Consolidated Financial Results for the Three Months Ended June 30, 2026

Securities Code: 7780

Menicon Co., Ltd.

August 7, 2026

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I. Consolidated Financial Results Summary for 1Q FY2026

Key Factors

Net sales and profit both increased due to increased sales of 1-DAY lens.

Net sales **JPY 32.3 bn** **YoY** **+7.0%**

Vision Care Business

Net sales **JPY 30.2 bn** **YoY** **+7.1%**

- ↑ 1-DAY lens: Increased number of MELS Plan members due to an increased supply / Increased sales in Japan and overseas
- ↑ Ortho-K-related: Expanded sales regions outside China, impact of yen depreciation

Healthcare and Life Care Business

Net sales **JPY 2.1 bn** **YoY** **+6.5%**

- ↑ Expanded Food business centered on the U.S. → Maintained stable net sales in the Life Care business, etc.

Gross profit **JPY 17.5 bn** **YoY** **+9.1%**

- ↑ Expand 1-DAY lens sales
- ↑ Effect of price increases

Operating profit **JPY 3.4 bn** **YoY** **+74.9%**

EBITDA **JPY 6.0 bn** **YoY** **+38.1%**

- ↑ Increased gross profit due to increased sales of 1-DAY lens
- ↑ Reviewed cost structure

Consolidated Financial Results Summary for FY2026

(JPY mn)	FY2025 1Q	FY2026 1Q	YoY
Net sales	**30,251**	**32,376**	**+7.0%**
Cost of sales	14,144	14,811	+4.7%
(Cost of sales ratio)	46.8%	45.7%	(-1.1pt)
Gross profit	**16,107**	**17,565**	**+9.1%**
SGA	14,146	14,136	-0.1%
(SGA ratio)	46.8%	43.7%	(-3.1pt)
Operating profit	**1,961**	**3,429**	**+74.9%**
(Operating profit margin)	6.5%	10.6%	(+4.1pt)
EBITDA*	**4,361**	**6,023**	**+38.1%**
(EBITDA margin)	14.4%	18.6%	(+4.2pt)
Ordinary profit	**1,768**	**3,361**	**+90.1%**
Profit attributable to owners of parent	**991**	**2,230**	**+124.9%**

Prevailing exchange rates in FY2025 1Q EUR: JPY 165.1, USD: JPY 143.8, CNY: JPY 20.8
Prevailing exchange rates in FY2026 1Q EUR: JPY 186.1, USD: JPY 160.7, CNY: JPY 22.6

* 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

Breakdown of Net Sales

(JPY mn)	FY2025 1Q	FY2026 1Q	YoY
Net sales	**30,251**	**32,376**	**+7.0%**
Vision Care	**28,217**	**30,211**	**+7.1%**
1-DAY lens	**8,124**	**9,237**	**+13.7%**
Japan	7,245	8,067	+11.4%
Japan_MELS Plan	5,656	6,063	+7.2%
Japan_Product sales	1,588	2,004	+26.2%
Overseas	879	1,170	+33.1%
Orthokeratology-related	**3,279**	**3,766**	**+14.8%**
Other Contact lenses and Lens care products	**16,813**	**17,206**	**+2.3%**
Healthcare and Life Care	**2,034**	**2,165**	**+6.5%**

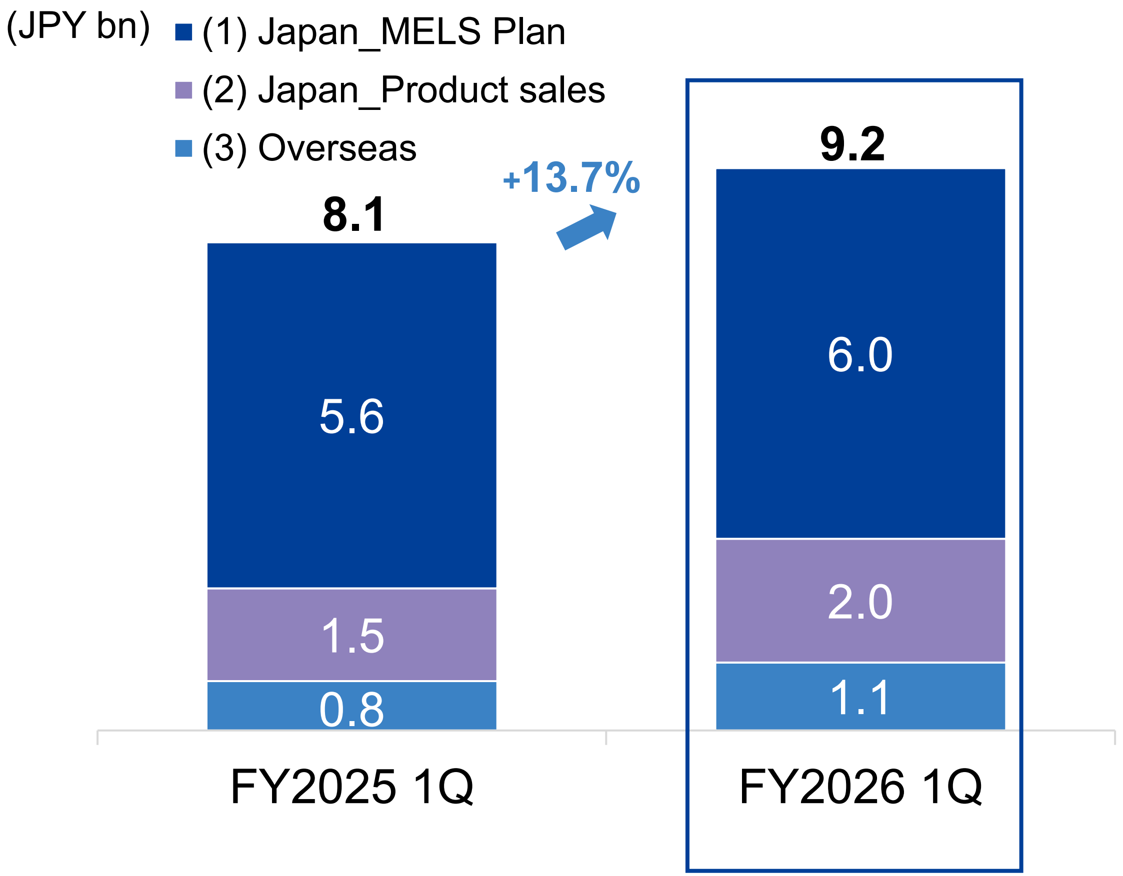
(Reference)

1-DAY lens and Other Contact lenses and Lens care products	**24,937**	**26,444**	**+6.0%**
MELS Plan	**12,445**	**12,862**	**+3.4%**

Prevailing exchange rates in FY2025 1Q EUR: JPY 165.1, USD: JPY 143.8, CNY: JPY 20.8
Prevailing exchange rates in FY2026 1Q EUR: JPY 186.1, USD: JPY 160.7, CNY: JPY 22.6

1-DAY Lens Net Sales (Breakdown of Sales)

Sales increased due to increased supply of 1-DAY lens and strengthened sales promotion activities.



1 Japan_MELS Plan (YoY: JPY **+0.40** bn **+7.2**%)

- Strengthened sales promotion due to increased supply.
- Increased number of 1-DAY lens members.

