

May 13, 2021

## Notice Regarding Executive Personnel Changes

Morinaga & Co., Ltd. hereby announces that a meeting of the Board of Directors held on May 13, 2021 (today) resolved to make the following Officer appointments. The Company also plans to present the appointments of Directors to the 173rd annual general meeting of shareholders on June 29, 2021.

• Effective following the adoption of the resolution at the 173rd annual general meeting of shareholders on June 29, 2021.

### 1. New Director

| Name         | To be                                    | Current                  |
|--------------|--|--------------------------|
| Kuniko Urano | Director (Outside Director, Independent) | Director of Komatsu Ltd. |

### 2. Reappointment of Director

| Name              | To be                                    |
|-------------------|--|
| Eijiro Ota        | Representative Director, President       |
| Machiko Miyai     | Director, Managing Operating Officer     |
| Takashi Hirakue   | Director, Senior Operating Officer       |
| Shinichi Uchiyama | Director, Senior Operating Officer       |
| Toshiyuki Sakai   | Director, Senior Operating Officer       |
| Shinya Mori       | Director, Senior Operating Officer       |
| Daisuke Fujii     | Director, Senior Operating Officer       |
| Shiho Takano      | Director (Outside Director, Independent) |
| Naomi Eto         | Director (Outside Director, Independent) |
| Shuichi Hoshi     | Director (Outside Director, Independent) |

<Reference>

Management after the 173rd annual general meeting of shareholders on June 29, 2021 (assumed)

| Name              | To be   |
|-------------------|---|
| Eijiro Ota        | Representative Director, President                |
| Machiko Miyai     | Director, Managing Operating Officer              |
| Takashi Hirakue   | Director, Senior Operating Officer                |
| Shinichi Uchiyama | Director, Senior Operating Officer                |
| Toshiyuki Sakai   | Director, Senior Operating Officer                |
| Shinya Mori       | Director, Senior Operating Officer                |
| Daisuke Fujii     | Director, Senior Operating Officer                |
| Shiho Takano      | Director (Outside Director, Independent)          |
| Naomi Eto         | Director (Outside Director, Independent)          |
| Shuichi Hoshi     | Director (Outside Director, Independent)          |
| Kuniko Urano      | Director (Outside Director, Independent)          |
| Tadashi Nishimiya | Standing Statutory Auditor                        |
| Akiyuki Igarashi  | Standing Statutory Auditor (Outside, Independent) |
| Koichi Sakaguchi  | Statutory Auditor (Outside, Independent)          |
| Hiroshi Iwamoto   | Statutory Auditor (Outside, Independent)          |