



May 14, 2024

Press Release

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Notice of Morinaga Group's 2024 Medium-Term Business Plan

Morinaga & Co., Ltd. ("the Company") hereby announces that the 2024 Medium-Term Business Plan, for the three-year term from the fiscal year ending in March 2025 to the fiscal year ending in March 2027. The overviews of the publication are as follows.

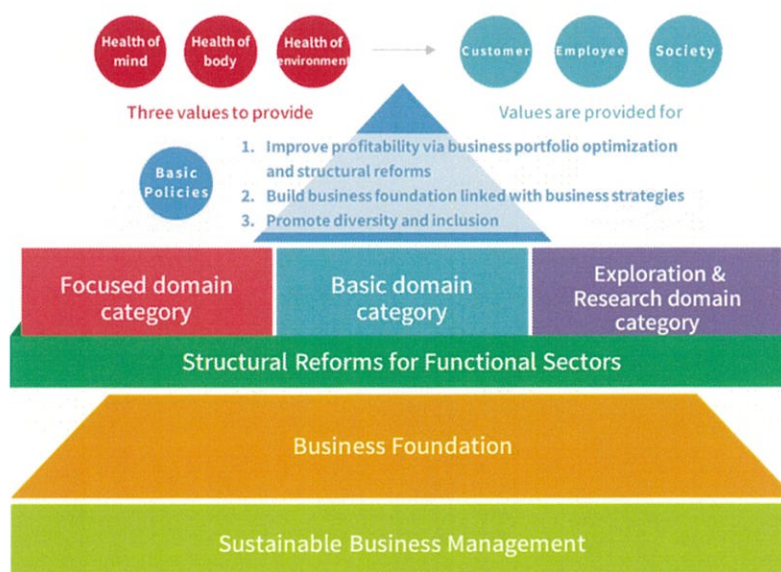
1. 2030 Business Plan

To guide us as we grow steadily over a medium to long term and raise our corporate value under our new Corporate Philosophy while contributing to the realization of a sustainable society, in 2021, the Morinaga Group formulated the 2030 Business Plan for the long term up to 2030.

To express the state that we intend to reach in 2030, we have formulated our 2030 Vision, which reads: "The Morinaga Group will change into a wellness company in 2030." Defining wellness as a state where, based on a healthy mind, body and environment, one pursues and achieves a truly fulfilling, rich life, we will endeavor to become a company that will continue providing our customers, employees, and society with the three values of the health of the mind, the body, and the environment. We will further evolve the reliability and technology built throughout our 120-year history to help people of all generations live lifestyles of wellness.

The Morinaga Group will change into a wellness company in 2030.

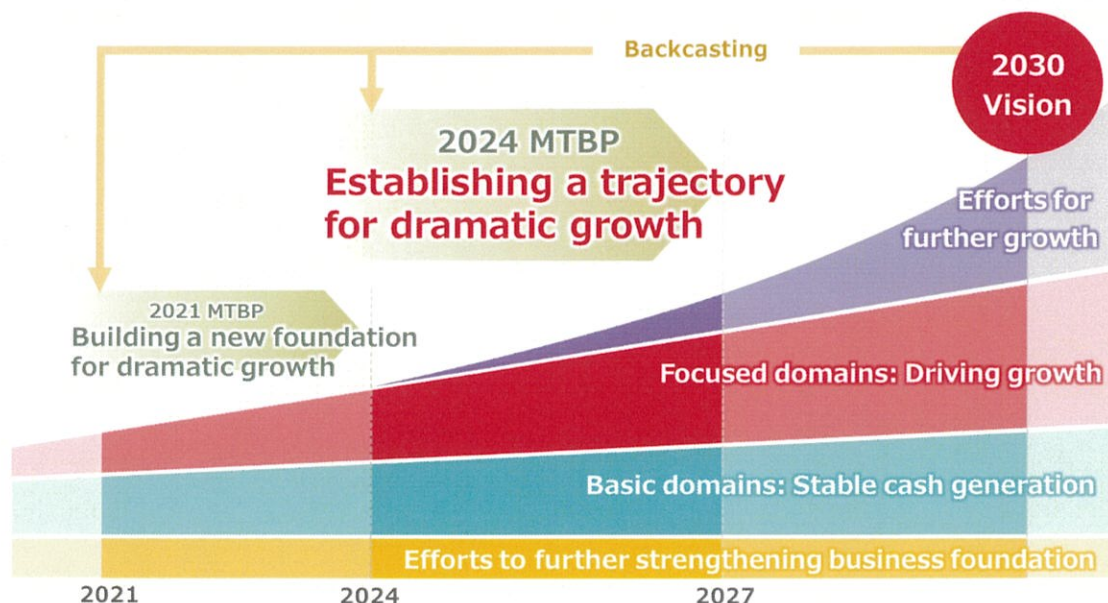
Further evolve reliability and technology built on in its 120-year history
to support people's wellness lifestyles in all generations worldwide.



2. 2024 Medium-Term Business Plan

The 2024 Medium-Term Business Plan, whose initial year will be the year ending in March 2025, has been positioned as the second stage for ensuring achievement of the 2030 Business Plan, and its key message is to establish a growth trajectory for dramatic growth.

Aiming to be a sustainable company that keeps growing, we will continue to make proactive investments for growth in the focused domains and bolstering our business foundation, while promoting structural reforms centered on the basic domains and the functional sectors. Through implementing ROIC management, we will swiftly implement these strategies to create a virtuous cycle of growth and capital efficiency, thereby ensuring our growth trajectory toward 2030.



3. Business Targets

In the final fiscal year ending in March 2027 of the 2024 Medium-Term Business Plan, we have the following business targets and key performance indicators.

| | FY2023 actual | FY2026 planned | FY2030 planned |
|---|-------------------|-------------------|---|
| Net sales | 213.3 billion yen | 246.0 billion yen | 300.0 billion yen or higher |
| Operating income | 20.2 billion yen | 24.6 billion yen | - |
| <KPIs> | | | |
| Operating income margin | 9.5% | 10.0% | 12% or higher |
| Focused domain net sales ratio | 50.6% | 53% or higher | 60% or higher |
| Overseas sales ratio | 12.7% | 16% or higher | initial target 15% ⇒ revised target 25% or higher |
| ROE | 11.8% | 12% or higher | 15% or higher |
| ROIC ¹ NEW | 9.6% | 10% or higher | 12% or higher |
| DOE ^{NEW} | 4.0% | 4.3% | 4.5% or higher |
| <Non-financial targets> | | | |
| Provide the value of health to more than 70% of Japan's population through new initiatives aimed at becoming a wellness company | | | 70% |
| Ratio of positive responses that the company makes them happy, according to a corporate image survey ² NEW | | | 90% |
| Ratio of employees who find their job meaningful and who are in good mental and physical health at work | | | 80% |
| Procurement ratio of sustainable raw materials (cacao beans, palm oil and paper) | | | 100% |
| CO ₂ emissions | | | 30% reduction ³ |

¹ Calculated using credit approach. Formula: NOPAT / Investment capital (Interest-bearing debt + Shareholder equity)
² Based on Morinaga data. Target: 1,400 men and women in their 10s to 70s nationwide
³ Scope 1 + 2 (domestic Group consolidated basis, compared with FY2018)

Refer to the attached 2024 Medium-term Management Plan for details.

Note: Matters concerning predicted business performances or future outlooks

Any mentions in our disclosed materials of matters other than past facts, such as plans, policies, goals, and others, are based on managerial anticipations and views formed out of the information to which we have access at this point in time. Since they may be subject to potential risks and other uncertainties, we do not guarantee that we will achieve or attain results. Our actual performances may differ from our prospects greatly due to many causes.



