

Fiscal 2024 Results

(For the Period from January 1, 2024, through December 31, 2024)

Yamazaki Baking Co., Ltd.

(February 14, 2025)

I . Fiscal 2024 Consolidated Results

Consolidated Results

1. Overview

(Millions of yen)

	Fiscal 2023	%	Fiscal 2024	%	Increase/ (decrease)	Percentage change
Net sales	1,175,562	100.0	1,244,488	100.0	68,925	5.9
Operating income	41,962	3.6	51,873	4.2	9,911	23.6
Ordinary income	45,526	3.9	56,305	4.5	10,778	23.7
Profit attributable to owners of parent	30,168	2.6	36,015	2.9	5,847	19.4

Comprehensive income	47,714	4.1	45,481	3.7	(2,232)	(4.7)
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	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Fiscal 2024
Net sales	306,658	311,088	301,846	324,895	1,244,488
Operating income	16,512	14,516	7,755	13,088	51,873

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Number of consolidated subsidiaries	36	40	4
Number of equity-method subsidiaries	2	2	0

2. Net Sales by Segment

(Millions of yen)

	Fiscal 2023	Percentage of total	Fiscal 2024	Percentage of total	Increase/ (decrease)	Percentage change
Food business	1,093,762	93.0	1,153,504	92.7	59,741	5.5
Bread	108,569	9.2	114,088	9.2	5,518	5.1
Sweet buns	433,362	36.9	464,844	37.3	31,482	7.3
Japanese-style confectionery	73,793	6.3	76,627	6.2	2,833	3.8
Western-style confectionery	151,918	12.9	157,251	12.6	5,332	3.5
Processed bread, prepared rice and processed noodles	152,962	13.0	158,022	12.7	5,060	3.3
Biscuits, crackers, <i>sembei</i> and other merchandise	173,156	14.7	182,670	14.7	9,514	5.5
Retail business	67,952	5.8	76,200	6.1	8,248	12.1
Other businesses	13,847	1.2	14,783	1.2	935	6.8
Total	1,175,562	100.0	1,244,488	100.0	68,925	5.9

3. Operating Income by Segment

(Millions of yen)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)	Percentage change
Food business	40,704	49,796	9,092	22.3
Retail business	(1,789)	(1,235)	553	–
Other businesses	2,682	3,017	335	12.5
Subtotal	41,597	51,579	9,981	24.0
Adjustment	364	294	(69)	–
Total	41,962	51,873	9,911	23.6

4. Income and Expenses

(Millions of yen)

	Fiscal 2023		Fiscal 2024		Increase/ (decrease)	Percentage change	Reasons
		%		%			
Gross profit	379,046	32.2	405,255	32.6	26,208	6.9	
Selling, general and administrative expenses	337,084	28.6	353,381	28.4	16,296	4.8	
Sales promotion expenses	5,746		6,109		362		
Advertising expenses	11,579		11,775		195		
Haulage expenses	67,858		71,388		3,530		Increase in cargo volume
Personnel expenses	149,907		158,450		8,542		Increase in salaries and wages
Depreciation and amortization	13,243		13,763		519		
Rental fees	23,503		23,668		164		
Others	65,245		68,226		2,981		
Operating income	41,962	3.6	51,873	4.2	9,911	23.6	
Nonoperating income	5,146	0.4	6,099	0.4	952	18.5	
Interest income	272		399		127		
Dividend income	1,531		1,791		259		
Rent income on fixed assets	1,028		978		(50)		
Equity in earnings of affiliates	539		681		141		
Foreign exchange gains	503		927		423		
Other nonoperating income	1,270		1,322		51		
Nonoperating expenses	1,582	0.1	1,668	0.1	85	5.4	
Interest expense	740		861		120		
Rent expenses on fixed assets	308		255		(53)		
Other nonoperating expenses	533		552		18		
Ordinary income	45,526	3.9	56,305	4.5	10,778	23.7	
Extraordinary gains	3,396	0.3	2,406	0.2	(989)	(29.1)	
Gain on sales of fixed assets	137		219		82		
Gain on sale of investment securities	20		1,443		1,423		
Gain on sale of shares of subsidiaries and associates	390		592		202		
Gain on bargain purchase	2,697		–		(2,697)		(Previous period) Recorded due to new consolidation of YK Baking Company, Ltd.
Other extraordinary gains	151		150		(0)		
Extraordinary losses	3,100	0.3	3,075	0.2	(25)	(0.8)	
Loss on sales and retirement of fixed assets	1,635		2,048		413		
Impairment loss	1,031		772		(258)		
Other extraordinary losses	434		254		(179)		
Income before income taxes	45,821	3.9	55,636	4.5	9,814	21.4	
Income and other taxes	14,190	1.2	17,502	1.4	3,312	23.3	
Profit	31,631	2.7	38,133	3.1	6,502	20.6	
Profit attributable to non-controlling interests	1,462	0.1	2,117	0.2	654	44.8	
Profit attributable to owners of parent	30,168	2.6	36,015	2.9	5,847	19.4	
Comprehensive income	47,714	4.1	45,481	3.7	(2,232)	(4.7)	

