Summary of Consolidated Financial Statements for the Nine Months Ended September 30, 2026 [IFRS]

November 6, 2026

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

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Start date of payment of dividend: —
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 Nine Months Ended September 30, 2026 (January 1, 2026 – September 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	%
Nine months ended September 30, 2026	325,413	6.7	31,285	12.4	33,772	13.3
Nine months ended September 30, 2025	304,945	1.3	27,829	62.7	29,797	52.2

	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	%
Nine months ended September 30, 2026	20,937	(9.8)	17,977	(13.6)	23,477	4.6
Nine months ended September 30, 2025	23,210	59.1	20,813	64.3	22,437	8.8

Note: Core operating income for the nine months ended September 30, 2026 was ¥25,706 million (up 15.2% year on year).
Core operating income for the nine months ended September 30, 2025 was ¥22,320 million (up 19.9% 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
Nine months ended September 30, 2026	64.97	64.91
Nine months ended September 30, 2025	75.25	75.18

(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	%
September 30, 2026	532,212	361,445	335,529	63.0
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., 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 September 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 September 30, 2026: 3,081,525 shares
   As of December 31, 2025: 3,130,893 shares
c. Average number of shares outstanding over period
   Nine months ended September 30, 2026: 276,685,990 shares
   Nine months ended September 30, 2025: 276,576,129 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 Nine Months of the Current Fiscal Year (3) Forecast of Consolidated Financial Results on page 9.

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

(1) Consolidated Performance

Consolidated results for the first nine months of fiscal 2026 (January 1, 2026–September 30, 2026) are as follows. Net sales amounted to ¥325,413 million, a year-on-year increase of 6.7% (or a 2.7% increase at constant currency excluding exchange rate fluctuations). Core operating income came to ¥25,706 million, up 15.2% year on year, and operating profit to ¥31,285 million, up 12.4% year on year. Profit for the period attributable to owners of the parent totaled ¥17,977 million, down 13.6% year on year.

The Lion Group is efficiently advancing measures under the theme of strengthening profitability 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 swiftly responding to changes in its business environment.

Amidst an increasingly challenging business environment due to heightened tensions in the Middle East, raw material prices have soared, driving up procurement costs and thus affecting some areas of the Group's business as well. In response, the Lion Group has decided to revise shipping prices for some products and has made a unified effort to achieve performance targets for the full year.

In the Top Priority Oral Healthcare business, the Company worked to expand the business by pursuing the development of high value-added products both domestically and overseas. Meanwhile, business portfolio reforms were steadily implemented, including completing the transfer of shares of two subsidiaries in the Chemical Products business, positioned as a Structural Reform business, on June 30, 2026. As part of efforts to create new business opportunities, the decision was made to invest in a U.S.-based venture capital firm specializing in investments in Oral Healthcare startups; additionally, as the first step in expanding the brand's business in Asia, Sukin Japan Co., Ltd. was established in July to import and sell *Sukin* products in Japan and preparations for its launch in November have begun.

Consolidated Results

(Millions of yen)

	Nine months ended September 30, 2026	Ratio to net sales	Nine months ended September 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	325,413		304,945		20,467	6.7%
Core operating income	25,706	7.9%	22,320	7.3%	3,385	15.2%
Operating profit	31,285	9.6%	27,829	9.1%	3,456	12.4%
Profit for the period attributable to owners of the parent	17,977	5.5%	20,813	6.8%	(2,835)	(13.6%)

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			
	Nine months ended September 30, 2026	Nine months ended September 30, 2025	Change	Change (%)	Nine months ended September 30, 2026	Nine months ended September 30, 2025	Change	Change (%)
Consumer Products	187,681	186,020	1,660	0.9%	16,440	15,857	582	3.7%
Industrial Products	36,076	43,416	(7,340)	(16.9%)	1,722	2,290	(567)	(24.8%)
Overseas	155,014	129,846	25,167	19.4%	9,951	5,595	4,355	77.8%
Other	6,398	7,746	(1,347)	(17.4%)	30	(113)	143	—
Subtotal	385,171	367,031	18,140	4.9%	28,144	23,630	4,514	19.1%
Adjustment	(59,758)	(62,085)	2,327	—	(2,438)	(1,309)	(1,128)	—
Total	325,413	304,945	20,467	6.7%	25,706	22,320	3,385	15.2%

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 0.9% compared with the same period in the previous fiscal year. Core operating income increased 3.7%.

