



meito

TSE Prime Market, NSE Premier Market
Securities Code: 2207

Financial Results Briefing

Meito Sangyo Co., Ltd.

May 28, 2025



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Table of Contents

01	Overview of Financial Results for the Year Ended March 31, 2025	P. 2
02	Financial Results Forecast for the Year Ending March 31, 2026	P. 12
03	Progress of the Medium-Term Management Plan	P. 16
04	Appendix	P. 30



1

**Overview of Financial Results for
the Year Ended March 31, 2025**



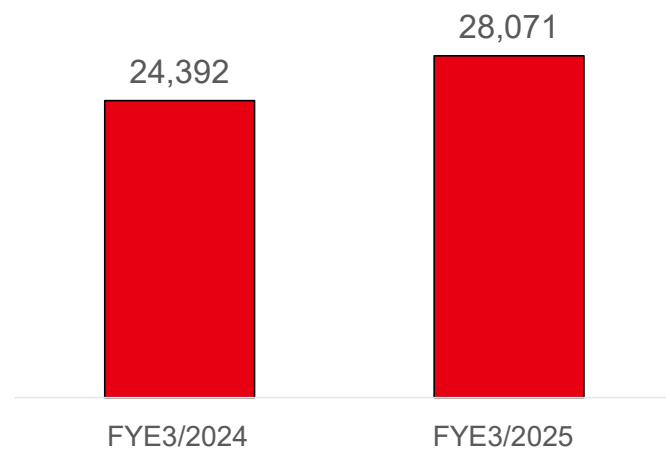
Financial Highlights for the Year Ended March 31, 2025



- Net sales: Increased by 15.1% compared to the previous consolidated fiscal year to ¥28,071 million, partly due to the net increase from sales of Oimoya, which became a subsidiary
 - Operating profit: Increased by 505.7% to ¥1,405 million, due to higher revenue, the effects of changes in product volumes and price revisions, and subsidiaries' strong performance
 - Ordinary profit: Increased by 86.8% to ¥2,671 million, due to improvements in operating profit and an increase in dividend income
 - Net income*: ¥4,719 million, due to the recording of a gain on sale of investment securities of ¥3,363 million as extraordinary income
- * Profit attributable to owners of parent

Net Sales

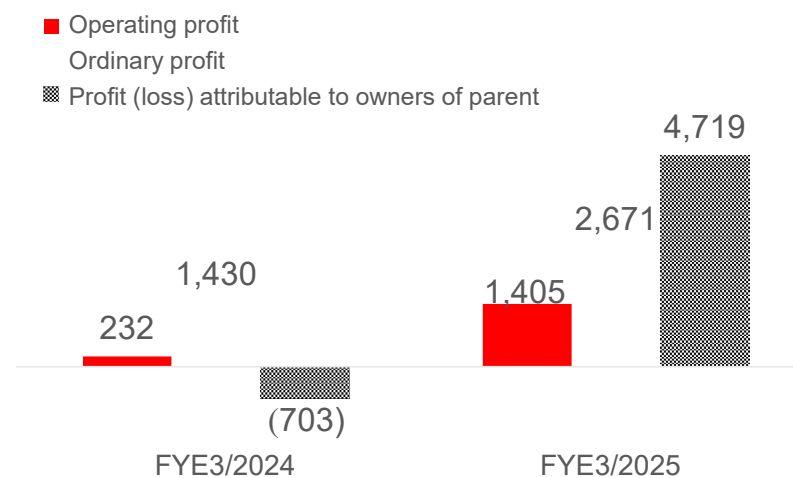
(Unit: Millions of yen)



Note: In February 2024, the Company acquired the shares of Oimoya and Hiramatsu Shoten, making them into subsidiaries. The sales and profits of both companies are included from the current fiscal year's results.

Profit

(Unit: Millions of yen)



Financial Results for the Year Ended March 31, 2025



(Unit: Millions of yen)

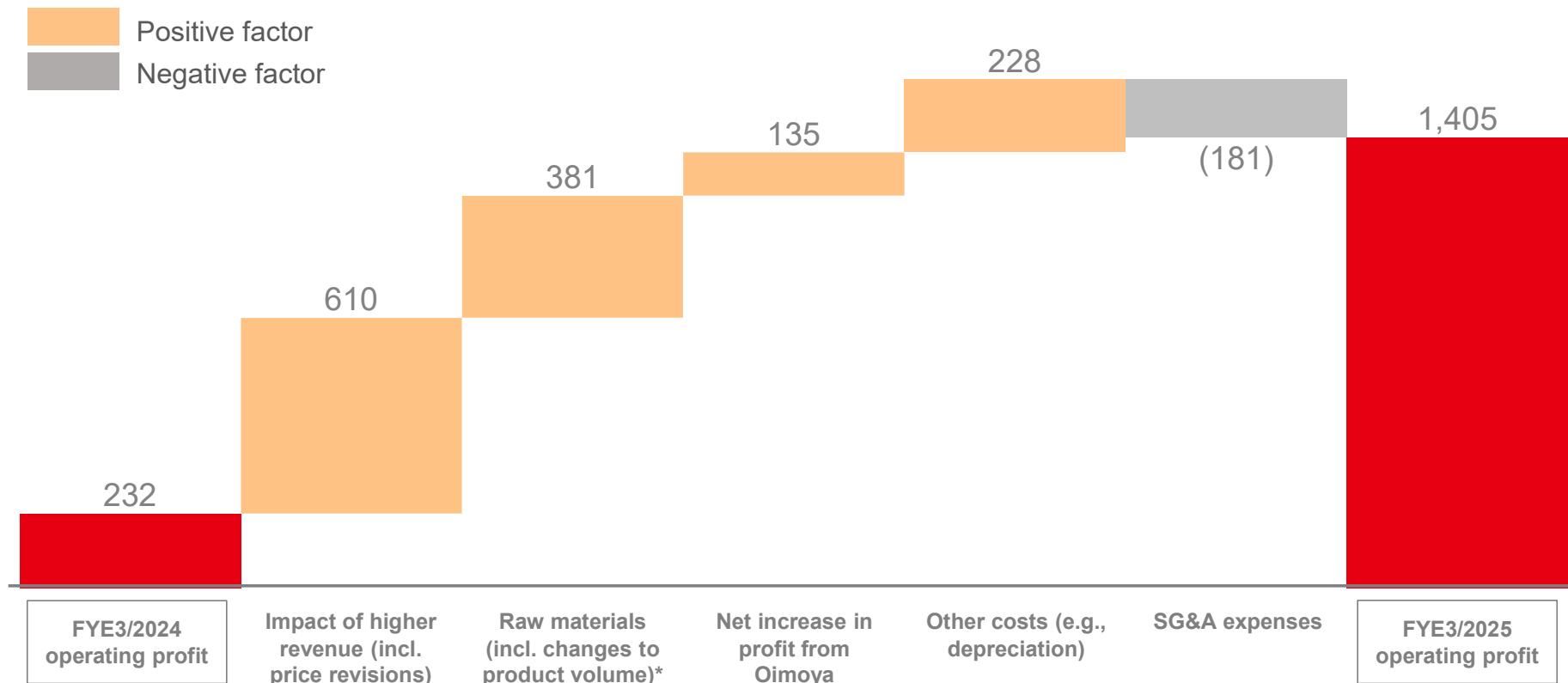
	FYE3/2024	FYE3/2025		
	Actual	Actual	Change	Change (%)
Net sales	24,392	28,071	3,678	15.1%
Food Business	21,035	24,405	3,370	16.0%
Fine Chemicals Business	3,074	3,389	314	10.2%
Real Estate Business	283	276	(6)	(2.3%)
Gross profit	5,372	7,985	2,612	48.6%
Gross profit margin	22.0%	28.4%	—	—
Selling, general and administrative expenses	5,140	6,579	1,438	28.0%
Operating profit	232	1,405	1,173	505.7%
Operating profit margin	1.0%	5.0%	—	—
Dividend income	968	1,167	198	20.5%
Ordinary profit	1,430	2,671	1,241	86.8%
Ordinary profit margin	5.9%	9.5%	—	—
Profit (loss) attributable to owners of parent	(703)	4,719	5,422	—
Net income margin	—	16.8%	—	—
EPS	¥(41.59)	¥278.83	—	—

Analysis of Change in Operating Profit (YoY)



Despite soaring raw material costs, operating profit increased due to factors such as higher net sales, changes in product volumes and price revisions, and the addition of profit from Oimoya

(Unit: Millions of yen)



* Profit improvement due to changes in the volume of some products in response to soaring raw material prices

Financial Results by Segment



(Unit: Millions of yen)

Net sales	FYE3/2024		FYE3/2025			
	Actual	Composition ratio	Actual	Change	Change (%)	Composition ratio
Food Business	21,035	86.2%	24,405	3,370	16.0%	86.9%
Fine Chemicals Business	3,074	12.6%	3,389	314	10.2%	12.1%
Real Estate Business	283	1.2%	276	(6)	(2.3%)	1.0%
Total	24,392	100.0%	28,071	3,678	15.1%	100.0%

Segment income	FYE3/2024		FYE3/2025			
	Actual	Composition ratio	Actual	Change	Change (%)	Composition ratio
Food Business	378	35.0%	1,477	1,098	289.8%	61.3%
Fine Chemicals Business	603	55.8%	837	234	38.9%	34.8%
Real Estate Business	99	9.2%	94	(5)	(5.3%)	3.9%
Subtotal	1,081	100.0%	2,409	1,327	122.7%	100.0%
Adjustment	(849)	-	(1,003)	-	-	-
Total	232	-	1,405	1,173	505.7%	-

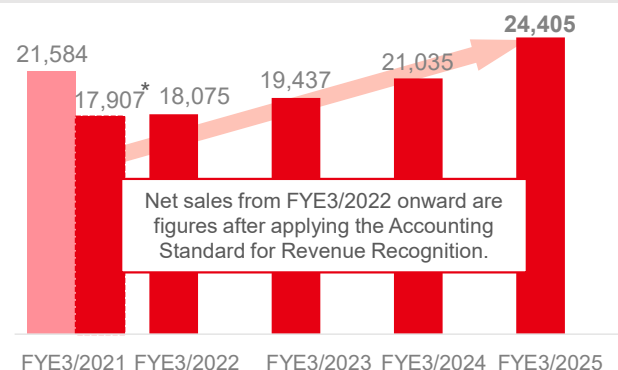
Financial Results by Segment — Food Business



