

# **Consolidated Financial Results for the Year Ended March 31, 2025**

**Securities Code : 7780**

Menicon Co., Ltd.

May 14, 2025

# Table of Contents

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- I Consolidated Financial Results Summary for FY2024
- II Consolidated Financial Results Forecast for FY2025
- III Medium-Term Management Plan (Update)
- IV Shareholder Return Policy and Dividend Forecast

# I . Consolidated Financial Results Summary for FY2024

# Consolidated Financial Results Summary for FY2024

(JPY mn)	FY2023	FY2024	YoY
<b>Net sales</b>	<b>116,192</b>	<b>121,491</b>	<b>+4.6%</b>
Cost of sales	55,181	56,411	+2.2%
(Cost of sales ratio)	47.5%	46.4%	(-1.1 pt)
<b>Gross profit</b>	<b>61,010</b>	<b>65,080</b>	<b>+6.7%</b>
SGA	52,058	55,028	+5.7%
(SGA ratio)	44.8%	45.3%	(+0.5 pt)
<b>Operating profit</b>	<b>8,951</b>	<b>10,051</b>	<b>+12.3%</b>
(Operating profit margin)	7.7%	8.3%	(+0.6 pt)
<b>EBITDA*</b>	<b>16,900</b>	<b>18,502</b>	<b>+9.5%</b>
(EBITDA margin)	14.5%	15.2%	(+0.7 pt)
<b>Ordinary profit</b>	<b>8,225</b>	<b>9,607</b>	<b>+16.8%</b>
<b>Profit attributable to owners of parent</b>	<b>4,538</b>	<b>5,621</b>	<b>+23.8%</b>

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

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

<https://www.menicon.com/corporate/ir/databook>



# Key Factors

1-DAY lens sales grew due to increased sales in Japan, while Ortho-K-related remained largely unchanged due to factors such as China's economic stagnation and the intensifying competitive environment.

Profit grew due to the effect of price revisions in Japan and streamlining activity expenses, even after investments for future growth.

**Net sales** JPY 121.4 bn **YoY** +4.6%

**Vision Care Business** **Net sales** JPY 112.3 bn **YoY** +5.1% (growth in local currency: +3.6%)

- ↑ 1-DAY lens: Increased the number of MELS Plan members/Increased sales in Japan, effect of revenue growth due to price revisions in Japan.
- ➡ Ortho-K-related: Remained largely unchanged due to factors such as the intensifying competitive environment in China.

**Healthcare and Life Care Business** **Net sales** JPY 9.1 bn **YoY** -1.5% (growth in local currency: -1.9%)

- ↑ Effect of price revisions in Japan, expanded sales channels in U.S.
- ↓ Downsized the Food business in China.

**Gross profit** JPY 65.0 bn **YoY** +6.7%

- ↑ Effect of revenue growth due to increasing 1-DAY lens sales, profitability improved due to price revisions in Japan.

**Operating profit** JPY 10.0 bn **YoY** +12.3%

- Strengthened investments for future growth (new plants, personnel reinforcement, and R&D).

**EBITDA** JPY 18.5 bn **YoY** +9.5%

- ↑ Profit grew due to the effect of price revisions in Japan and streamlining activity expenses.

**Profit attributable to owners of parent** JPY 5.6 bn **YoY** +23.8%

- JPY 1.6 bn gain on reversal of stock acquisition rights associated with convertible bond redemption.
- JPY 1.8 bn in extraordinary losses and other expenses associated with structural reforms.

# Breakdown of Net Sales

(JPY mn)	FY2023	FY2024	YoY
<b>Net sales</b>	<b>116,192</b>	<b>121,491</b>	<b>+4.6%</b>
<b>Vision Care</b>	<b>106,887</b>	<b>112,327</b>	<b>+5.1%</b>
<b>1-DAY lens</b>	<b>28,429</b>	<b>30,940</b>	<b>+8.8%</b>
Japan_MELS Plan* <sup>1</sup>	20,740	22,458	+8.3%
Japan_Product sales* <sup>2</sup>	4,711	5,740	+21.9%
Overseas	2,977	2,742	-7.9%
<b>Orthokeratology-related</b>	<b>15,001</b>	<b>14,889</b>	<b>-0.7%</b>
Ortho-K (Global)	5,537	5,748	+3.8%
Lens care products (Asia)	9,463	9,141	-3.4%
<b>Other Contact lenses and Lens care products</b>	<b>63,456</b>	<b>66,496</b>	<b>+4.8%</b>
MELS Plan* <sup>1</sup>	25,718	27,325	+6.2%
Contact lenses	27,405	28,458	+3.8%
Lens care products (Other than Asia)	10,332	10,713	+3.7%
<b>Healthcare and Life Care</b>	<b>9,304</b>	<b>9,163</b>	<b>-1.5%</b>

\*1 FY2024 MELS Plan net sales: JPY 49,783 mn (YoY +7.2%).

\*2 "Product sales" refers to contact lenses and lens care products.

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

<https://www.menicon.com/corporate/ir/databook>



# Consolidated Net Sales

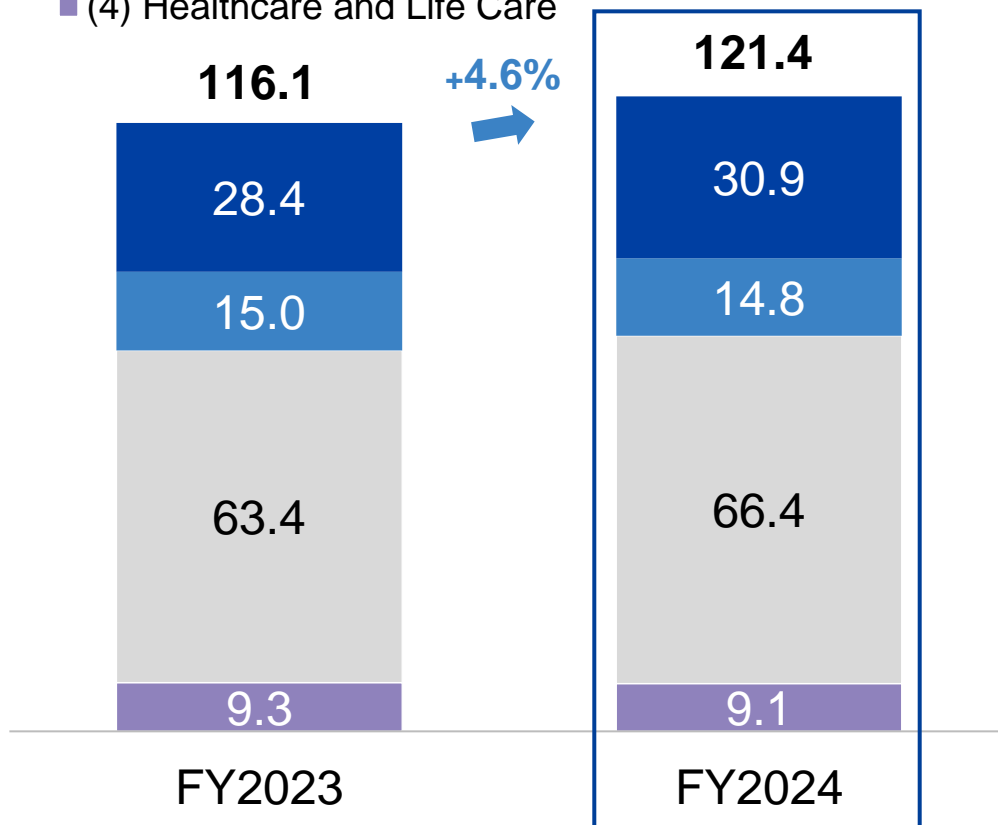
**Net sales grew due to the increased sales of 1-DAY lens in Japan and 1-MONTH lens in Europe, in addition to the effect of price revisions in Japan.**

(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 +**5.44** bn +**5.1**%)

**1 1-DAY lens** (YoY: JPY +**2.51** bn +**8.8**%)

- Increased 1-DAY lens sales mainly in Japan.
- Effect of price revisions in Japan.\* (JPY +**1.24** bn)

**2 Orthokeratology-related** (YoY: -**0.11** bn -**0.7**%)

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

**3 Other Contact lenses and Lens care products** (YoY: JPY +**3.04** bn +**4.8**%)

- Effect of price revisions in Japan.\* (JPY +**2.58** bn)
- Increased 1-MONTH lens sales in Europe.

**4 Healthcare and Life Care** (YoY: JPY -**0.14** bn -**1.5**%)

- Effect of price revisions in Japan and expanded sales channels in U.S.
- Downsized the Food business in China.

\* Total effect of price revisions in Japan: JPY +**3.83** bn

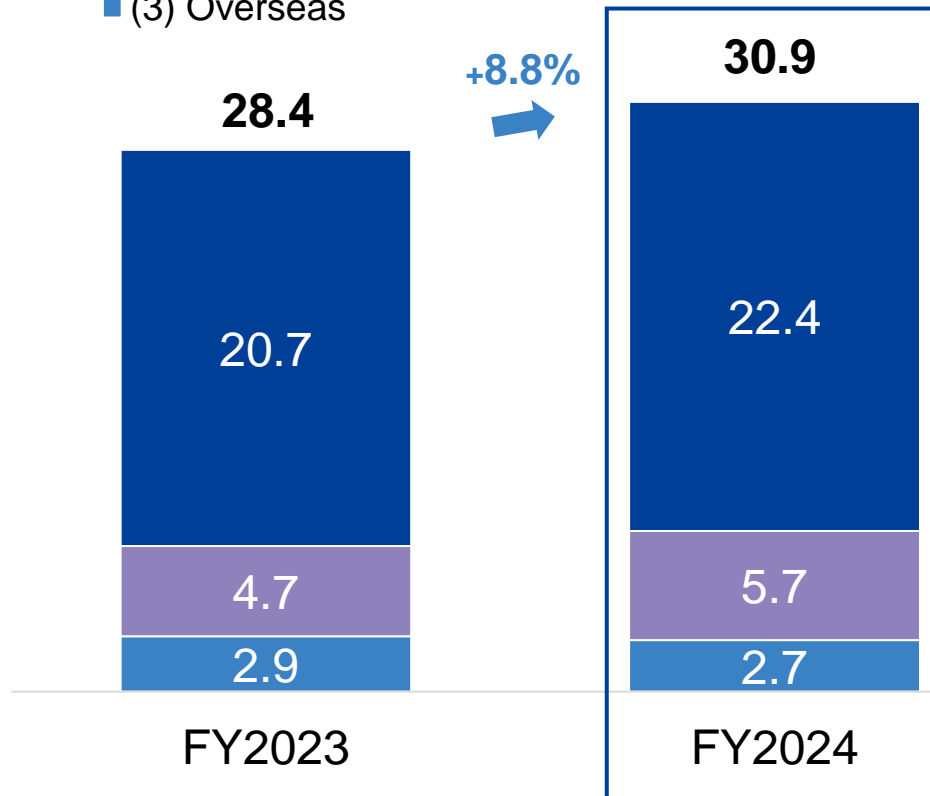
# 1-DAY Lens Net Sales (Breakdown of Sales)

Net sales grew due to increased number of 1-DAY lens users and increased sales in Japan, in addition to the effect of price revisions in Japan.

