

Now ideas for wellness

meiji

Financial Results for FYE March 2023 (FY2022)

(From April 1, 2022 to March 31, 2023)

May 11, 2023

Meiji Holdings Co., Ltd.

Note

1. FY2022 Plan was revised on February 9, 2023.
2. A two-for-one common stock split was issued on April 1, 2023. EPS and dividends are calculated on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.

1. Financial Summary for FY2022

Summary for FY2022 Consolidated Results

(JPY bn)	FY2021 Results	FY2022 Results	YoY Change	vs. Plan	FY2022 Plan
Net sales	1,013.0	1,062.1	+4.8% +49.0	+0.4% +4.1	1,058.0
Net sales for Overseas business	92.9	120.0	+29.1% +27.0	-0.5% -0.5	120.6
Operating profit	92.9	75.4	-18.8% -17.4	-2.7% -2.0	77.5
Op. profit margin	9.2%	7.1%	-2.1 pt	-0.2 pt	7.3%
Profit attributable to owners of parent	87.4	69.4	-20.7% -18.0	+11.9% +7.4	62.0
EPS (JPY)	303.62	247.39	-56.24	+26.94	220.44
ROE	13.5%	10.0%	-3.5 pt	+1.0 pt	9.0%

FY2022 Results

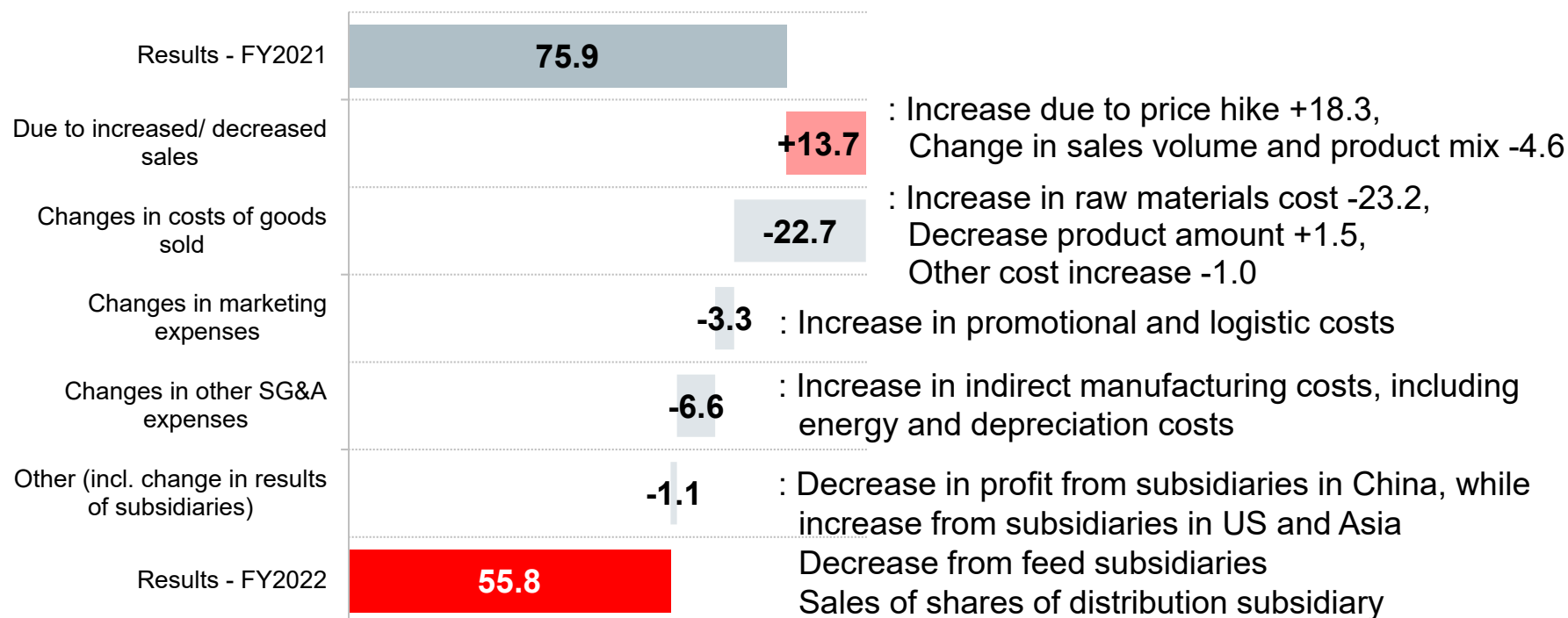
Net sales increased, while operating profit decreased

- Net sales: Increased both in Food and Pharmaceutical segments
Sales ratio for overseas business exceeded 10%
- Operating profit: Food, significant decrease, Pharmaceutical, significant increase
- Profit attributable to owners of parent: Decreased significantly resulting decreased ROE
→ Recorded gains on transfer of agricultural chemicals business in FY2021
- Reduced cross-shareholdings steadily, and repurchased outstanding shares

Food: Summary for FY2022

(JPY bn)	FY2021 Results	FY2022 Results	YoY Change	vs. Plan	FY2022 Plan
Net sales	826.0	865.6	+4.8% +39.5	+0.5% +4.4	861.2
Operating profit	75.9	55.8	-26.5% -20.0	-6.9% -4.1	60.0

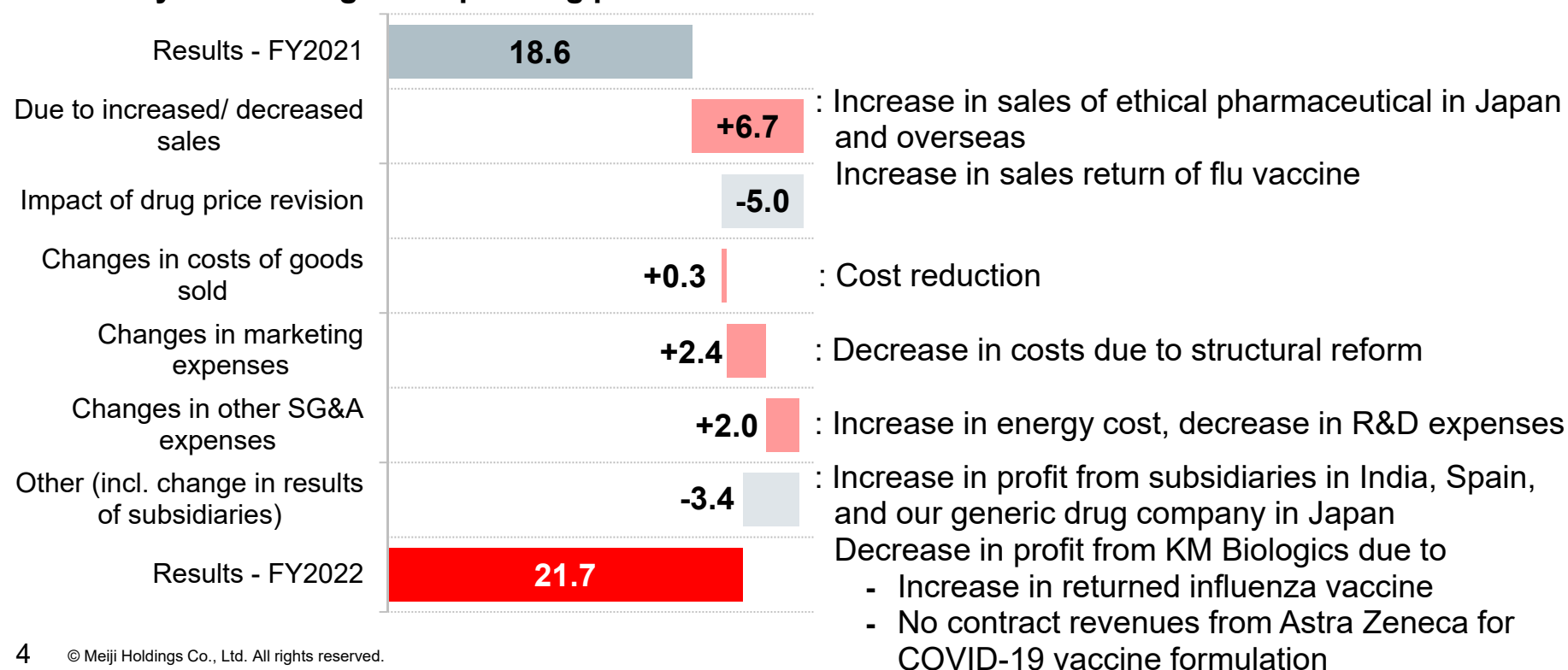
Analysis of changes in operating profit



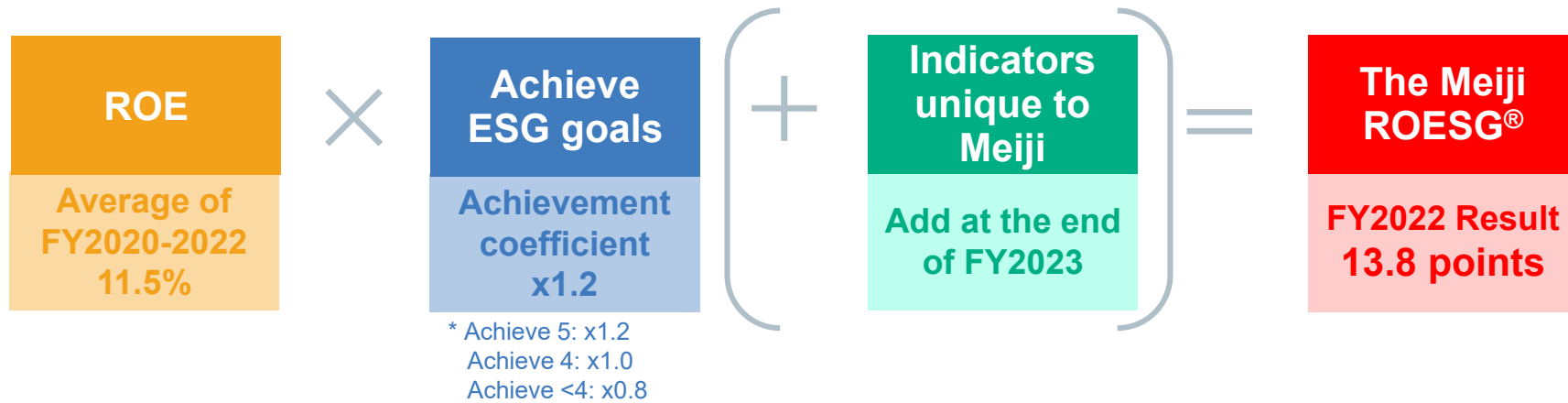
Pharmaceutical: Summary for FY2022

(JPY bn)	FY2021 Results	FY2022 Results	YoY Change	vs. Plan	FY2022 Plan
Net sales	187.9	197.2	+4.9% +9.2	-0.1% -0.2	197.5
Operating profit	18.6	21.7	+16.4% +3.0	+8.6% +1.7	20.0

