

20th

Anniversary
Euglena Co., Ltd.

Q2 FY2025 Financial Highlights

Euglena Co., Ltd.
Prime Market of the Tokyo Stock Exchange
(Securities code: 2931)

August 8, 2025

[Disclaimer Policy] Forecasts, outlooks, strategies and other non-historical facts contained in this document are based on information available to the Group at the time this document was prepared, and the Group does not guarantee the accuracy of such information. These factors may differ significantly from forecasts due to changes in the economic and business environment.

Executive Summary

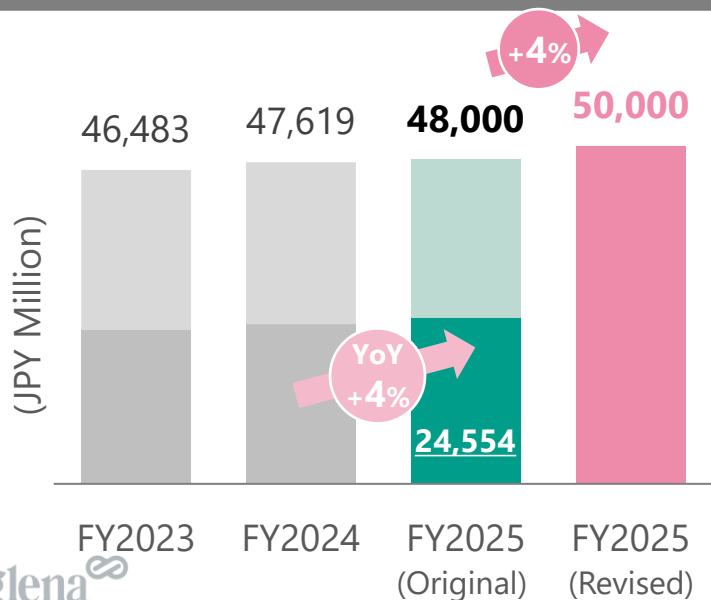
H1 FY2025 Progress

- **Operating profit increased eightfold YoY**, driven by outperformed revenue growth from major subsidiaries and improvements in the profit structure
- **Completed a 15% investment** in the JVCo constructing and operating a commercial biorefinery in Malaysia
- **Launched the own brand “Euglena for Living Things”** for fertilizers and feed containing microalgae

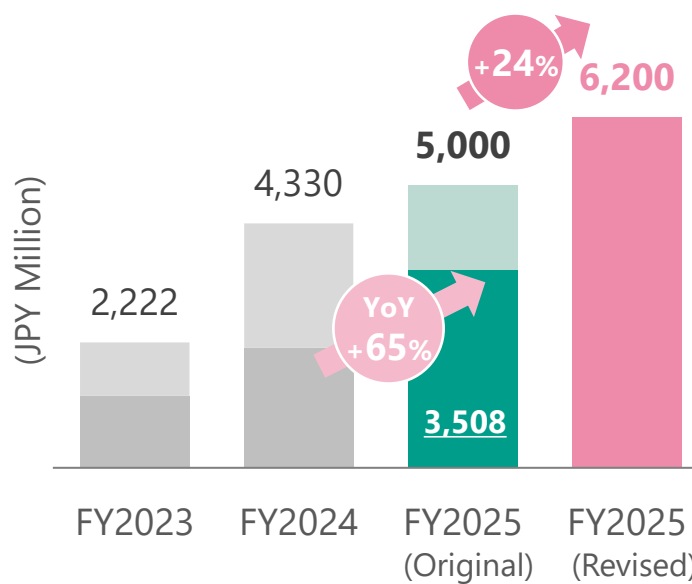
Future Outlook

- **Full-year forecast revised upward** to JPY50B in Sales, JPY6.2B in Adjusted EBITDA, and JPY2.4B in operating profit
- Aims for the next decade of growth with **“Exploration” centered on microalgae** and **“Exploitation” of existing businesses**
- Expands microalgae production and market creation based on the **“NEW Biomass 5Fs” as a core strategy**, redefined with **“Fine Chemical”**

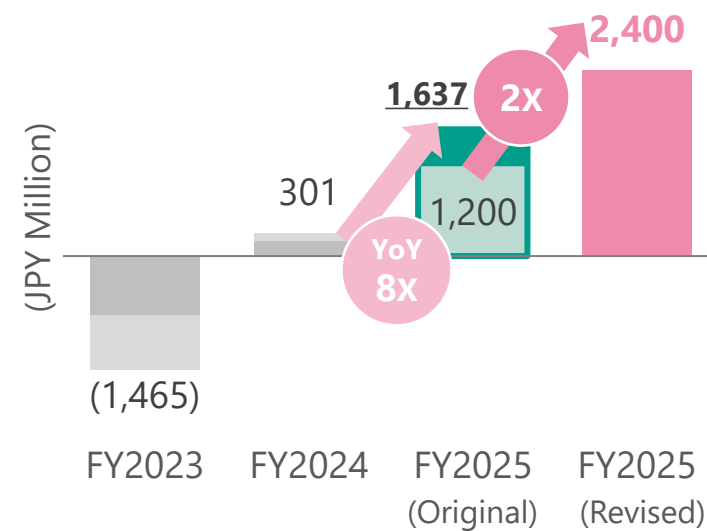
Sales



Adjusted EBITDA



Operating Profit

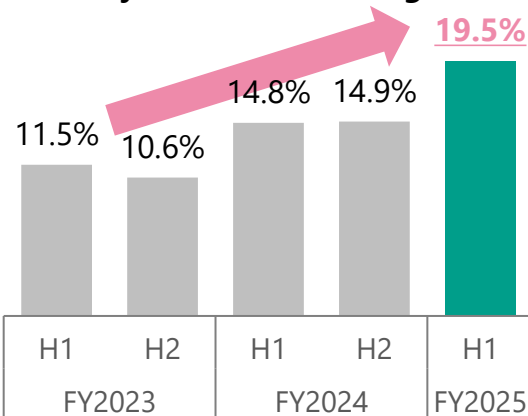


Key Achievements in H1 FY2025

Healthcare Business

(1) Create a robust profit structure

Record a marked increase in Adjusted EBITDA margin



(2) Nurture growth brands and loyal customers

Strong sales at Qsai, contributed by expansion of Cola-rich



Steady growth in *Euglena* for Healthcare & CONC



(3) Strengthen the manufacturer function

Expands recognition as functional ingredients and OEM partnerships



Strong sales at Saticine Medical



Material development

Developed "purified paramylon" as a functional food ingredient



Large-scale cultivation

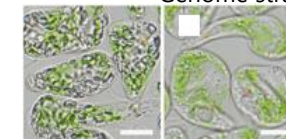
Piloting scale-up production through indoor tank culture



Genome editing

Successfully improved strains using the Japanese genome editing technology

Wild strain *EgGSL2* Genome strain



R&D

Biofuel Business

Feedstock procurement /production

Started research in Bangladesh/Malaysia



Production

Completed a15% investment in the biorefinery in Malaysia



Distribution

Developed SUSTEO51, leveraging subsidies



Sustainable Agri-tech Business

The 3rd pillar of growth

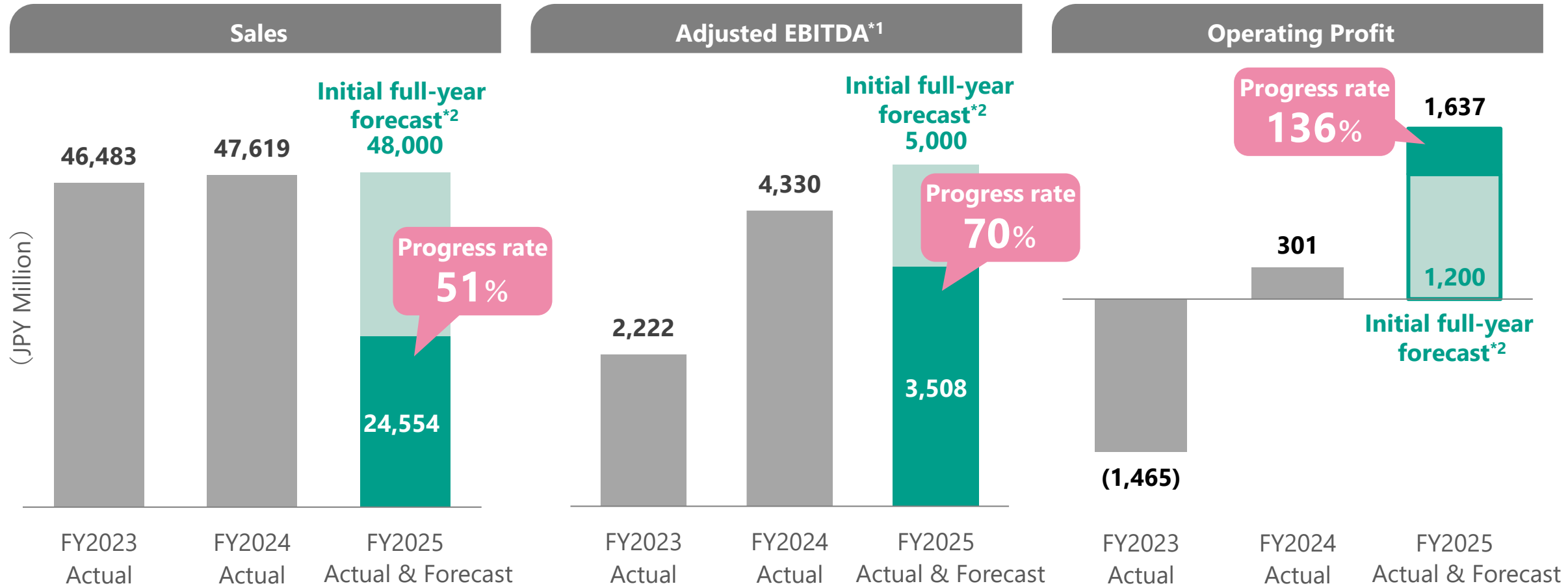
Developed/launched fertilizer and feed containing *Euglena*



Financial Results and Forecast for FY2025

FY2025H1 Financial Performance

Strong sales of Qsai and Saticine Medical, combined with group-wide profit structural improvements, drives profit growth well ahead of the plan



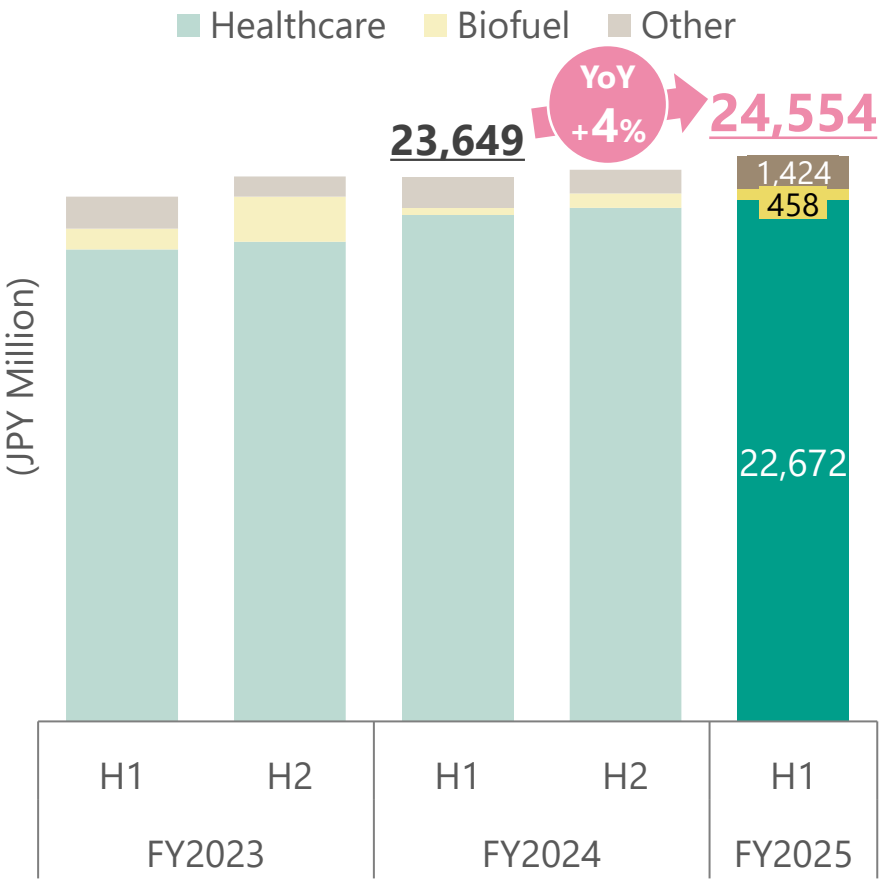
*1: Adjusted EBITDA is our own financial indicator. The formula is EBITDA (Operating income + Goodwill Amortization and Depreciation) + Subsidy income + Stock related compensation

*2: Published on 14 February 2025

Sales

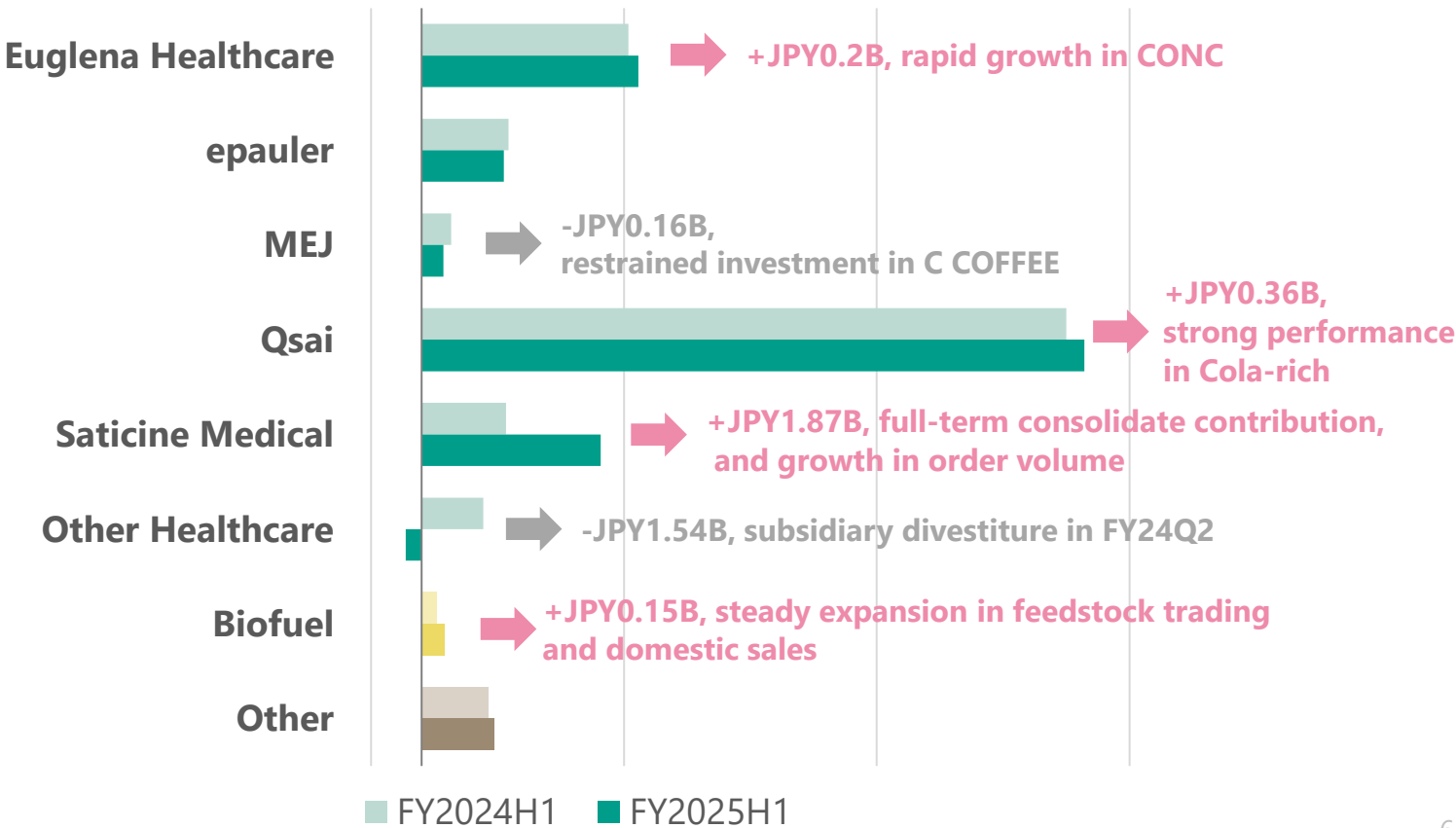
Sales increased by 4% YoY through customer growth in CONC and Cola-rich, along with consolidated contributions from Saticine Medical

Sales Trend



Analysis of Increase/Decrease by Business Segment (YoY Comparison)

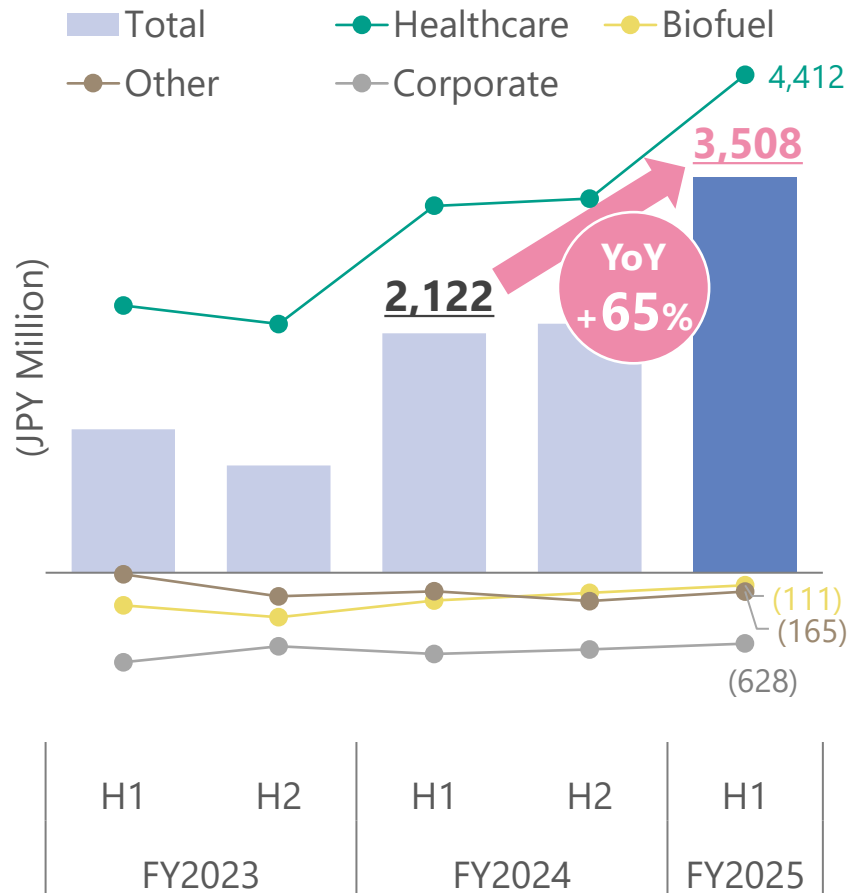
(JPY Million) (1,000) 4,000 9,000 14,000



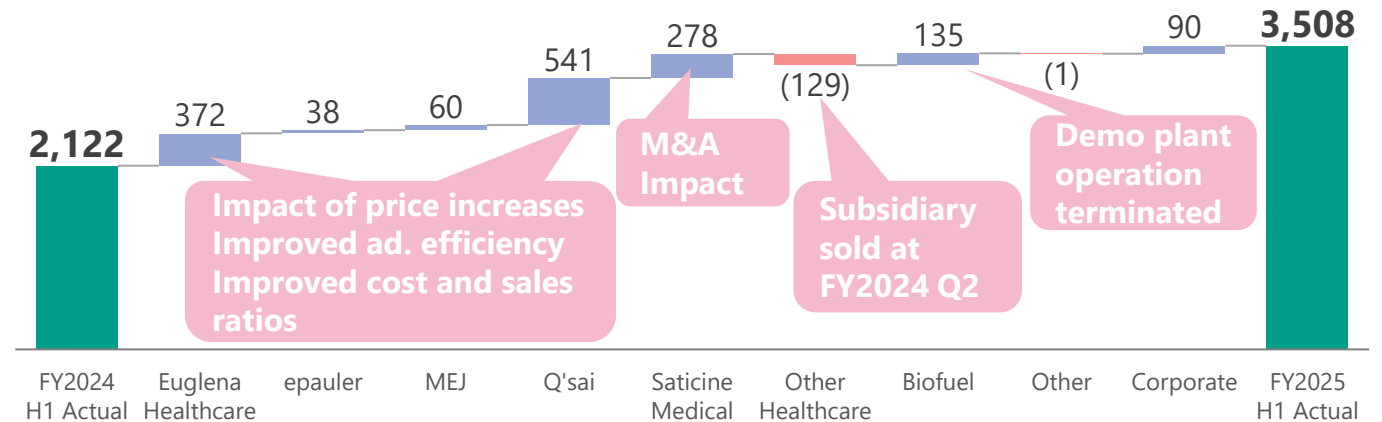
Adjusted EBITDA

Achieved a substantial 65% increase due to healthcare pricing and cost-cutting measures

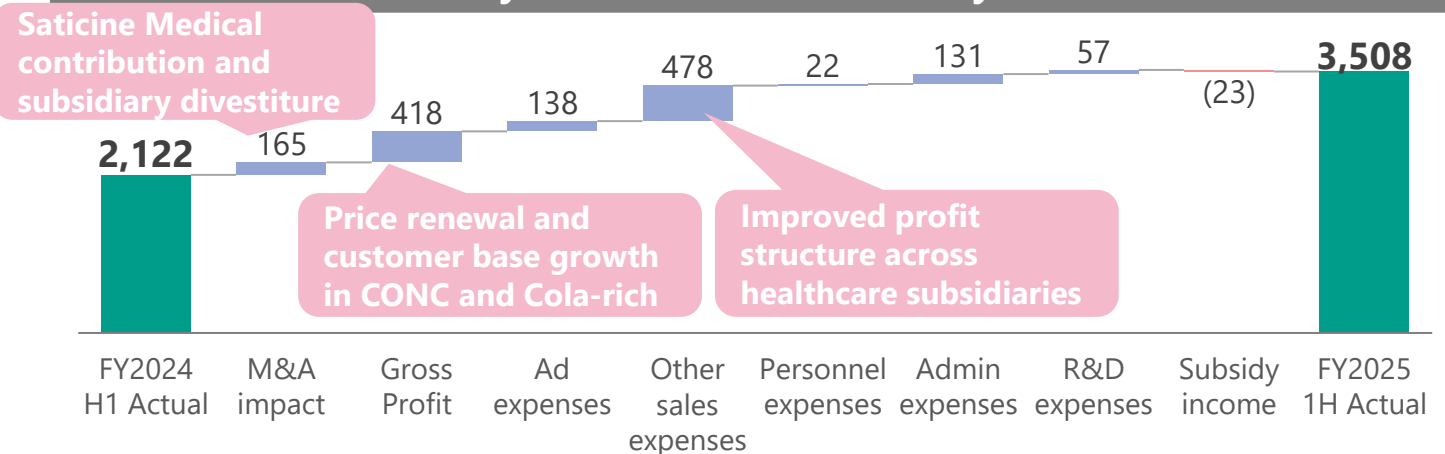
Adjusted EBITDA Trend



Analysis of Increase/Decrease by Business Segment (YoY Comparison)



