

## Financial Performance

## 11-Year Financial and Non-Financial Summary

For more details, please refer to the link below.  
<https://www.morinaga.co.jp/company/english/ir/library/settlement.html>

## Financial information

Accounting year	Unit	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020*6	FY2021*6	FY2022*6
Net sales	(Million yen)	152,885	164,603	177,929	181,868	199,479	205,022	205,368	208,878	168,240	181,251	194,373
Operating income	(Million yen)	2,695	3,858	5,939	11,456	17,612	19,751	20,217	21,230	19,176	17,685	15,235
Ordinary income	(Million yen)	2,973	4,446	6,530	12,062	18,325	20,422	20,767	21,950	19,782	18,247	15,757
Profit attributable to owners of parent	(Million yen)	1,419	8,090	3,806	8,092	11,115	10,289	12,816	10,824	13,416	27,773	10,059
Capital investment	(Million yen)	13,010	14,517	2,393	7,406	3,750	7,310	7,983	10,661	20,404	20,411	9,995
Depreciation	(Million yen)	5,594	6,808	6,581	6,130	5,771	5,820	5,835	6,230	7,909	10,032	10,087
R&D expenses	(Million yen)	2,329	1,984	2,005	2,152	2,210	2,205	2,194	2,240	2,217	2,686	2,892
Cash flow from operating activities	(Million yen)	5,565	7,684	11,182	16,715	18,400	17,788	20,897	20,994	12,127	24,825	(2,966)
Cash flow from investing activities	(Million yen)	(5,681)	(6,459)	(3,022)	(2,091)	(29,736)	8,154	(20,025)	16,993	(19,862)	9,312	(14,209)
Cash flow from financial activities	(Million yen)	3,645	(5,764)	(1,491)	(2,311)	(2,398)	(17,906)	(11,888)	(4,375)	(4,084)	(5,943)	(7,348)
Free cash flow*1	(Million yen)	(2,615)	625	8,159	14,223	15,663	13,943	15,871	7,988	(7,735)	34,318	(17,080)

## End of fiscal year

Total assets*2	(Million yen)	141,154	144,441	151,310	163,085	183,112	177,920	175,837	188,060	202,910	214,300	205,226
Net assets	(Million yen)	52,981	62,594	69,393	77,223	91,763	100,331	97,193	105,487	123,706	131,174	125,856
Interest-bearing debt*3	(Million yen)	29,901	26,200	26,764	26,446	26,282	11,265	10,666	10,000	10,000	10,000	19,000

## Financial indicators

Operating income to net sales ratio	(%)	1.8	2.3	3.3	6.3	8.8	9.6	9.8	10.2	11.4	9.8	7.8
Return on equity (ROE)	(%)	2.7	14.4	6.0	11.5	13.6	11.0	13.2	10.8	11.8	22.0	7.9
Return on assets (ROA)*2	(%)	2.2	3.1	4.4	7.7	10.6	11.3	11.7	12.1	10.1	8.7	7.5
Shareholders' equity ratio*2	(%)	37.2	41.5	43.8	45.7	48.7	55.0	54.8	55.7	60.5	60.7	60.7
D/E ratio	(Times)	0.57	0.44	0.40	0.35	0.29	0.12	0.11	0.10	0.08	0.08	0.15
Book value per share (BPS)*4	(Yen)	1,009.48	1,151.30	1,274.09	1,432.50	1,713.49	1,882.23	1,917.22	2,080.77	2,441.25	2,603.95	2,645.25
Earnings per share (EPS)*4	(Yen)	27.24	155.37	73.11	155.47	213.60	197.76	247.15	215.18	266.73	552.59	208.77
Dividend per share*4	(Yen)	30	30	30	35	45	50	66	72	80	90	100
Dividend payout ratio	(%)	110.1	19.3	41.0	22.5	21.1	25.3	26.7	33.5	30.0	16.3	47.9
Dividend on equity ratio	(%)	3.0	2.8	2.5	2.6	2.9	2.8	3.5	3.6	3.5	3.6	3.8
Total shareholder return ratio*5	(%)	114.5	19.5	41.5	22.9	21.5	26.7	92.5	33.6	30.1	21.5	157.9

\*1 Calculated excluding expenditures associated with payments into time deposits and proceeds from the reversal of time deposits.

