

Sustainability Management



✓ Sustainability Policy

✓ Contribution to the Achievement of the Sustainable Development Goals (SDGs)

✓ Sustainability Promotion System

Sustainability at Morinaga Group

➤ Sustainability Management

➤ Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- Contribute to "Health of Mind, Body, and Environment"
- Corporate Citizenship
- Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- Human Resource Development
- Fostering Organizations that are Diverse and Dynamic
- Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

- Promotion of Sustainable Raw Material Procurement
- Promotion of CSR Supply Chain Management
- Reduction of Food Loss and Waste
- Promotion of Waste Reduction
- Co-existence and co-prosperity with local



The Morinaga Group will enhance its overall sustainability management in order to achieve its Purpose and the 2030 Vision with Altruism as the foundation, a tenet valued by the Company's founder.

Kenji Takanami
Director, Senior Executive Officer
in charge of Sustainable Management Division

Morinaga Group Sustainability Policy

Morinaga Group Sustainability Policy

The Morinaga Group's Purpose is to "continue to create healthy foods that can be enjoyed beyond generations, thereby bringing smiles to the faces of people around the world now and in the future." By conducting our corporate activities to realize this Purpose, we aim to contribute to the creation of a sustainable society and achieve sustainable growth of the Morinaga Group.

- We will provide value to customers and society and make efforts to solve social issues while giving proper consideration to the global environment.
- We will engage appropriately in dialogue and build relationships of trust with all our stakeholders.
- We will realize sound and highly-effective management through fair and transparent governance.

(Established: November 2021)

- [Corporate Philosophy](#)
- [Code of Conduct Standards of Behavior](#)
- [Sustainability Policies & Guidelines](#)

Identifying the Group's Materiality

When formulating our 2024 Medium-Term Business Plan, we reviewed our materiality based on changes in the external environment surrounding our management. We will steadily establish social values and a resilient management foundation to achieve sustainable growth through addressing our materiality.

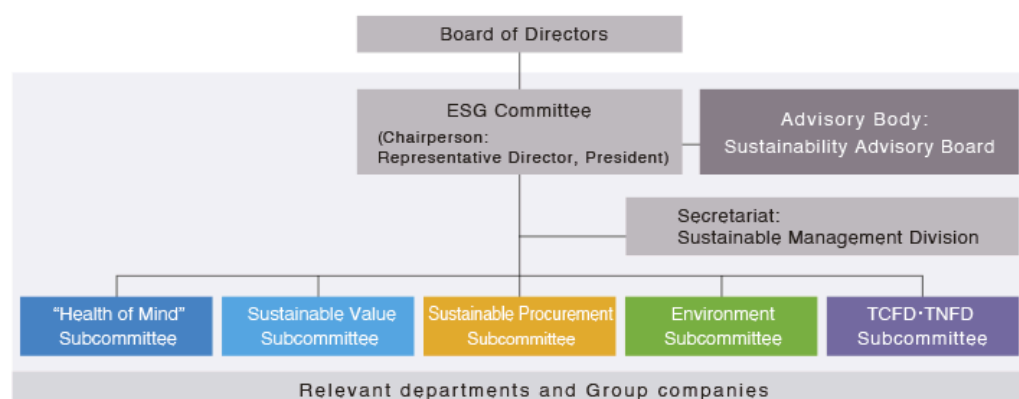
> [Process of Identifying Materiality](#)



Sustainability Promotion System

In April 2021, we established the Sustainable Management Division to support and promote the entire Group's sustainability and ESG initiatives. Moreover, we newly established the ESG Committee, which is chaired by the President and Representative Director in order to promote initiatives for sustainability and achieve the Group's overall Purpose.

Schematics of Sustainability Promotion



The Sustainable Management Division serves as the secretariat for the ESG Committee, with the heads of departments relevant to the 2030 Targets serving as committee members. The ESG Committee meets about once every two months.

Moreover, we established five new subcommittees under the ESG Committee. Subcommittees are chaired by a Director and comprised of members from relevant departments. Aimed at achieving the Long-Term Targets for 2030, we will steadily implement activities for sustainability. In April 2022, we established the Sustainability Advisory Board, which three outside experts attended in order to qualitatively improve sustainable business management.

The Morinaga Group will further make appropriate disclosure on our activity status and progress through integrated reports and our company website and increase the entire Group's transparency as well as build a trust relationship with all stakeholders through presenting the Morinaga Group's philosophy and activities. Also, we aim to refine our response to requests for ESG information disclosure from external survey organizations and business

Commitment to the United Nations Global Compact

Since its founding in 1899, Morinaga & Co., Ltd. has continued to uphold standards when dealing with human rights, labor, the environment, and anti-corruption. Given that our recent efforts matched the efforts of the United Nations Global Compact initiative towards corporate responsibility and its 10 Principles, we expressed our support for them in April 2022 and signed the initiative.

➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library

The Ten Principles of the United Nations Global Compact

<Human Rights>

Principle1 : Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle2 : make sure that they are not complicit in human rights abuses.

<Labour>

Principle3 : Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle4 : the elimination of all forms of forced and compulsory labour;

Principle5 : the effective abolition of child labour; and

Principle6 : the elimination of discrimination in respect of employment and occupation.

<Environment>

Principle7 : Businesses should support a precautionary approach to environmental challenges;

Principle8 : undertake initiatives to promote greater environmental responsibility; and

Principle9 : encourage the development and diffusion of environmentally friendly technologies.

<Anti-Corruption>

Principle10 : Businesses should work against corruption in all its forms, including extortion and bribery.

Contribution to the Achievement of the Sustainable Development Goals (SDGs)

In 2015, Sustainable Development Goals (SDGs) was adopted at the UN Sustainable Development Summit. The SDGs consist of 17 global common goals that should be achieved through the collaboration of the entire international community by 2030. We, the Morinaga Group, are committed to achieve the SDGs goals through business activities to contribute to the realization of a sustainable society.



Sustainability at Morinaga Group

Identifying the Materiality



Stakeholder Engagement



Related information

Sustainability at Morinaga TOP



Sustainability Advisory Board



Objective of Establishment and Operations

3rd Meeting in FY2023

1st Meeting in FY2022

4th Meeting in FY2024

2nd Meeting in FY2022

Objective of Establishment and Operations

The Morinaga Group established the Sustainability Advisory Board (SAB) in April 2022 as an advisory body to the ESG Committee. SAB's mission is to accurately identify and respond to the rapidly changing external environment and diversifying needs of stakeholders, and raise the level of sustainable business management. Three outside experts specializing in such fields as the SDGs business, ESG investment and diversity and inclusion participate in SAB to provide advice and recommendations on the Group's strategies and initiatives. Also, four representatives attend SAB from Morinaga Group, including the President, each director in charge of the Corporate Strategy Division and Sustainable Management Division and the Executive Officer and General Manager of the Sustainable Management Division. By reflecting the advice and recommendations received from SAB in future measures and initiatives, we hope to make steady progress with the implementation of sustainability management as well as achieve sustainable growth and enhance corporate value.

4th Meeting in FY2024

Main Agendas Items

1. Conservation of the Global Environment (SBT Certification, Scope 3 Calculation, and etc.)
2. Disclosure of Non-Financial Information
3. Promotion of Diversity and Inclusion



3rd Meeting in FY2023

Main Agendas Items

1. Disclosure of Non-Financial Information
2. Promotion of Diversity and Inclusion
3. Conservation of the Global Environment (COP28 and other issues)



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- > Corporate Citizenship
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Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
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- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

2nd Meeting in FY2022

Main Agendas Items

1. Promotion of Diversity and Inclusion
2. "Health of Mind" in Morinaga Group Integrated Report 2022
3. Disclosure of Non-Financial Information



1. Regarding the promotion of diversity and inclusion, SAB appreciated the company's extensive disclosure of information on human capital. For the future, we discussed issues related to the senior human resources, such as accelerating them to play active roles, and the pay gap between full-time and temporary employees.
2. The definition of "health of mind" in Morinaga Group Integrated Report 2022 was evaluated as well defined based on researches of Positive Psychology, among others. We also exchanged opinions on the importance of addressing "health of mind" as a company in today's society.
3. Regarding the disclosure of non-financial information, we received comments on the importance of continuing to analyze scenarios and consider measures in the TCFD recommendations, as well as on the importance of promoting human rights due diligence and disclosing information of the same.

1st Meeting in FY2022

Main Agendas Items

1. Morinaga Group Integrated Report 2021 and 2030 Business Plan
2. Disclosure of Non-Financial Information
3. Promotion of Diversity and Inclusion



1. SAB praised Morinaga Group Integrated Report 2021 for conveying information concisely to investors and establishing shared understanding of the concept of "health of mind, body, and environment." However, SAB shared the view that certain improvements can be made to the 2030 Vision; for example, providing greater detail regarding the initiatives to change into a wellness company.
2. Regarding disclosure of non-financial information, SAB provided and discussed the latest domestic and overseas information on disclosure trends in recent years, such as the TCFD recommendations and requests for disclosure of human capital.
3. For promotion of diversity and inclusion, SAB members provided advice and discussed relevant international standards and the considerations that should be made with a global perspective.

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Related information

Sustainability at Morinaga TOP >

communities

➤ Conserve the Global Environment

- > Response to Climate Change Issues
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- > Sustainable use of water resources
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➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
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- > Indices and Awards

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Identifying the Materiality

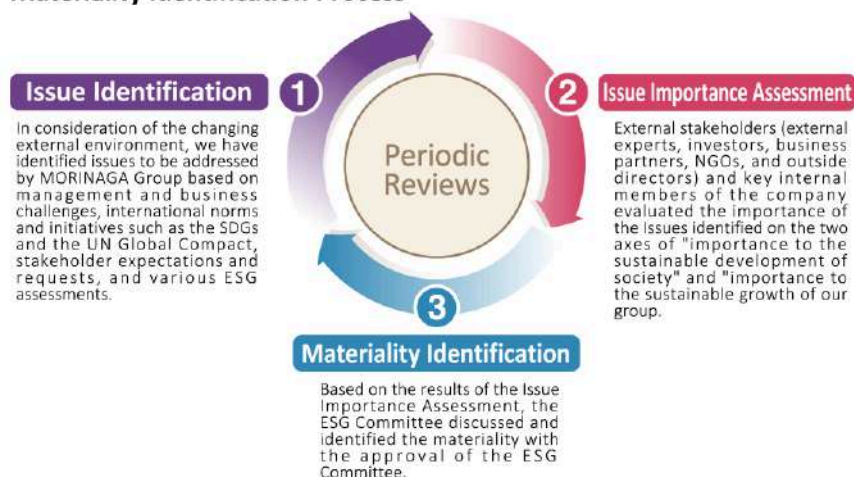


Process of Identifying Materiality

When formulating our 2024 Medium-Term Business Plan, we reviewed our materiality based on changes in the external environment surrounding our management.

The newly identified and organized issues requiring action were assessed in terms of importance by 16 external stakeholders (three investors, five business partners, one NGO, three Advisory Board Members, and four Outside Directors) and 11 key members of the Company. Based on this result and repeated discussion among board members, given comprehensive consideration on their relation to the Morinaga Group's management and business operations, we have identified five materialities.

Materiality Identification Process



Importance Matrix of the Initiative Theme and the five identified materialities are as follows:



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Initiatives for each material issue



**Contribute to Healthy Lives
of People around the World**



**Diversity and Inclusion of
People**



**Achieve Sustainable Value
Chains**



**Conserve the Global
Environment**



**Strengthen Governance in
Sustainability**

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Stakeholder Engagement



Basic Stance

The Morinaga Group attaches great importance to the stakeholder engagement, for which opinions and requests are received from various stakeholders through communication with them, and then reported to the management team so that they can utilize the feedback in the management and corporate activities.

We communicate with our stakeholders actively and regularly, striving to contribute to the achievement of a sustainable society.

Morinaga Group's Stakeholders

We recognize six groups of stakeholders who surround the Morinaga Group, that is, customers, employees, clients/business partners, shareholders/investors, local community, and the global environment.

> [Multi-Stakeholder Policy](#) 



Customers

Major expectations and demands from society	Major responses by the Morinaga Group	Examples of engagement and communication opportunities
<ul style="list-style-type: none"> Food safety and security Compliance (regulatory compliance) Enhancement of customer service Response to environmental issues such as global warming 	<ul style="list-style-type: none"> Acceptance of various voices, comments, and suggestions Improvements based on opinions Disclosure of compliance, environmental response, and other information 	<ul style="list-style-type: none"> Customer Service Center Provision of Q&A and utilized customers' voices on website Official corporate account for Japanese version of Yahoo Answers Conducting of stakeholder surveys (FY2018/3)

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Employees

Major expectations and demands from society	Major responses by the Morinaga Group	Examples of engagement and communication opportunities
<ul style="list-style-type: none"> Creation of a worker-friendly work-place environment Promotion of diversity Occupational health and safety 	<ul style="list-style-type: none"> Formulation of human rights policies Promotion of health management Human resource training Work style reform initiatives Promotion of occupational health and safety Elimination of harassment and other inappropriate conduct 	<ul style="list-style-type: none"> Workstyle reform Enhancement of child-raising and nursing care support systems Holding of various training sessions Conducting of employee awareness surveys Conducting of stakeholder surveys (FY2018/3)

Business partners

Major expectations and demands from society	Major responses by the Morinaga Group	Examples of engagement and communication opportunities
<ul style="list-style-type: none"> Food safety and security Fair and impartial transactions Consideration for human rights, working environment, and safety 	<ul style="list-style-type: none"> Formulation of procurement policies Formulation of human rights policies Development of a sustainable procurement plan Strengthening of partnerships with business partners 	<ul style="list-style-type: none"> Communication in raw materials' production areas Morinaga Group procurement policy information session for business partners Conducting of stakeholder surveys (FY2018/3)

Shareholders/investors

Major expectations and demands from society	Major responses by the Morinaga Group	Examples of engagement and communication opportunities
<ul style="list-style-type: none"> Maintenance and improvement of corporate value Appropriate shareholder returns Timely and appropriate information disclosure 	<ul style="list-style-type: none"> Timely and appropriate communication Timely disclosure of management information Engagement between management and investors 	<ul style="list-style-type: none"> Explanation of management strategy at general meeting of shareholders and financial results briefings Holding of IR meetings by management Factory tours for securities analysts and institutional investors Conducting of shareholder surveys Enhancement of information content on the corporate IR sites (Japanese and English)

Local community

Major expectations and demands from society	Major responses by the Morinaga Group	Examples of engagement and communication opportunities
<ul style="list-style-type: none"> Education of next generation Relationships with local communities 	<ul style="list-style-type: none"> Provision of various food-related experiences for children Communication with the local community around our headquarter and offices 	<ul style="list-style-type: none"> Launch of Morinaga Angel Museum MORIUM and Tsurumi Factory to visitors Sending employees to teach food-related visiting lectures Provision of experiences in Kidzania Community clean-up activities and plogging Participation in community events

Global environment

Major expectations and demands from society	Major responses by the Morinaga Group	Examples of engagement and communication opportunities
<ul style="list-style-type: none"> Contribution to the solution of environmental issues 	<ul style="list-style-type: none"> Revision of environmental policies Reduction of environmental load in business activities Reflection of environmental issues in business strategies 	<ul style="list-style-type: none"> Development of environmentally conscious products CO2 reduction Promotion of recycling and waste reduction Biodiversity initiatives Measurement of costs and effects of environmental conservation activities

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Initiatives for each material issue



**Contribute to Healthy Lives
of People around the World**



**Diversity and Inclusion of
People**



**Achieve Sustainable Value
Chains**



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| Related information

[Sustainability at Morinaga TOP](#)



Contribute to Healthy Lives of People around the World



The Morinaga Group is contributing to the healthy lives of people around the world with our efforts in providing health values for mind, body, and environment.

Materiality

Contribute to Healthy Lives of People around the World

Main challenges included in materiality

1. Contribute to delicious and healthy foods
2. Respond to diversifying consumer needs
3. Develop sustainable products and provide information
4. Ensure safe and reliable food products

Main expected opportunities and risks

<opportunities>

- Growing business opportunities following the rising health consciousness of consumers
- Growing business opportunities and improving market competitiveness by tapping into latent markets
- Growing business opportunities from rising awareness of sustainability among consumers
- Increasing social trust by making efforts to ensure excellent food safety and quality assurance

<risks>

- Declining market competitiveness and social reputation over the medium to long term caused by delayed response
- Declining social trust, social and brand value, and corporate value

Main Actions Ahead of 2030

1. Develop and provide information on products that contribute to "health of mind and body"
2. Develop and provide information on sustainable products
3. Supply safe and reliable foods

Response to SDGs



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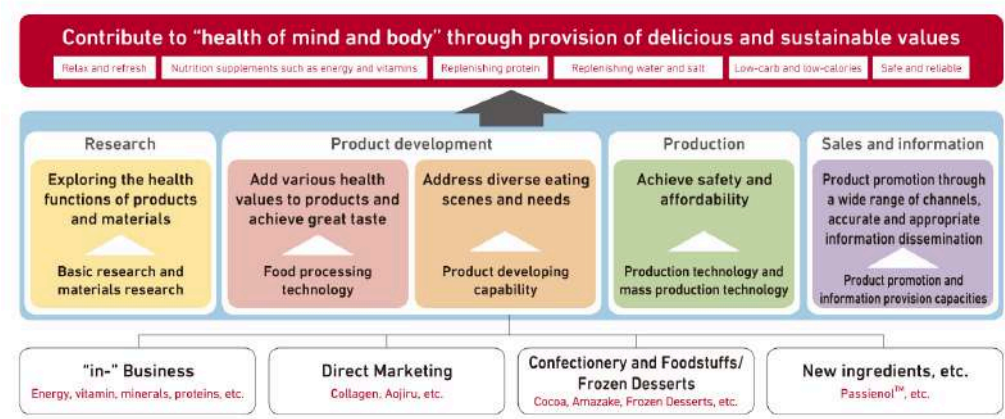
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Basic Stance

The Group's quest for health begins with the founder Taichiro Morinaga's idea to bring delicious and highly nutritious Western confections to Japan and the statement of "rich in nourishment /exquisite flavor," as written on the package of Milk Caramel. Since then, for over 120 years, we have been striving in our basic research, food processing technology, product developing capability, production technology, product promotion capability, and information provision capability, in order to consistently provide customers with values over the age. Even today, we are striving to provide values through a wide range of product categories to bring "health of mind (deliciousness and fun)" and "health of body (nutrition supplement)" to customers of all generations and lifestyles in order to contribute to a healthy life by harnessing these capabilities as our strength. Particularly, lifestyles have been diversifying in recent years, with the needs for nutritional supplements diversifying, such as "to also satisfy a craving," "in dessert form," and "in drinks form." The Morinaga Group will meet customers' needs with various categories and forms of products. For the future, we will focus on the development of products that dive deeper into "health of mind" and sustainable products, in aiming to realise sustainable growth and enhanced corporate value for the Group by achieving the goal of "health of mind, body, and environment" as stated in the 2030 Vision.

Values Provided to Customers



Contribute to Healthy Lives of People around the World:Long-Term Targets

Goal for 2030

Provide the value of health to more than 70% of Japan's population through new initiatives aimed at becoming a wellness company.

* Scope: Products the Company defines as "Deep dive into 'health of mind,'" "Accelerate 'health of body,'" and "Evolve 'health of mind' to 'health of body.'" Population percentage calculated based on the INTAGE Inc. SCI annual purchase rate (scope: consumers nationwide ages 15–79). The Company will explore the establishment of a vision on a global basis.

"Health of mind" : 90% positive response rate to Morinaga's corporate image of "Makes me smile"

* According to Morinaga's research

Progress of Goal for 2030

Targets for 2030	Results for FY2023
Provide the value of health to more than 70% of Japan's population through new initiatives aimed at becoming a wellness company	63%
"Health of mind" : 90% positive response rate to Morinaga's corporate image of "Makes me smile"	87%

- > Co-existence and co-prosperity with local communities
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**Contribute to “Health of
Mind, Body, and
Environment”**



**Provision of Safe and
Reliable Products**



**R&D / Technology /
Intellectual Property**

| Related information

[Plan International](#)



[ACE \(Action against Child
Exploitation\)](#)



[Sustainability at Morinaga TOP](#)



Contribute to “Health of Mind, Body, and Environment”



✓ Developing and providing information on products that contribute to “health of mind and body”

✓ Sustainable product development and information provision

✓ Corporate Citizenship

Developing and providing information on products that contribute to “health of mind and body”

Delicious, easy, and quick protein supply

The demand for products that can easily replenish proteins is growing due to interest in body building and habits of training resulting from a rising health awareness, and as prevention for sarcopenia and frailness in the elderly. The Morinaga Group is expanding its lineup of protein supply products among the “in-” brand, including “in Jelly.” Recently, we have been working on enhancing added value such as by introducing E lutein, which strengthens the function of proteins.



> [in jelly](#) · [in bar](#)

Deliciously and easily replenish water and salt

There is an increasing occurrence of heat strokes due to the rising average temperature along with global warming. The Morinaga Group agrees with the Heat Illness Prevention - Communication Project, and is responding to the needs for replenishing water and salt through our products of *in Jelly* <Energy Lemon>, *in Tablet*, *Morinaga Amazake*, and *Ice Box*.



> [Health Illness Prevention-Communication Project](#) ⇄

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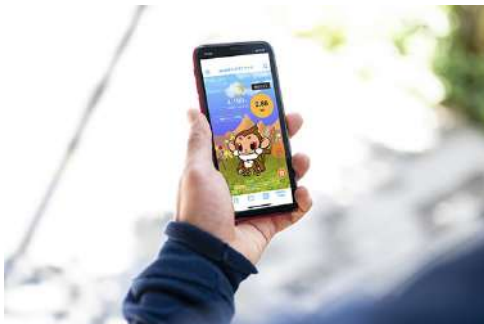
> Promotion of CSR Supply Chain Management

> Reduction of Food Loss and Waste

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Creating Opportunities for Exercise

In May 2023, we sponsored an online sports event called Satsuki Run & Walk by R-bies, INC., which organized the website RUNNET and has connections with many runners. The event makes it possible for people to participate in running and walking events anytime, anywhere, if they have a smartphone. As even those who are not good at exercising and the elderly can easily participate during their day-to-day lives, our aim was to create opportunities for exercise, which have declined due to the COVID-19 pandemic. A total of 250,916 people participated in the event. We also sponsored the Satsuki Relay Marathon held at Japan National Stadium. In October 2023, we sponsored October Run & Walk. We will continue to strive to create opportunities for consumers to exercise and encourage their participation.



Satsuki Run & Walk, easily participable with a smartphone



Satsuki Relay Marathon

Expand portion size options

We offer a lineup of small portion sizes in some of our products, such as chocolate and biscuits. By keeping the amount per bag small, customers can choose the amount that best suits their mood.



Information dissemination based on sports science

The Morinaga Group operates a training lab that supports the body building and nutrition counseling for top athletes. We provide articles put together by trainers and dieticians of the Training Lab on our website, "Easy-to-understand textbook on protein." The website gets an average of 1.5 million visits per month with a multitude of information from protein selection by Purpose of use, to food menu, and workout advice.



- > Co-existence and co-prosperity with local communities

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Sustainable product development and information provision

Environmentally considered products development

As the initiatives for "health of environment", we aim to eliminate waste from society by supplying non-standard products generated during manufacturing at affordable prices without discarding them. We released non-standard *Potelong* with irregular lengths in FY2022, as well as non-standard *MOON LIGHT* and *Chocolate Chip Cookie* with cracking in FY2023 and FY2024, respectively.

We will continue to promote the recycling and effective use of food resources through these initiatives, aiming to contribute to "health of environment".



Supporting education and preventing child labor in cacao-producing countries (One Chocolate for One Smile)

The One Chocolate for One Smile project is aimed at aiding the activities to improve the educational environment for children in cacao-producing countries, using revenues from the sale of our chocolate products subject to the project (such as Dars).

In addition to our yearly support, we donate one yen per eligible chocolate product sold during the designated months. Since this project started in 2008, it marked its 15th anniversary in 2023.

The activities are proceeded by our aid partners, Plan International Japan, a public interest incorporated foundation, and Action against Child Exploitation (ACE), an authorized NPO.

These activities, which mainly target African countries such as Ghana and Cameroon, aim to support all children so that they can receive quality education and their homes and communities can achieve stability enough to provide education to the children and protect their rights. This project also enables to these partners to improve the school environment including sanitary aspect, provide guidance of agricultural techniques to farmers, and to raise awareness of children's rights through education in the aid areas. These activities helped to stop child labor, thereby increasing the number of children who can go to school.



Children in Ghana enjoying school meals provided by the support program

One chocolate for one smile
Eat chocolate and make someone else happy.

- > [Plan International](#) ➡
- > [ACE \(Action against Child Exploitation\)](#) ➡
- > [One Chocolate for One Smile \(Japanese only\)](#)
- > [Learning Journey in Ghana \(Japanese only\)](#)
- > [ESG Data: Supporting amount with "One Chocolate for One Smile" campaign](#)

Promoting the Spread of Plogging

Many of the products of the “in-” business have a high affinity with active scenes such as sports and can be consumed anytime, anywhere on the go. However, we recognize that this is closely related to the social issue of plastic waste in cities.

Therefore, the “in-” business hopes to contribute to “health of environment” by spreading a new sport called “plogging,” in which people pick up trash while jogging. In March 2023, we held a plogging event with Kuki City, Saitama Prefecture, which has made a declaration to be a city of health, happiness, and sports and with which we have a comprehensive partnership agreement. The event was held in collaboration with Yokohama F. Marinos, with which we concluded a partnership agreement in July with volunteers from Yokohama City’s Tsurumi Ward Office, the ward of which is the location of a manufacturing plant for in Bar Protein, and the Yokohama City Sports Association.

We believe that we can expand the circle of initiatives by collaborating with companies and organizations from different pathways, such as professional sports teams that embody the appeal of sports and have the power to communicate, local governments that are working to improve the health of citizens and create comfortable cities, and our company that provides foods suitable for active scenes.

Plogging is an opportunity for people who enjoy running on a regular basis, as well as people who are not good at sports, to move their bodies, leading to the creation of opportunities for exercise. We also believe that the experience of cleaning up the city while exercising with friends contributes to “health of mind,” such as “feeling connected to others.” By promoting these activities, we will link them not only to “health of environment” but also to “health of mind” and “health of body.”

Plogging presented by Morinaga *in Jelly* conducted in Minato-ku Tokyo in October 2023



Plogging event in Kuki City, Saitama



Plogging event held with Yokohama F. Marinos, volunteers of Yokohama City’s Tsurumi Ward Office, and the Yokohama City Sports Association



Plogging presented by Morinaga *in Jelly* in Minato-ku Tokyo



Plogging with colleagues is fun!

Corporate Citizenship

We also engage in corporate citizenship activities such as education for the younger generation.

[> Corporate Citizenship](#)

| Contribute to Healthy Lives of People around the World

Provision of Safe and Reliable
Products



| Related information

Sustainability at Morinaga TOP



Corporate Citizenship



▼ Basic Stance

▼ Morinaga Angel Museum MORIUM & Tsurumi Factory Tour

▼ Co-existence with local communities

▼ Disaster Recovery/Humanitarian Aid

▼ Nurturing the Next Generation Through Food

▼ Visiting Lecture

▼ Creating a Rich Variety of Contact Points Between Employees and Society

▼ Other

Basic Stance

The Morinaga Group's purpose is to "continue to create healthy foods that can be enjoyed beyond generations, thereby bringing smiles to the faces of people around the world now and in the future".

Based on this purpose, we formulated a corporate citizenship policy, and with the central theme of "Nurturing the Next Generation Through Food," work on solving social issues, and contribute to the improvement of a sustainable society.

Through these corporate citizenship activities, the entire Morinaga Group is working to promote the growth of each individual employee and help to create an enriched society.

Morinaga Group Corporate Citizenship Policy

The Morinaga Group will carry out social contribution activities based on the altruistic spirit of thinking about how to be considerate and contribute towards others.

Through cooperation and collaboration with local communities, government agencies, NPOs, and NGOs, we will work as a member of society to contribute to the creation of a society that brings smiles to people's faces.

● Main Activities

Nurturing next generation, Environmental Conservation, Disaster Recovery Assistance, and Local Volunteering, etc.

Medium-term Targets

Cumulative total number of people who experienced food education from FY2024 to FY2026: 200,000 (Morinaga & Co., Ltd. (non-consolidated))

Sustainability at Morinaga Group

➤ Sustainability Management

> Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

> Contribute to "Health of Mind, Body, and Environment"

> Corporate Citizenship

> Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

> Human Resource Development

> Fostering Organizations that are Diverse and Dynamic

> Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

> Promotion of Sustainable Raw Material Procurement

> Promotion of CSR Supply Chain Management

> Reduction of Food Loss and Waste

> Promotion of Waste Reduction

> Co-existence and co-prosperity with local

Nurturing the Next Generation Through Food

Food Education

Morinaga Group has been committed to "food (not only foodstuff itself but including culture and science of food)" for more than 120 years. We have been and will continue to be a supporter of smiles and wellness lifestyles, and we are sincerely committed to "health of mind and body" through educating "food".

In 2022, we opened the "Morinaga's Food Education" website to provide information related to "food".

For more information on "Morinaga Food Education," please visit the following link.

> [Morinaga Food Education HP \(Japanese Only\)](#)

Morinaga Angel Museum MORIUM & Tsurumi Factory Tour

～Encountering the New and Nostalgic MORINAGA～

Morinaga has been hosting factory tours for school children etc. for approximately 100 years.

By inheriting the "Altruism" of contributing towards society through our corporate activities, we conduct guided tours for visitors to see both Morinaga Angel Museum MORIUM and Tsurumi factory.

