



2026 FIFA 世界杯全球官方赞助商

★里奥·梅西
蒙牛品牌代言人

★基利安·姆巴佩
蒙牛品牌代言人

★拉明·亚马尔
蒙牛品牌代言人

CHINA MENGNIU DAIRY COMPANY LIMITED (2319.HK)

2026 Interim Results



TM

Legal Disclaimer



The presentation is prepared by China Mengniu Dairy Company Limited (the "Company") and is provided solely for corporate communication and general reference. It is not intended to constitute an offer to sell, or to solicit an offer to buy or to form the basis of any investment decision for any class of securities of the Company in any jurisdiction. No such information should be used or relied on without professional advice. The presentation is a brief summary and does not purport to provide a complete description of the Company, its business, its current or historical operating results, or its future business prospects. This presentation contains projections and forward-looking statements that reflect, or may reflect, the Company's current views with respect to future events and financial performance.

This presentation is provided without any warranty or representation of any kind, whether express or implied. The Company specifically disclaims all responsibility for any use of, or reliance upon, any information, whether financial or otherwise, contained in this presentation. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Management Team



Gao Fei

Chief Executive Officer & Executive Director

Shen Xinwen

Chief Financial Officer & Executive Director

Chen Yiyi

Vice President

Li Pengcheng

Vice President

Chris Kwok

Company Secretary

Financial Overview

Financial Summary



RMB Million	1H2025	1H2026	YoY
Revenue	41,567	44,795	7.8%
Gross Profit	17,352	18,258	5.2%
Gross Margin	41.7%	40.8%	-0.9ppt
Operating Profit ⁽¹⁾	3,538	3,676	3.9%
Operating Margin	8.5%	8.2%	-0.3ppt
EBITDA	4,597	5,147	12.0%
EBITDA Margin	11.1%	11.5%	+0.4ppt
Profit Attributable to Owners of the Company	2,046	2,371	15.9%
Profit Margin Attributable to Owners of the Company	4.9%	5.3%	+0.4ppt
Basic EPS (RMB)	0.523	0.612	17.0%

