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CHINA MENGNIU DAIRY COMPANY LIMITED

中國蒙牛乳業有限公司*

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 2319)

**ANNOUNCEMENT OF THE ANNUAL RESULTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

HIGHLIGHTS

- In 2025, with the continuous changes in consumer demand, channel scenarios, and the competitive landscape, the Group recorded revenue of RMB82,244.9 million, representing a year-on-year decrease of 7.3%. Gross profit margin increased by 0.3 percentage points year-on-year to 39.9%.
- Affected by the decline in revenue, the benefits of economies of scale were diminished. Operating profit amounted to RMB6,564.4 million, with an operating profit margin of 8.0%, a slight decrease of 0.2 percentage points year-on-year, yet still an improvement over the years prior to 2024. Profit attributable to owners of the Company increased by 1,378.9% year-on-year to RMB1,545.4 million.
- During the year, the Group recorded net cash inflow from operating activities of RMB8,750.5 million, representing an increase of 5.0% compared with 2024 and marking a record high.
- The Group has formulated a three-year shareholder return plan for 2025–2027, with the objective of steadily increasing dividends per share over the next three years, while maintaining the share repurchase cadence established in 2024 and 2025, with the aim of continuously increasing returns for its shareholders through dividends and share repurchases. Accordingly, the board of directors has recommended the payment of a final dividend of RMB0.520 per share for the year ended 31 December 2025, representing total dividends of RMB2,017.0 million.
- During the year, the Group actively responded to external challenges and steadfastly advanced the implementation of its “One Core, Two Wings (一體兩翼)” strategy. It continued to focus on R&D innovation, brand leadership, and digital transformation, accelerating channel optimisation and new business development. By strengthening refined operations and enhancing quality and efficiency, the Group comprehensively promoted high-quality development. During the year, fresh milk, milk powder, and cheese delivered double-digit growth, evidencing a diversified business structure. The “Two Wings” businesses accelerated their breakthroughs, with multiple technology breakthroughs achieved in the nutrition and health segment and the continued deepening of internationalisation, adding strong momentum into high-quality development.

* For identification purpose only

The board (the “Board”) of directors (the “Directors”) of China Mengniu Dairy Company Limited (the “Company”) is pleased to present the results of the Company and its subsidiaries (the “Group” or “Mengniu”) for the year ended 31 December 2025, together with the comparative amounts.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

for the year ended 31 December 2025

(Expressed in Renminbi (“RMB”))

	Notes	2025 RMB'000	2024 RMB'000
Revenue	4	82,244,944	88,674,774
Cost of sales		<u>(49,436,501)</u>	<u>(53,584,334)</u>
Gross profit		32,808,443	35,090,440
Other income and gains	4	691,136	1,031,644
Selling and distribution expenses		(21,612,213)	(23,092,601)
Administrative expenses		(4,149,524)	(4,228,995)
Impairment losses on financial assets, net		(1,888,541)	(371,712)
Loss on derecognition of financial assets measured at amortised cost		(40,571)	(49,044)
Other expenses	5	(1,967,338)	(6,453,014)
Interest income		841,906	1,411,977
Finance costs	7	(970,752)	(1,467,790)
Share of results of associates		<u>(804,008)</u>	<u>(871,728)</u>
Profit before taxation	6	2,908,538	999,177
Income tax expense	8	<u>(1,284,572)</u>	<u>(774,572)</u>
Profit for the year		<u>1,623,966</u>	<u>224,605</u>
Attributable to:			
Owners of the Company		1,545,350	104,507
Non-controlling interests		<u>78,616</u>	<u>120,098</u>
		<u>1,623,966</u>	<u>224,605</u>
Earnings per share attributable to ordinary equity holders of the Company (expressed in RMB per share)	10		
Basic		0.396	0.027
Diluted		<u>0.395</u>	<u>0.027</u>

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2025

(Expressed in RMB)

	2025 RMB'000	2024 RMB'000
Profit for the year	<u>1,623,966</u>	<u>224,605</u>
Other comprehensive income		
<i>Other comprehensive income that may be reclassified to profit or loss in subsequent periods:</i>		
Exchange differences on translation of foreign operations	207,038	(939,791)
Effective portion of changes in fair value of hedging instruments arising during the year:		
— Total hedging loss recognised in other comprehensive income (excluding exchange differences)	(66,601)	95,486
— Amount reclassified from other comprehensive income to profit or loss	(52,391)	(231,533)
Share of other comprehensive income of associates	<u>—</u>	<u>(171,710)</u>
Net other comprehensive income that may be reclassified to profit or loss in subsequent periods	<u>88,046</u>	<u>(1,247,548)</u>
<i>Other comprehensive income that will not be reclassified to profit or loss in subsequent periods:</i>		
Exchange differences on translation	(272,874)	225,427
Equity investments designated at fair value through other comprehensive income:		
— Changes in fair value	<u>14,014</u>	<u>5,684</u>
Net other comprehensive income that will not be reclassified to profit or loss in subsequent periods	<u>(258,860)</u>	<u>231,111</u>
Other comprehensive income, net of tax	<u>(170,814)</u>	<u>(1,016,437)</u>
Total comprehensive income for the year	<u>1,453,152</u>	<u>(791,832)</u>
Attributable to:		
Owners of the Company	1,468,231	(937,980)
Non-controlling interests	<u>(15,079)</u>	<u>146,148</u>
	<u>1,453,152</u>	<u>(791,832)</u>

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

at 31 December 2025

(Expressed in RMB)

	Notes	2025 RMB'000	2024 RMB'000
Non-current assets			
Property, plant and equipment		18,118,859	20,905,216
Construction in progress		2,669,142	2,278,028
Investment properties		20,617	57,775
Right-of-use assets		2,123,656	2,584,719
Goodwill		7,661,426	7,677,836
Other intangible assets		8,816,791	8,829,053
Investments in associates		8,700,824	9,648,894
Deferred tax assets		719,644	930,170
Derivative financial instruments		—	241,794
Other financial assets		11,854,556	16,205,547
Long-term prepayments		1,124,989	1,165,975
Total non-current assets		61,810,504	70,525,007
Current assets			
Other financial assets		11,488,899	8,138,860
Derivative financial instruments		78,215	8,582
Inventories		4,798,508	4,936,666
Trade and bills receivables	11	2,429,187	3,261,858
Prepayments, other receivables and other assets		2,540,514	1,979,279
Pledged deposits		177,968	103,383
Cash and bank balances		13,254,542	17,339,157
Total current assets		34,767,833	35,767,785
Current liabilities			
Trade and bills payables	12	7,920,006	8,647,226
Other payables and accruals		12,425,138	11,244,088
Interest-bearing bank and other borrowings		13,874,111	16,661,575
Derivative financial instruments		1,957	38,276
Income tax payable		356,815	370,787
Other financial liabilities		49,031	44,608
Total current liabilities		34,627,058	37,006,560
Net current assets/(liabilities)		140,775	(1,238,775)
Total assets less current liabilities		61,951,279	69,286,232

CONSOLIDATED STATEMENT OF FINANCIAL POSITION *(continued)*
at 31 December 2025
(Expressed in RMB)

	2025	2024
	RMB'000	RMB'000
Non-current liabilities		
Interest-bearing bank and other borrowings	11,514,625	17,975,625
Deferred income	810,736	728,274
Deferred tax liabilities	2,444,334	2,556,842
	<u>14,769,695</u>	<u>21,260,741</u>
Total non-current liabilities	14,769,695	21,260,741
NET ASSETS	47,181,584	48,025,491
EQUITY		
Equity attributable to owners of the Company		
Share capital	353,002	356,662
Shares held under share award scheme	(82,677)	(114,293)
Treasury shares	—	(17,981)
Other reserves	7,567,966	8,105,166
Retained earnings	32,680,570	33,232,733
	<u>40,518,861</u>	<u>41,562,287</u>
Non-controlling interests	6,662,723	6,463,204
	<u>47,181,584</u>	<u>48,025,491</u>
TOTAL EQUITY	47,181,584	48,025,491

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB unless otherwise indicated)

1 CORPORATE AND GROUP INFORMATION

The Company is an exempted company with limited liability in the Cayman Islands. The registered office address of the Company is P.O. Box 309, Umland House, Grand Cayman KY1-1104, Cayman Islands. The Group is engaged in the manufacture and distribution of dairy products.

2 MATERIAL ACCOUNTING POLICIES

2.1 Statement of compliance and basis of preparation

Statement of compliance

These financial statements have been prepared in accordance with all applicable IFRS Accounting Standards, which collective term includes all applicable individual IFRS Accounting Standards, IAS Standards and IFRIC Interpretations issued by the International Accounting Standards Board (the “IASB”), and HKFRS Accounting Standards, which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and the requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

The IASB has issued certain new or amended IFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of the Group. Note 2.2 provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

Basis of preparation of the financial statements

The measurement basis used in the preparation of the financial statements is the historical cost basis except for share options, certain financial assets, derivative financial instruments, certain other financial liabilities and certain other borrowings which have been measured at their fair value. These financial statements are presented in RMB and all values are rounded to the nearest thousand except when otherwise indicated.

The preparation of financial statements in conformity with IFRS Accounting Standards and HKFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

2 MATERIAL ACCOUNTING POLICIES *(continued)*

2.1 Statement of compliance and basis of preparation *(continued)*

Basis of preparation of the financial statements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Basis of consolidation

The consolidated financial statements include the financial statements of the Group and the Group's interest in associates for the year ended 31 December 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

When the Company has, directly or indirectly, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises (i) the assets (including goodwill) and liabilities of the subsidiary; (ii) the carrying amount of any non-controlling interest and (iii) the cumulative translation differences recorded in equity; and recognises (i) the fair value of the consideration received; (ii) the fair value of any investment retained and (iii) any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2 MATERIAL ACCOUNTING POLICIES *(continued)*

2.2 Changes in accounting policies

The Group has applied amendments to IAS 21, *The effects of changes in foreign exchange rates — Lack of exchangeability* issued by the IASB to these financial statements for the current accounting period. The amendments do not have a material impact on these financial statements as the Group has not entered into any foreign currency transactions in which the foreign currency is not exchangeable into another currency.

The equivalent amendments to HKFRS Accounting Standards, consequently issued by the HKICPA as a result of these amendments, have the same effective date as those issued by the IASB and are in all material aspects identical to the pronouncements issued by the IASB.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

3 OPERATING SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services, and has five reportable operating segments as follows:

- Liquid milk business — manufacture and distribution of ultra-high temperature milk (“UHT milk”), milk beverages, yoghurt and fresh milk;
- Ice cream business — manufacture and distribution of dairy-based ice cream;
- Milk formula business — manufacture and distribution of milk powder;
- Cheese business — manufacture and distribution of cheese; and
- Others — principally the Group’s manufacture of raw materials for dairy products and trading business.

(a) Segment results, assets, and liabilities

Management monitors the results of the Group’s operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/loss, which is a measure of adjusted profit/loss before tax. The adjusted profit/loss before tax is measured consistently with the Group’s profit/loss before tax except that interest income, non-lease-related finance costs, share of results of associates, income tax expense, as well as head office and corporate income/expenses are excluded from such measurement.

Segment assets exclude investments in associates and other unallocated head office and corporate assets as these assets are managed on a group basis.

Segment liabilities exclude other unallocated head office and corporate liabilities as these liabilities are managed on a group basis.

3 OPERATING SEGMENT INFORMATION *(continued)*

(a) Segment results, assets, and liabilities *(continued)*

Intersegment sales and transfers are transacted with reference to the selling prices used for sales made to third parties at the then prevailing market prices.

