

Morinaga Group ESG Data Book

Environment

Greenhouse gas emissions

Greenhouse gas emissions（Scope1, 2）		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Domestic group+Overseas group	Total：Scope1+Scope2	t -CO2e	78,475	86,121	87,095	81,459	74,345	Group	New accounting standards have been applied since FY2020 Covered by third party guarantee since FY2023
	Intensity（Sales base）	t -CO2/ Million yen	0.47	0.48	0.45	0.38	0.32		
Domestic group	Total：Scope1+Scope2（Market standard）	t -CO2e	68,931	75,716	76,252	69,801	62,913	Domestic group	Covered by third party guarantee since FY2020
	Scope1	t -CO2e	21,419	22,340	22,267	20,961	20,508		
	Scope2（Market standard）	t -CO2e	47,512	53,376	53,985	48,840	42,405		
	Scope2（Location standard）	t -CO2e	51,722	54,775	53,491	51,956	41,653		
Overseas group	Total：Scope1+Scope2（Location standard）	t -CO2e	9,544	10,405	10,843	11,658	11,432	Overseas group	Covered by third party guarantee since FY2023
	Scope1	t -CO2e	3,276	3,654	4,020	4,384	4,492		
	Scope2（Location standard）	t -CO2e	6,268	6,751	6,823	7,274	6,940		

Greenhouse gas emissions（Scope3）		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Category1	Purchased Goods and Services	t -CO2e	257,038	270,001	294,823	325,263	363,943	Domestic group	Raw materials and OEM products
Category2	Capital goods	t -CO2e	60,373	53,716	19,474	37,677	10,026	Group	
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	Waste generated in operations	t -CO2e	1,657	1,795	1,730	1,736	1,478	Domestic group	
Category6	Business travel	t -CO2e	539	535	551	564	578	Domestic group	
Category7	Employee commuting	t -CO2e	1,334	1,365	1,514	1,536	1,588	Domestic group	
Category8	Upstream leased assets	t -CO2e	374	394	410	405	354	Morinaga & Co., Ltd.	
Category9	Downstream transportation and distribution	t -CO2e	-	-	-	-	-		- Not relevant
Category10	Processing of sold products	t -CO2e	-	-	-	-	-		- Not relevant
Category11	Use of Sold Products	t -CO2e	-	-	-	-	-		- Not relevant
Category12	End-of-life treatment of sold products	t -CO2e	6,913	6,772	7,181	6,847	6,813	Domestic group	
Category13	Downstream leased assets	t -CO2e	-	-	-	-	-		- Not relevant
Category14	Franchises	t -CO2e	-	-	-	-	-		- Not relevant
Category15	Investments	t -CO2e	-	-	-	-	-		- Not relevant
Category16	Other（Upstream）	t -CO2e	-	-	-	-	-		- Not rated
Category17	Other（Downstream）	t -CO2e	-	-	-	-	-		- Not rated

Energy

Energy consumption		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Domestic group	Energy consumption Total	MWh	228,481	244,488	244,534	234,454	234,059	Domestic group	Covered by third party guarantee since FY2020
	Electric power	MWh	110,047	120,879	121,241	121,037	120,440		
	Heat supply	GJ	0	290	509	581	611		
	City Gas	1,000m <sup>3</sup>	9,743	10,162	10,137	10,082	9,883		
	LPG	t	30	32	31	27	25		
	kerosene	k l	46	48	46	45	42		
	gasoline	k l	22	22	17	19	18		
	Light oil	k l	8	8	8	19	11		
	Recyclable energy consumption	MWh	0	5	12	770	2,584		
	Total recyclable energy (purchased or generated)	MWh	0	5	12	770	2,584		
Overseas group	Energy consumption	MWh	-	-	-	42,533	41,929	Overseas group	Covered by third party guarantee since FY2023
	Recyclable energy consumption	MWh	-	-	-	558	687		
	Total recyclable energy (purchased or generated)	MWh	-	-	-	558	687		

Production weight

	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Production weight	t	-	138,175	143,239	147,082	151,541	Group	