\*2 The Company applied Partial Amendments to the Accounting Standard for Tax Effect Accounting, etc., from FY2018. Figures for FY2014 to FY2017 were retroactively adjusted in line with this accounting standard.

\*3 Interest-bearing liabilities are the sum of all liabilities on which interest is paid that are shown in the consolidated balance sheets, except for lease obligations.

\*4 The Company implemented a five-for-one share reverse stock split on October 1, 2016. Figures calculated assuming that this reverse stock split was carried out at the beginning of FY2012.

\*5 The total amount of dividends for which the record date falls in the current fiscal year and the total amount of treasury shares acquired in the current fiscal year divided by net income attributable to owners of the parent.

\*6 The Company applied the "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)," and other regulations, from the beginning of FY2021. The figures for FY2020 are from after retroactive application of the said accounting standard.

## Non-financial information

	Unit	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020*6	FY2021*6	FY2022*6	
CO <sub>2</sub> emissions*7	Japan	Scope 1*13 (Thousand t-CO <sub>2</sub> )						24.0	20.6	21.4	22.3	22.3	
		Scope 2*13 (Thousand t-CO <sub>2</sub> )	62.5	63.9	58.0	55.3	57.0	56.7	50.1	46.9	47.5	53.4	54.0
	Overseas	Scope 1 (Thousand t-CO <sub>2</sub> )		4.7	9.0				2.8	3.4	3.3	3.7	4.0
		Scope 2 (Thousand t-CO <sub>2</sub> )	-			14.3	18.4	15.1	6.6	7.2	6.3	6.8	6.8
Amount of water resource consumption*8,*13	Japan	(Thousand tons)	1,689.7	1,556.0	1,487.9	1,482.5	1,548.7	1,529.9	1,550.4	1,591.3	1,602.1	1,599.0	1,706.1
	Overseas	(Thousand tons)	-	130.6	215.3	182.6	246.6	208.9	158.7	148.0	169.7	179.4	203.5
Amount of waste emissions*9	Japan	(Thousand tons)	10.7	11.4	10.1	9.8	10.0	9.8	9.7	9.6	9.4	10.8	9.6
	Overseas	(Thousand tons)	-	0.3	1.1	1.2	1.3	0.9	0.5	0.6	0.6	0.7	0.8
Procurement ratio of sustainable raw materials*10	Japan	Cacao beans (%)										9	34
		Palm oil (%)										2	9
		Paper (%)										98.0	99.9
Number of employees*11	Consolidated (People)	2,573 (2,084)	2,927 (2,323)	2,978 (2,613)	3,056 (2,330)	3,256 (2,186)	3,169 (1,950)	2,717 (1,712)	2,711 (1,687)	2,825 (1,597)	2,937 (1,658)	3,076 (1,673)	
Ratio of female managers*12	Morinaga & Co., Ltd. (%)	4.5	4.2	4.4	4.2	4.6	5.2	6.7	7.7	8.3	9.4	10.0	

\*7 Figures for Japan for FY2018 and later represent the Group consolidated basis. Figures for overseas for FY2019 and later represent the Group consolidated basis. Figures prior to this are for production sites both in Japan and overseas. The conversion coefficient at the time of CO<sub>2</sub> calculation for FY2017 and prior uses the fixed coefficient of 0.378 kg-CO<sub>2</sub>/kWh established internally in 2003.

\*8 Figures prior to FY2017 are for production sites both in Japan and overseas. Figures for Japan for FY2018 and later represent the Group consolidated basis.

\*9 Figures for production sites both in Japan and overseas.

\*10 Paper covers only product packaging.