Delicious, Fun, and Healthy

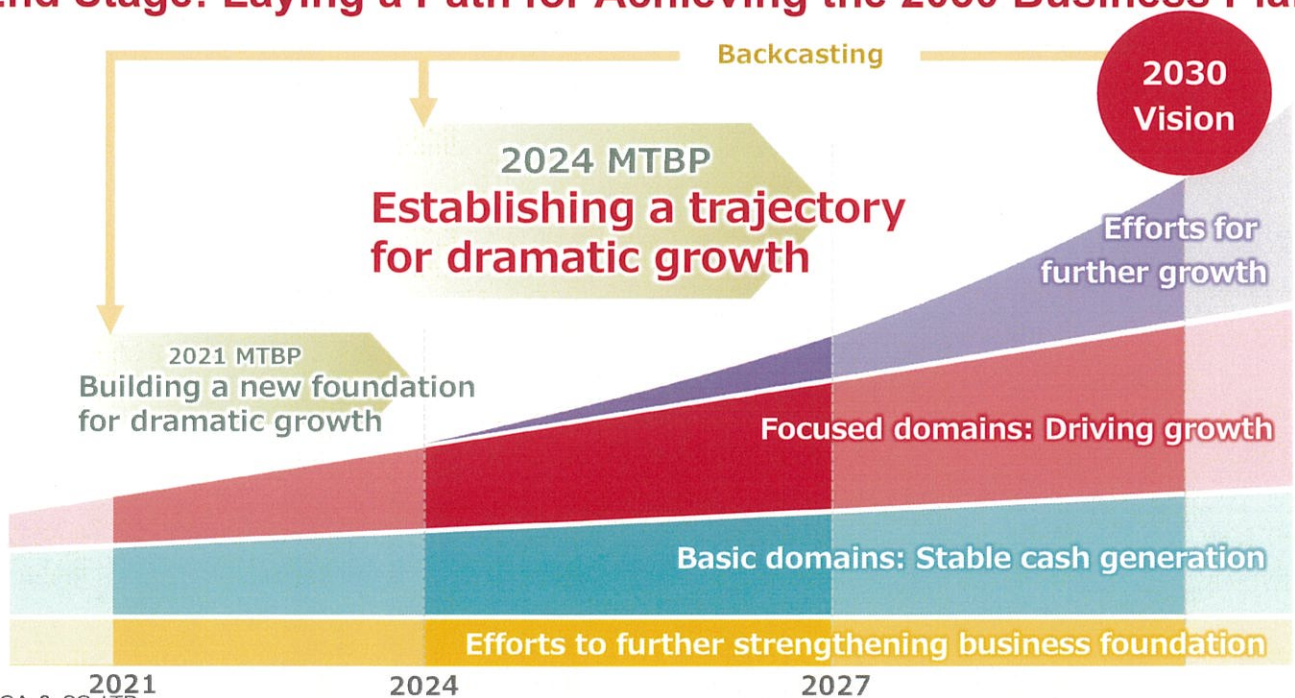


2024 MTBP, Efforts for 2030

Positioning of the 2024 MTBP in the 2030 Business Plan



2nd Stage: Laying a Path for Achieving the 2030 Business Plan



Establishing a trajectory for dramatic growth

Implementing ROIC management leading to a virtuous cycle of growth potential and capital efficiency aimed at establishing growth trajectory

■ Growth potential

- ✓ Aim to achieve **record-high net sales** by concentrating management resources through optimization of the business portfolio
- ✓ Achieve strong growth in overseas and domestic businesses, especially in **focused domains**
- ✓ Sublimate **seeds of business growth to the next stage** in order to nurture the next generation of businesses

■ Capital efficiency

- ✓ Achieve **record-high operating income** through further structural reform and stronger management foundation
- ✓ Improve capital efficiency of **Confectionery & Foodstuffs Business**
- ✓ Use cash generated in business to make **appropriate investments**
- ✓ **Maximize use of portfolio assets** and promote **gradual asset-light management**

Positioning of 2024 Medium-Term Business Plan for dramatic growth

■ 2030 Business Plan: 2nd Stage

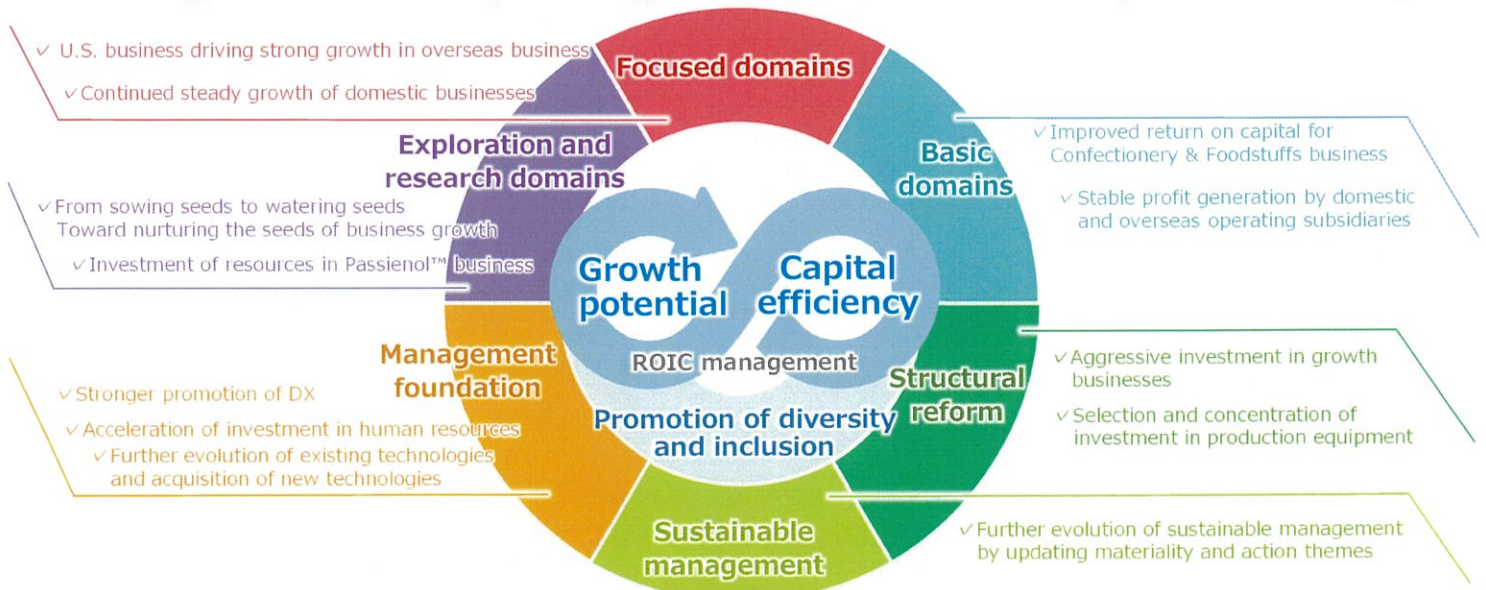
- ✓ Use the same “for dramatic growth” phrase as in 2021 Medium-Term Business Plan

■ Toward 2030 and beyond

- ✓ 2030 business targets are a milestone in the journey to becoming a sustainable company
- ✓ Determination to pursue further growth

Basic Approach of 2024 Medium-Term Business Plan: Virtuous Cycle of Growth Potential and Capital Efficiency

Ensuring a growth trajectory toward 2030 through a virtuous cycle of growth potential and capital efficiency



2030 Vision: Initiatives in the 2024 Medium-Term Business Plan



To realize the 2030 Vision, accelerate various initiatives aimed at increasing total amount while enhancing the quality of activities and outputs



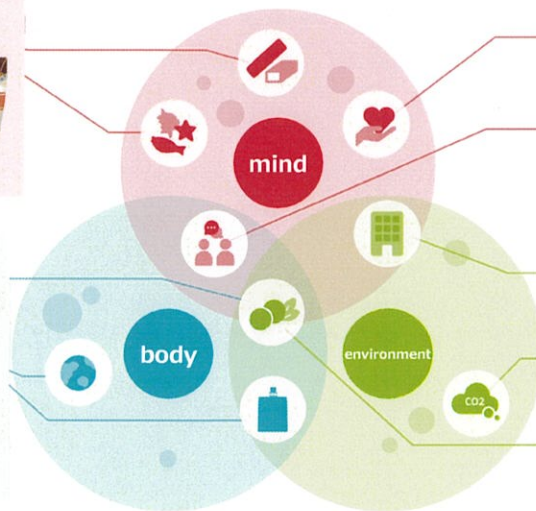
Examples of activities

Customers Continue providing value for "health of mind"

Customers Expansion of Passienol

Further expansion of jelly drinks (overseas, domestic)

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Employees Evolution of "health of mind"

Activities to further disseminate the concept of D&I

Society Utilization of MORINAGA KAKUHAN BASE at new Head Office

Initiatives to reduce CO₂ emissions

Development of sustainable alternative proteins

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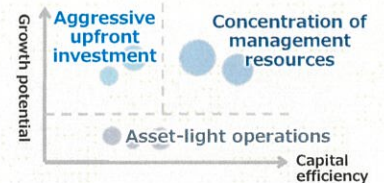
Policy 1: Improve Profitability through Business Portfolio Optimization and Structural Reforms — Implementation of ROIC management



Implement business strategies aimed at forming optimal portfolio through ROIC management

Optimization of business portfolio

- Determine medium- to long-term strategies and measures for each business based on an analysis of its growth potential and capital efficiency
- Identify businesses that will accelerate growth or improve capital efficiency, and optimally allocate management resources to these businesses after also considering the investment target and investment scale



Strengthening of strategic growth investment, especially in focused domains

- "in-" Business: Establishment of "in-" brand
- Frozen Desserts: Developmental evolution of existing products, creation of new seeds
- Direct Marketing: Nurturing of subscription customers, expansion of business domain
- Global commercialization of HI-CHEW
- Acceleration of initiatives for next-generation businesses

Improved profitability and efficiency of invested capital in the basic domains

- Promote gradual asset-light management by selecting domains and concentrating maintenance and renewal investments on these domains, while aiming to expand net sales by leveraging portfolio assets
- Promote improved earnings, through cost reductions, more efficient selling expenses, flexible price revisions, etc.