Resources and waste

		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Raw materials consumption	Primary raw materials	t	45,617	42,359	41,427	39,676	40,360	Domestic group production sites	
	Secondary raw materials	t	51,381	53,292	54,046	55,790	56,414		
	Total	t	96,998	95,651	95,473	95,466	96,774		
Materials consumption	Paper	t	13,857	12,632	10,998	10,947	11,503		
	Cardboard	t	10,938	10,499	10,529	10,128	11,563		
	Plastic	t	4,821	4,926	5,086	4,935	5,247		
	Glass	t	0	0	0	0	0		
	Steel	t	0	0	0	0	0		
	Aluminum	t	203	202	219	256	277		
	Other	t	563	586	581	577	641		
	Total	t	30,382	28,844	27,414	26,843	29,231		

		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Paper (packaging material)	Total weight of paper packaging	t	24,795	23,131	21,527	21,075	23,066	Domestic group production sites	
	Sustainable material ratio (FSC certified paper, recycled paper, etc.)	%	95.2	97.5	99.9	100.0	100.0		
	FSC certified paper introduction ratio (weight ratio)	%	32.9	74.8	97.9	99.7	98.0		

Waste		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Domestic group production sites	Waste emissions	t	9,393	10,843	9,554	9,798	9,698	Domestic group production sites	
	Recycled volume	t	9,391	10,836	9,552	9,778	9,663		
	Recycled rate	%	99.9	99.9	99.9	99.7	99.6		
	Final landfill volume *1	t	2	7	2	20	35		*1 Waste that cannot be recycled and is disposed of in landfills
	Incineration volume	t	896	1,087	473	551	227		
	Specially controlled industrial waste		-	9	2	13	7		
	Nox emissions	t	24	34	30	14	24		
	Sox emissions	t	0	0	0	0	0		
Overseas group production sites	Waste emissions	t	588	690	757	868	899	Overseas group production sites	

Food waste		Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Domestic group	Amount of food waste generated (A)	t	5,675	6,395	5,399	5,310	4,675	Domestic group	New accounting standards have been applied since FY2021
	Recycling amount of food recycling resources (B)	t	4,186	4,590	4,497	4,721	4,312		
	Food waste disposal amount (A-B)	t	1,489	1,805	901	589	362		
	Intensity of food waste（Sales base）	kg/Million yen	27.169	30.616	27.774	28.491	23.541		
	Recycling implementation rate	%	73.8	71.8	83.3	88.9	92.2		
	Food loss reduction rate	%	▲11	+8	▲49	▲70	▲83		
Morinaga & Co., Ltd.	Amount of food waste generated (A)	t	3,202.9	3,075.5	2,542.5	2,585.2	2,269.4	Morinaga & Co., Ltd.	New accounting standards have been applied since FY2021
	Recycling amount of food recycling resources (B)	t	1,948.9	1,994.2	1,689.3	2,038.5	1,960.8		
	Food waste disposal amount (A-B)	t	1,254.0	1,081.3	853.2	546.7	308.6		
	Intensity of food waste（Sales base）	kg/Million yen	17.962	19.788	15.764	14.914	12.400		
	Recycling implementation rate	%	72.4	76.5	79.2	87.6	93.4		

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

Environmental 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	Domestic group production sites	
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		
Environmental violation fine amount (Waste related)	Yen	0	0	0	0	0		
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

