

# Supplementary Materials for the Third Quarter of the Fiscal Year Ending March 31, 2026

## (Disclaimer)

- This document contains projections of performance and other projections that were made based on information currently available and certain assumptions judged to be reasonable. The actual results may differ from the forecasts, due to various factors. This document is not prepared for the purpose of soliciting investment. Unless otherwise noted, the cumulative totals are shown.
- Our company has implemented the employee stock benefit trust (J-ESOP). For the information presented on P.2 through P.8, the Company's stocks remaining in the trust recorded as treasury stock within shareholders' equity are included in the treasury stock deducted from the calculation of the number of shares outstanding at the end of the period and the average number of shares outstanding during the period for the purpose of numerical calculation.

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February 12, 2026



MORINAGA MILK INDUSTRY CO., LTD.

## 1. Consolidated Financial results summary

## (1) Consolidated financial results and data

(Millions of yen)

	2025/3				2026/3							
	1Q	2Q	3Q	Full year	1Q	YOY	2Q	YOY	3Q	YOY	Full year forecast	YOY
Net sales	140,637	290,599	430,721	561,173	143,678	2.2%	293,330	0.9%	437,822	1.6%	570,000	1.6%
Cost of sales	106,661	219,988	326,530	426,120	108,944	2.1%	219,460	-0.2%	326,795	0.1%		
(% of sales)	75.8%	75.7%	75.8%	75.9%	75.8%	-	74.8%	-	74.6%	-		-
Gross profit	33,976	70,611	104,190	135,053	34,734	2.2%	73,869	4.6%	111,027	6.6%		
Selling, general and administrative expenses	25,503	53,111	78,701	105,395	25,898	1.6%	53,064	-0.1%	80,345	2.1%		
(% of sales)	18.1%	18.3%	18.3%	18.8%	18.0%	-	18.1%	-	18.4%	-		-
Sales promotion/advatise	3,744	8,093	12,525	16,606	3,694	-1.3%	7,494	-7.4%	12,190	-2.7%		
Haulage expenses · Warehousing expenses	7,191	15,249	21,948	28,222	6,938	-3.5%	14,751	-3.3%	21,234	-3.3%		
Employees' salaries and bonuses	7,154	14,403	21,201	28,310	7,428	3.8%	14,693	2.0%	22,147	4.5%		
R&D	1,339	2,833	4,314	6,183	1,097	-18.1%	3,081	8.7%	4,647	7.7%		
Operating profit	8,472	17,499	25,489	29,658	8,835	4.3%	20,805	18.9%	30,681	20.4%	33,000	11.3%
(% of sales)	6.0%	6.0%	5.9%	5.3%	6.1%	-	7.1%	-	7.0%	-	5.8%	-
Ordinary profit	9,554	17,247	26,043	29,864	9,529	-0.3%	21,949	27.3%	32,775	25.8%	33,900	13.5%
(% of sales)	6.8%	5.9%	6.0%	5.3%	6.6%	-	7.5%	-	7.5%	-	5.9%	-
Profit attributable to owners of parent	5,313	9,709	14,740	5,459	6,911	30.1%	14,637	50.8%	21,936	48.8%	19,000	248.0%
(% of sales)	3.8%	3.3%	3.4%	1.0%	4.8%	-	5.0%	-	5.0%	-	3.3%	-
EPS (yen)	61.54	113.56	173.74	64.60	82.90		176.97		266.78		231.96	
BPS (yen)	3,231.11	3,144.81	3,281.55	3,187.41	3,172.90		3,292.97		3,356.49			
Capital investment (Millions of yen) *1		12,307		29,926			18,000				47,600	
Depreciation and amortization (Millions of yen) *1		10,613		21,421			11,027				23,500	
Interest-bearing debt (Millions of yen) *2	93,039	98,783	104,871	98,707	123,923		121,789		119,411			
Equity ratio (%)	50.7	51.7	50.4	51.2	48.1		48.7		48.3			
Debt/Equity ratio *3	0.34	0.35	0.38	0.37	0.47		0.45		0.44			
Net Debt/Equity ratio *4	0.24	0.25	0.30	0.26	0.30		0.26		0.29			
Dividend per share (yen)		45.00		90.00*			45.00				93.00*	
Dividend payout ratio (%)				139.3							40.0	
ROE (%)	1.9	3.5	5.3	2.0	2.6		5.5		8.1		7.1	
ROIC (%)				5.7							6.2	
ROA (%)	1.5	3.2	4.6	5.5	1.7		3.9		5.7			

\*1 Capital investment, Depreciation and amortization : for only tangible fixed assets, accrual basis

\*Total interim and  
year-end dividends

\*2 Interest-bearing debt : Long-term loan payable + Short-term loan payable + Bonds payable + CP

