

Financial Results for the First Quarter Ended March 31, 2026

**Lion Corporation
May 12, 2026**

Results Summary for the First Quarter Ended March 31, 2026

* Figures in parentheses indicate Y-o-Y change

Net sales
¥99.20 billion
(+5.3%)

Core operating
income
¥6.01 billion
(+13.8%)

EBITDA margin
11.1%
(+0.8 points)

- Sales and profit continued to increase, 2nd STAGE strategies steadily advanced and overall progress stayed in line with plans
- Shift to high value-added products in both domestic and overseas Oral Healthcare and the consolidation of 2 highly profitable overseas companies contributed to improved margins

Key Message

- Accelerating the shift to a highly profitable business portfolio and the strengthening of mobility through management processes transformation
- While the impact of the situation in the Middle East remains uncertain, the impact of currently anticipated risks is being minimized through the reviewing of plans and implementing of additional measures across the group, thereby **ensuring the achievement of performance targets for the year**
- No changes to the earnings forecast or shareholder returns announced at the start of the year (plan to **increase the 2026 annual dividend by ¥4 to ¥34, for a 37.6% dividend payout ratio**)

- Financial Results for the First Quarter of Fiscal 2026
- Fiscal 2026 Key Measures
- Fiscal 2026 Financial Forecast

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Financial Results for the First Quarter of Fiscal 2026

Continued momentum of sales and profit growth as well as improved profitability

| (Billions of yen) | Jan.–Mar. 2026 | Jan.–Mar. 2025 | Y-o-Y change | |
|--|-------------------|-------------------|--------------|-----------------------|
| | | | Amount | % |
| Net sales | 99.2 | 94.2 | 4.9 | 5.3 1.7*4 2.6*5 |
| Core operating income*1 % of net sales | 6.0 6.1 | 5.2 5.6 | 0.7 | 13.8 |
| Operating profit % of net sales | 6.2 6.3 | 5.6 6.0 | 0.6 | 11.6 |
| Profit for the period attributable to owners of the parent | 4.2 | 4.0 | 0.1 | 4.5 |
| EPS (Yen) | 15.21 | 14.57 | 0.64 | 4.4 |
| EBITDA*2 | 11.0 | 9.6 | 1.3 | 13.5 |
| EBITDA margin (%)*3 | 11.1 | 10.3 | — | 0.8PP |

Notes 1. Core operating income is an earnings indicator the Company uses to measure regular business performance by subtracting selling, general and administrative expenses from gross profit.

2. EBITDA: An indicator of profitability on a cash basis calculated as the sum of core operating income and depreciation and amortization.

3. EBITDA margin: The ratio of EBITDA to consolidated net sales.

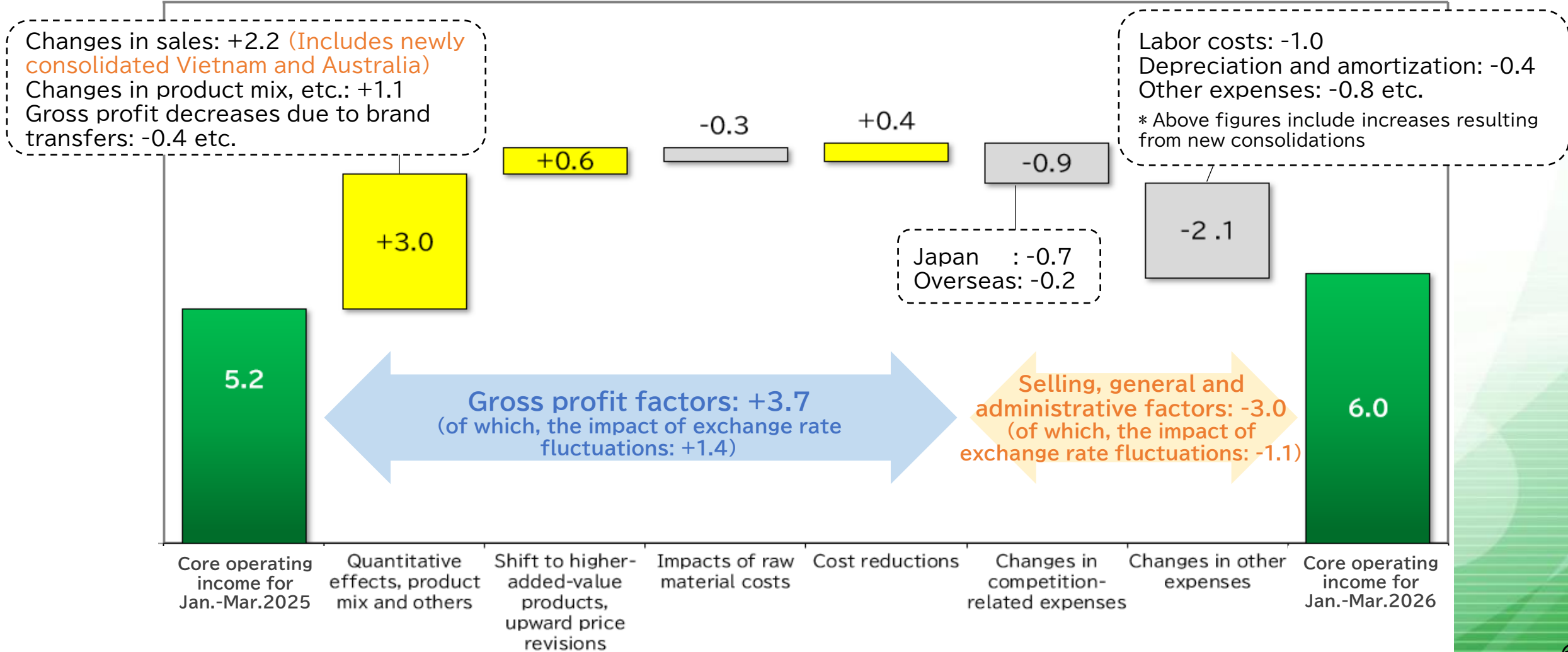
4. Y-o-Y change at constant currency excluding exchange rate fluctuations.

5. Y-o-Y change excluding exchange rate fluctuations and the impact of business transfers.

Year-on-Year Changes in Core Operating Income

Business portfolio transformation on track, contributing to higher gross profit
In competition-related expenses, actively increasing advertising in Japan,
mainly for Oral Healthcare

(Billions of yen)



Results by Business Segment

Consumer Products saw higher sales but lower profit due to increased competition-related expenses but generally in line with expectations, Overseas margins improve with the contribution of the two newly consolidated companies

| (Billions of yen) | Net sales* | | | | Core operating income | | | |
|---------------------|----------------|----------------|--------------|--------|--------------------------------|--------------------------------|--------------|----------------|
| | Jan.–Mar. 2026 | Jan.–Mar. 2025 | Y-o-Y change | | Jan.–Mar. 2026, % of net sales | Jan.–Mar. 2025, % of net sales | Y-o-Y change | |
| | | | Amount | % | | | Amount | % |
| Consumer Products | 57.3 | 55.3 | 1.9 | 3.6 | 4.0 | 4.4 | (0.3) | (8.1) |
| | 48.1 | 47.1 | 1.0 | 2.3 | 7.1 | 8.0 | (0.3) | (0.9PP) |
| Industrial Products | 13.2 | 14.1 | (0.9) | (6.5) | 0.6 | 0.6 | (0.0) | (0.2) |
| | 8.8 | 9.0 | (0.2) | (2.4) | 4.9 | 4.6 | (0.0) | +0.3PP |
| Overseas | 46.9 | 42.4 | 4.5 | 10.7 | 2.8 | 1.8 | 1.0 | 60.7 |
| | 41.9 | 37.7 | 4.1 | 11.1 | 6.2 | 4.2 | 1.0 | +2.0PP |
| Other | 1.3 | 2.7 | (1.3) | (49.8) | (0.0) | (0.0) | (0.0) | — |
| | 0.2 | 0.3 | (0.0) | (22.6) | (3.3) | (0.9) | (0.0) | — |
| Adjustment | (19.7) | (20.5) | 0.7 | — | (1.5) | (1.5) | 0.0 | — |
| | — | — | — | — | — | — | — | — |
| Consolidated Total | 99.2 | 94.2 | 4.9 | 5.3 | 6.0 6.1 | 5.2 5.6 | 0.7 | 13.8 +0.5PP |

