

Environment

Greenhouse gas emissions

Greenhouse gas emissions (Scope1, 2)		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Domestic group+Overseas group	Total : Scope1+Scope2	t -CO2e	83,487	78,006	78,475	86,121	87,082	group	New accounting standards have been applied since FY2020
	Intensity (Sales base)	t -CO2/ t	0.41	0.37	0.47	0.48	0.45		
Domestic group	Total : Scope1+Scope2 (Market standard)	t -CO2e	74,021	67,444	68,931	75,716	76,252	Domestic group	Covered by third party guarantee
	Scope1	t -CO2e	23,970	20,562	21,419	22,340	22,267		
	Scope2 (Market standard)	t -CO2e	50,051	46,882	47,512	53,376	53,985		
	Scope2 (Location standard)	t -CO2e	53,996	51,732	51,722	54,775	53,491		
Overseas group	Total : Scope1+Scope2 (Location standard)	t -CO2e	9,466	10,562	9,544	10,405	10,830	Overseas group	In FY2018, only production sites
	Scope1	t -CO2e	2,832	3,392	3,276	3,654	4,020		
	Scope2 (Location standard)	t -CO2e	6,634	7,170	6,268	6,751	6,810		

Greenhouse gas emissions (Scope3)		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Category1	Purchased Goods and Services	t -CO2e	-	248,003	257,038	270,001	294,823	Domestic group	Raw materials and OEM products
Category2	Capital goods	t -CO2e	-	122,971	164,240	196,853	193,708	Domestic group	
Category3	Fuel- and Energy-Related Activities	t -CO2e	-	7,271	7,505	8,244	8,268	Domestic group	
Category4	Upstream transportation and distribution	t -CO2e	-	15,809	13,671	10,017	12,735	Single item	
Category5	Waste generated in operations	t -CO2e	-	1,690	1,657	1,795	1,730	Domestic group	
Category6	Business travel	t -CO2e	-	618	539	535	551	Domestic group	
Category7	Employee commuting	t -CO2e	-	1,607	1,334	1,365	1,514	Domestic group	
Category8	Upstream leased assets	t -CO2e	-	556	374	394	410	Single item	
Category9	Downstream transportation and distribution	t -CO2e	-	-	-	-	-		- Not relevant
Category10	Processing of sold products	t -CO2e	-	-	-	-	-		- Not relevant
Category11	Use of Sold Products	t -CO2e	-	-	-	-	-		- Not relevant
Category12	End-of-life treatment of sold products	t -CO2e	-	6,603	6,913	6,772	7,181	Domestic group	
Category13	Downstream leased assets	t -CO2e	-	-	-	-	-		- Not relevant
Category14	Franchises	t -CO2e	-	-	-	-	-		- Not relevant
Category15	Investments	t -CO2e	-	-	-	-	-		- Not relevant
Category16	Other (Upstream)	t -CO2e	-	-	-	-	-		- Not rated
Category17	Other (Downstream)	t -CO2e	-	-	-	-	-		- Not rated

Energy

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Energy consumption	Total	MWh	240,457	219,647	228,481	244,488	244,534	Domestic group	Covered by third party guarantee
	Electric power	MWh	107,992	106,008	110,047	120,879	121,241		
	Heat supply	GJ	0	0	0	290	509		
	City Gas	1,000m ³	10,878	9,331	9,743	10,162	10,137		
	LPG	t	35	35	30	32	31		
	kerosene	k l	53	53	46	48	46		
	gasoline	k l	27	22	22	22	17		
	Light oil	k l	26	10	8	8	8		
	Recyclable energy consumption	MWh	0	0	0	5	12		
	Total recyclable energy (purchased or generated)	MWh	0	0	0	5	12		

Production weight

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Production weight		t	- 0	- 0	- 0	138,175 0	143,239	group	

Resources and waste

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Raw materials consumption	Primary raw materials	t	42,460	41,342	45,617	42,359	41,427	Domestic group production sites	
	Secondary raw materials	t	52,901	49,883	51,381	53,292	54,046		
	Total	t	95,361	91,226	96,998	95,651	95,473		
Materials consumption	Paper	t	-	-	13,857	12,632	10,998	Domestic group production sites	
	Cardboard	t	-	-	10,938	10,499	10,529		
	Plastic	t	-	-	4,821	4,926	5,086		
	Glass	t	-	-	0	0	0		
	Steel	t	-	-	0	0	0		
	Aluminum	t	-	-	203	202	219		
	Other	t	-	-	563	586	581		
Total	t	0	0	30,382	28,844	27,414			

