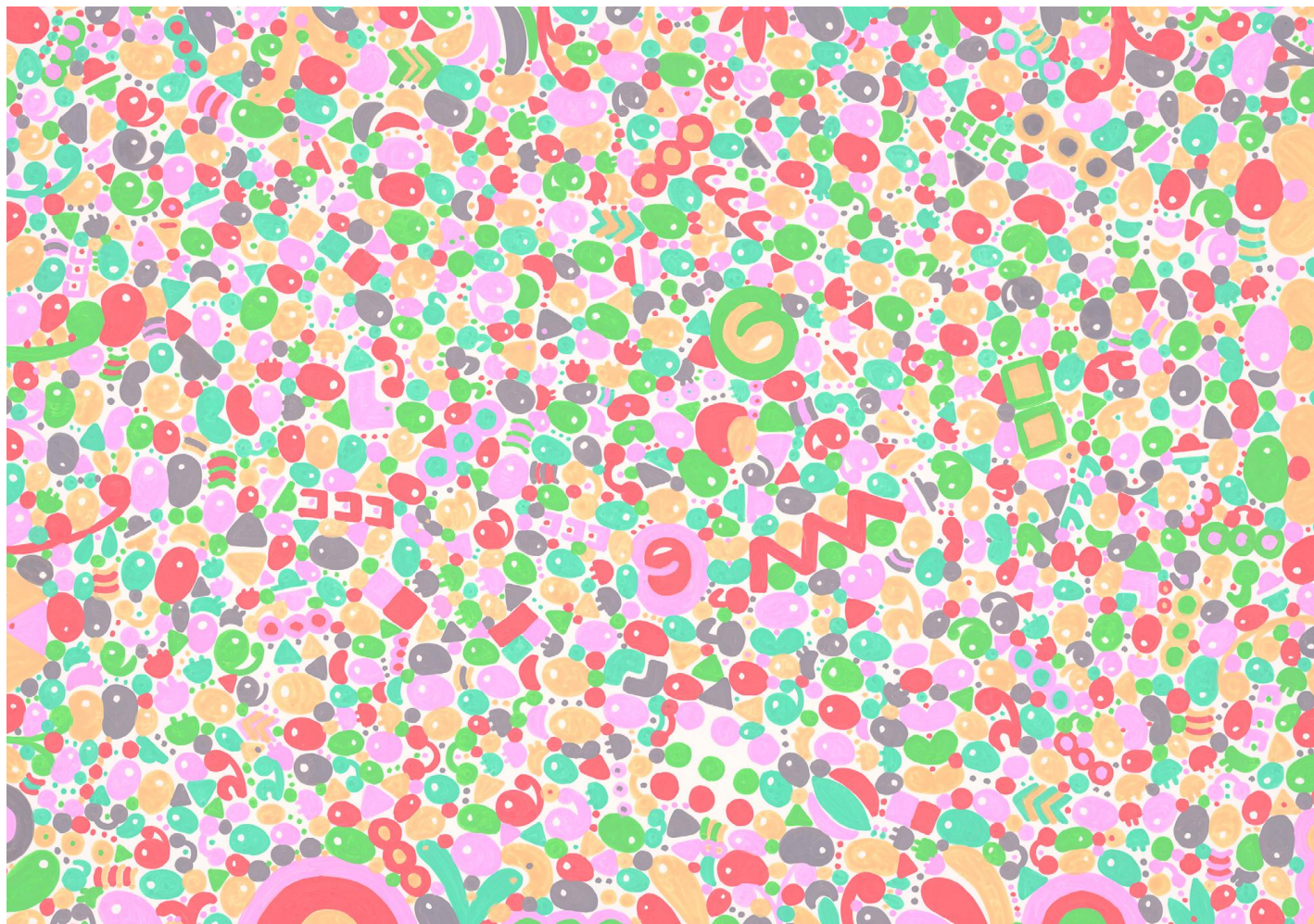


Now ideas for wellness

meiji

Integrated Report 2026

Meiji Holdings Co., Ltd.



Paralym Art | Toward the Light (Artist: Ms. Sakurayuki)

The Meiji Group's Vision and Health Value

Group Philosophy

Our mission is to widen the world of “Tastiness and Enjoyment” and meet all expectations regarding “Health and Reassurance.”
Our wish is to be closely in tune with our customers’ feelings and to always be there to brighten their daily lives.

Our responsibility as “Food and Health” professionals is to continue finding innovative ways to meet our customers’ needs, today and tomorrow.

What Is Meiji Unique Value for Wellness?

Our goal is to deliver Meiji unique value for wellness to all stakeholders through the cycle of Cure, Care, and Share. Cure and Care mean contributing to customers’ physical and emotional well-being for all generations, from babies to the elderly. We will support everybody as much as and as long as possible and bring them healthy, happy smiles. Share means having people spread smiles around them. We will link individual health to the smiles of people all over the world. This is Meiji unique value for wellness.

Providing Meiji Unique Value for Wellness to All Stakeholders

Employees

- Establish a workplace environment where each employee can demonstrate their strengths and skills
- Establish a workplace environment where employees can stay healthy both mentally and physically

Shareholders & Investors

- Sustained growth
- Sound financial base, enhanced capital efficiency, and stable profit return

Customers

- Live longer, healthier lives
- Lead healthy, fulfilling lives
- Tastiness and enjoyment
- Product safety and reassurance

Business partners

- Build mutual trust in relationships

Local communities, nature, future generations

- Partnership with local communities
- Reduced environmental burden
- Biodiversity conservation

Government agencies, NPOs/NGOs, related groups

- Build mutual trust in relationships

Realizing a Better Future for People, Society and the Earth

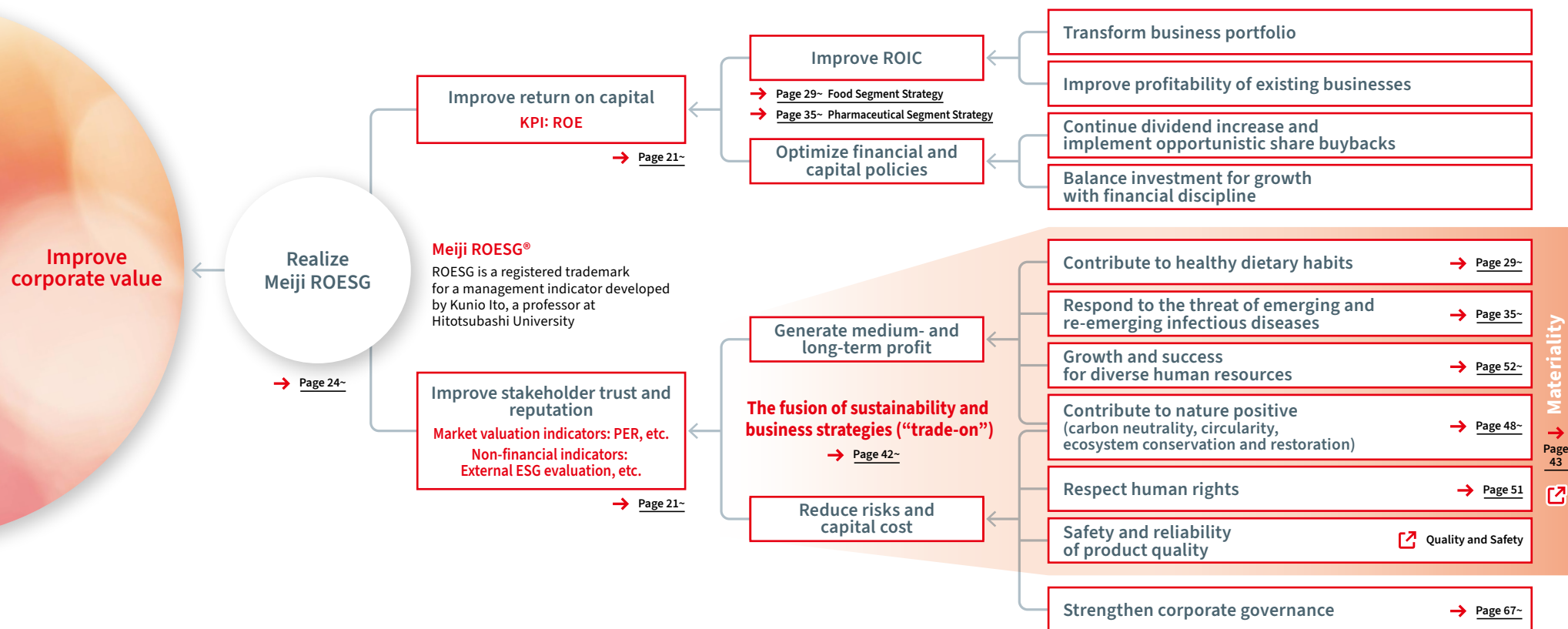
Healthier Lives

Thriving Communities

Living in Harmony with Nature

Value Creation Logic Tree

The Meiji Group aims to improve corporate value over the medium to long term by creating new markets and providing Meiji unique value for wellness. To achieve this, we are implementing various strategies with Meiji ROESG, a unique indicator that combines ROE and ESG, as our top management indicator. Our initiatives based on Meiji ROESG are organized into two categories, as shown in the logic tree below: 1) Improve return on capital with a focus on ROE, and 2) Improve stakeholder trust and reputation by fusing sustainability and business strategies (“trade-on”) with a focus on PER. We are pursuing both of these initiatives equally.



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Paralym Art (Cover)

Meiji Holdings Co., Ltd. has featured artwork by artists with disabilities (Paralym Art) on the cover of the Integrated Report since 2022. This year's cover artwork is "Toward the Light" by Ms. Sakurayuki. It is a new work created specifically for the theme of "transformation and challenge."

→ [Page 87 Cover Artwork](#)

At a Glance

We conduct business in the Food and Pharmaceutical segments to expand Meiji unique value for wellness

FY2025 Performance Results (fiscal year ended March 2026)

Net Sales

JPY **1,173.6** bn

year on year **1.7% UP↑**

Food Segment 80% **Pharmaceutical Segment** 20%



Operating Profit

JPY **93.3** bn

year on year **10.2% UP↑**

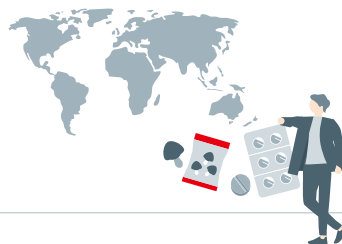
Food Segment 69% **Pharmaceutical Segment** 31%



Overseas Sales

JPY **161.3** bn

year on year **5.3% UP↑**



Overseas Sales Ratio

Food Segment **10.2%**

year on year **0.5pt UP↑**

Pharmaceutical Segment **27.9%**

year on year **0.1pt UP↑**

Profit Per Share

JPY **129.42** year on year **30.4% DOWN↓**

ROE*

4.6% year on year **2.1pt DOWN↓**

* ROE excluding the impact of impairment losses related to the China business is 7.1%

Payout Ratio

81.1% year on year **27.3pt UP↑**

Group Companies and Employees

(As of March 31, 2026)

The following numbers represent our Group's global reach:
- The number of Group companies consists of consolidated companies and entities accounted for by the equity method
- The number of the employees includes all consolidated companies

The Number of the Group Employees

17,103 people



Japan* **27** companies **10,901** people

Asia / Oceania **24** companies **5,184** people

Europe **4** companies **329** people

The U.S. **3** companies **689** people

* Including Meiji Holdings Co., Ltd.



Over One Hundred Years of Dedication to Creating Meiji Unique Value for Wellness

The Meiji Group has passed on the spirit of “contributing to the country through nutrition” for over 100 years since its founding. Based on this spirit, we have viewed the social issues of the times as business opportunities and provided Meiji unique value for wellness to create new markets. As a result, we have achieved business growth and expanded our profit base. Going forward, we will expand this cycle beyond Japan to the wider world and pursue sustained growth.

Meeting the Nutritional Needs of a Wide Range of Age Groups

Infant Formula

Our Key Value The Healthy Growth of Infants

Since the launch of *Patrogen* infant formula in 1923, we have continually refined the nutritional design of our products to meet the needs of infants at different stages of development. We have created value that meets the evolving needs of child-rearing, such as by developing the world's first cube-type infant formula, liquid infant formula, and Japan's first infant formula containing bifidobacteria.



1923
The infant formula *Patrogen*



2007
Meiji Hohoemi Raku Raku Cube



2025
Meiji Hohoemi
(Contains bifidobacteria)

GLOBAL

Sold in Asia and Europe



Share in the Japanese market
No.1 36.0%
(FY2025)
Source: INTAGE SRI+, April 2025-March 2026



We established counseling offices for parents in 1976, with registered dietitians and other full-time counselors providing advice on child-rearing via telephone and email. We recently developed a childcare recording app called *Akachan Note* which we also use to share health information necessary for raising children.

Drinking Milk

Our Key Value Healthy Days Supported by the Benefits of Milk

Since the launch of *Meiji Milk* in 1928, we have been supporting people's health. In 2002, we launched *Meiji Oishii Gyunyu* using our Natural Taste Manufacturing Process. In 2018, we further enhanced its taste and convenience with an evolved manufacturing process and new packaging.



1928
Meiji Milk



2002
Meiji Oishii Gyunyu



2018
Meiji Oishii Gyunyu
(New packaging)

GLOBAL

Sold in Asia



Share in the Japanese market
No.1 17.3%
(FY2025)
Source: INTAGE SRI+, April 2025-March 2026



We are actively spreading information on our initiatives in response to the demands of the times, such as our collaboration with dairy farmers and initiatives for sustainable dairy farming, as well as our focus on raw milk and its health value.

Make Sustainable Dairy Industry

Sports Protein

Our Key Value Ideal Physiques for All Kinds of People

In 1980, *SAVAS* was developed for athletes based on sports nutrition. Since then, we have expanded the user base to include people concerned about their daily health and beauty, as well as young customers in response to growing health consciousness. We now offer a diverse range of products, including beverages and bars.



1980
SAVAS series



2015
SAVAS Milk Grapefruit Flavor



2023
SAVAS Advanced Whey Protein 100



2026
SAVAS Biopro Whey Protein 100

Share in the Japanese market
No.1 35.9%
(2025)
Source: Based on Meiji data as of 2025



Providing information to customers

Enteral Formula (for individual customers)

Our Key Value An Energetic Daily Life Supported by Reliable Nutrition

We launched *MeiBalance* in 1995 using milk protein concentrate, leveraging years of experience in enteral formula for hospitals. In 2022, we obtained permission to label these products as “comprehensive nutrition food products.” We provide convenient, nutritionally balanced products to meet the needs of an aging population.



1995
MeiBalance



2022
Permitted to label as comprehensive nutrition food product



2022
Meiji MeiBalance MICHITAS Cup

GLOBAL

Sold in Taiwan and Vietnam



Share in the Japanese market
No.1 87.0%
(FY2025)
Source: INTAGE SRI+, April 2025-March 2026



We are working to share information and raise awareness of health and nutrition to meet the increasingly diverse needs of the times, including by holding sports nutrition seminars and providing information on malnutrition.

Over One Hundred Years of Dedication to Creating Meiji Unique Value for Wellness

Delivering Unprecedented New Products for Wellness

Yogurt

Our Key Value Health Rooted in Extensive Lactobacilli Research

In 1973, we launched *Meiji Bulgaria Yogurt* and created the regular yogurt market in Japan. In 2000, we introduced functional yogurt. We have continued to expand the health value of yogurt through decades of research on lactobacilli.


1973

Meiji Bulgaria Yogurt


2023

New method
“Kuchidoke Hojun
Fermentation”
adopted

Functional yogurt


2000

*Meiji Probio
Yogurt LG21*


2009

*Meiji Probio
Yogurt R-1*


2025

*Meiji Hemoglobin A1c
Yogurt*

Share in the
Japanese market

No.1 34.2%
(FY2025)

Source: INTAGE SRI+,
April 2025–March 2026

GLOBAL



Sold in Asia

Chocolate

Our Key Value Taste and Health Through Cocoa

Starting with the launch of *Meiji Milk Chocolate* in 1926, we also launched *Chocolate Kouka* emphasizing the health value of cocoa ahead of other companies in 1998. We leverage the unique properties of cocoa polyphenols and other ingredients to offer products that combine great taste with health value.


1926

Meiji Milk Chocolate


1998

Chocolate Kouka


2023

Chocolate Kouka W-Plus
(Food with Function Claims)

Share in the
Japanese market

No.1 26.4%
(FY2025)

Source: INTAGE SRI+,
April 2025–March 2026

GLOBAL



Sold in Europe, the U.S.,
and Asia, including China

i Providing information
to customers

Continuing to Protect People from the Threat of Infectious Diseases

Systemic Antibacterial Drugs

Our Key Value A Foundation Supporting Healthy Daily Life and Healthcare

We started to produce penicillin in 1946. Since then, we have been stably providing antibiotics, which are essential for treating infectious diseases and preventing surgical infections. This includes *MEIAC*, which is now available in more than 20 countries and regions.


1946

Started manufacturing
antibiotic *Penicillin*


2006

β-lactamase inhibitor combination
antibiotic preparation
SULBACILLIN for Injection


1994

*Cefem Antibiotic
MEIAC*


2015

β-lactamase inhibitor combination
antibiotic preparation *TAZOPIPE
Combination for I.V. Infusion “MEIJI”*

Share in the
Japanese market

No.1 23.8%
(FY2025)

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Source: Calculated based on
JPM 2026 Mar MAT Market
scope as defined by Meiji
Seika Pharma
* Reprinted with permission

Vaccine

Our Key Value Preparing to Maintain a Safe Society

We have contributed to enhancing Japan's public health over roughly half a century through the development and provision of vaccines. In addition to striving to ensure a stable supply, we are also engaged in activities to promote vaccines and raise public awareness by providing information to healthcare professionals and the general public.


1972

*Influenza
HA Vaccine*


1988

*Hepatitis B vaccine
Bimmugen*


2011

*Japanese encephalitis
vaccine ENCEVAC*


2024

*Five-in-one combination
vaccine Quintovac*

Share in the
Japanese market^{*1}

No.1 37.2%
(FY2025)

Copyright © 2026 IQVIA.
Source: Calculated based on
JPM 2026 Mar MAT Market
scope as defined by Meiji
Seika Pharma
* Reprinted with permission

^{*1} Influenza vaccine

i We have been researching the health value of lactobacilli and cocoa, and publishing our findings as academic data and papers. We use the knowledge and information gained from this research in a broad range of communications with our customers, including marketing and sales promotions that promote the characteristics of our products, and in dietary education.

i Targeting healthcare professionals, we provide a complete range of information from prevention to treatment. We also provide reports on the latest infectious diseases, and we conduct initiatives to raise awareness of antimicrobial resistance (AMR). We are focusing our energies on providing easy-to-understand information on sickness, health and medicine for both patients and the general public.

Message from CEO

Creating New Value by Pursuing Excellence in Food and Pharmaceuticals while Continuing Transformation through Challenges

Katsunari Matsuda

CEO
President and Representative Director

Sustainably Enhancing Corporate Value through Transformation and Growth

- 1 Commitment for FY2026
- 2 The Meiji Group's Vision for the Future
- 3 Initiatives for Transformation Aimed at Creating New Value
- 4 Management Strategies for Improving ROE
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Message from CEO

1. Commitment for FY2026

Implementing Fundamental Reforms to Return to a Growth Trajectory

FY2025 was an extremely challenging year for the Meiji Group. Consolidated operating profit reached 93.3 billion yen, exceeding both the previous fiscal year's results and our plan. However, while the Pharmaceutical segment exceeded its target, the Food segment fell short. We recorded an impairment loss in our China business, and I feel a strong sense of responsibility for this. I am determined to carry out fundamental structural reforms across all our overseas and domestic businesses, including our China business, by the end of FY2026 and return the Group to a growth trajectory. In fact, in July, as part of restructuring our business portfolio in China, we decided to transfer our drinking milk and yogurt business and B2B business to Shanghai AustAsia Food Co., Ltd. We will assess how each business aligns with the Group's philosophy, vision, and strategy, and make objective judgments about its profitability and future potential. Based on this, we will resolutely implement reforms to streamline our businesses, focusing on those that align with our role as a brand owner. We will consider scaling back or withdrawing from low-profitability businesses with no prospect of growth, even if they are profitable in the short term. We will then present guidelines for optimizing our business portfolio as soon as possible.

FY2026 is the final year of the 2026 Medium-Term Business Plan. At present, it will be difficult to achieve our initial consolidated operating profit target of 116.5 billion yen. We will first focus on returning consolidated operating profit to the 100-billion-yen range. At the same time, we will put in place the structure needed for sustained growth in the years ahead.

2. The Meiji Group's Vision for the Future

Contributing to the Health of the Earth

The core value of the Meiji Group is our founding spirit of “contributing to the country through nutrition.” In the past, nutrition was seen mainly as a way to provide the energy needed to live. Today, however, it is essential that nutrition leads to health. Furthermore, health does not simply mean avoiding illness and living an energetic life. There is also a view that the purpose of life should be self-realization through well-being, and the very concepts of nutrition and health are beginning to change. The Meiji Group must move forward in response to this change. At the heart of this is the philosophy of standing alongside people. We aspire to be a company that supports people's well-being through food and pharmaceutical products. At the same time, our business relies on natural resources such as milk and cacao. Therefore, the health of the Earth is a broad concept that encompasses not only humans but also animals and plants, nature such as forests and oceans, and even the air that flows through them. Improving the health of all these is the Meiji Group's mission moving forward. To achieve this, sustainability—particularly our efforts toward becoming nature-positive—is of the utmost importance. All of the Meiji Group's businesses contribute to the Earth by creating value through our unique technologies while making the most of natural resources. We will continue to expand the impact of these efforts.

Supporting people is also essential when developing businesses in new areas spanning food and pharmaceuticals. From birth to the end of life, people use food to nurture their physical and mental health and medicine to treat illness. The Meiji Group is deeply involved in both of these areas.

Currently, the Meiji Group is taking on the challenge of entering a business domain based on an entirely new concept: Food That Supports Medical Care. Specifically, we are conducting clinical research aimed at cancer treatment using R-1 EPS, a polysaccharide produced by the Meiji Group's proprietary lactobacilli, as a food supplement designed to enhance the efficacy of immune checkpoint inhibitors.

Message from CEO

Commercializing this product will not be easy. However, the Meiji Group has the ability to make it a reality. Looking back at our history, we were the first company in postwar Japan to install large-scale fermentation tanks and successfully mass-produce penicillin. Fifty years ago, we introduced regular yogurt, a previously unknown food product, to Japan, building a yogurt market and creating a new food culture. We also transformed the negative image once associated with chocolate into a positive one by developing and launching products with health benefits, thereby creating another new market. I am confident that we will also succeed in new businesses spanning food and pharmaceuticals and that these efforts will enable us to create new markets.

→ Page 60 Technological Development Strategy | Meiji Group New Business Project Team

3. Initiatives for Transformation Aimed at Creating New Value

Harnessing the Power of Outstanding Human Resources to Tackle New Businesses

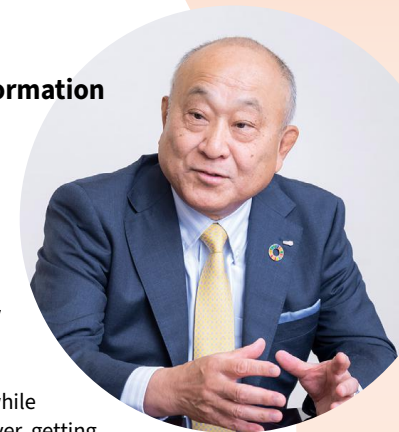
The Meiji Group currently needs to accelerate the pace of transformation to achieve our vision. To achieve this, I want to build a team of human resources who are committed to transformation and capable of taking initiative, regardless of job role or age. However, the reality is that momentum for transformation has not yet fully taken hold in the Food segment. For example, technological innovation in the electronics and chemical industries is so rapid that the value of patents becomes obsolete within a few years, and existing technologies quickly become outdated. In contrast, the food industry is closely tied to lifestyles, food culture, and personal preferences. As a result, products such as chocolate, yogurt, and drinking milk rarely undergo rapid change. To other industries, this may appear to be an ideal situation. However, Japan is facing the major challenge of a declining population. Although the market is currently being sustained by inbound tourism, a gradual decline is inevitable if things continue unchanged. This may not be exactly like the proverbial boiling frog, but if we continue to operate at a leisurely pace, there is a risk that the business will suddenly

We Will Foster a Culture that Values Taking on Challenges and Further Accelerate the Pace of Transformation

become unsustainable. That is precisely why we must push forward with transformation now, while we still have the strength to do so.

We plan to introduce a voluntary application system for new businesses to actively select human resources capable of driving transformation. Employees will not face negative evaluations even if they fail, and we will accept a certain level of loss. This environment will help cultivate a willingness to take on challenges. Furthermore, by increasing these opportunities, we aim to foster employees' entrepreneurial spirit while also providing opportunities for them to learn management skills. However, getting an unexplored business off the ground is never easy. We will not simply entrust such projects to motivated human resources without providing proper oversight. If a viable outlook emerges within a roughly three-year timeframe, we will continue the initiative. However, if we determine that the project is unfeasible, we will withdraw early. By making these decisions swiftly, we will enhance the vitality of the Meiji Group.

I am also concerned that there are still a significant number of employees who do not fully recognize the Meiji Group's strengths, such as our brand power and technological capabilities. Since taking office as CEO, I have visited the front lines through town hall meetings and other forums to share my awareness of issues and sense of crisis, while emphasizing my firm commitment to transformation. In FY2026, we will implement fundamental structural reforms. In doing so, we will encourage employees to overcome stagnant growth by changing their mindset and behavior rather than blaming external factors. At the same time, transforming our human resource portfolio is an urgent priority. As workforce mobility increases, it is a significant loss for both individuals and society when capable employees cannot fully use their abilities. In April 2025, we introduced a new human resources system to help select and appoint diverse human resources, while also providing reskilling opportunities to employees seeking new challenges. Right now, the Meiji Group is



Message from CEO

seeking to make an even greater contribution to society based on our philosophy and vision. Accordingly, the skills required of our employees are also changing. Employees who are unable to adapt to change will likely need to reconsider how they work, including changing job roles. This may be difficult for some employees. However, we will foster a corporate culture across the entire Group in which employees who take the initiative to embrace challenges and lead transformation are properly recognized.

Furthermore, we will continue to actively promote DX as a means of supporting transformation. DX is making steady progress in the Pharmaceutical segment, particularly in new drug development. We are also actively innovating business processes in the Food segment using AI. We are strengthening our pool of human resources capable of using AI across the entire Group by recruiting specialized professionals, such as data scientists, through our mid-career recruitment programs. We provide new human resources with an environment where they can freely demonstrate their abilities without being constrained by the Meiji Group's traditional practices. In doing so, we expect them to play a key role in driving transformation.

→ [Page 52 Human Resource Strategy](#)

→ [Page 63 Digital Technology Strategy](#)

4. Management Strategies for Improving ROE

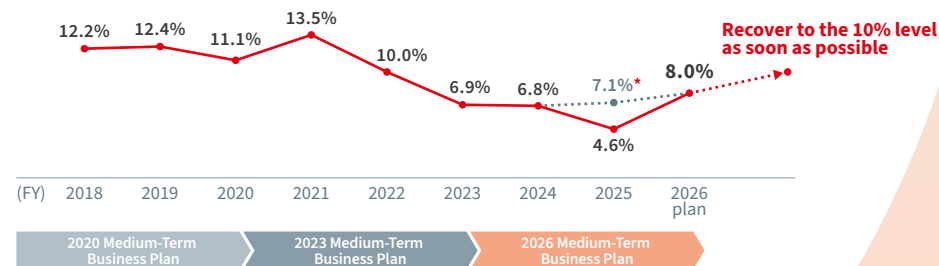
Strategically Allocating Capital Considering M&A

We have been implementing Meiji ROESG Management in recent years, steadily advancing initiatives that fuse sustainability and business strategies as outlined in the 2026 Medium-Term Business Plan. ROESG is an effective concept, and its ideal form is one in which ROE and ESG mutually reinforce each other, creating an upward spiral. However, while our ESG initiatives are progressing smoothly, ROE improvement has not kept pace with them. Going forward, we will make ROE our most important management indicator and strategically allocate the cash generated

through structural reforms to investments in growth areas and shareholder returns. Our ROE for FY2025 was 4.6% due in part to the recognition of an impairment loss on our China business; however, excluding this impact, it stands at the 7% level. In FY2026, we will first restore it to 8% and then raise it to the 10% level as soon as possible.

Improving ROE requires increasing the numerator, which is net income, and optimizing the denominator, which is shareholders' equity. Fortunately, the Meiji Group has a sound financial position, and we have operated our business without increasing debt to date. However, we are now being called upon to transform, and we recognize that this is the time to expand our business using debt as a lever for growth. The primary focus of this expansion is overseas. While I take the failure that resulted in significant losses in our China business very seriously, I also believe it is my responsibility as a leader to use that experience as a stepping stone to take on the challenge of developing new markets. I believe overseas M&A is essential to accelerating growth, and we are currently considering our options while seeking advice from external experts. Our collaboration with Japan Activation Capital, which began in February 2026, is also part of this initiative. We will execute bold M&A transactions based on the Meiji Group's philosophy and vision during the next Medium-Term Business Plan period and operate businesses that contribute reliably to increasing corporate value through close partnerships with local partners.

**We Will Achieve Sustained Growth in Corporate Value
by Prioritizing ROE as Our Most Important Indicator**



**Recover to the 10% level
as soon as possible**

Message from CEO

5. Further Enhancing Meiji ROESG Management

Using Sustainability to Reshape the Competitive Landscape

In the past, the connection between sustainability and financial value was not always clear. However, that relationship is now becoming increasingly clear. This is particularly evident in our chocolate business. I have personally visited Central and South America to address social issues surrounding cocoa production by strengthening our relationships with cocoa-producing regions. At the same time, we operate businesses that utilize cocoa ingredients. We will build on the network we have cultivated through our chocolate business, along with the Meiji Group's diverse assets in fields such as pharmaceuticals and nutrition, to create new business opportunities.

→ Page 47 Fusion of Sustainability and Business Strategies |
Building a New Value Creation Model Centered on Cocoa

Going forward, we must ensure that we effectively communicate the significance and necessity of sustainability to consumers through our products to deepen their understanding. All paper used in our food product packaging is environmentally friendly. All of our palm oil is RSPO-certified. Almost all of the cocoa beans used in our chocolate business are sustainably sourced, and we have also used naturally biodegradable cocoa husks made from previously unused parts of the cocoa bean. We will use these facts to enhance our product appeal while reshaping the competitive landscape. While taste and price are certainly important, turning other factors into strengths can lead to significant differentiation. Sustainability is a prime candidate for this. Our sustainability initiatives have advanced dramatically through Meiji ROESG Management. Linking these efforts to product value will mean that competitors will not be able to immediately enter the same playing field. While other companies compete for market share through price competition and large-scale advertising campaigns, we will hone our

competitive edge by building absolute trust in our products. As a result, we will create a world where consumers naturally choose us, solidifying our brand value and corporate value. We will continue to strengthen marketing strategies that raise public awareness of sustainability.

6. Message to Stakeholders

Enhancing Corporate Value with Products the World Has Never Seen

The Meiji Group is a rare corporate entity that operates both food and pharmaceutical businesses. Throughout our history, we have continued to provide society with value that only we can deliver. In today's increasingly complex society, I am convinced that by mastering both food and pharmaceuticals, we can create businesses and products that the world has never seen before. To achieve this and demonstrate that the essence of the Meiji Group lies in having businesses with differing characteristics, we are determined to press ahead with structural reform with all our strength. As part of this effort, we will continue to take on new challenges, starting by creating synergies between food and pharmaceuticals. At the same time, we will transform our existing business portfolio with a sense of urgency to sustainably enhance our corporate value.

**We Will Create New Markets
Using Our Unique Technologies and Demonstrate
that the True Essence of the Meiji Group
Lies in the Uncharted Territory
of Food x Pharmaceuticals**



Discussion with Outside Directors

Further Enhancing the Board of Directors to Focus on Strategic Discussions and Lead the Group's Transformation and Growth

We asked Outside Directors Masaya Kawata and Peter David Pedersen, who are involved in the Meiji Group's management, about the progress on the 2026 Medium-Term Business Plan as it enters its final year. We also asked for their opinions on the issues the Meiji Group must address to achieve sustained growth and on initiatives to enhance the effectiveness of the Board of Directors.



Peter David Pedersen

Outside Director

Mr. Pedersen has served as an Outside Director since 2022. He has extensive knowledge of global sustainability management and the development of next-generation leaders. He provides valuable advice on the Group's management and appropriately oversees business execution.

Masaya Kawata

Outside Director Chairperson of the Nomination Committee

Mr. Kawata has served as an Outside Director since 2021. He has served as President and Chairman of the Nisshinbo Group, which has a wide range of businesses from wireless communications to chemicals and textiles. He plays an important role in strengthening the effectiveness of management strategies and governance based on his extensive experience.

Discussion with Outside Directors

The Holding Company Must Adopt a More Global Mindset as the Group's Leader

Mr. Pedersen: The 2026 Medium-Term Business Plan has driven corporate transformation based on the three goals of transforming focus markets, business structure, and our behavior. However, this transformation is still a work in progress. The new management structure established in June 2025 has clearly accelerated our transformation efforts. CEO Matsuda has committed to creating new businesses generating 100 billion yen in sales. We have launched new organizations and overhauled our human resources systems to drive transformation. We are also actively recruiting external human resources. All of this is being carried out under the strong leadership of top management. However, I do not believe the public recognizes that the Meiji Group has changed.

Mr. Kawata: I agree. Of the three transformations, the phrase “transforming focus markets” indicates globalization. We have not yet transformed focus markets by fully expanding from Japan to the world, particularly in the Food segment. For instance, we had to restructure our China business, where we had invested as a key area. We must further transform our organizational culture and behavior to overcome this situation and achieve significant growth in our overseas business. The holding company must adopt a more global mindset as the Group's leader.

For example, how about having top executives from overseas Group companies participate online in Board of Directors meetings to stimulate discussion? I'm sure that those at the operational level are working closely with overseas counterparts to drive business. However, the overall organizational culture has not yet fully embraced globalization, including the Board of Directors, so I would like to continue encouraging this shift.

Mr. Pedersen: As Mr. Kawata pointed out, we are also lacking overseas human resources in key management positions. The Meiji Group has numerous overseas Group companies in both the Food and Pharmaceutical segments. However, as Outside Directors, we have limited understanding of how global leaders in key areas perceive the market, what strategies they are trying to implement, and even their character. We must fully grasp these aspects to make appropriate decisions. Therefore, I want to advocate for a fundamental change in how the Board operates to address this situation.

Meiji ROESG is a Wonderful Approach, but It Relies on Improving ROE

Mr. Kawata: To transform business structure, the Meiji Group has set a management indicator called Meiji ROESG and is implementing a management approach aimed at enhancing corporate value by fusing sustainability and business

strategies. While we have achieved significant results in sustainability, these results have not been reflected in the capital markets or the stock price.

Mr. Pedersen: I agree that incorporating the ROESG approach into management is a wonderful initiative. In fact, the Meiji Group's sustainability efforts have reached a very high level that ranks among Japan's top corporate groups. However, these efforts will not be recognized by the market unless they are integrated into business. I believe that Meiji ROESG is currently at a turning point.

Mr. Kawata: Meiji ROESG combines ROE with ESG scores. However, ROE is currently insufficient when compared to ESG. This is why we are not receiving recognition from the market. Therefore, restoring ROE is an urgent issue for the Meiji Group. First, we must increase operating profit. CEO Matsuda has strongly emphasized that achieving consolidated operating profit of 100 billion yen in FY2026 is an absolute priority. Achieving this target is not solely management's responsibility. It is a goal that all employees must work toward with a sense of ownership. To this end, we must use the ROIC tree to clearly communicate the concept to the front lines. Employees must understand how ROIC relates to their own tasks, and approach their work with a healthy focus on results. This will lead to transforming our behavior as outlined in the 2026 Medium-Term Business Plan. Town hall meetings are

Discussion with Outside Directors

Having Diverse Global Human Resources That are Brighter, More Creative, and More Energetic Will Enhance the Meiji Group's Corporate Value



currently being held regularly across the Group. These meetings allow senior management to engage in ongoing dialogue with those on the front lines to foster a new organizational culture. I look forward to seeing the results of these initiatives and will continue to monitor their progress.

