Summary of Consolidated Financial Statements for the First Half Ended June 30, 2026 [IFRS]

August 7, 2026

Company name: Lion Corporation
Listed stock exchanges: Tokyo Stock Exchange
Code: 4912
URL: https://www.lion.co.jp/en/

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Scheduled date of filing of semi-annual securities report: August 10, 2026
Start date of payment of dividend: September 2, 2026
Supplementary materials prepared for financial results: Yes
Earnings announcement for financial results: Yes (for institutional investors, analysts, etc.)

Figures in this and subsequent tables are truncated at the nearest million.

1. Consolidated Results for the First Half Ended June 30, 2026 (January 1, 2026 – June 30, 2026)

(1) Consolidated Results (cumulative)

(Percentage figures denote year-on-year change)

	Net sales		Operating profit		Profit before tax	
	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ended June 30, 2026	216,836	8.7	20,703	54.7	22,504	53.6
Six months ended June 30, 2025	199,459	0.4	13,379	0.2	14,650	(5.6)

	Profit for the period		Profit for the period attributable to owners of the parent		Total comprehensive income for the period	
	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ended June 30, 2026	12,702	14.1	10,844	12.9	15,937	140.6
Six months ended June 30, 2025	11,137	(0.8)	9,609	(3.2)	6,624	(68.6)

Note: Core operating income for the six months ended June 30, 2026 was ¥15,334 million (up 21.3% year on year).
Core operating income for the six months ended June 30, 2025 was ¥12,639 million (up 32.3% year on year).
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.

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Six months ended June 30, 2026	39.20	39.16
Six months ended June 30, 2025	34.75	34.71

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets
	Millions of yen	Millions of yen	Millions of yen	%
June 30, 2026	532,799	358,565	332,760	62.5
December 31, 2025	528,596	348,419	322,726	61.1

2. Dividends

	Cash dividends per share				
	First Quarter-End	Second Quarter-End	Third Quarter-End	Year-End	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal 2025	—	15.00	—	15.00	30.00
Fiscal 2026	—	17.00			
Fiscal 2026 (forecast)			—	17.00	34.00

Note: Changes from the most recently published forecast of dividends: No

3. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026 (January 1, 2026 – December 31, 2026)

(Percentage figures denote year-on-year change)

	Net sales		Operating profit		Profit for the period attributable to owners of the parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal 2026	430,000	1.9	40,000	10.0	25,000	(9.4)	90.38

Notes: 1. Core operating income forecast: Fiscal 2026: ¥35,000 million
2. Changes from the most recently published financial results forecast: No

Notes

(1) Significant Change in Scope of Consolidation during Period: Yes
Newly included: 8 companies (Company name) PNB Consolidated Pty Ltd and others
Excluded: 2 companies (Company name) Lion Specialty Chemicals Co., Ltd., and PT. Ipposha Indonesia

(2) Changes in accounting principles, procedures and presentation methods in connection with the preparation of quarterly consolidated financial statements:
a. Changes in accounting standards required under IFRS: No
b. Other changes: No
c. Changes in accounting estimates: No

(3) Number of outstanding shares (common stock)
a. Number of outstanding shares on balance sheet dates (including treasury stocks):
As of June 30, 2026: 279,782,746 shares
As of December 31, 2025: 279,782,746 shares
b. Number of treasury stocks on balance sheet date:
As of June 30, 2026: 3,082,287 shares
As of December 31, 2025: 3,130,893 shares
c. Average number of shares outstanding over period
Six months ended June 30, 2026: 276,678,616 shares
Six months ended June 30, 2025: 276,537,786 shares

* This report is not subject to review by a certified public accountant or external auditor.

* Appropriate use of results forecasts; other special items

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, including those related to economic conditions, the competitive environment and exchange rate fluctuations. Accordingly, readers are cautioned that actual results may differ materially from those projected as a result of a variety of factors. For information on forecasts of operating results, see I. Qualitative Information Concerning the Results of Operations for the First Half of the Current Fiscal Year (3) Forecast of Consolidated Financial Results on page 9.