(JPY bn) ■ (1) Japan\_MELS Plan

■ (2) Japan\_Product sales

■ (3) Overseas



## 1 Japan\_MELS Plan (YoY: JPY +1.71 bn +8.3%)

- Increased the number of members by increasing supply.
- Effect of price revisions (JPY +1.12 bn)

## 2 Japan\_Product sales (YoY: JPY +1.02 bn +21.9%)

- Increased sales due to increased supply.
- Effect of price revisions (JPY +0.11 bn)

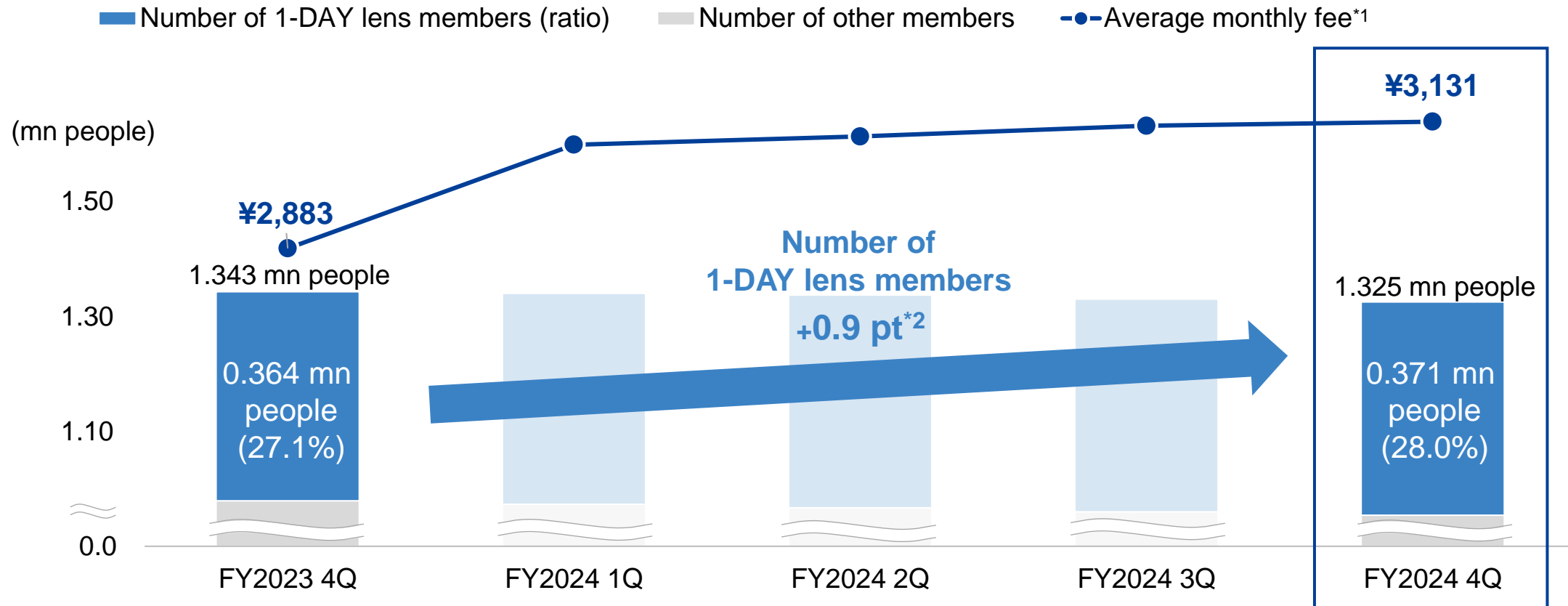
## 3 Overseas (YoY: JPY -0.23 bn -7.9%)

- Controlled sales volume due to supply shortages.
- Sales fell temporarily associated with the switchover to a new sales outlet in China.



# Total Number of MELS Plan Members

The average monthly fee increased due to a higher ratio of high-unit-price 1-DAY lens and bifocal types, as well as price revisions.



\*1 Average monthly fee = MELS Plan net sales ÷ Number of fiscal months ÷ MELS Plan members

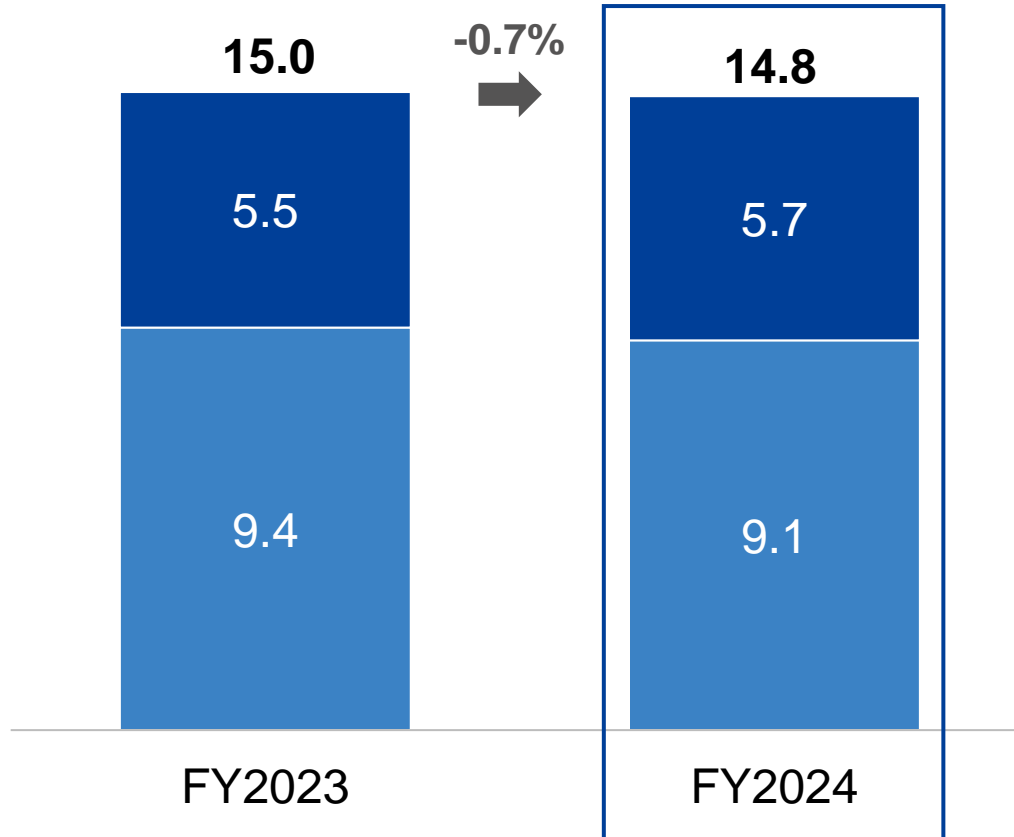
\*2 +1.1 pt when including Magic members of Miru First Contact Lenses.

# Orthokeratology-related Net Sales (Breakdown of Sales)

While sales increased in Japan, Singapore and Korea, Ortho-K-related remained largely unchanged due to factors such as China's economic stagnation and the intensifying competitive environment.

(JPY bn) ■ (1) Ortho-K (Global)

■ (2) Lens care products (Asia)



## 1 Ortho-K (Global) (YoY: JPY +0.21 bn +3.8%)

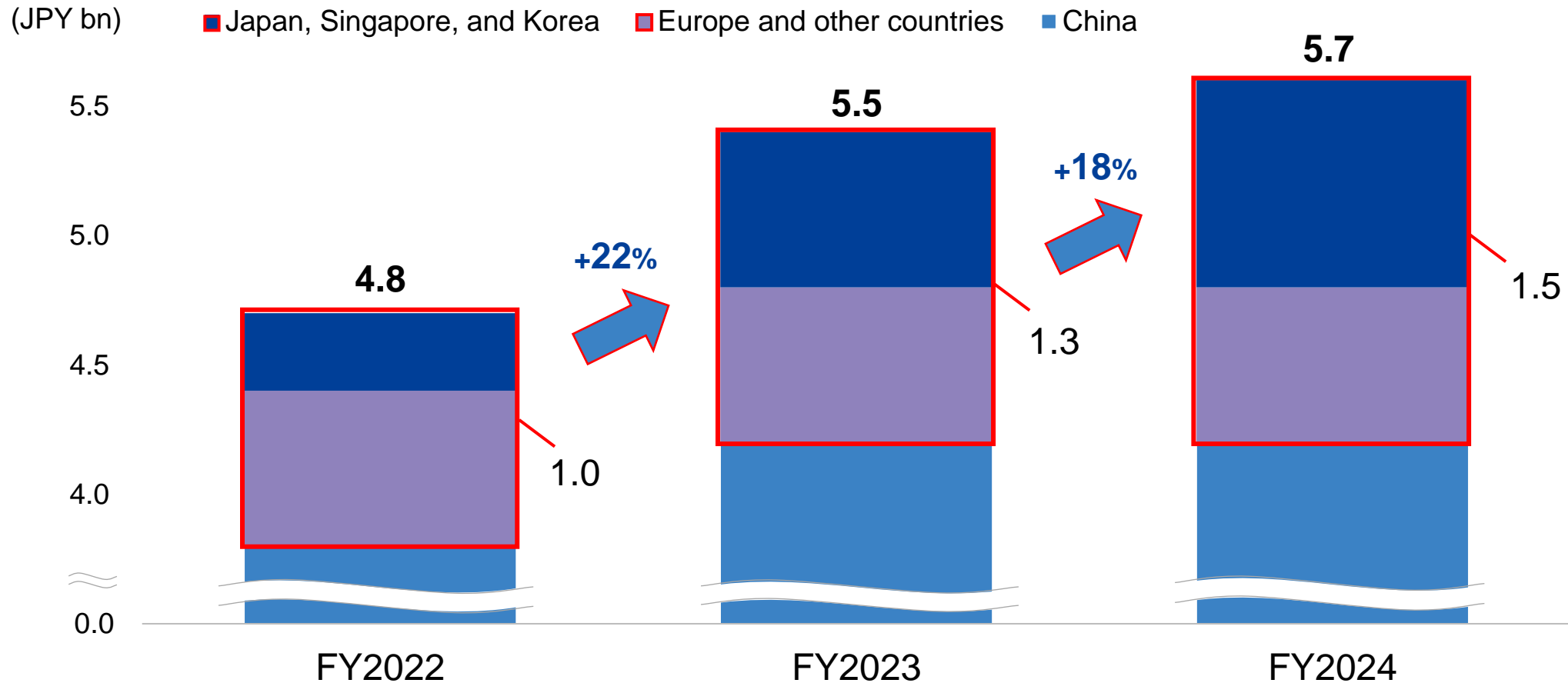
- Japan: Expanded the number of handling facilities. (JPY +0.12 bn)
- Singapore & South Korea: Increased sales. (JPY +0.06 bn)
- China: Sales fell due to factors such as the penetration of alternative products because of economic stagnation. (JPY -0.02 bn)

