

Morinaga Milk Corporate Profile



(Securities code: 2264)

<https://www.morinagamilk.co.jp/english/ir/>

As of May 2026

1. Corporate Profile

*The accounting standard for revenue recognition is applied from FYE March 2022

*Before FYE March 2021 applying accounting standard for revenue recognition

1 - 1 . Corporate Slogan, Corporate Philosophy

Corporate Philosophy

Contribute to healthy and enjoyable lifestyles through offering unique products derived from advanced milk technology.

Corporate Slogan

“For Ever Brighter Smiles”

1 - 2. Morinaga Milk Group 10-year Vision, Numerical Targets for the FYE March 2029



Morinaga Milk Group 10-year Vision (Established in 2019)

Vision 1 A company that balances “delicious and pleasurable food” with “health and nutrition”

Vision 2 A global company that exerts a unique presence worldwide

Vision 3 A company that persistently helps make social sustainability a reality

10-year Targets

(for the fiscal year ending March 31, 2029)

| | | | |
|-------------------------|--------------------|---|---------------------|
| Operating profit margin | 3.8 [*] % | ➔ | <u>At least 7%</u> |
| ROE | 8.6 [*] % | ➔ | <u>At least 10%</u> |
| Ratio of overseas sales | 5.0 [*] % | ➔ | <u>At least 15%</u> |

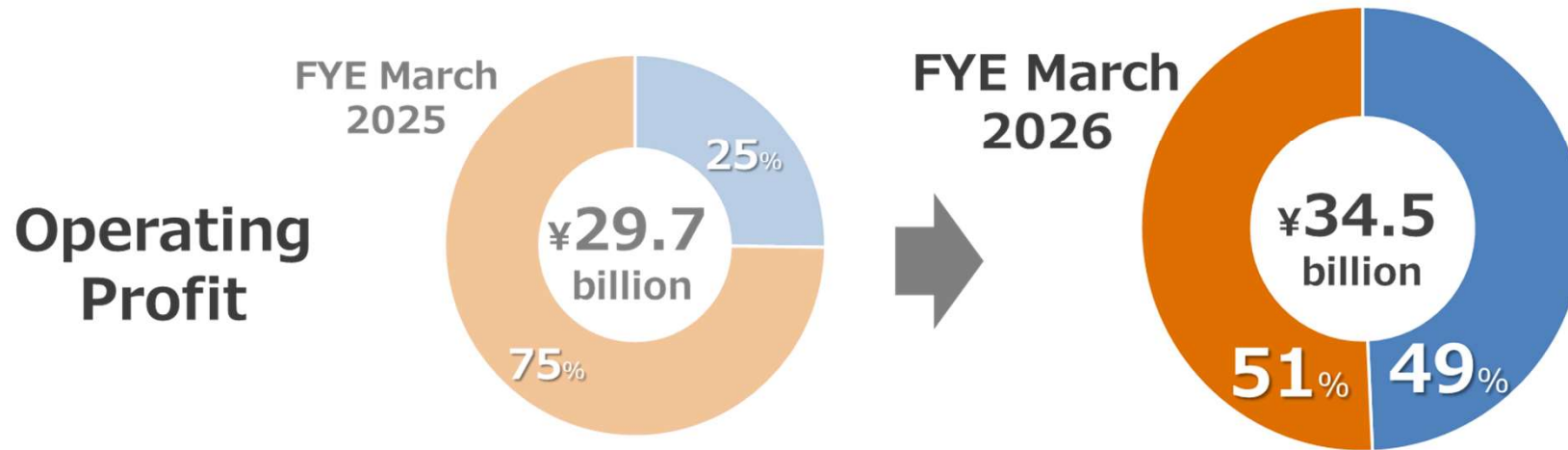
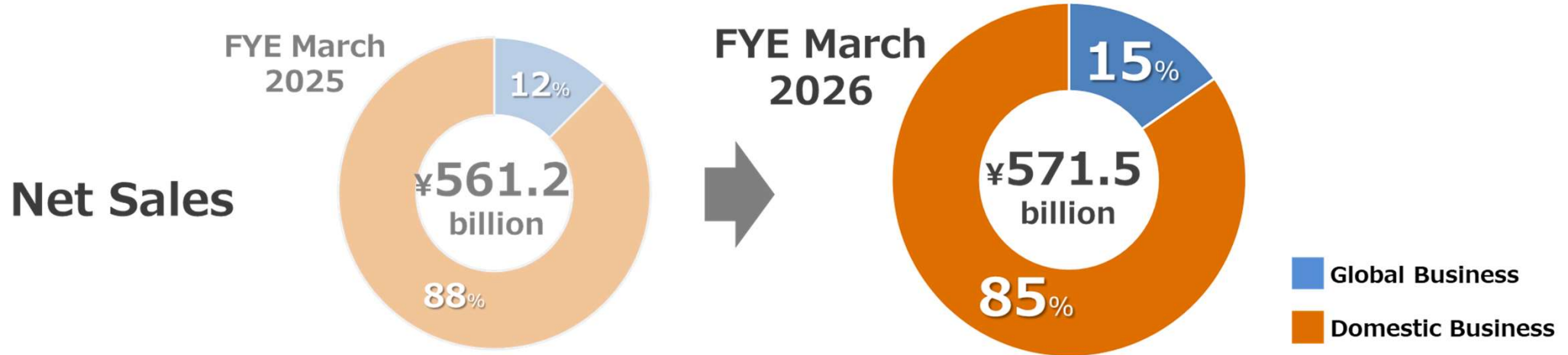
* The figures are for the fiscal year ended March 2019.

Medium-Term Business Plan 2025–2028 (Announced in 2025)

| (Unit: billion yen) | FYE Mar. 2029 Target |
|------------------------------------|----------------------|
| Net sales | 630.0 |
| Operating profit | 44.0 |
| Operating profit to net sales | 7% |
| ROE (profit / equity capital) | 10% |
| ROIC (NOPAT / invested capital) | 7% |
| Ratio of overseas sales | 15% |
| Employee engagement rating | BBB ^{**} |

** Target for the fiscal year ending March 2031: A

1 - 3 . Group Business Structure (Breakdown of Domestic and Global Business)

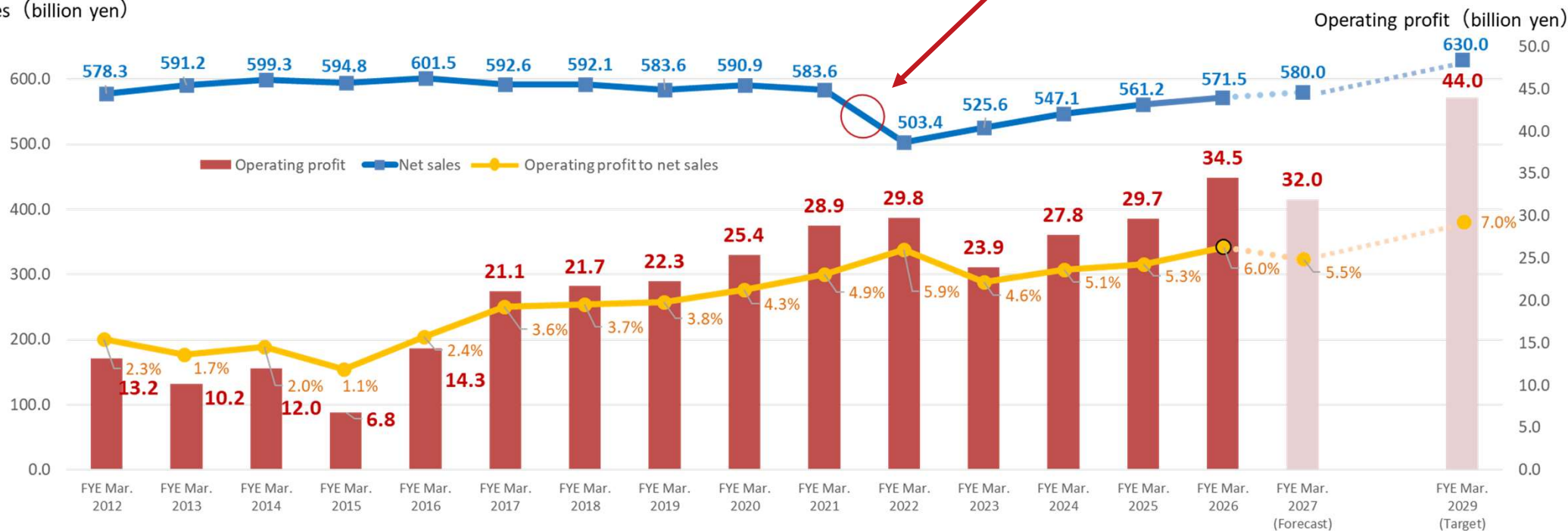


1-4. Financial Summary

※ The Group has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29) and related guidance from the beginning of the fiscal year ended March 31, 2022. Compared to the fiscal year ended March 2021, which would have applied the same accounting standard, **the fiscal year ended March 2022 shows a 3% increase in net sales.**



Sales (billion yen)



Medium-Term Business Plan 2015-2018

Medium-Term Business Plan 2019-2021

Medium-Term Business Plan 2022-2024

Medium-Term Business Plan 2025-2028

- FYE March 2026: **Operating profit: 34.5 billion yen, Operating profit to sales: 6.0%.**
- FYE March 2029: Morinaga Milk Group 10-year Vision **1) Operating profit margin at least 7%, 2) ROE at least 10%, 3) Ratio of Global business sales at least 15%**