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Paper (packaging material)	Total weight of paper packaging	t	-	-	24,795	23,131	21,527	Domestic group production sites	
	Sustainable material ratio (FSC certified paper, recycled paper, etc.)	%	-	-	95.2	97.5	99.9		
	FSC certified paper introduction ratio (weight ratio)	%	-	-	32.9	74.8	97.9		

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Domestic group production sites	Waste emissions	t	9,716	9,556	9,393	10,843	9,554	Domestic group production sites	*1 Including energy and material recovery at incineration *2 Excluding energy and material recovery at incineration from *1 *3 Waste that cannot be recycled and is disposed of in landfills
	Total Recycling volume	t	9,712	9,553	9,391	10,836	9,552		
	Recycling volume	t	-	8,760	8,495	9,749	9,079		
	Final landfill volume	t	4	3	2	7	2		
	Incineration volume	t	-	793	896	1,087	473		
	Nox emissions	t	38	36	24	34	30		
	Sox emissions	t	0	0	0	0	0		
Overseas group production sites	Waste emissions	t	515	616	588	690	757	Overseas group production sites	

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Domestic group	Amount of food waste generated (A)	t	-	5,652	5,675	6,395	5,399	Domestic group	New accounting standards have been applied since FY2021
	Recycling amount of food recycling resources (B)	t	-	3,920	4,186	4,590	4,497		
	Food waste disposal amount (A-B)	t	-	1,732	1,489	1,805	901		
	Intensity of food waste (Sales base)	kg/Million yen	-	27	27.169	30.616	27.774		
	Recycling implementation rate	%	-	69.4	73.8	71.8	83.3		
	Food loss reduction rate	%	-	+0	▲11	+8	▲49		
Morinaga & Co., Ltd.	Amount of food waste generated (A)	t	3084.7	3462.3	3202.9	3,075.5	2,542.5	Morinaga & Co., Ltd.	New accounting standards have been applied since FY2021
	Recycling amount of food recycling resources (B)	t	2106.3	2272.7	1948.9	1,994.2	1,689.3		
	Food waste disposal amount (A-B)	t	978.4	1189.6	1254	1,081.3	853.2		
	Intensity of food waste (Sales base)	kg/Million yen	16.850	18.218	17.962	19.788	15.764		
	Recycling implementation rate	%	79	75.4	72.4	76.5	79.2		

Water

		Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Domestic group	Water resources consumption							Domestic group	Covered by third party guarantee
	Tap water	1,000 m ³	-	213	232	335	347		
	Industrial water	1,000 m ³	-	305	292	268	263		
	Well water	1,000 m ³	-	1075	1078	996	1,095		
	Total	1,000 m ³	-	1,593	1,602	1,599	1,706		
Domestic group production sites	(Water intake at domestic production sites)	1,000 m ³	1,504	1,538	1,555	1,550	1,657	Domestic group production sites	
	(Drainage from domestic production sites amount)	1,000 m ³	1,080	1,341	1,088	1,089	1,070		
Overseas group production sites		Thousandm ³	159	148	170	179	203	Overseas group production sites	

Environmental management

	Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
No. of facilities with ISO14001 accreditation	Cases	1	1	1	1	1	Domestic group production sites	On January 23, 2018, we acquired multi-site certification as Morinaga Group Production Facility (including 4 factories in our own company, 3 affiliates in production affiliated companies including head office environmental integration secretariat)

Compliance

	Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
No. of times fined for environmental violations (Waste related)	Times	0	0	0	0	0	Domestic group production sites	
No. of times fined for environmental violations (Water resources related)	Times	0	0	0	0	0		
No. of times fined for environmental violations (others)	Times	0	0	0	0	0		
Environmental violation fine amount (Waste related)	Yen	0	0	0	0	0		
Environmental violation fine amount (Water resources related)	Yen	0	0	0	0	0		
Environmental violation fine amount (others)	Yen	0	0	0	0	0		

