

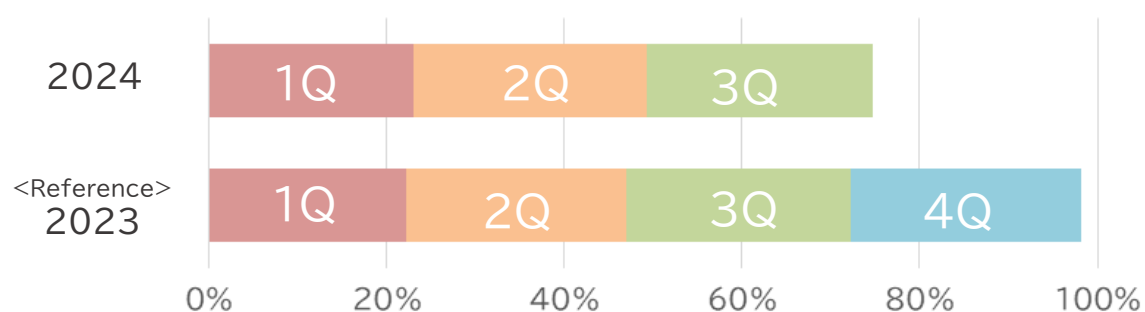
Financial Results for the First Nine Months of 2024

**Lion Corporation
November 7, 2024**

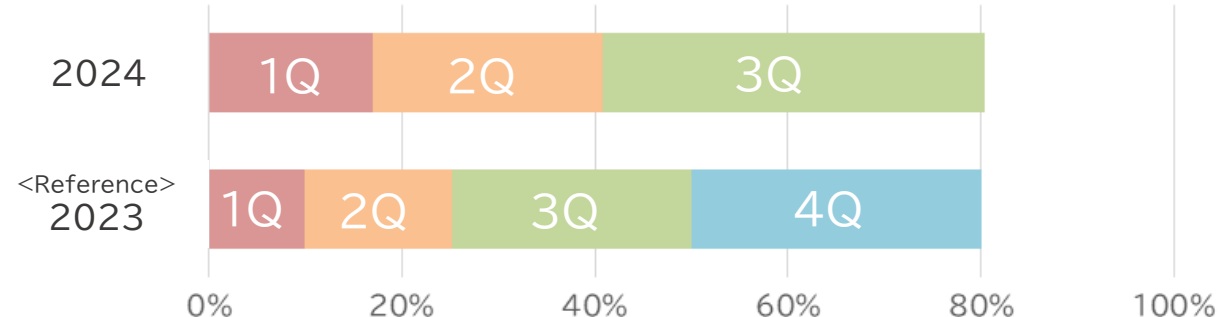
Highlights of the First Nine Months of Fiscal 2024

- ❑ Net sales and profits for the first nine months increased year on year
- ❑ Progress was as planned for net sales and, compared with the forecast from the beginning of the year, higher than expected for core operating income, due to the effects of profit structure reforms

Net sales progress against forecast



Core operating income progress against forecast



- ❑ To accelerate further profit structure reforms in Consumer Products Business, production items and facilities, primarily in the challenging domestic fabric care category, were consolidated and streamlined, resulting in an impairment loss of approx. ¥6.2 billion in the first nine months
- ❑ Forecast of consolidated results for fiscal 2024 remains unchanged from the announcement at the beginning of the year

- Consolidated Financial Results for the First Nine Months of 2024
- Fiscal 2024 Financial Forecast

- Consolidated Financial Results for the First Nine Months of 2024
- Fiscal 2024 Financial Forecast

Net sales (up Y-o-Y)

- In Consumer Products segment sales were down overall despite a sales increase in oral care products, reflecting comparatively lower sales of fabric care due to new products launched last year, as well as the impact of business and brand transfers
- Overseas, sales increased in key countries; China and Malaysia in particular continued to show double-digit growth, excluding exchange rate fluctuations

Core operating income (up Y-o-Y)

- Rose significantly due to higher gross profit reflecting increased overseas sales as well as the effects of profit structure reforms in Consumer Products Business (price revisions and streamlining competition-related expenses)

Operating profit and profit for the period attributable to owners of the parent (up Y-o-Y)

- Recorded an impairment loss (approx. ¥6.2 billion) attributable to business streamlining centered on the domestic fabric care category
- Profits increased significantly due to higher core operating income and capital gains on the sale of some brands in the first half of the year

Consolidated Financial Results

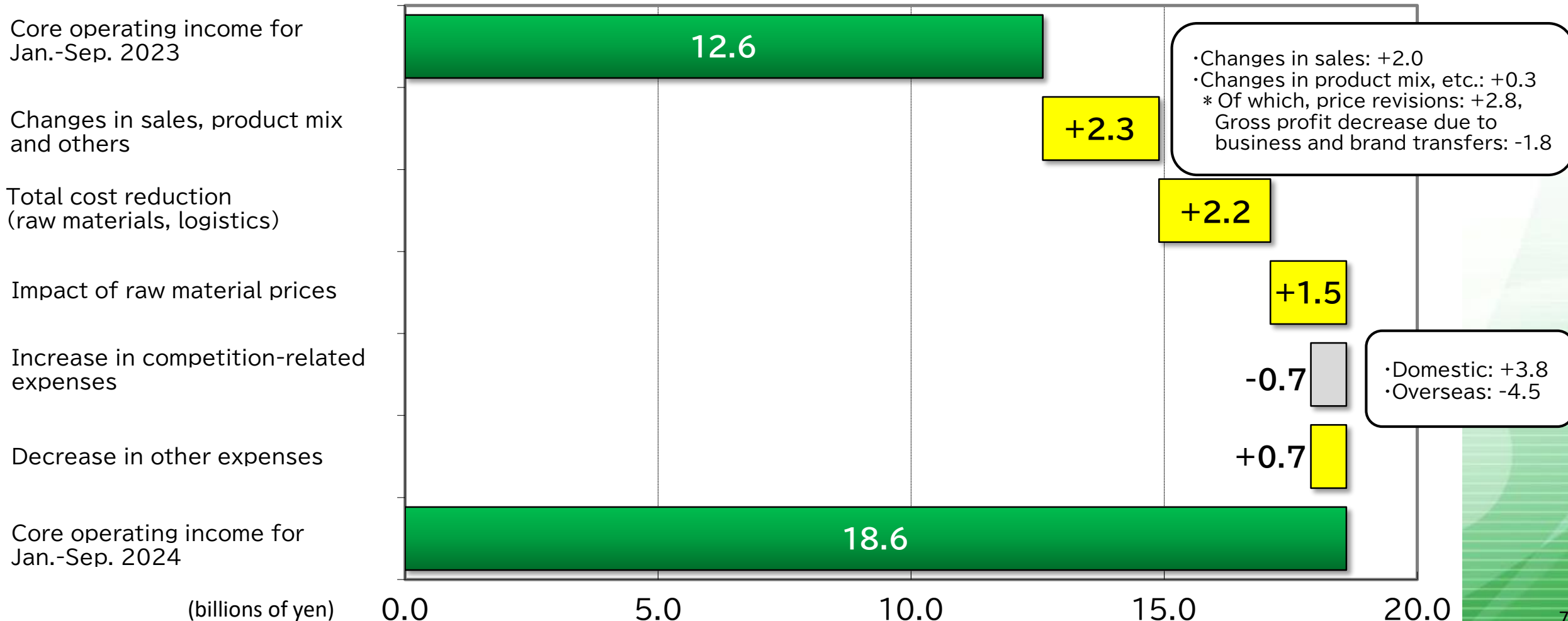
Net sales and profits increased Y-o-Y,
and the core operating income margin improved by 1.9 points
An impairment loss was recorded due to business restructuring