(Millions of yen)

	Nine months ended September 30, 2026	Ratio to net sales	Nine months ended September 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	187,681		186,020		1,660	0.9%
Core operating income	16,440	8.8%	15,857	8.5%	582	3.7%

Note: Net sales include internal sales within and among segments, which amounted to ¥26,635 million in the first nine months of fiscal 2026 and ¥25,817 million in the first nine months of fiscal 2025.

Net Sales by Product Category

(Millions of yen)

	Nine months ended September 30, 2026	Nine months ended September 30, 2025	Change	Change (%)
Oral Healthcare Products	61,618	57,020	4,598	8.1%
Beauty Care Products	19,738	19,829	(91)	(0.5%)
Fabric Care Products	42,427	43,608	(1,180)	(2.7%)
Living Care Products	14,726	17,800	(3,074)	(17.3%)
Pharmaceutical Products	17,263	17,160	102	0.6%
Other Products	31,907	30,601	1,306	4.3%

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 nine months 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 PRO 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 Super Premium* 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 8.1% 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 Hand Conditioning Soap* were up year on year, leading to an overall increase in sales year on year.

In body washes, sales of *hadakara Moist Body Care Soap Liquid Type* were down year on year, and overall sales decreased year on year.

As a result, overall sales of Beauty Care Products decreased 0.5% year on year.

Fabric Care Products

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

In fabric softeners, sales of *SOFLAN Aroma Rich* decreased year on year, and overall sales decreased year on year.

In laundry detergents, *NANOX Deep-Penetrating Clean*, which thoroughly cleans built-up grime and odors without the need for prewash treatments, was newly launched but sales of *NANOX one* were lower due to demand recoil following its improved relaunch last year, and overall sales declined slightly year on year.

As a result, overall sales of Fabric Care Products decreased 2.7% year on year.

Furthermore, as a proposal for a new laundry routine, *NANOX Washing Tub Antimold Ball for Top Load Washing Machines* was launched, which prevents the formation of damp, musty odors on clothing, to favorable customer reviews at selected retailers, and sales reached approximately 3 times the planned target.

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, but 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, *CHARMY Crysta Pre-Wash Foam Spray* designed especially for use with dishwashers was launched to propose a new habit; however, sales of *CHARMY Magica* were down year on year, and overall sales 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 17.3% 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, *Smile Contact Moist*, which helps retain moisture and relieve dryness and discomfort, was newly launched, but sales of *Smile 40 Premium THE ONE* were down year on year, and overall sales also decreased slightly year on year.

In acne medicines, sales of *PAIR ACNE Cream W* were strong, and overall sales increased significantly year on year.

As a result, overall sales of Pharmaceutical Products increased 0.6% 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, sales of oral treats such as *PETKISS* were favorable, and overall sales increased year on year.

As a result, overall sales of Other Products increased 4.3% year on year.

Industrial Products Business

The Industrial Products Business segment consists of the Chemical Products business comprising the Mobility field handling anti-sticking agents for tire rubber, the Electronics field handling electro-conductive carbon for secondary batteries, and the Life-Chemical field handling surfactants derived from oils and fats, and, the Detergents for Institutional Use Products field handling detergents for institutional and professional kitchen use. Reflecting the transfer of shares of two subsidiaries in the Chemical Products business as of June 30, 2026, no sales for the Chemical Products business have been posted since July excluding certain exceptions, thus segment net sales decreased 16.9% year on year, and core operating income decreased 24.8% year on year.

