

Consolidated Financial Results for the Three Month Ended June 30, 2025

Securities Code: 7780

Menicon Co., Ltd.
August 8, 2025

Copyright: Menicon Co., Ltd. All rights reserved.

My name is Koji Kawaura, and I am President and CEO of Menicon Co., Ltd.

Thank you all for attending our financial results briefing today.

Now, let's begin the presentation.

Table of Contents



- I Consolidated Financial Results Summary for 1Q FY2025
- II Consolidated Financial Results Forecast and Outlook for FY2025



These are the topics we will be covering today.

I. Consolidated Financial Results Summary for 1Q FY2025

2

Copyright: Menicon Co., Ltd. All rights reserved.

I will start with the summary of consolidated financial results for the first quarter of FY2025.

Consolidated Financial Results Summary for FY2025



(JPY mn)	FY2024 1Q	FY2025 1Q	YoY	YoY (Constant currency basis)
Net sales	30,155	30,251	+0.3%	+0.9%
Cost of sales	13,627	14,144	+3.8%	+4.6%
(Cost of sales ratio)	45.2%	46.8%	(+1.6 pt)	—
Gross profit	16,528	16,107	-2.5%	-2.2%
SGA	13,846	14,146	+2.2%	+2.9%
(SGA ratio)	45.9%	46.8%	(+0.9 pt)	—
Operating profit	2,681	1,961	-26.9%	-28.3%
(Operating profit margin)	8.9%	6.5%	(-2.4 pt)	—
EBITDA*	4,655	4,361	-6.3%	-7.1%
(EBITDA margin)	15.4%	14.4%	(-1.0 pt)	—
Ordinary profit	2,745	1,768	-35.6%	-37.0%
Profit attributable to owners of parent	1,765	991	-43.8%	-46.3%

Prevailing exchange rates in FY2024 1Q: EUR: JPY 170.1, USD: JPY 158.2, CNY: JPY 20.7

Prevailing exchange rates in FY2025 1Q: EUR: JPY 165.1, USD: JPY 143.8, CNY: JPY 20.8

* EBITDA is calculated from operating profit, depreciation, and amortization of goodwill.

(Reference) Past figures are available in the following databook.

<https://www.menicon.co.jp/company/ir/databook.html>

3



Copyright: Menicon Co., Ltd. All rights reserved.

As will be explained in more detail later in the results summary, net sales increased 0.3% from the same period last year to JPY 30.2 bn.

Gross profit declined 2.5% to JPY 16.1 bn, mainly due to a change in the net sales composition.

Also, due in part to ongoing investments for future growth, including preparations for the startup of the Malaysia plant, operating profit fell 26.9% to JPY 1.9 bn and profit attributable to owners of parent fell 43.8% to JPY 0.9 bn.

Key Factors

**1-DAY lens and Other Contact lenses and Lens care products remained steady.
Upfront expenses were incurred due to investments for future growth.**

Net sales JPY 30.2 bn **YoY** +0.3%

Vision Care Business **Net sales** JPY 28.2 bn **YoY** +0.6% (constant currency basis: +1.2%)

1-DAY lens: ↑ Increased the number of MELS Plan members/Increased sales in Japan and overseas

Ortho-K-related: ↑ Increased Ortho-K sales in Japan ↓ Intensifying competitive environment in China, etc.

1-DAY lens + Other CL and Care **Net sales** JPY 24.9 bn **YoY** +2.2% (constant currency basis: +2.9%)

Healthcare and Life Care Business **Net sales** JPY 2.0 bn **YoY** -2.8% (constant currency basis: -2.8%)

↑ Increased composting-related business in the Life Care Business ↓ Decreased in net sales of imports in the Food Business

Gross profit JPY 16.1 bn **YoY** -2.5% • Factors such as a decrease in the proportion of Ortho-K-related sales in China.

Operating profit JPY 1.9 bn **YoY** -26.9% • Continued investments for future growth (new plants, human investment, and R&D)

EBITDA JPY 4.3 bn **YoY** -6.3%

Copyright: Menicon Co., Ltd. All rights reserved.

Net sales in the Vision Care Business increased 0.6% year on year.

Total net sales of 1-DAY lens and Other Contact lenses and Lens care products, in other words net sales of the Vision Care Business excluding Orthokeratology-related, increased by 2.9% year on year, excluding the effect of foreign exchange rates.

Compared to market growth, we consider our net sales growth to be at a somewhat weak due to restrictions on 1-DAY lens sales volume.

As for silicone-based 1-DAY lens, which are in high demand in the global market, our supply capacity remains limited, and we controlled sales volume both in Japan and overseas during the first quarter.

As for Orthokeratology-related, the overall market shrank due to the economic slowdown in the Chinese market and changes in the competitive environment, resulting in a similar degree of contraction in our net sales and affecting the growth of overall Vision Care net sales.

Operating profit declined in the first quarter due to depreciation and startup preparation costs associated with the new Malaysia plant.

However, from the second quarter onward, the operating profit margin is expected to improve through an increase in gross profit, thanks to the effect of price revisions in Japan and a gradual increase in 1-DAY lens supply volume.

Breakdown of Net Sales



(JPY mn)	FY2024 1Q	FY2025 1Q	YoY	YoY (Constant currency basis)
Net sales	30,155	30,251	+0.3%	+0.9%
Vision Care	28,062	28,217	+0.6%	+1.2%
1-DAY lens	7,681	8,124	+5.8%	+6.2%
Japan_MELS Plan	5,571	5,656	+1.5%	—
Japan_Product sales	1,326	1,588	+19.7%	—
Overseas	782	879	+12.3%	+16.4%
Orthokeratology-related	3,669	3,279	-10.6%	-10.2%
Other Contact lenses and Lens care products	16,711	16,813	+0.6%	+1.4%
Healthcare and Life Care	2,092	2,034	-2.8%	-2.8%
(Reference)				
1-DAY lens and Other CL and Care	24,393	24,937	+2.2%	+2.9%
MELS Plan	12,406	12,445	+0.3%	—

* Prevailing exchange rates in FY2024 1Q

EUR: JPY 170.1, USD: JPY 158.2, CNY: JPY 20.7

Prevailing exchange rates in FY2025 1Q

EUR: JPY 165.1, USD: JPY 143.8, CNY: JPY 20.8

* The data aggregation method of Ortho-K (Global) included in Orthokeratology-related was partially revised in FY2025.

5



Copyright: Menicon Co., Ltd. All rights reserved.

This is the breakdown of net sales.

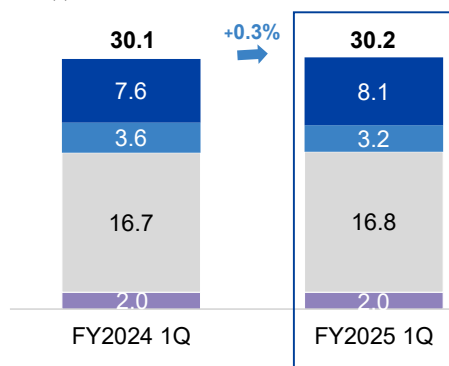
Net sales in the Vision Care Business increased year on year, amid increased sales in the 1-DAY lens and Other Contact lenses and Lens care products.

Net sales excluding the effect of foreign exchange rates are shown on the right side of the table, and net sales on a constant currency basis are generally on an increasing trend.