16.0% increase in revenue, 289.8% increase in operating profit

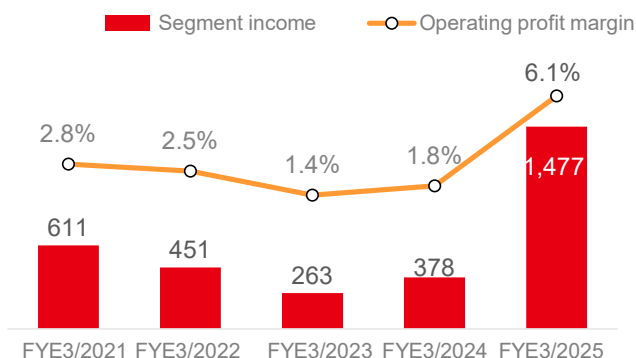
- There was a significant increase in revenue and profit due to factors such as changes in product volumes and price revisions, the addition of profit from Oimoya, and the strong performance of ACE BAKERY
- Revenue in the mainstay confectionery division increased due to sales promotion activities for core brands and the contribution to sales from Oimoya Co., Ltd., which became a subsidiary
- Revenue from chocolate products increased due to strong sales of core brands such as *Alphabet Chocolate*
- Revenue increased at subsidiary ACE BAKERY Co., Ltd. due to significant growth in jelly products, backed by strong sales of the *Freeze and Eat Sherbet* series
- The powdered drink mix division implemented sales promotion measures such as TV commercials, resulting in a slight increase in revenue
- In the ice cream division, revenue increased as both the Company's own products and contract-manufactured products performed well, partly due to the extremely hot summer

Net Sales Trend (Unit: Millions of yen)



* Sales figures after the application of the Accounting Standard for Revenue Recognition

Segment Income Trend



Net Sales Breakdown (Unit: Millions of yen)

	FYE3/2021	FYE3/2022	FYE3/2023	FYE3/2024	FYE3/2025
Confectionery division	15,698	13,477	14,461	15,737	18,805
Powdered drink mix division	3,757	2,642	2,691	2,838	2,864
Ice cream division	1,869	1,657	1,956	2,097	2,308
Other	258	298	327	360	427
Total	21,584	18,075	19,437	21,035	24,405

Implementation of Changes in Product Volumes and Price Revisions



- Changes in product volumes and price revisions were implemented at three timings—in July 2024, September 2024, and March 2025—to address soaring raw material prices and ongoing high energy costs
- Even after these measures, sales in each category have continued to exceed the previous year’s levels, contributing to improved profit margins

Implementation Period	July 2024	September 2024	March 2025
Products subject to changes in volume and price revisions	<div>■ Chocolate</div> <div>Various family sizes, pocket sizes, etc.</div> <div>7 products</div>	<div>■ Chocolate</div> <div>Various family sizes, party packs, etc.</div> <div>18 products</div>	<div>■ Chocolate</div> <div>Various family sizes, <i>Pukupukutai</i>, etc.</div> <div>28 products</div>
	<div>■ Powdered drink mix</div> <div>Hot cocoa</div> <div>2 products</div>	<div>■ Powdered drink mix</div> <div>Stick types, etc.</div> <div>6 products</div>	<div>■ Powdered drink mix</div> <div>Hot cocoa</div> <div>3 products</div>
		<div>■ Candy</div> <div>10 products</div>	

Financial Results by Segment — Fine Chemicals Business



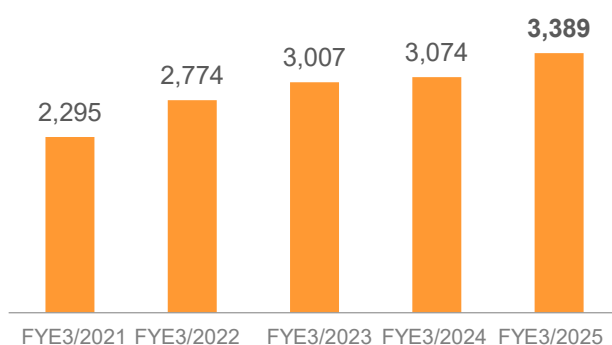
10.2% increase in revenue, 38.9% increase in operating profit

- Revenue and profit increased due to proactive sales activities and strong sales of high-margin products
- In the enzyme division, sales of rennet, which is a milk-clotting enzyme for cheese, were comparable to the previous fiscal year, while sales of lipase, a lipolytic enzyme, grew significantly in overseas markets
- In the pharmaceuticals division, revenue increased due to expanded sales of dextran magnetite, which is used in medical equipment for detecting breast cancer metastasis

Segment income Operating profit margin

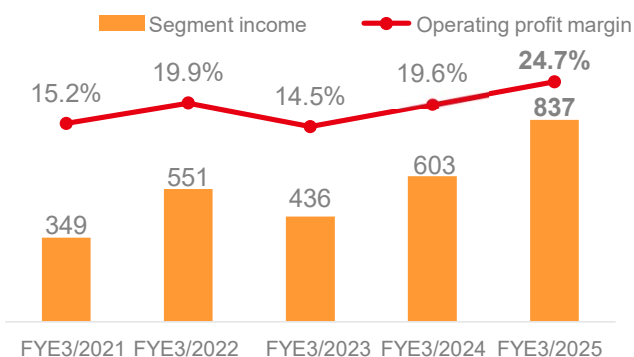
Net Sales Trend

(Unit: Millions of yen)



Segment Income Trend

(Unit: Millions of yen)



Net Sales Breakdown

(Unit: Millions of yen)

	FYE3/2021	FYE3/2022	FYE3/2023	FYE3/2024	FYE3/2025
Enzyme division	1,206	1,609	1,762	1,749	1,873
Pharmaceuticals division	902	974	1,056	1,137	1,316
Other	186	190	188	187	199
Total	2,295	2,774	3,007	3,074	3,389
Overseas sales	1,269	1,590	1,969	1,934	2,220

* Figures up to FYE3/2021 are before the application of the revenue recognition standard

Financial Results by Segment — Real Estate Business (Golf Course and Real Estate Leasing)

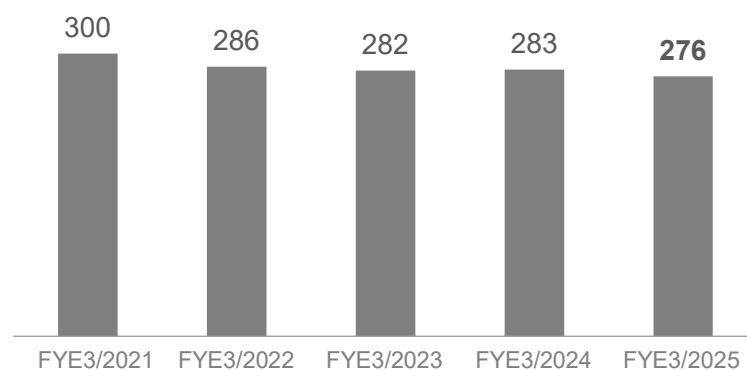


2.3% decrease in revenue, 5.3% decrease in operating profit

- Revenue and profit decreased due to factors such as the sale of a rental parking lot

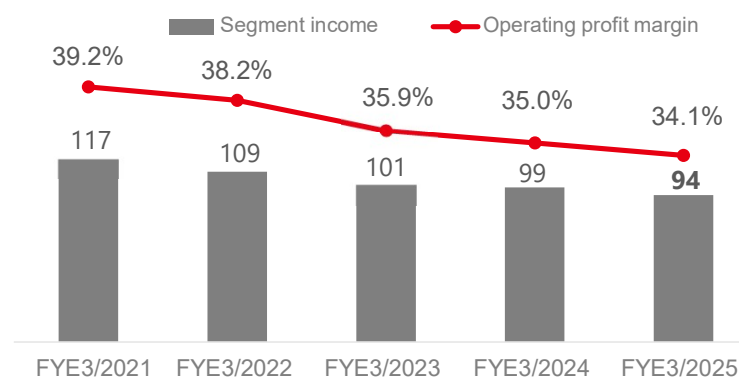
Net Sales Trend

(Unit: Millions of yen)



Segment Income Trend

(Unit: Millions of yen)



Balance Sheet and Cash Flow Statement



Balance Sheet

(Unit: Millions of yen)

	End of FYE3/2024	End of FYE3/2025		
	Actual	Actual	Change	
Current assets	16,998	17,395	397	
Cash and deposits	6,362	7,194	831	
Notes and accounts receivable - trade	6,119	5,546	(572)	
Merchandise and finished goods	1,756	1,915	159	
Raw materials and supplies	1,507	1,785	278	
Non-current assets	65,249	65,929	680	
Property, plant and equipment	18,843	20,249	1,406	^{*1}
Investment securities	43,793	43,064	(729)	^{*2}
Current liabilities	10,998	8,838	(2,160)	
Notes and accounts payable - trade	3,067	2,882	(185)	
Short-term borrowings	3,070	-	(3,070)	^{*3}
Current portion of long-term borrowings	765	796	31	
Income taxes payable	232	1,346	1,114	
Non-current liabilities	20,180	19,574	(605)	
Long-term borrowings	9,079	8,342	(737)	^{*3}
Deferred tax liabilities	8,058	8,410	352	
Net assets	51,068	54,912	3,843	
Total liabilities and net assets	82,247	83,325	1,077	

Cash Flow Statement

(Unit: Millions of yen)

	FYE3/2024	FYE3/2025		
	Actual	Actual	Change	
Net cash provided by (used in) operating activities	2,903	4,236	1,332	
Net cash provided by (used in) investing activities	(3,611)	960	4,572	
Net cash provided by (used in) financing activities	1,718	(4,365)	(6,083)	^{*3}
Net increase (decrease) in cash and cash equivalents	1,010	831	(178)	
Cash and cash equivalents at beginning of period	5,351	6,362	1,010	
Cash and cash equivalents at end of period	6,362	7,194	831	

^{*1} Construction in progress increased due to the construction of a new factory

^{*2} Sale of investment securities

^{*3} Repayment of borrowings



2

**Financial Results Forecast for
the Year Ending March 31, 2026**



Financial Results Forecast for the Year Ending March 31, 2026



(Unit: Millions of yen)

	FYE3/2025	FYE3/2026		
	Actual	Forecast	Change	Change (%)
Net sales	28,071	29,500	1,428	5.1%
Operating profit	1,405	1,600	194	13.8%
Operating profit margin	5.0%	5.4%		
Ordinary profit	2,671	2,800	128	4.8%
Ordinary profit margin	9.5%	9.5%		
Profit attributable to owners of parent	4,719	2,000	(2,719)	(57.6%)
Net income margin	16.8%	6.8%		
EPS (Earnings per share)	¥278.83	¥118.15	—	—
Dividend per share	¥35	¥40	—	—
Payout ratio	12.6%	33.9%	—	—

Financial Results Forecast by Segment for the Year Ending March 31, 2026



(Unit: Millions of yen)