\*3 Debt/Equity ratio : Interest-bearing debt divided by Shareholders' equity

\*4 Net Debt/Equity ratio : (Interest-bearing debt - Cash and deposits) / Shareholders' equity

**(2) Exchange rate**

(Yen)

	2025/3				2026/3			
	1Q	2Q	3Q	Full year	1Q	2Q	3Q	Full year forecast
USD/Yen	156.9	153.8	153.6	153.6	145.6	147.0	149.7	150.0
EUR/Yen	169.3	167.5	166.4	165.4	165.3	169.6	173.3	170.0
Australian dollar/Yen	104.7	103.4	102.8	101.6	94.6	96.5	98.7	100.0

• The average exchange rate during the period

**(3) Other**

	2025/3			2026/3		
		2Q	Full year		2Q	Full year
Number of employees		7,531	7,453		7,527	
Male		5,568	5,511		5,502	
Female		1,963	1,942		2,025	
Number of employees(parent)		3,362	3,310		3,427	
Male		2,645	2,597		2,651	
Female		717	713		776	
Collected milk volume(parent) (Thousand tons)		321	652		329	
Hokkaido		241	492		252	
Other		81	160		77	

## 2. Net Sales & Operating Profit by Segments

### (1) Sales

	2025/3				2026/3				(Millions of yen)			
	1Q	2Q	3Q	Full year	1Q	YOY	2Q	YOY	3Q	YOY	Full year forecast	YOY
Growth segments (Growth)	30,563	63,793	91,669	118,330	32,093	5.0%	65,463	2.6%	95,849	4.6%	123,900	4.7%
Mainstay segments (Core/Fundamental/Strategic Transformation)	89,566	181,568	270,475	352,991	90,202	0.7%	179,985	-0.9%	277,708	2.7%	354,200	0.3%
Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.)	20,509	45,238	68,577	89,853	21,382	4.3%	47,882	5.8%	64,265	-6.3%	91,900	2.3%
(break down) Global business	16,324	34,979	49,984	69,914	19,558	19.8%	39,398	12.6%	61,895	23.8%	82,192	17.6%
Total	140,637	290,599	430,721	561,173	143,678	2.2%	293,330	0.9%	437,822	1.6%	570,000	1.6%

### (2) Operating profit

	2025/3				2026/3				(Millions of yen)			
	1Q	2Q	3Q	Full year	1Q	YOY	2Q	YOY	3Q	YOY	Full year forecast	YOY
Growth segments (Growth)	4,536	9,373	12,095	13,774	4,031	-505	8,684	-690	11,569	-526	12,300	-1,474
(% of sales)	14.8%	14.7%	13.2%	11.6%	12.6%	-	13.3%	-	12.1%	-	9.9%	-
Mainstay segments (Core/Fundamental/Strategic Transformation)	3,790	7,679	11,782	13,697	4,479	690	10,686	3,007	17,395	5,612	17,500	3,803
(% of sales)	4.2%	4.2%	4.4%	3.9%	5.0%	-	5.9%	-	6.3%	-	4.9%	-
Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.)	146	447	1,612	2,187	325	179	1,436	989	1,718	106	3,200	1,014
(% of sales)	0.7%	1.0%	2.4%	2.4%	1.5%	-	3.0%	-	2.7%	-	3.5%	-
(break down) Global business	921	1,961	4,530	7,476	2,909	1,988	6,845	4,884	12,350	7,820	14,000	6,524
(% of sales)	5.6%	5.6%	9.1%	10.7%	14.9%	-	17.4%	-	20.0%	-	17.0%	-
Total	8,472	17,499	25,489	29,658	8,835	363	20,805	3,305	30,681	5,192	33,000	3,342
(% of sales)	6.0%	6.0%	5.9%	5.3%	6.1%	-	7.1%	-	7.0%	-	5.8%	-

