

Center of Deliciousness, Foremost Reassurance.

Presentation Material of Financial Results for FY2026



LIFEDRINK COMPANY
May 15, 2026



Executive Summary:FY2026

FY2026 Q 4

**Increased
production,
revenue, and
operating
profit**

- Production volume increased by 13% (YoY), driven by the production contributions of O Beverage (OBK) and the Gotemba Factory, along with the transition of N Beverage (NBK) to full-scale production.
- Revenue increased by 18% (YoY), supported by the securing of sales channels to match the increased production capacity.
- Operating profit increased by 12% (YoY); increased costs—such as logistics, labor, and personnel expenses—were offset by higher sales and cost-reduction initiatives, including the in-house production of bottles.

FY2026 Progress of Initiatives

On Track

- Operations have commenced at Gunma Beverage (formerly Pokka Sapporo Gunma Factory; hereinafter "GBK") and the NBK new line, while construction on the Gotemba Factory Line 2 is progressing as planned.
- The deterioration of B2B logistics efficiency, which was a challenge for the fiscal year ending March 2026, has improved as expected. Additionally, the transition to multi-base EC logistics launched in the Kansai region this March.

F Y 2027 Performance Forecast

- We aim for higher production volume(+20%), revenue (+37%), and operating profit (+22%) via the three lines and vending machines.
- Please note that operating profit already reflects the impact of soaring crude oil prices due to the deteriorating situation in the Middle East and the corresponding price revisions for our products.

1. F Y 2026 Performance

2. FY2027 Performance Forecast

3. (Reference) Company Introduction

Highlights : FY2026

Production volume*1

83
Million cases*2
YoY +13%



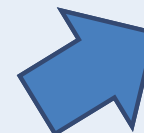
Revenue

52.6
Billion yen
YoY +18%



Operating profit

5.3
Billion yen
YoY +12%



EBITDA

7.5
Billion yen
YoY +15%



ROE

22.6%
(YoY ▲3.9pt)



*1 : Not incl. Ikoma meisui.

4 *2 : 1 box = 12L is calculated

Financial Results : FY2026

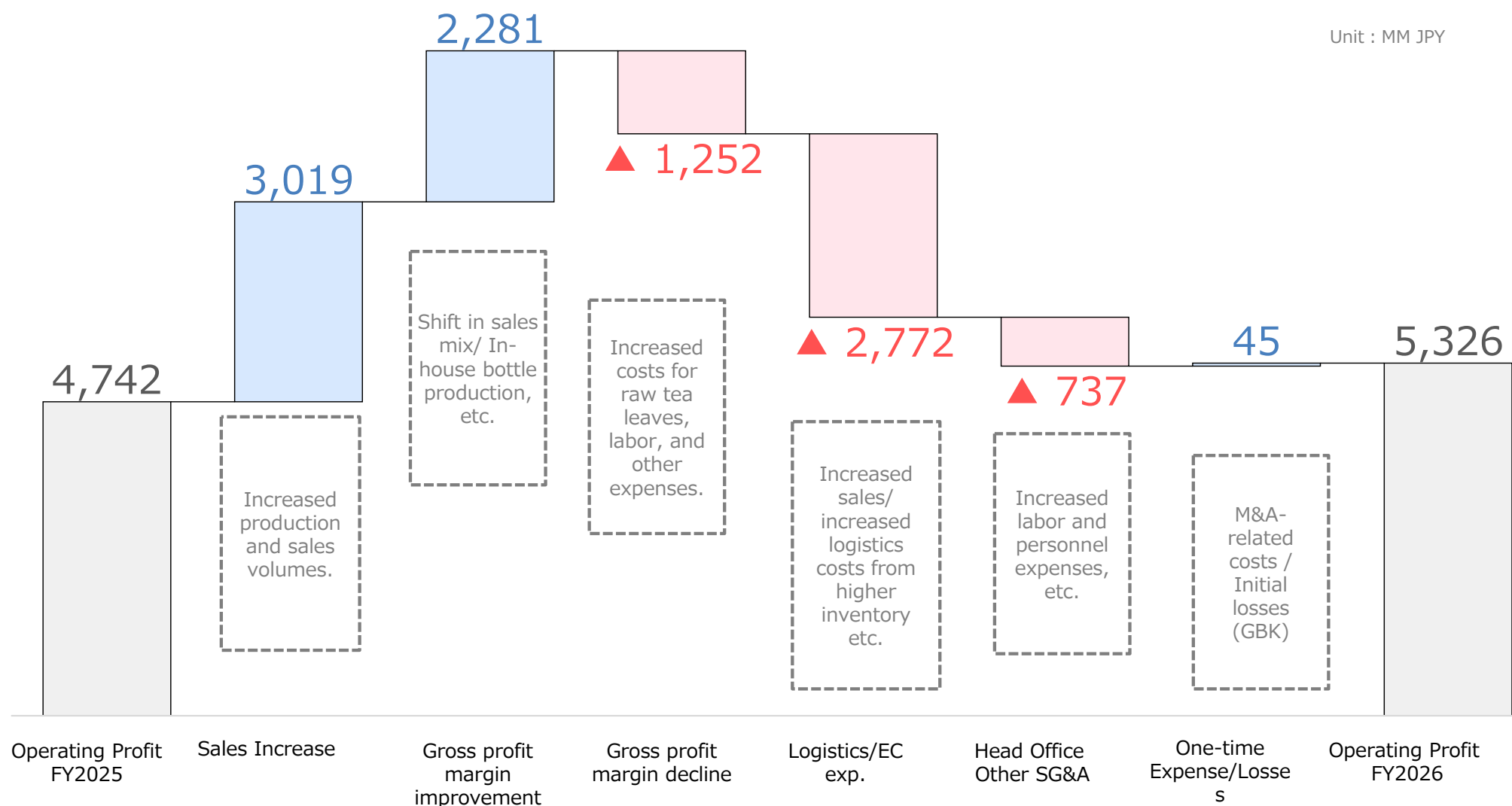
Increased production volume*₁ (+13% YoY) contributed to an ¥8.1 billion revenue increase (+18%). Additionally, we achieved higher operating profit (+12%) by offsetting rising costs through revenue growth and cost-reduction efforts.

Unit : MM(JPY)	FY2025	FY2026	Variance (YoY)	YoY%
Revenue	44,537	52,651	+8,113	+18%
Operating profit %	4,742 (10.6%)	5,326 (10.1%)	+583 (▲0.5pt)	+12%
Profit % E P S * ₂	3,392 (7.6%) (64.93)	3,461 (6.6%) (66.46)	+68 (▲1.0pt) (+1.5円)	+2%
EBITDA %	6,560 (14.7%)	7,532 (14.3%)	+972 (▲0.4pt)	+15%

*₁ : Excl. production from affiliate Ikoma Meisui Co., Ltd.*₂:We conducted a stock split at a ratio of 4 shares for 1 common share on October 1, 2024. Therefore, EPS is calculated assuming that the stock split was conducted at the beginning of the previous consolidated fiscal year.