* Upper lines: net sales; lower lines: sales to external customers

Consumer Products Business Net Sales by Product Category



Strong growth in Oral Healthcare contributed to a real sales increase of +5.1%, Recovery expected for declining segments following product actions implemented in April

| (Billions of yen) | Net sales*1 | | | | Comments |
|-------------------|----------------|----------------|--------------|-------------------|---|
| | Jan.-Mar. 2026 | Jan.-Mar. 2025 | Y-o-Y change | | |
| | | | Amount | % | |
| Oral Healthcare | 18.2 | 16.6 | 1.6 | 9.8 | <ul style="list-style-type: none"> Sales of toothpaste and toothbrushes in mainstay <i>CLINICA</i> and <i>SYSTEMA</i> brands grew, high-end <i>Dent Health</i> toothpaste released last year also contributed Sales of products sold through dental clinics continued to be strong (130% Y-o-Y) |
| Beauty Care | 5.5 | 5.7 | (0.1) | (3.1) | <ul style="list-style-type: none"> Sales of hand soap were steady Sales of body soap declined due to reduced promotions ahead of April relaunches |
| Fabric Care | 13.6 | 13.4 | 0.2 | 1.9 | <ul style="list-style-type: none"> Sales of laundry detergent were firm, overall sales increased |
| Living Care | 4.3 | 5.4 | (1.0) | (19.8) (6.2)*2 | <ul style="list-style-type: none"> Sales of new high value-added bath detergent launched last year were firm Sales of <i>Magica</i> dishwashing detergents declined due to reduced promotions ahead of April relaunches Transferred <i>REED</i> brand of food preparation products in October 2025 |
| Pharmaceutical | 4.9 | 4.7 | 0.2 | 4.9 | <ul style="list-style-type: none"> Sales of <i>PAIR</i> acne products, popular with inbound tourists, increased significantly (150% Y-o-Y) |
| Other | 10.5 | 9.3 | 1.1 | 11.9 | |
| Total | 57.3 | 55.3 | 1.9 | 3.6 5.1*2 | |

Notes 1. Previously, transactions related to gifts and novelty products as well as some internal Group transactions were attributed to the Consumer Products business segment in the "Other" category, but to reflect organizational changes, accounting for these items has been transferred by category to the Oral Healthcare, Beauty Care, Fabric Care, Living Care, and Pharmaceutical categories starting from the beginning of fiscal 2026.

Segment information for the first quarter of the previous consolidated fiscal year has been reclassified to reflect this change.

2. Actual rate of change excludes the impact of brand transfers

Overseas Business Results by Region

In addition to the impact of new acquisitions, improved profitability in Malaysia contributed to an overall improvement in margins

| (Billions of yen) | Net sales | | | | | Core operating income | | | |
|---|-------------------|-------------------|--------------|-------|--------------------|---|---|--------------|----------------|
| | Jan.-Mar. 2026 | Jan.-Mar. 2025 | Y-o-Y change | | | Jan.-Mar. 2026, % of net sales | Jan.-Mar. 2025, % of net sales | Y-o-Y change | |
| | | | Amount | % | Real rate (%)*1 | | | Amount | %*2 |
| Southeast and South Asia /Oceania*3 | 31.1 | 26.1 | 4.9 | 18.8 | 7.9 | 2.3 7.6 | 1.4 5.7 | 0.8 | 58.6 +1.9PP |
| Northeast Asia | 15.8 | 16.2 | (0.4) | (2.5) | (7.4) | 0.5 3.3 | 0.3 1.9 | 0.2 | 71.1 +1.4PP |
| Total | 46.9 | 42.4 | 4.5 | 10.7 | 2.0 | 2.8 6.2 | 1.8 4.2 | 1.0 | 60.7 +2.0PP |

Notes 1. Real rate refers to the rate of change, excluding the effects of exchange rate fluctuations

2. Figures on the lower line represent change in core operating income ratio

3. Due to the addition of Australia in January of this year, the former designation of "Southeast and South Asia" has been changed to "Southeast and South Asia/Oceania".

Overseas Business: Status of business in Key Countries

| (Billions of yen) | External net sales*1 | | | | Comments | Personal Care field*4 Ratio to consolidated sales (%) |
|-------------------|----------------------|--------------|--------|-----------------|--|--|
| | Jan.-Mar. 2026 | Y-o-Y change | | | | |
| | | Amount | % | Real rate (%)*2 | | |
| Thailand | 16.3 | 0.6 | 3.9 | (5.9) | <ul style="list-style-type: none"> Exports to Cambodia and other countries declined due to geopolitical issues and have yet to recover; local consumption in Thailand remained sluggish Oral Healthcare, in the process of strengthening, remains steady | 33.4 |
| Malaysia | 7.1 | 1.0 | 16.3 | 0.5 | <ul style="list-style-type: none"> Although demand declined temporarily due to market recoil as the effect of the previous year's governmental stimulus measures subsided, personal care saw increased sales (109% Y-o-Y) due to proactive in-store promotions and improved profitability | 27.5 |
| China*3 | 5.4 | (1.2) | (19.3) | (26.0) | <ul style="list-style-type: none"> Sales decreased due to continued price revisions of <i>White&White</i> and the optimization of offline distribution inventories (inventory optimization completed in the first quarter) | 84.3 |
| South Korea | 4.4 | 0.1 | 3.4 | 0.4 | <ul style="list-style-type: none"> Sales increased with launch of Japanese products in oral healthcare and the expansion of sales of <i>Kyusoku Jikan</i> Export business on a recovery trend due to factors such as the expansion of product range | 33.7 |

Notes 1. External net sales: Total sales, excluding internal sales within and among segments

2. Real rate refers to the rate of change, excluding the effects of exchange rate fluctuations

3. Qingdao Lion

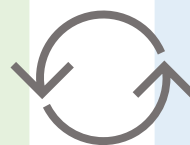
4. Personal Care field net sales: Total net sales from the Oral Care, Beauty Care and Pharmaceutical fields

(calculated based on Lion shipment amounts; year-on-year change rate excludes the effects of exchange rate fluctuations)

- Financial Results for the First Quarter of Fiscal 2026
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- Fiscal 2026 Financial Forecast

Shift to a highly profitable business portfolio

- Japan: Continue profit structure reforms and the shift toward high value-added products
- Overseas: Achieve profitable growth by strengthening personal care
→ Personal care sales growth rate in first quarter: **8.8%**
- Accelerate restructuring of business portfolio
→ Acquired PNB in Australia (January), transfer shares of 2 Chemical Product subsidiaries (planned for June)



Strengthen mobility through management processes transformation

- Transition to business unit system that integrates the value chain, thereby strengthening business management
- Delegate authority to business units to accelerate strategy execution and decision-making
→ Proved effective in responding to the impact from the situation in the Middle East

Evolve into a company that is resilient to change and stays ahead of competition

Sustain high growth through multifaceted expansion of high value-added products

First quarter Oral Healthcare sales growth rate **9.8%**

Advancing initiatives to further expand the high-end periodontal disease*1 care market

Continuous product actions that leverage strengths of mainstay brands

2nd half 2025

1st half 2026 (April)