(Millions of yen)

	Nine months ended September 30, 2026	Ratio to net sales	Nine months ended September 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	36,076		43,416		(7,340)	(16.9%)
Core operating income	1,722	4.8%	2,290	5.3%	(567)	(24.8%)

Note: Net sales include internal sales within and among segments, which amounted to ¥12,122 million in the first nine months of fiscal 2026 and ¥14,399 million in the first nine months of fiscal 2025.

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 located 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 19.4% year on year (or an increase of 9.4% at constant currency excluding exchange rate fluctuations). Core operating income increased 77.8% year on year.

(Millions of yen)

	Nine months ended September 30, 2026	Ratio to net sales	Nine months ended September 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	155,014		129,846		25,167	19.4%
Core operating income	9,951	6.4%	5,595	4.3%	4,355	77.8%

Note: Net sales include internal sales within and among segments, which amounted to ¥15,637 million in the first nine months of fiscal 2026 and ¥14,888 million in the first nine months of fiscal 2025.

Net Sales by Region

(Millions of yen)

		Nine months ended September 30, 2026	Nine months ended September 30, 2025	Change	Change (%)
Southeast and South Asia/Oceania	Net sales	99,354	80,503	18,851	23.4%
	Core operating income	7,282	4,851	2,430	50.1%
Northeast Asia	Net sales	55,659	49,343	6,316	12.8%
	Core operating income	2,668	743	1,924	258.8%

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 23.4% year on year (or up 12.5% at constant currency excluding exchange rate fluctuations), and core operating income was up 50.1% year on year.

In Northeast Asia, overall sales were up 12.8% year on year (or up 4.2% at constant currency excluding exchange rate fluctuations), and core operating income was up 258.8% year on year.

Net Sales by Key Country

(Millions of yen)

	Nine months ended September 30, 2026	Nine months ended September 30, 2025	Change	Change (%)
Thailand	53,907	49,077	4,830	9.8%
Malaysia	24,733	20,764	3,969	19.1%
China	24,591	21,584	3,006	13.9%
South Korea	16,261	15,021	1,240	8.3%

Thailand

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

In body soaps, sales of the renewed *Shokubutsu Monogatari* were up significantly, and overall sales were up year on year.

In toothpastes, expanded distribution of *SYSTEMA* led to higher year-on-year sales, and overall sales were up year on year.

Overall sales in Thailand, after yen conversions, were up 9.8% year on year (or up 0.8% 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 firm due to in-store promotions, and overall sales increased year on year.

Overall sales in Malaysia were up 19.1% year on year (or up 3.2% at constant currency excluding exchange rate fluctuations).

China

In toothpastes, efforts were concentrated on expanding sales through high-value added products, including the launch of new products under the *CLINICA* brand, and overall sales increased year on year.

In toothbrushes, sales of *SYSTEMA* were down year on year, and overall sales also decreased year on year.

Overall sales in China increased 13.9% year on year (or up 0.1% 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 8.3% year on year (or up 3.7% at constant currency excluding exchange rate fluctuations).

Other (Construction Contracting Business, etc.)

(Millions of yen)

	Nine months ended September 30, 2026	Ratio to net sales	Nine months ended September 30, 2025	Ratio to net sales	Change	Change (%)
Net sales	6,398		7,746		(1,347)	(17.4%)
Core operating income	30	0.5%	(113)	(1.5%)	143	—

Note: Net sales include internal sales within and among segments, which amounted to ¥5,362 million in the first nine months of fiscal 2026 and ¥6,979 million in the first nine months of fiscal 2025.

(2) Financial Status

Status of Consolidated Assets, Liabilities and Equity

	September 30, 2026	December 31, 2025	Change
Total assets (millions of yen)	532,212	528,596	3,615
Total equity (millions of yen)	361,445	348,419	13,026
Ratio of equity attributable to owners of the parent to total assets (%)	63.0	61.1	2.0

Total assets increased ¥3,615 million compared with the previous consolidated fiscal year-end to ¥532,212 million, due to such factors as an increase in goodwill. Total equity increased ¥13,026 million to ¥361,445 million. The ratio of equity attributable to owners of the parent to total assets stood at 63.0%.