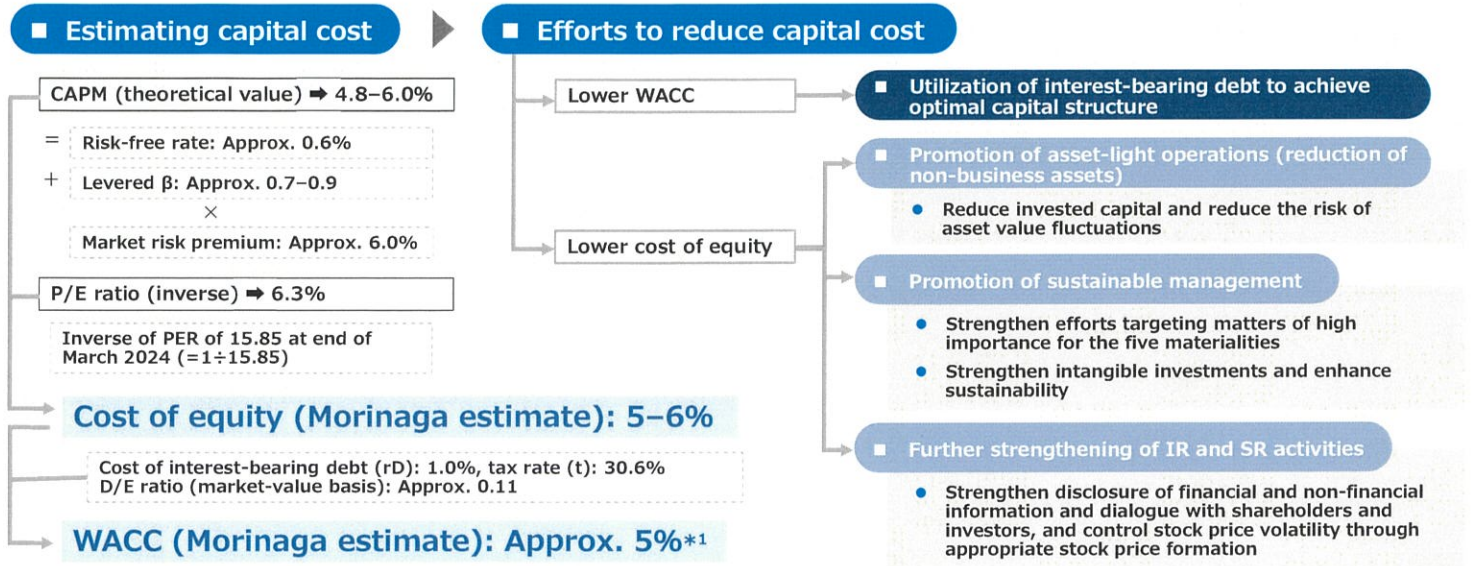
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Policy 1: Improve Profitability through Business Portfolio Optimization and Structural Reforms — Estimation and reduction of capital cost



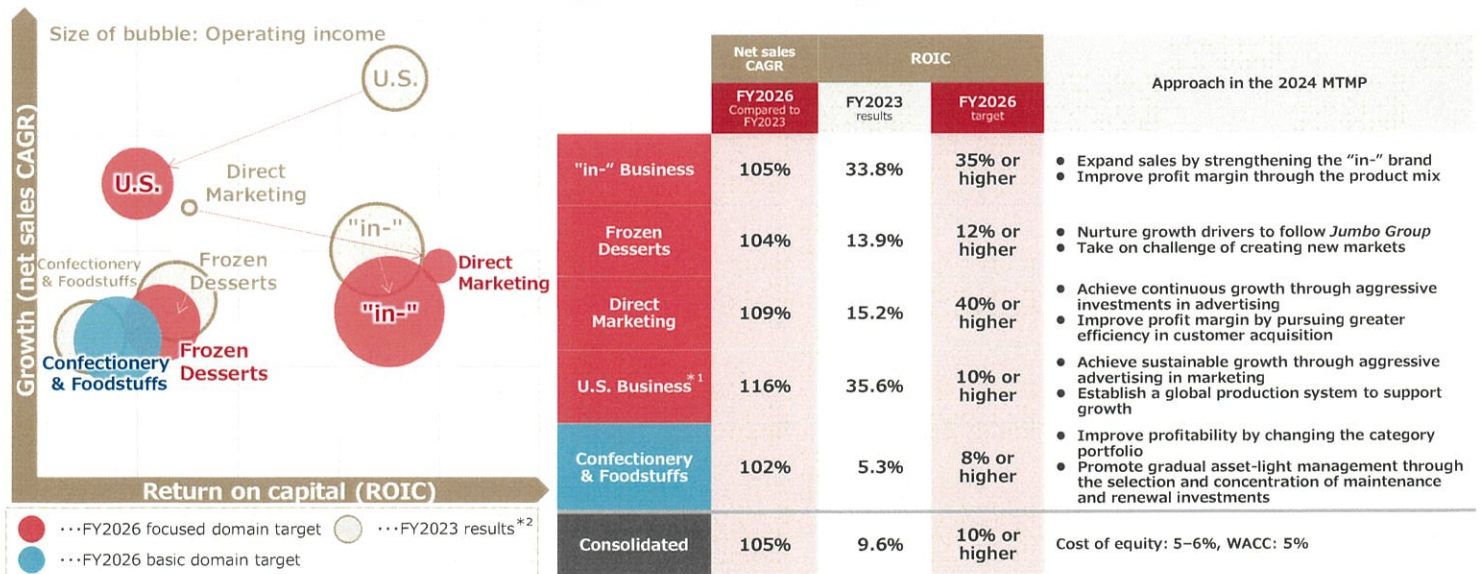
Utilizing financial leverage and establishing the business portfolio that is resilient to environmental changes



Policy 1: Improve Profitability through Business Portfolio Optimization and Structural Reforms — Approach by each business



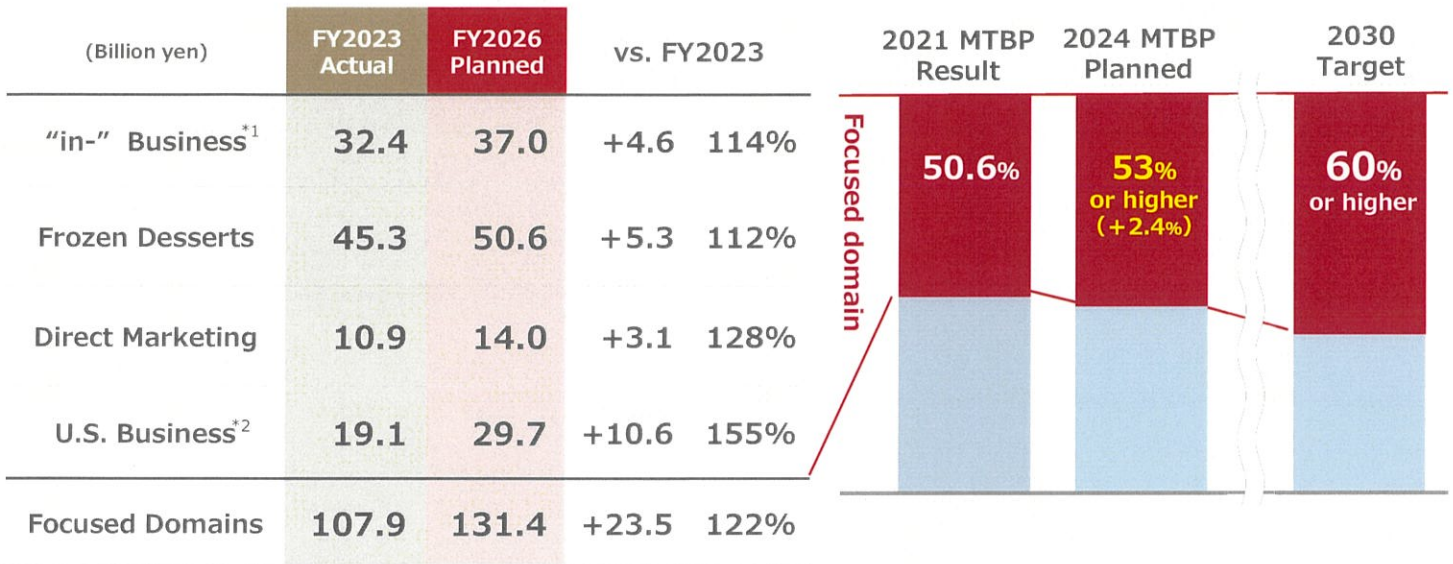
Implement business strategies aimed at forming optimal portfolio through ROIC management