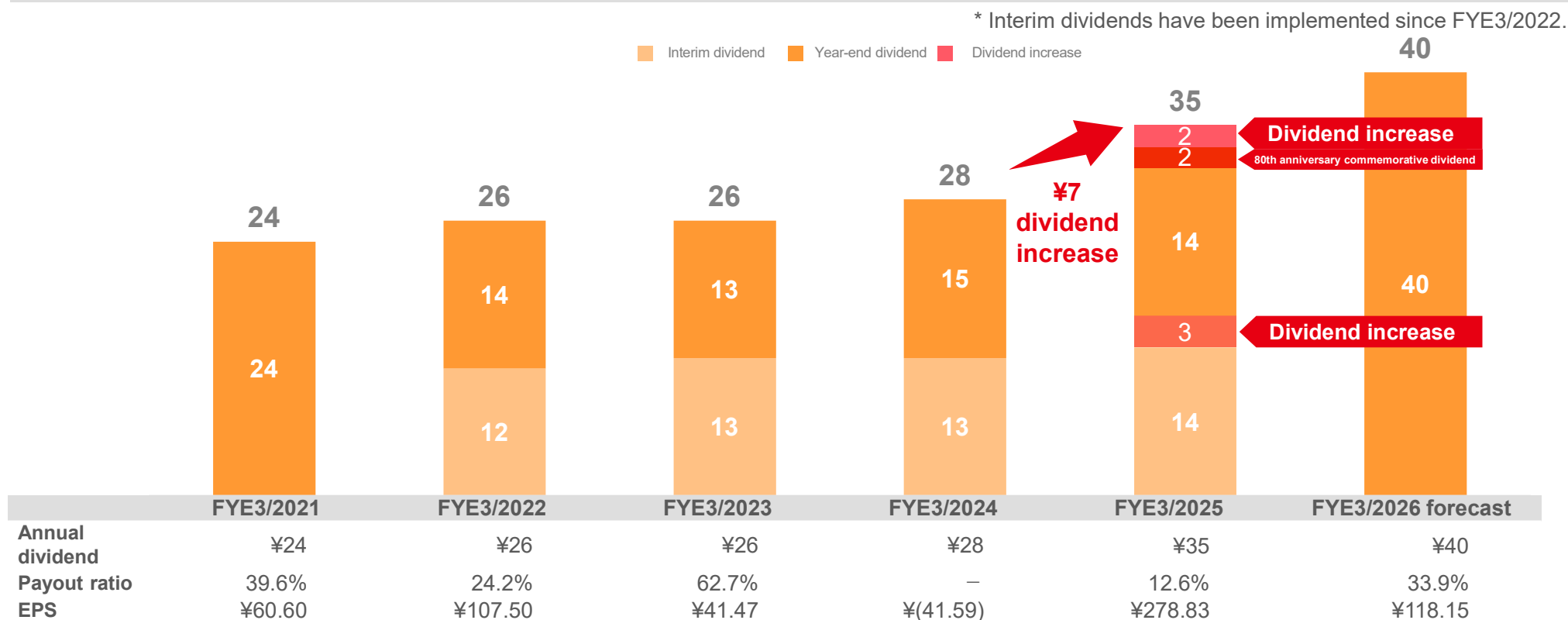
Net sales	FYE3/2025		FYE3/2026			
	Actual	Composition ratio	Forecast	Change	Change (%)	Composition ratio
Food Business	24,405	86.9%	25,800	1,394	5.7%	87.5%
Fine Chemicals Business	3,389	12.1%	3,400	10	0.3%	11.5%
Real Estate Business	276	1.0%	300	23	8.5%	1.0%
Total	28,071	100.0%	29,500	1,428	5.1%	100.0%

Trend in Dividend Amounts



The year-end dividend is planned to be ¥18 per share. The annual dividend is planned to be ¥35, including an interim dividend of ¥17

Trend in the Dividend Per Share and Payout Ratio





3

Progress of the Medium-Term Management Plan

MEITO CHALLENGE 2026



Slogan

Challenge for the future

Taking on challenges that create the future

Concept

- Backcasting mindset contributing to sustainable growth
- Promotion of strategies for optimizing the business portfolio
- Strengthening management that is conscious of human capital, cost of capital, and stock price

Growth Strategy



New Medium-Term Management Plan “MEITO CHALLENGE 2026” — Management Targets



- Established a new three-year medium-term management plan starting from FYE3/2025
- Making steady progress in both sales and profit toward achieving the management targets for FYE3/2027

FYE3/2027 Management Targets

Net sales ¥30.0 billion	Operating profit ¥1.8 billion	Ordinary profit ¥3.0 billion	ROE 5.0% or more	PBR 1.0 times
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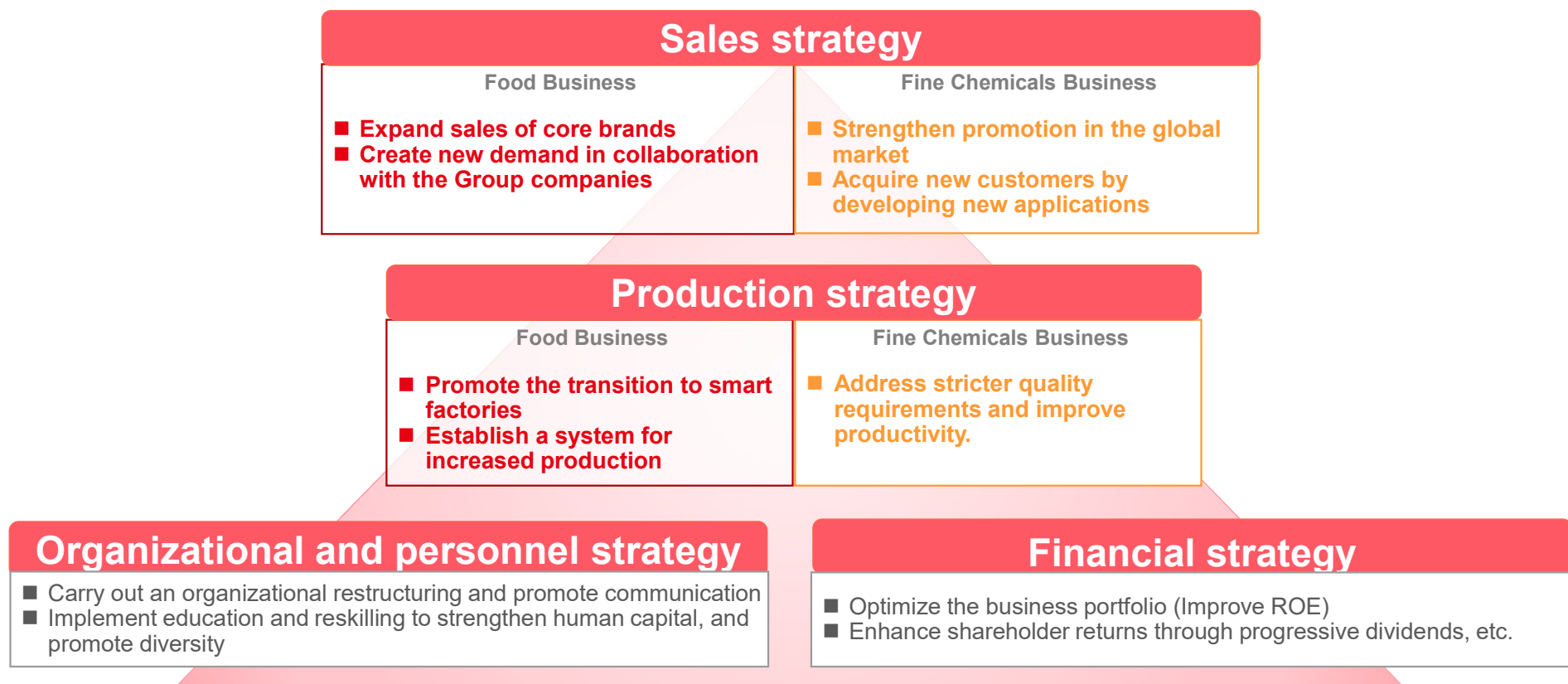
FYE3/2025 Actual

	MC 2023	MEITO CHALLENGE 2026				
	FYE3/2024	FYE3/2025			FYE3/2026	FYE3/2027
	Actual	Plan (Announced in May 2024)	Actual	YoY	Plan (Announced in May 2024)	Plan (Announced in May 2024)
Net sales	¥24.4 billion	¥28.0 billion	¥28.0 billion	+15.1%	¥29.0 billion	¥30.0 billion
Operating profit	¥0.23 billion	¥0.8 billion	¥1.4 billion	+505.7%	¥1.3 billion	¥1.8 billion
Ordinary profit	¥1.43 billion	¥2.0 billion	¥2.67 billion	+86.8%	¥2.5 billion	¥3.0 billion
ROE	(1.5%)	—	8.9%	—	—	5.0% or more
PBR	0.6 times	—	0.6 times	—	—	1.0 times

New Medium-Term Management Plan “MEITO CHALLENGE 2026” — Growth Strategy



We are working on four growth strategies to achieve our management targets



New Medium-Term Management Plan “MEITO CHALLENGE 2026” — Progress of the Medium-Term Management Plan



Growth Strategy

Sales strategy	Food Business <ul style="list-style-type: none"> Expand sales by strategically allocating management resources to core brands Create new demand, including strengthening synergies across Group companies
	Fine Chemicals Business <ul style="list-style-type: none"> Strengthen promotion of high-value-added products in the global market (Maintain the top position in global niches) Acquire new customers by developing new applications
Production strategy	Food Business <ul style="list-style-type: none"> Implement DX directly linked to improving safety, quality, and production (Transition to smart factories) Establish a system for increased production through capital investment, personnel reinforcement, and predictive/preventive maintenance
	Fine Chemicals Business <ul style="list-style-type: none"> Address stricter quality requirements and improve productivity by optimizing manufacturing technology and processes, enhancing facilities, and reinforcing personnel
Organizational strategy	<ul style="list-style-type: none"> Carry out an organizational restructuring and promote communication to enhance organizational capabilities (launching of problem-solving projects, inter-Group company exchanges) Enhance (expand) education and reskilling to strengthen human capital, and promote diversity
Financial strategy	<ul style="list-style-type: none"> Optimize the business portfolio by reallocating management resources (Improve ROE) Enhance shareholder returns through progressive dividends, etc.



