Environment

Greenhouse	gas emissions								
Greenhouse gas	s emissions (Scope1, 2)	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
	·		-	-					New accounting standards have been
Domestic group	p+Overseas group Total: Scope1+Scope2	t -CO2e	78,475	86,121	87,095	81,459	74,345	Group	applied since FY2020 Covered by third party guarantee since
	Intensity (Sales base)	Million yen	0.47	0.48	0.45	0.38	0.32		FY2023
	Total: Scope1+Scope2 (Market standard) Scope1	t -CO2e t -CO2e	68,931 21,419	75,716 22,340	76,252 22,267	69,801 20,961	62,913 20,508	_	Covered by third party guarantee since
Domestic group	Scope2 (Market standard)	t -CO2e	47,512	53,376	53,985	48,840	42,405	Domestic group	FY2020
-	Scope2 (Location standard) Total: Scope1+Scope2 (Location standard)	t -CO2e t -CO2e	51,722 9,544	54,775 10,405	53,491 10,843	51,956 11,658	41,653 11,432		
Overseas group		t -CO2e	3,276	3,654	4,020	4,384	4,492	Overseas group	Covered by third party guarantee since FY2023
-	Scope2 (Location standard)	t -CO2e	6,268	6,751	6,823	7,274	6,940		F12023
Greenhouse gas	s emissions (Scope3)	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Category1	Purchased Goods and Services Capital goods	t -CO2e t -CO2e	257,038 60,373	270,001 53,716	294,823 19,474	325,263 37,677	363,943 10,026	Domestic group Group	Raw materials and OEM products
Category2 Category3	Fuel- and Energy-Related Activities	t -CO2e	7,505	8,244	8,268	8,255	8,216	Domestic group	
Category4	Upstream transportation and distribution	t -CO2e	13,671	10,017	12,735	18,679	19,437	Morinaga & Co., Ltd.	
Category5 Category6	Waste generated in operations Business travel	t -CO2e t -CO2e	1,657 539	1,795 535	1,730 551	1,736 564	1,478 578	Domestic group Domestic group	
Category7	Employee commuting	t -CO2e	1,334	1,365	1,514	1,536	1,588	Domestic group	
Category8	Upstream leased assets Downstream transportation and distribution	t -CO2e t -CO2e	374	394	410	405	354	Morinaga & Co., Ltd.	Not relevant
Category9 Category10	Processing of sold products	t -CO2e	-	-	-	-	-		Not relevant Not relevant
Category11	Use of Sold Products	t -CO2e	-	-	-	-	-		Not relevant
Category12 Category13	End-of-life treatment of sold products Downstream leased assets	t -CO2e t -CO2e	6,913	6,772	7,181	6,847	6,813	Domestic group	- Not relevant
Category14	Franchises	t -CO2e	-	-	-	-	-		Not relevant
Category15	Investments	t -CO2e	-	-	-	-	-		Not relevant
Category16 Category17	Other (Upstream) Other (Downstream)	t -CO2e t -CO2e	-	-	-	-	-		Not rated Not rated
Energy									
Energy consum		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
	Energy consumption Total Electric power	MWh MWh	228,481 110,047	244,488 120,879	244,534 121,241	234,454 121,037	234,059 120,440		
	Heat supply	GJ	0	290	509	581	611		
Domestic group	City Gas	1,000m²	9,743	10,162	10,137	10,082	9,883		
	LPG kerosene	k I	30 46	32 48	31 46	27 45	25 42	Domestic group	Covered by third party guarantee since FY2020
	gasoline	k I	22	22	17	19	18		
	Light oil	k I MWh	8	<u>8</u> 5	8 12	19 770	2,584	_	
	Recyclable energy consumption Total recyclable energy (purchased or generated)	MWh	0	5	12	770	2,584	\dashv	
Overseas group	Energy consumption	MWh	-	-	-	42,533	41,929		Covered by third party quarantee since
	Recyclable energy consumption Total recyclable energy (purchased or generated)	MWh MWh	-	-	-	558 558	687 687	Overseas group	FY2023
	, commented to the second seco	1				330			
Production w	eight								
	eignt								
		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Production weig		Unit t	FY2021/3	FY2022/3 138,175	FY2023/3 143,239	FY2024/3 147,082	FY2025/3 151,541	Scope Group	Remark
Production weig	ght	Unit t							Remark
Production weig	ght	t	-	138,175	143,239	147,082	151,541	Group	
Production weig	ght	Unit t	- FY2021/3 45,617			147,082 FY2024/3 39,676			Remark Remark
Production weig	pht d waste Primary raw materials consumption Secondary raw materials	Unit t	FY2021/3 45,617 51,381	138,175 FY2022/3 42,359 53,292	143,239 FY2023/3 41,427 54,046	147,082 FY2024/3 39,676 55,790	FY2025/3 40,360 56,414	Group	
Production weig	nd waste Primary raw materials	Unit t	- FY2021/3 45,617	138,175 FY2022/3 42,359	143,239 FY2023/3 41,427	147,082 FY2024/3 39,676	151,541 FY2025/3 40,360	Group	
Production weig	Primary raw materials Secondary raw materials Total Paper Cardboard	Unit t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938	FY2022/3 42,359 53,292 95,651 12,632 10,499	FY2023/3 41,427 54,046 95,473 10,998 10,529	FY2024/3 39,676 55,790 95,466 10,947 10,128	FY2025/3 40,360 56,414 96,774 11,503 11,563	Group	
Production weig	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic	Unit t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247	Group	
Production weig	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass	Unit t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938	FY2022/3 42,359 53,292 95,651 12,632 10,499	FY2023/3 41,427 54,046 95,473 10,998 10,529	FY2024/3 39,676 55,790 95,466 10,947 10,128	FY2025/3 40,360 56,414 96,774 11,503 11,563	Scope Domestic group	
Production weig	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum	Unit t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277	Scope Domestic group	
Production weig	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass sumption Steel	Unit t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641	Scope Domestic group	
Production weig	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other	Unit t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231	Scope Domestic group production sites	Remark
Production weig Resources an Raw materials of	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total	Unit t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231	Scope Domestic group	
Production weig Resources an Raw materials of Materials consul	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total weight of paper packaging Sustainable material ratio	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066	Scope Domestic group production sites Scope Domestic group	Remark
Production weig Resources an Raw materials of	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.)	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0	Scope Domestic group production sites Scope	Remark
Production weig Resources an Raw materials of Materials consults Paper (packaging	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total weight of paper packaging Sustainable material ratio	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066	Scope Domestic group production sites Scope Domestic group	Remark
Production weig Resources an Raw materials of Materials consults Paper (packaging	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio)	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0	Scope Domestic group production sites Scope Domestic group	Remark
Production weig Resources an Raw materials of Materials consult Paper (packaging material)	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843	143,239 FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698	Scope Domestic group production sites Scope Domestic group production sites	Remark
Production weig Resources an Raw materials of Materials consult Paper (packaging material)	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio)	t Unit t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0	Scope Domestic group production sites Scope Domestic group production sites	Remark
