

Financial Results

Presentation for FY2025

(Fiscal Year Ended April 30, 2026)

June 2026 ITO EN, LTD.

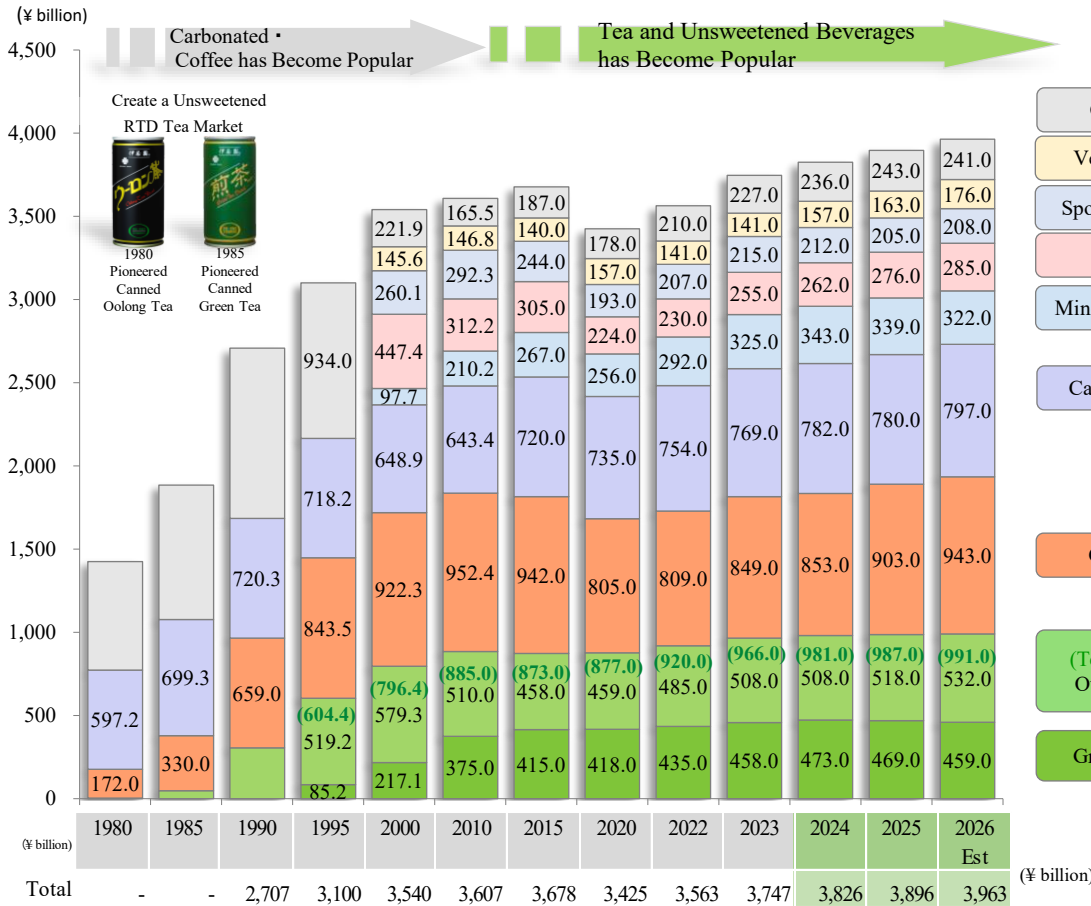


Soft Drink Market in Japan, Financial Results and Targets	P.3
Structural Reforms at the ITO EN Group	P.13
The Expansion of “Oi Ocha” in Japan and Overseas ~ Toward Globalization ~	P.19
Topix	P.28
Appendix	P.34

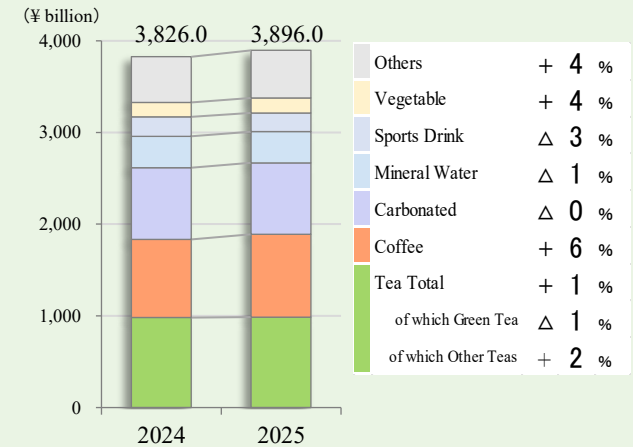
Soft Drink Market in Japan, Financial Results and Targets

Soft Drink Market in Japan

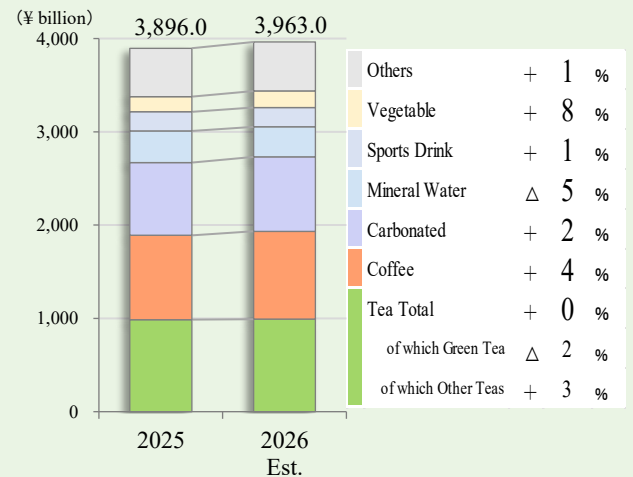
▼ Soft Drink Market Trends (Calendar year, Monetary base)



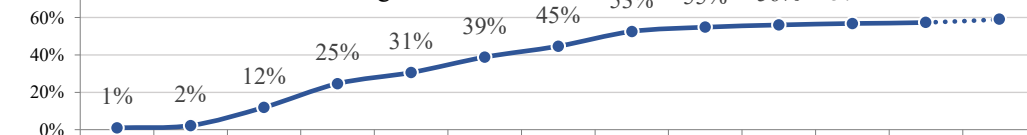
Results 2025 Year YoY+ 1.8%



Forecast 2026 Year YoY+ 1.7%



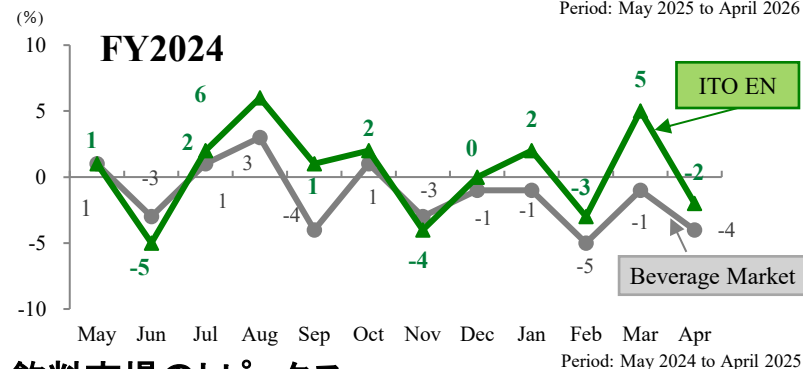
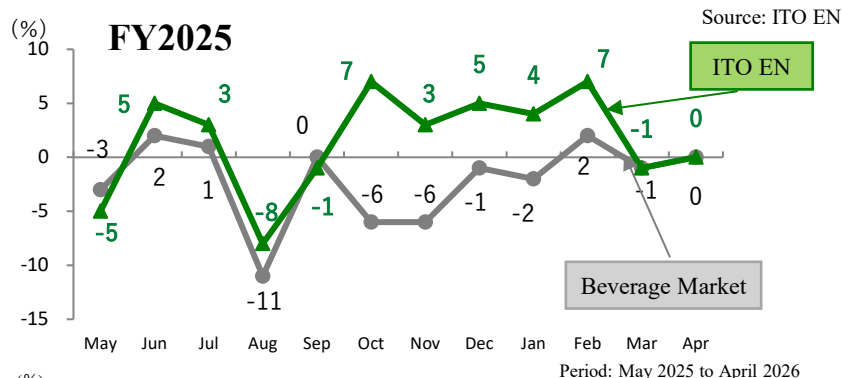
▼ Trends in Unsweetened Beverages Market



**The Percentage of Unsweetened Beverages Continues to Grow.
More than Half of All Domestic Beverages are Unsweetened.**

Source: ITO EN

Monthly Sales Volume Trends



飲料市場のトピックス

- 2025 Aug. In addition to high prices and the intense heat, several negative factors coincided, including a reversal of earthquake-driven stockpiling from the previous year and a reduced number of operating days.
- Sep. The intense heat eased, creating moderate thirst-quenching demand. On the other hand, due to rising prices, large PET bottles and the water and tea categories underperformed.
- Oct. Although low temperatures contributed to strong performance in hot beverages, the positive effect was almost offset by the negative impact of industry-wide price increases.
- Nov. The trend remained weak, following October, due to factors such as the impact of cyberattacks on competitors.
- 2026 Feb. Outdoor spending picks up amid fine weather and high temperatures.
- Apr. Although the launch of new spring products had a positive impact, the situation in the Middle East has led to a greater emphasis on ensuring a stable supply.

ITO EN (Non-Consolidated) FY2025

	YoY %Change
Net Sales	+ 2 %
Tea Leaves	+ 10 %
Drinks	+ 1 %
Others	+ 0 %

Amount base



Beverage Sales Volume

Drinks sales volume by category	FY 2024 Results	Sales Composition	YoY %Change	FY 2025 Results		
				Sales	Sales Composition	YoY %Change
Drinks	21,563	100 %	+ 1 %	21,812	100 %	+ 1 %
Tea total	15,061	70 %	△ 0 %	15,476	71 %	+ 3 %
Japanese Tea	13,489	63 %	△ 1 %	13,825	63 %	+ 2 %
Green Tea	9,579	44 %	△ 0 %	9,480	43 %	△ 1 %
Barley Tea	3,909	18 %	△ 2 %	4,345	20 %	+ 11 %
Chinese Tea	941	4 %	+ 7 %	944	4 %	+ 0 %
Other Tea	631	3 %	+ 5 %	706	3 %	+ 12 %
Vegetable	2,335	11 %	△ 3 %	2,162	10 %	△ 7 %
Coffee	1,863	9 %	+ 8 %	1,972	9 %	+ 6 %
Mineral Water	775	4 %	+ 22 %	778	4 %	+ 0 %
Carbonated	510	2 %	△ 12 %	422	2 %	△ 17 %
Fruit	510	2 %	△ 1 %	528	2 %	+ 4 %
Others	506	2 %	+ 1 %	471	2 %	△ 7 %

FY2025: Unsweetened Beverage Ratio **75% or More**

Financial Results for FY2025 (Consolidated and Non-Consolidated)

Full year (May 2025 to April 2026)

