

Financial Results for the First Half of 2025

Lion Corporation
August 7, 2025

- Consolidated Financial Results for the First Half of 2025
- Fiscal 2025 Financial Forecast
- Key Measures for the Second Half of Fiscal 2025
- Progress of 2nd STAGE Growth Strategies

- Consolidated Financial Results for the First Half of 2025
- Fiscal 2025 Financial Forecast
- Key Measures for the Second Half of Fiscal 2025
- Progress of 2nd STAGE Growth Strategies

Y-o-Y profit growth and profitability improved, with profit substantially exceeding the forecast

❑ Net sales (up Y-o-Y)

Overseas (primarily Thailand and Malaysia) saw increased sales, and Consumer Products also saw an increase in sales (excluding the impact of brand transfers), resulting in higher consolidated sales

❑ Core operating income (up Y-o-Y)

Increased significantly due to the launch of high value-added products and continuing profitability enhancement measures such as strategic investment in competition-related expenses*

* Total sales commissions, promotion expenses and advertising expenses

❑ Profit for the period attributable to owners of the parent (down Y-o-Y)

Profits decreased due to a rebound on the brand transfer gain in FY2024 and foreign exchange losses

❑ EBITDA margin (up Y-o-Y)

Up 1.3 points due to improved core operating income ratio

The full-year forecast remains unchanged from initial plans,
with Y-o-Y higher sales and profit

Consolidated Financial Results for the First Half of 2025

Profitability was strengthened and core operating income increased significantly Y-o-Y, achieving the announced target

(Billions of yen)	Jan.–Jun. 2025	Jan.–Jun. 2024	Y-o-Y change		Deviation From forecast, %
			Amount	%	
Net sales	199.4	198.6	0.8	0.4 0.3* ⁴ 1.1* ⁵	(0.5) (0.3)
Core operating income* ¹ % of net sales	12.6 6.3	9.5 4.8	3.0	32.3	2.1 20.4
Operating profit % of net sales	13.3 6.7	13.3* 6.7	0.0	0.2	2.3 21.6
Profit for the period attributable to owners of the parent	9.6	9.9	(0.3)	(3.2)	1.6 20.1
EPS (Yen)	34.75	35.76	(1.01)	(2.8)	5.87 20.3
EBITDA* ²	21.4	18.6	2.7	14.6	—
EBITDA margin (%)* ³	10.7	9.4	—	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: 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.

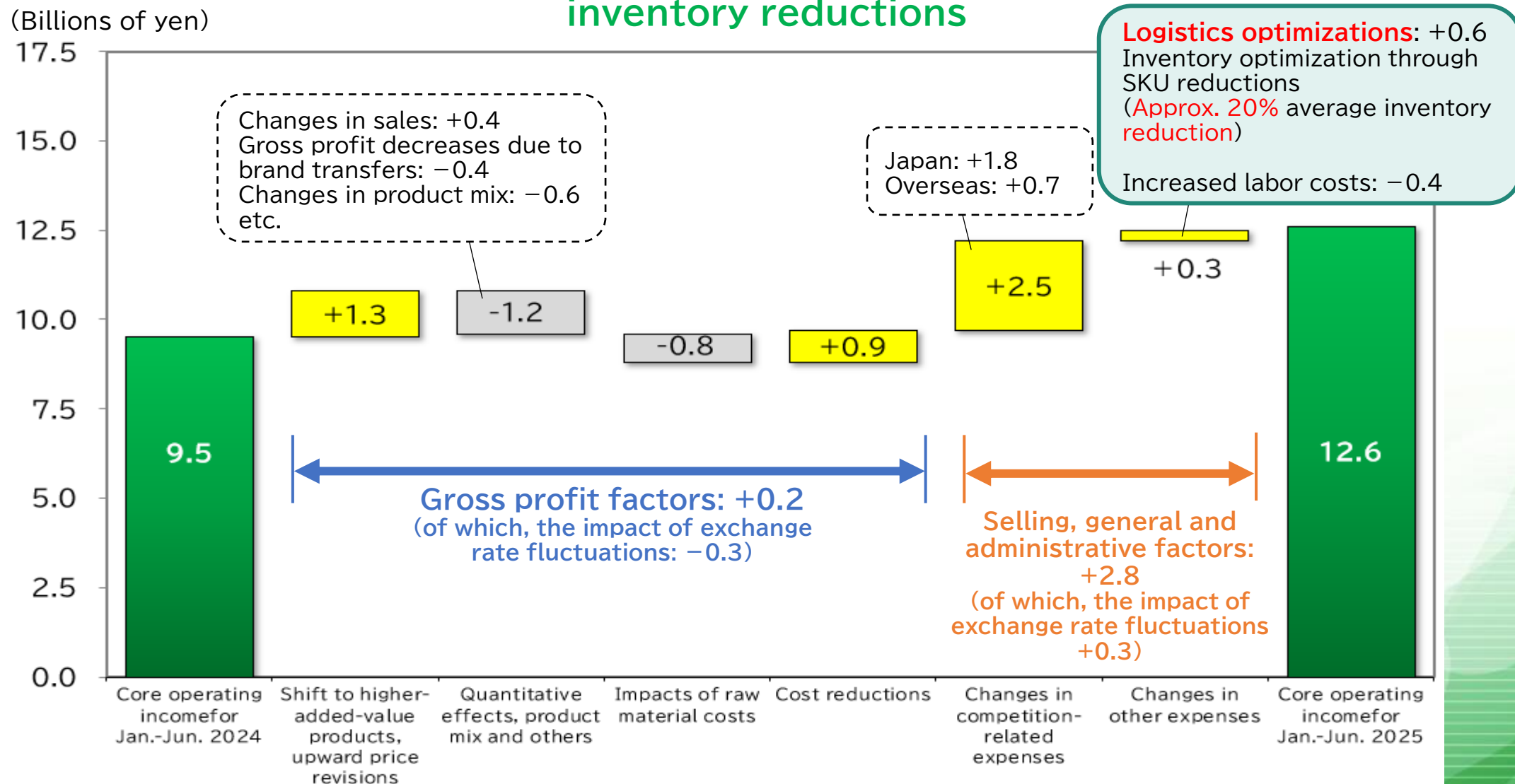
4. Y-o-Y change at constant currency excluding exchange rate fluctuations.

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

* Gains on brand transfer are included in operating profit for FY2024

Year-on-Year Changes in Core Operating Income

Firm progress in profit structure reform, including a shift towards high added-value products, continued upward price revisions and improved logistics efficiency through inventory reductions



Year-on-Year Changes in Core Operating Income

Over April-June, gross profit margin improved, strengthening earning power; strategically allocated competition-related expenses enhanced profit structure for sustainable growth

(Billions of yen) + indicates gain – indicates loss	Jan.–Mar. 2025 (A)	Apr.–Jun. 2025 (B)	Change* (B) – (A)	Comments
Shift towards high-value-added products and upward price revisions	+0.6	+0.7	+0.1	Gross profit margin: Improved +1.5 points (from January–March to April–June) - High-profit categories grew thanks to launch of new high added-value products and capture of inbound demand in the pharmaceutical product category - Upward price revisions are steadily progressing (Acceleration from the second half onward)
Reduction effects, product mix, etc.	(1.1)	(0.1)	+1.0	
Impact of raw material prices	(0.4)	(0.4)	±0.0	
Cost reductions	+0.7	+0.2	(0.5)	
Total gross profit factors	(0.2)	+0.4	+0.6	
Changes in competition-related expenses	+2.0	+0.5	(1.5)	- Strategically allocated competition-related expenses in April–June to focus businesses, including oral healthcare - Profit structure reforms led to improved logistics efficiency
Changes in other expenses	(0.5)	+0.8	+1.3	
Total selling, general and administrative factors	+1.5	+1.3	(0.2)	
Total core operating income	+1.3	+1.7	+0.4	

* Indicates January–March Y-o-Y change subtracted from April–June Y-o-Y change

Results by Business Segment

Consumer Products saw significantly higher profit due to profit structure reforms

(Billions of yen)	Net sales*					Core operating income			
	Jan.–Jun. 2025	Jan.–Jun. 2024	Y-o-Y change		Deviation From plan %	Jan.–Jun. 2025, % of net sales	Jan.–Jun. 2024, % of net sales	Y-o-Y change	
			Amount	%				Amount	%
Consumer Products	121.7	122.2	(0.5)	(0.4)	—	9.1	5.9	3.1	52.4
	105.0	106.0	(0.9)	(0.9)	0.0	7.5	4.9		
Industrial Products	28.6	26.4	2.2	8.4	—	1.4	1.4	(0.0)	(2.2)
	19.1	18.5	0.6	3.5	3.7	5.1	5.6		
Overseas	84.2	84.6	(0.3)	(0.4)	—	3.1	2.9	0.2	6.9
	74.6	73.3	1.2	1.7	(1.8)	3.8	3.5		
Other	5.2	7.7	(2.5)	(32.4)	—	(0.0)	0.2	(0.3)	—
	0.5	0.7	(0.1)	(17.4)	16.5	(0.6)	3.8		
Adjustment	(40.4)	(42.4)	2.0	—	—	(1.1)	(1.2)	0.0	—
	—	—	—	—	—				
Consolidated Total	199.4	198.6	0.8	0.4	(0.3)	12.6 6.3	9.5 4.8	3.0	32.3

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

Note: Previously, transactions related to overseas support functions were attributed to the Consumer Products business segment, but in light of the growing importance of the Overseas business segment, accounting for these items has been transferred to the Overseas business segment starting from the first half of the fiscal year under review. Segment information for the first half of the previous consolidated fiscal year has also been reclassified to reflect this change.