Year ended 31 December 2025

	Liquid milk business <i>RMB'000</i>	Ice cream business <i>RMB'000</i>	Milk powder business <i>RMB'000</i>	Cheese business <i>RMB'000</i>	Others <i>RMB'000</i>	Total <i>RMB'000</i>
Segment revenue (Note 4):						
Sales to external customers	64,939,270	5,393,276	3,643,433	5,265,541	3,003,424	82,244,944
Intersegment sales	<u>929,877</u>	<u>39,202</u>	<u>116,001</u>	<u>26,923</u>	<u>302,809</u>	<u>1,414,812</u>
	65,869,147	5,432,478	3,759,434	5,292,464	3,306,233	83,659,756
<i>Reconciliation:</i>						
Elimination of intersegment sales						<u>(1,414,812)</u>
Revenue						<u>82,244,944</u>
Segment results	4,691,332	173,134	112,722	213,338	(133,567)	5,056,959
<i>Reconciliation:</i>						
Interest income						841,906
Finance costs (other than interest on lease liabilities)						(922,128)
Share of results of associates						(804,008)
Corporate and other unallocated expense						<u>(1,264,191)</u>
Profit before tax						2,908,538
Income tax expense						<u>(1,284,572)</u>
Profit for the year						<u>1,623,966</u>
Segment assets	46,899,702	7,311,844	11,034,871	17,178,706	2,375,726	84,800,849
<i>Reconciliation:</i>						
Elimination of intersegment receivables						(37,631,230)
Corporate and other unallocated assets						40,707,894
Investments in associates						<u>8,700,824</u>
Total assets						<u>96,578,337</u>
Segment liabilities	24,036,998	4,494,461	5,568,354	5,269,986	2,083,866	41,453,665
<i>Reconciliation:</i>						
Elimination of intersegment payables						(37,631,230)
Corporate and other unallocated liabilities						<u>45,574,318</u>
Total liabilities						<u>49,396,753</u>

3 OPERATING SEGMENT INFORMATION *(continued)*

(a) Segment results, assets, and liabilities *(continued)*

Year ended 31 December 2025 *(continued)*

	Liquid milk business <i>RMB'000</i>	Ice cream business <i>RMB'000</i>	Milk powder business <i>RMB'000</i>	Cheese business <i>RMB'000</i>	Others <i>RMB'000</i>	Total <i>RMB'000</i>
Other segment information:						
Depreciation and amortisation	2,379,910	330,481	124,726	261,333	66,841	3,163,291
Unallocated amounts						<u>161,397</u>
Total depreciation and amortisation						<u><u>3,324,688</u></u>
Capital expenditure	1,341,443	363,711	200,893	430,279	56,470	2,392,796
Unallocated amounts						<u>101,690</u>
Total capital expenditure*						<u><u>2,494,486</u></u>
Impairment losses and write-down of inventories recognised in the consolidated statement of profit or loss, net	1,689,904	743	28,381	6,507	1,063,778	<u><u>2,789,313</u></u>
Expense relating to share option scheme, share award scheme and fair value amortisation of share- based payment of a subsidiary	(6,250)	(2,427)	(126)	34,021	(98)	25,120
Unallocated amounts						<u>(5,920)</u>
Total non-cash expenses relating to share option scheme, share award scheme and fair value amortisation of share-based payments of a subsidiary						<u><u>19,200</u></u>

3 OPERATING SEGMENT INFORMATION *(continued)*

(a) Segment results, assets, and liabilities *(continued)*

Year ended 31 December 2024

	Liquid milk business <i>RMB'000</i>	Ice cream business <i>RMB'000</i>	Milk powder business <i>RMB'000</i>	Cheese business <i>RMB'000</i>	Others <i>RMB'000</i>	Total <i>RMB'000</i>
Segment revenue (Note 4):						
Sales to external customers	73,065,615	5,175,411	3,320,456	4,319,660	2,793,632	88,674,774
Intersegment sales	<u>836,819</u>	<u>53,318</u>	<u>48,068</u>	<u>6,699</u>	<u>206,930</u>	<u>1,151,834</u>
	73,902,434	5,228,729	3,368,524	4,326,359	3,000,562	89,826,608
<i>Reconciliation:</i>						
Elimination of intersegment sales						<u>(1,151,834)</u>
Revenue						<u><u>88,674,774</u></u>
Segment results	6,193,423	165,489	(4,637,711)	241,176	54,519	2,016,896
<i>Reconciliation:</i>						
Interest income						1,411,977
Finance costs (other than interest on lease liabilities)						(1,414,956)
Share of results of associates						(871,728)
Corporate and other unallocated expense						<u>(143,012)</u>
Profit before tax						999,177
Income tax expense						<u>(774,572)</u>
Profit for the year						<u><u>224,605</u></u>
Segment assets	72,343,961	6,557,712	10,514,131	15,665,834	2,280,785	107,362,423
<i>Reconciliation:</i>						
Elimination of intersegment receivables						(29,518,016)
Corporate and other unallocated assets						18,799,491
Investments in associates						<u>9,648,894</u>
Total assets						<u><u>106,292,792</u></u>
Segment liabilities	25,498,100	4,235,873	5,354,871	4,258,244	1,870,890	41,217,978
<i>Reconciliation:</i>						
Elimination of intersegment payables						(29,518,016)
Corporate and other unallocated liabilities						<u>46,567,339</u>
Total liabilities						<u><u>58,267,301</u></u>

3 OPERATING SEGMENT INFORMATION *(continued)*

(a) Segment results, assets, and liabilities *(continued)*

Year ended 31 December 2024 *(continued)*

	Liquid milk business <i>RMB'000</i>	Ice cream business <i>RMB'000</i>	Milk powder business <i>RMB'000</i>	Cheese business <i>RMB'000</i>	Others <i>RMB'000</i>	Total <i>RMB'000</i>
Other segment information:						
Depreciation and amortisation Unallocated amounts	2,498,864	333,464	149,056	227,151	52,757	3,261,292 <u>145,423</u>
Total depreciation and amortisation						<u>3,406,715</u>
Capital expenditure Unallocated amounts	1,737,120	746,425	359,075	304,808	147,704	3,295,132 <u>289,461</u>
Total capital expenditure*						<u>3,584,593</u>
Impairment losses and write-down of inventories recognised in the consolidated statement of profit or loss, net	1,049,077	5,213	4,661,418	8,426	288,108	<u>6,012,242</u>
Expense relating to share-based payment component of the convertible bonds, share option scheme and share award scheme Unallocated amounts	111,515	16,773	3,106	3,978	3,190	138,562 <u>212,851</u>
Total non-cash expenses relating to share-based payment component of the convertible bonds, share option scheme and share award scheme						<u>351,413</u>

* Capital expenditure consists of cash paid for the purchase of property, plant and equipment, construction in progress, intangible assets, land use rights, equity interests in associates and other equity investments.

3 OPERATING SEGMENT INFORMATION *(continued)*

(b) Geographical information

(i) Revenue from external customers

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
The Chinese Mainland	77,695,084	83,958,472
Overseas	<u>4,549,860</u>	<u>4,716,302</u>
	<u><u>82,244,944</u></u>	<u><u>88,674,774</u></u>

The revenue information above is based on the locations of the customers.

(ii) Non-current assets

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
The Chinese Mainland	42,260,962	45,762,687
Overseas	<u>6,975,342</u>	<u>7,384,809</u>
	<u><u>49,236,304</u></u>	<u><u>53,147,496</u></u>

The non-current asset information above is based on locations of non-current assets, excluding derivative financial instruments, other financial assets and deferred tax assets.

(c) Information about major customers

There were no sales to a single customer which accounted for 10% or more of the Group's revenue for the year ended 31 December 2025.

4 REVENUE, OTHER INCOME AND GAINS

(a) Revenue

An analysis of the revenue is as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Revenue from contracts with customers recognised at point in time:		
Sale of goods	82,210,564	88,623,995
Consignment processing services	<u>34,380</u>	<u>50,779</u>
	<u><u>82,244,944</u></u>	<u><u>88,674,774</u></u>

4 REVENUE, OTHER INCOME AND GAINS (continued)

(a) Revenue (continued)

The Group takes advantage of practical expedient in paragraph 121 of IFRS/HKFRS15 and does not disclose the remaining performance obligations as all of the Group's sales contracts have an original expected duration of less than one year.

(b) Other income and gains

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Government grants related to		
— assets	130,343	114,910
— compensation for expenses	193,058	312,319
Gain on disposal of subsidiaries	—	267,216
Gross rental income	25,082	39,401
Net fair value gain on forward currency contracts	—	8,948
Net fair value gain on equity investment at fair value through profit or loss	—	71,132
Net gain on disposal of raw materials	50,710	59,587
Net gain on disposal of property, plant and equipment, other intangibles assets and right-of-use assets	524	—
Others	291,419	158,131
	<u>691,136</u>	<u>1,031,644</u>

5 OTHER EXPENSES

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Write-down of inventories to net realisable value	469,406	911,092
Impairment of goodwill	—	1,154,728
Impairment of other intangible assets	—	3,490,098
Impairment of property, plant and equipment	323,317	—
Impairment of construction in progress	108,049	21,125
Educational surcharges, city construction tax, and other taxes	482,311	512,056
Donations	50,261	74,590
Impairment of investments in an associate	—	63,487
Net loss on disposal of property, plant and equipment, other intangible assets and right-of-use assets	—	52,110
Loss on disposal of subsidiaries	3,583	—
Net fair value loss on exchangeable bonds	150,209	28,190
Foreign exchange loss, net	1,736	21,369
Net fair value loss on forward currency contracts	8,957	—
Net fair loss on equity investment at fair value through profit or loss	157,611	—
Others	211,898	124,169
	<u>1,967,338</u>	<u>6,453,014</u>

6 PROFIT BEFORE TAXATION

Profit before taxation is arrived at after charging:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Cost of inventories sold	49,405,445	53,539,391
Cost of consigned processing services	<u>31,056</u>	<u>44,943</u>
Cost of sales	<u><u>49,436,501</u></u>	<u><u>53,584,334</u></u>
Employee benefit expense (including directors' and chief executive's remuneration (<i>Note (a)</i>))		
— Wages, salaries, housing benefits and other allowances	7,001,822	7,005,579
— Retirement benefit contributions	713,093	774,503
— Fair value amortisation and cancellation of share-based payments component of the convertible bonds	—	322,409
— Share option scheme expense	(25,495)	(12,906)
— Share award scheme expense	10,674	41,910
— Fair value amortisation of share-based payments of a subsidiary	<u>34,021</u>	<u>—</u>
	<u><u>7,734,115</u></u>	<u><u>8,131,495</u></u>
Impairment of trade receivables, net	754,498	128,751
Impairment of financial assets included in prepayments, other receivables and other financial assets, net	<u>1,134,043</u>	<u>242,961</u>
Impairment of financial assets, net	<u><u>1,888,541</u></u>	<u><u>371,712</u></u>
Write-down of inventories to net realisable value	469,406	911,092
Impairment of property, plant and equipment	323,317	—
Impairment of construction in progress	108,049	21,125
Impairment of goodwill	—	1,154,728
Impairment of other intangible assets	—	3,490,098
Impairment of investments in an associate	—	63,487
Depreciation of property, plant and equipment	2,865,107	2,953,109
Depreciation of right-of-use assets	325,466	335,239
Depreciation of investment properties	1,152	1,646
Amortisation of other intangible assets	132,963	116,721
Research and development costs	554,858	512,638
Outsourcing expense (<i>Note (b)</i>)	138,600	158,232
Lease payments not included in the measurement of lease liabilities (<i>Note (c)</i>)	197,943	224,779
Auditor's remuneration		
— Audit services	10,050	10,630
— Non-audit services	<u>4,741</u>	<u>4,481</u>

6 PROFIT BEFORE TAXATION (continued)

Notes:

- (a) The employees of the subsidiaries of the Group established in the PRC (other than Hong Kong) participate in defined contribution retirement benefit scheme managed by the local government authority, whereby these subsidiaries are required to contribute to the scheme ranging from 16% to 20% of the employees' basic salaries. Employees of these subsidiaries are entitled to retirement benefits, calculated based on a percentage of the average salaries level in the PRC (other than Hong Kong), from the above mentioned retirement scheme at their normal retirement age.

The Group also operates a Mandatory Provident Fund Scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance for employees employed under the jurisdiction of the Hong Kong Employment Ordinance and not previously covered by the defined benefit retirement plan.

The Group has no further obligation for payment of other retirement benefits beyond the above contributions.

