Recycling implementation rate %

75.4

72.4

76.5

Environment

reenhouse gas en	nissions		<u> </u>	1	1	1	1		<u> </u>
reenhouse gas emissio	ns (Scope1, 2)	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
omestic group+Overse	as group Total: Scope1+Scope2	t -CO2e	78,006	78,475	86,121	87,082	81,459		New accounting standards have been applied since FY2020
	Intensity (Sales base) t -CO ₂ /	0.37	0.47	0.48	0.45	0.38	Group	Covered by third party guarantee sind
Total		Million yen t -CO2e	67,444	68,931	75,716	76,252	69,801		FY2023
omestic group ———	Scope1	t -CO2e	20,562	21,419	22,340	22,267	20,961	Domestic group	Covered by third party guarantee sing
	Scope2 (Market standard) Scope2 (Location standard)	t -CO2e t -CO2e	46,882 51,732	47,512 51,722	53,376 54,775	53,985 53,491	48,840 51,956		FY2020
	: Scope1+Scope2 (Location standard)	t -CO2e	10,562	9,544	10,405	10,830	11,658		Covered by third party guarantee sine
verseas group	Scope2 (Location standard)	t -CO2e t -CO2e	3,392 7,170	3,276 6,268	3,654 6,751	4,020 6,810	4,384 7,274	Overseas group	FY2023
	•				·	•			
Greenhouse gas emissio	ns(Scope3) sed Goods and Services	Unit t -CO2e	FY2020/3 248,003	FY2021/3 257,038	FY2022/3 270,001	FY2023/3 294,823	FY2024/3 325,263	Scope Domestic group	Remark Raw materials and OEM products
Category2 Capital		t -CO2e	28,225	60,373	53,716	19,474	37,677	Group	Traw materials and OLW products
	nd Energy-Related Activities	t -CO2e t -CO2e	7,271	7,505	8,244	8,268	8,255	Domestic group	
-	generated in operations	t -CO2e	15,809 1,690	13,671 1,657	10,017 1,795	12,735 1,730	18,679 1,736	Morinaga & Co., Ltd. Domestic group	
Category6 Busines		t -CO2e	618	539	535	551	564	Domestic group	
Category7 Employ Category8 Upstrea		t -CO2e	1,607 556	1,334 374	1,365 394	1,514 410	1,536 405	Domestic group Morinaga & Co., Ltd.	
Category9 Downs	tream transportation and distribution	t -CO2e	-	-	-	-	-	J	- Not relevant
Category10 Process Category11 Use of	Sold Products	t -CO2e	-	-	-	-	-		- Not relevant - Not relevant
	-life treatment of sold products	t -CO2e	6,603	6,913	6,772	7,181	6,847	Domestic group	Not relevant
	tream leased assets	t -CO2e	-	-	-	_	-		- Not relevant
Category14 Franchi Category15 Investn		t -CO2e t -CO2e	-	-	-	-	-		- Not relevant - Not relevant
Category16 Other	•	t -CO2e	-	-	-	-	-		- Not rated
Category17 Other	(Downstream)	t -CO2e	-	-	-	-	-		- Not rated
ergy									
ergy consumption		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
	consumption Total	MWh	219,647	228,481	244,488	244,534	234,454		
	Electric power Heat supply	MWh GJ	106,008	110,047	120,879 290	121,241 509	121,037 581		
omestic group	City Gas	1,000 m³	9,331	9,743	10,162	10,137	10,082		
omestic group	LPG kerosene	t k I	35 53	30 46	32 48	31 46	27 45	Domestic group	Covered by third party guarantee sin FY2020
	gasoline	k I	22	22	22	17	19		112020
	Light oil	k I	10	8	8	8	19		
	able energy consumption ecyclable energy (purchased or generated)	MWh MWh	0	0 0	5 5	12 12	770 770		
verseas group Energy	consumption	MWh	-	-	-	-	42,533		Covered by third party guarantee sind
	able energy consumption ecyclable energy (purchased or generated)	MWh MWh	-	-	-	-	558 558	Overseas group	FY2023
oduction weight									
		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
roduction weight			-	-	138,175	143,239	147,082	Group	
sources and was	te								
		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
	Primary raw materials	t	41,342	45,617	42,359	41,427	39,676		
law materials consumpt	ion Secondary raw materials Total	t +	49,883	51,381					
	Paper		J 91 226		53,292	54,046	55,790 95,466		
	Cardboard	t	91,226	96,998 13,857			55,790 95,466 10,947		
		t		96,998 13,857 10,938	53,292 95,651 12,632 10,499	54,046 95,473 10,998 10,529	95,466 10,947 10,128	Domestic group	
	Plastic	t	-	96,998 13,857 10,938 4,821	53,292 95,651 12,632	54,046 95,473 10,998	95,466 10,947	Domestic group production sites	
laterials consumption		t t t t t t	- - -	96,998 13,857 10,938 4,821 0	53,292 95,651 12,632 10,499 4,926 0	54,046 95,473 10,998 10,529 5,086 0	95,466 10,947 10,128 4,935 0	l .	
laterials consumption	Plastic Glass Steel Aluminum	t t t t t t t t t t t t t t t t t t t	- - - - -	96,998 13,857 10,938 4,821 0 0 203	53,292 95,651 12,632 10,499 4,926 0 0 202	54,046 95,473 10,998 10,529 5,086 0 0	95,466 10,947 10,128 4,935 0 0 256	l .	
laterials consumption	Plastic Glass Steel	t t t t t t t t t t t t t t t t t t t	- - - -	96,998 13,857 10,938 4,821 0	53,292 95,651 12,632 10,499 4,926 0	54,046 95,473 10,998 10,529 5,086 0	95,466 10,947 10,128 4,935 0	l .	
laterials consumption	Plastic Glass Steel Aluminum Other	t t t t t t t t t	- - - - - - - 0	96,998 13,857 10,938 4,821 0 0 203 563 30,382	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844	54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414	95,466 10,947 10,128 4,935 0 0 256 577 26,843	production sites	
Total w	Plastic Glass Steel Aluminum Other Total	t	- - - - - -	96,998 13,857 10,938 4,821 0 0 203 563 30,382	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844	54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414	95,466 10,947 10,128 4,935 0 0 256 577 26,843	l .	Remark
Total w	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate	t tio %	- - - - - - - 0	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131	54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	production sites	Remark