Overall sales up Y-o-Y excluding the effects of brand transfers in 2024
 The Top Priority oral healthcare business saw continued growth surpassing that of 2024

(Billions of yen)	Net sales			
	Jan.–Jun. 2025	Jan.–Jun. 2024	Y-o-Y change	
			Amount	%
Oral Healthcare	36.8	35.9	0.9	2.7
Beauty Care	12.1	11.8	0.2	2.5
Fabric Care	26.6	27.6	(1.0)	(3.7)
Living Care	10.2	10.1	0.0	0.8
Pharmaceutical	10.9	12.0	(1.1)	(9.5) 3.2*
Other	24.9	24.6	0.2	1.2
Total	121.7	122.2	(0.5)	(0.4) 0.8*

* Actual rate of change excludes the impact of business and brand transfers

Overview of Consumer Products

Category	Y-o-Y change(%)		Comments
	Jan.-Mar.	Apr.-Jun.	
Oral Healthcare	+5.7	+0.3	- Sales of new <i>CLINICA PRO</i> toothpaste products and products for dental clinics increased - Growth rate was impacted in April-June due to a temporary demand falloff following last year's <i>OCH-TUNE</i> line launch surge
Beauty Care	(3.3)	+7.2	- Sales of high added-value <i>KireiKirei Medicated Hand Conditioning Soap</i> products nearly doubled*, driving growth - In April-June, sales of new <i>MEGAMIS</i> hair care brand, released on a limited distribution basis, contributed * Compared to January-June 2024
Fabric Care	(5.9)	(1.7)	- Sales of <i>SOFLAN Premium Deodorizer</i> fabric softeners and powder laundry detergent struggled due to revised shipping costs <i>NANOX one</i> highly concentrated liquid laundry detergent performed favorably, improving category-wide sales - Profitability improved substantially due to the optimization of competition-related expenses
Living Care	+2.1	(0.3)	- New <i>LOOK Plus Whole Toilet Antibacterial & Deodorizing Fogger</i> exceeded sales value targets due to a successful simultaneous purchase promotion with <i>LOOK Plus Bath Antimold Fogger</i> - In April-June, sales declined following the renewal surge market retreat of <i>Magica</i> dishwashing detergents
Pharmaceutical	(6.2)*	+11.8*	Excluding the impacts of brand transfers, sales increased due in part to strong sales from inbound tourism in April-June * Real change excluding the impacts of brand transfers

Overseas Business Results by Region

Southeast and South Asia saw increased sales and profits, while sales in Northeast Asia fell Y-o-Y for South Korea; overall overseas sales decreased but profits increased

(Billions of yen)	Net sales					Core operating income			
	Jan.–Jun. 2025	Jan.–Jun. 2024	Y-o-Y change			Jan.–Jun. 2025, % of net sales	Jan.–Jun. 2024, % of net sales	Y-o-Y change	
			Amount	%	Real rate (%)*1			Amount	%*2
Southeast and South Asia	51.5	48.9	2.6	5.4	1.4	2.7 5.3	2.1 4.5	0.5	26.1 +0.8PP
Northeast Asia	32.6	35.6	(2.9)	(8.4)	(3.5)	0.4 1.3	0.7 2.2	(0.3)	(46.3) (0.9PP)
Total	84.2	84.6	(0.3)	(0.4)	(0.6)	3.1 3.8	2.9 3.5	0.2	6.9 +0.3PP

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

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.–Jun. 2025	Change (amount)	Change (%)	Real rate* ² (%)		
Thailand	31.8	2.2	7.5	2.9	➤ Body washes and liquid laundry detergent drove sales ➤ Toothbrush sales up Y-o-Y thanks to strengthened in-store promotions	33.3
Malaysia	11.3	0.7	6.8	2.2	➤ Toothpastes and liquid laundry detergents are trending favorably	25.2
China* ³	13.2	(0.0)	(0.0)	4.4	➤ High added-value products saw significantly higher sales ➤ Strategically maintained prices for some brands, improving profitability despite lower sales volumes	87.9
South Korea	8.6	(1.3)	(13.2)	(5.2)	➤ Reduced exports due to impacts of the macro environment ➤ Both hand soaps, which saw upward price revisions, and capsule detergents saw increased sales	33.6

Notes 1. External 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 net sales: Total net sales from the oral care, beauty care and pharmaceutical product fields

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

- Consolidated Financial Results for the First Half of 2025
- **Fiscal 2025 Financial Forecast**
- Key Measures for the Second Half of Fiscal 2025
- Progress of 2nd STAGE Growth Strategies

2025 Consolidated Financial Forecast

No change from announcement at the beginning of the year

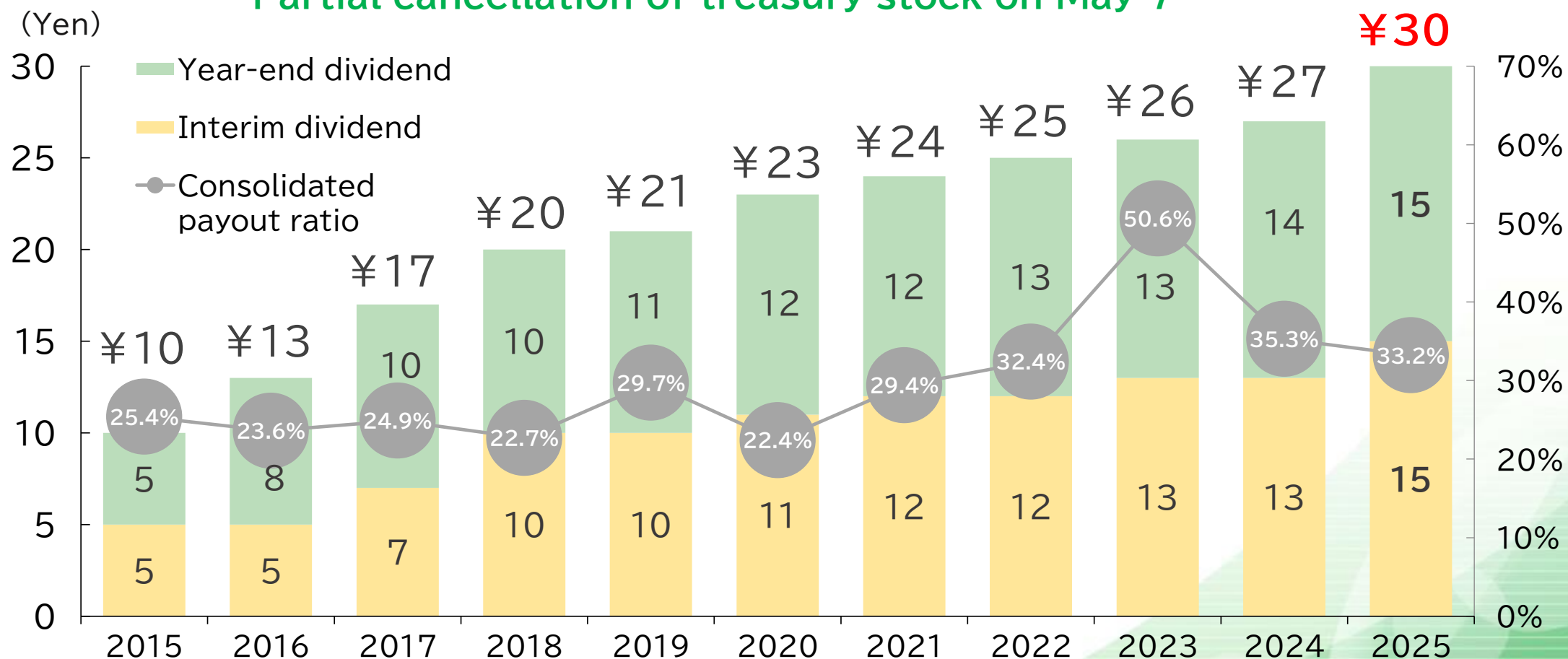
(Billions of yen)	2025	2024	Y-o-Y change	
			Amount	%
Net sales	420.0	412.9	7.0	1.7
Core operating income* ¹ % of net sales	30.0 7.1	26.3 6.4	3.6	13.9
Operating profit % of net sales	35.0 8.3	28.3 6.9	6.6	23.3
Profit for the period attributable to owners of the parent	25.0	21.1	3.8	17.9
EPS (Yen)	90.24	76.51	13.73	17.9
EBITDA* ²	49.0	45.1	3.8	8.5
EBITDA margin (%)* ³	11.7	10.9	—	0.8PP
ROIC (%)* ⁴	6.1	5.8	—	0.3PP
ROE (%)	8.3	7.4	—	0.9PP

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.
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.