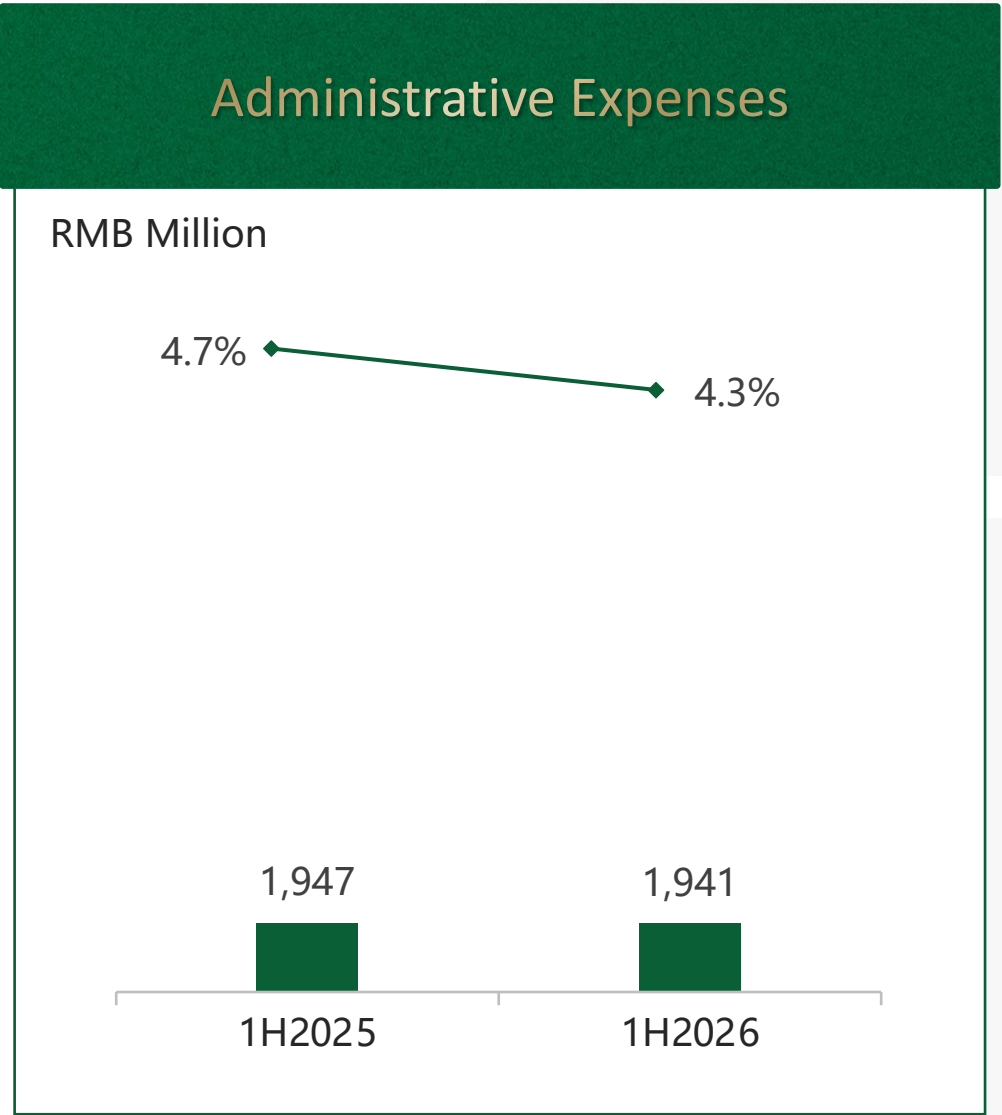
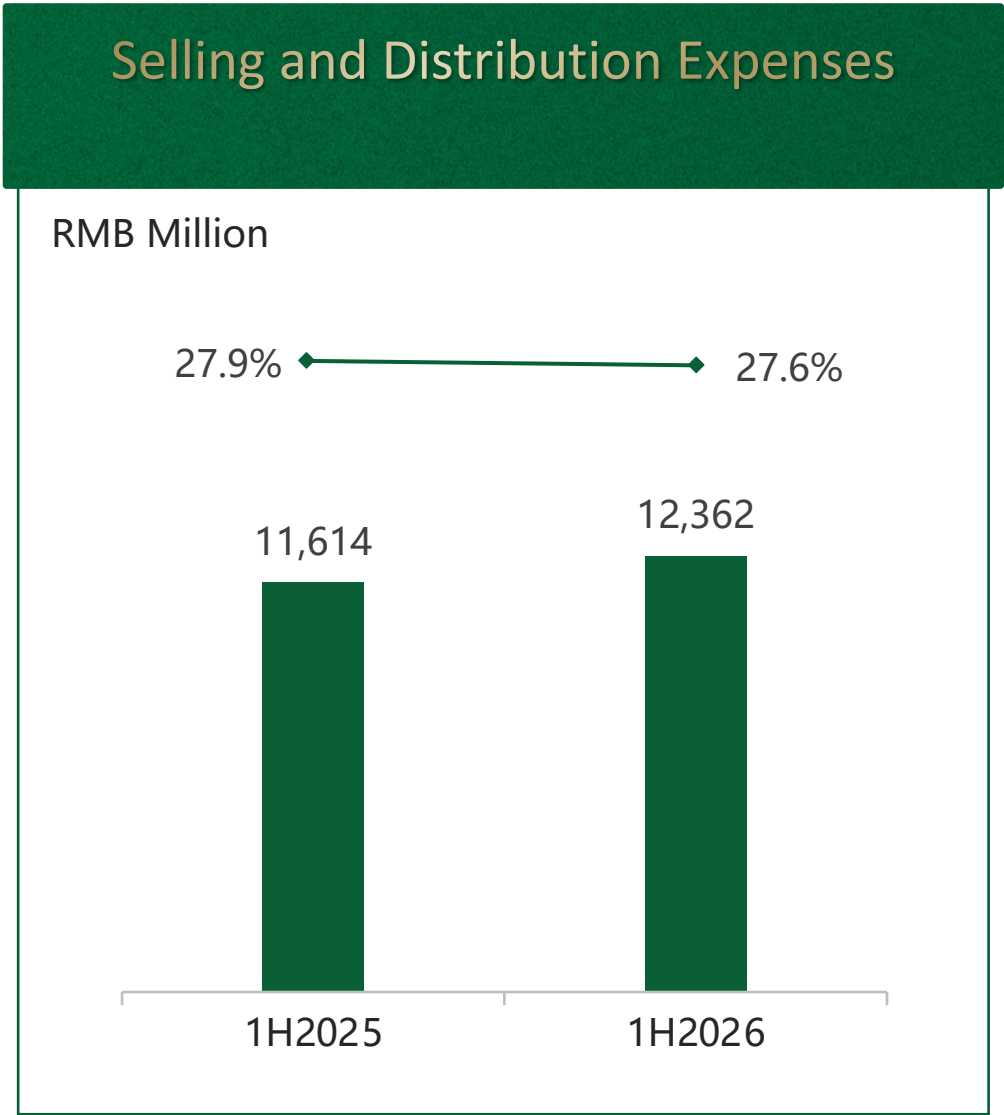
(1) Operating profit = Gross profit -Selling and distribution expenses, Administrative expenses, Educational surcharges, City construction tax, and other taxes.

