

Environment

Greenhouse gas emissions									
Greenhouse gas emissions（Scope1, 2）		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Domestic group+Overseas group	Total：Scope1+Scope2	t -CO2e	86,121	87,095	81,459	74,345	68,467	Group	New accounting standards have been applied since FY2020 Covered by third party guarantee since FY2023
	Intensity（Sales base）	t -CO2/ Million yen	0.48	0.45	0.38	0.32	0.29		—
Domestic group	Total：Scope1+Scope2（Market standard）	t -CO2e	75,716	76,252	69,801	62,913	56,995	Domestic group	Covered by third party guarantee since FY2020
	Scope1	t -CO2e	22,340	22,267	20,961	20,508	20,073		
	Scope2（Market standard）	t -CO2e	53,376	53,985	48,840	42,405	36,922		
	Scope2（Location standard）	t -CO2e	54,775	53,491	51,956	41,653	48,925		
Overseas group	Total：Scope1+Scope2（Location standard）	t -CO2e	10,405	10,843	11,658	11,432	11,472	Overseas group	Covered by third party guarantee since FY2023
	Scope1	t -CO2e	3,654	4,020	4,384	4,492	4,442		
	Scope2（Location standard）	t -CO2e	6,751	6,823	7,274	6,940	7,030		

Greenhouse gas emissions（Scope3）		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Total：Scope3		t -CO2e	-	1,116,513	988,300	1,139,508	1,048,050	Group	Covered by third party guarantee since FY2025
Category1	Purchased Goods and Services	t -CO2e	-	935,227	792,123	935,447	862,165	Group	Covered by third party guarantee since FY2025
Category2	Capital goods	t -CO2e	-	20,116	38,030	38,046	12,654	Group	Covered by third party guarantee since FY2025
Category3	Fuel- and Energy-Related Activities	t -CO2e	-	15,698	15,788	15,566	15,567	Group	Covered by third party guarantee since FY2025
Category4	Upstream transportation and distribution	t -CO2e	-	61,930	70,601	73,773	83774	Group	Covered by third party guarantee since FY2025
Category5	Waste generated in operations	t -CO2e	-	1,368	1,346	1,304	1,196	Group	Covered by third party guarantee since FY2025
Category6	Business travel	t -CO2e	-	642	665	672	701	Group	Covered by third party guarantee since FY2025
Category7	Employee commuting	t -CO2e	-	1,755	1,867	1,903	2391	Group	Covered by third party guarantee since FY2025
Category8	Upstream leased assets	t -CO2e	-	404	399	357	316	Group	Covered by third party guarantee since FY2025
Category9	Downstream transportation and distribution	t -CO2e	-	54,816	44,472	48,627	47530	Group	Covered by third party guarantee since FY2025
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	-	9,483	9,369	9,455	9352	Group	Covered by third party guarantee since FY2025
Category13	Downstream leased assets	t -CO2e	-	-	-	-	-	Group	Covered by third party guarantee since FY2025
Category14	Franchises	t -CO2e	-	31	8	6	0	Group	Covered by third party guarantee since FY2025
Category15	Investments	t -CO2e	-	15,043	13,630	14,351	12404	Group	Covered by third party guarantee since FY2025

Energy

Energy consumption		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Domestic group	Energy consumption Total	MWh	244,488	244,534	234,454	234,059	228,587	Domestic group	Covered by third party guarantee since FY2020
	Electric power(including renewable electricity)	MWh	120,884	121,253	121,806	123,024	119,912		
	Solar PV	MWh	5	12	770	2,584	2,387		
	Renewable electricity purchased	MWh	0	0	0	21,814	35,923		
	Heat supply	GJ	290	509	581	611	641		
	City Gas	1,000m ^l	10,162	10,137	10,082	9,883	9,669		
	LPG	t	32	31	27	25	24		
	kerosene	k l	48	46	45	42	40		
	gasoline	k l	22	17	19	18	18		
	Light oil	k l	8	8	19	11	14		
	Type A fuel oil (Japanese Classification)	k l	0	0	11	0	0		
	Overseas group	Energy consumption（Total）	MWh	-	-	42,533	41,929		
	Renewable electricity consumption（Solar PV）	MWh	-	-	558	687	790		Covered by third party guarantee since FY2025

