

March 2, 2026

To whom it may concern,

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Notice of Revision of Medium- to Long-Term Management Plan "KENKO Vision 2035"

KENKO Mayonnaise Co., Ltd. (the "Company") hereby announces that we have partially revised Medium- to Long-Term Management Plan "KENKO Vision 2035," which we announced in May 2024, in light of changes in the business environment, as set forth below.

1. Background to the Revision of Medium- to Long-Term Management Plan "KENKO Vision 2035"

Medium- to Long-Term Management Plan "KENKO Vision 2035," which was announced as a 12-years plan from April 2024, has been implementing the plan based on 4 Basic Strategy with "Aiming for fundamental reforms and further enhancement of corporate value for sustainable growth" as its basic policy.

Against this backdrop, we have decided to revise our Medium- to Long-Term Management Plan in light of the early attainment of certain management targets and other factors. We reviewed our management targets and revised our management targets upward.

The main factors behind the review are as follows.

- (1) Due to the early achievement of some management targets
- (2) Due to significant changes in the external environment
- (3) To maintain independence in Action to Implement Management that is Conscious of Cost of Capital and Stock Price

2. Outline of Medium- to Long-Term Management Plan "KENKO Vision 2035" Review

In reviewing Medium- to Long-Term Management Plan, we established a new concept, "Transformation into a Global Food Solution Company - Turning food problems into excitement and discovery-". In the past, we have worked to manufacture and sell food products that are focused on quality and taste, under our mission of "Contributing to the World Through Food." In the future, we will take a step further and incorporate our intention to transform ourselves into a concept of providing services that deliver excitement to our customers.

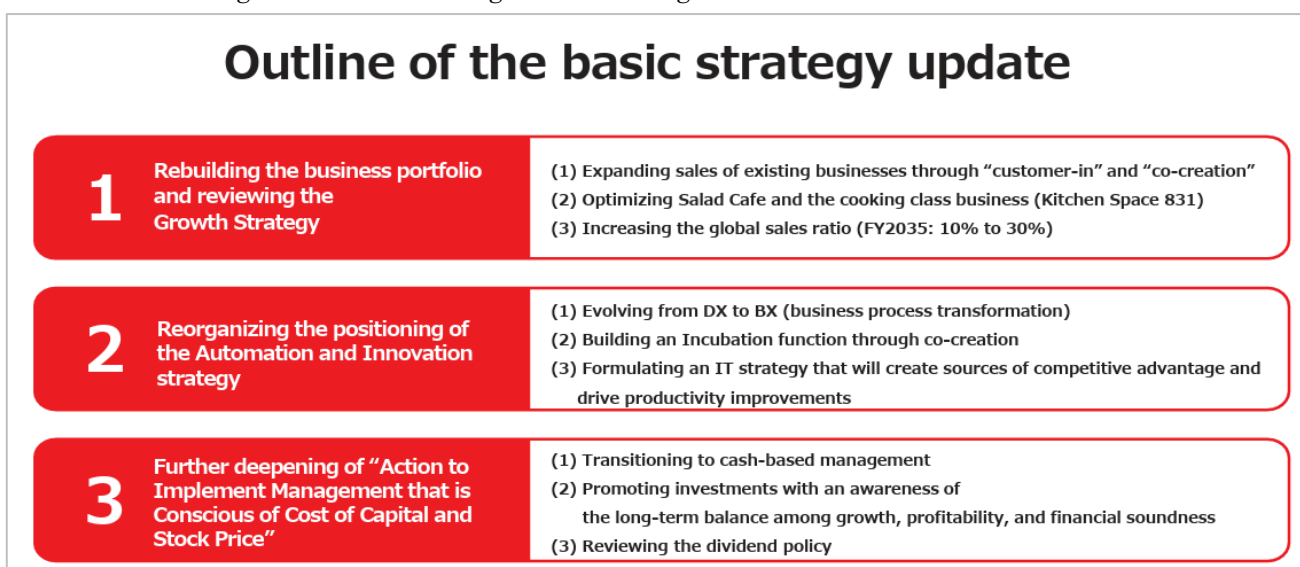
Based on the new concept, we have updated Basic Strategy and organized its positioning. We have reorganized the 4 Basic Strategy into "core functions" and "management foundations" and added "IT strategy" within the management foundation.

