Environment

reenhouse ga	ac emiccionc								
Greenhouse gas e	emissions (Scope1, 2)	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
omestic group+0	Overseas group Total: Scope1+Scope2	t -CO2e	78,006	78,475	86,121	87,095	81,459	Crown	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 sinc
	Total: Scope1+Scope2 (Market standard)	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 sind
_	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
	Total: Scope1+Scope2 (Location standard)	t -CO2e	10,562	9,544	10,405	10,843	11,658		Covered by third party guarantee sinc
Overseas group _	Scope1	t -CO2e	3,392	3,276	3,654 6.751	4,020	4,384	Overseas group	FY2023
	Scope2 (Location standard)	t -CO2e	7,170	6,268	6,751	6,823	7,274		
	emissions (Scope3)	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
	Purchased Goods and Services Capital goods	t -CO2e t -CO2e	248,003 28,225	257,038 60,373	270,001 53,716	294,823 19,474	325,263 37,677	Domestic group Group	Raw materials and OEM products
	Fuel- and Energy-Related Activities	t -CO2e	7,271	7,505	8,244	8,268	8,255	Domestic group	
	Upstream transportation and distribution	t -CO2e	15,809	13,671	10,017	12,735	18,679	Morinaga & Co., Ltd.	
	Waste generated in operations Business travel	t -CO2e t -CO2e	1,690 618	1,657 539	1,795 535	1,730 551	1,736 564	Domestic group Domestic group	
	Employee commuting	t -CO2e	1,607	1,334	1,365	1,514	1,536	Domestic group	
	Upstream leased assets Downstream transportation and distribution	t -CO2e t -CO2e	556	374	394	410	405	Morinaga & Co., Ltd.	- Not relevant
	Processing of sold products	t -CO2e	-	-	-	-	-		- Not relevant
	Use of Sold Products	t -CO2e	-	-			-		- Not relevant
	End-of-life treatment of sold products Downstream leased assets	t -CO2e t -CO2e	6,603	6,913	6,772	7,181	6,847	Domestic group	- Not relevant
Category14 F		t -CO2e	-	-	_	_	-		- Not relevant
Category15 I		t -CO2e	-	-	-	<u></u>	-		- Not relevant
	Other (Upstream) Other (Downstream)	t -CO2e t -CO2e	-	-	- -	-	-		- Not rated - Not rated
				,		•		•	•
ergy									
nergy consumpti		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
E	Energy consumption Total Electric power	MWh MWh	219,647 106,008	228,481 110,047	244,488 120,879	244,534 121,241	234,454 121,037	_	
	Heat supply	GJ	0	0	290	509	581		
omestic group	City Gas	1,000㎡	9,331	9,743	10,162	10,137	10,082		
3 1	LPG kerosene	k I	35 53	30 46	32 48	31 46	27 45	Domestic group	Covered by third party guarantee sind FY2020
	gasoline	k I	22	22	22	17	19		
	Light oil	k I	10	8	8	8	19		
	Recyclable energy consumption Total recyclable energy (purchased or generated)	MWh MWh	0	0	5	12 12	770 770	_	
	Energy consumption	MWh	-	-	-	-	42,533		Covered by third party guarantee sinc
_	Recyclable energy consumption Total recyclable energy (purchased or generated)	MWh MWh	-	-	-	-	558	Overseas group	FY2023
	rotal recyclable energy (parenasea or generatea)	1.4.44		-	-	-	1 558		
				<u>-</u>	-	-	558		
oduction wei	ight					_	558		
		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
		Unit t	FY2020/3 -			FY2023/3 143,239		Scope Group	Remark
roduction weight	t	Unit t			FY2022/3		FY2024/3		Remark
roduction weight	t	Unit t			FY2022/3		FY2024/3		Remark
roduction weight	waste Primary raw materials	t	FY2020/3 41,342	FY2021/3 - FY2021/3 45,617	FY2022/3 138,175 FY2022/3 42,359	143,239 FY2023/3 41,427	FY2024/3 147,082 FY2024/3 39,676	Group	
roduction weight	Primary raw materials sumption Secondary raw materials	t	FY2020/3 41,342 49,883	FY2021/3 - FY2021/3 45,617 51,381	FY2022/3 138,175 FY2022/3 42,359 53,292	FY2023/3 41,427 54,046	FY2024/3 147,082 FY2024/3 39,676 55,790	Group	
roduction weight	waste Primary raw materials	t	FY2020/3 41,342	FY2021/3 - FY2021/3 45,617	FY2022/3 138,175 FY2022/3 42,359	143,239 FY2023/3 41,427	FY2024/3 147,082 FY2024/3 39,676	Group	
roduction weight	Primary raw materials Secondary raw materials Total Paper Cardboard	t	FY2020/3 41,342 49,883 91,226	FY2021/3 - FY2021/3 45,617 51,381 96,998 13,857 10,938	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499	FY2023/3 41,427 54,046 95,473 10,998 10,529	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128	Group	
roduction weight	Primary raw materials Secondary raw materials Total Paper	t	FY2020/3 41,342 49,883 91,226	FY2021/3 - FY2021/3 45,617 51,381 96,998 13,857	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632	FY2023/3 41,427 54,046 95,473 10,998	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947	Scope	
sources and	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass ption Steel	t	FY2020/3 41,342 49,883 91,226	FY2021/3 - FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0	Scope Domestic group	
roduction weight sources and aw materials con	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass ption Steel Aluminum	t	FY2020/3 41,342 49,883 91,226	FY2021/3 - FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203	FY2022/3 138,175 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	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 0 256	Scope Domestic group	
sources and	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass ption Steel	t	FY2020/3 41,342 49,883 91,226	FY2021/3 - FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0	Scope Domestic group	