Contents

1. Qualitative Information Concerning the Results of Operations for the First Half of the Current Fiscal Year

(1) Consolidated Performance

Consolidated results for the first half of fiscal 2026 (January 1, 2026–June 30, 2026) are as follows. Net sales amounted to ¥216,836 million, a year-on-year increase of 8.7% (or a 4.5% increase at constant currency excluding exchange rate fluctuations). Core operating income came to ¥15,334 million, up 21.3% year on year, and operating profit to ¥20,703 million, up 54.7% year on year. Profit for the period attributable to owners of the parent totaled ¥10,844 million, up 12.9% year on year.

The Lion Group is efficiently advancing measures in line with the three basic policies of Vision2030 2nd STAGE, its three-year medium-term management plan, namely, strengthening business portfolio management, strengthening the management base and generating dynamism, while responding to changes in its business environment.

In the Top Priority Oral Healthcare business, the Company worked to expand the business by pursuing the development of high value-added products, including improved relaunches in mainstay brands of toothpastes both in Japan and overseas. In Beauty Care, positioned as a Challenge for Growth business, the Company acquired PNB Consolidated Pty Ltd in January, a company that manufactures and sells natural beauty care products in Australia, and made it a wholly owned subsidiary; additionally, in Pharmaceuticals, the Company made the decision for the construction of a new pharmaceutical product plant in Vietnam as one of its initiatives towards sustainable growth. Furthermore, the transfer of shares of two subsidiaries in the Chemical Products business was completed as of June 30, 2026.

During the interim period under review, the operating environment became increasingly challenging, against a backdrop of soaring raw material prices and supply chain disruptions stemming from heightened tensions in the Middle East. While the Group was also affected by higher procurement costs for certain raw materials, company-wide efforts were made to minimize the impact by promptly implementing various additional measures, and ensuring the stable supply of products was made of utmost importance, resulting in the financial results stated above.

Consolidated Results

(Millions of yen)

	Six months ended June 30, 2026	Ratio to net sales	Six months ended June 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	216,836		199,459		17,376	8.7%
Core operating income	15,334	7.1%	12,639	6.3%	2,694	21.3%
Operating profit	20,703	9.5%	13,379	6.7%	7,323	54.7%
Profit for the period attributable to owners of the parent	10,844	5.0%	9,609	4.8%	1,235	12.9%

Note: 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.

Results by Business Segment

(Millions of yen)

	Net sales				Core operating income			
	Six months ended June 30, 2026	Six months ended June 30, 2025	Change	Change (%)	Six months ended June 30, 2026	Six months ended June 30, 2025	Change	Change (%)
Consumer Products	123,646	121,739	1,907	1.6%	9,787	9,136	650	7.1%
Industrial Products	27,579	28,698	(1,118)	(3.9%)	1,459	1,462	(3)	(0.2%)
Overseas	100,859	84,237	16,621	19.7%	5,276	3,176	2,099	66.1%
Other	3,832	5,261	(1,429)	(27.2%)	(77)	(33)	(43)	—
Subtotal	255,918	239,936	15,981	6.7%	16,445	13,742	2,703	19.7%
Adjustment	(39,081)	(40,476)	1,395	—	(1,111)	(1,102)	(8)	—
Total	216,836	199,459	17,376	8.7%	15,334	12,639	2,694	21.3%

Results by business segment are as follows.

Consumer Products Business

The Consumer Products Business segment comprises the Oral Healthcare Products, Beauty Care Products, Fabric Care Products, Living Care Products, Pharmaceutical Products and Other Products businesses. Segment net sales increased 1.6% compared with the same period in the previous fiscal year. Core operating income increased 7.1%.

(Millions of yen)

	Six months ended June 30, 2026	Ratio to net sales	Six months ended June 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	123,646		121,739		1,907	1.6%
Core operating income	9,787	7.9%	9,136	7.5%	650	7.1%

Note: Net sales include internal sales within and among segments, which amounted to ¥16,900 million in the first half of fiscal 2026 and ¥16,688 million in the first half of fiscal 2025.

Net Sales by Product Category

(Millions of yen)

	Six months ended June 30, 2026	Six months ended June 30, 2025	Change	Change (%)
Oral Healthcare Products	40,535	36,971	3,563	9.6%
Beauty Care Products	13,111	13,089	21	0.2%
Fabric Care Products	28,280	28,921	(640)	(2.2%)
Living Care Products	10,001	12,052	(2,050)	(17.0%)
Pharmaceutical Products	11,392	10,950	441	4.0%
Other Products	20,324	19,753	570	2.9%

Note: 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 half of the previous consolidated fiscal year has been reclassified to reflect this change.