(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.

The assumed exchange rates (annual average) used to calculate the full-year consolidated earnings forecast were 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) as of August 7 of this year.

2. Condensed Interim Consolidated Financial Statements and Notes

(1) Condensed Interim Consolidated Statement of Financial Position

(Millions of yen)

	December 31, 2025	September 30, 2026
Assets		
Current assets		
Cash and cash equivalents	88,092	77,950
Trade and other receivables	80,876	71,370
Inventories	54,133	59,848
Other financial assets	25,322	26,187
Other current assets	5,539	5,099
Total current assets	253,964	240,456
Non-current assets		
Property, plant and equipment	125,239	118,054
Goodwill	19,580	34,405
Intangible assets	31,509	34,216
Right-of-use assets	28,839	29,868
Investments accounted for using the equity method	13,966	15,182
Deferred tax assets	4,568	4,300
Retirement benefit assets	21,008	22,565
Other financial assets	29,153	32,385
Other non-current assets	766	776
Total non-current assets	274,632	291,755
Total assets	528,596	532,212

(Millions of yen)

	December 31, 2025	September 30, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	114,139	98,380
Borrowings	—	1,099
Income tax payables	6,583	8,761
Provisions	2,724	3,325
Lease liabilities	2,061	2,421
Other financial liabilities	1,317	1,099
Other current liabilities	9,369	9,246
Total current liabilities	136,196	124,336
Non-current liabilities		
Deferred tax liabilities	6,618	8,392
Retirement benefit liabilities	4,755	4,175
Provisions	2,224	2,253
Lease liabilities	26,189	27,681
Other financial liabilities	2,354	2,109
Other non-current liabilities	1,838	1,817
Total non-current liabilities	43,980	46,429
Total liabilities	180,176	170,766
Equity		
Share capital	34,433	34,433
Capital surplus	31,419	31,474
Treasury stock	(3,304)	(3,287)
Other components of equity	27,987	30,143
Retained earnings	232,190	242,765
Equity attributable to owners of the parent	322,726	335,529
Non-controlling interests	25,692	25,916
Total equity	348,419	361,445
Total liabilities and equity	528,596	532,212

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

Condensed Interim Consolidated Statement of Income

Nine months ended September 30, 2025 and 2026

(Millions of yen)

	Nine months ended September 30, 2025	Nine months ended September 30, 2026
Net sales	304,945	325,413
Cost of sales	(165,755)	(174,520)
Gross profit	139,190	150,892
Selling, general and administrative expenses	(116,869)	(125,185)
Other income	5,976	8,311
Other expenses	(468)	(2,732)
Operating profit	27,829	31,285
Finance income	999	2,275
Finance costs	(1,185)	(858)
Share of profit of investments accounted for using the equity method	2,153	1,070
Profit before tax	29,797	33,772
Income taxes	(6,587)	(12,835)
Profit for the period	23,210	20,937
Profit for the period attributable to:		
Owners of the parent	20,813	17,977
Non-controlling interests	2,397	2,960
Profit for the period	23,210	20,937
Earnings per share		
Basic (Yen)	75.25	64.97
Diluted (Yen)	75.18	64.91

Condensed Interim Consolidated Statement of Comprehensive Income

Nine months ended September 30, 2025 and 2026

(Millions of yen)

	Nine months ended September 30, 2025	Nine months ended September 30, 2026
Profit for the period	23,210	20,937
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	204	2,076
Remeasurements of defined benefit plans	1,818	1,449
Share of other comprehensive income (loss) of investments accounted for using the equity method	18	(38)
Total items that will not be reclassified as profit or loss	2,040	3,487
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	(2,812)	(947)
Total items that may be subsequently reclassified as profit or loss	(2,813)	(947)
Total other comprehensive income, net of tax	(772)	2,540
Comprehensive income for the period	22,437	23,477
Comprehensive income for the period attributable to:		
Owners of the parent	20,150	21,584
Non-controlling interests	2,286	1,893
Comprehensive income for the period	22,437	23,477