1 - 5 . Business in Japan: Domestic(B-to-C) Business

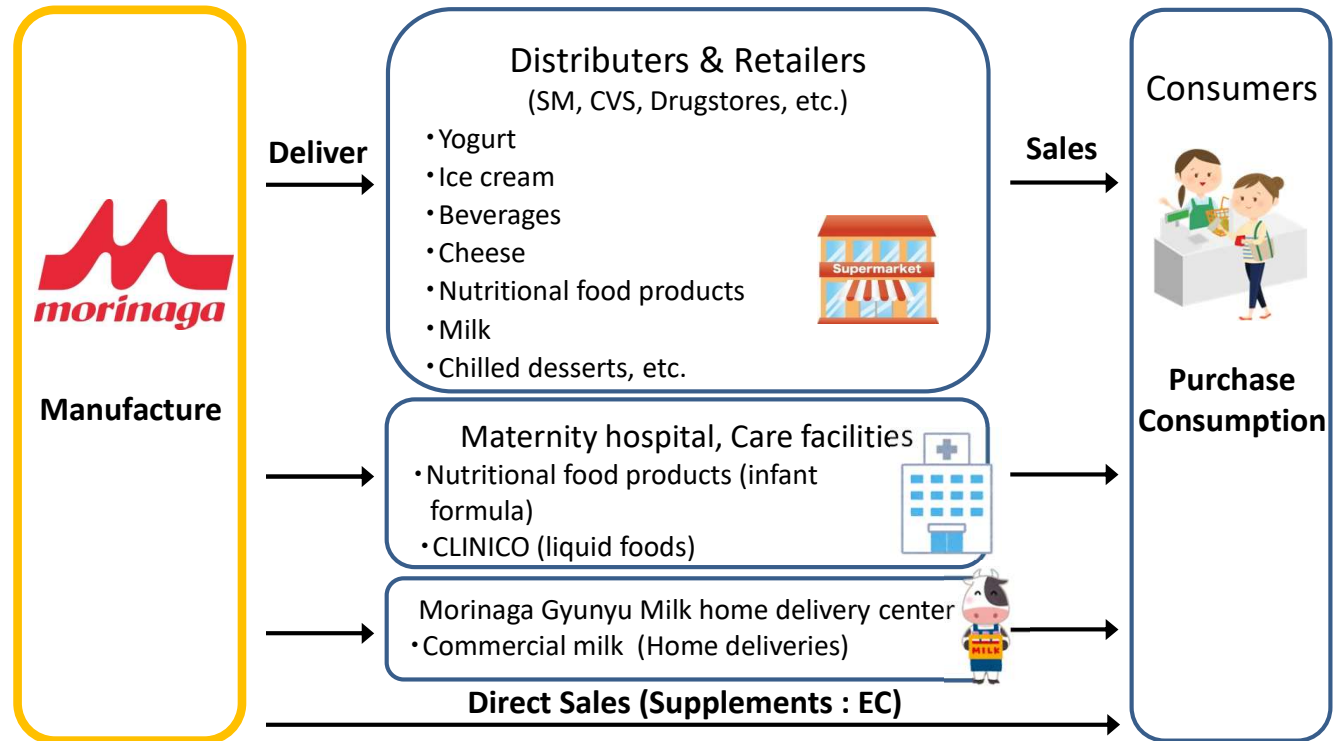
Domestic(B-to-C) Business

Sales as a percentage of total sales of Morinaga Milk Industry: approx. 50% (as of March 2026)

- The business provides “health value” and “tastiness and delightfulness” value through a variety of products familiar to consumers, such as yogurt, ice cream, beverages, cheese, and milk, including the long-selling brands “Bifidus Yogurt,” “Pino,” “PARM,” “MOW,” and “Mt. RAINIER CAFFÈ LATTE,” among others.

(Unit: billion yen)

| Sub-segments | Net Sales (FYE Mar. 2026) |
|----------------------------------------------------------------------------------------------|------------------------------|
| Yogurt  | 57.8 |
| Ice cream  | 47.9 |
| Beverages  | 53.6 |
| Cheese | 26.2 |
| Nutritional food products | 13.7 |
| CLINICO (liquid foods) | 26.9 |
| Milk | 41.0 |
| Chilled desserts | 7.6 |
| Others: Supplements (EC), Creap (creaming powder) , etc. | |






1 - 5 . Business in Japan: Domestic(B-to-B) Business

Domestic(B-to-B) Business

Sales as a percentage of total sales of Morinaga Milk Industry: approx. 20% (as of March 2026)

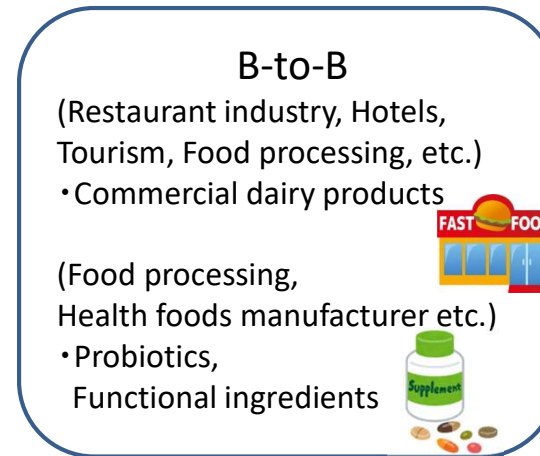
- The role of this business is to identify the increasingly diverse problems experienced by consumers, to anticipate potential needs that have not yet emerged, and to co-create solutions, including the development of recipes, with diverse customers.
- In this area, we offer solutions to customers in a wide range of industries, including cream and other dairy product ingredients, functional ingredients, such as bifidobacteria and lactoferrin, and products, such as PURESTER.

| Sub-segments | (Unit: billion yen) | Net Sales (FYE Mar. 2026) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------|
| Commercial dairy products  Cream | | 85.9 |
| Probiotics, Functional ingredients  <i>Bifidobacterium longum</i> BB536 | | |
| *Others : PURESTER (the slightly acidic electrolysed water generator)  | | |

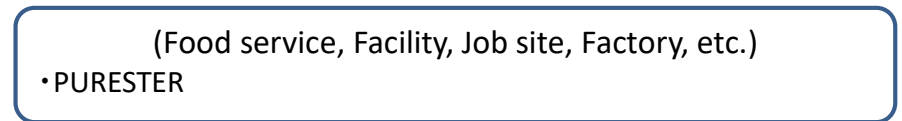
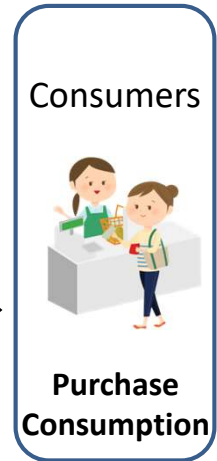


Deliver

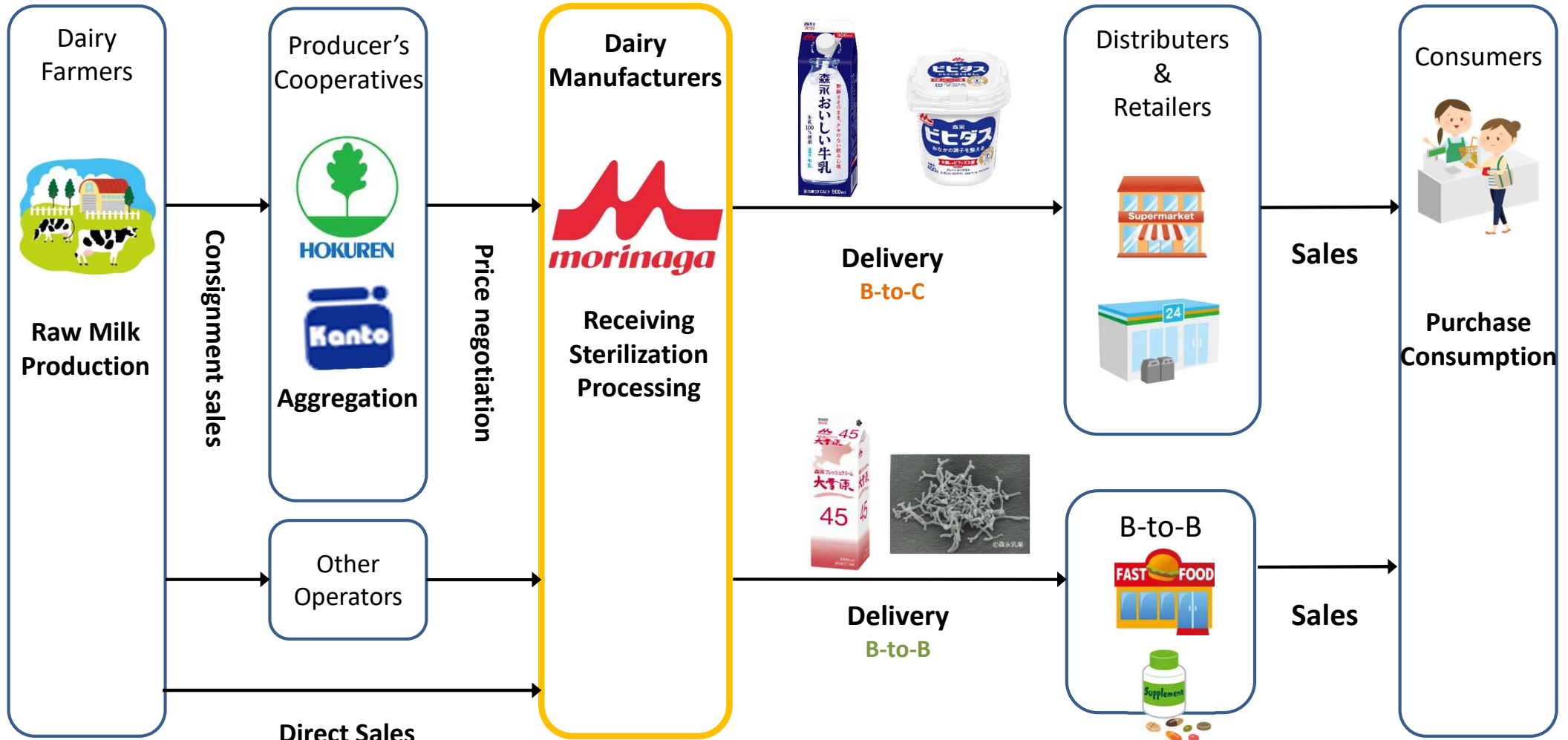
Deliver
Sales



Sales



1 - 5 . Distribution of Milk and Dairy products



1 - 5. Market Shares of Major Categories of B-to-C

Growth segments



Yogurt
2nd 11%



Ice cream
3rd 11%



Mainstay segments



Chilled cup-type coffee
1st 37%



Chilled tea
1st 52%



Cheese
4th 10%

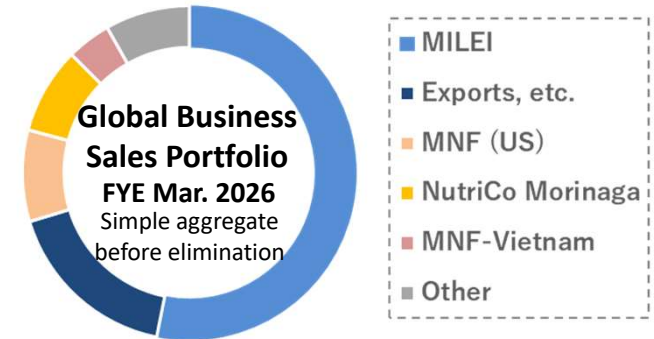
Source: Based on INTAGE Inc.'s SRI+, our own survey (share of sales amounts in Apr. 2024-Mar. 2025)

1 - 6 . Global Business

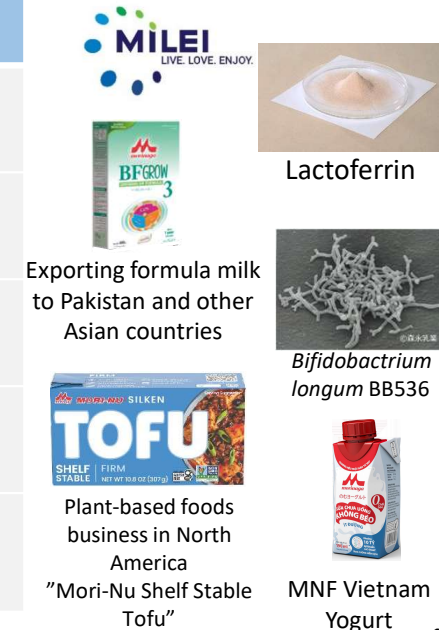
Global Business

Net Sales : 87.5 billion yen (Global business sales ratio: 15.3%)
 Operation Profit : 17.0 billion yen (Operating profit margin: 19.4%) (FYE Mar. 2026)