Analysis of Operating Profit: Compared to FY2025

We offset rising logistics costs from higher sales and inventory through revenue growth and productivity gains, resulting in a ¥ 580 million increase in operating profit YoY.

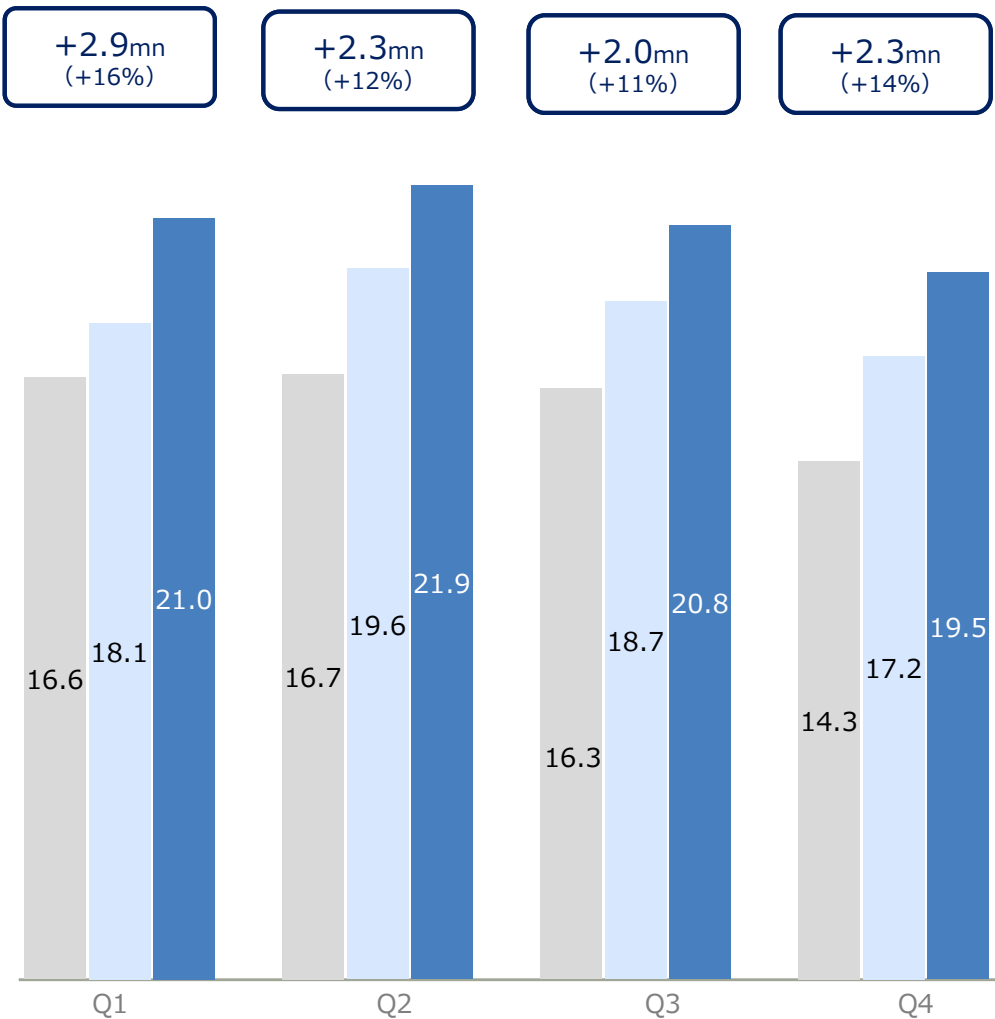


[Reference] Quarterly Performance Trends (1)