Total w	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate (FSC certified paper, recycled paper, et	t tio c.)	0 FY2020/3	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5	54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	production sites Scope	Remark
Total was packaging	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate	t tio c.)	- - - - - - - 0	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131	54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	Scope Domestic group	Remark
Total waterial) /aste	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational)	t tio c.)	O FY2020/3 FY2020/3	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414 FY2023/3 21,527 99.9 97.9	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7	Scope Domestic group	Remark
Total waterial) Total waterial) Total waterial	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational emissions	t tio c.) %	0 FY2020/3	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7	Scope Domestic group production sites	Remark
Total waste of Total R	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational rate) emissions ecycling volume *1	t tio c.) %	0 FY2020/3	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391	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	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	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778	Scope Domestic group production sites	Remark *1 Including energy and material recovery incineration
Total waterial) Waste Comestic Recycling	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational emissions	t tio c.) %	0 FY2020/3	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393	53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	54,046 95,473 10,998 10,529 5,086 0 219 581 27,414 FY2023/3 21,527 99.9 97.9	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7	Scope Domestic group production sites Scope	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1
Total waste waste waste waste waste waste waste group broduction Final la	Plastic Glass Steel Aluminum Other Total reight of paper packaging Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational rate) emissions ecycling volume *1	t tio c.) %	0	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495	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 9,749 7	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 9,079 2	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20	Scope Domestic group production sites	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1
Total waterial) Waste Waste Total R Total R Total R Final la Incinera	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational recycling volume emissions ecycling volume *1 *2 *3 *3 *ation volume	t tio c.) %		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896	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	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	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551	Scope Domestic group production sites Scope Domestic group production sites	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is dis
Total waterial) Waste Waste Total R Total R Total R Final la Sites Incinera Special	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rational semissions emissions ecycling volume *1 ng volume *2 ndfill volume *3	t tio c.) %	0	96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495	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 9,749 7 1,087	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 9,079 2	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20	Scope Domestic group production sites Scope Domestic group production sites	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is dis
Total waterial) Waste Waste Total R Total R Comestic Recyclic Group Final la Incinera Special Nox en Sox em	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rate emissions ecycling volume *1 ng volume *2 ndfill volume y controlled industrial waste nissions eissions eissions	t tio c.) %		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 -	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 9,749 7 1,087 9	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 9,079 2 473 2	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13	Scope Domestic group production sites Scope Domestic group production sites	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is dis
Total waterial) Waste Waste Total R Total R Total R Recyclic Group Final la Sites Incinera Special Nox en Sox em	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rate emissions ecycling volume *1 ng volume *2 ndfill volume y controlled industrial waste nissions eissions eissions	t tio c.) %		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 -	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 9,749 7 1,087 9 34	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 9,079 2 473 2 30	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,778 20 551 13 14	Scope Domestic group production sites Scope Domestic group production sites Overseas group	*1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is dis
