26 stores in the fiscal year under review, and are currently carrying out food drive activities at 344 stores and food bank activities at 356 stores. We also began clothing collection initiatives for recycling and reuse at 40 additional stores (total of 66 stores). Furthermore, we have been replacing refrigerated showcases with more energy-saving models and switching to LED lighting. We have also installed facilities designed to generate solar power at 23 stores (total of 104 stores), thereby working to further reduce our environmental impact. On the social front, as part of activities to support the local communities, we donated a portion of the funds generated through local WAON usage to 24 organizations, while also implementing various activities in cooperation with regional communities, such as

offering agricultural experiences, including rice harvesting and other harvest activities, with the cooperation of local producers. In addition, to promote diversity & inclusion, we are working to improve knowledge and reform the mindset of our personnel, mainly in management positions, using a certification system, aiming to foster personnel who respect diversity. We are also holding in-house seminars for individuals to pave new career paths.

In the supermarket business, as part of efforts to provide low prices in response to the tightening of consumers' purse strings as a result of the continuing rise in prices, we strengthened the sales of Everyday Low Price (EDLP) products, such as "lowest possible price" and "cheap daily price," while, at the same time, proactively introduced and promoted Aeon's private-brand TOPVALU products. We also offer the Company's original products committed to regional flavors and locally-sourced ingredients. In November, two of our food items – "Grandma's ten-ingredient sushi roll" and "Juicy fresh uncooked hamburger steak" – were awarded the grand gold prize in the "Nationwide Supermarket Delicious Foods General Election." We are striving for even better taste and product development when it comes to the Company's original products, as evidenced by "Grandma's ten-ingredient sushi roll" also winning the grand prix, which was chosen from among the grand gold prize winners. In the revitalization of stores toward increasing store competitiveness, in addition to the 25 stores that were revitalized in the first nine months of the fiscal year under review, in the fourth quarter, we revitalized 5 stores - MV Kanokodai Store (Kita-ku, Kobe-shi), F Fujiwara Store (Matsuyama-shi, Ehime), M Imabari Matsumoto Store (Imabari-shi, Ehime), M Naruto Store (Naruto-shi, Tokushima), and F Furukawa Store (Matsuyama-shi, Ehime). In the fiscal year under review, we revitalized two stores through scrapping and building and opened two new stores. As a result of these initiatives, net sales increased 0.6% year on year.

For the discount store business, aiming for greater price competitiveness and differentiation, we expanded the lineup of private brand products only available at Aeon Group's discount stores, while striving to reduce costs by promoting the utilization of DS distribution centers. To increase store competitiveness, during the fiscal year under review, we revitalized seven stores, rebuilt one store due to major seismic strengthening work, and drove initiatives to make the stores more appealing by such means as revamping our product lineup to meet bulk-buying demand, expanding frozen food offerings, and introducing new tenants. As a result of these initiatives, net sales increased 2.3% year on year.

At our mobile supermarkets, we continued to expand our mobile sales routes to support the lives of customers who experience inconvenience in shopping. In the fiscal year under review, we commenced operations at seven additional stores, and operate at 94 stores and 146 vehicles across 798 routes. By delivering products to depopulated areas and island districts, we are creating interactions through monitoring functions and face-to-face sales and deepening connections with local communities, in addition to providing shopping opportunities. As a result of these initiatives, net sales at mobile supermarkets increased 8.0% year on year.

As a result of the above initiatives, operating revenue amounted to ¥814,260 million (up 0.7% year on year), and operating gross profit to ¥249,760 million (up 0.1% year on year). Primarily due to rising logistics expenses, in addition to proactive and ongoing wage increases and store investments, selling, general and administrative expenses came to ¥238,543 million (up 0.8% year on year) and operating profit to ¥11,217 million (down 13.4% year on year). Ordinary profit was ¥12,527 million (down 12.5% year on year) and profit attributable to owners of parent was ¥8,176 million (up 114.1% year on year). The change in profit was mainly due to the reporting of extraordinary income in conjunction with the sale of investment securities and the transfer of shares of an equity method affiliate, despite the reporting of impairment losses and losses on store closings. In addition.

*FG: FUJI GRAND, F: FUJI, MV: MaxValu, M: Marunaka, B: The Big

(2) Overview of Financial Position for the Fiscal Year under Review

Total assets at the end of the fiscal year under review stood at ¥415,212 million, increased by ¥3,403 million from the end of the previous fiscal year. This was mainly due to decreases of ¥10,998 million in property, plant and equipment and ¥1,401 million in intangible assets, attributable to the recording of impairment losses, etc. Meanwhile, cash and deposits increased by ¥12,652 million mainly because the last day of the fiscal year under review was a financial institution holiday.

Total liabilities at the end of the fiscal year under review stood at ¥187,984 million, down ¥5,795 million from the end of the previous fiscal year. This was mainly due to decreases of ¥3,950 million in short-term borrowings and ¥21,798 million in long-term borrowings (including the current portion). Meanwhile, notes and accounts payable - trade increased by ¥15,333 million mainly because the last day of the fiscal year under review was a

financial institution holiday.

Net assets amounted to ¥227,227 million, up ¥9,237 million from the end of the previous fiscal year, due mainly to a ¥5,571 million increase in retained earnings.

