Third Quarter of Fiscal 2026
Supplementary Material

POLA ORBIS HOLDINGS INC.
Director and Vice President
Finance, Legal, Administration, IR, and Sustainability Promotion
Naoki Kume

This report contains projections of performance and other projections based on information currently available and certain assumptions judged to be reasonable.
Actual performance may differ materially from these projections resulting from changes in the economic environment and other risks and uncertainties.

1. Highlights of Consolidated Performance
2. Segment Analysis
3. Initiatives Going Forward
4. Forecasts for Fiscal 2026
5. Appendices

Cosmetics Market

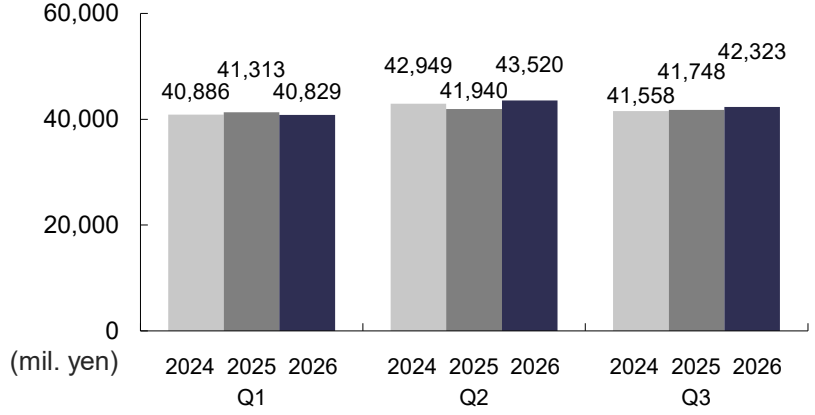
- The scale of the Japanese cosmetics market (not including inbound demand) was on a par with a year earlier.
- In the Chinese cosmetics market, consumption continued to outpace the year-earlier level, with demand solid.

Source: Ministry of Economy, Trade and Industry, Ministry of Internal Affairs and Communications, Japan Tourism Agency, Japan Department Stores Association, Intage SLI, and National Bureau of Statistics of China

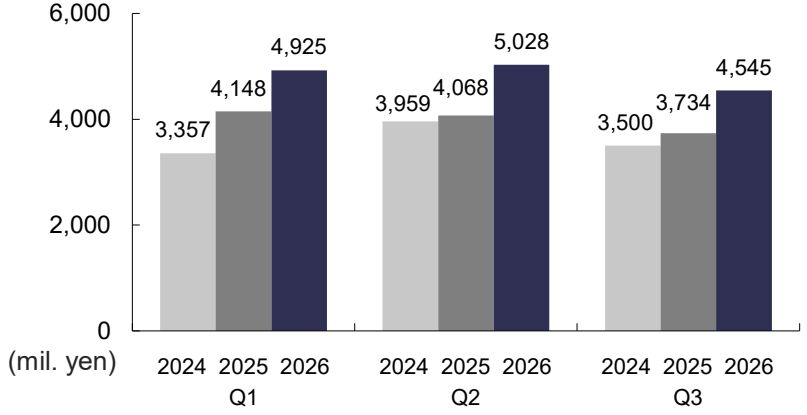
Our Group

- Consolidated net sales, excluding foreign exchange effects, were flat year on year and overseas businesses returned to growth on the same basis. Consolidated operating profit increased due to higher gross profit from ORBIS revenue growth and lower SG&A expenses reflecting cost controls and related factors.
- For POLA's domestic business, revenue decreased mainly due to lower sales in the salon channel, including the impact of the tightening of secondary distribution controls. For the overseas business, further growth for the China business, centered on the strong-selling B.A series contributed to revenue growth.
- ORBIS revenue and operating profit increased due to stable growth in the direct selling channel and growth in external channels.

Quarterly Consolidated Net Sales



Quarterly Consolidated Operating Profit



Consolidated P&L Changes Analysis: Net Sales to Operating Profit

(mil. yen)	FY2025 Q3 (YTD)	FY2026 Q3 (YTD)	YoY Change	
			Amount	%
Net sales	125,002	126,672	1,670	1.3%
Cost of sales	23,130	24,105	974	4.2%
Gross profit	101,871	102,567	695	0.7%
SG&A expenses	89,919	88,067	(1,851)	(2.1%)
Operating profit	11,952	14,499	2,547	21.3%

Key Factors

- **Net sales** — Net sales increased due to foreign exchange impacts
- **Cost of sales** — Cost of sales ratio FY2025 Q3: 18.5% ⇒ FY2026 Q3: 19.0%
- **SG&A expenses**
  - Labor expenses : down ¥244 mil. YoY
  - Sales commissions : down ¥835 mil. YoY
  - Sales related expenses : down ¥474 mil. YoY
  - Administrative expenses, etc. : down ¥297 mil. YoY
- **Operating profit** — Operating margin FY2025 Q3: 9.6% ⇒ FY2026 Q3: 11.4%

Consolidated P&L Changes Analysis: Operating Profit to Profit Attributable to Owners of Parent