Production weig Resources an Raw materials of Materials consult Paper (packaging material) Waste	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843	143,239 FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698	Scope Domestic group production sites Scope Domestic group production sites	Remark
Production weig Resources an Raw materials of Materials consul Paper (packaging material) Waste	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663	Scope Domestic group production sites Scope Domestic group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed
Production weig Resources an Raw materials of Materials consul Paper (packaging material) Waste Domestic group	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9	138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552	147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites	Remark Remark Remark
Production weig Resources an Raw materials of Materials consul Paper (packaging material) Waste Domestic group production	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 -	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed
Production weig Resources an Raw materials of Materials consul Paper (packaging material) Waste Domestic group production	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions	t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed
Production weig Resources an Raw materials of Materials consul Paper (packaging material) Waste Domestic group production sites	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Inpution Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Sox emissions	Unit t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed
Production weig Resources an Raw materials of Materials consul Paper (packaging material) Waste Domestic group production sites	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Sox emissions	t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed
Production weig Resources an Raw materials of the second	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Sox emissions	Unit t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites Overseas group	Remark Remark *1 Waste that cannot be recycled and is disposed
Production weig Resources an Raw materials of the second	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Manunt of food waste generated (A)	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0 588	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0 690 FY2022/3 6,395	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0 757	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0 868 FY2024/3 5,310	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0 899 FY2025/3 4,675	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed of in landfills
Production weig Resources an Raw materials of the second	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Amount of food waste generated (A) Recycling amount of food recycling resources (B)	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0 588 FY2021/3 5,675 4,186	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0 690 FY2022/3 6,395 4,590	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0 757 FY2023/3 5,399 4,497	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0 868 FY2024/3 5,310 4,721	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0 899 FY2025/3 4,675 4,312	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed of in landfills Remark
Production weig Resources an Raw materials of the second	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Inpution Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Waste emissions Waste emissions Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B)	Unit t t t t t t t t t t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0 588	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0 690 FY2022/3 6,395	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0 757	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0 868 FY2024/3 5,310	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0 899 FY2025/3 4,675	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed of in landfills
Production weig Resources and Raw materials of the second	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Waste emissions Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base) Recycling implementation rate	Unit t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169 73.8	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805 30.616 71.8	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27,774 83.3	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28,491 88.9	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0 899 FY2025/3 4,675 4,312 362 23.541 92.2	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites Overseas group production sites Scope	Remark Remark *1 Waste that cannot be recycled and is disposed of in landfills Remark Remark New accounting standards have been
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Production weig Resources an Raw materials of the second	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Waste emissions Amount of food waste generated (A) Recycling amount of food recycling resources (B) Food waste disposal amount (A-B) Intensity of food waste (Sales base) Recycling implementation rate	Unit t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169 73.8	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805 30.616 71.8	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27,774 83.3	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28,491 88.9	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0 899 FY2025/3 4,675 4,312 362 23.541 92.2	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites Overseas group production sites Scope	Remark Remark *1 Waste that cannot be recycled and is disposed of in landfills Remark New accounting standards have been applied since FY2021
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Production weig Resources and Raw materials of the second of the secon	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total weight of paper packaging Sustainable material ratio (FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Recycled volume Recycled rate Final landfill volume Specially controlled industrial waste Nox emissions Sox emissions Waste emissions Waste emissions Fock emissions Sox emissions Sox emissions Fock emissions F	Unit t t t t t t t t t	FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24,795 95.2 32.9 FY2021/3 9,393 9,391 99.9 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3,202.9 1,948.9	FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 99.9 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5 1,994.2	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9 FY2023/3 9,554 9,552 99.9 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27,774 83.3 ▲49 2,542.5 1,689.3	FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100.0 99.7 FY2024/3 9,798 9,778 99.7 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28,491 88,9 ▲70 2,585,2 2,038,5	FY2025/3 40,360 56,414 96,774 11,503 11,563 5,247 0 0 277 641 29,231 FY2025/3 23,066 100.0 98.0 FY2025/3 9,698 9,663 99.6 35 227 7 24 0 899 FY2025/3 4,675 4,312 362 23.541 92.2 ▲83 2,269.4 1,960.8	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites Scope Domestic group production sites	Remark Remark *1 Waste that cannot be recycled and is disposed of in landfills Remark Remark New accounting standards have been applied since FY2021 New accounting standards have been