Revenue Breakdown by Segment

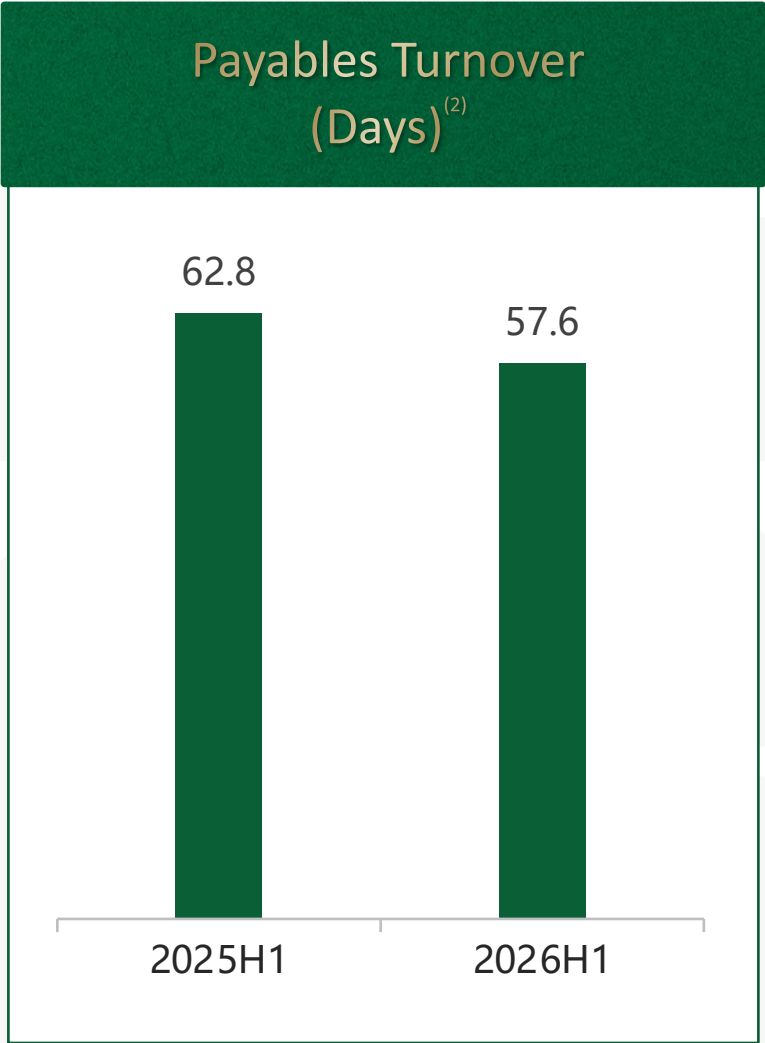
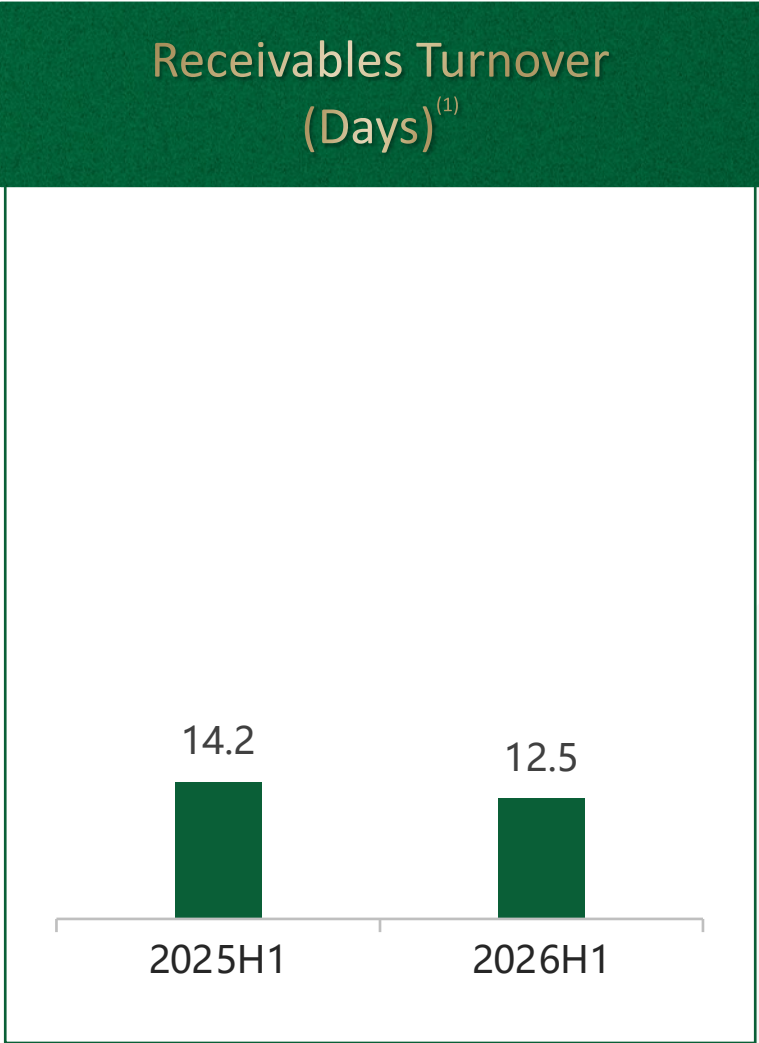
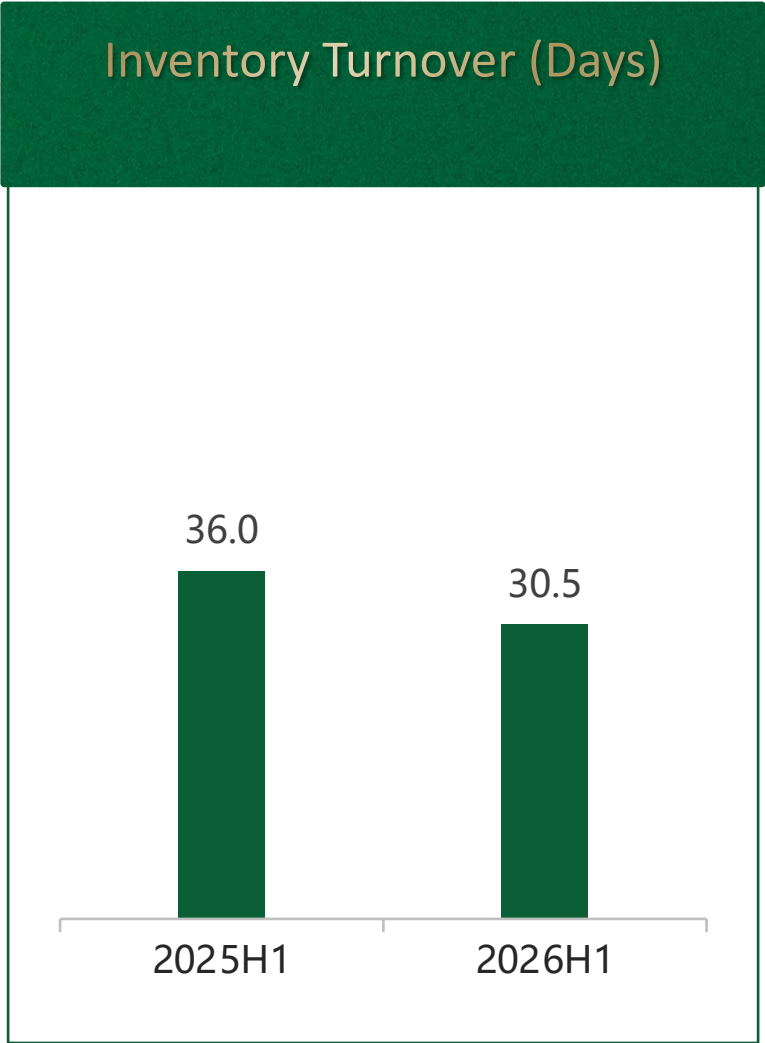


