

Food & Beverage Distribution Business Group Research and Development looking toward FY2026

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Provide automation and energy saving solutions along with food safety and security

Vending Machines

(Domestic sales: 93%; Overseas sales 7%)

Japan

Overseas

No. 1 share*

Two-way communication vending machines

No. 1 share of beverage sales in China*

No. 1 share in Thailand*



Beverage Vending Machines

Sustainable vending machines

Energy-saving beverage vending machines

Large-container beverage vending machines

Refrigerating food vending machines

Frozen food vending machines



Food vending machines

Temperature controlled IT lockers

Major Customer Industries

Japan

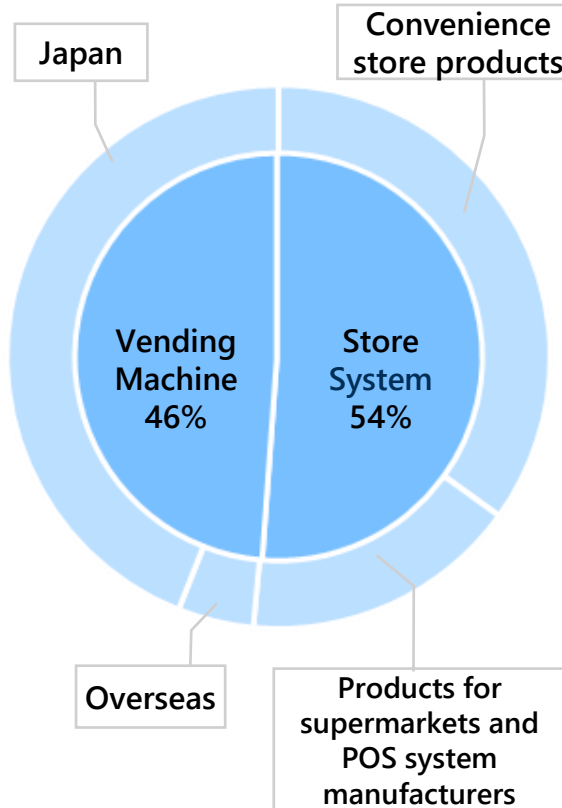
- Beverages
- Food products

Overseas

- Beverages
- Convenience stores
- Vending machine system integration

Net sales
(FY2023 results)
¥107.3 billion

(Domestic sales: 97%; Overseas sales: 3%)*



Store System

(Domestic sales: 100%)



Refrigerating showcases



Automatic change dispensers



Counter fixtures



Self-service coffee machines



Vending machine convenience stores



DX solution for stores

Major Customer Industries

- Convenience stores
- Super markets
- Point of sale systems

* Shares represent estimates by Fuji Electric based on FY2023 performance.

Note: Percentages of total net sales figures represent FY2023 results and are calculated before deduction and adjustment for inter-segment sales.