2 Japan_Product sales (YoY: JPY **+0.41** bn **+26.2**%)

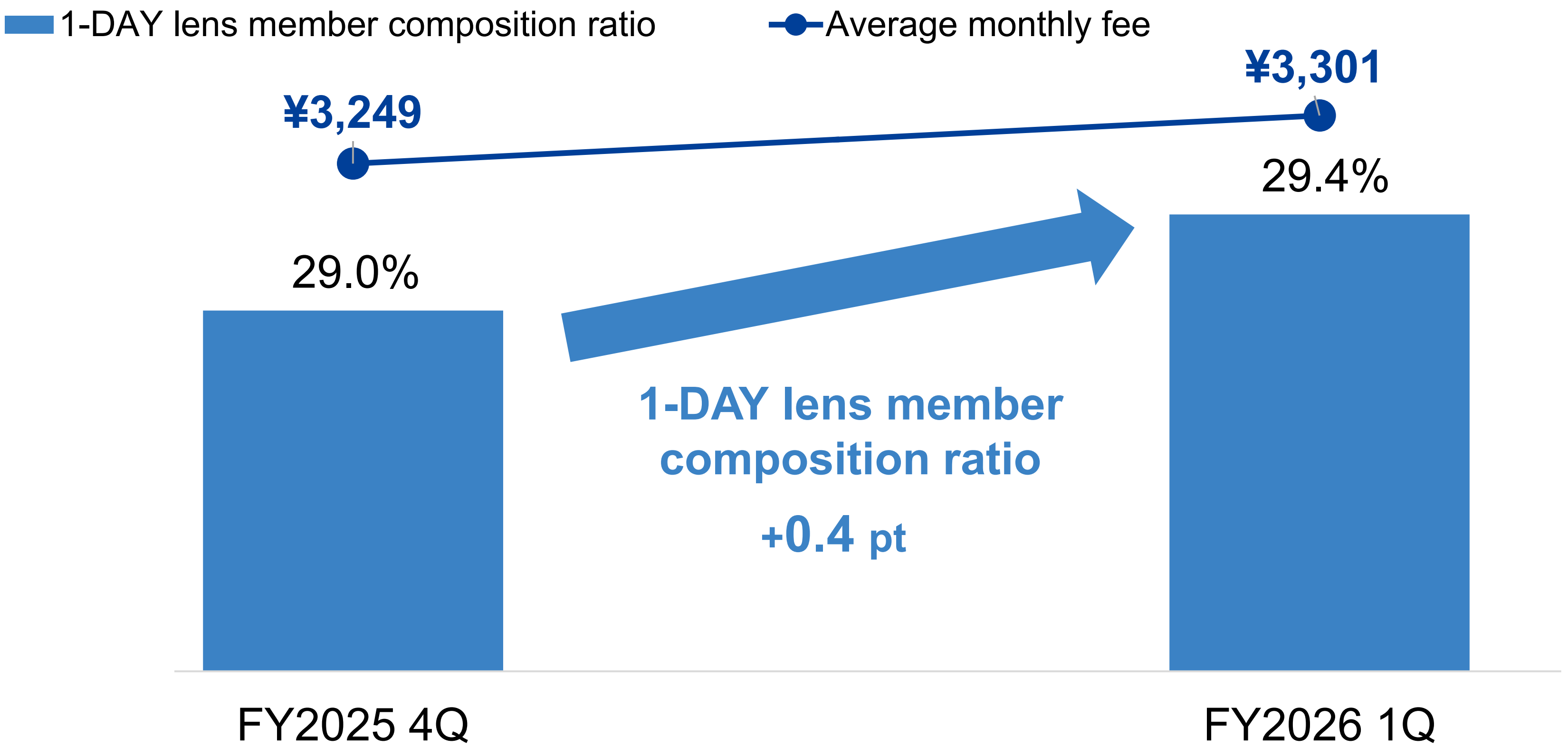
- Strengthened sales promotion due to increased supply.
- Expanded 1-DAY lens sales.

3 Overseas (YoY: JPY **+0.29** bn **+33.1**%)

- Expanded business with new retail chains in Europe.
- Started selling 1-DAY lens through major e-commerce sites in China.

Change in MELS Plan Member Composition and Average Monthly Fee

The 1-DAY lens composition ratio and average monthly fee rose due to an increase in the numbers of customers acquired and a higher MELS Plan membership rate.



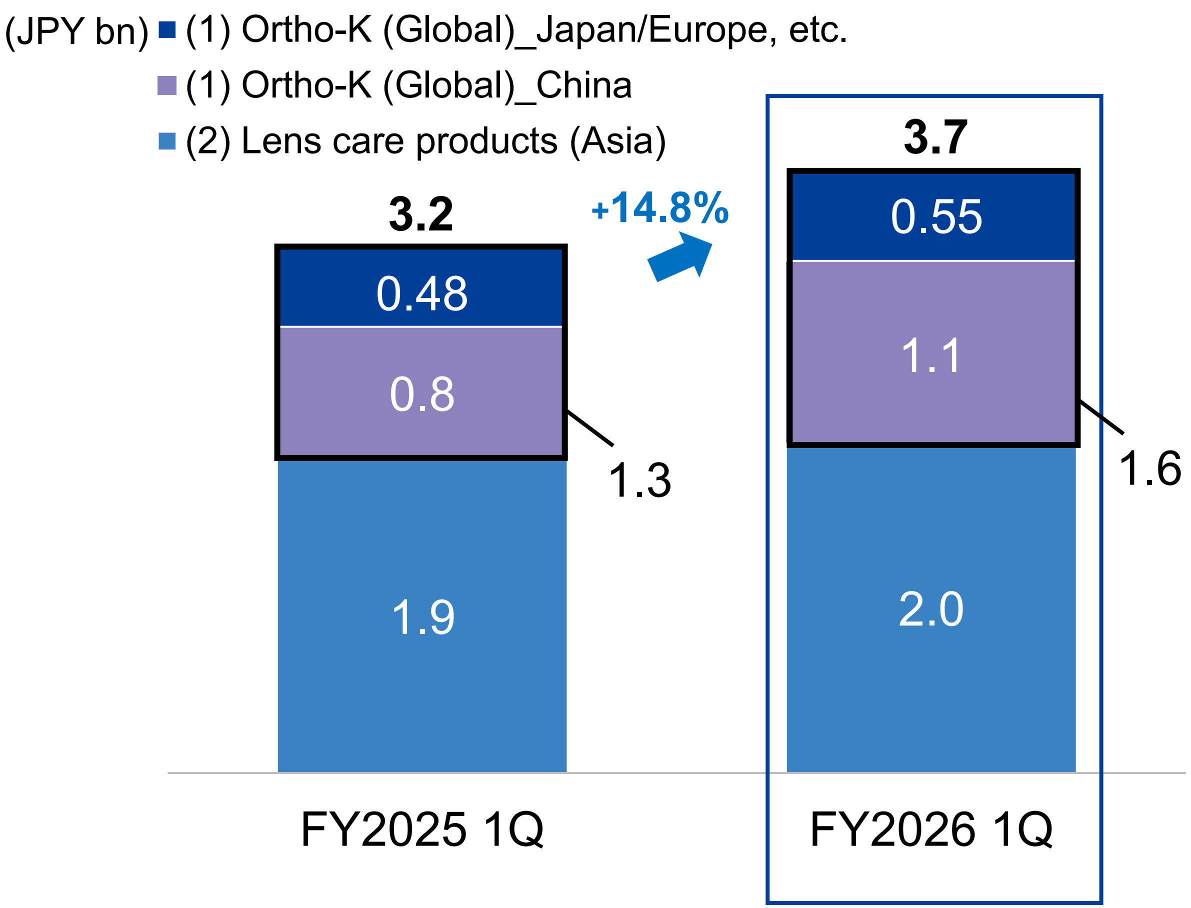
Cumulative MELS Plan members 1.300 mn people

Cumulative MELS Plan members 1.299 mn people

* Average monthly fee = MELS Plan net sales ÷ Number of fiscal months ÷ Cumulative MELS Plan members

Orthokeratology-related Net Sales (Breakdown of Sales)

Net sales increased due to growth in other Asian markets while economic stagnation and an intensifying competitive environment in China continue.