FY2024
FY2025
FY2026

Unit : million cases*1

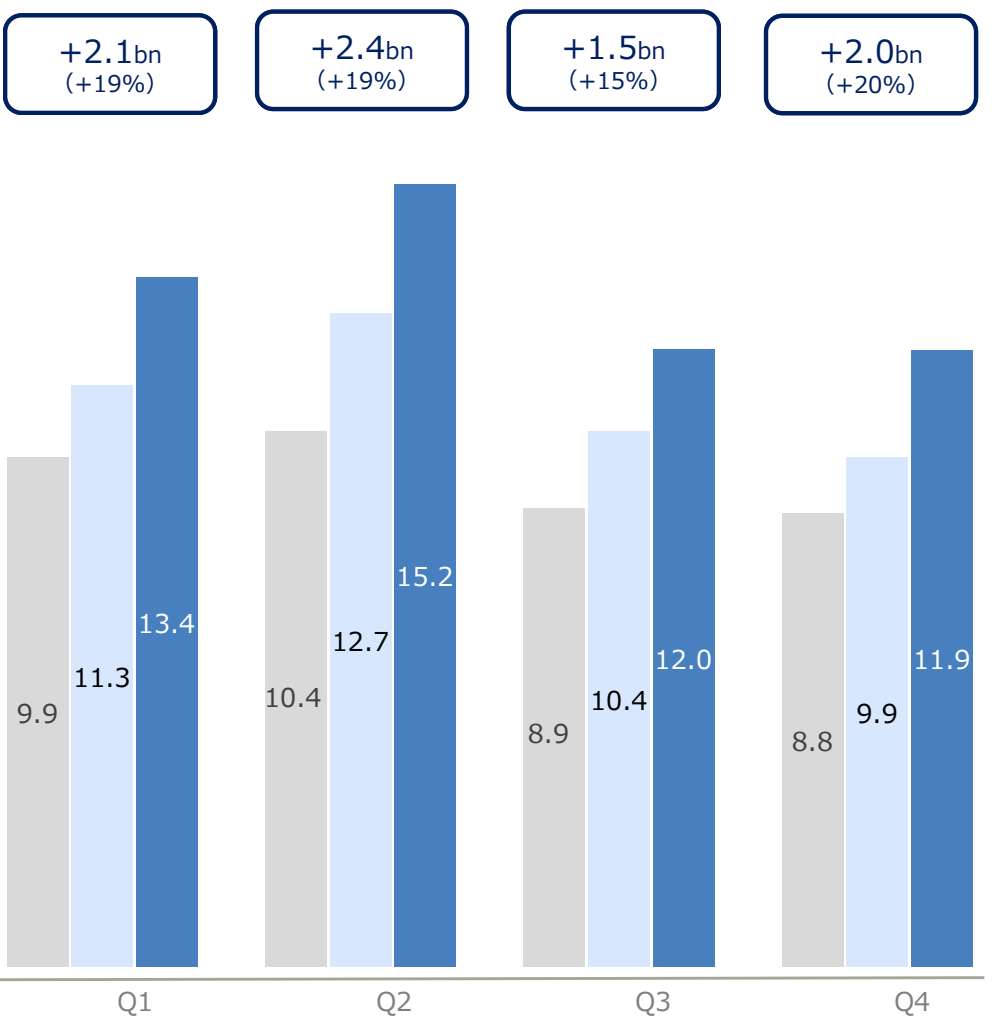
Production volume



FY2024
FY2025
FY2026

Unit : b n JPY

Revenue



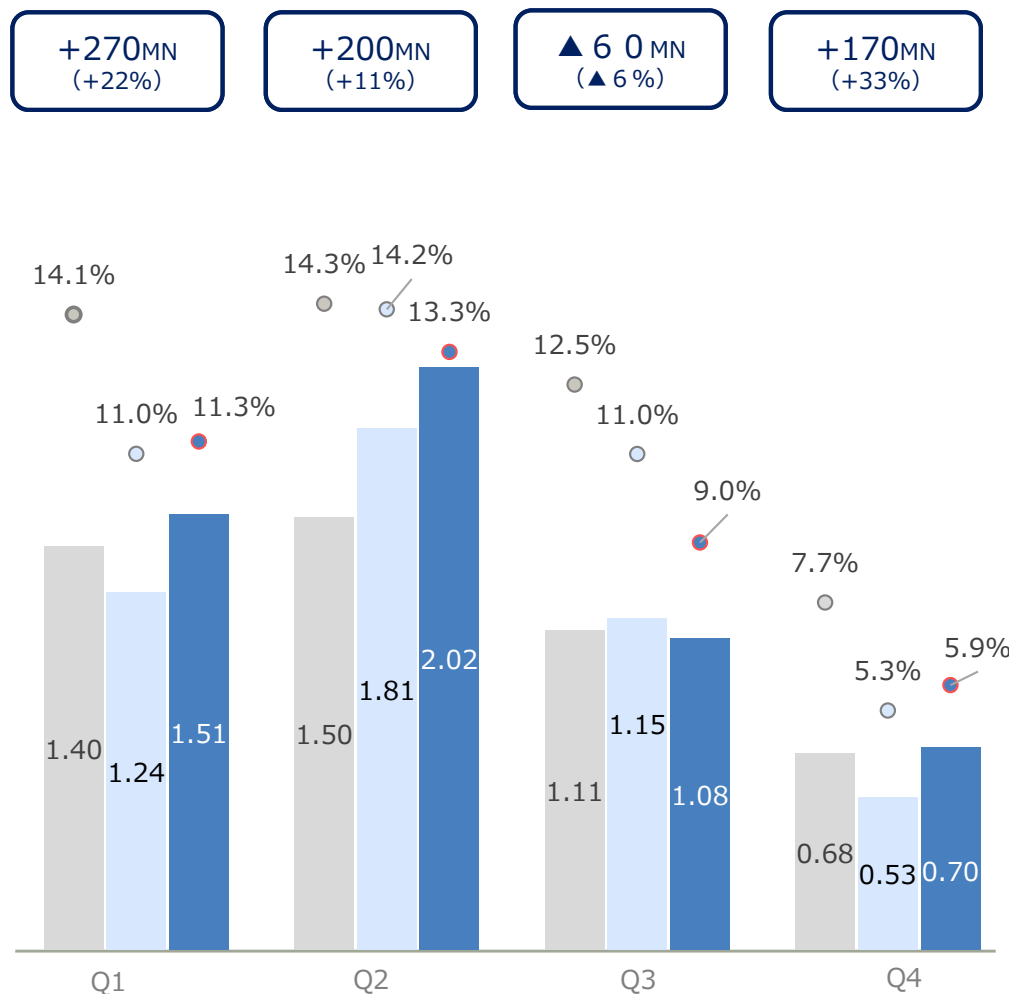
*1 : Calculated with 1 box = 12L .

[Reference] Quarterly Performance Trends(2)

■ FY2024
■ FY2025
■ FY2026

Unit : bn JPY

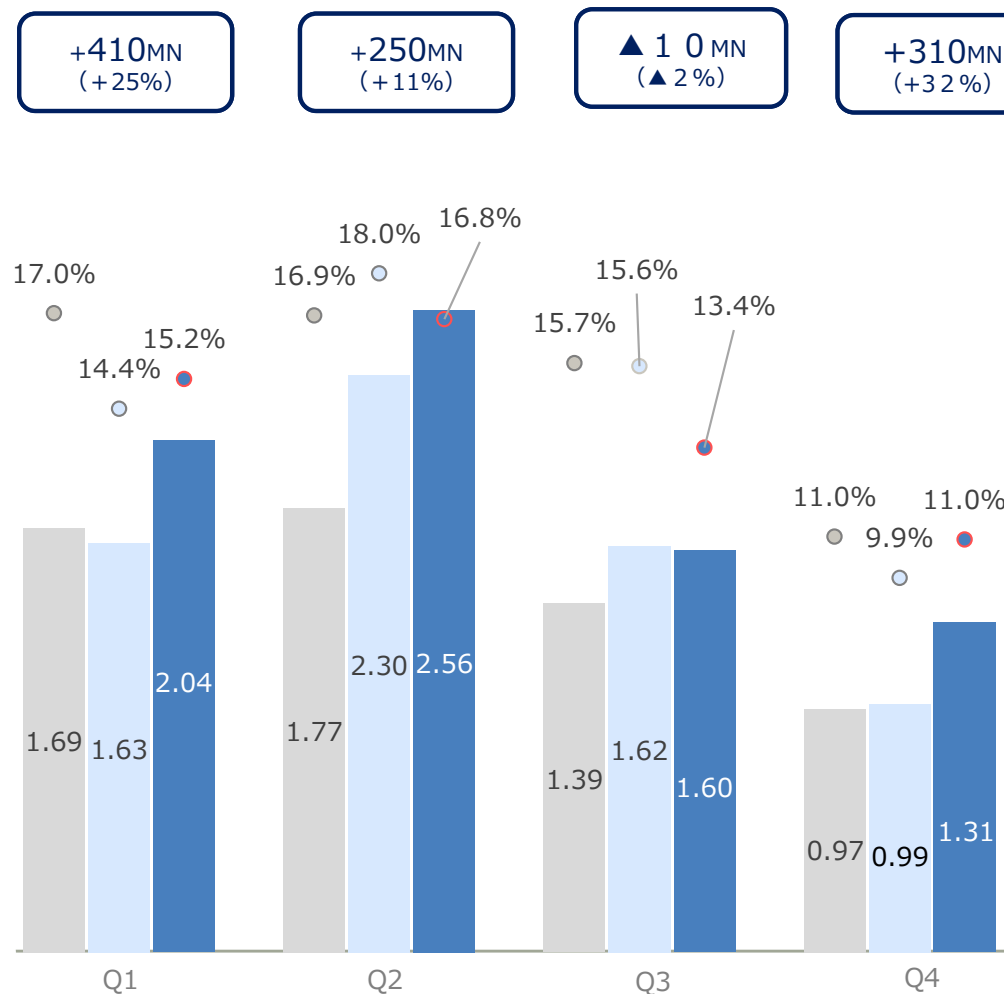
Operating profit/%



■ FY2024
■ FY2025
■ FY2026

Unit : bn JPY

EBITDA/%



Balance Sheet : FY2026

Fixed assets rose by ¥10.4 billion due to capex in Gunma Beverage and N Beverage. Additionally, net interest-bearing debt increased by ¥9.9 billion as these investments were funded via loans.