At MORIUM, visitors can learn about our passion, specialized technology, and secrets behind the deliciousness of our products since the company's founding through displays and videos. At the Tsurumi factory, visitors can see how *HI-CHEW* and *Koeda* are produced. We hope visitors will experience the "new and nostalgic MORINAGA," providing excitement and surprises for all generations.

What's MORIUM?

Morium is a word coined by combining Morinaga and arium (Latin word for a place associated with something specific) and the name represents our wish to have people come and experience the diverse types of value that Morinaga creates (umu in Japanese).



Morinaga Angel Museum MORIUM



MORIUM Exhibition



Tour entrance



Tour guests

➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library

Example of a class we provided : "Future Learning: Learning the SDGs through Chocolate"

One of our classes is aimed at 4th to 6th graders in elementary school, and uses chocolate as a theme to "personalize" social issues. Through videos of cacao production areas, quizzes, and workshops, students will be encouraged to think about and act on a sustainable society in which "no one is left behind."

On February 7, 2025, Eihiro Ota, Representative Director, Chairman and CEO of Morinaga & Co., Ltd. (formerly Representative Director, President at the time of implementation) conducted this class for 5th graders at Shimosueyoshi Elementary School, located near our Tsurumi Site.



In class



In class



Taking quizzes



Workshop

Visiting Lecture—A Caramel Lesson by Morinaga

Employees visit elementary schools to teach a class about the industrial production of milk caramels. The class targets fifth graders and offers a sense of realism as if they are on a factory tour. The class aims to teach about the ingenious attempts and hard work of industrial production, as well as our passion toward manufacturing. This helps deepen their learning in textbook.

We have also been conducting online lessons since FY2022/3, contributing to the creation of equal educational opportunities.

Pupils watch the video of production process and take part in quiz and workshop to participate experience-based class.

Cumulative number of children
participated by March 2023

5,860 children

Cumulative number of employees
participated by March 2023

304 employees



In class



Quiz session



Workshop①



Workshop②

Voice: [Comments of employees who participated in the Caramel Lesson]

Confectioneries have the power to make people happy

I participated in the lesson because I wanted children to love caramel more. I was nervous about standing on the podium, but I was very happy that many children listened to me with serious faces and asked questions earnestly. The smiles the children gave me when they received caramels as a souvenir reminded me that “Confectioneries make people happy,” and made me love caramels even more. This is an opportunity to understand the value of our products. I would like to expand this activity to many employees.



Motoki Matsui
MIRAI Research & Innovation, R&D Center, Morinaga & Co., Ltd.

Morinaga Company Visit

We host virtual company visits to serve as career education and as class lessons for junior high and high school students.

Employees explain the range of Morinaga's business and about duties and workstyles, and communicate directly with students through question. The aim is to provide an opportunity for students to think about occupation and their future careers, and develop an idea of what working is all about.



In class



Students taking notes

The Confectionery Factory in Kidzania

At the Confectionery Factory pavilion, which Morinaga & Co., Ltd. is exhibiting, children can experience the joy of working and the ingenuity of manufacturing by making *HI-CHEW*. Children can also learn about food hygiene, rules, and manners, which can help them develop independence and social skills.



The Confectionery Factory pavilion



Making *HI-CHEW*

Kidzania Tokyo official website:

> <https://www.kidzania.jp/en/tokyo/top>

Confectionery Education

Morinaga believes that the value of confectioneries lies in supplementing nutrition and its role in communication that connects people to people and hearts to hearts.

Morinaga donates "Mel and Mar's Picnic," our original picture book for confectionery education, to children's nursery facilities. This is aimed at helping children develop creativity while learning about, in a fun way, confectionery's roles and how to properly associate with confectionery. The nursery facilities use the book for such purposes as storytelling and drama-based workshop.



For more information about "Mel and Mar's Picnic," please visit the following link.

> [Mel and Mar's Picnic \(Japanese Only\)](#) ➡

Co-existence and co-prosperity with local communities

In order to realize harmonious relationship with local communities, each business site and group company engages in local activities in collaboration with governments, companies, and people, in the local community.

Please learn about Co-existence and co-prosperity with local communities, which is linked below.

[> Co-existence and co-prosperity with local communities](#)

Creating a Rich Variety of Contact Points Between Employees and Society

By having employees participate in corporate citizenship activities, the Morinaga Group provides information and creates opportunities related to its activities in order to help employees grow and create an enriched society.

Establishment of Volunteer Leave System

In April 2022, we established a volunteer leave system that allows employees to take leave for a wide range of volunteer activities.

Donation of products to the Children's Food Support Box initiative and participation in volunteer packing work using volunteer leave

Since 2022, we have endorsed the Children's Food Support Box implemented by Save the Children Japan and donated products such as *HI-CHEW*, *Ottotto*, and other items.

This initiative was implemented during the summer and winter holidays with the aim of improving the food situation for children, targeting families in financial difficulty. Save the Children Japan delivered support boxes to a total of approximately 18,000 eligible households nationwide in 2022 and 2023.

In July and December in FY2023, a total of 25 employees from our company took volunteer leave for five times in total to participate in the Children's Food Support Box packing program.



Employees who participated in the program



"The Children's Food Support Box"

Matching Donation Initiatives

For disaster recovery and humanitarian aid, executives and employees donated money and the Company matched the amount of donations collected.

Disaster recovery aid

Kumamoto Heavy Rain Support

As relief supplies to Kumamoto prefecture, which was affected by heavy rain and floods in July 2020, we provided 24,000 units of *in Jelly* for easy nutritional support.

Support for the Fight against COVID-19

We provided 360,000 units of *in Jelly* to medical institutions and donated to the WeSupport project, which offers food support to healthcare workers.

Through Meals on Wheels Japan and Musubie, the national children's cafeteria support center, we provided 30,000 units of confectioneries to children's cafeterias.

We made a donation for the purpose of addressing the COVID-19 pandemic to the city in which Morinaga (Zhejiang) Co., Ltd. is located.

Humanitarian aid to Ukraine

In May 2022, we donated 10 million yen to Plan International Japan, a public interest incorporated foundation, to provide humanitarian aid to Ukrainian children and their parents who were fleeing their country due to the escalation of war in Ukraine. In addition, 307 executives and employees made humanitarian aid donations and the Company matched the amount of donations collected.

These donations were used to improve the environment, provide psychosocial care, and support education for evacuated Ukrainian children and their parents.

Humanitarian aid for Turkey / Syria Earthquake

In February 2023, we donated 10 million yen to the Japanese Red Cross Society jointly with Morinaga Milk Industry Co., Ltd. to be used for relief efforts and reconstruction of the areas affected by the Turkey and Syria earthquakes. In addition, 281 executives and employees of the Morinaga Group made a donation and the Company matched the amount of donations collected.

Noto Peninsula Earthquake Support

In February 2024, we donated 50 million yen to the Japanese Red Cross Society jointly with Morinaga Milk Industry Co., Ltd. for the purpose of providing relief to people in the disaster-hit areas of the Noto Peninsula in Ishikawa Prefecture and for reconstruction of these areas.

In addition, 700 executives and employees donated money and the Company matched the amount of donations collected.

East Coast of Taiwan Earthquake Support

In April 2024, we donated 10 million yen to the Japanese Red Cross Society jointly with Morinaga Milk Industry Co., Ltd. to be used for reconstruction of the areas affected by the earthquake off the east coast of Taiwan.

Other

Education Programs to Support Future Athletes

Morinaga Training Lab provides training and nutritional support for children at sports classes organized by athletes supported by Morinaga.

The Bicycle Academy, launched by Naoki Idegawa, the professional downhill mountain bike rider, aims to contribute to character building in addition to fostering bicycle knowledge and skills. It also aims to share the three joys of challenge, growth, and success through mountain biking; pursue activities with love, sincerity, and thankfulness, and contribute to the development of the bicycle community. The Lab's trainers provided training programs. The nutritionists delivered food education videos and conveyed the importance of supplemental food through *in Jelly*.

The “Judo Class for Children” hosted by Hisayoshi Harasawa, a judo player, aims to popularize judo and contribute to the community by teaching children about the fun of judo and sports.

A trainer from Morinaga gave the children warm-up guidance on how to prevent injuries. After enjoying judo, the children drank *in Jelly* and learned about nutritional supplements necessary for building a healthy body.



Take *in Jelly* <Energy Lemon> after a lesson in summer



Excerpt of sports-related food education video



Many children, both experienced and inexperienced in judo, participated



Harasawa handing out *in Jelly*

Ottotto Calisthenics

Morinaga Training Lab devised the Ottotto Calisthenics in collaboration with Yokohama Sport Association, in the aim of promoting children's healthy growth through exercise and diet.

The Calisthenics was devised in the expectation that various forms of body movements, such as jumping, rolling, and standing on one leg, will promote the development of athletic ability in early childhood, thereby reducing injuries caused by falls. In the Calisthenics, we incorporated the image of the sea friends, the characters appearing in our Ottotto snack, so that children can enjoy the exercise.



Ottotto Calisthenics educational videos



Participation in the Bellmark Program

Morinaga has continuously participated in the Bellmark program since it was launched in 1960 and has provided support for Bellmark activities, which assist the improvement of school equipment and educational materials, as well as children who are endeavoring to learn with various disabilities. Currently, Morinaga is contributing to the Bellmark program by printing the Bell Mark on six products: Milk Caramel, Hi-Soft, Morinaga Biscuits, ChocoBall, Milk Chocolate, and Ottotto.



Joint Programs with Non-affiliated Companies through the Angel Smile Project

Under the Project, companies (limited to food manufacturers, distributors, and providers) that wish to use Morinaga's trademarks of "Angel" join CSR activities that contribute to the improvement of environments for children's education and training, in lieu of paying a royalty.

Morinaga Angel Foundation

Emphasizing the importance of an "Angel's Heart," which is Morinaga's symbol, the Morinaga Angel Foundation conducts research on forms of abundant human lifestyles and the ideal of families in the future through, for example, art, sports, nature, food, and classics.

In addition to conventional research, we are focusing on enriching our content to "support learning" for middle and high school students as well as adults. (Art labs, food labs, exploratory learning, dialogue on sports, nature observations, candy gifts, etc.)


We are also engaged in activities to deliver a picture book titled "MORI-no-Ehon" to children who are living in the areas hit by recent earthquakes, heavy rains, and other natural disasters, including the Great East Japan Earthquake. The number of book copies delivered amounted to 9,070.


For more information on Morinaga Angel Foundation, please visit the following link.




Activities to deliver the MORI-no-Ehon picture book

Contribute to Healthy Lives of People around the World

Contribute to “Health of Mind, Body,
and Environment” 

Provision of Safe and Reliable
Products 

Stakeholder Engagement 

Co-existence and co-prosperity with
local communities 

Related information

Sustainability at Morinaga TOP 

Provision of Safe and Reliable Products



✓ Commitment to Quality

✓ Efforts in Quality Assurance

✓ Initiatives by Cooperating Companies

✓ Framework for Quality Assurance

✓ Quality Assurance Initiatives Overseas

✓ Communication with Customers

Commitment to Quality

The Morinaga Group believes it is its mission as a food manufacturer to constantly ensure the quality and safety of products and deliver safe and reliable products to customers.

Our Philosophy on Quality Assurance

In realizing our Purpose and 2030 Vision, we believe that trust from our customers is the most important. We have established the following quality policy in promoting quality assurance by placing the utmost priority on excellent product quality together with safety and reliability, which are the premise for earning customer trust.

> [Quality Policy](#)

Quality Assurance System

In order to practically implement the quality policy, we have established the Quality Assurance Rules, and are centrally and systematically managing and maintaining the “Quality Assurance Objective (purpose),” “Target Level,” “Manuals Related to Quality Assurance,” and “Quality Standards.” We conduct activities on assuring quality in each department.

All products of the Morinaga brand are developed involving multiple departments and divisions. We implement a cross-sectional “Quality Assessment System” from the product planning phase to eliminate any omissions or oversight in ensuring quality, safety, and legal compliance. In addition, we conduct constant analysis in pursuit of excellent quality. The Analysis Group within the Quality Assurance Division conducts scientific verification and assurance on products and raw materials. Morinaga Institute of Biological Science, Inc. contributes to the verification and assurance of the safety and legal compliance of Morinaga Group's products as well as and legal compliance of products which are produced by the company of Morinaga Group and other company, by developing, manufacturing, and selling food allergy analysis kits. And in preparation of possible quality accidents, we have developed a Crisis Management Response Guidelines that outlines how directors and employees should handle matters in such cases.

Quality Assurance System

Sustainability at Morinaga Group

➤ Sustainability Management

> Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

> Contribute to “Health of Mind, Body, and Environment”
> Corporate Citizenship

> Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

> Human Resource Development
> Fostering Organizations that are Diverse and Dynamic
> Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

> Promotion of Sustainable Raw Material Procurement
> Promotion of CSR Supply Chain Management
> Reduction of Food Loss and Waste
> Promotion of Waste Reduction
> Co-existence and co-prosperity with local

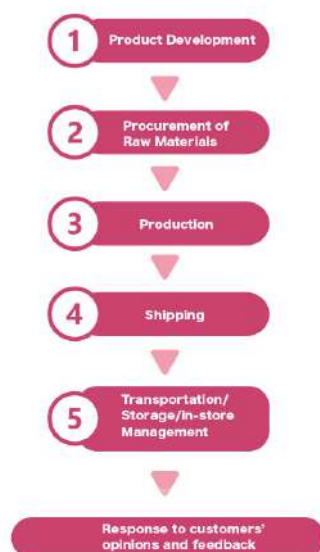


Framework for Quality Assurance

In an effort to deliver safe products to our customers, we have established a safety-focused quality assurance system that employs various approaches and mechanisms throughout all processes from product development to procurement, production, distribution, and sales.

If a customer gives feedback about our products after the delivery thereof, we respond to it by conducting a variety of quality investigations and analyses and reporting their results back to the customer. We share these types of information within our organization to leverage it for purposes of product development and improvement. If an unexpected event occurs to our products, we would be committed to disclosing information accurately and promptly in order to restore our customers' trust.

Steps We Take Before Our Products Reach Our Customers



Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

Sustainability Policies & Guidelines

Integrated Report

ESG Data

GRI Standards

Sustainable Finance

IR Library

1. Product development stage

While designing the quality and packages/containers and making proper labels, we comply with food-related laws and internal rules set to protect the quality of products on store shelves as well as the quality and safety up to the best-before date.

Quality assessment system

Our Quality Assessment System is designed to identify and remove risks involved in any new or renewed products in the development phase by reviewing and checking them in a cross-sectional and overarching manner before making the decision to launch them into the market, through the use of a checklist that covers 13 categories and approximately 184 items to check. Our product development process involves a number of divisions, with each of them being responsible for reviewing and confirming the product's safety and other specifications. At the same time, our Quality Assessment System serves as a cross-sectional tool to avoid any oversight or unchecked areas and ensure a consistent level of quality and regulatory compliance.

Role of Quality Assessment



2. Procurement of raw materials stage

We have prescribed strict regulations for the raw materials used in our products, and only purchase ingredients from manufacturers who can meet these requirements. We check information on the safety and reliability of raw materials with regard to not only compliance with the Food Sanitation Act but also food additives, allergenic substances and genetically modified organisms (GMOs). We also conduct testing when it is determined to be necessary, confirming that raw materials are safe.

3. Production stage

All of our domestic production factories (four Morinaga factories and four affiliated production companies) have obtained the FSSC 22000 certification, an international standard certification for food safety systems or JFS-B standard certification, a Japanese Food Safety Standard.

> [Food Defense](#)

List of Factories with Certifications (As of August 31, 2023)

FSSC 22000 certification:

Mishima Factory, Oyama Factory, Chukyo Factory, Tsurumi Factory, Takasaki Morinaga Co., Ltd., Morinaga Angel Dessert Co., Ltd., Morinaga Dessert Co., Ltd.

JFS-B standard certification:

Osaka Center of Aunt Stella Inc.

4. Shipping development stage

Once produced in a factory, products undergo a shipping inspection as a final check in the factory before they reach our customers. The shipping inspection process is the last line of defense to ensure the safety for our customers. Specifically, the process is designed to verify the product's flavor, alignment with specified color tones, dimensions, and weight, and observance of bacterial standards (microorganism control), to identify any broken or defective packages, and to look at whether the best-before date is printed correctly.



Shipping inspection (measuring that dimensions and weight meet product standards)

5. Transportation/Storage/In-store Management

We set rules and request our business partners in the value chain (such as warehouses and transportation companies) to follow them so as not to impair the quality of our products in order to deliver safe products to our customers.

| Response to Customers' Opinions and Feedback

If a product is reported to be defective by a customer, we immediately carry out an investigation and analysis, verify compliance with quality and regulatory requirements, and report the results to the customer. Further, we quarterly hold a meeting of the Customer Voice Committee with the aim of taking customers' opinions and feedback into consideration in our company-wide efforts to improve product quality, packaging, labeling, sales campaigns, advertisements, and so forth.

> [Communication with Customers](#)

Efforts in Quality Assurance

| Analysis

The Morinaga Group is constantly engaged in the analysis and the development of analytical techniques for, nutritional and functional ingredients, chemical substances, heavy metals, microorganisms, and food allergens. Based on scientific and objective evidences, we verify the safety and regulatory compliance of, and provide warranty to, the product development, raw materials, production, logistics, and defective products reported by customers.



Measurement of food allergens (specified raw materials)

Food Defense

As part of our efforts to prevent foreign substances being intentionally inserted into foods, we first of all endeavor to create a workplace environment where it is easy to work and importance is placed on communication, raising employee awareness so that they act in a manner that gives highest priority to customers' safety and peace of mind. On top of this, we implement both tangible and intangible measures to reduce risks, including stricter management of entry/exit to/from factory premises and production facilities, rigid compliance with rules concerning the prevention of contamination (restrictions on personal belongings allowed to be brought in and the handling of chemicals), and installation of camera-based recording systems.



Controller room



Camera-based recording system

Traceability

Throughout the process from raw materials and ingredients to manufacturing, storage, and delivery, we maintain product traceability by keeping complete records of, and take strict control over, raw materials and products. We also carry out training on a regular basis and confirm whether the traceability system is working properly.



Traceability is checked using with a bar code reader

Correct and Easy-to-understand Labeling

In addition to being in compliance with laws such as the Food Labeling Act, labeling on packaging provides information important for customers when selecting products. We devise ways to ensure that health-related information such as allergy information, nutritional information, and best-before dates are clearly visible and easy to understand. We also work to raise customer convenience through such efforts as labeling individual packaging with allergen information and cross-contamination statements (a warning for possible contamination arising from production at shared facilities).

And when there are changes in allergen information, it is printed on the package front. Such we are taking steps to accurately communicate information to our customers.



Product label on the package of Morinaga Milk Caramel



Allergen information printed on package front when changes are made

Response to Food Allergies

We provide not only legible and easy-to-understand allergen data on product packages but a list of allergens on our website to help customers feel safe when selecting our products. For the sake of customers with allergies, we will continue to carry out strict quality control over specified raw materials and their equivalents as part of our sustained efforts to deliver safe products to our customers.



Allergen-related information (website) Chocoball <Peanuts>

Genetically Modified Raw Materials

In principle, we do not use genetically modified materials in our products. Soybeans and corn are treated under Identity Preserved Handling (IP Handling) so that genetically modified raw materials are not included.

We use vegetable oils, emulsifiers, flavors, etc. that contain ingredients not critically separated from genetically modified crops. However, it is not required to list these ingredients on product labels, as their protein component has been removed or decomposed during the production process and therefore it is technically infeasible to determine whether the food is genetically modified or not.

Education for the Product Development Department

We conduct training on quality assurance, including product design and labeling, for newly assigned product development staff. In addition to training new staff, we also work to promote understanding of safe and reliable product design through regular training sessions and lectures by our Quality Assurance Division, Legal Affairs Department, and General Affairs Division through the provision of information on product safety and laws once a month.

Membership into External Organizations such as Associations

We join and participate in various academic societies such as the Japanese Society for Food Hygiene and Safety, various fair trade councils, and various food hygiene related associations including the Japan Food Hygiene Association. Through such activities, we gather the latest information on food quality assurance such as food hygiene and standards and use this knowledge to strengthen our quality assurance system.

Quality Assurance Initiatives Overseas

Our overseas production sites (Taiwan Morinaga Co., Ltd., Morinaga [Zhejiang] Co., Ltd. and Morinaga America Foods, Inc.) abide by the Morinaga Group Quality Policy, and based on local situation, have acquired international food safety management system certifications FSSC 22000 (in Taiwan and Zhejiang) and SQF Codes Edition 9* (in the United States), ensuring they manufacture safe products.

* SQF is an acronym for Safe Quality Food. It is an international certification standard for both food safety control systems based on HACCP and quality control systems in order to ensure product safety and quality.



Process inspection in Morinaga America Foods, Inc.



X-ray inspection in Morinaga America Foods, Inc.

Initiatives by Cooperating Companies

In addition to its own production factories, the Morinaga Group has many manufacturing partners in Japan contracted to carry out its production.

When contracting manufacturing partners for production, we confirm in advance that those partners have in place a quality control system that is comparable to that of the Morinaga Group's production factories. Confirmation is made through GMF Inspection,* whose checklist consists of 150 or more items.

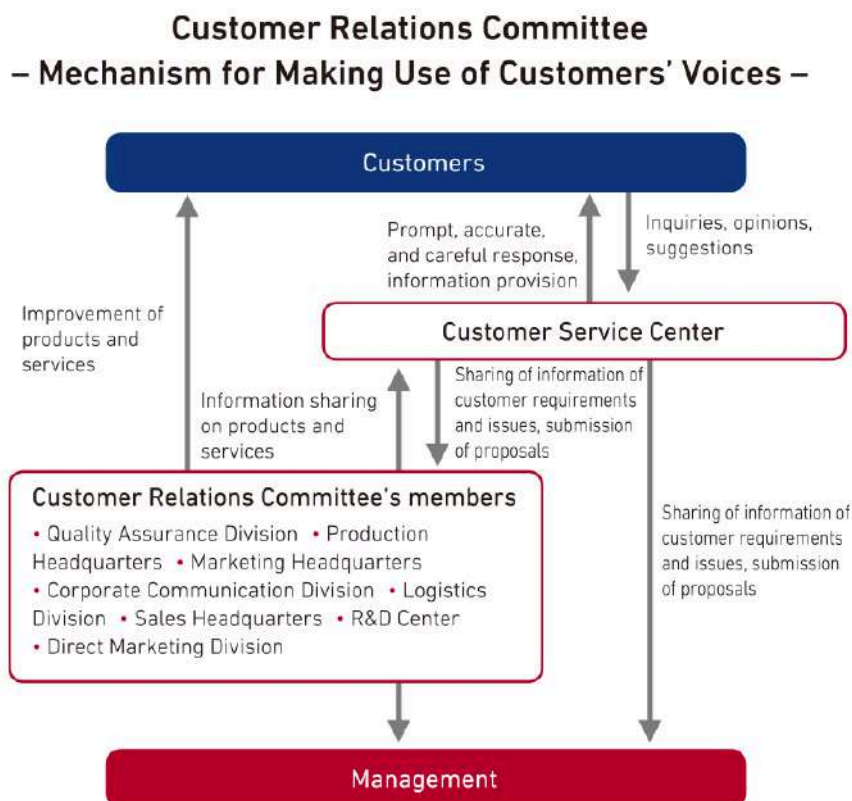
Once contracted, GMF Inspections are conducted regularly and the manufacturing partners are requested to maintain and enhance their quality control systems. To facilitate the efforts of manufacturing partners, the Morinaga Group shares information with them and provides support (information exchange forums, quality improvement support, etc.).

* GMF (Good Manufacturing Factory): Morinaga's quality inspection system in which inspectors visit factories in person to verify that allergen control, avoidance of contamination by foreign substances, microorganism control, etc. are being conducted properly.

Communication with Customers

Framework for customer satisfaction

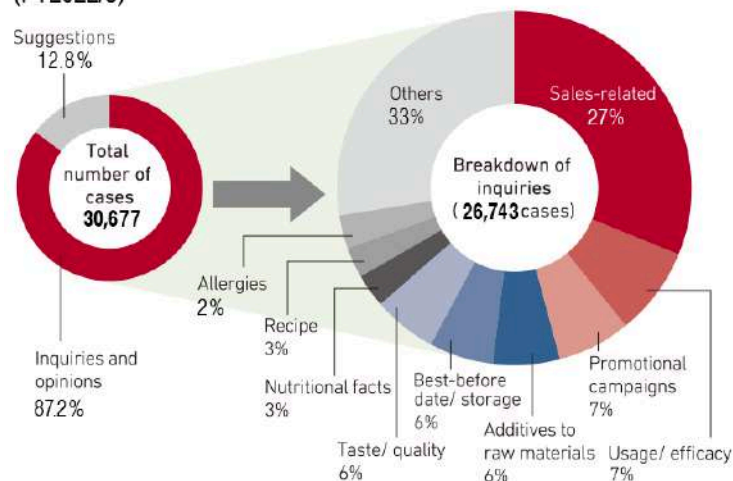
Led by the Customer Service Center, Production Headquarters, and Quality Assurance Division, a meeting of the Customer Relations Committee is held quarterly to share customers' voices among all relevant divisions. We take customers' voices seriously and use them to help improve customer satisfaction. Meeting results from the Committee are reported at the Board of Directors meetings by a representative officer in charge. In addition, we agree with consumer-oriented management recommended by the Consumer Affairs Agency and have made a voluntary declaration on consumer-orientation.



Initiatives by the Customer Service Center

Our Customer Service Center constantly implements improvements aimed at achieving a higher level of customer satisfaction in accordance with ISO 10002, with which the Company made a self-declaration of conformity in 2013. We receive and respond to opinions and requests from customers via a number of channels, including a toll-free number, e-mail, and letters, and are mindful of providing sincere, prompt, and accurate responses. All of the customers' voices we received are shared with the entire company through daily and monthly reports, which enables us to detect issues at their early stages, and incorporate these voices in product and service improvement. Moreover, we have published Q&A on our website to help our customers find solutions speedily.

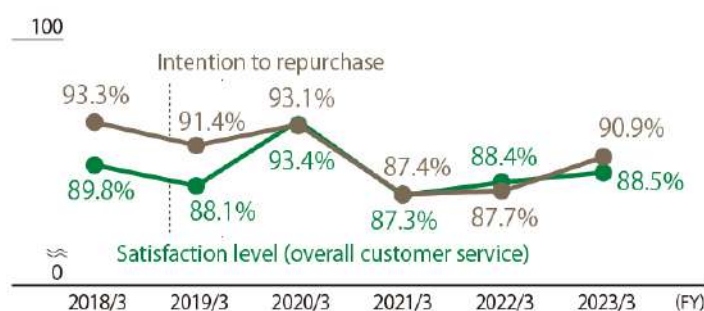
**Breakdown of Inquiries to the Customer Service Center
(FY2022/3)**



Results of Customer Satisfaction Survey

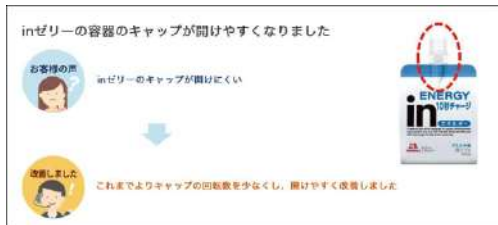
The Customer Service Center analyzes every piece of every suggestion, investigates the cause, and reports the result to the customer who gave the suggestions. With the report, we enclose a postcard that requests the recipient to respond to a survey, and the results of which are regularly analyzed and examined for details on overall satisfaction and repurchase intentions. We will apply the results of the survey to improve our services and continue to strive to increase customer satisfaction by being even more considerate of our customers.

Results of Customer Satisfaction Survey



Improving Products and Services Based on Customers' Voices

We share our customers' voices across the organization and make use of them to detect issues in an early stage and create better products and services. Favorable comments about our products are published in wall newspapers, which are distributed monthly to individual divisions and departments as well as branches and factories nationwide. Even when we receive critical comments, we take them seriously and make use of them to improve our products and services. Some of the improvements made in response to them are posted on our website.



Use of easier-to-open caps (website)



Wall newspaper No. 130, published in May 2021

Expansion of Q&A information on Website

We regularly update the list of questions and answers on our website to improve the content. Most frequently asked questions are included in the FAQ section. Questions in the section are sorted in the order of how frequently they are asked, helping users find necessary information easily.



In-house Education on Advertising and Marketing, and Other Initiatives

We provide training on compliance and labeling related to advertising and marketing for newly assigned product development staff with the aim of offering advertising and marketing in a manner that is responsible to society. In addition, when launching products, we have a mechanism in place for multiple departments to check for inappropriate expressions such as compliance violations so that all related parties can work together to deliver safe and reliable products to our customers.

Contribute to Healthy Lives of People around the World

Contribute to "Health of Mind, Body, and Environment" >

Related information

Sustainability at Morinaga TOP >

Diversity and Inclusion of People



The Morinaga Group aims to increase its competitiveness and achieve sustainable growth through creating a work environment that enables diverse personnel to shine and cultivates autonomous human resources who can continuously generate value for society.

Materiality

Diversity and Inclusion of People

Main challenges included in materiality

1. Foster human resources to achieve the Purpose and 2030 Vision
2. Promote diversity and inclusion
3. Promote health management

Main expected opportunities and risks

<opportunities>

- Securing of talent needed to contribute to the realization of our Purpose and the 2030 Vision
- Promoting corporate growth through the active participation of highly engaged employees
- Improving resilience through increasing the ability of innovation generation and response to environmental changes
- Improving competitiveness in the global market
- Improving employee loyalty by creating a culture that accepts diverse values
- Promoting corporate growth through improved employee performance

<risks>

- Declining sustainable growth capabilities due to delayed response
- Declining organizational competitiveness and social reputation due to delayed response

Main Actions Ahead of 2030

1. Foster people, culture and organizations to achieve our Purpose and the 2030 Vision
2. Foster organizations that are diverse and dynamic
3. Build workplaces that are healthy and comfortable, and motivation-driving

Response to SDGs



Basic Stance

The Group has positioned diversity at the center of its management, and is developing a workplace that fosters the active participation of diverse human resources and the satisfaction of taking part in a meaningful job based on the philosophy of "Leveraging each person's individuality."