Analysis of changes in operating profit



Progress for Meiji ROESG®



Evaluation indicator	FY2021 Result	FY2022 Result	Target for FY2022
MSCI ESG Ratings	BBB	A	BBB
DJSI	55 points	61 points	60 points
FTSE4Good	3.0 points	3.7 points	3.3 points
CDP (Climate Change)	A-	A	A-
CDP (Water Security)	A	A	A

- Achieved target for FY2022 in 5 ESG evaluation indicators
- Earned top rating (A-list) from CDP in both climate change and water security
- Evaluation for environment, governance, occupational health and safety, and human capital were improved

* ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University

ESG: Topical Overview in FY2022

- Promoting our initiatives according to the roadmap for achieving carbon neutrality by 2050
Our efforts to reduce greenhouse gas (GHG) include:
 - ✓ Calculated carbon footprint of products (CFP) for *Meiji Organic Milk*
 - ✓ Created a business model using the J-Credit Scheme, collaborating with Ajinomoto Co., Inc.
- Formulated the Meiji Group Foreign Worker Employment Guidelines to promote human rights due diligence
Promoting the understanding and implementing the Guidelines in domestic subcontractors, not limited to our group
- Started efforts to integrate sustainability and business, such as the Meiji Group Nutrient Profiling System
- An outside director joined having expertise in global business, sustainability, and diversity
Increased discussion from a medium- to long-term perspective at Board of Directors meetings

2. Plan for FY2023 and Focal Points

Consolidated Plan for FY2023

(JPY bn)		FY2023 H1 Plan	YoY Change	FY2023 H2 Plan	YoY Change	FY2023 Plan	YoY Change
Consolidated	Net sales	544.0	+5.1% +26.4	558.0	+2.5% +13.3	1,102.0	+3.8% +39.8
	Operating profit	32.0	-25.9% -11.1	46.0	+42.7% +13.7	78.0	+3.4% +2.5
	Profit attributable to owners of parent	20.0	-40.1% -13.3	31.0	-14.0% -5.0	51.0	-26.5% -18.4
Food	Net sales	441.4	+4.9% +20.7	445.6	+0.1% +0.6	887.0	+2.5% +21.3
	Operating profit	25.9	-11.7% -3.4	30.1	+13.4% +3.5	56.0	+0.2% +0.1
Pharma	Net sales	102.9	+5.9% +5.7	112.6	+12.5% +12.5	215.5	+9.2% +18.2
	Operating profit	7.3	-50.2% -7.3	17.7	+150.3% +10.6	25.0	+15.1% +3.2

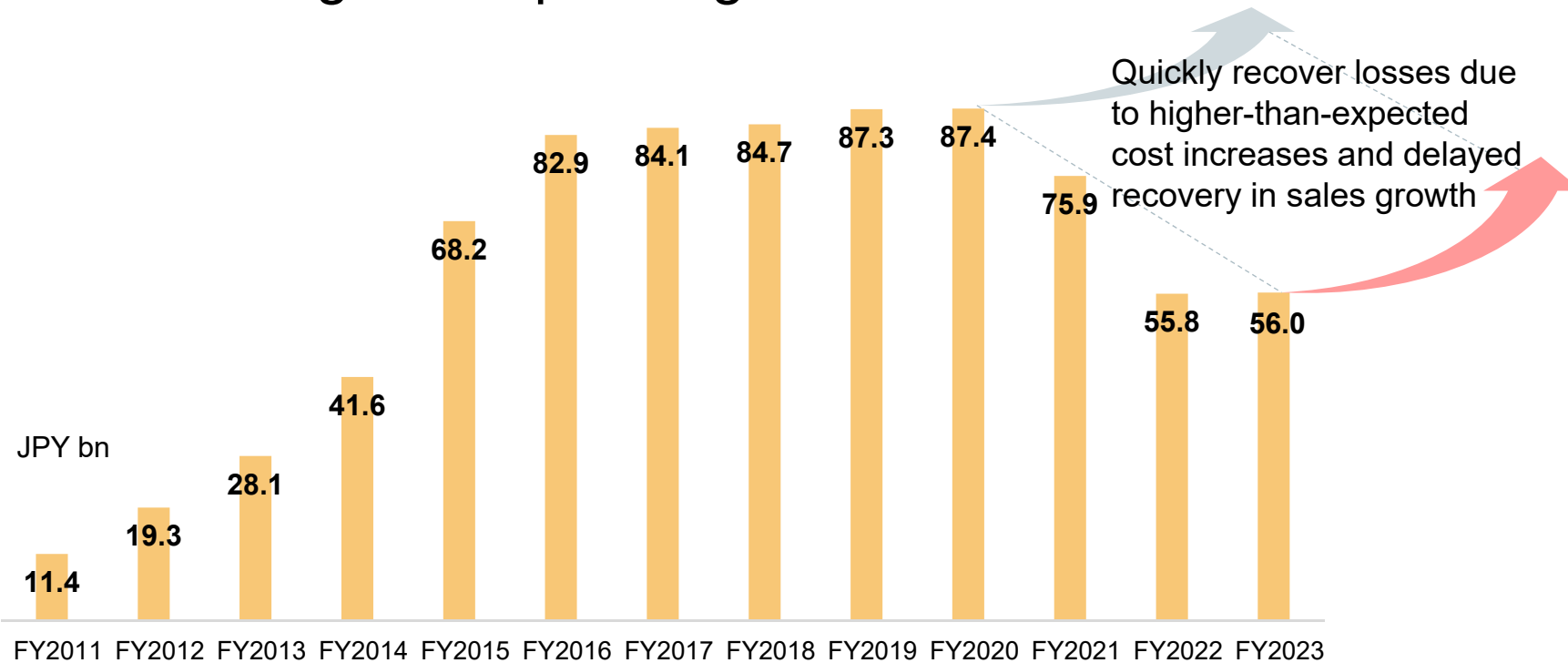
Net sales: Increase in both Food and Pharmaceutical segments

Operating profit: Increases driven by Pharmaceutical segment

- Food: Benefit from the price hike, while cost increase continues during the first half
- Pharmaceutical: Decrease due to an increase in R&D expenses and contract revenue of COVID-19 vaccines in the first half
Expecting sales of ARCT-154 in the second half

Profit attributable to owners of parent: Decrease. Recorded extraordinary income from sale of research laboratories land in FY2022

Food: Changes in Operating Profit



Main factors for changes in profit (JPY bn)

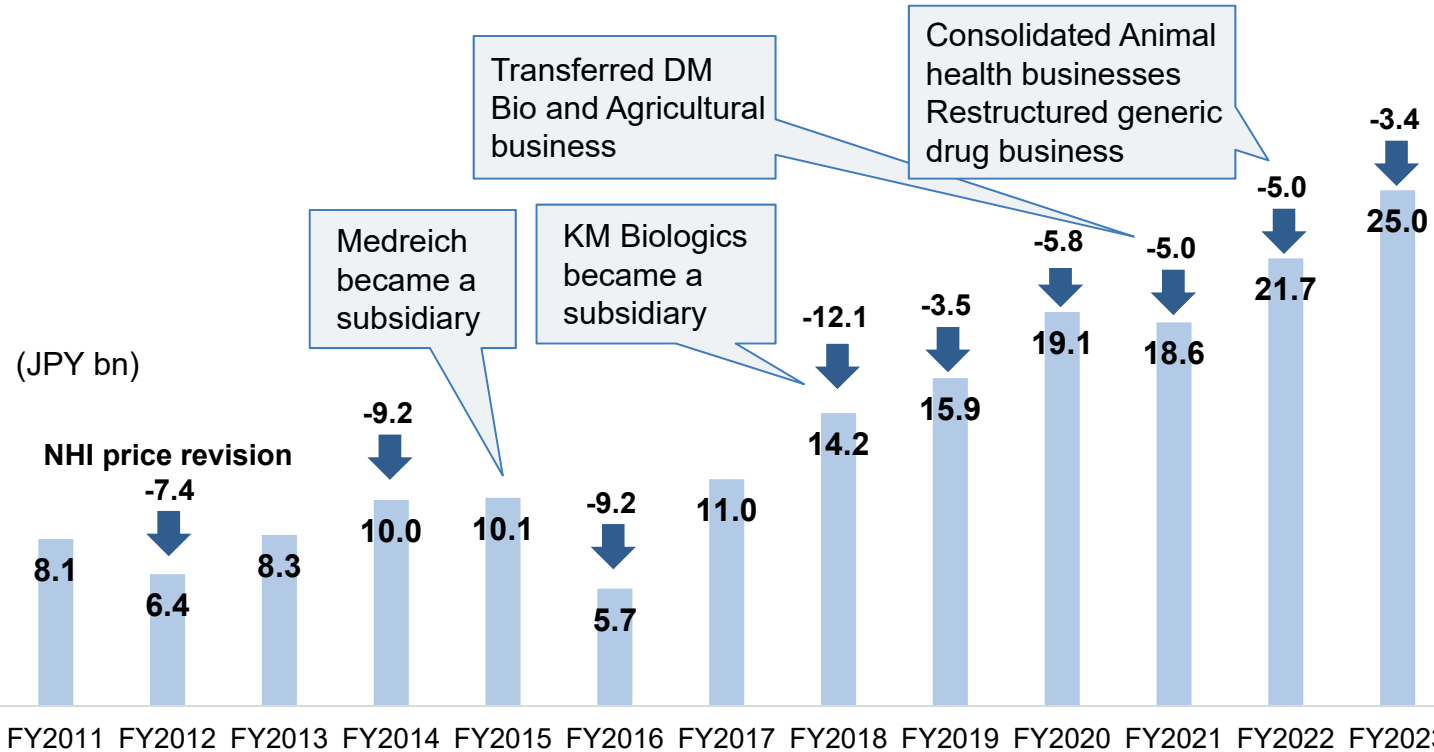
	2014 Med-Term Business Plan	2017 Med-Term Business Plan	2020 Med-Term Business Plan	2023 Med-Term Business Plan
Cost increase	-16.5	-6.1	0.7	-69.0
Price hike	4.6	15.2	12.6	77.1
Increased/decreased sales	41.0	19.5	-18.1	-20.4
Others	1.1	13.9	8.1	-19.1

