

Financial Results

for the Fiscal Year Ended March 2025

May 2, 2025

FP Corporation

Securities code: 7947

Cautions for Handling This Material

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Financial Results

for the Fiscal Year Ended March 31, 2025

**Executive Vice President and Director,
Executive General Manager of Finance and Accounting Division
Isao Ikegami**

Financial Results Summary (For the FY Ended March 2025)



Record high ✓ Sales: Highest sales ever for 15 consecutive years
Profit attributable to owners of parent: Increased for 3 consecutive years

Unit: million yen	Results for Full year					Full year projections	
	FY ended March 2024	FY ended March 2025				FY ended March 2025	
	Performance	Performance	Increase/ decrease	Year-on -year	Quantity	Planned	Progress rate
Trays	41,943	44,497	+2,553	106.1%	100.2%	44,455	100.1%
Lunchboxes and prepared food containers	125,915	132,817	+6,901	105.5%	101.7%	131,524	101.0%
Subtotal	167,859	177,314	+9,455	105.6%	101.2%	175,979	100.8%
Other products	3,794	3,455	▲338	91.1%		3,831	90.2%
Sales of products	171,653	180,770	+9,116	105.3%		179,810	100.5%
Packaging materials	48,035	52,802	+4,767	109.9%		53,750	98.2%
Other goods	2,411	2,055	▲355	85.2%		2,440	84.2%
Sales of goods	50,446	54,858	+4,411	108.7%		56,190	97.6%
Net Sales	222,100	235,628	+13,528	106.1%		236,000	99.8%
Operating profit	16,429	18,471	+2,042	112.4%		17,800	103.8%
Ordinary profit	16,780	18,451	+1,670	110.0%		18,000	102.5%
Profit attribute to owners of parent	11,724	12,486	+762	106.5%		12,122	103.0%
Ordinary profit before depreciation	31,833	33,203	+1,369	104.3%		32,800	101.2%
ROE	8.2%	8.4%					
Profit ratio	5.3%	5.3%					
Asset turnover ratio	0.74	0.80					
Financial leverage	2.10 times	1.98 times					

Remarks

< Products >

- Sales of products with high added value, including eco-friendly products, new low-foamed PS containers, remained strong.
- Product quantity full-year 101.2%
- The quantity increased despite a year-on-year decline in sales at supermarkets, which reflect high prices.
- Growth at a compound annual growth rate of 1.9% during the period from the fiscal year ended March 31, 2020.
- It reflects effect of the price revisions.

< Goods >

- Proposal for efficiency improvement using the FPCO Group's Infrastructure
- M&A effects of APEX Corporation.

Year-on-year (Results)

(%)	1Q	2Q	1 st half	3Q	4Q	2 nd half	Full-year	Full-year plan
Sales of products	99.8	105.1	102.5	108.6	107.4	108.1	105.3	104.8
Sales of goods	117.6	117.0	117.3	104.1	98.3	101.4	108.7	111.4
Ordinary profit	69.2	107.1	90.1	127.4	119.4	125.0	110.0	107.3
Quantity	101.8	103.0	102.4	101.1	98.8	100.0	101.2	102.5

Profit ratios (Results)

(%)	1Q	2Q	1 st half	3Q	4Q	2 nd half	Full-year	Full-year plan
Operating profit ratio	4.0	7.2	5.6	12.7	6.6	9.9	7.8	7.5
Ordinary profit ratio	4.1	7.2	5.7	12.7	6.4	9.9	7.8	7.6
Net profit ratio	2.6	4.8	3.8	8.6	4.4	6.7	5.3	5.1

Results for Increase/Decrease in Ordinary Profit (For the FY Ended March 2025)

Unit: billion yen

FY ended March 2024
Full year 16.78

1st half 7.23 2nd half 9.54

Year on year
+1.67
(1st half ▲0.71
2nd half +2.38)

Improvement +0.84
Labor cost ▲1.57
Depreciation +0.21
Electricity Rates +0.33
Freight costs ▲0.88

Labor cost ▲0.19
Depreciation +0.09
Other ▲0.98

1st half 6.52 2nd half 11.93

FY ended March 2025
Full year 18.45

plan difference

1st half 2nd half

The Price of Material ▲3.30
(1Q ▲0.50, 2Q ▲0.50, 3Q ▲0.95, 4Q ▲1.35)

+0.70

Cost held down through negotiations in response to the rise in utility costs

Sales Efforts (Quantity and product mix improvement, Product price revision effect) +7.12
(1Q +0.15, 2Q +0.97, 3Q +3.20, 4Q +2.80)

+0.02

Recovery of sales volume
Reflects some price revisions

Price revisions reflect

Improved Production ▲0.20
(1Q +0.35, 2Q ▲0.05, 3Q ▲0.20, 4Q ▲0.30)

Improved Distribution ▲1.17
(1Q ▲0.35, 2Q ▲0.25, 3Q ▲0.25, 4Q ▲0.32)

▲0.17

Rise in logistics expenses

Group Companies +0.30
(1Q +0.05, 2Q +0.25, 3Q +0.10, 4Q ▲0.10)

▲0.10

Decrease in sales volume at retailers

Expenses ▲1.08
(1Q ▲0.70, 2Q ▲0.13, 3Q ▲0.08, 4Q ▲0.17)

Change in timing of FPCO Fair

total +0.02

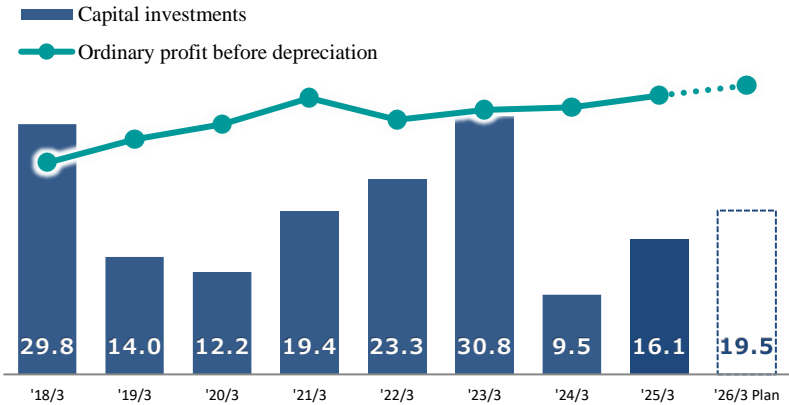
+0.43

Capital Investments and R&D Costs (For the FY Ended March 2025)

Unit: million yen	Results for Full year				Full year projections	
	FY ended March 2024	FY ended March 2025			FY ended March 2025	
	Performance	Performance	Increase / decrease	Year-on-year	Planned	Progress rate
Tangible fixed assets	9,098	15,761	+ 6,662	173.2%	14,500	108.7%
Intangible fixed assets	493	351	▲ 142	71.2%	500	70.3%
Capital investments	9,591	16,112	+ 6,520	168.0%	15,000	107.4%
Depreciation	15,052	14,751	▲ 301	98.0%	14,800	99.7%
Research and development costs	1,483	1,543	+ 60	104.1%	1,610	95.9%

Major Capital Investments	Launch of operation	Total investment	Results for Full year	Unit: million yen Full-year plan
■ Investment in original products:Improving production capacity and quality of Eco APET products				
Eco PET materials:Increase in the productivity (Kanto, Chubu)		780	388	780
Eco PET materials:Reinforcement of the production capacity (Nishinihon PET-Bottle recycle Co., Ltd., Kanto)		899	346	899
Eco APET products:Reinforcement of the production capacity		973	950	973
■ Investment corresponding to expansion of the sales quantity: Stable supply, Efficiency improvement, Maintenance of working environment				
Introduction of automation facilities			295	429
Reinforcement of the production capacity of Conventional material products			833	890
■ Kansai Sorting Plant	Oct. 2024	944	691	753
■ Group company Expansion of corrugated fiberboard plant	Aug. 2024	3,527	1,427	1,473
■ Molds			1,706	1,872
■ IT investments			382	525
■ Enhancement of the sorting capability of the transparent tray sorter		225	157	150

Index (Unit : billion yen)



Balance Sheet (For the FY Ended March 2025)

Unit: million yen	Previous consolidated fiscal year	Results for Full year			
	FY ended March 2024	FY ended March 2025			
	2024/3/31	2025/3/31	Increase/ decrease	Year-on- year	Breakdown of main increases and decreases
<i>Current assets</i>	105,516	98,847	▲6,668	93.7%	<i>Cash and deposits</i> ▲4,686 <i>Notes and accounts receivable-trade</i> ▲4,694
<i>Noncurrent assets</i>	193,063	193,378	+314	100.2%	<i>investment securities</i> ▲685
Total assets	298,580	292,226	▲6,354	97.9%	
<i>Current liabilities</i>	86,201	84,372	▲1,828	97.9%	
<i>Noncurrent liabilities</i>	66,534	53,739	▲12,795	80.8%	<i>Long-term loans payable</i> ▲12,698
Total liabilities	152,735	138,111	▲14,623	90.4%	
Net assets	145,844	154,114	+8,269	105.7%	<i>Retained earnings</i> +7,907
Total liabilities and net assets	298,580	292,226	▲6,354	97.9%	
Equity ratio	48.6%	52.5%			

Assets

- Strategic investments for boosting the production capacity of original products and ensuring stable supply
- Strengthening of M&A and cooperation with business partners through the use of infrastructure
- Sales of cross-shareholdings

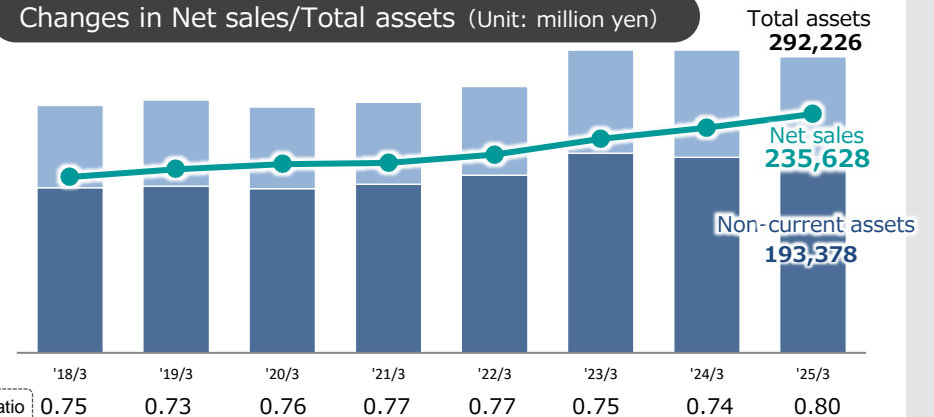
Liabilities

- Utilization of borrowing as capital for strategic investment

Net assets

- Maintaining A-grade rating for low-cost funding
- Strengthening shareholder returns.

Changes in Net sales/Total assets (Unit: million yen)



Cash Flows (For the FY Ended March 2025)

(Unit: million yen)	Results for Full year		
	FY ended March 2024	FY ended March 2025	
	Performance	Performance	Breakdown of main items
CF from operating activities	29,176	27,919	Income before income taxes 18,286 Depreciation 14,751 Income taxes paid ▲ 5,191
CF from investing activities	▲ 10,711	▲ 14,929	Purchase of property, plant and equipment ▲ 14,828
Free cash flows	18,464	12,990	
CF from financing activities	▲ 17,013	▲ 18,070	Proceeds from long-term borrowings 2,000 Repayments of long-term borrowings ▲ 14,274 Dividends paid ▲ 4,605
Net increase(decrease)in cash and cash equivalents	1,451	▲ 5,079	
Cash and cash equivalents at end of period	23,707	19,020	

CF from operating activities

- Securing profit through sales of original products and streamlining

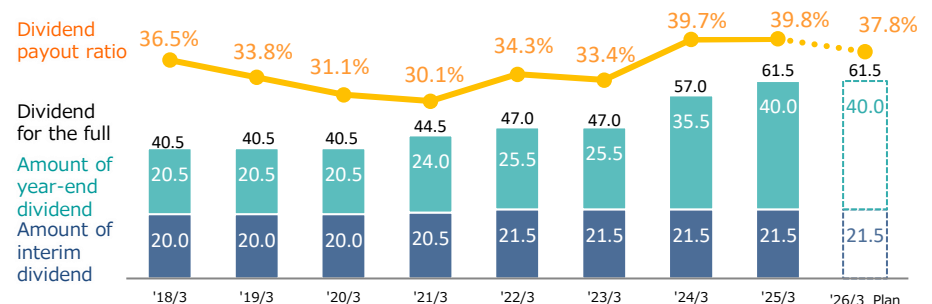
CF from investing activities

- Strategic investments for constructing bases for future earnings
- M&A to expand products and services and leverage logistics infrastructure

CF from financing activities

- Enhancing shareholder returns through progressive dividends with a target payout ratio of 40%

Dividend per share (Unit : yen)



* On October 1, 2020, the Company implemented a two-for-one common stock split.
The indicated dividend amount is based on the assumption that the stock split was implemented at the beginning of the fiscal year ended March 31, 2018

Plan

for the Fiscal Year Ending March 2026

Outline of Plan (For the FY Ending March 2026)

Unit: million yen	Results for Full year	Full year projections			First half projections		
	FY ended March 2025	FY ending March 2026			FY ending March 2026		
	Performance	Plan	increase/ decrease	Year-on -year	Plan	increase/ decrease	Year-on -year
Trays	44,497	46,510	+2,012	104.5%	22,397	+1,324	106.3%
Lunchboxes and prepared food containers	132,817	138,882	+6,064	104.6%	69,013	+4,045	106.2%
Subtotal	177,314	185,392	+8,077	104.6%	91,410	+5,369	106.2%
Other products	3,455	3,608	+152	104.4%	1,690	+98	106.2%
Sales of products	180,770	189,000	+8,229	104.6%	93,100	+5,468	106.2%
Packaging materials	52,802	54,240	+1,437	102.7%	26,873	+637	102.4%
Other goods	2,055	2,060	+4	100.2%	1,027	+1	100.1%
Sales of goods	54,858	56,300	+1,441	102.6%	27,900	+638	102.3%
Net Sales	235,628	245,300	+9,671	104.1%	121,000	+6,107	105.3%
Operating profit	18,471	19,790	+1,318	107.1%	7,630	+1,157	117.9%
Ordinary profit	18,451	19,600	+1,148	106.2%	7,600	+1,079	116.6%
Profit attribute to owners of parent	12,486	13,170	+683	105.5%	5,010	+672	115.5%
Ordinary profit before depreciation	33,203	34,400	+1,196	103.6%	14,900	+932	106.7%

Remarks

<Products>

- Product quantity: Rising 2%
- Increasing demand for eco-friendly products and weight-reduced products
- Effects of product price revisions
- Proposals for labor reduction and efficiency improvement to the market of frozen food and that of hospital food and nursing care food

<Goods>

- Proposal for efficiency improvement using the FPCO Group's infrastructure, and improvement of services

Year-on-year

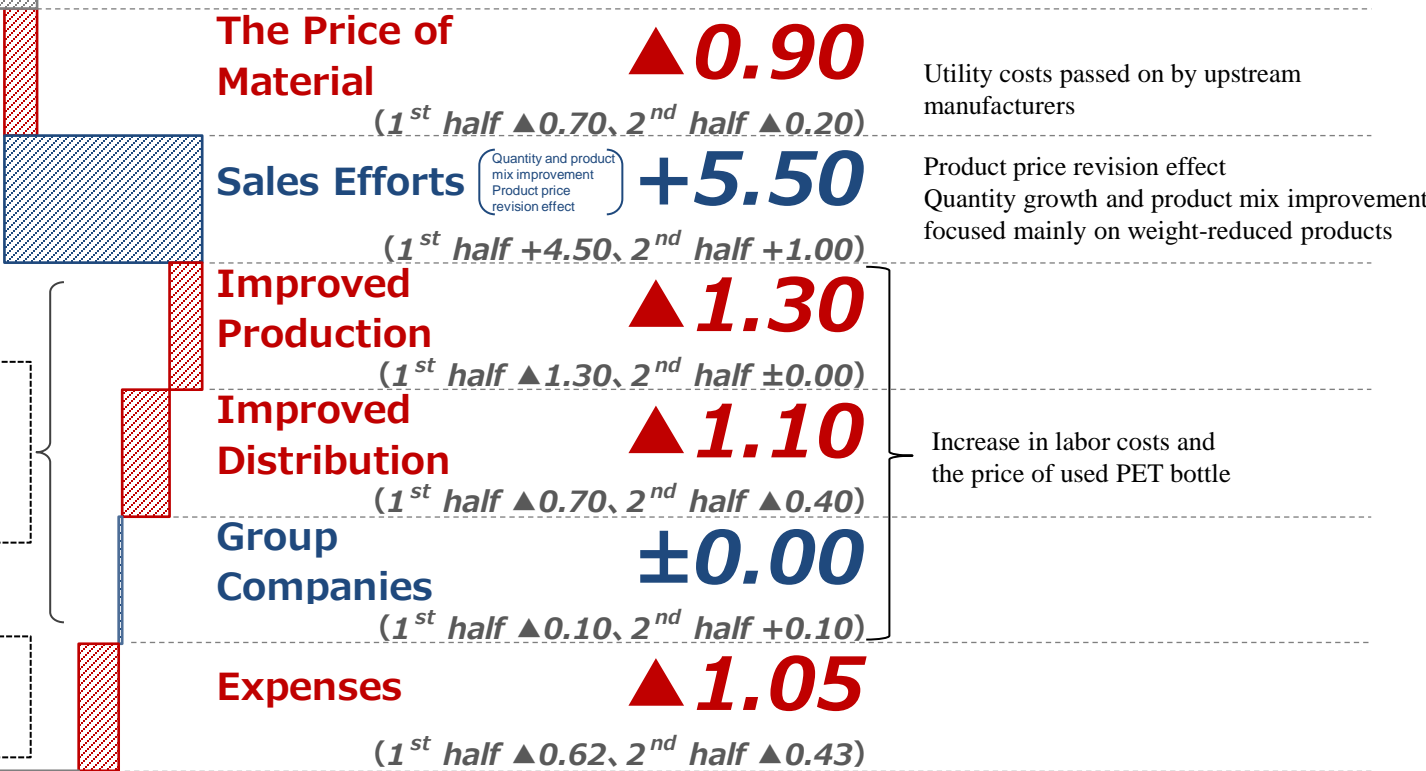
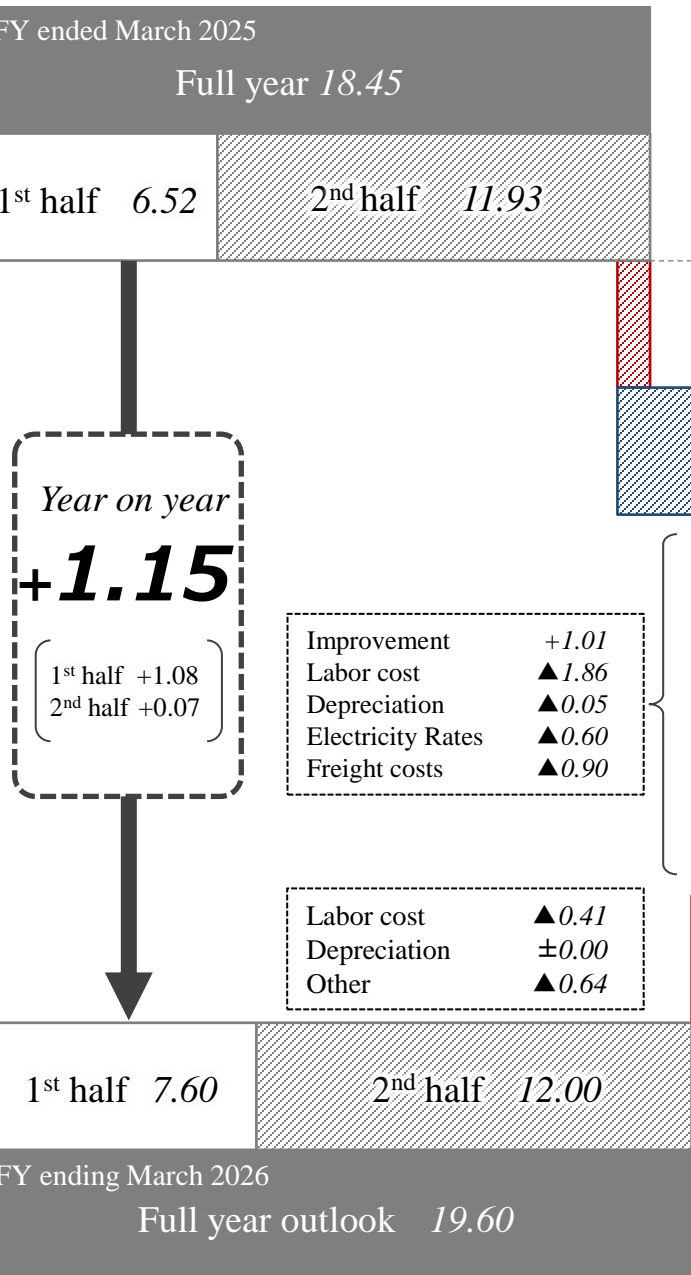
(%)	1 st half plan	2 nd half plan	Full-year plan
Sales of products	106.2	103.0	104.6
Sales of goods	102.3	102.9	102.6
Ordinary profit	116.6	100.6	106.2
Quantity	101.5	102.5	102.0