① Ortho-K (Global) (YoY: JPY **+0.34** bn **+25.3**%)

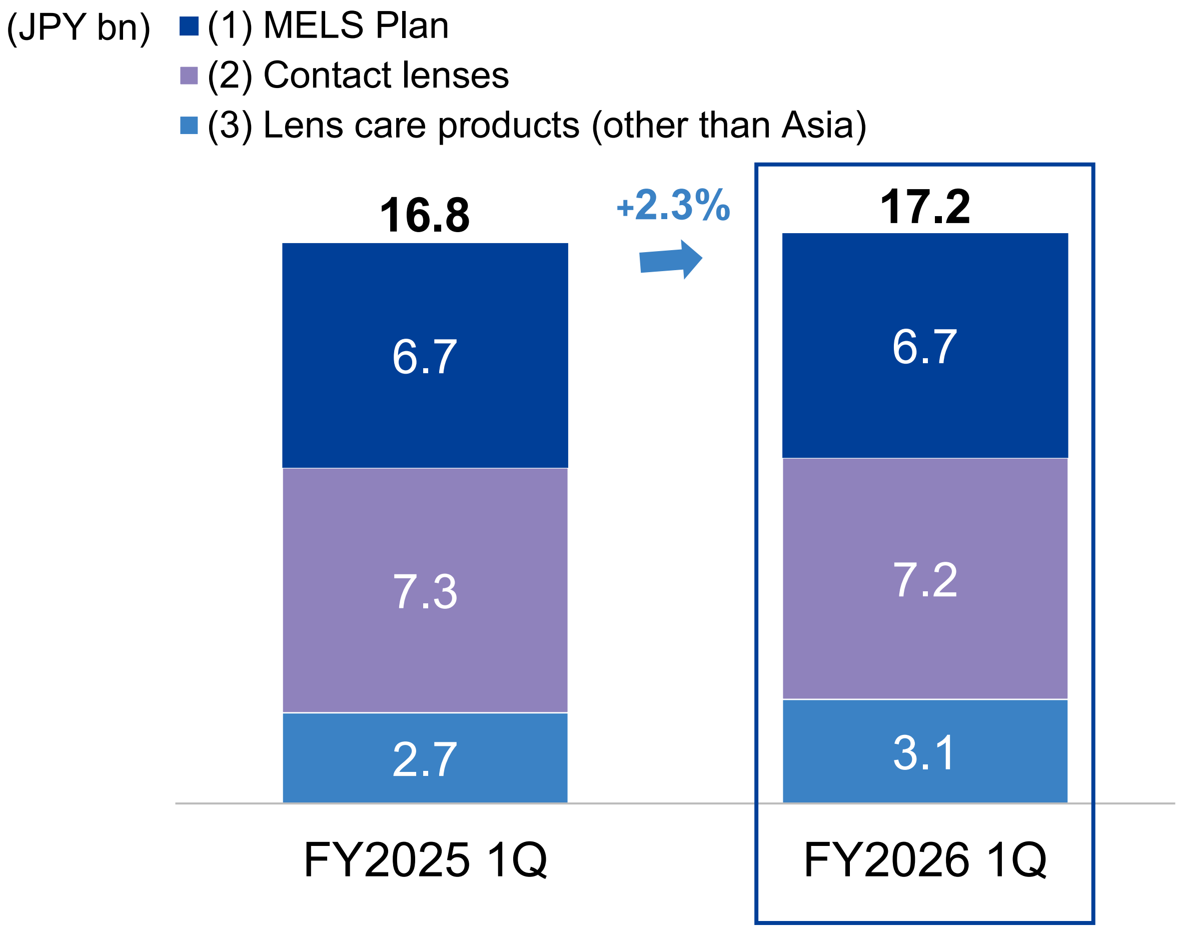
- China: Increased due to strengthened relationships with customers and impact of yen depreciation. (JPY +**0.26** bn)
- Japan : Expanded the number of facilities. (JPY +**0.02** bn)
- Other Asia: Increased sales in Vietnam and other regions.

② Lens care products (Asia) (YoY: JPY **+0.14** bn **+7.5**%)

- China: Impact of intensifying competition offset by yen depreciation. (JPY +**0.11** bn)

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

Net sales grew due to the increased sales of lens care products in Japan and overseas, in addition to increased sales of 1-MONTH lens in Europe.



1 MELS Plan (YoY: JPY +0.01 bn +0.2%)

- Effect of price increases
- Decreased non-1-DAY lens membership due to increased 1-DAY lens demand.

2 Contact lenses (YoY: JPY -0.04 bn -0.6%)

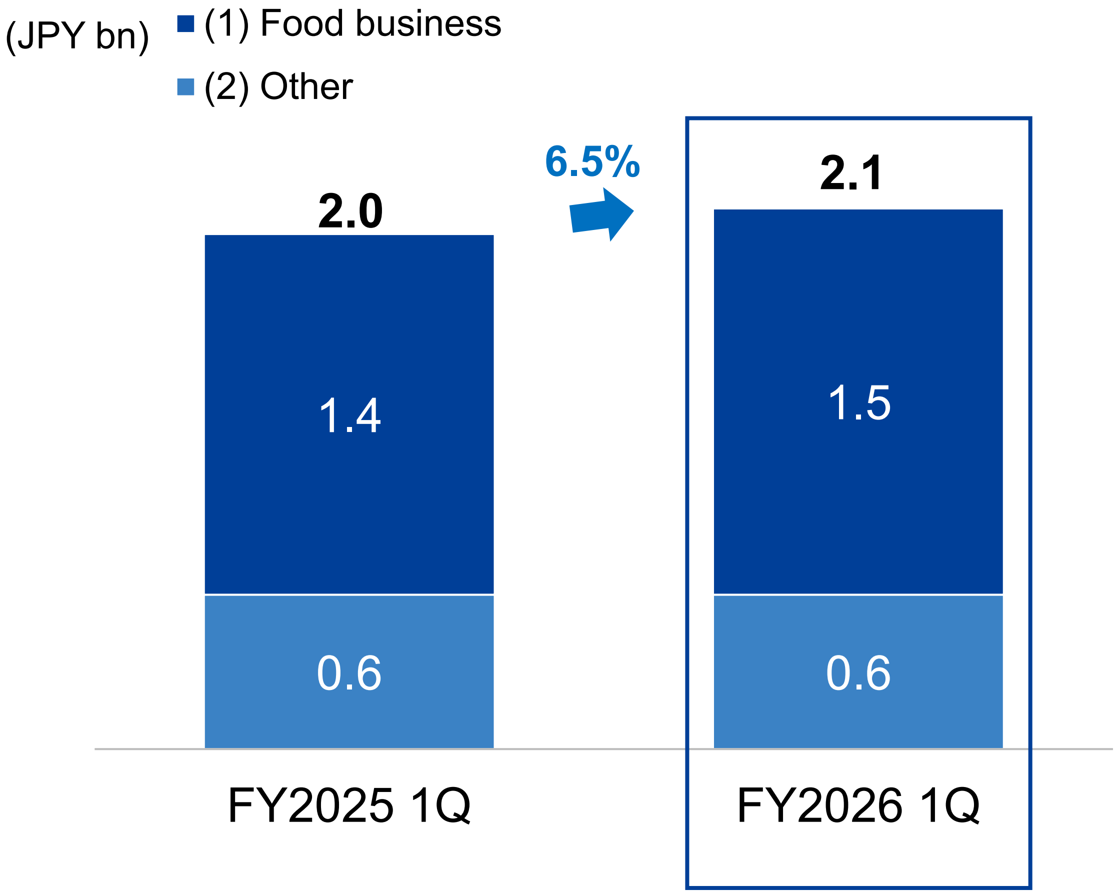
- Decreased net sales of other companies’ products due to switching to the Company’s own 1-DAY lens at Group-operated stores.
- Increased 1-MONTH lens sales in Europe.