Total waterial) /aste Waste Total R Comestic Recycling Group Final la Sites Incinera Special Nox en Sox em Verseas group	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rate emissions ecycling volume *1 ng volume *2 ndfill volume y controlled industrial waste nissions eissions eissions	t tio % c.) % Unit t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588	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 9,749 7 1,087 9 34 0 690	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 9,079 2 473 2 30 0 757	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites	*1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is disof in landfills
Total waste aper packaging material) /aste /aste Maste Total R Recyclic proup production sites Incineral Special Nox em Sox em verseas group roduction sites cod waste	Plastic Glass Steel Aluminum Other Total eight of paper packaging Sustainable material rat (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rati emissions ecycling volume *1 ng volume *2 ndfill volume ation volume ly controlled industrial waste nissions emissions emissions emissions emissions	t tio c.) %		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588	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 9,749 7 1,087 9 34 0 690 FY2022/3	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 9,079 2 473 2 30 0 757	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868	Scope Domestic group production sites Scope Domestic group production sites Overseas group	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is dis
Total waterial) Waste of Total Recycling Final landineral Special Nox emoduction sites werseas group oduction sites Total Recycling Final landineral Special Nox emoduction sites worseas group oduction sites Total Recycling Final landineral Special Nox emoduction sites Total Recycling Final landineral Special Nox emoduction sites Total Waste of Total Waste of Total Recycling Final landineral Special Nox emoduction sites	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rate emissions ecycling volume *1 ng volume *2 ndfill volume y controlled industrial waste nissions eissions eissions	t tio % c.) % Unit t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588	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 9,749 7 1,087 9 34 0 690	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 9,079 2 473 2 30 0 757	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites	*1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is disof in landfills
Total waterial) Waste of Total Recycling Final la Incineral Special Nox em Sox em Verseas group roduction sites Moduction sites Moduction sites Moduction sites Moduction sites Moduction sites Moduction sites	Plastic Glass Steel Aluminum Other Total Sustainable material rat (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rati emissions ecycling volume *1 ng volume *3 ation volume ly controlled industrial waste nissions emissions emissions et of food waste generated (A) ng amount of food recycling resources (B) raste disposal amount (A-B)	t tio % c.) % Unit t t t t t t t t t t t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588 FY2021/3 5,675 4,186 1,489	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 9,749 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805	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 9,079 2 473 2 30 0 757 FY2023/3 5,399 4,497 901	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 589	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites Scope Scope Scope	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is distof in landfills Remark New accounting standards have beer
Total waterial) Aste Waste of Total R Comestic group Final la Incinera Special Nox em Sox em Sox em oduction sites Cod waste Maste of Total R Recyclic group Final la Incinera Special Nox em Sox em So	Plastic Glass Steel Aluminum Other Total Sustainable material rat (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rati emissions ecycling volume *1 Ing volume *3 ation volume ly controlled industrial waste missions emissions emissions emissions et of food waste generated (A) Ing amount of food recycling resources (B) aste disposal amount (A-B) by of food waste (Sales base)	t tio % c.) % fo) % Unit t t t t t t t t t t t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169	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 9,749 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805 30.616	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 9,079 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27.774	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28.491	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is disof in landfills Remark
Total waterial) Vaste Waste of Total Recycling Final land Incineral Special Nox em Sox em oduction sites Total Recycling Final land Incineral Special Nox em Sox em Sox em oduction sites Total Recycling Final land Incineral Special Nox em Sox em Sox em Sox em Sox em Total Recycling Food waste Incineral Incineral Special Nox em Sox em Sox em Total Recycling Food waste Incineral Inc	Plastic Glass Steel Aluminum Other Total Sustainable material rat (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rati emissions ecycling volume *1 ng volume *3 ation volume ly controlled industrial waste nissions emissions emissions et of food waste generated (A) ng amount of food recycling resources (B) raste disposal amount (A-B)	t tio % c.) % fo) % Unit t t t t t t t t t t t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588 FY2021/3 5,675 4,186 1,489	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 9,749 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805	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 9,079 2 473 2 30 0 757 FY2023/3 5,399 4,497 901	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 589	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites Scope Scope Scope	Remark *1 Including energy and material recovery incineration *2 Excluding energy and material recovery incineration from *1 *3 Waste that cannot be recycled and is disof in landfills Remark New accounting standards have been