The Heads of Each Business Must Learn to Think Strategically to Drive Further Growth

Mr. Pedersen: ROIC is an important indicator, but we must ensure that overly strict management of it does not undermine innovation or opportunities for M&A. Creating new businesses generating 100 billion yen requires a great deal of time through organic growth alone. Therefore, it is essential to pursue growth opportunities through M&A and partnerships on a global scale. The Meiji Group's track record in M&A for this purpose is not yet sufficient. We have reached a stage where the leaders of each business domain must adopt a strategic perspective. They must constantly scan global markets, identify every opportunity to create value including M&A, and make bold decisions. This may temporarily impact ROIC. However, taking calculated risks with an eye toward future profits is the fundamental responsibility of management. I believe the heads of each business still lack the necessary discernment and strategic thinking in this regard, and training is needed in these areas.

Mr. Kawata: As Mr. Pedersen said, discontinuous growth opportunities like M&A are crucial for our continued growth. The Meiji Group has built an extremely sound financial foundation through the efforts of our predecessors, and our equity ratio exceeds 60 percent. However, financial soundness alone is no longer enough to earn recognition. We are now expected to invest the equity we have accumulated into the future and use it to create new value. The Meiji Group is currently formulating its Long-Term Vision for 2035. It is important to clearly articulate a capital allocation policy that incorporates our growth strategy, including M&A, in a way that resonates with stakeholders. Cross-border M&A is not a straightforward process. Tough negotiation skills are required to successfully conduct due diligence and post-merger integration (PMI) that result in a win-win outcome. We must build these capabilities on a daily basis, or we will be unable to respond when the opportunity finally arises. Developing and strengthening human resources capable of taking on these responsibilities is also one aspect of transforming our behavior.

Mr. Pedersen: Mr. Kawata just mentioned that the Meiji Group needs to clarify its capital allocation strategy. I believe we should set aside more time at Board of Directors meetings to thoroughly discuss our overall strategy from this long-term perspective. We should leave day-to-day strategies and tactics to the heads of each business. The holding company's Board of Directors should set out the overall

Discussion with Outside Directors

Group vision, conduct thorough periodic reviews, and steer the Group in the right direction. This relates to the effectiveness of the Board of Directors, and I believe we should take on this role more actively.

The Board of Directors Should Devote More Time to Strategic Discussions from a Long-Term Perspective

Mr. Kawata: I believe that the effectiveness of the Board of Directors is generally improving. It is becoming increasingly diverse, going beyond demographic factors such as gender and nationality to include psychographic characteristics as well. Both Inside and Outside Directors, as well as Audit & Supervisory Board Members, speak freely from their respective positions, leading to lively discussions. In addition, a small meeting between institutional investors and Outside Directors was held for the first time recently. This initiative reflects the Meiji Group's commitment to prioritizing dialogue with the market. We were inspired by the candid opinions and requests we received, and I believe this will contribute to further improving the effectiveness of the Board of Directors.

Mr. Pedersen: I agree that there are no particular issues with the Meiji Group's Board of Directors from a formal standpoint. We can exchange opinions candidly, and governance is effective thanks to the participation of Outside Directors who bring diverse perspectives. However, as I mentioned at the

beginning, the Meiji Group is being called upon to have the heads of its global businesses in each region participate in Board of Directors discussions. I will strongly advocate for this to be realized by the end of FY2026.

→ [Page 73 Corporate Governance > Effectiveness of the Board of Directors](#)

Mr. Kawata: As Mr. Pedersen mentioned earlier, we should push for more strategic discussions from a longer-term perspective in Board of Directors meetings. We cannot earn more trust from the market unless we clearly outline growth scenarios over the long term, demonstrate how we will allocate capital to the business portfolio needed to achieve them, and lay out a roadmap for creating economic and social value from a multi-stakeholder perspective. I will encourage discussions to ensure these elements are incorporated into the next Medium-Term Business Plan, which begins in FY2027.

Mr. Pedersen: I fully agree that we should increase the amount of strategic discussion at Board of Directors meetings. There are still times when matters already discussed by the executive side are simply repeated at Board of Directors meetings, which is unnecessary. First, the executive side should thoroughly discuss matters. Then, the Board of Directors should determine whether the proposals are sound and will lead to long-term enhancement of corporate value, and use that to formulate major strategies. I believe that is how the Board of Directors should function.

We Should Clearly Outline and Implement a Capital Allocation Strategy That Incorporates Our Discontinuous Growth Strategy, with the Aim of Earning Recognition from the Market



Discussion with Outside Directors

Personally, I feel that the term “Outside Director” is inappropriate, and I don’t think there is any need to distinguish between “inside” and “outside” in the first place. In global companies overseas, there is no such position as an “Outside Director.” All directors, whether inside or outside, share responsibility for management and work together to transform the company for the better. It is more appropriate to distinguish between the executive side, which coordinates internal operations, and the non-executive side, which is independent of internal interests. Directors at Japanese companies should adopt this mindset going forward. I intend to move beyond the concept of an “Outside Director” and commit myself fully to the management of the Meiji Group.

It is Also Our Mission to Build the Human Capital and Organizational Culture That Will Enable the Meiji Group to Achieve Sustained Growth

Mr. Kawata: The Meiji Group must also create value through synergies between food and pharmaceuticals to achieve future-oriented growth. This begins with in-depth discussions within the Board of Directors to share and agree on the direction we should pursue. The two segments differ in their business characteristics, including their relationships with stakeholders. However, new possibilities will surely emerge as we work together to co-create health value and contribute to a bright and secure society.

Mr. Pedersen: I don’t think we can create synergies between food and pharmaceuticals simply by combining the two. For example, the Meiji Group has launched a service called *Inner Garden*, which analyzes customers’ gut microbiome and provides personalized drinks containing nutrients tailored to their specific needs. This is a new domain called personal care, which is neither purely food nor purely pharmaceuticals. Growth strategies based on such unprecedented ideas will be key to our next Medium-Term Business Plan and Long-Term Vision. Personally, I see significant business potential in domains that support people’s well-being. I would like to foster a corporate culture where the entire Group boldly pursues such opportunities.



Inner Garden gut microbiome testing kits and personalized drinks tailored to specific gut types

Mr. Kawata: The other priority issue facing the Meiji Group alongside creating value through synergies between food and pharmaceuticals is, of course, globalization. We must comprehensively enhance our human capital, the key to addressing this issue, so it can adapt to globalization. We are entering an era where the ways of thinking and values of individual employees are becoming increasingly diverse. This calls for enhanced management that aligns our direction under a grand vision and purpose, incorporates

and leverages a wide range of ideas, and derives and executes optimal global strategies. This is likely a challenge unlike any the Meiji Group has faced before. I, for one, am committed to supporting the Group by drawing on the knowledge I have gained throughout my career.

Mr. Pedersen: I hope that these diverse individuals will draw on the strong brand the Meiji Group has built and help make the company brighter, more creative, and more energetic. I want the Meiji Group to thrive both in Japan and overseas, boldly venturing into new areas. There may be difficult experiences along the way, but we have earned the trust of many customers based on our solid brand power, so I believe the likelihood that these challenges will pay off is extremely high. As a director bearing responsibility for management, I will firmly establish the systems to support these challenges and propel the Meiji Group toward becoming a truly global company.

Mr. Kawata: The Meiji Group aims to achieve sustained growth with a sense of enjoyment and optimism, with a focus on health value, while co-creating the value society seeks together with our stakeholders. To help make this future a reality, I will remain actively involved in the Group’s management and support its transformation.

Constructive Dialogue with Shareholders and Investors

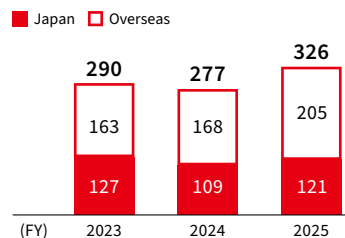
IR Activities (FY2025)

Activities	Times Held	Content	Speakers (Presenters)
Earnings conferences (Q2, Q4)	2 times	Financial results and full-year forecast	CEO, CFO, and COO
Earnings conferences (Q1, Q3)	2 times	Financial results	CFO
Business meetings	2 times	Meiji Innovation Day, the Chocolate Business Briefing, and the Sakado Plant Tour	CEO, CDO, executive officers, general managers of business divisions, and plant general managers
Small meetings	3 times	New management structure, management policy and growth strategy, and the Food and Pharmaceutical segments	CEO and COO
Investor conferences held by securities companies	6 times	Growth strategy and initiatives to improve corporate value	CFO and General Manager of IR Dept.
Overseas IR	3 times	North America, Europe, and Singapore	CEO and CFO
Events for individual shareholders and investors	5 times	Business meeting and plant study tours	CEO, CDO, and CFO

Main Themes in Dialogue with Shareholders and Investors and Related Actions

Themes of the Dialogue		Actions Based on Dialogue	
Management Policy Management Structure	- Changes in business strategies under the new management structure - Realization of synergy between Food and Pharmaceutical segments - Progress of KPIs set forth in the 2026 Medium-Term Business Plan - Next Long-Term Vision and next Medium-Term Business Plan	Distribution of Messages from Management	- Holding small meetings in which the CEO and COO meet with investors and securities analysts - Disclosure of the executive summary at earnings conferences
		Disclosure of Innovation Strategy	Hosting Meiji Innovation Day focused on research and development, intellectual property, and digital transformation
		2026 Medium-Term Business Plan Updates	Analysis and disclosure of gaps in cash allocation compared to initial plan
		Future Management Direction	Disclosure of the Meiji Group's Vision
Business Strategy	- Countermeasures such as price increases in response to cost increases in raw materials, etc. - Structural reforms such as optimizing domestic production systems - Profitability improvements in the China business and future overseas strategies - Impact of NHI drug price revisions and the development pipeline on business performance - Initiatives to increase vaccination rates - Realignment in the generic drugs industry	Promotion of Structural Reforms	- Recognition of impairment losses in the China business, transfer of the China drinking milk business and other operations, and suspension of production at Shikoku Meiji - Conclusion of a partnership agreement with Japan Activation Capital, Inc.
		Expansion of Disclosure Information	- Holding the Chocolate Business Briefing, the Sakado Plant Tour, and a small meeting on pharmaceuticals - Disclosure of a roadmap for the domestic production of penicillin APIs - Progress report on realignment in the generic drugs industry
Sustainability Intangible Assets	- ESG activity policies and initiatives - Approach to intangible assets	Governance	- Strengthening the support system for Outside Directors - Formulation of succession plans (for the next generation and Outside Directors) and emergency succession plans - Clearly defining the malus provisions and introducing a clawback provision
		Human Capital Management	- Formulation of the Meiji Human Capital Impact Path - Introduction of a new human resources system, implementation of Next Career Special Support Program
Stock Price and Capital Policy	- Conducting management that is conscious of cost of capital and stock price - Policies regarding shareholder returns and share buybacks	Stock Price and Capital Policy	- Continued reduction of cross-shareholdings - Designation of ROE as the most important indicator going forward, disclosure of target levels in conjunction with the equity ratio

Number of Individual Dialogues



Investor profile: analysts, fund managers, ESG managers, proxy voting managers, etc.

Respondents: CEO, CDO, CFO, CSO, IR Dept.

IR Activity Feedback to Management and Internal

Rapid sharing of important information (sequential)

Important information, such as capital market reactions to financial results announcements, is promptly shared with internal relevant parties

IR activity report (monthly)

The CFO presents a monthly IR report at Board of Directors meetings, and the report is sent to all employees the next day
Explanatory videos on IR activities are created and posted on the in-house portal site

IR activity report (twice a year)

At Board of Directors meetings, the General Manager of IR Dept. reports on the results of IR activities, trends in the capital markets, and opinions from shareholders and investors
After reporting to the Board of Directors, explanations are provided at the executive meetings of major operating companies to promote understanding across the entire Group

Internal financial results meeting (twice a year)

For all employees, explanations are provided on capital market reactions, stock price trends, and the financial results of other companies in the industry

Attendance at IR interviews (twice a year)

Employees from the Finance & Accounting Division and others are provided opportunities to attend IR interviews

* Please see the Corporate Governance Report PDF (page 16) for details regarding "Constructive Dialogue with Shareholders" 

Small Meeting with Outside Directors

In June 2026, we held our first meeting between Outside Directors and institutional investors. We shared our views on governance issues such as evaluating the effectiveness of the Board of Directors and enhancing CEO succession planning, the importance of growth and human resource strategies, our stance on shareholder proposals, and the creation of new value in food and pharmaceuticals. We also reaffirmed the importance of dialogue and improving the transparency of information disclosure. We will continue to incorporate the perspectives of the capital markets into our efforts to improve management.



Scene from the meeting

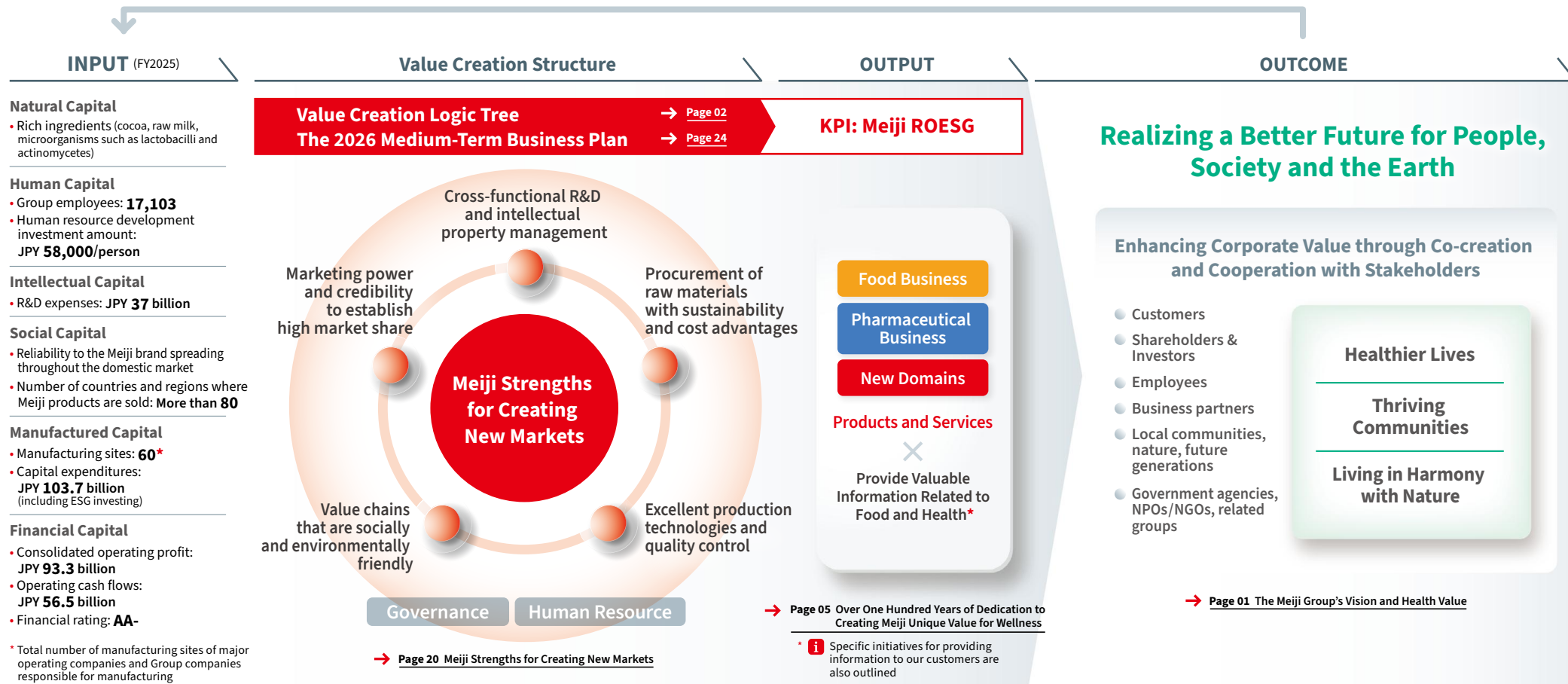
Creating Markets and Corporate Value

The Meiji Group is committed to creating corporate value under the banner of Meiji ROESG management. By fusing sustainability and business strategies, and pursuing both social and economic value, we will create new markets and sustainably improve corporate value.

- 19** The Meiji Group's Process for Value Creation
- 20** Meiji Strengths for Creating New Markets
- 21** Message from CFO
- 24** Progress on the 2026 Medium-Term Business Plan

The Meiji Group's Process for Value Creation

The Meiji Group has accumulated an abundance of capital. We will create Meiji unique value for wellness based on this capital by leveraging our strengths in order to realize a better future.



* Total number of manufacturing sites of major operating companies and Group companies responsible for manufacturing

Meiji Strengths for Creating New Markets

The Meiji Group aims to achieve sustained growth by providing Meiji unique value for wellness and creating new markets. We have diverse strengths in R&D, procurement, production and distribution, and sales and communication, as well as across the entire series of business activities that form the foundation of these efforts. We will build on these strengths to create a competitive advantage that is unique to Meiji. At the same time, with proper consideration for society and the environment, we will further enhance our corporate value by providing a variety of products, services, and useful information that contribute to good health.

Strengths of the Meiji Group

Marketing power and credibility to establish high market share #1

- Two-way communication and solid relationships with business partners and customers
- Trust in the Meiji brand built over many years
- Product lineup that meets diverse health needs from infants to the elderly

#1 → [Page 05 Over One Hundred Years of Dedication to Creating Meiji Unique Value for Wellness](#)

Value chains that are socially and environmentally friendly

- Commitment to Meiji ROESG, a unique management indicator that aims to fuse business and sustainability activities #2
- Analysis and disclosure based on climate change (Task Force on Climate-related Financial Disclosures) and biodiversity (Taskforce on Nature-related Financial Disclosures) #3
- Thorough compliance with the Meiji Group Supplier Code of Conduct

#2 → [Page 24 Progress on the 2026 Medium-Term Business Plan](#)

→ [Page 42 Sustainability Strategy Message from CSO](#)

#3 → [Page 49 Sustainability Strategy Driving Nature-Positive Outcomes](#)

Cross-functional R&D and intellectual property management #4

- Accumulated knowledge obtained through basic research (milk, cocoa, microorganism, fermentation, biotechnology and drug discovery research)
- Excellent product commercialization expertise, manufacturing technologies and related intellectual property management
- R&D capability merging knowledge in food and pharmaceuticals and business creation capability

#4 → [Page 59 Technological Development Strategy Powering Innovation](#)

Procurement of raw materials with sustainability and cost advantages

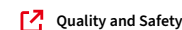
- Cooperation with cocoa and dairy farmers #5
- Network with related organizations
- Enable both cost competitiveness and stable procurement using a global supply chain #5 #6

#5 → [Page 47 Sustainability Strategy Fusing Sustainability and Business Strategies](#)

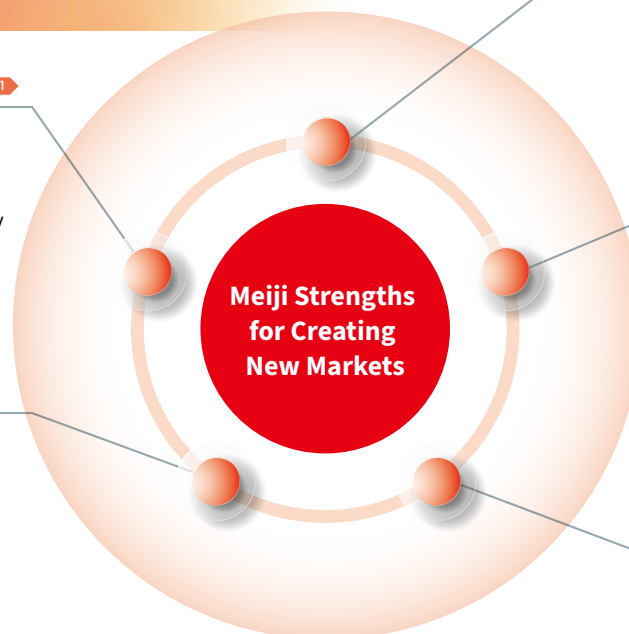
#6 → [Page 33 Food Segment Strategy Growth Strategy for Overseas Business](#)

→ [Page 38 Pharmaceutical Segment Strategy Addressing Social Issues Linked to National Strategy](#)

Excellent production technologies and quality control



- Quality control system (ensure product quality and safety)
- Distribution network designed to cover all temperature ranges (room temperature, chilled and frozen)
- Excellent production technologies, biotechnologies and global production network for pharmaceuticals



Message from CFO

Strengthening Our Earning Power Around ROIC to Maximize Corporate Value

Jun Hishinuma

CFO
Member of the Board and
Senior Managing Executive Officer



My Mission as CFO

Improving Corporate Value by Integrating Financial and Non-Financial Factors

My primary mission as CFO is to maximize the Meiji Group's corporate value, which means maximizing its market capitalization. To achieve this, it is essential to manage the Meiji Group by integrating financial and non-financial factors and viewing both together. In the 2026 Medium-Term Business Plan, we have established Meiji ROESG, which is based on the concept of the fusion of sustainability and business strategies, as our most important management indicator. This represents a strong commitment to pursuing the integration of financial and non-financial factors. Financial factors represent the company's corporate value performance from the past to the present. Non-financial factors, on the other hand, are the source of future financial value generated through investment. Therefore, I believe we should view non-financial factors not as "non-financial," but rather as "pre-financial," or in other words, value that has not yet been realized in financial terms. Our sustainability initiatives must also lead to future financial impact. By taking this time-based perspective into account, we will clearly demonstrate to the market the path for integrating financial and non-financial factors to maximize corporate value. Accordingly, I recognize that it is my responsibility as CFO to devote my full efforts to achieving this goal.

Price-to-book ratio (PBR) is an important indicator that reflects the fusion of sustainability and business strategies. Conceptually, it is essentially the same as the combination of ROE and ESG as outlined in Meiji ROESG. ESG is a factor that both reduces risk and indicates future business opportunities. PBR is calculated as ROE multiplied by price-earnings ratio (PER), and PER indicates future financial stability and expectations for growth. PBR is easy to quantify and compare across companies. We position it as an important indicator in our dialogue with the market. Therefore, we aim to achieve a PBR level that significantly exceeds 1x.

Reflecting on the 2026 Medium-Term Business Plan Room for Improvement in Responding to Unforeseen Variables

The 2026 Medium-Term Business Plan clearly defines the pillars of our financial strategy. In our existing business domains, we set out to utilize cash on hand secured through operating cash flow and asset reduction to steadily execute strategic and ordinary investments, as well as continuously increase dividends. In our overseas business and new business domains, we set out to leverage our stable financial foundation to pursue proactive investments. The plan also included M&A as an option to capture new growth opportunities. For shareholder returns, we set out to implement share buybacks in addition to annual dividend increases, while maintaining a total return ratio of 50% or higher. To achieve these

goals, we depended upon improving profitability in our existing domains, primarily in Japan, as well as pursuing growth strategies in overseas and new businesses. However, unforeseen factors arose during the period of the 2026 Medium-Term Business Plan. Raw material costs rose due to geopolitical risks and exchange rate fluctuations. Consumer behavior also changed in response to rising prices. Furthermore, the market environment for our China business deteriorated in the post-COVID-19 era. From a financial perspective, we fell short of our profit targets due to insufficient growth. Cash flow has deteriorated due to a combination of soaring raw material prices and inventory build-up. Rising construction costs also impacted capital expenditures. Our ability to respond to cost increases has improved through measures such as price increases. However, there is room for improvement in initiatives related to capital efficiency. Starting in FY2026, we will thoroughly implement these measures and advance a financial strategy to ensure a return to a growth trajectory.

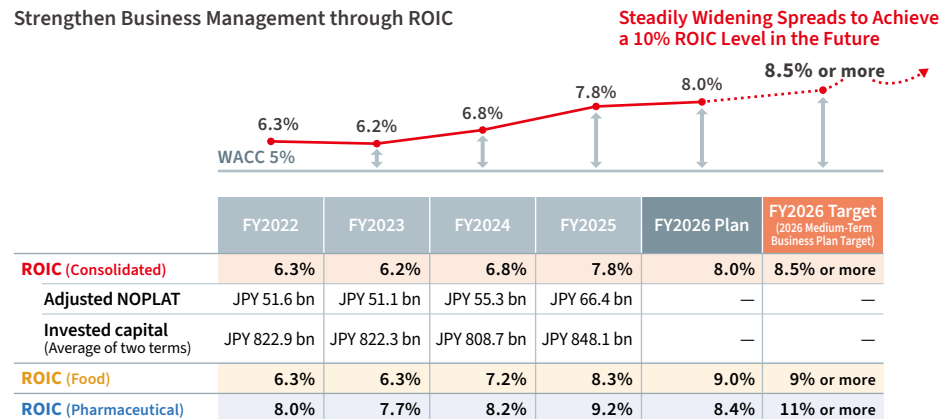
Message from CFO

Medium- to Long-Term Initiatives to Maximize Corporate Value [1] Pursuing Full-Scale Business Portfolio Transformation and Asset Restructuring

Our operating profit target for FY2026 is 100 billion. Profit is recovering from the low point of FY2024, and we believe this target is fully achievable. We are moving forward with initiatives to improve profitability, such as restructuring our business portfolio in Japan, recognizing impairment losses in our China business, and divesting certain businesses. However, our fundamental earning power remains insufficient, and strengthening it is an important issue going forward. The primary indicators of earning power are ROE and ROIC. However, neither has currently reached the targets set in the 2026 Medium-Term Business Plan, and we recognize that improving them is essential. In particular, we have identified improving ROE as our most important issue. We aim to restore it to a level of 10% or higher, exceeding cost of equity, as soon as possible. We will then raise it to the 15% level in the future.

To improve ROE, we must first increase ROIC, which indicates a business's profitability. Under the 2026 Medium-Term Business Plan, we have established an ROIC tree for each business to systematically

Strengthen Business Management through ROIC



analyze profitability and capital efficiency. As a result, we have identified specific issues and are steadily making improvements. For businesses with low profitability, we are implementing price increases based on enhanced added value and reducing fixed costs through streamlining. For businesses with low capital efficiency, we are increasing product turnover while reducing inventory to enhance the efficiency of invested capital. We are implementing the necessary measures tailored to the specific issues of each business. As a result, profit in the yogurt business has recently improved. We recognize this as one of the outcomes of thoroughly implementing ROIC-based management.

Going forward, we will further improve our ROIC while raising WACC, used as a hurdle rate, from its current level of 5% to secure a spread of 3% or more. We will also transform our business portfolio and restructure our assets, which are at the core of our ROIC management strategy. We will boldly and decisively restructure businesses and categories that show no prospect for future growth, even if they have a long history, based on our current market share and positioning. We will then prioritize allocating the management resources freed up through this asset reduction from business portfolio restructuring to growth areas such as overseas and new businesses. Furthermore, we will appropriately return value to shareholders to ensure continued improvement in capital efficiency.

Medium- to Long-Term Initiatives to Maximize Corporate Value [2] Accelerating Growth Investments and Shareholder Returns by Optimizing the Equity Ratio

We will also strategically utilize financial leverage to improve ROE. Currently, our equity ratio exceeds 60%, and our D/E ratio remains at a low level in the 0.1 times range. This allows us to maintain an extremely solid financial foundation. Both the equity ratio and the D/E ratio must be managed appropriately from the perspectives of capital efficiency and risk. From FY2026 onward, we anticipate an expansion in operating cash flow driven by improved earnings. Therefore, we do not consider the risk to be significant.

Meanwhile, in light of the stability of the Meiji Group's business in Japan and the status of its assets, we consider an equity ratio between 50% and 55% to be an appropriate level. We will leverage our borrowing capacity to invest in highly profitable and high-growth businesses in order to further enhance capital efficiency. Furthermore, we will actively explore global M&A opportunities. We are also

Message from CFO

considering opportunistic share buybacks to optimize our equity ratio. Additionally, it is appropriate to continuously return value to shareholders through dividend increases whenever our earnings per share (EPS) improve as a result of these investments.

Medium- to Long-Term Initiatives to Maximize Corporate Value [3]

Raising PER to Take Market Capitalization to the Next Level

I also consider it an important responsibility of mine to manage the company with a clear focus on the cost of capital and stock price, and to sustainably increase our market capitalization. The stagnation in our market capitalization stems from sluggish ROE and ROIC, as well as a low PER. I believe this indicates that the Meiji Group's growth story and non-financial value have not been sufficiently communicated to the market. Since the stock price is determined by EPS multiplied by PER, we will further strengthen our initiatives to improve these two indicators. EPS reflects current financial value, while PER reflects future financial value, or current non-financial value. Improving EPS is essentially the same as improving ROE, so we will consistently execute the ROE improvement measures outlined above.

On the other hand, our PER is below 20 times* as of the end of March 2026. This represents a significant gap compared to companies in the food sector that are highly valued, namely those with high growth expectations that typically trade at PERs in the high 20s. We view this high 20s range as the market's expected valuation level. We will work to raise growth expectations, lower the cost of equity, and improve capital efficiency in order to reach that level as soon as possible. To

raise growth expectations, we must restructure our portfolio toward highly profitable businesses and clearly articulate our investment strategy for growth initiatives. Furthermore, we will carefully and consistently explain our transformation process to the market. Mitigating future risks is essential for reducing the cost of equity. Mitigating these future risks is closely linked to the ESG strategy of Meiji ROESG. Many of the raw materials used in the Food segment rely on natural capital. In particular, raw milk and cocoa are foundational resources essential to the survival of our business. Sustainability activities that support the dairy farmers and cocoa farmers responsible for their production help mitigate future business risks and, as a result, help lower the cost of equity. We are acutely aware that strengthening our non-financial domains will lead to future financial impacts. These domains include initiatives addressing environmental, social, and human rights issues across the entire supply chain, as well as efforts to enhance Group-wide governance. Therefore, we will continue to pursue this value creation-based management approach. Our current explanations regarding the relationship between financial and non-financial factors are primarily qualitative. Going forward, we will work on quantitative analysis to present the Meiji Group's corporate value with greater clarity.

* Excluding the impact of impairment losses in the China business

Message to the Stock Market Enhancing Shareholder Value with a TSR Exceeding the TOPIX

As promised to our shareholders in the 2026 Medium-Term Business Plan, we will reliably execute shareholder returns totaling more than 120 billion yen over the next three years.

Starting in FY2027, we aim to achieve a level that exceeds the target total return ratio of 50% or more set forth in the 2026 Medium-Term Business Plan. We plan to accomplish this by combining continuous dividend increases with share buybacks, based on an optimal capital structure. While delivering these solid returns, we must also fundamentally enhance profitability and steadily increase our stock price by improving ROE and EPS through sustained investment for growth. We will achieve a total shareholder return (TSR) that outperforms the TOPIX and meet the expectations of our shareholders.

The Meiji Group is a company that still has significant room for growth. Even in Japan, where the market is maturing, there is considerable potential to gain new market share by focusing management resources on core businesses such as yogurt and chocolate. Overseas, the Group has ample financial capacity to invest in M&A aimed at developing new markets. Furthermore, the Group is working to create new businesses in new domains spanning both food and pharmaceuticals, leading to a wealth of growth opportunities. I will provide appropriate financial leadership for taking on these challenges and support the Meiji Group's continued growth.

Progress on the 2026 Medium-Term Business Plan

2024-2026 Progress

The Evolution of Meiji ROESG Management Return to a Growth Trajectory by Transforming Focus Markets, Business Structure, and Our Behavior

The basic concept of the 2026 Medium-Term Business Plan is the Evolution of Meiji ROESG Management. We aim to achieve sustained growth by simultaneously realizing economic and social value (“trade-on”). Meiji ROESG, our highest management goal, consists of two components: ROE, which represents earning power, and the degree of achievement of ESG targets (see figure on right). In addition to using evaluation indicators from external ESG evaluation organizations in the ESG category, we have set sales targets for Meiji ROESG target brand lines (products) as an indicator that symbolizes the fusion of sustainability and business strategies.

In FY2025, ROE was 4.6%, and the three-year average was 6.1%. Operating profit improved, driven by measures such as strengthening our ability to respond to rising costs. However, ROE declined due to the recognition of an impairment loss in our China business. We will continue to thoroughly manage our business with a focus on ROIC and increase the pace of improvement.

We achieved our targets for all three ESG external evaluation indicators. Net sales of our Meiji ROESG target brand lines exceeded their target in the Food segment; however, they fell short in the Pharmaceutical segment as a result of sluggish performance in the antibacterial drug market due to changes in the spread of bacterial infectious diseases. Going forward, we will continue to further deepen brand-specific initiatives based on the Sustainable Business Fusion Strategy Map, and we will accelerate our contributions to people, society, and the Earth through our business.

Key strategies

1 Invest management resources into growing businesses

- Strengthen and expand overseas and B2B businesses of food segment, and pharmaceutical business as growth drivers

2 Keep and improve stable cash flow

- Enhance competitive advantage by pursuing added value
- Review business portfolio and improve capital efficiency

The fusion of sustainability and business strategies (“trade-on”)

3 Promote human resources strategy linked to management strategy

Meiji ROESG



Evaluation indicators	FY2024 Result	FY2025 Result	FY2026 Target (2026 Medium-Term Business Plan Target)
ESG external evaluation (3 indicators) Sustainability > External Recognition ESG external evaluation to assess sustainability activities			
1) MSCI ESG Ratings	AA	AA	AA
2) S&P Global CSA	69 points	75 points	72 points or more
3) ISS ESG	C (46.46 points)	C+ (50.32 points, Prime)	C+ (50 points or more)
Indicators of business and financial value (2 indicators) Indicators that show the fusion of sustainability and business strategies and lead to improved business performance			
4) Food : Sales of Meiji ROESG target brand lines	YoY +3.6%	YoY +3.8%	Achievement of yearly plan
5) Pharmaceutical : Sales of Meiji ROESG target products	YoY +24.5%	YoY -7.2%	Achievement of yearly plan

Meiji ROESG target brand lines/products

Food

- Health-oriented foods and value-added nutritional foods (Meiji Bulgaria Yogurt, Meiji Probio Yogurt R-1, Chocolate Kouka, SAVAS, Meiji MeiBalance, etc.)
- Brands with high gross margins that contribute particularly to profit growth
- Foods with our environmentally and socially conscious procurement activities for a sustainable society (Meiji Oishii Gyunyu, Meiji Milk Chocolate, Meiji Hokkaido Tokachi series (yogurt and cheese), etc.)
- Brands that contribute to the sustainability of raw material production base and support business continuity

Pharmaceutical

- Mainstay drugs that contribute to prevention and treatment of infectious diseases (Influenza vaccine, stable supply drugs (Category A))
- Products that are not affected by NHI price revisions and contribute to stable business operations

Progress on the 2026 Medium-Term Business Plan

2024-2026 KPI

Achieving a Record High Level of Operating Profit Continued Aggressive Investment in Growth and Increased Returns to Shareholders

In the 2026 Medium-Term Business Plan, we are working to improve ROE, which forms the basis of Meiji ROESG, by improving capital efficiency using ROIC.

In FY2025, inventory increased due to rising raw material prices and strategic stockpiling to ensure a stable supply of antibacterial drugs. However, ROIC improved, supported by higher profits in both segments and improved equity-method investment profit in the Food segment. In FY2026, invested capital is expected to increase due to the start of operations at new plants in the Food segment and the establishment of production systems for vaccines and penicillin bulk drugs in the Pharmaceutical segment. However, we plan to achieve an ROIC of 8.0% supported by higher profits. While this falls short of the 8.5% target set in the 2026 Medium-Term Business Plan, we will strive to achieve sustained improvements in ROIC through swift structural reforms and profit growth.

With regard to cash allocation, operating cash flow is expected to be approximately 220 billion yen, falling below the initial target set in the 2026 Medium-Term Business Plan, due to an increase in inventory. However, we expect to keep investment cash flow at approximately 270 billion yen, below the initial target set in the 2026 Medium-Term Business Plan, by discussing business progress and direction based on ROIC, carefully reviewing priorities, and maintaining disciplined investment. In FY2026, we will continue to swiftly implement structural reforms and strive to improve capital efficiency.

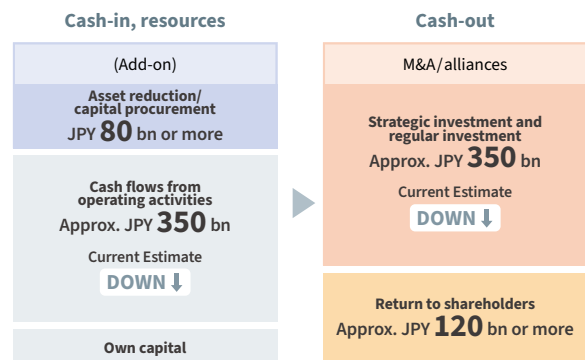
As our policy for returns to shareholders, we are aiming for a total payout ratio of 50% or more in the 2026 Medium-Term Business Plan. We will balance investment and returns to shareholders by purchasing treasury shares opportunistically in addition to continuously increasing dividends.