3 Lens care products (other than Asia) (YoY: JPY +0.42 bn +15.7%)

- Increased sales of high-unit-price products in Japan.
- Increased sales in North America

Healthcare and Life Care Net Sales

Net sales grew mainly due to increased sales in the Food business.



1 Food business (YoY: JPY **+0.13** bn **+9.5**%)

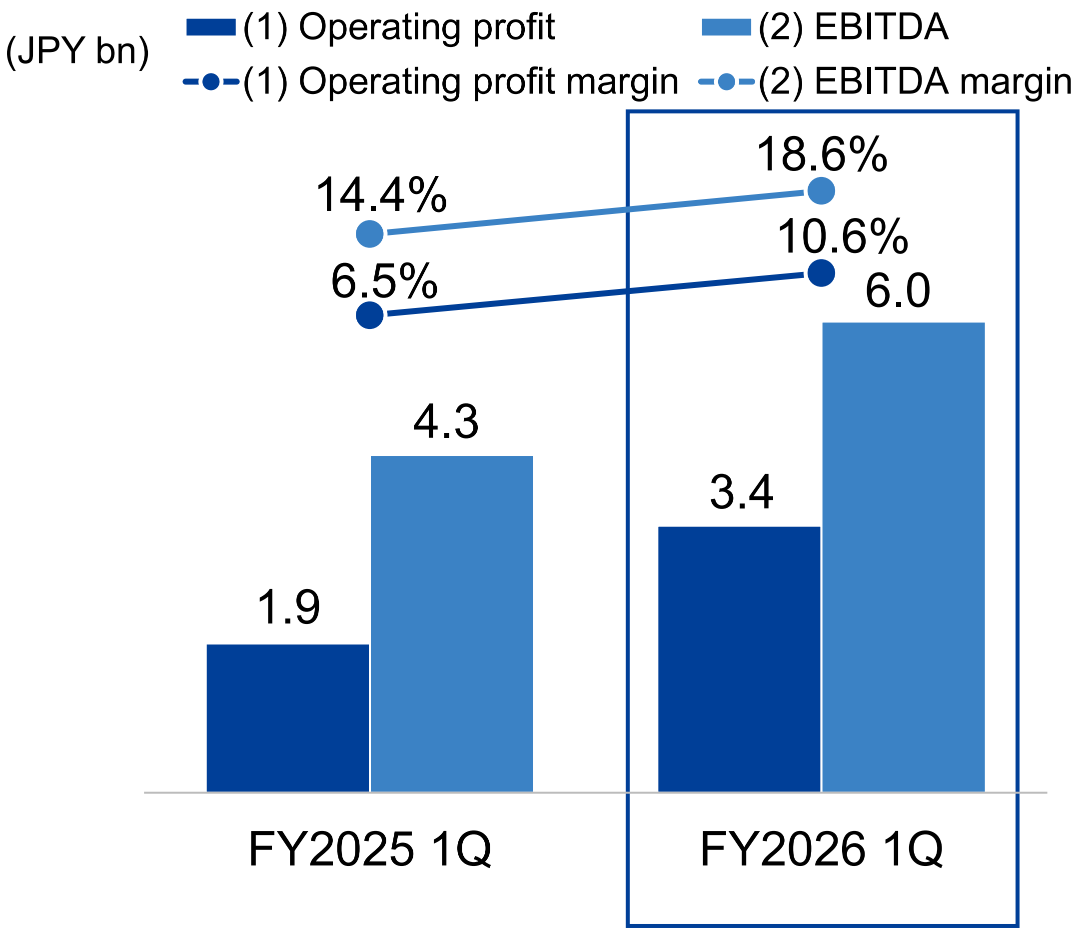
- Increased sales mainly in the U.S.

2 Other (YoY: JPY **-0.00** bn **-0.6**%)

- Secured stable net sales in the Life Care business, etc.

Operating Profit and EBITDA

Profit increased as a result of growth in gross profit due to factors including increased sales of 1-DAY lens and a review of the cost structure.



1 Operating profit (YoY: JPY +**1.46** bn +**74.9**%)

Operating profit margin (YoY: +**4.1** pt)

- Gross profit: JPY +**1.45** bn (JPY 16.1 bn → JPY **17.5** bn)
  Expanded 1-DAY lens sales and effect of price increases
- SGA: JPY -**0.00** bn (JPY 14.1 bn → JPY **14.1** bn)
  Reviewed cost structure

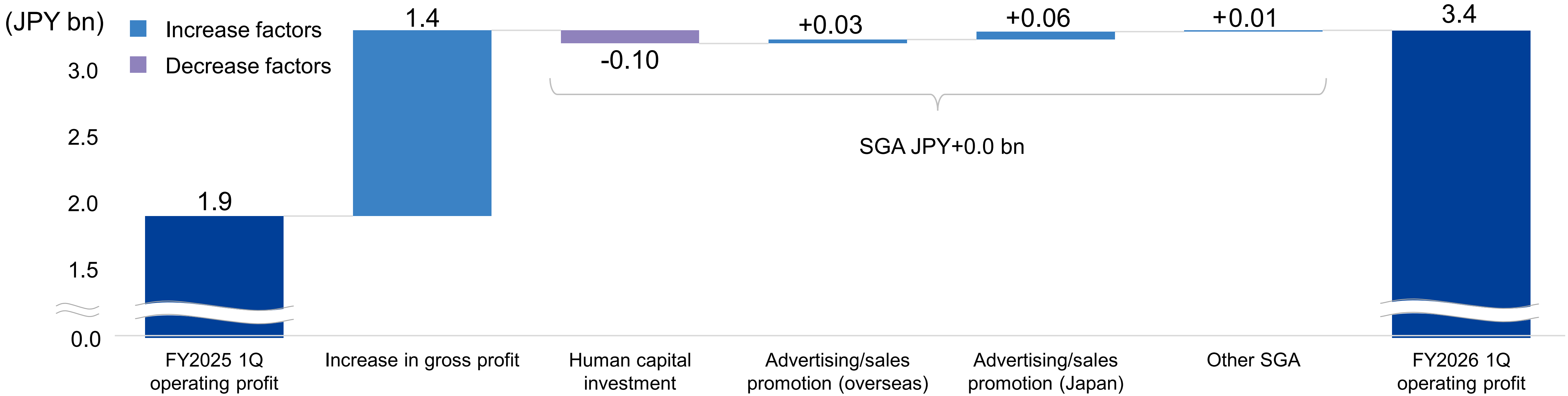
2 EBITDA (YoY: JPY +**1.66** bn +**38.1**%)

EBITDA margin (YoY: +**4.2** pt)

- Depreciation: JPY +**0.20** bn (JPY 2.24 bn → JPY **2.44** bn)
  Increased due to 1-DAY lens investments mainly at the Malaysia Plant.

Analysis of Changes in Operating Profit

Operating profit increased as a result of growth in gross profit due to factors including increased 1-DAY lens sales, as well as a review of the cost structure.