Society

Customers

		Unit	FY2019/3		FY2020/3		FY2021/3		FY2022/3		FY2023/3		Scope	Remark
Customer comments received by the Customer Services Center	Inquiries/opinions	Cases	32,804		31,658		23,438		26,743		26,386		Morinaga & Co., Ltd.	
	Suggestions	Cases	5,413		4,593		3,970		3,934		3,665			
	Total	Cases	38,217		36,251		27,408		30,677		30,051			

Employees

		Unit	FY2019/3		FY2020/3		FY2021/3		FY2022/3		FY2023/3		Scope	Remark
No. of full-time employees	Male	People	1,254	79.7%	1,290	79.1%	1,298	79.0%	1,297	78.6%	1,286	77.0%	Morinaga & Co., Ltd.	Includes seconded employees
	Female	People	332	20.3%	343	20.9%	353	21.0%	361	21.4%	385	23.0%		
	Total	People	1,586	100.0%	1,633	100.0%	1,651	100.0%	1,658	100.0%	1,671	100.0%		
No. of temporary employees	Male	People	245	56.4%	241	55.8%	243	53.7%	264	56.9%	244	37.1%	Morinaga & Co., Ltd.	Ending of each fiscal year (as of March 31)
	Female	People	194	43.6%	208	44.2%	184	46.3%	252	43.1%	413	62.9%		
	Total	People	439	100.0%	449	100.0%	427	100.0%	516	100.0%	657	100.0%		
Average age	Male	Years	43.3		43.6		43.8		44.0		44.6		Morinaga & Co., Ltd.	Includes seconded employees
	Female	Years	39.7		40.0		40.2		40.7		40.7			
	Total	Years	42.5		42.9		43.1		43.3		43.7			
Average service years	Male	Years	19.5		19.4		19.6		19.8		20.3		Morinaga & Co., Ltd.	Includes seconded employees
	Female	Years	17.1		17.1		17.0		17.4		17.0			
	Total	Years	19.0		18.9		19.0		19.2		19.6			
Domestic affiliated companies No. of full-time employees	Male	People	443	67.9%	439	66.4%	445	65.2%	459	65.0%	516	64.3%	Domestic group	Excludes employees seconded from MORINAGA & Co., Ltd.
	Female	People	224	32.1%	234	33.6%	240	34.8%	254	35.0%	286	35.7%		
	Total	People	667	100.0%	673	100.0%	685	100.0%	713	100.0%	802	100.0%		
Domestic affiliated companies No. of temporary employees	Male	People	262	22.5%	205	23.9%	198	21.0%	169	21.4%	183	19.0%	Domestic group	Including re-employment (re-employment + temporary employee)
	Female	People	835	77.5%	769	76.1%	727	79.0%	766	78.6%	781	81.0%		
	Total	People	1,097	100.0%	974	100.0%	925	100.0%	935	100.0%	964	100.0%		
Number of consolidated employees		People	-		-		-		2,937		3,076		group	
	Japan-based employee ratio	%	-		-		-		79.50		78.22			
	Taiwan-based employee ratio	%	-		-		-		9.06		8.91			
	US-based employee ratio	%	-		-		-		7.25		8.81			
	Employee ratio in China	%	-		-		-		3.85		3.74			
No. of new recruits	Male	People	32	60.4%	41	73.2%	42	61.8%	37	63.8%	34	56.7%	Morinaga & Co., Ltd.	Includes new graduates / careers
	Female	People	21	39.6%	15	26.8%	26	38.2%	21	36.2%	26	43.3%		
	Total	People	53	100.0%	56	100.0%	68	100.0%	58	100.0%	60	100.0%		
Mid-career hires rate	Male	%	-		-		-		12.1		16.7		Morinaga & Co., Ltd.	
	Female	%	-		-		-		10.3		15.0			
	Total	%	-		-		-		22.4		31.7			
Mid-career hires rate by age	Under 30	Male	%	-		-		-	1.7		1.7		Morinaga & Co., Ltd.	
		Female	%	-		-		-	1.7		3.3			
		Total	%	-		-		-	3.4		5.0			
	Between the ages of 30 and 50	Male	%	-		-		-	6.9		13.3		Morinaga & Co., Ltd.	
		Female	%	-		-		-	8.6		11.7			
		Total	%	-		-		-	15.5		25.0			
	Over 50	Male	%	-		-		-	3.4		1.7		Morinaga & Co., Ltd.	
		Female	%	-		-		-	0.0		0.0			
		Total	%	-		-		-	3.4		1.7			
Mid-career hires rate by management level	Board member	Male	%	-		-		-	0.0		0.0		Morinaga & Co., Ltd.	
		Female	%	-		-		-	0.0		0.0			
		Total	%	-		-		-	0.0		0.0			
	Management level employee	Male	%	-		-		-	5.2		3.3		Morinaga & Co., Ltd.	
		Female	%	-		-		-	1.7		0.0			
		Total	%	-		-		-	6.9		3.3			
	other employee	Male	%	-		-		-	6.9		13.3		Morinaga & Co., Ltd.	
		Female	%	-		-		-	8.6		15.0			
		Total	%	-		-		-	15.5		28.3			
Domestic affiliated companies No. of new recruits	Male	People	42	68.9%	31	45.6%	58	62.4%	43	45.3%	81	75.7%	Domestic group	Includes new graduates / careers
	Female	People	19	31.1%	37	54.4%	35	37.6%	52	54.7%	26	24.3%		
	Total	People	61	100.0%	68	100.0%	93	100.0%	95	100.0%	107	100.0%		