(3) Condensed Interim Consolidated Statement of Changes in Equity

Nine months ended September 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	Remeasurements 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					200	1,818
Total comprehensive income for the period	—	—	—	—	200	1,818
Dividends						
Acquisition of treasury stock			(1)			
Disposal of treasury stock			194	(47)		
Cancellation of treasury stock			5,234			
Share-based payments		(31)				
Changes in equity interests in subsidiaries						
Transfer from other components of equity to retained earnings					(402)	(1,818)
Total transactions with owners	—	(31)	5,427	(47)	(402)	(1,818)
Balance at September 30, 2025	34,433	31,295	(3,303)	2	10,485	—

	Equity attributable to owners of the parent					Non-controlling interests	Total equity
	Other components of equity			Retained earnings	Total		
	Net gain (loss) on derivatives designated as cash flow hedges	Exchange differences on translation of foreign operations	Total				
Balance at January 1, 2025	1	13,009	23,749	212,938	293,717	21,976	315,694
Profit for the period			—	20,813	20,813	2,397	23,210
Other comprehensive income	(1)	(2,679)	(662)		(662)	(110)	(772)
Total comprehensive income for the period	(1)	(2,679)	(662)	20,813	20,150	2,286	22,437
Dividends			—	(8,019)	(8,019)	(1,261)	(9,281)
Acquisition of treasury stock			—		(1)		(1)
Disposal of treasury stock			(47)	(39)	106		106
Cancellation of treasury stock			—	(5,234)	—		—
Share-based payments			—		(31)		(31)
Changes in equity interests in subsidiaries			—		—	45	45
Transfer from other components of equity to retained earnings			(2,220)	2,220	—		—
Total transactions with owners	—	—	(2,267)	(11,073)	(7,945)	(1,216)	(9,162)
Balance at September 30, 2025	—	10,330	20,819	222,677	305,923	23,046	328,969

Nine months ended September 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	Remeasurements 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					1,903	1,449
Total comprehensive income for the period	—	—	—	—	1,903	1,449
Dividends						
Acquisition of treasury stock			(1)			
Disposal of treasury stock			18			
Share-based payments		54				
Transfer from other components of equity to retained earnings					(1)	(1,449)
Total transactions with owners	—	54	17	—	(1)	(1,449)
Balance at September 30, 2026	34,433	31,474	(3,287)	2	12,949	—

	Equity attributable to owners of the parent					Non-controlling interests	Total equity
	Other components of equity			Retained earnings	Total		
	Net gain (loss) on derivatives designated as cash flow hedges	Exchange differences on translation of foreign operations	Total				
Balance at January 1, 2026	—	16,937	27,987	232,190	322,726	25,692	348,419
Profit for the period			—	17,977	17,977	2,960	20,937
Other comprehensive income		253	3,607		3,607	(1,066)	2,540
Total comprehensive income for the period	—	253	3,607	17,977	21,584	1,893	23,477
Dividends			—	(8,853)	(8,853)	(1,669)	(10,522)
Acquisition of treasury stock			—		(1)		(1)
Disposal of treasury stock			—		18		18
Share-based payments			—		54		54
Transfer from other components of equity to retained earnings			(1,451)	1,451	—		—
Total transactions with owners	—	—	(1,451)	(7,402)	(8,781)	(1,669)	(10,451)
Balance at September 30, 2026	—	17,191	30,143	242,765	335,529	25,916	361,445

(4) Condensed Interim Consolidated Statement of Cash Flows

(Millions of yen)