- Major components of zgross profit

Items	
1-DAY Lens	Increased the number of MELS Plan 1-DAY lens members and increased sales in Japan and overseas.
Orthokeratology-related	Expanded the sales area for Ortho-K, impact of yen depreciation.
Other	Effect of price increases

- Major SGA items

Items	
Human capital investment	Wage increases in Japan and overseas, operational efficiency improvements
Advertising/sales promotion (overseas)	Review of sales promotion activities in China
Advertising/sales promotion (Japan)	The absence of initial costs associated with new product launches in the previous fiscal year
Other	Decrease in depreciation, etc.

II. Consolidated Financial Results Forecast for FY2026

Financial Results Forecast and Progress for FY2026

Results were strong and largely in line with expectations. Consolidated forecasts are unchanged from May.

(JPY mn)	FY2025 Results	FY2026 1Q Results	FY2026 Forecast	Progress rate
Net sales	**125,605**	**32,376**	**133,000**	**24.3%**
Cost of sales	58,006	14,811	62,000	23.9%
(Cost of sales ratio)	46.2%	45.7%	46.6%	–
Gross profit	**67,599**	**17,565**	**71,000**	**24.7%**
SGA	57,363	14,136	60,000	23.6%
(SGA ratio)	45.7%	43.7%	45.1%	–
Operating profit	**10,236**	**3,429**	**11,000**	**31.2%**
(Operating profit margin)	8.1%	10.6%	8.3%	–
EBITDA	**21,054**	**6,023**	**22,600**	**26.7%**
(EBITDA margin)	16.8%	18.6%	17.0%	–
Ordinary profit	**11,021**	**3,361**	**10,500**	**32.0%**
Profit attributable to owners of parent	**5,916**	**2,230**	**6,500**	**34.3%**

Prevailing exchange rates in FY2025	EUR: JPY 175.6, USD: JPY 151.1, CNY: JPY 20.9
Prevailing exchange rates in FY2026 1Q	EUR: JPY 186.1, USD: JPY 160.7, CNY: JPY 22.6
Assumed prevailing exchange rates for FY2026 (forecast)	EUR: JPY 180.0, USD: JPY 155.0, CNY: JPY 22.0

Breakdown of Net Sales and Progress

Performance was strong and progressed largely in line with expectations.

(JPY mn)	FY2025 Results	FY2026 1Q Results	FY2026 Forecast	Progress rate
Net sales	**125,605**	**32,376**	**133,000**	**24.3%**
Vision Care	**116,523**	**30,211**	**124,000**	**24.4%**
1-DAY lens	**33,809**	**9,237**	**37,700**	**24.5%**
Japan	30,054	8,067	32,200	25.1%
Japan_MELS Plan	23,403	6,063	25,200	24.1%
Japan_Product sales	6,651	2,004	7,000	28.6%
Overseas	3,755	1,170	5,500	21.3%
Orthokeratology-related	**14,539**	**3,766**	**15,000**	**25.1%**
Other Contact lenses and Lens care products	**68,174**	**17,206**	**71,300**	**24.1%**
Healthcare and Life Care	**9,081**	**2,165**	**9,000**	**24.1%**

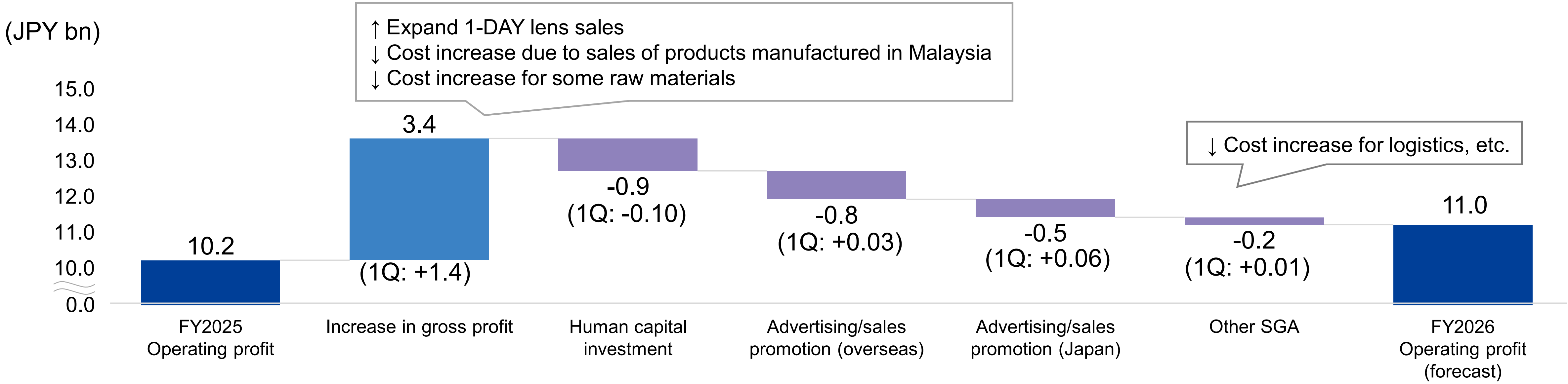
(Reference)

1-DAY lens and Other Contact lenses and Lens care products	**101,984**	**26,444**	**109,000**	**24.3%**
MELS Plan	**50,687**	**12,862**	**51,700**	**24.9%**

Prevailing exchange rates in FY2025	EUR: JPY 175.6, USD: JPY 151.1, CNY: JPY 20.9
Prevailing exchange rates in FY2026 1Q	EUR: JPY 186.1, USD: JPY 160.7, CNY: JPY 22.6
Assumed prevailing exchange rates for FY2026 (forecast)	EUR: JPY 180.0, USD: JPY 155.0, CNY: JPY 22.0

Analysis of Changes in FY2025 Results and FY2026 Forecast (Operating Profit)

Operating profit is expected to increase due to expanded sales of 1-DAY lens.



Items	Outlook for 2Q and beyond	External factors affecting business performance
Gross profit	↑ Japan: Increase in 1-DAY lens sales ↑ Overseas: Accelerate 1-DAY lens sales ↓ Cost increase due to sales of products manufactured in Malaysia	· Foreign exchange fluctuations · Impact of the situation in the Middle East
Operating profit	↑ Increase in gross profit ↓ Japan: Strengthen sales promotion toward the peak demand period ↓ Overseas: Strengthen sales promotion of 1-DAY lens	

Ⅲ. Progress and Outlook for Milestone 2027 under the Medium-term Management Plan

Strengthening Production of 1-DAY Lens

The Company enhances production capacity primarily at the Malaysia Plant.

Malaysia Plant

Products: 1DAY Menicon PremiO
Sales area: Global (Sequentially)