Profit ratios

(%)	1 st half plan	2 nd half plan	Full-year plan
Operating profit ratio	6.3	9.8	8.1
Ordinary profit ratio	6.3	9.7	8.0
Net profit ratio	4.1	6.6	5.4

Outlook for Increase/Decrease in Ordinary Profit (For the FY Ending March 2026)

Unit: billion yen

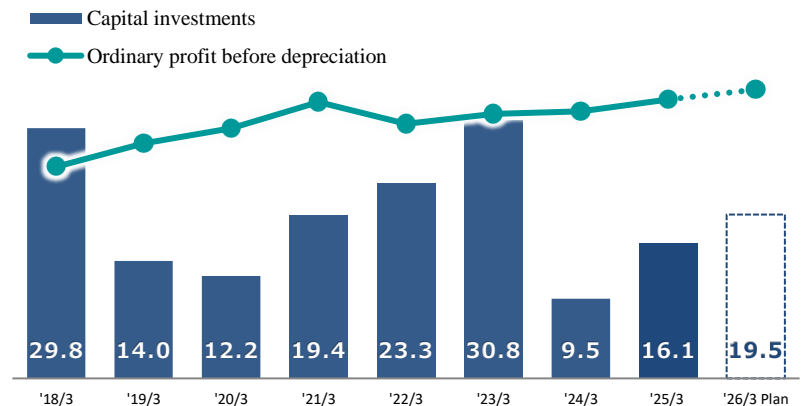


Planned Capital Investment and R&D Cost (For the FY Ending March 2026)

	Results for Full year	Full year projections			First half projections		
	FY ended March 2025	FY ending March 2026			FY ending March 2026		
Unit: million yen	Performance	Plan	Increase / decrease	Year-on-year	Plan	Increase / decrease	Year-on-year
Tangible fixed assets	15,761	18,900	+3,138	119.9%	9,000	+615	107.3%
Intangible fixed assets	351	600	+248	170.8%	200	+6	103.3%
Capital investments	16,112	19,500	+3,387	121.0%	9,200	+621	107.2%
Depreciation	14,751	14,800	+48	100.3%	7,300	▲147	98.0%
Research and development costs	1,543	1,780	+236	115.3%	920	+157	120.6%

Unit: million yen			
Major Capital Investments	Launch of operation	Total investment	Full-year plan
■ Investment in original products: Improving production capacity and quality of Eco APET products			
Eco PET materials: Increase in the productivity (Kanto, Chubu)		1,018	1,018
Eco PET materials: Reinforcement of the production capacity (Kanto, Nishinohon PET-Bottle recycle Co., Ltd.)		861	861
Eco APET products: Reinforcement of the production capacity		1,059	1,059
■ Investment corresponding to expansion of the sales quantity: Stable supply, Efficiency improvement, Maintenance of working environment			
Introduction of automation facilities			542
Reinforcement of the production capacity of Conventional material products			1,022
■ Chikusei Warehouse	Dec. 2026	1,473	69
■ Molds			1,989
■ IT investments			539

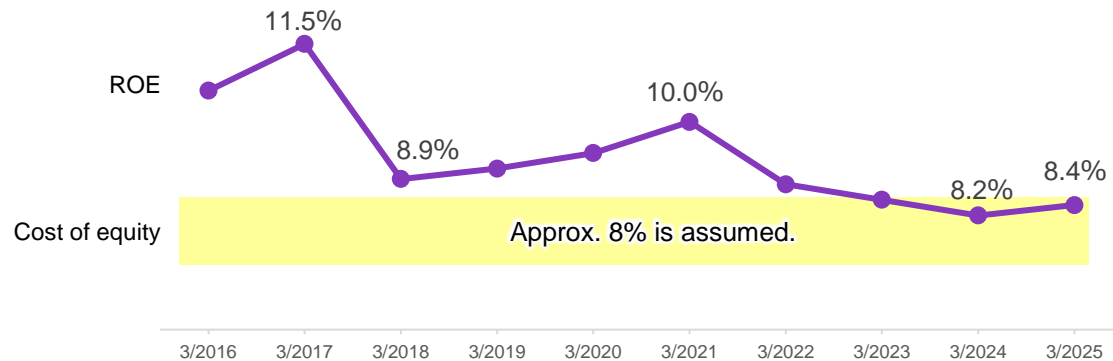
Index (Unit : billion yen)



Analysis of ROE

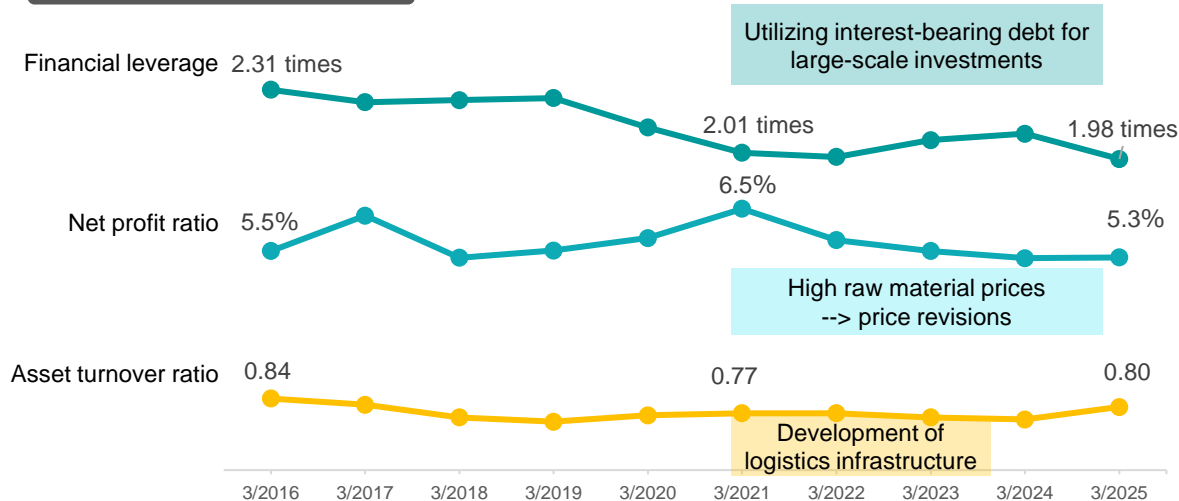
- Differentiation was driven by large-scale investments. ROE remained flat.
- The net profit ratio has been trending upward due to the penetration of revised prices.
The Group's infrastructure will be used to increase asset turnover ratio.

Trends in ROE



- ROE has been between 8% and 12% in the past ten years.
- While business performance has been strong, ROE has remained flat.
- Large-scale investments in logistics, recycling, etc. drove differentiation
The Group's position as the industry-leading manufacturer was further solidified.

Trends in ROE components



- **Net profit ratio**
Price revisions were implemented, and the net profit ratio has been trending upward since the second half of 3/2025.
- **Asset turnover ratio**
The development of logistics infrastructure was completed. It will be used for M&A activities and cooperation with packaging wholesalers.
- **Financial leverage**
Large-scale investments are being considered. There is a plan to utilize interest-bearing debt.

To Increase Corporate Value

Chairman, Representative Director and Group Representative
Morimasa Sato

- 01. Trends in Raw Material Prices and Product Price Revisions**
- 02. Product Strategy**
- 03. Eco-Friendly Strategies**
- 04. FPCO Group's infrastructure**
- 05. Developing Applications for New OPP Sheet**
- 06. To Increase Corporate Value**

01. Trends in Raw Material Prices and Product Price Revisions

02. Product Strategy

03. Eco-Friendly Strategies

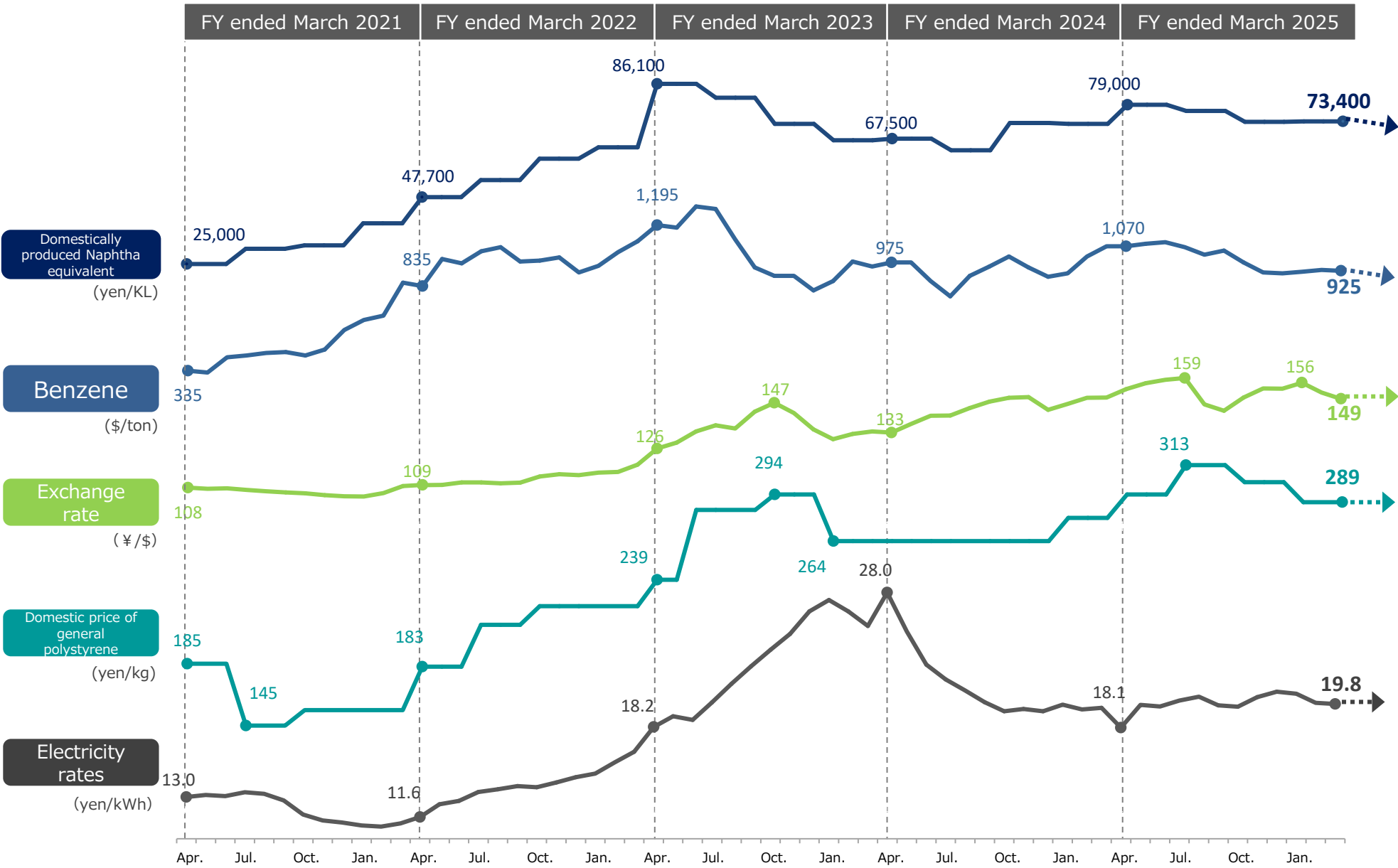
04. FPCO Group's infrastructure

05. Developing Applications for New OPP Sheet

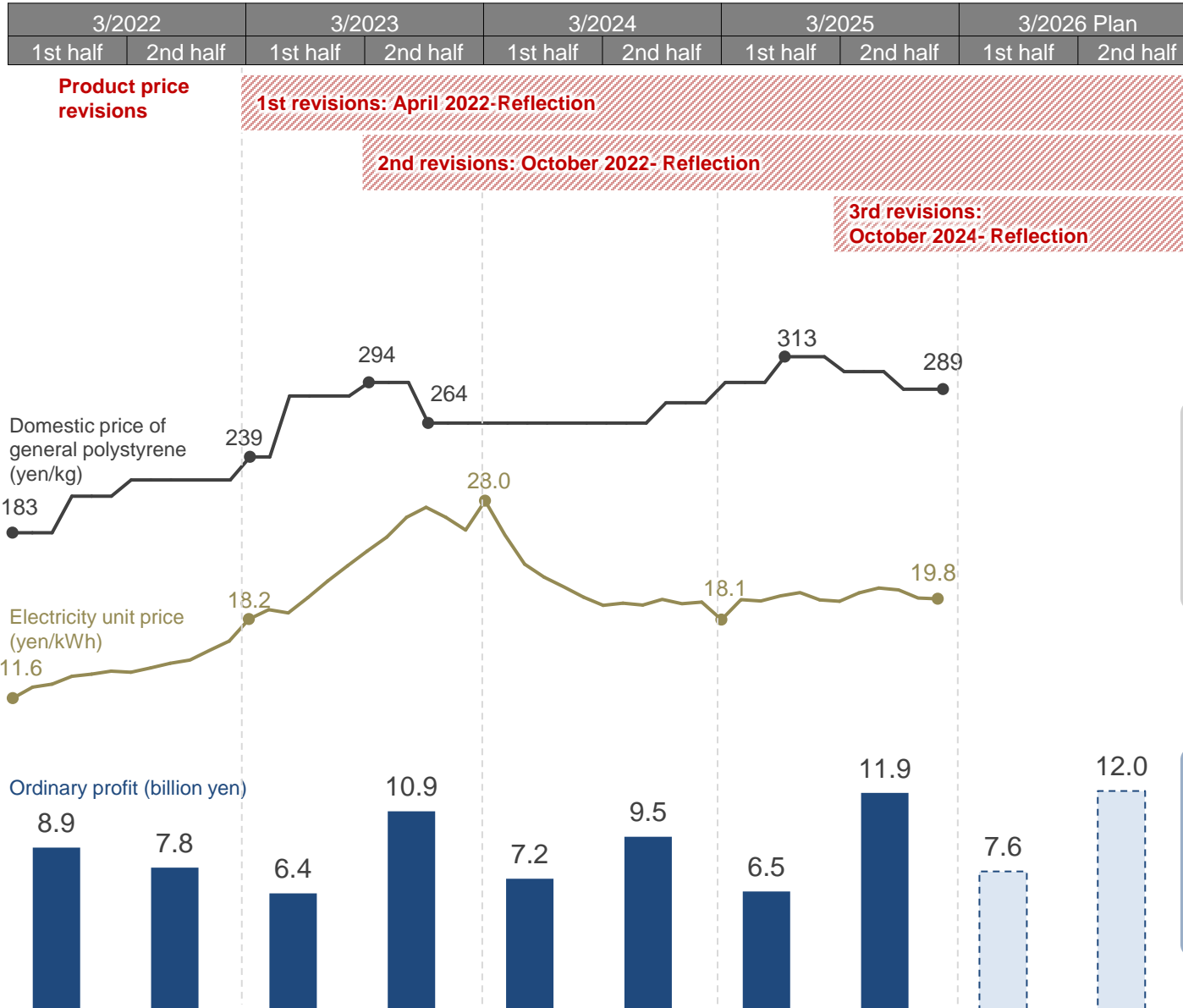
06. To Increase Corporate Value

Trends in Raw Material and Electricity Prices

(As of Apr. 2025)



Trend in Ordinary Profit



There have been consecutive increases in raw material prices and utility costs since the fiscal year ended March 31, 2022.

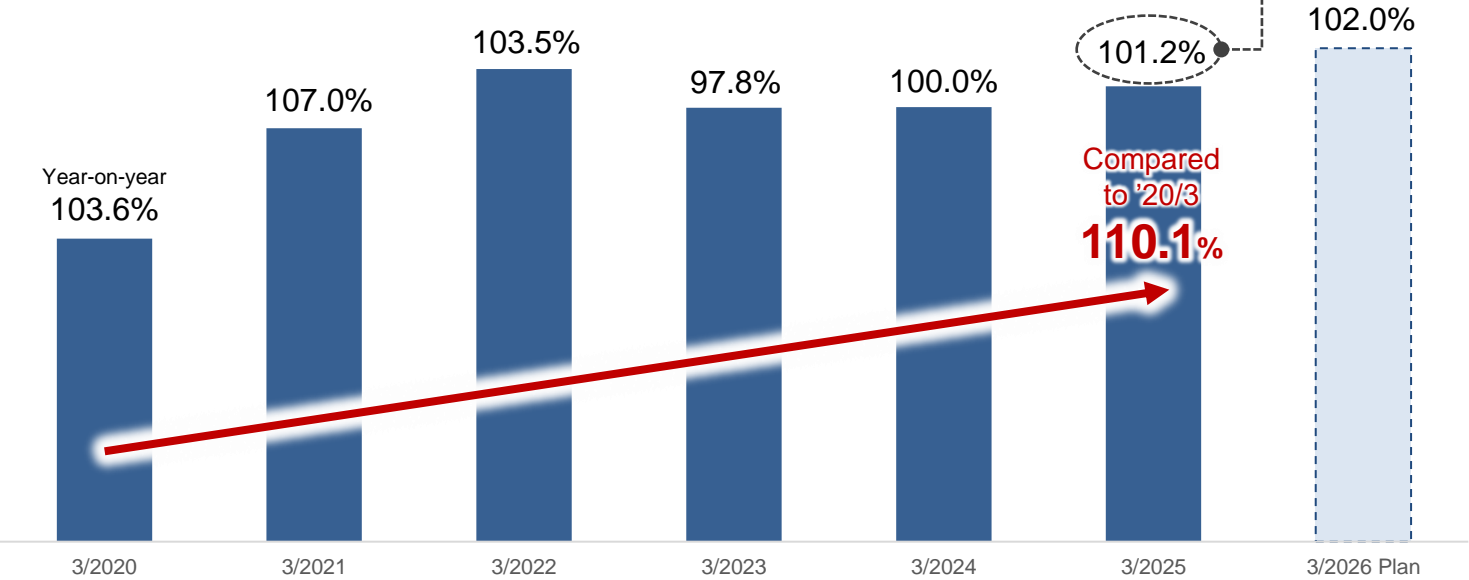
Ordinary profit has recovered due to product price revisions which were implemented three different times.

