

March 31, 2022

Notice Regarding Executive Personnel Changes

Morinaga & Co., Ltd. hereby announces that a meeting of the Board of Directors held on March 24, 2022 resolved to make the following Officer appointments. The Company also plans to present the appointments of Directors to the 174th annual general meeting of shareholders on June 29, 2022.

• Effective following the adoption of the resolution at the 174th annual general meeting of shareholders on June 29, 2022.

1. New Directors

Name	To be	Current
Hideki Matsunaga	Director, Senior Operating Officer	Senior Operating Officer General Manager of Marketing Headquarters
Tetsuya Takagi	Director, Senior Operating Officer	Senior Operating Officer
Shinji Sakaki	Director (Outside Director, Independent)	—

2. New Statutory Auditor

Name	To be	Current
Toshiro Fukunaga	Standing Statutory Auditor	—

3. Retiring Directors

Name	To be	Current
Shinichi Uchiyama	Retiring	Director, Senior Operating Officer
Shiho Takano	Retiring	Director (Outside Director, Independent)

4. Retiring Statutory Auditor

Name	To be	Current
Tadashi Nishimiya	Retiring	Standing Statutory Auditor

※Present post; as of April 1st, 2022

5. Reappointment of Directors

Name	To be
Eijiro Ota	Representative Director, President
Machiko Miyai	Director, Managing Operating Officer
Takashi Hirakue	Director, Senior Operating Officer
Shinya Mori	Director, Senior Operating Officer
Daisuke Fujii	Director, Senior Operating Officer
Naomi Eto	Director (Outside Director, Independent)
Shuichi Hoshi	Director (Outside Director, Independent)
Kuniko Urano	Director (Outside Director, Independent)

<Reference>

Management after the 174th annual general meeting of shareholders on June 29, 2022 (assumed)

Name	To be
Eijiro Ota	Representative Director, President
Machiko Miyai	Director, Managing Operating Officer
Takashi Hirakue	Director, Senior Operating Officer
Shinya Mori	Director, Senior Operating Officer
Daisuke Fujii	Director, Senior Operating Officer
Hideki Matsunaga	Director, Senior Operating Officer
Tetsuya Takagi	Director, Senior Operating Officer
Naomi Eto	Director (Outside Director, Independent)
Shuichi Hoshi	Director (Outside Director, Independent)
Kuniko Urano	Director (Outside Director, Independent)
Shinji Sakaki	Director (Outside Director, Independent)
Toshiro Fukunaga	Standing Statutory Auditor
Akiyuki Igarashi	Standing Statutory Auditor (Outside, Independent)
Koichi Sakaguchi	Statutory Auditor (Outside, Independent)
Hiroshi Iwamoto	Statutory Auditor (Outside, Independent)