Sustainability at Morinaga Group

Sustainability Management

- > Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

Long-term targets for Diversity and Inclusion of People

communities

Goal for 2030

Rate of positive responses on the employee awareness survey: 80%

- The Morinaga Group is contributing to enriching people's lives and creating a society that is more affluent and sustainable through its businesses.
- The active participation of diverse human resources leads to the Company's growth and persistence.
- Employees find their job meaningful and they are in good mental and physical health at work.

Progress of Goal for 2030

Targets	FY2031/3 Targets	Results for FY2022	
		Morinaga & Co., Ltd. (non-consolidated)* ¹	Domestic Group consolidated basis* ²
The Morinaga Group is contributing to enriching people's lives and creating a society that is more affluent and sustainable through its businesses	80%	90.4%	87.5%
The active participation of diverse human resources leads to the Company's growth and persistence	80%	72.0%	66.5%
Employees find their job meaningful and they are in good mental and physical health at work	80%	75.6%	71.2%

*1 Scope: Full-time employees of Morinaga & Co., Ltd. (non-consolidated) excluding forwarded employees

*2 Scope: Domestic Group consolidated basis; full-time employees of the Group excluding those forwarded to overseas Group companies

We are working on themes listed in the table on the right based on our human resources strategy in order to achieve the targets above.

Initiative Themes to Achieve Long-Term Targets for 2030

1. Foster people, culture, and organizations to achieve our Purpose and the 2030 Vision
2. Foster organizations that are diverse and dynamic
3. Build healthy and comfortable workplaces and help employees to find their work meaningful

➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library



Human Resource Development



Fostering Organizations that are Diverse and Dynamic



Achieving a Healthy and Worker-friendly Workplace Environment

| Related information

[ESG Data](#)



[Sustainability at Morinaga TOP](#)



Human Resource Development



✓ Human Resources Development that Leads to the Achievement of the Purpose and 2030 Vision

✓ Succession Plan

✓ Development of “autonomous personnel”

✓ Initiatives to Facilitate Innovation

✓ Optimization of Workforce Composition (Hiring and Assignment)

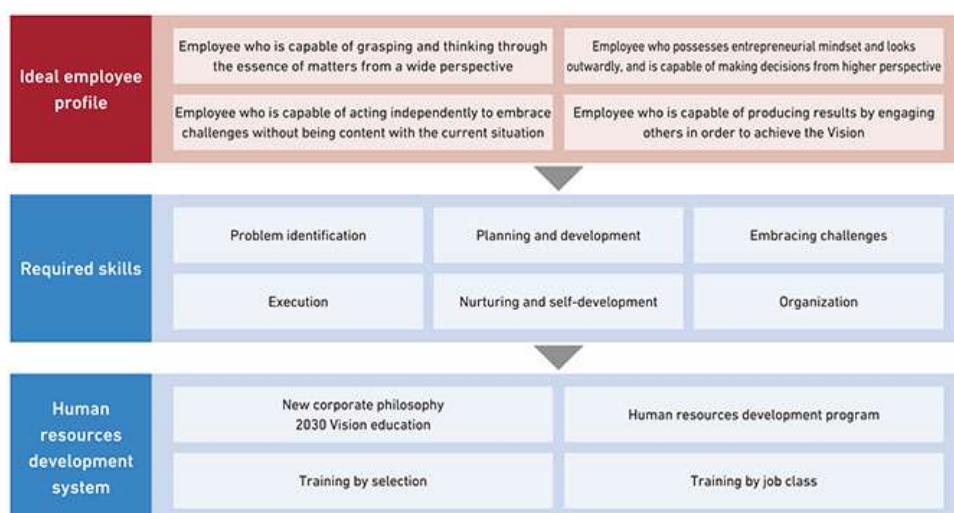
✓ Securing and Developing Human Resources with Advanced Expertise

✓ Communication with Employees

Human Resources Development that Leads to the Achievement of the Purpose and 2030 Vision

In terms of human resources development, we believe that it is necessary to develop human resources who can evolve and transform various operations, for realizing the 2030 Business Plan, which we intend to transform our business portfolio, implement structural reforms to improve profitability, and strengthen the business management foundation. We will actively invest in human capital to develop leaders who will drive such evolution and transformation, as well as human resources who will execute each strategy.

Ideal Employee Profile and the System for Their Cultivation



Sustainability at Morinaga Group

➤ Sustainability Management

> Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

> Contribute to “Health of Mind, Body, and Environment”

> Corporate Citizenship

> Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

> Human Resource Development

> Fostering Organizations that are Diverse and Dynamic

> Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

> Promotion of Sustainable Raw Material Procurement

> Promotion of CSR Supply Chain Management

> Reduction of Food Loss and Waste

> Promotion of Waste Reduction

> Co-existence and co-prosperity with local

Optimization of Workforce Composition (Hiring and Assignment)

To realize the 2030 Vision, we must vigorously promote a human resources strategy linked to our corporate strategy. Against this backdrop, the Group has set a goal of increasing the sales component ratio of the focused domain ("in," Direct Marketing, Frozen Desserts, and the U.S. Business) to 60% or more by 2030. To achieve this, we are increasing the allocation of human resources to the focused domain from a medium- to long-term perspective, based on the role that our human resources strategy should play.

As the labor force in Japan is expected to decline in the future, we will need to secure, develop, and appropriately assign human resources who can drive our business growth. Based on this recognition, we will work to improve productivity and management efficiency throughout the Company by enhancing personnel plans for each division and stepping up subsequent monitoring in cooperation with each business sector.

Succession Plan

We are implementing initiatives from a medium- to long-term perspective to continuously develop candidates at all levels.

For officer candidates, we offer one-on-one coaching with an outside professional. Through this one-on-one coaching, candidates are given opportunities to deepen self-understanding, such as how to be a leader. We continue to develop human resources who meet the Group's management personnel requirements, including leadership skills.

For general manager candidates, we conduct off-site training and the Group's own training that teaches the framework for problem-solving. In off-site training, discussions are held in a group setting with participants of the same rank from other companies on the theme of solving social issues.

For manager candidates, those who have completed the training for future leaders are voluntarily dispatched to an external school to provide opportunities for independent learning to develop their management skills.

Securing and Developing Human Resources with Advanced Expertise

Recognizing that they are indispensable in each business domain for the Group to achieve sustainable growth, we will work to secure human resources with advanced expertise and develop them over the medium to long term. In FY2023, based on the requirements of DX, accounting, and global, which are priority areas, we identified the current state of expertise and implemented training options. In FY2024, we will develop options for developing more advanced expertise and expand the scope to include R&D personnel. In addition to mid-career recruitment of human resources who can have an immediate impact, we will further subdivide the recruitment of new graduates by career track and systematically develop and produce human resources from a medium- to long-term perspective.

Development of "autonomous personnel"

Promotion of Self-Sustaining Career Development

The Group has placed the concept of "Protean Career" at the heart of its efforts to promote self-sustaining careers. As shown in the figure below, we believe that an increase in the overlap of "Will," "Can," and "Must" among employees is a state in which they are able to achieve a self-sustaining career, and we are supporting their journey by combining various initiatives.

As an example, in FY2023, we started dispatching employees to cross-boundary career workshops, where they frankly discuss their career approaches and worries online with people at the same level at other companies. Around 20 employees in their 20s to 50s took part. Our employees are provided opportunities to think broadly about the business capital and social capital that should be built up in the future by interacting with people outside the Company and having the opportunity to look at themselves objectively.

communities

➤ Conserve the Global Environment

- Response to Climate Change Issues
 - Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- Build a Highly Transparent and Efficient Governance System
- Respect for Human Rights
- Participation in Initiatives
- Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library

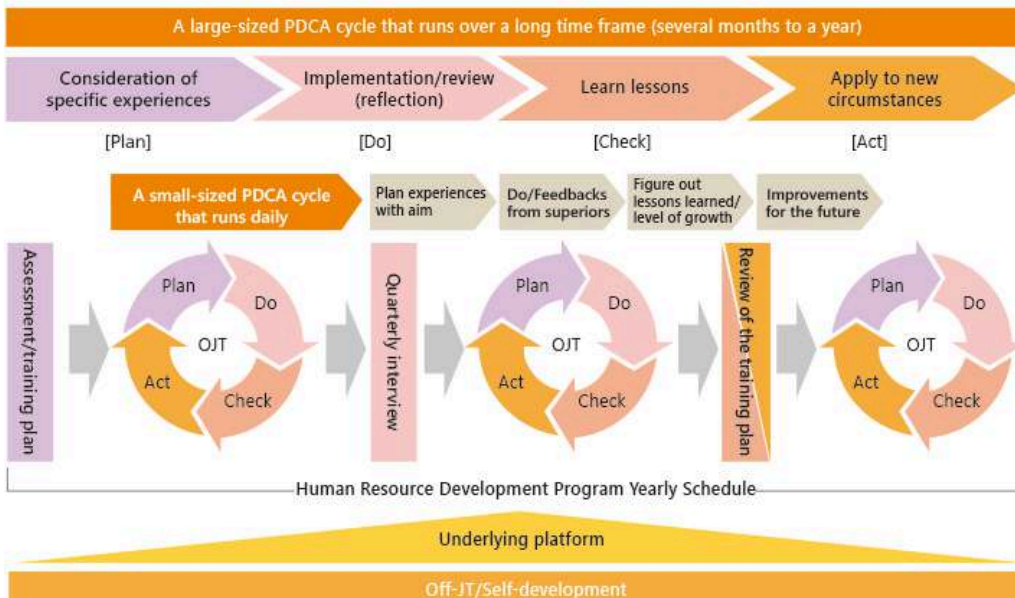


- Our ideal career development — the **protean career** — is characterized by the ability to flexibly transform oneself in the face of environmental changes and enhance one's skills and knowledge with the mindset that a career is individually driven.
- We seek to integrate "Will, Can, and Must" by ensuring that employees know (identity) and change (adaptability) themselves.

Training PDCA Cycle

Aimed at clearly defining individual employees' growth path and properly running a training PDCA cycle on site, the Program consists of three phases: assessment, development of a training plan based thereon, and implementation of the plan. In the assessment phase, the person subject to the training identifies his/her own strengths and weaknesses jointly with his/her supervisor according to the definition of capabilities required for all Morinaga employees regardless of the job type, and develop an annual OJT- and Off-JT-based training plan. In the implementation phase, an interview session is held every quarter to review the employee's performance and confirm programs scheduled in the future. When these phases are completed, a training PDCA cycle is run.

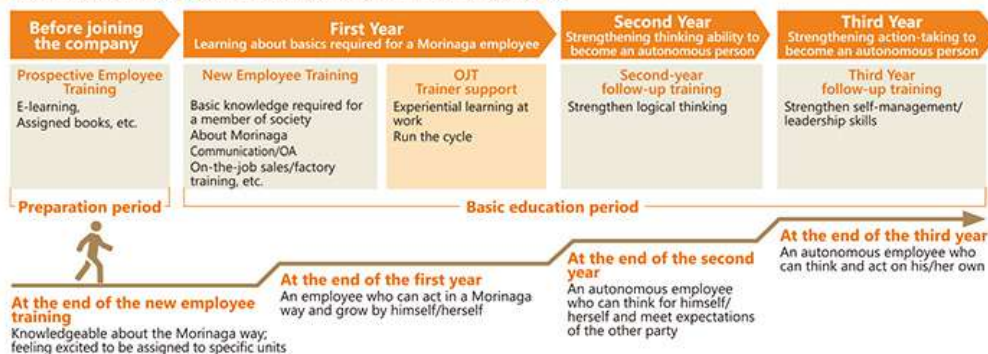
Training PDCA Cycle



Basic human resource development during the first three years of employment

Morinaga has been particularly focused on the education and training of young employees and provide them with a basic training program that spans three years after joining the company. Included in the program are the OJT Trainer System for new employees, annual group training in the form of an Off-JT, and career interviews by the Human Resources Division. The Human Resources Division provides diversified support to younger personnel in such areas as skill, mind, and career. The three year program is designed to help participants develop.

Morinaga's three-year basic training for new employees



Rank-based training

We continue to provide training to employees who have completed the three-year basic training program to help them further improve their skills, mindset, and behavior, according to the organizational roles they are expected to play.

Theme-based training

Our theme-based training programs, which are focused on management and business challenges, include the following: next-generation leader training, management game training, and educational training to improve specialized knowledge and skills required to perform duties specific to each division.

Human Resource Development through OJT

At their assigned workplace, new employees learn how to accomplish their duties by running the experiential learning cycle for a period of one year, under the guidance of the OJT trainer in charge of them. An increasing number of facilities and employees have adopted the Human Resource Development Program in sequence, and, in conjunction with the use of personnel appraisal system, each workplace is actively implementing OJT programs to ensuring that employees can grow and develop their skills through the programs.

Initiatives to Support Self-Sustaining Career Development

•The launch of the CO-MORI Campus, an internal platform for self-development

With the launch of the CO-MORI Campus, an internal platform for self-development, in the autumn of 2023, employees can now access a wide range of opportunities and information for self-learning and networking. In the six months since its launch, more than 1,000 employees, including those from Group companies, have used the platform, fostering a culture of voluntary learning from each other.



Top Screen of the CO-MORI Campus

•Self-development Training

We provide a wide range of programs that motivate employees to learn more, according to individual employees' training themes. These free-choice programs include distance learning, e-learning, Company-sponsored theme-based training, and external seminars whose fees are partly paid by the Company. Participants in the distance- and/or e-learning programs can freely select their own courses from approximately 200 options. We have established financial assistance programs under which employees can receive an amount roughly equivalent to half of tuition fees, or monetary incentives if they attend a course as a group. A number of affiliate companies have adopted similar assistance programs to support their employees' learning.

> [ESG Data: Length and cost of training per employee](#) 

•Promoting the Active Participation of Senior Human Resources

With the decline in the labor force, we believe that the active participation of seniors is essential, and since FY2022, we have been providing training for self-sustaining careers to employees in their 50s. Over 230 employees in total have participated in the training to rethink Will, Can, and Must. In FY2024, we plan to expand the number of eligible divisions. Also, we plan to conduct various training programs to think about careers from multiple perspectives, such as cross-boundary workshops and career resolution improvement. We continue to hold dialogue between the Human Resources Division and frontline supervisors to eliminate ageism*.

* Ageism: Stereotypes and assumptions based on age

Communication with Employees

| Conducting regular interviews

In an effort to listen to our employee's opinion, we hold various interview sessions between supervisors and their subordinates every quarter. These opportunities include quarterly accomplishment review, the Human Resource Development Program, and career design interviews. In this process, we make efforts to enhance employees' skills and performance by providing guidance and support for problem solving and growth while also emphasizing the process of reaching goals as well as evaluations based on MBO. We have established a system whereby employees who are subject to 360 degree evaluation are given feedback each time the evaluation is conducted, and are able to reflect on their own management style by receiving advice from their superiors.

In addition, the Human Resources Division holds an individual interview with participants in the rank-based training programs, ensuring that the Division can directly listen to employees and share their opinions.

| Labor union

The All Morinaga Labor Union, which consists of nine labor unions—six from Morinaga Group member companies and three from Morinaga Milk Industry Group member companies—operates under a union shop system. All regular employees, except for managerial or executive positions, are members of the Union. The Union discusses various measures and is working on such issues as the improvement of workplace environment.

| Initiative to make a better organization with good culture

We have continuously and regularly conducted employee awareness survey for more than 40 years. The survey is designed to identify issues to be resolved about corporate culture and various measures. The survey questions include those concerning the level of satisfaction with work, company, workplace, and supervisors, as well as other unique questions aligned with the times or circumstances, such as those asking the respondents' degree of understanding of the Medium-term Management Plan and their awareness of regulatory revisions. The results are shared with the management and each division's top executives, allowing them to use the results as important data for formulating management strategies and solving issues in respective organizations.

Morinaga is characterized by high employee satisfaction with the top management's communication regarding corporate vision and employees' great pride in their work and the Company.

Initiatives to Facilitate Innovation

Every year, Morinaga carries out initiatives to employ the diversity of ideas produced by individual employees and generate innovation.

President's Awards for Inventions and the Spirit of Challenge and Action

Under this system, the President personally screens and honors employees (teams) who have brought tremendous tangible benefits to the company through inventions, discoveries, or ideas, or who have demonstrated the spirit of challenge and action in achieving goals that would be impossible to achieve through ordinary efforts or ideas.

Initiatives through new business divisions

New Business Development Division, which is engaged in efforts to create new business models, has recruited members through an internal open recruitment system.

The Division is also creating a culture of pioneering spirit, by providing training sessions for employees who wish to be involved in the creation of new businesses and by organizing lectures to learn about changes in the external environment and gain a heightened or broad perspective.

Diversity and Inclusion of People

Fostering Organizations that are
Diverse and Dynamic



Achieving a Healthy and Worker-
friendly Workplace Environment



Fostering Organizations that are Diverse and Dynamic



✓ Diversity and Inclusion

✓ Systems and Initiatives to Support Diversity and Inclusion

✓ Promotion of Diversity and Inclusion

✓ Joint Diversity Promotion Activities by Six Food Companies

Diversity and Inclusion

Our diversity promotion efforts began in FY2002/3, when the Company started its initiative to promote women's empowerment with the goal of creating an organization where women can demonstrate their abilities and play active roles.)

Later, in FY2013/3, Morinaga appointed the Diversity Promotion Team, and In April 2020, established the Diversity Promotion Office under the direct supervision of the President.

Based on the philosophy set out in the Morinaga Group Diversity and Inclusion Policy, we will promote the creation of inclusive workplaces that enable diverse human resources with various differences, not only in terms of gender, age, ethnicity, nationality, and presence or absence of disabilities, but also in values on work and life, individual character, and previous work experiences to give their strengths full play.

Morinaga Group Diversity and Inclusion Policy

“Leverage each person's individuality”

To deliver happiness to ever more people, the Morinaga Group aims to be a sustainable company that keeps growing. Our employees are the driving force toward achieving that aim: implementing diversity and inclusion maximizes that force. Therefore, we place those values at the core of our management strategy.

We take the approach of “leveraging each person's individuality” and at the same time develop relationships of mutual trust. In that way, we will create conditions where everyone can demonstrate their strengths and play an active role. By enhancing our ability to respond to changes (resilience) and creating new value (innovation) through augmenting the diverse knowledge generated by various individuals, we will continue to address those customers' and society's challenges.

— Five Guidelines for implementing the Policy —

1. Understanding and Respecting Individuals

The Morinaga Group is aware of, recognizes and mutually respects each person's differences.

When all employees properly understand unconscious bias and enhance the quality and quantity of communication, they will grasp one another's ways of thinking, values and backgrounds. They will then leverage differences among those elements to produce synergistic effects.

Sustainability at Morinaga Group

➤ Sustainability Management

- > Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- > Contribute to “Health of Mind, Body, and Environment”
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction

2. Promoting the Active Participation of All Employees

The Morinaga Group aims to enable all employees to play an active role. We will strive to create circumstances where every one of them can expand their potential and demonstrate their abilities—regardless of age, gender, race, nationality, community, education, beliefs, religion, disabilities, sexual orientation, gender identity, gender expression, health status, or other attributes—through putting the right people in the right positions according to their experience and abilities.

3. Providing Fair Support

The Morinaga Group respects every employee and provides fair support by understanding employees' diverse lifestyles. The Group will strive to create good working environments and conduct fair evaluations according to employees' achievements and contributions to the company. In that way, the employees will be able to participate actively—even when various circumstances and constraints arise.

4. Building Relationships of Trust

The Morinaga Group values relationships of mutual trust. All employees will build relationships of mutual trust with one another by having a spirit of altruism and valuing connections among people.

5. Emphasizing Independence and Challenge

The Morinaga Group aims to grow in line with the personal growth of its employees. The Group will provide various opportunities such that all employees can grow as professionals who act autonomously while considering their own lifestyles and ways of working. The Group will also value an attitude of independence and willingness to take on challenges as a mindset that is essential for growth.

Established: April, 2021

Revised: April, 2024

Promotion of Diversity and Inclusion

For all employees to embody our Diversity and Inclusion Policy and the five guidelines, the Group is advancing initiatives to promote understanding and encourage concrete actions per the policy.

To promote understanding, we continue to conduct training to spread the Diversity and Inclusion Policy among supervisors, in addition to holding lectures on psychological safety, and organized training on unconscious bias for executives and all employees in an effort to improve basic skills and obtain knowledge useful for promoting D&I. Regarding concrete actions, supervisors take the lead in confirming issues at each workplace and created action plans and put them into practice. Furthermore, to accelerate initiatives in the Production and Overseas Sectors, we conduct interviews with managers and followed up on the formulation of action plans.

In addition, as a prerequisite for promoting D&I, the Human Resources Division is focusing on various initiatives to advance self-sustaining career development and encourage the active participation of women and seniors to increase the momentum for all employees to play an active role.

The Diversity Promotion Office of the Corporate Strategy Division and the Human Resources Division will continue working together to advance D&I.

Systems and Initiatives to Support Diversity and Inclusion

Morinaga has established a workplace environment in which employees in different life stages can demonstrate their abilities and play an active role, while feeling motivated to grow further. This environment was achieved through the implementation of various employee programs, including the childcare leave program that is available to both male and female employees, as well as other programs that reduce the workload of employees who have an infant, child, or parent who needs care (see the table on p. 30).

Furthermore, Morinaga has been certified by the government as a “parent-friendly company” for the sixth consecutive term since 2007, and has continuously achieved the Platinum Kurumin certification criteria since September 2017. In FY2020/3.

Meanwhile, to increase the percentage of male employees who take childcare leave, we have been making efforts including revising manuals, cooperating with the All Morinaga Labor Union, and speaking individually with employees.

- > Co-existence and co-prosperity with local communities

➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

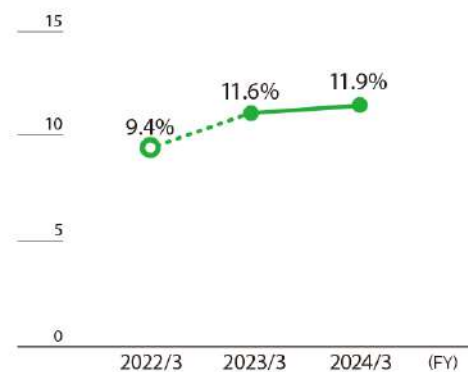
➤ IR Library

Goal for 2030

20% for ratio of female managers*

* Morinaga & Co., Ltd. (non-consolidated)

Ratio of Female Managers^{*1,2}



*1 As of April 1 (The beginning date of each fiscal year)

*2 Calculation method has been changed from FY2024/3 (unified with the calculating standard based on "Act on Promotion of Women's Participation and Advancement in the Workplace"(Act No. 64 of 2015)). The figure for FY2023/3 is from after retroactive application of the said calculating standard, in order to be used for comparison with the latest fiscal year FY2024/3.



* The Platinum Kurumin : A certification mark is granted by the Ministry of Health, Labor and Welfare to companies that provide support to their employees who want to achieve a good work-childcare balance and implement high-level initiatives as a parent-friendly company.

Outline of Programs and Schemes (MORINAGA & CO.,LTD.)

Program Title (For Women)	Scheme Outline
Outpatient/ morning sickness leave	A leave of up to 7 days if it is difficult to work during pregnancy or within 1 year after giving birth
Prenatal and postnatal leave	A leave of 6 weeks before and 8 weeks after childbirth

Program Title (Regardless of gender)	Scheme Outline
Childcare leave at the time of birth	A leave of up to 4 weeks in total within 8 weeks after childbirth (can be taken in parts)
Childcare leave	A leave of up to 30 months (can be taken in parts)
Shorter work hour system for childcare	4 working hours until the child reaches 18 months of age; 6 working hours until the child starts junior high school education
Child nursing leave	Employees who care for a child up to the age of junior high school age are granted 5 days of nursing leave per year if they have one child, and 10 days per year if they have two or more children. Nursing leave may be taken in increments of one day, half a day, or one hour
Long-term nursing care leave	Up to 1 year of nursing care leave can be taken for each family member in need of nursing care (can be taken in parts)
Short working hours for nursing care	6 hours of work per eligible family member in need of care for up to 3 years
Nursing care leave	5 days of nursing care leave per year for 1 family member in need of nursing care, and 10 days per year for 2 or more family members. Nursing care leave can be taken in 1-day, half-day, or hourly increments
Angel Return Program	Employees may rejoin the company after their voluntary turnover

> [ESG Data: Acquisition record of each programs:](#) 

Promotion of Employing People with Disabilities

Under the company policy of providing a place where each employee can demonstrate their personal qualities and skills, we have employees with disabilities playing an active role in a range of workplaces within the company from the Administration and Sales Divisions to the Production Division. In the future, we will continue to proactively create employment opportunities for people with disabilities.


> [ESG Data: Employment rate for people with disabilities](#) 

Promoting the Active Participation of Senior Human Resources

With the decline in the domestic labor force, there is a growing need for seniors to play an active role at work. With this in mind, we began conducting unlearning training mainly for employees in their 50s in FY2022. After the training, individual interviews will be held to continuously follow up on behavioral changes. Furthermore, with the aim of grasping the current situation regarding the active participation of senior human resources, we surveyed the heads of each division about the degree of participation in the workplace by senior human resources ages 56 and older. We will implement initiatives to resolve problems based on the results.

Reemployment

Morinaga has introduced a retiree reemployment system. As a general rule, all retiring employees who wish to do so are reemployed for the period until they reach the age of eligibility for pension benefits. We have also introduced a senior ranking system and evaluation system in the expectation that employees will continue to demonstrate their expertise even after retirement age, encouraging motivation and the desire to take on challenges.

> [ESG Data: No. of employees wishing to be reemployed after retirement and Reemployment rate of post retirement employees](#) 

Employee-friendly workplace environment for diverse human resources

Our new head office, the Morinaga Shibaura Building, which was relocated in March 2024, has accessible facilities. Additionally, there is a prayer room, an inclusive all-gender restroom, and the ANGEL ROOM, which is for working women—a multipurpose rest area for women that can be used to change clothes and manage their physical condition before and after childbirth.

Joint Diversity Promotion Activities by Six Food Companies

Sharing a number of similarities in their business models, history, and personnel issues, a group of six food companies, including Morinaga, formed a collaborative network in an effort of promoting diversity and inclusion beyond organizational boundaries and contributing to the improvement of corporate value and the development of the food industry. In the Network, they jointly organize a wide range of events such as the Diversity Forum.

(The six food companies: Sapporo Holdings Limited, Nichirei Foods Inc., Nisshin Seifun Group Inc., Morinaga & Co., Ltd., Morinaga Milk Industry Co., Ltd., and Lotte Co., Ltd.)

Initially, the group focused on the promotion of active participation of women in society. Later, they came to the view that, in order to create a vibrant industry that can continue to provide new value to its customers, each and every employee, irrespective of gender, must fully demonstrate his or her strength. Based on the view, the group expanded the scope of their activities to the promotion of the spirit of diversity and inclusion. In January 2020, a Diversity Forum entitled “SPIRAL UP!—What is Kaisha for you?” was held at 64 satellite venues nationwide, and participated by approximately 900 people in total.

Diversity and Inclusion of People

[Human Resource Development](#)



[Achieving a Healthy and Worker-friendly Workplace Environment](#)



Related information

[Sustainability at Morinaga TOP](#)



Achieving a Healthy and Worker-friendly Workplace Environment



✓ Basic Stance

✓ Promotion of Health Management

Basic Stance

In order to create better values for society, it is essential to maintain and promote “health of mind and body” among employees and their families and develop a workplace environment for employees to work actively and healthily.

To this end, we are promoting initiatives on work-life balance and health management.

Realizing Work-life Balance

We are cutting back on the annual total labor hours and developing a worker-friendly labor environment aimed at striking a balance between work and life. We have introduced systems such as teleworking, flextime, staggered commuting, and personal holiday calendar where employees can set their holidays freely, and are minimizing restrictions based on time, location, and weekdays in creating an environment that is employee-friendly. We have also enabled employees to select working styles where they do not have to relocate, if so desired. We hope to enable work that suits each employee's requirement by family, childcare, nursing care, etc.

- > [Fostering Organizations that Diverse and Dynamic~Systems and initiatives to support diversity and inclusion](#)
- > [Total annual working hours, Average overtime hours, Annual paid leave acquisition rate, and so on: "ESG Data"](#)

Telework system

In April 2017, Morinaga introduced a telework program that covers approximately 1,000 employees. At the time of the introduction, we made some enhancements to our facilities and institutional arrangements, such as the use of ICTs and the removal of the core time requirements from the flexible work arrangements. In FY2020/3, more than 80% of eligible employees used the telework program, achieving a good balance between work and childcare, as well as a higher efficiency through an effective use of traveling time.

Establishment of wellness areas

In our new head office, the Morinaga Shibaura Building, which was relocated in March 2024, in consideration of the health of our employees, we have created some areas to help them rejuvenate while at work. These areas include a wellness area where they can do light exercise and a rooftop walking course.



Sustainability at Morinaga Group

➤ Sustainability Management

- > Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- > Contribute to “Health of Mind, Body, and Environment”
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > **Achieving a Healthy and Worker-friendly Workplace Environment**

➤ Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction

Promotion of Health Management

For our group, our employees are important stakeholders and are essential for us to change into a wellness company in 2030.

Considering that our initiatives to maintain and promote “health of mind and body” among employees will lead to revitalization of our organization, such as enhancement of vitality of our employees and productivity, we have strengthened our commitment by establishing the Morinaga Health Declaration in 2018.