Launched new highest-ever priced product

Dent Health Medicated Toothpaste DX Premium



- Total care toothpaste that protects against periodontitis
- Overall brand sales **130% Y-o-Y*2**

Relaunch of high-end line of mainstay brand **SYSTEMA**

SYSTEMA Haguki (the Gums) Plus Premium Toothpaste



- New active ingredient that helps prevent periodontal disease by suppressing glycation added
- **Strong initial shipments**, strengthening brand-wide promotions and advertising to facilitate trade-up within the high-end lineup

Accumulating insights on new technologies

(Products sold through dental clinics)

Toothpaste with new periodontal disease prevention technology

SYSTEMA SP-T Gel
(Launched Nov. 2025)



- Equipped with oral microbiome control technology
- Sales **150% Y-o-Y*3** following relaunch
→develop products with this technology for general retail

*1 General term for inflamed gums and periodontitis
*2 Total for Oct. 2025-Mar. 2026
*3 Total for Nov. 2025-Mar. 2026

Pursue profitable growth in existing countries and launch high value-added business in Vietnam, consolidated last year

China

- Advance strategy to shift toward high value-added products
→ Conduct large-scale cross-brand campaign in conjunction with the release of new high value-added products (April)

- Spread awareness of LION (“獅王”) brand image of “creating better oral care habits.”
- Maximize exposure on major e-commerce platforms and at physical stores in coordination with live commerce
→ attract new customer base and improve investment efficiency of the brand



- Profitability-focused selective channel strategy
→ Prioritize the strengthening of emerging e-commerce platforms to ensure profitability (said platforms **194% Y-o-Y for Jan.-Mar.**)
Continue strengthening distribution to key offline management chains

Thailand

- Accelerate growth through enhanced brand value and expanded distribution
→ Launch new products based on updated brand strategy to expand userbase

Rebranding of local brand SALZ

- Gain new users through improvements aimed towards younger demographic
- Expand distribution to new areas



Vietnam

- Launch of Oral Healthcare business
→ Scheduled for May:
Leverage strengths of doctor-recommended model to promote preventive dentistry



Pursue further growth through effects of synergy added to the stable growth of existing highly profitable businesses

Vietnam

Strengths

- Business model centered on pharmaceutical product sales through recommendations by doctors and pharmacists
- Relationships with such channels as hospitals and pharmacies



- Expand personal care by leveraging Group assets and existing sales network
→ Achieve growth while maintaining high profitability

Beauty Care
(Skin care for sensitive skin)



Launched last year
Focus on expanding availability in dermatology and pediatric clinics

+

Oral Healthcare
(Professional products)



Australia

Strengths

- *Sukin*, Australia's #1* natural beauty care brand
- Sales in 20+ countries and regions
- OEM business that leverages production bases and advanced technical capabilities



- Steady implementation of post-merger integration (PMI)
- Strengthen Australian domestic business
- Consider full-scale expansion of *Sukin* brand in Asian markets, including Japan



* Sales of natural care brands in the Australian beauty care market (including personal wash, skincare and haircare)
POS data from May 4, 2023–May 3, 2024, Circana

Realize shift toward high value-added products and upward price revisions through product action

Expand high value-added product line



hadakara
Beauty
Premium
Moist Body
Care Soap
(April)

Pricing structure revision along with product relaunch



SOFLAN
Premium
Deodorizing
Fabric
Softener
(March)



CHARMY
Magica and
Crysta
dishwashing
detergents
(April)

Shift toward high value-added by proposing new habits that promote the mindful use of water



NANOX one
Antibacterial
x Quick Wash
(March)



NANOX
Washing Tub
Antimold Ball
(April)

- *Antimold Ball* performing beyond expectations
- Further strengthen energy saving and cost saving appeal of *Antibacterial x Quick Wash*

Collaborate with distributors in agile marketing to promote new habits

Enhancement of supply chain management

Shift to **proactive supply chain management** that anticipates and responds immediately to fluctuations in supply and demand



Realize consistent proactive management through the utilization of digital technology

- Utilize highly accurate demand forecasting models
- Respond flexibly and swiftly to environmental changes

- Realize stable product supply
- Improve profitability
- Strengthen cash flow

Although the ultimate extent of impact is unclear, the Company aims to offset performance risks through additional measures

Main Risks

Rising Costs

- Cost increases arising from the surge in crude oil prices
- Raw and packaging materials
 - Manufacturing costs (utilities)
 - Logistics costs

Procurement Risks

- Supply constraints due to shortage of key raw materials
- Naphtha-derived materials
 - Resin bottles, pouches, pumps, etc.

Considering and implementing countermeasures on a scale comparable to the impact on performance currently anticipated

Countermeasures

【Short-Term】

- Review and prioritization of production and sales plans
- Review sales promotion plans and increased focus on advertising
- Implement appropriate price revisions
- Conduct additional cost reductions
- Secure alternative supply routes
- Strengthen cost management

【Medium-Term】

- Consider alternatives to raw materials and compositions
- Review production and logistics structure
- Review personnel allocation plan

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- **Fiscal 2026 Financial Forecast**

2026 Consolidated Financial Forecast

Aim to achieve initial targets by implementing additional measures in response to changing circumstances

| (Billions of yen) | 2026 | 2025 | Y-o-Y change | |
|---|-------------|-------------|--------------|---------|
| | | | Amount | % |
| Net sales | 430.0 | 422.0 | 7.9 | 1.9 |
| Core operating income* ¹ % of net sales | 35.0 8.1 | 30.7 7.3 | 4.2 | 13.8 |
| Operating profit % of net sales | 40.0 9.3 | 36.3 8.6 | 3.6 | 10.0 |
| Profit for the period attributable to owners of the parent | 25.0 | 27.5 | (2.5) | (9.4) |
| EPS (Yen) | 90.38 | 99.74 | (9.36) | (9.4) |
| EBITDA* ² | 55.0 | 49.3 | 5.6 | 11.5 |
| EBITDA margin (%)* ³ | 12.8 | 11.7 | — | 1.1PP |
| ROIC (%)* ⁴ | 7.0 | 6.7 | — | 0.3PP |
| ROE (%) | 7.7 | 9.0 | — | (1.3PP) |

Notes 1. Core operating income is an earnings indicator the Company uses to measure regular business performance by subtracting selling, general and administrative expenses from gross profit.

2. EBITDA is an indicator of profitability on a cash basis calculated as the sum of core operating income and depreciation and amortization (excluding that of right-of-use assets).

3. EBITDA margin: The ratio of EBITDA to consolidated net sales.

4. ROIC is an indicator calculated from net operating profit after tax (NOPAT) divided by the average invested capital (total equity plus interest bearing liabilities) during the period, and measures the efficiency and profitability of the invested equity.

