[Translation]

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July 14, 2026

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(Securities code: 3139 TSE Prime Market)
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Announcement Regarding the Formulation of the Long-Term Vision "LACTO VISION 2032 Ver. 2.0"

Lacto Japan Co., Ltd. hereby announce that we have updated our long-term vision, "LACTO VISION 2032," which covers the period through the fiscal year ending November 2032, and have formulated "LACTO VISION 2032 Ver. 2.0," as detailed below.

1. Background of the Formulation of the Long-Term Vision "LACTO VISION 2032 Ver. 2.0"

   In 2023, our Group established its long-term vision "LACTO VISION 2032" (hereinafter referred to as the "previous long-term vision") and has since promoted initiatives aimed at realizing our purpose (our desired future state) and achieving sustainable growth. Amid significant changes in the business environment, our Group’s business foundation is steadily evolving through the growth of our Life Science Business Division and the expansion of our manufacturing operations in Asia. In light of these developments, we aim to achieve ahead of schedule, by the fiscal year ending November 2028, the 6.0 billion yen consolidated ordinary profit target originally set for 2032 under the previous long-term vision.

   In light of these circumstances, as we look ahead to a new stage of growth, we have updated our financial targets, refreshed the core principles that guide us, and formulated our new long-term vision, "LACTO VISION 2032 Ver. 2.0."

2. Updates

   (1) Financial Targets

   In conjunction with this update, we have redefined the scope of our business activities as "global," allowing us to expand our business without being constrained by geographic boundaries such as domestic or overseas markets. In addition, we have shifted our business strategy from one focus on expanding scale, such as sales revenue and volume, to one that emphasizes capital efficiency and profitability. Accordingly, we have consolidated the three financial targets set forth in our previous long-term vision into a single target: “ordinary profit”.

Financial Targets	LACTO VISION 2032	**LACTO VISION 2032 Ver. 2.0**
Consolidated ordinary profit	6.0bn yen	**7.5bn yen**
Overseas ratio (Based on consolidated ordinary profit)	40%	
Dairy product handling volume (Group total)	450,000 metric tons	

（2）Guiding Principles

Leveraging the expertise and global network we have cultivated over many years, our Group will drive unique value creation with dairy and protein at the core of our business. In addition to strengthening our existing businesses, we aim to achieve sustainable growth and enhance corporate value by accelerating our global expansion, expanding our manufacturing operations, and exploring new markets and business areas.

LACTO VISION 2032	**LACTO VISION 2032 Ver. 2.0**
Change from a trading company specializing in dairy products to a complex food company	**Be Unique** **To Becoming the Leading Company in Dairy and Protein**
Become No. 1 in Japan and the world in dairy product transaction volume	**Be Global** **Pioneering the Future of Food**
Create demand through best matching and contribute to the development of the dairy and livestock farming industries	**Be Loved, Be Lacto** **Connecting Smiles and Aspirations**

■ Be Unique: To Becoming the Leading Company in Dairy and Protein

Building on the strengths we have cultivated in dairy and protein, we will create new demand through our unique solutions and proposal capabilities and strive to become an industry leader.

■ Be Global: Pioneering the Future of Food

By expanding our business foundation globally and exploring new markets, ingredients, and business models, we will create new growth opportunities while contributing to a more prosperous future for people and the advancement of food.

■ Be Loved, Be Lacto: Connecting Smiles and Aspirations

Driven by sincerity and the power of people, we will grow together through co-creation built on trust and create a future filled with smiles.

※ Forward-looking statements, including financial forecasts, contained in this document are based on information available as of the date of publication and certain assumptions, and may be materially affected by various factors, including changes in the business environment.

Long-Term Vision "LACTO VISION 2032 Ver. 2.0"

Lacto Japan Co., Ltd

July 2026

Background to the Update of "LACTO VISION 2032"

Since the formulation of our long-term vision, "LACTO VISION 2032", the global environment has changed significantly.
Along with changes in supply chains and market needs, the mission and roles expected of companies,
as well as stakeholder expectations, have continued to diversify.

Amid these changes, our Group has steadily strengthened its business foundation and created new growth opportunities.
As a result, we expect to achieve the 6.0 billion yen consolidated ordinary profit target set forth
in "LACTO VISION 2032" during the period of our mid-term management plan, "NEXT-LJ 2028".

Building on our achievements to date, we aim to meet the evolving expectations of society and achieve sustainable growth.
To this end, we will raise our consolidated ordinary profit target to 7.5 billion yen for FY2032
and renew our long-term vision as "LACTO VISION 2032 Ver. 2.0".

Be Unique

To Becoming the Leading Company in Dairy and Protein

Long-Term Vision

LACTO VISION 2032

Ver.2.0

2032 Target
Consolidated ordinary profit
¥7.5bn

Be Global

Pioneering the Future of Food

Be Loved, Be Lacto

Connecting Smiles and Aspirations

Please note

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