- The mission of the business is to drive growth by responding to expanding health needs on a global scale.
- Shift to a concentrated strategy centered on probiotics and formula milk, with the company of core areas, MILEI, as the profit base



| Main Business | Net Sales (FYE Mar. 2026) | Overview |
|---------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Germany, MILEI GmbH | 56.1 billion yen 305 million € | <ul style="list-style-type: none"> • Established as a joint venture by Morinaga Milk and other companies in 1972, the company is now a wholly owned subsidiary of Morinaga Milk. The company manufactures and sells products that include whey protein concentrate, lactose, and lactoferrin. |
| Formula milk (Exports, Joint venture) | | <ul style="list-style-type: none"> • Exports: Expanding mainly in Asian countries such as Pakistan, Vietnam, Malaysia, etc. • Joint venture: Pakistan (NutriCo Morinaga), Indonesia (PT.Kalbe Morinaga Indonesia), Vietnam (Morinaga Le May) |
| Probiotics | | <ul style="list-style-type: none"> • Exporting bifidobacteria and lactobacillus discovered through more than 50 years of our research to global markets. • B-to-B development as an additive to formula milk, raw material for supplements, etc. |
| North America MNF (US PBF) | 9.3 billion yen 60 million \$ | <ul style="list-style-type: none"> • Morinaga Nutritional Food: Established in Los Angeles in 1985, this company supplies US consumers with long-life TOFU made possible by Morinaga Milk technology and also plant-based foods. • Turtle Island Foods (TIF): MNF subsidiary, manufacturing and sales of PBF, including "Tofurky" brand |
| Vietnam MNF Vietnam | 4.5 billion yen 761.8 billion VND | <ul style="list-style-type: none"> • Morinaga Nutritional Foods Vietnam : Acquired 100% of its shares in 2021, the company is a wholly owned subsidiary of Morinaga Milk. • The company manufactures and sells products that include milk-based beverage and yogurt. |



Exporting formula milk to Pakistan and other Asian countries

1 - 6 . Global Business: MILEI GmbH

Global Business: MILEI GmbH

- Established as a joint venture by Morinaga Milk and other companies in 1972, the company is now a wholly owned subsidiary of Morinaga Milk. The company manufactures and sells products that include whey protein concentrate, lactose, and lactoferrin.

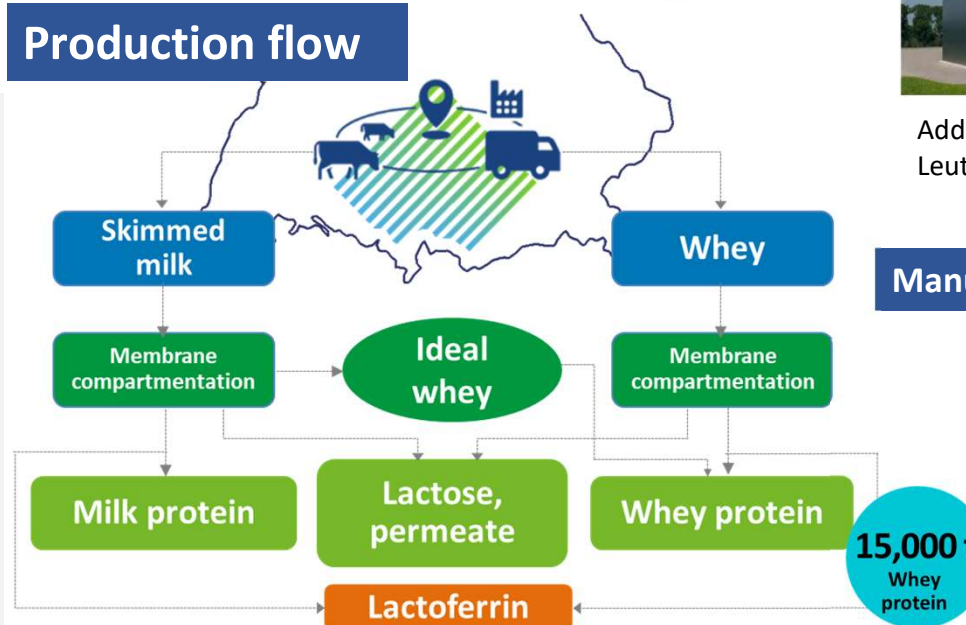


Address: Kemptener Strasse 91, 88299 Leutkirch, Germany

History

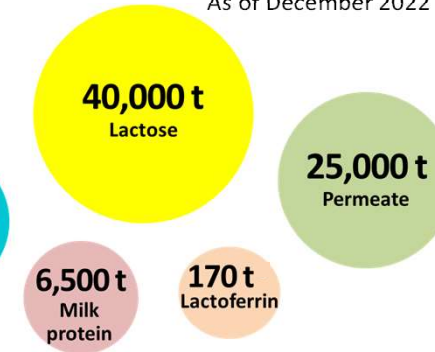
- 1972: MILEI GmbH was established, as a joint venture between four Japanese and European companies, for the purpose of processing and effectively utilizing whey, which was becoming a social problem at the time.
- 1975: Begins manufacturing whey powder and lactose
- 1976: Introduces compartmentation of membrane processes (begins WPC)
- 1989: Begins Manufacturing lactoferrin
- 2003–2006: Reinforces manufacturing capacity (UF membrane)
- 2012: Acquired as a wholly owned subsidiary of Morinaga Milk
- 2016: Begins phased commercial production at the new plant
- 2018: Completes construction of the new plant
- 2021: Reinforcement of lactoferrin manufacturing capacity
- 2022: Reinforcement of manufacturing to improve lactose quality

Production flow



Manufacturing capacity

As of December 2022

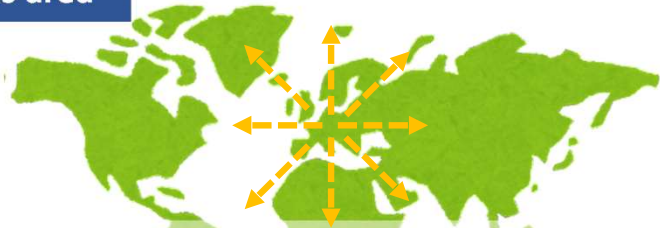


- Enters into long-term partnerships with local cheese makers and other suppliers of ingredients, primarily in the south of Germany, securing stable supply of high-quality ingredients
- After procuring these ingredients, it uses fractionation and pulverization processes to manufacture the various products

1 - 6 . Global Business: MILEI GmbH

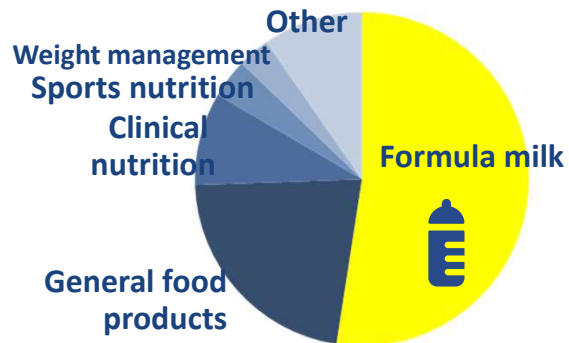
Global Business: MILEI GmbH

Sales area



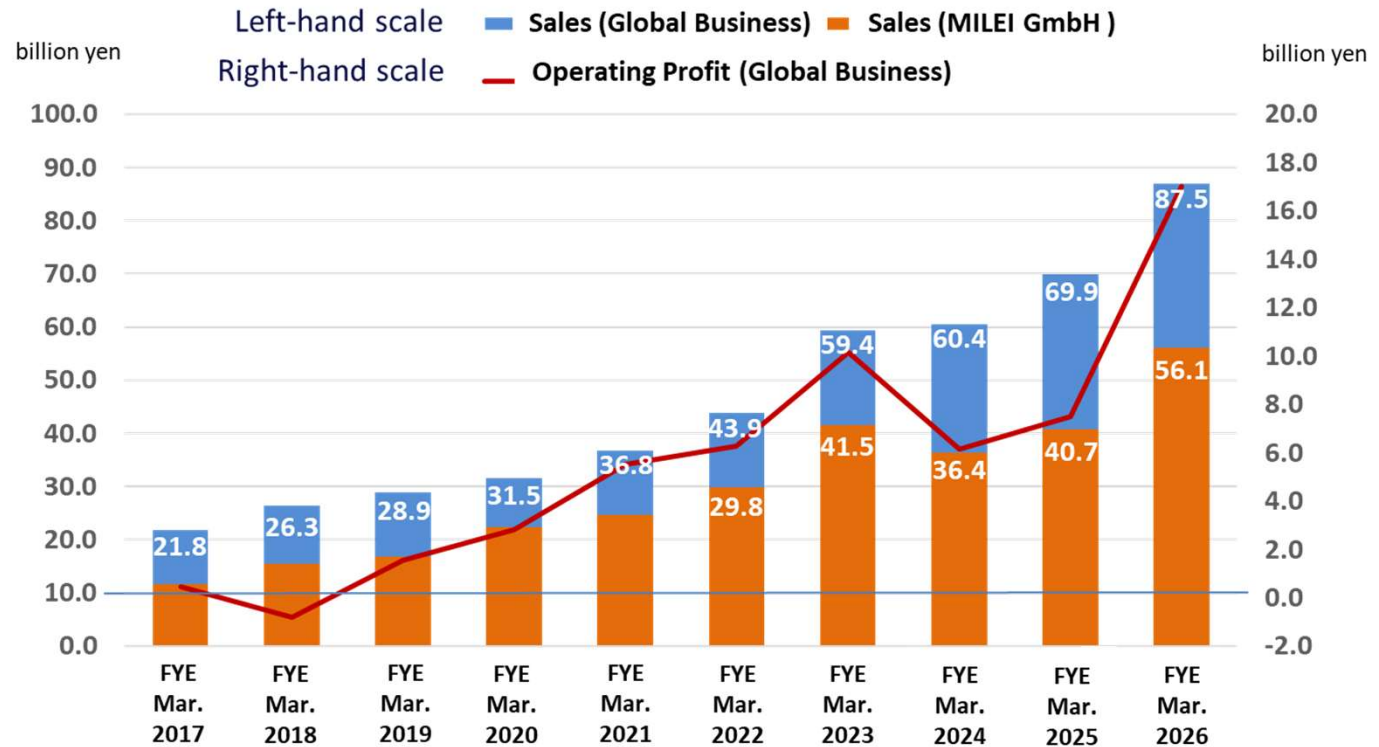
- Primary supply of products as raw materials for final products such as formula milk, mainly in Germany and Europe where MILEI GmbH is located.
- Expansion to Europe, the U.S., Asia, and various other countries and regions through suppliers.