- (b) For the purpose of promoting operation efficiency, the Group outsourced the production of certain products. The amounts represent the total amount paid by the Group for purchasing outsourcing services.
- (c) The Group recognised rental expenses from short-term leases of RMB138,364,000 (2024: RMB138,871,000), leases of low-value assets of RMB15,275,000 (2024: RMB21,955,000) and variable lease payments not based on index or rates of RMB44,304,000 (2024: RMB63,953,000) for the year ended 31 December 2025, respectively.

7 FINANCE COSTS

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Interest on bank loans	683,239	825,348
Interest on other borrowings (excluding lease liabilities)	238,889	589,608
Interest on lease liabilities	48,624	52,834
	<u>970,752</u>	<u>1,467,790</u>

8 INCOME TAX EXPENSE

(a) Taxation in the consolidated statement of profit or loss represents:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Current income tax		
Current charge for the year	1,002,142	1,128,531
Adjustments in relation to prior years	(1,052)	1,092
Deferred income tax	<u>283,482</u>	<u>(355,051)</u>
	<u><u>1,284,572</u></u>	<u><u>774,572</u></u>

(b) Reconciliation between tax expense and accounting profit at applicable tax rates:

	<i>Notes</i>	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Profit before tax		<u>2,908,538</u>	<u>999,177</u>
At tax rate of 25% (2024: 25%)	<i>(i)</i>	727,135	249,794
Non-deductible items and others, net		11,879	45,539
Tax effect of super deduction on research and development expenses	<i>(i)</i>	(94,741)	(94,854)
Adjustments in relation to prior years		(1,052)	1,092
Effect of different tax rates	<i>(ii)/(iii)/(iv)</i>	(182,614)	(29,177)
Effect of tax concessions	<i>(v)/(vi)</i>	(664,201)	(689,427)
Tax effect of share of results of associates		201,002	217,932
Reversal of tax losses and temporary differences recognised in previous years		33,004	(636,172)
Tax effect of impairment of goodwill and trademarks with indefinite useful lives		—	1,161,207
Tax losses and deductible temporary differences utilised from previous years		(103,182)	(107,251)
Tax losses and deductible temporary differences not recognised		1,168,536	395,422
Effect of withholding tax at 5%/10% on the distributable profits of the Group's certain PRC subsidiaries		<u>188,806</u>	<u>260,467</u>
Income tax		<u><u>1,284,572</u></u>	<u><u>774,572</u></u>

8 INCOME TAX EXPENSE *(continued)*

(b) Reconciliation between tax expense and accounting profit at applicable tax rates: *(continued)*

Notes:

- (i) The provision for the income tax is based on the statutory rate of 25% (2024: 25%) on the estimated taxable profits determined in accordance with the Law of the People's Republic of China on Corporate Income Tax ("PRC CIT Law"), except for certain subsidiaries of the Group which enjoy a preferential tax rate according to related tax policies or certain subsidiaries in other jurisdictions. Certain subsidiaries of the Company entitle to the preferential tax rate of 15% (2024: 15%), and certain research and development expenses of these companies are qualified for 100% (2024: 100%) additional deduction for tax purpose.
- (ii) Pursuant to the income tax rules and regulations of Cayman Islands and the British Virgin Islands ("BVI"), the Group is not subject to income tax in Cayman Islands and the BVI.
- (iii) The provision for Hong Kong Profits Tax is calculated by applying at 16.5% (2024: 16.5%) of the estimated assessable profits for the year ended 31 December 2025.
- (iv) The provision for Australia, New Zealand and Indonesia Profit Tax is calculated by applying at 30%, 28% and 22%, respectively, (2024: 30%, 28% and 25%, respectively), of the estimated assessable profits for the year ended 31 December 2025.
- (v) Certain subsidiaries were granted lower tax rates by the state tax bureau in accordance with the PRC CIT law and the corresponding transitional tax concession policy and "The notice of tax policies relating to the implementation of the western China development strategy".
- (vi) Certain subsidiaries were granted tax exemptions in accordance with the policy of "The notice of preferential tax policy for preliminary processing of agriculture products".

(c) Pillar Two income taxes

The Group is a multinational enterprise group which subject to the Global Anti-Base Erosion Model Rules ("Pillar Two model rules") published by the Organisation for Economic Co-operation and Development.

From 1 January 2024, the Group's earnings in Netherlands, Vietnam and Australia is subject to the domestic minimum top-up tax that was introduced by Netherlands, Vietnam and Australia with effect from 1 January 2024.

From 1 January 2025, the Group is also liable to Pillar Two income taxes under the Hong Kong Inland Revenue (Amendment) (Minimum Tax for Multinational Enterprise Groups) Ordinance 2025 for its earnings in the Hong Kong SAR and certain other jurisdictions where a domestic minimum top-up tax has not been implemented, including the Chinese Mainland.

8 INCOME TAX EXPENSE (continued)

(c) Pillar Two income taxes (continued)

The Group has applied the temporary mandatory exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes and accounted for the tax as current tax when incurred. No Pillar Two income tax was recognised during the year ended 31 December 2025.

Other jurisdictions in which the Group operates are in the process of implementing their Pillar Two income tax legislation. The Group is in the process of making a continuous assessment of what the impact of Pillar Two model is expected to be on the income taxes in those jurisdictions.

9 DIVIDENDS

	<i>Notes</i>	2025 RMB'000	2024 RMB'000
Declared and paid during the year			
Equity dividends on ordinary shares		<u>1,991,229</u>	<u>1,924,358</u>
Proposed for approval at the Annual General Meeting (the "AGM")			
Equity dividends on ordinary shares:			
Proposed final — RMB0.520 (2024: RMB0.509) per ordinary share	<i>(a)/(b)</i>	<u>2,017,029</u>	<u>1,994,247</u>

Notes:

- (a) The proposed final dividend for the year ended 31 December 2025 is subject to the approval of the Company's shareholders at the forthcoming AGM.
- (b) This dividend was not recognised as a liability in the consolidated financial statements for the year ended 31 December 2025.

10 EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE COMPANY

(a) Basic earnings per share

The basic earnings per share for the year is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the year.

A reconciliation of the weighted average number of shares used in calculating the basic earnings per share amount is as follows:

	2025	2024
	<i>Number of</i>	<i>Number of</i>
	<i>shares</i>	<i>shares</i>
	<i>'000</i>	<i>'000</i>
Issued ordinary shares at 1 January	3,919,105	3,935,293
Effect of shares purchased	<u>(15,138)</u>	<u>(8,691)</u>
Weighted average number of ordinary shares for the purpose of the basic earnings per share calculation	<u><u>3,903,967</u></u>	<u><u>3,926,602</u></u>

(b) Diluted earnings per share

The diluted earnings per share amounts is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares.

A reconciliation of the weighted average number of shares used in calculating the diluted earnings per share amount is as follows:

	2025	2024
	<i>Number of</i>	<i>Number of</i>
	<i>shares</i>	<i>shares</i>
	<i>'000</i>	<i>'000</i>
Weighted average number of ordinary shares for the purpose of the basic earnings per share calculation	3,903,967	3,926,602
Effect of dilution — Weighted average number of ordinary shares:		
Outstanding share awards	<u>4,213</u>	<u>2,614</u>
Weighted average number of ordinary shares for the purpose of the diluted earnings per share calculation	<u><u>3,908,180</u></u>	<u><u>3,929,216</u></u>

11 TRADE AND BILLS RECEIVABLES

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Bills receivable	65,261	81,425
Trade receivables	2,878,827	3,218,448
Loss allowance	<u>(514,901)</u>	<u>(38,015)</u>
	<u>2,429,187</u>	<u>3,261,858</u>

The Group normally grants credit limits to its customers which are adjustable in certain circumstances. The Group closely monitors overdue balances. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its trade receivables. The trade receivables are non-interest-bearing.

The Group sold non-recourse trade receivables to third parties for cash proceeds. These trade receivables have been derecognised from the consolidated statement of financial position, because the Group transfers substantially all of the risks and rewards, primarily credit risk.

Based on the Group's accounting policy of financial assets, the Group measured bills receivable at fair value through other comprehensive income as at 31 December 2025.

An ageing analysis of the trade and bills receivables as at the end of the reporting period, based on the invoice date and net of loss allowance, are as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Less than 1 year	2,344,182	3,196,187
1 to 2 years	76,803	51,613
2 to 3 years	5,087	13,650
Over 3 years	<u>3,115</u>	<u>408</u>
	<u>2,429,187</u>	<u>3,261,858</u>

12 TRADE AND BILLS PAYABLES

An ageing analysis of the trade and bills payables of the Group, based on the invoice date, is as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Within 3 months	7,023,383	7,718,407
4 to 6 months	834,894	889,320
7 to 12 months	28,581	10,852
Over 1 year	33,148	28,647
	<u>7,920,006</u>	<u>8,647,226</u>

The Group's trade and bills payables are unsecured except as noted below, non-interest-bearing and payable on demand.

Included in the above balances, bills payable with an aggregate balance of approximately RMB486,353,000 (2024: RMB386,589,000) were secured by the pledge of certain of the Group's deposits. Except for the above, bills payables were unsecured, non-interest-bearing and payable when due within 1 to 6 months.

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

In 2025, consumer demand, channel scenarios, and the competitive landscape continued to evolve. Under the combined influence of macroeconomic recovery, industry cycle adjustments, and the iteration of consumer demand, the Chinese dairy industry showed signs of short-term stabilization while pursuing long-term quality upgrades, indicating significant headroom and structural opportunities for future growth. At the policy level, the Chinese Government intensively rolled out measures including the “Special Initiatives to Boost Consumption” (《提振消費專項行動方案》), the “Notice On Accelerating The Relief Of The Dairy Industry And Improving The High Quality Development Level Of The Dairy Industry” (《關於加快奶業紓困提升奶業高質量發展水平的通知》), the “Implementation Scheme for the Childcare Subsidy System” (《育兒補貼制度實施方案》), and the “National Nutrition Plan.” The No. 1 Central Document of 2026 also explicitly calls for consolidating industry relief outcomes for the beef cattle and dairy cattle industries, promoting a balanced supply-demand structure and sound development of the sector, and implementing multiple measures to boost dairy product consumption. These policies reinforced end-market confidence and enhanced supply-chain coordination, providing sustained momentum for industry development. On the demand side, consumer decision-making evolves from a singular focus on “value for money” to a three-dimensional framework centered on “quality-price excellence + nutritional fit + emotional resonance.” Emotional consumption trends among younger consumers become prominent, with growing demand for diversified, personalized, and functional products. The substantial scope for deep processing and value enhancement is expected to guide the Chinese dairy industry toward more balanced and diversified categories, creating structural growth opportunities for the sector.

Facing a new environment and stage of industrial development, Mengniu maintained a focus on high-quality development and steadily advanced the “One Core, Two Wings (一體兩翼)” strategy. It responded proactively to external market changes, reinforced its brand foundation, stabilized market share, and strengthened core competitiveness through an innovation-led product portfolio, aiming to ensure consumer “Drink More”, “Drink Good”, and “Drink Right”. During the year, Mengniu strives to drive category expansion and iterative upgrades through innovation. New product launches accelerated in the second half of 2025, with the introduction of various products that offer both cost-effectiveness and quality-price excellence. The Group expanded categories such as lactose-free milk, enhanced long-term category education, and broadened the milk-drinking population, supporting dairy products as a necessity for national health. In parallel, Mengniu focused on segmented consumer groups and consumption scenarios, increased investment in R&D and innovation, and developed high-quality basic milk, functional dairy, and precision nutrition products to unlock growth in niche markets. The Group also accelerated the development of deep-processed categories such as cheese, promoting a shift in consumption from drinking milk to eating dairy products, thereby advancing toward the higher end of the value chain. As raw milk prices stabilized,

revenue from liquid milk stabilized and recovered since the second half of 2025. Fresh milk, milk formula, and cheese delivered double-digit growth for the full year and maintained solid momentum, evidencing a diversified business structure. Concurrently, the “Two Wings” businesses accelerated their development. The nutrition and health segment achieved key technology breakthroughs and move toward commercialization, while international market coverage expanded in both scope and depth, driving new growth to the Group’s development.