	Nine months ended September 30, 2025	Nine months ended September 30, 2026
Cash flows from operating activities		
Profit before tax	29,797	33,772
Depreciation and amortization	15,209	17,117
Impairment loss	59	209
Interest and dividend income	(940)	(1,079)
Interest expenses	576	776
Share of loss (profit) on investments accounted for using the equity method	(2,153)	(1,070)
Loss (gain) on disposal of non-current assets	231	225
Loss (gain) on step acquisitions	(4,476)	—
Gain on sales of shares of affiliated companies	—	(6,884)
Decrease (increase) in trade and other receivables	5,107	2,756
Decrease (increase) in inventories	(4,177)	(9,210)
Increase (decrease) in trade and other payables	(14,926)	(14,132)
Increase (decrease) in net defined benefit liability	904	587
Other	(3,356)	(1,007)
Total	21,856	22,060
Interest and dividends received	1,964	1,550
Interest paid	(31)	(210)
Income taxes paid	(13,460)	(8,777)
Cash flows from operating activities	10,329	14,623
Cash flows from investing activities		
Net decrease (increase) in time deposits	(3,744)	(2,570)
Purchase of property, plant and equipment	(15,415)	(7,221)
Proceeds from sales of property, plant and equipment	13	1
Purchase of intangible assets	(869)	(671)
Purchase of other financial assets	(558)	(764)
Proceeds from sales of other financial assets	843	164
Expenditures for purchase of stocks of affiliated companies	(102)	(119)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(17,931)	(13,664)
Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation	—	16,826
Other	(8)	45
Cash flows from investing activities	(37,774)	(7,974)

(Millions of yen)

	Nine months ended September 30, 2025	Nine months ended September 30, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term loans payable	—	1,473
Repayment of long-term borrowings	—	(5,556)
Cash dividends paid	(8,028)	(8,865)
Cash dividends paid to non-controlling interests	(1,261)	(1,669)
Repayment of lease liabilities	(2,090)	(2,227)
Purchase of treasury stock	(1)	(1)
Proceeds from non-controlling shareholders	45	—
Other	1	4
Cash flows from financing activities	(11,335)	(16,842)
Effect of exchange rate changes on cash and cash equivalents	(937)	51
Increase (decrease) in cash and cash equivalents	(39,716)	(10,141)
Cash and cash equivalents at the beginning of the period	102,240	88,092
Balance of cash and cash equivalents at the end of the period	62,523	77,950

(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 that are, in turn, based on business divisions and companies; namely, the reportable segments are Consumer Products Business, Industrial Products Business and Overseas Business.

The Group'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

Nine months ended September 30, 2025

(Millions of yen)

	Reportable Segment			Other	Total	Adjustment[2]	Consolidated[3]
	Consumer Products Business	Industrial Products Business	Overseas Business				
Net sales							
(1) External	160,203	29,016	114,958	767	304,945	—	304,945
(2) Intersegment[1]	25,817	14,399	14,888	6,979	62,085	(62,085)	—
Total	186,020	43,416	129,846	7,746	367,031	(62,085)	304,945
Core operating income	15,857	2,290	5,595	(113)	23,630	(1,309)	22,320
Other income							5,976
Other expenses							(468)
Operating profit							27,829
Finance income							999
Finance costs							(1,185)
Share of profit of investments accounted for using the equity method							2,153
Profit before tax							29,797

Notes: 1. Includes intra-segment transactions within the reportable segments.

2. The negative ¥1,309 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	139,190
Selling, general and administrative expenses	(116,869)
Core operating income	22,320

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.

Nine months ended September 30, 2026

(Millions of yen)

	Reportable Segment			Other	Total	Adjustment[2]	Consolidated[3]
	Consumer Products Business	Industrial Products Business	Overseas Business				
Net sales							
(1) External	161,046	23,954	139,376	1,035	325,413	—	325,413
(2) Intersegment[1]	26,635	12,122	15,637	5,362	59,758	(59,758)	—
Total	187,681	36,076	155,014	6,398	385,171	(59,758)	325,413
Core operating income	16,440	1,722	9,951	30	28,144	(2,438)	25,706
Other income							8,311
Other expenses							(2,732)
Operating profit							31,285
Finance income							2,275
Finance costs							(858)
Share of profit of investments accounted for using the equity method							1,070
Profit before tax							33,772

Notes: 1. Includes intra-segment transactions within the reportable segments.

2. The negative ¥2,438 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	150,892
Selling, general and administrative expenses	(125,185)
Core operating income	25,706

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.