Nater									
Water resources	consumption	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Domestic group	Tap water	1,000 m	232	335	347	412	356		
	Industrial water	1,000 m ³	292	268	263	266	247		Coursed by third worth and a single
_	Well water	1,000 m	1,078	996	1,095	954	1,008	Domestic group	Covered by third party guarantee since FY2020
	Rainwater	1,000 m ³	0	0	0	0	2		112020
-	Total	1,000 m ³	1,602	1,599	1,706	1,631	1,613		
Overseas group	Taiwan	1,000 m ³	141	143	158	171	188		
	China	1,000 m ³	11	15	19	19	17	Overseas group	Covered by third party guarantee since
_	United States	1,000 m ³	17	21	26	26	30	Overseas group	FY2023
-	Total	1,000 m ³	170	179	203	216	236		
Domestic group	(Water intake at domestic production sites)	1,000 m ²	1,555	1,550	1,657	1,548	1,569	Domestic group	
production sites	(Drainage from domestic production sites amount)	1,000 m ³	1,088	1,089	1,070	1,070	1,096	production sites	

nvironmental management												
	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark				
No. of facilities with ISO14001 accreditation	Cases	1	1	1	1	1	Domestic group production sites	On January 23, 2018, we acquired multi- site certification as Morinaga Group Production Facility (including 4 factories in our own company, 3 affiliates in production affiliated companies including head office environmental integration secretariat)				

Compliance												
	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark				
No. of times fined for environmental violations (Waste related)	Times	0	0	0	0	0						
No. of times fined for environmental violations (Water resources related)	Times	0	0	0	0	0						
No. of times fined for environmental violations (others)	Times	0	0	0	0	0	Domestic group					
Environmental violation fine amount (Waste related)	Yen	0	0	0	0	0	production sites					
Environmental violation fine amount (Water resources related)	Yen	0	0	0	0	0						
Environmental violation fine amount (others)	Yen	0	0	0	0	0						

Society

mployees									
		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
	Male	People	1,298 78.6%	1,297 78.2%	1,286 77.0%	1,287 76.4%	1,308 76.4%	5	
No. of full-time employees	Female	People	353 21.4%	361 21.8%	385 23.0%	398 23.6%	404 23.6%	Morinaga & Co., Ltd.	Includes seconded employees
	Total	People	1,651 100.0%	1,658 100.0%	1,671 100.0%	1,685 100.0%	1,712 100.0%	5	
	Male	People	243 56.9%	264 51.2%	244 37.1%	276 38.4%	300 38.6%	5	Number of associate employees as of the
No. of temporary employees	Female	People	184 43.1%	252 48.8%	413 62.9%	443 61.6%	477 61.4%	Morinaga & Co., Ltd.	end of each fiscal year (as of March 31
	Total	People	427 100.0%	516 100.0%	657 100.0%	719 100.0%	777 100.0%	5	end of each fiscal year (as of March 51)
	Male	Years	43.8	44.0	44.6	44.9	44.9		
Average age	Female	Years	40.2	40.7	40.7	40.6	40.6	Morinaga & Co., Ltd.	Includes seconded employees
	Total	Years	43.1	43.3	43.7	43.9	43.9		
	Male	Years	19.6	19.8	20.3	20.6	20.7		Includes seconded employees
Average service years	Female	Years	17.0	17.4	17.0	16.7	16.7	Morinaga & Co., Ltd.	
	Total	Years	19.0	19.2	19.6	19.7	19.7		
Domestic affiliated companies No. of full-time	Male	People	445 65.0%	459 64.4%	516 64.3%	635 66.8%	639 65.1%	5	Excludes employees seconded from
employees	Female	People	240 35.0%	254 35.6%	286 35.7%	316 33.2%	343 34.9%	Domestic group	MORINAGA & Co., Ltd.
	Total	People	685 100.0%	713 100.0%	802 100.0%	951 100.0%	982 100.0%	5	WORMAGA & Co., Eta.
Domestic affiliated companies No. of temporary	Male	People	198 21.4%	169 18.1%	183 19.0%	257 21.9%	251 21.2%	5	Including re-employment (re-employme
employees	Female	People	727 78.6%	766 81.9%	781 81.0%	917 78.1%		Domestic group	+ temporary employee)
	Total	People	925 100.0%	935 100.0%	964 100.0%	1,174 100.0%	1,183 100.0%	5	· temporary employee,
Number of consolidated employees		People	2,825	2,937	3,076	3,093	3,153		
Japan-based employee ratio		%	80	79.5	78.2	76.4	77.7		
Taiwan-based employee ratio		%	9	9.1	8.9	9.5	10.1	Group	
US-based employee ratio		%	7	7.3	8.8	8.6	7.9		
Employee ratio in China		%	3	3.8	3.7	4.1	3.9		
	Male	People	42 61.8%	37 63.8%	34 56.7%	37 68.5%	60 64.5%		
No. of new recruits	Female	People	26 38.2%	21 36.2%	26 43.3%	17 31.5%		Morinaga & Co., Ltd.	Includes new graduates / mid-careers
	Total	People	68 100.0%	58 100.0%	60 100.0%	54 100.0%	93 100.0%	5	

