

Year Ended March 31, 2026

**Supplementary Information
for Financial Results**



May 11, 2026

S.T. Corporation

Summary of the Business Performance in FY 3/26

Net sales grew, but profit dropped.

- Net sales hit a record high, due to the addition of PET Care products, new AIR Care products, the growth of KOMETOBAN, etc.
- Operating profit grew, too, but net profit declined in FY 3/26, as we posted a gain on negative goodwill in the previous fiscal year.

Gross profit rose.

- Gross profit increased year on year, as we revised the prices of core products such as AIR Care and THERMAL Care, and shifted toward higher value-added products in the AIR Care field, despite higher procurement costs resulting from rising raw material prices and other factors.

SG&A was unchanged from the previous fiscal year.

- Ad costs increased, as we actively advertised new AIR Care products in the second half of the fiscal year, although we stopped sponsoring a TV program in 1Q.
- Other SG&A decreased, so total SG&A was unchanged from the previous fiscal year.

Increase in net sales, decrease in profit

	Consolidated	Sales ratio	YOY	Vs. Original Forecast	Vs. Revised Forecast
Net sales	48.4 billion yen	100.0%	100.8%	92.0%	100.0%
Operating profit	1.9 billion yen	4.1%	119.8%	79.5%	104.6%
Ordinary profit	2.4 billion yen	5.0%	116.0%	86.3%	105.1%
Profit attributable to owners of parent	1.6 billion yen	3.3%	57.0%	100.9%	107.7%
ROE	4.9%	-	(3.8)pt	-	-

Highlights of the Business Performance in FY 3/26 <Consolidated>

	FY3/25		FY3/26		
	Actual	Sales ratio	Actual	Sales ratio	YOY
Net sales	¥ 48.1 bn	100.0%	¥ 48.4 bn	100.0%	100.8%
Cost of sales	¥ 30.1 bn	62.7%	¥ 30.2 bn	62.4%	100.2%
Gross profit	¥ 17.9 bn	37.3%	¥ 18.2 bn	37.6%	101.8%
Selling, general and administrative expenses	¥ 16.2 bn	33.8%	¥ 16.2 bn	33.5%	99.9%
Operating profit	¥ 1.6 bn	3.4%	¥ 1.9 bn	4.1%	119.8%

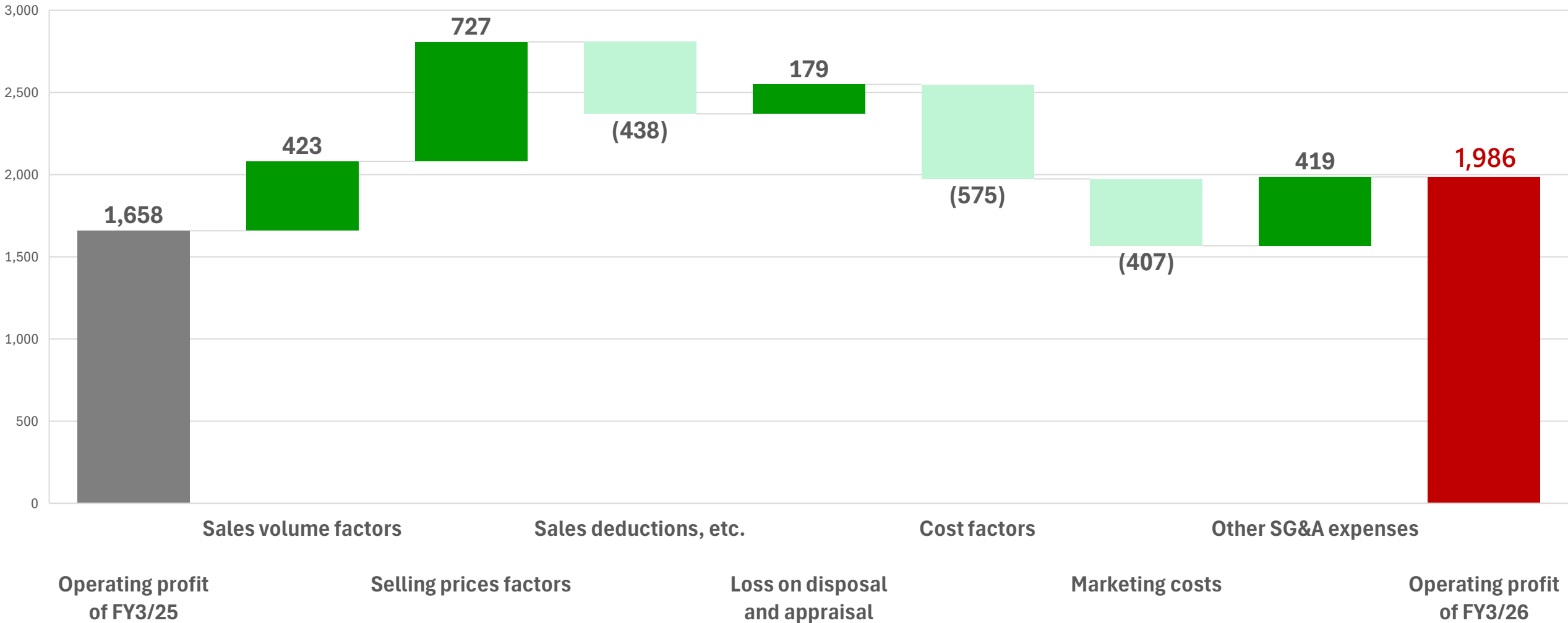
Highlights of the Business Performance in FY 3/26 <Consolidated> [Sales in each Business Category]