## 2 Lens care products (Asia) (YoY: JPY -0.32 bn -3.4%)

- China: Decreased sales price per unit due to the effect of economic stagnation and the prolonged intensifying competitive environment. (JPY -0.40 bn)

# Orthokeratology Lenses Net Sales

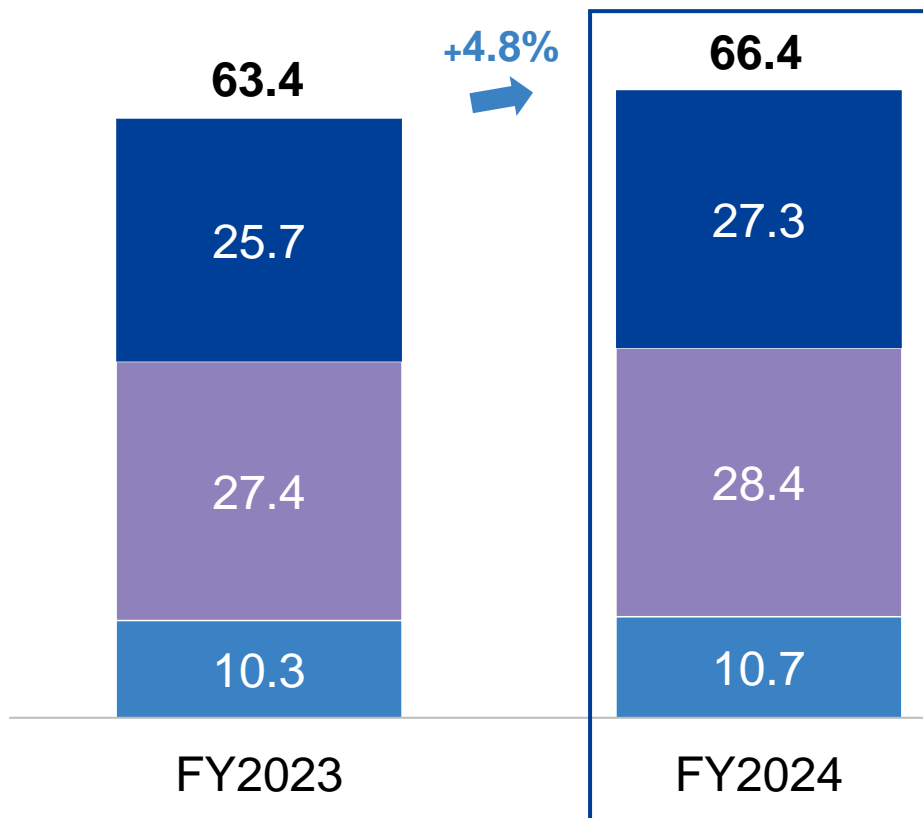
Net sales continue to grow significantly mostly in Japan, Singapore and Korea due to the increase in the number of handling facilities for our products and the expanding market.



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

**Net sales grew due to the increased sales of 1-MONTH lens in Europe, in addition to the effect of price revisions in Japan.**

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



## 1 MELS Plan (YoY: JPY +1.6 bn +6.2%)

- Grew due to the effect of price revisions. (JPY +2.27 bn) despite a decrease in the number of members.
- Increased the number of members for high-unit-price bifocal types.

## 2 Contact lenses (YoY: JPY +1.05 bn +3.8%)

- Japan: JPY +0.03 bn (JPY 19.8 bn → JPY 19.8 bn +0.2%)  
Effect of price revisions (JPY +0.3 bn)
- Overseas: JPY +1.01 bn (JPY 7.5 bn → JPY 8.5 bn +13.4%)  
Expanded 1-MONTH lens sales due to expansion of sales channels in Europe.

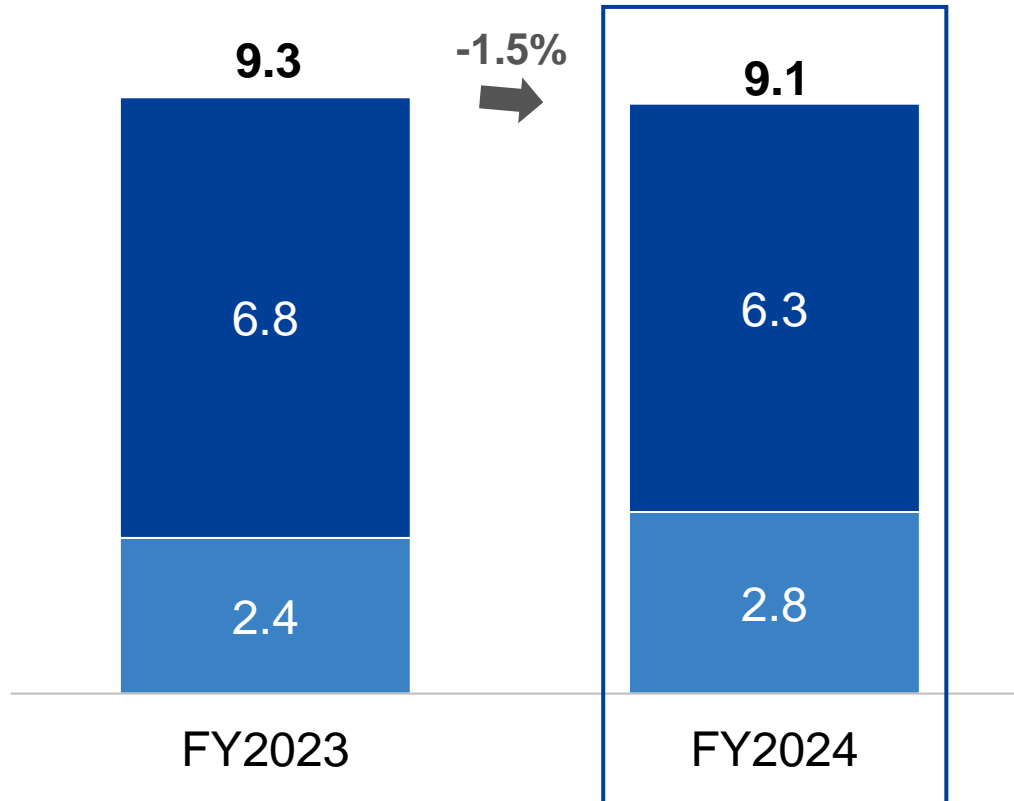
## 3 Lens care products (other than Asia) (YoY: JPY +0.38 bn +3.7%)

- Japan: JPY +0.28 bn (JPY 4.8 bn → JPY 5.1 bn +5.9%)  
Increased sales of high-unit-price products.
- Overseas: JPY +0.09 bn (JPY 5.5 bn → JPY 5.6 bn +1.7%)  
Expanded sales in North America.

# Healthcare and Life Care Net Sales

**Net sales were largely unchanged due to shrinking scale of the Food business in China, despite increased net sales in environment-related offerings, etc.**

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



**1 Food business** (YoY: JPY **-0.46** bn **-6.9%**)

- Japan: Grew due to the effect of price revisions, etc.
- U.S.: Expanded sales channels.
- China: Downsized the business of importing food from Japan.

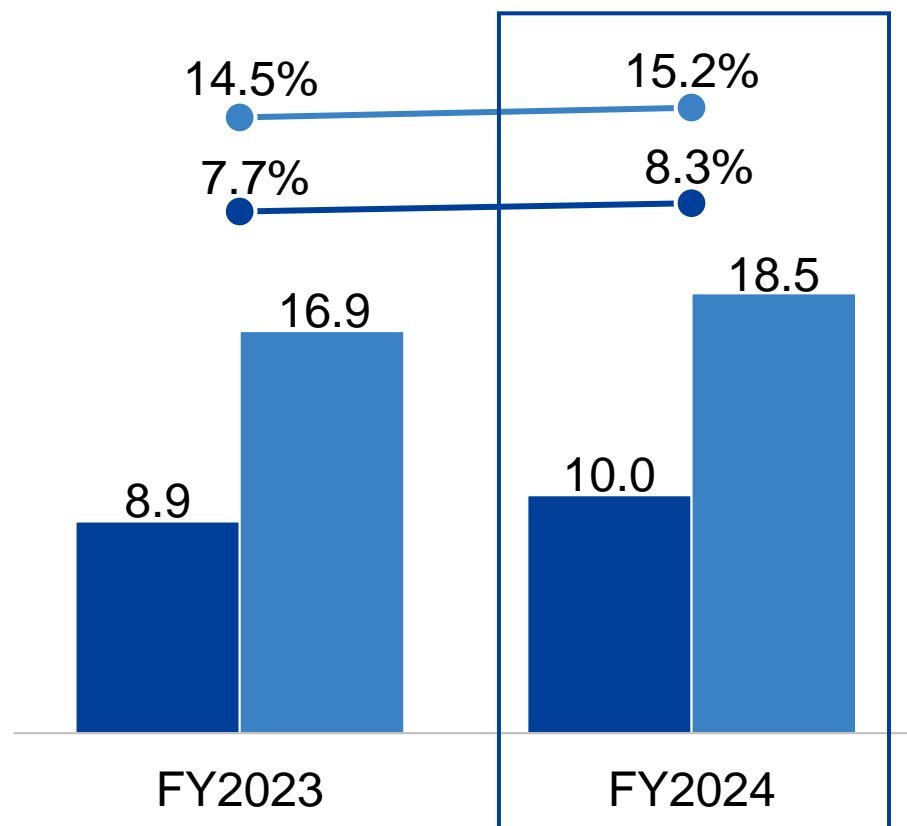
**2 Other** (YoY: JPY **+0.32** bn **+13.1%**)

- Increased net sales in Environment-related offerings and the Animal Medical Care Business, etc.

# Operating Profit and EBITDA

Profit increased due to the effect of price revisions in Japan and efficient advertising and sales promotion activities while investing for future growth.

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



**1 Operating profit** (YoY: JPY +**1.09** bn +**12.3%**)  
**Operating profit margin** (YoY: +**0.6** pt)

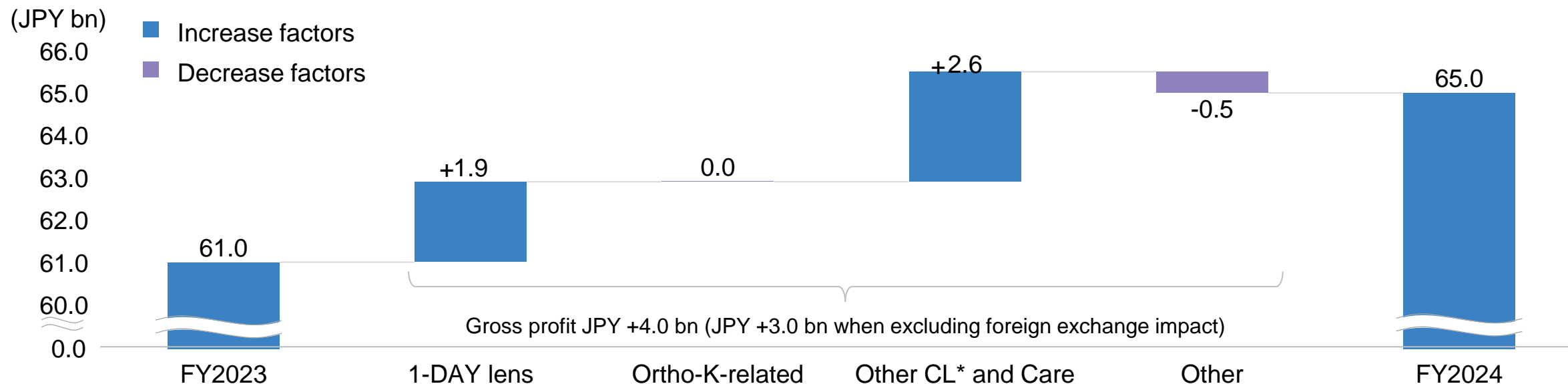
- Gross profit: JPY +**4.06** bn (JPY 61.0 bn → JPY **65.0** bn)  
 Grew due to increased sales for 1-DAY lens, etc., and the effect of price revisions in Japan.
- SGA: JPY +**2.96** bn (JPY 52.0 bn → JPY **55.0** bn)  
 Strengthened investment for growth (new plants, personnel reinforcement and R&D) while streamlining activity expenses.