\*11 Data as of March 31 each fiscal year. Number of employees represents the number of people working for the Company (excluding forwarded employees from the Group to outside the Group but including forwarded employees from outside the Group to the Group). For temporary employees, the number in parentheses is excluded from the above number and shows the average number of temporary employees per year. Temporary employees include part-timers and contract workers but exclude temporary employees from placement agencies.

\*12 Figures are non-consolidated for Morinaga & Co., Ltd., as of April 1 of each fiscal year.

\*13 Figures for FY2020 CO<sub>2</sub> emissions for the Group in Japan on a consolidated basis (Scope 1 + 2) and water usage amount have received third-party assurance from LRQA.


# Financial Summary

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## (1) Consolidated Balance Sheets

	Million yen	
	FY2021 (March 31, 2022)	FY2022 (March 31, 2023)
<b>Assets</b>		
Current assets		
Cash and deposits	56,652	<b>36,362</b>
Notes and accounts receivable–trade	22,313	<b>23,712</b>
Merchandise and finished goods	13,645	<b>16,330</b>
Work in process	374	<b>498</b>
Raw materials and supplies	9,736	<b>14,761</b>
Income taxes receivable	157	<b>3,328</b>
Other	9,236	<b>6,421</b>
Allowance for doubtful accounts	(48)	<b>(43)</b>
Total current assets	112,067	<b>101,371</b>
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	62,295	<b>62,990</b>
Accumulated depreciation	(32,283)	<b>(32,940)</b>
Buildings and structures–net	30,011	<b>30,050</b>
Machinery, equipment and vehicles	98,116	<b>100,894</b>
Accumulated depreciation	(68,740)	<b>(72,269)</b>
Machinery, equipment and vehicles–net	29,375	<b>28,624</b>
Tools, furniture and fixtures	5,236	<b>5,281</b>
Accumulated depreciation	(4,015)	<b>(4,112)</b>
Tools, furniture and fixtures–net	1,221	<b>1,168</b>
Land	21,318	<b>20,734</b>
Lease assets	1,851	<b>2,355</b>
Accumulated depreciation	(966)	<b>(1,051)</b>
Lease assets–net	884	<b>1,304</b>
Construction in progress	2,241	<b>4,373</b>
Total property, plant and equipment	85,053	<b>86,256</b>
Intangible assets		
Goodwill	98	–
Software	–	<b>192</b>
Other	211	<b>647</b>
Total intangible assets	309	<b>839</b>
Investments and other assets		
Investment securities	10,447	<b>10,167</b>
Net defined benefit asset	4,232	<b>4,605</b>
Deferred tax assets	1,191	<b>1,102</b>
Other	1,034	<b>919</b>
Allowance for doubtful accounts	(36)	<b>(35)</b>
Total investments and other assets	16,869	<b>16,759</b>
Total noncurrent assets	102,233	<b>103,855</b>
Total assets	214,300	<b>205,226</b>

	Million yen	
	FY2021 (March 31, 2022)	FY2022 (March 31, 2023)
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable–trade	20,392	<b>22,798</b>
Current portion of long-term loans	10,000	–
Lease obligations	367	<b>490</b>
Accounts payable–other	10,538	<b>10,156</b>
Income taxes payable	9,974	<b>360</b>
Refund liabilities	3,611	<b>3,916</b>
Allowance for bonuses	2,697	<b>2,696</b>
Asset retirement obligations	453	–
Other	12,112	<b>10,879</b>
Total current liabilities	70,147	<b>51,297</b>
Long-term liabilities		
Bonds payable	–	<b>9,000</b>
Long-term loans	–	<b>10,000</b>
Lease obligations	616	<b>950</b>
Deferred tax liabilities	–	<b>333</b>
Provision for directors' stock benefits	82	<b>88</b>
Provision for environmental measures	274	<b>273</b>
Net defined benefit liability	8,231	<b>3,640</b>
Asset retirement obligations	–	<b>66</b>
Deposits received	3,642	<b>3,633</b>
Other	131	<b>86</b>
Total long-term liabilities	12,978	<b>28,072</b>
Total liabilities	83,126	<b>79,370</b>
Net assets		
Shareholders' equity		
Common stock	18,612	<b>18,612</b>
Capital surplus	17,292	<b>17,186</b>
Retained earnings	97,886	<b>83,396</b>
Treasury stock	(12,717)	<b>(3,713)</b>
Total shareholders' equity	121,074	<b>115,482</b>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,396	<b>5,201</b>
Deferred gains or losses on hedges	(1)	<b>3</b>
Foreign currency translation adjustments	1,304	<b>2,263</b>
Remeasurements of defined benefit plans	2,261	<b>1,615</b>
Total accumulated other comprehensive income	8,960	<b>9,082</b>
Non-controlling interests	1,139	<b>1,290</b>
Total net assets	131,174	<b>125,856</b>
Total liabilities and net assets	214,300	<b>205,226</b>