Consolidated Net Sales

Net sales grew due to the increased sales of 1-DAY lens and 1-MONTH lens in Europe and the effect of M&A of sales companies in Southeast Asia.

(JPY bn) ■ (1) 1-DAY lens
■ (2) Ortho-K-related
■ (3) Other Contact lenses and Lens care products
■ (4) Healthcare and Life Care



Vision Care (YoY: JPY +0.15 bn +0.6%)

① 1-DAY lens (YoY: JPY +0.44 bn +5.8%)

- Increased in the number of MELS 1-DAY lens members in Japan and expanded product sales.
- Increased sales in Europe and the effect of M&A of sales companies in Southeast Asia.

② Orthokeratology-related (YoY: -0.38 bn -10.6%)

- Increased Ortho-K sales in Japan.
- Impact due to factors such as economic stagnation and intensifying competitive environment in China, etc.

③ Other Contact lenses and Lens care products (YoY: JPY +0.10 bn +0.6%)

- Increased 1-MONTH lens sales in Europe.
- Effect of M&A of sales companies in Southeast Asia.

④ Healthcare and Life Care (YoY: JPY -0.05 bn -2.8%)

- Increased in composting-related business in the Life Care Business.
- Decreased net sales of imports in the Food Business.

6

Copyright: Menicon Co., Ltd. All rights reserved.

From here, I show the breakdown of consolidated net sales. Net sales in the Vision Care Business was JPY 30.2 bn, an increase of JPY 0.15 bn year on year.

Sales of 1-DAY lens remained steady, driven by product sales in Japan and overseas.

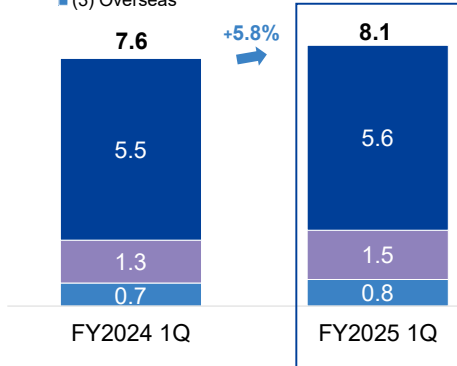
In Orthokeratology-related, sales of orthokeratology lenses grew in Japan, but declined year on year due to economic stagnation and an increasingly competitive environment in China.

For Other Contact lenses and Lens care products, sales expansion of 1-MONTH lens in Europe and the effect of M&A of sales companies in Southeast Asia contributed to sales growth.

1-DAY Lens Net Sales (Breakdown of Sales)

Net sales grew from higher sales due to increased supply from greater production.

(JPY bn)
 ■ (1) Japan_MELS Plan
 ■ (2) Japan_Product sales
 ■ (3) Overseas



1 Japan_MELS Plan (YoY: JPY +0.08 bn +1.5%)

- Increased the number of MELS Plan members due to increased supply from greater production.
- Impact from withdrawal prior to price revisions.

2 Japan_Product sales (YoY: JPY +0.26 bn +19.7%)

- Increased sales due to increased supply from greater production.

3 Overseas (YoY: JPY +0.09 bn +12.3%)

- Sales to volume retail chains in Europe.
- Effect of M&A of sales companies in Southeast Asia.

7

Copyright: Menicon Co., Ltd. All rights reserved.

Net sales of 1-DAY lens was JPY 8.1 bn, an increase of JPY 0.44 bn year on year.

As in the previous fiscal year, the supply of silicone-based 1-DAY lens, which are in strong demand globally, continues to be tight relative to demand, but increased supply due to the expansion of production lines has led to increased net sales in MELS Plan in Japan and overseas.

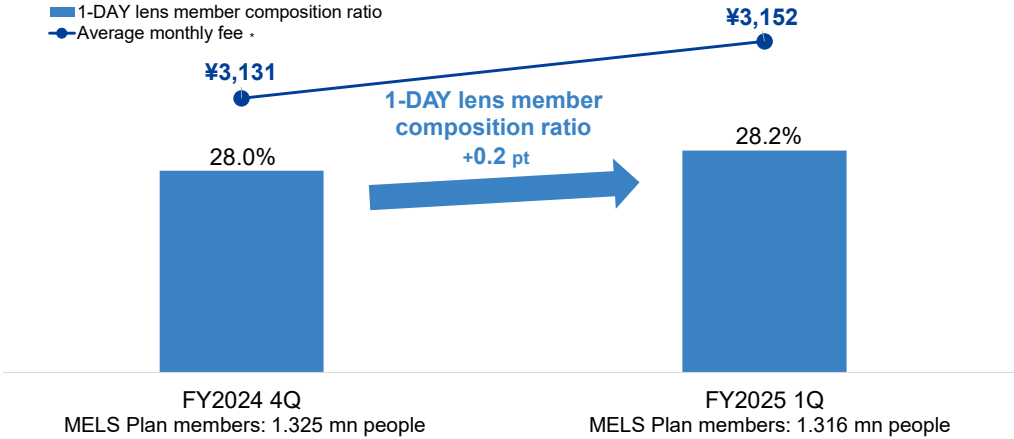
Sales of MELS Plan in Japan increased by JPY 0.08 bn, and product sales in Japan increased by JPY 0.26 bn.

As for MELS Plan, revenue growth was secured despite the impact of a temporary increase in the number of cancellations prior to a price revision.

Overseas sales increased by JPY 0.09 bn due to an increase in transaction volume to major volume retail chains in Europe and the contribution of M&A effects of sales companies in Southeast Asia.

Change in Average Monthly Fee of MELS Plan Members

The average monthly fee increased and MELS Plan net sales increased due to a higher ratio of high-unit-price 1-DAY lens and bifocal types.



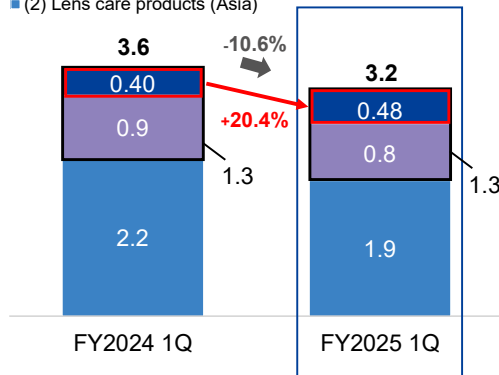
Copyright: Menicon Co., Ltd. All rights reserved.

This chart shows the average monthly fees for MELS Plan. The overall number of members declined due to a temporary increase in membership cancellations in anticipation of the price revision starting in late June. On the other hand, although sales of silicone-based 1-DAY lens, for which demand is strong, have been restrained, the number of 1-DAY lens members increased and the 1-DAY lens composition ratio also rose due to an increase in supply, albeit limited, as a result of the expansion of production lines. The average monthly fee rose due to factors such as the higher ratio of high-unit-price 1-DAY lens members and the price revisions.

Orthokeratology-related Net Sales (Breakdown of Sales)

While sales increased in Japan, Ortho-K-related continued to decrease due to factors such as China's economic stagnation and the intensifying competitive environment.