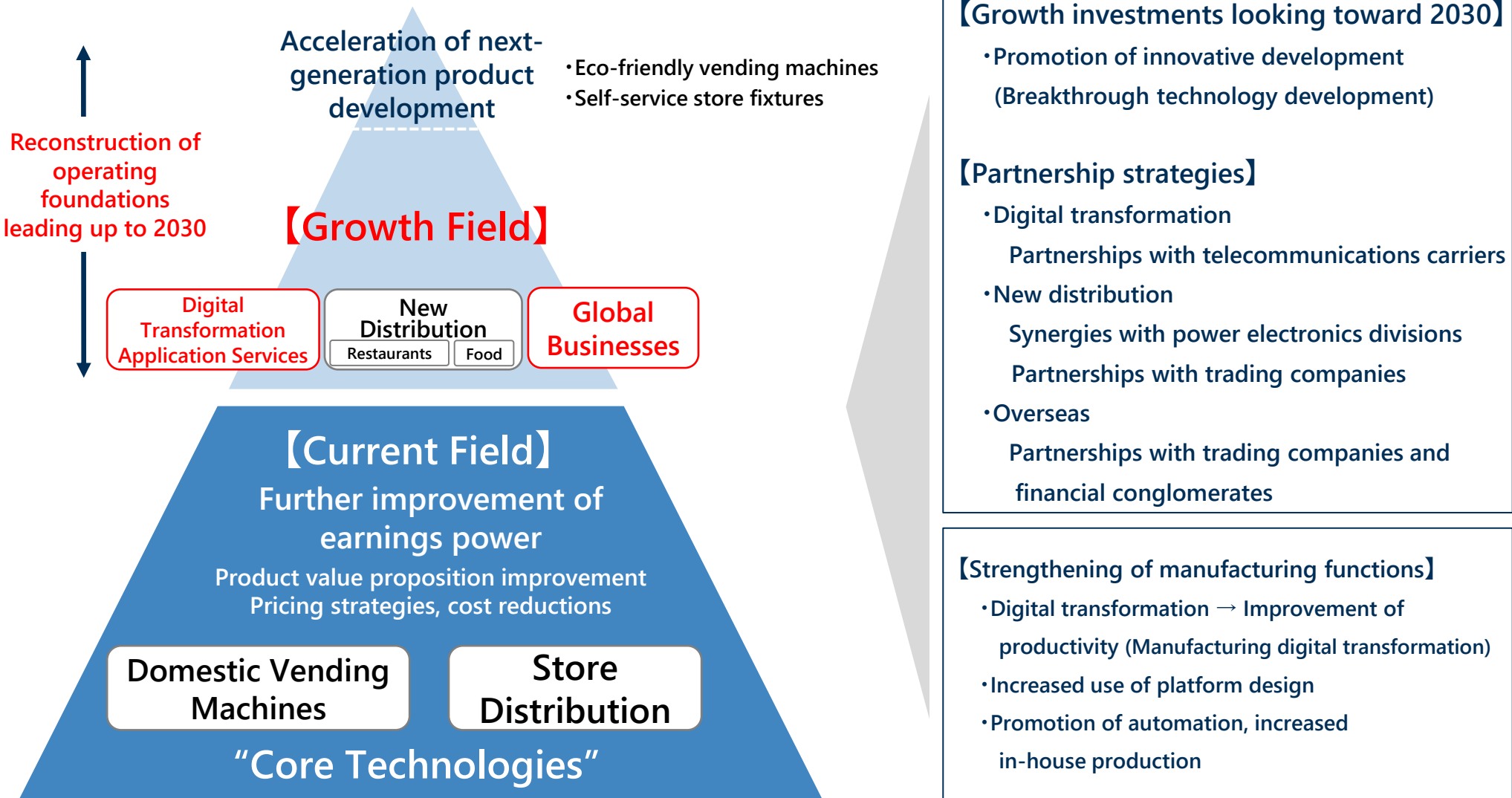
Operating Environment and Market Trends in Food and Beverage Distribution Segment