Component of sales by application



Created from 2020-2024 cumulative sales

Global Business sales (including MILEI GmbH), Operating Profit Trends

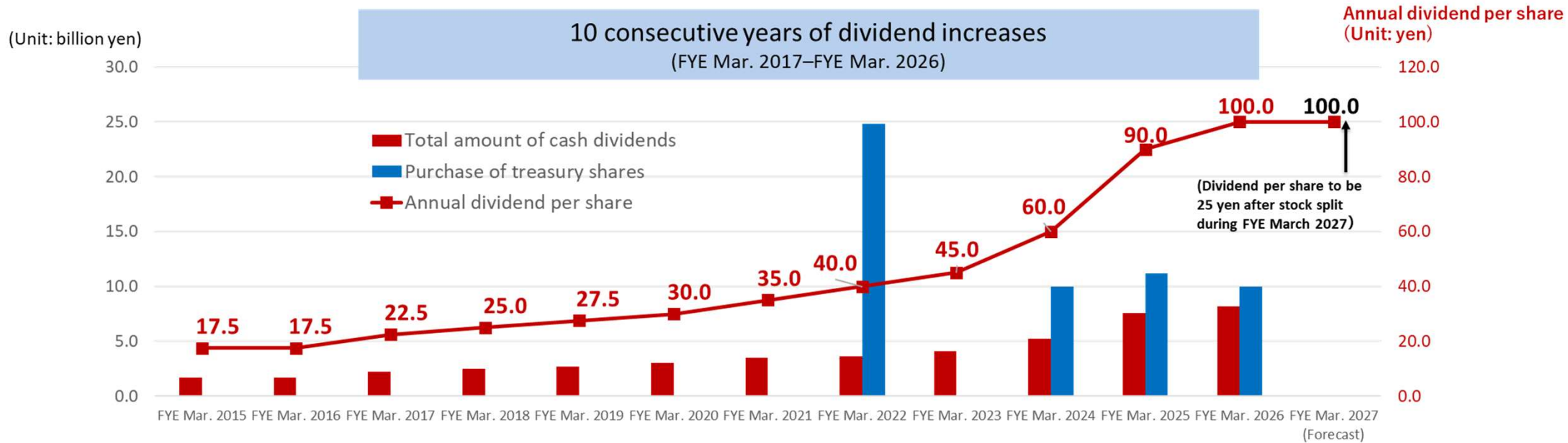


1-7. Trend in Shareholder Returns

Medium-Term Business Plan 2019-2021: First explicit mention of a dividend payout ratio guideline (20%)

Medium-Term Business Plan 2022-2024: Raised dividend payout ratio target to 30%. First explicit mention of “consideration of response that focuses on the total payout ratio” and executed share buybacks

Medium-Term Business Plan 2025-2028: Raised dividend payout ratio target to 40%. Specified “Acquire treasury stock flexibly according to circumstances.” Buybacks were conducted during the FYE March 2026.



* The Company conducted one-for-five common share consolidation as of October 1, 2017. Executed stock split at ratio of 2 shares for every 1 share of common stock on December 1, 2023. Annual dividend per share calculated on assumption that above-mentioned adjustments were made at beginning of fiscal year ended March 31, 2015

* These figures do not take into account the impact of the stock split scheduled for July 1, 2026.

Medium-Term Business Plan
2019-2021

Medium-Term Business Plan
2022-2024

Medium-Term Business Plan
2025-2028

1 - 8. Balance Sheet Policy (Optimal Capital Structure)

*Disclosed on May 14, 2024.

While preserving financial soundness, we will update the balance sheet policy with the aim of maximizing corporate value by pursuing the optimal capital structure and reducing the cost of capital. Going forward we aim for growth while utilizing a certain amount of debt.

Approach to optimal capital structure

- We will control shareholders' equity to a range in which there is no problem in terms of business risk and that is consistent with maintaining "A" rating
- For the time being we will aim at a net interest-bearing liabilities / shareholder's equity of 0.4-0.5× (reviewed every fiscal year in response to internal/external environments)
- We will optimize gradually over the medium to long term, taking into account future investment plans

- We perceive our cost of shareholder's equity to be around 6%, based on CAPM model and interviews with shareholders and investors

Approaches

(1) Business risk approach

Minimum level of shareholders' equity required in an emergency

Amount that takes into consideration the perspective of creditors, based on general indicators, and the perspective of the Company, based on capital analysis

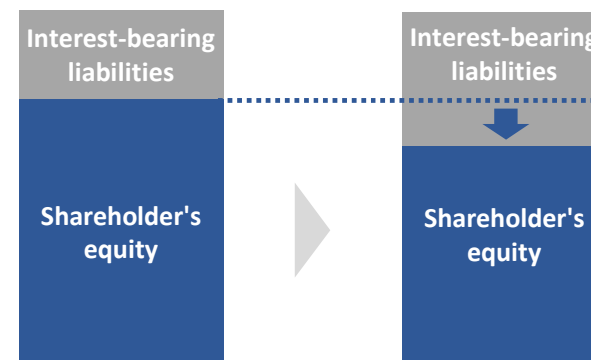
Consider both sides in pursuit of optimal capital structure

(2) Credit rating approach

Financial balance consistent with maintaining "A" rating

Net interest-bearing liabilities / shareholders' equity of no more than 0.7 ×
 Net interest-bearing liabilities / EBITDA of no more than 3.0 ×

How it might look



2. Medium-term Business Plan 2025-2028 (FYE Mar. 2026 - FYE Mar. 2029)

* For more information, please visit our website
<https://www.morinagamilk.co.jp/english/ir/management/plan/>

Medium-Term Business Plan 2025–2028 - Basic Policies

Our vision for next stage

A Clearly Differentiated and Highly Profitable Company

Morinaga Milk Group 10-year Vision

- A company that balances “delicious and pleasurable food” with “health and nutrition”
- A global company that exerts a unique presence worldwide
- A company that persistently helps make social sustainability a reality

Numerical targets for FYE Mar. 2029

- Operating profit margin: at least 7%
- Global Business sales ratio: at least 15%
- ROE: maintain at least 10%

Medium-term Business Plan 2019–2021

Medium-term Business Plan 2022–2024

Medium-term Business Plan 2025–2028

Strengthening our defenses

Rebuilding our systems

Toughening ourselves up for the push forward

- 1) Performing business with an ESG-focus
- 2) Further enhancing our eight main brands
Accelerating development of bifidobacteria and proprietary seeds
- 3) Developing overseas business
- 4) Improving profitability
- 5) Further strengthening our business base

- 1) Expansion of nutrition and healthcare foods business, Global Business, five domains of wellness
- 2) Resumption of progress in functional ingredients and probiotics
- 3) Reinforcing resistance to changes in the external environment (Cost structure reform)
- 4) Made growth investments/environment-related investments focused on the 10-year Vision
- 5) Strategically executed growth investments and utilized funds with a focus that included shareholder returns and our financial standing
- 6) Improved ROE with a focus on capital efficiency

Basic policies

Growth strategy

- Focus our resources in areas where we can leverage our strengths

Structural reforms

- Rebuild the organization to enhance product development/sales capabilities
- Enhance production efficiency by restructuring production systems

Culture reforms

- Strengthen initiatives to improve return on capital
- Build an energetic team with professional skills and diversity

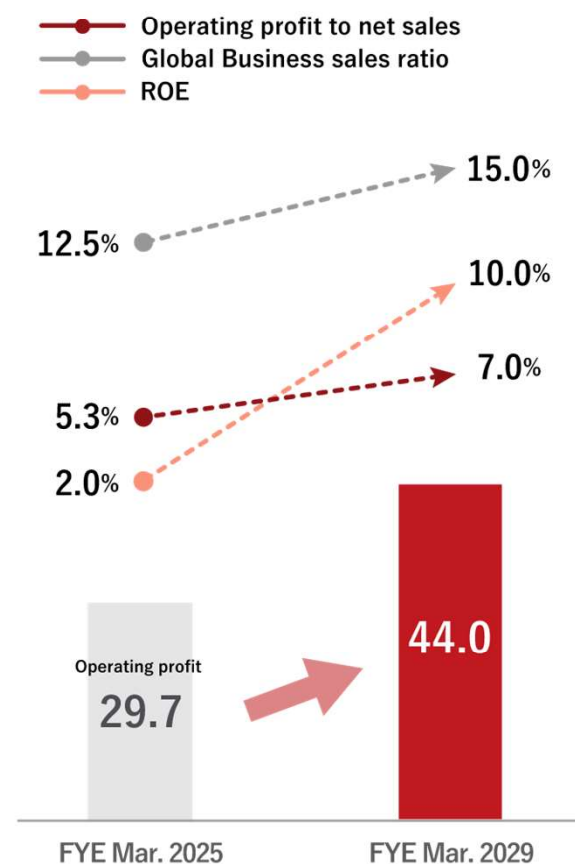
Medium-Term Business Plan 2025–2028 - Management Indicators

- Aim to hit all numerical targets, using the plan as a period to put finishing touches to the 10-year Vision
- Add new management indicators in the form of return on capital and pre-financial indicators that lead to future financial value

(Unit: billion yen)

| | | FYE Mar. 2025 | FYE Mar. 2029 | Increase (amount) compared to FYE Mar. 2025 | Increase (%) compared to FYE Mar. 2025 |
|---------------|--------------------------------------------------|---------------|---------------|---------------------------------------------------|----------------------------------------------|
| Financial | Net sales | 561.2 | 630.0 | + 68.8 | + 12.3% |
| | Operating profit | 29.7 | 44.0 | + 14.3 | + 48.4% |
| | Operating profit to net sales | 5.3% | 7.0% | | |
| | Global Business sales ratio | 12.5% | 15.0% | | |
| | ROE (profit / equity capital) | 2.0% | 10.0% | | |
| | New ROIC (NOPAT / invested capital) | 5.7% | 7.0% | | |
| Pre-financial | New Employee engagement rating | B | BBB | | |

*Targeting "A" by FYE Mar. 2031



Growth Strategy (Positioning by Category/Clarification of Role)

*Disclosed on May 13, 2025.