(3) Overview of Cash Flows for the Fiscal Year under Review

Regarding "cash flows from operating activities" for the current consolidated fiscal year, the income was 37.74 billion yen (compared to 16.747 billion yen in the previous period), due to adjustments to non-cash items included in net income before taxes and adjustments of 8.15 billion yen, such as depreciation expenses of 16.284 billion yen and impairment losses of 11.88 billion yen, and an increase in accounts payable of 15.333 billion yen due to the impact of bank holidays at the end of the current consolidated fiscal year.

Regarding "cash flows from investing activities," there were expenditures of 18.341 billion yen for the acquisition of tangible and intangible fixed assets (including settlement of bills payable for equipment, etc.), while there were incomes of 21.881 billion yen from the sale of investment securities, etc., resulting in an income of 3.901 billion yen (compared to expenditures of 12.969 billion yen in the previous period).

Regarding "Cash flows from financing activities," there were expenditures of 28,988 million yen (compared to 14,669 million yen in the previous period) due to the repayment of short-term borrowings of 3,950 million yen, the repayment of long-term borrowings of 21,798 million yen, and dividend payments of 2,604 million yen.

As a result, the balance of cash and cash equivalents at the end of the consolidated fiscal year was 38,943 million yen.

(Reference) Indicators

	Fiscal year ended February 28, 2022	Fiscal year ended February 28, 2023	Fiscal year ended February 29, 2024	Fiscal year ended February 28, 2025	Fiscal year ended February 28, 2026
Equity ratio (%)	54.4	48.5	50.5	52.9	54.7
Equity ratio based on market value (%)	68.6	35.7	38.3	43.6	43.7
Cash flow/interest bearing debt ratio (years)	3.4	3.7	2.7	4.2	1.2
Interest coverage ratio (times)	34.3	53.3	69.1	36.8	85.1

Notes: 1. The calculation methods for each indicator are as follows.

Equity ratio: Shareholders' equity / total assets

Equity ratio based on market value: Market capitalization / total assets

Cash flow/interest bearing debt ratio: Interest bearing debt / operating cash flow

Interest coverage ratio: Operating cash flow / interest payments

2. All indicators are calculated based on consolidated financial figures.

3. Market capitalization is calculated based on the number of issued shares excluding treasury shares.

4. Interest bearing debt includes all liabilities recorded on the consolidated balance sheet on which interest is paid.

(4) Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Years

We position the appropriate return of profits to our shareholders as an important management task. We will strive to provide our shareholders with stable and perpetual returns while taking into consideration the enhancement of internal reserves and other measures aimed at strengthening our corporate structure. Internal reserves will be used to effectively reinforce our management base by allocating them to investments for the revitalization of existing stores, facility maintenance, IT, logistics, process centers, and human resources, reduction of interest bearing debt as well as to the consolidation of our financial standing and preparation for large-scale disasters.

We plan to pay a year-end dividend of ¥15 per share, bringing our total annual dividend for the fiscal year ended February 28, 2026 to ¥30 per share when combined with the interim dividend of ¥15 per share.

For the fiscal year ending February 28, 2027, we plan to pay an annual dividend of ¥30 per share.

(5) Future Outlook

The business environment surrounding the Company is expected to remain challenging, with consumers further tightening their purse strings amid long-standing factors such as population decline, falling birth rates, the graying of society, and the intensification of homogenized competition across business lines, as well as continued rises in energy prices and raw material costs on the back of increasing tension in the Middle East.

In this environment, our priorities for the final year of the three-year Medium-Term Management Plan for fiscal 2024–2026 will be promoting the implementation of the Medium-Term Management Plan, reforming the cost structure, and enhancing sales capability. We will clarify the issues to be addressed and the corresponding actions, establish tasks through cross-organizational collaboration to promote policies, and develop and implement specific measures and initiatives.

As customers tighten their purse strings under inflation and competition with competitor supermarkets and companies from other industries intensifies, we will focus on emphasizing the low price of our products to support the daily lives of our customers to the fullest. We will work to increase sales of TOPVALU products and expand the number of EDLP products, develop our own original products, and provide greater product value while increasing gross profit. In order to meet diversifying customer needs and improve the convenience of our stores, we will drive forward initiatives to improve profitability by actively revitalizing existing stores and conducting scrapping and building. In addition, system integration starting in phases from March will allow us to centrally manage customer and purchase data. This will create synergy through profitability improvement, such as achieving highly precise demand projections and sales promotion measures and reforming the cost structure by reducing overlapping operations and standardizing operations.

The Group will promote community-based ESG management, under the philosophy of proposing the creation of prosperous lives, contributing to the development of local communities, and caring about people. On both the environmental and social fronts, we will actively engage in locally rooted activities with local people, with the aim of achieving a sustainable society. Additionally, we will fulfil our corporate social responsibility by promoting diversity and workstyle reforms, as well as by providing training and education aimed at ensuring compliance.

In light of the above, on a consolidated basis for the next fiscal year, we forecast operating revenue of ¥825 billion (up 1.3% year on year), operating profit of ¥17 billion (up X%51.5year on year), ordinary profit of ¥17.2billion (up X37.3 year on year), and, due to an expected increase in income taxes which decreased in the previous fiscal year, profit attributable to owners of parent of ¥7.0billion (down 14.4% year on year).