Progress as of FYE3/2025

Food Business <ul style="list-style-type: none"> Implemented TV commercials, social media advertising, and gift campaigns to improve core brand recognition and expand sales Carried out the 80th anniversary campaign in collaboration with Group companies
Fine Chemicals Business <ul style="list-style-type: none"> Completed GRAS notification procedures for mainstay lipase (Lipase OF) Promoted lipase and dextran derivatives for cosmetic applications domestically and overseas
Food Business <ul style="list-style-type: none"> Completed the introduction of production process systems at all food factories Made capital investments to improve productivity at the Seto, Nagoya, and Fukuoka Plants
Fine Chemicals Business <ul style="list-style-type: none"> Implemented DX for GMP management by introducing new systems at the Tokyo and Nagoya research laboratories Decided to construct a new factory for sodium dextran sulfate
<ul style="list-style-type: none"> Made PCS Co., Ltd. a subsidiary to strengthen information system organizational capabilities Conducted a role model roundtable discussion aimed at increasing the ratio of female managers
<ul style="list-style-type: none"> Reviewed and analyzed the stocks held by the company and considered effective utilization of financial assets Decided to carry out two dividend increases, in the first and second halves of the fiscal year, and enhanced shareholder benefits

New Medium-Term Management Plan “MEITO CHALLENGE 2026” Sales Strategy — Food Business: Strengthening Promotion of Core Brands



- We are actively developing promotions that utilize commercials and social media, and promoting stronger brand recognition

TV commercials

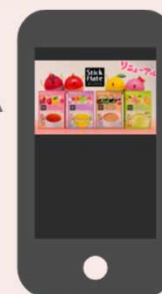


Stick Mate



To complement TV commercials, implemented
YouTube and Instagram advertising

Social media



Collaboration with Group companies



Pukupukutai



Lemon Tea



Alphabet Chocolate



New Medium-Term Management Plan “MEITO CHALLENGE 2026” Sales Strategy — Food Business: Sale of New Products (1)



Spring/Summer Lineup

Confectionery Division

Chocolate

Alphabet Chocolate Matcha Latte



A gentle taste woven from matcha and milk

Jellies

28 Gakken no Zukan LIVE Jelly - Dinosaur Edition



Use an app to enjoy AR effects featuring eight types of dinosaurs

Confectionery for children

Tsukuttetabeyou! Sanagi 3D Jelly



Make beetle pupa-shaped jellies!

18-Count 100% Fruit Juice Konjac Jelly Peach + Apple +



The rich taste of 100% fruit juice in an easy-to-eat small pouch

Powdered Drink Mix Division

Lemon Tea 8P



Convenient stick type for carrying around



New Medium-Term Management Plan “MEITO CHALLENGE 2026” Sales Strategy — Food Business: Sale of New Products (2)



Spring/Summer Lineup

Ice Cream Division

Mocchiri Puru Puru Fruit Bars

Hitokuchi Café au Lait



A new addition to the popular value-pack Choco Ball line, this café au lait-flavored ice cream made with fragrant coffee can be enjoyed by both children and adults

Grape



A juicy fruit bar that feels like real fruit juice. Enjoy the chewy texture when you start and the jiggly texture as the ice cream melts

White Peach



Glappe

Strawberry & Soda



This satisfying product puts soft-serve ice cream atop shaved ice or ice with ice chips

Café au Lait



Melon & Melon



New Medium-Term Management Plan “MEITO CHALLENGE 2026” Sales Strategy — Fine Chemicals Business: Strengthening Promotion of High-Value-Added Products in the Global Market

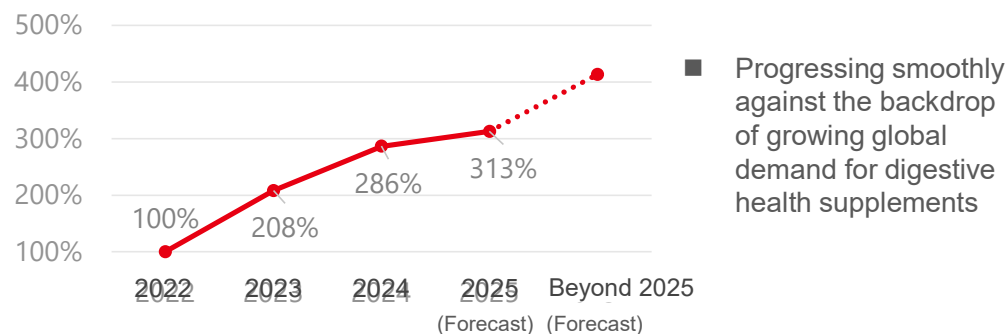


Fine Chemicals Business

Strengthening expansion in the E.U. and U.S. markets

- We continue to apply for E.U. positive list registration of food additive enzymes for various lipases, which is essential for distribution within the E.U. We expect to acquire new customers
- We have completed GRAS notification for mainstay lipase (Lipase OF), and sales are expected to continue increasing as a raw material for digestive health supplements in the U.S.

Our sales performance of lipases for supplements in the U.S.



Aiming to expand sales for cosmetic applications

- We are receiving an increasing number of inquiries for sodium dextran sulfate (DST-H) in the scalp care field, where there are expectations for blood flow improvement and hair growth effects
- We are strengthening domestic and overseas promotion of cationized dextran (CDC), which exhibits excellent conditioning effects on hair and skin, and sodium carboxymethyl dextran (CMD), which is expected to demonstrate high moisturizing effects while acting as a thickener
- We are developing the cosmetics market by exhibiting at multiple trade shows in South Korea and Japan

New Medium-Term Management Plan “MEITO CHALLENGE 2026” — Key Initiatives for the Current Fiscal Year



Sales strategy	<p>Food Business</p> <ul style="list-style-type: none"> ■ Plan to release collaborative products with Group companies ■ As an 80th-anniversary project, hold pop-up events in major cities nationwide. Release products in collaboration with our company and Group companies to improve brand recognition under the theme of “Alphabet Chocolate with ‘i’ (love)” <p>Fine Chemicals Business</p> <ul style="list-style-type: none"> ■ Apply for EU positive list registration of food additive enzymes for various lipases ■ Develop new applications for lipase and dextran derivatives in collaboration with companies and universities
Production strategy	<p>Food Business</p> <ul style="list-style-type: none"> ■ Upgrade the production process management system (automate production planning, ordering, and delivery operations). ■ Add new cacao bean suppliers and review raw material formulations ■ ACE BAKERY Co., Ltd.: Construct a new jelly factory (scheduled to start in October 2025) <p>Fine Chemicals Business</p> <ul style="list-style-type: none"> ■ Construct the DS Second Plant (scheduled to start in October 2025) ■ Carry out capital investment to improve production efficiency at the Hachioji Plant (vertical conveyor, concentrator, surveillance cameras, air conditioners, etc.)
Organizational strategy	<ul style="list-style-type: none"> ■ Strengthen and reorganize the information systems structure, including that of Group companies ■ Implement personnel policies based on detailed engagement surveys
Financial strategy	<ul style="list-style-type: none"> ■ Prepare funding plans and conduct investment evaluations for capital investment plans at strategic meetings for the Food and Fine Chemicals Businesses ■ Continue to strengthen shareholder returns based on future business performance trends and the management environment

Sales strategy

Food Business

Implementing promotions to enhance corporate recognition and brand value, commemorating the 80th anniversary

- Hold pop-up events leveraging the recognition of *Alphabet Chocolate*
- Launch pop-up shop exclusive products and food menus in collaboration with Group companies via food trucks
- Hold events sequentially in Tokyo, Osaka, Fukuoka, and Nagoya from November 2025 to February 2026

Pop-up promotions

Pop-up theme



Food truck (rendering)

Production strategy

Decided on new factory construction

Fine Chemicals Business

Decided to invest over ¥3.0 billion to respond to growing demand for sodium dextran sulfate

- Respond to the growing demand for sodium dextran sulfate, which is used as a raw material in medical equipment
- Capacity will be doubled during normal operations; further production increases are possible with more personnel or different work shifts

<Overview>

- Location: Kaechi, Nishibiwajima-cho, Kiyosu-shi, Aichi Prefecture (at our Biwajima Plant site)
- Total investment: ¥3.393 billion (planned)
- Funding plan: To be covered by the company's own funds and borrowing, etc.
- Item to manufacture: Sodium dextran sulfate

<Schedule>

Construction start: October 2025 or later
Operations start: April 2027 or later

Food Business

Decided to construct a new jelly factory with total investment exceeding ¥7.0 billion, including land acquisition, at consolidated subsidiary ACE BAKERY Co., Ltd.

- Respond to growing demand for jelly products and the aging of the current factory
- Achieve a production system with greater output and continuous stable production

<Overview>

- Location: 924-3 Aza Kita-Ueda, Taraga-cho, Kasugai-shi, Aichi Prefecture
- Total investment: Approx ¥7.7 billion (planned)
- Funding plan: To be covered by the company's own funds and borrowing, etc.
- Item to manufacture: Jelly products

<Schedule>

Construction start: October 2025 or later
Operations start: January 2027 or later

New Medium-Term Management Plan “MEITO CHALLENGE 2026” — Topics



■ Promote initiatives to address soaring cacao raw material costs

Response to soaring cacao bean market prices

✓ Adding cacao bean suppliers and reviewing raw material formulations

- The impact of soaring cacao bean prices since 2023 continues, and in 2024, the cocoa market has fluctuated wildly, with high levels persisting
- As the supply-demand imbalance has not yet improved, wild fluctuations in the cocoa market are expected to continue
- As a countermeasure, we plan to purchase cacao beans from multiple origins and begin using them as raw materials for products to be produced



Implemented price pass-through for chocolate products

✓ Implemented price revisions and changes to product volume

- The consumer price index for chocolate is rising as prices for cacao beans soar
- Despite implementing countermeasures in the second half of the year (in March), following the measures already implemented in the first half, sales have been maintained, and profitability has improved



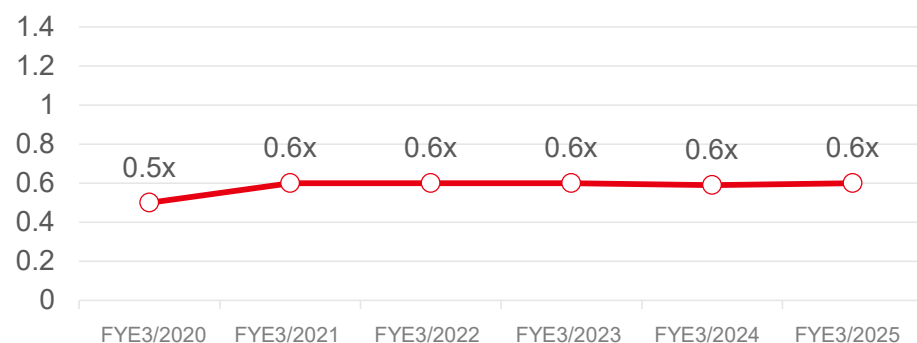
Source: Ministry of Internal Affairs and Communications, Consumer Price Index

New Medium-Term Management Plan “MEITO CHALLENGE 2026” — Financial Strategy (Management Conscious of Cost of Equity and Stock Price)