Production weight								
	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Production weight	t	138,175	143,239	147,082	151,541	147,337	Group	

Resources and waste										
			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Raw materials consumption	Primary raw materials		t	42,359	41,427	39,676	40,360	38,004	Domestic group production sites	
	Secondary raw materials		t	53,292	54,046	55,790	56,414	57,111		
	Total		t	95,651	95,473	95,466	96,774	95,115		
Materials consumption	Paper		t	12,632	10,998	10,947	11,503	10,672		
	Cardboard		t	10,499	10,529	10,128	11,563	10,803		
	Plastic		t	4,926	5,086	4,935	5,247	5,179		
	Glass		t	0	0	0	0	0		
	Steel		t	0	0	0	0	0		
	Aluminum		t	202	219	256	277	236		
	Other		t	586	581	577	641	275		
Total		t	28,844	27,414	26,843	29,231	27,165			
			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Paper (packaging material)	Total weight of paper packaging		t	23,131	21,527	21,075	23,066	21,474	Domestic group production sites	
	Sustainable material ratio (FSC certified paper, recycled paper, etc.)		%	97.5	99.9	100	100	100		
	FSC certified paper introduction ratio (weight ratio)		%	74.8	97.8627139	99.7	98.0	99.3		
			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Waste	Waste emissions		t	10,843	9,554	9,798	9,698	8,838	Domestic group production sites	*1 Waste that cannot be recycled and is disposed of in landfills
	Recycled volume		t	10,836	9,552	9,778	9,663	8,779		
	Recycled rate		%	99.9	99.9	99.7	99.6	99.3		
	Final landfill volume *1		t	7	2	20	35	44		
	Incineration volume		t	1,087	473	551	227	76		
	Specially controlled industrial waste			9	2	13	7	46		
	Nox emissions		t	34	30	14	24	19		
	Sox emissions		t	0	0	0	0	0		
Overseas group production sites	Waste emissions		t	690	757	868	899	907	Overseas group production sites	
			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Food waste	Amount of food waste generated (A)		t	6,395	5,399	5,310	4,675	4,038	Domestic group	New accounting standards have been applied since FY2021
	Recycling amount of food recycling resources (B)		t	4,590	4,497	4,721	4,312	3,680		
	Food waste disposal amount (A-B)		t	1,805	901	589	362	358		
	Intensity of food waste (Sales base)		kg/Million yen	30.616	27.774	28.491	23.541	19.637		
	Recycling implementation rate		%	71.8	83.3	88.9	92.2	91.1		
	Food loss reduction rate		%	+8	▲49	▲70	▲83	▲83		
Morinaga & Co., Ltd.	Amount of food waste generated (A)		t	3,075.5	2,542.5	2,585.2	2,269.4	1,800.0	Morinaga & Co., Ltd.	New accounting standards have been applied since FY2021
	Recycling amount of food recycling resources (B)		t	1,994.2	1,689.3	2,038.5	1,960.8	1,513.2		
	Food waste disposal amount (A-B)		t	1,081.3	853.2	546.7	308.6	286.8		
	Intensity of food waste (Sales base)		kg/Million yen	19.788	15.764	14.914	12.400	9.444		
	Recycling implementation rate		%	76.5	79.2	87.6	93.4	94.1		

Water resources												
Water withdrawal			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Scope	Remark		
Domestic group	Tap water		1,000 m ³	335	347	412	356	358	Domestic group	Covered by third party guarantee since FY2020		
	Industrial water		1,000 m ³	268	263	266	247	251				
	Ground water		1,000 m ³	996	1,095	954	1,008	851				
	Rainwater		1,000 m ³	0	0	0	2	2				
	Total		1,000 m ³	1,599	1,706	1,631	1,613	1,462				
	Taiwan		1,000 m ³	143	158	171	188	181	Overseas group	Covered by third party guarantee since FY2023		
Overseas group	China		1,000 m ³	15	19	19	17	19				
	United States		1,000 m ³	21	26	26	30	32				
	Total		1,000 m ³	179	203	216	236	232				
Domestic group production sites	(Water intake at domestic production sites)		1,000 m ³	1,550	1,657	1,548	1,569	1,414	Domestic group production sites			
	(Drainage from domestic production sites amount)		1,000 m ³	1,089	1,070	1,070	1,096	1,024				