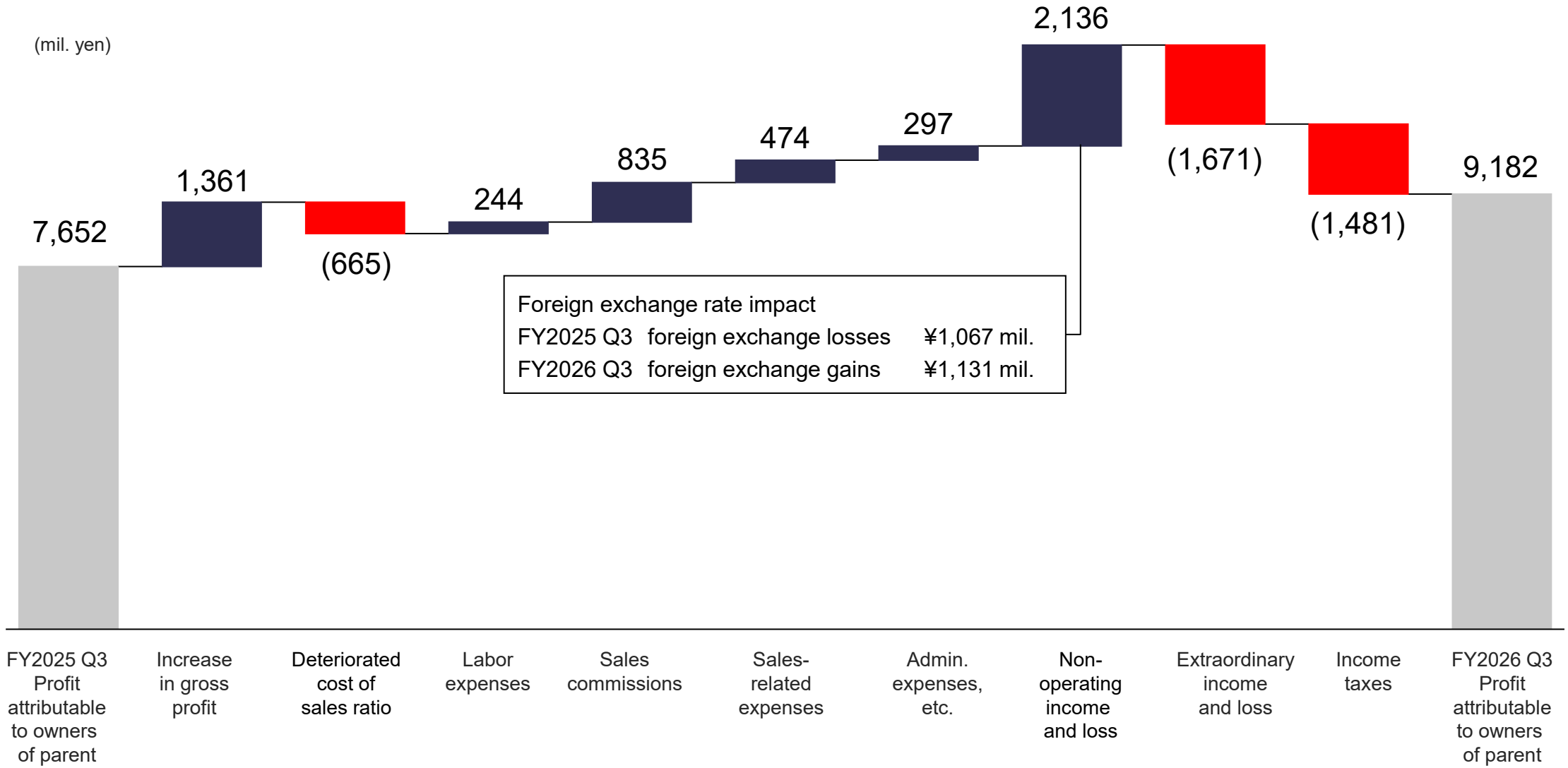
(mil. yen)	FY2025 Q3 (YTD)	FY2026 Q3 (YTD)	YoY Change	
			Amount	%
Operating profit	11,952	14,499	2,547	21.3%
Non-operating income	623	1,680	1,056	169.5%
Non-operating expenses	1,350	271	(1,079)	(79.9%)
Ordinary profit	11,224	15,908	4,683	41.7%
Extraordinary income	-	-	-	-
Extraordinary losses	853	2,524	1,671	196.0%
Profit before income taxes	10,371	13,383	3,011	29.0%
Income taxes	2,719	4,200	1,481	54.5%
Profit attributable to owners of parent	7,652	9,182	1,530	20.0%

Key Factors

- Non-operating income and loss: Posting of foreign exchange gains and losses (FY2025 Q3: foreign exchange losses of ¥1,067 mil., FY2026 Q3: foreign exchange gains of ¥1,131 mil.)
- Extraordinary loss: ¥1,605 mil. from POLA INC.'s early retirement program, ¥486 mil. in structural reform expenses for Jurlique
- Income taxes: In FY2025 Q3, income taxes decreased ¥1,345 mil. due to the resolution to liquidate Orbis Beijing

Factors Impacting Profit Attributable to Owners of Parent

Despite an increase in extraordinary losses and the rebound from lower income taxes in the same period of the previous year, profit attributable to owners of parent increased by ¥1,530 million YoY, driven by SG&A cost controls and lower expenses, as well as gains from foreign exchange effects.



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Segment Results

(mil. yen)	FY2025 Q3 (YTD)	FY2026 Q3 (YTD)	YoY Change	
			Amount	%
Consolidated net sales	125,002	126,672	1,670	1.3%
Beauty care	120,411	121,934	1,523	1.3%
Real estate	2,238	2,339	100	4.5%
Others	2,352	2,399	47	2.0%
Consolidated operating profit	11,952	14,499	2,547	21.3%
Beauty care	11,855	14,507	2,651	22.4%
Real estate	375	519	144	38.4%
Others	125	170	45	36.6%
Reconciliations	(403)	(698)	(294)	-

Segment Results Summary

■ Beauty Care

Net sales increased YoY due to foreign exchange impacts, while operating profit increased, driven by higher gross profit due to increased ORBIS revenue, as well as by lower SG&A expenses due in part to cost controls.