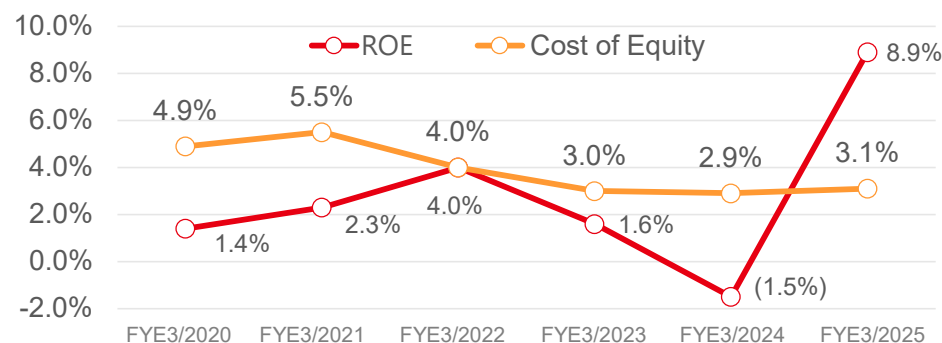


- Optimize the business portfolio by reallocating management resources (FYE3/2027 management targets: ROE of 5% or more, PBR of 1x)
- To strengthen shareholder returns, decided to implement two dividend increases per year (¥5 annually) and to enhance shareholder benefits

PBR Trend

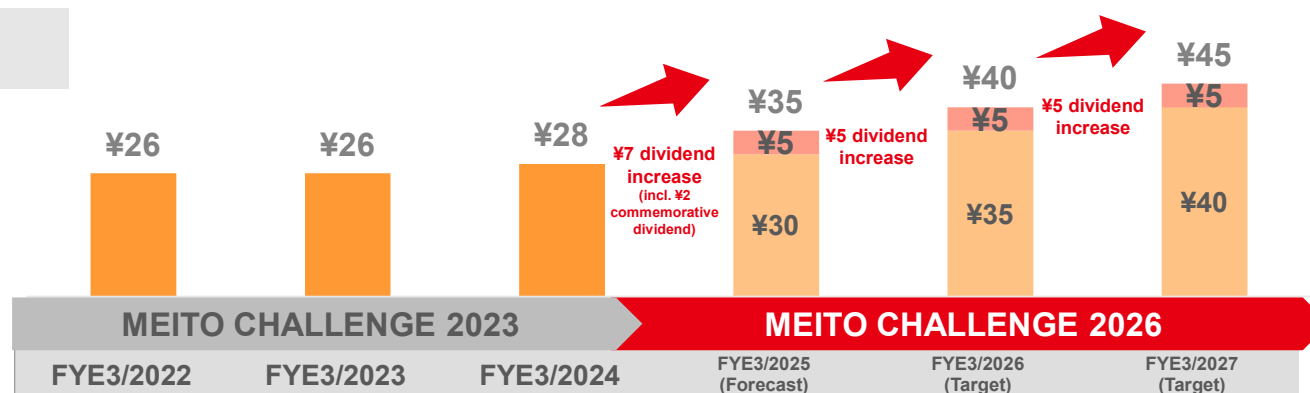


Comparison of ROE and Cost of Equity



Dividend Policy (Continue progressive dividends)

Our basic policy on profit distribution is to pay stable, continuous dividends to shareholders while making investments for future growth and striving to improve earning power and capital efficiency, and we plan to continue implementing progressive dividends. Considering business performance trends and other factors, we have decided on an annual dividend increase of ¥5 per year as the KPI for dividends in each fiscal year during the medium-term plan period.



Towards a New meito

meito

- Commemorating our 80th anniversary in February 2025 with the aim of re-examining the raison d'être of our diversified Group, we have decided to change our trade name to MEITO CO., LTD. in September 2025, and we have also declared our Purpose.

meito

**To be renamed MEITO CO., LTD. on
September 1, 2025***

Our newly decreed Purpose

For days filled with richness and joy, for both body and mind
We pursue deliciousness, enjoyment, and health, and through our food and fine chemical products, we will bring smiles to people all over the world.

Planning to roll out
corporate commercials

**Aiming to increase brand
penetration and stimulate
consumer purchasing**

**MEITO
CO., LTD.**

Fuji
Pharmaceutical
Co., Ltd.

1945

Meito Sangyo
Co., Ltd.

1953

2025

By unifying our trade name with the “meito” brand, which has been a long-cherished favorite of customers for many years, we aim to develop both domestically and internationally, and we seek to further enhance our brand recognition and corporate value.

* This is conditional upon the approval of a partial amendment to the Articles of Incorporation at the 83rd Ordinary General Meeting of Shareholders scheduled to be held in June 2025



4

Appendix



Company Overview



(As of the end of March 2025)

Company Name	Meito Sangyo Co., Ltd.	
Head Office	2-41 Sasazuka-cho, Nishi-ku, Nagoya-shi, Aichi Prefecture	
Representative	Masuo Mitsuya, Representative Director and President	
Established	February 1945	
Capital	¥1,335.19 million	
Securities Code	2207 (Tokyo Stock Exchange Prime Market, Nagoya Stock Exchange Premier Market)	
Business Activities	<ul style="list-style-type: none">■ Manufacture and sale of pharmaceuticals, quasi-drugs, medical devices, veterinary drugs, cosmetics, and other fine chemical products■ Manufacture and sale of confectionery, beverages, seasoned foods, food additives, and other food products■ Construction and management of golf courses■ Real estate leasing■ All businesses related and incidental to the preceding items	
Major Consolidated Subsidiaries	ACE BAKERY Co., Ltd. (Komaki-shi, Aichi Prefecture): Meito Nyugyo Co., Ltd. (Iizuka-shi, Fukuoka Prefecture): Prince Golf Co., Ltd. (Miyawaka-shi, Fukuoka Prefecture): PCS Co., Ltd. (Nagoya-shi, Aichi Prefecture): Oimoya Co., Ltd. (Kakegawa-shi, Shizuoka Prefecture): Hiramatsu Shoten Co., Ltd. (Kakegawa-shi, Shizuoka Prefecture):	Manufacture and sale of Baumkuchen and jellies Manufacture and sale of frozen desserts Public golf course Development and sale of software Mail order sale of sweet potato confectionery and sweets, etc. Manufacture and sale of dried sweet potatoes and baked sweet potatoes
Equity-method Affiliate	Meito Adams Co., Ltd. (Kiyosu-shi, Aichi Prefecture):	Manufacture of chewing gum
Number of Employees (As of the end of FYE3/2025)	Consolidated: 627 Non-consolidated: 391	

Corporate Policy



Purpose

“For days filled with richness and joy, for both body and mind”

We pursue deliciousness, enjoyment, and health, and through our food and fine chemical products, we will bring smiles to people all over the world.

Basic Management Stance



Customer-focused management



Unique management based on prompt, reliable work and limitless creativity and ingenuity



Energetic management that respects humanity and maximizes abilities and motivation

Corporate Code of Conduct

1 — Providing Safe, Secure, and High-Quality Products

We pursue deliciousness, enjoyment, and health, and provide products and services that are safe, secure, and of high quality for our customers.

2 — Compliance with Laws, etc., and Fair and Transparent Business Activities

We comply with domestic and international laws and internal regulations, and act with social good sense. We also conduct fair and transparent business activities based on free competition.

3 — Communication with Society

We communicate broadly with society and disclose corporate information accurately, fairly, and in a timely manner.

4 — Information Management

We strictly manage confidential information and personal information obtained in the course of business and do not engage in unauthorized use.

5 — Environmental Conservation

We engage in environmental conservation, resource conservation, and energy conservation, and we promote environmentally friendly business activities.

6 — Social Contribution

As a good corporate citizen, we contribute to the economic and cultural development of society.

7 — Comfortable Working Environment

We respect human dignity and ensure a healthy, safe, and comfortable working environment.

8 — Taking on the Challenge of New Technologies

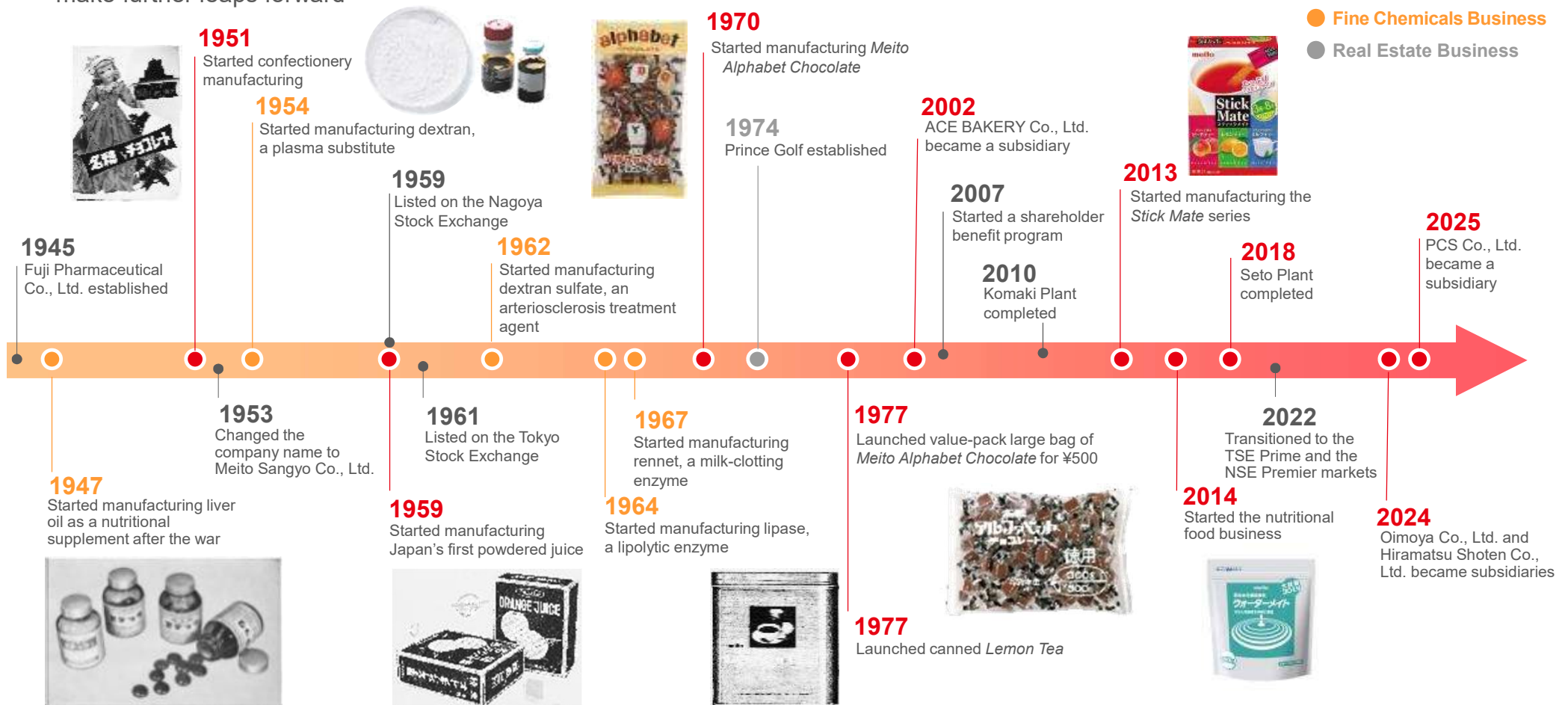
We constantly challenge ourselves with new technologies and aim to create products that satisfy our customers.