Status of Product Sales Volume

Despite the impact of consumer reluctance to purchase goods due to increased prices, **the growth of quantity was achieved mainly for eco-friendly and reduced-weight products.**

Average annual growth rate: 1.9%

FY ended March 2025
1Q: 101.8% } → Eco-friendly products remained strong.
2Q: 103.0% }
3Q: 101.1% } → Growth of snapping clamshell containers with integrated lids
4Q: 98.8% }
→ Number of operating days: (1 day)
Growth of snapping clamshell containers with integrated lids



01. Trends in Raw Material Prices and Product Price Revisions

02. Product Strategy

03. Eco-Friendly Strategies

04. FPCO Group's infrastructure

05. Developing Applications for New OPP Sheet

06. To Increase Corporate Value

Shortage of labor ► Containers that are compatible with the use of machines

Manufacturing
process
at Deli PC

Feeding
containers

Dishing out

Lidding and top seal
packaging

Labeling

Storage in containers
and transportation

Containers which can be
supplied to PCs and
displayed in stores as well



MSD Layer

Container which can be used with
either top seals or lids



AP-TS
Round



Strong containers that are
resistant to deformation



AP Delio

Point

**Functions, strength,
and transportation
efficiency**

Sharply rising raw material prices ► Making appearance and price attractive



MSD Layer



MFP Pashio



Point

**Additional sizes for
responding to changes
in weight**

(Smaller dimensions and higher lids)

Reducing Plastic Usage (1): Growth of Oke Series of Low-foamed PS Containers

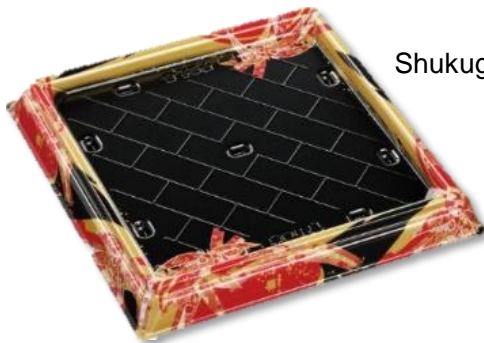
Profit ratio
Turnover
ratio



Hyogaoke PT

Use of plastics (compared with
HI product (container only))

**Approx. 60%
reduction**



Shukugaoke PT

Shukugaoke and Hyogaoke
April 2024 – March 2025

Compared with a case where all are non-foamed PS
containers

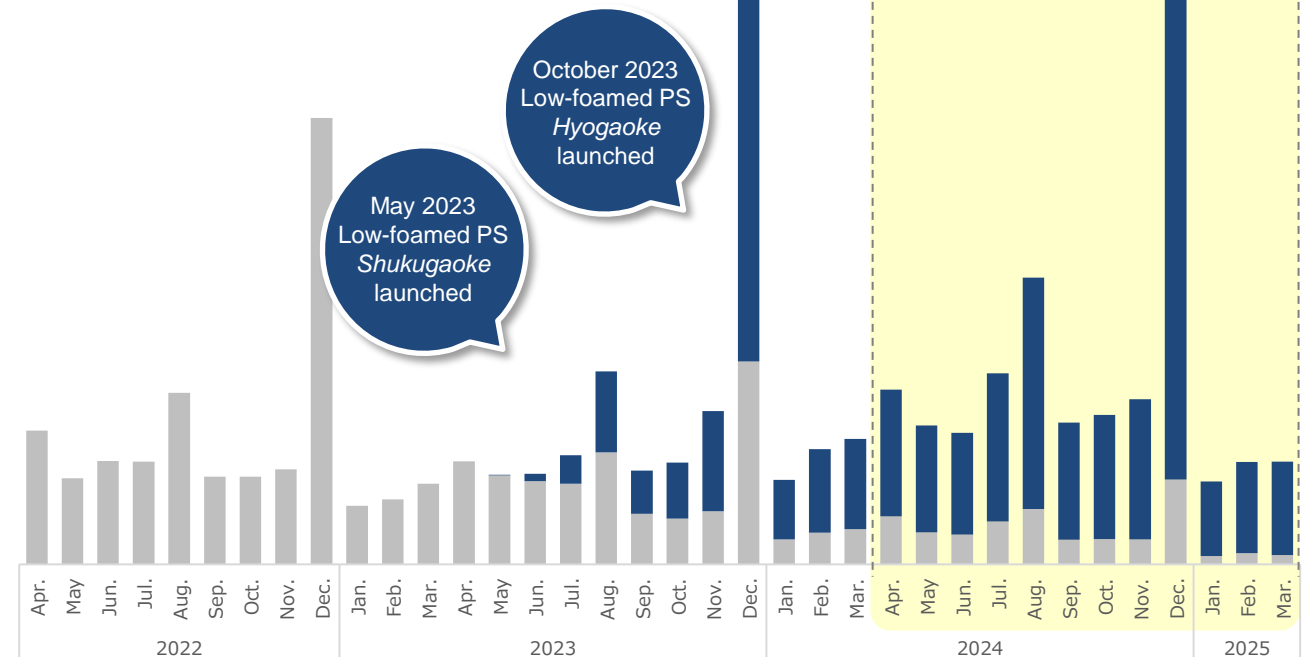
Plastic usage **541 tons reduction**

YoY **122.9%**

(1,078 tons → 537 tons)

Shipments of *Shukugaoke* and *Hyogaoke* (Based on the quantity)

■ Low-foamed PS
■ Non-foamed PS

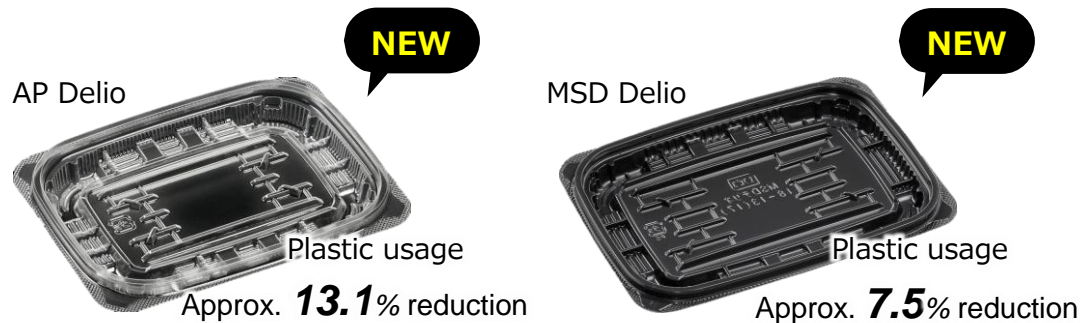


Reducing Plastic Usage (2): Overall Renewal of Prepared Food Containers

Profit ratio
Turnover
ratio

Replacing the existing AP Sozai and MSD Sozai with
the new **238 SKUs** based on **88 molds**

Reduction of plastic usage



Reduction by approx. **10.3%** on average = **680 tons/year**

Shipments of AP Sozai and
MSD Deli Sozai

6,600 tons per year



As a result of replacement with AP
Delio and MSD Delio

5,920 tons per year

Response to automation

Automatic lid closer and manual lid closing
Strong enough to endure both



Leak-proof

High-precision molding with high sealing performance



Reducing Plastic Usage (3)

Cold-resistant Containers

Profit ratio
Turnover
ratio

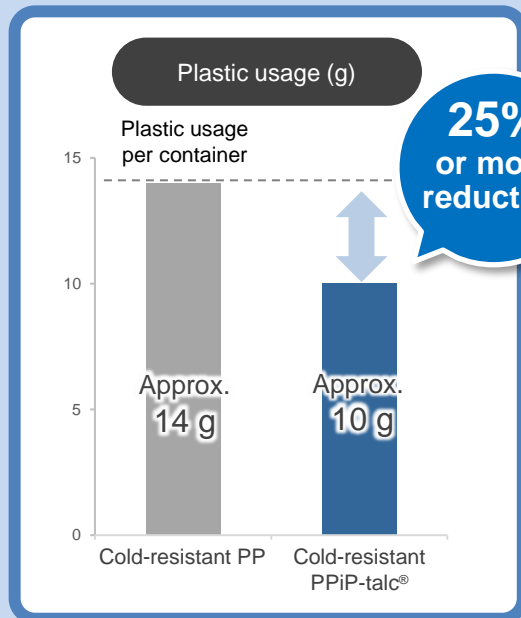
Development of cold-resistant PPIP-talc[®], a new material

Two inorganic materials are evenly dispersed and blended into the product,

enabling the use of plastics to be reduced at least 25%,
with the same level of resistance to cold and shock, top-to-bottom compressive
strength, weight and cost as existing cold-resistant PP.



FT Delipla Kaku



Improving onsite operations using frozen foods

Examples
of adoption

Frozen food



FT-TS Kaku 20-15 Sushi 2

Thawing



**Reduction of loss of opportunities and
food loss by approx. 20%** (Company A in Kansai)

01. Trends in Raw Material Prices and Product Price Revisions
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“Store to Store Recycling” Starting and Finishing at the Same Store

Trays and PET bottles used at a store are collected at the same store as resources, recycled into food trays and transparent containers, and used again by the same store actively.



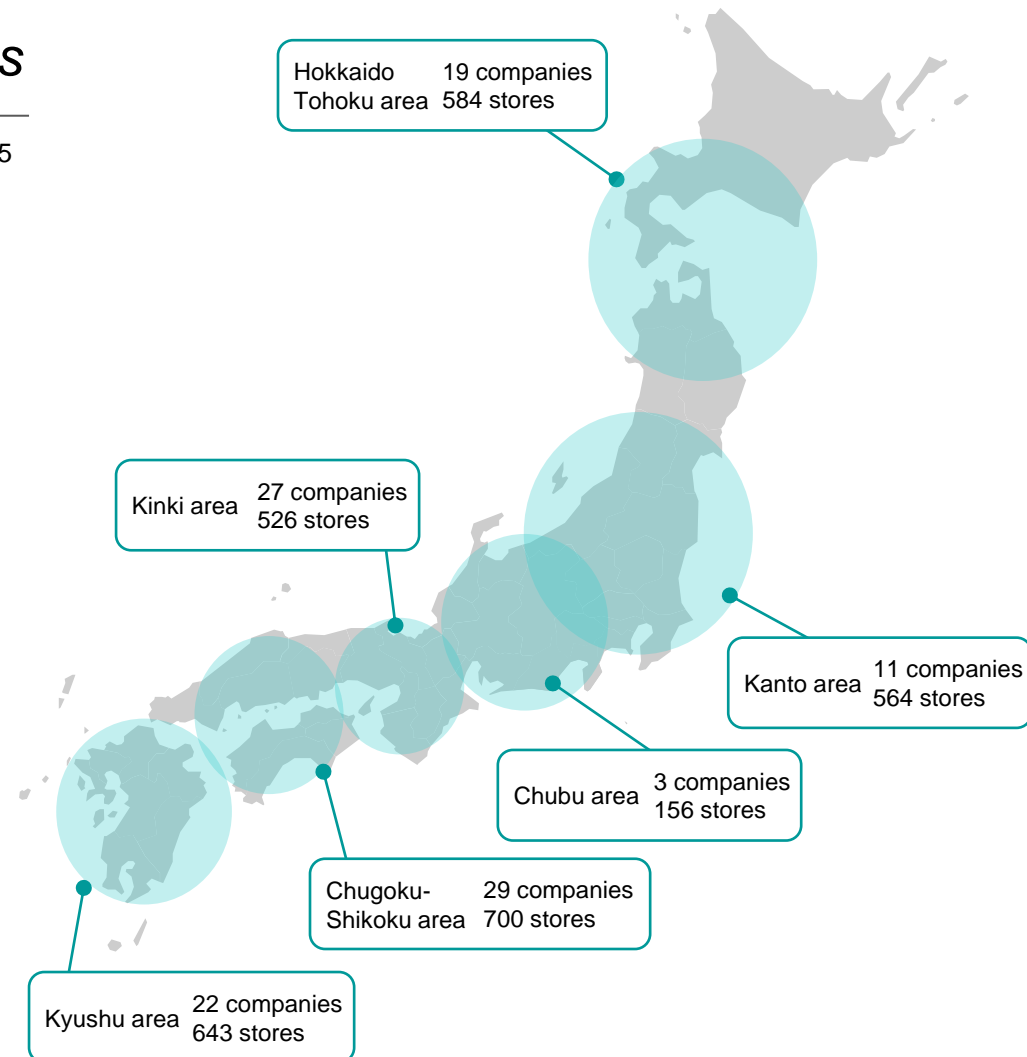
Background Behind the Growth of Eco-friendly Products

Collaborative "Store-to-Store Recycling" Declaration

3,173 stores of **111** companies

* As of May 2025

Number of stores that have signed the Collaborative "Store-to-Store Recycling" Declaration



Reduction of CO₂ Emissions Achieved through Eco Products

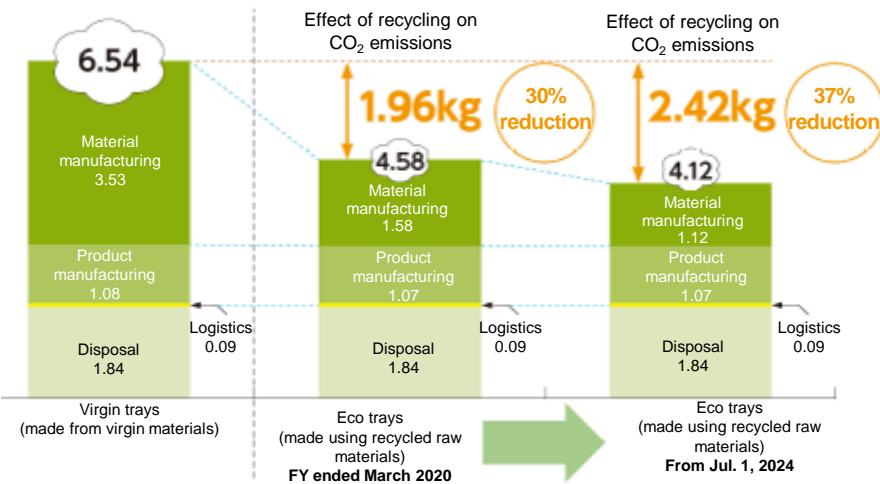
Eco trays



CO₂ emission reduction effect
(Products shipped on July 1, 2024 and beyond)

30% ➡ 37%

* CO₂ reduction effects increased due to the use of solar power generation equipment at the three recycling plants in Japan.



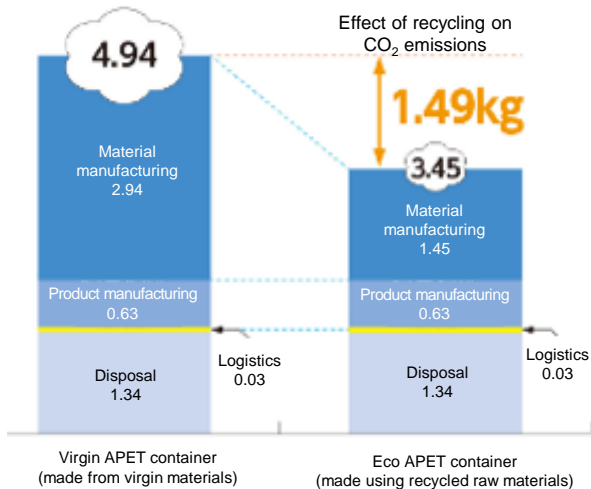
Eco APET and Eco OPET containers



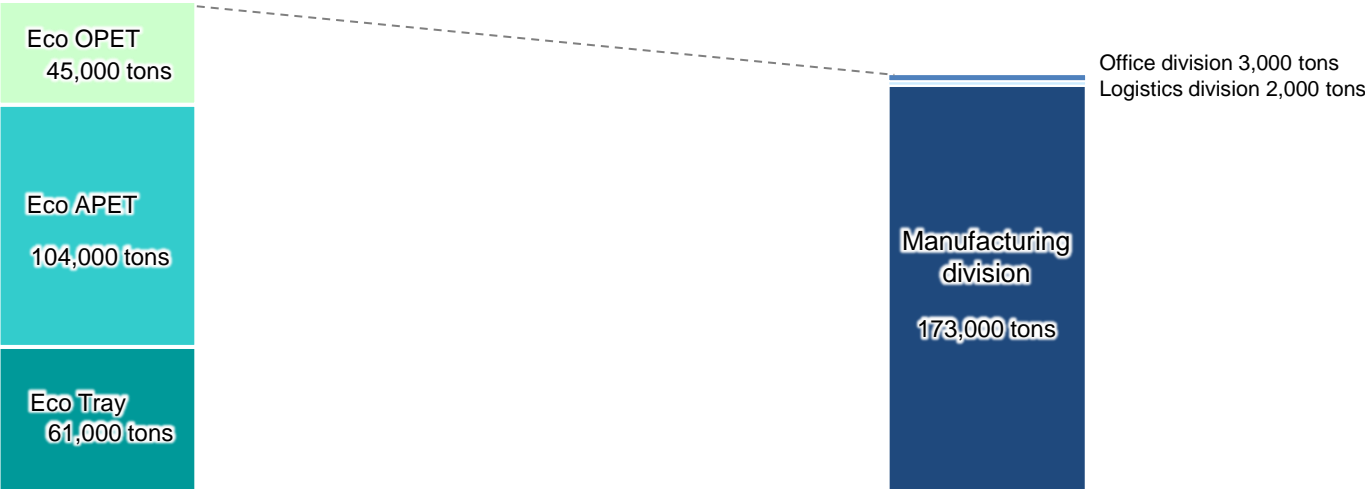
CO₂ emission reduction effect



30%



Contributions to CO₂ Reductions through Eco-friendly Products



Factors increasing the reduction of CO2 emissions

① Introduction of renewable energy through solar power generation

CO₂ emissions reduction of Eco PS products

30% ➡ 37% reduction

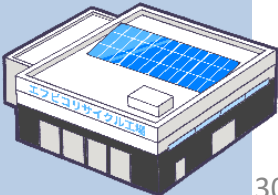
② Strong sales of Eco-friendly products

YoY change in FY ended March 2025
(Based on the quantity)

106.2%

Factors decreasing the reduction of in CO2 emissions

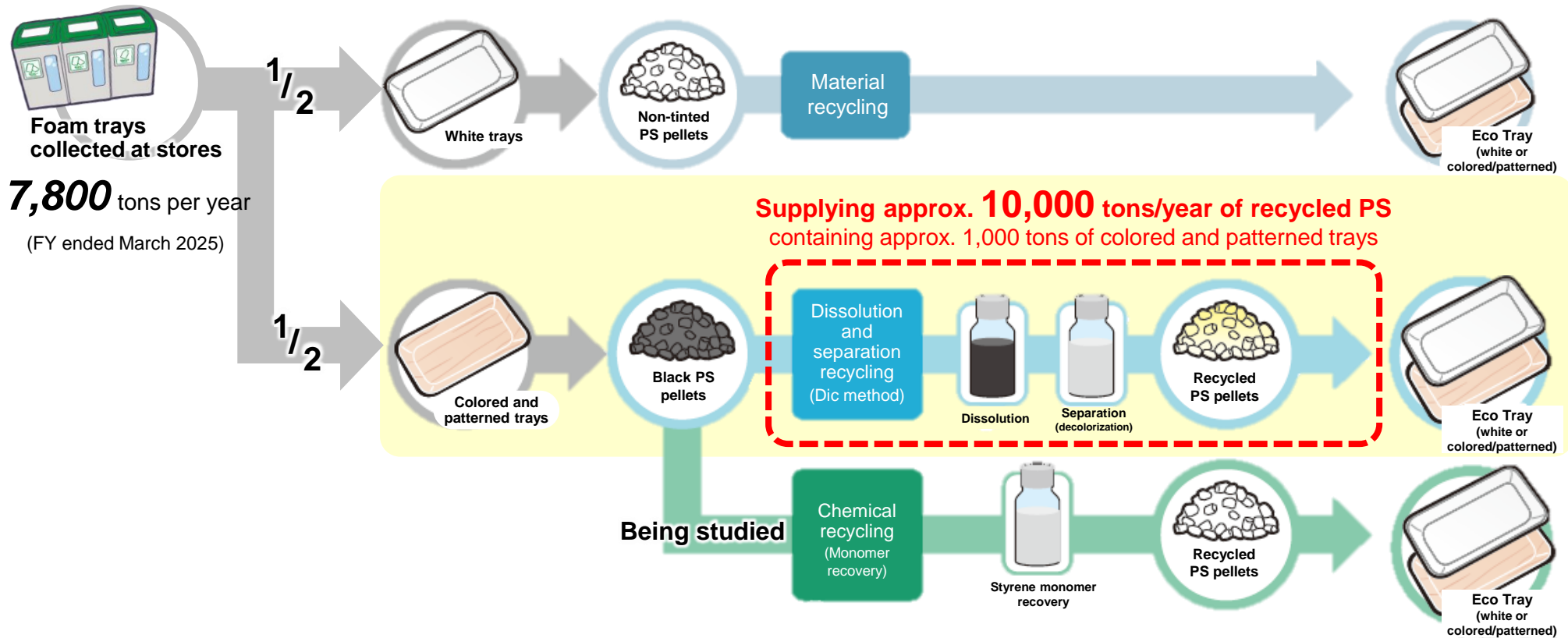
**Use of renewable energy
Promotion of energy efficiency**



To Expand Sales of Eco Trays

Dissolution and separation recycling has resulted in

approx. **30%** increase in sales of Eco Trays on the number of cases



Sales of Eco-friendly Products

Eco product sales

91.3 billion yen

(FY ended March 2025)

Ratio of eco-friendly
(in terms of number of containers)

51%

(FY ended March 2025)

Aiming to achieve a larger market share and higher profitability through the growth of the eco-friendly products ratio