Has been recovered losses due to the cost increase a bit later



- Focus on price hike penetration and added-value marketing
- Start restructuring the business

Pharmaceutical: Changes in Operating Profit



- Completed portfolio transformation that is less affected by drug price revisions
- Will accelerate business growth

Main factors for changes in profit (JPY bn)

	2014 Med-Term Business Plan	2017 Med-Term Business Plan	2020 Med-Term Business Plan	2023 Med-Term Business Plan
NHI drug price revisions	-16.6	-9.2	-21.4	-13.4
Increased/decreased sales	19.7	8.4	2.4	19.2
Others	-1.2	1.8	27.0	0

Position of FY2023

Period toward next Medium-Term Business Plan



Our focal points

Strategies to offset cost increase

- Penetrate price hikes
- Continue marketing investment

Change strategies in core business

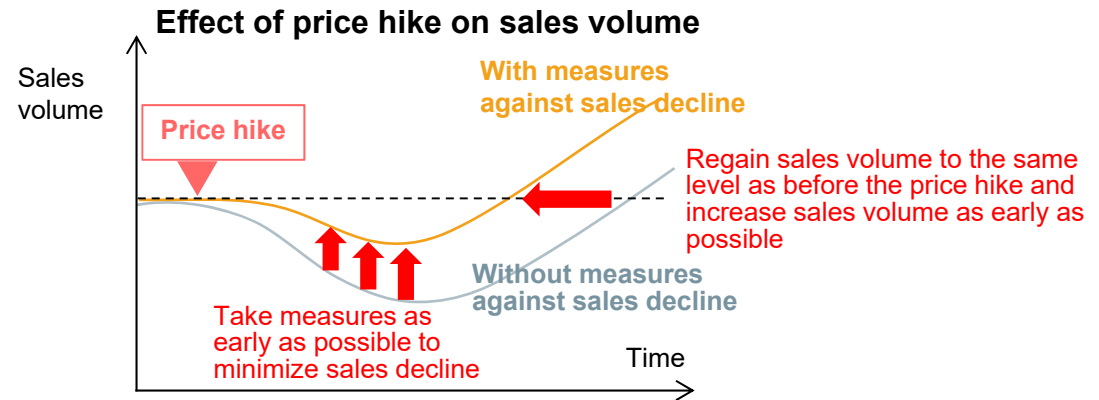
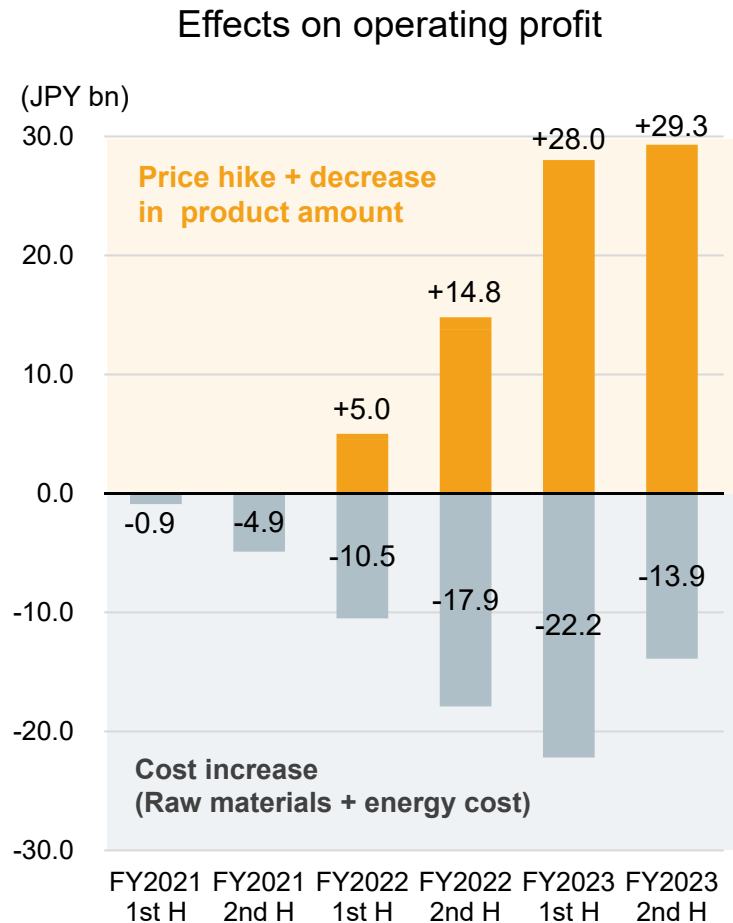
- Recover sales growth and secure stable revenue by pursuing added value
- Start business restructuring to build a robust foundation for revenue

Invest management resources in future growth drivers

- Expand overseas business and develop new vaccine
- Accelerate development pipelines in the Pharmaceutical segment
- Venture into new domains and collaborate with startups and venture companies

Integrate sustainability and business performance

Food: Efforts to Overcome Cost Increase



Steadily recovering losses by increasing the price and decreasing the product net content

- Recovered sales volume of value-added products
Strengthen product strategy and marketing and increase sales volume
- Delay in sales recovery of commodity products due to delay in price hike penetration

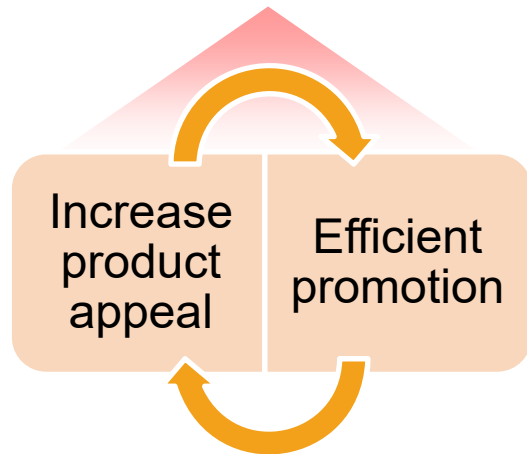
The cost increases will impact profit during the 1st half of FY2023

Need to check closely on raw milk price in Japan

Invest effectively in marketing in FY2023

Food: Secure Profit by Seeking Added-Value for Core Business

Increase added-value



Functional yogurt

- *LG21*: Favorable, gained new young customers
- *Shibou Taisaku Yogurt**: Favorable
* Yogurt for body fat reduction
- *R-1*: Revive sales, launch a new product that enhanced product appeal with functions and features

Yogurt

- *Meiji Bulgaria Yogurt*: Tastier with new production method for the first time in 10 years
50th anniversary, maximize brand exposure

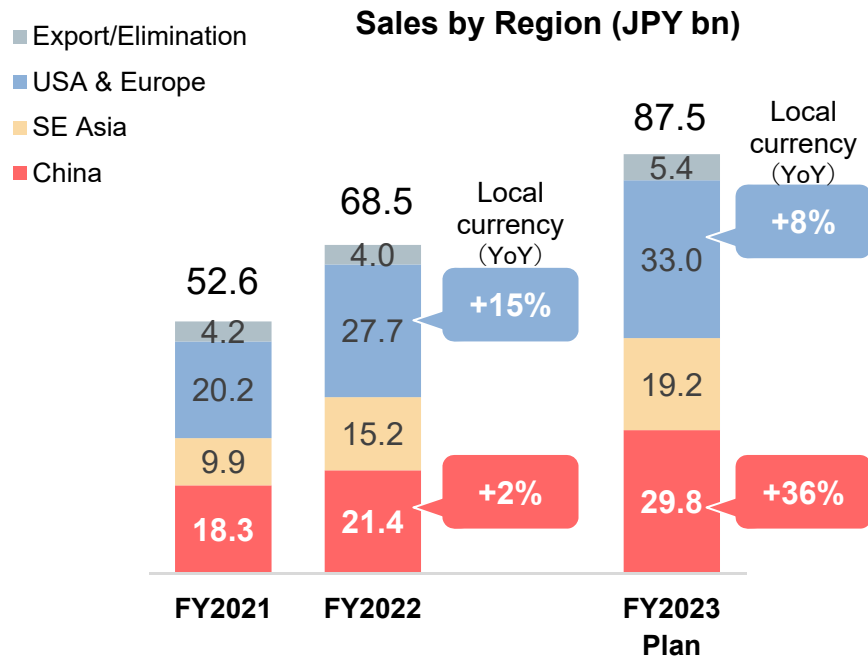
Chocolate and gummy

- Expand product lines and acquire new customers
- ✓ Launched *Chocolate Kouka Plus* in March, food with two function claims
Appeal function claims to the customers
- ✓ Gummy products: Launch new products featuring health

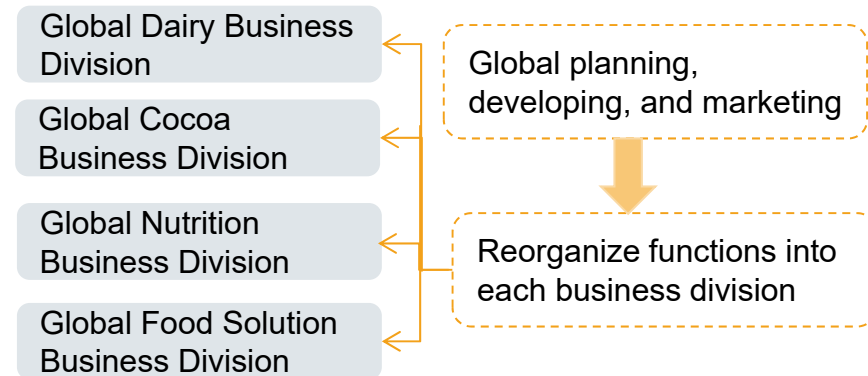
Sports nutrition

- *SAVAS*: Premiumization and expand product lines
Focus on web marketing

Food: Accelerate to Grow Overseas Business



- Reorganized to drive growth of overseas business in April 2023
- Business directors are responsible to businesses both in Japan and overseas