Beauty Care Business Results by Brands

(mil. yen)	FY2025 Q3 (YTD)	FY2026 Q3 (YTD)	YoY Change	
			Amount	%
Beauty care net sales	120,411	121,934	1,523	1.3%
POLA	65,997	65,607	(389)	(0.6%)
ORBIS	37,508	39,374	1,865	5.0%
Jurlique	5,604	5,697	93	1.7%
Brands under development*	11,301	11,255	(45)	(0.4%)
Beauty care operating profit	11,855	14,507	2,651	22.4%
POLA	6,720	7,778	1,058	15.7%
ORBIS	6,871	7,920	1,048	15.3%
Jurlique	(1,242)	(528)	714	-
Brands under development*	(494)	(663)	(168)	-

Note: Consolidated results for each brand are shown for reference purposes only (figures are unaudited).
* The brands under development consist primarily of the DECENCIA and THREE brands and also include other businesses.

Brand Analysis (POLA)

Q3 (YTD)		Results (mil. yen)	YoY Change
Net sales		65,607	(0.6%)
Operating profit		7,778	15.7%
Key indicators			
Sales ratio	Domestic(1)		83.2%
	Salon(2)		56.5%
	Department store		12.5%
	E-commerce		8.2%
	Hotel amenities		5.8%
	Overseas		16.8%
Sales growth(YoY)	Domestic(1)		down 4.0%
	Salon(2)		down 6.0%
	Department store		down 6.5%
	E-commerce		up 7.3%
	Hotel amenities		up 5.1%
	Overseas		up 20.8%
Domestic business	Purchase per customer(YoY)		up 2.1%
Domestic business	Number of customers(YoY)		down 7.2%
# of stores domestic (vs Dec. 2025)			2,443 (down 38)
# of stores overseas (vs Dec. 2025)			110 (down 16)

(1) Includes results outside the four major domestic channels.
(2) The "Consignment Sales" channel has been renamed the "Salon" channel.

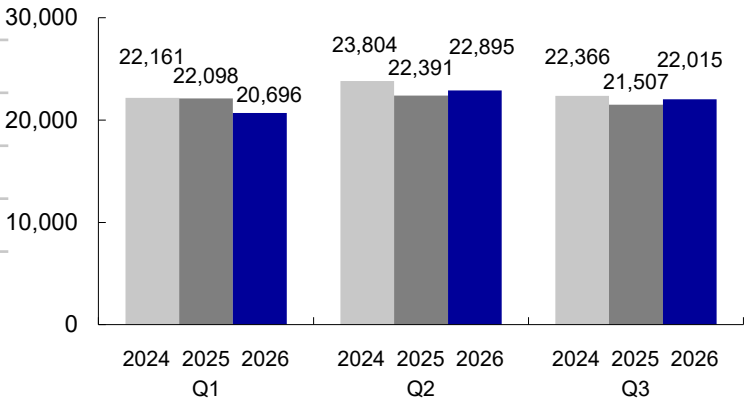
Performance Overview

- Revenue for the salon channel fell short of expectations due partly to unfavorable weather in September. Stores on a growth track saw slower-than-expected revenue growth.
- Revenue declined for the department store channel, despite an upturn in domestic-based customers, due mainly to the decline in inbound customers.
- Overseas, revenue for the China business continued to grow.
  Despite the impact of store closures, same-store sales and e-commerce sales increased due to the strong-selling B.A series.

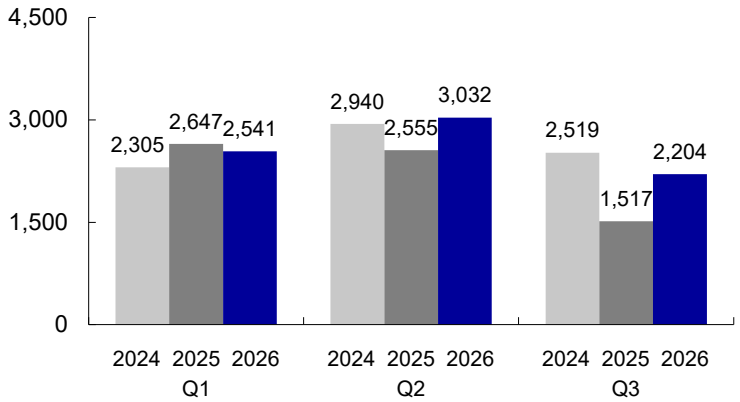


B.A series

Quarterly net sales (mil. yen)



Quarterly operating profit (mil. yen)



Brand Analysis (ORBIS)

Q3 (YTD)		Results (mil. yen)	YoY Change
Net sales		39,374	5.0%
Operating profit		7,920	15.3%
Key indicators			
Sales ratio	Domestic(1)		98.8%
	Direct selling(2)		76.2%
	External channels		22.5%
	Overseas		1.2%
Sales growth(YoY)	Domestic(1)		up 5.8%
	Direct selling(2)		up 1.6%
	External channels		up 23.4%
	Overseas		down 37.9%
Direct selling	Purchase per customer(YoY)		up 2.0%
Direct selling	Number of customers(YoY)		down 0.2%

(1) Include performance outside direct selling and external channels.
(2) Total in-house sales (EC and directly-operated stores).