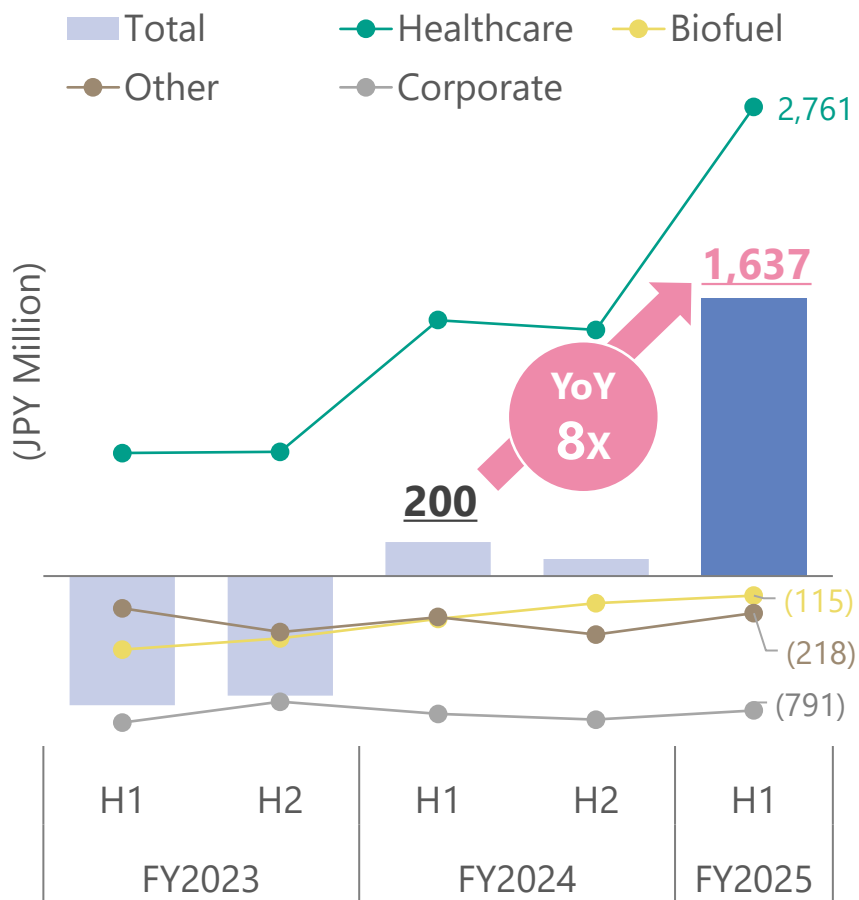
Analysis of Increase/Decrease by Account



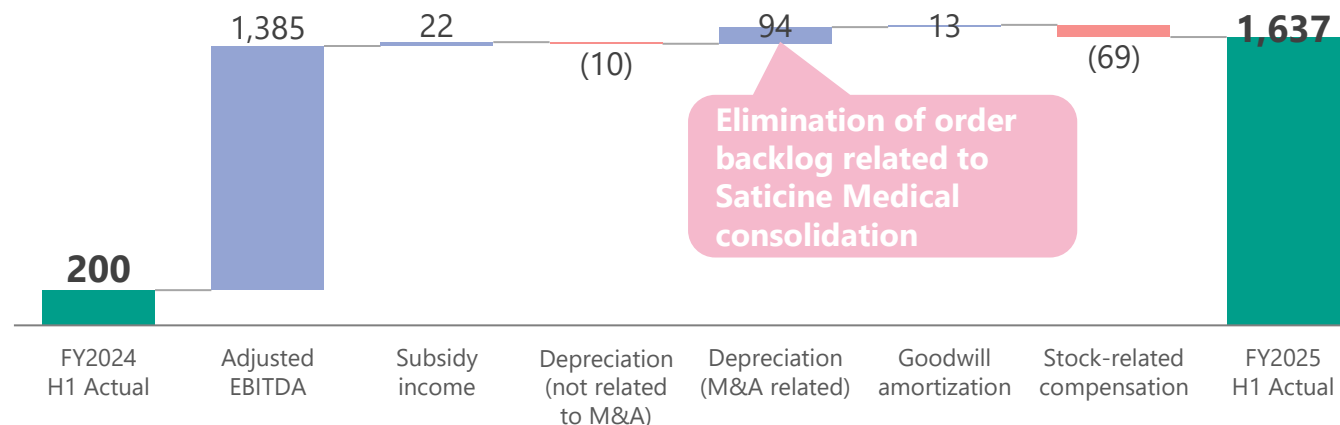
Operating Profit*1

Achieved an eightfold increase in adjusted EBITDA, establishing a stable profit structure

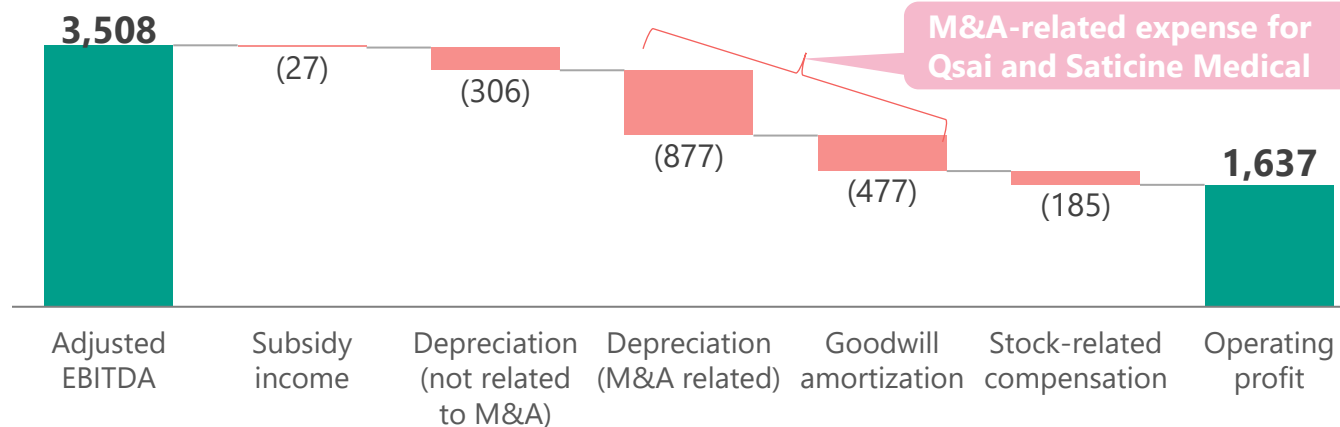
Operating Profit*1 Trend



Analysis of Increase/Decrease by Account (YoY Comparison)



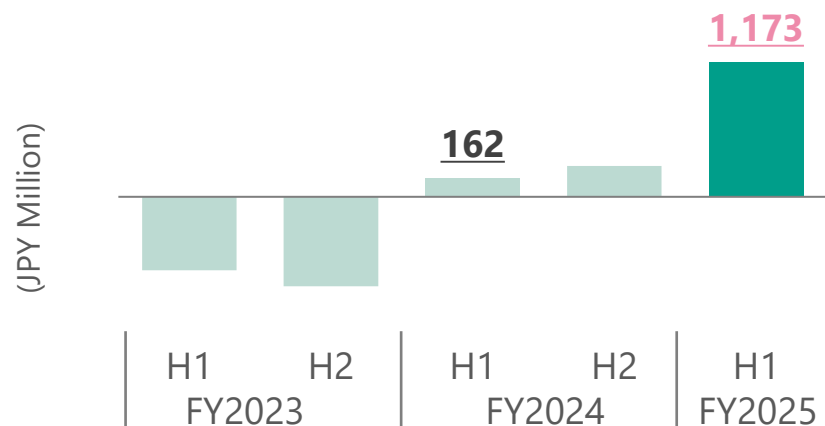
Breakdown from Adjusted EBITDA to Operating Profit (FY2025 H1)



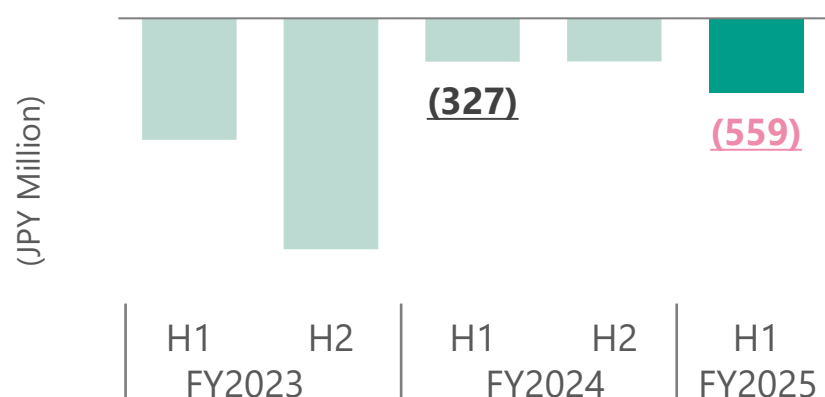
Ordinary Profit*1, Net Loss*1,2

Extraordinary losses and Qsai-related tax and NCIs led to a net loss of JPY560M

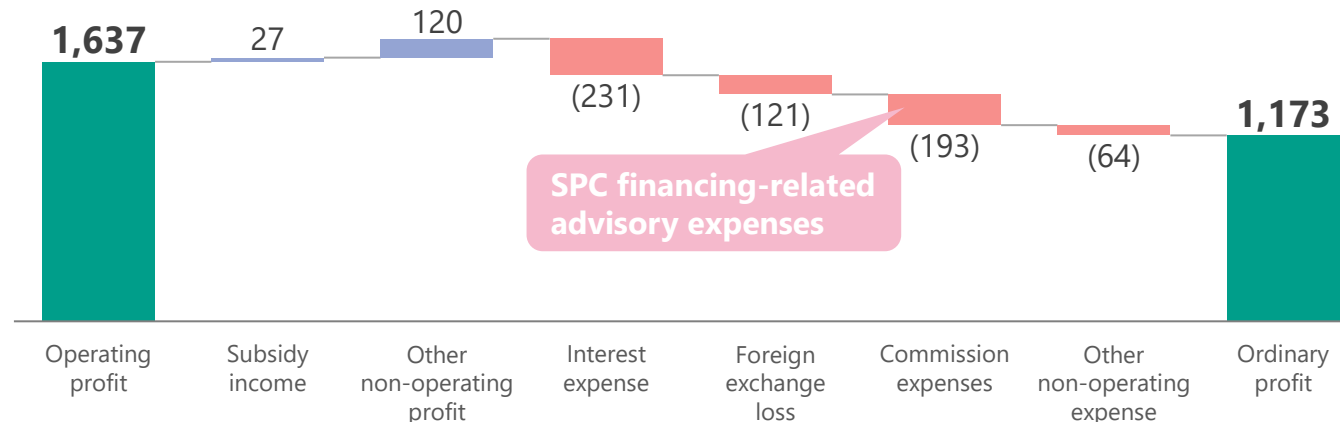
Ordinary Profit Trend



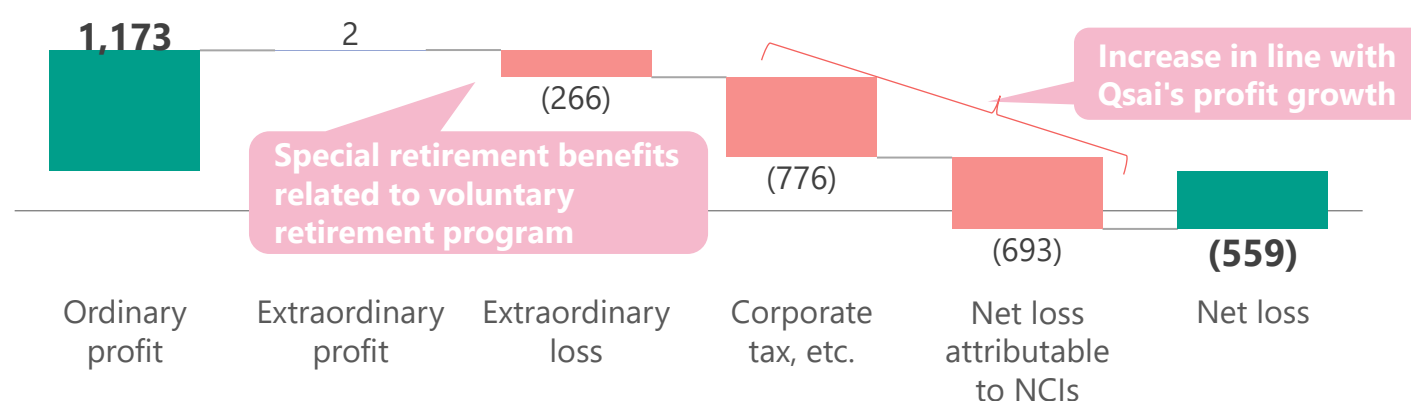
Net Loss Trend



Breakdown from Operating Profit to Ordinary Profit (FY2025 H1)

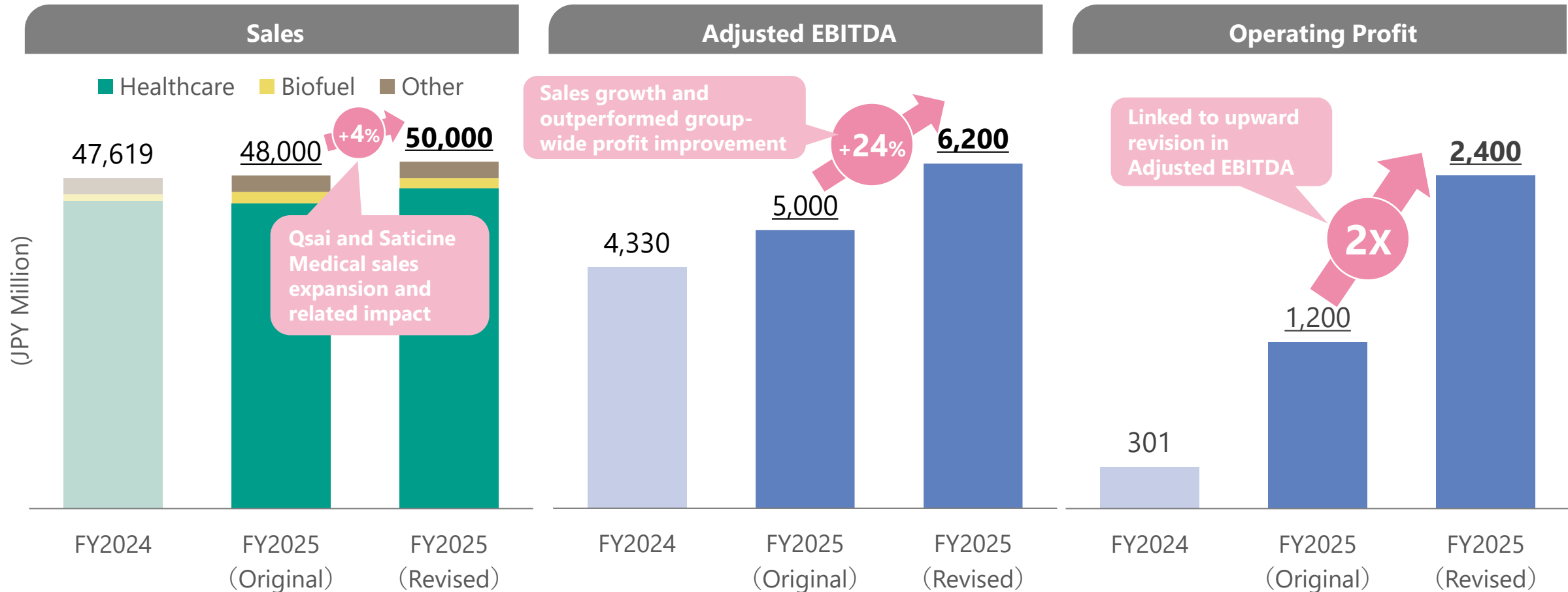


Breakdown from Ordinary Profit to Net Loss (FY2025 H1)



Upward Revision of FY2025 Earnings Forecast

Full-year earnings forecast revised upward (especially, operating profit forecast doubled from the initial estimate)*¹ due to stronger performance at Qsai and Saticine Medical



Mid-Term Business Direction and Outlook

Progress on Mid-Term Business Direction

Following the successful achievement of “Transition to a Profitable Structure” in the last FY, the focus in this FY shifts to sustaining profitability and driving sales growth

Building a new growth strategy based on “Returning to Our Roots” and the “Biomass 5F & Ambidexterity”



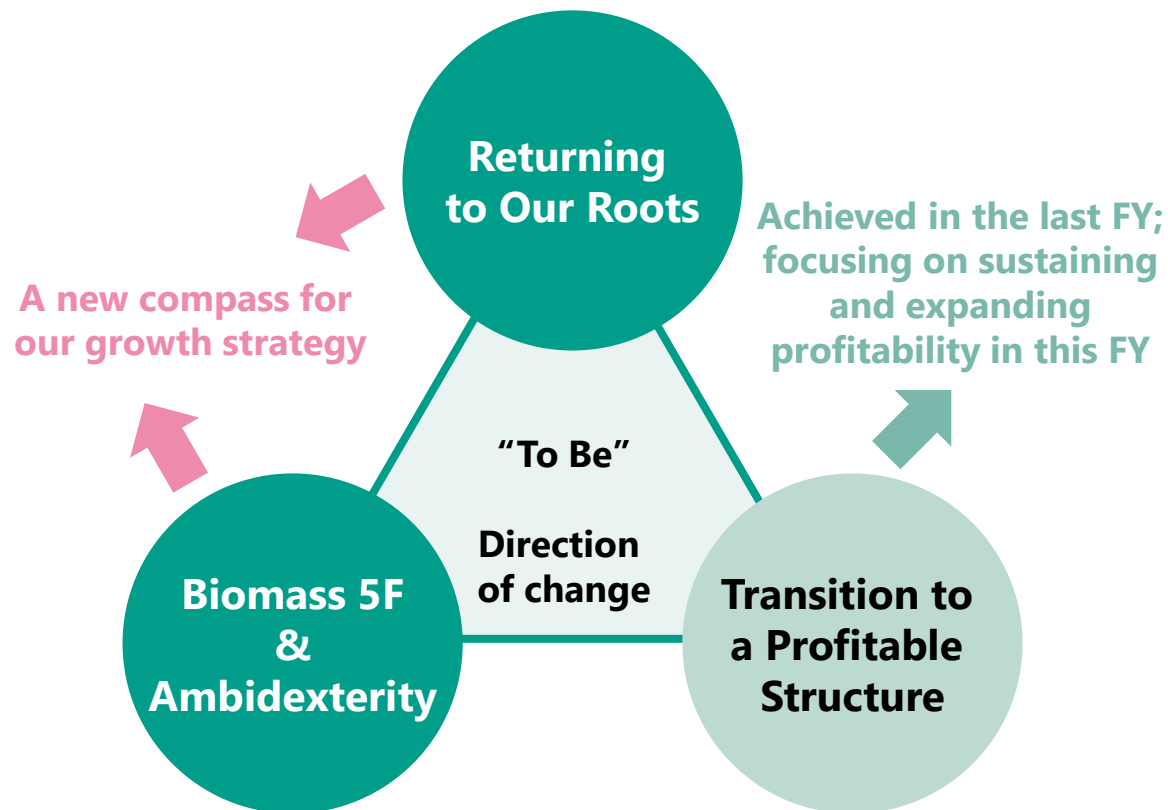
Philosophy

Sustainability First

Purpose

Make People and the Earth Healthy

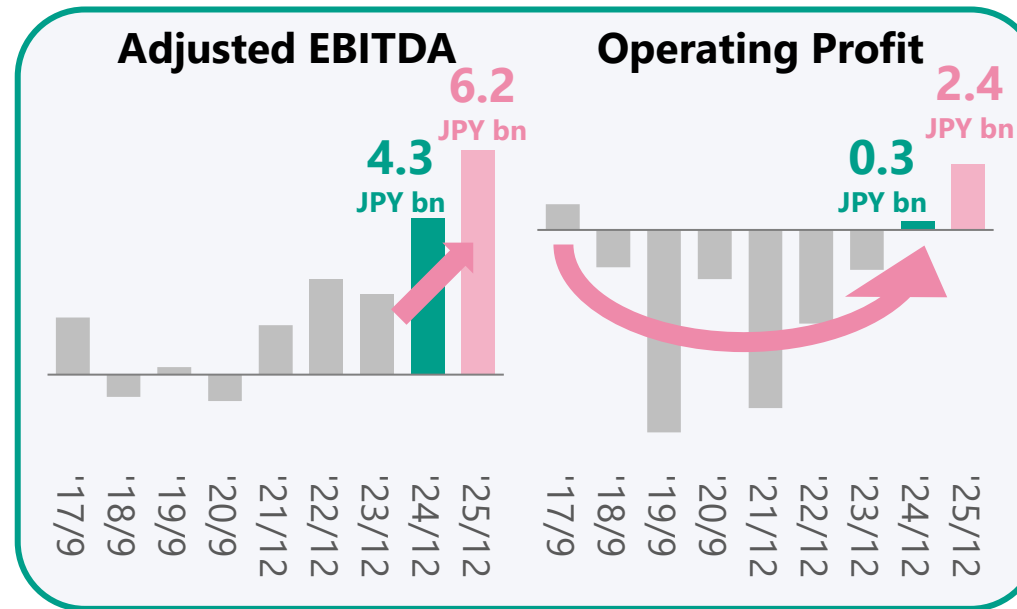
Mid-Term Business Direction



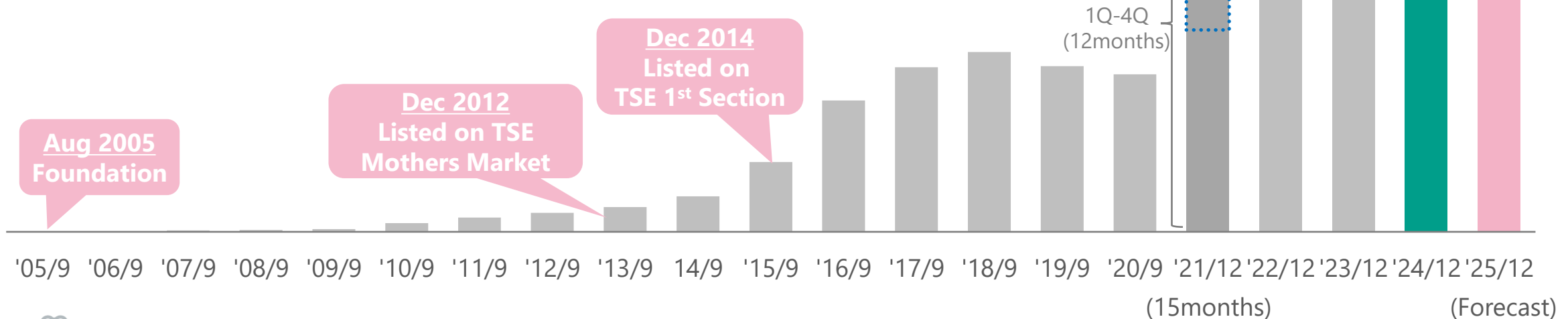
Transition to a Profitable Structure - Financial Performance

