Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

February 10, 2025

Company name: Morinaga & Co., Ltd.
Name of representative: Eijiro Ota, Representative Director, President
(Securities code: 2201; Prime Market of the Tokyo Stock Exchange)
Inquiries: Natsuko Okamoto, General Manager, Corporate Communication Division
(Telephone: +81-3-3456-0150)

Notice Concerning Changes of Representative Directors

Morinaga & Co., Ltd. (“the Company”) hereby announces that a meeting of the Board of Directors held on February 10, 2025 it resolved to make the following changes in representative directors, based on a report of the Officer Appointment and Remuneration Advisory Committee.

1. Reason for change

The Morinaga Group is conducting its business activities every day with the aim of realizing its 2030 Vision, which states, "The Morinaga Group will change into a Wellness Company in 2030 ." It is also striving to fulfill its Purpose, defined as "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." As a result, even amid a challenging business environment, we are steadily moving toward our goals, with net sales projected to reach a record high for the fourth consecutive year and operating income expected to reach a record high in the fiscal year ending March 31, 2025.

Strengthening Group governance is even more vital to realize the 2030 Vision. In addition, companies are expected to be able to continue to take on challenges and evolve, improving their ability to create innovation and respond to environmental changes.

To achieve further growth and make a leap forward, we have decided to transition to a management structure comprising a CEO who makes strategic decisions and a COO who is responsible for executing business operations. By having the CEO and COO work as partners while fulfilling their respective roles, we will strengthen corporate governance and enhance the corporate value of the Morinaga Group by achieving our business plans.

2. Change of representative directors

Name	New title	Current title
Eijiro Ota	Representative Director, Chairman CEO	Representative Director, President
Shinya Mori	Representative Director, President COO	Director, Managing Executive Officer

3. Name of new representative director and career summary

Name	Shinya Mori	
Date of birth	March 14, 1962	
Career summary	Apr. 1984	Joined the Company
	Jun. 2013	General Manager of Health Care Business Division
	Apr. 2016	Executive Officer, General Manager of Health Business Headquarters
	Apr. 2018	Executive Officer, Deputy General Manager of R&D Center
	Jan. 2019	Executive Officer, General Manager of R&D Center
	Jun. 2019	Assumed the office of Senior Executive Officer Commissioned General Manager of R&D Center
	Jun. 2023	Assumed the office of Director, Managing Executive Officer (current position)

Number of shares held : 5,200shares (as of September 30, 2024)
* Excluding the officer compensation Board Incentive Plan (BIP) trust

4. Scheduled date of change

April 1, 2025