	FY2024 Results	FY2025 Results	YoY Change	
			YoY Change	YoY %
Net Sales	472,716	497,877	25,161	5.3%
Gross Profit	179,638	179,417	△ 220	-0.1%
	38.0%	36.0%	-2.0%	
Advertising	12,784	11,617	△ 1,167	-9.1%
	2.7%	2.3%	-0.4%	
Freight	14,503	15,466	963	6.6%
	3.1%	3.1%	0.0%	
Depreciation and Amortization	6,396	5,938	△ 457	-7.2%
	1.4%	1.2%	-0.2%	
Selling, General and Administrative Expenses	156,668	157,733	1,065	0.7%
	33.1%	31.7%	-1.5%	
Operating Income	22,969	21,684	△ 1,285	-5.6%
	4.9%	4.4%	-0.5%	
Ordinary Income	22,973	23,267	293	1.3%
	4.9%	4.7%	-0.2%	
Extraordinary Losses and Income	△ 742	△ 16,423	-	-
Net Income	14,156	3,466	△ 10,689	-75.5%
	3.0%	0.7%	-2.3%	

(Unit: million yen, thousand dollars)

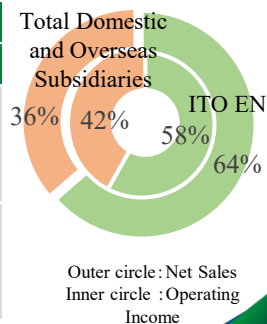
	FY2024 Results	FY2025 Results	YoY Change	
			YoY Change	YoY %
Net Sales	334,800	341,310	6,510	1.9%
Gross Profit	114,477	109,455	△ 5,022	-4.4%
	34.2%	32.1%	-2.1%	
Selling, General and Administrative Expenses	99,575	97,023	△ 2,551	-2.6%
	29.7%	28.4%	-1.3%	
Operating Income	14,902	12,432	△ 2,470	-16.6%
	4.5%	3.6%	-0.8%	
Ordinary Income	16,489	15,881	△ 607	-3.7%
	4.9%	4.7%	-0.3%	
Net Income	11,667	1,479	△ 10,187	-87.3%
	3.5%	0.4%	-3.1%	

Group Company Performance and Group-Wide Revenue Composition Ratio

Full year (May 2025 to April 2026) (Unit: million yen, thousand dollars)

	Upper: Net Sales Bottom: Operating Income	FY2024 Results	FY2025 Results	YoY %	
				YoY %	
Domestic	121,227	120,874	-0.3%		
Subsidiaries	5,266	4,724	-10.3%		
Overseas	58,766	74,369	26.6%		
Subsidiaries	3,007	4,229	40.6%		

Sales Composition



Financial Results for FY2025 (Group companies)

Full year (May 2025 to April 2026)

(Unit: million yen, thousand dollars)

	Net Sales			
	FY2024 Results	FY2025 Results	YoY Change	YoY %
ITO EN	334,800	341,310	6,510	1.9%
Tully's Coffee Japan Co., Ltd.	43,784	46,856	3,071	7.0%
Chichiyasu Company	12,885	12,214	△ 671	-5.2%
ITO EN NEOS, LTD.	22,915	22,860	△ 54	-0.2%
Other Domestic Subsidiaries	41,641	38,942	△ 2,699	-6.5%
Domestic Subsidiaries	121,227	120,874	△ 353	-0.3%
Tea-Related Business Companies ※	19,733	21,254	1,520	7.7%
	\$ 129,956	\$ 139,875	\$ 9,918	7.6%
US Business	51,645	66,355	14,710	28.5%
	\$ 340,106	\$ 436,692	\$ 96,585	28.4%
Overseas Subsidiaries	58,766	74,369	15,603	26.6%
Elimination of Internal Transactions	△ 42,077	△ 38,676	3,400	—
Consolidated	472,716	497,877	25,161	5.3%

Operating Income			
FY2024 Results	FY2025 Results	YoY Change	YoY %
14,902	12,432	△ 2,470	-16.6%
3,518	3,555	37	1.1%
1,230	957	△ 273	-22.2%
△ 29	△ 514	△ 484	—
547	726	178	32.6%
5,266	4,724	△ 542	-10.3%
2,205	2,249	44	2.0%
\$ 14,523	\$ 14,807	\$ 283	2.0%
1,670	2,843	1,173	70.3%
\$ 10,999	\$ 18,715	\$ 7,716	70.2%
3,007	4,229	1,221	40.6%
△ 206	298	505	—
22,969	21,684	△ 1,285	-5.6%

Exchange rate (US\$)

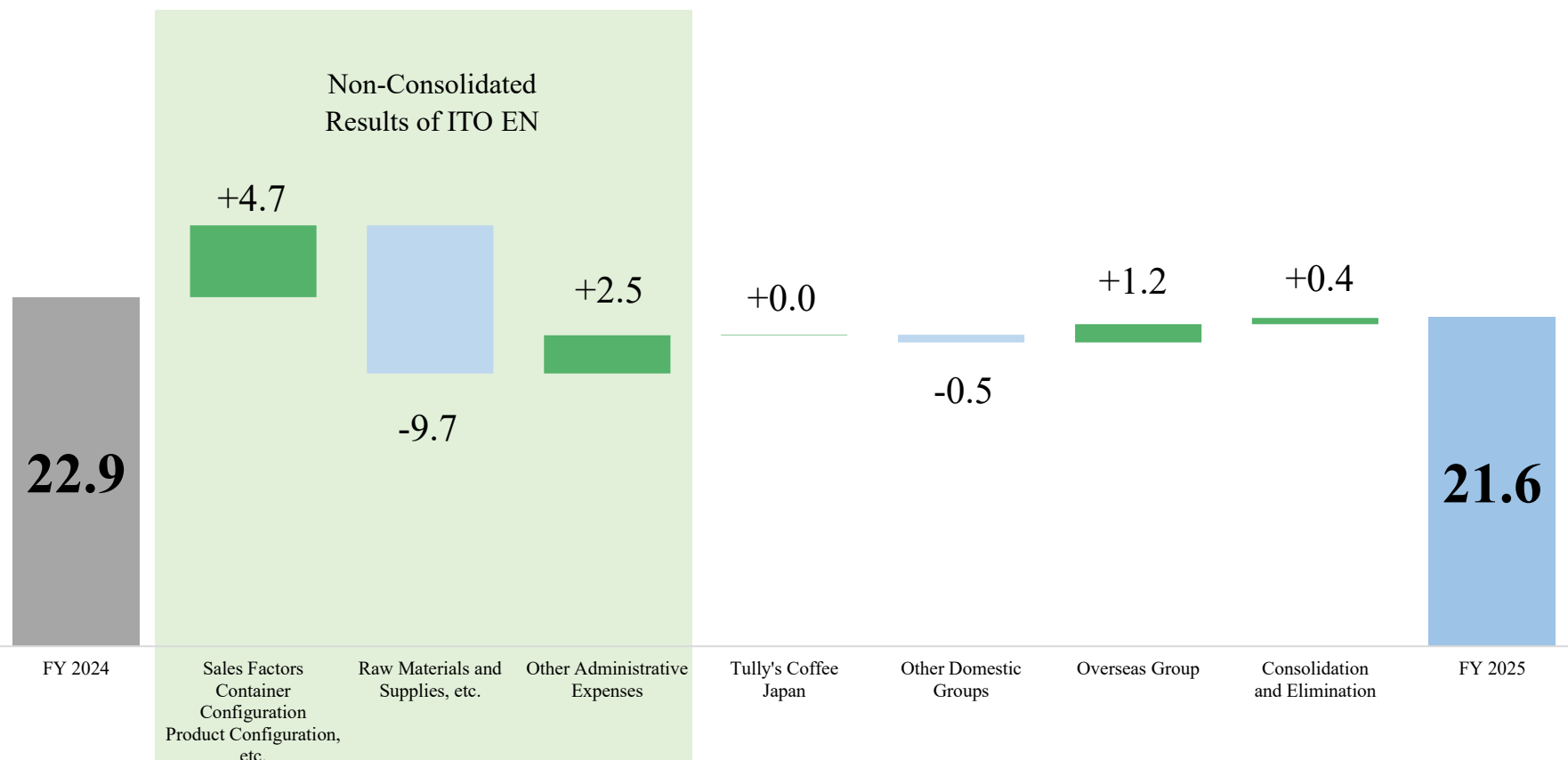
151.85

151.95

(average during a year)

※ Sum of ITO EN (North America) INC. and ITO EN (Hawaii) LCC

Major factors of changes in consolidated operating income for the FY 2025 (Fiscal Year Ended April 30, 2026)



Supplement to Factors of Changes in Non-Consolidated Results of ITO EN



- Effect of sales increase + 2.2
- Impact of sharp rises in prices of raw materials and supplies, etc. - 9.7
- Change in container and product configuration + 2.5
- The impact of cuts in advertising and promotional expenses, etc. + 2.5

Profit and Loss Plan Following the Restructuring of the Vending Machine Business

Reclassification of Income and Expenses Related to the Restructuring of the Vending Machine Business for the Fiscal Year Ending April 30, 2027

(Unit: 100 million yen)

		Forecast for FY2026 (before the split)	Changes point	Forecast for FY2026 (after the split)	Impact amount
ITO EN	Net Sales	3,470	Decrease due to the spin-off of the vending machine business (Wholesale sales to Ito En Neos)	3,223	△ 247
	Operating Income	120	Decrease in expenses related to the vending machine business	132	12
ITO EN NEOS	Net Sales	221	Increase resulting from the absorption of the vending machine business	620	399
	Operating Income	△ 13	Increase in strategic expenses and other costs associated with the absorption of the vending machine business	△ 27	△ 14

Forecast for FY2026(Consolidated and Non-Consolidated)

Full year (May 2026 to April 2027)

	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
	Net Sales	497,877	500,000	2,122
Gross Profit	179,417	184,400	4,982	2.8%
	36.0%	36.9%	0.8%	
Advertising	11,617	12,734	1,117	9.6%
	2.3%	2.5%	0.2%	
Freight	15,466	15,946	480	3.1%
	3.1%	3.2%	0.1%	
Depreciation and Amortization	5,938	4,172	△ 1,765	-29.7%
	1.2%	0.8%	-0.4%	
Selling, General and Administrative Expenses	157,733	164,400	6,666	4.2%
	31.7%	32.9%	1.2%	
Operating Income	21,684	20,000	△ 1,684	-7.8%
	4.4%	4.0%	-0.4%	
Ordinary Income	23,267	20,500	△ 2,767	-11.9%
	4.7%	4.1%	-0.6%	
Extraordinary Losses and Income	△ 16,423	△ 550	-	-
Net Income	3,466	11,430	7,963	229.7%
	0.7%	2.3%	1.6%	

(Unit: million yen, thousand dollars)

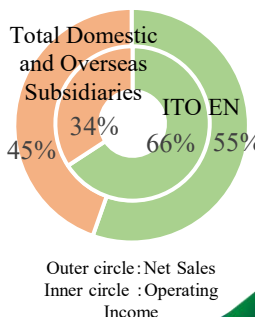
	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
	Net Sales	341,310	322,300	△ 19,010
Gross Profit	109,455	86,770	△ 22,685	-20.7%
	32.1%	26.9%	-5.1%	
Selling, General and Administrative Expenses	97,023	73,570	△ 23,453	-24.2%
	28.4%	22.8%	-5.6%	
Operating Income	12,432	13,200	767	6.2%
	3.6%	4.1%	0.5%	
Ordinary Income	15,881	16,000	118	0.7%
	4.7%	5.0%	0.3%	
Net Income	1,479	11,300	9,820	663.6%
	0.4%	3.5%	3.1%	

Group Company Performance and Group-Wide Revenue Composition Ratio

Full year (May 2026 to April 2027) (Unit: million yen, thousand dollars)

	FY2025 Results	FY2026 Forecast	YoY %
	Domestic	120,874	190,572
Subsidiaries	4,724	2,534	-46.4%
Overseas	74,369	69,114	-7.1%
Subsidiaries	4,229	4,328	2.3%