 For more details, please refer to the link below.  
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## (2) Consolidated Statements of Operations and Consolidated Statements of Comprehensive Income

(Consolidated Statements of Operations)

Million yen

	FY2021 (April 1, 2021– March 31, 2022)	FY2022 (April 1, 2022– March 31, 2023)
Net sales	181,251	<b>194,373</b>
Cost of sales	105,425	<b>117,721</b>
Gross profit	75,826	<b>76,651</b>
Selling, general and administrative expenses	58,140	<b>61,415</b>
Operating income	17,685	<b>15,235</b>
Non-operating income		
Interest income	21	<b>19</b>
Dividends income	543	<b>270</b>
Equity in earnings of affiliates	–	<b>4</b>
Subsidy income	–	<b>263</b>
Other	228	<b>303</b>
Total non-operating income	793	<b>861</b>
Non-operating expenses		
Interest expenses	34	<b>56</b>
Equity in losses of affiliates	25	<b>–</b>
Bond issuance costs	–	<b>51</b>
Depreciation	112	<b>85</b>
Commission for purchase of treasury stock	0	<b>76</b>
Other	57	<b>68</b>
Total non-operating expenses	231	<b>339</b>
Ordinary income	18,247	<b>15,757</b>
Extraordinary income		
Gain on sales of noncurrent assets	10	<b>7</b>
Gain on sales of investment securities	21,952	<b>274</b>
Insurance income	–	<b>100</b>
Total extraordinary income	21,963	<b>382</b>
Extraordinary loss		
Loss on sales and retirement of noncurrent assets	700	<b>1,535</b>
Impairment loss	99	<b>649</b>
IT system failure response expenses	193	<b>–</b>
Other	1	<b>71</b>
Total extraordinary loss	994	<b>2,256</b>
Income before income taxes	39,216	<b>13,884</b>
Income taxes—current	11,279	<b>2,964</b>
Income taxes—deferred	(22)	<b>628</b>
Total income taxes	11,257	<b>3,593</b>
Net income	27,959	<b>10,291</b>
Profit attributable to non-controlling interests	186	<b>231</b>
Profit attributable to owners of parent	27,773	<b>10,059</b>

(Consolidated Statements of Comprehensive Income)

Million yen

	FY2021 (April 1, 2021– March 31, 2022)	FY2022 (April 1, 2022– March 31, 2023)
Net income	27,959	<b>10,291</b>
Other comprehensive income		
Valuation difference on available-for-sale securities	(15,333)	<b>(195)</b>
Deferred gains or losses on hedges	(23)	<b>5</b>
Foreign currency translation adjustments	970	<b>1,006</b>
Remeasurements of defined benefit plans, net of tax	(535)	<b>(629)</b>
Share of other comprehensive income of associates accounted for using equity method	(0)	<b>5</b>
Total other comprehensive income	(14,921)	<b>193</b>
Net comprehensive income	13,037	<b>10,484</b>
(Breakdown)		
Comprehensive income attributable to owners of parent	12,684	<b>10,182</b>
Comprehensive income attributable to non-controlling interests	353	<b>302</b>

For more details, please refer to the link below.  
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### (3) Consolidated Statements of Changes in Net Assets

FY2021 (April 1, 2021–March 31, 2022)