Drinking milk and yogurt business in China

B to B business: Favorable

Products for the consumer market: Launch new products produced in Tianjin factory that started in January, Expand sales area and regain sales

Confectionary and ice cream business in China

Outstanding product appeal, Expand sales area and continue sales growth ahead of starting new factories in Guangzhou and Shanghai

Businesses in the US

Increase price to offset cost increase and regain sales

Expand sales area for Meiji brand chocolate snacks

Pharmaceutical: Grow Vaccine Business -1

Vaccine market is expected to grow steadily
Promote initiatives linked to Developing Biopharmaceutical Manufacturing Sites to Strengthen Vaccine Production Project Offered by METI

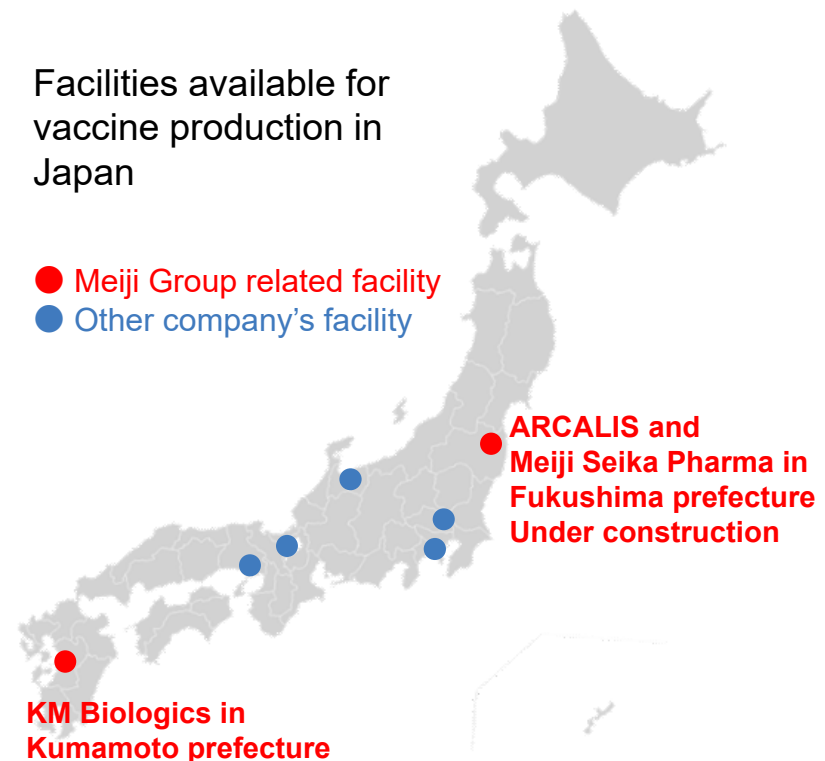
Developing Biopharmaceutical Manufacturing Sites to Strengthen Vaccine Production Project

Basic Policy for Economic and Fiscal Management and Reform 2021
Approved in a Cabinet meeting in June 28, 2021

- 1 Establish the world's top-level R&D center
- 2 Raise strategic research fund
- 3 Improve infrastructure of clinical trials
- 4 Accelerating regulatory approval process and establish standards
- 5 Construct vaccine production facilities
- 6 Nurture drug development ventures
- 7 Nurture vaccine development/ manufacturing industry
- 8 Drive international cooperation
- 9 Improve public health surveillance system to stimulate vaccine development

Facilities available for vaccine production in Japan

- Meiji Group related facility
- Other company's facility



Pharmaceutical: Grow Vaccine Business -2

Develop COVID-19 vaccine

- Next-generation mRNA Vaccine for COVID-19 (ARCT-154)

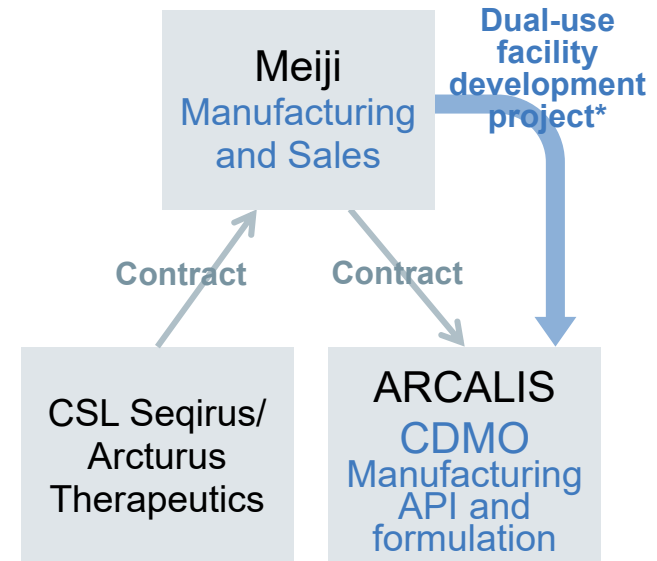
April 11 Concluded an alliance agreement for distribution and sales in Japan with CSL Seqirus

April 28 Submitted NDA in Japan

- Inactivated vaccine for COVID-19 (KD-414)

January 31 Started pediatric PIII trial

Collaboration structure for ARCT-154



Adapt to the environmental changes over the influenza vaccine

- Ship vaccine timely
- Enhance awareness-raising activities for inoculation
- New initiatives: Acquire mRNA vaccine technology and develop high-value-added products

Accomplish dual-use facility development project* offered by METI

Establish and promote global strategy

* Developing Biopharmaceutical Manufacturing Sites to Strengthen Vaccine Production Project
For development pipeline, refer to page 43-45

Pharmaceutical: Foster Growth Drivers

Accelerate Research & Development

- Prepare to submitting NDA for ME3208
- Accelerate development of DMB-3115 (Biosimilar) and ME3183 considering overseas market
- Accelerate decision-making and tighten control of the R&D portfolio through the R&D steering committee
- Promote development project through research network and cooperation with external organization

Expand CMO/CDMO* Business

- Expand manufacturing capacity in India
 - ✓ Completed new manufacturing building in Adcock Ingram
Strive for obtaining the necessary approvals to start commercial production and shipment during FY2023
 - ✓ Planning to expand manufacturing capacity in Medreich
- Develop new customers and deepen relationship with existing customers
- Improve productivity by reviewing product portfolio

* CMO: Contract manufacturing organization, CDMO: Contract development and manufacturing organization

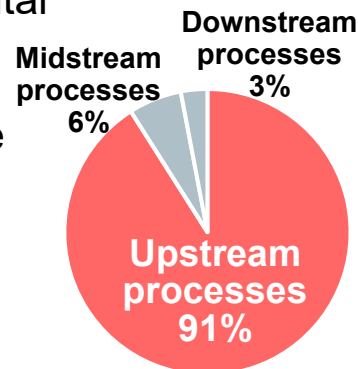
Sustainability in Dairy Farming



Reducing CO₂ emissions volume in dairy farming is our top priority as a leading manufacturer of drinking milk that should maximize the value of milk

Calculated CFP for drinking milk

- Calculated based on field data from dairy farmers using the international calculation method that references guidelines of international organizations
- Visualize environmental burden and use for awareness-raising activities to the whole industry



CFP calculation result for *Meiji Organic Milk*

Upstream processes: Raw materials procurement
Midstream processes: Production
Downstream processes: Distribution - waist

Use J-Credit Scheme

- Reduce GHG emissions volume by feeding improved amino acid balance feed
- Reduced volume is converted to credits based on the J-Credit scheme
- The trading credit value, a new revenue source, is paid to the dairy farmers to support them

Strengthen Management Base to Support Sustainable Growth



Reform Human Resource Management

Set the Meiji Group's Ideal Identity in 2050 and numerical target after discussion in the Group Human Capital Committee

Ratio of female human resources

50%

Mid-career hires

More than **30%**

Ratio of global human resources

More than **30%**

- April 2023
- Named CHRO (Chief Human Resource Officer)
 - Established Occupational Safety Subcommittee under the Meiji Group Human Capital Committee
 - Joined the 30% Club Japan*

* A campaign taking action to increase the proportion of women in key decision-making bodies of companies, including the board of directors

Promote Intellectual Property Strategy

- April 2023
- Established the overall controlling organization for intellectual strategy in Meiji Holdings
 - Plan and execute the group-wide intellectual property strategy
 - Establish a long-term patent portfolio in cooperation with Wellness Science Laboratories (formerly Co-Creation Center)

3. Financial Strategy and Returns to Shareholders

Capital Investment and Returns to Shareholders

Net cash flow from operating activities

2023 Med-Term BP* (projected)

JPY 272.5 bn

FY2021-2022 Result	212.5 bn
FY2023 Plan	60.0 bn

Sale of assets

2023 Med-Term BP* (projected)

approx. JPY 100.0 bn

Reduce cross-shareholding stocks
By the end of FY2023

Reduce 30%
(compare to book value in FY2020)

Transfer of business and asset sales etc.

FY2021-2022 Result
Agricultural business, DM Bio, sale of non-current assets of Pharmaceutical Research Center, etc.