(6) Business Risks, etc.

Matters that constitute potential risks in the FUJI Group's business operations are outlined below. The forward-looking statements presented herein are based on the judgment of the Company as of February 28, 2026.

The Company has established the Internal Control Committee chaired by the President, Representative Director, which determines basic policies and measures related to risk management and checks their operational status. In addition, the Risk Management Meeting has been set up under the Internal Control Committee to conduct risk assessments based on the Risk Management Regulations and take countermeasures against material company-wide risks, as well as to deliberate on and communicate policies and countermeasures against expected risks by such means as formulating crisis management manuals for each business risk.

1) Risks in demand trends

As the market is expected to shrink due to population decline, falling birth rates, and an aging society, economic conditions, such as economic and personal consumption trends and price fluctuations, could adversely affect the Group's financial position and operating results. To address these risks, we pay close attention to changes in the market environment and consumption trends at all times, keep track of the reasons for the difference between procurement and sales plans and actual results, strive to improve the accuracy of plans, and aim to maintain and improve a stable profit structure that can adapt to changes in the environment.

2) Risks due to intensified competition

The Group operates its business at stores mainly in the Chugoku and Shikoku regions and western Hyogo Prefecture. Intensified competition in store openings and sales with competitors in the same industry, as well as companies in other industries, could adversely affect the Group's financial position and operating results. To address these risks, we aim to increase competitiveness by enhancing the dominant position and product and sales capabilities based on area strategies, as well as by enhancing individual stores through the rebuilding and renovation of stores.

3) Risks in IT systems

The Group has established communication networks at our stores and offices and manages operations using computers. However, if our communication networks are cut off or damaged due to natural disasters, accidents, cyberattacks, etc., functions such as logistics, product supply, and internal management may be impaired, causing disruption to our business. This may adversely affect the Group's financial position and operating results. To address these risks, the Group strives to enhance the information security system, with the Digital Promotion Headquarters, the specialized department for the task, playing the central role. Specific initiatives include the establishment of backup systems, the establishment of defense in depth for security, and the enhancement of the monitoring system.

4) Risks in food labeling and food safety

The Group manufactures and processes fresh food, delicatessen, and other products at process centers and in stores, and sells food items. The occurrence of unexpected incidents or accidents regarding these food items, such as foreign object contamination and improper labeling, may lead to a loss of the Group's social credibility, which in turn could adversely affect the Group's financial position and operating results. To address these risks, the Group strives to raise the levels of food quality management and store hygiene by preparing manuals, providing in-house training, and thoroughly implementing a check system, with the Quality Control Office playing the central role. In addition, at process centers, we obtain food safety certifications at process centers and take other measures to improve food safety management continuously and ensure safety, thereby establishing a system to ensure the safety and security of food.

5) Risks in securing and developing human resources

The Group considers securing and developing human resources who support the continuous provision of products and services that satisfy our customers an important task. If these plans do not proceed as intended due to factors such as demographic changes resulting from population decline and the declining birthrate and aging population, or if personnel costs increase due to revisions to labor-related laws and regulations, this could adversely affect the Group's financial position and operating results. To address these risks, we not only recruit new employees actively but also develop multi-skilled employees who can play multiple roles, as well as implement workforce-

and labor-saving initiatives, such as carrying out DX (digital transformation).

6) Risks related to impairment losses on non-current assets

The Group owns a large amount of non-current assets, such as stores. If, as a result of considering the future recoverability of our non-current assets, the Group were to record impairment losses related to stores, etc., in accordance with the Accounting Standard for Impairment of Fixed Assets, this could adversely affect the Group's financial position and operating results. To address these risks, we analyze the profit and loss status of stores that show an indication of impairment and implement measures to improve profitability.

7) Risks related to protection of personal information

The Group has personal information of customers, as well as that of business partners and employees. If customers' personal information is leaked for some reason, this could adversely affect the Group's financial position and operating results. To address these risks, we take thorough measures to prevent personal information leaks, such as the establishment of internal regulations, employee training, and the strengthening of IT system security.

8) Risks related to legal restrictions, etc.

The Group conducts business activities with due consideration given to the Act on the Measures by Large-Scale Retail Stores for Preservation of Living Environment, the Antimonopoly Act, and laws and regulations related to food safety, the environment, and recycling. However, in the unlikely event that we violate laws and regulations or a change in the legal system occurs, this could adversely affect the Group's financial position and operating results. To address these risks, we work on legal compliance and take all possible measures, such as preparing various manuals, providing in-house training, and establishing a check system.

9) Risks in management of subsidiaries

The Group is composed of the Company and its subsidiaries, which provide services related to the lives of local people, with the supermarket business operated by the Company as the core, along with businesses such as restaurant, electronic money, comprehensive fitness clubs, travel and nursing care services. Insufficient management of our subsidiaries runs the risk of fraud or misconduct occurring or the incurrence of unexpected losses, thereby resulting in a loss of credibility and deterioration in the Group's earnings. Earnings deterioration at subsidiaries could also adversely affect the Group's financial position and operating results. To address these risks, the Group has established the Subsidiaries and Associates Strategy Department to ensure the appropriateness and effectiveness of subsidiaries' management. We have thus established a system to manage subsidiaries in accordance with the Subsidiaries and Associates Management Regulations.