PS: Technology for dissolution and separation recycling

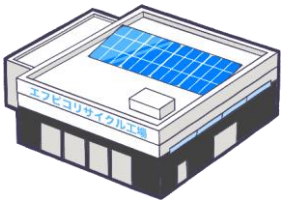


Color trays to trays

Sales of Eco Trays in terms of the number of cases

Approx. 30% increase

PET: Increasing the recycled materials production capacity



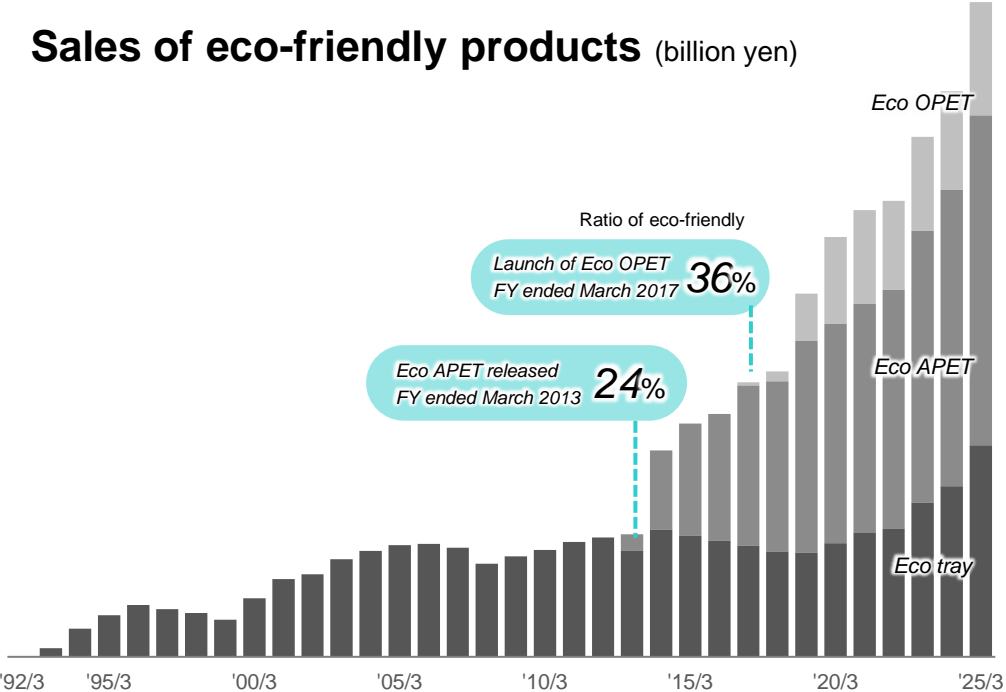
Eco-friendly raw materials production capacity

65,000 tons ▶ 75,000 tons

(planned in the spring of 2026)

Addition of extruders

Sales of eco-friendly products (billion yen)



01. Trends in Raw Material Prices and Product Price Revisions
02. Product Strategy
03. Eco-Friendly Strategies
- 04. FPCO Group's infrastructure**
05. Developing Applications for New OPP Sheet
06. To Increase Corporate Value

Nationwide Logistics Network

Completed a network which has **85%** of the total population, including the populations of major cities, within a **100 km** radius of the bases

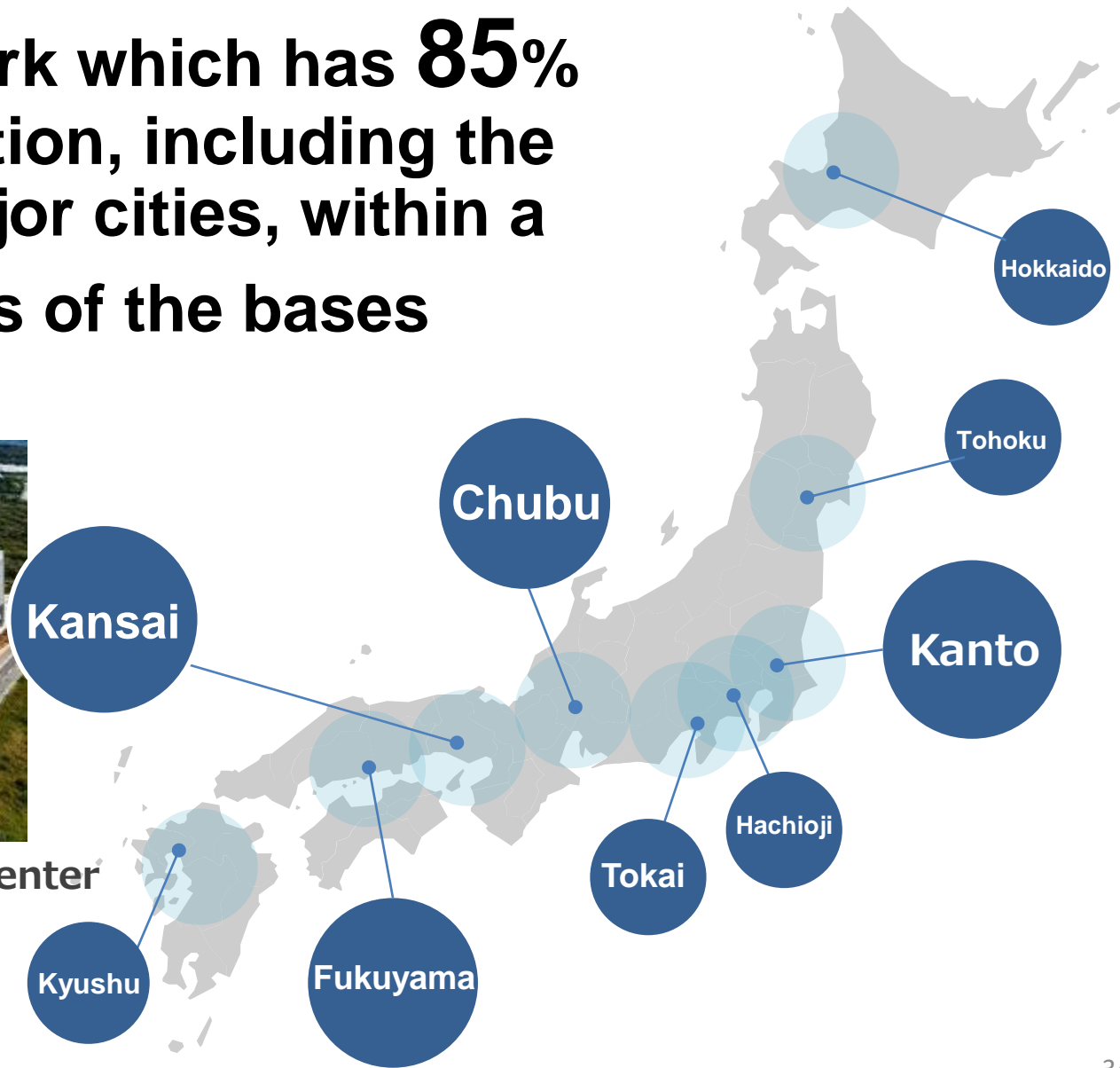


Kansai Plant and Kansai Hub Center

Commencement of operation: January 2023

Investment: 26,670 million yen

Total floor area: 79,883.65 m²



Cooperation with Packaging Material Wholesalers

Turnover
ratio

M&A performance



FPCO Group's infrastructure

Standard core system for wholesalers

Introduced by 7 dealers nationwide
Currently being introduced by APEX

Infrastructure for picking products and goods

E-commerce site offering packaging materials PackMarket

Merchandising by FP Trading

Selecting items,
consolidating inventory and
Enhancing lineup of private brand
(PB) products



Use of the Group's Infrastructure by FPCO INTERNATIONAL PACKAGE

Turnover
ratio

FPCO

Delivered in
minimum lots

MBS (Mix Bara System
(mixed odd lots system))

- Picking containers in units of bags for each store and sector

**E-commerce site
Pack Market**

- Picking containers, materials, and consumables
- Order and payment system



Wholesaler

Benefits for wholesalers

- ✓ **Reduced picking work**
(Addressing labor shortages)
- ✓ **Inventory cost reduction**
- ✓ **Lower risk of slow moving inventory**
- ✓ **Productivity improved by securing space**
- ✓ **Reduced risk of stockout**
- ✓ **Entering markets involving small-lot orders where customers previously could not be approached**

Users

Supermarket

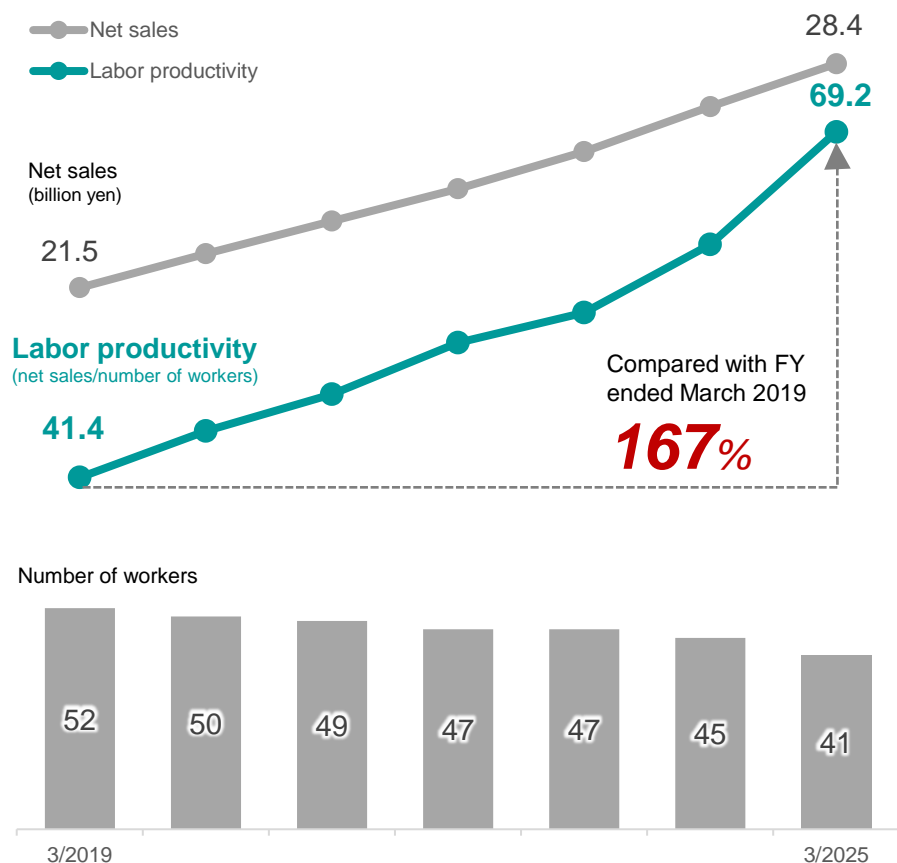


Restaurants

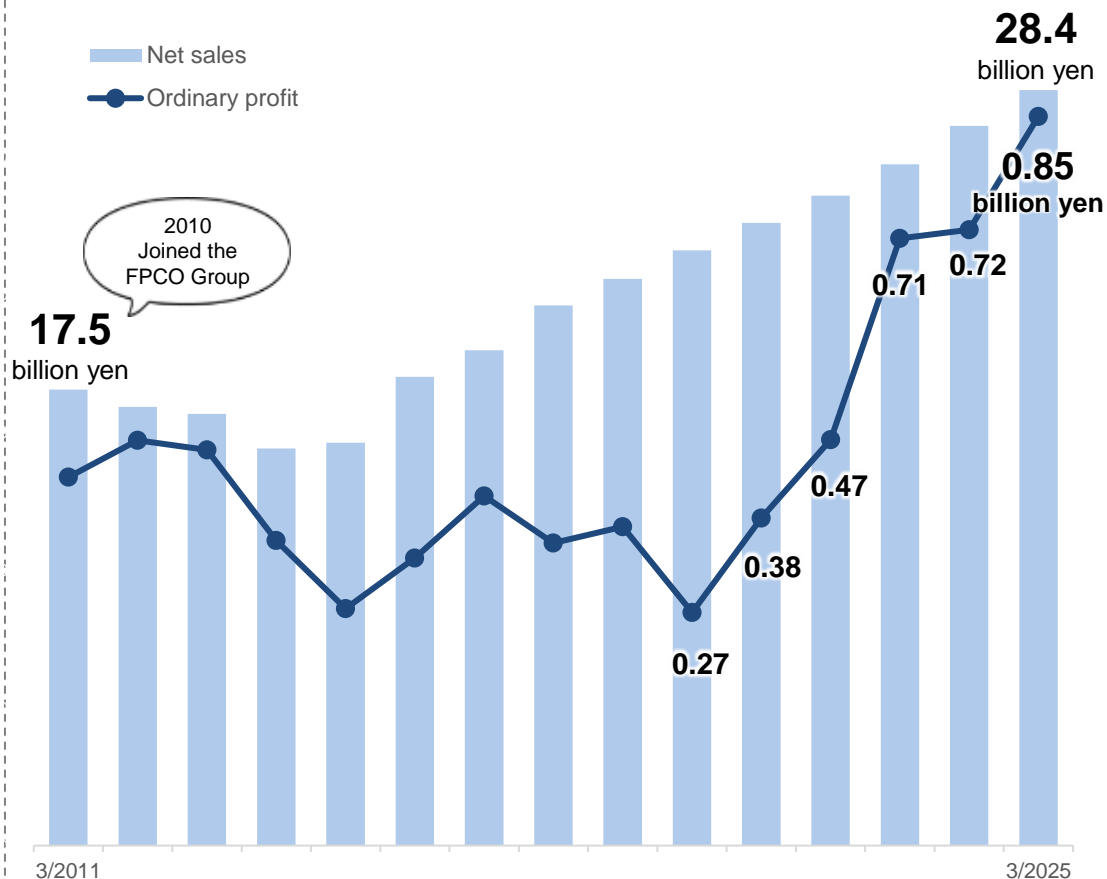


Expanding the growth model, which uses the Group's infrastructure, into wholesalers

Work and labor productivity



Net sales and ordinary profit



M&A: LSSPI (Overseas)

Profit ratio

Lee Soon Seng Plastic Industries Sdn. Bhd.

Location: Malaysia

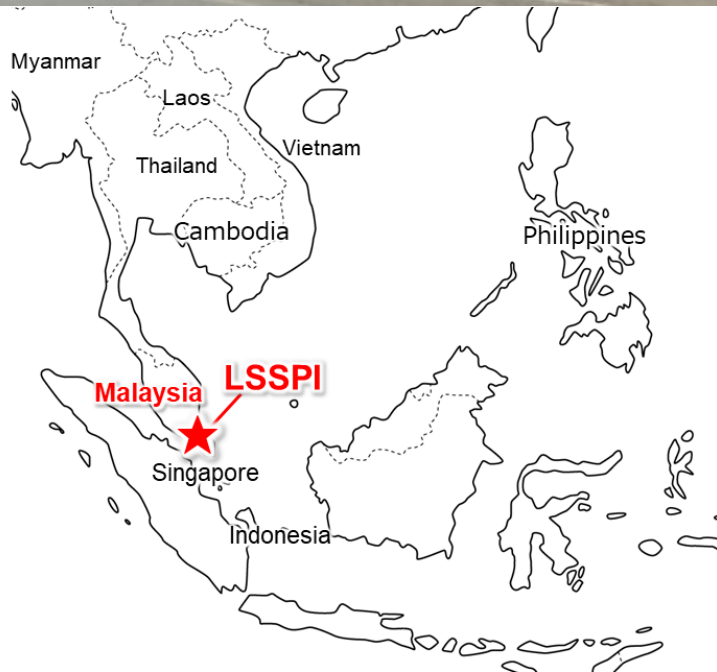
Total acquisition price: Approx. 16.7 billion yen

(FP Corporation: Approx. 6.7 billion yen)

Shareholding ratio : Mitsui & Co., Ltd.: 60% , FP Corporation: 40%

Net sales: 7.9 billion yen (3/2025)

*Sales share (domestic : overseas): 6:4



Step.1

Three-year plan:double productivity

- ▶ Introduction of molding machines, extruders, and other new equipment
- ▶ Improvement of product development technologies
- ▶ Automation and labor saving

Step.2

Gaining overwhelming market share in Malaysia and Singapore

Step.3

Becoming a cornerstone in the Southeast Asian market, which is expected to expand further

01. Trends in Raw Material Prices and Product Price Revisions
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- 05. Developing Applications for New OPP Sheet**
06. To Increase Corporate Value

Successful Development of a New Sheet That Is the First of Its Kind in the World (1)

Placed an official order for equipment for manufacturing ultra-high-rigidity biaxially oriented polypropylene sheets

Standard OPP

- Thickness: 30 to 50 microns
- Applications: Soft food packaging material, etc.

FPCO-proprietary new OPP

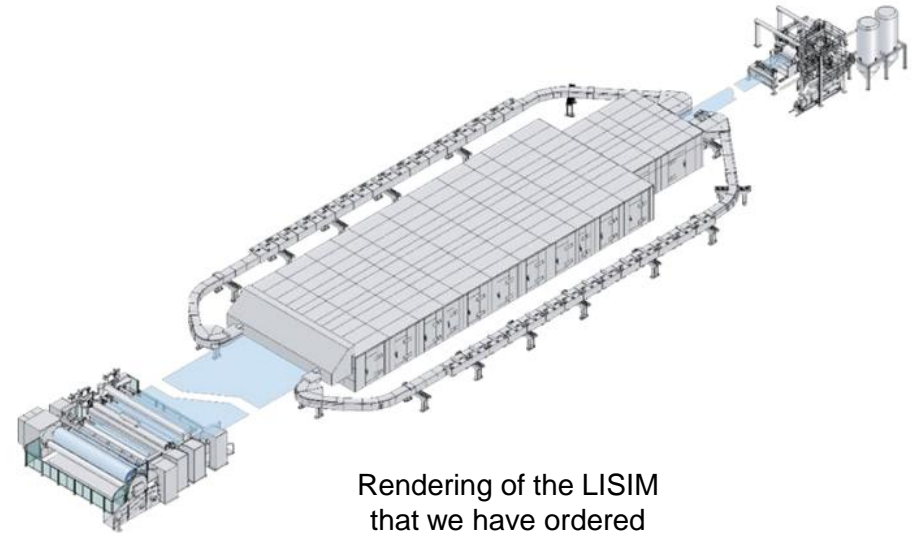
New OPP sheet

(Thickness: 150 to 300 microns)

New OPP multi-layer plate

(Thickness 1 to 3 mm)

Applications: (Food containers) Replacing existing materials
(Industrial fields) Civil engineering and construction materials, housing equipment, home appliances, solar cells, and automobiles, etc.



Rendering of the LISIM
that we have ordered

Scheduled to begin operating at the end of 2027

Successful Development of a New Sheet That Is the First of Its Kind in the World (2)

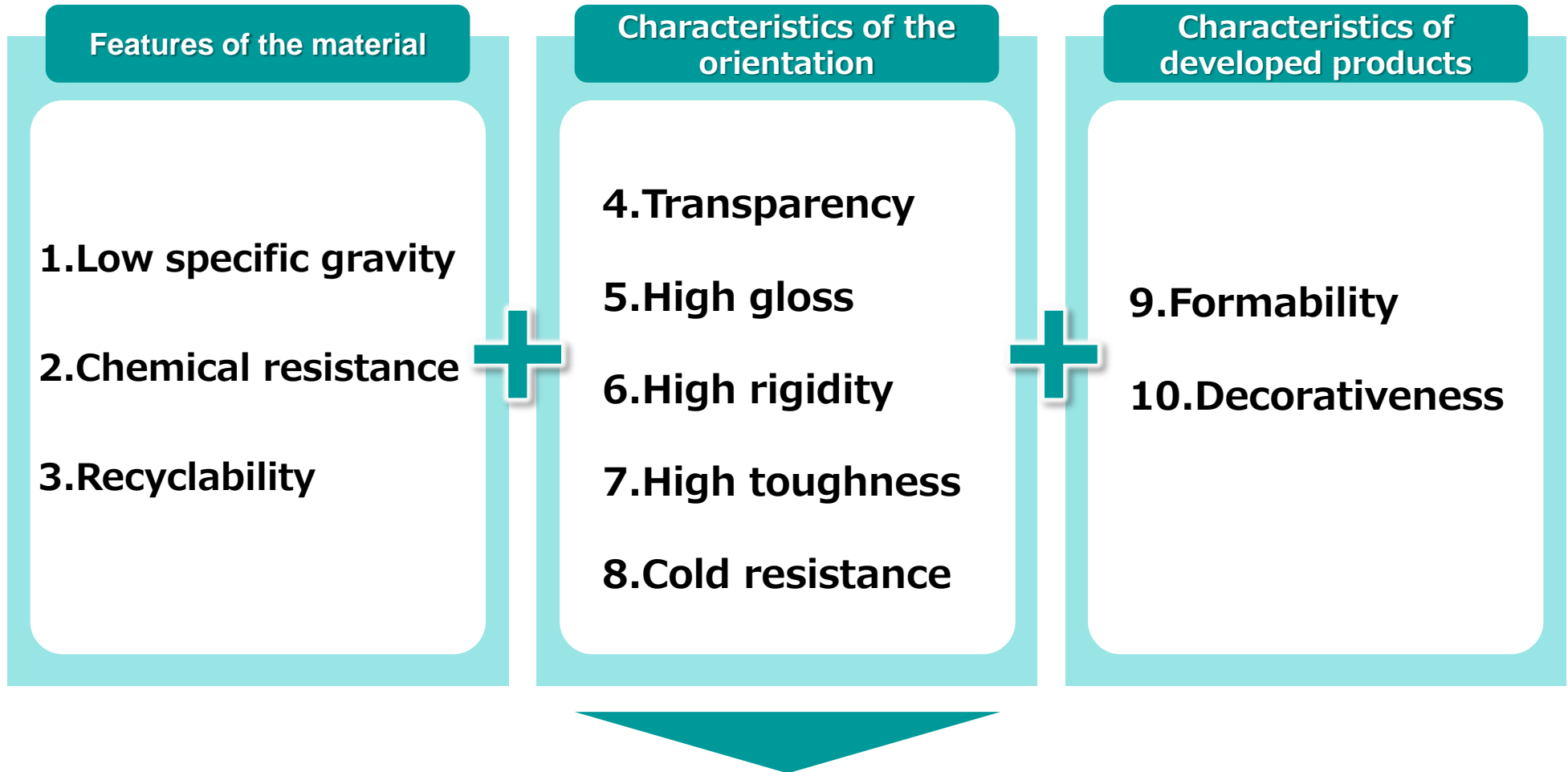
Superiority of the new OPP sheets in the field of food containers

Comparison of transparent container materials

		New OPP (Biaxially oriented PP)	OPS (Biaxially oriented PS)	APET (Non-oriented PET)	OPET (Biaxially oriented PET)	Transparent PP (Non-oriented PP)
Transparency		○	○	○	○	△
Heat resistance		110°C	80°C	60°C	80°C	110°C
Cold resistance	-18°C	○	△	×	○	×
	-30°C	○	△	×	○	×
Container weight when the same strength	○ Light × Heavy	○	△	×	△	×
Oil resistant		○	×	○	○	○

Successful Development of a New Sheet That Is the First of Its Kind in the World (3)

10 features of the new OPP sheet and Multi-layer Plate



Expected to have applications in civil engineering and construction materials, housing equipment, home appliances, solar cells, automobiles and other fields. 42

01. Trends in Raw Material Prices and Product Price Revisions
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To Increase Corporate Value

Our Vision

We will enhance profitability, increase asset turnover ratio using the Group's infrastructure, and improve our corporate value while maintaining appropriate leverage.