**2 EBITDA** (YoY: JPY +**1.60** bn +**9.5%**)  
**EBITDA margin** (YoY: +**0.7** pt)

- Depreciation: JPY +**0.38** bn (JPY 7.55 bn → JPY **7.93** bn)  
 Increase due to 1-DAY lens investment, Malaysia factory building, etc.

# Analysis of Changes in Consolidated Gross Profit

**The Vision Care Business except for Ortho-K-related in China remained firm, which included increased sales of 1-DAY lens in Japan and 1-MONTH lens in Europe, etc.**



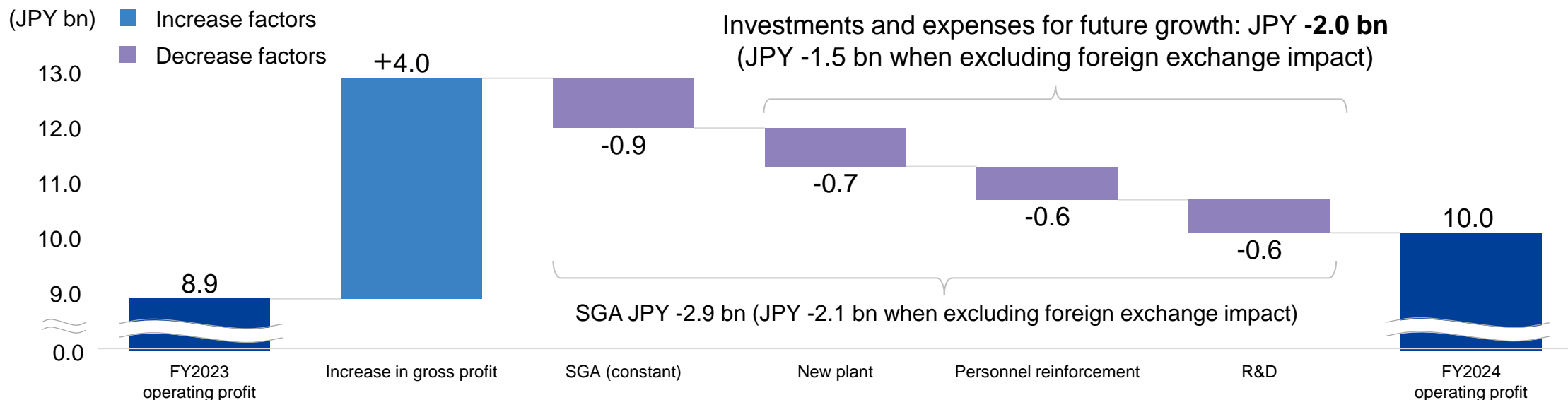
- Main reasons for increase/decrease \*Including foreign exchange impact

Items	
1-DAY lens	Increased the number of MELS Plan 1-DAY lens members, increased product sales and the effect of price revisions in Japan.
Ortho-K-related	Remained largely unchanged due to factors such as China's intensifying competitive environment while sales increased in Japan, Singapore and Korea.
Other CL* and Care	Increased 1-MONTH lens sales in Europe and the effect of price revisions in Japan.
Other	Factors such as the impact from lower sales of Healthcare and Life Care and higher cost of sales ratio in the Food business

\* Abbreviation for contact lenses

# Analysis of Changes in Operating Profit

**Profit increased due to efficient advertising and sales promotion activities while investing for future growth.**



## • Major breakdown of SGA expenses (constant)

\*Including foreign exchange impact

Items		Amount (JPY bn)
Office outsourcing fee	M&A related costs, costs of Distribution center in Europe, etc.	-0.3
Rent	Start of Global Logistics Center operation, etc.	-0.3

## • Major breakdown of investment for future growth

\*Including foreign exchange impact

Items		Amount (JPY bn)
New plant	Prepare for operation at the Malaysia plant, a new 1-DAY lens production site.	-0.7
Personnel reinforcement	Wage increases, personnel increases, etc. in Japan and overseas.	-0.6
R&D	Development and clinical trial costs for new products, increase in research personnel, etc.	-0.6



# Consolidated Balance Sheet Summary

(JPY mn)	March 31, 2024	March 31, 2025	Change
Cash and deposits	46,911	42,046	-4,865
Notes and accounts receivable - trade	13,340	13,641	+ 300
Inventories	18,803	21,218	+ 2,415
Other	6,716	5,762	-953
Current assets	85,771	82,669	-3,102
Property, plant and equipment	75,508	83,064	+ 7,556
Intangible assets	11,668	15,287	+3,618
Investments and other assets	6,863	6,261	-601
Non-current assets	94,040	104,613	+ 10,572
<b>Total assets</b>	<b>179,812</b>	<b>187,282</b>	<b>+ 7,470</b>

Capital investment for 1-DAY lens plants, etc.

(JPY mn)	March 31, 2024	March 31, 2025	Change
Notes and accounts payable - trade	6,181	6,419	+238
Short-term interest - bearing debt	26,217	3,234	-22,983
Accounts payable - other	7,338	7,381	+42
Other	10,316	9,457	-858
Current liabilities	50,053	26,492	-23,561
Long-term interest - bearing debt	44,580	71,857	+ 27,276
Other	3,372	2,778	-594
Non-current liabilities	47,953	74,635	+26,682
<b>Total liabilities</b>	<b>98,007</b>	<b>101,127</b>	<b>+3,120</b>
<b>Total net assets</b>	<b>81,804</b>	<b>86,154</b>	<b>+4,349</b>

Redemption of convertible bonds, etc.

Issuance of straight bonds and syndicated loans, etc.

Equity ratio	45.5%
Net D/E ratio	0.4

March 31, 2025

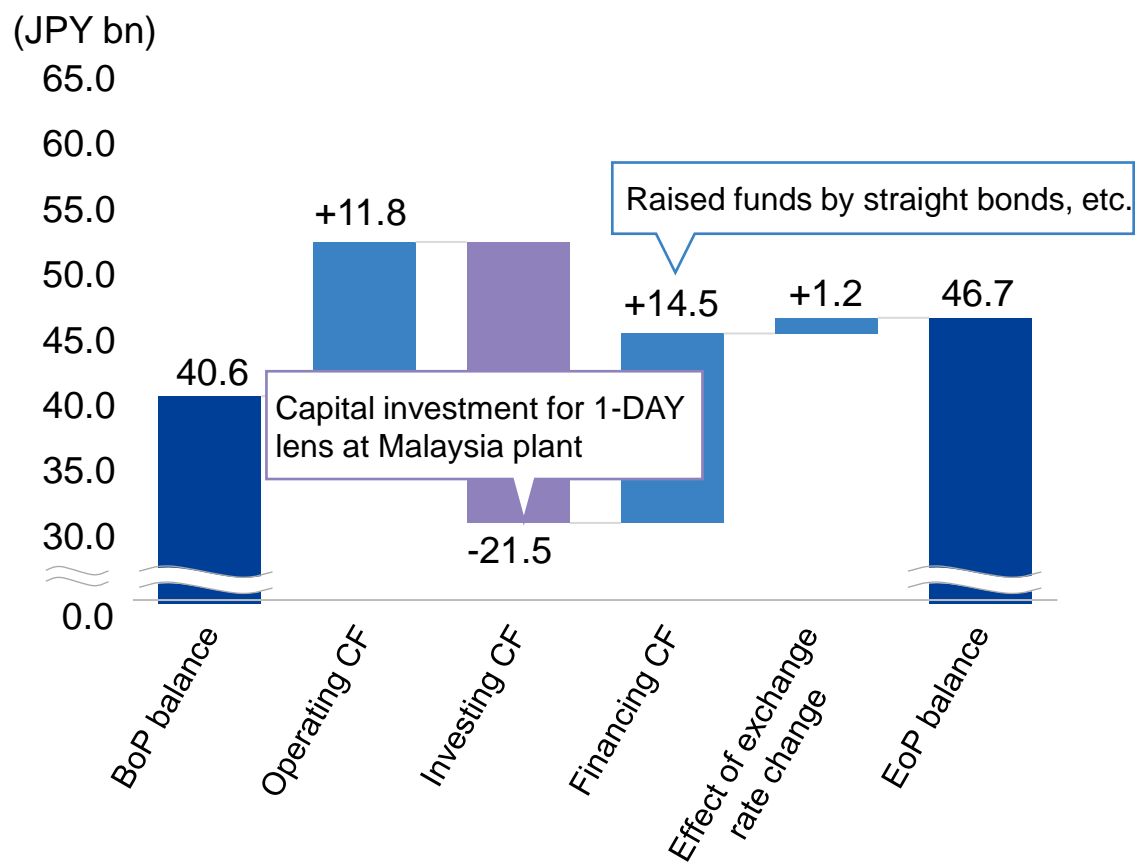
Cash and deposit balance	42,046
Interest-bearing debt	75,091

To be used mainly for capital investment funds for 1-DAY lens plants.

