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**Third Quarter of the Fiscal Year
Ending February 28, 2026
(59th Period)**

Supplementary Financial Data

(March 1, 2025 to November 30, 2025)

FUJI CO., LTD.

■ Consolidated Financial Results

1. Profit and Loss

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024			Nine months ended November 30, 2025		
		YoY change	YoY difference		YoY change	YoY difference
Net sales	575,140	100.5	2,726	583,393	101.4	8,253
Operating revenue	598,188	100.5	3,192	605,927	101.3	7,739
Gross profit	160,795	105.8	8,804	162,816	101.3	2,021
Operating gross profit	183,843	105.3	9,270	185,349	100.8	1,506
Total selling, general and administrative expenses	177,721	106.2	10,412	180,536	101.6	2,815
Operating profit	6,122	84.3	(1,141)	4,812	78.7	(1,310)
Non-operating income	1,826	81.1	(425)	1,757	96.2	(69)
Non-operating expenses	567	103.8	21	602	106.2	35
Ordinary profit	7,380	82.3	(1,588)	5,968	80.9	(1,412)
Extraordinary income	245	116.7	35	2,222	90.7	1,977
Extraordinary losses	1,764	139.1	496	3,965	224.8	2,201
Profit (loss) before income taxes	5,861	74.1	(2,049)	4,224	72.1	(1,637)
Profit (loss) attributable to owners of parent	3,102	61.2	(1,968)	3,095	99.8	(7)

2. Major Management Indicators

(Unit: %)

	Nine months ended November 30, 2024	Nine months ended November 30, 2025
Ratio of ordinary profit to total assets	1.70	1.42
Return on assets (ROA)	0.71	0.74
Return on equity (ROE)	1.43	1.42
Total asset turnover (times)	1.37	1.45
Ratio of operating profit to net sales	1.06	0.82
Ratio of ordinary profit to net sales	1.28	1.02
Net asset per share (yen)	2,502.63	2,519.86
Equity ratio	48.95	51.14
Return on invested capital (ROIC)	1.17	1.36

3. Status of Interest Bearing Debts

(Unit: Millions of yen)

		Nine months ended November 30, 2024	Nine months ended November 30, 2025	
				YoY difference
Total interest bearing debts		76,618	52,380	(20,238)
	Short-term borrowings	—	3,000	3,000
	Current portion of long-term borrowings	23,526	18,989	(4,537)
	Long-term borrowings	42,831	23,691	(19,140)
	Lease liabilities (including current portion)	6,261	5,699	(562)
Interest bearing debt dependence ratio (%)		16.4	12.3	(4.1)

■Non-consolidated Results (FUJI)

1. Profit and Loss

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024			Nine months ended November 30, 2025		
		YoY change	YoY difference		YoY change	YoY difference
Net sales	546,947	101.1	5,863	555,152	101.5	8,204
Operating revenue	567,857	99.7	(1,426)	575,637	101.4	7,780
Gross profit	149,230	107.0	9,775	150,928	101.1	1,697
Operating gross profit	170,140	101.5	2,484	171,413	100.7	1,273
Total selling, general and administrative expenses	165,121	102.5	4,006	168,174	101.8	3,052
Operating profit	5,018	76.7	(1,521)	3,239	64.5	(1,779)
Ordinary profit	5,906	56.9	(4,469)	4,078	69.1	(1,827)
Profit (loss) before income taxes	18,085	187.6	8,446	2,377	13.1	(15,708)
Profit (loss) attributable	15,772	215.8	8,462	1,944	12.3	(13,828)

2. Breakdown of Selling, General and Administrative Expenses

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024			Nine months ended November 30, 2025		
		YoY change	YoY difference		YoY change	YoY difference
Personnel Expenses	81,028	108.4	6,300	83,212	102.7	2,183
Advertising and Selling Expenses	5,821	100.7	38	5,918	101.7	96
Selling and administrative expenses	12,146	136.3	3,233	13,039	107.4	893
Facilities Expenses	52,686	90.0	(5,838)	52,710	100.0	23
(Electricity charges)	13,344	91.0	(1,323)	12,896	96.6	(448)
General expenses	13,438	102.1	272	13,293	98.9	(144)
Total	165,121	102.5	4,006	168,174	101.8	3,052