RMB Million	1H2025	1H2026	YoY	1H2026 % of revenue	YoY
Liquid Milk	32,192	33,865	5.2%	75.6%	-1.8ppt
Ice Cream	3,879	4,207	8.5%	9.4%	+0.1ppt
Milk Formula	1,676	2,058	22.8%	4.6%	+0.6ppt
Cheese	2,374	3,148	32.6%	7.0%	+1.3ppt
Others	1,447	1,517	4.8%	3.4%	-0.1ppt
Total	41,567	44,795	7.8%	100.0%	/

SG&A Expenses

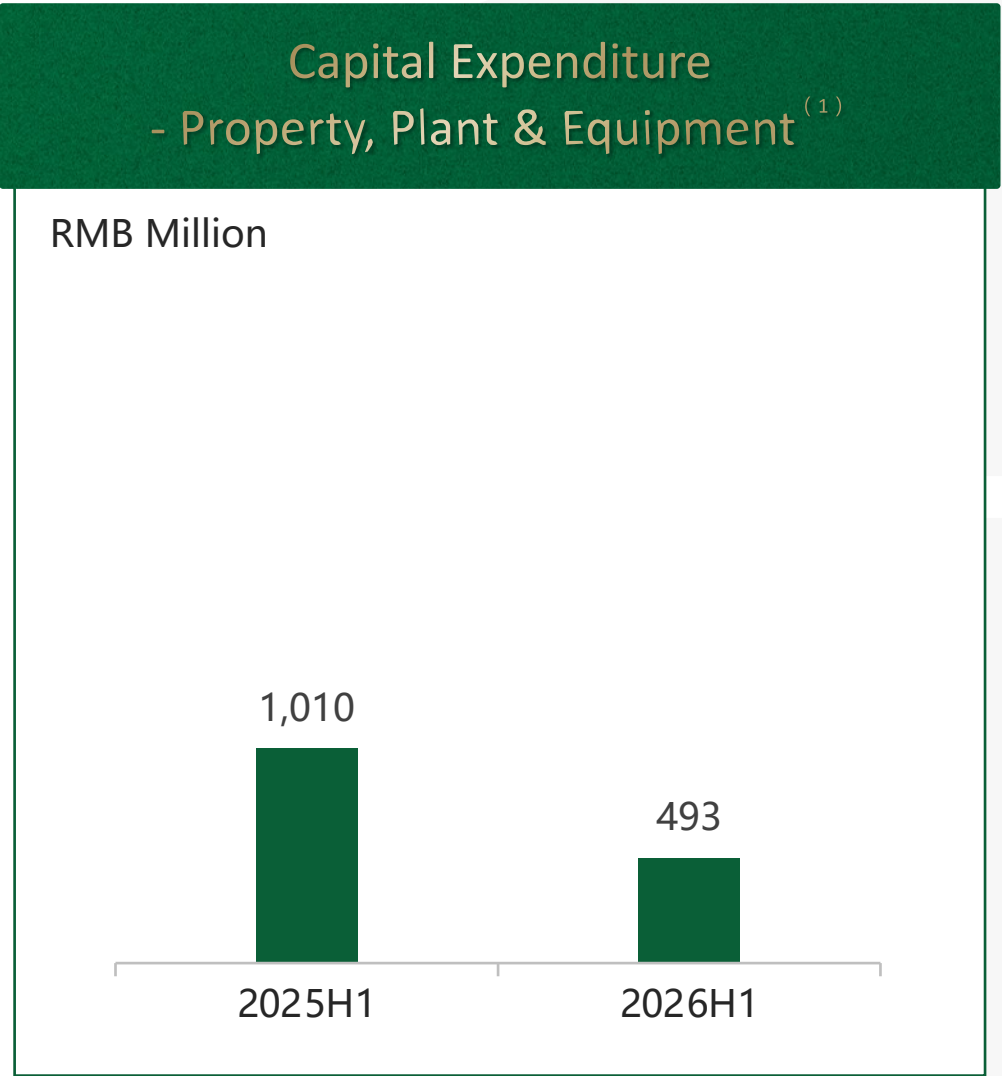
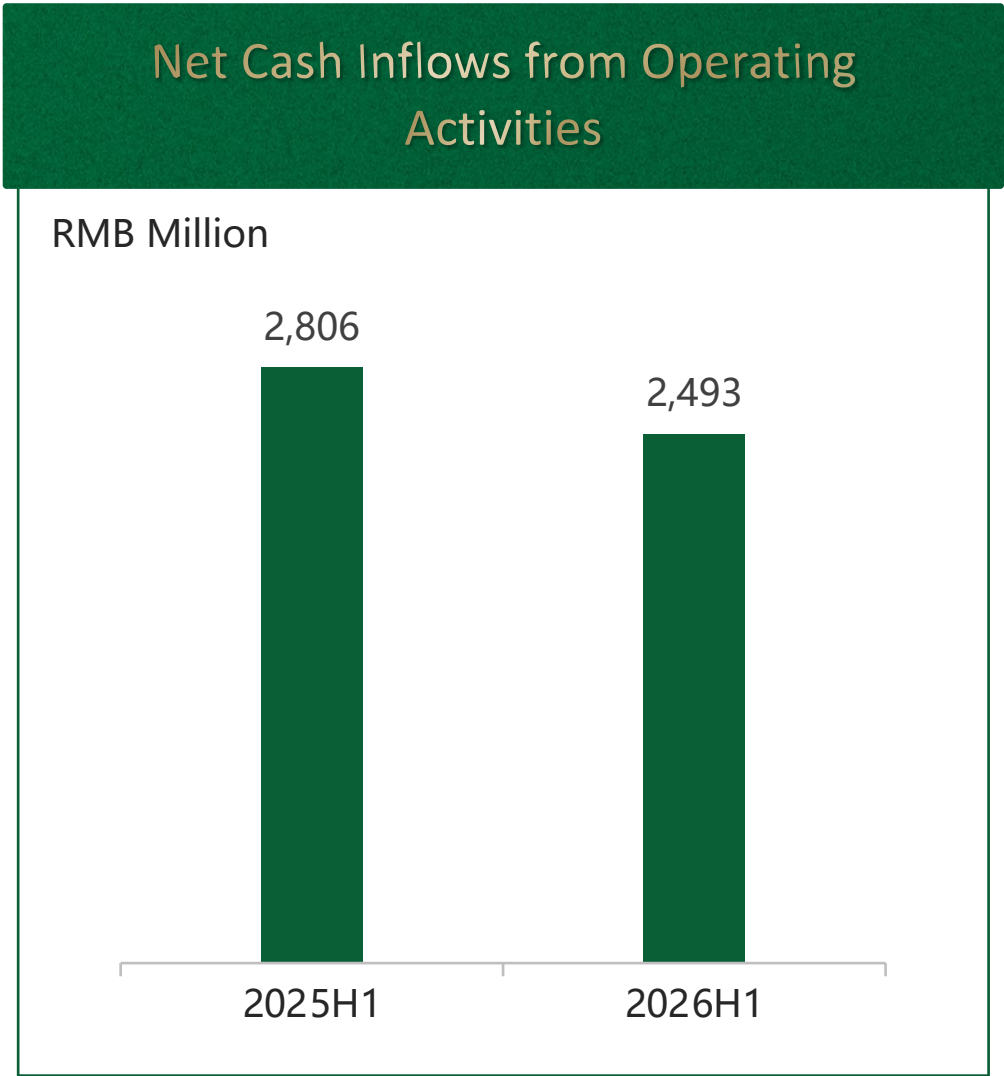