Oral Healthcare Products

This product category consists of toothpastes, toothbrushes, dental rinses and other related products.

In toothpastes, sales of *CLINICA ADVANTAGE Toothpaste* were up significantly year on year, and *SYSTEMA Haguki Plus PREMIUM Toothpaste* was improved and relaunched in April to favorable customer reviews, and overall sales increased year on year.

In toothbrushes, sales of *SYSTEMA Toothbrush* and *CLINICA ADVANTAGE Toothbrush* were favorable, and overall sales increased year on year.

In dental rinses, sales of *NONIO Plus Whitening Dental Rinse* were strong, and overall sales increased year on year.

In addition to the above, sales of products sold through dental clinics increased, resulting in overall sales of Oral Healthcare Products increasing 9.6% year on year.

Beauty Care Products

This product category consists of hand soaps, body washes and other related products.

In hand soaps, sales of *KireiKirei Medicated Foaming Hand Soap* were up year on year, leading to an overall increase in sales year on year.

In body washes, the new product *hadakara Beauty Premium Moist Body Care Soap* launched in April to favorable customer reviews as part of the brand’s restaging, and overall sales increased year on year.

As a result, overall sales of Beauty Care Products increased 0.2% year on year.

Fabric Care Products

This product category consists of fabric softeners, laundry detergents and other related products.

In laundry detergents, sales of *TOP Clear Liquid Antibacterial* were strong and increased year on year, but sales of *SOFLAN Aroma Rich* were lower than last year and overall sales decreased 2.2% year on year.

In addition to *NANOX one Antibacterial x Quick Wash*, which enables a zero-rinse 15-minute* wash cycle while suppressing odors through its high antibacterial properties, we also launched *NANOX Washing Tub Antimold Ball for Top Load Washing Machines* at selected retailers, which prevents mold and odors in the washing machine tub and prevents damp, musty odors from forming on clothing by simply keeping the ball in the machine while doing laundry, thus proposing a new laundry habit.

* In the case of a zero-rinse cycle using standard models from major domestic washing machine manufacturers

Living Care Products

This product category consists of household cleaners, dishwashing detergents, and other related products.

In household cleaners, sales of *LOOK Plus Bath Cleansing* were steady, and sales of *LOOK Plus Whole Toilet Antibacterial & Deodorizing Fogger* were down year on year due to demand recoil following its launch last year, and overall sales decreased year on year.

In dishwashing detergents, sales of *CHARMY Magica* were down year on year, and overall sales also decreased year on year.

In addition, due to the impact of transferring the REED brand of food preparation products to another company in October 2025, overall sales of Living Care Products decreased 17.0% year on year.

Pharmaceutical Products

This product category consists of antipyretic analgesics, eye drops, acne medicines and other related products.

In antipyretic analgesics, sales of *BUFFERIN PREMIUM* increased year on year, but sales of the standard *BUFFERIN A* were down year on year, and overall sales decreased year on year.

In eye drops, sales of the *Smile40 EX* series increased year on year, and overall sales also increased year on year.

In acne medicines, sales of *PAIR ACNE Cream W*, and in cooling gel sheets for feet, sales of *Kyusoku Jikan Ashi-Sukkiri Sheet* were up significantly year on year, and overall sales increased year on year respectively.

As a result, overall sales of Pharmaceutical Products increased 4.0% year on year.

Other Products

This product category consists of pet supplies and other related products.

In pet supplies, sales of *Nioi wo Toru Suna (Deodorizing Cat Litter)* were up year on year, and sales of oral treats such as *PETKISS* were firm and overall sales increased year on year.

As a result, overall sales of Other Products increased 2.9% year on year.

Industrial Products Business

The Industrial Products Business segment consists of the Mobility, Electronics, Life-Chemical and Detergents for Institutional Use Products fields. These businesses handle products that include anti-sticking agents for tire rubber, electro-conductive carbon for secondary batteries, surfactants derived from oils and fats, and detergents for institutional and professional kitchen use, respectively. Segment net sales decreased 3.9% year on year. Core operating income decreased 0.2%.