10) Risks related to interest rate and financial market fluctuations

Capital investment funds are sourced from our own funds and borrowings from financial institutions, and the Group's interest bearing debt dependence ratio to total assets stood at 10.7% as of February 28, 2026. Future fluctuations in interest rates and financial markets could adversely affect the Group's financial position and operating results. To address these risks, the Group's policy is to strengthen our financial standing through the reduction of borrowings and other measures. We also aim to mitigate the risk of rising interest rates by raising funds at fixed interest rates.

11) Risks related to natural disasters and infectious diseases, etc.

The Group operates stores mainly in the Chugoku and Shikoku regions and western Hyogo Prefecture. The occurrence of a large-scale earthquake, storm or flood damage, infectious diseases, etc. may significantly hinder our business activities, which in turn could adversely affect the Group's financial position and operating results. To address these risks, the Group has established a system to ensure business continuity and enable early recovery in the event of contingencies, including by setting out a basic policy for responding to large-scale disasters and formulating a business continuity plan (BCP).

2. Management Policy

(1) Basic Management Policy

The management vision of FUJI and the FUJI Group calls for “realizing unparalleled peace of mind and excitement for our customers and employees,” with a management policy that consists of three pillars: “field-oriented,” “employee satisfaction,” and “creating synergies.” We will continue to focus on ensuring the safety and security of our customers and employees, and aim to be a corporate group that contributes most to local communities by responding flexibly and swiftly to changing customer behavior.

(2) Medium- to Long-Term Management Strategy

On January 30, 2024, we disclosed our three-year Medium-Term Management Plan for fiscal 2024–2026. In this plan, we are committed to implementing three basic strategies, “establishing a corporate culture,” “transforming existing businesses,” and “integrating business infrastructure and creating synergies,” as well as promoting ESG management. In order to implement measures based on these basic strategies, we plan to invest ¥86.0 billion over the plan’s three-year period, and are aiming for operating revenue of ¥825.0 billion and an operating profit ratio of over 2% in fiscal 2026, and operating revenue of ¥1 trillion in fiscal 2030.

3. Basic Approach to Selection of Accounting Standards

As the Group does not conduct international business operations or fundraising, we have adopted Japanese GAAP in preparing our consolidated financial statements.

With regard to the potential adoption of International Financial Reporting Standards (IFRS), the Group will closely monitor institutional trends and other factors, taking into account various situations in Japan and overseas.

Consolidated Financial Statements and Primary Notes

Consolidated Balance Sheet

(Millions of yen)

	As of February 28, 2025	As of February 28, 2026
Assets		
Current assets		
Cash and deposits	26,291	38,943
Notes receivable - trade	8	21
Accounts receivable - trade	9,010	9,900
Merchandise	33,669	34,959
Deposits paid to subsidiaries and associates	-	5,000
Other	9,801	10,432
Allowance for doubtful accounts	(37)	(38)
Total current assets	78,744	99,218
Non-current assets		
Property, plant and equipment		
Buildings and structures	348,113	346,147
Accumulated depreciation	(243,952)	(250,172)
Buildings and structures, net	104,160	95,974
Machinery, equipment and vehicles	13,360	13,663
Accumulated depreciation	(9,239)	(9,940)
Machinery, equipment and vehicles, net	4,121	3,722
Tools, furniture and fixtures	70,450	71,550
Accumulated depreciation	(56,871)	(58,813)
Tools, furniture and fixtures, net	13,578	12,736
Land	115,760	115,322
Leased assets	7,460	6,897
Accumulated depreciation	(2,460)	(2,756)
Leased assets, net	4,999	4,140
Construction in progress	608	334
Total property, plant and equipment	243,229	232,231
Intangible assets		
Goodwill	22,921	21,572
Other	2,237	2,184
Total intangible assets	25,158	23,757
Investments and other assets		
Investment securities	24,481	15,849
Long-term loans receivable	285	314
Deferred tax assets	13,406	14,515
Guarantee deposits	16,754	16,491
Construction assistance fund receivables	2,134	1,766
Retirement benefit asset	4,398	8,327
Other	3,423	2,945
Allowance for doubtful accounts	(208)	(206)
Total investments and other assets	64,676	60,004
Total non-current assets	333,064	315,993
Total assets	411,808	415,212

	As of February 28, 2025	As of February 28, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	52,603	67,937
Short-term borrowings	3,950	-
Current portion of long-term borrowings	21,798	18,456
Accounts payable - other	11,979	14,550
Income taxes payable	2,201	2,037
Provision for bonuses	2,387	2,209
Contract liabilities	6,809	6,532
Provision for loss on store closings	78	676
Provision for directors remuneration based on	7	9
Other	19,515	21,368
Total current liabilities	121,331	133,777
Non-current liabilities		
Long-term borrowings	38,571	20,115
Lease liabilities	5,506	4,965
Deferred tax liabilities	80	161
Provision for retirement benefits for directors (and other officers)	51	56
Provision for share awards for directors (and other officers)	271	319
Retirement benefit liability	1,869	1,609
Provision for loss on interest repayment	239	214
Provision for loss on store closings	899	934
Long-term guarantee deposits	12,991	12,596
Asset retirement obligations	10,932	12,452
Other	1,034	779
Total non-current liabilities	72,449	54,207
Total liabilities	193,780	187,984
Net assets		
Shareholders' equity		
Share capital	22,000	22,000
Capital surplus	142,025	142,025
Retained earnings	47,415	52,986
Treasury shares	(429)	(431)
Total shareholders' equity	211,011	216,580
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,725	6,316
Remeasurements of defined benefit plans	2,019	4,055
Total accumulated other comprehensive income	6,745	10,372
Non-controlling interests	272	274
Total net assets	218,028	227,227
Total liabilities and net assets	411,808	415,212

Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Net sales	778,238	784,256
Cost of sales	559,421	564,499
Gross profit	218,817	219,757
Operating revenue		
Real estate lease revenue	20,112	19,421
Other operating revenue	10,576	10,581
Total operating revenue	30,689	30,003
Operating gross profit	249,507	249,760
Selling, general and administrative expenses		
Advertising expenses	10,093	10,426
Provision of allowance for doubtful accounts	46	3
Employees' salaries and allowances	92,632	94,770
Employees' bonuses	5,809	5,883
Provision for bonuses	2,387	2,209
Retirement benefit expenses	1,355	893
Provision for retirement benefits for directors (and other officers)	16	17
Provision for share awards for directors (and other officers)	41	48
Rent expenses on land and buildings	19,284	19,022
Utilities expenses	17,859	16,912
Enterprise and office taxes	1,908	1,952
Depreciation	15,610	16,284
Amortization of goodwill	1,348	1,348
Other	68,159	68,771
Total selling, general and administrative expenses	236,554	238,543
Operating profit	12,953	11,217
Non-operating income		
Interest income	54	64
Dividend income	388	393
Share of profit of entities accounted for using equity method	1,024	973
Subsidy income	97	99
Other	616	574
Total non-operating income	2,180	2,106
Non-operating expenses		
Interest expenses	459	452
Other	358	344
Total non-operating expenses	817	796
Ordinary profit	14,315	12,527

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Extraordinary income		
Gain on sale of non-current assets	67	38
Gain on sale of investment securities	241	10,374
Gain on sale of businesses	58	83
Total extraordinary income	367	10,496
Extraordinary losses		
Loss on sale and retirement of non-current assets	1,325	822
Impairment losses	4,839	11,880
Loss on valuation of investment securities	1	-
Loss on store closings	161	1,466
Provision for loss on store closings	878	704
Total extraordinary losses	7,206	14,873
Profit before income taxes	7,477	8,150
Income taxes - current	2,741	2,646
Income taxes - deferred	903	(2,675)
Total income taxes	3,645	(28)
Profit	3,832	8,179
Profit attributable to non-controlling interests	13	3
Profit attributable to owners of parent	3,818	8,176

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Profit	3,832	8,179
Other comprehensive income		
Valuation difference on available-for-sale securities	172	1,591
Remeasurements of defined benefit plans, net of tax	445	2,135
Share of other comprehensive income of entities accounted for using equity method	99	(99)
Total other comprehensive income	717	3,626
Comprehensive income	4,549	11,806
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,535	11,803
Comprehensive income attributable to non-controlling interests	13	3

Consolidated Statement of Changes in Equity
For the fiscal year ended February 28, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	22,000	142,025	46,201	(418)	209,808
Changes during period					
Dividends of surplus			(2,604)		(2,604)
Profit attributable to owners of parent			3,818		3,818
Purchase of treasury shares				(147)	(147)
Disposal of treasury shares				136	136
Net changes in items other than shareholders' equity					
Total changes during period	-	-	1,213	(11)	1,202
Balance at end of period	22,000	142,025	47,415	(429)	211,011

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	4,553	1,474	6,028	260	216,097
Changes during period					
Dividends of surplus					(2,604)
Profit attributable to owners of parent					3,818
Purchase of treasury shares					(147)
Disposal of treasury shares					136
Net changes in items other than shareholders' equity	172	544	717	12	729
Total changes during period	172	544	717	12	1,931
Balance at end of period	4,725	2,019	6,745	272	218,028

For the fiscal year ended February 28, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	22,000	142,025	47,415	(429)	211,011
Changes during period					
Dividends of surplus			(2,604)		(2,604)
Profit attributable to owners of parent			8,176		8,176
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares					-
Net changes in items other than shareholders' equity					
Total changes during period	-	-	5,571	(1)	5,569
Balance at end of period	22,000	142,025	52,986	(431)	216,580

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	4,725	2,019	6,745	272	218,028
Changes during period					
Dividends of surplus					(2,604)
Profit attributable to owners of parent					8,176
Purchase of treasury shares					(1)
Disposal of treasury shares					-
Net changes in items other than shareholders' equity	1,591	2,035	3,626	1	3,628
Total changes during period	1,591	2,035	3,626	1	9,198
Balance at end of period	6,316	4,055	10,372	274	227,227