KPIs

		2026 Medium-Term Business Plan				FY2026 Medium-Term Business Plan Target
		FY2023 Result	FY2024 Result	FY2025 Result	FY2026 Plan	
Integrated target	Meiji ROESG	–	9.5pt	6.1pt	7.8pt	9.8pt
	Consolidated operating profit	JPY 84.3 bn	JPY 84.7 bn	JPY 93.3 bn	JPY 100.0 bn	JPY 116.5 bn
	Food	JPY 64.3 bn	JPY 64.6 bn	JPY 68.7 bn	JPY 74.0 bn	JPY 83.0 bn
	Pharmaceutical	JPY 22.7 bn	JPY 24.7 bn	JPY 30.4 bn	JPY 33.0 bn	JPY 40.0 bn
	Consolidated profit attributable to owners of parent	JPY 50.6 bn	JPY 50.8 bn	JPY 35.0 bn	JPY 62.5 bn	JPY 76.5 bn
Growth and profitability	Overseas net sales	JPY 134.8 bn*	JPY 153.1 bn	JPY 161.3 bn	JPY 182.8 bn	JPY 252.5 bn
	Efficiency	ROIC	6.2%	6.8%	8.0%	8.5% or more
	Return to shareholders	ROE	6.9%	6.8%	8.0%	9.5% or more
	Total payout ratio	52.3%	112.8%	81.1%	–	50% or more
Cash flows	Cash flows from operating activities	JPY 107.9 bn	JPY 68.9 bn	JPY 56.5 bn	JPY 103.0 bn	[3 years] Approx. JPY 350.0 bn
	Free cash flows	JPY 83.3 bn	JPY 28.3 bn	JPY –53.8 bn	JPY –17.0 bn	[3 years] 0

* Reference with retroactive application of new classification from FY2024

Three-year cash allocation policy (Initial Plan)



Asset reduction/ capital procurement	- Asset reduction through structural reforms - Cross-shareholdings reduced to less than 5% of consolidated net assets - External procurement assumes maintaining JCR rating of AA- - When conducting M&A/alliances, consider external procurement based on a D/E ratio of 0.5 times		
Investment	- Continue strategic investments to strengthen the foundation of existing domestic businesses - Actively invest in growth areas including M&A		
	Food	Approx. JPY 240 bn	- Domestic strategic investment JPY 110 bn - Overseas growth investment JPY 40 bn - Regular investment etc. JPY 90 bn
	Pharmaceutical	Approx. JPY 110 bn	- Strategic investment JPY 96 bn - Regular investment JPY 16 bn
Return to shareholders	(ESG)	JPY 50 bn	
	- Continuously increase dividends and buy back shares - Total Payout Ratio of 50% or more: Set as a lower limit level that is not affected by changes in our external environment, etc.		

Progress on the 2026 Medium-Term Business Plan

2025 Business Performance Summary

In FY2025, conditions remained unstable due to trade policies in various countries, exchange rate fluctuations, and rising geopolitical risks, such as the situation in the Middle East. In this environment, we worked to address cost increases, strengthen promotion of high-value-added products, and increase sales of new products.

Meiji ROESG

Meiji ROESG	=	ROE (3-year average)	×	ESG (5 indicators)
FY2025 result 6.1pt		Average for FY2023-25 6.1%		Coefficient 1.0

Evaluation indicators	FY2025 Plan	FY2025 Result
ESG external evaluation (3 indicators)		
1) MSCI ESG Ratings	A	AA
2) S&P Global CSA	68 points or more	75 points
3) ISS ESG	C (43 points or more)	C+ (50.32 points, Prime)
Indicators of business and financial value (2 indicators)		
4) Food : Sales of Meiji ROESG target brand lines	YoY +1.0%	YoY +3.8%
5) Pharmaceutical : Sales of Meiji ROESG target products	YoY +4.6%	YoY -7.2%

The Meiji ROESG score for FY2025 was 6.1 points, falling short of our target of 8.3 points. This was due to ROE failing to reach the target of 7.0% as a result of an impairment loss recorded for the China business, as well as the sluggish performance of the antibacterial drug market, causing net sales of Meiji ROESG target products in the Pharmaceutical segment to fall short of the plan.

Net Sales

Consolidated net sales were 1,173.6 billion yen. Group-wide overseas net sales were 161.3 billion yen (overseas net sales ratio of 13.7%), an increase of 5.3% year on year.

Food Segment

Net sales were 942.8 billion yen. Sales increased due to price increases in response to rising costs of raw materials and other items, efforts to enhance added value of existing products, and increased sales of new products. In Japan, flagship brands such as *Meiji Probio Yogurt R-1*, *Meiji Bulgaria Yogurt*, and *Chocolate Kouka* grew. Sales also increased in the B2B business through proposals tailored to the needs of business partners. Overseas, sales increased in all areas.

Pharmaceutical Segment

Net sales were 232.2 billion yen. In the domestic business, although sales of *REZUROCK* Tablets, a treatment for chronic GVHD, and blood plasma products increased, sales declined due to sluggish performance in the antibacterial drug market caused by changes in the spread of bacterial infectious diseases. In the overseas business, sales increased year on year, supported by increased royalty income and higher sales at our Thailand subsidiary. In the vaccines and veterinary drugs business, sales increased, driven by *Quintovac*, a five-in-one combination vaccine.

Operating Profit

Consolidated operating profit was JPY 93.3 billion. Major factors are as shown below.

Variance Analysis (JPY bn)

	FY2024 Result	Food	Pharma	Other	
FY2024 Result	84.7	64.6	24.7	-4.6	
Due to increased/decreased sales	+27.2	+29.0	-1.8	-	*1 Includes the effect of price increases
Impact of drug price revisions	-3.0	-	-3.0	-	*2 Major factors
Changes in costs of goods sold	-21.3	-21.8	+0.5	-	[Food] Increase in raw materials costs (incl. domestic raw milk and cocoa beans): -23.0, Others (Incl. product amount change): +1.2
Changes in other SG&A expenses	+4.2	-4.1	+8.3	-	[Pharma] Cost reduction: +0.5
Other (incl. change in results of subsidiaries)	+1.5	+1.0	+1.8	-1.2	*3 Major factors
FY2025 Result	93.3	68.7	30.4	-5.9	[Food] Increase in marketing expenses: -4.0, Increase in other costs: -0.1
					[Pharma] Increase in marketing expenses: -0.9, Decrease in other costs: +9.2

Profit Attributable to Owners of Parent and Financial Indicators

Consolidated profit attributable to owners of parent was 35 billion yen, down significantly year on year. The decline in profit was due to the recognition of extraordinary losses related to structural reforms in the China business and the Next Career Special Support Program, as well as a rebound from the gain on the sale of cross-shareholdings recorded in the previous fiscal year. ROE was 4.6%, and ROIC was 7.8%. For shareholder returns, we increased the annual dividend by 5 yen per share, resulting in a total payout ratio of 81.1%.

Progress on the 2026 Medium-Term Business Plan

2026 Plan

In FY2026, we expect that geopolitical risks and consumption trends in Japan will continue to affect business performance. We are targeting operating profit of 100 billion yen. Achieving the target of 116.5 billion yen set out in the 2026 Medium-Term Business Plan will be challenging, but we will continue to implement initiatives aimed at future growth through structural reforms and high-value-added strategies.

Meiji ROESG

Meiji ROESG	=	ROE (3-year average)	×	ESG (5 indicators)
FY2026 Plan 7.8pt		Average for FY2024-26 6.5%		Coefficient 1.2

Evaluation indicators	FY2025 Result	FY2026 Plan
ESG external evaluation (3 indicators)		
1) MSCI ESG Ratings	AA	AA
2) S&P Global CSA	75 points	72 points
3) ISS ESG	C+ (50.32 points, Prime)	C+ (50 points or more)
Indicators of business and financial value (2 indicators)		
4) Food : Sales of Meiji ROESG target brand lines	YoY +3.8%	YoY +1.9%
5) Pharmaceutical : Sales of Meiji ROESG target products	YoY -7.2%	YoY +16.3%

Our Meiji ROESG score is projected to be 7.8 points in FY2026. We aim to achieve our ESG evaluation indicator plan while also improving ROE, our most important indicator, by strengthening operational management through ROIC.

Net Sales

Consolidated net sales are projected to be 1,212.0 billion yen. We aim to increase sales in both the Food and Pharmaceutical segments. In addition, we plan to achieve Group-wide overseas net sales of 182.8 billion yen (overseas net sales ratio of 15.1%), a 13.4% increase year on year.

Food Segment

Net sales are projected to increase 1.2% year on year to 953.9 billion yen. In Japan, we will strive to maximize the value of our existing brands through ongoing promotional activities. We will also intensify efforts to develop products with new value, such as *Meiji Hemoglobin A1c Yogurt* and *Meiji Nama no Toki*. Overseas, we will accelerate our expansion, focusing on our strong confectionery business. In China, we will implement measures aimed at achieving overall profitability. In the U.S., we will expand our sales channels, with a focus on chocolate snacks. In Asia, we will strengthen our expansion, including exports to markets outside the region.

Pharmaceutical Segment

Net sales are projected to increase 11.7% year on year to 259.3 billion yen. In Japan, we will work to ensure a stable supply of injectable antibacterial drugs and vaccines. We will also aim to boost uptake of blood plasma products and newly launched products such as *REZUROCK* Tablets and *Vorzzz*, a drug for insomnia. Overseas, in addition to growing our CMO/CDMO business and our proprietary products, we will expand our business in Southeast Asia through our newly established subsidiary in Singapore. In the vaccine and veterinary drugs business, we will focus on boosting uptake of *Quintovac* and influenza vaccines.

Operating Profit

Consolidated operating profit is projected to be JPY 100 billion. Major factors are as shown below.

Variance Analysis (JPY bn)

FY2025 Result	93.3
Due to increased/decreased sales	+23.6
Impact of drug price revisions	+3.6
Changes in costs of goods sold	-10.8
Changes in other SG&A expenses	-12.4
Other (incl. change in results of subsidiaries)	+2.7
FY2026 Plan	100.0

Food	Pharma	Other
68.7	30.4	-5.9
+20.1	+3.5	-
-	+3.6	-
-8.9	-1.9	-
-10.5	-1.8	-
+4.6	-0.8	-1.1
74.0	33.0	-7.0

*1 Includes the effect of price increases

*2 Major factors

[Food]
Increase in raw materials costs (Domestic raw milk, dairy ingredients, etc.): -10.2, Others (Incl. product amount change) +1.3

[Pharma]
Increase in raw material costs (procurement unit prices, labor expenses, etc.): -1.9

*3 Major factors

[Food]
Increase in logistics costs and marketing expenses: -6.9, Increase in other costs (Depreciation of new plants, etc.): -3.7

[Pharma]
Increase in logistics costs and marketing expenses: -0.2, Increase in other costs (R&D expenses, etc.): -1.6

Profit Attributable to Owners of Parent and Financial Indicators

Consolidated profit attributable to owners of parent is projected to be 62.5 billion yen. Although we expect to recognize a certain amount of extraordinary loss related to structural reforms, we anticipate a significant increase in profit due to a rebound from impairment losses on our China business recorded in FY2025. We aim to achieve ROE and ROIC of 8.0%. For shareholder returns, we plan to increase the annual dividend by 5 yen, resulting in a projected dividend payout ratio of 47.7%.

Strategy

In the Food and Pharmaceutical segments, the Meiji Group is addressing the key issues established in the 2026 Medium-Term Business Plan. We will also utilize sustainability, human resources, technology development, intellectual property, and digital technologies as growth drivers and strengthen our business strategies and management foundation, thereby driving sustainable value creation.

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Food Segment Strategy Message from COO

Transcending Conventional Wisdom to Expand Meiji's Unique Value Horizontally and Pave the Way for New Growth



Bunjiro Yao

COO (Food Segment)
Member of the Board and Executive Officer
Meiji Holdings Co., Ltd.
President and Representative Director
Meiji Co., Ltd.

One Year since Becoming COO of the Food Segment

Fixing Structural Issues through Ongoing Conversations with the Front Lines

During my first year as COO, I placed dialogue with employees on the front lines at the heart of my efforts to transform our organizational culture. As part of this effort, I made time to visit our sites across Japan. At each site, I spoke candidly with employees, listened firsthand to their concerns and challenges, and took their feedback seriously. Through these ongoing conversations, the divide between the front lines and management has clearly narrowed, and psychological safety has improved. Employees now share their views directly with me, and I can see a steady change in their mindset. These changes have also provided a solid foundation for our efforts to promote our growth strategy.

Our results for FY2025 demonstrate that the Food segment is steadily advancing. Despite the food industry as a whole struggling to grow, we achieved increases in sales and profits not only overseas but also in Japan. We define “fixing structural issues” as improving profitability by addressing the underlying problems in our business structure. Over the past year, I have strongly urged the entire segment to thoroughly fix structural issues. To use an analogy, we had the ability to pour water into a bucket in the form of results, but there were holes in the bottom of the bucket, preventing enough water from accumulating. Several businesses had low profitability, so we first undertook a segment-wide effort to fix structural issues by plugging those holes.

For example, price competition with rivals in the yogurt business had intensified, causing profit margins to decline compared to previous levels. Consequently, I directed the team to focus on improving profitability, and we implemented specific measures such as launching products with high added value and proposing new ways to enjoy yogurt. The yogurt business generates sales on a significant scale, so even a slight improvement in profit margins contributes substantially and has a clear ripple effect on the entire segment. As a result of these steady and methodical adjustments, we achieved an increase of 4.1 billion yen in profits across the entire segment. Going forward, we will shift our focus toward providing products and services that offer new value. However, this does not mean that all issues have been completely resolved. We will continue to steadily fix structural issues and reliably raise our profit base.

Food Segment Strategy Message from COO

Progress on the 2026 Medium-Term Business Plan

Achieving Profit Growth through Structural Reforms and Strengthening Growth Drivers

FY2026 is the final year of the 2026 Medium-Term Business Plan. However, we will proceed with structural reforms in preparation for the next Medium-Term Business Plan, regardless of business scale or impact on profits. We have decided to withdraw from the retail frozen food business in Japan, including products such as gratin and doria, as of March 2027. Furthermore, as part of restructuring our business portfolio in China, we have decided to transfer our drinking milk and yogurt business and B2B business to Shanghai AustAsia Food Co., Ltd. (scheduled for December 2026). These reforms will involve some pain. However, we will prioritize allocating management resources to areas with greater potential in terms of operational efficiency and growth potential, accelerating our return to a growth trajectory while improving ROIC.

Strengthening operational management through ROIC is crucial. However, if implemented incorrectly, this approach could lead to actions that excessively restrict invested capital, the denominator of ROIC. We will improve profit through structural reforms. At the same time, we will appropriately invest the capital necessary for growth and strengthen the growth drivers that will fuel top-line expansion. Of course, investments do not always succeed. We will continuously monitor them after implementation and respond promptly if any gaps from our projections arise. If we determine that continuing an investment is unfeasible, we will withdraw from

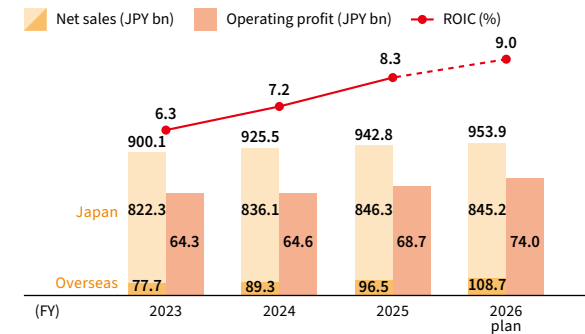
it, write it off appropriately, and reduce invested capital. Under this policy, we will steadily execute investments for growth, including M&A, to improve ROIC.

The key drivers of profit growth are overseas and B2B. In our overseas business, we will draw on our experience in China and boldly allocate management resources to areas where we can succeed. In particular, our chocolate business is growing steadily in each region. Following the U.S., we will expand our production capacity in Indonesia to accelerate growth. We will leverage the advantages of product appeal backed by technology and global expansion through room-temperature distribution to simultaneously achieve profitability, efficiency, and growth. Furthermore, there is significant potential in non-confectionery areas such as the drinking milk and yogurt businesses operated by our joint venture (an equity-method affiliate) with Thailand's CP Group, as well as infant formula in Vietnam and Taiwan. We will develop these into our next growth drivers. We consolidated our international departments, which had been organized by each business, and restructured our organization in April 2026 to ensure these opportunities translate into profits. We have appointed experienced personnel as managers to maximize business value through new strategies and greater speed than before.

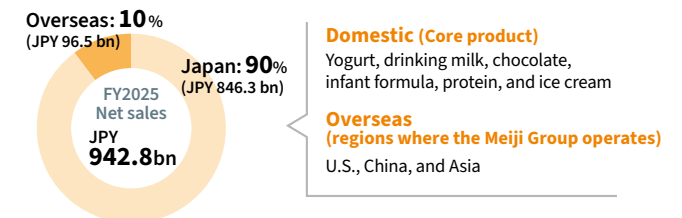
We also view the B2B business as promising in both Japanese and overseas markets. In Japan, the supply of raw materials to the food service industry, which is booming due to inbound tourism, is growing. We will further strengthen our proposals to ensure we capture this demand. In addition to strengthening existing products, we will also work to develop new pillars of our business. For example, assets like our strain library of lactobacillus and other strains, which have not been fully utilized

to date, could serve as the foundation for new businesses. Based on our experience in China, the Meiji Group has strengths in product development, quality, and research into ingredients. On the other hand, we lack sufficient marketing and sales capabilities in overseas markets. There is significant potential in B2B, where we can leave these areas to our client companies and efficiently generate profits in our areas of expertise. While there are issues such as protecting intellectual property, including our brands, it is certainly worth pursuing.

Performance Trends in the Food Segment



Ratio of Domestic and Overseas Sales in the Food Segment



Food Segment Strategy Message from COO

Long-Term Outlook and Growth Strategy

Implementing Strategies to Maximize the Unique Value of Each Product

We must tackle new challenges even in our existing businesses in Japan. Simply maintaining the status quo could lead to long-term decline. The Meiji Group's Food segment possesses product brands that our predecessors spent many years building, making them an irreplaceable asset. We will further leverage this strength as a competitive advantage. Specifically, we will expand the value of our strong product brands horizontally. As long as we identify the essence of the value that a brand provides and ensure that this value is not compromised, there is no need to be confined by product temperature ranges or formats. Furthermore, we can utilize a brand across different categories as long as we can reliably guarantee the essence of the value it provides. The Product Development Committee, which I chair, has also established a policy of pursuing unique value and implementing horizontal expansion based on a clear understanding of that value's essence. Under this policy, we are building consensus within the company. In the past, there was an atmosphere where even discussing the use of a brand from one category in another was difficult. However, the internal mood is gradually beginning to change. There are cautionary voices suggesting that horizontal expansion could potentially undermine brand value. Nevertheless, even if an initiative fails, we can correct course immediately, so I encourage employees to move forward and let customers be the judge. The Food segment offers numerous opportunities to

horizontally expand unique value across diverse categories and create new value. We will boldly seize these opportunities to grow our business.

We are also working to shorten the cycle for launching new products and product refreshes. New products have no direct point of comparison, so if we can accurately define their value proposition, we can win customer support regardless of price. When refreshing existing products, we encourage employees to redefine the value proposition and ensure the products can support price increases. The key to our success over the next one to two years will be how many products with unique value we can bring to market and make a success. The value we provide through our products contributes to people's health. That doesn't mean it has to conflict with tastiness or enjoyment. The Meiji Group has always excelled at developing products that aren't just focused on health value, but also offer emotional engagement. That's why we're now urging our employees to create products with playful appeal. We want to channel the creative passion of our developers into enjoyable experiences for our customers. We aim to refine Meiji's unique value from multiple angles, create a chain reaction that generates new value, and expand this globally. Our ultimate goal is for our brands to become an integral part of daily life around the world in every category.

Commitment to Stakeholders

Identifying Growth Opportunities and Steadily Executing Investments

We are currently optimizing our business portfolio through structural reforms. However, my fundamental role as COO is to strengthen the segment from a medium- to long-term perspective. Our biggest challenge is global expansion, and we will work to identify growth opportunities and steadily execute investments. There is still significant room for profit improvement in the Japanese market as well. While steadily advancing these efforts, we will fully scale up the horizontal expansion of our unique value based on our strong brand power and excellent intellectual property. Through this, we will develop new businesses with the potential for global expansion. Looking ahead, I am fully committed to propelling the Food segment to new heights and significantly increasing profits.



Food Segment Strategy Structural Reforms for Sustained Growth in the Domestic Business

Accelerating Growth in the Domestic Business through Production and Sales Reforms

We are accelerating structural reforms aimed at achieving sustained growth in our domestic business. This includes restructuring our production system by constructing two new plants with a total investment of approximately 88 billion yen. In addition, in our retail milk business, we are implementing a high-value-added strategy that addresses customer needs. Through these initiatives, we are working to transition from a low-profit structure, a long-standing issue, to a business that can generate profit.

Progress in Establishing an Optimal Production System

Our plan to optimize our production system in Japan is making significant progress. We have decided to construct new plants in Hokkaido and Kanagawa and to close seven domestic plants. The start-up of the new plants will generate approximately JPY 7 billion in additional annual depreciation expenses. However, we expect to reduce costs by consolidating existing plants, thereby lowering fixed costs such as labor expenses.

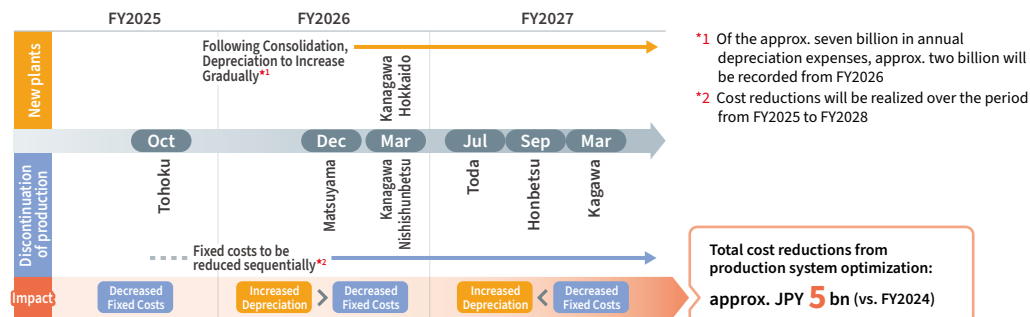
The two new plants are not merely replacements for existing production facilities. Each will play a strategic role in driving growth. The new plant in Hokkaido, located within Japan's largest raw milk production base, will produce dairy ingredients with high added value by leveraging new technologies. We also plan to obtain Halal certification for export, with the aim of creating new demand. Meanwhile, the new Kanagawa plant located near major consumer markets will address the profitability issues in the dairy business by transforming its business model. We aim to improve profitability by extending shelf life and shifting from a traditional forecast-based production system driven by last-minute orders to an inventory-based production system. We will also create new ways to enjoy products through the launch of innovative new formats.



Exterior of the New Hokkaido Plant



Exterior of the New Kanagawa Plant

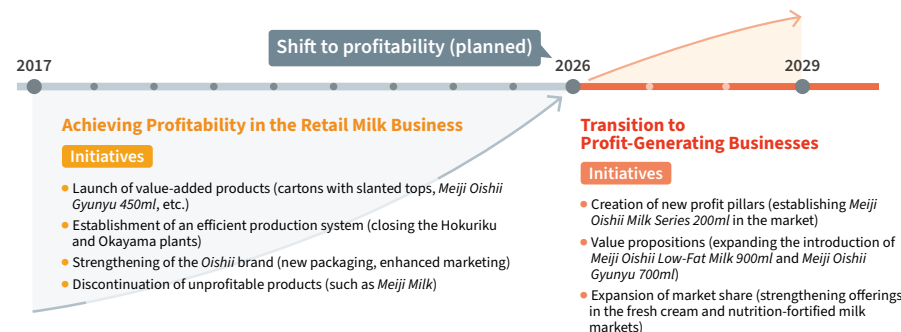


Initiatives to Improve Profitability in the Retail Milk Business

The retail milk business is facing rising raw milk prices in Japan, as well as soaring raw material and energy costs. It is therefore urgent to resolve the long-standing issue of commoditization, which makes it difficult for the business to secure profits. We have sought to overcome this situation by implementing reforms such as consolidating and closing plants and discontinuing unprofitable products, while focusing on the *Meiji Oishii Gyunyu* brand to achieve profitability. We aim to further develop these initiatives and transform the retail milk business into one that can generate profits.

Central to this effort is the acceleration of our high-value-added strategy.

First, we will establish the high-margin, small-capacity *Meiji Oishii Milk Series 200ml* in the market and position it as a new pillar of profitability. At the same time, we will strategically introduce products like the new 700ml size and low-fat milk to meet the diverse needs of customers amid rising prices, thereby expanding customer choices while increasing the proportion of high-margin products in our portfolio. Through these measures, we are improving the overall profit structure of the brand and steadily shifting toward a profit-driven business.



Food Segment Strategy Growth Strategy for Overseas Business

Simultaneously Pursuing Existing Business Growth and New Business Creation to Achieve Discontinuous Growth

We will boldly implement global strategies including M&A to further expand the overseas business, which is expected to be the driving force behind the Meiji Group's future growth.

Status of Overseas Business Operations

Currently, the overseas business focuses on China, Southeast Asia, and North America. In China, while sales have expanded through investment, profits have not kept pace, and we are restructuring the business. In Southeast Asia, the drinking milk and yogurt business operated through a joint venture with Thailand's CP Group is performing well. The confectionery business in Singapore and the nutrition business in Vietnam are also growing steadily. In North America, unique products such as Hello Panda have gained popularity, driving rapid market expansion.



Trends in Overseas Business Performance

We project a profit increase of 5.9 billion yen for FY2026, resulting in a return to profitability. Of this, 5.2 billion yen is from improvements in China. We plan for sales growth of approximately 5% each in Asia, Europe, and North America, but profit growth will be limited as we prioritize investments to strengthen production systems for our well-performing confectionery business.

	FY2023		FY2024		FY2025		FY2026 (Plan)	
	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
(JPY bn)								
China	24.3	-3.7	25.5	-7.1	28.2	-6.0	33.0	-0.8
Asia	18.1	1.5	31.0	1.7	32.9	1.3	34.7	1.6
Europe and Americas	32.7	2.3	37.7	1.7	40.1	2.0	42.2	2.1
Overseas total	77.7	-2.4	89.3	-7.3	96.5	-5.8	108.7	0.1

Hideki Morita

Member of the Board and Managing Executive Officer
Overseas Business Division
Meiji Co., Ltd.



Business Environment

Among the three key regions, China has seen a shift in consumer trends due to the economic slowdown. The food market has become increasingly polarized between ultra-luxury and low-priced products, and Meiji's inability to adapt to this shift has caused profits to deteriorate. Additionally, the sales channels favored by consumers are changing rapidly, and determining how to respond to these changes is a major issue. In Southeast Asia, inflation is generally progressing, forcing us to address rising production costs. CP-Meiji, which vertically integrates the manufacturing and sales of drinking milk and dairy products in Thailand, is performing exceptionally well even in this challenging market environment. We therefore believe that further collaboration with local companies is needed in South East Asia. Although inflation is also progressing in the U.S., the market is massive and there is room for high-priced products to be accepted. With the right strategy, we can further improve profits.

Progress on the Overseas Business Strategy under the 2026 Medium-Term Business Plan

We set a target of 170 billion yen in overseas sales for FY2026 in the 2026 Medium-Term Business Plan. Unfortunately, achieving this target appears unlikely. We had initially envisioned inorganic growth through M&A. However, despite exploring various options, we were unable to move forward with any of them, and this remains a point for reflection. On the other hand, our confectionery and nutrition businesses in Southeast Asia and our confectionery business in North America are growing steadily through organic growth. We consolidated our international departments, which had previously been organized by product category, in April 2026. We intend to optimize our export, production, and sales strategies for each market to drive net sales and profits. This will ensure that our overseas business becomes profitable.

Long-Term Vision for Overseas Business

We will pursue growth by expanding our existing businesses such as confectionery and nutrition, as well as through new businesses, to further accelerate the growth of our overseas business. For existing businesses, we will continue to implement a selection and concentration strategy based on the profitability and growth potential of each business. We plan to actively pursue M&A to create new markets. Additionally, we will establish new businesses swiftly, including through joint ventures and capital alliances, without limiting ourselves to acquisitions. To this end, we are strengthening our pool of specialized human resources and are seeking partner companies in promising markets such as India, Europe, and Australia that share the Meiji Group's philosophy and values.

Food Segment Strategy Growth Strategy for Overseas Business

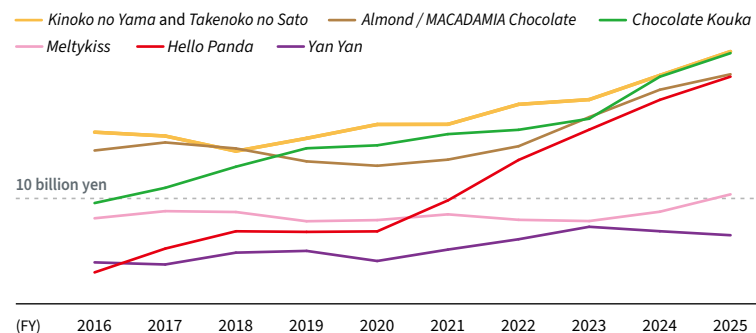
Trends in Overseas Business Performance

Confectionery is the growth driver for our overseas business. Therefore, we will focus even more on expanding sales for chocolate products in particular. We are also implementing a strategy to launch our globally strengthened brands, including *Hello Panda*, from our major production bases to global markets in the most effective manner possible.

Production Bases for Globally Strengthened Confectionery Brands

	Japan	The U.S.	Singapore	China	Indonesia
<i>Hello Panda</i>		●	●	●	●
<i>Chocorooms (Kinoko no Yama)</i>	●		●		
<i>Chocolate Kouka</i>	●				
<i>Almond / MACADAMIA Chocolate</i>	●			●	
<i>Meltykiss</i>	●			●	
<i>Yan Yan</i>			●	●	●

Trends in Net Sales by Brand (Global Total)



Meiji's Strengths in the U.S.

Hello Panda and *Chocorooms*, which are big hits in the U.S., are chocolate snacks that combine chocolate and cookies. Products based on this concept are virtually nonexistent in the U.S. market, and their uniqueness has received strong support from consumers. This product strength, backed by Meiji's unique technology, has become a major advantage in the U.S. market. Additionally, by leveraging the sales network established by D.F. Stauffer Biscuit Company, Inc., a well-established local biscuit manufacturer that became a subsidiary in 1990, we have established a system to distribute Meiji-branded products to major retail stores and reach customers across the U.S. We will continue to fully leverage both our product and marketing capabilities to further expand our presence in the U.S. market.

Capital Expenditure Policy

We will invest approximately 10 billion yen in the York plant of our U.S. subsidiary, Meiji America Inc., to expand production lines and upgrade aging existing facilities in response to growing demand for *Hello Panda* in the U.S. Furthermore, we plan to reorganize the production lines at our facilities in Singapore, Indonesia, and China to further expand the market for *Hello Panda*, which is sold in approximately 30 countries worldwide. In accordance with regional sales strategies, we will determine which production sites will maximize profitability and make the necessary investments to establish an optimal production system.



Exterior of Meiji America

Medium- to Long-Term Business Expansion Strategy

We will supply our global brand products produced in Japan, the U.S., and Asia to markets around the world, including through exports, to ensure we capitalize on growth opportunities. Going forward, we plan to expand production capacity at our Indonesian production base and increase exports to regions such as the Middle East and Europe to develop new markets. As consumption has become increasingly polarized, we will continue to offer products with unparalleled taste and functionality at affordable prices that everyone can enjoy. Few food companies worldwide are capable of achieving this. We see this unique position as our reason for existing, and we will significantly grow our business by spreading awareness of the Meiji brand's value.

Pharmaceutical Segment Strategy Message from COO

By Accelerating Innovative Drug Discovery and Global Expansion, and by Working in Alignment with National Strategy, We Will Further Enhance Corporate Value



Toshiaki Nagasato

COO (Pharmaceutical Segment)
Member of the Board and Executive Officer
Meiji Holdings Co., Ltd.
President and Representative Director
Meiji Seika Pharma Co., Ltd.
Chairman and Representative Director
KM Biologics Co., Ltd.

One Year Since Becoming COO of the Pharmaceutical Segment

Achieving Record-High Operating Profit through Growth in New Drugs

Both net sales and operating profit exceeded targets in FY2025, with operating profit reaching 30 billion yen for the first time. *REZUROCK* Tablets, a treatment for chronic graft-versus-host disease launched by Meiji Seika Pharma Co., Ltd. in FY2024, showed strong growth. In addition, *Vorzzz*, a drug for insomnia that we began jointly marketing with Taisho Pharmaceutical Co., Ltd. in November 2025, is getting off to a strong start. Furthermore, we have transitioned to a system where Meiji Seika Pharma handles sales of two blood plasma products manufactured by KM Biologics Co., Ltd. directly rather than outsourcing them. This structural change also contributed to our performance.

Our overseas business is also performing well. Our local subsidiaries are generating profits, including Medreich Ltd. in India, as well as those in Spain, Thailand, and Indonesia, and we expect them to continue driving our performance forward. Furthermore, we established Meiji Pharma Asia Pte. Ltd., a subsidiary in Singapore dedicated to the sale of pharmaceuticals and vaccines, to further expand our overseas business. The company began operations in April 2026. Moving forward, we plan to use this company as a hub to secure regulatory approvals for our products in the ASEAN region, including Malaysia, Vietnam, and the Philippines. We will expand sales of therapeutic drugs such as *REZUROCK* Tablets, which are performing well in Japan, along with antibacterial drugs and vaccines, to tap into the promising ASEAN market. To this end, we will recruit human resources with in-depth knowledge of the pharmaceutical landscape in each country and build organizations deeply rooted in local communities.

We had planned to achieve 40 billion yen in operating profit in the Pharmaceutical segment by the final year of the 2026 Medium-Term Business Plan. However, the COVID-19 vaccination rate fell significantly short of expectations, resulting in a gap from our original plan. In light of this situation, we have revised our operating profit target for FY2026 to 33 billion yen. We will continue our public awareness activities to encourage vaccination and stimulate demand. Furthermore, we aim to exceed this target by expanding our portfolio of newly launched cancer and immune system products and growing our overseas business.

Pharmaceutical Segment Strategy Message from COO

Progress on the 2026 Medium-Term Business Plan

Accelerating Approval of
Our Promising Development Pipeline

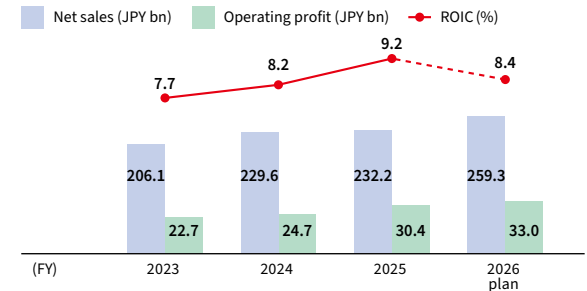
There are still promising drug discovery seeds in our areas of expertise in infectious diseases, cancer, and the immune system, particularly in the field of treatments for rare diseases. We therefore recognize that we can adopt a strategy that is not dependent on the scale of our R&D budget. Our current development pipeline includes a range of promising candidates with the potential to be developed for global markets. For infectious diseases, our strongest area, we are developing OP0595 (Nacubactam), which is expected to be effective against antimicrobial resistance (AMR). We aim to obtain approval for this product in Japan as early as the end of 2026. We will also work toward obtaining approval in various countries and regions including Europe, where AMR is prevalent, to further expand our market reach. Additionally, we are developing a dengue vaccine that is currently in Phase II trials, as well as the LC16 vaccine for Mpox, for which we are gathering data on clinical efficacy. These products have significant potential to grow into products of international value. From a technological perspective, we will pursue cancer treatments utilizing the mRNA technology acquired through our next-generation mRNA vaccines. Furthermore, we plan to focus on biopharmaceuticals by leveraging the Meiji Group's unique strengths, which are rooted in producing antibiotics through fermentation. In March 2026, a treatment for autoimmune diseases based on an anti-PD-1 agonist antibody, which we are developing in collaboration with the Foundation for Biomedical Research and Innovation at Kobe where Dr. Tasuku Honjo serves as the Program Director, entered the clinical

development phase. While the path to commercialization is challenging, this challenge is also helping to foster research talent.