Vending Machines

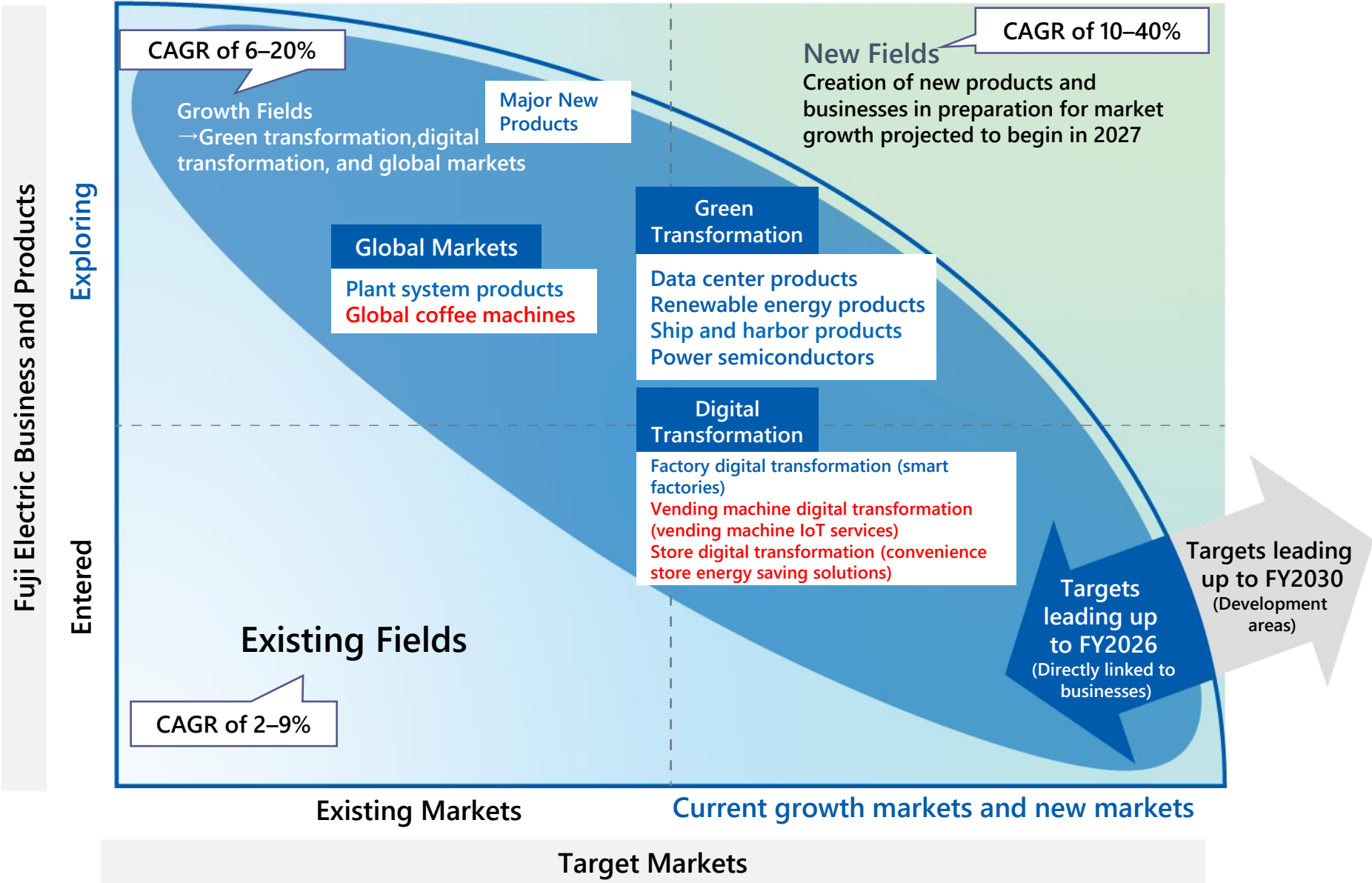
Store Distribution

	Operating environment Changes in needs	Business opportunities Response to needs (provision of value)	Market Outlook (FY2024–FY2026)
Japan	<ul style="list-style-type: none"> • Energy conservation, green power • Operation efficiency improvement • Payment method diversification 	<ul style="list-style-type: none"> • Proposal of energy-efficient vending machines → High-value-added vending machines • High-value-added vending machines → Improvement of distribution route efficiency and prediction of demand → Dynamic pricing, QR-code payment 	<p>Vending Machines → Unchanged</p> <p>Digital Transformation Application Services → Growth</p>
	Overseas	<ul style="list-style-type: none"> • Energy conservation • Changing tastes (CAGR of 4% for coffee demand in China) • Economic growth in Asia 	<ul style="list-style-type: none"> • Solicitation of energy-efficient vending machines • Proposal of global coffee machines → Espresso machines, large-volume item vending machines • Entry into vending machine business in India
Convenience Stores	<ul style="list-style-type: none"> • Eco-friendliness (shift toward non-fluorocarbon gas and lower GWP) • Energy conservation • Space savings (increased counter fixtures) 	<ul style="list-style-type: none"> • Reduction of GWP of showcases • Store energy management proposals • More compact fixtures 	Convenience Stores → Unchanged
	New Distribution Restaurants Food products Logistics	<ul style="list-style-type: none"> • Labor saving to address labor shortfalls (restaurants) • Labor saving in logistics (food product warehouses) • Automation of fresh food sales (labor saving) 	<p>New products</p> <ul style="list-style-type: none"> • Proposal of self-service coffee machines • Proposals for the food product and agriculture markets (locker vending machines) • Proposal of automated product picking systems