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Cash flows from operating activities		
Profit before income taxes	7,477	8,150
Depreciation	15,610	16,284
Impairment losses	4,839	11,880
Amortization of goodwill	1,348	1,348
Increase (decrease) in allowance for doubtful accounts	35	(1)
Increase (decrease) in provision for bonuses	(688)	(178)
Increase (decrease) in retirement benefit liability	(61)	(259)
Decrease (increase) in retirement benefit asset	(1,311)	(3,929)
Increase (decrease) in provision for directors remuneration based on performance	(25)	2
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(14)	5
Increase (decrease) in provision for share awards for directors (and other officers)	(97)	48
Increase (decrease) in provision for loss on interest repayment	(44)	(25)
Increase (decrease) in provision for loss on store closings	265	633
Interest and dividend income	(442)	(458)
Interest expenses	459	452
Share of loss (profit) of entities accounted for using equity method	(1,024)	(973)
Subsidy income	(97)	(99)
Loss (gain) on sale and retirement of non-current assets	1,257	784
Loss (gain) on sale of investment securities	(241)	(10,374)
Loss (gain) on valuation of investment securities	1	-
Loss (gain) on sale of businesses	(58)	(83)
Loss on store closings	161	1,466
Decrease (increase) in trade receivables	(1,248)	(902)
Decrease (increase) in inventories	(674)	(1,289)
Increase (decrease) in trade payables	(4,662)	15,333
Other, net	(1,228)	2,357
Subtotal	19,533	40,170
Interest and dividends received	930	727
Interest paid	(455)	(443)
Subsidies received	97	104
Income taxes paid	(3,358)	(2,818)
Net cash provided by (used in) operating activities	16,747	37,740

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Cash flows from investing activities		
Purchase of investment securities	(3)	(2)
Proceeds from sale of investment securities	511	21,881
Loan advances	(96)	(43)
Proceeds from collection of loans receivable	232	44
Payment of long-term prepaid expenses	(211)	(356)
Payment of investments and other assets	(1,186)	(1,273)
Collection of investments and other assets	1,194	1,483
Purchase of property, plant and equipment and intangible assets	(16,788)	(18,341)
Proceeds from sale of property, plant and equipment	366	393
Proceeds from sale of businesses	3,010	116
Net cash provided by (used in) investing activities	(12,969)	3,901
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(950)	(3,950)
Proceeds from long-term borrowings	16,200	-
Repayments of long-term borrowings	(26,109)	(21,798)
Repayments of lease liabilities	(1,192)	(632)
Purchase of treasury shares	(147)	(1)
Proceeds from sale of treasury shares	136	-
Dividends paid	(2,604)	(2,604)
Dividends paid to non-controlling interests	(1)	(1)
Net cash provided by (used in) financing activities	(14,669)	(28,988)
Net increase (decrease) in cash and cash equivalents	(10,891)	12,652
Cash and cash equivalents at beginning of period	37,182	26,291
Cash and cash equivalents at end of period	26,291	38,943

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

Not applicable.

(Additional information)

(Board Benefit Trust)

Based on the resolution of the 50th Annual General Meeting of Shareholders held on May 18, 2017, the Company introduced a stock-based compensation system (hereinafter referred to as the "System") for its directors (excluding outside directors and part-time directors) and corporate auditors (excluding part-time corporate auditors) (hereinafter referred to as the "Directors, etc.") from July 10, 2017.

(1) Outline of the System

The System is a stock-based compensation system in which a trust established through monetary contribution by the Company acquires the Company's shares through monetary contributions, and the Company's shares equivalent to the number of points granted by the Company to each Director, etc. are delivered to each Director, etc. through the trust. In principle, Directors, etc. receive the Company's shares upon retirement.

(2) Company shares remaining in the trust

The Company's shares remaining in the trust are recorded as treasury shares under net assets at their book value in the trust (excluding incidental expenses). The book value and number of treasury shares at the end of the previous fiscal year were ¥378 million and 182,500 shares, respectively. The book value and number of treasury shares at the end of the fiscal year under review were ¥378 million and 182,500 shares, respectively.

(Segment information, etc.)

(Segment information)

This information is omitted because the Company only has a single business segment.

(Per share information)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Net assets per share	2513.14 yen	2619.30 yen
Basic earnings per share	44.06 yen	94.36 yen

Notes: 1. There were no dilutive shares, so no diluted earnings per share are indicated.

2. When calculating basic earnings per share, company shares remaining in the trust that are recorded as treasury shares within the shareholders' equity are included in treasury shares to be deducted in the calculation of the average number of shares outstanding during the period. When calculating net assets per share, they are included in the number of treasury shares to be deducted in the calculation of the total number of issued shares at the end of the period.

When calculating basic earnings per share, the average number of deducted treasury shares during the period was 159,589 shares and 182,500 shares for the fiscal year ended February 28, 2025 and the fiscal year ended February 28, 2026, respectively. When calculating net assets per share, the number of deducted treasury shares at the end of the period was 182,500 shares and 182,500 shares for the fiscal year ended February 28, 2025 and the fiscal year ended February 28, 2026, respectively.