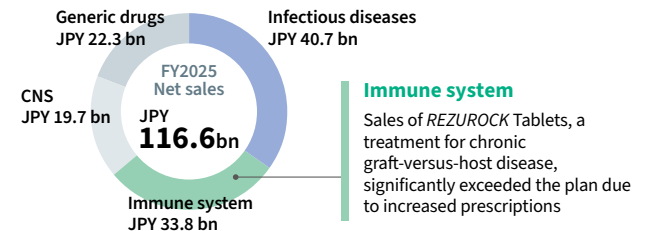
One of the key strategies in the 2026 Medium-Term Business Plan is to ensure a stable supply of pharmaceuticals in alignment with national strategy. We are aggressively advancing efforts to establish domestic production of penicillin APIs. As part of this effort, we are utilizing the large-scale cultivation facilities at the Gifu Plant of Meiji Seika Pharma. Furthermore, we are establishing a new production system while passing on the expertise of veteran engineers with experience in penicillin production to younger employees. It is also critical to ensure the sustainability of this domestic production system. It is essential to establish pull incentives that support the use of products produced in Japan, such as creating a mechanism for maintaining a consistent level of production even during normal times. We therefore plan to continue engaging with the relevant authorities. The domestic production of penicillin APIs is an extremely important initiative from the perspective of economic security. Infectious disease crisis response is a national priority that is also linked to Japan's growth strategy. We will steadily carry out these efforts with a sense of mission and responsibility as a leading company in infectious diseases.

There were also significant developments in 2025 regarding efforts to strengthen the generic drug value chain through corporate collaboration. Meiji Seika Pharma and Daito Pharmaceutical Co., Ltd. announced a novel consortium and are working to consolidate production sites and integrate product lines while inviting other generic drug companies to participate in order to ensure a stable supply. Nine companies have joined the consortium as of July 2026. We will continue to lead industry realignment to steadily achieve greater production efficiency and more stable earnings across the entire industry.

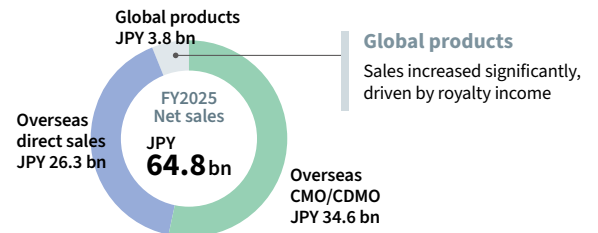
Performance Trends in the Pharmaceutical Segment



Sales by Area in the Domestic Business



Sales by Area in the Overseas Business



Pharmaceutical Segment Strategy Message from COO

Long-Term Outlook and Growth Strategy

Driving Growth by
Addressing Global Social Issues

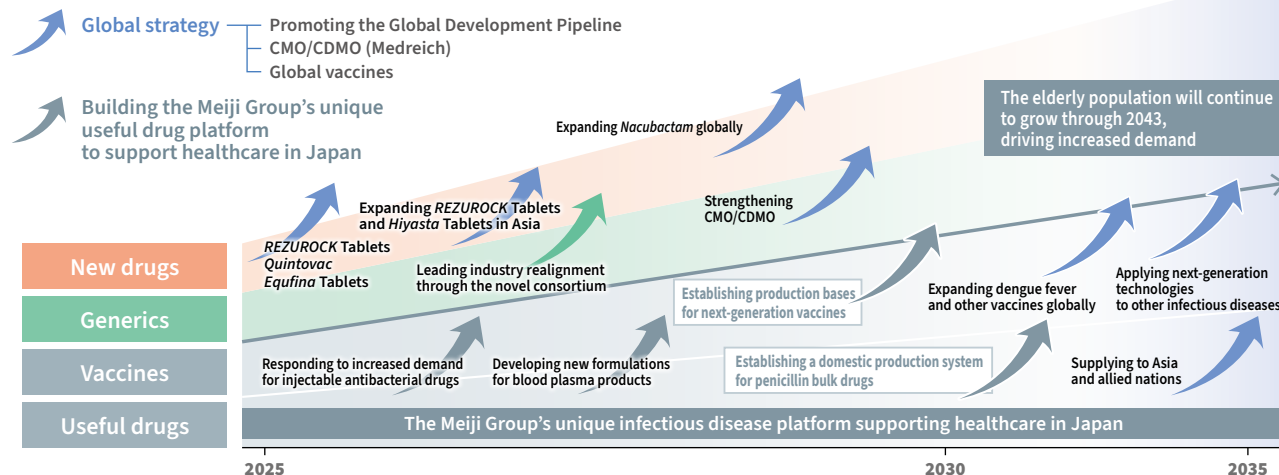
We will succeed in the global competition for drug discovery by building networks with academic institutions and drug discovery startups to explore cutting-edge seeds. If investment is required, we will make decisions promptly. To turn acquired seeds into pharmaceutical products, we will further strengthen our in-house capabilities across the entire process from nonclinical and clinical development to regulatory approvals and sales, leveraging AI as well. In addition, we are committed to developing talent capable of managing this entire process on a global scale.

In our overseas business, we are focusing on expanding into Asia and are also looking toward Africa as a future market. We have maintained operations in Thailand and Indonesia for approximately 50 years. These bases serve as the foundation for our business expansion throughout the ASEAN region. Entering these markets at the time likely involved significant risk, as the Asian market was still largely unfamiliar to us. However, thanks to this forward-looking approach, these bases have grown into the foundation that supports our Pharmaceutical segment's overseas business today. In Africa, which is experiencing rapid population growth, the development of medical infrastructure is an urgent priority. Additionally, measures to combat infectious diseases are recognized as a major social issue. This presents a significant opportunity for the Pharmaceutical segment's infectious disease platform to make a meaningful contribution. We will actively seek out business opportunities to realize this potential.

Commitment to Stakeholders

Sustaining Steady Growth

The Pharmaceutical segment has achieved continuous profit growth over the past decade. We will maintain this momentum while balancing social sustainability with corporate growth to meet the expectations of our stakeholders. We will make our contribution to addressing social issues in the infectious disease field a driving force for enhancing our corporate value globally. The world has learned firsthand through the COVID-19 pandemic that emerging and re-emerging infectious diseases can strike at any time, and that once an outbreak occurs, it can bring the entire economy to a standstill. Preparedness for infectious diseases is now recognized as a critical priority for economic security. Our core mission is to play a central role in public-private collaboration in this field, which will further strengthen our competitive advantage as a company.



Pharmaceutical Segment Strategy Addressing Social Issues Linked to National Strategy

Taking on Domestic Production of Penicillin APIs to Ensure a Stable Supply of Pharmaceuticals

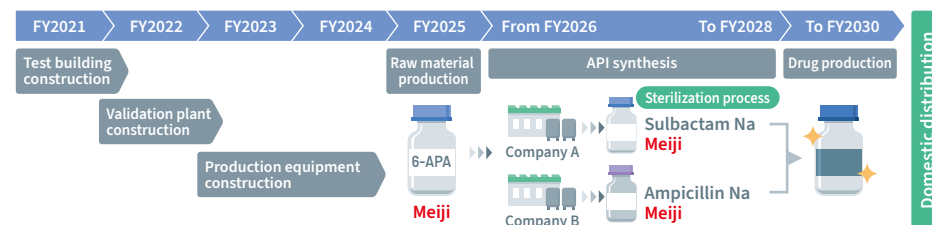
Vulnerabilities in the pharmaceutical supply chain have become a social issue. The Meiji Group, which began researching and producing antibacterial drugs 80 years ago, is addressing this issue as a leading company in the field of infectious diseases. One of our key initiatives is the domestic production of penicillin APIs, the first such effort in approximately 30 years. This initiative aims to contribute to economic security and achieve sustained growth.

Undertaking the National Mission of Domestic Antibacterial APIs Production to Strengthen the Supply Chain

The shortage of the antibiotic cefazolin in 2018 highlighted the vulnerability of the pharmaceutical supply chain due to reliance on overseas sources for antibacterial APIs. The government designated penicillin-class beta-lactam antibacterial drugs, which are critical for treating infectious diseases and preventing surgical infections, as Specified Critical Materials. In response, the Meiji Group decided to bring the production of penicillin bulk drugs back to Japan to fulfill its social mission as a leading supplier of antibacterial drugs.

Creating a Steady Roadmap for Domestic Production Centered on the Gifu Plant

The Gifu Plant of Meiji Seika Pharma Co., Ltd. serves as the core of the project to bring penicillin API production back to Japan. This effort is supported by the Committee for the Domestic Production of beta-lactam antibacterial drugs APIs, established in 2021. The Gifu Plant possesses valuable assets, including unique production strains, Japan's largest cultivation facilities, large-scale cultivation technology, and experience in manufacturing penicillin APIs. Leveraging these strengths, the plant has been certified under the national project to support the stable supply of pharmaceuticals and is working to produce penicillin APIs in Japan. The project began in FY2021. After constructing a test building, a validation plant, and full-scale production facilities, the plant began manufacturing 6-APA, the starting material, in December 2025. This marked the resumption of domestic production for the first time in approximately 30 years. We aim to establish a supply system capable of meeting 100% of domestic demand even in the event of an emergency. To this end, we began constructing a sterile processing facility in June 2026 and plan to start manufacturing sterile APIs around 2028. This will enable us to establish an integrated domestic manufacturing system from raw materials to APIs, helping to strengthen Japan's antibacterial drug supply chain.



Aiming for Public-Private Collaboration to Build a Sustainable Model

There are many issues that must be addressed in order to ensure the success of this project, which is linked to the national strategy, and to establish it as a sustainable business.

The greatest issue is cost competitiveness. Domestically produced bulk drugs are expected to be two to ten times more expensive than low-cost overseas products. Additionally, penicillin antibacterial drugs cannot share production lines with other pharmaceuticals due to the risk of allergic reactions (cross-reactions), requiring dedicated manufacturing facilities. This makes it difficult to achieve drastic cost reductions.

Additionally, the spread of infectious diseases is difficult to forecast. Consequently, the nature of this business makes it hard to ensure predictability regarding return on investment. Furthermore, stable demand is essential to maintain production facilities during times of normalcy in preparation for emergencies, as well as to continuously secure and train highly skilled manufacturing personnel.

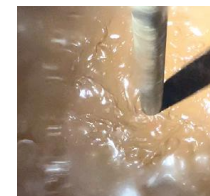
To address these issues, we are working closely with the government to build a support system that guarantees the continuity of our business. This initiative goes beyond simply bringing manufacturing sites back to Japan. Rather, it aims to rebuild the social infrastructure that supports the health and security of the public. The Meiji Group will fulfill its role and responsibilities as a leading company within this public-private collaboration, linking the creation of social value to the sustainable improvement of corporate value.



Gifu Plant



165kL penicillin fermenter



Inside the fermenter

Pharmaceutical Segment Strategy R&D | Pipeline

Accelerating Open Innovation to Become a One-of-a-Kind Global R&D-Driven Company

We are working to succeed in the dramatically changing pharmaceutical industry by strengthening our investment in new modalities, building on our foundation in infectious diseases, and expanding our R&D pipeline through global open innovation.

Basic Approach to R&D

The mission of the R&D Department of the Pharmaceutical segment is to create innovative pharmaceuticals that address unmet medical needs and contribute to the sustainable improvement of both social and corporate value. The advancement of AI is accelerating and enhancing the drug discovery process, and modalities are rapidly diversifying. Amid these changes, it has become difficult to secure a sustainable competitive advantage relying solely on traditional R&D models. We are responding to these changes by building on our strong foundation in infectious diseases, where we possess significant strengths, while strengthening investment in new modalities such as mRNA and antibodies. We are also expanding our R&D pipeline to drive future growth through global open innovation with academic institutions and startups. Specifically, we have identified the key strategic themes of accelerating mRNA drug research and deploying it for therapeutic applications; exploring new seeds through network-based drug discovery; globalizing and streamlining R&D; and implementing digital transformation and artificial intelligence into our R&D activities. We will proactively anticipate change rather than wait for it, turning this foresight into a competitive advantage.

Becoming a global R&D-driven company



Takeshi Naruse

Member of the Board and Senior Managing Executive Officer,
Head of R&D, Pharmaceutical Segment
Meiji Seika Pharma Co., Ltd.



R&D Implementation Structure

We integrated the business operations of Meiji Seika Pharma and KM Biologics to establish an R&D structure capable of providing a comprehensive range of infectious disease solutions, from prevention to treatment. Under this structure, we are building upon the technologies and insights cultivated in infectious diseases to develop a common foundation in immune control, which we are applying to immune and inflammatory diseases as well as oncology. The ability to create value across various diseases by combining different modalities such as vaccines, antibodies, and blood products is a key strength that underpins the Meiji Group's sustainable competitive advantage. We will further deepen this integrated operational model to accelerate the R&D of next-generation vaccines and biopharmaceuticals. In doing so, we will expand growth opportunities in global infectious disease and immunology-related fields.

We are pursuing global open innovation by establishing a base in Boston, the U.S., and forming alliances with leading life sciences incubators operating on the West Coast. Through these efforts, we are actively identifying and collaborating with startups that possess promising drug discovery seeds for our target diseases. In clinical development—the process of turning drug discovery seeds into reality—we collaborate with Key Opinion Leaders (KOLs) to collect data that is truly needed in clinical practice with a view toward post-market success, adopting a strategy that enhances the value of new drugs. Furthermore, we are collaborating with companies specializing in AI on drug repositioning to apply existing drugs to new diseases. By actively utilizing AI and the insights of external partners, we aim to improve productivity in every phase from research to development and accelerate the pace of drug discovery.

Another important strategic priority is developing the human resources needed to support our evolution into a global R&D-driven company. Multi-regional clinical trials are scheduled to begin for projects such as the anti-PD-1 agonist antibody, which we are developing in collaboration with Dr. Tasuku Honjo of the Foundation for Biomedical Research and Innovation at Kobe, and the dengue vaccine, which we are developing with government support. We will dispatch human resources to these projects to gain expertise in conducting global clinical trials. Our goal is to become a global R&D-driven company that continues to create innovative pharmaceuticals recognized around the world. We will achieve sustained growth and improve corporate value by delivering value to patients around the world, maintaining infectious diseases as our core focus while pioneering new growth areas such as immune control.



Boston office (hub for strengthening drug discovery platform)

Pharmaceutical Segment Strategy R&D | Pipeline

Ethical Pharmaceuticals*^{1,2}

(As of August 5, 2026)

	Product Name/ Development Code (generic name)	Therapeutic Category/Indication	Stage
Infectious diseases	OP0595 (Nacubactam) ●	Infections caused by Gram-negative bacteria suspected of being resistant to carbapenem (β-lactamase inhibitor)	I II III F A Japan I II III F A Overseas
	KOSTAIVE	Self-amplifying mRNA vaccine against COVID-19 (12-17 years old)	I II III F A Japan
	KD-414	Inactivated vaccine against COVID-19 (Pediatric)	I II III F A Japan
	KD2-396	Hexavalent vaccine against diphtheria, tetanus, pertussis, poliovirus, Haemophilus influenzae type b, and Hepatitis B virus (Six-in-one combination vaccine)	I II III F A Japan
	KD-382	Live attenuated tetravalent vaccine against dengue fever	I II III F A Overseas
Hematology / Oncology	LASERPHYRIN/ ME2906 (Talaporfin sodium)	Cervical Intraepithelial Neoplasia (CIN) (Photodynamic Therapy)	I II III F A Japan
	HIYASTA/ HBI-8000 (Tucidinostat)	Unresectable or metastatic melanoma (HDAC inhibitor)* ³	I II III F A Overseas
	KD-380 (Immunoglobulin 10% liquid)	Induction and maintenance therapy for patients with chronic inflammatory demyelinating polyneuropathy (CIDP) and multifocal motor neuropathy (MMN) (Human plasma-derived products)	I II III F A Japan
	KD-416 (Blood coagulation factor X agent) ●	Suppression of bleeding tendency in blood coagulation factor X deficiency (Human plasma-derived products)	I II III F A Japan

*¹ The stage icons indicate the development status of each pipeline. "I", "II" and "III" denote the Phases 1-3 of clinical trials, "F" denotes the submission of a marketing authorization application, and "A" denotes the receipt of marketing authorization.

*² In this document, the ® and ™ symbols have been omitted.

*³ Co-development

● Discovered in-house

OP0595 (Nacubactam)

This is a beta-lactamase inhibitor with the potential to be effective against carbapenem-resistant bacteria. We are developing it with the goal of expanding it in Japan and overseas. We submitted an application for manufacturing and marketing approval in Japan in December 2025, supported by AMED (Japan Agency for Medical Research and Development) through CiCLE (Cyclic Innovation for Clinical Empowerment). Based on this, we will proceed with commercialization overseas as well. Currently, two similar antibacterial drugs that are leading the global market have formed a market worth approximately 100 billion yen. We aim to capture market share with OP0595.

KD2-396 (Six-in-One Combination Vaccine)

The currently available five-in-one combination vaccine is a kit product that combines a lyophilized Hib vaccine and a liquid four-in-one combination vaccine. Therefore, it requires reconstitution at the point of care. We are conducting clinical studies for a six-in-one combination vaccine currently under development that adds hepatitis B and can be injected without reconstitution using prefilled syringes. Phase III clinical studies for pediatric patients began in March 2026. We will work closely with regulatory authorities to ensure appropriate measures are taken to establish this vaccine as part of routine vaccination.

KD-382 (Dengue Vaccine)

Dengue fever is endemic in more than 120 countries in tropical and subtropical regions, with approximately 100 million to 400 million cases occurring annually. Unlike competing vaccines, our dengue vaccine, which is one of our strategic global vaccines, contains full components of structural and non-structural proteins derived from attenuated strains of all four serotypes. A single dose has the potential to induce both humoral immunity (antibody-mediated defense) and cellular immunity (defense that eliminates infected cells), similar to natural infection, making it a promising best-in-class candidate. It showed favorable results in Phase I, and was selected for the Strategic Center of Biomedical Advanced Vaccine Research and Development for Preparedness and Response (SCARDA) program for the R&D of vaccines and new modalities, and Phase II began in August 2025.

Pharmaceutical Segment Strategy R&D | Pipeline

Ethical Pharmaceuticals*1, 2

(As of August 5, 2026)

	Product Name/ Development Code (generic name)	Therapeutic Category/Indication	Stage
Immune and Inflammatory diseases	REZUROCK/ ME3208 (Belumosudil)	Chronic Graft Versus Host Disease/Selective ROCK2 inhibitor	I II III F A Overseas
		Chronic Graft Versus Host Disease (Pediatric)/Selective ROCK2 inhibitor	I II III F A Japan
		Chronic Lung Allograft Dysfunction/Selective ROCK2 inhibitor	I II III F A Japan
	IMULDOSA/DMB-3115 (Ustekinumab Biosimilar)*3	Plaque psoriasis/Psoriatic arthritis/Crohn's disease/Ulcerative colitis (Biosimilar)	I II III F A Overseas I II III F A Japan
		Psoriasis/Selective PDE4 inhibitor	I II III F A Overseas
	ME3183 ●	Palmoplantar pustulosis/Selective PDE4 inhibitor	I II III F A Overseas
	ME3241*4	Autoimmune disorders (Anti-PD-1 agonist antibody)	I II III F A Overseas

Veterinary Drugs

Stage	Development Code (generic name)	Therapeutic Category/Indication
Launched (Japan)	Product name: BOVISUNT AKABANE/KD-412 ●	Vaccine for cattle
Launched (Japan)	Product name: Flunixin injection meiji/MD-22-3002	Anti-inflammatory drug for cattle, swine and horse
Filed (Japan)	ME4305 ●	Antibacterial drug for cattle
Filed (Japan)	MD-22-1001-1	Injectable antibacterial drug for cattle
Under development	ME4406 ●	Feed Additive

*1 The stage icons indicate the development status of each pipeline. "I", "II" and "III" denote the Phases 1-3 of clinical trials, "F" denotes the submission of a marketing authorization application, and "A" denotes the receipt of marketing authorization.

*2 In this document, the ® and ™ symbols have been omitted. *3 Co-development *4 Joint research ● Discovered in-house



KD-380 (Immunoglobulin 10% liquid)

Our current immunoglobulin product, *Kenketsu Venilon-I*, is a 5% lyophilized formulation. One issue is that it is less convenient than liquid immunoglobulin products from other companies. To address this, we are developing a liquid formulation with a concentration increased to 10%. This will help strengthen the stable supply system for blood plasma products and improve the domestic self-sufficiency rate.

ME3208 (Belumosudil)

ME3208 (Belumosudil), a drug for chronic graft-versus-host disease (cGVHD), a difficult-to-treat condition, is already on the market in Japan under the brand name *REZUROCK*. It is also sold internationally in South Korea, Taiwan, and Thailand. We are currently participating in multi-regional clinical trials run by Sanofi, the global pharmaceutical company that markets this drug, with the aim of obtaining multiple additional indications and maximizing its value. We have also begun efforts to obtain approval in Japan. This is a highly valuable drug, and we aim to expand its indications to capture new markets.

HOT TOPIC!

The Meiji Group's Approach to AI Drug Discovery through Collaboration with FRONTEO

Meiji Seika Pharma Co., Ltd. is actively utilizing AI technology to accelerate drug discovery research. As one example, we are collaborating with FRONTEO, Inc., a company specializing in AI drug discovery support, to launch a project aimed at identifying new candidate indications for target molecules. This project seeks to realize drug repositioning, where existing drugs are used for new indications. In this project, we conducted validation tests that combined our company's expertise with FRONTEO's AI within the investigation/candidate selection and hypothesis generation/evaluation phases of the drug repositioning workflow. As a result, we successfully identified promising hypotheses in one-quarter to one-half the time compared to conventional methods through a human-AI co-creation model in which our researchers evaluate and assess the hypotheses proposed by the AI. We will use these results as a starting point to advance further studies, leading to the development of innovative pharmaceuticals that we aim to deliver to society as soon as possible.

Sustainability Strategy Message from CSO

Fusing Sustainability and Business Strategies to Achieve “Trade-On”

I have two primary missions as CSO. First, to create and deliver social value through our sustainability initiatives and business activities. Second, to translate that value into sustainable corporate value (“trade-on”) by fusing sustainability with business strategy, creating a virtuous cycle that benefits both society and the business. This approach aligns with my experience as Head of the nutrition business, where I worked to transform nutritional value into products that create value for customers. I also learned firsthand how delivering social value can drive business growth and long-term economic value. At the Meiji Group, sustainability is not a separate initiative alongside management. It is embedded in the way we create value and represents a key driver of long-term competitiveness. By advancing sustainability and business strategy together, we will continue to enhance both social and corporate value while ensuring the long-term success of our business.

Toward Sustained Growth in Corporate Value Elevating Nature Positive to a Key Strategic Priority and Strengthening Its Integration with Business Strategy

The Meiji Group has positioned nature-positive* outcomes as a key sustainability priority. Since our business relies on nature-derived resources such as milk, cocoa, and microorganisms, natural capital forms the foundation of our value creation. We are therefore pursuing nature positive in alignment with our business strategy to maintain and regenerate this natural capital. Specifically, we are implementing a three-pronged approach centered on the circularity, carbon neutrality, and ecosystem conservation and restoration. By restoring natural capital, we strengthen the long-term viability of our business and enhance corporate value.

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The Meiji Group has designated FY2026 as the Year of Nature Positive, and we will accelerate related initiatives even further. In July, we participated in the Global Nature Positive Summit held in Kumamoto, where we presented on working directly with raw material producers to support transformation on the ground. This is an important strategic measure in an area that accounts for most of our environmental impact. We are also preparing for the

Shougo Ohishi

CSO
Executive Officer
Risk Management Department
and Sustainability Management Department



International Horticultural Expo (GREEN×EXPO 2027), scheduled to be held in Yokohama in 2027. Through active participation in international discussions and collaboration, we are gaining insights that inform our work. These insights are shaping a long-term roadmap aligned with our business strategy. At the same time, we are strengthening our promotion structure by involving our business divisions.

* Nature positive means halting and reversing biodiversity loss and putting nature on a path to recovery

Sustainability Strategy Message from CSO

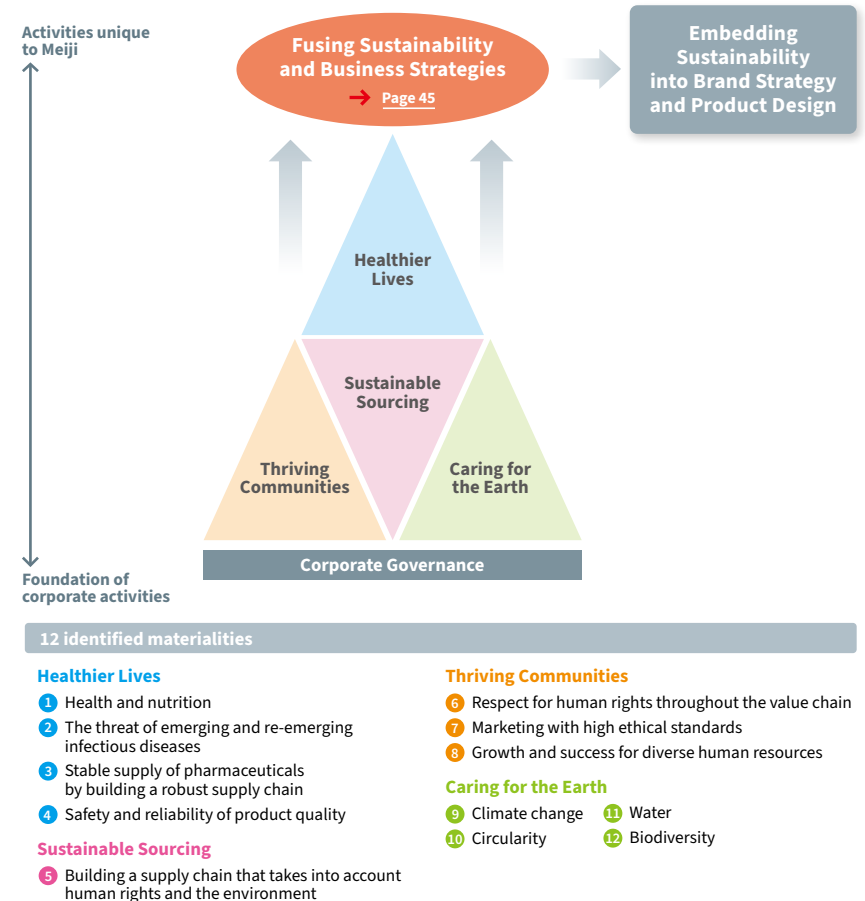
Progress on the 2026 Medium-Term Business Plan

Advancing Meiji's Distinctive Sustainability Initiatives Developing a Medium- to Long-Term Strategy Map for fusing Sustainability and Business

In the 2026 Medium-Term Business Plan, we identified 12 materialities based on four themes set out in the Meiji Group Sustainability 2026 Vision: “Healthier Lives,” “Caring for the Earth,” “Thriving Communities,” and “Sustainable Sourcing.” Furthermore, we have designated cross-organizational lead units for each materiality. We have also established KPIs and continuously monitor progress.

Under Healthier Lives, which is directly linked to the Meiji Group’s core businesses, we leverage the Meiji Nutrition Profiling System (Meiji NPS) and expand our portfolio of products and brands that contribute to sustainability. Furthermore, we are developing new vaccines to address emerging and re-emerging infectious diseases and establishing a stable supply system. Under Caring for the Earth, we are advancing nature-positive initiatives and promoting the sustainable management of natural capital. Under Thriving Communities, we recognize respect for human rights as a fundamental responsibility and are expanding human rights education and due diligence across our operations and value chain. Under Sustainable Sourcing, we are building a responsible supply chain. Key initiatives include accelerating the transition to *Meiji Sustainable Cocoa Beans*, strengthening traceability, and working toward the elimination of child labor and deforestation. These efforts not only mitigate risk but also reinforce trust in our brands and support long-term value creation.

We have grouped the material issues identified under our four sustainability themes into two categories: initiatives that reflect the Meiji Group’s unique strengths and initiatives that serve as the foundation of our business. At the center of this framework is our vision of fusing sustainability and business strategy. By creating social value through our sustainability initiatives and delivering that value to customers, we generate economic value and sustainable growth. Through this virtuous cycle of value creation, we will continue to enhance long-term corporate value.



Sustainability Strategy Message from CSO

We are now entering the next stage of our sustainability journey, where the value created through our materiality initiatives is translated into tangible business outcomes and enhanced brand value. A key enabler of this effort is the Meiji Sustainable Products Certification System, introduced in FY2024. The system certifies products that incorporate sustainability initiatives addressing social and environmental challenges across the value chain, from product development and procurement to manufacturing, distribution, and consumption. It also embodies the Meiji Group's commitment to fusing sustainability with business strategy. Through this system, we aim to make the social and environmental value embedded in our products more visible to customers, including nutritional benefits and consideration for the environment and society. By helping customers recognize and act on this value in their purchasing decisions, we seek to strengthen our competitive advantage, encourage more sustainable consumption, and ultimately create long-term economic value.

→ [Page 45](#)

In addition, we have established a medium- to long-term strategy map that outlines how sustainability considerations related to people, society, and the environment will be integrated into the major brands covered by Meiji ROESG, including *Chocolate Kouka*, *Meiji Oishii Gyunyu*, and *Meiji Bulgaria Yogurt*. For example, in the yogurt category, we are strengthening human clinical evidence on lactobacilli to enhance brand resilience. We are also expanding partnerships with local governments to generate social value. From an environmental perspective, we are pursuing initiatives such as extending product shelf life and promoting the upcycling of paper-based packaging. Guided by this strategy map, we are defining the direction for development and

marketing activities for the period beyond 2026. Through this approach, we aim not only to advance sustainability initiatives that reflect the Meiji Group's unique strengths but also to translate their benefits into tangible value for our products.

We are also strengthening our organizational capabilities to ensure effective implementation of these initiatives. In particular, we recognize that our overseas business, a key driver of future growth, must be closely aligned with our sustainability strategy. To support this, we increased the frequency of the Global Sustainability Meeting, which brings together leaders from our overseas operations, from once to twice annually beginning in FY2025. Regular dialogue is deepening regional management's understanding of materiality and facilitating the sharing of best practices, thereby raising the standard of our initiatives across locations. Going forward, we will continue to drive growth by addressing social and environmental challenges while further strengthening sustainability efforts across the entire Group, including overseas businesses.

Commitment to Stakeholders Strengthening Collaboration with Industry and Society to Turn Sustainability into Economic Value

In the 2026 Medium-Term Business Plan, we have positioned Meiji ROESG as our primary management indicator and have been fusing sustainability and business strategies. As a result, we have incorporated a perspective that transforms social value into economic value into our business strategy, accelerating the creation of new competitive advantages. Furthermore, we achieved our medium-term targets for external ESG ratings, a key component of Meiji ROESG, ahead of schedule in FY2025. This has

created a virtuous cycle in which we identify stakeholder expectations and consistently deliver results while promoting transparent disclosure and dialogue.

We recognize that further enhancing corporate value through the fusion of sustainability and business strategies requires collaboration beyond the boundaries of our own company, involving the entire supply chain, industry, and society as a whole. For example, the Meiji Group is actively participating in JAFAS* and engaging in public-private partnerships through the Ministry of Agriculture, Forestry and Fisheries' platform. Through these activities, we are addressing industry-wide challenges and contributing to the development of effective frameworks and standards. By taking a leadership role in driving nature-positive outcomes and restoring natural capital, we will strengthen business resilience and create sustainable corporate value for the long term.

* Japan Food and Agriculture Society (JAFAS): A co-creation and implementation project promoted by the NPO NELIS to establish a circular food and agriculture system in Asia

We greatly value the insights and expectations we received through dialogue with our stakeholders, including shareholders and investors. We will continue to reflect them in the evolution of the Meiji Group's sustainability strategy. I am committed to delivering tangible results through disciplined execution, creating economic value while strengthening the resilience and long-term competitiveness of our business.

Sustainability Strategy Fusing Sustainability and Business Strategies

Implementing Brand Strategies and Product Design That Incorporate Sustainability

Basic Views

The Meiji Group's food and pharmaceutical businesses are closely linked to people's health and well-being, making sustainability an integral part of our business. In our food business in particular, we believe that sustainability should be embedded in product development and brand strategy from the outset. To support this approach, we visualize and assess how each product contributes to sustainability and communicate this value to stakeholders. This helps us gain greater customer trust and enhances brand competitiveness. Furthermore, the cumulative impact of these efforts contributes to the value of the Meiji corporate brand. In turn, a corporate brand strengthened through sustainability reinforces the value of individual product brands, creating a virtuous cycle of value creation. Under the banner of "MOOOOOORE SUSTAINABILITY," we are advancing unique initiatives to further accelerate this cycle (see figure below).

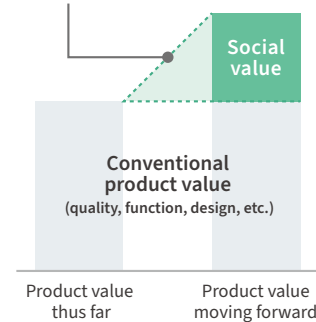


The Meiji Group has positioned the fusion of sustainability and business strategy at the core of its management approach. By embedding solutions to social and environmental challenges into our business strategy, we aim to create a better future for people, society, and the planet while generating both social and economic value.

Meiji Sustainable Products Certification System

We introduced the Meiji Sustainable Products Certification System in FY2024. The purpose of this system is to add social value to existing product value, communicate that significance to our customers, and incorporate a sustainability perspective into our marketing and product development. The system covers products with a certain level of sales volume. We began implementing it with B2C products in the Food segment before expanding to B2B products in the Food segment in FY2025. We further expanded it to the Pharmaceutical segment in FY2026.

Solving Social Issues through
Sustainability Innovation



Evaluation and Certification Based on Five Evaluation Standards^{*1}

- 1 Contribute to healthy dietary habits
- 2 Improved nutritional value
- 3 Human rights and environmentally conscious procurement of raw materials
- 4 Human rights and environmentally conscious containers and packaging
- 5 Reducing environment load in production, logistics and product designs

^{*1} For more information about each evaluation standard and sustainability activities, please refer to the following page → [Page 46](#)

^{*2} To qualify for certification, products must satisfy the requirements established for each standard to a certain degree

^{*3} Going forward, standards and requirements for certification are subject to change

Meiji Sustainable Products Certification Results (Food B2C Products)

FY2024
22.4% Products surveyed
131 out of 586 products

FY2025
30.9% Products surveyed
163 out of 528 products

Sustainability Strategy Fusing Sustainability and Business Strategies

Sustainability Initiatives Across the Value Chain

The Meiji Group promotes sustainability activities throughout its value chain. Through these efforts, we seek to create a virtuous cycle in which addressing social and environmental challenges drives business growth, supported by greater consumer adoption of sustainable and responsible consumption. To help translate these initiatives into tangible value for customers, we introduced the Meiji Sustainable Products Certification System.

* Items in table represent typical initiatives

Five Evaluation Standards for Meiji Sustainable Products	Raw material production areas	Development	Procurement	Production	Logistics	Marketing	Consumption
1 Contribute to healthy dietary habits		- Developing functional ingredients such as lactobacilli - Addressing health needs (low-fat, low-calorie, etc.) - Highlighting health benefits through product labeling, etc.					
2 Improved nutritional value		- Achieving high scores on the Meiji NPS #3 - Improving scores on the Meiji NPS #3 - Utilizing nutritional improvement and formulation technologies					
3 Human rights and environmentally conscious procurement of raw materials	- Supporting cocoa farmers through Meiji Cocoa Support (MCS) #1 - Supporting sustainable dairy farm management through Meiji Dairy Advisory (MDA) #2	Providing information on product packaging about initiatives to procure raw materials with consideration for human rights and the environment	Using raw materials sourced with consideration for human rights and the environment (Meiji Sustainable Cocoa Beans, RSPO-certified palm oil, raw materials produced using agroforestry methods, etc.)				
4 Human rights and environmentally conscious containers and packaging	- Reducing the amount of resources used in container packaging - Switching to biomass-based plastics and recycled plastics - Inclusive packaging design		Using FSC®-certified paper and biomass-based packaging materials	- Using easy-to-recycle mono-material flexible packaging, etc. - Using inks with reduced petroleum-derived organic solvent content			
5 Reducing environment load in production, logistics and product designs		Products for which the CFP (carbon footprint) has been calculated		Using renewable energy (solar power, biomass energy, etc.) at plants	Transportation methods designed to reduce greenhouse gas emissions, such as ships and freight trains	Reducing food loss by extending shelf life	

Creating Added Value for Customers

All sustainability activities across the value chain, aligned with the five evaluation standards, ultimately create added value that empowers our customers to make ethical choices.

#1 Meiji Cocoa Support (MCS)

This is a unique cocoa farmer support activity that we began in 2006. We directly visit production areas and collaborate with external partners to enhance the sustainability of cocoa bean production, working to address social issues such as establishing traceability and tackling child labor and deforestation.



#2 Meiji Dairy Advisory (MDA)

We are strengthening our partnerships with dairy farmers and carrying out unique activities to support sustainable dairy farming. We operate a website designed to promote interaction and information exchange among dairy farmers, whose work is labor-intensive and often isolating. We also implement initiatives in collaboration with external partners.