### (3) Net Sales by Category

(Non-consolidated, or Consolidated Subsidiaries)	2025/3				2026/3				(Billions of yen)			
	1Q	2Q	3Q	Full year	1Q	YOY	2Q	YOY	3Q	YOY	Full year forecast	YOY
Growth segments (Growth)												
Yogurt	14.6	29.1	43.0	56.9	14.3	-2%	28.7	-1%	43.0	0%	58.4	3%
Ice cream	12.9	28.8	38.6	46.4	13.4	4%	30.2	5%	40.2	4%	48.2	4%
NutriCo Morinaga (Pvt.) LTD. (Billions of yen)	1.8	3.8	5.2	7.9	2.0	8%	3.9	2%	6.2	18%	7.8	-1%
NutriCo Morinaga (Pvt.) LTD. (Billions of PKR)	3.4	6.5	10.3	14.2	3.8	10%	7.6	16%	11.6	13%		
Mainstay segments (Core/Fundamental/Strategic Transformation)												
Core areas												
Beverages	14.7	30.4	43.1	54.4	13.8	-6%	29.1	-4%	41.9	-3%	53.6	-2%
Cheese	6.7	13.4	20.3	26.7	6.4	-5%	12.8	-4%	19.9	-2%	26.2	-2%
Nutritional food products	3.3	6.9	10.5	13.7	3.5	5%	6.9	1%	10.7	2%	13.9	2%
CLINICO	6.7	13.6	21.4	27.2	6.6	-1%	13.5	-1%	21.1	-1%	26.9	-1%
MILEI GmbH (Billions of yen)	9.8	21.0	29.5	40.7	12.4	26%	25.6	22%	40.2	36%	53.3	31%
MILEI GmbH (Billions of euros)	60	122	186	248	76	27%	151	24%	231	24%		
Fundamental areas												
Milk	11.3	23.2	34.1	44.3	10.4	-8%	21.6	-7%	31.7	-7%	41.7	-6%
B-to-B business (excluding domestic probiotics)	20.2	40.7	62.8	82.2	21.4	6%	42.9	5%	65.9	5%	84.7	3%
Strategic Transformation areas												
Chilled desserts	2.0	4.1	6.1	8.0	2.0	-4%	3.9	-5%	5.7	-6%		
Commercial milk (home deliveries, etc.)	4.1	8.1	12.3	16.1	4.1	-1%	8.0	-1%	12.2	-1%		
Morinaga Nutritional Foods, Inc.(US) (Billions of yen)	2.2	4.8	6.7	9.8	2.1	-7%	3.8	-21%	6.3	-5%		
Morinaga Nutritional Foods, Inc.(US) (Millions of USD)	15	30	47	62	14	-6%	26	-12%	43	-9%		
Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.)												
Morinaga Nutritional Foods Vietnam (Billions of yen) *Formerly Elovı	0.9	2.1	2.9	4.3	1.1	33%	2.1	-3%	3.1	5%		
Morinaga Nutritional Foods Vietnam (Billions of VND) *Formerly Elovı	139.7	336.8	504.6	690.1	191.4	37%	374.6	11%	550.1	9%		

### (4) Market shares of major categories

	2023/3	2024/3	2025/3	Rank
Chilled cup-type coffee	41%	40%	38%	1
Chilled tea	54%	54%	54%	1
Ice cream	11%	11%	11%	4
Yogurt	13%	12%	12%	2
Cheese	10%	10%	10%	3
Chilled desserts	14%	13%	14%	3

Note: Shares of home-use products by monetary amount

Source: INTAGE Inc.'s SRI+ (share of sales amounts in Apr. 2022-Mar. 2023, Apr. 2023-Mar. 2024 and Apr. 2024-Mar. 2025)

### 3. Net Sales & Operating Profit by Segments (Shown Quarterly)

#### (1) Sales (Quarterly)

(Millions of yen)

	2025/3				2026/3				4Q	YOY
	1Q	2Q	3Q	4Q	1Q	YOY	2Q	YOY		
Growth segments (Growth)	30,563	33,231	27,876	26,661	32,093	5.0%	33,369	0.4%	30,387	9.0%
Mainstay segments (Core/Fundamental/Strategic Transformation)	89,566	92,002	88,907	82,516	90,202	0.7%	89,783	-2.4%	97,723	9.9%
Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.)	20,509	24,730	23,338	21,276	21,382	4.3%	26,499	7.2%	16,383	-29.8%
(break down) Global business	16,324	18,655	15,005	19,930	19,558	19.8%	19,840	6.4%	22,497	49.9%
Total	140,637	149,962	140,122	130,453	143,678	2.2%	149,652	-0.2%	144,492	3.1%

#### (2) Operating profit (Quarterly)

(Millions of yen)

	2025/3				2026/3				4Q	YOY
	1Q	2Q	3Q	4Q	1Q	YOY	2Q	YOY		
Growth segments (Growth)	4,536	4,837	2,722	1,679	4,031	-505	4,653	-184	2,885	164
(% of sales)	14.8%	14.6%	9.8%	6.3%	12.6%	-	13.9%	-	9.5%	-
Mainstay segments (Core/Fundamental/Strategic Transformation)	3,790	3,889	4,104	1,915	4,479	690	6,206	2,317	6,709	2,606
(% of sales)	4.2%	4.2%	4.6%	2.3%	5.0%	-	6.9%	-	6.9%	-
Nurturing/Other segments (Nurturing/Unique & other/Eliminations, etc.)	146	301	1,165	575	325	179	1,111	810	282	-883
(% of sales)	0.7%	1.2%	5.0%	2.7%	1.5%	-	4.2%	-	1.7%	-
(break down) Global business	921	1,040	2,569	2,946	2,909	1,988	3,936	2,896	5,505	2,936
(% of sales)	5.6%	5.6%	7.3%	8.4%	14.9%	-	19.8%	-	24.5%	-
Total	8,472	9,027	7,990	4,169	8,835	363	11,970	2,943	9,876	1,886
(% of sales)	6.0%	6.0%	5.7%	3.2%	6.1%	-	8.0%	-	6.8%	-