5. Consolidated Balance Sheets (Including Reasons for Major Changes)

(Millions of yen)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)	Reasons
Current assets	314,787	341,404	26,616	
Cash and deposits	134,937	152,443	17,506	Increase due to new loans payable, etc.
Note receivable	148	139	(8)	
Accounts receivable	134,965	140,892	5,926	Increase due to higher sales
Merchandise and finished goods	13,750	14,762	1,012	
Work in process	728	992	264	
Raw materials and supplies	15,203	16,893	1,689	
Other current assets	15,396	15,589	193	
Allowance for doubtful accounts	(341)	(309)	32	
Fixed assets	487,247	523,701	36,453	Capital investment: ¥52.0 billion Depreciation and amortization: ¥41.8 billion
Tangible fixed assets	347,586	358,597	11,010	
Buildings and structures	114,277	116,599	2,321	
Machinery, equipment and vehicles	88,980	93,532	4,552	
Tools, furniture and fixtures	8,609	8,841	231	
Land	124,291	126,078	1,787	Increase due to new consolidation of five subsidiaries of YK Baking Company, Ltd.: ¥0.7 billion
Lease assets	7,387	8,158	771	
Construction in progress	4,040	5,385	1,345	Mineral water bottling plant at Fuji Susono Plant of Fujiya Co., Ltd.: ¥1.3 billion
Intangible fixed assets	21,417	19,197	(2,220)	
Investments and other assets	118,242	145,906	27,663	
Investment securities	80,580	76,726	(3,853)	Decrease due to sale of shares: ¥2.2 billion Decrease due to a fall in prices of stock held: ¥0.7 billion
Long-term loans receivable	1,218	654	(563)	
Net defined benefit asset	649	33,048	32,398	Increase due to improved pension asset management, etc.
Deferred tax assets	9,621	9,125	(495)	
Other investments and other assets	28,574	28,283	(291)	
Allowance for doubtful accounts	(2,401)	(1,931)	469	
Total assets	802,035	865,105	63,070	
Current liabilities	257,877	269,953	12,076	
Notes and accounts payable	89,239	91,424	2,184	Increase in procurement costs due to higher sales
Short-term loans payable	55,608	60,302	4,694	Increase in new loans payable: ¥3.2 billion Decrease due to repayment: ¥0.9 billion
Lease obligations	3,551	3,679	127	
Accrued income tax	11,576	11,674	97	
Accrued expenses	41,541	42,465	923	
Allowance for employees' bonuses	5,793	6,014	220	
Provision for loss on store closures	48	49	0	
Asset retirement obligations	21	30	9	
Other current liabilities	50,495	54,313	3,817	Increase in electronically recorded obligations-facilities: ¥2.0 billion Increase in accounts payable-other: ¥1.0 billion
Long-term liabilities	98,025	134,664	36,639	
Long-term loans payable	16,690	32,373	15,683	Increase in new loans payable: ¥27.5 billion Transfer to short-term loans payable: ¥11.6 billion
Lease obligations	4,282	4,693	411	
Reserve for retirement benefits for directors and corporate auditors	5,113	5,938	825	
Net defined benefit liability	58,293	74,282	15,988	
Asset retirement obligations	4,813	4,824	10	
Other long-term liabilities	8,831	12,552	3,720	
Total liabilities	355,902	404,618	48,715	
Total net assets	446,132	460,486	14,354	Non-controlling interests: ¥48.3 billion (up ¥2.3 billion)
Total liabilities and net assets	802,035	865,105	63,070	