On the operational front, Mengniu worked closely with upstream and downstream partners on the supply side to alleviate supply-demand imbalances, securing competitive milk prices while achieving efficiency enhancement across the entire chain. On the management front, Mengniu continued to increase long-term investment in R&D and digital capabilities to enhance core competitiveness and operational efficiency. Through lean management to enhance quality and efficiency, disciplined and science-based expense investment, and end-to-end digital transformation, the Group activated organizational efficiency and enhanced overall operating efficiency and responsiveness to market changes. These efforts established a solid foundation for Mengniu’s next stage of development.

Mengniu continued to strengthen its brand leadership by upholding the “Born for Greatness” brand spirit and maintaining a long-term commitment to brand building. Powered by the dual engines of IP empowerment and deep value cultivation, the Group unlocked new development momentum, achieving both brand effectiveness and sales growth, and delivering a breakthrough in brand power despite market headwinds. During the 2025 Chinese New Year period, Mengniu again partnered with *Ne Zha 2*, creating a months-long, phenomenon-level marketing campaign establishing a classic cross-over collaboration of “National Brand + National Animation” and effectively drove category-wide sales growth. Mengniu continued to build brand leadership by leveraging its entire value chain, innovatively launching the *Milk Deluxe* Desert Organic “Shajin Tohoi” (沙金套海) series, further consolidating its leading position in the premium pure milk market. In parallel, Mengniu advanced a “Sports + Product” strategy, deepening its presence in top international and domestic sporting events such as the Winter Olympics, the World Cup, and city marathons, significantly enhancing brand awareness, reputation, and global influence, and achieving a comprehensive elevation of brand value.

Facing the trend toward diversified and integrated channel landscapes, the Group accelerated the optimization and restructuring of its RTM models. Building on refined traditional and modern channel strategies, it continued to build an omni-channel model that fully integrates online and offline platforms. On the one hand, the Group expanded coverage in lower-tier markets to drive deep penetration at the county-level; on the other, it deepened cooperation with high-growth channels such as membership stores, snack specialty stores, instant retail, content e-commerce, and live-streaming e-commerce, accelerating the development and launch of channel-adapted products. The Group also intensified B2B business in fast-growing catering sectors such as tea drinks, coffee, and baking, establishing deep strategic partnership with leading domestic and international

brands to promote sales conversion across multiple dimensions. In parallel, the Group continued to advance digital transformation, pursuing smart manufacturing and digital transformation with a focus on three core directions: improving channel efficiency, reducing supply chain cost, and enhancing consumer service. Through a systematic and integrally reshaping of the entire dairy industry chain, the Group unlocked efficiency potential across the chain and created new quality productive forces for the industry.

Liquid Milk Business

Room Temperature Business

In 2025, the room temperature liquid milk category continued to face dual pressures from cyclical overcapacity on the supply side and persistent weakness in consumer demand. Even so, diversified consumer needs, product R&D innovation, accelerated channel transformation, and digitalization expanded the category's development space. The Room Temperature Business Department responded proactively, accelerating launches anchored in the three-tier strategic framework of "Drink More", "Drink Good", and "Drink Right", and five strategic directions: affordable value-for-money, nutritional quality, street-style drink, refreshing flavours, and functional diet, precisely addressing the value demands of different consumer segments. In parallel, the Group systematically rebuilt product innovation, marketing communication, and channel penetration, focusing on creating hero products and leading category upgrades through technology R&D and process innovation, thereby strengthening the foundation for high-quality development.

During the reporting period, the Room Temperature Business Department deepened the "Drink More" initiative. Guided by the affordable value-for-money strategy and leveraging strict cost control, the Group drove broad penetration of minimal-packaging, high-value products centred on Mengniu's basic white milk and flavoured milk. By deploying a product portfolio across Pouch, Ecolean, Tetra Fino, and Small White Bags packages, the Group effectively enhanced market penetration and consumer accessibility for basic milk. At the same time, the Group successfully launched the Soft Milk (軟牛奶) series, targeting the large lactose-intolerant population. With its differentiated positioning as "milk that more people can drink" and authoritative certification from the Training Bureau of the General Administration of Sport of China, the series quickly expanded the consumer base for milk and unlocked incremental demand.

The Room Temperature Business Department continued to drive "Drink Good" by innovating in value, product strength, consumer experience, and consumption scenarios. *Milk Deluxe* upheld the "better" brand philosophy and, through a full value-chain mindset, created uniquely differentiated premium milk; during the year, the strategic new product "Desert Organic Shajin Tohoi (沙金套海) Pure Milk" was launched, deeply tapping the unique ecological value of the Ulan Buh Desert Oasis and translating rare natural resources into premium quality that consumers can perceive, further reinforcing premium leadership. In flavoured milk and milk beverage, the Group strengthened flavour and scenario innovation alongside channel breakthroughs: *Just Yoghurt*

introduced several on-trend flavours and launched a stand-up pouch series to expand into fragmented snacking scenarios with playful, versatile formats; *Fruit Milk Drink* remained anchored in the core value of “real fruit pieces,” expanded the “Exploding Granules (爆粒)” series; and *Suan Suan Ru* captured high-frequency meal-pairing scenarios to broaden its business scope.

Based on the strategic direction of Functional Diet, the Room Temperature Business Department intensified product innovation around segmented functions and specific populations, building a new growth engine for “Drink Right”. *Milk Deluxe* addressed niche functional needs with its 200-cap functional series, while the *Mengniu* Pure Milk launched high-calcium, prebiotics, and vitamin series to precisely meet the nutritional needs of defined customer groups. *Future Star* (未來星) and *Shinyway* (新養道) further optimized nutritional supplementation systems tailored to children’s developmental stages and the needs of the elderly respectively. *Just Yoghurt* and *Fruit Milk Drink* introduced PET lines and light-function beverages to capture blue-ocean opportunities in functional yoghurt and light-function beverages.

On channel strategy, the Room Temperature Business Department embraced channel integration and rebuilt the RTM channel ecosystem, prioritizing the optimization of traditional channels and rapid expansion into emerging channels, while accelerating launches of channel-adapted products in second half. Online, the Group deepened cooperation across e-commerce, content e-commerce, live-streaming e-commerce, and instant retail, driving growth in both online distributor count and membership scale. Offline, the Group’s modern trade channel piloted a dual model: direct sales for customized products paired with localized operations to build new KA formats, while traditional channels leveraged a service-station model to directly manage terminals, accelerating penetration into lower-tier markets and reinforcing long-standing strengths. In parallel, the Group expanded its presence in emerging channels such as membership warehouses and snack-discount chain stores, boosting sales via customized supply and direct supply, which provided a new engine for business expansion.

Chilled Business

In 2025, driven by rising consumer health awareness and continuous product innovation, the chilled category entered a phase of steady recovery and quality upgrade. Functional yoghurt, premium chilled yoghurt, and scenario-based new products became the core engines of industry growth. The Chilled Business Department stabilised its performance with the No. 1 market share for the 21st consecutive year, driven by brand marketing, category value innovation, product mix optimization, and channel development.

Mengniu Yoghurt has established itself as the industry’s quality benchmark with its “World-Class Quality, 5A Standard” positioning. Underpinned by international SGS certification for quality assurance, it has comprehensively driven a leap in product competitiveness. Accurately discerning the escalating nutritional and health demands of ordinary families, it has led the way in clean label formulations to create a superior quality experience. It pioneered the full-scenario layout of the sugar-free category, precisely targeting sugar-conscious consumers with a serialized product portfolio to lead the new track of health-oriented consumption. The fruit blend series was upgraded to 12mm, reshaping the “big bites for ultimate satisfaction” sensory experience. Through a cross-industry campaign with the blockbuster IP *Ne Zha 2*, it has powerfully engaged its brand with younger generation, rejuvenating brand vitality and enhancing brand activeness.

Champion has strategically anchored itself in the core probiotic functional yoghurt segment, diligently adhering to the principle of product-channel alignment to achieve comprehensive scenario penetration and precise, in-depth consumer targeting. Propelled by product and marketing, it has precisely positioned a new product matrix including the “Morning 8 Dun Dun” and “Super Vitality Jar”. Through in-depth content co-creation, it has effectively captivated younger consumers and successfully broken into new high-potential channels such as Sam’s Club. This has enabled precise alignment of brand effectiveness with measurable growth, fostering an efficient new growth curve. Ultimately, these efforts have generated profound synergies between brand and channels, continuously reinforcing its leadership position in the functional yoghurt segment and setting the pace in the industry’s value-driven competition.

The premium brand *YO! FINE DIARY* entered the Greek yoghurt segment, collaborating with a world-class team of R&D experts and leveraging the industry’s exclusive craftsmanship system to craft a benchmark product and define a new era for Greek yoghurt. Targeting health-conscious, self-disciplined consumers, it enriched both its afternoon tea scenarios and product line, completed product upgrades, and gained consumer recognition, thereby enhancing both new customer acquisition and repurchase rates. It established a sucrose-free Greek yoghurt family pack and made a significant impact with the launch of a new blueberry and chia seed flavour, achieving market expansion.

Yoyi C upheld its positioning of “probiotics suitable for Chinese people,” ranking No.1 in brand power in the industry for five consecutive years. *Yoyi C* obtained the national health food certification (Jianzihao), with this authoritative national endorsement reinforcing the functional credibility of the product. It also launched a new 60 billion high-speed functional product, precisely entering a niche functional market segment and gaining acclaim from elite consumers immediately upon its release. From consolidating its quality foundation to leading through technology, *Yoyi C* leverages product innovation and technological advancement to deliver probiotics more suitable for Chinese people. In 2025, the brand broadened consumption scenarios through IP marketing and scenario seeding, deepening penetration among young consumers and families. Guided by an “Environment + Charity + Health for All” framework, *Yoyi C* sucrose-free products transitioned to eco-friendly bottles across all channels and continued charitable initiatives, demonstrating social value alongside commercial value.

On channel transformation, while maintaining its leading advantage in offline distribution, the Chilled Business Department accelerated RTM transformation and actively partnered with high-potential channels including membership stores, instant retail, snack discounts stores, and B2B customers. These businesses delivered high growth and continued to optimize the chilled-channel structure. During the year, channel-customized products achieved significant results, led market share across multiple top channels, and further consolidated channel advantages.

Fresh Milk Business

In 2025, the fresh milk industry entered a faster recovery, delivering overall low single-digit growth. Mengniu's fresh milk business significantly outperformed the industry, sustaining double-digit growth and posting notable gains in penetration, market share, brand power, and social media influence.

The premium brand *Shiny Meadow* maintained rapid growth, upgrading its “Seven Standards across the Entire Chain” system, further solidifying its benchmark status in the premium fresh-milk segment. The brand stayed focused on core product lines, creating a blockbuster product matrix. The 4.0 series led the high-end market, with steady growth in sales and momentum. Innovative products such as A2 β -casein fresh milk, lactose-free dual-protein, precisely targeted niche demand tracks including precision nutrition and lactose-free, effectively expanding the milk-drinking population and driving circle-breaking brand growth. In parallel, *Shiny Meadow* aligned with channel transformation trends, partnering with Hema and Sam's Club to develop several high-selling channel-customized products, including lactose-free milk and seasonal flavours such as *Xiaoxianyu* Honeydew Milk and Taro Milk, fully boosting the growth of customized products and achieving breakthroughs in multiple areas of incremental growth.

The Fresh Milk Business Department continued to strengthen omni-channel capabilities, accelerating business growth. During the reporting period, Mengniu's fresh milk ranked No.1 market share in hypermarkets and O2O channels and also took the lead on major e-commerce platforms including JD.com, Tmall, and Pinduoduo. The Group embraced high-growth channels such as membership stores and snack specialty stores, leveraging advantages in raw milk source, R&D, and supply chain to deepen co-creation with channels, reinforced its leadership in membership formats, and quickly launched channel-customized products, creating multiple market blockbusters. Market share and penetration in snack chains both improved. The Group also expanded B2B opportunities in catering and tea beverages, establishing deep strategic partnerships with leading brands such as Starbucks and CHAGEE, which drove rapid growth in capacity and sales. In Hong Kong and Macau, sales scaled up quickly and a stable core consumer base was formed. During the year, the Group launched products including *Shiny Meadow* 4.0 Fresh Milk and Gable-top Fresh Milk, with terminal stores coverage exceeding 1,000.