#### (3) Net Sales by Product Field (Quarterly)

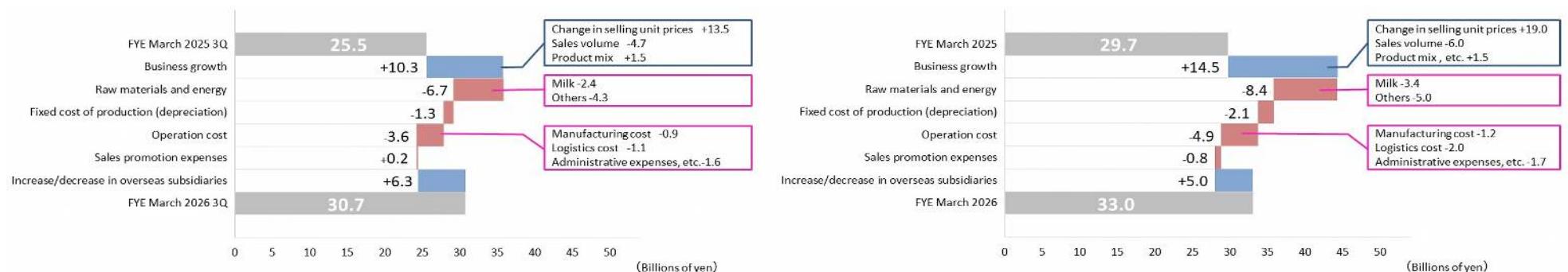
(Billions of yen)

	2025/3				2026/3				4Q	YOY
	1Q	2Q	3Q	4Q	1Q	YOY	2Q	YOY		
Growth segments (Growth)										
Yogurt	14.6	14.5	13.9	13.9	14.3	-2%	14.4	0%	14.3	3%
Ice cream	12.9	15.9	9.7	7.8	13.4	4%	16.8	5%	10.0	3%
Mainstay segments (Core/Fundamental/Strategic Transformation)										
Core areas										
Beverages	14.7	15.7	12.7	11.3	13.8	-6%	15.3	-3%	12.8	0%
Cheese	6.7	6.7	6.9	6.3	6.4	-5%	6.5	-3%	7.1	2%
Nutritional food products	3.3	3.5	3.7	3.2	3.5	5%	3.4	-4%	3.8	4%
CLINICO	6.7	6.9	7.8	5.8	6.6	-1%	6.9	-1%	7.6	-2%
Growth segments (Growth)										
Milk	11.3	11.9	10.8	10.2	10.4	-8%	11.2	-6%	10.1	-7%
B-to-B business (excluding domestic probiotics)	20.2	20.5	22.1	19.4	21.4	6%	21.5	5%	23.0	4%
Strategic Transformation areas										
Chilled desserts	2.0	2.0	2.0	1.9	2.0	-4%	1.9	-6%	1.9	-7%
Commercial milk (home deliveries, etc.)	4.1	4.0	4.2	3.8	4.1	-1%	3.9	-1%	4.2	-2%

## 4. Factors for changes in operating profit

• 3Q of FYE March 31, 2026

• Forecast of FYE March 31, 2026



• Historical Data

(Billions of yen)