Million yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of the fiscal year	18,612	17,281	74,139	(11,291)	98,742
Changes of items during the period					
Dividends from surplus			(4,025)		(4,025)
Profit attributable to owners of parent			27,773		27,773
Purchase of treasury stock				(1,467)	(1,467)
Disposal of treasury stock		10		41	51
Cancellation of treasury stock					–
Net changes of items other than shareholders' equity					
Total changes of items during the period	–	10	23,747	(1,425)	22,331
Balance at end of the fiscal year	18,612	17,292	97,886	(12,717)	121,074


FY2022 (April 1, 2022–March 31, 2023)

Million yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of the fiscal year	<b>18,612</b>	<b>17,292</b>	<b>97,886</b>	<b>(12,717)</b>	<b>121,074</b>
Changes of items during the period					
Dividends from surplus			(4,497)		(4,497)
Profit attributable to owners of parent			10,059		10,059
Purchase of treasury stock				(11,173)	(11,173)
Disposal of treasury stock		0		20	20
Cancellation of treasury stock		(105)	(20,052)	20,157	–
Net changes of items other than shareholders' equity					
Total changes of items during the period	–	(105)	(14,490)	9,004	(5,591)
Balance at end of the fiscal year	<b>18,612</b>	<b>17,186</b>	<b>83,396</b>	<b>(3,713)</b>	<b>115,482</b>

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of the fiscal year	20,729	23	493	2,803	24,049	915	123,706
Changes of items during the period							
Dividends from surplus							(4,025)
Profit attributable to owners of parent							27,773
Purchase of treasury stock							(1,467)
Disposal of treasury stock							51
Cancellation of treasury stock							–
Net changes of items other than shareholders' equity	(15,333)	(25)	811	(541)	(15,088)	224	(14,864)
Total changes of items during the period	(15,333)	(25)	811	(541)	(15,088)	224	7,467
Balance at end of the fiscal year	5,396	(1)	1,304	2,261	8,960	1,139	131,174

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of the fiscal year	<b>5,396</b>	<b>(1)</b>	<b>1,304</b>	<b>2,261</b>	<b>8,960</b>	<b>1,139</b>	<b>131,174</b>
Changes of items during the period							
Dividends from surplus							(4,497)
Profit attributable to owners of parent							10,059
Purchase of treasury stock							(11,173)
Disposal of treasury stock							20
Cancellation of treasury stock							–
Net changes of items other than shareholders' equity	(195)	4	958	(645)	122	150	273
Total changes of items during the period	(195)	4	958	(645)	122	150	(5,318)
Balance at end of the fiscal year	<b>5,201</b>	<b>3</b>	<b>2,263</b>	<b>1,615</b>	<b>9,082</b>	<b>1,290</b>	<b>125,856</b>

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**(4) Consolidated Statements of Cash Flows**

	Million yen	
	FY2021 (April 1, 2021– March 31, 2022)	FY2022 (April 1, 2022– March 31, 2023)
Operating activities		
Income before income taxes	39,216	<b>13,884</b>
Depreciation	10,032	<b>10,087</b>
Impairment loss	99	<b>649</b>
Amortization of goodwill	98	<b>98</b>
Increase (decrease) in provision for directors' stock benefits	24	<b>5</b>
Increase (decrease) in net defined benefit liability	143	<b>(4,760)</b>
(Increase) decrease in net defined benefit asset	(159)	<b>(1,154)</b>
Increase (decrease) in allowance for bonuses	80	<b>(13)</b>
Increase (decrease) in allowance for doubtful accounts	1	<b>(6)</b>
Increase (decrease) in provision for environmental measures	(5)	<b>(0)</b>
Interest and dividends income	(564)	<b>(290)</b>
Subsidy income	–	<b>(263)</b>
Interest expenses	34	<b>56</b>
Equity in losses (earnings) of affiliates	25	<b>(4)</b>
Loss (gain) on sale of investment securities	(21,951)	<b>(274)</b>
(Gain) loss on sales of noncurrent assets	89	<b>58</b>
Loss on retirement of noncurrent assets	599	<b>1,468</b>
Insurance income	–	<b>(100)</b>
(Increase) decrease in notes and accounts receivable–trade	(2,127)	<b>(1,128)</b>
(Increase) decrease in inventories	(3,752)	<b>(7,138)</b>
Increase (decrease) in notes and accounts payable–trade	2,039	<b>2,171</b>
Other	2,773	<b>(1,387)</b>
Subtotal	26,697	<b>11,958</b>
Interest and dividends income received	561	<b>288</b>
Interest expenses paid	(33)	<b>(34)</b>
Income taxes (paid) refund	(2,400)	<b>(15,290)</b>
Proceeds from subsidy income	–	<b>11</b>
Proceeds from insurance income	–	<b>100</b>
Net cash provided by (used in) operating activities	24,825	<b>(2,966)</b>