Operational Efficiency



(1) Receivables Turnover = (Average Balance of Trade and Bills Receivables / Revenue) x Number of Days
(2) Payables Turnover = (Average Balance of Trade and Bills Payables / Cost of Sales) x Number of Days

Cash Flow and CAPEX



(1) Capital expenditure - Property, Plant & Equipment is reported on a cash outflow basis.

Continuing to Enhance Shareholder Returns



Dividend Payout

Total Dividend for FY2025
(RMB)

2.017 billion

Dividend per Share
(RMB)

0.520 per share

Share Repurchase

Repurchased from August 2025 to July
2026 (HKD)

~500 million

2025-2027 Three-Year Shareholder Return Plan

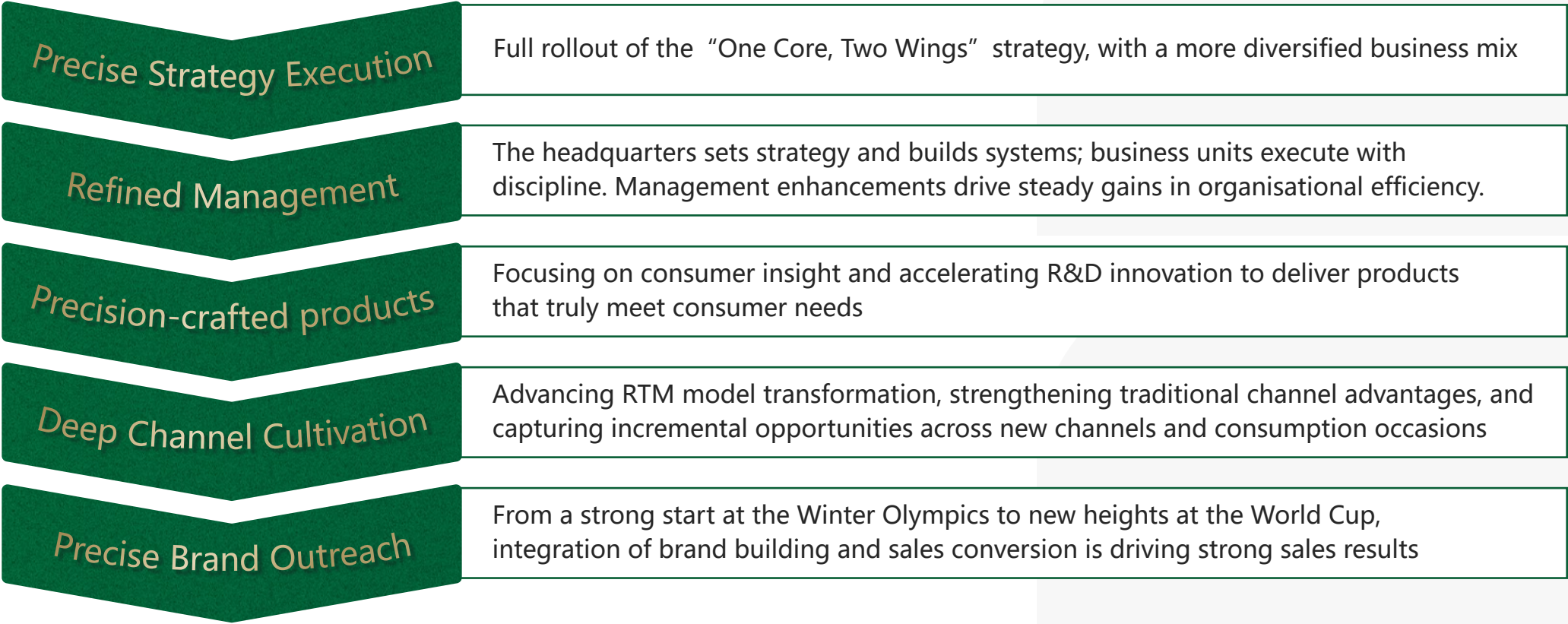
Target a steady increase in dividend per share