Policy 1: Improve Profitability through Business Portfolio Optimization and Structural Reforms — Focused domain net sales ratio



Concentrate allocation of management resources to focused domains that will drive company-wide growth



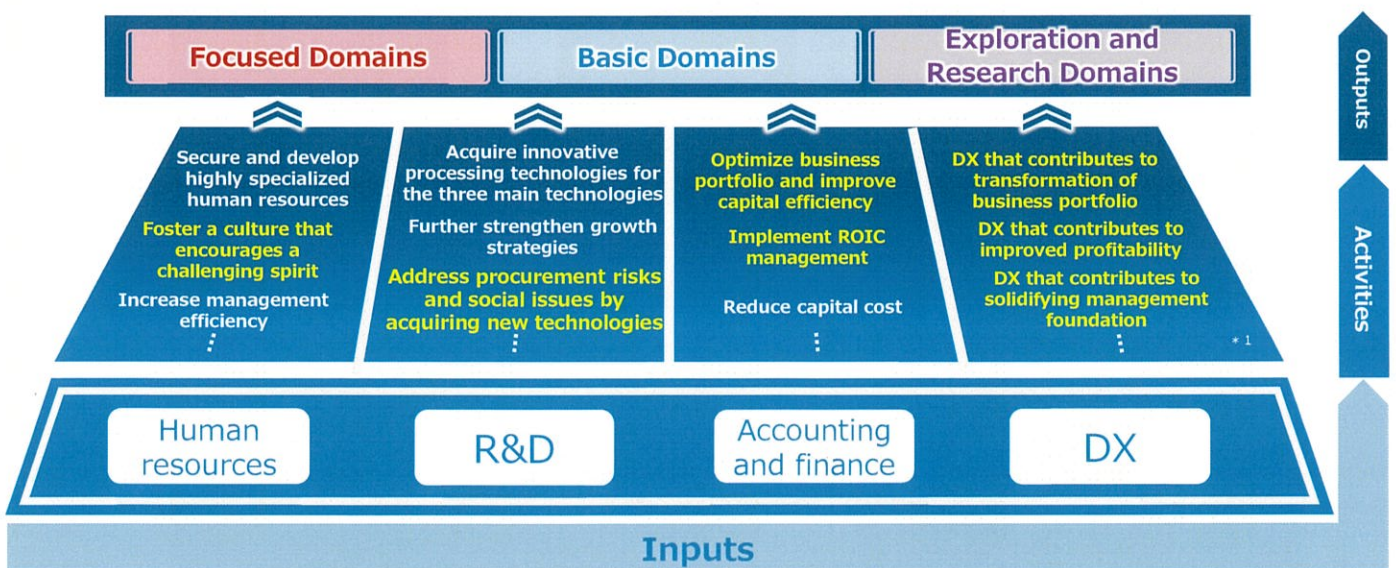
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*1 Confectionery & Foodstuffs, Frozen Desserts and other products under the "in-" brand are included in "in-" Business
 *2 The assumed exchange rate for overseas subsidiaries is ¥146 = \$1 USD in FY2024, and ¥138 in FY2026 and FY 2030

Policy 2: Build a Business Foundation Linked to Business Strategies



To establish a growth trajectory, implement strategies while deepening links between businesses



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*1 Examples of strategies for each business foundation

Basic Policy 3: Promote Diversity and Inclusion



Executing strategies based on the Diversity and Inclusion Policy and five guidelines



Leverage each person's individuality

- Understanding and Respecting Individuals
- Promoting the Active Participation of All Employees
- Providing Fair Support
- Building Relationships of Trust
- Emphasizing Independence and Challenge



Strengthening support that contributes to deeper understanding of diversity and value creation

Strategy 1: Support promoting company-wide understanding and action

Work to strengthen information dissemination and to improve the quality and quantity of mutual communication, while continuing to conduct management D&I training

Strategy 2: Support promoting understanding and action by each division

Strengthen support for divisions with a good understanding of D&I, aimed at further improving resilience and creating innovation

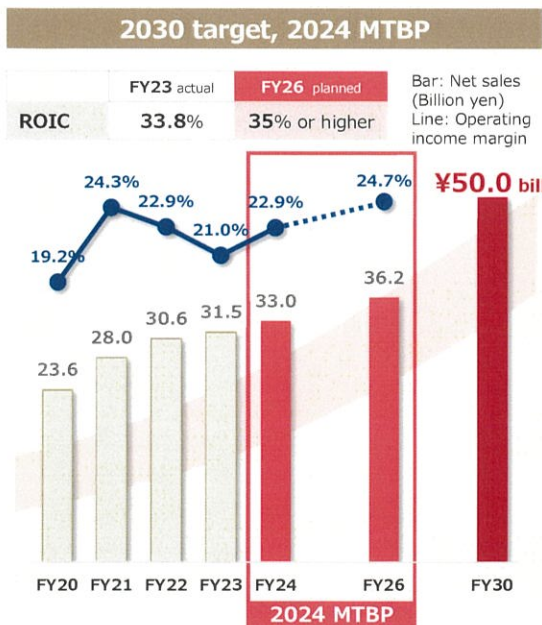
Strategy 3: Evaluation of understanding and action

Monitor qualitative and quantitative targets for D&I Policy and five guidelines, and review and brush-up actions

Focused Domain: "in-" Business



Supporting the wellness of everyone who positively engages in activities centered around sports
Accelerate the challenge of establishing the "in-" brand



| Strategy | Tactics |
|--|---|
| <p>1. Growth of in Jelly products</p> | <p>Promote LTV (lifetime value) strategy</p> <ul style="list-style-type: none"> Meet the needs of each life stage, from childhood to old age Cultivate a wide range of consumption situations, both active and non-active Expand energy groups, launch and cultivate target-specific products |
| <p>2. Growth of "in-" brands</p> | <p>Grow in Bar products, improve profit structure</p> <ul style="list-style-type: none"> Meet the diversifying and expanding needs around protein (nurturing of baked and wafer products) Tackle the expansion of value and targets Improve profit through individual product assessment, cost reductions and product mix <p>Promote development of and establish new "in-" brands</p> <ul style="list-style-type: none"> Meet growing health needs New standard of nutritional intake, creation of advanced food products of the future (new styles of consumption) |

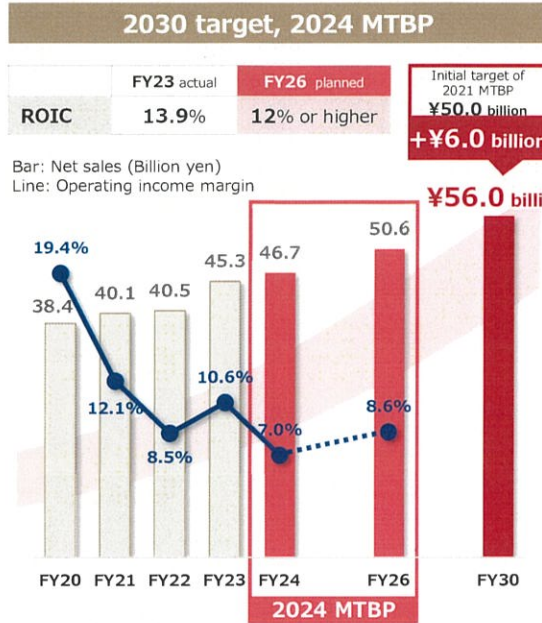
Strengthening of "in-" business foundation

| | | | |
|---|-------------|----------------------------------|-----------------|
| Brand strengthening | IP strategy | Utilization of "in" Training Lab | jp-TRAINING Lab |
| Strengthening of sustainability initiatives | | | |