Turnover rate (overall)	Male	%	-		-		-		0.8		1.7		Morinaga & Co., Ltd.	Data including the number of employees on secondment
	Female	%	-		-		-		0.7		0.4			
	Total	%	2		1.1		2.3		1.5		2.2			
Voluntary turnover rate	Male	%	-		-		-		0.8		1.6		Morinaga & Co., Ltd.	Data including the number of employees on secondment
	Female	%	-		-		-		0.7		0.4			
	Total	%	-		-		-		1.4		2.0			
Turnover rate (by age group)	Under 30	Male	%	-		-		-	0.9		5.4		Morinaga & Co., Ltd.	Data including the number of employees on secondment
		Female	%	-		-		-	2.3		0.4			
		Total	%	-		-		-	3.2		5.8			
	Between the ages of 30 and 50	Male	%	-		-		-	0.8		1.2		Morinaga & Co., Ltd.	Data including the number of employees on secondment
		Female	%	-		-		-	0.6		0.5			
		Total	%	-		-		-	1.4		1.7			
	Over 50	Male	%	-		-		-	0.7		1.2		Morinaga & Co., Ltd.	Data including the number of employees on secondment
		Female	%	-		-		-	0.2		0.3			
		Total	%	-		-		-	0.9		1.5			
Turnover rate (by management level)	Management level employee	Male	%	-		-		-	0.6		1.2		Morinaga & Co., Ltd.	Data including the number of employees on secondment
		Female	%	-		-		-	0.0		0.0			
		Total	%	-		-		-	0.6		1.2			
other employee	Male	%	-		-		-	0.9		1.9		Morinaga & Co., Ltd.	Data including the number of employees on secondment	
	Female	%	-		-		-	0.9		0.6				
	Total	%	-		-		-	1.8		2.5				
Turnover rate (turnover rate of new graduates with less than three years of service)	%		2		4.5		2.3		3.0		3.7		Morinaga & Co., Ltd.	
Percentage of employees under 30	%		13		12.4		12.2		13.1		13.4		Morinaga & Co., Ltd.	
Percentage of employees between the ages of 30 and 50	%		76		66.8		58.0		53.3		50.2		Morinaga & Co., Ltd.	
Percentage of employees over 50	%		30		26.8		29.7		33.5		36.4		Morinaga & Co., Ltd.	
LGBTQ + employee ratio	%		-		-		0		0		0		Morinaga & Co., Ltd.	The number of people who apply or declare in order to use the personnel system related to the matter, counted only when the parties themselves agree to disclose the number of
Employment rate for people with disabilities	%		2.53		2.79		2.68		2.35		2.30		Morinaga & Co., Ltd.	End of each year (as of March 31)
Share of women in total workforce	%		20.9		21.0		21.4		21.8		23.0		Morinaga & Co., Ltd.	
Ratio of women in STEM-related positions	%		-		-		-		-		37.8		Morinaga & Co., Ltd.	
No. of female managers	People		33		43		43		47		49		Morinaga & Co., Ltd.	Beginning of each year (as of April 1)
Ratio of female managers	%		6.7		7.7		8.3		9.4		10.0		Morinaga & Co., Ltd.	
Ratio of female junior managers	%		-		-		-		-		12.4		Morinaga & Co., Ltd.	Beginning of each year (as of April 1)
Ratio of female managers and above	%		7.7		4.5		9.4		6.3		6.7		Morinaga & Co., Ltd.	
Ratio of female directors	%		20.0		22.2		16.7		28.6		20.0		Morinaga & Co., Ltd.	Including Senior Executive Officers as of April 1, 2021
Share of women in management positions in revenue-generating functions (sales)	%		-		-		-		-		2.0		Morinaga & Co., Ltd.	Beginning of each year (as of April 1)
Average Wages by Gender	Male	Yen	-		-		-		665,953		663,571		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)
	Female	Yen	-		-		-		485,754		411,750			
Average Wages by Gender (Senior Managers)	Male	Yen	-		-		-		1,236,048		1,147,429		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)
	Female	Yen	-		-		-		1,278,366		1,123,408			
Average Wages by Gender (General Managers)	Male	Yen	-		-		-		843,640		809,073		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)
	Female	Yen	-		-		-		788,179		791,351			
Average wages by gender (senior general employees)	Male	Yen	-		-		-		643,404		649,845		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)
	Female	Yen	-		-		-		507,960		541,016			
Average Wages by Gender (Beginner level general employees)	Male	Yen	-		-		-		411,932		404,918		Morinaga & Co., Ltd.	Monthly wage converted from annual income(Excluding employees on secondment)
	Female	Yen	-		-		-		391,089		312,625			