sources and	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass ption Steel Aluminum Other	Unit t t t t t t t t t t t t	FY2020/3 41,342 49,883 91,226 0	FY2021/3 - FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382	FY2022/3 138,175 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	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843	Scope Domestic group production sites	Remark
sources and aw materials con	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total	t	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3 FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3	FY2023/3 41,427 54,046 95,473 10,998 10,529 5,086 0 0 219 581 27,414	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3	Scope Domestic group	
roduction weight sources and aw materials consumptions aper	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass ption Steel Aluminum Other	Unit t t t t t t t t t t t t t t t t t	FY2020/3 41,342 49,883 91,226 0 FY2020/3 -	FY2021/3 FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795	FY2022/3 138,175 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 0 219 581 27,414 FY2023/3 21,527	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	Scope Domestic group production sites	Remark
roduction weight sources and aw materials consumptions aper	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total 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	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3 FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 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	FY2024/3 147,082 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	Scope Domestic group production sites Scope	Remark
roduction weight sources and aw materials consumptions aper packaging	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass ption Steel Aluminum Other Total 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	FY2020/3 41,342 49,883 91,226 0 FY2020/3 -	FY2021/3 FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795	FY2022/3 138,175 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 0 219 581 27,414 FY2023/3 21,527	FY2024/3 147,082 FY2024/3 39,676 55,790 95,466 10,947 10,128 4,935 0 0 256 577 26,843 FY2024/3 21,075	Scope Domestic group production sites Scope Domestic group	Remark
aw materials consumptions and aper 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)	Unit t t t t t t t t t t t t t t t t t t	FY2020/3 41,342 49,883 91,226	FY2021/3 FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	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	FY2024/3 147,082 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 99.7	Scope Domestic group production sites Scope Domestic group	Remark
aw materials consumptions and a serial consumptions and a serial consumptions aper packaging material)	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total For a 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 * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	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	FY2024/3 147,082 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 99.7 FY2024/3 9,798	Scope Domestic group production sites Scope Domestic group production sites	Remark R
aw materials consumptions and a ser packaging material) Vaste	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)	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226	FY2021/3 FY2021/3 45,617 51,381 96,998 13,857 10,938 4,821 0 0 203 563 30,382 FY2021/3 24795 95.2 32.9	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	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	FY2024/3 147,082 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 99.7	Scope Domestic group production sites Scope Domestic group production sites	Remark Remark Remark *1 Including energy and material recovery a incineration
roduction weight sources and law materials consump aper (packaging material) Vaste	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total Total For a 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 * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8	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	FY2024/3 147,082 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 99.7 FY2024/3 9,798	Scope Scope Scope Domestic group production sites Scope Scope Scope Scope Scope	Remark Remark Remark *1 Including energy and material recovery a incineration
roduction weight sources and law materials consump aper (packaging material) Vaste Vaste Vaste Omestic group	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 Total Recycling volume *1	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3 9,556 9,553	FY2021/3 FY2021/3 45,617 51,381 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	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 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	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778	Scope Domestic group production sites Scope Scope Domestic group production sites Scope Domestic group production sites	Remark 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