Kakamigahara Plant

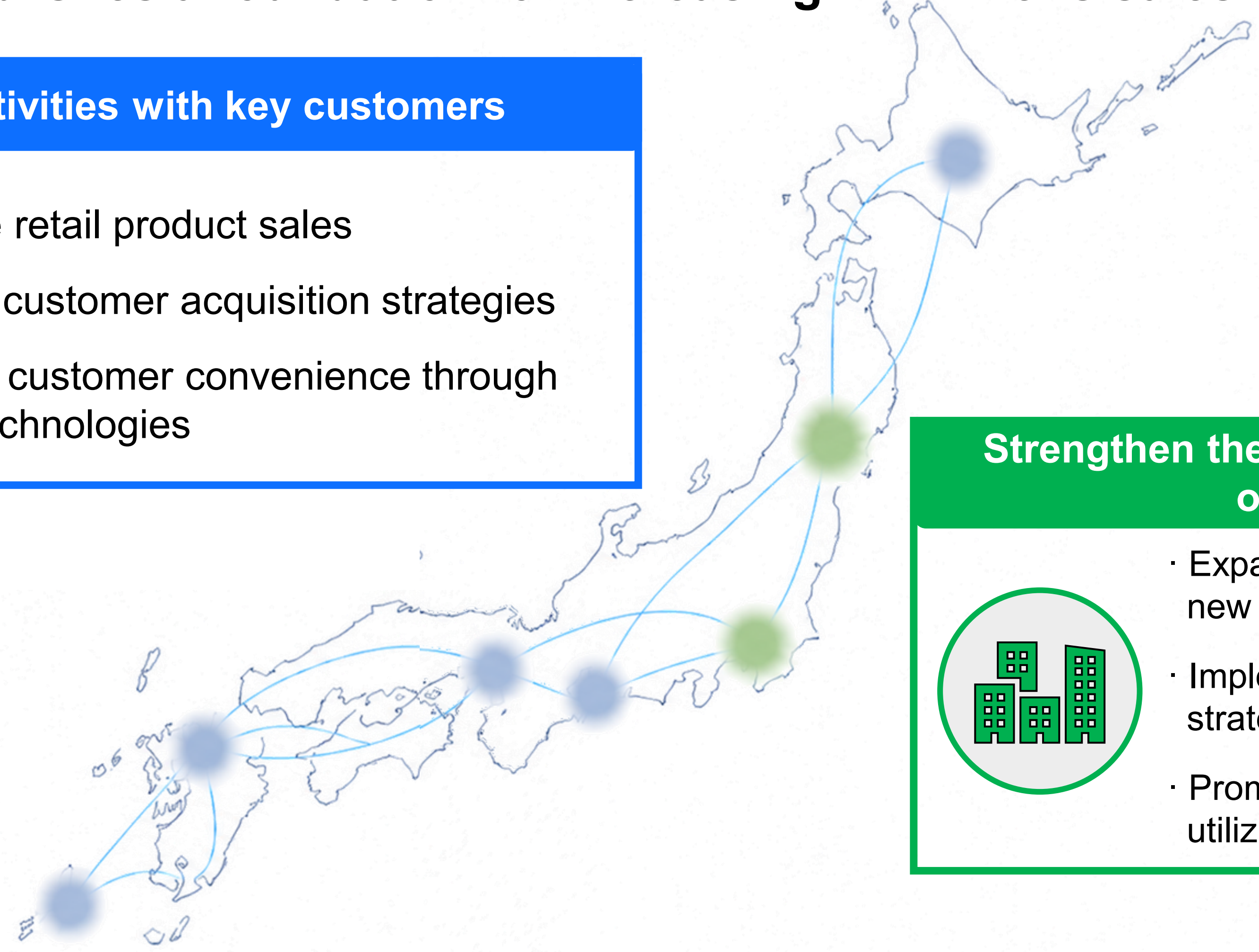
Products: 1DAY Menicon PremiO
Sales area: Global

Singapore Plant

Products: Magic
Sales area: Global

Strengthening Sales of 1-DAY Lens (Japan)

The Company establishes a foundation for increasing 1-DAY lens sales.



Strengthen sales activities with key customers

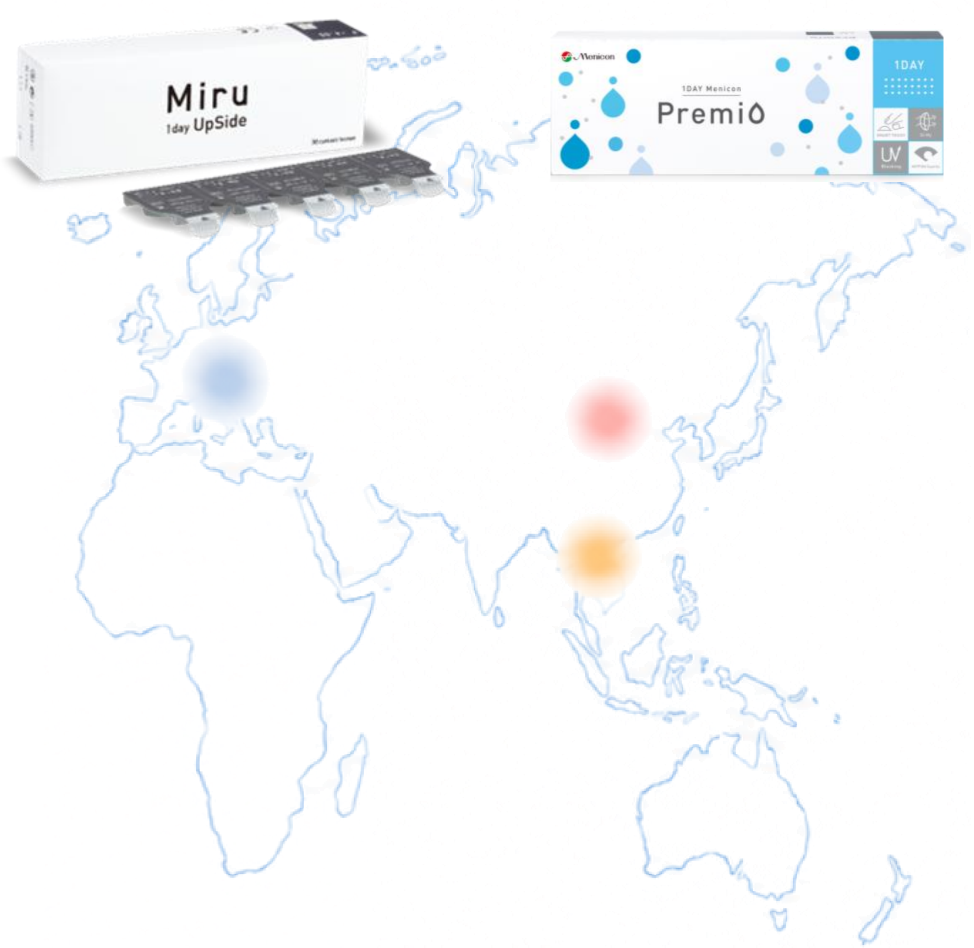
- Promote retail product sales
- Support customer acquisition strategies
- Improve customer convenience through digital technologies

Strengthen the sales foundation at Group-operated stores

- Expand of the store network through new store openings and M&A
- Implement of customer acquisition strategies
- Promote of MELS Plan membership utilizing social media

Strengthening Sales of 1-DAY Lens (Overseas)

1-DAY lens sales increase in Europe, China, and Southeast Asia.



[Europe]

Launch sales of 1-DAY lens to new accounts (Germany, Italy, and France)

[China]