Unit : MM [JPY]	FY2025		FY2026		
	Amount	%	Amount	%	Variance
Current assets	12,443	37%	15,817	34%	+3,373
[Cash and deposits]	3,014	9%	3,561	8%	+547
Non-current assets	20,763	63%	31,246	66%	+10,482
Total assets	33,207	100%	47,063	100%	+13,856
Current liabilities	10,811	33%	19,284	41%	+8,473
Non-current liabilities	8,165	25%	11,330	24%	+3,164
[Interest-bearing debt]	12,401	37%	22,920	49%	+10,519
Total liabilities	18,976	57%	30,614	65%	+11,637
Net assets	14,230	43%	16,449	35%	+2,218
Total liabilities and net assets	33,207	100%	47,063	100%	+13,856

【Reference】

[Net debt EBITDA ratio]*1	1.4x	-	2.5x	-	+1.1pt
---------------------------	------	---	-------------	---	--------

*1 : Calculated based on the last twelve months EBITDA

Cash flow statement : FY2026

Operating CF was a ¥4.9 billion inflow (down ¥250 million YoY) due to higher receivables, while investing CF was a ¥13.1 billion outflow (up ¥9.0 billion YoY) due to capex.

Unit : MM [JPY]	FY2025	FY2026	Variance
Cash flows from operating activities	5,204	4,951	▲253
Cash flows from investing activities	▲ 4,099	▲13,174	▲9,074
(Capital investment) *1	▲3,471	▲13,270	▲9,799
Net Increase (decrease) in cash and cash equivalents	1,105	▲8,222	▲9,327
Cash flows from financing activities	▲ 1,826	8,769	10,596
(Increase/decrease in interest-bearing debt)	▲1,338	10,414	11,753
(Dividend payment)	▲483	▲627	▲144
Net increase /decrease in cash and cash equivalents	3,014	3,561	547

Growth investment results : FY2026

FY2026 growth investment on track. New lines at Gunma & N Beverage launched; profit contribution expected from FY2027.

Unit : bn JPY	FY2026	~ FY2029	Notes
	Result	Mid-Term Manageme nt Plan	
LDC			
Existing Factory	0.5	8.2	- Iwate Factory line upgrade (+8 million cases/year; completion expected 2H FYE March 2028): Progressing smoothly, with demolition of the old building completed. - Annual maintenance capex: Scheduled at approximately ¥1 billion/year.
Gotemba Factory	2.3	6.6	- Expansion of 500ml beverage line (+8 million cases/year; starting 2H FYE March 2027): Building construction is progressing as planned. - Labor-saving automation for warehouse operations.
Subsidiaries / M&A / N Beverage	3.9	5.9	- In-house bottle manufacturing: Construction and payments completed. - Expansion of 500ml bottled water line: Construction completed (payments scheduled for FYE March 2027). - Warehouse construction for increased production: Building construction is progressing as planned.
O Beverage Gunma Beverage	3.9	8.3	- Hita Factory: In-house bottling (construction & payment completed). - Yamanakako Factory: In-house bottling (construction & payment completed). - Gunma Beverage: Operational after overhaul. Equipment ordered for in-house bottling and capacity expansion. Restarting idle equipment under review. New automated warehouse approved (~¥3.0B).
LD Vending	-	-	- Apr 2026: Acquired vending machine and beverage wholesale businesses from Sukima Department. - Oct 2026: Scheduled to acquire vending machine business from Pokka Sapporo.
Total	10.7	29.0	

F Y 2026 Topics : PMI progress

PMI for N Beverage and O Beverage is on track. Gunma Beverage (formerly Pokka Sapporo Gunma Factory, acquired Jan 2026) has also started PMI.

N Beverage (Acquired in January 2023)

- FYE March 2025: Increased line capacity and shifted to full production on weekdays.
- FYE March 2026: Launched in-house bottling and shifted to full production on weekends.
- FYE March 2027: Expanded bottled water line (now operational) and warehouse construction (scheduled for September).

O Beverage

- Hita Factory (Acquired June 2024) FYE March 2026: Launched in-house bottling and shifted to full production on weekends.
- Yamanakako Factory (Acquired January 2025) FYE March 2026: Launched in-house bottling and shifted to full production on weekends.

Gunma Beverage (Acquired January 2026)

production

- FYE March 2026: Shifted to full production on weekends (completed).
- FYE March 2027: In-house bottling and capacity expansion (600 BPM → 900 BPM).
- FYE March 2028: Restart of idle equipment and in-house bottling (600 BPM).

logistics

- Construction of new automated warehouse on-site (Scheduled to start operations in FYE March 2028)

sale

- Expanding sales to LDC clients and developing new sales channels
- Enhancing product lineup

F Y 2026 Topics : New Entry: Vending Machine Business (1/2)

We aim to achieve an annual operating income of over 1 billion yen in the vending machine business by the fiscal year ending March 2030.

Background, Purpose, and Goals

- Market Landscape: Although the number of active units has decreased*₁ from a peak of 2.4 million to 2.0 million, the vending machine channel remains a major market with an approximately 20%*₁ share of total soft drink sales.
- Strategic Decision: After exploring various revenue models for the vending machine business, we have decided to enter the market now that M&A opportunities have provided a clear and viable roadmap.
- Profit Contribution: We will drive profitability by generating direct revenue from the vending machine business and evolving our "Max Sales" strategy (expanding direct sales channels).
- Financial Target: While we have not set a specific target for the number of units, we aim for ¥1.0 billion in operating profit from the vending machine business by FYE March 2030.

Basic Business Model

vending machine	Multi-brand vending machine* ₂
merchandise	Focus on high-demand products (LDC + major brands) rather than a full product lineup. Optimizing selection with consumer-favorite products (LDC & brand-name goods) instead of a full-range lineup.
PRICE	Low pricing for basic beverages (water, tea, unsweetened sparkling water) and rational pricing for high-value, competitive products.



Creating vending machines that consumers actively choose



Expanding locations through organic growth and M&A

FY2026 Topics : New Entry: Vending Machine Business (2/2)

The acquisition of Sukima Department's vending machine business was completed in April 2026. The acquisition of Pokka Sapporo's vending machine business is scheduled for October 2026.