Shareholder Returns

No change from announcement at the beginning of the year

- Expect annual dividend to increase ¥3 to ¥30 per share (10th consecutive year of dividend increases)
- Partial cancellation of treasury stock on May 7



Basic Dividend Policy:
Achieve progressive dividends while aiming for a consolidated payout ratio of approximately 30%

Revisions to Forecast of Change Factors Affecting Full Year Core Operating Income in 2025

Actively invest in competition-related (advertising) expenses to categories and brands that will be the focus in the 2nd half, aiming for sustainable, profitable growth

(Billions of yen) + indicates gain – indicates loss	2nd half			Full year	
	Initial forecast	Revision	Change	Initial forecast	Revision
Shift towards high-value-added products and upward price revisions	+2.5	+2.2	(0.3)	+3.5	+3.5
Reduction effects, product mix, etc.	+1.7	+1.8	+0.1	+2.2	+0.6
Impact of raw material prices	(1.5)	(1.0)	+0.5	(2.5)	(1.8)
Cost reductions	+1.0	+0.7	(0.3)	+2.0	+1.6
Total gross profit factors	+3.7	+3.7	±0.0	+5.2	+3.9
Changes in competition-related expenses	(1.0)	(2.1)	(1.1)	(1.5)	+0.4
Changes in other expenses	±0.0	(0.9)	(0.9)	±0.0	(0.6)
Total selling, general and administrative factors	(1.0)	(3.0)	(2.0)	(1.5)	(0.2)
Total core operating income	+2.7	+0.7	(2.0)	+3.7	+3.7

- Consolidated Financial Results for the First Half of 2025
- Fiscal 2025 Financial Forecast
- Key Measures for the Second Half of Fiscal 2025
- Progress of 2nd STAGE Growth Strategies

In the first half of 2025, Consumer Products drove significant profit improvement
In the second half, we aim to return to sales growth, especially overseas

	Consumer Products	Overseas
1st half review	Result - Steady progress toward business structure with higher profitability - Progress made in profit structure reforms - EBITDA margin +2.3 points - Gross profit margin +0.7 points - Upward price revisions +¥1.3 billion, - SKUs reduced : 38	Result - Shift to the personal care category - Net sales in the personal care category +3.1% Y-o-Y across the entire overseas business - Share of total net sales: +1.7 points - EBITDA margin: +0.2 points
	Challenge - Return to sales growth - Realize further growth in oral healthcare	Challenge Achieve sales growth while improving profitability
Second half Key measures	- In oral healthcare, promote shift toward high added-value products through new launches, while continuing upward price revisions to achieve growth in both sales and profit - In fabric care and living care, where profitability has improved, concentrate management resources on mainstay brands	- Accelerate growth in oral healthcare - Leverage strong market position of laundry detergents to shift formulations, aiming for profitable growth - Secure competitive capital through such profit improvement reforms as strengthening the development of high added-value products and cost reductions, and invest in priority areas

Aim to drive market growth by strengthening high-end products and implementing price measures to encourage demand

1st half review

- Result: **Strong sales of *SYSTEMA Haguki (the Gums) Plus*** (124% Y-o-Y), etc., resulting in a rate of growth in midrange toothpaste sales in excess of market growth
- Challenge: Strengthen high-end lineup in the expanding toothpaste market; stimulate toothbrush demand amid declining purchases due to growing consumer lifestyle maintenance concerns

2nd half initiatives

(1) Launch and develop high value-added products

- Launch new high-end products (approx. ¥2,000 price point) in the toothpaste market that leverage gum repair and total care features

Dent Health Medicated Toothpaste DX Premium
 (launch planned for September)
- **Strengthen gum disease product market**, which accounts for about 70% of the ever-growing high-end range

(2) Strengthen communication to promote increased purchases and frequency

- Implement promotions at retail stores to encourage toothbrush replacement
- Strengthen appeal of toothbrushes with thin heads through advertising and promotions
- Continue to develop growing dental care products (108% Y-o-Y)



Optimize non-priority brands and items and invest management resources into Top Priority brands

1st half
review

Fabric Care Category

- Sales of high added-value *NANOX one PRO* concentrated detergent grew (112% Y-o-Y)
- Sales of top line fabric softeners slowed more than expected
- Profitability significantly improved

Living Care Category

- Sales of deodorizing fogger performed favorably and exceeded targets; market permeation and expansion of fogger product use
- Streamline non-priority areas with sale of *REED*; transfer planned for October 31, 2025



Strengthen development of mainstay brands

- Revamp detergents and fabric softeners with new formulations and better performance
- Strengthen marketing through new communication



Expand users by proposing new habits

Contribute to expansion of bath detergent market by offering no-scrub cleaning

- Expand no-scrub category by launching new toilet cleaner products
- ➔ Create synergies with the *LOOK Plus* brand

- Proactively invest in marketing, including strengthening investment in digital advertising

2nd half
initiatives

Further expand personal care category and achieve profitable growth

Thailand

Results

- Advanced shift toward liquid laundry detergents
- Body washes continued to perform favorably

Challenges

- Steadily implement revised oral healthcare brand strategy

1st half review

Malaysia

Results

- Oral healthcare grew significantly (111% Y-o-Y); continued portfolio transformation

Challenges

- Accelerate growth in oral healthcare
- Address market shift to liquid laundry detergents

Vietnam

Results

- Decided to acquire 100% of shares in local subsidiary (completed July 1, 2025)
- Expanded pharmaceutical business, primarily in nasal sprays and eye drops

Challenges

- Further expand business categories

2nd half initiatives

- Proactively invest in renewal of **Systema toothbrushes**, which hold the top share in the high-end toothbrush market

- Strengthen promotions of *Salz* toothpastes and expand young customer base in the salt-based toothpaste segment, which comprises a large proportion of the market



- Execute upward price revisions and cost reductions in areas with top market positions

- Continue growth for the strong **Fresh&White** brand, centered on new products



- Launch new liquid laundry detergent products to strengthen appeal and improve market position

- Enter the beauty care category with high added-value skincare products



Respond swiftly to changing market conditions Expand investments to grow key businesses and brands

	 China	 South Korea
1st half review	Results ● Saw firm growth of high added-value products - Increased profit thanks to cost reductions Challenges ● Strategically maintain prices of midrange products despite sluggish growth	Results ● Strong performance of hand soaps (106% Y-o-Y) which had price revisions and capsule detergents (111% Y-o-Y) which saw market growth Challenges ● Export business to nearby countries are stagnant due to such market conditions as tariff increases
2nd half initiatives	● Accelerate development of high added-value brands (<i>CLINICA, SYSTEMA, DENT.</i>, etc.) ● Expand distribution with a focus on key management chains	● Actively increase usage frequency of hand soaps, of which Lion holds the #1 share, to expand sales ● Consider extending sales channels for exports to another country 
	● Strengthen implementation of profit structure reforms (cost reductions, cost-efficient promotions, and price optimization)	

Overseas Business

(2) Northeast Asia: China

Accelerate growth of mainstay brands by developing new high added-value products and strengthening point-of-sale management

- Market polarization continues amidst sluggish economy
- Focus management resources on developing high added-value products and dental products in mainstay brands
- Avoid excessive price competition for midrange products, maintaining brand value while securing profit

Mainstay Brands

Strengthen development of new high added-value products launched in the 1st half



CLINICA

1st half results:
130% Y-o-Y

Enzyme



SYSTEMA

1st half results:
118% Y-o-Y

Thin, wide
head

+

Dental products

Develop even-higher added-value products by consulting with experts



- Focus distribution on local key management chains
- Implement point-of-sale management at approx. 3,000 leading stores in 2025
- Strengthen emerging e-commerce platforms

- Gain dentists' recommendations to expand sales channels
- Strive for sales growth by expanding into e-commerce channels and high-end retail stores

- Consolidated Financial Results for the First Half of 2025
- Fiscal 2025 Financial Forecast
- Key Measures for the Second Half of Fiscal 2025
- Progress of 2nd STAGE Growth Strategies

Integrate products and services with expanded scope of value
and target markets to develop a profitable, unique business in Asia that
contributes to people's eating, talking and laughing



