

## Notice Regarding Executive and Major Personnel Changes and Organizational Reforms

Morinaga & Co., Ltd. (the Company) hereby announces that a meeting of the Board of Directors held on February 8, 2024, resolved to make the following Officer and major personnel appointments effective on April 1 and June 27, 2024. The Company also plans to present the appointments of Directors and Statutory Auditors to the 176th annual general meeting of shareholders on June 27, 2024.

### 1. New Executive Officers (Effective April 1, 2024)

To be	Name	Current
Senior Executive Officer, General Manager of Procurement Division, Production Headquarters	Ayako Kunichika	Executive Officer, General Manager of Procurement Division, Production Headquarters
Senior Executive Officer, General Manager of New Business Development Division	Isao Matsuzaki	Executive Officer, General Manager of New Business Development Division
Senior Executive Officer	Kenji Takanami	Seconded to Aunt Stella Inc. (Representative Director, President)
Executive Officer, General Manager of Corporate Strategy Division	Kiyosi Kawagishi	General Manager of Frozen Desserts, Marketing Division, Marketing Headquarters and New Category Manager of Frozen Desserts Marketing Division, Marketing Headquarters
Executive Officer, General Manager of Human Resources Division	Tadashi Ando	General Manager of Corporate Strategy Division
Executive Officer, Deputy General Manager of R&D Center and General Manager of Research and Development Strategy Department, R&D Center	Hiroyuki Watanabe	General Manager of Research and Development Strategy Department, R&D Center
Executive Officer, General Manager of Marketing Headquarters	Takanori Sakuragi	General Manager of Strategic Planning Division, Marketing Headquarters

**2. Retiring Executive Officers (Effective March 31, 2024)**

To be	Name	Current
Director	Machiko Miyai	Director, Managing Executive Officer
Director	Takashi Hirakue	Director, Senior Executive Officer
Retirement	Hidehiro Saho	Executive Officer, General Manager of Production Technology Development Division, Production Headquarters
Retirement	Kazuo Shinagawa	Executive Officer, General Manager of East Japan Branch Office, Sales Headquarters

**3. New Directors (Effective June 27, 2024)**

To be	Name	Position as of April 1
Director, Senior Executive Officer	Kenji Takanami	Senior Executive Officer
Director (Outside Director, Independent)	Tamaki Sawamura	—

**4. Retiring Directors (Effective June 27, 2024)**

To be	Name	Position as of April 1
Retirement	Machiko Miyai	Director
Retirement	Takashi Hirakue	Director
Retirement	Naomi Eto	Director (Outside Director, Independent)
Retirement	Shuichi Hoshi	Director (Outside Director, Independent)

**5. New Statutory Auditor (Effective June 27, 2024)**

To be	Name	Position as of April 1
Statutory Auditor (Outside, Independent)	Hideo Kishi	—

**6. Retiring Statutory Auditor (Effective June 27, 2024)**

To be	Name	Position as of April 1
Retirement	Koichi Sakaguchi	Statutory Auditor (Outside, Independent)

## 7. Reappointment of Directors (Effective June 27, 2024)

Representative Director, President	Eijiro Ota
Director, Managing Executive Officer	Shinya Mori
Director, Managing Executive Officer	Daisuke Fujii
Director, Senior Executive Officer	Hideki Matsunaga
Director, Senior Executive Officer	Tetsuya Takagi
Director (Outside Director, Independent)	Kuniko Urano
Director (Outside Director, Independent)	Shinji Sakaki

### <Reference>

#### Management after the 176th annual general meeting of shareholders on June 27, 2024 (assumed)

Representative Director, President	Eijiro Ota
Director, Managing Executive Officer	Shinya Mori
Director, Managing Executive Officer	Daisuke Fujii
Director, Senior Executive Officer	Hideki Matsunaga
Director, Senior Executive Officer	Tetsuya Takagi
Director, Senior Executive Officer	Kenji Takanami
Director (Outside Director, Independent)	Kuniko Urano
Director (Outside Director, Independent)	Shinji Sakaki
Director (Outside Director, Independent)	Tamaki Sawamura
Standing Statutory Auditor	Toshiaki Fukunaga
Standing Statutory Auditor (Outside Auditor)	Takehiko Sasamori
Statutory Auditor (Outside Auditor)	Sawako Ueno
Statutory Auditor (Outside Auditor)	Hideo Kishi