(JPY bn) ■ (1) Ortho-K (Global)_Japan/Europe, etc.
■ (1) Ortho-K (Global)_China
■ (2) Lens care products (Asia)



1 Ortho-K (Global) (YoY: JPY **-0.04** bn **-3.3%**)

- Japan: Expanded the number of facilities. (JPY **+0.07** bn)
- South Korea/Southeast Asia: Increased sales.
- China: Decreased sales due to factors such as the penetration of alternative products because of economic stagnation (JPY **-0.12** bn)

2 Lens care products (Asia) (YoY: JPY **-0.34** bn **-15.1%**)

- China: Sales increased in the same period of the previous year due to the implementation of large-scale sales promotion activities, spread of Ortho-K alternatives and the intensifying competitive environment (JPY **-0.47** bn)

* The data aggregation method of Ortho-K (Global) was partially revised in FY2025.

9

Copyright: Menicon Co., Ltd. All rights reserved.

Orthokeratology-related net sales were JPY 3.2 bn, a decrease of JPY 0.38 bn year on year.

Orthokeratology lenses have been affected by an increasingly competitive environment in China, where, in addition to the increase in competitors, economic stagnation has led to the proliferation of inexpensive alternatives such as eyeglasses for myopia control, resulting in reduced net sales.

On the other hand, sales volume in Japan is expanding in line with the increase in the number of facilities.

As a result, net sales in regions outside of China grew significantly, up 20% year on year.

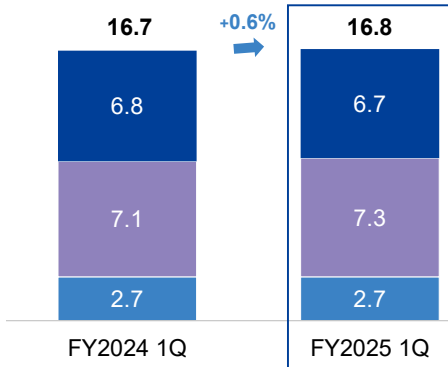
In Asia, lens care product sales declined in China due to economic stagnation and an intensifying competitive environment.

Note that, in the same period of the previous year, net sales temporarily increased due to large-scale sales promotion activities, resulting in a larger decrease in net sales in the current period compared to the previous year.

Other Contact Lenses and Lens Care Products (Breakdown of Net Sales)

Net sales grew due to factors such as sales increase of 1-MONTH lens in Europe and the effect of M&A of sales companies in Southeast Asia.

(JPY bn) ■ (1) MELS Plan
■ (2) Contact lenses
■ (3) Lens care products (Other than Asia)



1 MELS Plan (YoY: JPY -0.04 bn -0.7%)

- Decreased non-1-DAY lens membership due to increased 1-DAY lens demand.
- Impact from withdrawal prior to price revisions.

2 Contact lenses (YoY: JPY +0.19 bn +2.8%)

- Increased 1-MONTH lens sales in Europe and the effect of M&A in Southeast Asia.

3 Lens care products (other than Asia) (YoY: JPY -0.04 bn -1.8%)

- Increased sales of high-unit-price products in Japan.
- Increased sales in North America but declined in Europe and remained flat.

10

Copyright: Menicon Co., Ltd. All rights reserved.

Net sales of Other Contact lenses and Lens care products, excluding 1-DAY lens and Orthokeratology-related, were JPY 16.8 bn, an increase of JPY 0.1 bn year on year.

Net sales for MELS Plan were flat year on year, due to the decline in demand for non-1-DAY lens, and a temporary increase in the number of cancellations ahead of a price revision starting in late June, resulting in a decline in membership numbers.

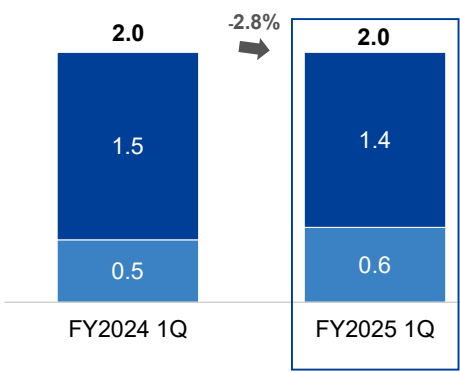
Sales of Contact lenses increased due to the expansion of 1-MONTH lens sales in Europe and M&A effects in Southeast Asia, contributing to higher net sales in Other Contact lenses and Lens care products.

Sales of Lens care products outside of Asia remained flat due to lower sales in Europe, despite sales expansion of high-unit-price hydrogen peroxide-type products in Japan.

Healthcare and Life Care Net Sales

Net sales were flat, with growth in composting-related business in the Life Care Business despite decreases in the Food Business.

(JPY bn) ■ (1) Food business
■ (2) Other



1 Food business (YoY: JPY -0.11 bn -7.6%)

- Expanded sales channels in the U.S. and decreased net sales of imports.

2 Other (YoY: JPY +0.05 bn +10.4%)

- Increased net sales in composting-related business, etc. in the Life Care Business.

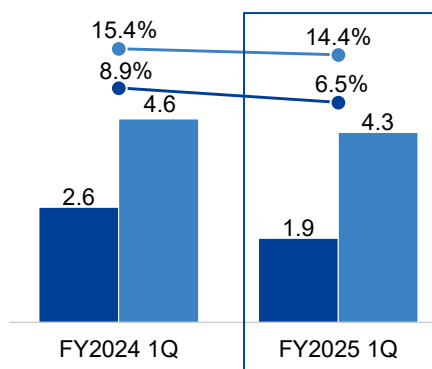
Net sales of Healthcare and Life Care Business were JPY 2.0 bn, a decrease of JPY 0.05 bn year on year.

Although net sales in the Food Business decreased, net sales increased in the composting-related business in the Life Care area.

Operating Profit and EBITDA

Profit was temporarily suppressed due to a decrease in Ortho-K-related sales in China and increase in investments for growth such as preparation cost for new plant operation. We expect improvement due to price revisions and increased supply volume in the future.

(JPY bn) ■ (1) Operating profit ■ (2) EBITDA
 - - (1) Operating profit margin - - (2) EBITDA margin



1 Operating profit (YoY: JPY -0.72 bn -26.9%) Operating profit margin (YoY: -2.4 pt)

- Gross profit: JPY -0.42 bn (JPY 16.5 bn → JPY 16.1 bn)
 Impact of decrease in proportion of Ortho-K- related sales in China, etc.
- SGA: JPY +0.29 bn (JPY 13.8 bn → JPY 14.1 bn)
 Continued investment for growth.
 (new plants/human investment/R&D)
 Continued to streamline sales promotion and other activity expenses.

2 EBITDA (YoY: JPY -0.29 bn -6.3%) EBITDA margin (YoY: -1.0 pt)

- Depreciation: JPY +0.38 bn (JPY 1.85 bn → JPY 2.24 bn)
 Increased due to 1-DAY lens investment, building increase at the Malaysia plant.

12

Copyright: Menicon Co., Ltd. All rights reserved.

Now let me explain the details of operating profit.