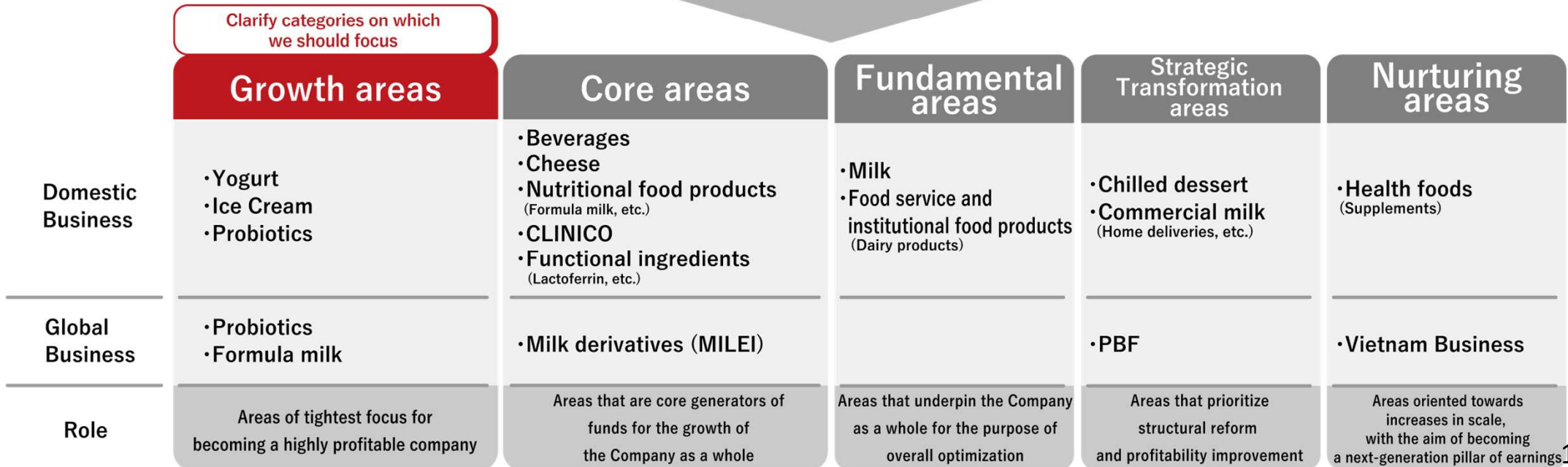
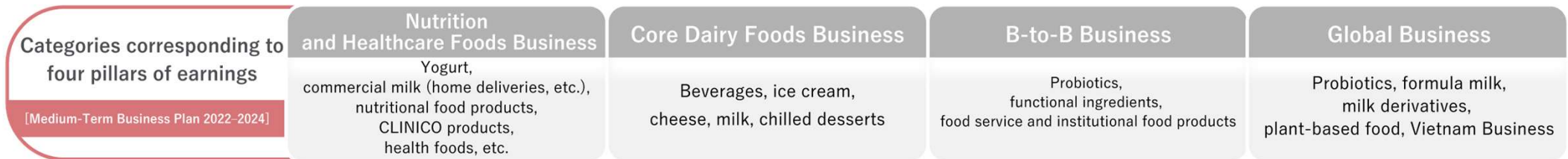
Growth strategy

Structural reforms

Culture reforms



- Revise management categories in accordance with role, based on the unchanging value we provide of “Health value/Tastiness and delightfulness”
- Free ourselves from an omnidirectional approach in Japan and overseas, and make concentrated commitments of resources in growth areas where we can leverage our strengths

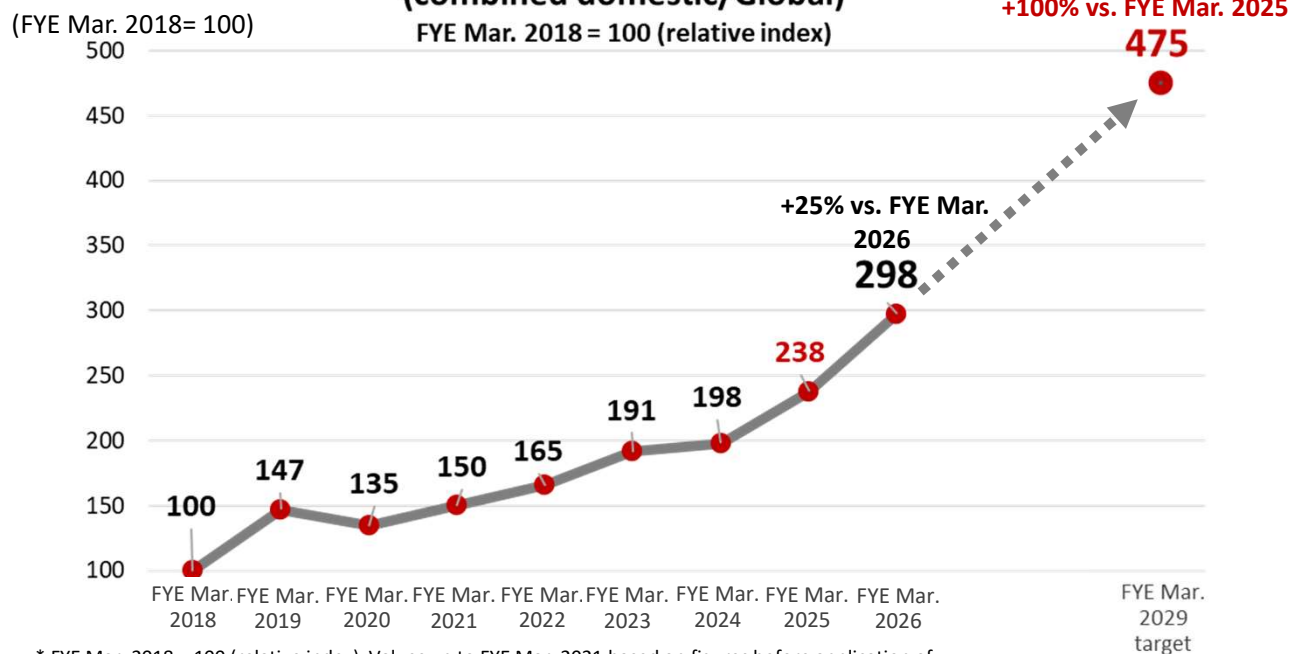


Category of Growth Areas: Probiotics

■ Rate of growth in probiotics net sales (combined domestic/Global)

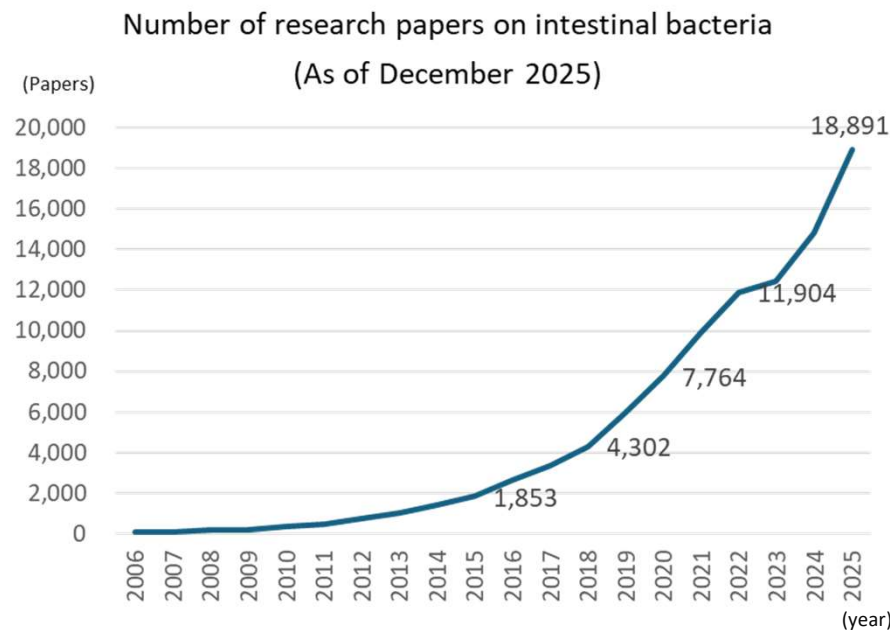
Probiotics is the highest value-added raw material of all the Company's businesses. Global interest in intestinal flora is high. Rate of growth in net sales has increased around 3× over most recent 8 years, with growth rates higher overseas than domestically (growth will remain centered on overseas going forward)

**Probiotics net sales
(combined domestic/Global)**
FYE Mar. 2018 = 100 (relative index)



* FYE Mar. 2018 = 100 (relative index). Values up to FYE Mar. 2021 based on figures before application of revenue recognition accounting standard, which was applied to figures from FYE Mar. 2022 onward.

Reference: Broadening of the intestinal flora market



* Source: Research by Morinaga Milk, results of searches on PubMed for "gut microbiota" or "gut microbiome" or "gut flora"

Structural Reforms (Enhance Production Efficiency by Restructuring Production Systems)

*Disclosed on May 13, 2025.



- Improve profitability by responding to market changes, such as focusing on growth areas, adapting to volume reductions, and shifting to long-life products at room temperature.
- Although global raw milk production is increasing, the supply and demand for imported dairy ingredients is unclear. We will accelerate the restructuring of our bases with a view to securing a stable supply of domestic dairy ingredients.

Hokkaido Eniwa Plant



Concept

A sustainable factory that is friendly to both people and the environment



Planning to improve productivity and reduce environmental impacts through the introduction of advanced technology

New manufacturing building at Kobe Plant

*Yogurt and ice cream production capacity expansion

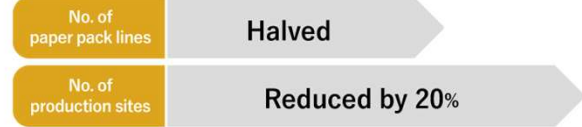
Morinaga
-Hokuriku Milk Industry Co., Ltd.
Toyama Plant
*End of ice cream production

1

Accelerating restructuring production system

- Renew aging facilities at an appropriate scale to meet demand
- Promote the consolidation of production sites in preparation for building a more efficient production/supply system
- Expand yogurt and ice cream facilities, which had lost opportunities due to capacity limitations

FYE Mar. 2025 FYE Mar. 2029 By FYE Mar. 2033



2

Improving profitability by taking advantage of the characteristics of long-life products at room temperature

- Expand sales channels by taking advantage of the characteristics of long-life products at room temperature, such as through e-commerce and overseas exports (utilizing the Hokkaido brand)
- Improve energy conservation and delivery efficiency by transporting and storing at room temperature
- Promote labor saving through planned manufacturing

3

Ensuring a stable supply of dairy ingredients

- Hokkaido's share of domestic raw milk production is on the rise, and we will secure a base in the Hokkaido region for medium- to long-term procurement of milk resources

*International raw milk production is expected to grow at an annual rate of around 1-3%, but supply and demand are expected to become tight as demand increases due to population growth.

Culture Reforms (Strengthen Initiatives to Improve Return on Capital)

*Disclosed on May 13, 2025.