	•									
			Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
		Male	%	-	12.1	16.7	14.8	21.5	·	
Mid-career hire	es rate	Female	%	-	10.3	15.0	11.1	8.6	Morinaga & Co., Ltd.	
		Total	%	-	22.4	31.7	25.9	30.1		
		Male	%	-	1.7	1.7	1.9	8.6		
	Under 30	Female	%	-	1.7	3.3	3.7	1.1	Morinaga & Co., Ltd.	
		Total	%	-	3.4	5.0	5.6	9.7		
Mid-career	Potugon the ages of 20 and E0	Male	%	-	6.9	13.3	14.8	11.8	Marinaga & Co. Ltd	
hires rate by	Between the ages of 30 and 50	Female Total	%	-	8.6 15.5	11.7 25.0	13.0 27.8	6.5 18.3	Morinaga & Co., Ltd.	
age		Male	%	-	3.4	1.7	1.9	1.1		
	Over 50	Female	0/2	-	0.0	0.0	0.0	1.1	Morinaga & Co., Ltd.	
	over 50	Total	%	_	3.4	1.7	1.9	2.2	I viorinaga & co., Eta.	
		Male	%	_	0.0	0.0	0.0	0.0		
	Board member	Female	%	_	0.0	0.0	0.0	0.0	Morinaga & Co., Ltd.	
		Total	%	-	0.0	0.0	0.0	0.0	,	
Mid-career		Male	%	_	5.2	3.3	3.7	3.2		
hires rate by	Management level employee	Female	%	-	1.7	0.0	0.0	0.0	Morinaga & Co., Ltd.	
management level		Total	%	-	6.9	3.3	3.7	3.2		
ievei		Male	%	-	6.9	13.3	14.8	18.3		
	other employee	Female	%	-	8.6	15.0	16.7	8.6	Morinaga & Co., Ltd.	
		Total	%	-	15.5	28.3	31.5	26.9		
		Male	People	58 62.4%	43 45.3%	81 75.7%	154 21.6%	121 18.2%		
Domestic affilia	ated companies No. of new recruits	Female	People	35 37.6%	52 54.7%	26 24.3%	558 78.4%	543 81.8%	Domestic group	Includes new graduates / careers
		Total	People	93 100.0%	95 100.0%	107 100.0%	712 100.0%	664 100.0%		
		Male	%	-	0.8	1.7	1.4	0.9		Includes the number of seconded
Turnover rate (c	overall)	Female	%	-	0.7	0.4	0.4	0.7	Morinaga & Co., Ltd.	employees
		Total	%	0.4	0.7	2.1	1.7	1.6		- Proyects
		Male	%	-	0.8	1.6	1.4	0.9		Includes the number of seconded
Voluntary turno	over rate	Female	%	-	0.7	0.4	0.4	0.7	Morinaga & Co., Ltd.	employees
		Total	%	-	1.4	2.0	1.7	1.6		
		Male	%	-	0.9	5.4	3.4	2.2		Includes the number of seconded
	Under 30	Female	%	-	2.3	0.4	0.9	1.8	Morinaga & Co., Ltd.	employees
		Total	%	-	3.2	5.8	4.3	4.0		
Turnover rate		Male	%	-	0.8	1.2	1.0	0.8		Includes the number of seconded
(by age group)	Between the ages of 30 and 50	Female	%	-	0.6	0.5	0.5	0.4	Morinaga & Co., Ltd.	employees
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		Total	%	-	1.4	1.7	1.5	1.2		
		Male	%	-	0.7	1.2	1.2	0.6		Includes the number of seconded
	Over 50	Female .	%	-	0.2	0.3	0.0	0.6	Morinaga & Co., Ltd.	employees
		Total	%	-	0.9	1.5	1.2	1.1		
		Male	%	-	0.6	1.2	1.0	0.6		Includes the number of seconded
Turnover rate	Management level employee	Female .	%	-	0.0	0.0	0.0	0.6	Morinaga & Co., Ltd.	employees
(by		Total	%	-	0.6	1.2	1.0	1.2		
management level)		Male	%	-	0.9	1.9	1.6	1.0		Includes the number of seconded
level)	other employee	Female	%	-	0.9	0.6	0.5	0.7	Morinaga & Co., Ltd.	employees
T		Total	%	-	1.8	2.5	2.1	1.7		
service)	turnover rate of new graduates with	less than three years of	%	2.1	1.1	4.4	5.7	3.6	Morinaga & Co., Ltd.	
	employees under 30		%	12.2	13.1	13.4	14.0	15.5	Morinaga & Co., Ltd.	
	employees between the ages of 30 a	nd 50	%	58.0	53.3	50.2	47.3	44.0	Morinaga & Co., Ltd.	
	employees over 50	14 50	%	29.7	33.5	36.4	38.8		Morinaga & Co., Ltd.	
	te for people with disabilities		%	2.68	2.35	2.30	2.24	2.22	Morinaga & Co., Ltd.	End of each fiscal year (as of March 31)
	n in total workforce		%	21.4	21.8	23.0	23.6	23.6	Morinaga & Co., Ltd.	and or each mean year (as or march or,
	n in STEM-related positions		%	-	-	37.8	38.9	34.8	Morinaga & Co., Ltd.	
	·									
No. of female m	nanagers		People	-	-	-	22	23	Morinaga & Co., Ltd.	Beginning of each fiscal year(as of April Calculation method changed from FY2024/3 (unified with the calculating standard for securities reports)
Ratio of female	· managers		%	7.8	11.0	13.0	13.3	13.5	Morinaga & Co., Ltd.	·As of April 1 (The begining date of each fiscal year) ·Calculation method has been changed from FY2024/3 (unified with the calculating standard based on "Act on Promotion of Women's Participation and Advancement in the Workplace"(Act No. 64 of 2015)) ·The figure for FY2023/3 is from after retroactive application of the said calculating standard, in order to be used for comparison with the latest fiscal year FY2024/3.
Ratio of female	junior managers		%	-	-	12.4	13.3	11.5	Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1
