



[Key Q&A] Conference Call on Financial Results
for the First Quarter of 2026

Date and time: Wednesday, May 13, 2026, at 3:30 p.m.

Speaker: Naoto Okinaka, Chief Financial Officer

[Company level]

Q. Given the challenging business environment, including rising costs, how confident are you in achieving your full-year earnings forecast?

A. While we are seeing some positive momentum in sales volume growth and new value creation, there remains uncertainty around raw materials and other costs as well as the impact of the situation in the Middle East. We will respond flexibly with every available measure, and remain committed to delivering on our targets.

Q. What is the impact of the Middle East situation? (Current status, nature of impact, financial impact, differences by segment, etc.)

A. The impact in the first quarter and at present remains limited. As the situation remains fluid at this time, we would like to refrain from disclosing specific financial figures. While the impact varies by region—with some effects beginning to emerge in Southeast Asia, for instance—we are moving forward with necessary measures, such as diversifying our procurement sources.

Q. What is the impact of Suntory Holdings' acquisition of Daiichi Sankyo Healthcare?

A. We are open to exploring a collaboration if it leads to providing new value to our customers.

Q. Can you provide an update on your M&A strategy, and has the Middle East situation affected your M&A approach?

A. M&A remains essential for achieving non-linear growth. There has been no impact from the situation in the Middle East, and we continue to explore opportunities that will contribute to enhancing corporate value.

[Japan]

Q. Given rising costs and the competitive landscape, what is your approach and methodology for future price revisions?

A. Our foremost priority is to strengthen our brands through new value creation. With that in mind, we will flexibly consider and make decisions based on the external environment and customer trends.

Q. What is driving the strong sales volume performance?

A. In addition to solid performance of our core brands, *NOPE Guilty CSD* and other new products have been contributing positively. We believe the combination of each brand's inherent appeal, clearer brand positioning, and effective communication is resonating with consumers.

Q. Regarding the segment profit bridge, what factors caused the impact of the activities/mix to be limited to +2.7 billion yen?

A. While we have been improving profitability through price revisions, this has been partially offset by agile promotional investment in response to the competitive environment. Going forward, we will focus on cost improvements and mix improvements, among other initiatives.

[Overseas]

Q. What is the scope for price revisions overseas, and what are the differences by region?

A. While conditions vary by region, overall, we feel that improving profitability through price revisions is becoming more challenging due to ongoing inflation. We will address this through a combination of measures, including size and packaging design optimization, demand creation through new products, and cost improvement measures.