	Million yen	
	FY2021 (April 1, 2021– March 31, 2022)	FY2022 (April 1, 2022– March 31, 2023)
Investing activities		
Payments into time deposits	(180)	<b>(95)</b>
Purchase of property, plant and equipment	(15,307)	<b>(13,304)</b>
Proceeds from sales of property, plant and equipment	369	<b>176</b>
Purchase of intangible assets	(15)	<b>(282)</b>
Purchase of investment securities	(2)	<b>(2)</b>
Proceeds from sales of investment securities	24,784	<b>285</b>
Other	(336)	<b>(987)</b>
Net cash provided by (used in) investing activities	9,312	<b>(14,209)</b>
Financing activities		
Proceeds from long-term loans	–	<b>10,000</b>
Repayments of long-term loans	–	<b>(10,000)</b>
Proceeds from issuance of bonds	–	<b>8,948</b>
Purchase of treasury stock	(1,467)	<b>(11,250)</b>
Proceeds from sales of treasury stock	51	<b>20</b>
Cash dividends paid	(4,025)	<b>(4,497)</b>
Dividends paid to non-controlling interests	(128)	<b>(151)</b>
Other	(373)	<b>(417)</b>
Net cash provided by (used in) financing activities	(5,943)	<b>(7,348)</b>
Effect of exchange rate change on cash and cash equivalents	384	<b>454</b>
Net increase (decrease) in cash and cash equivalents	28,578	<b>(24,068)</b>
Cash and cash equivalents at beginning of period	31,568	<b>60,146</b>
Cash and cash equivalents at end of period	60,146	<b>36,077</b>

# Corporate Profile/Stock Information/ Third-Party Assurance

## Corporate Profile

(as of March 31, 2023)

**Company Name:** MORINAGA & CO., LTD.  
**Representative:** Eijiro Ota, Representative Director, President  
**Headquarters:** 5-33-1 Shiba, Minato-ku, Tokyo 108-8403, Japan  
**Establishment:** August 15, 1899 Founded as Morinaga's Western Confectionery Shop  
**Incorporation:** February 23, 1910  
**Capital:** 18,612 million yen  
**Business Activities:** Morinaga's main business activities are the manufacture, purchase, and sale of confectioneries (e.g., caramel, biscuits, chocolate), foods (e.g., cocoa, cake mix), frozen desserts (e.g., ice cream), and health products (e.g., jelly drinks)  
**Sales:** Consolidated 194,373 million yen Non-consolidated 161,284 million yen  
**Number of Employees:** Consolidated 3,076 Non-consolidated 1,472 (average age: 43.2 years)

## Business Offices and Affiliated Companies

(as of March 31, 2023)

### Main Offices

Head Office  
 East Japan Branch Office  
 West Japan Branch Office  
 Tsurumi Factory  
 Chukyo Factory  
 Oyama Factory  
 Mishima Factory  
 R&D Center