Patio of fare-1-	managers and above		10/2		6.3	6.7	6.4	5.8	Morinaga & Co., Ltd.	Includes Senior Executive Officers as of
Ratio of female	managers and above		%	9.4	0.0				Morinaga & Co., Ltd.	
Ratio of female			%	16.7	28.6	20.0	26.7			April 1, 2021
Ratio of female Share of women	directors					2.0	2.8	2.9	Morinaga & Co., Ltd.	<u> </u>
Ratio of female Share of women	directors n in management positions erating functions (sales)	Male Female	% Yen Yen		28.6 - 665,953 485,754	2.0 663,571 411,750	2.8 665,674 512,483	2.9 712,094 550,511		Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees)
Ratio of female Share of womer in revenue-gene Average Wages	directors n in management positions erating functions (sales)	Female Male	% Yen Yen Yen	16.7	28.6 - 665,953 485,754 1,236,048	2.0 663,571 411,750 1,147,429	2.8 665,674 512,483 1,081,976	2.9 712,094 550,511 1,205,325	Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual
Ratio of female Share of womer in revenue-gene Average Wages	n in management positions erating functions (sales) s by Gender	Female Male Female	% Yen Yen Yen Yen Yen	16.7	28.6 - 665,953 485,754 1,236,048 1,278,366	2.0 663,571 411,750 1,147,429 1,123,408	2.8 665,674 512,483 1,081,976 1,077,004	2.9 712,094 550,511 1,205,325 1,055,956	Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees)
Ratio of female Share of womer in revenue-gene Average Wages Average Wages	n in management positions erating functions (sales) s by Gender	Female Male Female Male	% Yen Yen Yen Yen Yen Yen	16.7	28.6 - 665,953 485,754 1,236,048 1,278,366 843,640	2.0 663,571 411,750 1,147,429 1,123,408 809,073	2.8 665,674 512,483 1,081,976 1,077,004 782,787	2.9 712,094 550,511 1,205,325 1,055,956 786,512	Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual
Ratio of female Share of womer in revenue-gene Average Wages Average Wages	e directors n in management positions erating functions (sales) s by Gender s by Gender (Senior Managers) s by Gender (General Managers)	Female Male Female Male Female	% Yen Yen Yen Yen Yen Yen Yen Yen		28.6 - 665,953 485,754 1,236,048 1,278,366 843,640 788,179	2.0 663,571 411,750 1,147,429 1,123,408 809,073 791,351	2.8 665,674 512,483 1,081,976 1,077,004 782,787 768,465	2.9 712,094 550,511 1,205,325 1,055,956 786,512 813,727	Morinaga & Co., Ltd. Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees)
Ratio of female Share of womer in revenue-gene Average Wages Average Wages Average wages	n in management positions erating functions (sales) s by Gender	Female Male Female Male Female Male	% Yen	16.7	28.6 - 665,953 485,754 1,236,048 1,278,366 843,640 788,179 643,404	2.0 663,571 411,750 1,147,429 1,123,408 809,073 791,351 649,845	2.8 665,674 512,483 1,081,976 1,077,004 782,787 768,465 644,864	2.9 712,094 550,511 1,205,325 1,055,956 786,512 813,727 681,351	Morinaga & Co., Ltd. Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual
Ratio of female Share of womer in revenue-gene Average Wages Average Wages Average wages employees)	e directors n in management positions erating functions (sales) s by Gender s by Gender (Senior Managers) s by Gender (General Managers) by gender (senior general	Female Male Female Male Female Male Female Male Female	% Yen		28.6	2.0 663,571 411,750 1,147,429 1,123,408 809,073 791,351 649,845 541,016	2.8 665,674 512,483 1,081,976 1,077,004 782,787 768,465 644,864 530,604	2.9 712,094 550,511 1,205,325 1,055,956 786,512 813,727 681,351 567,153	Morinaga & Co., Ltd. Morinaga & Co., Ltd. Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1 Monthly wage converted from annual income(Excluding seconded employees)
Ratio of female Share of womer in revenue-gene Average Wages Average Wages Average Wages Average wages employees)	e directors n in management positions erating functions (sales) s by Gender s by Gender (Senior Managers) s by Gender (General Managers)	Female Male Female Male Female Male	% Yen		28.6 - 665,953 485,754 1,236,048 1,278,366 843,640 788,179 643,404	2.0 663,571 411,750 1,147,429 1,123,408 809,073 791,351 649,845	2.8 665,674 512,483 1,081,976 1,077,004 782,787 768,465 644,864	2.9 712,094 550,511 1,205,325 1,055,956 786,512 813,727 681,351	Morinaga & Co., Ltd. Morinaga & Co., Ltd. Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual income(Excluding seconded employees) Monthly wage converted from annual