Investment Policy

We will further differentiate ourselves in the industry by investing a targeted average of 20.0 billion to 25.0 billion yen annually.

Following the development of logistics infrastructure across Japan, we will strengthen the development of new materials, including new OPP, and overseas business in an effort to improve profitability and reinforce growth.

Approach to enhancing corporate value

(i) Towards medium and long-term growth

- Expanding the lineup of original products that are unavailable from other companies, and increasing the ratio of eco-friendly products**
- Cooperation with wholesalers and M&A made by using our logistics infrastructure**
- Research and development of new materials**

(ii) Deliver stable returns to shareholders

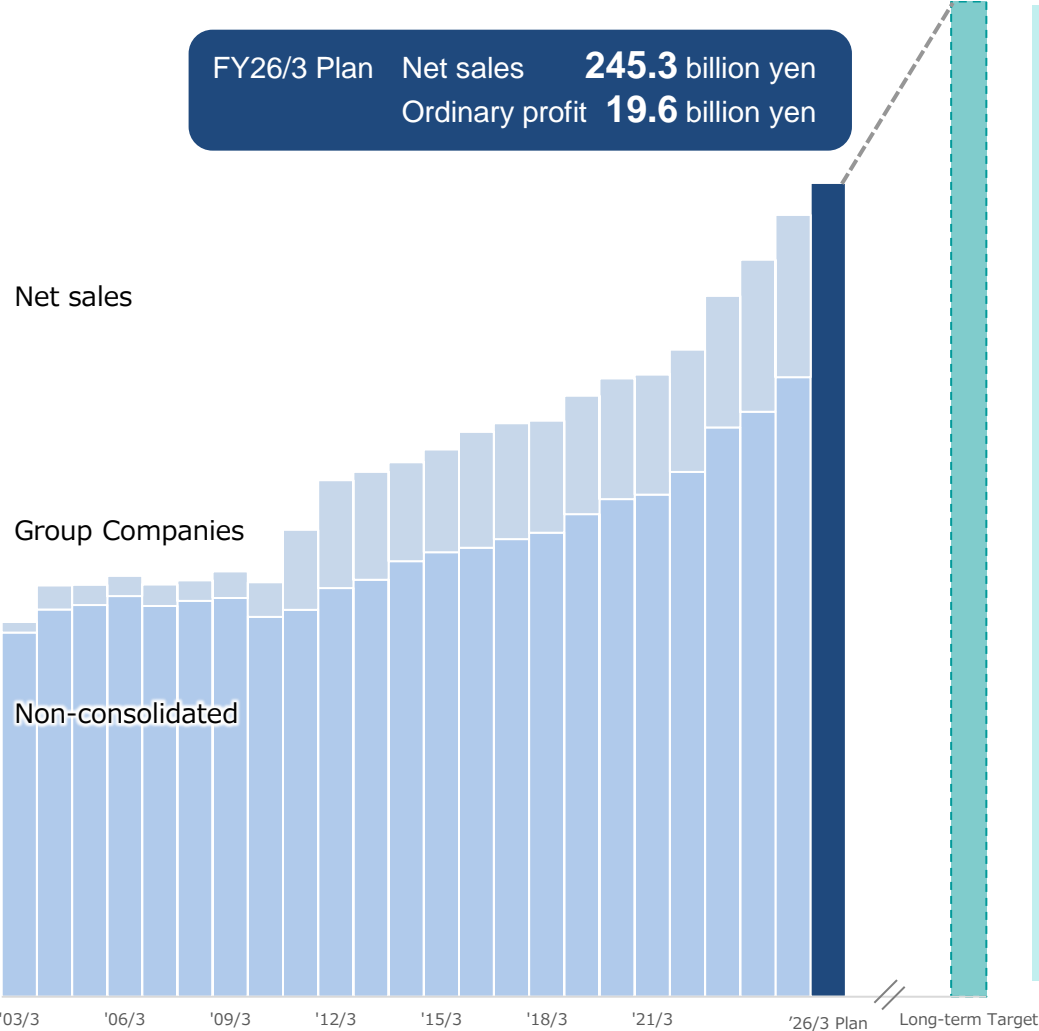
Growth Strategy

FY26/3 Plan Net sales **245.3** billion yen
Ordinary profit **19.6** billion yen

Net sales

Group Companies

Non-consolidated



Long-term Target Net sales **300** billion yen
Ordinary profit **30** billion yen

Existing businesses

[Products]
Bolstering the range of original products

Annual average growth of 2% to 3%:
180.0 billion yen --> **200.0** billion yen

- Growth of eco-friendly products and containers that use less plastic
- Capturing new markets, such the frozen food, hospital food and nursing care food markets



[Goods]
Use of the Group's infrastructure

Average annual growth of 5%:
55.0 billion yen --> **65.0** billion yen

- Collaborating with wholesalers using the Group's infrastructure

Capturing markets through M&A activities:
20.0 billion yen

New business

New materials and overseas business

20.0 billion yen

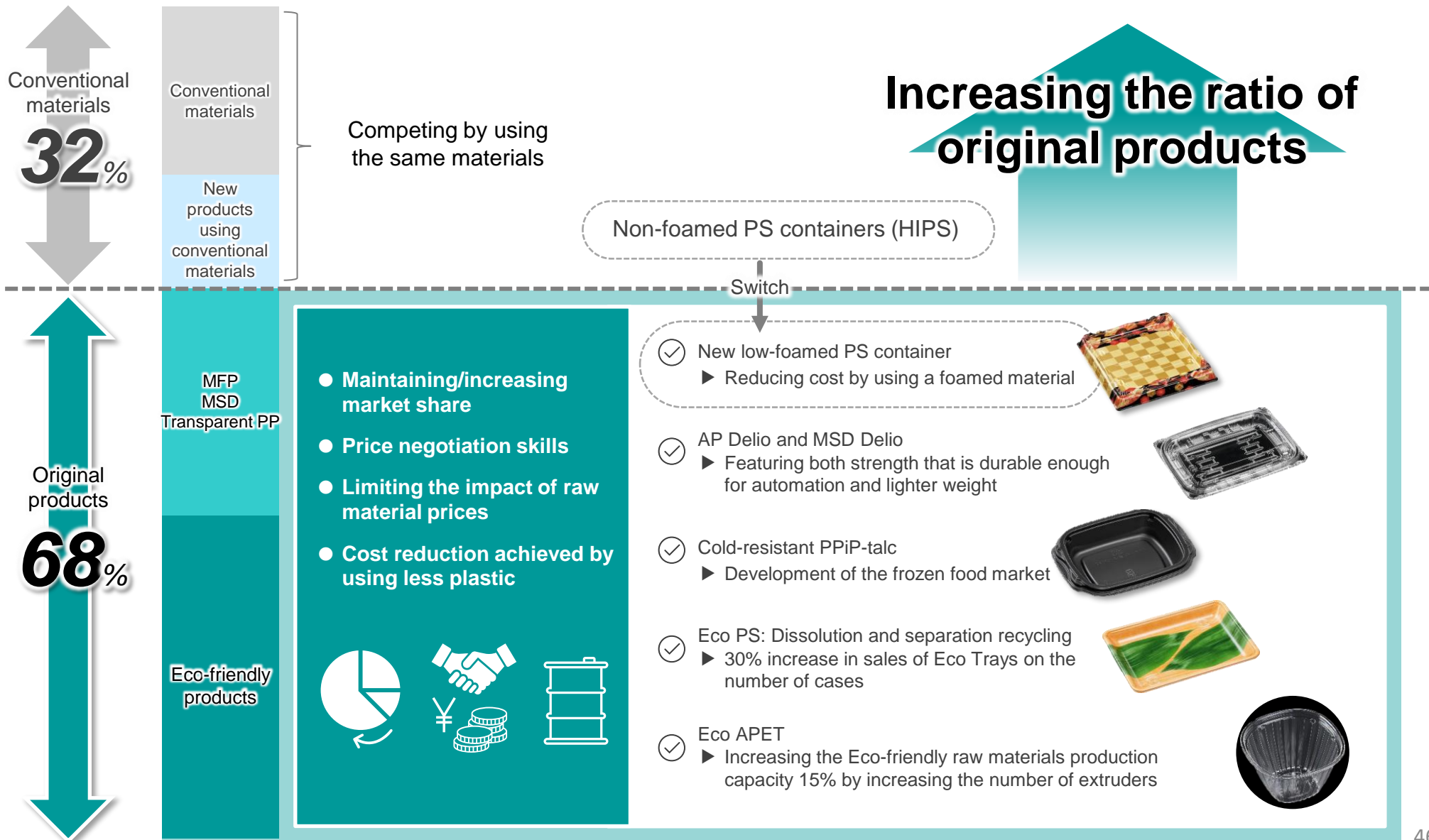
- Overseas business
Expansion of overseas business, including the consideration of new M&A activities
- Entering new business domains with new materials



* Changed to the Accounting Standard for Revenue Recognition in FY ended Mar. 2022. Retrospectively applied for FY ended Mar. 2021.

Enhancement of Original Products

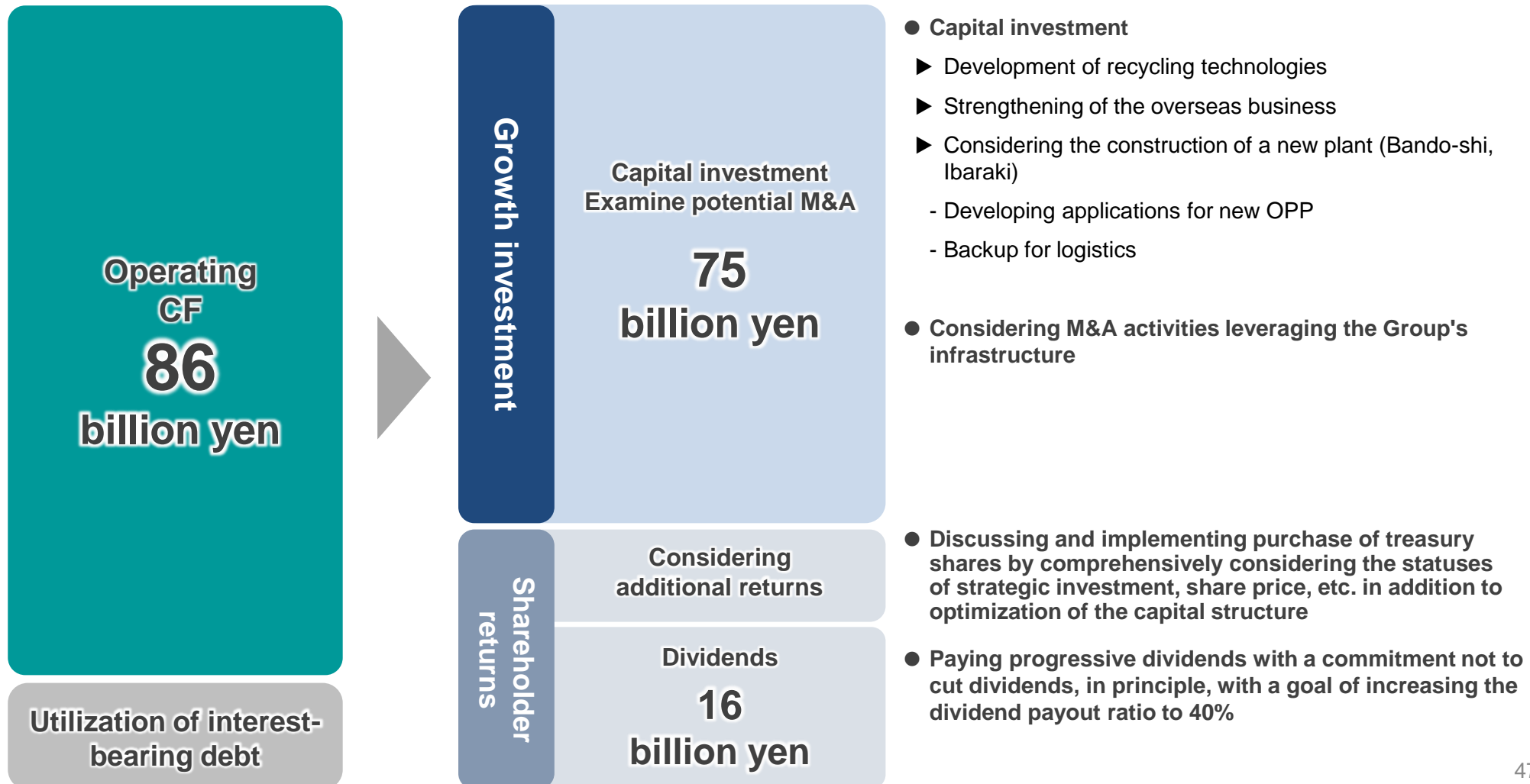
Sales shares of products in 3/2025
(number of containers)



Financial Strategy: Plan (FY2026 to FY2028)

- Strategically allocate operating cash flow and procured funds to investments and shareholder returns
- Cash position needed for businesses: 15.0 billion to 20.0 billion yen
- Use interest-bearing debt within a range that enables FP Corporation to maintain an A rating

'26/3 to '28/3 (Cumulative totals for 3 years)



Shareholder returns

● Dividend policy

Paying progressive dividends with a commitment not to cut dividends, in principle and the goal of increasing the dividend payout ratio to **40%**

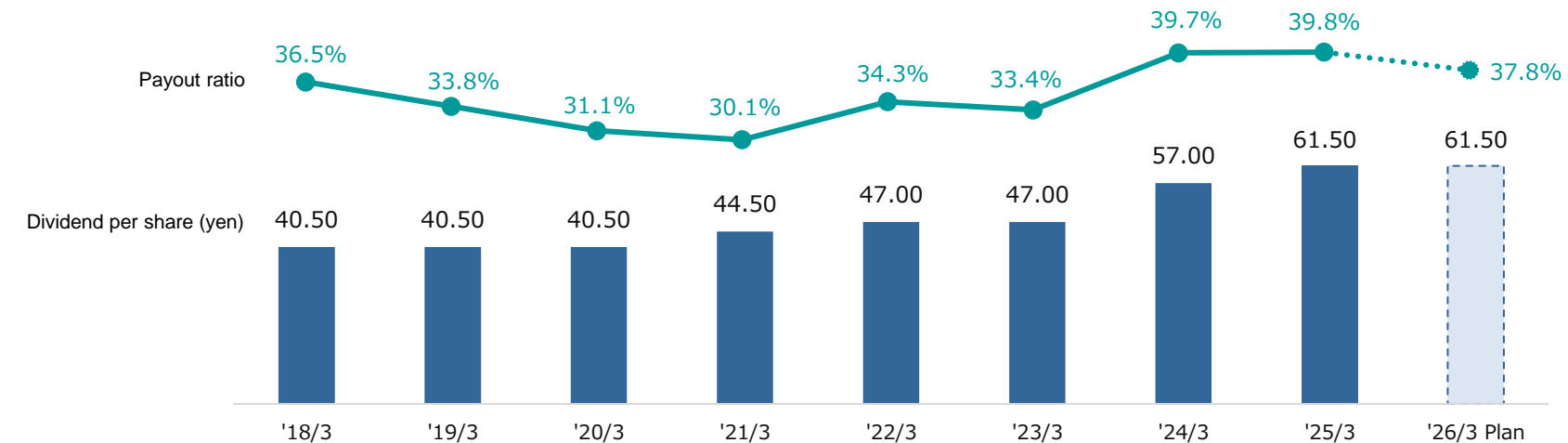
Aiming to stably increase the amount of dividends in response to the medium- to long-term growth in profit

▶ Dividend of **61.50 yen** per share for 3/2026 (initial projection)

▶ Increasing dividends by increasing earnings per share

● Acquisition of treasury shares

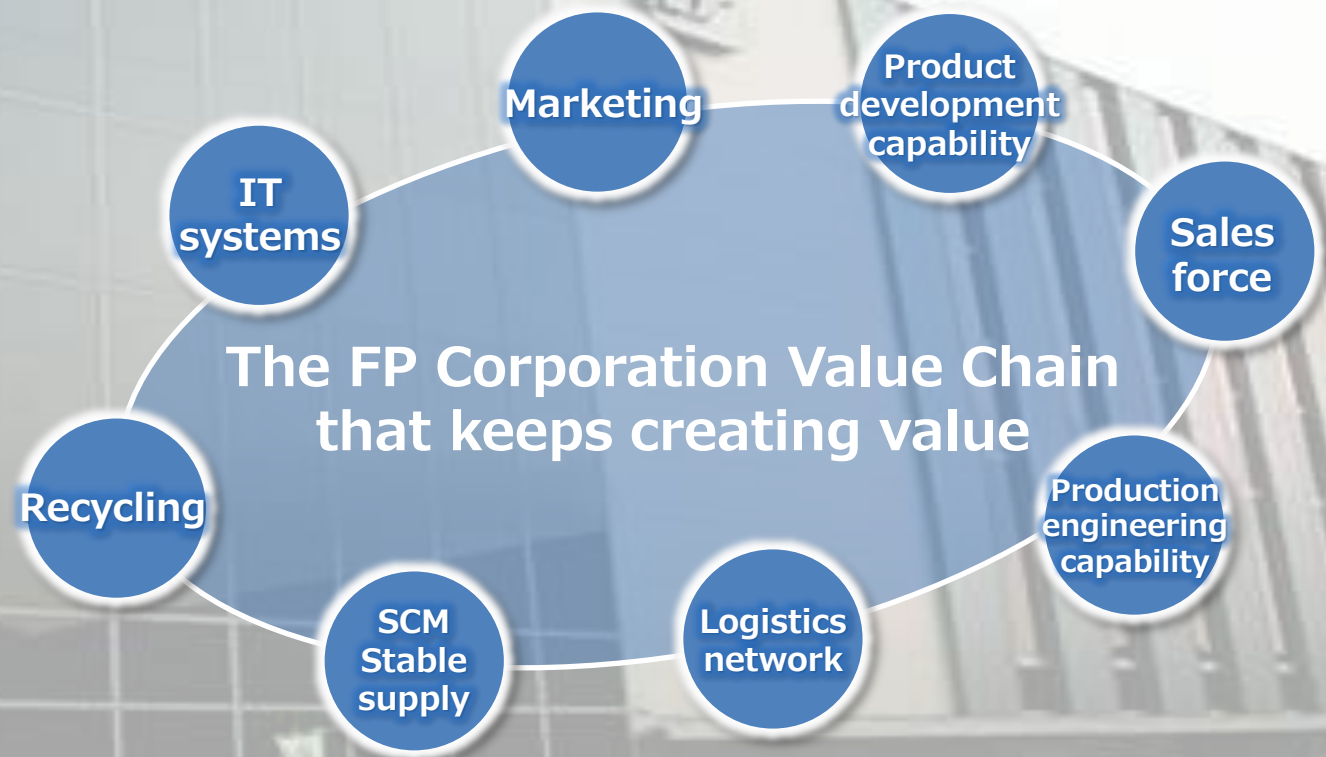
Agile and flexible returns will be considered while maintaining financial soundness and taking into account strategic investments, stock price levels, etc.