### Domestic Group Companies

- **Food Manufacturing**
  - Morinaga Angel Dessert Co., Ltd.
  - Morinaga Dessert Co., Ltd.
  - Takasaki Morinaga Co., Ltd.
  - Aunt Stella Inc.
  - Morinaga Market Development Co., Ltd.
- **Food Merchandise**
  - Morinaga Shoji Co., Ltd.
- **Real Estate and Services**
  - Morinaga Takasaki Country Co., Ltd.
- **Other**
  - Morinaga Finance Co., Ltd.
  - Morinaga Institute of Biological Science, Inc.
  - Morinaga Business Partner Co., Ltd.
  - SEE THE SUN Inc. ★

### Overseas Group Companies

Taiwan Morinaga Co., Ltd. (Taipei, Taiwan)  
 Shanghai Morinaga Co., Ltd. (Shanghai, China)  
 Morinaga (Zhejiang) Co., Ltd. (Zhejiang, China)  
 Morinaga America, Inc. (California, USA)  
 Morinaga America Foods, Inc. (North Carolina, USA)  
 Morinaga Asia Pacific Co., Ltd. (Bangkok, Thailand)  
 Morinaga Bioscience (Thailand) Co., Ltd. (Bangkok, Thailand) ★

★Non-consolidated companies accounted for using the equity method

## Stock and Shareholder Information

(as of March 31, 2023)

**Stock Exchange Listing:** TSE Prime Market  
**Industry:** Food products  
**Securities Code:** 2201  
**Share Unit Number:** 100 shares

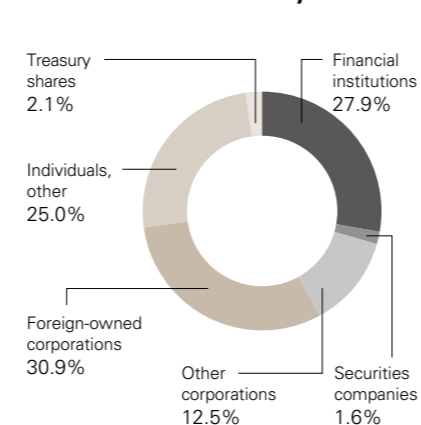
**Fiscal Year:** April 1 to March 31 of the following year  
**Total Number of Shares Authorized to Be Issued:** 200,000,000  
**Total Number of Shares Issued:** 48,139,769  
**Number of Shareholders:** 26,594

### Status of Major Shareholders\*

Shareholder Name	Number of Shares Held (Thousand shares)	Ratio of Voting Rights (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	5,351	11.3
Morinaga Business Partner Shareholding Association	3,356	7.1
Custody Bank of Japan, Ltd. (Trust account)	2,078	4.4
MUFG Bank, Ltd.	1,704	3.6
Meiji Yasuda Life Insurance Company	1,121	2.3
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	1,042	2.2
STATE STREET BANK AND TRUST COMPANY 505103	952	2.0
JP MORGAN CHASE BANK 385632	886	1.8
SSBTC CLIENT OMNIBUS ACCOUNT	799	1.6
Tokio Marine & Nichido Fire Insurance Co., Ltd.	696	1.4

\*The Company holds 1,015,263 shares of treasury stock but is excluded from the list of major shareholders above. The holding ratio is calculated after excluding treasury stock.

### Distribution of Shares by Owner



## External Recognition



2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)



FTSE Blossom Japan Index



<https://www.msci.com/our-solutions/esg-investing>

## Third-Party Assurance

The Morinaga Group has received assurance from LRQA Limited for the following information appearing in this report to enhance the reliability and accuracy of the information contained in the Morinaga Group Integrated Report 2023.

Scope of assurance	CO <sub>2</sub> emissions reduction	p. 60	Amount of water resource usage	p. 61
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For more detailed information, please refer to the Third-Party Assurance Statement published in the ESG Data section of our corporate website.

▶ [https://www.morinaga.co.jp/company/english/sustainability/data/pdf/3rd-e\\_2023.pdf](https://www.morinaga.co.jp/company/english/sustainability/data/pdf/3rd-e_2023.pdf)

## Assurance of Executive Officer in Charge



**Machiko Miyai**

Director, Managing Executive Officer  
 Responsible for Sustainable Management Division

## Message on Publication of Morinaga Group Integrated Report 2023

This year marks the third time that the Morinaga Group has published an integrated report following the first one in FY2021. The objective of our integrated report is to deepen the understanding of stakeholders about our efforts to enhance corporate value over the medium to long term.