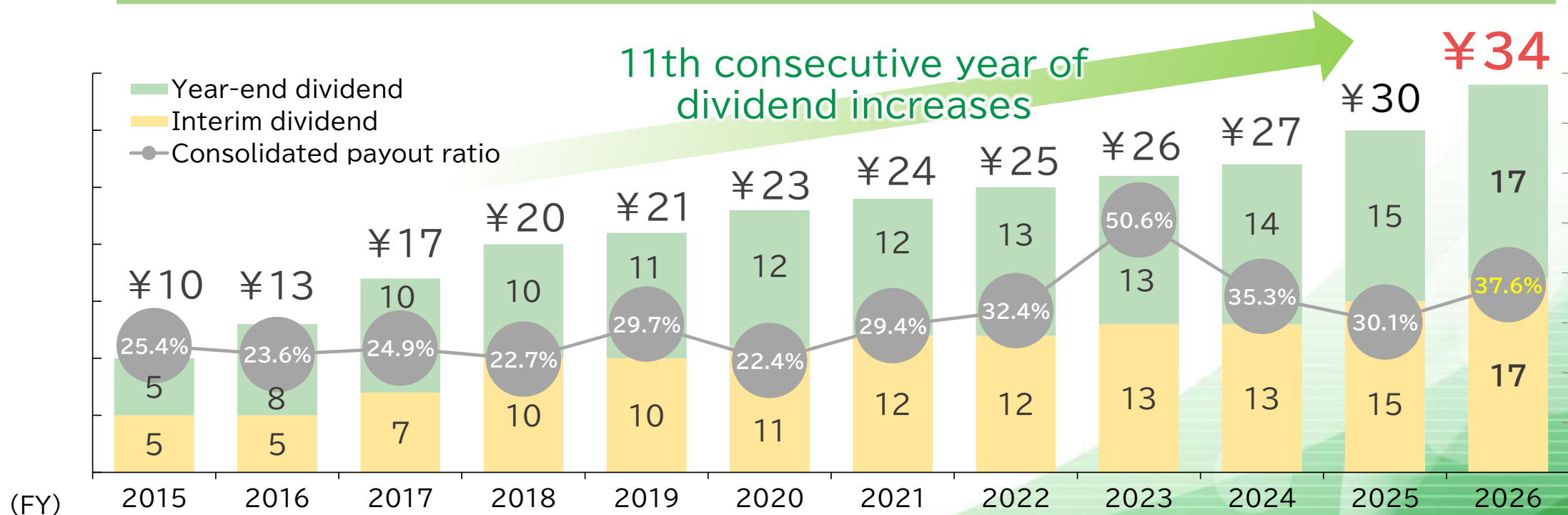
2nd STAGE: Shareholder Return Measures

No change from the announcement made at the beginning of the year
Annual dividend increase of ¥4 to ¥34 per share expected

Shareholder Return Measures During 2nd STAGE (2026-2027)

Dividends | Strive to **increase dividends every fiscal year based on the progressive dividend policy**
(12 consecutive fiscal years since 2016)

Acquisition of treasury stock | **Flexible acquisition and disposal of treasury stock**



life. love.
LION

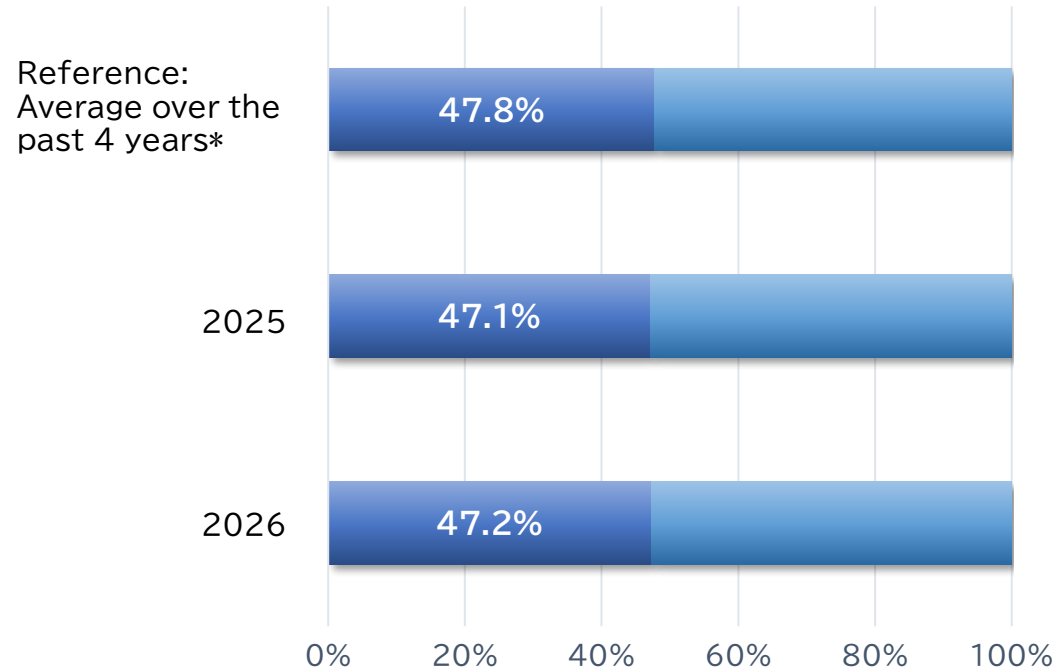
Reference Materials

2nd Stage Progress in Key KPIs

| Themes | KPI | 2027 targets (From 2024 to 2027) | 2025 | 2026 Jan.-Mar. |
|--|---|-------------------------------------|--|--|
| Accelerate growth in Oral Healthcare | Group Oral Healthcare sales growth rate | CAGR 8% level | 5.2% (vs. fiscal 2024) | 4.1% (Y-o-Y) |
| Strengthen overseas growth initiatives | Sales growth rate | CAGR 10% level | 3.6% External net sales +4.9% (vs. fiscal 2024) | 10.7% External net sales +11.1% (Y-o-Y) |
| | EBITDA margin | Approx. +2 points | +0.7pp (vs. fiscal 2024) | +2.5pt (vs. fiscal 2024) |
| Reform profit structure in Consumer Products | EBITDA margin | Approx. +3~5 points | +1.4pp (vs. fiscal 2024) | +0.8pt (vs. fiscal 2024) |

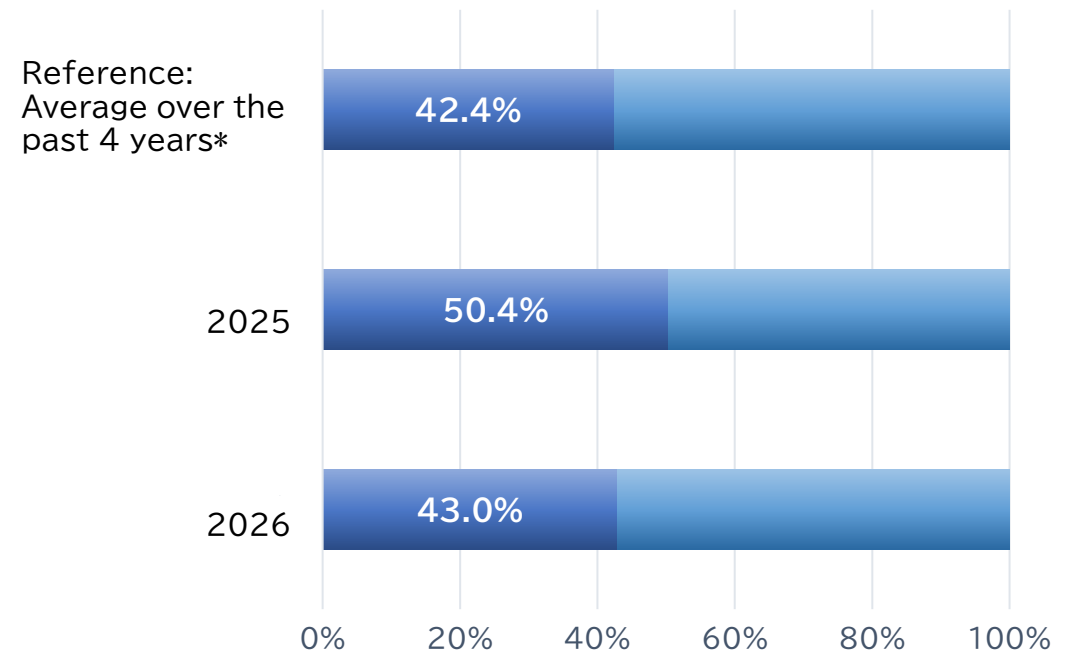
FY2026 Progress Compared to Announcement at the Beginning of the Year