At the supply chain management level, the Fresh Milk Business Department deepened digitalization. Driven by technology enablement and process reconstruction, it advanced operating-model innovation and shifted toward intelligent decision-making, enhancing industry competitiveness and corporate value creation. The Group continued to build an efficient fulfilment system with excellent quality and competitive price powered by digital operations and precise services, establishing an end-to-end smart logistics network covering fresh milk from production and processing to terminal delivery, thereby further strengthening the brand's core competitiveness.

Ice Cream Business

In 2025, snacking, dessert-style, and health-orientation trends became increasingly prominent in the ice cream industry. Consumer demand shifted toward experience, emotional value, and refinement. More diverse consumption scenarios and purchasing channels, together with steadily rising online channels, injected new momentum into the category. During the reporting period, the Ice Cream Business Department aligned with higher standards and diversified consumer needs. By optimizing product mix, strengthening marketing synergy, refining RTM coverage, enhancing customer stickiness, reinforcing channel infrastructure, and capturing emerging tracks, it achieved double-digit growth in the domestic ice cream business.

On products, the Ice Cream Business Department optimized portfolio design and scenario fit, scaling up core hero items. It accelerated innovation and launches around quality and health, lifting the sales contribution of new products and creating several best-selling star items, laying a foundation for sustainable growth. *Suibian* deepened its presence in chocolate ice cream, bringing back the classic product “Suibian Zhuan” to reinforce taste memory and brand sentiment. The new “Suibian Mini Milk Chocolate Ice Cream” precisely targeted snacking, developed the mini-ice cream niche, and won broad consumer favour. *Mood for Green* (綠色心情) advanced its green, natural, and healthy philosophy. Riding the trend of bean-based dessert ice cream, it built a dessert line inspired by classic dessert to elevate category premium, and developed a wellness line to compete in healthy ice cream. The black sesame ice cream created through a crossover collaboration with Nanfang Black Sesame exceeded full-year sales expectations, powering brand growth. *Ice+* (冰+) continued its youthful positioning, driving diversification in water-ice with beverage-inspired flavours to build differentiated advantage, earning strong praise with innovations such as chocolate slush. *Deluxe* (蒂蘭聖雪) reinforced its premium positioning, “The Purer, The Tastier,” launching the nation's first organic ice cream — Organic Desert Fresh Milk Ice Cream, and successfully entering premium membership supermarket channels. Several products were also listed in major supermarket systems in Hong Kong and Macau, making it the first premium Mainland China ice cream brand licensed by the Hong Kong Food and Environmental Hygiene Department.

The Ice Cream Business Department deepened its omni-channel strategy and strengthened traditional channels. Through digital empowerment of front-line operations, it improved freezer coverage and terminal efficiency, increased customer stickiness, and grew the number of stable partners. In parallel, it captured incremental opportunities in high-potential tracks. Fresh e-commerce, interest-based e-commerce, and instant retail delivered high growth. The Group fine-tuned products fit for leisure-snack retail systems, accelerated new-product placement, and expanded B2B channel customization and freshly made business, unlocking additional incremental space.

In 2025, the Southeast Asian ice cream industry experienced a slowdown, impacted by factors including international instability and frequent natural disasters. In response to this increasingly complex market environment, the overseas business Aice (艾雪) enhanced product, brand, and channel capabilities by advancing innovation, scaling social-media development, and expanding into modern channels. Third-party data indicates that Aice maintained its position as No. 1 in market share in Indonesia, No. 2 in the Philippines' ready-to-eat ice cream market, and rising to No. 2 in market share in Vietnam. It also actively explored opportunities in overseas and multi-brand markets.

Cheese Business

China's cheese industry remains in an early growth phase, with penetration continuing to rise. On the supply side, domestic natural-cheese capacity is steadily coming online, import substitution is accelerating, and the industrial chain is being further refined. On the demand side, cheese consumption is broadening across all age groups and scenarios, and consumer awareness and acceptance have improved markedly. The industry is shifting toward higher quality, market share is concentrating among leaders, and the long-term growth remains clear.

In 2025, Milkground (妙可藍多) focused closely on its dual-driven strategy of To B and To C, resolutely advancing four key initiatives: product innovation, brand leadership, channel cultivation, and management efficiency improvement. Its cheese market share remained No.1, with an expanding lead and a significant improvement in profitability. Staying consumer-centric, the Company advanced R&D and enriched its portfolio, achieving "circle-breaking" across both user groups and consumption scenarios, driving growth through an innovative marketing matrix and focusing on the all-age consumption trend. Through scenario marketing, channel synergy, and new product innovation, Milkground accelerated brand rejuvenation, expanded brand influence, and drove broad-based breakthroughs for cheese products.

In the C-end ready-to-eat nutritional cheese segment, the Group focused on precise audience targeting and continued to optimize its product matrix, with the core hero product Cheese Lollipops sustaining steady growth. For young adults, children, and seniors, it launched Cheese Mini Triangles, Jiejiegao Liquid Cheese Calcium, and Growth Cheese Milk. It also developed snack offerings such as Cheese Nut Crisps and Cheese Balls, precisely adapted for key channels including Sam's Club and snack specialty stores,

earning wide acclaim after launch and further broadening consumption scenarios. In the C-end family consumption cheese category, the Company delivered steady growth through category optimization. The sales of domestic mild butter catered to Chinese cooking have grown steadily, while sales of Mozzarella and cheese slices continued to grow.

Milkground achieved remarkable results in the B-end food service and industrial cheese sector. Leveraging the comprehensive “Cream, Butter and Cheese” product portfolio formed by the integration of Arla Professional Dairy and Milkground Professional Cheese, it focused on five core customer segments — Western cuisine, bakery, tea and coffee, etc. to provide B-end clients with one-stop cheese solutions. Notably, the launch of domestically produced original Mozzarella cheese marked a significant milestone, filling a gap in the high-end domestic original Mozzarella market, breaking the dependence on imported core cheese categories, and becoming a key driver in advancing the industry’s shift toward original cheese and high-quality upgrades. This also sets a benchmark for the large-scale production of original cheese within the industry. Furthermore, Arla Mascarpone, crafted through domestic original production processes and featuring a clean formula, is precisely tailored for diverse bakery, tea, and coffee scenarios. It further enriches the high-end original cheese product matrix and accelerates the domestic substitution process in the catering industrial sector.

Milk Formula Business

In 2025, as demographic shifts and rising health awareness reshaped demand, China’s infant formula industry experienced a volume decline with stable pricing. With the demand of precision nutrition on the rise, functional ingredients and localized formulas became core competitive moats, and local brands gained share. The adult nutrition market shifted from “passive health” to “proactive prevention,” showing trends of precision nutrition, scenario segmentation, and convenient dosage forms, with rapid growth among younger consumers and emerging as a new blue-ocean track. Aligned with these trends, Mengniu’s milk powder business focused on nutrition and health across all age groups, anchoring products and R&D in precision nutrition to enhance technological value-add and competitiveness. In parallel, the Group advanced scientific brand communication and omni-channel development, accelerating second-half growth and delivering double-digit revenue growth and continued profit improvement for the full year, outperforming the market with all-domain growth.

Mengniu’s domestic infant formula business continued to centre on the *Reeborne* brand. In 2025, *Reeborne* actively intensified R&D and product innovation. Following the launch of MLCT infant formula, it unveiled the world’s first Sn-2 DHA Infant Formula, “Reeborne Qin Yi”. “Reeborne’s Enzhi” won the only Gold Award for a Chinese infant formula brand in the 18-year history of the World Dairy Summit. The Group strengthened awareness through *Ne Zha 2* brand collaboration and science-based marketing, and advanced the “Million Babies Universal Health Action,” taking brand awareness to an all-time high and supporting performance growth ahead of the industry.

In the adult segment, Mengniu continued to focus on developing the *Yourui* (悠瑞) brand. In 2025, Yourui's flagship product, "Guli Gold" formula, gained significant market traction due to its innovative formulation featuring targeted nutrients such as CaHMB, winning the "Middle-aged and Elderly Mobility Nutrition Product of the Year Award" in the Asia Pacific Functional Food Industry Awards. During the same year, the brand partnered with China Central Television to create a national square-dance IP "Let's Dance!" (《勁舞開跳吧！》) and other experiential marketing campaigns. Reaching hundreds of cities across six provinces, these initiatives vividly conveyed the health concept of "Scientific Exercise + Exclusive Nutrition," significantly expanding brand influence and market share. By December 2025, Mengniu's milk powder for middle-aged and elderly consumers had successfully secured the No. 1 market share across all channels.

Leveraging Mengniu's global R&D resources, the milk powder business unit achieved a breakthrough in the field of professional nutrition. Through continuous R&D innovation and technological iteration, it successfully launched "Antang Shield" (安糖盾) probiotic and Sosodaily probiotic powder, precisely targeting niche professional nutrition segments such as glycemic control and weight management. The core patented strain, LC19, common to both products, has had its groundbreaking research findings published on *Cell*, a top international journal. This not only reinforces Mengniu's technological moat in the functional probiotic market segment but also demonstrates Mengniu's international leadership in functional probiotic scientific research.

Mengniu's overseas infant formula brand *Bellamy's Organic* delivered double-digit growth for the year, reinforcing its position as the "Australia's No.1 Organic Infant Formula" and ranking first in Chinese cross-border organic milk powder sales for eight consecutive years. The brand also scaled rapidly in the Southeast Asia, with Vietnam doubling and continued expansion in Singapore, Malaysia, and Indonesia. During the reporting period, *Bellamy's Organic* strengthened product competitiveness: its evergreen Organic Classic Blue Can (貝拉米有機經典藍罐) was revamped and upgraded, and the premium "Bellamy's Organic Blue Shield" was launched to align with strong market demand for native HMO and lactoferrin formulas. High-end landmark marketing transformed offline experiences into core brand assets. Centred on the "*Bei Bei Koala*" IP, the brand created immersive activations at landmarks in core cities, using exclusive interactive formats to efficiently convert offline traffic into online private-domain users. Marketing precisely supported the product strategy, reinforcing the premium perception for classic products while powering new product launches. Through scenario-based communications, the products were elevated as symbols of a pure parenting lifestyle, deepening emotional connections with premium families and consolidating brand leadership.

Innovative Business Layout

As a core pillar of Mengniu’s “One Core, Two Wings (一體兩翼)” strategy, the Group in 2025 increased investment in R&D and accelerated technological breakthroughs in nutrition and health. Multiple innovations and product conversions were delivered, keeping the Group at the forefront of nutrition science and injecting new momentum into the high-quality development of China’s dairy industry and its upgrading along the value chain.

In 2025, Mengniu Milk Cube (蒙牛奶立方) focused on deep processing of dairy products, advancing R&D and scale production of high-value-added products while engaging in sustained and granular cultivation of upgrades in product, technology, capacity, and brand. In deep processing, Milk Cube steadily progressed the R&D and industrialization of core products, with the test results for products such as lactoferrin, micellar casein, and demineralized whey powder D90 all meeting national standards. Mascarpone cheese, natural Mozzarella cheese and other products successively rolled off the production line, marking a critical step in industrialization, breaking through technological bottlenecks, and reducing import dependence. The successful R&D and launch of bovine colostrum powder further enriched the deep-processing portfolio. In the professional dairy sector, Milk Cube launched more than 10 innovative products, including China’s first domestically produced whipping cream “Mengniu Multi-purpose Whipping Cream”, New Standard Cream, and Mascarpone-flavoured prepared cream. With premium products and efficient services, Mengniu Professional Dairy’s brand presence and industry influence expanded rapidly. It also expanded customer coverage and won the trust of leading domestic tea-drinks, baking, and catering chains, significantly improving market penetration and further consolidating its industry position.