(Billions of yen)	Jan.-Sep. 2024	Jan.-Sep. 2023	Y-o-Y change	
			Amount	%
Net sales	301.1	296.0	5.0	1.7 (0.6)*4 0.5*5
Core operating income*1 % of net sales	18.6 6.2	12.6 4.3	6.0	47.8
Operating profit % of net sales	17.1 5.7	12.5 4.2	4.5	36.7
Profit for the period attributable to owners of the parent	12.6	8.8	3.8	43.1
EPS (Yen)	45.67	31.12	14.55	46.8
EBITDA*2	32.5	26.0	6.4	25.0
EBITDA margin (%)*3	10.8	8.8	—	2.0PP

Notes 1. Core operating income is an earnings indicator the Company uses to measure regular business performance by subtracting selling, general and administrative expenses from gross profit.
2. EBITDA: An indicator of profitability on a cash basis calculated as the sum of core operating income and depreciation and amortization.
3. EBITDA margin: The ratio of EBITDA to consolidated net sales.
4. Y-o-Y change at constant currency excluding exchange rate fluctuations.
5. Y-o-Y change excluding exchange rate fluctuations and the impact of business transfers.

Year-on-Year Changes in Core Operating Income

Core operating income increased significantly due to higher gross profit from higher overseas sales, price revisions in Consumer Products Business, and sound progress in total cost reductions



Results by Business Segment

Consumer Products saw lower sales, but profits increased significantly due to price revisions and streamlining competition-related expenses
Overseas, sales increased significantly and profit margins rose

(Billions of yen)	Net sales*				Core operating income			
	Jan.-Sep. 2024	Jan.-Sep. 2023	Y-o-Y change		Jan.-Sep. 2024, % of net sales	Jan.-Sep. 2023, % of net sales	Y-o-Y change	
			Amount	%			Amount	%
Consumer Products	188.7	196.5	(7.7)	(3.9)	8.3	3.0	5.2	171.3
	160.2	167.4	(7.1)	(4.3)	4.4	1.6		
Industrial Products	40.2	42.7	(2.4)	(5.7)	2.2	2.5	(0.2)	(11.4)
	27.8	28.1	(0.3)	(1.2)	5.5	5.9		
Overseas	123.3	109.6	13.6	12.5	7.2	5.9	1.2	21.5
	112.0	99.1	12.8	12.9	5.9	5.4		
Other	12.4	15.5	(3.0)	(19.9)	0.4	0.9	(0.5)	(56.3)
	0.9	1.2	(0.2)	(22.4)	3.3	6.0		
Adjustment	(63.6)	(68.3)	4.6	—	0.3	0.0	0.2	—
	—	—	—	—				
Consolidated Total	301.1	296.0	5.0	1.7	18.6 6.2	12.6 4.3	6.0	47.8

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

Consumer Products Business Net Sales by Product Category







Sales increased in oral care, beauty care and pharmaceutical product (in real terms*)
 Sales decreased in fabric care due to comparatively lower sales of
 new products launched last year

(Billions of yen)	Net sales			
	Jan.-Sep. 2024	Jan.-Sep. 2023	Y-o-Y change	
			Amount	%
Oral Care	54.3	51.8	2.4	4.8
Beauty Care	18.0	18.0	0.0	0.4
Fabric Care	41.0	46.6	(5.6)	(12.0)
Living Care	15.0	15.8	(0.7)	(4.6)
Pharmaceutical	18.5	18.9	(0.3)	(1.9) 3.8*
Other	41.6	45.2	(3.6)	(8.0) (3.3)*
Total	188.7	196.5	(7.7)	(3.9) (2.3)*

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

Oral Care

NONIO continued to perform favorably
CLINICA sales outperformed the market

Y-o-Y	Value	Volume	Price
Oral care market*	105%	102%	103%
 クリニカ	106%	105%	101%
 システム	102%	100%	101%
 NONIO	112%	114%	98%
 ホワイト&ホワイト	105%	100%	105%




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

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



Beauty Care

Overall sales of *KireiKirei* were below market, but high-value-added products performed favorably

Y-o-Y	Value	Volume	Price
Hand soap market	106%	100%	106%
 キレイキレイ	101%	96%	105%
 KireiKirei Medicated Hand Conditioning Soap	115%	112%	103%
 KireiKirei Medicated Foaming Hand Soap Auto Dispenser	144%	146%	99%

Fabric Care and Living Care

Focused on raising unit prices
Expanded share of total of high-value-added products across the *NANOX* line

Y-o-Y	Value	Volume	Price
Laundry detergent market	112%	98%	115%*
NANOX	116%	96%	124%*
Fabric softener market	105%	94%	108%*
ソフラン	100%	91%	109%*
Antimold products market	99%	96%	99%*
ルックPLUS  	99%	86%	145%*

Pharmaceutical

Antipyretic analgesic unit prices increased
Eye drops achieved significant value growth due to the launch of new products

Y-o-Y	Value	Volume	Price
Antipyretic analgesic market	101%	97%	102%*
BUFFERIN	100%	96%	104%*
Eye drops market	101%	99%	103%
スマイル [®]	107%	100%	107%

* Indicates unit price

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 Results by Region

**Sales and profits increased in Southeast, South and Northeast Asia
Profit margin growth in Southeast and South Asia was particularly
driven by Thailand**

(Billions of yen)	Net sales					Core operating income			
	Jan.–Sep. 2024	Jan.–Sep. 2023	Y-o-Y change			Jan.–Sep. 2024, % of net sales	Jan.–Sep. 2023, % of net sales	Y-o-Y change	
			Amount	%	Real rate (%)*1			Amount	%*2
Southeast and South Asia	74.8	66.8	8.0	12.0	5.2	4.5 6.0	3.4 5.1	1.0	32.2 +0.9PP
Northeast Asia	48.4	42.7	5.6	13.2	6.6	2.7 5.7	2.5 6.0	0.1	7.1 (0.3PP)
Total	123.3	109.6	13.6	12.5	5.8	7.2 5.9	5.9 5.4	1.2	21.5 +0.5PP