History

meito

- Building on the business foundation that had been established by the 1970s, we are challenging ourselves to make further leaps forward

- Food Business
- Fine Chemicals Business
- Real Estate Business



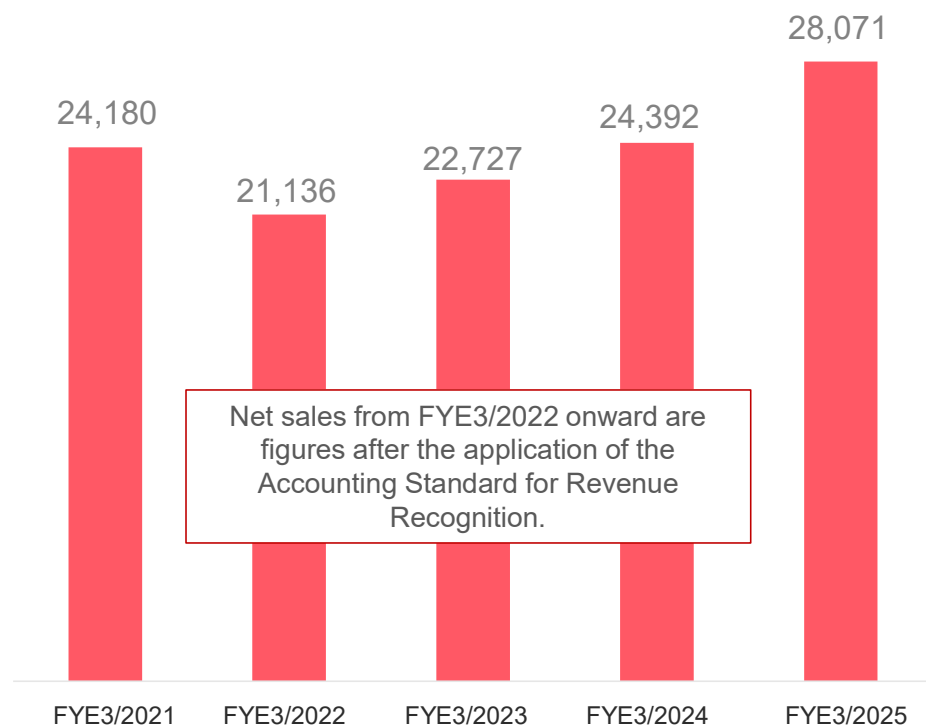
Financial Performance Trends



We are maintaining profits while responding to changes in the business environment due to the COVID-19 pandemic

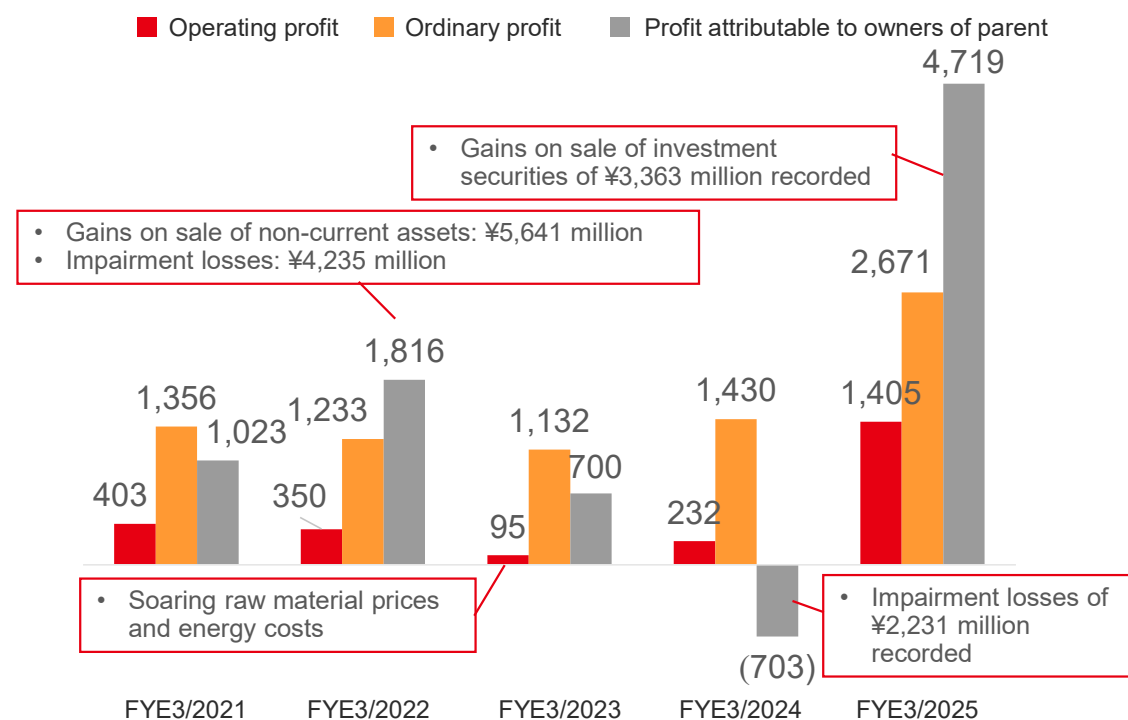
Net Sales

(Unit: Millions of yen)



Profit

(Unit: Millions of yen)



* From FYE3/2025, includes sales and profit from Oimoya and Hiramatsu Shoten

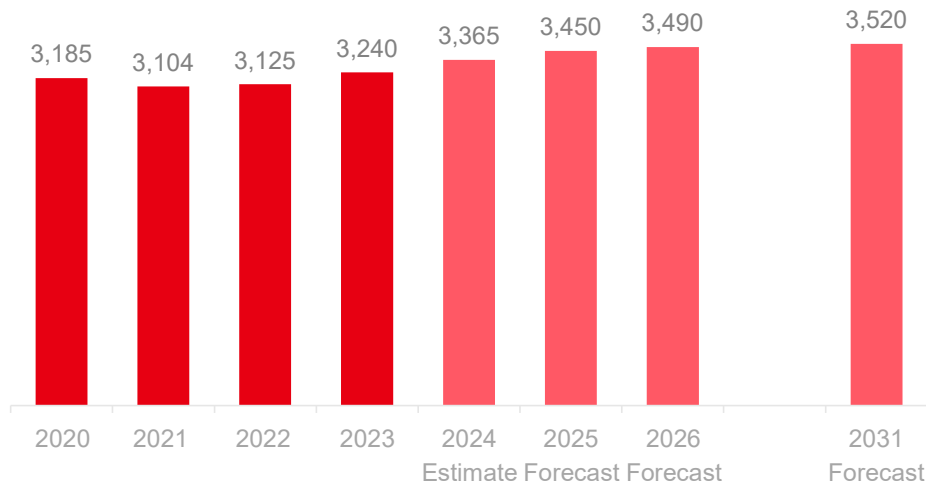
Business Environment (1): Chocolate Market



The Japanese chocolate market is projected to grow steadily in the period up to 2031

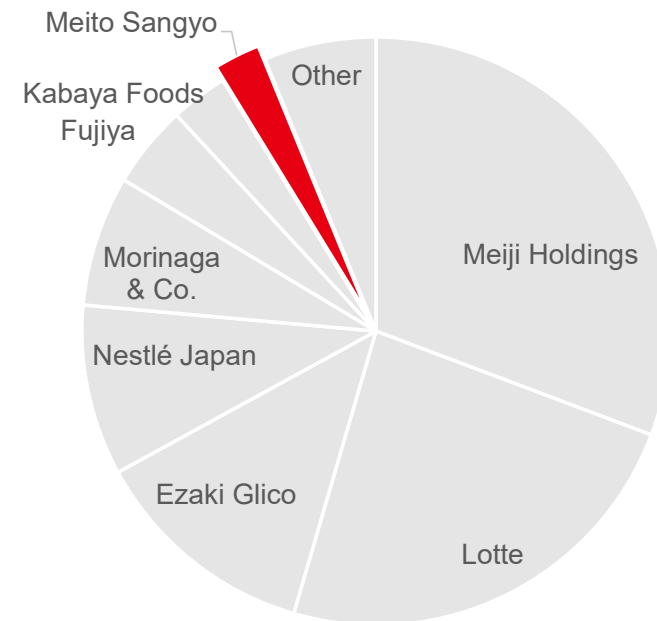
Japan's Chocolate Sales Value (¥100 million)

- In 2023, inbound demand recovered. Although the sales volume decreased due to price revisions, the sales value exceeded that of the previous year
- In 2024, while there were concerns on the supply side due to soaring cacao bean prices and a decrease in import volume, the sales value is expected to exceed that of the previous year



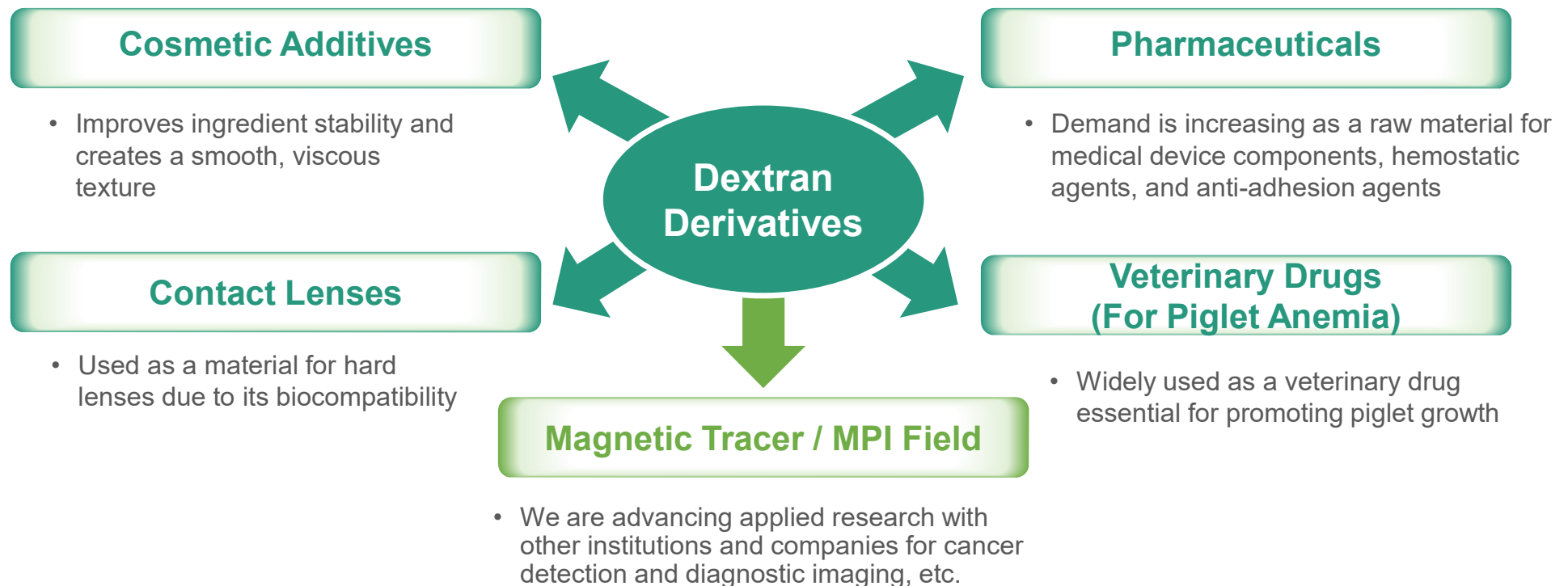
Source: Created by our company based on Fuji Keizai's "2025 Food Marketing Handbook"
* Sales value is on a manufacturer shipment basis
* Other companies' figures are estimates for 2024; our company's sales are actuals for FYE3/2024

Market Share Based on Sales Value



- There is potential for growth by developing applications for dextran derivatives.