Net sales progress rate (versus first half forecast)



1st quarter progress rate: 47.2%

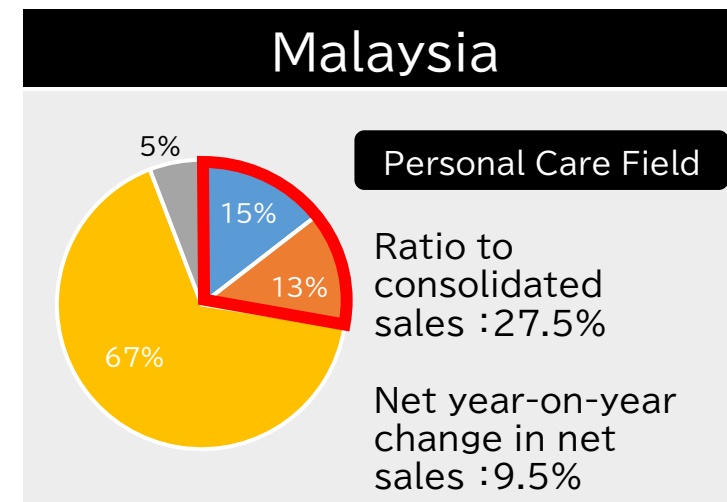
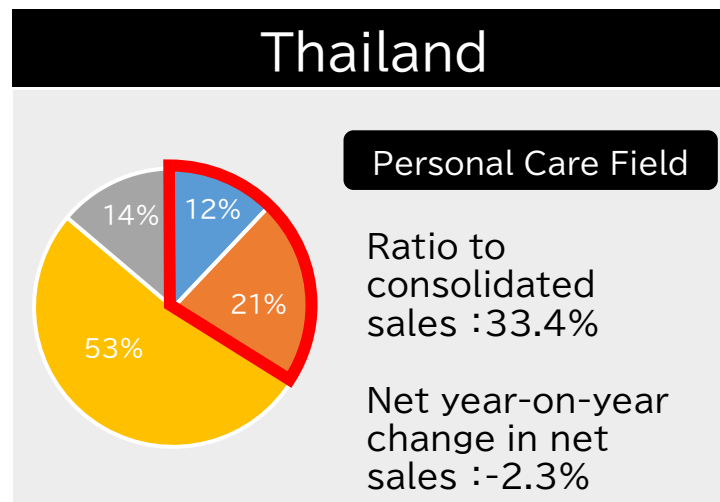
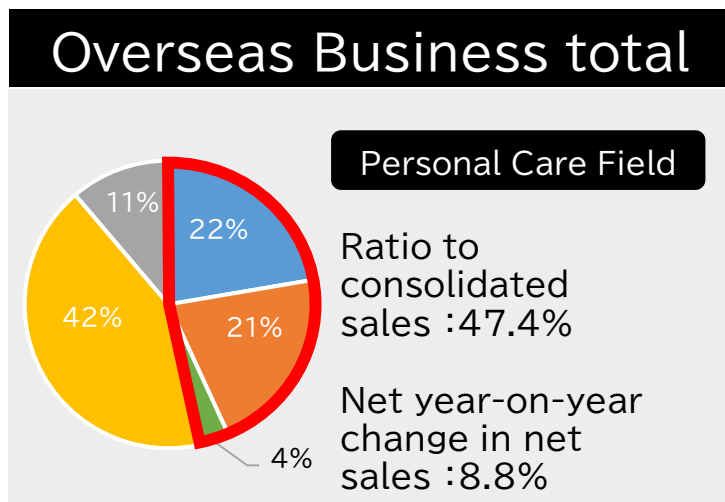
Core operating income progress rate (versus first half forecast)



1st quarter progress rate: 43.0%

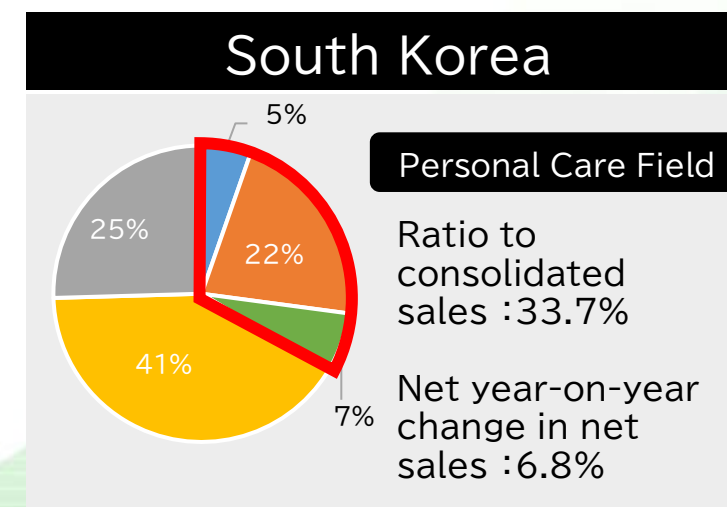
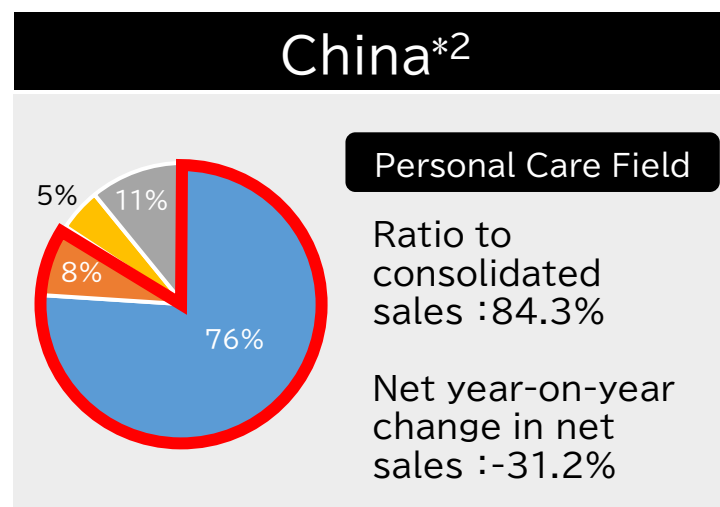
* Four years from 2022 to 2025

Overseas Business Share of Total Net Sales*1 by Category



- Oral Healthcare
- Beauty Care
- Pharmaceutical
- Home Care*3
- Export and others

Personal care field



Notes 1. Based on Lion shipment amounts(Jan.-Mar. 2026)

2. Qingdao Lion

3. Fabric Care and Living Care

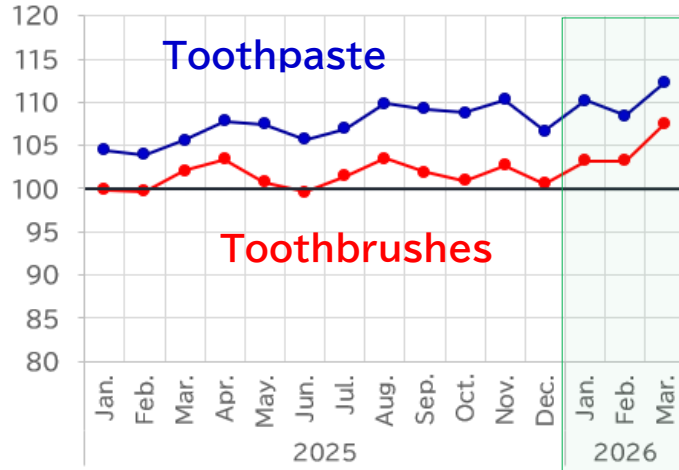
Market Trends—Major Product Categories in Japan

Y-o-Y comparison of consumer product markets in Japan by in-store sales value (%)

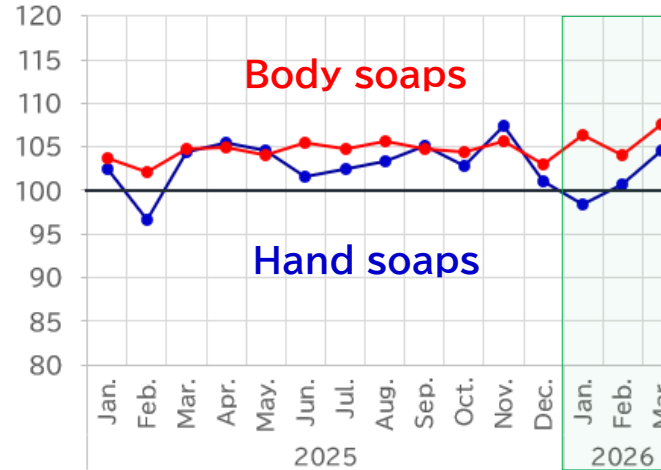
Source: INTAGE Inc. SRI+

* Data was updated, and past data has been revised accordingly.