Capital Investment

(JPY bn)		2023 Med-Term BP* (projected)	2023 Med-Term BP* (original)
FY2021-2022 Result	FY2023 Plan		
165.3	62.8	228.2	274.0

- Mainly invest in overseas business in FY2023
- Difference between result and 2023 Medium-Term Business Plan is mainly because of delayed construction period and revision in Food segment

Returns to Shareholders

	FY2021 Result	FY2022 Result	FY2023 Plan
Annual dividends	JPY 85	JPY 90	JPY 95
Payout ratio	28.0%	36.4%	52.3%
Acquisition of own shares	JPY 30.0 bn	JPY 10.0 bn	—

- Steadily increase dividends to increase return to shareholders
Our policy is to increase the dividend payout ratio to 40%



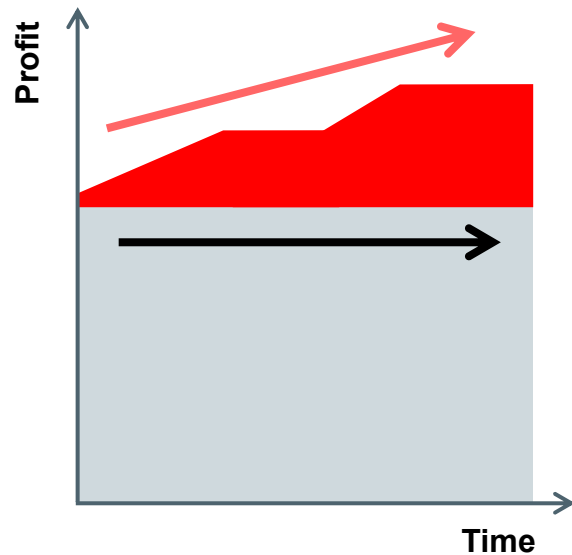
4. Progress of Meiji ROESG[®] Management

2026 Medium-Term Business Plan (FY2024-2026)

Strive to Create New Markets and Improve Cash Flow

The Meiji Group's sustainable growth model

The Group has created new markets. Add further benefits gained as the first-mover advantage to a stable earnings base



■ Create New Markets

- Our strength
R&D, technological capability, marketing capability, etc.
- Issues to be addressed
Develop as soon as possible the products that drive business performance following functional yogurt
Keeping a long-term view of the potential market

■ Gain Stable Cash Flow

- Our strength
Outstanding brand awareness, high value-added product portfolio, intellectual resources and technologies for product lifecycle management, etc.
- Issues to be addressed
Improve capital efficiency to cope with changes in the external environment and the competitive environment

Progress to Achieve Meiji ROESG[®] Management

Create New Markets

- Integrate sustainability and business performance – Pursue Trade-On
- Effectively invest in the possible growth market
Overseas, vaccine, nutrition, wellness science, etc.

Keep and improve stable cash flow

- Review business portfolio and improve capital efficiency using ROIC
- Undertake growth-enhancing structural reforms
Decrease SKUs, review production structure, etc.
- Strengthen existing business by taking new measures
Using digital technology, etc.

Strengthen management base to achieve above

- Execute human capital strategy linked to management strategy successfully

2026 Medium Term Management Plan will be announced in May 2024
By the end of FY2023, get ready for profit recovery



Appendices

Consolidated Financial Results for FY2022

(JPY bn)	FY2022 Results	YoY Change	Main factors for the change
Net sales	1,062.1	+4.8% +49.0	— Details on pages 2-4
Operating profit	75.4	-18.8% -17.4	— Details on pages 2-4
Non-operating profit	4.6	-14.6% -0.7	- Share of profit of entities accounted for using equity method (-1.5) - Foreign exchange gains (+0.3) - Interest income (+0.1) - Dividend income (+0.1)
Non-operating expenses	5.8	+35.9% +1.5	- Share of loss of entities accounted for using equity method (+2.1) - Business commencement expenses (+0.8) - Other (-1.4)
Ordinary profit	74.1	-21.1% -19.8	—
Extraordinary income	29.6	-41.7% -21.1	- Gain on sales of shares of subsidiaries and associates (-33.6) - Gain on sales of non-current assets (+16.2)
Extraordinary losses	8.3	-48.7% -7.9	- Loss on tax purpose reduction entry of non-current assets (-8.4)
Profit before income taxes	95.4	-25.7% -33.0	—
Income taxes-total	23.9	-33.7% -12.1	- Income taxes - current (-7.5) - Income taxes - deferred (-4.5)
Profit (loss) attributable to non-controlling interests	2.0	-57.6% -2.8	—
Profit attributable to owners of parent	69.4	-20.7% -18.0	—

Financial Position as of March 2023

(JPY bn)	Results as of Mar. 2023	YoY Change	Main Factors for Change
Current assets	470.9	+3.4% +15.3	- Raw materials and supplies (+11.6) - Other (+5.6) - Work in process (+1.3) - Cash and deposits (-3.8)
Non-current assets	665.2	+0.5% +3.4	- Deferred tax assets (+7.2) - Construction in progress (+5.6) - Buildings and structures, net (+4.7) - Investment securities (-11.4) - Land (-3.1)
Total assets	1,136.2	+1.7% +18.7	—
Current liabilities	266.2	-7.2% -20.5	- Short-term borrowings (-13.3) - Income taxes payable (-8.8)
Non-current liabilities	118.6	+0.9% +1.0	- Long-term borrowings (+6.4) - Retirement benefit liability(+1.5) - Other (+2.8) - Bonds payable (-10.0)
Total liabilities	384.9	-4.8% -19.5	—
Shareholders' equity	665.1	+5.1% +32.2	- Retained earnings (+41.8) - Treasury shares (-9.6)
Accumulated other comprehensive income	46.7	+15.6% +6.3	- Foreign currency translation adjustments (+10.1) - Valuation difference on available-for-sale securities (-4.7)
Non-controlling interests	39.3	-0.7% -0.2	—
Total net assets	751.3	+5.4% +38.2	—
Interest bearing debt	64.3	-20.8% -16.8	- Short-term borrowings (-13.3)
Equity ratio	62.7%	+2.4 pt	—

Consolidated Cash Flows for FY2022

(JPY bn)	FY2022 Results	YoY Change	Main Factors for Change
Cash flows from operating activities	85.0	-42.5	<ul style="list-style-type: none"> - Profit before income taxes (-33.0) - Gain on sale of property, plant and equipment (-17.3) - Decrease in contract liability (-10.6) - Loss on tax purpose reduction entry of non-current assets (-8.4) - Increase in inventories (-8.1) - Gain on sales of shares of subsidiaries and associates (+33.5)
Cash flows from investing activities	-36.7	-9.1	<ul style="list-style-type: none"> - Proceeds from sale of investment securities (-44.2) - Subsidies received (-7.3) - Proceeds from sale of property, plant and equipment and intangible assets (+21.7) - Purchase of property, plant and equipment (+19.5)
Cash flow from financing activities	-54.7	+22.2	<ul style="list-style-type: none"> - Increase in treasury shares (+20.2) - Proceeds from long-term borrowings (+9.7) - Net increase in short-term borrowings (+5.7) - Proceeds from issuance of bonds (-9.9) - Repayments of long-term borrowings (-1.9)
Free cash flows	48.2	-51.6	—

Financial Indicators for FY2022 and FY2023

(JPY bn)	FY2021 Full-year Results	FY2022 Full-year Results	YoY Change	FY2023	
				Full-year Plan	YoY Change
Net sales	1,013.0	1,062.1	+4.8% +49.0	1,102.0	+3.8% +39.8
Operating profit	92.9	75.4	-18.8% -17.4	78.0	+3.4% +2.5
Operating profit ratio	9.2%	7.1%	-2.1 pt	7.1%	-0.0 pt
Profit attributable to owners of parent	87.4	69.4	-20.7% -18.0	51.0	-26.5% -18.4
EPS (JPY)	303.62	247.39	-56.24	181.73	-65.65
Cash dividends per share (JPY)	85	90	+5	95	+5
Dividend payout ratio	28.0%	36.4%	+8.4 pt	52.3%	+15.9 pt
ROE	13.5%	10.0%	-3.5 pt	7.0%	-3.0 pt
ROIC	8.4%	6.3%	-2.1 pt	6.5%	+0.2 pt
Capital expenditures	93.1	72.1	-22.5% -20.9	62.8	-12.8% -9.2
Cash flows from operating activities	127.5	85.0	-33.3% -42.5	60.0	-29.4% -25.0
Free cash flows	99.9	48.2	-51.7% -51.6	10.0	-79.3% -38.2

Food: Net Sales and Operating Profit by Business

		(JPY bn)				
		FY2021 Results	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Yogurt and Cheese	Net sales	209.7	202.5	-3.5% -7.2	203.1	+0.3% +0.5
	Op. Profit	34.9	24.1	-30.9% -10.8	25.2	+4.6% +1.1
Nutrition	Net sales	109.6	116.8	+6.6% +7.2	122.8	+5.1% +6.0
	Op. Profit	19.3	14.6	-24.5% -4.7	16.9	+15.9% +2.3
Chocolate and Gummy	Net sales	98.0	102.8	+4.9% +4.7	103.1	+0.3% +0.3
	Op. Profit	12.6	11.1	-11.8% -1.4	11.1	-0.3% -0.0
Drinking milk	Net sales	76.1	71.5	-6.1% -4.6	76.0	+6.3% +4.4
	Op. Profit	-0.7	-2.5	— -1.7	-3.0	— -0.5
B to B	Net sales	65.8	71.1	+8.2% +5.3	76.4	+7.4% +5.2
	Op. Profit	2.7	3.0	+12.8% +0.3	4.2	+36.7% +1.1

Food: Net Sales and Operating Profit by Business

		(JPY bn)				
		FY2021 Results	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Frozen dessert & ready meal	Net sales	58.2	57.9	-0.5% -0.3	60.5	+4.4% +2.5
	Op. Profit	2.9	3.2	+10.1% +0.2	3.6	+11.3% +0.3
Overseas	Net sales	52.6	68.5	+30.3% +15.9	87.5	+27.7% +18.9
	Op. Profit	-1.0	-0.9	— +0.0	-2.4	— -1.4
Other/ domestic subsidiaries	Net sales	155.7	174.1	+11.8% +18.3	157.2	-9.7% -16.8
	Op. Profit	5.0	3.0	-38.9% -1.9	0.3	-89.8% -2.7

Food: Summary for Main Business

Yogurt and cheese

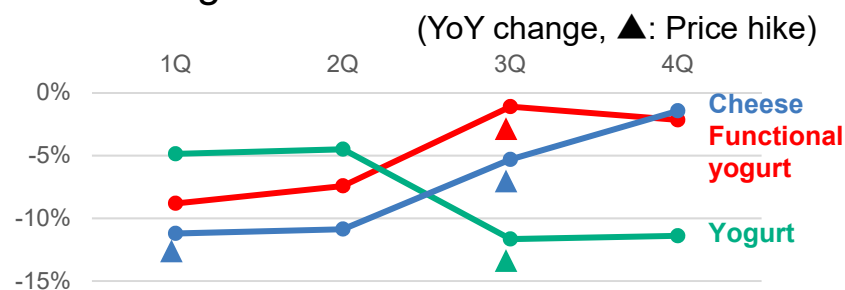
(JPY bn)	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Net sales	202.5	-3.5% -7.2	203.1	+0.3% +0.5
Op. Profit	24.1	-30.9% -10.8	25.2	+4.6% +1.1