Development of Applications for Dextran Derivatives



Business Activities



- We are mainly focusing on the Food Business, including chocolate, and the Fine Chemicals Business

Food Business

Confectionery division

- Chocolate products
Large-bag chocolate, aerated chocolate, etc.
- Candy products
- Baumkuchen products
- Jelly products
- Sweet potato confectionery products, etc.



Powdered drink mix division

- Lemon Tea
- Stick Mate, etc.



Ice cream division

- Choco Ball, Belele, etc.



Nutritional food division

- Deliciously Healthy Support Chocolate, etc.

Fine Chemicals Business

Enzyme division

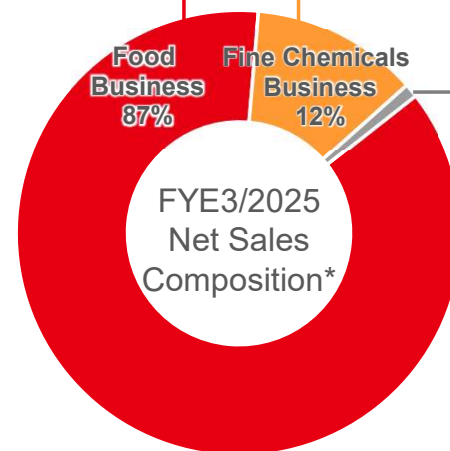
- Rennet
Milk-clotting enzyme for cheese
- Lipase
Lipolytic enzyme

Pharmaceuticals division

- Dextran
Plasma volume expander, blood flow improving agent, etc.
- Dextran Magnetite
MRI contrast medium, medical device material, etc.

Real Estate Business

- Management of golf courses and real estate leasing



Real Estate
Business
1%

Bases and Group Companies

■ Sales, production, and R&D bases nationwide collaborate to implement Meito Sangyo's philosophy

Head Office

Branches 4 locations

Fine Chemicals Sales Department

Research Laboratories / Food Development Department 5 locations

Plants 6 locations

Major Subsidiaries 5 locations



Head Office



Hachioji Plant



Seto Plant



Komaki Plant



Nagoya Plant



Biwajima Plant



Fukuoka Plant



meito

6 Seto Plant
Food Development Department

7 Nagoya Research Laboratory
Biwajima Plant

8 Osaka Branch

9 Fukuoka Branch
Fukuoka Plant

10 Meito Nyugyo

11 Prince Golf

12 Oimoya

13 Hiramatsu Shoten

14 PCS

1 Tokyo Branch

2 Fine Chemicals Sales Department

3 Tokyo Research Laboratory
Hachioji Plant

4 Head Office
Food Development Department
Nagoya Branch
Nagoya Plant

5 Komaki Plant
ACE BAKERY

Our Characteristics and Strengths



1

**Business foundation
built through
pioneering initiatives**

2

**Dedication to quality
and expansive
capabilities through
integrated production**

3

**Top position in global
niches**

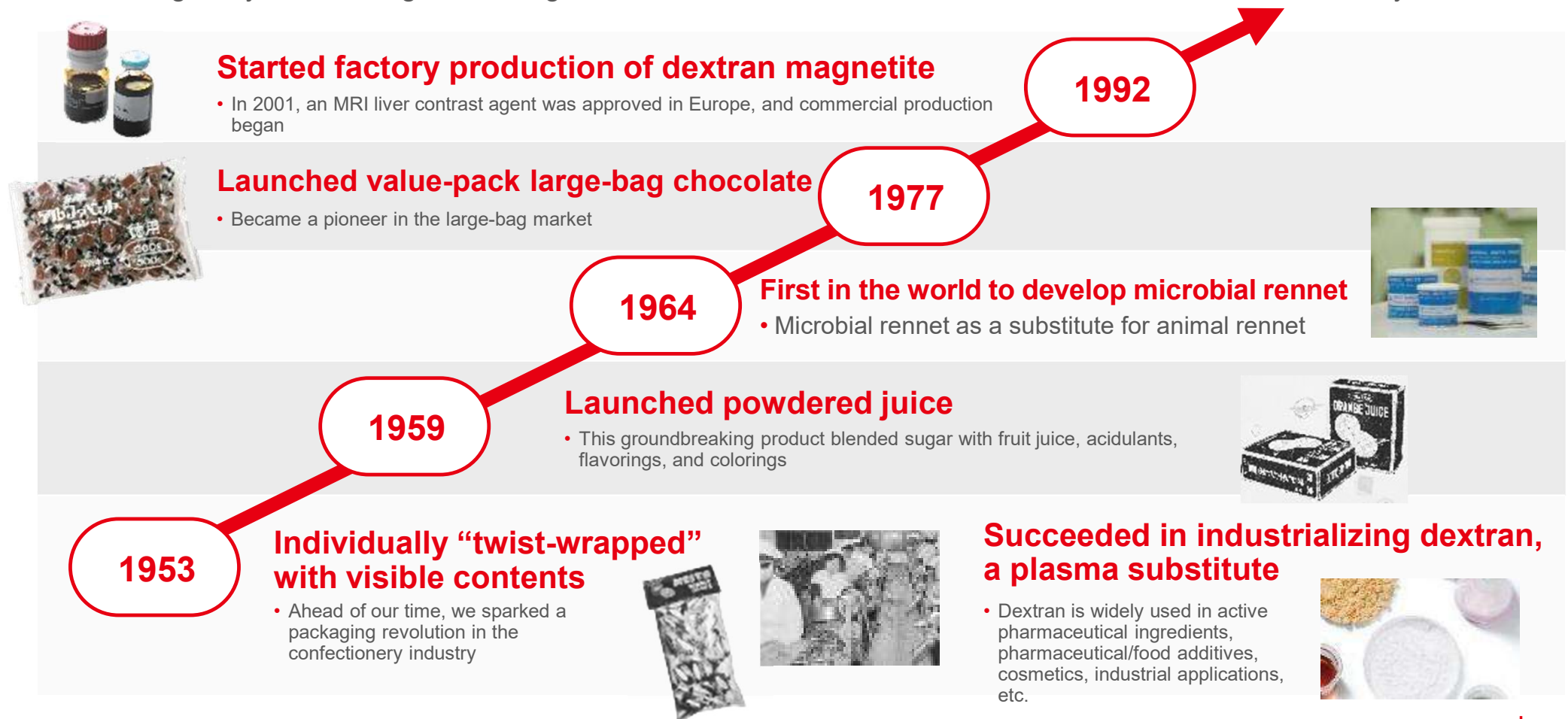
4

**Balanced management
across three businesses**

Our Characteristics and Strengths (1): Business Foundation Built through Pioneering Initiatives

meito

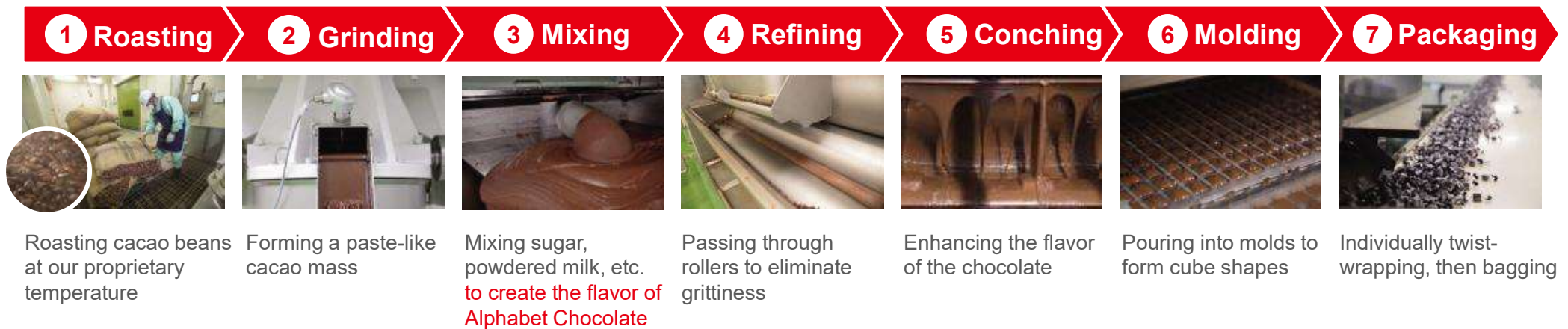
- Our originality and tackling of challenges contribute to commercialization and the establishment of industry standards



Our Characteristics and Strengths (2): Dedication to Quality and Expansive Capabilities through Integrated Production



- Differentiating our products with the chocolate mass, which is the key to their smooth, melt-in-your-mouth texture and flavor



Commitment to integrated production from primary processing

We successfully developed the product through the expansive capabilities unique to integrated production

- “Aerated chocolate” with air bubbles mixed in



- “Nutritional foods” leveraging chocolate technology

Chocolate primarily made with low-GI* sugar “reduced maltose”



* GI: Glycemic Index (degree of post-meal blood glucose elevation)

Our Characteristics and Strengths (3): Top Position in Global Niches



■ The Fine Chemicals Business is on a growth trajectory as one of the world's leading manufacturers



Dextran Dextran derivatives



- Succeeded in **industrial production** of dextran as a plasma substitute and dextran magnetite for MRI contrast agents



- **Large-scale** industrial production



Milk-clotting enzyme for cheese Microbial rennet



- **Developed** microbial rennet as a substitute for animal rennet



- **Developed** next-generation microbial rennet with quality equivalent to that of animal rennet