M-ACTION (邁勝), positioned as “China’s leader in professional sports nutrition,” has established a professional product matrix centred on liquid protein, sports performance nutrition, and daily vitality, covering pre-, intra-, and post-exercise needs as well as daily supplementation. In 2025, *M-ACTION* sustained rapid growth with a more focused product structure and business model, strengthening professional recognition and penetration in niches such as endurance sports. The brand accelerated product innovation and iteration, enriching its portfolio for energy replenishment, electrolyte replacement, and post-exercise recovery. It enhanced advantages in scientific formulation, functional targeting, and user experience to meet nutritional needs across varying training intensities and race scenarios. Influence among marathon, trail running, triathlon, and HYROX communities continued to rise. *M-ACTION* advanced professional brand building and channel optimization, leveraging DTC as the core while deeply cultivating Tmall, JD.com, Douyin, and private-domain operations to boost user engagement and repurchase. It also expanded diversified offline channels, exploring membership retail and professional sports channels to extend reach and scenario coverage. During the year, *M-ACTION* secured nearly RMB100 million in Series A funding from Sirio Pharma, Hillhouse Capital, and Mengniu Venture Capital, providing substantial support for its comprehensive strategic development.

Synaura Biotechnology (虹摹生物), a Mengniu-incubated company, received National Health Commission approval for its independently developed Human Milk Oligosaccharide (HMO) Lacto-N-neotetraose (LNnT) and achieved commercial production, making it the only domestic enterprise with dual certifications for both 2'-Fucosyllactose (2'-FL) and LNnT. For 2'-FL, Synaura Biotechnology also secured approval for use in infant complementary foods, pioneering the extension of HMOs into diversified food applications. The company has planned more than ten product lines, and its self-developed HMOs have been applied in *Reeborne* (瑞哺恩) formula, Future Star Speciality Care Children's Formula Milk (未來星專護兒童配方奶), *Shiny Meadow* (每日鮮語) HMO children's nutrition milk, and Modern Farming (現代牧業) Three Calves milk. By continually expanding HMO application scenarios, the Group is driving ongoing upgrades in professional nutrition across the dairy industry.

Quality Management

In 2025, aligned with the “One Core, Two Wings” strategy, the World-Class Quality strategy, and management-system standards, Mengniu completed a comprehensive upgrade of its quality management, launching the next-generation Excellent Quality Management System (Q+ System). Centered on digital collaboration and intelligent risk control across the full value chain, the system enhanced organisational resilience and quality-operations efficiency, advancing the Group's quality paradigm from safety-compliance to quality-excellence.

In parallel, the Group initiated a “Quality Digital Strategic Transformation,” advancing an information system across modules and establishing a quality-indicator database spanning all business units to systematically enable refined quality management. On the technology-enablement front, the Quality LIMS (Laboratory Information Management System), the global dairy industry's first intelligent quality management platform covering the full product life cycle, was launched and scaled across core product regions, providing critical technology support for the digital-intelligent transformation of quality management. The Group also advanced standards development, participating in the drafting and release of 28 standards during the year, including 12 national standards, further reinforcing refined management and closed-loop risk control.

Mengniu continued to embed a strong quality culture, strengthening and innovating its cultural activity IPs while promoting assessments of quality-culture maturity and value realization. Under the March 15th theme “World-Class Quality for Consumers,” the Group partnered with internal and external stakeholders to visit key links across the industrial chain, deepening quality recognition among consumers and industry peers. The Group hosted a thematic event for the China Association for Quality for the first time, which was selected as a typical industry case, further elevating the influence of its quality culture.

Milk Source Management

In 2025, amid complex shifts in domestic and international dairy markets, Mengniu focused on building a resilient dairy value chain and cultivating new-quality productive forces by upgrading eight structures across supply and demand. On the supply side: provider, herd, feeding, breeding industry, and fund/capital structures; on the demand side: milk, product, and channel structures. These initiatives comprehensively supported partner farms in strengthening risk resilience and advancing the industry's high-quality development goals of "improving quality, reducing costs, and increasing efficiency (提質、降本、增效)," thereby enhancing overall competitiveness.

On technological innovation, Mengniu advanced R&D on key technologies and implemented specialized services centred on its milk-source management system. By delivering precision nutrition support and technical training to partner farms, the Group systematically improved farming efficiency and unlocked cost-reduction potential, lowering the cost per kilogram of milk and elevating operational performance. On financial enablement, Mengniu collaborated with third-party financial institutions to provide designated support funds via diversified financing models, meeting varied capital needs, easing operational pressure, and promoting synergistic, mutually beneficial development upstream.

Mengniu continued to execute its green development philosophy, accelerating low-carbon transition for farms. In 2025, the Group guided partner farms to advance dual carbon initiatives across five key areas: fossil fuel substitution, clean energy adoption, intelligent water and electricity management, smart biogas fermentation cogeneration, and ecological carbon sequestration in farmland, forestry and pastureland. Over the year, partner farms completed over 100 energy-saving and emission-reduction projects, strengthening environmental stewardship while cutting costs, and achieving an estimated cumulative carbon reduction of approximately 93,000 tonnes.

Enterprise Digital Transformation Strategy

Mengniu has proactively seized the opportunities of digital transformation, aligning with the requirements of the "Smart Manufacturing and Digital Transformation (智改數轉)" strategy. Positioned as an industry leader with whole-chain empowerment, the Group focused on the core objectives of "quality upgrade and efficiency enhancement." Supported by cutting-edge technology and end-to-end synergy, it has steadily advanced digital transformation to inject strong momentum into the execution of the Group's strategy.

The Group deeply integrated digital technology into its business segments, implementing systematic deployment in key areas such as the supply chain, channels, marketing, and management to achieve comprehensive efficiency and quality improvements through data-driven approaches. In the supply chain, through the “One Product, One QR code” whole-chain solution, full-process visibility and control from raw materials to the consumer end were realized, empowering quality assurance and consumer interaction. In channels, the “mutual-win” platform enabled online management of millions of terminals, driving precise expense investment and execution. In the marketing, a data-driven system was built to visualize expense-effectiveness ratios, accumulating market knowledge assets and enabling deep consumer insights and product innovation. In management, AI was integrated with business systems to achieve R&D data traceability and intelligent innovation, while overall operational efficiency was enhanced through integrated procurement and business-finance synergy platforms. Furthermore, the Group built a digital capability system covering the entire industrial chain, accumulating petabyte-level data resources and completing identity mapping for hundreds of millions of consumers, driving the enterprise along the path of “Online, Data-driven, Intelligent” and solidifying the digital foundation for high-quality development.

FINANCIAL REVIEW

Revenue

During the year, with the continuous changes in consumer demand, channel scenarios and the competitive landscape, the revenue of the Group amounted to RMB82,244.9 million (2024: RMB88,674.8 million) for the year ended 31 December 2025, representing a year-on-year decrease of 7.3%.

Gross Profit

The Group’s gross profit for the year decreased to RMB32,808.4 million (2024: RMB35,090.4 million) due to the decrease in revenue during the year. Gross profit margin increased by 0.3 percentage points to 39.9% as compared with last year (2024: 39.6%) due to the decrease in raw milk prices and an improved product mix.

Operating Expenses and Operating Profit

Due to the decline in sales revenue during the year and enhanced efficiency in expenses investment, selling and distribution expenses decreased by 6.4% to RMB21,612.2 million (2024: RMB23,092.6 million), representing 26.3% (2024: 26.0%) of the Group's revenue. In particular, product and brand marketing expenses increased by 4.2% to RMB7,410.5 million (2024: RMB7,114.8 million), accounting for 9.0% of the Group's revenue (2024: 8.0%).

Through the Group's focus on quality and efficiency initiatives during the year, the administrative expenses decreased by 1.9% to RMB4,149.5 million (2024: RMB4,229.0 million), accounting for 5.0% (2024: 4.8%) of the Group's revenue. Educational surcharges, city construction tax and other taxes included in other expenses amounted to RMB482.3 million (2024: RMB512.1 million), representing a year-on-year decrease of 5.8%.

During the year, total business operating expenses, including selling and distribution expenses, administrative expenses and educational surcharges, city construction tax and other taxes, decreased by 5.7% to RMB26,244.0 million (2024: RMB27,833.7 million), accounting for 31.9% of the Group's revenue (2024: 31.4%). Operating profit (gross profit less business operating expenses) amounted to RMB6,564.4 million (2024: RMB7,256.7 million), representing a year-on-year decrease of 9.5%. Although the Company continued to strengthen the optimisation of marketing expenses and the control of fixed costs, the benefits of economies of scale were diminished due to the decline in revenue, resulting in a year-on-year decrease in operating profit margin. Facing changes in the external environment, the Company adhered to its strategic focus and continued to increase investment in research and development and digitalisation to enhance its core competitiveness and operational efficiency. The Company's operating profit margin was 8.0%, representing a slight decline compared to 2024 (operating profit margin: 8.2%), yet still an improvement over the years prior to 2024.

EBITDA and Net Profit

During the year, the Group made provisions for impairment totalling approximately RMB2,319.9 million (2024: RMB392.8 million) relating to certain idle production facilities that have ceased to be used and are not planned to be recommenced in the short term, as well as certain financial and contract assets with uncertainties in repayment capacity (primarily involving trade receivables from certain customers and certain entrusted loans).

Last year, the Group recognised impairment losses on goodwill and intangible assets related to the *Bellamy's* cash generating unit of RMB1,154.7 million and RMB3,490.1 million, respectively; and reversed deferred tax assets and liabilities associated with *Bellamy's* tax losses and temporary differences that were recognised in prior years amounting to RMB663.4 million (which impacted the income tax expense). The combined impact on last year's results was RMB3,981.4 million, whereas during the current year, no impairment provision was made for any goodwill or intangible assets.

Although the Group's operating profit for the year experienced a slight decrease, the reduction in the aforementioned provision amounts resulted in the Group's EBITDA for the current year increasing by 42.6% to RMB6,362.1 million (2024: RMB4,461.7 million), with an EBITDA margin of 7.7% (2024: 5.0%), representing an increase of 2.7 percentage points year-on-year. Profit attributable to owners of the Company also increased by 1,378.9% year-on-year to RMB1,545.4 million (2024: RMB104.5 million), and basic earnings per share were RMB0.396 (2024: RMB0.027), representing an increase of 1,366.7% year-on-year.

The Group has formulated a three-year shareholder return plan for 2025–2027, with the objective of steadily increasing dividends per share over the next three years, while maintaining the share repurchase cadence established in 2024 and 2025, with the aim of continuously increasing returns for its shareholders through dividends and share repurchases. Accordingly, the board of directors has recommended the payment of a final dividend of RMB0.520 per share for the year ended 31 December 2025, representing total dividends of RMB2,017.0 million.

Income Tax Expenses

For the year ended 31 December 2025, income tax expenses of the Group was RMB1,284.6 million (2024: RMB774.6 million), representing a 65.8% increase year-on-year; the effective income tax rate was 44.2% (2024: 77.5%), representing a year-on-year decrease of 33.3 percentage points. The decrease in the effective tax rate was primarily attributable to the reduction in non-deductible expenses and losses (mainly provision items) for the current year compared to the previous year.

Capital Expenditure

For the year ended 31 December 2025, the capital expenditure of the Group amounted to RMB2,494.5 million (2024: RMB3,584.6 million), representing a decrease of 30.4% year-on-year. Of the total, RMB2,452.7 million was spent on building new production facilities and modifying existing ones as well as related investments, and the investment in equities amounted to RMB41.8 million.

Working Capital, Financial Resources and Capital Structure

For the year ended 31 December 2025, the Group recorded net cash inflow from operating activities of RMB8,750.5 million (2024: RMB8,332.3 million), representing an increase of 5.0% as compared with last year.

As of 31 December 2025, outstanding interest-bearing bank and other borrowings of the Group decreased to RMB25,388.7 million (31 December 2024: RMB34,637.2 million), of which interest-bearing bank and other borrowings repayable within one year amounted to RMB13,874.1 million (31 December 2024: RMB16,661.6 million). More than 50% of the interest-bearing bank and other borrowings were bearing interest at fixed rates. The decrease in interest-bearing bank and other borrowings was mainly due to the Group's objective to reduce its debt-to-equity ratio and the repayment of foreign currency debts due.