Sales Composition



Forecasts for FY 2026 (Group companies)

Full year (May 2026 to April 2027)

(Unit: million yen, thousand dollars)

	Net Sales			
	FY2025 Results	FY2026 Forecast	YoY Change	YoY %
ITO EN	341,310	322,300	△ 19,010	-5.6%
Tully's Coffee Japan Co., Ltd.	46,856	50,000	3,143	6.7%
Chichiyasu Company	12,214	12,570	355	2.9%
ITO EN NEOS, LTD.	22,860	62,000	39,139	171.2%
Other Domestic Subsidiaries	38,942	66,002	27,060	69.5%
Domestic Subsidiaries	120,874	190,572	69,698	57.7%
Tea-Related Business Companies ※	21,254	22,682	1,428	6.7%
	\$ 139,875	\$ 146,338	\$ 6,463	4.6%
US Business	66,355	60,544	△ 5,810	-8.8%
	\$ 436,692	\$ 390,609	\$ -46,082	-10.6%
Overseas Subsidiaries	74,369	69,114	△ 5,255	-7.1%
Elimination of Internal Transactions	△ 38,676	△ 81,986	△ 43,310	—
Consolidated	497,877	500,000	2,122	0.4%

Operating Income			
FY2025 Results	FY2026 Forecast	YoY Change	YoY %
12,432	13,200	767	6.2%
3,555	3,700	144	4.1%
957	1,000	42	4.5%
△ 514	△ 2,700	△ 2,185	—
726	534	△ 191	-26.4%
4,724	2,534	△ 2,189	-46.4%
2,249	2,444	194	8.6%
\$ 14,807	\$ 15,768	\$ 961	6.5%
2,843	3,126	282	9.9%
\$ 18,715	\$ 20,168	\$ 1,452	7.8%
4,229	4,328	99	2.3%
298	△ 63	△ 361	—
21,684	20,000	△ 1,684	-7.8%

Exchange rate (US\$)

151.95

155.00

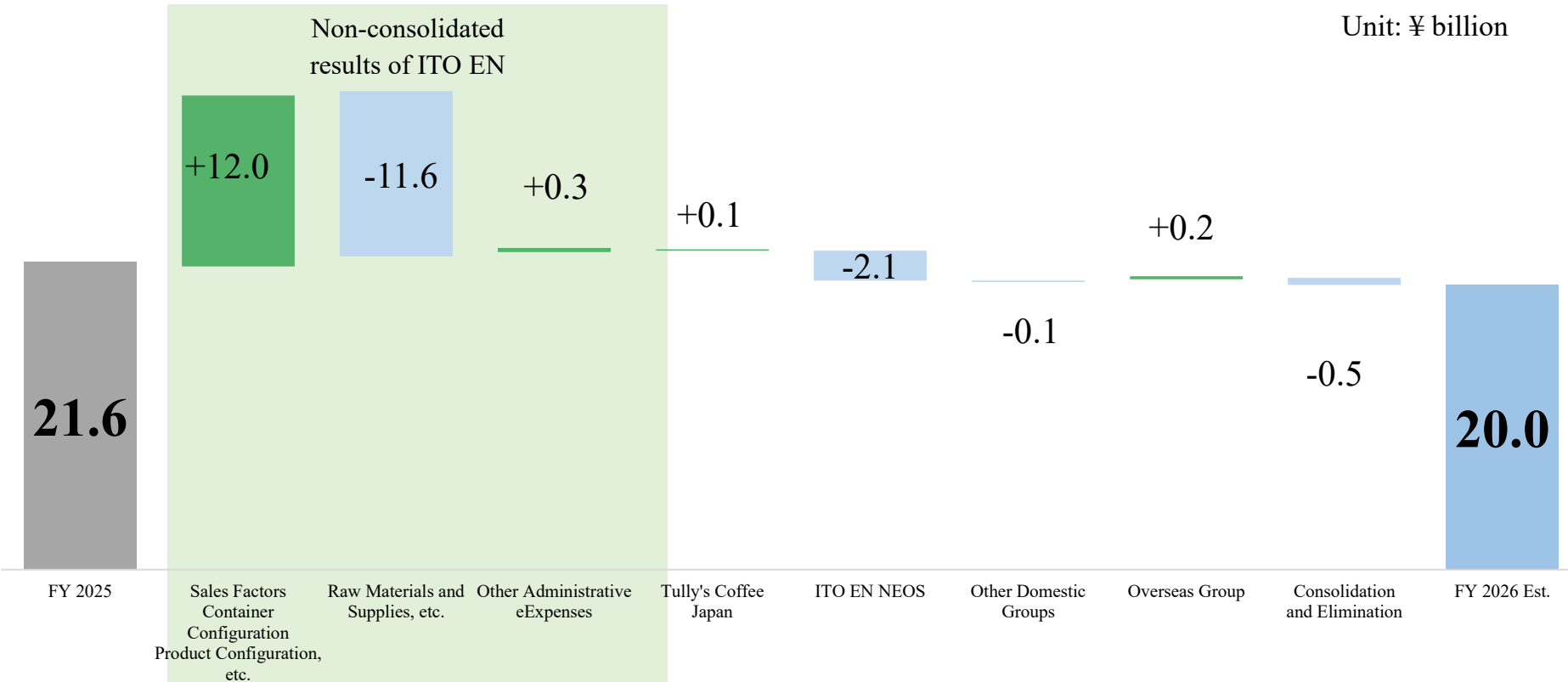
(average during a year)

※ Sum of ITO EN (North America) INC. and ITO EN (Hawaii) LCC

Factors Impacting Consolidated Operating Income (Full Year Forecast)

Major Factors of Changes in Consolidated Operating Income for the FY 2026 (Fiscal Year Ending April 30, 2027)

Although profitability is improving, the company is being significantly impacted by rising costs for green tea raw materials and other supplies.



Supplement to Factors of Changes in Non-Consolidated Results of ITO EN

- Change in sales factors, container configuration and product configuration, etc. +12.0
- Impact of sharp rises in prices of raw materials and supplies, etc. - 11.6
- Other administrative expenses + 0.3

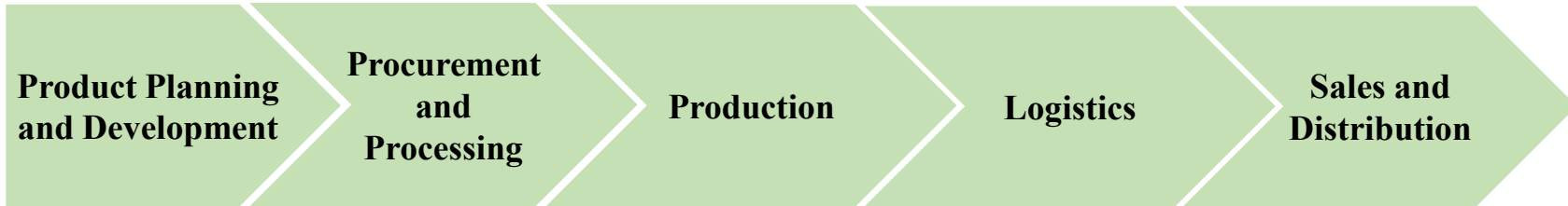




Toward Becoming a 100-Year Company

Structural Reforms at the ITO EN Group

Structural Reform of the Entire Domestic Supply Chain



Key Points of the Reform

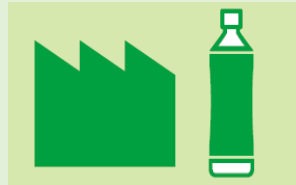
Optimize Product SKUs

- Selecting and concentrating products



Reduce Material and Manufacturing Costs

- Streamlining manufacturing by collaborating with outsourced manufacturers



- Using lighter-weight bottles

**Reduce Logistics Costs
Improve Inventory Turnover Rate**

- Establishing optimal logistics and sales systems by integrating bases and reorganizing centers
- Optimizing inventories at factories, shipping warehouses, and outsourced manufacturers' factories



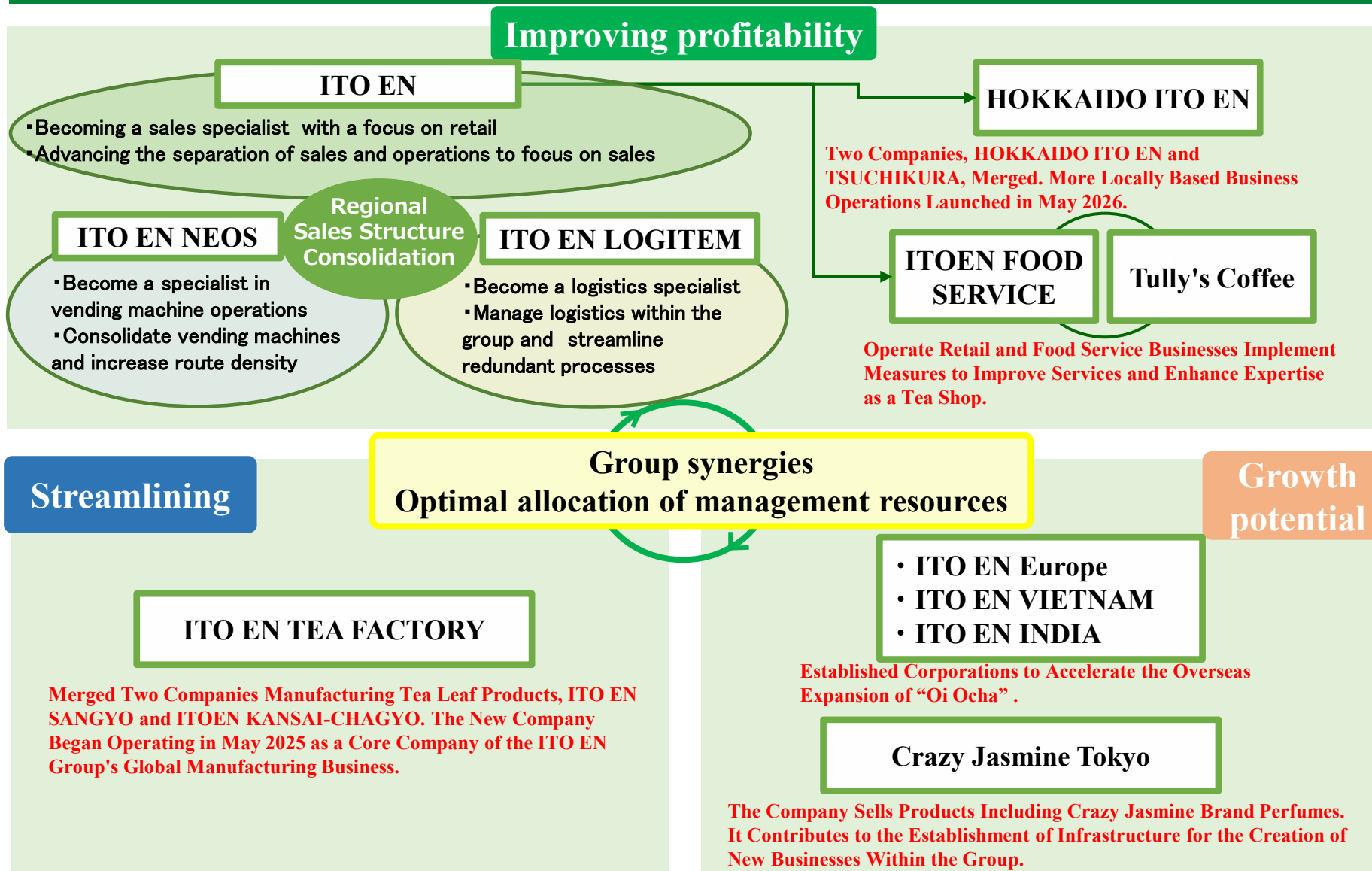
Rebuild Sales System

- Improving efficiency through optimal placement of sales offices

The ITO EN Group Will Advance the Optimization of Its Entire Domestic Supply Chain and Reorganization to Improve Profitability and Efficiency and Facilitate the Growth of the Group.