Focused Domain: Frozen Desserts Business



Achieving business growth through the developmental evolution of existing products and the creation of new seeds
 Become a driving force in the frozen dessert market by maintaining outright second* top share of manufacturer market



| Strategy | Tactics |
|---|--|
| 1. Developmental evolution of "freshness marketing" | Evolve Jumbo moisture absorption delay technology <ul style="list-style-type: none"> Improve stability of crisp texture through innovation of new technologies Strengthen the appeal of the crispy quality, increase the purchase rate across all generations, cultivate inbound demand |
| 2. Capture of customers from adjacent markets | Capture demand for desserts among adults <ul style="list-style-type: none"> Capture demand for heavily purchased chilled desserts and chocolate |
| 3. Creation of new markets with technological advantages | Expand flavored ice applications <ul style="list-style-type: none"> Expand eating situations by addressing needs different from the iced products of other companies, such as measures for heat stroke and use as a mixer |
| | Form new segments <ul style="list-style-type: none"> Expand areas of value provision by tackling the frozen foodstuffs market, etc. |
| | Cultivate wellness products <ul style="list-style-type: none"> Attempt to uncover latent demand, such as for iced products with functional claims and plant-based ice products |

Strengthening of Frozen Desserts business foundation

- Dessert × Frozen: Pursuing the fusion of technologies
- Organizational structure linked to strategies
- Brand communication cultivating single products

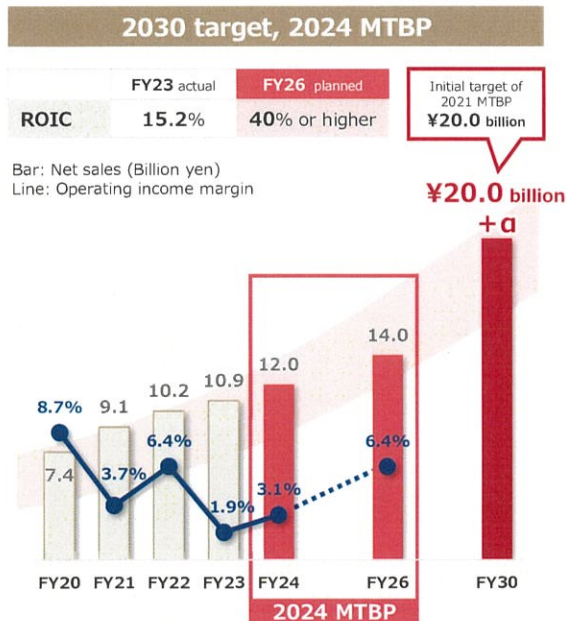
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* INTAGE Inc. SRI+ estimated sales value from April 2023 to March 2024.

Focused Domain: Direct Marketing Business



Supporting customers to realize wellness by deepening understanding of their preferences
 Tackling growth of Direct Marketing business and expansion of business domain through nurturing subscription customers



| Strategy | Tactics |
|---|--|
| 1. Strengthening of existing Direct Marketing business | Expand sales of Morinaga Collagen Drink <ul style="list-style-type: none"> Expand digital contact points Continue to strengthen response to beauty needs and health (bone and joint) needs |
| 2. Efforts for further business expansion | Development of second pillar <ul style="list-style-type: none"> Cultivate Morinaga Aojiru and Hizakaru Collagen |
| | <ul style="list-style-type: none"> Achieve inorganic growth to increase subscription customer base and expand business domain Expand the range of foods offered by developing high-value-added luxury items that utilize the Group's brands and technologies Beginning with Okashi Print, explore expansion of B2B business, aiming to attract new customers to the Direct Marketing business |

Promotion of CXM^{*1} and data-driven structure to support business expansion

- Improved customer convenience
- Development of digital human resources
- Enhanced security
- Improved NPS^{*2} and LTV^{*3}

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*1 CXM...Customer Experience Management
 *2 NPS: Net Promoter Score (recommendation score) *3 LTV: Lifetime Value (customer lifetime value)

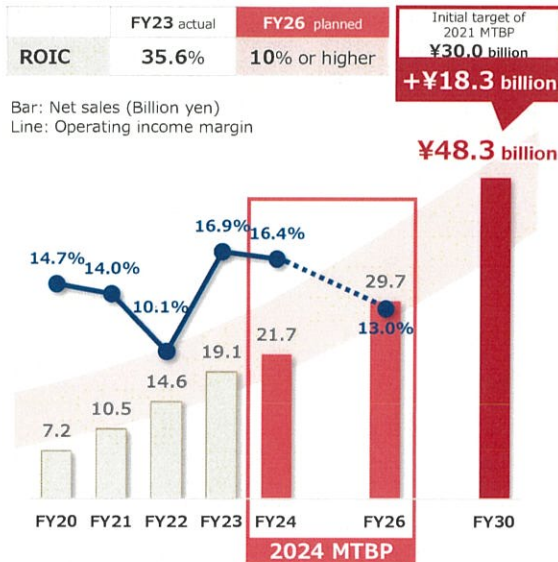
Focused Domain: U.S. Business



Cultivating brands and strengthening the management foundation to achieve sustainable business growth

Maintaining aggressive investments in growth

2030 target, 2024 MTBP



| Strategy | Tactics |
|---------------------------------------|--|
| 1. Further sales expansion of HI-CHEW | Launch new products to further increase store stocking ratio and SKUs <ul style="list-style-type: none"> Strengthen efforts to increase store stocking ratio by region Promote introduction into diverse sales channels through new products extended capacity variations Expand contact points by launching brand extension products <ul style="list-style-type: none"> Launch extension products for new categories (gummies, etc.) |
| 2. Breakthrough of Chargel | <ul style="list-style-type: none"> Promote brand understanding and fan base building for "Energy Gel" by strengthening promotions such as product sampling at events and online advertising Promote the introduction of HI-CHEW into U.S.-based channels by drawing on the know-how for building sales networks acquired through the HI-CHEW business |
| 3. Cultivation of wellness products | <ul style="list-style-type: none"> Carry out market research and proceed with product development |

Strengthening of management foundation and production system to support business expansion

Establishment of global R&D structure

Establishment of global production system

Promotion of internal infrastructure DX

Planning of accounting and financial strategies for utilizing funds

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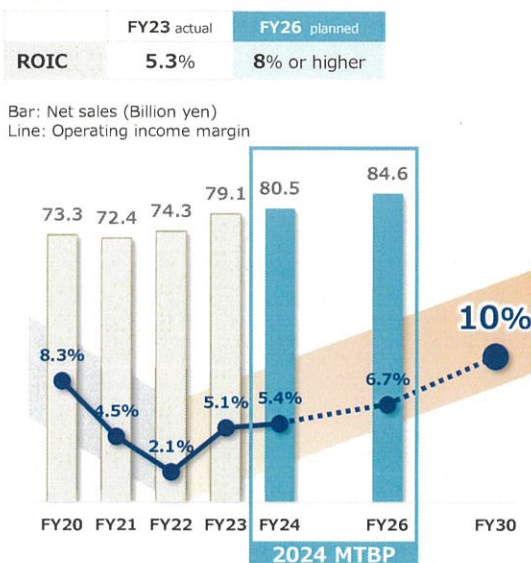
*The assumed exchange rate for overseas subsidiaries is ¥146 = \$1 USD in FY2024, and ¥138 in FY2026 and FY 2030

Basic Domain: Confectionery & Foodstuffs Business



Laying a path for improvement of capital efficiency (over 3 years) by leveraging the strengths of the confectionery business and fulfilling the role of the foodstuffs business as a basic domain through the "embodiment of wellness"

2030 target, 2024 MTBP



| Strategy | Tactics |
|--|--|
| 1. improvement of capital efficiency | <ul style="list-style-type: none"> Promote gradual asset-light management by selecting domains and concentrating maintenance and renewal investments on these domains, while aiming to expand net sales by leveraging portfolio assets Promote improved earnings, through cost reductions, more efficient selling expenses, flexible price revisions, etc. |
| 2. Business growth in sugar confectionery | <ul style="list-style-type: none"> Transform portfolio as a leading category in the Confectionery & Foodstuffs business Strengthen the value of the HI-CHEW brand - Establish the "global brand" and "feel-good texture" image |
| 3. Business growth in biscuits | <ul style="list-style-type: none"> Expand sales by increasing customer contact points for Morinaga Biscuits in general, with a particular focus on MOON LIGHT Establish the PREMIUM Biscuit Series in the market and nurture it as a high-unit-price, high-value-added product |
| 4. Improved return on capital in chocolate | <ul style="list-style-type: none"> Promote initiatives such as price revisions, SKU reductions, cost reductions and improvement of line utilization rates Establish product mix according to soaring cacao prices and changing consumer preferences |
| 5. Business growth in cocoa and amazake | <ul style="list-style-type: none"> Establish as a "familiar health beverage" by leveraging No.1 market share and enhancing the health value, in an effort to sustainably expand scale of business and improve profitability |