Sustainability | Make Sustainable Dairy Industry

Number of
MDA Initiatives

FY2025 result

72 farms (total)

FY2026 target

100 farms (total)

#3 Meiji Nutrition Profiling System (Meiji NPS)

This is a unique nutrition evaluation method designed to align with Japanese food culture and dietary habits, taking into account differences across countries, regions, and life stages. In addition to existing versions for adults and the elderly, we developed Japan's first Meiji NPS for infants and children in 2025. We aim to provide products with even higher nutritional value.



Our Nutrition Initiatives | Meiji Nutritional Profiling System

Sustainability Strategy Fusing Sustainability and Business Strategies

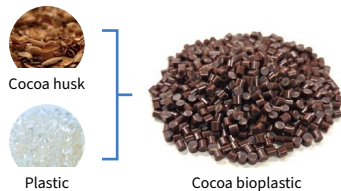
Building a New Value Creation Model Based on Cocoa

Building a New Cocoa Value Chain

We are working with cocoa-producing countries to create new business opportunities by upcycling previously discarded cocoa by-products into value-added materials.

Since 2022, the Meiji Group has been unlocking the full potential of cocoa through its *Now Open the Cacao by Meiji* project. One example is the development of ballpoint pens made from cocoa husks, an underutilized by-product of cocoa processing, through a co-creation partnership with ZEBRA CO., LTD. By transforming cocoa husks into everyday stationery products, we are expanding the possibilities of sustainable materials while communicating new sources of value derived from cocoa.

These pens were distributed as promotional items at the Ninth Tokyo International Conference on African Development (TICAD 9) in August 2025, helping to raise awareness of sustainability. Through initiatives such as these, we aim to establish a circular business model that utilizes cocoa by-products as valuable resources, creating both social and economic value.



We developed a new material called cocoa bioplastic (COCOAHUX™), which blends plastic with unutilized parts of cocoa, through a collaboration with Hemicellulose Ltd.

We exhibited at the TICAD Business Expo & Conference, where we introduced our upcycling activities, including new materials made from cocoa husks



Sarasa Clip (not for sale), made by upcycling cocoa husks. We distributed these as commemorative gifts at TICAD 9 to government officials, including heads of state and ministers from African nations, as well as business leaders

Cocoa-producing countries are vital partners with whom we create value together. Our CEO personally visits these countries and works to strengthen collaboration with local governments through initiatives such as our bioplastics business, which utilizes cocoa byproducts. We aim to build a new cocoa value chain that both addresses social issues and promotes business growth in partnership with cocoa-producing countries.

CEO Leadership in Strengthening the Latin American Supply Chain

The Meiji Group has identified deeper engagement with cocoa-producing countries as a management priority to ensure stable cocoa procurement and strengthen sustainable supply chains.

In January 2026, the CEO visited Mexico and Ecuador to meet with government officials and discuss opportunities for collaboration. In Mexico, discussions focused on bioplastics derived from cocoa husks, as well as opportunities in functional foods and healthcare. The visit also helped advance specific business opportunities through joint development projects with local companies. In Ecuador, the CEO met with the President and reached an agreement to strengthen strategic cooperation. Our bioplastic technology was highly regarded, and a government-led project was subsequently approved. This initiative is expected to turn industrial waste into a source of profit, boosting producers' incomes. More broadly, it is expected to strengthen our partnership by using our assets to help address national issues such as nutritional problems and pharmaceutical shortages.

In July 2026, a research project to establish a bioplastic manufacturing model using unutilized cocoa byproducts in regions including Central and South America was selected as a subsidy program administered by the Ministry of Economy, Trade and Industry.



Mexico
Meeting with Julio Berdegue,
Minister of Agriculture (at the time)



Ecuador
Meeting with
President Daniel Noboa

To date

Support model



Regional
support

Production
environment
improvement

Cocoa
production
support

Going forward

Value co-creation model

Improving / expanding results



Farmer
incomes



Health
standards



Job
creation



Stable
procurement
of cocoa



Business
opportunities
for Meiji

Sustainability Strategy Driving Nature-Positive Outcomes

Addressing Environmental Challenges Across the Value Chain to Drive Nature-Positive Outcomes

To advance nature-positive outcomes, we conduct assessments across both our Food and Pharmaceutical segments to identify priority issues requiring action. These assessments examine climate change as well as our dependencies and impacts on nature throughout the value chain, from product development and sourcing to consumption, disposal, and recycling. Based on the findings, we have developed and are implementing action plans centered on three key approaches: the circularity, carbon neutrality, and ecosystem conservation and restoration.

Circularity: We are implementing key initiatives to reduce reliance on fossil fuel-based plastics, minimize food loss and waste, and recycle agricultural and livestock-derived by-products. By integrating circularity into product design and development from the outset, we are strengthening our efforts to enhance both environmental sustainability and long-term business value.

Carbon Neutrality: We are advancing decarbonization across our value chain through improved energy efficiency and increased adoption of renewable energy. At the same time, we are enhancing environmental data management and strengthening governance and internal control systems to support future SSBJ disclosures and respond to the growing importance of carbon pricing.

Ecosystem Conservation and Restoration: We are advancing initiatives such as regenerative agriculture, forest restoration, and water source recharge through support for and collaboration with dairy and cocoa farmers. In particular, we have launched pilot projects in Hokkaido to demonstrate regenerative agricultural practices, including cover cropping and no-till cultivation on pastureland, as part of our efforts to promote carbon farming.

Relationship between the Meiji Group's Value Chain and Natural Capital in Achieving Nature-Positive Outcomes

▼ Procurement

Climate change, resource depletion, loss of habitats, pollution

[Initiatives]

Reduction of GHG emissions
Reducing nitrous oxide (N₂O) and methane from dairy farming, promoting carbon farming, and strengthening collaboration with suppliers

Reduction of agricultural land use impact
Promoting agroforestry

▼ Development

Climate change, resource depletion, loss of habitats, pollution

[Initiatives]

Reduction of environmental impact in product design

Conservation of resources in container packaging

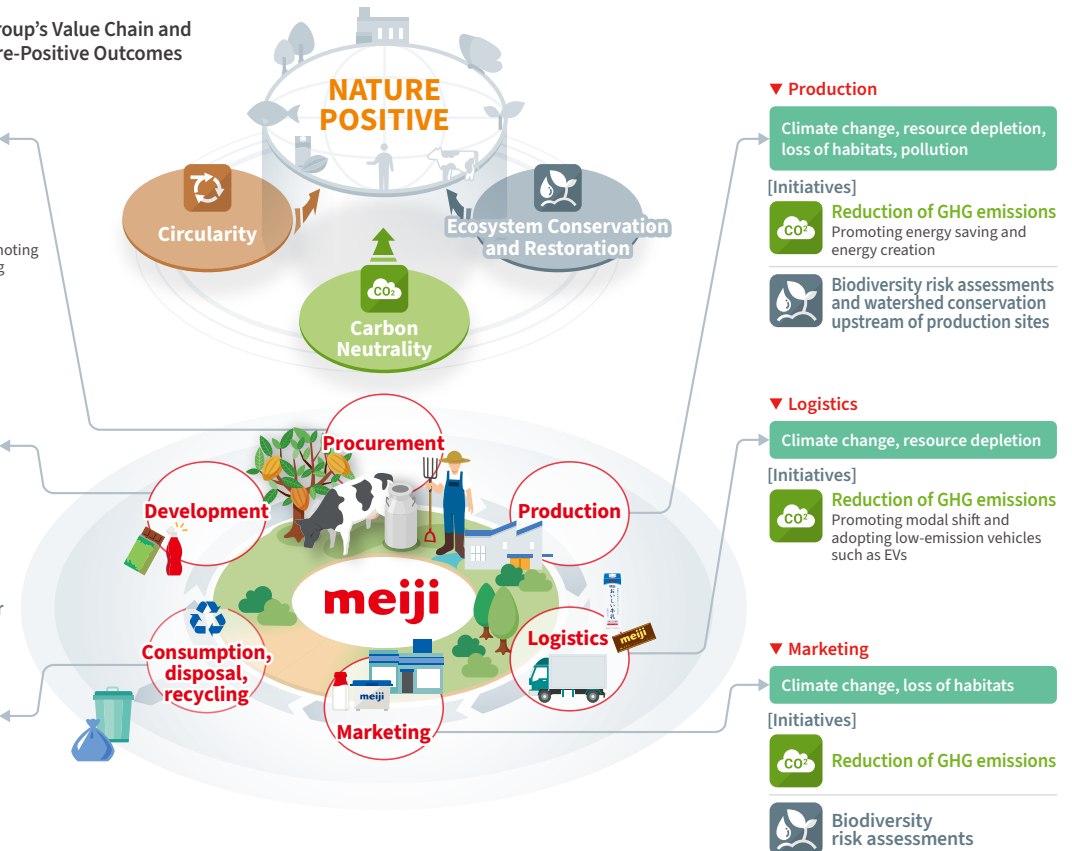
▼ Consumption, disposal, recycling

Climate change, resource depletion, pollution

[Initiatives]

Recycling container packaging and food waste*

Reduction of GHG emissions



Sustainability Strategy Driving Nature-Positive Outcomes

Climate and Nature-related Financial Information Disclosure (TCFD / TNFD)

The Meiji Group believes it is essential to manage climate- and nature-related risks and opportunities in an integrated manner, recognizing both as key aspects of natural capital. Accordingly, we are enhancing our management and disclosures in line with financial information related to environmental issues in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD).

Initiative Policy

In March 2021, the Meiji Group launched its long-term environmental vision, Meiji Green Engagement for 2050. Through this vision, we aim to contribute to a healthy future for people and the planet. Our initiatives include pursuing carbon neutrality by achieving net-zero greenhouse gas (GHG) emissions across our value chain, promoting water stewardship with the goal of achieving water neutrality, enhancing resource circularity through the recycling and effective use of industrial waste and other materials, and preventing environmental pollution by reducing chemical emissions.

Furthermore, in March 2024, we established the Meiji Group Nature Positive Declaration. The Declaration recognizes that our business is highly dependent on nature, benefits from a wide range of ecosystem services, and also impacts the natural environment. It affirms the Meiji Group's responsibility to protect ecosystems and biodiversity through its business activities. Based on this commitment, we have established a policy to advance natural capital management and contribute to planetary health as we work toward nature-positive outcomes. Specifically, we are collaborating with various partners to develop and conserve Meiji Group nature conservation areas, prevent ecosystem degradation through land use in accordance with our No Deforestation, No Peat, No Exploitation (NDPE) policy, and conserve water resources through watershed replenishment initiatives.

Biodiversity



Forest conservation activities being carried out at the *Kinoko no Yama* and *Takenoko no Sato* forest, a Meiji Group nature conservation area (Seki City, Gifu Prefecture)

Environmental Governance Structure

The Meiji Group has identified climate change, natural capital, and other environmental issues as material issues for management. To promote strategic discussions on these topics, we have established the Group Sustainability Committee, chaired by the CEO and vice-chaired by the presidents of our operating companies. Key matters discussed by the Committee are reported to the Board of Directors and reflected in important management decisions. In addition, progress toward our Meiji ROESG targets, which integrate sustainability with business strategy, is incorporated into executive compensation.

The Sustainability Secretariat Meeting, chaired by the CSO, is also held monthly to review and coordinate matters discussed by subordinate committees, including the Group TCFD Committee and the Group Environmental Committee.



Risk Management

We conduct analyses of nature-related issues using the LEAP approach, an assessment methodology designed in accordance with the TNFD, and perform scenario analyses for both nature-related and climate change issues. Based on the results, we collaborate with the departments responsible for risk management to assess and prioritize risks and opportunities. The assessment results are deliberated by the Executive Committee and are reflected in management decisions under the supervision of the Board of Directors.

Sustainability Strategy Driving Nature-Positive Outcomes

Strategies, Metrics, and Targets

For climate-related issues, we use 1.5°C and 4°C scenarios to assess the financial implications of risks and opportunities across all business segments. For nature-related issues, we focus on cocoa and dairy value chains, which are highly dependent on natural capital and particularly important to our business. Based on these assessments, we are implementing targeted measures to mitigate risks, capture opportunities, and enhance resilience to climate- and nature-related impacts. Supported by the JPY 50 billion ESG investment budget under the 2026 Medium-Term Business Plan, these measures include investments in renewable energy infrastructure and other initiatives that contribute to long-term sustainable value creation.

Risk and Opportunity Classification	Changes in Nature and Society	Significant Risks and Opportunities for the Meiji Group (Amounts in parentheses indicate the impact as of 2030) ^{*1}	Main Countermeasures	Related Targets (Target Year: FY2026) ^{*2}		Climate change	Nature-related
				Metrics and Targets	Results		
Transition risks	Progress of carbon pricing policies	Increase in business costs (JPY 4.7 billion)	Reduction of GHG emissions by promoting energy conservation and the adoption of renewable energy	Scope 1, 2 emissions reduction rate (compared to FY2019): 32% or more	30.1%	○	
		Increase in procurement costs due to rising business costs among suppliers (JPY 60.4 billion)	Reduction of GHG emissions through supply chain engagement	Scope 3 emissions reduction rate (compared to FY2019): 15% or more	10.2%	○	
	Sharp rise in electricity purchase prices due to the widespread adoption of renewable energy across society	Increase in business costs and costs associated with transitioning to renewable energy (JPY 12.3 billion)	Reduction of electricity consumption volume and introduction of renewable energy generation facilities	Share of renewable energy ^{*3} : 30% or more	28.7%	○	
	Progress of regulations and restrictions aimed at reducing environmental impacts, such as land and water use	Procurement instability and soaring prices of raw materials	• Diversification of raw material suppliers • Promotion of measures to reduce environmental impact, such as agroforestry and regenerative agriculture • Initiatives toward achieving zero deforestation, such as procuring commodities not linked to deforestation	Rate of actual condition assessment (e.g., GPS mapping of cocoa beans) (Ghana): 100% Number of investigations and corrective actions regarding deforestation caused by palm oil: 150 etc.	90.7% 115		○
Physical risks	Increase in the incidence of diseases affecting cocoa beans and decrease in raw milk productivity due to rising temperatures					○	○
	Deterioration of regulating and provisioning services due to biodiversity loss, such as deforestation						○
Opportunities	Increase in severity and frequency of typhoons, torrential rains, etc.	Flood damage to assets, opportunity losses due to operation suspensions	Promotion of flood countermeasures at plants (Raising the elevation of important equipment, installing flood barriers)	—	—	○	
	Promotion of mitigation measures, such as energy transition and energy-saving measures	Reduction of business costs (electricity costs and carbon prices) (JPY 6.2 billion)	Reduction of GHG emissions by promoting energy conservation and the adoption of renewable energy	Scope 1, 2 emissions reduction rate (compared to FY2019): 32% or more	30.1%	○	
	Changes in society and life due to the direct impacts of climate change	Needs for products and market may increase as follows • Responses to changes in lifestyles (e.g., staying at home) • Responses to growing environmental awareness / ethical consumption • Responses to emerging and re-emerging infectious diseases	• Creation of business opportunities through the use of initiatives such as the Meiji Sustainable Products Certification System • Acquisition of new modality	Start of Phase 2 clinical studies (dose-finding study in humans) for the development of the dengue vaccine KD-382, etc.	Started Phase 2 in August 2025	○	○
	Rise in expectations for companies to address climate and nature-related issues	Increase in brand value by implementing measures to address climate change and nature	• Dissemination of information to gain stakeholder understanding	—	—	○	○

^{*1} Indicates the increase or decrease from FY2024, which served as the baseline for scenario analysis

^{*3} In addition to the introduction of renewable energy generation facilities indicated in the countermeasures, this includes renewable energy purchased from electric utilities

^{*2} For details on major initiatives and progress toward targets, please refer to the following page

[List of Materiality and KPIs in the Meiji Group 2026 Medium-Term Business Plan \(PDF\)](#)

[Long-term Environmental Vision and Environmental Management > TCFD Initiatives](#) [The Meiji Group's TCFD Initiatives \(PDF\)](#) [Meiji Group Disclosure of Nature-Related Information Based on the TNFD Recommendations \(PDF\)](#)

Sustainability Strategy Respect for Human Rights

Meiji Group Policy on Human Rights

We have established the Meiji Group Policy on Human Rights in line with international standards such as the UN Guiding Principles on Business and Human Rights. The Policy sets out our commitment to respecting human rights and fulfilling our responsibilities across the Group.

 [Meiji Group Policy on Human Rights \(PDF\)](#)

Human Rights Governance Structure

The Meiji Group's human rights initiatives are overseen through four committees chaired by the CSO. Human rights issues within the Group are addressed by the Group Human Rights Committee. Human rights issues across the value chain are discussed alongside other sustainability issues in thematic committees established for each supplier and production region (see figure on the right). The Executive Committee and the Board of Directors receive regular updates on these activities, and the Board provides oversight of the effectiveness of the Group's human rights management processes and related initiatives.



*1 Covers human rights issues within the Meiji Group

*2 Covers human rights issues within the value chain

Salient Human Rights Issues

The Meiji Group identifies human rights risks across the value chain in both its food and pharmaceutical businesses. These risks are evaluated based on the severity of potential impacts on people and the likelihood of their occurrence, enabling us to identify salient human rights issues that require priority attention. Specifically, we recognize child labor, forced labor, and human trafficking; the rights of foreign workers; discrimination and harassment; and occupational health and safety as salient human rights issues from procurement through manufacturing processes. We are therefore implementing initiatives to ensure respect for human rights in our business activities.

 [Identifying Salient Human Rights Risks](#)

Human Rights Initiatives and Progress

The Meiji Group has formulated a roadmap through FY2026 and is implementing human rights due diligence as well as remedial and corrective measures.

Roadmap		Through FY2024	FY2025	FY2026
Human Rights Due Diligence	Human Rights Risk and Impact Assessment	Risk Identification and Assessment		
	Within the Meiji Group	Migrant Workers	Domestic Group Companies (Including Resident Partner Companies at Production Sites): Questionnaires, Site Visits, and Dialogue	
		Overseas Employees	Identification of Sites with Risks	Site-Specific Risk Assessment
	Within the Value Chain	Workers in Raw Material Production Areas	Cocoa Farmers (Child Labor): Promoting the Introduction of Child Labor Monitoring and Remediation Systems	
		Employees at Tier 1 Suppliers	Dairy Farmers (Foreign Staff): Interviews, Site Visits, and Dialogue	
	Information Disclosure and Literacy Improvement	Domestic: Questionnaires, Dialogue/Audits, Establishment of Corrective Action Cycle		Overseas: Questionnaires, Dialogue
Remedy / Corrective Actions	Establishment/Operation of Grievance Mechanism	Obtaining Written Confirmations of Agreement to the Supplier Code of Conduct and Ensuring Compliance		
		Training: Domestic and Overseas Employees		
		Information Disclosure		
		Foreign Workers in Japan	Consideration of Expanding the Scope	Domestic Tier 1 Suppliers

Highlights of Human Rights Initiatives in FY2025

 Human Rights | Thriving Communities | Sustainability

Cocoa farmers	• We expanded the number of farms in the Republic of Ghana using the Child Labor Monitoring and Remediation Systems (CLMRS) to 14,964.
Dairy farmers	• We conducted interviews with 44 dairy farmers supported by Meiji Dairy Advisory (MDA) regarding their employment of foreign staff to gain a detailed understanding of the situation.
Foreign workers at Group companies in Japan	• In FY2025, we continued to conduct questionnaires, site visits, and interviews regarding working conditions for foreign workers at our production bases in Japan, which we have been carrying out since FY2022, and worked to raise awareness of the Meiji Group's policy regarding recruitment-related expenses. • We established the Meiji Group Foreign Worker Helpline to ensure that foreign workers who are unfamiliar with life in Japan can work and live with peace of mind. In FY2025, we expanded the service to five languages (Japanese, English, Portuguese, Vietnamese, and Tagalog) and raised awareness of the helpline through posters and information cards.
Employees at overseas sites	• We conducted a human rights impact assessment regarding PT Meiji Food Indonesia.

Human Resource Strategy Message from CHRO

Becoming a Distinctive Group of Professionals with External Competitiveness and Diversity

The most important asset for a company's sustained growth is its human resources. The Meiji Group is fully committed to transforming the mindset and behavior of its employees in order to maximize their potential. Our goal is to attain the external competitiveness of employees at a global level and evolve into an organization that brings together diverse human resources with a broad range of professional expertise. We also aim to establish an organizational culture where all employees think independently and continuously take on challenges. The new human resources system introduced in FY2025 serves as the foundation for realizing this vision. As CHRO, I will aggressively advance our human resource strategy to accelerate corporate transformation.

Aligning Human Resource and Management Strategies Further Strengthening the Development of Managers Who Drive the Group Forward

The Meiji Group aims to evolve into a unique and prominent group of professionals with external competitiveness and diversity. We define external competitiveness as a state in which each employee's role, achievements, and demonstration of their capabilities meet high standards. It refers to a level where our human resources can win and are recognized as truly exceptional, even when compared to those at other companies performing the same functions. The diversity we pursue extends beyond attributes such as gender, nationality, and age. It refers to a state in which professionals with diverse expertise, personalities, and backgrounds come together, where their varied values stimulate one another, and new value is created. I am convinced that when each employee grows into a human resource who embodies this diversity, it will significantly enhance the Meiji Group's corporate value.

We are advancing multifaceted initiatives under this vision to further strengthen the alignment between our human resource and management strategies. The core theme of these initiatives is the development of managers who drive the Group forward. Securing human resources capable of leading transformation and formulating and executing strategies is the key to the Meiji Group's growth. We

Toshiyasu Sekine
CHRO
Executive Officer
Group HR Strategy Department



have been implementing a program for developing managers who drive the Group forward since FY2021 to strengthen this foundation. Approximately 300 employees have participated in the program to date, and our pool of managers who drive the Group forward has expanded to 32 members as of the end of FY2025. Starting in FY2025, we have expanded the program's scope to include mid-level and young leaders. In addition to departmental recommendations, we are accepting voluntary applications to further broaden the base of participants. Through these initiatives, we are steadily building a new pool of managers who drive the Group forward. Furthermore, the managers who drive the Group forward identified and developed through this program are being reliably integrated into the succession plan for the next generation of CxOs in coordination with the Nomination Committee. Outside Directors who serve on the Nomination Committee also participate in the Meiji Study Group, a program designed for participants at the highest level of the program for developing managers who drive the Group forward. The purpose is to deepen their understanding of the pool of CxO candidates.

Human Resource Strategy Message from CHRO

Progress on the 2026 Medium-Term Business Plan Steadily Implementing the Human Resource Strategy to Realize Our Ideals

To realize our ideals, the Meiji Group has formulated Our Value Creation Story in the 2026 Medium-Term Business Plan to embody the connections between our Group Philosophy, management strategies, and human resource strategy. Based on this story, we are moving forward with the implementation of three human resource strategies (figure on the right). First, to develop human resources and working environments for competing globally, we have clearly defined the acceptance of diversity, communication skills, and the language proficiency that supports them as key competencies. We are systematically recruiting and developing human resources for global business who possess these qualities. As specific measures, we are assigning high-potential human resources from each department to the overseas business and strengthening the mid-career hiring of specialized human resources. As a result, we achieved a ratio of sufficiency of human resources for global business of nearly 29% in FY2025 against the target ratio of 35% set in the 2026 Medium-Term Business Plan. Further increasing this ratio is, of course, a critical initiative. We will also align this with the overseas strategy to be outlined in the next Medium-Term Business Plan. Based on this, we will further clarify the ideal profile of human resources for global business that we aim to cultivate.

Diversity, Equity, and Inclusion (DE&I) is a core theme for promoting human capital sustainability. In particular, we are strengthening efforts to promote the active participation of women, especially at the management level. For executive officers, we have already achieved our target female ratio* set forth in the 2026 Medium-Term Business Plan. However, there is still a gap at the managerial level, and we are continuing efforts to address it. The Meiji Group offers numerous

products whose primary customers are women. There is significant potential for new value to emerge from women's perspectives and ideas, which makes expanding our pool of female leaders essential. To achieve this, we are further enhancing our education and training programs and steadily developing potential candidates. Additionally, in the area of human resource development, we offer a wide range of training programs that employees can join on a voluntary basis. In doing so, we are fostering an environment where each employee can autonomously develop their career and pursue the challenges they wish to take on.

*  Human Resources > Materiality: Growth and Success for Diverse Human Resources

To improve the effectiveness of Group HR functions, we are steadily rolling out a new HR system across the entire Group that serves as the foundation for our growth. We have assigned Human Resource Business

Partners (HRBPs) to each department to ensure a precise alignment between the direction of our business and the roles required of our human resources. We are leveraging this new position to advance initiatives that integrate our business and human resources strategies. Furthermore, we are strengthening talent management by regularly inventorying employee skills and competencies. Based on this, we provide opportunities for the right people to demonstrate their capabilities in the right positions. We have also begun developing a system to identify and build a pool of candidates for managers who drive the Group forward by leveraging centrally managed human resource data. Going forward, we will utilize this talent management system to accelerate the development of an optimal human resource portfolio for the Meiji Group.

Our Value Creation Story: Human Resource Strategy Based on Management Strategies

→ [Page 24 Progress on the 2026 Medium-Term Business Plan](#)



Human Resource Strategy Message from CHRO

Commitment to Stakeholders

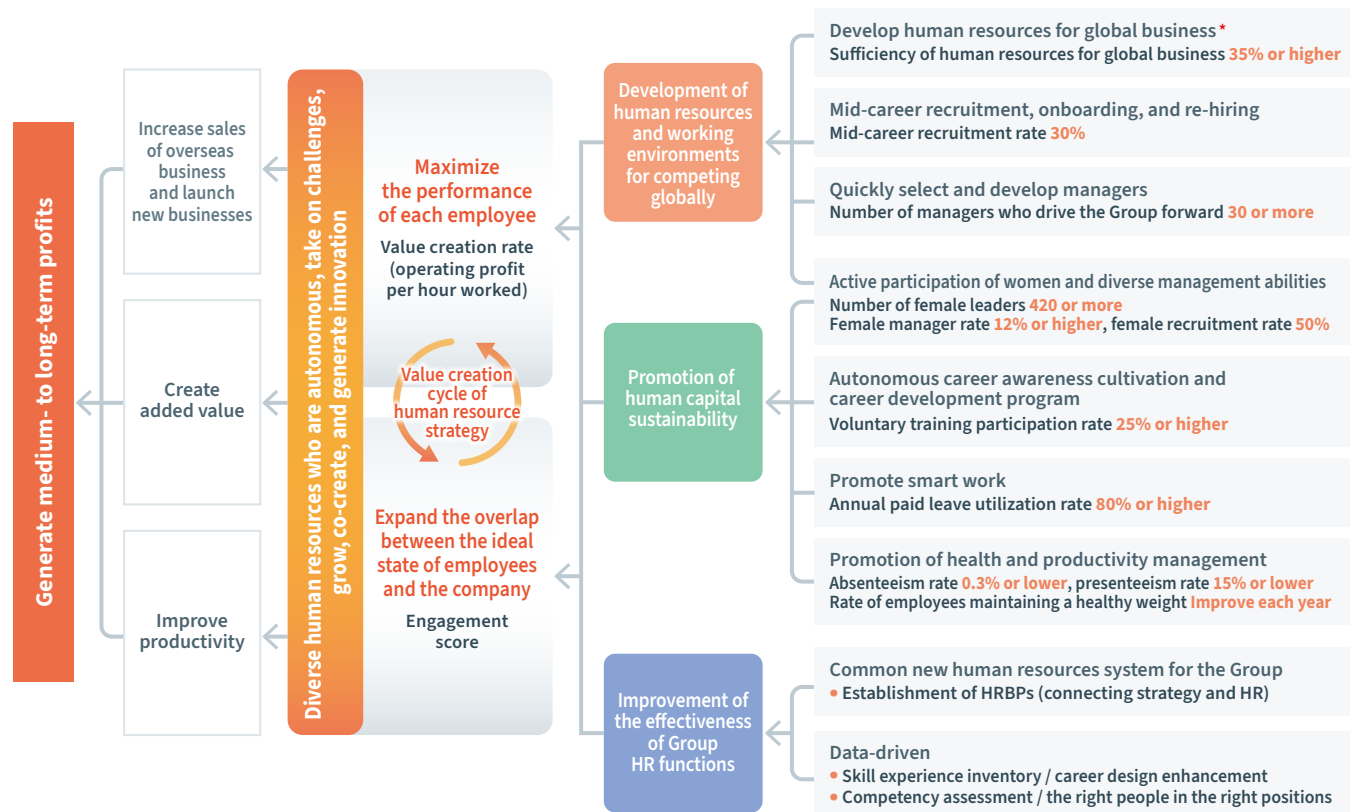
Driving Transformation through Our Human Resource Strategy to Improve Corporate Value

As part of our efforts to advance our human resource strategy, we have established the Meiji Human Capital Impact Path to visualize the connection to generating medium- to long-term profits. Through this framework, we are ensuring that our investment in human resources directly contributes to improving corporate value. Within this Impact Path, the engagement score is a particularly important indicator. While employees strongly identify with the social significance of the Meiji Group's businesses, we recognize they are not yet sufficiently engaged in the transformations and challenges needed to further enhance the value we deliver. My mission as CHRO is to break through this situation and transform our organization into a group of challengers who proactively shape the future.

→ [Page 56](#)

I am determined to change the mindset of merely thinking without taking action, constantly looking for excuses, and shifting responsibility onto others. The key to this is action. When faced with various issues, take ownership instead of blaming others, and take the first step toward a solution. That action will create ripples in those around you and lead to new developments. Even if you fail, that enthusiasm is bound to yield something. What I want to prioritize in such situations is a spirit of "Playfulness x Seriousness." The bigger the issue, the more we should view it as an opportunity for ourselves and tackle it with excitement and full commitment. That challenge born of the blend of playfulness and seriousness will inspire others and lead to new developments. We aim to build an organization brimming with this spirit of "Playfulness x Seriousness."

Meiji Human Capital Impact Path



* Human resources with skills and capabilities that can be utilized in global business

→ [Page 84](#)
Financial and Non-Financial Highlights

Human Resource Strategy Human Resource Management Transformation

Human resource strategy
that realizes our idealsDevelopment of human resources
and working environments
for competing globallyPromotion of
human capital
sustainabilityImprovement of
the effectiveness of
Group HR functions

Human Resource Management That Accelerates Corporate Transformation by Prioritizing External Competitiveness and Diversity

Transformation to Enable Human Resource Management at the Core of Improving Corporate Value

The Meiji Group needs human resources who can view changes in the environment as opportunities, voluntarily take on challenges, and lead transformation in order to achieve sustained corporate value improvement. However, the traditional approach to human resource management was based on internal equality and homogeneity/standardization. This made it difficult for human resources to fully demonstrate their capabilities in today's business environment, which demands diverse value creation and rapid decision-making. Therefore, the Meiji Group is fundamentally revising its approach to human resource management and transitioning to a system based on external competitiveness and diversity. We are building an environment where diverse and highly skilled human resources can actively participate by introducing a new human resources system and establishing a competitive compensation system. Additionally, we are strengthening talent management to visualize our human resource portfolio and optimize assignments, promoting the selection of promising young talent and the active participation of motivated human resources. In doing so, we will establish a system where the right employees can fully demonstrate their capabilities in the right positions.



Initiatives for Human Resource Management Transformation 1 Introducing a New Human Resources System

The new human resources system introduced in April 2025 serves as a framework to support the transition to a human resource portfolio based on external competitiveness and diversity. It redesigns the elements of job grades, performance evaluations, and compensation to form an integrated whole. It will serve as a common foundation to support the development and active participation of core human resources, including human resources for global business and managers who drive the Group forward. In doing so, it will contribute to innovation and the improvement of corporate value.

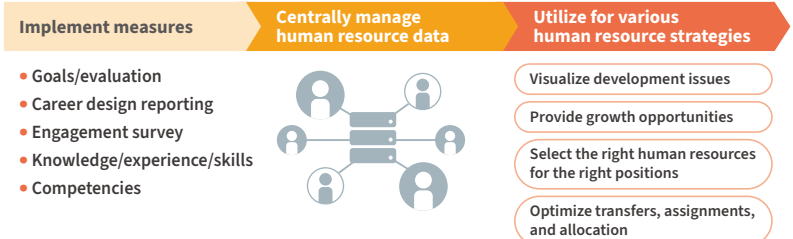
Key Points of the New Human Resources System

- **Introduction of a competitive compensation system** We have established an absolute evaluation-based compensation system that takes competitor levels into account to promote the recruitment of highly specialized human resources. The ratio of mid-career recruitment for FY2025 reached 44%.
- **Operational framework linked to strategy** We have newly established Human Resource Business Partners (HRBPs) in each department to strengthen the links between management and human resource strategies. We hold regular HRBP Summits to ensure the system is properly implemented and to enhance the skills of HRBPs.
- **Improvement of effectiveness on the front lines** We are working to ensure the system's steady adoption by improving the quality of evaluations through evaluator training and enriching dialogue through 1-on-1 sessions for all employees.

→ [Page 60 Technological Development Strategy Powering Innovation](#)→ [Page 84 Financial and Non-Financial Highlights](#)

Initiatives for Human Resource Management Transformation 2 Strengthening Talent Management

We regularly conduct inventories of all employees' skills and experience to motivate them to undertake autonomous skill development aligned with the requirements of each position and to ensure the right people are assigned to the right positions. Furthermore, we utilize this data to evaluate the competencies of core human resources and link it to succession planning. We are also moving toward a data-driven approach to selecting human resources that visualizes the match between employees and the skills and other criteria defined in job descriptions.



Human Resource Strategy Employee Engagement

Human resource strategy
that realizes our idealsDevelopment of human resources
and working environments
for competing globallyPromotion of
human capital
sustainabilityImprovement of
the effectiveness of
Group HR functions

Increasing the Number of Energetic and Motivated Employees to Realize the Group Philosophy and Management Strategies

Aligning the Vision Between Employees and the Meiji Group for Mutual Growth that Realizes the Group Philosophy

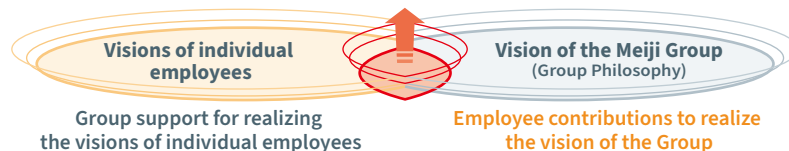
The Meiji Group defines employee engagement as the state in which the vision of employees and the Meiji Group are aligned, and they strive for mutual growth toward realizing the Group Philosophy. We are establishing systems and mechanisms that encourage taking on challenges and transformation by transforming our human resources management. However, to translate these into actual behavioral changes, it is essential to create an environment where employees view their own growth as aligning with the company's growth and independently take on challenges. The Meiji Group has established employee engagement as one of the indicators for measuring improvements in medium- to long-term corporate value. We monitor employee engagement annually through surveys and implement organizational and human resources measures based on the results. Through this approach, we promote employees' autonomous pursuit of challenges, leading to a virtuous cycle that realizes the Group Philosophy and improves corporate value.

The survey consists of an overall indicator and sub-indicators that influence the overall indicator. We are implementing a series of initiatives at various organizational levels to improve employee engagement, with the goal of achieving an overall indicator KPI of 60% or higher under the 2026 Medium-Term Business Plan. While the results of the survey conducted in June 2025 show an overall trend of improvement, we are strengthening initiatives in the areas of philosophy and strategies, transformation activities, and HR system/measures, which our analysis identified as particularly high-priority sub-indicators. For the HR system/measures in particular, which had the lowest affirmative response rate, we recognize that ensuring a thorough understanding of and consistent implementation of the new human resource system introduced in FY2025 is key to improving employee engagement. We will therefore implement measures accordingly.

Realizing the Group Philosophy

Increase the number of energetic and motivated employees

Employee engagement within the Meiji Group



Trends in Employee Engagement Affirmative Response Rates

	2024 ^{*1}	2025 ^{*1}	Major action
Overall indicator	56.6%	59.7%	
Sub-indicators	Philosophy and strategies	51.3%	56.6% 1
	Company foundation	79.1%	80.9%
	Transformation activities	48.8%	54.2% 2
	Workplace	73.5%	74.4%
	Supervisor	76.0%	76.7%
	Work	58.6%	60.2%
	Self	61.0%	64.1%
	HR system/measures	33.5%	30.8% 3

2026 Medium-Term Business Plan Overall Indicator KPI

Affirmative response rate^{*2}
(survey to be
implemented
in June 2027)

60% or higher

^{*1} The Employee Engagement Survey is conducted around June each year to review the results for the previous fiscal year (April–March).