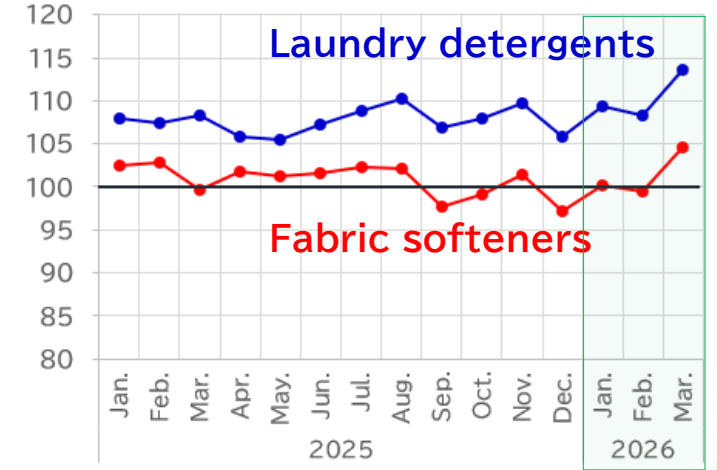
Oral Healthcare



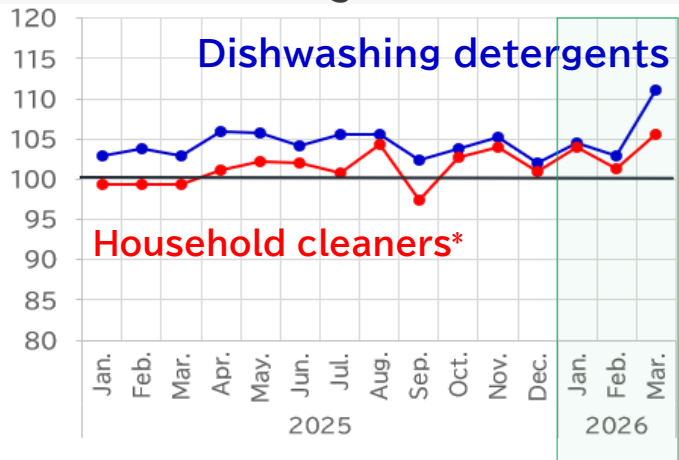
Beauty Care



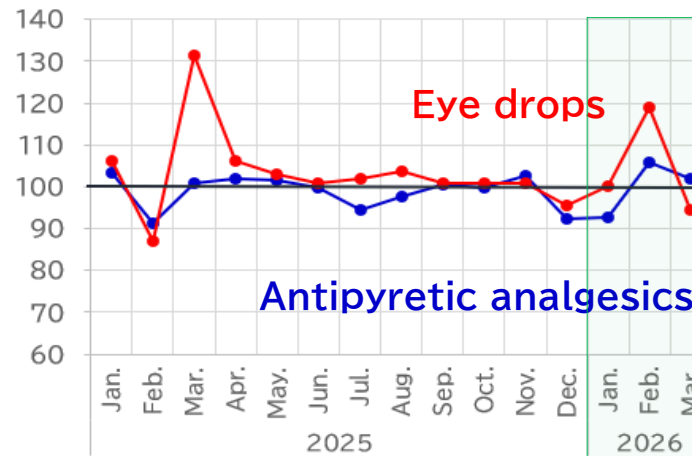
Fabric Care



Living Care



Pharmaceutical



Y-o-Y comparison of key categories from January to March 2026 (%)

| Category | Vs. 2025 |
|------------------------|----------|
| Toothpaste | 110 |
| Toothbrushes | 105 |
| Hand soaps | 101 |
| Laundry detergents | 111 |
| Fabric softeners | 101 |
| Dishwashing detergents | 106 |
| Household cleaners | 104 |
| Antipyretic analgesics | 100 |

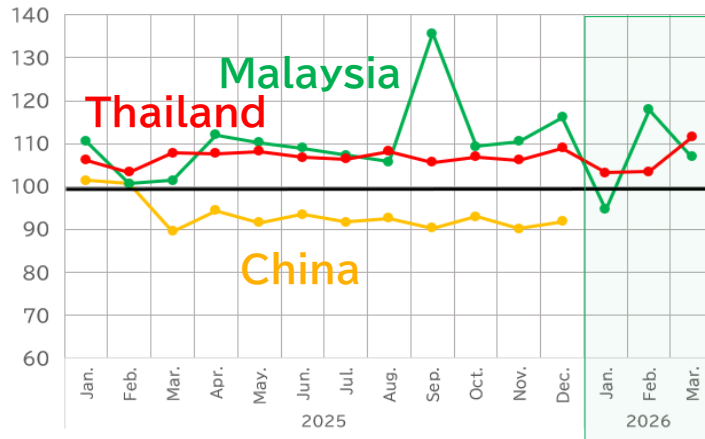
* Household cleaners refers to the sum of figures for bath detergents and toilet cleaners

Market Trends—Major Product Categories Overseas

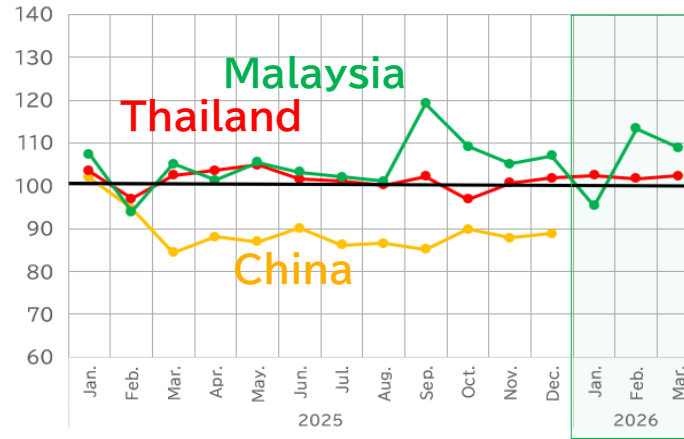
Y-o-Y comparison of consumer product markets in Overseas by in-store sales value (%)