(Millions of yen)

	Six months ended June 30, 2026	Ratio to net sales	Six months ended June 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	27,579		28,698		(1,118)	(3.9%)
Core operating income	1,459	5.3%	1,462	5.1%	(3)	(0.2%)

Note: Net sales include internal sales within and among segments, which amounted to ¥8,446 million in the first half of fiscal 2026 and ¥9,509 million in the first half of fiscal 2025.

In the Mobility field, sales of anti-sticking agents for tire rubber were up year on year, and sales of electro-conductive carbon for use in paints were favorable, and overall sales increased year on year.

In the Electronics field, sales of electro-conductive carbon for secondary batteries increased substantially year on year, and overall sales also increased year on year.

In the Life-Chemical field, sales of oil and fat derivatives used for raw materials of surfactants increased year on year, and overall sales also increased year on year.

In the Detergents for Institutional Use Products field, sales of laundry detergents increased substantially year on year, but due to the impact of transferring the *REED* brand of food preparation products to another company, overall sales decreased year on year.

Overseas Business

The Overseas Business segment comprises business operations in Southeast and South Asia/Oceania, including Thailand, Malaysia, and Australia, as well as Northeast Asia, including China and South Korea. Overall net sales increased 19.7% year on year (or an increase of 9.0% at constant currency excluding exchange rate fluctuations). Core operating income increased 66.1% year on year.

(Millions of yen)

	Six months ended June 30, 2026	Ratio to net sales	Six months ended June 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	100,859		84,237		16,621	19.7%
Core operating income	5,276	5.2%	3,176	3.8%	2,099	66.1%

Note: Net sales include internal sales within and among segments, which amounted to ¥10,422 million in the first half of fiscal 2026 and ¥9,599 million in the first half of fiscal 2025.

Net Sales by Region

(Millions of yen)

		Six months ended June 30, 2026	Six months ended June 30, 2025	Change	Change (%)
Southeast and South Asia / Oceania	Net sales	64,871	51,540	13,330	25.9%
	Core operating income	4,023	2,754	1,268	46.0%
Northeast Asia	Net sales	35,987	32,697	3,290	10.1%
	Core operating income	1,253	422	830	196.8%

Note: 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”.

In Southeast and South Asia/Oceania, net sales were up 25.9% year on year (or up 13.4% at constant currency excluding exchange rate fluctuations), and core operating income was up 46.0% year on year.

In Northeast Asia, overall sales were up 10.1% year on year (or up 2.1% at constant currency excluding exchange rate fluctuations), and core operating income was up 196.8% year on year.

Net Sales by Key Country

(Millions of yen)

	Six months ended June 30, 2026	Six months ended June 30, 2025	Change	Change (%)
Thailand	35,733	33,367	2,366	7.1%
Malaysia	15,525	12,109	3,415	28.2%
China	15,896	14,661	1,234	8.4%
South Korea	10,449	9,831	617	6.3%

Thailand

In laundry detergents, sales were down year on year due to such factors as lower exports to nearby countries due to geopolitical factors, and overall sales were down year on year.

In toothpastes, efforts were made to expand distribution for *SYSTEMA*, and driving sales to increase year on year, and overall sales also increased year on year.

Overall sales in Thailand, after yen conversions, were up 7.1% year on year, partly due to the effects of exchange rate fluctuations (or down 3.6% at constant currency excluding exchange rate fluctuations).

Malaysia

In laundry detergents, *TOP* liquid laundry detergent saw strong sales, and overall sales were up year on year.

In body soaps, sales of *Shokubutsu Monogatari* were strong due to in-store promotions, and overall sales increased significantly year on year.

Overall sales in Malaysia were up 28.2% year on year (or up 9.2% at constant currency excluding exchange rate fluctuations).

China

In toothpastes and toothbrushes, efforts were concentrated on expanding sales of toothpastes and toothbrushes, including the launch of high value-added products of mainstay brands, and total sales for the second quarter increased year on year. However, overall sales for both categories decreased year on year for the first half, due in part to efforts to optimize inventory levels in intermediary distribution channels during the first quarter.