3. Basis for calculations

(1) Basic earnings per share

Item	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Profit (loss) attributable to owners of parent (Millions of yen)	3,818	8,176
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit (loss) attributable to common shareholders of parent (Millions of yen)	3,818	8,176
Average number of common shares outstanding during the period (Thousand shares)	86,670	86,646

(2) Net assets per share

Item	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Total net assets (Millions of yen)	218028	227,227
Amount deducted from total net assets (Millions of yen)	272	274
[Of which, non-controlling interests (Millions of yen)]	[272]	[274]
Net assets attributable to common shares at end of period (Millions of yen)	217,756	226,952
Number of common shares outstanding at end of period used in the calculation of net assets per share (Thousand shares)	86,647	86,646

(Significant events after reporting period)

Not applicable.

Non-consolidated Financial Statements and Primary Notes

Non-consolidated Balance Sheet

(Millions of yen)

	As of February 28, 2025	As of February 28, 2026
Assets		
Current assets		
Cash and deposits	21,258	32,959
Accounts receivable - trade	8,791	9,476
Merchandise	32,835	34,045
Short-term loans receivable from subsidiaries and associates	1,350	1,290
Deposits paid to subsidiaries and associates	-	5,000
Other	11,368	10,945
Total current assets	75,603	93,717
Non-current assets		
Property, plant and equipment		
Buildings and structures	99,560	91,618
Machinery, equipment and vehicles	4,501	4,134
Tools, furniture and fixtures	13,472	12,854
Land	117,441	117,239
Leased assets	4,254	3,514
Construction in progress	575	292
Total property, plant and equipment	239,805	229,653
Intangible assets		
Leasehold interests in land	3,561	2,871
Other	2,096	1,978
Total intangible assets	5,658	4,849
Investments and other assets		
Investment securities	13,572	15,636
Shares of subsidiaries and associates	4,843	2,790
Long-term loans receivable	5,733	5,291
Guarantee deposits	16,546	16,331
Construction assistance fund receivables	2,028	1,641
Prepaid pension costs	2,155	3,222
Deferred tax assets	13,534	15,455
Other	3,681	2,959
Allowance for doubtful accounts	(2,378)	(1,588)
Total investments and other assets	59,718	61,740
Total non-current assets	305,183	296,243
Total assets	380,786	389,961

	As of February 28, 2025	As of February 28, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	51,299	66,192
Short-term borrowings	3,950	-
Short-term borrowings from subsidiaries and associates	6,260	6,910
Current portion of long-term borrowings	21,787	18,440
Accounts payable - other	10,743	12,802
Income taxes payable	1,777	1,515
Contract liabilities	1,249	998
Provision for bonuses	2,120	1,901
Provision for loss on store closings	78	656
Deposits received	4,250	6,899
Other	16,181	15,259
Total current liabilities	119,698	131,575
Non-current liabilities		
Long-term borrowings	38,461	20,020
Lease liabilities	4,675	4,264
Provision for retirement benefits	1,569	1,528
Provision for share awards for directors (and other officers)	271	319
Provision for loss on interest repayment	239	214
Provision for loss on store closings	899	934
Provision for loss on business of subsidiaries and associates	80	70
Long-term guarantee deposits	12,755	12,369
Asset retirement obligations	10,405	11,916
Other	1,024	769
Total non-current liabilities	70,384	52,409
Total liabilities	190,082	183,984
Net assets		
Shareholders' equity		
Share capital	22,000	22,000
Capital surplus		
Legal capital surplus	107,599	107,599
Total capital surplus	107,599	107,599
Retained earnings		
Legal retained earnings	633	633
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	1,478	1,423
General reserve	27,900	27,900
Retained earnings brought forward	25,191	38,974
Total retained earnings	55,203	68,931
Treasury shares	(429)	(431)
Total shareholders' equity	184,372	198,098
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	6,331	7,877
Total valuation and translation adjustments	6,331	7,877
Total net assets	190,704	205,976
Total liabilities and net assets	380,786	389,961

Non-consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Operating revenue		
Net sales	740,538	746,536
Real estate lease revenue	21,606	20,782
Other operating revenue	6,389	6,569
Total operating revenue	768,534	773,888
Operating expenses		
Cost of sales	537,190	542,567
Total operating expenses	537,190	542,567
Operating gross profit	231,344	231,321
Selling, general and administrative expenses		
Advertising expenses	9,170	9,554
Depreciation	15,567	16,275
Employees' salaries and allowances	84,428	86,401
Employees' bonuses	5,276	5,393
Provision for bonuses	2,120	1,901
Retirement benefit expenses	1,338	1,005
Provision for share awards for directors (and other officers)	39	48
Legal and other welfare expenses	13,231	13,511
Rent expenses on land and buildings	19,288	19,003
Utilities expenses	16,341	15,475
Enterprise and office taxes	1,860	1,905
Provision of allowance for doubtful accounts	9	(3)
Other	51,132	51,514
Total selling, general and administrative expenses	219,804	221,987
Operating profit	11,539	9,333
Non-operating income		
Interest and dividend income	1,380	1,149
Subsidy income	95	99
Other	612	572
Total non-operating income	2,087	1,820
Non-operating expenses		
Interest expenses	455	498
Provision of allowance for doubtful accounts for subsidiaries and associates	290	54
Other	287	240
Total non-operating expenses	1,033	793
Ordinary profit	12,593	10,361

(Millions of yen)