Maintain the 2024–2025 share
repurchase pace

Review and Outlook

Building on strong momentum, leading the industry into a new cycle

Strengthening One Core and expanding Two Wings to accelerate growth across all business segments



Deepening basic nutrition, functional nutrition and medical nutrition to enable consumers “Drink More, Drink Good and Drink Right”

Winter Olympics “Strong Start”



Dual milestones reinforce one another, driving a breakthrough in integrated brand and sales execution

#1 in Social-media
Voice and engagement

TOP 1

Brand Reputation:
Clear Leadership

TOP 1

Integrated Brand and Sales Innovation Drove Q1 “Strong Start”

Overall Sales Growth (YoY)

12%+

E-commerce + Instant Retail GMV

High Growth

Winning Traffic

#Ma Shang Niu#

Views **130 million+**

Total interactions **6.63 million+**



Winning Sales

#Jie Cai Tou#

Total impressions **3.1 billion+**

Share of conversion-driving
content **38%+**



Winning Stature

#Mengniu partners with Zhang
Yimou for the Winter Olympics
opening#

Views **350 million+**

Topic views **1.68 billion+**



Winning Empathy

#Born for Greatness#

Total impressions **794 million**

Halo effect from Eileen Gu-related
trending searches **204.4%**



World Cup “New Heights”



A systematic upgrade in communications, setting a new benchmark in sports marketing

#1 in Social-media
Voice and Interaction

TOP 1

Clear Leadership

Consumer Preference
Ranking

TOP 1

Leading at the Top

Omni-channel Coordination Driving High-quality Growth

Online GMV Growth (YoY)

14%+

Offline Partner
Convenience Stores (CVS)

High Growth

Winning the Battle for Champions

- Building a full-cycle champion IP narrative system
- Firmly owning the narrative



Winning the Brand-Effect- Sales Battle

- Upgrading the brand-effect-sales model
- Continuously iterating the omni-channel conversion journey



Winning the Cross-industry Battle

- Innovative cross-industry partnership with Hisense Breakout reach
- Setting a benchmark case in event tie-ins



Winning the Emotional Battle

- Continuing to unlock the emotional value of ambassadors
- Layered outreach to diverse audiences



Winning the Battle for Stature

- Securing scarce, exclusive premium resources
- positioning China's elevated culture on the global stage



Room Temperature



Systematically upgrading product innovation, channel cultivation and brand marketing, with revenue growth leading the industry

- ✓ Milk Deluxe and the Mengniu Pure Milk both achieved high single-digit growth, outpacing the industry
- ✓ Capturing demand from fitness and outdoor activities, we rolled out M-PLUS high-protein milk and Mengniu Calcium Electrolyte Water and Mengniu Isolated Whey Protein Water
- ✓ Milk Deluxe expanded its Hi-MILK functional product line; Just Yoghurt launched the new "BUFF" functional series
- ✓ Expanding rapidly in fast-growing channels, including instant retail, content e-commerce, snack discount stores and membership stores



Chilled



Value-led category innovation and emerging channel expansion driving growth

- ✓ Ranked market share leader for 21 consecutive years
- ✓ Champion is anchored in the functional yoghurt segment, accelerating promotion of new Jianzihao (health-food registered) products to drive strong revenue growth. YO! FINE DIARY launched a new high-protein product series and grew sales volume
- ✓ Yoyi C obtained national health-food certification (Jianzihao), entering niche functional segments
- ✓ Advancing the RTM model transformation, with strong growth in fast-growing channels including membership stores, snack retail, instant retail, B2B



Fresh Milk



Strong brand and channel momentum, with revenue growth leading the industry

- ✓ Revenue growth accelerated to 30%, delivering the industry's largest absolute revenue increase
- ✓ Winter Olympics and World Cup marketing broaden Shiny Meadow's reach. This deepened the omni-channel brand and sales loop, driving strong sales growth across multiple channels
- ✓ Online channels reinforced their clear lead and drove strong growth; offline coverage and penetration continued to rise