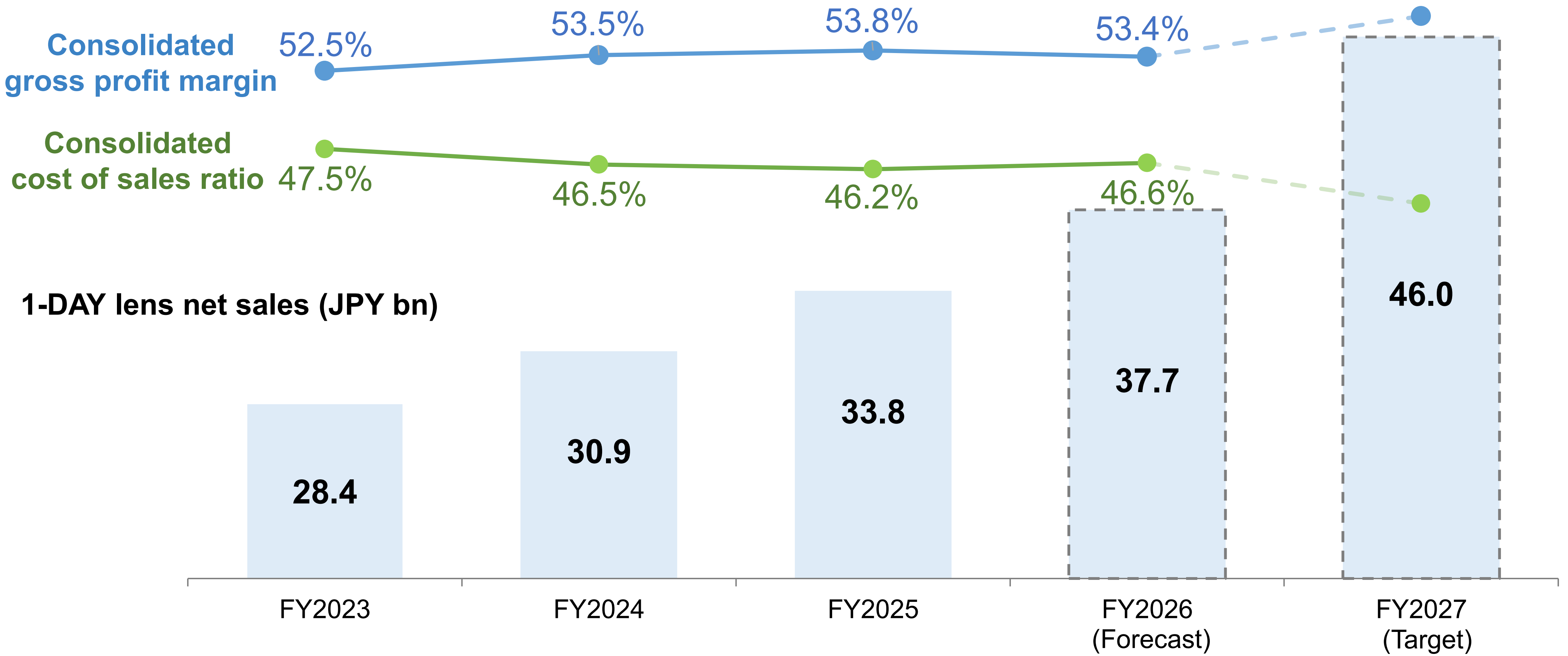
Expand the 1-DAY lens lineup on major e-commerce websites

[Southeast Asia]

Launch sales of 1-DAY lens in Vietnam by strengthening collaboration with agencies and retail stores

Toward Achieving Milestone 2027

Profitability is expected to improve through expanded 1-DAY lens sales, mainly overseas.



Reference Material

Competitive Advantage (Production Capacity and Product Strength)

Strengthen supply with a two-Plant system and establish a competitive advantage.

Malaysia Plant

Kakamigahara Plant

1DAY Menicon PremiO プレミオ

Product advantages

Product advantages (1)

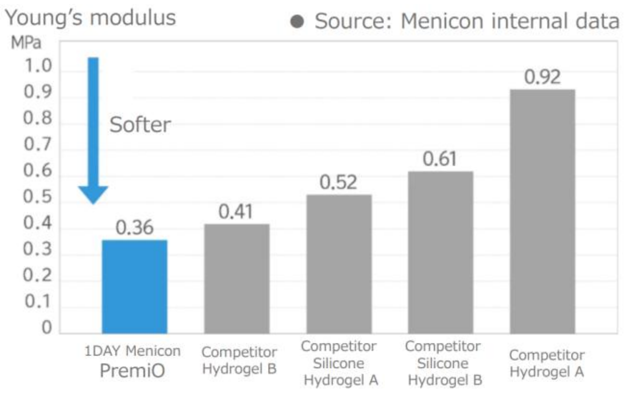
Superior wearing experience

Achieves a comfortable wearing experience due to flexibility similar to hydrogel lenses, while maintaining high oxygen permeability.

Comparison of Young's modulus*

A smaller Young's modulus figure indicates a softer material.

*Young's modulus is an indicator that expresses the "stiffness" of a material.

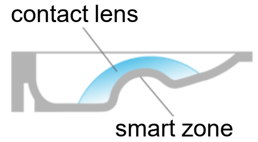


Product advantages (2)

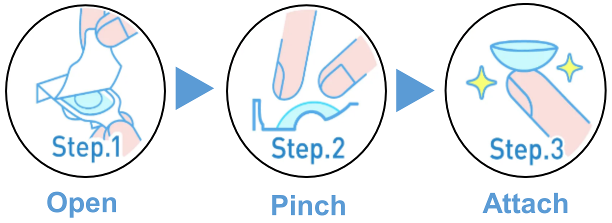
SMART TOUCH

Menicon's unique contact lens case promotes hygienic use.

The contact lens is stored in the case with its inside facing down.
There is no need to touch the inside of the lens, enabling the user to easily to wear the lens without needing to check the lens orientation, which also makes the process more hygienic.

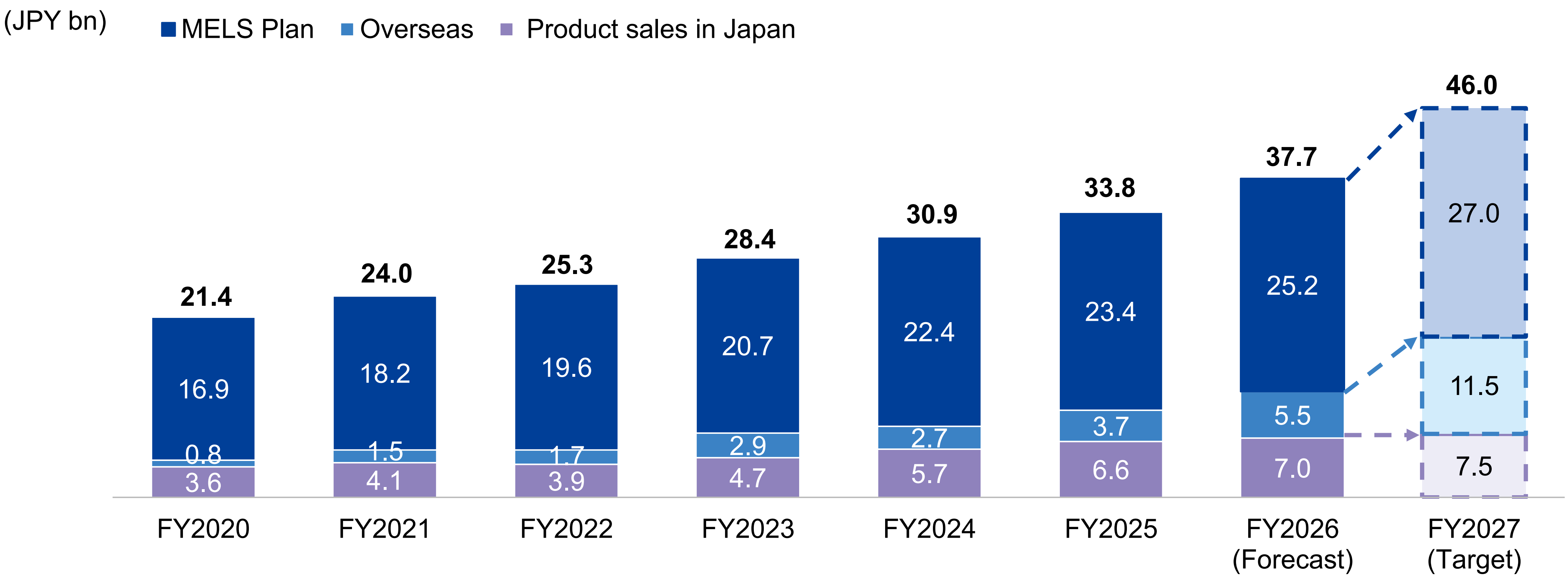


Only 3 steps to wear the lenses!