Sustainable business growth and improvement of capital efficiency

Promotion of fan marketing

Gradual asset-light management

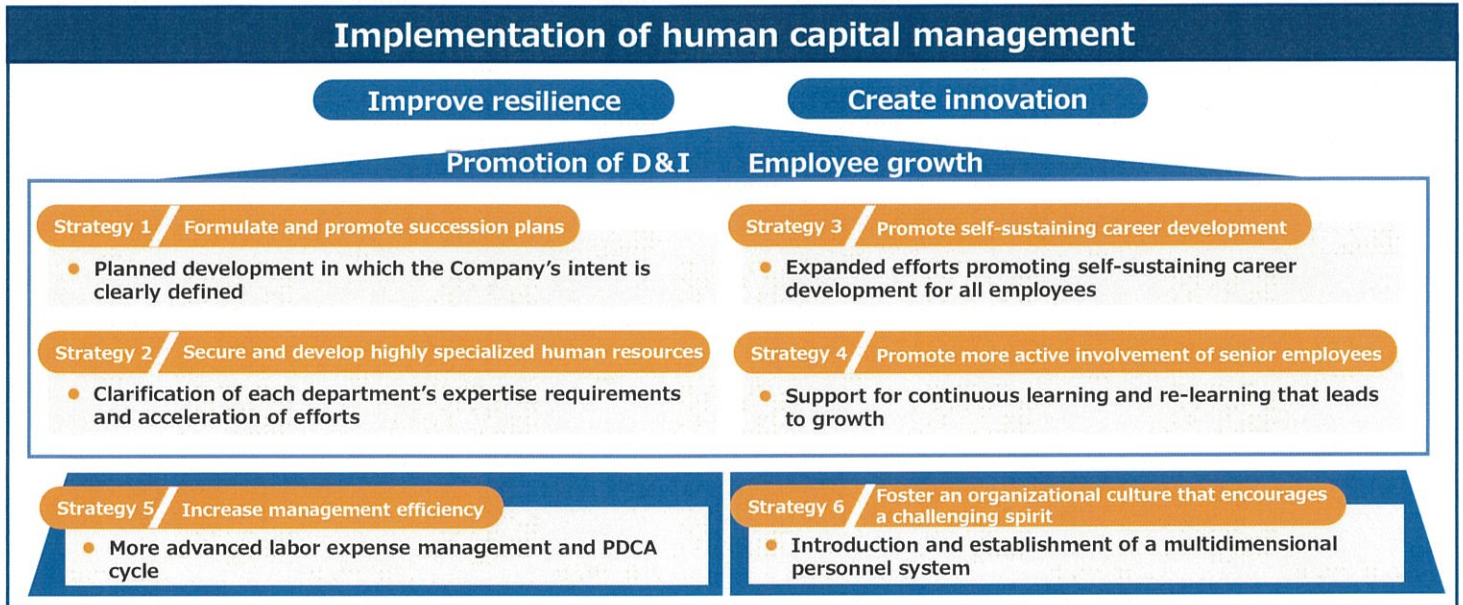
Emphasis on wellness

Inbound tourism

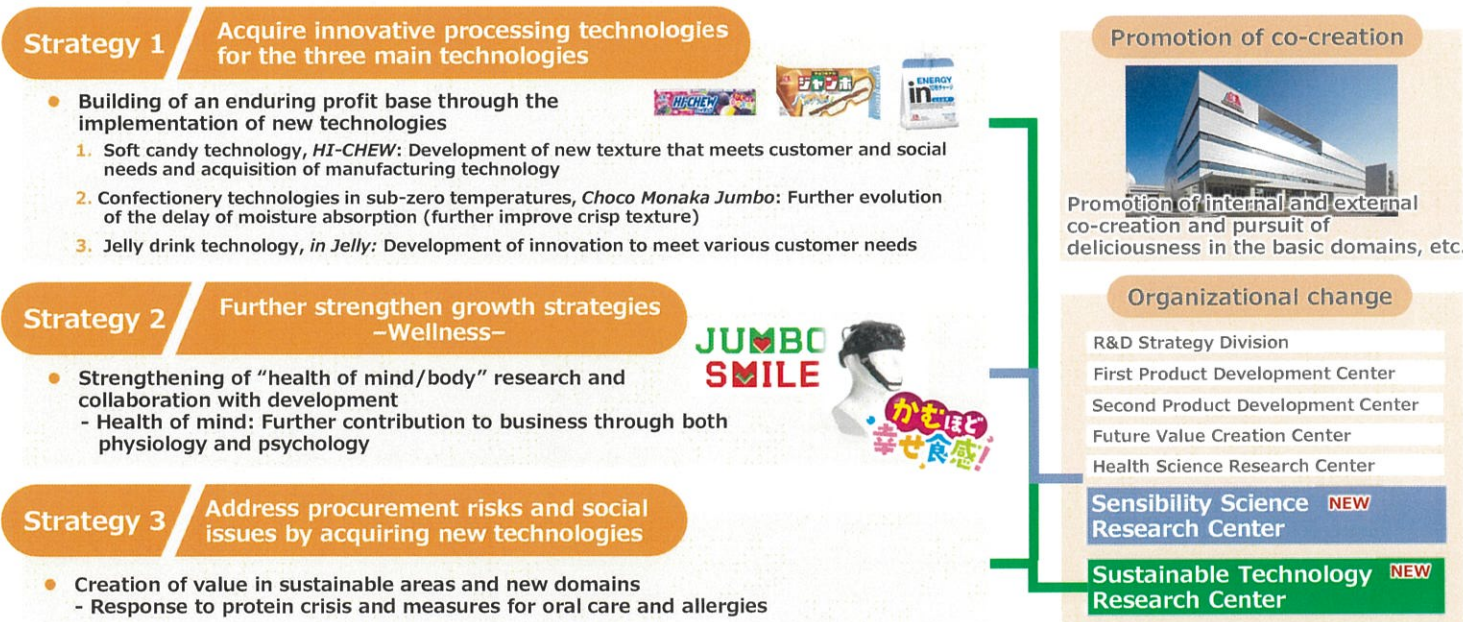
Ongoing cost control

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Improve employee engagement and productivity by encouraging personal challenge and autonomous growth



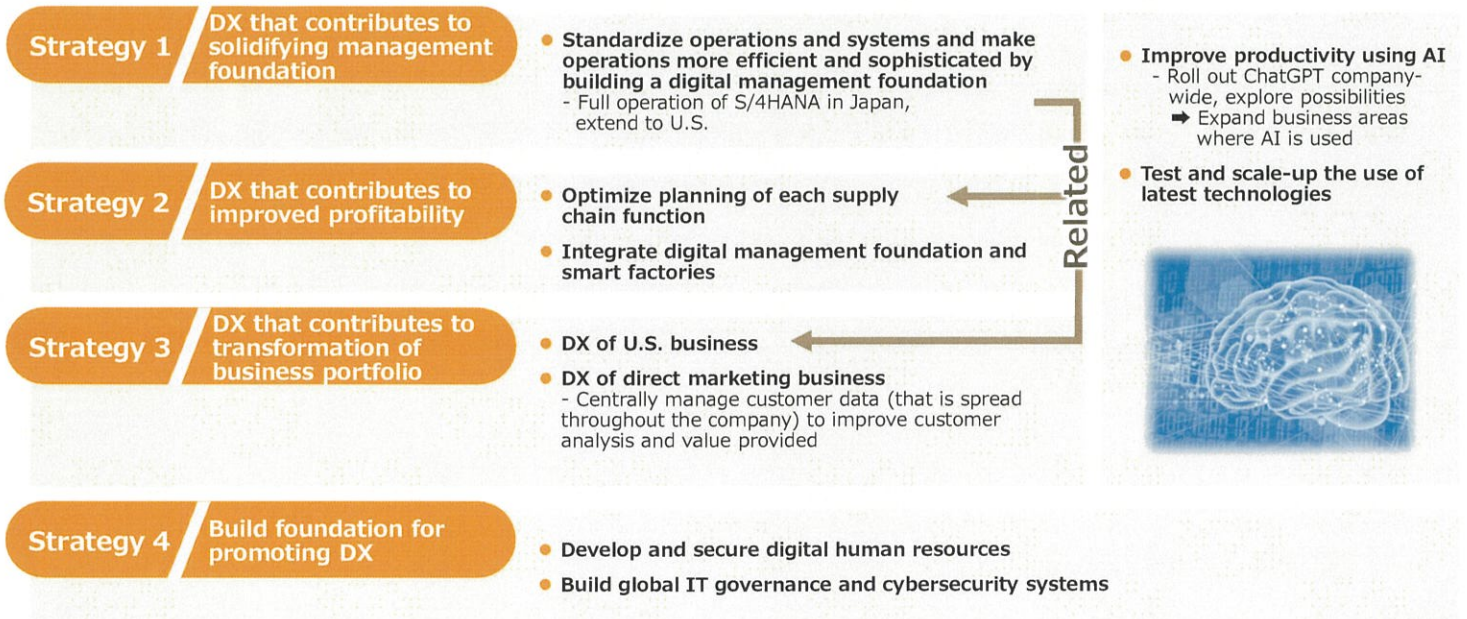
Create value through "deepening of existing technologies" and "exploration of new technologies" from a global perspective