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* ² Ratio to consolidated sales (%)
	Jan.–Sep. 2024	Change (amount)	Change (%)	Y-o-Y change* ⁴ (%)		
Thailand	44.8	3.4	8.5	2.3	➤ Sales of mainstay laundry detergents and new body washes launched in the 2nd quarter drove sales	32.4
Malaysia	17.7	3.2	22.1	14.1	➤ Aggressive in-store measures focused on competitive laundry detergents was successful	22.2
China* ³	20.1	3.2	19.3	11.7	➤ Mainstay toothpastes and value-added toothbrushes (thin and wide heads) saw growth	85.8
South Korea	14.9	1.3	10.1	5.0	➤ Significantly higher sales due to aggressive marketing in the capsule detergent market, which is continuously growing	30.8

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

2. 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)

3. Qingdao Lion

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

Policy KPIs for 2027 (Compared to 2023)

Portfolio Reforms

- **Clarify separation of business fields**
(strengthen priority areas and streamline non-priority areas)
- **Shift to high value-added products and execute upward price revisions*** (¥15 billion scale)
- **Reducing SKUs** (cut by 30%)
- **Streamline competition-related expenses**
(lower ratio of net sales to competition-related expenses by 2 points)

Business Structure Reforms

- **Reduce inventories** (reduce inventory days by 30%)
- **Improve productivity** (utilize and organize non-current assets, optimize production bases and items)
- **Streamline indirect operations and costs**

* Price revisions include increasing shipping prices, reducing sales promotion expenses, and reducing product volume

Portfolio reforms are on schedule as planned at the beginning of the year,
contributing to higher profit

Policy KPIs for 2027 (Compared to 2023)

Portfolio Reforms

- Shift to high value-added products and execute upward price revisions* (¥15 billion scale)
Fiscal 2024 target: Approx. ¥4 billion, we **expect to achieve this target**
(Results: ¥2.8 billion in the first nine months)
- Reducing SKUs (30% reduction, approx. 270 SKUs)
Fiscal 2024 target of removing approx. 50 SKUs,
we **expect to achieve this target**
- Streamline competition-related expenses (reduced margin of competition-related expenses to net sales by 2 points)
Progressing soundly (down 1.4 points Y-o-Y in January–September 2024)

Implementing profit structure reforms to improve profitability in the domestic fabric care category

Business Structure Reforms

- Improve productivity (utilize and organize non-current assets, optimize production bases and items)

Consolidate production items and optimize production operations, primarily in the domestic fabric care category

- Decided on the removal of a number of production facilities
- Revised recoverability forecast for the category



Recorded a total impairment loss of approx. ¥6.2 billion in the first nine months
(Begin reducing fixed expenses in the next fiscal year)

Future Direction for the Domestic Fabric Care Category

- **Focus on brands and items with market competitiveness**
(*NANOX, SOFLAN Aroma Rich, SOFLAN Premium Deodorizer*)
➔ Aim to improve profitability of domestic Consumer Products

- Consolidated Financial Results for the First Nine Months of 2024
- Fiscal 2024 Financial Forecast

2024 Consolidated Financial Forecast

Although Lion recorded an impairment loss, it is considering measures to improve asset efficiency, such as selling off assets, and the forecast remains unchanged from the beginning of the year

(Billions of yen)	2024	2023	Y-o-Y change	
			Amount	%
Net sales*1	410.0	402.7	7.2	1.8
Core operating income	23.0	20.1	2.8	14.2
% of net sales	5.6	5.0		
Operating profit	27.0	20.5	6.4	31.7
% of net sales	6.6	5.1		
Profit for the period attributable to owners of the parent	19.0	14.6	4.3	29.9
EPS (Yen)	66.81	51.42	15.39	29.9
EBITDA*2	41.0	38.0	2.9	7.9
EBITDA margin (%)*3	10.0	9.4	—	0.6PP
ROIC (%)*4	5.0	4.7	—	0.3PP
ROE (%)	7.0	5.4	—	1.6PP

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

2. EBITDA is an indicator of profitability on a cash basis calculated as the sum of core operating income and depreciation and amortization (excluding that of right-of-use assets as of 2022).

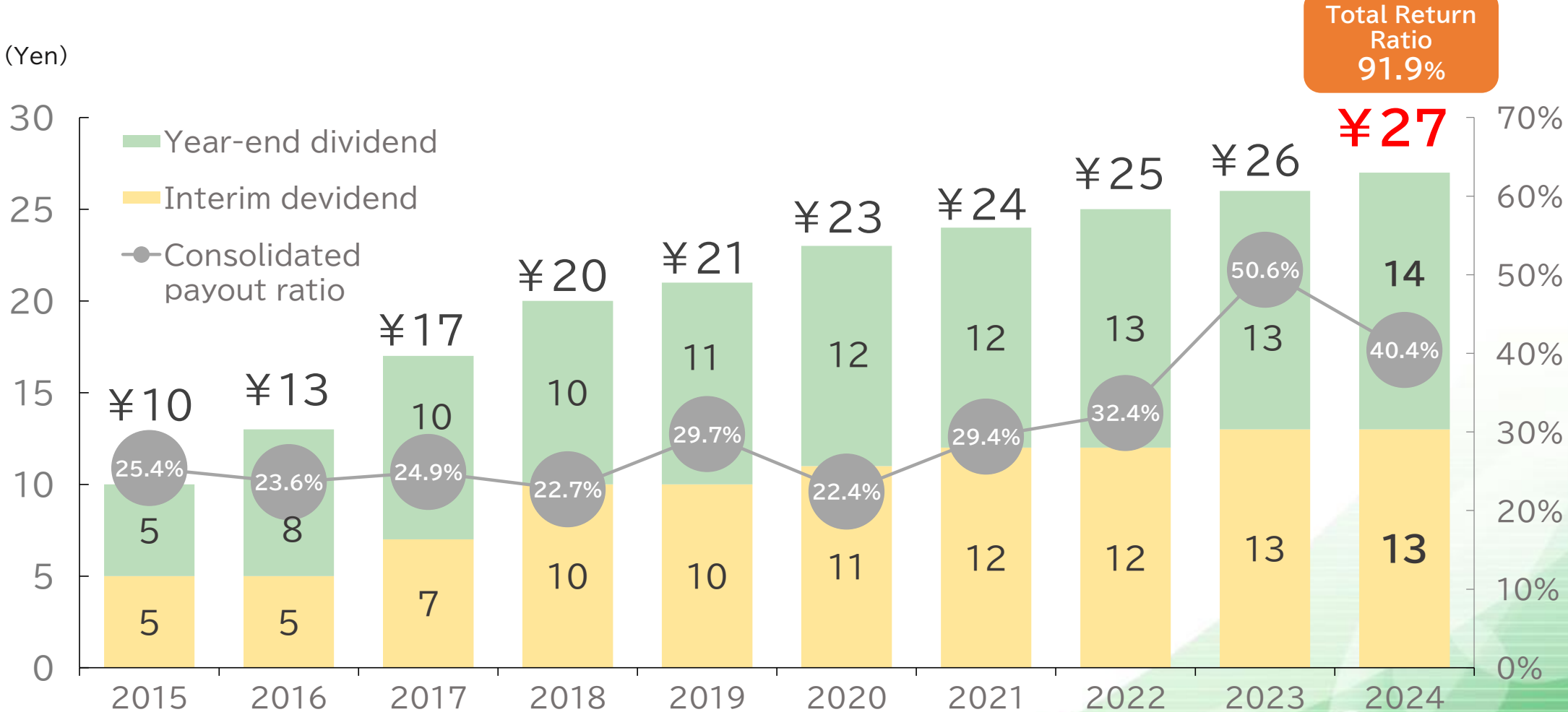
3. EBITDA margin: The ratio of EBITDA to consolidated net sales.