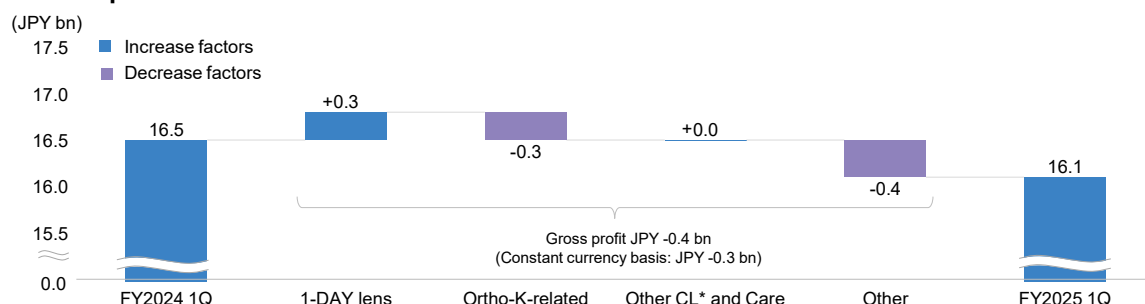
Operating profit decreased year on year due to a decrease in gross profit, mainly caused by a decline in the net sales composition of highly profitable orthokeratology-related in China, as well as an increase in SGA due to continued investment for growth.

EBITDA decreased less than operating profit, due to an increase in depreciation resulting from capital investments for 1-DAY lens, mainly in the Malaysia plant.

Analysis of Changes in Consolidated Gross Profit



Gross profit decreased due to a decline in Ortho-K-related sales in China.



- Main reasons for increase/decrease *Including foreign exchange impact

Items	
1-DAY lens	Increased the number of MELS Plan 1-DAY lens members and increased sales in Japan and overseas.
Ortho-K-related	While sales increased in Japan, Ortho-K-related was affected by factors such as China's economic stagnation and the intensifying competitive environment.
Other CL* and Care	Increased 1-MONTH lens sales in Europe and the effect of M&A in Southeast Asia.
Other	Factors such as the impact from lower sales of Healthcare and Life Care, accounting treatment.

* Abbreviation for contact lenses

Copyright: Menicon Co., Ltd. All rights reserved.

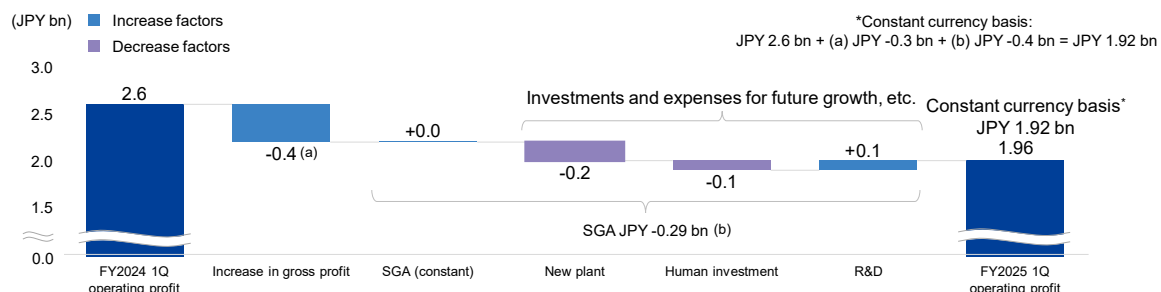
This slide shows the factors for changes in gross profit compared to the same period of the previous fiscal year.

The decrease in net sales of orthokeratology-related and the impact of unrealized profits as a factor in Other were a main factor behind the decrease in profit, and operating profit for the first quarter decreased by JPY 0.4 bn year on year.

Analysis of Changes in Operating Profit



Gross profit decreased due to lower Ortho-K-related sales, but SGA was used efficiently due to the effects of structural reforms.



• Major breakdown of SGA (constant)

Items	Amount (JPY bn)
Advertising/sales promotion expenses	
Effects of structural reforms associated with business withdrawal, etc.	+0.04

• Major breakdown of investments and expenses for future growth

Items	Amount (JPY bn)
New plant	
Prepared for operation at the Malaysia plant, a new 1-DAY lens production site.	-0.2
Human investment	
Wage increases in Japan and overseas, etc.	-0.1
R&D	
As in the YoY period, increased the number of countries where our products are sold and developed new products.	+0.1

Copyright: Menicon Co., Ltd. All rights reserved.

This chart shows the factors of changes in operating profit compared to the same period of the previous fiscal year.

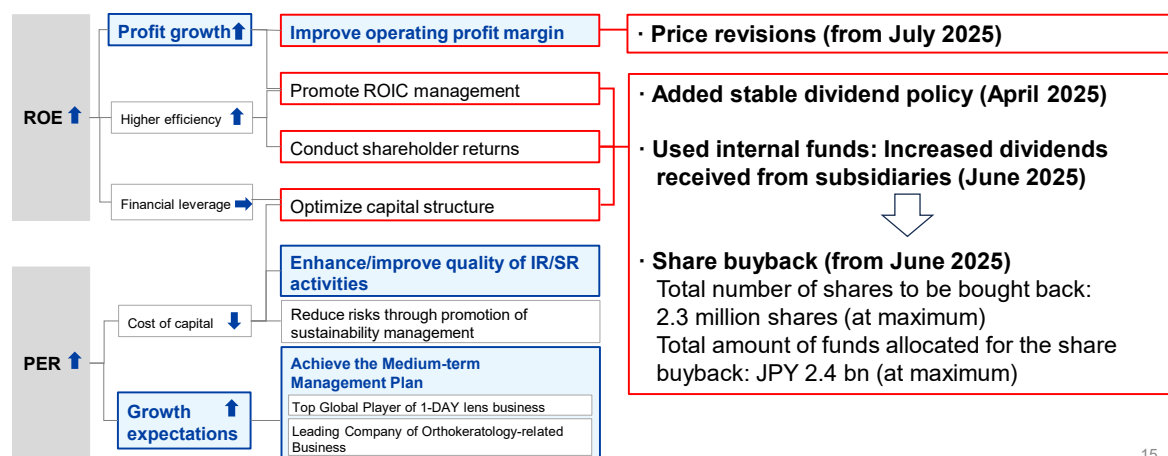
SGA are shown separately as constant expenses and investments and expenses for future growth.

As for constant expenses, structural reforms implemented in the previous fiscal year in connection with business withdrawal have had the effect of improving profitability.

Factors for an increase in investments and expenses for future growth include preparation for the operation of the Malaysia plant and human investments, including wage increases.

Measures to Improve PBR

In 1Q, promoted initiatives contributing to improved capital efficiency, such as strengthening shareholder returns and utilizing internal funds.



15

Copyright: Menicon Co., Ltd. All rights reserved.

We recognize that the first and most important measure to improve PBR is to increase ROE through improvement of operating profit margin.

In addition to this, in the first quarter we focused on enhancing shareholder returns, which contributes to capital efficiency.

Specifically, in June, the Company resolved to implement a share buyback program using internal funds and is proceeding with the buyback of up to 3% of the total number of shares issued.

The reason for this is that we believe that the stock price, after the announcement of the full-year financial results, is low relative to our performance and future growth potential.

In addition to improving profitability, we will continue to promote PBR improvement by reviewing our business portfolio and executing investments with an awareness of capital efficiency.

At the same time, as an effort to reduce the cost of capital, we will continue to focus on strengthening communication with investors to deepen their understanding of our management strategy, our current status, and our future growth potential, including the approach of our management team.

II. Consolidated Financial Results Forecast and Outlook for FY2025

16

Copyright: Menicon Co., Ltd. All rights reserved.

From here, I will present our forecast of consolidated financial results and outlook for FY2025.

Financial Results Forecast and Progress

1Q results were largely in line with expectations. Consolidated forecasts are unchanged from May.

