

Financial Results for the Fiscal Year Ended February 28, 2025

AEON DELIGHT CO., LTD.

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President and CEO, Group CEO

April 10, 2025

1 Financial Report for FY2/25

2 Future Outlook

Consolidated Statements of Income

Sales and profits increased, achieving record-high operating profit and ordinary profit, driven by expanding share within existing customers, acquiring new customers. In addition to sales growth, improvements in gross profit margin and appropriate control of SG&A expenses resulted in operating profit growing at a faster pace than sales.

(100 million yen)

	FY2/24 (Ratio to sales)		FY2/25 (Ratio to sales)		Change	Pct. change
Net sales	3,248	(100.0%)	3,379	(100.0%)	131	104.0%
Gross profit	426	(13.1%)	451	(13.4%)	25	105.9%
SG&A expenses	273	(8.4%)	287	(8.5%)	13	104.9%
Operating profit	152	(4.7%)	164	(4.9%)	11	107.8%
Ordinary profit	154	(4.8%)	166	(4.9%)	11	107.4%
Profit attributable to owners of parent	107	(3.3%)	115	(3.4%)	8	107.6%

Sales by Segment

Sales increased in 6 businesses and declined in 1.

Facilities Management expanded through new contract wins for ongoing services and increased orders for non-contracted services at existing managed properties. Construction Work received orders for multiple large-scale projects in addition to energy-saving related work. Materials/Supplies Sourcing Services expanded orders for various materials. Vending Machine business saw a decline in transaction volume.

	FY2/24	FY2/25	Pct. change (100 million yen)
Facilities management	695	753	108.4%
Security services	509	533	104.8%
Cleaning services	704	718	102.1%
Construction work	592	607	102.7%
Materials/ supplies sourcing services	463	482	104.1%
Vending machine	96	93	96.7%
Support services	188	190	101.1%
Total	3,248	3,379	104.0%

Profit by Segment

Profits increased in all 7 businesses. Facilities Management, Security Services, and Cleaning Services absorbed cost increases through sales growth. Materials/Supplies Sourcing Services improved profitability through price adjustments reflecting cost increases and control of logistics costs. Vending Machine improved profitability by removing unprofitable units. Support Services eliminated legacy burdens and optimized the profit structure.

	FY2/24	FY2/25	Change
			(100 million yen)
Facilities management	59.1	61.5	104.2%
Security services	31.0	31.5	101.6%
Cleaning services	52.7	55.3	104.9%
Construction work	53.2	54.9	103.2%
Materials/supplies sourcing services	23.2	26.2	112.8%
Vending machine	12.9	13.0	100.9%
Support services	5.4	15.6	286.2%
Total	237.8	258.3	108.6%

Consolidated Balance Sheet

(100 million yen)

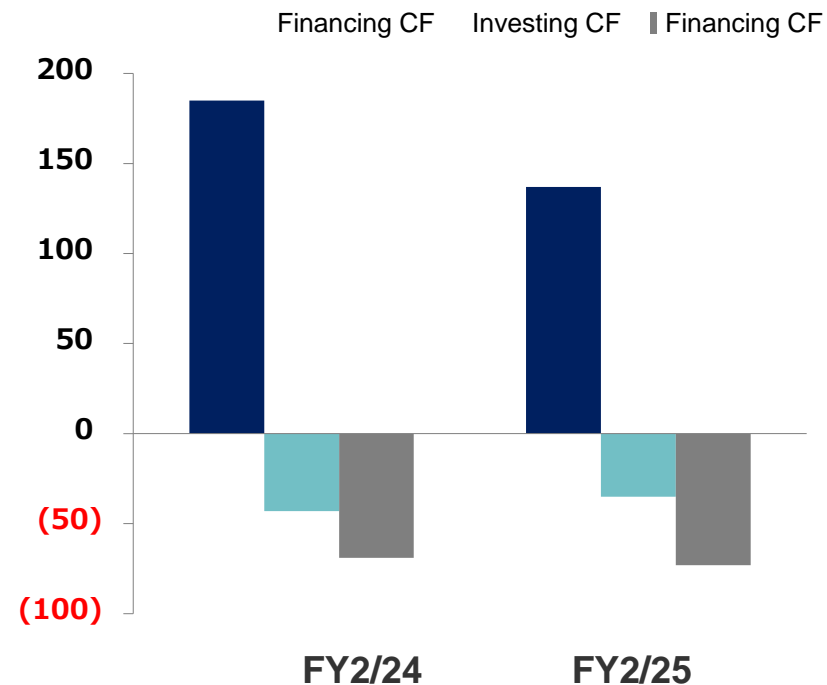
Assets	Feb. 2024	Feb. 2025	Change	Liabilities and Net assets	Feb. 2024	Feb. 2025	Change
Current assets	1,399	1,489	89	Current liabilities	534	557	22
Property, plant and equipment	64	61	-3	Noncurrent liabilities	25	37	11
Intangible assets	60	53	-7	Total liabilities	560	594	33
Investments, etc.	76	93	16	Shareholder's equity	999	1,045	45
Noncurrent assets	202	209	6	Total net assets	1,042	1,104	62
Total assets	1,602	1,698	96	Total liabilities and net assets	1,602	1,698	96