aper packaging material) //aste //as	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight ration) emissions ecycling volume *1 Ing volume *2 Indfill volume *3 Indicate the paper introduction waste enissions it of food waste generated (A) Ing amount of food recycling resources (B) Instead of food waste (Sales base) Recycling implementation rate It of food waste generated (A) Ing are sources (B) Instead of food waste (Sales base) Recycling implementation rate It of food waste generated (A)	t tio % c.) % fo) % Unit t t t t t t t t t t t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9	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 9,749 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5	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 9,079 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27.774 83.3 ▲49 2,542.5	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28,491 88.9 ▲70 2,585.2	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites Scope Scope Scope	Remark *1 Including energy and material recovery a incineration *2 Excluding energy and material recovery a incineration from *1 *3 Waste that cannot be recycled and is dis of in landfills Remark New accounting standards have been
Vaste Vaste Vaste Vaste Vaste Total R Recycling Final la Incinera Special Nox em Sox em Overseas group roduction sites Ood waste Amoun Recycling Food waste Vaste of the control of the	Plastic Glass Steel Aluminum Other Total Sustainable material rat (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight rati emissions ecycling volume *1 Ing volume *2 Indfill volume *3 Iation volume Ily controlled industrial waste missions emissions emissions emissions expected (A) Ing amount of food recycling resources (B) Iaste disposal amount (A-B) Ity of food waste generated (A) Ing amount of food waste (Sales base) Recycling implementation rate It of food waste generated (A) Ing amount of food recycling resources (B) Instruction rate It of food waste generated (A) Ing amount of food recycling resources (B) Instruction rate It of food waste generated (A) Ing amount of food recycling resources (B) Instruction rate It of food waste generated (A) Ing amount of food recycling resources (B)	t tio % c.) % fo) % Unit t t t t t t t t t t t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11	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 9,749 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	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 9,079 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27.774 83.3 A49 2,542.5 1,689.3	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28.491 88.9 ▲70 2,585.2 2,038.5	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites Scope Scope Scope	Remark *1 Including energy and material recovery a incineration *2 Excluding energy and material recovery a incineration from *1 *3 Waste that cannot be recycled and is dis of in landfills Remark New accounting standards have been applied since FY2021 New accounting standards have been
Paper (packaging material) Waste Waste Domestic group production sites Food waste Pood waste Domestic group production sites Food waste Amoun Recycling Food waste Morinaga & Co., Ltd.	Plastic Glass Steel Aluminum Other Total Sustainable material rate (FSC certified paper, recycled paper, et FSC certified paper introduction ratio (weight ration) emissions ecycling volume *1 Ing volume *2 Indfill volume *3 Indicate the paper introduction waste enissions it of food waste generated (A) Ing amount of food recycling resources (B) Instead of food waste (Sales base) Recycling implementation rate It of food waste generated (A) Ing are sources (B) Instead of food waste (Sales base) Recycling implementation rate It of food waste generated (A)	ttio % c.) % o) % Unit t t t t t t t t t t t t t t t t t t		96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9 FY2021/3 9,393 9,391 8,495 2 896 24 0 588 FY2021/3 5,675 4,186 1,489 27.169 73.8 ▲11 3202.9 1948.9	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 9,749 7 1,087 9 34 0 690 FY2022/3 6,395 4,590 1,805 30.616 71.8 +8 3,075.5	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 9,079 2 473 2 30 0 757 FY2023/3 5,399 4,497 901 27.774 83.3 ▲49 2,542.5	95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075 100 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 589 28,491 88.9 ▲70 2,585.2	Scope Domestic group production sites Scope Domestic group production sites Overseas group production sites Scope Domestic group production sites	Remark *1 Including energy and material recovery a incineration *2 Excluding energy and material recovery a incineration from *1 *3 Waste that cannot be recycled and is dis of in landfills Remark New accounting standards have been applied since FY2021