^{*2} Affirmative response rate: Percentage of respondents who selected a positive response, such as “Agree” or “Somewhat agree,” from the five response options.

Key Actions Toward Achieving the 2026 Medium-Term Business Plan KPI

- 1 Implement internal communication based on the system of principles**
 - Introduction of Group Philosophy training programs by level
- 2 Promotion of cultural reform tailored to organizational issues**
 - Individual department support measures (project to improve self-reliance)
 - Voluntary actions within each organization (see right)
- 3 Implementation of measures to promote the new human resources system and strengthening of 1-on-1 sessions**
 - Holding of explanatory sessions at each operating company
 - Training for evaluators
 - Strengthening of 1-on-1 sessions between evaluators and employees

→ **Page 55 Human Resource Management Transformation**

Case Study Voluntary Initiatives at Meiji Co., Ltd. Plants

Sub-indicators: “work” / “self”

Trends in Employee Engagement Positive Response Rates

	2024	2025
Work	44.9%	47.5%
Self	48.8%	52.5%

We have intensified initiatives at workplaces across our plants, an area identified as a major issue in past surveys, and we are now seeing a trend toward improvement. For example, Meiji Co., Ltd.'s Aichi Plant holds the Commendation Award to recognize achievements in improving operations, safety, and quality. This initiative promotes the sharing of best practices within the plant and fosters mutual learning.

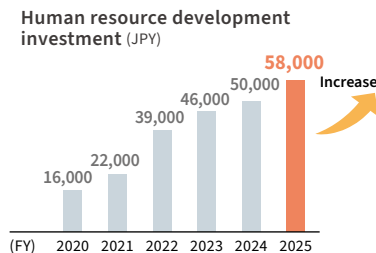
Human Resource Strategy Human Resource Development

Human resource strategy
that realizes our idealsDevelopment of human resources
and working environments
for competing globallyPromotion of
human capital
sustainabilityImprovement of
the effectiveness of
Group HR functions

Cultivating Human Resources Who Can Take on the Challenge of Transformation and Contribute to the Meiji Group's Further Growth

Supporting Employees to Autonomously Take on Challenges and Developing Competitive Human Resources

Our goal is to realize a human resource strategy aligned with our management strategy by developing human resources who will lead overseas and new businesses, and by empowering employees who will support our existing and domestic businesses. In particular, we prioritize human resources who take on challenges with determination, and we place their development at the core of our human resource strategy. We strategically develop human resources by prioritizing investment in motivated employees based on the Meiji Group Human Resources Development Policy and our Group-wide human resources development system. We are accelerating the development of competitive human resources by prioritizing the allocation of growth opportunities and resources to employees who autonomously take on challenges.



Strengthening Managers Who Drive the Group Forward and Human Resources for Global Business

We are implementing initiatives to strengthen our human capital by establishing key indicators for human resources. In particular, we are focusing on expanding the pool of managers who drive the Meiji Group's future growth strategy, strengthening human resources with the skills and capabilities to contribute to our global business expansion, and encouraging autonomous learning among each employee while placing a high priority on voluntary participation in programs.

Key Indicators for Human Resource Development

Major indicators	Past trends	FY2025	FY2026 target
Pool of managers who drive the Group forward	14 members (FY2023) 20 members (FY2024)	32 members	30 or more members
Human resources for global business*	29.1% (FY2024)	28.8%	35% or higher
Voluntary training participation rate	23.3% (FY2024)	24.5%	25% or higher

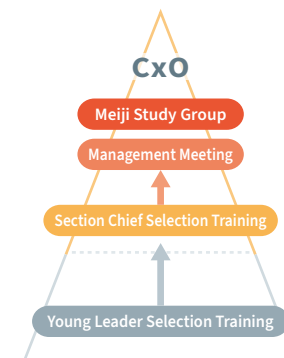
* Scope: Managers and career track employees

Initiatives to Strengthen the Pool of Managers Who Drive the Group Forward

We have been implementing a development program since FY2021 to systematically develop and monitor managers who drive the Group forward. A total of 284 members have participated in the program to date, and as of the end of March 2026, the Group's pool of managers who drive the Group forward stood at 32. Additionally, to strengthen connections with our existing development programs (Meiji Study Group and Management Meeting), we launched a new program in 2026 aimed at developing section managers and young leaders. This program focuses on developing human resources with an eye toward early promotion. We are also recruiting participants through a voluntary application process to identify motivated members and strengthen our pipeline of future managers who drive the Group forward.

Managers Who Drive the Group Forward Review Meeting

We established the Managers Who Drive the Group Forward Review Meeting in July 2026, led by the CEO, COO, and CHRO, to develop succession plans for key management positions. We have visualized and shared the pipeline of managers who drive the Group forward necessary for executing our medium- to long-term strategies, and are proceeding with the evaluation of a pool of candidates aligned with these needs.



Developing Human Resources for Global Business

The Meiji Group defines human resources for global business as follows:

- Individuals who, in addition to standard business skills, demonstrate the ability to embrace diversity by understanding and accepting different cultures, values, and business practices
- Individuals who demonstrate a high level of communication skills, enabling them to effectively convey their own opinions and understand the perspectives of others

We are focused on expanding our pool of human resources for global business through a combination of various approaches, such as regularly holding open recruitment for transfers to overseas business departments and introducing an overseas trainee program, so that more motivated employees can pursue careers abroad.

Human Resource Strategy Diversity, Equity, and Inclusion (DE&I) / Health and Safety

Human resource strategy
that realizes our ideals

Development of human resources
and working environments
for competing globally

Promotion of
human capital
sustainability

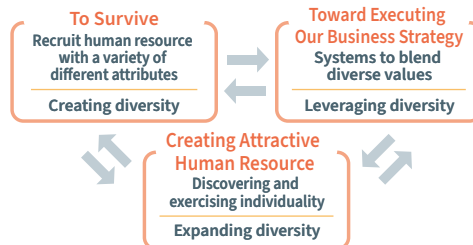
Improvement of
the effectiveness of
Group HR functions

Advancing DE&I to Boost Value Creation and Drive Sustained Growth

Advancing DE&I Through Three Approaches

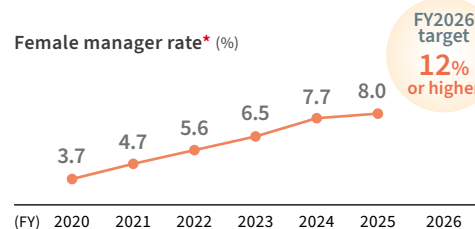
The Meiji Group has established a Diversity, Equity & Inclusion Subcommittee under the Meiji Group Human Capital Committee. We strive to advance DE&I and foster a corporate culture based on the three complementary approaches as described in the figure on the right. We will strengthen our corporate competitiveness and drive sustained growth by creating an environment where diverse human resources with a wide range of values can actively participate.

Complementary Approaches to Promote DE&I
and Foster the Group Culture



Promoting the Active Participation of Women to Enhance Organizational Diversity

We have identified expanding diversity at the decision-making level as a key priority in our efforts to promote the active participation of women, a particularly important initiative. We are advancing initiatives that include actively promoting women to management positions. We support career development through programs such as a training program for the development of female leaders among department head candidates at Group companies to enhance their perspective and strategic thinking, as well as participation in joint cross-mentoring programs with other companies.



* Scope: Meiji Holdings Co., Ltd., Meiji Co., Ltd., Meiji Seika Pharma Co., Ltd., and KM Biologics Co., Ltd.

Selected for Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting

In 2026, we were selected for Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. This award recognizes companies that have demonstrated particularly outstanding initiatives to support dual careers and co-parenting regardless of gender.



Aiming for a Meiji Group Where All Employees Can Maximize Their Capabilities

Promoting Smart Work to Improve Productivity

We are rolling out Group-wide measures to streamline meetings and conducting time management training for all line managers. Additionally, under our new human resources system, we have added the new evaluation criterion of productivity improvement for managers toward building our ideal organizational culture. Each manager sets and implements action plans to create a highly productive organization. We are building a culture of smart work by addressing both systems and mechanisms, as well as mindset and behavior.

Practicing Health and Productivity Management to Further Improve Corporate Value

As a result of our health and productivity management initiatives, Meiji Holdings Co., Ltd. has been certified as an Outstanding Health and Productivity Management Organization (White 500) for 10 consecutive years by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. We have also been certified as a Food and Nutrition Practice Outstanding Organization by the Ministry of Agriculture, Forestry and Fisheries, a program that began in 2026.



Pursuing Occupational Safety to Prevent Risks Before They Occur

Occupational safety is also an important management issue. In FY2025, we conducted a Group-wide risk assessment as a new initiative. Feedback from a perspective that transcends company boundaries has brought new insights to the front lines, raising awareness of occupational safety and leading to improvements in the quality of risk management.



Risk Assessment Survey at the Gifu Plant of Meiji Seika Pharma Co., Ltd.

Technological Development Strategy Powering Innovation

Establishing Six Domains for Technological Development to Create New Social Value

Overview of the Technological Development Strategy

We are working to realize the Meiji Group's slogan of *Now ideas for wellness*. We focused on technological development that helps solve diverse social issues, and established six domains for technological development (see figure on the right). These domains comprehensively consider external environmental changes and targets to be achieved based on both product diversity (diversification of values toward products) and life diversity (diversification of people's lifestyles and views on life). We are building on this technology development strategy to pursue various technology development themes. Our approach involves leveraging and advancing elemental technologies while creating new and unique technological foundations. We then apply these technologies to new products, services, and businesses to create innovation. In doing so, we aim to achieve sustained growth and create social value.



Examples of Major Initiatives

Research on Healthy Longevity

In recent years, extending healthy life expectancy (Healthy Longevity) has gained attention as an important social issue as the global population ages. Research aimed at understanding aging mechanisms and advancing disease prevention and early intervention is accelerating. The Meiji Group views addressing this social issue as an opportunity for growth. We participated as a Platinum Sponsor in the Health Longevity and Medicine Conference 2025 held in Singapore in November 2025. We delivered a presentation on our vision for the Healthy Longevity domain. We also joined the ASAGI Labs Longevity Consortium, established by ASAGI Labs, in June 2026. We are actively engaging in research through industry-academia collaboration. We aim to become a leading company in the Healthy Longevity domain by leveraging the strength of our product and technology platform, which supports all stages of life from infant formula to nutritional products for the elderly.

Innovation Supporting Women's Health

Interest in women's health and well-being is growing, and the femcare domain is attracting global attention. The Meiji Group is leveraging its years of expertise in microbiome research to study the vaginal microbiota, which plays a crucial role in maintaining women's health. We also participated in Fast Track Pitch in Singapore (co-hosted by the Ministry of Economy, Trade and Industry, JETRO, and the Government of Singapore) in January 2026 as part of our open innovation activities. We are exploring opportunities for collaboration to develop new markets while establishing connections with startups that market femcare products in the Asian region.



Fast Track Pitch in Singapore awards ceremony

Development of Infant Formula Supplemented with Bifidobacteria

Meiji Co., Ltd. has conducted extensive research on *Bifidobacterium bifidum* OLB6378 (OLB6378) to support the daily health of infants. These research efforts, spanning a quarter of a century, are now yielding results. In 2025, we obtained approval in Japan to manufacture *Meiji Hohoemi*, Japan's first infant formula supplemented with OLB6378, as well as *Meiji Step*, a growing-up formula supplemented with the same strain. We relaunched *Meiji Hohoemi* in November 2025 and *Meiji Step* in March 2026, providing our customers with new value in child-rearing. We will continue to focus on research and development in infant nutrition. In doing so, we will contribute to healthy lifestyles with peace of mind for parents and children alike.



Technological Development Strategy Powering Innovation

Human Resources and Organizational Strategies for Creating New Value Centered on the Wellness Science Labs

The Wellness Science Labs develops and drives medium- and long-term strategy, playing a central role in cross-functional technological development that crosses the fields of food and pharmaceuticals. We recruit human resources with diverse expertise and a commitment to transformation to bring research findings into practical application, managing the organization under a clear vision.

Keiko Kawahata

Executive Officer, Wellness Science Labs

Bringing Together Human Resources with Both Skills and Passion to Deliver Real Results



The Meiji Group's value creation at the intersection of food and pharmaceuticals has long been, so to speak, a vision. My mission is to transform this vision into real results for society and to evolve our organization into one that takes full responsibility for the social implementation of our research findings.

At the core of our efforts is the talent capable of leading evidence creation. In addition to bio specialists engaged in gut microbiota and nutrition research, we have strengthened our pool of highly specialized human resources, including data scientists and experts well-versed in global regulatory affairs and intellectual property. However, organizational growth is not driven by expertise alone. I believe that the true source of our improved corporate value lies in the qualities of each future-oriented researcher who serves as an engine of transformation. These qualities cannot be fully explained by their skill sets alone.

Speed, passion, and the ability to execute are essential for transformation. We will achieve this transformation through collaboration with Associate Head Yamana, who has extensive experience ranging from drug discovery research to commercialization. We will not shy away from challenges or conflicts. Instead, we will transform them into driving forces for change and work alongside our researchers to create new value.

Kei Yamana

Associate General Manager, Wellness Science Labs
Team Leader, Meiji Group New Business Project Team

Building an Organization That Continues Creating New Domains by Integrating Food and Pharmaceuticals Through Everyday Touchpoints



The Meiji Group has long fostered a culture of daily intake through food and evidence-based development through pharmaceuticals. It also has unique technological development seeds like lactic acid bacteria and cocoa, as well as a business foundation that continuously delivers these to consumers. Companies capable of integrating food and pharmaceuticals through everyday touchpoints are rare even on a global scale. As someone who joined the company as an experienced professional, I believe the Meiji Group holds immense potential to pioneer next-generation healthcare.

Commercializing technological development seeds requires organizational capabilities that enable us to tackle highly uncertain challenges. This necessitates even more speed and decision-making, as well as flexible organizational management that includes co-creation with external partners. We are currently focusing on the new domain of maintaining well-being in daily life, rather than intervening only after illness sets in. As the super-aging of society progresses and healthcare costs rise, this domain will become a major growth market globally. The Meiji Group possesses the technological and research infrastructure to create and lead this market from Japan. Therefore, we will focus on creating new value rather than competing in existing markets.

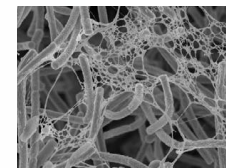
HOT TOPIC! Meiji Group New Business Project Team

Launch of a New Project: Creating New Business Domains by Leveraging Strengths in Food and Pharmaceuticals

In January 2026, we launched the Meiji Group New Business Project Team within Meiji Holdings Co., Ltd. to create a new pillar of growth that will drive the Meiji Group's next decade. This project brings together a diverse group of members from across Group companies, including experienced personnel. We aim to pioneer a new business field that helps people maintain their well-being in daily life by leveraging the Meiji Group's unique strengths in both food and pharmaceuticals, as well as our technological assets related to microorganisms and fermentation. In the long term, we aim to create a business with sales of 100 billion yen and a profit margin of 30% or more, delivering new health value to people around the world.

Research Findings on R-1 EPS Presented at the American Association for Cancer Research Annual Meeting

One promising new business candidate is the application of the extracellular polysaccharide (R-1 EPS) from the lactic acid bacterium strain OLL1073R-1 to dietary support for cancer treatment. A clinical study confirmed for the first time that lung cancer patients who consumed yogurt enriched with R-1 EPS tended to respond more effectively to immune checkpoint inhibitor therapy. These findings were presented jointly with Saitama Medical University at the American Association for Cancer Research Annual Meeting in April 2026 (AACR2026) and have attracted global attention.



Electron micrograph of "R-1 EPS" (mesh-like area)

Intellectual Property Strategy A Patent Portfolio That Contributes to Management and Business

Driving an Intellectual Property Strategy Closely Aligned with Management Across the Meiji Group

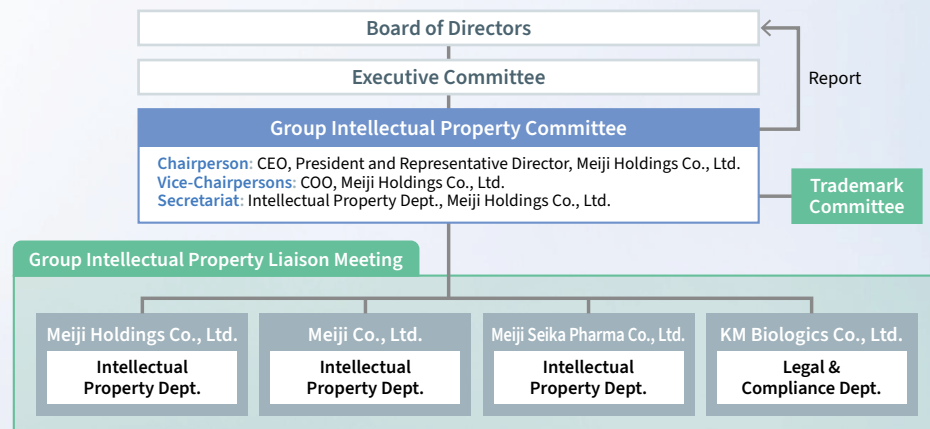
A Structure for Implementing Intellectual Property Strategy Led by the CEO

The Meiji Group has established the Group Intellectual Property Committee, chaired by the CEO, as an advisory body to the Executive Committee. This structure enables the Board of Directors to effectively oversee the intellectual property strategy.

The Group Intellectual Property Committee positions the intellectual property strategy as a key pillar for the Meiji Group's sustained growth. It determines a general direction for strategies and issues, and the intellectual property organizations at each company implement strategies accordingly.

Deliberations/ measures (Results)

- Analyzing the correlation between management indicators and patent value
- Considering a globalized corporate trademark protection strategy
- Strengthening the development of specialized human resources (Encouraging the acquisition of patent attorney qualifications, short-term human resource exchange and learning among Group companies, and appointment of experienced personnel, etc.)



Analyzing the Correlation Between Management Indicators and Patent Value

An analysis of the relationship between operating profit and the aggregated value of the Food segment's patent portfolio from 2015 to 2025 revealed a strong correlation (correlation coefficient of 0.8 or higher)*. This result suggests that patent value may be linked to the Food segment's profitability, and that increasing patent value in the future could contribute to increased profits.

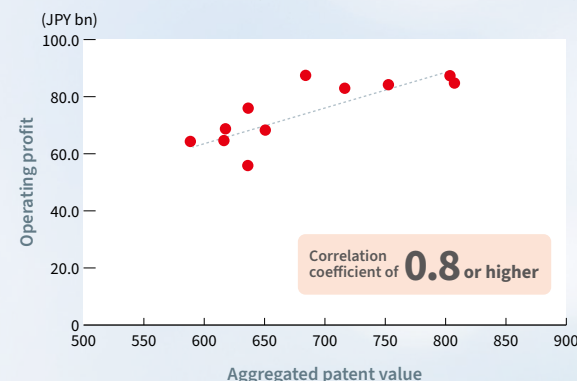
We believe the correlation between management indicators and patent value arises through the following process.

- 1) We create high-value patents by developing world-class technologies and protecting them with patent rights.
- 2) We launch products incorporating these outstanding patented technologies globally, thereby demonstrating the Meiji Group's uniqueness and contributing to global profit generation.

Additionally, we will focus not only on technology-driven approaches but also on generating market-oriented patent groups. Our unique technologies, enabled by high-value patent groups, will drive the development of high-value-added products and support the global expansion of our business.

* Operating profit data is for each fiscal year; patent value data is as of the end of each calendar year

Correlation Between Operating Profit and Patent Value in the Food Segment (2015–2025)



Patent Value =
Technology Relevance x Market Coverage

The patent value calculated in this way represents the competitiveness of that patent. The aggregated patent value held by a company is considered to represent the overall competitiveness of that company's patent portfolio.

* Calculated based on the Patent Asset Index from LexisNexis® PatentSight™

Technology Relevance

An indicator of technological influence calculated based on the number of times the patent publication has been cited in other patent examinations

Market Coverage

An indicator of market value calculated based on the market size of the countries where applications were filed

Intellectual Property Strategy A Patent Portfolio That Contributes to Management and Business

Aiming to Build a Patent Portfolio That Balances High Technical Capability with Strong Global Expansion

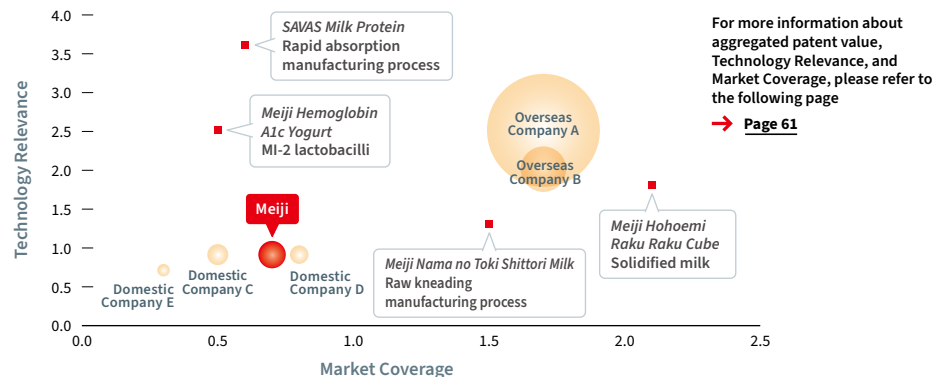
Patent Technologies Supporting Hit Products

The figure below illustrates the competitiveness of patent groups, using the two indicators from the patent value calculation on the previous page: the vertical axis represents Technology Relevance, and the horizontal axis represents Market Coverage. In this figure, the Food segment is aiming for the upper-right quadrant (where high technical capability is combined with strong global expansion). All patent groups related to the major hit products shown in the figure exceed the Food segment's average on either the Technology Relevance or Market Coverage. *Meiji Hohoemi Raku Raku Cube* has high Market Coverage and possesses a level of competitiveness on par with major overseas companies. *Meiji Nama no Toki Shittori Milk* also shows potential for overseas expansion. Meanwhile, *SAVAS Milk Protein* and *Meiji Hemoglobin A1c Yogurt* are highly rated for their Technology Relevance.

Going forward, we will continue to contribute to profit growth through hit products supported by a patent portfolio that balances Technology Relevance with Market Coverage.

Comparison of Patent Portfolios Among Major Japanese and Overseas Food Companies (Food Segment)

Bubble size: Aggregated patent value



* Created by Meiji Holdings using LexisNexis® PatentSight+, a patent analytics solution by LexisNexis

HOT TOPIC! Technology Stories

The Meiji Group develops outstanding technologies and products, and appropriately protects and utilizes their value as intellectual property. Below, we present examples of these technologies.

MI-2 Lactobacilli Creating Health Benefits from a Vast Strain Library

The MI-2 lactobacilli were selected from Meiji Co., Ltd.'s strain library with the aim of identifying strains with strong anti-inflammatory effects. This selection was based on indicators such as the bioactive substance IL-10. We decided to incorporate it into yogurt after extensive deliberation on suitable food categories and product concepts. A cross-departmental team worked together to develop evidence for its efficacy with great persistence. As a result, MI-2 lactobacilli were reported to “support the reduction of elevated hemoglobin A1c levels (an indicator of blood sugar control) in healthy individuals,” leading to the commercialization of *Meiji Hemoglobin A1c Yogurt* containing this strain. The product launch enabled us to offer customers a new approach and helped them incorporate it into their daily diets. Going forward, we will continue our research to discover Meiji's unique strains from our library of over 6,500 strains, primarily lactobacilli, building on the success of MI-2 lactobacilli. We will then use these findings to develop new products with added value.



Raw Kneading Manufacturing Process Establishing a New Manufacturing Process to Create Products That Defy Conventional Wisdom

The raw kneading manufacturing process is a technology that enables the creation of products with unprecedented value. It incorporates a higher moisture content than conventional chocolate products, which typically contain 3% moisture or less. This unique approach offers consumers a completely new culinary experience. Increasing moisture content results in a smooth texture similar to that of Japanese “Nama chocolate,” which contains 10% or more moisture. However, such “Nama chocolate” is difficult to distribute at room temperature and has limited applications. When we reduced the moisture content to around 10% to improve the product, we encountered the issue that oil and water would separate when using conventional technologies. To solve this, we developed a patented method (the raw kneading manufacturing process) that successfully integrates oil and water without allowing them to separate. Furthermore, we combined and applied various manufacturing technologies owned by Meiji Co., Ltd. to achieve *Meiji Nama no Toki Shittori Milk*. This product defies conventional wisdom about chocolate by offering a moist, soft texture and rich flavor while also being storable at room temperature (28°C or below) and featuring a long shelf life (12 months). We will continue to actively utilize this patented technology to develop new products for both the consumer and B2B markets.



DX Strategy Message from CDO

Linking Business with Employee Work Styles and Digital Transformation to Create New Value and Strengthen Corporate Competitiveness

The 2026 Medium-Term Business Plan identifies “returning to a growth trajectory by transforming focus markets, business structure, and our behavior” as a key theme. As the Meiji Group’s CDO, I am responsible for accelerating the execution of management and business strategies through digital transformation (DX). I am redefining the role of the DX/IT department to support management and business divisions with a deep understanding of what they aim to achieve. The DX/IT department will accurately interpret the intentions of management and business divisions. Based on this understanding, we will provide rapid and cost-effective solutions for their high-priority strategies and measures. For management, we will establish an environment that enhances the speed and accuracy of decision-making. For business divisions, we will work closely with them on initiatives to maximize value creation and provide strong support for implementation. Through DX, I will drive the transformation of management and business, employee work styles, and the role of the DX/IT department, thereby helping to create new value.

The Meiji Group’s Vision for DX

[1] Transforming Business

Advancing Data-Driven Management and Strategic Utilization of AI

Today, the utilization of technology in business is primarily centered on data and AI, which are key factors in determining a company’s competitiveness. These two areas are not entirely separate; rather, they are evolving while overlapping significantly. The Meiji Group practices data-driven management. We are also vigorously promoting business transformation through the strategic utilization of AI.

Our vision for data-driven management is not simply about collecting data and following the numbers. It is a foundation for honing decision-making based on intuition and experience by using data to accurately grasp the facts. Additionally, our goal for the strategic utilization of AI is to entrust routine tasks to AI. This will enable employees to focus on their core tasks.

We have selected three areas from among the issues facing the Meiji Group as core themes for our data-driven management: financial planning and analysis (FP&A), research and development, and marketing. In FY2025, we began developing the environment and organizational capabilities necessary to utilize data. This initiative goes beyond mere operational efficiency; it will create new

Takefumi Koga

CDO
Executive Officer



value and enhance customer loyalty. Furthermore, from a financial perspective, it will lead to improvements in return on investment, profitability, and capital efficiency.

The Meiji Group’s Vision for DX

[2] Transforming Employee Work Styles

Building an Environment Where Employees Can Make Full Use of Their Creativity and Judgment

As DX progresses, employees will be able to start work with the necessary data already in place, significantly reducing preparatory tasks such as document creation. This will allow employees to focus on tasks that make full use of their creativity and judgment. This transformation in work styles will enable the company to allocate management resources to areas directly linked to value creation.

DX Strategy Message from CDO

To achieve this, we must establish an IT environment that allows us to conveniently and securely utilize high-quality data and reliable AI in alignment with our business objectives. At the same time, we need to enhance organizational capabilities in both business and the DX/IT department. Our Group-wide human resource development efforts have focused on expanding the use of digital technologies. However, we have observed instances where employees are not fully applying the digital skills they have acquired to their work. Therefore, we are revising our human resource development programs to adopt a problem-solving approach. We will develop human resources who do not merely engage with technology, but who can envision the ideal business model and accurately identify issues.

The Meiji Group's Vision for DX [3] Transforming the DX/IT Department Properly Managing Risks and Flexibly Responding to Changes in Business Conditions

We will minimize cyber risks while maintaining flexibility in how we use technology to maximize DX and IT efficiency across the Group. From there, we will establish an adaptive governance framework and an organizational structure with strong execution capabilities. Cyber risks have intensified in recent years, and a failure to adapt to technological evolution directly translates into management risk. Based on this understanding, we will manage risks appropriately. We believe the DX/IT department must function as a guardrail that enables us to advance DX safely and quickly without slowing the business.

Specifically, we will review the division of roles between Meiji Holdings Co., Ltd. and the DX/IT departments of each operating company and clearly define areas that should be standardized across the entire Group. We will then distinguish them from areas where

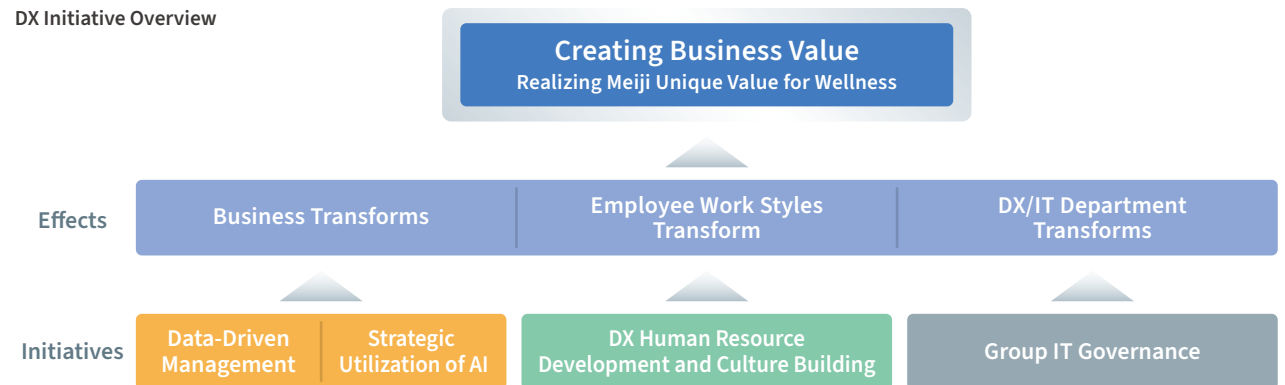
decisions and actions should be made flexibly, taking into account the characteristics of each business. Based on this, we will establish an effective governance framework. At the same time, we will clarify the positioning of our DX strategy, medium-term plan, and fiscal year plan. We will restructure our operations to ensure that strategy, planning, and budgeting are consistently aligned. This will enable us to establish a DX promotion structure capable of flexibly adapting to changes in the business environment.

We will acquire highly specialized human resources who can contribute immediately through mid-career hiring. At the same time, we will continue to develop our existing human resources. From a structural perspective, we launched an organization in April 2026 to serve as the hub of data-driven management. Through this organization, the DX/IT department will share strategies with management and business divisions. They will then collaborate to transform business processes.

Commitment to Stakeholders Maximizing Business Value by Promoting DX

We will maximize the Meiji Group's business value through these initiatives, leading to medium- to long-term profit growth and an increase in corporate value. Close collaboration among management, business divisions, and the DX/IT department will be essential to achieving this. This collaboration requires a shared understanding of each other's roles and responsibilities as well as mutual respect and empathy. As CDO, I will lead internal discussions to fulfill this mission and steadily advance the Meiji Group's digital transformation. Additionally, we will deepen communication with external stakeholders, including our shareholders and business partners, and incorporate their opinions and insights to enhance the quality of our activities and meet their expectations.

DX Initiative Overview



DX Strategy Transforming Business

DX Initiatives

Data-Driven
ManagementStrategic
Utilization of AIDX Human Resource
Development and
Culture BuildingGroup
IT Governance

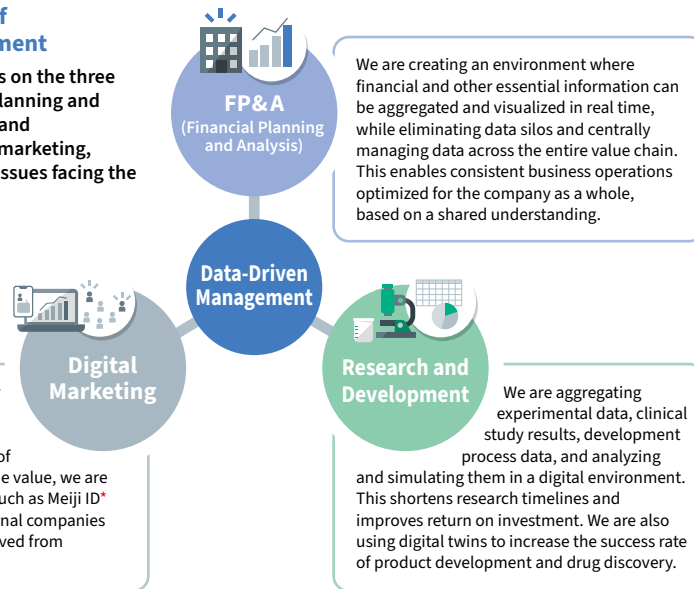
Data-Driven Management

Using Digital Technology to Further Sharpen Decision-Making Based on Years of Intuition and Experience

To date, the Meiji Group has transformed its business structure and expanded its business areas through management decisions based on keen intuition and experience. We will further refine this expertise through the power of information and the science of interpreting it. We will leverage it to make decisions that create new corporate value in an increasingly complex society.

Three Core Themes of Data-Driven Management

We are focusing our efforts on the three core themes of financial planning and analysis (FP&A), research and development, and digital marketing, selected from among the issues facing the Meiji Group.

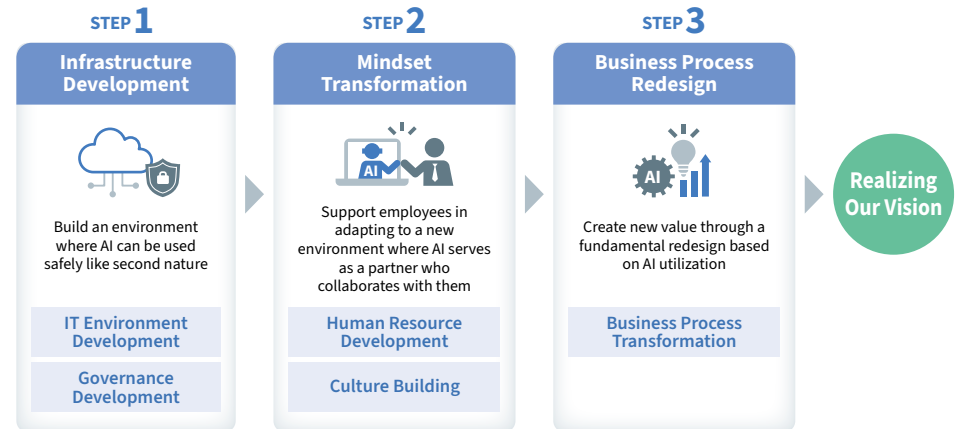


* A membership service offered by Meiji Co., Ltd. since January 2025

Strategic Utilization of AI

Delegating Routine Tasks to Generative AI to Focus Resources on Creating Real Value

To date, the Meiji Group's utilization of AI has centered on improving individual work efficiency through the implementation of Meiji AI Talk2, a conversational generative AI app developed in-house. However, recent advancements in AI are transforming it from a convenient tool into a business partner. Going forward, we will introduce agent-based AI that understands the objectives of tasks, makes autonomous decisions, and selects the optimal methods to execute them across the Group. This will drive organizational transformation of our business processes. Once generative AI becomes seamlessly integrated into our daily operations and using it becomes second nature, we will be able to entrust tedious routine tasks and information organization to AI. This will allow employees to focus on work that makes full use of their creativity and judgment. This, in turn, will enable us to create unprecedented new value for our customers and society. We have begun formulating a plan to realize this vision starting in FY2026.



Drive organizational transformation based on AI utilization through these three steps

DX Strategy Transforming Employee Activities and DX/IT Departments

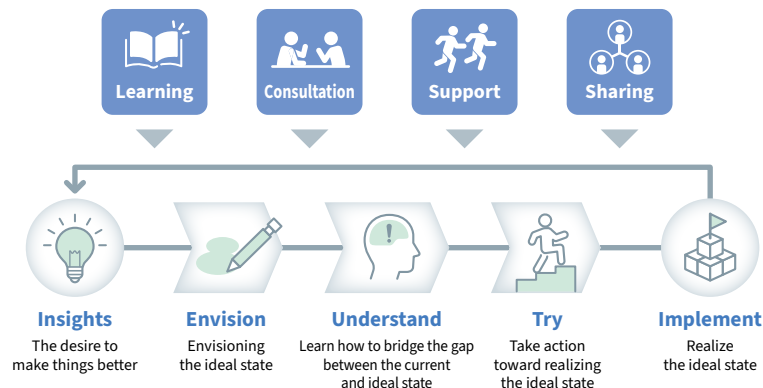
DX Initiatives

Data-Driven
ManagementStrategic
Utilization of AIDX Human Resource
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Culture BuildingGroup
IT Governance

DX Human Resource Development and Culture Building

Supporting Human Resources Who Drive Transformation and Fostering a Culture That Celebrates Challenges

We launched various initiatives to develop DX human resources across the Group in FY2023. These initiatives have successfully enhanced digital skills and fostered a culture of leveraging digital technology in business and operations. Going forward, we will shift our focus to initiatives that create value across the organization aimed at accelerating transformation and value creation. For employees, we will provide opportunities to experience how the latest technologies impact business firsthand, fostering the insights that serve as a catalyst for transformation. From there, we will encourage employees to envision the organization's ideal state, deepen the expertise needed to achieve it, and take autonomous action. Furthermore, we will support employees working toward this ideal state by providing learning content and offering workshops to help address organizational challenges with a goal-oriented mindset. In doing so, we will develop human resources with a strong focus on practical application. As a company, we will celebrate the challenges employees take on to move the organization forward. We will boost momentum for transformation and a willingness to take on challenges by widely communicating and sharing examples of these initiatives and their results throughout the company. We will provide opportunities and spaces for employees tackling transformation to connect with one another. This will help foster a culture where they support and inspire one another even more.