* Lion survey

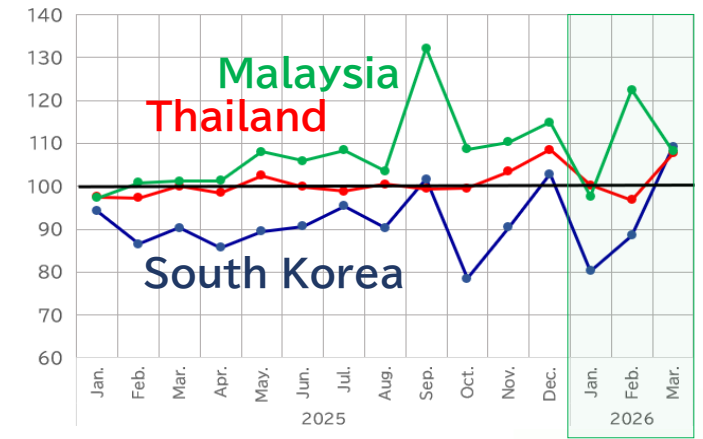
Toothpaste



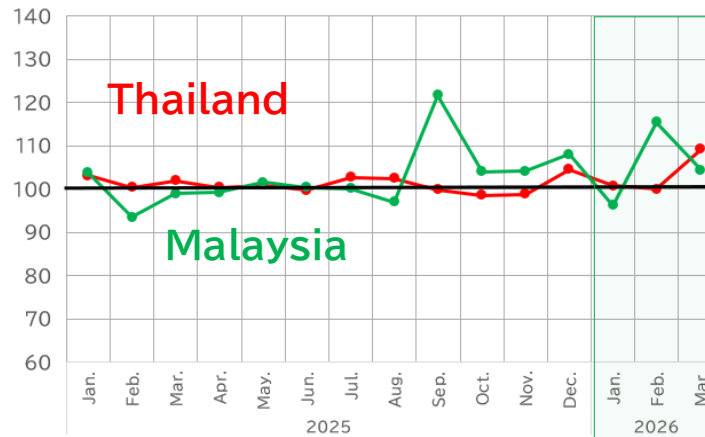
Toothbrushes



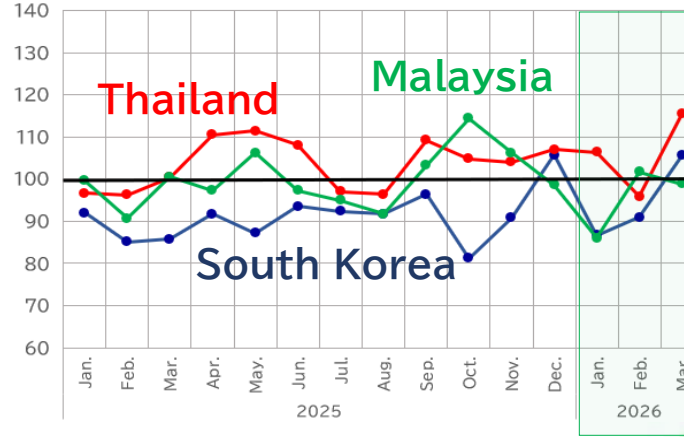
Laundry detergents



Body soaps



Hand soaps



Comparison of major categories from January to March 2026 (%) (compared to 2025)

| Category | Thailand | Malaysia |
|--------------------|----------|----------|
| Toothpaste | 106 | 111 |
| Toothbrushes | 101 | 105 |
| Laundry detergents | 101 | 108 |
| Body soaps | 102 | 105 |
| Hand soaps | 104 | 100 |

※1 For Thailand and Malaysia, data was updated and past data has been revised accordingly.

※2 For China, data shown is from January to December 2025

※3 For Malaysia, this figure indicates the entire soap market, which includes hand soap

Changes in Household Products Market and OTC Drug Market

1) Market Environment for Household Products (23 markets, SRI+*)

Overall market trend for the 23 household product markets in which Lion operates
(Values are percentages of the results of the corresponding periods of the previous years)

| | 2021 | 2022 | 2023 | 2024 | 2025 | Jan.-Mar. 2026 |
|----------------------|------------|------------|------------|------------|------------|-------------------|
| Sales Value | 95 | 101 | 103 | 107 | 104 | 107 |
| Sales Volume | 92 | 97 | 96 | 99 | 99 | 101 |
| Average price | 103 | 104 | 107 | 107 | 105 | 105 |

Source: INTAGE Inc. SRI+ survey (data for 2021 is for 38 markets; data for 2022 is for 37; data for 2023 is for 35; data for 2024 to 2025 is for 26; data for 2026 is for 23 major markets in which Lion operates)

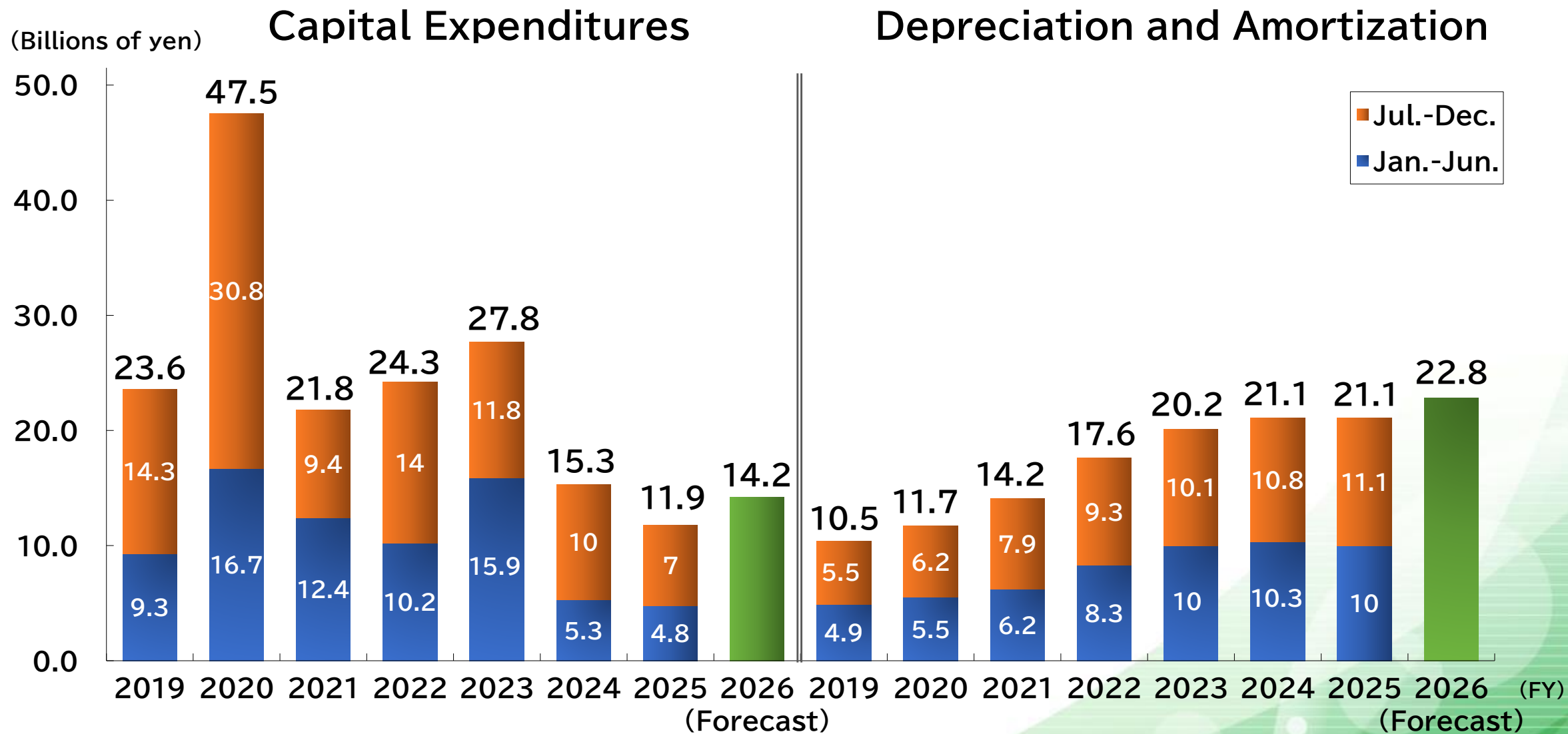
2) Market Environment for OTC Drug Market (6 markets*, SRI+)

Overall market trends in the 6 OTC drug markets in which Lion operates
(Values are percentages of the results of the corresponding periods of the previous years)

| | 2021 | 2022 | 2023 | 2024 | 2025 | Jan.-Mar. 2026 |
|----------------------|------------|------------|------------|------------|------------|-------------------|
| Sales Value | 103 | 103 | 111 | 102 | 101 | 101 |
| Sales Volume | 101 | 102 | 107 | 99 | 98 | 99 |
| Average price | 102 | 101 | 103 | 103 | 103 | 102 |

Source: INTAGE Inc. SRI+ Survey (data for 2021-2023 is for 7 markets; data from 2024 onwards is for 6 markets)

Capital Expenditures and Depreciation and Amortization



* Capital expenditures and depreciation and amortization both include intangible assets.