Net borrowings (total amount of interest-bearing bank and other borrowings net of cash and bank balances, but excluding long term time deposits in other financial assets) of the Group as of 31 December 2025 were RMB12,134.2 million (31 December 2024: RMB17,298.0 million).

The Group's total equity as of 31 December 2025 amounted to RMB47,181.6 million (31 December 2024: RMB48,025.5 million). Its debt-to-equity ratio (total amount of interest-bearing bank and other borrowings over total equity) was 53.8% (31 December 2024: 72.1%).

Finance costs of the Group for the year ended 31 December 2025 was RMB970.8 million (2024: RMB1,467.8 million), or approximately 1.2% (2024: 1.7%) when expressed as a percentage of revenue, representing a decrease of 0.5 percentage point year-on-year, which was primarily due to a reduction in borrowing interest rates and a decrease in interest-bearing bank and other borrowings.

PRODUCTS

Liquid Milk

Revenue was RMB64,939.3 million (2024: RMB73,065.6 million), accounting for 79.0% of Mengniu's total revenue (2024: 82.4%).

UHT Milk

Milk Deluxe (特侖蘇) continued to lead the premium white milk market. Its Desert Organic Pure Milk contains 4.0g of protein and 130mg of natural calcium per 100ml. Packaged with craft materials and featured plant-based caps, it achieves a deep integration of environmental concepts and premium quality. During the year, by launching the Desert Organic Shajin Tohoi (沙金套海) series, the brand further

communicated its rare ecological value. It also introduced innovative items such as the “200-cap functional series” and expanded into niche functional tracks, continuously enriching its premium product matrix.

Mengniu’s UHT milk includes products such as Selected Meadow (精選牧場), Mengniu Pure Milk, High-Calcium Milk, Low-Fat High-Calcium Milk, and Skimmed Pure Milk. The new lactose-free milk product “Soft Milk (軟牛奶)” series launched during the year focuses on the lactose-intolerant consumers. With its clear positioning as “milk that more people can drink” and authoritative certification from the Training Bureau of the General Administration of Sport of China, it successfully opened up incremental markets. The parent brand revamped and launched functional series such as High-Calcium, Prebiotics, and Vitamins to precisely meet the needs of different consumer groups, continuing to solidify the market foundation of basic white milk.

Key Products:

- *Milk Deluxe Desert Organic Shajin Tohoi Pure Milk*
- *Milk Deluxe 4.0g Desert Organic Pure Milk*
- *Mengniu Soft Milk*
- *Mengniu Pure Milk*

Room Temperature Yoghurt

Just Yoghurt focused on brand differentiation. It specializes in zero additive original taste yoghurt with diamond shaped packaging, featuring “no artificial flavors, no color additives, no gelatin, no milk formula” as it leads formula reform. The product has passed EU standard certification, demonstrating Mengniu’s commitment to quality. During the year, *Just Yoghurt* has developed several trendy new flavours and launched a new “Stand-up Pouch” series, expanding into diverse consumption scenarios with flexible packaging, and introduced a functional PET-bottled series, successfully expanding into ready-to-drink scenarios through flavour innovation and packaging upgrades.

Key Products:

- *Just Yoghurt 0-Additive Original flavoured Yoghurt*
- *Just Yoghurt in Stand-Up Pouch Series*

Room Temperature Milk Beverages

As the world’s first premium milk beverage brand containing chewable fruit granules, *Fruit Milk Drink* (真果粒) launched its “Exploding Granules (爆粒)” series this year. Targeting young consumers, *Suan Suan Ru* focused on high-frequency meal-pairing scenarios and strengthened its presence in campus and catering channels.

Key Products:

- *Fruit Milk Drink “Exploding Granules (爆粒)” series*
- *Suan Suan Ru Milk Beverage Series*

Chilled Yoghurt

Mengniu Yoghurt has established itself as the industry benchmark with its “World-Class Quality, 5A Standard” products, featuring clean label formulations and a full range of sugar-free offerings for diverse consumption scenarios. *YO! FINE DIARY* entered the Greek yoghurt segment, continuously innovating and extending its product line with the new blueberry and chia seed flavour, while also establishing a presence in the sucrose-free family buckets.

Champion (冠益乳) consolidated its brand positioning as the “Specialist in Probiotic Yoghurt” by launching the “Super Vitality Jar” yoghurt with a three-dimensional concept of “Product + Emotion + Function,” which broke the brand’s first-day sales record for new products. The new “Morning 8 Dun Dun” was launched in the Sam’s Club channel and quickly became a blockbuster.

Key Products:

- *Mengniu Yoghurt: Zero-Sugar Pure Yoghurt*
- *YO!FINE DIARY: Greek Yoghurt 100g Original, 100g Avocado, 400g Family Buckets*
- *Champion: Super Vitality Jar*

Chilled Milk Beverages

Yoyi C upheld its positioning of “probiotics suitable for Chinese people.” Through formula upgrades, it has achieved technological breakthroughs, significantly enhancing the viability of its probiotics. Its product matrix has been simultaneously expanded, in line with prevailing consumption trends. New flavours, including strawberry and green grape for the Small Yoyi and Dunhuang Apricot Tea for the Big Yoyi, were introduced. Actively embracing emerging channels, it launched differentiated, customised products for snack discount chains and for Hema X-member stores. *Yoyi C* continues to engage in green and healthy products, ensuring every consumer receives the protection of its high-activity probiotics.

Key Products:

- *Yoyi C Small Yoyi Green Grape, Yoyi C Jianzihao*

Fresh Milk

The core 4.0 series of *Shiny Meadow* (每日鮮語) maintained its leading position in the premium fresh milk market with consistently strong performance. During the year, it launched innovative products such as A2 β -casein Fresh Milk, Lactose-free Double-Protein Milk, precisely targeting niche demands and effectively expanding the milk-drinking population, thus achieving breakthrough growth. *Shiny Meadow* collaborated with Hema to launch Lactose-Free Milk. The sub-brand Xiaoxianyu (小鮮語) positioned itself as light fresh milk, partnering with Sam's Club to launch channel-customized Honeydew Milk and Taro Milk with clean-label formulas, unlocking growth momentum of customized products and achieving diversified incremental gains.

Key Products:

- *Shiny Meadow*
- *Xiaoxianyu*
- *Mengniu Modern Meadow Fresh Milk*

Ice Cream

Revenue was RMB5,393.3 million (2024: RMB5,175.4 million), accounting for 6.5% of Mengniu's total revenue (2024: 5.8%).

Suibian (隨變) continued to stay rooted in the chocolate ice cream track. During the year, it made a strong return with the childhood classic "Suibian Zhuan Series." The cone series launched multiple products such as Liquid Core, Double Enjoyment, and Mini Tip, leading new trends in inverted eating and freshly made latte-art cones. *Mood for Green* (綠色心情) conveyed a brand philosophy of green, natural, and healthy. Seizing the opportunity of bean-based ice cream as a dessert, it launched Red Bean Double-Skin Milk Ice Cream and collaborated with Nanfang Black Sesame to launch Black Sesame Ice Cream, combining taste with healthy attributes and recording strong sales after launch. *Ice+* (冰+) continued its youthful positioning, developing distinctive beverage-flavoured products. New items like chocolate slush, wampee-lemon popsicles, and sea salt lemon slush were widely welcomed by consumers. *Deluxe* (蒂蘭聖雪) maintained its premium positioning, launching China's first organic ice cream, *Deluxe Desert Organic Fresh Milk Ice Cream*, which entered premium membership supermarkets such as Fudi and received significant market recognition.

Key Products:

- *Suibian*
- *Green Mood*
- *Ice+*
- *Deluxe*
- *Aice*

Milk Formula

Revenue was RMB3,643.4 million (2024: RMB3,320.5 million), accounting for 4.4% of Mengniu's total revenue (2024: 3.7%).

In terms of infant milk powder, Mengniu *Reeborne* is committed to building patented formulas that are more friendly for Chinese babies. Following the world's first MLCT application, it launched the world's first Sn-2 DHA Infant Formula, *Reeborne Qin Yi* (瑞哺恩親益) during the year. This formula is closer to the maternal nutritional structure, with absorption rate and efficacy improved by 100% and 52%, respectively.

Bellamy's Organic focused on star products including the premium “*Bellamy's Platinum Organic A2*” and the flagship “*Bellamy's Classic Organic Blue Can*”. During the year, the Classic Blue Can was revamped and upgraded, featuring eight native HMOs to support the comprehensive growth of sensitive babies. It also launched “*Bellamy's Organic Blue Shield*,” combining lactoferrin and milk fat globule membrane (MFGM) for dual protection.

The Mengniu *Yourui* (悠瑞) brand focuses on the core health needs of middle-aged and elderly individuals. *Yourui's* first product is also the first in the industry to add Ga-HMB to protect the mobility of “bones-joints-muscles” in middle-aged and elderly individuals in a comprehensive way, and has won awards such as “Annual Middle-aged and Elderly Mobile Nutrition Product (年度中老年行動營養產品)” in the Asia-Pacific region for three consecutive years.

Key Products:

- *Reeborne*
- *Bellamy's Organic*
- *Yourui*

Cheese

Revenue amounted to RMB5,265.5 million (2024: RMB4,319.7 million), accounting for 6.4% of Mengniu's total revenue (2024: 4.9%).

In terms of ready-to-eat nutritional cheese, Milkground (妙可藍多) continued to enrich its product offerings by launching new products such as Cheese Mini Triangles for young people and Jiejiegao Liquid Cheese Calcium for children. It also developed snack products like Cheese Nut Crisps and Cheese Balls, precisely adapted for key channels such as Sam's Club and snack specialty stores with positive market feedback, effectively broadening consumption scenarios. In family dining cheese, the Company continued to strengthen its category advantages and technological expertise. Mozzarella cheese, cheese slices and domestic mild butter saw steady volume growth in response to family-oriented needs. In the catering and industrial cheese segment, Milkground leveraged the full-category advantage of "Cream, Butter and Cheese" to provide one-stop solutions for core customer groups. Core products grew rapidly and domestically produced natural Mascarpone achieved scaled up sales.

Key Products:

- *Milkground Cheese Mini Triangles*
- *Milkground Cheese Granules*
- *Milkground Jiejiegao Liquid Cheese Calcium*
- *Milkground Domestic Natural Mozzarella*
- *Arla Mascarpone Cheese*

PRODUCTION

Mengniu deploys its production capacity according to the potential of relevant markets and its product strategy. As of 31 December 2025, Mengniu had 45 production bases in China, 2 production bases in Indonesia, 2 production bases in Australia, and 1 production base in the Philippines, respectively. It had a total annual production capacity of 13.94 million tonnes (31 December 2024: 13.99 million tonnes).

SUSTAINABLE DEVELOPMENT

During the reporting period, Mengniu advanced its “GREEN” sustainable development strategy, delivered progress on key priorities, and steadily executed its strategic objectives, demonstrating the social responsibility of an industry leader.

In governance, Mengniu operates a three-tier governance structure comprising the Board, management, and the executive level. It established three dedicated task forces focusing on green packaging, responsible procurement and sustainable water management. Sustainability officers and liaison officers from each business unit collaborate to drive delivery, reinforce strategic guidance through regular thematic meetings, and integrate the philosophy of sustainable development throughout business decision-making and execution.

Mengniu continued to enhance its sustainability disclosure, deepening its “1+N” sustainability report system. Building on its “Annual Sustainability Report”, “Green Packaging Value Report”, “Nature-Related Information Disclosure Report”, and “Climate-Related Information Disclosure Report”, it issued seven ESG-specific policies in 2025. The Group completed its first independent assurance of its sustainability report, which received a “Five-Star Excellence (五星佳)” rating from the Chinese Academy of Social Sciences, thereby communicating Mengniu’s sustainability vision and actions in a multi-dimensional manner.