Morinaga Group ESG Data Book

	Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark	
No. of employees taking childcare leave	Male	People	6 31.6%	17 53.1%	19 44.2%	16 44.4%	21 65.6%	Morinaga & Co., Ltd.	Including seconded employees and associate employees
	Female	People	13 68.4%	15 46.9%	24 55.8%	20 55.6%	11 34.4%		
	Total	People	19 100.0%	32 100.0%	43 100.0%	36 100.0%	32 100.0%		
Reinstatement rate (ratio of employees returning to work after a leave of absence)	%	100.0	100.0	100.0	96.0	94.4	Morinaga & Co., Ltd.		
No. of employees utilizing shorter work hour system for childcare	Male	People	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	Morinaga & Co., Ltd.	Applicable number of regular employees as of the end of each fiscal year
	Female	People	24 100.0%	26 100.0%	28 100.0%	29 100.0%	29 100.0%		
	Total	People	24 100.0%	26 100.0%	28 100.0%	29 100.0%	29 100.0%		
No. of employees wishing to be reemployed after retirement	People	76	72	16	22	14	Morinaga & Co., Ltd.		
Reemployment rate of post retirement employees	%	93.0	89.0	80.0	80	93	Morinaga & Co., Ltd.	Retirement age (including those who do not wish to be rehired)	
Annual Total Labor Hours (per employee)	hour	1,982	1,943	1,945	1,961	1,946	Morinaga & Co., Ltd.		
Average overtime hours (per employee)	hour/month	16.8	15.1	13.3	15.0	13.0	Morinaga & Co., Ltd.		
Days of annual paid leave acquired	Day	12.3	12.6	11.7	12.1	14.1	Morinaga & Co., Ltd.		
Annual paid leave acquisition rate	%	63.7	65.8	62.6	68.2	74.7	Morinaga & Co., Ltd.		
No. of employees acquiring nursing care leave	People	0	0	0	0	2	Morinaga & Co., Ltd.		
Average training time per employee (Regular employee of Morinaga & Co., Ltd.)	Hour	-	-	8	8.8	13.2	Morinaga & Co., Ltd.	The scope changed from FY2022	
Average training cost per employee (Regular employee of Morinaga & Co., Ltd.)	Yen	-	-	49,000	58,000	68,000	Morinaga & Co., Ltd.		
Promotion rate	Male	%	-	-	-	5.5	5.2	Morinaga & Co., Ltd.	Data including the number of employees on secondment
	Female	%	-	-	-	1.9	1.9		
	Total	%	-	-	-	7.4	7.1		
Labor union membership rate of general employees	%	100	100	100	100	100	Morinaga & Co., Ltd.	Regular employees only	
Ratio of union members	%	-	-	57.5	57.2	70.0	group		
	Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark	
Rate of stress check implementation	%	100.0	100.0	97.1	96.1	95.3	Morinaga & Co., Ltd.		
Percentage of employees participating in health checkups	%	100.0	100.0	100.0	100.0	100.0	Morinaga & Co., Ltd.		
LTIFR : Lost-Time Injury Frequency Rate		0.50	0.00	0.52	0.00	0.25	Morinaga & Co., Ltd.	Incidence rate of fatalities and injuries due to occupational accidents per million total working hours at domestic factories (excluding the number of injured and sick people on holidays)	
TRIR : Total Recordable Injury Rate		2.02	1.05	2.33	1.30	1.01	Morinaga & Co., Ltd.	Incidence of fatalities and injuries due to occupational accidents per million total working hours at domestic factories (including the number of injured and sick people who did not leave)	
Number of occupational accident fatalities (regular employees)	People	0	0	0	0	0	Morinaga & Co., Ltd.		
Number of occupational accident fatalities (contract employees)	People	-	-	0	0	0	Morinaga & Co., Ltd.		