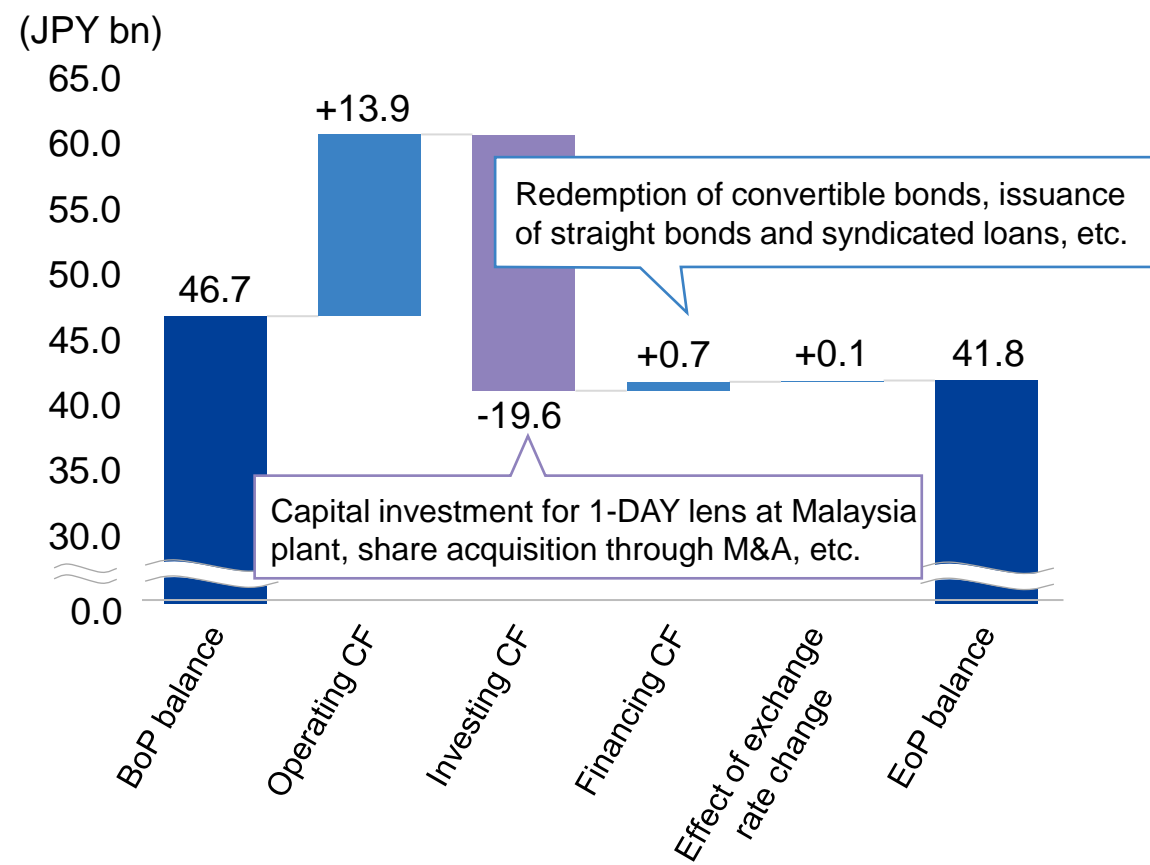


# Consolidated Cash Flow Comparison

FY2023



FY2024



## Ⅱ . Consolidated Financial Results Forecast for FY2025

# Financial Results Forecast

(JPY mn)	FY2024	FY2025 Forecast	YoY
<b>Net sales</b>	<b>121,491</b>	<b>125,000</b>	<b>+2.9%</b>
Cost of sales	56,411	58,900	+4.4%
(Cost of sales ratio)	46.4%	47.1%	(+0.7 pt)
<b>Gross profit</b>	<b>65,080</b>	<b>66,100</b>	<b>+1.6%</b>
SGA	55,028	55,900	+1.6%
(SGA ratio)	45.3%	44.7%	(-0.6 pt)
<b>Operating profit</b>	<b>10,051</b>	<b>10,200</b>	<b>+1.5%</b>
(Operating profit margin)	8.3%	8.2%	(-0.1 pt)
<b>EBITDA</b>	<b>18,502</b>	<b>19,200</b>	<b>+3.8%</b>
(EBITDA margin)	15.2%	15.4%	(+0.2 pt)
<b>Ordinary profit</b>	<b>9,607</b>	<b>9,500</b>	<b>-1.1%</b>
<b>Profit attributable to owners of parent</b>	<b>5,621</b>	<b>5,800</b>	<b>+3.2%</b>

(Reference) When excluding foreign exchange impact, net sales are expected to increase by 4.4%.

\* Prevailing exchange rates in FY2024

EUR: JPY 163.7, USD: JPY 152.6, CNY: JPY 21.1

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

# Breakdown of Net Sales

(JPY mn)	FY2024	FY2025 Forecast	YoY	YoY (No foreign exchange impact)
<b>Net sales</b>	<b>121,491</b>	<b>125,000</b>	<b>+2.9%</b>	<b>+4.4%</b>
<b>Vision Care</b>	<b>112,327</b>	<b>116,100</b>	<b>+3.4%</b>	<b>+4.9%</b>
<b>1-DAY lens</b>	<b>30,940</b>	<b>34,700</b>	<b>+12.1%</b>	<b>+12.6%</b>
Japan_MELS Plan	22,458	23,300	+3.7%	-
Japan_Product sales	5,740	7,000	+21.9%	-
Overseas	2,742	4,400	+60.5%	+65.3%
<b>Orthokeratology-related</b>	<b>14,889</b>	<b>12,500</b>	<b>-16.0%</b>	<b>-8.1%</b>
<b>Other Contact lenses and Lens care products</b>	<b>66,496</b>	<b>68,900</b>	<b>+3.6%</b>	<b>+4.3%</b>
<b>Healthcare and Life Care</b>	<b>9,163</b>	<b>8,900</b>	<b>-2.9%</b>	<b>-1.7%</b>

(Reference)

<b>1-DAY lens + Other Contact lenses and Lens care products</b>	<b>97,437</b>	<b>103,600</b>	<b>+6.3%</b>	<b>+6.9%</b>
<b>MELS Plan</b>	<b>49,783</b>	<b>51,100</b>	<b>+2.4%</b>	<b>-</b>

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

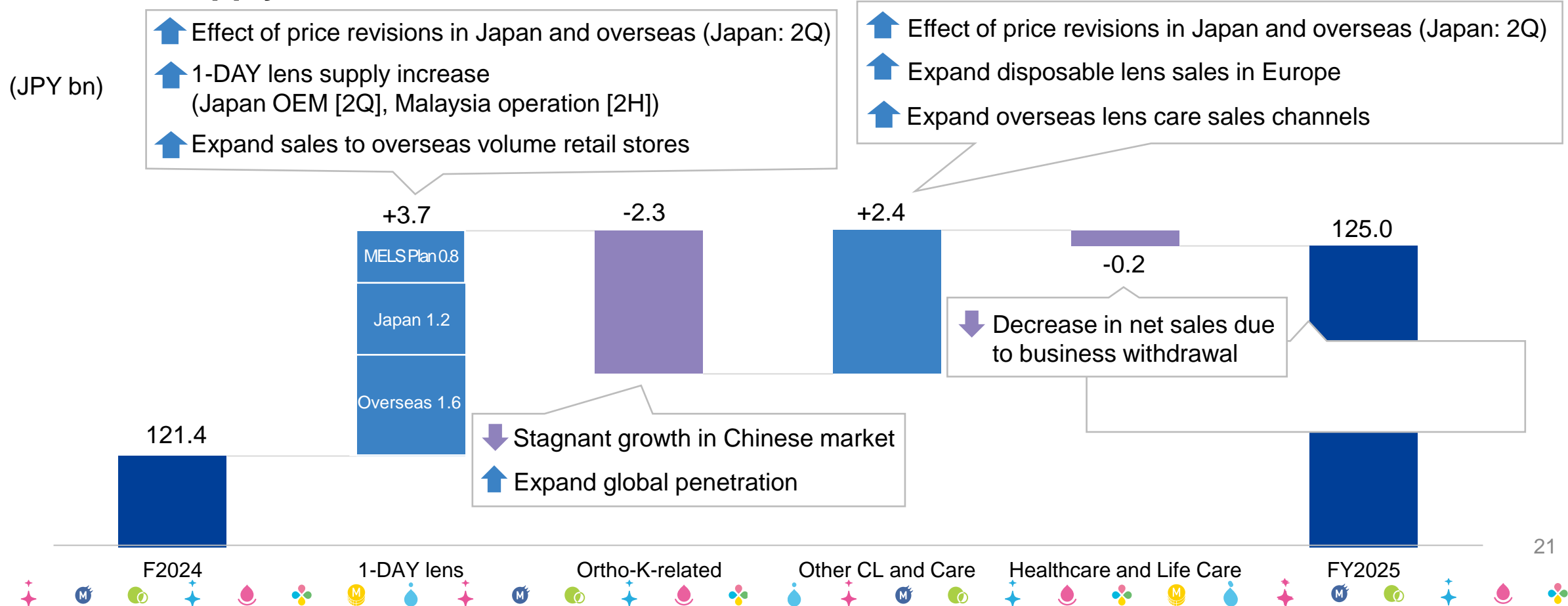
Assumed prevailing exchange rates for FY2025 (forecast)    EUR: JPY 161.2, USD: JPY 142.6, CNY: JPY 19.0



# Net Sales Outlook for FY2025

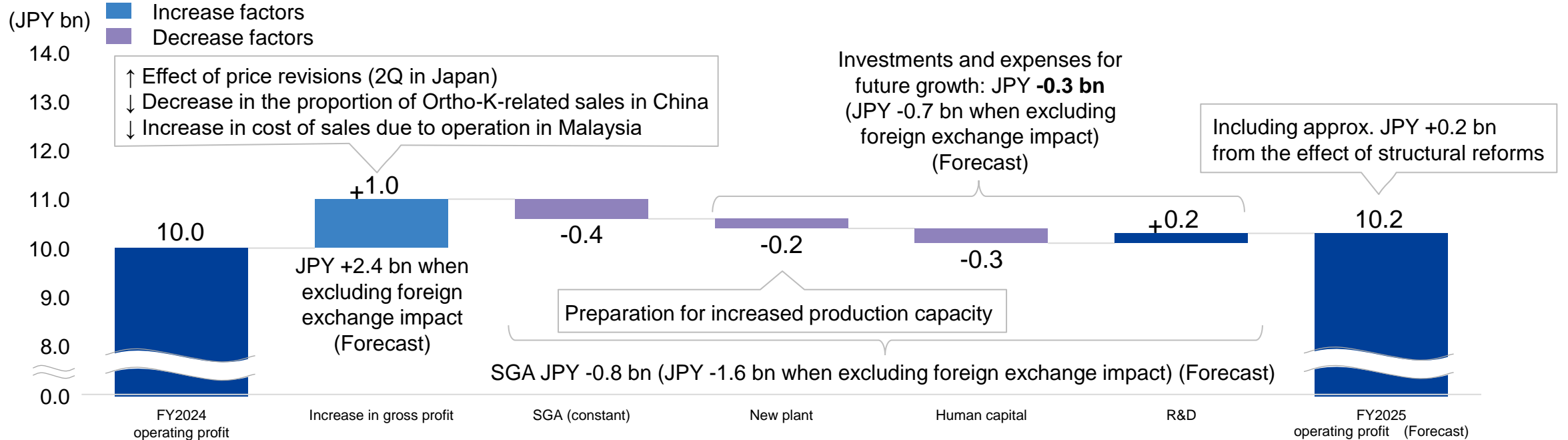
**Net sales outlook takes into account foreign exchange impact (estimated at approx. JPY -1.9 bn) and economic stagnation in China.**

**It is expected to increase net sales due to the effect of price revisions in Japan and increase in 1-DAY lens supply volume from 2Q and thereafter.**



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

**Despite upfront expenses in the first half, profits expected to grow from the second half due to expanded sales.**



- Investments and expenses for future growth, etc.