Consolidated Cash Flow

(100 million yen)

	FY2/24	FY2/25	Difference
Cash flows from operating activities	185	137	-47
Cash flows from investing activities	-43	-36	7
Cash flows from financing activities	-69	-72	-2
Cash and cash equivalents at the end of year	677	712	34

(100 million yen)

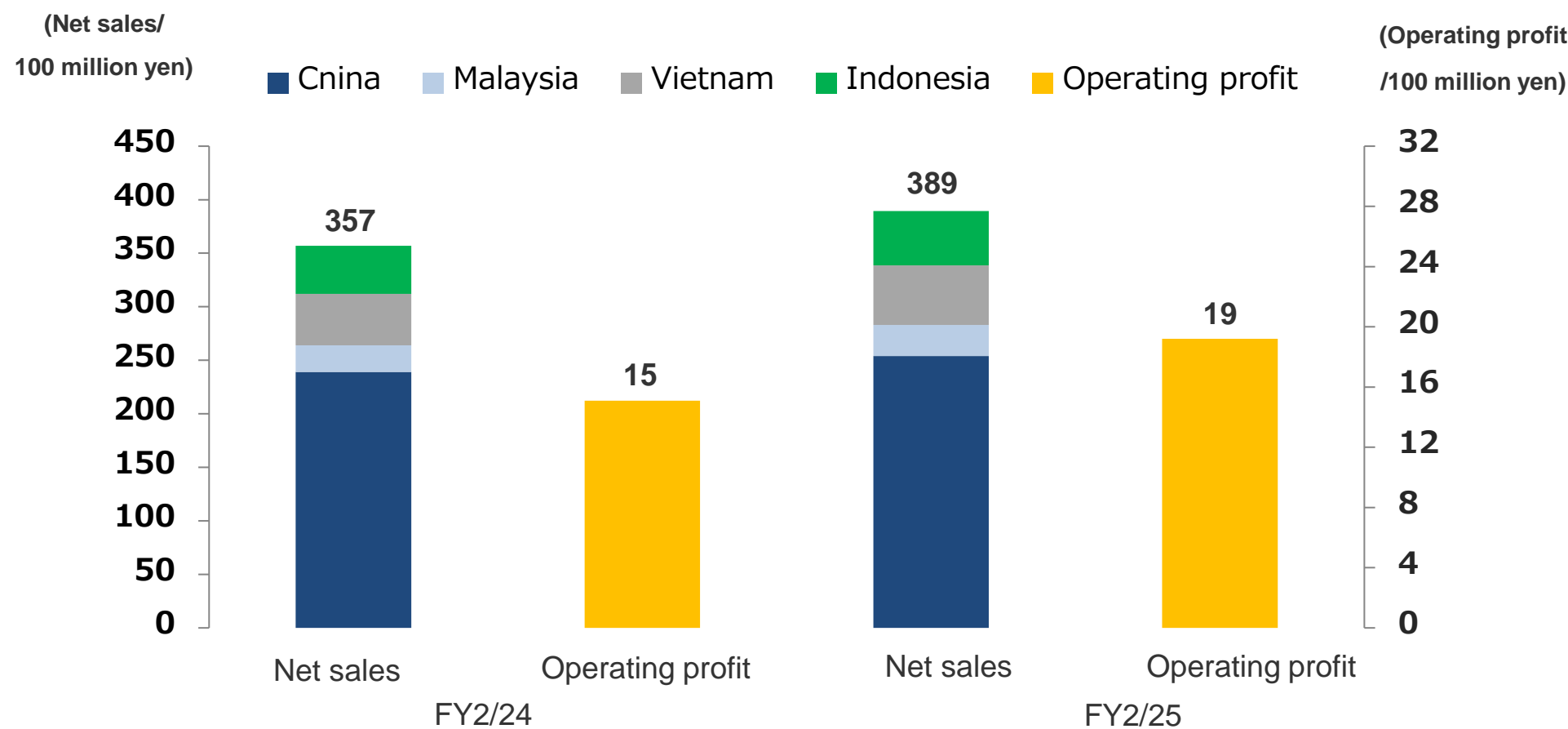


Business Expansion in Asia

In Overseas Business, sales were 109.1% and operating profit was 126.7% YoY, resulting in higher sales and profit.

China: Sales and profits increased as we expanded our business steadily by increasing market share within existing customers and acquiring new customers.

ASEAN: Sales and profits increased in countries where we operate. Profit grew significantly due to improved profitability.



* The fiscal year-end for the overseas business is December. Above figures are simple sum of operating companies' performances.