Eating



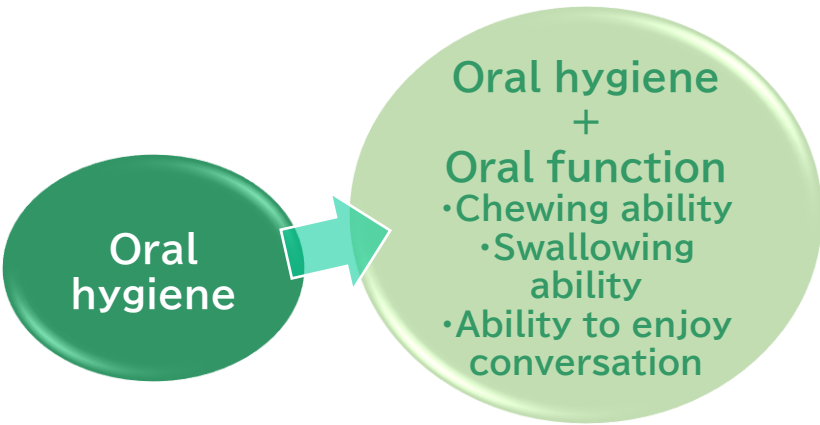
Talking



Laughing

1. Expand scope of provided value

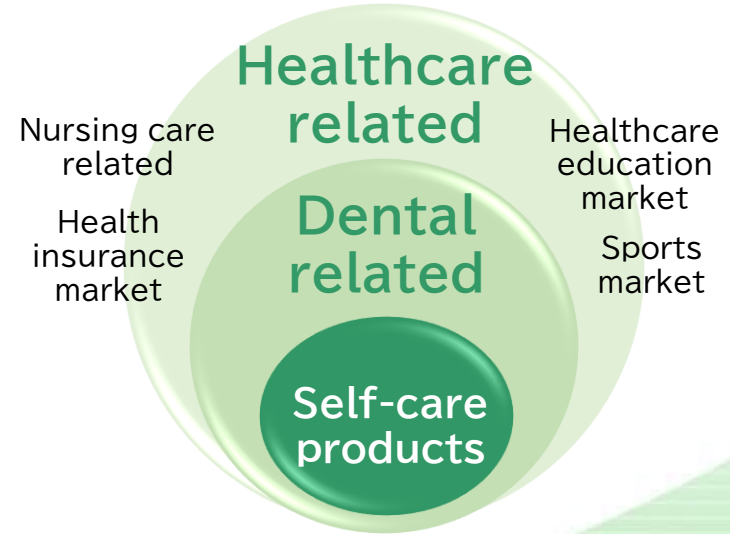
Oral healthcare that connects
to full-body health



From oral care to oral healthcare

2. Expand target markets

Towards new business models
as a leader in the market



3. Permeate more areas

Leverage the strengths we have
accumulated to grow the
business



2nd STAGE Growth Strategies

Achieve business growth focused in Asia by expanding oral healthcare, a Top Priority business



China

- **Expand target markets**
 - Expand brand presence through dental clinic route
 - Sponsor international academic conferences
 - **Build relationships** with dental professionals
- Shift towards high added-value products in mainstay brands



Japan

- **Expand scope of Lion's proposed value and target markets**
 - New products for dentists utilizing **new technologies** (microflora control)
 - Expand OraCo services for dentists (Contracted clinics **double** the planned for number)
- Shift towards high added-value products in mainstay brands



Vietnam

- **Expand oral healthcare business by leveraging our strengths in pharmaceutical channels**
 - Plans to develop business by focusing on high added-value products



Thailand and Malaysia

- **Expanding presence in existing markets and channels**
 - Differentiate strategically between local and global brands
 - Local brands: Increase sales volume by developing products that capture local preferences
 - Global brands: Increase unit prices by broadly utilizing high-performance, value-added products

Create business opportunities in new countries and regions (M&A, establishing local subsidiaries and expanding exports to new countries)

2025 Consolidated Financial Forecast

Reprint



No change from announcement at the beginning of the year

(Billions of yen)	2025	2024	Y-o-Y change	
			Amount	%
Net sales	420.0	412.9	7.0	1.7
Core operating income* ¹ % of net sales	30.0 7.1	26.3 6.4	3.6	13.9
Operating profit % of net sales	35.0 8.3	28.3 6.9	6.6	23.3
Profit for the period attributable to owners of the parent	25.0	21.1	3.8	17.9
EPS (Yen)	90.24	76.51	13.73	17.9
EBITDA* ²	49.0	45.1	3.8	8.5
EBITDA margin (%)* ³	11.7	10.9	—	0.8PP
ROIC (%)* ⁴	6.1	5.8	—	0.3PP
ROE (%)	8.3	7.4	—	0.9PP

- 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.
 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.

Respond promptly to changes in the business environment and minimize risks

Anticipated Risks	◆ Growing uncertainty due to U.S. tariffs and geopolitical risks ◆ Continued increasing economic slowdown in China ◆ Soaring raw material costs
Key Measures	Implement measures focused on adapting to environmental changes ◇ Strengthen portfolio management <u>Business-based</u> • Strengthen oral healthcare category both in Japan and overseas (Increase ratio of personal care category overseas) <u>Region-based</u> • Focus on developing high added-value products in China, which continues to grow • Diversify country-based risks (strengthen operations in Vietnam, consider entry into new areas) ◇ Continue measures to strengthen profitability • Upward price revisions, cost reductions, and productivity improvements

Achieving Full-Year Performance Goals

- In the 1st half, strengthened our financial base and established **foundation for profitable growth**
- However, we recognize the issue of being unable to achieve sales growth that surpasses market expectations
- In the 2nd half, we will build on this foundation and increase investments in high added-value fields, further **strengthening the Company**

life. love.
LION

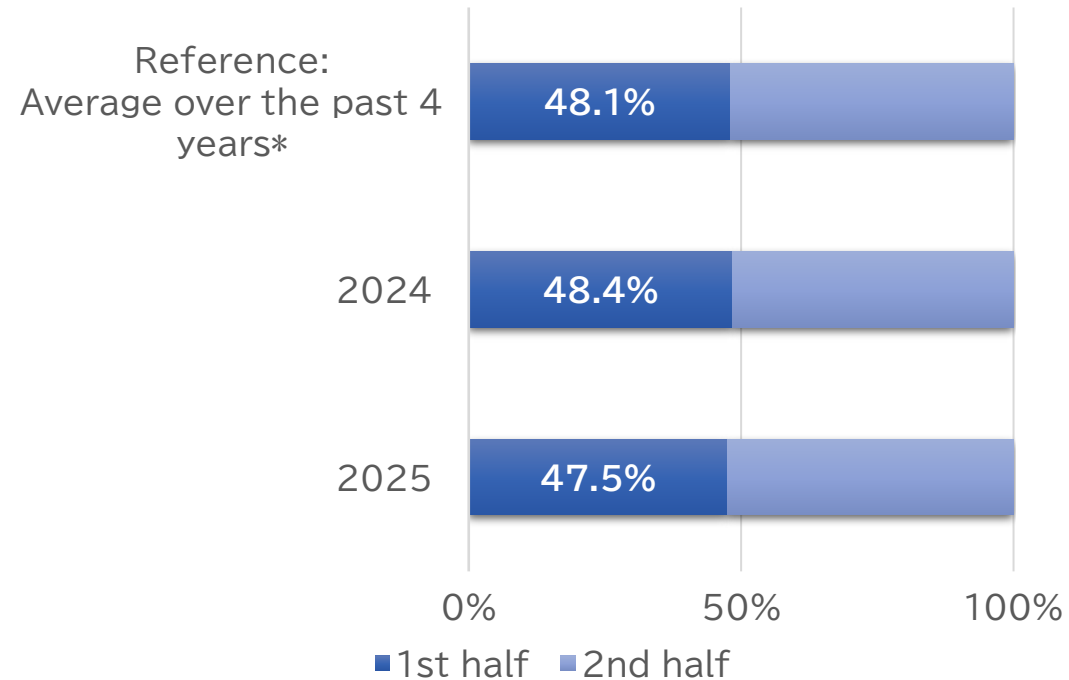
Reference Materials

Sales growth remains a challenge, but margins are improving firmly

Themes	KPIs	2027 targets (From 2024 to 2027)	Jan.-Jun. 2025	Initiatives
Accelerate growth in oral healthcare	Group oral healthcare sales growth rate	CAGR Approx. 8%	2.6% (Y-o-Y)	- Domestic sales slowed in the 2nd quarter due to a return to natural demand levels after the launch of new products - Overseas, performance in China did not meet expectations - Anticipate annual growth rate of 5%–6% in 2025
Strengthen overseas growth initiatives	Sales growth rate	CAGR Approx. 10%	-0.4% +1.7% External net sales (Y-o-Y)	- Falling short of growth rate expected at the beginning of the year 2025 saw annual growth of +5.8%, first half saw growth of +4.0% - Profits progressing as expected
	EBITDA margin	Approx. +2 points	+0.2 points (vs. fiscal 2024)	
Reform profit structure in Consumer Products	EBITDA margin	Approx. +3–5 points	+2.3 points (vs. fiscal 2024)	+¥1.3 billion due to upward price revisions, reduced 38 SKU - Streamlined non-priority businesses and brands - Steady progress in inventory reductions and logistics optimization