79.2

87.6

/ater									
Water resources of	consumption	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
Domestic group	Tap water	1,000 m³	213	232	335	347	412		Covered by third party guarantee since FY2020
_	Industrial water	1,000 m³	305	292	268	263	266	Damastic areur	
	Well water	1,000 m³	1075	1078	996	1,095	954	Domestic group	
-	Total	1,000 m ³	1593	1602	1,599	1,706	1,631		
Overseas group	Taiwan	1,000 m³	116.139	141.318	143	158	171		
_	China	1,000 m³	17.184	11.126	15	19	19	0,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Covered by third party guarantee since
_	United States	1,000 m³	14.659	17.282	21	26	26	Overseas group	FY2023
-	Total	1,000 m³	147.982	169.726	179	203	216		
Domestic group	(Water intake at domestic production sites)	1,000 m³	1,538	1,555	1,550	1,657	1,548	Domestic group	
production sites	(Drainage from domestic production sites amount)	1,000 m³	1,341	1,088	1,089	1,070	1,070	production sites	

Environmental management										
	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark		
No. of facilities with ISO14001 accreditation	Cases	1	1	1	1	1	Domestic group production sites	On January 23, 2018, we acquired multisite 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	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	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

		11.34	EV2020 /2	EV2021/2	EV2022 (2	EV2022 /2	EV/2024/2	Carrie	Domark
	Male	Unit People	FY2020/3 1,290 79.1%	FY2021/3 1,298 79.0%	FY2022/3 1,297 78.6%	FY2023/3 1,286 77.0%	FY2024/3 1,287	76.4% Scope	Remark
No. of full-time employees	Female	People	343 20.9%	353 21.0%	361 21.4%	385 23.0%	 	23.6% Morinaga & Co., Ltd.	Includes seconded employees
	Total Male	People People	1,633 100.0% 241 55.8%	1,651 100.0% 243 53.7%	1,658 100.0% 264 56.9%	1,671 100.0% 244 37.1%	 	00.0% 38.4%	
No. of temporary employees	Female	People	208 44.2%	184 46.3%	252 43.1%	413 62.9%	 	61.6% Morinaga & Co., Ltd.	Number of associate employees as of t end of each fiscal year (as of March 31)
	Total Male	People Years	449 100.0% 43.6	427 100.0% 43.8	516 100.0% 44.0	657 100.0% 44.6	719 1 44.9	00.0%	
Average age	Female	Years	40.0	40.2	40.7	40.7	40.6	Morinaga & Co., Ltd.	Includes seconded employees
	Total Male	Years Years	42.9 19.4	43.1 19.6	43.3 19.8	43.7 20.3	42.8 20.6		
Average service years	Female	Years	17.1	17.0	17.4	17.0	16.7	Morinaga & Co., Ltd.	Includes seconded employees
	Total Male	Years People	18.9 439 66.4%	19.0 445 65.2%	19.2 459 65.0%	19.6 516 64.3%	19.7 635	66.8%	
Domestic affiliated companies No. of full-time ————————————————————————————————————	Female	People	234 33.6%	240 34.8%	254 35.0%	286 35.7%	316	33.2% Domestic group	Excludes employees seconded from MORINAGA & Co., Ltd.
	Total Male	People People	673 100.0% 205 23.9%	685 100.0% 198 21.0%	713 100.0% 169 21.4%	802 100.0% 183 19.0%	 	00.0% 21.9%	<u>'</u>
Domestic affiliated companies No. of temporary	Female	People	769 76.1%	727 79.0%	766 78.6%	781 81.0%	917	78.1% Domestic group	Including re-employment (re-employment + temporary employee)
Number of consolidated employees	Total	People People	974 100.0%	925 100.0% 2,825	935 100.0% 2,937	964 100.0% 3,076	1,174 1 3,093	00.0%	
Japan-based employee ratio		%	-	80	79.5	78.2	76.4		
Taiwan-based employee ratio US-based employee ratio		%	-	9 7	9.1 7.3	8.9 8.8	9.5 8.6	Group	
Employee ratio in China		%	-	3	3.8	3.7	4.1		
No. of new recruits	Male Female	People People	41 73.2% 15 26.8%	42 61.8% 26 38.2%	37 63.8% 21 36.2%	34 56.7% 26 43.3%	<u> </u>	68.5% 31.5% Morinaga & Co., Ltd.	Includes new graduates / mid-careers
	Total	People	56 100.0%	68 100.0%	58 100.0%	60 100.0%	 		melades new graduates / mia careers
		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
1id-career hires rate	Male	%	-	-	12.1 10.3	16.7 15.0	14.8 11.1	Morinaga & Co., Ltd.	
	Female Total	%	-	-	22.4	31.7	25.9	mormaga & Co., Ltd.	
Under 20	Male Female	% %	-	-	1.7	1.7	1.9	Morinaga % Ca Let	
Under 30	Female Total	%	-	-	1.7 3.4	3.3 5.0	3.7 5.6	Morinaga & Co., Ltd.	
Aid-career hires	Male	%	-	-	6.9	13.3	14.8	NA - ' 2 7	
Between the ages of 30 and 50	Female Total	%		-	8.6 15.5	11.7 25.0	13.0 27.8	Morinaga & Co., Ltd.	
	Male	%	-	-	3.4	1.7	1.9		
Over 50	Female Total	%		-	0.0 3.4	0.0 1.7	0.0 1.9	Morinaga & Co., Ltd.	
	Male	%	-	-	0.0	0.0	0.0		
Board member	Female Total	% %	-	-	0.0	0.0	0.0	Morinaga & Co., Ltd.	
Aid-career hires	Male	%	-	-	5.2	3.3	3.7		
Management level employee nanagement	Female	%	-	-	1.7	0.0	0.0	Morinaga & Co., Ltd.	