6. Major Subsidiaries

(1) Net sales (Millions of yen)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Fujiya Co., Ltd. (Consolidated)	105,534	109,984	4,449
Sun-Delica Co., Ltd.	104,079	107,053	2,973
YK Baking Company, Ltd. (Consolidated)	24,568	37,862	13,293
Yamazaki Biscuits Co., Ltd.	31,896	34,587	2,690
Vie de France Co., Ltd.	28,406	29,222	815
Tohato Inc.	26,672	28,811	2,139

* Regarding YK Baking Company, Ltd., the figure for fiscal 2024 covers five subsidiaries that were newly consolidated at the end of the period, while the figure for fiscal 2023 indicates nonconsolidated nine-month actual results from April through December.

(2) Operating income (Millions of yen)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Fujiya Co., Ltd. (Consolidated)	1,374	2,298	924
Sun-Delica Co., Ltd.	1,855	2,706	850
YK Baking Company, Ltd. (Consolidated)	187	176	(11)
Yamazaki Biscuits Co., Ltd.	1,018	2,331	1,312
Vie de France Co., Ltd.	298	988	690
Tohato Inc.	1,434	1,649	215

* Regarding YK Baking Company, Ltd., the figure for fiscal 2024 covers five subsidiaries that were newly consolidated at the end of the period, while the figure for fiscal 2023 indicates nonconsolidated nine-month actual results from April through December.

7. Capital Investment and Depreciation and Amortization

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Capital investment	44,644	52,050	7,405
Depreciation and amortization	40,318	41,863	1,545

* The amounts of capital investment and depreciation and amortization of tangible fixed assets and of intangible fixed assets including lease assets have been disclosed.

8. Interest-bearing Debt

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Interest-bearing debt	85,916	106,575	20,658

9. Cash Flows

(Millions of yen)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)	Reasons
Net cash provided by operating activities	73,689	73,974	285	
Net cash used in investing activities	(45,659)	(43,492)	2,167	Decrease in payments due to acquisition of shares of subsidiaries resulting in change in scope of consolidation
Net cash used in financing activities	(18,834)	(15,038)	3,795	Increase in revenue due to long-term loans payable
Cash and cash equivalents at beginning of period	119,559	129,582	10,022	
Cash and cash equivalents at end of period	129,582	145,939	16,357	

10. Number of Employees by Segment

(Number of employees)

	Fiscal 2023		Fiscal 2024		Increase/(decrease)	
Food business	30,554	[19,144]	31,008	[19,637]	454	[493]
Retail business	899	[189]	907	[200]	8	[11]
Other businesses	1,272	[853]	1,478	[1,155]	206	[302]
Total	32,725	[20,186]	33,393	[20,992]	668	[806]

* Figures without brackets indicate permanent employees, and figures with brackets indicate the average number of temporary employees for each respective period.

11. Number of Stores

(Number of stores)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Daily Yamazaki	1,315	1,290	(25)
Fujiya [Western-style confectionery]	939	892	(47)
Vie de France	208	188	(20)

II . Projections for Fiscal 2025

Consolidated Projection

1. Overview

(Millions of yen)

	Fiscal 2024		Fiscal 2025 projection		Increase/ (decrease)	Percentage change
		%		%		
Net sales	1,244,488	100.0	1,275,000	100.0	30,511	2.5
Gross profit	405,255	32.6	418,000	32.8	12,744	3.1
Selling, general and administrative expenses	353,381	28.4	363,000	28.5	9,618	2.7
Operating income	51,873	4.2	55,000	4.3	3,126	6.0
Ordinary income	56,305	4.5	58,500	4.6	2,194	3.9
Extraordinary gains (losses)	(668)	(0.0)	(1,500)	(0.1)	(831)	–
Profit attributable to owners of parent	36,015	2.9	37,000	2.9	984	2.7