Structural Reform (Reorganization)

Reorganization of the ITO EN Group



Effects of the Merger of Two Companies, ITO EN's Vending Machine Business and Neos

(1) Highly Productive Business Activities

- Improving operational efficiency and reducing duplicate costs by increasing customer density by consolidating the two companies' scattered bases
- By reviewing unprofitable vending machines, improve route efficiency and reduce workload to enhance productivity

(2) Acquiring Excellent Locations

- Expanding machines to prime locations, including train stations, airports, workplaces, and tourist attractions by enhancing optimal lineup proposals
- Fully leveraging the ITO EN Group's network to enhance new activities

(3) Venturing into New Domains

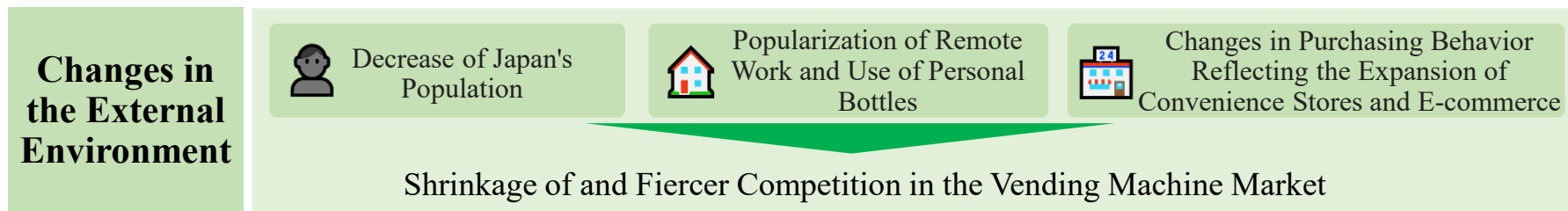
- Leveraging the operating capabilities cultivated in the vending machine business in the operation of new business models by integrating products and services that go beyond beverages, etc. into operations.
Ex) Unstaffed office cafe that serves freshly milled coffee, sweets, etc. 24 hours a day etc.



Improving Profitability by Building an Optimal Business Structure with Increased Customer Density and Productivity.

Efforts to Make the Vending Machine Business Profitable

Consolidating the Vending Machine Business to Build an Optimal Sales System and Enhance Expertise to Make It Profitable by FY2028.



FY2026 Strengthening the Foundation of the Business

- Integration of Corporate Cultures
- Standardization of Operations
- Infrastructure Development

FY2027 Strengthening Synergy

- Maximizing Synergy by Integrating Routes, Bases, etc.
- Expansion into New Domains

FY2028 Making It Profitable

- Completion of the Reconstruction of the Business Structure
- Accelerating Growth in New Domains

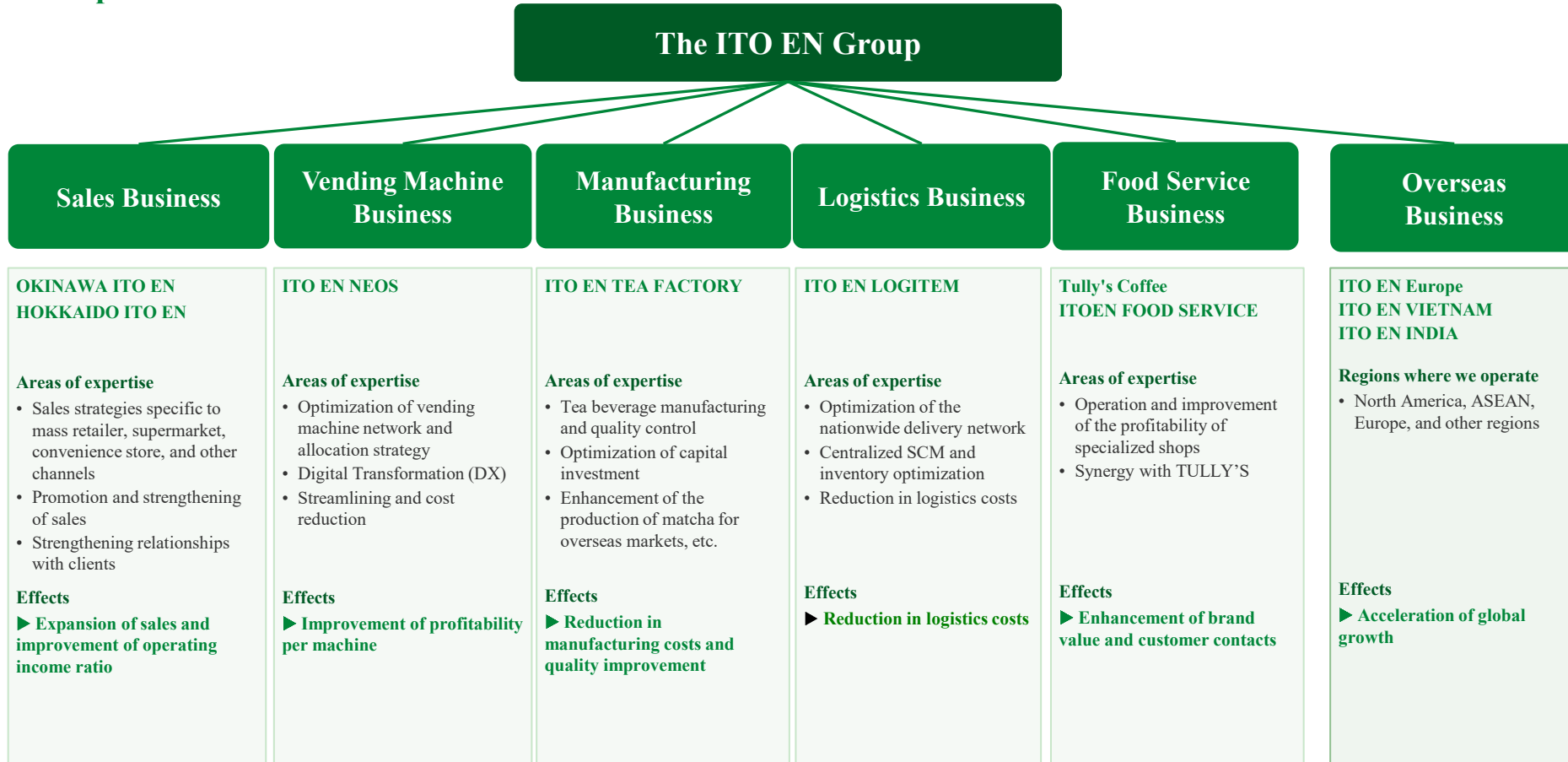
	Forecast for FY2026	Forecast for FY2027	Forecast for FY2028
Operating Income	deficit	The deficit narrowed	surplus

Improved productivity Improving operational efficiency and reviewing unprofitable vending machines to enhance route efficiency and improve productivity through total cost reduction

Securing Prime Locations	Monthly Per Machine	Base Year	+8% or More	+15% or More
New Revenue Sources	Number of Clients Engaging in Unstaffed Sales	600 or More	800 or More	1,000 or More

-- Enhancing Expertise --

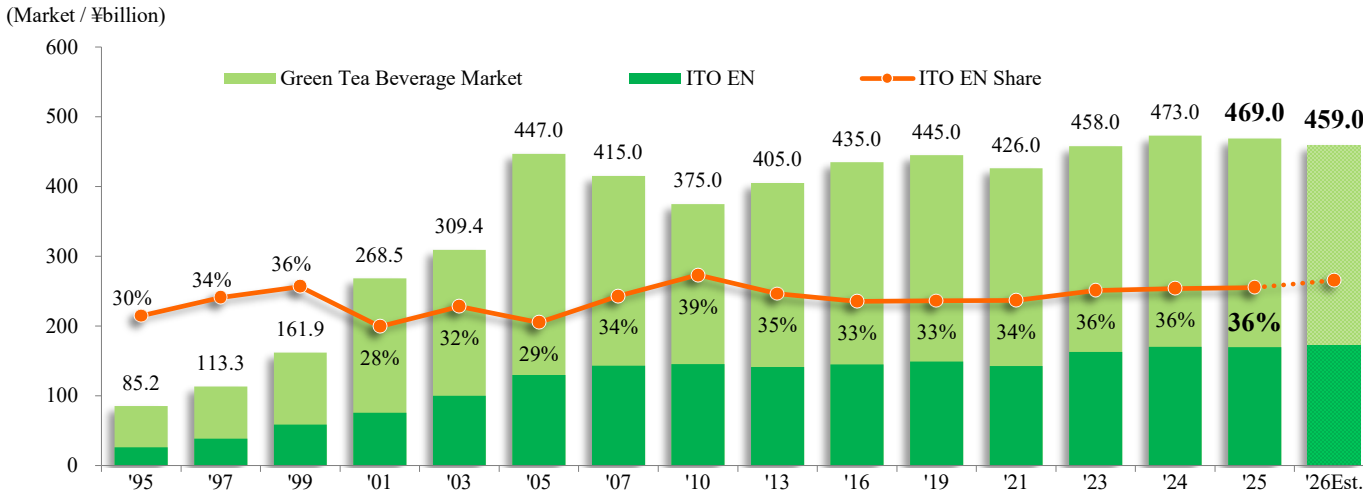
Reorganizing the Domestic Business by Function to Enable Each Business Company to Concentrate on Its Area of Expertise and Clarify Its Revenue Responsibilities to Improve the Profitability and Efficiency of the Group as a Whole



Individual business companies' pursuit of expertise => Clarification of revenue responsibilities => Reinforcement of the domestic revenue base
=> Resulting in funds for investments for growth in overseas markets

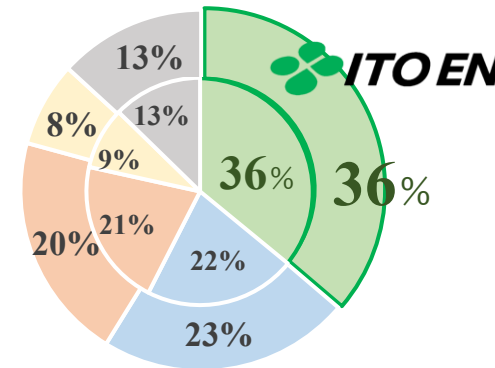
The Expansion of “Oi Ocha” in Japan and Oversea ~ Toward Globalization ~

Trends in the Green Tea Beverage Market



Source: ITO EN (Period: January–December of each year / Sales revenue)

2025 Domestic Sales Value Share of Green Tea Beverages



Outer circle: Results for 2025 Inner circle: Results for 2024

Source: ITO EN (Period: January–December, Only ITO EN: May 2025–April 2026)

“Oi Ocha”

Use of 100% * Domestically Produced Tea Leaves, the Unique Value of “Oi Ocha”

Delivering the Good Taste and Value of Domestically Produced Tea Leaves Together with Tea Farmers, Thus Preserving Japanese Tea Culture