Employees														
		Unit	FY2021/3		FY2022/3		FY2023/3		FY2024/3		FY2025/3		Scope	Remark
No. of full-time employees	Male	People	1,298	78.6%	1,297	78.2%	1,286	77.0%	1,287	76.4%	1,308	76.4%	Morinaga & Co., Ltd.	Includes seconded employees
	Female	People	353	21.4%	361	21.8%	385	23.0%	398	23.6%	404	23.6%		
No. of temporary employees	Total	People	1,651	100.0%	1,658	100.0%	1,671	100.0%	1,685	100.0%	1,712	100.0%	Morinaga & Co., Ltd.	Number of associate employees as of the end of each fiscal year (as of March 31)
	Male	People	243	56.9%	264	51.2%	244	37.1%	276	38.4%	300	38.6%		
	Female	People	184	43.1%	252	48.8%	413	62.9%	443	61.6%	477	61.4%		
	Total	People	427	100.0%	516	100.0%	657	100.0%	719	100.0%	777	100.0%		
Average age	Male	Years	43.8		44.0		44.6		44.9		44.9		Morinaga & Co., Ltd.	Includes seconded employees
	Female	Years	40.2		40.7		40.7		40.6		40.6			
Average service years	Total	Years	43.1		43.3		43.7		43.9		43.9		Morinaga & Co., Ltd.	Includes seconded employees
	Male	Years	19.6		19.8		20.3		20.6		20.7			
	Female	Years	17.0		17.4		17.0		16.7		16.7			
	Total	Years	19.0		19.2		19.6		19.7		19.7			
Domestic affiliated companies No. of full-time employees	Male	People	445	65.0%	459	64.4%	516	64.3%	635	66.8%	639	65.1%	Domestic group	Excludes employees seconded from MORINAGA & Co., Ltd.
	Female	People	240	35.0%	254	35.6%	286	35.7%	316	33.2%	343	34.9%		
	Total	People	685	100.0%	713	100.0%	802	100.0%	951	100.0%	982	100.0%		
Domestic affiliated companies No. of temporary employees	Male	People	198	21.4%	169	18.1%	183	19.0%	257	21.9%	251	21.2%	Domestic group	Including re-employment (re-employment + temporary employee)
	Female	People	727	78.6%	766	81.9%	781	81.0%	917	78.1%	932	78.8%		
	Total	People	925	100.0%	935	100.0%	964	100.0%	1,174	100.0%	1,183	100.0%		
Number of consolidated employees		People	2,825		2,937		3,076		3,093		3,153		Group	
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			
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			
No. of new recruits	Male	People	42	61.8%	37	63.8%	34	56.7%	37	68.5%	60	64.5%	Morinaga & Co., Ltd.	Includes new graduates / mid-careers
	Female	People	26	38.2%	21	36.2%	26	43.3%	17	31.5%	33	35.5%		
	Total	People	68	100.0%	58	100.0%	60	100.0%	54	100.0%	93	100.0%		