In terms of carbon emissions management, Mengniu completed greenhouse gas inventories for Scope 1, Scope 2, and Scope 3. It established a compliant Scope 3 carbon emissions accounting model, supported by a corresponding methodology and a database of over 400 factors, laying a solid data foundation for systematic emission reduction across the entire value chain in the next phase. The Group also added three new zero-carbon factories, bringing the Group’s total to four zero-carbon factories and a further eight products obtained carbon footprint certification.

With regard to water resource management, leveraging its Sustainable Water Management Working Group and guided by its sustainable water management objectives, Mengniu continued to promote water conservation and recycling. As of the end of 2025, four factories were undergoing AWS water management certification, and 15 products had obtained product water footprint certification, providing an important reference for developing a sustainable water management system with Chinese characteristics.

Mengniu actively advanced green packaging by implementing the “4R1D” principle and accelerating its green packaging transition. The Working Group on Green Packaging coordinated efforts across all business units. The phase-out of PVC and EPS materials progressed steadily, and all self-operated factories have already achieved this objective. Mengniu also made a significant technological breakthrough with PHA marine-degradable straws, which was shortlisted for an award at the IDF World Dairy Summit.

Mengniu strengthened responsible supply chain development, acting at source to protect forests and biodiversity across its supply chain. Zero-deforestation in procurement of raw materials such as soybean meal, palm oil and paper packaging continued to advance. Mengniu became a member of the Roundtable on Sustainable Palm Oil (RSPO) in 2024 and initiated RSPO-certified palm oil procurement. In February 2025, Mengniu spearheaded the launch of the *Initiative on Building a Sustainable Supply Chain for the Global Dairy Industry* in Brazil. Together with its associates China Modern Dairy Holdings Ltd. and China Shengmu Organic Milk Limited, as well as several other organisations, Mengniu announced a commitment to the Brazilian soybean trade with zero deforestation and zero vegetation damage from 2025 to 2030, aimed at protecting Brazil’s rainforests and grassland ecosystem. In recognition of its practices in sustainable supply chain management, Mengniu was shortlisted for the “Excellence in Supply Chain ESG Award” at the Sustainable Supply Chain Conference hosted by Sedex and was the sole dairy industry recipient of the “2025 Environmental Contribution Award”.

Through the Inner Mongolia Mengniu Public Charity Foundation, Mengniu actively conducted charitable initiatives across four areas: emergency disaster relief, rural revitalisation, nutrition and health, and education. The Foundation advanced its philanthropy and charity activities through research, systematic funding and public advocacy. The Mengniu Public Charity Foundation was recognised as a 4A-level social organisation, and its flagship programme received the second “Inner Mongolia Charity Award”.

In May 2025, with its outstanding performance in the ESG field, Mengniu stood out among nearly 300 companies and became the only Chinese dairy company on the Fortune China ESG Influence List. In terms of ratings, Mengniu maintained its industry-leading position among mainstream international ESG rating agencies. It retained its “AA” rating from MSCI ESG, leading the Chinese dairy industry. Its rating from the Hang Seng Corporate Sustainability Index was upgraded to the “AA-” level, and it was included in the S&P Global Sustainability Yearbook 2026, underscoring the systematic and pioneering nature of Mengniu’s sustainable development efforts.

HUMAN RESOURCES

As of 31 December 2025, the Group had a total of over 38,000 employees in the Chinese Mainland, Hong Kong, Oceania, and Southeast Asia. Total employee costs (including salaries for directors and senior management) for the year were approximately RMB7,734.1 million (2024: RMB8,131.5 million).

In 2025, Mengniu remained committed to the “Born to Excel” corporate gene, further deepening internal reforms, promoting a simple and pragmatic organizational culture, and enhancing internal process efficiency to comprehensively improve work efficiency, enhance employees’ sense of value, and drive the mutual growth of corporate and employee value through a series of innovative and efficiency-boosting initiatives.

During the reporting period, Mengniu systematically advanced the talent system centred on the “One Core, Two Wings” strategy. In management cadre development, it deepened the 6D Management System (Define, Diagnosis, Deploy, Develop, Deliver, Discipline) to build a high-quality, professional leadership team. For talent development, the Group built a layered and clearly structured training system covering the full career cycle, and international talent development began to take shape, supporting global business expansion. Furthermore, Mengniu actively implemented the national strategy on “Developing a Quality Workforce”, broadening career development channels for technical and skilled personnel, thereby supporting the development of a high-quality, professional talent pool for the high-quality development of the dairy industry.

PROSPECTS

Under the macro policy direction of “expanding domestic demand and boosting consumption,” macroeconomic and consumer confidence are expected to gradually recover. As the supply-demand relationship for raw milk trends toward balance, price competition among dairy companies is expected to ease. Leading enterprises with stable, high-quality raw milk sources and whole-chain layout capabilities will further demonstrate supply chain advantages and core competitiveness. Meanwhile, growing health awareness and niche demands will continue to drive the industry toward higher quality, diversification, and high-value-added offerings, creating broader development prospects. Enterprises with strengths in R&D innovation, brand leadership, and channel advantages will gain a competitive first-mover advantage.

The year 2026 marks the first year of the “15th Five-Year” period and a critical year for Mengniu to advance its strategic execution and management upgrade. As an industry leader, Mengniu will focus on three core challenges: prominent supply-demand imbalances, insufficient category diversification, and inadequate industrial chain resilience. Seizing the opportunities of supply-demand reconstruction and channel shifts, the Group will continue to advance the “One Core, Two Wings” strategy. Driven by the four core capabilities of “Brand Leadership, R&D Innovation, Digital Transformation, and Channel Upgrade,” it will implement quality and efficiency enhancement measures across operations, organization, the industrial chain, and capital. The Company will continue to focus on “Drink More”, “Drink Good”, and “Drink Right”, to reconstruct the commercial value of the dairy industry, solidify six core business, and deepen category optimization to meet the diverse and precise nutritional needs of consumers across their life cycles. At the same time, it will accelerate the “Two Wings” businesses, driving the commercialization of technological achievements in nutrition and health while deepening overseas layout and localized operations. Furthermore, Mengniu will further deepen its digital and intelligent transformation and collaborative development across the entire industrial chain, build a more resilient and efficient supply chain system, and implement its “GREEN” sustainable development strategy.

Standing at the dawn of a new era, Mengniu will adhere to a long-termism approach, deeply cultivating and intensively developing the nutrition sector, and accelerating its comprehensive transformation from a “traditional dairy manufacturer” to a “provider of integrated nutrition and health solutions”. Through product value, it will create lifelong health value for consumers; through innovation value, it will build an ecosystem that enables high-quality development across the industrial chain; through operational value, it will deliver long-term and stable returns to investors; and through industrial value, it will uphold the social value of safeguarding the shared health of humanity and the planet. The Company will continue to contribute to the development of the industry, leading the dairy industry toward high-quality development, and steadily entering a more resilient new stage of development.

CORPORATE GOVERNANCE CODE

The Company has adopted the code provisions set out in the Corporate Governance Code (the “CG Code”) contained in Appendix C1 of the Listing Rules as its own code of corporate governance practices.

The Board has reviewed the Company’s corporate governance practices and is satisfied that the Company has been in compliance with all applicable code provisions of the CG Code during the year ended 31 December 2025.

SECURITIES TRANSACTIONS OF DIRECTORS

The Company has adopted, in terms no less exacting than, the standards required by the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) set out in Appendix C3 to the Listing Rules as the Company’s code of conduct and rules governing dealings by all Directors in the securities of the Company. The Directors have confirmed, following the specific enquiry by the Company, that they have complied with the required standard set out in the Model Code throughout the year ended 31 December 2025.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY’S LISTED SECURITIES

During the year, the Company repurchased on the open market a total of 39,068,000 shares of the Company at a total consideration of HK\$610.6 million, all of which were cancelled during the year ended 31 December 2025.

Particulars of the shares repurchased on the open market during the year are as follows:

Month/year	Total number of shares repurchased	Highest price paid per share (HK\$)	Lowest price paid per share (HK\$)	Aggregate amount paid (HK\$’000)
January 2025	1,840,000	17.02	14.86	29,300
April 2025	2,070,000	19.50	17.64	38,716
May 2025	3,064,000	19.90	17.50	56,102
June 2025	4,328,000	18.22	15.98	72,892
July 2025	2,900,000	17.56	15.84	48,617
August 2025	528,000	16.00	15.21	8,277
September 2025	7,438,000	15.45	14.24	111,426
October 2025	9,700,000	14.92	14.07	139,794
November 2025	4,200,000	15.04	14.06	61,001
December 2025	3,000,000	15.34	14.25	44,472
	<u>39,068,000</u>			<u>610,597</u>

The number of issued shares of the Company as at the date of this announcement is 3,878,902,513 shares.

The Directors believe that the above repurchases are in the best interests of the Company and its shareholders and that such repurchases would lead to an enhancement of the earnings per share of the Company.

Save as disclosed above, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the year ended 31 December 2025.

AUDIT COMMITTEE

The audit committee of the Company has reviewed with the Company's management and the external auditors, the accounting principles and practices adopted by the Company and discussed auditing, risk management, internal control, whistleblowing policy and system and financial reporting matters, including the review of the Group's financial statements for the year ended 31 December 2025.

SCOPE OF WORK OF KPMG

The figures in respect of Group's consolidated statement of financial position, consolidated statement of profit or loss and consolidated statement of comprehensive income and the related notes thereto for the year ended 31 December 2025 as set out in the preliminary announcement have been agreed by the Group's auditor, KPMG, Certified Public Accountants, to the amounts set out in the Group's audited consolidated financial statements for the year. The work performed by KPMG in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by KPMG on the preliminary announcement.

PROPOSED FINAL DIVIDEND

The Board has recommended the payment of a final dividend of RMB0.520 (2024: RMB0.509) per ordinary share for the year ended 31 December 2025. Upon shareholders' approval at the forthcoming AGM, the proposed final dividend will be paid on or about Wednesday, 24 June 2026 to shareholders whose names appear on the register of members of the Company on Thursday, 11 June 2026.

CLOSURE OF REGISTER OF MEMBERS

The register of members will be closed (i) from Tuesday, 2 June 2026 to Friday, 5 June 2026, both days inclusive, for determining shareholders' eligibility to attend and vote at the AGM, and (ii) on Thursday, 11 June 2026, for determining shareholders' entitlement to the proposed final dividend, during such periods no transfer of shares will be registered.

In order to qualify for attending and voting at the forthcoming AGM of the Company to be held on Friday, 5 June 2026, all transfers, accompanied by the relevant share certificates must be lodged with the Company's branch share registrar, Computershare Hong Kong Investor Services Limited, at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, for registration no later than 4:30 p.m. on Monday, 1 June 2026. The record date for determining shareholders' eligibility to attend and vote at the AGM is Friday, 5 June 2026.

In order to qualify for the proposed final dividend, all transfers, accompanied by the relevant share certificates must be lodged with the Company's branch share registrar, Computershare Hong Kong Investor Services Limited, at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, for registration no later than 4:30 p.m. on Wednesday, 10 June 2026.

PUBLICATION OF ANNUAL RESULTS AND ANNUAL REPORT

This results announcement is published on the websites of the Company at www.mengniu.com and Hong Kong Exchanges and Clearing Limited at www.hkexnews.hk. The annual report of the Company will be despatched to shareholders and available at the aforesaid websites in due course.

BOARD OF DIRECTORS

As of the date of this announcement, the executive directors of the Company are Mr. Gao Fei, Mr. Shen Xinwen and Ms. Wang Yan; the non-executive directors of the Company are Mr. Qing Lijun, Mr. Meng Fanjie and Ms. Lillie Li Valeur; and the independent non-executive directors of the Company are Mr. Yih Dieter Lai Tak, Mr. Li Michael Hankin and Mr. Ge Jun.

APPRECIATION

The Board would like to take this opportunity to express gratitude to our shareholders and the public for their continued support, and to all staff for their hard work and commitment.

By order of the Board
China Mengniu Dairy Company Limited
Gao Fei
Chief Executive Officer and Executive Director

Hong Kong, 25 March 2026