* This reflects Ito En’s commitment to using tea leaves grown and processed in Japan

- Use of 100% * domestically produced tea leaves
- Certified by Guinness World Records®



May 12, 2026 Media Briefing



Announcement of Initiatives Aimed at Strengthening Sustainable Production Infrastructure and Enhancing the Value of Japanese Tea

Creation of a New “Oi Ocha” Brand

“Oi Ocha” PURE Series (Released in March 2025)

No. 1 in Terms of Sales Volume for New Products in 2025 according to research by Inryo Soken

First year

More than 5 million cases sold

Sales are strong, driven by support from young people and women



◆ **The Tea-Producing Region Development Project Supports the Use of 100% * Domestically Produced Tea Leaves for “Oi Ocha”**

* This reflects Ito En’s commitment to using tea leaves grown and processed in Japan

Trends Impacting the Green Tea Market

Growing Demand Due to the Global Matcha Boom

Growing Domestic Demand for Raw Ingredients for Green Tea Beverages

Decrease in the Tea Cultivation Area Associated with a Decrease in and Aging of Tea Farmers

Decline in Domestic Tea Leaf Production and Concerns Regarding Supply Stability

Soaring Prices of Domestically Produced Tea Leaves and Rapid Increase in Imports of Green Tea

Strengthening ITO EN's Unique Initiatives for Sustainable Tea Farming



- **Using 100% * domestically produced tea leaves for the “Oi Ocha”** sold in Japan

* This reflects Ito En’s commitment to using tea leaves grown and processed in Japan

Stable Procurement of High-quality Domestically Produced Raw Ingredients

- Building a production system featuring collaboration with tea farmers
- Supporting tea cultivation technologies and facilitating the DX of agriculture

Increased Productivity

Handing Down Expertise

About the Matcha Business

The Global Matcha Boom is Expanding and Has Reached a Record High.



Sales of ITO EN Products Are Also Strong

* Growth rate (ITO EN, sales from May 2025 to April 2026)
+41% year on year



Expanding the Matcha Business - Enhancing the Supply Chain -

Procurement

Ensuring the stable procurement of tencha by increasing the number of contract farmers



The Tea-Producing Region Development Project

Processing

Doubling production line capacity
 Building an efficient production system



Dedicated matcha production plant (Shizuoka Factory)

Product development and sales at shops

Product development



We Propose "Matcha, loved by the world.
 Enjoyed your way"



Sales at shops

A huge success, with long lines both domestically and internationally



"THE MATCHA TOKYO"
 (Left) Japan: Omotesando Store (Right) Indonesia

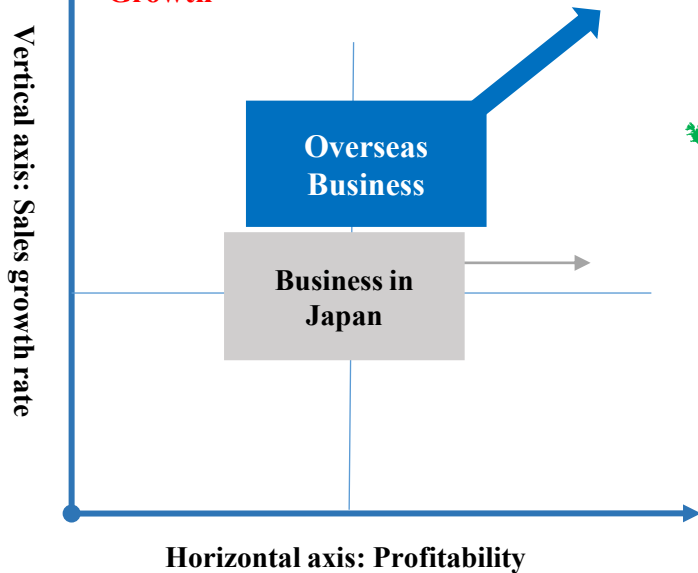
Matcha is a popular item at Tully's



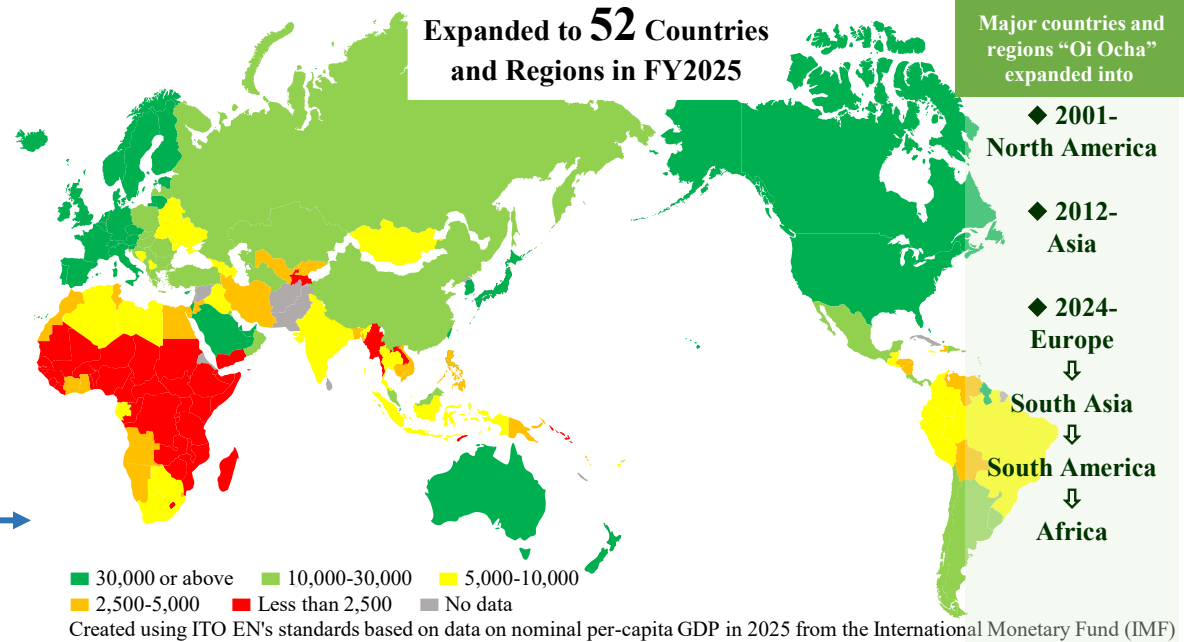
A Growth Driver of the ITO EN Group is the Overseas Business. ITO EN Will Continue to Expand “Oi Ocha”

◆ ITO EN Group's Overseas Business and Policy on Countries to Expand to

Domestic Business: Improve the Profit Margin and Strengthen the Business
 Overseas Business: **High Profit Margin** and **Sustainable Growth**



Strategic Expansion Starting with Areas That Are Prospective Markets with Low Barriers to Entry in Terms of Population, Economic Performance (Per-capita GDP, etc.), and Alignment with Japanese Food Culture



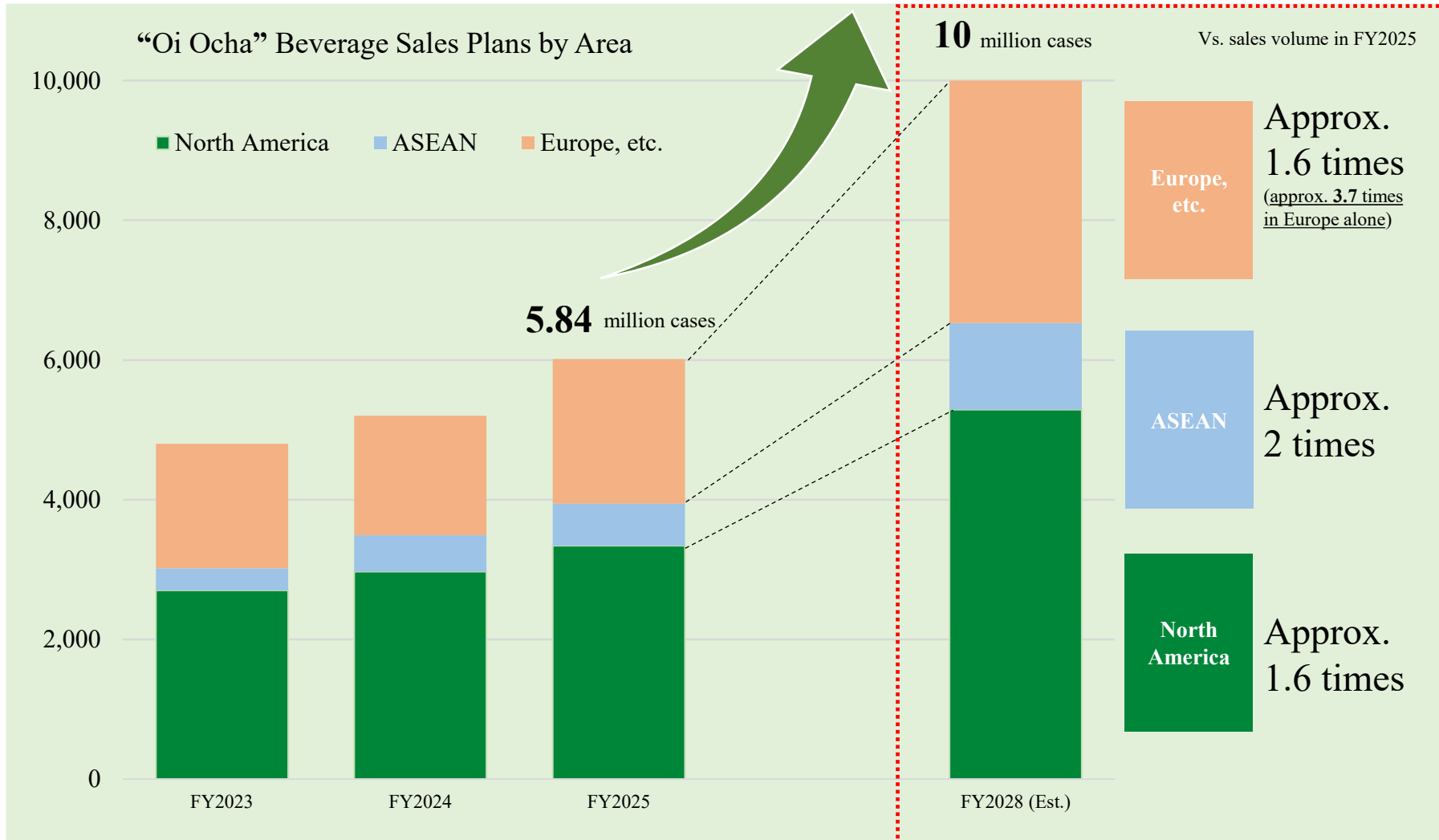
◆ Expansion of Overseas Countries and Regions Where “Oi Ocha” is Sold



Increase in Sales Volume of “Oi Ocha” Beverages

Accelerating the Globalization of “Oi Ocha”

Aiming to Achieve Overseas Sales Volume of “Oi Ocha” Beverages of 10 Million Cases by FY2028



Achieve a Total of 100 Million Cases Sold in Domestic and Overseas Markets

▼ The Progress Being Made Overseas Is Above the Plan and the Speed of Expansion Is Accelerating Due to Accumulated Expertise

North America

Market Trend: From Expansion of Recognition to Market Penetration and Further Expansion

- Implementing marketing activities using Shohei Ohtani, the MLB, etc.
- Broader introduction of “Oi Ocha” at major local supermarkets
- **The tea-related business unit maintains high operating profit margins and is expanding its operations**



North America: A promotion featuring Ohtani

ASEAN

Market Trend: Continuing to Expand Recognition to Cultivate the Unsweetened Tea Market

- Implementing marketing activities using Danjuro Ichikawa and providing information through social media
- Efficient sampling at events which attract potential users
- More widespread introduction of “Oi Ocha” via local convenience stores and large supermarkets



Vietnam: In-store display at a major supermarket

Europe, etc.