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			Unit	FY2021/3		FY2022/3		FY2023/3		FY2024/3		FY2025/3		Scope	Remark		
Mid-career hires rate	Male	%			-		12.1		16.7		14.8		21.5		Morinaga & Co., Ltd.		
	Female	%			-		10.3		15.0		11.1		8.6				
	Total	%			-		22.4		31.7		25.9		30.1				
Mid-career hires rate by age	Under 30	Male	%			-		1.7		1.7		1.9		8.6		Morinaga & Co., Ltd.	
		Female	%			-		1.7		3.3		3.7		1.1			
		Total	%			-		3.4		5.0		5.6		9.7			
	Between the ages of 30 and 50	Male	%			-		6.9		13.3		14.8		11.8		Morinaga & Co., Ltd.	
		Female	%			-		8.6		11.7		13.0		6.5			
		Total	%			-		15.5		25.0		27.8		18.3			
Mid-career hires rate by management level	Over 50	Male	%			-		3.4		1.7		1.9		1.1		Morinaga & Co., Ltd.	
		Female	%			-		0.0		0.0		0.0		1.1			
		Total	%			-		3.4		1.7		1.9		2.2			
	Board member	Male	%			-		0.0		0.0		0.0		0.0		Morinaga & Co., Ltd.	
		Female	%			-		0.0		0.0		0.0		0.0			
		Total	%			-		0.0		0.0		0.0		0.0			
Domestic affiliated companies No. of new recruits	Management level employee	Male	%			-		5.2		3.3		3.7		3.2		Morinaga & Co., Ltd.	
		Female	%			-		1.7		0.0		0.0		0.0			
		Total	%			-		6.9		3.3		3.7		3.2			
	other employee	Male	%			-		6.9		13.3		14.8		18.3		Morinaga & Co., Ltd.	
		Female	%			-		8.6		15.0		16.7		8.6			
		Total	%			-		15.5		28.3		31.5		26.9			
Turnover rate (overall)	Male	People	58	62.4%	43	45.3%	81	75.7%	154	21.6%	121	18.2%	Domestic group	Includes new graduates / careers			
	Female	People	35	37.6%	52	54.7%	26	24.3%	558	78.4%	543	81.8%					
	Total	People	93	100.0%	95	100.0%	107	100.0%	712	100.0%	664	100.0%					
Voluntary turnover rate	Male	%			-		0.8		1.7		1.4		0.9		Morinaga & Co., Ltd.	Includes the number of seconded employees	
	Female	%			-		0.7		0.4		0.4		0.7				
	Total	%			0.4		0.7		2.1		1.7		1.6				
Turnover rate (by age group)	Male	%			-		0.8		1.6		1.4		0.9		Morinaga & Co., Ltd.	Includes the number of seconded employees	
	Female	%			-		0.7		0.4		0.4		0.7				
	Total	%			-		1.4		2.0		1.7		1.6				
Turnover rate (by management level)	Under 30	Male	%			-		0.9		5.4		3.4		2.2		Morinaga & Co., Ltd.	Includes the number of seconded employees
		Female	%			-		2.3		0.4		0.9		1.8			
		Total	%			-		3.2		5.8		4.3		4.0			
	Between the ages of 30 and 50	Male	%			-		0.8		1.2		1.0		0.8		Morinaga & Co., Ltd.	Includes the number of seconded employees
		Female	%			-		0.6		0.5		0.5		0.4			
		Total	%			-		1.4		1.7		1.5		1.2			
	Over 50	Male	%			-		0.7		1.2		1.2		0.6		Morinaga & Co., Ltd.	Includes the number of seconded employees
		Female	%			-		0.2		0.3		0.0		0.6			
		Total	%			-		0.9		1.5		1.2		1.1			
Turnover rate (by management level)	Management level employee	Male	%			-		0.6		1.2		1.0		0.6		Morinaga & Co., Ltd.	Includes the number of seconded employees
		Female	%			-		0.0		0.0		0.0		0.6			
		Total	%			-		0.6		1.2		1.0		1.2			
	other employee	Male	%			-		0.9		1.9		1.6		1.0		Morinaga & Co., Ltd.	Includes the number of seconded employees
		Female	%			-		0.9		0.6		0.5		0.7			
		Total	%			-		1.8		2.5		2.1		1.7			
Turnover rate (turnover rate of new graduates with less than three years of service)			%			2.1		1.1		4.4		5.7		3.6		Morinaga & Co., Ltd.	
Percentage of employees under 30			%			12.2		13.1		13.4		14.0		15.5		Morinaga & Co., Ltd.	
Percentage of employees between the ages of 30 and 50			%			58.0		53.3		50.2		47.3		44.0		Morinaga & Co., Ltd.	
Percentage of employees over 50			%			29.7		33.5		36.4		38.8		40.5		Morinaga & Co., Ltd.	
Employment rate 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)
Share of women in total workforce			%			21.4		21.8		23.0		23.6		23.6		Morinaga & Co., Ltd.	
Ratio of women in STEM-related positions			%			-		-		37.8		38.9		34.8		Morinaga & Co., Ltd.	
No. of female managers			People			-		-		-		22		23		Morinaga & Co., Ltd.	・Beginning of each fiscal year(as of April 1) ・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 beginning 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)
Ratio of female managers and above			%			9.4		6.3		6.7		6.4		5.8		Morinaga & Co., Ltd.	
Ratio of female directors			%			16.7		28.6		20.0		26.7		23.8		Morinaga & Co., Ltd.	Includes Senior Executive Officers as of April 1, 2021
Share of women in management positions in revenue-generating functions (sales)			%			-		-		2.0		2.8		2.9		Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1)
Average Wages by Gender	Male	Yen			-		665,953		663,571		665,674		712,094		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen			-		485,754		411,750		512,483		550,511				
Average Wages by Gender (Senior Managers)	Male	Yen			-		1,236,048		1,147,429		1,081,976		1,205,325		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen			-		1,278,366		1,123,408		1,077,004		1,055,956				
Average Wages by Gender (General Managers)	Male	Yen			-		843,640		809,073		782,787		786,512		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen			-		788,179		791,351		768,465		813,727				
Average wages by gender (senior general employees)	Male	Yen			-		643,404		649,845		644,864		681,351		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen			-		507,960		541,016		530,604		567,153				
Average Wages by Gender (Beginner level general employees)	Male	Yen			-		411,932		404,918		427,940		412,765		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen			-		391,089		312,625		409,149		386,725				