While maintaining this declaration as our guideline also in the future, we will strategically work on promotion of health management along with diversity promotion efforts as well as improvement and enhancement of work style reform and engagement. By realizing a workplace environment where employees can work actively and healthily, we will continue to create better value for society, aiming to achieve sustainable growth of our Group.

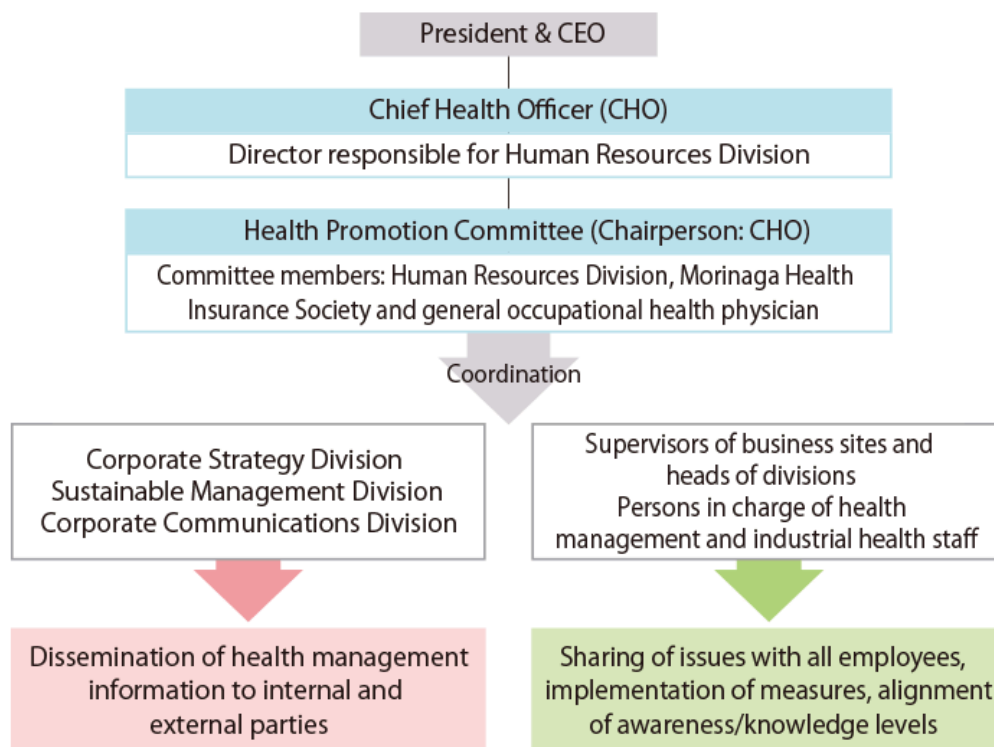
Morinaga Group Declaration on Health

As a sustainable company that keeps growing, we are committed to promoting the health of each and every employee working for the Morinaga Group, in order to make food that contributes to keep people’s mind and body healthy toward the creation of a sustainable society where everyone can lead happy lives.

1. We support each and every employee so that they can enhance their awareness towards their health and work proactively to maintain and improve their health.
2. We will promote diversity management and support employees' challenges and autonomous growth to enhance engagement.
3. We will strive to create a work environment where our employees can work safely and securely.

Health Management Promotion Structure

Our Health Management Promotion Structure is as shown in the figure below.



- > Co-existence and co-prosperity with local communities

Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

Sustainability Policies & Guidelines

Integrated Report

ESG Data

GRI Standards

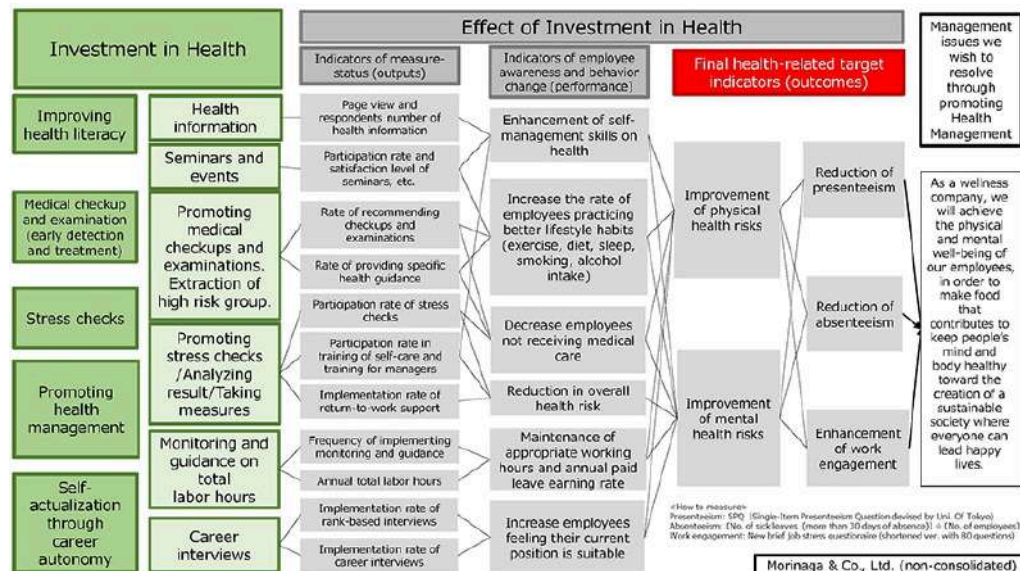
Sustainable Finance

IR Library

The Health Promotion Committee creates philosophy and policies, analyzes issues, sets goals, and plans measures. Under the leadership of the Chief Health Officer (CHO), who reports directly to the President and Representative Director, the Committee will continue to strengthen information sharing and collaborations with occupational health staff and the Morinaga Health Insurance Association, and will promote initiatives to help employees realize rich and fulfilling lives in a cross-sectoral manner.

Health Management Strategy Map

We have organized our management issues and health indicators based on Guidelines for Administrative Accounting of Investment in Health and Productivity Management.



> [Health Management Strategy Map\(for more details\)](#)

Goal and Initiatives

The employee survey

"Employees find their job meaningful at work and they are in good mental and physical health at work"

Rate of positive responses: 80%

In achieving health management, we believe it is important for each and every employee to be able to work vigorously while realizing job satisfaction and mental and physical health. To that end, we are implementing initiatives regarding (1) health of mind, (2) health of body, and (3) labor environment.

As for (1) health of mind, we are maintaining 90% or more of the rate of our employees undergoing stress checks and implementing various measures based on stress check analysis. We also hold seminars on strengthening stress tolerance and women-specific health issues.

As for (2) health of body, we are working on reducing the total number of annual working hours and are committed to maintaining 100% in the rate of employees undergoing medical examinations. We hold a health forum every year and the theme for FY2021 was "the importance of health checkups". Many employees participated in the seminar online from across the country, and in the post-seminar questionnaire, we received comments saying that they were able to deepen their understanding towards the results of health checkups.

Health Forum Data since FY2011

Number of forums held	29
Number of participants	501



Health Forum

We also hold an event called "Habit" every year as part of a company-wide health promotion initiative in collaboration with the Morinaga Health Insurance Association, thus individual employees set health goals suitable for themselves and work on maintaining and improving their health.

As for (3) labor environment, we are working to deter the spread of the infectious disease by ensuring the following infection prevention measures: staggered working hours, utilization of telework, washing and disinfecting hands when arriving at the workplace, and maintaining seating distance from other workers.

In the future, we will also enhance measures for senior workers in order to create a workplace where such workers with rich experience and high skills can play more active roles.

Recognized as The Certified Health and Productivity Management Organization

This is a program from the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi intended for recognizing companies, including large enterprises and small to medium-sized enterprises, for their outstanding efforts towards promoting health through their health and productivity management. Morinaga & Co., Ltd. has been selected for six consecutive years since 2018 as a "Certified Health & Productivity Management Outstanding Organization in the large enterprise category".

In the future, we will continue our efforts to create and maintain a workplace environment that allows employees to actively and enthusiastically demonstrate their maximum capabilities and to proactively support the maintenance and improvement of the physical and mental health of all employees. Under our Vision and Mission, we will focus on the expansion of the health product segment.




Occupational Health and Safety Initiatives

Based on the idea that “employees are the source of corporate vitality and the most important management resource,” the company's labor and management work together to create a safe and comfortable working environment, by, for example, establishing the Health and Safety Committee, carrying out workplace safety and health patrols, providing safe driving training, and holding anti-overtime labor-management meetings.

We are also stepping up our health management efforts in collaboration with the Health Insurance Society, by encouraging employees to have health checkups and follow post-diagnosis health guidance to prevent lifestyle-related diseases.

We are also focusing on the prevention of mental health problems by taking various measures such as the setting up of an external point of consultation and providing employee training sessions.

Furthermore, we have been working to improve occupational health and safety, by ensuring that all employees receive safety education that is reviewed as necessary, while taking safety measures for using company equipment, illustrating the results of our safety efforts.

[> Occupational Health and Safety Policy](#) 

[> Occupational Health and Safety Management System](#) 


[> ESG Data: LTIFR and TRIR](#) 

Diversity and Inclusion of People

[Human Resource Development](#) 

[Fostering Organizations that are Diverse and Dynamic](#) 

Related information

[Sustainability at Morinaga TOP](#) 

Achieve Sustainable Value Chains



Taking actions to address social issues relevant to our businesses across the entire value chain in contributing to a sustainable society.

Materiality

Achieve Sustainable Value Chains

Main challenges included in materiality

1. Achieve a higher order of sustainable supply chain management
2. Reduce food loss and waste
3. Co-existence and co-prosperity with local communities

Main expected opportunities and risks

<opportunities>

- Achieving stable procurement of safe and high-quality raw materials
- Reducing human rights and environmental risks
- Reinforcing social trust and brand value through efforts toward sustainable procurement
- Lowering costs by reducing manufacturing loss and returns
- Obtaining new business opportunities through product development based on preventing food loss and waste
- Increasing social trust from stakeholders

<risks>

- Growing risks surrounding procurement of raw material due to delayed response
- Declining social trust, brand value, and corporate value due to delayed response
- Declining market competitiveness and social reputation due to delayed response
- Growing operational risks at business sites, etc. due to delayed response

Main Actions Ahead of 2030

1. Promote sustainable raw materials procurement
2. Promote CSR supply chain management
3. Reduce food loss and waste
4. Co-exist with local communities

Response to SDGs



Sustainability at Morinaga Group

Sustainability Management

- > Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

Diversity and Inclusion of People

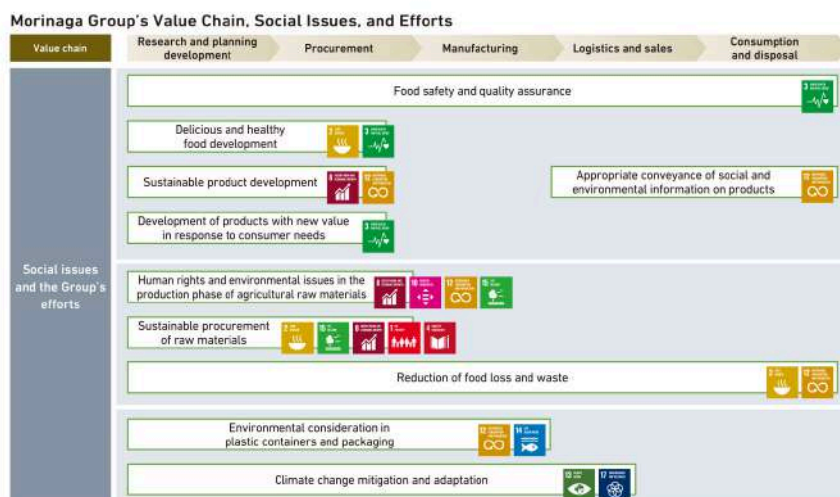
- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

Basic Stance

With the intensifying severity of social issues such as climate change, all stakeholders are expected to address these issues in accordance with their own abilities and responsibility. The Morinaga Group is also making efforts to realize “health of environment” which will contribute to the sustainability of society and the environment throughout our entire value chain. In particular, we consider human rights and environmental issues in the production phase of agricultural raw materials, social and environmental issues that arise in the supply chain when procuring raw materials, challenges in stable procurement, and food loss and waste as our top priorities. As such, it is our plan to promote sustainable raw materials procurement, CSR supply chain management, and food loss and waste reduction.



Promotion of Sustainable Raw Material Procurement



Promotion of CSR Supply Chain Management



Reduction of Food Loss and Waste



Promotion of Waste Reduction



Co-existence and co-prosperity with local communities

communities

➤ Conserve the Global Environment

- Response to Climate Change Issues
- Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- Build a Highly Transparent and Efficient Governance System
- Respect for Human Rights
- Participation in Initiatives
- Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library

Related information

Procurement Policy



Supplier Guideline



ESG Data



Promotion of Sustainable Raw Material Procurement



✓ Basic Stance

✓ Cacao beans

✓ Paper

✓ Medium- to long-term targets for Sustainable Raw Material Procurement

✓ Palm oil

Basic Stance

Based on the Morinaga Group Procurement Policy, we intend to contribute to the realization of a sustainable society by building transparent, fair and equitable relationships with our business partners, and cooperating with them to conduct socially-responsible and environment-friendly procurement activities.

Morinaga Group Procurement Policy

In order to realize food safety and reliability as well as a sustainable society, the Morinaga Group endeavors to build fair and equitable relationships with our business partners and carry out procurement activities that are considerate of society and the environment.

1. Compliance/adherence to social norms, etc.

We comply with laws and social norms, etc., carrying out healthy procurement activities in accordance with the Morinaga Group's Code of Conduct.

2. Product quality/safety assurance

Placing top priority on customers' safety and peace of mind, we strive to ensure product quality in carrying out our procurement activities.

3. Strengthening partnerships

We work together with our business partners with the common goals of "Customer Delight" and "Customer First," building relationships that enable mutual expansion.

4. Fair and equitable trading

Comprehensively taking into account efforts related to product quality, prices, delivery deadlines, technological strength, and social/environmental aspects, we undertake fair and equitable trading activities.

5. Consideration for human rights/work environment/safety

Based on the Morinaga Group's human rights policies, we carry out procurement activities giving consideration to human rights, the work environment, and safety.

6. Consideration for the global environment

Based on the Morinaga Group's environmental policies, we carry out procurement activities aimed at realizing a sustainable society, giving consideration to the global environment.

Sustainability at Morinaga Group

➤ Sustainability Management

- Sustainability Advisory Board

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➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

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- Promotion of Waste Reduction
- Co-existence and co-prosperity with local

Medium- to long-term targets for Sustainable Raw Material Procurement

Goal for 2030

100% for cacao beans, palm oil, and paper^{*1}

^{*1} Group consolidated. Paper covers product packaging only.

Medium-term Targets

Raw materials for products of Morinaga & Co., Ltd. sold in Japan

- Cacao beans Switch to 100% of cacao beans from sustainable sources by FY2026/3
- Palm oil Switch to 100% of palm oil from sustainable sources by FY2024/3
- Paper Switch to 100% of paper from sustainable sources by FY2023/3^{*2}

^{*2} Paper covers product packaging only.

Progress of Medium-term Targets

Initiatives	Results for FY2023	Single month results for March 2024
Cacao beans	78%	82%
Palm oil	52%	100%
Paper	100%	-

※ Scope: Morinaga products in Japan. Paper covers product packaging only.

Cacao beans

Cacao beans, a key raw material for chocolate, are associated with a range of social issues including human rights issues such as working conditions, poverty, child labor, and environmental issues such as deforestation. Since FY2020, we have been promoting the procurement of certified cacao beans (e.g., Cocoa Horizons–certified cacao^{*1} supplied by the Barry Callebaut Group) that contributes to sustainable procurement.

> [Guidelines for the Procurement of Cacao Beans](#) 

^{*1} "Cocoa Horizon Certified Cacao" is cacao beans supplied under the mass balance method (a certification model in which certified and non-certified cacao materials are mixed) of the Cocoa Horizons Foundation^{*2}, led by Barry Callebaut.

^{*2} COCOA HORIZONS Foundation is a non-profit organization with a vision of promoting the prosperity of cacao farmers by creating self-sustaining communities that protect nature and children.
<https://www.cocoa horizons.org>



➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

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➤ Sustainable Finance

➤ IR Library

We work to understand the realities of cacao farmers by such means as having directors in charge visit cacao sapling farms.



Inspection Scenery

Collaboration with Cacao Farmers and Production Partners (Vietnam)

In order to deliver high quality chocolate to our customers, we are particular about the taste and aroma of the cacao beans used as raw materials.

At times, our researchers interact with partners in producing regions to jointly develop high-quality cacao beans. In Vietnam, for example, we worked with the partners, including farmers, to pursue optimal quality control and fermentation conditions for cacao beans, leading to quality improvement and stable income for farmers.



Interacting with the production partners
in front of the cacao pods



Ensuring the quality with the partners



Drying cacao beans on the equipment
donated by Morinaga & Co., Ltd.

Supporting Education and Preventing Child Labor in Cacao-producing Countries (One Chocolate for One Smile)

The One Chocolate for One Smile project is aimed at aiding the activities to improve the educational environment for children in cacao-producing countries, using revenues from the sale of our chocolate products subject to the project (such as Dars). In addition to our year-round economical support, we donate one yen per eligible chocolate product sold during the designated months. Since this project started in 2008, it marked its 15th anniversary in 2023.

In cooperation with NGOs, we are working to support education and stop child labor problems in cacao-producing countries.



Children in Ghana enjoying school meals provided by the support program

- > [Plan International](#) ➞
- > [ACE \(Action against Child Exploitation\)](#) ➞
- > [One Chocolate for One Smile \(Japanese only\)](#) ➞
- > [Learning Journey in Ghana \(Japanese only\)](#) ➞
- > [ESG Data: Supporting amount with "One Chocolate for One Smile" campaign](#) ➞

Membership in the World Cocoa Foundation (WCF)

Morinaga supports the activities of the World Cocoa Foundation (WCF)—which promotes various programs aimed at providing technical guidance and educational support for cacao farmers, as well as realizing societies without child labor, and provide support for cacao-producing countries through our activities as a WCF member.



Providing technical guidance to cacao farmers

Endorsing the Elimination of Child Labor in the Cacao Industry

The Morinaga Group endorses the Action Plan to Eliminate Child Labour in the Cocoa Industry, a cacao industry issue promoted by Platform for Sustainable Cocoa in Developing Countries, for which the Japan International Cooperation Agency (JICA) serves as the secretariat. This platform is a place where Japanese companies, non governmental organisations (NGO), and other organizations related to the cacao industry collaborate to solve issues facing the industry such as farmer poverty, deforestation, and child labor. The goal is to realize a sustainable cacao industry. By using the Action Plan to Eliminate Child Labour in the Cocoa Industry as a practical guidance for understanding, preventing, and reducing child labor, which is one of the major issues related to business and human rights, we will increase efforts to promote human rights related to supply chain. As a member of the "Sustainable Cacao Platform in Developing Countries," we will continue our efforts to resolve these issues.

> ["Platform for Sustainable Cocoa in Developing Countries"](#) 



Palm oil

While palm oil is used in a wide range of products, such as processed foods and detergents, illegal logging and human rights problems in the producing regions have become social issues. The Morinaga Group has promoted the procurement of certified palm oil (RSPO*-certified raw materials) and achieved 100% sustainable procurement of palm oil used for our products in Japan in March 2024. We will continue to work on promoting the sustainable procurement of raw materials.

> [Guidelines for the Procurement of Palm Oil](#) 

* RSPO (Roundtable on Sustainable Palm Oil)
<https://rspo.org/>



Paper

Japan relies on imports for around 70 percent of the paper raw materials it uses, and the incorporation of illegal timber products into these raw materials has become an issue. The Group aspires to help prevent global warming by making effective use of timber resources that are not associated with illegal logging or destruction of ecosystems, and are not harmful to the environment or local communities. In FY2023, we completed the switch to sustainable paper in all our products in Japan. We will continue to promote the sustainable procurement of raw materials.

> Guidelines for the Procurement of Paper

*1 FSC® (Forest Stewardship Council®): An international NPO that works to ensure that forests are used appropriately and protected.

*2 FSC®-certified paper: Paper made of raw materials from managed sources of supply, including raw materials that have been assessed and certified as deriving from forests where forest management and logging are controlled appropriately to preserve ecosystems as a means of environmental conservation.



> ESG Data: Sustainable Raw Material Ratio, etc

| Other raw materials

We will also examine measures for other raw materials believed to pose new risks in the future.

> Promotion of Environmental Consideration in Containers and Packaging including Plastic

| Achieve Sustainable Value Chains

Promotion of CSR Supply Chain Management >

Reduction of Food Loss and Waste >

Promotion of Waste Reduction >

Co-existence and co-prosperity with local communities >

| Related information

Sustainability at Morinaga TOP >

Promotion of CSR Supply Chain Management



Basic Stance

In the supply chain, we will work together with business partners such as raw material suppliers in order to avoid conflicts with human rights, labor, or the environment.

CSR Supply Chain Management: Long-Term Targets

Goal for 2030

Implement for 80% or more of raw materials transaction value*

* Group consolidated.

Progress of Goal for 2030

Targets			Results for FY2022/3
FY2031/3	Raw materials	80% or more	81%
	Materials	80% or more	81%

※ Morinaga & Co., Ltd in Japan (non-consolidated)

See "[CSR Procurement Survey](#)," below for more details about results for FY2022/3.

In June 2021, we formulated the Morinaga Group Supplier Guideline.

In October 2021, we held a briefing session for raw material suppliers with the participation of 49 companies.

> [Supplier Guideline](#) 

We share this guideline with our business partners and ask them to follow legal compliance, enact governance, promote human rights, and reduce environmental impact. In addition, we regularly monitor their activities through surveys and other means.

Furthermore, information on progress will be published hereafter on our website and by other means.

Sustainability at Morinaga Group

Sustainability Management

- > Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

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- > Corporate Citizenship
- > Provision of Safe and Reliable Products

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Strengthening Partnerships with Business Partners

In order to realize food safety and reliability as well as a sustainable society, it is necessary to have a cooperative relationship with business partners based on trust throughout the supply chain, from procurement to production and distribution.

At our annual information exchange meeting with cooperating companies, we exchange information on various themes such as the "Morinaga Group Procurement Policy" (cooperation for procurement activities in the supply chain that are considerate towards society and the environment) and content related to quality assurance. In July 2021, 42 Companies participated. In FY2023, we have been holding dialogues with suppliers to determine the status of their initiatives and promote understanding of the Group's policies. Also, through our Supplier Guideline, we promote our suppliers to strengthen their initiatives by encouraging them to respect for human rights and consider for the working environment and occupational safety and health such as implementing employee health and workplace safety measures, managing appropriate working hours, and provide proper wage payments. We will continue to convey our cooperative stance on sustainability to our business partners and ask them for their understanding and the implementation of initiatives.

CSR Procurement Survey

To better understand the ESG measures of our raw material suppliers, in March 2022, we conducted a CSR procurement survey on the 48 main business partners of Morinaga & Co., Ltd.(Japan).

In FY2022/3, we adopted the CSR/Sustainable Procurement Self-assessment Questionnaire of Global Compact Network Japan, which has a high affinity with our Supplier Guideline, to evaluate the main items of the environment and human rights.

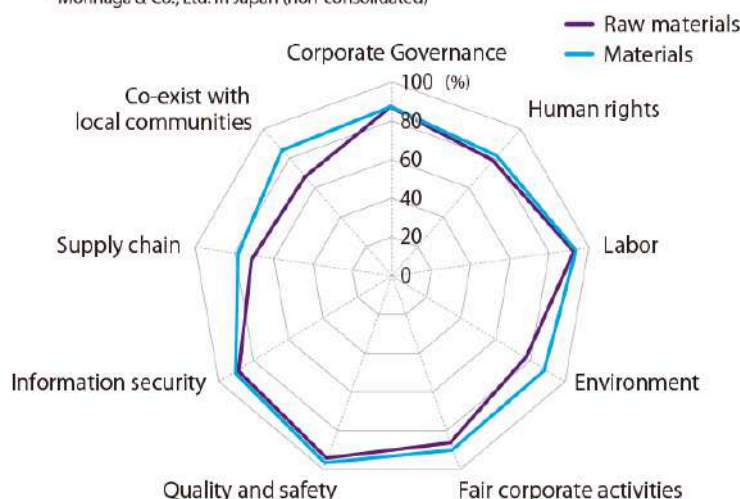
The survey response rate was 100%, with an average score of 85%. Scores for quality and safety were high at 95% or higher together with raw materials, but scores for supply chain and coexistence with local communities were somewhat low. We will hold dialogues with suppliers that had low scores to encourage improvement.

The Morinaga Group will continue building strong, long-term partnerships with suppliers through briefings and surveys based on the procurement policy. Using regular monitoring, we will realize sustainable procurement by continuing activities following the Supplier Guideline.

FY2022/3 Results of the CSR Procurement Survey*

	Number of companies receiving the survey	Raw materials transaction value*	Survey response rate	Average score
Raw materials	35 companies	81%	100%	83%
Materials	13 companies	81%	100%	88%
Total	48 companies	—	100%	85%

* Morinaga & Co., Ltd. in Japan (non-consolidated)



➤ Conserve the Global Environment

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➤ Strengthen Governance in Sustainability

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Achieve Sustainable Value Chains

Promotion of Sustainable Raw
Material Procurement



Reduction of Food Loss and Waste



Promotion of Waste Reduction



Co-existence and co-prosperity with
local communities



Related information

Procurement Policy



Sustainability at Morinaga TOP



Reduction of Food Loss and Waste



✓ Basic Stance

✓ Initiatives to Reduce Food Waste Emissions

✓ Cooperation and Joint Efforts with Others to Reduce Food Loss and Waste

✓ Food Loss And Waste Reduction: Long-Term Targets

✓ Initiatives to recycle food wastes

Basic Stance

As the world population increases, the reduction of food loss and waste has become a global issue, which as a member of the food industry, we must seriously address. As the first step for the Morinaga Group, we have established long-term goals for reducing food loss and waste occurring in the stages of raw materials receipt, manufacturing, logistics and product delivery. Going forward, we will consider our efforts in the consumption stage, while contributing to the reduced occurrence of food loss and waste, improving the recycling rate and donations to food banks, in promoting a cycle and effective use of food resources.

Food Loss And Waste Reduction: Long-Term Targets

Goal for 2030

Food loss and waste reduced by 70% from receiving of raw materials to delivery (distribution)

*1 Domestic Group consolidated

*2 Intensity [Annual Food Loss and Waste Amount (t) ÷ Annual Production Weight (t)]

*3 Compared to FY2020/3

*4 Food loss and waste is defined as food that has been processed and disposed of by incineration, landfill, etc., except for food waste that has been returned to the circulation of food resources, such as feed and fertilizer.

Progress of Goal for 2030

Target		Result for FY2023
FY2031/3	-70%	▲70%

* Scope: from receiving raw materials to product delivery (distribution) (Domestic Group consolidated)

* Intensity [Annual Food Loss and Waste Amount (t) ÷ Annual Production Weight (t)] (Compared to FY2020/3)

* Food loss and waste is defined as food that has been processed and disposed of by incineration, landfill, etc., except for food waste that has been returned to the circulation of food resources, such as feed and fertilizer.

In FY2023, we achieved our target seven years ahead of schedule. To maintain this reduction rate in the years that follow, we will promote various company-wide initiatives.

> ESG Data: Progress of Food Waste Emissions and Recycling Rate, etc.

Sustainability at Morinaga Group

➤ Sustainability Management

> Sustainability Advisory Board

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➤ Contribute to Healthy Lives of People around the World

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- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

Initiatives to Reduce Food Waste Emissions

To achieve our goal of reducing food loss and waste, we are working to reduce food waste emissions. Specifically, we are promoting continuous productivity improvement activities, operational improvements such as reducing process losses, and further optimization of manufacturing conditions. As a result of these efforts, we reduced food loss and waste by 89 tons in FY2023 compared to the previous year.

Initiatives to recycle food wastes

To reduce food loss and waste, we are first striving to "prevent food waste generation" However, the food waste that does occur is mainly recycled into feed, fertilizer, and raw materials for methane fermentation.

In our factories, four of them achieved a 100% food recycling rate : Mishima Factory, Takasaki Morinaga Co., Ltd., Morinaga Angel Dessert Co., Ltd., Morinaga Dessert Co., Ltd. Furthermore, we will aim to achieve a 100% food recycling rate in our other factories as well.

Regarding food waste that has been traditionally difficult to recycle due to packaging, we have introduced packaging separation equipment at the Tsurumi Factory and Mishima Factory. This will advance the conversion of packaged food waste into recyclable materials and promote the effective use of resources.

Moreover, at our Metropolitan Area Distribution Center, we have promoted the recycling of product waste that was previously difficult to recycle.

We will continue to promote recycling through various initiatives.

Cooperation and Joint Efforts with Others to Reduce Food Loss and Waste

Committing to the UN Food Systems Summit

Through the Ministry of Agriculture, Forestry and Fisheries, the Morinaga Group has declared its support for the UN Food Systems Summit held in September 2021, and has submitted its commitment towards achievement of the sustainable development goals.

Going forward, the Group will work to cut down greenhouse gas emissions, pursue sustainable raw-materials procurement, and reduce Food Loss and Waste with the aim of contributing to sustainable food systems as set forth at the Food Systems Summit, particularly to boosting nature-positive production and to the shift to sustainable consumption patterns.

Donating to the World Food Programme's "Gochisousama Challenge"

The World Food Programme is the sole food-assistance organization of the United Nations, and it is dedicated to achieving zero hunger.

The JAWFP is implementing the "Gochisousama Challenge" campaign, which aims to raise awareness of the importance of food by encouraging actions to reduce food waste. Through this campaign, school meals are provided to children in developing countries.

We have been donating to this campaign since FY2020.