Factors	2023/3				2024/3				2025/3				2026/3			
	1Q	2Q	3Q	Full year	1Q	2Q	3Q	Full year	1Q	2Q	3Q	Full year	1Q	2Q	3Q	Full year forecast
Change in selling unit prices	+1.5	+3.8	+8.0	+13.1	+8.4	+19.0	+27.6	+34.4	+3.2	+5.3	+7.4	+9.2	+3.1	+8.3	+13.5	+19.0
Sales volume	+0.2	+1.7	+3.3	+4.2	+0.3	-1.1	-3.5	-5.5	+0.3	-0.2	+0.1	-0.9	-1.4	-3.2	-4.7	-6.0
Product mix	-1.6	-2.5	-2.8	-0.5	+2.4	+3.2	+3.6	+3.4	+0.9	+1.4	+1.7	+2.4	+0.4	+0.8	+1.5	+1.5
Operation cost *1	-0.5	-1.5	-2.3	-3.3	-0.7	-1.9	-3.4	-6.0	-1.8	-3.1	-4.1	-4.2	-	-	-	-
Manufacturing cost *1	-	-	-	-	-	-	-	-	-	-	-	-0.1	-0.3	-0.9	-1.2	-
Logistics cost *1	-	-	-	-	-	-	-	-	-	-	-	-0.5	-0.7	-1.1	-2.0	-
Administrative expenses, etc. *1	-	-	-	-	-	-	-	-	-	-	-	-0.5	-0.9	-1.6	-1.7	-
Sales promotion expenses	+0.1	+0.4	+1.1	+1.6	+0.9	+0.3	-0.2	-3.0	-0.5	-1.1	-1.5	+0.7	+0.1	+0.5	+0.2	-0.8
Raw material milk prices	±0.0	±0.0	-0.4	-1.0	-2.3	-4.7	-7.1	-9.8	-1.0	-1.6	-1.9	-0.3	-1.3	-2.4	-3.4	-
Raw material and energy prices	-3.3	-8.0	-13.9	-19.5	-5.6	-8.5	-9.3	-9.1	-0.1	-1.4	-2.7	-3.7	-1.7	-3.1	-4.3	-5.0
Fixed cost of production (depreciation)	±0.0	±0.0	-0.2	-0.4	±0.0	-0.1	-0.2	-0.3	±0.0	±0.0	-0.1	-0.1	-0.4	-0.8	-1.3	-2.1
Sales from real estate business	±0.0	±0.0	±0.0	-0.1	±0.0	±0.0	±0.0	-0.2	-	-	-	-	-	-	-	-
Increase/decrease in overseas subsidiaries *2	-	-	-	-	-	-	-	-	-2.1	-2.6	-1.4	+0.3	+1.7	+4.0	+6.3	+5.0
<b>Total</b>	<b>-3.6</b>	<b>-6.1</b>	<b>-7.2</b>	<b>-5.9</b>	<b>+3.4</b>	<b>+6.2</b>	<b>+7.5</b>	<b>+3.9</b>	<b>-1.1</b>	<b>-3.3</b>	<b>-2.5</b>	<b>+1.8</b>	<b>+0.4</b>	<b>+3.3</b>	<b>+5.2</b>	<b>+3.3</b>
<b>Operating profit, net</b>	<b>6.3</b>	<b>14.6</b>	<b>20.5</b>	<b>23.9</b>	<b>9.6</b>	<b>20.8</b>	<b>28.0</b>	<b>27.8</b>	<b>8.5</b>	<b>17.5</b>	<b>25.5</b>	<b>29.7</b>	<b>8.8</b>	<b>20.8</b>	<b>30.7</b>	<b>33.0</b>

\*1 Operation cost is the sum of "Manufacturing cost," "Logistics cost," and "Administrative expenses, etc." Separate disclosure from FYE Mar. 2026

\*2 Factors for changes in operating profit due to overseas subsidiaries are summarized in this item; Increase/decrease in overseas subsidiaries prior to the FYE Mar. 2024, it is mainly included in "Sales volume" and "Product mix."

## 5. Consolidated Financial Statements

## (1) Statements of income

(Millions of yen)

	2025/3				2026/3							
	1Q	2Q	3Q	Full year	1Q	YOY	2Q	YOY	3Q	YOY	Full year	YOY
Net sales	140,637	290,599	430,721	561,173	143,678	2.2%	293,330	0.9%	437,822	1.6%		
Cost of sales	106,661	219,988	326,530	426,120	108,944	2.1%	219,460	-0.2%	326,795	0.1%		
Gross profit	33,976	70,611	104,190	135,053	34,734	2.2%	73,869	4.6%	111,027	6.6%		
Selling, general and administrative expenses	25,503	53,111	78,701	105,395	25,898	1.6%	53,064	-0.1%	80,345	2.1%		
Operating profit	8,472	17,499	25,489	29,658	8,835	4.3%	20,805	18.9%	30,681	20.4%		
Non-operating income												
Interest income/Dividends income	699	1,093	1,379	1,496	658	-5.8%	977	-10.6%	1,233	-10.5%		
Other	1,343	645	1,111	1,754	730	-45.6%	1,483	129.7%	3,052	174.7%		
Total non-operating income	2,042	1,739	2,490	3,251	1,389	-32.0%	2,461	41.5%	4,286	72.1%		
Non-operating expenses												
Interest expenses	350	762	1,077	1,509	289	-17.3%	636	-16.5%	1,104	2.5%		
Other	610	1,227	858	1,536	405	-33.7%	679	-44.6%	1,087	26.7%		
Total non-operating expenses	961	1,990	1,935	3,045	694	-27.7%	1,316	-33.9%	2,192	13.3%		
Ordinary profit	9,554	17,247	26,043	29,864	9,529	-0.3%	21,949	27.3%	32,775	25.8%		
Extraordinary income	6	6	145	11,248	2,235	33718.4%	2,516	37801.0%	2,601	1687.4%		
Extraordinary losses												
Contributions to the public interest incorporated foundation Hikari Kyokai	470	860	1,380	1,684	470	0.0%	860	0.0%	1,380	0.0%		
Other	563	1,547	2,459	24,141	679	20.5%	2,272	46.9%	2,540	3.3%		
Total extraordinary losses	1,033	2,407	3,839	25,826	1,149	11.2%	3,132	30.1%	3,920	2.1%		
Profit before income taxes	8,527	14,847	22,349	15,286	10,616	24.5%	21,333	43.7%	31,456	40.7%		
Income taxes	3,222	5,219	7,614	10,633	3,680	14.2%	6,649	27.4%	9,405	23.5%		
Profit	5,305	9,628	14,735	4,652	6,935	30.7%	14,683	52.5%	22,051	49.6%		
Profit attributable to non-controlling interests	-8	-80	-4	-807	23	-	46	-	114	-		
Profit attributable to owners of parent	5,313	9,709	14,740	5,459	6,911	30.1%	14,637	50.8%	21,936	48.8%		