FY2025 Progress Compared to Announcement at the Beginning of the Year

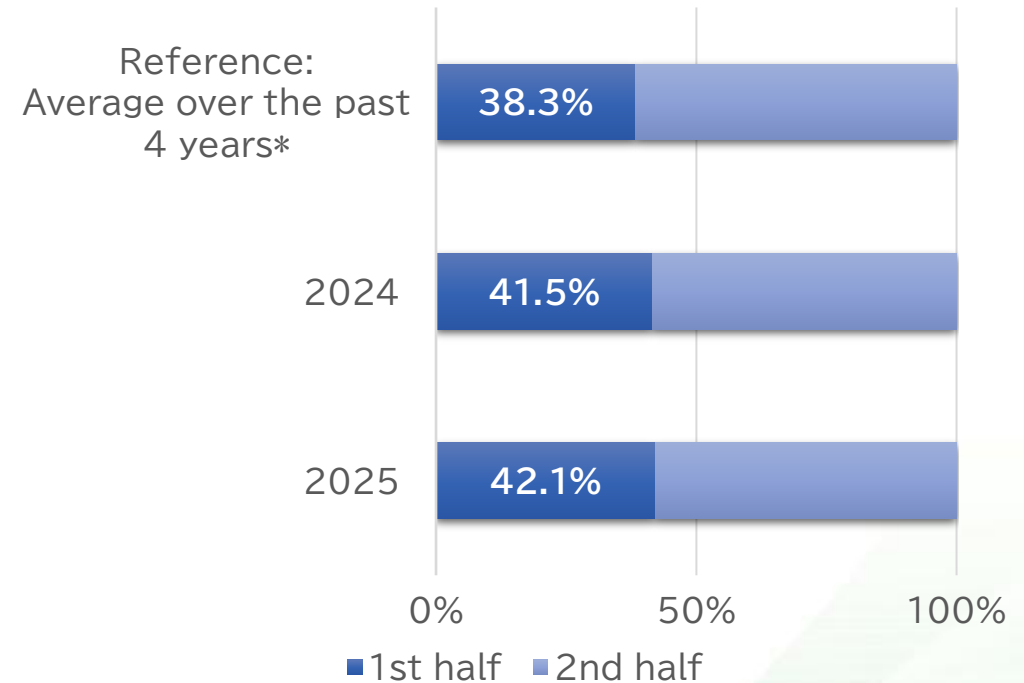
Net sales progress rate (versus full-year forecast)



1st half progress rate: 47.5%

Merap Lion (Vietnam) will be consolidated in the 2nd half

Operating progress rate (versus full-year forecast)



1st half progress rate: 42.1%

Merap Lion will be consolidated in the 2nd half, and proactive investment will be made in competition-related expenses, primarily in advertising

* 4-year period between 2021-2024

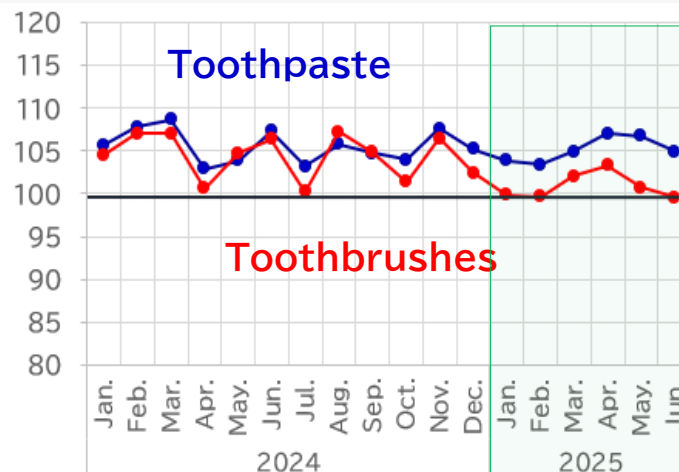
Market Trends—Major Product Categories in Japan

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

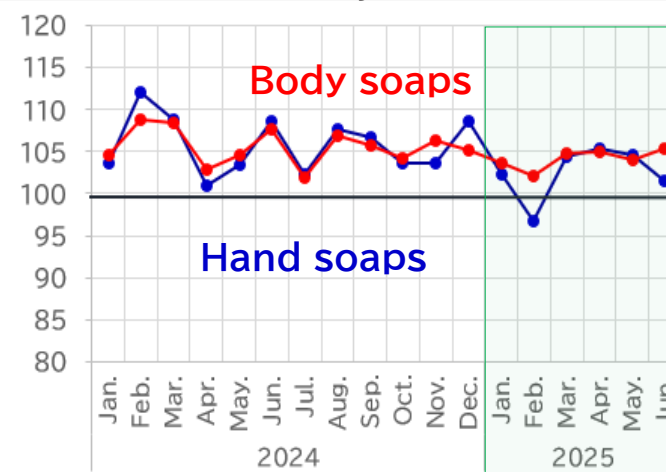
Source: INTAGE Inc. SRI+

This data was updated in December 2023, with data for prior periods revised accordingly

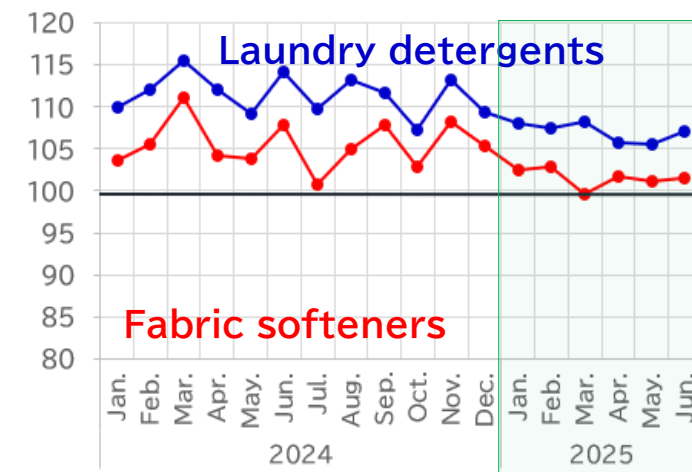
Oral Healthcare



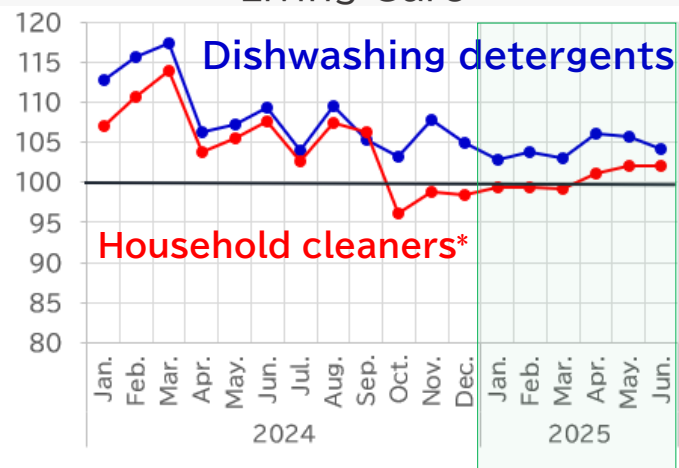
Beauty Care



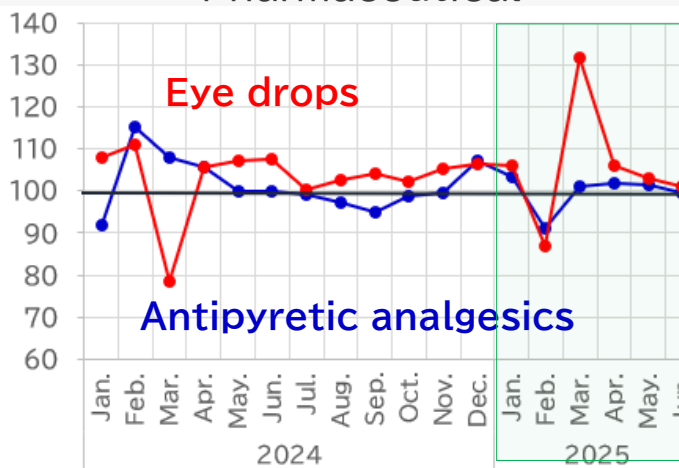
Fabric Care



Living Care



Pharmaceutical



Comparison of major categories from January to June 2025 (%)

Category	Vs. '24	Vs. '23	Vs. '22
Toothpaste	105	112	113
Toothbrushes	101	106	106
Hand soaps	103	109	99
Laundry detergents	107	120	125
Fabric softeners	102	108	103
Dishwashing detergents	104	116	116
Household cleaners	101	109	106
Antipyretic analgesics	100	103	103

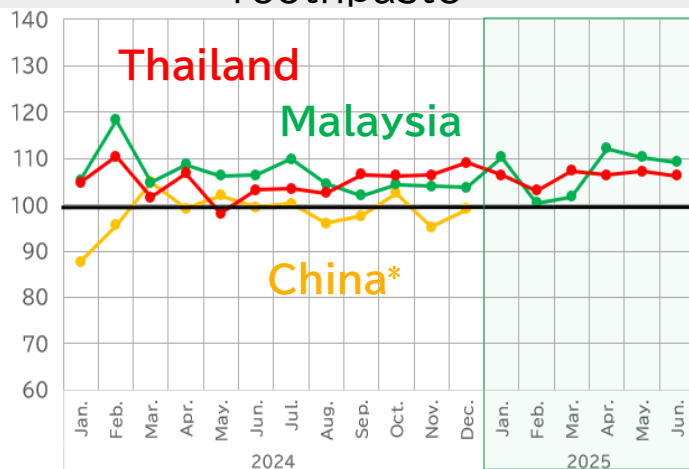
* Household cleaners refers to the sum of figures for bath detergents and toilet cleaners