Assumed Raw Material Prices and Exchange Rates

* As of February 2026

Raw Material Prices

| | Dubai Crude | Domestic Naphtha | Crude Palm Oil |
|--------------------------|-------------|------------------|----------------|
| 2026 Initial forecast | 70\$/BBL | JPY66,000/KL | 4,400RM/ton |

Exchange Rates

| | U.S. Dollar | Thai Baht |
|--------------------------|-------------|-----------|
| 2026 Initial forecast | JPY155 | JPY4.7 |

◇ Reference

| | Dubai Crude | Domestic Naphtha | Crude Palm Oil |
|--------------|-------------|------------------|----------------|
| 2025 Results | 69.6\$/BBL | JPY65,021/KL | 4,285RM/ton |

| | U.S. Dollar | Thai Baht |
|--------------|-------------|-----------|
| 2025 Results | JPY149.8 | JPY4.6 |

Consolidated Statement of Income

| (Billions of yen) | Jan.-Mar. 2026 | Jan.-Mar. 2025 | Y-o-Y change | |
|--|-------------------|-------------------|--------------|--------|
| | | | Amount | % |
| Net sales | 99.2 | 94.2 | 4.9 | 5.3 |
| Cost of sales | 53.4 | 52.2 | 1.2 | 2.3 |
| Gross profit | 45.7 | 42.0 | 3.7 | 8.9 |
| Selling, general and administrative expenses | 39.7 | 36.7 | 3.0 | 8.2 |
| Core operating income | 6.0 | 5.2 | 0.7 | 13.8 |
| Other income | 0.4 | 0.5 | (0.0) | (14.8) |
| Other expenses | 0.1 | 0.1 | (0.0) | (2.9) |
| Operating profit | 6.2 | 5.6 | 0.6 | 11.6 |
| Finance income | 0.6 | 0.2 | 0.3 | 131.9 |
| Finance costs | 0.2 | 0.4 | (0.1) | (38.6) |
| Share of profit of investments accounted for using the equity method | 0.6 | 0.8 | (0.1) | (15.3) |
| Profit before tax | 7.3 | 6.3 | 1.0 | 16.9 |
| Income taxes | 2.0 | 1.5 | 0.5 | 33.6 |
| Profit for the period | 5.2 | 4.7 | 0.5 | 11.4 |
| Profit for the period attributable to non-controlling interests | 1.0 | 0.7 | 0.3 | 49.6 |
| Profit for the period attributable to owners of the parent | 4.2 | 4.0 | 0.1 | 4.5 |

Selling, General and Administrative Expenses

| (Billions of yen) | Jan.-Mar. 2026 | | Jan.-Mar. 2025 | | Y-o-Y change | |
|---|-------------------|-------------------|-------------------|-------------------|--------------|------------|
| | Amount | % of sales (%) | Amount | % of sales (%) | Amount | % |
| Selling, general and administrative expenses | 39.7 | 40.1 | 36.7 | 39.0 | 3.0 | 8.2 |
| Sales commissions | 1.2 | 1.2 | 1.2 | 1.3 | 0.0 | 1.2 |
| Promotional expenses | 10.1 | 10.3 | 9.9 | 10.6 | 0.2 | 2.0 |
| Advertising expenses | 3.8 | 3.9 | 3.1 | 3.3 | 0.7 | 22.6 |
| Transportation and warehousing expenses | 4.8 | 4.9 | 5.0 | 5.4 | (0.1) | (3.3) |
| R&D expenses | 2.6 | 2.6 | 2.6 | 2.8 | 0.0 | 0.9 |
| Other expenses | 17.0 | 17.2 | 14.7 | 15.7 | 2.2 | 15.2 |

Consolidated Statement of Financial Position

| (Billions of yen) | | March 31, 2026 | December 31, 2025 | Change |
|--------------------|-------------------------------|-------------------|----------------------|--------|
| Current assets | | 230.5 | 253.9 | (23.4) |
| | Cash and cash equivalents | 57.5 | 88.0 | (30.5) |
| | Trade and other receivables | 65.0 | 80.8 | (15.7) |
| | Inventories | 55.4 | 54.1 | 1.2 |
| Non-current assets | | 289.7 | 274.6 | 15.1 |
| | Property, plant and equipment | 119.8 | 125.2 | (5.3) |
| | Intangible assets | 31.8 | 31.5 | 0.3 |
| | Right-of-use assets | 30.8 | 28.8 | 2.0 |
| | Other financial assets | 28.9 | 29.1 | (0.1) |
| Total assets | | 520.3 | 528.5 | (8.2) |

Consolidated Statement of Financial Position

| (Billions of yen) | | March 31, 2026 | December 31, 2025 | Change |
|-------------------------------------|--------------------------------|-------------------|----------------------|--------|
| Current liabilities | | 124.7 | 136.1 | (11.4) |
| | Trade and other payables | 93.9 | 114.1 | (20.1) |
| | Lease liabilities | 2.4 | 2.0 | 0.4 |
| | Other current liabilities | 6.3 | 9.3 | (3.0) |
| Non-current liabilities | | 45.8 | 43.9 | 1.8 |
| | Retirement benefit liabilities | 4.2 | 4.7 | (0.5) |
| | Lease liabilities | 28.2 | 26.1 | 2.1 |
| Equity | | 349.7 | 348.4 | 1.2 |
| | Share capital | 34.4 | 34.4 | – |
| | Capital surplus | 31.4 | 31.4 | 0.0 |
| | Treasury stock | (3.2) | (3.3) | 0.0 |
| | Other components of equity | 28.8 | 27.9 | 0.8 |
| | Retained earnings | 231.7 | 232.1 | (0.4) |
| Total liabilities and equity | | 520.3 | 528.5 | (8.2) |

Consolidated Statement of Cash Flows

| (Billions of yen) | Jan.–Mar. 2026 | Jan.–Mar. 2025 | Change |
|--|-------------------|-------------------|--------|
| Cash flows from operating activities | (10.8) | (10.1) | (0.7) |
| Cash flows from investing activities | (17.7) | (5.2) | (12.5) |
| Cash flows from financing activities | (1.2) | (4.5) | 3.3 |
| Effect of exchange rate changes on cash and cash equivalents | 0.2 | (1.4) | 1.6 |
| Net increase (decrease) in cash and cash equivalents | (29.6) | (21.4) | (8.2) |
| Cash and cash equivalents at beginning of period | 88.0 | 102.2 | (14.1) |
| Cash and cash equivalents at end of period | 58.4 | 80.8 | (22.4) |

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The forecasts and projected operating results contained in this report are based on information available at the time of preparation, and thus involve inherent risks and uncertainties. Accordingly, readers are cautioned that actual results may differ materially from those projected as a result of a variety of factors.

- * The Lion Group applies the International Financial Reporting Standards (IFRS).
- * Monetary amounts herein are truncated after the last digit shown.