3. Net Sales by Department (All Stores)

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024		Nine months ended November 30, 2025			
	Net sales	Composition ratio	Net sales	YoY difference	YoY change	Composition ratio
Food total	509,080	89.7	518,134	9,054	101.8	89.9
Agricultural	66,881	11.8	66,818	(62)	99.9	11.6
Fishery	39,033	6.9	38,350	(683)	98.3	6.7
Livestock	63,722	11.2	62,955	(766)	98.8	10.9
Delicatessen	57,949	10.2	58,661	711	101.2	10.2
Processed foods	118,085	20.8	125,190	7,104	106.0	21.7
Liqueur	33,621	5.9	32,892	(728)	97.8	5.7
Dairy	74,121	13.1	76,263	2,142	102.9	13.2
Frozen	21,492	3.8	22,151	658	103.1	3.8
Bakery	27,145	4.8	27,841	696	102.6	4.8
Food and others	7,028	1.2	7,009	(18)	99.7	1.2
Apparel total	16,988	3.0	16,332	(655)	96.1	2.8
Housing and leisure total	38,576	6.8	37,870	(706)	98.2	6.6
Others	2,675	0.5	4,091	1,415	152.9	0.7
Directly managed departments total	567,320	100.0	576,428	9,107	101.6	100.0

*The figures for FUJI TSUTAYA Entertainment Co., Ltd., which was merged by absorption, are included under Others in the results for the fiscal year ending February 28, 2026

*Food and others include cigarettes, gifts, events, etc.

*Others include FC, out-of-store sales, food courts, etc.

*Directly managed departments total includes ¥6,681 million of product supply to FUJI Mart Co., Ltd., Nichie Co., Ltd., and FUJI Mart Shikoku Co., Ltd.

* Based on management profit and loss

4. Net Sales by Department (Existing Stores)

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024		Nine months ended November 30, 2025			
	Net sales	Composition ratio	Net sales	YoY difference	YoY change	Composition ratio
Food total	489,225	89.6	496,762	7,536	101.5	89.7
Agricultural	64,234	11.8	63,900	(334)	99.5	11.5
Fishery	37,684	6.9	36,948	(736)	98.0	6.7
Livestock	60,489	11.1	59,732	(756)	98.7	10.8
Delicatessen	55,458	10.2	56,072	614	101.1	10.1
Processed foods	113,691	20.8	120,308	6,617	105.8	21.7
Liqueur	32,801	6.0	31,957	(844)	97.4	5.8
Dairy	71,271	13.1	73,112	1,840	102.6	13.2
Frozen	20,763	3.8	21,337	574	102.8	3.9
Bakery	26,078	4.8	26,638	559	102.1	4.8
Food and others	6,751	1.2	6,753	2	100.0	1.2
Apparel total	16,712	3.1	16,272	(439)	97.4	2.9
Housing and leisure total	37,692	6.9	37,146	(546)	98.5	6.7
Others	2,343	0.4	3,599	1,256	153.6	0.6
Directly managed departments total	545,973	100.0	553,780	7,806	101.4	100.0

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*Food and others include cigarettes, gifts, events, etc.

*Others include FC, out-of-store sales, food courts, etc.

* Based on management profit and loss

5. Month-to-Month Changes in Net Sales (Existing Stores)

(Unit: %)

