

Value Creation Process

Impacts
on Society

Smiles for the Future

Purpose

The Morinaga Group will continue to create healthy foods that can be enjoyed beyond generations, thereby bringing smiles to the faces of people around the world now and in the future.

Five Materialities

- 1 Contribute to Healthy Lives of People around the World
- 2 Diversity and Inclusion of People
- 3 Achieve Sustainable Value Chains
- 4 Conserve the Global Environment
- 5 Strengthen Governance in Sustainability

External Environment

- Increasing health consciousness (health of mind and body)
- Diversifying lifestyles and values
- Advancements in digital technology
- Japan's declining birth rate, aging population, and labor shortages
- Rising world population
- Climate change and global environmental issues becoming more serious
- Rising need to disclose information on sustainability

Input

Six Forms of Capital (FY2024)

Human capital ● PP. 46–52

- Group employees: 3,153*1
- Employee loyalty: 85%*2
- Health management: Certified Outstanding Organizations of KENKO Investment for Health

Social capital ● P. 3

- Relationships of trust with various stakeholders built over more than 120 years in the business
- Many long-seller brands

Financial capital ● PP. 25–31

- Invested capital: 136.6 billion yen
- Net assets: 132.3 billion yen
- Equity ratio: 62.3%
- Long-term credit rating: A stable (JCR)

Intellectual capital ● PP. 53–57

- Patents owned: 154 in Japan and 61 overseas
- Trademarks owned: 681 in Japan and 763 overseas*3
- R&D expenses: 3.0 billion yen

Production capital ● P. 05 ● PP. 53–55

- Production sites: 8 factories in Japan and 3 overseas
- R&D center: 1

Natural capital ● PP. 58–63

- Diverse raw materials with consideration for sustainability and quality control

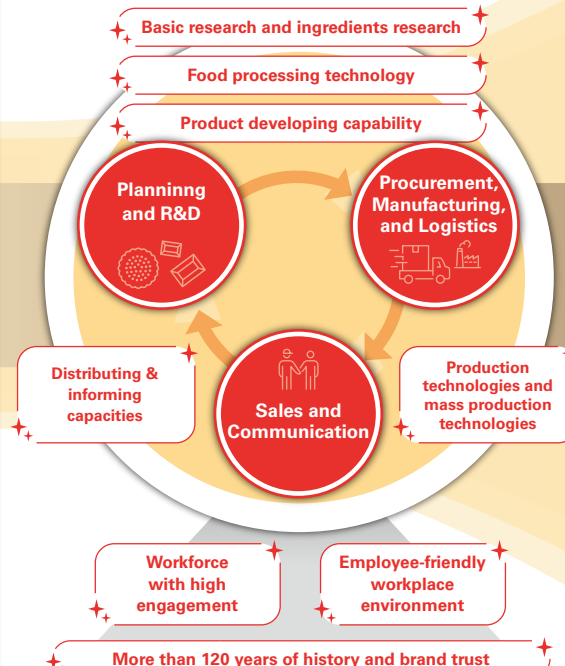
Activities

of Business

Promote Purpose-Driven Management

2030 Business Plan and
2024 Medium-Term Business Plan

Leverage **STRENGTHS** to Create Value

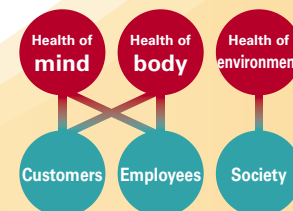


Corporate Governance

Output

Value Created

Three Values to Provide



Values Are Provided for



Outcome

from Provided Value

2030 Vision

We Will Change into a
Wellness Company.

..... 2030 Non-Financial Targets

Percentage of Japan's population provided value of health through new initiatives aimed at becoming a Wellness Company*4

Customers

70% or higher

"Health of mind": Positive response rate to Morinaga's corporate image of "Makes me smile"*5

90% or higher

Rate of employees who find their job meaningful and who are in good mental and physical health at work*6

Employees

80% or higher

Procurement ratio of sustainable raw materials (cacao beans, palm oil, and paper)*7

Society

100%

CO₂ emission reduction rate*8

30% or higher

ROE

15% or higher

DOE

4.5% or higher

Shareholders

*1 As of March 31, 2025 *2 Positive response rate to "I feel proud as a member of this company" on the employee awareness survey *3 Number held as of the end of FY2024 *4 Scope: Products the Company defines as "Deep dive into health of mind," "Accelerate health of body," and "Evolve health of mind to health of body." Population percentage calculated based on the INTAGE Inc. SCI annual purchase rate (scope: consumers nationwide ages 15–79). The Company will explore the establishment of a vision on a global basis. *5 Survey by Morinaga & Co., Ltd. *6 Positive response rate on the employee awareness survey. Scope: Group consolidated basis. *7 Group consolidated basis excluding Food Merchandise. Paper covers product packaging only. *8 Scope 1 + 2 (domestic Group consolidated basis; compared with FY2018)