Unit: billion yen	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024	3/2025
Dividends	3.3	3.3	3.3	3.7	3.8	3.8	4.6	5.0
Purchase of treasury share	—	—	—	4.0	—	—	3.0	—
Total	3.3	3.3	3.3	7.7	3.8	3.8	7.6	5.0
Total return ratio	36.5%	33.8%	31.1%	62.7%	34.3%	33.4%	65.1%	39.8%

To Increase Corporate Value

“Reliably deliver the most environmentally friendly products of the highest quality at the most competitive prices whenever they are needed.”



Supporting Data

Explanation of Terms

★:Original Products

	PS	Polystyrene
	PET	Polyethylene Terephthalate
	PP	Polypropylene
★	Eco trays	A recycled expanded polystyrene container for which polystyrene containers collected at supermarket shop counters and scrap pieces collected within plants are used as raw materials (sales commenced in 1992).
★	Eco APET container	A recycled PET transparent container for which PET transparent containers and PET bottles collected at supermarket shop counters and scrap pieces collected within plants are used as raw materials (sales commenced in 2012). Heat resistance temperature of +60°C.
★	Eco OPET container	A recycled oriented PET (OPET) transparent container molded from the bi-axially OPET sheets, which use the same raw materials as an Eco APET container (sales commenced in 2016) Superior oil resistance and high transparency, with the same thermal insulation as the OPS transparent container. Heat resistance temperature of +80°C.
★	New low-foamed PS container	A foamed PS container featuring reduced use of plastics while maintaining the same strength and sharp shape as non-foamed PS containers. It is lighter than a non-foamed PS container by 50% to 60%.
★	Multi FP (MFP) container	A foamed PS container with cold and heat resistance to temperatures between -40°C and +110°C and with superior oil resistance and thermal insulation (sales commenced in 2010).
★	Multi Solid (MSD) container	A non-foamed PS container, which has achieved a sharp shape while maintaining the characteristics of the Multi FP by using scraps of materials from the Multi FP (sales commenced in 2012). Heat resistance temperature of +110°C.
★	Transparent PP container	A transparent PP container with a heat resistance temperature of +110°C, which has achieved the same transparency as OPS using standard-grade polypropylene raw material (sales commenced in 2012).
★	Cold-resistant PPiP-talc container	A cold-resistant PP filler container, which uses 25% less plastic than conventional cold-resistant PP due to the blending of two inorganic materials. It is equivalent to existing products in terms of resistance to cold and shock, top-to-bottom compressive strength and weight.
	OPS transparent container	A conventional transparent container with a heat resistance temperature of +80°C that is molded from the bi-axially oriented polystyrene sheets.
	HIPS container	A non-foamed PS container with superior rigidity and moldability. A heat resistance temperature of +90°C.
	Dissolution and separation recycling	A method with which black polystyrene (PS) pellets produced through material recycling are dissolved and decolored to produce recycled PS materials for food containers. It is the world's first technology, developed by DIC Corporation. (Scheduled to begin operating in November 2024)
	Process center (PC)	A facility where the production and delivery of food is completed in a single location
	Distribution Center	Logistics center for processes from acceptance of products and commodities to acceptance of orders, allocation of vehicles, shipment, and collection of trays
	Hub Center	Delivery center where multiple buildings are connected via a sorter system for automatic sorting and consolidation for shipment.
	Distribution Center (DC)	A logistics division that ships cases to packaging material wholesalers.
	Picking Center (PC)	A logistics division that picks and ships items in small lots to supermarkets.
	Sorting Plant	A recycling site where foamed PS containers collected from stores are sorted into white containers and containers of other colors, and transparent containers collected from stores are sorted according to materials such as PS, PET and PP.

Trends in Results (1)

* Changed to the Accounting Standard for Revenue Recognition in FY ended Mar. 2022. Retrospectively applied for FY ended Mar. 2021.

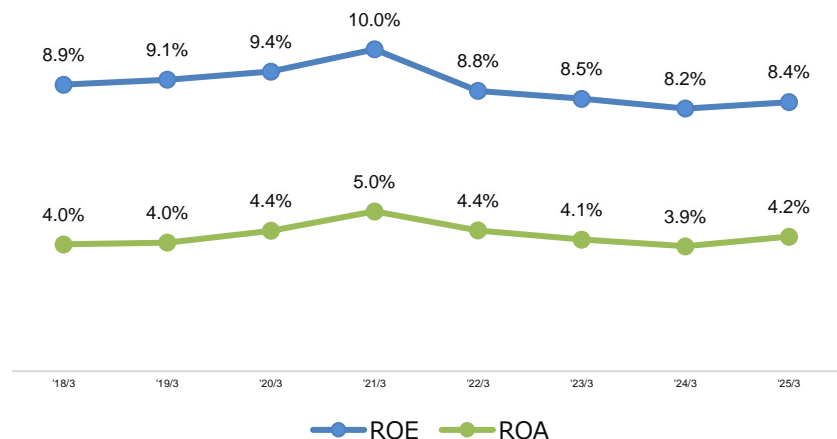
Million yen

	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024	3/2025
Net sales	173,580	181,171	186,349	187,509	195,700	211,285	222,100	235,628
Operating profit	12,884	13,949	15,507	18,763	15,884	16,703	16,429	18,471
Ordinary profit	13,548	14,861	16,274	19,381	16,703	17,328	16,780	18,451
Net profit	9,178	9,901	10,777	12,211	11,206	11,529	11,724	12,486
Ordinary profit before depreciation	25,255	28,031	29,807	32,991	30,340	31,509	31,833	33,203
Ratio of ordinary profit to net sales	7.8%	8.2%	8.7%	10.3%	8.5%	8.2%	7.6%	7.8%
ROE	8.9%	9.1%	9.4%	10.0%	8.8%	8.5%	8.2%	8.4%
Return on assets (ROA)	4.0%	4.0%	4.4%	5.0%	4.4%	4.1%	3.9%	4.2%
EPS (yen/share)	111.01	119.75	130.36	147.80	136.96	140.87	143.50	154.46
Dividends (yen/share)	40.50	40.50	40.50	44.50	47.00	47.00	57.00	61.50
Payout ratio	36.5%	33.8%	31.1%	30.1%	34.3%	33.4%	39.7%	39.8%
Purchase of treasury shares	—	—	—	3,999	—	—	2,999	—
Total assets	244,147	249,332	242,497	247,234	262,695	298,623	298,580	292,226
Net assets	106,219	112,198	119,301	124,980	132,455	140,171	145,844	154,114
Cash and deposits	15,659	19,151	20,288	17,884	19,745	22,255	23,707	19,020
Interest-bearing debt	91,991	91,402	80,341	73,459	80,171	102,006	92,785	80,513
Equity ratio	43.4%	44.8%	49.0%	50.3%	50.2%	46.7%	48.6%	52.5%
Capital investment	29,891	14,038	12,214	19,412	23,361	30,853	9,591	16,112
Depreciation	11,706	13,170	13,532	13,609	13,636	14,180	15,052	14,751
Research and development expenses	1,197	1,159	1,229	1,195	1,154	1,295	1,483	1,543
Inventory turnover in months	1.53	1.54	1.48	1.44	1.44	1.56	1.57	1.55
Amount of containers and bottles collected for recycling (t)	55,262	75,730	82,629	85,070	83,330	91,350	91,500	90,000
Number of collection points for recycling	9,150	9,260	9,390	9,800	10,000	10,500	10,680	11,000

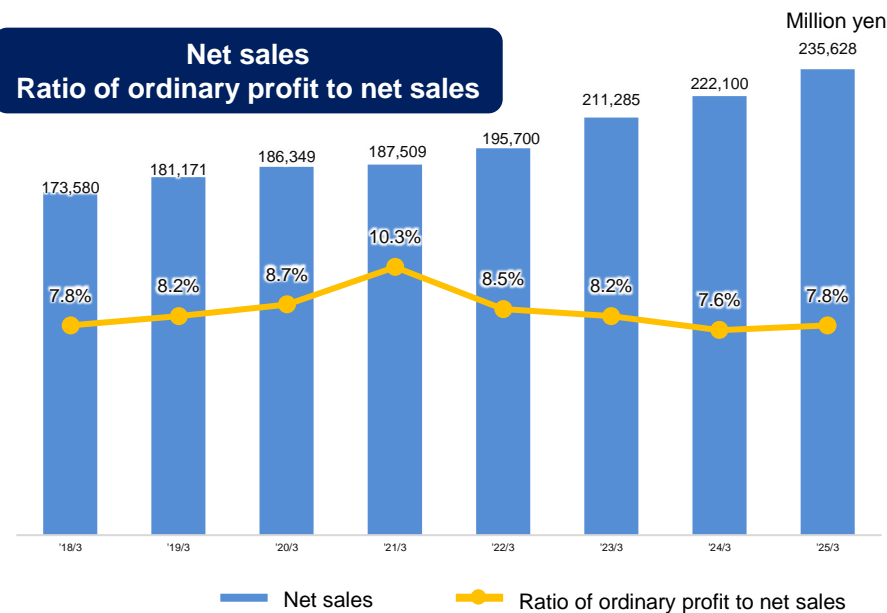
Trends in Results (2)

* Changed to the Accounting Standard for Revenue Recognition in FY ended Mar. 2022. Retrospectively applied for FY ended Mar. 2021.

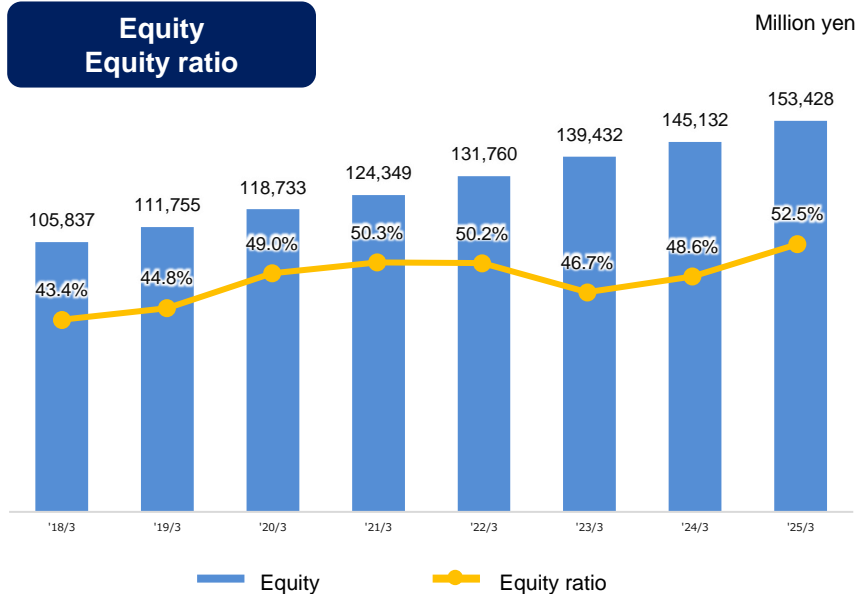
ROE ROA



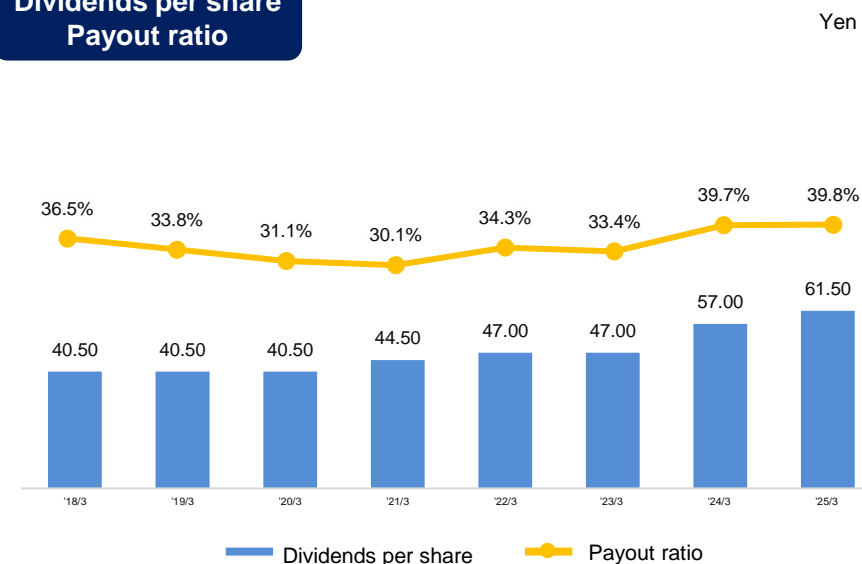
Net sales Ratio of ordinary profit to net sales



Equity Equity ratio



Dividends per share Payout ratio



Factors influencing Ordinary Profit

Unit:100 million yen

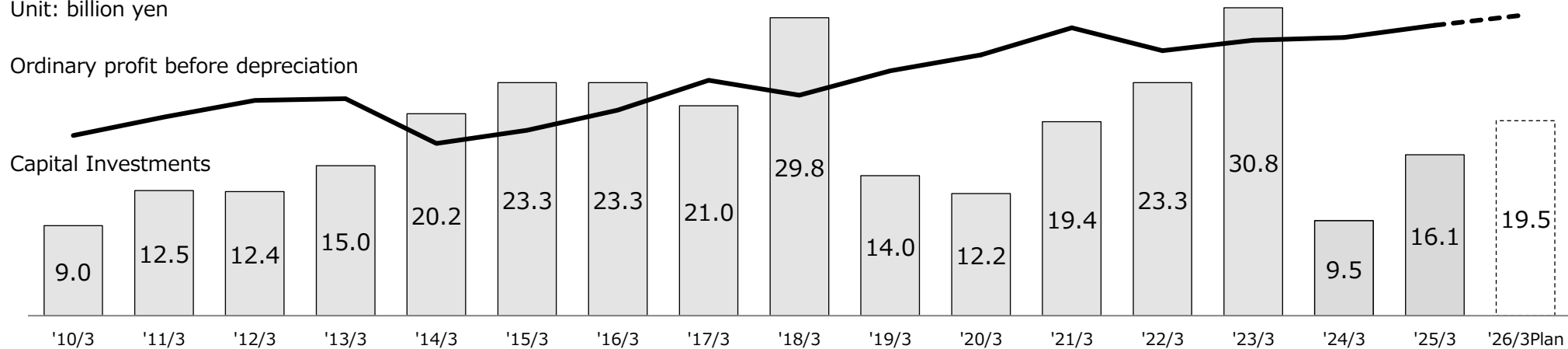
	'18/3			'19/3			'20/3			'21/3			'22/3			'23/3			'24/3			'25/3			'26/3Plan		
	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year	1st half	2nd half	Full year
Ordinary Profit for previous year	79.1	78.3	157.4	66.3	69.2	135.5	64.8	83.8	148.6	74.4	88.3	162.7	85.6	108.2	193.8	89.1	77.9	167.0	64.0	109.1	173.2	72.3	95.4	167.8	65.2	119.3	184.5
The Price of Material																			-17.5	-13.9	-31.4	-10.0	-23.0	-33.0	-7.0	-2.0	-9.0
	-13.0	-13.0	-26.0	-14.8	-15.5	-30.3	+2.5	+5.2	+7.7	+11.0	+3.0	+14.0	-9.9	-36.1	-46.0	-24.4	+23.8	-0.6									
Sales Price	-	+4.5	+4.5	+13.6	+28.0	+41.6	+10.5	-	+10.5																		
Sales Efforts	+6.0	+3.2	+9.2	+4.5	+7.2	+11.7	+3.5	+5.0	+8.5	+7.2	+9.8	+17.0	+11.0	+6.0	+17.0	+4.0	+3.5	+7.5									
Improved Production	-3.2	-4.0	-7.2	-0.5	-	-0.5	+1.0	+1.5	+2.5	-1.5	+3.5	+2.0	+3.5	-1.5	+2.0	+1.5	-1.0	+0.5	-19.5	+7.4	-12.1	+3.0	-5.0	-2.0	-13.0	±0.0	-13.0
Improved Distribution	+0.5	+1.0	+1.5	-1.5	-3.0	-4.5	-4.0	-3.5	-7.5	-0.5	+1.5	+1.0	+2.5	+2.5	+5.0	-	-	-	-4.0	-3.0	-7.0	-6.0	-5.7	-11.7	-7.0	-4.0	-11.0
Group Companies	-	+1.5	+1.5	+0.5	+1.5	+2.0	+2.0	+0.1	+2.1	-0.7	+6.5	+5.8	+4.0	+2.0	+6.0	+2.0	+10.9	+12.9	-2.0	-3.7	-5.7	+3.0	±0.0	+3.0	-1.0	+1.0	±0.0
Cost increase	-3.1	-2.3	-5.4	-3.3	-3.6	-6.9	-5.9	-3.8	-9.7	-4.3	-4.4	-8.7	-7.6	-3.2	-10.8	-8.1	-5.9	-14.0	-5.1	-4.4	-9.5	-8.3	-2.5	-10.8	-6.2	-4.3	-10.5
Total increase/decrease	-12.8	-9.1	-21.9	-1.5	+14.6	+13.1	+9.6	+4.5	+14.1	+11.2	+19.9	+31.1	+3.5	-30.3	-26.8	-25.0	+31.3	+6.3	+8.2	-13.7	-5.4	-7.1	+23.8	+16.7	+10.8	+0.7	+11.5
Ordinary profit	66.3	69.2	135.5	64.8	83.8	148.6	74.4	88.3	162.7	85.6	108.2	193.8	89.1	77.9	167.0	64.1	109.2	173.3	72.3	95.4	167.8	65.2	119.3	184.5	76.0	120.0	196.0

Strategic Investment

Unit: billion yen

Ordinary profit before depreciation

Capital Investments



Annual investment of approx. 20.0 billion yen

Development of the world's first materials

2010: Launch of Multi FP products
 2012: Launch of Multi Solid products
 2012: Launch of Eco APET products
 2012: Launch of OPET products
 2012: Launch of New Transparent PP products
 2014: Launch of PPI-talc products
 2022: Launch of cold-resistant PPI-talc products

Enhancement of production and recycling

2012: Kanto Yachiyo Plant
 2016: Chubu Eco PET Plant
 2017: Kanto Eco PET Plant
 2018: FPCO ALRight Plant
 2018: FPCO Gravure Plant
 2022: Chubu Plant I
 2023: Kansai Plant
 2024: Kansai Sorting Plant

Enhancement of distribution network

2012: Chubu Picking Center
 2014: Fukuyama Cross Dock Center
 2014: Hachioji Distribution Center
 2020: Kyushu Distribution Center expanded
 2020: Fukuyama Hub Center expanded
 2021: Chubu Cross Dock Center expanded
 2023: Kansai Hub Center

Investment in human resources

2014: FPCO Research Center and Human Resources Development and Training Center
 2018: Hiroshima Sales Office
 2019: Headquarters of FPCO International Package Co., Ltd.
 PicoHouse dormitories for single employees (total number of units: 473)
 [2017: PicoHouse No.1 (150 units)
 PicoHouse No.2 (102 units)
 2020: PicoHouse No.3 (63 units)
 PicoHouse No.4 (18 units)
 2022: PicoHouse No.5 (140 units)]

Expansion of the microwavable and frozen food markets

Increase of ESG investments

Soaring cost of regular cargo services

Labor shortage

Promotion of Dialogue with Shareholders

● Explanatory meetings for institutional investors (FY2023 to FY2024)

Date	Name	Details	Main speakers
Meetings related to financial results			
Nov.	Q2 financial results briefing	Performance forecasts and initiatives to enhance corporate value	Chairman and Representative Director President and Representative Director Executive Vice President and Director (in charge of finance, accounting and IR)
May	Financial results briefing		
Other events			
June 2023	Top meeting with domestic securities companies	Performance trends, growth strategies and product experiences	Chairman and Representative Director, Executive Vice President and Director (in charge of finance, accounting and IR)
September 2023	Explanatory meeting for domestic investment trusts and individual investors	Improving the visibility of the FPCO method of recycling	Person in charge of IR, general managers of divisions
December 2023	Plant tours for domestic investment trusts and institutional investors	Tours of facilities such as manufacturing plants, logistics facilities and recycling plants, growth strategies	Executive Vice President and Director (in charge of finance, accounting and IR), general managers of divisions
March 2024	Conference with domestic securities companies and overseas investors	Performance trends and growth strategies	Chairman and Representative Director, Executive Vice President and Director (in charge of finance, accounting and IR)
September 2024	Explanatory meeting for domestic investment trusts and individual investors	Improving the visibility of the FPCO method of recycling and providing opportunities to experience products	Person in charge of IR
March 2025	Conference with domestic securities companies and overseas investors	Performance trends and growth strategies	Chairman and Representative Director, Executive Vice President and Director (in charge of finance, accounting and IR)
March 2025	Plant tours for domestic investment trusts and individual investors	Tours of facilities such as manufacturing plants, logistics facilities and recycling plants, growth strategies	Person in charge of IR, general managers of divisions

● Outline of individual dialogue events (FY2023 to FY2024)

Total number of companies with which we engaged in dialogue	Outline of investors	Person(s) from FP Corporation hosting the event
Approx. 380 companies	Domestic and overseas institutional investors with a wide range of investment styles focused on medium- to long-term investments People specialized in diverse fields (analysts, fund managers, people responsible for ESG matters, etc.)	Chairman and Representative Director, President and Representative Director, Independent Outside Director, Executive Vice President and Director (in charge of finance, accounting and IR), Senior Vice President and Director (in charge of general affairs and personnel), Sustainability Promotion Office

● Individual plant tours (FY2023 to FY2024)

Total number of companies that we provided tours to	Sites where tours were given	Person(s) from FP Corporation hosting the event
Approx. 15 companies	Kanto, Chubu, Kansai and Fukuyama	Executive Vice President and Director (in charge of finance, accounting and IR), general managers of divisions

World's First Sheets and Materials

PP: polypropylene

- ☆ Heat-resistant: +110°C
- ☆ High oil resistance
- ★ Difficult to foam and to reduce the weight
- ★ Low stiffness
- ★ Low cold resistance
- ★ Difficult to make transparent

Cold-resistant PPiP-talc

- ☆ 25% reduction in the use of plastics compared to cold-resistant PP, an existing product
- ☆ It is equivalent to existing products in terms of resistance to cold and shock, top-to-bottom compressive strength and weight.