Lipid-related enzymes Lipase / Phospholipase



- Began the first large-scale **industrial production** of lipase in Japan



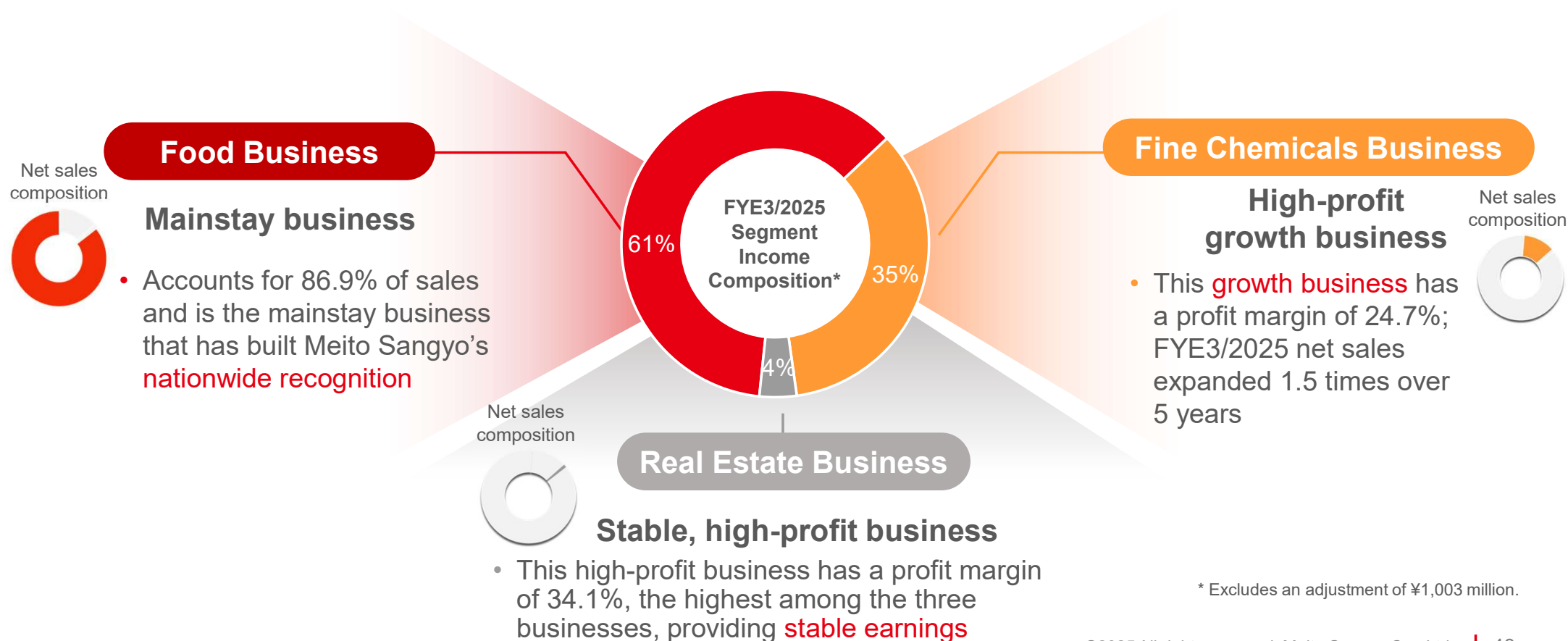
- **Industrial production** of phospholipase D for phosphatidylserine*

* Phosphatidylserine: A supplement for improving brain function and managing stress

Our Characteristics and Strengths (4): Balanced Management across Three Businesses



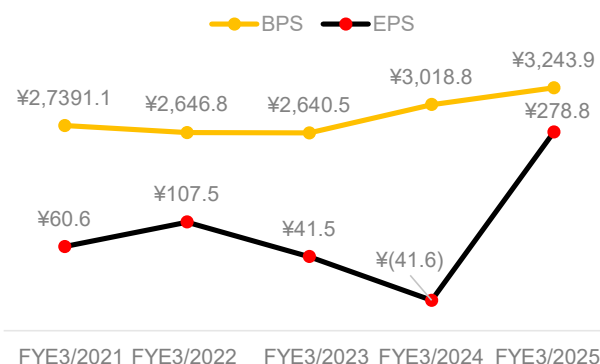
- Three segments in different business areas complement each other, securing stable profits while avoiding the impacts of economic fluctuations



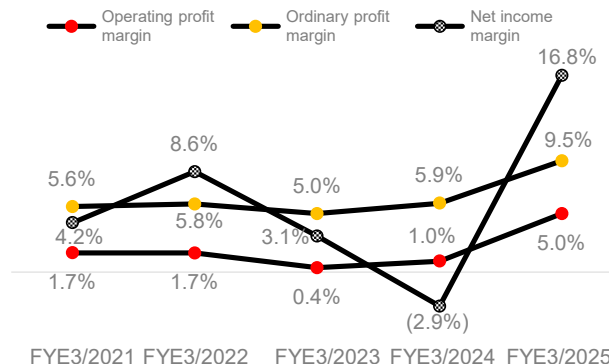
Financial Highlights



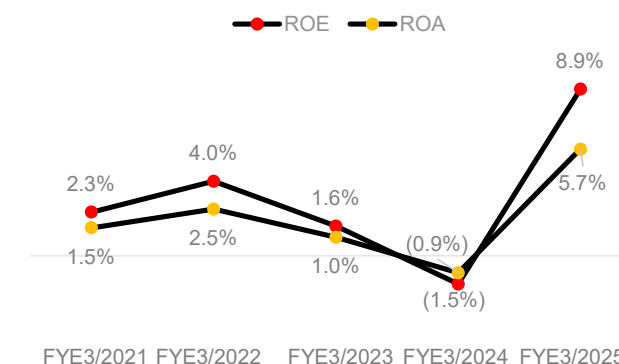
EPS / BPS (Unit: Yen)



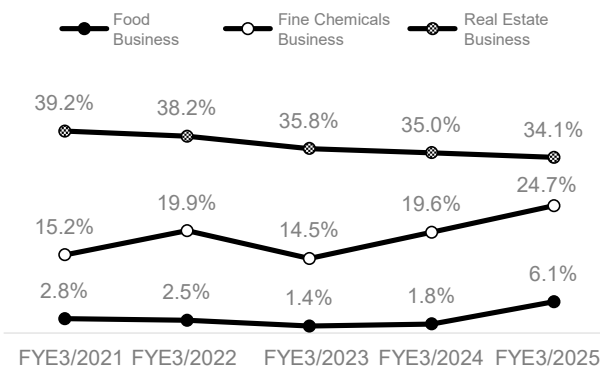
Profit Margins (Unit: %)



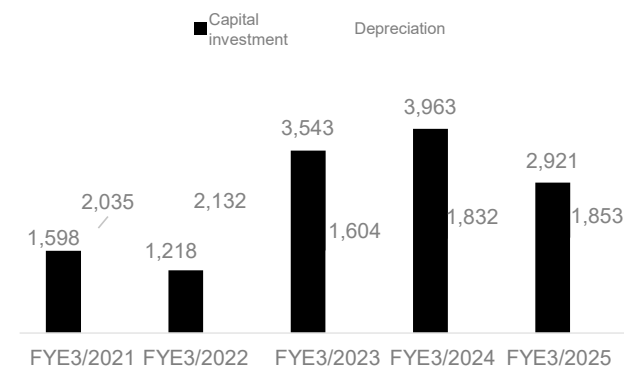
ROE / ROA (Unit: %)



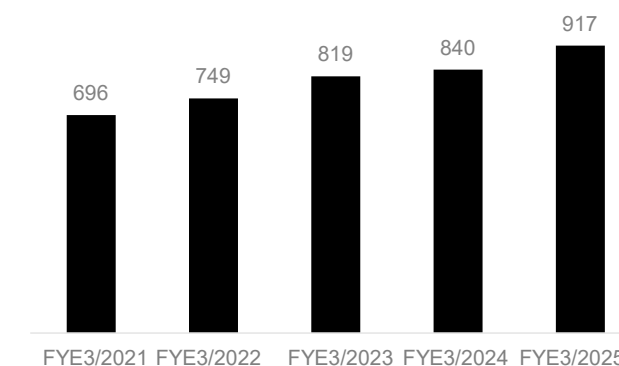
Segment Profit Margins (Unit: %)



Capital Investment / Depreciation (Unit: Millions of yen)



R&D Expenses (Unit: Millions of yen)



Sustainability Initiatives (1): meito Sustainability Report 2024



Initiatives by Materiality

Reducing Environmental Impacts



<Common>

- Upgrading to energy-saving equipment
- Product design informed by environmental considerations
- Continued promotion of digitization of internal documents and submitted materials, and paperless operations

<Food Business>

- Installation of solar power panels at the Seto Plant, Komaki Plant, and Head Office
- Reduction of the use of plastic and paper in packaging materials
- Reduction of food residue at food factories
- Start of transactions with companies working to reduce food waste

<Fine Chemicals Business>

- Effective utilization of waste



Komaki Plant solar power generation equipment (energy saving)



Thinner packaging film (plastic reduction)

Ensuring Food Safety and Security



<Food Business>

- Maintenance of quality through FSSC 22000 operation
- Development of products that pursue “deliciousness, enjoyment, and health”

<Fine Chemicals Business>

- Maintenance of FSSC 22000 and GMP (Good Manufacturing Practice for pharmaceuticals and quasi-drugs) certifications
- Maintenance of Halal (Islam) and Kosher (Judaism) certifications



Expiration date printing by laser printer



Nutritional food products (health contribution)

Sustainability Initiatives (2): meito Sustainability Report 2024



Initiatives by Materiality

Promoting Human Rights and Diversity



<Common>

- Holding of Diversity Forums
- Promotion of the use of internal systems for male employees to take childcare leave
- Promotion of employment of people with disabilities
- Harassment education for all employees through e-learning



Diversity Forum
(held online in February 2024)

Social Contribution Activities



<Common>

- Donation of ¥3.18 million in disaster relief funds collected from the company and employees to the Japanese Red Cross Society for recovery and reconstruction activities related to the 2024 Noto Peninsula Earthquake
- Participation on the council of the Japan Association for the World Food Programme to support the operations of humanitarian aid organizations
- Holding of a Halloween event with four confectionery companies headquartered in Nishi-ku, Nagoya
- Donation of chocolate to child welfare facilities, etc., through the Community Chest
- Interaction with the local community through the operation of direct sales stores
- Donation of products to food banks



Donation ceremony in Ghana

Governance



<Common>

- Regular meetings of the Board of Directors (held 8 times in FY2023)
- Regular meetings of the Nomination and Remuneration Committee (held 4 times in FY2023)
- Regular meetings of the Compliance Committee (held 1 time in FY2023)
- Regular meetings of the Sustainability Promotion Committee (held 2 times in FY2023)

Diversity of the Board of Directors

<Number of directors by gender>

Category	Male	Female	Total
Internal	5 (63%)	0 (0%)	5
External	2 (25%)	1 (13%)	3

<Professional backgrounds of external directors>
Business executives, lawyers, certified public accountants

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

This document contains the current plans and earnings forecasts of our company. These future plans and projected figures are based on information currently available to and planned/projected by our company. Actual business results may differ from these plans and projected figures due to various conditions and factors. This document does not guarantee or assure such figures will be met.

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