Market Trends—Major Product Categories Overseas

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

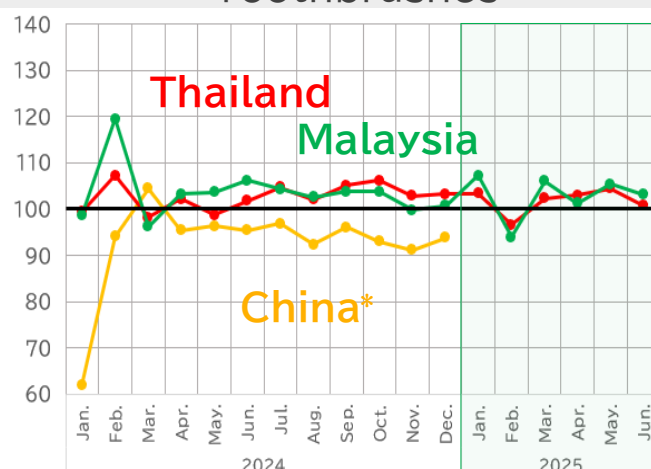
* Lion survey

Toothpaste



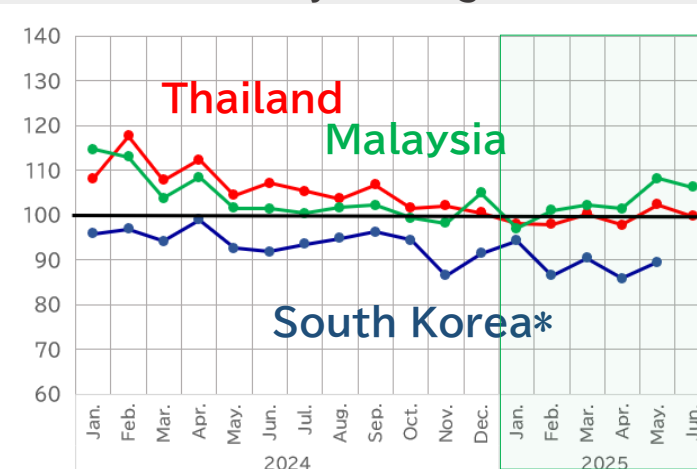
* For China, data from January to December 2024 is published

Toothbrushes



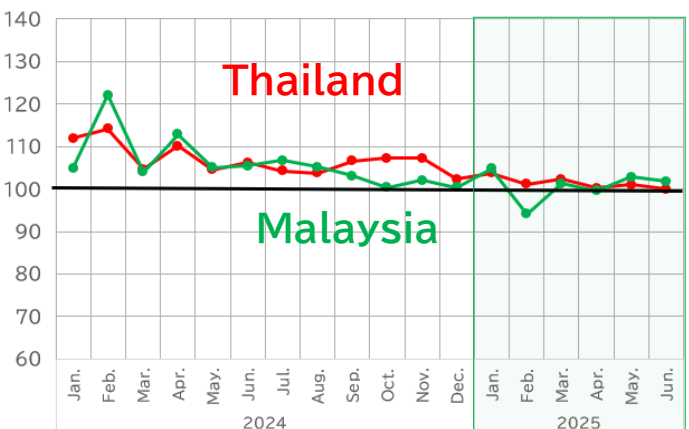
* For China, data from January to December 2024 is published

Laundry detergents

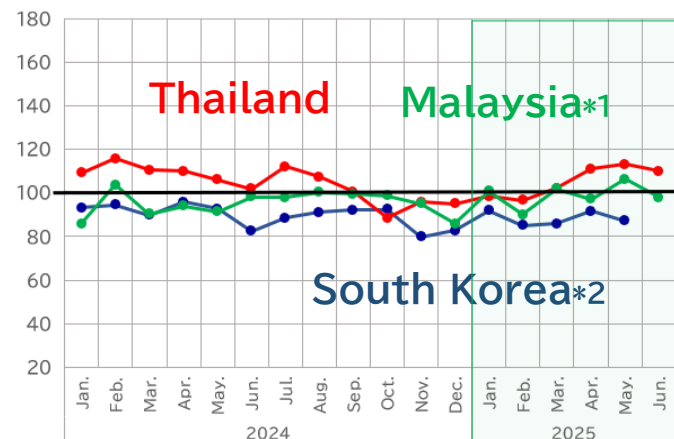


* For South Korea, data from January 2024 to February 2025 is published

Body soaps



Hand soaps



Comparison of major categories from January to June 2025 (%) (vs. 2024)

Category	Thailand	Malaysia
Toothpaste	106	107
Toothbrushes	102	103
Laundry detergents	99	103
Body soaps	101	101
Hand soaps	105	99

Notes 1. Figures for Malaysia represent the entire soap market, including the hand soap market.
2. For South Korea, data from January 2024 to May 2025 is published

Consolidated Results for April-June 2025

(Billions of yen)	Jan.-Mar. 2025	Apr.-Jun. 2025	Apr.-Jun. Y-o-Y change	
			Amount	%
Net sales	94.2	105.2	(0.4)	(0.4)
Core operating income* ¹	5.2	7.3	1.7	32.2
% of net sales	5.6	7.0		
Operating profit	5.6	7.7	(0.7)	(8.5)
% of net sales	6.0	7.4		
Profit for the period attributable to owners of the parent	4.0	5.5	(0.7)	(12.5)
EPS (Yen)	14.57	20.18	(2.91)	(12.6)
EBITDA* ²	9.6	11.7	1.6	16.2

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.

Results by Business Segment for April-June 2025

(Billions of yen)	Net sales*				Core operating income			
	Jan.-Mar. 2025	Apr.-Jun. 2025	Apr.-Jun. Y-o-Y change		Jan.-Mar. 2025, %	Apr.-Jun. 2025, %	Apr.-Jun. Y-o-Y change	
			Amount	%			Amount	%
Consumer Products	55.3	66.3	0.2	0.4	4.4	4.7	2.0	74.7
	47.1	57.9	(0.2)	(0.4)	8.0	7.1		
Industrial Products	14.1	14.5	1.1	8.3	0.6	0.8	0.0	13.4
	9.0	10.1	0.3	3.3	4.6	5.6		
Overseas	42.4	41.7	(1.3)	(3.2)	1.8	1.3	(0.0)	(5.2)
	37.7	36.8	(0.4)	(1.3)	4.2	3.3		
Other	2.7	2.4	(1.4)	(37.2)	(0.0)	(0.0)	(0.1)	(106.9)
	0.3	0.2	(0.0)	(21.2)	(0.9)	(0.4)		
Adjustment	(20.5)	(19.9)	1.0	—	(1.5)	0.4	(0.1)	—
	—	—	—	—				
Consolidated Total	94.2	105.2	(0.4)	(0.4)	5.2 5.6	7.3 7.0	1.7	32.2

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

Consumer Products Business Net Sales by Product Category for April–June 2025

(Billions of yen)	Net sales			
	Jan.–Mar. 2025	Apr.–Jun. 2025	Apr.–Jun. Y-o-Y change	
			Amount	%
Oral Healthcare	16.5	20.2	0.0	0.3
Beauty Care	5.1	6.9	0.4	7.2
Fabric Care	12.1	14.4	(0.2)	(1.7)
Living Care	4.4	5.7	(0.0)	(0.3)
Pharmaceutical	4.7	6.1	(0.2)	(4.1) 11.8*
Other	12.2	12.6	0.2	2.3
Total	55.3	66.3	0.2	0.4 1.8*

* Actual rate of change excluding the effects of business and brand transfers

Overseas Business Results by Region for April-June 2025

(Billions of yen)	Net sales				Core operating income			
	Jan.-Mar. 2025	Apr.-Jun. 2025	Apr.-Jun. Y-o-Y change		Jan.-Mar. 2025	Apr.-Jun. 2025	Apr.-Jun. Y-o-Y change	
			Amount	%			Amount	%
Southeast and South Asia	26.1	25.3	0.7	3.0	1.4	1.2	0.2	21.8
Northeast Asia	16.2	16.4	(2.1)	(11.5)	0.3	0.1	(0.3)	(71.8)
Total	42.4	41.7	(1.3)	(3.2)	1.8	1.3	(0.0)	(5.2)

Major Consumer Products Brands and Items (Jan.-Jun. 2025)

Y-o-Y	Value	Volume	Price
Oral care market* ¹	102%	99%	103%
 アリスタ	102%	101%	101%
 システム	100%	99%	101%
 NONIO	105%	107%	98%
Hand soap market	103%	101%	101%
 キレイキレイ	102%	100%	102%
 KireiKirei Medicated Hand Conditioning Soap	182%	175%	104%
Antipyretic analgesic market	100%	96%	101%* ²
 BUFFERIN	92%	91%	97%* ²
Eye drops market	106%	103%	103%
 スマイル	102%	98%	104%