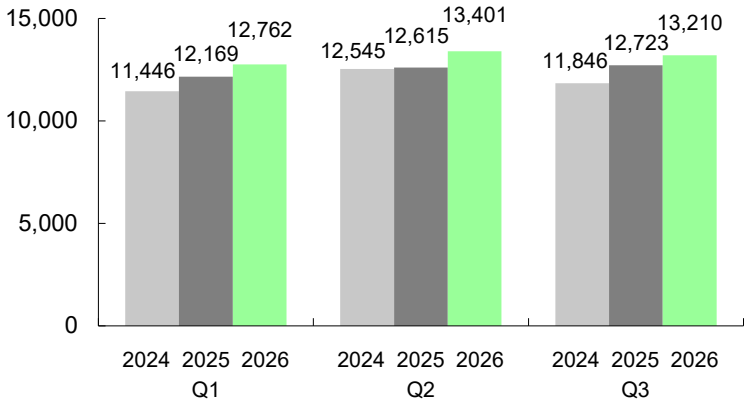
Performance Overview

- In the direct selling channel, stable growth continued, driven by growth in sales to existing customers.
- In external channels, we achieved continued strong growth thanks to the creation and expansion of customer contact points.
- Sales of skincare products increased further due to brisk demand for highly functional products, such as cleansing oil and specialty care products.

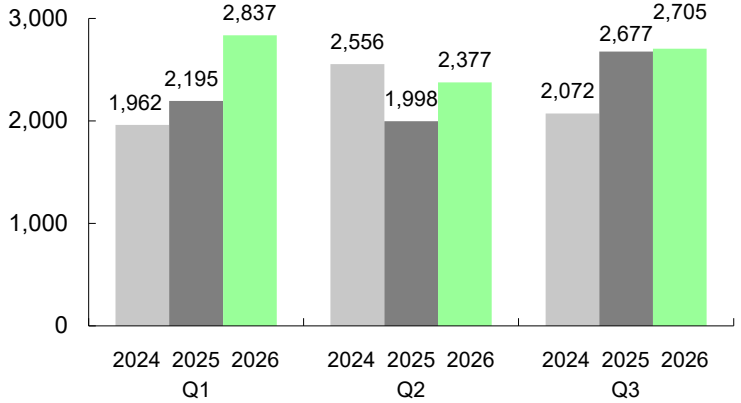


ORBIS THE WRINKLE SERUM

Quarterly net sales (mil. yen)



Quarterly operating profit (mil. yen)



Brand Analysis (Jurlique)

Q3 (YTD)	Results (mil. yen)	YoY Change(1)
Net sales	5,697	1.7%
Operating profit	(528)	714
Key indicators		
Sales ratio	Australia	28.3%
	Mainland China	33.6%
	Hong Kong	10.6%
	Duty free	14.5%
Sales growth(YoY) (2)	Australia	up 1.7%
	Mainland China	down 13.5%
	Hong Kong	down 19.1%
	Duty free	down 21.1%

(1) Where operating profit (current or previous year) is negative or the YoY change exceeds 1,000%, YoY change is shown as the amount (mil. yen).
(2) AUD basis.

Performance Overview (AUD basis, YoY.)

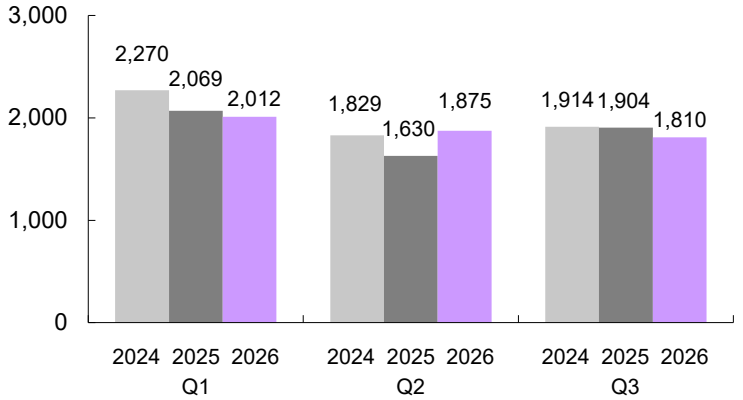
- Revenue declined excluding foreign exchange effects. In mainland China, revenue was impacted by store closures and lower shipments following channel optimization efforts.
- Losses continued to improve due to structural reform and cost controls.
- Launched a renewed Rose series, a high-performing skincare line blended with our original rose (September).
- Announced efficacy of our proprietary herbal extraction method at the IFSCC Congress* and enhanced functional appeal.

  * Congress of International Federation of Societies of Cosmetic Chemists

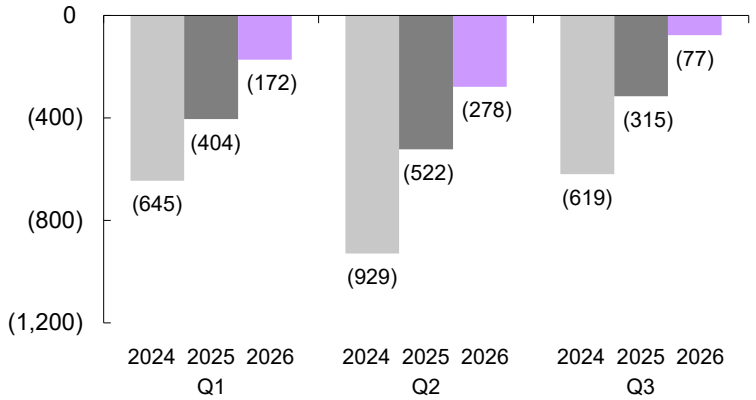


Jurlique Rose Collection

Quarterly net sales (mil. yen)



Quarterly operating profit (mil. yen)



Brand Analysis (Brands Under Development)

Q3 (YTD)	Results (mil. yen)	YoY Change(1)
Net sales	11,255	(0.4%)
DECENCIA	4,132	1.1%
THREE	3,426	(2.6%)
Others(2)	3,695	0.0%
Operating profit	(663)	(168)
DECENCIA	452	22.4%
THREE	(677)	240
Others(2)	(438)	(491)

(1) Where operating profit (current or previous fiscal year) is negative or the YoY change exceeds 1,000%, YoY change is shown as the amount (mil. yen) .
(2) Other businesses apart from the DECENCIA and THREE brands.