Category		Sales	YOY	Sales ratio
AIR Care	(Deodorizers/air fresheners)	21.6 billion yen	102.3%	44.5%
PET Care	(Goods for cat litter boxes)	3.7 billion yen	105.1%	7.8%
CLOTH Care	(Mothproofing agents)	6.6 billion yen	97.3%	13.7%
HOME Care	(Food care/Cleaner etc.)	4.4 billion yen	102.7%	9.2%
HUMIDITY Control	(Dehumidifiers)	2.5 billion yen	90.6%	5.2%
THERMAL Care	(Disposable warmers)	3.9 billion yen	97.0%	8.2%
HAND Care	(Household gloves)	5.5 billion yen	102.9%	11.4%
Total		48.4 billion yen	100.8%	100.0%

Factors behind the Increase/Decrease in Operating Profit in FY3/26 <Consolidated>

Change in operating profit: Increase 328 million yen

Unit: million yen



Increase in net sales and profit

	Consolidated	YOY
Net sales	52.0 billion yen	107.2%
Operating profit	2.5 billion yen	125.8%
Ordinary profit	2.7 billion yen	111.7%
Profit attributable to owners of parent	1.8 billion yen	111.5%

Estimated dividend: 46 yen *Payout ratio: 53.3%

Medium-Term Management Plan
- SMILE 2027 -
< Apr. 2024 to Mar. 2027 >
Revised Final Year Plan and Key Initiatives

Downward revision of numerical targets for SMILE 2027. Measures to achieve the revised plan are as follows:

1. Increase sales volume by swiftly responding to diversifying customer needs in product development and promotional activities.
 2. Continue expanding new customers for food care products and nurturing new BtoB businesses.
 3. For the overseas business, despite delayed monetization in ASEAN, growth investments will be executed.
 4. Rectify shortages of core products caused by insufficient SCM coordination by improving demand forecasting accuracy through AI utilization.
 5. We will strengthen our business foundation by enhancing the effectiveness of our HR strategy and promoting the adoption of DX and AI. These initiatives will lead to increased financial value.
- * We will take countermeasures against economic deterioration and sluggish consumption trends due to geopolitical risks. (unplanned)

Revised Medium-Term Management Plan SMILE 2027

Company policy, overall strategy, and company-wide numerical targets

Change in numerical targets

- [Factors for GAP vs. Plan]
- Lack of strategic effectiveness in existing businesses
 - Underachievement of plans for new and high value-added products
 - Sluggish profitability in the pet care business
 - Delay in the growth strategy for the overseas business

Review of SMILE PLAN + Various risk countermeasures

[Our Purpose] Ideas to touch the heart for moments with smiles

[Ideal state in 10 years] Evolving into a wellness company that enriches lives and society

Strategies in four segments based on Growth Matrix

<p>Expansion of existing business Further strengthening of brand power Revenue growth through category redefinition</p>	<p>Evolution of existing businesses Development of Pet-Care into a core business Sales of high value-added products in Air Care</p>	<p>Strengthen BtoB and overseas BtoB : Shift from Hand Care to "Kuuki Business"(Air Care) Overseas : The focus on ASEAN</p>	<p>Generation of new business Using CLEAR FOREST Generation of business for solving social issues</p>
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Numerical targets: Net Sales 56.5 billion yen ⇒ **52.0 billion yen**, Operating Profit 4.0 billion yen ⇒ **2.5 billion yen**, ROE 8.3% ⇒ **5.3%**

(1) **Two profit structure reform projects for existing businesses:**
Improve operating profit margins through sales and manufacturing reforms.

(2) **Further business expansion in BtoB:**
Expand the coating business and strengthen the foundation of the Scented Space Design Business.

(3) **Shift to an R&D structure that creates new value:**
Revamp the idea generation process to establish a new value creation system.

(4) **New and overseas businesses leading to the next medium-term plan:**
From pilot testing to commercialization, with M&A in view.

**Revised the final year plan for SMILE 2027.
Realize a "recovery in earning power" while addressing external environmental risks.**

Progress of financial targets

Over the coming year, we will work to strengthen our foundation for profitability while advancing initiatives to lay the groundwork for our next medium-term management plan.

	FY 3/24	FY 3/25	FY 3/26	FY 3/27 Original Forecast	➔	FY 3/27 Revised Forecast	Variance from Initial Plan
Revenue	¥ 44.4bn	¥ 48.1bn	¥ 48.4bn	¥ 56.5bn		¥ 52.0bn	¥ (4.5)bn
Operating profit	¥ 1.3bn	¥ 1.6bn	¥ 1.9bn	¥ 4.0bn		¥ 2.5bn	¥ (1.5)bn
Operating profit margin	3.0%	3.4%	4.1%	7.1%		4.8%	(2.3)pt
EBITDA	¥ 2.6bn	¥ 3.1bn	¥ 3.6bn	¥ 5.4bn		¥ 4.3bn	¥ (1.0)bn
ROE	3.9%	8.6%	4.9%	8.3%		5.3%	(3.0)pt



S.T. Corporation <https://www.st-c.co.jp/>

[Notes on the business forecasts] The items included in this material are based on a variety of premises, and do not assure or guarantee that the numerical forecasts and policies herein will be realized.

*The figures are rounded down.