roduction weight sources and aw materials consumption aper (packaging material) Vaste Vaste Vomestic group production Figure 1	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 Total Recycling volume *1 Recycling volume *2	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3 9,556 9,553	FY2021/3 FY2021/3 45,617 51,381 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	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 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	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778 9,227	Scope Scope Scope Domestic group production sites Scope Scope Scope Scope Scope	Remark Remark Remark *1 Including energy and material recovery a incineration *2 Excluding energy and material recovery a incineration from *1
aper packaging material) Vaste Vaste Vaste Pomestic group production sites	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 Total Recycling volume *1 Recycling volume *3 Incineration volume Specially controlled industrial waste	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3 FY2021/3 45,617 51,381 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	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 9,749 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 9,079 2 473 2	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778 9,227 20 551 13	Scope Domestic group production sites Scope Scope Domestic group production sites Scope Domestic group production sites	Remark 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
roduction weight sources and law materials consump raper (packaging material) Vaste Vaste Vomestic group production sites	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total FSC certified paper introduction ratio (weight ratio) Waste emissions Total Recycling volume *2 Final landfill volume Specially controlled industrial waste Nox emissions Primary raw materials Secondary raw materials Secon	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3 FY2021/3 45,617 51,381 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	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 9,749 7 1,087	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 9,079	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778 9,227 20 551	Scope Domestic group production sites Scope Scope Domestic group production sites Scope Domestic group production sites	Remark 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
aper packaging material) Vaste Vaste Vomestic group production sites Overseas group Overseas group Overseas group	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total FSC certified paper introduction ratio (weight ratio) Waste emissions Total Recycling volume Final landfill volume Specially controlled industrial waste Nox emissions FSC cemissions FSC	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 9,749 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 9,079 2 473 2 30 0	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0	Scope Domestic group production sites Scope Scope Domestic group production sites Scope Domestic group production sites	Remark 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
Alaterials consumptions of the sources and sources are sources and sources and sources and sources are sources are sources and sources are sources are sources and sources are	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total Total FSC certified paper introduction ratio (weight ratio) Waste emissions Total Recycling volume *2 Final landfill volume Specially controlled industrial waste Nox emissions Primary raw materials Secondary raw materials Secon	Unit t t t t t t t t t t t t t t t t t * ** Unit ** Un	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3 FY2021/3 45,617 51,381 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	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 97.5 74.8 FY2022/3 10,843 10,836 9,749 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 9,079 2 473 2 30	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14	Scope Domestic group production sites Scope Domestic group production sites Scope Domestic group production sites	Remark 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
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Production weight Sources and Raw materials consumption Paper (packaging material) Naste Vaste Domestic group production sites	Primary raw materials Secondary raw materials Total Paper Cardboard Plastic Glass Steel Aluminum Other Total FSC certified paper, recycled paper, etc.) FSC certified paper introduction ratio (weight ratio) Waste emissions Total Recycling volume *2 Final landfill volume Specially controlled industrial waste Nox emissions Waste emissions Waste emissions Fox emissions Sox emissions Fox emissi	Unit t t t t t t t t t t t t t t t t t t	FY2020/3 41,342 49,883 91,226 0 FY2020/3	FY2021/3 FY2021/3 45,617 51,381 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	FY2022/3 138,175 FY2022/3 42,359 53,292 95,651 12,632 10,499 4,926 0 0 202 586 28,844 FY2022/3 23,131 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 30,075.5	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 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	FY2024/3 147,082 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 99.7 FY2024/3 9,798 9,778 9,227 20 551 13 14 0 868 FY2024/3 5,310 4,721 5849 28.491 88.9 ▲70 2,585.2	Scope Domestic group production sites Scope Domestic group production sites Scope Overseas group production sites Scope Scope	Remark 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 dispof in landfills Remark New accounting standards have been applied since FY2021