Items		Amount (JPY bn)
New plant	Prepare for operation at the Malaysia plant, a new 1-DAY lens production site.	-0.2
Human capital	Investing in personnel, such as through wage increases	-0.3
R&D	Increase the number of countries where our products are sold and develop new products	+0.2

### III. Medium-term Management Plan (Update)

- Milestone 2027 (no changes)
- Growth strategy targets (changes)
- Measures to improve PBR  
(Improvement of return on capital through structural reforms)

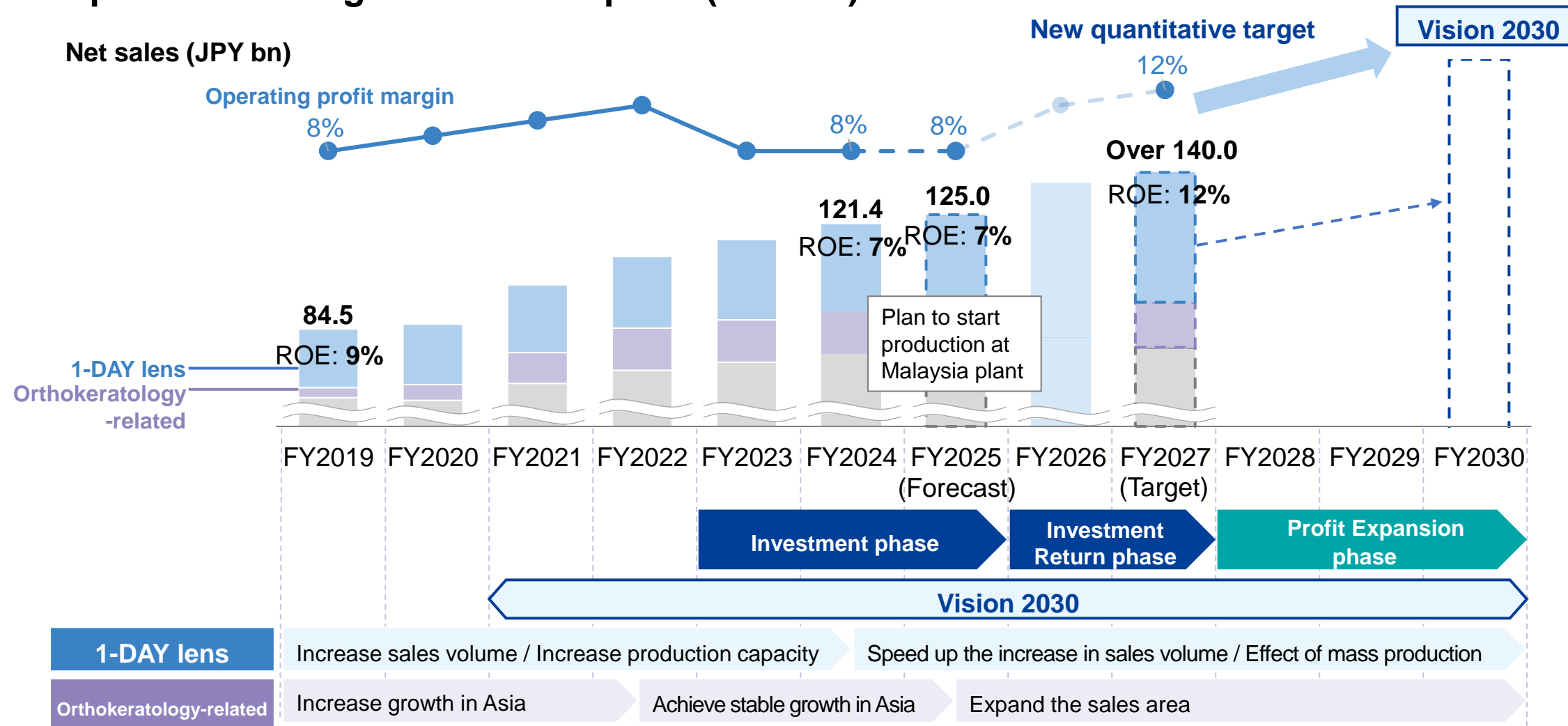
The Medium-term Management Plan is available on the following page.

<https://www.menicon.com/corporate/ir/mid-term-management-plan>



# Progress in Milestone 2027 (No Changes)

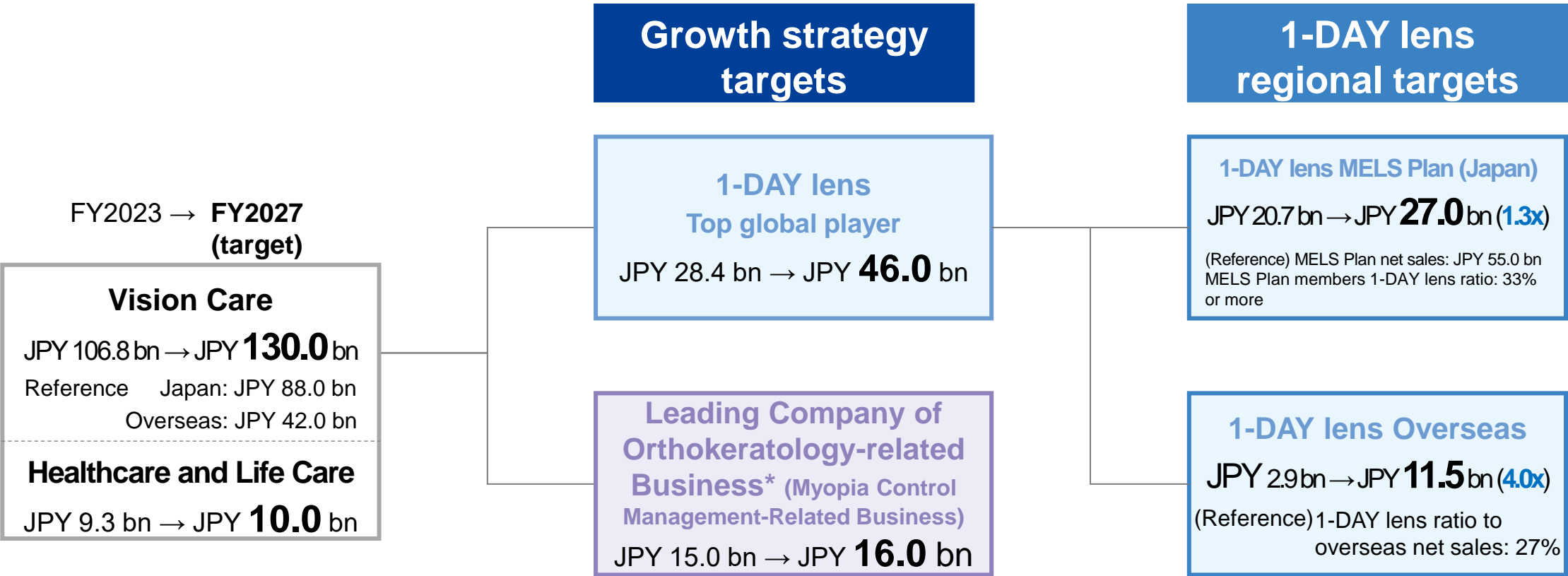
Set quantitative targets at the midpoint (FY2027) of Vision 2030.



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



We expect to achieve our targets by implementing growth strategies.



\* Total of Orthokeratology lenses (Global) and Lens care products (Asia)



# Sales Strategy

In the investment phase, sales volume in Japan will be boosted by strengthening the supply chain, and sales expansion will be accelerated toward the investment return phase, mainly in Europe and North America.

## Japan ↗

2Q: Planned start of sales

Products	<ul style="list-style-type: none"> <li>Investment phase: <b>Introduce OEM products to secure volume of</b> silicone 1-DAY lens, which are in tight supply.</li> <li>Investment return phase: Distribute increased silicone 1-DAY lens production.</li> </ul>
Sales	<ul style="list-style-type: none"> <li>Promote MELS Plan in around 1,600 stores.</li> <li>Use around 170 group stores.</li> <li><b>Implement price revisions in line with balance of supply and demand.</b></li> </ul>
Target	<ul style="list-style-type: none"> <li>Stable growth as a core business.</li> </ul>

2Q: Planned MELS Plan revisions and product sales revisions

## China ↗

1Q: Planned start of sales

Products	<ul style="list-style-type: none"> <li>Investment phase: Launch of environmentally friendly 1-DAY lens products.</li> <li>Investment return phase: Distribute increased silicone 1-DAY lens production.</li> </ul>
Sales	<ul style="list-style-type: none"> <li>Partner with specialized e-commerce channel agencies to nurture our own brands &amp; expand sales.</li> </ul>
Target	<ul style="list-style-type: none"> <li>Build up own brands and expand sales in high-growth markets.</li> </ul>

## Europe & North America ↗

2H: Planned Malaysia operation

Products	<ul style="list-style-type: none"> <li>Investment phase: <b>Priority allocation of increased silicone 1-DAY lens production</b>, proactively sell environmentally friendly 1-DAY lens.</li> <li>Investment return phase: Increase supply of silicone 1-DAY lens from increased production.</li> </ul>
Sales	<ul style="list-style-type: none"> <li>Begin business with major volume retailer chains in their respective areas.</li> <li>Expand sales areas among existing business partners.</li> </ul>
Target	<ul style="list-style-type: none"> <li>With the potential to expand market share, we will start supplying silicone 1-DAY lens as soon as possible in order to scale sales during the investment return phase.</li> </ul>

1Q: Planned start of sales in northern Europe

\* Including the development of new sales channels through M&A

Countries with product exhibits: Around **60**



# 1-DAY Lens Production System Reinforcement

**Strengthen production systems for 1-DAY lens, in anticipation of increases in medium- to long-term demand.**

## 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.  
Plan to expand up to production line No. 5 by 2H of FY2026.  
Plan to expand up to production line No. 8 by 2H of FY2027.



## Environmentally-friendly/non-silicone materials



### Singapore Plant

Products: Magic  
Sales area: Global

2H of FY2025: Plan to operate  
production lines No. 9 to 10.



# Orthokeratology-related Sales Strategy

**Orthokeratology lenses (Global): Promote sales with multiple products in multiple countries.**  
**Lens care products (Asia): Sell as a set with orthokeratology lenses.**

## Europe/North America

### (Orthokeratology lenses) ➡

- ⇒ **Build popularity by growing awareness and training prescription professionals.**
- Grow awareness through academic activities.
- ⇒ **Expand market share by simplifying prescriptions.**
- Improve prescription support with software development.