Supporting amount with "One Chocolate for One Smile" campaign

Annual Total Labor Hours (per employee Nour 1945 1961 1946 1938 1,936 Morinaga & Co., Ltd.			Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Part			· ·							Includes seconded employees and
Second of the property of the control of the cont	No. of employees taking childcare leave		· ·						Morinaga & Co., Ltd.	1
Transfer entropies extending to one after a laws of absorption of the property of the proper		Total	People	43 100.0%	36 100.0%	32 100.0%	47 100.0%	62 100.0%		
No. of ministry Propose Propos		ence)	%	100.0	96.0	94.4	100.0	100.0	Morinaga & Co., Ltd.	
re delication	No of annulavana utilisina aboutan work bown avators	Male	People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%		Applicable pumber of regular apple to
No. of employees withing to be reemployed after estimated the property of the complex of the com	· · ·	Female	People	28 100.0%	29 100.0%	29 100.0%	35 100.0%	34 100.0%	Morinaga & Co., Ltd.	1
Rempileyment nate of post retirement employees No 800 800 93.3 77.3 84.2 Moringga & Co., Ltd. Normal field Labor Hours (par employee) Normal field Labor Hour	or criticate ———	Total	People	28 100.0%	29 100.0%	29 100.0%	35 100.0%	34 100.0%	,	as of the end of each fiscal year
No.	No. of employees wishing to be reemployed after retireme	ent	People	16	22	14	17	16	Morinaga & Co., Ltd.	
Nonespace of the Marie Space required Nour	Reemployment rate of post retirement employees		%	80.0	80.0	93.3	77.3	84.2	Morinaga & Co., Ltd.	retirement age (including those who do
Days of animal point lever equired Days 11.7 12.1 14.1 14.4 14 Morriags & Co., Ltd Command point lever equired No. of employees acquiring nucleique People 0 0 0 2 1 1 Morriags & Co., Ltd Command point lever equiring nucleique People No. of employees acquiring nucleique People No. of employees People Peopl	Annual Total Labor Hours (per employee)		hour	1,945	1,961	1,946	1,933	1,936	Morinaga & Co., Ltd.	
Simple S	Average overtime hours (per employee)		hour/month						Morinaga & Co., Ltd.	
No. of employees acquiring narrie serve Rope 0	Days of annual paid leave acquired					14.1	14.4	14	Morinaga & Co., Ltd.	
Mary	Annual paid leave acquisition rate		%	62.6	68.2	74.7	76.3	76	Morinaga & Co., Ltd.	
New	No. of employees acquiring nursing care leave		People	0	0	2	1	1	Morinaga & Co., Ltd.	
New	Total training time		Hour	-		-		65,095	Morinaga & Co., Ltd.	
Make S	Average training time per employee		Hour	8	8.8	13.2	21.7	38.0	Morinaga & Co., Ltd.	The scope changed from FY2023/3.
Industrial Female S	Average training cost per employee		Yen	49,000	58,000	68,000	68,200	77,200	Morinaga & Co., Ltd.	
Percentage of employees an Stress check 10 10 10 10 10 10 10 1		Male	%	-	5.5	5.5	5.0	5.5		Includes the number of seconded
Total %	Promotion rate	Female	%	-	1.9	1.8		2.3	Morinaga & Co., Ltd.	
Name		Total	%	-	7.4	7.3	7.6	7.8		employees
Unit FY2021/3 FY2021/3 FY2021/3 FY2021/3 FY2021/3 Scope Remark	Labor union membership rate of general employees		%	100	100	100	100	100	Morinaga & Co., Ltd.	Regular employees only
Alter of stress check implementation % 97.1 96.1 95.3 97.5 97.9 Morinaga & Co., Ltd. Precentage of highly-stressed employees on Stress check % 11.2 11.4 11.4 11.9 11.8 Necessary of highly-stressed employees on Stress check % 11.2 11.4 11.4 11.9 11.8 Necessary of highly-stressed employees on Stress check % 11.2 11.4 11.4 11.9 11.9 11.8 Necessary of highly-stressed employees on Stress check % 10.7 0.85 0.99 1.19 0.70 Novice inaggement % 10.7 0.85 0.99 1.19 0.70 Novice inaggement % 10.0 10.0 10.0 10.0 10.0 10.0 10.0 10.	Ratio of union members		%	57.5	57.2	70.0	70.3	71.9	Group	
Name of this physic presentation % 97.1 96.1 95.3 97.5 97.9 Morinaga & Co., Ltd.		Γ	Unit	FV2021/3	FV2022/3	FV2023/3	FV2024/3	FV2025/3	Scope	Pomark
Percentage of highly-stressed employees on Stress check	Rate of stress check implementation			-	-	-	-			Remark
Presentetism (Loss) S	·								Iviorniaga & Co., Ltd.	
Absenteelism										
	,,									
Percentage of employees participating in health checkups			76							
Follow-up examination rate Percentage of employees maintaining proper body weight (BMI 18.5–25) % 59.7 58.5 59.4 58.5 TBC Percentage of employees participating in specific health checkup* % 79.5 83.2 98.8 98.6 TBC Percentage of specific health support implemented % 37.9 38.1 38.0 38.1 TBC Percentage of Specific health support implemented % 77.8 76.8 79.3 81.0 TBC Percentage of Smokers % 76.8 79.3 81.0 TBC Percentage of Smokers % 76.8 79.3 81.0 TBC Percentage of Smokers % 26.2 26.2 25.5 25.0 TBC Incidence rate of fatalities and injuries to occupational accidents per million to writing hours at demostic factories emanufacturing industry* Average value of Japanese manufacturing industry* 1.21 1.31 1.25 1.29 1.30 Source Occipational accident trend survey (Ministry of Health, Labour and Welfare) Severity Rate 1.21 0.00 0.00 0.00 0.00 0.00 0.00 0.00			0/_						Morinaga & Co. Ltd	
Percentage of employees maintaining proper body weight (BMI 18.5-25) % 59.7 58.5 59.4 58.5 TBC Percentage of employees participating in specific health checkup* % 79.5 83.2 98.8 98.6 TBC Percentage of Employees participating in specific health checkup* % 79.5 83.2 98.8 98.6 TBC Percentage of Specific health checkup is eligible for people who age 40-75 to check focusion on metabolic syndrome Percentage of Specific health support implemented % 37.9 38.1 38.0 38.1 TBC Percentage of Smokers % 77.8 78.8 76.8 79.3 81.0 TBC Percentage of Smokers % 26.2 26.2 25.6 25.0 TBC Percentage of Smokers % 26.2 26.2 26.2 25.6 25.0 TBC Percentage of Smokers Percentage of			70	100.0	100.0	100.0			iviorinaga & co., Ltd.	