PS: polystyrene

PSP: foamed polystyrene

- ☆ Easy to mold
- ☆ Low raw material ratio
- ☆ Weight reduction is possible
- ☆ High insulation
- ★ Low heat resistance: +80°C
- ★ Low oil resistance

New transparent PP

- ☆ Heat-resistant: +110°C
- ☆ High oil resistance
- ☆ Same transparency as OPS

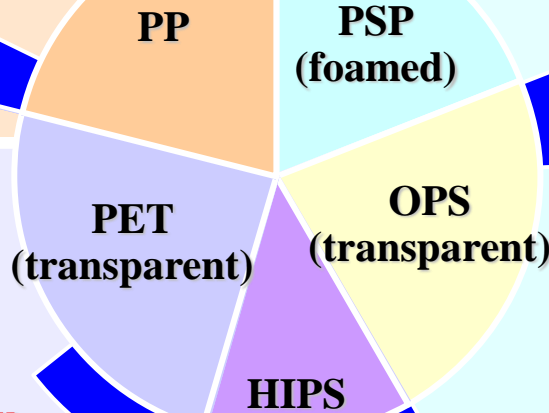
PET: polyethylene terephthalate

- ☆ High transparency
- ☆ High oil resistance
- ★ Low heat-resistance: +60°C
- ★ Relative density is greater

OPET: Biaxially oriented PET

- ☆ High transparency
- ☆ High oil resistance
- ☆ Same heat-resistance as OPS: +80°C
- ☆ Weight can be reduced by stretching
- ★ Difficult to mold

FPCO



MSD: Multisolid
Non-foaming polystyrene

MFP: multi FP

: foamed polystyrene

- ☆ Easy to mold
- ☆ Low raw material ratio
- ☆ High thermal insulation
- ☆ High oil resistance
- ☆ Resistant to a wide range of temperatures: -40 to +110°C
- ☆ High stiffness
- ☆ Weight reduction is possible

Recycling of multi-FP remnants

OPS: oriented polystyrene

- ☆ Transparent
- ☆ Heat-resistant: +80°C
- ★ Low oil resistance
- ★ Limited weight reduction

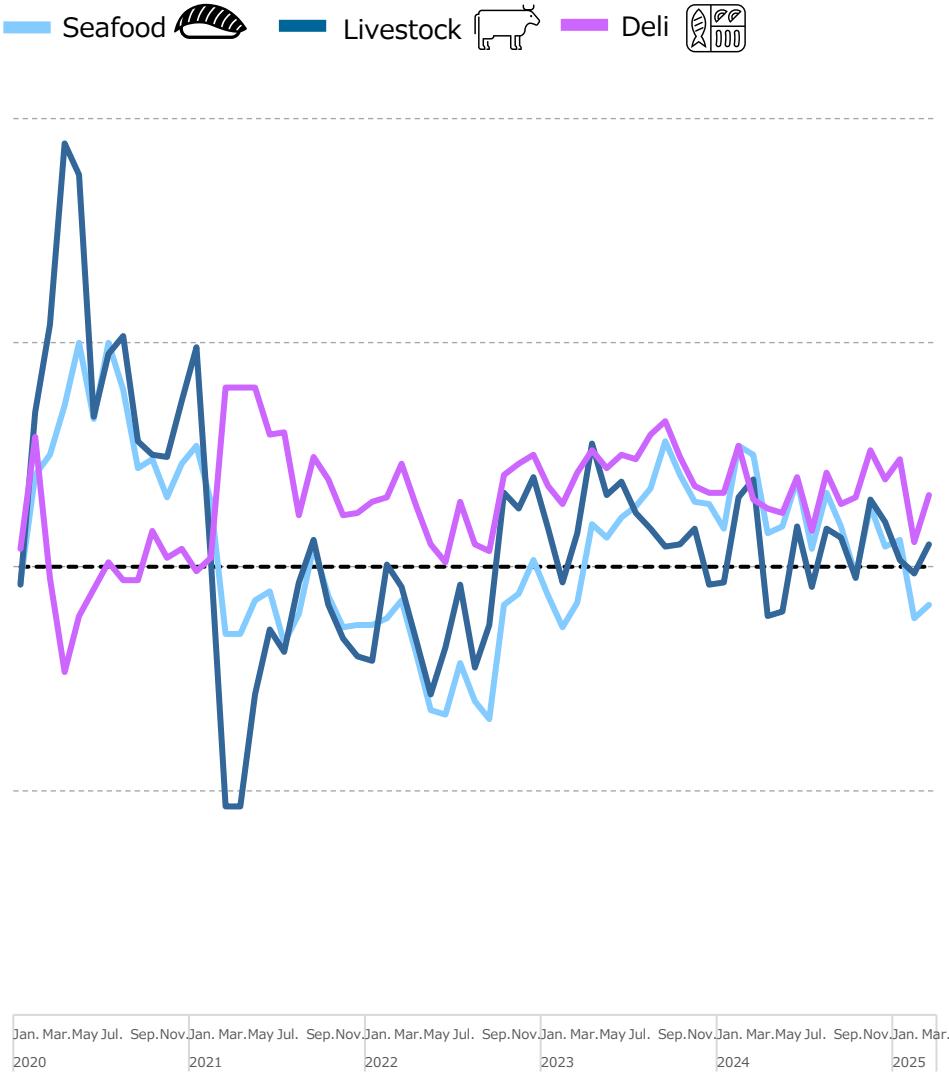
* The pie chart at the center represents the share by material (on weight basis). 57

Trends in the Retail Market

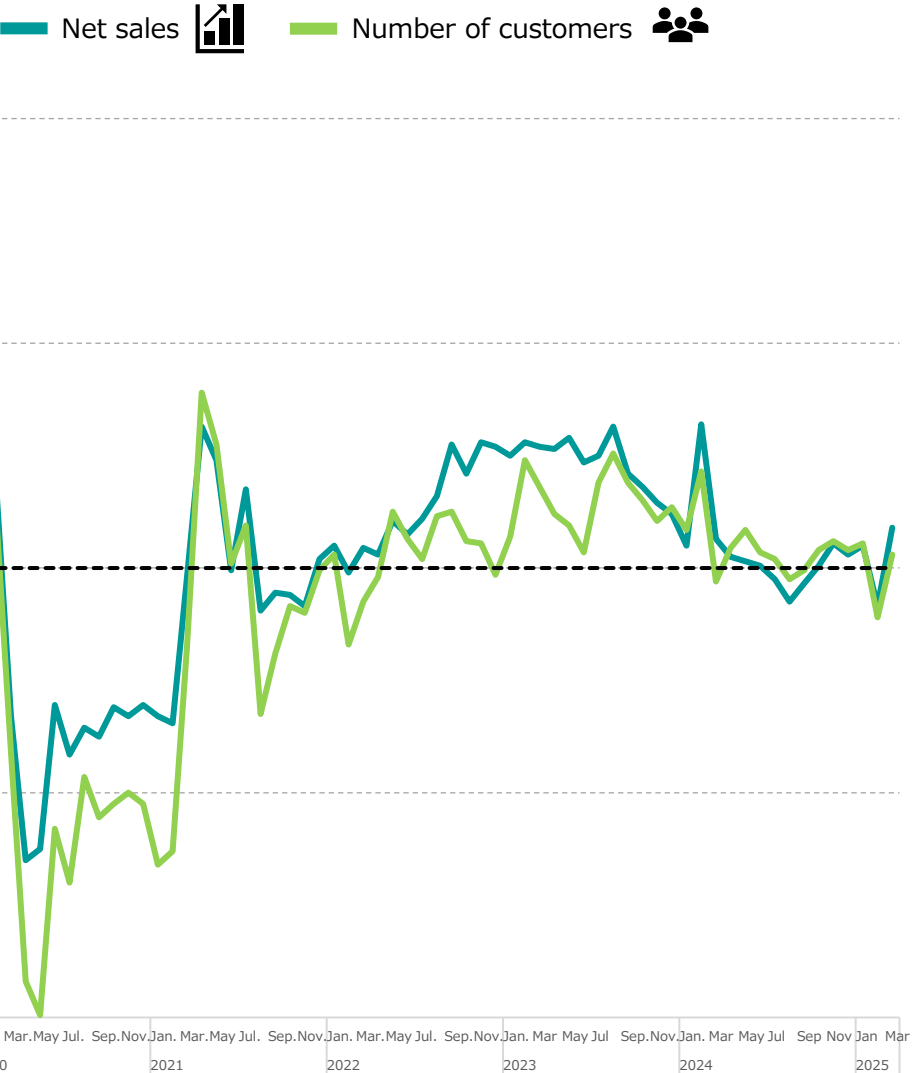
Source: Japan Supermarkets Association (year-on-year changes in sales at existing stores)

Source: Japan Franchise Association (year-on-year changes in sales at existing stores)

Supermarkets

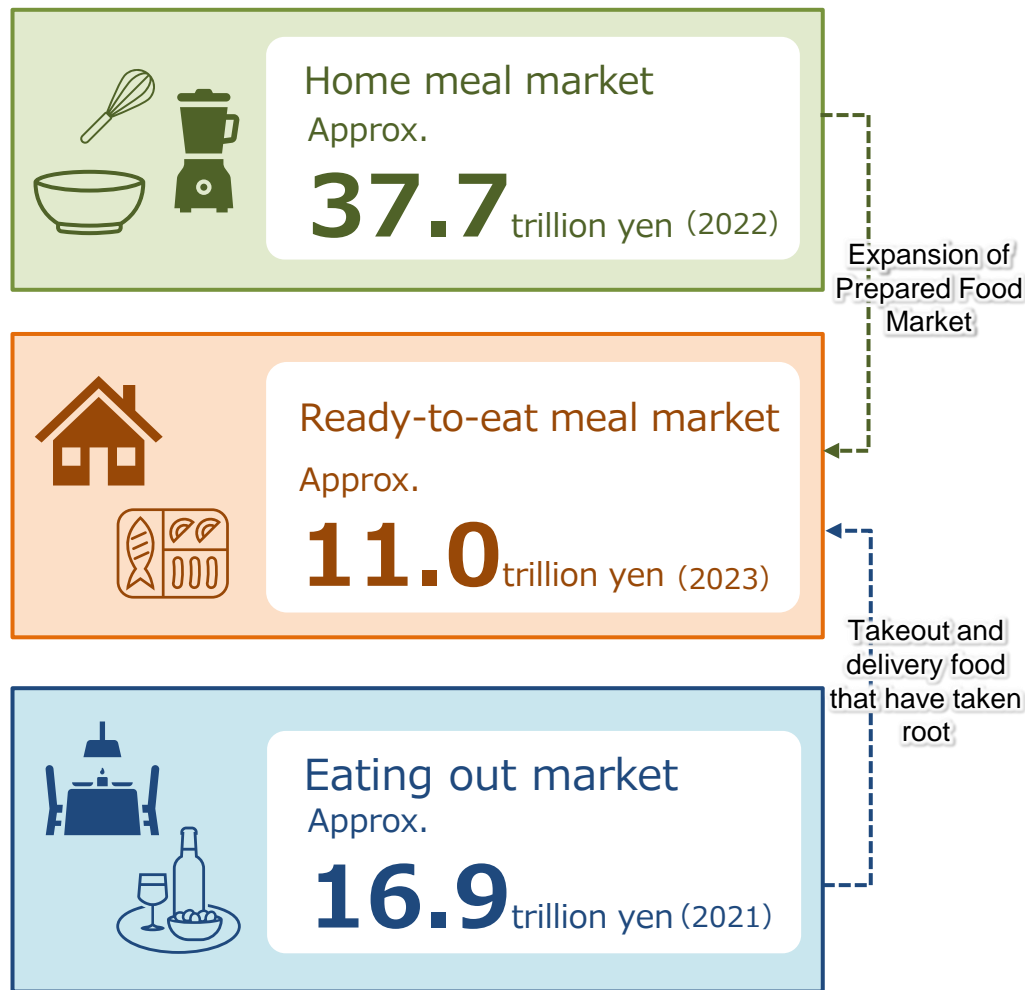


Convenience stores

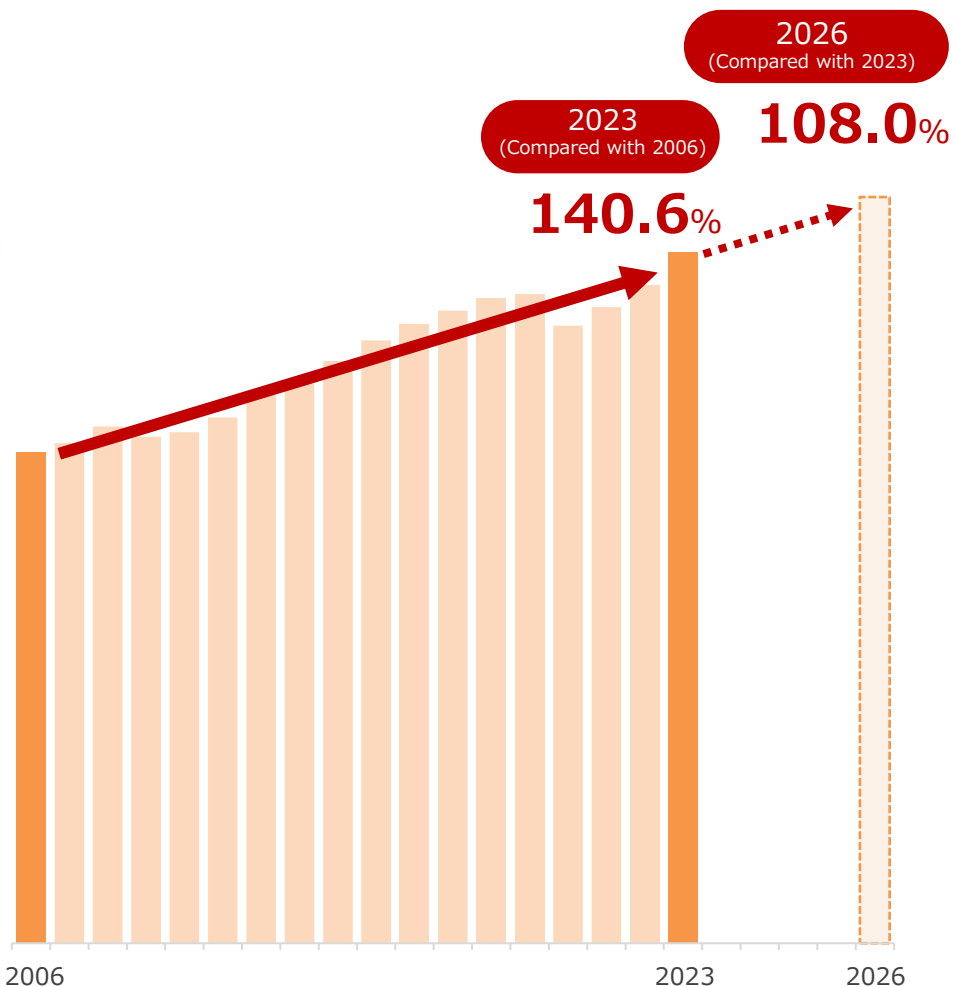


Expansion of Ready-to-Eat Meal Market

Source: Japan Ready made Meal Association "Ready made Meal White Paper 2024"