Turned to operating profit in FY2024 for the first time in 7 fiscal years

Ensuring continued profitability for further profit growth in FY2025



Q' SAI
(Consolidated as of '21/6)



Track Record - Healthcare Business

Shifted from algae-centric expansion to non-linear growth via M&A and portfolio expansion

Our in-house algae-based food and cosmetics remain core business, with further potential for expansion of OEM, ingredient supply, and overseas businesses

2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030



Track Record - Biofuel Business

Completed a 15% investment in the biorefinery, marking a milestone toward production

Continues R&D for realizing our original goal of algae-derived oil supply, while expanding feedstock procurement and biofuel distribution network

2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030



Track Record - Sustainable Agri-Tech Business

Launched microalgae functional feed & fertilizer operation by leveraging our R&D results

Strengthens manufacturing and sales capabilities via M&A and partnerships for future expansion

2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030



Business Portfolio Transformation - Past and Next 10 Years

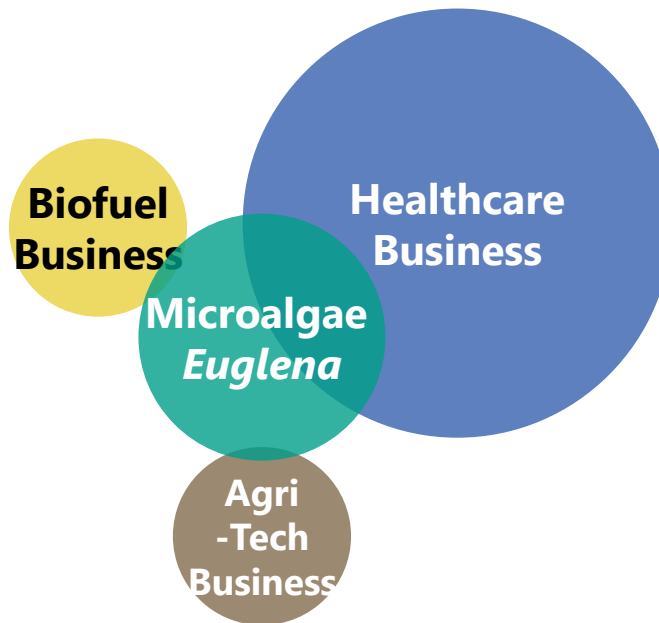
Increasing the overlap between the microalgae business and the three main businesses

Aims for the next decade of growth by “Ambidexterity” through “Exploration” centered on microalgae and “Exploitation” of existing businesses

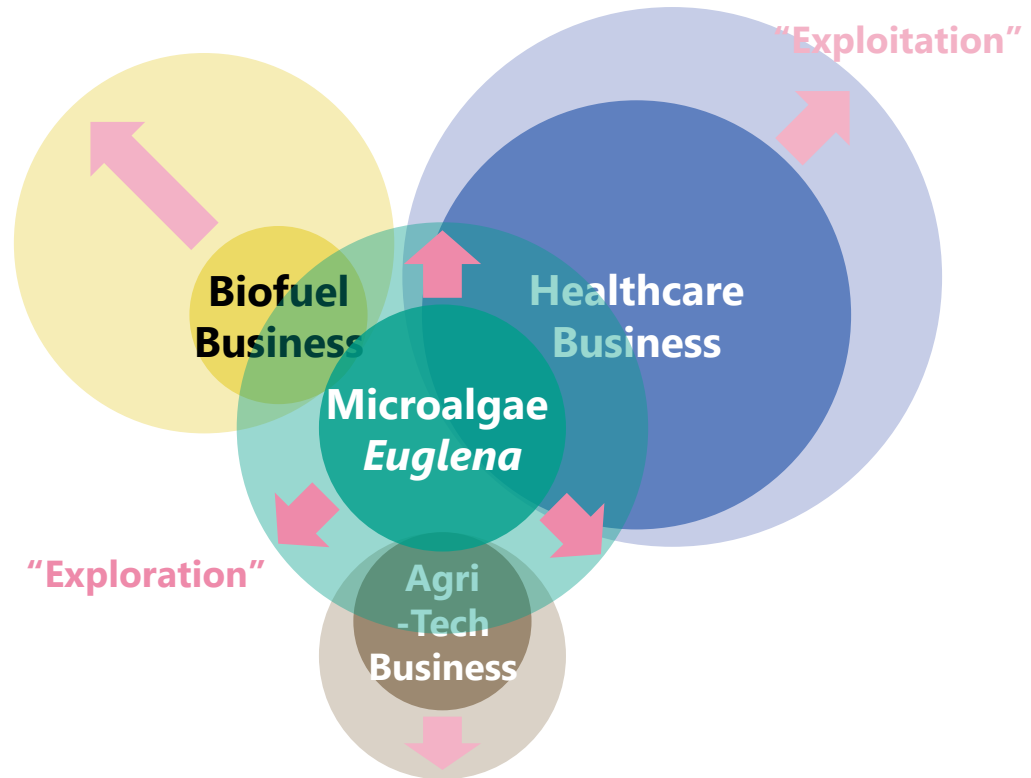
In 2015



In 2025



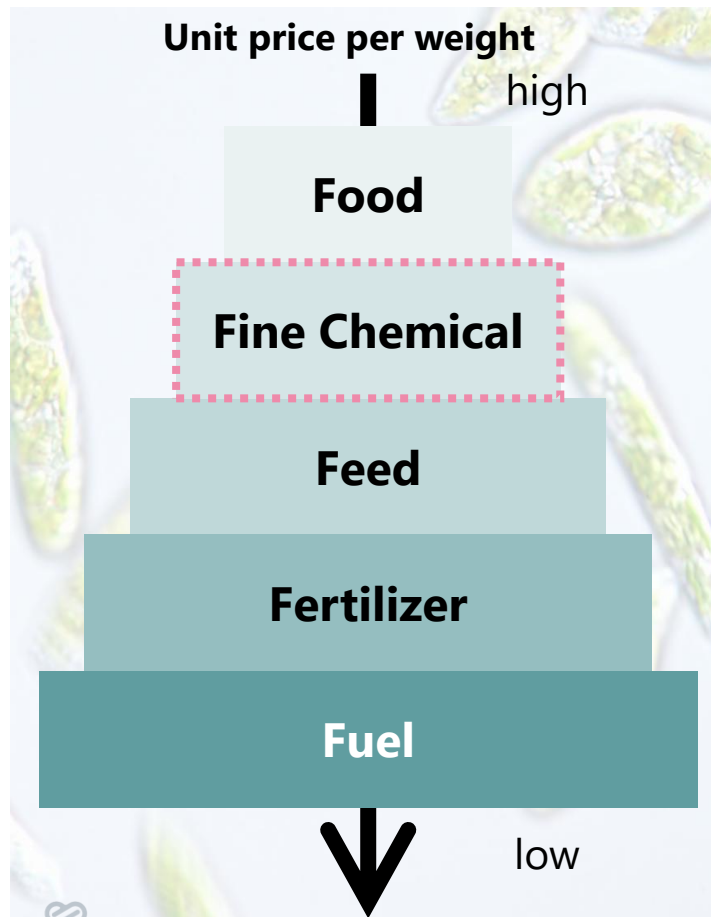
In 2035



“Exploration” centered on Microalgae - New Biomass 5Fs

Redefined our core strategy as “New Biomass 5Fs” with Fine Chemical; aiming to expand microalgae production through extracted ingredients and processed products

New Biomass 5Fs



Examples of “Fine Chemical”

Extracting highly-functional or purified components from microalgae such as *Euglena*, and utilizing them as ingredients for various applications

Extracted and processed products from *Euglena*



Euglena extract

Euglena extract EX

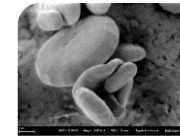


Euglena malted rice extract



Euglena fermented oil

Extraction and processing of paramylon^{*1}



Purified paramylon (for food)



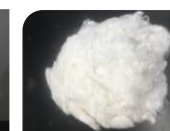
Paramylon powder (for cosmetics)



Bioplastic



Paramylon film



Paramylon rayon

Extraction and processing of wax ester^{*2}



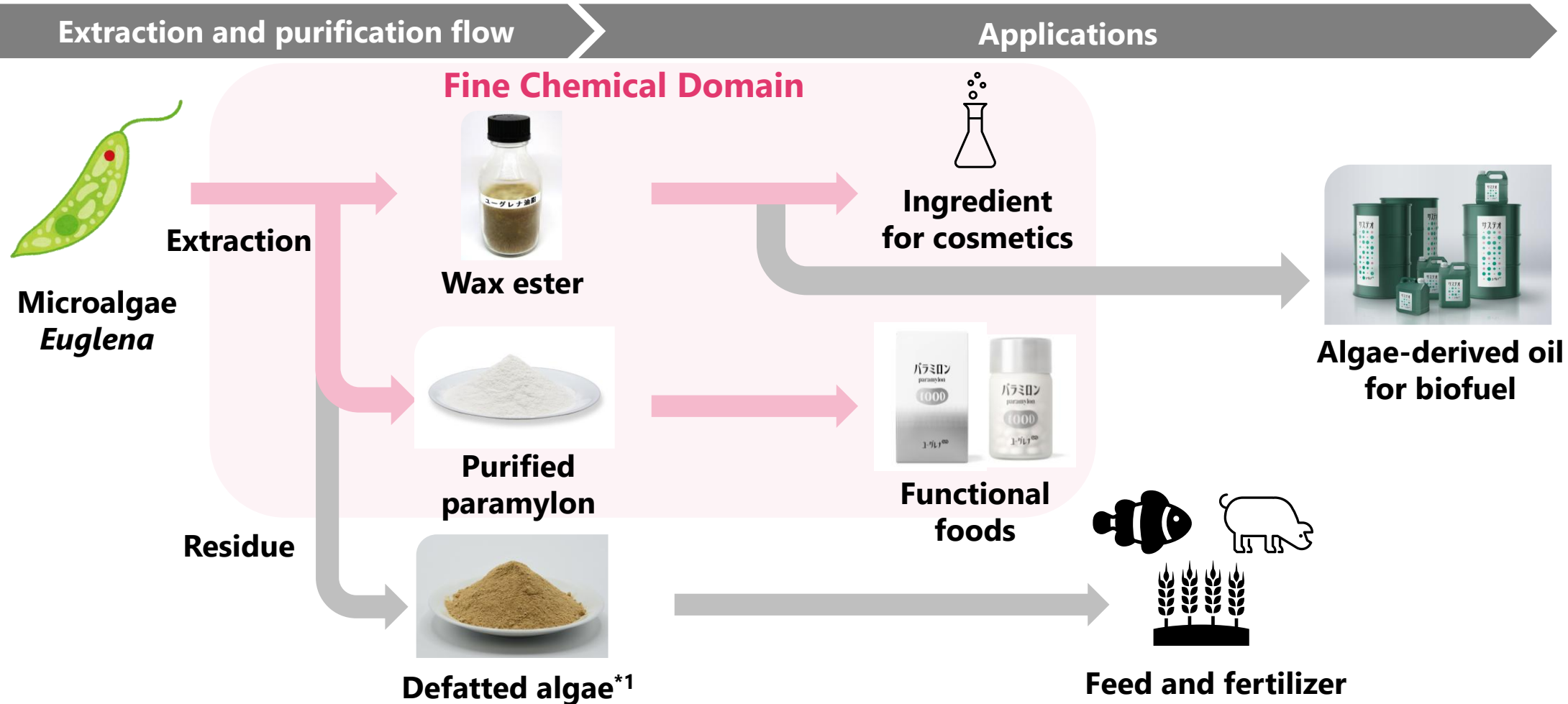
Cosmetic Ingredients



Lubricant oil

“Exploration” centered on Microalgae - Multi-stage Utilization of *Euglena*

Maximizes the value of microalgae through multi-stage utilization of *Euglena*; aiming to establish a sustainable and high-profit business model



"Exploration" centered on Microalgae - Increasing Production Volume

Promotes technological development and expands production volume through fine chemical, functional fertilizers and feed as key entry points until 2030

Aims to start full-scale deployment of algae-derived oil for biofuels, and defatted algae for alternative feed & fertilizers in the 2030s

Cost reduction through increased production



Algae-derived biofuel



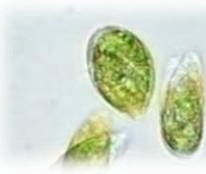
Alternative fertilizers/feed

Functional fertilizers/feed
Fine Chemical (Cosmetics, Advanced functional ingredients)

Food

2025

2030-



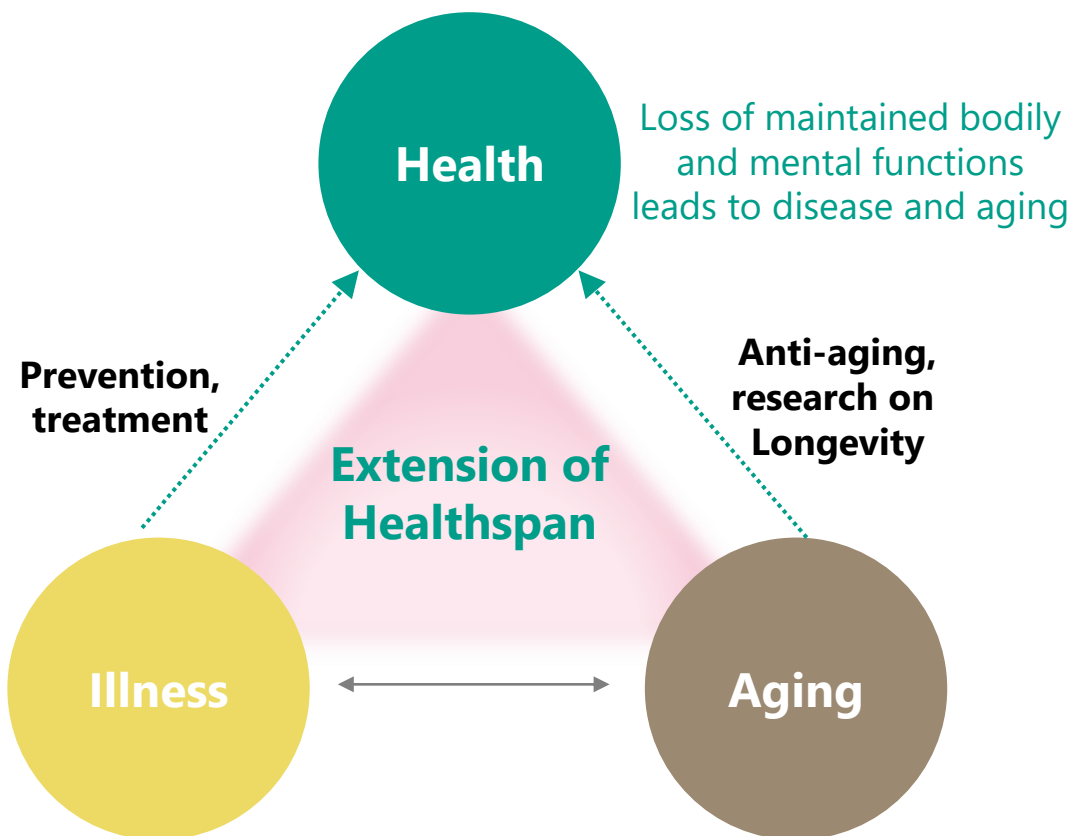
Microalgae Production Volume

Returning to Our Roots - R&D

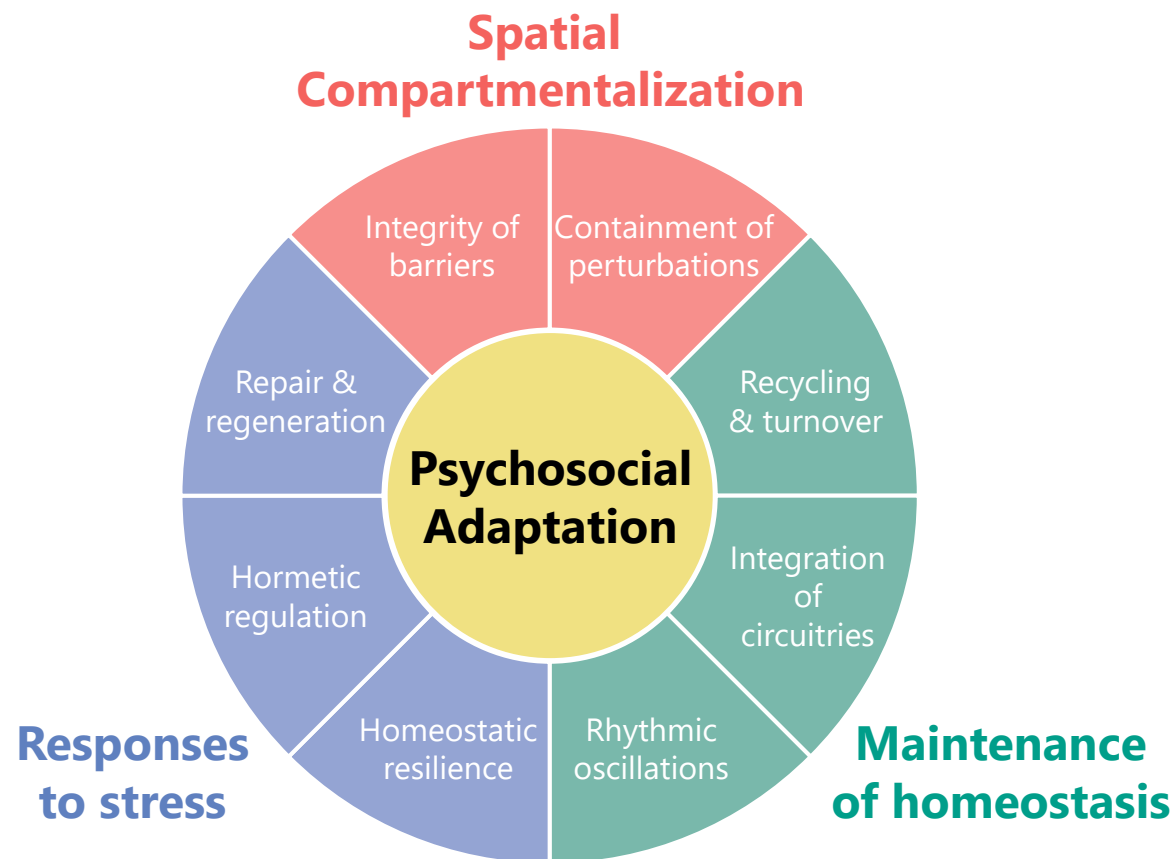
Make People Healthy - Toward “Extension of Healthspan”

The “Hallmarks of Health” define health as a scientifically systematized foundation for maintaining adaptable bodily and mental functions — not just absence of disease

What is the definition of “Health”?



The Hallmarks of Health



Make People Healthy - <Ref.> The “Hallmarks of Health”

The scheme comprise the 9 hallmarks of health (grouped into 4 categories); their maintenance promotes healthspan extension, while disruption leads to disease and aging

Spatial compartmentalization	
Integrity of barriers	<ul style="list-style-type: none">• epithelial barriers• mucosal barriers• physical barriers• immune barriers
Containment of perturbations	<ul style="list-style-type: none">• inflammatory containment• infection containment• cell death containment

Responses to stress	
Homeostatic resilience	<ul style="list-style-type: none">• stress resilience• physiological set points• adaptive responses
Hormetic regulation	<ul style="list-style-type: none">• mild stress adaptation• exercise-induced hormesis• dietary restriction hormesis
Repair & regeneration	<ul style="list-style-type: none">• wound healing• stem/progenitor cell activation• tissue regeneration

Maintenance of homeostasis	
Recycling & turnover	<ul style="list-style-type: none">• autophagy• proteostasis• mitophagy/lysosomal degradation
Integration of circuitries	<ul style="list-style-type: none">• neural circuits• immune circuits• endocrine circuits• gut-brain axis
Rhythmic oscillations	<ul style="list-style-type: none">• circadian rhythms• ultradian/infradian rhythms• hormonal cycles

Psychosocial adaptation	
Psychosocial Adaptation	<ul style="list-style-type: none">• stress coping• social support• mental health adaptation

Biological process in which low doses of potentially harmful agents (called hormetins) elicit a protective response in an organism

Make People Healthy - *Euglena* as Potential Ingredients to Extend Healthspan

The many reported functionalities of microalgae *Euglena* comprehensively address the nine Hallmarks of Health, suggesting its potential as an ingredient for healthspan extension

59 types
nutrients



No cell wall
(Easy to digest)

Spatial compartmentalization

Integrity of barriers	<ul style="list-style-type: none">• Intestinal barrier strengthening via gut microbiota modulation• Skin barrier enhancement through dermal immune cell activation and moisturization• Atopic dermatitis symptom alleviation
Containment of perturbations	<ul style="list-style-type: none">• Cold symptom occurrence and severity suppression through immune cell modulation• Influenza viral replication inhibition and symptom relief via host cell defense activation and cytokine regulation• Gastric mucosal and intestinal inflammation suppression through inflammatory cytokine reduction• Japanese cedar pollinosis symptom relief• Rheumatoid arthritis symptom alleviation

Responses to stress

Homeostatic resilience	<ul style="list-style-type: none">• Fatigue reduction• Blood glucose elevation suppression• High-intensity exercise adrenaline secretion suppression• Autonomic nervous system balance (LF/HF ratio) regulation
Hormetic regulation	<ul style="list-style-type: none">• Immune balance regulation via Dectin-1 receptor stimulation
Repair & regeneration	<ul style="list-style-type: none">• Paramylon film wound healing effects• Muscle mass maintenance and motor function decline prevention• Renal fibrosis suppression in chronic kidney disease models• Hepatic fibrosis suppression in NASH models

Maintenance of homeostasis

Recycling & turnover	<ul style="list-style-type: none">• Skin cell proliferation and turnover promotion• Bowel movement improvement• Lipid and glucose metabolism enhancement• Purine absorption inhibition and blood uric acid reduction
Integration of circuitries	<ul style="list-style-type: none">• Cognitive speed and motor speed improvement, memory maintenance• Gut microbiome balance regulation• Immune, neural, and intestinal Ca signaling positivity• Brain-derived neurotrophic factor (BDNF) elevation
Rhythmic oscillations	<ul style="list-style-type: none">• Sleep quality improvement• Circadian rhythm regulation

Psychosocial adaptation

Psychosocial Adaptation	<ul style="list-style-type: none">• Mental health score improvement• Work stress-induced irritability and tension suppression• Cortisol secretion suppression• Utilization as cosmetic ingredient
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Note: Some effects may be related to multiple hallmarks, but for convenience, this organization lists them under the most representative related hallmarks.