Sukima Department^{*1}Vending Machine Business, etc. (Acquired April)

- Units: approx. 3,000 vending machines (approx. 6,000 locations)
- Machine Type: Multi-brand machines
Product Mix: Various major brands and private brand (PB) products
Pricing: Low price range
- Profitability: Operating profit margin of approximately 9%
- Operating Bases: 6 locations (Tokyo, Kawasaki, Yokohama, Osaka, Fukuoka, and Matsuyama)



- Maintain the current business model
- Acquire new locations through organic development and M&A (roll-ups)
- Enhance operational excellence by hiring, educating, and training route sales staff

Pokka Sapporo Vending Machine Business (Acquired October)

- Units: approx. 40,000 vending machines (approx. 18,000 locations)
- Machine Type: Dedicated machines (Pokka Sapporo branded)
Product Mix: Full lineup of Pokka Sapporo products
Pricing: Premium price range
- Operating Bases: 20 locations (Tokyo Metropolitan Area, Chubu, and Kansai)



- Pivot business model: Shift to multi-brand machines (PB/Major brands) at low/rational prices.
- Location assessment: Evaluate each base to determine withdrawal or continuation.
- Enhance operational excellence: Improve performance through route sales hiring and training.

*1: Sukima Department Co., Ltd.*2: Pokka Sapporo Food & Beverage Ltd.*3: Dedicated vending machines that exclusively sell products from a specific beverage manufacturer.

FY2026 Topics : Establishment of LD Agri

Acquired a crude tea factory in Chiran, Kagoshima, and started processing operations.

Purpose and Overview of LD Agri

- Objectives
 - Ensure stable procurement (price and volume) of raw tea leaves for green tea beverages.
 - Maintain the foundation of domestic tea production (specifically in Kagoshima and Shizuoka Prefectures).
- Overview Company
 - Name: LD Agri Co., Ltd.
 - Location: 4000-3 Nagasato Ishizakanoue, Chiran-cho, Minamikyushu-shi, Kagoshima

Acquisition and Start of Operations of Crude Tea Factory

- Acquired crude tea factory in April 2026 (Location: Minamikyushu, Kagoshima)
- Commenced factory operations and harvesting upon acquisition: Establishing an efficient operational structure in collaboration with the Chiran Factory.
- Targeting increased processing capacity and production volume.

Commencement of Tea Cultivation

- Leased tea plantations and commenced tea leaf cultivation
- Implementing initiatives to improve productivity while continuing to secure additional plantation acreage

1. FY2026 Performance

2. FY2027 Performance Forecast

3. (Reference) Company Introduction

Mid-Term Management Plan: Outline

We will strive to enhance corporate value by expanding production capacity, challenging the D2C model through entry into the vending machine business, and improving overall productivity.

Evolution and deepening of Max production and Max sales = Increase/acquire production capacity

- Increase production capacity by updating and improving facilities at existing factories*₁
- Expansion of production capacity at existing factories*₁
- Acquisition of production capacity through M&A

Productivity

- Logistics optimization: Redesign network and build new warehouses.
- Smart warehousing: Boost productivity using AGVs (automated vehicles).
- Efficiency gains: Streamline operations via IT and AI.

Challenge to EC/D2C model

- Expansion of products and services sold at the LDC online store
- Entry into Vending Machine Business

*1:Our company, N Beverage, O Beverage and Gunma Beverage

Performance forecast : FY2027

We project growth in production and earnings driven by three new production lines and cost optimization, alongside price revisions to offset rising crude oil costs.

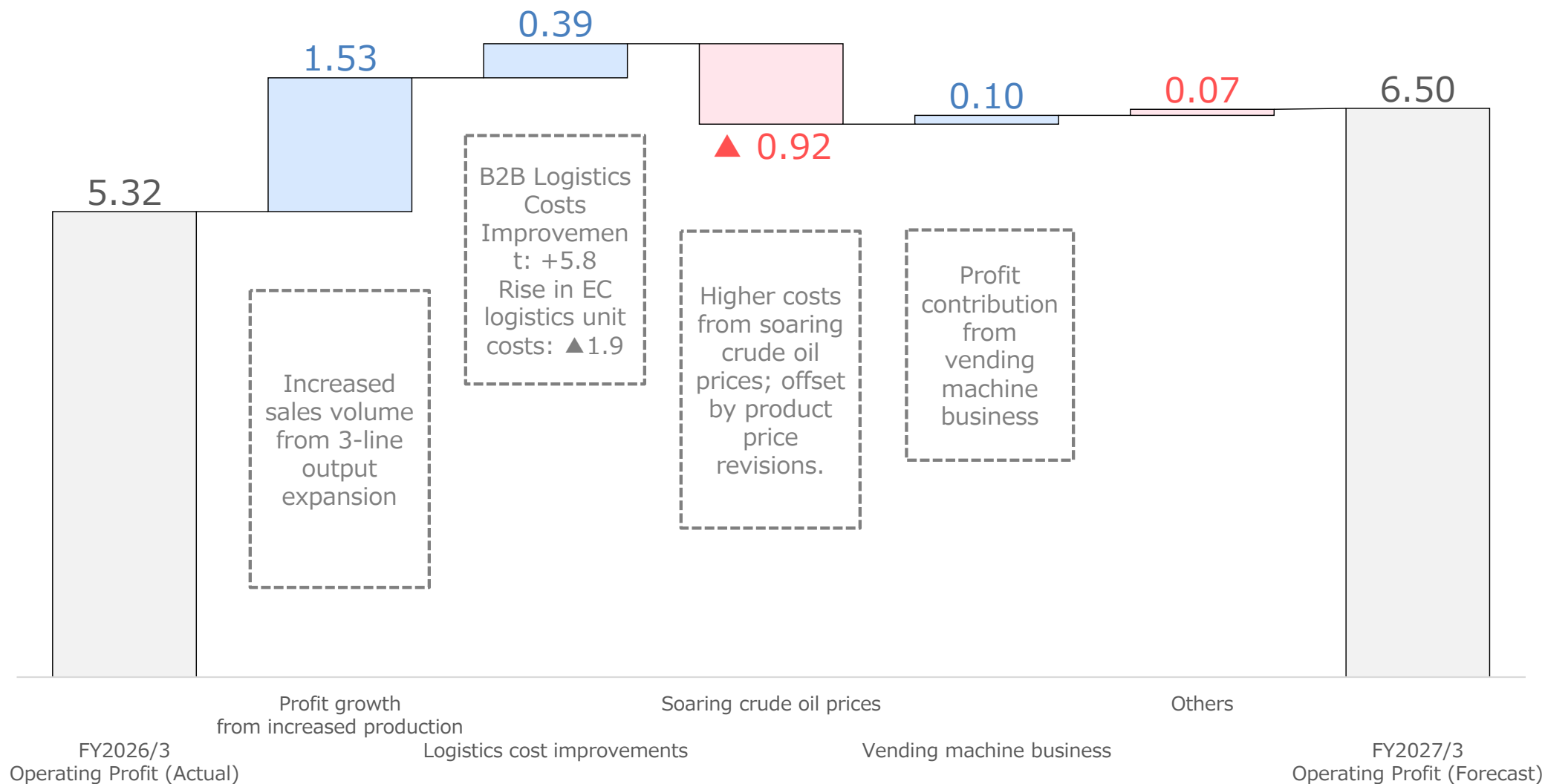
Unit : bn JPY	FY2026 (Results)	FY2027 (Forecast)	Variance	%	FY2027 (Forecast) Excl. Vending Machines
Production quantity*1 Million cases	83	100	+17	+20%	100
Revenue	52.6	72.0	+19.3	+37%	61.0
Operating profit	5.3	6.5	+1.1	+22%	6.4
(%)	(10.1%)	(9.0%)	(▲1.1pt)	-	(10.5%)
Net income	3.4	4.2	+0.7	+21%	-
(%)	(6.6%)	(5.8%)	(▲0.7pt)	-	-
(EPS)	(66.46yen)	(80.94yen)	(14.48yen)	-	-
EBITDA	7.5	10.0	+2.4	+33%	9.3
(%)	(14.3%)	(13.9%)	(▲0.4pt)	-	(15.2%)
CAPEX*2	10.7	12.5	+1.8	+17%	
DPS/share	14.0yen	15.0yen	+1.0yen	-	