## (2) Balance sheets (Assets)

(Millions of yen)

	2024/3	2025/3	2026/3							
	Full year	Full year	1Q	Change*	2Q	Change*	3Q	Change*	Full year	Change*
Assets										
Current assets	229,039	198,069	222,350	24,281	224,755	26,685	228,171	30,102		
Non-current assets	336,958	322,353	325,618	3,264	328,629	6,275	335,817	13,463		
Property, plant and equipment	268,960	273,993	277,945	3,951	280,329	6,335	286,266	12,272		
Buildings and structures, net	85,691	83,573	97,391	13,817	97,266	13,692	97,411	13,837		
Machinery, equipment and vehicles, net	95,991	90,654	96,889	6,234	98,708	8,053	100,643	9,988		
Land	53,012	52,228	52,208	(19)	52,091	(136)	52,057	(170)		
Leased assets, net	1,655	1,454	1,468	14	1,470	16	1,401	(52)		
Construction in progress	28,305	41,798	25,388	(16,410)	26,139	(15,659)	30,068	(11,729)		
Other, net	4,303	4,284	4,599	314	4,653	369	4,683	398		
Intangible assets	27,321	12,042	11,629	(413)	11,317	(724)	11,436	(605)		
Investments and other assets	40,677	36,317	36,044	(273)	36,982	664	38,114	1,796		
Total assets	565,998	520,423	547,969	27,545	553,384	32,961	563,988	43,565		

## Balance sheets (Liabilities and net assets)

(Millions of yen)

	2024/3	2025/3	2026/3							
	Full year	Full year	1Q	Change*	2Q	Change*	3Q	Change*	Full year	Change*
Liabilities										
Current liabilities	192,682	170,112	181,173	11,060	162,077	(8,035)	168,199	(1,912)		
Non-current liabilities	91,179	79,207	98,554	19,347	117,260	38,053	118,708	39,500		
Total liabilities	283,862	249,319	279,727	30,408	279,337	30,017	286,908	37,588		
Net assets										
Shareholders' equity	261,320	246,316	247,827	1,511	251,409	5,093	252,599	6,282		
Accumulated other comprehensive income	15,746	19,901	15,650	(4,250)	17,919	(1,981)	19,598	(302)		
Share acquisition rights	116	108	91	(16)	91	(16)	91	(16)		
Non-controlling interests	4,951	4,777	4,671	(106)	4,626	(151)	4,791	14		
Total net assets	282,135	271,103	268,241	(2,862)	274,046	2,943	277,080	5,977		
Total liabilities and net assets	565,998	520,423	547,969	27,545	553,384	32,961	563,988	43,565		

\* Change from the end of March 2025

## (3) Cash flows summary

(Millions of yen)

	2024/3	2025/3	2026/3							
	Full year	Full year			2Q	YOY			Full year	YOY
Cash flows from operating activities	56,583	(12,456)			30,273	48,436				
Cash flows from investing activities	25,223	(18,786)			(20,000)	(1,105)				
Cash flows from financing activities	(38,624)	(5,028)			13,308	12,137				
Cash and cash equivalents at end of period	64,528	28,559			51,500	22,323				
Free cash flows	81,806	(31,243)			10,272	47,331				

## 6. Subsidiaries (as of December 31, 2025) 32 companies

(Millions of yen)