Dividends have increased for
20 consecutive years since FY2/06.

For FY2/25, we paid **87 yen** of dividend as initially forecast, resulting in an actual payout ratio of 36.4%.

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Medium-term Management Plan (FY2/25-FY2/27)

Business Environment

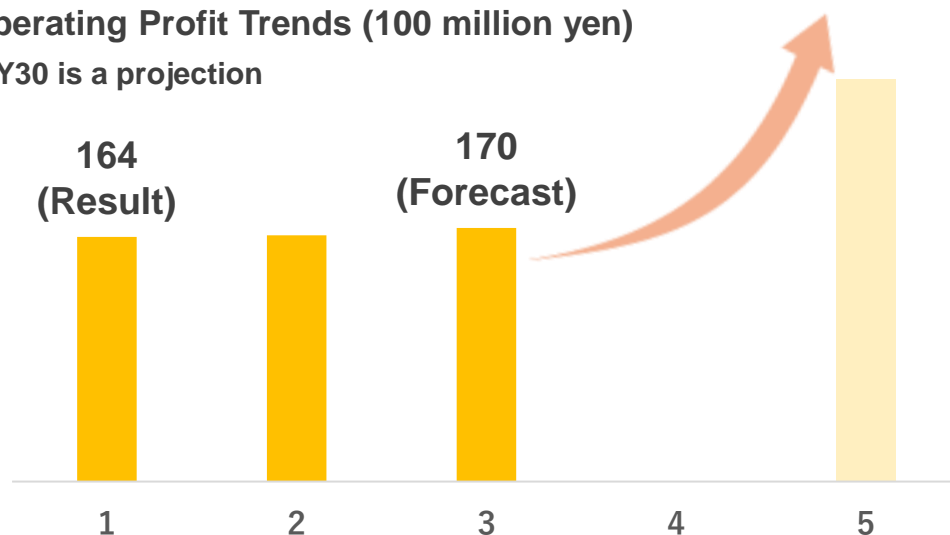
- ✓ The domestic building management market continues to expand gradually, but labor shortages and rising costs are accelerating.
- ✓ An increasing number of operators are being forced to scale down or exit the business, creating momentum for industry restructuring.
- ✓ In the construction market, the proportion of renovation and maintenance work is increasing.
- ✓ Outsourcing needs for non-core operations are growing among corporations and organizations.

3-year Medium-Term Management Plan (FY24-FY26)

A 3-year period focused on laying the foundation for future growth by transforming the business model.
- Establishing a competitive advantage through 3 key transformations and the strengthening of human capital as a shared foundation

Operating Profit Trends (100 million yen)

*FY30 is a projection



3 Key Transformations

- (1) Dramatic efficiency improvement in facility management and shift to a business model that leverages economies of scale
- (2) Enhancement of FM consulting capabilities
- (3) Organizational strengthening to support large-scale expansion of the construction work business

We recognize that under rapidly changing and uncertain conditions, relying solely on organic growth strategies is not sufficient.

Toward Becoming Asia's No.1 Facility Management Company

By becoming a wholly owned subsidiary of AEON Co., Ltd., we will fully leverage the scalability of the AEON Group and accelerate our growth strategy.



Strategically strengthen collaboration
with AEON Group

With a view to expanding our business domains, we aim to acquire expertise that meets the growing demand for outsourcing of non-core operations, while also seeking business opportunities within the AEON Group's back-office operations.

We will enhance our competitiveness as a facility management company and **accelerate growth both within and beyond the AEON Group.**

To become Asia's No.1 FM company

Overview of Tender Offer (TOB)

Tender Offeror

AEON Co., Ltd.
(TSE Prime Market: Securities Code 8267)

Tender Offer Price

5,400 yen per share

(16.76% premium over closing price of 4,625 yen on February 27, 2025)
(28.30% premium over the one-month average closing price of 4,209 yen)

Tender Offer Schedule

- Tender offer period: March 3, 2025 – April 24, 2025 (planned)
- Announcement of results: April 25, 2025 (planned)
- Payment date: May 2, 2025 (planned)

If you have any questions or comments, please contact us below.

- These materials contain statements about forecasts and estimates relating to the future plans, strategies, and Performance of AEON DELIGHT.

These statements are based not only on past performance, but also on assumptions based on information currently Available to the company. For this reason, please note that the actual performance may differ from our estimates.

- The information contained in these materials has been prepared by the following methods if not specifically stated Otherwise.

- ◇ All statements are based on consolidated results
- ◇ Figures are rounded down to the nearest 100 million yen.
 - *Figures on page 5 are rounded down to the nearest 10 million yen.
- ◇ Percentages have been rounded off to one decimal place

AEON DELIGHT CO., LTD.
(Securities Code: 9787)

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Please contact us on our website.
<https://www.aeondelight.co.jp>

Based on information available up to the date of publication (April 10, 2025)
These forecasts have been prepared and are subject to change due to various factors going forward.