Market size in FY2022

- Yogurt: -0 to -1%
- Cheese: -2 to -4%

Business summary

- Change in sales volume in FY2022



- Need to regain sales volume of yogurt

Nutrition

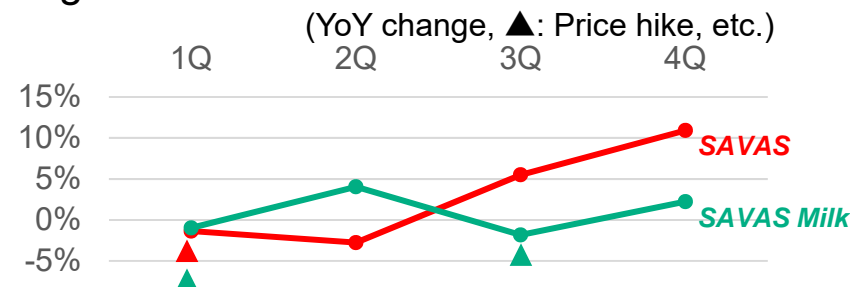
(JPY bn)	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Net sales	116.8	+6.6% +7.2	122.8	+5.1% +6.0
Op. Profit	14.6	-24.5% -4.7	16.9	+15.9% +2.3

Market size in FY2022

- Sports protein (powder and granule):
At store -2 to -3%, E-commerce favorable including whey products
- Infant formula and liquid diet: Sales exceeded FY2022

Business summary

- Change in sales volume in FY2022



- Regained sales volume of SAVAS
- Infant formula favorable due to inbound demand
- Liquid diet grow sales by expanding product lines

Food: Summary for Main Business

Chocolate and Gummy

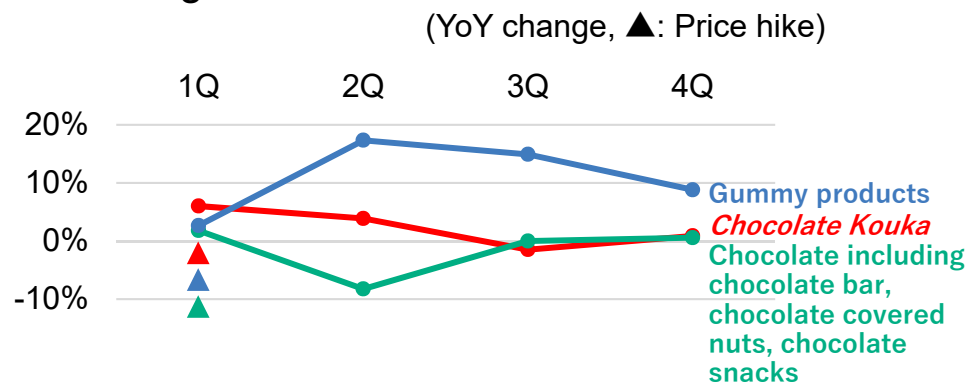
(JPY bn)	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Net sales	102.8	+4.9% +4.7	103.1	+0.3% +0.3
Op. Profit	11.1	-11.8% -1.4	11.1	-0.3% -0.0

Market size in FY2022

- Chocolate: -1 to -2%
- Gummy products: +23 to +24%

Business summary

- Change in sales volume in FY2022



- Steadily regained sales of chocolate products though faced price competition

Overseas Business

(JPY bn)	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Net sales	68.5	+30.3% +15.9	87.5	+27.7% +18.9
Op. Profit	-0.9	— +0.0	-2.4	— -1.4

Expanding production capacity in China

- Drinking milk and yogurt
 - January 2023 Tianjin factory Started production
 - Spring in 2024 Guangzhou factory Will start production
- Confectionary
 - Spring in 2024 Guangzhou factory Will start production
- Ice cream
 - By the end of FY2024 Shanghai factory Will start production

Food: Analysis of Op. Profit by Business – FY2022

(JPY bn)	Food Segment Total	Yogurt & Cheese	Nutrition	Chocolate & gummy	Drinking milk	B to B	Frozen dessert & ready meal	Overseas	Other/ domestic subsidiaries
Full-year Operating Profit – FY2021 Results	75.9	34.9	19.3	12.6	-0.7	2.7	2.9	-1.0	5.0
Due to increased/decreased sales	+13.7	-2.2	+4.3	+3.6	-0.1	+3.5	+2.1	+1.3	+1.2
Changes in COGS	-22.7	-4.6	-6.4	-4.1	-1.3	-2.2	-2.2	-1.0	-0.9
Changes in other SG&A expenses	-9.9	-4.6	-2.7	-0.9	-0.1	-0.9	+0.4	-0.3	-0.8
<i>Change in marketing expenses</i>	-3.3	-3.3	-0.3	+0.0	+0.8	-0.2	+0.1	-0.0	-0.3
<i>Change in other expenses (R&D expenses)</i>	-6.6 (-0.2)	-1.4	-2.4	-0.9	-0.9	-0.7	+0.3	-0.2	-0.4
Other (incl. change in results of subsidiaries)	-1.1	+0.6	+0.0	-0.1	-0.2	-0.0	+0.0	+0.0	-1.5
Full-year Operating Profit – FY2022 Results	55.8	24.1	14.6	11.1	-2.5	3.0	3.2	-0.9	3.0

Food: Analysis of Op. Profit by Business

– FY2023 1st Half **Plan**



(JPY bn)	Food Segment Total	Yogurt & Cheese	Nutrition	Chocolate & gummy	Drinking milk	B to B	Frozen dessert & ready meal	Overseas	Other/ domestic subsidiaries
Operating Profit – FY2022 1st Half Results	29.3	12.0	8.6	3.2	-0.8	1.0	2.7	0.0	2.3
Due to increased/decreased sales	+26.4	+8.9	+6.3	+2.4	+2.7	+3.8	+1.8	+0.3	+0.1
Changes in COGS	-18.8	-4.7	-4.4	-2.1	-2.8	-2.3	-1.2	-0.1	-1.1
Changes in other SG&A expenses	-8.6	-3.2	-1.4	-1.2	-0.9	-0.8	-0.6	-0.6	+0.1
<i>Change in marketing expenses</i>	-3.5	-1.3	-0.8	-0.3	-0.7	-0.1	-0.2	-0.1	+0.0
<i>Change in other expenses (R&D expenses)</i>	-5.1 (-0.5)	-1.9	-0.6	-0.9	-0.2	-0.6	-0.4	-0.5	+0.1
Other (incl. change in results of subsidiaries)	-2.4	+0.1	+0.0	-0.2	-0.0	+0.0	-0.0	-1.8	-0.5
Operating Profit – FY2023 1st Half Plan	25.9	13.1	9.1	2.1	-1.8	1.7	2.6	-2.0	0.9

Food: Analysis of Op. Profit by Business – FY2023 Plan

(JPY bn)	Food Segment Total	Yogurt & Cheese	Nutrition	Chocolate & gummy	Drinking milk	B to B	Frozen dessert & ready meal	Overseas	Other/ domestic subsidiaries
Full-year Operating Profit – FY2022 Results	55.8	24.1	14.6	11.1	-2.5	3.0	3.2	-0.9	3.0
Due to increased/decreased sales	+49.6	+15.1	+11.8	+7.1	+6.0	+6.4	+3.6	+0.8	-1.3
Changes in COGS	-30.7	-7.9	-6.0	-3.6	-4.9	-4.2	-1.9	-0.2	-1.9
Changes in other SG&A expenses	-16.7	-6.1	-3.4	-3.0	-1.5	-1.1	-1.3	-1.1	+0.7
<i>Change in marketing expenses</i>	-7.0	-2.5	-1.7	-1.1	-1.1	-0.1	-0.4	-0.2	+0.1
<i>Change in other expenses (R&D expenses)</i>	-9.7 (-1.3)	-3.5	-1.8	-1.9	-0.3	-0.9	-0.9	-0.9	+0.6
Other (incl. change in results of subsidiaries)	-2.1	+0.1	-0.0	-0.5	-0.2	+0.0	-0.1	-1.0	-0.4
Full-year Operating Profit – FY2023 Plan	56.0	25.2	16.9	11.1	-3.0	4.2	3.6	-2.4	0.3

Food: Sales by Main Products

(JPY bn)	FY2021 Results	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Yogurt	81.8	76.1	-6.9%	77.4	+1.8%
Functional yogurt	98.0	95.4	-2.7%	100.2	+5.1%
Cheese	29.1	28.2	-3.1%	28.2	+0.1%
Chocolate	96.3	99.1	+3.0%	103.8	+4.7%
Infant formula and enteral formula	63.5	67.3	+5.9%	68.3	+1.6%
Sports nutrition (incl. <i>SAVAS Milk Protein</i>)	42.8	45.2	+5.7%	47.5	+5.0%
Drinking milk, milk for home delivery	77.1	72.3	-6.3%	72.4	+0.2%
Ice cream	40.2	41.6	+3.5%	43.5	+4.6%

Pharmaceutical: Net sales and Op. Profit by Business

(JPY bn)		FY2021 Results	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Ethical pharmaceuticals in Japan	Net sales	90.7	100.1	+10.4% +9.4	111.4	+11.2% +11.2
	Op. Profit	3.6	10.1	+175.8% +6.4	13.0	+28.1% +2.8
Overseas ethical pharmaceuticals	Net sales	40.3	51.4	+27.4% +11.0	55.5	+7.9% +4.0
	Op. Profit	4.0	7.7	+92.5% +3.7	5.2	-32.5% -2.5
Human vaccine	Net sales	42.7	34.7	-18.6% -7.9	37.8	+8.6% +3.0
	Op. Profit	11.4	2.4	-78.6% -8.9	6.2	+153.3% +3.7
Veterinary drug*	Net sales	14.1	10.8	-23.0% -3.2	10.8	-0.7% -0.0
	Op. Profit	-0.4	1.4	— +1.8	0.6	-57.8% -0.8

*FY2021 result includes the agricultural chemicals business before the transfer of the business (results of the cumulative third quarter).