Make the Earth Healthy - *Euglena*'s potential as a biofuel feedstock

Euglena-derived oil offers various advantages as a sustainable feedstock source

Demonstrated its viability as a biofuel feedstock; the remaining challenges are volume and cost

1 Multiple culture methods are available

- Autotrophic culture
- Heterotrophic culture

2 No cell wall, easy to extract oils and fats

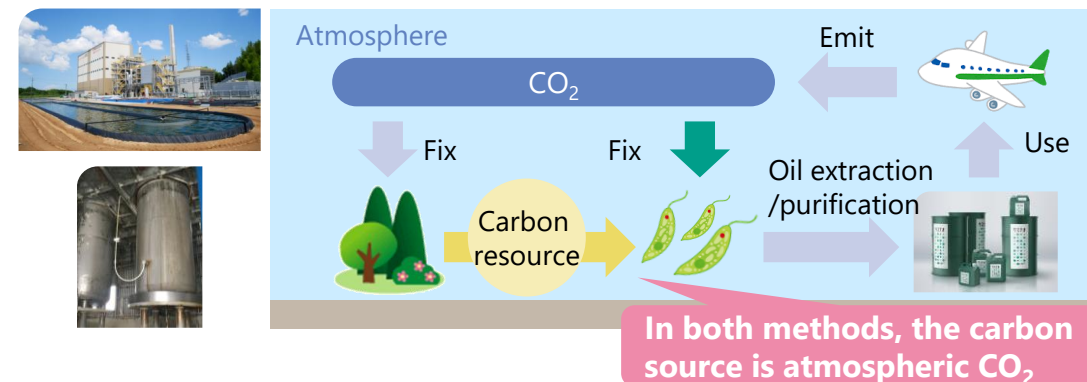
- When compared with other algae, oils and fats can be extracted at a lower cost and energy

3 Generates wax esters^{*1} suitable for SAF production

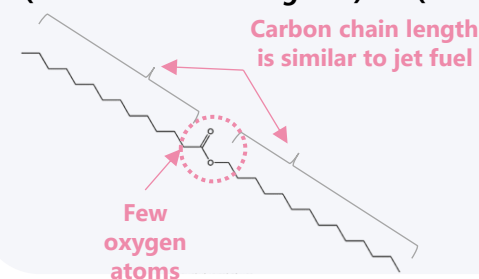
- SAF can be produced with lower energy and hydrogen consumption.

4 Diverse applications of dewaxed algae

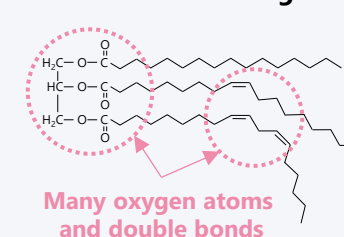
- Sales of dewaxed algae as feed and fertilizer can reduce production costs allocated to biofuel feedstock



Wax ester^{*1} (Fats contained in *Euglena*)



An example of triglycerides (Fats contained in common vegetable oils)^{*2}



*1: Lipid constituents produced by microalgae *Euglena* in the body

*2: Reference: "Fats and Oils" on the website of Food Safety Science Office, Food Safety and Consumer Affairs Bureau, Ministry of Agriculture, Forestry and Fisheries (https://www.maff.go.jp/j/syouan/seisaku/trans_fat/t_kihon/fat_oil.html)

Our Technology - Standardization of Paramylon as Fine Chemical Ingredients

Standardized paramylon as food/cosmetics ingredient and launched a new food product with high paramylon content

For Food

Standardization

- Developed "**Purified paramylon**" with the highest domestic concentration as a food ingredient, and standardized it for large-scale production and food applications



Purified paramylon

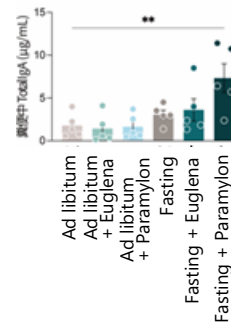
Product

- Launched "**Paramylon 1000**," a new product with a high concentration of the rare component paramylon



R&D

- Confirmed **potential of paramylon intake during fasting to benefit gut health and immune function in the short-term**

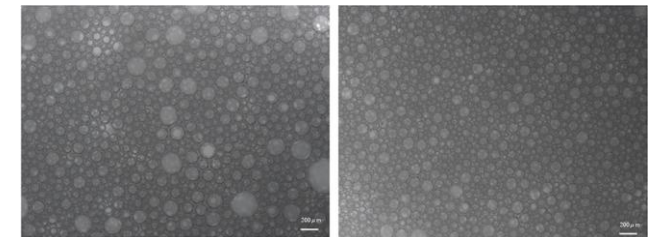


For Cosmetics

- Developed and standardized "**Paramylon powder** (*Euglena* polysaccharide)" as ingredient for quasi-drugs and cosmetics; suitable for inclusion in pharmaceutical products



Paramylon powder



Facial cleanser only

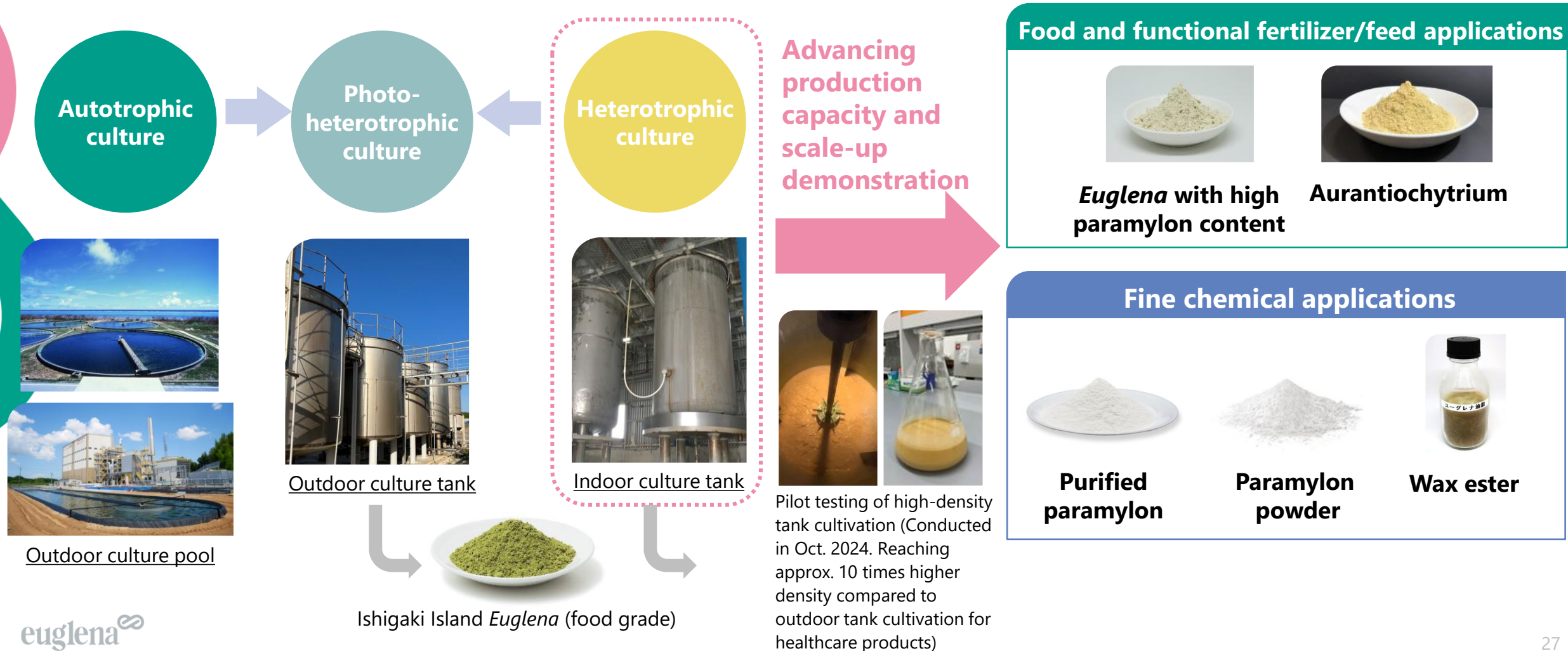
Facial cleanser + Paramylon

Microscopic image of foam from facial cleanser after lathering

➡ Aims to expand microalgae production by promoting ingredient sales to other companies, growing OEM business, and utilizing in-house products.

Our Technology - Scaling Up and Cost Reduction through Tank Cultivation

Strengthens tank cultivation for food, fine chemical, and functional fertilizer/feed applications as a step toward scalable, low-cost algae-derived oil production for biofuel



Our Technology - Genome Editing Technology

Successful genome editing with domestic technology brings product commercialization within reach. Next challenge lies in application development

Difference between genome editing and genetic modification

Genome editing



Cut the targeted gene



Possibly existing organisms in nature

Genetic modification



Introducing genes from other species



New plants not existing in nature

More accurate and safer than genetic modification, thus easier to put into practical use

Technology Development

- FY2024: Established a **high-efficiency genome editing technology** using Cas12a, following Cas9^{*1}
- FY2025: **Successfully performed genome editing using CRISPR-Cas3^{*2}**, a domestically developed technology^{*3}

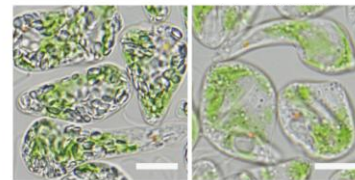
➡ **Clearly defined IP rights enables faster industrial deployment**

Application Development

Biofuel

Wild strain

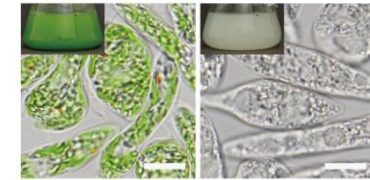
EgGSL2
Genome strain



Paramylon-deficient *Euglena*

Wild strain

EgcrtB
Genome strain



Bleached *Euglena*

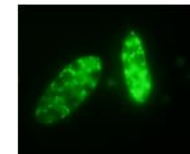
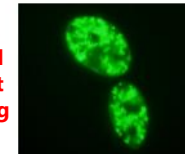
Healthcare



Genome-edited strains using Cas3 (GSL2 knockout)

Euglena with high protein accumulation

Enlarged View
Lipid fluorescent staining



Wild strain

PNO knockout

Euglena with low wax ester accumulation

➡ **Potential application for Fine Chemical**

*1: Joint research with RIKEN, "Enhanced genome editing technology for microalgae *Euglena* (2024/2/1)" (<https://www.euglena.jp/news/20240201-2-2/>)

*2: Technology with similar technical features to CRISPR-Cas9, licensed exclusively with sublicensing rights by C4U (a biotech venture from Osaka University)

*3: Joint research with C4U, "Successfully improved *Euglena* strains using the Japanese genome editing technology CRISPR-Cas3" (<https://www.euglena.jp/news/20250417-1/>)

Healthcare Business

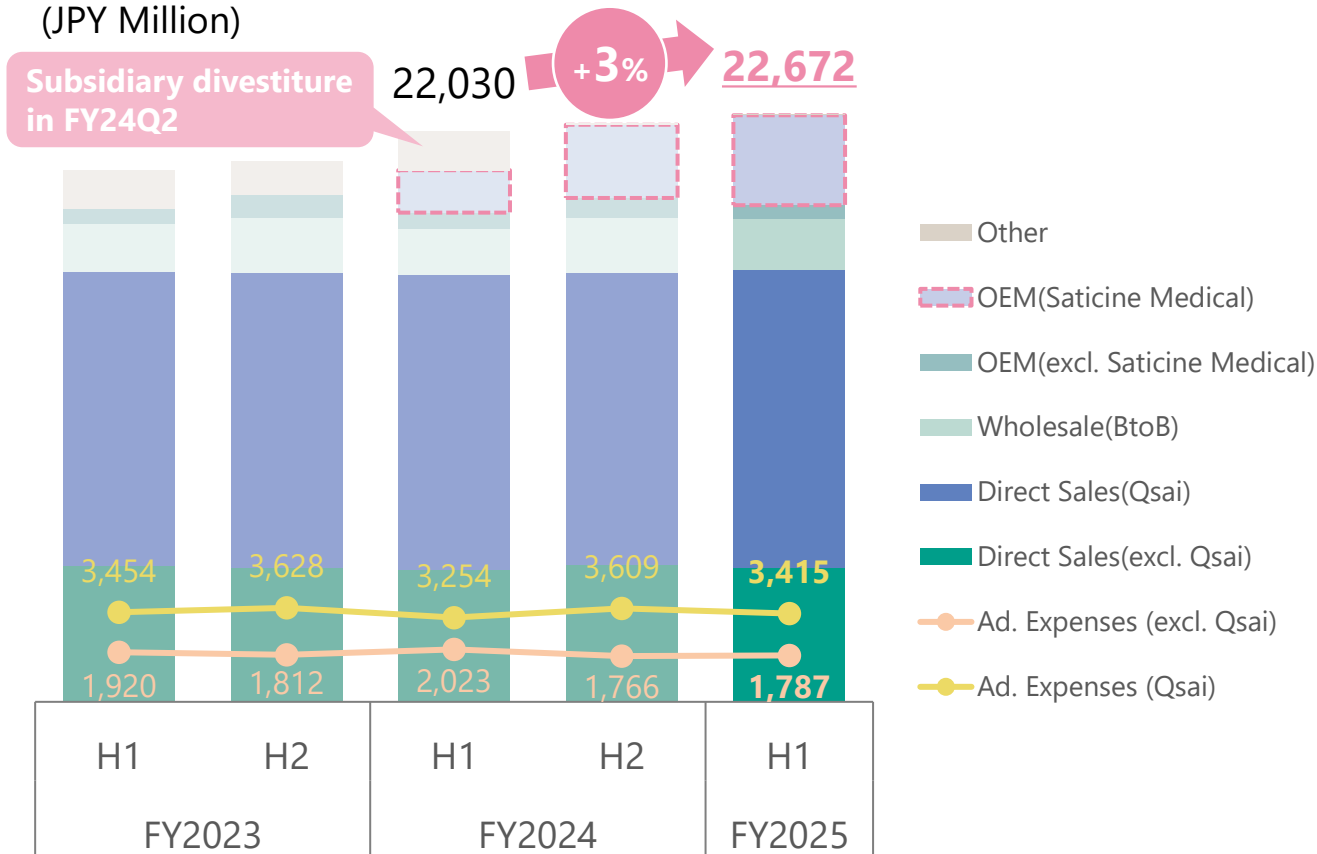
Financial Performance - Sales, Adjusted EBITDA

Adjusted EBITDA significantly increased due to the growth of Euglena Healthcare and Qsai

The consolidation and business growth of Saticine Medical also contributed to both sales and adjusted EBITDA

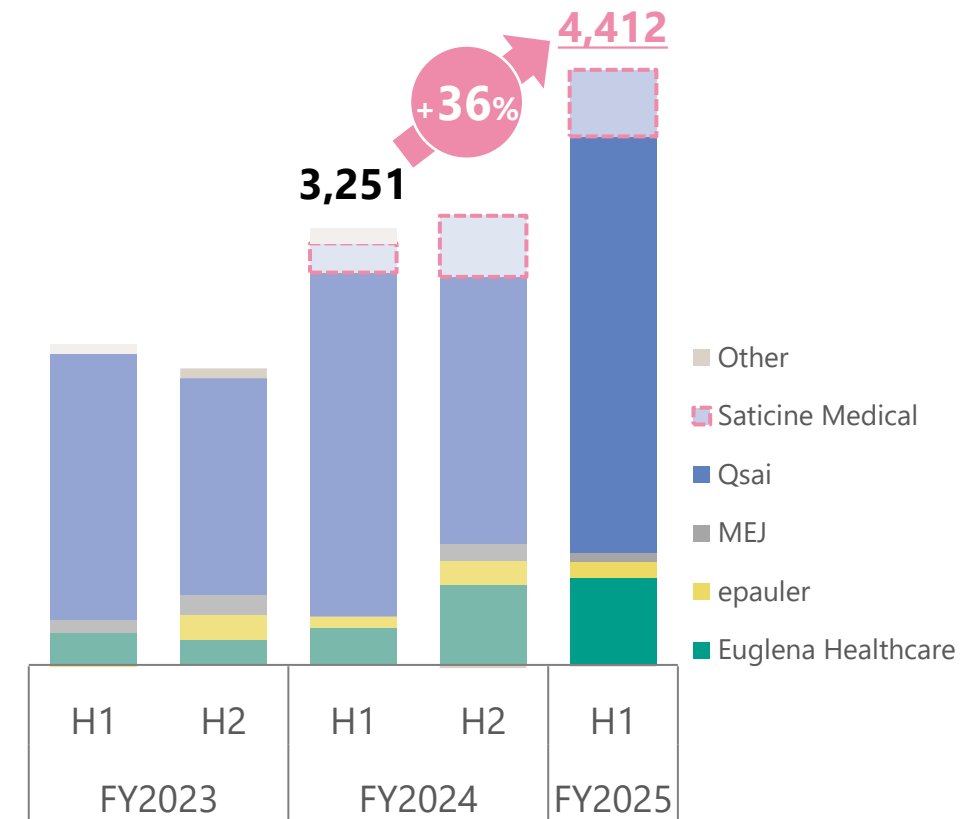
Sales

(JPY Million)



Adjusted EBITDA

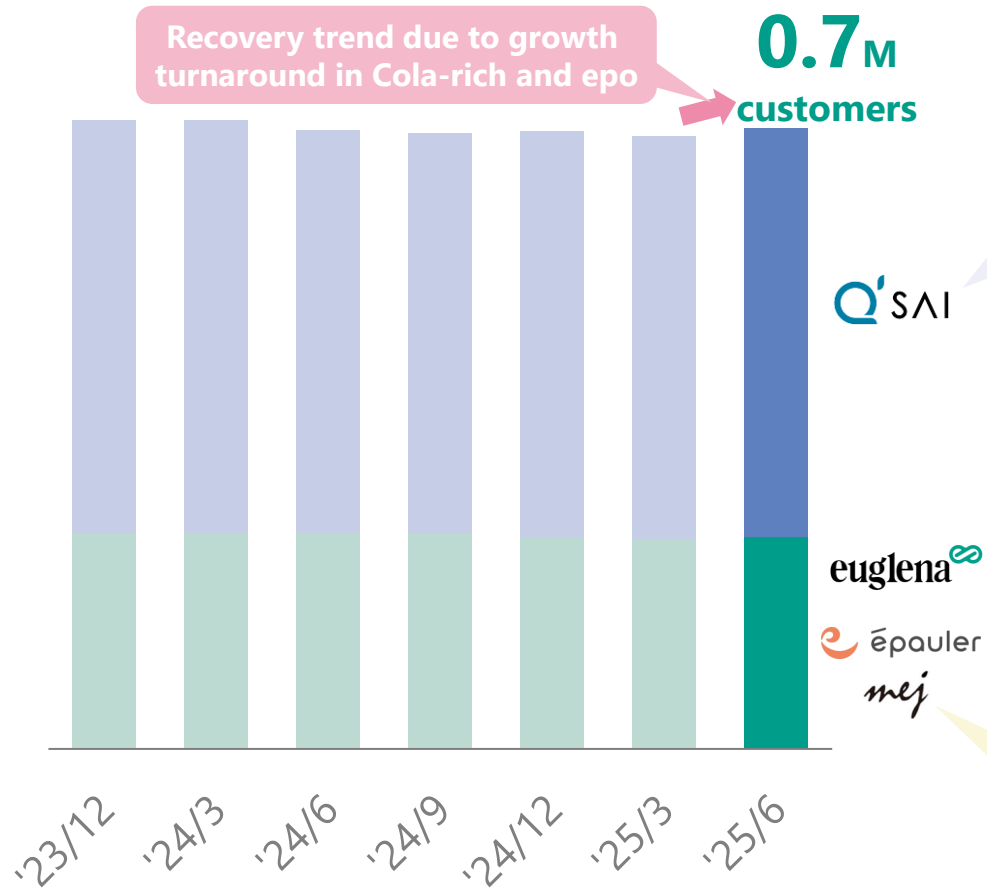
(JPY Million)



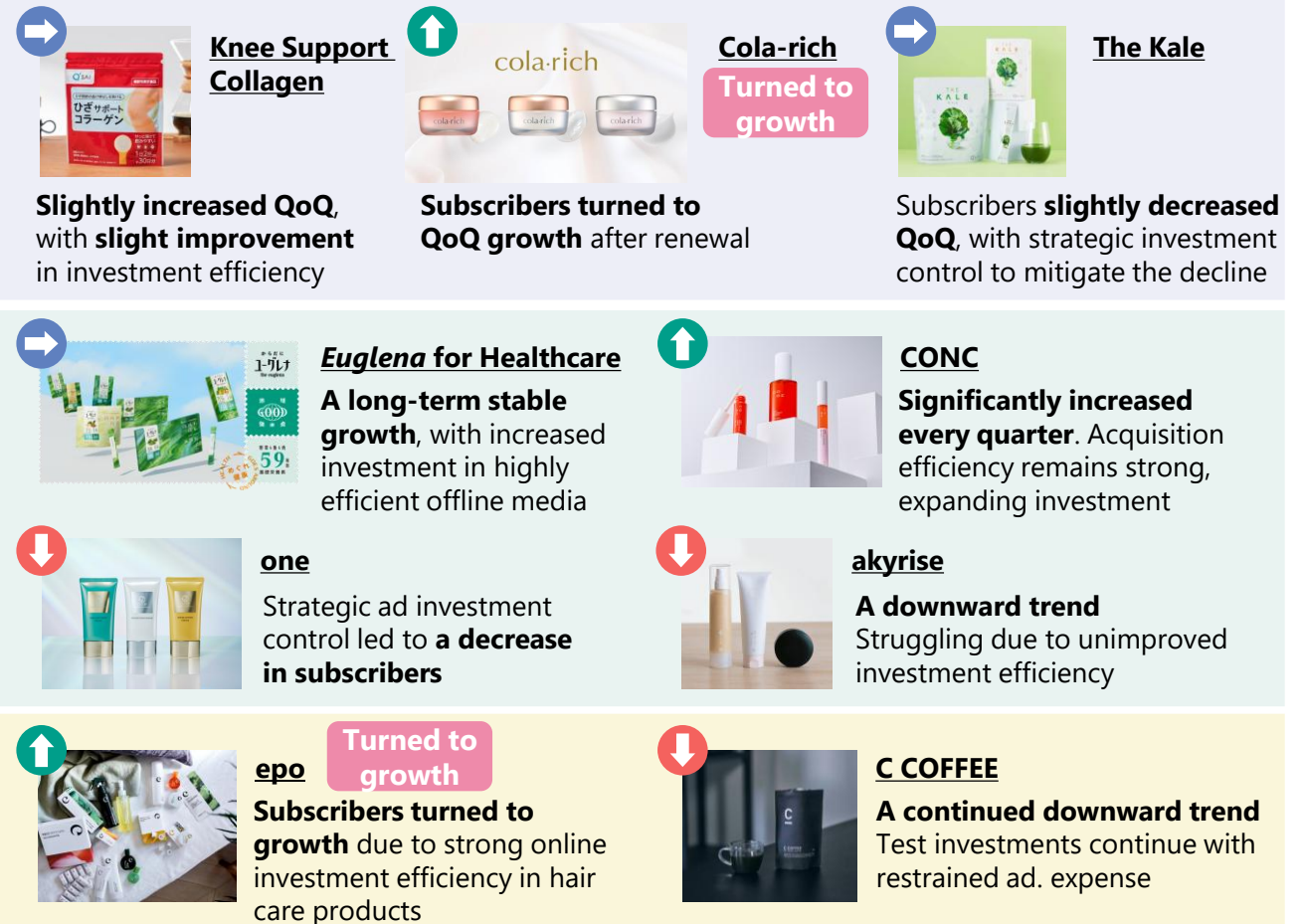
Number of Subscribers (D2C) - Trends by Major Brand