The advertisement is split into two main sections. The left section features a large, stylized Chinese slogan '与传奇并肩 标杆向更高' (Shoulder legends, benchmark higher) in a bold, calligraphic font. Below the slogan, five bottles of Shiny Meadow fresh milk are displayed, each labeled with a different protein content: 4.2g, 4.0g, 3.6g, 3.3g, and 3.0g. The right section features three soccer players in action, with their names and jersey numbers listed below them: 基利安·姆巴佩 (Kylian Mbappé, 10), 里奥·梅西 (Lionel Messi, 10), and 拉明·亚马尔 (Lamine Yamal, 19). Above the players, the Shiny Meadow logo and the text '每日鲜语' (Daily Fresh Words) are visible. Below the players, the text '高端鲜奶新标杆' (New benchmark for high-end fresh milk) is prominently displayed, followed by '*** 高端鲜奶销售额全国第一 ***' (*** High-end fresh milk sales volume No. 1 nationwide ***). At the bottom right, three more bottles of Shiny Meadow fresh milk are shown, labeled '双蛋白牛乳' (Double Protein Milk), '鲜牛奶' (Fresh Milk), and '4.0g 鲜牛奶' (4.0g Fresh Milk). The bottom right corner also features the text '高端鲜奶 一键到家' (High-end fresh milk, one-click home delivery) and a QR code.

Ice Cream



As the official ice cream of the World Cup, building a “win on the pitch, hot at home” brand and sales loop

- ✓ Revenue grew nearly 10%, delivering industry-leading growth
- ✓ On-site at the World Cup and in mainstream supermarkets across 11 US cities, delivering integrated brand and sales breakthroughs at home and abroad
- ✓ New products performed strongly, becoming the main source of incremental sales and driving product-mix upgrades
- ✓ The RTM strategy advanced along two tracks — “strengthening the core base and breaking through in new channels” — with clear results across diversified channels



Milk Formula



Infant formula led industry growth, while precision nutrition for middle-aged and older adults drove strong category growth

- ✓ Revenue grew over 30% on a comparable basis, with both infant formula and middle-aged and older adults nutrition powders posting strong growth
- ✓ Reeborne deepened its work on breast-milk nutrition, launching an organic MLCT infant formula and a self-developed 7A active lactoferrin innovation — Desert Organic A2 “Chuai Niuniu Jingzhi”
- ✓ Yourui focuses on specialised formulas and precision nutrition for mid-aged and senior consumers, driving strong online and offline revenue growth and cementing its #1 online market share
- ✓ Bellamy's, leveraging its 2026 World Cup official milk formula sponsorship, achieved a step-up in brand strength; strong growth in China cross-border channels and international markets drove revenue growth of over 60%



Cheese



An upgraded ecosystem strategy delivering record results

- ✓ First-half revenue grew over 30%, with growth exceeding 20% for three consecutive quarters; Milkground's revenue and profit both reached record highs since Mengniu acquired a controlling stake.
- ✓ During the period, B2B and B2C revenue both grew over 20%, clearly leading in market share
- ✓ Fast-growing emerging channels became a key growth engine
- ✓ Established a global cheese R&D and innovation centre



Expanding the Two Wings



Breakthroughs in advanced processing; international business accelerated globally through the World Cup

- ✓ Mengniu Milk Cube: Launched the professional dairy brand MnmpX, upgrading the advanced-processing business and professional dairy brand building
- ✓ Advanced processing: Lactoferrin, membrane-fractionated casein and desalinated whey powder D90 achieved domestic mass production
- ✓ Professional dairy: Launched multiple new professional dairy products; developed a customised milk ingredient for Starbucks China's "High-Protein Latte PRO"
- ✓ Synaura Biotechnology: Advancing HMO commercial-scale production and scaled up applications; won two gold prizes at the 2026 World Food Innovation Awards



Core ingredients business: Building a high-value growth engine



- ✓ M-ACTION: Completed the professional sports nutrition product matrix; endurance sports products became a key growth driver
- ✓ Special medical nutrition project: The food for special medical purposes (FSMP) "Ruibaoan" will launch this year — the first domestically approved China-made medical food for infants aged 0–12-months with phenylketonuria (PKU)

Value-formula business: Building out the professional nutrition footprint

Expanding the Two Wings



Breakthroughs in advanced processing; international business accelerated globally through the World Cup



Accelerating Global Expansion

Other international markets

Cheese business is accelerating its rollout in the Middle East; the ingredients business now serves more than ten international markets

Hong Kong & Macau

Fresh milk revenue grew **>110%**

Southeast Asia

Aice is #1 in Indonesia by market share, #2 in ready-to-eat ice cream in the Philippines, and has moved up to #2 in Vietnam; Bellamy's is accelerating expansion in Southeast Asia