Name	Location	Capital	Voting rights held	Main business area
MORINAGA MILK INDUSTRY SALES CO.,LTD	Minato-ku, Tokyo	497	100.0%	Seller of dairy products, etc.
TOHOKU MORINAGA MILK INDUSTRY CO., LTD.	Sendai city, Miyagi	470	100.0%	Manufacturing and sales of dairy products, etc.
FURIJIPIORT CO., LTD.	Chiyoda-ku, Tokyo	310	100.0%	Ice cream vendor, operation of co-delivery center, production of rice, cooked bread, and desserts
HIROSHIMA MORINAGA MILK INDUSTRY CO., LTD.	Hiroshima city, Hiroshima	215	100.0%	Manufacturing and sales of dairy products, etc.
MK CHEESE CO., LTD	Ayase city, Kanagawa	200	100.0%	Manufacturing and sales of dairy products, etc.
MORINAGA MILK INDUSTRY CLINICO CO., LTD.	Meguro-ku, Tokyo	200	100.0%	Seller of nutritional products, pharmaceuticals, etc
MORINAGAMILK INDUSTRY BUSINESS SERVICE CO., LTD.	Meguro-ku, Tokyo	100	100.0%	Leasing of real estate, etc
Morinaga-Hokuriku Milk Industry Co., Ltd.	Fukui city, Fukui	90	100.0%	Manufacturing and sales of probiotics/postbiotics powder, etc.
TOWA TECHNO CO., LTD.	Hiroshima city, Hiroshima	90	100.0%	Manufacturing and sales of food-related machinery
MORINYU SUNWORLD CO., LTD.	Minato-ku, Tokyo	61	100.0%	Seller of feed, etc.
Morinaga Dairy Service Co., Ltd.	Minato-ku, Tokyo	42	100.0%	Seller of feed, etc.
Morinaga Milk Industry Hokkaido Co., Ltd.	Sapporo city, Hokkaido	30	100.0%	Seller of dairy products, etc.
Morinaga Milk Industry Kyushu Co., Ltd.	Fukuoka city, Fukuoka	30	100.0%	Seller of dairy products, etc.
TOKACHI URAHORO MORINAGA MILK INDUSTRY CO.,LTD.	Urahoro-cho, Tokachi-gun, Hokkaido	20	100.0%	Manufacturing and sales of dairy products, etc.
MILEI GmbH	Leutkirch, Germany	€90million	100.0%	Seller of raw milk products
MILEI Plus GmbH	Leutkirch, Germany	€0million	100.0%	Holding company of Milei Protein GmbH & Co. KG
MILEI Protein GmbH&Co.KG	Leutkirch, Germany	€0million	100.0%	Manufacturer of raw milk products
Morinaga Nutritional Foods, Inc.	Torrance, California, U.S.A.	US\$87million	100.0%	Seller of tofu and other processed soybean products and probiotics/postbiotics powder
Pacific Nutritional Foods, Inc.	Tualatin, Oregon, U.S.A.	US\$21million	100.0%	Manufacturer of tofu and other processed soybean products
Turtle Island Foods, Inc.	Hood River, Oregon, U.S.A.	US\$30million	100.0%	Manufacture and sale of plant-based food
Morinaga Nutritional Foods Vietnam Joint Stock Company	Pho Yen City, Thai Nguyen Province, Vietnam	VND200.0billion	100.0%	Manufacturing and sales of dairy products, etc.
Morinaga Nutritional Foods (Asia Pacific) Pte. Ltd.	Singapore	318	100.0%	Seller of raw milk products and probiotics/postbiotics powder
NIHON SEINYU	Takahata-machi, Higashikotama-gun, Yamagata	140	99.7%	Manufacturing and sales of dairy products, etc.
FUJI MORINAGA MILK INDUSTRY CO.,LTD.	Nagaizumi-cho, Sunto-gun, Shizuoka	50	99.1%	Manufacturing and sales of ice cream
KUMAMOTO MORINAGA MILK INDUSTRY CO.,LTD.	Kumamoto city, Kumamoto	50	97.5%	Manufacturing and sales of dairy products, etc.
OKINAWA MORINAGA MILK INDUSTRY CO., LTD.	Nishihara-cho, Nakagami-gun, Okinawa	305	97.3%	Manufacturing and sales of dairy products, etc.
YOKOHAMA MORINAGA MILK INDUSTRY CO., LTD.	Ayase city, Kanagawa	60	96.5%	Manufacturing and sales of dairy products, etc.
MORINAGA ENGINEERING CO., LTD.	Minato-ku, Tokyo	200	90.0%	Plant design and engineering, equipment manufacturer
HOKKAIDO HOSHO MILK PLANT Co., Ltd.	Otaru city, Hokkaido	97	87.2%	Manufacturing and sales of dairy products, etc.
NutriCo Morinaga (Pvt.) LTD.	Karachi, Sindh, Pakistan	PKR9,073million	55.7%	Manufacturing and sales of dairy products, etc.
Morinaga Le May Vietnam Joint Stock Company	Ho Chi Minh City, Vietnam	VND6.5billion	51.0%	Seller of dairy products, etc.
SUNFCO CO., LTD.	Chiyoda-ku, Tokyo	50	45.0%	Seller of dairy products, etc.