evel	Total Male	%	-	-	6.9 6.9	3.3 13.3	3.7 14.8		
other employee	Female	%	-	-	8.6	15.0	16.7	Morinaga & Co., Ltd.	
	Total Male	% People	31 45.6%	- 58 62.4%	15.5 43 45.3%	28.3 81 75.7%	31.5	42.4%	
Domestic affiliated companies No. of new recruits	Female	People	37 54.4%	35 37.6%	52 54.7%	26 24.3%	49	57.6% Domestic group	Includes new graduates / careers
	Total Male	People %	68 100.0%	93 100.0%	95 100.0% 0.8	107 100.0% 1.7	85 1 1.4	00.0%	
urnover rate (overall)	Female	%	-	-	0.7	0.4	0.4	Morinaga & Co., Ltd.	Includes the number of seconded employees
	Total Male	% %	1.1	2.3	1.5 0.8	2.2 1.6	1.8		employees
oluntary turnover rate	Female	%	-	-	0.6	0.4	1.4 0.4	Morinaga & Co., Ltd.	Includes the number of seconded
	Total	%	-	-	1.4	2.0	1.7		employees
Under 30	Male Female	% %	-	-	0.9 2.3	5.4 0.4	3.4 0.9	Morinaga & Co., Ltd.	Includes the number of seconded
	Total	%	-	-	3.2	5.8	4.3		employees
urnover rate Between the ages of 30 and 50	Male Female	% %	-	-	0.8	1.2 0.5	1.0 0.5	Morinaga & Co., Ltd.	Includes the number of seconded
by age group)	Total	%	-	-	1.4	1.7	1.5		employees
Over 50	Male Female	% %		-	0.7 0.2	0.3	1.2 0.0	Morinaga & Co., Ltd.	Includes the number of seconded
	Total	%	-	-	0.9	1.5	1.2		employees
urnover rate Management level employee	Male Female	%	-	-	0.6	0.0	1.0 0.0	Morinaga & Co., Ltd.	Includes the number of seconded
urnover rate Management level employee by	Total	%	-	-	0.6	1.2	1.0	iviorinaga & co., Ltd.	employees
nanagement evel) other employee	Male	%	-	-	0.9	1.9	1.6	N4 : 0.6 111	Includes the number of seconded
evel) other employee	Female Total	%	-	-	0.9 1.8	0.6 2.5	0.5 2.1	Morinaga & Co., Ltd.	employees
urnover rate (turnover rate of new graduates with less that		f %	4.5	2.3	3.0	3.7	3.0	Morinaga & Co., Ltd.	
ervice) Percentage of employees under 30		%	12.4	12.2	13.1	13.4	14.0	Morinaga & Co., Ltd.	
Percentage of employees between the ages of 30 and 50		%	66.8	58.0	53.3	50.2	47.3	Morinaga & Co., Ltd.	
Percentage of employees over 50 Employment rate for people with disabilities		% %	26.8 2.79	29.7 2.68	33.5 2.35	36.4 2.30	38.8 2.24	Morinaga & Co., Ltd. Morinaga & Co., Ltd.	End of each fiscal year (as of March 31
hare of women in total workforce		%	21.0	21.4	21.8	23.0	23.6	Morinaga & Co., Ltd.	Jan Jan (as of March 51
Ratio of women in STEM-related positions		%	-	-	-	37.8	38.9	Morinaga & Co., Ltd.	•Beginning of each fiscal year(as of Ap
No. of female managers		People				_	23	Morinaga & Co., Ltd.	·Calculation method changed from
NO. Of Terriale Intallagers		reopie		_	_		23	iviorinaga & Co., Ltd.	FY2024/3 (unified with the calculating standard for securities reports)
									·As of April 1 (The begining date of
									fiscal year)
									•Calculation method has been change from FY2024/3 (unified with the calcu
									standard based on "Act on Promotion
atio of female managers		%	7.7	8.3	9.4	11.6	11.9	Morinaga & Co., Ltd.	Women's Participation and Advancem 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 us
									for comparison with the latest fiscal years FY2024/3.
Ratio of female junior managers		0/2				12.4	13.3	Morinaga % Ca. Lt-L	
Ratio of female junior managers		0/	- 4 E	- 0.4	- 6.2			Morinaga & Co., Ltd.	Beginning of each fiscal year (as of Ap
Ratio of female managers and above		%	4.5	9.4	6.3	6.7	6.4	Morinaga & Co., Ltd.	Includes Senior Executive Officers as o
Ratio of female directors		70	22.2	16.7	28.6	20.0	26.7	Morinaga & Co., Ltd.	April 1, 2021
Share of women in management positions n revenue-generating functions (sales)		%	-	-	-	2.0	2.8	Morinaga & Co., Ltd.	Beginning of each fiscal year (as of Ap
Average Wages by Gender	Male	Yen	-	-	665,953	663,571	665,674	Morinaga & Co., Ltd.	Monthly wage converted from annual
J	Female Male	Yen	-	-	485,754 1 236 048	411,750	512,483 1,081,976		income(Excluding seconded employees) Monthly wage converted from annual
Average Wages by Gender (Senior Managers)	Male Female	Yen Yen			1,236,048 1,278,366	1,147,429 1,123,408	1,081,976 1,077,004	Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)
Average Wages by Gender (General Managers)	Male	Yen	-	-	843,640	809,073	782,787	Morinaga & Co., Ltd.	Monthly wage converted from annual
	Female Male	Yen Yen	-	-	788,179 643,404	791,351 649,845	768,465 644,864	g. 27 30, Etd.	income(Excluding seconded employees) Monthly wage converted from annual
Average wages by gender (senior general employees) ——	IVIUIC	Yen	-	-	507,960	541,016	530,604	Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding seconded employees)