Participating in Osaka Prefecture's Food Loss and Waste reduction network roundtable

Since FY2021, We have supported the Osaka Prefecture Food Loss Reduction Promotion Plan and regularly attends its meetings. At the first meeting of the Food Loss Reduction Network in FY2021, we shared issues at the sales field with the theme of reducing food loss in distribution. At the second meeting of the Food Loss Reduction Network in FY2022, we proposed recipes that consumers can easily try in their daily lives as a method of reducing food loss.

In FY2023, we received the "Osaka Environment Award" for our various initiatives aimed at reducing food loss from the perspective of a food manufacturer.

➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library



Recipe proposal at the 2nd Food Loss and Waste Reduction Network Roundtable in FY2022

Achieve Sustainable Value Chains

Promotion of Sustainable Raw
Material Procurement



Promotion of CSR Supply Chain
Management



Promotion of Waste Reduction



Co-existence and co-prosperity with
local communities



Related information

Sustainability at Morinaga TOP



ESG Data



Response to Climate Change Issues



Promotion of Environmental
Consideration in Containers and
Packaging



Promotion of Waste Reduction



✓ Basic Stance

✓ Promotion of Waste Recycling

✓ Initiatives to Reduce Waste Emissions

✓ Waste Classification and Management

Basic Stance

With the aim of creating a circular economy, Morinaga is promoting the reduction of waste emissions and recycling activities.

Initiatives to Reduce Waste Emissions

We are committed to reducing waste emissions by continuously undertaking productivity improvement activities and improving our mainstream work processes through, for example, the reduction of process losses.

> [ESG Data: Waste Emissions](#) 

Promotion of Waste Recycling

All Morinaga Group factories are working on the improvement of recycling rates. Going forward, we will continue to ensure an effective use of resources and promote efforts to convert them into value-added materials.

> [ESG Data: Waste Recycling Rate](#) 

> [Initiatives for reducing plastic waste: in Jelly Recycling Program](#)

Waste Classification and Management

Morinaga's four factories and three affiliated production companies are working on the waste classification and management to ensure an effective use of resources.

> [ESG Data: Waste Actual Results](#) 

Sustainability at Morinaga Group

➤ Sustainability Management

> Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

> Contribute to "Health of Mind, Body, and Environment"

> Corporate Citizenship

> Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

> Human Resource Development

> Fostering Organizations that are Diverse and Dynamic

> Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

> Promotion of Sustainable Raw Material Procurement

> Promotion of CSR Supply Chain Management

> Reduction of Food Loss and Waste

➤ Promotion of Waste Reduction

> Co-existence and co-prosperity with local

Achieve Sustainable Value Chains

Promotion of Sustainable Raw
Material Procurement



Promotion of CSR Supply Chain
Management



Reduction of Food Loss and
Waste



Co-existence and co-prosperity
with local communities



Related information

ESG Data



Response to Climate Change
Issues



Promotion of Environmental
Consideration in Containers and
Packaging



➤ Conserve the Global Environment

- Response to Climate Change Issues
- Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

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Co-existence and co-prosperity with local communities



Basic Stance

In order to realize harmonious relationship with local communities, each business site and group company engages in local activities in collaboration with governments, companies, and people, in the local community

Medium-term Targets

Percentage of business offices participating in community activities by FY2026: 100%

Contributions to Areas Home to Our Headquarters or Offices

Initiatives at new head office Morinaga Shibaura Building

Morinaga Shibaura Building, where we relocated our head office functions in March 2024, was named "MORINAGA KAKUHAN BASE" in reference to the concept of "kakuhan." The word "kakuhan" can mean "stir," "sales expansion," and "scope expansion," and the office is intended to be a base where "the power of individuals and organizations are mixed to create and nurture seeds of value and continue to spread them." The new office has adopted an environmentally friendly design, obtaining ZEB Ready certification.

The entrance hall on the first floor is designed as an evacuation site in the event of a disaster and as a reception space for people, including local businesses and neighbors, who have difficulty returning home.

In addition, as a community interaction for children and adults, KOMOREBI cafe on the first floor can be utilized as an event space. In July and August 2024, Morinaga R&D members delivered the excitement and surprises of food to local residents through workshops on "new challenges."



Morinaga Shibaura Building



Entrance Hall



Events with Local Residents



Events with Local Residents

Sustainability at Morinaga Group

Sustainability Management

- > Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction

Activities as a Member of “Minato Net” and “Shibaura 1-chome Chiku Machidukuri Kyogikai”

As a member of “Minato Net,” a network of corporate citizenship representatives from companies located in Minato Ward, Tokyo, and “Shibaura 1-chome Chiku Machidukuri Kyogikai”, a network of companies and organizations located in Shibaura 1-chome, we exchange information and contribute to each community.



Supporting activities to improve the environment in Rakujuen, Mishima City



Cleanup around Chukyo Factory on a continuing basis



Morinaga America Foods, Inc.
Cleaning 1.2 miles of public roads around the business site on a continuing basis

Product Donations to Children’s Cafeterias (Kodomo Shokudo) Nationwide

From 2021 to 2023, we conducted the “Project to Connect Smiles to the Future” and donated a cumulative total of approximately 50,000 Chocoball to children’s cafeterias nationwide as community support through the NPO Nationwide Children’s Cafeteria Support Center, Musubie.

In support of Yokohama City’s Ethical Consumption Campaign

In support of Yokohama city’s ethical consumption campaign promoting the purchase of environment-friendly and socially-responsible products, we provided our products as gifts to be given out as part of the campaign.

> Co-existence and co-prosperity with local communities

➤ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➤ Sustainability Policies & Guidelines

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Achieve Sustainable Value Chains

Promotion of Sustainable Raw Material Procurement >

Promotion of CSR Supply Chain Management >

Reduction of Food Loss and Waste >

Promotion of Waste Reduction >

Related information

Corporate Citizenship >

Conserve the Global Environment



In order to achieve “health of environment,” we strive for the health of society surrounding people by minimizing environmental impacts in our important business activities and conducting environmental conservation activities from a medium- to long-term perspective.

Materiality

Conserve the Global Environment

Main challenges included in materiality

1. Climate change mitigation and adaptation
2. Recycling and reuse of plastic containers and packaging
3. Sustainable use of water resources
4. Maintenance and conservation of natural capital and biodiversity

Main expected opportunities and risks

<opportunities>

- Reducing manufacturing and transportation costs through development of efficient manufacturing and distribution processes
- Increasing demand for jelly drinks and frozen desserts due to global warming
- Creating innovation through external collaboration
- Reducing manufacturing costs through efficient use of water resources
- Stabilizing raw material procurement and manufacturing plant operations

<risks>

- Growing costs of procurement of raw materials and development due to delayed response
- Rising production cost burden due to carbon taxes
- Declining social reputation and corporate value due to delayed response
- Increasing operational risk due to delayed response
- Declining medium- to long-term market competitiveness and social reputation due to delayed response

Main Actions Ahead of 2030

1. Respond to climate change issues
2. Promote environmental consideration in containers and packaging
3. Sustainable use of water resources
4. Maintain and conserve of natural capital and biodiversity

Response to SDGs



Sustainability at Morinaga Group

Sustainability Management

- > Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

- > Contribute to “Health of Mind, Body, and Environment”
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

Global environmental issues, such as climate change and plastic pollution, can potentially impact the Group's business and performance over the medium- to long-term. We will accelerate our initiatives on environmental conservation appropriately and strategically following our environmental policy in achieving sustainable growth for the Group and providing "health of environment."

Morinaga Group Environmental Policy

Through our business activities, the Morinaga Group promotes the creation of a sustainable circular economy.

We are also continually improving our environmental management system, implementing environmentally conscious initiatives in various aspects of our business activities.

1. Compliance with environment-related laws, ordinances, and regulations, etc.

We will comply with domestic and international environment-related laws, ordinances, and regulations, adhering to international standards and norms.

2. Reduction of environmental load in all product-related processes

From the product planning and development through to production, sales, and disposal, we will consider and strive to reduce environmental load in all product-related processes.

3. Reduction of CO₂ and other greenhouse gas emissions

We will implement carbon management through measures such as the promotion of energy-saving and visualization of energy consumption amounts, endeavoring to reduce CO₂ and other greenhouse gas emissions and prevent global warming.

4. Promotion of resource saving, waste reduction, and recycling

We will strive to use water resources, raw materials effectively, endeavoring to both reduce waste generation amounts and promote recycling.

5. Promotion of management and reduction of environmental pollutants

We will appropriately manage harmful chemicals and other environmental pollutants, striving to prevent and reduce pollution.

6. Biodiversity preservation and ecosystem protection

We will endeavor to deepen our understanding of biodiversity, maintain and preserve biodiversity, and protect ecosystems.

➤ Conserve the Global Environment

- Response to Climate Change Issues
- Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- Build a Highly Transparent and Efficient Governance System
- Respect for Human Rights
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(Revised: May 2018)



**Response to Climate
Change Issues**



**Promotion of
Environmental
Consideration in
Containers and Packaging**



**Sustainable use of water
resources**



Biodiversity



**Management of
Environmental Pollutants**

Promotion System and Environmental Management

The ESG Committee, which is chaired by the Representative Director and President, conducts deliberation, formulation, and progress status review on important policies and goals related to the environment in order to realize these missions. The Environment Integration Office was established with members from Production Administration Division and Sustainable Management Division to exchange information with the Factory Environment Management Committee and other organs, as well as to promote continuous improvements to our management system and to reduce the environmental impacts and increase productivity.

We have built an environmental management system centered on ISO 14001. In July 1998, our Oyama Factory acquired the ISO 14001 certification for the first time in the Japanese confectionery industry. Later, all factories and affiliated production companies acquired the accreditation in sequence. In January 2018, the Morinaga Group's Production Sites obtained multiple site certification (four factories of Morinaga & Co., Ltd., and three affiliated production companies).

In April 2022, we also endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and joined the TCFD Consortium. We will analyze and consider our initiatives to promote information disclosure following the TCFD recommendations. For more information, please refer to "Initiatives in Response to the TCFD Recommendations" which is linked below.

[> Initiatives in Response to the TCFD Recommendations](#)

Environmental Management Promotion System (ISO14001 Multi-site Organization Chart)



(As of April 2021)

Acquired multi-site ISO 14001 certification

Previously, each production sites acquired the ISO 14001: 2004 certification individually. Simultaneously with the transfer to a new standard ISO 14001: 2015, the Morinaga Group Production Division including the Headquarters Environment Integration Office has obtained the multiple site certification on January 23, 2018, using the multiple-site method integrating multiple sites as one organization.

> [Environmental Management System \(EMS\) Certification: ISO 14001](#) 

* Only Japanese ver. is available

List of ISO 14001-accredited Facilities (As of April 2021)

Name of Accredited Production Sites	Location	First Registration Date
Oyama Factory, Morinaga & Co., Ltd.	Tochigi Prefecture	July 7, 1998
Chukyo Factory, Morinaga & Co., Ltd.	Aichi Prefecture	March 15, 2000
Mishima Factory, Morinaga & Co., Ltd.	Shizuoka Prefecture	March 16, 2000
Tsurumi Factory, Morinaga & Co., Ltd.	Kanagawa Prefecture	July 26, 2000
Morinaga Angel Dessert Co., Ltd.,	Kanagawa Prefecture	March 20, 2001
Morinaga Dessert Co., Ltd.,	Saga Prefecture	March 20, 2001
Takasaki Morinaga & Co., Ltd.	Gunma Prefecture	December 21, 2018

Percentage of ISO 14001-accredited production sites

Morinaga & Co., Ltd. ... 4/4 factories **100%**

Affiliated production companies...3 companies
(As of August 2023)

Conserve the Global Environment

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Sustainable use of water resources >

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Response to Climate Change Issues



✓ Basic Stance

✓ Main Initiatives Aimed at Reducing Greenhouse Gas Emissions

✓ Initiatives for Energy Saving

✓ Major Initiatives in Logistics Process

✓ Reduction of the Greenhouse gas (GHG) : Medium- to Long-Term Targets

✓ Initiatives to Reduce CO₂ Emissions

✓ Initiatives to Introduce Renewable Energy

Sustainability at Morinaga Group

➤ Sustainability Management

- Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- Contribute to "Health of Mind, Body, and Environment"
- Corporate Citizenship
- Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- Human Resource Development
- Fostering Organizations that are Diverse and Dynamic
- Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

- Promotion of Sustainable Raw Material Procurement
- Promotion of CSR Supply Chain Management
- Reduction of Food Loss and Waste
- Promotion of Waste Reduction
- Co-existence and co-prosperity with local

Basic Stance

The Group has set a long-term goal of net-zero greenhouse gas emissions by 2050 in order to contribute to the realization of a decarbonized society. To achieve this goal, we are conducting carbon management including energy conservation and visualization of energy consumption. Going forward, we plan to utilize renewable energy. In April 2022, we also endorsed the recommendations of the Task Force on Climate-related Financial Disclosures(TCFD) and joined the TCFD Consortium. We will analyze and consider our initiatives to promote information disclosure following the TCFD recommendations. For more information, please refer to "Initiatives in Response to the TCFD Recommendations" which is linked below.

➤ [Initiatives in Response to the TCFD Recommendations](#)

Reduction of the Greenhouse gas (GHG) : Medium- to Long-Term Targets

Goal for 2050

Goal of net-zero GHG emissions*¹

*¹ Group consolidated basis.

Goal for 2030

30% reduction in CO₂ emissions*²

*² Scope 1 + 2 (domestic Group consolidated, compared to FY2019/3)

Progress of Goal for 2030

Target		Results for FY2023
FY2031/3	-30%	▲6%

* Scope 1 + 2 (domestic Group consolidated basis; compared to FY2019/3).

➤ [ESG Data: Greenhouse Gas Emissions](#)

In FY2023, our CO₂ emissions decreased by 6% compared with FY2018 and by 9% compared with FY2022

thanks to energy conservation activities and the introduction of renewable energy.

At Takasaki Morinaga Co., Ltd., we started receiving electricity generated from an on-site PPA* solar power generation system in February 2024.

In addition, at the Tsurumi Site, where our R&D Center and factory are located, and at the new Head Office building, where we relocated in March 2024, we have started to introduce the Renewable Energy-Based Electricity Plan. Under this plan, we will source electricity derived from renewable energy sources with zero CO₂ emissions for all electricity used.

We will continue to work toward a decarbonized society from various angles.

* On-site PPA: A system in which a power generation company (a PPA operator) installs solar power generation equipment on the premises of a user (e.g., a company) at the expense of the power generation company, owns and maintains it, and supplies the electricity generated from the power generation facility to the user.

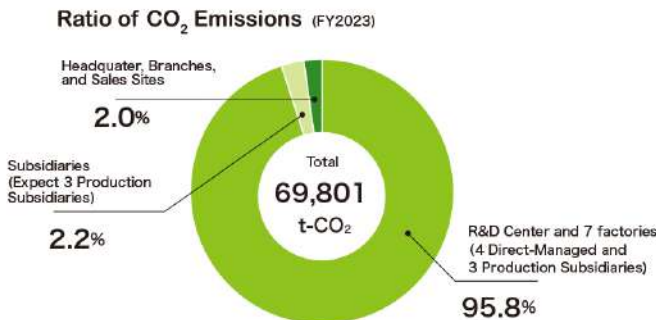
Main Initiatives Aimed at Reducing Greenhouse Gas Emissions

Initiatives	Detail
1.Reducing CO ₂ emissions at factories	<ul style="list-style-type: none">Promote visualization of CO₂ emissionsEstablish a highly efficient production systemImplement energy conservation initiatives (adopt high-efficiency and energy-saving equipment, operate air conditioning efficiently, etc.)
2.Initiatives at facilities using fluorocarbons	<ul style="list-style-type: none">Consideration for switch to alternative fluorocarbons with a low ozone depletion potential and non-fluorocarbon materialsStrengthen preventive management of fluorocarbon leakageIntroduction of natural refrigerant equipment with zero ozone depletion potential and low global warming potential (Morinaga Angel Dessert Co., Ltd., Morinaga Dessert Co., Ltd.)
3.Initiatives in logistics	<ul style="list-style-type: none">Improve loading rate and reduce transportation and delivery vehicles by joining other companies in the industry in transportation and delivery

Initiatives to Reduce CO₂ Emissions

We are working on reducing emissions by measuring the overall volume of current CO₂ emissions and making emissions visible.

Because Morinaga's four factories and three affiliated production companies account for a large portion of our CO₂ emissions, we are stepping up efforts chiefly in our production division.



➤ Conserve the Global Environment

> Response to Climate Change Issues

- > Information Disclosure
Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

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* Domestic Group consolidated basis. CO₂ emissions are rounded up to the second decimal place. The domestic Group consolidated figure for FY2021/3 and later is third-party assured by LRQA Limited. The Company applied the "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)", etc., from the beginning of FY2022/3. The figures for FY2021/3 are from after retroactive application of the said accounting standard.

> [ESG Data: Greenhouse Gas Emissions](#) 

> [Third Party Guarantee](#)

Initiatives on CFC-using facilities

We are currently examining the possibility of replacing CFC-using facilities with those using HCFCs and HFCs, with a low ozone depletion potential, or natural refrigerants. We are replacing equipment and devices that use CFC R-22 with those using a low-global-warming-potential refrigerant. We have also implemented stricter measures to prevent leakage of CFC gas from existing facilities.

Takasaki Morinaga Co., Ltd., Morinaga Angel Dessert Co., Ltd. and Morinaga Dessert Co., Ltd., whose product lines include frozen desserts, use refrigerant-equipments in their large-sized refrigerators with natural refrigerants that has zero ozone-depletion potential and low climate-change coefficient.

We will continue to work on reducing GHG emissions.

Reducing environmental load during storage and transportation

In an effort to load as many products as possible on a pallet, a platform used for product storage and transportation, we have adjusted dimensions of cardboard cases and apply our efficient stacking pattern for loading cases onto the pallets. Furthermore, we save the use of energy in the storage and transportation processes by designing our products to minimize the wasted space.

Initiatives for Energy Saving

Energy-saving initiatives through production system reorganization

With a view to increasing the productivity of our core brands and responding to diversifying market needs, the Morinaga Group is reorganizing its production systems to make them highly efficient. In FY2020/3, in order to improve productivity, the decision was made to merge Morinaga Snack Foods Co., Ltd. and Morinaga Kofu Foods Co., Ltd. into the Company. The two production bases were closed, while their production lines were partially transferred to the Tsurumi Factory and the Oyama Factory and rebuilt there.

We also built a third factory on the premises of Takasaki Morinaga Co., Ltd., and started production of chocolates in FY2021/3 and frozen desserts in FY2022/3.

In the new factory and relocated production lines, we made capital investments taking into consideration energy saving. For example, we installed highly efficient energy-saving equipment and adopted a building design that features ceilings set lower than those of former buildings for the reduction of air conditioning loads.



Takasaki Factory No.3

Promotion of Energy-saving

In order to make as much contributions as possible to the prevention of global warming, an international environmental issue, we are focusing on the facilitation of energy conservation promotion activities at our production sites, as most of our energy consumption is attributable to these facilities.

We have so far implemented such measures as: conducting energy-saving patrols to prevent overlooking of compressed-air or steam leakage from pipes and failures to switch off the lights; replacement of aged equipment with highly efficient one; and ensuring the optimal electricity consumption by installing inverters on pumps and fans with a power of 7.5 kW or above to respond to changes in equipment loads.

We also intend to facilitate our energy consumption promotion activities further, by seeking advice from energy conservation consultants, energy management companies, and equipment manufacturers, and planning and implementing energy conservation measures based on their advice.

Initiatives to Introduce Renewable Energy

Introduction of solar power generation and electricity from renewable energy sources through on-site PPA

The Morinaga Group is working to introduce renewable energy to contribute to the realization of a decarbonized society.

In FY2023, Takasaki Morinaga Co., Ltd. started receiving solar power through an on-site PPA* in February. With a generating capacity of 2.0 MW, it is expected to reduce CO2 emissions by more than 1,100 tons per year. In addition, when the Company moved its head office functions to the Morinaga Shibaura Building, which completed its reconstruction in March 2024, it adopted a plan to supply electricity derived from solar, wind, hydroelectric and other renewable energy sources, to aim essentially zero CO2 emissions. Furthermore, starting in April 2024, the Tsurumi Site, including the Tsurumi Factory and R&D Center, will also switch to a plan to supply electricity derived from renewable energy sources, which is expected to reduce CO2 emissions by more than 8,500 tons per year.



Rooftop solar panels (Takasaki Morinaga Co., Ltd.) and new "Morinaga Shibaura Building" (Morinaga & Co., Ltd.)

* On-site PPA: A system in which a power generation company (PPA operator) installs a solar power generation system on the premises of a consumer (company, etc.) at the expense of the power generation company, and owns and maintains the system while supplying electricity generated from the system to the consumer.

Major Initiatives in Logistics Process

As a measure to ensure efficient distribution and environmental friendliness, Morinaga works to improve loading rate using modal shift, joint deliveries with other companies, design product specifications for high loading rates, and introduce demand forecasting using AI for optimal inventory allocation and upgrade supply operations, etc.

As a Specified Consignor* under the revised Act on the Rationalization etc. of Energy Use ("Energy Saving Act"), we calculate and identify the amount of CO₂ emitted during transportation.

* A Specified Consignor under the revised Energy Saving Act refers to a consignor whose annual volume of freight transportation orders reaches 30 million ton kilometers per year or above.

Conserve the Global Environment

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Biodiversity >

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Related information

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Initiatives in Response to the
TCFD Recommendations >

Sustainability at Morinaga TOP >

Information Disclosure Following the TCFD Recommendations



✓ Scenario Analysis

✓ Morinaga Group's Important Opportunities

✓ Morinaga Group's Important Risks

✓ Basic Approach to Initiatives and Progress

The Morinaga Group recognizes that climate change is an important issue that affects the continuity of its operations and sustainable growth. In April 2022, we endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board (FSB). Since then, we have been addressing the TCFD recommendations, including conducting climate change scenario analysis.

Area	Details
Governance	<p>The Morinaga Group's analysis, target setting and progress monitoring of risks and opportunities concerning sustainability initiatives are deliberated on by the ESG Committee, which is chaired by the Representative Director, President. The Board of Directors receives reports from the committee and monitors the status of activities. In FY2023/3, the ESG Committee convened eight times. The deliberations of the ESG Committee are considered in various aspects of decision making concerning management.</p> <p>For the examination of climate change matters, we established the TCFD Subcommittee*1 under the ESG Committee in FY2022/3. This subcommittee is responsible for analyzing the Morinaga Group's risks and opportunities and reviewing responses following the TCFD recommendations.</p> <p>The TCFD Subcommittee is led by the Director and Managing Executive Officer in charge of the Sustainable Management Division. It convened two times in FY2023/3. The results of this review process are reviewed by the ESG Committee and then reported to the Board of Directors, which supervises the status of activities.</p> <p style="text-align: center;">Review and Promotion</p> <div style="text-align: center;"> <pre> graph TD A[Board of Directors] --> B[ESG Committee] B --> C[TCFD · TNFD Committee] </pre> </div> <p style="text-align: right;">(Chair: Representative Director, President)</p> <p style="text-align: right;">(Chair: Director and Managing Executive Officer)</p> <p style="text-align: center;">*1</p>
Strategy	<p>In the process of identifying the risks and opportunities of climate change, Morinaga established the 4°C, 2°C, and 1.5°C scenarios for its domestic food manufacturing business. Based on the information released by the Intergovernmental Panel on Climate Change (IPCC) and International Energy Agency (IEA), we use these scenarios to analyze the impacts in Japan in 2030 and 2050. As a result, the 4°C scenario identified the risks of a reduction in quality of agricultural produce, changes in yield caused by changes in weather patterns, and increasing frequency of extreme weather events. The 2°C and 1.5°C scenarios found that rising costs due to stricter energy conservation policy and carbon taxes will have a larger impact on business operations. In response to these risks, we will strive to reduce our own CO₂ emissions and address the risks and opportunities that are important.</p>

Sustainability at Morinaga Group

➤ Sustainability Management

- Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- Contribute to "Health of Mind, Body, and Environment"
- Corporate Citizenship
- Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- Human Resource Development
- Fostering Organizations that are Diverse and Dynamic
- Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

- Promotion of Sustainable Raw Material Procurement
- Promotion of CSR Supply Chain Management
- Reduction of Food Loss and Waste
- Promotion of Waste Reduction

- > Co-existence and co-prosperity with local communities

Risk Management	<p>The Morinaga Group established the Total Risk Management Committee, which is led by the President and Representative Director. This committee identifies the risks, evaluates the severity, and implements countermeasures against these risks, which manage and address them appropriately. Climate change risks are managed and addressed appropriately as management risks by the same committee. The TCFD Subcommittee under the ESG Committee conducts reviews on climate change following the TCFD recommendations, with the results discussed by the ESG Committee. The details of discussions held by both committees are reported to the Board of Directors, which oversees the progress of risk management.</p>														
Indicators and targets	<p>To mitigate climate change risks, the Morinaga Group has established targets to reduce CO₂ emissions (Scope 1 and 2) by 30% from FY2019/3 in Japan by 2030 and to achieve net-zero GHG emissions by 2050. We are actively improving energy efficiency at our production sites (preventing air leaks, adding insulation, etc.), by upgrading our infrastructure and utilizing new and efficient equipment, thus highlighting our shift away from fossil fuel. At the same time, we are considering the introduction of renewable energy and implementing measures to achieve these targets.</p> <p>CO₂ emissions (Scope1+2) *Domestic consolidated basis</p> <table border="1"> <caption>CO₂ emissions (Scope 1+2) (Thousand t-CO₂)</caption> <thead> <tr> <th>Year</th> <th>Emissions</th> </tr> </thead> <tbody> <tr> <td>2018 (Base year)</td> <td>74.1</td> </tr> <tr> <td>2021</td> <td>75.7</td> </tr> <tr> <td>2022</td> <td>76.3</td> </tr> <tr> <td>2023</td> <td>69.8</td> </tr> <tr> <td>2030</td> <td>51.8</td> </tr> <tr> <td>2050 (FY)</td> <td>Aim for net zero</td> </tr> </tbody> </table>	Year	Emissions	2018 (Base year)	74.1	2021	75.7	2022	76.3	2023	69.8	2030	51.8	2050 (FY)	Aim for net zero
Year	Emissions														
2018 (Base year)	74.1														
2021	75.7														
2022	76.3														
2023	69.8														
2030	51.8														
2050 (FY)	Aim for net zero														

*1 The TCFD Subcommittee was renamed the TCFD/TNFD Subcommittee in FY2023/3.

Scenario Analysis

We established the 4°C, 2°C and 1.5°C scenarios for Morinaga & Co., Ltd.'s domestic food manufacturing business to analyze the impacts in 2030 and 2050.

We referenced scenarios of government institutions and research institutes for the identification and evaluations of climate change risks and opportunities and for the analysis of the impact on the Morinaga Group's business, strategies and financial standing caused by these risks and opportunities.

*Referenced scenarios, etc.

4°C	<p>Stated Policy Scenario (STEPS) (IEA, 2020)</p> <p>Representative Concentration Pathways (RCP6.0, 8.5) (IPCC, 2014)</p>
2°C	<p>Sustainable Development Scenario (SDS) (IEA, 2020)</p> <p>Representative Concentration Pathways (RCP2.6) (IPCC, 2014)</p>
1.5°C	<p>Net Zero Emission by 2050 case (NZE2050) (IEA, 2021)</p> <p>Representative Concentration Pathways (RCP1.9) (IPCC, 2021)</p>

Conserve the Global Environment

- > Response to Climate Change Issues
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- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
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Morinaga Group's Important Risks

Category	Sub-category	Risk factors	Impact on operations	Importance	Response
Transition risks	Policy and regulation	Spread of GHG emissions pricing and stricter GHG emissions reporting obligations	Rising energy costs and logistical costs caused by the introduction of carbon taxes	Medium	<ul style="list-style-type: none"> Consider and implement ways to reduce CO₂ emissions by 30%^{*1} by 2030 and to achieve net-zero GHG emissions by 2050^{*2} Promote visualization of CO₂ emissions at factories, implement energy conservation measures, and establish highly efficient production system through reorganization
		Stricter energy conservation policy	Rising cost of capital investment for manufacturing facilities due to the company's response to energy conservation driven by stricter energy conservation policy	Large	<ul style="list-style-type: none"> Consider use of renewable energy Establish more efficient logistics system/transport and deliveries with fewer environmental impacts (improve loading rate using modal shift and joint deliveries with other companies, design product specifications for high loading rates, and introduce demand forecasting using AI for optimal inventory allocation and upgrade supply operations, etc.)
		Decarbonization-related mandates and regulations on existing products and services	Rising packaging costs due to regulations on the use of plastics derived from petroleum	Large	<ul style="list-style-type: none"> Promote raw materials procurement in consideration of the environment in line with Procurement Policy and Supplier Guidelines Promote initiatives aimed at a 25% reduction in plastics usage for <i>in Jelly</i> products by 2030^{*3} Expand the use of biomass plastics
	Markets	Changes in consumer behavior	Increased environmental awareness among consumers leads to a decline in sales due to consumer defection from products that have been slow to respond to the environment and a decrease in the adoption of such products by retailers	Large	<ul style="list-style-type: none"> Promote initiatives aimed at 100% sustainable procurement of cacao beans, palm oil and paper by 2030^{*4}

Physical risks	Acute	Rising severity and frequency of extreme weather, such as cyclones and flooding	Loss of opportunities and decrease in sales due to the suspension of procurement, production, logistics, and sales activities caused by damage to factories, warehouses, and employees due to extreme weather, disruption of logistics, etc.	Medium	<ul style="list-style-type: none"> • Continuously review BCP for natural disasters and promote BCM • Design buildings and electrical equipment at the time of manufacturing base relocation or new establishment based on hazard map • Decentralize manufacturing bases of mainstay products • Purchase raw materials from multiple suppliers (or multiple sites)
	Chronic	Changes in rainfall patterns and extreme changes in weather patterns	Rising raw material and development costs due to poor crop quality and reduced yield caused by changes in weather patterns and frequent occurrences of extreme weather	Large	<ul style="list-style-type: none"> • Promote raw materials procurement in consideration of the environment in line with Procurement Policy and Supplier Guidelines • Promote initiatives aimed at 100% sustainable procurement of cacao beans, palm oil and paper by 2030^{*4} • Purchase raw materials from multiple suppliers (or multiple sites) • Strengthen collaboration with suppliers and increase communication aimed at risk response • Consider shifting milk ingredients to plant-based materials

*1 Scope 1 and 2 (domestic Group consolidated basis; compared to FY2019/3)

*2 Group consolidated basis

*3 Target: usage of plastics in packaging materials (intensity, compared to FY2020/3, including shift to biomass plastics)

*4 Group consolidated basis; paper covers product packaging

Morinaga Group's Important Opportunities

Category	Opportunity factors	Impact on operations	Importance	Response
Resource efficiency	Development and use of efficient production and distribution processes	Declining manufacturing and transport costs due to development of efficient manufacturing and distribution processes	Large	<ul style="list-style-type: none"> Promote efficient production activities by rebuilding the production system and creating smart factories^{*5} Promote initiatives aimed at 70% reduction in food loss and waste by 2030^{*6} Establish more efficient logistics system/transport and deliveries with fewer environmental impacts
Products and services	Changes in consumer preferences	Rising demand for eco-friendly products amid increasing environmental awareness among consumers including Generation Z	Large	<ul style="list-style-type: none"> Implement "One Chocolate for One Smile" campaign^{*7} Develop eco-friendly products
	Adaptation to climate	Rising demand for <i>in Jelly</i> and frozen desserts due to global warming	Medium	<ul style="list-style-type: none"> Increase sales of <i>in Jelly</i> and frozen desserts
Resilience	Substitution/Diversification of resources	Increasing capacity of operations under various conditions from review of substitution/diversification of raw materials	Large	<ul style="list-style-type: none"> Consider substitution and diversification of raw materials based on climate change risks
		Increased trust in supply chain and fewer opportunity loss due to formulation of	Large	<ul style="list-style-type: none"> Continuously review BCP for natural disasters and promote BCM

^{*5} Smart factory: Using IoT and AI technologies to upgrading technologies with utilizing digital data of production equipment to ensure stable operations and increase production efficiency.