(JPY mn)	FY2024 Results*	FY2025 1Q Results	FY2025 Forecast	Progress rate
Net sales	121,491	30,251	125,000	24.2%
Cost of sales	56,456	14,144	58,900	24.0%
(Cost of sales ratio)	46.5%	46.8%	47.1%	—
Gross profit	65,034	16,107	66,100	24.4%
SGA	55,022	14,146	55,900	25.3%
(SGA ratio)	45.3%	46.8%	44.7%	—
Operating profit	10,012	1,961	10,200	19.2%
(Operating profit margin)	8.2%	6.5%	8.2%	—
EBITDA	18,457	4,361	19,200	22.7%
(EBITDA margin)	15.2%	14.4%	15.4%	—
Ordinary profit	9,567	1,768	9,500	18.6%
Profit attributable to owners of parent	5,597	991	5,800	17.1%

Prevailing exchange rates in FY2024 EUR: JPY 163.7, USD: JPY 152.6, CNY: JPY 21.1

Prevailing exchange rates in FY2025 1QEUR: JPY 165.1, USD: JPY 143.8, CNY: JPY 20.8

Assumed prevailing exchange rates for FY2025 (forecast) EUR: JPY 161.2, USD: JPY 142.6, CNY: JPY 19.0

* Provisional accounting treatments for business combinations were finalized in 1Q of FY2025. The figures for FY2024 reflect the finalized details of the provisional accounting treatments.

17

Copyright: Menicon Co., Ltd. All rights reserved.

We expect net sales and gross profit and each of the other profit line items below to grow in the second half of the year and beyond, and first quarter results are generally in line with our internal plan.

Therefore, the full-year business results forecast remains unchanged from the one announced on May 14.

Breakdown of Net Sales and Progress

1Q results were largely in line with expectations.

(JPY mn)	FY2024 Results	FY2025 1Q Results	FY2025 Forecast	Progress rate
Net sales	121,491	30,251	125,000	24.2%
Vision Care	112,327	28,217	116,100	24.3%
1-DAY lens	30,940	8,124	34,700	23.4%
Japan_MELS Plan	22,458	5,656	23,300	24.3%
Japan_Product sales	5,740	1,588	7,000	22.7%
Overseas	2,742	879	4,400	20.0%
Orthokeratology-related	14,889	3,279	12,500	26.2%
Other Contact lenses and Lens care products	66,496	16,813	68,900	24.4%
Healthcare and Life Care	9,163	2,034	8,900	22.9%

(Reference) MELS Plan net sales for FY2025 is expected to be JPY 51.0 bn.

MELS Plan net sales for 1Q FY2025 were JPY 12.4 bn (progress rate of 24.4%).

18



This slide shows progress against the full-year forecast by net sales.

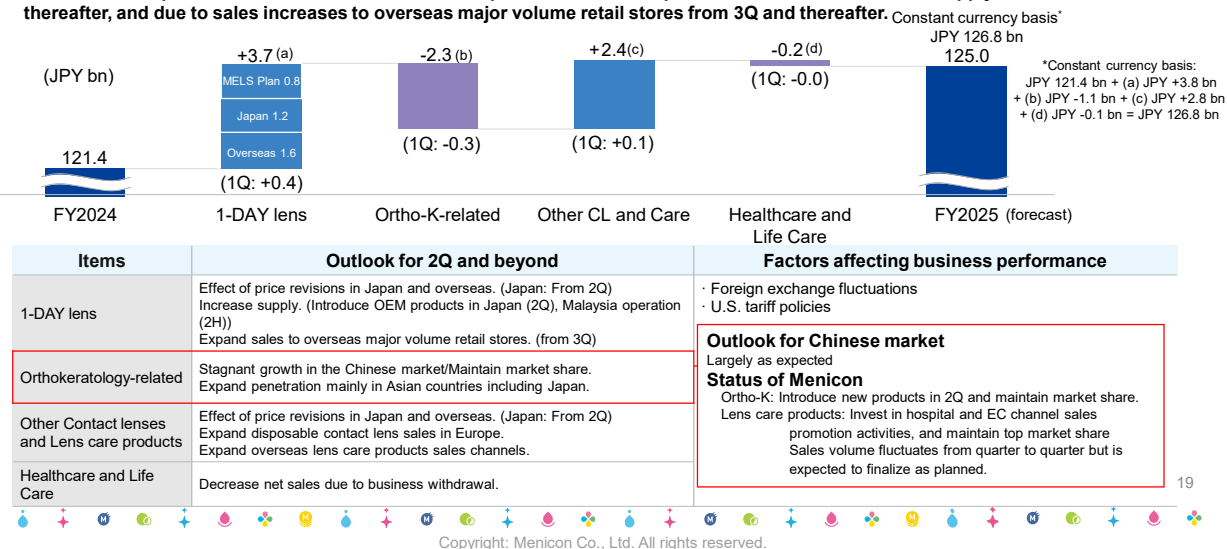
Although the progress rate for 1-DAY lens is low compared to the full-year forecast, we expect net sales growth to gradually accelerate from the second quarter onward due to price revisions and growing sales from increased supply.

Overseas 1-DAY lens net sales are expected to increase from the third quarter onward due to expanded sales to major volume retail chains, in addition to sales expansion in China following the switch of distributors and recovery from the impact of inventory adjustments in North America toward the second half of the fiscal year.

For Orthokeratology-related, we expect sales to continue to be affected by economic stagnation and an intensifying competitive environment in China, but we also expect sales to expand in Japan and other Asian countries.

Net Sales Outlook for FY2025

Net sales outlook takes into account foreign exchange impact (estimated at approx. JPY -1.9 bn) and economic stagnation in China. Net sales are expected to increase due to the effect of price revisions in Japan and increase in 1-DAY lens supply volume from 2Q and thereafter, and due to sales increases to overseas major volume retail stores from 3Q and thereafter.



This slide shows the factors behind the year-on-year changes in the net sales forecast.

We assume a stronger yen than the previous year, which is expected to push down overall net sales by about JPY 1.9 bn.

In addition, we have factored into our assumptions the continued stagnation of the Chinese economy.

As for 1-DAY lens, we expect sales of 1-DAY lens to increase due to higher sales volume as a result of the introduction of OEM products of silicone-based 1-DAY lens in the Japanese market in addition to the effect of price revisions in Japan from July onward.

We also expect that utilizing OEM products in the Japanese market will lead to further expansion of overseas sales from the third quarter onward, as we will be able to allocate our own production to volume retail stores overseas.

For Orthokeratology-related, in the Chinese market, shipments of lens care products varied from quarter to quarter, and were lower in the first quarter than in the same period of the previous year.

However, we do not see any concerns about a further deterioration in the economy or intensification of competition, and we expect the full-year results to be in line with our plan.

In the Asian region outside of China, where market growth is expected to continue, we will continue to expand penetration and increase market share.

For Other Contact lenses and Lens care products, this includes non-1-DAY lens contact lenses and lens care products.

As with 1-DAY lens, in addition to the effect of price revisions from the second quarter, we expect sales to increase due to continued solid sales of 1-MONTH lens and other products in Europe and the introduction of lens care products to new sales channels in North America.

In Healthcare and Life Care, sales are expected to decline due to the impact of partial business withdrawal in the previous fiscal year.

We expect the impact of the Trump tariffs on our business performance to be limited.