Percentage of employees participating in specific health checkup* **Percentage of employees participating in specific health checkup* **Percentage of specific health support implemented **A 37.9 38.1 38.0 38.1 TBC **Percentage of specific health support implemented **A 77.8 76.8 76.8 79.3 81.0 TBC **Percentage of Smokers **A 26.2 26.2 25.6 25.0 TBC **TIFE: Lost-Time Injury Frequency Rate **Description of Japanese manufacturing industry* **A 2.33 1.30 1.01 2.45 0.95 Morinaga & Co., Ltd. **Source: Occipational accidents per million to working hours at domestic factories (excluding the number of injured and people on holidays) **Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) **Industry** **Industry* **Industry** **Industry** **Industry** **Industry* *	· .	(PMI 18 5-25)	0/_	50.7	59.5	50.4				
Hypertension treatment adherence rate Warrage value of Japanese manufacturing industry*		, (=								*Specific health checkup is eligible for people who age 40-75 to check focusin on metabolic syndrome
Percentage of Smokers % 26.2 26.2 25.6 25.0 TBC Incidence rate of fatalities and injuries to occupational accidents per million to myking hours at domestic factories (excluding the number of injured and speople on holidays) Average value of Japanese manufacturing industry* 1.21 1.31 1.25 1.29 1.30 **Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) FIRIR: Total Recordable Injury Rate 2.33 1.30 1.01 2.45 0.95 Morinaga & Co., Ltd. Incidence rate of fatalities and injuries to occupational accident trend survey (Ministry of Health, Labour and Welfare) **Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) Incidence of fatalities and injuries due occupational accidents per million to to working hours at domestic factories (incidence of fatalities and injuries due occupational accidents per million to to working hours at domestic factories (incidence of fatalities and injuries due occupational accidents per million to to working hours at domestic factories (incidence of fatalities and injuries due occupational accident fatalities (regular employees) People 0 0 0 0 0 Morinaga & Co., Ltd. **Number of occupational accident fatalities (regular employees) People 0 0 0 0 0 Morinaga & Co., Ltd.	Percentage of specific health support implemented						38.1			
Incidence rate of fatalities and injuries to occupational accidents per million to working hours at domestic factories (excluding the number of injured and supeople on holidays) Average value of Japanese manufacturing industry* Severity Rate 1.21 1.31 1.25 1.29 1.30 "Source: Occipational accident trend survey (Winistry of Health, Labour and Welfare) FIRIR: Total Recordable Injury Rate 2.33 1.30 1.01 2.45 0.95 Morinaga & Co., Ltd. Incidence rate of fatalities and injuries to occupational accidents per million to working hours at domestic factories (excluding the number of injuried and survey (Winistry of Health, Labour and Welfare) Incidence of fatalities and injuries of injuried and survey (Winistry of Health, Labour and Welfare) Incidence of fatalities and injuries due occupational accidents per million to two working hours at domestic factories (including the number of injuried and supeople who did not leave) Number of occupational accident fatalities (regular employees) People 0 0 0 0 0 Morinaga & Co., Ltd.	Hypertension treatment adherence rate			77.8	76.8	79.3	81.0			
Average value of Japanese manufacturing industry* 0.52 0.00 0.25 0.49 0.24 Morinaga & Co., Ltd. explored to occupational accidents per million to working hours at domestic factories (excluding the number of injured and speeple on holidays) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare) *Source: Occipational accident trend survey (Ministry of Health, Labour and Wel	Percentage of Smokers		%	26.2	26.2	25.6	25.0	TBC		
of Japanese manufacturing industry* 1.21 1.31 1.25 1.29 1.30 Severity Rate 1.21 1.30 Severity Rate 1.21 1.31 1.25 1.29 1.30 Severity Rate 1.21 1.30 Severity Rate 1.21 1.31 1.25 1.29 1.30 Severity Rate 1.21 Incidence of fatalities and injuries due occupational accidents per million total working hours at domestic factories (including the number of injured and speople who did not leave) Number of occupational accident fatalities (regular employees) People 0 0 0 0 Morinaga & Co., Ltd.	LTIFR:Lost-Time Injury Frequency Rate			0.52	0.00	0.25	0.49	0.24	Morinaga & Co., Ltd.	(excluding the number of injured and si
Severity Rate 0.01 0.00 0.00 0.00 0.00 0.00 0.00 0.0			of Japanese manufacturing	1.21	1.31	1.25	1.29	1.30		survey (Ministry of Health, Labour and
TRIR: Total Recordable Injury Rate 2.33 1.30 1.01 2.45 0.95 Morinaga & Co., Ltd. working hours at domestic factories (including the number of injured and speople who did not leave) Number of occupational accident fatalities (regular employees) People 0 0 0 Morinaga & Co., Ltd. Morinaga & Co., Ltd.	Severity Rate			0.01	0.00	0.00	0.00	0.00		
	TRIR:Total Recordable Injury Rate			2.33	1.30	1.01	2.45	0.95	Morinaga & Co., Ltd.	(including the number of injured and si
		I								
	Number of occupational accident fatalities (regular employ	yees)	People	0	0	0	0	0	Morinaga & Co., Ltd.	