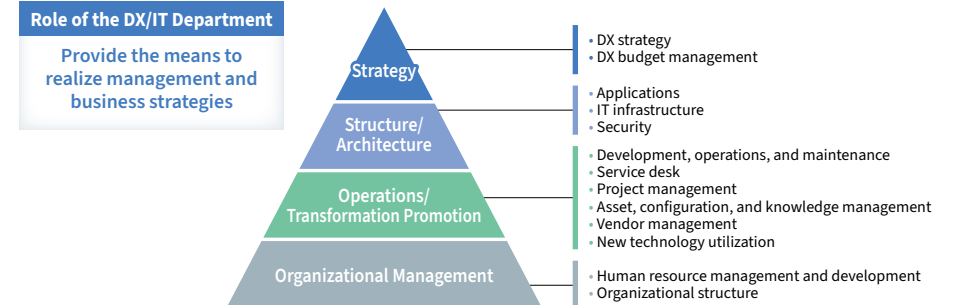


Group IT Governance

Optimizing Group-wide DX and IT to Enhance Competitiveness and Manage Risks

To maximize the effectiveness of the Meiji Group's DX strategy, we are redefining the roles and responsibilities of the DX/IT department. We are also restructuring our organizational framework by designing a governance system that enables these changes to function effectively (figure below). We have defined the role of the DX/IT department as interpreting the goals of management and business operations with empathy and providing solutions to achieve these goals quickly and cost-effectively. This will further accelerate our primary objective of "driving forward management and business strategies." We also clearly distinguish between the DX strategies that our Food and Pharmaceutical segments should pursue and the Group-wide DX strategies necessary to support their realization. This approach aims to improve the cost-effectiveness of our digital investments by balancing both individual and overall optimization. In building a Group-wide DX infrastructure to strengthen corporate competitiveness, we are developing a framework that enables us to respond effectively to cyber risks while remaining flexible in our use of technology. We are establishing mechanisms to ensure data quality, which is essential for data-driven management, and to manage access through advanced security measures. In doing so, we are building a framework that enables the rapid and efficient creation of new value through DX.

Framework for Group IT Governance Consideration



Governance

The Meiji Group aims to continue to create innovative ways to meet its customers' needs with food and health. We strive to build a system that maximizes corporate value and to properly manage management risks.

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More Information

[📄 Securities Report](#)

[📄 Corporate Governance Report \(PDF\)](#)

[📄 Investors](#)





Corporate Governance

Executives | Members of the Board of Directors (As of June 26, 2026) * The numbers of shares held are stated as of May 31, 2026.



Katsunari Matsuda

Chief Executive Officer^{*1}
President and Representative Director
(Corporate Development Dept., Group HR
Strategy Dept., Intellectual Property Dept., and
Wellness Science Labs)

- Appointment as a director : June 2018
- Number of the Company's shares held : 64,005



Toshiaki Nagasato

Chief Operating Officer^{*2}
(Pharmaceutical Segment)
Member of the Board and
Executive Officer

- Appointment as a director : June 2025
- Number of the Company's shares held : 25,900



Bunjiro Yao

Chief Operating Officer^{*2}
(Food Segment)
Member of the Board and
Executive Officer

- Appointment as a director : June 2025
- Number of the Company's shares held : 54,477



Jun Hishinuma

Chief Financial Officer^{*3}
Member of the Board and
Senior Managing Executive Officer
(Corporate Administration Dept., IR Dept., IFRS
Management Dept., and Corporate
Communication Dept.)

- Appointment as a director : June 2024
- Number of the Company's shares held : 18,550



Masaya Kawata

Independent Outside Director

- Appointment as a director : June 2021
- Number of the Company's shares held : 3,627

Significant Concurrent Positions

Outside Director, Central Glass Co., Ltd.
Outside Director, Tobu Railway Co., Ltd.



Michiko Kuboyama

Independent Outside Director

- Appointment as a director : June 2021
- Number of the Company's shares held : 1,813

Significant Concurrent Positions

Outside Director,
Sumitomo Mitsui Banking Corporation



Peter David Pedersen

Independent Outside Director

- Appointment as a director : June 2022
- Number of the Company's shares held : 1,146

Significant Concurrent Positions

Representative Director, NPO NELIS
External Director,
MARUI GROUP CO., LTD.
Outside Director,
Mitsubishi Electric Corporation



Yuko Omae

Independent Outside Director

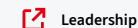
- Appointment as a director : June 2026
- Number of the Company's shares held : —

Significant Concurrent Positions

Outside Director,
Open House Group Co., Ltd.

- *1 Oversees management of the entire Group
- *2 Oversees the business execution of the Food and
Pharmaceutical segments
- *3 Oversees the Group's financial strategy and corporate
administration

See our website for details on our directors' profiles



See our website for details on the reasons for
nominating Outside Directors

Members of the Board, Audit & Supervisory Board Members

Corporate Governance

Executives | Audit & Supervisory Board Members (As of June 26, 2026) * The numbers of shares held are stated as of May 31, 2026.



Masayori Tamaki

- * Appointment as an auditor : June 2025
- * Number of the Company's shares held : 7,904



Yasushi Watanabe

- * Appointment as an auditor : June 2025
- * Number of the Company's shares held : 5,822



Makoto Ando

Independent Outside Audit & Supervisory Board Member

- * Appointment as an auditor : June 2017
- * Number of the Company's shares held : 13,769

Significant Concurrent Positions

Certified Public Accountant/
Ando Certified Public Accountant Joint Office
Unaffiliated Auditor,
Nippon Concrete Industries Co., Ltd.



Masakazu Komatsu

Independent Outside Audit & Supervisory Board Member

- * Appointment as an auditor : June 2025
- * Number of the Company's shares held : —

Significant Concurrent Positions

Attorney at Law/ Kotohira Partners

Approach to the Skills Matrix of Members of the Board

The Board of Directors formulates and pursues Group-wide strategies and oversees the management of operating companies. Additionally, the Board exercises effective oversight of directors and executive officers from an objective position. Furthermore, the Board works to realize the Group Philosophy, promotes sustained Group growth and medium- to long-term improvements to corporate value, and strives to improve profitability and capital efficiency. We identified the skills that are essential to effectively perform such functions of the Board, and created the following skills matrix to clarify the skills required of individual directors. When changing the skills items, the Board of Directors decides on skills required of the Board based on consideration of the role of the Board of Directors and after consulting with the Nomination Committee. For Audit & Supervisory Board Members, the Company has prepared a skills matrix similar to the one for directors to confirm the status of finance and accounting and legal affairs and risk management skills, which are critical to auditing business execution by directors.

Reasons for Selection and Definition of Skills

Management strategy	Skills required to lead and supervise medium- and long-term improvements in corporate value through sustained growth to realize the Group's vision of continuing growing in Japan and the world by creating values which are one step ahead for food and health
Global business	Skills required to appropriately assess business environments and trends and to make decisions and provide oversight from a global perspective as we aim to accelerate global development, steadily expand into overseas markets, and become a truly global company
Sales and marketing	Skills required to lead and oversee the formulation of effective sales and marketing strategies towards securing an overwhelming advantage in core businesses and establishing a foundation for growth in overseas markets
Finance and accounting	Skills required to make judgments and supervise from a finance and accounting perspective to build a stable management foundation towards achieving an optimal capital structure while balancing strategic business investments aimed at medium- and long-term improvements in corporate value with proactive shareholder returns
HR and diversity	Skills required to formulate and supervise human resource strategy and diversity management policies, and practice human capital management that positions human resources as important assets towards improving corporate value
Legal affairs and risk management	Skills required to formulate and supervise Group-wide policies related to legal affairs and risk management to enhance group governance towards strengthening group management
Corporate communication	Skills required to formulate and supervise communication strategies towards building trust-based relationships with a wide range of stakeholders, including customers, business partners, shareholders, and investors
Sustainability	Skills required to lead and supervise the balance between economic value and social and environmental value to realize the Meiji Group Sustainability 2026 Vision and resolve social issues through sustainability innovation
Digital	Skills required to lead and supervise the Meiji Group DX strategy to accelerate our realization of creating and providing new customer value, and business transformation and productivity improvement

Corporate Governance

Executives | Skills Matrix of Members of the Board of Directors and Audit & Supervisory Board Members

Outside

Category	Name	Advisory body members to the Board of Directors		Main expertise and background									Attendance at meetings in FY2025	
		Nomination Committee	Compensation Committee	Management strategies	Global business	Sales and marketing	Finance and accounting	HR and diversity	Legal affairs and risk management	Corporate communication	Sustainability	Digital	Board of Directors	Audit & Supervisory Board
Members of the Board of Directors	Katsunari Matsuda	●	●	●				●	●	●	●	●	17/17	
	Toshiaki Nagasato			●	●	●		●		●	●		13/13 ^{*1}	
	Bunjiro Yao			●	●	●		●		●	●		13/13 ^{*1}	
	Jun Hishinuma			●			●		●	●		●	17/17	
	Masaya Kawata	● Chairperson ^{*2}	●	●	●		●	●			●	●	16/17	
	Michiko Kuboyama	●	● Chairperson ^{*2}	●		●		●		●			17/17	
	Peter David Pedersen	●	●	●	●			●			●		16/17	
	Yuko Omae	●	●						●		●		Appointed in June 2026	
Audit & Supervisory Board Members	Masayori Tamaki							●	●				13/13 ^{*1}	12/12 ^{*1}
	Yasushi Watanabe						●		●				13/13 ^{*1}	12/12 ^{*1}
	Makoto Ando						●		●				17/17	17/17
	Masakazu Komatsu								●				11/13 ^{*1}	11/12 ^{*1}

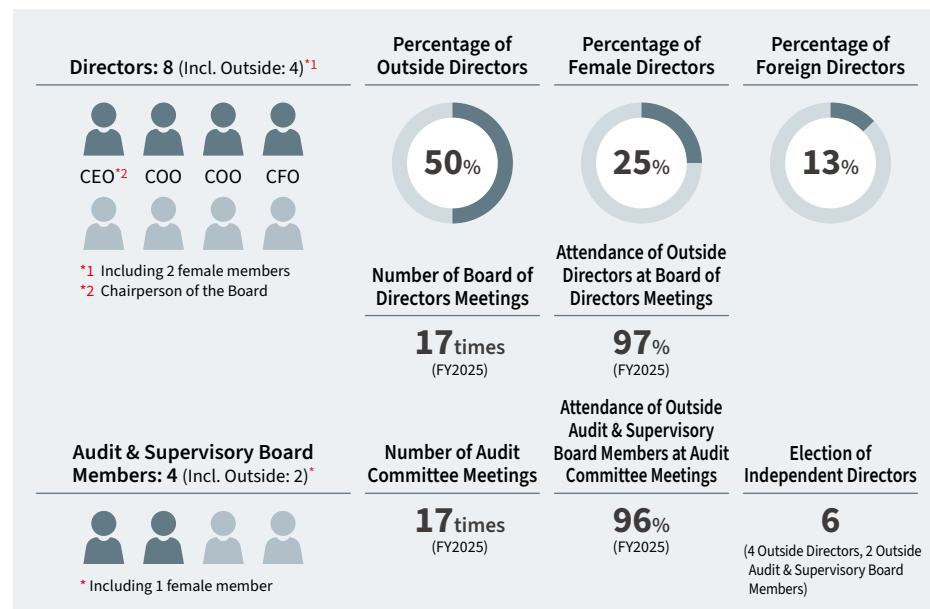
^{*1} Attending since appointment on June 27, 2025

^{*2} Elected each time by mutual vote from amongst committee members who are Independent Outside Directors, ensuring that no one serves concurrently as the chairperson of both committees.

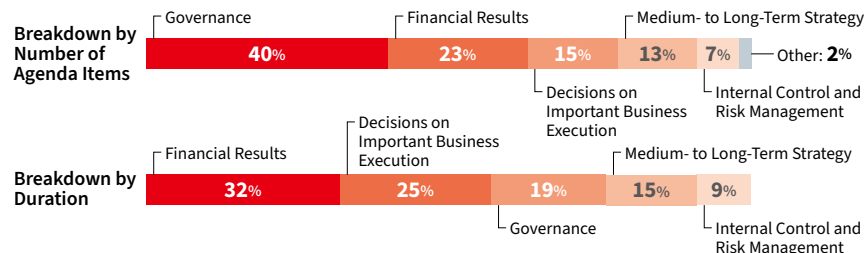
Note: The skills listed are those that are particularly expected to be demonstrated in ensuring the effective functioning of the Board of Directors and do not represent all the skills possessed by each director.

Corporate Governance

Composition of the Board of Directors and Audit & Supervisory Board



FY2025 Board of Directors Meeting Agenda



FY2025 Performance Results of Each Body

Board of Directors	Number of Meetings: 17 Chairperson: Mr. Matsuda, Representative Director Mr. Kawamura, Representative Director^{*1} Members: 9 directors (including 4 Outside Directors)	Performance Results 1. Deliberations regarding the important business plans and budgets, overall management strategies, significant contract agreements and the selection of director candidates and executive officers. 2. Discussion of succession planning operating status, status of operating companies, status of efforts toward sustainability, critical topics related to human resources, Board of Directors effectiveness evaluation, confirmation of matters such as internal audit results, and the assessment and oversight of management risks.
Audit & Supervisory Board	Number of Meetings: 17 Chairperson: Mr. Tamaki, Audit & Supervisory Board Member Mr. Chida, Audit & Supervisory Board Member^{*2} Members: 4 Audit & Supervisory Board Members (including 2 Outside Audit & Supervisory Board Members)	Performance Results 1. Attendance at principal meetings, such as of the Board of Directors and Executive Committee, as well as inspection of critical documents. 2. Communication with directors, and gathering information, etc. 3. Exchange of information and collaboration with Audit & Supervisory Board Members at major operating companies, internal Audit Departments and Accounting Auditors.
Nomination Committee	Number of Meetings: 10 Chairperson: Mr. Kawata, Member of the Board (Outside) Ms. Matsumura, Member of the Board (Outside)^{*3} Members: 5 directors (including 4 Outside Directors)	Performance Results 1. Discussions regarding formulating a new succession plan for Presidents of the Company and major operating companies based on clarifying what defines an ideal leader candidate and redefining position requirements. 2. Discussions regarding the succession of Outside Directors to enhance Board succession within the Board of Directors. 3. Deliberations and reporting to the Board of Directors of each company regarding proposals for selecting Presidents of the Company and major operating companies and executive appointments for FY2026.
Compensation Committee	Number of Meetings: 9 Chairperson: Ms. Kuboyama, Member of the Board (Outside) Mr. Kawata, Member of the Board (Outside)^{*4} Members: 5 directors (including 4 Outside Directors)	Performance Results 1. Deliberations and reporting to the Board of Directors regarding fiscal year policies on matters such as compensation for directors and executive officers as well as the content and level of compensation for individual directors and executive officers. 2. Deliberations and giving advice to the CEO of each company regarding proposals for matters such as compensation for directors and executive officers at major operating companies. 3. Deliberations and reporting to the Board of Directors of each company from the perspective of enhancing corporate governance regarding the revision of the Compensation Regulations for directors and executive officers at the Company and major operating companies, including the formalization of malus provisions and the introduction of clawback provisions to raise compliance awareness during their terms of office and strengthen deterrents against misconduct.

^{*1} Representative Director Kawamura retired at the conclusion of the 16th Annual General Meeting of Shareholders held on June 27, 2025

^{*2} Audit & Supervisory Board Member Chida retired at the conclusion of the 16th Annual General Meeting of Shareholders held on June 27, 2025

^{*3} The chairmanship of the Nomination Committee was transferred from Outside Director Matsumura to Outside Director Kawata at the Nomination Committee meeting held in July 2025

^{*4} The chairmanship of the Compensation Committee was transferred from Outside Director Kawata to Outside Director Kuboyama at the Compensation Committee meeting held in July 2025

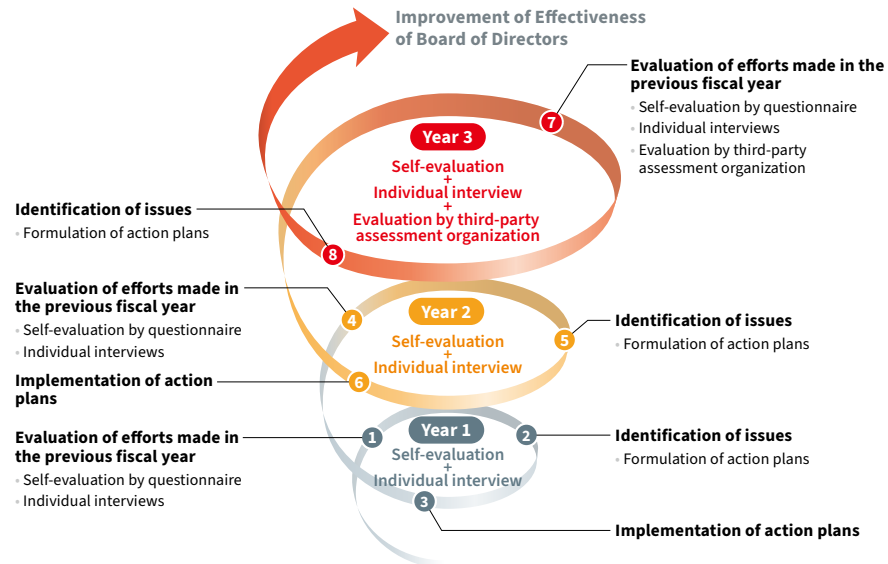
Corporate Governance

Effectiveness of the Board of Directors

Evaluation of the Board of Directors

In FY2025, we conducted a self-assessment of the Board of Directors members using a questionnaire in line with the Meiji Group's corporate governance policy. According to the evaluation results by self-assessment from the questionnaire and Board meeting records, we confirmed that the Board of Directors is continuing to operate effectively.

The self-assessment confirmed that progress has been made on the three issues identified in the previous evaluation: enhancing strategic deliberations, refining the CEO selection process, and formulating a succession plan for Outside Directors. At the same time, with the aim of achieving further improvements in effectiveness, the following two issues that the Board of Directors must address in FY2026 were identified: enhancing quality of the Board deliberations, and the optimal composition of the Board of Directors.



Issues and Initiatives in FY2025 and Issues in FY2026

Issues and Initiatives in FY2025	Enhancement of Strategic Deliberations	Refining the CEO Selection Process and Formulating a Succession Plan for Outside Directors
	Optimizing the Number of Agenda Items and Establishing a Monitoring System We optimized the number of agenda items by revising the criteria for submitting items from operating companies to the Board of Directors and delegating authority. We also established a system that prioritizes monitoring by creating a mechanism for regularly reporting the progress of resolutions regarding major capital investments, significant contracts, and other matters to the Board of Directors. As a result, the proportion of decisions on important business execution decreased from 18% to 15% of all agenda items, while the proportions of governance-related, financial/performance-related, and medium- to long-term strategy-related items increased. Enhancing the Provision of Information to Outside Directors We once again strictly enforced adherence to presentation time limits at Board of Directors meetings and created rules for presentation materials. We also recorded pre-meeting briefings and made them available for repeated viewing at any time, thereby enhancing understanding and enriching strategic discussions at Board of Directors meetings.	Next-generation Succession Planning We conducted interviews with Presidents of the Company and major operating companies. The Nomination Committee defined ideal CEO and COO candidates and reviewed the Leadership Value framework, among other initiatives. Emergency Succession Planning We newly formulated an emergency succession planning for the Company and major operating companies to ensure business continuity in the event of unforeseen circumstances. Board Succession We newly formulated and implemented a succession plan for Outside Directors to enhance the sustainability of an effective Board of Directors.
Issues in FY2026	Enhancing Quality of Board Deliberations	Optimal Composition of the Board of Directors
	We will enhance the quality of deliberations to ensure constructive discussions at Board of Directors meetings by strengthening information provision by the secretariat and promoting prior understanding among the Board of Directors and Audit and Supervisory Board.	We will update the composition of the Board of Directors based on forward-looking Board succession planning with an eye toward global growth that takes into account the roles of Outside Directors, through the discussions and deliberations centered on the Nomination Committee.

Corporate Governance

Initiatives to Stimulate Board Discussions

1) Providing Information to Outside Directors

We provide advance explanations of agenda items, hold informal meetings of Outside Directors and Audit & Supervisory Board Members, and conduct periodic site tours.

Activity	Number of Times Held	Overview
informal meetings of Outside Directors and Audit & Supervisory Board Members	4 times	In response to requests from Outside Directors and Audit & Supervisory Board Members, we held informal meetings on topics such as industry trends in the healthcare domain, which lies at the intersection of food and pharmaceuticals, as well as corporate communications and enterprise risk management.
Site Visits for Outside Directors and Audit & Supervisory Board Members	3 times	We conducted site visits for Outside Directors and Audit & Supervisory Board Members at the Meiji Co., Ltd. Eniwa Plant and Sakado Plant, as well as the Meiji Seika Pharma Co., Ltd. Gifu Plant in FY2025. These visits provided opportunities to gain insight into the Group's business operations, organizational structure, financial status, and sustainability initiatives.
Off-site Meetings	4 times	In formulating the next long-term vision and medium- to long-term growth strategy, we reported progress to Outside Directors and Audit & Supervisory Board Members as necessary to incorporate their opinions through discussion.
Online Pre-meeting Briefings	17 times	We conducted briefings prior to Board of Directors meetings utilizing recorded video streams and other methods to deepen understanding through prior information sharing and improve the quality of discussions during Board meetings.

2) Status of Discussions by Outside Directors and Audit & Supervisory Board Members at Board of Directors Meetings

Outside Directors and Audit & Supervisory Board Members offer constructive and multifaceted opinions and recommendations based on their respective areas of expertise (such as legal affairs, management, accounting, and global experience). They do so from the perspective of exercising oversight over management decision-making and helping to enhance corporate value over the medium to long term.

Based on their respective expertise and abundant experience, they provide oversight from the perspectives of legal compliance, risk management, and internal controls. They also actively offer constructive opinions and recommendations regarding management strategy, the business portfolio, human capital, and other matters with a view to enhancing corporate value over the medium to long term. In addition, they contribute to deepening discussions within the Board of Directors and enhancing the effectiveness of its oversight functions by providing external and neutral opinions that take into account global and stakeholder viewpoints.

Site Visits for Outside Directors and Audit & Supervisory Board Members

Deepening Business Understanding and Strengthening Oversight Through Dialogue with On-Site Stakeholders

We systematically arrange opportunities for Outside Directors and Audit & Supervisory Board Members to visit business sites and engage in dialogue with on-site stakeholders. This enables them to gain a deeper understanding of the Meiji Group's business operations and effectively fulfill their management oversight responsibilities.

In FY2025, they visited food and pharmaceutical manufacturing plants, as well as dairy farmers involved in raw material procurement. We sought to deepen their understanding of production and procurement sites across the Meiji Group's major businesses, while also giving them insight into the realities of the entire value chain from raw material procurement through to manufacturing.

During site visits, they reviewed production facilities and quality and safety management initiatives, as well as the progress of major investment projects and sustainability initiatives. In particular, they gained firsthand insight into on-site initiatives and issues from the perspectives of sustainable raw material procurement and environmental and quality considerations.

Furthermore, they deepened their understanding of the sources of competitiveness in production infrastructure, raw material procurement, and pharmaceutical manufacturing through dialogue with on-site stakeholders. They also shared a common understanding of issues in building a sustainable value chain.

The insights gained from these initiatives enhance the quality of discussions on key matters at the Board of Directors (such as investment decisions and the business portfolio). They also contribute to more advanced decision-making that takes sustainability issues into account and strengthen the oversight function provided by Outside Directors and Audit & Supervisory Board Members through their objective and independent perspectives.

Going forward, we will continue to sustainably enhance corporate value by establishing a sustainable value chain and improving the effectiveness of the Board of Directors through deepening their understanding of our business and enriching dialogue with on-site stakeholders.



A site visit to Kalm Kakuyama Co., Ltd., a dairy farming company in Hokkaido

Corporate Governance

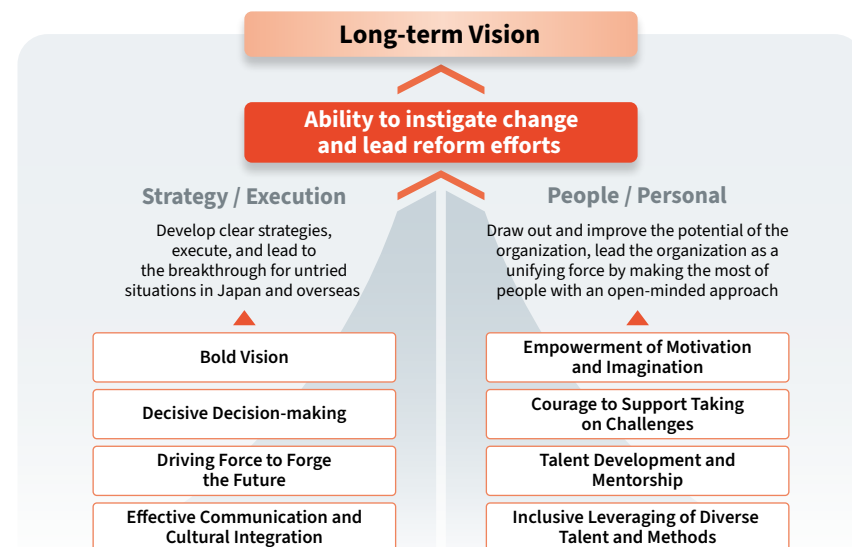
Succession Planning for the CEO and Other Top Executives

Desired Management Human Resources (Leadership Value)

We revised our Leadership Value framework in FY2025 following changes in the Presidents at the Company and its major operating companies.

The revised Leadership Value places at its core the ability to “instigate change and lead reform efforts” as the ideal profile of management personnel expected to strongly lead the Meiji Group toward the realization of its vision. To this end, Leadership Value outlines eight competencies across the following two themes:

- | | |
|-------------------------------|--|
| 1 Strategy / Execution | Bold Vision, Decisive Decision-making, Driving Force to Forge the Future, and Effective Communication and Cultural Integration |
| 2 People / Personal | Empowerment of Motivation and Imagination, Courage to Support Taking on Challenges, Talent Development and Mentorship, and Inclusive Leveraging of Diverse Talent and Methods |



Initiatives in FY2025

We deliberated formulating new succession planning for Presidents of the Company and major operating companies based on clarifying what defines an ideal President candidate and redefining position requirements. In addition, we discussed the development of emergency succession planning for Presidents, as well as succession planning for Outside Directors, and reported recommendations to the Board of Directors.

Going forward, based on the newly established succession planning, we will proceed with the selection, evaluation, and development of next-generation successor candidates for Presidents of the Company and major operating companies, as well as succession planning for Outside Directors. In doing so, we will enhance Board succession across the entire Board of Directors.

Message from Chairperson of the Nomination Committee

Further Refining Succession Planning for the Sustained Growth and Development of the Meiji Group

The Nomination Committee consists of five directors: four Outside Directors (including the chair) and one Internal Director. We discuss succession planning for the CEO of Meiji Holdings and the COOs of the Food and Pharmaceutical segments, carefully select candidates, and consult with the Board of Directors. We engage in multifaceted discussions regarding the Leadership Value required of future leaders, with the ability to “instigate change and lead reform efforts” at the core. We also repeatedly discuss, without reservation, the appropriate approach to interviewing and meeting with candidates, while taking care to handle information appropriately. In addition, we consider emergency succession candidates in the event of unforeseen circumstances involving management. We aim to further refine our succession planning for the sustained growth and development of the Meiji Group by flexibly examining these matters from short-, medium-, and long-term perspectives, including methods to identify promising candidates early and broadly.



Chairperson of the
Nomination Committee

Masaya Kawata
Outside Director

Corporate Governance

Compensation for Directors (and Other Officers)

The Company calculates the amount of compensation for directors based on corporate and individual performance while referring to the levels of other companies shown in external research. The amount will be within the limit resolved by the General Meeting of Shareholders.

With the start of the three-year 2026 Medium-Term Business Plan for FY2024 to FY2026, we revised our plan for compensation for officers in FY2024 in light of its objectives. The plan has been revised from the perspectives of linking it to the important targets set forth in the 2026 Medium-Term Business Plan as well as expanding and strengthening Group business operations and corporate governance toward realizing our long-term vision.

Director Compensation (Excluding Outside Directors)

The compensation of directors (excluding Outside Directors) is comprised of the following three components.

- Basic compensation, which is fixed according to the position and duties
- Performance-linked compensation as a short-term incentive based on corporate and individual performance for the previous fiscal year
- Share compensation that is linked to the performance of Meiji ROESG and the Meiji Group's share price trend

Basic compensation and performance-linked compensation is paid in cash, while share compensation is provided by allotting shares with transfer restrictions. The Company has set the ratio of fixed compensation (basic compensation) to variable compensation (performance-linked compensation and share compensation) at 43-49%:57-51%. The ratio of performance-linked compensation and share compensation within variable compensation is 60:40.

Outside Director and Audit & Supervisory Board Member Compensation

Only basic compensation is paid to Outside Directors and Audit & Supervisory Board Members from the perspective of their roles and independency.

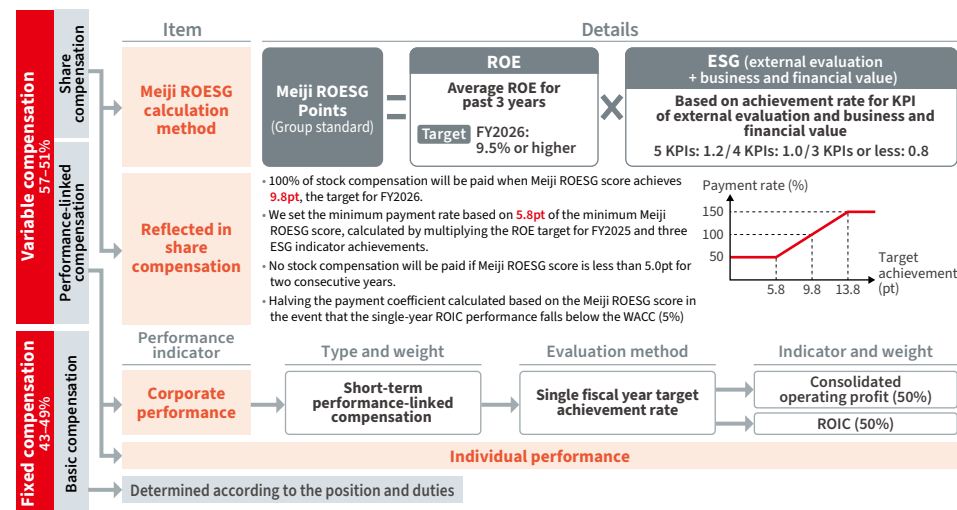
Compensation Governance

The Board of Directors determines the details of the director compensation system, corporate and individual performance evaluation results, and the amounts of calculated compensation, after securing the opinion of the Compensation Committee, more than half of whose members are Independent Outside Directors. The amount of compensation for Audit & Supervisory Board Members is determined through consultation with the members concerned. The amount will be within the limit resolved by the General Meeting of Shareholders.

For details on the calculation of the amount of director compensation payment, please refer to our website

 Objective of Compensation System

Overview of calculation of director compensation payment amount



Message from Chairperson of the Compensation Committee

A Compensation System That Promotes Corporate Growth and Supports Sound Management

The Compensation Committee deliberates on the compensation system and levels for the Meiji Group's management. In FY2025, we conducted a review of the compensation system, revised the compensation regulations for directors and executive officers, formalized malus provisions, introduced clawback provisions, and partially revised the evaluation methods for Meiji ROESG. The compensation system serves as an incentive for executives, clearly specifying what we prioritize and where we expect them to deliver results. It cannot function effectively unless it is easy to understand and convincing. In FY2026, we intend to conduct even more in-depth deliberations in line with the new Medium-Term Business Plan and long-term vision. We will review factors such as compensation structure balance, compensation levels, and performance evaluation metrics to create a system that enhances competitiveness and rewards results, and submit recommendations to the Board of Directors.



Chairperson of the
Compensation Committee
Michiko Kuboyama
Outside Director

Corporate Governance

Cross-Shareholdings Shares

Ownership Policy

The Group does not hold shares that are not recognized as contributing to sustained growth and improvement of corporate value over the medium to long term, taking into consideration the necessity of business operations. We hold listed shares as cross-shareholdings when we think it would:

1. Accelerate the group's financial operations
2. Strengthen the business relationships
3. Strengthen the group's transactional relationships
4. Be reasonable in light of our responsibility to shareholders

Approach to Exercising Voting Rights on Held Shares

As a rule, we will exercise our voting rights in line with the wishes of the stock issuing company's Board of Directors. However, we will decline to do so if we think that it would negatively impact the business and transactions relationships with the Group or if it would clearly harm the common interests of shareholders.

When a company holding Meiji shares for strategic purposes (cross-shareholding company) indicates the intention to sell the share, we do not interfere with the sale of the share.

We do not engage in transactions that would interfere with Group and shareholder common interests, including transactions with cross-shareholding companies without sufficiently validating the economic feasibility of the transaction.

Status of Cross-Shareholdings Shares

During the period of the 2026 Medium-Term Business Plan (FY2024 to FY2026), the Meiji Group intends to reduce the total amount for cross-shareholdings recorded to the balance sheets to less than 5% of consolidated net assets.

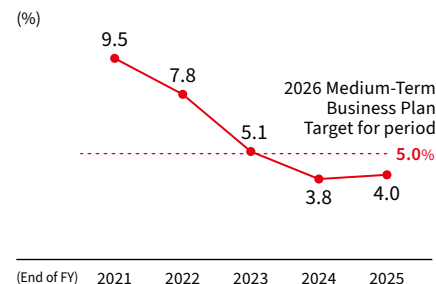
Every year, the Board of Directors reviews all the brands that the Group holds and determines whether the Company should continue holding them or dispose of them. For each brand, the Board considers the rationale for holding the brand, the transactions for the brand in the past year, the medium- to long-term outlook for the brand, and the amount of dividend.

In FY2025, the Company sold as follows:

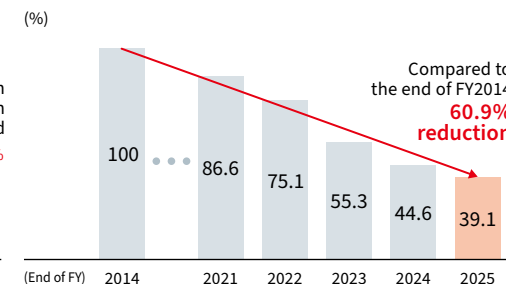
- All Shares Sold: 2 brands
- Holdings Maintained: 13 brands

As a result, the total amount for cross-shareholdings recorded to the balance sheets at the end of FY2025 was 4.0% of consolidated net assets. This represents a reduction of 60.9% based on book value compared to the end of FY2014.

Ratio of cross-shareholdings recorded to the balance sheets to consolidated net assets



Reduction based on book value



Corporate Governance

Features of the Meiji Group Corporate Governance

Approach to Group Governance System

The Group has adopted a holding company system in which group companies operate businesses under the holding company's control. The main role of the Company is to promote Group-wide management strategies, create an optimal operating structure, and oversee the business management of operating companies.

The Meiji Group has introduced a Chief Officer system to strengthen the Group's operational execution in order to achieve the medium- to long-term management strategies formulated based on the Group's Philosophy.

Serving in the highest positions of responsibility within the Group, Chief Officers supervise and oversee Group business or functions. The Group Strategy Committee, comprised of Chief Officers, determines the direction of Group matters to advance Group-wide management strategies. The Executive Committee, chaired by the CEO and Presidents, deliberates and decides on key issues related to business execution, and executes business promptly and appropriately.

Group Strategy Committee

The Group Strategy Committee was held by Chief Officers in FY2025 as follows.