Performance Overview

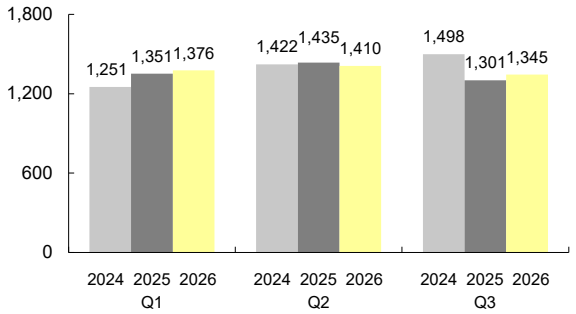
- For DECENCIA, we made investments aimed at customer acquisitions while focusing on acquisition efficiencies.
- THREE's domestic sales were flat with a year earlier, with domestic holistic care sales rising by double digits, thanks mainly to the strong showing by the mainstay cleansing oil.
- Overall for brands under development, losses widened from the recording of Group scientific research expenses.



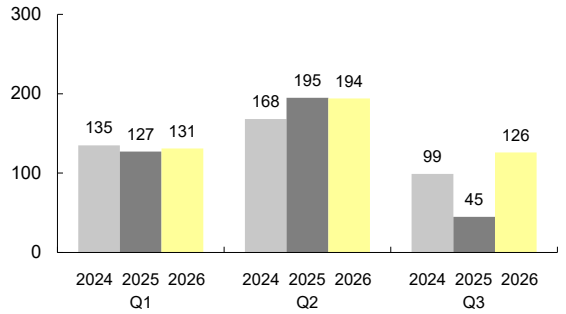
THREE Sales staff visit a farm

DECENCIA

Quarterly net sales (mil. yen)

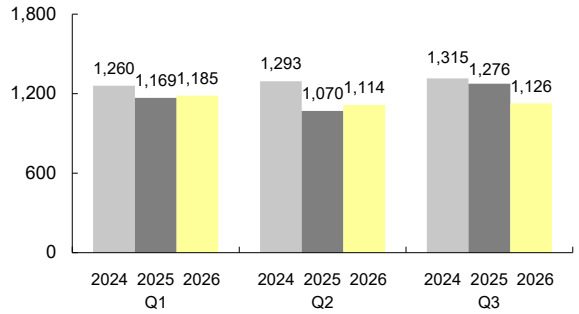


Quarterly operating profit (mil. yen)

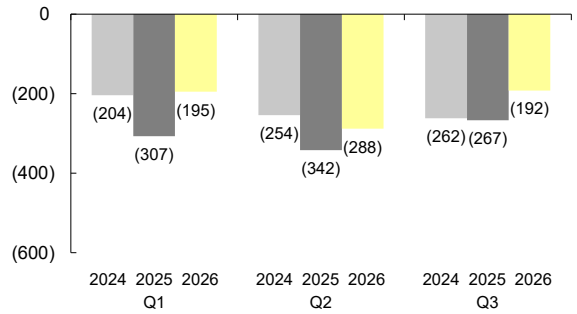


THREE

Quarterly net sales (mil. yen)



Quarterly operating profit (mil. yen)



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Initiatives Going Forward

POLA

- With the launch of POLA B.A EYE ZONE CREAM 7 (October), focus on sales promotion by creating opportunities to experience products through events and the like.
- Promote salon visits using initiatives tied to ongoing esthetic care and seek to accelerate growth for stores on a growth track.
- For the China business, we will continue to promote proposals for the strong-selling B.A series and capitalize on growing demand in the e-commerce channel, thanks in part to the Double 11 shopping festival, to expand sales.
- We seek to further enhance brand power in the wrinkle care market by launching an updated version of long-seller, POLA WRINKLE SHOT SERUM (January 2027), and improving noticeable benefits.



POLA B.A EYE ZONE CREAM



POLA WRINKLE SHOT SERUM

ORBIS

- Activate customers by launching a hydrating serum mask (October) tailored to seasonal demand.
- In external channels, continue to expand the in-store product lineup.
- Through events for customers, provide brand experiences, deepen relationships with customers, and foster deeper empathy and support for the brand.
- Promote new customer acquisitions by expanding our reach to our target of customers aged 60 and above.



ORBIS U SPA MOUSSE MASK



Customer event
（ORBIS Marche）

Initiatives Going Forward

Jurlique

- Continue with extensive cost reductions and cost controls to achieve profitability in 2026.
- We will focus on sales during the year-end shopping season, centering on the updated Rose series and holiday kit, and will seek to expand seasonally-driven sales.



Holiday Kit

DECENCIA

- We seek to enhance LTV by driving cross-selling proposals leveraging our sensitive-skin eye cream, launched in October.
- We seek to strengthen the customer base to achieve sustained growth and will focus on promotions for new customer acquisitions and continued usage.



DECENCIA HYALO BOOST EYE CREAM

THREE

- We will focus on strengthening ties with customers through the updated flagship skincare series, BALANCING FLOW, and appeal the brand's uniqueness, backed by the benefits of our essential oils.
- We seek to improve customer loyalty by renewing our membership program (January 2027) and expand brand experiences.