Environmental management												
			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	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	FY2022	FY2023	FY2024	FY2025	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	FY2022	FY2023	FY2024	FY2025	Scope	Remark		
No. of full-time employees	Male	People	1,297	78.2%	1,286	77.0%	1,287	76.4%	1,308	76.4%	1,329	75.3%
	Female	People	361	21.8%	385	23.0%	398	23.6%	404	23.6%	435	24.7%
	Total	People	1,658	100.0%	1,671	100.0%	1,685	100.0%	1,712	100.0%	1,764	100.0%
No. of temporary employees	Male	People	264	51.2%	244	37.1%	276	38.4%	300	38.6%	280	39.8%
	Female	People	252	48.8%	413	62.9%	443	61.6%	477	61.4%	423	60.2%
	Total	People	516	100.0%	657	100.0%	719	100.0%	777	100.0%	703	
Average age	Male	Years	44.0		44.6		44.9		44.9		45.4	
	Female	Years	40.7		40.7		40.6		40.6		40.1	
	Total	Years	43.3		43.7		43.9		43.9		44.1	
Average service years	Male	Years	19.8		20.3		20.6		20.7		20.9	
	Female	Years	17.4		17.0		16.7		16.7		16.1	
	Total	Years	19.2		19.6		19.7		19.7		19.7	
Domestic affiliated companies No. of full-time employees	Male	People	459	64.4%	516	64.3%	635	66.8%	639	65.1%	636	64.0%
	Female	People	254	35.6%	286	35.7%	316	33.2%	343	34.9%	358	36.0%
	Total	People	713	100.0%	802	100.0%	951	100.0%	982	100.0%	994	100.0%
Domestic affiliated companies No. of temporary employees	Male	People	169	18.1%	183	19.0%	257	21.9%	251	21.2%	271	21.0%
	Female	People	766	81.9%	781	81.0%	917	78.1%	932	78.8%	1,021	79.0%
	Total	People	935	100.0%	964	100.0%	1,174	100.0%	1,183	100.0%	1,292	100.0%
Number of consolidated employees			People	2,937	3,076	3,093	3,153		3,222	Group		
Japan-based employee ratio			%	79.5	78.2	76.4	77.7		77.5			
Taiwan-based employee ratio			%	9.1	8.9	9.5	10.1		10.0			
US-based employee ratio			%	7.3	8.8	8.6	7.9		8.5			
Employee ratio in China			%	3.8	3.7	4.1	3.9		3.8			
No. of new recruits	Male	People	37	63.8%	34	56.7%	37	68.5%	60	64.5%	51	56.7%
	Female	People	21	36.2%	26	43.3%	17	31.5%	33	35.5%	39	43.3%
	Total	People	58	100.0%	60	100.0%	54	100.0%	93	100.0%	90	100.0%