Sales Strategy

In the investment phase, sales volume in Japan will be boosted by introducing OEM products, and sales expansion will be accelerated toward the investment return phase by allocating increased production mainly to Europe and North America.

Japan

Introduce new silicone 1-DAY lens.



Incorporated in MELS Plan lineup.
(from July 2025)



Start product sales at
handling facilities.
(From August 2025)

China

Started sales at online site of a contact lens specialty retailer.
Started sales through other e-commerce channels. (from July 2025)



Europe & North America

Start new sales to local volume retail chains.
Expand supply to major volume retail stores.
(Scheduled for FY2025 3Q and thereafter)



20

Copyright: Menicon Co., Ltd. All rights reserved.

Now, I will explain our growth strategy for 1-DAY lens.

1-DAY lens is experiencing high demand globally, and strengthening the supply system is essential to expand sales.

In the Japanese market, we have introduced OEM products of silicone-based 1-DAY lens with the aim of compensating for supply shortages during the investment phase.

Specifically, we have begun introducing OEM products for MELS Plan in July 2025 and for product sales in Japan in August, and from the second quarter onward, we will focus on OEM products to acquire new MELS Plan members and expand sales through product sales.

In the European and North American markets, we plan to prioritize the supply of silicone-based 1-DAY lens produced internally, mainly to major volume retail chains.

We expect sales growth to accelerate from the third quarter onward, utilizing the increased production volume from enhanced production capacity, in addition to the portion secured from the limited supply volume by utilizing OEM products in Japan.

In addition, we will continue to expand sales of non-silicone-based 1-DAY lens in Europe and North America on the strength of the SMART TOUCH function, which allows users to wear the lenses without touching the inner surface, and an environmentally friendly design that reduces the amount of plastic used.

In the Chinese market, we will focus on cultivating our own brand through e-commerce channels by utilizing non-silicone-based 1-DAY lens.

In the investment return phase from the fiscal year ending March 31, 2027 onward, when the production system at the Malaysia plant will be fully operational and supply capacity will be strengthened, we expect to be able to provide a stable supply in response to demand.

In particular, we expect that expanding supply to major volume retail chains overseas will drive our global sales strategy for 1-DAY lens.

1-DAY Lens Production System Reinforcement

Strengthen production systems for 1-DAY lens, in anticipation of increases in medium- to long-term demand; Malaysia plant operation preparations proceed as planned.

Silicone materials



Kakamigahara Plant
Products: 1DAY Menicon PremiO
Sales area: Global
2H of FY2026: Plan to operate
production line No. 12.



Malaysia Plant
Products: 1-DAY lens
Sales Area: Global
2H of FY2025: Plan to operate production line No. 1.
By 2H of FY2026: Plan to expand up to production line No. 5.
By 2H of FY2027: Plan to expand up to production line No. 8.



Environmentally-friendly/non-silicone materials



Singapore Plant
Products: Magic
Sales area: Global
May 2025: Started operation at production line No. 9.
2H of FY2025: Plan to operate production line No. 10.



21

Copyright: Menicon Co., Ltd. All rights reserved.

In order to realize our growth strategy, it is essential to ensure that we have the production capacity to meet demand.

To this end, we will continue to build a stable and adequate supply system through capital investment and enhancement of its production system.

As already explained, silicone-based 1-DAY lens are in high demand worldwide.

On the other hand, we are currently curtailing sales of our own products in Japan and limiting the supply of our products in overseas markets to a limited number of customers and countries.

Against this backdrop, the expansion of production capacity at the Malaysia plant is an urgent issue.

Preparations for the Malaysia plant are progressing as planned, and new production is scheduled to begin in the second half of the fiscal year ending March 31, 2026.

In addition, we plan to install four additional production lines by the second half of the fiscal year ending March 31, 2027, and three lines by the second half of the fiscal year ending March 31, 2028.

Sales of non-silicone-based 1-DAY lens are also expected to expand, especially in overseas markets.

In response, a new production line will start operation at the existing plant in the first half of this fiscal year, and another line is planned to start operation in the second half of the year.

Orthokeratology-related Growth Strategies



**Sales of orthokeratology lenses will be expanded by training prescribers and utilizing multiple product features.
Sales of lens care products will be expanded along with the expansion of orthokeratology lenses.**

Europe & North America

- Train prescription professionals through group subsidiaries.
- Grow awareness through academic activities.
- Improve prescription support with software development.



Japan

- Conduct awareness raising activities with KOL.
- Grow number of handling facilities.
- Develop orthokeratology lenses for myopia control management.



China

- Expand orthokeratology lens design/standards.
- Improve prescription support with software development.
- Issue development and regulatory filings for Lens care product portfolio expansion.

Other Asia

- Train prescription professionals through the prescription professional training center.
- Increase sales by group sales companies.
- Develop markets by conducting clinical research in India.

22

Copyright: Menicon Co., Ltd. All rights reserved.

Next, I will explain our orthokeratology-related growth strategies.

We are strengthening our global operations to further expand sales of orthokeratology lenses.

The main measures here will be to first increase the number of prescriptions through activities to expand awareness and cultivate prescription professionals, as well as to promote the product to new target groups by taking advantage of its features.

Regarding the training of prescription professionals, we are lowering the hurdles to prescribing through technical training and other means, as well as developing specialized software to support the prescribing process.

In regions where products are already widely used, we aim to deepen our market penetration by appealing to a wider range of users while taking advantage of multiple product features.

Demand for lens care products is also expected to grow as the number of users of orthokeratology lenses increases, and we will work to expand sales in this area alongside their lens counterparts.

Now, I will explain our efforts by region.

First up is the Chinese market.

Currently, uncertainty continues due to changes in the external environment, such as economic stagnation and an intensifying competitive environment.

In this environment, we will maintain our market share by offering multiple lines of orthokeratology lenses and lens care products with standards and price ranges that meet the diverse needs of prescription professionals and users, and by reaching out to a wider range of customers.

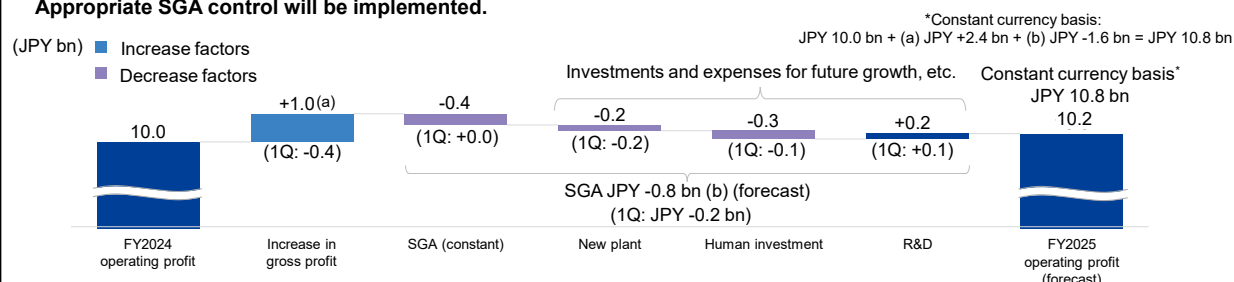
The Asian market, excluding China, is a region with great potential for future growth due to its large myopia population and high latent demand.

In addition to activities to expand awareness through key opinion leaders, we will work to expand sales channels by utilizing the Group's own sales channels.