Overall sales in China increased 8.4% year on year partly due to the effects of exchange rate fluctuations (or down 4.6% at constant currency excluding exchange rate fluctuations).

South Korea

In laundry detergents, sales of mainstay brand *BEAT* capsule detergents increased significantly year on year, and overall sales increased year on year.

In cooling gel sheets for feet, sales of *Kyusoku Jikan* were strong, and overall sales increased substantially year on year.

Overall sales in South Korea increased 6.3% year on year (or up 3.5% at constant currency excluding exchange rate fluctuations).

Other (Construction Contracting Business, etc.)

(Millions of yen)

	Six months ended June 30, 2026	Ratio to net sales	Six months ended June 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	3,832		5,261		(1,429)	(27.2%)
Core operating income	(77)	(2.0%)	(33)	(0.6%)	(43)	—

Note: Net sales include internal sales within and among segments, which amounted to ¥3,311 million in the first half of fiscal 2026 and ¥4,679 million in the first half of fiscal 2025.

(2) Financial Status

Status of Consolidated Assets, Liabilities and Equity

	June 30, 2026	December 31, 2025	Change
Total assets (millions of yen)	532,799	528,596	4,203
Total equity (millions of yen)	358,565	348,419	10,145
Ratio of equity attributable to owners of the parent to total assets (%)	62.5	61.1	1.4

Total assets increased ¥4,203 million compared with the previous consolidated fiscal year-end to ¥532,799 million, due to factors such as an increase in goodwill. Total equity increased ¥10,145 million to ¥358,565 million. The ratio of equity attributable to owners of the parent to total assets stood at 62.5%.

(3) Forecast of Consolidated Financial Results

Lion has made no revisions to the consolidated financial results forecasts released on February 12, 2026 for the full fiscal year.

In light of recent foreign exchange rate movements, the assumed exchange rates (annual average) used to calculate the full-year consolidated earnings forecast have been revised to ¥160/US$1.00 (¥155/US$1.00 at the beginning of the fiscal year) and ¥4.9/1.00 baht (¥4.7/1.00 baht at the beginning of the fiscal year).

2. Condensed Interim Consolidated Financial Statements and Notes

(1) Condensed Interim Consolidated Statement of Financial Position

(Millions of yen)

	December 31, 2025	June 30, 2026
Assets		
Current assets		
Cash and cash equivalents	88,092	83,401
Trade and other receivables	80,876	71,617
Inventories	54,133	55,795
Other financial assets	25,322	25,270
Other current assets	5,539	4,998
Total current assets	253,964	241,083
Non-current assets		
Property, plant and equipment	125,239	118,195
Goodwill	19,580	38,569
Intangible assets	31,509	31,311
Right-of-use assets	28,839	30,594
Investments accounted for using the equity method	13,966	15,866
Deferred tax assets	4,568	4,407
Retirement benefit assets	21,008	22,843
Other financial assets	29,153	29,135
Other non-current assets	766	791
Total non-current assets	274,632	291,716
Total assets	528,596	532,799

(Millions of yen)

	December 31, 2025	June 30, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	114,139	103,406
Borrowings	—	1,115
Income tax payables	6,583	8,970
Provisions	2,724	3,295
Lease liabilities	2,061	2,543
Other financial liabilities	1,317	1,438
Other current liabilities	9,369	6,560
Total current liabilities	136,196	127,331
Non-current liabilities		
Deferred tax liabilities	6,618	8,407
Retirement benefit liabilities	4,755	4,193
Provisions	2,224	2,229
Lease liabilities	26,189	28,169
Other financial liabilities	2,354	2,092
Other non-current liabilities	1,838	1,811
Total non-current liabilities	43,980	46,903
Total liabilities	180,176	174,234
Equity		
Share capital	34,433	34,433
Capital surplus	31,419	31,452
Treasury stock	(3,304)	(3,287)
Other components of equity	27,987	29,621
Retained earnings	232,190	240,539
Equity attributable to owners of the parent	322,726	332,760
Non-controlling interests	25,692	25,804
Total equity	348,419	358,565
Total liabilities and equity	528,596	532,799

(2) Condensed Interim Consolidated Statement of Income and Statement of Comprehensive Income