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		Unit	FY2021/3		FY2022/3		FY2023/3		FY2024/3		FY2025/3		Scope	Remark
No. of employees taking childcare leave	Male	People	19	44.2%	16	44.4%	21	65.6%	18	38.3%	29	46.8%	Morinaga & Co., Ltd.	Includes seconded employees and associate employees
	Female	People	24	55.8%	20	55.6%	11	34.4%	29	61.7%	33	53.2%		
	Total	People	43	100.0%	36	100.0%	32	100.0%	47	100.0%	62	100.0%		
Reinstatement rate (ratio of employees returning to work after a leave of absence)		%	100.0		96.0		94.4		100.0		100.0		Morinaga & Co., Ltd.	
No. of employees utilizing shorter work hour system for childcare	Male	People	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	Morinaga & Co., Ltd.	Applicable number of regular employees as of the end of each fiscal year
	Female	People	28	100.0%	29	100.0%	29	100.0%	35	100.0%	34	100.0%		
	Total	People	28	100.0%	29	100.0%	29	100.0%	35	100.0%	34	100.0%		
No. of employees wishing to be reemployed after retirement		People	16		22		14		17		16		Morinaga & Co., Ltd.	
Reemployment rate of post retirement employees		%	80.0		80.0		93.3		77.3		84.2		Morinaga & Co., Ltd.	No. of employees who have reached retirement age (including those who do not wish to be rehired)
Annual Total Labor Hours (per employee)		hour	1,945		1,961		1,946		1,933		1,936		Morinaga & Co., Ltd.	
Average overtime hours (per employee)		hour/month	13.3		15.0		13.0		14.1		14		Morinaga & Co., Ltd.	
Days of annual paid leave acquired		Day	11.7		12.1		14.1		14.4		14		Morinaga & Co., Ltd.	
Annual paid leave acquisition rate		%	62.6		68.2		74.7		76.3		76		Morinaga & Co., Ltd.	
No. of employees acquiring nursing care leave		People	0		0		2		1		1		Morinaga & Co., Ltd.	
Total training time		Hour	-		-		-		36,292		65,095		Morinaga & Co., Ltd.	
Average training time per employee		Hour	8		8.8		13.2		21.7		38.0		Morinaga & Co., Ltd.	The scope changed from FY2023/3.
Average training cost per employee		Yen	49,000		58,000		68,000		68,200		77,200		Morinaga & Co., Ltd.	
Promotion rate	Male	%	-		5.5		5.5		5.0		5.5		Morinaga & Co., Ltd.	Includes the number of seconded employees
	Female	%	-		1.9		1.8		2.5		2.3			
	Total	%	-		7.4		7.3		7.6		7.8			
Labor union membership rate of general employees		%	100		100		100		100		100		Morinaga & Co., Ltd.	Regular employees only
Ratio of union members		%	57.5		57.2		70.0		70.3		71.9		Group	
		Unit	FY2021/3		FY2022/3		FY2023/3		FY2024/3		FY2025/3		Scope	Remark
Rate of stress check implementation		%	97.1		96.1		95.3		97.5		97.9		Morinaga & Co., Ltd.	
Percentage of highly-stressed employees on Stress check		%	11.2		11.4		11.4		11.9		11.8			
Presenteeism (Loss)		%	-		-		24.0		21.5		19.9			
Absenteeism		%	1.07		0.85		0.99		1.19		0.70			
Work engagement			51.4		51.4		51.3		51.0		51.3			
Percentage of employees participating in health checkups		%	100.0		100.0		100.0		100.0		100.0		Morinaga & Co., Ltd.	
Follow-up examination rate			-		-		-		62.8		TBC			
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			*Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome
Percentage of specific health support implemented		%	37.9		38.1		38.0		38.1		TBC			
Hypertension treatment adherence rate		%	77.8		76.8		79.3		81.0		TBC			
Percentage of Smokers		%	26.2		26.2		25.6		25.0		TBC			
LTIFR : Lost-Time Injury Frequency Rate			0.52		0.00		0.25		0.49		0.24		Morinaga & Co., Ltd.	Incidence rate of fatalities and injuries due to occupational accidents per million total working hours at domestic factories (excluding the number of injured and sick people 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)
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.	Incidence of fatalities and injuries due to occupational accidents per million total working hours at domestic factories (including the number of injured and sick people who did not leave)
Number of occupational accident fatalities (regular employees)		People	0		0		0		0		0		Morinaga & Co., Ltd.	
Number of occupational accident fatalities (contract employees)		People	0		0		0		0		0		Morinaga & Co., Ltd.	