^{*6} Scope: Food loss and waste occurring from receipt of raw materials to delivery (distribution) (domestic consolidated basis; intensity; compared to FY2020/3). Food loss and waste is defined as food waste that is disposed of thorough incineration or landfill, excluding food waste recycled into fertilizer or feed, etc.

^{*7} "One Chocolate for One Smile" campaign: Donates a part of sales of eligible products to support children in cacao-producing countries by improving their educational environment, etc.

Going forward, we will also consider deepening our response and expanding the scope of our scenario analysis.

Basic Approach to Initiatives and Progress

- > Materiality "Conserve the Global Environment" (Morinaga Group Environmental Policy, Promotion System, Environmental Management System, List of ISO 14001-accredited Facilities)
- > Response to Climate Change Issues (Medium- to Long-Term Targets, Main Initiatives Aimed at Reducing Greenhouse Gas Emissions, Initiatives for Energy Saving, etc.)
- > Promotion of Environmental Consideration in Containers and Packaging (Long-Term Targets, Environmental Initiatives in the Containers and Packaging of Major Brands, etc.)
- > Promotion of Sustainable Raw Material Procurement (Medium- to Long-Term Targets, Initiatives for Cacao Beans, Palm Oil and Paper, etc.)
- > Reduction of Food Loss and Waste (Long-Term Targets, Cooperation and Joint Efforts with Others to Reduce Food Loss and Waste)
- > One Chocolate for One Smile

| Conserve the Global Environment

Response to Climate Change Issues >

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Promotion of Environmental Consideration in Containers and Packaging



✓ Basic Stance

✓ Environmental Initiatives in the Containers and Packaging of Major Brands

✓ Reduction of the Plastics: Long-Term Targets

Basic Stance

Owing to the variety and wideness of its product range, the Morinaga Group uses packaging materials made of diversified materials. It also uses packing materials for the storage and transportation purposes.

We are promoting environmentally conscious initiatives for packaging materials that involve multifaceted issues such as plastic issues, deforestation, and climate change.

As one such initiative, we have newly established a long-term reduction target for the volume of plastic used in the packaging material of our mainstay product *in Jelly*. With efforts to meet this target as our reference point, we will pursue environmental conservation towards the establishment of a recycling society.

Reduction of the Plastics: Long-Term Targets

Goal for 2030

Reduce the plastics used in *in Jelly* products by 25%^{*1*2}

*1 Scope: Amount of plastics used in packaging materials

*2 intensity; compared to FY2020/3; including replacement with biomass plastics

Environmental Initiatives in the Containers and Packaging of Major Brands

Initiatives	Current initiatives (includes tentative items)
Reduce weight and volume of plastic	Reduce the amount of plastic used in the packaging of products including <i>in Jelly</i> and <i>Choco Monaka Jumbo</i> .
Switch to eco-friendly materials for packaging	Switch plastic package of <i>HI-CHEW</i> , <i>in Jelly</i> , and <i>Morinaga Collagen Drink</i> to biomass-derived plastic packaging.
Promote recycling	The <i>in Jelly</i> Recycling Program was launched in September 2021.

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Reduction of plastics used in/use of biomass ink for “in Jelly” brand's packages

In February 2020, we reduced the amount of plastics used in the “in Jelly” brand's packages by saving the weight of plastic cap and straw by approximately 9% (approximately 70 tons per year) compared to the conventional level. In addition, we partly replaced the printing ink used in the product with plant-derived, environmentally-friendly biomass ink. At the same time, we adopted easier-to-open caps to improve customer convenience.



- Co-existence and co-prosperity with local communities

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Improving Usability and Reducing Plastic Usage through Collaborative Container Development with Suppliers

Our product *in Jelly* has undergone four improvements to its cap since its launch in 1994. These improvements were realized through joint development with Hosokawa Yoko Co., Ltd., which has been supplying CHEER PACK® since its release. Given that the larger the diameter of the cap, the easier it tends to be to open, it is difficult to increase size while reducing material usage. With that being the case, we have reduced the amount of plastic used, while improving the ease of opening caps, thereby improving customer usability and contributing to “health of environment.”

* CHEER PACK is a registered trademark of Hosokawa Yoko Co., Ltd.

Initiatives for reducing plastic waste: *in Jelly* Recycling Program

To further reduce plastic waste, Morinaga and TerraCycle Japan G.K. launched a recycling program to collect empty jelly drink containers in September 2021. The program works to collect used containers and recycle them into new plastic products as resources. We will continue to promote recycling initiatives for *in Jelly* as a leading jelly drink brand.

Since the start of this initiative, approximately 964kg of pouch-type jelly containers have been collected by September 2024. From the collected containers, we produced tongs using recycled materials with a 10% *in Jelly* cap blended into the grip portion.

The tongs are being donated to schools and facilities that have cooperated in setting up collection boxes. In addition, the tongs were used in the “Morinaga Presents *in Jelly* Enjoy Plogging” event, in which participants picked up trash while jogging, which was held at five locations across Japan from September to October 2024.

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The collection box and students at Koriyama High School in Fukushima Prefecture



Donation of the tongs to Kokusai Gakuin High School



The in Jelly recycling program



Tongs with a grip made from 100% recycled materials, including 10% caps from "in Jelly"



Plogging

We are looking for organizations to cooperate with us in this recycling program.

[For inquiries regarding the installation of collection boxes, please click here \(Japanese only\)](#) ➡



Efforts For The Use Of Sustainable Paper(for product packaging)

- > Procurement of Sustainable Raw Material: Paper (for Packaging Product)
- > ESG Data: Sustainable Raw Material Ratio, etc. 📄

| Conserve the Global Environment

**Response to Climate Change
Issues** >

**Sustainable use of water
resources** >

Biodiversity >

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Sustainable use of water resources



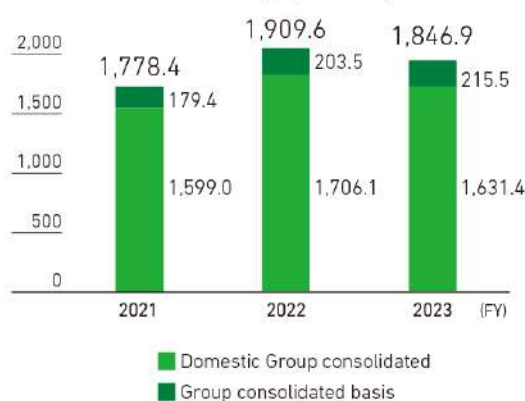
Basic Stance

In recent years, natural disasters, such as droughts and floods, are frequently occurring as a result of climate change. There are regions with increasing risks of water resource shortages as the world population increases. We believe that water resources are essential to our Group's business activities, and it is important to promote business activities that effectively assess water stress* and utilize water resources. Our Group is working to reduce the use of water resources by recycling cooling water for equipment and reducing raw materials waste, including water used for preparations.

We will identify regions facing high water stress and consider possible actions by conducting water withdrawal surveys and evaluating our domestic and overseas production facilities for water stress using the World Resources Institute's Aqueduct Water Risk Atlas with the aim of effectively using water resources.

* Water stress: A state in which water supply and demand is tight. Water stress is when maximum available water resources per capita falls below 1,700 m³.

Amount of Water Resource Usage* (Thousand t)

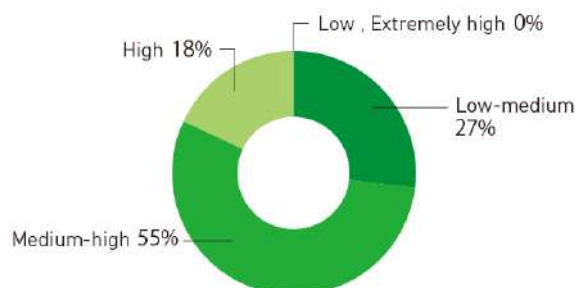


* Until FY2022, third-party assurance by LRQA Limited was conducted for the consolidated figures of the domestic group. Starting from FY2023, the assurance also includes consolidated figures of the overseas group.

> [ESG Data: Details of the Water Resources Consumption](#)

> [Third Party Assurance](#)

Water Stress Evaluation of all Production Sites (FY2023)



* Scope: Four factories of Morinaga & Co., Ltd. (Yokohama, Kanagawa; Oyama, Tochigi; Mishima, Shizuoka; Anjo, Aichi), four affiliated production companies (Takasaki, Gunma; Yamato, Kanagawa; Tosu, Saga; Amagasaki, Hyogo), and three overseas production sites (North Carolina, USA; Taipei, Taiwan; Zhejiang, China.)

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- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

Initiatives to Reduce Water Consumption

communities

Installation of air-cooled air conditioners (AC) and consolidation of cooling towers

Morinaga Group works to optimize the air conditioning functional capacity required for production, and to reduce water consumption by introducing air-cooled AC and consolidating cooling towers.

Air-cooled AC are the air conditioners that use outside air to diffuse heat, thus reducing the use of cooling water. By introducing energy-efficient air-cooled AC, we have reduced the number of cooling towers with electric fans, electric pumps for water circulation, and cooling water used in water-cooled AC, thereby saving energy and reducing water consumption.

As an example of our efforts in FY2023, at the Chukyo Factory, we reduced water consumption by more than 5,000m compared to FY2022, by reviewing the air conditioning system at a plant of the Chukyo Factory which resulted in introducing air-cooled AC and consolidating the cooling towers used for the water-cooled AC.



Cooling tower for water-cooled AC at the Chukyo Factory (after consolidation)

Conserve the Global Environment

Response to Climate Change Issues



Promotion of Environmental Consideration in Containers and Packaging



Biodiversity



Management of Environmental Pollutants



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Initiatives in Response to the TCFD Recommendations



Sustainability at Morinaga TOP



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Maintenance and conservation of natural capital and biodiversity

Basic Stance

The Morinaga Group Environmental Policy clearly states that we will deepen our understanding of biodiversity and strive to maintain and conserve biodiversity and protect ecosystems. We will make efforts to understand our corporate activities' dependence and impact on natural capital, and work to maintain and conserve it.

Area	Details
Governance	<p>The Morinaga Group's analysis of risks and opportunities, target setting, and progress monitoring concerning sustainability initiatives is deliberated by the ESG Committee, which is chaired by the Representative Director, President. Findings are then reported to the Board of Directors, which also supervises the status of activities.</p> <p>Reviews on climate change, natural capital, and biodiversity are conducted by the TCFD/TNFD Subcommittee, which operates under the ESG Committee. In line with the recommendations of the TCFD and TNFD, we analyze dependencies and impacts, risks and opportunities, and consider responses. The subcommittee is chaired by the Director, Senior Executive Officer in charge of the Sustainable Management Division. In FY2023, the subcommittees met four times. The results of this review are deliberated by the ESG Committee. In turn, findings are reported to the Board of Directors, which also supervises the status of activities.</p> <p style="text-align: center;">Review and Promotion</p> <div style="text-align: center;"> <pre> graph TD A[Board of Directors] --> B[ESG Committee (Chair: Representative Director, President)] B --> C[TCFD · TNFD Committee (Chair: Director and Managing Executive Officer)] </pre> </div>
Risk Management	<p>The Morinaga Group's Total Risk Management Committee, which is chaired by the Representative Director, President, identifies risks, evaluates the severity, reviews countermeasures against these risks, monitors progress, and manages and addresses risks appropriately. Climate change and other risks are managed and addressed appropriately as management risks by the same committee. In addition, the TCFD/TNFD Subcommittee conducts reviews in line with the TCFD/TNFD recommendations, with the results deliberated by the ESG Committee. The details of discussions held by both committees are reported to the Board of Directors, which oversees the progress of risk management.</p> <p>Based on the above, management conducts business operations after carrying out appropriate oversight of company-wide risks.</p>

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Information Disclosures Based on the TNFD Recommendations

Using the TNFD framework and the LEAP approach^{*1} advocated by the TNFD as a reference, we analyzed the Group's dependence and impacts on natural capital, risks, and opportunities.

^{*1} Guidance for assessing nature-related risks and opportunities. Four steps are recommended: Locate (discovery of interfaces with nature), Evaluate (diagnosis of dependencies and impacts), Assess (assessment of risks and opportunities), and Prepare (preparation for response and disclosure).

Dependence and Impacts on Natural Capital

The Group recognizes its dependence and impacts on natural capital associated with corporate business activities as shown in the figure 1 below. In addition, we confirmed the dependence and impacts of the Group's main business of food product manufacturing, and the Group's main raw materials, such as cacao, palm, and wood (paper). The figure 2 below shows the results of our assessment on 25 items¹⁶ dependent items and nine impact items using an external tool.

The production of food products is particularly dependent on the supply of water. We understand that the production of cacao, palm, and wood (paper) depends on many forms of natural capital such as good quality soil, water, and climate adjustment, and that the expansion of farmland and deforestation might affect biodiversity.

Figure 1

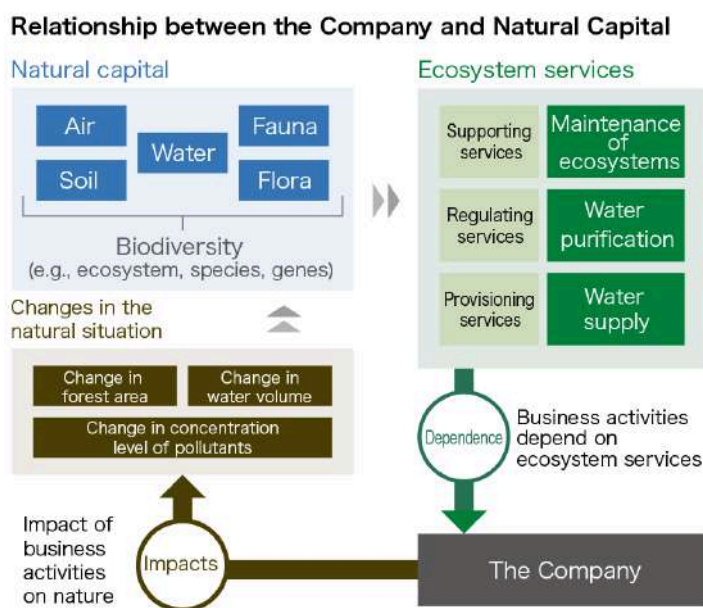


Figure 2

Assessment of Dependence and Impacts on Natural Capital ^{*2} ● Larger dependence/impacts ○ Dependence/Impacts somewhat large

Category	Dependence											Impacts							
	Ecosystem services											Pressure on biodiversity		Environmental factors					
	Supporting services & Regulating services				Regulating services				Provisioning services										
	Good quality soil	Good quality water	Conserve ecosystems	Pollination	Prevent landslides	Prevent fires	Prevent harmful insects and diseases	Ease of weeding	Prevent high temperatures	Prevent tropical cyclones	Supply of water	Supply of wood	Changes in nature caused by the expansion of farmland, the use of rivers, and other factors	Deforestation	Pollution of soil, water, and air	Impacts on protected areas and conservation areas	Impacts on important regions for biodiversity	Impacts on other important regions	Impacts on ecosystems
Food product manufacturing		○			○		○			○	●				○				
Cacao	●	○		○	●	○	●	○	●	●	○		●	●	●	●	○	○	●
Palm	●	○		○	●	○	○	○	●	●	○		●	●	●	●	○	○	○
Wood (paper)	●	○	○	○	●	●	○	○	●	●	●	●	●	●	○	●	○	○	○

^{*2} A total of 25 items were assessed, with 19 listed as having a high degree of dependence or impact.

Co-existence and co-prosperity with local communities

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Risks and Opportunities

Below, there is a summary of the risks and opportunities and responses to them. We will continuously deepen our understanding of the situation of natural capital and strive to maintain and conserve natural capital and biodiversity.

Examples of the Morinaga Group's Important Risks

Category	Subcategory	Risk factors	Impact on operations	Importance	Response
Physical Risks	Chronic	Ecosystem infrastructure and adjustment/changes in services	Increased raw materials costs and development costs due to deterioration of soil and water quality and decreased yields of agricultural crops caused by increased occurrences of pests and diseases	Large	<ul style="list-style-type: none"> Promote raw materials procurement in consideration of the environment in line with the Procurement Policy and Supplier Guidelines Promote initiatives to achieve the target of 100% sustainable procurement of cacao beans, palm oil, and paper raw materials by 2030^{*3} Cooperate with suppliers and enhance communication to respond to risks Purchase raw materials from multiple suppliers (or multiple sites)
		Changes in rainfall patterns and extreme changes in weather patterns	Rising raw material and development costs due to poor crop quality and reduced yield caused by changes in weather patterns and frequent occurrences of extreme weather	Large	
Transition Risks	Laws and Regulations	Changes in laws and regulations related to the maintenance of ecosystems	Increased raw materials costs due to higher demand for materials certified as considering the environment	Medium	
		Stricter nature-related reporting obligations	Increased reporting costs	Medium	
	Markets	Changes in consumer behavior	Increased environmental awareness among consumers leads to a decline in sales due to consumer defection from products that have been slow to respond to the environment and a decrease in the adoption of such products by retailers	Large	<ul style="list-style-type: none"> Promote raw materials procurement in consideration of the environment in line with the Procurement Policy and Supplier Guidelines

Examples of the Morinaga Group's Important Opportunities

Category	Opportunity factors	Impact on operations	Importance	Response
Resource Efficiency	Development and use of efficient production and distribution processes	Declining manufacturing and transport costs due to development of efficient manufacturing and distribution processes	Large	<ul style="list-style-type: none"> Promote efficient production activities by rebuilding the production system and creating smart factories^{*4} Promote initiatives aimed at 70% reduction in food loss and waste by 2030^{*5} Establish more efficient system/transport logistics and deliveries with fewer environmental impacts
Products and Medium Services	Changes in consumer preferences	Increased demand for environmentally considered products amid increased environmental awareness among consumers, including Generation Z	Large	<ul style="list-style-type: none"> Promote initiatives to achieve the target of 100% sustainable procurement of cacao beans, palm oil, and paper raw materials by 2030^{*3} Develop environmentally considered products
Resilience	Substitution/Diversification of resources	Increasing capacity of operations under various conditions from review of substitution/diversification of raw materials	Large	<ul style="list-style-type: none"> Consider substitution and diversification of raw materials based on climate change risks
		Increased trust in supply chain and fewer opportunity loss due to formulation of resilience plan (BCP)	Large	<ul style="list-style-type: none"> Continuously review BCP for natural disasters and promote BCM

*3 Group consolidated basis; paper covers product packaging

*4 Smart factory: Using IoT and AI technologies to integrate the technology and digital data of production equipment to ensure stable operations and increase production efficiency

*5 Scope: Food loss and waste occurring from receipt of raw materials to delivery (distribution) (domestic consolidated basis; intensity; compared to FY2020/3). Food loss and waste is defined as food waste that is disposed of thorough incineration or landfill, excluding food waste recycled into fertilizer or feed, etc.

Basic Approach to Initiatives and Progress

- Materiality "Conserve the Global Environment" (Morinaga Group Environmental Policy, Promotion System, Environmental Management System, List of ISO 14001-accredited Facilities)
- Response to Climate Change Issues (Medium- to Long-Term Targets, Main Initiatives Aimed at Reducing Greenhouse Gas Emissions, Initiatives for Energy Saving, etc.)
- Promotion of Environmental Consideration in Containers and Packaging (Long-Term Targets, Environmental Initiatives in the Containers and Packaging of Major Brands, etc.)
- Promotion of Sustainable Raw Material Procurement (Medium- to Long-Term Targets, Initiatives for Cacao Beans, Palm Oil and Paper, etc.)
- Reduction of Food Loss and Waste (Long-Term Targets, Cooperation and Joint Efforts with Others to Reduce Food Loss and Waste)
- One Chocolate for One Smile

Related information

[Sustainability at Morinaga TOP](#)



[ESG Data](#)



Management of Environmental Pollutants



Basic Stance

In order to prevent the pollution of air and other resources as well as the destruction of natural environment and ecosystem, we control environmental pollutants and promote their reduction.

Management of Environmental Pollutants and Promotion of their Reduction

Initiatives to reduce air pollutant emissions

In order to promote the reduction of NOx and CO₂, we have replaced all boilers in our factories with those that use city gas as fuel. We also request our business partners to stop idling their vehicles in our factory premises. We have been promoting reduction of the environmental impact of commercial vehicles.

> [ESG Data: Emissions of NOx and CO₂, etc.](#) 

Initiatives to prevent water pollution

We have established voluntary standards that govern the management and operation of all wastewater treatment facilities in our factories. We also use a checklist to monitor their performance regularly. Moreover, we implement measures to strengthen both tangible and intangible resources. Measures for the former include the reviewing of the Operation Management Procedures Manual on an as-needed basis and the provision of employee education and training; measures for the latter include equipment maintenance and investments in the renewal or improvement of facilities.

Management of chemical substances

Our factories promote safe and proper management of chemical substances and reduction of their emissions according to the ISO 14001 management system. In particular, we ensure strict management of chemical substances by establishing and abiding by the Chemical Substance Management Manual in accordance with the “Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof” (the PRTR Act).

Sustainability at Morinaga Group

Sustainability Management

> Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

> Contribute to “Health of Mind, Body, and Environment”
> Corporate Citizenship

> Provision of Safe and Reliable Products

Diversity and Inclusion of People

> Human Resource Development
> Fostering Organizations that are Diverse and Dynamic
> Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

> Promotion of Sustainable Raw Material Procurement
> Promotion of CSR Supply Chain Management
> Reduction of Food Loss and Waste
> Promotion of Waste Reduction
> Co-existence and co-prosperity with local

Conserve the Global Environment

Response to Climate Change Issues



Promotion of Environmental Consideration in Containers and Packaging



Sustainable use of water resources



Biodiversity



Related information

ESG Data



➤ Conserve the Global Environment

- Response to Climate Change Issues
- Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- Build a Highly Transparent and Efficient Governance System
- Respect for Human Rights
- Participation in Initiatives
- Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library

Strengthen Governance in Sustainability



We will enhance our sustainability as a corporation as well as achieving sustainable growth and enhancing corporate value.

Materiality

Strengthen Governance in Sustainability

Main challenges included in materiality

1. Strengthen corporate governance
2. Strengthen Group governance
3. Strengthen risk management
4. Respect for human rights

Main expected opportunities and risks

<opportunities>

- Improving corporate value through increased management efficiency and improved evaluations and trust from capital markets
- Maximizing synergies across the Group
- Maintaining and improving corporate value by reducing risks that become barriers to management
- Improving social trust from stakeholders
- Improving employee loyalty

<risks>

- Declining evaluations and trust from capital markets due to delayed response
- Declining corporate value of the entire Group due to risk exposure at Group companies
- Increasing probability of crisis occurrence and increased damage due to delayed response
- Declining social trust, brand value, and corporate value due to delayed response

Main Actions Ahead of 2030

1. Build a highly transparent and efficient governance system
2. Promote Group governance
3. Strengthen risk management
4. Reinforce human rights management based on the UN Guiding Principles

Response to SDGs



Sustainability at Morinaga Group

Sustainability Management

- > Sustainability Advisory Board

Identifying the Materiality

Stakeholder Engagement

Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local



Build a Highly Transparent and Efficient Governance System



Respect for Human Rights



Strengthen risk management



Indices and Awards

➤ Conserve the Global Environment

- Response to Climate Change Issues
- Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- Build a Highly Transparent and Efficient Governance System
- Respect for Human Rights
- Participation in Initiatives
- Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance

➤ IR Library

Related information

ESG Data



Corporate Governance

[Corporate Governance](#)
[Compliance](#)
[Contact Us](#)
[Risk Management](#)
[Respect for Human Rights](#)
[Investor Relations](#)

Corporate Governance Basic Policy

The Morinaga Group will enhance its corporate governance with the aim of maximizing corporate value and achieving enduring corporate growth based on the basic policies of improving the health and efficiency of management, ensuring the reliability of its financial position, providing timely and appropriate disclosure of information, complying with laws and regulations, and strengthening the trust and relationships with all stakeholders.

(1) Positioning of Stakeholders

To enable us to fulfill our social responsibility in all areas of our business activities, we are committed to maintaining and further developing strong relationships with all stakeholders, who sustain our company, and achieving coexistence with society and sustainable growth in accordance with corporate principles and the code of conduct.

(2) Management Monitoring Functions

We are committed to building an effective internal control system by strengthening the management monitoring functions of the Board of Directors, appointing outside Directors and Statutory Auditors, requiring attendance by Standing Statutory Auditors at important meetings, and placing the Audit Division under the direct control of the President.

(3) Consistency in Thinking within the Entire Group

While respecting the independence of our subsidiaries, we endeavor to maintain close ties amongst the Group's member companies.

> [Corporate Governance Report December 26, 2024](#) 

Corporate Governance System

Management of Corporate Affairs

Morinaga's "Rules on Decision-Making Criteria" states clear definitions of authority and responsibility for respective decision-making units, including the Board of Directors, Business Execution Meetings, Directors, Executive Officers, and General Managers of individual divisions and departments.


(As of March 1, 2025)

Management Policy

- > Message from the President
- > Executive Management
- > 2030 Business Plan/2024 Medium-Term Business Plan
 - > 2030 Business Plan
 - > 2024 Medium-Term Business Plan
- > Medium- and Long-Term Financial Strategy

> Value Creation Process 

Corporate Governance

- > Compliance
- > Risk Management
- > Respect for Human Rights
- > Disclosure Policy
- > Action to Implement Management That Is Conscious of Cost of Capital and Stock Price 

Financial/Performance

- > Financial/Performance Highlights
- > Highlights by Segment

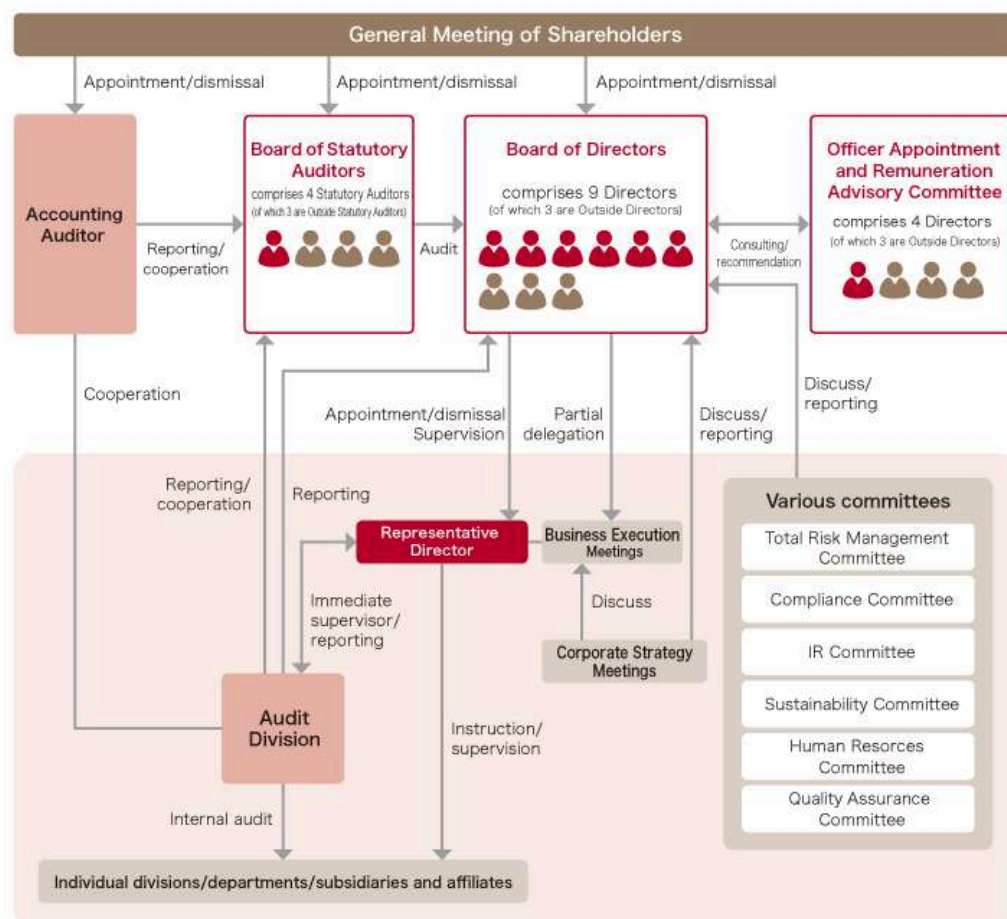
IR Library

- > Financial Results
- > Presentations
- > IR Event
- > Integrated Report
- > ESG Data

IR News

IR Calendar

Share-related Information



- > Stock information
- > General Meeting of Shareholders
- > Dividends & Shareholder Return
- > Bonds and Rating
- > Stock Chart
- > Analyst Coverage
- > Articles of Incorporation

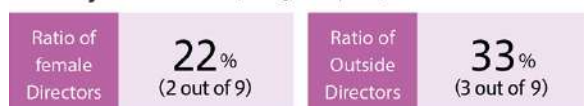
To Our Investors

- > About MORINAGA
 - > Message from the President
 - > OUR PHILOSOPHY
 - > Corporate Development and History
 - > Introduction of Business Fields
- > To those considering investing in MORINAGA
 - > 2030 Business Plan/2024 Medium-Term Business Plan
 - > Financial/Performance Highlights
 - > Share-related Information
- > MORINAGA's initiatives
 - > Research and Development
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<Board of Directors>

The Board of Directors deliberately makes decisions on statutory matters and the execution of important business based on the business judgment principle and supervises the execution of business. The Board consists of nine Directors, out of which three are Outside Directors, seven are male, and two are female Directors.