Management Foundation: DX Strategy



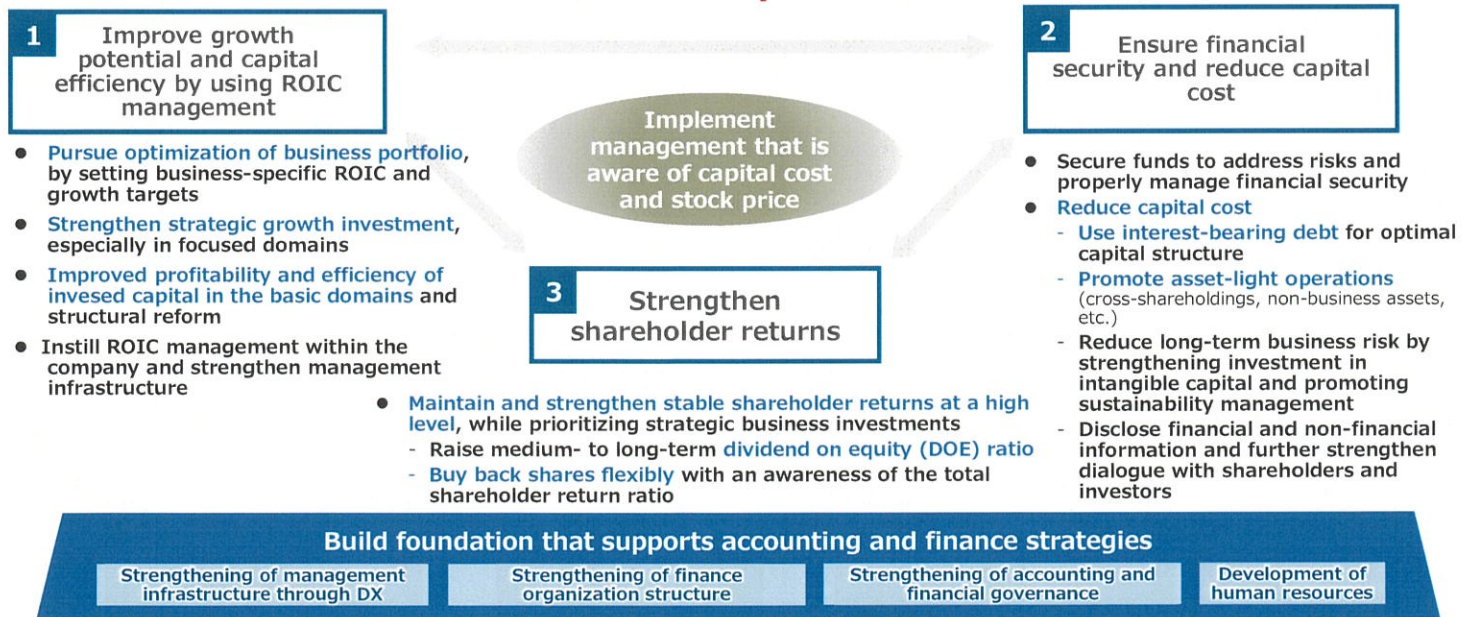
Expand digital management foundation and make business operations more sophisticated and efficient using AI technology, etc.



Management Foundation: Accounting and Finance Strategies



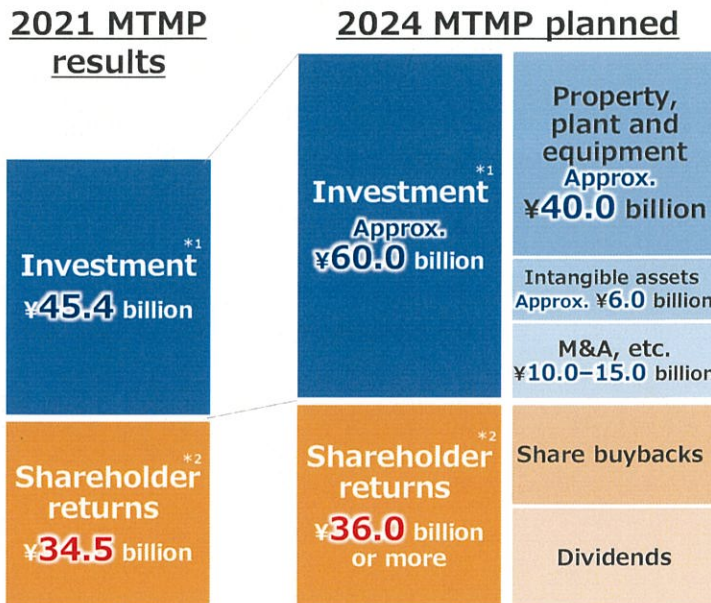
Implement management that is aware of capital cost and stock price to increase corporate value



Investment and shareholder returns



Continue to strengthen shareholder returns while prioritizing investments centered on focused domains



Investment

- Strengthen investments centered on focused domains
- Establish global production system for growth of *HI-CHEW* brand (¥15.0-18.0 billion planned)
- Accelerate **DX investment** to strengthen management foundation
- Aggressively explore **M&A** in focused domains

Shareholder returns

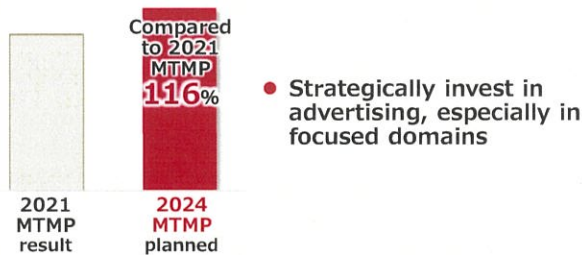
- Raise DOE over the medium to long term
- Buy back shares flexibly

Intangible Investment

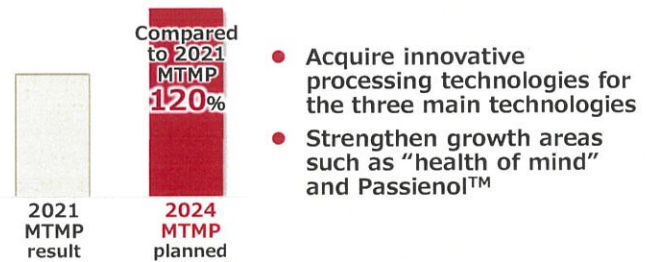


Accelerate investment for further business growth in focused domains and strengthening management foundation

Advertising investment



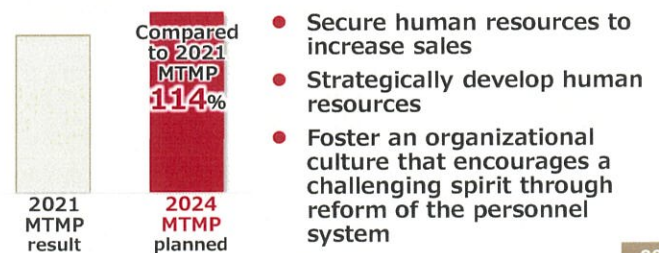
R&D investment



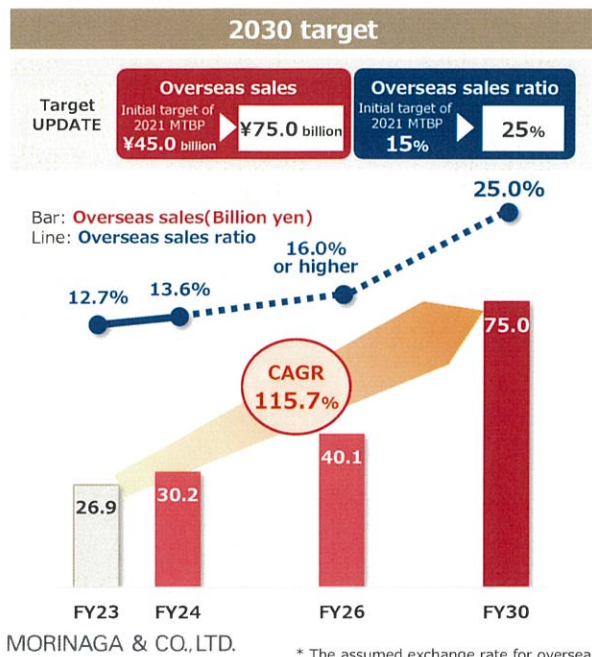
DX investment



HR investment



Raise overseas sales target and accelerate global strategies



* The assumed exchange rate for overseas subsidiaries is ¥146 = \$1 USD in FY2024, and ¥138 in FY2026 and FY2030