## China (Orthokeratology lenses) ➡

- ⇒ **Expand market share by attracting new prescription professionals and user segments.**
- Product offerings tailored to the level of the prescription professional (highly customizable/**convenient prescription**)
- Offer products tailored to customers' purchasing power. (High/**middle price ranges**)

## China (Lens care products) ➡

- ⇒ **Maintain volume by capturing new user segments.**
- Expand sales by taking advantage of product features. (made in Japan/strong cleaning and disinfection benefits)
- Offer products tailored to customers' purchasing power. (High/**middle price ranges**)

2Q Planned start of sales

## Asia excluding China (Orthokeratology lenses) ⬆

- ⇒ **Build popularity by growing awareness and increasing number of prescription professionals.**
- Conduct awareness raising activities with KOL.
- Establish prescription professional training center.
- ⇒ **Expand market share through product strength and sales channel expansion.**
- Differentiate with made in Japan/highly customizable products.
- Expand distribution channels. (utilize of own Group/develop new channels)

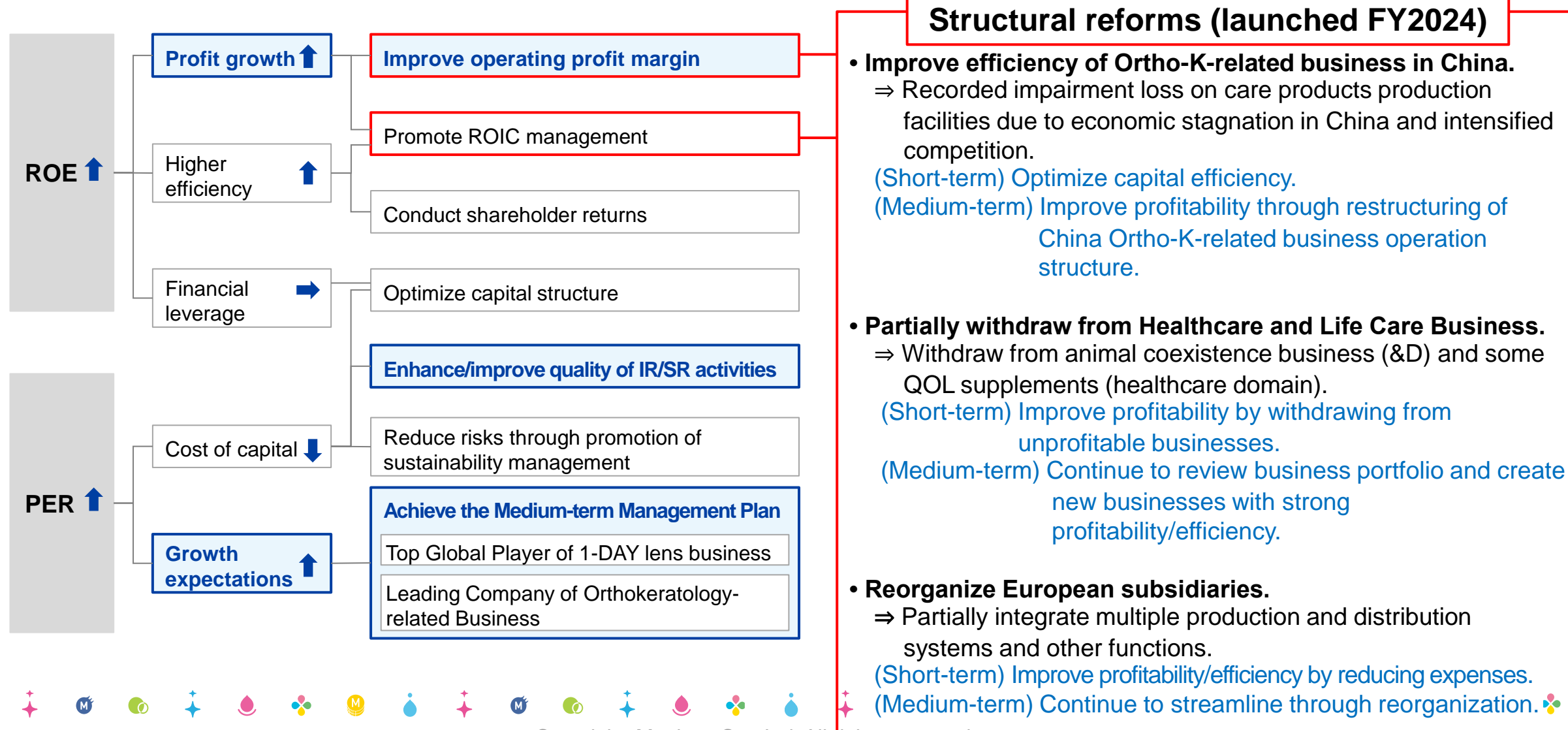
## Asia excluding China (Lens care products) ⬆

- ⇒ **Expand sales with Ortho-K lenses.**
- Sell as a set with orthokeratology lenses.

Countries with product exhibits: Around **35**

# Measures to Improve PBR

Promote improvement of return on capital through structural reforms.



## IV. Shareholder Return Policy and Dividend Forecast

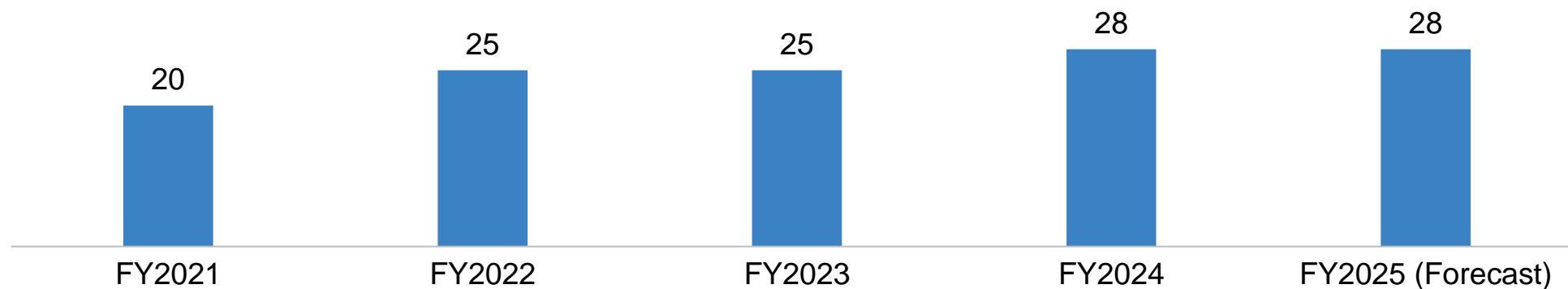
# Shareholder Return Policy and Dividend Forecast

**Dividends:** In accordance with the dividend policy (payout ratio of around 30% and stable dividend), JPY 28/share is forecast for FY2025.

**Share buyback:** Will flexibly consider depending on stock price levels, etc.

(JPY)

Dividends per share



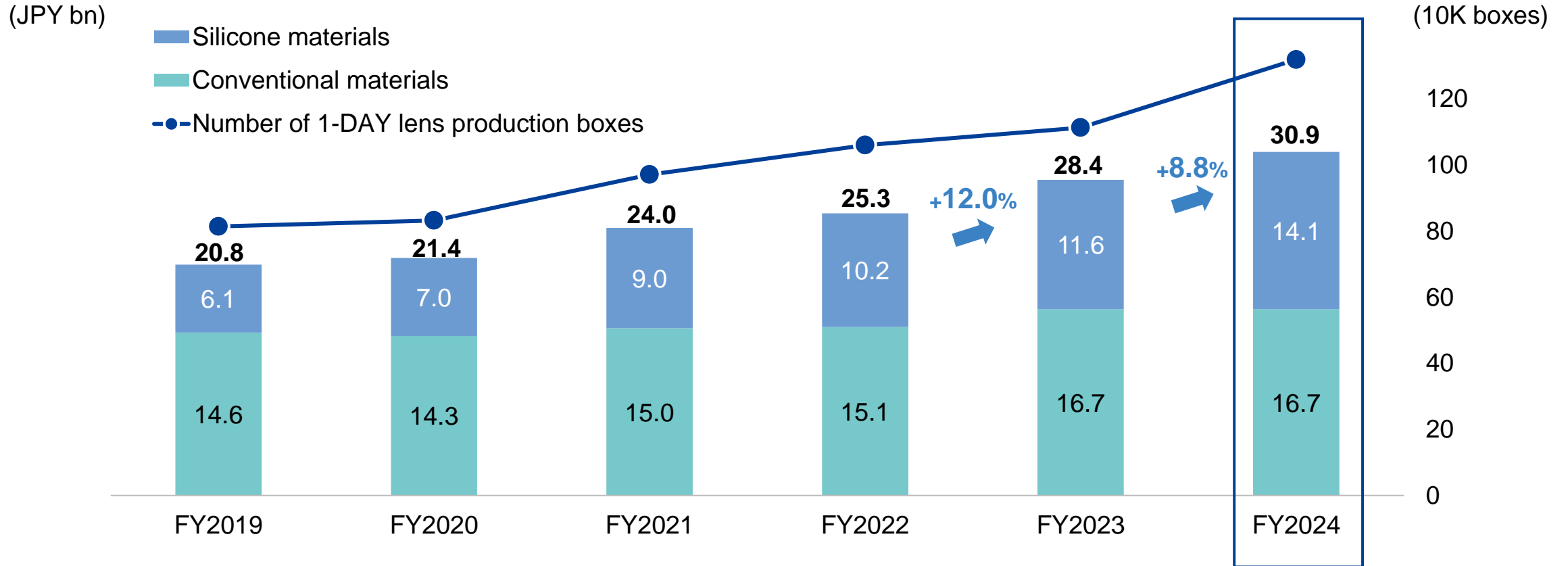
	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Total dividend amount	JPY 1.5 bn	JPY 1.9 bn	JPY 1.9 bn	JPY 2.1 bn	JPY 2.1 bn
Dividend payout ratio	23%	26%	42%	38%	37%



# Reference Material

# 1-DAY Lens Sales Trends

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

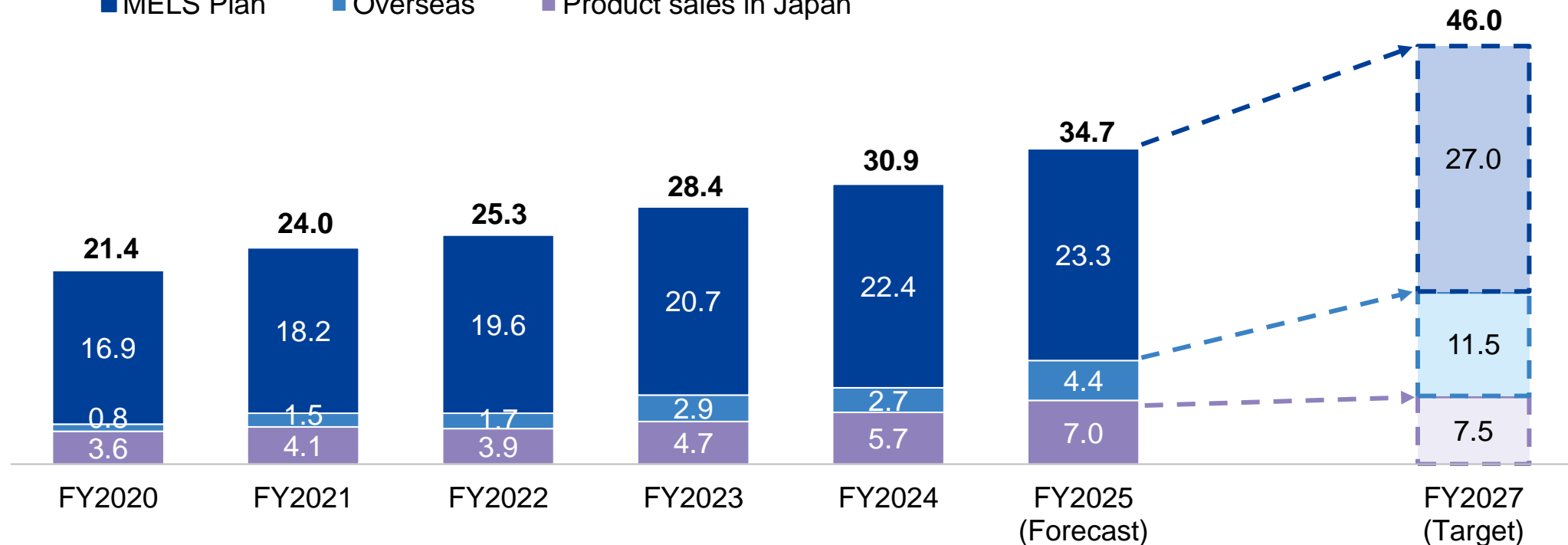


\* 1-DAY lens net sales: Includes products supplied by other companies on an OEM basis.