Further improvement of earnings power (transition to high-profit businesses) Reconstruction of operating foundations leading up to 2030

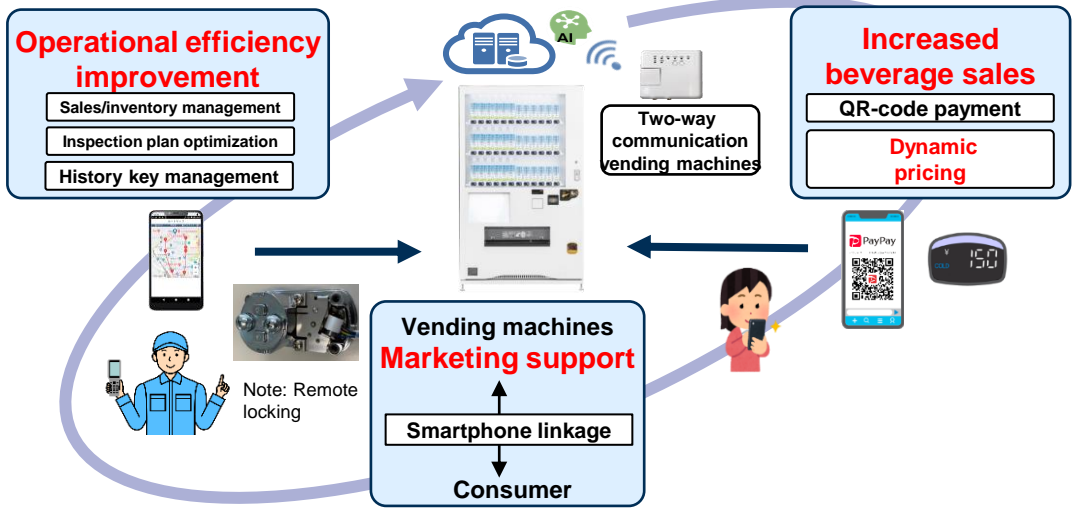


Key Development Themes of FY2026 Medium-Term Management Plan



Vending Machine IoT Services

New services for streamlining operations and increasing beverage sales

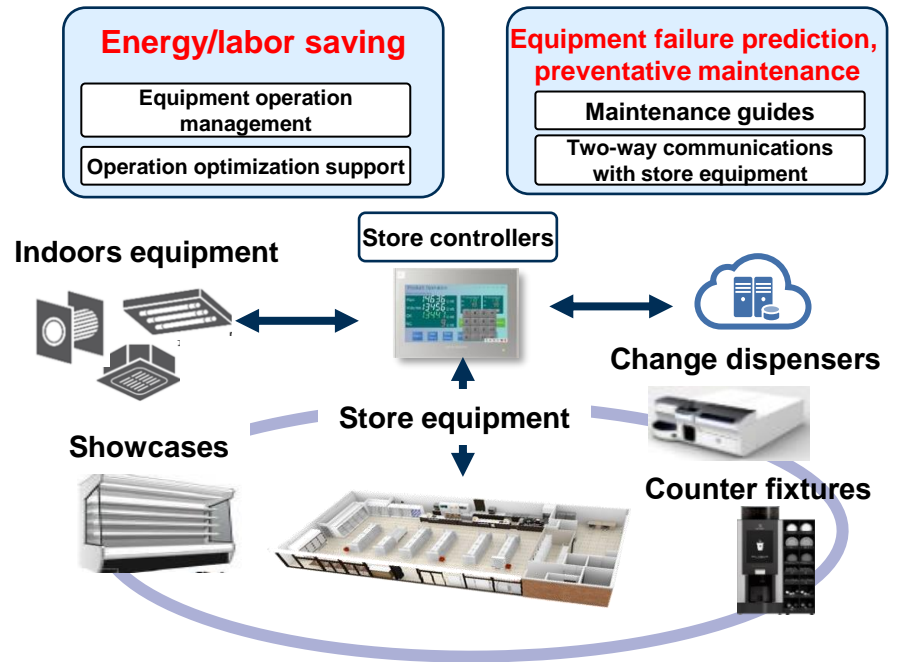


Collaboration

<p>Fuji Electric</p> <ul style="list-style-type: none"> • Optimization of operating routes • Digital technologies for utilizing vending machine data • Hardware development capabilities 	+	<p>Telecommunications</p> <ul style="list-style-type: none"> • AI-powered demand prediction • Specialized IoT technologies • Service operation expertise
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Comprehensive Convenience Store Energy Saving Solutions

Solutions for managing energy inside and outside of stores



Linkage with power electronics equipment

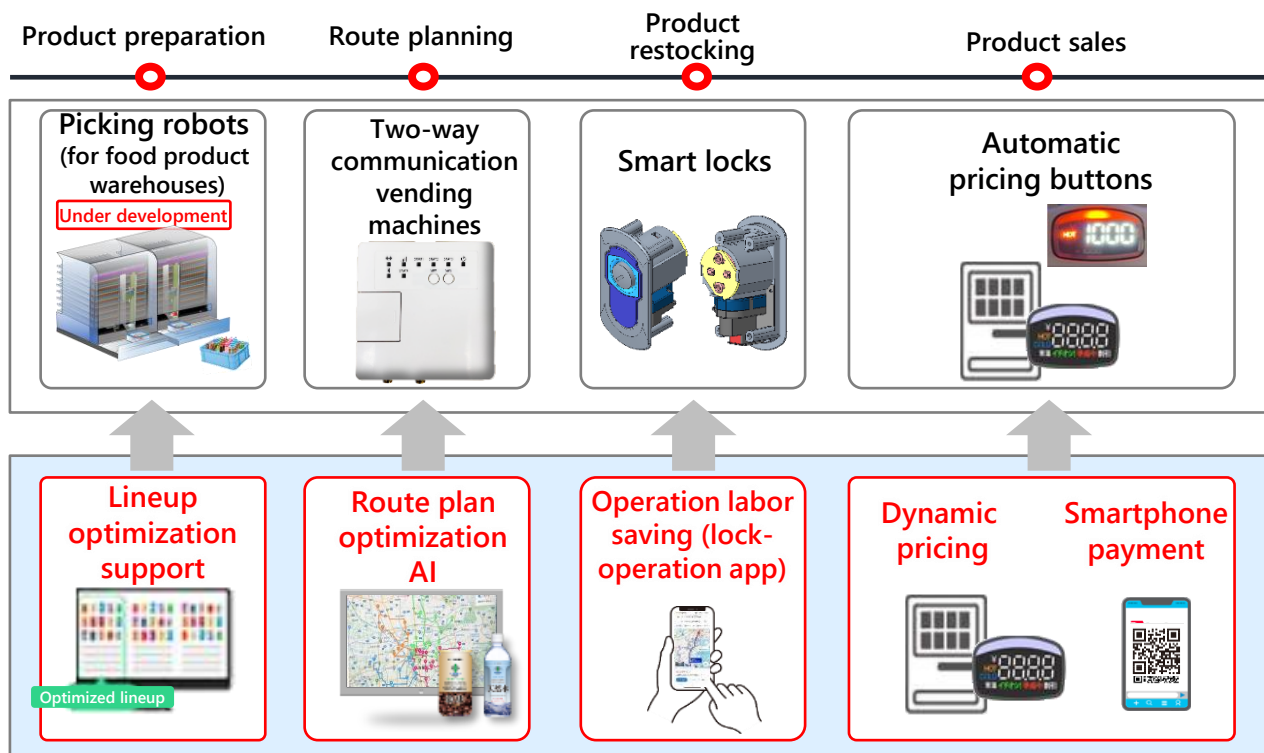
Energy management

<p>PCSS</p>	<p>Solar power</p>	<p>Storage batteries</p>
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Combination of vending machines with high-value-added functions and digital transformation to make contributions across customer value chains