Corporate Citizenship

	Unit	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	Scope	Remark
Supporting amount with "One Chocolate for One Smile" campaign	Yen	-	-	-	22,476,527	20,566,310	Morinaga & Co., Ltd.	

Governance

Corporate Governance

		Unit	FY2019/3		FY2020/3		FY2021/3		FY2022/3		FY2023/3		Scope	Remark
Number of directors	Internal directors	Male	People	7	87.5%	6	85.7%	6	85.7%	5	83.3%	6	85.7%	Morinaga & Co., Ltd.
		Female	People	1	12.5%	1	14.3%	1	14.3%	1	16.7%	1	14.3%	
		Total	People	8	100.0%	7	100.0%	7	100.0%	6	100.0%	7	100.0%	
	Independent outside directors	Male	People	1	50.0%	1	50.0%	1	33.3%	1	25.0%	2	50.0%	
		Female	People	1	50.0%	1	50.0%	2	66.7%	3	75.0%	2	50.0%	
		Total	People	2	100.0%	2	100.0%	3	100.0%	4	100.0%	4	100.0%	
Aggregate total	Male	People	8	80.0%	7	77.8%	7	70.0%	6	60.0%	8	72.7%		
	Female	People	2	20.0%	2	22.2%	3	30.0%	4	40.0%	3	27.3%		
	Total	People	10	100.0%	9	100.0%	10	100.0%	10	100.0%	11	100.0%		
Number of auditors	Internal directors	Male	People	2	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%	
		Female	People	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
		Total	People	2	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%	
	Independent outside directors	Male	People	2	100.0%	3	100.0%	3	100.0%	3	100.0%	3	100.0%	
		Female	People	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
		Total	People	2	100.0%	3	100.0%	3	100.0%	3	100.0%	3	100.0%	
Aggregate total	Male	People	4	100.0%	4	100.0%	4	100.0%	4	100.0%	4	100.0%		
	Female	People	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
	Total	People	4	100.0%	4	100.0%	4	100.0%	4	100.0%	4	100.0%		
No. of times Board of Directors meetings held	Times		17		16		16		16		15			
Attendance rate for Board of Directors meetings	%		99		100		99		99		98.6			
No. of times Board of Auditors meetings held	Times		21		21		16		16		16			
Attendance rate for Board of Auditors meetings	%		99		100		100		100		100			
Number of meetings of the Officer Personnel Compensation Committee	Times		-		-		11		7		3			
Remuneration for internal directors *1	Million yen		237		169		175		207		212			
Remuneration for auditors	Million yen		51		48		47		54		56			
Remuneration for outside directors	Million yen		20		20		27		39		39			

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

Compliance

		Unit	FY2019/3		FY2020/3		FY2021/3		FY2022/3		FY2023/3		Scope	Remark
Political contribution	Yen		0		0		0		0		0		Morinaga & Co., Ltd.	*4 Recommendation
No. of cases of anti-corruption violations	Cases		0		0		0		0		0			
Anti-corruption violation fine amount	Yen		0		0		0		0		0			
No. of cases of legal violations	Cases		0		1	*4	0		0		0			
Legal violation fine amount	Yen		0		0		0		0		0			
No. of internal Helpline reports	Yen		-		-		-		34		29			