## 8. Important Personnel Changes (Effective April 1, 2024)

To be	Name	Current
General Manager of Strategic Investment Division	Shintaro Eguchi	Deputy General Manager of Strategic Investment Division
General Manager of Intellectual Property Strategy Division	Masaaki Kurisu	General Manager of Second Product Development Center, R&D Center
General Manager of Strategy Planning Division, Marketing Headquarters	Satoshi Kuroda	Planning Group Manager of Strategic Planning Division, Marketing Headquarters
Executive Officer, General Manager of Confectionary Marketing Division, Marketing Headquarters	Minoru Sato	Executive Officer, General Manager of Health Marketing Division, Marketing Headquarters
General Manager of Foodstuff Marketing Division, Marketing Headquarters	Yasuhiro Tonohara	General Manager of First Product Development Center, R&D Center
General Manager of Frozen Desserts Marketing Division, Marketing Headquarters	Ryuta Takahashi	General Manager of Frozen Desserts Sales Division, Sales Headquarters
General Manager of Health Marketing Division, Marketing Headquarters	Norihiro Kidoguchi	Seconded to Morinaga Market Development Co., Ltd. (Representative Director, President))
Executive Officer, General Manager of Sales Headquarters	Minoru Takizawa	Executive Officer, General Manager of Sales Headquarters and General Manager of Confectionery & Food Sales Division, Sales Headquarters
General Manager of Sales Division, Sales Headquarters	Yoshimasa Tanida	General Manager of West Japan Branch Office, Sales Headquarters
General Manager of National Mass Sales Division, Sales Headquarters	Masahito Hiroi	Sales Group Manager of Frozen Desserts Sales Division, Sales Headquarters
General Manager of Hokkaido Branch Office, Sales Headquarters	Kazuhiro Sasaki	Manager of Group 2, National Sales Division, Sales Headquarters
General Manager of Kanto Shinetsu Branch Office, Sales Headquarters	Yasuyoshi Sasaki	General Manager of Tokyo Area Branch Office, East Japan Branch Office, Sales Headquarters
General Manager of Tokyo Branch Office, Sales Headquarters	Masaya Shimada	General Manager of Kyushu Branch Office, West Japan Branch Office, Sales Headquarters
General Manager of Chubu Branch Office, Sales Headquarters	Ikuo Funahashi	General Manager of Tokyo Retail Branch Office, East Japan Branch Office, Sales Headquarters,
General Manager of Kansai Branch Office, Sales Headquarters	Seiji Akutsu	General Manager of Chubu Branch Office, West Japan Branch Office, Sales Headquarters
General Manager of Chugoku-Shikoku Branch Office, Sales Headquarters	Koji Sawada	Deputy General Manager (in charge of Sales) of East Japan Branch Office and Leader of Channel Development Team, East Japan Branch Office, Sales Headquarters
General Manager of Kyushu Branch Office, Sales Headquarters	Hiroaki Taki	General Manager of Kanto Shinetsu Branch Office, East Japan Branch Office, Sales Headquarters

General Manager of Sensibility Science Research Center, R&D Center	Hitomi Tsuchiya	Assistant to General Manager of R&D Center (in charge of mental health research promotion)
General Manager of Sustainable Technology Research Center, R&D Center	Tomoharu Kawaguchi	Seconded to Takasaki Morinaga Co., Ltd. (Director, General Manager, Manufacturing Division and Manager, Production Management Group)
General Manager of First Product Development Center, R&D Center	Toshihiko Takano	Seconded to Morinaga Institute of Biological Science, Inc. (Director, General Manager, R&D Division)
General Manager of Second Product Development Center, R&D Center	Rieko Fuji	Manager of Group 1, Future Value Creation Center, R&D Center
General Manager of Health Science Research Center, R&D Center	Naoki Iemoto	Manager of Nutrition Function Research Group, Health Science Research Center, R&D Center
General Manager of Production Technology Development Division, Production Headquarters	Ryuji Nagatome	Manager of Equipment Group, Production Technology Development Division, Production Headquarters
General Manager of Tsurumi Factory, Production Headquarters	Sakae Owada	Manager of Production Management Group, Tsurumi Factory, Production Headquarters
General Manager of Mishima Factory, Production Headquarters	Toshihiro Kawama	General Manager of Health Science Research Center, R&D Center
Seconded to Morinaga Market Development Co., Ltd. (Representative Director, President)	Itaru Yagi	Manager of Channel Group, Sales Strategy Division, Sales Headquarters
Seconded to Aunt Stella Inc. (Representative Director, President)	Mitsutaka Murase	General Manager of Confectionary Marketing Division, Marketing Headquarters

## 9. Institutional Reform (as of April 1, 2024)

### ●Sales Headquarters

- Merge Confectionery & Food Sales Division and Frozen Desserts Sales Division and newly establish Sales Division
- Newly establish National Mass Sales Division
- Abolish East Japan Branch Office and West Japan Branch Office
- Reorganize branch offices and place Hokkaido Branch Office, Tohoku Branch Office, Kanto Shinetsu Branch Office, Tokyo Branch Office (newly established), Chubu Branch Office, Kansai Branch Office, Chugoku-Shikoku Branch Office and Kyushu Branch Office under Sales Division

### ●R&D Center

- Newly establish Sensibility Science Research Center
- Newly establish Sustainable Technology Research Center

### ●Newly establish Intellectual Property Strategy Division