/ater	ter											
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					
	Industrial water	1,000 m³	305	292	268	263	266	Domestic anous	Covered by third party guarantee since			
	Well water	1,000 m³	1075	1078	996	1,095	954	Domestic group	FY2020			
-	Total	1,000 m³	1593	1602	1,599	1,706	1,631					
Overseas group	Taiwan	1,000 m ³	116.139	141.318	143	158	171		Covered by third party guarantee since			
	China	1,000 m ³	17.184	11.126	15	19	19	Oversees group				
-	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 m ³	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				

nvironmental 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

mployees									
		Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
No. of full-time employees	Male Female	People People	1,290 79.1% 343 20.9%	1,298 79.0% 353 21.0%	1,297 78.6% 361 21.4%	1,286 77.0% 385 23.0%	1,287 76.4% 398 23.6%	Morinaga & Co., Ltd.	Includes seconded employees
	Total	People	1,633 100.0%	1,651 100.0%	1,658 100.0%	1,671 100.0%	1,685 100.0%		. ,
No. of temporary employees	Male Female	People People	241 55.8% 208 44.2%	243 53.7% 184 46.3%	264 56.9% 252 43.1%	244 37.1% 413 62.9%	276 38.4% 443 61.6%	Morinaga & Co., Ltd.	Number of associate employees as of th
	Total	People	449 100.0%	427 100.0%	516 100.0%	657 100.0%	719 100.0%		end of each fiscal year (as of March 31)
Average age	Male Female	Years Years	43.6 40.0	43.8 40.2	44.0	44.6 40.7	44.9 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 employees	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%	951 100.0% 257 21.9%		
Domestic affiliated companies No. of temporary employees	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	1,174 100.0% 3,093		
Japan-based employee ratio		%	-	80	79.5	78.2	76.4	Croup	
Taiwan-based employee ratio US-based employee ratio		%	-	7	9.1 7.3	8.9 8.8	9.5 8.6	Group	
Employee ratio in China	Male	% People	41 73.2%	3 42 61.8%	3.8 37 63.8%	3.7 34 56.7%	4.1 37 68.5%		
No. of new recruits	Female	People	15 26.8%	26 38.2%	21 36.2%	26 43.3%	17 31.5%	Morinaga & Co., Ltd.	Includes new graduates / mid-careers
	Total	People	56 100.0%	68 100.0%	58 100.0%	60 100.0%	54 100.0%		
	Male	Unit %	FY2020/3 -	FY2021/3 -	FY2022/3 12.1	FY2023/3 16.7	FY2024/3 14.8	Scope	Remark
Mid-career hires rate	Female	%	-	-	10.3	15.0	11.1	Morinaga & Co., Ltd.	
	Total Male	% %		-	22.4 1.7	31.7 1.7	25.9 1.9		
Under 30	Female	%	-	-	1.7	3.3	3.7	Morinaga & Co., Ltd.	
Mid-career hires	Total Male	%	-	<u>-</u>	3.4 6.9	5.0 13.3	5.6 14.8		
Mid-career hires Between the ages of 30 and 50 rate by age	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	<u> </u>	
Board member	Female Total	% %		-	0.0	0.0	0.0	Morinaga & Co., Ltd.	
rate by	Male	%	-	-	5.2	3.3	3.7		
management level employee management	Female Total	% %		-	1.7 6.9	3.3	0.0 3.7	Morinaga & Co., Ltd.	
level	Male	%	-	-	6.9	13.3	14.8	Marinaga & Ca Itd	
other employee	Female Total	%	-	-	8.6 15.5	15.0 28.3	16.7 31.5	Morinaga & Co., Ltd.	
Domestic affiliated companies No. of new recruits	Male Female	People People	31 45.6% 37 54.4%	58 62.4% 35 37.6%	43 45.3% 52 54.7%	81 75.7% 26 24.3%	36 42.4% 49 57.6%	Domestic group	Includes new graduates / careers