Corporate Citiznship

	Unit	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	Scope	Remark
Supporting amount with "One Chocolate for One Smile" campaign	Yen	-	22,476,527	20,566,310	20,369,542	20,840,365	Morinaga & Co., Ltd.	

Morinaga Group ESG Data Book

Governance

Corporate Governance																	
			Unit	FY2021/3		FY2022/3		FY2023/3		FY2024/3		FY2025/3		Scope	Remark		
Number of directors	Internal directors	Male	People	6	85.7%	5	83.3%	6	85.7%	6	100.0%	6	100.0%	Morinaga & Co., Ltd.			
		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%				
	Independent outside directors	Male	People	1	33.3%	1	25.0%	2	50.0%	1	33.3%	1	33.3%				
		Female	People	2	66.7%	3	75.0%	2	50.0%	2	66.7%	2	66.7%				
		Total	People	3	100.0%	4	100.0%	4	100.0%	3	100.0%	3	100.0%				
	Aggregate total	Male	People	7	70.0%	6	60.0%	8	72.7%	7	77.8%	7	77.8%				
		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%				
Number of statutory auditors	Internal statutory auditors	Male	People	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%				
		Female	People	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%				
		Total	People	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%				
	Independent outside statutory auditors	Male	People	3	100.0%	3	100.0%	3	100.0%	2	66.7%	2	66.7%				
		Female	People	0	0.0%	0	0.0%	0	0.0%	1	33.3%	1	33.3%				
		Total	People	3	100.0%	3	100.0%	3	100.0%	3	100.0%	3	100.0%				
	Aggregate total	Male	People	4	100.0%	4	100.0%	4	100.0%	3	75.0%	3	75.0%				
		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 Board of Directors meetings held			Times	16		16		15		15		15					
Attendance rate for Board of Directors meetings			%	99		99		98.6		99.1		99.0					
No. of times Board of Auditors meetings held			Times	16		16		16		16		16					
Attendance rate for Board of Auditors meetings			%	100		100		100		16.0		100					
Number of meetings of the Officer Personnel Compensation Committee			Times	11		7		3		6		6					
Remuneration for internal directors *1			Million yen	175		207		212		249		272					
Remuneration for auditors			Million yen	47		54		56		54		54					
Remuneration 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	Domestic group	*4 Recommendation
No. of cases of anti-corruption violations	Cases	0	0	0	0	0		
Anti-corruption violation fine amount	Yen	0	0	0	0	0		
No. of cases of legal violations	Cases	0	0	0	0	0		
Legal violation fine amount	Yen	0	0	0	0	0		
No. of internal Helpline reports	Yen	-	34	29	26	19		