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



Lion plans to pay a total annual dividend of ¥27 per share, the 9th consecutive year of increased dividends



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

Accelerate profit structure reforms and growth strategies
to further enhance corporate value

Agenda of the next medium-term management plan

- 1 Strengthen profitability of Consumer Products Business
- 2 Strengthen Overseas Business growth measures
- 3 Strengthen growth strategies for oral healthcare
- 4 Strengthen management base

About partnership agreement with Japan Activation Capital, Inc. (“JAC”)

By leveraging JAC’s resources, expertise and network Lion will further enhance its execution of strategies and measures to accelerate sustainable growth

Reference Materials

Signed a partnership agreement (“the agreement”) with Japan Activation Capital, Inc. (“JAC”) to enhance corporate value

Purpose of the Agreement

Lion will leverage JAC’s resources, expertise and network to enhance its execution and realization capabilities within the ongoing reform of the profit structure of domestic consumer products business and strengthening growth measures for overseas businesses, to realize sustainable growth and enhance corporate value

JAC acquired Lion common shares based on the agreement on October 9

Overview of JAC

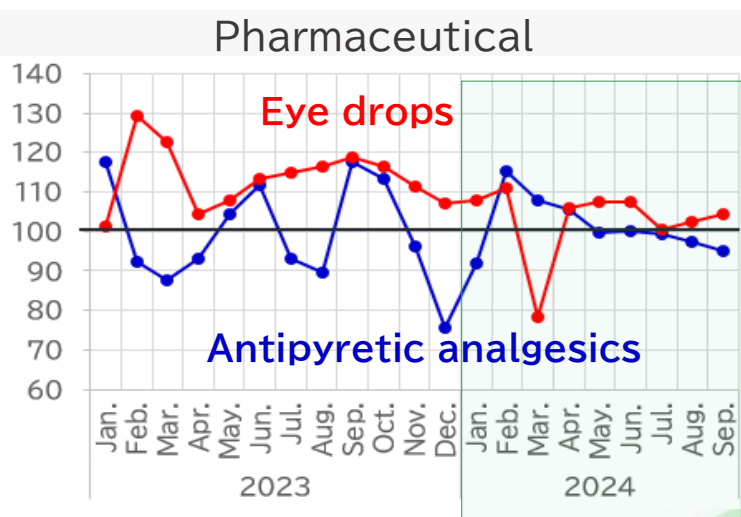
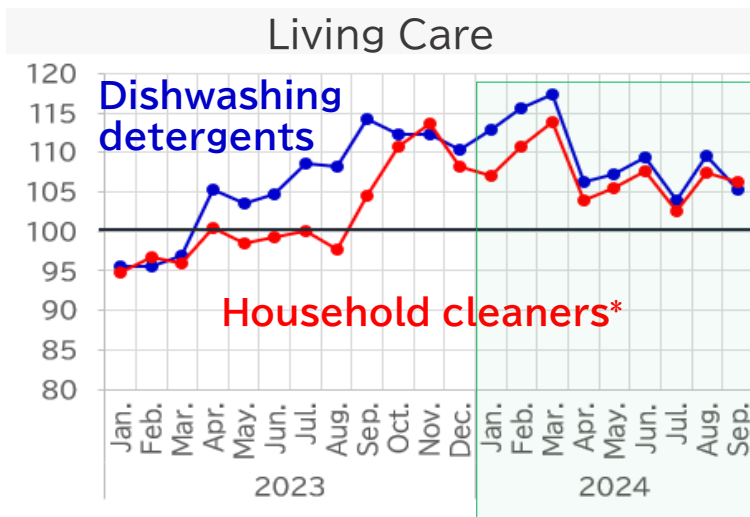
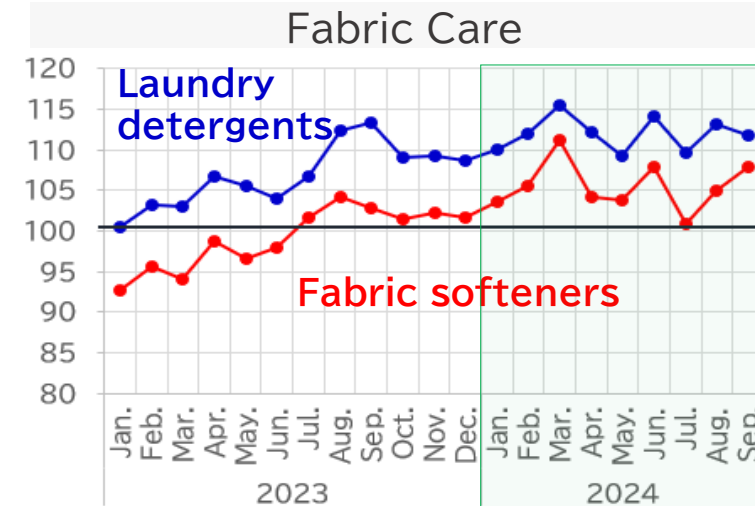
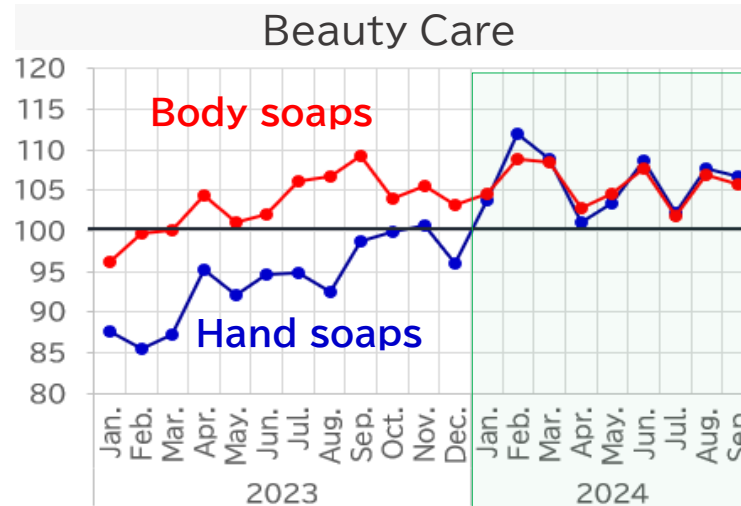
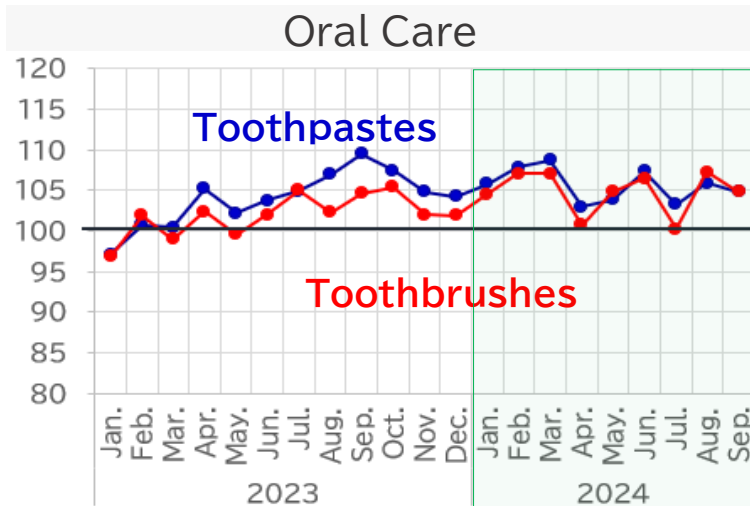
- JAC is a fund that invests in TSE-listed companies, providing support as a significant shareholder for sustainable enhancement of corporate value based on mutual trust with company management
- Started management of first fund in April 2024 with capital obtained from domestic institutional investors