Pharmaceutical: Net sales and Op. Profit by Business

Ethical pharmaceuticals in Japan

(JPY bn)

	FY2022 Results	YoY Change	FY2023 Plan	YoY Change
Net sales	100.1	+10.4% +9.4	111.4	+11.2% +11.2
Op. Profit	10.1	+175.8% +6.4	13.0	+28.1% +2.8

- NHI price revision ratio: FY2022 at the 6% level, FY2023 approximately 5%
- Sales of anti-allergic, *Bilanoa* favorable
- Sales volume of generic drug increased
Maintained drug price for fundamental pharmaceuticals supported stable profitability
- Assuming sales of ARCT-154 in FY2023

Overseas ethical pharmaceuticals

Net sales	51.4	+27.4% +11.0	55.5	+7.9% +4.0
Op. Profit	7.7	+92.5% +3.7	5.2	-32.5% -2.5

- Medreich: CMO/CDMO business favorable
- Subsidiary in Spain: Recovered from decline due to COVID-19 pandemic
- Will decrease in profit in FY2023 due to cost increase and decrease in royalty income even though sales increase

Human vaccine

Net sales	34.7	-18.6% -7.9	37.8	+8.6% +3.0
Op. Profit	2.4	-78.6% -8.9	6.2	+153.3% +3.7

- Returned influenza vaccine increased in FY2022
Expect a typical return amount in FY2023 due to early shipments and enhanced awareness-raising activities
- Achieve sales and profit growth in FY2023 due to an increase in periodical inoculation

Pharmaceutical: Analysis of Op. Profit by Business – FY2022

(JPY bn)	Pharma Segment Total	Domestic pharmaceuticals	Overseas pharmaceuticals	Human vaccine	Veterinary drug*
Full-year Operating Profit – FY2021 Results	18.6	3.6	4.0	11.4	-0.4
Due to increased/decreased sales	+6.7	+9.7	+1.9	-1.6	-3.3
Impact of NHI price revision	-5.0	-5.0	—	—	—
Changes in COGS	+0.3	-0.1	-0.3	+0.7	+0.0
Changes in other SG&A expenses	+4.4	+1.0	-0.2	-0.3	+3.9
<i>Change in marketing expenses</i>	+2.4	+0.1	-0.1	+0.3	+2.1
<i>Change in other expenses (R&D expenses)</i>	+2.0 (+2.9)	+0.8	-0.1	-0.6	+1.8
Other (incl. change in results of subsidiaries)	-3.4	+0.9	+2.2	-7.8	+1.3
Full-year Operating Profit – FY2022 Results	21.7	10.1	7.7	2.4	1.4

*FY2021 result includes the agricultural chemicals business before the transfer of the business (results of the cumulative third quarter). From April 2022, Meiji Animal Health Co., Ltd., a newly established subsidiary, operates both the veterinary drug business and the veterinary vaccine business. Therefore, changes in profit of the veterinary business for FY2022 are included in “Other.”

Pharmaceutical: Analysis of Op. Profit by Business

– FY2023 1st Half Plan



(JPY bn)

	Pharma Segment Total	Domestic pharmaceuticals	Overseas pharmaceuticals	Human vaccine	Veterinary drug
Operating Profit – FY2022 1st Half Results	14.6	5.4	3.6	4.8	0.7
Due to increased/decreased sales	-2.6	-2.3	-0.0	-0.3	—
Impact of NHI price revision	-1.6	-1.6	—	—	—
Changes in COGS	-0.8	-0.2	-0.6	+0.0	—
Changes in other SG&A expenses	-1.2	+0.2	-0.8	-0.7	—
<i>Change in marketing expenses</i>	+0.0	+0.2	-0.1	-0.0	—
<i>Change in other expenses (R&D expenses)</i>	-1.3 (-2.1)	+0.0	-0.6	-0.6	—
Other (incl. change in results of subsidiaries)	-1.1	-0.7	-0.1	+0.2	-0.5
Operating Profit – FY2023 1st Half Plan	7.3	0.8	2.2	4.1	0.2

Pharmaceutical: Analysis of Op. Profit by Business

– FY2023 Plan



(JPY bn)

	Pharma Segment Total	Domestic pharmaceuticals	Overseas pharmaceuticals	Human vaccine	Veterinary drug
Full-year Operating Profit – FY2022 Results	21.7	10.1	7.7	2.4	1.4
Due to increased/decreased sales	+7.1	+5.8	-0.5	+1.8	—
Impact of NHI price revision	-3.4	-3.4	—	—	—
Changes in COGS	-1.3	-0.4	-0.9	+0.0	—
Changes in other SG&A expenses	+1.6	+2.9	-1.1	-0.2	—
<i>Change in marketing expenses</i>	-0.1	+0.5	-0.3	-0.3	—
<i>Change in other expenses (R&D expenses)</i>	+1.7 (-3.7)	+2.3	-0.8	+0.1	—
Other (incl. change in results of subsidiaries)	-0.8	-2.0	+0.0	+2.2	-0.8
Full-year Operating Profit – FY2023 Plan	25.0	13.0	5.2	6.2	0.6

Pharmaceutical: R&D Pipeline - 1

	Code No. (Generic Name)	Efficacy Classification	Target Disease	Stage
Infectious disease	OP0595* (Nacubactam)	β -lactamase inhibitor	Infections caused by carbapenem-resistant bacteria	Phase III (Multinational study including Japan)
New fields	ME3208 (Belumosudil)	ROCK2 inhibitor	Chronic Graft Versus Host Disease	Filed (Under review, South Korea) Phase III
	DMB-3115	Biosimilar	Plaque psoriasis/ Psoriatic arthritis/ Crohn's disease/ Ulcerative colitis	In preparation for application (Overseas) Phase I
	HBI-8000 (Tucidinostat)	Histone deacetylase (HDAC) inhibitor	Unresectable or metastatic melanoma	Phase III (Multinational study including Japan)
	ME3183*	Selective PDE4 inhibitor	Psoriasis	Phase II (Overseas)
	HBI-8000 (Tucidinostat)	Histone deacetylase (HDAC) inhibitor	Relapsed or refractory B-cell non-Hodgkin's lymphoma	Phase Ib / II
Vaccine	KD-370	Vaccine	Pentavalent vaccine against diphtheria, tetanus, pertussis, poliovirus, and haemophilus influenza type b	Filed (Under review)
	ARCT-154	Vaccine	Next generation mRNA vaccine against COVID-19	Filed (Under review) Phase III

Pharmaceutical: R&D Pipeline - 2

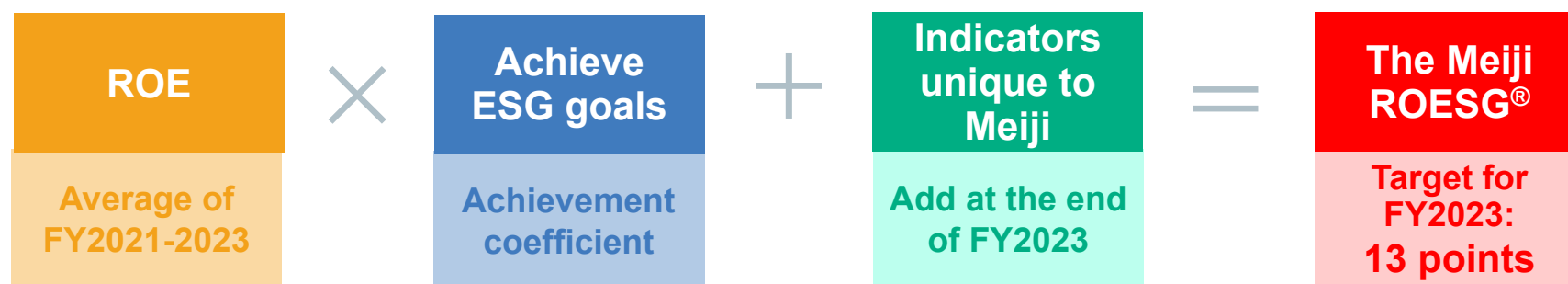
	Code No. (Generic Name)	Efficacy Classification	Target Disease	Stage
Vaccine	KD-414	Vaccine	Inactivated vaccine against COVID-19	Phase III (Adults under 40, Multi-Regional Clinical Trials) Phase III (Pediatric) Phase II / III Phase II / III (Pediatric) Phase I / II
	KD-382	Vaccine	Quadrivalent vaccine against dengue fever	Phase I (Overseas)
	KD2-396	Vaccine	Hexavalent vaccine against diphtheria, tetanus, pertussis, poliovirus, haemophilus influenza type b, and Hepatitis B virus	Phase I
Blood Plasma Products	KD2-305*	Blood Plasma Products	Suppression of bleeding tendency in patients with blood coagulation factor VIII or factor IX deficiency who have coagulation factor inhibitors	Approved *Discovered in-house

Pharmaceutical: R&D Pipeline - 3

	Code No. (Generic Name)	Efficacy Classification	Stage
Veterinary Drugs	ME4137	Injectable antibacterial drug for cattle	Filed (Under review)
	ME4137	Injectable antibacterial drug for swine	Filed (Under review)
	KD-412*	Vaccine for cattle	Filed (Under review)
	MD-22-3002	Anti-inflammatory drug for cattle, swine and horse	Under development
	ME4305*	Antibacterial drug for cattle	Under development
	MD-22-1001-1	Injectable antibacterial drug for cattle	Under development
	ME4406*	Feed Additive	Under development