Features and Strengths

- Contributions to improved operational efficiency and sales through proprietary two-way communications and digital transformation of other functions
- Applicable to existing vending machines by utilizing standard communication technologies



Applicable Fields

- Vending machines

Customer Needs

- Operation streamlining
- Effective sales growth measures

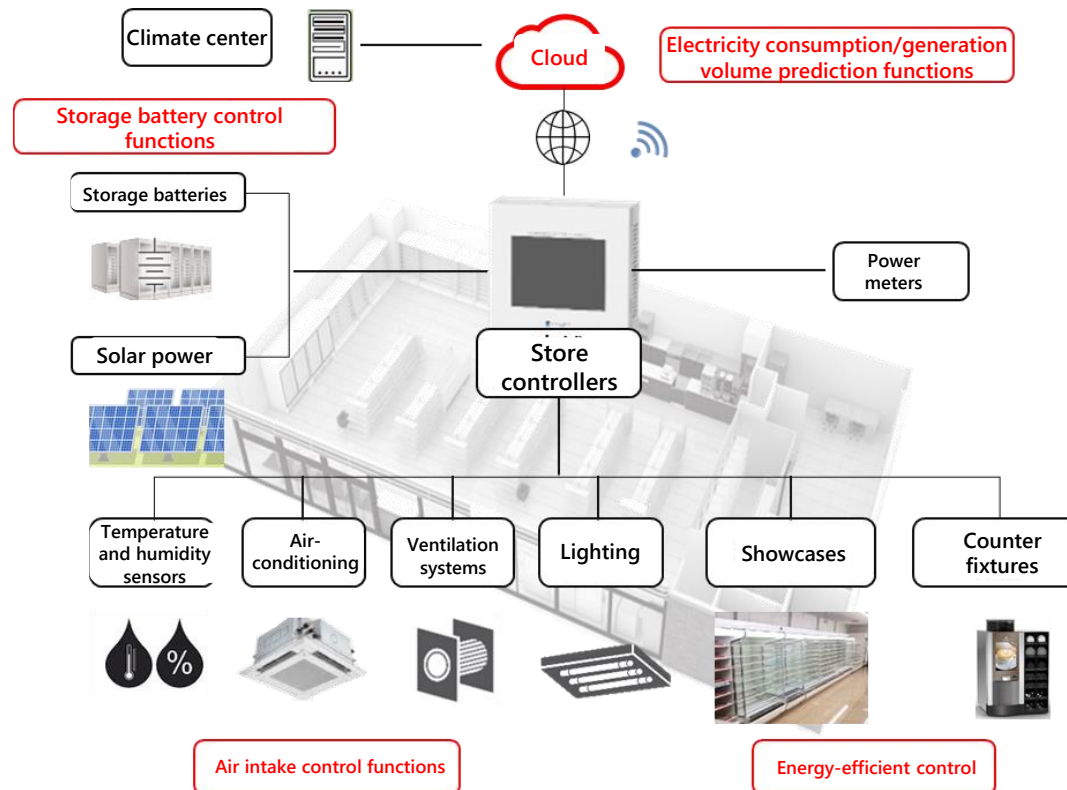
Benefits

- Labor savings
- Energy savings
- Labor savings
- Stronger security
- Sales loss reduction
- Sales growth
- Sales growth

Comprehensive control of energy and store environments optimized for individual stores

Features and Strengths

- Energy-efficient control of cooling equipment and linked to air-conditioning and ventilation systems, which accounts for approx. 50% of store electricity consumption
- Energy management solutions utilizing solar power and storage batteries
- Functions to assist condition-based maintenance and labor saving



Applicable Fields

- Domestic convenience stores

Customer Needs

- Store electricity conservation
- Shifting and reduction of peak energy consumption
- Labor saving

Domestic and overseas deployment of self-service coffee machines featuring improvements in taste, better ease of use, and greater capacity for augmentation