			Unit	FY2021		FY2022		FY2023		FY2024		FY2025		Scope	Remark	
Mid-career hires rate		Male	%	12.1		16.7		14.8		21.5		18.9		Morinaga & Co., Ltd.		
		Female	%	10.3		15.0		11.1		8.6		10.0				
		Total	%	22.4		31.7		25.9		30.1		28.9				
Under 30		Male	%	1.7		1.7		1.9		8.6		4.4		Morinaga & Co., Ltd.		
		Female	%	1.7		3.3		3.7		1.1		1.1				
		Total	%	3.4		5.0		5.6		9.7		5.6				
Mid-career hires rate by age	Between the ages of 30 and 50	Male	%	6.9		13.3		14.8		11.8		14.4		Morinaga & Co., Ltd.		
		Female	%	8.6		11.7		13.0		6.5		7.8				
		Total	%	15.5		25.0		27.8		18.3		22.2				
	Over 50	Male	%	3.4		1.7		1.9		1.1		0.0		Morinaga & Co., Ltd.		
		Female	%	0.0		0.0		0.0		1.1		1.1				
		Total	%	3.4		1.7		1.9		2.2		1.1				
Mid-career hires rate by management level	Board member	Male	%	0.0		0.0		0.0		0.0		0.0		Morinaga & Co., Ltd.		
		Female	%	0.0		0.0		0.0		0.0		0.0				
		Total	%	0.0		0.0		0.0		0.0		0.0				
	Management level employee	Male	%	5.2		3.3		3.7		3.2		1.1		Morinaga & Co., Ltd.		
		Female	%	1.7		0.0		0.0		0.0		0.0				
		Total	%	6.9		3.3		3.7		3.2		1.1				
	other employee	Male	%	6.9		13.3		14.8		18.3		17.8		Morinaga & Co., Ltd.		
		Female	%	8.6		15.0		16.7		8.6		10.0				
		Total	%	15.5		28.3		31.5		26.9		27.8				
Domestic affiliated companies No. of new recruits		Male	People	43	45.3%	81	75.7%	154	21.6%	121	18.2%	73	14.2%	Domestic group	Includes new graduates / careers	
		Female	People	52	54.7%	26	24.3%	558	78.4%	543	81.8%	441	85.8%			
		Total	People	95	100.0%	107	100.0%	712	100.0%	664	100.0%	514	100.0%			
Turnover rate (overall)		Male	%	1.0		2.2		1.6		1.2		0.9		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	0.7		0.4		0.4		0.8		0.8				
		Total	%	1.7		2.7		2.0		2.0		1.7				
Voluntary turnover rate		Male	%	0.7		1.6		1.3		0.9		0.7		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	0.6		0.4		0.4		0.6		0.8				
		Total	%	1.3		1.9		1.6		1.6		1.5				
Turnover rate (by age group)	Under 30	Male	%	0.9		4.9		3.4		2.3		1.4		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	2.3		0.4		0.9		1.5		1.4				
		Total	%	3.2		5.4		4.3		3.8		2.8				
	Between the ages of 30 and 50	Male	%	0.7		1.2		1.0		0.8		0.6		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	0.6		0.5		0.5		0.7		0.7				
		Total	%	1.3		1.7		1.5		1.5		1.3				
	Over 50	Male	%	1.6		2.7		1.7		1.3		1.0		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	0.2		0.3		0.2		0.6		0.6				
		Total	%	1.8		3.0		1.8		1.9		1.6				
Turnover rate (by management level)	Management level employee	Male	%	1.4		2.9		1.6		1.5		1.1		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	0.0		0.0		0.2		0.6		0.4				
		Total	%	1.4		2.9		1.8		2.1		1.5				
	other employee	Male	%	0.9		2.0		1.6		1.1		0.8		Morinaga & Co., Ltd.	Includes the number of seconded employees	
		Female	%	0.9		0.6		0.5		0.8		0.9				
			Total	%	1.8		2.6		2.1		2.0		1.7			
Turnover rate (turnover rate of new graduates with less than three years of service)			%	3.0		4.4		6.3		6.8		5.9		Morinaga & Co., Ltd.		
Percentage of employees under 30			%	13.1		13.4		14.0		15.5		16.7		Morinaga & Co., Ltd.		
Percentage of employees between the ages of 30 and 50			%	53.3		50.2		47.3		44.0		41.0		Morinaga & Co., Ltd.		
Percentage of employees over 50			%	33.5		36.4		38.8		40.5		42.3		Morinaga & Co., Ltd.		
Employment rate for people with disabilities			%	2.35		2.30		2.24		2.22		2.6		Morinaga & Co., Ltd.	End of each fiscal year (as of March 31)	
Share of women in total workforce			%	21.8		23.0		23.6		23.6		24.7		Morinaga & Co., Ltd.		
Ratio of women in STEM-related positions			%	-		37.8		38.9		34.8		36.3		Morinaga & Co., Ltd.		
No. of female managers			People	-		-		22		23		24		Morinaga & Co., Ltd.	・As of the beginning of each fiscal year, April 1 ・Excluding secondees; including incoming secondees ・Calculation method has been changed from FY2024. The figure for FY2023 is from after retroactive application of the said calculation method.	
Ratio of female managers			%	11.0		13.0		13.3		13.5		13		Morinaga & Co., Ltd.	・As of the beginning of each fiscal year, April 1 ・Excluding secondees; including incoming secondees ・Calculation method has been changed from FY2024. The figures from FY2020-FY2023 are from after retroactive application of the said calculation method.	
Ratio of female junior managers			%	-		12.4		13.3		11.5		19		Morinaga & Co., Ltd.	Beginning of each fiscal year (as of April 1)	
Ratio of female managers and above			%	6.3		6.7		6.4		5.8		7		Morinaga & Co., Ltd.		
Ratio of female directors			%	28.6		20.0		26.7		23.8		25		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		0		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		847,883		Morinaga & Co., Ltd.		Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen	485,754		411,750		512,483		550,511		661,481					
Average Wages by Gender (Senior Managers)	Male	Yen	1,236,048		1,147,429		1,081,976		1,205,325		1,425,702		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		1,264,648					
Average Wages by Gender (General Managers)	Male	Yen	843,640		809,073		782,787		786,512		1,003,215		Morinaga & Co., Ltd.		Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen	788,179		791,351		768,465		813,727		1,000,259					
Average wages by gender (senior general employees)	Male	Yen	643,404		649,845		644,864		681,351		816,937		Morinaga & Co., Ltd.		Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen	507,960		541,016		530,604		567,153		699,697					
Average Wages by Gender (Beginner level general employees)	Male	Yen	411,932		404,918		427,940		412,765		476,750		Morinaga & Co., Ltd.		Monthly wage converted from annual income(Excluding seconded employees)	
	Female	Yen	391,089		312,625		409,149		386,725		466,535					