Focus ad spend on high-efficiency brands to drive profitability

Trend in the Number of Subscribers (Group D2C)



Trends by Major Brand (FY2025 Q2)



(1) Creating a Robust Profit Structure - Establishing a Stable Profit Structure

Adjusted EBITDA margins improved across Healthcare group companies

Various profit structure reforms have enabled increase in profitability while sustaining ad investments

Adjusted EBITDA Margin



Profit Structure Improvement Measures across the Group

Gross Margin Enhancement

Increase in unit sales price

- Price revision for *Euglena* for Healthcare regular subscription (from Nov 2024)
- Price revision for Cola-rich (from Jan 2025)



Factory profitability improvement in subsidiaries

- Productivity improvement through knowledge sharing between factories
- Operating rate improves via expanded contract manufacturing (intra-group and external)



Cost Reduction

Cost reduction initiatives across Healthcare group companies

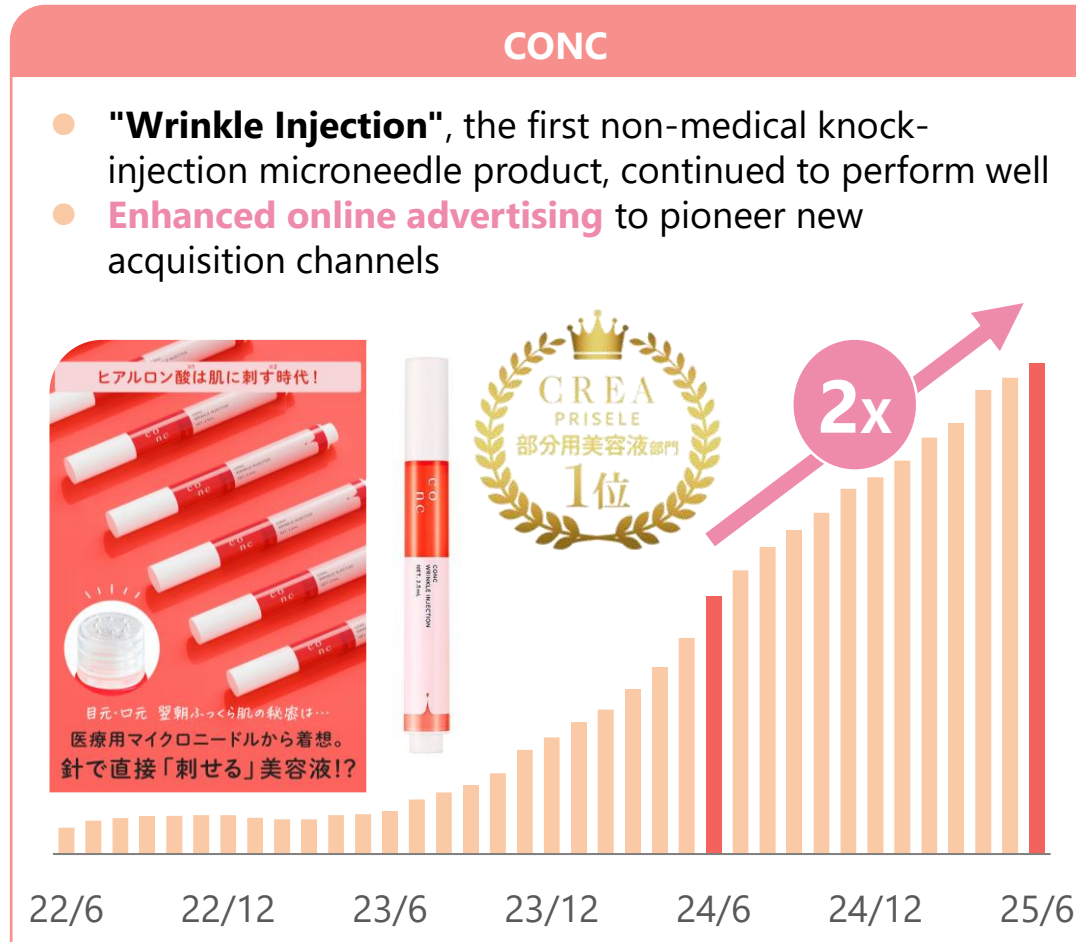
- Reevaluation of promotional materials (e.g., package inserts) and optimization of suppliers
- Call center internalization with enhanced operational efficiency
- Shipping cost reduction through bi-monthly subscription growth



(2) Nurturing Growth Brands and Loyal Customers - Microneedles

Focusing on horizontal expansion of our successful knock-injection microneedle products

Launched a brightening product formulated with a high concentration of niacinamide



Expanding Channels

- "CONC LABO" successfully introduced to **almost all** LOFT and PLAZA stores nationwide, along with selected AEON locations
- Positioned for expansion into drugstores

その時、その肌に。
CONC LABO

Broadening Application

euglena

- Launched **"CONC Bright Injection,"** a brightening serum formulated with a high concentration of niacinamide

épauler

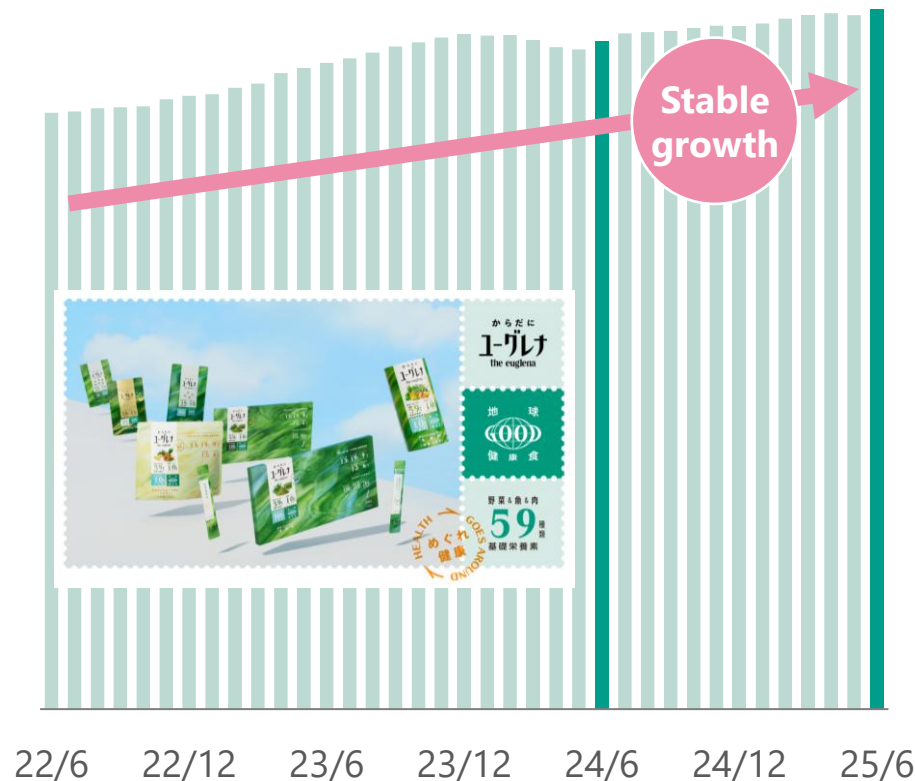
- Expanded investment in **"FUSARI Scalp Injection,"** a scalp care essence

(2) Nurturing Growth Brands and Loyal Customers - Euglena

High retention maintained via CRM; new channels opened with parenting-focused products

Euglena for Healthcare

Trend in the Number of Subscribers



Competitive Advantage of Euglena for Healthcare

- **Approx. 5pt YoY improvement in 3-month subscription retention** for *Euglena* for Healthcare Green Powder with Probiotics*1
- Various CRM initiatives (usage tips, product features, tailored suggestions) encourage continued customer intake

High Retention



New Channel Development

- Products launched in 2024 for families with small children opened new sales channels via **EC malls, which accounted for 57% of cumulative sales**



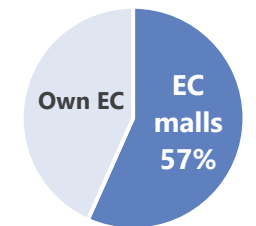
Launched in August 2024



Launched in September 2024



Launched in November 2024



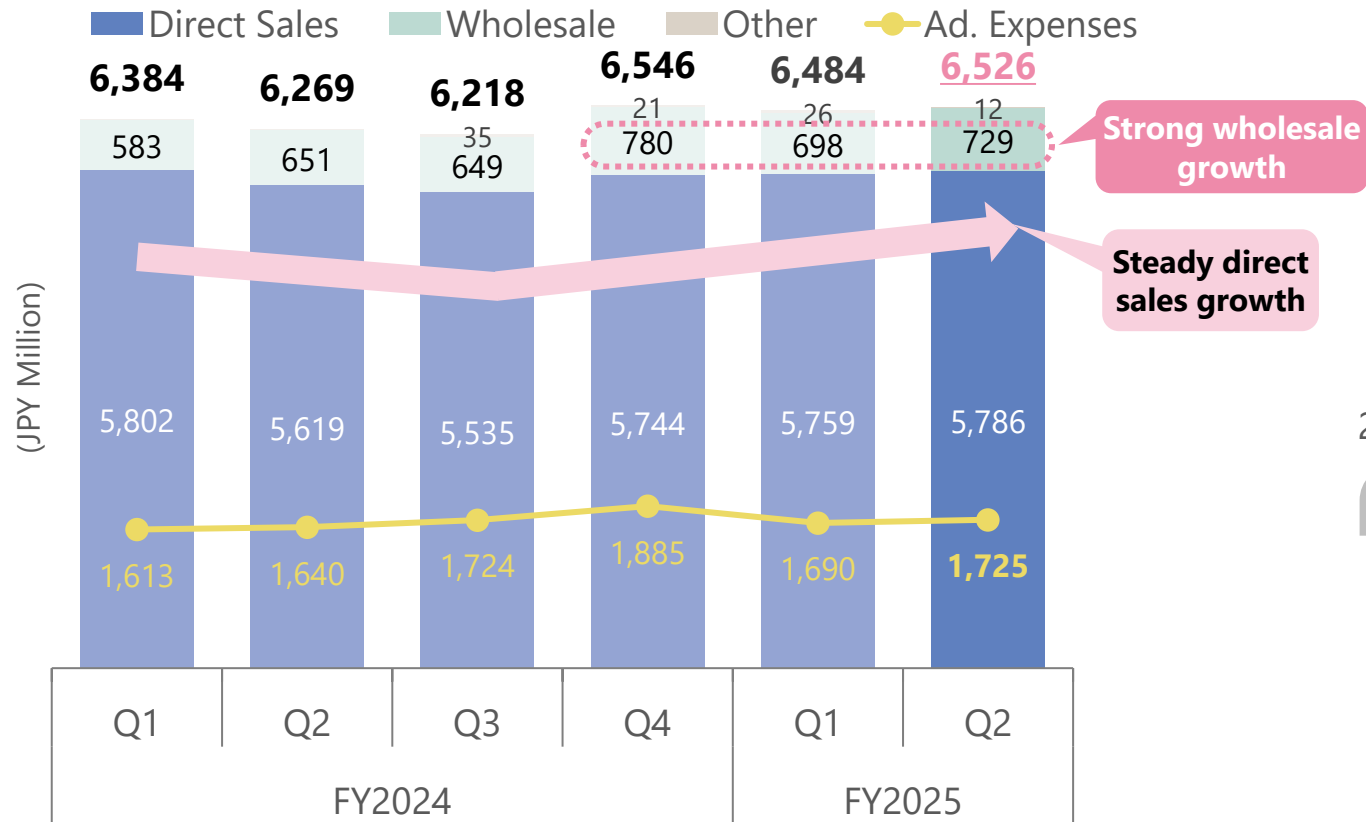
Cumulative Sales Ratio by Sales Channel

(2) Nurturing Growth Brands and Loyal Customers - Qsai Q'SAI

Achieved sales growth due to increased subscribers and expanded wholesale channels

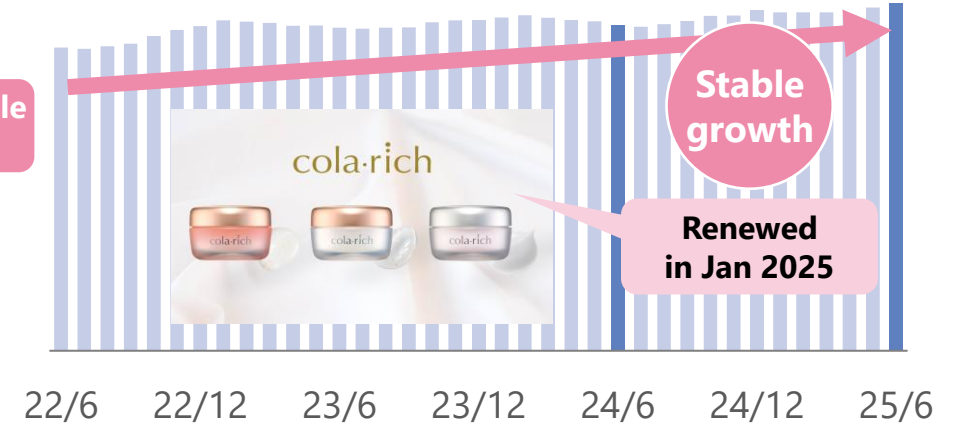
Initiated investment to nurture new brand growth

Sales Trend by Channel



Cola-rich

Trend in the Number of Subscribers



Investment Brand

- Investing to nurture new brand growth



Cola-rich soar



BIONIA

(3) Strengthening the Manufacturer Function - Progress in Japan

Promotes *Euglena* awareness as a functional ingredient and expands OEM opportunities

Saticine Medical Group also showed strong sales growth

Expanding Ingredient Awareness and OEM Partners

Enhancing awareness of *Euglena* as a functional ingredient

- Alinamin Pharmaceutical launched "**ALINAMIN NIGHT RECOVER KAIMIN EUGLENA**" in drugstores and major convenience stores nationwide
- Growing steadily through **capturing inbound demand and launching on Amazon**



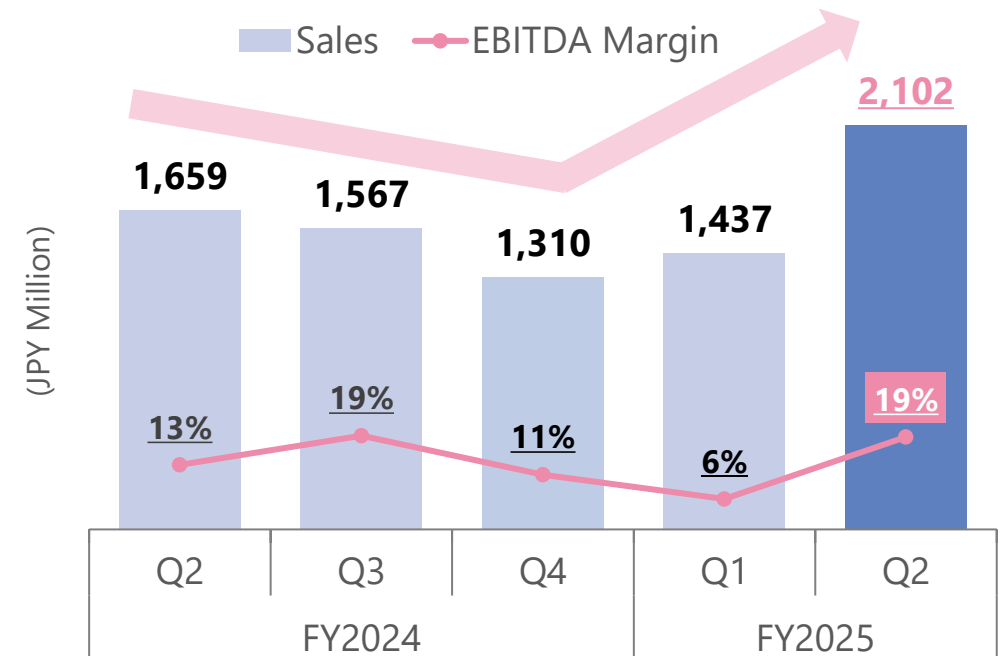
Expanding OEM partners

- Strengthening OEM supply to drugstores
- Expanding new clients



Sales Trend of Saticine Medical Group

- Growing orders from existing clients
- Promoting internal manufacturing and research collaboration



Looking Ahead - Potential for Global Expansion

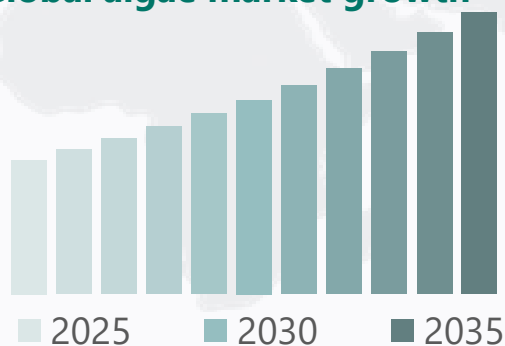
Expands globally through wholesale of *Euglena* and *Chlorella* powders and product sales, seizing the growing global algae market opportunities



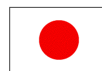
Opportunities

- **Global algae market growth**, including *Spirulina*
- **Growing health consciousness** across Asia
- Potential of reverse-import model leveraging Made-in-Japan products

Illustrative image of Global algae market growth*1



イーグル



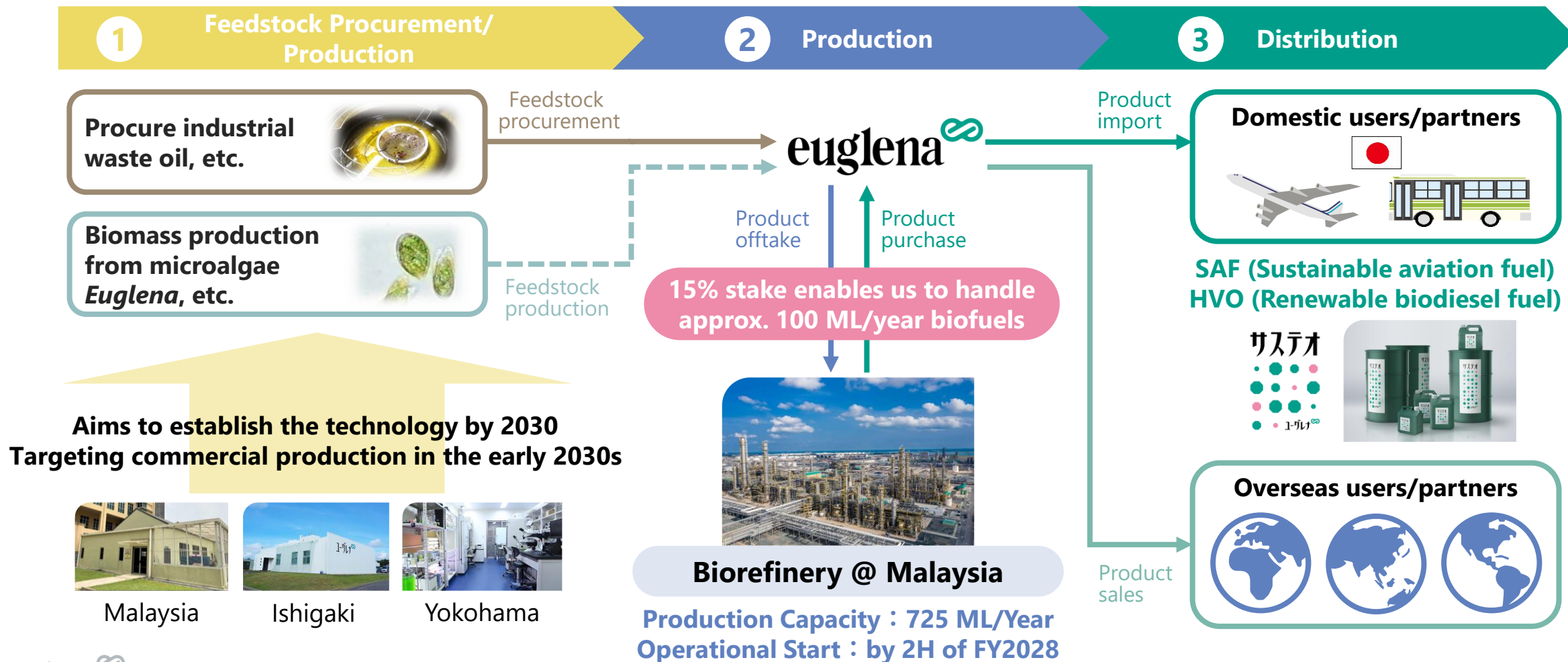
Our capabilities

- *Chlorella* ingredients **already distributed in over 40 countries** to date
- Certified for global access: **GRAS (USA), Halal, Kosher, ASC-MSC**
- **Malaysia positioned as a strategic hub for Asian and Islamic markets**, in addition to biofuel operations

Biofuel Business

Business Model - Commercialization Framework and Next Steps

Finalized 15% stake in the biorefinery in July 2025, marking a key milestone in production phase;
Shifts focus to building feedstock and distribution network for handling 100 ML/year biofuels



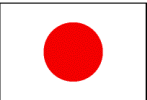
1 Feedstock procurement/production

Focuses on development and procurement of feedstock toward handling 100 ML biofuels

Feedstock procurement for biofuel@Bangladesh

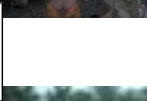


- Research on used cooking oil collection and oilseed crops cultivation*1
- Aim to develop social business contributing to poverty alleviation, job creation, and zero CO₂ emission



Signed a MoU with Gazipur Agricultural Univ. to initiate a joint research

Microalgae cultivation



Collaborative research with PETRONAS Research

- Comprehensive joint research agreement concluded regarding large-scale microalgae production technology for biofuel feedstock

Sugar feedstock for microalgae cultivation@Malaysia

- Research on utilizing palm agricultural residue biomass*2
- Aim to secure biomass-derived sugar feedstock for algae-oil production

*1: Our research project (Feb. to Dec. 2025) has been selected for funding under the METI's FY2023 Supplementary Budget Subsidy Program

*2: Our research project (Apr. 2025 to Feb. 2026) has been selected for the same scheme above.