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+ survey

Data was updated in December 2023, and past data uses figures that have been similarly revised.



Comparison of key categories in Jan.-Sep. 2024 (%)

Category	Vs. '23	Vs. '22	Vs. '21
Toothpaste	106	109	111
Toothbrushes	105	106	109
Hand soaps	106	98	93
Laundry detergents	112	119	124
Fabric softeners	105	104	105
Dishwashing detergents	109	114	111
Household cleaners	107	106	107
Antipyretic analgesics	101	101	106

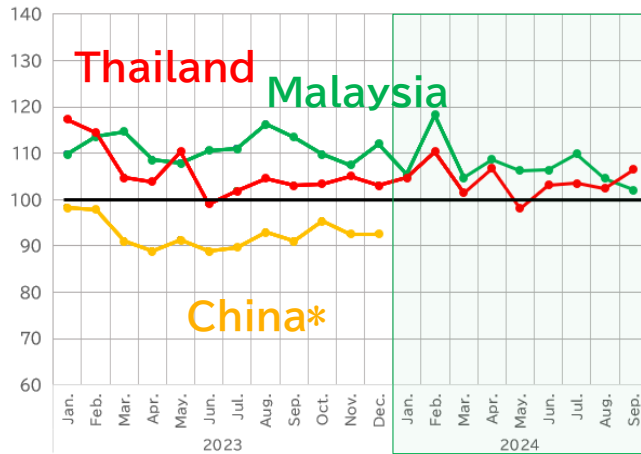
* "Household cleaners" above is the sum of home cleaners, bath detergents and bathroom detergents.

Market Trends—Major Product Categories Overseas

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

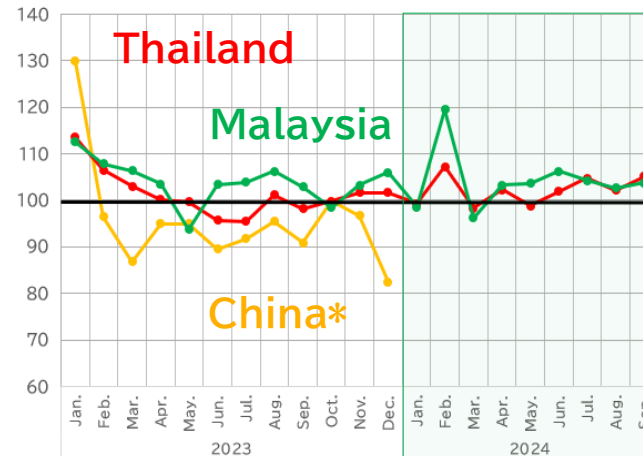
Source: Nielsen

Toothpastes



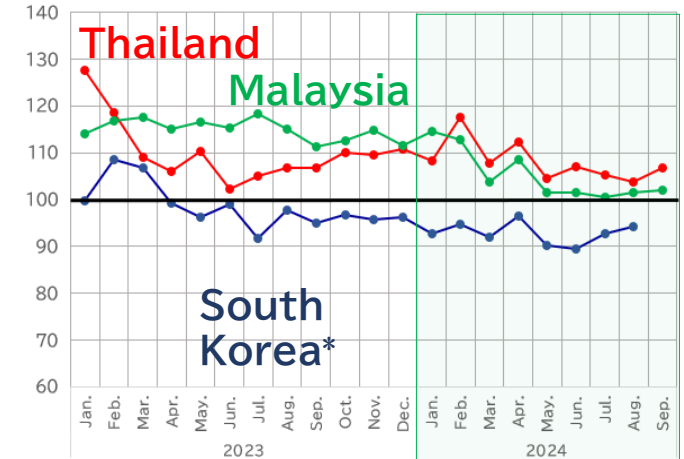
* For China, data from January to December 2023 is published

Toothbrushes



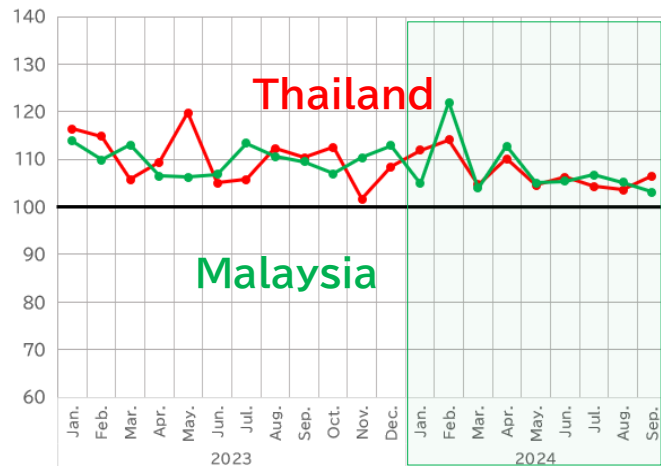
* For China, data from January to December 2023 is published