*1: Excl. Ikoma Meisui (affiliate). *2: Represents growth investment amount.

Analysis of Operating Profit(Breakdown by Factor) : Compared to FY2026

+¥1.17b profit projected: Increased volume and cost cuts to offset rising crude oil and EC logistics costs.

Unit : bn(JPY)



1. FY2026 Performance
2. FY2027 Performance Forecast
- 3. (Reference) Company Introduction**

About us

Our head office is located in Osaka, and our main business is the drink and leaf business that manufactures and sells Mineral water, tea, and carbonated drinks.

Issuer	LIFEDRINK COMPANY, INC. (“LDC”)
President and CEO	Kuniaki Okano
Founded	1950 (Established : 1972)
Head office	Osaka city, Osaka Prefecture
Business	• Drinks / Leaves Business – Mineral water, tea, carbonated drinks, and tea leaf products
Offices & Factories	• Head Office: Osaka, Branch Office: Tokyo • 10 factories (Beverage = Iwate, Zao (Yamagata), Tochigi, Fuji (Yamanashi), G otemba(S h i z u o k a), Owase (Mie), Miyama (Kyoto), Yuasa (Wakayama), Minoh (Fukuoka), Others = Chiran (Kagoshima) • Consolidated subsidiary: N Beverage(Asahi Town, Toyama Prefecture),O Beverage(Hita City, Oita Prefecture /Yamanashi Prefecture, Yamanakako Village), Gunma Beverage (Isesaki City, Gunma Prefecture), LD Agri Co., Ltd. (Minamikyushu City, Kagoshima Prefecture)
Number of Employees*1	835(160) as of March 2026
Other	• Tokyo Stock Exchange Prime Market (Securities Code: 2585)

*1:The number of employees refers to the headcount as of the end of the reporting period, including employees seconded from external organizations to our company. The number of temporary employees (including part-timers and those from staffing agencies) is listed in parentheses.

Our History

2015	Formed a capital and business alliance with Sunrise Capital, sub-advised by CLSA Capital Partners Japan (current Sunrise Capital)
2016	Established the Fuji Meisui Ashikaga factory (Tochigi factory)
2017	Changed the company name to Life Drink Company
2019	- Sold Aquapia (ice business) - Sold solar power business
2020	- Opened an online store on Rakuten Ichiba and started selling ZAOSODA - Liquidation of Hokusei Menpun (dried noodles and instant noodles)
2023	Sold sauce business

LIFE DRINK COMPANY

- Soji Tanaka incorporated Ryokkaen (tea wholesaler), founded by Tanaka Tane in 1950, and established Asamiya in 1972

Asamiya

2021	Listed on the Second Section of the Tokyo Stock Exchange
2023	- Acquired Nitto Beverage(current N Beverage) - Listed on the "prime market" of the Tokyo Stock Exchange
2024	- Established Gotemba factory - Acquired carbonated water factory (current OBK Hita Factory)
2025	Acquired drinking water factory (current OBK Yamanakako Factory)
2026	- Acquired a beverage factory (current Gunma Beverage) - Entered the Vending Machine Business

Foundation
(1950)

Entering Soft Drink Business
Diversification of Business through M&A

Capital
participation
by Sunrise

Selection & Concentration
(Return to being a
beverage manufacturer)

Regrowth

2001	Acquired Seihou Beverage (Minoh factory)
2002	Acquired Miyama Meisui (Miyama factory)
2004	- Acquired Iwate Soy Sauce (Iwate factory)(withdrew from soy sauce business in 2018) - Acquired Daikokuya for rice crackers business - Established the Shizuoka factory for canned coffee business
2005	Acquired Aquapia for ice business
2006	Established Owase Meisui (Owase factory)

2008	- Established Yuasa Meisui Corporation (Yuasa factory) - Acquired Higashi chocolate business(withdrew from chocolate business in 2013,liquidation completed in 2017)
2010	- Established Fuji Meisui Corporation (Fuji factory) - Acquired Popeye Food Industries
2011	- Acquired Hokusei Meipun for dried noodles and instant noodles business - Acquired Fujiko for frozen noodles business (merged with Aquapia in 2014)
2012	Acquired Yamachu Unyu for transportation business (sold in 2017)
2013	Acquired Tohoku Beverage (Zao factory) for carbonated water business

Corporate Philosophy

Based on our corporate philosophy, “Center of Deliciousness, Foremost Reassurance”, we conduct according to action guidelines, “Only what you want your loved ones to drink”.

**Center of Deliciousness,
Foremost Reassurance**

**To “always” be close to our customers
from babies to the elderly,
We pursue “standard of deliciousness” and “reliable safety”
and
We provide products with taste and quality
that can be chosen in all aspects of daily life,
from waking up in the morning
to going to sleep at night**

Features and Strengths

We have the advantage of offering "low-price products" and ensuring "stable supply" through "mass production of limited varieties," "in-house production," and "nationwide expansion of factories."



Features and Strengths (Mass Production of limited variety products)

The liquids available are water, tea, and carbonated water, with capacities concentrated in 2 liters or 500 milliliters.

We aim to minimize waste in each process.