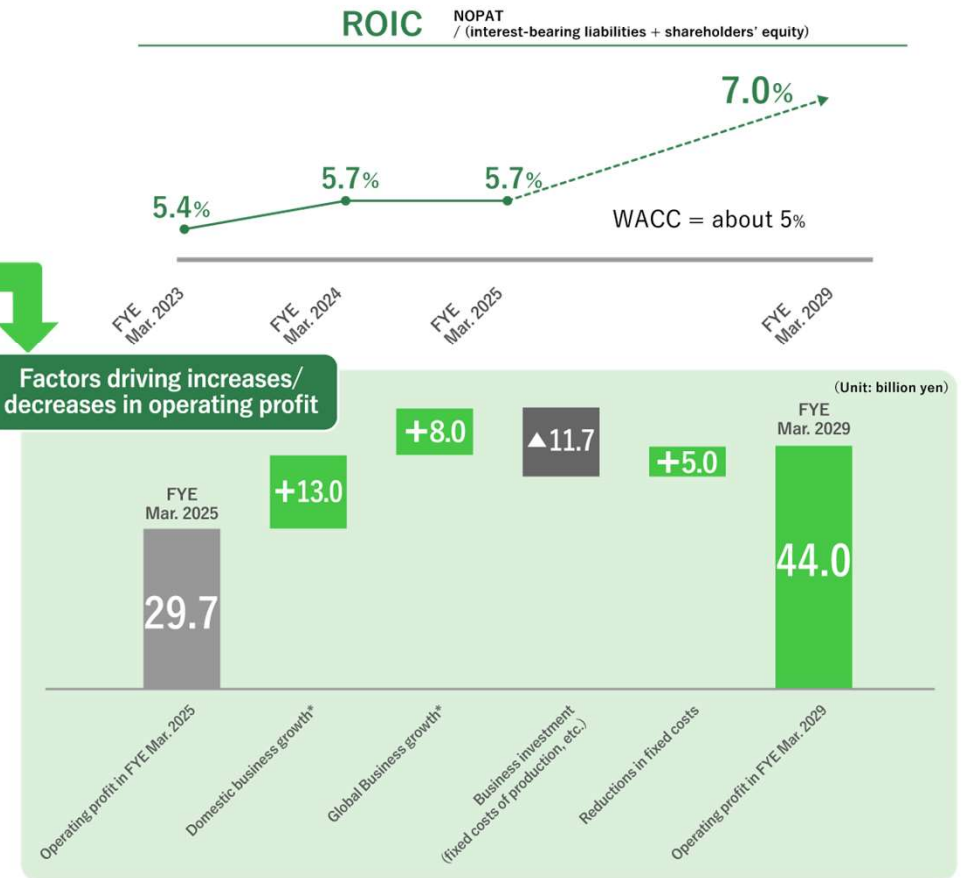
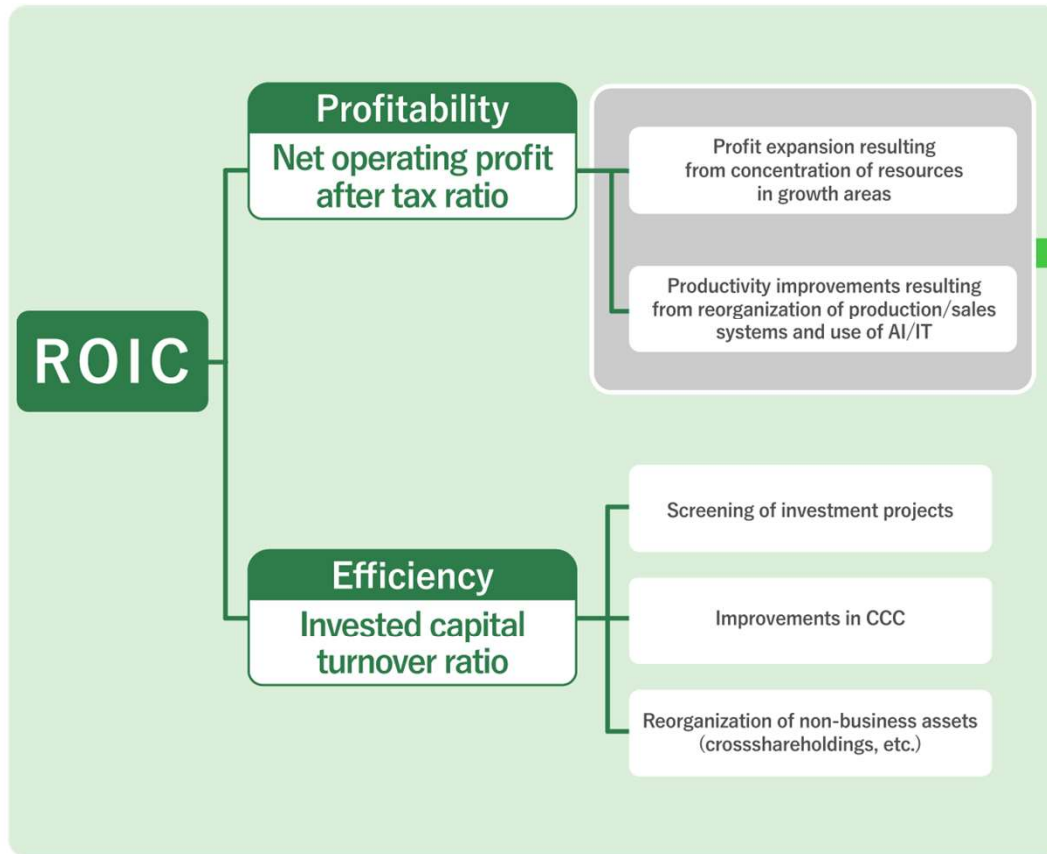
Growth strategy

Structural reforms

Culture reforms



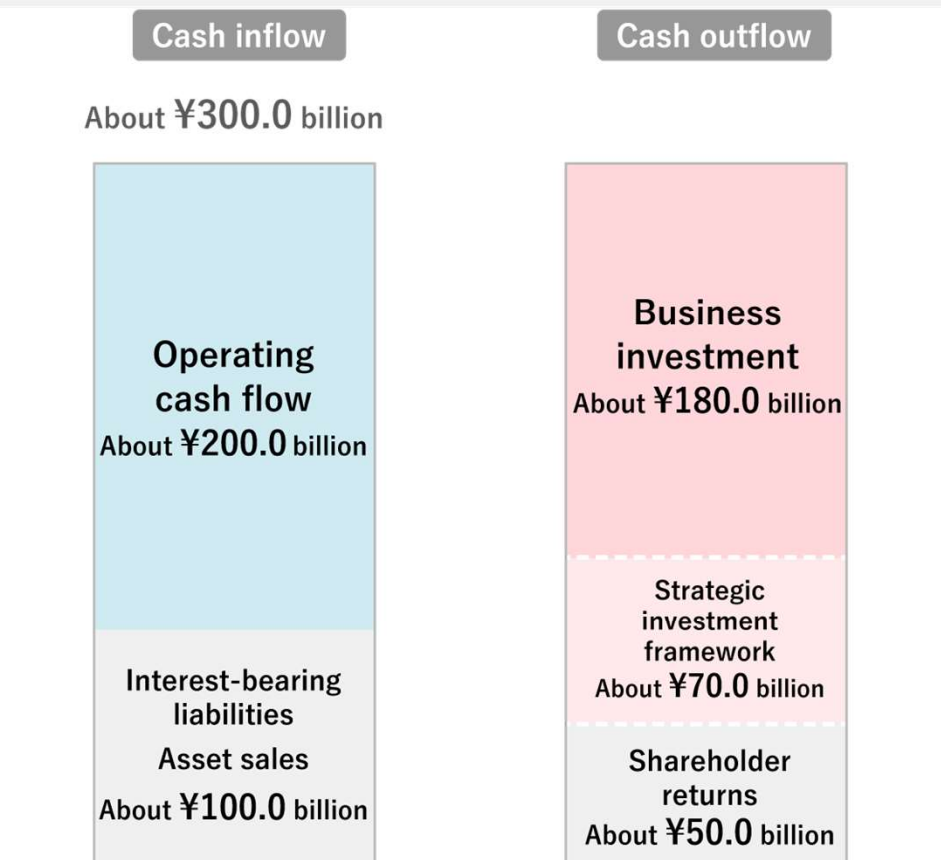
- By introducing an ROIC target of 7% as a new management indicator, we will further raise awareness of the cost of capital
- We aim to enhance corporate value over the medium to long term through screening of investment projects and improvements in CCC, etc., in addition to growing profits



*Business growth is the amount of profit growth after cost increases driven by such external factors as rising raw material expenses have been absorbed

Allocation of Cash and Shareholder Returns Policies

- Allocation of cash to achieve concentration of resources in growth areas
- Use interest-bearing liabilities to optimize capital structure and enhance shareholder returns to reduce the cost of capital



Concentrate resources in growth areas

- Seek to concentrate resources in growth areas focused on yogurt and ice cream
- Establish strategic investment framework that includes M&A and R&D, etc., and make timely and appropriate investments
- Make investment decisions with an awareness of capital cost (WACC) and after assigning priorities based on investments that contribute to business growth

Use interest-bearing liabilities to achieve optimal capital structure

- Also use interest-bearing liabilities to target a net DER of 0.4–0.5

Shareholder returns policy

- Raise the payout ratio target from 30% to **40%**
- Acquire treasury stock flexibly according to circumstances
- ¥10.0 billion in acquisitions of treasury shares scheduled for FYE Mar. 2026** (cancellation planned after acquisition)

*In the financial results announcement on May 13, 2026, "Business investment" was revised downward from approximately 180 billion yen to approximately 160 billion yen. The company is currently reviewing how to allocate the 20 billion yen difference.

3. Sustainability Medium- to Long-Term Plan 2030

* For more information, please visit our website
<https://www.morinagamilk.co.jp/english/sustainability/>

3 - 1 . “Sustainability Medium- to Long-Term Plan 2030” system diagram

the Sustainability Medium- to Long-Term Plan 2030

In order to bring brighter smiles to all of our stakeholders, we conduct activities focused on the three themes of "Food and Well-being," "Resources and the Environment," and "People and Society."



3 - 2 . Objectives of Each Materiality Theme

Well-being

Food and

Contribution to well-being

Food safety and reliability

By delivering high-quality value unique to Morinaga Milk Group, we contribute to the health of 300 million people.*

※Calculated as planned number, which include total planned number of sales of products with consideration for health from FY 2021 to FY 2030, and expected number of participants in our health promotion and nutrition education activities as number reached (persons)

Resources and the Environment

Resources

Mitigation of and adaptation to climate change

Environmental consideration and resource recycling

Sustainable raw material procurement

We will contribute to a sustainable global environment in order to perpetually develop together with supply chain partners.

Society

People and

Respect for human rights and enhancement of well-being

Coexistence with local communities

We respect the human rights and diversity of all of our stakeholders, and will contribute to the creation of a sustainable society.