Domestic armiated companies No. or new recruits	Total	People	68 100.0%	93 100.0%	95 100.0%	107 100.0%	85 100.0%	- 1	includes flew graduates / careers
Turnover rate (overall)	Male Female	% %	-	-	0.8	1.7 0.4	1.4 0.4	Morinaga & Co., Ltd.	Includes the number of seconded
	Total	%	1.1	2.3	1.5	2.2	1.8	Wormaga & Co., Ltd.	employees
Voluntary turnover rate	Male Female	%	-	-	0.8	1.6 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	1	employees
Turnover rate Between the ages of 30 and 50	Male Female	% %	-		0.8	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	0.3	1.2 0.0	Morinaga & Co., Ltd.	Includes the number of seconded
	Total Male	%	-	-	0.9 0.6	1.5 1.2	1.2 1.0		employees
Turnover rate Management level employee	Female	%	-	-	0.0	0.0	0.0	Morinaga & Co., Ltd.	Includes the number of seconded employees
management	Total Male	%	-	-	0.6	1.2 1.9	1.0 1.6		
level) other employee	Female	%	-	-	0.9	0.6	0.5	Morinaga & Co., Ltd.	Includes the number of seconded employees
Turnover rate (turnover rate of new graduates with les	Total ss than three years of	% %	4.5	2.3	3.0	2.5 3.7	3.0	Morinaga & Co., Ltd.	
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 Percentage of employees over 50	ΣU	% %	66.8 26.8	58.0 29.7	53.3 33.5	50.2 36.4	47.3 38.8	Morinaga & Co., Ltd. Morinaga & Co., Ltd.	
Employment rate for people with disabilities		% 0/2	2.79	2.68	2.35	2.30	2.24	Morinaga & Co., Ltd.	End of each fiscal year (as of March 31)
Share of women in total workforce Ratio of women in STEM-related positions		%	21.0	21.4	21.8	23.0 37.8	23.6 38.9	Morinaga & Co., Ltd. Morinaga & Co., Ltd.	
									• Beginning of each fiscal year(as of April
No. of female managers		People	-	-	-	-	23	Morinaga & Co., Ltd.	•Calculation method changed from FY2024/3 (unified with the calculating
									standard for securities reports)
									 As of April 1 (The begining date of each fiscal year) Calculation method has been changed from FY2024/3 (unified with the calculation)
Ratio of female managers		%	7.7	8.3	9.4	11.6	11.9	Morinaga & Co., Ltd.	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	Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April
Ratio of female managers and above		%	4.5	9.4	6.3	6.7	6.4	Morinaga & Co., Ltd.	J 2 2221 12 221 (43 01 / (p)11
Ratio of female directors		%	22.2	16.7	28.6	20.0	26.7	Morinaga & Co., Ltd.	Includes Senior Executive Officers as of
Share of women in management positions		%	_		_	2.0	2.8	Morinaga & Co., Ltd.	April 1, 2021 Beginning of each fiscal year (as of April
in revenue-generating functions (sales)	Male	Yen	-	-	665,953	663,571	665,674		Monthly wage converted from annual
Average Wages by Gender	Female	Yen	-	-	485,754	411,750	512,483	Morinaga & Co., Ltd.	income(Excluding seconded employees)
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)
	Male	Yen	-	-	843,640	809,073	782,787	Morinaga & Co., Ltd.	Monthly wage converted from annual
Average Wages by Gender (General Managers)	F '	\/		_	788,179	791,351	768,465	- ·	income(Excluding seconded employees)
	Female Male	Yen Yen	-	-	643,404	649,845	644,864	Morinaga 9: C- 1: 1	Monthly wage converted from annual
Average Wages by Gender (General Managers) Average wages by gender (senior general employees) Average Wages by Gender (Beginner level general	Male		+	+		·	•	Morinaga & Co., Ltd.	