Natural mineral water
500ml/ 2L



Carbonated water OZA SODA
for EC 500ml



Green tea
500ml/ 2L

Oolong tea
500ml/ 2L



Natural mineral water
for EC 500ml/ 2L

Green tea
for EC 500ml

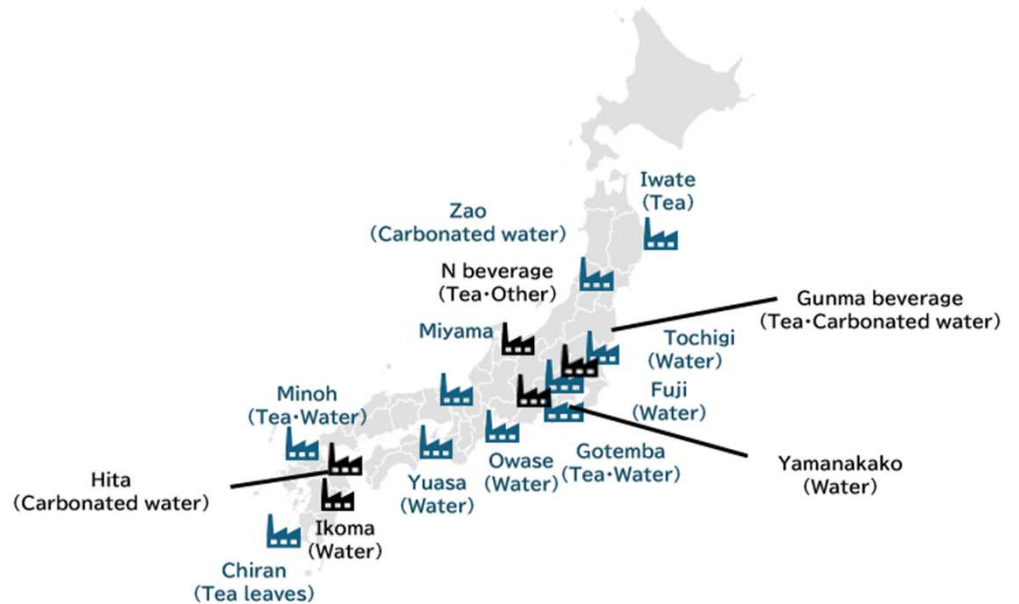
Features and Strengths (In-house/Nationwide Expansion of Factories)

In-house production mainly reduces manufacturing costs, and nationwide expansion of factories reduces distribution costs.

In-house production from procurement to sales



Nationwide expansion of factories



- | Advantages of Nationwide Plants Expansion |
|---|
| • Cost competitiveness by reducing logistics costs through "local production for local consumption" |
| • Expand relationships with major retail companies expanding nationwide by nationwide stable supply |
| • Reduce the risk of supply interruptions due to natural disasters |

Sales Channels

We build relationships with major retailers in each channel.

Our e-commerce business is steadily expanding, with our main products and directly managed stores each winning the Rakuten Ranking Grand Prize.

Strong partnership with retailers



Expansion of direct channels through EC development



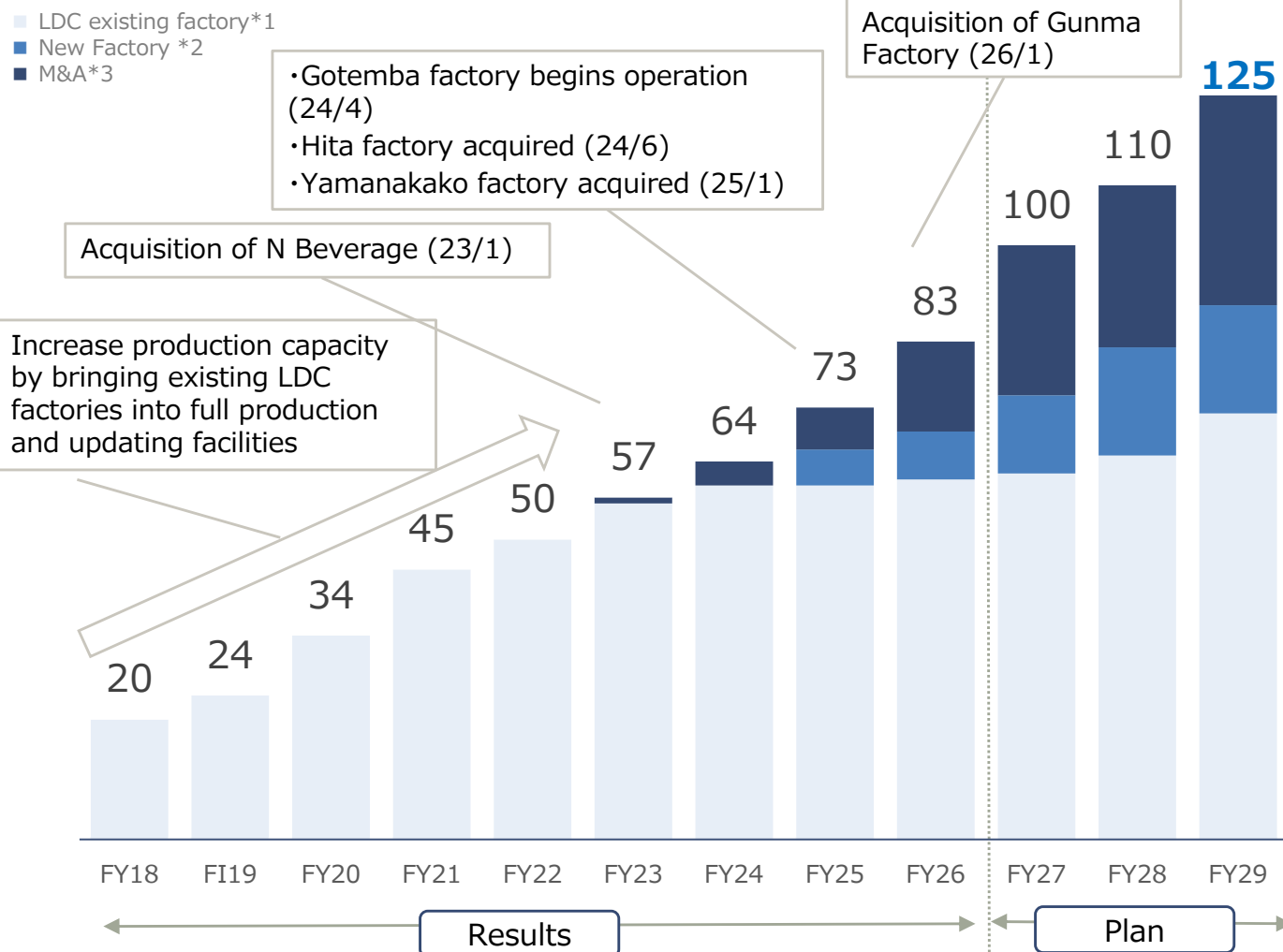
*1: Calculation method: The best shops of the year are selected from over 50,000 stores nationwide (as of November 2025) on Rakuten Ichiba, based on user popularity votes and a comprehensive evaluation of store sales.