2 Commercial Plant - Equity Stake Increased to 15%

Finalized 15% investment in July 2025, enabling annual handling of approx. 100 ML of biofuel

Our earnings potential*¹ is JPY30B sales and JPY6B + pre-tax profit



- Constructed in PETRONAS's Pengerang Integrated Complex (PIC)
- Construction begun in 2025, targeted to be operational by 2H of FY2028
- Project size: approx. USD1.3B



(Joint venture of three parties)

With 15% stake finalized,
possible to handle
approx. 100 ML/year



One of the largest biorefinery in Asia

- Production capacity of **approx. 725 ML/year**, flexible to produce **both SAF and HVO** depending on supply-demand dynamics
- **Geographically advantages** with access to abundant feedstock sources in Asia and major international shipping routes



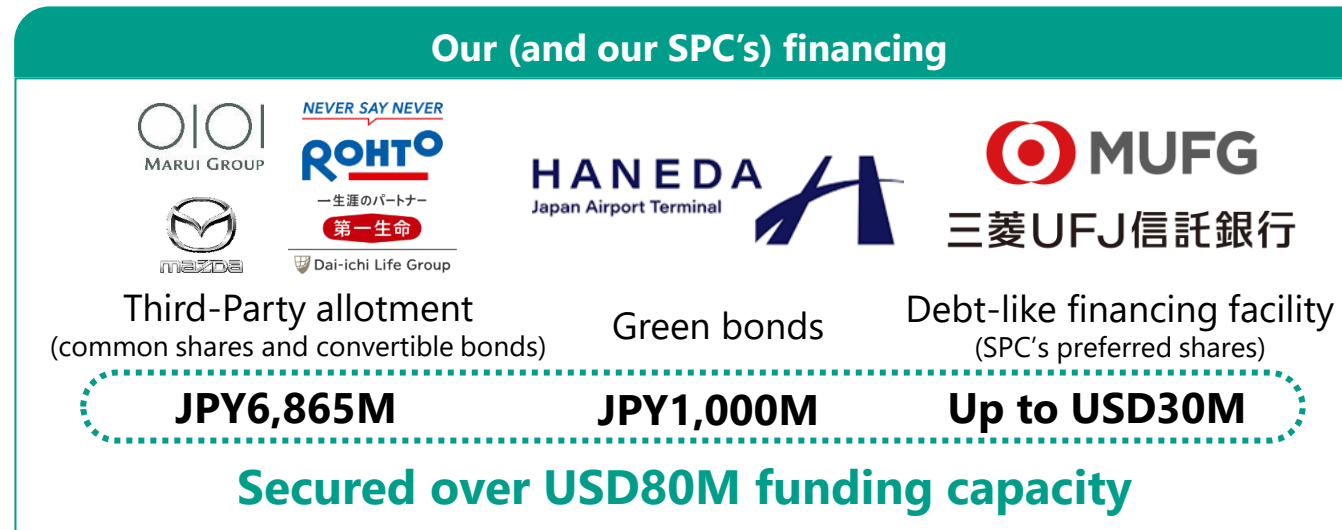
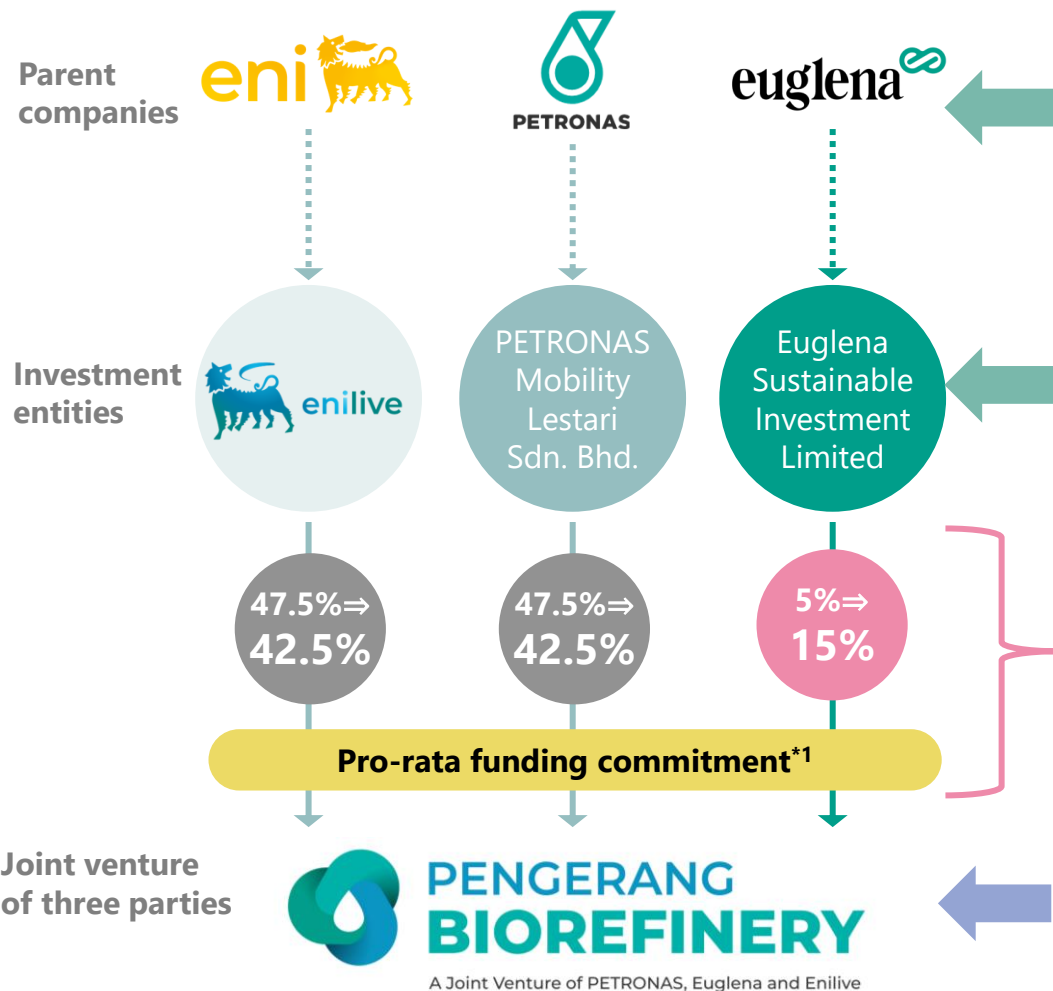
Construction site
(as of June 2025)

Our earnings potential*²

- Sales (feedstock/product trading):
approx. JPY30B/year
- Profit before tax (excl. impact of financing):
over JPY6B/year + Trading profits

2 Commercial Plant - Financing Toward Increasing to 15% Stake

Committed approximately USD67.5M*¹ to increase our equity stake to 15%



With funding commitment of **approx. USD67.5M*¹**, we exercised the call option in June 2025 and **completed increasing our stake to 15%** in July 2025



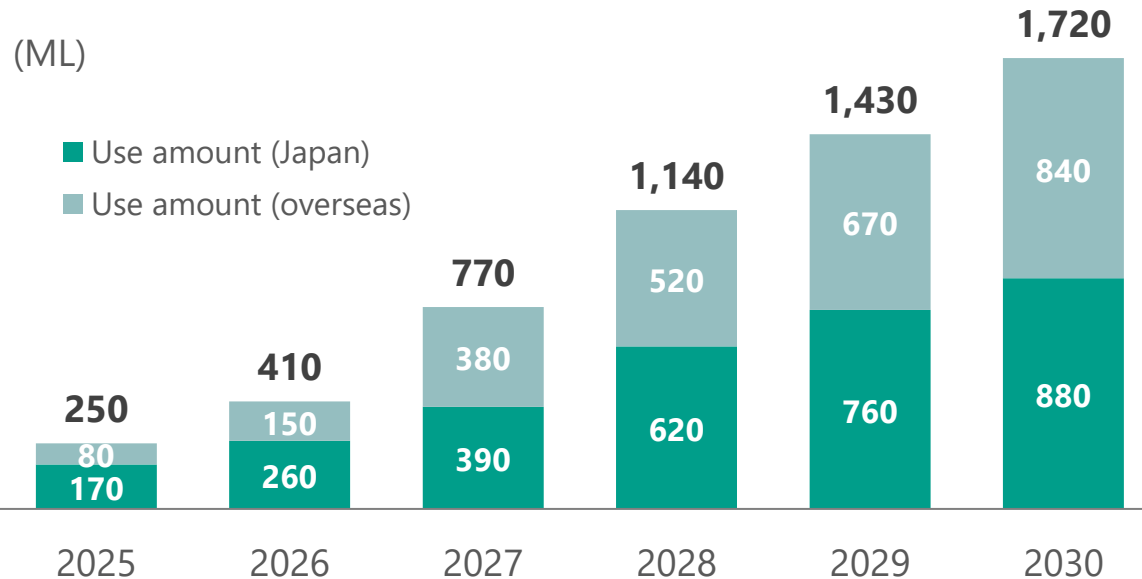


3 Distribution in Japan - Responding to SAF Demand

Promoting partnerships to meet projected domestic SAF demand of 1,720 ML by 2030

Japan's SAF demand forecast^{*1}

- The Ministry of Economy, Trade and Industry (METI) has proposed a policy requiring oil distributors to reduce CO₂ emissions from domestically produced and supplied jet fuel by at least 5% in 2030 as compared 2019 levels.
- Established a SAF Public-Private Council to promote the introduction of SAF (Sustainable Aviation Fuel) in 2022 (We also joined in Feb. 2025)



Euglena's initiatives

Partnership at Handa Airport

HANEDA
Japan Airport Terminal



Japan Airport Terminal Co., Ltd

- Joint study on building a supply chain for commercialization of SAF supply & sales
- Issuance of green bond (JPY1B)

➡ Aim to establish SAF supply chain for up to 50 ML/year

Track record of our supply^{*2}



Commercial jetliners



Airport hydrant



Governmental aircraft

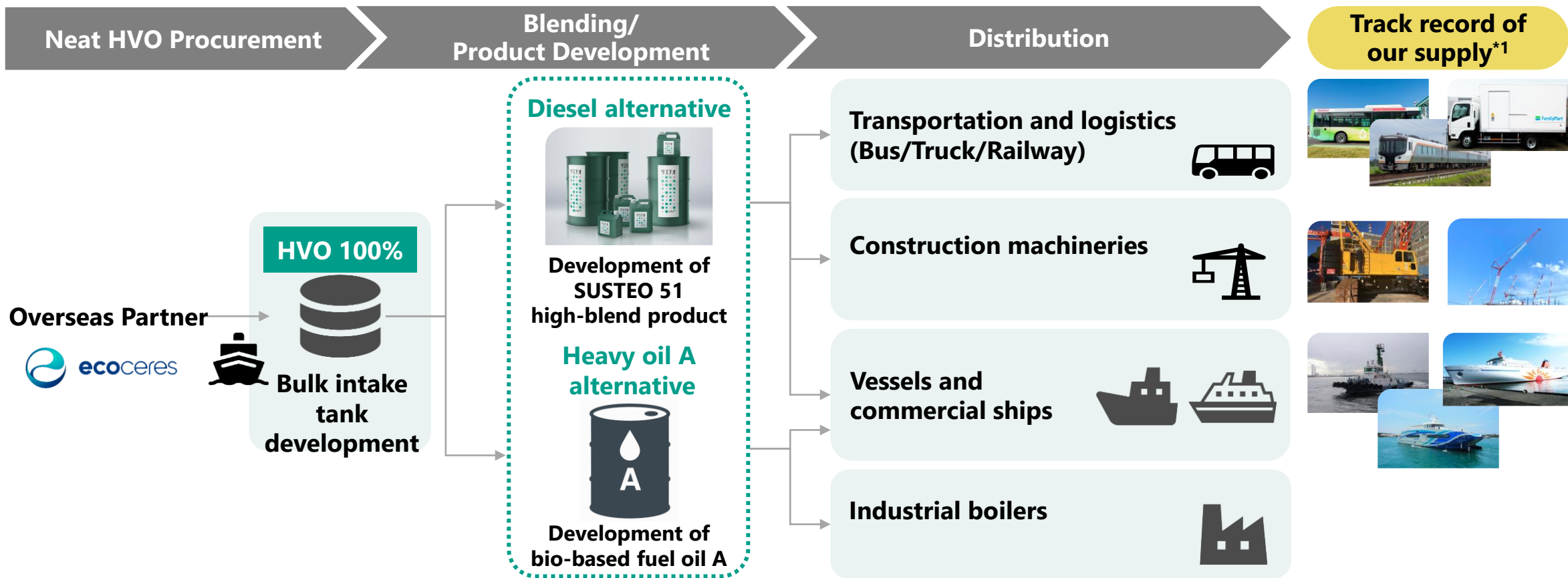


JASDF fighters

3 Distribution in Japan - Building HVO Supply Chain

Aims to expand HVO demand in hard-to-abate liquid fuel sectors

Reducing transport cost via scale-up and expanding distribution via product diversification



3 Distribution in Japan - Initiatives to Expand HVO Usage

Developed **SUSTEO 51^{*1}** compatible with the regulation^{*2} to accelerate HVO use in Japan

Selected as the leading company for the Tokyo Metropolitan Gov't "New Energy Promotion Technology Development Support Program^{*3}" to advance demonstration and social implementation

SUSTEO 51's comparative advantages

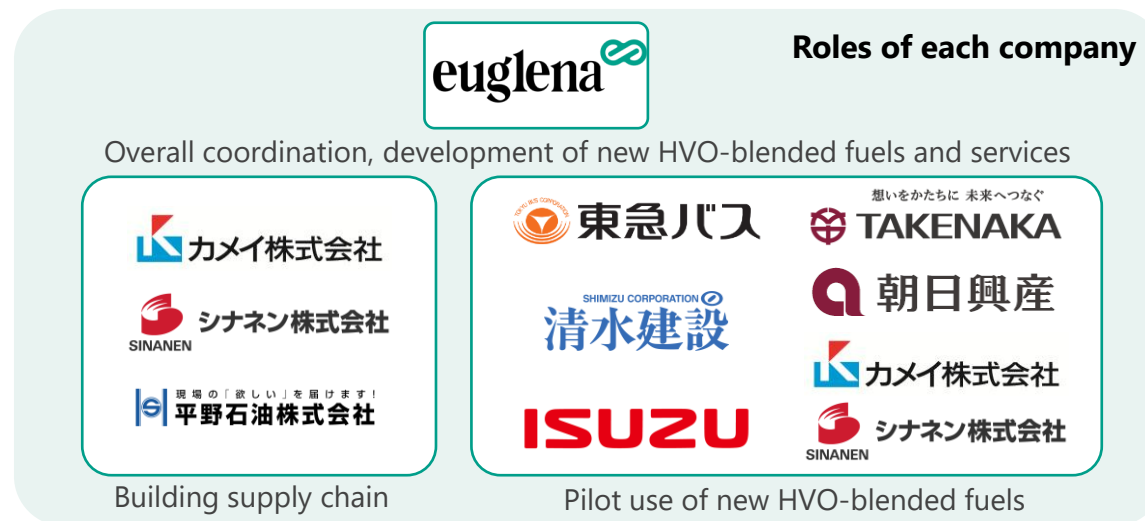
- Vehicles using **SUSTEO 51 are classified as non-fossil energy vehicles**, alongside EVs, PHEVs, and FCVs, under the revised Act on the Rational Use of Energy
 - By introducing SUSTEO 51, companies can meet the obligations to submit mid- to long-term plans and periodic reports on the conversion to non-fossil energy
- SUSTEO 51 manufacturing method under patent application



Sumitomo Mitsui Banking Corp. introduced a Mazda diesel vehicle using SUSTEO 51 as a company car, with the view of decarbonization and BCP

Secured a new subsidy from Tokyo Metropolitan Gov't

- Following subsidized projects^{*4} last year, continue to promote HVO use in Japan
- By leveraging the subsidies, **reduce user's financial burden introducing HVO**



Leading a consortium of 9 member companies

*1: Diesel fuel blended with 51% HVO

*2: Act on the Rational Use of Energy and Conversion to Non-Fossil Energy (enforced in Apr. 2023), mandating the designated entities (e.g. specified business operators, freight/passenger carriers, major cargo owners) to submit mid- to long-term plans and periodic reports on the rational use of energy and conversion to non-fossil energy

*3: The implementation period up to 3 years. The maximum subsidy is JPY3 B per group, covering up to two-thirds of eligible expenses.

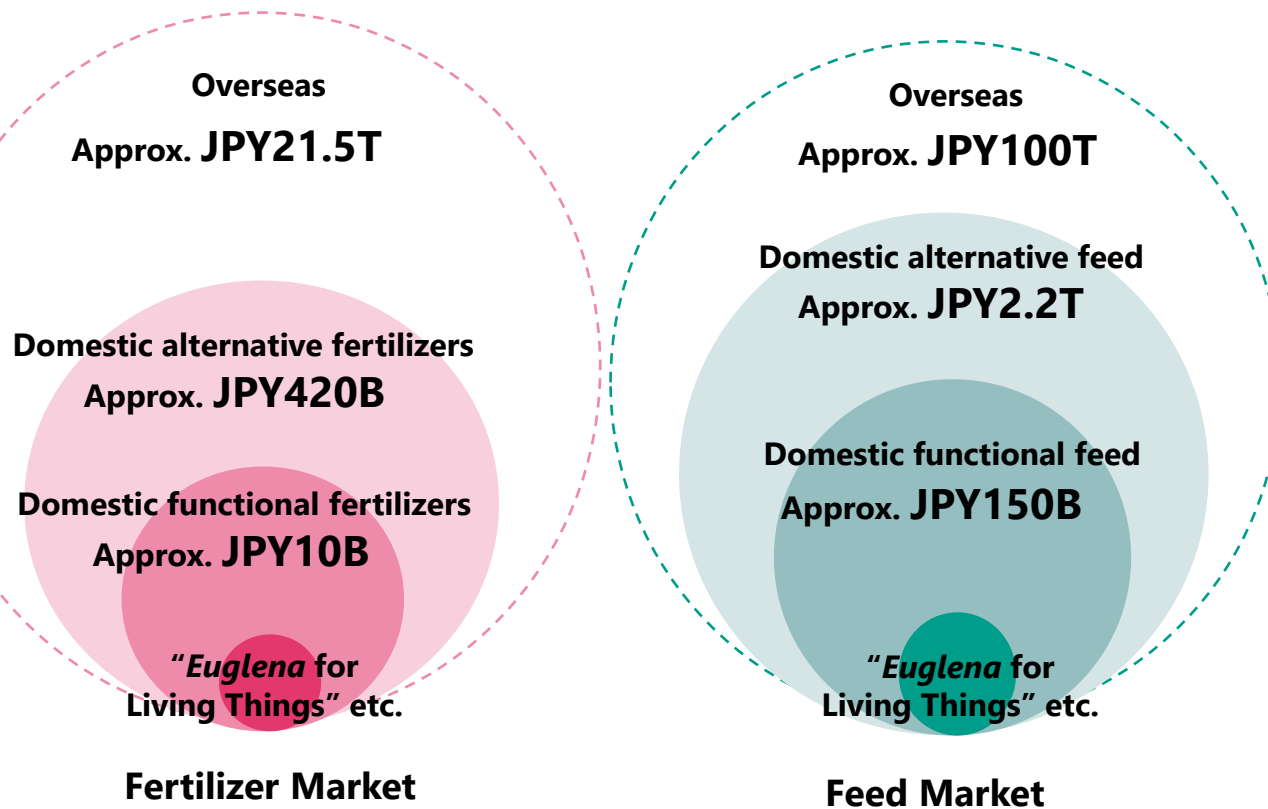
*4: Selected for the Tokyo Metropolitan Gov't "Business Promotion Support Program for Biofuel Utilization" (<https://www.euglena.jp/news/20240830-2/>)

Sustainable Agri-tech Business

The 3rd Pillar of Growth - Market Potential and Growth Outlook

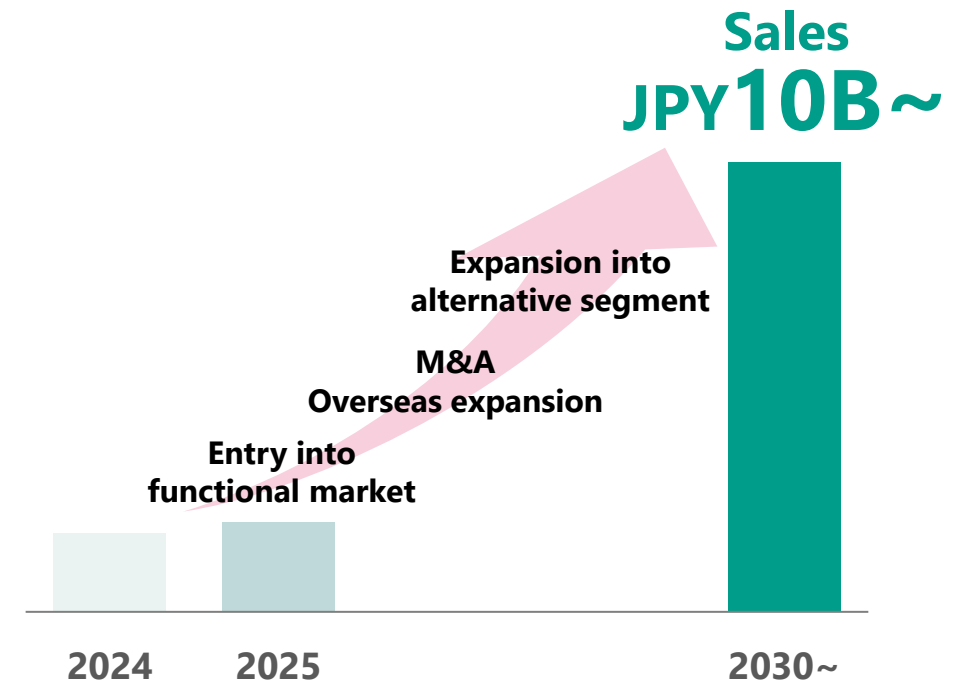
Promoting R&D on *Euglena*-enriched feed and fertilizers; entering high-value functional product markets first, with mid-term expansion into alternative segments

Potential market size*1



Medium-term growth outlook

Aims to expand business through new product development, M&A, overseas expansion and synergies with other businesses



Development of fertilizers/feeds containing *Euglena*

Leverages our past research achievements to drive sales of functional fertilizers and feeds

Major Research Achievements

Making soil and plants healthy with fertilizer

Confirmed that adding microalgae to the soil enhances growth



Mizuna:

Confirmed increase in fresh weight

Petunias:

Confirmed a longer flowering period

Making livestock healthy with feed

Feeding feed with microalgae confirmed improved growth and immune function



Chicken

1.2 times more antibody production (immune function)

1.2 times body weight (growth)



Amberjack

Increased weight-increase rate*¹ by **7%** (growth)

Blood lysozyme activity*² increased by **1.3 times**

*The photo is an image.