	Mar.	Apr.	May	1Qtotal	Jun.	Jul.	Aug.	2Qtotal	Interim	Sept.	Oct.	Nov.	3Qtotal	Total
Food total	103.9	103.7	103.0	103.6	102.1	101.7	98.8	100.8	102.1	100.3	100.0	100.8	100.3	101.5
Agricultural	109.5	104.5	98.7	104.2	98.0	99.1	96.7	97.8	100.9	97.6	96.2	96.3	96.7	99.5
Fishery	98.6	98.0	98.5	98.4	96.9	97.3	99.2	97.8	98.1	99.3	96.8	97.7	97.9	98.0
Livestock	97.8	99.9	99.6	99.1	98.7	99.3	98.2	98.7	98.9	98.2	97.5	99.5	98.4	98.7
Delicatessen	101.9	102.1	101.2	101.7	101.1	101.9	100.8	101.3	101.5	99.3	100.4	101.3	100.3	101.1
Processed foods	108.1	110.9	110.4	109.8	108.0	105.5	97.4	103.3	106.4	105.2	104.1	104.2	104.5	105.8
Liqueur	104.4	91.1	98.0	97.8	98.2	97.9	96.7	97.6	97.7	94.7	98.6	97.2	96.8	97.4
Dairy	102.1	103.9	104.1	103.4	103.4	102.6	101.9	102.6	103.0	101.6	101.4	102.4	101.8	102.6
Frozen	108.5	107.1	104.0	106.4	105.9	106.2	99.0	103.4	104.7	97.5	96.8	102.4	98.7	102.8
Bakery	101.5	105.2	103.2	103.3	101.8	102.0	100.5	101.4	102.4	101.6	101.3	101.2	101.4	102.1
Food and others	101.3	101.1	102.4	101.6	98.9	100.1	100.2	99.7	99.9	97.2	102.1	101.9	100.3	100.0
Apparel total	98.9	92.7	99.3	97.0	98.6	94.7	100.9	97.8	97.4	94.0	101.4	96.2	97.4	97.4
Housing and leisure total	98.2	99.9	100.0	99.4	101.8	97.4	94.6	97.8	98.5	96.6	100.1	99.0	98.6	98.5
Others	165.6	160.4	150.5	158.9	150.2	148.3	151.8	150.1	154.4	147.6	153.8	154.5	152.1	153.6
Directly managed departments total	103.7	103.3	102.9	103.3	102.1	101.4	98.8	100.7	102.0	100.1	100.3	100.7	100.4	101.4

*The figures for FUJI TSUTAYA Entertainment Co., Ltd., which was merged by absorption, are included under Others in the results for the fiscal year ending February 28, 2026

*Food and others include cigarettes, gifts, events, etc.

*Others include FC, out-of-store sales, food courts, etc.

* Based on management profit and loss

6. Gross Profit by Directly Managed Department (All Stores)

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024		Nine months ended November 30, 2025		
	Gross profit	Gross profit ratio	Gross profit	Gross profit ratio	YoY difference
Food total	136,661	26.8	139,996	27.0	3,334
Agricultural	14,103	21.1	14,331	21.4	228
Fishery	11,527	29.5	11,595	30.2	68
Livestock	19,537	30.7	18,631	29.6	(905)
Delicatessen	25,881	44.7	26,389	45.0	507
Processed foods	26,697	22.6	28,988	23.2	2,290
Liqueur	5,042	15.0	5,423	16.5	380
Dairy	19,732	26.6	19,973	26.2	241
Frozen	5,720	26.6	6,075	27.4	355
Bakery	7,541	27.8	7,709	27.7	168
Food and others	877	12.5	878	12.5	0
Apparel total	6,875	40.5	6,619	40.5	(256)
Housing and leisure total	9,810	25.4	9,514	25.1	(295)
Others	2,545	95.1	1,838	44.9	(706)
Directly managed departments total	155,893	27.5	157,968	27.4	2,075

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*Food and others include cigarettes, gifts, events, etc.

*Others include FC, out-of-store sales, food courts, etc.