Appendix

Appendix (Financial Summary)



(Unit: billion yen)

| | FYE March 2023 | FYE March 2024 | FYE March 2025 | FYE March 2026 | Year on Year Change | Year on Year (%) | FYE March 2027 Forecast | Year on Year Change | Year on Year (%) |
|------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------------|---------------------|-------------------------------|------------------------|---------------------|
| Net Sales | 525.6 | 547.1 | 561.2 | 571.5 | +10.3 | +1.8% | 580.0 | +8.5 | +1.5% |
| Operating Profit | 23.9 | 27.8 | 29.7 | 34.5 | +4.8 | +16.3% | 32.0 | -2.5 | -7.2% |
| Ordinary Profit | 25.2 | 28.1 | 29.9 | 37.1 | +7.3 | +24.3% | 32.7 | -4.4 | -11.9% |
| Profit Attributable to Owners of Parent | 16.9 | 61.3 | 5.5 | 22.6 | +17.1 | +313.9% | 20.0 | -2.6 | -11.5% |
| Operating Profit to Net Sales | 4.6% | 5.1% | 5.3% | 6.0% | | | 5.5% | | |
| ROE (Net Income / Equity Capital) | 7.9% | 24.5% | 2.0% | 8.4% | | | 7.1% | | |
| ROIC (NOPAT / Invested Capital) | 5.4% | 5.7% | 5.7% | 6.3% | | | 5.5% | | |

Appendix (Net Sales & Operating Profit by Segments)



(Unit: billion yen)

| Net Sales | FYE March 2025 | FYE March 2026 | FYE March 2027 Forecast | Year on Year (%) | FYE March 2029 Plan |
|----------------------------------------------------------------------------------|----------------|----------------|-------------------------|------------------|---------------------|
| Growth segments (Growth) | 118.3 | 124.5 | 135.8 | +9.1% | 155.0 |
| Mainstay segments (Core/Fundamental/Strategic Transformation) | 353.0 | 365.0 | 360.3 | -1.3% | 375.0 |
| Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.) | 89.9 | 82.0 | 83.9 | +2.4% | 100.0 |
| (Breakdown) Domestic business | 491.3 | 484.0 | 493.2 | +1.9% | 535.0 |
| (Breakdown) Global business | 69.9 | 87.5 | 86.8 | -0.7% | 95.0 |
| Total | 561.2 | 571.5 | 580.0 | +1.5% | 630.0 |

| Operating Profit | FYE March 2025 | FYE March 2026 | FYE March 2027 Forecast | Year on Year (%) | FYE March 2029 Plan |
|----------------------------------------------------------------------------------|----------------|----------------|-------------------------|------------------|---------------------|
| Growth segments (Growth) | 13.8 | 12.6 | 13.9 | +1.3 | 20.0 |
| Mainstay segments (Core/Fundamental/Strategic Transformation) | 13.7 | 20.0 | 16.4 | -3.6 | 20.0 |
| Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.) | 2.2 | 1.9 | 1.7 | -0.2 | 4.0 |
| (Breakdown) Domestic business | 22.2 | 17.5 | 16.0 | -1.5 | 29.0 |
| (Breakdown) Global business | 7.5 | 17.0 | 16.0 | -1.0 | 15.0 |
| Total | 29.7 | 34.5 | 32.0 | -2.5 | 44.0 |

Appendix (Net Sales by Category) (Non-consolidated, or Consolidated Subsidiaries)



(Unit: billion yen)

| Net Sales | FYE March 2023 | FYE March 2024 | FYE March 2025 | FYE March 2026 | Year on Year (%) | FYE March 2027 Forecast | Year on Year (%) |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|---------------------|
| Growth areas | | | | | | | |
| Yogurt | 53.2 | 54.1 | 56.9 | 57.8 | +2% | 61.3 | +6% |
| Ice cream | 42.0 | 44.3 | 46.4 | 47.9 | +3% | 50.5 | +5% |
| NutriCo Morinaga (Pakistan) | - | 6.8 | 7.9 | 8.8 | +11% | 9.6 | +9% |
| | - | 13.6 billion PKR | 14.2 billion PKR | 15.8 billion PKR | +11% | - | - |
| Core areas | | | | | | | |
| Beverages | 50.3 | 54.8 | 54.4 | 53.6 | -1% | 55.2 | +3% |
| Cheese | 25.1 | 26.5 | 26.7 | 26.2 | -2% | 27.3 | +4% |
| Nutritional food products | 12.6 | 13.3 | 13.7 | 13.7 | ±0% | 14.2 | +4% |
| CLINICO | 25.3 | 26.7 | 27.2 | 26.9 | -1% | 29.8 | +11% |
| MILEI GmbH (Germany) | 41.5 | 36.4 | 40.7 | 56.1 | +38% | 51.7 | -8% |
| | 295 million EUR | 234 million EUR | 248 million EUR | 305 million EUR | +23% | 287 million EUR | -6% |

Appendix (Net Sales by Category) (Non-consolidated, or Consolidated Subsidiaries)

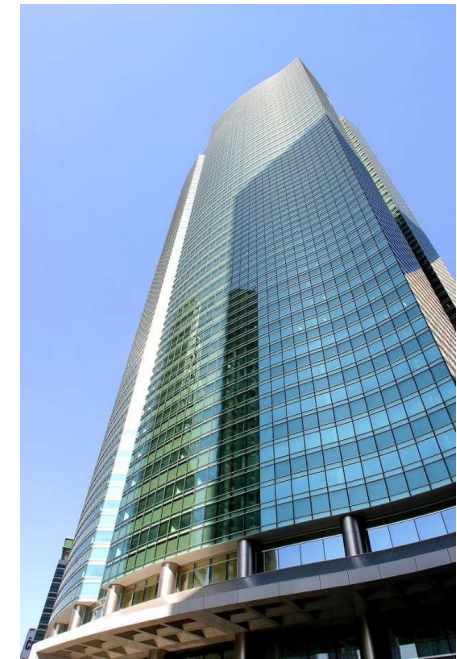


(Unit: billion yen)

| Net Sales | FYE March 2023 | FYE March 2024 | FYE March 2025 | FYE March 2026 | Year on Year (%) | FYE March 2027 Forecast | Year on Year (%) |
|----------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------|-------------------------------|---------------------|
| Fundamental areas | | | | | | | |
| Milk | 43.4 | 45.2 | 44.3 | 41.0 | -7% | 38.1 | -7% |
| B-to-B business (excluding domestic probiotics) | - | - | 82.2 | 85.9 | +4% | 86.8 | +1% |
| Strategic Transformation areas | | | | | | | |
| Chilled desserts | 7.3 | 7.2 | 8.0 | 7.6 | -4% | - | - |
| Commercial milk (Home deliveries, etc.) | 19.0 | 18.3 | 16.1 | 15.9 | -1% | - | - |
| MNF (US) | 3.5 26 million USD | 7.4 53 million USD | 9.8 62 million USD | 9.3 60 million USD | -5% -4% | - - | - - |
| Nurturing areas | | | | | | | |
| MNF Vietnam | 4.8 858.4 billion VND | 4.3 742.6 billion VND | 4.3 690.1 billion VND | 4.5 761.8 billion VND | +5% +10% | - - | - - |

Appendix (Overview of Morinaga Milk Group)

| | |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Company name | Morinaga Milk Industry Co., Ltd. |
| Head office | 5-2, Higashishimbashi 1-chome, Minato-ku, Tokyo |
| Founded | September 1, 1917 |
| Established | April 13, 1949 |
| Capital | ¥21,821 million |
| Employees | Consolidated 7,345 (M 5,378 F 1,967) Non-consolidated 3,376 (M 2,609 F 767) |
| Representative | Yohichi Ohnuki (Representative Director and President) Teiichro Okawa (Representative Director and Executive Vice President) |
| Business | Production and sale of milk, dairy products, ice cream, beverages, and other foods |
| Group | 32 consolidated subsidiaries and two equity method companies |
| Stock exchange listing | Tokyo Stock Exchange Prime Market (Securities code: 2264) |

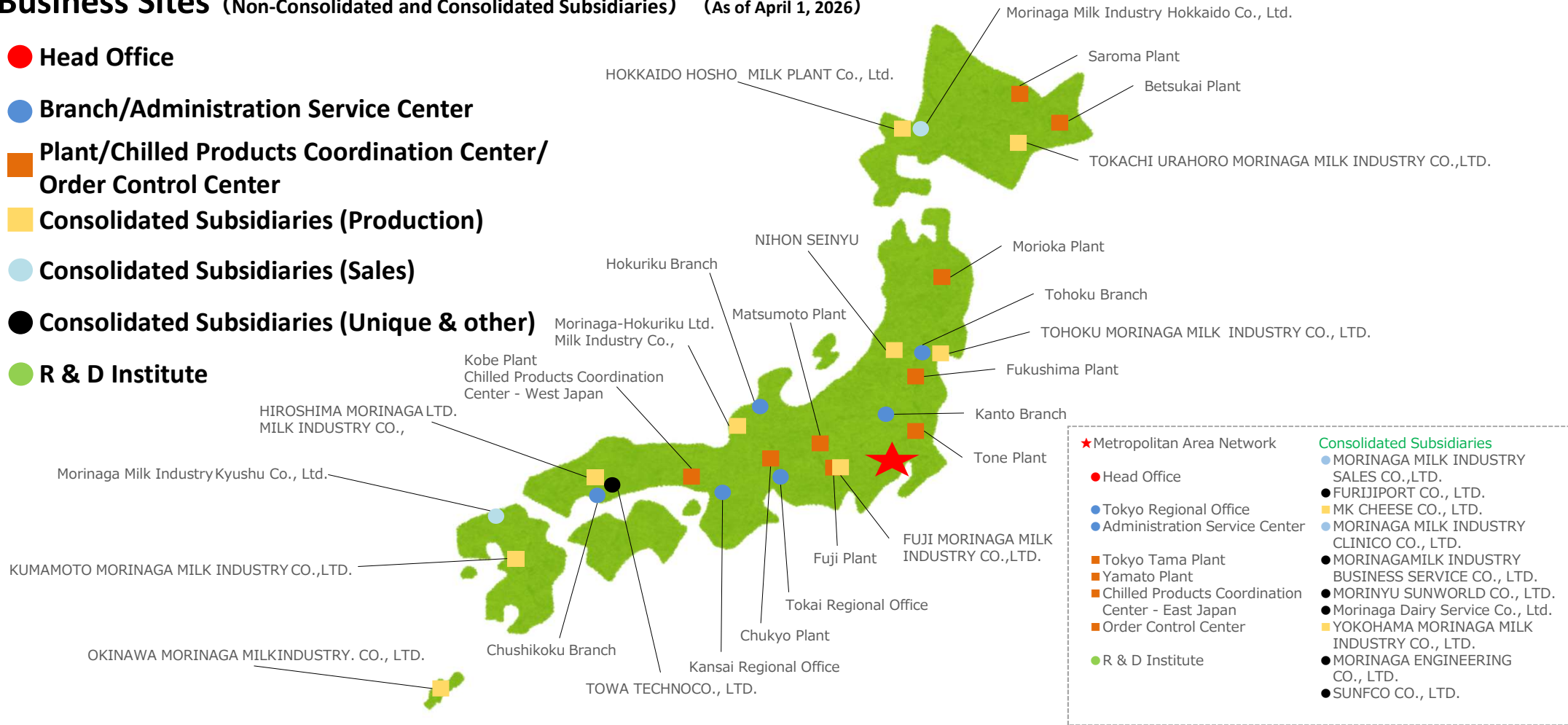


(As of March 31, 2026)

