

Environment

Policy		"MORINAGA Group Environmental Policy"					Scope	
Environmental Policy		https://www.morinaga.co.jp/company/english/csr/environment/management.html						
<b>Greenhouse gas emissions</b>								
CO2 emissions	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
	t-CO2e	36,483	36,256	37,588	37,131	35,735	Morinaga & Co., Ltd.	
	t-CO2	57,023	56,745	58,133	57,048	55,605	Domestic group production sites	
Consumption rate (by production weight)		t-CO2/ t	0.50	0.48	0.48	0.47		
<b>Greenhouse gas emissions (Scope1, 2, 3)</b>								
Scope1	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
	t-CO2e	-	-	23,970	20,562	21,419	Domestic group	
	Total	-	-	50,051	46,882	47,512	※Covered by third party guarantee	
	Scope2 (Market standard)	Total	-	-	53,996	51,732	51,722	
	Scope2 (Location standard)	Total	-	-	2,832	3,392	3,276	Overseas group
	Total	t-CO2e	-	-	6,634	7,170	6,268	※ In FY2018, only production sites
<b>Scope3</b>								
Category1 Purchased Goods and Services	t-CO2e	257,038	-	-	-	-	Domestic group	
Category2 Capital goods	t-CO2e	164,240	-	-	-	-	Domestic group	
Category3 Fuel- and Energy-Related Activities	t-CO2e	7,505	-	-	-	-	Domestic group	
Category4 Upstream transportation and distribution	t-CO2e	13,671	-	-	-	-	Single item	
Category5 Waste generated in operations	t-CO2e	3,999	-	-	-	-	Domestic group	
Category6 Business travel	t-CO2e	539	-	-	-	-	Domestic group	
Category7 Employee commuting	t-CO2e	1,334	-	-	-	-	Domestic group	
Category8 Upstream leased assets	t-CO2e	374	-	-	-	-	Single item	
Category9 Downstream transportation and distribution	t-CO2e	-	-	-	-	-	Not relevant	
Category10 Processing of sold products	t-CO2e	-	-	-	-	-	Not relevant	
Category11 Use of Sold Products	t-CO2e	-	-	-	-	-	Not relevant	
Category12 End-of-life treatment of sold products	t-CO2e	6,913	-	-	-	-	Domestic group	
Category13 Downstream leased assets	t-CO2e	-	-	-	-	-	Not relevant	
Category14 Franchises	t-CO2e	-	-	-	-	-	Not relevant	
Category15 Investments	t-CO2e	-	-	-	-	-	Not relevant	
Category16 Other (Upstream)	t-CO2e	-	-	-	-	-	Not rated	
Category17 Other (Downstream)	t-CO2e	-	-	-	-	-	Not rated	
<b>Energy</b>								
Energy consumption	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
	Crude oil equivalent	k l	35,880	35,395	36,213	35,505	34,811	Domestic group production sites
	Consumption rate (by production weight)□	k l / t	0.32	0.30	0.30	0.30	0.29	
	Electricity	10,000 kwh	10,215	9,937	10,107	9,939	9,767	
	City gas	1,000 m <sup>3</sup>	8,712	9,079	9,434	9,221	8,850	
	LPG	t	13	13	11	11	9	
	Fuel oil	k l	0	0	0	0	0	
	Kerosene	k l	2	2	3	3	0	
	Recyclable energy consumption	Crude oil equivalent	k l	0	0	0	0	
	Total recyclable energy (purchased or generated)	Crude oil equivalent	k l	0	0	0	0	
<b>Resources and waste</b>								
Raw materials consumption	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
	Primary raw materials	t	49,514	46,665	42,460	41,342	45,617	Domestic group production sites
	Secondary raw materials	t	42,622	46,276	52,901	49,883	51,381	
	Paper	t	13,218	16,397	14,350	14,175	13,283	
	Cardboard	t	8,709	8,722	9,041	8,004	10,938	
	Plastic	t	4,785	4,247	5,094	4,648	4,491	
	Glass	t	0	0	0	0	0	
	Steel	t	0	0	0	0	0	
	Aluminum	t	649	721	875	1,091	1,108	
	Other	t	46	46	153	133	563	
	Waste emissions	t	9,962	9,843	9,716	9,556	9,393	
	Recycling volume	t	9,896	9,840	9,712	9,553	9,391	
	Recycling rate	%	99.34	99.97	99.96	99.97	99.98	
	Final landfill volume	t	66	3	4	3	2	
	Nox emissions	t	14	29	38	36	24	
	Sox emissions	t	0	0	0	0	0	
	Waste emissions	t	-	-	515	616	588	Overseas group production sites
<b>Paper (packaging material)</b>								
Total weight of paper packaging	t	-	-	-	-	24795	Domestic group production sites	
Sustainable material ratio (FSC certified paper, recycled paper, etc.)	%	-	-	-	-	95.2		
FSC certified paper introduction ratio (weight ratio)	%	-	-	-	-	32.9		
<b>Food waste</b>								
Amount of food waste generated (A)	t	2881.6	3018.6	3084.7	3462.3	3,202.9	Morinaga & Co., Ltd.	
Recycling amount of food recycling resources (B)	t	1938.9	2079.2	2106.3	2272.7	1,948.9		
Food waste disposal amount (A-B)	t	942.7	939.4	978.4	1189.6	1,254.0		
Food waste basic unit (sales basic unit)	kg/Million yen	16.650	16.685	16.850	18.218	17.962		
Recycling implementation rate	%	78.6	79.6	79.0	75.4	72.4		
<b>Water</b>								
Water resources consumption	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
	Tap water	1,000 m <sup>3</sup>	-	-	-	-	232	Domestic group
	Industrial water	1,000 m <sup>3</sup>	-	-	-	-	292	※Covered by third party guarantee
	Well water	1,000 m <sup>3</sup>	-	-	-	-	1,078	
	Total	1,000 m <sup>3</sup>	-	-	-	-	1,602	
	(Water intake at domestic production sites)	1,000 m <sup>3</sup>	1,549	1,530	1,504	1,538	1,555	Domestic group production sites
	(Drainage from domestic production sites amount)	1,000 m <sup>3</sup>	894	1,039	1,080	1,341	1,088	
<b>Water resource usage</b>								
Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope		
Thousandm <sup>3</sup>	-	-	159	148	170	Overseas group production sites		
<b>Environmental management</b>								
No. of facilities with ISO14001 accreditation	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
件	7	7	1 (※①)	1	1	※① 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)		
<b>Compliance</b>								
No. of times fined for environmental violations (Waste related)	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
Times	0	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