Condensed Interim Consolidated Statement of Income

Six months ended June 30, 2025 and 2026

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Net sales	199,459	216,836
Cost of sales	(108,920)	(115,133)
Gross profit	90,539	101,703
Selling, general and administrative expenses	(77,899)	(86,369)
Other income	1,034	7,975
Other expenses	(294)	(2,606)
Operating profit	13,379	20,703
Finance income	730	1,332
Finance costs	(966)	(540)
Share of profit of investments accounted for using the equity method	1,506	1,009
Profit before tax	14,650	22,504
Income taxes	(3,513)	(9,802)
Profit for the period	11,137	12,702
Profit for the period attributable to:		
Owners of the parent	9,609	10,844
Non-controlling interests	1,527	1,857
Profit for the period	11,137	12,702
Earnings per share		
Basic (Yen)	34.75	39.20
Diluted (Yen)	34.71	39.16

Condensed Interim Consolidated Statement of Comprehensive Income

Six months ended June 30, 2025 and 2026

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Profit for the period	11,137	12,702
Other comprehensive income		
Items that will not be reclassified as profit or loss		
Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income	(394)	302
Remeasurements of defined benefit plans	905	1,579
Share of other comprehensive income (loss) of investments accounted for using the equity method	2	(42)
Total items that will not be reclassified as profit or loss	512	1,839
Items that may be subsequently reclassified as profit or loss		
Net gain (loss) on derivatives designated as cash flow hedges	(1)	—
Exchange differences on translation of foreign operations	(5,024)	1,396
Total items that may be subsequently reclassified as profit or loss	(5,025)	1,396
Total other comprehensive income, net of tax	(4,512)	3,235
Comprehensive profit for the period	6,624	15,937
Comprehensive income for the period attributable to:		
Owners of the parent	6,075	14,133
Non-controlling interests	549	1,804
Comprehensive profit for the period	6,624	15,937

(3) Condensed Interim Consolidated Statement of Changes in Equity

Six months ended June 30, 2025

(Millions of yen)

	Equity attributable to owners of the parent					
				Other components of equity		
	Share capital	Capital surplus	Treasury stock	Subscription rights to shares	Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income	Remeasure-ments of defined benefit plans
Balance at January 1, 2025	34,433	31,327	(8,730)	50	10,687	—
Profit for the period						
Other comprehensive income					(399)	905
Total comprehensive income for the period	—	—	—	—	(399)	905
Dividends						
Acquisition of treasury stock			(1)			
Disposal of treasury stock			194	(47)		
Cancellation of treasury stock			5,234			
Share-based payments		(55)				
Changes in equity interests in subsidiaries						
Transfer from other components of equity to retained earnings					(407)	(905)
Total transactions with owners	—	(55)	5,427	(47)	(407)	(905)
Balance at June 30, 2025	34,433	31,271	(3,303)	2	9,880	—

	Equity attributable to owners of the parent						
	Other components of equity						
	Net gain (loss) on derivatives designated as cash flow hedges	Exchange differences on translation of foreign operations	Total	Retained earnings	Total	Non-controlling interests	Total equity
Balance at January 1, 2025	1	13,009	23,749	212,938	293,717	21,976	315,694
Profit for the period			—	9,609	9,609	1,527	11,137
Other comprehensive income	(1)	(4,038)	(3,534)		(3,534)	(978)	(4,512)
Total comprehensive income for the period	(1)	(4,038)	(3,534)	9,609	6,075	549	6,624
Dividends			—	(3,869)	(3,869)	(1,261)	(5,131)
Acquisition of treasury stock			—		(1)		(1)
Disposal of treasury stock			(47)	(39)	106		106
Cancellation of treasury stock			—	(5,234)	—		—
Share-based payments			—		(55)		(55)
Changes in equity interests in subsidiaries			—		—	45	45
Transfer from other components of equity to retained earnings			(1,312)	1,312	—		—
Total transactions with owners	—	—	(1,360)	(7,831)	(3,819)	(1,216)	(5,035)
Balance at June 30, 2025	—	8,971	18,854	214,716	295,973	21,309	317,282

Six months ended June 30, 2026

(Millions of yen)