In the European and North American markets, we will continue to expand market development through awareness and promotional activities, which will lead to sales growth on a global basis.

Analysis of Changes in FY2024 Results and FY2025 Forecast (Operating Profit)

Despite upfront expenses in the first half, profits are expected to grow from the second half due to expanded sales. We expect higher gross profit due to increased sales of 1-DAY lens and price revisions in Japan. Appropriate SGA control will be implemented.



Next, I will explain the outlook for operating profit in the fiscal year ending March 31, 2026.

First, let me discuss gross profit.

The decrease in the sales composition of highly profitable orthokeratology-related products in China and the transfer of expenses related to the Malaysia plant to cost of sales from the third quarter onward due to the plant's start of operations are the main reasons for the year-on-year decline.

On the other hand, the profit margin will improve due to the implementation of price revisions in Japan from the second quarter, and in addition, due to factors such as increased sales due to the increased supply of 1-DAY lens, gross profit is expected to increase by JPY 1.0 bn over the previous year as a result.

Next, I will talk about SGA.

From the third quarter onward, with the commencement of operations at the Malaysia plant, some expenses previously recorded as SGA will be transferred to cost of sales, and the increase in SGA is expected to be controlled.

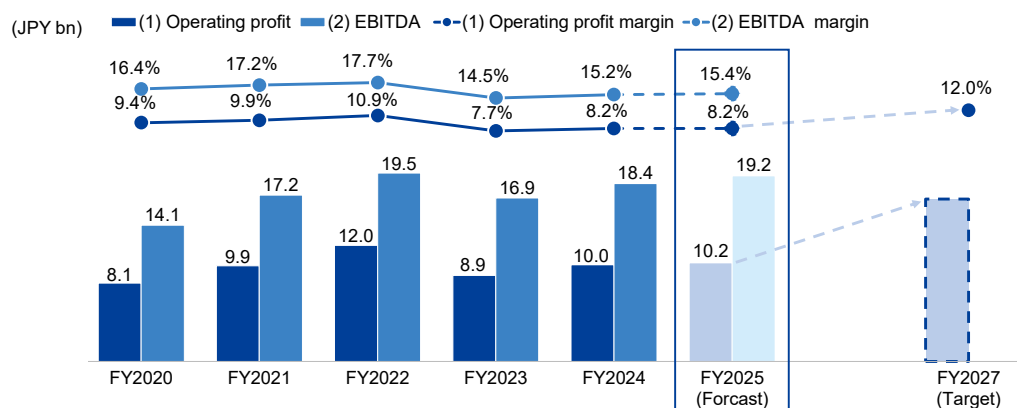
For the full year, we assume that the year-on-year increase in SGA expenses will be limited to about JPY 0.8 bn.

As a result, the increase in operating profit is expected to accelerate in stages from the second quarter onward, and operating profit of JPY 10.2 bn is expected to be achieved for the full year as initially forecast.

We have set the foreign exchange rate assumption at a level where the yen is stronger than in the previous year, which is expected to push down gross profit by JPY 1.4 bn and operating profit by approximately JPY 0.6 bn, but please note that each profit line item may be affected either positively or negatively at each step depending on exchange rate fluctuations.

Operating Profit / EBITDA Forecast

EBITDA margin is expected to increase due to expected depreciation of the Malaysian plant, etc.



24

Copyright: Menicon Co., Ltd. All rights reserved.

As already explained, we expect a gradual improvement in profitability toward the second half of this fiscal year due to the effect of price revisions and an increase in supply volume including the introduction of OEM products in Japan from the second quarter onward.

Operating profit is expected to achieve the initial forecast of JPY 10.2 bn.

Although growth in operating profit will be limited due to ongoing capital investments, EBITDA is expected to recover to record levels.

We will continue to steadily expand our production capacity and expand our global sales channels to achieve our Medium-term Management Plan for the fiscal year ending March 31, 2028.

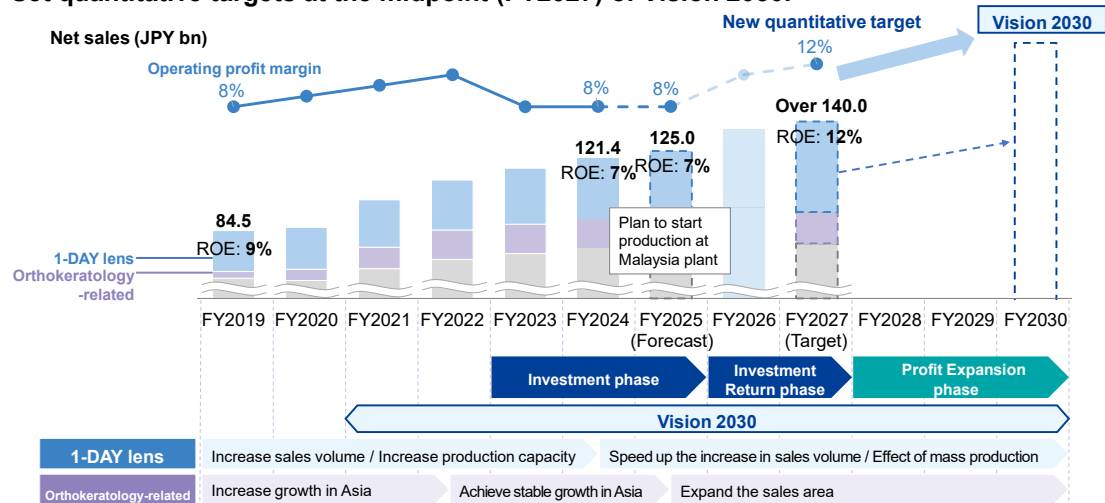
Thank you all for taking the time to attend this financial results briefing.

That is all for today. Thank you very much for your attention.

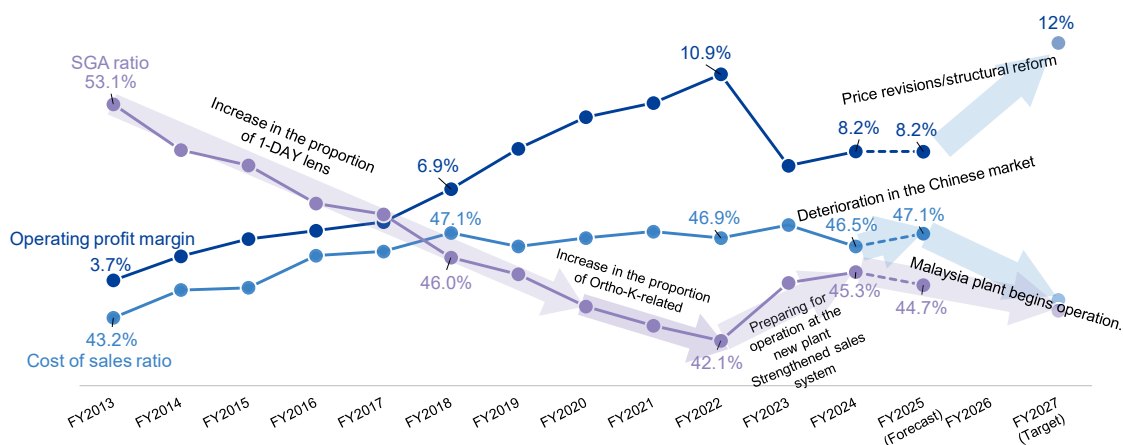
Reference Material

Progress in Milestone 2027 (No Changes)

Set quantitative targets at the midpoint (FY2027) of Vision 2030.