※Voting rights held: including the portion of indirect ownership

Other subsidiaries accounted for using the equity-method: one

Other affiliated companies accounted for using the equity-method: one

## 7. Business sites (as of December 31, 2025)

Name	Location	Main products
Head Office	Minato-ku, Tokyo	-
Food Research & Development Institute	Zama city, Kanagawa	-
Health Care & Nutritional Science Institute	Zama city, Kanagawa	-
Food Function Research Institute	Zama city, Kanagawa	-
Biotics Research Institute	Zama city, Kanagawa	-
Food Solution Institute	Zama city, Kanagawa	-
Tohoku Branch	Sendai city, Miyagi	-
Kanto Branch	Takasaki city, Gunma	-
Tokyo Regional Office	Minato-ku, Tokyo	-
Tokai Regional Office	Nagoya city, Aichi	-
Hokuriku Branch	Nonoichi city, Ishikawa	-
Kansai Regional Office	Osaka city, Osaka	-
Chushikoku Branch	Hiroshima city, Hiroshima	-
Saroma Plant	Saroma-cho, Tokoro-gun, Hokkaido	powdered milk, concentrated milk, butter, cream
Betsukai Plant	Betsukai-cho, Notsuke-gun, Hokkaido	natural cheese, powdered milk, whey powder, butter
Morioka Plant	Morioka city, Iwate	liquid diet
Fukushima Plant	Fukushima city, Fukushima	powdered milk, butter, decoration whip, ice cream
Tone Plant	Joso city, Ibaraki	dessert, long-life soft mix, long-life tofu, bacteria, yogurt
Tokyo Tama Plant	Higashiyamato city, Tokyo	milk, milk-based drinks, tea, yogurt, cream
Yamato Plant	Higashiyamato city, Tokyo	powdered milk
Matsumoto Plant	Matsumoto city, Nagano	powdered milk(semifinished product)
Fuji Plant	Fujinomiya city, Shizuoka	lactulose
Chukyo Plant	Konan city, Aichi	milk, milk-based drinks, lactobacillus drinks, tea, ice cream
Kobe Plant *1	Kobe city, Hyogo	milk, milk-based drinks, tea, yogurt, liquid diet, ice cream
Administration Service Center	Meguro-ku, Tokyo	-
Management Information Systems Center	Zama city, Kanagawa	-
Chilled Products Coordination Center - East Japan	Higashiyamato city, Tokyo	-
Chilled Products Coordination Center - West Japan	Kobe city, Hyogo	-
Order Control Center	Yokohama city, Kanagawa	-

\*1 Started manufacturing ice cream products in April 2025

**8. Stock information (as of September 30, 2025)****(1) Shares outstanding** (shares)

	Number of Shares Held
Shares outstanding	82,153,718

※ excluding 6,891,368 shares of treasury stock

\*The number of shares of treasury stock does not include shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account E) as trust assets for the employee stock benefit trust (J-ESOP).

**(2) Distribution ownership among shareholders**

	% of total
Financial institutions	38.9%
Foreign companies	24.6%
Individuals and others	18.5%
Other companies	10.2%
Treasury shares	7.7%

**(3) Major Shareholders**

(Thousand shares)

Name or title	Number of Shares Held	% of total
The Master Trust Bank of Japan, Ltd. (Trust Account)	11,959	14.56%
Custody Bank of Japan, Ltd. (Trust Account)	6,107	7.43%
SMBC Trust Bank Ltd. (Sumitomo Mitsui Banking Corporation Retirement Benefit Trust Account)	2,657	3.23%
Mizuho Bank, Ltd.	2,445	2.98%
Morinaga Milk Employees' Shareholding Association	2,217	2.70%
DBS BANK LTD 700170	1,796	2.19%
MUFG Bank, Ltd.	1,388	1.69%
Morinaga & Co., Ltd.	1,375	1.67%
JPMorgan Securities Japan Co., Ltd.	1,328	1.62%
STATE STREET BANK AND TRUST COMPANY 505001	1,244	1.51%

※% of total are calculated on the basis of the total number of outstanding shares excluding treasury shares.

**(4) Stock price information (stock price : upper, trading volume : lower)**