# 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.

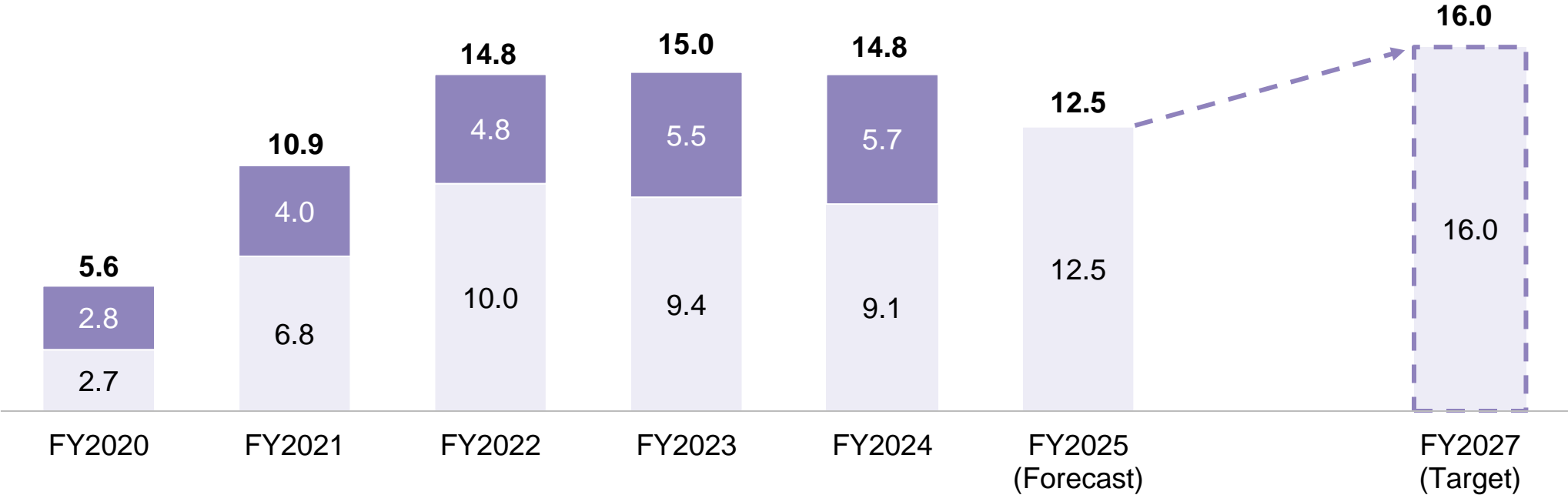
(JPY bn)      ■ MELS Plan    ■ Overseas    ■ Product sales in Japan



# Orthokeratology-related Sales Forecast (Breakdown of Sales)

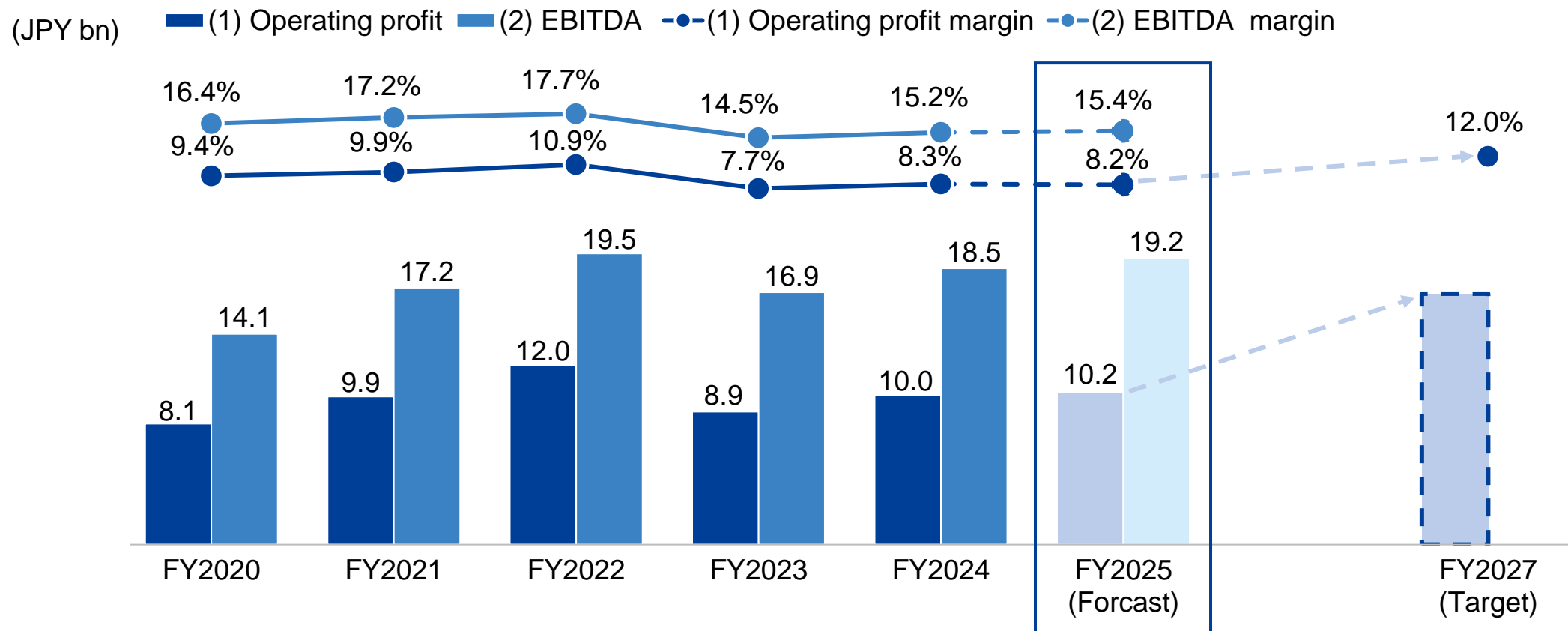
**Sales decline due to stagnant growth in the Chinese market, but growth is expected in other regions.**

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

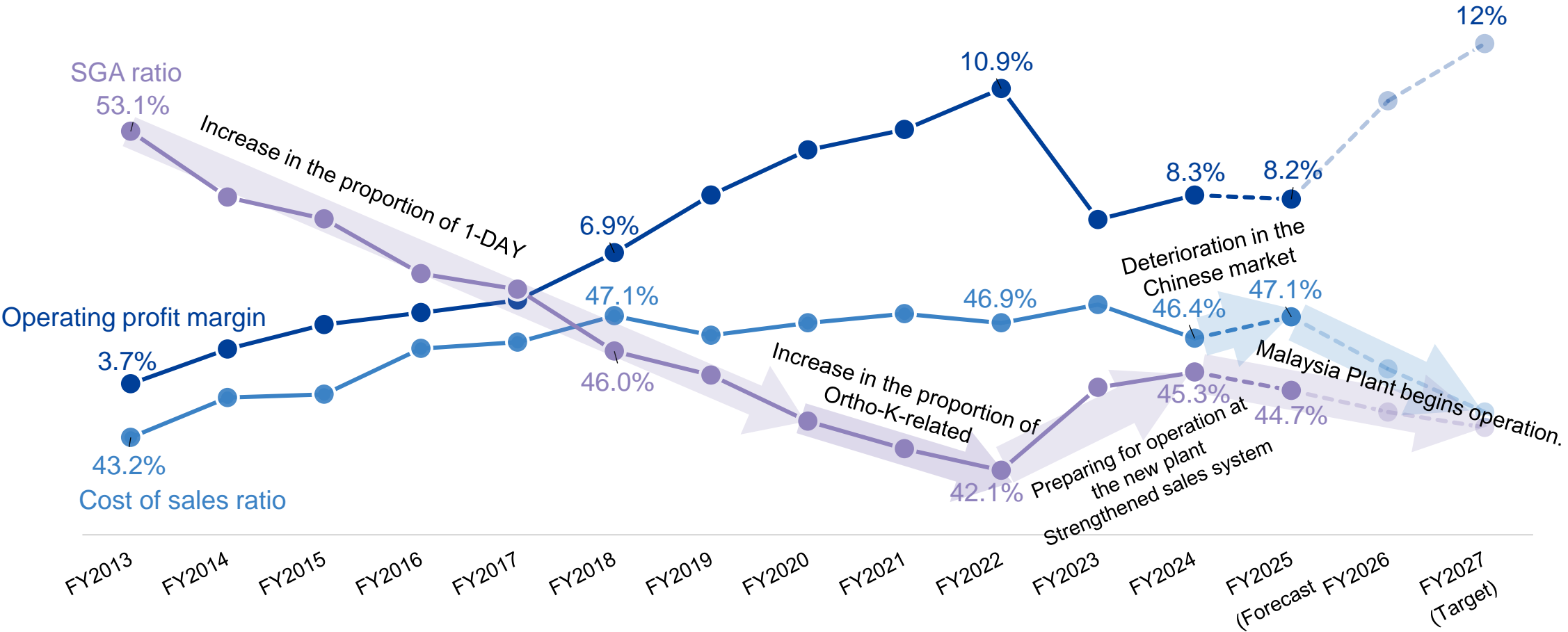


# Operating Profit / EBITDA Forecast

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



# Cost of Sales Ratio / SGA Ratio / Operating Profit Margin



# 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



Assisted reproductive medicine-related

### Development and Sales

For clinics

- **Motile sperm isolation device**

### Femtech offerings

### Development and Sales

Clinics, electronic commerce retailers, etc.

- **Pregnancy supplements**
- **Other femtech offerings, etc.**

## Life Care



### Environment-related

### Development and Sales

For farming and stockbreeding

- **Compost accelerator**
- **Rice straw decomposition facilitator, etc.**

### Green infrastructure

### Development and Sales

For hardware stores, e-commerce sales, etc.

- **Lawns, etc.**

## Veterinary Medical



### Development and Sales

For veterinary hospitals and electronic commerce retailers, etc.

- **Intraocular lenses, contact lenses and surgical equipment for animals**
- **Supplements for animals, etc.**

## Food



### Sales

For food supermarkets and wholesalers

- **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 May 14, 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.

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