The outline of Basic Strategy update is the following 3 points.

The first point is to rebuild business portfolio and expand the contact points by implementing "customer IN" initiatives to deeply approach the needs and issues of each customer. We will also accelerate our overseas business development.

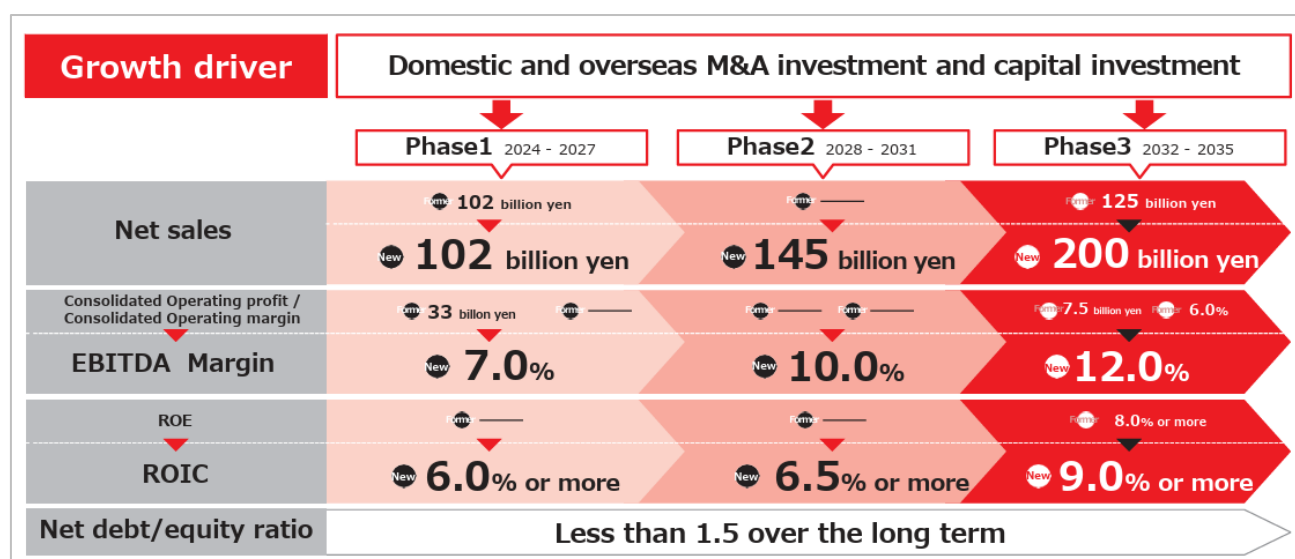
The second point is to evolve from DX initiatives to business-process transformation (BX). We will change our conventional approach to the entire business process, from R & D to the collection of funds, and promote reforms aimed at achieving total optimization for the entire process.

Third, we will strive to achieve a long-term balance between growth, profitability, and soundness. At the same time, we will enhance corporate value and Enhancement of shareholders returns by promoting cash-based management and building a solid management foundation.



3. Management Targets

In conjunction with the revision of Medium- to Long-Term Management Plan "KENKO Vision 2035," the Company revised its management targets in line with cash base management as follows.



For details, please refer to the following page of our website.

- Materials for Financial Results Briefing (Japanese) :

<https://www.kenkomayo.co.jp/ir/irshiryoku/kessan>

- Materials for Nine Months Ended December 31, 2025

Mid- to Long-Term Management Plan - Regarding the review (Japanese):

https://www.kenkomayo.co.jp/cms/pdf/irshiryoku/kessansetumeikai/2026/20260226_kessan2.pdf

<English translation>

- Materials for Financial Results Briefing:

https://www.kenkomayo.co.jp/en/ir/library/materials_for_financial_results_briefing

- Mid- to Long-Term Management Plan - Regarding the review:

https://www.kenkomayo.co.jp/cms/pdf/English/FY032026/20260226_kessan2_en.pdf

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