Diversity of Directors (As of June 27, 2024)



<Business Execution Meetings>

Business Execution Meetings, which is mainly comprised of Directors, Senior Operating Officer and Standing Statutory Auditors, deliberates and makes decisions on important management themes and other matters for which authority is delegated by the Board of Directors. To ensure the effectiveness and efficiency of deliberations at the Board of Directors and Business Execution Meetings, sufficient prior discussions are made at various committees that serve as advisory bodies for the Boards. These committees include the IR Committee, which is concerned with information disclosure, and the Officer Appointment and Remuneration Advisory Committee, a forum to discuss matters concerning Directors' personnel and remuneration matters.

<Executive Officer System>

With the aim of increasing the agility to respond to the changing business environment and accelerating the decision-making process, Morinaga has adopted an executive officer system. With this move, the Company delegated authority and responsibility for executing regular business relating to the implementation of strategies to Executive Officers, ensuring efficient management and a clarification of responsibilities for business execution.

Sustainability



List of Directors (As of April 1,2025)

Name	Attribute	Title	FY2024/3 Board Meeting Attendance	FY2024/3 Officer Appointment and Remuneration Committee Meeting Attendance
Eijiro Ota		Representative Director, Chairman, CEO	100% (15/15)	100% (6/6)
Shinya Mori		Representative Director, President, COO	100% (15/15)	—
Daisuke Fujii		Director, Managing Executive Officer	100% (15/15)	—
Hideki Matsunaga		Director, Senior Executive Officer	100% (15/15)	—
Tetsuya Takagi		Director, Senior Executive Officer	100% (15/15)	—
Kenji Takanami		Director, Senior Executive Officer	Newly appointed	—
Kuniko Urano	Outside Director Independent Officer	Director	100% (15/15)	100% (6/6)
Shinji Sakaki	Outside Director Independent Officer	Director	100% (15/15)	100% (6/6)
Tamaki Sawamura	Outside Director Independent Officer	Director	Newly appointed	Newly appointed

<Auditing System>

We have four Statutory Auditors, including three Outside Statutory Auditors. One of these three Outside Statutory Auditors is a Standing Statutory Auditor, and three of Statutory Auditors are male and one is female. In accordance with the Guidelines for Auditors, Statutory Auditors audit the Directors' performance of their duties based on the Rules on Statutory Auditors' Audit. Standing Statutory Auditors hold regular meetings with the Representative Director and attend Board of Directors, Business Execution Meetings of the Board of Directors and other important gatherings to audit the Directors' performance of their duties. Audit Division, which is responsible for carrying out internal audit, directly reports to the President. Composed of six members, the Division audits all divisions (including subsidiaries) in a planned manner, and exchanges opinions with the divisions jointly with Standing Statutory Auditors. To ensure close cooperation, opinion exchange sessions are held regularly and as needed basis between all Statutory Auditors and the Accounting Auditor, as well as between Standing Statutory Auditors and the General Manager of the Audit Division. The General Manager of the Audit Division and the Standing Statutory Auditors attend the meetings of the Internal Control Steering Committee, which is composed of members selected from major divisions and departments, and exchange opinions with the Committee members on a regular basis. Furthermore, the Audit Division enhances the effectiveness of internal audits by reporting directly not only to Representative Director, but also to the Board of Directors and the Board of Statutory Auditors, as necessary and appropriate. Morinaga appointed Deloitte Touche Tohmatsu LLC as its accounting auditor.

List of Statutory Auditors (As of June 27, 2024)

Name	Attribute	FY2024/3 Board of Auditors Attendance	FY2024/3 Board Meeting Attendance
Toshiaki Fukunaga	Standing	100% (16/16)	100% (15/15)
Takehiko Sasamori	Outside Standing	100% (12/12)	100% (11/11)
Sawako Ueno	Outside	100% (12/12)	100% (11/11)
Hideo Kishi	Outside	Newly appointed	Newly appointed

<Directors' and Statutory Auditors' Specialties and Experience (Skills Matrix)>

In order to realize the Group's purpose and vision, as well as its 2030 Business Plan and the Medium-Term Business Plan, we have specified the specialized knowledge and experience particularly expected of the Company's Directors and Statutory Auditors as follows. When selecting candidates for Directors and Statutory Auditors, we give consideration to ensuring the balance and diversity of human resources who possess these skills.

Name and Position	Specialty and Experience							
	Corporate management / Management strategy	ESG / Sustainability	Finance / Accounting / DX	Human resources / Labor affairs	Legal affairs / Compliance / Risk management	Marketing / Sales	Global	R&D / Production / Logistics
Eijiro Ota Representative Director, Chairman, CEO	●	●		●	●	●	●	●
Shinya Mori Representative Director, President, COO	●					●		●
Daisuke Fujii Director, Managing Executive Officer	●	●	●	●	●			
Hideki Matsunaga Director, Senior Executive Officer	●					●		●
Tetsuya Takagi Director, Senior Executive Officer	●		●	●	●		●	
Kenji Takanami Director, Senior Executive Officer	●	●				●		●
Kuniko Urano Director	●	●		●				●
Shinji Sakaki Director	●	●			●	●	●	
Tamaki Sawamura Director			●			●		
Toshiaki Fukunaga Statutory Auditor	●						●	●
Takehiko Sasamori Statutory Auditor	●	●	●	●	●		●	
Sawako Ueno Statutory Auditor			●		●		●	
Hideo Kishi Statutory Auditor				●	●			

Note: The ● symbol is included in the relevant items if the officer possesses specialized knowledge and experience, such as having background as a business manager in each field.

Skill	Reasons for selection
Corporate management/Management strategy	To build appropriate management strategies and make responsible management decisions in order to achieve the sustainable growth of the Group while responding to changes in the business environment
ESG/Sustainability	To co-create with stakeholders to resolve social issues related to our business, and to improve the corporate value of the Group and realize a sustainable society
Finance/Accounting/DX	To enhance our ability to generate funds through management practices that are conscious of optimizing capital costs, and achieve stable and continuous shareholder returns, and to strengthen our management foundation and sustainably improve corporate value by investing in digital technology, etc.
Human resources/Labor affairs	To promote the active participation of diverse human resources and realize the happiness of employees based on a relationship of mutual trust between the Company and its employees, and to create new value and achieve the sustainable growth of the Group
Legal affairs/Compliance/Risk management	To establish an appropriate risk management system, promote compliance management, build and maintain the management foundation of the Group
Marketing/Sales	To accurately identify changes in the business environment and changes in consumer needs, develop management strategies in response, and improve our brand value and corporate value
Global	To strengthen the foundations for overseas expansion while understanding and respecting local cultures, and promote further global expansion in order to realize a richer and healthier eating habits for people around the world
R&D/Production/Logistics	To promote structural reforms, strengthen our business foundation, and establish a system for competitive advantages in order to create new value based on technology, respond to changes in the business environment, and improve profitability

> [Executive Management](#)

<Executive Appointment Policy>

An overview of the Executive Appointment Policy is as follows.

1. In order to realize the purpose and vision of the Morinaga Group, Directors and Statutory Auditors of the Company shall be persons with specialties and experience in the necessary fields, taking into consideration diversity such as nationality, gender and age.
2. Executive Directors shall meet the “Morinaga Group Management Personnel Requirements” (persons who demonstrate basic qualities, popularity, leadership, challenging spirit, foresight and imagination, practical ability, and the utilization of new technologies and new fields), and shall be persons who can contribute to the sustainable growth of the Group.
3. Outside Directors shall meet the Company’s Independence Standards stipulated separately, and shall be persons who can be expected to provide appropriate opinions and raise questions about the Group’s management issues, etc. from an independent and objective standpoint.
4. Statutory Auditors shall be persons who can be expected to conduct accurate audits from an objective and neutral perspective utilizing their knowledge and experience regarding the legality and appropriateness of business execution. At least one Statutory Auditor shall have sufficient knowledge of financing and accounting, and Outside Statutory Auditors shall be persons who meet the Company’s Independence Standards.

< Morinaga Group Executive Independence Standards >

The Company shall determine that Outside Directors, Outside Statutory Auditors, and candidates thereof are independent provided that they do not fall under any of the following categories.

1. A person for whom the Group is a major business partner, or a business executive thereof Specifically, a person, or a corporation to which said person belongs, for whom net sales to the Group in the most recent fiscal year account for 2% or more of the annual consolidated net sales of the Group
2. A major business partner of the Group, or a business executive thereof Specifically, a person, or a corporation to which said person belongs, to whom net sales by the Group in the most recent fiscal year account for 2% or more of the annual consolidated net sales of the Company
3. A consultant or accounting or legal professional who receives a large amount of money or other property from the Company other than executive remuneration, or a member of a corporation or organization, etc. that receives such property A large amount of property refers to an amount equal to or more than 2% of the annual consolidated net sales of said corporation, etc. in the most recent fiscal year, or \10 million, whichever is higher.
4. A person who falls under categories 1. to 3. in the past year
5. A person who was a business executive of the Company or a subsidiary of the Company at the time of their appointment and for a period of 10 years prior to their appointment
6. A relative within the second degree of kinship of any person described in 1. to 5. above.
7. A person who is in conflict with the independence criteria stipulated by the Tokyo Stock Exchange, or a person who may cause a conflict of interest with the shareholders of the Company
8. A person whose term of office is more than 8 years in total

Main Topics of Discussion at the Board of Directors

In FY2024/3, the Board of Directors discussed the following matters as main topics.

	Topics
Management strategy and sustainability-related	<ul style="list-style-type: none">• Progress of the 2030 Business Plan• Formulation of the 2024 Medium-Term Business Plan• Strategies aimed at business portfolio formation and growth in the future• Corporate branding enhancement and product strategies• Sustainability initiatives• Overseas business strategies• Digital transformation (DX) strategies• Ideal production systems (sustainable production, base development and smart factory initiatives, among others)• Initiatives for R&D activities such as intellectual property strategies and sensitivity research• Inorganic growth strategy• Visual identity (VI) development• Activities of the ESG Committee and Other Committees
Governance-related	<ul style="list-style-type: none">• Evaluation of the effectiveness of the Board of Directors• Conflict of Interest Transactions• Holding status of Cross-shareholdings• Executive personnel and officer remuneration• Group company governance
Compliance and risk management-related	<ul style="list-style-type: none">• Revision of our human rights policy• Formulation of a multi-stakeholder policy and a partnership-building declaration• Operation of the internal control system• Activities of the Compliance Committee and the Total Risk Management Committee

Finance, investment, and loan-related

- Financial measures (fund management, and shareholder returns)
- Repurchase and cancellation of treasury stock
- Stock split
- Construction of new head office building (Morinaga Shibaura Building) and head office relocation plan

Basic Policy on Officer Remuneration and Composition of Officer Remuneration

(1) Matters concerning the policy for determining the amount of executive remuneration and the calculation method thereof

1. Basic Policy

The Company's Executive Remuneration Basic Policy is as follows.

- 1) Contribute to the realization of the purpose and vision of the Morinaga Group.
- 2) Promote the realization of medium- to long-term business plans in order to enhance corporate value into the future.
- 3) Establish a system and standards that support appropriate risk-taking by Directors and strengthen their motivation to contribute.
- 4) Ensure that the system is transparent, fair, and rational for stakeholders, and is determined through an appropriate process to ensure this.

2. Content of Executive Remuneration System

- 1) Composition and content of remuneration, etc.

a. Executive Directors

Remuneration for executive officers is composed of fixed remuneration and performance-linked remuneration. Performance-linked remuneration accounts for 30% of a total remuneration to be paid in the event of achieving business indicators by 100%.

- (i) Fixed remuneration: Paid in a fixed amount monthly in cash.
- (ii) Performance-linked remuneration: In the event the achievement rate of business indicators is 100%, two-thirds of the performance-linked remuneration portion, which accounts for 30% of the total remuneration to be paid, is paid in a fixed amount monthly in cash. One-third of the portion is paid as stock compensation at the time of executive officer resignation (excluding non-residents of Japan).

b. Outside Directors and Statutory Auditors

In view of the roles of Outside Directors and Statutory Auditors, only fixed remuneration applies, which is paid in a fixed amount monthly in cash.

The Company's basic approach to the breakdown of the percentage of each type of remuneration for each executive category is as follows (assuming the rate of achievement of business targets is 100%).

Executive category	Fixed remuneration	Performance-based remuneration	
		Monetary remuneration	Stock compensation (non-monetary remuneration)
Executive Director	70%	20%	10%

Executive Director (non-resident of Japan)	70%	30%	-
Outside Director	100%	-	-
Statutory Auditor	100%	-	-

2) Policy on determination of remuneration

A standard amount is determined for each job title according to responsibilities. The standard amount is set at a level that ensures market competitiveness and strengthens the motivation of each Director to make a contribution.

3) Matters concerning performance-linked remuneration, etc.

The description of the performance indicators for performance-linked compensation is as follows.

a. Representative Director

The monetary remuneration portion of performance-linked remuneration shall be based on the consolidated operating income of the Morinaga Group, and the stock compensation (non-monetary remuneration) portion shall be based on medium- to long-term ESG numerical targets (the affirmative response rate in a Morinaga Group employee awareness survey and the ESG score result from an external evaluation organization).

b. Executive Directors other than Representative Director

The monetary remuneration portion of performance-linked remuneration shall be set at a level where half corresponds to the Group's consolidated operating income (10%) and the other half corresponds to each individual's performance evaluation, both for each fiscal year. The stock compensation (non-monetary remuneration) portion shall be based on medium- to long-term ESG numerical targets (the affirmative response rate in a Morinaga Group employee awareness survey and the ESG score result from an external evaluation organization).

4) Content of non-monetary remuneration

As non-monetary remuneration, Executive Directors are provided stock compensation as non-monetary remuneration constituting the performance-linked remuneration portion, using medium- to long-term ESG numerical targets as performance indicators. for the purpose of motivating them to make contributions to an improvement of medium- to long-term performance and corporate value, and sharing profit awareness with shareholders.

Based on the performance-linked stock compensation plan approved at the 170th General Meeting of Shareholders, Executive Directors shall be granted stock compensation points each year equivalent to one-third of their performance-linked remuneration portion, which accounts for 30% of the total remuneration, in the event their achievement rate of performance indicators is 100%, and receive Company shares, etc. through the BIP trust, in proportion to the points accumulated, when they retire.

3. Matters concerning Resolution by the General Meeting of Shareholders about Remuneration for Directors and Statutory Auditors

At the 175th Annual General Meeting of Shareholders held on June 29, 2023, it was resolved to revise the maximum amount of remuneration for Directors from 500 million yen per annum (including 40 million yen per annum for Outside Directors) to 500 million yen per annum (including 80 million yen per annum for Outside Directors). (The number of Directors immediately following the conclusion of the said General Meeting of Shareholders was 11, including four Outside Directors. Director remuneration does not include any employee salary.

Moreover, separately from the said monetary remuneration, at the 170th Annual General Meeting of Shareholders held on June 28, 2018, the introduction of a performance-linked stock compensation plan using a

trust for Directors (excluding Outside Directors and non-residents of Japan) was approved. The maximum amount of cash to be contributed by the Company to the trust for each target period covering three fiscal years was resolved to be ¥180 million in total, and the maximum number of points to be awarded as stock compensation was resolved to be 15,000 points for one fiscal year. The Company adjusted the number of shares of the Company's common stock to be delivered and granted per point, in consideration of the stock split for the Company's common stock that took effect on January 1, 2024. The number of Directors (excluding Outside Directors and non-residents of Japan) at the conclusion of the said General Meeting of Shareholders was 8.

The maximum amount of remuneration for Statutory Auditors was resolved at the 169th Annual General Meeting of Shareholders held on June 29, 2017 to be 80 million yen per annum. The number of Statutory Auditors at the conclusion of the said General Meeting of Shareholders was 4.

4. Policy on Determination of Remuneration for Individual Directors

1) Determination Method of Policy on Determining Remuneration for Individual Directors

As described above, a policy for determining the director remuneration for individual directors was resolved at the meeting of Board of Directors held on February 10, 2021. Subsequently, partial amendments to the policy were resolved at the meeting of Board of Directors held on March 23, 2023 and February 8, 2024. The respective board of directors resolutions were adopted after being reported on by the Officer Appointment and Remuneration Advisory Committee (renamed from the Officer Appointment and Remuneration Committee on March 23, 2023)

2) Summary of the Determination Policy

a. Levels of remuneration for Directors

The level of remuneration is verified by the Officer Appointment and Remuneration Advisory Committee based on the Company's financial performance, taking into consideration the remuneration level, etc. of peer companies or those of similar size as the Group.

b. Amounts of remuneration for individual Directors

The Officer Appointment and Remuneration Advisory Committee determines individual amounts of remuneration after discussing the draft on individual amounts of remuneration, including performance evaluations, prepared by the President, and reports the determination process to the Board of Directors.

5. Matters concerning delegation of authority concerning determination of remuneration for individual Directors

The Company's Board of Directors resolved to delegate to the Officer Appointment and Remuneration Advisory Committee, which consists of all the Company's Outside Directors and the President, the authority to determine details of remuneration for individual Directors. The reason for the delegation is to ensure objectivity and fairness in determining the amount of remuneration for individual Directors. The Officer Appointment and Remuneration Advisory Committee makes its determination after deliberating the proposal on the amount of remuneration for individual Directors prepared by the President, including performance evaluations, and reports the determination process to the Board of Directors.

Regarding stock compensation, which is non-monetary compensation, its maximum amount is the amount resolved at the General Meeting of Shareholders, separately from monetary remuneration. The Company awards a certain number of points to Directors (excluding Outside Directors and non-residents of Japan) in accordance with the provision of the "Share Delivery Rules" following consultation with the Officer Appointment and Remuneration Advisory Committee and receiving its recommendations.

The composition of the Officer Appointment and Remuneration Advisory Committee for the current fiscal year is as follows.

* Naomi Eto (Outside Director)

* Shuichi Hoshi (Outside Director)

* Kuniko Urano (Outside Director)

* Shinji Sakaki (Outside Director)

* Eijiro Ota (Representative Director, President, Internal Audit Department and Sales Division)

Evaluation of the Effectiveness of the Board of Directors

(1) Method of analysis and evaluation

In regard to the effectiveness of the Board of Directors as a whole, the Company conducted a survey of all Directors including Outside Directors, and all Statutory Auditors including Outside Statutory Auditors, February this year, as it does each year. The survey covered the composition, operation, and agenda of the Board of Directors, the nomination and remuneration of senior management, risk management, dialogue with shareholders, etc., systems to support the Board of Directors, and issues indicated in previous evaluations of the Board of Directors. The Board of Directors conducted an exchange of opinions on the results of the survey, and each Director executed an evaluation. In addition, the results of the survey were analyzed and evaluated by a third-party organization (law firm), in order to provide an expert and objective opinion, and the evaluation of the Board of Directors was discussed and decided at a meeting of the Board of Directors, with reference to this third-party analysis and evaluation.

(2) Result of the evaluation

As a result of analysis and evaluation by a third-party organization (law firm), the Company's Board of Directors was determined to be functioning effectively in fiscal 2023. Based on this evaluation, the Company recognized that the Board of Directors was effective and functioning effectively in line with the basic views on corporate governance, etc. of the Company.

(3) Initiatives for improvement

The Company recognizes that a certain level of improvement has been achieved in terms of (a) deepening deliberations and initiatives on risk management, including at our group companies, and (b) further enhancing deliberations on our medium- to long-term business issues such as sustainability and the Medium-Term Business Plan, which were identified as issues in the evaluation of effectiveness of the Board of Directors in the previous fiscal year.

(4) Initiatives for the future

The Company decided to place particular focus on the following two matters as our issues for the future:

- (i) further vitalizing the Board of Directors by deliberating on a wide range of business issues through choosing agendas appropriately and securing sufficient time for deliberations; and
- (ii) continuing the initiatives aimed at further enhancing deliberations on our medium- to long-term business issues, such as sustainability and the Medium-Term Business Plan.

Based on this effectiveness evaluation of the Board of Directors, we will further improve the effectiveness of the Board of Directors of the Company, and further strengthen corporate governance, including by taking the necessary initiatives to improve the above issues.

Changes in Our Response to the Corporate Governance Code

November 2015	Submitted a Corporate Governance Report that was aligned with the Corporate Governance Code
June 2016	Appointed multiple Independent Outside Directors [Supplementary Principle 4-8 ②]
June 2017	Introduced an electronic voting system and provided English translations of the notice of convocation of general meeting of shareholders [Supplementary Principle 1-2 ④]
June 2018	Introduced a stock remuneration system for 10% of total remuneration for non-Outside Directors [Supplementary Principle 4-2 ①]
July 2019	Published an English translation of Corporate Governance Report on our website
June 2021	The Company has changed the composition of the Officer Appointment and Remuneration Committee, with Outside Directors now making up the majority, and the Committee is to be chaired by an Outside Director. [Supplementary Principle 4-10 ①]
June 2022	Disclose the impact of climate change-related risks and revenue opportunities on the company's business activities, in line with the TCFD's reduction (Supplementary Principle 3-1 ③)

Internal Controls

The Morinaga Group is committed to maximizing corporate value and achieving an enduring corporate growth by strengthening our internal control system, increasing the management efficiency, operating its business properly, and ensuring effective supervisory and audit practices. To ensure appropriate execution of duties, the Board of Directors endeavors to establish an effective internal control system as well as a system of compliance to legal requirements and internal rules including the Articles of Incorporation, while Statutory Auditors are responsible for auditing the effectiveness and functionality of such systems. In addition, Morinaga and its subsidiaries home and abroad have introduced a helpline to collect a wide range of information about compliance issues take appropriate measures against them.

Respect for Human Rights

[Corporate Governance](#)[Compliance](#)[Contact Us](#)[Risk Management](#)[Respect for Human Rights](#)[Investor Relations](#)

Basic Stance

Morinaga Group works to respect human rights of stakeholders within the company and in the value chain, respecting international frameworks and norms, including the UN Guiding Principles on Business and Human Rights.

In April 2022, we signed the UN Global Compact and utilize its principles to guide our human rights management. In accordance with international norms including the UN Guiding Principles on Business and Human Rights, we regularly review our human rights policy and engage in human rights due diligence, while educating employees through various training programs and so on. In "Morinaga Group Human Rights Policy", which we revised in 2023, in addition to eliminating discrimination, harassment, child labor, forced labor, and human trafficking, we have made it clear that we will pay what is considered a living wage; eliminate discrimination, including gender-based, in recruitment and treatment; and avoid advertisements that have a negative impact on children.



In addition, we have a grievance mechanism that accepts reports on "business and human rights" from both inside and outside the company, including from overseas.

> [Human Rights Policy](#) 

Human Rights Management System

We have established the Morinaga Group Charter of Conduct and Code of Conduct, the Morinaga Group Human Rights Policy, and the Morinaga Group Supplier Guidelines. We are working to instill the concept of human rights expressed in these guidelines through human rights and compliance training for directors and employees, and through explanatory meetings for suppliers. If concerns arise within our group, or if information reaches the helpline, which allows anonymous reporting, it is reported to the Compliance Committee. If concerns arise outside the company, or if information reaches the JaCER Dialogue and Relief Platform, which is an external reporting service, the Sustainable Management Department and the Human Rights Subcommittee compile the information and report it to the ESG Committee. In the unlikely event that concerns arise that undermine respect for human rights, the Compliance Committee and the ESG Committee, as shown below, discuss measures to be taken, and the Board of Directors, which receives reports and reports from both committees, supervises and gives instructions. In FY2023, the Human Rights Subcommittee was established as a subcommittee of the ESG Committee to promote human rights initiatives, including measures to be taken when human rights issues arise and become apparent.

Management Policy

- > Message from the President
- > Executive Management
- > 2030 Business Plan/2024 Medium-Term Business Plan
 - > 2030 Business Plan
 - > 2024 Medium-Term Business Plan
- > Medium- and Long-Term Financial Strategy
- > Value Creation Process 
- > Corporate Governance
 - > Compliance
 - > Risk Management
 - > **Respect for Human Rights**
- > Disclosure Policy
- > Action to Implement Management That Is Conscious Cost of Capital and Stock Price 

Financial/Performance

- > Financial/Performance Highlights
- > Highlights by Segment

IR Library

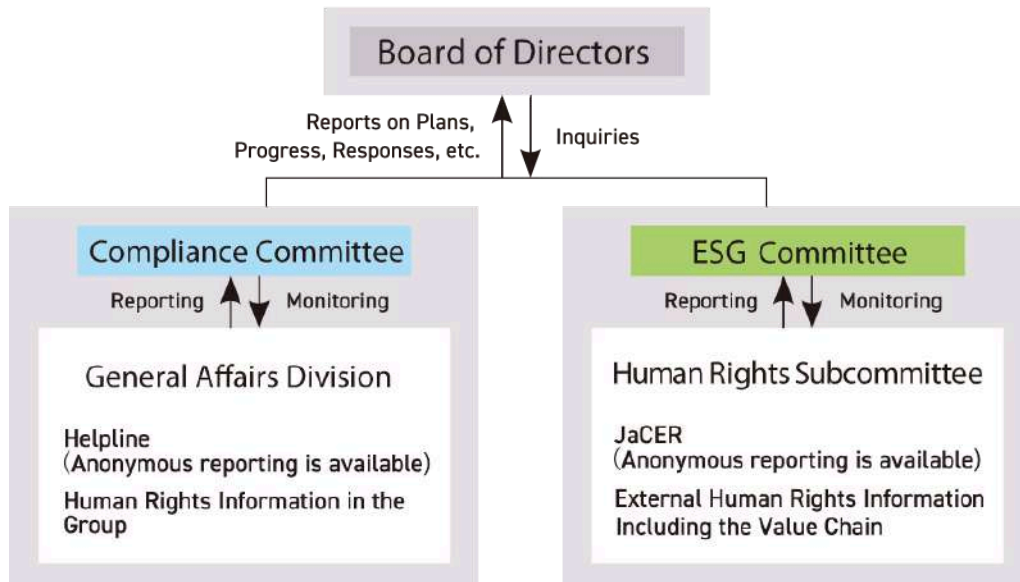
- > Financial Results
- > Presentations
- > IR Event
- > Integrated Report
- > ESG Data

IR News

IR Calendar

Share-related Information

Human Rights Management System Diagram



Human Rights Due Diligence

Assessment of Human Rights Issues (Negative impacts)

As part of our human rights due diligence initiatives, we conducted a theoretical evaluation on the negative impacts of the Group's business on human rights. At present, we have reaffirmed that consideration for occupational health and safety and the rights of foreign workers is required more than ever in manufacturing processes inside and outside the Group, and that there are various issues related to wages and working hours in raw materials other than child labor in cacao-producing areas. While verifying the results of this assessment, we will continue to work to identify specific negative impacts.

Identifying harassments through compliance survey

The Morinaga Group conducts a compliance survey in every December, targeting all employees working at domestic Group companies (the number of respondents to the survey conducted in December 2022: 3,730), with the view to determine the level of compliance in the Group on a regular basis. In the survey, we attach a special attention to harassing behaviors and include questions asking whether the respondent was directly harassed or saw or heard of a harassing behavior in the last 12 months and in any past year, respectively. Answers to these questions are tabulated separately so that we can have a detailed view of the Company's level of compliance. We also ask questions about the corporate culture that respects for workplace compliance as well as the respondent's view on the Company's degree of engagement in the compliance management, in an effort to identify our employees' level of compliance awareness. The summary of the survey results is fed back to all the survey respondents to share the understanding about the extent of the Group's compliance.

Examples of questions in the compliance survey

- Have you ever been a victim of a power or sexual harassment?
- In the workplace, do you consult or confirm with your supervisor or colleague when you have any compliance or work-related questions? Alternatively, does your workplace have an atmosphere (environment) that allows such consultation or confirmation?

Furthermore, as part of our proactive activities for an improvement of corporate culture, these results are used as a basis for holding interviews and opinion exchange sessions with respective business offices and making proposals on possible measures to solve compliance issues.