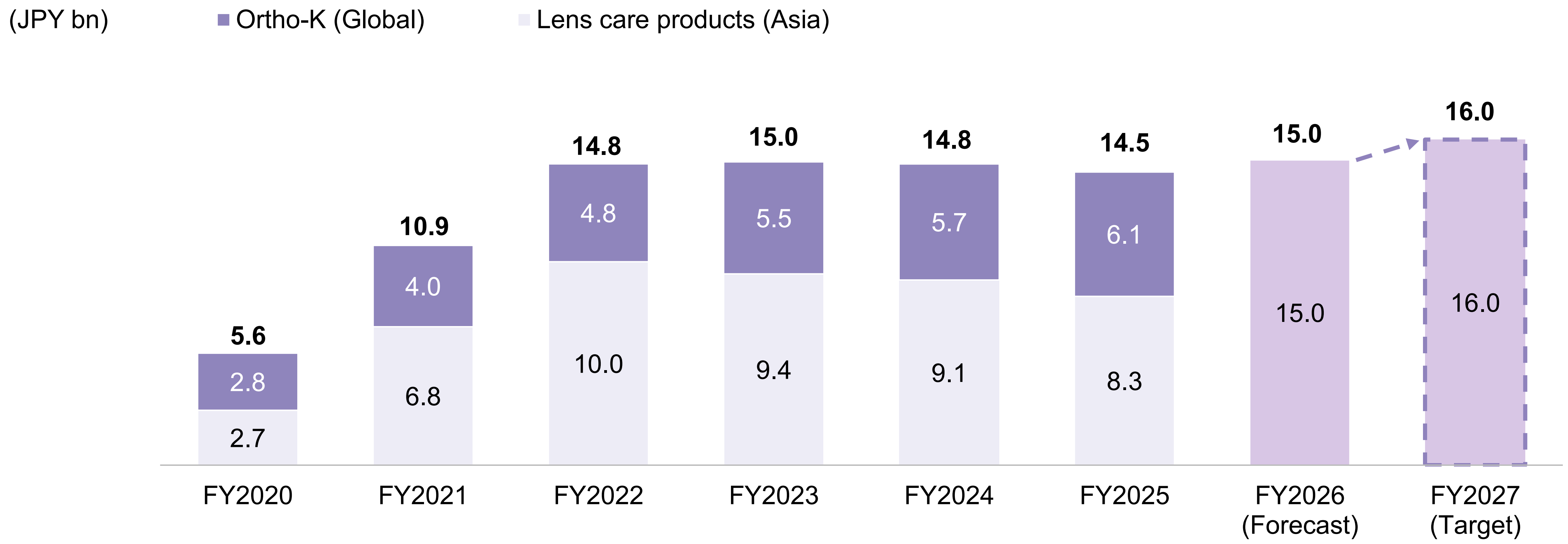
1-DAY Lens Net Sales Forecast (Breakdown of Net Sales)

With production capacity expansion, growth is expected in the MELS Plan (increase in 1-DAY lens members) and overseas (sales expansion mainly in Europe and North America)



Orthokeratology-related Sales Forecast (Breakdown of Sales)

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



Expanding Our Business Domains

Promote initiatives by positioning priority areas in Healthcare and Life Care.
Aim to create a second core business while focusing on capital efficiency.

Healthcare

[Priority area] Peptide business

Development of medical devices using self-assembling peptides. Promote medical applications by leveraging material design technologies cultivated through contact lens development.

Major customers

Medical institutions (ophthalmology)

Products offered

- **Seers (ophthalmic material for maintaining visibility during glaucoma surgery)**
  Launched in May 2026

- **Verte (bioabsorbable bone regeneration material)**
  Approval obtained in February 2026

Life Care

[Priority area] Green infrastructure business

An approach that utilizes the diverse functions of nature for urban planning, disaster prevention, and environmental conservation. As a new domain of the environmental biotechnology business, contribute to reducing the burden of green space management.

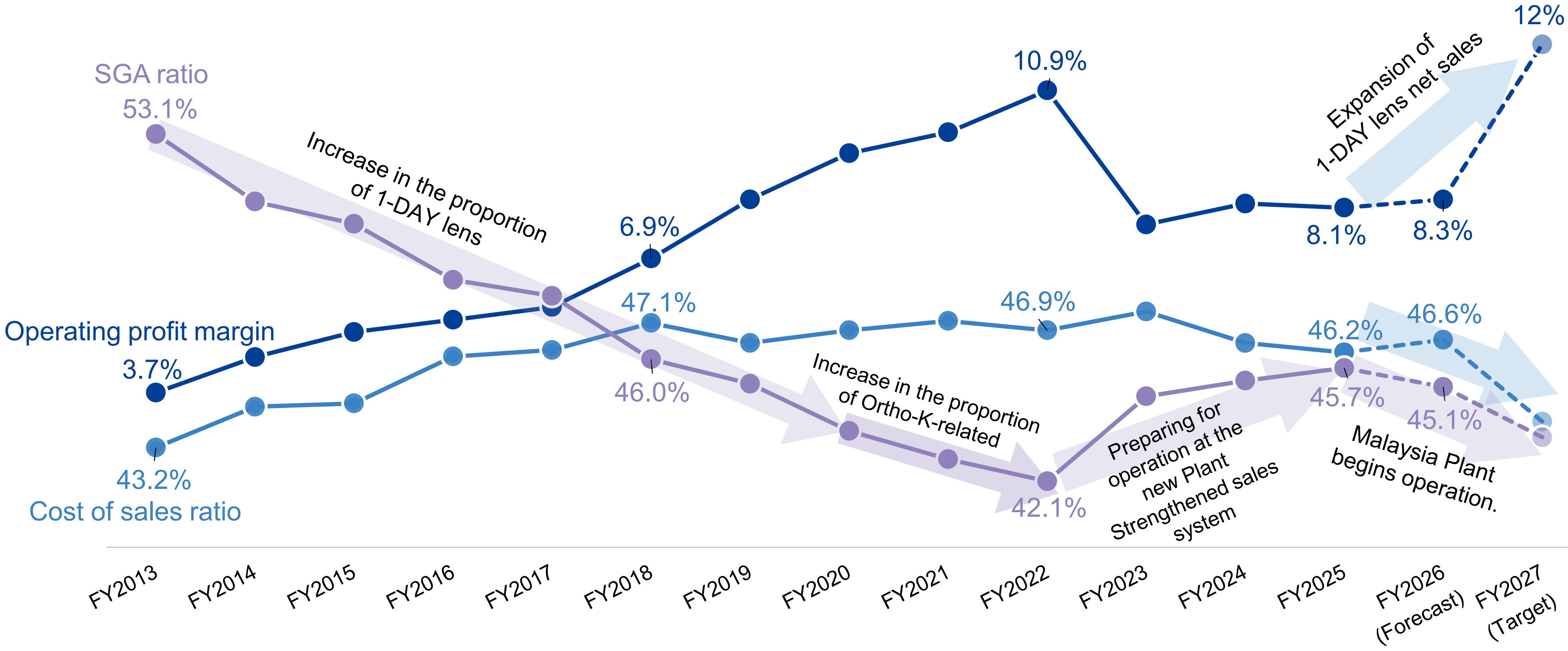
Major customers

Home improvement stores, golf courses, commercial facilities, and e-commerce sales

Products offered

- **Naruoturf (low-maintenance zoysia grass)**
  Launched in February 2025

Cost of Sales Ratio / SGA Ratio / Operating Profit Margin



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- The contents of this document have been prepared based on the generally recognized economic and social conditions as of August 7, 2026 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.

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- 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.

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