		_		_	_	_	_		
Average Wages by Gender (Beginner level general	Male	Yen	-	-	411,932	404,918	427,940	Marinaga & Co. Ltd	Monthly wage converted from annual
employees)	Female	Yen	-	-	391,089	312,625	409,149	- Morinaga & Co., Ltd.	income(Excluding seconded employees)

Supporting amount with "One Chocolate for One Smile" campaign

	Male People	FY2020/3 17 53.1%	FY2021/3 19 44.2%	FY2022/3 16 44.4%	FY2023/3 21 65.6%	FY2024/3 18 38.3%	Scope	Remark
	emale People	15 46.9%	24 55.8%	20 55.6%	11 34.4%		Morinaga & Co., Ltd.	Includes seconded employees and
	otal People	32 100.0%	43 100.0%	: +	32 100.0%	47 100.0%	-l	associate employees
Reinstatement rate	0/		·	:	,	<u> </u>		
(ratio of employees returning to work after a leave of absence)	%	100.0	100.0	96.0	94.4	100.0	Morinaga & Co., Ltd.	
No. of employees utilizing shorter work hour system	Male People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	_	Applicable number of regular employees
for childcare Fe	emale People	26 100.0%	28 100.0%	:	29 100.0%	•	Morinaga & Co., Ltd.	as of the end of each fiscal year
<u></u>	otal People	26 100.0%	28 100.0%	· · ·	29 100.0%	35 100.0%		
No. of employees wishing to be reemployed after retirement	People	72	16	22	14	17	Morinaga & Co., Ltd.	
Reemployment rate of post retirement employees	%	89.0	80.0	80.0	93.3	77.3	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	1,943	1,945	1,961	1,946	1,933	Morinaga & Co., Ltd.	
Average overtime hours (per employee)	hour/month	15.1	13.3	15.0	13.0	14.1	Morinaga & Co., Ltd.	
Days of annual paid leave acquired	Day	12.6	11.7	12.1	14.1	14.4	Morinaga & Co., Ltd.	
Annual paid leave acquisition rate	%	65.8	62.6	68.2	74.7	76.3	Morinaga & Co., Ltd.	
No. of employees acquiring nursing care leave	People	0	0	0	2	1	Morinaga & Co., Ltd.	
Average training time per employee			0	0.0	12.2	21.7	M 0. C	TI
(Regular emploee of Morinaga & Co., Ltd.)	Hour	-	8	8.8	13.2	21.7	Morinaga & Co., Ltd.	The scope changed from FY2023/3
Average training cost per employee	Yen		49,000	58 000	68,000	68,200	Morinaga & Co., Ltd.	
(Regular emploee of Morinaga & Co., Ltd.)		-	1 3,000	58,000	·	•	iviorinaya & Co., Llu.	
	Male %	-	-	5.5	5.2	4.8		Includes the number of seconded
Promotion rate Fe	emale %	-	_	1.9	1.9	2.6	Morinaga & Co., Ltd.	employees
T	otal %	-	-	7.4	7.1	7.4		employees
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	Group	
	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
Rate of stress check implementation	%	100.0	97.1	96.1	95.3	97.5	Morinaga & Co., Ltd.	
Percentage of highly-stressed employees on Stress check	%	11.0	11.2	11.4	11.4	11.9	mormaga et ee, ztar	
Presenteeism (Loss)	%	-	-	-	24.0	21.5		
Absenteeism	%	0.61	1.07	0.85	0.99	1.19		
Work engagement	,,,	51.3	51.4	51.4	51.3	51.0		
Percentage of employees participating in health checkups	%	100.0	100.0	100.0	100.0	100.0	Morinaga & Co., Ltd.	
Percentage of employees maintaining proper body weight (BMI	I 18.5-25) %	61.5	59.7	58.5	59.4	TBC	mormaga et ee, ztar	
Percentage of employees participating in specific health checkup		96.4	79.5	83.2	98.8	ТВС		*Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome
Percentage of specific health support implemented	%	42.6	37.9	38.1	38.0	TBC		on metabolic syndrome
Percentage of Smokers	%	28.8	26.2	26.2	25.6	TBC		
LTIFR: Lost-Time Injury Frequency Rate		0.00	0.52	0.00	0.25	0.49	Morinaga & Co., Ltd.	Incidence rate of fatalities and injuries du 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*	1.20	1.21	1.31	1.25	1.29		*Source: Occipational accident trend survey (Ministry of Health, Labour and Welfare)
Severity Rate		0.00	0.01	0.00	0.00	0.00		
TRIR: Total Recordable Injury Rate		1.05	2.33	1.30	1.01	2.45	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)		-	0	0	0	0	Morinaga & Co., Ltd.	
orporate Citiznship								
		EV/2022 /2	FV2024/2	EV(2022 /2	F)/2022 /2	EV(202.4./2	C	ID a see and
Supporting amount with "One Chocolate for One Smile" campaid	Unit On Von	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope & Co. Ltd	Remark