THREE BALANCING CLEAR SERIES
THREE BALANCING FLOW SERIES

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Forecasts for Fiscal 2026 (Revised)

POLA ORBIS HOLDINGS

Revised ordinary profit and profit attributable to owners of parent to reflect foreign exchange gains in Q3.

(mil. yen)	FY2025 Full-year Results	YoY Change Amount	YoY Change %	FY2026 Full-year Plan	YoY Change Amount	YoY Change %	FY2026 Initial Plan	Vs. Initial Plan
Consol. net sales	170,285	(74)	(0.0%)	173,000	2,714	1.6%	173,000	-
Beauty care	164,148	(911)	(0.6%)	166,900	2,751	1.7%	166,900	-
Real estate	3,023	809	36.6%	3,060	36	1.2%	3,060	-
Others	3,112	27	0.9%	3,040	(72)	(2.3%)	3,040	-
Consol. operating profit	15,693	1,882	13.6%	17,300	1,606	10.2%	17,300	-
Beauty care	15,856	929	6.2%	17,750	1,893	11.9%	17,750	-
Real estate	421	344	447.4%	400	(21)	(5.1%)	400	-
Others	218	(13)	(5.8%)	150	(68)	(31.2%)	150	-
Reconciliations	(801)	622	-	(1,000)	(198)	-	(1,000)	-
Ordinary profit	17,022	938	5.8%	18,400	1,377	8.1%	17,300	1,100
Profit attributable to owners of parent	9,472	186	2.0%	9,800	327	3.5%	9,000	800

Assumed exchange rates: 1.00 AUD = 111 JPY (PY 96.49) 1.00 CNY = 23 JPY (PY 20.81)

	Shareholder returns (Dividend forecasts are unchanged)	Capital investment	Depreciation
FY2025	Annual ¥52 (interim ¥21, year-end ¥31) (consol. payout ratio 121.5%)	¥8,385 mil.	¥8,170 mil.
FY2026（Plan）	Annual ¥52 (interim ¥21, year-end ¥31) (consol. payout ratio 117.4%)	¥9,000 mil. to ¥10,000 mil.	¥9,000 mil. to ¥10,000 mil.

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(Appendix) Quarterly Segment Results

(mil. yen)	FY2026 Jan.–Mar.		FY2026 Apr.–Jun.		FY2026 Jul.–Sep.		FY2026 Oct.–Dec.	
	Results	YoY Change*	Results	YoY Change*	Results	YoY Change*	Results	YoY Change*
Consolidated net sales	40,829	(1.2%)	43,520	3.8%	42,323	1.4%	-	-
Beauty care	39,277	(1.3%)	41,993	4.0%	40,663	1.1%	-	-
Real estate	776	5.3%	781	4.1%	780	4.0%	-	-
Others	775	1.4%	745	(6.8%)	878	11.6%	-	-
Consolidated operating profit	4,925	18.7%	5,028	23.6%	4,545	21.7%	-	-
Beauty care	4,973	20.3%	4,976	26.6%	4,557	20.2%	-	-
Real estate	244	18.0%	181	(19.2%)	94	150	-	-
Others	41	40	62	(9.9%)	66	21.9%	-	-
Reconciliations	(333)	(141)	(191)	(34)	(173)	(119)	-	-

* Where operating profit (current or previous year) is negative or the YoY change exceeds 1,000%, YoY change is shown as the amount (mil. yen).

(Appendix) Quarterly Beauty Care Business Results by Brands

(mil. yen)	FY2026 Jan.–Mar.		FY2026 Apr.–Jun.		FY2026 Jul.–Sep.		FY2026 Oct.–Dec.	
	Results	YoY Change(2)	Results	YoY Change(2)	Results	YoY Change(2)	Results	YoY Change(2)
Beauty care net sales	39,277	(1.3%)	41,993	4.0%	40,663	1.1%	-	-
POLA	20,696	(6.3%)	22,895	2.2%	22,015	2.4%	-	-
ORBIS	12,762	4.9%	13,401	6.2%	13,210	3.8%	-	-
Jurlique	2,012	(2.7%)	1,875	15.0%	1,810	(5.0%)	-	-
Brands under development(1)	3,806	9.6%	3,821	1.9%	3,627	(11.0%)	-	-
Beauty care operating profit	4,973	20.3%	4,976	26.6%	4,557	20.2%	-	-
POLA	2,541	(4.0%)	3,032	18.7%	2,204	45.3%	-	-
ORBIS	2,837	29.2%	2,377	19.0%	2,705	1.0%	-	-
Jurlique	(172)	232	(278)	243	(77)	238	-	-
Brands under development(1)	(233)	72	(155)	(56)	(274)	(185)	-	-

Note: Consolidated results for each brand are shown for reference purposes only (figures are unaudited).

(1) The brands under development consist primarily of DECENCIA and THREE, as well as other businesses.

(2) Where operating profit (current or previous year) is negative or the YoY change exceeds 1,000%, YoY change is shown as the amount (mil. yen).