		Unit	FY2021		FY2022		FY2023		FY2024		FY2025		Scope	Remark
No. of employees taking childcare leave	Male	People	16	44.4%	21	65.6%	18	38.3%	29	46.8%	17	68.0%	Morinaga & Co., Ltd.	Includes seconded employees and associate employees
	Female	People	20	55.6%	11	34.4%	29	61.7%	33	53.2%	8	32.0%		
	Total	People	36	100.0%	32	100.0%	47	100.0%	62	100.0%	25	100.0%		
Reinstatement rate (ratio of employees returning to work after a leave of absence)		%	96.0		94.4		100.0		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	29	100.0%	29	100.0%	35	100.0%	34	100.0%	41	100.0%		
	Total	People	29	100.0%	29	100.0%	35	100.0%	34	100.0%	41	100.0%		
No. of employees wishing to be reemployed after retirement		People	22		14		17		16		46		Morinaga & Co., Ltd.	
Reemployment rate of post retirement employees		%	80.0		93.3		77.3		84.2		87.0		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	1,961		1,946		1,933		1,936		1,923		Morinaga & Co., Ltd.	
Average overtime hours (per employee)		hour/month	15.0		13.0		14.1		14		161		Morinaga & Co., Ltd.	
Days of annual paid leave acquired		Day	12.1		14.1		14.4		14		15		Morinaga & Co., Ltd.	
Annual paid leave acquisition rate		%	68.2		74.7		76.3		76		80		Morinaga & Co., Ltd.	
No. of employees acquiring nursing care leave		People	0		2		1		1		3		Morinaga & Co., Ltd.	
Total training time		Hour	-		-		36,292		65,095		66,990		Morinaga & Co., Ltd.	
Average training time per employee		Hour	8.8		13.2		21.7		38.0		38.0		Morinaga & Co., Ltd.	The scope changed from FY2023/3.
Average training cost per employee		Yen	58,000		68,000		68,200		77,200		98,901		Morinaga & Co., Ltd.	
Promotion rate	Male	%	5.5		5.5		5.0		5.5		6.3		Morinaga & Co., Ltd.	Includes the number of seconded employees
	Female	%	1.9		1.8		2.5		2.3		2.9			
	Total	%	7.4		7.3		7.6		7.8		9.2			
Labor union membership rate of general employees		%	100		100		100		100		100		Morinaga & Co., Ltd.	Regular employees only
Ratio of union members		%	57.2		70.0		70.3		71.9		71.7		Group	
		Unit	FY2021		FY2022		FY2023		FY2024		FY2025		Scope	Remark
Rate of stress check implementation		%	96.1		96.4		97.5		97.9		98.4		Morinaga & Co., Ltd.	
Percentage of highly-stressed employees on Stress check		%	11.4		11.4		11.9		11.8		8.6		Morinaga & Co., Ltd.	
Standard score on stress check: support from managers		-	-		54.4		54.1		54.1		54.1		Morinaga & Co., Ltd.	
Standard score on stress check: support from co-workers		-	-		51.9		51.9		51.4		51.4		Morinaga & Co., Ltd.	
Presenteeism (Loss)		%	-		24.0		21.5		19.9		19.5		Morinaga & Co., Ltd.	
Absenteeism		%	0.85		0.99		1.19		0.70		1.53		Morinaga & Co., Ltd.	
Work engagement			51.4		51.3		51.0		51.3		51.9		Morinaga & Co., Ltd.	
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		83.4		(Being tallied)		Morinaga & Co., Ltd.	
Percentage of employees maintaining proper body weight (BMI 18.5–25)		%	58.5		59.4		58.5		57.1		(Being tallied)		Morinaga & Co., Ltd.	
Percentage of employees participating in specific health checkup*		%	83.2		98.8		98.6		99.9		(Being tallied)		Morinaga & Co., Ltd.	*Specific health checkup is eligible for people who age 40-75 to check focusing on metabolic syndrome
Percentage of specific health support implemented		%	38.1		38.0		30.6		48.2		(Being tallied)		Morinaga & Co., Ltd.	
Hypertension treatment adherence rate		%	76.8		79.3		81.0		75.6		(Being tallied)		Morinaga & Co., Ltd.	
Percentage of Smokers		%	26.2		25.6		25.0		24.7		(Being tallied)		Morinaga & Co., Ltd.	
LTIFR : Lost-Time Injury Frequency Rate			0.00		0.25		0.49		0.24		0.48		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*	1.31		1.25		1.29		1.30		1.33			*Source: Occupational accident trend survey (Ministry of Health, Labour and Welfare)
Severity Rate			0.00		0.00		0.00		0.00		0.00			
TRIR : Total Recordable Injury Rate			1.30		1.01		2.45		0.95		1.21		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	FY2022	FY2023	FY2024	FY2025	Scope	Remark
Supporting amount with "One Chocolate for One Smile" campaign	Yen	22,476,527	20,566,310	20,369,542	20,840,365	20,701,408	Morinaga & Co., Ltd.	