22,476,527

20,566,310

20,369,542

Morinaga & Co., Ltd.

Yen

Governance

orporate G	overnance								
			Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3 So	cope
		Male	People	6 85.7%	6 85.7%	5 83.3%	6 85.7%	6 100.0%	
	Interrnal directors	Female	People	1 14.3%	1 14.3%	1 16.7%	1 14.3%	0 0.0%	
		Total	People	7 100.0%	7 100.0%	6 100.0%	7 100.0%	6 100.0%	
l . £		Male	People	1 50.0%	1 33.3%	1 25.0%	2 50.0%	1 33.3%	
mber of ectors	Independent outside directors	Female	People	1 50.0%	2 66.7%	3 75.0%	2 50.0%	2 66.7%	
CLOIS		Total	People	2 100.0%	3 100.0%	4 100.0%	4 100.0%	3 100.0%	
		Male	People	7 77.8%	7 70.0%	6 60.0%	8 72.7%	7 77.8%	
		Female	People	2 22.2%	3 30.0%	4 40.0%	3 27.3%	2 22.2%	
		Total	People	9 100.0%	10 100.0%	10 100.0%	11 100.0%	9 100.0%	
	Interrnal 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%	Morinaga & Co., Ltd.
		Total	People	1 100.0%	1 100.0%	1 100.0%	1 100.0%	1 100.0%	
umber of		Male	People	3 100.0%	3 100.0%	3 100.0%	3 100.0%	2 66.7%	
atutory	Independent outside statutory auditors	Female	People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	normaga & co., Ltd.
litors		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%	4 100.0%	3 75.0%	
	Aggregate total	Female	People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.0%	
		Total	People	4 100.0%	4 100.0%	4 100.0%	4 100.0%	4 100.0%	
. of times Bo	pard of Directors meetings held		Times	16	16	16	15	15	
tendance rat	e for Board of Directors meetings		%	100	99	99	98.6	99.1	
o. of times Bo	pard of Auditors meetings held		Times	21	16	16	16	16	
tendance rat	e for Board of Auditors meetings		%	100	100	100	100	98.4	
umber of me	etings of the Officer Personnel Compen	sation Committee	Times	-	11	7	3	6	
emuneration	for internal directors *1		Million yen	169	175	207	212	249	
emuneration			Million yen	48	47	54	56	54	
emuneration	for outside directors		Million yen	20	27	39	39	41	

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

ompliance								
	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
Political contribution	Yen	0	0	0	0	0		#4.B
No. of cases of anti-corruption violations	Cases	0	0	0	0	0		
Anti-corruption violation fine amount	Yen	0	0	0	0	0	Damastia susun	
No. of cases of legal violations	Cases	1 *4	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		