Market Trend: Development of Initial Recognition and Expansion of Sales Countries

- Implementing marketing strategies that leverage Japanese culture (Japanese cuisine, anime)
- Expanding sales of “Oi Ocha” from Germany to 17 countries in Europe
- Capturing the demand for matcha
- **Achieved the profitability of ITO EN Europe GmbH in the second year after its establishment**



Germany: Promotions Using Anime

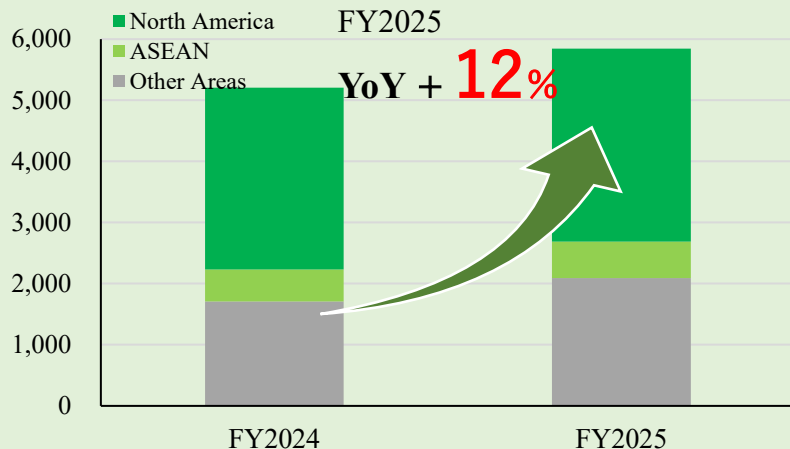
Overseas Sales of “Oi Ocha”

Sales of “Oi Ocha” by Region

▼ “Oi Ocha” RTD Sales Trend

(Thousands of Cases)

Financial Results for
FY2025



Source: ITO EN (Period: May to April)

« Increase/Decrease in Beverage Sales Volume by Region »

YoY

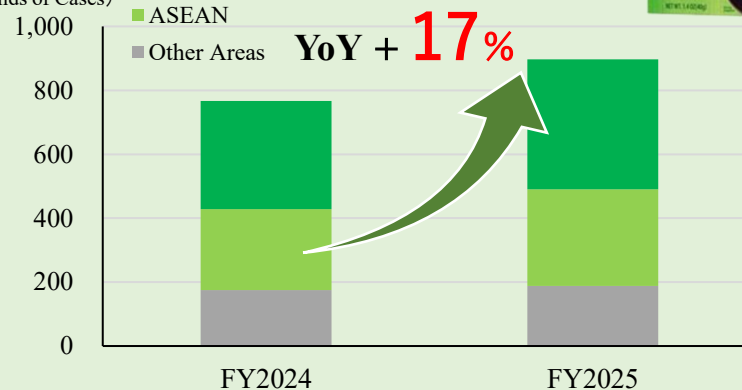
<u>North American Business</u>	+ 6 %
<u>ASEAN Business</u>	+ 14 %
<u>Other Businesses</u>	+ 22 %

Overseas Group Total + 12 %

▼ Sales Volume of “Oi Ocha” Tea Bags

Financial Results for
FY2025

(Thousands of Cases)



Source: ITO EN (Period: May to April)

« Increase/Decrease in Tea Bag Sales by Region »

YoY

<u>North American Business</u>	+ 20 %
<u>ASEAN Business</u>	+ 21 %
<u>Other Businesses</u>	+ 5 %

Overseas Group Total + 17 %

Group mission: **"Health Creation Company"**
Creating **Health Value for Mental and Physical Health, Society, and the Planet** through our Ingredient-based Products and our Business Integrity

We will further expand our business to continuously support customer health.

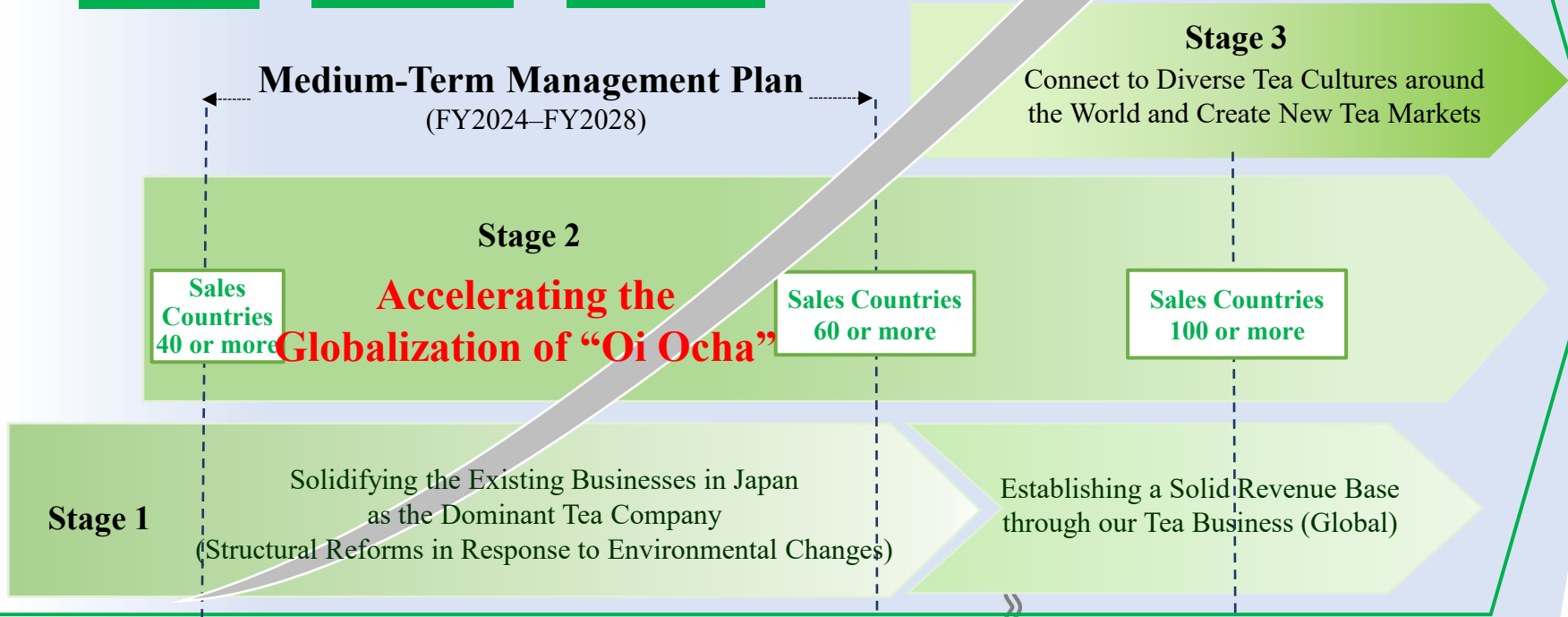
Long-Term Vision: Global Tea Company

Three Keywords to Achieve our Long-term Vision

Unique × **Value Creation** × **Globalization**

Create a global base through our primary tea business

Medium-Term Management Plan (FY2024–FY2028)



FY2023

FY2025

FY2028

FY2040

The 60th Anniversary

Solidifying the Business in Japan and Further Accelerating Globalization in the Second Year of the Medium-Term Management Plan

Topix

New Company Established for Crazy Jasmine, the First Perfume Brand In-house Venture

Crazy Jasmine Tokyo LTD. Established on May 1, 2026, Fully Launching the Business



- A brand specialized in the fragrance of jasmine that was established through the in-house venture system
- Demonstration testing implemented over approx. three years at department stores and on e-commerce websites
- Buzz was generated on social media that led to a series of products selling out

Establishment of the ITOEN GROUP ONLINE MALL, the Entrance to All of the Group's E-commerce Websites

Creating New Customer Contacts in the Digital Domain

More than just product sales
The value of “experiential e-commerce”



Kenko Mineral Mugicha (Healthy Mineral Barley Tea)

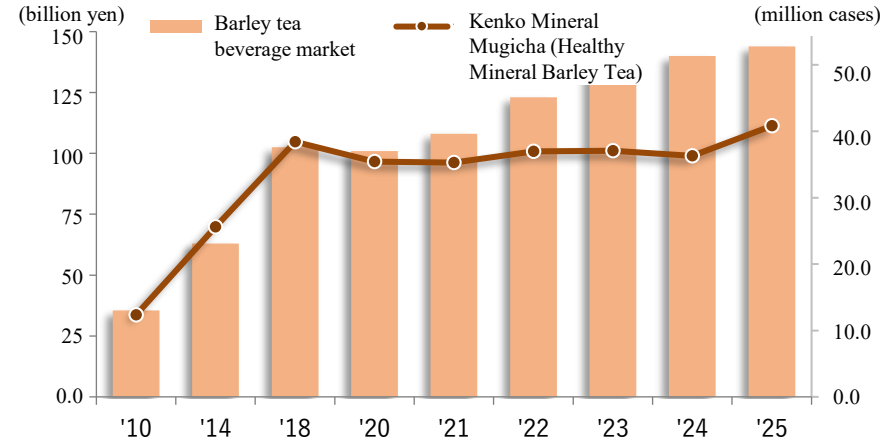
No. 1 Barley Tea Supported by a Wide Range of Customers

- No. 1 share of the barley tea beverage market (45%)
- Certified by Guinness World Records®
- Growth of **Kuromame Mugicha** in the series



Record name: Best-selling RTD barley tea brand-current (latest annual sales volume)
 Official English record name: Best-selling RTD barley tea brand - current
 Record-setting brand: Kenko Mineral Mugicha (Healthy Mineral Barley Tea) Target year: 2024

Record-high Annual Sales Volume Achieved



Source: ITO EN (Market: January-December /sales amount, ITO EN: May 2025-April 2026 /sales volume)

Black Soybean Tea

Contains Soy Isoflavones, which are Beneficial for Women

+33% year on year

Growth rate of beverage products (May 2025 to April 2026 /on a volume basis)

- A wide lineup ranging from drinks to tea bags and powders
- Containing soy isoflavones which have health benefits
- Zero caffeine



Jasmine Tea

Popular among Women for Its Flavor and Refreshing Aftertaste

+7% year on year

Growth rate of beverage products (May 2025 to April 2026 /on a volume basis)

- A wide lineup ranging from drinks to tea bags and powders
- The beautiful aroma elevates people's moods, which makes the product popular.
- Fragrance enhanced by using 1.5 times more flowers than regular Jasmine tea



Tomato Beverages

For Those Who Want to Get GABA from Tomatoes

+11% year on year

Growth rate of beverage products (May 2025 to April 2026 /on a volume basis)

- 100% tomato juice
- Approx. 6 tomatoes used (per 180 ml) *
- GABA derived from tomatoes improves the quality of sleep and alleviates stress.