Supporting amount with "One Chocolate for One Smile" campaign

March Propaga March Propaga March Propaga March Propaga March Marc			Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
The Comment of the Co		Male	People	17 53.1%	19 44.2%	16 44.4%	21 65.6%	•	'	
March Marc	No. of employees taking childcare leave	Female	People	15 46.9%	24 55.8%	20 55.6%	11 34.4%	29 61.79	Morinaga & Co., Ltd.	
Section of mental processes and the an investment of the antime of the		Total	People	32 100.0%	43 100.0%	36 100.0%	32 100.0%	47 100.09	%	associate employees
Fearly Pearly P		sence)	%	100.0	100.0	96.0	94.4	100.0	Morinaga & Co., Ltd.	
Part	No of ampleyees utilizing shorter work hour systems	Male	People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.09	%	Applicable number of regular appleyees
No. of supplypase contings to bias intemplying at the intemplying of the interplace of the intemplying of the interplace of the intemplying of the interplace of the intemplying of the interplace of the inter		Female	People	26 100.0%	28 100.0%	29 100.0%	29 100.0%	35 100.09	% Morinaga & Co., Ltd.	
Second Description of the Control	Tor crinicare	Total	People	26 100.0%	28 100.0%	29 100.0%	29 100.0%	35 100.09	%	as of the end of each fiscal year
Recomplayment take of past recisionant employees 9	No. of employees wishing to be reemployed after retirem	nent	People	72	16	22	14	17	Morinaga & Co., Ltd.	
Average occurrine house (per complayee) Average occurrine house (per complayee) Proposed amount paid leave exquisived Proposed amoun	Reemployment rate of post retirement employees		%	89.0	80.0	80.0	93.3	77.3	Morinaga & Co., Ltd.	retirement age (including those who do
Page of annual panel serve acquiried Day 12.6 11.7 12.1 14.1 14.4 Monrings & Co., Lot	Annual Total Labor Hours (per employee)		hour	1,943	1,945	1,961	1,946	1,933	Morinaga & Co., Ltd.	
Amenal per larve expulsion rate () 5 58.8 6.2 74.7 76.3 Wornings & Co., Ltd. () Nor displyoses, Anguing naming one larve with the service of th	Average overtime hours (per employee)		hour/month	15.1	13.3	15.0	13.0	14.1	Morinaga & Co., Ltd.	
No. of employees acquiting maring care leave People O O O O C C D Moltraga & Co., Ltd.	Days of annual paid leave acquired		Day	12.6	11.7	12.1	14.1	14.4	Morinaga & Co., Ltd.	
Moure Secretary Moure Secretary	Annual paid leave acquisition rate		%	65.8	62.6	68.2	74.7	76.3	Morinaga & Co., Ltd.	
Regular emplace of Muninaga & Co., Ltd. 1	No. of employees acquiring nursing care leave		People	0	0	0	2	1	Morinaga & Co., Ltd.	
Maile No. No	Average training time per employee (Regular emploee of Morinaga & Co., Ltd.)		Hour	-	8	8.8	13.2	21.7	Morinaga & Co., Ltd.	The scope changed from FY2023/3
Mole No.	Average training cost per employee (Regular emploee of Morinaga & Co., Ltd.)		Yen	-	49,000	58,000	68,000	68,200	Morinaga & Co., Ltd.	
Promotion note Promotion		Male	%	-	-	5.5	5.2	4.8		In almala a the second of the
Total 75 -	Promotion rate	Female	%	-	-	1.9	1.9	2.6	Morinaga & Co., Ltd.	
Ratio of union members		Total	%	-	-	7.4	7.1	7.4		employees
Unit FY2020/3 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
Rate of target check implementation	Ratio of union members		%	-	57.5	57.2	70.0	70.3	Group	
Rate of target check implementation			Unit	EV2020/2	EV2021/2	EV2022/2	EV2022/2	EV2024/2	Ccono	Domark
Percentage of Stress check % 11.0 11.2 11.4 11.4 11.9	Pate of stress shock implementation		0/2						·	Remark
Presentage of employees participating in specific health checkups Percentage of specific health support implemented Percentage of specific health support implemented Percentage of specific health support implemented Percentage of Smokers Percentage of Smokers	·	,	0/2						Iviorinaga & Co., Ltu.	
Absentocism Security Rate		•	0/2				-			
S1.3 S1.4 S1.3 S1.0			0/2				-			
Percentage of employees participating in health checkups			70							
Percentage of employees maintaining proper body weight (BMI 18.5-25) % 61.5 59.7 58.5 59.4 TBC Percentage of employees participating in specific health checkup* % 96.4 79.5 83.2 98.8 TBC Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome on metabolic syndrome on metabolic syndrome. Percentage of specific health support implemented % 42.6 37.9 38.1 38.0 TBC Incidence rate of fatalities and injuries of to occupational accident per million total working hours at domestic factories (excluding the number of injured and side people on holidays) Number of occupational accident fatalities (regular employees) People 0 0 0 0 0 0 Morinaga & Co., Ltd. **Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome **Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome **Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome **TBC** **Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome **IBC** **IBC** **IBC** **IDC** **		.c	0/2						Morinaga & Co. Ltd	