Three strategies for achieving growth

| Brand/product | Unique technology/quality | Target areas |
|--|---|--|
| 1 HI-CHEW Including extension products | <ul style="list-style-type: none"> Balance of softness, elasticity and chewability Bursting with juicy flavor Wide variety of flavors | North America Asia Oceania Europe |
| 2 Jelly drinks | <ul style="list-style-type: none"> Realization of various textures and richly varied flavors Delicious intake of various nutrients | North America Asia... |
| 3 Wellness Collagen Drink Passienol™ | <ul style="list-style-type: none"> Collagen drink with functionality that is delicious even in high concentrations Unique material with evidence of functionality | Asia... |

Note: Accelerate expansion in Europe, where the candy and confectionery market is the same size as the U.S. market

Promoting evolution to global management foundation and structural reforms

Further Efforts for 2030: Accelerated Commercialization of Passienol™

Realizing a society full of vitality and smiles through business growth in Passienol™

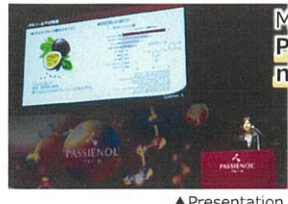
What is Passienol™?

A type of polyphenol contained in passion fruit seeds. Morinaga's proprietary*1 food ingredient with functional claims, containing piceatannol as the functional component



Morinaga's research results

In a world first, confirmed that Passienol™ increases sirtuin gene (longevity gene) expression in humans
Published in an international scientific journal (Life 14, 589 (2024))

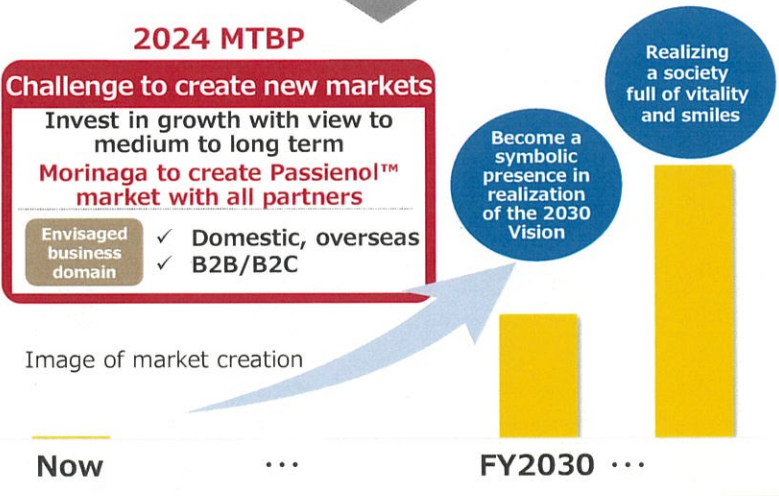


May 9, 2024: Announcement of Passienol™ research results and new project

- Announcement of research results from human trial
- Co-creation partner companies - Explanation of initiatives and potential of Passienol™

Commercialization, expansion → Future of Passienol™

Healthy longevity market is expected to attract more and more attention



*1. Made by extracting piceatannol (a polyphenol ingredient derived from passion fruit) using Morinaga's patented technology (patent number 5347018)

Realize discontinuous growth through aggressive inorganic investment in focused domains

Policy, approach

Planned M&A investment in 2024 MTMP: ¥10.0–15.0 billion

| | | |
|--|---|---|
| <p>M&A</p> <p>Alliance</p> | <p>U.S.</p> <p>Facilitate further growth of U.S. business Acquire technology and manufacturing bases for new products to become part of new lineup, and enter into domains that contribute to “health of body”</p> | <p>Direct Marketing</p> <p>Increase subscription customer base and expand business domain In addition to mergers and acquisitions (M&A) for the purpose of acquiring subscription customers, look for alliances that will contribute to expansion of business domain</p> |
| | <p>“in-”</p> <p>Create new businesses and realize stable procurement of raw materials Respond to various expanding health needs</p> | <p>Frozen Desserts</p> <p>Develop new markets in under-served domains Look for alliances with a view to full-scale entry into under-served domains in iced products and into the cold food category</p> |

Explore various possibilities in other domains too, broadly examining M&A and alliances for business growth
→ Implemented M&A in April 2024 (share transfer completed).
 *Details listed on page 59 of this material.


Evolution of Sustainable Management



Promote the creation of social value and building of a resilient management foundation to achieve sustainable growth

The Morinaga Group will change into a wellness company in 2030.

Further evolve reliability and technology built on its 120-year history to support people's wellness lifestyles in all generations worldwide.



Three values to provide:

1. Improve profitability via business portfolio optimization and structural reforms
2. Build business foundation linked with business strategies
3. Promote diversity and inclusion

Values are provided for:

- Customers
- Employees
- Society

Structural Reforms for Functional Sectors:

- Focused domain category
- Basic domain category
- Exploration & Research domain category

Business Foundation:

- Sustainable Business Management

| Materiality | Action themes (18 (of 26) themes of high importance) |
|--|---|
| Contribute to healthy lives of people around the world | <ul style="list-style-type: none"> ● Contribute to delicious and healthy foods^{*1} ● Respond to diversifying consumer needs ● Develop sustainable products and provide information ● Ensure safe and reliable food products |
| Diversity and inclusion | <ul style="list-style-type: none"> ● Develop human resources to realize the Purpose and 2030 Vision ● Promote diversity and inclusion ● Promote health management |
| Achieve sustainable value chains | <ul style="list-style-type: none"> ● Achieve a higher order of sustainable supply chain management NEW^{*2} ● Reduce food loss and waste ● Co-existence and co-prosperity with local communities |
| Conserve the global environment | <ul style="list-style-type: none"> ● Mitigate and adapt to climate change NEW ● Eco-friendly plastic containers and packaging for recycling and reuse ● Sustainable use of water resources ● Maintenance and conservation of natural capital and biodiversity NEW |
| UPDATE Strengthen sustainability governance | <ul style="list-style-type: none"> ● Strengthen corporate governance NEW ● Strengthen Group governance NEW ● Strengthen risk management ● Respect for human rights |

Set various KPIs and promote responses to issues

*1. Red indicates action themes of particularly high importance
 *2. New action themes of increased importance in FY2024

Business Targets (2024 MTBP, 2030 Business Plan)



| | FY2023 actual | FY2026 planned | FY2030 planned |
|---|--------------------------|--------------------------|--|
| Net sales | 213.3 billion yen | 246.0 billion yen | 300.0 billion yen or higher |
| Operating income | 20.2 billion yen | 24.6 billion yen | - |
| <KPIs> | | | |
| Operating income margin | 9.5% | 10.0% | 12% or higher |
| Focused domain net sales ratio | 50.6% | 53% or higher | 60% or higher |
| Overseas sales ratio | 12.7% | 16% or higher | initial target 15% ⇒ revised target 25% or higher |
| ROE | 11.8% | 12% or higher | 15% or higher |
| ROIC ^{*1} NEW | 9.6% | 10% or higher | 12% or higher |
| DOE NEW | 4.0% | 4.3% | 4.5% or higher |
| <Non-financial targets> | | | |
| Provide the value of health to more than 70% of Japan's population through new initiatives aimed at becoming a wellness company | | | 70% |
| Ratio of positive responses that the company makes them happy, according to a corporate image survey ^{*2} NEW | | | 90% |
| Ratio of employees who find their job meaningful and who are in good mental and physical health at work | | | 80% |
| Procurement ratio of sustainable raw materials (cacao beans, palm oil and paper) | | | 100% |
| CO ₂ emissions | | | 30% reduction^{*3} |

MORINAGA & CO., LTD.

*1 Calculated using credit approach. Formula: NOPAT / Investment capital (Interest-bearing debt + Shareholder equity)
 *2 Based on Morinaga data. Target: 1,400 men and women in their 10s to 70s nationwide
 *3 Scope 1 + 2 (domestic Group consolidated basis; compared with FY2018)



Delicious, Fun, and Healthy



Fin.