	Fiscal 2025 first half projection			Fiscal 2025 second half projection		
		Increase/ (decrease)	Percentage change		Increase/ (decrease)	Percentage change
Net sales	633,000	15,252	2.5	642,000	15,258	2.4
Operating income	32,300	1,270	4.1	22,700	1,855	8.9
Ordinary income	34,500	471	1.4	24,000	1,723	7.7
Profit attributable to owners of parent	22,000	430	2.0	15,000	553	3.8

2. Net Sales by Segment

(Millions of yen)

	Fiscal 2024	Fiscal 2025 projection	Increase/ (decrease)	Percentage change
Food business	1,153,504	1,180,630	27,125	2.4
Bread	114,088	116,060	1,971	1.7
Sweet buns	464,844	474,570	9,725	2.1
Japanese-style confectionery	76,627	77,650	1,022	1.3
Western-style confectionery	157,251	160,390	3,138	2.0
Processed bread, prepared rice and processed noodles	158,022	161,120	3,097	2.0
Biscuits, crackers, <i>sembei</i> and other merchandise	182,670	190,840	8,169	4.5
Retail business	76,200	78,970	2,769	3.6
Other businesses	14,783	15,400	616	4.2
Total	1,244,488	1,275,000	30,511	2.5

3. Operating Income by Segment

(Millions of yen)

	Fiscal 2024	Fiscal 2025 projection	Increase/ (decrease)	Percentage change
Food business	49,796	52,010	2,213	4.4
Retail business	(1,235)	(380)	855	–
Other businesses	3,017	3,080	62	2.1
Subtotal	51,579	54,710	3,130	6.1
Adjustment	294	290	(4)	–
Total	51,873	55,000	3,126	6.0

4. Major Subsidiaries

(1) Net sales

(Millions of yen)

	Fiscal 2024	Fiscal 2025 plan	Increase/ (decrease)
Fujiya Co., Ltd. (Consolidated)	109,984	118,000	8,015
Sun-Delica Co., Ltd.	107,053	108,760	1,706
YK Baking Company, Ltd. (Consolidated)	37,862	38,890	1,027
Yamazaki Biscuits Co., Ltd.	34,587	35,620	1,032
Tohato Inc.	28,811	29,840	1,028
Vie de France Co., Ltd.	29,222	29,780	557

(2) Operating income

(Millions of yen)

	Fiscal 2024	Fiscal 2025 plan	Increase/ (decrease)
Fujiya Co., Ltd. (Consolidated)	2,298	2,500	201
Sun-Delica Co., Ltd.	2,706	3,020	313
YK Baking Company, Ltd. (Consolidated)	176	320	143
Yamazaki Biscuits Co., Ltd.	2,331	2,490	158
Tohato Inc.	1,649	1,740	90
Vie de France Co., Ltd.	988	1,100	111

5. Capital Investment and Depreciation and Amortization

(Millions of yen)

	Fiscal 2024	Fiscal 2025 plan	Increase/ (decrease)
Capital investment	52,050	59,230	7,179
Depreciation and amortization	41,863	43,440	1,576

* The amounts of capital investment and depreciation and amortization of tangible fixed assets and of intangible fixed assets including lease assets have been disclosed.