Policy									
Human rights policy	"MORINAGA Group Human Rights Policy" <a href="https://www.morinaga.co.jp/company/about/governance.html">https://www.morinaga.co.jp/company/about/governance.html</a>								
Customers									
Customer policy	"Basic Policy for Customer Satisfaction" in accordance with ISO10002 <a href="http://www.morinaga.co.jp/contact/service.html">http://www.morinaga.co.jp/contact/service.html</a>								
Responsible marketing policies	Included in the "MORINAGA Group Charter of Corporate Behavior" and "MORINAGA Group Code of Conduct" <a href="http://www.morinaga.co.jp/company/english/about/vision.html">http://www.morinaga.co.jp/company/english/about/vision.html</a>								
Customer comments received by the Customer Services Center	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope		
Inquiries/opinions	Cases	36,296	33,861	32,804	31,658	23,438	Morinaga & Co., Ltd.		
Suggestions	Cases	6,219	5,579	5,413	4,593	3,970			
Total	Cases	42,515	39,440	38,217	36,251	27,408			
Employees									
Basic human resources policy	Included in the "Human Resources System Handbook"								
Work health and safety policy	Included in the "Health and Safety Management Regulations"								
No. of full-time employees	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Remark	Scope	
	Female	People	324 20.4%	317 20.3%	332 20.9%	343 21.0%	353 21.4%	Includes seconded employees	Morinaga & Co., Ltd.
	Male	People	1,262 79.6%	1,244 79.7%	1,254 79.1%	1,290 79.0%	1,298 78.6%		
	Total	People	1,586 100.0%	1,561 100.0%	1,586 100.0%	1,633 100.0%	1,651 100.0%		
No. of temporary employees	Female	People	191 44.4%	195 43.6%	194 44.2%	208 46.3%	184 43.1%	Ending of each fiscal year (as of March 31)	
Male	People	239 55.6%	252 56.4%	245 55.8%	241 53.7%	243 56.9%			
Total	People	430 100.0%	447 100.0%	439 100.0%	449 100.0%	427 100.0%			
Average age	Female	Years	39.1	39.7	39.7	40.0	40.2	Includes seconded employees	
Male	Years	41.9	42.9	43.3	43.6	43.8			
Total	Years	41.4	42.3	42.5	42.9	43.1			
Average service years	Female	Years	-	17.3	17.1	17.1	17.0	Includes seconded employees	
Male	Years	-	19.2	19.5	19.4	19.6			
Total	Years	-	18.8	19.0	18.9	19.0			
Domestic affiliated companies No. of full-time employees	Female	People	221 33.7%	210 32.1%	224 33.6%	234 34.8%	240 35.0%	Excludes employees seconded from MORINAGA & Co., Ltd.	Domestic group
Male	People	434 66.3%	444 67.9%	443 66.4%	439 65.2%	445 65.0%			
Total	People	655 100.0%	654 100.0%	667 100.0%	673 100.0%	685 100.0%			
Domestic affiliated companies No. of temporary employees	Female	People	264 24.1%	828 77.5%	835 76.1%	769 79.0%	727 78.6%	Including re-employment (re-employment + temporary employee)	
Male	People	831 75.9%	240 22.5%	262 23.9%	205 21.0%	198 21.4%			
Total	People	1,095 100.0%	1,068 100.0%	1,097 100.0%	974 100.0%	925 100.0%			
Number of consolidated employees	People	-	-	-	-	2,825		group	
Japan-based employee ratio	%	-	-	-	-	80.20			
Taiwan-based employee ratio	%	-	-	-	-	8.80			
US-based employee ratio	%	-	-	-	-	6.60			
Employee ratio in China	%	-	-	-	-	2.97			
No. of new recruits	Female	People	14 40.0%	17 48.6%	19 35.8%	35 70.0%	25 37.9%	Includes new graduates / careers	Morinaga & Co., Ltd.
Male	People	21 60.0%	18 51.4%	34 64.2%	15 30.0%	41 62.1%			
Total	People	35 100.0%	35 100.0%	53 100.0%	50 100.0%	66 100.0%			
Domestic affiliated companies No. of new recruits	Female	People	17 26.2%	21 39.6%	19 31.1%	37 54.4%	35 37.6%	Includes new graduates / careers	Domestic group