Percentage of employees participating in 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 Percentage of Smokers % 28.8 26.2 26.2 25.6 TBC LTIFR: Lost-Time Injury Frequency Rate O,00 0,52 0,00 0,25 0,49 Morinaga & Co., Ltd. Average value of Japanese manufacturing industry* O,00 0,01 0,00 0,00 0,00 0,00 Severity Rate 1,05 2,33 1,30 1,01 2,45 Morinaga & Co., Ltd. Severity Rate Number of occupational accident fatalities (regular employees) People 0 0 0 0 0 0 Morinaga & Co., Ltd. Percentage of specific health checkup is telliple for people who age 40-75 to check focusing on metabolic syndrome TBC Percentage of Specific health support implemented 18.2 Source (Specific health support in people who age 40-75 to check focusing on metabolic syndrome TBC Percentage of Specific health support implemented 18.2 Source (Specific health support in people who age 40-75 to check focusing on metabolic syndrome Incidence rate of fatalities and injuries due to occupational accident trend support implemented 19.2 Source (Specific health support implemented 19.2 Source (Specific health support in people who age 40-75 to check focusing on metabolic syndrome Incidence rate of fatalities and injuries due to occupational accident fatalities (regular employees) People 0 0 0 0 0 0 0 Morinaga & Co., Ltd. Percentage of Specific health support implemented 19.2 Source (Specific health support 19.2 Source (Specific health suppor			0%		 				Wormaga & Co., Ltd.	
Percentage of specific health support implemented % 42.6 37.9 38.1 38.0 TBC Incidence rate of fatalities and injuries of to occupational accident sper million tot occupational accident fatalities (regular employees) People 0 0 0 0 0 0 0 0 0			%							people who age 40-75 to check focusing
Percentage of Smokers	Percentage of specific health support implemented		%	42.6	37.9	38.1	38.0	TBC		on metabolic syndrome
LTIFR: Lost-Time Injury Frequency Rate 0.00 0.52 0.00 0.55 0.49 Morinaga & Co., Ltd. Incidence rate of fatalities and injuries du to occupational accidents per million tot working hours at domestic factories (excluding the number of injured and sic people who did not leave) Number of occupational accident fatalities (regular employees) Pople 0.00 0.52 0.00 0.55 0.49 Morinaga & Co., Ltd. Incidence rate of fatalities and injuries du to occupational 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) **Incidence of fatalities and injuries due to occupational accidents per million total working hours at domestic factories (including the number of injured and sic 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 (regular employees)			%							
of Japanese manufacturing industry* Severity Rate 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 Incidence of fatalities and injuries due to occupational accidents per million total working hours at domestic factories (including the number of injured and sic people who did not leave) Number of occupational accident fatalities (regular employees) People 0 0 0 0 0 0 0 0 0 0 Morinaga & Co., Ltd.	LTIFR: Lost-Time Injury Frequency Rate								Morinaga & Co., Ltd.	(excluding the number of injured and sick
TRIR: Total Recordable Injury Rate 1.05 2.33 1.30 1.01 2.45 Morinaga & Co., Ltd. working hours at domestic factories (including the number of injured and sic people who did not leave) Number of occupational accident fatalities (regular employees) People 0 0 0 0 Morinaga & Co., Ltd.			of Japanese manufacturing	1.20	1.21	1.31	1.25	1.29		survey (Ministry of Health, Labour and
TRIR: Total Recordable Injury Rate 1.05 2.33 1.30 1.01 2.45 Morinaga & Co., Ltd. working hours at domestic factories (including the number of injured and sic people who did not leave) Number of occupational accident fatalities (regular employees) People 0 0 0 0 Morinaga & Co., Ltd. Number of occupational accident fatalities (regular employees)	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.	working hours at domestic factories (including the number of injured and sick
						l	Į.			
Transport of the state of the s	Number of occupational accident fatalities (regular empl	ovees)	People	0	0	n	0	n	Morinaga & Co. Ltd	