The Group, which launched its 2030 Business Plan in FY2021, is promoting corporate activities with the vision of changing into a wellness company. In this report, we have included value co-creation stories from our core "in-" business as a special feature. Also, as another special feature, we have included a roundtable discussion by employees as they are important stakeholders. Both special features convey our initiatives to become a wellness company in a clear and concise manner. We hope this content will help our stakeholders to better understand the Group.

This report is produced by the Sustainability Management Division and the Integrated Report Task Team, which consists of members from several related departments. As the Director and Managing Executive Officer responsible for this report, I declare the legitimacy of the preparation process and the accuracy of the content.

We will continue to value dialogue with stakeholders and enhance the content of disclosure and communication. I would appreciate it if you would share your frank and honest opinions of this integrated report with us.

## Editing Policy

The Morinaga Group launched a new long-term business plan in FY2021 called the 2030 Business Plan, aiming to continuously enhance corporate value based on the new corporate philosophy. This integrated report is designed with the goals of disseminating and promoting understanding of our vision for the future through the Group's new corporate philosophy as well as our value creation strategy aimed at fruition of this philosophy over the short, medium, and long term to audiences inside and outside Japan. We hope this report will deepen our dialogue and mutual understanding with shareholders and define our path toward value creation. Referencing the International Integrated Reporting Framework and Guidance for Collaborative Value Creation, this report aims to concisely convey material issues in achieving its new corporate philosophy from both financial and non-financial aspects, as well as initiatives to address these issues.

For more detailed information, please refer to our corporate website\*.

▶ [Morinaga Group Corporate Profile](https://www.morinaga.co.jp/company/english/) ▶ <https://www.morinaga.co.jp/company/english/>

### Reference guidelines

"International Integrated Reporting Framework" of the International Integrated Reporting Council (IIRC)  
 "Guidance for Collaborative Value Creation" of the Ministry of Economy, Trade, and Industry

### Period covered by the Report

FY2022 (April 1, 2022, through March 31, 2023)

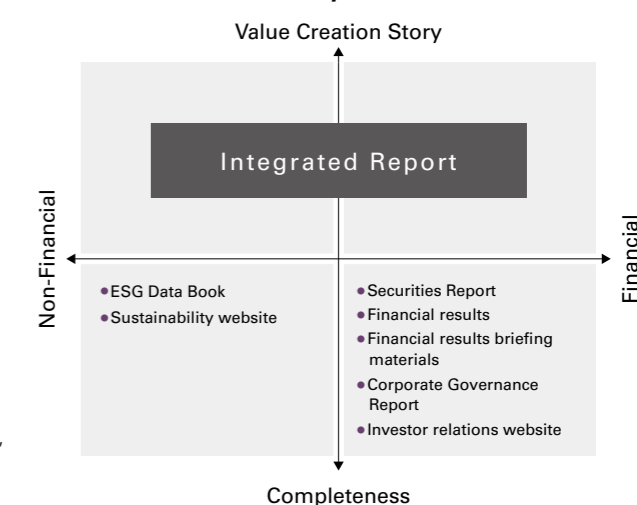
Information outside of this period might also be reported in case it is appropriate to illustrate past information or recent case studies.

### Reporting boundary

This report is relevant to the Morinaga Group\*. However, if the information for the entire Group is not fully available, the scope of coverage is stated in the report.

\*In principle, Morinaga & Co., Ltd., and its consolidated subsidiaries (as of March 31, 2023) are referred to as the Morinaga Group or the Group.

## Information Disclosures System



Value Creation Story

Integrated Report

Non-Financial

ESG Data Book  
Sustainability website

Securities Report  
Financial results  
Financial results briefing materials  
Corporate Governance Report  
Investor relations website

Financial

Completeness