Male	People	48 73.8%	32 60.4%	42 68.9%	31 45.6%	58 62.4%			
Total	People	65 100.0%	53 100.0%	61 100.0%	68 100.0%	93 100.0%			
Turnover rate (overall)	%	-	-	1.6	1.14	2.30		Morinaga & Co., Ltd.	
Turnover rate (turnover rate of new graduates with less than three years of service)	%	-	-	3.4	3.2	3.8			
Percentage of employees under 30	%	-	-	13.4	12.4	12.2			
Percentage of employees between the ages of 30 and 50	%	-	-	75.9	66.8	58.0			
Percentage of employees over 50	%	-	-	29.5	26.8	29.7			
LGBTQ + employee ratio	%	-	-	-	-	0	The number of people who apply or declare in order to use the personnel system related to the matter, counted only when the parties themselves agree to disclose the number of them.		
Employment rate for people with disabilities	%	2	2.44	2.53	2.79	2.68	End of each year (as of March 31)		
Share of women in total workforce	%	20.4	20.3	20.9	21.0	21.4			
No. of female managers	People	22	25	33	43	43	Beginning of each year (as of April 1)		
Ratio of female managers	%	5	5.2	6.7	7.7	8.3			
Ratio of female managers and above	%	-	2.9	7.7	4.5	9.4			
Ratio of female directors	%	-	9.1	20.0	22.2	16.7	Including Senior Executive Officers as of April 1, 2021		
Average wages by gender (managers) (basic salary)	Female	Yen	-	-	-	523,892			
Male	Yen	-	-	-	-	538,255			
Average wages by gender (general employees) (basic salary)	Female	Yen	-	-	-	282,702			
Male	Yen	-	-	-	-	326,719			
No. of employees taking childcare leave	Female	People	24 75.0%	18 69.2%	13 65.0%	16 48.5%	42 70.0%	Including seconded employees and associate employees	
Male	People	8 25.0%	8 30.8%	7 35.0%	17 51.5%	18 30.0%			
Total	People	32 100.0%	26 100.0%	20 100.0%	33 100.0%	60 100.0%			
Reinstatement rate (ratio of employees returning to work after a leave of absence)	%	100	95.7	100.0	100.0	100.0			
No. of employees utilizing shorter work hour system for childcare	Female	People	-	21 100.0%	24 100.0%	26 100.0%	28 100.0%	Applicable number of regular employees as of the end of each fiscal year	
Male	People	-	0 0.0%	0 0.0%	0 0.0%	0 0.0%			
Total	People	-	21 100.0%	24 100.0%	26 100.0%	28 100.0%			
No. of employees wishing to be reemployed after retirement	People	-	34	76	72	16			
Reemployment rate of post retirement employees	%	-	85.0	93.0	89.0	80	Retirement age (including those who do not wish to be rehired)		
Average overtime hours (per employee)	hour/month	-	16.2	16.8	15.1	13.3			
Days of annual paid leave acquired	Day	-	11.8	12.3	12.6	11.7			
Annual paid leave acquisition rate	%	-	93.0	96.1	94.7	90.8			
No. of employees acquiring nursing care leave	People	-	1	0	0	0			
Average training time per employee (Regular employee of Morinaga & Co., Ltd.)	Hour	-	-	-	-	7.7			
Average training cost per employee (Regular employee of Morinaga & Co., Ltd.)	Yen	-	-	-	-	49,000			
Labor union membership rate of general employees	%	-	100	100	100	100	Regular employees only		
Ratio of union members	%	-	-	-	-	57.5			
Rate of stress check implementation	%	-	100	100	100	100			
Percentage of employees participating in health checkups	%	-	100	100	100	100			
LTIFR : Lost-Time Injury Frequency Rate	%	-	1.18	0.50	0.00	0.52	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)		
TRIR : Total Recordable Injury Rate	%	-	3.07	2.02	1.05	2.33	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			
Number of occupational accident fatalities (contract employees)	People	-	-	-	-	0			