Number of Meetings in FY2025: 12

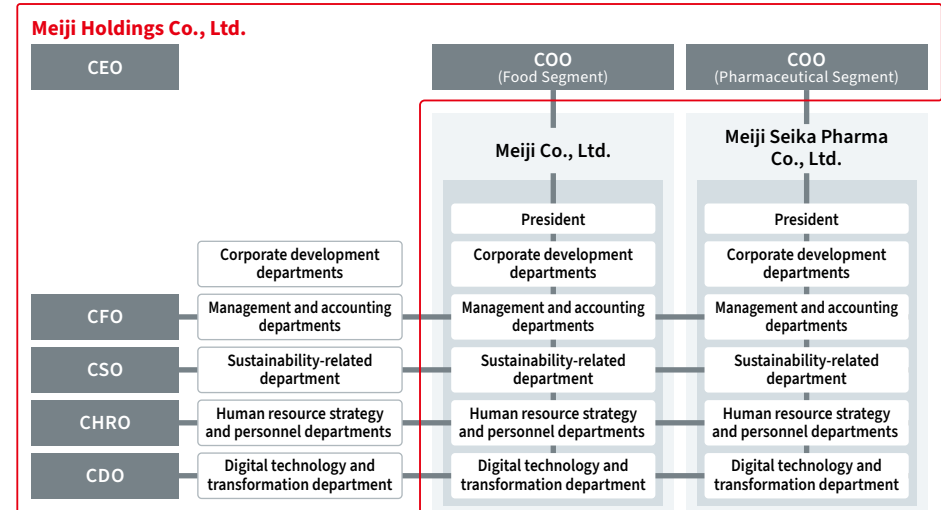
Main Discussion Topics in FY2025		
	- Discussions on the monitoring and implementation of the 2026 Medium-Term Business Plan - Key issues for FY2025 - Promoting the Meiji Group human resource strategy	- Promoting various projects, M&A strategies, etc. - Discussions on formulating the next vision - Review of financial strategy

Business Strategy Reviews

As part of business strategy reviews, Chief Officers and business section heads revise medium- to long-term business strategies based on ROIC and in light of changes in the internal and external environment, with the aim of achieving the targets of the Medium-Term Business Plan.

The revised business strategies are incorporated into the budget formulation guidelines for the following fiscal year. Additionally, progress is reviewed quarterly at the Group Strategy Committee and next steps are discussed, thereby operating the management cycle.

Chief Officer Management System



CEO (Chief Executive Officer)
Oversees management of the entire Group

COO (Chief Operating Officer)
Oversees the business execution of the Food and Pharmaceutical segments

CFO (Chief Financial Officer)
Oversees the Group's financial strategy and business management

CSO (Chief Sustainability Officer)
Oversees the Group's sustainability strategy and activities

CHRO (Chief Human Resource Officer)
Oversees the Group's human resource strategy and management

CDO (Chief Digital Officer)
Oversees the Group's DX strategy

Corporate Governance

Chief Officers and Executive Officers

Our chief officers and executive officers are human resources with specialized expertise and diverse skills who drive the management strategy of the entire Meiji Group. This coming together of diverse expertise enhances our ability to execute strategies across the Group.



Katsunari Matsuda | Chief Executive Officer, President and Representative Director

He assumed his current position in June 2025 after serving as COO of the Company. He is expected to contribute to the sustained growth and medium- and long-term improvement of the corporate value of the Group based on his abundant experience in management, from the perspective of management strategy, HR and diversity, legal affairs and risk management, corporate communication, sustainability, and digital.



Bunjiro Yao | Chief Operating Officer (Food Segment), Member of the Board and Executive Officer

He assumed his current position in June 2025 after serving as Member of the Board and Executive Vice President of Meiji Co., Ltd. He is expected to contribute to the sustained growth and medium- and long-term improvement of the corporate value of the Food segment based on his abundant experience in business operations and achievements in the food industry from the perspective of management strategy, global business, sales, HR and diversity, corporate communications, and sustainability.



Shougo Ohishi | Chief Sustainability Officer, Executive Officer

He assumed his current position in April 2026 after serving as General Manager of the Global Nutrition Business Division and Managing Executive Officer at Meiji Co., Ltd. He is expected to balance the resolution of social issues with sustained business growth by formulating and executing a business-aligned sustainability strategy aimed at advancing sustainability management.



Takefumi Koga | Chief Digital Officer, Executive Officer

He assumed his current position in April 2026 after serving as General Manager of the Digital Management Division at Meiji Co., Ltd. He is expected to transform the business model through data-driven management by leveraging the latest AI in research and development, strengthening digital marketing, and building an environment for effective data utilization, with the aim of realizing health value.



Shigenori Endou | Executive Officer, Corporate Administration Department

He assumed his current position in April 2026 after serving as General Manager of the Administration Department at Meiji Co., Ltd. He is expected to improve capital efficiency using ROIC by managing corporate administration and controlling capital investment across the Food and Pharmaceutical segments to achieve the targets of the 2026 Medium-Term Business Plan.



Toshiaki Nagasato | Chief Operating Officer (Pharmaceutical Segment), Member of the Board and Executive Officer

He assumed his current position in June 2025 after serving as President and Representative Director of KM Biologics Co., Ltd. He is expected to contribute to the sustained growth and medium- and long-term improvement of the corporate value of the Pharmaceutical segment based on his abundant experience in business operations and achievements in the pharmaceutical industry from the perspective of management strategy, global business, sales, HR and diversity, corporate communications, and sustainability.



Jun Hishinuma | Chief Financial Officer, Member of the Board and Senior Managing Executive Officer

He assumed his current position in June 2024 after serving as Managing Executive Officer at Meiji Co., Ltd. He is expected to contribute to the sustained growth and medium- and long-term improvement of the corporate value based on his abundant experience and achievements from the perspective of management strategy, finance and accounting, legal affairs and risk management, corporate communications, and digital.



Keiko Kawahata | Executive Officer, Wellness Science Labs

She assumed her current position in April 2025 after serving as Associate General Manager of the Value Creation Strategy Department at Meiji Co., Ltd. She is expected to drive innovation and solve social issues by integrating insights from both the Food and Pharmaceutical segments to create health value.



Youichirou Yamagata | Executive Officer, Corporate Development Department

He assumed his current position in June 2025 after serving as General Manager of the IR and Public Relations Department and General Manager of the Corporate Development Department of the Company. He is expected to execute key strategies and monitor various initiatives to realize the 2026 Medium-Term Business Plan, as well as formulate medium- to long-term management strategies aimed at further improving corporate value.



Toshiyasu Sekine | Chief Human Resource Officer, Executive Officer, Group HR Strategy Department

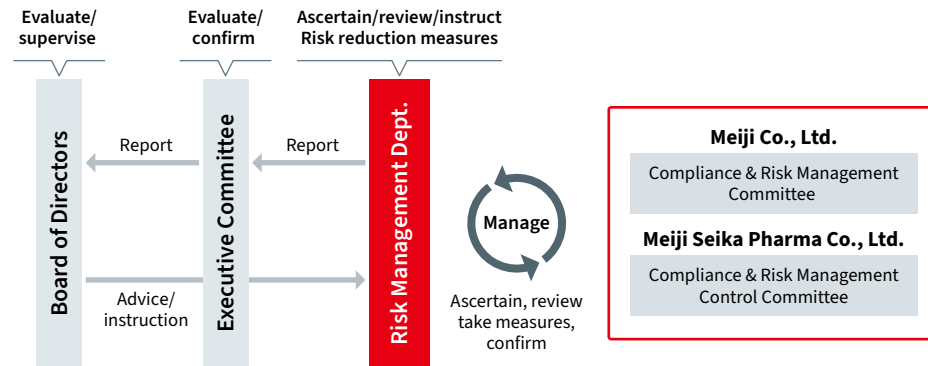
He assumed his current position in June 2025 after serving as General Manager of the Risk Management Department of the Company. He is expected to enhance the effectiveness of the executive structure that supports sustained growth by fostering an organizational culture that encourages diverse human resources to take on challenges and by developing the next generation of leaders, with the aim of maximizing the value of human capital.

Risk Management

The Group Business Management Risks

We appropriately identify risks and develop countermeasures considering the risk impact from a company-wide business management perspective. In this way, we not only minimize risks, but also achieve sustained growth and gain new growth opportunities. We outlined the three visions—the Business Vision, Sustainability Vision and Management Foundation Vision — in the Meiji Group 2026 Vision. We have identified the Meiji Group Business Management Risks based on those three visions.

Risk Management System



Priority Initiative Topics for FY2025

The Board of Directors selected the following priority initiative topics for FY2025 relating to Group business management risks and confirmed the status of initiatives of each operating company.

1. Timely and appropriate decision-making
2. Insufficient adaptation to rapid advances in digital technologies

Information Security

Management Structure

The Meiji Group recognizes information security as one of the business risk items to be addressed. The Executive Committee evaluates and confirms the state of information security management and submits reports to the Board of Directors, which oversees the evaluation and monitoring of this structure. We also establish relevant committees within each operating company to strengthen information security and ensure an effective information security structure. In the event of a serious incident or other emergency situations related to information security, the executive officer in charge of the Risk Management Department submits reports directly to the CEO.

Employee Education

To improve information security awareness, we regularly conduct employee education and training concerning information security.

Education/training content	FY2023 results	FY2024 results	FY2025 results
Rate of new employee training	100% (159 people)	100% (218 people)	100% (216 people)
Rate of e-learning education	83% (11,703 out of 14,061 people)	92% (12,920 out of 13,989 people)	98% (1,889 out of 1,918 people)*
E-learning details	Importance of initial response to information security incidents/accidents	Cyber-attack trends and countermeasures, and rules and important points for protecting information assets	Understanding and implementing countermeasures against suspicious emails, and the three elements of information security (confidentiality, integrity, and availability)
Number of employees who took training course for suspicious email/targeted email attack	14,273 people	14,783 people	15,958 people
Other initiatives	Company-wide alerts and quick lessons on information security, etc.		

For details on major risks (risk list), please refer to our website

Risk Management

* Conducted for employees who accessed URL links during suspicious email training

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More Information

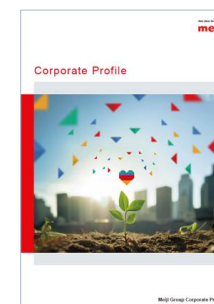
Results & Presentations

- Results
- Securities Report
- Presentations
- Business Strategy Conference
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Financial and Non-Financial Highlights

Financial Information

Consolidated Results

		Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025	Unit *1
For the fiscal year															
Net Sales *2		JPY mn	1,223,746	1,242,480	1,240,860	1,254,380	1,252,706	1,191,765	1,013,092	1,062,157	1,105,494	1,154,074	1,173,688	7,341,059	USD k
Segment	Food	JPY mn	1,061,398	1,082,115	1,073,655	1,056,637	1,049,559	999,673	826,080	865,609	900,127	925,554	942,879	5,897,417	USD k
	Pharmaceuticals	JPY mn	164,542	161,620	168,466	198,688	204,354	193,664	187,981	197,280	206,109	229,650	232,244	1,452,617	USD k
Segment (Overseas)	Food	JPY mn	38,353	38,191	43,474	47,182	48,422	49,173	52,618	68,577	77,749	89,382	96,507	603,623	USD k
	Pharmaceuticals *3	JPY mn	41,961	38,731	39,485	41,009	43,507	37,692	40,368	51,444	54,557	63,795	64,811	405,378	USD k
Gross profit		JPY mn	445,561	461,326	454,882	456,569	462,523	449,625	323,249	306,802	327,345	339,100	359,040	2,245,688	USD k
Operating profit		JPY mn	77,781	88,395	94,673	98,383	102,710 *4	106,061	92,922	75,433	84,322	84,702	93,307	583,608	USD k
Profit before income taxes		JPY mn	95,210	89,192	91,079	94,586	97,747	103,183	128,455	95,410	87,507	82,482	68,040	425,575	USD k
Profit attributable to owners of parent		JPY mn	62,580	60,786	61,278	61,868	67,318 *4	65,655	87,497	69,424	50,675	50,800	35,076	219,391	USD k
Capital expenditures *5		JPY mn	42,354	50,417	71,777	71,243	71,109 *4	67,900	93,166	72,170	53,444	56,624	103,750	648,926	USD k
R&D expenses		JPY mn	27,308	26,162	26,507	29,182	31,446	31,404	33,441	30,989	34,884	38,889	37,042	231,690	USD k
Depreciation *6		JPY mn	42,077	45,872	46,511	43,033	46,198 *4	48,411	50,103	53,575	55,317	54,979	54,954	343,724	USD k
Cash flows from operating activities (A)		JPY mn	105,155	81,888	108,775	112,100	114,103	123,683	127,526	85,013	107,983	68,979	56,522	353,527	USD k
Cash flows from investing activities (B)		JPY mn	(9,809)	(44,291)	(64,394)	(100,202)	(70,811)	(93,110)	(27,614)	(36,788)	(24,604)	(40,636)	(110,375)	(690,361)	USD k
Cash flows from financing activities		JPY mn	(85,071)	(46,548)	(40,121)	(13,980)	(30,287)	(28,293)	(76,997)	(54,734)	(43,772)	(61,671)	34,603	216,435	USD k
Free cash flows (A+B)		JPY mn	95,346	37,597	44,380	11,898	43,291	30,573	99,911	48,224	83,378	28,342	(53,852)	(336,833)	USD k
At fiscal year-end															
Total assets		JPY mn	856,115	883,895	927,544	1,004,143	998,920 *4	1,067,000	1,117,459	1,136,217	1,205,288	1,184,472	1,261,759	7,891,913	USD k
Interest-bearing debt		JPY mn	147,828	129,497	119,102	116,385	106,764	101,775	81,267	64,371	49,926	47,800	112,585	704,186	USD k
Equity		JPY mn	408,874	448,901	487,310	527,310	562,753 *4	621,428	673,336	711,917	746,532	748,288	772,586	4,832,292	USD k
Per share data *7															
Profit (EPS)		JPY	212.53	206.55	211.07	213.30	232.04 *4	226.26	303.62	247.39	181.64	186.08	129.42	0.809	USD
Net assets (BPS) *8		JPY	1,388.64	1,532.45	1,680.35	1,817.89	1,939.59 *4	2,141.40	2,390.76	2,553.69	2,674.72	2,762.33	2,849.80	17.824	USD
Cash dividends		JPY	45.00	55.00	65.00	70.00	75.00	80.00	85.00	90.00	95.00	100.00	105.00	0.656	USD
Ratios															
Return on equity (ROE)		%	16.1	14.2	13.1	12.2	12.4	11.1	13.5	10.0	6.9	6.8	4.6		
Return on assets (ROA)		%	9.4	10.2	10.6	10.3	10.3	10.7	8.6	6.6	6.5	6.9	7.9		
Equity-to-asset ratio		%	47.8	50.8	52.5	52.5	56.3 *4	58.2	60.3	62.7	61.9	63.2	61.2		
Payout ratio		%	21.2	26.6	30.8	32.8	32.3	35.4	28.0	36.4	52.3	53.7	81.1		
Total Payout ratio		%	21.2	36.5	53.6	32.8	32.3	35.4	62.3	50.8	52.3	112.8	81.1		

*1 U.S. dollar amounts are provided solely for the convenience of readers based on an exchange rate of USD 1 = JPY 159.88, the exchange rate prevailing on March 31, 2026.

*2 The Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and related implementation guidance are applied from FY2021.

*3 The standard used for calculating the overseas sales was revised from FY2017.

*4 In the first quarter of FY2020, we finalized provisional accounting treatment pertaining to a business combination. Accordingly, the key financial data to FY2019 represent amounts reflecting the revisions to the initial allocation of the acquisition cost resulting from the finalization of provisional accounting treatment.

*5 Figures for capital expenditures are based on payments for tangible and intangible fixed assets.

*6 Figures for depreciation represent property, plant and equipment and intangible fixed assets based on the consolidated statement of cash flows.

*7 Per share data reflect the following stock splits.

· Two-for-one common stock split of October 1, 2015

· Two-for-one common stock split of April 1, 2023

*8 Net assets per share = (Total net assets – Non-controlling interests) ÷ (Number of shares of common stock issued – Number of treasury shares)

Financial and Non-Financial Highlights

Non-financial information

Environment

		Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Energy consumption volume													
Global *1		TJ	—	—	—	—	—	11,439	11,095	11,020	10,075	10,021	9,682
	Japan	TJ	—	—	9,281	9,845 *2	10,714 *2	9,766	9,424	9,236	8,315	7,956	7,704
CO₂ emissions													
Scope1	Global *1	ten thousand tons of CO ₂	—	26.6	26.0	25.5	24.8	23.9	24.5	22.9	20.9	20.0	19.1
	Japan	ten thousand tons of CO ₂	—	23.6	23.0	22.8 *2	22.2 *2	21.5	22.1	20.5	18.4	17.3	16.4
Scope2	Global *1	ten thousand tons of CO ₂	—	38.4	36.9	36.8	35.6	32.4	29.1	28.5	26.3	26.1	24.0
	Japan	ten thousand tons of CO ₂	—	28.7	27.4	28.2 *2	27.9 *2	25.4	21.6	21.9	18.8	17.7	16.2
Scope3	Global *1	ten thousand tons of CO ₂	—	—	—	—	325.3	313.5	322.7	390.5	466.5 *6	464.2 *7	483.0
	Japan *3	ten thousand tons of CO ₂	—	—	203.5	318.9 *2	303.5 *2	294.8	302.7	348.4	420.5 *6	415.3 *7	430.1
Category 1	Japan	ten thousand tons of CO ₂	—	—	—	243.7 *2	234.3 *2	225.9	228.4	279.2	349.2 *6	343.0 *7	343.0
Water usage volume													
Global *1		thousand m ³	—	—	24,082	23,483	23,397	22,571	21,255	20,623	20,885	18,854	17,771
	Japan *4	thousand m ³	24,375	24,104	22,305	22,056 *2	21,979 *2	21,189	19,808	19,516	19,468	17,254	16,208
Water drainage volume													
Global *1		thousand m ³	—	—	17,914	20,586	19,437	18,226	17,397	17,412	19,388	17,759	16,557
	Japan *4	thousand m ³	21,214	20,255	17,914	19,702 *2	18,415 *2	17,248	16,450	16,732	18,358	16,525	15,356
Waste amount													
Global *1		ten thousand tons	—	—	—	—	3.1	3.0	2.8	2.7	2.7	2.3	2.3
	Japan *5	ten thousand tons	7.6	5.4	6.3	2.8 *2	2.8 *2	2.6	2.4	2.4	2.2	1.6	1.7

*1 The Meiji Group (domestic Meiji Group and 15 overseas production companies [13 companies in FY2019, 14 companies in FY2020, 15 companies in FY2021, 14 companies in FY2022, 15 companies in FY2023]).

*2 The Kumamoto Production Center of KM Biologics Co., Ltd. was included in the calculation from FY2018, and all of the company's sites were included from FY2019. The scope of calculation of waste amount is limited to production plants.

*3 Category 4 (Upstream transportation and distribution) and Category 9 (Downstream transportation and distribution) have been added and are included in the calculation for Scope 3 from FY2018. In addition, the calculation for Category 1 was expanded to include the raw materials that make up the majority of what is needed for production.

*4 The domestic Meiji Group from FY2015.

*5 From FY2018, only industrial waste generated from production plants was included in the waste.

*6 Meiji Food Materia Co., Ltd. and Meiji Feed Co., Ltd. have been added and are included in the calculation for Scope 3 from FY2023.

*7 Manufacturing consignment and purchased goods have been added and are included in the calculation for Scope 3 from FY2024.

For environmental data for FY2025 that has been assured by an independent practitioner, please refer to our website.

 Environmental Data (PDF)

 Independent Practitioner's Assurance Report (PDF)

Calculation Methods of Non-Financial Information

[Energy consumption volume]

(Japan) Calculated based on the Act on Rationalizing Energy use and Shifting to Non-fossil Energy (Energy Conservation Act).

(Overseas) Calculated using methods based on the Act on Rationalizing Energy use and Shifting to Non-fossil Energy (Energy Conservation Act).

[CO₂ emissions: Scope 1, 2]

(Japan) Calculated based on the Act on Promotion of Global Warming Countermeasures. From FY2022 onward, adjusted emission factors of each electricity supplier are used for calculating Scope 2 purchased electricity (basic emission factors of each electricity supplier were used until FY2021).

(Overseas) For Scope 1, emission factors based on the Act on Promotion of Global Warming Countermeasures are used, and for Scope 2, the latest version of IEA Emissions from Fuel Combustion is used (emission factors by country for 2017 were used until FY2021).

[CO₂ emissions: Scope 3]

(Japan and overseas) Calculations of Scope 3 for Japan and overseas are based on the emission intensities from Japan's Ministry of the Environment's database and IDEA (Inventory Database for Environmental Analysis).

Scope 3 Categories included in calculation: 1. Purchased goods and services, 2. Capital goods, 3. Fuel- and energy-related activities (not included in Scope 1 and 2), 4. Upstream transportation and distribution, 5. Waste generated in operations, 6. Business travel, 7. Employee commuting, 9. Downstream transportation and distribution, 12. End-of-life treatment of sold products.

Category 1: Calculated by multiplying the purchase weight of major raw materials and packaging materials (paper, plastic, cardboard, steel, aluminum, glass) related to the food and pharmaceutical businesses by the IDEA emission intensity (For "pharmaceutical active ingredients, raw powders, raw liquids" among major raw materials, it is calculated by multiplying the purchase price by the IDEA emission intensity).

[Waste Amount]

(Japan) Calculated based on the Act on Waste Management and Public Cleaning.

(Overseas) Calculated using methods based on the Act on Waste Management and Public Cleaning.

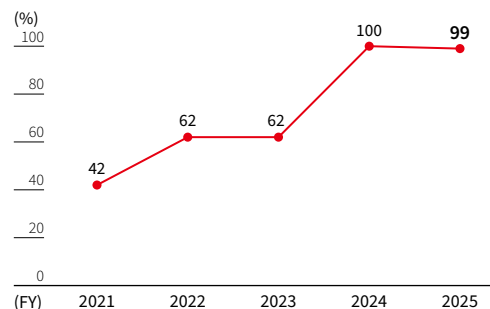
Financial and Non-Financial Highlights

Non-financial information

Human Resource

	Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Sufficiency of human resources for global business	%	—	—	—	—	—	—	—	—	—	29.1	28.8
Mid-career recruitment rate ^{*1}	%	—	—	—	—	—	—	—	40.6	45.6	50.0	44.0
Number of managers in talent pool who drive the Group forward	persons	—	—	—	—	—	—	—	—	14	20	32
Number of female leaders ^{*2}	persons	98	109	119	171	189	208	237	256	281	320	348
Ratio of female managers ^{*1}	%	2.0	2.1	2.6	3.1	3.4	3.7	4.7	5.6	6.5	7.7	8.0
Female employment rate ^{*1}	%	—	—	—	—	—	—	—	—	22.1	44.9	47.0
Participation rate for internal voluntary training	%	—	—	—	—	—	—	—	—	—	23.3	24.5
Percentage of annual paid vacation days taken by employees	%	52.5	56.8	63.8	67.0	71.5	67.3	68.5	71.9	74.7	77.1	76.5
Absenteeism	%	—	—	—	—	0.41	0.37	0.15	0.44	0.51	0.60	0.40
Presenteeism	%	—	—	—	—	—	21.6	20.8	21.9	24.2	24.2	22.0
Percentage of employees who maintain desirable weight	%	—	—	66.8	66.0	65.1	65.5	65.7	64.5	65.4	64.6	64.5

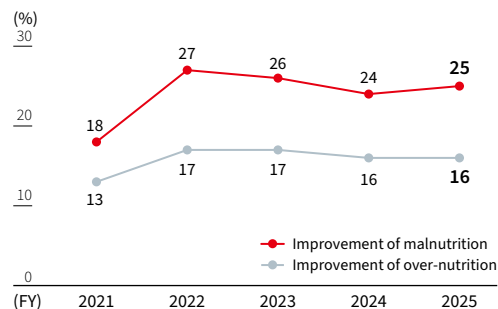
Non-Financial KPIs

Procurement ratio of Meiji Sustainable Cocoa Beans ^{*3,4}

Relationship with materiality

Building a supply chain that takes into account human rights and the environment

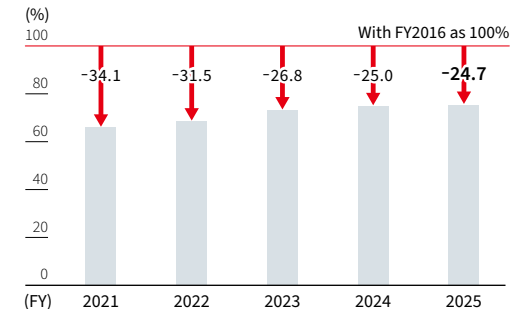
The Meiji Group faced difficulties in procuring cocoa beans in FY2024 due to global production shortages and soaring market prices caused by extreme weather conditions and other factors; since then, the situation has gradually stabilized. The one-point decrease in the procurement ratio for FY2025 was due to the limited procurement of cocoa beans from specific origins, necessary to recreate the original recipe for the Meiji Milk Chocolate 100th Anniversary campaign.

Net sales composition ratio of products that contribute to improving malnutrition and over-nutrition ^{*5}

Relationship with materiality

Health and nutrition

The double burden of malnutrition and overnutrition has become a global social issue. We evaluate the nutritional value of our products using the Meiji Nutrition Profiling System (Meiji NPS). We aim to use these evaluations to compile baseline data for improving nutritional value going forward. This will help develop and improve products while also increasing net sales of products that address social issues. In FY2025, we conducted evaluations on 63.3% of our applicable products ^{*6}.

Reduction of food product waste ^{*7,8}

Relationship with materiality

Circularity

We are reducing food waste by improving supply and demand accuracy to cut down on excess inventory, extending expiration dates, and displaying expiration dates in months and years, among other measures. In addition, we are gradually reviewing delivery deadline operations in collaboration with the industry as a whole, such as changing from the 1/3 rule to the 1/2 rule, to reduce pre-shipment waste. Furthermore, we are working to recycle the food waste, such as by converting it into animal feed, in accordance with the Act on Promotion of Recycling and Related Activities for Treatment of Cyclical Food Resources.

^{*1} Target: Career track employees, managers, and directors

^{*2} Target: Managers and assistant managers

^{*3} Cocoa beans produced in areas where farmer support programs have been implemented

^{*4} Meiji Co., Ltd. and its affiliated domestic and overseas Group companies

^{*5} Percentage of net sales from products sold to consumers by Meiji Co., Ltd.

^{*6} All products manufactured and sold in Japan by Meiji Co., Ltd., excluding products for commercial use, products with specialized nutritional formulas, and contract-manufactured products

^{*7} Target: Meiji Co., Ltd., and its affiliated domestic Group companies

^{*8} Based on monetary amount

Corporate Data/Stock Information (As of March 31, 2026)

Corporate Data

Company Name	Meiji Holdings Co., Ltd. (Securities code: 2269)
Head Office	2-4-16, Kyobashi, Chuo-ku, Tokyo 104-0031, Japan
Incorporated	April 1, 2009
Share Capital	JPY 30.0 billion
Number of Group Employees	17,103
Common Stock Issued	282,200,000
Stock Listing	Tokyo
Fiscal Year-End	March 31
Ordinary General Meeting of Shareholders	Late in June
Transfer Agent of Common Stock	Mitsubishi UFJ Trust and Banking Corporation

Public Notices

Public notices given by the Company are issued electronically.

URL: <https://www.meiji.com/global/>

However, in the event that public notices cannot be issued electronically due to an accident or some other unavoidable circumstances, public notices given by the Company shall be carried in the *Nihon Keizai Shimbun*.

It should be noted that pursuant to Article 440, Paragraph 4 of the Companies Act, public notices of financial statements are not given.

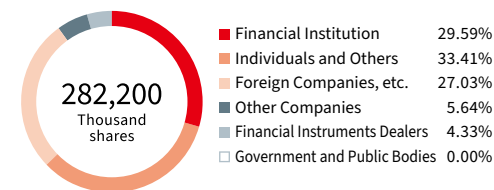
Stock Information

Major Shareholders

Name	Number of shares held (Thousands)	Percentage of total shares issued (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	43,930	15.57
Custody Bank of Japan, Ltd. (Trust account)	17,106	6.06
Nippon Life Insurance Company	6,696	2.37
Meiji Holdings Employee Shareholding Association	6,223	2.21
Meiji Holdings Trading-Partner Shareholding Association	5,343	1.89
STATE STREET BANK AND TRUST COMPANY 505001	3,996	1.42
STATE STREET BANK AND TRUST COMPANY 505103	3,862	1.37
JP MORGAN CHASE BANK 385781	3,654	1.29
JPMorgan Securities Japan Co., Ltd.	3,305	1.17
JAPAN ACTIVATION CAPITAL I L.P.	2,943	1.04

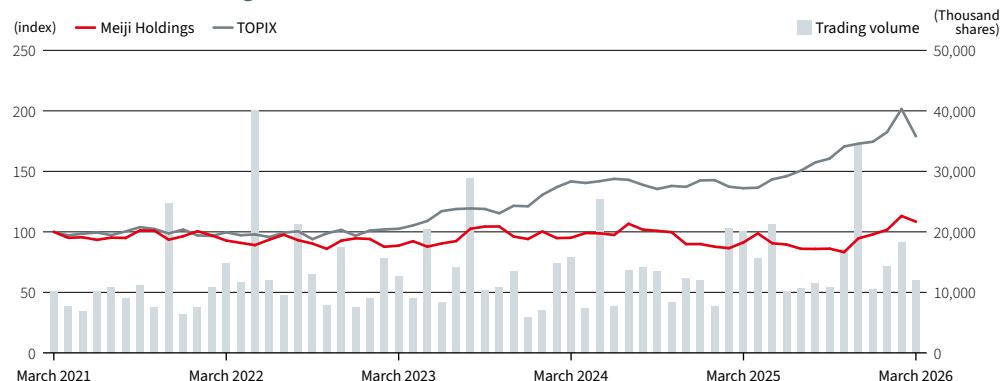
* In addition to the above, the Company holds 11,098 thousand shares of treasury share (3.93% of total shares issued).

Shareholding by Type of Shareholder



* Individuals and Others includes treasury share.

Stock Price and Trading Volume



(Notes) The closing price as of March 31, 2021 is 100. Trading volume reflects the following stock splits.

- A two-for-one common stock split issued on April 1, 2023

Editorial Policy/Information Disclosure System

Editorial Policy

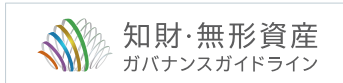
Meiji Holdings Co., Ltd. has been issuing the Integrated Report since 2018. In this report, we have compiled financial and nonfinancial information focusing on the Value Creation Story, which has driven our sustained growth. In addition, we have utilized tools such as the value creation logic tree to clearly illustrate how value creation operates and the connections between key issues and strategies. In doing so, we aim to deepen understanding among our shareholders, investors, and other stakeholders, and to foster more meaningful dialogue.

Reference Guidelines:

- IFRS Foundation Integrated Reporting Framework
- Task Force on Climate-related Financial Disclosures (TCFD)
- Guidance for Collaborative Value Creation by Ministry of Economy, Trade and Industry



- Intellectual Property and Intangible Assets Governance Guidelines, Cabinet Office



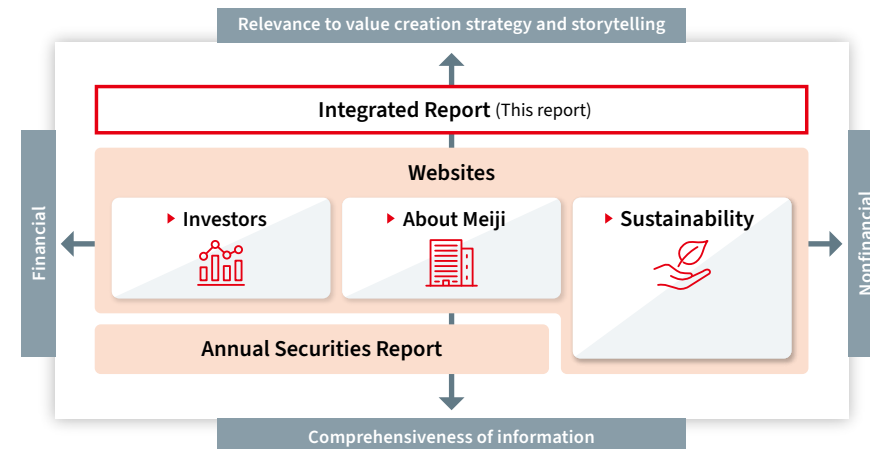
Using the Integrated Report 2026

- This report is based on the performance results from FY2025 (fiscal year ended March 2026). Some content is also included from FY2026 (fiscal year ending March 2027).
- The content is compiled based on information that is available at the time when the Company created the Integrated Report 2026. Therefore, please note that the actual results may be different from the Company's forecast. The information in the report is current as of August 2026 unless otherwise specified.
- The Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and related implementation guidance are being applied as of FY2021. Unless otherwise stated, through to FY2020, these standards do not apply, and from FY2021 onward, these standards apply.

Information Disclosure System

The Meiji Group positions the Integrated Report, Annual Securities Report, and websites as its main disclosure media, with clearly delineated content for each.

The Integrated Report provides important financial and nonfinancial information related to our value creation strategies to the Meiji Group and stakeholders. For financial statements and other information with an independent auditor's report, please refer to the Annual Securities Report. For the data that has been assured by an independent practitioner, please refer to the environmental data. For more detailed information about the Meiji Group, please refer to our websites.



Investors ▶

- Financial Performance ▶
- Results & Presentations ▶
- Investor's Guide (PDF) ▶
- Invest in Meiji ▶
- Business Plans ▶
- Governance ▶
- Stock Information ▶
- M&A and Alliances ▶



About Meiji ▶

Wellness Stories ▶

Please visit this website for stories about our initiatives to pursue Meiji unique value for wellness.

Innovation ▶

Please visit this website for information on new initiatives to create health value.

About Meiji ▶

Please visit this website for information about the Meiji Group's mission and vision, slogan, management structure, business domains, history, and other information.



Sustainability ▶

- Healthier Lives ▶
- Caring for the Earth ▶
- Thriving Communities ▶
- Sustainable Sourcing ▶
- Collaboration ▶
- External Recognition ▶
- ESG Index ▶
- Environmental Data (PDF) ▶
- Independent Practitioner's Assurance Report (PDF) ▶

Cover Artwork



Paralym Art Artwork
“Toward the Light”
 Artist: Ms. Sakurayuki

This year’s theme was “transformation and challenge,” so I incorporated the desire to strive toward a bright future, as well as the gentle, warm feeling of taking steps forward together with everyone, into this artwork.

Exchange Meeting

We held an online exchange session with Ms. Sakurayuki, who created the cover artwork for this report. Ms. Sakurayuki commented, “For me, transformation and challenge mean expanding possibilities through new forms of expression and artwork, so I wanted to convey a sense of excitement and positivity to everyone.” These words unexpectedly resonated with the Meiji Group’s philosophy. True to her words, Ms. Sakurayuki is currently taking on the challenge of creating entirely new artworks using thread as her medium. We very much look forward to seeing more of her work in the future.



The Meiji Group is a familiar and vital presence that supports the lives and health of many people. Thank you for your continued support.

Ms. Sakurayuki

 **Paralym Art Profile**
 (In Japanese only)

Paralym Art

Paralym Art is a social contribution project in which an organization works together with artists with disabilities as one team. This project sustains the provision of support for people with disabilities along with the cooperation of private companies and individuals, without depending on social security funds. (Project organizer: Shougaisha Jiritsu Suishin Kikou Association)



Meiji Holdings Co., Ltd.
 supports this project as a Silver Partner

 **Society > Promote Social Contribution > Activities to Support Society > Sponsorship of Paralym Art**



Tanaka (center) and
 the production team
 members

Publisher’s Note

Thank you for reading the Meiji Group Integrated Report 2026.

This Integrated Report has been prepared with institutional investors in Japan and overseas as the primary readers. It is designed to provide a coherent narrative that helps readers understand the Meiji Group’s vision for medium- to long-term value creation and sustained growth. We present our approach and progress toward enhancing corporate value, covering the Group’s strengths and growth strategies, as well as our initiatives in sustainability, human capital, technological development, intellectual property, and governance.

We hope that this report will help you gain a deeper understanding of the Group’s initiatives aimed at addressing social issues through our business activities and creating sustainable value. Additional information not included in this report is available on our website, so please also refer to the links provided on each page.

We will continue our efforts to further enhance information disclosure and dialogue going forward, and welcome your candid feedback.

Meiji Holdings Co., Ltd.
 General Manager of IR Dept.

Masashi Tanaka

Now ideas for wellness

meiji

Meiji Holdings Co., Ltd.

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 Tokyo 104-0031, Japan

<https://www.meiji.com/global>