**“Cafe Mania”
self-service
coffee machines**



Cafes



Hotel breakfast services



Applicable Fields

- Family restaurants, cafes, hotels

Customer Needs

- Labor saving
- Accommodation of diverse tastes (high-concentration coffee, drinks including milk)

1. Milk compatibility

Attachable milk unit allowing for increased menu variety



2. Payment functions

Smartphone payment
Cash payment



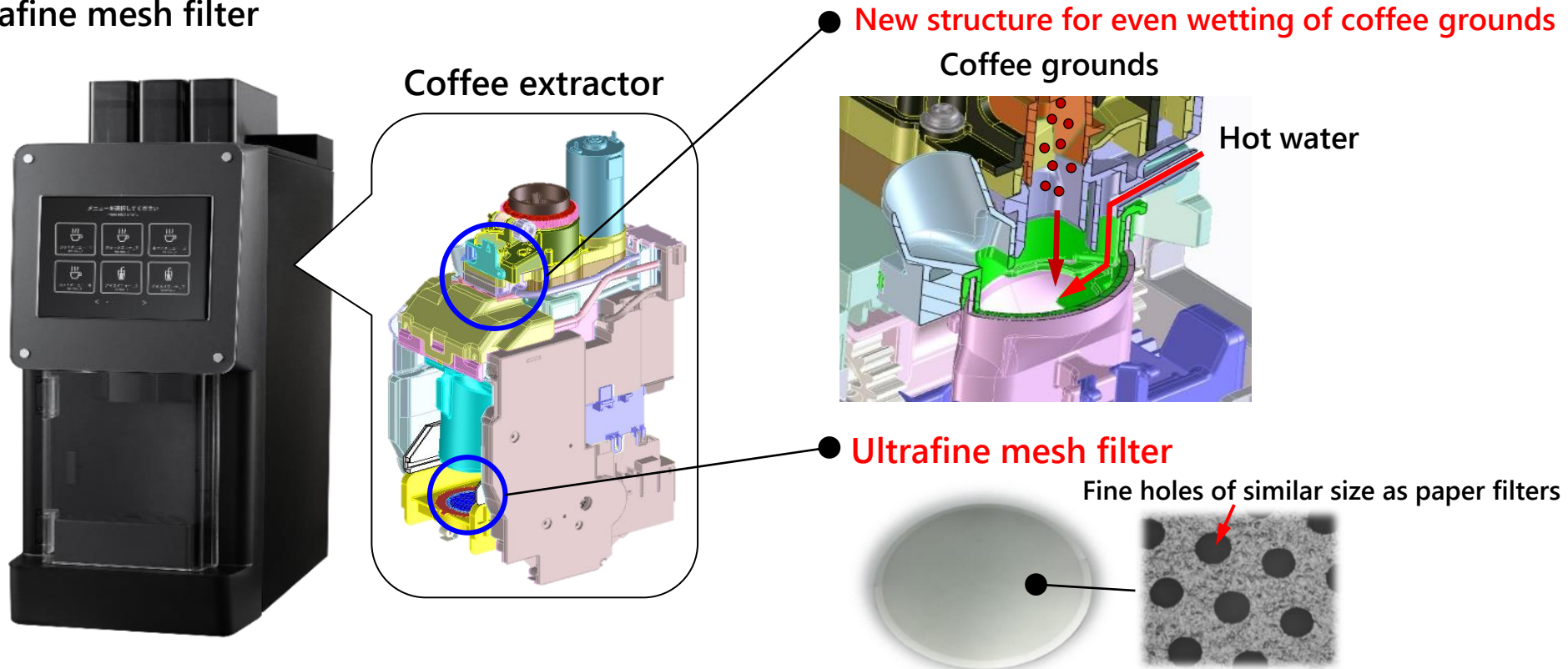
3. Global specifications

Compatibility with various voltages, standards, and languages



Features and Strengths

- Ability to produce coffee drinks with espresso levels of concentration due to improvements to ingredient intake structures and precise extraction options
- Improved ease of use and uninhibited taste made possible using proprietary developed ultrafine mesh filter



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