* Based on management profit and loss

7. Net Sales by Type of Business and by Prefecture (All Stores)

(Unit: Millions of yen, %)

	Nine months ended November 30, 2024			Nine months ended November 30, 2025			
	Net sales	Composition ratio	Number of stores	Net sales	YoY change	Composition ratio	Number of stores
Supermarkets	467,622	85.5	435	473,705	101.3	85.3	433
Discount stores	77,959	14.3	44	79,956	102.6	14.4	44
Others <small>(Palty, The Casual, Marche)</small>	424	0.1	9	741	174.8	0.1	9
Directly managed departments total	546,947	100.0	488	555,152	101.5	100.0	486

Hyogo	96,389	17.6	94	96,404	100.0	17.4	93
Tottori	3,906	0.7	4	4,061	104.0	0.7	4
Shimane	3,984	0.7	4	4,270	107.2	0.8	4
Okayama	75,116	13.7	62	75,571	100.6	13.6	62
Hiroshima	84,575	15.5	59	87,777	103.8	15.8	60
Yamaguchi	50,250	9.2	48	51,445	102.4	9.3	47
Tokushima	40,712	7.4	36	40,738	100.1	7.3	36
Kagawa	71,948	13.2	73	72,449	100.7	13.1	71
Ehime	91,645	16.8	84	93,420	101.9	16.8	85
Kochi	27,478	5.0	24	28,265	102.9	5.1	24
Directly managed departments total	546,947	100.0	488	555,152	101.5	100.0	486

8. Number of Customers, Average Spend per Customer, Average Value of Items Purchased per Customer, Number of Items Purchased Year-on-year Change (Existing Stores)

(Unit: %)

	Number of customers	Average spend per customer	Average value of items purchased per customer	Number of items purchased
Supermarkets	98.9	103.1	104.7	98.4
Discount stores	99.2	103.3	103.8	99.5
Directly managed departments total	98.9	103.1	104.6	98.6

9. Status of Employees

(Unit: persons, %)

	Nine months ended November 30, 2024		Nine months ended November 30, 2025	
	Number of employees	Composition ratio	Number of employees	Composition ratio
Full-time employees	6,911	24.5	6,661	24.0
Part-time employees	21,636	75.5	21,074	76.0
Total	28,547	100.0	27,735	100.0

*The number of full-time employees is based on the quarter-end figure, while the number of part-time workers is based on the annual average headcount converted to an 8-hour workday.

*Full-time employees include workers, excluding those assigned to other companies but including those loaned from other companies.

10. Status of Capital Investment

(Unit: Millions of yen)

	Nine months ended November 30, 2024	Nine months ended November 30, 2025	
			YoY difference
Revitalization investment	4,778	4,587	(191)
Scrapping and building investment	1,923	2,275	351
New store investment	814	1,625	811
Repair investment	6,725	6,136	(589)
Total	14,241	14,624	382
(Of which digital investment)	1,748	1,961	213

*The figures shown are on an acquisition basis.

*New store investment and revitalization investment include digital investment.

11. Status of Revitalization (Renovation of Existing Stores) in the Nine months ended November 30, 2025

(Unit: m²)