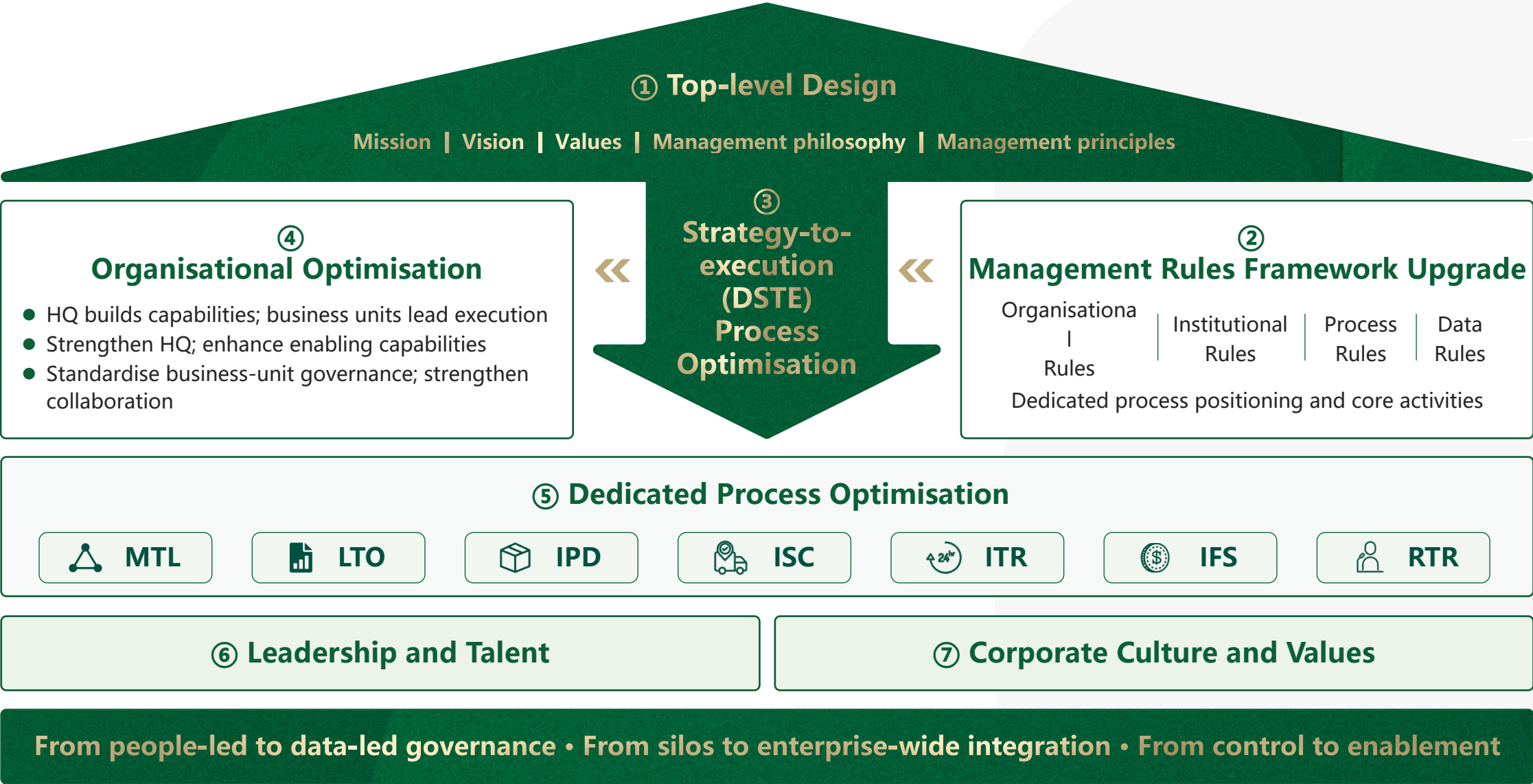
Oceania

Strengthening and broadening the Oceania base, building B2B and B2C platforms to serve local, Chinese and broader Asian markets

Management Enhancements



Driving steady gains in organisational efficiency through management upgrades



Technology Innovation

Creating industrial value through scientific value



Three-Dimensional Innovation
— Building a World-Class R&D and
Innovation Platform
to Support Our Global Business
Development

“GOING LONG” — sustaining long-term
R&D investment to build an independent
industry foundation across the value chain



“GOING HIGH” — tackling the industry's
bottleneck technologies and leading cutting-
edge global innovation

“GOING WIDE” — building a global R&D
ecosystem, with three nutrition tracks
(basic nutrition, functional nutrition
and medical nutrition) and a full
life-cycle nutrition supply system.

Advanced Processing GOSS
Non-destructive Orderly
Analysis Platform

Localised 10,000-strain
Microbiome Innovation
Research Platform

Synthetic Biology
Precision-nutrition Upgrade
Platform

End-to-end Integrated
Clinical-efficacy Research
Platform



MOUNTAIN

WATER

FOREST

FIELD

LAKE

GRASS

SAND

Continue to Build “GREEN” Sustainable Competitiveness

- ✓ **Continue to improve the Company's ESG disclosure transparency**
 - Published the 2025 Sustainability Report, the 2025 Climate-Related Disclosure Report, and the Green Packaging Value Report
 - Jointly organized, with FAIRR, visits by domestic and international ESG investor representatives to Mengniu's green value chain

- ✓ **Deepening execution of the “GREEN” sustainable development strategy**
 - Launched the “Dairy Green-Chain Transformation Acceleration Programme”, focused on supply-chain decarbonisation, zero deforestation and sustainable water management, to accelerate supply-chain transformation

- ✓ **Unlocking organic industry value in the Ulan Buh Desert**
 - The world's first successful dairy-industry desertification-control case was formally submitted to the UN's global green-development practice case call; published the Ulan Buh Desert Organic White Paper, showcasing how Shajin Tohoi turns “green into gold”
- ✓ **From “industry leader” to “global green pioneer”**
 - Published the Hohhot Initiative for Global Green Pioneers;
 - The Desertification Control and Green Practice Report in the Dairy Industry was officially unveiled at the UN Convention to Combat Desertification 17th Conference of the Parties (UNCCD COP17)

Q&A