Governance

Corporate Governance

		Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope	
Number of directors	Internal directors	Female	1 10.0%	0 0.0%	1 12.5%	1 14.3%	1 14.3%	Morinaga & Co., Ltd.	
		Male	9 90.0%	9 100.0%	7 87.5%	6 85.7%	6 85.7%		
		Total	10 100.0%	9 100.0%	8 100.0%	7 100.0%	7 100.0%		
	Independent outside directors	Female	1 50.0%	1 50.0%	1 50.0%	1 50.0%	2 66.7%		
		Male	1 50.0%	1 50.0%	1 50.0%	1 50.0%	1 33.3%		
		Total	2 100.0%	2 100.0%	2 100.0%	2 100.0%	3 100.0%		
	Aggregate total	Female	1 9.1%	1 9.1%	2 20.0%	2 22.2%	3 30.0%		
		Male	10 90.9%	10 90.9%	8 80.0%	7 77.8%	7 70.0%		
		Total	11 100.0%	11 100.0%	10 100.0%	9 100.0%	10 100.0%		
	Number of auditors	Internal directors	Female	0 0.0%	0 0.0%	0 0.0%	0 0.0%		0 0.0%
			Male	2 100.0%	2 100.0%	2 100.0%	1 100.0%		1 100.0%
			Total	2 100.0%	2 100.0%	2 100.0%	1 100.0%		1 100.0%
Independent outside directors		Female	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%		
		Male	2 100.0%	2 100.0%	2 100.0%	3 100.0%	3 100.0%		
		Total	2 100.0%	2 100.0%	2 100.0%	3 100.0%	3 100.0%		
Aggregate total		Female	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%		
		Male	4 100.0%	4 100.0%	4 100.0%	4 100.0%	4 100.0%		
		Total	4 100.0%	4 100.0%	4 100.0%	4 100.0%	4 100.0%		
No. of times Board of Directors meetings held		Times	18	16	17	16	16		
Attendance rate for Board of Directors meetings		%	100	98	98.82	100	99		
No. of times Board of Auditors meetings held		Times	24	21	21	21	16		
Attendance rate for Board of Auditors meetings	%	100	100	98.8	100	100			
Number of meetings of the Officer Personnel Compensation Committee	Times	-	-	-	-	11			
Remuneration for internal directors <sup>1</sup>	Million yen	331	293	237	169	175			
Remuneration for auditors	Million yen	54	51	51	48	47			
Remuneration for outside directors	Million yen	22	22	20	20	27			

\* 1 Salaries for director-employees (directors with duties in an employee's capacity)□

Compliance

Code of ethics	Included in the "MORINAGA Group Charter of Corporate Behavior" and "MORINAGA Group Code of Conduct"
Anti-corruption policy	Included in "Morinaga & Co. Ltd. Group Anti-Burning Policy"
Bribery policy	Included in "Morinaga & Co. Ltd. Group Anti-Burning Policy"
Whistleblower protection policy	Included in labor regulations
Policy regarding conflicts of interest for directors	Included in decision-making regulations
Policy regarding trading with parties connected to directors	Included in decision-making regulations

	Unit	FY2017/3	FY2018/3	FY2019/3	FY2020/3	FY2021/3	Scope
Political contribution	Yen	0	0	0	0	0	Morinaga & Co., Ltd. ※①Recommendation
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	1 (※①)	0	
Legal violation fine amount	Yen	0	0	0	0	0	