Launched our brand "*Euglena* for Living Things" for fertilizers and feed containing *Euglena*



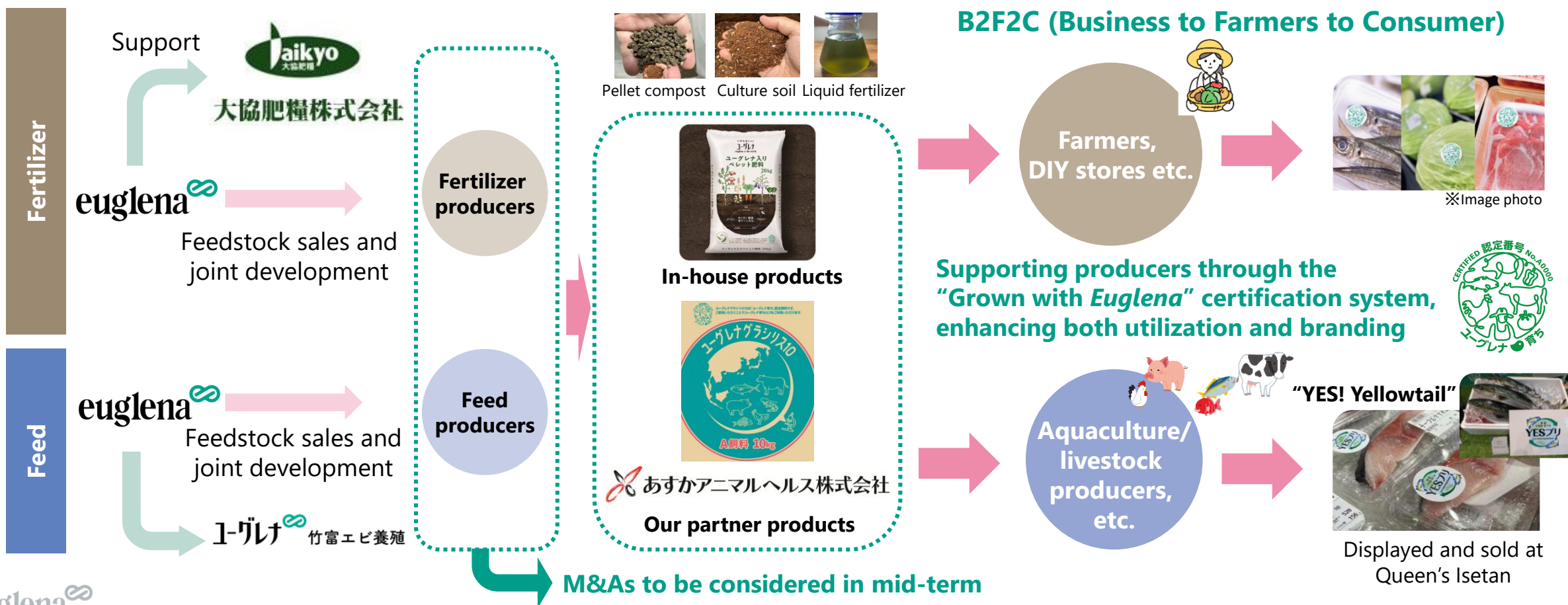
Launched our certification program "*Grown with Euglena*" for third-party products cultivated with fertilizers and feed containing *Euglena*

Building Supply Chain - Leveraging Partnerships

Leveraging group companies and partnerships to expand production and distribution

M&As to be considered for mid-term enhancement of production and sales capabilities

Production/Distribution



Social Business in Bangladesh

Bangladesh - Social Business

Diversifying business portfolio centered on social business

Aiming to evolve into social businesses that contribute to zero poverty, unemployment, and CO₂ emissions

Improved Wellness

- Continuing **Euglena GENKI Program** and expanding to local school meals etc.
- Offering healthcare products to affluent and middle-class consumers



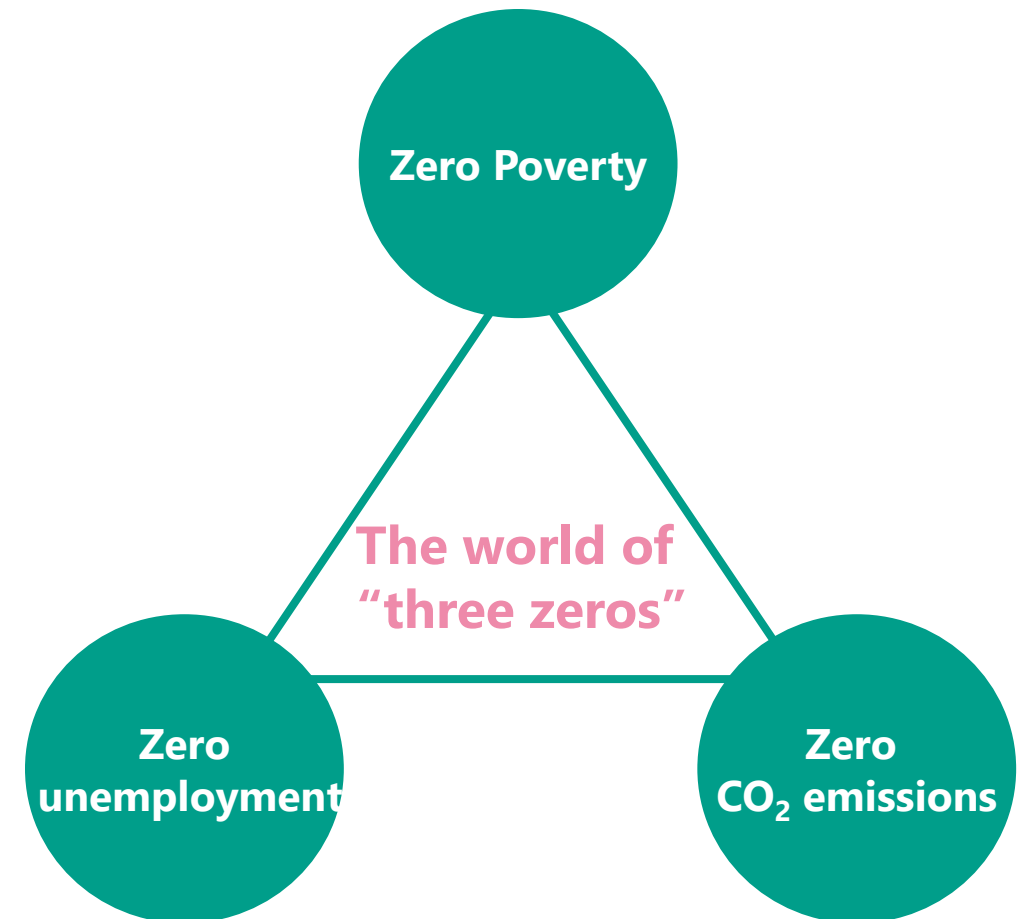
Social procurement of agricultural products

- Replacing Japanese companies' agricultural imports with Bangladeshi products
 - Diversifying from mung beans to sesame etc.**



Social Procurement of Biofuel Feedstocks

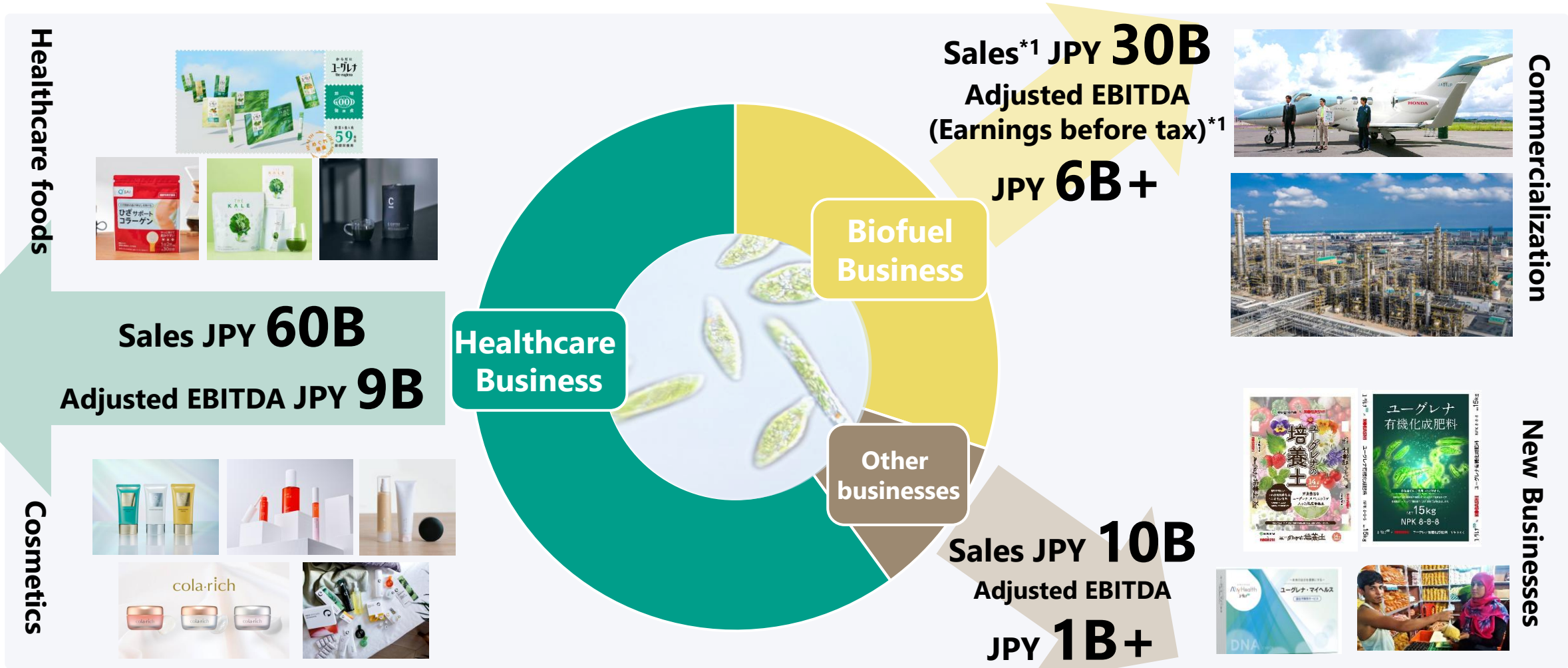
- Conducting a government-supported^{*1} feasibility study to build a supply chain for SAF feedstock
 - Possibility of collection of used cooking oil (UCO) and cultivation of oilseed crop**



Roadmap Toward 2030

Growth Roadmap Toward 2030 - Business Portfolio

Secures options for growth in existing businesses and seeds for new growth pillars



*1: Assuming our share in the JVCo to be 15%. Illustrative earnings before tax (excl. financing costs), primarily of dividends received from the JVCo, are deemed as adjusted EBITDA

20th

Anniversary
Euglena Co., Ltd.

Appendices : Financial Summary

Company Overview



Foundation	August 09, 2005
Headquarters	5-29-11 Shiba, Minato ku, Tokyo, Japan
Capital stock	JPY 16,373M As of the end of Jun. 2025
Headcount*1	1,168 (Consolidated) As of the end of Dec. 2024
Subsidiaries	16 consolidated subsidiaries, including 4 Qsai group companies, 1 overseas joint venture As of the end of Jun. 2025
Philosophy	Sustainability First
Purpose	Make People and the Earth Healthy
Listings	Prime Market of the Tokyo Stock Exchange
Ticker	2931
Number of Shareholders	112,402 As of the end of Jun. 2025

Consolidated Income Statement

	FY12/2024															FY12/2025									
	total					o/w Euglena ^{*1}					o/w Q'sai					total			o/w Euglena ^{*1}			o/w Q'sai			
(JPY million)	Q1	Q2 ^{*4}	Q3	Q4	total	Q1	Q2 ^{*4}	Q3	Q4	total	Q1	Q2	Q3	Q4	total	Q1	Q2	total	Q1	Q2	total	Q1	Q2	total	
Sales (Based on new segmentation)	11,154	12,495	11,624	12,345	47,619	4,770	6,225	5,406	5,800	22,201	6,384	6,269	6,218	6,546	25,418	11,936	12,618	24,554	5,452	6,092	11,544	6,484	6,526	13,010	
Direct Sales (BtoC)	8,287	8,208	8,132	8,449	33,076	2,485	2,590	2,597	2,705	10,377	5,802	5,619	5,535	5,744	22,700	8,277	8,427	16,704	2,518	2,641	5,159	5,759	5,786	11,545	
Wholesale (BtoB)	854	915	949	1,150	3,868	271	264	301	370	1,206	583	651	649	780	2,662	976	963	1,939	278	234	512	698	729	1,427	
OEM, Ingredients Supply, Overseas	327	1,930	1,793	1,802	5,852	327	1,930	1,762	1,785	5,804	0	0	31	17	48	1,646	2,347	3,994	1,631	2,337	3,968	15	10	25	
Other	1,687	1,441	750	944	4,822	1,687	1,441	746	939	4,814	0	0	3	4	8	1,036	881	1,917	1,025	879	1,904	11	2	13	
Cost of sales	3,130	4,085	3,401	3,735	14,351	2,002	2,945	2,270	2,477	9,694	1,128	1,140	1,131	1,258	4,657	3,600	3,805	7,405	2,470	2,697	5,167	1,130	1,108	2,237	
Gross profit	8,024	8,410	8,223	8,610	33,268	2,768	3,280	3,136	3,323	12,507	5,256	5,130	5,087	5,288	20,761	8,336	8,813	17,149	2,982	3,394	6,376	5,354	5,418	10,773	
Gross profit rate	72%	67%	71%	70%	70%	58%	53%	58%	57%	56%	82%	82%	82%	81%	82%	70%	70%	70%	55%	56%	55%	83%	83%	83%	
(Healthcare Business)	76%	70%	74%	73%	73%	65%	56%	64%	64%	62%	82%	82%	82%	81%	82%	74%	73%	74%	62%	60%	61%	83%	83%	83%	
SG&A expenses	7,722	8,512	8,264	8,470	32,967	3,198	4,050	3,691	3,520	14,459	4,523	4,461	4,573	4,950	18,508	7,718	7,795	15,512	3,300	3,393	6,694	4,417	4,401	8,818	
Selling Expenses	4,967	5,161	4,927	5,211	20,266	1,761	2,013	1,771	1,803	7,348	3,206	3,148	3,156	3,408	12,918	4,737	4,826	9,563	1,656	1,757	3,413	3,081	3,069	6,150	
(o/w advertising expenses)	2,596	2,771	2,657	2,802	10,825	983	1,130	933	916	3,962	1,613	1,640	1,724	1,885	6,863	2,562	2,686	5,248	872	961	1,833	1,690	1,725	3,415	
Personnel expenses	1,141	1,445	1,500	1,561	5,646	651	951	888	899	3,389	491	494	611	661	2,257	1,367	1,363	2,730	859	823	1,682	509	540	1,048	
Administrative expenses	1,433	1,682	1,624	1,472	6,211	621	880	846	640	2,987	812	802	777	832	3,224	1,447	1,416	2,862	655	630	1,285	792	785	1,577	
R&D expenses	181	224	213	225	844	166	207	185	177	735	15	17	28	48	109	167	190	357	131	183	314	36	7	43	
Operating income/loss	302	-102	-40	141	301	-431	-770	-555	-197	-1,953	733	668	514	338	2,253	618	1,018	1,637	-319	1	-318	937	1,017	1,954	
Adjusted EBITDA ^{*2}	1,071	1,051	1,125	1,083	4,330	-191	-147	82	214	-42	1,262	1,198	1,043	869	4,372	1,546	1,962	3,508	82	419	501	1,464	1,542	3,006	
Non-operating income/loss	-36	-3	-153	323	131	67	99	-71	399	494	-103	-102	-82	-76	-363	-182	-282	-464	-80	-189	-269	-102	-93	-195	
(o/w subsidy income)	23	25	50	4	102	22	22	50	3	97	2	3	0	1	6	4	22	27	4	20	23	1	2	3	
Ordinary income/loss	266	-105	-193	464	432	-363	-671	-626	202	-1,459	630	567	432	262	1,891	436	736	1,173	-398	-188	-586	834	925	1,759	
Extraordinary income/loss	-482	-303	49	-1	-737	-482	-319	49	15	-737	0	16	0	-16	-0	-261	-2	-263	-261	-2	-263	0	0	0	
Net income/loss attributable to owners of parent	192	-519	-722	398	-651	na	na	na	na	na	na	na	na	na	na	-507	-52	-559	na	na	na	na	na	na	
<Reference Indicators>																									
Depreciation and amortization ^{*3}	490	777	770	574	2,610	105	393	385	187	1,071	384	384	385	386	1,539	589	593	1,182	206	214	420	382	380	762	
(o/w M&A-related)	360	611	610	439	2,019	48	299	298	127	773	312	312	312	312	1,246	439	438	877	127	126	254	312	312	623	
Amortization of goodwill	246	244	244	244	978	103	100	100	100	404	143	143	143	143	573	244	234	477	100	90	191	143	143	287	

*1: The amount excluding Qsai Group PL (after reflecting elimination of intra-company transactions between Qsai Group and other groups) from consolidated PL, including subsidiaries' PL

*2: Adjusted EBITDA is our own financial measure. The formula is EBITDA (Operating income + Goodwill Amortization and Depreciation) + Subsidy income + Stock related compensation

*3: The amount used to calculate adjusted EBITDA, which differs from the figures in the consolidated cash flow statement

*4: Allocation of goodwill recorded in conjunction with the consolidation of Saticine Medical and Japan BeauTech to identifiable assets (customer-related assets, backlog of orders) was completed in Q3 2024 and thereby FY2024/12 Q2 figures were revised retroactively

Income Statement by segment

Breakdown of business segments								
(JPY million)	FY12/2024					FY12/2025		
	'24Q1	'24Q2	'24Q3	'24Q4	total	'25Q1	'25Q2	total
Consolidated Total								
Sales	11,154	12,495	11,624	12,345	47,619	11,936	12,618	24,554
Q on Q	-10%	12%	-7%	6%	2%	-3%	6%	na
Gross profit	8,024	8,410	8,223	8,610	33,268	8,336	8,813	17,149
Gross margin	72%	67%	71%	70%	70%	70%	70%	70%
Adjusted EBITDA	1,071	1,051	1,125	1,083	4,330	1,546	1,962	3,508
EBITDA margin	10%	8%	10%	9%	9%	13%	16%	14%
Healthcare business								
Sales	10,304	11,726	10,894	11,423	44,348	10,924	11,748	22,672
Q on Q	-5%	14%	-7%	5%	7%	-4%	8%	na
Gross profit	7,813	8,203	8,103	8,390	32,508	8,106	8,573	16,679
Gross margin	76%	70%	74%	73%	73%	74%	73%	74%
Adjusted EBITDA	1,642	1,609	1,732	1,584	6,568	2,033	2,379	4,412
EBITDA margin	16%	14%	16%	14%	15%	19%	20%	19%
Biofuel Business								
Sales	118	188	306	322	934	253	205	458
Q on Q	-89%	59%	63%	5%	-67%	-21%	-19%	na
Gross profit	19	41	58	50	167	58	43	101
Gross margin	16%	22%	19%	15%	18%	23%	21%	22%
Adjusted EBITDA	-124	-122	-89	-89	-425	-52	-59	-111
Other Business								
Sales	732	581	429	606	2,348	763	669	1,433
Q on Q	57%	-21%	-26%	41%	3%	26%	-12%	na
Gross profit	192	165	64	172	592	172	198	370
Gross margin	26%	28%	15%	28%	25%	23%	30%	26%
Adjusted EBITDA	-65	-100	-166	-85	-415	-80	-86	-165
EBITDA margin	-9%	-17%	-39%	-14%	-18%	-10%	-13%	-12%
Corporate								
Sales	0	-0	-5	-6	-11	-5	-4	-8
Gross profit	0	1	-1	-1	-0	-0	-1	-1
Adjusted EBITDA	-382	-337	-352	-327	-1,398	-356	-273	-628

Breakdown of healthcare business								
(JPY million)	FY12/2024					FY12/2025		
	'24Q1	'24Q2	'24Q3	'24Q4	total	'25Q1	'25Q2	total
Euglena Healthcare^{*1}								
Sales	2,005	2,082	2,067	2,458	8,613	2,061	2,225	4,286
Gross profit	1,490	1,479	1,504	1,755	6,228	1,527	1,636	3,163
Gross margin	74%	71%	73%	71%	72%	74%	74%	74%
Adjusted EBITDA	251	28	224	368	871	315	337	652
EBITDA margin	13%	1%	11%	15%	10%	15%	15%	15%
epauler								
Sales	869	847	881	943	3,540	831	794	1,625
Gross profit	673	670	676	712	2,732	631	620	1,252
Gross margin	77%	79%	77%	75%	77%	76%	78%	77%
Adjusted EBITDA	36	42	75	110	262	91	25	116
EBITDA margin	4%	5%	9%	12%	7%	11%	3%	7%
MEJ								
Sales	302	284	276	253	1,114	206	223	429
Gross profit	216	243	224	208	891	170	182	352
Gross margin	72%	86%	81%	82%	80%	83%	81%	82%
Adjusted EBITDA	-7	14	72	50	129	36	32	67
EBITDA margin	-2%	5%	26%	20%	12%	17%	14%	16%
Q'sai group^{*2}								
Sales	6,428	6,319	6,257	6,591	25,596	6,536	6,570	13,106
Gross profit	5,300	5,180	5,121	5,329	20,930	5,402	5,459	10,861
Gross margin	82%	82%	82%	81%	82%	83%	83%	83%
Adjusted EBITDA	1,305	1,248	1,077	910	4,541	1,511	1,584	3,095
EBITDA margin	20%	20%	17%	14%	18%	23%	24%	24%
Saticine Medical group^{*3}								
Sales	13	1,659	1,567	1,310	4,548	1,437	2,102	3,539
Adjusted EBITDA	-5	222	305	149	672	91	404	495
EBITDA margin	-39%	13%	19%	11%	15%	6%	19%	14%
hako inc, within business/elimination^{*4}								
Sales	686	535	-153	-132	937	-147	-167	-314
Adjusted EBITDA	62	55	-20	-3	93	-11	-2	-12

*1: Total of Euglena's Healthcare Business, LIGUNA (merged into Euglena Co. after 2024 Q3), Yaeyama Shokusan, and Shanghai Euglena (liquidated in FY2024Q1)

*2: Figures differ from those on the previous page due to elimination of intra-company transactions