Ⅲ. Fiscal 2024 Nonconsolidated Results

Nonconsolidated Results

1. Overview

(Millions of yen)

	Fiscal 2023		Fiscal 2024		Increase/ (decrease)	Percentage change
		%		%		
Net sales	821,632	100.0	857,028	100.0	35,396	4.3
Operating income	30,710	3.7	34,554	4.0	3,843	12.5
Ordinary income	35,295	4.3	40,129	4.7	4,833	13.7
Profit	22,987	2.8	29,454	3.4	6,466	28.1

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Fiscal 2024
Net sales	214,409	216,243	204,774	221,601	857,028
Operating income	11,468	10,385	4,416	8,283	34,554

2. Net Sales by Product Category

(Millions of yen)

	Fiscal 2023		Fiscal 2024		Increase/ (decrease)	Percentage change
		Percentage of total		Percentage of total		
Bread	103,346	12.6	106,904	12.5	3,558	3.4
Sweet buns	371,563	45.2	387,532	45.2	15,968	4.3
Japanese-style confectionery	72,284	8.8	74,833	8.7	2,548	3.5
Western-style confectionery	113,528	13.8	118,076	13.8	4,548	4.0
Processed bread, prepared rice and processed noodles	56,620	6.9	58,373	6.8	1,753	3.1
Biscuits, crackers, <i>sembei</i> and other merchandise	50,532	6.2	51,894	6.1	1,362	2.7
Subtotal	767,875	93.5	797,615	93.1	29,739	3.9
Daily Yamazaki business	71,799	8.7	79,849	9.3	8,050	11.2
Internal elimination	(18,043)	(2.2)	(20,437)	(2.4)	(2,394)	–
Total	821,632	100.0	857,028	100.0	35,396	4.3

* "Internal elimination" represents the elimination amount of intercompany transactions between the Food business and the Daily Yamazaki business of Yamazaki Baking Co., Ltd.

3. Operating Income

(Millions of yen)

	Fiscal 2023		Fiscal 2024		Increase/ (decrease)	Percentage change
		%		%		
Operating income						
Yamazaki Baking Company's primary business (excluding its Daily Yamazaki business)	32,440	4.2	35,769	4.5	3,328	10.3
Daily Yamazaki business	(1,730)	(2.4)	(1,215)	(1.5)	514	—

<Increase or Decrease in the Results of Yamazaki Baking Company's Primary Business (excluding the Daily Yamazaki Business)>

(Millions of yen)

	Fiscal 2023		Fiscal 2024		Increase/ (decrease)	Percentage change	Factors affecting operating income increase/(decrease)	
		%		%				
Gross profit	233,971	30.5	246,382	30.9	12,410	5.3	Increase in net sales	13,385
							Decrease in raw material expenses	2,702
							Increase in manufacturing labor cost	(2,419)
							Increase in manufacturing expenses	(1,130)
							Increase in manufacturing amortization	(451)
							Others	323
Selling, general and administrative expenses	201,530	26.2	210,612	26.4	9,081	4.5	Increase in personnel expenses	(3,112)
							Increase in expenses	(5,490)
							Increase in amortization	(479)

* Negative impacts on operating income are shown in parentheses in the column of "Factors affecting operating income increase/(decrease)."

* The value of the "%" field represents the ratio of each account title to net sales of Yamazaki Baking Company's primary business (excluding those of the Daily Yamazaki business).

Nonconsolidated Results

4. Number of Employees

(Number of employees)

	Fiscal 2023		Fiscal 2024		Increase/(decrease)	
Number of employees	19,446	[6,601]	19,291	[6,957]	(155)	[356]

* Figures without brackets indicate permanent employees, and figures with brackets indicate the average number of temporary employees for each respective period.

5. Number of Stores by Sales Channel

(Number of stores)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Daily Yamazaki	1,291	1,266	(25)
Yamazaki Shop	2,568	2,481	(87)
Saint Etoile	679	668	(11)
Supermarkets	20,904	21,119	215
Convenience stores	52,432	52,435	3
General stores and other	30,963	30,626	(337)
Total	108,837	108,595	(242)

* The total number of stores of Daily Yamazaki including area franchise stores is 1,290.