*Assuming each tomato weighs 90 g, use the juice from 6 tomatoes

Foods with Function Claims
 A balanced diet should be based on a staple food, a main dish, and side dishes



Riso-no Tomato
 (Foods with functional claims)

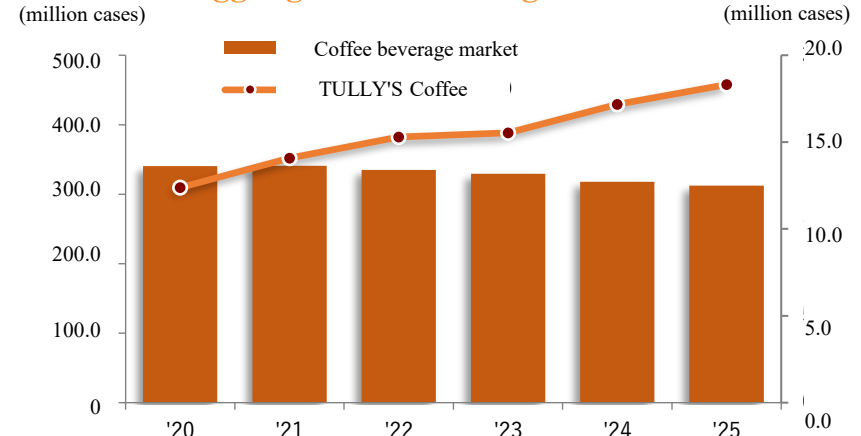
Products

Coffee Developed in Pursuit of Coffee Shop Quality

- Record-high annual sales volume achieved
- Strong performance of bottle cans (BLACK, Kilimanjaro, and Sugar-free LATTE)
- Performance of paper containers and PET-bottled coffee concentrate is also strong.



TULLY'S Remained Strong in the Struggling Coffee Beverage Market



Source : (Coffee beverage market: Survey by the Beverage Research Institute, January– December of each year
Tully's Coffee: Survey by ITO EN, May–April of each year)

Shops

Net Sales and Number of Stores



Strong Performance of Shops

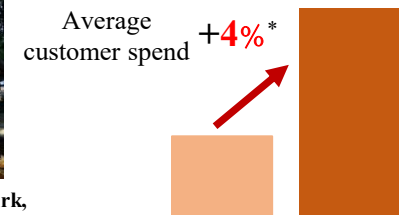
As of April 30, 2026 **850** stores (a net increase of 32 stores from a year ago)



Tully's Coffee Roaster Sagamiono Cyuo Park, which opened on January 23, 2026

The only shop that is equipped with a roaster and permits you to see our commitment to roasting up close

Same-store comparisons (stores that have been open for 15 months or longer)



* Growth rate (May 2025 to April 2026)

Average customer spend increased year on year while the number of customers was maintained.

Contributing to Well-being and the Expansion of Demand for Tea by Studying Green Tea and Matcha and Sharing Information about Them



Research through industry, government and academia partnerships

ITO EN Central Research Institute

The Central Research Institute was established in 1986. In addition to its track record in research on physical health value and other topics, the Central Research Institute has recently been researching mental and psychological health value, social health value, and other matters which are expected to be relevant to well-being.

Physical health value, etc.

Issues faced mainly by people in middle-aged and other age groups: Obesity, lifestyle-related diseases, cognitive function, and infections



Leveraging achievements from research to develop FOSHU related to body fat and cholesterol and Food with Function Claims related to body fat and cognitive function, thus contributing to solving health issues and business performance

Mental and psychological health value, etc.

Issues faced mainly by people in younger to middle-aged age groups: Depression, stress, and concentration



It was confirmed that drinking green tea beverages during mental work (such as mental calculation) rapidly enhances task performance and the flow experience (a state of deep absorption; a psychological state in which a person becomes deeply absorbed in something).

Social health value, etc.

Issues faced by all age groups: Social isolation, loneliness, significance of existence, social approval, harmonious coexistence, personal relationships, and work engagement

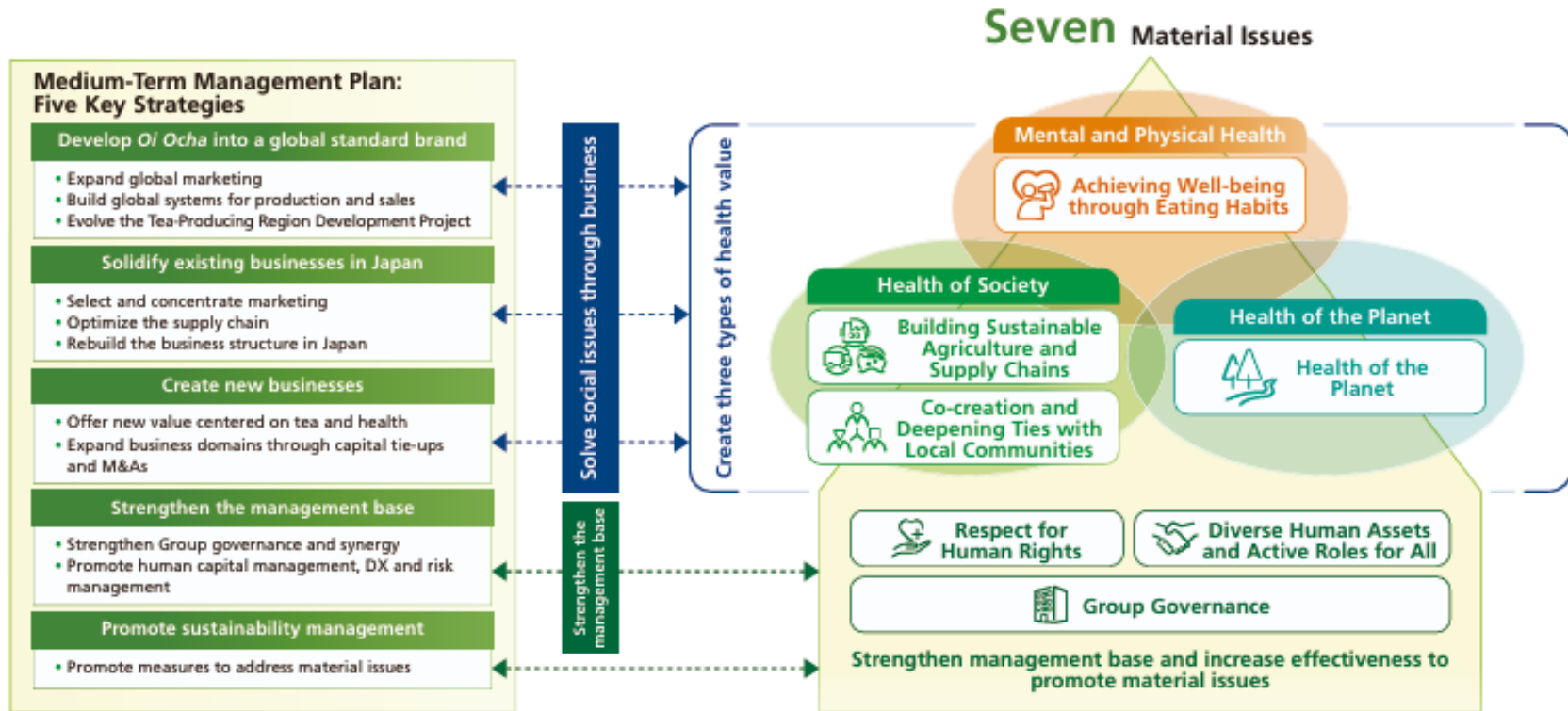


Joint research on the relationship between habitual green tea drinking, mental health and sleep and the impact of the habit on people at TAKANAWA GATEWAY CITY

Major research institutions, local governments, and facilities that are our research partners

- **Tohoku University** Effects of gallate-type catechins contained in green tea to inhibit fat absorption and lower LDL cholesterol
- **University of Shizuoka** Green tea's antiviral actions and infection-inhibiting effects
- **The University of Tokyo** Addressing eating disorders through interventions using tea components
- **University of Tsukuba and MCBI Inc.** Verification and elucidation of the mechanisms behind the effects of green tea and matcha on cognitive function and sleep
- **University of Occupational and Environmental Health, Japan and Chitose Institute of Science and Technology** Effects of drinking green tea on mental work performance, subjective assessment of flow experience and other matters
- **Hannan City, Osaka Prefecture** Health value of the regular consumption of green tea studied in cooperation with local residents

With a long-term perspective aimed at becoming a 100-year company, we have established materiality criteria aligned with our medium- to long-term management plan and are promoting “sustainability-driven management.”



Key Initiatives

CDP 2025: Top Rating in the “Climate Change” and “Water Security” Categories



Obtaining SBT Certification ✕



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

✕ An international initiative that certifies that corporate greenhouse gas emission reduction targets are based on scientific evidence consistent with the Paris Agreement

Appendix

Roadmap of the Medium-term Management Plan

Present (FY2023)		5-year Medium-Term Management Plan (FY2024 to FY2028)		Long-Term Future Vision (FY2040)
		Founded 60th anniversary (October 2024)	40th anniversary of "Oi Ocha" (February 2029)	Connect to diverse tea cultures around the world and create new tea markets
Globalize "Oi Ocha"		Advancing to the Second Stage of Evolution into a "Global Tea Company" on a full scale	Collaborating as a group to accelerate global branding in countries around the world Countries where "Oi Ocha" is sold: Over 60 countries	More than 100 countries
Solidify the existing Businesses in Japan		(-2025) Structural reforms in response to environmental changes	Toward a business structure that focuses on profitability Non-consolidated operating income ratio: 8.5% or more	10% or more
	FY2023	FY2028		FY2040
Consolidated Net Sales	453.8 billion yen	Average Annual Growth Rate 2% or more (Overseas: 8% or more*)		Average Annual Growth Rate 3% or more
Operating Income Ratio	5.5%	8% or more		10% or more
ROE	8.9%	10% or more		—
Total Return Ratio	52.7%	40% or more		—
"Oi Ocha" Overseas	YoY+12%	Average Annual Growth Rate 24% or more		Average Annual Growth Rate 10% or more

* Excluding impact of exchange rates

Review of the Second Year of the Medium-Term Management Plan

FY2024–FY2028

Solidify the Existing Businesses in Japan Toward a Business Structure That Focuses on Profitability

Create New Businesses Provision of New Value Centered on Tea and Health

Results and Progress in FY2025 (Ended April 2026)

Future Efforts

Products

- **Release of the “Oi Ocha” PURE Series**
Cultivated New Customers by Targeting Young People and strengthen the brand
- **Healthy Mineral Barley Tea Reaches Record Sales**

- Support for obtaining GI certification to enhance the value of Japanese tea
- Promoting “Oi Ocha in Japan” as going 100% domestic in tea leaves *

Supply Chains

- **Product SKU Optimization and Reduction of Logistics Costs**
- **Building an Optimal Sales Network, Including our Branch Structure, and Promoting the Strengthening of our Sales Capabilities**
- **With the Aim of Improving Operational Efficiency and Profitability, the Vending Machine Business has been Transferred to a Group Company**

- Controlling and Addressing the Rising Costs of Raw Materials and Supplies
- Continuing to Reduce Product SKUs and Optimize Inventory Levels
- Eliminating Duplicate Costs, Optimizing Operations, and Consolidating and Optimally Locating Facilities Across the Entire Group

New Business

- **Established a Dedicated Department to Oversee our Matcha Business and are Concentrating our Resources on it.**
- **Established Crazy Jasmine Tokyo LTD.**
Sales of Perfumes, Cosmetics, Fragrance Goods, etc.