Laundry detergents

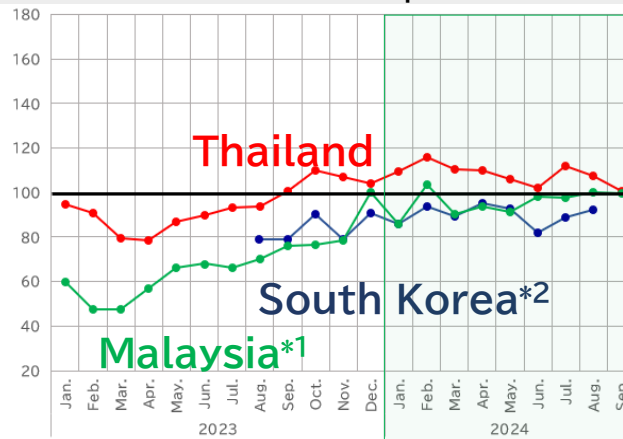


* For South Korea, data from January 2023 to August 2024 is published. Data was updated and past data uses figures that have been similarly revised.

Body soaps



Hand soaps



Notes 1. Figures for Malaysia represent the entire soap market, including the hand soap market.

2. For South Korea, data from August 2023 to August 2024 is published.

Data was updated and past data uses figures that have been similarly revised.

Comparison of key categories in Jan.-Sep. 2024 (%) (compared to 2023)

Category	Thailand	Malaysia
Toothpaste	104	107
Toothbrushes	102	104
Laundry detergents	108	105
Body soaps	107	107
Hand soaps	108	95

Consolidated Results for July–September 2024

(Billions of yen)	Jan.–Jun. 2024	Jul.–Sep. 2024	Jul.–Sep. Year-on-year change	
			Amount	%
Net sales	198.6	102.5	(0.6)	(0.7)
Core operating income* ¹	9.5	9.0	2.8	45.3
% of net sales	4.8	8.8		
Operating profit	13.3	3.7	(2.5)	(40.1)
% of net sales	6.7	3.7		
Profit for the period attributable to owners of the parent	9.9	2.7	(1.8)	(40.0)
EPS (Yen)	35.76	9.89	(6.11)	(38.2)
EBITDA* ²	18.6	13.8	2.7	24.9

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 (excluding that of right-of-use assets as of 2022).

Results by Business Segment for July–September 2024

(Billions of yen)	Net sales				Core operating income			
	Jan.–Jun. 2024	Jul.–Sep. 2024	Jul.–Sep. Y-o-Y change		Jan.–Jun. 2024, % of net sales	Jul.–Sep. 2024, % of net sales	Jul.–Sep. Y-o-Y change	
			Amount	%			Amount	%
Consumer Products	126.2	62.5	(5.1)	(7.6)	3.6	4.7	2.3	101.5
	106.3	53.9	(3.7)	(6.5)	2.9	7.6		
Industrial Products	26.4	13.8	(0.4)	(2.8)	1.4	0.7	(0.1)	(12.5)
	18.5	9.3	(0.1)	(1.1)	5.6	5.3		
Overseas	80.6	42.6	3.2	8.3	4.5	2.7	0.2	9.5
	73.0	38.9	3.2	9.0	5.6	6.4		
Other	7.7	4.6	0.0	2.1	0.2	0.1	(0.0)	(40.7)
	0.7	0.2	(0.0)	(8.4)	3.8	2.4		
Adjustment	(42.4)	(21.1)	1.5	—	(0.4)	0.7	0.3	—
	—	—	—	—				
Consolidated Total	198.6	102.5	(0.6)	(0.7)	9.5 4.8	9.0 8.8	2.8	45.3

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

Consumer Products Business Net Sales by Product Category for July–September 2024



(Billions of yen)	Net sales			
	Jan.–Jun. 2024	Jul.–Sep. 2024	Jul.–Sep. Y-o-Y change	
			Amount	%
Oral Care	35.9	18.4	1.0	6.1
Beauty Care	11.8	6.2	0.1	2.7
Fabric Care	27.6	13.4	(3.4)	(20.3)
Living Care	10.1	4.8	(0.0)	(2.0)
Pharmaceutical	12.0	6.5	(0.5)	(7.6) 6.3*
Other	28.5	13.0	(2.3)	(15.2) (11.4)*
Total	126.2	62.5	(5.1)	(7.6) (5.4)*

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

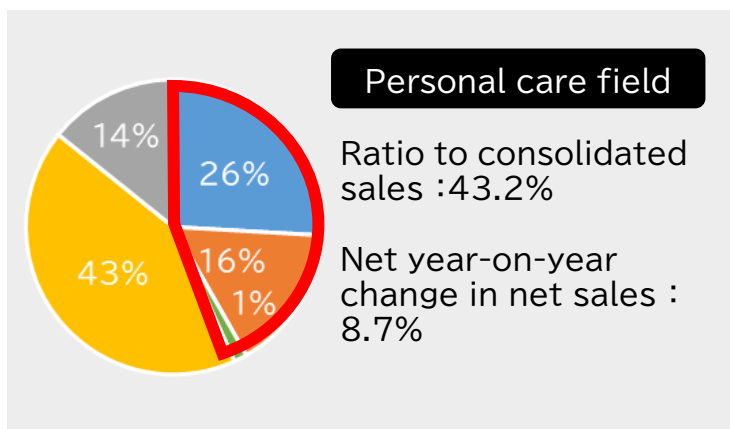
Overseas Business Results by Region for July–September 2024

(Billions of yen)	Net sales				Core operating income			
	Jan.–Jun. 2024	Jul.–Sep. 2024	Jul.–Sep. Y-o-Y change		Jan.–Jun. 2024	Jul.–Sep. 2024	Jul.–Sep. Y-o-Y change	
			Amount	%			Amount	%
Southeast and South Asia	48.3	26.5	2.3	9.7	2.8	1.6	0.3	22.7
Northeast Asia	32.3	16.0	0.9	6.1	1.7	1.0	(0.0)	(6.6)
Total	80.6	42.6	3.2	8.3	4.5	2.7	0.2	9.5