*1 Total of toothpastes, toothbrushes, dental rinses, dental care products

*2 Indicates unit price

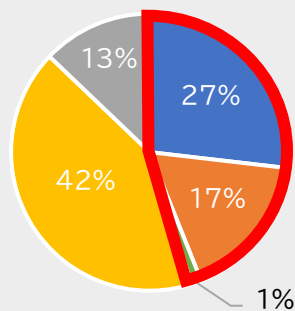
Y-o-Y	Value	Volume	Price
Laundry detergent market	107%	101%	108%* ²
 NANOX	95%	81%	107%* ²
Fabric softener market	102%	93%	104%* ²
 ソフラン	92%	84%	100%* ²
Antimold products market	99%	98%	101%* ²
 ルックプラス 	104%	93%	109%* ²

Source: INTAGE Inc. SRI+ surveys

Blue text indicates Lion performance of 3% or higher than market,
red text indicates Lion performance of -3% or lower than market

Overseas Business Share of total net sales*1 by category

Overseas Business total

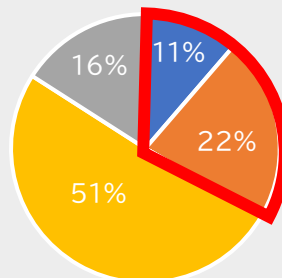


Personal care field

Ratio to consolidated sales :45.1%

Net year-on-year change in net sales :3.1%

Thailand

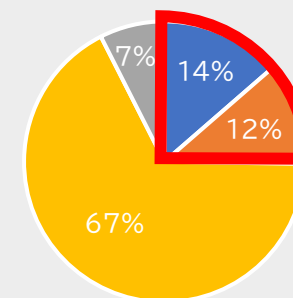


Personal care field

Ratio to consolidated sales :33.3%

Net year-on-year change in net sales :4.3%

Malaysia



Personal care field

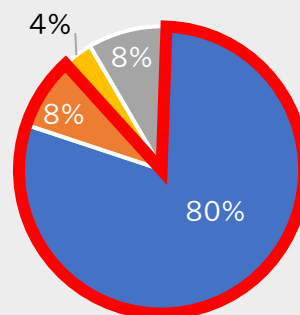
Ratio to consolidated sales :25.2%

Net year-on-year change in net sales :8.3%

- Oral healthcare
- Beauty care
- Pharmaceutical products
- Home care*3
- Export and others

Personal care field

China*2

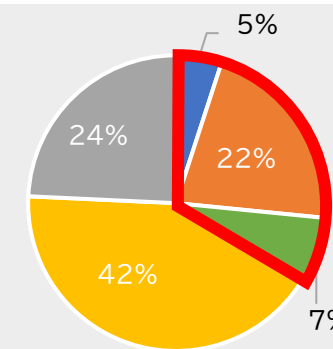


Personal care field

Ratio to consolidated sales :87.9%

Net year-on-year change in net sales :1.2%

South Korea



Personal care field

Ratio to consolidated sales :33.6%

Net year-on-year change in net sales :3.6%

Notes 1. Based on Lion shipment amounts(Jan.-Jun. 2025)

2. Qingdao Lion

3. Fabric care and Living care

Consolidated Statement of Income

(Billions of yen)	Jan.–Jun. 2025	Jan.–Jun. 2024	Y-o-Y change	
			Amount	%
Net sales	199.4	198.6	0.8	0.4
Cost of sales	108.9	108.3	0.6	0.6
Gross profit	90.5	90.3	0.2	0.2
Selling, general and administrative expenses	77.8	80.7	(2.8)	(3.6)
Core operating income	12.6	9.5	3.0	32.3
Other income	1.0	4.2	(3.1)	(75.5)
Other expenses	0.2	0.4	(0.1)	(28.6)
Operating profit	13.3	13.3	0.0	0.2
Finance income	0.7	1.1	(0.3)	(35.2)
Finance costs	0.9	0.4	0.5	129.6
Share of profit of investments accounted for using the equity method	1.5	1.4	0.0	3.6
Profit before tax	14.6	15.5	(0.8)	(5.6)
Income taxes	3.5	4.2	(0.7)	(18.1)
Profit for the period	11.1	11.2	(0.0)	(0.8)
Profit for the period attributable to non-controlling interests	1.5	1.2	0.2	17.9
Profit for the period attributable to owners of the parent	9.6	9.9	(0.3)	(3.2)

Selling, General and Administrative Expenses

(Billions of yen)		Jan.–Jun. 2025		Jan.–Jun. 2024		Y-o-Y change	
		Amount	% of sales (%)	Amount	% of sales (%)	Amount	%
Selling, general and administrative expenses		77.8	39.1	80.7	40.7	(2.8)	(3.6)
	Sales commissions	2.6	1.3	2.8	1.4	(0.2)	(7.4)
	Promotional expenses	20.9	10.5	21.4	10.8	(0.4)	(2.2)
	Advertising expenses	8.4	4.3	10.3	5.2	(1.8)	(17.8)
	Transportation and warehousing expenses	10.1	5.1	10.7	5.4	(0.5)	(5.2)
	R&D expenses	5.6	2.8	5.5	2.8	0.1	3.1
	Other expenses	29.9	15.0	29.8	15.0	0.0	0.2

Consolidated Statement of Financial Position

(Billions of yen)		June 30, 2025	December 31, 2024	Change
Current assets		230.4	251.4	(20.9)
	Cash and cash equivalents	80.7	102.2	(21.4)
	Trade and other receivables	69.5	76.1	(6.6)
	Inventories	56.4	53.2	3.2
Non-current assets		238.3	245.7	(7.4)
	Property, plant and equipment	123.6	128.1	(4.5)
	Intangible assets	20.4	21.0	(0.5)
	Right-of-use assets	29.8	30.6	(0.8)
	Other financial assets	26.0	27.0	(0.9)
Total assets		468.8	497.1	(28.3)

Consolidated Statement of Financial Position

(Billions of yen)		June 30, 2025	December 31, 2024	Change
Current liabilities		115.4	142.3	(26.9)
	Trade and other payables	96.2	117.1	(20.9)
	Lease liabilities	2.1	2.0	0.0
	Other current liabilities	5.6	8.4	(2.7)
Non-current liabilities		36.1	39.0	(2.9)
	Retirement benefit liabilities	0.9	1.7	(0.8)
	Lease liabilities	27.0	27.6	(0.6)
Equity		317.2	315.6	1.5
	Share capital	34.4	34.4	—
	Capital surplus	31.2	31.3	(0.0)
	Treasury stock	(3.3)	(8.7)	5.4
	Other components of equity	18.8	23.7	(4.8)
	Retained earnings	214.7	212.9	1.7
Total liabilities and equity		468.8	497.1	(28.3)