FY2022/3 22,476,527

Unit

Yen

FY2021/3

FY2023/3 20,566,310

FY2024/3 20,369,542

FY2025/3 20,840,365

Scope

Morinaga & Co., Ltd.

Governance

orporate Go	overnance														
			Unit	FY2021	1/3	FY2022/	/3	FY2023,	/3	FY2024/	′3	FY2025,	' 3	Scope	Remark
		Male	People	6	85.7%	5	83.3%	6	85.7%	6	100.0%	6	100.0%		
	Interrnal directors	Female	People	1	14.3%	1	16.7%	1	14.3%	0	0.0%	0	0.0%		
		Total	People	7	100.0%	6	100.0%	7	100.0%	6	100.0%	6	100.0%		
Number of		Male	People	1	33.3%	1	25.0%	2	50.0%	1	33.3%	1	33.3%		
directors	Independent outside directors	Female	People	2	66.7%	3	75.0%	2	50.0%	2	66.7%	2	66.7%		
unectors		Total	People	3	100.0%	4	100.0%	4	100.0%	3	100.0%	3	100.0%		
		Male	People	7	70.0%	6	60.0%	8	72.7%	7	77.8%	7	77.8%		
	Aggregate total	Female	People	3	30.0%	4	40.0%	3	27.3%	2	22.2%	2	22.2%		
	-	Total	People	10	100.0%	10	100.0%	11	100.0%	9	100.0%	9	100.0%		
	Interrnal statutory	Male	People	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%		
	auditors -	Female	People	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
	auditors	Total	People	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%		
Number of	Independent outside statutory	Male	People	3	100.0%	3	100.0%	3	100.0%	2	66.7%	2	66.7%	Morinaga & Co., Ltd.	
statutory	auditors -	Female	People	0	0.0%	0	0.0%	0	0.0%	1	33.3%	1	33.3%	Iviorinaga & Co., Ltu.	
auditors	additors	Total	People	3	100.0%	3	100.0%	3	100.0%	3	100.0%	3	100.0%		
		Male	People	4	100.0%	4	100.0%	4	100.0%	3	75.0%	3	75.0%		
	Aggregate total	Female	People	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.0%		
		Total	People	4	100.0%	4	100.0%	4	100.0%	4	100.0%	4	100.0%		
No. of times Bo	oard of Directors meetings held		Times	16		16		15		15		15			
Attendance rate	e for Board of Directors meetings		%	99		99		98.6		99.1		99.0			
No. of times Bo	ard of Auditors meetings held		Times	16		16		16		16		16			
Attendance rate	e for Board of Auditors meetings		%	100		100		100		16.0		100			
Number of mee	etings of the Officer Personnel Compen	sation Committee	Times	11		7		3		6		6			
Remuneration f	for internal directors *1		Million yen	175		207		212		249		272			
Remuneration f	for auditors		Million yen	47		54		56		54		54			
Remuneration f	for outside directors		Million yen	27		39		39		41		33			

^{*1} Salaries for director-employees (directors with duties in an employee's capacity)

Compliance												
	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark				
Political contribution	Yen	0	0	0	0	0	·					
No. of cases of anti-corruption violations	Cases	0	0	0	0	0						
Anti-corruption violation fine amount	Yen	0	0	0	0	0	Domestic group	*4 Recommendation				
No. of cases of legal violations	Cases	0	0	0	0	0	Domestic group	4 Recommendation				
Legal violation fine amount	Yen	0	0	0	0	0						
No. of internal Helpline reports	Yen	-	34	29	26	19						