Governance

Corporate Governance

			Unit	FY2021		FY2022		FY2023		FY2024		FY2025		Scope	Remark
Number of directors	Internal directors	Male	People	5	83.3%	6	85.7%	6	100.0%	6	100.0%	6	100.0%	Morinaga & Co., Ltd.	
		Female	People	1	16.7%	1	14.3%	0	0.0%	0	0.0%	0	0.0%		
		Total	People	6	100.0%	7	100.0%	6	100.0%	6	100.0%	6	100.0%		
	Independent outside directors	Male	People	1	25.0%	2	50.0%	1	33.3%	1	33.3%	2	50.0%		
		Female	People	3	75.0%	2	50.0%	2	66.7%	2	66.7%	2	50.0%		
		Total	People	4	100.0%	4	100.0%	3	100.0%	3	100.0%	4	100.0%		
	Aggregate total	Male	People	6	60.0%	8	72.7%	7	77.8%	7	77.8%	8	80.0%		
		Female	People	4	40.0%	3	27.3%	2	22.2%	2	22.2%	2	20.0%		
		Total	People	10	100.0%	11	100.0%	9	100.0%	9	100.0%	10	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%	2	66.7%	2	66.7%	2	66.7%		
		Female	People	0	0.0%	0	0.0%	1	33.3%	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%	3	75.0%	3	75.0%	3	75.0%		
		Female	People	0	0.0%	0	0.0%	1	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	15	15	15								
Attendance rate for Board of Directors meetings			%	99	98.6	99.1	99.0								
No. of times Board of Auditors meetings held			Times	16	16	16	16								
Attendance rate for Board of Auditors meetings			%	100.0	100.0	98.4	100.0								
Officer Appointment and Remuneration Advisory Committee			Times	7	3	6	5								
Remuneration for internal directors *1			Million yen	207	212	249	277								
Remuneration for auditors			Million yen	54	56	54	54								
Remuneration for outside directors			Million yen	39	39	41	37								
*1 Salaries for director-employees (directors with duties in an employee's capacity)															

Compliance

	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	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	29		