	Equity attributable to owners of the parent					
				Other components of equity		
	Share capital	Capital surplus	Treasury stock	Subscription rights to shares	Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income	Remeasure-ments of defined benefit plans
Balance at January 1, 2026	34,433	31,419	(3,304)	2	11,047	—
Profit for the period						
Other comprehensive income					125	1,579
Total comprehensive income for the period	—	—	—	—	125	1,579
Dividends						
Acquisition of treasury stock			(1)			
Disposal of treasury stock			18			
Share-based payments		33				
Transfer from other components of equity to retained earnings					(75)	(1,579)
Total transactions with owners	—	33	16	—	(75)	(1,579)
Balance at June 30, 2026	34,433	31,452	(3,287)	2	11,097	—

	Equity attributable to owners of the parent					Non-controlling interests	Total equity
	Other components of equity						
	Net gain (loss) on derivatives designated as cash flow hedges	Exchange differences on translation of foreign operations	Total	Retained earnings	Total		
Balance at January 1, 2026	—	16,937	27,987	232,190	322,726	25,692	348,419
Profit for the period			—	10,844	10,844	1,857	12,702
Other comprehensive income		1,584	3,288		3,288	(53)	3,235
Total comprehensive income for the period	—	1,584	3,288	10,844	14,133	1,804	15,937
Dividends			—	(4,149)	(4,149)	(1,692)	(5,841)
Acquisition of treasury stock			—		(1)		(1)
Disposal of treasury stock			—		18		18
Share-based payments			—		33		33
Transfer from other components of equity to retained earnings			(1,654)	1,654	—		—
Total transactions with owners	—	—	(1,654)	(2,495)	(4,099)	(1,692)	(5,791)
Balance at June 30, 2026	—	18,521	29,621	240,539	332,760	25,804	358,565

(4) Condensed Interim Consolidated Statement of Cash Flows

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Cash flows from operating activities		
Profit before tax	14,650	22,504
Depreciation and amortization	10,058	11,520
Impairment loss	27	122
Interest and dividend income	(664)	(728)
Interest expenses	386	507
Share of loss (profit) of investments accounted for using the equity method	(1,506)	(1,009)
Loss (gain) on disposal of non-current assets	106	175
Gain on sale of shares of affiliated companies	—	(7,016)
Decrease (increase) in trade and other receivables	5,470	3,414
Decrease (increase) in inventories	(3,790)	(4,913)
Increase (decrease) in trade and other payables	(10,792)	(9,846)
Increase in net defined benefit liability	583	398
Other	(4,266)	(2,908)
Total	10,262	12,220
Interest and dividends received	860	1,274
Interest paid	(19)	(147)
Income taxes paid	(9,254)	(3,807)
Cash flows from operating activities	1,848	9,539
Cash flows from investing activities		
Net decrease (increase) in time deposits	(2,274)	(656)
Purchase of property, plant and equipment	(12,730)	(4,582)
Proceeds from sales of property, plant and equipment	6	1
Purchase of intangible assets	(698)	(395)
Purchase of other financial assets	(299)	(106)
Proceeds from sales of other financial assets	843	164
Expenditures for purchase of stocks of affiliated companies	—	(13,664)
Proceeds from sales of stocks of affiliated companies	—	15,341
Other	44	223
Cash flows from investing activities	(15,107)	(3,674)

(Millions of yen)

	Six months ended June 30, 2025	Six months ended June 30, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	81	1,623
Repayment of long-term borrowings	—	(5,537)
Cash dividends paid	(3,863)	(4,148)
Cash dividends paid to non-controlling interests	(1,261)	(1,692)
Repayment of lease liabilities	(1,375)	(1,457)
Purchase of treasury stock	(1)	(1)
Proceeds from non-controlling shareholders	45	—
Other	1	4
Cash flows from financing activities	(6,374)	(11,209)
Effect of exchange rate changes on cash and cash equivalents	(1,829)	653
Increase (decrease) in cash and cash equivalents	(21,463)	(4,690)
Cash and cash equivalents at the beginning of the period	102,240	88,092
Cash and cash equivalents at the end of the period	80,777	83,401

(5) Notes to Condensed Interim Consolidated Financial Statements

Notes relating to the assumption of a going concern

Not applicable.