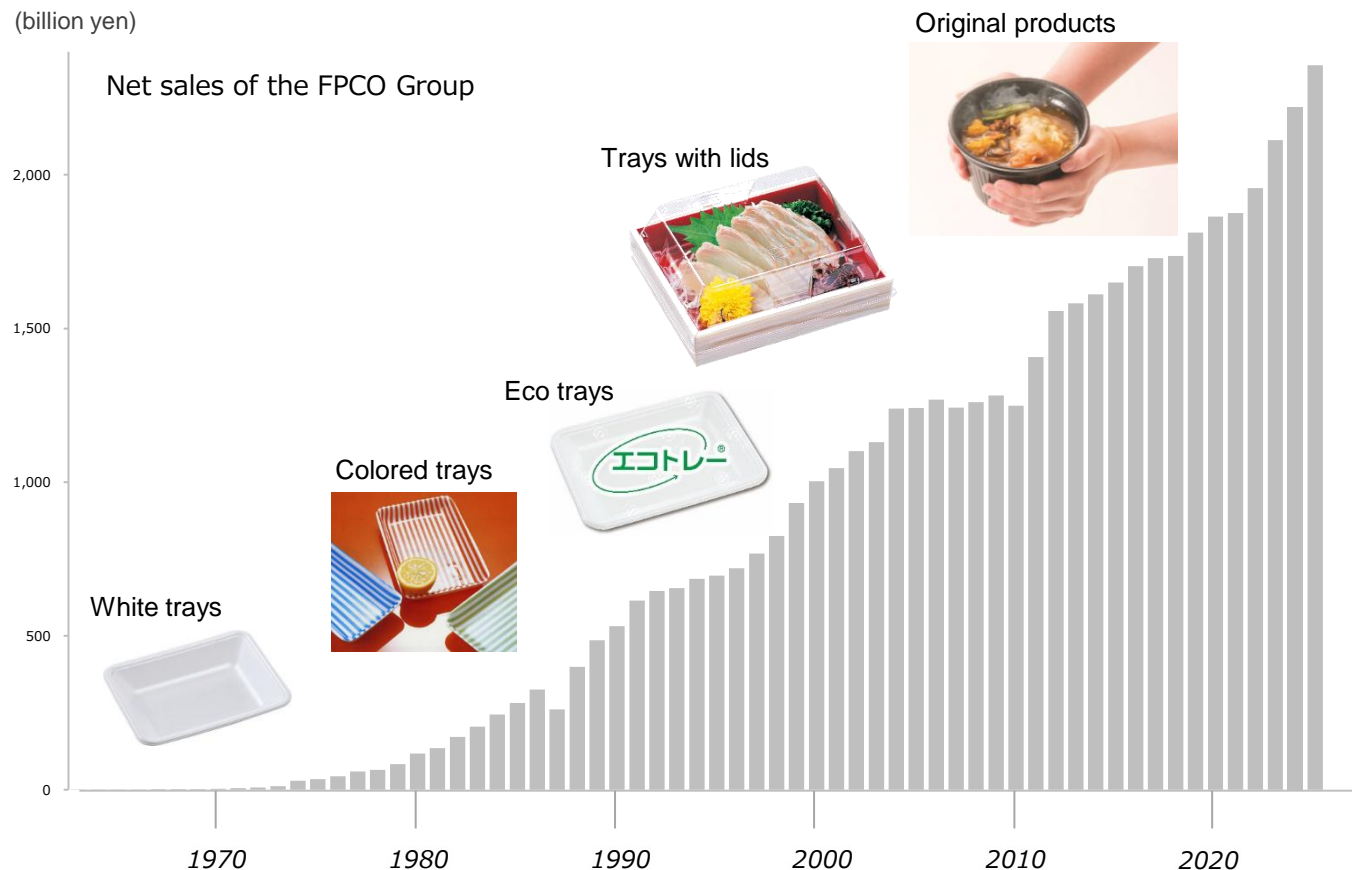


Trend in Scale of Ready-to-Eat Meal Market

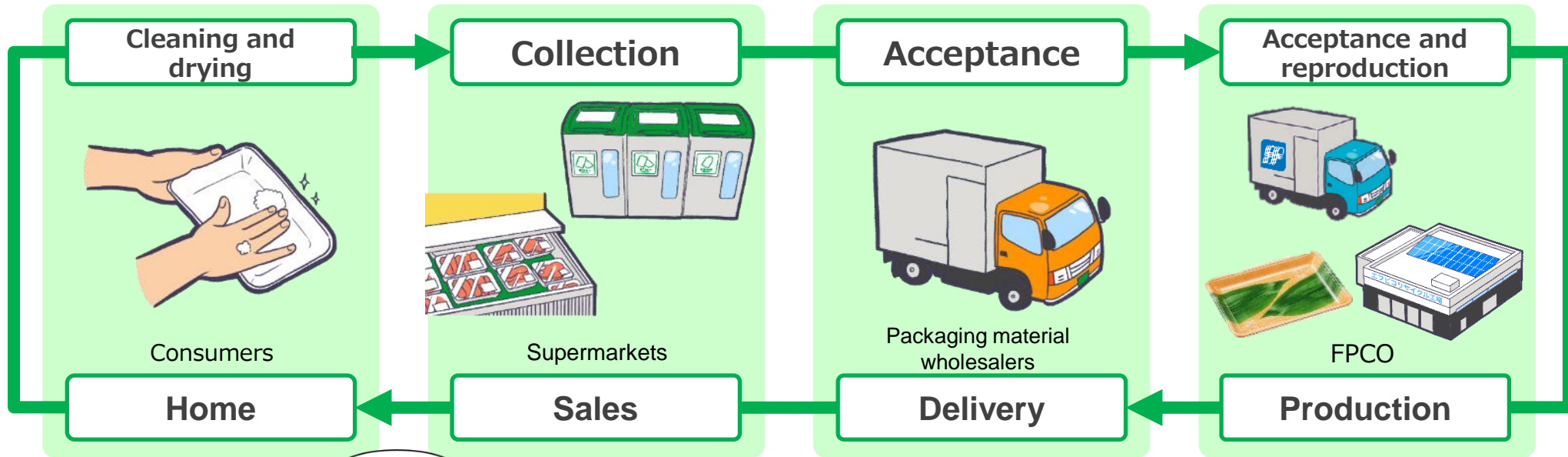


Trends in the Food Container Market and Enhancement of the Performance of Our Business

Providing products in response to market changes/Changing the market with our products



FPCO Method of Recycling



History

- 1980 Garbage problem in Hiroshima
- 1990 Boycott against McDonald's in the U.S.
- 1990 Launch of recycling with FPCO method**
- 1992 Release of Eco Trays**
- 1995 Establishment of the Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging
- 1997 Kyoto Protocol
- 2008 Launch of transparent container recycling**
- 2011 Launch of PET bottle recycling**
- 2012 Release of Eco APET**
- 2015 Paris Agreement
- 2021 Establishment of the Act on Promotion of Resource Circulation for Plastics

Replacement of containers with paper packages

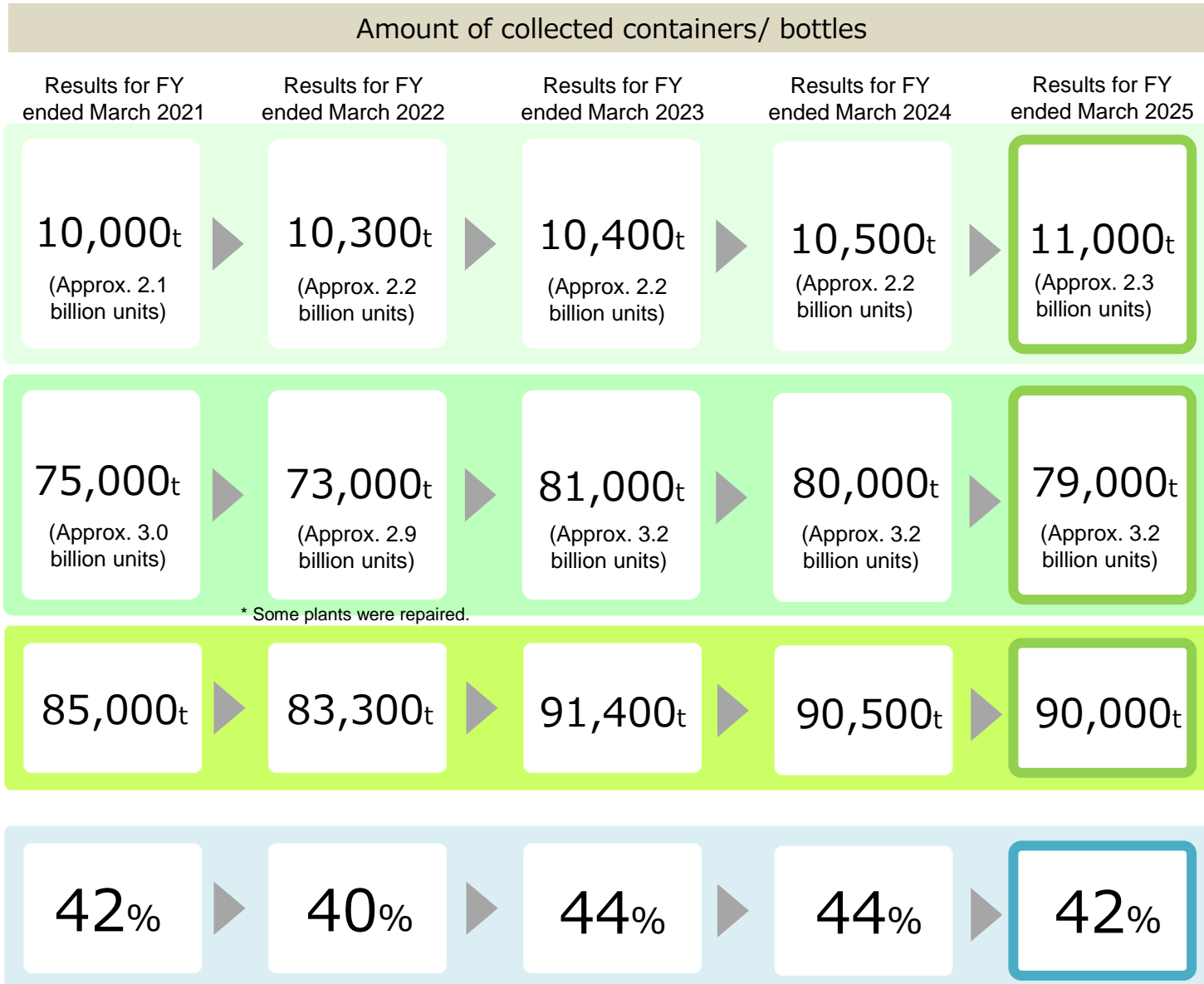


Collection bases



Collection of Plastic Resources

The corresponding values for the number of containers and bottles were calculated based on the following standard weights. Foamed PS tray: Approx. 4 grams; Transparent container: Approx. 10 grams; PET bottle: Approx. 25 grams



Nationwide Production and Logistics Network

FPCO can produce and deliver on an area-specific basis

Completed a network which has 85% of the total population, including the populations of major cities, within a 100 km radius of the bases

FPCO's network for manufacturing, distribution and recycling operations

● Production Plants	20 sites
● Distribution and Hub Centers	9 sites
● Picking Centers	10 sites
● Recycling Plants (PSP)	3 sites
● PET Recycling Plants	3 sites
● Sorting Center	11 sites

● Chubu Plant/Chubu Eco PET Plant
Toyama Plant
● Chubu Hub Center/ Picking Center
● Chubu Recycling Plant/ Chubu PET Recycling Plant/ Gifu Sorting Plant/ Matsumoto Sorting Plant/ Kanazawa Sorting Plant

● Fukuyama Plant/ Kannabe Plant/ Kasaoka Plant/ Shikoku Plant
● Fukuyama Hub Center/ Picking Centers
● Fukuyama Recycling Plant/ Sorting Center

● Kyushu Plant/ Kagoshima Plant/ Nango Plant
● Kyushu Distribution Center/ Picking Center
● Nishinohon PET-Bottle Recycle Co., Ltd./ Saga Sorting Center

Emergency Power Generation Facilities

Business continuity plan (BCP): Ensuring stable supply in the event of a disaster
Emergency power generator installed at all of our logistics facilities in Japan
Power supply for 72 hours ensured



● Niigata Picking Center

● Hokkaido Plant
● Hokkaido Distribution Center/ Picking Center
● Hokkaido Sorting Center

● Yamagata Plant
● Tohoku Distribution Center/ Picking Center
● Yamagata Sorting Plant

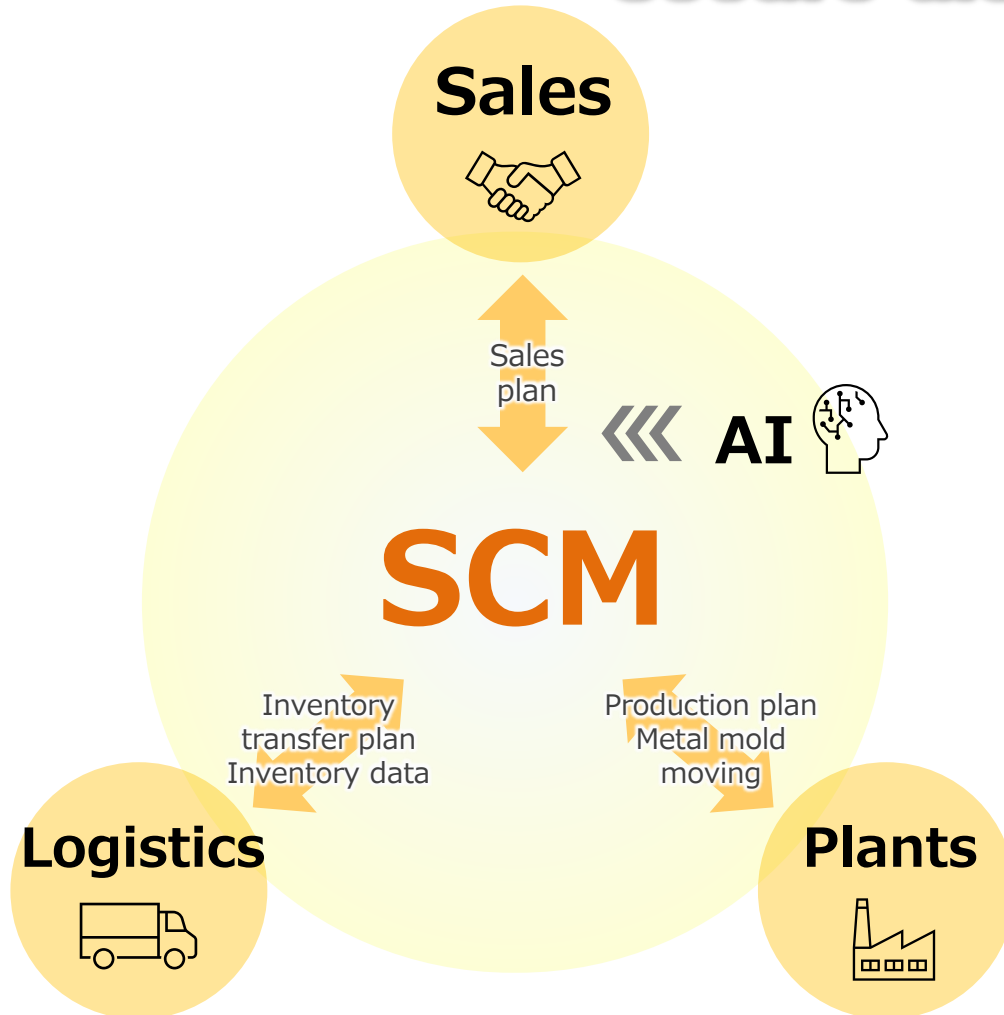
● Kanto Plant/ Kanto Yachiyo Plant
Kanto Shimodate Plant/ Kanto Eco PET Plant
Chikusei Plant/ Kanto Tsukuba Plant
● Kanto Hub Center/ Picking Center
Hachioji Distribution Center/ Picking Center
Ibaraki Picking Center
● Kanto Recycling Plant and Kanto PET Recycling Plant/ Ibaraki Sorting Center

● Tokai Distribution Center
● Tokai Sorting Plant

● Kansai Plant/ Kinki Kameoka Plant
● Kansai Hub Center/ Picking Center
● Nishinomiya Sorting Plant/Kansai Sorting Plant (operation started in October 2024)

Supply Chain Management (SCM) System

Stable supply for supporting safe,
secure dietary life

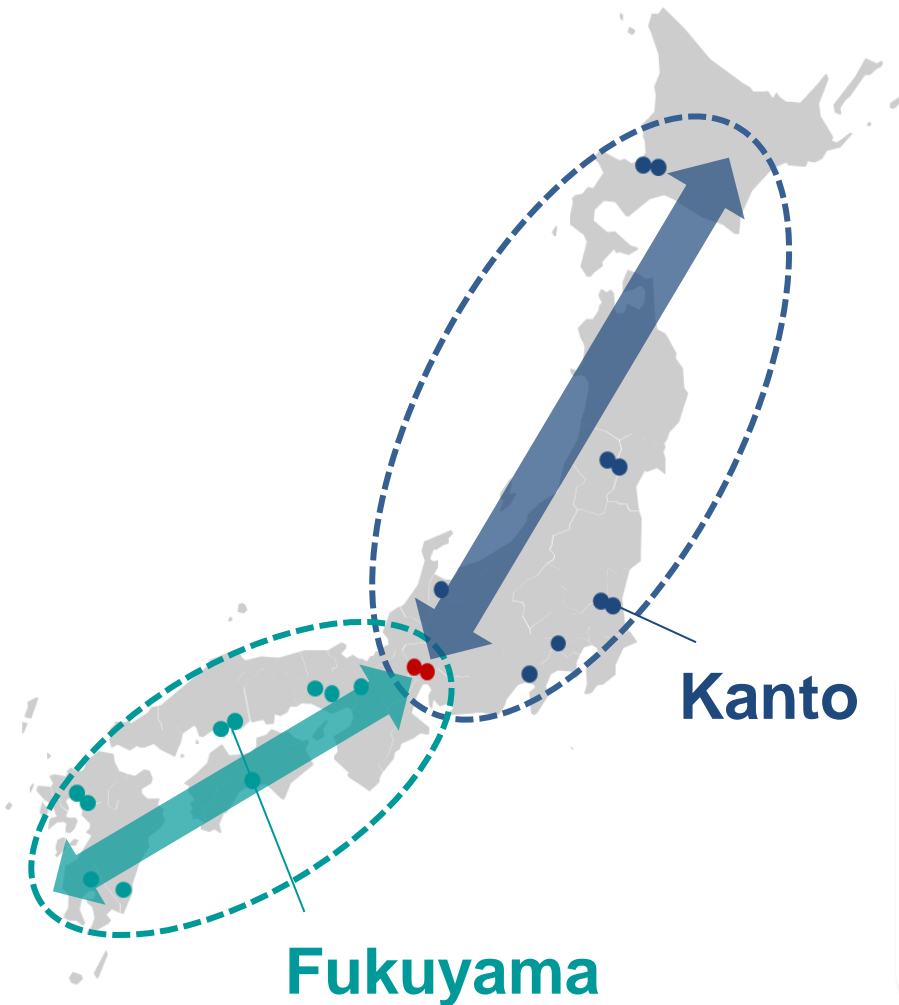


- ✓ A lineup of approx. **12,000** items
- ✓ Maintenance of an appropriate inventory level
- ✓ Using AI to improve the precision and efficiency of sales forecasts

Minimizing the Transportation of Products between Kanto and Fukuyama

Supply Chain Management System

SCM and network of sites established across Japan



Initiatives (1)

Further driving local production in response to demand

Initiatives (2)

Minimizing the transfer of products between sites by dividing the area into east and west

Long-distance transportation between Kanto and Fukuyama



April 2024 – March 2025

53.5% reduction

Investment to Attract and Retain Human Resources (1): Automation and Labor Reduction



Reducing labor for simply moving goods

Lightening heavy work



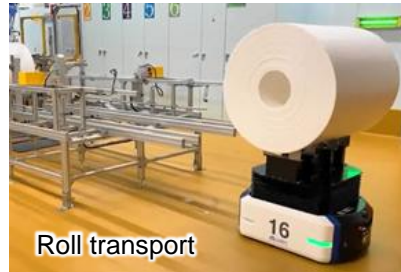
Reducing labor for frequent tasks



Manufacturing division



Roll acceptance



Roll transport



Roll set up



Packing

Logistics division



Automated Guided Vehicles (AGV)



Sorter



Automated Guided Forklift (AGF)

- AGV (Automated Guided Vehicle)
33 units ('25/3)
- AGF (Automated Guided Forklift)
6 units ('25/3)
- Sorter
Introduced at 5 centers

Effects of automation

Improvement of work environment

Expansion of occupational domains

Transfer of manpower to value-added operations

Investment to Attract and Retain Human Resources (2): Improvement of Treatment

FY 2019 **Expansion of retirement benefit system**

FY 2021 **Improvement of salary levels**
(revision of late-night work allowances, etc.)

FY 2024 **Initiatives for employees working onsite at manufacturing and logistics companies:**

- Significant revision of salary levels (average 10.7%)
- Increase in starting salary
- Increase in the number of holiday days

Turnover at manufacturing and logistics companies

Year-on-year **63** persons decrease

(voluntary retirement only, results for April 2023 to March 2024)

FY 2025 **Average 5% revision of salary levels**

FY ending March 2026 **Average 6% revision of salary levels**

ESG Assessments by External Rating Agencies

Rating

FTSE (UK)

(June 2023)

(June 2024)

3.8 → 4.0

MSCI (USA)

(March 2023)

(May 2024)

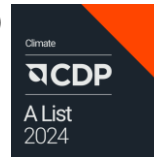
BB → BB

CDP (UK)

(February 2024)

(February 2025)

A → A



SUSTAINALYTICS (The Netherlands)

(December 2023)

(November 2024)

14.4 → 17.8
(Low Risk) (Low Risk)

* The lower, the better

ESG Indexes



FTSE4Good



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index

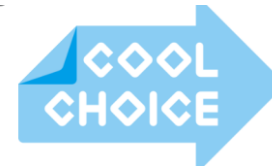


2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Morningstar
Japan ex-REIT Gender Diversity
Tilt Index (GenDi J)

Evaluations by Other External Organizations and Other Activities

External evaluation



Environmental groups in which FP Corporation participates



Diversity Management Making Maximal Use of Capabilities

Playing key roles in FPCO Group's core operations

Number of employees
with disabilities

401

Adjusted number of
employees with disabilities

676

Ratio of employees
with disabilities

12.6%

(March, 2025)



Manufacturing

Molding, assembly, inspection,
and packaging of food trays



Sorting plant

Used food trays,
transparent containers

Support for Customers in their Employment of People with Disabilities

With FPCO's support, employment was created for

770 people at **55** locations

mainly at customers' workplaces

(March, 2025)



● Evaluation concerning employment of workers with disabilities

- ▶ September 2024 Toyo Keizai Inc. Ranked 3rd in ratio of employees with disabilities
- ▶ June 2022 Ministry of Health, Labour and Welfare Certification of outstanding small- and medium-sized businesses concerning efforts to hire more people with disabilities ("MONISU" certification) (FPCO Ducks Corporation)
- ▶ January 2019 Ministry of Health, Labour and Welfare FY2018 People with Disabilities Active Company Certification (FPCO Ducks Corporation)



Information on Facility Tours

[Accepted at any time]
Corporate Planning Department:
ir_7947@fpco-net.co.jp

Visitors can view state-of-the-art **production**, **logistics**, and **recycling**