Store name	Location	Store area	Month of Revitalization
MaxValu EX Hiroshima-eki Kitaguchi Store	Higashi-ku, Hiroshima-shi	1,344	Mar. 2025
Marunaka Uno Store	Tamano-shi, Okayama	3,780	Mar. 2025
Marunaka Hirafuku Store	Minami-ku, Okayama	1,996	Apr. 2025
Marunaka Chikko Store	Minami-ku, Okayama	2,088	Apr. 2025
MaxValu Tabuse Store	Tabuse-cho, Kumage-gun, Yamaguchi	1,887	Apr. 2025
MaxValu Chofu Store	Shimonoseki-shi, Yamaguchi	2,182	May 2025
Marunaka Ishii Store	Ishii-cho, Myozai-gun, Tokushima	1,276	May 2025
MaxValu Ibokawa Store	Tatsuno-shi, Hyogo	2,289	Jun. 2025
FUJI GRAND Kannabe	Fukuyama-shi, Hiroshima	34,874	Jun. 2025
The Big Hirajima Store	Higashi-ku, Okayama	8,482	Jul. 2025
MaxValu Hoden Store	Takasago-shi, Hyogo	3,384	Jul. 2025
Marunaka Kanonji Station South Store	Kanonji-shi, Kagawa	2,927	Jul. 2025
MaxValu Seifushinto Store	Asaminami-ku, Hiroshima-shi	2,786	Jul. 2025
FUJI Furukawa Store	Mastuyama-shi, Ehime	3,309	Jul. 2025
FUJI Fujiwara Store	Mastuyama-shi, Ehime	3,446	Jul. 2025
The Big Syuto Store	Iwakuni-shi, Yamaguchi	9,340	Jul. 2025
The Big Kamogata Store	Asaguchi-shi, Okayama	3,495	Jul. 2025
The Big Okayamaichinomiya Store	Kita-ku, Okayama-shi	5,444	Jul. 2025
Marunaka Koyama Store	Kita-ku, Okayama-shi	2,949	Aug. 2025
MaxValu Ebisu Store	Miki-shi, Hyogo	1,475	Aug. 2025
The Big Hesaka Store	Higashi-ku, Hiroshima-shi	7,931	Aug. 2025
The Big Miyauchi Store	Hastukaichi-shi, Hiroshima	9,758	Aug. 2025
Marunaka Kurikoma Store	Marugame-shi, Kagawa	2,017	Sept. 2025
FUJI Kougo Store	Nishi-ku, Hiroshima-shi	3,750	Sept. 2025
Marunaka South Awaji Store	South Awaji-shi, Hyogo	6,067	Sept. 2025
Marunaka Tsuda Store	Sanuki-shi, Kagawa	1,714	Sept. 2025
Marunaka Takinomiya Store	Ayagawa-cho, Ayauta-gun, Kagawa	1,099	Sept. 2025
FUJI GRAND Emifuru masaki	Masaki-cho, Iyo-gun, Ehime	84,358	Sept. 2025
Marunaka Kure Store	Nakatosha-cho, Takaoka-gun, Kochi	1,831	Sept. 2025
MaxValu Kamigori South Store	Kamigori-cho, Ako-gun, Hyogo	2,785	Sept. 2025
Marunaka Nahari Store	Nahari-cho, Aki-gun, Kochi	3,084	Sept. 2025
The Big Ouchi Store	Yamaguchi-shi, Yamaguchi	15,995	Sept. 2025
Marunaka Kita Store	Takamatsu-shi, Takamatsu	3,465	Nov. 2025
Marunaka Sanyo Store	Akaiwa-shi, Okayama	8,962	Nov. 2025

12. Status of Scrapping and Building (Rebuilding) in the Nine months ended November 30, 2025

(Unit: Millions of yen, m²)

Store name	Location	Capital investment amount	Closure Store area	Month of closure
			Opening Store area	Month of opening
The Big Yakeyama Store	Kure-shi, Hiroshima	770	3,406	Aug. 2024
			3,512	Apr. 2025
MaxValu Inami Store	Inami-cho, Kako-gun, Hyogo	—	2,189	Jan. 2025
			—	Nov. 2025
MaxValu Toyotomi Store	Himeji-shi, Hyogo	—	1,623	Feb. 2025
			—	Nov. 2025
Marunaka Danshi Store	Takamatsu-shi, Kagawa	—	955	Aug. 2025
			—	Sept. 2026

*The Big Yakeyama Store underwent major seismic strengthening work during the long-term closure.

13. Status of New Stores and Closed Stores (Change of Business Model) in the Nine months ended November 30, 2025

(Unit: m²)

New stores /closed stores	Store name	Location	Capital investment amount (Millions of yen)	Store area	Month of opening/closure
New store	FUJI Uwajima Sakuramachi Store	Uwajima-shi, Ehime	720	1,460	Mar. 2025
New store	Marunaka Kamihayashi Store	Takamatsu-shi, Kagawa	960	1,836	June 2025
Closed store	Marunaka Kawashima Store	Takamatsu-shi, Kagawa	—	1,148	June 2025
Closed store	Marunaka Kanonji Store	Kanonji-shi, Kagawa	—	2,104	July 2025
Closed store	MaxValu Hofu Nishi Store	Hofu-shi, Yamaguchi	—	1,571	Sept. 2025
Closed store	MaxValu Umei Store	Takasago-shi, Hyogo	—	1,987	Oct. 2025
Closed store	FUJI GRAND Imabari	Imabari-shi, Ehime	—	33,948	Jan. 2026

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