Segment Information

(1) Overview of reportable segments

The Group's reportable segments are component units of the Company for which separate financial information is available and that are subject to regular review by the Board of Directors for the purpose of making decisions regarding the allocation of management resources and evaluating business performance. The Group's business divisions are organized by product category; each business division formulates a comprehensive strategy and carries out business activities for the products it handles. Affiliated companies in Japan undertake business activities pertinent to the characteristics of their respective products and services.

Affiliated companies located overseas are independent management units that conduct business activities pertinent to the characteristics of the regions in which they operate.

Accordingly, the Group comprises three reportable segments divided by product and service type and by region, which are, in turn, based on business divisions and companies; namely, the reportable segments are Consumer Products Business, Industrial Products Business, and Overseas Business.

The Company's reportable segments are as follows.

A. Consumer Products Business
   The Consumer Products Business engages in the manufacture and sale of commodities and over-the-counter drugs, primarily in Japan.
   Main products: Toothpastes, toothbrushes, hand soaps, body soaps, fabric softeners, laundry detergents, household cleaners, dishwashing detergents, antipyretic analgesics, eye drops, and pet supplies
B. Industrial Products Business
   The Industrial Products Business engages primarily in the manufacture, sale and trading of chemical raw materials, industrial products and other items in Japan and also includes the manufacture, sale and trading of such products for overseas markets.
   Main products: Surfactants derived from oils and fats, electro-conductive carbon, and detergents for institutional use
C. Overseas Business
   The Overseas Business engages mainly in the manufacture and sale of commodities by affiliated overseas businesses.

"Other" is not included in the reportable segments, which consists of Lion subsidiaries in Japan which are primarily engaged in construction contracting, real estate management and temporary staffing.

(2) Net Sales and Performance of Reportable Segments

Six months ended June 30, 2025

(Millions of yen)

	Reportable Segments			Other	Total	Adjustment[2]	Consolidated[3]
	Consumer Products Business	Industrial Products Business	Overseas Business				
Net sales							
(1) External	105,050	19,188	74,637	582	199,459	—	199,459
(2) Intersegment[1]	16,688	9,509	9,599	4,679	40,476	(40,476)	—
Total	121,739	28,698	84,237	5,261	239,936	(40,476)	199,459
Core operating income	9,136	1,462	3,176	(33)	13,742	(1,102)	12,639
Other income							1,034
Other expenses							(294)
Operating profit							13,379
Finance income							730
Finance costs							(966)
Share of profit of investments accounted for using the equity method							1,506
Profit before tax							14,650

Notes: 1. Includes intra-segment transactions within the reportable segments.
2. The negative ¥1,102 million adjustment of core operating income mainly comprises intersegment eliminations and corporate expenses not allocated to any reportable segment.
3. Core operating income is reconciled with gross profit as follows.

	(Millions of yen)
Gross profit	90,539
Selling, general and administrative expenses	(77,899)
Core operating income	12,639

Core operating income is calculated by subtracting selling, general and administrative expenses from gross profit, and is the basis on which the Board of Directors evaluates the performance of each segment.

Six months ended June 30, 2026

(Millions of yen)

	Reportable Segments			Other	Total	Adjustment[2]	Consolidated[3]
	Consumer Products Business	Industrial Products Business	Overseas Business				
Net sales							
(1) External	106,745	19,133	90,436	521	216,836	—	216,836
(2) Intersegment[1]	16,900	8,446	10,422	3,311	39,081	(39,081)	—
Total	123,646	27,579	100,859	3,832	255,918	(39,081)	216,836
Core operating income	9,787	1,459	5,276	(77)	16,445	(1,111)	15,334
Other income							7,975
Other expenses							(2,606)
Operating profit							20,703
Finance income							1,332
Finance costs							(540)
Share of profit of investments accounted for using the equity method							1,009
Profit before tax							22,504

Notes: 1. Includes intra-segment transactions within the reportable segments.
2. The negative ¥1,111 million adjustment of core operating income mainly comprises intersegment eliminations and corporate expenses not allocated to any reportable segment.
3. Core operating income is reconciled with gross profit as follows.

	(Millions of yen)
Gross profit	101,703
Selling, general and administrative expenses	(86,369)
Core operating income	15,334

Core operating income is calculated by subtracting selling, general and administrative expenses from gross profit, and is the basis on which the Board of Directors evaluates the performance of each segment.