- Further Strengthening of our Supply System and Sales Network
- Support Tailored to the New Company’s Growth Stage
- Identifying Opportunities for New Business Ventures Continuing the Operation of the Internal Venture Program

*This reflects Ito En’s commitment to using tea leaves grown and processed in Japan

Review of the Second Year of the Medium-Term Management Plan

FY2024–FY2028

Develop “Oi Ocha” into a Global Brand

Advancing to the Second Stage of Evolution into a "Global Tea Company" on a Full Scale

Collaborating as a Group to Accelerate Global Branding in Countries around the World

“Oi Ocha” Sales Countries: Over **60** countries

Results and Progress in FY2025 (Ended April 2026)

Future Efforts

Current Countries

The Number of Countries “Oi Ocha” is Marketed in Expand to **52 countries and regions**

- Established a Local Subsidiary in India in April 2026

- Strategically Enter Areas Highly Aligned with Japanese Food Culture in Light of the Level of Economic Development (GDP)
- Expand Sales in Untapped Asian Markets, Africa, and Other Regions

Sales Status

North America and Asia

- Strong Sales at Asian Supermarkets
- Introduction at Major Local Retailers
- High Profitability Maintained in Tea-related Business

Europe

- Profitability Achieved in Europe in the Second Year After Its Establishment

- Penetrate Major Local Retailers
- Continuing Efforts to Develop Tea-Growing Regions Overseas
- Further Expansion of Sales within the EU and Development of Logistics Networks

Products

Overseas Sales Volume YoY Growth Rate

“Oi Ocha” Beverage + **12%**
“Oi Ocha” Tea Bag + **17%**

- Expanding the “Oi Ocha” Brand’s Range of Sizes and Flavors to Meet the Needs of Each Country’s Market
Ex) Launch of “Oi Ocha” LEMON GREEN in North America, etc.

Marketing

Strengthen Marketing

Rolled out Global Marketing Activities Using Shohei Ohtani By Partnership Agreements with the MLB and the WBC

- Developing “Oi Ocha” into a Global Brand through Coordinated Marketing Activities between Japan and Other Countries
- Creating group synergies by consolidating and horizontally applying best practices from around the world

Position Shareholder Return as a Top-priority Management Task, Aiming for a Total Return ratio of 40% or More under a Basic Policy of Continuing to Increase Dividends in Line with the Growth of Profit

Trend in Dividend per Share (Common Stock)

(Yen)	FY2022	FY2023	FY2024	FY2025	FY2026 (forecast)
Interim dividends	20	21	22	24	26
Year-end dividends	20	21	22	24	26
Annual dividends	40	42	44	48	52
YoY	—	+2 yen	+2 yen	+4 yen	+4 yen

Trend in Dividend per Share (Class-A Preferred Stock)

(Yen)	FY2022	FY2023	FY2024	FY2025	FY2026 (forecast)
Interim dividends	25	27	28	30	33
Year-end dividends	25	27	28	30	33
Annual dividends	50	54	56	60	66
YoY	—	+4 yen	+2 yen	+4 yen	+6 yen

* The preferred stock dividend is 1.25 times the common stock dividend (rounded up to the nearest whole number).

Shareholder Returns Policy

- **Total Return Ratio: 40% or More**
 - **Aim to Continue Increasing Dividends in Accordance with the Growth of Profit**
 - **Consider Increasing Dividends Again Next Fiscal Year (FY2026)**
- > Aim to Increase Dividends for Four Consecutive Years**

Appendix : ITO EN (non-consolidated) Results

Drink Sales Volume by Category

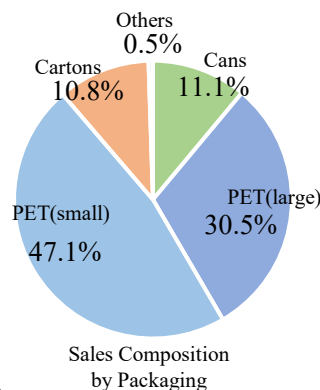
(Unit: ten thousand cases)

	1Q (May to Jul)			2Q (Aug to Oct)			3Q (Nov to Jan)			4Q (Feb to Apr)			FY2025 Results		
	Sales Composition	YoY % Change		Sales Composition	YoY % Change		Sales Composition	YoY % Change		Sales Composition	YoY % Change		Sales Composition	YoY % Change	
Drinks	6,132	100.0%	+ 1 %	6,170	100.0%	- 1 %	4,676	100.0%	+ 4 %	4,832	100.0%	+ 2 %	21,812	100.0%	+ 1 %
Tea total	4,450	72.6%	+ 3 %	4,444	72.0%	+ 1 %	3,216	68.8%	+ 6 %	3,365	69.6%	+ 3 %	15,476	71.0%	+ 3 %
Japanese Tea	4,015	65.5%	+ 2 %	4,001	64.8%	+ 1 %	2,828	60.5%	+ 6 %	2,980	61.7%	+ 2 %	13,825	63.4%	+ 2 %
Green Tea	2,588	42.2%	+ 1 %	2,584	41.9%	- 2 %	2,158	46.1%	+ 3 %	2,148	44.5%	- 5 %	9,480	43.5%	- 1 %
Barley Tea	1,426	23.3%	+ 6 %	1,416	23.0%	+ 6 %	670	14.3%	+ 19 %	831	17.2%	+ 26 %	4,345	19.9%	+ 11 %
Chinese Tea	261	4.3%	+ 3 %	274	4.5%	- 1 %	209	4.5%	+ 0 %	198	4.1%	- 1 %	944	4.3%	+ 0 %
Other Tea	173	2.8%	+ 12 %	168	2.7%	+ 2 %	178	3.8%	+ 7 %	186	3.9%	+ 29 %	706	3.2%	+ 12 %
Vegetable	575	9.4%	- 8 %	595	9.7%	- 6 %	487	10.4%	- 7 %	502	10.4%	- 8 %	2,162	9.9%	- 7 %
Coffee	514	8.4%	+ 9 %	542	8.8%	+ 3 %	452	9.7%	+ 7 %	462	9.6%	+ 4 %	1,972	9.0%	+ 6 %
Mineral Water	197	3.2%	+ 2 %	210	3.4%	- 10 %	185	4.0%	+ 1 %	186	3.9%	+ 13 %	778	3.6%	+ 0 %
Carbonated	117	1.9%	- 29 %	128	2.1%	- 26 %	87	1.9%	+ 3 %	88	1.8%	+ 2 %	422	1.9%	- 17 %
Fruit	148	2.4%	- 1 %	131	2.1%	- 8 %	119	2.5%	+ 23 %	129	2.7%	+ 7 %	528	2.4%	+ 4 %
Others	128	2.1%	- 3 %	117	1.9%	- 12 %	128	2.7%	- 4 %	96	2.0%	- 9 %	471	2.2%	- 7 %

Sales Composition by Packaging (Non-Consolidated)

FY2025 Full year(May 2025 to April 2026)

		Composition ratio YOY	YOY % Change
Drink Total	21,812	+ 0 pt	+ 1 %
Cans	2,412	- 0 pt	+ 2 %
PET(large)	6,660	+ 0 pt	+ 5 %
PET(small)	10,277	+ 0 pt	- 0 %
Cartons	2,350	- 0 pt	- 4 %
Others	111	+ 0 pt	- 12 %

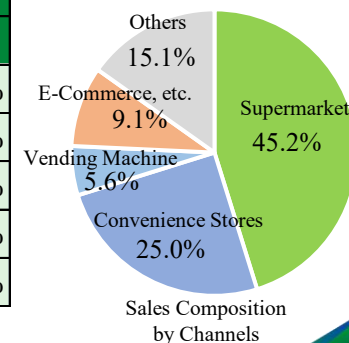


(Unit: ten thousand cases)

Sales Composition by Channels (Non-Consolidated)

FY2025 Full year(May 2025 to April 2026)

FY 2025		
	Composition ratio YoY	YOY % Change
Supermarket	+ 1 pt	+ 3 %
Convenience Store	- 1 pt	- 2 %
Vending Machine	- 1 pt	- 13 %
E-Commerce, etc.	+ 1 pt	+ 8 %
Others	+ 0 pt	+ 3 %



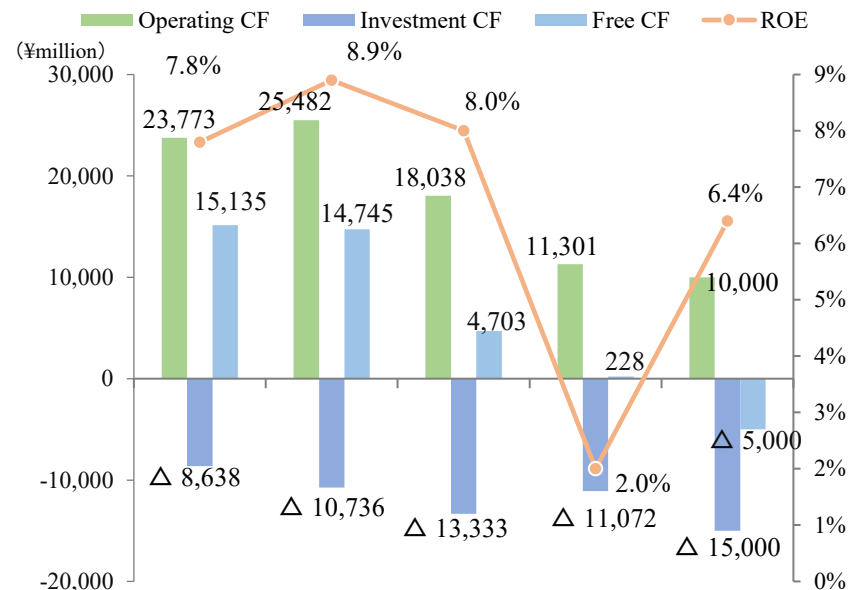
(Volume Base)

Appendix : Related Materials

Consolidated Balance Sheet (YoY Comparison)

	(¥million)		
	2025	2026	Change
Current assets	231,995	237,179	5,184
Cash and deposits	89,908	75,193	-14,715
Accounts receivable-trade	126,175	144,249	18,074
Property, plant and equipment	77,356	65,669	-11,687
Land	23,223	23,674	451
Leased assets	4,522	3,164	-1,358
Other	49,610	38,831	-10,779
Intangible fixed assets	6,521	7,446	925
Goodwill	762	1,071	309
Investments and other assets	28,724	32,371	3,647
Total assets	344,598	342,667	-1,931
Current liabilities	108,120	93,961	-14,159
Accounts payable	35,292	36,170	878
Short-term loans payable	24,177	5,997	-18,180
Lease obligations	1,448	1,134	-314
Income taxes payable	2,749	3,593	844
Non-current liabilities	60,505	70,754	10,249
Corporate bonds	10,000	10,000	0
Long-term loans payable	35,001	46,037	11,036
Lease obligations	2,445	2,470	25
Total liabilities	168,626	164,715	-3,911
Net assets	175,971	177,951	1,980

Consolidated Cash Flows



	(¥million)				
	'23/4	'24/4	'25/4	'26/4	'27/4 Est
Capital Investments	7,259	10,256	12,512	10,690	14,162
Depreciation/Amortization	10,353	8,595	8,745	8,553	6,755
Lease obligations(Repayment)	-2,278	-1,989	-1,594	-1,404	-567

Rating	A+
Bond shelf registration(straight bonds)	¥ 40billion

Equity ratio	4/2025	50.6%
	4/2026	51.4%



The purpose of the materials you have received is to provide the means for a more thorough understanding of ITO EN and should not necessarily be regarded as a recommendation to invest. Furthermore, the data in these materials is based on what we believe is the most accurate information. However, please understand that even without advance notice, both past data and future forecasts may be revised.