- > Stock information
- > General Meeting of Shareholders
- > Dividends & Shareholder Return
- > Bonds and Rating
- > Stock Chart
- > Analyst Coverage
- > Articles of Incorporation

To Our Investors

- > About MORINAGA
 - > Message from the President
 - > OUR PHILOSOPHY
 - > Corporate Development and History
 - > Introduction of Business Fields
- > To those considering investing in MORINAGA
 - > 2030 Business Plan/2024 Medium-Term Business Plan
 - > Financial/Performance Highlights
 - > Share-related Information
- > MORINAGA's initiatives
 - > Research and Development
 - > Sustainability at Morinaga Group
- > Data
 - > Financial Results
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 - > Corporate Profile

Sustainability



Initiatives for Remedy

Internal Reporting System

Helpline

There is a helpline system in place to report compliance violations and seek consultation about issues related to wrongful acts of corruption including bribery and cases related to human rights such as harassment and discrimination.

> [Promotion of Compliance](#)

External Reporting System

Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

In October 2022, the Morinaga Group joined Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) as one of its inaugural members, and established an external third-party grievance platform as a grievance mechanism for various stakeholders other than employees.

The Company aims to ensure legitimacy of the process and improve the effectiveness, efficiency, objectivity, and transparency of grievance handling by accepting grievances through "Engagement and Remedy Platform", a non-judicial and third-party platform which is in compliance with the United Nations guiding principles on business and human rights.

We will make every effort to help the parties concerned by protecting the personal information of the informant, and upon the informant's request, ensure the anonymity and confidentiality of the content of the report.

> [JaCER "Engagement and Remedy Platform"](#) 

Training for Employees

"Business and Human Rights" Training

In FY2022, the Morinaga Group conducted training on "Business and Human Rights" for its executives. The same training was also conducted via e-learning for all employees in Japan in FY2024.

The training focused on the concept of respect for human rights based on the UN Guiding Principles on Business and Human Rights, and provided examples of human rights issues that may arise in various business activities.

In addition, we informed employees of the Morinaga Group's Human Rights Policy and urged them to thoroughly implement it. Participants were also reminded that there are both internal and external consultation desks available as a grievance mechanism, which can be used by not only employees but also other rightsholders, including business partners, when necessary.

In a participant survey conducted after the training, multiple participants commented, "I have reaffirmed the relevance of human rights to my business activities," and "I would like to pay more attention to human rights in the production areas of raw materials." We believe that this training program has led to an increase in awareness of "business and human rights" among our employees.

Anti-harassment training

According to our pro-human rights policy, we set the elimination of harassments as a goal of our compliance activities. In our compliance training sessions, we continuously provide educational programs designed to prevent and raise awareness about power, sexual, and other harassments.

These anti-harassment training programs led by both external and internal lawyers target all directors and employees including general managers, heads of sites, and directors of Morinaga subsidiaries. The lectures are held in person and through live or recorded videos online.

In addition, through periodic trainings, all employees who have direct reports confirm how to respond when they receive a report or communication concerning harassment.



Stakeholder Engagement

Morinaga Group supports initiatives to eradicate child labor and gender equality awareness activities in cacao-producing countries through the One Chocolate for One Smile campaign. We exchange opinions for future initiatives while learning about local conditions from relevant NGOs.

We are also assessing and addressing human rights issues in the supply chain through our CSR procurement surveys based on the Supplier Guideline.

- > [One Chocolate for One Smile \(Japanese only\)](#) ➡
- > [CSR Procurement Survey](#)

Participation in Initiatives



Main Initiatives in which Morinaga participates

Sustainability at Morinaga Group

• UN Global Compact (UNGC)

The United Nations Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, the environment and anti-corruption. Morinaga Group has been signing and participating since April, 2022, and we are summarizing and reporting on the status of progress for addressing the ten principles of the United Nations Global Compact.



> [Click here for details](#) ➡

• The Consumer Goods Forum

Retailers and manufacturers are bringing together in the global network of consumer goods distribution industries, and are promoting practices and standardization that are useful to the consumer and consumer goods industry around the world. Morinaga Group has participated since its establishment in 2009.

> [Click here for details](#) ➡

• Task Force on Climate-related Financial Disclosures (TCFD)

The Financial Stability Board (FSB) created the TCFD at the behest of the G20. The Task Force recommends that companies assess the financial impact of climate change risks and opportunities on their business and disclose their governance, strategy, risk management, and indicators, and targets.

Morinaga Group has endorsed the TCFD recommendations in April 2022 and has also participated in the TCFD Consortium.



> [Click here for details](#) ➡

• Taskforce on Nature-related Financial Disclosures (TNFD) Forum

The TNFD was officially launched in June 2021 with a mission to develop framework for private companies and financial institutions to appropriately assess and disclose a risks and opportunities related to natural capital and biodiversity. In August 2023, Morinaga & Co., Ltd. joined the TNFD Forum, which is a stakeholder organization and supports the development of the TNFD framework.



> [Click here for details](#) ➡

➤ Sustainability Management

- > Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

• Membership in the World Cocoa Foundation (WCF)

Morinaga Group supports the activities of the World Cocoa Foundation (WCF)—which promotes various programs aimed at providing technical guidance and educational support for cacao farmers, as well as realizing societies without child labor, and provide support for cacao-producing countries through our activities as a WCF member.

> [Click here for details](#) ➡



• Platform for Sustainable Cocoa in Developing Countries

Morinaga Group endorses the Action Plan to Eliminate Child Labour in the Cocoa Industry, a cacao industry issue promoted by Platform for Sustainable Cocoa in Developing Countries, for which the Japan International Cooperation Agency (JICA) serves as the secretariat. This platform is a place where Japanese companies, non governmental organisations (NGO), and other organizations related to the cacao industry collaborate to solve issues facing the industry such as farmer poverty, deforestation, and child labor.

> [Click here for details](#) ➡

• Roundtable on Sustainable Palm Oil (RSPO)

RSPO is a non-profit organization to pursue developing and implementing global standards for the sustainable palm oil economically, environmentally, and socially. Morinaga Group has participated since October, 2019.

> [Click here for details](#) ➡



• Japan Sustainable Palm Oil Network (JaSPON)

JaSPON is a network established with retailers, consumer goods manufacturers, and NGOs to accelerate the procurement and consumption of sustainable palm oil in the Japanese market with the aim of addressing various issues, including environmental and social aspects of palm oil production. Morinaga Group has participated since October, 2019.

> [Click here for details](#) ➡

• The Green Purchasing Network (GPN)

The Green Purchasing Network (GPN) is a non-profit organization composed of the central and local governments, businesses, and consumers. In order to promote the formation of markets for products and services with low environmental impact and contribute to the construction of a sustainable society and economy, the Network's objectives are to disseminate the concept of, and promote the practice of green purchasing among the central and local governments, businesses, and consumers to provide guidelines and information necessary for practicing green purchasing and to promote ideas and practices of green purchasing in Japan. Morinaga Group has participated since June, 2000.

> [Click here for details](#) ➡



➡ Conserve the Global Environment

- > Response to Climate Change Issues
- > Information Disclosure Following the TCFD Recommendations
- > Promotion of Environmental Consideration in Containers and Packaging
- > Sustainable use of water resources
- > Maintenance and conservation of natural capital and biodiversity
- > Management of Environmental Pollutants

➡ Strengthen Governance in Sustainability

- > Build a Highly Transparent and Efficient Governance System
- > Respect for Human Rights
- > Participation in Initiatives
- > Indices and Awards

➡ Sustainability Policies & Guidelines

➡ Integrated Report

➡ ESG Data

➡ GRI Standards

➡ Sustainable Finance

➡ IR Library

When we participate in external initiatives, it is necessary to go through an internal approval process. Even after participation, we continue to check the status of our membership in external initiatives every year to manage the appropriateness of our membership.

Trade associations in which our directors hold positions

As of August 2023

All Nippon Kashi Association (ANKA) Chair :

Morinaga & co., Ltd. Representative Director, President Eijiro Ota

Strengthen Governance in Sustainability

Strengthen Governance in Sustainability



Indices and Awards



Related information

Sustainability at Morinaga TOP



Indices and Awards



Inclusion in ESG Indices

- FTSE4Good Global Index
- FTSE Blossom Japan Index

Morinaga & Co., Ltd. is a constituent of FTSE4Good Index Series and FTSE Blossom Japan Index (targeting Japanese companies), investment indices selected by FTSE Russell, a subsidiary of the London Stock Exchange Group, in which companies that excel in activities for ESG (Environment, Society, and Governance).



- MSCI ESG LEADERS

Morinaga & Co., Ltd. is a constituent of MSCI ESG LEADERS, an investment index selected by a U.S. company MSCI, in which companies that excel in activities for ESG (Environment, Society, and Governance).^{*1}



- The MSCI Japan Empowering Women Index

Morinaga & Co., Ltd. is a constituent of the MSCI Japan Empowering Women Index, an index for ESG investment selected by the Government Pension Investment Fund (GPIF).



- FTSE Blossom Sector Relative Japan Index

Morinaga & Co., Ltd. is a member of the FTSE Blossom Japan Sector Relative Index (an index that reflects the performance of Japanese companies with excellent environmental, social and governance measures) which is selected by FTSE Russell, a subsidiary of the London Stock Exchange Group.



- The S&P/JPX Carbon Efficient Index

Morinaga & Co., Ltd. has been a constituent of the S&P/JPX Carbon Efficient Index, an index for ESG investment selected by the Government Pension Investment Fund (GPIF), since 2018. The index focuses on companies' disclosure of environment-related information and on their carbon efficiency level (amount of carbon emissions per unit of revenue).



^{*1} THE INCLUSION OF MORINAGA & CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF MORINAGA & CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Sustainability at Morinaga Group

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Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
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- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

• CDP Climate Change, Water Security, Forest

Morinaga & Co., Ltd. has responded to the Climate Change, Water Security, and Forest Questionnaires of the CDP, a non-governmental organization (NGO) that operates a global information disclosure system for companies to manage their own environmental impact toward a sustainable economy, and has received a "B" in Climate Change, "A-" in Water Security, and "C" in Forest in FY2024.



• The Platinum Kurumin certification

A system established by the Ministry of Health, Labour and Welfare to certify companies that are making special efforts as "parent-friendly companies" from among those that are supporting employees in balancing work and childcare. Morinaga was certified by the government as a "parent-friendly company" for six consecutive terms from 2007, and has continuously achieved the Platinum Kurumin certification criteria since September 2017.



• The Certified Health and Productivity Management Organization

This is a program from the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi intended for recognizing companies, including large enterprises and small to medium-sized enterprises, for their outstanding efforts towards promoting health through their health and productivity management. Morinaga & Co., Ltd. has been selected for six consecutive years since 2018 as a "Certified Health & Productivity Management Outstanding Organization in the large enterprise category".



• Sports Yell Company 2023

This is a program from the Japan Sports Agency which certifies companies actively promoting measures to improve employees' health through sport. Morinaga has been certified in 2023.



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➤ Strengthen Governance in Sustainability

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Sustainability at Morinaga TOP

Sustainability Policies & Guidelines



We conduct our corporate activities while connecting with various stakeholders to realize our purpose: "The Morinaga Group will continue to create healthy foods that can be enjoyed beyond generations, thereby bringing smiles to the faces of people around the world now and in the future."

Our basic approach and guidelines for our corporate activities are clearly stated in our "Policy" and "Guidelines."

By adhering to these principles and working together with trust earned from our various stakeholders, we aim to achieve sustainable corporate growth and contribute to the creation of a sustainable society, where everyone can lead happy lives.

太田 栄二郎

Representative Director, President

> [Corporate Philosophy](#) ⇄

> [Code of Conduct Standards of Behavior](#) ⇄

	Sustainability Policies
Sustainability Management	> Sustainability Policy
Environment	> Environmental Policy
Social	> Human Rights Policy
	> Procurement Policy
	> Quality Policy
	> Diversity and Inclusion Policy
	> Corporate Citizenship Policy
	> Occupational Health and Safety Policy
	> Multi-Stakeholder Policy
Governance	> Tax Policy
	> Bribery Prevention Policy

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	Guideline
Raw Material	> Guidelines for the Procurement of Cacao Beans 
	> Guidelines for the Procurement of Palm Oil 
	> Guidelines for the Procurement of Paper 
Supplier	> Supplier Guideline 

	Declaration
	> Morinaga Group Declaration on Health

* We formulate policies, guidelines, and declarations by deliberating at ESG committees and similar meetings, and report to the Board of Directors.

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ESG Data



Policies and performance data related to ESG (Environment-Society-Governance) in Morinaga Group business activities are organized by item in accordance with multiple ESG reporting guidelines and the perspicuity of the information is enhanced.

- > [ESG Data Book](#)
- > [FY2023 Third Party Independent Assurance Statement : GHG Emission\(Scope 1,2\), Total Energy Consumption, and Water Consumption](#)
- > [Environmental Management System \(EMS\) Certification: ISO 14001](#)
* Only Japanese ver. is available

ESG Data Back Number

- > [ESG Data \(FY2022\)](#)
- > [ESG Data \(FY2021\)](#)
- > [ESG Data \(FY2020\)](#)
- > [ESG Data \(FY2019\)](#)

The Previous documents related to Third Party Independent Assurance

- > [FY2022 Third Party Independent Assurance Statement : GHG Emissions\(Scope1,2\) , Total Energy Consumption, and Water Consumption](#)
- > [FY2021 Third Party Independent Assurance Statement : GHG Emissions\(Scope1,2\) , Total Energy Consumption, and Water Consumption](#)
- > [FY2020 Third Party Independent Assurance Statement : GHG Emissions\(Scope1,2\) , Total Energy Consumption, and Water Consumption](#)

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GRI Standards



GRI Standards	Disclosures		Medium of publication
GRI 101: Foundation 2016			
General Disclosures			
102: General Disclosures (2016)	102-1	Name of the organization	> Corporate Profile
	102-2	Activities, brands, products, and services	> Introduction of Business Fields > Highlights by Segment
	102-3	Location of headquarters	> Corporate Profile
	102-4	Location of operations	> Business Office Guide > Group Network
	102-5	Ownership and legal form	> Corporate Profile
	102-6	Markets served	> Corporate Profile > Introduction of Business Fields > Group Network
	102-7	Scale of the organization	> Corporate Profile > ESG Data
	102-8	Information on employees and other workers	> ESG Data
	102-9	Supply chain	> Achieve Sustainable Value Chains
	102-10	Significant changes to the organization and its supply chain	
	102-11	Precautionary Principle or approach	> Achieve Sustainable Value Chains (Basic Stance) > Promotion of Sustainable Raw Material Procurement > Conserviving the Global Environment (Basic Stance and Environment Management Sysytem) > Build a Highly Transparent and Efficient Governance System > Compliance > Risk Management > Respect for Human Rights

Sustainability at Morinaga Group

➤ Sustainability Management

- > Sustainability Advisory Board

➤ Identifying the Materiality

➤ Stakeholder Engagement

➤ Contribute to Healthy Lives of People around the World

- > Contribute to "Health of Mind, Body, and Environment"
- > Corporate Citizenship
- > Provision of Safe and Reliable Products

➤ Diversity and Inclusion of People

- > Human Resource Development
- > Fostering Organizations that are Diverse and Dynamic
- > Achieving a Healthy and Worker-friendly Workplace Environment

➤ Achieve Sustainable Value Chains

- > Promotion of Sustainable Raw Material Procurement
- > Promotion of CSR Supply Chain Management
- > Reduction of Food Loss and Waste
- > Promotion of Waste Reduction
- > Co-existence and co-prosperity with local

	102-12	External initiatives	<ul style="list-style-type: none"> Promotion of Sustainable Raw Material Procurement (World Cocoa Foundation · RSPO)
	102-13	Membership of associations	<ul style="list-style-type: none"> Promotion of Sustainable Raw Material Procurement (World Cocoa Foundation · RSPO)
	102-14	Statement from senior decision-maker	<ul style="list-style-type: none"> Message from the President Sustainability Policies & Guidelines
	102-15	Key impacts, risks, and opportunities	<ul style="list-style-type: none"> Risk Management Contribute to Healthy Lives of People around the World Diversity and Inclusion of People Achieve Sustainable Value Chains Conserve the Global Environment Strengthen Governance in Sustainability
	102-16	Values, principles, standards, and norms of behavior	<ul style="list-style-type: none"> Corporate Principles 2030 Business Plan/ 2024 Medium-Term Business Plan Sustainability Management Sustainability Policies & Guidelines
	102-17	Mechanisms for advice and concerns about ethics	<ul style="list-style-type: none"> Compliance
	102-18	Governance structure	<ul style="list-style-type: none"> Corporate Governance (Corporate Governance System)
	102-19	Delegating authority	<ul style="list-style-type: none"> Corporate Governance (Corporate Governance System)
	102-20	Executive-level responsibility for economic, environmental, and social topics	<ul style="list-style-type: none"> Sustainability Management Conserving the Global Environment (Basic Stance and Environment Management System) Corporate Governance System Compliance (Promotion of Compliance)
	102-21	Consulting stakeholders on economic, environmental, and social topics	<ul style="list-style-type: none"> Stakeholder Engagement

➤ Conserve the Global Environment

- Response to Climate Change Issues
- Information Disclosure Following the TCFD Recommendations
- Promotion of Environmental Consideration in Containers and Packaging
- Sustainable use of water resources
- Maintenance and conservation of natural capital and biodiversity
- Management of Environmental Pollutants

➤ Strengthen Governance in Sustainability

- Build a Highly Transparent and Efficient Governance System
- Respect for Human Rights
- Participation in Initiatives
- Indices and Awards

➤ Sustainability Policies & Guidelines

➤ Integrated Report

➤ ESG Data

➤ GRI Standards

➤ Sustainable Finance









➤ IR Library

	102-22	Composition of the highest governance body and its committees	> Corporate Governance (Corporate Governance System)
	102-23	Chair of the highest governance body	> Build a Highly Transparent and Efficient Governance System
	102-24	Nominating and selecting the highest governance body	> Build a Highly Transparent and Efficient Governance System
	102-25	Conflicts of interest	> ESG Data
	102-26	Role of highest governance body in setting purpose, values, and strategy	> Build a Highly Transparent and Efficient Governance System > Compliance > Sustainability Management > Conserving the Global Environment (Basic Stance and Environment Management System)
	102-27	Collective knowledge of highest governance body	> Sustainability Management
	102-28	Evaluating the highest governance body's performance	> Corporate Governance (Evaluation of the Board's effectiveness)
	102-29	Identifying and managing economic, environmental, and social impacts	> Sustainability Management > Identifying the Materiality > Stakeholder Engagement
	102-30	Effectiveness of risk management processes	> Corporate Governance (Internal Controls) > Risk Management
	102-31	Review of economic, environmental, and social topics	> Sustainability Management
	102-32	> Highest governance body's role in sustainability reporting	> Sustainability Management
	102-33	Communicating critical concerns	> Compliance (Promotion of Compliance)
	102-34	Nature and total number of critical concerns	
	102-35	Remuneration policies	> Corporate Governance (Basic Policy and Structure of Executive Remuneration System)
	102-36	Process for determining remuneration	> Corporate Governance (Basic Policy and Structure of Executive Remuneration System)




	102-37	Stakeholders' involvement in remuneration	
	102-38	Annual total compensation ratio	
	102-39	Percentage increase in annual total compensation ratio	
	102-40	List of stakeholder groups	> Stakeholder Engagement
	102-41	Collective bargaining agreements	> Human Resource Development
	102-42	Identifying and selecting stakeholders	> Stakeholder Engagement
	102-43	Approach to stakeholder engagement	> Stakeholder Engagement
	102-44	Key topics and concerns raised	
	102-45	Entities included in the consolidated financial statements	> Integrated Report
	102-46	Defining report content and topic Boundaries	> Integrated Report
	102-47	List of material topics	> Identifying the Materiality
	102-48	Restatements of information	> Integrated Report
	102-49	Changes in reporting	> Integrated Report
	102-50	Reporting period	> Integrated Report
	102-51	Date of most recent report	> Integrated Report
	102-52	Reporting cycle	> Integrated Report
	102-53	Contact point for questions regarding the report	> Integrated Report
	102-54	Claims of reporting in accordance with the GRI Standards	
	102-55	GRI content index	> GRI Standards
	102-56	External assurance	> ESG Data
Material topics			
103: Management Approach (2016)	103-1	Explanation of the material topic and its Boundary	> Sustainability Management > Identifying the Materiality > Contribute to Healthy Lives of People around the World

			<ul style="list-style-type: none"> > Diversity and Inclusion of People > Achieve Sustainable Value Chains > Conserve the Global Environment > Strengthen Governance in Sustainability > Integrated Report
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Sustainability Management > Contribute to Healthy Lives of People around the World > Diversity and Inclusion of People > Achieve Sustainable Value Chains > Conserve the Global Environment > Strengthen Governance in Sustainability > Integrated Report > Build a Highly Transparent and Efficient Governance System > Risk Management > Human Rights Management
	103-3	Evaluation of the management approach	<ul style="list-style-type: none"> > Indices and Awards
201: Economic Performance (2016)	201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> > Integrated Report
	201-2	Financial implications and other risks and opportunities due to climate change	
	201-3	Defined benefit plan obligations and other retirement plans	
	201-4	Financial assistance received from government	
202: Market Presence (2016)	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2	Proportion of senior management hired from the local community	
203: Indirect Economic Impacts (2016)	203-1	Infrastructure investments and services supported	
	203-2	Significant indirect economic impacts	

204: Procurement Practices (2016)	204-1	Proportion of spending on local suppliers	
205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	
	205-2	Communication and training about anti-corruption policies and procedures	> Bribery Prevention Policy  > Compliance (Compliance Training Sessions)
	205-3	Confirmed incidents of corruption and actions taken	> ESG Data (Governance) 
206: Anti-competitive Behavior (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
207: Tax (2019)	207-1	Approach to tax	
	207-2	Tax governance, control, and risk management	
	207-3	Stakeholder engagement and management of concerns related to tax	
	207-4	Country-by-country reporting	
301: Materials (2016)	301-1	Materials used by weight or volume	> ESG Data (Environment) 
	301-2	Recycled input materials used	
	301-3	Reclaimed products and their packaging materials	
302: Energy (2016)	302-1	Energy consumption within the organization	> ESG Data (Environment) 
	302-2	Energy consumption outside of the organization	> ESG Data (Environment) 
	302-3	>Energy intensity	> ESG Data (Environment) 
	302-4	Reduction of energy consumption	> Response to Climate Change Issues
	302-5	Reductions in energy requirements of products and services	
303: Water And Effluents (2018)	303-1	Interactions with water as a shared resource	
	303-2	Management of water discharge-related impacts	

	303-3	Water withdrawal	➤ ESG Data (Environment) 
	303-4	Water discharge	➤ ESG Data (Environment) 
	303-5	Water consumption	➤ Sustainable use of water resources
304: Biodiversity (2016)	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
	304-2	Significant impacts of activities, products, and services on biodiversity	
	304-3	Habitats protected or restored	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	➤ Response to Climate Change Issues ➤ ESG Data (Environment) 
	305-2	Energy indirect (Scope 2) GHG emissions	➤ Response to Climate Change Issues ➤ ESG Data (Environment) 
	305-3	Other indirect (Scope 3) GHG emissions	➤ ESG Data (Environment) 
	305-4	GHG emissions intensity	➤ Response to Climate Change Issues ➤ ESG Data (Environment) 
	305-5	Reduction of GHG emissions	➤ Response to Climate Change Issues
	305-6	Emissions of ozone-depleting substances (ODS)	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	➤ ESG Data (Environment) 
306: Waste (2020)	306-1	Waste generation and significant waste-related impacts	➤ Promotion of Waste Reduction ➤ Reduction of Food Loss and Waste
	306-2	Management of significant waste-related impacts	➤ Promotion of Waste Reduction
	306-3	Waste generated	➤ ESG Data (Environment) 

	306-4	Waste diverted from disposal	> ESG Data (Environment) 
	306-5	Waste directed to disposal	> ESG Data (Environment) 
30: Environmental Compliance (2016)	307-1	Non-compliance with environmental laws and regulations	> ESG Data (Environment) 
308: Supplier Environmental Assessment (2016)	308-1	New suppliers that were screened using environmental criteria	
	308-2	Negative environmental impacts in the supply chain and actions taken	
401: Employment (2016)	401-1	New employee hires and employee turnover	> ESG Data
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	> Fostering Organizations that are Diverse and Dynamic
	401-3	Parental leave	> Fostering Organizations that are Diverse and Dynamic > ESG Data (Society) 
402: Labor/Management Relations (2016)	402-1	Minimum notice periods regarding operational changes	
403: Occupational Health and Safety	403-1	Occupational health and safety management system	> Achieving a Healthy and Worker-friendly Workplace Environment (Promotion of Health and Productivity Management)
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	> Achieving a Healthy and Worker-friendly Workplace Environment
	403-5	Worker training on occupational health and safety	> Achieving a Healthy and Worker-friendly Workplace Environment
	403-6	Promotion of worker health	> Achieving a Healthy and Worker-friendly Workplace Environment
	403-7	Prevention and mitigation of occupational health and safety	

		impacts directly linked by business relationships	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	➤ Achieving a Healthy and Worker-friendly Workplace Environment ➤ ESG Data (Society) 
	403-10	Work-related ill health	
404: Training and Education (2016)	404-1	Average hours of training per year per employee	
	404-2	Programs for upgrading employee skills and transition assistance programs	➤ Human Resource Development
	404-3	Percentage of employees receiving regular performance and career development reviews	
405: Diversity and Equal Opportunity (2016)	405-1	Diversity of governance bodies and employees	➤ Fostering Organizations that are Diverse and Dynamic ➤ ESG Data (Society) 
	405-2	Ratio of basic salary and remuneration of women to men	➤ Fostering Organizations that are Diverse and Dynamic ➤ ESG Data (Society) 
406: Non-discrimination (2016)	406-1	Incidents of discrimination and corrective actions taken	
407: Freedom of Association and Collective Bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	➤ Human Rights Management
408: Child Labor (2016)	408-1	Operations and suppliers at significant risk for incidents of child labor	➤ Promotion of Sustainable Raw Material Procurement ➤ Human Rights Management
409: Forced or Compulsory Labor (2016)	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	➤ Promotion of Sustainable Raw Material Procurement ➤ Human Rights Management
410: Security Practices (2016)	410-1	Security personnel trained in human rights policies or procedures	
411: Rights of Indigenous Peoples (2016)	411-1	Incidents of violations involving rights of indigenous peoples	

412: Human Rights Assessment (2016)	412-1	Operations that have been subject to human rights reviews or impact assessments	> Human Rights Management
	412-2	Employee training on human rights policies or procedures	> Human Rights Management
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
413: Local Communities (2016)	413-1	Operations with local community engagement, impact assessments, and development programs	> Co-existence and co-prosperity with local communities > Corporate Citizenship
	413-2	Operations with significant actual and potential negative impacts on local communities	
414: Supplier Social Assessment (2016)	414-1	New suppliers that were screened using social criteria	
	414-2	Negative social impacts in the supply chain and actions taken	> Promotion of CSR Supply Chain Management
415: Public Policy (2016)	415-1	Political contributions	
416: Customer Health and Safety (2016)	416-1	Assessment of the health and safety impacts of product and service categories	> Provision of Safe and Reliable Products
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
417: Marketing and Labeling (2016)	417-1	Requirements for product and service information and labeling	> Provision of Safe and Reliable Products
	417-2	Incidents of non-compliance concerning product and service information and labeling	
	417-3	Incidents of non-compliance concerning marketing communications	
418: Customer Privacy (2016)	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	
419: Socioeconomic Compliance (2016)	419-1	Non-compliance with laws and regulations in the social and economic area	

Sustainable Finance



The Morinaga Group is committed to the realization of its Purpose, "the Morinaga Group will continue to create healthy foods that can be enjoyed beyond generations, thereby bringing smiles to the faces of people around the world now and in the future."

In the "2030 Business Plan," our long-term business plan for 2030 announced in May 2021, we set forth our 2030 Vision, "the Morinaga Group will change into a wellness company in 2030."

As one of the ongoing initiatives in line with this Vision, we have decided to issue Sustainability Bonds.

Sustainability Bonds

Outline of the Issuance

Official name	Morinaga & Co., Ltd., Limited 15th unsecured straight bonds (Sustainability bond with specific inter-bond pari passu clause for short)
Tenor	5 years
Issue date	December 8, 2022
Size	9 billion yen
Coupon	0.490%
Use of proceeds	Expenditure for rebuilding the Morinaga Shibaura Building (tentative name)
Lead manager	Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., Mizuho Securities Co., Ltd.
Structuring agent	Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.
External reviewer	Japan Credit Rating Agency, Ltd.,

> [News Release](#)

Sustainable Finance Framework

> [Sustainable Finance Framework](#)

Second Party Opinion

We have obtained a Second Party Opinion from Japan Credit Rating Agency, Ltd.

> [Second Party Opinion](#)

Sustainability at Morinaga Group

➤ Sustainability Management

> Sustainability Advisory Board

➤ Identifying the Materiality

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List of investors who declared investment

Here are the investors who made investment declaration of the Sustainability Bonds.

> [List of investors who declared investment](#) 

Reporting


For post-issuance reporting, please see below.

> [1st Reporting](#) 

> [2nd Reporting](#) 

We have obtained a review from Japan Credit Agency, Ltd. to assess whether the reporting of eligible projects is aligned with our Sustainable Finance Framework.

> [Annual review on 1st Reporting](#) 

> [Annual review on 2nd Reporting](#) 

Related information

[IR information\(TOP\)](#) >

[To Our Investors](#) >

[Financial Results Briefing Materials](#) >

[Integrated Report](#) >

[Sustainability at Morinaga TOP](#) >

➤ Conserve the Global Environment

- > Response to Climate Change Issues
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- > Build a Highly Transparent and Efficient Governance System
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