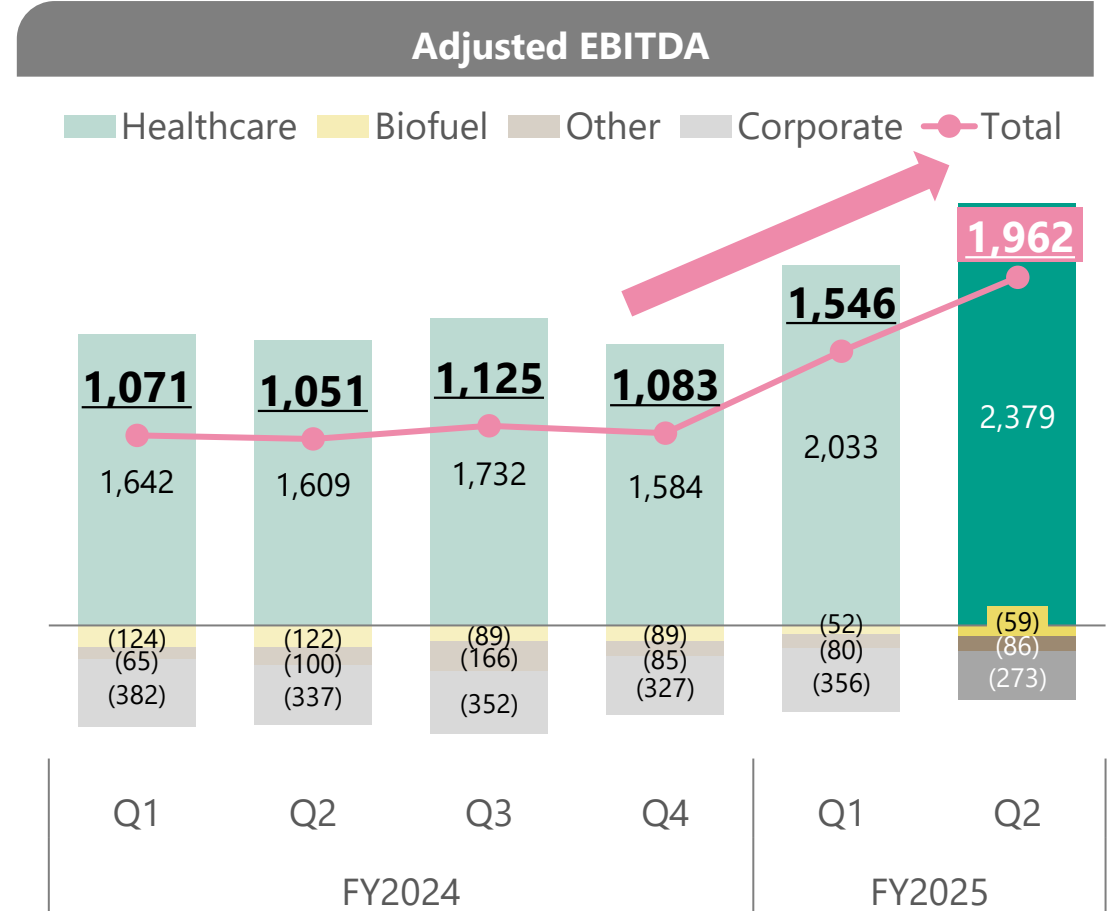
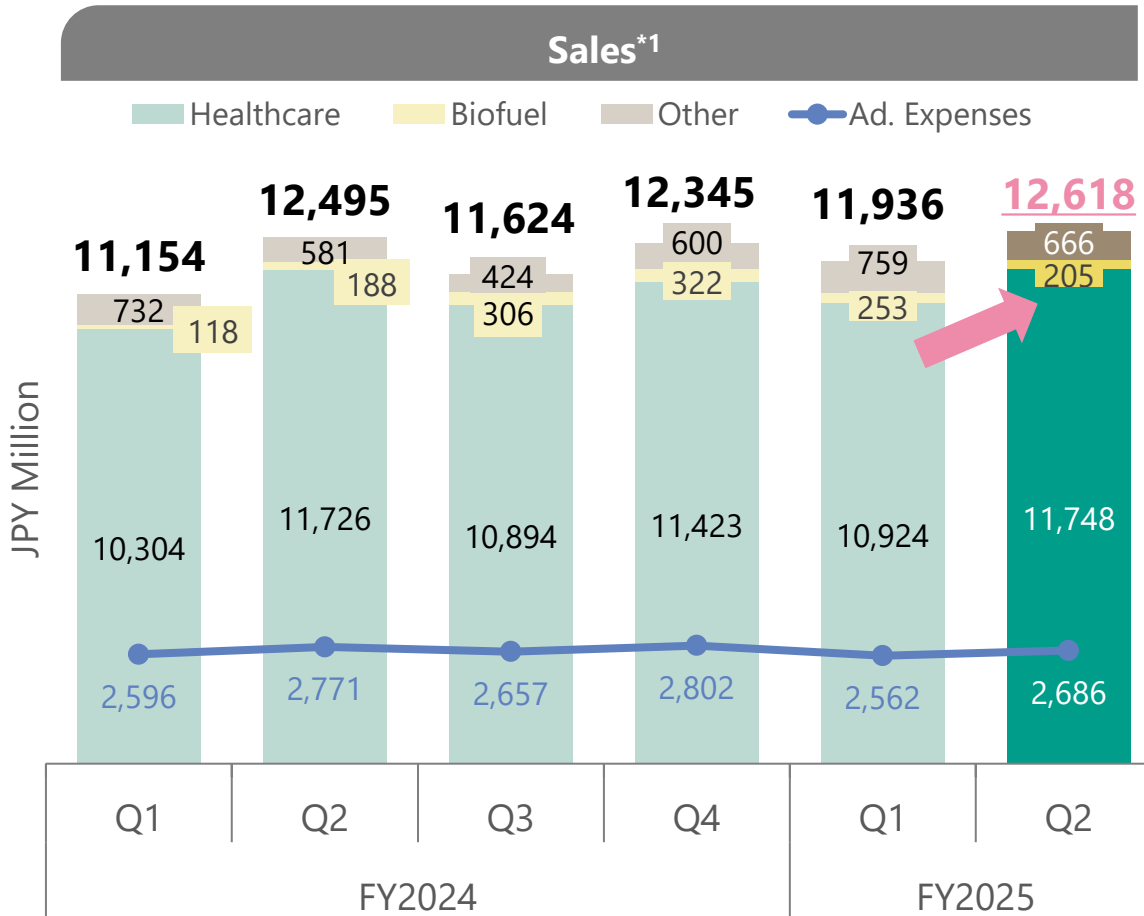
*3: Made Saticine Medical and JAPAN BeauTech consolidated subsidiaries at end-Mar, 2024 and NAYUTA at end-Feb. 2024 (both are deemed acquisition date)

*4: Total of common expenses for the entire Healthcare Business, elimination of intra-company transactions, and Hako (divested at end-Jun. 2024)

Quarterly Financial Performance Trend - Sales/Adjusted EBITDA

Adjusted EBITDA improved significantly due to various efforts in Healthcare business

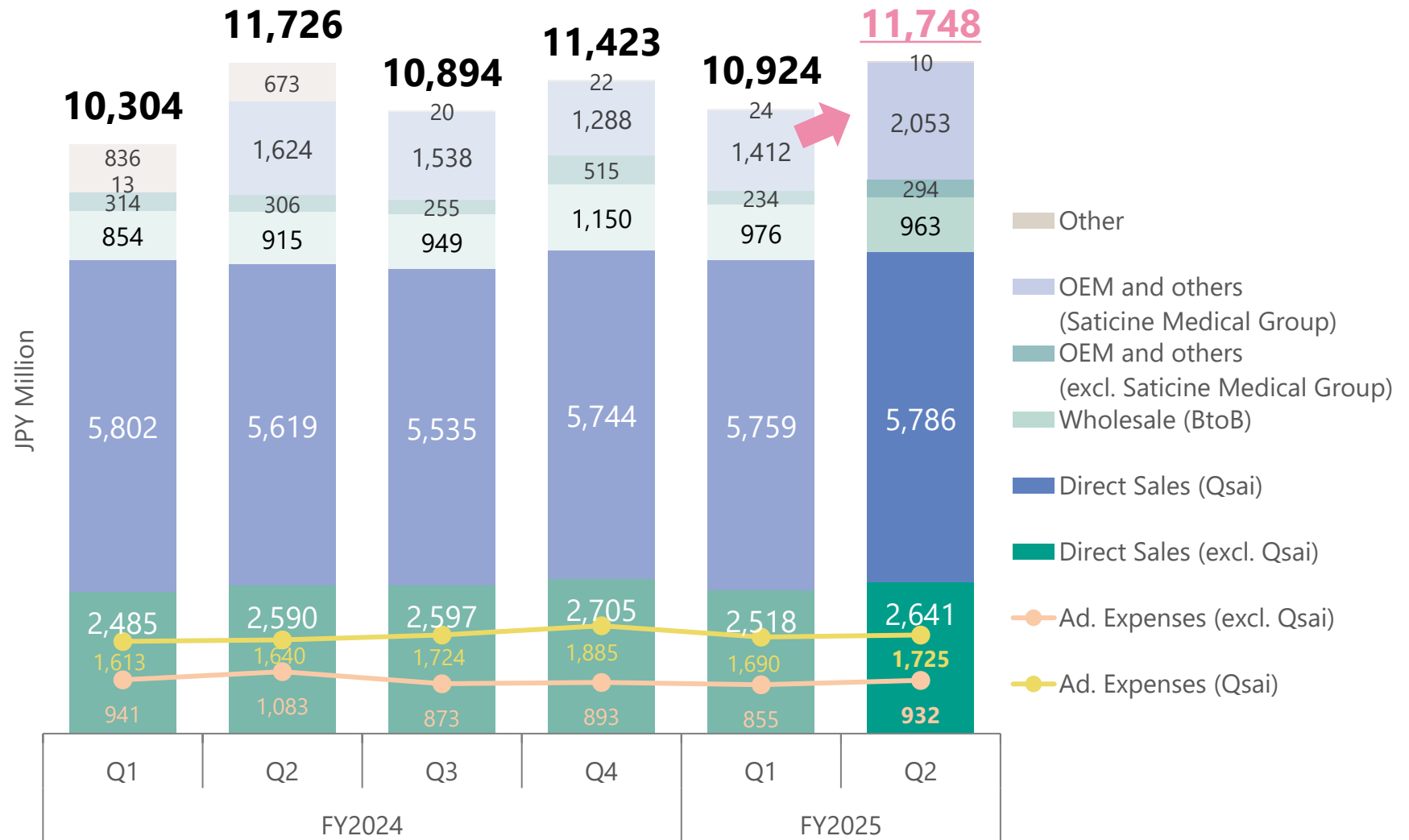
Sales also increased significantly due to the expansion of customer orders at Saticine Medical



Quarterly Financial Performance Trend - Healthcare Sales

Direct sales increased QoQ due to the expansion of subscribers for Euglena's CONC and Qsai's Cola-rich

OEM sales also increased QoQ due to the significant expansion of Saticine Medical



Consolidated Balance Sheet

Saticine Medical
Group
consolidated *1

Allocation of acquisition
cost of Saticine Medical
Group completed

(JPY million)	12/2023	3/2024*2	6/2024*2	9/2024	12/2024	3/2025	6/2025
Current assets	24,431	29,438	29,196	29,408	30,865	30,094	29,398
Cash and cash equivalents	15,792	18,855	19,091	19,806	20,631	19,051	18,539
Inventory	3,685	4,360	4,364	4,033	3,661	4,150	4,301
Other	4,954	6,223	5,741	5,570	6,573	6,893	6,558
Non-current assets	35,188	44,279	43,494	42,180	42,391	41,467	39,692
Property, plant and equipment	5,507	6,971	6,681	6,185	6,048	5,972	5,930
Intangible assets	27,764	35,879	35,085	34,243	33,565	32,911	32,258
(Goodwill)	11,639	12,963	12,719	12,475	12,231	11,988	11,754
(Customer related intangible assets)	14,796	21,237	20,816	20,396	19,976	19,555	19,136
Investments and other assets	1,917	1,429	1,729	1,752	2,778	2,585	1,505
Total assets	59,619	73,717	72,690	71,588	73,256	71,561	69,090
Total liabilities	39,405	42,819	41,422	40,835	41,143	39,972	37,390
Total current liabilities	12,271	13,038	12,278	12,152	12,812	11,940	11,970
(Short-term borrowings)	3,294	4,558	4,403	4,360	4,145	3,874	3,695
Total long-term liabilities	27,133	29,782	29,143	28,683	28,331	28,032	25,420
(Long-term borrowings)	16,972	18,090	16,688	16,033	15,964	15,695	13,155
(Deferred tax liabilities)	4,857	6,230	6,037	6,230	5,944	5,916	5,826
(Bonds)	4,800	4,800	5,800	5,800	5,800	5,800	5,800
Total equity	20,215	30,898	31,269	30,753	32,113	31,589	31,700
Shareholders' equity	20,070	30,826	31,183	30,469	30,918	30,457	30,443
(Capital stock)	15,868	15,868	16,306	16,306	16,331	16,331	16,373
(Capital surplus)	15,199	16,419	16,857	16,857	16,882	16,882	16,925
(Accumulated deficit)	(10,962)	(1,426)	(1,945)	(2,659)	(2,261)	(2,722)	(2,820)
Other	144	72	86	284	1,195	1,132	1,257
Total liabilities and total equity	59,619	73,717	72,690	71,588	73,256	71,561	69,090

*1: Consolidated Saticine Medical and JAPAN BeauTech at end-Mar 2024 and NAYUTA at end-Feb 2024. In the B/S prepared at end-Mar 2024, a provisional amount of acquisition goodwill was recorded as JPY6,914M. Upon completion of allocation of acquisition cost in 2024Q3, and the amount of goodwill was revised to JPY1,899M

*2: Revised the Mar and June 2024 figures retrospectively, upon completion of PPA (Purchase Price Allocation) related to Saticine Medical Group consolidation in 2024Q3

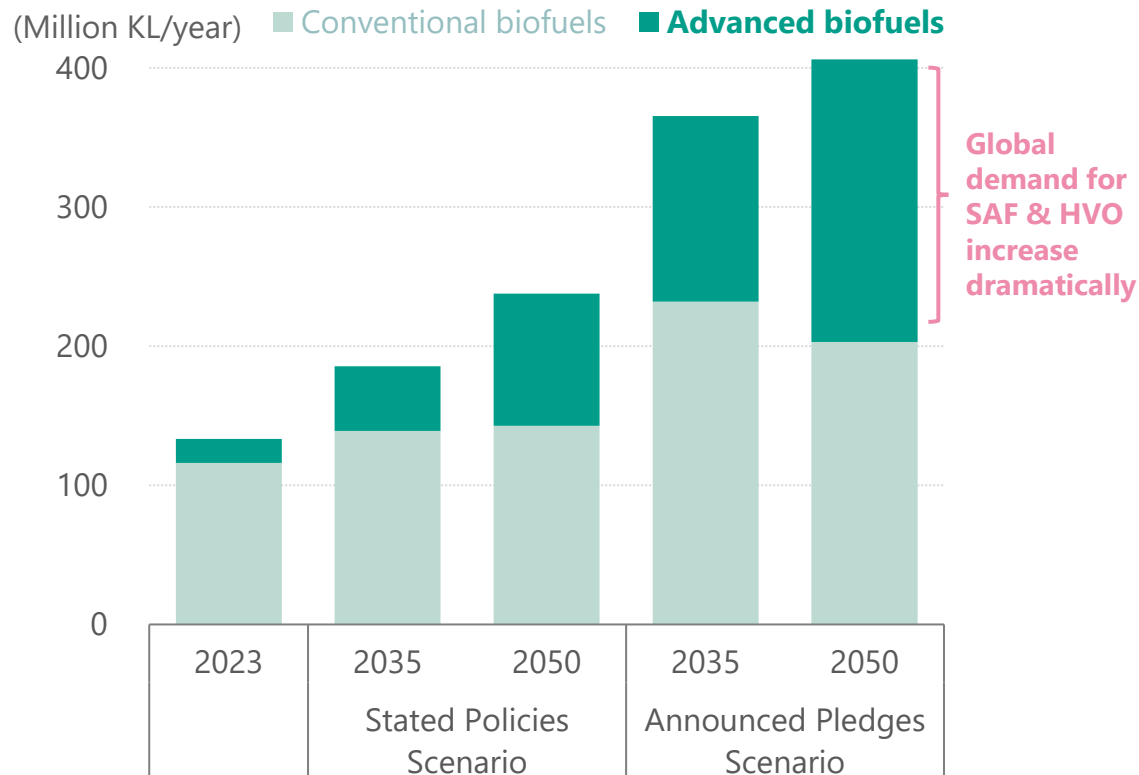
Appendices : Biofuel Market Trends

Global Biofuel Market Trend

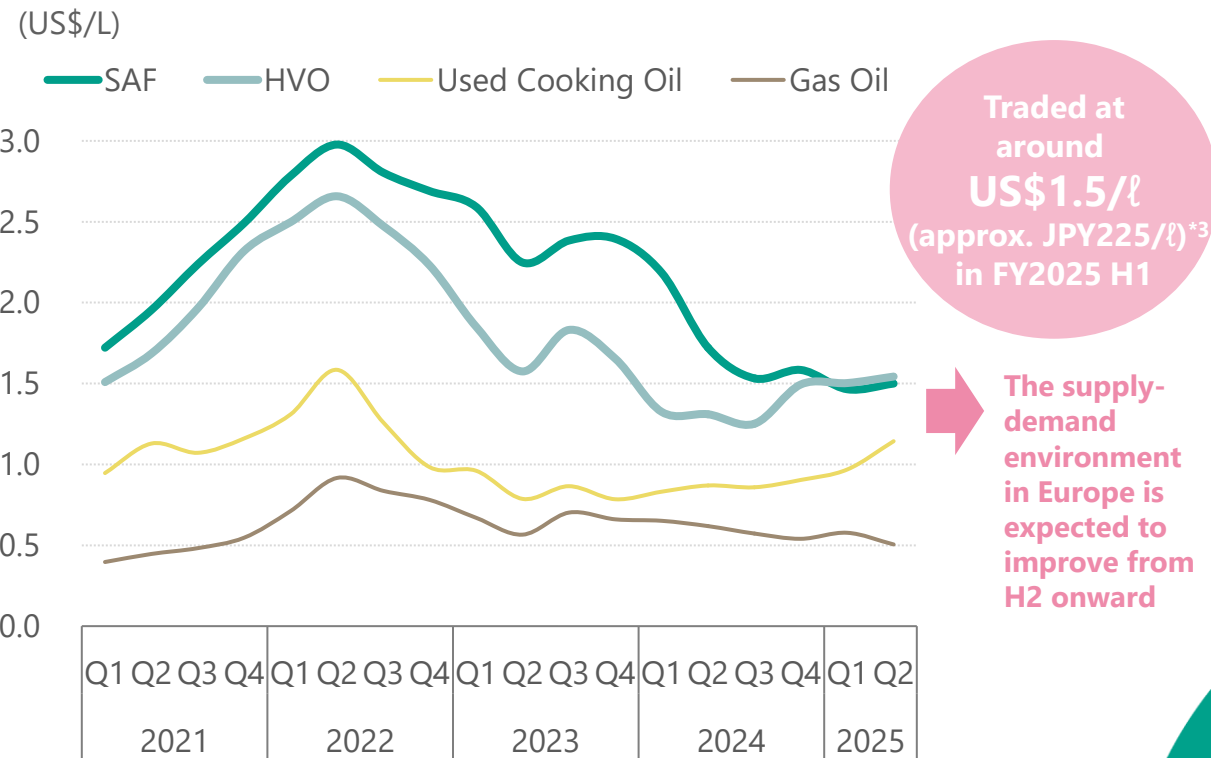
Introduction of mandates and incentives globally is expected to accelerate biofuel demand

Biofuel prices are currently stagnant due to increased supply and US policy change, but are expected to recover in the mid-term due through the improvement in supply-demand balance

Expected Biofuel Consumption in the World ^{*1, 2}



Biofuel price (Europe) ^{*3}



*1: Prepared based on the data from IEA "World Energy Outlook 2024"(2024)

*2: "Conventional biofuel" = 1G biofuel derived from agricultural crops, "Advanced biofuel" = Biofuel produced from sustainable feedstock that do not compete with food production, such as waste and non-edible plants

*3: The illustrative trends based on Argus Co. data, assuming a specific gravity of 0.8 g/cm³ fuel and 0.9 g/cm³; actual prices vary depending on regions and trading conditions.

Global SAF Introduction Policies and Demand Outlook

EU and UK introduce 2% SAF mandates in 2025. The global SAF demand will further expand toward 2030 due to CORSIA*1 implementation and regulations in other countries

National policies for biofuel introduction

CORSIA

- Reduce CO₂ emissions by up to 85% of 2019 levels
- Voluntary implementation from 2024 (126 participating countries), to be applied in principle to all ICAO (International Civil Aviation Organization) member countries from 2027

Europe



- EU RED III
- ReFuel EU

Asia and other



- Japan
- ⇒10%@2030~

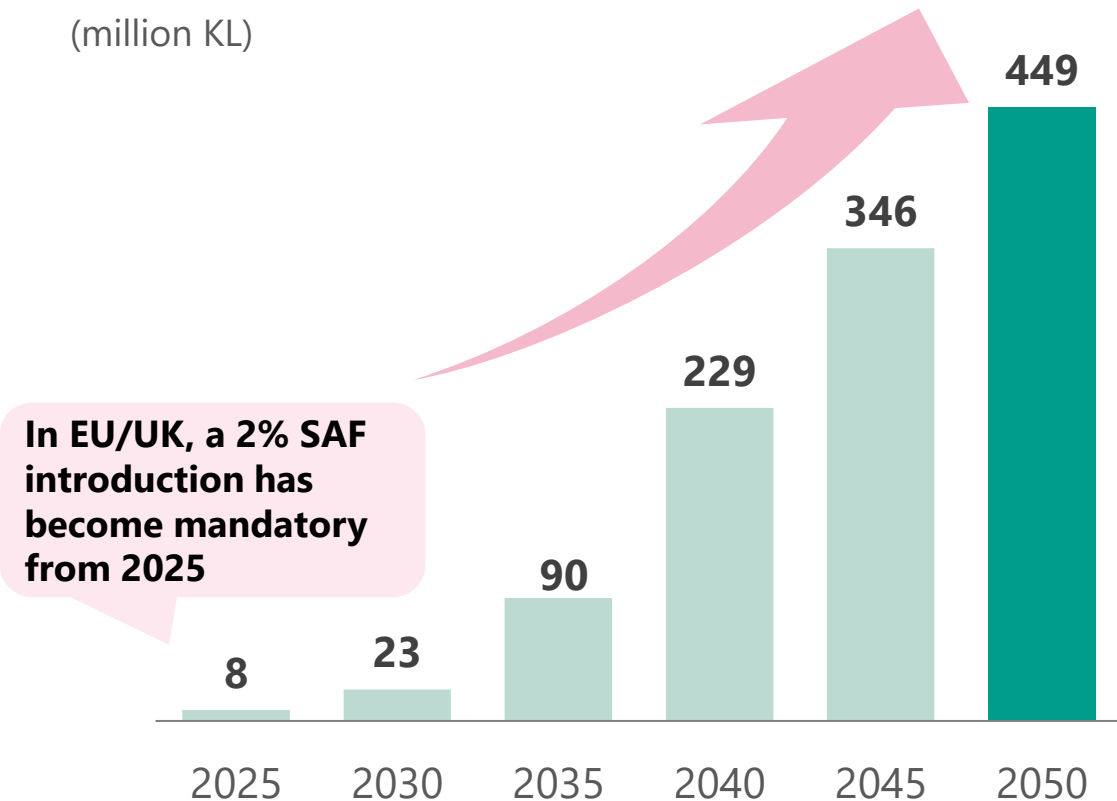
North America



- Grand Challenge
- RFS/LCFS, etc.

Global SAF demand forecast*2

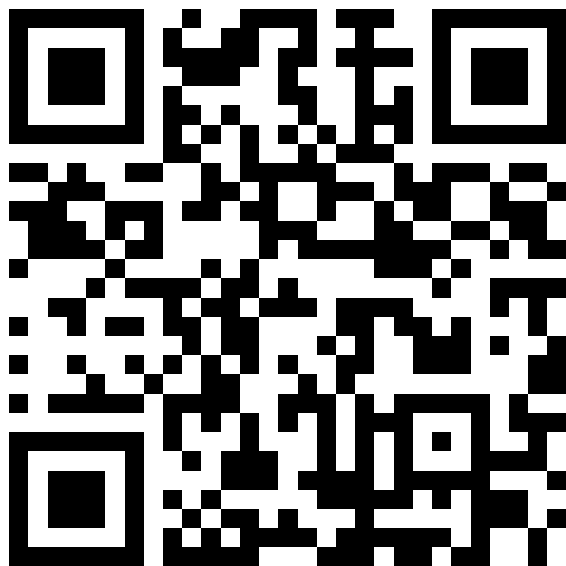
(million KL)



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- Our report by Shared Research

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