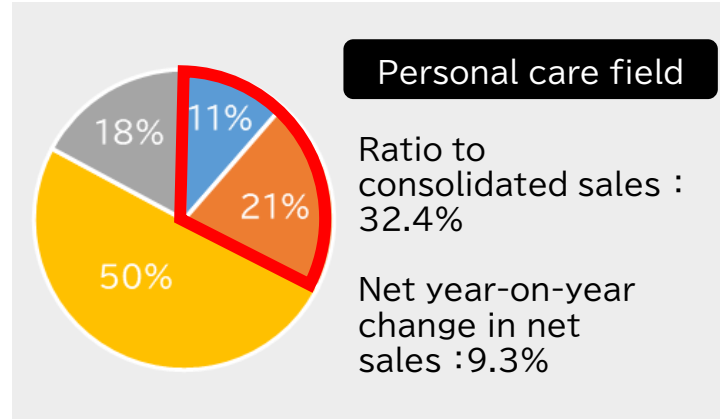
Overseas Business

Share of total net sales*1 by category

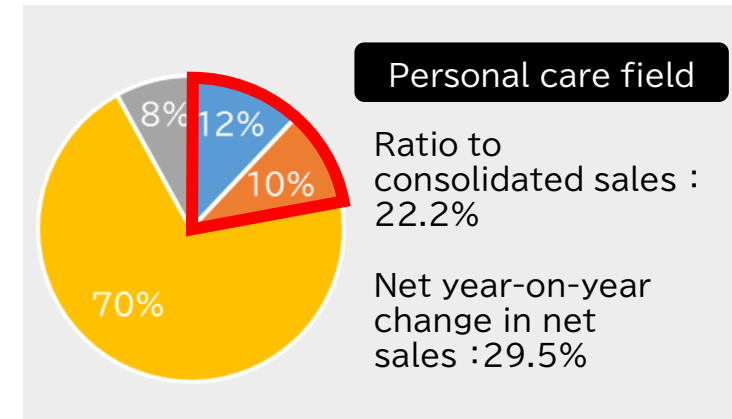
Overseas Business total



Thailand



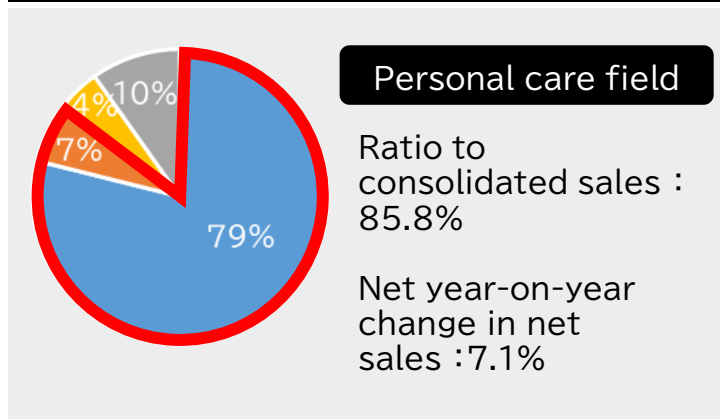
Malaysia



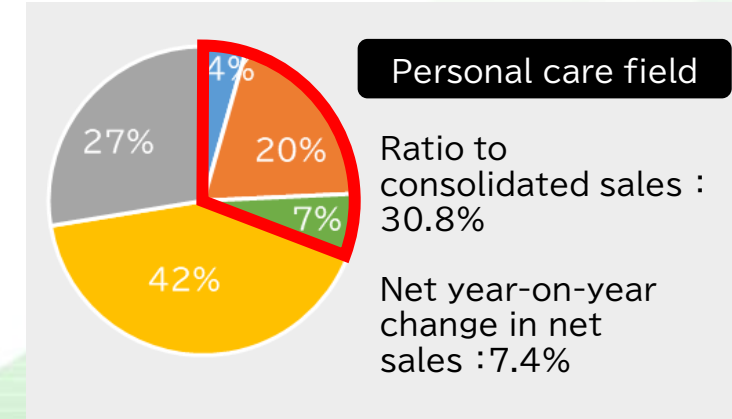
- Oral care
- Beauty care
- Pharmaceutical products
- Home care*3
- Export and others

Personal care field

China*2



South Korea



Notes 1. Based on Lion shipment amounts(Jan.-Sep. 2024)

2. Qingdao Lion

3. Fabric care and living care

Consolidated Statement of Income

(Billions of yen)	Jan.-Sep. 2024	Jan.-Sep. 2023	Y-o-Y change	
			Amount	%
Net sales	301.1	296.0	5.0	1.7
Cost of sales	163.5	164.7	(1.2)	(0.7)
Gross profit	137.6	131.3	6.2	4.8
Selling, general and administrative expenses	119.0	118.7	0.2	0.2
Core operating income	18.6	12.6	6.0	47.8
Other income	5.6	1.0	4.6	433.9
Other expenses	7.1	1.1	6.0	522.5
Operating profit	17.1	12.5	4.5	36.7
Finance income	0.9	0.9	0.0	1.4
Finance costs	0.7	0.6	0.0	12.8
Share of profit of investments accounted for using the equity method	2.1	1.3	0.8	61.6
Profit before tax	19.5	14.2	5.3	37.8
Income taxes	4.9	4.0	0.9	24.6
Profit for the period	14.5	10.2	4.3	42.9
Profit for the period attributable to non-controlling interests	1.9	1.3	0.5	41.8
Profit for the period attributable to owners of the parent	12.6	8.8	3.8	43.1

Selling, General and Administrative Expenses

(Billions of yen)	Jan.-Sep. 2024		Jan.-Sep. 2023		Y-o-Y change	
	Amount	% of net sales	Amount	% of net sales	Amount	%
Selling, general and administrative expenses	119.0	39.5	118.7	40.1	0.2	0.2
Sales commissions	4.3	1.4	6.2	2.1	(1.9)	(31.1)
Promotional expenses	32.0	10.6	27.5	9.3	4.4	16.2
Advertising expenses	14.1	4.7	15.9	5.4	(1.7)	(11.1)
Transportation and warehousing expenses	16.0	5.3	15.7	5.3	0.2	1.9
R&D expenses	8.2	2.7	8.1	2.8	0.0	0.5
Other expenses	44.1	14.7	44.9	15.2	(0.7)	(1.8)

Consolidated Statement of Financial Position

(Billions of yen)		September 30, 2024	December 31, 2023	Change
Current assets		215.6	232.2	(16.5)
	Cash and cash equivalents	74.9	85.5	(10.5)
	Trade and other receivables	66.8	75.2	(8.4)
	Inventories	59.2	56.0	3.1
Non-current assets		245.1	254.0	(8.9)
	Property, plant and equipment	126.9	140.6	(13.7)
	Intangible assets	21.6	22.7	(1.0)
	Right-of-use assets	30.1	31.3	(1.1)
	Other financial assets	30.4	25.4	4.9
Total assets		460.8	486.3	(25.5)

