Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

July 14, 2026

Consolidated Financial Results for the Six Months Ended May 31, 2026 (Under Japanese GAAP)

Company name: Lacto Japan Co., Ltd.
Listing: Tokyo Stock Exchange
Securities code: 3139
URL: https://www.lactojapan.com/en/index.html
Representative: Shin Kojima, President and Executive Officer
Inquiries: Kenji Bundo, Executive Vice President and Executive Officer
Scheduled date to file semi-annual securities report: July 15, 2026
Scheduled date to commence dividend payments: August 25, 2026
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the Six Months Ended May 31, 2026 (from December 1, 2025 to May 31, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
May 31, 2026	**97,866**	**2.7**	**2,781**	**(22.1)**	**2,475**	**(35.4)**	**1,748**	**(37.5)**
May 31, 2025	95,293	12.7	3,571	46.8	3,832	69.5	2,797	69.1

Note: Comprehensive income For the six months ended May 31, 2026: ¥ 1,714 million [(25.3)%]
For the six months ended May 31, 2025: ¥ 2,296 million [(11.6)%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
May 31, 2026	**175.03**	**174.79**
May 31, 2025	280.78	279.98

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
May 31, 2026	**100,371**	**33,385**	**33.3**
November 30, 2025	90,209	32,448	35.9

Reference: Equity As of May 31, 2026: ¥ 33,385 million
As of November 30, 2025: ¥ 32,415 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended November 30, 2025	–	50.00	–	82.00	132.00
Fiscal year ending November 30, 2026	–	66.00			
Fiscal year ending November 30, 2026 (Forecast)			–	66.00	132.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Forecast of Financial Results for Fiscal Year Ending November 30, 2026 (December 1, 2025 through November 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Ordinary Profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Yen
Full Year	193,000	5.6	4,800	(17.2)	3,450	(20.1)	345.01

Note: Revisions to the forecast of financial results most recently announced: None

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: Yes

(3) Changes in accounting policies, changes in accounting estimates, and restatement:

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of May 31, 2026	10,050,200 shares
As of November 30, 2025	10,021,600 shares

(ii) Number of treasury shares at the end of the period

As of May 31, 2026	39,592 shares
As of November 30, 2025	50,493 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended May 31, 2026	9,990,564 shares
Six months ended May 31, 2025	9,962,008 shares

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

(Cautionary Statement)
The consolidated business results forecasts contained in this report are based on information available at the present time and certain premises thought to be reasonable. Accordingly, the actual results may change substantially due to various factors.

(How to obtain supplementary materials for financial results)
Supplementary materials for financial results will be posted on our website.
(https://www.lactojapan.com/en/index.html)