FY2022/3

22,476,527

FY2023/3

20,566,310

FY2024/3

20,369,542

Scope

Morinaga & Co., Ltd.

Remark

Unit

Yen

FY2020/3

FY2021/3

Governance

porate de	overnance										
			Unit	FY2020/	' 3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	Scope	Remark
		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%		
umber of	_	Male	People	1	50.0%	1 33.3%	1 25.0%	2 50.0%	1 33.3%		
rectors	Independent outside directors	Female	People	1	50.0%	2 66.7%	3 75.0%	2 50.0%	2 66.7%		
icciois		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%		
	Aggregate total	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	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%		
	additors	Total	People	1	100.0%	1 100.0%	1 100.0%	1 100.0%	1 100.0%		
umber of	Independent outside statutory Male	Male	People	3	100.0%	3 100.0%	3 100.0%	3 100.0%	2 66.7%		
atutory	auditors -	Female	People	0	0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	Intormaga & Co., Eta.	
ıditors		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%		
o. of times Bo	oard of Directors meetings held		Times	16		16	16	15	15		
Attendance rate for Board of Directors meetings		%	100		99	99	98.6	99.1			
No. of times Board of Auditors meetings held		Times	21		16	16	16	16			
tendance rate	e for Board of Auditors meetings		%	100		100	100	100	98.4	_	
umber of mee	etings of the Officer Personnel Compens	sation Committee	Times	-		11	7	3	6		
emuneration f	for internal directors *1		Million yen	169		175	207	212	249		
emuneration f	for auditors		Million yen	48		47	54	56	54		

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

Remuneration for outside directors

Million yen

20

ompliance											
	Unit	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	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	Damastia avalua	*4 De se verse e detieve			
No. of cases of legal violations	Cases	1 *4	0	0	0	0	Domestic group	*4 Recommendation			
egal violation fine amount	Yen	0	0	0	0	0					
No. of internal Helpline reports	Yen	-	-	34	29	26					

39

27

39

41