(Appendix) Sales Results by Channels: POLA and ORBIS

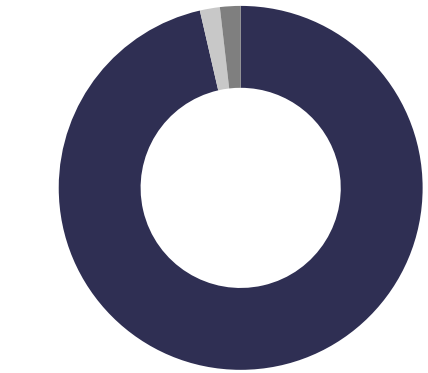
(mil. yen)	FY2025 Q3 (YTD)	FY2026 Q3 (YTD)	YoY Change	
			Amount	%
POLA net sales	65,997	65,607	(389)	(0.6%)
Domestic(1)	56,851	54,558	(2,293)	(4.0%)
Salon(2)	39,435	37,082	(2,352)	(6.0%)
Department store	8,745	8,181	(565)	(6.5%)
E-commerce	5,011	5,380	369	7.3%
Hotel amenities	3,610	3,795	185	5.1%
Overseas	9,145	11,048	1,903	20.8%
ORBIS net sales	37,508	39,374	1,865	5.0%
Domestic(3)	36,776	38,920	2,144	5.8%
Direct Selling(4)	29,535	30,009	474	1.6%
External Channels	7,191	8,878	1,686	23.4%
Overseas	732	454	(277)	(37.9%)

(1) Includes results outside the four major domestic channels.
(2) The "Consignment Sales" channel has been renamed the "Salon" channel.
(3) Include performance outside direct selling and external channels.
(4) Total in-house sales (EC and directly-operated stores).

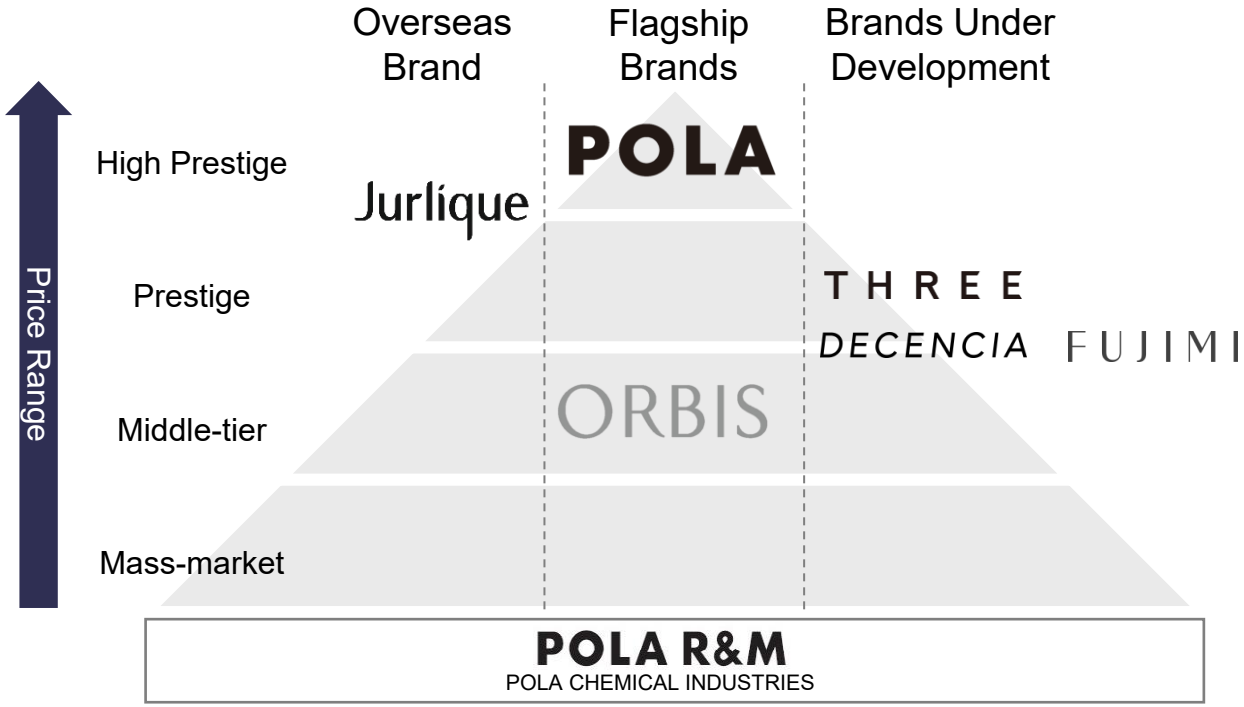
(Appendix) About POLA ORBIS Group

Beauty care is the core business of the Group, and six different brands are operated under the Group umbrella.

FY2025
Consol. Net Sales
¥170.2 bn.



- Beauty care 96%
- Real estate 2%
- Others 2%
  (building maintenance business)



Our strengths

- Multi-brand strategy
- Focus on skincare products
- Flagship brands, POLA and ORBIS, own and operate through their own direct selling channels

- Meeting diversified needs of customers
- High customer repeat ratio
- Strong relationships with customers

(Appendix) Beauty Care Business Brand Portfolio

	Sales Ratio[1]	Brand	Concept and Products	Price	Main Sales Channel
Flagship Brands	55%	POLA Since 1929	A brand offering unique experiences through high-end products and services.	Approx. ¥10,000 or higher	■ Japan: Salon, department stores, e-commerce and cosmetics specialty stores ■ Overseas: Department stores, directly-operated stores, duty free stores, e-commerce and cross-border e-commerce
	31%	ORBIS Since 1984	An aging-care brand that draws out people's intrinsic beauty.	Approx. ¥2,000-¥5,000	■ Japan: E-commerce, catalog sales, directly-operated stores, cosmetics specialty stores, and drugstores ■ Overseas: E-commerce and duty free stores
Overseas Brand	5%	Jurlique Acquired in 2012	A premium natural skincare brand from Australia.	Approx. ¥5,000 or higher	■ Australia: Department stores, directly-operated stores and e-commerce ■ Overseas: Department stores, directly-operated stores, duty free stores, e-commerce and cross-border e-commerce
Brands Under Develop-ment[2]	9%	DECENCIA Since 2007	A skincare brand specializing in products for sensitive skin.	Approx. ¥5,000-¥10,000	■ Japan: E-commerce ■ Overseas: Cross-border e-commerce
		THREE Since 2009	A holistic care brand that draws on the gifts of plants, centered on essential oils, to balance the skin, mind, and body.	Approx. ¥5,000 or higher	■ Japan: Department stores, directly-operated stores and e-commerce ■ Overseas: Department stores, duty free stores, e-commerce and cross-border e-commerce
		FUJIMI Acquired in 2021	A personalized beauty care brand.	Approx. ¥6,000-¥10,000	■ Japan: E-commerce

(1) Sales ratio in the beauty care business as of FY2025.
(2) Brands under development include OEM business and new business.