6. Sales by Sales Channel

(%)

	Fiscal 2023	Fiscal 2024	Increase/ (decrease)
Daily Yamazaki	1.8	1.8	0.0
Yamazaki Shop	3.2	3.1	(0.1)
Saint Etoile	2.5	2.5	0.0
Supermarkets	45.4	45.3	(0.1)
Convenience stores	25.0	24.9	(0.1)
General stores and other	22.1	22.4	0.3
Total	100.0	100.0	0.0

IV. Plans for Fiscal 2025

Nonconsolidated Plan

1. Overview

(Millions of yen)

	Fiscal 2024		Fiscal 2025 plan		Increase/ (decrease)	Percentage change
		%		%		
Net sales	857,028	100.0	873,000	100.0	15,971	1.9
Gross profit	279,657	32.6	286,710	32.8	7,052	2.5
Selling, general and administrative expenses	245,102	28.6	250,710	28.7	5,607	2.3
Operating income	34,554	4.0	36,000	4.1	1,445	4.2
Ordinary income	40,129	4.7	41,500	4.8	1,370	3.4
Extraordinary gains (losses)	1,837	0.2	1,670	0.2	(167)	(9.1)
Profit	29,454	3.4	30,000	3.4	545	1.9

	Fiscal 2025 first half plan			Fiscal 2025 second half plan		
		Increase/ (decrease)	Percentage change		Increase/ (decrease)	Percentage change
Net sales	438,000	7,347	1.7	435,000	8,623	2.0
Operating income	22,500	645	3.0	13,500	799	6.3
Ordinary income	25,800	307	1.2	15,700	1,062	7.3
Profit	17,800	200	1.1	12,200	345	2.9

2. Net Sales by Product Category

(Millions of yen)

	Fiscal 2024		Fiscal 2025 plan		Increase/ (decrease)	Percentage change
		Percentage of total		Percentage of total		
Bread	106,904	12.5	108,530	12.4	1,625	1.5
Sweet buns	387,532	45.2	394,720	45.2	7,187	1.9
Japanese-style confectionery	74,833	8.7	76,150	8.7	1,316	1.8
Western-style confectionery	118,076	13.8	120,280	13.8	2,203	1.9
Processed bread, prepared rice and processed noodles	58,373	6.8	59,240	6.8	866	1.5
Biscuits, crackers, <i>sembei</i> and other merchandise	51,894	6.1	52,460	6.0	565	1.1
Subtotal	797,615	93.1	811,380	92.9	13,764	1.7
Daily Yamazaki business	79,849	9.3	83,040	9.5	3,190	4.0
Internal elimination	(20,437)	(2.4)	(21,420)	(2.4)	(982)	–
Total	857,028	100.0	873,000	100.0	15,971	1.9

* "Internal elimination" represents the elimination amount of intercompany transactions between the Food business and the Daily Yamazaki business of Yamazaki Baking Co., Ltd.

3. Operating Income

(Millions of yen)

	Fiscal 2024	%	Fiscal 2025 plan	%	Increase/ (decrease)	Percentage change
Operating income						
Yamazaki Baking Company's primary business (excluding its Daily Yamazaki business)	35,769	4.5	36,380	4.5	610	1.7
Daily Yamazaki business	(1,215)	(1.5)	(380)	(0.5)	835	—

<Increase or Decrease in the Results of Yamazaki Baking Company's Primary Business (excluding the Daily Yamazaki Business)>

(Millions of yen)

	Fiscal 2024	%	Fiscal 2025 plan	%	Increase/ (decrease)	Percentage change	Factors affecting operating income increase/(decrease)
Gross profit	246,382	30.9	251,600	31.0	5,217	2.1	Increase in net sales 6,530 Decrease in raw material expenses 1,485 Increase in manufacturing labor cost (2,007) Increase in manufacturing expenses (432) Increase in manufacturing amortization (607) Others 248
Selling, general and administrative expenses	210,612	26.4	215,220	26.5	4,607	2.2	Increase in personnel expenses (1,790) Increase in expenses (2,575) Increase in amortization (242)

* Negative impacts on operating income are shown in parentheses in the column of "Factors affecting operating income increase/(decrease)."

* The value of the "%" field represents the ratio of each account title to net sales of Yamazaki Baking Company's primary business (excluding those of the Daily Yamazaki business).

Cautionary Statements

This document contains discussions that include management plans, projections, strategies and estimates that are not historical facts. Projections of future performance are based on management extrapolations from current data, but actual future performance may differ materially from projections.