Consolidated Statement of Financial Position

(Billions of yen)		September 30, 2024	December 31, 2023	Change
Current liabilities		121.7	143.3	(21.5)
	Trade and other payables	98.2	126.1	(27.9)
	Lease liabilities	2.0	2.0	0.0
	Other current liabilities	8.0	7.7	0.3
Non-current liabilities		38.5	44.8	(6.3)
	Retirement benefit liabilities	2.7	4.5	(1.7)
	Lease liabilities	27.3	28.1	(0.8)
Equity		300.5	298.1	2.3
	Share capital	34.4	34.4	–
	Capital surplus	31.1	31.1	0.0
	Treasury stock	(8.7)	(7.8)	(0.8)
	Other components of equity	21.1	18.3	2.7
	Retained earnings	202.4	204.2	(1.8)
Total liabilities and equity		460.8	486.3	(25.5)

Consolidated Statement of Cash Flows

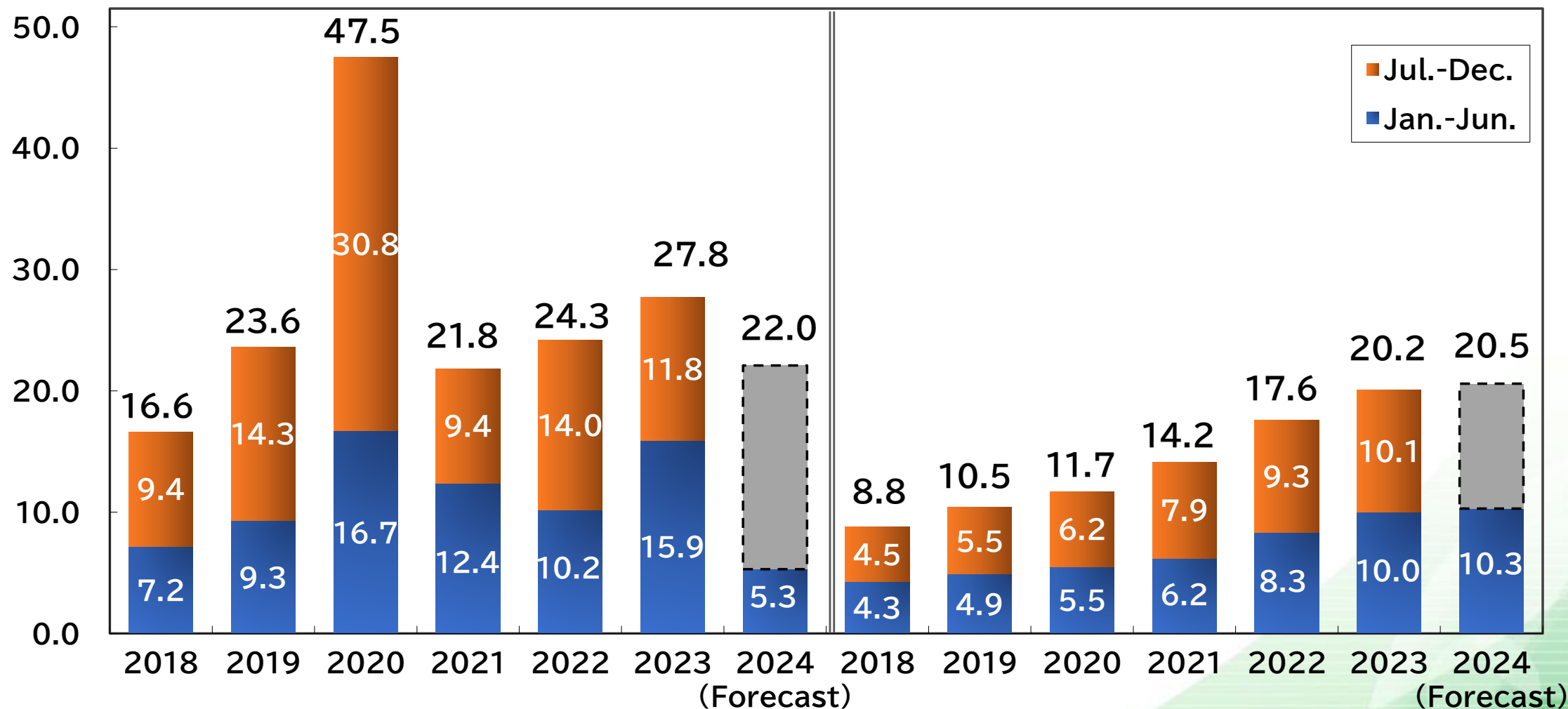
(Billions of yen)	Jan.-Sep. 2024	Jan.-Sep. 2023	Change
Cash flows from operating activities	15.7	13.1	2.5
Cash flows from investing activities	(6.3)	(30.6)	24.3
Cash flows from financing activities	(20.4)	(11.0)	(9.4)
Effect of exchange rate changes on cash and cash equivalents	0.5	1.3	(0.7)
Net increase (decrease) in cash and cash equivalents	(10.5)	(27.2)	16.6
Cash and cash equivalents at beginning of period	85.5	101.0	(15.5)
Cash and cash equivalents at end of period	74.9	73.8	1.1

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)

	2019	2020	2021	2022	2023	Jan.-Sep. 2024
Sales Value	102	112	95	101	103	107
Sales Volume	100	105	92	97	96	100
Average price	102	106	103	104	107	107

Source: INTAGE Inc. SRI survey (data for 2019-2020 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; date for Jan.-Sep. 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)

	2019	2020	2021	2022	2023	Jan.-Sep. 2024
Sales Value	105	108	102	101	100	105
Sales Volume	102	101	96	96	93	97
Average price	104	106	107	106	107	108

Source: INTAGE Inc. SCI survey (data for 2019 is for 15 markets; 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 SCI survey collects purchasing data from around 50,000 shoppers (age 15-69) nationwide except for Okinawa

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)

	2019	2020	2021	2022	2023	Jan.-Sep. 2024
Sales value	100	93	103	103	111	102
Sales volume	99	89	101	102	107	99
Average price	101	105	102	101	103	103

Source: INTAGE Inc. SDI Survey (data for 2019-2020 is for 7 markets), SRI+ Survey (data for 2021-2023 is for 7 markets; data for Jan,-Sep. 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)

	2019	2020	2021	2022	2023	Jan.-Sep. 2024
Sales value	104	102	110	101	97	99
Sales volume	102	99	107	100	96	97
Average price	102	103	103	102	101	102

Source: INTAGE Inc. SCI survey

Raw Material Prices

	Dubai Crude	Domestic Naphtha	Crude Palm Oil
2024 Post revision	86\$/BBL	JPY77,000/KL	4,000RM/ton

Exchange Rates

	U.S. Dollar	Thai Baht
2024 Post revision	JPY153	JPY4.20

◇ Reference

	Dubai Crude	Domestic Naphtha	Crude Palm Oil
2024 Initial forecast	80\$/BBL	JPY71,000/KL	4,000RM/ton
	U.S. Dollar	Thai Baht	
2024 Initial forecast	JPY145	JPY4.00	

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.