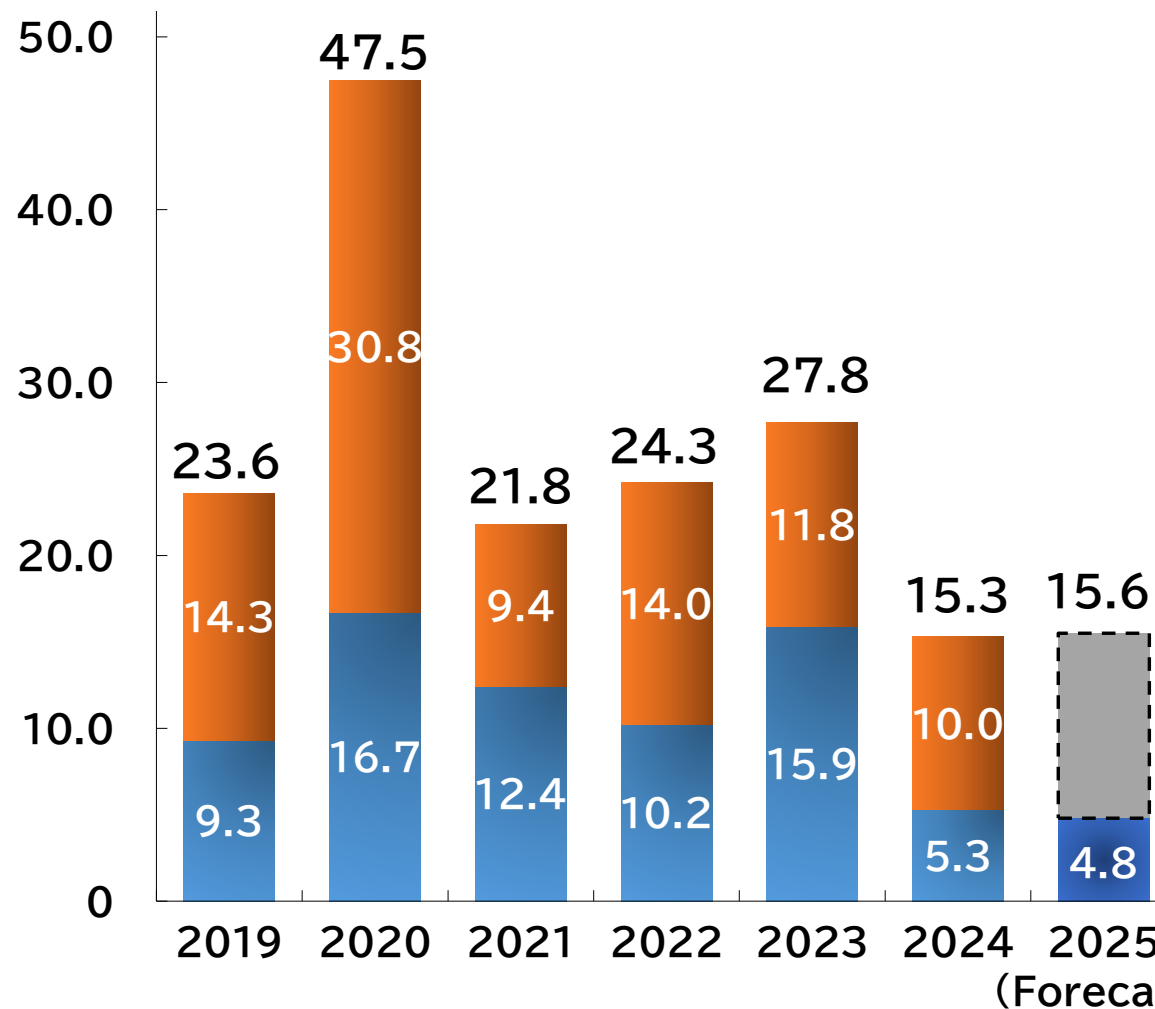
Consolidated Statement of Cash Flows

(Billions of yen)	Jan.–Jun. 2025	Jan.–Jun. 2024	Change
Cash flows from operating activities	1.8	9.0	(7.1)
Cash flows from investing activities	(15.1)	(5.0)	(10.0)
Cash flows from financing activities	(6.3)	(16.3)	10.0
Effect of exchange rate changes on cash and cash equivalents	(1.8)	1.8	(3.6)
Net increase (decrease) in cash and cash equivalents	(21.4)	(10.5)	(10.9)
Cash and cash equivalents at beginning of period	102.2	85.5	16.7
Cash and cash equivalents at end of period	80.7	74.9	5.8

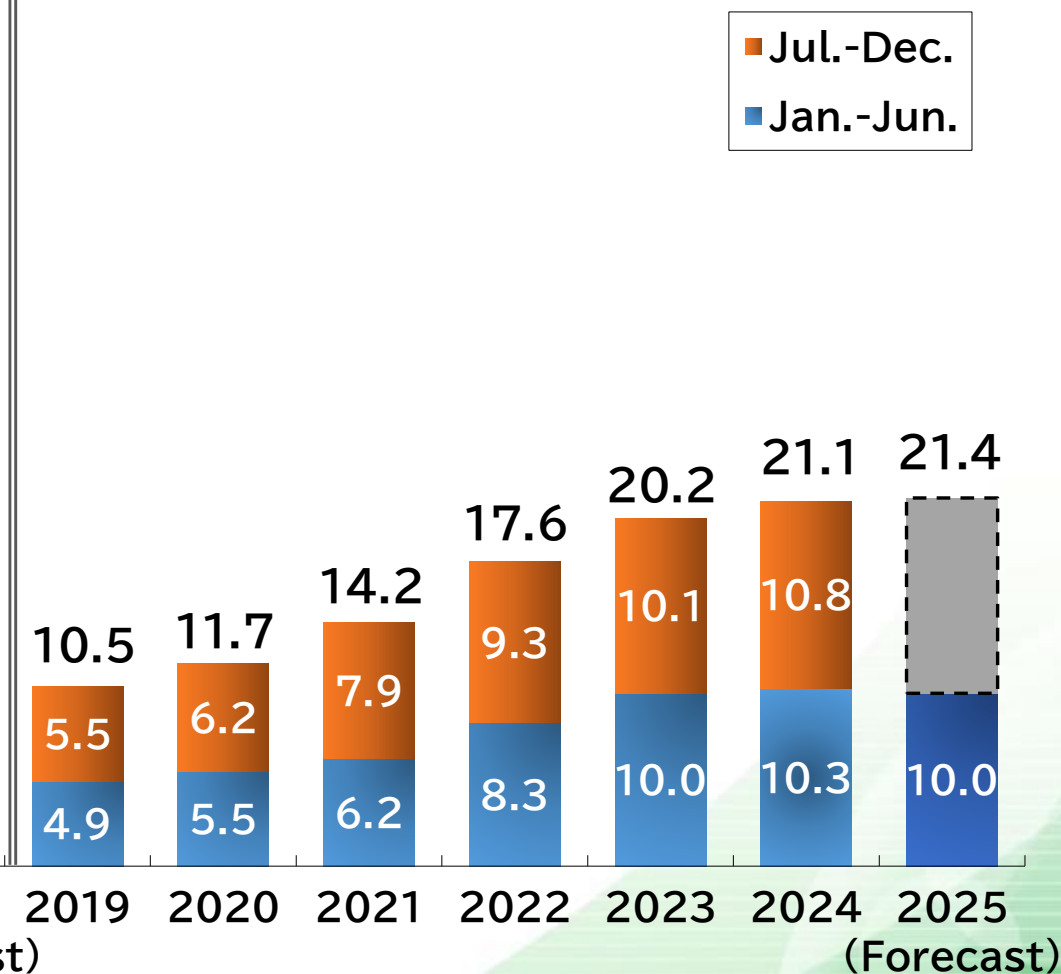
Capital Expenditures and Depreciation and Amortization

(Billions of yen)

Capital Expenditures



Depreciation and Amortization



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

Changes in Household Products Market and OTC Drug Market

1) Market Environment for Household Products (26 markets, SRI/SRI+*)

Overall market trend for the 26 home product markets in which Lion participates
(Values are percentages of the results of the corresponding periods of the previous years)

	2020	2021	2022	2023	2024	Jan.-Jun. 2025
Sales Value	112	95	101	103	107	104
Sales Volume	105	92	97	96	99	99
Average price	106	103	104	107	107	105

Source: INTAGE Inc. SRI survey (data for 2020 is for 38 markets),

SRI+ survey (data for 2021 is for 38 markets; data for 2022 is for 37; data for 2023 is for 35; data for 2024 is for total of 26 major markets in which Lion operates)

2) Market Environment for Household Products (14 markets, SCI**)

Overall market trend for the 14 home product markets in which Lion participates
(Values are percentages of the results of the corresponding periods of the previous years)

	2020	2021	2022	2023	2024	Jan.-Jun. 2025
Sales Value	108	102	101	100	105	101
Sales Volume	101	96	96	93	98	97
Average price	106	107	106	107	108	104

Source: INTAGE Inc. SCI survey (data for 2020 onward is for 14)

Notes 1. The SRI survey uses point-of-sales data from around 3,000 stores nationwide for its estimates.

2. The SRI+ survey uses point-of-sales data from around 6,000 stores nationwide for its estimates.

3. The SCI survey collects purchasing data for 2020-2024 from around 50,000 shoppers (age 15-69) nationwide except for Okinawa

4. The SCI survey collects purchasing data for 2025 onward from around 70,000 shoppers (age 15-79) nationwide including Okinawa

Changes in Household Products Market and OTC Drug Market

3) Market Environment for OTC Drug Market (6 markets*, SDI/SRI+)

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

	2020	2021	2022	2023	2024	Jan.-Jun. 2025
Sales value	93	103	103	111	102	103
Sales volume	89	101	102	107	99	100
Average price	105	102	101	103	103	103

Source: INTAGE Inc. SDI Survey (data for 2020 is for 7 markets), SRI+ Survey (data for 2021-2023 is for 7 markets; data for 2024 is for 6 markets)

4) Market Environment for OTC Drug Market (2 markets, SCI)

Overall market trends in the 2 OTC drug markets in which Lion participates
(Values are percentages of the results of the corresponding periods of the previous years)

	2020	2021	2022	2023	2024	Jan.-Jun. 2025
Sales value	102	110	101	97	101	98
Sales volume	99	107	100	96	98	96
Average price	103	103	102	101	103	102

Source: INTAGE Inc. SCI survey

Assumed Raw Material Prices and Exchange Rates

Raw Material Prices

	Dubai Crude	Domestic Naphtha	Crude Palm Oil
2025 Post revision	70\$/BBL	JPY66,000/KL	4,200RM/ton

Exchange Rates

	U.S. Dollar	Thai Baht
2025 Post revision	JPY145	JPY4.4

◇ Reference

	Dubai Crude	Domestic Naphtha	Crude Palm Oil
2025 Initial forecast	80\$/BBL	JPY79,000/KL	5,000RM/ton

	U.S. Dollar	Thai Baht
2025 Initial forecast	JPY152	JPY4.3

life. love. **LION**

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.