Cost of Sales Ratio / SGA Ratio / Operating Profit Margin



27

Copyright: Menicon Co., Ltd. All rights reserved.

Growth Strategy Targets & 1-DAY Lens Regional Targets (Changes)

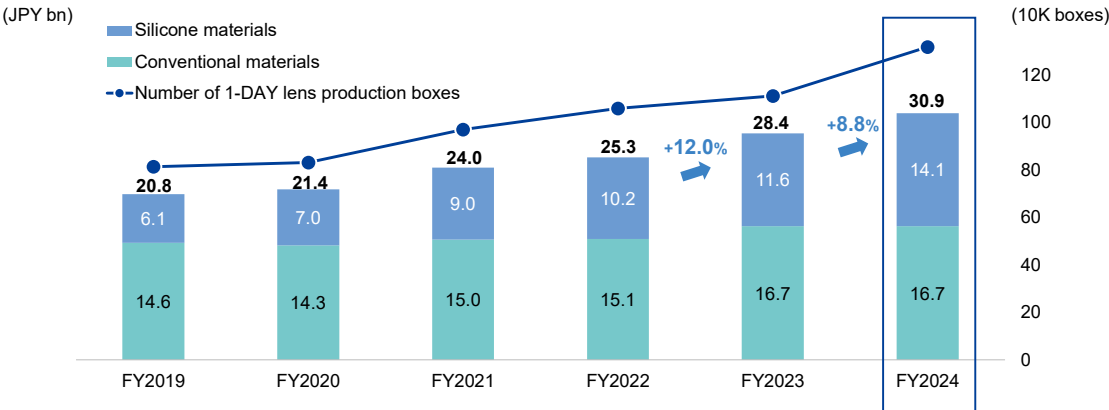


We expect to achieve our targets by implementing growth strategies.



1-DAY Lens Sales Trends

Net sales have increased due to the increase in production capacity.



* 1-DAY lens net sales: Includes products supplied by other companies on an OEM basis.

1-DAY Lens Net Sales Forecast (Breakdown of Net Sales)



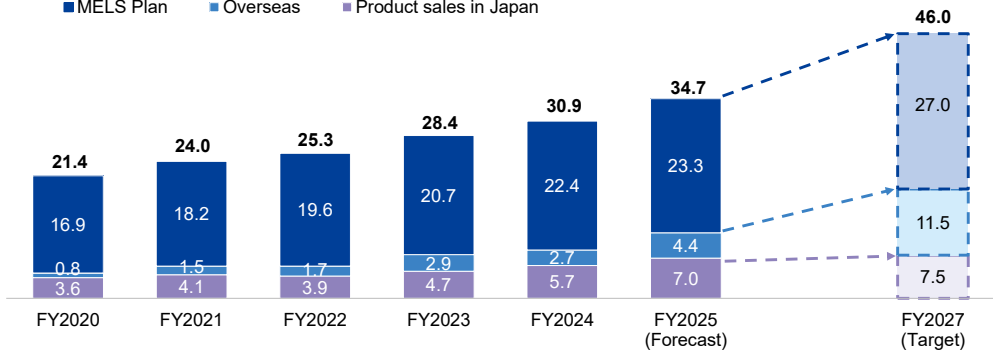
Net sales are expected to grow in the MELS Plan (increase in number of 1-DAY lens members) and overseas (increase in sales mainly in Europe and North America) because of the introduction of OEM products in Japan and increase in production capacity.

(JPY bn)

■ MELS Plan

■ Overseas

■ Product sales in Japan

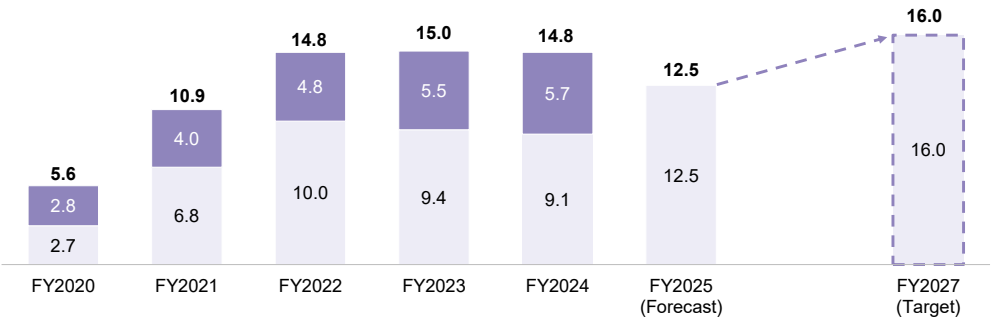


Orthokeratology-related Sales Forecast (Breakdown of Sales)



Sales decline due to stagnant growth in the Chinese market, but growth is expected in other regions.

(JPY bn) ■ Ortho-K (Global) ■ Lens care products (Asia)



Expanding Our Business Domain

In FY2024, we reviewed the business portfolio from the perspective of growth, profitability, and efficiency.

Going forward, we will aim to create a second pillar of business while remaining conscious of capital profitability.

Healthcare	Life Care	Veterinary Medical	Food
			
Assisted reproductive medicine-related	Femtech offerings	Environment-related	Green infrastructure
Development and Sales	Development and Sales	Development and Sales	Development and Sales
For clinics <ul style="list-style-type: none">Motile sperm isolation device	Clinics, electronic commerce retailers, etc. <ul style="list-style-type: none">Pregnancy supplementsOther femtech offerings, etc.	For farming and stockbreeding <ul style="list-style-type: none">Compost acceleratorRice straw decomposition facilitator, etc.	For hardware stores, e-commerce sales, etc. <ul style="list-style-type: none">Lawns, etc.
Development and Sales	Development and Sales	Development and Sales	Development and Sales
For veterinary hospitals and electronic commerce retailers, etc. <ul style="list-style-type: none">Intraocular lenses, contact lenses and surgical equipment for animalsSupplements for animals, etc.			
Sales			
For food supermarkets and wholesalers <ul style="list-style-type: none">Fresh fish and rice (exported)Dry goods, etc. (imported)			

Disclaimer and Cautions for Forward-Looking Statements

Disclaimer

- This document was created by Menicon Co., Ltd. (hereinafter referred to as the "Company") for the purpose of understanding the Company's current situation in order to serve as a reference for all investors.
- The contents of this document have been prepared based on the generally recognized economic and social conditions as of August 8, 2025 and certain assumptions that the Company deems reasonable. The contents are subject to change without notice due to factors such as changes in the business environment.
- Investors should always rely upon their own judgment when making an investment.

Cautions for forward-looking statements

- The document and information provided in this presentation include so-called "forward-looking statements". These statements are based on current expectations, forecasts and risks assumptions, and contain uncertainties that could lead to results that are substantially different from the statements.
- These risks and uncertainties include general industry and market conditions, general domestic and international economic conditions such as interest rates and currency exchange fluctuations.
- Even if there is new information or future events, the Company is not obligated to update or revise the "forward-looking statements" included in this presentation.

Contact information

Finance & IR Dept., Menicon Co., Ltd.

TEL: +81-52-935-1646

E-mail: menicon-ir@menicon.co.jp

www.menicon.co.jp/company

33

Copyright: Menicon Co., Ltd. All rights reserved.