	For the fiscal year ended February 28, 2025	For the fiscal year ended February 28, 2026
Extraordinary income		
Gain on extinguishment of tie-in shares	13,667	-
Gain on sale of non-current assets	70	19
Gain on sale of investment securities	241	2,196
Gain on sale of shares of subsidiaries and associates	-	17,447
Total extraordinary income	13,979	19,662
Extraordinary losses		
Loss on sale and retirement of non-current assets	1,215	781
Impairment losses	4,916	11,653
Loss on valuation of investment securities	1	-
Loss on waiver of debt of subsidiaries and associates	193	1
Loss on store closings	149	1,466
Provision for loss on store closings	834	684
Total extraordinary losses	7,311	14,586
Profit before income taxes	19,261	15,437
Income taxes - current	1,991	1,727
Income taxes - deferred	1,089	(2,622)
Total income taxes	3,080	(894)
Profit	16,181	16,332

Non-consolidated Statement of Changes in Equity

For the fiscal year ended February 28, 2025

(Millions of yen)

	Shareholders' equity		
	Share capital	Capital surplus	
		Legal capital surplus	Total capital surplus
Balance at beginning of period	22,000	107,599	107,599
Changes during period			
Dividends of surplus			
Profit			
Provision of reserve for tax purpose reduction entry of non-current assets			
Reversal of reserve for tax purpose reduction entry of non-current assets			
Purchase of treasury shares			
Disposal of treasury shares			
Increase by reversal of business merger reserves			
Net changes in items other than shareholders' equity			
Total changes during period	-	-	-
Balance at end of period	22,000	107,599	107,599

	Shareholders' equity				
	Retained earnings				
	Legal retained earnings	Other retained earnings			Total retained earnings
		Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward	
Balance at beginning of period	633	172	27,900	4,569	33,275
Changes during period					
Dividends of surplus				(2,604)	(2,604)
Profit				16,181	16,181
Provision of reserve for tax purpose reduction entry of non-current assets		1,324		(1,324)	-
Reversal of reserve for tax purpose reduction entry of non-current assets		(18)		18	-
Purchase of treasury shares					
Disposal of treasury shares					
Increase by reversal of business merger reserves				8,351	8,351

	Shareholders' equity				
	Retained earnings				
	Legal retained earnings	Other retained earnings			Total retained earnings
		Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward	
Net changes in items other than shareholders' equity					
Total changes during period	-	1,305	-	20,621	21,927
Balance at end of period	633	1,478	27,900	25,191	55,203

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(418)	162,456	2,535	2,535	164,991
Changes during period					
Dividends of surplus		(2,604)			(2,604)
Profit		16,181			16,181
Provision of reserve for tax purpose reduction entry of non-current assets		-			-
Reversal of reserve for tax purpose reduction entry of non-current assets		-			-
Purchase of treasury shares	(147)	(147)			(147)
Disposal of treasury shares	136	136			136
Increase by reversal of business merger reserves		8,351			8,351
Net changes in items other than shareholders' equity			3,796	3,796	3,796
Total changes during period	(11)	21,916	3,796	3,796	25,712
Balance at end of period	(429)	184,372	6,331	6,331	190,704

For the fiscal year ended February 28, 2026

(Millions of yen)

	Shareholders' equity		
	Share capital	Capital surplus	
		Legal capital surplus	Total capital surplus
Balance at beginning of period	22,000	107,599	107,599
Changes during period			
Dividends of surplus			
Profit			
Provision of reserve for tax purpose reduction entry of non-current assets			
Reversal of reserve for tax purpose reduction entry of non-current assets			
Purchase of treasury shares			
Disposal of treasury shares			
Increase by reversal of business merger reserves			
Net changes in items other than shareholders' equity			
Total changes during period	-	-	-
Balance at end of period	22,000	107,599	107,599

	Shareholders' equity				
	Retained earnings				
	Legal retained earnings	Other retained earnings			Total retained earnings
		Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward	
Balance at beginning of period	633	1,478	27,900	25,191	55,203
Changes during period					
Dividends of surplus				(2,604)	(2,604)
Profit				16,332	16,332
Provision of reserve for tax purpose reduction entry of non-current assets					-
Reversal of reserve for tax purpose reduction entry of non-current assets		(55)		55	-
Purchase of treasury shares					
Disposal of treasury shares					
Increase by reversal of business merger reserves					
Net changes in items other than					

	Shareholders' equity				
	Retained earnings				
	Legal retained earnings	Other retained earnings			Total retained earnings
		Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward	
shareholders' equity					
Total changes during period	-	(55)	-	13,783	13,727
Balance at end of period	633	1,423	27,900	38,974	68,931

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(429)	184,372	6,331	6,331	190,704
Changes during period					
Dividends of surplus		(2,604)			(2,604)
Profit		16,332			16,332
Provision of reserve for tax purpose reduction entry of non-current assets		-			-
Reversal of reserve for tax purpose reduction entry of non-current assets		-			-
Purchase of treasury shares	(1)	(1)			(1)
Disposal of treasury shares		-			-
Increase by reversal of business merger reserves		-			-
Net changes in items other than shareholders' equity			1,546	1,546	1,546
Total changes during period	(1)	13,726	1,546	1,546	15,272
Balance at end of period	(431)	198,098	7,877	7,877	205,976

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