Appendix (Overview of Morinaga Milk Group)

Business Sites (Non-Consolidated and Consolidated Subsidiaries) (As of April 1, 2026)

- Head Office
- Branch/Administration Service Center
- Plant/Chilled Products Coordination Center/Order Control Center
- Consolidated Subsidiaries (Production)
- Consolidated Subsidiaries (Sales)
- Consolidated Subsidiaries (Unique & other)
- R & D Institute



| | |
|-----------------------------------------------------|----------------------------------------------------|
| ★ Metropolitan Area Network | Consolidated Subsidiaries |
| ● Head Office | ● MORINAGA MILK INDUSTRY SALES CO.,LTD. |
| ● Tokyo Regional Office | ● FURUJIPORT CO., LTD. |
| ● Administration Service Center | ● MK CHEESE CO., LTD. |
| ■ Tokyo Tama Plant | ● MORINAGA MILK INDUSTRY CLINICO CO., LTD. |
| ■ Yamato Plant | ● MORINAGAMILK INDUSTRY BUSINESS SERVICE CO., LTD. |
| ■ Chilled Products Coordination Center - East Japan | ● MORINYU SUNWORLD CO., LTD. |
| ■ Order Control Center | ● Morinaga Dairy Service Co., Ltd. |
| ● R & D Institute | ■ YOKOHAMA MORINAGA MILK INDUSTRY CO., LTD. |
| | ● MORINAGA ENGINEERING CO., LTD. |
| | ● SUNFCO CO., LTD. |

Appendix (Overview of Morinaga Milk Group, Main Overseas Business Locations)



MILEI GmbH

Established in Germany in 1972 (Japanese-European joint venture), the company is now a wholly owned subsidiary of Morinaga Milk. The company manufactures and sells products that include whey protein concentrate, lactose, and lactoferrin.

Morinaga Milk Industry (Shanghai) Co., Ltd.

Established in Shanghai, China, in 2011, the company is a wholly owned subsidiary of Morinaga Milk. Serves as a hub for bacteria sales from 2023.

Turtle Island Foods, Inc.

Became a wholly owned subsidiary of Morinaga Nutritional Foods (MNF) through an M&A transaction in February 2023. Has developed a business around the manufacture and sale of plant-based food under brands such as "Tofurky," primarily in the U.S.

Pacific Nutritional Foods, Inc.

Established in 1995. Wholly owned subsidiary of MNF. Manufacturer of plant-based food, centered on tofu.

Headquarters

NutriCo Morinaga (Private) Ltd.

Established as a joint venture in Pakistan in 2017. Developing a business based on the import, manufacture, and sale of formula milk. In January 2023, Morinaga Milk acquired additional shares, making it a consolidated subsidiary.

Morinaga Nutritional Foods, Inc.

Established in Los Angeles in 1985. In addition to plant-based foods and long-life TOFU made possible by Morinaga Milk technology, it also sells functional ingredients such as bacteria.

Morinaga Nutritional Foods Vietnam Joint Stock Company

Acquired 100% of its shares in 2021, the company is a wholly owned subsidiary of Morinaga Milk. A dairy products manufacturer based on the outskirts of Hanoi, Vietnam, which manufactures and sells beverages and yogurt. In November 2022 it began distributing products manufactured locally under the Morinaga Milk brand.

PT. Kalbe Morinaga Indonesia

Established in Indonesia in 2005. Manufacturer of formula milk, established as a joint venture with Kalbe, Indonesia's largest pharmaceutical manufacturer.

Morinaga Le May Vietnam Joint Stock Company

Became a subsidiary in May 2023. Developing a business based on the import and sale of formula milk through a joint venture with Le May, the local sales agent in Vietnam.

Morinaga Nutritional Foods (Asia Pacific) Pte., Ltd.

Established in Singapore in 2015. Sells products such as dairy ingredients and bifidobacteria to manufacturers of formula milk and other companies in Southeast Asia and the Pacific region.



Appendix (Strength of Technologies & Proprietary Materials)



To explore the amazing potential of milk, and to make optimal use of that potential.

• Bifidobacteria

Morinaga Milk has used its original technology to develop commercial uses for powdered bacteria. There is intense international interest in powdered Bifidobacteria.

• Lactulose

Morinaga Milk overcome major difficulties before succeeding in the production of powdered lactulose. There are many potential uses for this oligosaccharide.

• Lactoferrin

Morinaga Milk created the world's first infant formula containing powdered lactoferrin, which can be added to a wide variety of products.

• Lac-Shield™

Capable of providing useful effects even in small quantities, this product has minimal effect on flavor and is being used in an expanding range of processed foods.

• Aloesterol®

Morinaga Milk has obtained more than 10 Japanese patents for applications based on this rare functional food ingredient.

• OrabARRIER®

A highly safe original functional ingredient containing an antimicrobial component.

• Peptides

Original Morinaga Milk technology has resulted in the development of milk products for those who have milk allergies.



Bifidobacterium longum BB536



Multifunctional peptide, Lactoferrin

Appendix (Overview of Morinaga Milk Group)

Chronology of Morinaga Milk (1917-1971)

- Sep. 1917 Founded as Nippon Rennyu Co., Ltd. *To procure condensed milk for the Milk Caramel of Morinaga & Co., Ltd.
- May. 1919 Launched “Morinaga Milk,” small cans of condensed milk
- Jul. 1920 Merged Nippon Rennyu with Morinaga & Co., Ltd.
- Nov. 1921 Launched “Morinaga Dried Milk (infant formula)” *It is Japan’s first domestically infant formula by machinery.
- Apr. 1927 Split off the Rennyu Division to establish Morinaga Rennyu Co., Ltd.
- Dec. 1929 Launched “Morinaga Pasteurized Milk (bottled milk)”
- May. 1941 Changed company name to Morinaga Milk Industry Co., Ltd.
- Oct. 1942 Merged Morinaga & Co., Ltd. with Morinaga Milk Industry Co., Ltd., Morinaga Food Industry Co., Ltd., Tokai Seika KK, Ltd., and Morinaga Kansai Milk Co., Ltd.
- Apr. 1949 Re-established Morinaga Milk Industry Co., Ltd.
- Sep. 1954 Listed shares on the Tokyo Stock Exchange
- Aug. 1955 Morinaga Arsenic Milk Poisoning Incident occurred
- Apr. 1961 Launched “Creap (creaming powder)”
- Feb. 1970 Affiliation with Kraft, Inc. *currently the Kraft Foods Group Brands LLC, others.
- Dec. 1971 Conclusion of a trademark licensing agreement with Sunkist Growers, Inc.

Appendix (Overview of Morinaga Milk Group)

Chronology of Morinaga Milk (1972-2017)

- Feb. 1972 Established MILEI GmbH, a joint venture company in West Germany
- Apr. 1974 Established Public Interest Incorporated Foundation Hikari Kyokai
- Nov. 1978 Launched “Morinaga Bifidus Yogurt”
- May. 1984 Established affiliation with Lipton Japan *currently LIPTON Teas and Infusions Japan Service K.K.
- May. 1985 Established Morinaga Nutritional Foods, Inc. to expand the sales of aseptically packaged TOFU in the U.S.
- Feb. 1993 Launched “Mt. RAINIER CAFFÈ LATTE” (milk-based beverage in an aseptic cup)
- Dec. 1994 Launched “Morinaga Aloe Yogurt”
- Apr. 2005 Launched “PARM” (ice cream bar)
- Sep. 2011 Launched “PARTHENO,” a Greek-style yogurt
- May. 2012 Capitalized MILEI GmbH as a wholly owned subsidiary
- Dec. 2015 Established Morinaga Nutritional Foods (Asia Pacific) Pte. Ltd. in Singapore
- Oct. 2016 New factory for MILEI GmbH begins operation
- Sep. 2017 Celebrated the 100th anniversary of the founding of Morinaga Milk Industry, Co., Ltd.

Appendix (Overview of Morinaga Milk Group)

Chronology of Morinaga Milk (2018-2023)

- Apr. 2019 Launched “Triple Yogurt”
- Feb. 2020 New building at Tone Plant begins operation
- Apr. 2020 Launched “Bifidus Yogurt Improves Bowel Movement”
- Jun. 2021 Elovi Vietnam Joint Stock Company (currently Morinaga Nutritional Foods Vietnam Joint Stock Company) becomes a wholly owned subsidiary
- Jan. 2023 NutriCo Morinaga (Private) Limited becomes a subsidiary
- Feb. 2023 Turtle Island Foods Holdings, Inc. (currently Turtle Island Foods, Inc.) becomes a wholly owned subsidiary
- May. 2023 Morinaga Le May Vietnam Joint Stock Company becomes a subsidiary

Appendix (Business domains of former classification)

(Unit: billion yen)

| Net Sales | FYE March 2023 | FYE March 2024 | FYE March 2025 | Year on Year (%) |
|-----------------------------------------|-------------------|-------------------|-------------------|---------------------|
| Nutrition and Healthcare Foods Business | 123.7 | 127.3 | 130.0 | +2.1% |
| Core Dairy Foods Business | 170.2 | 175.3 | 176.4 | +0.7% |
| B-to-B Business | 93.2 | 96.4 | 99.0 | +2.7% |
| Global Business | 59.4 | 60.4 | 69.9 | +15.7% |
| Other/Eliminated | 79.2 | 87.7 | 85.8 | -2.1% |
| Total | 525.6 | 547.1 | 561.2 | +2.6% |

| Operating Profit | FYE March 2023 | FYE March 2024 | FYE March 2025 | Year-on-year Change |
|-----------------------------------------|-------------------|-------------------|-------------------|------------------------|
| Nutrition and Healthcare Foods Business | 5.6 | 5.3 | 5.5 | +0.2 |
| Core Dairy Foods Business | 5.1 | 9.0 | 9.6 | +0.6 |
| B-to-B Business | 1.5 | 4.5 | 3.8 | -0.6 |
| Global Business | 10.1 | 6.2 | 7.5 | +1.3 |
| Other/Eliminated | 1.6 | 3.1 | 3.3 | +0.3 |
| Total | 23.9 | 27.8 | 29.7 | +1.8 |



“For Ever Brighter Smiles” MORINAGA MILK INDUSTRY CO., LTD.

Cautionary Note Regarding Business Forecasts

Figures for plans, policies, and other figures included in this report other than actual past results are forecasts of future business performance, and are calculated based on management’s estimates and understanding of the information available to the Company at the time this presentation was prepared. Accordingly, these forward-looking figures contain elements of risk and uncertainty, and actual results may differ from these forecasts for a variety of reasons. These elements of potential risk and uncertainty include economic conditions in the Company’s major markets, trends in demand for the Company’s products, exchange rate movements, and regulatory changes and changes in accounting standards and business practices in Japan and other countries. Monetary amounts in this presentation are shown in billions of yen, with amounts of less than 0.1 billion yen rounded to the nearest 0.1 billion yen, and as a result, total figures may differ from the sum of the corresponding breakdown figures.