*Discovered in-house

Meiji ROESG®: ESG Evaluation Indicators



* Achieve 5: x1.2
Achieve 4: x1.0
Achieve <4: x0.8

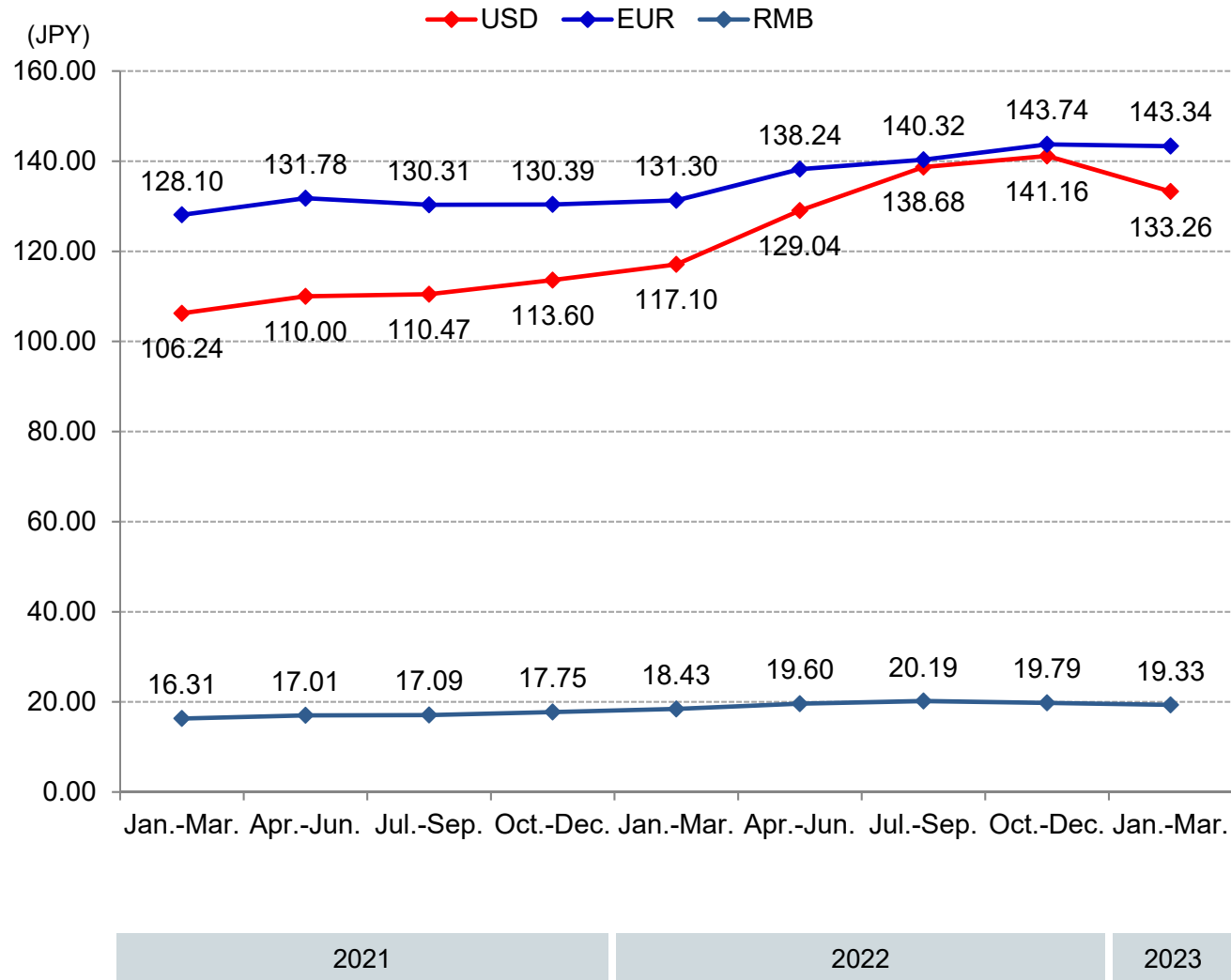
Evaluation indicator	FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Plan
MSCI ESG Ratings	BB	BBB	A	A
DJSI*	52 points	55 points	61 points	65 points
FTSE4Good**	3.0 points	3.0 points	3.7 points	3.8 points
CDP (Climate Change)	A-	A-	A	A
CDP (Water Security)	A-	A	A	A

* Changed target for DJSI to “point.” “Point” is more suitable as target management because “percentile” fluctuate with other companies' evaluations.

** Revised target for FTSE4Good because we have achieved the initial target of 3.5 points for FY2011 in FY2022.

ROESG is a registered trademark for a management indicator developed by Kunio Ito, a professor at Hitotsubashi University

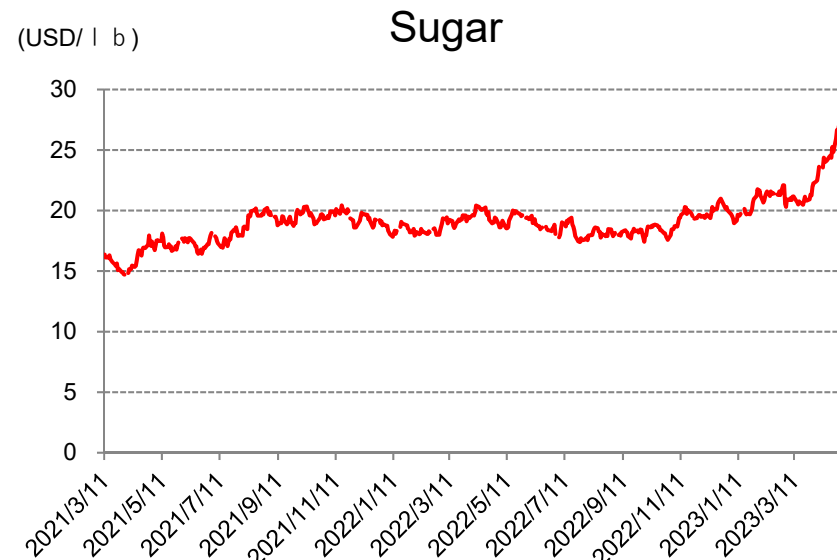
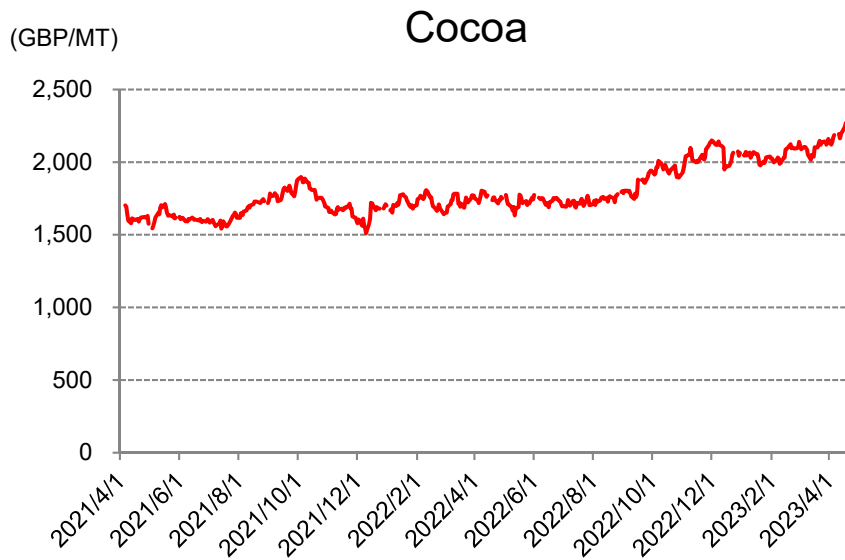
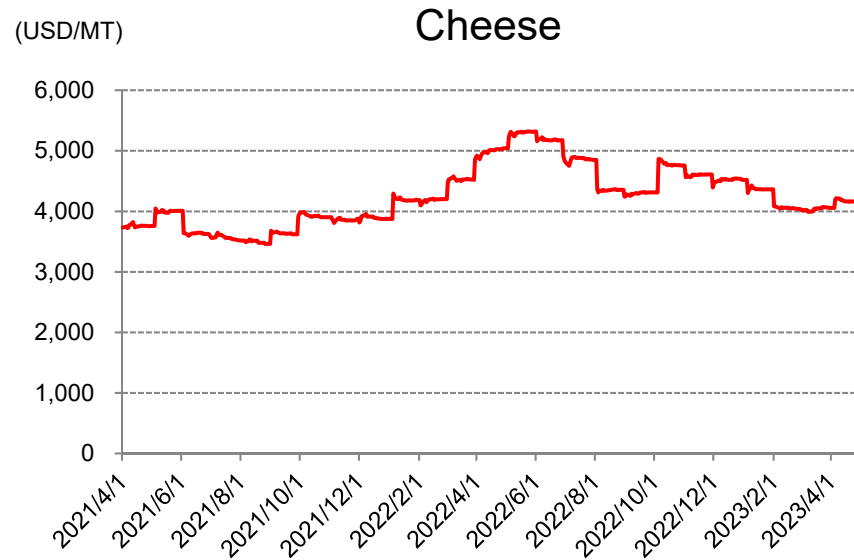
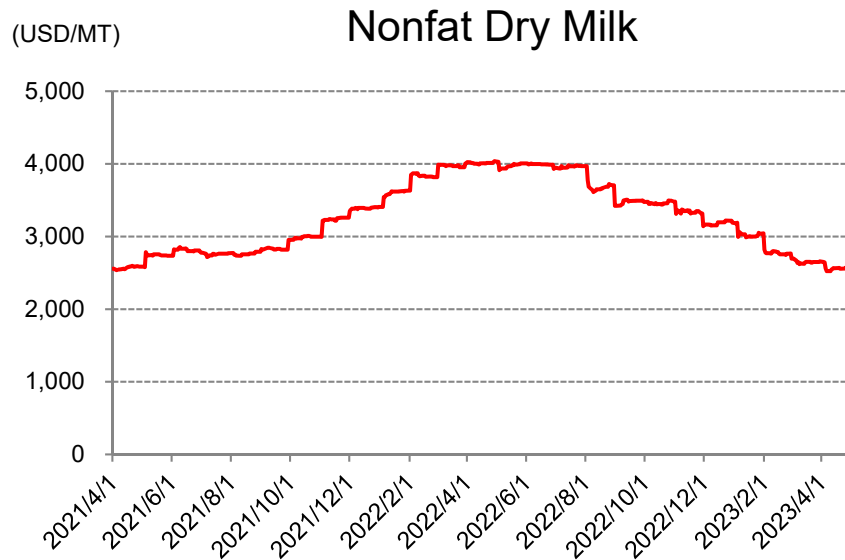
Key Currencies and Our Average Exchange Rates



Foreign exchange target for FY2023 (JPY)

USD	140
EUR	140
RMB	20

Market Prices of Main Raw Materials Imported



Now ideas for wellness

meiji

- Information in this material is not intended to solicit sale or purchase of shares in Meiji Holdings. The final decision relating to investments should be made based on the judgment of users themselves.
- Business forecasts and other forward-looking statements are based on information available at the time of the release of this presentation and reasonable assumptions made by the Company. Actual results could differ materially from forecasts due to various factors.
- The earnings summary is not subject to audit.
- Although this material includes information concerning pharmaceutical products (including those currently under development), such descriptions are not intended to advertise the products or provide any medical advice.