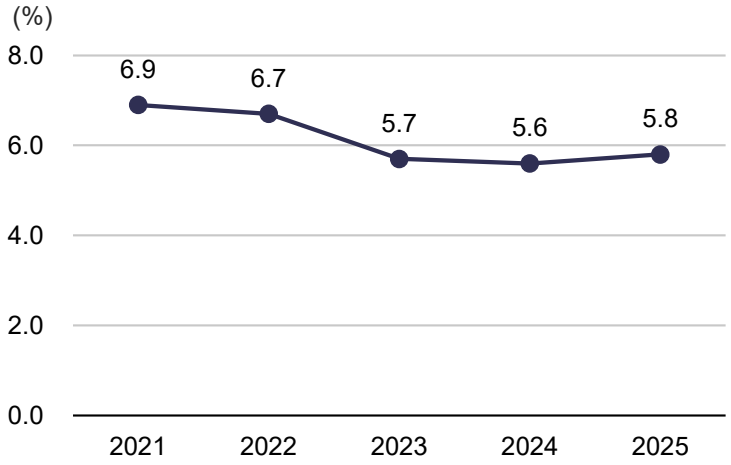
(Appendix) Improvement in Capital Efficiency and Shareholder Returns

Initiatives to Achieve the ROE Targets

	FY2025 Result	2029 Target
ROE	5.8%	14% or higher

- Swifter decisions to discontinue unprofitable businesses and brands
- Shareholder returns through stable dividends
- Greater balance sheet efficiency
- Strategic investment to achieve sustainable growth

ROE Trend

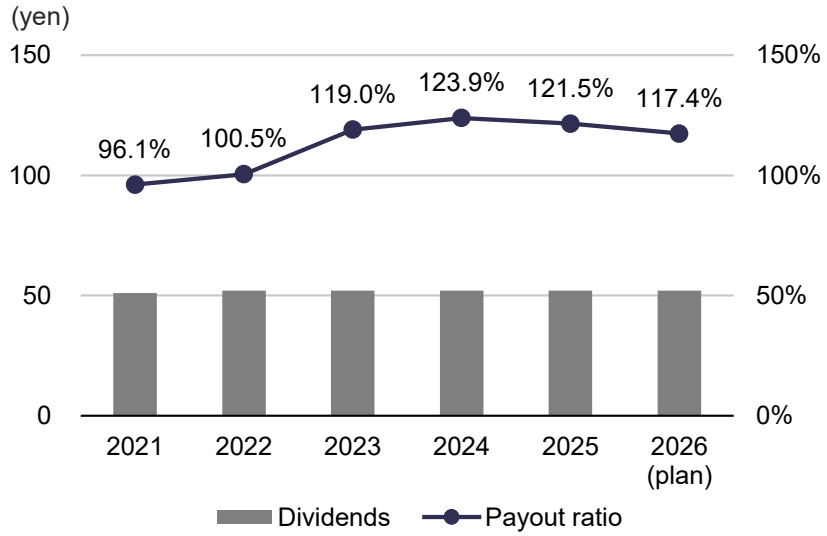


Improvement of Shareholder Return

- With a policy of consolidated payout ratio of 60% or higher, aim for steady increases in dividends, in line with profitable growth.
- Purchases of treasury stock shall be considered based on our investment strategies, as well as market prices and liquidity of the Company's shares.

【Dividends forecast for FY2026】
- Dividend per share : ¥52 (interim ¥21, year-end ¥31)
- Consol. payout ratio : 117.4%

Dividends and consolidated payout ratio



(Appendix) Long-term Management Plan – VISION 2029

VISION 2029

A collection of unique businesses that respond to diversifying values of “beauty”

Basic strategy 1	Develop the cosmetics business globally; reform and enhance the brand portfolio
Basic strategy 2	Create new value and expand business domains
Basic strategy 3	Strengthen research and technical strategy

STAGE 1
Build the base of existing businesses, and restructure the portfolio for high profits

- ✓ Emphasize profitability and LTV in domestic businesses
- ✓ Accelerate global development
- ✓ Sow the seeds for growth in new businesses, and engage in CVC investment
- ✓ Dispose of unprofitable businesses

STAGE 2
Invest in growth businesses to accelerate growth

- ✓ Rapid global development
- ✓ New business growth
- ✓ M&A and CVC investment
- ✓ Launch new materials and expand pipelines
- ✓ Establish new dosage forms technology

STAGE 3
Be a collection of unique businesses that respond to diversifying values of “beauty”

- ✓ Establish a clear presence in the well-being and social domains

【Targets for 2029】
- ■ Consolidated operating profit ¥50.0 bn.
- ■ Consolidated operating margin: 15% or higher
- ■ Consolidated net sales: ¥300.0 bn.
- ■ Overseas sales ratio: 30 - 35%
- ■ ROE: 14% or higher

FY2021-2023 → FY2024-2026 → FY2027-2029