*2: Reference: https://www.amazon.co.jp/b/?ie=UTF8&node=26809570051&ref_=asa24spr

Mid-Term Management Plan: Production volume trends

We are committed to increasing production and aim to reach 125 million cases by the end of March 2029, a 51 million case increase from FY2025.

Production volume trends (Unit : million cases)



Planned initiatives to increase production

FY2027

- April 2026 : New NBK line begins operation
- Second half of FY27 : New line operation at Gotemba factory
- : Capacity expansion at Gunma factory ①

FY2028

- Second half of fiscal year ending March 2028 : Iwate factory line renewal
- : Gunma factory capacity expansion ②



Plan Not reflected

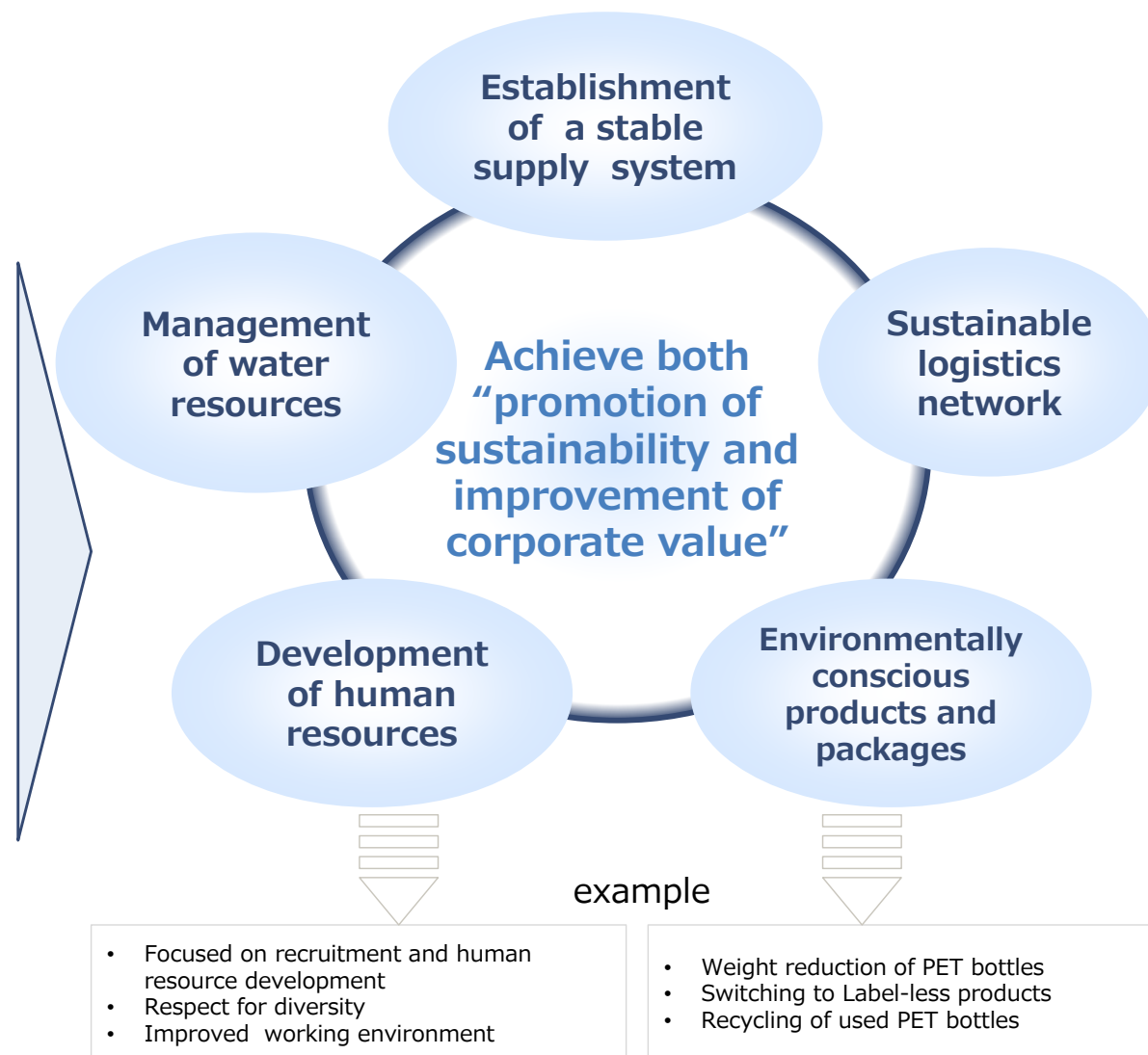
- Acquiring production capacity through M&A

Sustainability Policy and Materiality

Based on our sustainability policy, we aim to achieve both the promotion of sustainability and the improvement of corporate value from a long-term perspective.

Sustainability Policy

Fulfill social responsibility by continuously supporting the infrastructure of consumer's daily lives by ensuring a consistent supply of high-quality, safe, and reliable beverages .



Disclaimer

This document has been prepared by LIFEDRINK COMPANY, INC. (the "Company") solely for information purpose only. This document does not constitute or form part of and should not be construed as, an offer to sell or issue or the solicitation of an offer to buy or acquire securities of the Company in Japan, the United States or any other jurisdictions. The information contained herein is based on current economic, regulatory, market trends and other conditions. The Company makes no representation or guarantee with respect to the credibility, accuracy or completeness of the information herein. The information contained herein may change without prior notice. You may not publish or use this document and the contents thereof for any other purpose without a prior written consent of the Company. Furthermore, the information on future business results are forward-looking statements. Forward-looking statements include but not limited to expressions such as "*believe*", "*expect*", "*plan*", "*strategic*", "*expect*", "*anticipate*", "*predict*" and "*possibility*", as well as other similar expressions to explain future business activities, achievements, events and future conditions. Forward-looking statements are predictions about the future that reflect management's judgment based on currently available information. As such, these forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from those expressed in or suggested by the forward-looking statements. Therefore, you may not rely entirely on forward-looking statements. The Company does not assume any obligation to change or correct any forward-looking statements in light of new information, future events or other findings.

This document and its contents are confidential and are being provided to you solely for your information and may not be retransmitted. This presentation is being furnished to you solely for your information and may not be reproduced or redistributed to any other person. In giving this presentation, the Company does not undertake any obligation to provide the recipient with access to any additional information or to update this presentation or any additional information or to correct any inaccuracies in any such information which may become apparent.

Information on companies other than the Company and information provided from third parties are based on public information or sources. The Company has not independently verified the accuracy and appropriateness of such data and indicators used herein, nor assume any responsibility for the accuracy and appropriateness of such data and indicators presented in this document.

This document does not contain all relevant information relating to the Company and the securities and is qualified in its entirety by reference to the detailed information appearing in the Japanese language prospectus (the "Japanese Prospectus"). Any investment decision with respect to the securities should be made solely upon the basis of the information contained in the Japanese Prospectus.

LIFEDRINK COMPANY
